



Go Further

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Chief Financial Officer***

**Citi Global Industrials Conference
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AGENDA



- **ONE Ford Plan**
- **North America Product Refresh Cadence**
- **Europe Product Acceleration**
- **Third Quarter Outlook**
- **2012 Planning Assumptions and Key Metrics**
- **Q&A**

THE ONE FORD PLAN -- TO DELIVER PROFITABLE GROWTH FOR ALL

- **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**



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



FOUR PILLARS OF GLOBAL PRODUCT STRATEGY



Drive
quality.

**Quality
Leadership**



Drive
green.

**Fuel Economy
Leadership**



Drive
safe.

**Safety
Leadership**



Drive
smart.

**Infotainment
Leadership**

Ford Continues To Advance Its Global Product Strategy

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 million
Compact Pickup Segment	Ranger	> 275K
Commercial Van Segment	E-Series / Transit	> 475K

**Platform Consolidation Underway With Common Global Top Hats.
85% Of Volume On 9 Core Platforms By 2013**

MID-DECADE OUTLOOK



Mid-Decade Outlook*

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

MID-DECADE OPERATING MARGIN DRIVERS




















	<u>Margin Impact</u>
<u>Volume and Mix</u>	
Industry Recovery	
Share Improvements	
Product Mix	
<u>Revenue</u>	
Brand Image	
Product Content	
<u>Costs</u>	
Productivity Improvements	
Improved Scale	
Commodity Prices	
Increased Investment	
Overall Assessment	

