





ROD LACHE

MANAGING DIRECTOR
DEUTSCHE BANK SECURITIES





ALAN MULALLY

PRESIDENT AND CHIEF EXECUTIVE OFFICER





DERRICK KUZAK

GROUP VICE PRESIDENT
GLOBAL PRODUCT DEVELOPMENT
FORD MOTOR COMPANY

DELIVERING THE GLOBAL PRODUCT PLAN



Global Product Strategy

- Bold, Emotive Exterior Designs
- Great to Drive
- Great to Sit in (Second Home Comfort, Convenience, Exceptional Quietness)
- Fuel Economy as a Reason to Buy
- Unmistakably a Ford or Lincoln in Look, Sound, Feel
- All with Exceptional Value

PRODUCT PLAN REMAINS CONSISTENT

ACCELERATING GLOBAL PRODUCTS



Ford is Committed to Delivering a Balanced Global Portfolio with:

- Industry Leading Product Refresh Rates
- Benchmark Efficiency
- World Class Team

OUR PRODUCT AND BUSINESS PLANS REFLECT A COMMITMENT TO THESE VALUES

AGENDA

- **Demonstration and Continued Focus on True Product Excellence**
- Ford's Approach to Sustainability
- Demonstration and Continued Focus on Product Development Efficiency
- Growth Delivered Through One Ford and Value Enablers
- Summary



2013MY FUSION





2013 MY FUSION



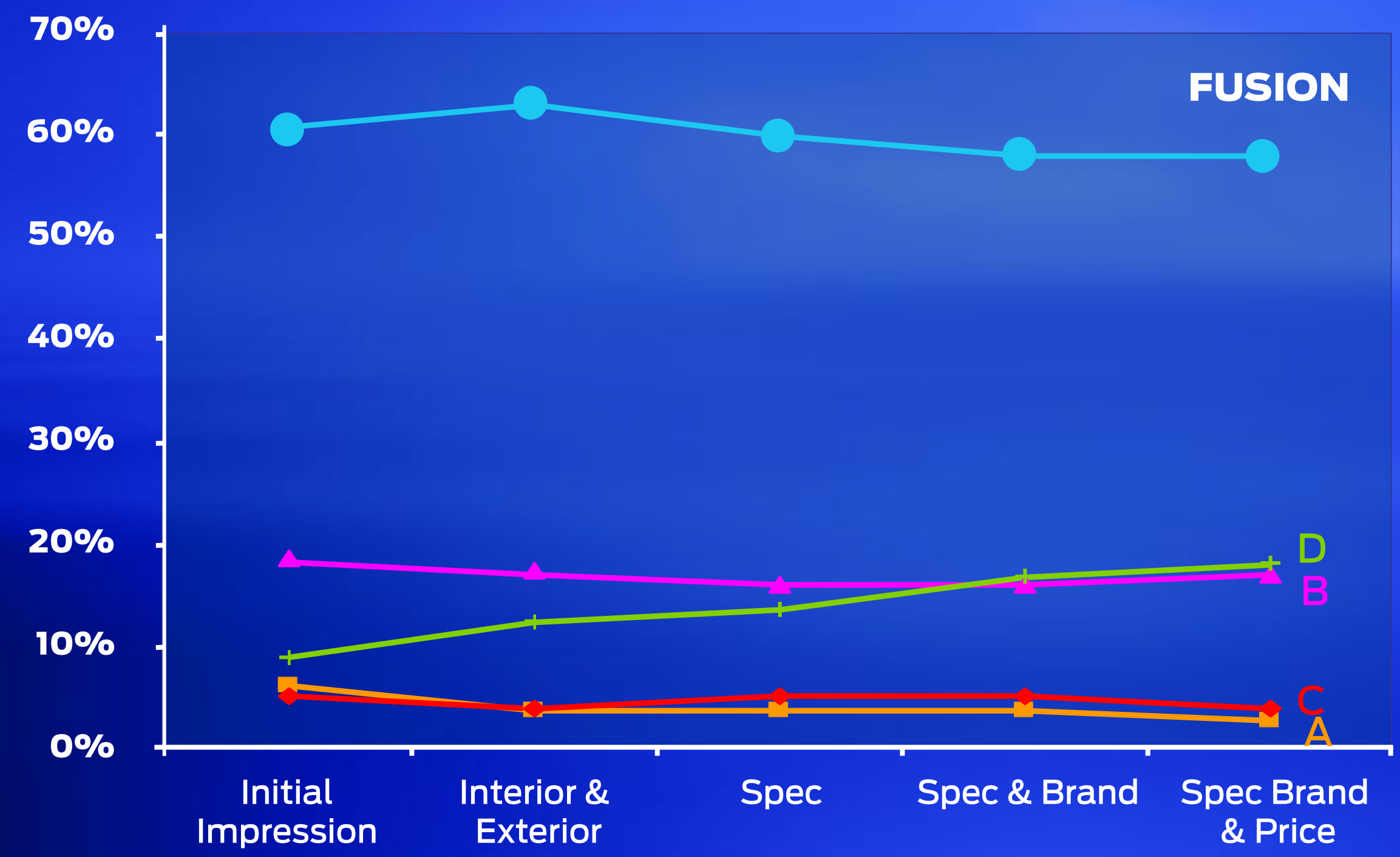
2013MY FUSION

FUSION INTERIOR PACKAGE VS. CAMRY

| DIMENSION | |  2013 FORD FUSION |  2012 TOYOTA CAMRY |
|-----------------------------|-----------------------------------|--|---|
| VOLUME/ CAPACITY | Interior Passenger Volume (cu ft) | 102.8 | 102.7 |
| | Luggage Capacity (cu ft) | 16.0 | 15.4 |
| | Total EPA Volume (cu ft) | 118.8 | 118.1 |

FUSION'S SLEEK EXPRESSIVE DESIGN ALSO DELIVERS MORE INTERIOR VOLUME AND LUGGAGE CAPACITY THAN CAMRY

FUSION CHOICE PROGRESSION – US, GERMANY, CHINA



| MARKET | FINAL FIRST CHOICE PREFERENCE |
|---------|-------------------------------|
| US | 42% |
| Germany | 39% |
| China | 58% |

IN ALL THREE REGIONS, FUSION RECEIVES THE MOST 1st CHOICE RATINGS AT ALL STAGES OF CHOICE

FUSION TESTED VS. PERCEIVED PRICE – U.S.

| | 2013 FUSION | A | C | D | H |
|--|-------------|----------|----------|----------|----------|
| TESTED PRICE | \$24,690 | \$23,995 | \$24,720 | \$23,200 | \$25,810 |
| PERCEIVED PRICE (After Evaluations) | \$30,824 | \$22,675 | \$21,698 | \$22,024 | \$22,366 |

**PERCEIVED PRICE IS SIGNIFICANTLY HIGHER THAN TESTED PRICE –
REINFORCING “PREMIUM” SURPRISE AND DELIGHT**

FUSION FUEL ECONOMY VS. PERFORMANCE

1.6L 



CUSTOMERS ENJOY BOTH LEADERSHIP FUEL ECONOMY AND EXHILARATING PERFORMANCE WITH THE NEW 1.6L ECOBOOST POWERTRAIN

FUSION FEATURE & TECHNOLOGY STATUS

| | | |
|-------------------------------------|----------|--|
| SEGMENT FIRSTS | 4 | <ul style="list-style-type: none"> • AutoPark • Lane Keeping Aid • MyFord Touch (with SYNC®) Performance Upgrade • SecuriCode™ |
| NEW TO FORD | 3 | <ul style="list-style-type: none"> • Stop-Start • Lane Keeping Aid • SYNC® with MyFord Touch Performance Upgrade |
| FORD BRAND SIGNATURE CONTENT | 7 | <ul style="list-style-type: none"> • Ambient lighting • MyKey • SecuriCode™ • Branded audio (SONY®) • SYNC® with MyFord Touch Performance Upgrade • Blind spot mirror • Easy-Fuel |

INDUSTRY-LEADING NUMBER OF CUSTOMER-RELEVANT TECHNOLOGIES DIFFERENTIATE THE ALL-NEW FUSION 'EXPERIENCE' FROM THE COMPETITION

FUSION ATTRIBUTE COMPETITIVE ASSESSMENT

| VEHICLE CHARACTERISTIC | | CURRENT FUSION | 2013MY LAUNCH | VEHICLE CHARACTERISTIC | | CURRENT FUSION | 2013MY LAUNCH |
|---------------------------|--------------------------------|----------------|---------------|------------------------|---------------|--------------------------|---------------|
| Styling & Craftsmanship | Exterior Appearance | A | L | Vehicle Dynamics | Ride | C | A |
| | Interior Appearance | A | L | | Handling | C | L |
| | Craftsmanship | C | L | | Steering | C | L |
| Accommodation & Usage | New Features | C | A | | Braking | C | A |
| | Storage | C | A | | All Weather | A | A |
| | Space & Size | C | C | NVH | NVH | C | A |
| Powertrain / Transmission | Performance Feel & Drivability | C | A | Safety | Safety | Safety Office Guidelines | |
| | Fuel Economy | C | L | Owner | Affordability | C | C |
| | | | | | Environmental | C | C |

L = LEADERSHIP

A = AMONG THE LEADERS

C = COMPETITIVE

U = UNCOMPETITIVE

THE FUSION ACHIEVES PRODUCT EXCELLENCE WITH DESIGN LEADERSHIP AND ENHANCEMENTS IN KEY ATTRIBUTES CONSISTENT WITH FORD GLOBAL DNA



