



A portrait of a man with short dark hair, smiling, wearing a light blue button-down shirt. The background is a blurred cityscape with tall buildings.

Marin Gjaja

Chief Customer Officer
Ford Model e

Ford+

Distinctive products and solutions +
Always-on relationship with customers +
Ever-improving user experience +

Annual Run Rate of More Than 2 Million EVs by Late 2026



600,000 EV Production Run Rate



270,000

Mustang Mach-E
North America, Europe & China

150,000

Transit EVs
North America & Europe

150,000

F-150 Lightning
North America

30,000

New Mid-size SUV
Europe

Ford

No. 1

Brand consumers think of
when considering an EV Truck



F-150 Lightning

74%

Favorable Opinion
2nd in full-size pickup segment
only to F-150 internal combustion
among industry shoppers



F-150 Lightning

50% of customer orders
new to Ford brand



Mustang Mach-E

63% Favorable Opinion
1st in segment among industry
shoppers



Source: Ford GDI&A Global Brand Health Study (GBHS)

Mustang Mach-E

70%
of retail customers
new to Ford brand





L I N C O L N

A woman with dark curly hair, wearing a pink shirt, is sitting in the driver's seat of a modern car. She is looking at a large, vertical infotainment screen in the center console. The screen displays a 'Schedule updates' menu with options for 'CONTROLS' and 'SETTINGS'. The menu shows 'System updates are scheduled for' followed by a date and time '12:00 AM'. Below this, there are buttons for 'Tue', 'Wed', 'Thu', 'Fri', 'Sat', and 'Sun'. At the bottom of the screen, there are buttons for 'Clear Schedule', 'Cancel', and 'Save'. The car's interior is dark with leather-like upholstery. The dashboard and steering wheel are visible. Outside the car, a man in a light blue shirt is standing near a modern house with large windows and a wooden exterior. The scene is brightly lit, suggesting daytime.

Over-the-Air Updates:

- New features and services
- Seamless quality updates
- Continuous improvement

They're the 1st owners of Ford F-150 Lightnings: What they're going to do with them

Phoebe Wall Howard
Detroit Free Press
Published 5:00 a.m. ET June 9, 2022 | Up

“Schmidt and I are going to use them for their family vehicles. Once Nick Schmidt says he wants one, we’ll get it.”

“...Schmidt traded his 2019 Ford F-150 for a 2022 Ford F-150 Lightning Cybertruck order.”



Ford Mustang Model 3 as Company Vehicle Top Pick

We explain how this new car is a Top Pick

By Jeff S. Bartlett
February 17, 2022

FORTUNE

TECH • ELECTRIC VEHICLES

Ford CEO picks Musk by including dead Teslas

By SOPHIE MELLOR
June 8, 2022 1:37 PM EDT



Photo: John Powers/Consumer Reports



Auto Focus! S1 E10

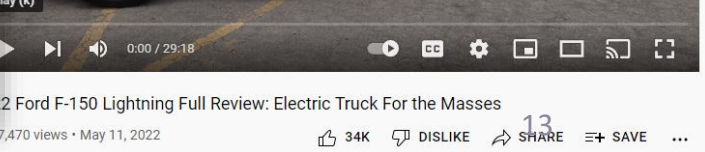
Ford F150 Lightning is the iPhone of Pickup Trucks!

2,167,569 views • Jun 24, 2022

Marques Brownlee ✓
15.8M subscribers

101K DISLIKE SHARE DOWNLOAD THANKS CLIP SAVE ...

JOIN SUBSCRIBE



E for Electric
@EforElectric

We're at @Tesla Superchargers for today's community service charging EVs out of the @Ford F-150 Lightning's trunk for free!



