



**Go Further**



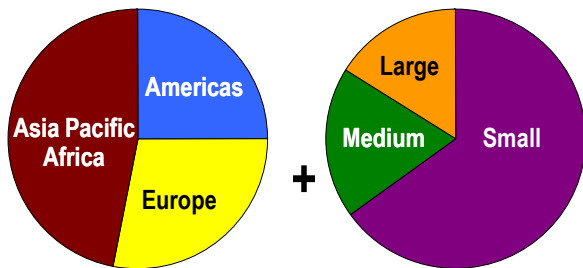
# 2014 FIRST QUARTER EARNINGS REVIEW

**APRIL 25, 2014**  
(PRELIMINARY RESULTS)

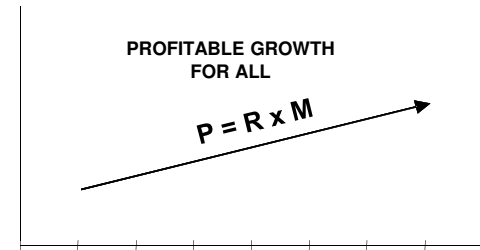
# OUR PLAN -- ONE FORD



- Continue implementation of our global **ONE FORD** Plan:
  - 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



Profits & Cash



# **2014 FIRST QUARTER SUMMARY\***



- **Company profitable for 19th consecutive quarter; Automotive operating-related cash flow positive; strong liquidity**
- **Year-over-year growth in wholesale volume and Company revenue; higher market share in Asia Pacific driven by record share in China**
- **Record profit for any quarter in Asia Pacific; profitable in North America, Middle East & Africa, and Ford Credit; losses in Europe and South America**
- **Global new product launches on track**
- **Solid results overall. Quarter adversely impacted by several significant factors not representative of underlying business run rate**
- **Reconfirming Company guidance for Full Year**

\* Excludes special items; Business Unit records are since at least 2000 when we began reporting specific Business Unit results

**Solid Quarter Of Profitable Growth; Reconfirming Company Full Year  
Pre-Tax Profit Guidance Of \$7 Billion To \$8 Billion**

# **2014 FIRST QUARTER HIGHLIGHTS**



- **Revealed all-new 2015 F-150, Figo / Ka 4-door concepts, new 2015 Focus 5-door and wagon, and new 2015 Expedition and Lincoln Navigator**
- **Accelerated global Transit line-up momentum with the launch of 2-ton Transit in Europe, Transit Connect in U.S. and Canada, and Transit Custom in Australia**
- **Expanded production of EcoSport to Thailand**
- **Announced \$168 million investment at Ohio Assembly for production of all-new 2016 F-650 and F-750 medium-duty trucks in Spring 2015**
- **Announced investment of \$580 million and an additional 650 jobs to build new 2.7-liter EcoBoost engine at Lima Engine Plant in Ohio and to increase Super Duty production at Kentucky Truck Plant**
- **Announced new automated driving research projects with MIT and Stanford University and expansion of Nanjing Research & Engineering Center**
- **Increased quarterly dividend by 25%**

# 2014 FIRST QUARTER KEY FINANCIAL SUMMARY

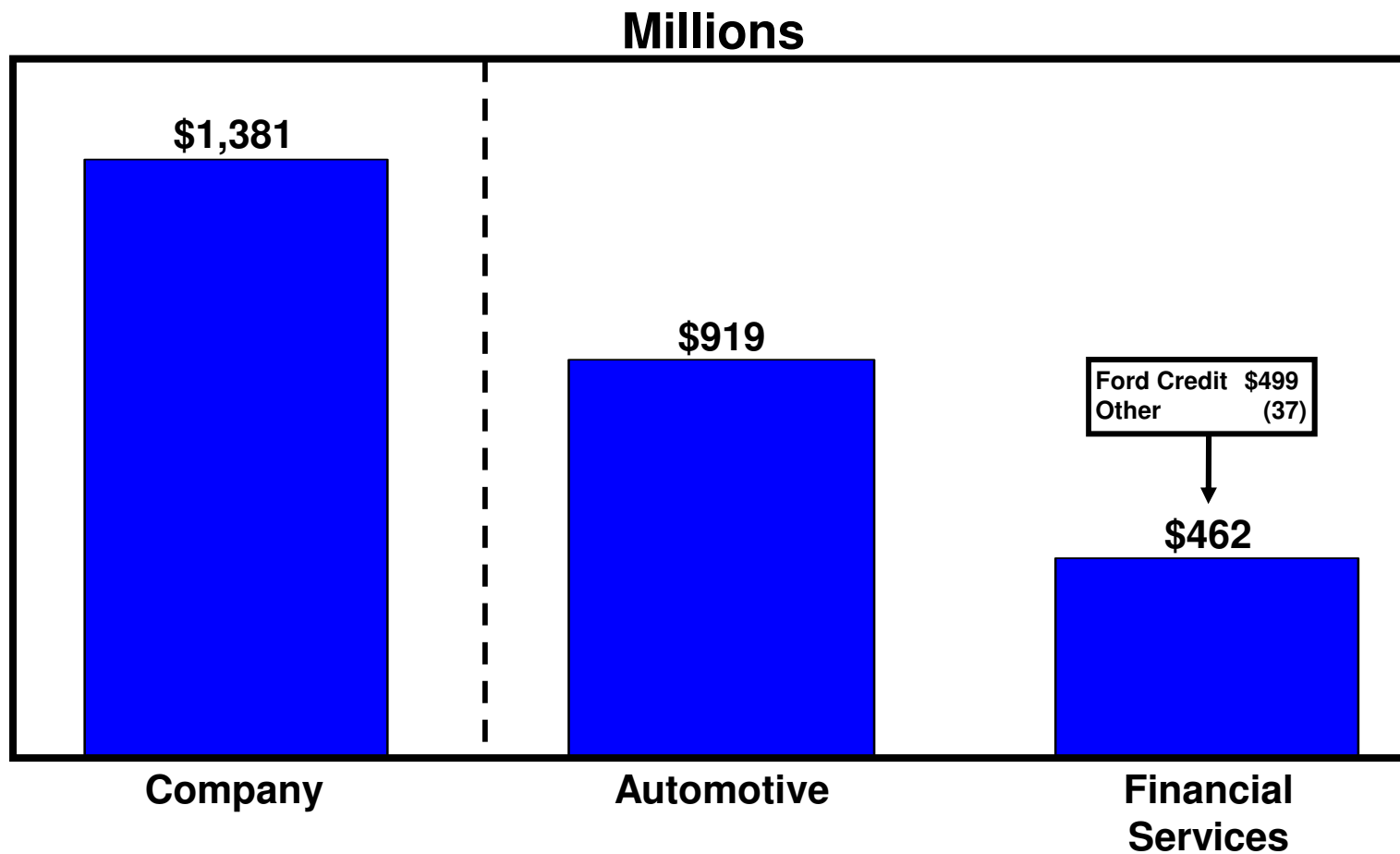


	<u>First Quarter</u>	
	<u>2014</u>	<u>B / (W) 2013</u>
Wholesales (000)	1,589	92
Revenue (Bils.)	\$ 35.9	\$ 0.3
 <b><u>Operating results*</u></b>		
Pre-tax results (Mils.)	\$ 1,381	\$ (765)
After-tax results (Mils.)	1,019	(623)
Earnings per share	0.25	(0.16)
 <b><u>Special items pre-tax (Mils.)</u></b>	 \$ (122)	 \$ (99)
 <b><u>Net income attributable to Ford</u></b>		
After-tax results (Mils.)	\$ 989	\$ (622)
Earnings per share	0.24	(0.16)
 <b><u>Automotive</u></b>		
Operating-related cash flow (Bils.)**	\$ 1.2	\$ 0.5
Gross cash (Bils.)**	\$ 25.2	\$ 1.0
Debt (Bils.)	<u>(15.7)</u>	<u>0.3</u>
Net cash (Bils.)**	<u>\$ 9.5</u>	<u>\$ 1.3</u>

\* Excludes special items; see Appendix for detail and reconciliation to Generally Accepted Accounting Principles (GAAP)

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

# 2014 FIRST QUARTER PRE-TAX RESULTS BY SECTOR\*



**Memo:**

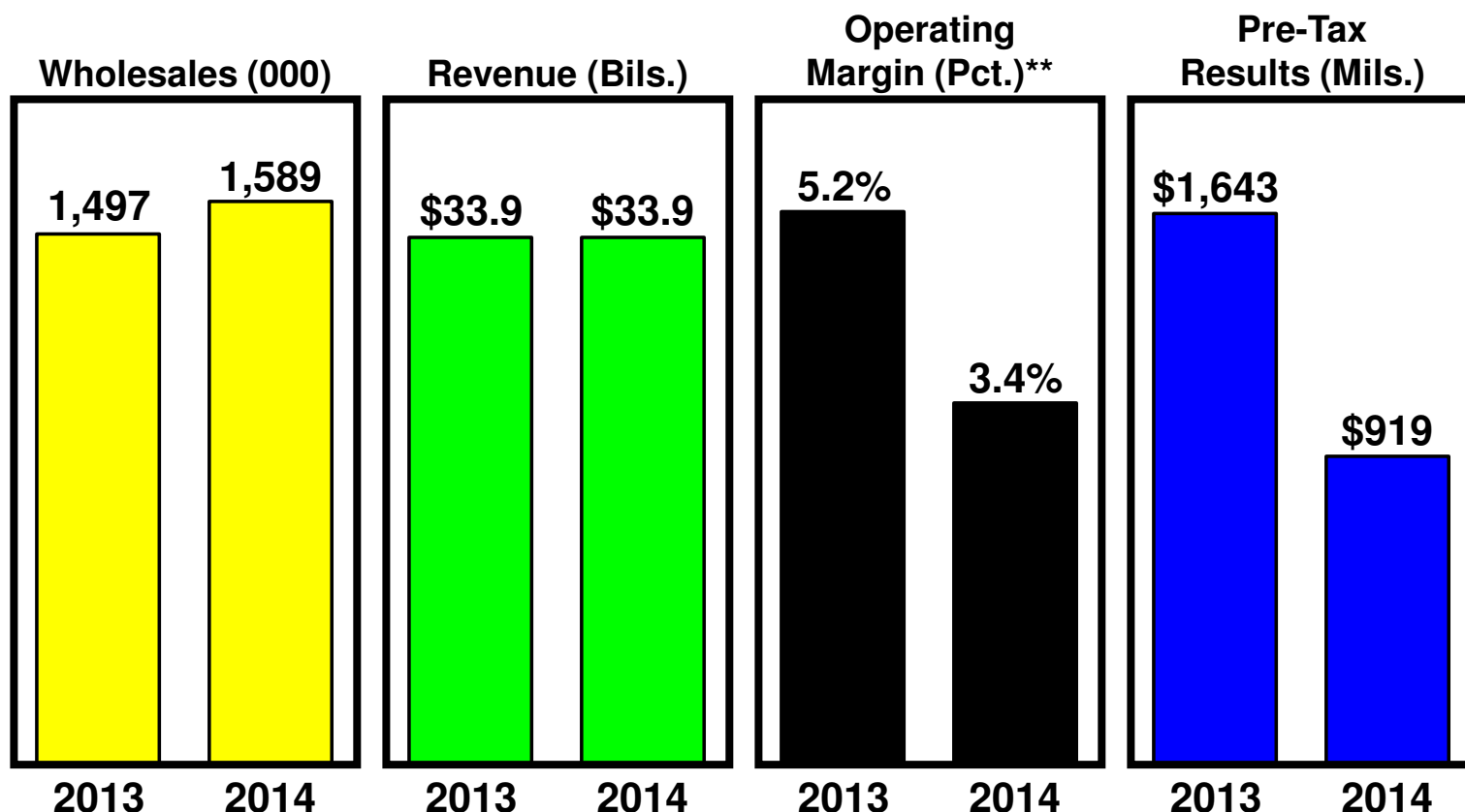
B / (W) 2013	\$(765)	\$(724)	\$(41)
B / (W) 2013 4Q**	63	(44)	107

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

\*\* Fourth Quarter 2013 Automotive pre-tax results include a \$39 million favorable revision related to a change in accounting for U.S. and Canada employee disability benefits



