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, 2020, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.
Disruptive Technology Allows Us to Leverage Foundational Strengths to Build New Capabilities – Enriching Customer Experiences and Deepening Loyalty.

**FOUNDATIONAL STRENGTHS**
- Iconic Nameplates
- Leading Market Positions
- Ford Credit

**CUSTOMER EXPERIENCE**
- Integrated Hardware and Software
- Connectivity
- Data Analytics
- Enables Deep Customer Insight

**EXPANDED TAM & VALUE CREATION**
- Electric
- Commercial Vehicles and Services
- Connected Services
- Autonomous / Mobility
- Unlocks New Growth Opportunities
Electrification

$30B+
In Cumulative Investment To Electrify Vehicles By 2025

Electrifying
Iconic Nameplates

40%
Ford Global EV Product Mix By 2030

Ultimate Goal
BEV + Holistic Ecosystem Including Services > ICE Profitability Today

Achieve Equal Or Higher Market Share In Same High-volume Segments And Markets Ford Competes In Today
Our Competitive Advantage Unlocks Growth And Value With Electric Power

Pricing + Material Cost + Manufacturing Flexibility And Capability
Battery Highlights

**Ford Ion Park**
- Battery Center Of Excellence

**IonBoostPro**
- Cell Technology For Commercial Customers

**IonBoost+**
- Highest Energy Density Of Any Cell Of Its Type
- Higher Efficiency And Range
- Ideal For Larger Vehicles And Performance Products
- Scales Efficiently Across Product Lines

**Solid Power**
- All Solid-state Battery
- Better Value And Enhanced Safety
- Leverages Existing Li-Ion Manufacturing
- Offers ~70% Reuse Of Capital Investment
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

$100 kWh
$80 kWh

5% Array Design
4% Pack Structural Optimization
6% Material Optimization / Manufacturing Process
2% Cell Format
15% Value Chain / Scale
8% Localization / JV Partnership

40% Reduction vs. 2021

$100 kWh
$80 kWh

Mid Decade
2030

Further Targeted Efficiencies
Five Flexible Architectures Today

Battery Electric Vehicles

Commercial Van Unibody

Body On Frame

Rear-wheel Drive Unibody

Front-wheel Drive Unibody
Next Up: New BEV Flexible Architectures

RWD / AWD

Full-size Pickup Trucks / Utilities
Projected U.S. Electrification

- **33%**: Full-size Pickup Segment Fully Electric By 2030
  - 800,000 Vehicles Annually

- **70%**: Full-size Bus And Van Industry Fully Electric By 2030
  - 300,000 Vehicles Annually
Blue Oval Intelligence

- Sensing Hardware
- Memory
- On-board Computers
- Power Distribution
- Vehicle Electrical Architecture
- Cloud And Edge Networks
- Software Architecture

Centralized Processing Center

Next-gen Electrical Architecture
Winning Plan To Lead In Electrification

1. Icons In Key Volume / Profit Segments
2. Modern Tech Stack Unrivaled In Scale
3. Fit-for-Purpose Architectures / Multiple Cell Technologies And Suppliers
4. Fully Competitive Battery Costs / Scale
5. Highly Flexible Manufacturing Expertise
Ford OWNS Work

43% Share Of Class 1-7 Commercial Full-size Truck And Van Market In The U.S.

Leading Commercial Vehicle Brand In Europe 6 Years In A Row

Transit Is The World’s Best-selling Cargo Van
Commercial Customers Demand:

- Right Tool For The Job
- Low Cost Of Ownership
- High Uptime
- Support
- Maximum Productivity
- Employee Safety
- Sustainable Solutions
Standalone Global Commercial Vehicle Services And Distribution Business Within Ford

Widest And Most Flexible Range Of BEV And ICE Vans And Trucks

Most Comprehensive Product And Solutions Offerings

Most Competitive Services Portfolio Enabled By Digital Platform
FORDLiive
CONNECTED UPTIME SYSTEM

Enabling Ford customers to 
**maximise productivity** by cutting
downtime by up to 60 per cent —fewer breakdowns, reduced dealer 
visits and quicker repairs

- **Free-of-charge** for all Ford 
  connected commercial vehicle 
  owners
- **Benefitting** 1 million vehicles 
in Europe by mid-2022
- **Easily managed** using 
  FordPass Pro¹ and 
  Ford Telematics²

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**FORDLiive CENTRE**
Dedicated teams of Ford experts help dealers 
resolve issues and source parts

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**FORD SERVICE PRO**
Enhanced service and support from network 
of 800 Transit Centres

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**SMART MAINTENANCE**
Real-time vehicle data helps customers 
prevent breakdowns and optimise servicing
Ford Pro Revenue ($B)

The Ford Pro Ecosystem Provides Unique Opportunity To Expand New Connected Services, Improve Customer Productivity And Drive Loyalty

