



# Mach-E RALLY



Delivering Ford+

## Q2 2023 Earnings

All-New Ford Mustang Mach-E Rally  
Available To Order Fall 2023



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All-New Ranger Raptor  
Available For Order Now

# Safe Harbor Statement And Disclosures

## Forward-Looking Statements

This presentation includes forward-looking statements. 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. For a discussion of these risks, uncertainties, and other factors, please see the “Cautionary Note on Forward-Looking Statements” in this presentation and “Item 1A. Risk Factors” in our Annual Report on Form 10-K for the year ended December 31, 2022, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

## GAAP & Non-GAAP Financial Measures

This presentation includes financial measures calculated in accordance with Generally Accepted Accounting Principles (“GAAP”) and non-GAAP financial measures. The non-GAAP financial measures are intended to be considered supplemental information to their comparable GAAP financial measures. The non-GAAP financial measures are reconciled to the most comparable GAAP financial measures in the Appendix to this presentation.

## Additional Information

Calculated results may not sum due to rounding. All variances are year-over-year unless otherwise noted. Visit [ford.com](http://ford.com) for vehicle information.

# Ford+ Investment Thesis

Disruptive technology allows us to leverage foundational strengths to build new capabilities enriching customer experiences and deepening loyalty

## Customer experience

### FOUNDATIONAL STRENGTHS

- + Leading iconic nameplates
- + Leading commercial vehicle portfolio
- + Industrial prowess

Drives strong margins and cash flow

+

### ENHANCED CAPABILITIES

- + Integrated hardware and software
- + Connectivity
- + Data analytics

Enables deep customer insight

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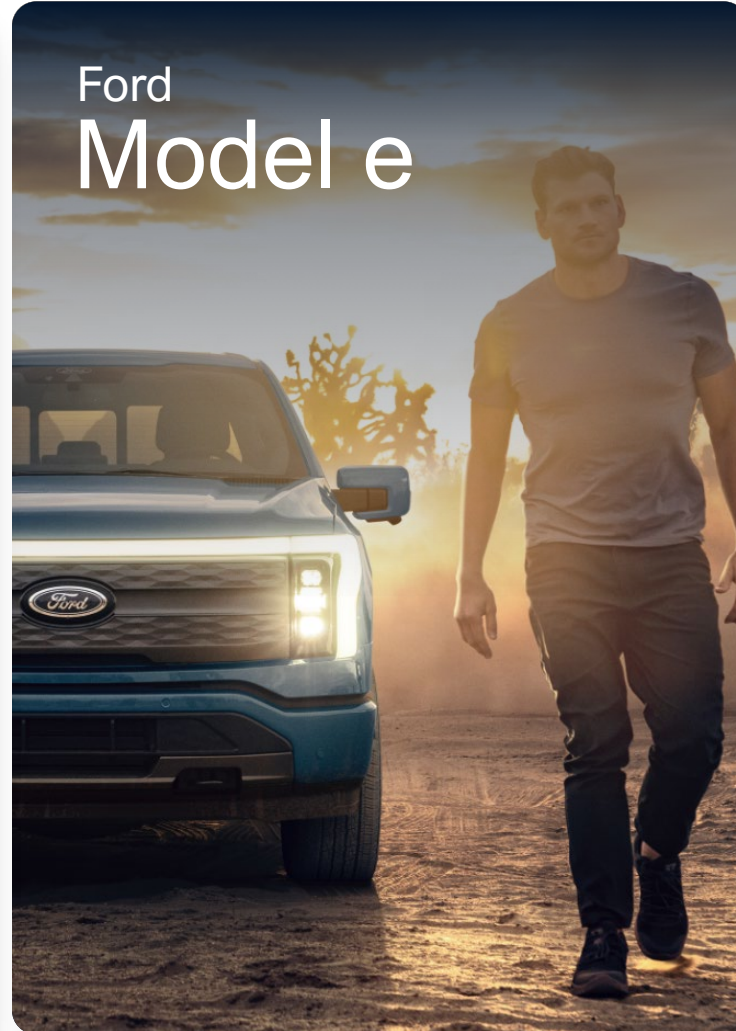
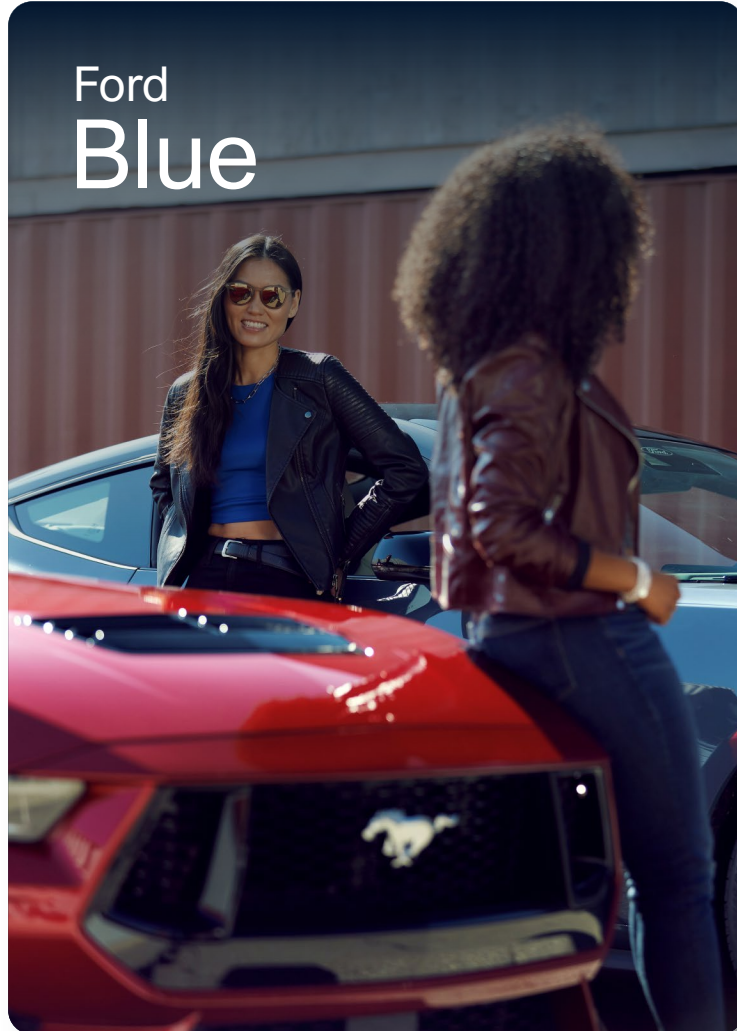
### EXPANDED TAM & VALUE CREATION