FUSION DNA POSITIONING

| | | | | | | | | |
|--------------------------|------------|---|---|---|---|---|---|---------------------|
| STEERING | sporty |  |  |  |  |  |  | relaxed |
| HANDLING | sporty |  |  |  |  |  |  | relaxed |
| RIDE | sporty |  |  |  |  |  |  | relaxed/comfortable |
| BRAKING | grabby |  |  |  |  |  | | vague |
| P/T SOUND QUALITY | powerful |  |  |  |  |  |  | weak |
| DOOR CLOSING SQ | solid |  |  |  |  |  |  | flimsy |
| PERFORMANCE FEEL | responsive |  |  |  |  |  | | sluggish |
| SWITCH FEEL | precise |  |  |  |  | | | imprecise |
| CONTROL CHARACTER | cockpit |  |  |  |  |  |  | command |
| SEATING COMFORT | sporty |  |  |  |  |  | | relaxed |

**FORD DNA IS DELIVERED BY CONSISTENT CHARACTER ACROSS ALL OF THE VEHICLE:
A DYNAMIC, VIBRANT DRIVING EXPERIENCE – SIMPLY FUN TO DRIVE**

FUSION TITANIUM



| | |
|----------------------------------|---|
| POWERTRAIN | <ul style="list-style-type: none"> • 2.0L  ilo 1.6L  • Select Shift w/ Paddle Shifters • Dual Chrome Exhaust ilo Single • Sports Suspension |
| INTERIOR | <ul style="list-style-type: none"> • Aluminum Brake & Accelerator Pedals • Ambient Lighting |
| EXTERIOR | <ul style="list-style-type: none"> • 18" Polished/Painted ilo 17" Aluminum • Rear Spoiler |
| FEATURES AND TECHNOLOGIES | <ul style="list-style-type: none"> • SONY w/ 12 Speakers • Intelligent Access w/ Push Button Start • SYNC® with MyFord Touch Performance Upgrade • SYNC® Services ilo Basic • Rear Video Camera • DEATC • Reverse Sensing • Remote Start • HD Radio |

FUSION TITANIUM PROVIDES ANOTHER EXAMPLE OF EXTENDING REVENUE WITH A HIGH-END SERIES PROVIDING LOOKS AND TECHNOLOGIES

MYFORD TOUCH UPGRADES LISTEN, LEARN, AND RESPOND TO CUSTOMER INPUT

Simpler graphics and improvements based on customer feedback

CURRENT SCREEN EXAMPLE



UPGRADED SCREEN EXAMPLE



- New Owner support website and free personalized training at dealers
- New Features and Faster response time – 2x to 5x faster for most functions
- Software upgrade on all 2013MY Vehicles
- No Charge USB upgrade will be sent to all existing MyFord Touch owners

FORD IS APPLYING THE CONSUMER ELECTRONICS' SOFTWARE MODEL TO KEEP CUSTOMERS' VEHICLES UP TO DATE WITH THE "LATEST AND GREATEST" CAPABILITIES AND EXPERIENCE



LOOKING FOR
NEW EXPERIENCES

PROGRESSIVE
LUXURY CUSTOMERS

WILLING TO
EXPERIMENT

OPEN-MINDED



TARGETING PROGRESSIVE LUXURY CUSTOMERS WHO SEE LUXURY
AS SELF-EXPRESSION NOT A CULTURAL NORM



LINCOLN CUSTOMERS

| | Current | Target |
|----------------|-----------|-----------|
| % Male | 64% | 56% |
| Median Age | 65 Years | 57 Years |
| % College Grad | 55% | 80% |
| Median HHI | \$102,598 | \$158,958 |
| East Coast | 27% | 35% |
| West Coast | 5% | 15% |
| Conquest | 37% | 50% |

PROGRESSIVE LUXURY AT 23% OF LUXURY MARKET AS OUR TARGET ENABLES GROWTH FROM PRESENT 6% SHARE

LINCOLN PRODUCT STRATEGY

- Uniquely Lincoln, inside and out - stunning and understated
- Transformation of the luxury driving experience - refined and engaging

