Ford Ecosystem

Ford Motor Company
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Outside Relationships

Regulators | Capital | Suppliers | Customers

Lenders
- Public Debt Holders
- Commercial Banks
- US Dept. of Energy

Bond Financing
Commercial Loan
ATV Incentive Loan

Auto Segment Suppliers
- Flex-N-Gate (Door Hinges & Arms)
- Lear Corp. (Seating and Electrical Systems)
- NHK Spring (Suspension Stabilizer Linkages)
- U-Shin Europe (Steering Columns)
- Warn Industries (Axle Assemblies)
- Summit Plastics (Running Boards)
- Valeoo Electric & Electronic Systems (Starter Assemblies)
- Webasto Roof & Components (Sliding Sunroofs)
- Chaidneme (Mufflers and Exhaust Systems)
- Autoliv (Airbags)
- Arconic (Aluminum Body Panels)
- Novelis (Aluminum Body Panels)
- Metalsa (Steel Frames)
- AK Steel (Steel)
- Severstal North America (Steel)
- Mahle Engine (Pistons)
- Bosch (Fuel Injectors, Power Windows, Oil Pumps, Air Filters)
- Magna Int'l (Chassis, Seating, Powertrain, Roof Systems\
- Panasonic Automotive (Infotainment Systems)
- LG Chem (Aluminum Body Panels)

Base and Precious Metals, Energy, Plastics, Resins, & Vehicle Components Sales

Vehicle Emissions Control Matters
- Environmental Protection Agency
- California Air Resources Board
- Zero-Emission Vehicle Regulations
- European Union
- United Nations Economic Commission for Europe Regulations
- China Stage IV Emission Standards
- Quebec's Zero-Emission Vehicle Regulations

Vehicle Emissions Control Regulation

Vehicle Fuel Economy & Greenhouse Gas Standards Matters
- National Highway Traffic Safety Administration (CAFE Standards)
- Environmental Protection Agency
- One National Program
- European Union
- Canadian Environmental Protection Act
- China Fuel Consumption Requirement

Vehicle Fuel Economy Regulation

Aisin World Corp. (Hybrid Vehicle Motor Systems, Transaxles)
Continental Automotive (Autonomous Mobility, Safety Systems)
Denso International America (Gas Engine Components, Climate Control Systems, Instrument Clusters, Spark Plugs, Airbags, Radar)
Flextronics Automotive (Printed Circuit Board Assembly, Relays, Actuators, Cables, Harnesses, Power Distribution Systems)
FCC Adams. (Transfer Press Stamping/Forming, Grob Forming, Aluminum Die Casting, Electron Beam Welding, Machining, Assembly)
ZF North America (Autonomous Driving, Electric Mobility, Safety Systems, Chassis)

Ford Motor Company (Delaware Corporation)

Debt Structure

Automotive Segment Debt ($27.2B at 12/31/20)
- Public Unsecured Debt with 4.75% - 9.98% Interest / 2043 – 2097 Maturities ($5.644B)
- Public Unsecured Debt with 4.346% - 9.95% Interest / 2022 – 2032 Maturities ($12.939B)

Credit Ratings: Moody's (Ba2), S&P (BB+)
- Delayed Draw Term Loan Due 2022 ($1.5B)
- US Dept. of Energy Advanced Technology Vehicles Manufacturing (DOE ATVM) Incentive Program Due 2021/2022 ($1.212B)
- Other Debt ($2.241B)

Ford Credit Debt ($137.7B at 12/31/20)

Credit Ratings: Moody's (Ba2), S&P (BB+)
- Fixed and Floating Rate Public Unsecured Debt at 1.5% - 2.7% ($71.382B)
- Asset-Backed Debt ($53.621B) (Credit Segment)
- Other Debt ($12.674B)

Other Debt ($471M at 12/31/20)
- Fixed and Floating Rate Public Unsecured Debt at 9.2% - 9.3% ($471M)

Equity Structure

Equity
- Common Stock (6B Authorized; 4.025B Outstanding) (60% voting power)
- Class B Stock (530M Authorized; 71M Outstanding) (40% voting power)
- Series A Junior Participating Preferred Stock (30.0M Authorized Shares, 0 Outstanding)

Securities Regulation and Stock Exchange Listing Rules
Class A Equity Capital
Share Repurchases

Governance

Board of Directors

Jon Huntsman, Jr. (A,G)	Edsel Ford	Committees: Audit (A) Compensation (C) Sustainability and Innovation (SI) Nominating & Corporate Governance (G) Finance (F)
John Lechleiter	John Weinberg (G,SI,F)	
William Ford (Chair)	Anthony Earley (C,SI,G)	
Beth Mooney (A,G)	William Kennard (G)	
William Helman (F,G,SI)	Lynn Vojvodich G,SI,A)	
John Thornton (C,F,G)	John Veihmeyer (A,G)	
James D. Farley, Jr.	Kimberly Casiano (A,G,SI)	

