



Developing a Winning Product Portfolio

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Vice President
Enterprise Product Line Management, Ford Motor Company

Credit Suisse Annual Industrials Conference
December 04, 2019



Creating Tomorrow Together

Our Belief

Freedom of movement drives human progress

Our Aspiration

To become the world's most trusted company

Our Plan For Value Creation

Customer-Centric & Passion For Product

Winning Portfolio

New Propulsion

Autonomous Technology

Connected Services

Customer Experience

Create customer advocates by delivering owner and user experiences with honesty, expertise and care.

Fitness

Operating Leverage
Build, Partner, Buy
Capital Efficiency
Strong Balance Sheet

Metrics

Free Cash Flow
Growth
EBIT and EBIT Margin
ROIC

Our People

Culture & Trust

Winning Portfolio – Leveraging Ford's Strengths

WORK



ADVENTURE



PERFORMANCE



**HUMAN
CONNECTION**



Transforming Portfolio Freshness

New Product Introductions



Explorer



Escape



Mach-E



F-150



Bronco



Small Rugged Utility

Average Age of Portfolio (Years)

U.S. Passenger Vehicles



Lower Is Better

Legacy Nameplate Drops

Consistently Fresh Portfolio

Changing How We Work



**Deep Customer
Insight**



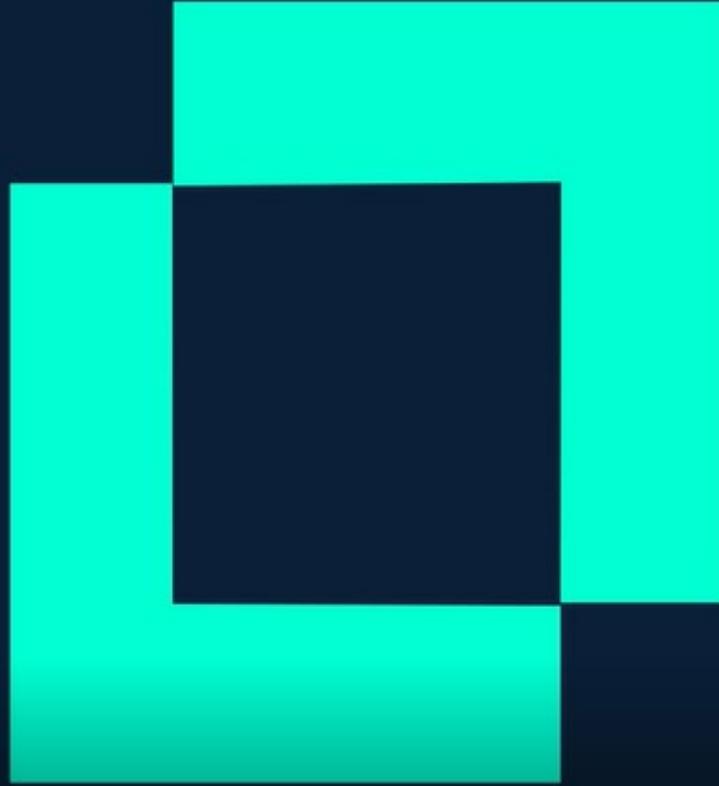
**Playing
to Win**



**Working
Together**



**Owning the Now,
Near and Far**

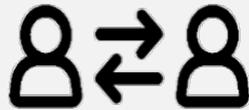
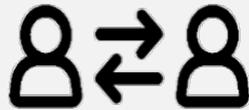
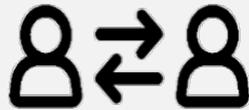


D-FORD

https://youtu.be/l3oy4_J0YXQ

Design Thinking – How Might We.....