Imagination, Innovation, Intelligence

Crafted



Quality

Stunning



Design

Refined & Engaging



Performance

Intuitive



Technology

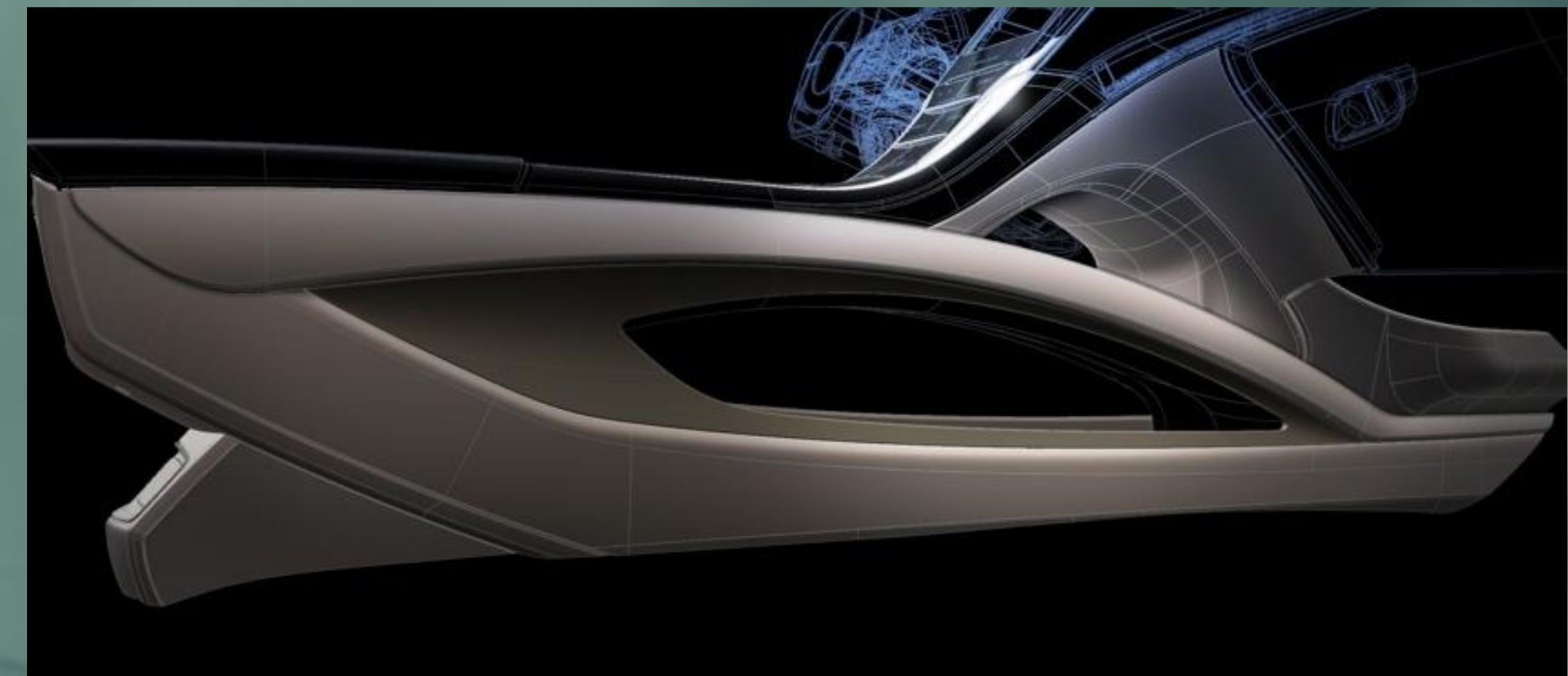
Emotional

Rational

**TRANSITIONING LINCOLN TO A WORLD-CLASS TRUE LUXURY BRAND REQUIRES
A TRANSFORMATIONAL SHIFT IN PRODUCT EXECUTION**

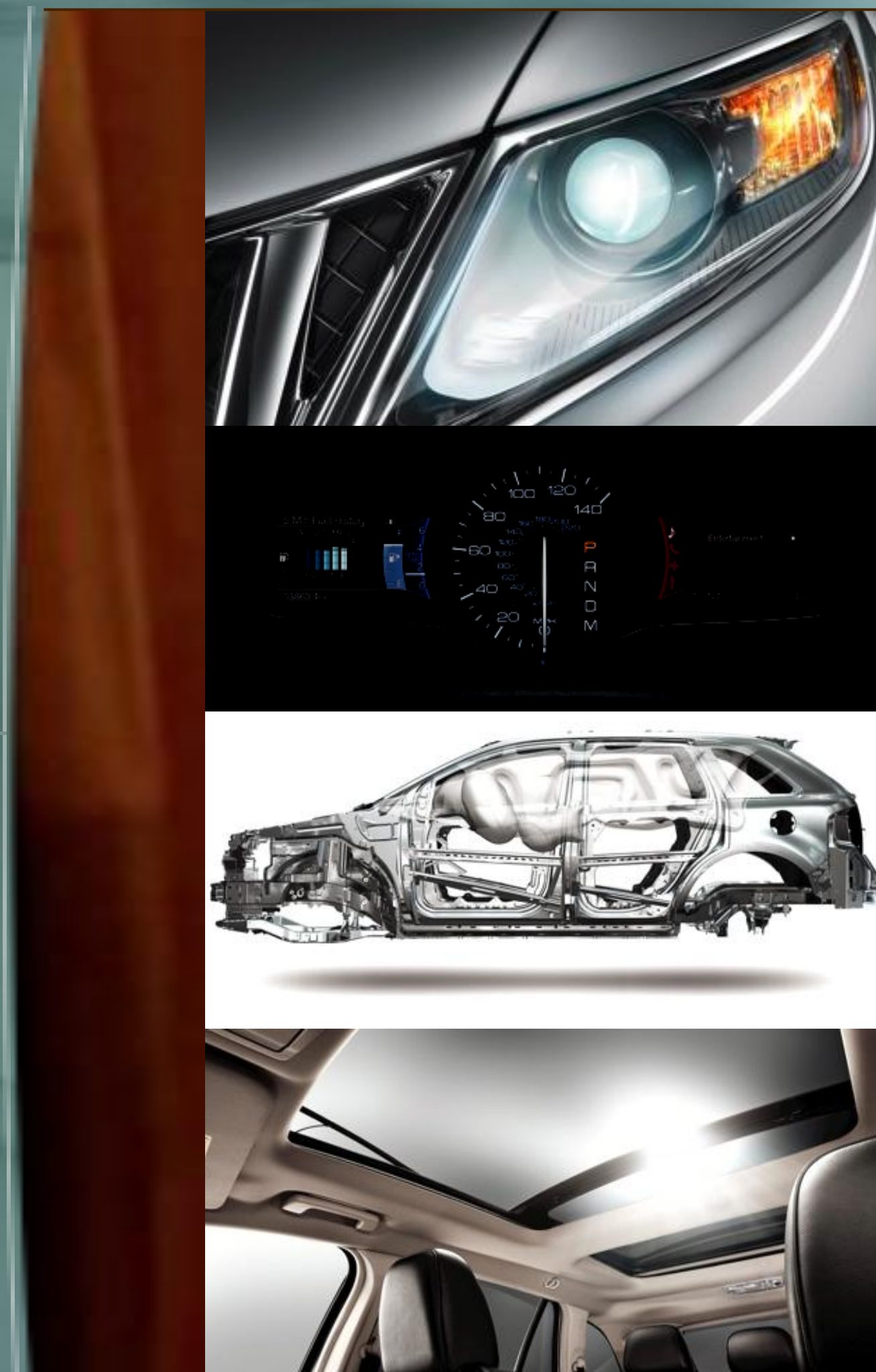
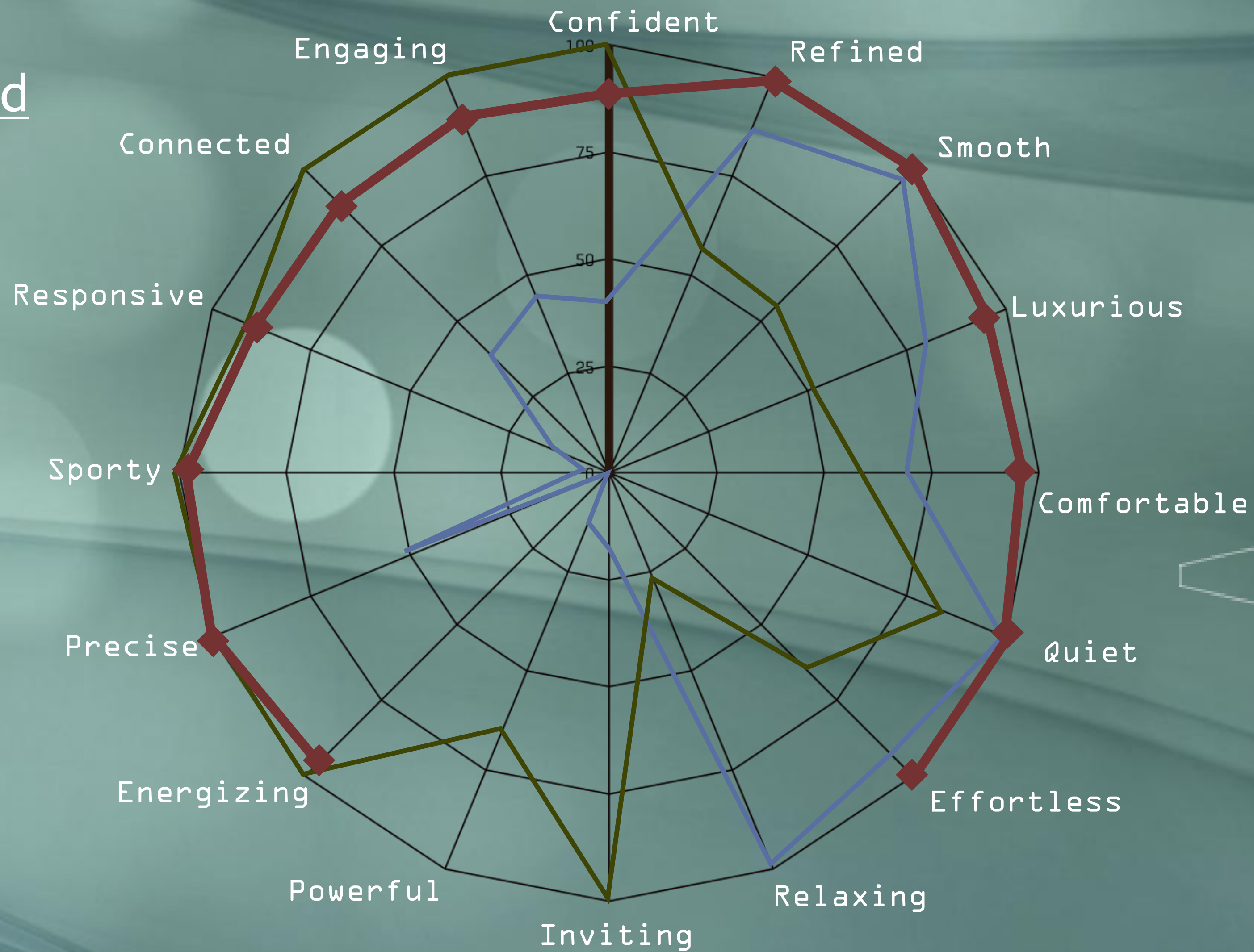
THE LINCOLN LOOK

Stunning and Understated



THE LINCOLN EXPERIENCE

Refined and Engaging



UNEXPECTED BALANCE OF RESPONSIVENESS AND COMFORT

LINCOLN DIFFERENTIATION

- Uniquely Lincoln exterior and interior designs
- Elite state-of-the-art technologies and innovative features
- Discerning driver DNA - an unmatched combination of refinement and engagement
- Confidence-inspiring, precise, powerful, yet efficient unique powertrains
- Stylish craftsmanship - tastefully executed to the smallest detail
- Ultra-premium amenities offered on every nameplate



LINCOLNS THAT ARE UNIQUE AND UNIQUELY LINCOLN

LINCOLN TECHNOLOGIES

EXTERIOR

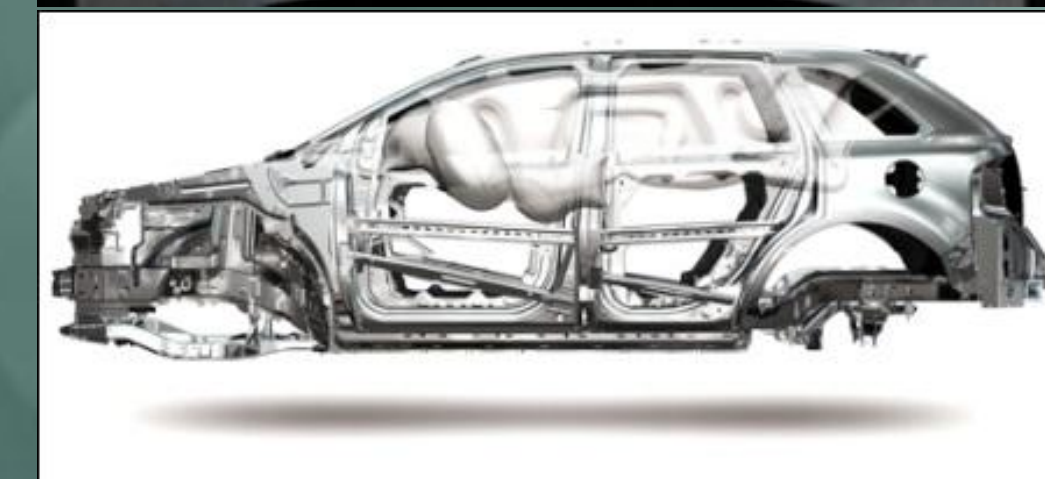
- Active safety features (collision & lane change avoidance)
- LED headlamps and tail lamps
- Fully-retractable glass roof
- High-end wheels and tires

INTERIOR

- Large-screen LCD cluster
- Integrated premium center stack display
- Electronic shifter (facilitate pass-through center console)