Kyle Conner @itskyleconner · 23h
3 Rivians and 1 Mach-E camping in the woods yet the F-150 Lightning is powering and lighting the full site



TopGear Menu

Car Reviews > Ford > F-150 Lightning

Overview Driving Interior Buying Specs & Price

CAR REVIEW

Ford F-150 Lightning

review

9/10



Half of the world's consumers who intend to buy a car in the next two years say they will choose an EV or Hybrid



Reliable charging accelerates adoption



Ford Pro offers commercial services including ongoing vehicle and charger maintenance



60%

of U.S. fleet managers plan to add electric vehicles within two years

(Source: Ford Pro)

*Among commercial owners who don't already deploy EVs.



A woman with long, curly brown hair is looking down at a black smartphone in her hands. She is wearing a white t-shirt with thin blue horizontal stripes and a dark grey jacket. The background is a blurred outdoor scene with green foliage and warm, out-of-focus lights, suggesting a park or a city street at dusk. A semi-transparent grey box with dark blue text is overlaid on the right side of the image.

**We are upgrading
our digital and
physical experiences
across ownership**

Ford EV Growth Rate Outpaces Global Industry

2021-2026 Compound
Annual Growth Rate

Ford EV:

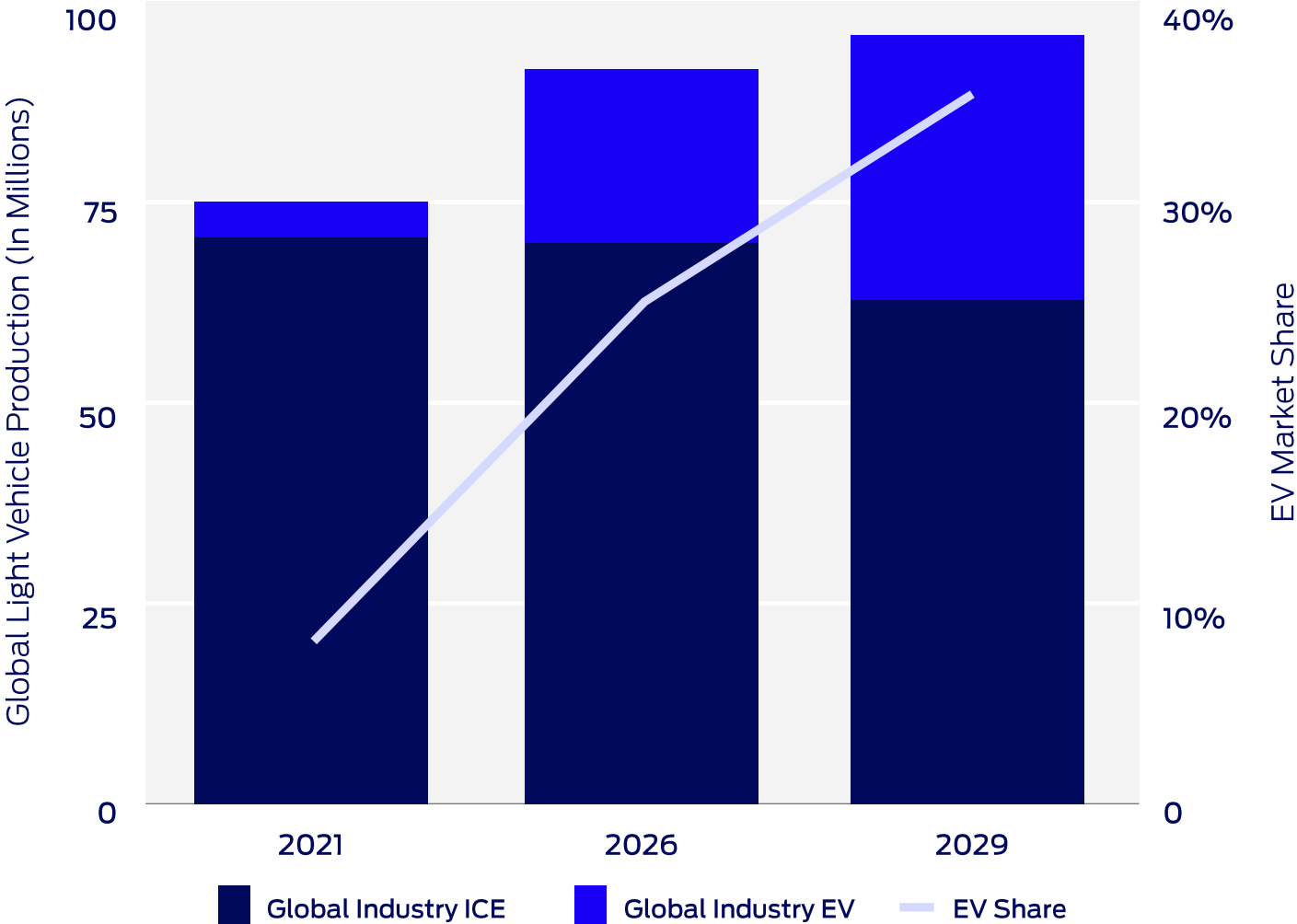
>90%

Source: Internal Forecast

Global Industry EV:

36%

Source: S&P Global Mobility
Powertrain Forecast, June 2022



Source: S&P Global Mobility Powertrain Forecast, June 2022

Breaking Constraints to Ramp EV Production



*Not to scale, targets are year-end run rate



Lisa Drake

Vice President,
EV Industrialization
Ford Model e

Ford+

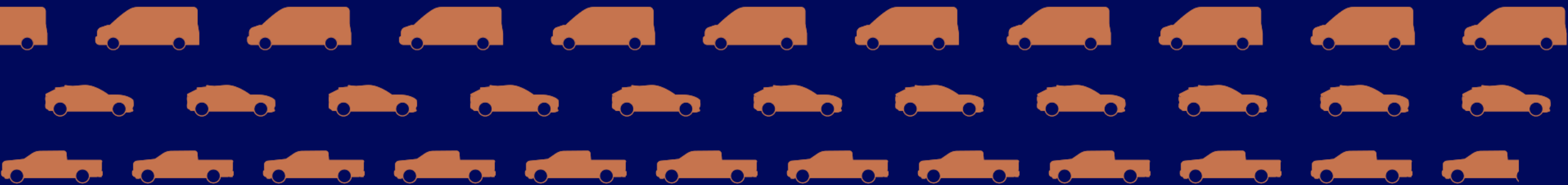
Distinctive products and solutions +
Always-on relationship with customers +
Ever-improving user experience +

We've achieved 100% of 2023 Battery Capacity

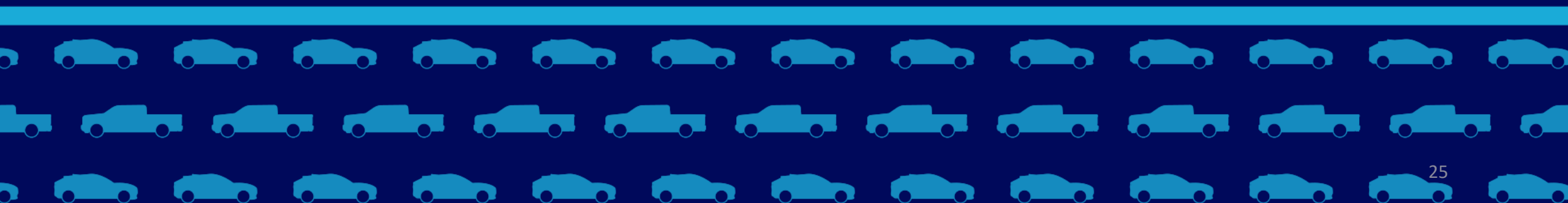
600,00 EVs
60 GWh Supply Secured

To meet this demand, Ford is
introducing a second battery type
to our EV portfolio





Supporting our plan to
significantly ramp up
production for customers
and reducing delivery times