- + Ford Blue
- + Ford Model e
- + Ford Pro

Unlocks new growth opportunities

# Ford

Ford+ Business Model Is Designed To Deliver Focused Innovation, Profit & Growth



## Q2 Financial Results

Revenue

**\$45.0B**

▲ 12%

Adj. EBIT

**\$3.8B**

▲ 2%

Adj. EBIT Margin

**8.4%**

▼ 0.8pts

Adj. FCF

**\$2.9B**

▼ \$0.7B

Adj. EPS

**\$0.72**

▲ 6%

Ford  
Blue

EBIT  
**\$2.3B**

EBIT Margin  
**9.2%**

Ford  
Model e

EBIT  
**\$(1.1)B**

EBIT Margin  
**(58.9)%**

Ford  
Pro

EBIT  
**\$2.4B**

EBIT Margin  
**15.3%**



2023 Lincoln Corsair

## Year-To-Date Financial Results

Revenue

**\$86.4B**

▲ 16%

Adj. EBIT

**\$7.2B**

▲ 18%

Adj. EBIT Margin

**8.3%**

▲ 0.2pts

Adj. FCF

**\$3.6B**

▲ \$0.6B

Adj. EPS

**\$1.34**

▲ 26%

Ford  
Blue

EBIT  
**\$4.9B**

EBIT Margin  
**9.8%**

Ford  
Model e

EBIT  
**\$(1.8)B**

EBIT Margin  
**(70.9)%**

Ford  
Pro

EBIT  
**\$3.8B**

EBIT Margin  
**13.0%**



2023 Ford Bronco

Ford  
**Blue**



**\$2.3B**

Q2 EBIT

Improved supply chain drove a 7% increase in wholesales

EBIT margin of 9.2%

Strong product portfolio continues to drive customer demand and pricing power

**America's #1 Selling  
Truck Manufacturer**

All F-Series Built In America By UAW Members



2024 Lincoln Nautilus



2024 Ford Mustang GT

Begin shipping 7th generation Mustang in Q3

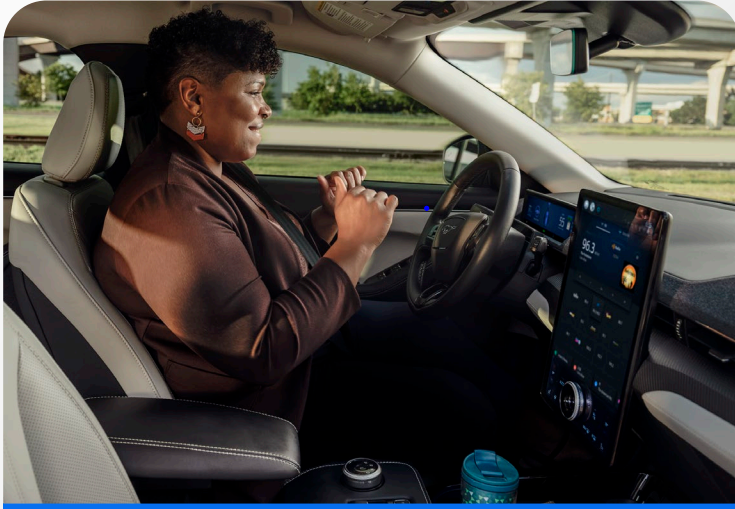
Unveiled the all-new 2024 Ranger Raptor for the U.S. market



2024 Ford Maverick



# Ford BlueCruise



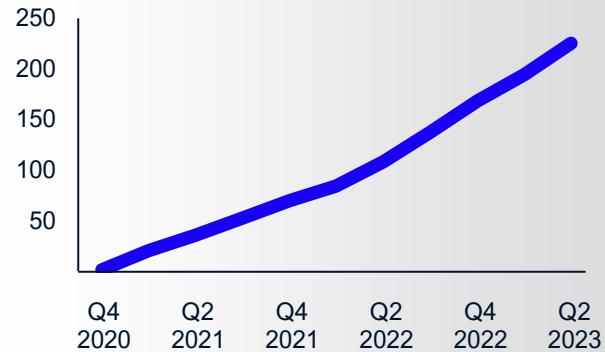
Since Launch  
Customers Have Driven

**1.4M\*** HOURS  
**100M** MILES

**HANDS-FREE**

\* Up 44% since end of Q1 2023

## BlueCruise Install Base (000)



**225,000**  
BlueCruise Equipped Vehicles

## BlueCruise Development Accelerating Rapidly

- **V1.0** top-rated ADAS in January 2023\*
- **V1.2** added with Lane Changes Assist and longer hands-free engagements
- **1<sup>st</sup>** hands-free, highway-driving ADAS in Europe
- **V1.3** launched in July with 5x longer engagements vs. 1.0 and will roll out to 2021–2023 MY Mustang Mach-Es via OTA

\* Consumer Reports, January 25, 2023

# Ford Model e

**\$(1.1)B**  
Q2 EBIT

**Startup** EV business with high growth

Making **disciplined investments** in future-gen vehicles, award-winning ADAS and other technologies

**Scaling production** and attracting **new customers to Ford** and to full-size pickups

Opened **Ford Cologne Electrification Center**, Ford's first carbon neutral assembly plant

Unveiled a **rally-inspired Mustang Mach-E**, available for order, in the U.S., in fall 2023



Mustang Mach-E Rally

**600K**

EV production  
run-rate expected  
in 2024



BlueOval City, Tennessee

## Batteries

LFP now offered in Mustang Mach-E and coming to F-150 Lightning in 2024; Ford will be the first OEM with an LFP plant in North America





# Building A Modern Customer Experience With Our Dealers

The **BlueOval Charge Network** is the single largest integrated fast-charge network across the U.S. and Canada, growing to 25,000 chargers next year

Starting in January 2024, Model e customers will have a **new retail experience** with online and in-store shopping, non-negotiated pricing, and remote vehicle delivery

**Specially trained EV staff** are ready to support new early majority customers who want to see and experience the product in person

# Ford Pro

# \$2.4B

Q2 EBIT  
+ \$1.5B YoY

Strength supported by 8% increase in wholesales and Super Duty pricing power

EBIT margin of **15.3%**

**74% growth** in EV wholesales led by E-Transit



# #1

 U.S. Class 1-7 truck / van market share

# #1

 CV brand in Europe

# 451K

Paid software subscriptions at the end of Q2, up 15% from Q1



# We Put The Pro In Productivity



## Software Subscriptions

Demand for software solutions including telematics, fleet management and charging solutions continues to accelerate



## Electrification

Our electric truck and van are already the best-selling vehicles in their categories in the U.S. and Europe since launch



## Physical Service

Expanding our support network to offer fast, reliable, data-driven service. Dedicated mobile service fleet more than doubled from the prior year

