



Go Further

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AGENDA

- **ONE Ford Plan Update**
 - **North America**
 - **South America**
- **2013 Planning Assumptions and Key Metrics**
- **Closing Remarks**
- **Q&A**

TOTAL COMPANY 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



THE PLAN



- **Great Products...Strong Business...Better World**
- **Serve all major markets**
- **Expand in BRIC markets**
- **Focus on the Ford and Lincoln brands**
- **Full line-up of vehicles**
 - **Small, Medium and Large...Cars, Utilities and Trucks**
 - **Electrification strategy -- “Power of Choice”**
 - **Commitment to product excellence**
- **Best-in-class vehicles**



THE PLAN (CONT'D)



- Improve time to market
- Freshest showroom
- Enhance customer experience
- Deliver the brand promise
- Fully competitive revenue
- Global platforms and scale
- Flexible and efficient production
- Fully competitive costs
- Return to and maintain investment grade
- Skilled and motivated team





GLOBAL PRODUCT PLAN -- PLATFORM CONSOLIDATION AND INCREASING SCALE

Segment	Sample Vehicle	Mid-Decade Ongoing Annual Volume
B Segment	Fiesta	> 2 million
C Segment	Focus	> 2 million
CD Segment	Fusion / Mondeo	~ 1.3 million
Compact Pickup Segment	Ranger	> 275K
Commercial Van Segment	E-Series / Transit	> 475K

**Platform Consolidation Underway With Common Global Top Hats --
Over 85% Of Volume On 9 Core Platforms In 2013**

MID-DECADE OUTLOOK



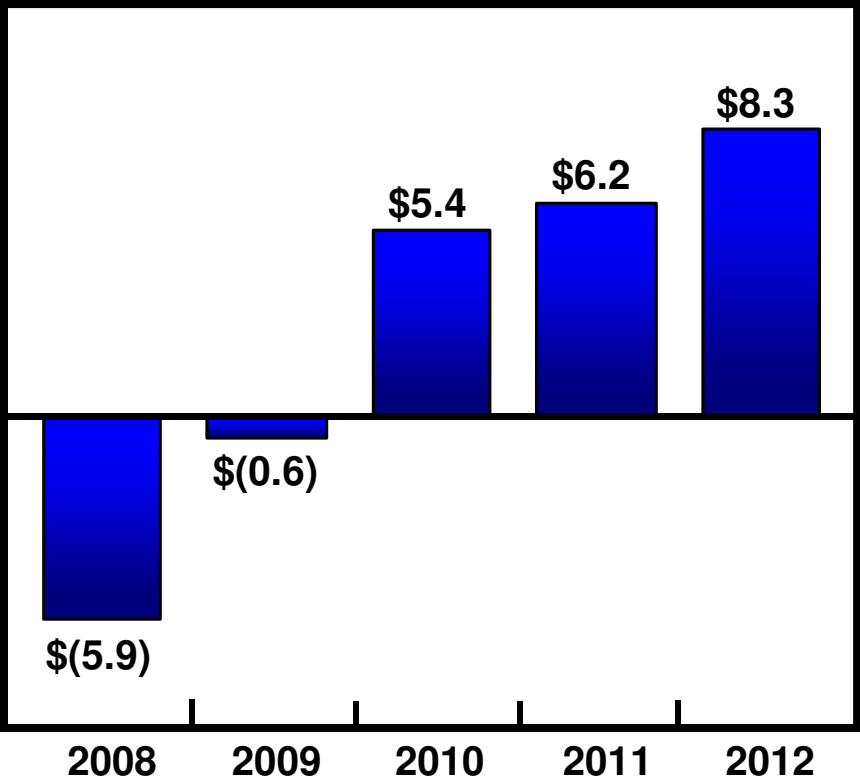
	<u>Mid-Decade Outlook*</u>
Wholesale Volumes	About 8 million
Revenue / Pricing	Improving
Automotive Operating Margins**	
- North America	8 - 10%
- Global	8 - 9%
Ford Credit Return on Equity	High Single Digits
Capital Spending	About \$6 billion
Total Automotive Debt	About \$10 billion
Investment Rating	Plan to achieve investment grade in the near-term (now achieved) and to remain investment grade through economic cycle
Dividends (% of PAT)	Appropriate level of after-tax earnings

*At trend economic conditions and industry volume

**Automotive pre-tax operating profit, excluding special items and Other Automotive (primarily net interest), divided by Automotive revenue

FORD NORTH AMERICA -- OVERVIEW

Pre-Tax Profit (Bils.)