CATL

LFP BATTERIES

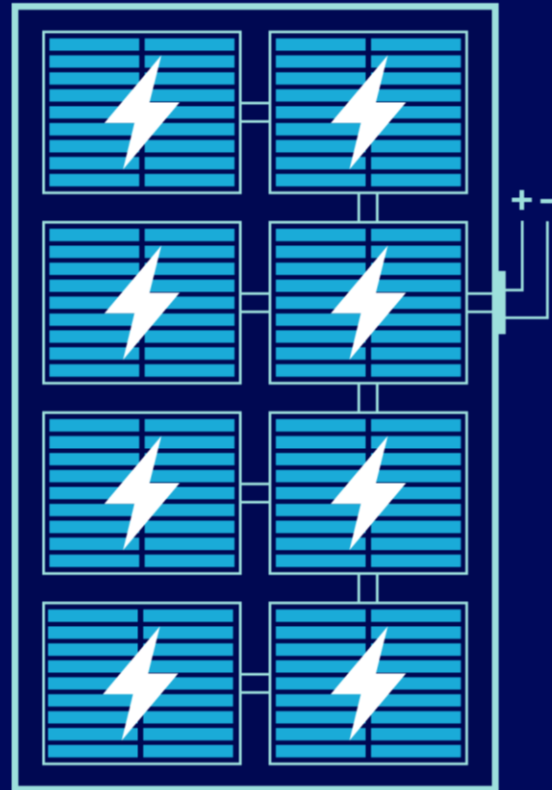
are designed to provide customers
many years of operation with
minimal loss of range





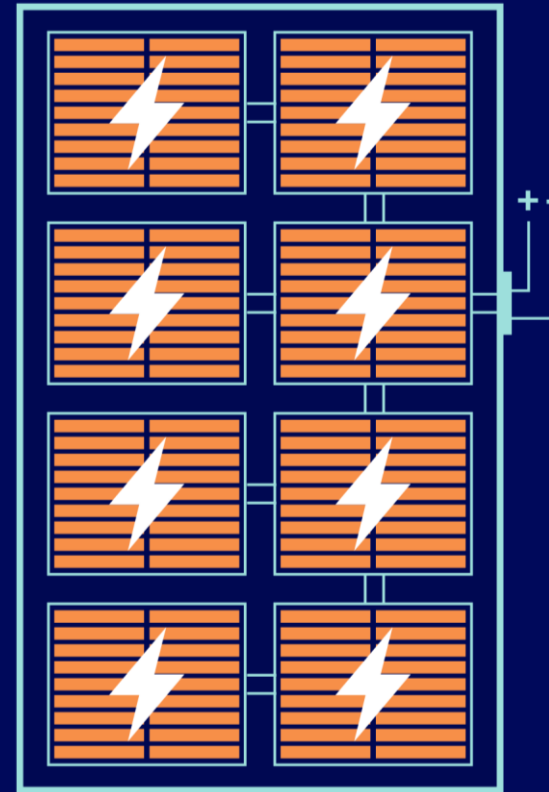
**10 to 15% Bill of Material
savings compared to NCM**

