



Redesign of Ford Europe

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Roadmap To Sustainable Profitability

NEW CUSTOMER-FOCUSED BUSINESS GROUPS

Commercial Vehicles

- Grow further as Europe's #1 CV brand
- Strengthen pickup segment leadership
- Double CV profitability in the next 5 years
- CV Center of Excellence in Dunton, U.K.

Passenger Vehicles

- European-built cars and SUVs
- Every new passenger vehicle nameplate to include electrified option
- Based in Cologne, Germany

Imports

- Niche portfolio of exciting products that inspire and challenge convention
- More than double Passenger imports volume into Europe annually by 2024
- Based in Cologne, Germany

At least three new utility nameplates in next five years

CO₂ Performance

- On track to deliver 2020-2021 CO₂ targets – without credits or penalties
- Improving conventional powertrains, country-specific vehicle portfolio management, new hybrid and full electric propulsion choices
- 13 new electrified vehicles on sale by end of 2020, growing to 18 by end of 2021



Broad-Based Efficiency Improvement Actions

Manufacturing Footprint

6 plants sold or closing, reducing European footprint to 17 facilities by year end 2020



Cost Reduction

- Discontinued underperforming vehicles: C-MAX, Grand C-MAX, KA+
- Reducing >10K positions across Europe; consolidated U.K. offices
- Leveraging relationships, including VW alliance



Agile Structure

- 20% management cost reduction
- Streamlined Marketing & Sales organization
- Driving decision-making to lowest layer, reducing bureaucracy



Commercial Vehicles

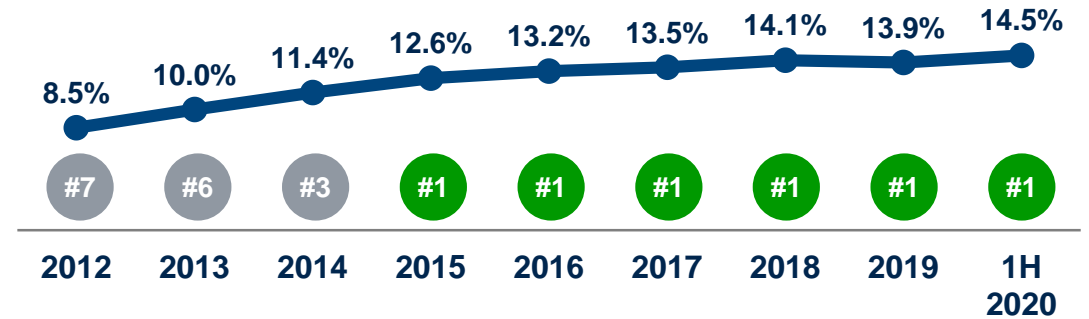
Redesign CV: Growth Strategy In Place



CV Market Leadership Achieved

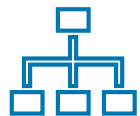
Market position and share

- Ford of Europe #1 CV brand in Europe for last 5 years
- Continued share growth in 1H 2020



CV Strategy And Growth Plan in Execution

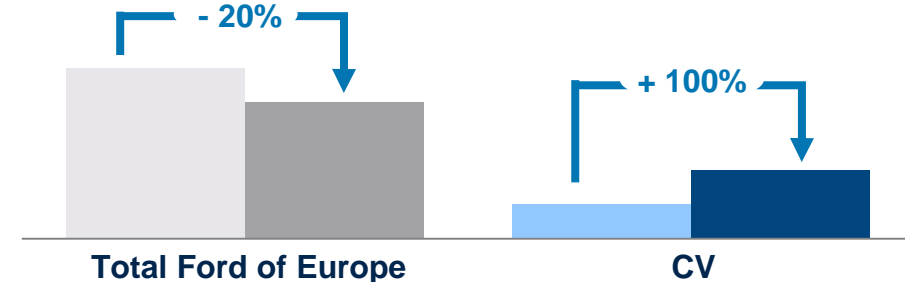
- Growth plan defined; implementation in progress
- CV team organized around key initiatives