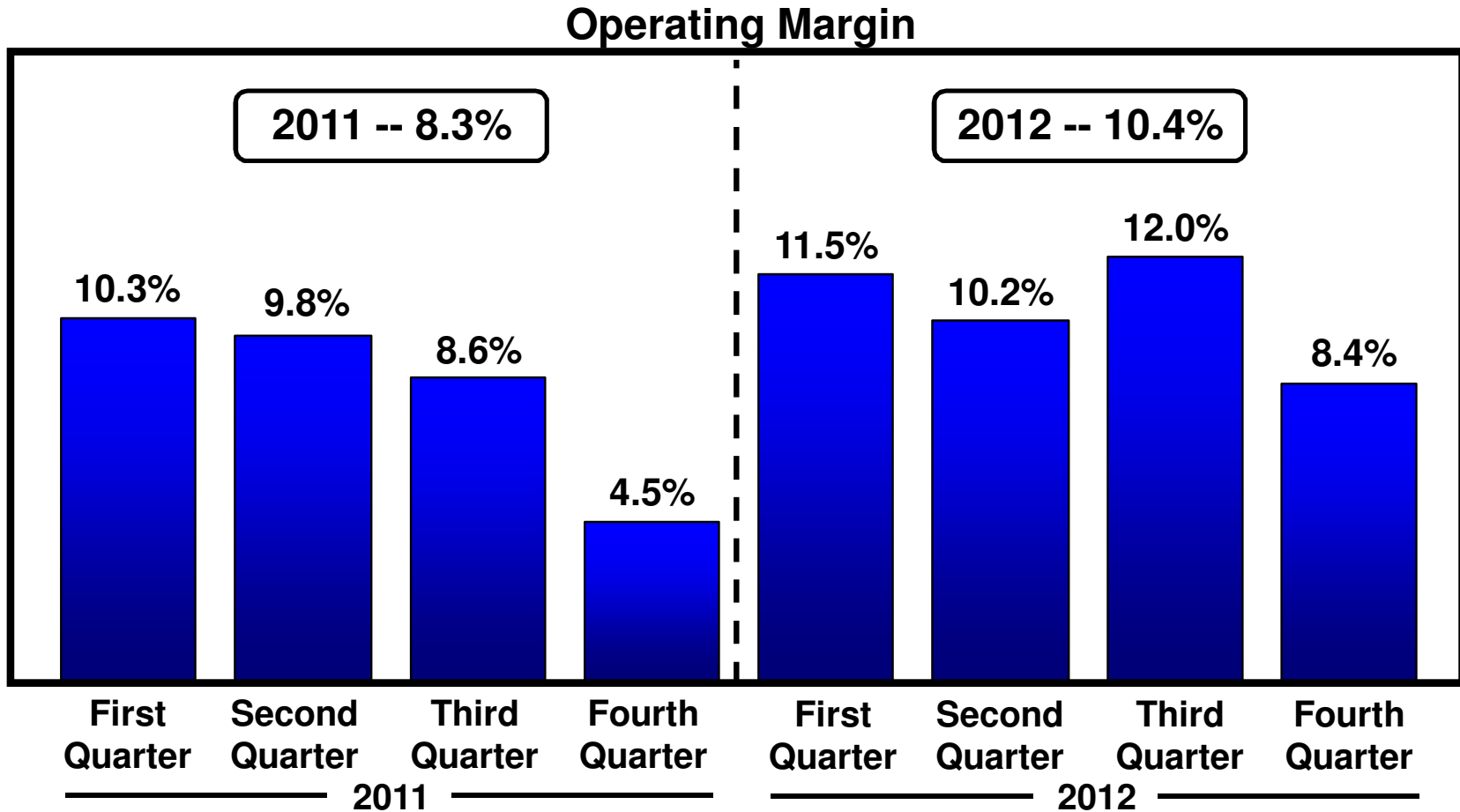


- Significant transformation of Ford North America in last 6 years
 - Global product strategy underway
 - Delivering significant improvements in fuel economy
 - Brand health and revenue are improving
 - Reduced North America’s structural costs by more than \$8.5 billion from 2005 - 2012
 - Aligned production capacity with demand
 - Strong cash generation supporting Corporate balance sheet improvements