# AUTOMOTIVE SECTOR 2014 FIRST QUARTER KEY METRICS COMPARED WITH 2013\*



**Memo:**

First Quarter

Global Industry SAAR (Mils.)\*\*\* 83.6 86.5

Global Market Share\*\*\* 6.9% 6.9%

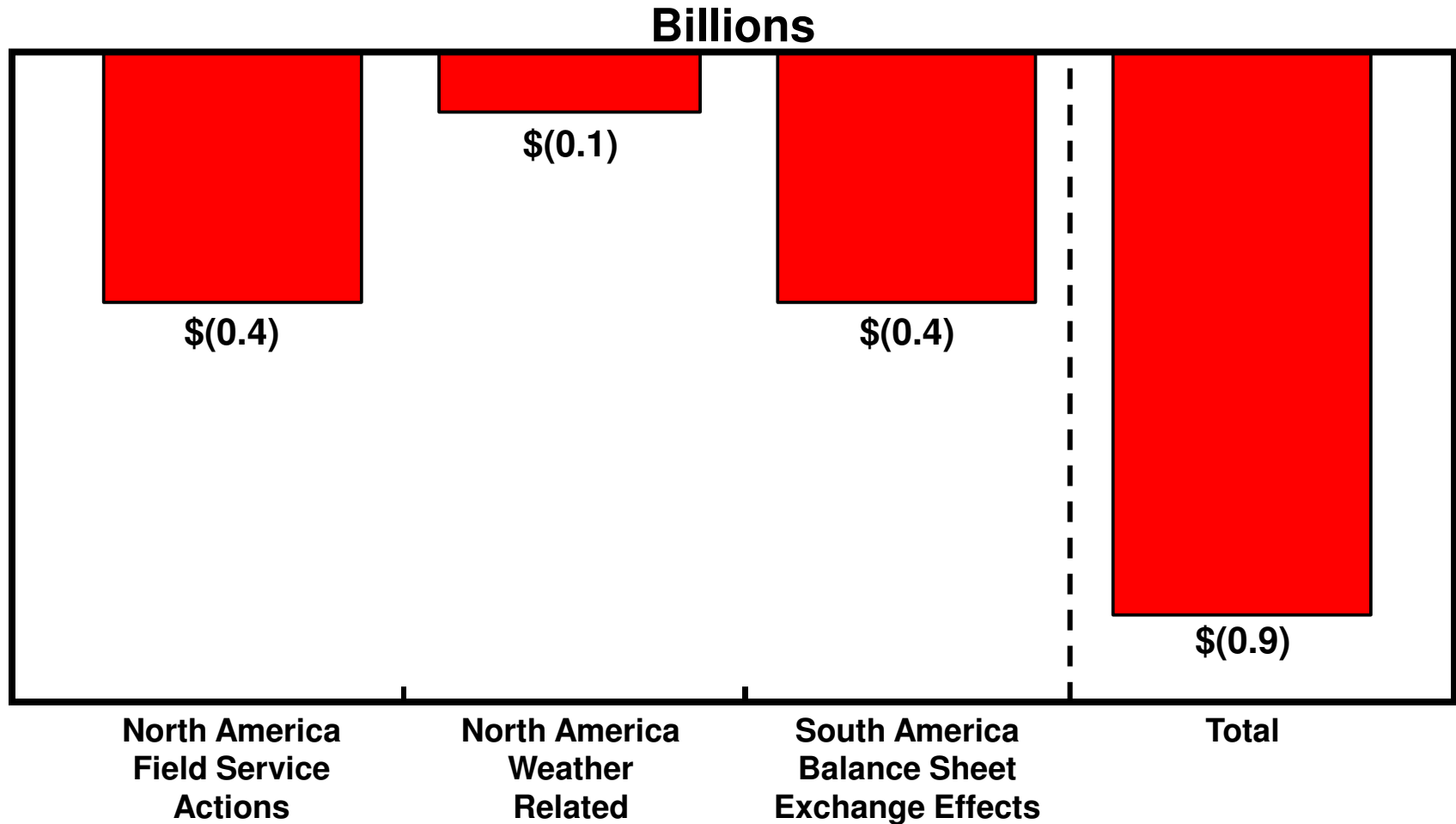
\* Excludes special items; see Appendix for detail, reconciliation to GAAP, and definition of wholesales

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

\*\*\* Based, in part, on estimated vehicle registrations



# AUTOMOTIVE SECTOR 2014 FIRST QUARTER -- SIGNIFICANT ADVERSE FACTORS



Memo:  
B / (W) 2013

\$(0.4)

\$(0.1)

\$(0.2)

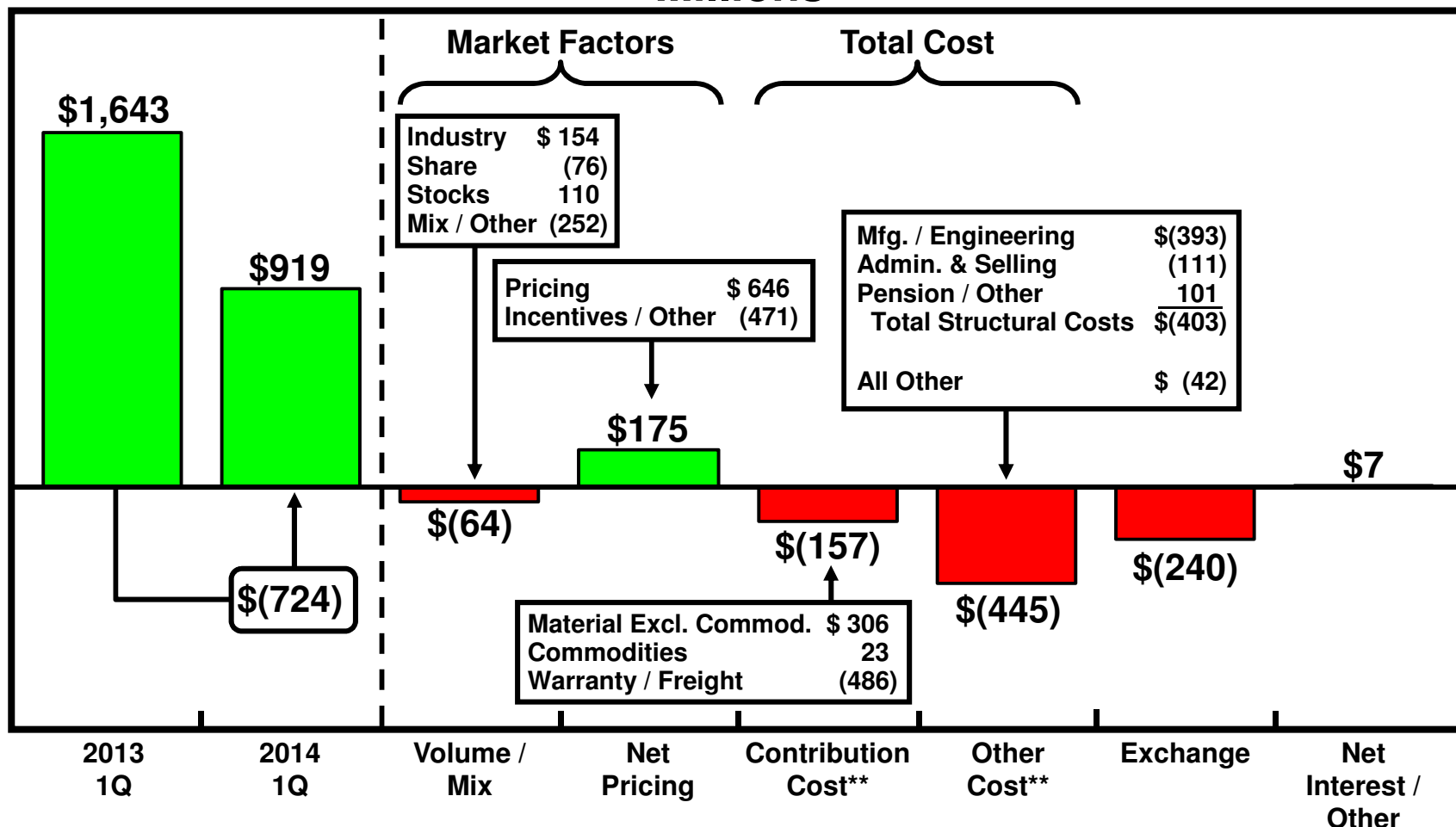
\$(0.7)





# AUTOMOTIVE SECTOR 2014 FIRST QUARTER PRE-TAX RESULTS COMPARED WITH 2013\*

Millions



**Memo:**

B / (W) Than 2013 4Q	\$(44)	\$(376)	\$(119)	\$243	\$664	\$(437)	\$(19)
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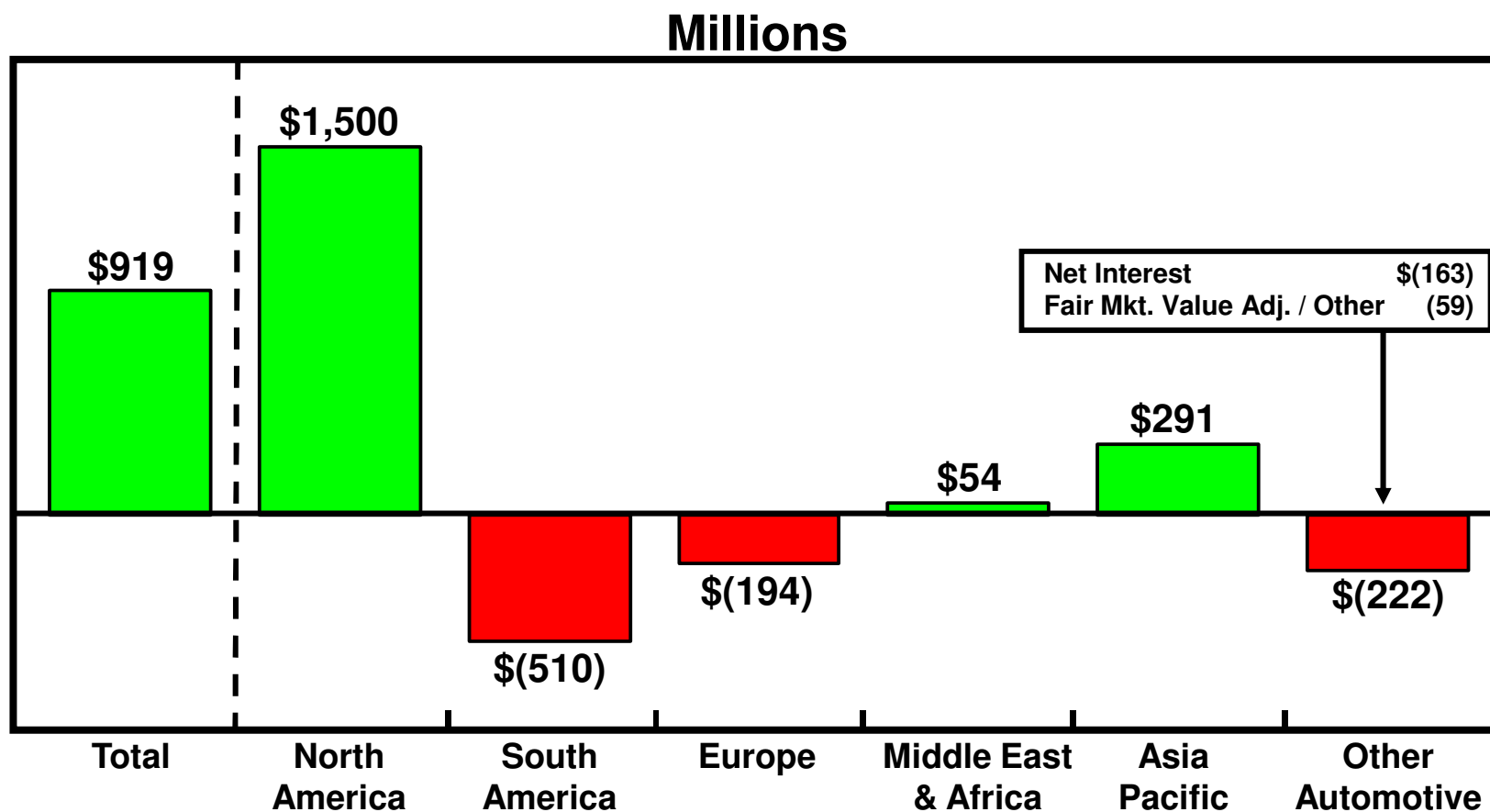
\* Excludes special items; see Appendix for detail and reconciliation to GAAP

\*\* 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

## 2014 FIRST QUARTER PRE-TAX RESULTS BY SEGMENT\*



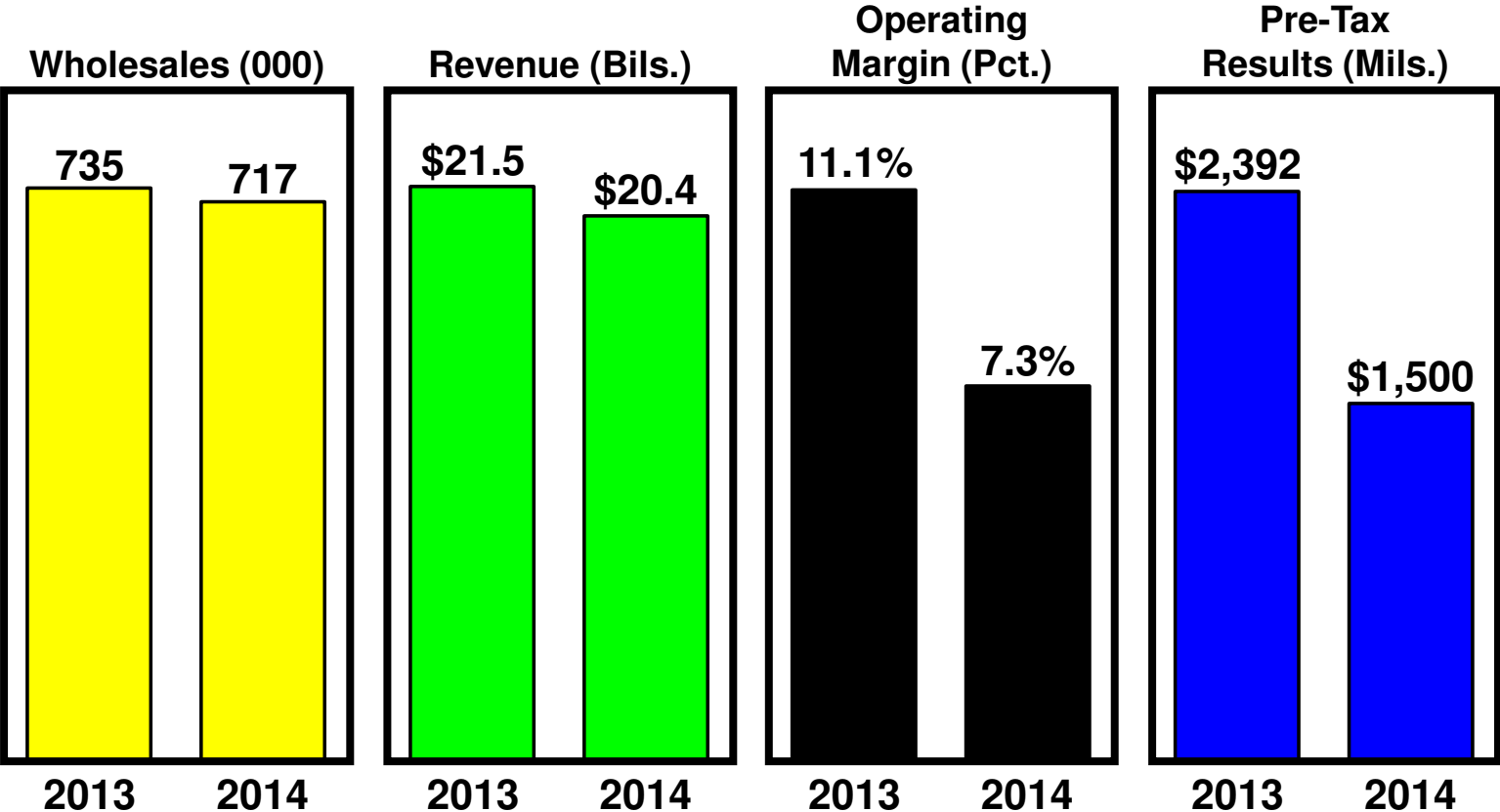
**Memo:**

B / (W) 2013	\$(724)	\$(892)	\$(292)	\$231	\$ 7	\$319	\$(97)
B / (W) 2013 4Q	(44)	(300)	(384)	335	158	182	(35)

