



***2011 FOURTH QUARTER
AND FULL YEAR
EARNINGS REVIEW
AND 2012 OUTLOOK***

***JANUARY 27, 2012
(PRELIMINARY RESULTS)***



BUSINESS OVERVIEW

Alan Mulally

President and Chief Executive Officer



TOTAL COMPANY AGENDA

- **Business Overview of Financial Results and Highlights**
- **Details of Financial Results**
- **Our Plan -- **ONE FORD** and Outlook**



2011 FOURTH QUARTER AND FULL YEAR SUMMARY

- **Quarterly results marked by higher volume and net revenue; tenth consecutive quarterly pre-tax operating profit; positive Automotive operating-related cash flow**
- **Continued strong performance in North America; challenges in Europe and South America; Thailand floods impacted Asia Pacific Africa**
- **For Full Year, improved Total Company pre-tax operating profit; improved Automotive operating-related cash flow; strengthened balance sheet**
- **Significant profit contribution from Ford Credit**
- **Continuing to invest for future growth and a stronger product line-up around the world**
- **Solid results expected for 2012, but challenges to address in Europe and South America**
- **Remain on track for mid-decade outlook**

Growth In Full Year Volume and Revenue; Pre-Tax Operating Profit and Operating Cash Flow Improved From 2010; On Track For Mid-Decade Outlook



TOTAL COMPANY

2011 KEY FINANCIAL SUMMARY

| | Fourth Quarter | | Full Year | |
|--|----------------|-----------------|---------------|-----------------|
| | 2011 | B / (W) 2010 | 2011 | B / (W) 2010 |
| Wholesales (000)* | 1,427 | 38 | 5,695 | 382 |
| Revenue (Bils.)** | \$ 34.6 | \$ 2.1 | \$ 136.3 | \$ 15.4 |
| Operating results** | | | | |
| Pre-tax results (Mils.) | \$ 1,104 | \$ (189) | \$ 8,763 | \$ 463 |
| After-tax results (Mils.)*** | 797 | (404) | 6,119 | (1,459) |
| Earnings per share*** | 0.20 | (0.10) | 1.51 | (0.40) |
| <u>Special items pre-tax (Mils.)</u> | \$ 349 | \$ 1,362 | \$ (82) | \$ 1,069 |
| <u>Net income / (loss) attributable to Ford</u> | | | | |
| After-tax results (Mils.) | \$ 13,615 | \$ 13,425 | \$ 20,213 | \$ 13,652 |
| Earnings per share | 3.40 | 3.35 | 4.94 | 3.28 |
| <u>Automotive</u> | | | | |
| Operating-related cash flow (Bils.)**** | \$ 0.7 | \$ (0.3) | \$ 5.6 | \$ 1.2 |
| Gross cash (Bils.)**** | \$ 22.9 | \$ 2.4 | \$ 22.9 | \$ 2.4 |
| Debt (Bils.) | 13.1 | 6.0 | 13.1 | 6.0 |
| Net cash (Bils.)**** | <u>\$ 9.8</u> | <u>\$ 8.4</u> | <u>\$ 9.8</u> | <u>\$ 8.4</u> |

* Excludes special items; see Appendix for definition of wholesales and additional information

** Excludes special items; see Appendix for detail and reconciliation to GAAP

*** Operating earnings per share is based on after-tax results; Fourth Quarter and Full Year 2011 operating results reflect higher tax rates as if the valuation allowance had not existed, while 2010 results have not been revised

**** See Appendix for reconciliation to GAAP; net cash is calculated as Automotive gross cash net of Automotive debt



TOTAL COMPANY

2011 FOURTH QUARTER AND FULL YEAR HIGHLIGHTS

- **Continued product momentum -- launched all-new global Ranger; launched 1.0-liter, 3-cylinder EcoBoost engine; and debuted all-new Escape**
- **Third consecutive year of higher U.S. market share and three-point share gain over the period for Ford brand; higher share in Asia Pacific Africa; three consecutive quarters of year-over-year share gains in Europe**
- **Improved U.S. competitiveness with four-year agreement with UAW**
- **Announced 2011 profit sharing and resumption of quarterly dividends**
- **Two consecutive years of more than \$8 billion in pre-tax operating profits and third consecutive year of improved annual profits**
- **Automotive debt reduced \$6 billion and Year End Automotive cash net of debt increased by \$8.4 billion to \$9.8 billion**
- **Broke ground on four new assembly and powertrain plants in Asia Pacific Africa region, and launched FordSollers joint venture in Russia**

Continued Progress Delivering Great Products, Investing For Global Growth, Building A Strong Business, And Providing Profitable Growth For All



FINANCIAL RESULTS

Lewis Booth
Chief Financial Officer



TOTAL COMPANY 2011 FINANCIAL RESULTS

| | Fourth Quarter | | Full Year | |
|---|-----------------|-----------------|-----------------|-----------------|
| | 2011 | B / (W) 2010 | 2011 | B / (W) 2010 |
| | (Mils.) | (Mils.) | (Mils.) | (Mils.) |
| <u>Income / (Loss)</u> | | | | |
| Pre-tax results (excl. special items) | \$ 1,104 | \$ (189) | \$ 8,763 | \$ 463 |
| Special items* | <u>349</u> | <u>1,362</u> | <u>(82)</u> | <u>1,069</u> |
| Pre-tax results (incl. special items) | \$ 1,453 | \$ 1,173 | \$ 8,681 | \$ 1,532 |
| (Provision for) / Benefit from income taxes | <u>12,161</u> | <u>12,253</u> | <u>11,541</u> | <u>12,133</u> |
| Net income / (loss) | \$13,614 | \$13,426 | \$20,222 | \$13,665 |
| Less: Income / (Loss) attributable to non-controlling interests | <u>(1)</u> | <u>1</u> | <u>9</u> | <u>13</u> |
| Net income / (loss) attributable to Ford | <u>\$13,615</u> | <u>\$13,425</u> | <u>\$20,213</u> | <u>\$13,652</u> |

* See Appendix for details of special items



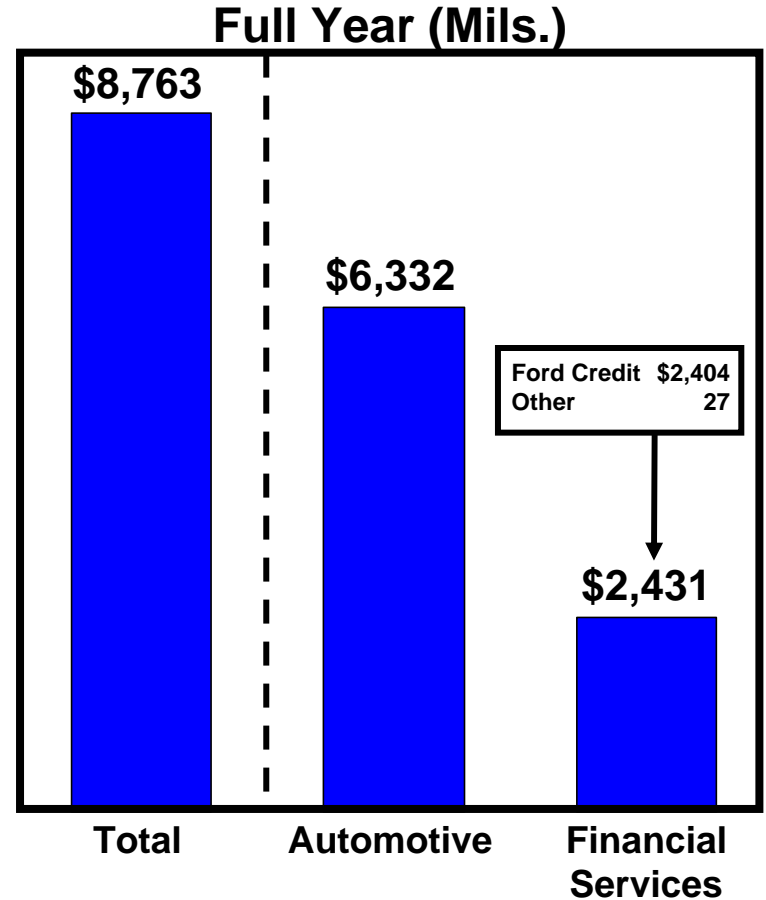
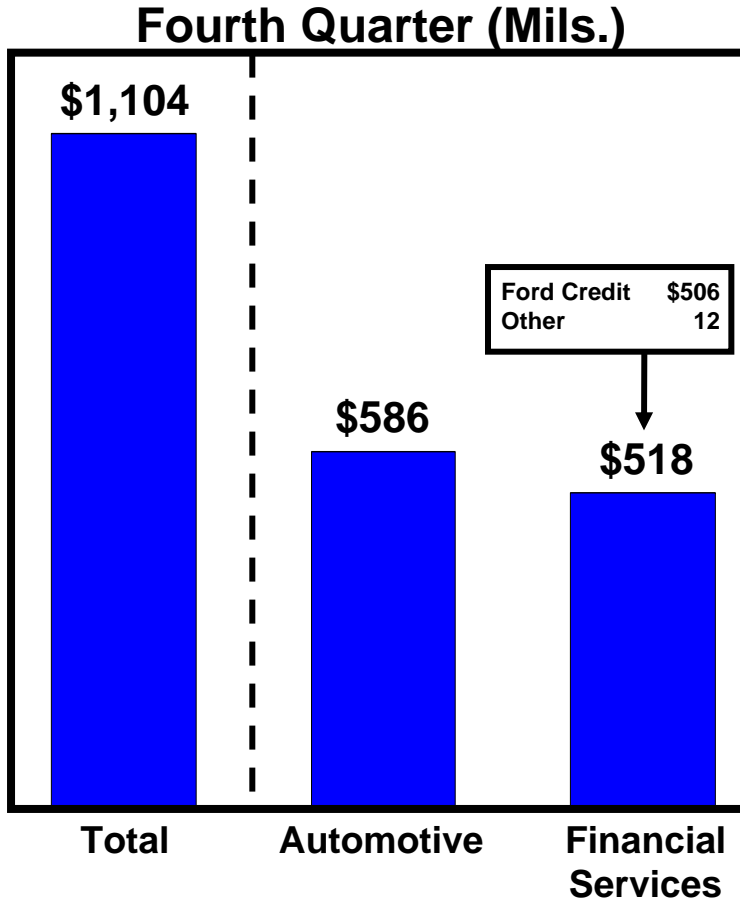
TOTAL COMPANY

2011 TAX SUMMARY

- **Began to record a valuation allowance in 2006 against the majority of our net deferred tax assets, triggered by large cumulative losses and financial outlook at the time**
- **Delivery of consistent and strong improvement in our business results now supports release of almost all of the valuation allowance**
- **Impact is a favorable one-time, non-cash special item of \$12.4 billion in after-tax profit and equity**
- **Going forward, operating tax rate expected of about 30%; cash taxes, however, to remain low for a number of years**
- **A significant milestone in our restructuring, underscoring the steady and sustained progress in our turnaround; a strong vote of confidence in our future results**



TOTAL COMPANY 2011 PRE-TAX RESULTS BY SECTOR*



Memo:

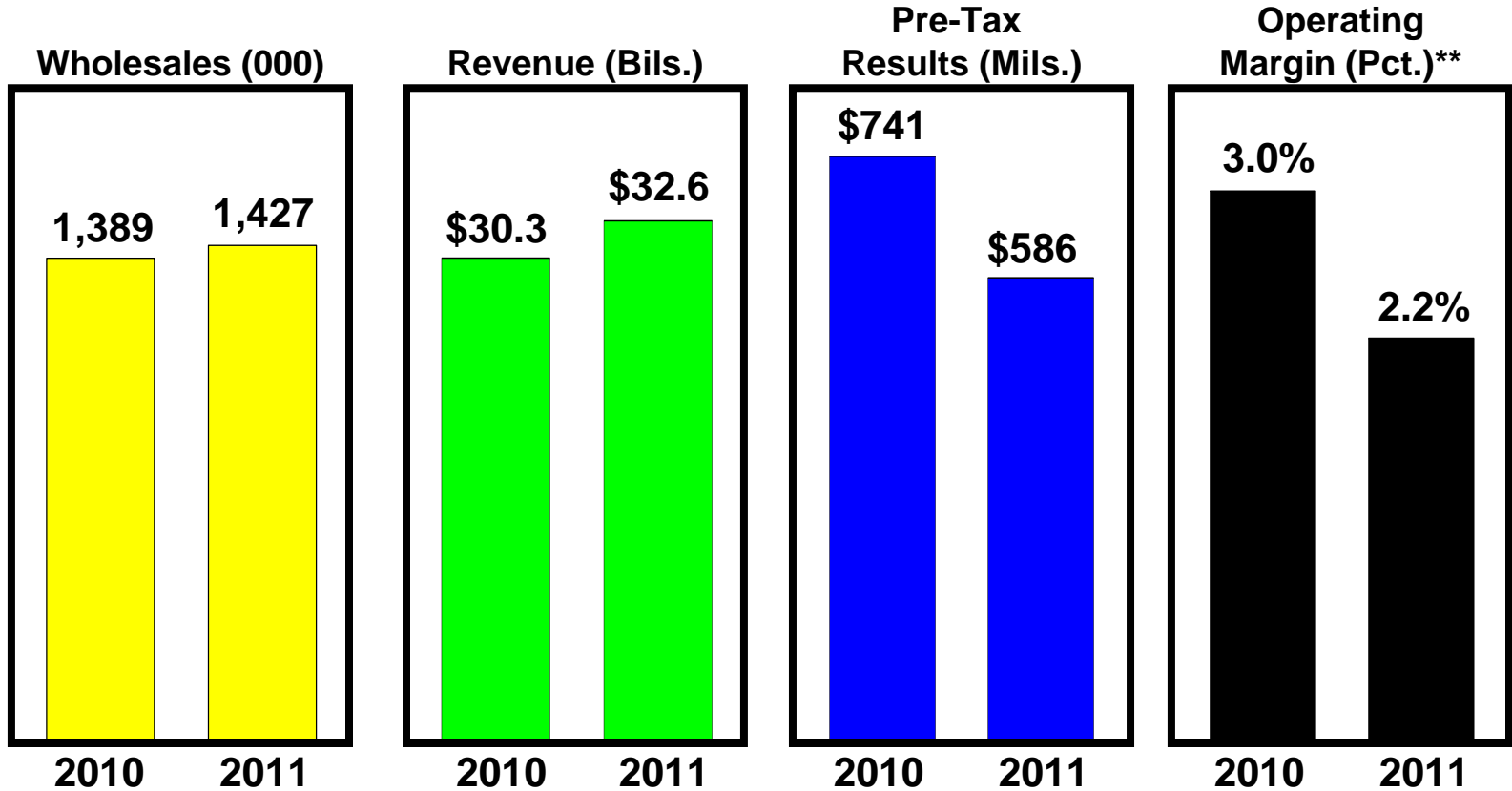
| | Total | Automotive | Financial Services |
|-----------------|---------|------------|--------------------|
| B / (W) 2010 | \$(189) | \$(155) | \$(34) |
| B / (W) 2011 3Q | (840) | (753) | (87) |

| | Total | Automotive | Financial Services |
|--|-------|------------|--------------------|
| | \$463 | \$1,035 | \$(572) |

* Excludes special items; see Appendix for detail and reconciliation to GAAP



AUTOMOTIVE SECTOR -- TOTAL AUTOMOTIVE 2011 FOURTH QUARTER KEY METRICS COMPARED WITH 2010*



Memo:

| | 2010 | 2011 |
|-----------|---------|---------|
| Full Year | 5,313 | 5,695 |
| | \$111.2 | \$128.2 |
| | \$5,297 | \$6,332 |
| | 6.1% | 5.4% |

* Excludes special items; see Appendix for detail and reconciliation to GAAP and definitions of wholesales

** Automotive operating margin defined as Automotive pre-tax results, excluding special items and Other Automotive, divided by Automotive revenue