Operating Margin	2008	2009	2010	2011	2012
(Neg.)	(Neg.)	(Neg.)	8.4%	8.3%	10.4%

Ford North America 2012 Results Up Significantly Compared With 2011

FORD NORTH AMERICA -- OPERATING MARGINS



B / (W) Year Ago

1.2 Pts. 0.4 Pts. 3.4 Pts. 3.9 Pts.

2012 Margins Up From Prior Year In Each Quarter

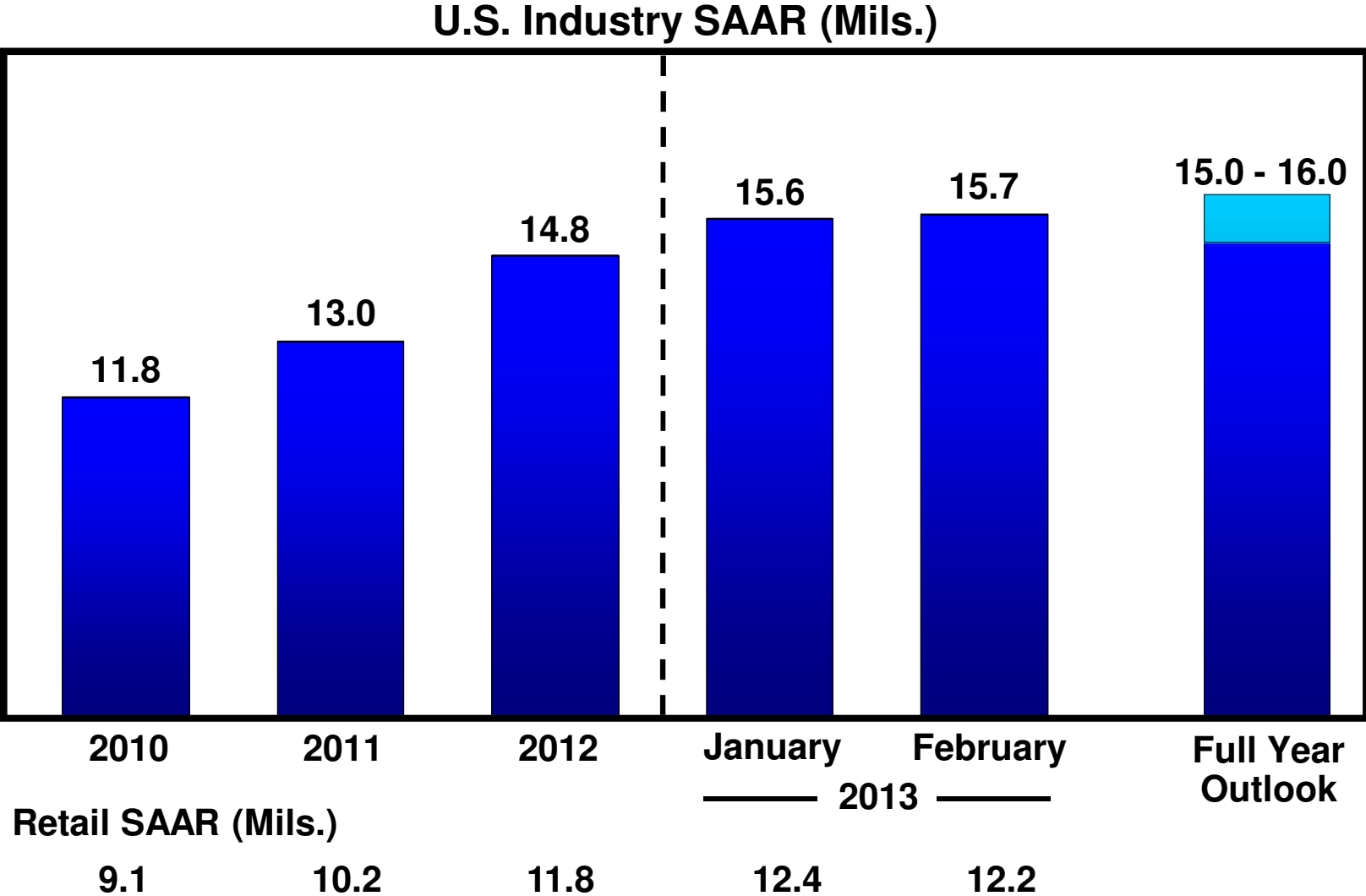


FORD NORTH AMERICA -- KEY PRIORITIES

- **Sustain profit and margin performance**
- **Grow volume and improve U.S market share**
- **Develop outstanding products with industry-leading refresh rates**
- **Accelerate quality improvements**
- **Revitalize the Lincoln brand**
- **Control costs as we grow the business**