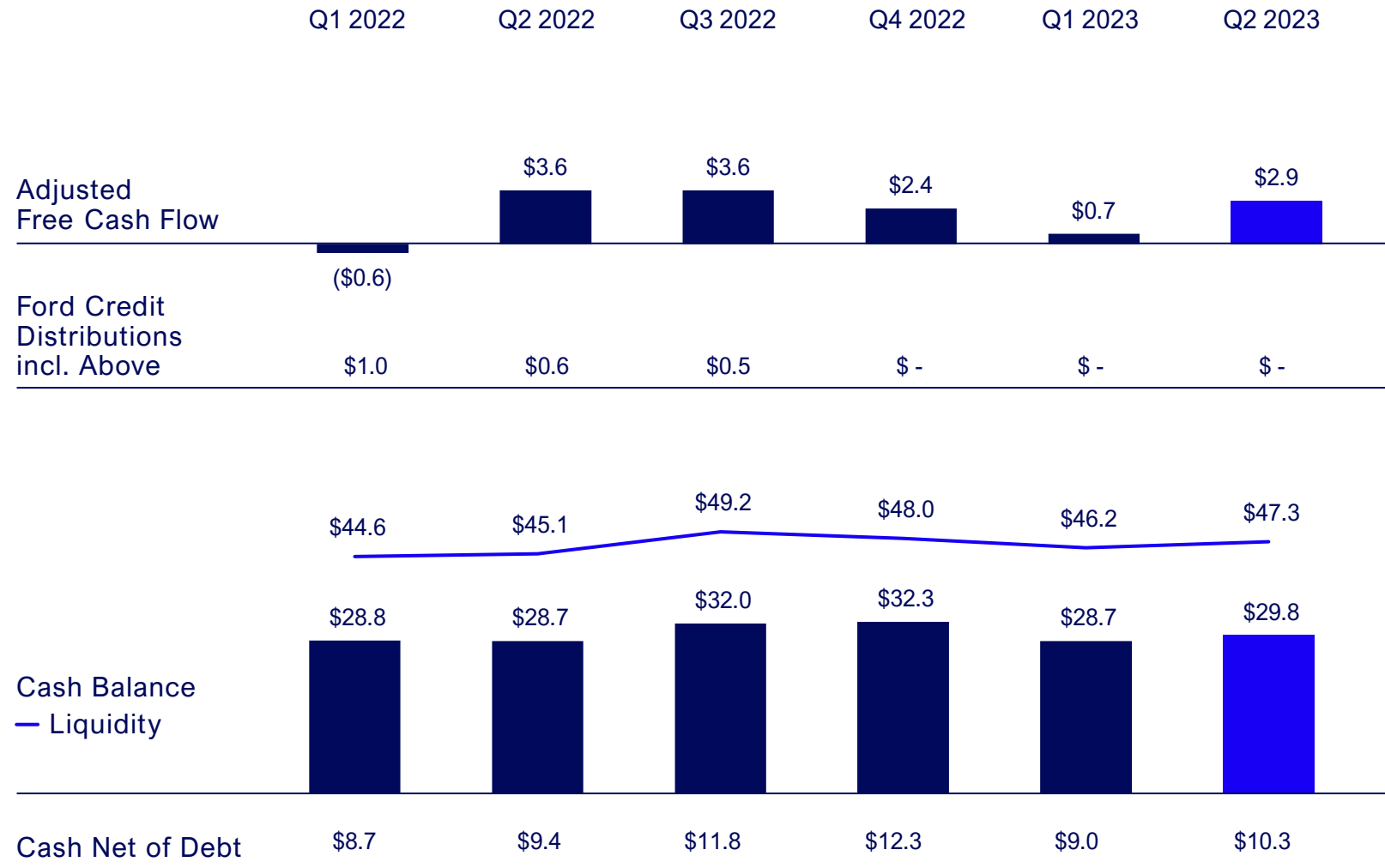


# Financials

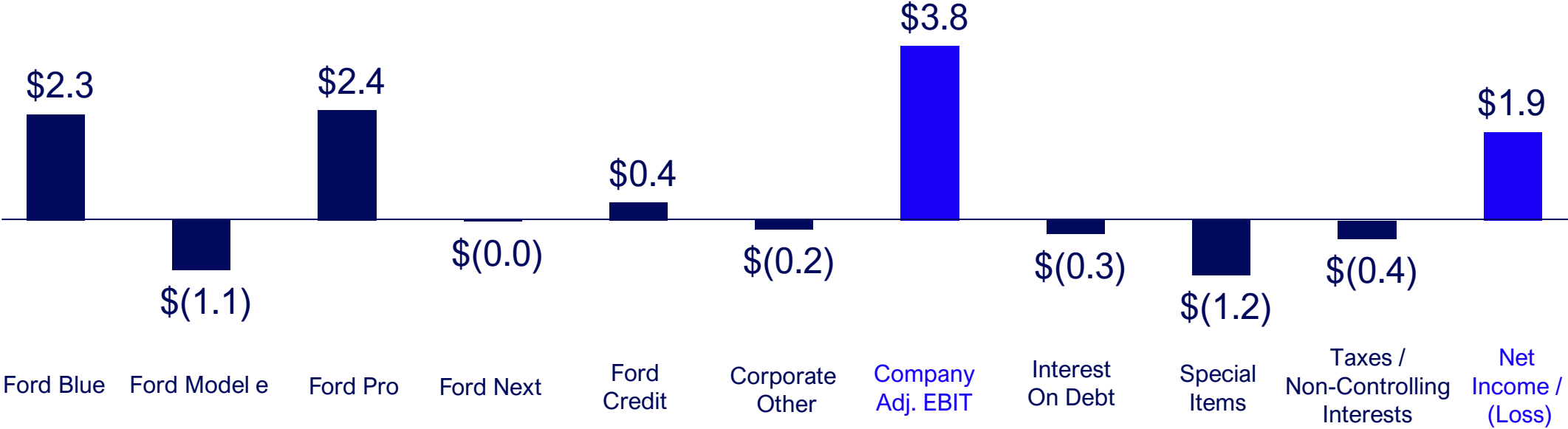


All-New All-Electric E-Tourneo Courier  
Available Late 2024

# Q2 Cash Flow, Cash Balance & Liquidity (\$B)



# Q2 2023 Results (\$B)



B / (W)  
Q2 2022

Ford Blue	Ford Model e	Ford Pro	Ford Next	Ford Credit	Corporate Other	Company Adj. EBIT	Interest On Debt	Special Items	Taxes / Non-Controlling Interests	Net Income / (Loss)
\$(0.2)	\$(0.6)	\$1.5	\$0.2	\$(0.5)	\$(0.3)	\$0.1	\$ 0.0	\$1.4	\$(0.2)	\$1.3



# Q2 2023 Adjusted EBIT (\$B)

	Ford Blue	Ford Model e	Ford Pro	Ford Next	Ford Credit	Corporate Other	Total Company
<b>Q2 2022</b>	\$ 2.5	\$ (0.5)	\$ 0.9	\$ (0.2)	\$ 0.9	\$ 0.1	\$ 3.7
<b>YoY Change:</b>							
<b>Volume / Mix</b>	\$ 0.3	\$ 0.1	\$ 0.1	\$ -	\$ -	\$ -	\$ 0.4
<b>Net Pricing</b>	0.1	(0.2)	1.9	-	-	-	1.9
<b>Cost</b>	0.0	(0.5)	(0.3)	0.1	-	(0.5)	(1.1)
<b>Exchange</b>	(0.4)	0.0	(0.1)	(0.0)	-	(0.0)	(0.4)
<b>Other</b>	(0.3)	0.0	(0.2)	0.1	(0.5)	0.2	(0.7)
<b>Total Change</b>	\$ (0.2)	\$ (0.6)	\$ 1.5	\$ 0.2	\$ (0.5)	\$ (0.3)	\$ 0.1
<b>Q2 2023</b>	\$ 2.3	\$ (1.1)	\$ 2.4	\$ (0.0)	\$ 0.4	\$ (0.2)	\$ 3.8

- Material / Freight \$(0.7)
- Pension / OPEB (0.5)
- Warranty (0.3)
- Structural (0.1)
- Commodities 0.5

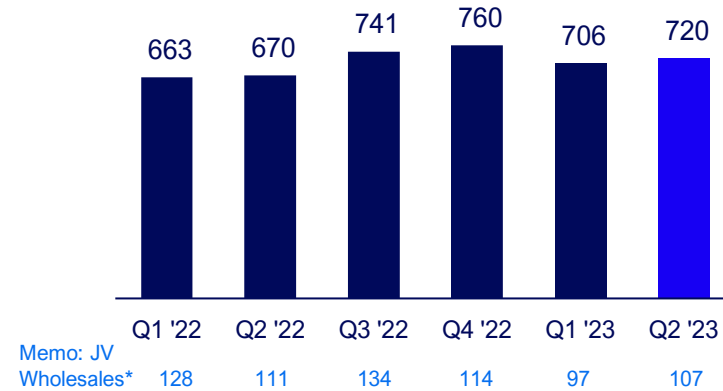


# Ford Blue

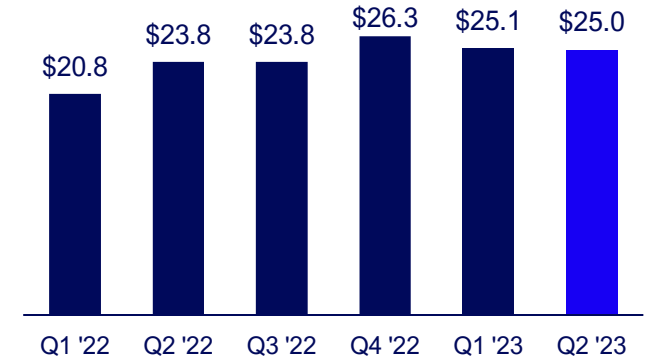
Iconic gas and hybrid passion products like F-150, Bronco and Mustang

- + Volume up 7% with broad based regional growth
- + Solid EBIT performance supported by pricing was largely offset by non-recurrence of insurance settlement
- + Profitable in all regions
- + Continued strength in product portfolio as new models hit the market globally

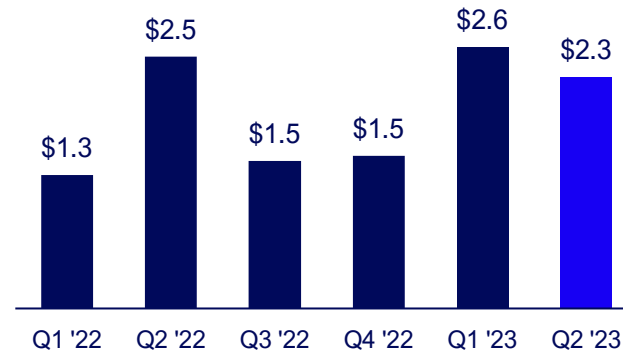
Wholesale Units (000)



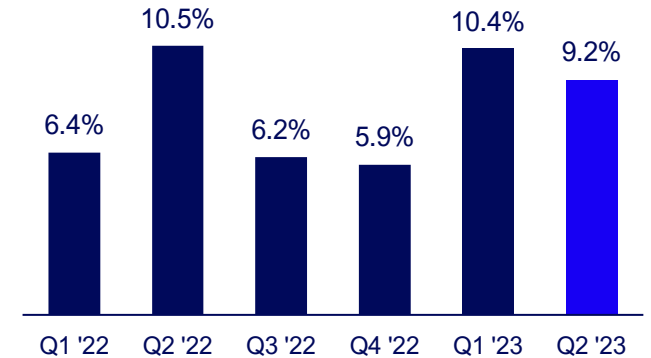
Revenue (\$B)



EBIT (\$B)



EBIT Margin (%)