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



# AUTOMOTIVE SECTOR -- NORTH AMERICA 2014 FIRST QUARTER KEY METRICS COMPARED WITH 2013



**Memo:**

First Quarter		
N.A. Industry SAAR (Mils.)*	18.7	19.2
N.A. Market Share*	15.3%	14.7%
U.S. Industry SAAR (Mils.)*	15.6	16.0
U.S. Market Share*	15.9%	15.3%

\* Based, in part, on estimated vehicle registrations; North America (N.A.) consists of the markets shown on Appendix 13

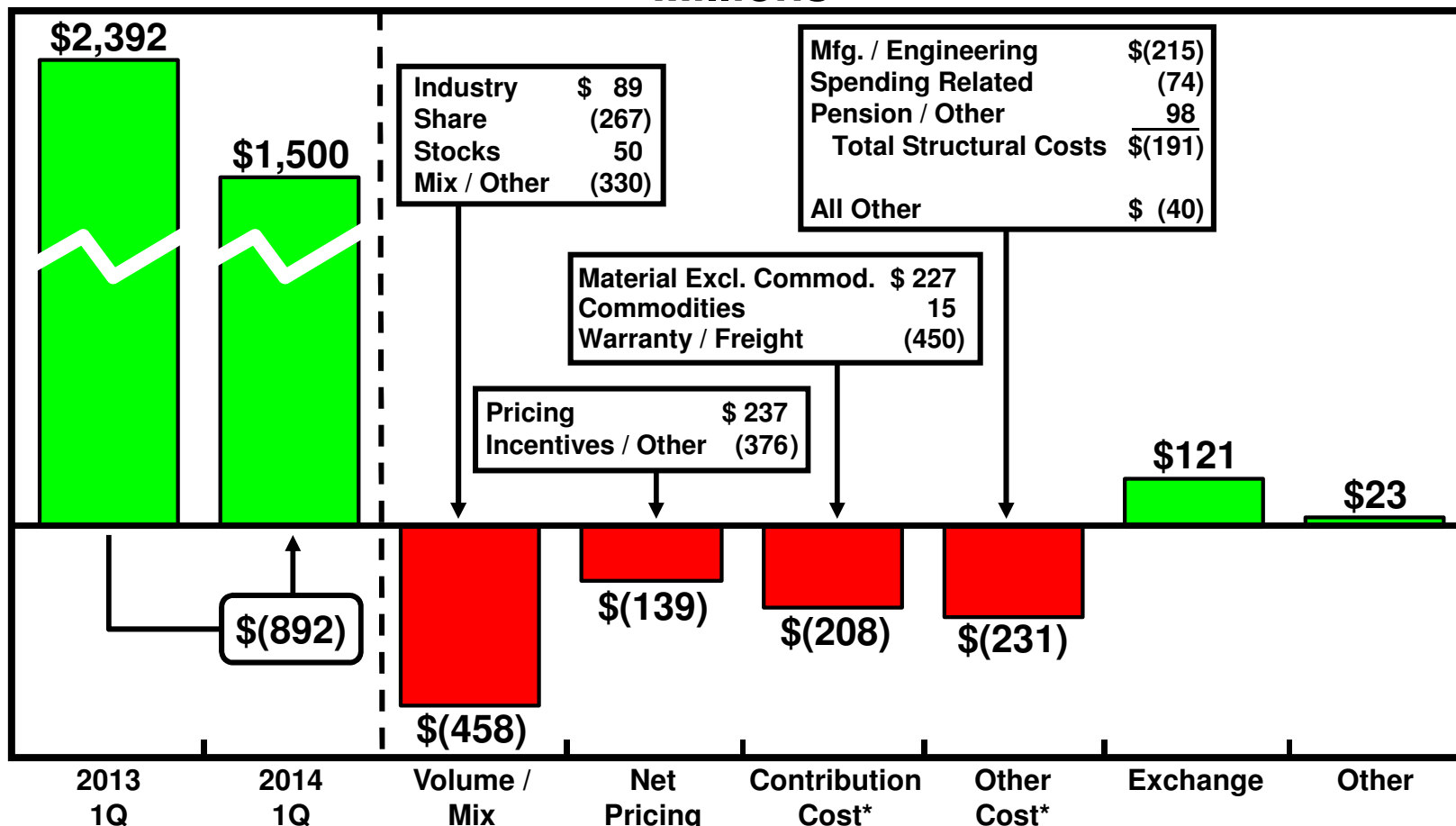


# AUTOMOTIVE SECTOR -- NORTH AMERICA

## 2014 FIRST QUARTER PRE-TAX RESULTS

### COMPARED WITH 2013

Millions



Memo:

B / (W) Than 2013 4Q	\$ (300)	\$ (588)	\$ (269)	\$ 62	\$ 428	\$ 53	\$ 14
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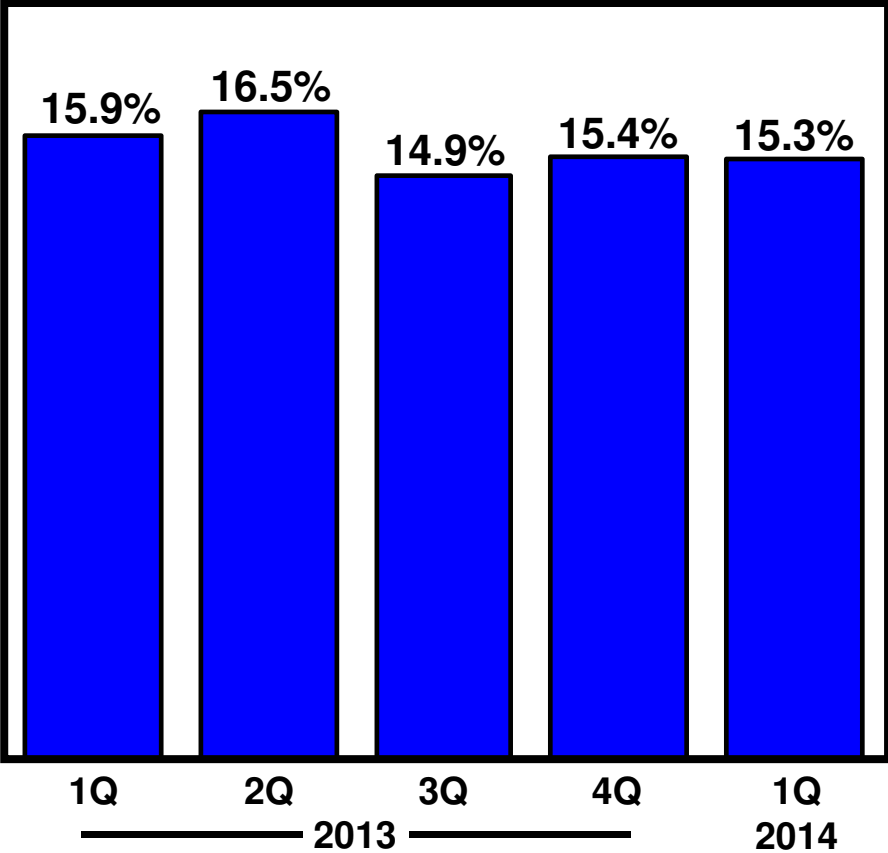
\* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix



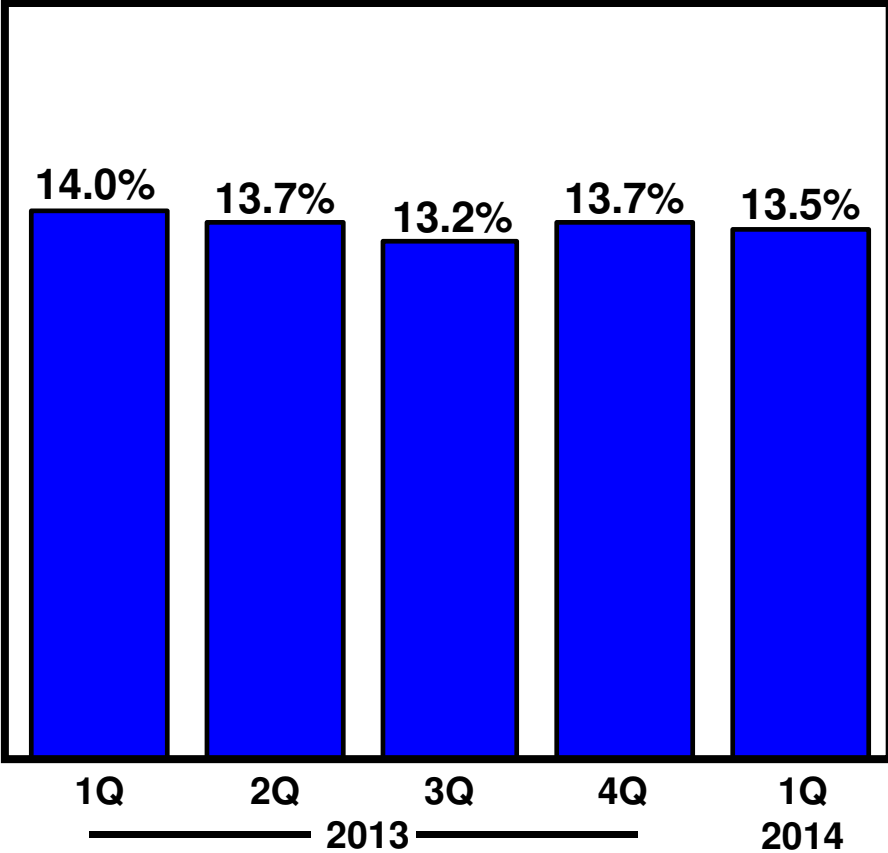
# AUTOMOTIVE SECTOR -- NORTH AMERICA

## U.S. MARKET SHARE

**Total Share of Total Industry\***



**Retail Share of Retail Industry\*\***



Memo:

B / (W) Prior Year  
(Pts.)

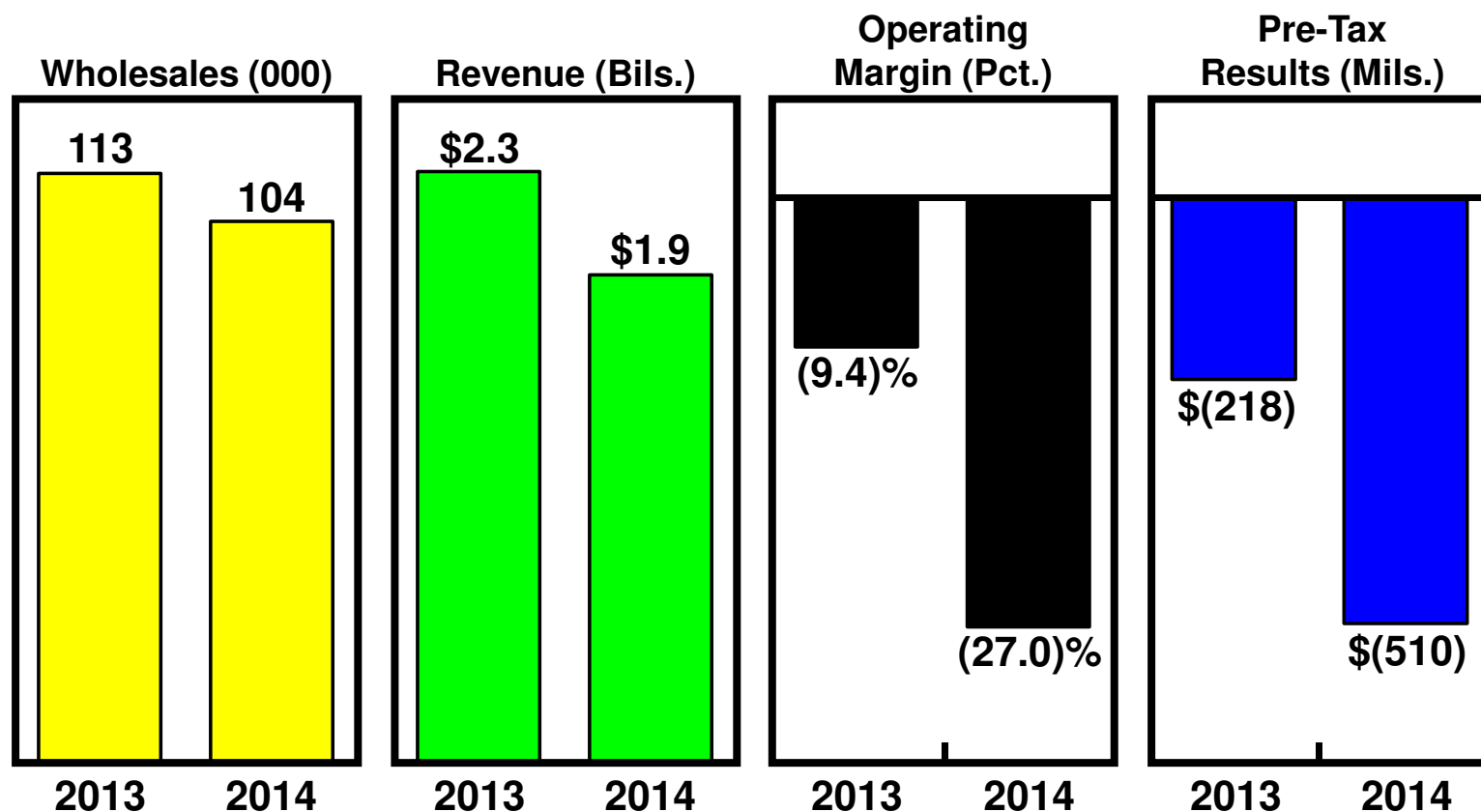
0.7      0.9      0.1      0.1      (0.6)

