Jim Hackett | CEO
Ford Motor Company
Our solid profits allowed us to distribute over $15 billion to shareholders since 2012

<table>
<thead>
<tr>
<th></th>
<th>2012-2015</th>
<th>2016</th>
<th>2017*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplemental Dividend</td>
<td>$2.3</td>
<td>$3.5</td>
<td>$2.7</td>
</tr>
<tr>
<td>Anti-Dilutive Share Repurchases</td>
<td>$1.7</td>
<td>$2.4</td>
<td>$2.4</td>
</tr>
<tr>
<td>Regular Dividends</td>
<td>$1.7</td>
<td>$2.4</td>
<td>$1.0</td>
</tr>
</tbody>
</table>

* Assumes 2017 regular dividends of $0.15 per share per quarter
We have grown the business but have fallen short of our 8% automotive operating margin goal.

### Automotive Revenue (Billions) and Volume (Thousands)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$104</td>
<td>4,866</td>
</tr>
<tr>
<td>2016</td>
<td>$142</td>
<td>6,651</td>
</tr>
</tbody>
</table>

### Automotive Operating Margin

- **2009**: (0.7)%
- **2010**: 6.1%
- **2011**: 4.6%
- **2012**: 6.7%
- **2013**: 6.7%
- **2014**: 6.7%
- **2015**: 6.7%
- **2016**: 6.7%
Jim Farley
President, Global Markets

Joe Hinrichs
President, Global Operations

Marcy Klevorn
President, Mobility

Bob Shanks
Chief Financial Officer
Five principles we need to act on:

1. Ford will prepare for disruption by becoming fit

2. We will be in the vehicle business – moving both people and goods

3. Our vehicles will be smart and connected

4. These smart vehicles will thrive in a new transportation operating system

5. We will evolve to capitalize on new business opportunities within this transportation operating system
Since the Great Recession, our industry enjoyed strong demand...

U.S. Industry Volume (Millions)*

* Includes Medium and Heavy vehicles
...and we achieved record levels of profitability
We need to be able to navigate the now, near and far
A new type of clock for CEOs
A new type of clock for CEOs
A new type of clock for CEOs

NOW

NEAR

FAR
We cannot compete for the future unless we get fit today

<table>
<thead>
<tr>
<th>FITNESS</th>
<th>FITNESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reset Revenue and Attack Costs</td>
<td>Redesign Business Operations</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>WINNING ASPIRATION</td>
<td></td>
</tr>
<tr>
<td>STRATEGIC CHOICES</td>
<td></td>
</tr>
<tr>
<td>CULTURAL IMPLICATIONS</td>
<td></td>
</tr>
</tbody>
</table>
Our first priority is to reset revenue and attack costs

<table>
<thead>
<tr>
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<td>STRATEGIC CHOICES</td>
<td></td>
</tr>
<tr>
<td>CULTURAL IMPLICATIONS</td>
<td></td>
</tr>
</tbody>
</table>
Our costs have grown as fast as revenue; capital spending has grown even faster

Automotive Revenue and Total Cost Growth*

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auto Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Cost</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

30% Growth

29% Growth

Capital Spending as Percentage of Net Revenue

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>5.4%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.9%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Adjusted data; includes China Joint Ventures at share; excludes Parts and Accessories
We established Global Markets and Global Operations organizations

- Promote better accountability across the markets
- Enable more effective cost reduction
- New industrial model for the next generation of vehicles
- Have already launched profit improvement and spending reduction initiatives
We are reducing the pace of cost growth

Automotive Cost Performance

<table>
<thead>
<tr>
<th>2010 - 2016</th>
<th>2017 - 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive Cost Growth</td>
<td>50%</td>
</tr>
</tbody>
</table>

Future 5-Year Incremental Efficiencies

- **Product Engineering**: $4 Billion
- **Material Cost**: $10 Billion
We are also addressing the need for a fundamental redesign of our operations

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</table>

- **WINNING ASPIRATION**
- **STRATEGIC CHOICES**
- **CULTURAL IMPLICATIONS**
Not only one-time savings but also compounding improvements
Our re-imagined F-Series yields great results now and in the future