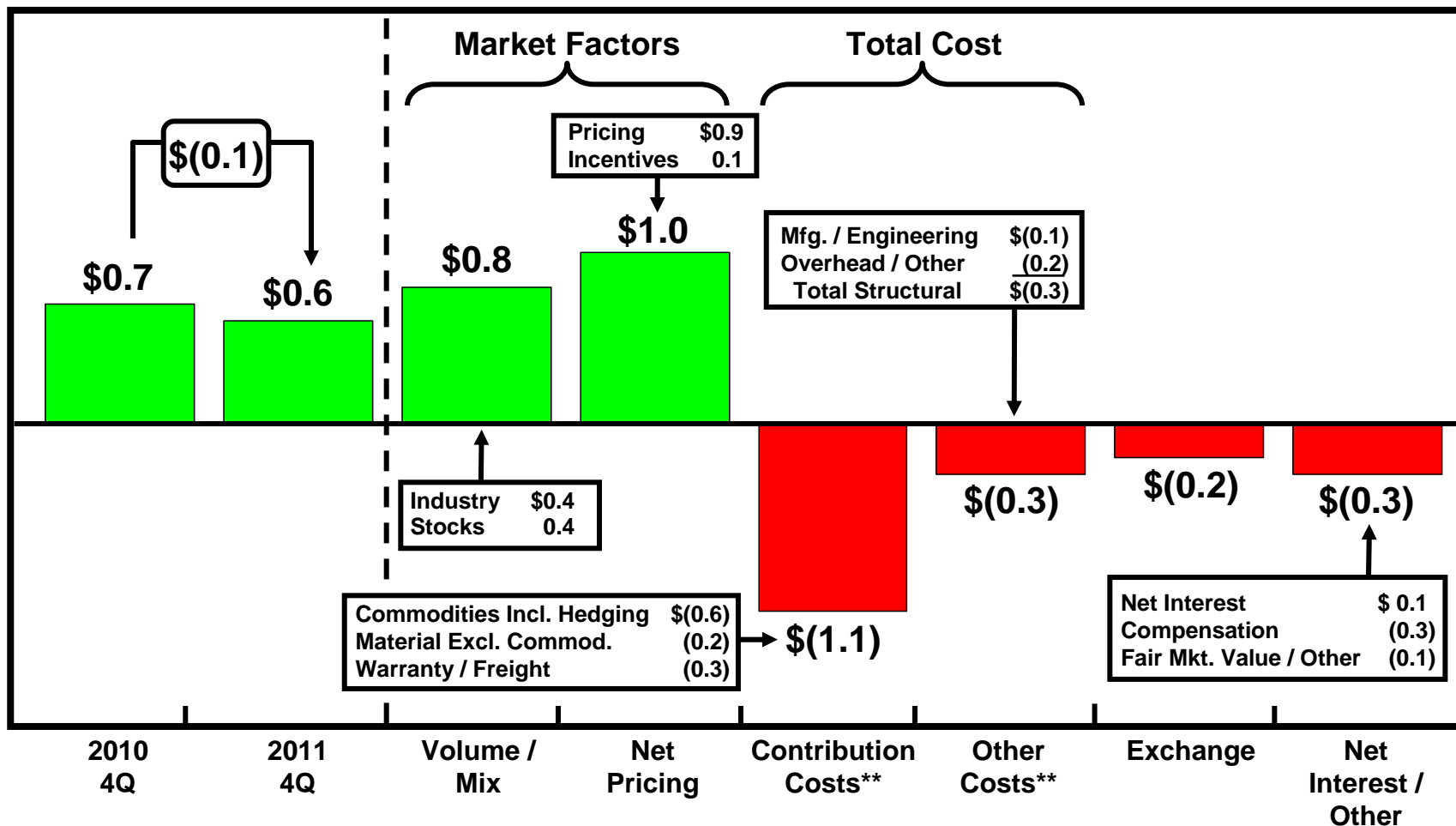
AUTOMOTIVE SECTOR

2011 FOURTH QUARTER PRE-TAX RESULTS

COMPARED WITH 2010*



Billions



* Excludes special items; see Appendix for detail and reconciliation to GAAP

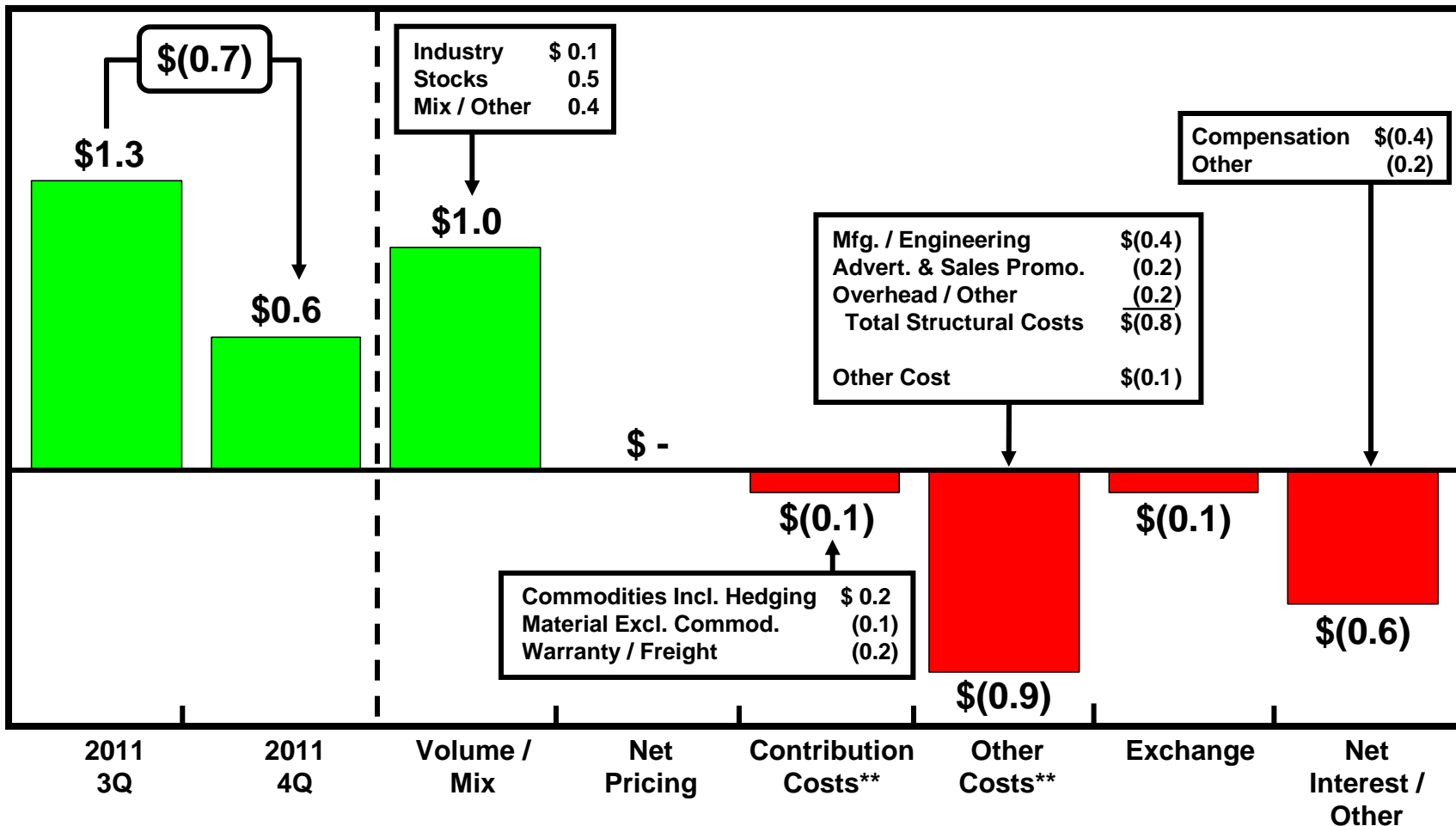
** Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix



AUTOMOTIVE SECTOR

2011 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2011 THIRD QUARTER*

Billions



* Excludes special items; see Appendix for detail and reconciliation to GAAP

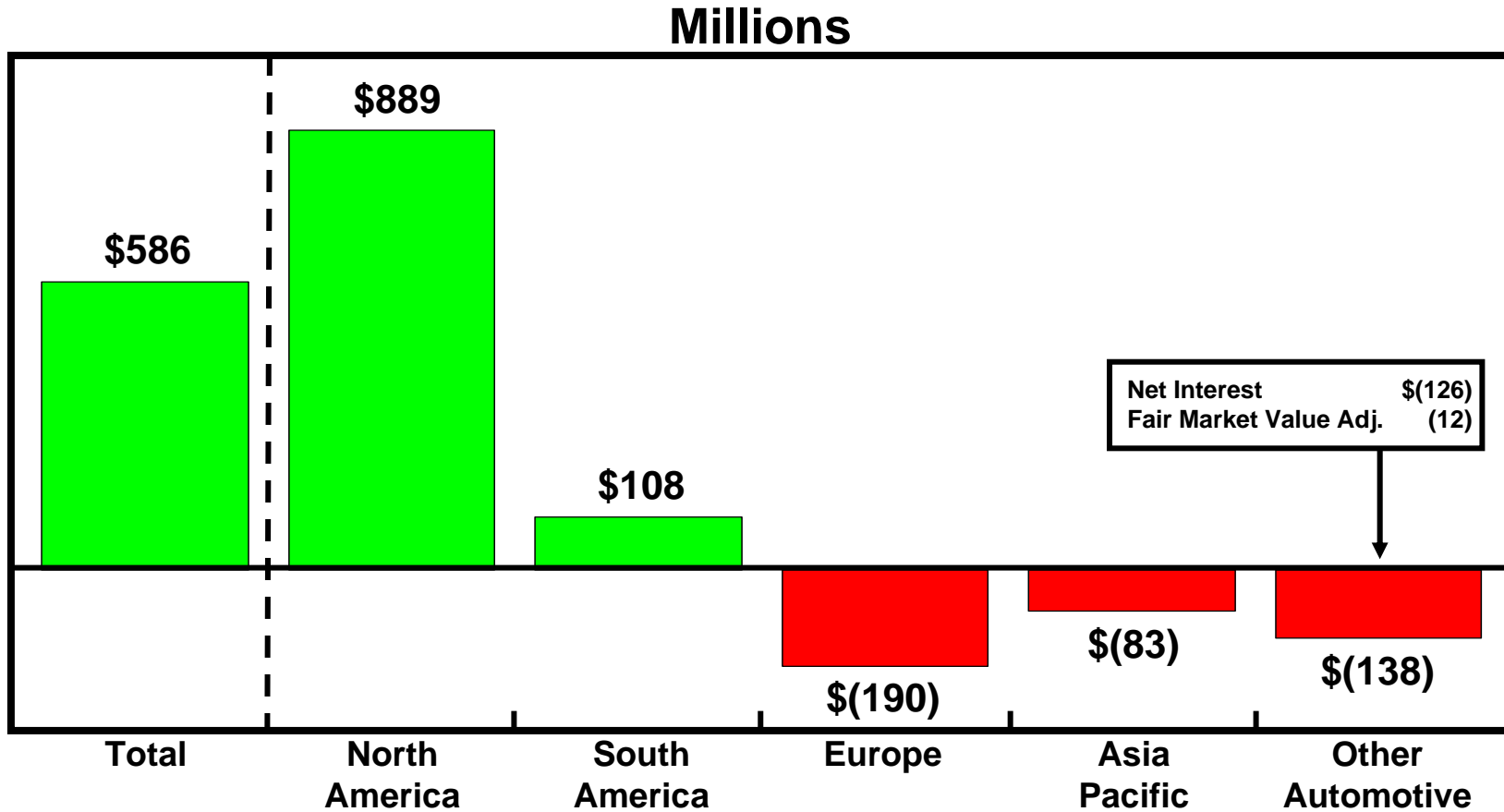
** Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix



AUTOMOTIVE SECTOR

2011 FOURTH QUARTER PRE-TAX RESULTS

BY SEGMENT*



Memo:

| | | | | | | |
|-----------------|---------|--------|---------|---------|---------|------|
| B / (W) 2010 4Q | \$(155) | \$ 219 | \$(173) | \$(139) | \$(106) | \$44 |
| B / (W) 2011 3Q | (753) | (661) | (168) | 116 | (40) | - |

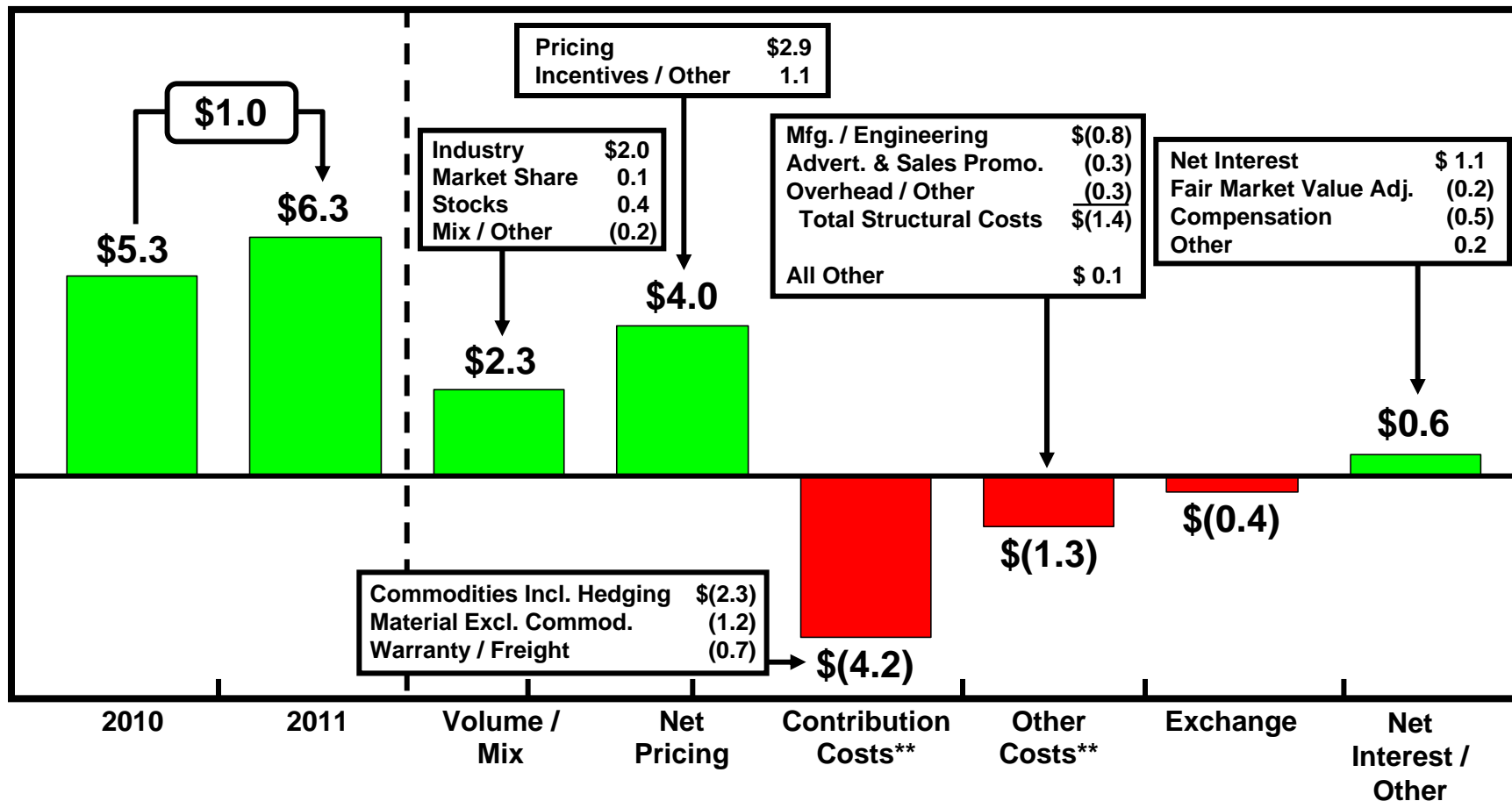
* Excludes special items; see Appendix for detail and reconciliation to GAAP

