



Go Further

MARK FIELDS

**Barclays Global Automotive Conference
November 14, 2012**

AGENDA

- Our Plan -- **ONE FORD**
- Ford North America Update
- Ford South America Update
- Summary
- Q&A

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



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 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



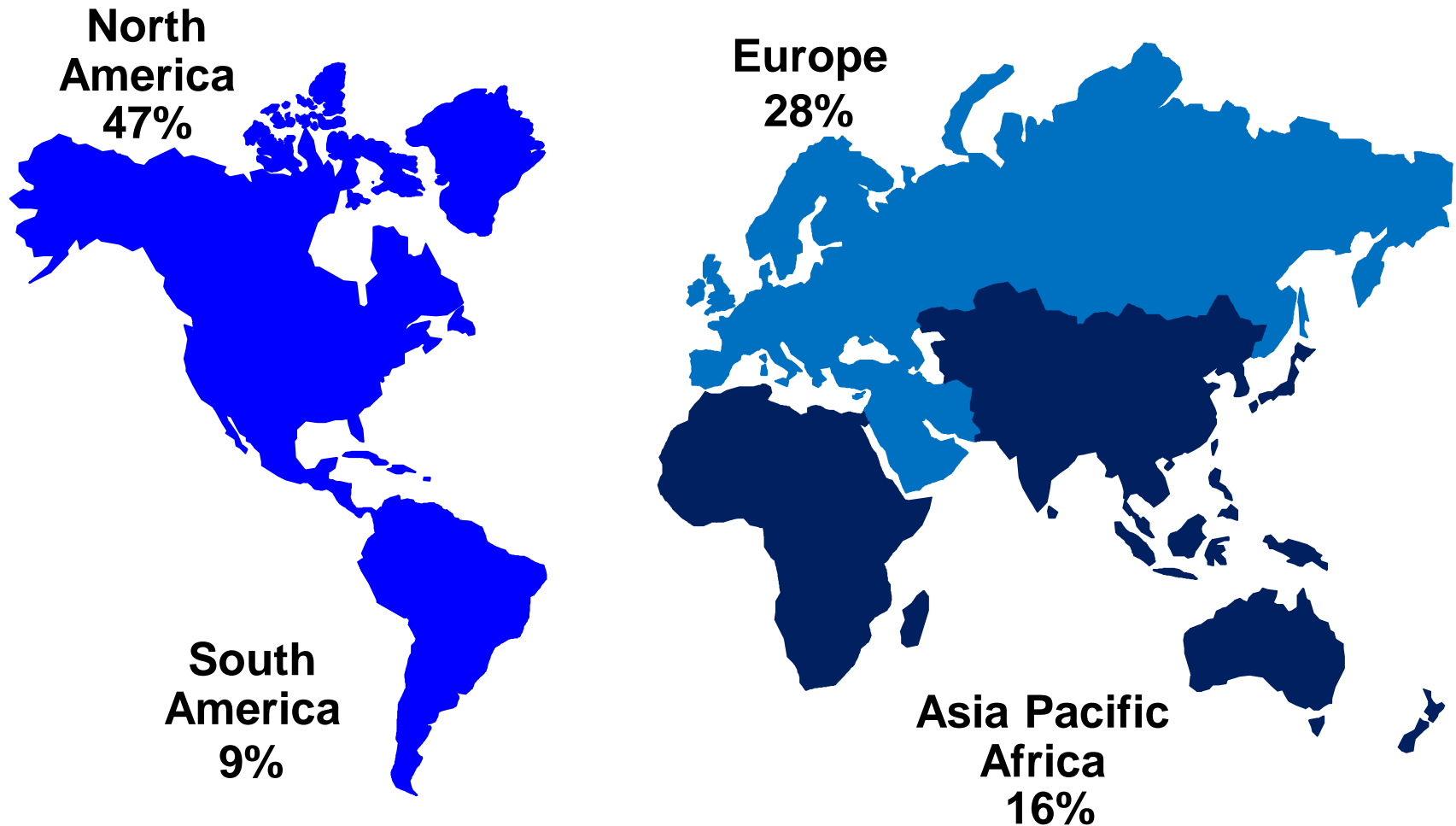
Mid-Decade Outlook*

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

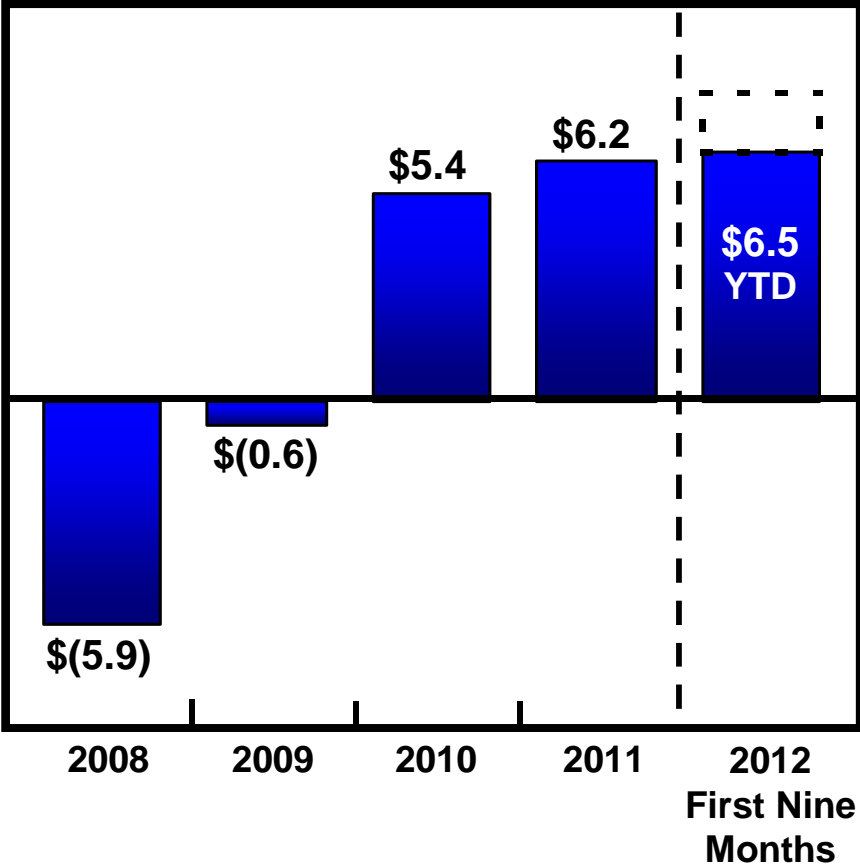
AUTOMOTIVE SECTOR FORD BUSINESS UNITS



Today's Focus -- The Americas

FORD NORTH AMERICA OVERVIEW

Pre-Tax Profit (Bils.)



