



Weekly Edition

February 03, 2022

Thank you for registering to be a part of Ford Motor Company's Blue Oval Connect alumni outreach initiative.

Refer a Friend: If you know of other Ford alumni who would like to receive this newsletter, please take a moment to refer them to blueovalconnect.com.

Editor's note: You are receiving a special edition of Blue Oval Connect. Your regular edition will return Friday, February 11.

Announcements



Hi, Ford Team.

Today, we reported Ford's fourth-quarter and full-year 2021 operating results and outlined our expectations for 2022. I'll summarize our performance here. You can also find great information online: our press release and my Q4 video message on [@FordOnline](https://twitter.com/FordOnline), and those and other material, including the conference call Jim Farley and I have with stock analysts, at shareholder.ford.com

Share the availability of that information with your colleagues. The Ford+ plan has huge potential for creating growth and value. The better we understand the plan, the faster we can all contribute to its success.

Our 2021 results show that Ford+ is working. We're transforming existing relationships and creating new ones with customers around the world by providing them with better vehicles, services and experiences. The trajectory of our business is getting stronger, too. Last year, revenue, net income and adjusted earnings before interest and taxes were all up, even though we sold nearly 250,000 fewer vehicles than we did in 2020 because of supply shortages.

We generated \$10 billion in adjusted EBIT – which was right in the middle of the guidance we gave investors in October – and produced free cash flow of \$4.6 billion. With \$36 billion in cash and \$52 billion in liquidity on our balance sheet at the end of 2021, we have great flexibility to invest in our future – connected services, all-electric vehicles, Ford Pro for commercial customers and, over time, autonomy and mobility.

In the fourth quarter and so far this year, we've announced several new capabilities tailored to give customers more reasons to choose and stay with Ford.

Now, let's give all our attention to 2022. There are a lot of reasons to be excited about the year.

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2021 Full Year Financial Results

Strategic Progress of Ford+ Growth Plan, Solid Financials in '21 Position Company for Connected EV Leadership in 2022, Beyond

Ford Motor Company (NYSE:F) today reported its 2021 fourth quarter financial results. Visit shareholder.ford.com for the slide presentation and access the webcast to the Ford earnings call, which begins at 5:00 p.m. ET. The call will

feature Jim Farley, president and CEO; John Lawler, chief financial officer; and other members of the Ford senior management team.

[View Results Here](#)

Join us tomorrow on @FordOnline as Lincoln celebrates a century of elegance and innovation, and looks ahead to a connected, electrified future.

Congratulations on 100 years, Lincoln!

Ford News



Ford Begins 2022 with Record Electrified and SUV Sales Momentum

Ford Motor Company (NYSE: F) reported its January 2022 U.S. sales results.



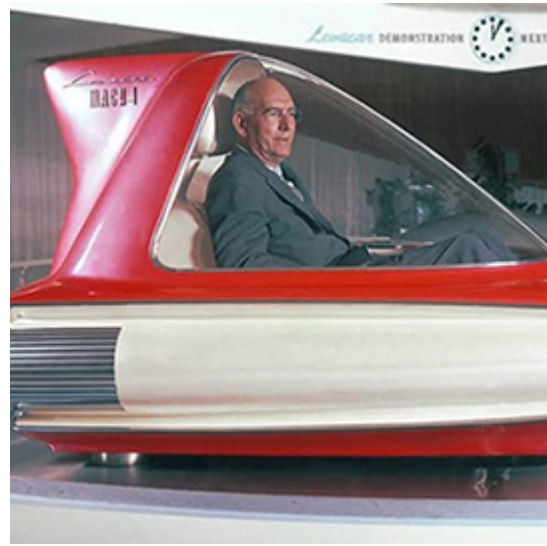
F-150 Lightning Power Play: First Electric Truck to Enhance Your Home Energy Independence

Truck owners are used to tapping a variety of features – torque, towing capability and more – to get things done. Now, with the all-electric F-

150® Lightning™ pickup, Ford is the first in the U.S. to offer the ability for customers to power their homes with an electric truck when the grid goes dark, providing innovative new capabilities that enhance the...

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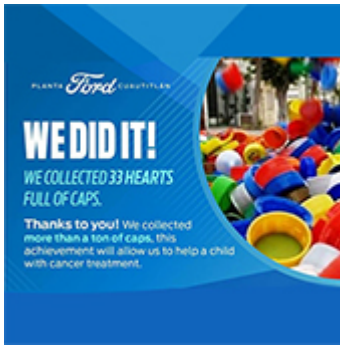
WATCH LIVE: Michigan Central Advances Mobility District Vision
Tune in tomorrow, Friday Feb. 4 at 10:30 a.m. EST for exciting news about Michigan Central and how it's advancing the vision for a mobility innovation district. Public and private leaders from the region and varied industries will be on hand as we share new details on the progress of the development including who will be joining Ford to help create...