0.2      0.8      0.4      0.1      (0.5)

\* Based, in part, on estimated vehicle registrations  
 \*\* Present quarter is estimated, prior quarters are based on latest Polk data



# AUTOMOTIVE SECTOR -- SOUTH AMERICA 2014 FIRST QUARTER KEY METRICS COMPARED WITH 2013



**Memo:**

**First Quarter**

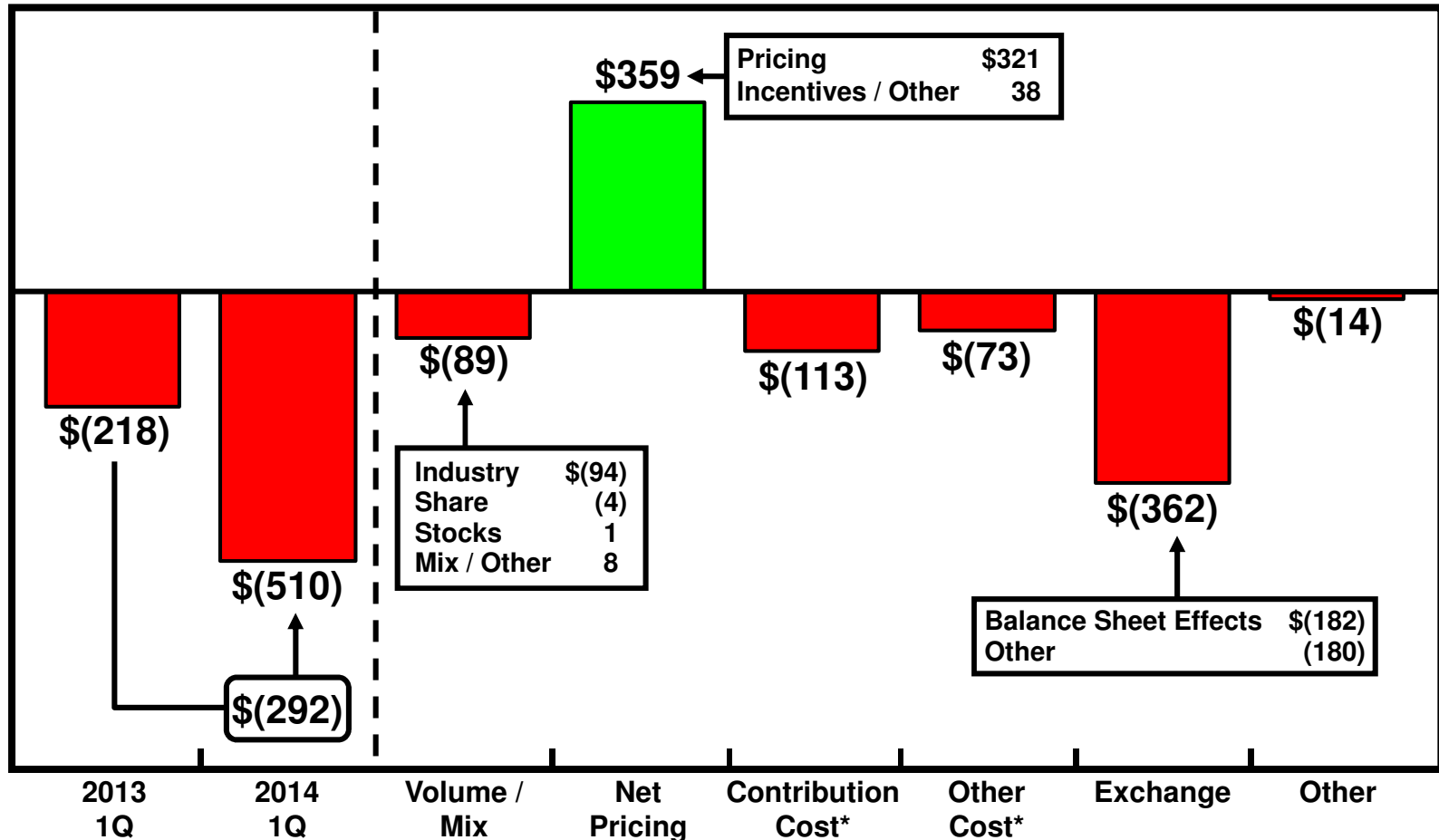
S.A. Industry SAAR (Mils.)*	5.9	5.7
S.A. Market Share*	8.8%	8.4%
Brazil Industry SAAR (Mils.)*	3.8	3.8
Brazil Market Share*	9.1%	9.2%

\* Based, in part, on estimated vehicle registrations; South America (S.A.) consists of the markets shown on Appendix 13



# AUTOMOTIVE SECTOR -- SOUTH AMERICA 2014 FIRST QUARTER PRE-TAX RESULTS COMPARED WITH 2013

Millions



**Memo:**

<b>B / (W) Than 2013 4Q</b>	<b>\$ (384)</b>	<b>\$ (108)</b>	<b>\$ 106</b>	<b>\$ 6</b>	<b>\$ 88</b>	<b>\$ (493)</b>	<b>\$ 17</b>
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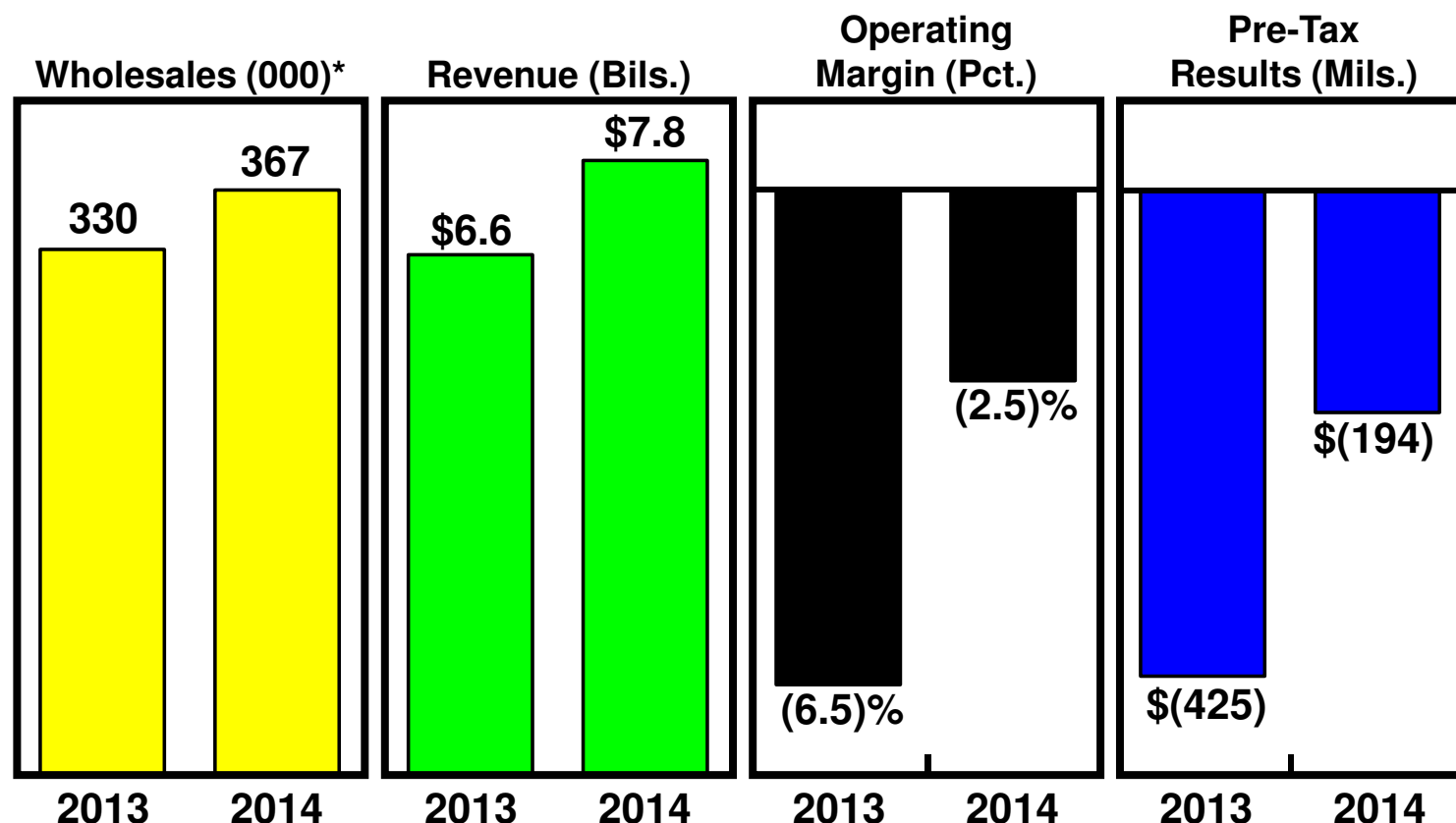
\* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix



# AUTOMOTIVE SECTOR -- EUROPE

## 2014 FIRST QUARTER KEY METRICS

### COMPARED WITH 2013



**Memo:**

**First Quarter**

Europe Industry SAAR (Mils.)**	18.1	18.7
Europe Market Share**	7.2%	7.2%
Europe 20 Industry SAAR (Mils.)**	13.4	14.5
Europe 20 Market Share**	7.7%	8.0%

\* Includes Ford brand vehicles sold by our unconsolidated affiliates in Turkey (totaling about 12,000 and 6,000 units in First Quarter 2013 and 2014, respectively), and in Russia (totaling about 22,000 and 19,000 units in First Quarter 2013 and 2014, respectively); revenue does not include these sales

\*\* Based, in part, on estimated vehicle registrations; Europe consists of the markets shown on Appendix 13

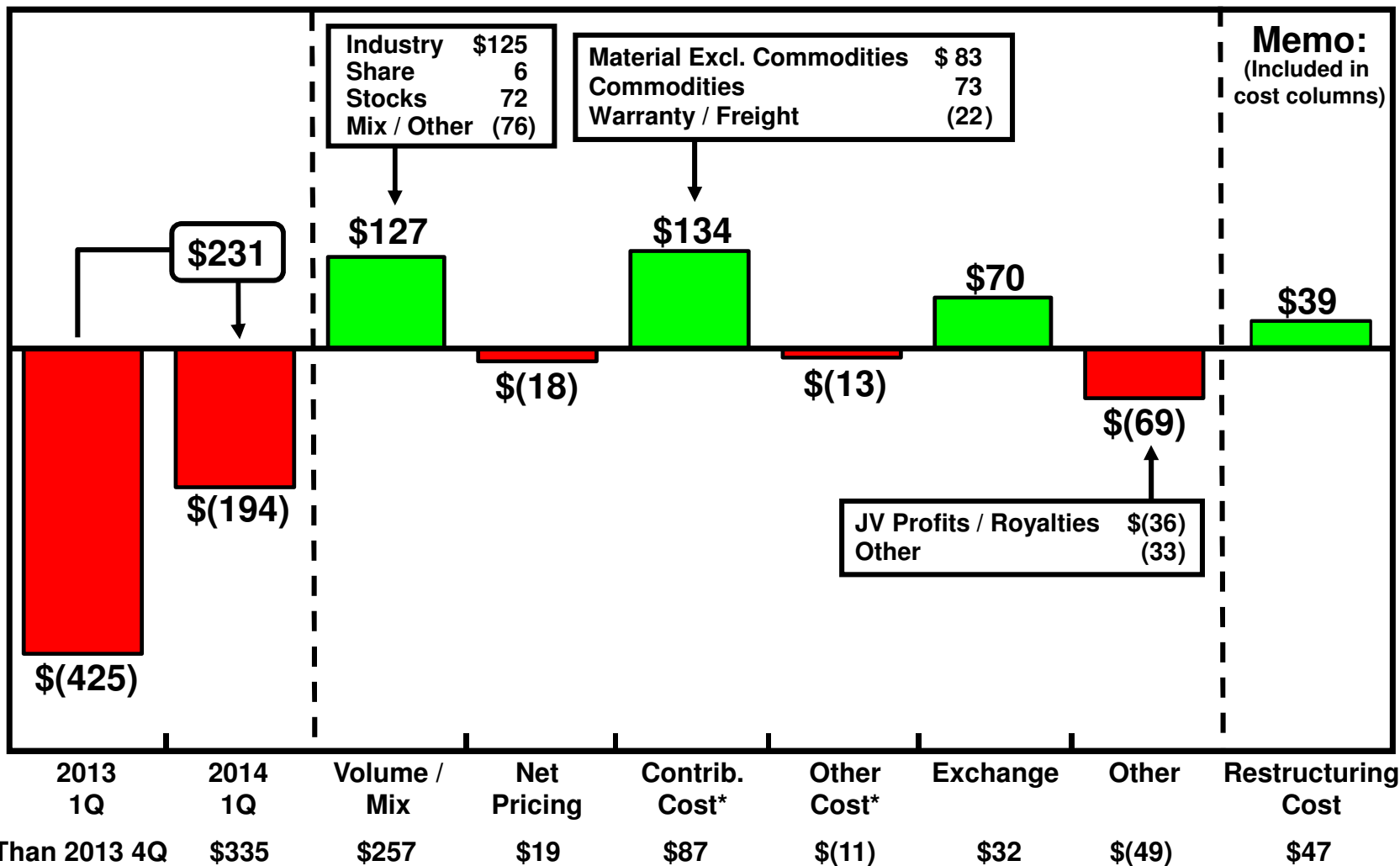




# AUTOMOTIVE SECTOR -- EUROPE

## 2014 FIRST QUARTER PRE-TAX RESULTS COMPARED WITH 2013

Millions



Memo:

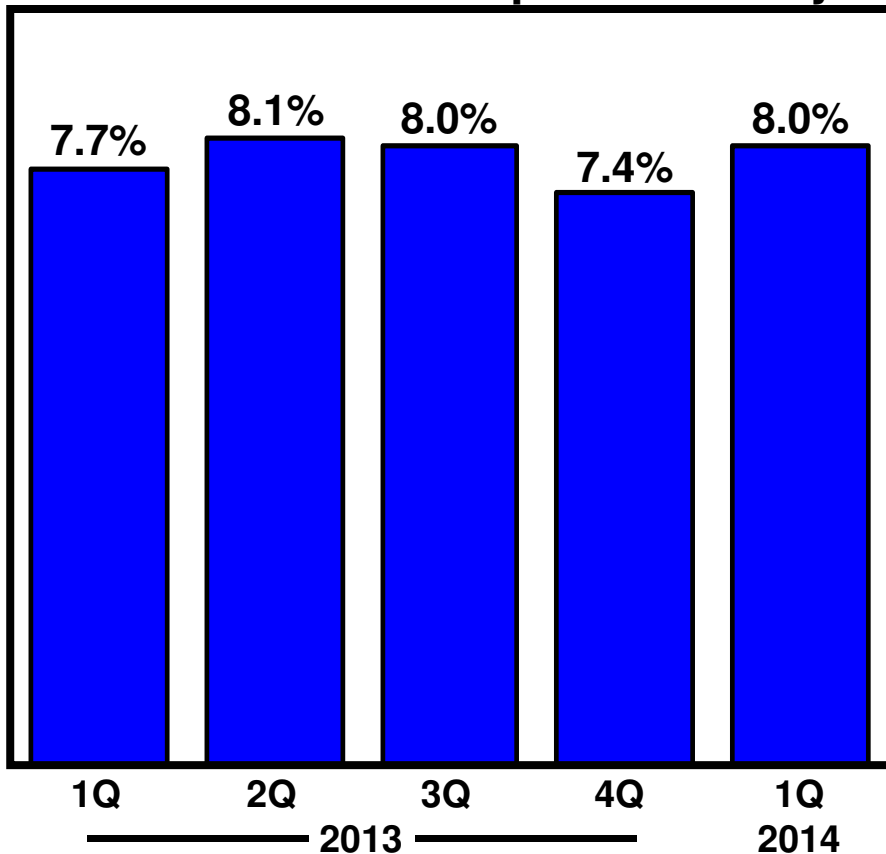
B / (W) Than 2013 4Q

\* 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

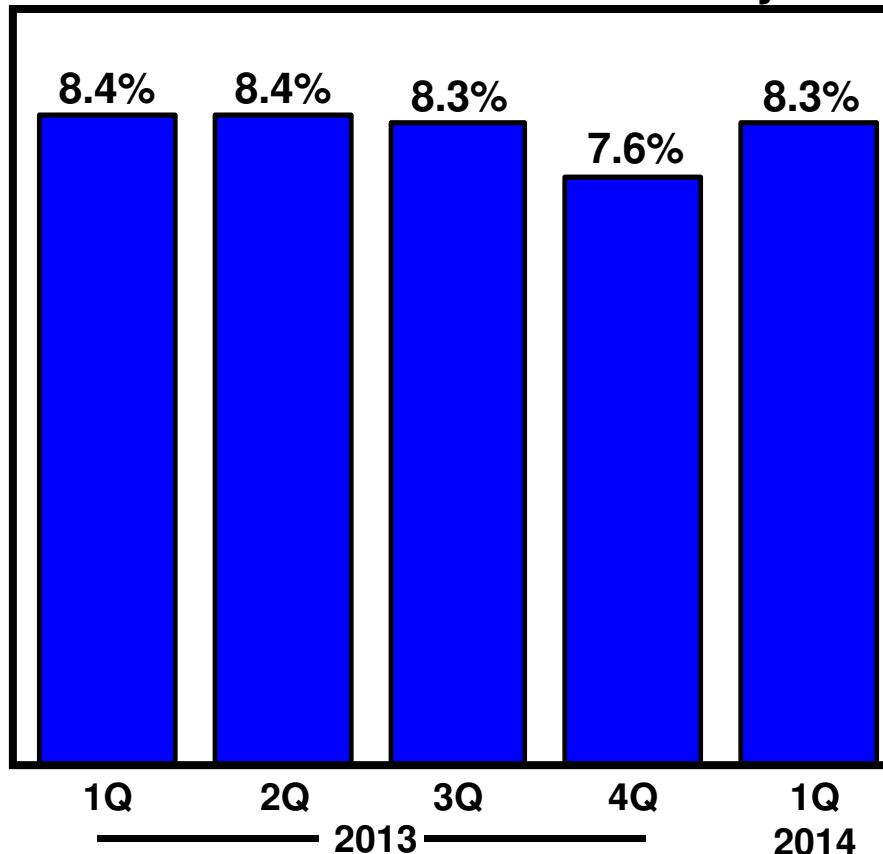


# AUTOMOTIVE SECTOR -- EUROPE MARKET SHARE

**Total Share of Europe 20 Industry\***



**Retail Share of Retail Industry\*\***



**Memo:**

**B / (W) Prior Year  
(Pts.)**

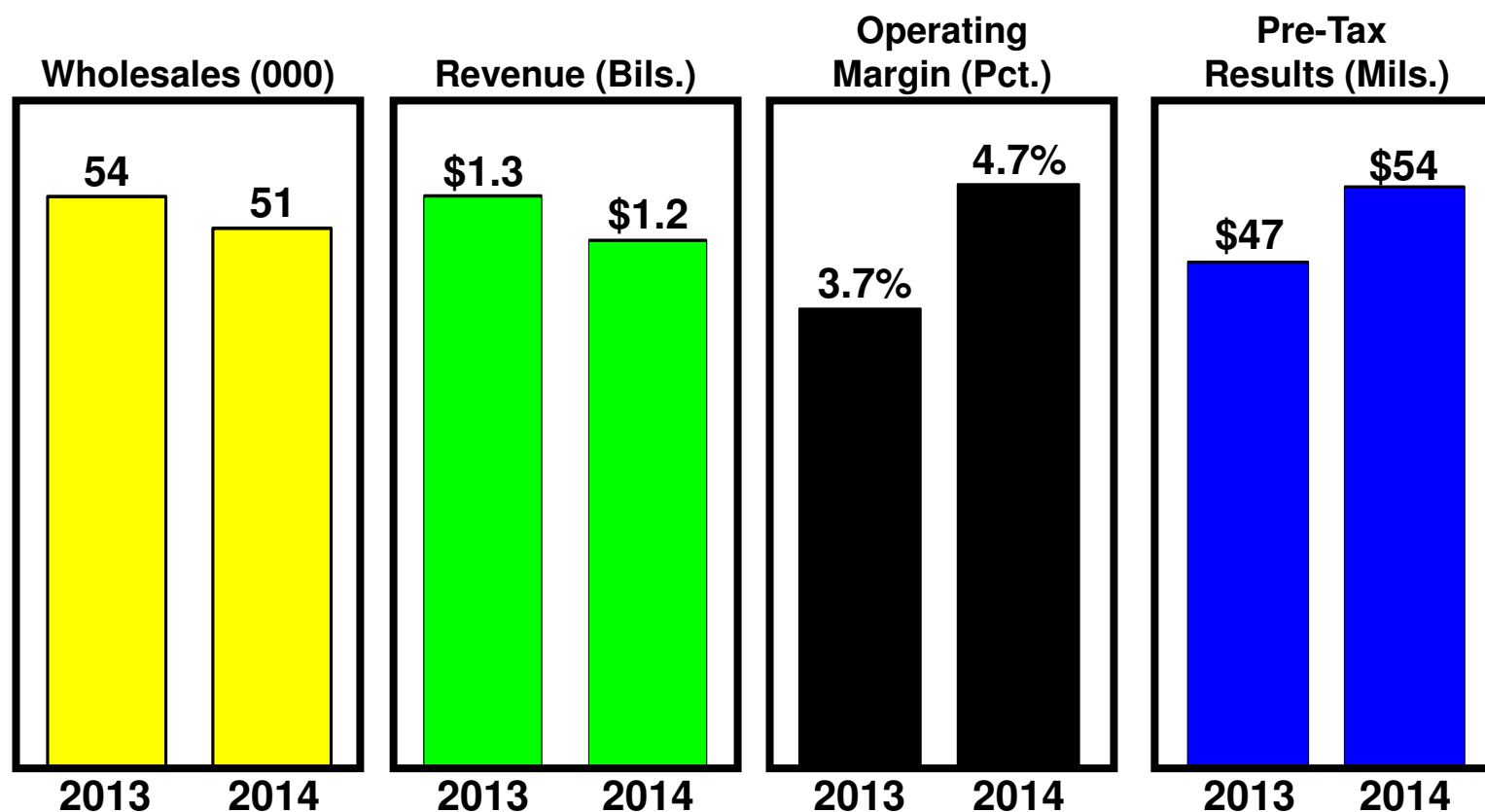
(0.8)	0.5	0.2	(0.1)	0.3	0.2	1.9	1.3	0.7	(0.1)
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\* Europe market share is based, in part, on estimated vehicle registrations

\*\* Europe passenger car retail share of retail industry reflects the five major markets (U.K, Germany, France, Italy, and Spain); present quarter is estimated, prior quarters are based on latest Data Force data



# **AUTOMOTIVE SECTOR -- MIDDLE EAST & AFRICA 2014 FIRST QUARTER KEY METRICS COMPARED WITH 2013**



**Memo:**

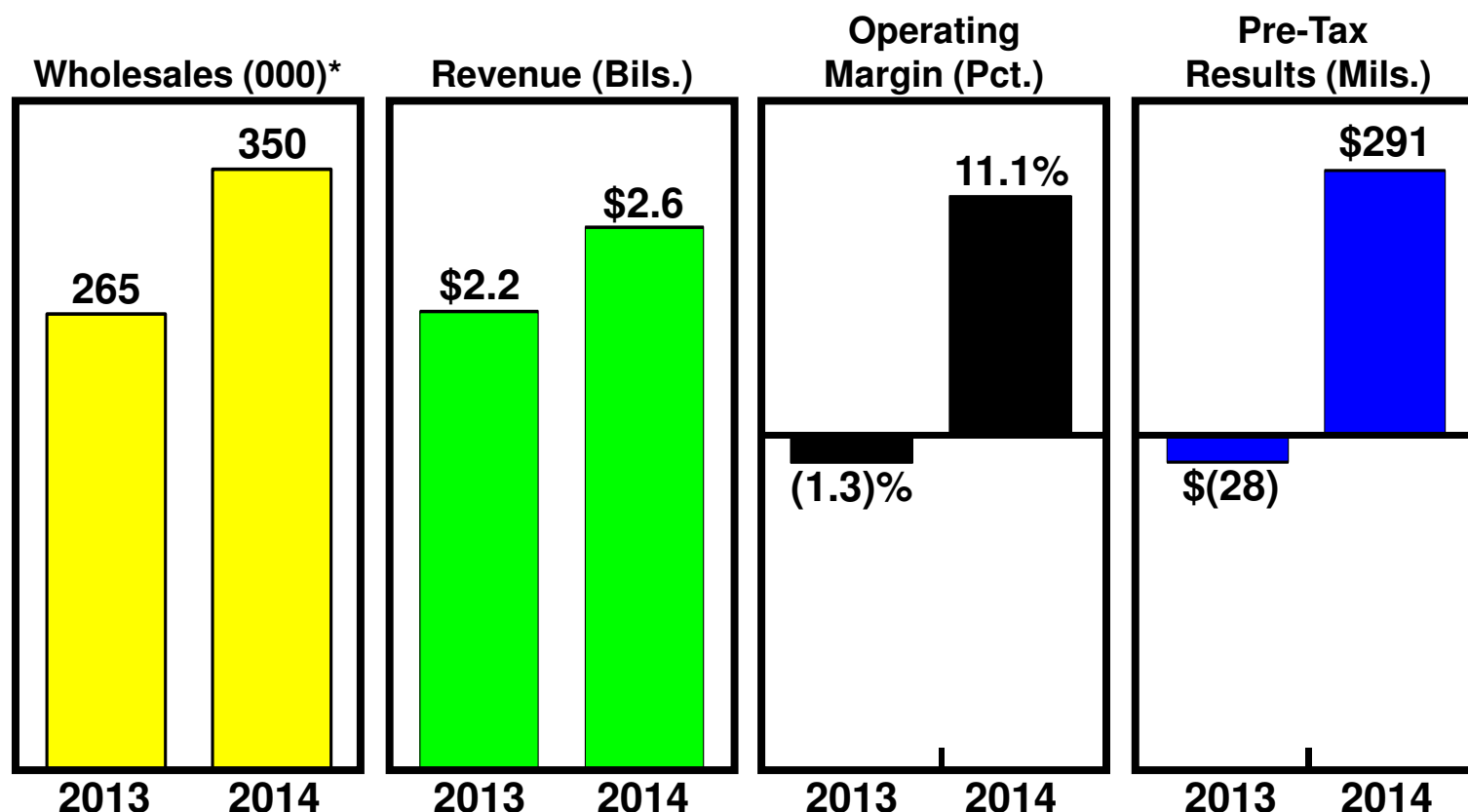
**First Quarter**

MEA Industry SAAR (Mils.)*	3.9	4.0
MEA Market Share*	4.6%	4.6%

\* Based, in part, on estimated vehicle registrations; Middle East & Africa (MEA) consists of the markets shown on Appendix 13 (industry includes closed markets)