Year	Operating Margin
2008	(Neg.)
2009	(Neg.)
2010	8.4%
2011	8.3%
2012 First Nine Months	11.2%

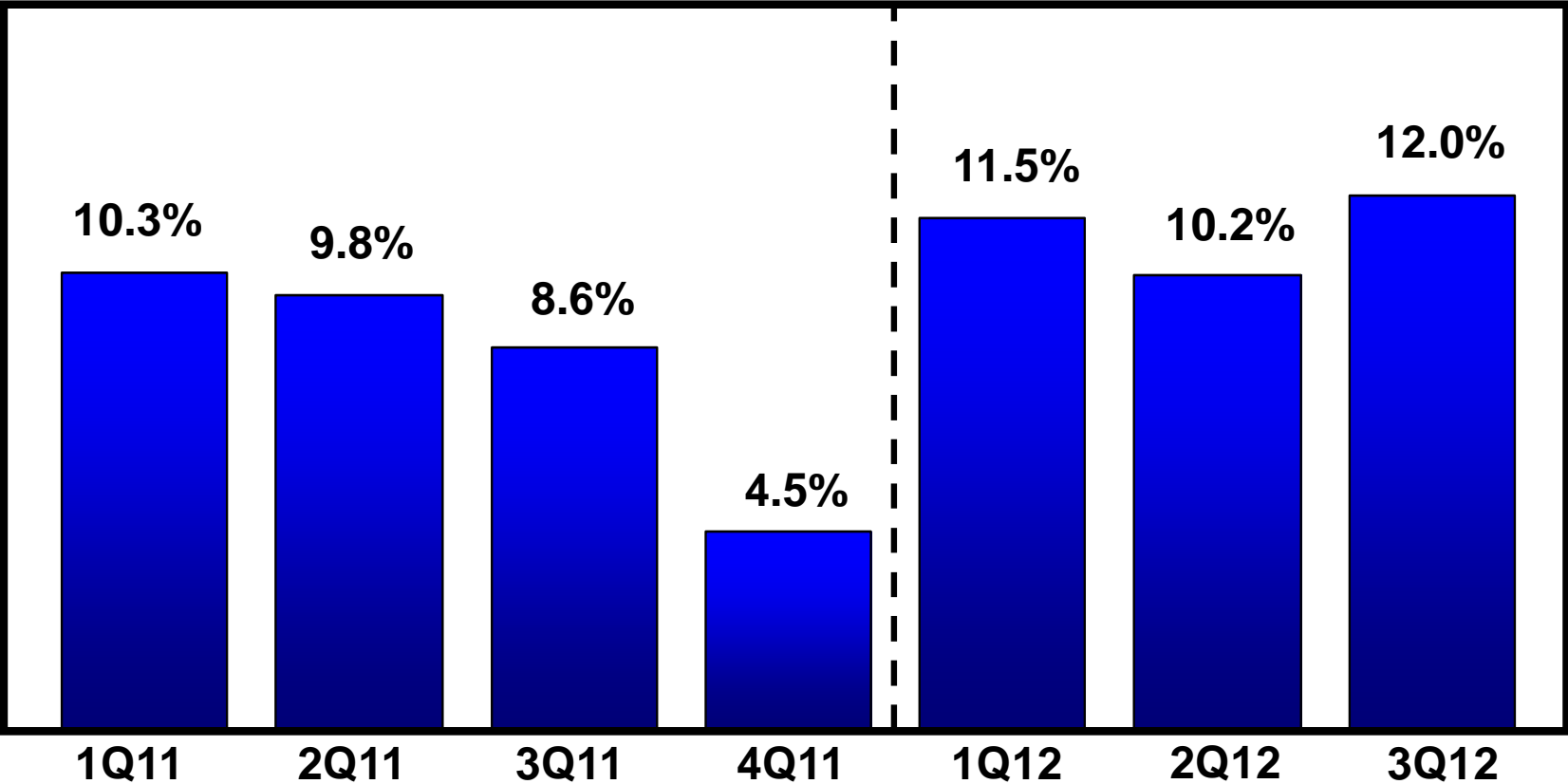
- Significant transformation of Ford North America in last 6 years
 - Global product strategy underway
 - Delivering significant improvements in fuel economy
 - Brand health and revenue are improving
 - Reduced North America’s structural costs by more than \$9 billion since 2005
 - Reduced production capacity and aligned production with demand
 - Strong cash generation is supporting Corporate balance sheet improvements

**Ford North America 2012 Results On-track
For Significant Improvement Compared With 2011**



FORD NORTH AMERICA -- THIRD QUARTER OPERATING MARGIN

Operating Margin



B / (W) Year Ago

1.2 Pts.

0.4 Pts.

3.4 Pts.

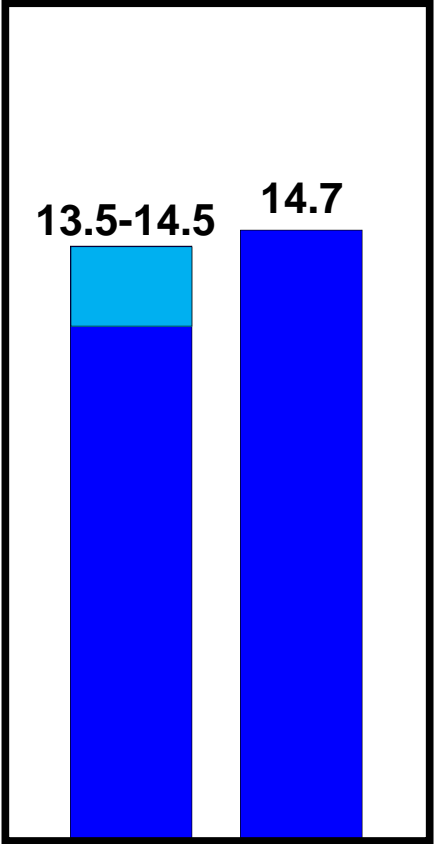
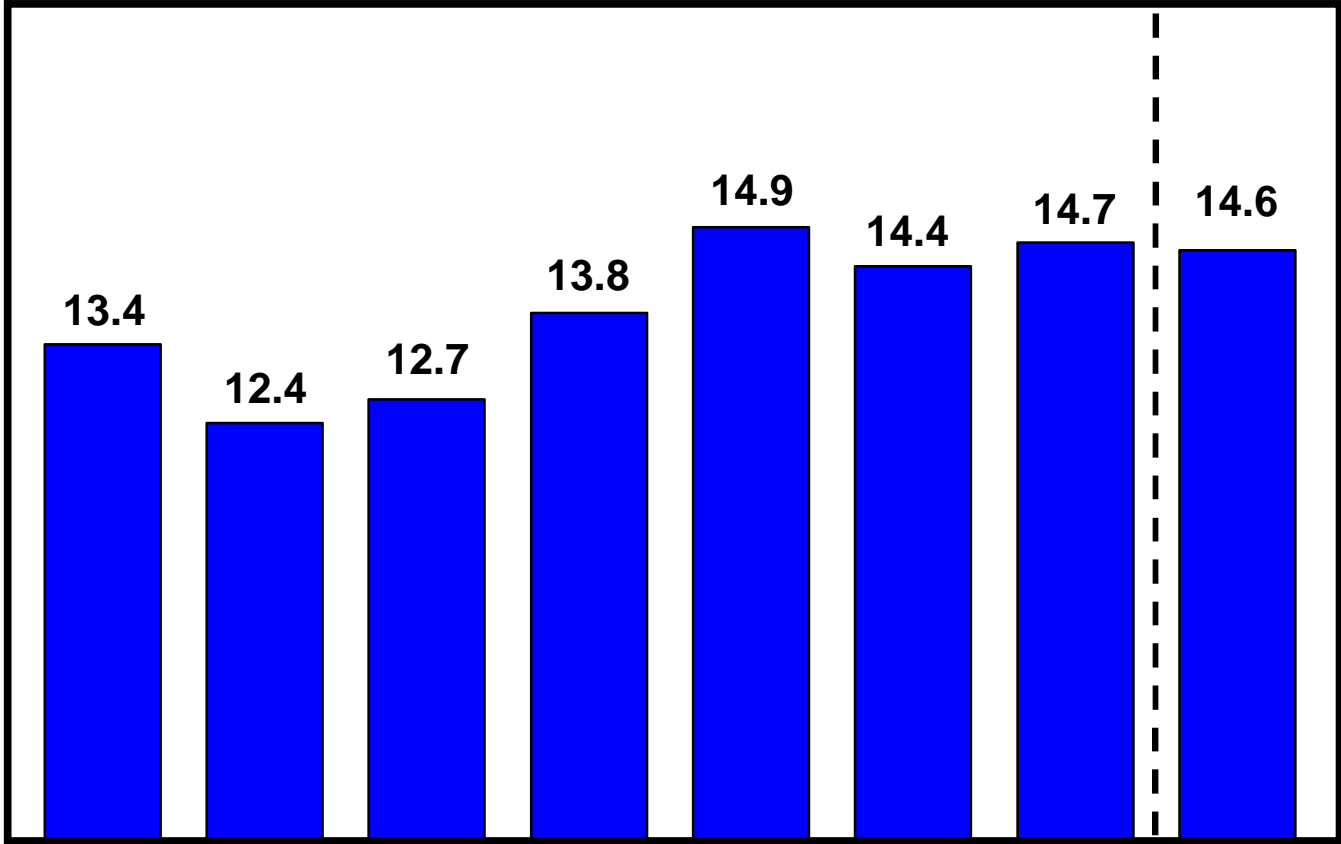
**Strong Operating Margin --
Ford North America Is Unlocking Leverage**