CV Focus And Resources Increased

Organizational redesign

- CV resources doubled
- Dedicated leadership team established



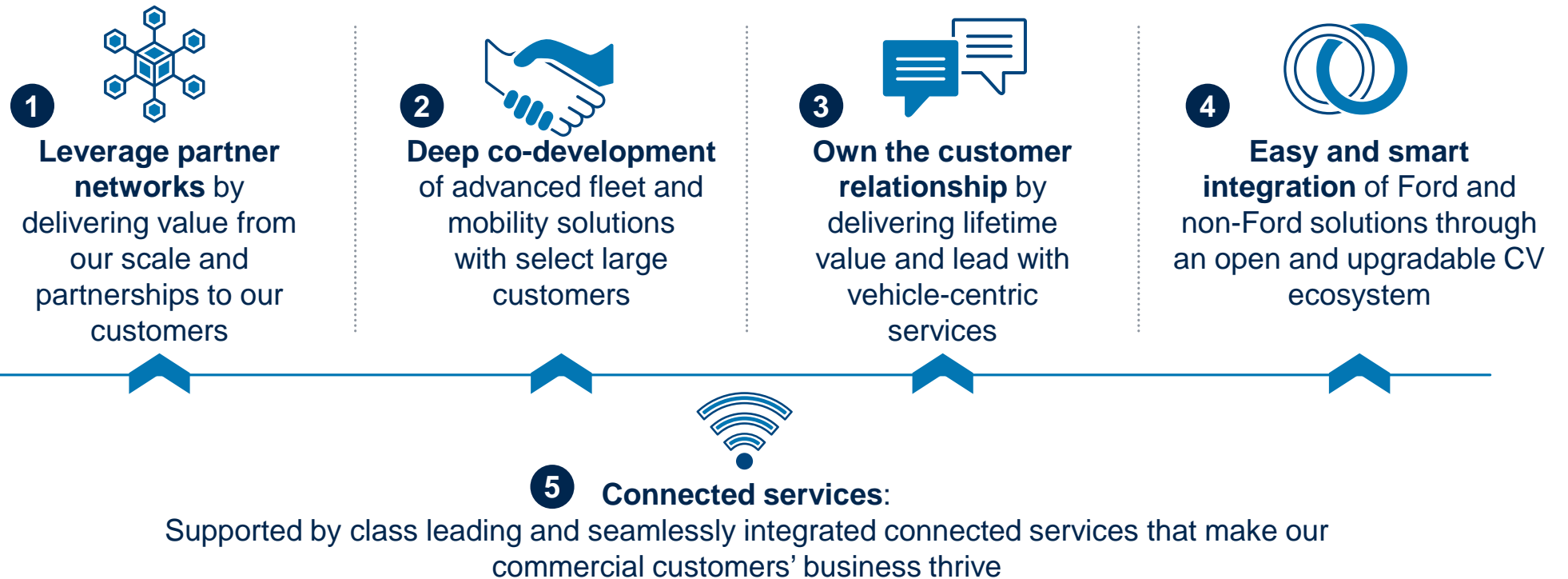
CV Vision: We Make Our Customers' Businesses Thrive

Leverage low cost source advantage, amplified by VW alliance

Deliver the basics

- ✓ Uptime management
- ✓ Deliveries and logistics
- ✓ Distribution and network strategy
- ✓ Quality
- ✓ Total cost of ownership and residual values
- ✓ Brand and communication

Strategic pillars



Mobility

Delivering Connected Solutions To Help Our Customers' Businesses Thrive

Customer Experience Pillars



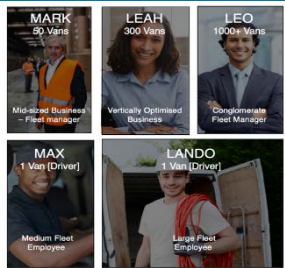
Smart Ownership

Business Services

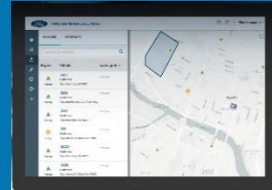
Mobility Services

Tailored Customer Experiences

Medium and Large Fleets



Data Services

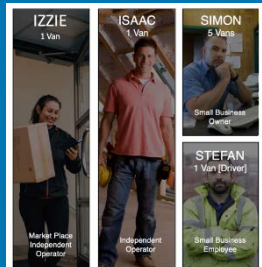


Telematics

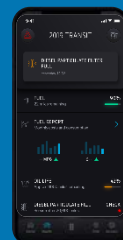


Ford Fleet Management

Independent Operators and Small Businesses



Vehicle Health



Fleet Management



Safety & Security

Winning Solutions

International Van of the Year!

- Designed with customers through 12 month city trials
- Enriched experience through connectivity



- Continued innovation: Geofencing and blockchain



Transforming Our Business Through Connectivity

Exploiting connected vehicle data to drive insight and fitness



- 230K connected Commercial Vehicles and on track to hit 1M Connected Vehicles within 3 years
- Commercial Vehicles have travelled over 300M kilometres
- Connected Vehicle data helping to detect and address quality issues 6 weeks earlier
- Connected Vehicle data helping us to understand customer usage and optimise features

Exploiting connectivity to update vehicles and features over-the-air post sale



- **Guard mode:** Real-time heightened security system brings additional peace of mind by helping protect vehicles and businesses from crime
- **Zonal locking:** Ability to lock and unlock the cabin and the cargo area separately, allowing controlled access for tools or parts



**INTERNATIONAL
VAN OF THE YEAR 2020**



**INTERNATIONAL
PICK-UP AWARD 2020**





Q&A

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’s long-term competitiveness depends on the successful execution of global redesign and fitness actions;
- 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;
- 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;
- 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 and Brexit;
- Industry sales volume in any of our 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 our 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 that may change in the future;
- 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 consumer expectations for the safeguarding of 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, 2019, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

