

# Q1 2022 Earnings



April 27, 2022



**F-150**  
**LIGHTNING**  
**STRIKES**

# Information Regarding This Presentation

## **FORWARD-LOOKING STATEMENTS**

This presentation includes forward-looking statements. 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. For a discussion of these risks, uncertainties, and other factors, please see the “Cautionary Note on Forward-Looking Statements” at the end of this presentation and “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.

## **GAAP AND NON-GAAP FINANCIAL MEASURES**

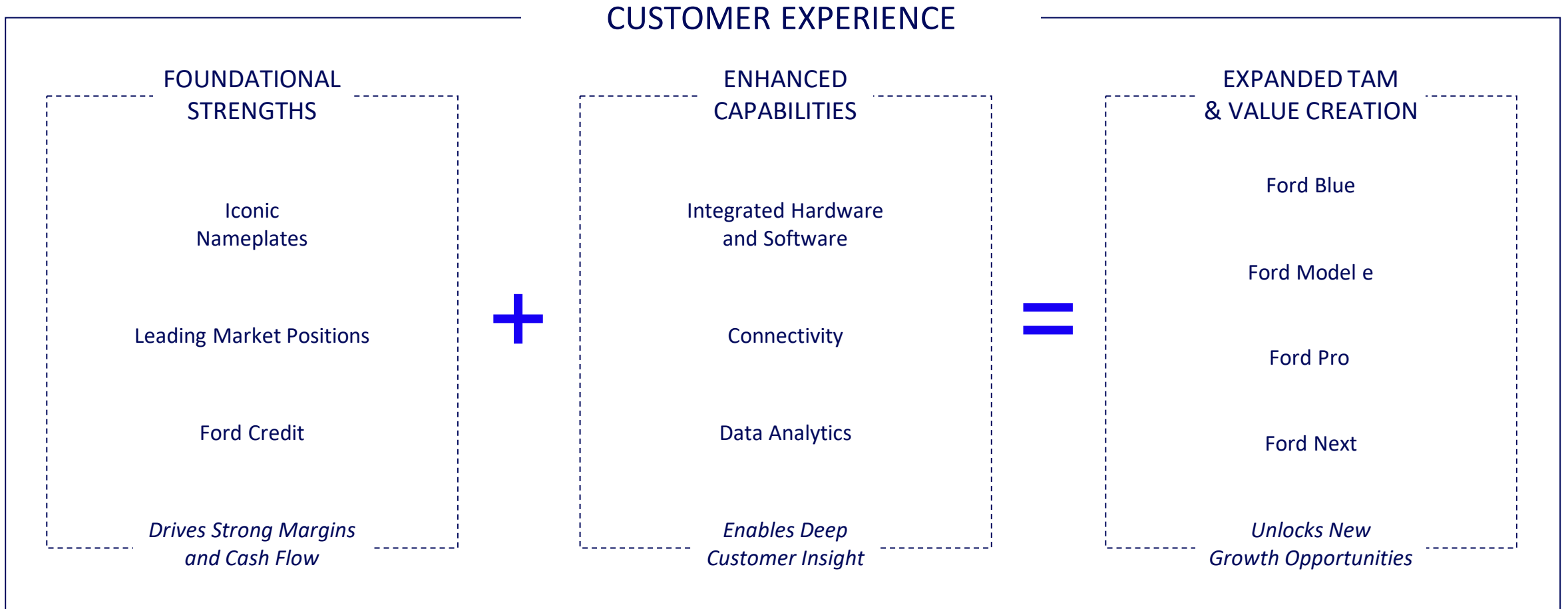
This presentation includes financial measures calculated in accordance with Generally Accepted Accounting Principles (“GAAP”) and non-GAAP financial measures. The non-GAAP financial measures are intended to be considered supplemental information to their comparable GAAP financial measures. The non-GAAP financial measures are defined and reconciled to the most comparable GAAP financial measures in the Appendix to this presentation.

## **ADDITIONAL INFORMATION**

Calculated results may not sum due to rounding. N / M denotes “Not Meaningful.” All variances are year-over-year unless otherwise noted. Visit [ford.com](https://ford.com) for vehicle information.

# Ford+ Investment Thesis

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





# Executing Our Investment Thesis To Deliver Ford+

FOUNDATIONAL  
STRENGTHS



ENHANCED  
CAPABILITIES



EXPANDED TAM  
& VALUE CREATION

## Iconic Nameplates



IMG launch of next-generation Ranger underway; unveiled the next-generation Ranger Raptor derivative in February (pictured)

## Integrated Hardware & Software



Over 25,000 vehicles with BlueCruise activated to date, with 2.4M miles driven hands free in the U.S.

## Lincoln



Lincoln Star concept evolves Quiet Flight DNA and showcases a captivating, dynamic new face – revealing the brand's vision for EVs

## Ford Credit



FinSimple launched same-day approval and pre-arranged financing options for smaller commercial customers

## Connectivity



Delivered almost 1M Power-Ups in Q1, including BlueCruise hands-free driving and Apple CarPlay EV Routing

## Ford Pro



FORDLive provided customers approx. 66,000 more days of uptime for their vehicles in Q1



# Advancing The Ford+ Plan

To deliver Ford+, we are restructuring our organization to scale EVs, strengthen operations and unlock value in our enterprise

## 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
- + 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



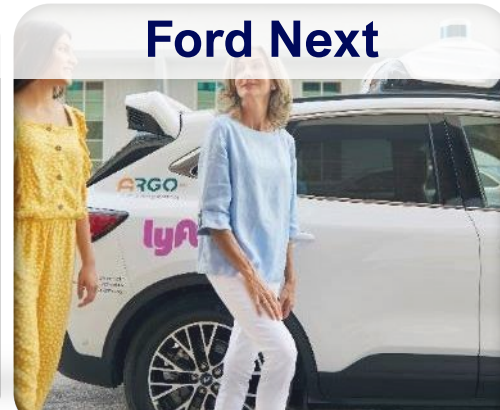
- + Delight customers with truly incredible electric and connected vehicles and services, and build the future as our center of innovation and growth
- + Connected, always-on experiences powered by software
- + Emerging technologies | New talent
- + New shopping & ownership experiences

## Ford Pro



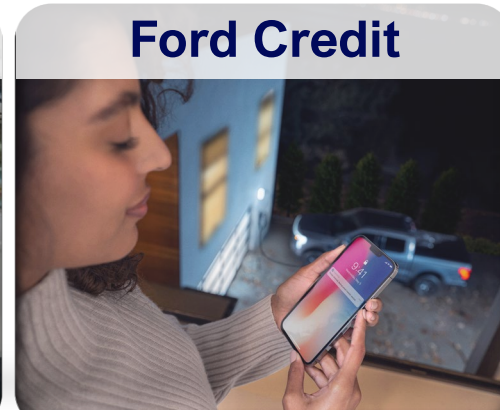
- + Accelerate productivity and sustainability for commercial customers with a trusted platform of connected vehicles, software and services

## Ford Next



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

## Ford Credit



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

# Executing Our Investment Thesis To Deliver Ford+

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

## CUSTOMER EXPERIENCE

### EXPANDED TAM & VALUE CREATION

#### **Electric**

Commercial Vehicles  
and Services

Connected Services

Autonomous /  
Mobility

*Unlocks New  
Growth Opportunities*



- Launched F-150 Lightning and began fulfilling customer orders
- Continuing to break constraints to deliver an EV capacity of 600K by the end of 2023
- Announced plan to produce 2M+ EVs per year by the end of 2026; 1/3 of global production
- Europe to launch 3 new electric passenger vehicles and 4 new electric commercial vehicles by the end of 2024, with plans to sell more than 600K EVs per year by the end of 2026
- Non-binding MoU with SK On Co., Ltd. and Koç Holding to create one of Europe's largest commercial vehicle battery production sites in Turkey
- Non-binding MoU with Lake Resources to secure approximately 25,000 tons of lithium per year
- Construction preparation at the BlueOval City site in Tennessee