AUTOMOTIVE SECTOR

2011 FULL YEAR PRE-TAX RESULTS COMPARED WITH 2010*



Billions



* Excludes special items, see Appendix for detail and reconciliation to GAAP

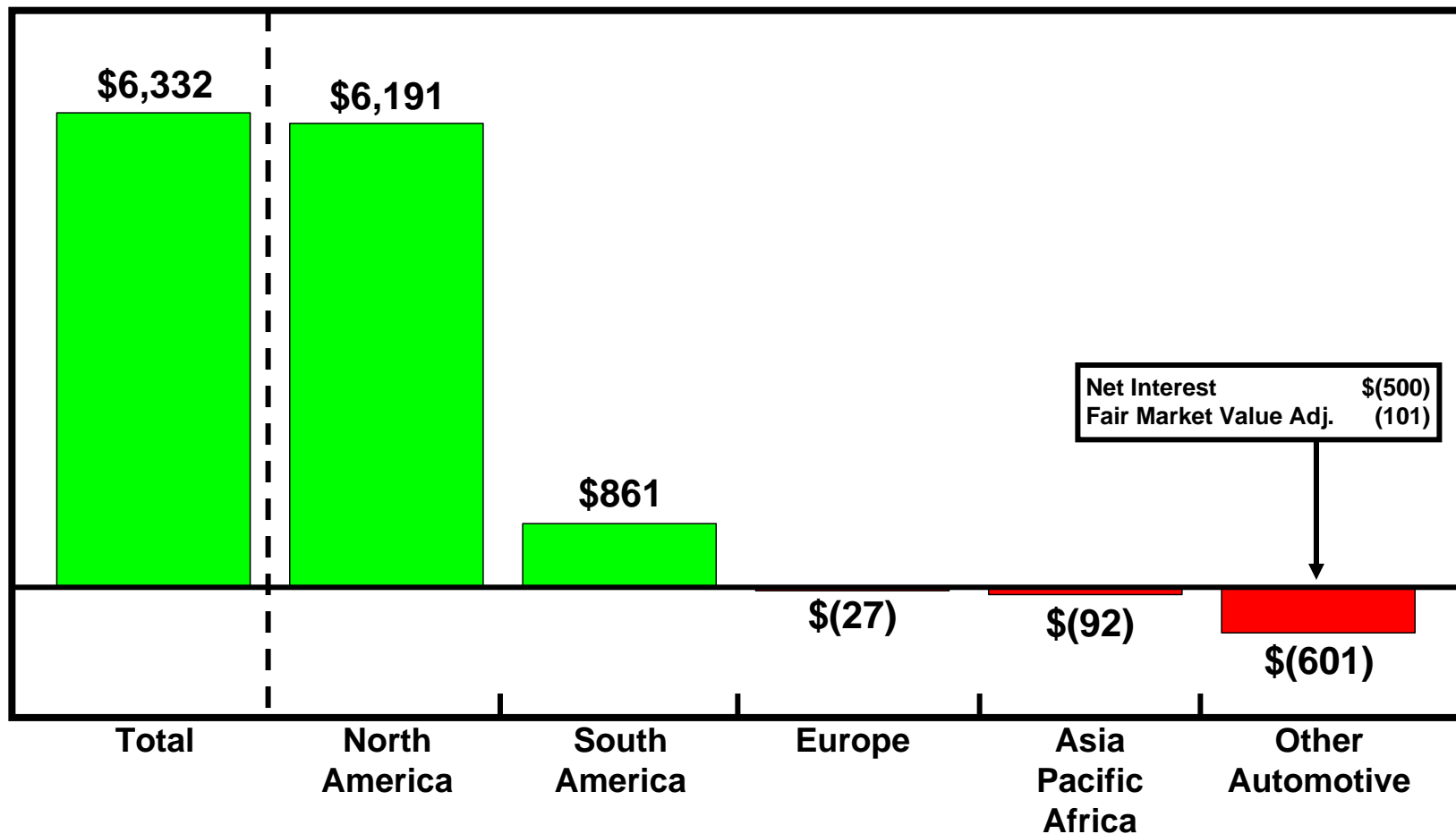
** Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

AUTOMOTIVE SECTOR



2011 FULL YEAR PRE-TAX RESULTS BY SEGMENT*

Millions



Memo:

| | | | | | | |
|--------------|---------|-------|---------|---------|---------|-------|
| B / (W) 2010 | \$1,035 | \$782 | \$(149) | \$(209) | \$(281) | \$892 |
|--------------|---------|-------|---------|---------|---------|-------|

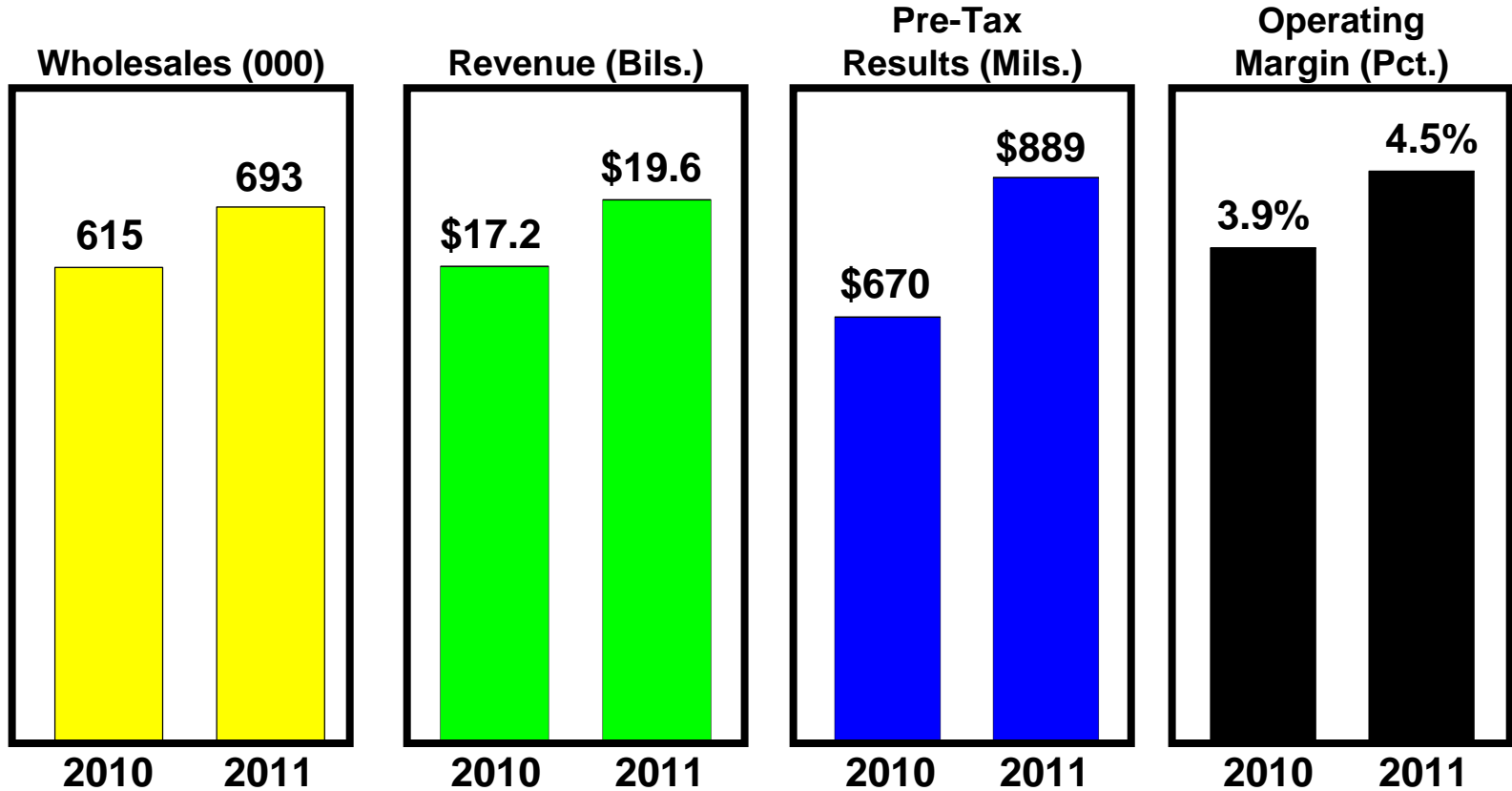
* Excludes special items, see Appendix for detail and reconciliation to GAAP



AUTOMOTIVE SECTOR -- NORTH AMERICA

2011 FOURTH QUARTER KEY METRICS

COMPARED WITH 2010



| | | |
|------------------------------|-------|-------|
| Memo: | | |
| Full Year | 2,413 | 2,686 |
| Fourth Quarter (U.S. Market) | | |
| U.S. Industry SAAR (Mils.) | 12.7 | 13.8 |
| U.S. Market Share | 16.4% | 16.3% |

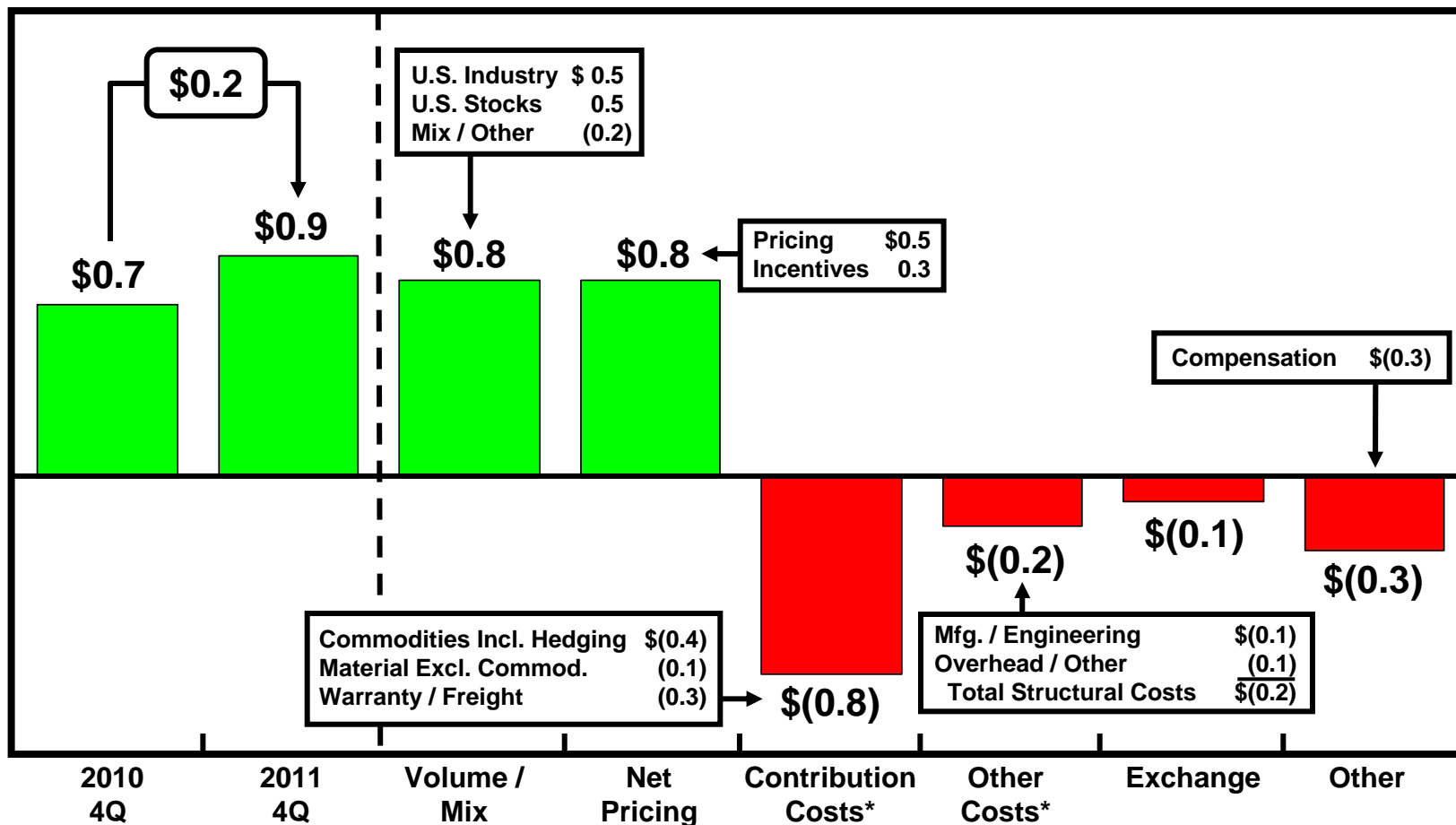
\$6,191

AUTOMOTIVE SECTOR -- NORTH AMERICA

2011 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2010



Billions



B / (W) 2011 3Q \$(0.7) \$0.7 \$ - \$(0.1) \$(0.7) \$(0.1) \$(0.5)

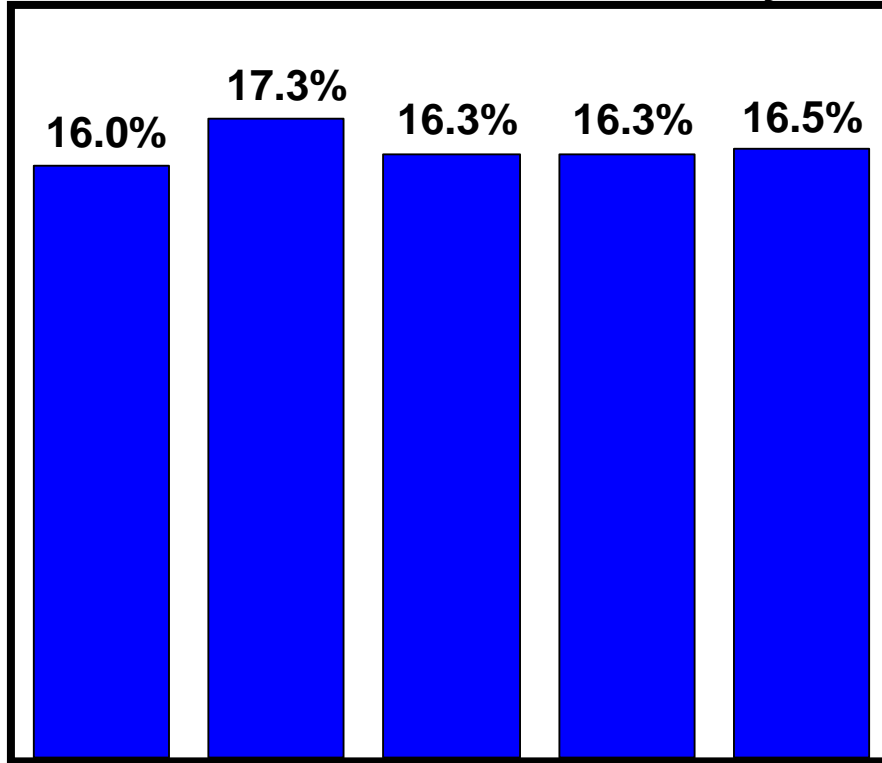
* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