# AUTOMOTIVE SECTOR -- ASIA PACIFIC 2014 FIRST QUARTER KEY METRICS COMPARED WITH 2013



**Memo:**

**First Quarter**

AP Industry SAAR (Mils.)**	37.0	38.9
AP Market Share**	2.7%	3.4%
China Industry SAAR (Mils.)**	21.0	22.9
China Market Share**	3.6%	4.5%

\* Includes Ford brand and Jiangling Motors Corporation (JMC) brand vehicles produced in China by unconsolidated affiliates (totaling about 184,000 and 262,000 units in First Quarter 2013 and 2014, respectively); revenue does not include these sales

\*\* Based, in part, on estimated vehicle registrations; Asia Pacific (AP) consists of the markets shown on Appendix 13

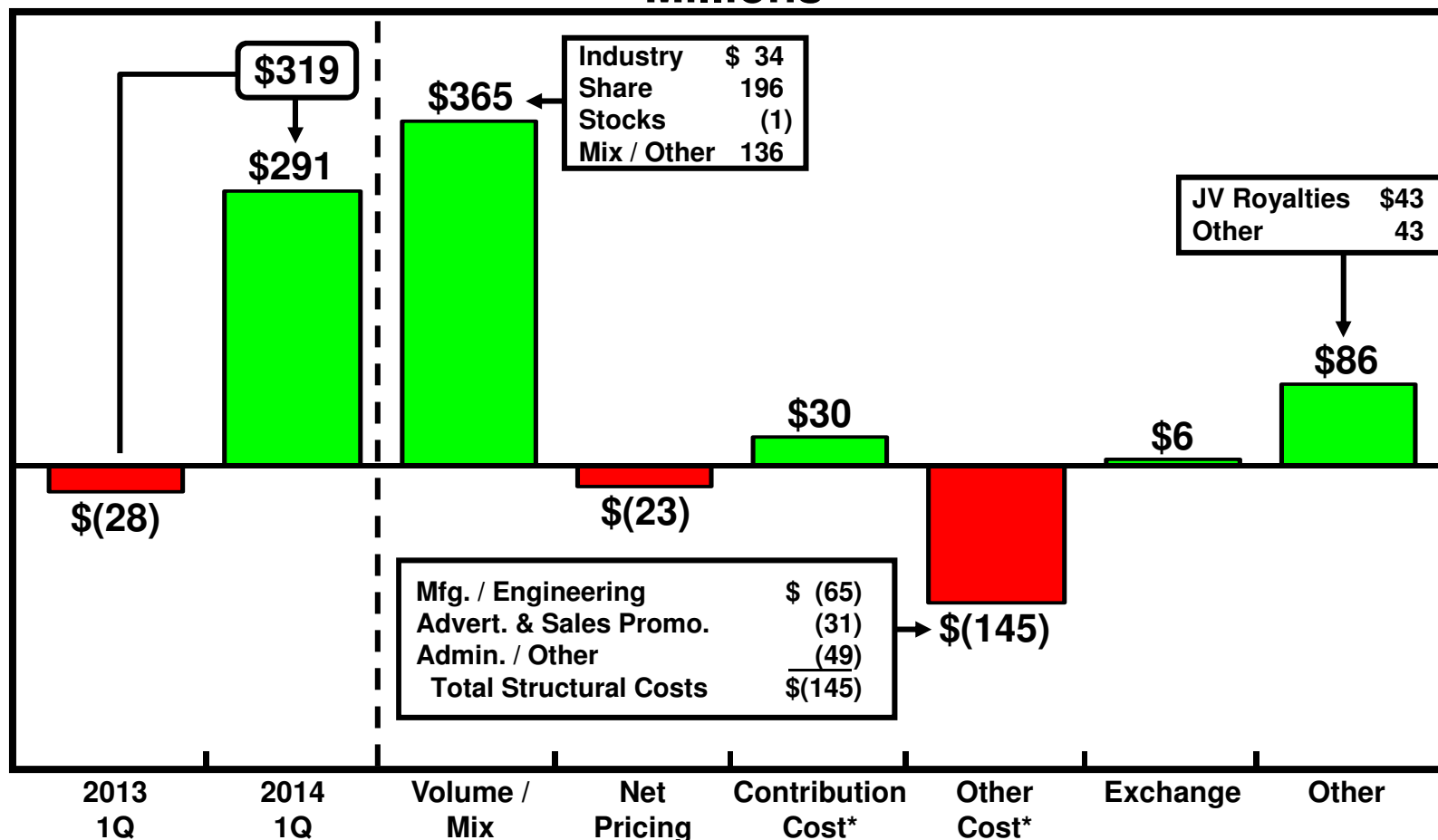


# AUTOMOTIVE SECTOR -- ASIA PACIFIC

## 2014 FIRST QUARTER PRE-TAX RESULTS

### COMPARED WITH 2013

Millions



Memo:

B / (W) Than 2013 4Q	\$182	\$(16)	\$26	\$54	\$116	\$ -	\$2
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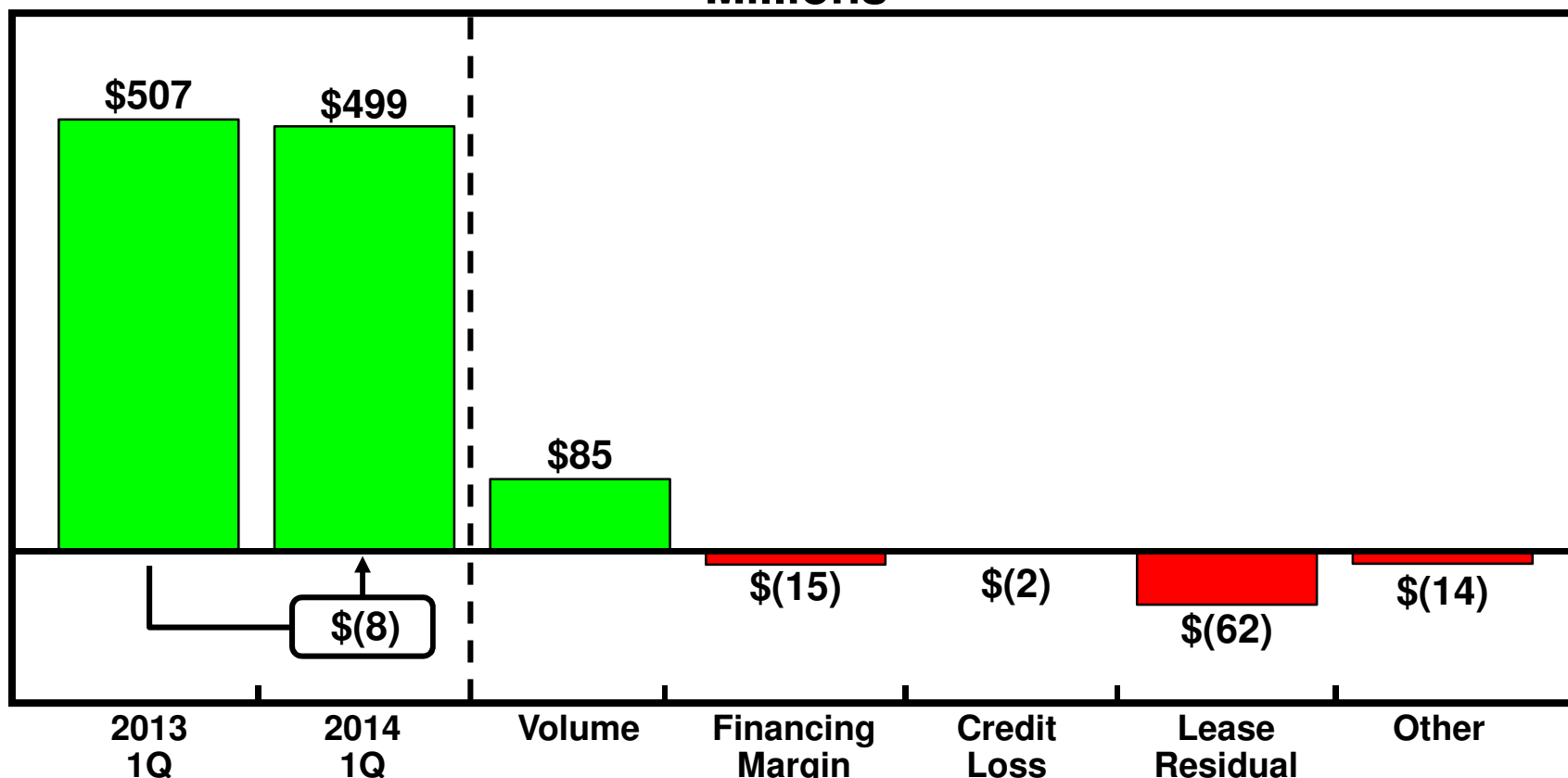
\* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix



# FORD CREDIT

## 2014 FIRST QUARTER PRE-TAX RESULTS COMPARED WITH 2013

Millions



Memo:

B / (W) 2013 4Q

Receivables (Bils.)

Net\* \$91 \$103

Managed\*\* 94 106

\* Net receivables reflect net finance receivables and net investment in operating leases reported on Ford Credit's balance sheet. The prior period was revised to conform to the presentation in our 2013 10-K report

\*\* Managed receivables equal net receivables, excluding unearned interest supplements and residual support, allowances for credit losses, and other (primarily accumulated supplemental depreciation). The prior period was revised to conform to the presentation in our 2013 10-K report



# **AUTOMOTIVE SECTOR**

## **2014 CASH\***

	<b>First Quarter <u>(Bils.)</u></b>
Gross cash at end of period	<b>\$ 25.2</b>
Gross cash at beginning of period	<b>24.8</b>
Change in gross cash	<b><u>\$ 0.4</u></b>
Automotive pre-tax profits**	<b>\$ 0.9</b>
Capital spending	<b>(1.5)</b>
Depreciation and tooling amortization	<b>1.0</b>
Changes in working capital	<b>1.7</b>
Other / Timing differences	<b><u>(0.9)</u></b>
Automotive operating-related cash flow	<b>\$ 1.2</b>
Separation payments	<b>-</b>
Net receipts from Financial Services sector	<b>0.2</b>
Other	<b><u>-</u></b>
Cash flow before other actions	<b>\$ 1.4</b>
Changes in debt	<b>-</b>
Funded pension contributions	<b>(0.5)</b>
Dividends / Other items	<b><u>(0.5)</u></b>
Change in gross cash	<b><u>\$ 0.4</u></b>

\* See Appendix for reconciliation to GAAP

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



# **AUTOMOTIVE SECTOR**

## **2014 AUTOMOTIVE FINANCIAL RESOURCES**

	<u>Dec. 31,</u> <u>2013</u> (Bils.)	<u>Mar. 31,</u> <u>2014</u> (Bils.)
<b>Automotive gross cash*</b>	<b>\$ 24.8</b>	<b>\$ 25.2</b>
<b>Less:</b>		
<b>Long-term debt</b>	<b>\$ (14.4)</b>	<b>\$ (13.6)</b>
<b>Debt payable within one year</b>	<u><b>(1.3)</b></u>	<u><b>(2.1)</b></u>
<b>Total debt</b>	<b>\$ (15.7)</b>	<b>\$ (15.7)</b>
<b>Net cash**</b>	<u><u><b>\$ 9.1</b></u></u>	<u><u><b>\$ 9.5</b></u></u>
<b>Memo: Liquidity***</b>	<b>\$ 36.2</b>	<b>\$ 36.6</b>

\* See Appendix for reconciliation to GAAP

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

\*\*\* Total available committed Automotive credit lines (including local lines available to foreign affiliates) were \$11.4 billion at March 31, 2014



# **2014 BUSINESS ENVIRONMENT OVERVIEW**



## **Global**

- 2014 global economic growth of 2.5% - 3% range; global industry sales of 85 - 90 million units

## **Americas**

- U.S. economic growth of 2.5% - 3% range; industry sales growth resuming after weak start to the year
- The environment in South America remains volatile, with slowing growth and inflation pressures in Brazil, and more severe imbalances in Argentina and Venezuela with elevated policy risks

## **Europe**

- Incoming data consistent with ongoing recovery, with growth in the 1% range in the Euro Area and about 2% - 2.5% range in the U.K. this year
- The European Central Bank has indicated policy rate will stay low and is poised to provide additional support to the economic recovery

## **Asia Pacific**

- China's economic growth slightly below 7.5% with several challenges and more focus on structural reforms in 2014
- India projected to grow about 5%, restrained by high inflation and interest rates