# First Quarter Financial Results

Revenue

**\$34.5B**

Down \$1.8B

Adj. EBIT

**\$2.3B**

Down \$1.6B

Adj. EBIT Margin

**6.7%**

Down 4.1 pts

Adj. FCF

**\$(0.6)B**

Down \$0.2B

Adj. EPS

**\$0.38**

Down \$0.32



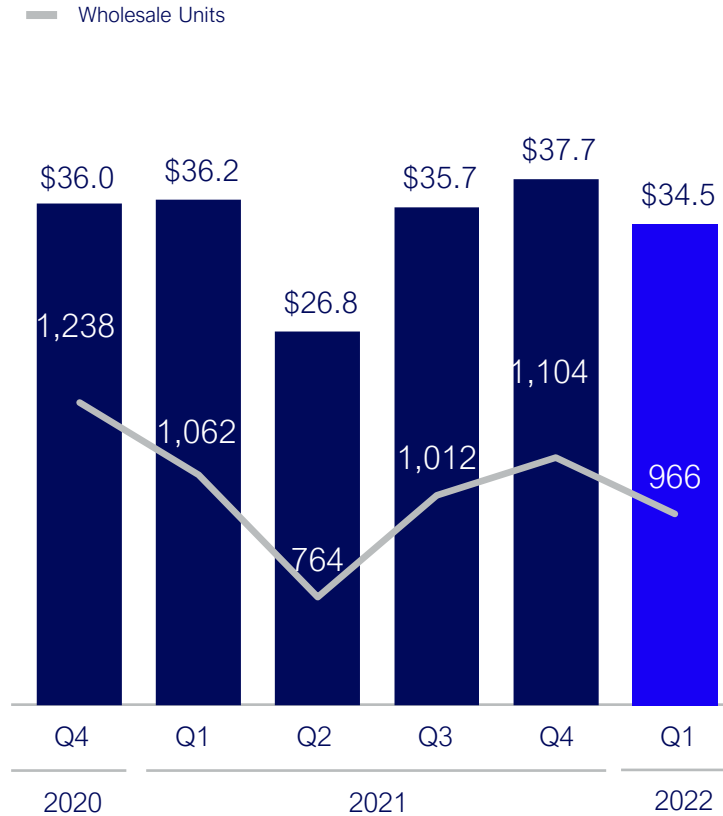
2022 Bronco Sport



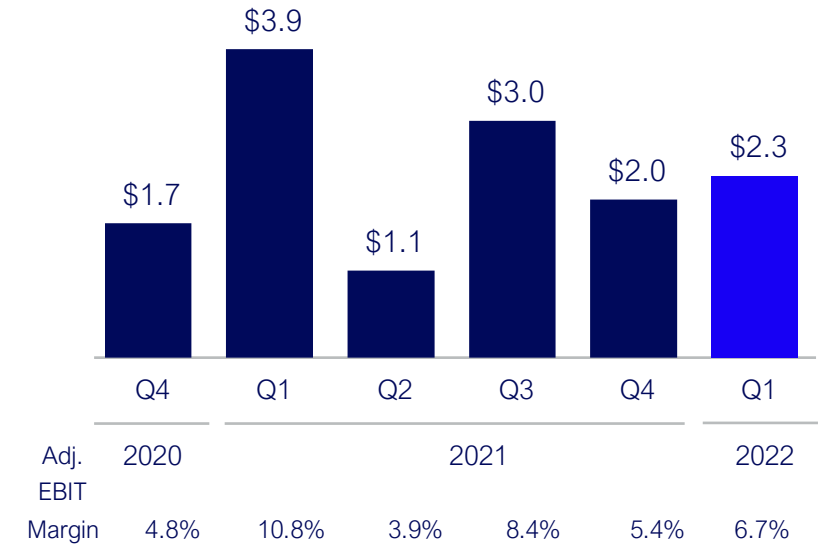
# Q1 Revenue And Adjusted EBIT

- Q1 wholesales down 9%, driven by supply chain constraints
- Revenue down 5%, driven by lower volume, weaker currencies and unfavorable mix, offset partially by higher net pricing
- Adjusted EBIT down \$1.6B, driven by inflationary increases in commodity prices, lower volume and mix, offset partially by higher net pricing

Wholesale Units (000)  
& Revenue (\$B)

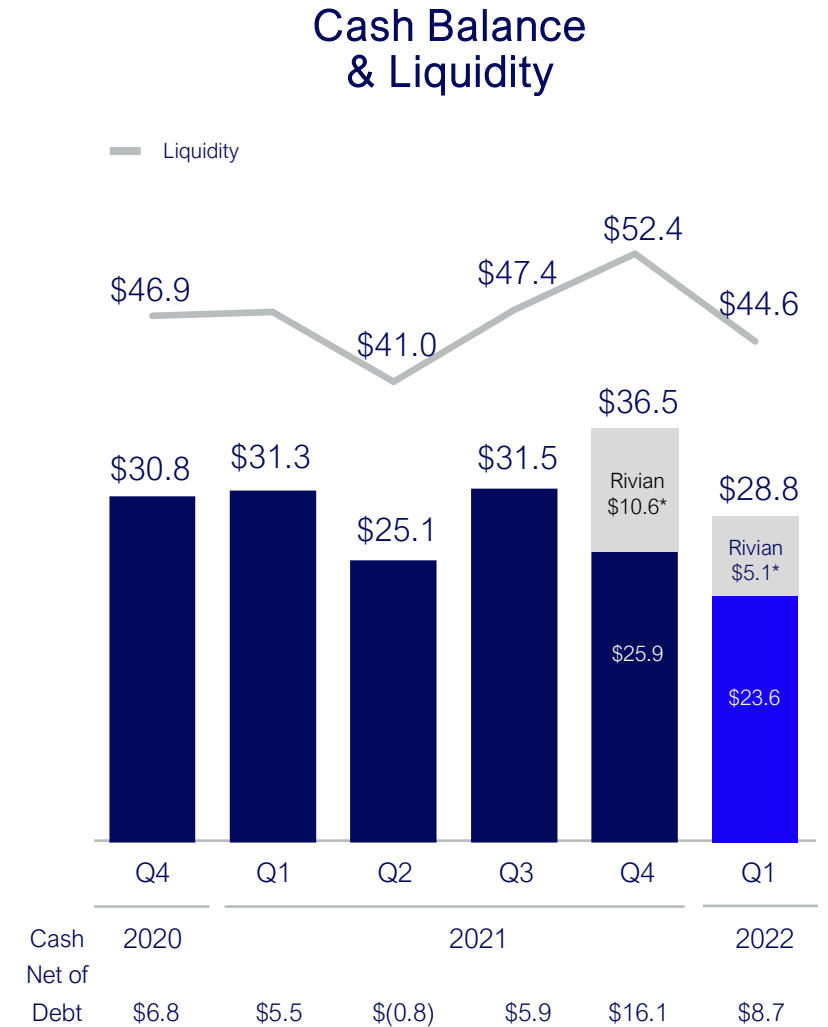
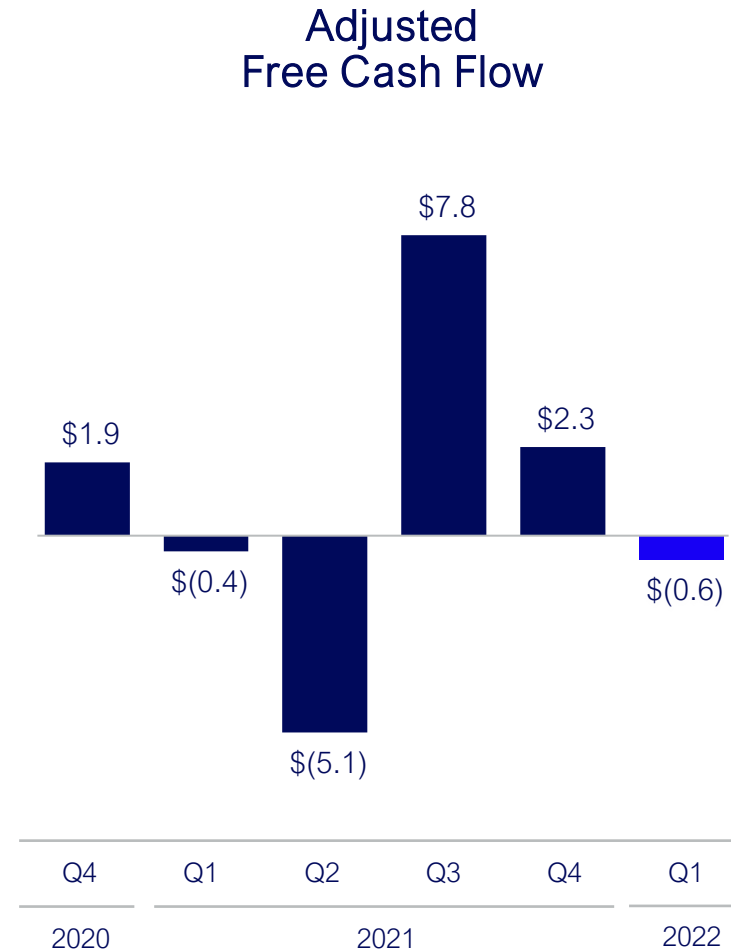


Adjusted EBIT (\$B)  
& EBIT Margin (%)



# Q1 Cash Flow, Cash Balance And Liquidity (\$B)

- Q1 Adjusted FCF of \$(0.6)B, driven by unfavorable timing differences and negative working capital due to higher inventory levels
- Strong cash and liquidity available to invest in growth