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Celebrating 70 Years of Ford's Research Innovation Center that Accelerated Invention, Disruption
The Ford Research and Advanced Engineering team has had a hand in key auto industry disruptions for more than a century, from early exploration of lightweight, high-strength steels in 1907 to developing the first all-electric F-150 Lightning prototypes in record time in 2017. Research and investigation are an important part...

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Global Notes



Ford Employees in Mexico Collect Bottle Caps to Support Children with Cancer

Those working in the environmental department of Cuautitlan Stamping and Assembly Plant led Ford employees in the collection of bottle caps in an effort to provide support to the Asociacion Mexicana de Ayuda a Ninos con...

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How Putting Customers First is Paying Off for Ford in Norway

Ford Norway has been given an impressive dealer satisfaction rating by the country's leading automotive media house, Bilforlaget. The Blue Oval scored 83.3 points out of a possible 100, based on feedback from Ford dealers who...

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IMG Working Together to Achieve Thai Market Month-end Shipping Cutoff

January started with a huge challenge for the IMG Thailand plants. Apart from the global chip shortage challenge, a Typhoon in Philippines destroyed the plant of the sole wiring supplier for Ranger, one of the two products assembled...

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Alumni Connect

Send a pic of you with your Ford (.jpg format, please), with a caption including brief information about your career at Ford and your vehicle, to blueoval@ford.com. Or post your photo on Twitter or Instagram and tag @AtFordOnline using #FordAlumni #MeandMyFord. **Let's see those Fords!**

Weekly Spotlight

To celebrate Lincoln's 100th anniversary as part of Ford Motor Company, share a photo and a memory of your Lincoln, or of working with the Lincoln brand.

This is Ron Bugarin's 1989 Lincoln Town Car. Ron worked at KCAP for 30 years.



Outside Voices

Ford Earnings on Tap as January EV Sales Surge 167% Ahead of ‘Launch Of The Decade’

(Investors Business Daily) Ford Motor (F) gears to report for the final quarter of 2021 after January EV and hybrid sales more than doubled amid the chip shortage. In the past year, Ford stock soared as the former EV skeptic went full-bore on electric vehicles. An all-electric version of its bestselling pickup truck, the F-150 Lightning unveiled last May, is due to arrive in spring...

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As Lincoln Marks 100 Years at Ford, Challenges, Opportunities Loom in Brand’s 2nd Century

(The Detroit News) An "epoch in Detroit's industrial history," as The New York Times put it at the time, was written 100 years ago on Friday when Ford Motor Co. bought Lincoln Motor Co. for \$8 million. The sale, the Times reported in a February 1922 article, came together after automotive entrepreneur and engineer Henry Leland, who founded the company with his son in 1917, appealed to his friend Henry Ford to buy Lincoln out of receivership...

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Ford E-Transit Electric Delivery Van is Easy to Use Despite High Tech

(Detroit Free Press) If a delivery driver can master a push-button starter and rotary shifter, they can master the sophisticated yet simple Ford E-Transit electric commercial van, which goes on sale this month. There’s no learning curve with the E-Transit, and that’s exactly how Ford wants it. The gasoline-powered version of the Transit is America’s No. 1 selling...

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Ford Employees Recreation Association (FERA)

FERA offers recreation and travel opportunities for Ford employees and alumni. It has more than 45 clubs to support your recreation interests, as well as discounts on travel (such as trips to Orlando, Fla. and hotels) and attractions (like the North American International Auto Show and the Renaissance Festival). You can find more information by visiting www.fera.org. **The FERA desk at Ford World Headquarters is now permanently closed. The roving FERA desk has been suspended until further notice.** Send questions or for more information, email fera@ford.com.

Directory

Directory Information

Phone numbers and email addresses for important Ford Motor Company contacts can be found on [@FordOnline here](#).

For benefit questions, please contact the NESC at 1-800-248-4444 or visit www.myfordbenefits.com.

Alumni Club Information

Alumni Club Information Now Online

****NEW UPDATES****

A complete list of alumni club information and group meetings has been **relocated to an [@FordOnline web page](#)**.

[Click here](#) to check out the listing of alumni clubs and groups, as well as upcoming meeting dates shared with the Blue Oval Connect team.

If you have any questions or concerns, please send an email to blueoval@ford.com.

Has your email address changed? [Click here](#) to update your email address.

If you have difficulty reading or opening links in this document, see the Blue Oval Connect Weekly Briefings [here](#).

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