$27

2019

Incremental Volume Including Electrification

Charging

Telematics And Digital Services

Vehicle Servicing

Financing

$45

2025
Ford Pro Complements Our Strong North America Retail Business Selling Trucks And Large SUVs Delivering...

Mid-Teens EBIT Margin

$55B+ Revenue
Connected Services

+ Capitalize On Potential $20B Serviceable Obtainable Market Opportunity By 2030

+ Leverage Blue Oval Intelligence To Continuously Deliver New Services

+ Leveraging Data To Reduce Internal Costs Including Warranty

+ Establishing Deeper, Life-long Customer Relationships

+ Delivering Unique Services In Ford Must Win Areas; Partnering For Best-in-Class Commodity Services
Connected Services

33M Ford Connected Vehicles By 2028

Customer Value

Attach Rate x Revenue Per Vehicle x EBIT Margin = Profit

Growth

Value To Ford
Power Ups
Delivering New Capabilities And Services Without Changing Hardware

Full Integrated
With Best-in-Class Technology

Blue Oval Intelligence

1M Connected Vehicles By Year End
33M Connected Vehicles By 2028

Loyalty
Drive Recurring Revenues And Focus Resources On High Value Customers
ENHANCED CAPABILITIES

Integrated Hardware and Software

Connectivity

Data Analytics

*Enables Deep Customer Insight*

- New Electrical Architecture
- Modular Micro-service Systems
- Automated Testing And Simulation
- Zonal Energy Management And Storage
- Full Stack / Application Software Engineering
- UI / UX Design
- Charging And Energy Management Integration
Driving Value Creation

Disciplined Capital Allocation

Value Creation

Strong Core Business and Cash Flow

Investments In Growth

Strong Investment Grade Balance Sheet
Strong Core Business

- Investing In Leading, High Margin Products
- Fixing Overseas Operations
- Improving Quality & Costs

Strong & Improving Core Business
Generates Significant Cash Flow To Fund Growth
Shifted Capital Allocation To Higher Margin Products

Michigan Assembly
- Focus -> Ranger
- C-MAX -> Bronco

Hermosillo Assembly
- Lincoln MKZ -> Bronco Sport
- Fusion -> White Space Product

Chicago Assembly
- Taurus -> Aviator

$1.8B Annual EBIT Improvement
Iconic Nameplates | Leading Market Positions

F-Series
#1 Full-size Pickup Globally

Mustang
#1 Sports Coupe Globally

Transit
#1 Cargo Van Globally

Explorer
#1 America’s All-time Best-selling SUV

Ranger
#2 Medium-size Pickup Globally

Bronco
GAME ON
Turning Around Overseas Operations: Europe

- **Sales Shift**
  - 2017: Utility 18%, Commercial Vehicles 30%
  - Q1 2021: Utility 32%, Commercial Vehicles 49%

- **Europe**
  - Refocused Business; Growing Commercial Vehicles And Utilities
  - On Track To Achieve 6% Margin

- **Key Figures**
  - 25% Personnel Reduction In Western Europe
  - 26%* Manufacturing Plants
  - $1B+ Annual Structural Cost Eliminated

* Including Russia
Turning Around Overseas Operations: South America

- **80%** Personnel Reduction
- **$800M** Annual Structural Cost Eliminated
- **75%** Manufacturing Plants

South America
De-risked, Asset-light Business Model
Turning Around Overseas Operations: China
Overseas Operations Improving

EBIT ($B)

3 Yr. Avg. Annual

Q2 2020

Q3 2020

Q4 2020

Q1 2021

Future Opportunity

$(2.0)

$(1.1)

$(0.5)

$0.2

$0.5
Competitive Quality And Costs

Warranty Expense % Of Auto Revenue

- 2015 - 2017: 2.4%
- 2018 - 2020: 3.9%
- 2021 - 2024: $1-2B Opportunity
Ford Credit’s Consistent Strength
3 Year Average

- Profits And Distributions
- Financing Through Cycles
- High Customer Satisfaction / Enterprise Loyalty
- Consistent Asset Strength And Portfolio Performance

$3.0B
$2.7B
On Track To Achieve
8% Adjusted EBIT Margin

Strong & Improving Core Business

$5.5B - $6.5B Adjusted EBIT

8% Adjusted EBIT Margin

2021E 2022E 2023E
Disruptive Technology Allows Us to Leverage Foundational Strengths to Build New Capabilities – Enriching Customer Experiences and Deepening Loyalty.

**FOUNDATIONAL STRENGTHS**
- Iconic Nameplates
- Leading Market Positions
- Ford Credit
  - *Drives Strong Margins and Cash Flow*

**CUSTOMER EXPERIENCE**
- Integrated Hardware and Software
- Connectivity
- Data Analytics
  - *Enables Deep Customer Insight*

**ENHANCED CAPABILITIES**

**EXPANDED TAM & VALUE CREATION**
- Electric
- Commercial Vehicles and Services
- Connected Services
- Autonomous / Mobility
- *Unlocks New Growth Opportunities*
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.