

2021 Highlights



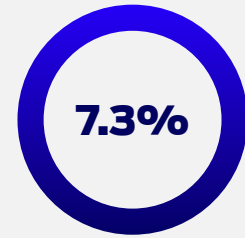
Financial Performance



Revenue



Adj. EBIT*



Adj. EBIT Margin*



Adj. Free Cash Flow*



We're generating real momentum with the Ford+ plan – building leadership in EVs and connected services, and improving customer experiences. Our team is creating a different kind of culture and company, and we're bullish on what Ford will achieve in 2022.

*John Lawler,
Chief Financial Officer*

Electrifying Our Future

2023 BEV Capacity
Doubled to 600K units

F-150 Lightning
Introduced first full-size BEV pickup to unprecedented customer demand; launching spring of 2022

BlueOval City & BlueOval SK
Investing **\$11.4B** to build Ford's next-generation F-Series plant; three advanced battery parks with partner SK Innovation

Cologne Electrification Center
Broke ground On **\$1B** investment to modernize European vehicle assembly

China BEV Localization
Launched Mustang Mach-E; operating a direct-to-customer model

New Product Launches



2021 Ford Bronco
Ford wins North American Utility Vehicle of the Year™



2022 Ford Maverick
Ford wins North American Truck of the Year™

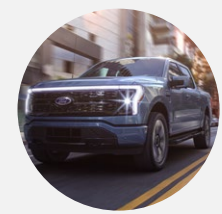


2022 Ford EVOS
All-new SUV developed in China



2021 Ford Mustang Mach-E GT
Takes top spot in Car and Driver's Inaugural Electric Vehicle of the Year Award

Always-On Customer Experience



Hands-free driving
Launched BlueCruise technology

Ford Pro
Provides comprehensive business solutions to our commercial customers



OTA Capability
Scaling to 30M+ OTA-capable vehicles on the road by 2028

*Non-GAAP; excludes special items. GAAP: Net Income \$17.9B, Net Income Margin 13.2%, Operating Cash Flow \$15.8B.