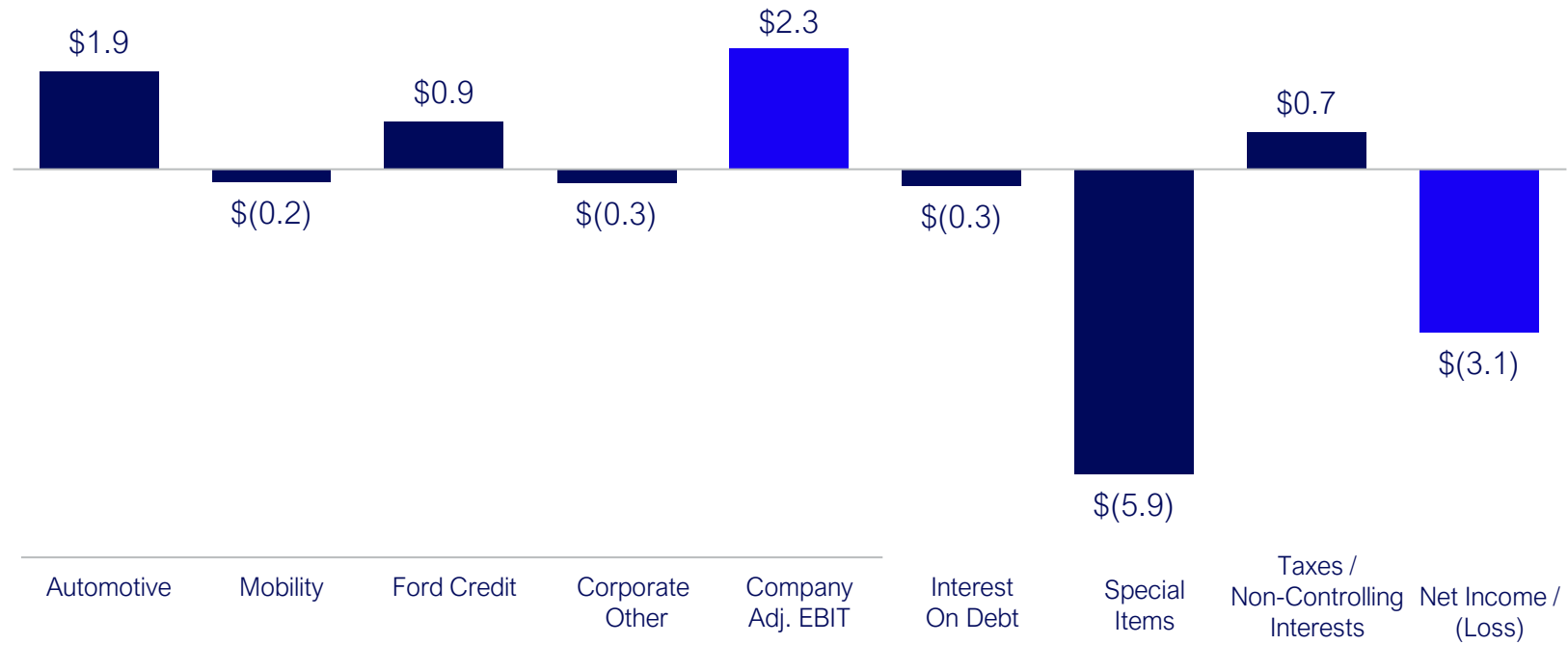


\* At December 31, 2021 and March 31, 2022, Rivian common shares were valued at \$103.69 and \$50.24, respectively, per share. Our investment is marked to market on a recurring basis and gains and losses could be material in any period. At April 26, 2022, Rivian common shares were valued at \$30.68 per share

# Q1 2022 Results

## (\$B)

- Company Adjusted EBIT driven by Automotive and Ford Credit results
- Special Items include a \$5.4B mark-to-market loss on our Rivian investment



B / (W)

	Automotive	Mobility	Ford Credit	Corporate Other	Company Adj. EBIT	Interest On Debt	Special Items	Taxes / Non-Controlling Interests	Net Income / (Loss)
Q1 2021	\$(1.5)	\$(0.0)	\$(0.0)	\$(0.0)	\$(1.6)	\$0.2	\$(6.4)	\$1.4	\$(6.4)
Q4 2021	0.3	0.1	(0.1)	0.1	0.3	0.1	(15.5)	(0.3)	(15.4)



# Q1 2022 Adjusted EBIT (\$B)

	North America	South America	Europe	China	IMG	Total Auto	Total Company	
Q1 2021	\$ 2.9	\$ (0.1)	\$ 0.3	\$ (0.0)	\$ 0.2	\$ 3.4	\$ 3.9	
YoY Change:								
Volume / Mix	\$ (0.9)	\$ (0.0)	\$ (0.1)	\$ (0.1)	\$ (0.1)	\$ (1.1)	\$ (1.1)	
Net Pricing	1.1	0.2	0.3	0.0	0.1	1.7	1.7	
Cost	(1.4)	(0.1)	(0.5)	0.0	(0.0)	(1.9)	(1.9)	Material / Freight \$(0.3)
Exchange	(0.0)	(0.0)	0.0	0.0	(0.0)	(0.0)	(0.0)	Warranty (0.2)
JVs / Other	(0.2)	0.0	0.0	0.0	(0.1)	(0.2)	(0.2)	Commodities (1.2)
Total Automotive	\$ (1.4)	\$ 0.1	\$ (0.1)	\$ (0.0)	\$ (0.1)	\$ (1.5)	\$ (1.5)	Structural (0.0)
Mobility							(0.0)	Pension / OPEB (0.2)
Ford Credit							(0.0)	
Corporate Other							(0.0)	
Total Change							\$ (1.6)	
Q1 2022	\$ 1.6	\$ 0.1	\$ 0.2	\$ (0.1)	\$ 0.1	\$ 1.9	\$ 2.3	JVs \$(0.0)
								Other (0.2)

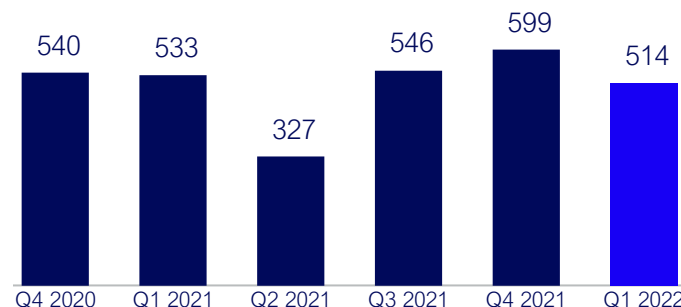
# North America

Leadership in trucks and Ford Pro commercial vehicles; plus, utilities and iconic nameplates

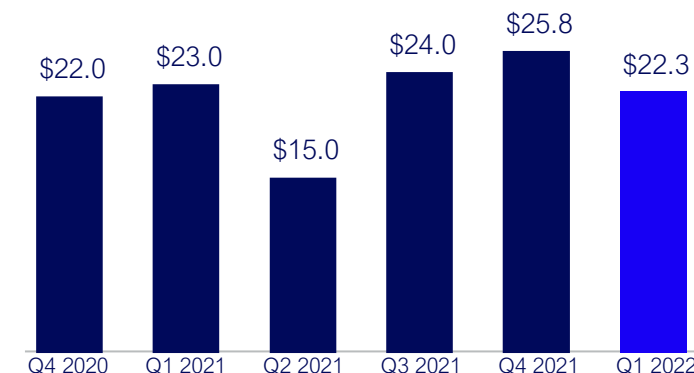
- EBIT decline driven by higher costs, mainly commodities, higher warranty expense, unfavorable mix and lower volume, offset partially by higher net pricing
- Brand strength remains high with U.S. customer order bank at \$17B revenue
- Launched Ford Pro Charging Solution with infrastructure funding through Ford Simple
- Launched F-150 Lightning and Lightning Pro in late-April



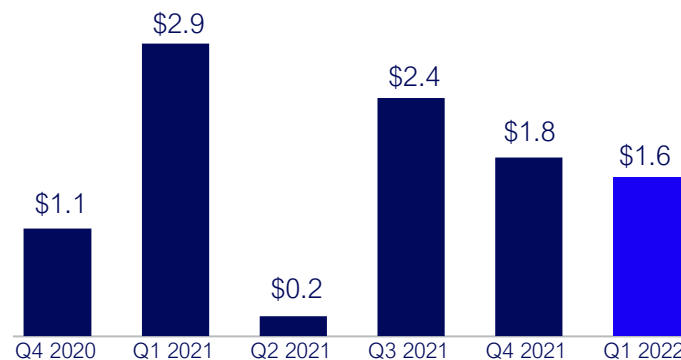
Wholesale Units (000)



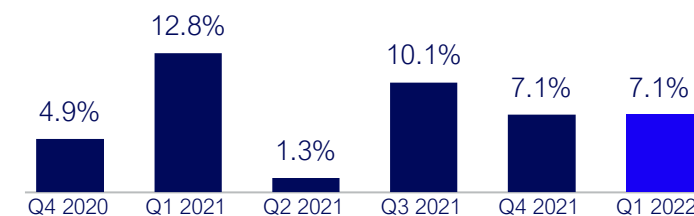
Revenue (\$B)



EBIT (\$B)



EBIT Margin (%)



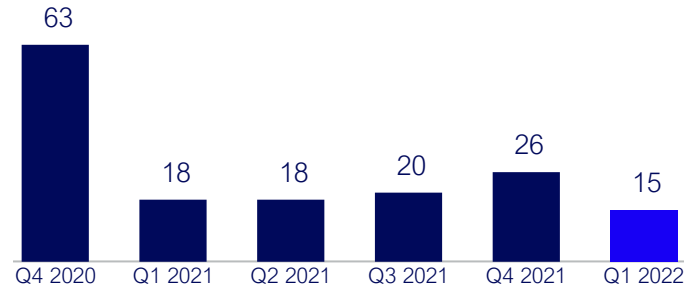
# South America

Lean, de-risked and asset-light business, focused on key franchises like Ranger and Transit

- Highest quarterly EBIT margin in over ten years
- Focused on scaling the business for growth
- Expanded pick-up portfolio with the introduction of Maverick and Ranger FX4
- Expect short-term production disruption in Q2 driven by launch preparation for next-generation Ranger in 2023



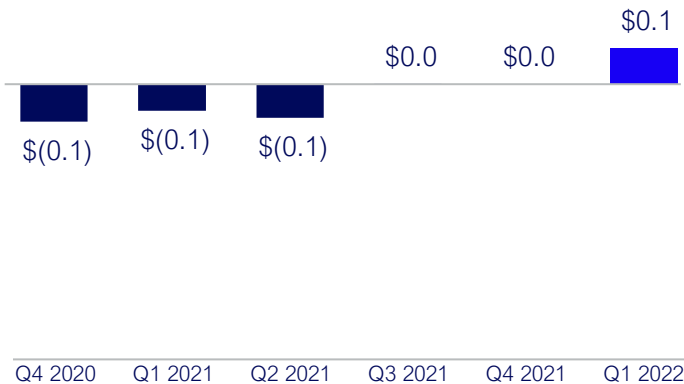
Wholesale Units (000)