<p>Wildly Ambitious Goal</p>	 <p>Hardware at the Speed of Software</p>
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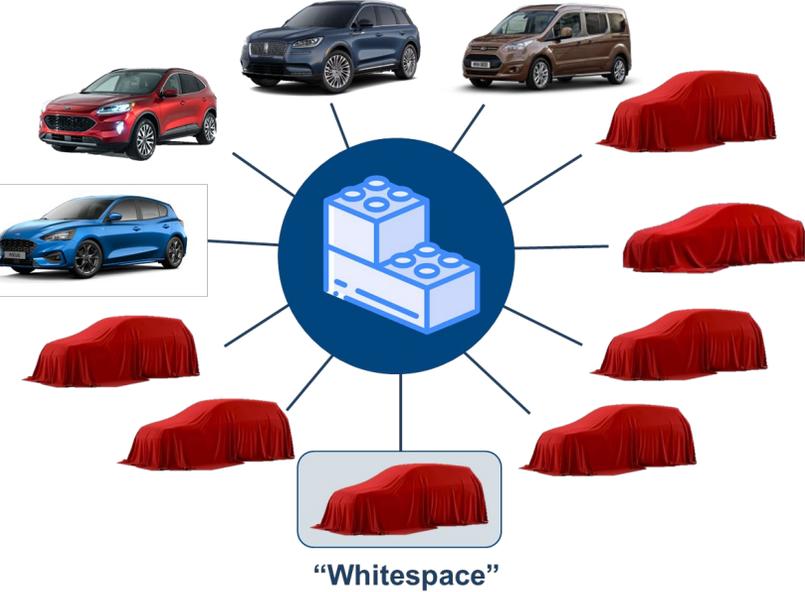
<p>Changing the Way We Work</p>	<table><tr><td data-bbox="532 736 891 856"><p>Clock Speed</p></td><td data-bbox="891 736 1223 856"><p>Quick Learn Fail Fast</p></td><td data-bbox="1223 736 1579 856"><p>Agile Course Corrections</p></td><td data-bbox="1579 736 1936 856"><p>Management Interaction</p></td><td data-bbox="1936 736 2461 856"><p>Organization Design</p></td></tr><tr><td data-bbox="532 856 891 1268"></td><td data-bbox="891 856 1223 1268"></td><td data-bbox="1223 856 1579 1268"></td><td data-bbox="1579 856 1936 1268"></td><td data-bbox="1936 856 2461 1268"></td></tr><tr><td data-bbox="532 1268 891 1268"><p>Requires</p></td><td data-bbox="891 1268 1223 1268"><p>and</p></td><td data-bbox="1223 1268 1579 1268"><p>Enabled by</p></td><td data-bbox="1579 1268 1936 1268"><p>But Foundation is...</p></td><td data-bbox="1936 1268 2461 1268"></td></tr></table>	<p>Clock Speed</p>	<p>Quick Learn Fail Fast</p>	<p>Agile Course Corrections</p>	<p>Management Interaction</p>	<p>Organization Design</p>						<p>Requires</p>	<p>and</p>	<p>Enabled by</p>	<p>But Foundation is...</p>	
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Product Development Fitness

Flexible Architecture

Deep Customer Focus

Passion for Product



C2 FWD / AWD Architecture



Human-Centered Design



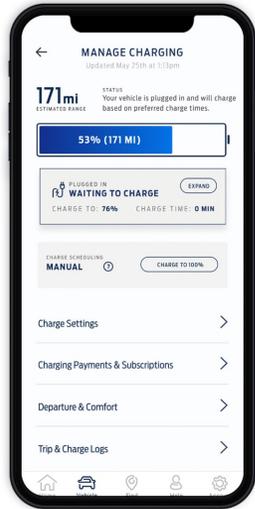
Products Customers Love and Can't Live Without