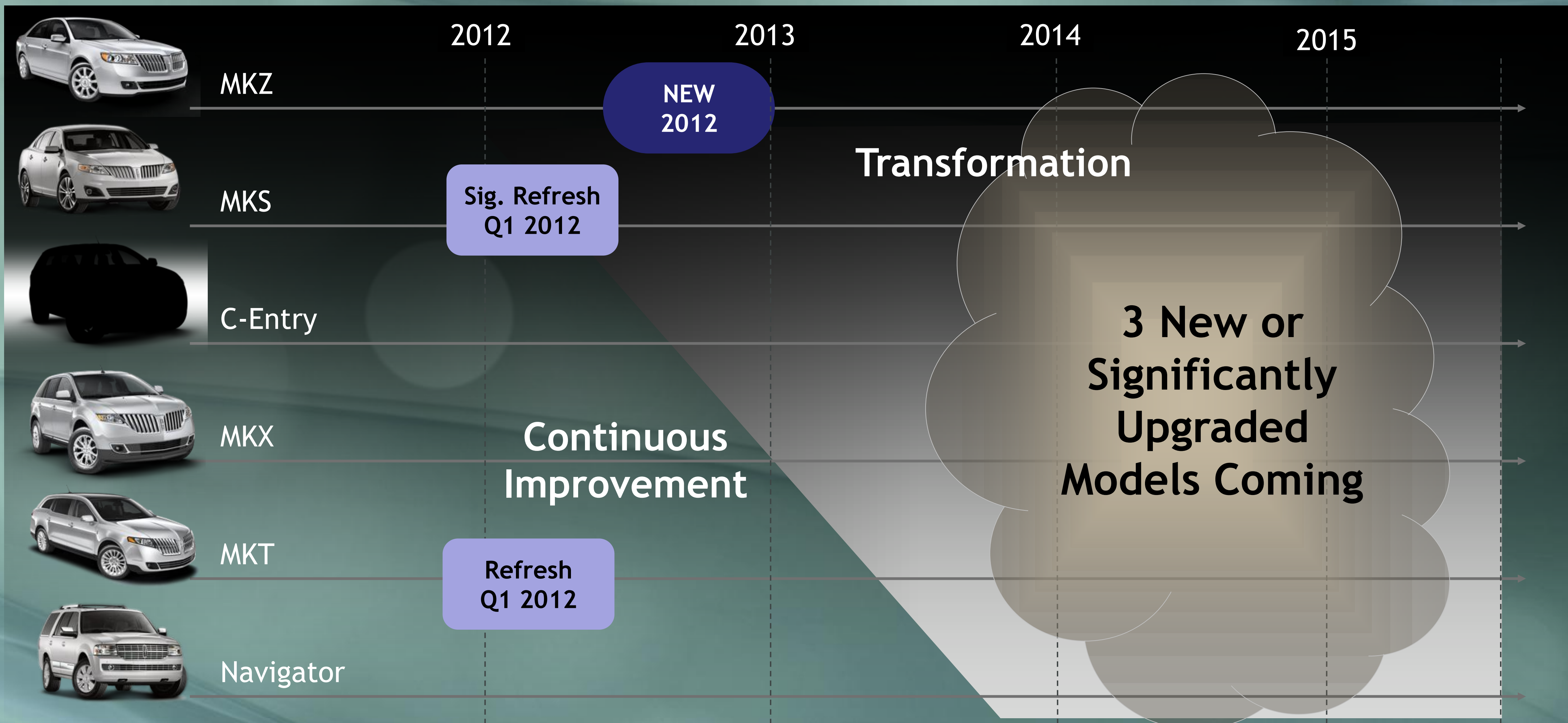
POWERTRAIN & CHASSIS

- Unique engine displacements / 8-speed transmissions
- Advanced steering, handling, and ride technologies
- Computer active noise enhancement and cancellation
- All-wheel drive available on all models



THE "RIGHT" BALANCE OF CUSTOMER-RELEVANT TECHNOLOGIES GUIDED BY LINCOLN DNA

LINCOLN CYCLE PLAN



AGGRESSIVE FRESHENING CADENCE ACCELERATES SHOWROOM LINEUP TO WORLD-CLASS

LINCOLN MKS



INTERIOR-EXTERIOR

- New front end
- Visually advanced and linked grille and lamps
- Increased aperture of trunk
- All new instrument panel/console and cupholders
- Multi-contour seats

ENGINES

- 3.5L V6 
- 3.7L V6: over 300 hp, 3 MPG highway improvement

FEATURES & TECHNOLOGIES

- Heated steering wheel
- MyLincoln Touch™ (with SYNC®) Performance Upgrade with 2 full-color LCD screens
- Improved dynamics & NVH
- Adaptive Suspension (CCD)
- EPAS
- Lincoln Drive Control
- Lane Departure Warning with Lane Keep Assist

THIS FRESHENING PROVIDES A NEW LOOK INSIDE AND OUT AND DELIVERS SIGNIFICANT CUSTOMER-FOCUSED IMPROVEMENTS

LINCOLN MKT TOWN CAR LIMO/LIVERY



INTERIOR-EXTERIOR

- New fascia, grille and wheel styles
- New seats & driving position, console, wheel & cluster with 8" panel, passive entry & start

FEATURES & TECHNOLOGIES

- Continuously controlled damping suspension
- Lane departure warning
- Heated steering wheel
- Rear inflatable belts
- MyLincoln Touch™ (with SYNC®) Performance Upgrade

IMPROVED ATTRIBUTES

- Electronic steering improvements for low speed agility
- Improved power-feel and reduced NVH
- Torque vectoring for precision curve tracking & performance



MKT TOWN CAR PROVIDES NEW EXECUTIVE TRANSPORTATION ALTERNATIVE

MKZ CONCEPT



MKZ CONCEPT



MKZ CONCEPT

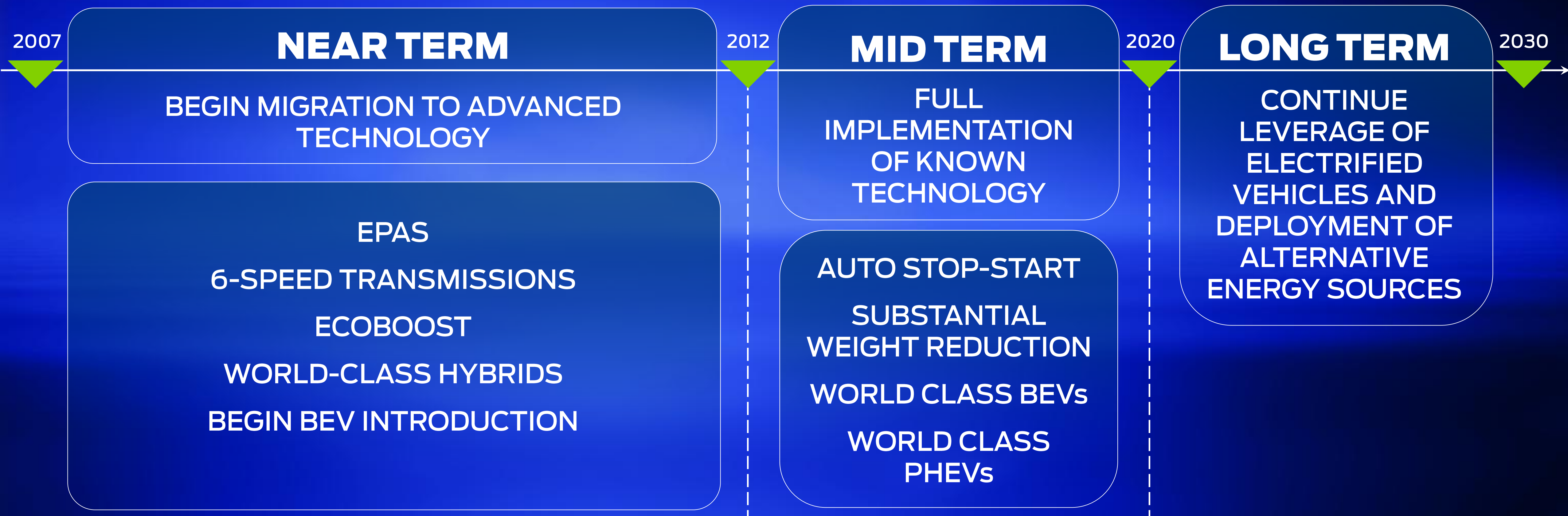


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FORD SUSTAINABILITY STRATEGY

TECHNOLOGY MIGRATION



FORD'S SUSTAINABILITY STRATEGY, FOUNDED ON AFFORDABILITY FOR MILLIONS OF CUSTOMERS, REMAINS IN PLACE AS WE MOVE TO THE MID-TERM

ECOBOOST PRODUCT RANGE

| ECOBOOST DISPLACEMENT | HORSEPOWER RANGE | ANNUAL VOLUME BY 2013CY |
|----------------------------------|-----------------------------|------------------------------------|
| 3.5L V6 | 355 -365 | 250K |
| 2.0L I4 | 200 - 250 | 560K |
| 1.6L I4 | 150 - 180 | 500K |
| 1.0L I3 | 100 - 120 | 260K |

IN LINE WITH OUR STRATEGY TO PROVIDE HIGH VOLUME SOLUTIONS, A FULL RANGE OF ECOBOOST POWERTRAINS WILL SERVICE ALL REGIONS WITH AN ANNUAL VOLUME OF >1.5 MILLION UNITS BY 2013CY