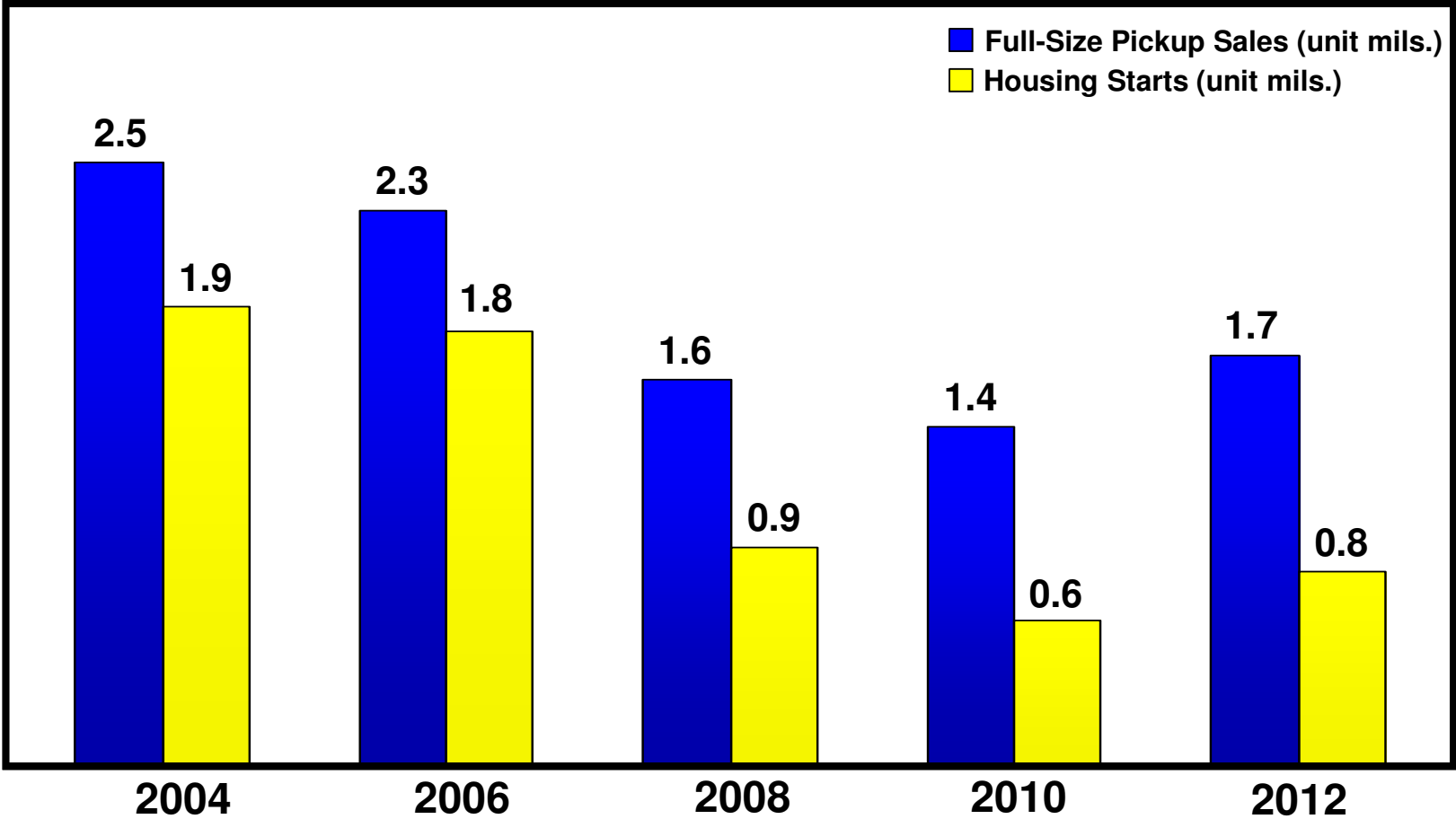
U.S. INDUSTRY SALES



U.S. Industry Sales Improving Steadily -- Led by Strong Retail Sales

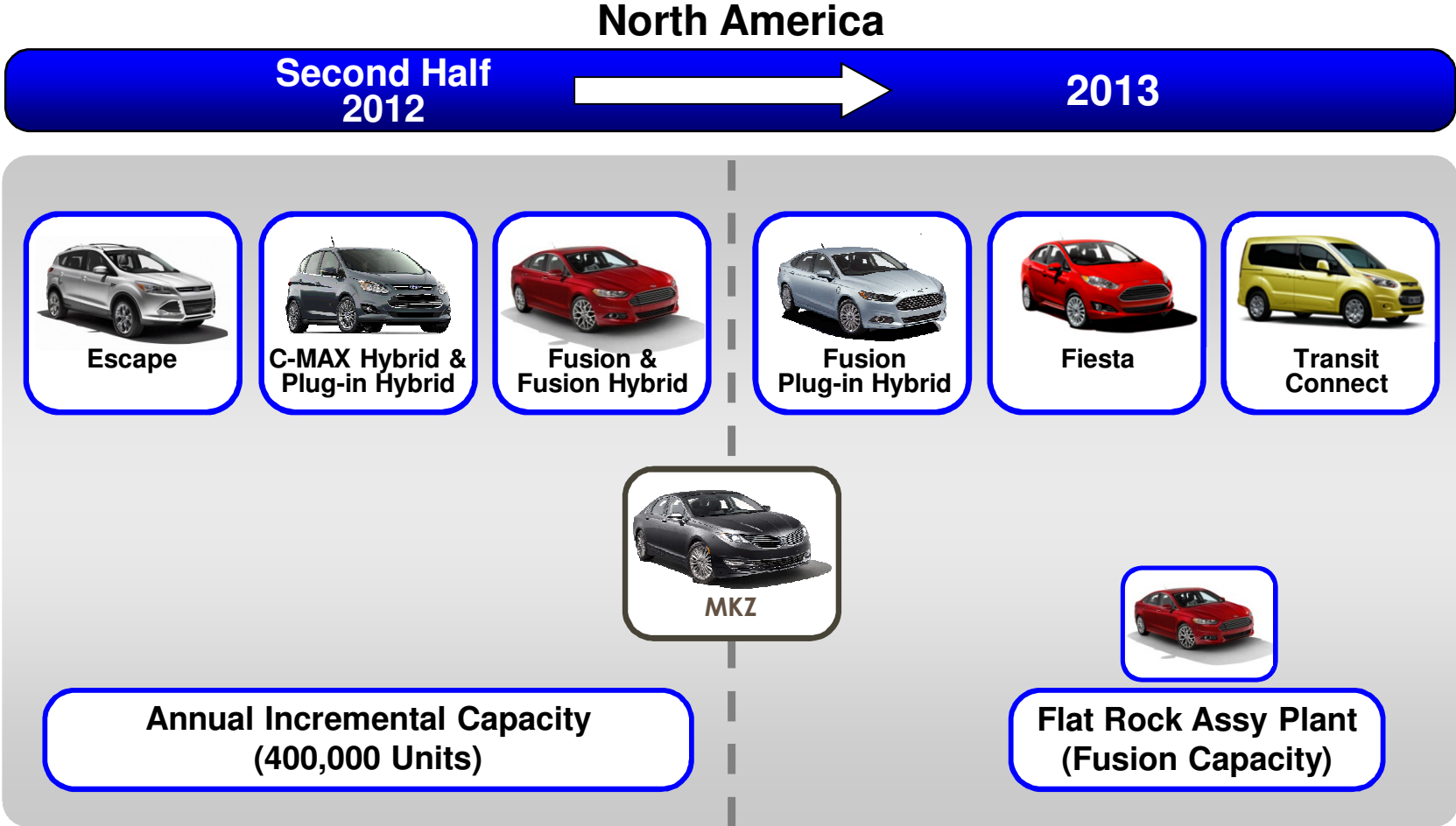
U.S. INDUSTRY -- PICKUP SALES DRIVERS

Housing Starts & Full-size Pickup Sales



**Full-size Pickup Sales Rebound
Supported By Housing Sector Recovery**

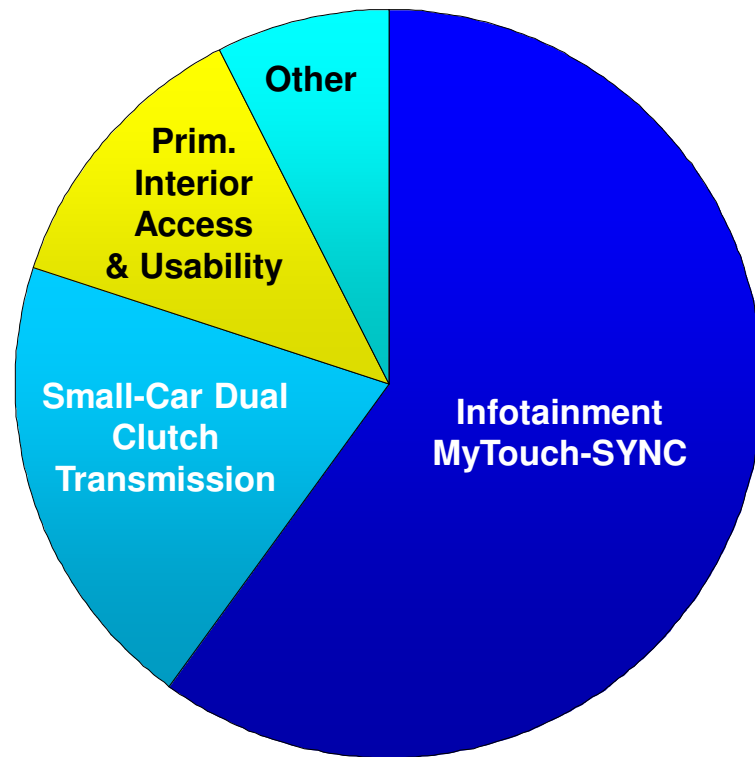
FORD NORTH AMERICA -- KEY PRODUCTS AND CAPACITY ACTIONS