Mustang Mach-E

**Team
Edison**

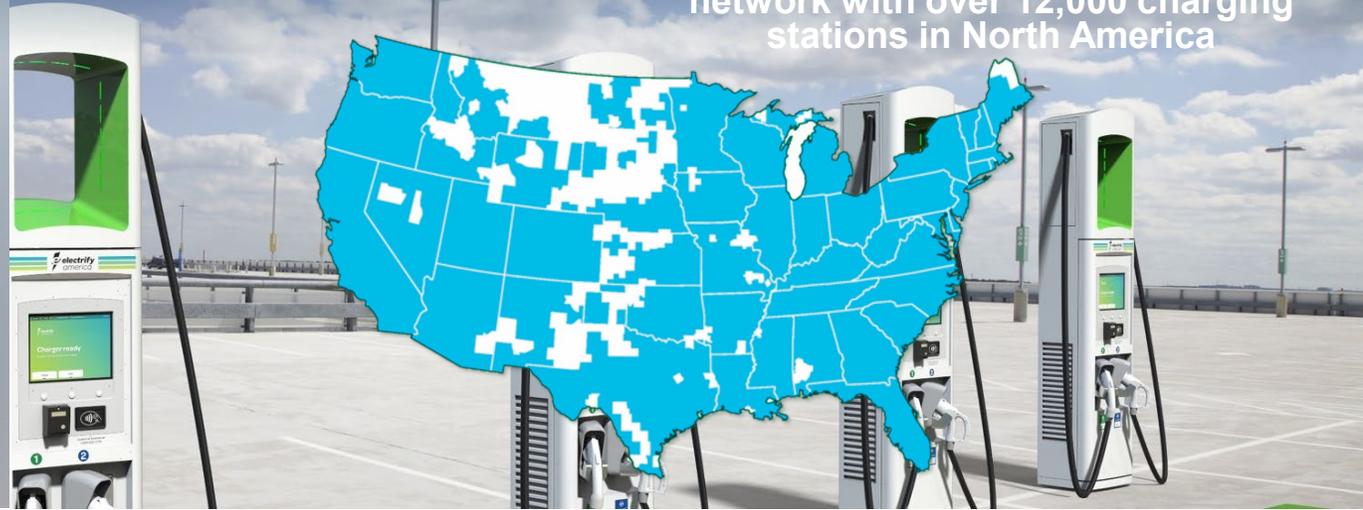


Deep Customer Insight – Range Anxiety



On the Road

Freedom to make Road Trips



Access to the FordPass charging network with over 12,000 charging stations in North America

Customers want to be covered wherever they need to go

At Home

80% of Charging



Charging at home: Up to 32 miles in an hour*

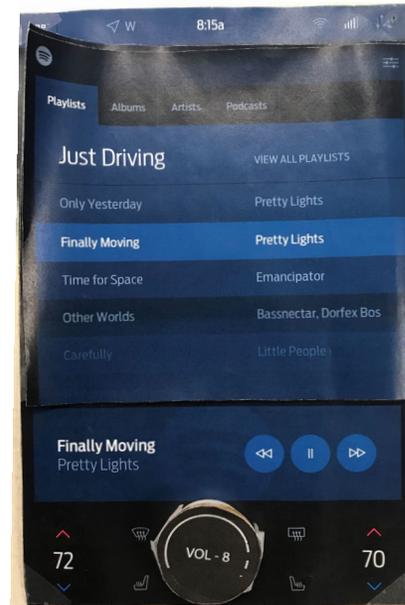
Working Together – Mach-E Human Machine Interface