AUTOMOTIVE SECTOR -- NORTH AMERICA

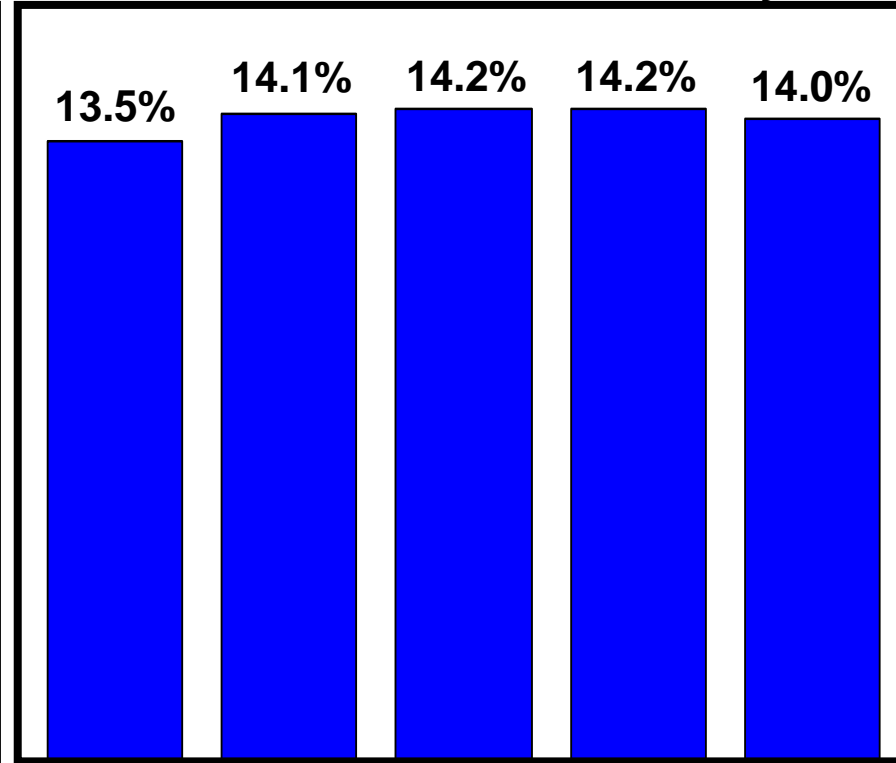
U.S. MARKET SHARE*



Total Share of Total Industry



Retail Share of Retail Industry**



| | | | | | | | | | |
|---------------|----------------|---------------|----------------|-----------|---------------|----------------|---------------|----------------|-----------|
| First Quarter | Second Quarter | Third Quarter | Fourth Quarter | Full Year | First Quarter | Second Quarter | Third Quarter | Fourth Quarter | Full Year |
|---------------|----------------|---------------|----------------|-----------|---------------|----------------|---------------|----------------|-----------|

Memo:

B / (W) Prior Yr.

| | | | | | | | | | | |
|--------|-------|-----|-----|-------|-------|-------|---|-----|-------|---|
| (Pts.) | (0.5) | 0.4 | 0.4 | (0.1) | (0.1) | (0.6) | - | 0.2 | (0.1) | - |
|--------|-------|-----|-----|-------|-------|-------|---|-----|-------|---|

* Ford, Lincoln, Mercury

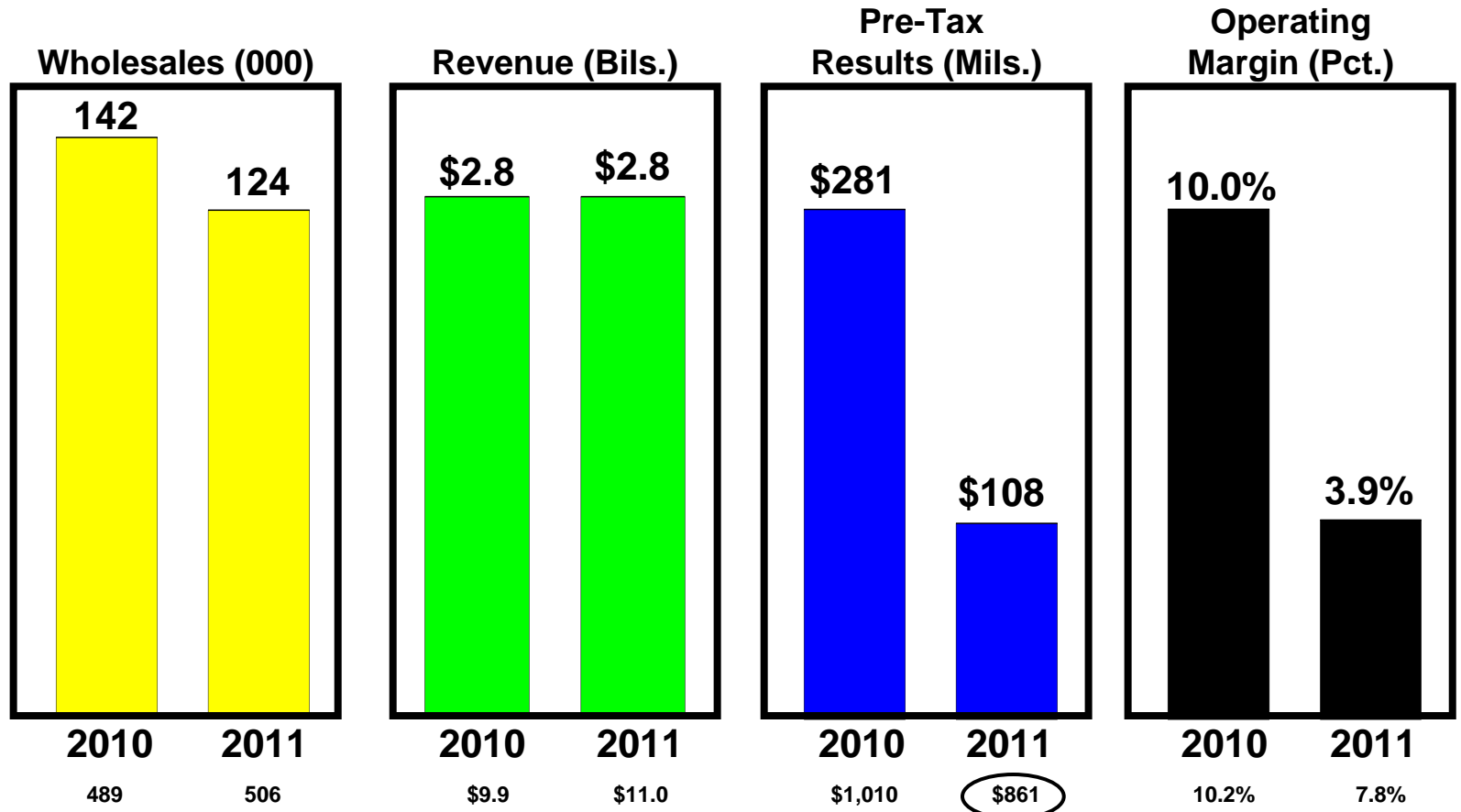
** Current quarter estimated, prior quarters based on latest Polk data



AUTOMOTIVE SECTOR -- SOUTH AMERICA

2011 FOURTH QUARTER KEY METRICS

COMPARED WITH 2010



| | | |
|------------------------|------|------|
| Memo: | | |
| Full Year | 489 | 506 |
| Fourth Quarter | | |
| Industry SAAR (Mils.)* | 5.7 | 5.6 |
| Market Share* | 9.6% | 9.0% |

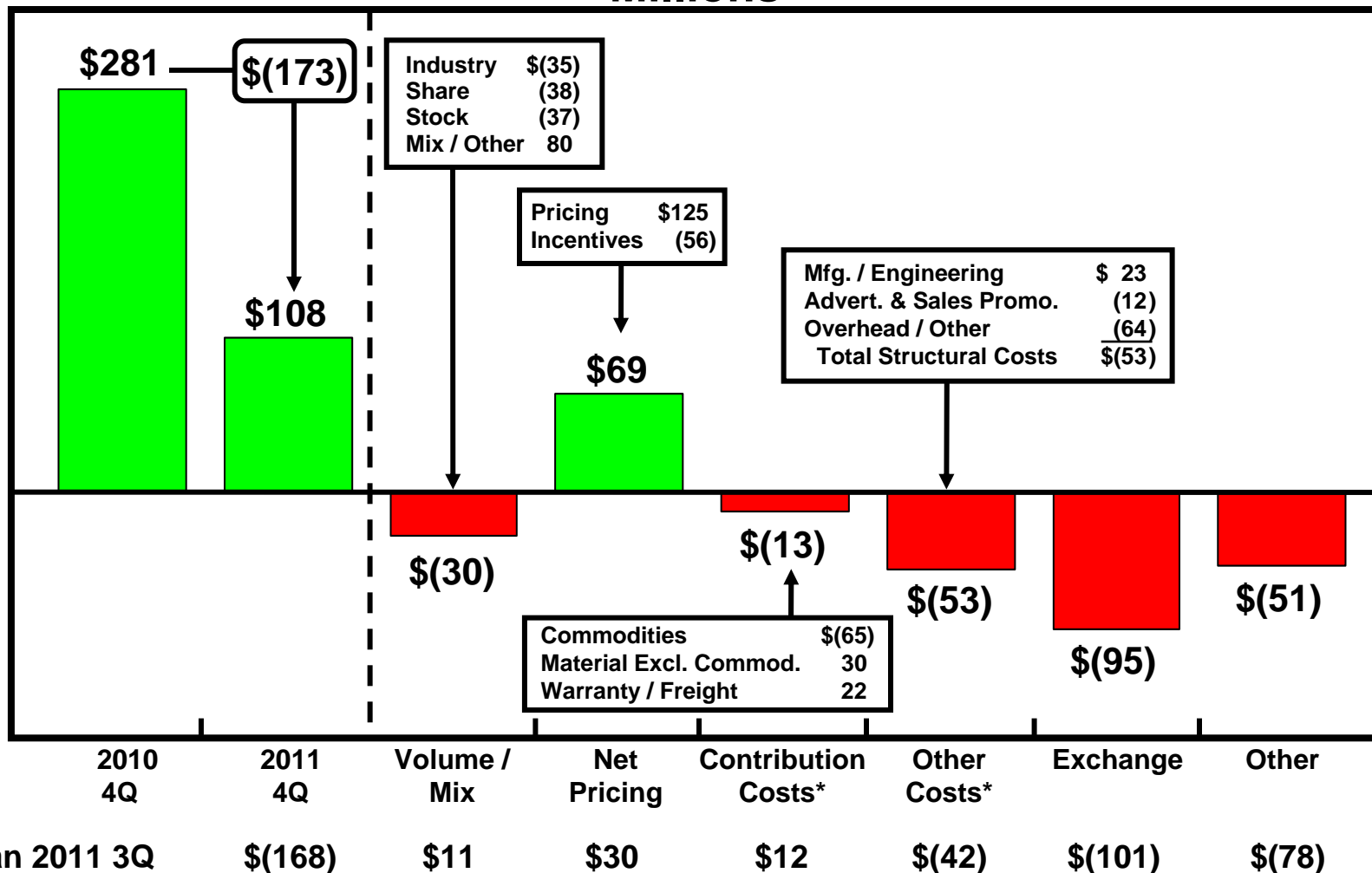
* South America industry SAAR and market share are based, in part, on estimated vehicle registrations for the six markets we track

AUTOMOTIVE SECTOR -- SOUTH AMERICA

2011 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2010



Millions



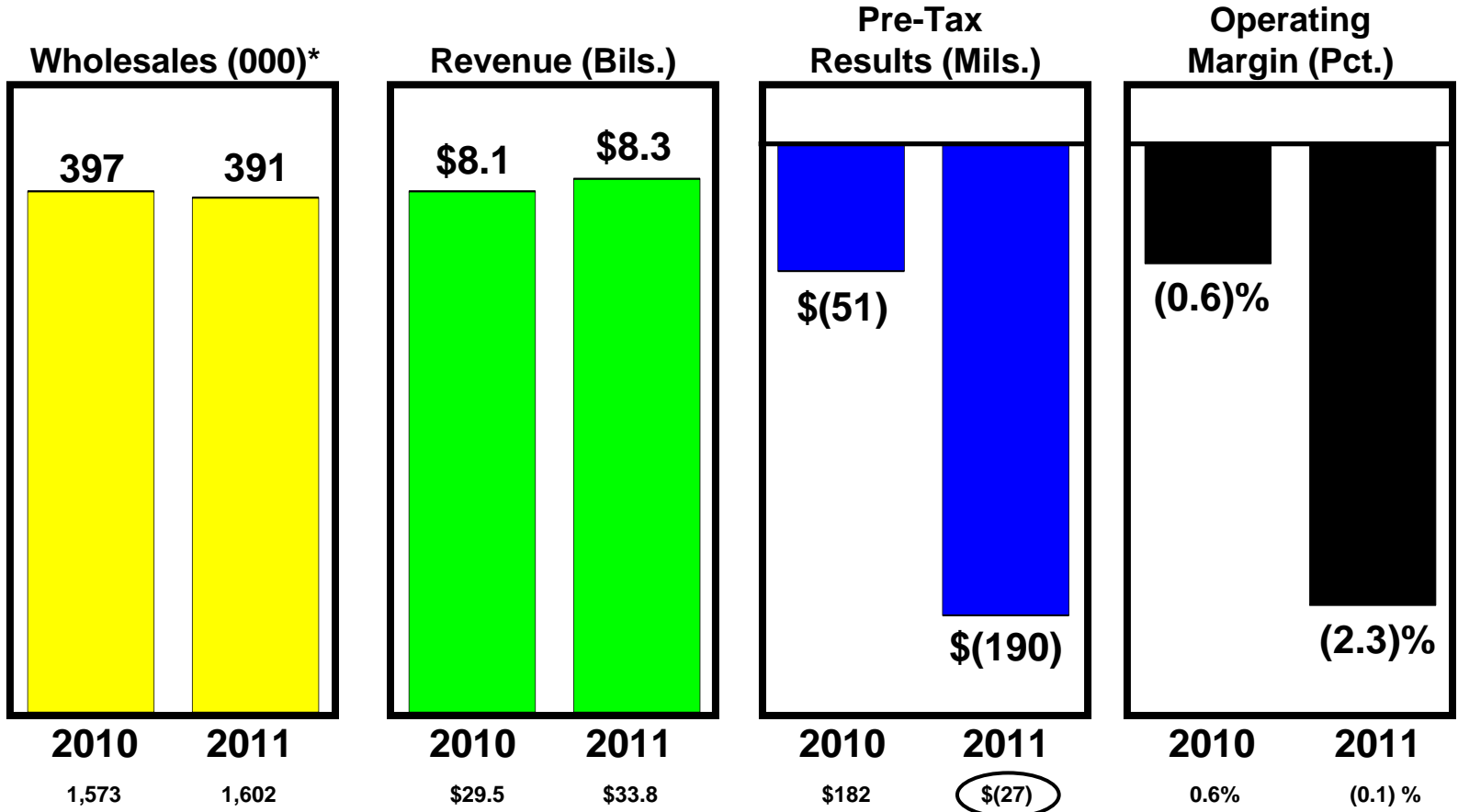
* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix



AUTOMOTIVE SECTOR -- EUROPE

2011 FOURTH QUARTER KEY METRICS

COMPARED WITH 2010



| | | |
|-------------------------|-------|-------|
| Memo: | | |
| Full Year | 1,573 | 1,602 |
| Fourth Quarter | | |
| Industry SAAR (Mils.)** | 15.8 | 15.3 |
| Market Share** | 7.6% | 7.9% |

* Includes Ford Brand vehicles sold in Turkey by our unconsolidated affiliate and, beginning in 2011 Fourth Quarter, in Russia with the formation of our unconsolidated joint venture FordSollers, although revenue does not include these sales; see Appendix for additional information

