BEV adoption will increase as barriers come down

- EV cost
- EV offerings
- Infrastructure
- Education

= Demand EV Adoption
We will see tremendous BEV growth and an unprecedented level of design and marketing activity.

Number of full battery electric competitive nameplates, total BEVs and percent of total vehicle industry volume by 2025:

- **U.S.**: 100 (1.5M, 8.5%)
- **Europe**: 150 (2.2M, 15.0%)
- **China**: 350 (4.2M, 14.0%)

*Source: Ford forecast*
Our strategic approach focuses on building a foundation for long-term success in full battery electrics.
Exciting and capable fully electric vehicles are the key to success.
We are bringing our customers “gotta have it” new experiences

Connected Experiences  Over The Air (OTA)  New Usable Spaces  Exportable Power
Amplifying attributes our customers love

- Fun to Drive
- Design
- Quiet Powertrain
- Low Ownership Cost
- No More Gas
Leveraging scale and technology
Adding alliances to bring more fully electric vehicles to global markets
Redesigning our business models across the value chain

**VEHICLE**
- Vehicle: Aspirational BEV Portfolio
- Battery and E-Drive: Great Range and Drive Experience
- Manufacturing: Factory of Tomorrow

**CUSTOMER JOURNEY**
- Go-To-Market and Distribution
- Charging Grid
- Connectivity and OTA
- SHOP AND BUY/OWNERSHIP EXPERIENCE

**Learnings**
Mustang Mach-E customers are tech progressives who crave new, amplified products, services and experiences.
We’re adding a new steed to the stable.
Intuitive, adaptive, fast and connected
Bold, capable, emotive and dynamic
Ample space for your gear
Open and spacious interior to share with your tribe
Targeting 0-60 MPH in mid 3 second range*

The rush is real.
Experience all the power, performance and passion of a legendary pony GT

* See endnote 1
Targeting over 300 mile range*
Charging at home: Up to 32 miles in an hour*
Access to the FordPass charging network with over 12,000 charging stations in North America

Ford's Mustang Mach-E SUV charges up to 47 miles in 10 minutes*

Blue is where we have you covered**

* See endnote 4  ** See endnote 5
Monitor charging progress of your BEV anywhere.
Our dealers are an advantage*

1. 95% of service handled by 3,000+ dealers
2. 9,500+ trained EV technicians today
3. 95% percent of parts delivered by next day
4. 2,100+ dealers will be certified to work on EV high voltage systems at launch

* See endnote 6
Q & A
**1** mid 3 second range
Targeting 0–60 MPH in mid 3 second range
*Based on manufacturer calculation using computer engineering simulations. Your results may vary.

**2** 300 mile range
The all-new, Mustang inspired, fully electric performance utility vehicle has a targeted EPA-estimated range of 300 miles with an Extended range battery and RWD.
*Based on full charge. Targeted range applies to an available configuration. Actual range varies with conditions such as external elements, driving behaviors, vehicle maintenance, and lithium-ion battery age. Final EPA-estimated ratings available in the 2020 calendar year.

**3** 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.

**4** Charging network map
A charger is less than 40 miles away, which accounts for 96 percent of all trips and fits the average daily commute of 32 miles.

**5** DC fast Charging
The Mustang Mach-E is estimated to add an average of 47 miles of range in approximately 10 minutes while charging on a DC Fast Charging station with the Standard Range battery and 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.

**6** Dealer Advantage
Statistics pertain to U.S. dealer network
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.