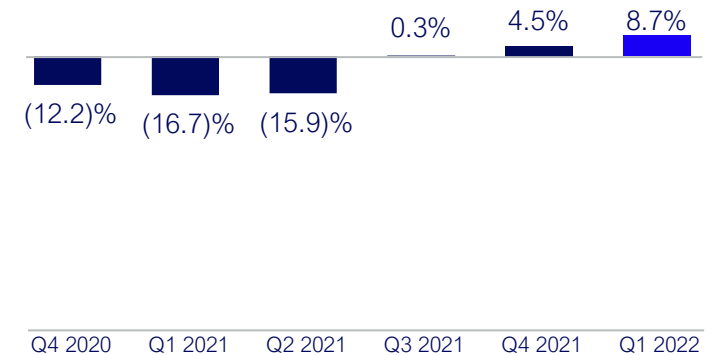
Revenue (\$B)



EBIT (\$B)



EBIT Margin (%)





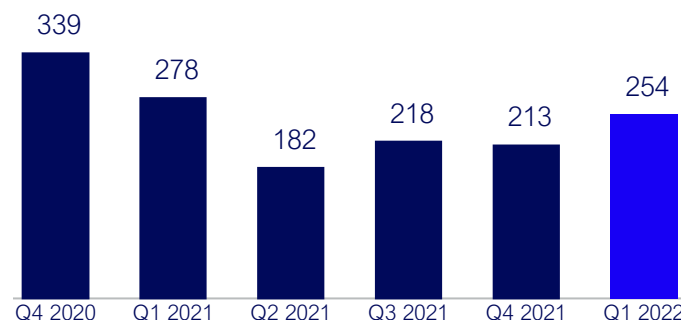
# Europe

Commercial vehicle strength with Ford Pro, focused passenger portfolio with key imports

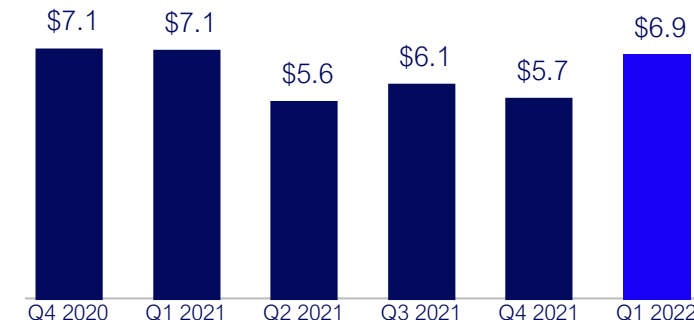
- Continued commercial vehicle leadership: No. 1 commercial vehicle brand since 2015
- Launched E-Transit; FORDLiive continues to grow and helps customers improve uptime
- Mustang Mach-E sold online in most major markets



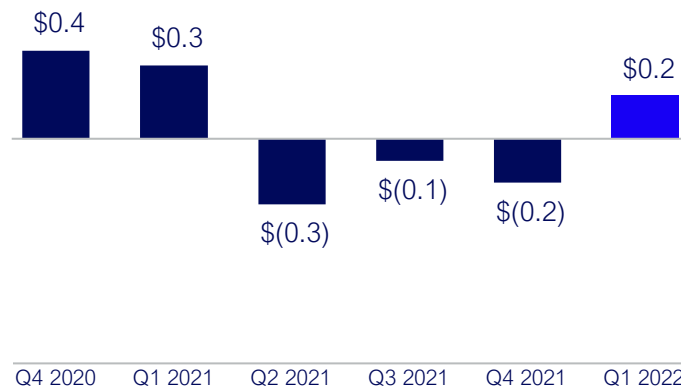
Wholesale Units (000)\*



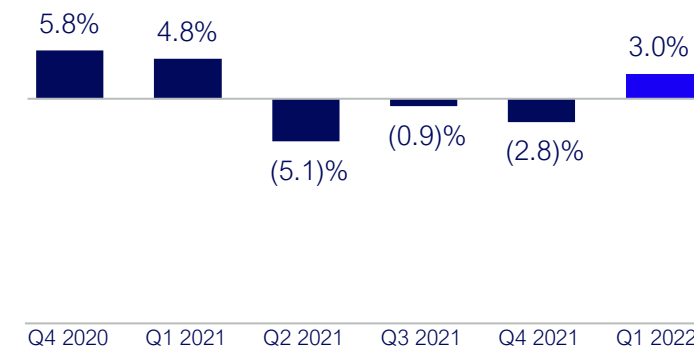
Revenue (\$B)



EBIT (\$B)



EBIT Margin (%)



\* Includes Ford brand vehicles produced and sold by our unconsolidated affiliate in Turkey (17K units in Q1 2021 and 13K units in Q1 2022). Revenue does not include these sales

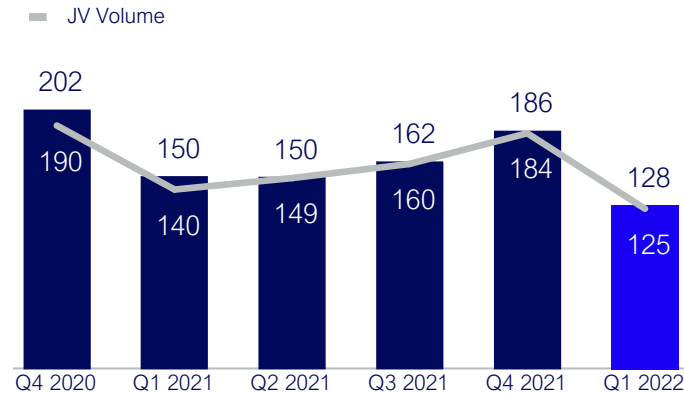
# China

Focused on strength in Lincoln brand, commercial vehicles and Ford utility portfolio

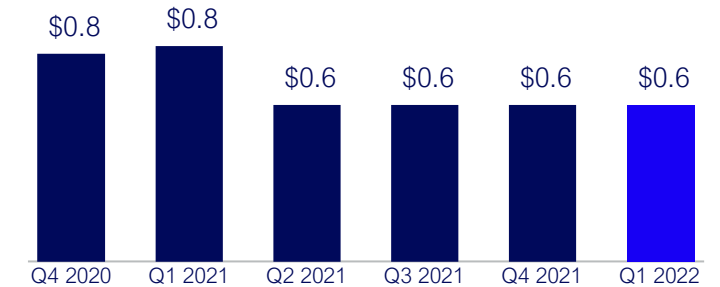
- Volume down 15%, driven by weaker industry, plant changeover and supply constraints
- Lincoln continues as profit pillar for region; market share up 0.2 ppts; all-new Zephyr off to a strong start
- Investing in modern, direct to customer retail network; preparing for an all-electric future
- Q2 production impacted by China COVID lockdowns; production expected to resume in early May



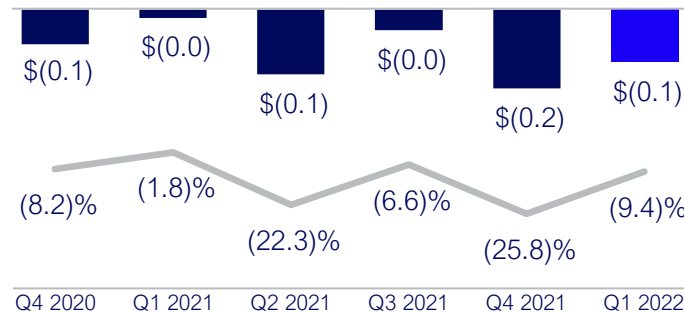
Wholesale Units (000)\*



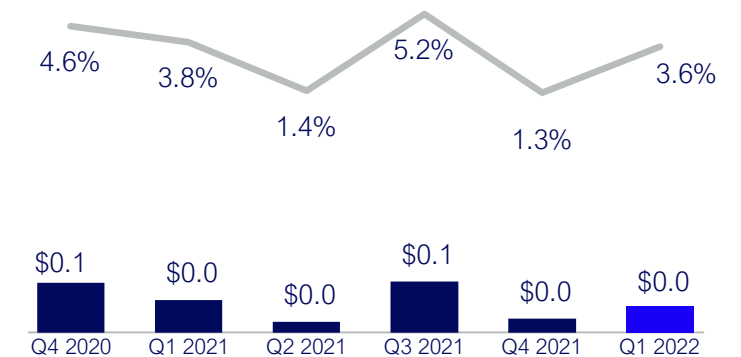
Revenue (\$B)



EBIT (\$B) and EBIT Margin (%)



JV Equity Income (\$B) and Equity Income (%)



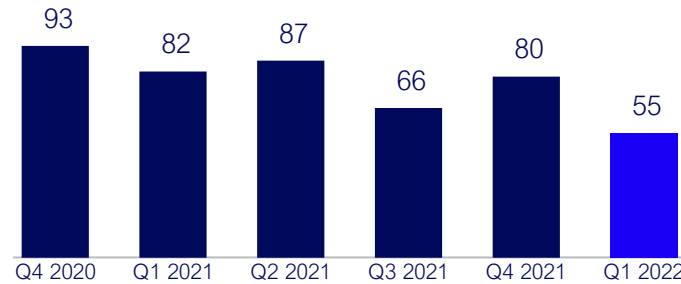
\* Wholesale units includes Ford and Lincoln brand and Jiangling Motors Corporation (JMC) brand vehicles produced and sold in China by our unconsolidated affiliates; and from Q2 2021 Ford brand vehicles produced in Taiwan by Lio Ho Group. Revenue does not include any of these sales