Ford North America Continuing To Invest In New Products And Capacity

FORD NORTH AMERICA -- QUALITY IMPROVEMENT ACTIONS

Ford Internal GQRS Survey -- Gap to BIC*



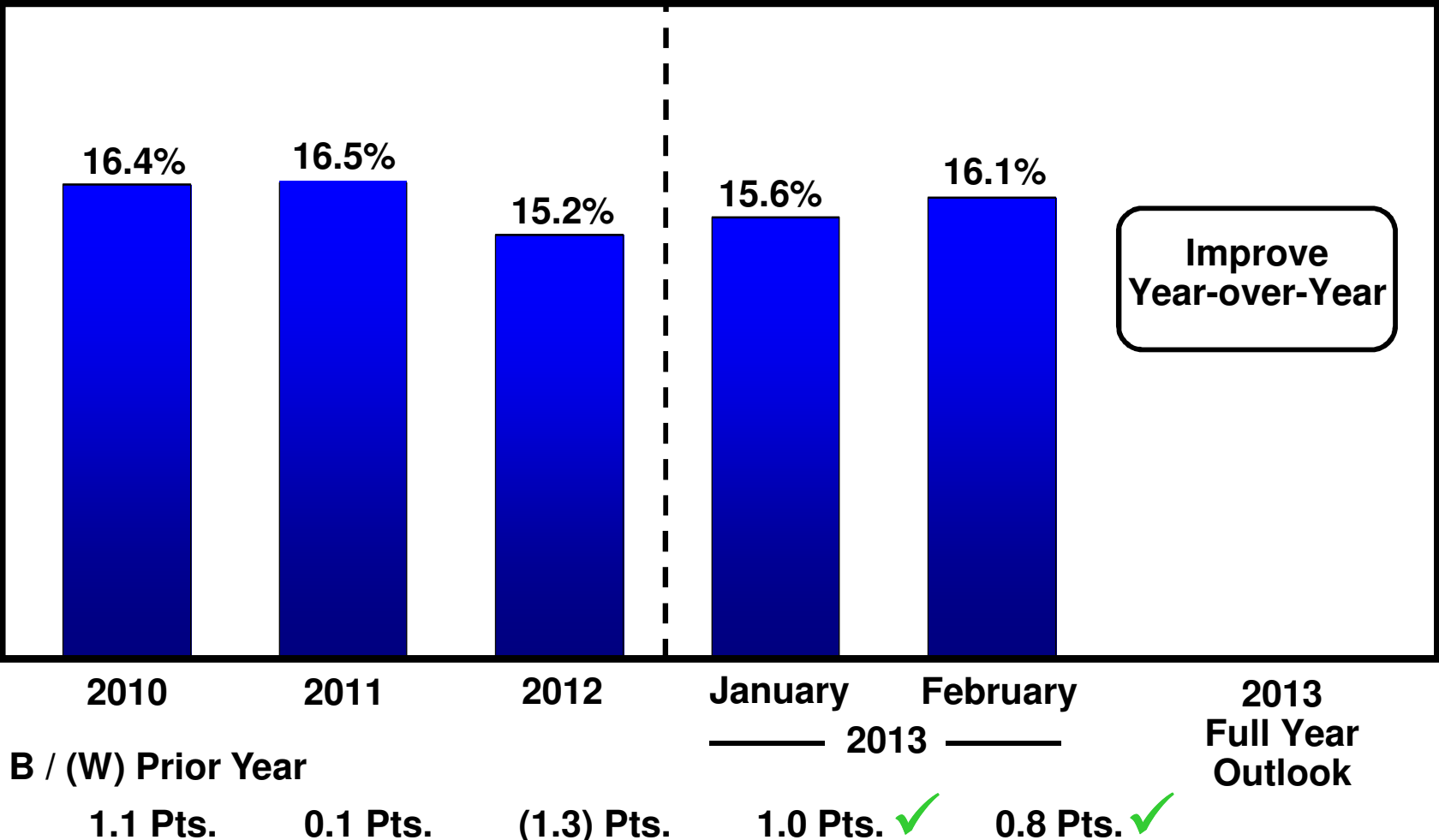
- Ford North America has clear view of quality priorities
- Improvement actions implemented for key systems
 - Infotainment (MyTouch-SYNC)
 - Transmissions (Small-Car Dual Clutch)
 - Interior Access & Usability
- Internal indicators reflect positive results
- Ford North America customer satisfaction remains high -- near record levels

Ford North America Is Accelerating Quality Plans In All Areas Where Gap To Competitors Exists