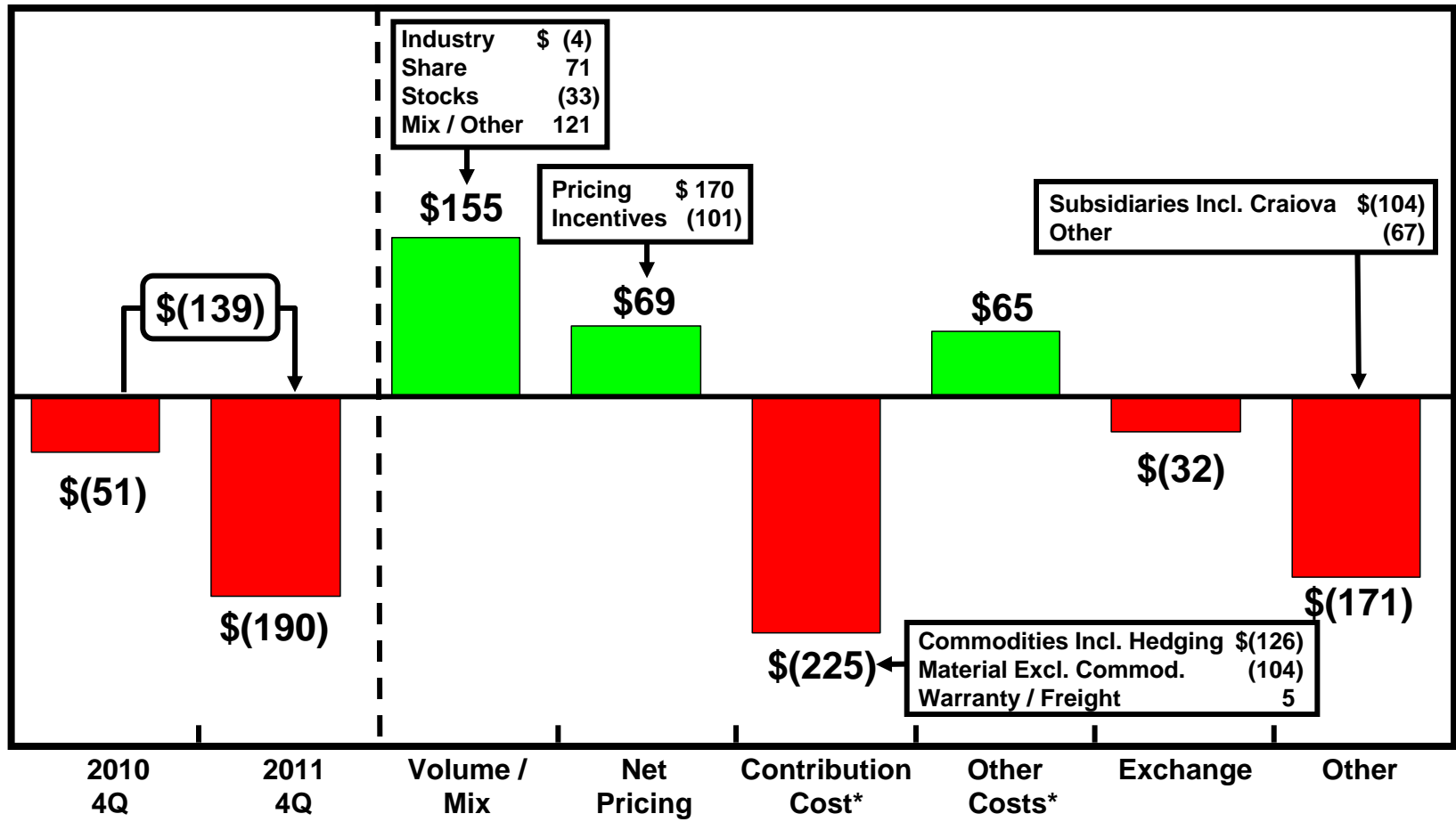
** Europe industry SAAR and market share are based, in part, on estimated vehicle registrations for the 19 markets we track



AUTOMOTIVE SECTOR -- EUROPE

2011 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2010

Millions

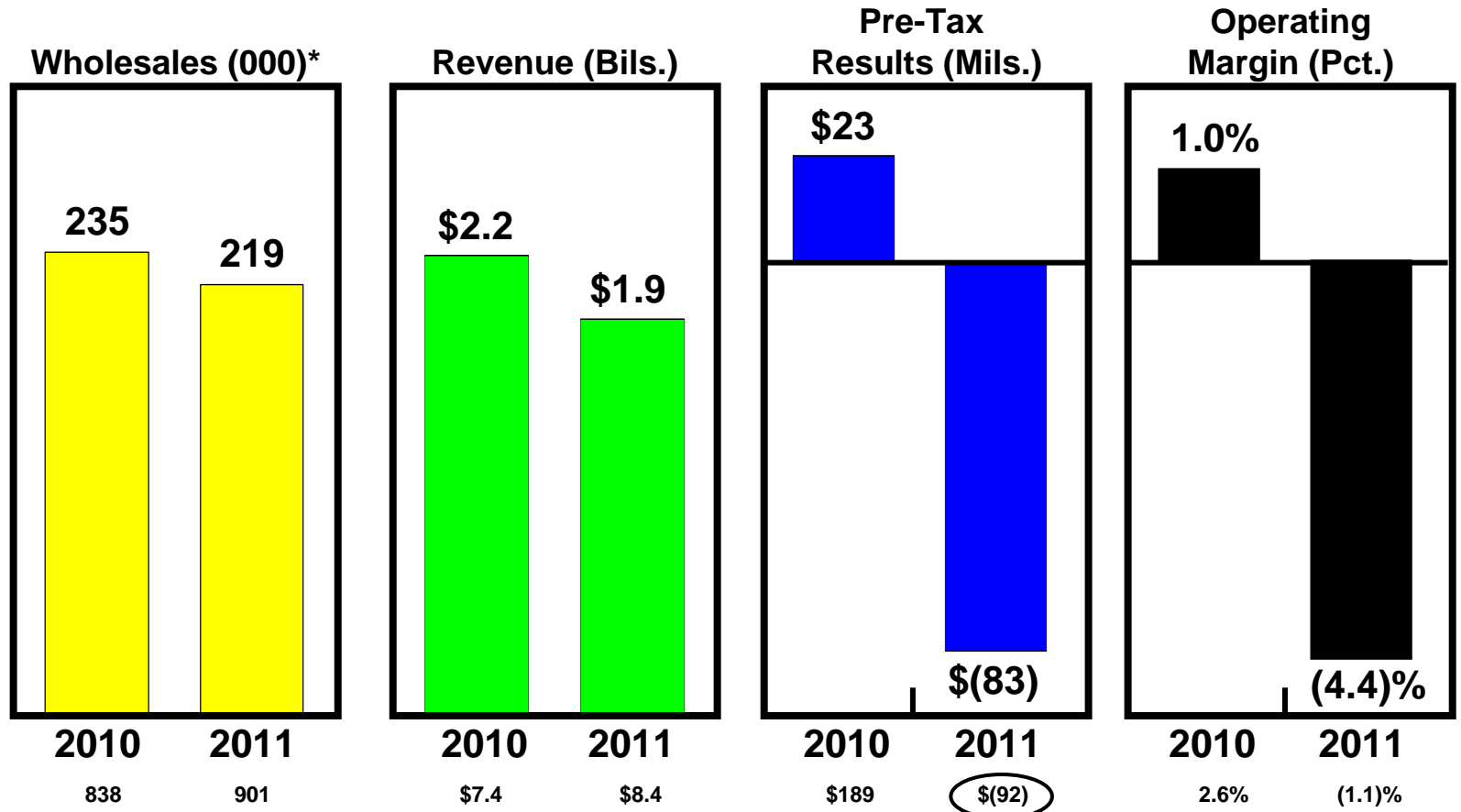


B / (W) Than 2011 3Q \$116 \$269 \$(3) \$47 \$(100) \$15 \$(112)

* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix



AUTOMOTIVE SECTOR -- ASIA PACIFIC AFRICA 2011 FOURTH QUARTER KEY METRICS COMPARED WITH 2010



| | | |
|-------------------------|------|------|
| Memo: | | |
| Full Year | 838 | 901 |
| Fourth Quarter | | |
| Industry SAAR (Mils.)** | 33.3 | 31.3 |
| Market Share** | 2.8% | 2.8% |

* Includes Ford brand and Jiangling Motors Corporation (JMC) brand vehicles sold in China by unconsolidated affiliates, although revenue does not include these sales; see Appendix for additional information
 ** Asia Pacific Africa industry SAAR and market share, are based, in part, on estimated vehicle sales for the 12 markets we track; market share includes Ford brand and JMC brand vehicles sold in China by unconsolidated affiliates

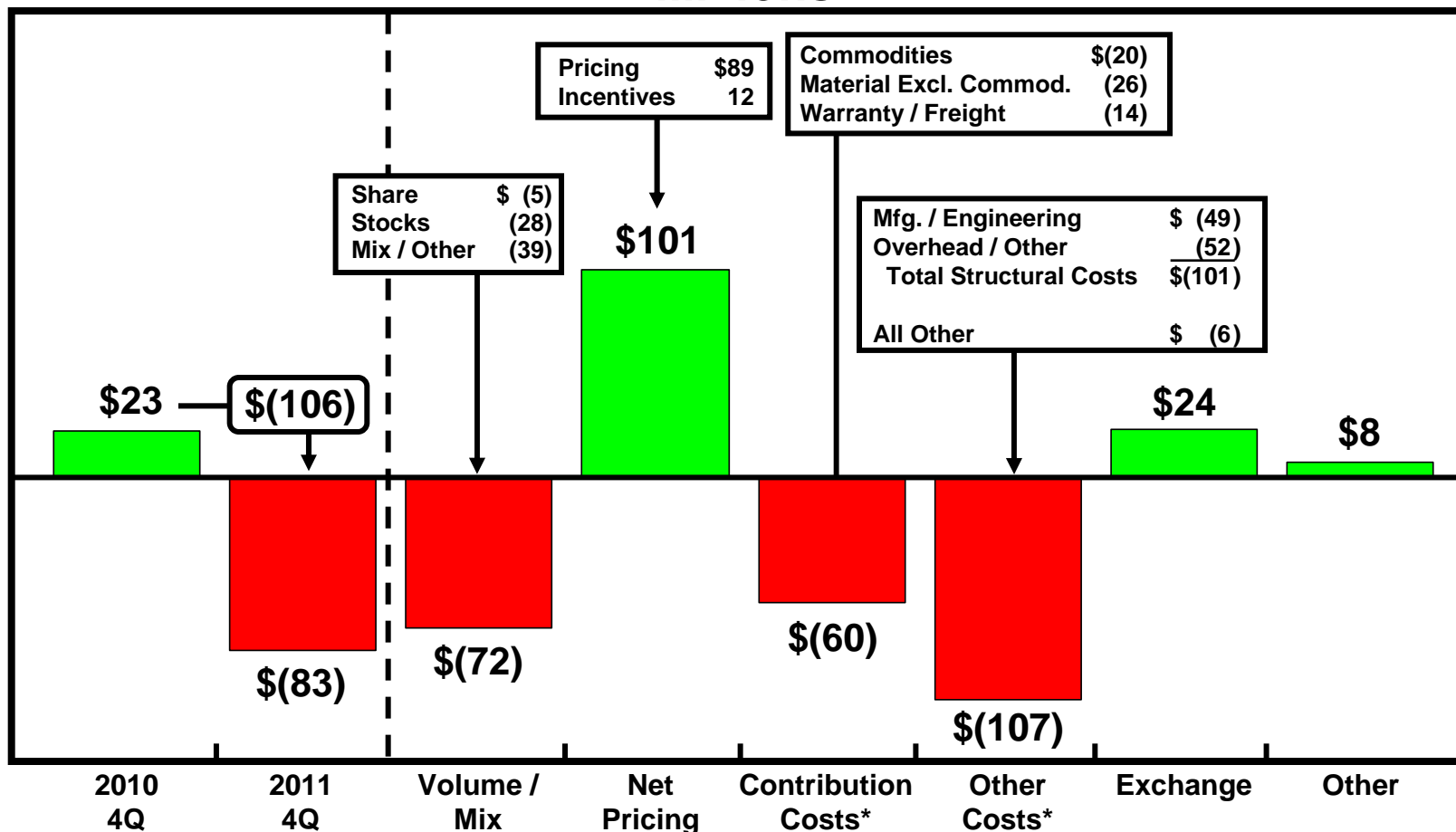
AUTOMOTIVE SECTOR -- ASIA PACIFIC AFRICA

2011 FOURTH QUARTER PRE-TAX RESULTS

COMPARED WITH 2010



Millions



Memo:

| | | | | | | | |
|----------------------|---------|-------|---------|---------|---------|-------|---------|
| B / (W) Than 2011 3Q | \$ (40) | \$ 30 | \$ (31) | \$ (18) | \$ (54) | \$ 53 | \$ (20) |
|----------------------|---------|-------|---------|---------|---------|-------|---------|

* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

AUTOMOTIVE SECTOR PRODUCTION VOLUMES*



| | 2011 Actual | | | | 2012 | |
|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------|--------------------------|
| | Fourth Quarter | | Full Year | | First Quarter Forecast | |
| | Units (000) | O / (U) 2010 (000) | Units (000) | O / (U) 2010 (000) | Units (000) | O / (U) 2011 (000) |
| North America | 675 | 82 | 2,698 | 292 | 675 | 18 |
| South America | 100 | (22) | 461 | (15) | 100 | (12) |
| Europe | 402 | 5 | 1,634 | (8) | 410 | (36) |
| Asia Pacific Africa | <u>191</u> | <u>(45)</u> | <u>861</u> | <u>34</u> | <u>215</u> | <u>(21)</u> |
| Total | <u><u>1,368</u></u> | <u><u>20</u></u> | <u><u>5,654</u></u> | <u><u>303</u></u> | <u><u>1,400</u></u> | <u><u>(51)</u></u> |

* Includes production of Ford brand and JMC brand vehicles to be sold by unconsolidated affiliates

AUTOMOTIVE SECTOR

2011 CASH*



| | <u>Fourth Quarter</u> (Bils.) | <u>Full Year</u> (Bils.) |
|---|--------------------------------------|---------------------------------|
| <u>Gross Cash</u> | | |
| December 31, 2011 | \$ 22.9 | \$ 22.9 |
| September 30, 2011 / December 31, 2010 | <u>20.8</u> | <u>20.5</u> |
| Change in gross cash | <u>\$ 2.1</u> | <u>\$ 2.4</u> |
| Automotive pre-tax profits** | \$ 0.6 | \$ 6.3 |
| Capital spending | (1.2) | (4.3) |
| Depreciation and amortization | 1.0 | 3.6 |
| Changes in working capital | (0.4) | 0.3 |
| Other / timing differences | 0.7 | - |
| Up-front subvention payments to Ford Credit | - | (0.3) |
| Automotive operating-related cash flow | <u>\$ 0.7</u> | <u>\$ 5.6</u> |
| Separation payments | (0.1) | (0.3) |
| Receipts from Financial Services sector | 1.3 | 4.2 |
| Other | - | (0.2) |
| Cash flow before other actions | <u>\$ 1.9</u> | <u>\$ 9.3</u> |
| Changes in debt | 0.3 | (6.0) |
| Pension contributions | (0.1) | (1.1) |
| Proceeds from the sale of Volvo / Other | - | 0.2 |
| Change in gross cash | <u>\$ 2.1</u> | <u>\$ 2.4</u> |

* See Appendix for reconciliation to GAAP

** Excludes special items; see Appendix for detail and reconciliation to GAAP

AUTOMOTIVE SECTOR

2011 AUTOMOTIVE FINANCIAL RESOURCES



| | Dec. 31, 2010 | 2011 | | Dec. 31, 2011 |
|------------------------------|----------------------|----------------------|----------------------|----------------------|
| | (Bils.) | Sep. 30 | Dec. 31 | B / (W) 2010 |
| | | (Bils.) | (Bils.) | (Bils.) |
| Automotive Gross Cash* | \$ 20.5 | \$ 20.8 | \$ 22.9 | \$ 2.4 |
| Less: | | | | |
| Long-Term Debt | \$ 17.1 | \$ 11.8 | \$ 12.1 | \$ 5.0 |
| Debt Payable Within One Year | <u>2.0</u> | <u>0.9</u> | <u>1.0</u> | <u>1.0</u> |
| Total Debt | \$ 19.1 | \$ 12.7 | \$ 13.1 | \$ 6.0 |
| Net Cash** | <u><u>\$ 1.4</u></u> | <u><u>\$ 8.1</u></u> | <u><u>\$ 9.8</u></u> | <u><u>\$ 8.4</u></u> |
| Memo: Liquidity*** | \$ 27.9 | \$ 31.0 | <u>\$ 32.4</u> | \$ 4.5 |