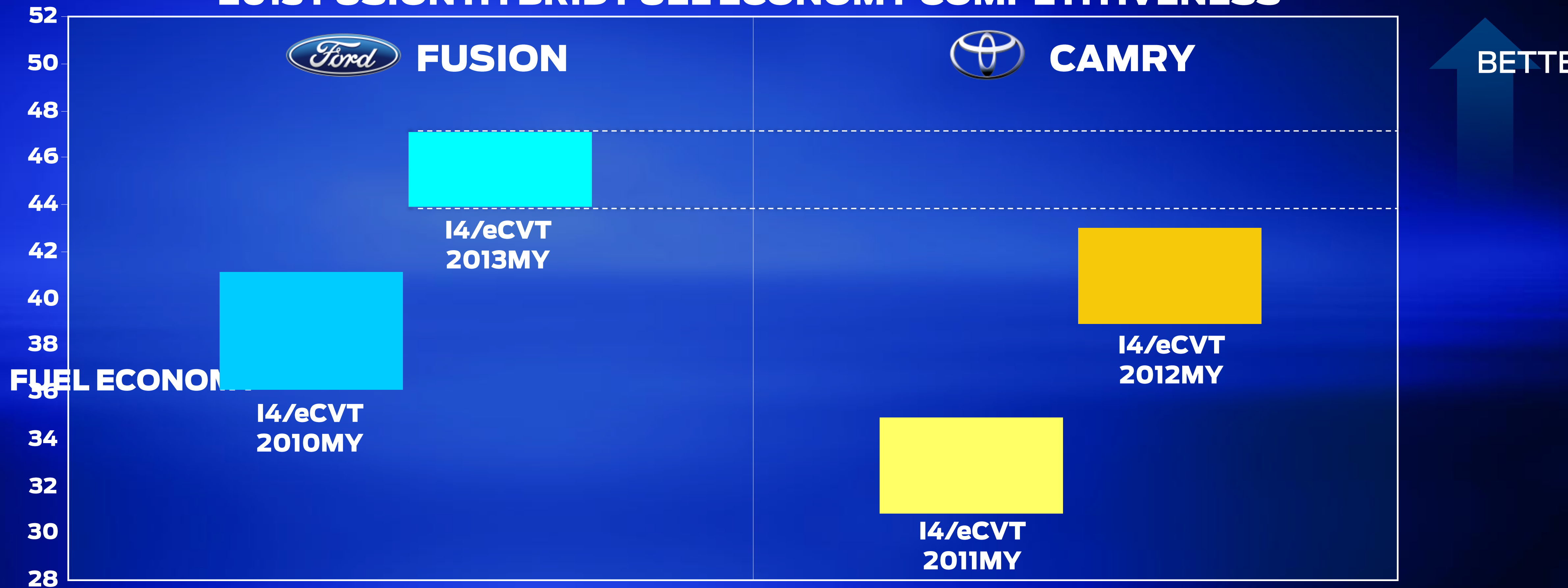
FUEL ECONOMY LEADERSHIP – US MARKET

- 6 of Ford's vehicles lead in JD Power APEAL fuel economy satisfaction of the 11 segments in which we compete. The nearest competitor has 2.
- Nearly one-third of Ford's vehicle lines will feature a model with 40 MPG or more in 2012 – a claim no other full-line automaker can match
 - Fiesta SFE
 - Focus SFE
 - Transit Connect Electric
 - Focus Electric
 - C-MAX Hybrid
 - C-MAX Energi
 - Fusion Hybrid
 - Fusion Energi
 - 1 vehicle to be announced
- Ford real-world fuel economy matches EPA label

**OUR COMMITMENT TO FUEL ECONOMY LEADERSHIP WITH EACH NEW OFFERING
CONTINUES TO YIELD CUSTOMER-FOCUSED RESULTS**

2013MY FUSION HYBRID FUEL ECONOMY COMPETITIVENESS

2013 FUSION HYBRID FUEL ECONOMY COMPETITIVENESS



FUSION 2.0L HYBRID IS EXPECTED TO HAVE A 4 MPG CITY FUEL ECONOMY ADVANTAGE VERSUS MAJOR COMPETITOR

FUSION AND C-MAX ENERGI PHEV FUEL ECONOMY vs. VOLT

FUSION ENERGI
EXPECTED LABEL



C-MAX ENERGI
EXPECTED LABEL



2012 CHEVY VOLT
LABEL

EPA DOT Fuel Economy and Environment Plug-In Hybrid Vehicle Electricity-Gasoline

Fuel Economy Midsize sedans range from 18 to 40 MPG. The best vehicle rates 106 MPGe.

| | |
|--|---|
| Electricity + Gasoline Charge Time: 2 hours (240V) 101-106 MPGe 0.0 gallons per 100 miles 32 kW-hrs per 100 miles | Gasoline Only 43 MPG 2.3 gallons per 100 miles |
|--|---|

You save \$7,700- \$7,850 in fuel costs over 5 years compared to the average new vehicle.

Driving Range
Electricity + Gasoline: 0 to 560 miles
Gasoline only: 0 to 21 miles
All Electric Range = 21 miles

Annual fuel COST \$950-\$975

Fuel Economy & Greenhouse Gas Rating (tailpipe only) 10 Best
Smog Rating (tailpipe only) 9 Best

This vehicle emits 105 grams CO₂ per mile. The best emits 0 grams per mile (tailpipe only). Producing and distributing fuel & electricity also create emissions; learn more at fueleconomy.gov.

Actual results will vary for many reasons, including driving conditions and how you drive and maintain your vehicle. The average new vehicle gets 22 MPG and costs \$12,600 to fuel over 5 years. Cost estimates are based on 15,000 miles per year at \$3.70 per gallon and \$0.12 per kW-hr. This is a dual fueled automobile. MPGe is miles per gasoline gallon equivalent. Vehicle emissions are a significant cause of climate change and smog.

fueleconomy.gov Calculate personalized estimates and compare vehicles PTCCD391_F8

EPA DOT Fuel Economy and Environment Plug-In Hybrid Vehicle Electricity-Gasoline

Fuel Economy Small station wagons range from 19 to 40 MPGe. The best vehicle rates 106 MPGe.

| | |
|---|---|
| Electricity + Gasoline Charge Time: 2 hours (240V) 95-100 MPGe 0.0 gallons per 100 miles 34 kW-hrs per 100 miles | Gasoline Only 42 MPG 2.4 gallons per 100 miles |
|---|---|

You save \$7,450- \$7,600 in fuel costs over 5 years compared to the average new vehicle.

Driving Range
Electricity + Gasoline: 0 to 540 miles
Gasoline only: 0 to 21 miles
All Electric Range = 16 miles

Annual fuel COST \$1,000-\$1,025

Fuel Economy & Greenhouse Gas Rating (tailpipe only) 10 Best
Smog Rating (tailpipe only) 9 Best

This vehicle emits 120 grams CO₂ per mile. The best emits 0 grams per mile (tailpipe only). Producing and distributing fuel & electricity also create emissions; learn more at fueleconomy.gov.

Actual results will vary for many reasons, including driving conditions and how you drive and maintain your vehicle. The average new vehicle gets 22 MPG and costs \$12,600 to fuel over 5 years. Cost estimates are based on 15,000 miles per year at \$3.70 per gallon and \$0.12 per kW-hr. This is a dual fueled automobile. MPGe is miles per gasoline gallon equivalent. Vehicle emissions are a significant cause of climate change and smog.

fueleconomy.gov Calculate personalized estimates and compare vehicles FDJC344_F5

EPA DOT Fuel Economy and Environment Plug-In Hybrid Vehicle Electricity-Gasoline

Fuel Economy Sport sedans range from 44 to 68 MPGe. The best vehicle rates 99 MPGe.

| | |
|--|---|
| Electricity + Gasoline Charge Time: 4 hours (240V) 94-36 MPGe 0.0 gallons per 100 miles 36 kW-hrs per 100 miles | Gasoline Only 37 MPG 2.7 gallons per 100 miles |
|--|---|

You save \$7,600 in fuel costs over 5 years compared to the average new vehicle.

Driving Range
Electricity + Gasoline: 0 to 379 miles
Gasoline only: 0 to 35 miles
All Electric Range = 35 miles

Annual fuel COST \$1000

Fuel Economy & Greenhouse Gas Rating (tailpipe only) 10 Best
Smog Rating (tailpipe only) 6 Best

This vehicle emits 87 grams CO₂ per mile. The best emits 0 grams per mile (tailpipe only). Producing and distributing fuel & electricity also create emissions; learn more at fueleconomy.gov.

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fueleconomy.gov Calculate personalized estimates and compare vehicles

THE EFFICIENCIES OF THE FORD PHEVS IN BOTH ELECTRIC MODE AND HYBRID MODE ARE MORE THAN COMPETITIVE

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GLOBAL SEGMENT CONSOLIDATION

| SEGMENT | SAMPLE VEHICLE | ONGOING ANNUAL PLATFORM VOLUME |
|----------------|--------------------|--------------------------------|
| B | Fiesta | >2 Million |
| C | Focus | >2 Million |
| CD | Fusion / Mondeo | 1 Million |
| Compact Pickup | Ranger | >275K |
| Commercial Van | E-Series / Transit | >470K |

PLATFORM CONSOLIDATION WITH COMMON GLOBAL TOP HATS INITIATED ON FIESTA AND FOCUS WILL CONTINUE WITH CD AND LARGER VEHICLES. BY 2013, >85% OF VOLUME IS ON 9 CORE PLATFORMS.