FORD NORTH AMERICA -- U.S MARKET SHARE

Total Share

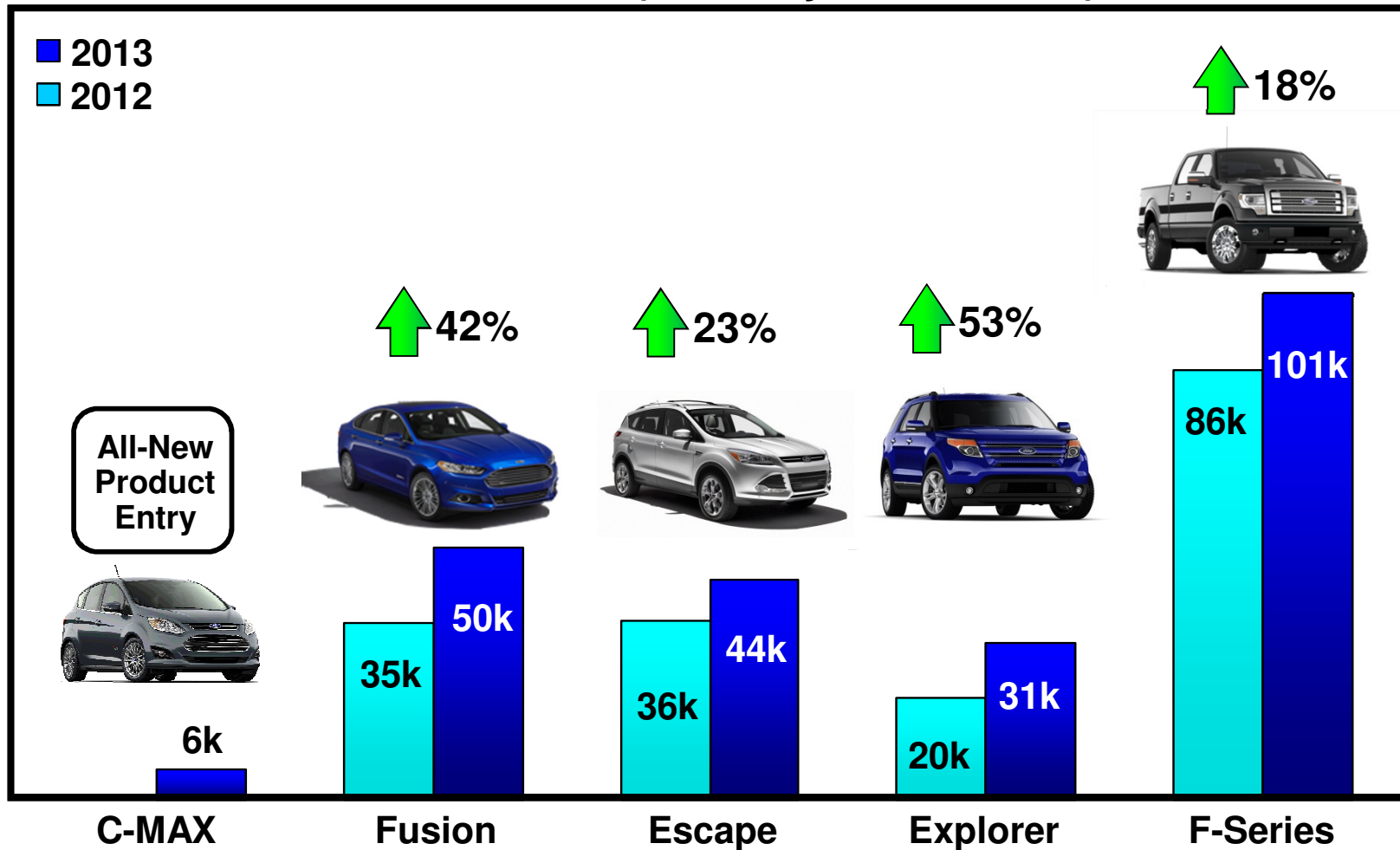


U.S. Market Share Up In 2013 Supported By A Strong Ford Brand And Full Availability Of New Products

FORD NORTH AMERICA -- PRODUCT PERFORMANCE



2013 U.S. Sales (February Year-to-Date)

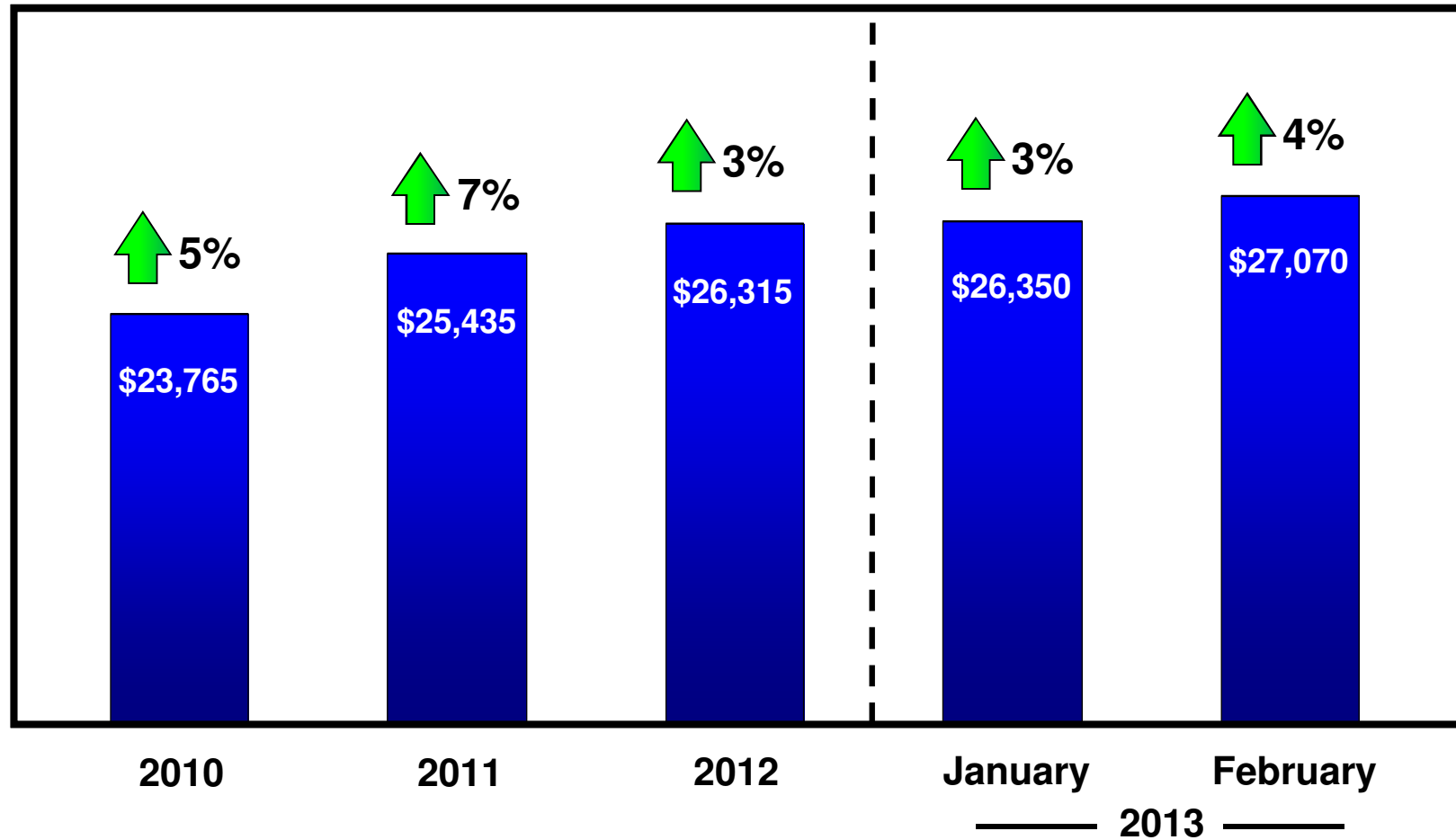


**Fresh Product Portfolio Driving Sales And Share Improvements --
Newest Products Well Received In The Marketplace**

FORD NORTH AMERICA -- VEHICLE NET REVENUE



Net Revenue Per Unit*



**North America Continuing To Grow Net Revenue Per Unit
In Competitive Market With Weakening Yen**

*Revenue associated with vehicle sales only



FORD NORTH AMERICA -- MARGIN OUTLOOK

2012 Operating Margin 10.4%

2013 Projected Changes

Volume & Revenue	+++	Growing U.S. industry sales, improving market share, positive pricing
Vehicle Mix	—	Increasing mix of small and medium vehicles
Material Cost	Flat	Efficiencies essentially offset by added product costs
Structural Costs	—	Higher costs to support growing volumes and new product creation
Other Non-cash Items	—	OPEB, pension expense & asset depreciation: reflects the rundown of favorable healthcare amortization and asset impairments, and pension discount rate changes
Projected 2013 Operating Margin	————— About 10%	