U.S. INDUSTRY

U.S. Industry SAAR (Mils.)

2012 Outlook



Retail SAAR (Mils.)

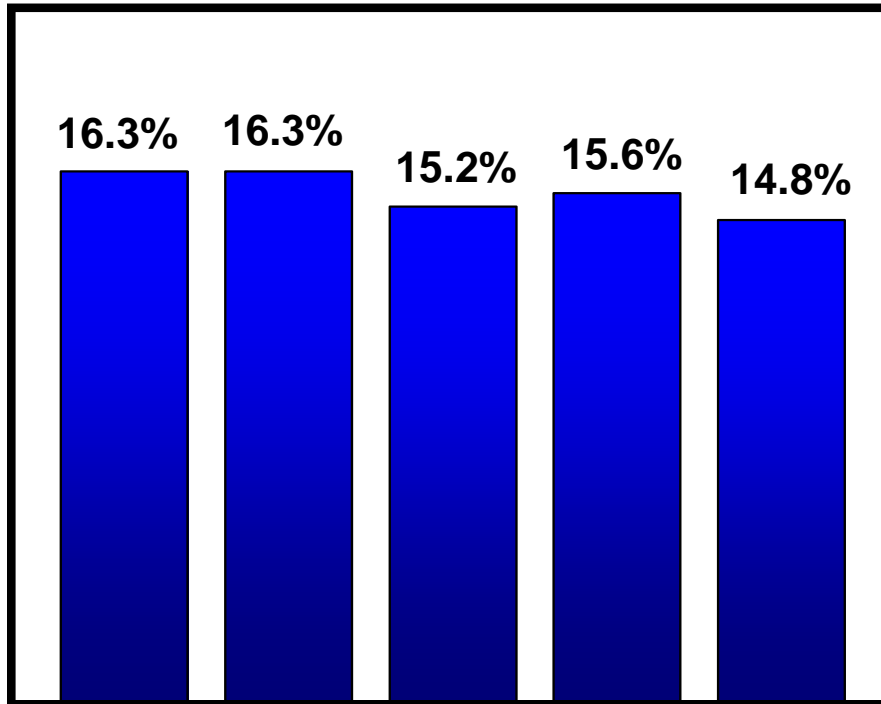
10.4	9.5	10.2	10.9	11.3	11.2	12.0	11.8
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U.S. Industry Sales Improving Led by Strong Retail Sales

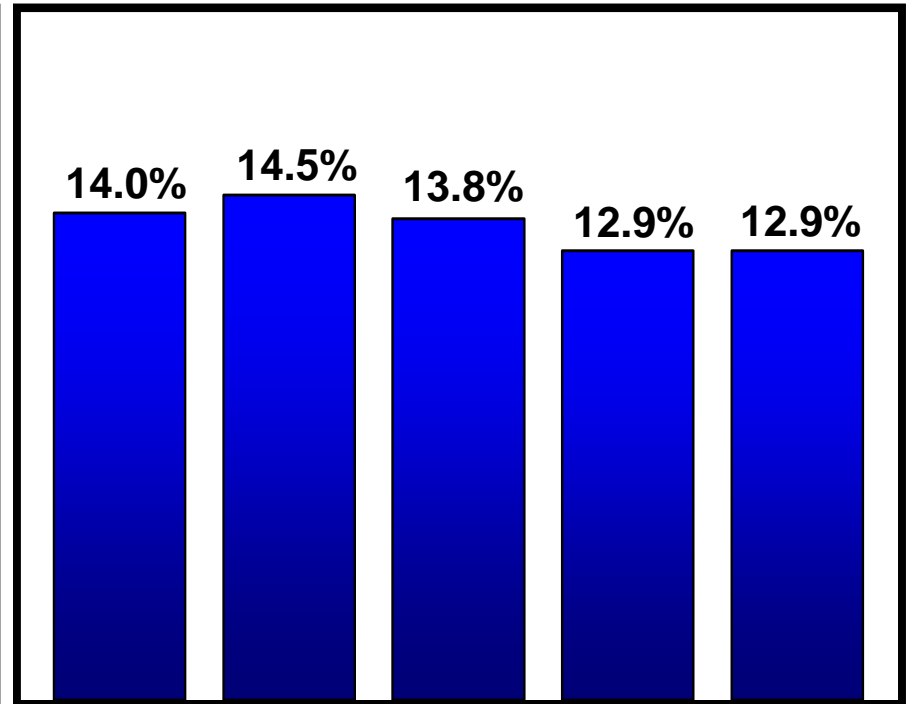
FORD NORTH AMERICA -- U.S. MARKET SHARE



Total Share of Total Industry



Retail Share of Retail Industry*



Memo:

B / (W) Prior Yr.
