Management Team

William Clay Ford, Jr.--Executive Chairman & Chairman of the Board	Anning Chen—President and CEO, Ford China
James D. Farley, Jr.--President & CEO	Dianne Craig—President, International Markets Group
John Lawler--CFO	Joy Falotico—President, The Lincoln Motor Company
Steven Armstrong--President, Changan Ford	Marlon Harris—President and CEO, Ford Motor Credit Company
Stuart Rowley—President, Ford of Europe	Kumar Galhotra—President, Americas/International Markets Group

Corporate Matters

Human Resources
- Hiring/Training/Onboarding
- Recruitment
- Talent Development
- Immigration
- Benefit / 401(k) Plans
- Compensation
- Pension Plans
- Equity Incentive Plan
- Labor Relations
- Non-Disclosure / Invention Agreements
- Collective Bargaining

Sales and Marketing
- Advertising
- Retail Accounts
- E-Commerce
- Dealer Relations

Procurement
- Tier 1 Manufacturing
- Purchase Orders
- Contract Negotiations
- Supplier Relations
- eProcurement/EDI
- Database Management

Finance and Accounting
- Budget Support
- Internal Audit
- Accounting
- Cash Management
- Financial Reporting
- Tax
- Risk Management
- Financial Planning / Analysis
- Insurance
- Treasury / Cash Management

Legal
- Real Estate
- Transactions
- Contract Management
- Corporate Governance
- Secretarial Matters
- IP Management
- Subsidiary Management
- Litigation Management
- Securities Compliance
- Employment Law

Information Technology
- Help Desk / Hotline
- Software Licenses
- IT Equipment
- Procurement Management Systems
- Data Processing Systems
- E Commerce Platforms
- Inventory Management Systems

Innovation
- Applications
- Assembly Line
- Battery Research
- Electric Vehicles
- Human/Machine Interaction
- Body of Work—Alu Body, Joining, Steel Frame

Intellectual Property
- Utility/Design Patents
- Trademarks
- Copyrights
- Service Marks

Operations

Automotive Segment (170,000 Employees)

Regions
- North America
- Europe
- China (including Taiwan)
- South America
- International Markets Group (Asia Pacific, Middle East, Africa & Russia)

Facilities
- Headquarters–Dearborn, Michigan
- Regional Engineering, Research, and Development Centers - 8
- Manufacturing and Assembly Plants - 54

Types of Facilities
- Assembly Plants
- Engine Plants
- Casting Plants
- Metal Stamping Plants
- Transmission Plants

Joint Ventures
- Ford Lio Ho Motor Company Ltd. (Taiwan) (75%)
- Ford Otomotiv Sanayi Anonim Sirketi (41%)
- Ford Vietnam Limited (Vietnam) (75%)
- Ford Sollers Netherlands B.V. (49%)
- Argo AI, LLC (42%)
- Changan Ford Automobile Corporation, Ltd. (50%)
- AutoAlliance (Thailand) Co., Ltd. (50%)
- Getrag Ford Transmissions GmbH (50%)
- JMC (32%)

Product Categories (Key Plant Locations)

Ford

Trucks	SUVs		Cars
F-150 (Kansas City, MO)	Escape (Louisville, KY)	Edge (Ontario, Canada)	Fusion (Flat Rock, MI)
Ranger (Wayne, MI)	Explorer (Chicago, IL)		
E-Series (Avon Lake, OH)	Bronco (Wayne, MI)	EcoSport (Chennai, India)	Mustang (Dearborn, MI)
Transit (Kansas City, MO)	Expedition (Louisville, KY)		

Lincoln

SUVs and Crossovers
Aviator (Chicago, IL)
Corsair (Louisville, KY)
Nautilus (Ontario, Canada)
Navigator (Louisville, KY)

Competitors

General Motors Company	Tesla Motors	Geely Group (primarily in Asia)	Hyundai Motors (primarily International)
Toyota Motors	Daimler AG	Renault Group (primarily International)	Groupe PSA (primarily International)
Honda Motor Company	Fiat-Chrysler Automobiles	Volkswagen AG (primarily International)	Tata Motors (primarily International)
	Nissan		

Mobility Segment (2,000 Employees)

Autonomous Vehicle Development
- Self-Driving Systems and Vehicle Integration
- Autonomous Vehicle Research
- Advanced Engineering
- Autonomous Transportation-as-a-Service
- User Experience, Business Strategy and Development
- Electrification

Investment: Ford Smart Mobility LLC
- Design and Build Mobility Products and Subscriptions

Competitors

Aptiv PLC	Honda-General Motors
Baidu Apollo	Nissan
BMW-Intel-Mobileye	Tesla Motors

Ford Motor Credit Segment (6,000 Employees)

Sub-Segments

Americas: USA, Canada, Mexico, Argentina, Brazil,	Europe: Germany, Switzerland, Czech Republic, Hungary, South Africa, UK, France, Spain, Italy	Asia Pacific: China, India
80% of Total Receivables	19% of Total Receivables	2% of Total Receivables
American Road Insurance Co.	FCE Bank plc; Ford Bank GmbH	