# International Markets Group

## Portfolio strengths of Ranger pickup and Everest

- Volume decline primarily reflecting India restructuring and supply constraints
- Preparing for a full-scale launch of the next-generation Ranger throughout the year
- Expect production disruptions for the balance of the year driven by launch of next-generation Ranger throughout the year

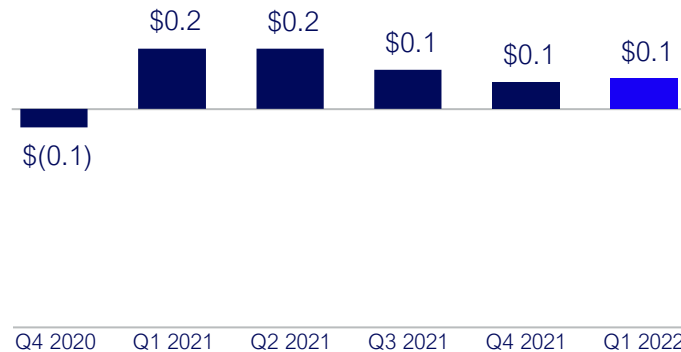
Wholesale Units (000)\*



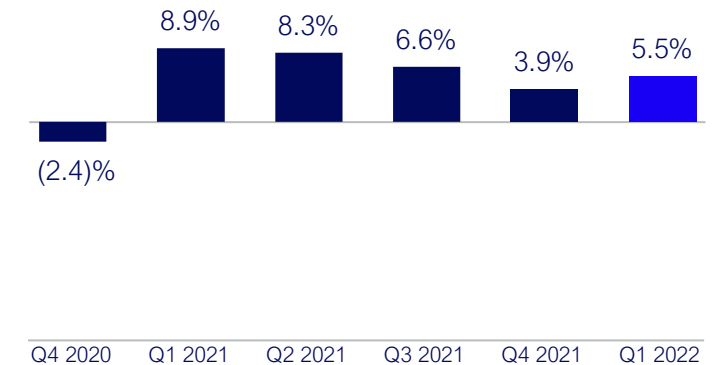
Revenue (\$B)



EBIT (\$B)



EBIT Margin (%)



\* Includes Ford brand vehicles produced and sold by our unconsolidated affiliate in Russia (3K units in Q1 2021 and 3K units in Q1 2022). Revenue does not include these sales

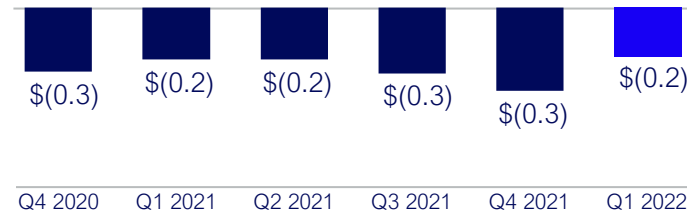


# Mobility

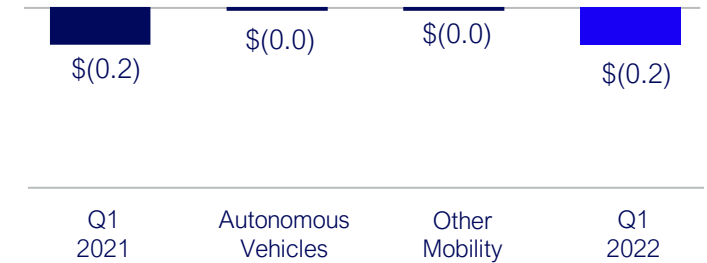
Focused on large scale commercial deployment of autonomous vehicles for moving people and goods

- Steady progress towards scaled commercialization of moving people and moving goods
- Divested investments in TransLoc and Spin; further rationalizing our investment portfolio and focusing on autonomous development

EBIT (\$B)



Q1 EBIT YoY (\$B)



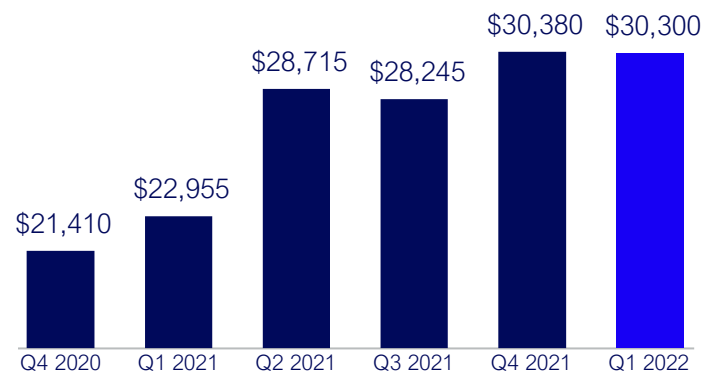
# Ford Credit

Best-in-class finance company is a strategic asset and competitive advantage

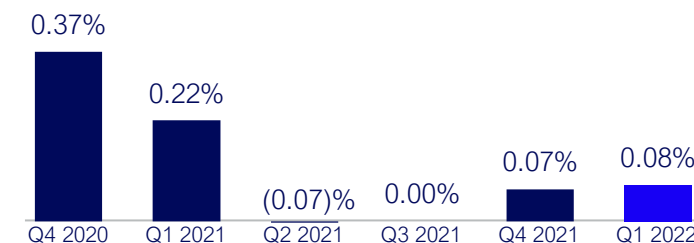
- FordPro FinSimple continues to expand services to commercial customers:
  - Credit line growth of 20% in North America
  - Launched same-day approval and prearranged financing options for smaller commercial customers
- Expect strong auction values to continue amid supply constraints



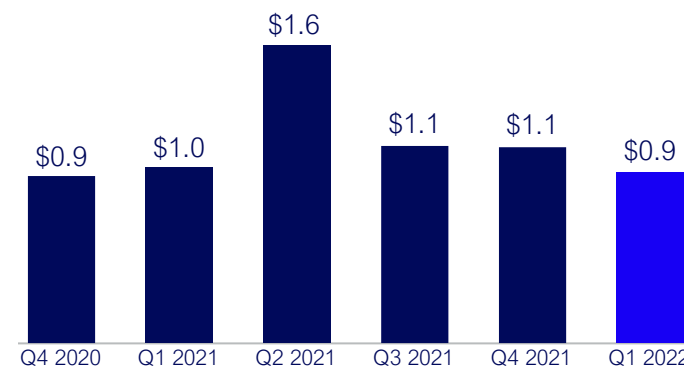
Auction Values (Per Unit)\*



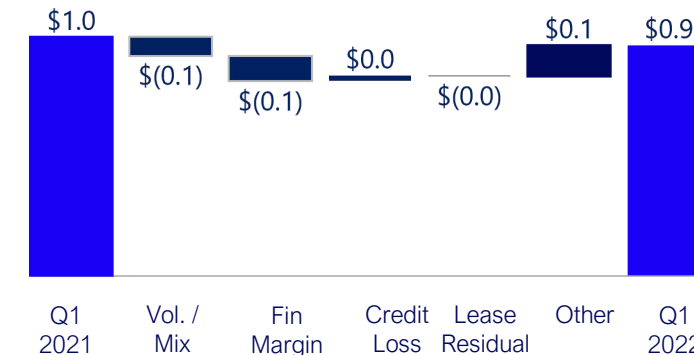
U.S. Retail Loss-to-Receivables ("LTR") Ratio (%)



EBT (\$B)



Q1 EBT YoY (\$B)



\* U.S. 36-month off-lease auction values at Q1 2022 mix

# Cash Flow And Balance Sheet (\$B)

	First Quarter	
	2021	2022
Company Adj. EBIT excl. Ford Credit	\$ 2.9	\$ 1.4
Capital spending	\$ (1.4)	\$ (1.3)
Depreciation and tooling amortization	1.2	1.3
Net Spending	\$ (0.1)	\$ (0.1)
Receivables	\$ (0.6)	\$ 0.0
Inventory	(2.2)	(2.7)
Trade payables	1.6	1.5
Changes in Working Capital	\$ (1.2)	\$ (1.2)
Ford Credit distributions	1.0	1.0
Interest on debt and cash taxes	(0.4)	(0.3)
All Other and timing differences (a)	(2.6)	(1.3)
Company Adjusted FCF	\$ (0.4)	\$ (0.6)
Global Redesign (incl. Separations)	(0.3)	(0.1)
Changes in debt	1.9	(0.3)
Funded pension contributions	(0.2)	(0.2)
Shareholder distributions	-	(0.4)
All Other (b)	(0.4)	(6.2)
Change in Cash	\$ 0.5	\$ (7.8)

	Balance Sheet	
	2021 Dec. 31	2022 Mar. 31
<u>Company Excl. Ford Credit</u>		
Company Cash Balance (c)	\$ 36.5	\$ 28.8
Liquidity (c)	52.4	44.6
Debt	(20.4)	(20.1)
Cash Net of Debt	16.1	8.7
<u>Pension Funded Status</u>		
Funded Plans	\$ 5.8	\$ 6.0
Unfunded Plans	(6.1)	(5.8)
Total Global Pension	\$ (0.3)	\$ 0.2
Total Funded Status OPEB	\$ (6.0)	\$ (6.0)