STANDARD
RANGE



LFP

EXTENDED
RANGE



NCM









Mustang Mach-E and E-Transit



F-150 Lightning and E-Transit

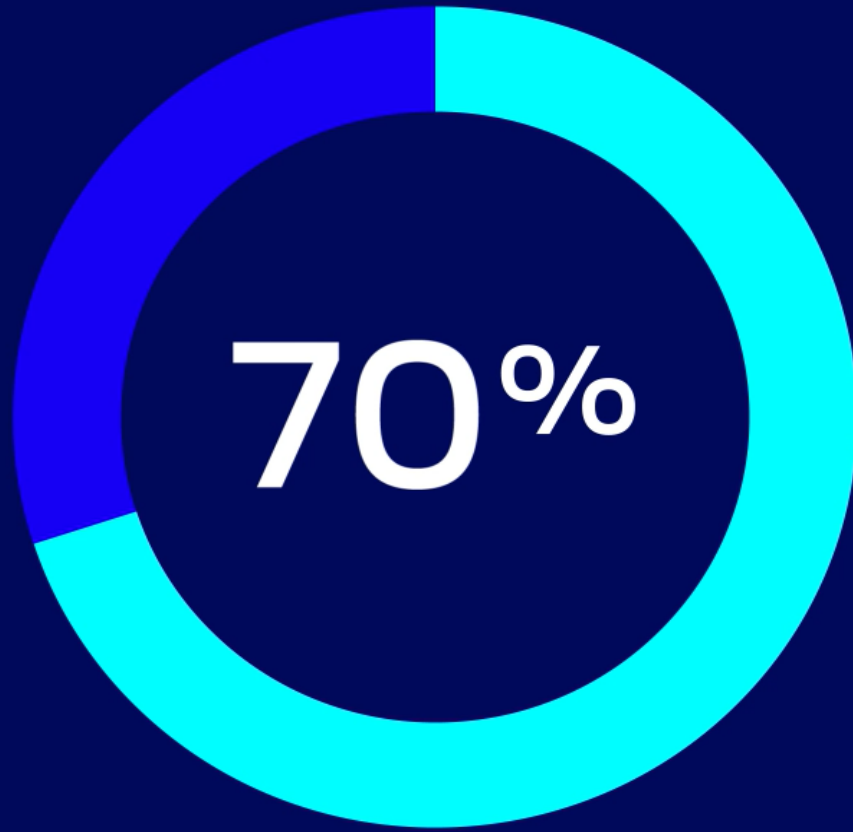
GWh Annual Capacity



Not to scale. Battery source country

Annual Run Rate of More Than 2 Million EVs by Late 2026





Ford has sourced 70% of the battery cells we need to support our EV production plans through 2026