F-Series Progress 2014 - 2017

- Share: 1.7 ppts
- Average Transaction Price: 16%
- F-150 Weight: 700 lb
- F-150 Fuel Economy: up to 19%
- CAFE positive

Next-Generation F-Series

90% manufacturing equipment re-use
Remains positive to CAFE
We are regaining focus on what our customers value the most and reducing complexity

Orderable Combinations

- **Focus**: Current Model - 360, Forward Model - 26
- **Escape**: Current Model - 2,302, Forward Model - 228
- **Fusion**: Current Model - 35,000, Forward Model - 96
- **Explorer**: Current Model - 1,168, Forward Model - 672
We are also taking a hard look at our product development process to improve efficiency.
Internal combustion spending will be re-deployed into electrification for future demand

<table>
<thead>
<tr>
<th>Engine Architectures</th>
<th>Powertrain Capital Spending (Bils.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>17/12</td>
<td>$1.7/$1.2</td>
</tr>
<tr>
<td>29% Decline</td>
<td>32% Decline</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2016</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.7</td>
<td>$1.2</td>
</tr>
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</table>

Reinvest Into Electrified Powertrains
Factory of the Future promises smaller footprints, faster logistics and closer customer contact
Understanding our future starts with a winning aspiration

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WINNING ASPIRATION

STRATEGIC CHOICES

CULTURAL IMPLICATIONS
Our vision for the future

Ford Motor Company was built on the belief that freedom of movement drives human progress.

It’s a belief that has always fueled our passion to create great cars and trucks.

And today, it drives our commitment to become the world’s most trusted mobility company, designing smart vehicles for a smart world that help people move more safely, confidently and freely.

Smart Vehicles in a Smart World
A Risk for Ford in Shunning Bailout, and Possibly a Reward

By BILL PLANE - Dec. 2, 2009

DETROIT — The Big Three automakers are now two trials away from getting government help to survive and one — the Ford trial — trying to make it on its own.

Ford workers assemble an F-150 pickup in Dearborn, Mich. The company hopes to be an efficient utility, unlike its two Detroit rivals.

While General Motors and Chrysler may face structured bankruptcy, Ford has yet to ask for any government bailout funds.

William Clay Ford Jr., executive chairman of Ford Motor Co., says that car sales still are not where they need to be. Car sales for the Detroit Three — Chrysler, GM and Ford — are down more than 20 percent.

"The good news for Ford is that our market share has been going up and up each month," Ford tells host Melinda Block. He says what's really needed is "a program to stimulate sales for the entire industry."

Rep. Betty Sutton (D-OH) introduced the CAR Act in March as a way to modernize the U.S. auto fleet. The bill would provide consumers with a $5,000 to $9,000 incentive to trade in older cars to buy more fuel-efficient cars.

Ford says he is enthusiastic about the idea. "It clearly stimulates the economy, and it gets the consumer into the showroom and gets them buying again. But importantly — and this is what I particularly like about it — it really helps the environment quite a bit."

Ford pulls its weight without bailout funds

By - The Washington Times - Monday, June 8, 2009

Amid bankruptcies and forecasts of Detroit doom, one of the Big Three is hanging tough. Ford tough.

Ford Executive: Automaker Doesn't Need Bailout

April 2, 2009 - 2:57 PM ET

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People have passion for their vehicles
Vehicles can enable technology with passion
It is more than mobility…
it is mobility with passion
There are many more choices for where we play and how we win

WHAT IF A CITY MOVED WITH THE RHYTHMS OF ITS INHABITANTS?

INTRODUCTION OF FULLY AUTONOMOUS SAE LEVEL 4-CAPABLE VEHICLES

CROWD-SOURCED DYNAMICALLY-ROUTED SHUTTLE SERVICE

EBIKES

ELECTRIFIED VEHICLE POPULATION INCREASES

WIRELESS CHARGING
There are persistent forces that will help us make the choices to move from Now to Far

THE CITY OF TOMORROW, DECADES AND DECADES FROM NOW.