B-PLATFORM FAMILY OF VEHICLES

B-MAX



FIESTA 4-DOOR



FIESTA ST CONCEPT



ECOSPORT



FIESTA 5-DOOR



GLOBAL C-PLATFORM AND TOP HAT STRATEGY

| | | | | | | |
|--|--|--|--|--|---|--|
| Gas Engine  | Diesel Engine  | Bio-Fuels  | Alternative Fuels  | HEV   | PHEV   | BEV  |
|--|--|--|--|--|---|--|

**C-MAX
5-PASSENGER**



**FOCUS
5-DOOR**



**FOCUS
WAGON**



FOCUS ST



**ESCAPE
/ KUGA**



**C-MAX
HYBRID**



FOCUS BEV

C-MAX ENERGI



**C-MAX
7-PASSENGER**



**FOCUS
4-DOOR**



2012 RANGER

“It was **impossible not to be impressed**. We were expecting the Ranger to be good, but few could have expected how good.”

–Tim O’Brien from The Motor Report

“The all-new Ranger has landed, **bringing a world of change to the light commercial segment**; and for once, you can believe the hype.”

–www.carsales.com.au

“It really is magic. The new **Ford Ranger is a real winner** and is sure to do very well for Ford worldwide”

–Roger McCleery - Radio Today



“Ford’s offering is without fail **the best ute on the market**. There’s not much more we can say!”

– Alborz Fallah at Car Advice

“...it is a good-looking and spacious new ute that offers **high levels of comfort and excellent performance**.”

–Fairfax Media

“They say the new Ford Ranger is a game changer, but I beg to differ. In my opinion, **it is actually rewriting the rules of what pickups should be**.”