(Pts.)	0.4	(0.1)	(0.8)	(1.7)	(1.5)	-	0.4	0.4	(1.2)	(1.1)
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*Present quarter estimated, prior quarters based on latest Polk data

2012 PRODUCT INTRODUCTIONS -- FORD BRAND



North America

First Half			Second Half		
 Taurus + SHO	 Mustang (V6,GT & Boss)	 Mustang GT500	<p>GLOBAL</p>  All-New C-MAX Hybrid	<p>GLOBAL</p>  C-MAX ENERGI	
<p>Police Interceptor</p>  Interceptor (Sedan)	 Interceptor (SUV)	<p>GLOBAL</p>  Focus Electric	<p>GLOBAL</p>  All-New Fusion	<p>GLOBAL</p>  Fusion (Hybrid)	<p>GLOBAL</p>  Fusion (Energi)
 Flex	<p>GLOBAL</p>  All-New Escape			 Super Duty	 F-150

Aggressive Product Launch Cadence In North America In 2012

FORD NORTH AMERICA -- NEW PRODUCT PERFORMANCE

Escape



- ✓ Quick turn rate -- 17 days supply on dealer lots
- ✓ Transaction price at top of it's segment -- \$4,200 higher than outgoing model
- ✓ 57% High Series Mix Year-to-Date
- ✓ Improved conquest -- 55% on the East and West Coast!

C-MAX Hybrid



- ✓ High order volume from West Coast dealers
- ✓ In October, first full month on sale, C-MAX outsold Toyota Prius v
- ✓ 54% High Series Mix
- ✓ 63% of trade-ins are competitive makes, including Toyota Prius and Honda CR-V

Fusion



- ✓ Fastest turning product in the Ford portfolio -- 9 days on dealer lots
- ✓ Transacting \$3,700 higher than outgoing model
- ✓ Early Mix -- higher EcoBoost and luxury mix than planned
- ✓ Generating conquest from other mid-size competitors

All-New Products Delivering Strong Results!!!

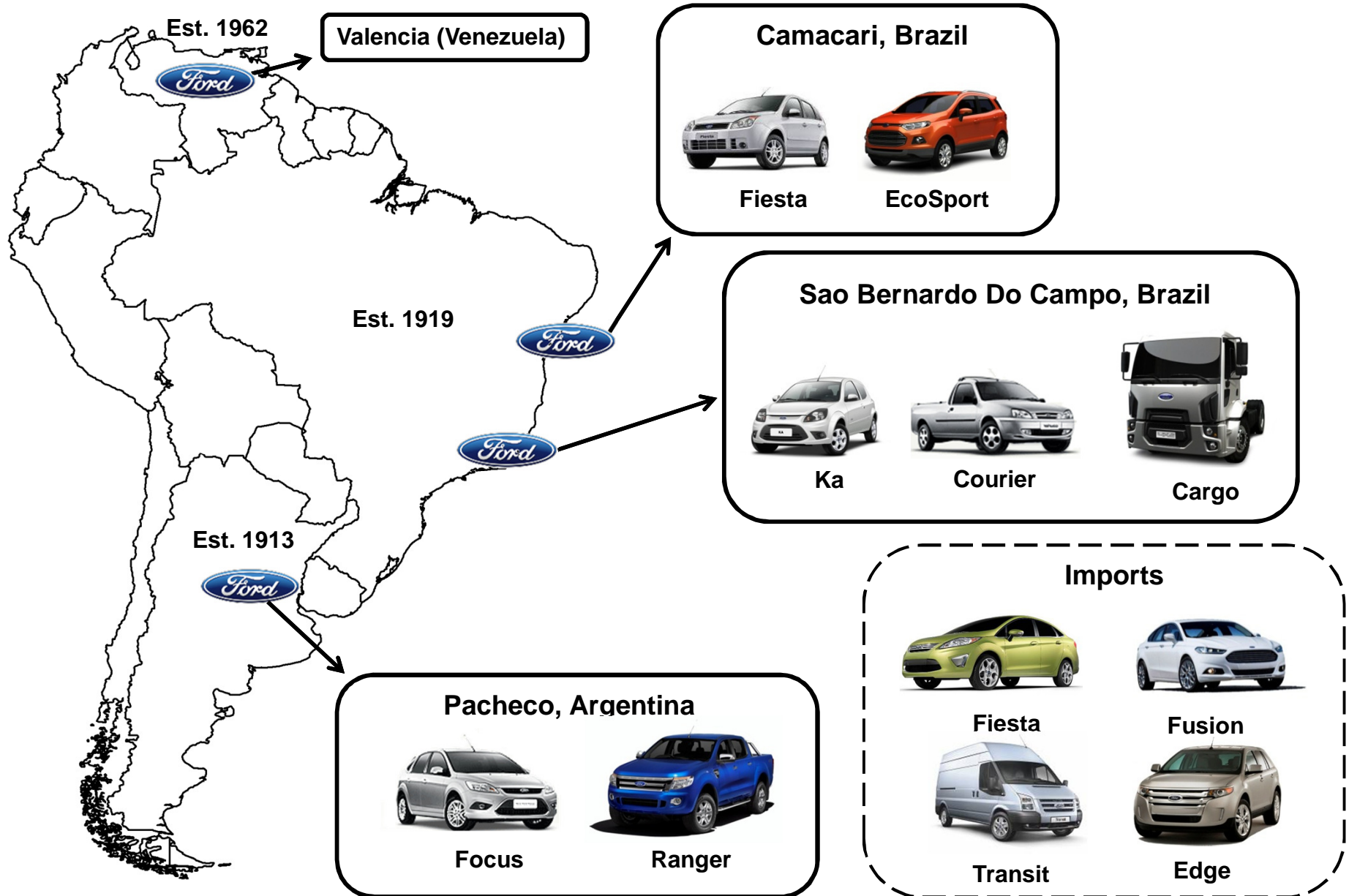


FORD NORTH AMERICA SUMMARY

- **Ford North America delivering consistent results, including record profits and operating margin in Third Quarter**
- **U.S. auto industry volumes projected at about 14.7 million units, supported by replacement demand and the continued gradual improvement in the U.S. economy**
- **U.S. fiscal policy actions, Europe recession, and supplier capacity and production capability remain as challenges**
- **Product transformation continues -- All-new Ford Escape, C-MAX and Fusion off to strong starts**