## Q1 Adjusted FCF Of \$(0.6)B, Driven By Timing Differences And Negative Working Capital

- a. Includes differences between accrual-based EBIT and associated cash flows (e.g., pension and OPEB income or expense; compensation payments; marketing incentive and warranty payments to dealers)
- b. 2022 includes the \$5.4B mark-to-market loss on our Rivian investment
- c. At December 31, 2021 and March 31, 2022, Rivian common shares were valued at \$103.69 and \$50.24, respectively, per share. Our investment is marked to market on a recurring basis and gains and losses could be material in any period. At April 26, 2022, Rivian common shares were valued at \$30.68 per share

# Special Items (\$B)

## Global Redesign

South America

Separations and Other (not included above)

Subtotal Global Redesign

## Other Items

Mark-to-market gain / (loss) on Rivian investment

Russia suspension of operations / Asset write-off

Other

Subtotal Other Items

## Pension and OPEB Gain / (Loss)

Pension and OPEB remeasurement

Pension Settlements & Curtailments

Subtotal Pension and OPEB Gain / (Loss)

Total EBIT Special Items

Cash effect of Global Redesign (incl. separations)

## First Quarter

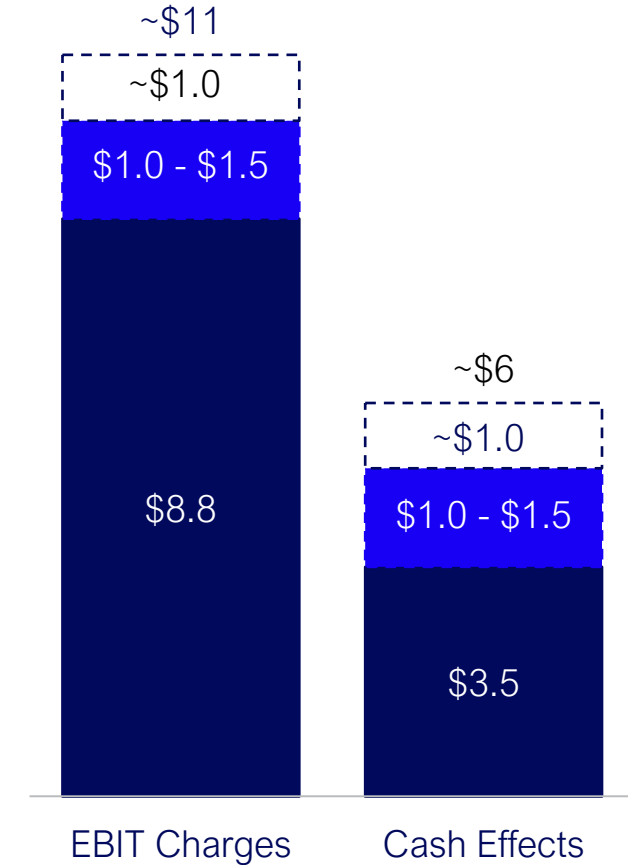
2021

2022

\$	(0.3)	\$	(0.0)
	(0.1)		(0.0)
\$	(0.4)	\$	(0.1)
\$	0.9	\$	(5.4)
	-		(0.1)
	(0.0)		(0.2)
\$	0.9	\$	(5.8)
\$	0.1	\$	0.0
	(0.0)		-
\$	0.0	\$	0.0
\$	0.5	\$	(5.9)
\$	(0.3)	\$	(0.1)

## Global Redesign

- Potential 2023 Actions and Cash Effects
- 2022 Actions and Cash Effects
- Recorded 2018 - 2021



**Total EBIT Special Items Of \$(5.9)B Driven Primarily By A Mark-To-Market Loss On Our Rivian Investment**



# 2022 Outlook (\$B)



	2022 Outlook	2021 Actual
Adjusted EBIT	\$11.5 - \$12.5	\$10.0
Adjusted FCF	\$5.5 - \$6.5	\$4.6
Capital Spending	~\$7.0	\$6.2
Pension Contributions	\$0.7 - \$0.8	\$0.8
Global Redesign EBIT Charges	\$1.0 - \$1.5	\$1.7
Global Redesign Cash Effects	\$1.0 - \$1.5	\$1.9



2022 Explorer Timberline



# Perspectives On 2022

## OPERATING ENVIRONMENT

Variety of global factors driving a high level of uncertainty and fluid supply

Improved semiconductor availability expected in 2H; full year wholesales up ~10% - 15% YoY

Demand continues to be robust

Continued strong pricing environment – interplay between volume and pricing to remain dynamic

Commodity headwinds now expected to be ~ \$4B YoY

Inflationary effects on range of other costs

Outlook assumes disruptions in supply chain and local vehicle manufacturing operations from COVID-related lockdown do not further deteriorate

## PRODUCT PORTFOLIO

Strong order bank for new and iconic nameplates – Bronco, Bronco Sport, and Maverick and EV lineup including Mustang Mach-E, E-Transit and F-150 Lightning

## FORD+ PRIORITIES

Relentless execution of Ford+ priorities; continuing to form strategic partnerships / vertical integration to solidify EV raw materials supply

## SCALING EV

Continuing to break constraints to deliver an EV capacity of 600K by the end of 2023; announced plan to produce 2M+ EVs per year by 2026, one-third of global production

## BUSINESS UNITS

Higher profits in North America and operations outside North America to be collectively profitable – full benefits of our Global Redesign now evident

Ford Credit strong, but profits lower than 2021; Mobility and Corporate Other about flat YoY

**Reaffirming 2022 Adjusted EBIT Guidance \$11.5B - 12.5B Based On Strong Demand And Pricing Environment**



# Advancing The Ford+ Plan: Electrification



F-150 Lightning At The Rouge EV Center



# Advancing The Ford+ Plan: Electrification



Construction Preparation At BlueOval City



# Advancing The Ford+ Plan: Electrification

**CR** Consumer Reports | Product Reviews | Deals | News | Action | Mission

Cars / Hybrids/EVs / Ford Mustang Mach-E Replaces Tesla Model 3 As Consumer Reports' Electric Vehicle Top Pick

## Ford Mustang Mach-E Replaces Tesla Model 3 as Consumer Reports' Electric Vehicle Top Pick

We explain how this new electric vehicle bumped the Model 3 from our annual Top Picks

By Jeff S. Bartlett  
February 17, 2022



[CR.org/toppicks](https://www.consumerreports.org/toppicks)

**Mustang Mach-E Continues To Receive Strong Recognition In 2022**



# Advancing The Ford+ Plan: Electrification



Rendition Of Cologne Electrification Center



# Advancing The Ford+ Plan: Next-Generation Ranger



Thailand Manufacturing Plant



# 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.





# Appendix



2022 Bronco Everglades  
Available Summer 2022

# Key Metrics

	Wholesale Units (000)						Market Share (%)					
	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
North America	540	533	327	546	599	514	12.1 %	12.5 %	10.4 %	11.2 %	14.3 %	12.0 %
South America	63	18	18	20	26	15	6.0	3.6	2.3	2.4	2.4	2.2
Europe	339	278	182	218	213	254	7.1	7.2	6.1	6.2	6.1	6.6
China	202	150	150	162	186	128	2.4	2.3	2.3	2.5	2.5	2.2
International Markets Group	93	82	87	66	80	55	2.0	1.7	1.8	1.8	1.7	1.2
Total Automotive	1,238	1,062	764	1,012	1,104	966	5.4 %	5.3 %	4.9 %	4.9 %	5.4 %	4.8 %

	Revenue (\$B)						Revenue Change (%)					
	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
North America	\$ 22.0	\$ 23.0	\$ 15.0	\$ 24.0	\$ 25.8	\$ 22.3	(13) %	5 %	37 %	(5) %	17 %	(3) %
South America	0.9	0.4	0.5	0.6	0.8	0.6	(10)	(40)	124	(1)	(8)	33
Europe	7.1	7.1	5.6	6.1	5.7	6.9	1	13	55	7	(19)	(2)
China	0.8	0.8	0.6	0.6	0.6	0.6	(17)	39	(31)	(41)	(27)	(32)
International Markets Group	2.5	2.3	2.5	1.9	2.4	1.7	5	15	141	(7)	(7)	(23)
Total Automotive	\$ 33.2	\$ 33.6	\$ 24.1	\$ 33.2	\$ 35.3	\$ 32.1	(9) %	7 %	45 %	(4) %	6 %	(4) %



# Key Metrics

	EBIT (\$B)						EBIT Change (%)					
	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
North America	\$ 1.1	\$ 2.9	\$ 0.2	\$ 2.4	\$ 1.8	\$ 1.6	54 %	N/M %	120 %	(24) %	68 %	(46) %
South America	(0.1)	(0.1)	(0.1)	0.0	0.0	0.1	40	35	48	102	134	169
Europe	0.4	0.3	(0.3)	(0.1)	(0.2)	0.2	N/M	N/M	57	88	(139)	(39)
China	(0.1)	(0.0)	(0.1)	(0.0)	(0.2)	(0.1)	68	94	9	32	(130)	N/M
International Markets Group	(0.1)	0.2	0.2	0.1	0.1	0.1	64	N/M	N/M	73	N/M	(52)
Total Automotive	\$ 1.3	\$ 3.4	\$ (0.1)	\$ 2.5	\$ 1.6	\$ 1.9	N/M %	N/M %	95 %	(8) %	30 %	(44) %