**Customer
Insight**



**Technology Matters
Intuitive as a Smart Phone
Large Flat Screen**

**Agile
Research**



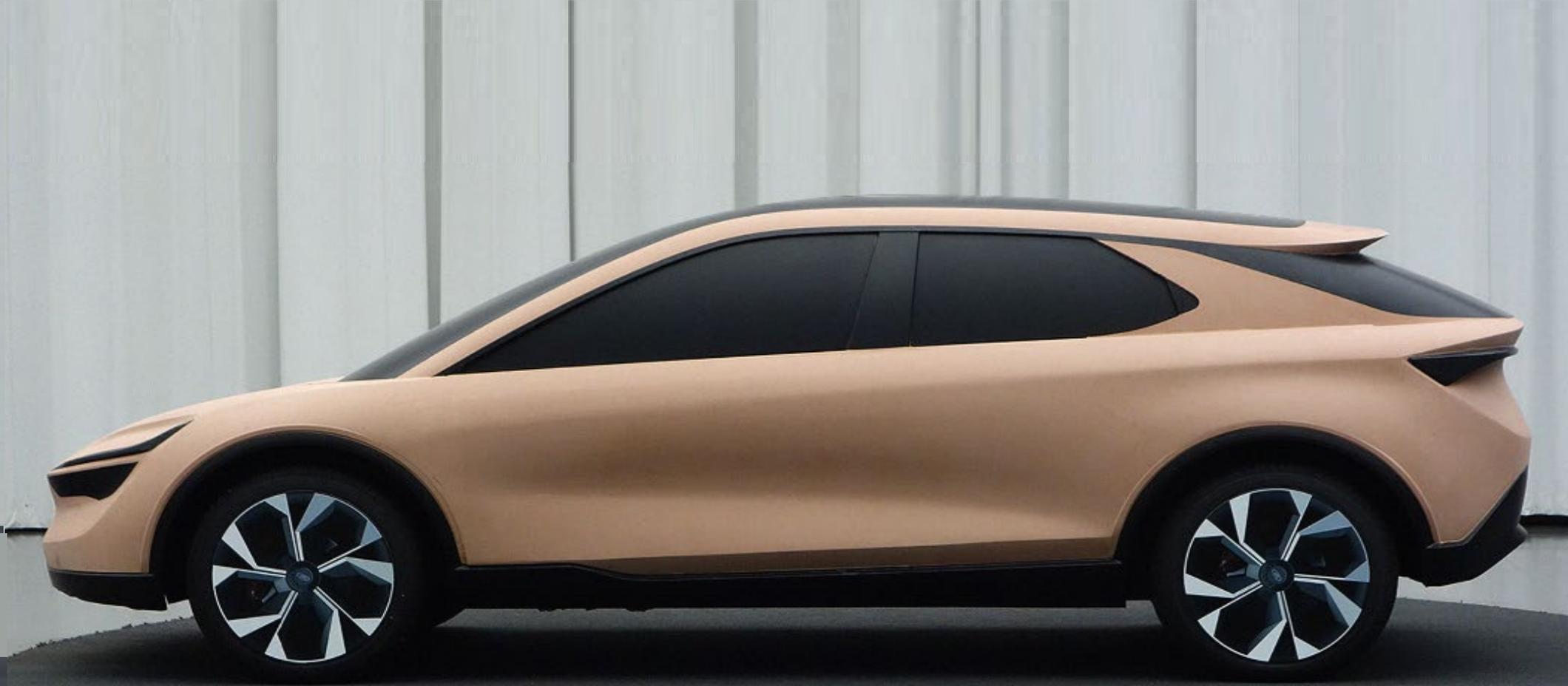
**Rapid
Prototyping**

**Speed to
Market**

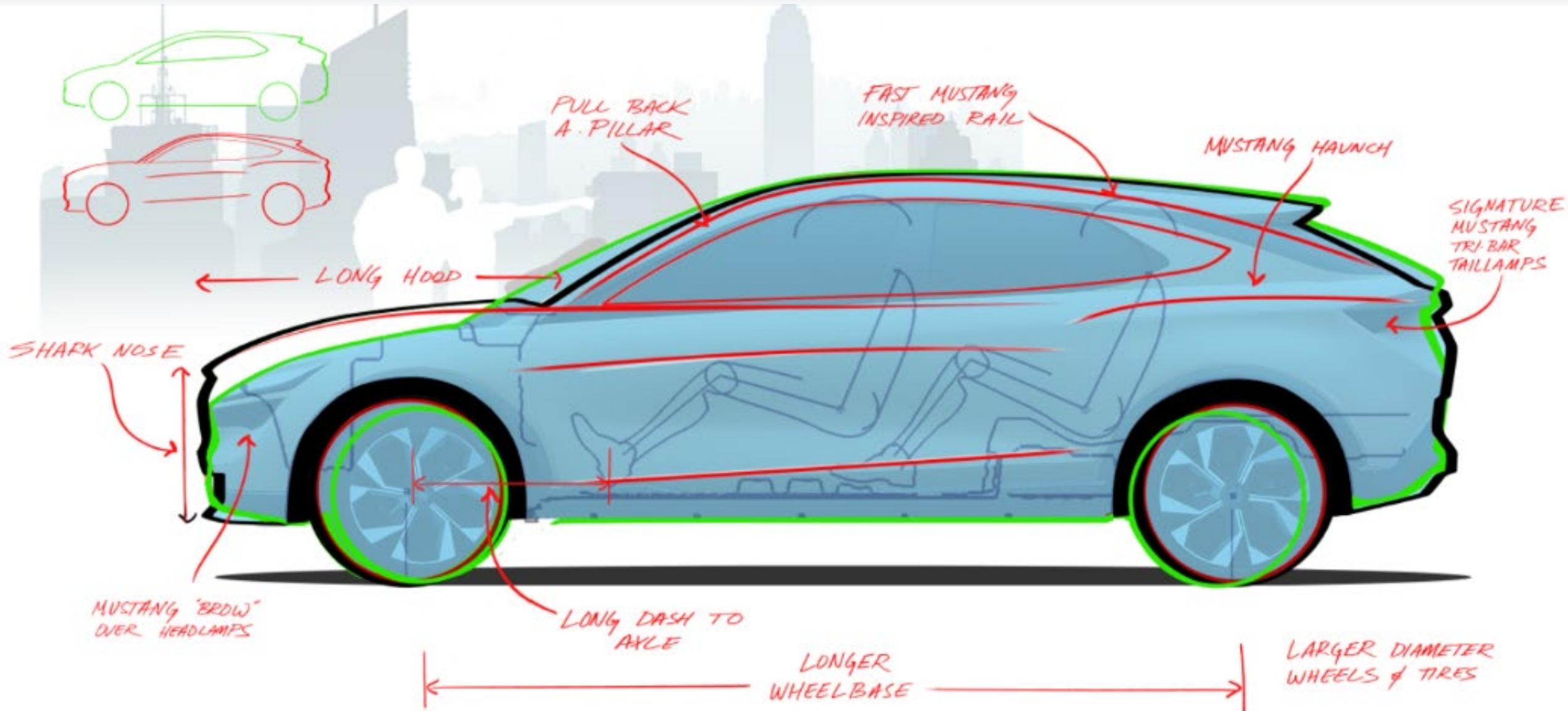


**Winning
Experiences**

Playing To Win – From Compliance



Playing To Win – To Concept



Playing To Win – To Credible

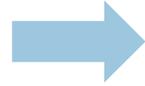


Mustang Mach-E



Leverage Ford's Strong Nameplates

Mustang



#1 sports coupe globally

Explorer



#1 America's all-time best-selling SUV

Transit



#1 cargo van globally

F-Series



#1 full-size pickup globally

Ranger



#2 medium-size pickup outside U.S.

Bronco



Playing to Win

**FORD'S FUTURE IS CENTERED
AROUND OUR CUSTOMERS**

<https://youtu.be/7qmuCjzqhZE>

Thank You

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’s long-term competitiveness depends on the successful execution of fitness actions;
- Industry sales volume, particularly in the United States, Europe, or China, can be volatile and could decline if there is a financial crisis, recession, or significant geopolitical event;
- 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;
- Ford may face increased price competition resulting from industry excess capacity, currency fluctuations, or other factors;
- Fluctuations in commodity prices, foreign currency exchange rates, and interest rates can have a significant effect on results;
- With a global footprint, Ford’s results could be adversely affected by economic, geopolitical, protectionist trade policies, or other events, including Brexit;
- Ford’s production, as well as Ford’s suppliers’ production, could be disrupted by labor disputes, 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;
- Pension and other postretirement liabilities could adversely affect Ford’s liquidity and financial condition;
- 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;