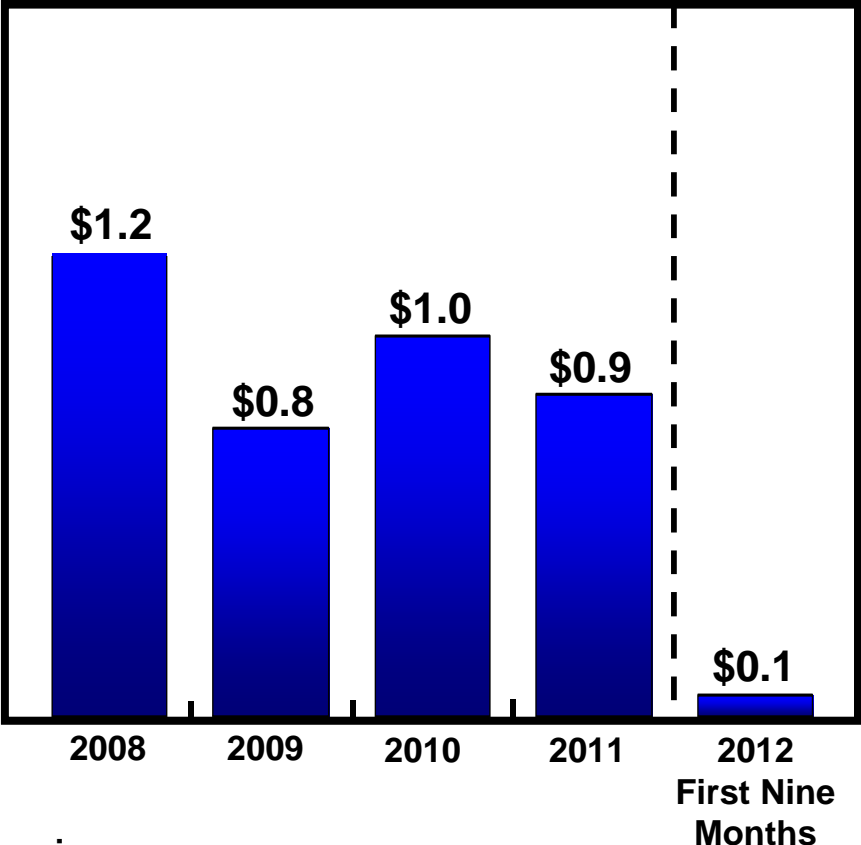
We Expect 2012 North America Pre-Tax Profit And Operating Margin To Be Significantly Higher Than 2011

FORD SOUTH AMERICA PRODUCTS AND FOOTPRINT



FORD SOUTH AMERICA OVERVIEW

Pre-Tax Profit (Bils.)



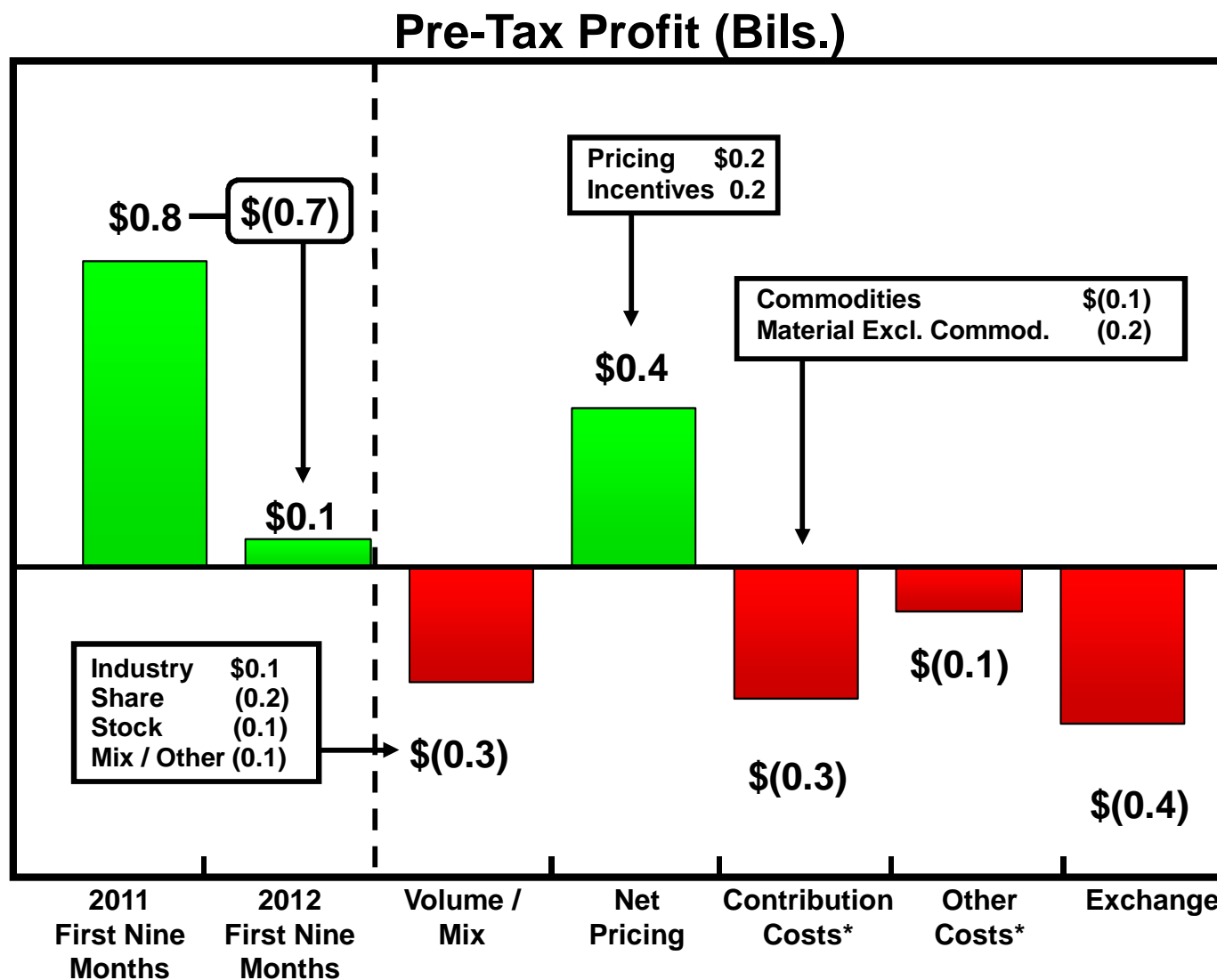
- Ford South America earned profits of nearly \$4 billion from 2008-2011
- 2012 results lower, reflecting:
 - New entrants (imports) and added capacity creating a more competitive market environment
 - Unfavorable currency exchange
 - Regional trade policies and capital controls which have deteriorated business conditions
- Ford is accelerating transition from regional to global products in 2012

Op. Margin

14.1% 9.7% 10.2% 7.8% 1.0%

Ford South America Expects To Be Profitable In 2012, But Results Will Be Substantially Lower Than 2011