* See Appendix for reconciliation to GAAP

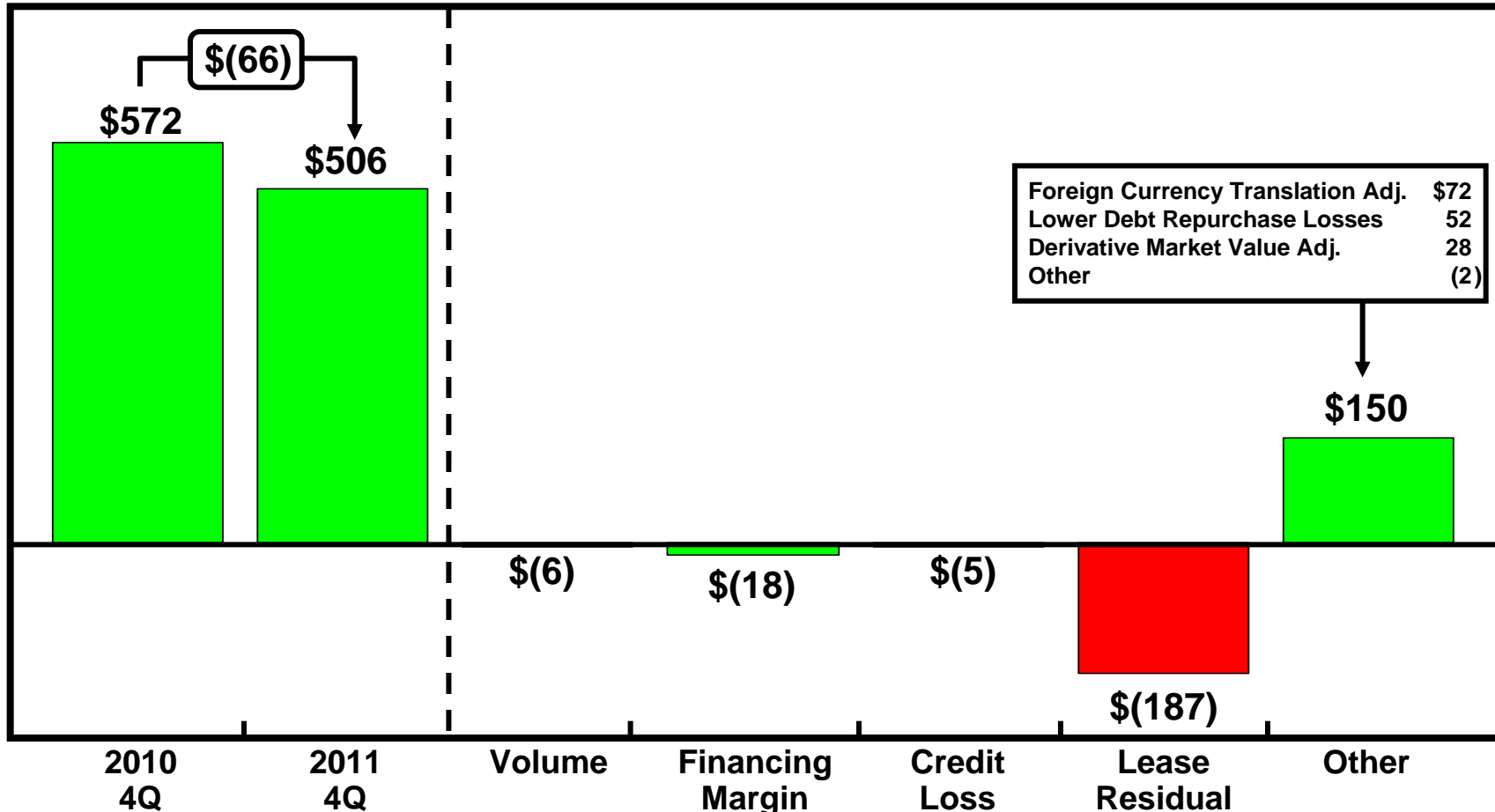
** Net cash is calculated as Automotive gross cash net of Automotive debt

*** As of December 31, 2011, total available committed Automotive credit lines (including local lines available to foreign affiliates) were \$9.5 billion



FINANCIAL SERVICES SECTOR -- FORD CREDIT 2011 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2010

Millions



| | |
|-----------------------------------|--------------|
| Foreign Currency Translation Adj. | \$72 |
| Lower Debt Repurchase Losses | 52 |
| Derivative Market Value Adj. | 28 |
| Other | (2) |
| Total | \$150 |

Memo:
B / (W) 2011 3Q
Managed
Receivables (Bils.)*

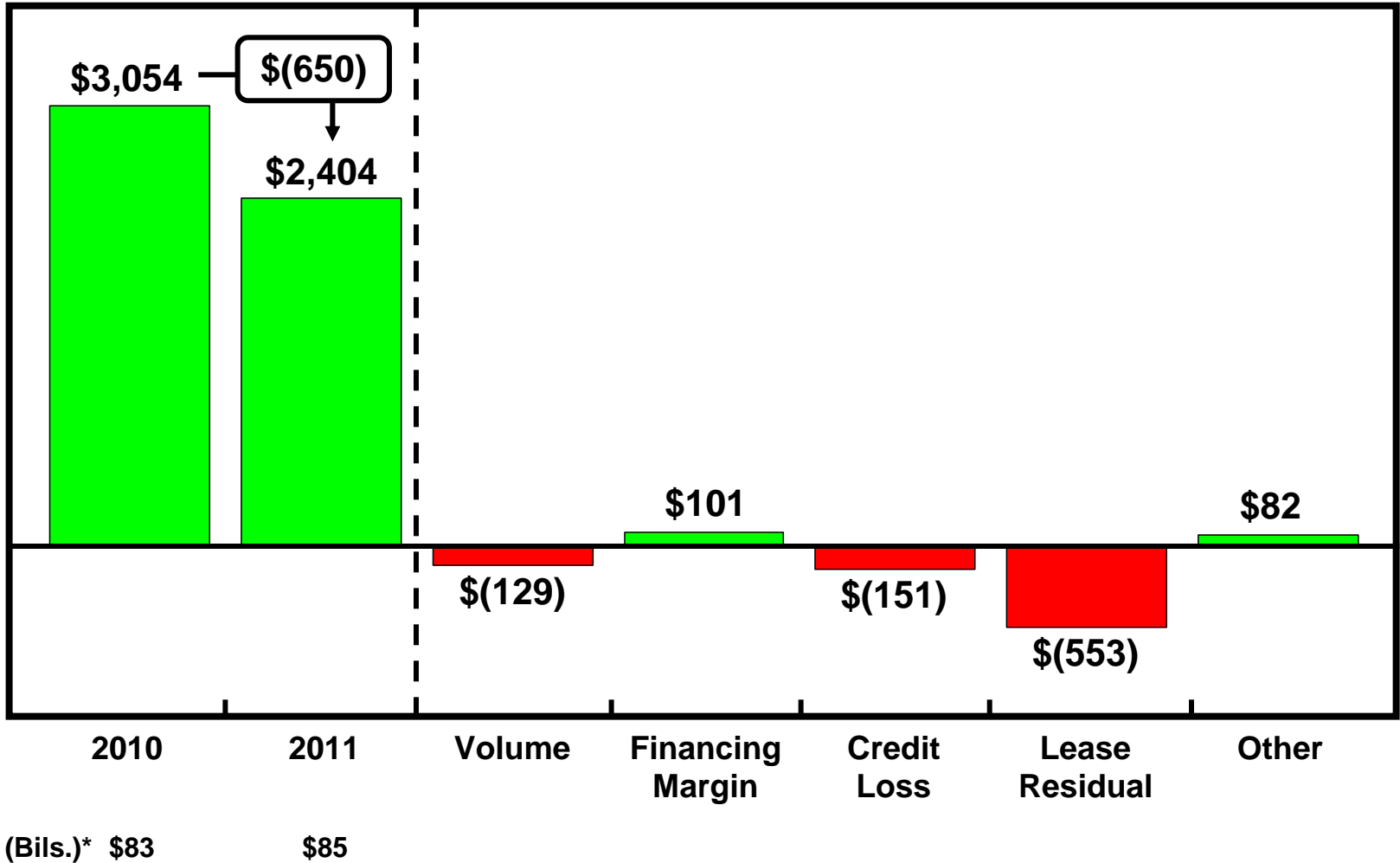
| | | | | | | |
|---------|---------|--------|------------------|-------------|----------------|-------|
| 2010 4Q | 2011 4Q | Volume | Financing Margin | Credit Loss | Lease Residual | Other |
| | | \$2 | \$(2) | \$(11) | \$(81) | \$17 |
| \$83 | \$85 | | | | | |

* See Appendix for calculation, definitions, and reconciliation to GAAP



FINANCIAL SERVICES SECTOR -- FORD CREDIT 2011 FULL YEAR PRE-TAX RESULTS COMPARED WITH 2010

Millions



Memo:
Managed
Receivables (Bils.)* \$83 \$85

* See Appendix for calculation, definitions, and reconciliation to GAAP

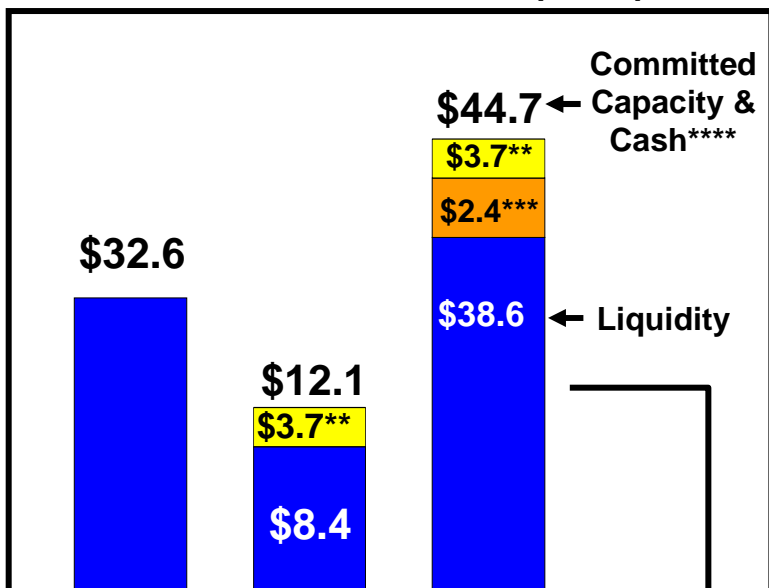
FINANCIAL SERVICES SECTOR -- FORD CREDIT

2011 FOURTH QUARTER LIQUIDITY AND FUNDING



December 31, 2011 (Bils.)

Committed Capacity / Liquidity



Committed Capacity *

Cash****

Total

Utilization of Liquidity

\$21.5

Liquidity Available For Use Is About \$17 Billion

- Completed \$35 billion of funding in 2011 despite volatile market conditions -- including \$19 billion in the public markets and \$16 billion of private securitization
- Our liquidity remains strong with key elements of our funding strategy unchanged
- Managed Leverage at Dec. 31, 2011 was 8.3 to 1*****
- Equity at Dec. 31, 2011 was \$8.9 billion*****

* Subject to availability of sufficient assets and ability to obtain derivatives to manage interest rate risk

** Cash to be used only to support on-balance sheet securitization transactions

*** Capacity in excess of eligible receivables

**** Cash, cash equivalents, and marketable securities (excludes marketable securities related to insurance activities)

***** See Appendix for calculation, definitions, and reconciliation to GAAP

TOTAL COMPANY

2011 PENSION UPDATE



| | <u>2010</u> | <u>2011</u> |
|--|-----------------|-----------------|
| Worldwide Expense Excluding Special Items (Bils.) | \$ 0.6 | \$ 0.9 |
| - Memo: Including Special Items | 0.7 | 1.2 |
| Worldwide Pension Plan Contributions (Bils.) | | |
| - Funded | \$ 1.0 | \$ 1.1 |
| - Total | 1.4 | 1.5 |
| Year End Over / (Under) Funded Status (Bils.) | | |
| - U.S. | \$ (6.7) | \$ (9.4) |
| - Worldwide (Including U.S.) | (11.5) | (15.4) |
| Actual U.S. Asset Returns | 14.0 % | 7.7 % |
| <u>U.S. Assumptions</u> (Year End) | | |
| Expected Long-Term Asset Return | 8.00 % | 7.50 % |
| Discount Rate -- Weighted Average | 5.24 | 4.64 |



TOTAL COMPANY PENSION DE-RISKING STRATEGY

- **Long-term strategy to de-risk funded pension plans**
 - **Reduces balance sheet and cash flow volatility**
 - **Improves risk profile of Company**

- **Key elements of strategy**
 - **Limit liability growth -- many plans have been closed to new entrants**
 - **Discretionary cash contributions**
 - **Better match plan assets to plan obligations**
 - **Other actions under development**

- **Cash contributions in 2012**
 - **About \$3.5 billion globally to funded plans including \$2 billion discretionary to U.S. plans**



OUR PLAN

Alan Mulally
President and Chief Executive Officer

BUSINESS ENVIRONMENT OVERVIEW



- **2012 global economic growth projected to be about 3%:**
 - **U.S. economic growth projected between 2% - 3%**
 - **Growth in Europe hampered by debt crisis and austerity measures**
 - **Several key emerging markets have entered policy easing cycles**
- **Commodity prices have declined recently, but are expected to increase modestly in 2012; longer term, prices are likely to trend higher given global demand growth**
- **Solid income growth and policy easing in emerging markets, coupled with improving U.S. fundamentals, are supportive of increasing industry sales -- 2012 global industry sales projected to be about 80 million units**

Despite Challenges In Europe, We Expect Global Growth To Continue In 2012



TOTAL COMPANY

2011 PLANNING ASSUMPTIONS AND KEY METRICS

| | Full Year Plan | Full Year Results |
|--|-------------------|------------------------------|
| <u>Planning Assumptions</u> | | |
| Industry Volume (SAAR)* -- U.S. (Mils.) | 13.0 - 13.5 | 13.0 |
| -- Europe (Mils.)** | 14.5 - 15.5 | 15.3 |
| <u>Operational Metrics</u> | | |
| Compared with Prior Year: | | |
| - U.S. Market Share | Equal / Improve | 16.5% (up 0.1 ppt.) |
| - U.S. Retail Share of Retail Market*** | Equal / Improve | 14.0% (equal) |
| - Europe Market Share** | Equal / Improve | 8.3% (down 0.1 ppt.) |
| - Quality | Improve | Mixed |
| <u>Financial Metrics</u> | | |
| Compared with Prior Year: | | |
| - Total Company Pre-Tax Operating Profit**** | Improve | \$8.8 Bils. (up \$0.5 Bils.) |
| - Automotive Structural Costs***** | Higher | \$1.4 Bils. Higher |
| - Commodity Costs (Incl. Hedging) | Higher | \$2.3 Bils. Higher |
| - Automotive Operating Margin**** | Equal / Improve | 5.4% (down 0.7 ppt.) |
| - Automotive Operating-Related Cash Flow | Improve | \$5.6 Bils. (up \$1.2 Bils.) |
| Absolute Amount: | | |
| - Capital Spending (Bils.) | \$5 - \$5.5 | \$4.3 |

* Includes medium and heavy trucks

** The 19 markets we track

*** Current quarter estimated; prior quarters based on latest Polk data

**** Excludes special items; Automotive operating margin is defined as Automotive pre-tax results, excluding special items and Other Automotive, divided by Automotive revenue

***** Structural cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations

**We Delivered Continued Improvement In Pre-Tax Operating Profit And
Automotive Operating-Related Cash Flow**



TOTAL COMPANY

2012 PLANNING ASSUMPTIONS AND KEY METRICS

| | Full Year Plan |
|--|---------------------|
| <u>Planning Assumptions</u> | |
| Industry Volume (SAAR)* -- U.S. (Mils.) | 13.5 - 14.5 |
| -- Europe (Mils.)** | 14.0 - 15.0 |
| <u>Operational Metrics</u> | |
| Compared with Prior Year: | |
| Market Share -- U.S. | About Equal |
| -- Europe** | About Equal |
| Quality | Improve |
| <u>Financial Metrics</u> | |
| Compared with Prior Year: | |
| - Automotive Pre-Tax Operating Profit*** | Higher |
| - Ford Motor Credit Pre-Tax Operating Profit | Lower |
| - Total Company Pre-Tax Operating Profit*** | About Equal |
| - Automotive Structural Costs Increase**** | Less Than \$2 Bils. |
| - Automotive Operating Margin*** | Improve |
| Absolute Amount: | |
| - Capital Spending (Bils.) | \$5.5 to \$6 |