ADVANCED, HIGH-SPEED MASS TRANSIT

VEHICLES ROUTED AROUND PEDESTRIANS AND EACH OTHER

SIGNIFICANT POPULATION OF FULLY AUTONOMOUS VEHICLES

PARKING CUT TO ALLOW RE-USE

IMPROVED WALKABILITY
## Focusing on strategic choices

<table>
<thead>
<tr>
<th>FITNESS</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Reset Revenue and Attack Costs</td>
<td>Redesign Business Operations</td>
</tr>
</tbody>
</table>

| WINNING ASPIRATION                   | STRATEGIC CHOICES            |

| CULTURAL IMPLICATIONS                |                             |
Investing now in the understanding of use is the gift that will keep on giving.
Recent advances in deep learning are breathtaking
Deep learning will help us understand vehicle interactions to optimize autonomous vehicles.
Environments will actually communicate to the vehicles
There will be a variety of propulsion choices but electrification will become more common
Advanced propulsion systems need to offer passion and intimacy
Smart Vehicles in a Smart World

- Autonomous Vehicles
- Connected Vehicles
- Dynamic Shuttle
- Incentives (Discounts, Travel, Vouchers, etc.)
- Smart Parking
- Ride Sharing
- Bike Sharing
- Real-Time Traveler Info
- Personal Travel Assistant Apps
- Multi-Modal Transportation Solutions
- Integrated Fare Management
- Real-Time Traffic Management

Source: Deloitte
Flexibility and partnerships enable agility

Ford Customer Solutions

Core Services

Cloud Connectivity and Big Data

Pivotal

Microsoft
Connectivity

Non-Emergency Medical Transport

Chariot

FordPass and Digital Services Platform
Evolving our portfolio to optimize returns

- **Utilities**
  - Play to Win
  - Leverage regional strengths

- **Commercial Vehicles**
  - Leadership
  - Build on leadership: F-Series, Ranger and Transit

- **Cars**
  - Smart plays
  - Profitable subsegments and value partnerships

- **Powertrains**
  - Pivot to BEVs
  - Simplify and partner ICE and diversify electrification
Accelerating pure electric vehicle portfolio

- Profit driven
- New Zotye BEV MOU and other alliances
- New dedicated BEV team - Team Edison
- Expanded BEV line-up post 2020
- End-to-end business model change from design through ownership
- ...more to come
On-track for production ready AV business

- Business model driven: People, Goods, Content
- Human-centered design
- Argo AI: On-track with scalable and production ready tech
- Max utilization: HEV, commercial durability, flexible vehicle format
- Expanding tech and future commercial business partnerships
We are redesigning our industrial model for smart vehicles in a smart world

<table>
<thead>
<tr>
<th>Today</th>
<th>Tomorrow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lean Manufacturing</td>
<td>• Machine Learning</td>
</tr>
<tr>
<td></td>
<td>• Artificial Intelligence</td>
</tr>
<tr>
<td></td>
<td>• 3D Printing</td>
</tr>
<tr>
<td></td>
<td>• Virtual Factory</td>
</tr>
<tr>
<td></td>
<td>• Manufacturing 4.0</td>
</tr>
</tbody>
</table>

- Deep Learning
- Data
- Capital
BEV product simplification yields floor space and capital efficiencies

Benefits vs. ICE

- 50% reduction in footprint
- 50% reduction in capital investment
- 30% reduction in hours per unit
- Flexible tooling / process fully scalable and reconfigurable to support increase in demand
Improving time to market and engineering efficiency

<table>
<thead>
<tr>
<th>Total Time To Market Incl. Platform</th>
<th>Top Hat Time To Market</th>
<th>Cumulative Engineering Efficiency (Billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower is Better</td>
<td>Reduced ~20%</td>
<td>$4.0</td>
</tr>
</tbody>
</table>

- 2016
- 2017
- 2018
- 2019
- 2020
- 2021
- 2022

- Cumulative Savings
Financial update

- Remain committed to investment-grade balance sheet
- Strong shareholder distributions via unchanged distribution strategy
- Continue to be focused on:
  - Growth ... grounded in analytically risk-assessed assumptions
  - 8%+ Automotive operating margin
  - ROIC in excess of cost of capital
  - Top-quartile total shareholder return
- 2017 guidance unchanged; 2018 outlook to be provided in January
- Ford Credit ... a strategic asset that continues to perform well.
  New opportunities ahead as Ford transforms
We will accelerate the introduction of connected, smart vehicles and services