- Ford’s vehicles could be affected by defects that result in delays in new model launches, recall campaigns, or increased warranty costs;
- Ford may need to substantially modify its product plans to comply with safety, emissions, fuel economy, and other regulations that may change in the future;
- 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’s receipt of government incentives could be subject to reduction, termination, or clawback;
- Operational systems, security systems, and vehicles could be affected by cyber incidents;
- 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 Credit could experience higher-than-expected credit losses, lower-than-anticipated residual values, or higher-than-expected return volumes for leased vehicles;
- Ford Credit could face increased competition from banks, financial institutions, or other third parties seeking to increase their share of financing Ford vehicles; and
- Ford Credit could be subject to new or increased credit regulations, consumer or data 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, 2018, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

Endnote

¹ Home overnight charging

If you want the confidence of a full charge every night, an available 48-amp Ford Connected Charge Station is your best option. Ford estimates that customers with the 48-amp charge station will be able to add an average range of 32 miles per charging hour which gives a full charge overnight (based on extended battery RWD). Range and charge time based on manufacturer computer engineering simulations and EPA-estimated range calculation methodology. The charging rate decreases as battery reaches full capacity. Your results may vary based on peak charging times and battery state of charge. Actual vehicle range varies with conditions such as external elements, driving behaviors, vehicle maintenance, and lithium-ion battery age