* Includes medium and heavy trucks

** The 19 markets we track

*** Excludes special items; Automotive operating margin is defined as Automotive pre-tax results, excluding special items and Other Automotive, divided by Automotive revenue

**** Structural cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations

**Improved 2012 Automotive Pre-Tax Operating Profit,
Strong Operating-Related Cash Flow, and Solid Ford Credit Profit**

TOTAL COMPANY OUR PLAN -- ONE FORD



- Continue implementation of our global **ONE FORD**
- Aggressively restructure to operate profitably at the current demand and changing model mix
- Accelerate development of new products our customers want and value
- Finance our Plan and improve our balance sheet
- Work together effectively as one team -- leveraging our global assets



SAFE HARBOR



Statements included 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:

- . Decline in industry sales volume, particularly in the United States or Europe, due to financial crisis, recession, geo-political events, or other factors;
- . Decline in market share or failure to achieve growth;
- . Lower-than-anticipated market acceptance of new or existing products;
- . An increase in or acceleration of market shift beyond our current planning assumptions from sales of trucks, medium- and large-sized utilities, or other more profitable vehicles, particularly in the United States;
- . An increase in fuel prices, continued volatility of fuel prices, or reduced availability of fuel;
- . Continued or increased price competition resulting from industry overcapacity, currency fluctuations, or other factors;
- . Adverse effects from the bankruptcy, insolvency, or government-funded restructuring of, change in ownership or control of, or alliances entered into by a major competitor;
- . Fluctuations in foreign currency exchange rates, commodity prices, and interest rates;
- . Economic distress of suppliers that may require us to provide substantial financial support or take other measures to ensure supplies of components or materials and could increase our costs, affect our liquidity, or cause production constraints or disruptions;
- . Single-source supply of components or materials;
- . Labor or other constraints on our ability to maintain competitive cost structure;
- . Work stoppages at Ford or supplier facilities or other interruptions of production;
- . Substantial pension and postretirement health care and life insurance liabilities impairing our liquidity or financial condition;
- . Worse-than-assumed economic and demographic experience for our postretirement benefit plans (e.g., discount rates or investment returns);
- . Restriction on use of tax attributes from tax law "ownership change;"
- . The discovery of defects in vehicles resulting in delays in new model launches, recall campaigns, reputational damage, or increased warranty costs;
- . Increased safety, emissions, fuel economy, or other regulation resulting in higher costs, cash expenditures, and/or sales restrictions;
- . Unusual or significant litigation, governmental investigations or adverse publicity arising out of alleged defects in our products, perceived environmental impacts, or otherwise;
- . A change in our requirements for parts where we have long-term supply arrangements committing us to purchase minimum or fixed quantities of certain parts, or to pay a minimum amount to the seller ("take-or-pay" contracts);
- . Adverse effects on our results from a decrease in or cessation or clawback of government incentives related to investments;
- . Adverse effects on our operations resulting from certain geo-political or other events;
- . Inherent limitations of internal controls impacting financial statements and safeguarding of assets;
- . Substantial levels of Automotive indebtedness adversely affecting our financial condition or preventing us from fulfilling our debt obligations;
- . Failure of financial institutions to fulfill commitments under committed credit facilities;
- . Inability of Ford Credit to access debt, securitization, or derivative markets around the world at competitive rates or in sufficient amounts due to credit rating downgrades, market volatility, market disruption, regulatory requirements, or other factors;
- . Higher-than-expected credit losses;
- . Increased competition from banks or other financial institutions seeking to increase their share of financing Ford vehicles;
- . Collection and servicing problems related to finance receivables and net investment in operating leases;
- . Lower-than-anticipated residual values or higher-than-expected return volumes for leased vehicles;
- . Imposition of additional costs or restrictions due to the Dodd-Frank Wall Street Reform and Consumer Protection Act ("Act") and its implementing rules and regulations; and
- . New or increased credit, consumer, or data protection or other regulations resulting in higher costs and/or additional financing restrictions.

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 of these risks, see "Item 1A . Risk Factors" of our Annual Report on Form 10-K for the year ended December 31, 2010.

APPENDIX

TOTAL COMPANY CALCULATION OF EARNINGS PER SHARE



| | Fourth Quarter 2011 | | Full Year 2011 | |
|---|---------------------------------------|--|---------------------------------------|--|
| | Net Income Attributable to Ford | After-Tax Operating Excl. Special Items | Net Income Attributable to Ford | After-Tax Operating Excl. Special Items |
| After-Tax Results (Mils.) | | | | |
| After-tax results* | \$ 13,615 | \$ 797 | \$ 20,213 | \$ 6,119 |
| Effect of dilutive 2016 Convertible Notes** | 16 | 11 | 64 | 44 |
| Effect of dilutive 2036 Convertible Notes** | 1 | - | 2 | - |
| Effect of dilutive convertible Trust Preferred Securities**/*** | - | - | 40 | 27 |
| Diluted after-tax results | \$ 13,632 | \$ 808 | \$ 20,319 | \$ 6,190 |
| Basic and Diluted Shares (Mils.) | | | | |
| Basic shares (Average shares outstanding) | 3,800 | 3,800 | 3,793 | 3,793 |
| Net dilutive options and warrants**** | 117 | 117 | 187 | 187 |
| Dilutive 2016 Convertible Notes | 95 | 95 | 95 | 95 |
| Dilutive 2036 Convertible Notes | 3 | 3 | 3 | 3 |
| Dilutive convertible Trust Preferred Securities*** | - | - | 33 | 33 |
| Diluted shares | 4,015 | 4,015 | 4,111 | 4,111 |
| EPS (Diluted) | \$ 3.40 | \$ 0.20 | \$ 4.94 | \$ 1.51 |

* Excludes Income / (Loss) attributable to non-controlling interests and the effect of discontinued operations; special items detailed on Appendix 3

** As applicable, includes interest expense, amortization of discount, amortization of fees, and other changes in income or loss that result from the application of the if-converted method for convertible securities

*** On March 15, 2011, the Trust Preferred Securities, which were convertible into Ford common stock, were fully redeemed and, as a result, for purposes of dilution effect, the Full Year average shares outstanding does reflect the common stock underlying the Trust Preferred Securities only through March 15. However, the quarterly dilution calculation for the Fourth Quarter of 2011 does not include the underlying common stock as the Trust Preferred Securities have been redeemed

**** Net dilutive effect includes approximately 57 million and 111 million dilutive shares for Fourth Quarter and Full Year, respectively, representing the net share settlement methodology for the 362 million warrants outstanding as of December 31, 2011

TOTAL COMPANY INCOME / (LOSS) FROM CONTINUING OPERATIONS



| | Fourth Quarter | | Full Year | |
|---|-----------------|------------------|-----------------|------------------|
| | 2010 (Mils.) | 2011 (Mils.) | 2010 (Mils.) | 2011 (Mils.) |
| North America | \$ 670 | \$ 889 | \$ 5,409 | \$ 6,191 |
| South America | 281 | 108 | 1,010 | 861 |
| Europe | (51) | (190) | 182 | (27) |
| Asia Pacific Africa | 23 | (83) | 189 | (92) |
| Other Automotive | <u>(182)</u> | <u>(138)</u> | <u>(1,493)</u> | <u>(601)</u> |
| Total Automotive (excl. special items) | \$ 741 | \$ 586 | \$ 5,297 | \$ 6,332 |
| Special items -- Automotive | <u>(1,013)</u> | <u>349</u> | <u>(1,151)</u> | <u>(82)</u> |
| Total Automotive | \$ (272) | \$ 935 | \$ 4,146 | \$ 6,250 |
| Financial Services | <u>552</u> | <u>518</u> | <u>3,003</u> | <u>2,431</u> |
| Pre-tax results | \$ 280 | \$ 1,453 | \$ 7,149 | \$ 8,681 |
| (Provision for) / Benefit from income taxes | <u>(92)</u> | <u>12,161</u> | <u>(592)</u> | <u>11,541</u> |
| Net income / (loss) | \$ 188 | \$ 13,614 | \$ 6,557 | \$ 20,222 |
| Less: Income / (Loss) attributable to non-controlling interests | <u>(2)</u> | <u>(1)</u> | <u>(4)</u> | <u>9</u> |
| Net income / (loss) attributable to Ford | <u>\$ 190</u> | <u>\$ 13,615</u> | <u>\$ 6,561</u> | <u>\$ 20,213</u> |
| Memo: Excluding special items | | | | |
| Pre-tax results | \$ 1,293 | \$ 1,104 | \$ 8,300 | \$ 8,763 |
| (Provision for) / Benefit from income taxes | (94) | (308) | (726) | (2,635) |
| Less: Income / (Loss) attributable to non-controlling interests | <u>(2)</u> | <u>(1)</u> | <u>(4)</u> | <u>9</u> |
| After-tax results | <u>\$ 1,201</u> | <u>\$ 797</u> | <u>\$ 7,578</u> | <u>\$ 6,119</u> |

TOTAL AUTOMOTIVE SPECIAL ITEMS



| | Fourth Quarter | | Full Year | |
|---|-------------------|-----------------|-------------------|-----------------|
| | 2010 (Mils.) | 2011 (Mils.) | 2010 (Mils.) | 2011 (Mils.) |
| <u>Personnel and Dealer-Related Items</u> | | | | |
| Personnel-reduction actions | \$ (35) | \$ (56) | \$ (145) | \$ (269) |
| Mercury discontinuation / Other dealer actions | (49) | (47) | (339) | (151) |
| Job Security Benefits / Other | <u>(39)</u> | <u>60</u> | <u>36</u> | <u>93</u> |
| Total Personnel and Dealer-Related Items | \$ (123) | \$ (43) | \$ (448) | \$ (327) |
| <u>Other Items</u> | | | | |
| Belgium pension settlement | \$ - | \$ (5) | \$ - | \$ (109) |
| Debt reduction actions | (893) | - | (853) | (60) |
| Sale of Volvo and related charges | (1) | - | 179 | 8 |
| FordSollers Gain | - | 401 | - | 401 |
| Other (Incl. Foreign Currency Translation Adjustment) | <u>4</u> | <u>(4)</u> | <u>(29)</u> | <u>5</u> |
| Total Other Items | \$ <u>(890)</u> | \$ <u>392</u> | \$ <u>(703)</u> | \$ <u>245</u> |
| Total Special Items | \$ <u>(1,013)</u> | \$ <u>349</u> | \$ <u>(1,151)</u> | \$ <u>(82)</u> |
| Tax Special Items* | \$ 2 | \$ 12,469 | \$ 134 | \$ 14,176 |
| Memo: | | | | |
| Special Items impact on earnings per share | \$ (0.24) | \$ 3.20 | \$ (0.25) | \$ 3.43 |

* Primarily represents valuation allowance reversal at Year End (\$12.4 billion) and valuation allowance consumed against operating results



TOTAL COMPANY OPERATING EPS ADJUSTED TO REFLECT VALUATION ALLOWANCE RELEASE

| | 2011 | | | | |
|----------------------------|---------------------|---------|---------|-----|-----------|
| | Previously Reported | | | | |
| | 1Q | 2Q | 3Q | 4Q | Full Year |
| Operating EPS | \$ 0.62 | \$ 0.65 | \$ 0.46 | N/A | N/A |
| Implied Operating Tax Rate | 8.2% | 8.7% | 5.2% | N/A | N/A |

Shown below is a pro forma revising our presentation to reflect a more normalized operating tax rate for the first three quarters of 2011, as though the valuation allowance released in the fourth quarter of 2011 had not been in place throughout the year, in order to allow for more appropriate year-over-year comparisons going forward:

| | Pro Forma | | | | |
|----------------------------|--------------------------------|---------|---------|---------|-----------|
| | Revised to Normalized Tax Rate | | | | |
| | 1Q | 2Q | 3Q | 4Q | Full Year |
| Operating EPS | \$ 0.47 | \$ 0.49 | \$ 0.34 | \$ 0.20 | \$ 1.51 |
| Implied Operating Tax Rate | 31.9% | 32.7% | 31.4% | 30.5% | 31.9% |

TOTAL COMPANY REVENUE RECONCILIATION TO GAAP



| | Fourth Quarter | | Full Year | |
|--|----------------|---------|-----------|----------|
| | 2010 | 2011 | 2010 | 2011 |
| | (Bils.) | (Bils.) | (Bils.) | (Bils.) |
| North America | \$ 17.2 | \$ 19.6 | \$ 64.4 | \$ 75.0 |
| South America | 2.8 | 2.8 | 9.9 | 11.0 |
| Europe | 8.1 | 8.3 | 29.5 | 33.8 |
| Asia Pacific Africa | 2.2 | 1.9 | 7.4 | 8.4 |
| Total Automotive (excl. special items) | \$ 30.3 | \$ 32.6 | \$ 111.2 | \$ 128.2 |
| Special items -- Volvo | - | - | 8.1 | - |
| Total Automotive | \$ 30.3 | \$ 32.6 | \$ 119.3 | \$ 128.2 |
| Financial Services | 2.2 | 2.0 | 9.7 | 8.1 |
| Total Company | \$ 32.5 | \$ 34.6 | \$ 129.0 | \$ 136.3 |
| Memo: | | | | |
| Total Company (excl. Volvo) | \$ 32.5 | \$ 34.6 | \$ 120.9 | \$ 136.3 |

TOTAL COMPANY WHOLESALES*



| | <u>Fourth Quarter</u> | | <u>Full Year</u> | |
|---|-----------------------|--------------|------------------|--------------|
| | <u>2010</u> | <u>2011</u> | <u>2010</u> | <u>2011</u> |
| | (000) | (000) | (000) | (000) |
| North America | 615 | 693 | 2,413 | 2,686 |
| South America | 142 | 124 | 489 | 506 |
| Europe** | 397 | 391 | 1,573 | 1,602 |
| Asia Pacific Africa*** | 235 | 219 | 838 | 901 |
| Total Automotive (excl. special items) | 1,389 | 1,427 | 5,313 | 5,695 |
| Special items -- Volvo | - | - | 211 | - |
| Total Automotive | 1,389 | 1,427 | 5,524 | 5,695 |

* Wholesale unit volumes include all Ford badged units (whether produced by Ford or by an unconsolidated affiliate), units manufactured by Ford that are sold to other manufacturers and units distributed for other manufacturers, and local-brand vehicles produced by our Chinese joint venture Jiangling Motors Corporation (JMC). 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. Vehicles sold to daily rental car companies that are subject to a guaranteed repurchase option ("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

** Includes Ford brand vehicles sold in Turkey and Russia by our unconsolidated affiliates, totaling about 25,000 and 59,000 units in Fourth Quarter 2010 and 2011, respectively, and about 67,000 and 114,000 units in 2010 and 2011, respectively

*** Includes Ford brand and JMC brand vehicles sold in China by unconsolidated affiliates, totaling about 132,000 and 132,000 units in Fourth Quarter 2010 and 2011, respectively, and about 483,000 and 515,000 units in 2010 and 2011, respectively



SELECTED MARKETS

2011 FOURTH QUARTER DEALER STOCKS

| | <u>2010*</u> (000) | <u>2011</u> (000) |
|--|-----------------------|----------------------|
| U.S. Dealer Stocks | | |
| December 31 | 394 | 469 |
| September 30 | <u>404</u> | <u>425</u> |
| 4Q Stock Change H / (L) | <u>(10)</u> | <u>44</u> |
| | ┌ (54) ───┐ | |
| South America Dealer Stocks** | | |
| December 31 | 52 | 49 |
| September 30 | <u>43</u> | <u>48</u> |
| 4Q Stock Change H / (L) | <u>9</u> | <u>1</u> |
| | ┌ (8) ───┐ | |
| Europe Dealer Stocks*** | | |
| December 31 | 213 | 212 |
| September 30 | <u>198</u> | <u>203</u> |
| 4Q Stock Change H / (L) | <u>15</u> | <u>9</u> |
| | ┌ (6) ───┐ | |
| Asia Pacific Africa Dealer Stocks**** | | |
| December 31 | 75 | 87 |
| September 30 | <u>81</u> | <u>95</u> |
| 4Q Stock Change H / (L) | <u>(6)</u> | <u>(8)</u> |
| | ┌ (2) ───┐ | |
| Total | | |
| December 31 | 734 | 817 |
| September 30 | <u>726</u> | <u>771</u> |
| 4Q Stock Change H / (L) | <u>8</u> | <u>46</u> |
| | ┌ 38 ───┐ | |