Ford North America Expects Strong Margins To Continue

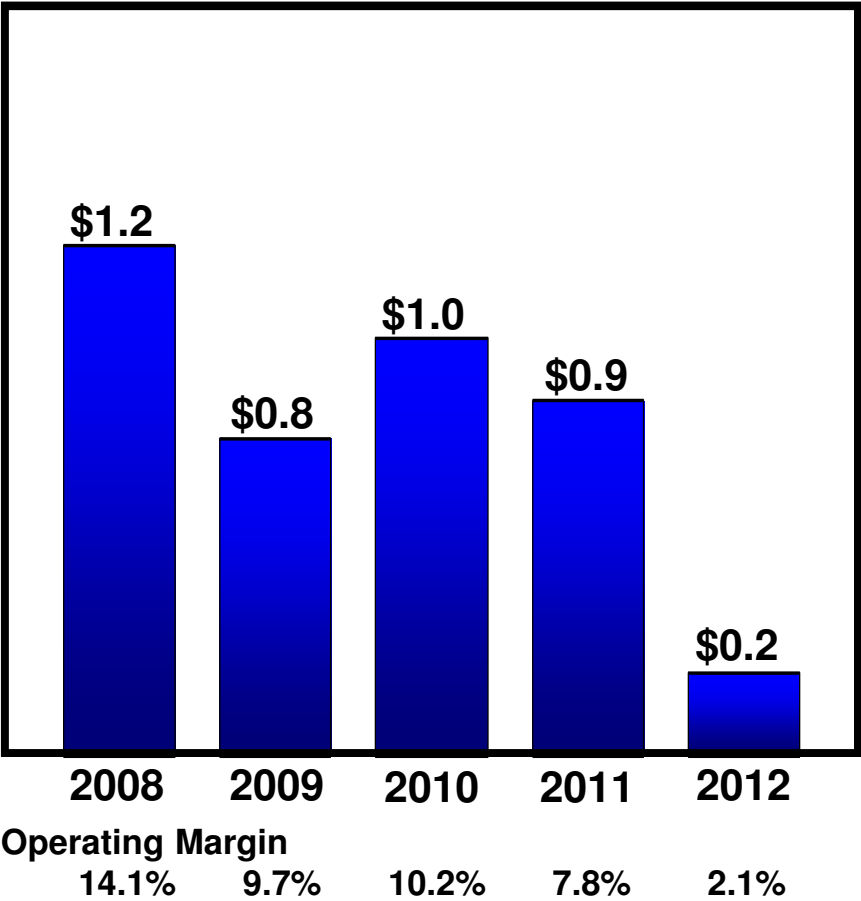
FORD NORTH AMERICA -- KEY TAKEAWAYS

- **2012 pre-tax profit and operating margin up significantly compared with 2011**
- **Ford's outlook for 2013 U.S. market performance is positive**
 - **U.S. industry sales growth continuing**
 - **Year-to-date U.S. market share and revenue up from a year ago reflecting product strength**
- **Lean cost structure key to maintaining / improving operating efficiency**
- **2013 Full Year pre-tax profit expected to be higher than 2012, with operating margin of about 10%**
- **For First Quarter, expect continued strong results**

Ford North America Is Continuing To Grow The Business Profitably

FORD SOUTH AMERICA -- OVERVIEW

Pre-Tax Profit (Bils.)



- South America generated strong pre-tax profit and operating margins through 2011
- 2012 results lower reflecting:
 - Exchange weakness and capital controls
 - Change in regional trade policies
 - New product spending
- Transition to global products continuing in 2013

South America 2012 Results Were Lower Than 2011 Reflecting Volatile Business Environment And Global Product Transition

FORD SOUTH AMERICA -- BUSINESS ENVIRONMENT



- **GDP projected growth of 2 - 3.5% across the region is supporting steady growth in industry sales**
- **The market environment, especially in Brazil, is becoming increasingly competitive as new importers have entered with new products and aggressive pricing and are localizing production in the region which is projected to lead to excess capacity**
- **Trade balance issues have resulted in Brazil - Mexico and Argentina - Mexico quota agreements, which limit Fiesta and Fusion imports from Mexico**
- **Margins are being pressured by higher inflation and weakening currencies (primarily the devaluation in Venezuela but also in Argentina)**
- **Economic environment in Argentina remains challenging**
- **Political environment in Venezuela remains unpredictable, with uncertainty surrounding leadership**

Increasing Competitive Environment, Trade Restrictions, Inflation, And Weakening Currencies Are Pressuring Margins