New Ford Vehicles Connected – U.S. Take Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>55%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

New Connected Vehicles

90% Globally By 2020
We will rapidly improve our fitness to lower costs, release capital and finance growth

New Partnerships in Emerging Markets

- India and EM Partnership
- China Low Cost BEV
- Yusheng Low Cost Utility

Global Lincoln Sales (000)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>108</td>
</tr>
<tr>
<td>2016</td>
<td>159</td>
</tr>
</tbody>
</table>

47% Growth

Global Lincoln Quality

- Initial Quality Survey: 2013 #9 → 2017 #4
- APEAL: 2013 #9 → 2017 #6
We will re-allocate capital to where we can win in the future

Re-allocating $7 Billion of Capital from Cars to SUVs and Trucks

- Fewer Nameplates / Lower Spend
- New SUVs and Trucks Investment
  - North America Ranger – 2018
  - All-new Bronco – 2020
  - Three other vehicles including BEV SUV
  - North America EcoSport - 2018
We will continuously innovate to create the most human-centered mobility solutions
We will empower our team to work together effectively to compete and win
Risk Factors

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:

- Decline in industry sales volume, particularly in the United States, Europe, or China, due to financial crisis, recession, geopolitical events, or other factors;
- Lower-than-anticipated market acceptance of Ford’s new or existing products or services, or failure to achieve expected growth;
- Market shift away from sales of larger, more profitable vehicles beyond Ford’s current planning assumption, particularly in the United States;
- Continued or increased price competition resulting from industry excess capacity, currency fluctuations, or other factors;
- Fluctuations in foreign currency exchange rates, commodity prices, and interest rates;
- Adverse effects resulting from economic, geopolitical, protectionist trade policies, or other events;
- Work stoppages at Ford or supplier facilities or other limitations on production (whether as a result of labor disputes, natural or man-made disasters, tight credit markets or other financial distress, production constraints or difficulties, or other factors);
- Single-source supply of components or materials;
- Labor or other constraints on Ford’s ability to maintain competitive cost structure;
- Substantial pension and other postretirement liabilities impairing liquidity or financial condition;
- Worse-than-assumed economic and demographic experience for pension and other postretirement benefit plans (e.g., discount rates or investment returns);
- Restriction on use of tax attributes from tax law “ownership change;”
- The discovery of defects in vehicles resulting in delays in new model launches, recall campaigns, or increased warranty costs;
- Increased safety, emissions, fuel economy, or other regulations resulting in higher costs, cash expenditures, and/or sales restrictions;
- Unusual or significant litigation, governmental investigations, or adverse publicity arising out of alleged defects in products, perceived environmental impacts, or otherwise;
- Adverse effects on results from a decrease in or cessation or claw back of government incentives related to investments;
- Cybersecurity risks to operational systems, security systems, or infrastructure owned by Ford, Ford Credit, or a third party vendor or supplier;
- Failure of financial institutions to fulfill commitments under committed credit and liquidity facilities;
- Inability of Ford Credit to access debt, securitization, or derivative markets around the world at competitive rates or in sufficient amounts, due to credit rating downgrades, market volatility, market disruption, regulatory requirements, or other factors;
- Higher-than-expected credit losses, lower-than-anticipated residual values, or higher-than-expected return volumes for leased vehicles;
- Increased competition from banks, financial institutions, or other third parties seeking to increase their share of financing Ford vehicles; and
- New or increased credit regulations, consumer or data protection regulations, or other regulations resulting in higher costs and/or additional financing restrictions.

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, 2016, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.
Appendix
Reducing global material cost by an incremental $10 billion through 2022

<table>
<thead>
<tr>
<th>Total</th>
<th>New Model Product Cost</th>
<th>Current Model Cost Reductions</th>
<th>Complexity</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10 billion</td>
<td></td>
<td></td>
<td></td>
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</tbody>
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