–www.autoindustriya.com

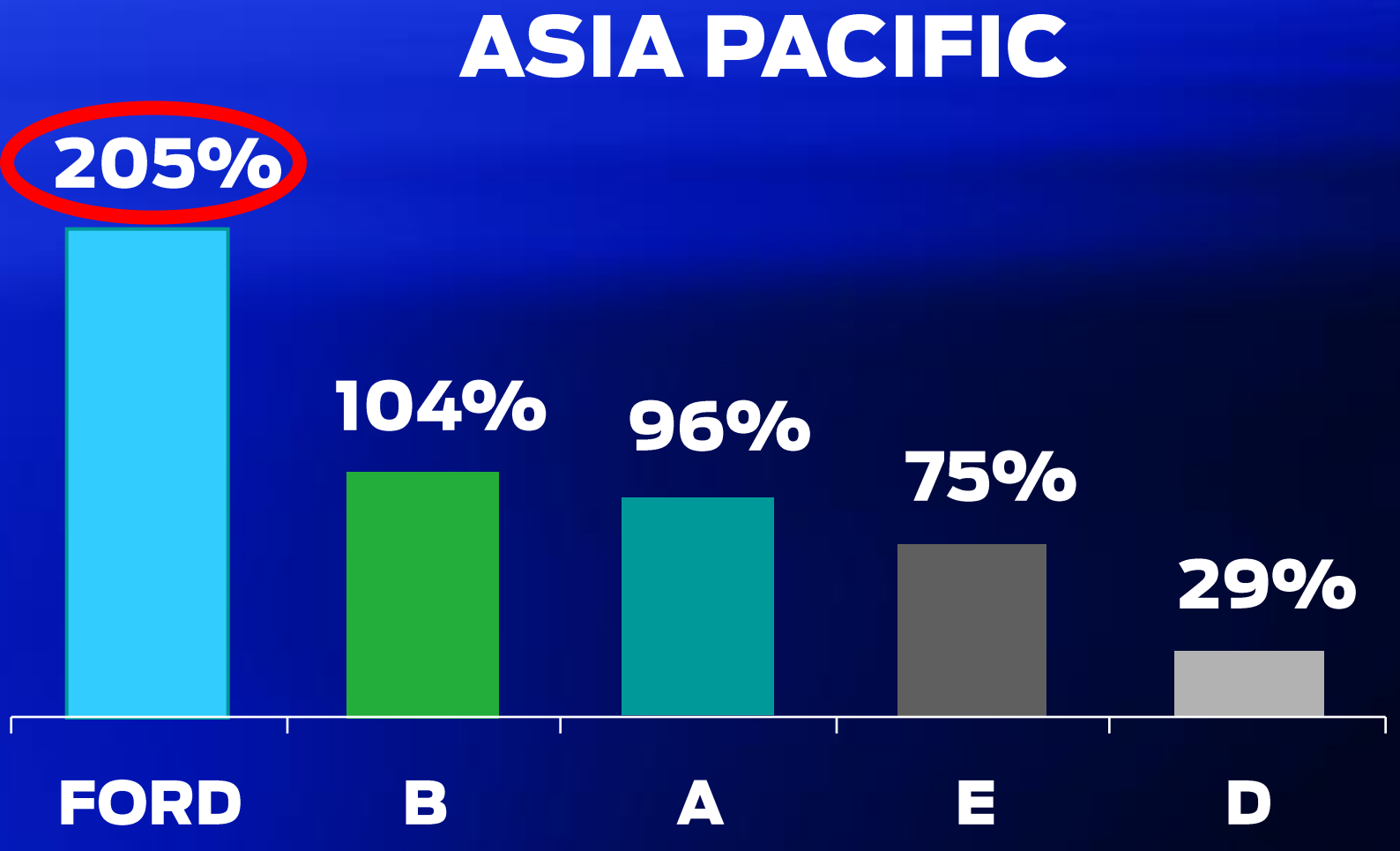
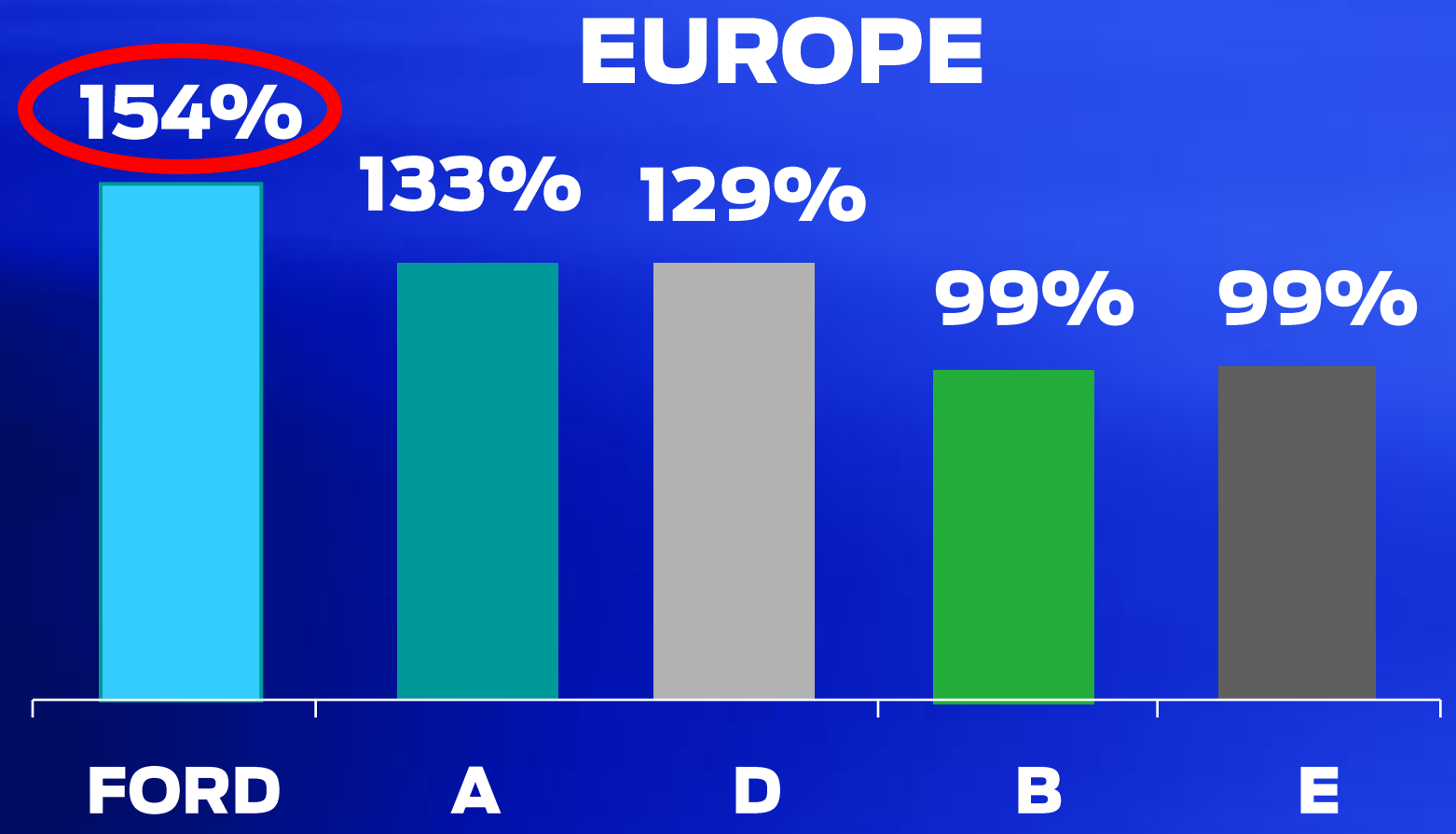
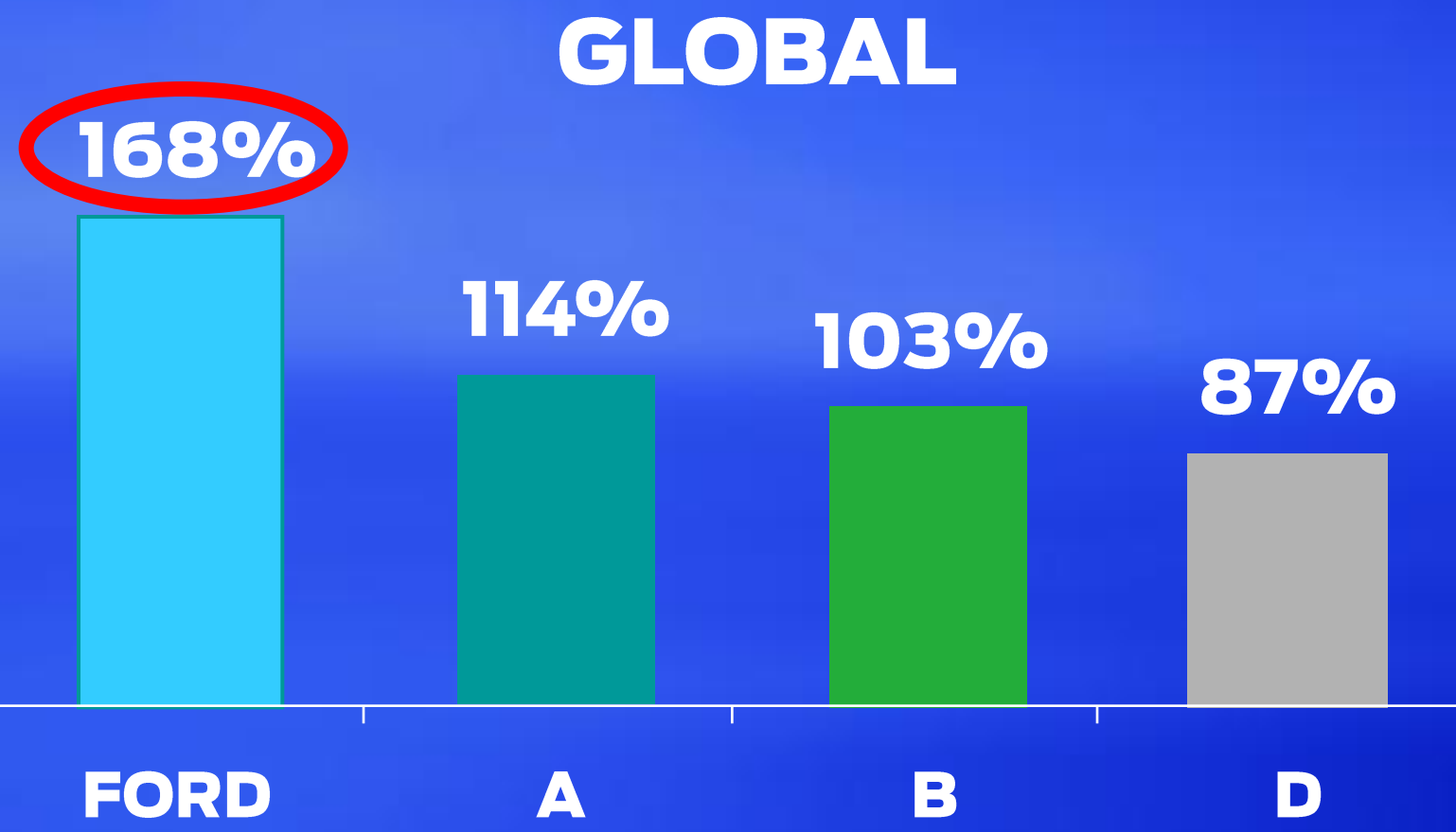
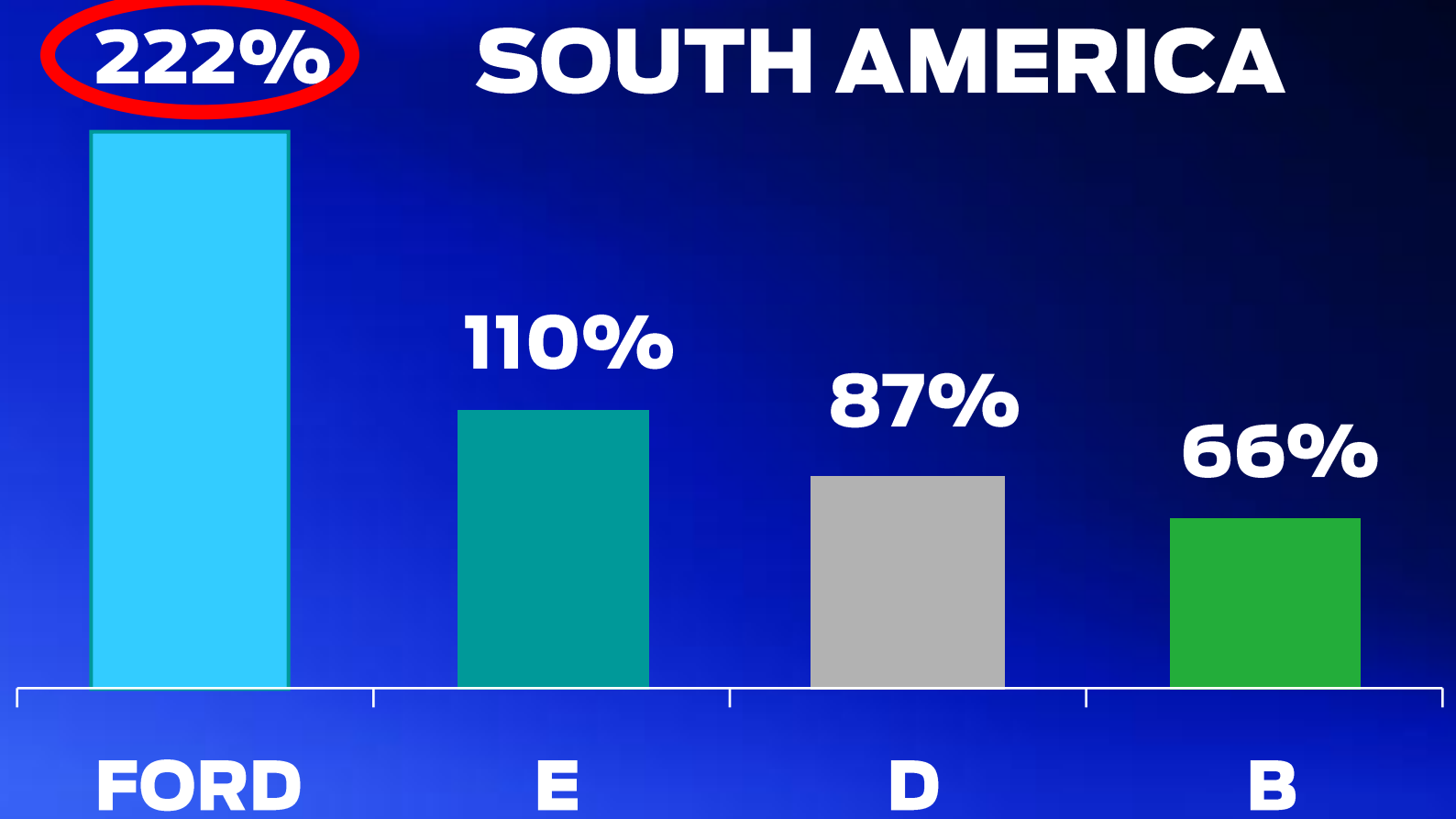
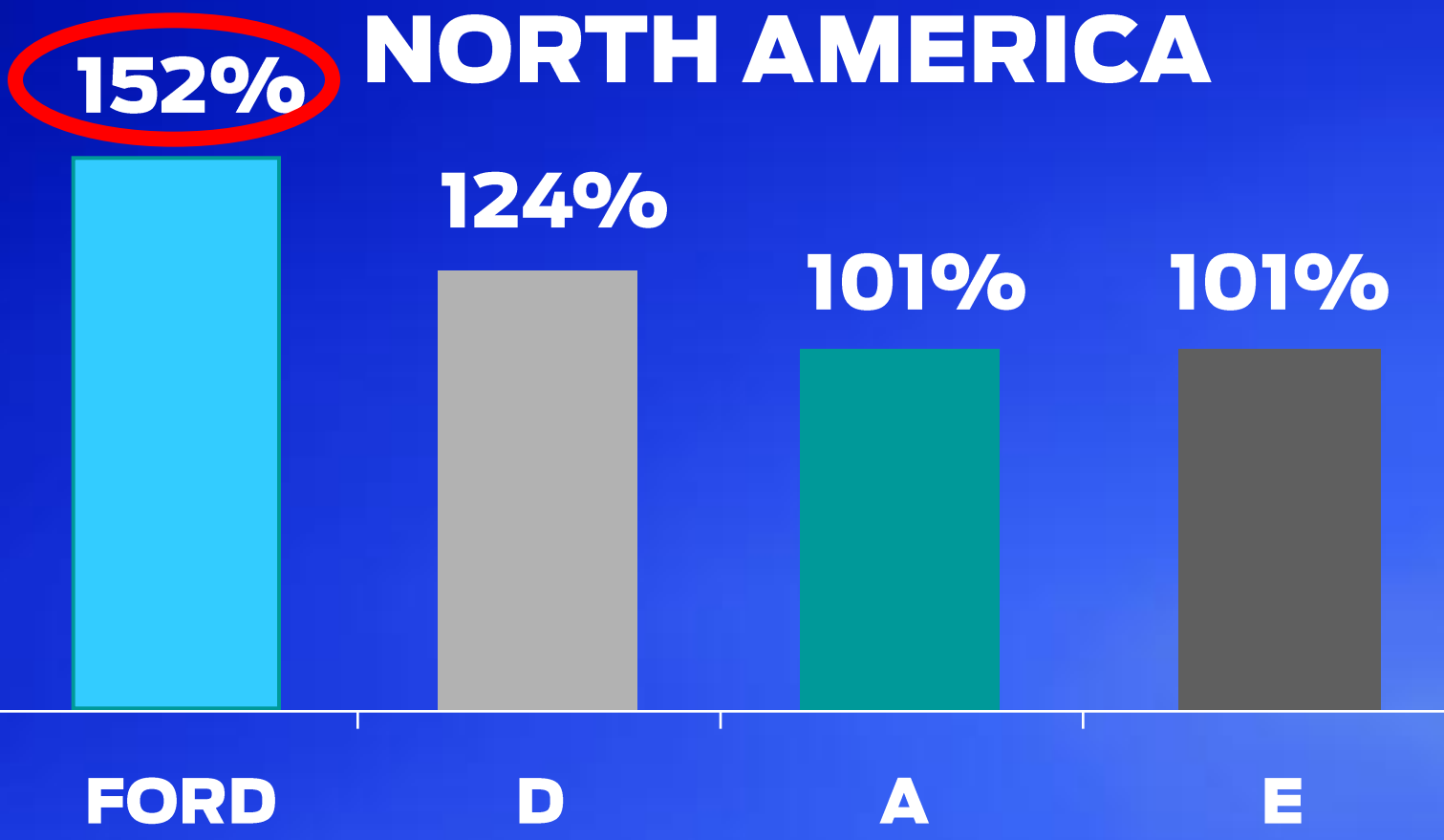
TRANSIT