	EBIT Margin (%)						EBIT Margin Change (ppts)					
	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
North America	4.9 %	12.8 %	1.3 %	10.1 %	7.1 %	7.1 %	2.1 ppts	11.1 ppts	9.9 ppts	(2.5) ppts	2.2 ppts	(5.7) ppts
South America	(12.2)	(16.7)	(15.9)	0.3	4.5	8.7	6.0	(1.3)	52.2	17.4	16.7	25.4
Europe	5.8	4.8	(5.1)	(0.9)	(2.8)	3.0	4.8	7.2	13.4	6.9	(8.6)	(1.8)
China	(8.2)	(1.8)	(22.3)	(6.6)	(25.8)	(9.4)	13.0	38.8	(5.4)	(0.9)	(17.6)	(7.6)
International Markets Group	(2.4)	8.9	8.3	6.6	3.9	5.5	4.7	10.2	22.9	3.0	6.3	(3.4)
Total Automotive	3.8 %	10.1 %	(0.4) %	7.4 %	4.7 %	5.9 %	3.2 ppts	10.6 ppts	12.0 ppts	(0.3) ppts	0.9 ppts	(4.2) ppts

# Key Metrics

	Wholesale Units (000)			Market Share (%)		
	Q1 2021	Q1 2022	2022 B / (W) 2021	Q1 2021	Q1 2022	2022 B / (W) 2021
North America	533	514	(20)	12.5 %	12.0 %	(0.5) pts
South America	18	15	(2)	3.6	2.2	(1.4)
Europe	278	254	(24)	7.2	6.6	(0.5)
China	150	128	(23)	2.3	2.2	(0.1)
International Markets Group	82	55	(27)	1.7	1.2	(0.5)
Total Automotive	1,062	966	(96)	5.3 %	4.8 %	(0.6) pts

	Revenue (\$B)			EBIT Margin (%)		
	Q1 2021	Q1 2022	2022 B / (W) 2021	Q1 2021	Q1 2022	2022 B / (W) 2021
North America	\$ 23.0	\$ 22.3	\$ (0.7)	12.8 %	7.1 %	(5.7) pts
South America	0.4	0.6	0.1	(16.7)	8.7	25.4
Europe	7.1	6.9	(0.1)	4.8	3.0	(1.8)
China	0.8	0.6	(0.3)	(1.8)	(9.4)	(7.6)
International Markets Group	2.3	1.7	(0.5)	8.9	5.5	(3.4)
Total Automotive	\$ 33.6	\$ 32.1	\$ (1.4)	10.1 %	5.9 %	(4.2) pts

# Q1 Results (\$M)

	First Quarter		
	2021	2022	2022 B / (W) 2021
North America	\$ 2,943	\$ 1,591	\$ (1,352)
South America	(73)	50	123
Europe	341	207	(134)
China	(15)	(53)	(38)
International Markets Group	201	96	(105)
Automotive	\$ 3,397	\$ 1,891	\$ (1,506)
Mobility	(207)	(242)	(35)
Ford Credit	962	928	(34)
Corporate Other	(240)	(251)	(11)
Adjusted EBIT	\$ 3,912	\$ 2,326	\$ (1,586)
Interest on Debt	(473)	(308)	165
Special Items (excl. tax)	503	(5,866)	(6,369)
Taxes	(680)	729	1,409
Less: Non-Controlling Interests	-	(9)	(9)
Net Income / (Loss) Attributable to Ford	\$ 3,262	\$ (3,110)	\$ (6,372)
Company Adjusted Free Cash Flow (\$B)	\$ (0.4)	\$ (0.6)	\$ (0.2)
Revenue (\$B)	36.2	34.5	(1.8)
Company Adjusted EBIT Margin (%)	10.8 %	6.7 %	(4.1) ppts
Net Income / (Loss) Margin (%)	9.0	(9.0)	(18.0)
Adjusted ROIC (Trailing Four Quarters) (%)	6.6	7.8	1.2
Adjusted EPS	\$ 0.70	\$ 0.38	\$ (0.32)
EPS (GAAP)	0.81	(0.78)	(1.59)

# Quarterly Results (\$M)

	2021					2022
	Q1	Q2	Q3	Q4	Full Year	Q1
North America	\$ 2,943	\$ 192	\$ 2,420	\$ 1,822	\$ 7,377	\$ 1,591
South America	(73)	(86)	2	36	(121)	50
Europe	341	(284)	(52)	(159)	(154)	207
China	(15)	(123)	(39)	(150)	(327)	(53)
International Markets Group	201	204	125	92	622	96
Automotive	\$ 3,397	\$ (97)	\$ 2,456	\$ 1,641	\$ 7,397	\$ 1,891
Mobility	(207)	(210)	(271)	(342)	(1,030)	(242)
Ford Credit	962	1,623	1,077	1,055	4,717	928
Corporate Other	(240)	(263)	(269)	(312)	(1,084)	(251)
Adjusted EBIT	\$ 3,912	\$ 1,053	\$ 2,993	\$ 2,042	\$ 10,000	\$ 2,326
Interest on Debt	(473)	(453)	(439)	(438)	(1,803)	(308)
Special Items (excl. tax)	503	135	(669)	9,614	9,583	(5,866)
Taxes	(680)	(182)	(63)	1,055	130	729
Less: Non-Controlling Interests	-	(8)	(10)	(9)	(27)	(9)
Net Income / (Loss) Attributable to Ford	<u>\$ 3,262</u>	<u>\$ 561</u>	<u>\$ 1,832</u>	<u>\$ 12,282</u>	<u>\$ 17,937</u>	<u>\$ (3,110)</u>
Company Adjusted Free Cash Flow (\$B)	\$ (0.4)	\$ (5.1)	\$ 7.8	\$ 2.3	\$ 4.6	\$ (0.6)
Revenue (\$B)	36.2	26.8	35.7	37.7	136.3	34.5
Company Adjusted EBIT Margin (%)	10.8 %	3.9 %	8.4 %	5.4 %	7.3 %	6.7 %
Net Income / (Loss) Margin (%)	9.0	2.1	5.1	32.6	13.2	(9.0)
Adjusted ROIC (Trailing Four Quarters) (%)	6.6	10.3	9.7	9.8	9.8	7.8
Adjusted EPS	\$ 0.70	\$ 0.13	\$ 0.51	\$ 0.26	\$ 1.59	\$ 0.38
EPS (GAAP)	0.81	0.14	0.45	3.03	4.45	(0.78)

# Net Income / (Loss) Reconciliation To Adjusted EBIT (\$M)

	First Quarter	
	2021	2022
Net income / (loss) attributable to Ford (GAAP)	\$ 3,262	\$ (3,110)
Income / (Loss) attributable to non-controlling interests	-	(9)
Net income / (loss)	\$ 3,262	\$ (3,119)
Less: (Provision for) / Benefit from income taxes	(680)	729
Income / (Loss) before income taxes	\$ 3,942	\$ (3,848)
Less: Special items pre-tax	503	(5,866)
Income / (Loss) before special items pre-tax	\$ 3,439	\$ 2,018
Less: Interest on debt	(473)	(308)
Adjusted EBIT (Non-GAAP)	<u>\$ 3,912</u>	<u>\$ 2,326</u>
Memo:		
Revenue (\$B)	\$ 36.2	\$ 34.5
Net income / (loss) margin (GAAP) (%)	9.0 %	(9.0) %
Adjusted EBIT margin (Non-GAAP) (%)	10.8 %	6.7 %



# Net Cash Provided By / (Used In) Operating Activities Reconciliation To Company Adj. FCF (\$M)

	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
Net cash provided by / (Used in) operating activities (GAAP)	\$ 4,539	\$ 4,492	\$ 756	\$ 7,008	\$ 3,531	\$ (1,084)
Less: <u>Items Not Included in Company Adjusted Free Cash Flows</u>						
Ford Credit operating cash flows	3,010	4,998	9,638	(341)	998	(419)
Funded pension contributions	(141)	(229)	(164)	(209)	(171)	(174)
Global Redesign (including separations)	(127)	(345)	(970)	(293)	(327)	(148)
Ford Credit tax payments / (refunds) under tax sharing agreement	8	4	-	-	11	-
Other, net	(185)	64	(263)	(13)	(129)	(48)
Add: <u>Items Included in Company Adjusted Free Cash Flows</u>						
Company excluding Ford Credit capital spending	(1,520)	(1,358)	(1,504)	(1,562)	(1,759)	(1,349)
Ford Credit distributions	1,290	1,000	4,000	1,500	1,000	1,000
Settlement of derivatives	129	(25)	(133)	(42)	(55)	64
Company adjusted free cash flow (Non-GAAP)	<u>\$ 1,873</u>	<u>\$ (383)</u>	<u>\$ (5,122)</u>	<u>\$ 7,760</u>	<u>\$ 2,335</u>	<u>\$ (580)</u>

# Earnings / (Loss) Per Share Reconciliation To Adjusted Earnings / (Loss) Per Share

	First Quarter	
	2021	2022
<u>Diluted After-Tax Results (\$M)</u>		
Diluted after-tax results (GAAP)	\$ 3,262	\$ (3,110)
Less: Impact of pre-tax and tax special items	445	(4,674)
Adjusted net income – diluted (Non-GAAP)	<u>\$ 2,817</u>	<u>\$ 1,564</u>
 <u>Basic and Diluted Shares (M)</u>		
Basic shares (average shares outstanding)	3,980	4,008
Net dilutive options, unvested restricted stock units, unvested restricted stock shares, and convertible debt	36	56
Diluted shares	<u>4,016</u>	<u>4,064</u>
 Earnings / (Loss) per share – diluted (GAAP) *	\$ 0.81	\$ (0.78)
Less: Net impact of adjustments	0.11	(1.16)
Adjusted earnings per share – diluted (Non-GAAP)	<u>\$ 0.70</u>	<u>\$ 0.38</u>