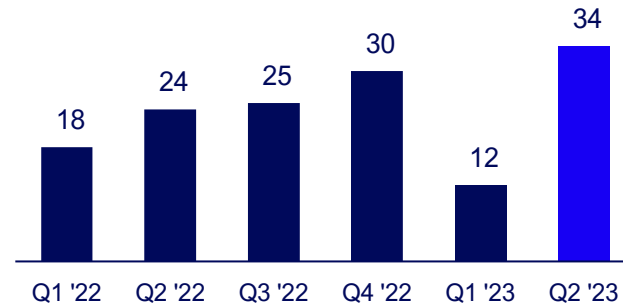
\* Includes Ford and Lincoln brand and Jiangling Motors Corporation (JMC) brand vehicles produced and sold in China by our unconsolidated affiliates

# Ford Model e

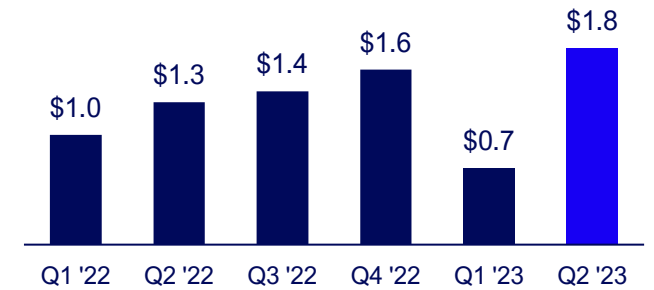
Designing and scaling breakthrough, connected EVs, and all of Ford's electric architecture and embedded software

- + Volume up 44% YoY and more than 2X sequentially driven by higher production capacity of both Mustang Mach-E and F-150 Lightning
- + Industry-wide pricing pressure and investments in capacity and new products adversely impacted profitability
- + Continue to be disciplined with capital investments and a focus of balancing growth and profitability

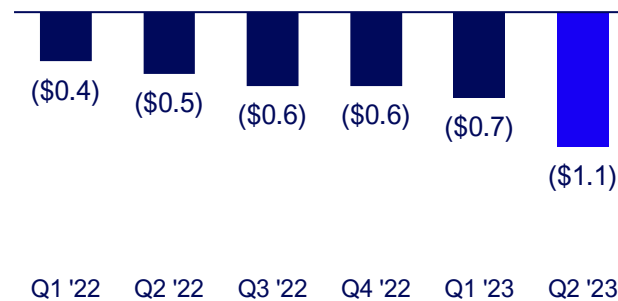
Wholesale Units (000)



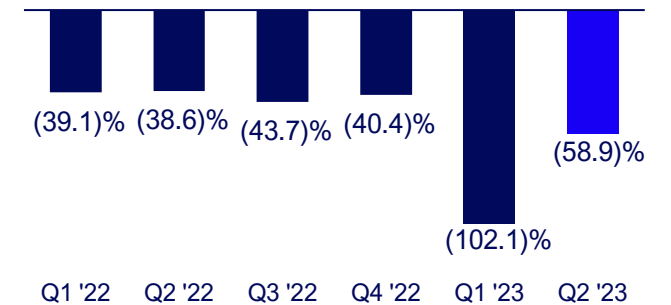
Revenue (\$B)



EBIT (\$B)



EBIT Margin (%)

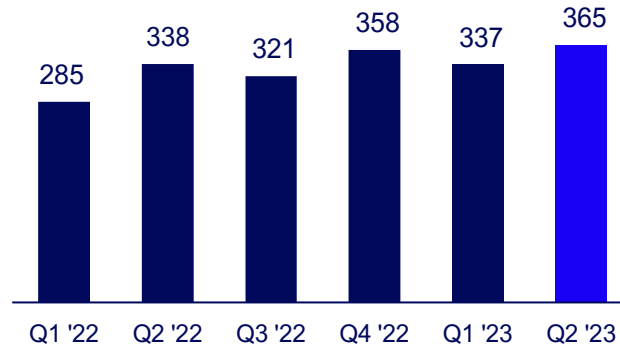


# Ford Pro

Integrated vehicle hardware, software, service, charging and financing solutions that increase commercial customer productivity

- + Strong quarter with volume up 8% and EBIT margin of 15.3%
- + Volume supported by Transit and launch of new Super Duty with strong net pricing
- + Cost impacted by higher warranty and material for new products

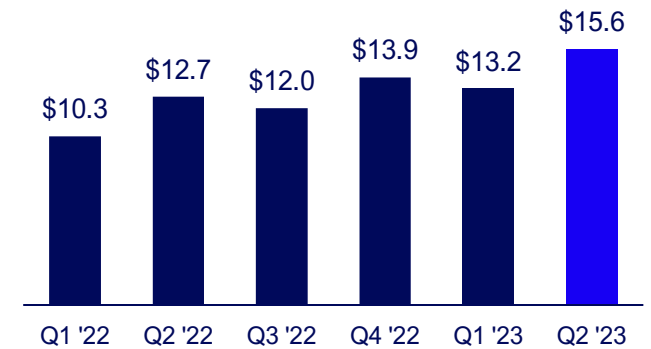
Wholesale Units (000)



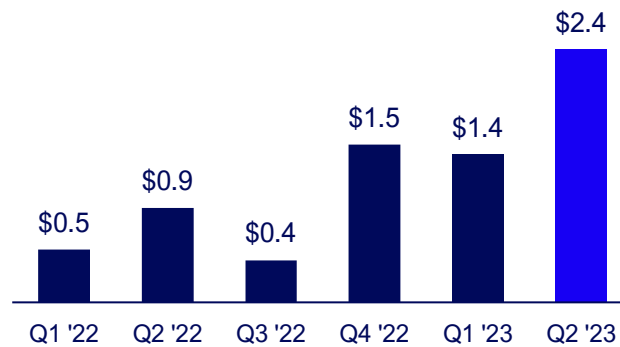
Memo:

	Q1 '22	Q2 '22	Q3 '22	Q4 '22	Q1 '23	Q2 '23
JV Wholesales*	13	17	18	29	22	24
EV Wholesales	2	7	6	11	8	12

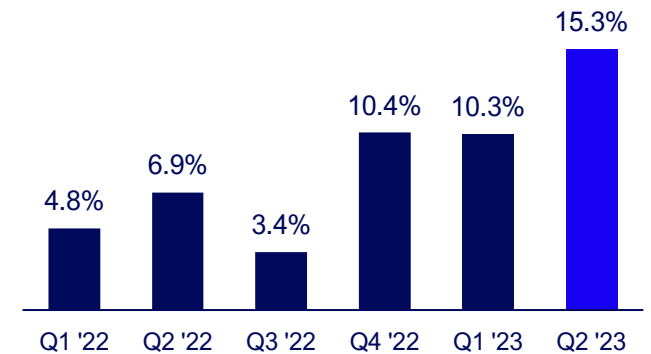
Revenue (\$B)



EBIT (\$B)



EBIT Margin (%)



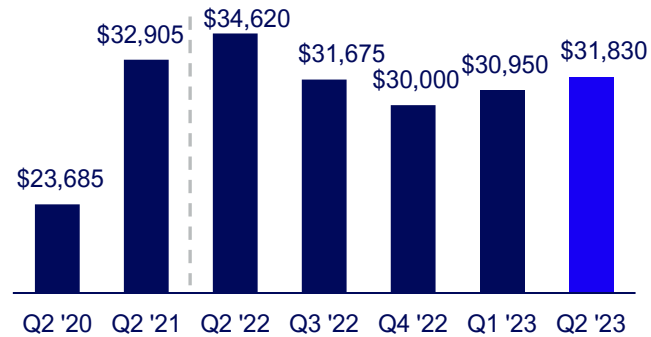
\* Includes Ford brand vehicles produced and sold by our unconsolidated affiliate Ford Otosan in Türkiye

# Ford Credit

A strategic asset and competitive advantage

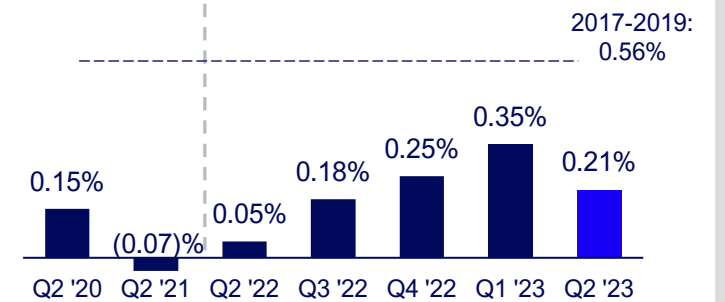
- + EBT down \$0.5B, in line with expectations, driven by lower financing margin, credit losses and lease residuals
- + Lower financing margin due to higher borrowing costs
- + Credit losses remain below historical average but are normalizing
- + Auction values remain strong, but expect industry decline as supply of new vehicles improves