Service Offerings
- Financing Products to Auto Dealers (Non-Consumer)
- Financing Products Through Auto Dealers (Consumer)
- Financing to Ford for Vehicles Leased to Employees
- Receivables Purchases from Ford for Parts Sales to Dealers
- Servicing of Finance Receivables and Operating Leases
- Loans to Ford Affiliates
- Insurance on Vehicles Financed by FMC

Competitors

Banks	Independent Finance Companies
Credit Unions	Leasing Companies

Wholesale Vehicles & Parts Sales (5.98M Vehicles Sold)

Customers
- Leasing Companies
- Government Entities
- Rental Car Companies
- Fleet Customers
- Individuals

Retail Vehicles & Parts Sales

Automotive Dealers (2020)
- Ford Dealers: 9,618
- Ford-Lincoln Dealers: 707
- Lincoln Dealers: 392

FORD SALES ACTIVITIES
- Ford Employees

Vehicle Leases

Transport of Wholesale Vehicles to Customers
- Private Transportation Carriers

Vehicle Safety Regulation
- Service Providers & Tech Companies

Cloud Computing and Data Storage Software Providers

Int'l Consumer Credit Regulation
- Ford Employees

Employee Financing Receivables

Financing for Ford Employee Lease Program
- Ford Motor Company

Interest Rate Support Payments (Compensates for Low Financing Rates Ford Motor Credit Offers to Dealers' Customers)

Relationship Agreement (governs FMC's arm's length credit terms to Ford, sets cap on FMC's guarantee of Ford debt, requires separation of books/records, allows FMC borrowings under Ford's credit facility)

Vehicle Safety Matters
- National Traffic and Motor Vehicle Safety Act of 1966
- New Car Assessment Programs Requirements
- Insurance Institute for Highway Safety Requirements
- European General Safety Regulation
- Green New Car Assessment Program Requirements

International Consumer Credit Regulation
- U.K. Prudential Regulation Authority
- U.K. Financial Conduct Authority
- Capital Requirements Regulation and Directive

Outside Relationships

Customers | Suppliers | Capital | Regulators

Significant Stockholders
- Vanguard Group (7.00%)
- BlackRock Fund Advisors (4.93%)
- Newport Trust Co. (4.55%)
- SSgA Funds Management (4.54%)
- Geode Capital Management (1.70%)
- Institutional Ownership (50.9%)
- Ford Family Members (All Class B Stock)

Securities Regulators
- US Securities and Exchange Commission (Securities Law Disclosure and Financial Reporting Requirements; Anti-Bribery Law)
- New York Stock Exchange (Stock Exchange Listing and Maintenance Rules)

FORD FINANCING ACTIVITIES

Dealers' Commercial Customers
- Leasing Companies
- Government Entities
- Daily Rental Car Companies
- Fleet Customers

Consumer Financing Receivables

Retail Vehicle Installment Sales & Leases for Commercial Use (Businesses) under Dealer Financing Program

Wholesale "Floorplan" Financings and Dealer Loans for Working Capital / Realty

Auto Dealers
- Franchised Automotive Dealers
- Qualifying Automotive Dealers

Non-Consumer Financing Receivables

Dealer Retail Financing Program

Sale of Retail Installment Sales & Lease Contracts

Retail Vehicle Installment Sales & Leases for Personal Use (Individuals) under Dealer Financing Program

Consumer Financing Receivables

Consumer Credit Regulation

Dealers' Individual Retail Customers

Federal and State Consumer Credit Regulation
- Truth-in-Lending Act
- Consumer Leasing Act
- Equal Credit Opportunity Act
- Fair Credit Reporting Act
- Dodd-Frank Act
- Servicemembers Civil Relief Act
- Servicemembers Civil Relief Act
- Consumer Financial Protection Bureau
- Securities Law
- Commodities Exchange Act
- State Consumer Credit Regulatory Agencies

Key Company Data (as of 12/31/20)

Financial Highlights

Results of Operations
- Revenues: $127.144 Billion
- Cost of Sales: $112.752 Billion
- SG&A: $10.193 Billion
- Net Loss: ($1.279 Billion)

Financial Condition
- Total Assets: $267.261 Billion
- Long Term Debt: $70.288 Billion

Cash Flow
- Cash From Operations: $24.3 Billion
- Cash Used in Investing: ($18.6 Billion)
- Cash From Financing: $8.2 Billion

Share Information
- Ticker Symbol: F
- Share Price: $11.54 (2/17/2021)
- Forward Annual Dividend: $0.15 per share
- FY2020 EPS: -$0.32(Trailing 12 Months)
- Market Capitalization: $45.91 Billion

Resources
- Total Employees: 186,000
- Manufacturing Plants: 65+
- 100,000+ parts from 1,200 Tier 1 suppliers & 10,000 indirect suppliers in 60+ countries

Recent Developments

Electrification: Ford has invested ~$7 billion in electrification projects, on its way to investing ~$22 billion by 2025

South America Restructuring: Ford will cease production in Brazil in 2021 but will maintain its Product Development Center, Proving Ground and Regional Headquarters in Brazil

Semiconductor Shortage: Ford could lose $1.0B-$2.5B if 2021 first half production is impacted 10%-20% due to the global shortage of semiconductors.

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