\* The Q1 2022 calculation of Earnings Per Share - Diluted (GAAP) excludes 56M shares of net dilutive options, unvested restricted stock units, unvested restricted stock shares, and convertible debt due to their antidilutive effect

# Effective Tax Rate Reconciliation To Adjusted Effective Tax Rate

	2022 Q1	Memo: Full Year 2021
<u>Pre-Tax Results (\$M)</u>		
Income / (Loss) before income taxes (GAAP)	\$ (3,848)	\$ 17,780
Less: Impact of special items	(5,866)	9,583
Adjusted earnings before taxes (Non-GAAP)	<u>\$ 2,018</u>	<u>\$ 8,197</u>
<u>Taxes (\$M)</u>		
(Provision for) / Benefit from income taxes (GAAP)	\$ 729	\$ 130
Less: Impact of special items	1,192	1,924
Adjusted (provision for) / benefit from income taxes (Non-GAAP)	<u>\$ (463)</u>	<u>\$ (1,794)</u>
<u>Tax Rate (%)</u>		
Effective tax rate (GAAP)	18.9 %	(0.7)%
Adjusted effective tax rate (Non-GAAP)	22.9 %	21.9 %

# Adjusted ROIC (\$B)

	Four Quarters Ending Q1 2021	Four Quarters Ending Q1 2022
<u>Adjusted Net Operating Profit / (Loss) After Cash Tax</u>		
Net income / (loss) attributable to Ford	\$ 4.0	\$ 11.6
Add: Non-controlling interest	0.0	(0.0)
Less: Income tax	0.0	1.5
Add: Cash tax	(0.4)	(0.6)
Less: Interest on debt	(1.9)	(1.6)
Less: Total pension / OPEB income / (cost)	(0.9)	4.8
Add: Pension / OPEB service costs	(1.1)	(1.1)
Net operating profit / (loss) after cash tax	\$ 5.2	\$ 5.2
Less: Special items (excl. pension / OPEB) pre-tax	0.5	(0.4)
Adj. net operating profit / (loss) after cash tax	<u>\$ 4.8</u>	<u>\$ 5.6</u>
<u>Invested Capital</u>		
Equity	\$ 34.0	\$ 45.1
Debt (excl. Ford Credit)	25.9	20.1
Net pension and OPEB liability	12.2	5.8
Invested capital (end of period)	<u>\$ 72.1</u>	<u>\$ 70.9</u>
Average invested capital	<u>\$ 72.9</u>	<u>\$ 72.7</u>
ROIC (a)	7.2 %	7.2 %
Adjusted ROIC (Non-GAAP) (b)	6.6 %	7.8 %

- a. Calculated as the sum of net operating profit / (loss) after cash tax from the last four quarters, divided by the average invested capital over the last four quarters  
b. Calculated as the sum of adjusted net operating profit / (loss) after cash tax from the last four quarters, divided by the average invested capital over the last four quarters



# Non-GAAP Financial Measures That Supplement GAAP Measures

We use both GAAP and non-GAAP financial measures for operational and financial decision making, and to assess Company and segment business performance. The non-GAAP measures listed below are intended to be considered by users as supplemental information to their equivalent GAAP measures, to aid investors in better understanding our financial results. We believe that these non-GAAP measures provide useful perspective on underlying operating results and trends, and a means to compare our period-over-period results. These non-GAAP measures should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with GAAP. These non-GAAP measures may not be the same as similarly titled measures used by other companies due to possible differences in method and in items or events being adjusted.

- **Company Adjusted EBIT (Most Comparable GAAP Measure: Net income / (Loss) attributable to Ford) – Earnings Before Interest and Taxes (EBIT)** excludes interest on debt (excl. Ford Credit Debt), taxes and pre-tax special items. This non-GAAP measure is useful to management and investors because it focuses on underlying operating results and trends, and improves comparability of our period-over-period results. Our management ordinarily excludes special items from its review of the results of the operating segments for purposes of measuring segment profitability and allocating resources. Pre-tax special items consist of (i) pension and OPEB remeasurement gains and losses, (ii) gains and losses on investments in equity securities, (iii) significant personnel expenses, dealer-related costs, and facility-related charges stemming from our efforts to match production capacity and cost structure to market demand and changing model mix, and (iv) other items that we do not necessarily consider to be indicative of earnings from ongoing operating activities. When we provide guidance for adjusted EBIT, we do not provide guidance on a net income basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty, including gains and losses on pension and OPEB remeasurements and on investments in equity securities.
- **Company Adjusted EBIT Margin (Most Comparable GAAP Measure: Company Net Income / (Loss) Margin) – Company Adjusted EBIT Margin** is Company Adjusted EBIT divided by Company revenue. This non-GAAP measure is useful to management and investors because it allows users to evaluate our operating results aligned with industry reporting.
- **Adjusted Earnings / (Loss) Per Share (Most Comparable GAAP Measure: Earnings / (Loss) Per Share) – Measure of Company's diluted net earnings / (loss) per share** adjusted for impact of pre-tax special items (described above), tax special items and restructuring impacts in noncontrolling interests. The measure provides investors with useful information to evaluate performance of our business excluding items not indicative of earnings from ongoing operating activities. When we provide guidance for adjusted earnings / (loss) per share, we do not provide guidance on an earnings / (loss) per share basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end, including pension and OPEB remeasurement gains and losses.
- **Adjusted Effective Tax Rate (Most Comparable GAAP Measure: Effective Tax Rate) – Measure of Company's tax rate** excluding pre-tax special items (described above) and tax special items. The measure provides an ongoing effective rate which investors find useful for historical comparisons and for forecasting. When we provide guidance for adjusted effective tax rate, we do not provide guidance on an effective tax rate basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end, including pension and OPEB remeasurement gains and losses.

# Non-GAAP Financial Measures That Supplement GAAP Measures

- Company Adjusted Free Cash Flow (FCF) (Most Comparable GAAP Measure: Net Cash Provided By / (Used In) Operating Activities) – Measure of Company's operating cash flow excluding Ford Credit's operating cash flows. The measure contains elements management considers operating activities, including Company excluding Ford Credit capital spending, Ford Credit distributions to its parent, and settlement of derivatives. The measure excludes cash outflows for funded pension contributions, global redesign (including separations), and other items that are considered operating cash flows under GAAP. This measure is useful to management and investors because it is consistent with management's assessment of the Company's operating cash flow performance. When we provide guidance for Company Adjusted FCF, we do not provide guidance for net cash provided by / (used in) operating activities because the GAAP measure will include items that are difficult to quantify or predict with reasonable certainty, including cash flows related to the Company's exposures to foreign currency exchange rates and certain commodity prices (separate from any related hedges), Ford Credit's operating cash flows, and cash flows related to special items, including separation payments, each of which individually or in the aggregate could have a significant impact to our net cash provided by / (used in) our operating activities.
- Adjusted ROIC – Calculated as the sum of adjusted net operating profit / (loss) after-cash tax from the last four quarters, divided by the average invested capital over the last four quarters. This calculation provides management and investors with useful information to evaluate the Company's after-cash tax operating return on its invested capital for the period presented. Adjusted net operating profit / (loss) after-cash tax measures operating results less special items, interest on debt (excl. Ford Credit Debt), and certain pension / OPEB costs. Average invested capital is the sum of average balance sheet equity, debt (excl. Ford Credit Debt), and net pension / OPEB liability.

# Definitions And Calculations

## Wholesale Units and Revenue

- Wholesale unit volumes include all Ford and Lincoln badged units (whether produced by Ford or by an unconsolidated affiliate) that are sold to dealerships, units manufactured by Ford that are sold to other manufacturers, units distributed by Ford for other manufacturers, and local brand units produced by our China joint venture, Jiangling Motors Corporation, Ltd. ("JMC"), that are sold to dealerships, and from the second quarter of 2021, Ford badged vehicles produced in Taiwan by Lio Ho Group. Vehicles sold to daily rental car companies that are subject to a guaranteed repurchase option (i.e., rental repurchase), as well as other sales of finished vehicles for which the recognition of revenue is deferred (e.g., consignments), also are included in wholesale unit volumes. Revenue from certain vehicles in wholesale unit volumes (specifically, Ford badged vehicles produced and distributed by our unconsolidated affiliates, as well as JMC brand vehicles) are not included in our revenue

## Industry Volume and Market Share

- Industry volume and market share are based, in part, on estimated vehicle registrations; includes medium and heavy-duty trucks

## SAAR

- SAAR means seasonally adjusted annual rate

## Company Cash

- Company cash includes cash, cash equivalents, marketable securities and restricted cash (including cash held for sale); excludes Ford Credit's cash, cash equivalents, marketable securities and restricted cash

## Market Factors

- Volume and Mix – primarily measures EBIT variance from changes in wholesale unit volumes (at prior-year average contribution margin per unit) driven by changes in industry volume, market share, and dealer stocks, as well as the EBIT variance resulting from changes in product mix, including mix among vehicle lines and mix of trim levels and options within a vehicle line
- Net Pricing – primarily measures EBIT variance driven by changes in wholesale unit prices to dealers and marketing incentive programs such as rebate programs, low-rate financing offers, special lease offers and stock accrual adjustments on dealer inventory
- Market Factors exclude the impact of unconsolidated affiliate wholesale units

## Earnings Before Taxes (EBT)

- Reflects Income before income taxes

## Records

- References to Company, Automotive segment and business unit records are since at least 2009