GLOBAL CONVERGENCE TO TRANSIT BEGINS NEXT YEAR. TRANSITION TO TRANSIT FROM ECONOLINE WILL REDUCE WEIGHT BY AT LEAST 300 LBS AND IMPROVE FUEL ECONOMY BY AT LEAST 25%.

GLOBAL PRODUCT DEVELOPMENT PRODUCT EXCELLENCE DELIVERY

PERCENT OF FORD BRAND PORTFOLIO 2011-2016 WITH NEW OR MAJOR FRESHENING



FORD GLOBAL PORTFOLIO REFRESH RATE IS ~1.7. REGIONAL RATES RANGE BETWEEN 1.5 AND 2.2 FOR 2011 TO 2016. MAJOR FACING COMPETITORS ARE PROJECTED TO BE LESS.

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1Q-2012 ECOSPORT



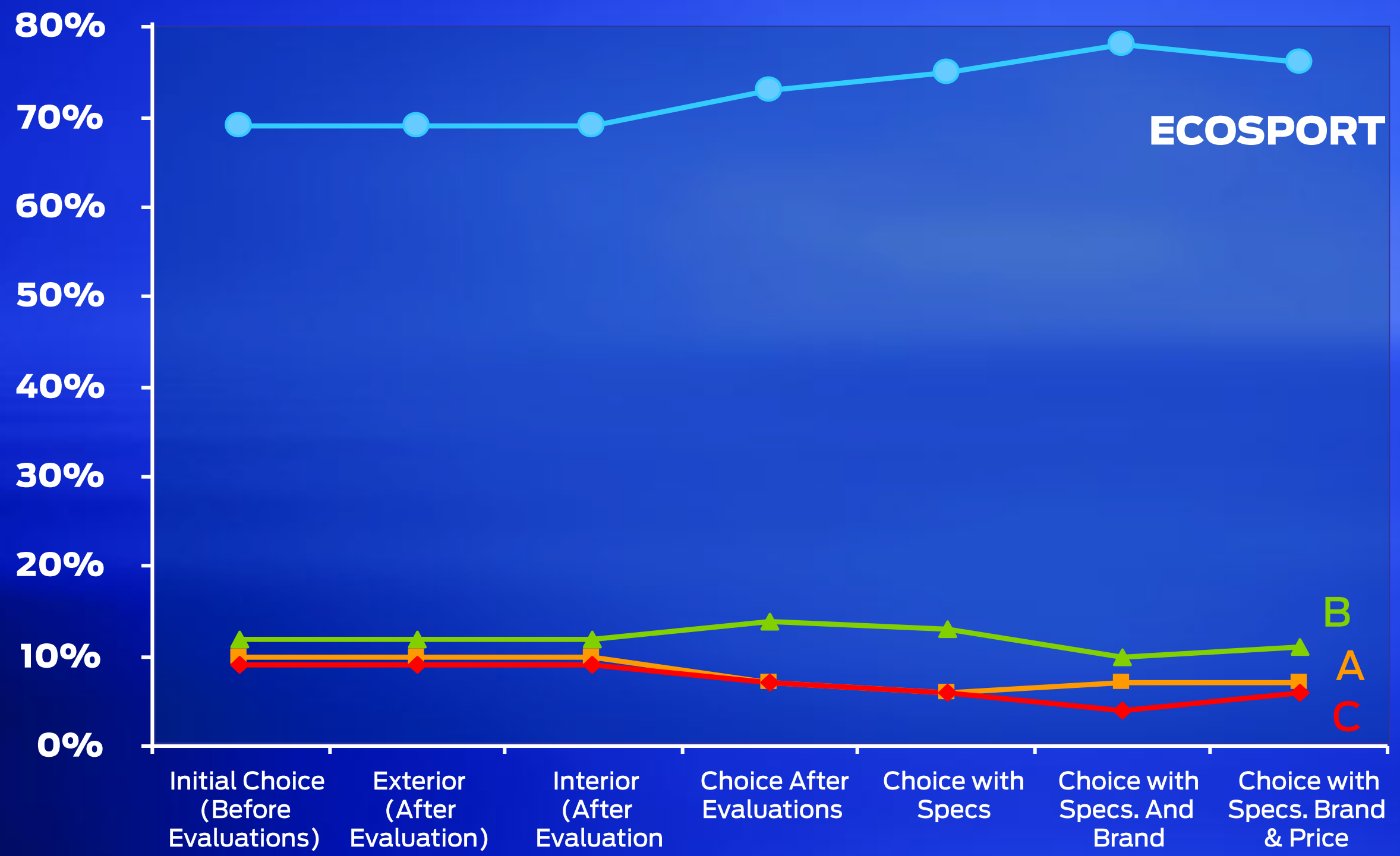
1Q-2012 ECOSPORT



ECOSPORT MULTI-MARKET ACCEPTANCE



BRAZIL



| MARKET | FINAL FIRST-CHOICE PREFERENCE |
|-----------------|-------------------------------|
| Brazil | 76% |
| India | 85% |
| China – Beijing | 54% |
| China-Guangzhou | 61% |

CONSUMERS ACROSS MARKETS CONSISTENTLY CHOOSE FORD DNA ECOSPORT VEHICLES OVER THE COMPETITION FROM INITIAL “BLIND” EVALUATION TO FULL UNDERSTANDING OF SPECS, BRAND, AND PRICE

CHINA / INDIA / SA GROWTH PLAN

| SEGMENT | INDIA | | CHINA | | SOUTH AMERICA | |
|--------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------|-----------------|
| DESCRIPTION | CURRENT OFFERINGS | FUTURE SHOWROOM | CURRENT OFFERINGS | FUTURE SHOWROOM | CURRENT OFFERINGS | FUTURE SHOWROOM |
| B-Car / SUV / MAV | | | | | | |
| C-Car/ SUV | | | | | 15 | 16 |
| CD / D | | | | | | |
| Trucks & Vans | 60% Legacy | 90% Global | 80% Legacy | 95% Global | | |

TO SUPPORT GROWTH, INDIA AND CHINA SHOWROOMS WILL INCREASE FROM 3 TO 8 PRODUCTS AND FROM 5 TO 15 RESPECTIVELY BY 2015. SOUTH AMERICA WILL TRANSFORM TO 100% GLOBAL PRODUCTS WITHIN 3 YEARS

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SUMMARY

- Delivery of Product Plan Continues
- Global Platforms Now Well-Established in All Regions to Sustain High-Growth Momentum
 - Multi-Market Leadership Expanding in Design, Fuel Economy, Safety, Quietness and Technology
 - Global Alignment Solidifying around “Unmistakably a Ford” in Look, Sound and Feel through Focused DNA
 - Rigorous Product Cadence Accelerating Progress Across Global Markets through the Power of ONE FORD
- Transitioning Lincoln to a World-Class Luxury Brand with Products that are Uniquely Lincoln

SUMMARY, CONTINUED

- **Ford Approach to Sustainability Balanced and Unique**
 - **Front-Loading of High-Volume, Accessible, Customer-Affordable Technologies**
 - **Unsurpassed Fuel Economy for New or Significantly Upgraded Vehicles yet Uncompromised Driving Experience**
 - **Electrification in all Three Forms on Global Platforms to Drive Affordability**
- **Ongoing Year over Year Efficiency Improvement Enables Aggressive Product Cadence and Product Excellence at Affordable Spend Levels**
- **Value-Enabled Strategy Facilitates Rapid Showroom Expansion in Growth Markets with Affordable Price Point and Competitive Edge of Global FORD DNA**



Q & A