**2014 Global Economic Growth In The 2.5% To 3% Range**

# 2014 KEY METRICS -- BUSINESS UNITS



	2013 Full Year Results	2014 Full Year Compared With 2013		Memo: 2014 1st Qtr.
		Plan	Outlook	
<b><u>Automotive</u> (Mils.)*</b>				
North America	\$ 8,809	Lower	On Track	\$ 1,500
- Operating Margin	10.2%	8 - 9%	On Track	7.3%
South America	\$ (33)	About Equal	Lower	\$ (510)
Europe	(1,442)	Better	On Track	(194)
Middle East & Africa	(69)	About Breakeven	On Track	54
Asia Pacific	327	About Equal	Higher	291
Net Interest Expense	(801)	About Equal	About \$(700)	(163)
<b><u>Ford Credit</u> (Mils.)</b>	\$ 1,756	About Equal	About Equal / Higher	\$ 499

\* Excludes special items

**Business Unit Guidance Improved Or Unchanged Except For South America**

# 2014 PLANNING ASSUMPTIONS AND KEY METRICS



	2013 Full Year Results	2014 Full Year		Memo: 2014 1st Qtr.
		Plan	Outlook	
<b>Planning Assumptions (Mils.)</b>				
Industry Volume* – U.S.	15.9	16.0 - 17.0	On Track	16.0
– Europe 20	13.8	13.5 - 14.5	14.0 - 15.0	14.5
– China	22.2	22.5 - 24.5	On Track	22.9
<b>Key Metrics</b>				
<b>Automotive (Compared with 2013):</b>				
- Revenue (Bils.)	\$139.4	About Equal	On Track	\$ 33.9
- Operating Margin**	5.4%	Lower	On Track	3.4%
- Operating-Related Cash Flow (Bils.)***	\$ 6.1	Substantially Lower	On Track	\$ 1.2
<b>Ford Credit (Compared with 2013):</b>				
- Pre-Tax Profit (Bils.)	\$ 1.8	About Equal	About Equal / Higher	\$ 0.5
<b>Company:</b>				
- Pre-Tax Profit (Bils.)***	\$ 8.6	\$7 - \$8 Billion	On Track	\$ 1.4

\* Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

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

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

**Total Company Guidance Unchanged.  
2014 Is The Next Step In Delivering Profitable Growth For All**

# OUR PLAN -- ONE FORD



- Continue implementation of our global **ONE FORD** Plan:
  - 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



# RISK FACTORS



Statements included or incorporated by reference herein may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on expectations, forecasts, and assumptions by our management and involve a number of risks, uncertainties, and other factors that could cause actual results to differ materially from those stated, including, without limitation:

- Decline in industry sales volume, particularly in the United States or Europe, due to financial crisis, recession, geopolitical events, or other factors;
- Decline in Ford's market share or failure to achieve growth;
- Lower-than-anticipated market acceptance of Ford's new or existing products;
- Market shift away from sales of larger, more profitable vehicles beyond Ford's current planning assumption, particularly in the United States;
- An increase in or continued volatility of fuel prices, or reduced availability of fuel;
- Continued or increased price competition resulting from industry excess capacity, currency fluctuations, or other factors;
- Fluctuations in foreign currency exchange rates, commodity prices, and interest rates;
- Adverse effects resulting from economic, geopolitical, or other events;
- Economic distress of suppliers that may require Ford to provide substantial financial support or take other measures to ensure supplies of components or materials and could increase costs, affect liquidity, or cause production constraints or disruptions;
- Work stoppages at Ford or supplier facilities or other limitations on production (whether as a result of labor disputes, natural or man-made disasters, tight credit markets or other financial distress, production constraints or difficulties, or other factors);
- Single-source supply of components or materials;
- Labor or other constraints on Ford's ability to maintain competitive cost structure;
- Substantial pension and postretirement health care and life insurance liabilities impairing our liquidity or financial condition;
- Worse-than-assumed economic and demographic experience for 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, or increased warranty costs;
- Increased safety, emissions, fuel economy, or other regulations 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 products, perceived environmental impacts, or otherwise;
- A change in requirements under long-term supply arrangements committing Ford 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 results from a decrease in or cessation or clawback of government incentives related to investments;
- Inherent limitations of internal controls impacting financial statements and safeguarding of assets;
- Cybersecurity risks to operational systems, security systems, or infrastructure owned by Ford, Ford Credit, or a third-party vendor or supplier;
- Failure of financial institutions to fulfill commitments under committed credit and liquidity 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, lower-than-anticipated residual values, or higher-than-expected return volumes for leased vehicles;
- Increased competition from banks or other financial institutions seeking to increase their share of financing Ford vehicles; 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, see "Item 1A. Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2013, as updated by our subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

# ***APPENDIX***



# ***2014 FIRST QUARTER EARNINGS -- APPENDIX INDEX***

	<u>Slide</u>
• Calculation of Earnings Per Share	1
• Income from Continuing Operations	2
• Special Items	3
• Preliminary Sector Income Statement	4
 <u>Automotive Sector</u>	
• Production Volumes	5
• Dealer Stocks and Definition of Wholesales	6
• Market Results	7
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# 2014 CALCULATION OF EARNINGS PER SHARE



	First Quarter	
	Net Income Attributable to Ford	After-Tax Operating Results Excluding Special Items*
<b><u>After-Tax Results (Mils.)</u></b>		
After-tax results*	\$ 989	\$ 1,019
Effect of dilutive 2016 Convertible Notes**	12	12
Diluted after-tax results	<u>\$ 1,001</u>	<u>\$ 1,031</u>
<b><u>Basic and Diluted Shares (Mils.)</u></b>		
Basic shares (Average shares outstanding)	3,946	3,946
Net dilutive options	48	48
Dilutive 2016 Convertible Notes	100	100
Diluted shares	<u>4,094</u>	<u>4,094</u>
EPS (Diluted)	\$ 0.24	\$ 0.25

\* Excludes Income / (Loss) attributable to non-controlling interests; 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



# 2014 INCOME FROM CONTINUING OPERATIONS



	First Quarter		Memo:
	2013	2014	Full Year
	(Mils.)	(Mils.)	2013
			(Mils.)
<b><u>Automotive</u></b>			
North America	\$ 2,392	\$ 1,500	\$ 8,809
South America	(218)	(510)	(33)
Europe	(425)	(194)	(1,442)
Middle East & Africa	47	54	(69)
Asia Pacific	(28)	291	327
Other Automotive	(125)	(222)	(656)
Total Automotive (excl. special items)	\$ 1,643	\$ 919	\$ 6,936
Special items -- Automotive	(23)	(122)	(1,568)
Total Automotive	\$ 1,620	\$ 797	\$ 5,368
<b><u>Financial Services</u></b>			
Ford Credit	\$ 507	\$ 499	\$ 1,756
Other Financial Services	(4)	(37)	(84)
Total Financial Services	\$ 503	\$ 462	\$ 1,672
<b><u>Company</u></b>			
Pre-tax results	\$ 2,123	\$ 1,259	\$ 7,040
(Provision for) / Benefit from income taxes	(511)	(270)	135
Net income	\$ 1,612	\$ 989	\$ 7,175
Less: Income attributable to non-controlling interests	1	-	(7)
Net income attributable to Ford	\$ 1,611	\$ 989	\$ 7,182
<b>Memo: Excluding special items</b>			
Pre-tax results	\$ 2,146	\$ 1,381	\$ 8,608
(Provision for) / Benefit from income taxes	(503)	(362)	(2,022)
Less: Income attributable to non-controlling interests	1	-	(7)
After-tax results	\$ 1,642	\$ 1,019	\$ 6,593

# SPECIAL ITEMS



	<u>First Quarter</u>	
	<u>2013</u>	<u>2014</u>
	(Mils.)	(Mils.)
<b><u>Personnel-Related Items</u></b>		
Separation-related actions*	\$ (8)	\$ (122)
<b><u>Other Items</u></b>		
Ford Romania consolidation loss	<u>(15)</u>	<u>-</u>
<b>Total Special Items</b>	<b><u><u>\$ (23)</u></u></b>	<b><u><u>\$ (122)</u></u></b>
<b>Tax Special Items</b>	<b>\$ (8)</b>	<b>\$ 92</b>
<b>Memo:</b>		
<b>Special Items impact on earnings per share**</b>	<b>\$ (0.01)</b>	<b>\$ (0.01)</b>

\* Primarily related to separation costs for personnel at the Genk and U.K. facilities

\*\* Includes related tax effect on special items and tax special items

# PRELIMINARY SECTOR INCOME STATEMENT DATA



	First Quarter	
	2013 (Mils.)	2014 (Mils.)
<b>AUTOMOTIVE</b>		
<b>Revenues</b>	\$ 33,858	\$ 33,876
<b>Costs and Expenses</b>		
Cost of sales	30,005	31,021
Selling, administrative, and other expenses	2,481	2,476
Total costs and expenses	32,486	33,497
Interest expense	206	208
Interest income and other income / (loss), net	245	214
Equity in net income / (loss) of affiliated companies	209	412
<b>Income before income taxes -- Automotive</b>	<b>1,620</b>	<b>797</b>
<b>FINANCIAL SERVICES</b>		
<b>Revenues</b>	1,791	2,000
<b>Costs and expenses</b>		
Interest expense	706	678
Depreciation on vehicles subject to operating leases	483	706
Operating and other expenses	160	190
Provision for credit and insurance losses	40	39
Total costs and expenses	1,389	1,613
Other income / (loss), net	96	68
Equity in net income / (loss) of affiliated companies	5	7
<b>Income before income taxes -- Financial Services</b>	<b>503</b>	<b>462</b>
<b>COMPANY</b>		
<b>Income before income taxes</b>	2,123	1,259
Provision for / (Benefit from) income taxes	511	270
<b>Net income</b>	1,612	989
Less: Income / (Loss) attributable to non-controlling interests	1	-
<b>Net income attributable to Ford Motor Company</b>	<b>\$ 1,611</b>	<b>\$ 989</b>



# **AUTOMOTIVE SECTOR PRODUCTION VOLUMES\***

	<b>2014</b>			
	<b>First Quarter Actual</b>		<b>Second Quarter Forecast</b>	
	<b>Units</b>	<b>O / (U)</b>	<b>Units</b>	<b>O / (U)</b>
	<b>(000)</b>	<b>2013 (000)</b>	<b>(000)</b>	<b>2013 (000)</b>
<b>North America</b>	<b>774</b>	<b>(10)</b>	<b>810</b>	<b>(10)</b>
<b>South America</b>	<b>94</b>	<b>(17)</b>	<b>105</b>	<b>(29)</b>
<b>Europe</b>	<b>382</b>	<b>(4)</b>	<b>405</b>	<b>4</b>
<b>Middle East &amp; Africa</b>	<b>17</b>	<b>2</b>	<b>20</b>	<b>3</b>
<b>Asia Pacific</b>	<b>346</b>	<b>75</b>	<b>360</b>	<b>64</b>
<b>Total</b>	<b><u>1,613</u></b>	<b><u>46</u></b>	<b><u>1,700</u></b>	<b><u>32</u></b>

\* Includes Ford brand and JMC brand vehicles produced by unconsolidated affiliates



# SELECTED MARKETS

## 2014 FIRST QUARTER DEALER STOCKS AND DEFINITION OF WHOLESALERS\*

	First Quarter Dealer Stock**				
	U.S.	Brazil	Europe 20	MEA	China
	(000)	(000)	(000)	(000)	(000)
<b>2013</b>					
March 31, 2013	563	23	154	93	76
December 31, 2012	521	26	141	88	83
Stock Change H / (L)	42	(3)	13	5	(7)
<b>2014</b>					
March 31, 2014	683	35	159	93	98
December 31, 2013	636	33	127	91	100
Stock Change H / (L)	47	2	32	2	(2)
<b>Year-Over-Year Stock Change</b>	<b>5</b>	<b>5</b>	<b>19</b>	<b>(3)</b>	<b>5</b>

\* Wholesale unit volumes include all Ford badged units (whether produced by Ford or by an unconsolidated affiliate) that are sold to dealerships, units manufactured by Ford that are sold to other manufacturers, units distributed by Ford for other manufacturers, and local brand units produced by our Chinese joint venture JMC that are sold to dealerships. 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 (i.e., rental repurchase), as well as other sales of finished vehicles for which the recognition of revenue is deferred (e.g., consignments), also are included in wholesale unit volumes

\*\* Based, in part, on estimated vehicle registrations



# AUTOMOTIVE SECTOR MARKET RESULTS\*

	First Quarter				Memo: Fourth Quarter 2013	
	Industry SAAR		Market Share		Industry	Market
	2013	2014	2013	2014	SAAR	Share
	(Mils.)	(Mils.)	(Pct.)	(Pct.)	(Mils.)	(Pct.)
<b><u>North America</u></b>						
Total	18.7	19.2	15.3	14.7	19.2	14.6
U.S.	15.6	16.0	15.9	15.3	16.0	15.4
<b><u>South America</u></b>						
Total	5.9	5.7	8.8	8.4	6.1	8.5
Brazil	3.8	3.8	9.1	9.2	3.7	9.4
<b><u>Europe</u></b>						
Total	18.1	18.7	7.2	7.2	19.0	7.1
Europe 20	13.4	14.5	7.7	8.0	14.5	7.4
<b><u>Middle East &amp; Africa</u></b>						
Total	3.9	4.0	4.6	4.6	3.9	5.3
<b><u>Asia Pacific**</u></b>						
Total	37.0	38.9	2.7	3.4	40.1	3.6
China	21.0	22.9	3.6	4.5	23.8	4.4
<b><u>Global</u></b>	<b>83.6</b>	<b>86.5</b>	<b>6.9</b>	<b>6.9</b>	<b>88.3</b>	<b>7.1</b>