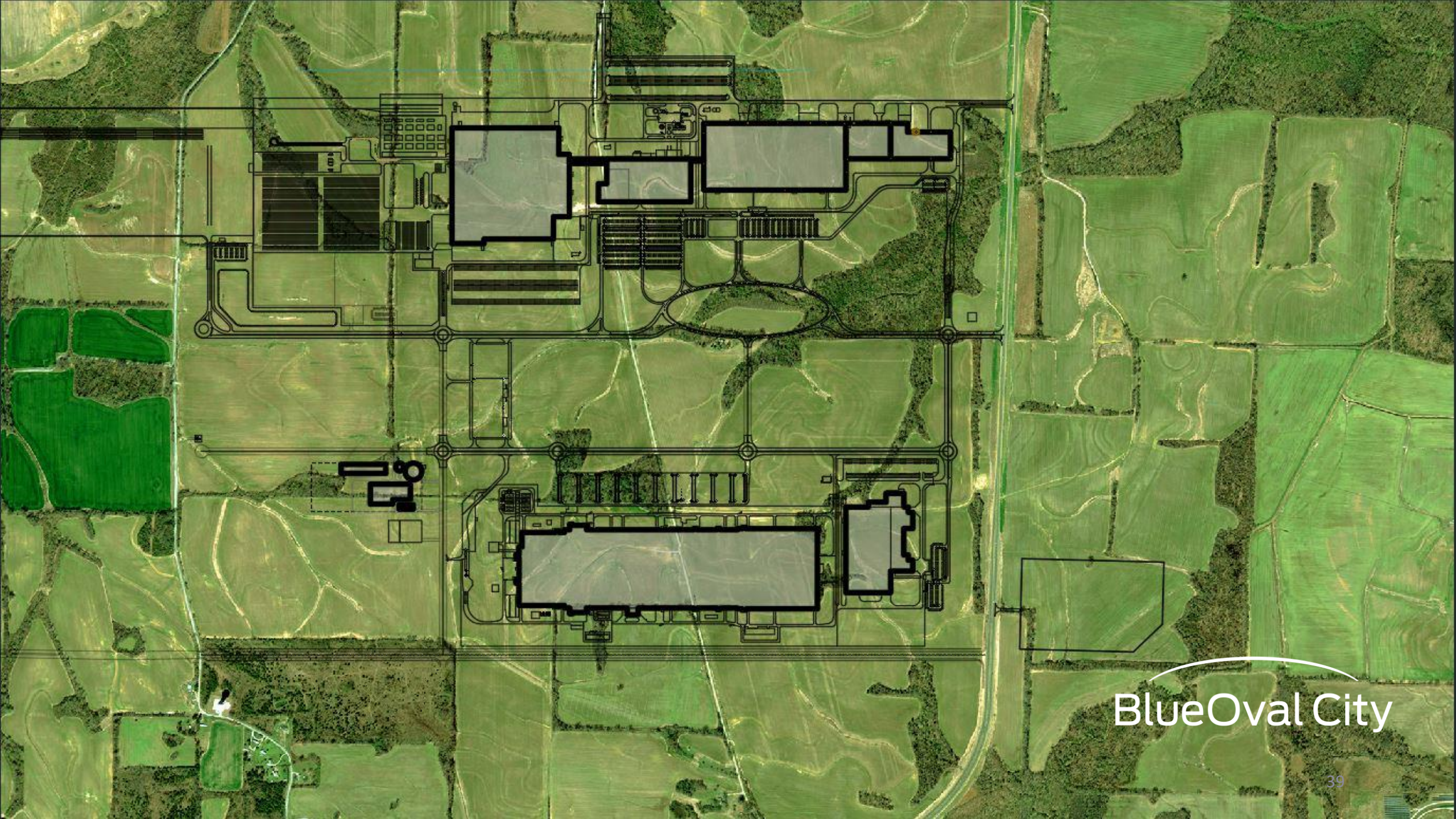


CATL

Global Strategic Cooperation



**40 GWh of installed LFP capacity annually
in North America starting in 2026**



BlueOval City

Ford+

Distinctive products and solutions +
Always-on relationship with customers +
Ever-improving user experience +

Annie Liu

Executive Director
Ford Model e Purchasing





EcoPro



North American Cathode Production

Localizing Key Parts of the Battery Supply Chain in N.A.





Ford is building a global EV supply chain

Deals for Lithium Supply by 2026



Deals for Lithium Supply by 2026



Secured Most of the Nickel We'll Need by 2026

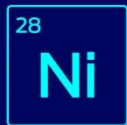
Off-take and Processing:

- Vale Canada
- PT Vale Indonesia & Huayou Cobalt
- BHP



Globally Diversified EV Supply Chain

Raw Materials



Vale
Canada



ioneer
Nevada



PT Vale
Huayou
Indonesia



Rio Tinto
Argentina



BHP
Australia



Compass
Minerals
Utah



Liontown
Australia



Syrah
Resources
Louisiana



EcoPro
Canada

Cell Supply



CATL
China



40GWh
North
America



Koç SK On
Turkey



SK On
Hungary



LGES
Poland



BlueOval
SK
Tennessee



SK On
Georgia



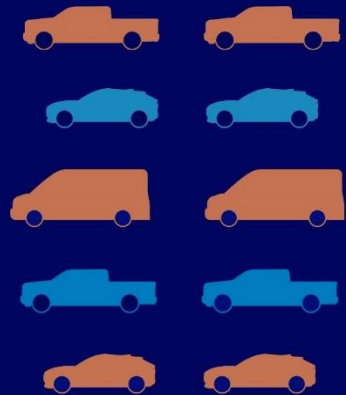
BlueOval
SK
Kentucky

EV Production

600,000
by late 2023

and

2 million
by late 2026



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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, or raw materials can disrupt Ford’s production of vehicles;
- Ford’s long-term competitiveness depends on the successful execution of Ford+;
- 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, vehicles, and services could be affected by cyber incidents, ransomware attacks, 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, capacity limitations, 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, digital and physical services, and mobility services are subject to market acceptance and face significant competition from existing and new entrants in the automotive, mobility, and digital services industries;
- Ford’s near-term 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;
- Inflationary pressure and fluctuations in commodity prices, foreign currency exchange rates, interest rates, and market value of Ford or Ford Credit’s investments, including marketable securities, 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 and Ford Credit could experience unusual or significant litigation, governmental investigations, or adverse publicity arising out of alleged defects in products, services, 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, 2021, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

S&P Global Mobility



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