Auction Values\* (Per Unit)

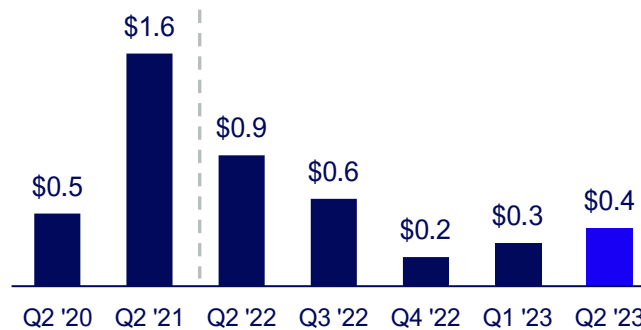


\* U.S. 36-month off-lease auction values at Q2 2023 mix

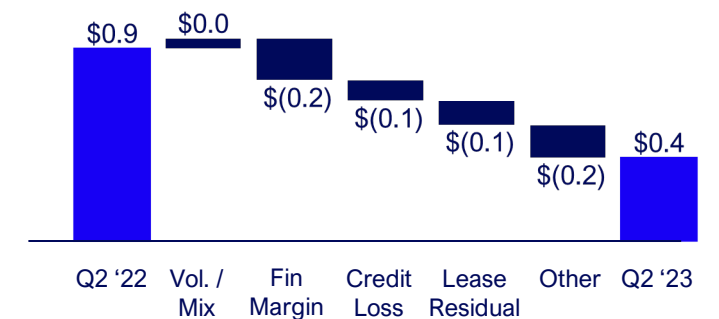
U.S. Retail Loss-to-Receivables Ratio ("LTR") (%)



EBT (\$B)



Q2 EBT YoY (\$B)



# Cash Flow And Balance Sheet (\$B)

	Second Quarter		First Half	
	2022	2023	2022	2023
Company Adj. EBIT excl. Ford Credit	\$ 2.8	\$ 3.4	\$ 4.2	\$ 6.5
Capital spending	\$ (1.5)	\$ (1.9)	\$ (2.9)	\$ (3.7)
Depreciation and tooling amortization	1.3	1.3	2.6	2.6
Net Spending	\$ (0.2)	\$ (0.6)	\$ (0.2)	\$ (1.1)
Receivables	\$ (0.6)	\$ (0.6)	\$ (0.6)	\$ (0.2)
Inventory	0.3	(1.4)	(2.5)	(3.4)
Trade payables	0.4	1.4	2.0	1.7
Changes in Working Capital	\$ 0.1	\$ (0.7)	\$ (1.1)	\$ (1.9)
Ford Credit distributions	\$ 0.6	\$ -	\$ 1.6	\$ -
Interest on debt and cash taxes	(0.6)	(0.7)	(0.9)	(1.3)
All Other and timing differences (a)	0.9	1.6	(0.5)	1.4
Company Adjusted FCF	\$ 3.6	\$ 2.9	\$ 3.0	\$ 3.6
Restructuring	\$ 0.3	\$ (0.1)	\$ 0.2	\$ (0.1)
Changes in debt	(0.6)	(0.0)	(0.8)	(0.2)
Funded pension contributions	(0.2)	(0.1)	(0.3)	(0.2)
Shareholder distributions	(0.4)	(0.6)	(0.8)	(3.8)
All Other (b)	(2.8)	(0.9)	(9.0)	(1.7)
Change in Cash	\$ (0.0)	\$ 1.1	\$ (7.8)	\$ (2.4)

Company Excl. Ford Credit	Balance Sheet	
	2022 Dec 31	2023 Jun 30
Company Cash Balance	\$ 32.3	\$ 29.8
Liquidity	48.0	47.3
Debt	(19.9)	(19.6)
Cash Net of Debt	12.3	10.3
<u>Pension Funded Status</u>		
Funded Plans	\$ 4.1	\$ 4.0
Unfunded Plans	(4.3)	(4.2)
Total Global Pension	\$ (0.2)	\$ (0.2)
Total Funded Status OPEB	\$ (4.5)	\$ (4.4)

a. Includes differences between accrual-based EBIT and associated cash flows (e.g., pension and OPEB income or expense; compensation payments; marketing incentive and warranty payments to dealers)

b. Includes a \$2.4B loss and \$7.9B loss on our Rivian investment in the second quarter and first half of 2022, respectively

# Special Items (\$B)

	Second Quarter		First Half	
	2022	2023	2022	2023
<u>Restructuring (by Geography)</u>				
Europe	\$ (0.0)	\$ (0.1)	\$ (0.0)	\$ (0.4)
China	(0.0)	(0.4)	(0.0)	(0.8)
Ford Credit - Brazil	(0.0)	-	(0.2)	-
Other	(0.1)	(0.2)	(0.1)	(0.1)
Subtotal Restructuring	\$ (0.1)	\$ (0.7)	\$ (0.3)	\$ (1.3)
<u>Pension and OPEB Gain / (Loss)</u>				
Pension and OPEB remeasurement	\$ (0.0)	\$ (0.1)	\$ (0.0)	\$ (0.2)
Pension settlements and curtailments	-	(0.1)	-	(0.1)
Subtotal Pension and OPEB Gain / (Loss)	\$ (0.0)	\$ (0.1)	\$ (0.0)	\$ (0.3)
<u>Other Items</u>				
Gain / (loss) on Rivian investment	\$ (2.4)	\$ (0.0)	\$ (7.9)	\$ (0.0)
Transit Connect customs matter	-	(0.3)	-	(0.3)
Russia suspension of operations / asset write-off	0.0	-	(0.1)	-
Patent matters related to prior calendar years	0.0	0.0	(0.1)	0.0
Other (including gains / (losses) on investments)	(0.0)	(0.1)	-	(0.2)
Subtotal Other Items	\$ (2.5)	\$ (0.4)	\$ (8.1)	\$ (0.5)
Total EBIT Special Items	\$ (2.6)	\$ (1.2)	\$ (8.5)	\$ (2.1)



# CY 2023 Guidance



# CY 2023 Guidance

## Headwinds & Tailwinds

- Global economic uncertainty and inflationary pressure
- Higher industrywide customer incentives and continued EV pricing pressure
- Increased warranty costs
- Lower past service pension income and exchange
- UAW contract
- + Improved supply chain and higher industry volumes
- + All-new Super Duty
- + Lower commodity costs

	2023 Outlook	2022 Actuals
Total Company Adj. EBIT	\$11B to \$12B	\$10.4B
Total Company Adj. FCF	\$6.5B to \$7B	\$9.1B
Capital Spending	\$8B to \$9B	\$6.5B
Ford Blue EBIT	~\$8B	\$6.8B
Model e EBIT	~\$(4.5)B	\$(2.1)B
Ford Pro EBIT	~\$8B	\$3.2B
Ford Credit EBT	~\$1.3B	\$2.7B

# 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 specifications, and a shortage of or inability to acquire key components, such as semiconductors, or raw materials, such as lithium, cobalt, nickel, graphite, and manganese, can disrupt Ford’s production of vehicles;
- To facilitate access to the raw materials necessary for the production of electric vehicles, Ford has entered into, and expects to continue to enter into, multi-year commitments to raw material suppliers that subject Ford to risks associated with lower future demand for such materials as well as costs that fluctuate and are difficult to accurately forecast;
- 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, restructurings, or new business strategies;
- Operational systems, security systems, vehicles, and services could be affected by cyber incidents, ransomware attacks, and other disruptions and impact Ford and Ford Credit as well as their suppliers and dealers;
- Ford’s production, as well as Ford’s suppliers’ production, and/or the ability to deliver products to consumers could be disrupted by labor issues, natural or man-made disasters, adverse effects of climate change, 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 and digital, software, and physical services are subject to market acceptance and face significant competition from existing and new entrants in the automotive and digital and software services industries and its reputation may be harmed if it is unable to achieve the initiatives it has announced;
- Ford’s 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 or geopolitical developments, including protectionist trade policies such as tariffs, or other events;
- Industry sales volume 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 and energy 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;
- The impact of government incentives on Ford’s business could be significant, and 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 OPEB 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 and facilities to comply with safety, emissions, fuel economy, autonomous driving technology, environmental, 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, 2022, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.