* Excludes Volvo

** South America dealer stocks are based, in part, on estimated vehicle registrations for the six markets we track

*** Europe dealer stocks are based, in part, on estimated vehicle registrations for the 19 markets we track

**** Asia Pacific Africa dealer stocks are based, in part, on estimated vehicle sales for the 12 markets we track



TOTAL COMPANY EMPLOYMENT DATA BY BUSINESS UNIT

| | June 30, 2011 | Sep. 30, 2011 | Dec. 31, 2011 |
|----------------------------|--------------------------|--------------------------|--------------------------|
| | <u>(000)</u> | <u>(000)</u> | <u>(000)</u> |
| North America | 76 | 75 | 75 |
| South America | 15 | 15 | 16 |
| Europe* | 50 | 50 | 47 |
| Asia Pacific Africa | 18 | 19 | 19 |
| Total Automotive | 159 | 159 | 157 |
| Financial Services | 7 | 7 | 7 |
| Total Company | <u>166</u> | <u>166</u> | <u>164</u> |

* Reflects impact of formation of FordSollers joint venture, beginning 2011 Fourth Quarter

AUTOMOTIVE SECTOR MARKET RESULTS*



| | Fourth Quarter | | Full Year | |
|---------------------------------------|----------------|--------|-----------|--------|
| | 2010 | 2011 | 2010 | 2011 |
| <u>U.S.</u> | | | | |
| Industry SAAR (Mils.) | 12.7 | 13.8 | 11.8 | 13.0 |
| Market share | 16.4 % | 16.3 % | 16.4 % | 16.5 % |
| <u>South America**</u> | | | | |
| Industry SAAR (Mils.) | 5.7 | 5.6 | 5.0 | 5.4 |
| Market share | 9.6 % | 9.0 % | 9.8 % | 9.3 % |
| <u>Europe***</u> | | | | |
| Industry SAAR (Mils.) | 15.8 | 15.3 | 15.3 | 15.3 |
| Market share | 7.6 % | 7.9 % | 8.4 % | 8.3 % |
| <u>Asia Pacific Africa****</u> | | | | |
| Industry SAAR (Mils.) | 33.3 | 31.3 | 30.7 | 30.4 |
| Market share | 2.8 % | 2.8 % | 2.4 % | 2.7 % |

* Includes medium and heavy trucks; market share excludes Volvo

** South America industry SAAR and market share are based, in part, on estimated vehicle registrations for the six markets we track

*** Europe industry SAAR and market share are based, in part, on estimated vehicle registrations for the 19 markets we track

**** Asia Pacific Africa industry SAAR and market share are based, in part, on estimated vehicle sales for the 12 markets we track; market share includes Ford brand and JMC brand vehicles sold in China by unconsolidated affiliates



AUTOMOTIVE SECTOR GLOBAL INDUSTRY (SAAR)*

| | 2010 | | | | | 2011 | | | | |
|-----------------------------------|------------------------|------------------------|------------------------|------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|-------------------------|
| | 1st Qtr. (Mils.) | 2nd Qtr. (Mils.) | 3rd Qtr. (Mils.) | 4th Qtr. (Mils.) | Full Year (Mils.) | 1st Qtr. (Mils.) | 2nd Qtr. (Mils.) | 3rd Qtr. (Mils.) | 4th Qtr. (Mils.) | Full Year (Mils.) |
| United States | 11.3 | 11.5 | 11.7 | 12.7 | 11.8 | 13.4 | 12.4 | 12.7 | 13.8 | 13.0 |
| South America** | 4.9 | 4.5 | 5.0 | 5.7 | 5.0 | 5.3 | 5.4 | 5.4 | 5.6 | 5.4 |
| Europe*** | 16.0 | 14.9 | 14.5 | 15.8 | 15.3 | 15.9 | 14.9 | 15.0 | 15.3 | 15.3 |
| Asia Pacific Africa**** | 29.4 | 28.8 | 31.7 | 33.3 | 30.7 | 32.2 | 27.6 | 30.6 | 31.3 | 30.4 |
| Total | <u>61.6</u> | <u>59.7</u> | <u>62.9</u> | <u>67.5</u> | <u>62.8</u> | <u>66.8</u> | <u>60.3</u> | <u>63.7</u> | <u>66.0</u> | <u>64.1</u> |
| Other markets | | | | | <u>11.1</u> | | | | | <u>12.4</u> |
| Total global industry***** | | | | | <u>73.9</u> | | | | | <u>76.5</u> |

* Includes medium and heavy trucks

** South America industry SAAR is based, in part, on estimated vehicle registrations for the six markets we track

*** Europe industry SAAR is based, in part, on estimated vehicle registrations for the 19 markets we track

**** Asia Pacific Africa industry SAAR is based, in part, on estimated vehicle sales for the 12 markets we track

***** Global quarterly SAAR is not tracked internally; Full Year estimate

AUTOMOTIVE SECTOR COSTS AND EXPENSES



| | Fourth Quarter | | Full Year | |
|--|------------------|------------------|-------------------|-------------------|
| | 2010 (Mils.) | 2011 (Mils.) | 2010* (Mils.) | 2011 (Mils.) |
| Total costs and expenses | \$ 29,622 | \$ 32,069 | \$ 113,491 | \$ 122,405 |
| Select costs items: | | | | |
| Depreciation and amortization | | | | |
| - Depreciation | \$ 477 | \$ 446 | \$ 1,956 | \$ 1,759 |
| - Amortization -- special tools | 497 | 435 | 1,920 | 1,774 |
| Total depreciation and amortization | \$ 974 | \$ 881 | \$ 3,876 | \$ 3,533 |
| Postretirement expense / (gain) | \$ 126 | \$ 191 | \$ 505 | \$ 986 |

* Includes Volvo

AUTOMOTIVE SECTOR

NET INTEREST RECONCILIATION TO GAAP



| | <u>Fourth Quarter</u> | | <u>Full Year</u> | |
|---|-----------------------|-----------------|-------------------|-----------------|
| | <u>2010</u> | <u>2011</u> | <u>2010</u> | <u>2011</u> |
| | (Mils.) | (Mils.) | (Mils.) | (Mils.) |
| Interest expense | \$ (332) | \$ (183) | \$ (1,807) | \$ (817) |
| Interest income | <u>84</u> | <u>96</u> | <u>262</u> | <u>387</u> |
| Subtotal | \$ (248) | \$ (87) | \$ (1,545) | \$ (430) |
| Adjusted for items included / excluded from net interest | | | | |
| Include: Gains / (Losses) on cash equiv. and marketable securities* | (7) | (24) | 29 | (8) |
| Exclude: Special items | - | - | - | (2) |
| Other | <u>(11)</u> | <u>(15)</u> | <u>(47)</u> | <u>(60)</u> |
| Net Interest | <u>\$ (266)</u> | <u>\$ (126)</u> | <u>\$ (1,563)</u> | <u>\$ (500)</u> |

* Excludes mark-to-market adjustments of our investment in Mazda

AUTOMOTIVE SECTOR

GROSS CASH RECONCILIATION TO GAAP



| | Dec. 31, 2010 <u>(Bils.)</u> | Sep. 30, 2011 <u>(Bils.)</u> | Dec. 31, 2011 <u>(Bils.)</u> |
|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Cash and cash equivalents | \$ 6.3 | \$ 8.1 | \$ 7.9 |
| Marketable securities* | <u>14.2</u> | <u>12.7</u> | <u>15.0</u> |
| Total cash and marketable securities | \$ 20.5 | \$ 20.8 | \$ 22.9 |
| Securities in transit** | <u>-</u> | <u>-</u> | <u>-</u> |
| Gross cash | <u><u>\$ 20.5</u></u> | <u><u>\$ 20.8</u></u> | <u><u>\$ 22.9</u></u> |

* Included at December 31, 2011 are Ford Credit debt securities that we purchased, which are reflected in the table at a carrying value of \$201 million; the estimated fair value of these securities is \$201 million. Also included are Mazda marketable securities with a fair value of \$110 million. For similar datapoints for the other periods listed here, see our prior period SEC reports

** The purchase or sale of marketable securities for which the cash settlement was not made by period-end and for which there was a payable or receivable recorded on the balance sheet at period end



AUTOMOTIVE SECTOR OPERATING-RELATED CASH FLOWS RECONCILIATION TO GAAP

| | Fourth Quarter | | Full Year | |
|--|----------------|---------------|---------------|---------------|
| | 2010 | 2011 | 2010 | 2011 |
| | (Bils.) | (Bils.) | (Bils.) | (Bils.) |
| Cash flows from operating activities of continuing operations* | \$ 1.8 | \$ 2.5 | \$ 6.4 | \$ 9.3 |
| Items included in operating-related cash flows | | | | |
| Capital expenditures | (1.1) | (1.2) | (3.9) | (4.3) |
| Proceeds from the exercise of stock options | 0.1 | - | 0.3 | 0.1 |
| Net cash flows from non-designated derivatives | 0.1 | - | (0.2) | 0.1 |
| Items not included in operating-related cash flows | | | | |
| Cash impact of Job Security Benefits and personnel-reduction actions | - | 0.1 | 0.2 | 0.3 |
| Pension contributions | 0.2 | 0.1 | 1.0 | 1.1 |
| Tax refunds and tax payments from affiliates | (0.2) | (1.0) | (0.2) | (1.4) |
| Other** | 0.1 | 0.2 | 0.8 | 0.4 |
| Operating-related cash flows | <u>\$ 1.0</u> | <u>\$ 0.7</u> | <u>\$ 4.4</u> | <u>\$ 5.6</u> |

* 2010 adjusted to reflect the reallocation of amounts previously displayed in "Net change in intersector receivables / payables and other liabilities" on our Sector Statement of Cash Flows. These amounts are being reallocated from a single line item to the individual cash flow line items within operating, investing, and financing activities of continuing operations on our Sector Statement of Cash Flows

** 2010 Full Year includes Volvo cash flows

AUTOMOTIVE SECTOR AUTOMOTIVE DEBT



| | Dec. 31, 2009 <u>(Bils.)</u> | Dec. 31, 2010 <u>(Bils.)</u> | Sep. 30, 2011 <u>(Bils.)</u> | Dec. 31, 2011 <u>(Bils.)</u> |
|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <u>U.S. Debt</u> | | | | |
| Unsecured notes | \$ 5.5 | \$ 5.2 | \$ 5.2 | \$ 5.2 |
| Unsecured convertible notes | <u>2.6</u> | <u>0.7</u> | <u>0.7</u> | <u>0.7</u> |
| Total unsecured notes | \$ 8.1 | \$ 5.9 | \$ 5.9 | \$ 5.9 |
| Unsecured portion of VEBA debt | 4.0 | - | - | - |
| Trust Preferred | <u>3.1</u> | <u>3.0</u> | <u>-</u> | <u>-</u> |
| Total unsecured debt | \$ 15.2 | \$ 8.9 | \$ 5.9 | \$ 5.9 |
| Secured portion of VEBA debt | \$ 3.0 | \$ - | \$ - | \$ - |
| Term loan | 5.3 | 4.1 | - | - |
| Revolving line of credit | 7.5 | 0.8 | - | - |
| U.S. Dept. of Energy Loans / EXIM | <u>1.2</u> | <u>3.0</u> | <u>4.6</u> | <u>5.0</u> |
| Total secured debt | \$ 17.0 | \$ 7.9 | \$ 4.6 | \$ 5.0 |
| Total U.S. debt | \$ 32.2 | \$ 16.8 | \$ 10.5 | \$ 10.9 |
| <u>International / Other debt</u> | <u>1.4</u> | <u>2.3</u> | <u>2.2</u> | <u>2.2</u> |
| Total Automotive debt | <u>\$ 33.6</u> | <u>\$ 19.1</u> | <u>\$ 12.7</u> | <u>\$ 13.1</u> |
| Memo: Debt payable within one year | \$ 1.6 | \$ 2.0 | \$ 0.9 | \$ 1.0 |

FORD CREDIT KEY METRIC DEFINITIONS

In evaluating Ford Credit's financial performance, Ford Credit management uses financial measures based on GAAP, as well as financial measures that include adjustments from GAAP; these measures are defined below. Information about the impact of on-balance sheet securitization is also included below:

Managed Receivables -- net finance receivables and net investment in operating leases reported on Ford Credit's balance sheet, excluding unearned interest supplements related to finance receivables

Equity -- shareholder's interest reported on Ford Credit's balance sheet

Impact of On-Balance Sheet Securitization -- finance receivables (retail and wholesale) and net investment in operating leases reported on Ford Credit's balance sheet include assets that have been sold for legal purposes in securitization transactions that do not satisfy the requirements for accounting sale treatment. These receivables are available only for payment of the debt and other obligations issued or arising in the securitization transactions; they are not available to pay the other obligations of Ford Credit or the claims of Ford Credit's other creditors. Debt reported on Ford Credit's balance sheet includes obligations issued or arising in securitization transactions that are payable only out of collections on the underlying securitized assets and related enhancements. Ford Credit holds the right to the excess cash flows not needed to pay the debt and other obligations issued or arising in each of these securitization transactions



FINANCIAL SERVICES SECTOR

FORD CREDIT NET FINANCE RECEIVABLES AND OPERATING LEASES

| | December 31 | |
|---|-------------|---------|
| | 2010 | 2011 |
| | (Bils.) | (Bils.) |
| Receivables | | |
| Finance receivables – North America Segment | | |
| <u>Consumer</u> | | |
| Retail installment and direct financing leases | \$ 39.1 | \$ 38.4 |
| <u>Non-Consumer</u> | | |
| Wholesale | 13.3 | 15.5 |
| Dealer loan and other | 1.9 | 2.1 |
| Total North America Segment – finance receivables | \$ 54.3 | \$ 56.0 |
| Finance receivables – International Segment | | |
| <u>Consumer</u> | | |
| Retail installment and direct financing leases | 10.6 | 9.1 |
| <u>Non-Consumer</u> | | |
| Wholesale | 8.7 | 8.5 |
| Dealer loan and other | 0.4 | 0.4 |
| Total International Segment – finance receivables | \$ 19.7 | \$ 18.0 |
| Unearned interest supplements | (1.9) | (1.6) |
| Allowance for credit losses | (0.8) | (0.5) |
| Finance receivables, net | \$ 71.3 | \$ 71.9 |
| Net investment in operating leases | 10.0 | 11.1 |
| Total receivables | \$ 81.3 | \$ 83.0 |
| Memo: | | |
| Total managed receivables | \$ 83.2 | \$ 84.6 |



FINANCIAL SERVICES SECTOR

FORD CREDIT RECONCILIATIONS OF MANAGED LEVERAGE TO FINANCIAL STATEMENT LEVERAGE

| | December 31 | |
|--|----------------|----------------|
| | 2010 | 2011 |
| | (Bils.) | (Bils.) |
| <u>Leverage Calculation</u> | | |
| Total Debt* | \$ 82.9 | \$ 84.7 |
| Adjustments for Cash, Cash Equivalents, and Marketable Securities* | (14.6) | (12.1) |
| Adjustments for Derivative Accounting** | <u>(0.3)</u> | <u>(0.7)</u> |
| Total Adjusted Debt | <u>\$ 68.0</u> | <u>\$ 71.9</u> |
| | | |
| Equity | \$ 10.3 | \$ 8.9 |
| Adjustments for Derivative Accounting** | <u>(0.1)</u> | <u>(0.2)</u> |
| Total Adjusted Equity | <u>\$ 10.2</u> | <u>\$ 8.7</u> |
| | | |
| Financial Statement Leverage (to 1) | 8.0 | 9.5 |
| Managed Leverage (to 1)*** | 6.7 | 8.3 |

* Excludes marketable securities related to insurance activities

** Primarily related to market valuation adjustments to derivatives due to movements in interest rates. Adjustments to debt are related to designated fair value hedges and adjustments to equity are related to retained earnings

*** Equals total adjusted debt over total adjusted equity