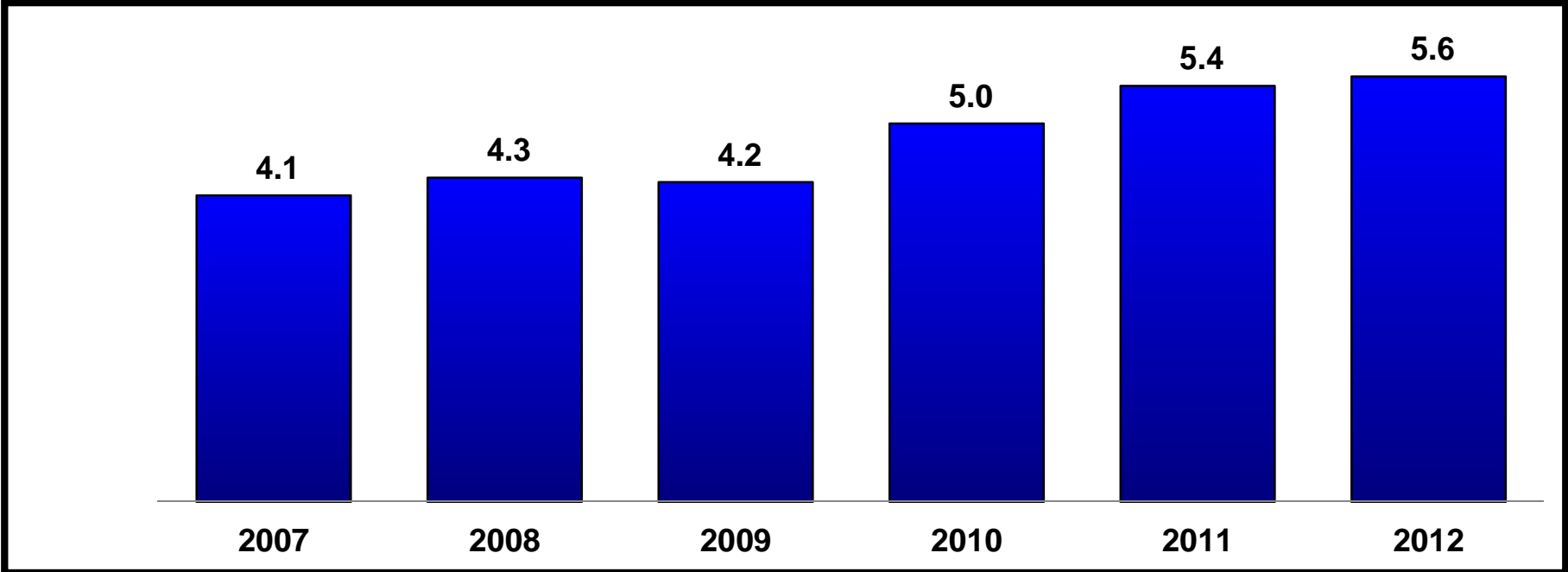
FORD SOUTH AMERICA 2012 FIRST NINE MONTHS COMPARED WITH YEAR AGO



* 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 SOUTH AMERICA INDUSTRY GROWTH 2007 - 2012

Industry Volumes – Top 6 Countries (Mils.)

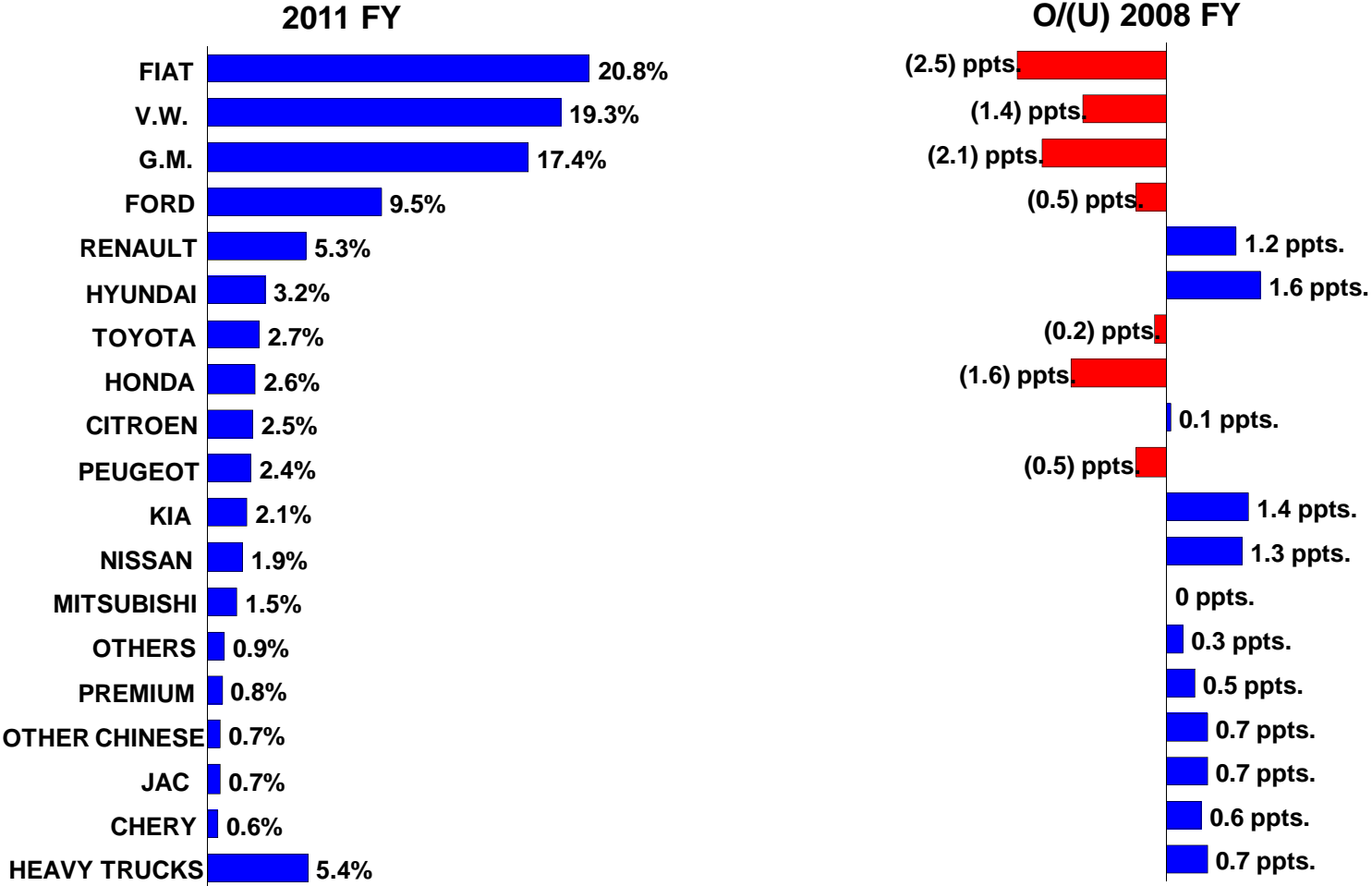


Memo:

Brazil	2.5	2.8	3.1	3.5	3.6	3.8
Argentina	0.6	0.6	0.5	0.7	0.8	0.8
Venezuela	0.5	0.3	0.1	0.1	0.1	0.2