# Key Metrics

	EBIT (\$B)						Revenue (\$B)					
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023
Ford Blue	\$ 1.3	\$ 2.5	\$ 1.5	\$ 1.5	\$ 2.6	\$ 2.3	\$ 20.8	\$ 23.8	\$ 23.8	\$ 26.3	\$ 25.1	\$ 25.0
Ford Model e	(0.4)	(0.5)	(0.6)	(0.6)	(0.7)	(1.1)	1.0	1.3	1.4	1.6	0.7	1.8
Ford Pro	0.5	0.9	0.4	1.5	1.4	2.4	10.3	12.7	12.0	13.9	13.2	15.6
Ford Next	(0.2)	(0.2)	(0.2)	(0.2)	(0.0)	(0.0)	0.1	0.0	0.0	(0.0)	0.0	0.0
Ford Credit*	0.9	0.9	0.6	0.2	0.3	0.4	2.3	2.3	2.2	2.3	2.4	2.5
Corporate Other	0.2	0.1	0.2	0.2	(0.1)	(0.2)	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Company (Adjusted)</b>	<b>\$ 2.3</b>	<b>\$ 3.7</b>	<b>\$ 1.8</b>	<b>\$ 2.6</b>	<b>\$ 3.4</b>	<b>\$ 3.8</b>	<b>\$ 34.5</b>	<b>\$ 40.2</b>	<b>\$ 39.4</b>	<b>\$ 44.0</b>	<b>\$ 41.5</b>	<b>\$ 45.0</b>

	EBIT Margin (%)						Wholesale Units (000)					
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023
Ford Blue	6.4 %	10.5 %	6.2 %	5.9 %	10.4 %	9.2 %	663	670	741	760	706	720
Ford Model e	(39.1)	(38.6)	(43.7)	(40.4)	(102.1)	(58.9)	18	24	25	30	12	34
Ford Pro	4.8	6.9	3.4	10.4	10.3	15.3	285	338	321	358	337	365
<b>Total Company (Adjusted)</b>	<b>6.7 %</b>	<b>9.3 %</b>	<b>4.6 %</b>	<b>5.8 %</b>	<b>8.1 %</b>	<b>8.4 %</b>	<b>966</b>	<b>1,032</b>	<b>1,086</b>	<b>1,147</b>	<b>1,056</b>	<b>1,119</b>

\* Ford Credit EBT

Memo: EV  
Wholesales

22	31	32	43	21	47
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# Key Metrics

	EBIT (\$B)						Revenue (\$B)					
	Q2 2022	Q2 2023	2023 B / (W) 2022	1H 2022	1H 2023	2023 B / (W) 2022	Q2 2022	Q2 2023	2023 B / (W) 2022	1H 2022	1H 2023	2023 B / (W) 2022
Ford Blue	\$ 2.5	\$ 2.3	\$ (0.2)	\$ 3.8	\$ 4.9	\$ 1.1	\$ 23.8	\$ 25.0	\$ 1.2	\$ 44.6	\$ 50.1	\$ 5.5
Ford Model e	(0.5)	(1.1)	(0.6)	(0.9)	(1.8)	(0.9)	1.3	1.8	0.5	2.3	2.5	0.2
Ford Pro	0.9	2.4	1.5	1.4	3.8	2.4	12.7	15.6	2.8	23.1	28.8	5.8
Ford Next	(0.2)	(0.0)	0.2	(0.5)	(0.1)	0.4	0.0	0.0	(0.0)	0.1	0.0	(0.1)
Ford Credit*	0.9	0.4	(0.5)	1.9	0.7	(1.2)	2.3	2.5	0.3	4.5	4.9	0.4
Corporate Other	0.1	(0.2)	(0.3)	0.3	(0.3)	(0.7)	0.0	0.0	(0.0)	0.0	0.0	(0.0)
<b>Total Company (Adjusted)</b>	<b>\$ 3.7</b>	<b>\$ 3.8</b>	<b>\$ 0.1</b>	<b>\$ 6.0</b>	<b>\$ 7.2</b>	<b>\$ 1.1</b>	<b>\$ 40.2</b>	<b>\$ 45.0</b>	<b>\$ 4.8</b>	<b>\$ 74.7</b>	<b>\$ 86.4</b>	<b>\$ 11.8</b>

	EBIT Margin (%)						Wholesale Units (000)					
	Q2 2022	Q2 2023	2023 B / (W) 2022	1H 2022	1H 2023	2023 B / (W) 2022	Q2 2022	Q2 2023	2023 B / (W) 2022	1H 2022	1H 2023	2023 B / (W) 2022
Ford Blue	10.5 %	9.2 %	(1.3) ppts	8.6 %	9.8 %	1.2 ppts	670	720	49	1,333	1,426	92
Ford Model e	(38.6)	(58.9)	(20.3)	(38.8)	(70.9)	(32.1)	24	34	10	42	47	5
Ford Pro	6.9	15.3	8.4	5.9	13.0	7.1	338	365	27	623	702	80
<b>Total Company (Adjusted)</b>	<b>9.3 %</b>	<b>8.4 %</b>	<b>(0.8) ppts</b>	<b>8.1 %</b>	<b>8.3 %</b>	<b>0.2 ppts</b>	<b>1,032</b>	<b>1,119</b>	<b>87</b>	<b>1,998</b>	<b>2,174</b>	<b>177</b>

\* Ford Credit EBT

Memo: EV  
Wholesales

31	47	16	53	68	16
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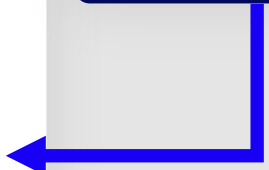
# Q2 Results (\$M)

	Second Quarter			First Half		
	2022	2023	2023 B / (W) 2022	2022	2023	2023 B / (W) 2022
Ford Blue	\$ 2,504	\$ 2,308	\$ (196)	\$ 3,832	\$ 4,931	\$ 1,099
Ford Model e	(510)	(1,080)	(570)	(890)	(1,802)	(912)
Ford Pro	879	2,391	1,512	1,370	3,757	2,387
Ford Next	(221)	(26)	195	(463)	(70)	393
Ford Credit	939	390	(549)	1,867	693	(1,174)
Corporate Other	131	(197)	(328)	332	(344)	(676)
Adjusted EBIT	\$ 3,722	\$ 3,786	\$ 64	\$ 6,048	\$ 7,165	\$ 1,117
Interest on Debt	(312)	(304)	8	(620)	(612)	8
Special Items (excl. tax)	(2,619)	(1,194)	1,425	(8,485)	(2,106)	6,379
Taxes	(153)	(272)	(119)	576	(768)	(1,344)
Less: Non-Controlling Interests	(29)	99	128	(38)	5	43
Net Income / (Loss) Attributable to Ford	\$ 667	\$ 1,917	\$ 1,250	\$ (2,443)	\$ 3,674	\$ 6,117
Company Adjusted Free Cash Flow (\$B)	\$ 3.6	\$ 2.9	\$ (0.7)	\$ 3.0	\$ 3.6	\$ 0.6
Revenue (\$B)	40.2	45.0	4.8	74.7	86.4	11.8
Company Adjusted EBIT Margin (%)	9.3 %	8.4 %	(0.8) pts	8.1 %	8.3 %	0.2 pts
Net Income / (Loss) Margin (%)	1.7	4.3	2.6	(3.3)	4.3	7.6
Adjusted ROIC (Trailing Four Quarters) (%)	11.6	14.2	2.7			
Adjusted EPS	\$ 0.68	\$ 0.72	\$ 0.04	\$ 1.06	\$ 1.34	\$ 0.28
EPS (GAAP)	0.16	0.47	0.31	(0.61)	0.91	1.52

# First Half 2023 Adjusted EBIT (\$B)

	Ford Blue	Ford Model e	Ford Pro	Ford Next	Ford Credit	Corporate Other	Total Company
<b>First Half 2022</b>	\$ 3.8	\$ (0.9)	\$ 1.4	\$ (0.5)	\$ 1.9	\$ 0.3	\$ 6.0
<b>YoY Change:</b>							
<b>Volume / Mix</b>	\$ 2.5	\$ 0.0	\$ 0.6	\$ -	\$ -	\$ -	\$ 3.1
<b>Net Pricing</b>	0.2	(0.2)	3.4	-	-	-	3.5
<b>Cost</b>	(1.0)	(0.9)	(1.3)	0.2	-	(1.0)	(4.0)
<b>Exchange</b>	(0.5)	0.1	(0.1)	(0.0)	-	0.0	(0.6)
<b>Other</b>	(0.1)	0.1	(0.2)	0.2	(1.2)	0.3	(0.9)
<b>Total Change</b>	\$ 1.1	\$ (0.9)	\$ 2.4	\$ 0.4	\$ (1.2)	\$ (0.7)	\$ 1.1
<b>First Half 2023</b>	\$ 4.9	\$ (1.8)	\$ 3.8	\$ (0.1)	\$ 0.7	\$ (0.3)	\$ 7.2