\* Based, in part, on estimated vehicle registrations; includes medium and heavy trucks; prior periods revised to reflect present year Automotive segment structure

\*\* Asia Pacific market share includes Ford brand and JMC brand vehicles produced in China by unconsolidated affiliates



# ***AUTOMOTIVE SECTOR AUTOMOTIVE DEBT***

	<b>Dec. 31, 2013</b>	<b>Mar. 31, 2014</b>
	<b>(Bils.)</b>	<b>(Bils.)</b>
<b>Public unsecured debt</b>	<b>\$ 6.7</b>	<b>\$ 6.6</b>
<b>Convertible notes</b>	<b>0.8</b>	<b>0.8</b>
<b>U.S. Dept. of Energy / Ex-Im loans</b>	<b>5.3</b>	<b>5.2</b>
<b>Other debt (including International)</b>	<b><u>2.9</u></b>	<b><u>3.1</u></b>
<b>Total Automotive debt</b>	<b><u>\$ 15.7</u></b>	<b><u>\$ 15.7</u></b>
<b>Memo:</b>		
<b>Automotive debt payable within one year</b>	<b>\$ 1.3</b>	<b>\$ 2.1</b>



# **AUTOMOTIVE SECTOR**

## **NET INTEREST RECONCILIATION TO GAAP**

	<b>First Quarter</b>	
	<b>2013</b>	<b>2014</b>
	<b>(Mils.)</b>	<b>(Mils.)</b>
Interest expense (GAAP)	\$ (206)	\$ (208)
Interest income (GAAP)	<u>44</u>	<u>70</u>
Subtotal	\$ (162)	\$ (138)
<b><u>Adjusted for items included / excluded from net interest</u></b>		
Include: Gains / (Losses) on cash equiv. and marketable securities*	14	13
Include: Gains / (Losses) on extinguishment of debt	(18)	(5)
Other	<u>(23)</u>	<u>(33)</u>
Net Interest	<u>\$ (189)</u>	<u>\$ (163)</u>

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





## **AUTOMOTIVE SECTOR GROSS CASH RECONCILIATION TO GAAP**

	<b>Mar. 31, 2013</b>	<b>Dec. 31, 2013</b>	<b>Mar. 31, 2014</b>
	<b><u>(Bils.)</u></b>	<b><u>(Bils.)</u></b>	<b><u>(Bils.)</u></b>
<b>Cash and cash equivalents</b>	<b>\$ 6.0</b>	<b>\$ 5.0</b>	<b>\$ 4.5</b>
<b>Marketable securities</b>	<b><u>18.2</u></b>	<b><u>20.1</u></b>	<b><u>20.7</u></b>
<b>Total cash and marketable securities (GAAP)</b>	<b>\$ 24.2</b>	<b>\$ 25.1</b>	<b>\$ 25.2</b>
<b>Securities in transit*</b>	<b><u>-</u></b>	<b><u>(0.3)</u></b>	<b><u>-</u></b>
<b>Gross cash</b>	<b><u>\$ 24.2</u></b>	<b><u>\$ 24.8</u></b>	<b><u>\$ 25.2</u></b>

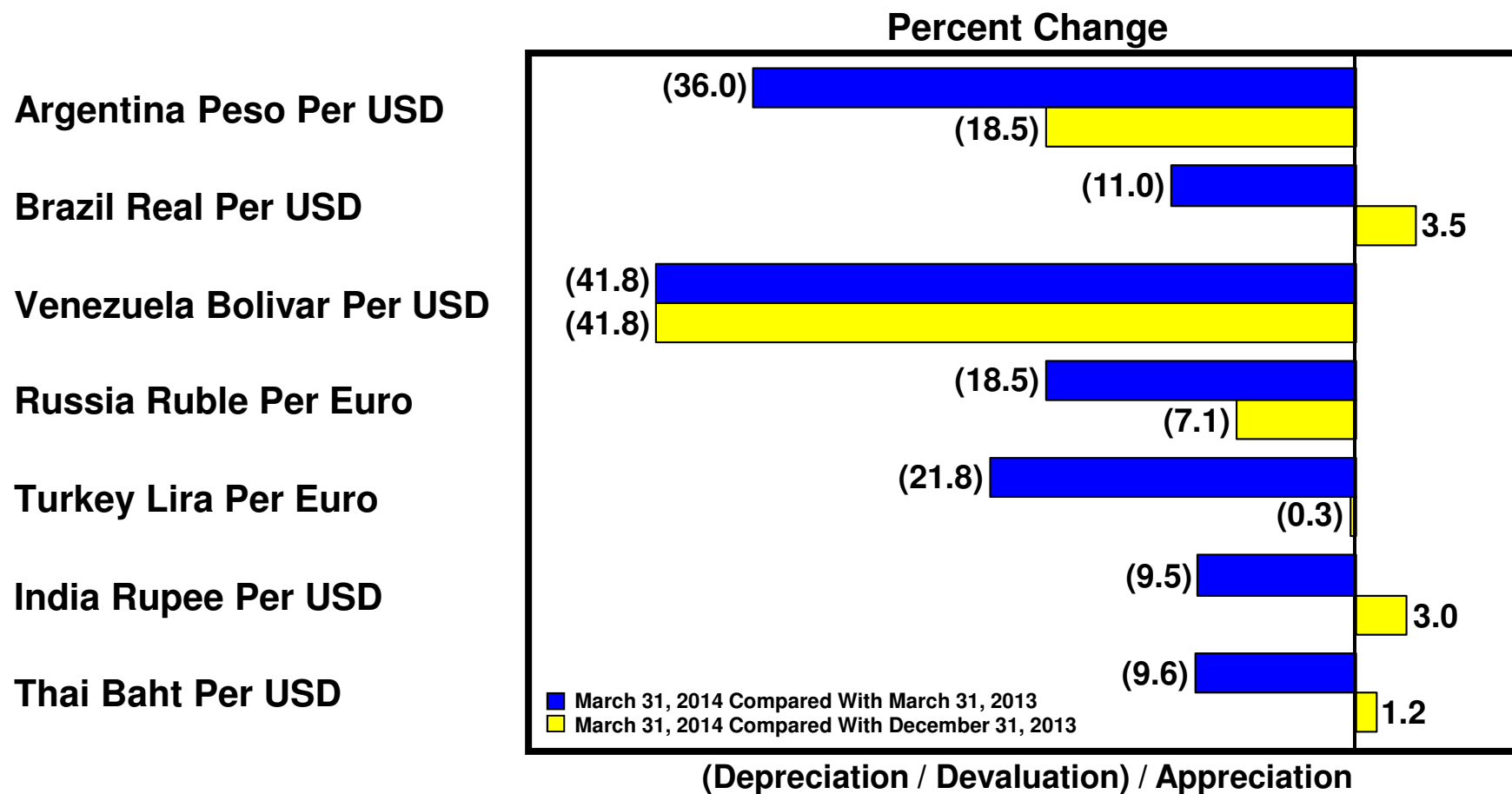
\* The purchase or sale of marketable securities for which the cash settlement was not made by period end and a payable or receivable was recorded on the balance sheet



# **AUTOMOTIVE SECTOR OPERATING-RELATED CASH FLOWS RECONCILIATION TO GAAP**

	<b>First Quarter</b>		<b>Memo:</b>
	<b>2013</b>	<b>2014</b>	<b>Full Year</b>
	<b>(Bils.)</b>	<b>(Bils.)</b>	<b>2013</b>
			<b>(Bils.)</b>
<b><u>Net cash provided by / (used in) operating activities (GAAP)</u></b>	<b>\$ 0.7</b>	<b>\$ 2.0</b>	<b>\$ 7.7</b>
<b><u>Items included in operating-related cash flows</u></b>			
Capital spending	(1.5)	(1.5)	(6.6)
Proceeds from the exercise of stock options	-	0.1	0.3
Net cash flows from non-designated derivatives	(0.2)	-	(0.3)
<b><u>Items not included in operating-related cash flows</u></b>			
Cash impact of Job Security Benefits and personnel-reduction actions	0.1	-	0.3
Funded pension contributions	1.8	0.5	5.0
Tax refunds and tax payments from affiliates	(0.3)	(0.2)	(0.3)
Other	0.1	0.3	-
<b>Operating-related cash flows</b>	<b><u>\$ 0.7</u></b>	<b><u>\$ 1.2</u></b>	<b><u>\$ 6.1</u></b>

# EMERGING MARKETS CURRENCY UPDATE



**Broad Based Weakening In Emerging Market Currencies**

# TOTAL AUTOMOTIVE NEW SEGMENT REPORTING STRUCTURE

## Five Automotive Segments



## Summary

- **Automotive Segments reorganized effective January 1, 2014**
  - Increase focus on growth markets
  - Ensure clear responsibility and accountability for all markets within geographic regions
- **Established Middle East & Africa as our fifth Automotive Segment**
  - Includes what were direct export markets in the Middle East and in Africa
  - Includes South Africa, previously reported in Asia Pacific Africa
- **Realigned remaining export markets on a geographic basis**
- **Revenue and profits for direct export markets now reported “where sold”**

**Middle East & Africa Formed To Facilitate An Increased Focus  
On This Important Growth Region**



# **AUTOMOTIVE SECTOR -- AMERICAS**

## **2013 REVISED TO REFLECT 2014 STRUCTURE**

	2013 Calendar Year									
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Full Year	
	Reported	Revised	Reported	Revised	Reported	Revised	Reported	Revised	Reported	Revised
<b><u>North America</u></b>										
Wholesale Volume (000)	761	735	823	802	744	725	760	744	3,088	3,006
Revenue (Bils.)	\$ 22.3	\$ 21.5	\$ 22.4	\$ 21.8	\$ 21.7	\$ 21.2	\$ 22.5	\$ 22.0	\$ 88.9	\$ 86.5
Operating Margin (Pct.)	11.0	11.1	10.4	10.6	10.6	10.9	7.6	8.2	9.9	10.2
Pre-Tax Results (Mils.)*	\$ 2,442	\$ 2,392	\$ 2,329	\$ 2,321	\$ 2,308	\$ 2,296	\$ 1,702	\$ 1,800	\$ 8,781	\$ 8,809
<b><u>South America</u></b>										
Wholesale Volume (000)	113	113	147	147	143	143	135	135	538	538
Revenue (Bils.)	\$ 2.3	\$ 2.3	\$ 3.0	\$ 3.0	\$ 2.8	\$ 2.8	\$ 2.7	\$ 2.7	\$ 10.8	\$ 10.8
Operating Margin (Pct.)	(9.4)	(9.4)	5.0	5.0	5.6	5.7	(4.7)	(4.7)	(0.3)	(0.3)
Pre-Tax Results (Mils.)	\$ (218)	\$ (218)	\$ 151	\$ 151	\$ 159	\$ 160	\$ (126)	\$ (126)	\$ (34)	\$ (33)

\* Fourth Quarter and Full Year 2013 North America revised pre-tax results also include a \$39 million favorable revision related to a change in accounting for U.S. and Canada employee disability benefits

# AUTOMOTIVE SECTOR -- EUROPE AND MIDDLE EAST & AFRICA 2013 REVISED TO REFLECT 2014 STRUCTURE



	2013 Calendar Year									
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Full Year	
	Reported	Revised	Reported	Revised	Reported	Revised	Reported	Revised	Reported	Revised
<b>Europe</b>										
Wholesale Volume (000)	341	330	391	377	310	303	318	307	1,360	1,317
Revenue (Bils.)	\$ 6.7	\$ 6.6	\$ 7.6	\$ 7.3	\$ 6.5	\$ 6.4	\$ 7.1	\$ 7.0	\$ 27.9	\$ 27.3
Operating Margin (Pct.)	(6.9)	(6.5)	(4.6)	(4.2)	(3.5)	(2.8)	(8.0)	(7.6)	(5.8)	(5.3)
Pre-Tax Results (Mils.)	\$ (462)	\$ (425)	\$ (348)	\$ (306)	\$ (228)	\$ (182)	\$ (571)	\$ (529)	\$ (1,609)	\$ (1,442)
<b>Middle East &amp; Africa</b>										
Wholesale Volume (000)	N/A	54	N/A	52	N/A	44	N/A	49	N/A	199
Revenue (Bils.)	N/A	\$ 1.3	N/A	\$ 1.2	N/A	\$ 1.0	N/A	\$ 1.0	N/A	\$ 4.5
Operating Margin (Pct.)	N/A	3.7	N/A	1.1	N/A	(2.4)	N/A	(10.2)	N/A	(1.5)
Pre-Tax Results (Mils.)	N/A	\$ 47	N/A	\$ 13	N/A	\$ (25)	N/A	\$ (104)	N/A	\$ (69)



# **AUTOMOTIVE SECTOR -- ASIA PACIFIC**

## **2013 REVISED TO REFLECT 2014 STRUCTURE**

	2013 Calendar Year									
	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Full Year	
	Reported	Revised	Reported	Revised	Reported	Revised	Reported	Revised	Reported	Revised
<b><u>Asia Pacific</u></b>										
Wholesale Volume (000)	282	265	317	300	348	330	397	375	1,344	1,270
Revenue (Bils.)	\$ 2.6	\$ 2.2	\$ 3.0	\$ 2.7	\$ 2.9	\$ 2.5	\$ 3.3	\$ 2.9	\$ 11.8	\$ 10.3
Operating Margin (Pct.)	0.2	(1.3)	5.8	4.9	4.4	4.6	3.3	3.8	3.5	3.2
Pre-Tax Results (Mils.)	\$ 6	\$ (28)	\$ 177	\$ 130	\$ 126	\$ 116	\$ 106	\$ 109	\$ 415	\$ 327