FORD SOUTH AMERICA -- KEY PRODUCTS

South America

Second Half
2012



2013

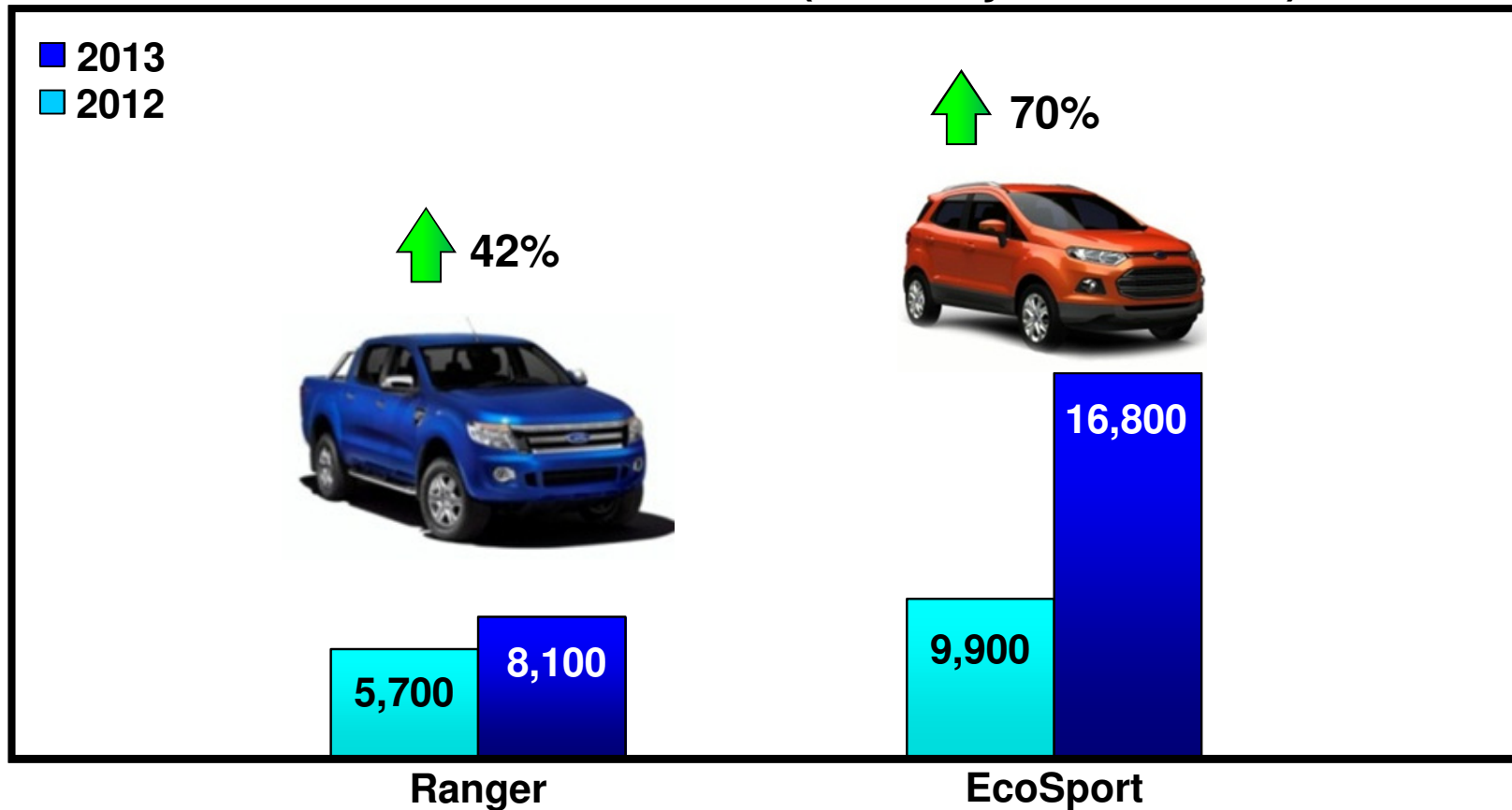


South America's Transition To Global Products Is Accelerating

FORD SOUTH AMERICA -- PRODUCT PERFORMANCE



2013 South America Sales (February Year-to-Date)



Segment Share Increasing With New Products



FORD SOUTH AMERICA -- MARGIN OUTLOOK

2012 Operating Margin 2.1%

2013 Projected Changes

Market Factors	+++	Growing industry sales, improving market share, positive pricing
Material Cost	-	Higher costs for new products and economics partially offset by efficiencies
Structural Costs	-	Higher costs to support growing volumes and new product creation including manufacturing and engineering and higher inflation
Exchange	--	Deteriorating exchange environment including devaluation in Venezuela
Projected 2013 Operating Margin	----- About Breakeven	

In 2013 Favorable Market Factors Will Be Offset By Currency Changes And Continued Product Investments

FORD SOUTH AMERICA -- KEY TAKEAWAYS

- **Product transformation is underway and will continue through 2013 and 2014**
- **Ford is well positioned to leverage industry growth in the region with new and exciting products**
- **Revenue will continue to be pressured by new competitors and excess capacity in Brazil**
- **Higher inflation is impacting all cost elements**
- **Continue to expect Full year 2013 pre-tax results to be about breakeven -- benefits of new products will be offset by weakening currencies, inflation, and continued new product investment**
- **Expect loss approaching \$300 million in First Quarter, reflecting primarily exchange impacts related to the currency devaluation in Venezuela**

**Ford South America Results Will Improve As We
Continue Product Transformation With ONE Ford Global Products**



TOTAL COMPANY

2013 PLANNING ASSUMPTIONS AND KEY METRICS

	<u>Full Year Plan</u>	<u>Full Year Outlook</u>
<u>Planning Assumptions (Mils.)</u>		
Industry Volume* -- U.S.	15.0 - 16.0	On Track
-- Europe**	13.0 - 14.0	Lower End
-- China	19.5 - 21.5	On Track
<u>Operational Metrics</u>		
Compared with Prior Year:		
- Market Share -- U.S.	Higher	On Track
-- Europe**	About Equal	On Track
-- China***	Higher	On Track
- Quality	Improve	On Track
<u>Financial Metrics</u>		
Compared with Prior Year:		
- Total Company Pre-Tax Profit (Bils.)****	About Equal	On Track
- Automotive Operating Margin****	About Equal / Lower	On Track
- Automotive Operating-Related Cash Flow (Bils.)	Higher	On Track

* Includes medium and heavy trucks

** The 19 markets we track

*** Includes Ford and JMC brand vehicles sold in China by unconsolidated affiliates

**** Excludes special items; Automotive operating margin defined as Automotive pre-tax operating profit, excluding Other Automotive, divided by Automotive Revenue

Strong Performance To Continue In 2013



CLOSING REMARKS

- **Our ONE Ford Plan continues to deliver results**
- **U.S. market performance expected to be strong in 2013 -- industry sales recovery continues and Ford market share and revenue expected to improve driven by strong products**
- **Ford North America expected to achieve profits higher than 2012 and continued strong margins for Full Year 2013**
- **Ford product transformation continuing in South America, but currency and inflation pressures expected to challenge near-term results**
- **Ford South America Full Year 2013 pre-tax results expected to be about breakeven**



Go Further

Questions?

SAFE HARBOR



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, 2012.