Material / Freight	\$(1.7)
Structural	(1.0)
Pension / OPEB	(1.0)
Warranty	(0.5)
Commodities	0.2



# Quarterly Results (\$M)

	2022					2023	
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2
Ford Blue	\$ 1,328	\$ 2,504	\$ 1,466	\$ 1,549	\$ 6,847	\$ 2,623	\$ 2,308
Ford Model e	(380)	(510)	(612)	(631)	(2,133)	(722)	(1,080)
Ford Pro	491	879	402	1,450	3,222	1,366	2,391
Ford Next	(242)	(221)	(244)	(219)	(926)	(44)	(26)
Ford Credit	928	939	599	191	2,657	303	390
Corporate Other	201	131	192	224	748	(147)	(197)
Adjusted EBIT	\$ 2,326	\$ 3,722	\$ 1,803	\$ 2,564	\$ 10,415	\$ 3,379	\$ 3,786
Interest on Debt	(308)	(312)	(321)	(318)	(1,259)	(308)	(304)
Special Items (excl. tax)	(5,866)	(2,619)	(2,607)	(1,080)	(12,172)	(912)	(1,194)
Taxes	729	(153)	195	93	864	(496)	(272)
Less: Non-Controlling Interests	(9)	(29)	(103)	(30)	(171)	(94)	99
Net Income / (Loss) Attributable to Ford	\$ (3,110)	\$ 667	\$ (827)	\$ 1,289	\$ (1,981)	\$ 1,757	\$ 1,917
Company Adjusted Free Cash Flow (\$B)	\$ (0.6)	\$ 3.6	\$ 3.6	\$ 2.4	\$ 9.1	\$ 0.7	\$ 2.9
Revenue (\$B)	34.5	40.2	39.4	44.0	158.1	41.5	45.0
Company Adjusted EBIT Margin (%)	6.7 %	9.3 %	4.6 %	5.8 %	6.6 %	8.1 %	8.4 %
Net Income / (Loss) Margin (%)	(9.0)	1.7	(2.1)	2.9	(1.3)	4.2	4.3
Adjusted ROIC (Trailing Four Quarters) (%)	7.8	11.6	10.7	11.2	11.2	13.5	14.2
Adjusted EPS	\$ 0.38	\$ 0.68	\$ 0.30	\$ 0.51	\$ 1.88	\$ 0.63	\$ 0.72
EPS (GAAP)	(0.78)	0.16	(0.21)	0.32	(0.49)	0.44	0.47



# Net Income / (Loss) Reconciliation To Adjusted EBIT (\$M)

	Second Quarter		First Half		Memo:
	2022	2023	2022	2023	FY 2022
Net income / (loss) attributable to Ford (GAAP)	\$ 667	\$ 1,917	\$ (2,443)	\$ 3,674	\$ (1,981)
Income / (Loss) attributable to non-controlling interests	(29)	99	(38)	5	(171)
Net income / (loss)	\$ 638	\$ 2,016	\$ (2,481)	\$ 3,679	\$ (2,152)
Less: (Provision for) / Benefit from income taxes	(153)	(272)	576	(768)	864
Income / (Loss) before income taxes	\$ 791	\$ 2,288	\$ (3,057)	\$ 4,447	\$ (3,016)
Less: Special items pre-tax	(2,619)	(1,194)	(8,485)	(2,106)	(12,172)
Income / (Loss) before special items pre-tax	\$ 3,410	\$ 3,482	\$ 5,428	\$ 6,553	\$ 9,156
Less: Interest on debt	(312)	(304)	(620)	(612)	(1,259)
Adjusted EBIT (Non-GAAP)	\$ 3,722	\$ 3,786	\$ 6,048	\$ 7,165	\$ 10,415
Memo:					
Revenue (\$B)	\$ 40.2	\$ 45.0	\$ 74.7	\$ 86.4	\$ 158.1
Net income / (loss) margin (GAAP) (%)	1.7 %	4.3 %	(3.3) %	4.3 %	(1.3) %
Adjusted EBIT margin (Non-GAAP) (%)	9.3 %	8.4 %	8.1 %	8.3 %	6.6 %

# Net Cash Provided By / (Used In) Operating Activities Reconciliation To Company Adj. FCF (\$M)

	2022				2023		First Half	
	Q1	Q2	Q3	Q4	Q1	Q2	2022	2023
Net cash provided by / (Used in) operating activities (GAAP)	\$ (1,084)	\$ 2,947	\$ 3,812	\$ 1,178	\$ 2,800	\$ 5,035	\$ 1,863	\$ 7,835
Less: <u>Items Not Included in Company Adjusted Free Cash Flows</u>								
Ford Credit operating cash flows	(419)	(1,340)	(439)	(3,218)	626	581	(1,759)	1,207
Funded pension contributions	(174)	(154)	(130)	(109)	(125)	(109)	(328)	(234)
Restructuring (including separations)*	(176)	(137)	(179)	(343)	(81)	(118)	(313)	(199)
Ford Credit tax payments / (refunds) under tax sharing agreement	-	-	22	125	(5)	-	-	(5)
Other, net	(20)	20	(150)	92	(140)	(73)	-	(213)
Add: <u>Items Included in Company Adjusted Free Cash Flows</u>								
Company excluding Ford Credit capital spending	(1,349)	(1,503)	(1,613)	(2,046)	(1,760)	(1,927)	(2,852)	(3,687)
Ford Credit distributions	1,000	600	500	-	-	-	1,600	-
Settlement of derivatives	64	(36)	26	(144)	(72)	92	28	20
Company adjusted free cash flow (Non-GAAP)	<u>\$ (580)</u>	<u>\$ 3,619</u>	<u>\$ 3,601</u>	<u>\$ 2,441</u>	<u>\$ 693</u>	<u>\$ 2,919</u>	<u>\$ 3,039</u>	<u>\$ 3,612</u>

\* Restructuring excludes cash flows reported in investing activities

# Earnings / (Loss) Per Share Reconciliation To Adjusted Earnings / (Loss) Per Share

	Second Quarter		First Half	
	2022	2023	2022	2023
<u>Diluted After-Tax Results (\$M)</u>				
Diluted after-tax results (GAAP)	\$ 667	\$ 1,917	\$ (2,443)	\$ 3,674
Less: Impact of pre-tax and tax special items (a)	(2,082)	(1,012)	(6,756)	(1,722)
Adjusted net income – diluted (Non-GAAP)	<u>\$ 2,749</u>	<u>\$ 2,929</u>	<u>\$ 4,313</u>	<u>\$ 5,396</u>
<u>Basic and Diluted Shares (M)</u>				
Basic shares (average shares outstanding)	4,021	4,003	4,014	3,996
Net dilutive options, unvested restricted stock units, unvested restricted stock shares, and convertible debt	31	38	43	39
Diluted shares	<u>4,052</u>	<u>4,041</u>	<u>4,057</u>	<u>4,035</u>
Earnings / (Loss) per share – diluted (GAAP) (b)	\$ 0.16	\$ 0.47	\$ (0.61)	\$ 0.91
Less: Net impact of adjustments	(0.52)	(0.25)	(1.67)	(0.43)
Adjusted earnings per share – diluted (Non-GAAP)	<u>\$ 0.68</u>	<u>\$ 0.72</u>	<u>\$ 1.06</u>	<u>\$ 1.34</u>

a. For 2023, includes adjustment for noncontrolling interest

b. For the First Half 2022, there were 43M shares excluded from the calculation of diluted earnings / (loss) per share, due to their anti-dilutive effect

## Effective Tax Rate Reconciliation To Adjusted Effective Tax Rate

	Q2 2023	First Half 2023	Memo: Full Year 2022
<u>Pre-Tax Results (\$M)</u>			
Income / (Loss) before income taxes (GAAP)	\$ 2,288	\$ 4,447	\$ (3,016)
Less: Impact of special items	(1,194)	(2,106)	(12,172)
Adjusted earnings before taxes (Non-GAAP)	\$ 3,482	\$ 6,553	\$ 9,156
<u>Taxes (\$M)</u>			
(Provision for) / Benefit from income taxes (GAAP)	\$ (272)	\$ (768)	\$ 864
Less: Impact of special items*	177	321	2,573
Adjusted (provision for) / benefit from income taxes (Non-GAAP)	\$ (449)	\$ (1,089)	\$ (1,709)
<u>Tax Rate (%)</u>			
Effective tax rate (GAAP)	11.9 %	17.3 %	28.6 %
Adjusted effective tax rate (Non-GAAP)	12.9 %	16.6 %	18.7 %