2012 PRODUCT INTRODUCTIONS



North America

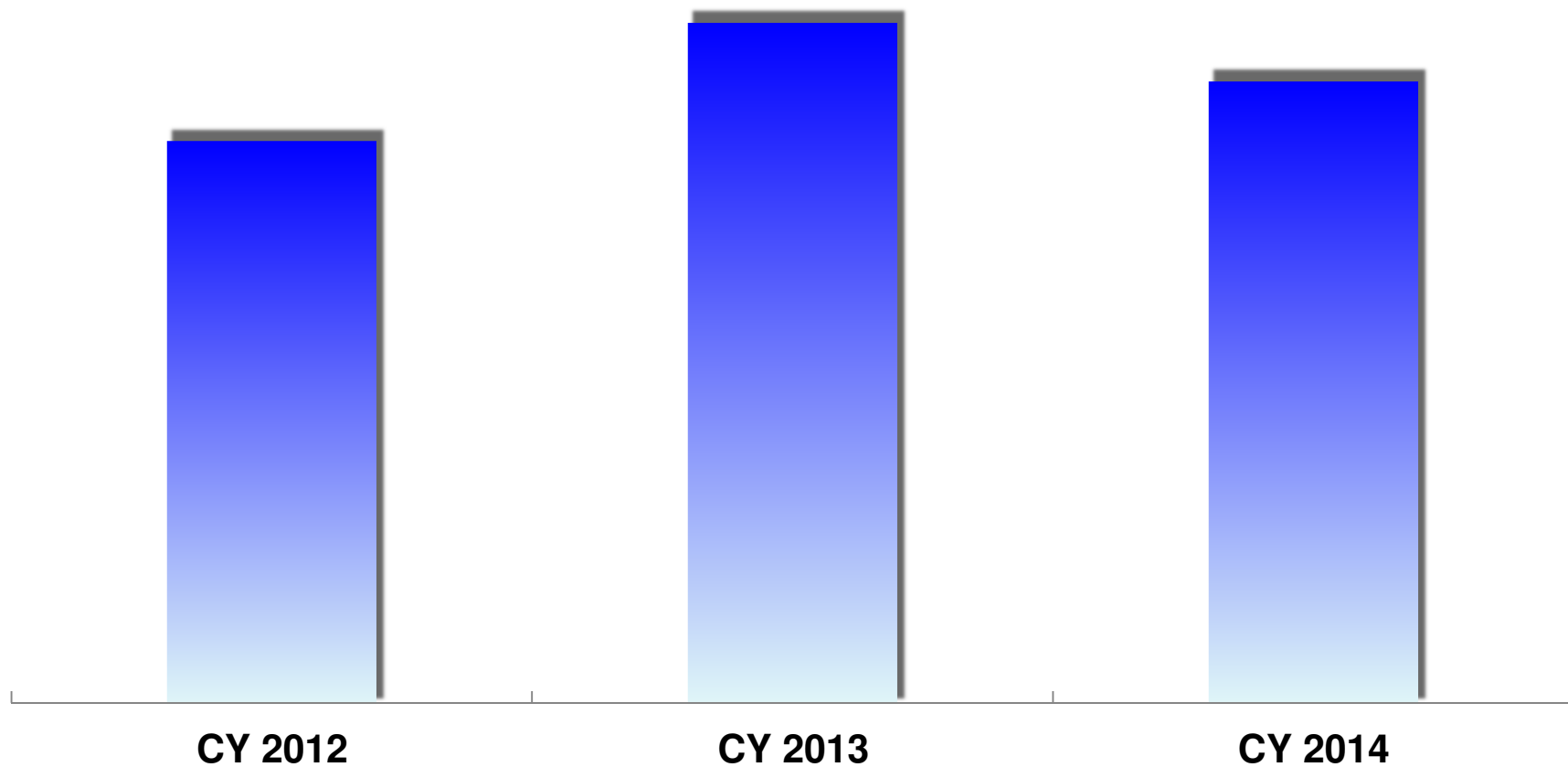
First Half			Second Half		
					
Taurus + SHO	Mustang (V6,GT & Boss)	Mustang GT500	GLOBAL	GLOBAL	
					
Police Interceptor		GLOBAL	GLOBAL	GLOBAL	GLOBAL
Interceptor (Sedan)	Interceptor (SUV)	Focus Electric	All-New Fusion	Fusion Hybrid	Fusion Energi
					
Flex	MKS	GLOBAL	GLOBAL		
		All-New Escape	All-New MKZ	Super Duty	
MKT					

Strong 2012 Product Launch Cadence In North America

NORTH AMERICA PRODUCT CADENCE



North America Product Refresh Rate 2012 – 2014 -- Percentage Of Sales From Significantly Refreshed Or All-New Products Less Than One Year Old



EUROPE PRODUCT ACCELERATION



- **Ford's recovery in Europe to be driven by our ONE Ford plan**
- **Reviewing all areas of the business – Brand, Product, and Cost**
- **Addressing near-term challenges while building a strong business for the future**
- **Unveiled aggressive new product rollout for Europe targeting key European growth opportunities, including large cars, sport utilities, and commercial vehicles**

EUROPE PRODUCT ACCELERATION



- Significant opportunity for profitable growth; expect 20% increase in vehicle sales over next five years
- Fifteen global vehicles within five years
- New-version Fiesta and Mondeo with leading design, fuel efficiency, and technology
- New lineup of utilities to take advantage of growth segment – new Kuga, EcoSport, and Edge
- Full redesign of Ford's commercial vehicle range, including Tourneo personal-use versions and new small Transit Courier
- Tripling annual production of EcoBoost vehicles by 2015
- Continuing SYNC leadership with 3.5 million vehicles by 2015



Kuga



Mondeo



Fiesta



1.0L EcoBoost

EUROPE PRODUCT ACCELERATION



Passenger Vehicles



Ka



Fiesta



Focus



Mondeo



Mustang

Multi-Activity Vehicles



B-MAX



C-MAX



Grand C-MAX



S-MAX



Galaxy

SUVs



Kuga



EcoSport



Edge

Key =



New Segment Entry



New/Significantly Changed



Existing Model

EUROPE PRODUCT ACCELERATION



Commercial Vehicles / Pickup



Transit



Transit Custom



Transit Connect



Transit Courier



Ranger



Tourneo Custom



Tourneo Connect



Tourneo Courier

Key =



New Segment Entry



New/Significantly Changed



Existing Model

2012 THIRD QUARTER OUTLOOK



- **Expect Total Company pre-tax operating profit for the 13th consecutive quarter**
- **Continued strength in North America and Ford Credit**
- **Operations outside North America remain under pressure**
- **Operating EPS expected to be about in line with Second Quarter**

CLOSING REMARKS



- **The ONE Ford Plan remains our vehicle to deliver profitable growth for all. Our Plan is unchanged**
- **Execution of our product plans and migration to global platforms are accelerating**
- **North America product refresh rate remains strong**
- **Accelerating new products for Europe**



Go Further

QUESTIONS?



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, geopolitical events, or other factors;
- Decline in market share or failure to achieve growth;
- Lower-than-anticipated market acceptance of new or existing products;
- Market shift away from sales of larger, more profitable vehicles beyond our current planning assumption, 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 excess capacity, currency fluctuations, or other factors;
- Fluctuations in foreign currency exchange rates, commodity prices, and interest rates;
- Adverse effects on our operations resulting from economic, geopolitical, or other events;
- 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;
- 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, information technology issues, production constraints or difficulties, or other factors);
- Single-source supply of components or materials;
- Labor or other constraints on our 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 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 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 our products, perceived environmental impacts, or otherwise;
- A change in our requirements 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;
- Inherent limitations of internal controls impacting financial statements and safeguarding of assets;
- Cybersecurity risks to operational systems, security systems, or infrastructure owned by us or a third-party vendor, or at a supplier facility;
- 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, 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 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, 2011.



FURTHER INFORMATION

Investor Relations Contact:

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Information on Ford:

www.shareholder.ford.com

- **10-K Annual Reports**
- **10-Q Quarterly Reports**
- **8-K Current Reports**
- **Ford University**
- **2011 Investor Day Presentation (Incl. Mid-Decade Guidance)**

Information on Ford Motor Credit Company:

www.fordcredit.com/investorcenter

- **10-K Annual Reports**
- **10-Q Quarterly Reports**
- **8-K Current Reports**