South America Industry Growth Driven By Brazil and Argentina

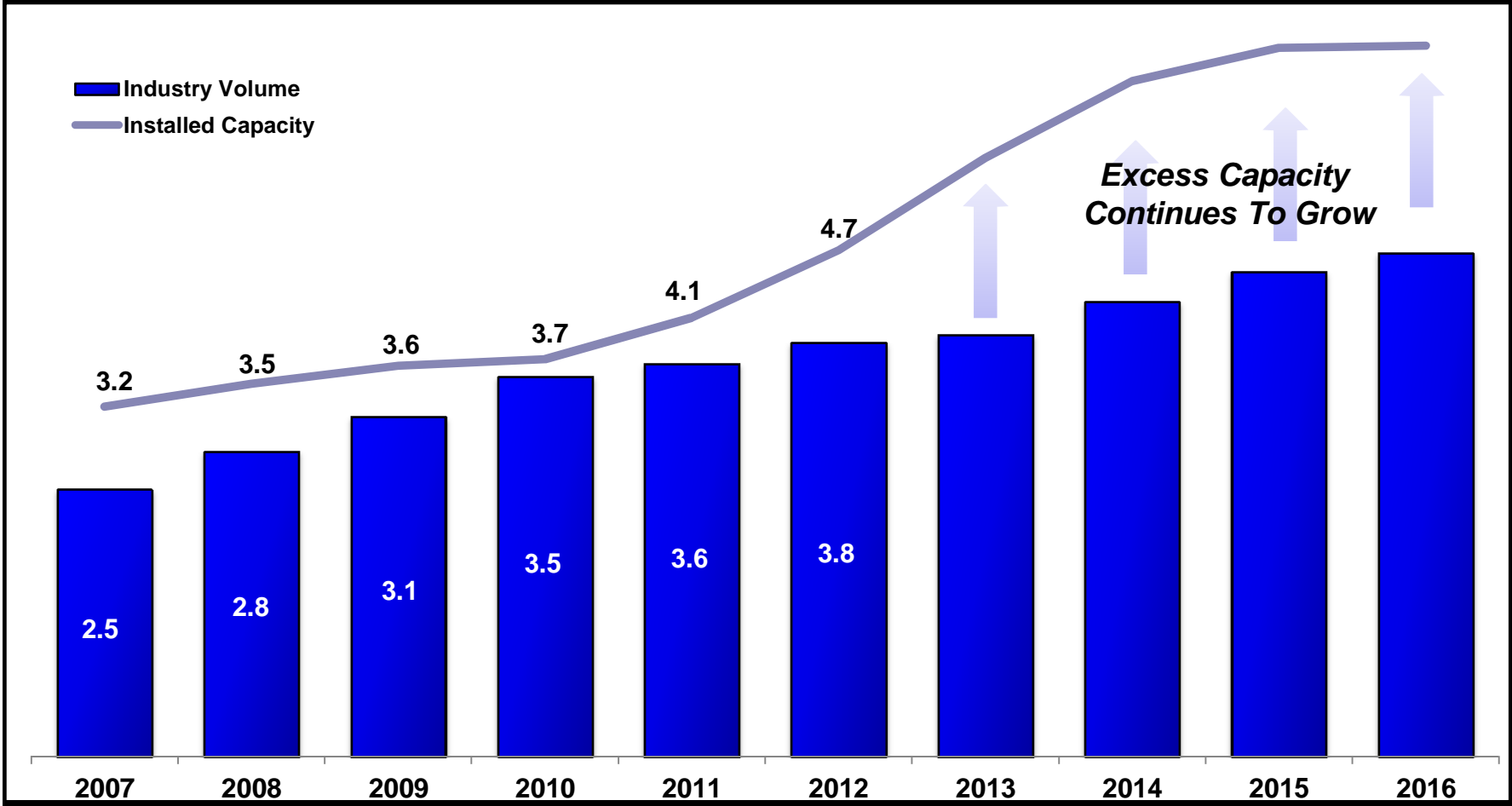
COMPETITIVE LANDSCAPE IN BRAZIL



The Top Four Automakers Have Lost 6.5 Percentage Points Of Share Since 2008 With Importers Gaining Share

BRAZIL INDUSTRY AND CAPACITY COMPARISON

Industry and Capacity Volumes (Mils.)



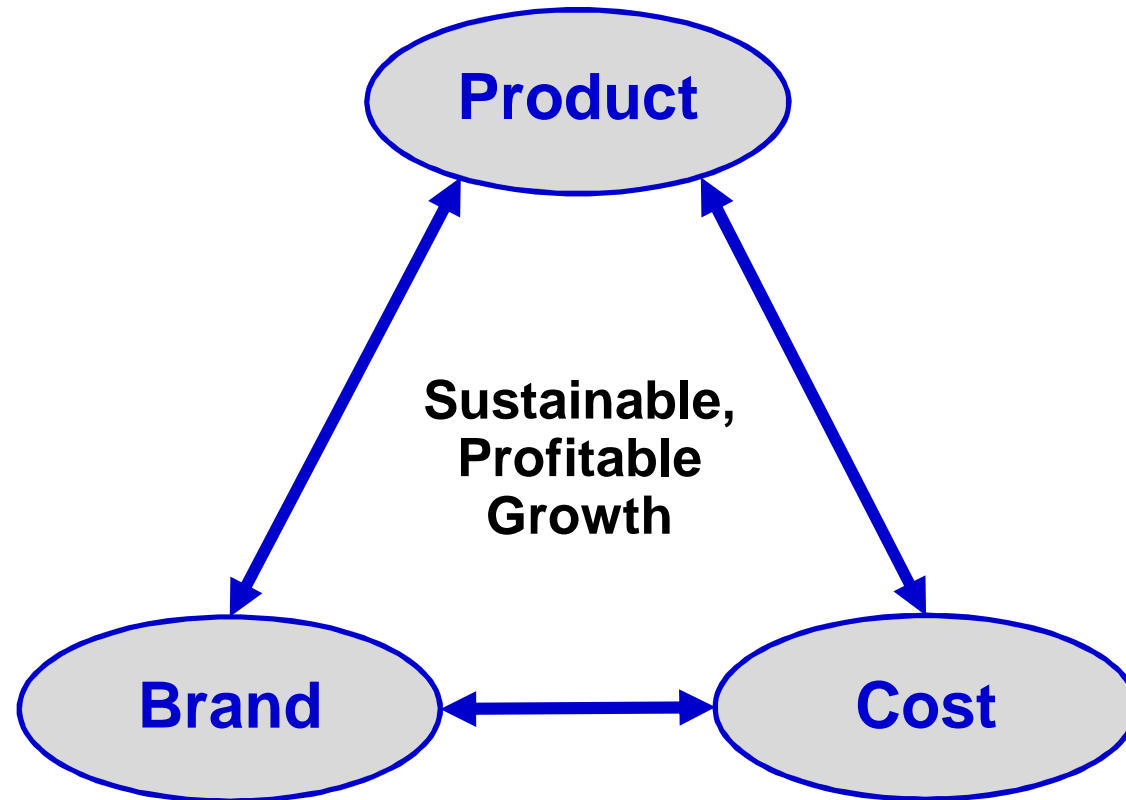
Local Brazilian Capacity Estimated To Exceed Demand By over 20% in 2012. Excess Capacity Expected To Increase

RECENT GOVERNMENT POLICY CHANGES

- **Capital controls have tightened – trade balance concerns and restricted US Dollar availability**
- **Trade policy headwinds increasing**
 - **Free trade agreements have been eliminated between Argentina and Mexico and constrained between Brazil and Mexico establishing a quota system with 35% duties over the quota**
 - **Government policy actions put in place in Brazil to encourage more local production capacity and may result in excess capacity**
- **Fiscal and monetary policy changes to spur growth have weakened local currencies**