\* 2022 reflects the tax consequences of unrealized losses on marketable securities and fourth quarter favorable changes in our valuation allowances

# Adjusted ROIC (\$B)

	Four Quarters Ending Q2 2022	Four Quarters Ending Q2 2023
<u>Adjusted Net Operating Profit / (Loss) After Cash Tax</u>		
Net income / (loss) attributable to Ford	\$ 11.7	\$ 4.1
Add: Non-controlling interest	0.0	(0.2)
Less: Income tax	1.6	(0.5)
Add: Cash tax	(0.7)	(1.0)
Less: Interest on debt	(1.5)	(1.3)
Less: Total pension / OPEB income / (cost)	4.5	(0.6)
Add: Pension / OPEB service costs	(1.0)	(0.7)
Net operating profit / (loss) after cash tax	\$ 5.4	\$ 4.5
Less: Special items (excl. pension / OPEB) pre-tax	(3.0)	(5.1)
Adj. net operating profit / (loss) after cash tax	\$ 8.3	\$ 9.6
<u>Invested Capital</u>		
Equity	\$ 44.2	\$ 43.6
Debt (excl. Ford Credit)	19.4	19.6
Net pension and OPEB liability	5.2	4.6
Invested capital (end of period)	\$ 68.8	\$ 67.8
Average invested capital	\$ 72.0	\$ 67.6
ROIC (a)	7.4 %	6.7 %
Adjusted ROIC (Non-GAAP) (b)	11.6 %	14.2 %

a. Calculated as the sum of net operating profit / (loss) after cash tax from the last four quarters, divided by the average invested capital over the last four quarters

b. Calculated as the sum of adjusted net operating profit / (loss) after cash tax from the last four quarters, divided by the average invested capital over the last four quarters

# Non-GAAP Financial Measures That Supplement GAAP Measures

We use both GAAP and non-GAAP financial measures for operational and financial decision making, and to assess Company and segment business performance. The non-GAAP measures listed below are intended to be considered by users as supplemental information to their equivalent GAAP measures, to aid investors in better understanding our financial results. We believe that these non-GAAP measures provide useful perspective on underlying operating results and trends, and a means to compare our period-over-period results. These non-GAAP measures should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with GAAP. These non-GAAP measures may not be the same as similarly titled measures used by other companies due to possible differences in method and in items or events being adjusted.

- Company Adjusted EBIT (Most Comparable GAAP Measure: Net income / (Loss) attributable to Ford) – Earnings Before Interest and Taxes (EBIT) excludes interest on debt (excl. Ford Credit Debt), taxes and pre-tax special items. This non-GAAP measure is useful to management and investors because it focuses on underlying operating results and trends, and improves comparability of our period-over-period results. Our management ordinarily excludes special items from its review of the results of the operating segments for purposes of measuring segment profitability and allocating resources. Pre-tax special items consist of (i) pension and OPEB rereasurement gains and losses, (ii) gains and losses on investments in equity securities, (iii) significant personnel expenses, supplier- and dealer-related costs, and facility-related charges stemming from our efforts to match production capacity and cost structure to market demand and changing model mix, and (iv) other items that we do not necessarily consider to be indicative of earnings from ongoing operating activities. When we provide guidance for adjusted EBIT, we do not provide guidance on a net income basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty, including gains and losses on pension and OPEB rereasurements and on investments in equity securities.
- Company Adjusted EBIT Margin (Most Comparable GAAP Measure: Company Net Income / (Loss) Margin) – Company Adjusted EBIT Margin is Company Adjusted EBIT divided by Company revenue. This non-GAAP measure is useful to management and investors because it allows users to evaluate our operating results aligned with industry reporting.
- Adjusted Earnings / (Loss) Per Share (Most Comparable GAAP Measure: Earnings / (Loss) Per Share) – Measure of Company's diluted net earnings / (loss) per share adjusted for impact of pre-tax special items (described above), tax special items and restructuring impacts in noncontrolling interests. The measure provides investors with useful information to evaluate performance of our business excluding items not indicative of earnings from ongoing operating activities. When we provide guidance for adjusted earnings / (loss) per share, we do not provide guidance on an earnings / (loss) per share basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end, including pension and OPEB rereasurement gains and losses.
- Adjusted Effective Tax Rate (Most Comparable GAAP Measure: Effective Tax Rate) – Measure of Company's tax rate excluding pre-tax special items (described above) and tax special items. The measure provides an ongoing effective rate which investors find useful for historical comparisons and for forecasting. When we provide guidance for adjusted effective tax rate, we do not provide guidance on an effective tax rate basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end, including pension and OPEB rereasurement gains and losses.

# Non-GAAP Financial Measures That Supplement GAAP Measures

- Company Adjusted Free Cash Flow (FCF) (Most Comparable GAAP Measure: Net Cash Provided By / (Used In) Operating Activities) – Measure of Company’s operating cash flow excluding Ford Credit’s operating cash flows. The measure contains elements management considers operating activities, including Company excluding Ford Credit capital spending, Ford Credit distributions to its parent, and settlement of derivatives. The measure excludes cash outflows for funded pension contributions, restructuring actions, and other items that are considered operating cash flows under GAAP. This measure is useful to management and investors because it is consistent with management’s assessment of the Company’s operating cash flow performance. When we provide guidance for Company Adjusted FCF, we do not provide guidance for net cash provided by / (used in) operating activities because the GAAP measure will include items that are difficult to quantify or predict with reasonable certainty, including cash flows related to the Company’s exposures to foreign currency exchange rates and certain commodity prices (separate from any related hedges), Ford Credit’s operating cash flows, and cash flows related to special items, including separation payments, each of which individually or in the aggregate could have a significant impact to our net cash provided by / (used in) our operating activities.
- Adjusted ROIC – Calculated as the sum of adjusted net operating profit / (loss) after-cash tax from the last four quarters, divided by the average invested capital over the last four quarters. This calculation provides management and investors with useful information to evaluate the Company’s after-cash tax operating return on its invested capital for the period presented. Adjusted net operating profit / (loss) after-cash tax measures operating results less special items, interest on debt (excl. Ford Credit Debt), and certain pension / OPEB costs. Average invested capital is the sum of average balance sheet equity, debt (excl. Ford Credit Debt), and net pension / OPEB liability.

# Definitions And Calculations

## Wholesale Units and Revenue

- Wholesale unit volumes include all Ford and Lincoln badged units (whether produced by Ford or by an unconsolidated affiliate) that are sold to dealerships or others, units manufactured by Ford that are sold to other manufacturers, units distributed by Ford for other manufacturers, and local brand units produced by our China joint venture, Jiangling Motors Corporation, Ltd. (“JMC”), that are sold to dealerships or others. Vehicles sold to daily rental car companies that are subject to a guaranteed repurchase option (i.e., rental repurchase), as well as other sales of finished vehicles for which the recognition of revenue is deferred (e.g., consignments), also are included in wholesale unit volumes. Revenue from certain vehicles in wholesale unit volumes (specifically, Ford badged vehicles produced and distributed by our unconsolidated affiliates, as well as JMC brand vehicles) are not included in our revenue. Excludes transactions between Ford Blue, Ford Model e and Ford Pro segments

## Industry Volume and Market Share

- Industry volume and market share are based, in part, on estimated vehicle registrations; includes medium and heavy-duty trucks

## SAAR

- SAAR means seasonally adjusted annual rate

## Company Cash

- Company cash includes cash, cash equivalents, marketable securities and restricted cash (including cash held for sale); excludes Ford Credit's cash, cash equivalents, marketable securities and restricted cash

## Market Factors

- Volume and Mix – primarily measures EBIT variance from changes in wholesale unit volumes (at prior-year average contribution margin per unit) driven by changes in industry volume, market share, and dealer stocks, as well as the EBIT variance resulting from changes in product mix, including mix among vehicle lines and mix of trim levels and options within a vehicle line
- Net Pricing – primarily measures EBIT variance driven by changes in wholesale unit prices to dealers and marketing incentive programs such as rebate programs, low-rate financing offers, special lease offers and stock adjustments on dealer inventory
- Market Factors exclude the impact of unconsolidated affiliate wholesale units

## Earnings Before Taxes (EBT)

- Reflects Income before income taxes



# Ford



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