**Significant Changes To The Business Environment
Have Occurred Recently**

STRATEGY FOR PROFITABLE GROWTH IN SOUTH AMERICA

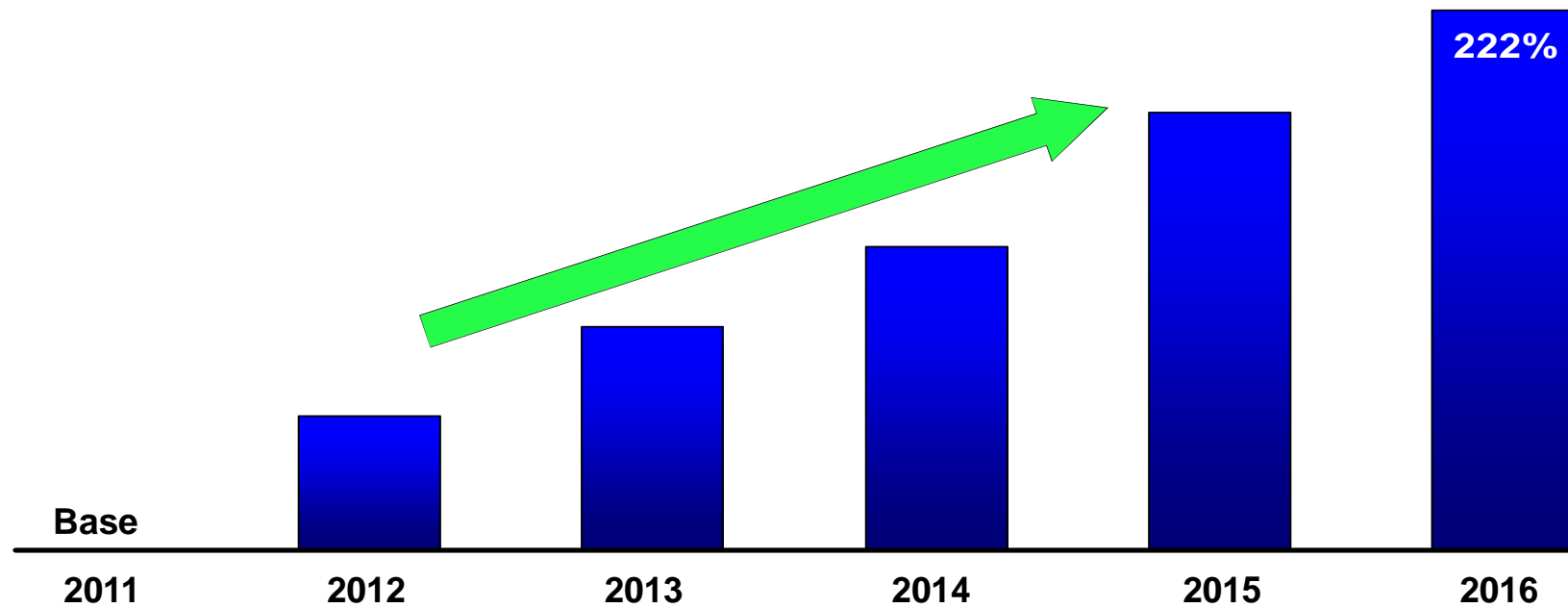


Targeting All Areas Of The Business To Drive Profitable Growth

FORD SOUTH AMERICA PRODUCT CYCLE PLAN



All-New and Major Refreshed Products Compared With 2011



All-New and Major Refresh -- (Columns are calendar year of launch)

2012 PRODUCT INTRODUCTIONS -- FORD BRAND



South America

2011 Second Half

2012 First Half

2012 Second Half

GLOBAL



All-New
Fiesta

GLOBAL



All-New
Ranger

GLOBAL



All-New
EcoSport

South America's Transition To Global Products Accelerating In 2012

FORD SOUTH AMERICA -- NEW PRODUCT PERFORMANCE

EcoSport



- ✓ Sales began in September -- segment share leader for October (Brazil)
- ✓ Was the first B-SUV launched in Brazil and has an owner base of 300,000

Ranger



- ✓ Sales began in Q3 -- is achieving conquest sales
- ✓ Positive customer comments received regarding design, vehicle attributes and price
- ✓ Will capitalize on an owner base of 130,000

All-New Products Delivering Strong Results!!!

BRAND ENHANCEMENT ACTIONS

QUALITY



**TORTURE TEST
DEMONSTRATION**



**GLOBAL PRODUCTS DRIVE
IMPROVED QUALITY**

GREEN



**ECOBOOST / HYBRID
TECHNOLOGY**



**BIC GAS MILEAGE / FLEX
ENGINES**

SAFE



**7 AIR BAGS & ACTIVE
SAFETY SYSTEMS**



**SECURITY AND COMMAND
POSITION**

SMART



PURPOSEFUL DESIGN



**TECHNOLOGY &
INNOVATION**

Major Product Launches Will Enhance Brand

COST IMPROVEMENT ACTIONS

- **Leverage ONE Ford processes to lower material and engineering costs**
- **Improve capacity utilization to drive manufacturing efficiencies**
- **Reduce import duties with local sourcing**
- **Improve quality to reduce warranty costs**
- **Optimize distribution and structural costs**

We Will Continue To Leverage ONE Ford Plan To Optimize Costs

FORD SOUTH AMERICA SUMMARY

- **We will continue to serve our customers in this important region for Ford**
- **Near-term results will be lower reflecting:**
 - **More competitive market conditions as new capacity and products enter market**
 - **Expected further currency weakening in 2013**
 - **Investment and costs to support Ford global product roll-out**
- **Global product transformation is accelerating and will support brand strengthening and revenue growth**
- **Cost efficiencies will be realized as part of ONE Ford Plan**
- **We will continue to act decisively as government policies evolve in the region**

Ford South America Near Term Results Lower Than Recent Years -- Results Will Improve As We Continue To Introduce ONE Ford Global Products



TOTAL COMPANY 2012 PLANNING ASSUMPTIONS AND KEY METRICS

	First Nine Months	Full Year Plan	Full Year Outlook
<u>Planning Assumptions</u>			
Industry Volume* -- U.S. (Mils.)	14.6	13.5 - 14.5	About 14.7
-- Europe (Mils.)**	14.1	14.0 - 15.0	About 14.0
<u>Operational Metrics</u>			
Compared with Prior Full Year:			
- Market Share -- U.S.	15.2%	About Equal (compared with 16.5%)	Lower
-- Europe**	8.0%	About Equal (compared with 8.3%)	Lower
- Quality	Mixed	Improve	Mixed
<u>Financial Metrics</u>			
Compared with Prior Full Year:			
- Automotive Pre-Tax Operating Profit***	\$5.0 Bils.	Higher (compared with \$6.3 Bils.)	About Equal / Lower
- Ford Motor Credit Pre-Tax Operating Profit	\$1.3 Bils.	Lower (compared with \$2.4 Bils.)	On Track
- Total Company Pre-Tax Operating Profit***	\$6.3 Bils.	About Equal (compared with \$8.8 Bils.)	Lower
- Automotive Structural Costs Increase****	\$1.1 Bils.	Less Than \$2.0 Bils.	On Track
- Automotive Operating Margin***	5.9%	Improve (compared with 5.4%)	About Equal / Lower
Absolute Amount:			
- Capital Spending (Bils.)	\$3.6	\$5.5 - \$6.0	About \$5

* 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

Expect Total Company Full Year Pre-Tax Operating Profit To Be Strong, But Lower Than 2011; Automotive Operating-Related Cash Flow To Be Positive



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.