



Go Further



Go Further

ALAN MULALLY

PRESIDENT AND CHIEF EXECUTIVE OFFICER



Go Further

RAJ NAIR

GROUP VICE PRESIDENT

GLOBAL PRODUCT DEVELOPMENT

The ONE FORD Plan

To Deliver Profitable Growth For All

- 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



DELIVERING THE GLOBAL PRODUCT PLAN

Global Product Strategy

- Bold, Emotive Exterior Designs
- Great to Drive
- Great to Sit in (Second Home Comfort, Convenience, Exceptional Quietness)
- Fuel Economy as a Reason to Buy
- Unmistakably a Ford or Lincoln in Look, Sound, Feel
- All with Exceptional Value and Quality

Product Plan Remains Consistent



AGENDA

- Accelerating Global Products
- Continued Progress on Platform Consolidation
- New Growth Opportunity
- Truck Leadership
- Sustainability and Fuel Economy
- Quality Priorities
- Product Development Efficiency Metrics
- Lincoln



ACCELERATING GLOBAL PRODUCTS



Ford is Committed to Delivering a Balanced Global Portfolio with:

- Industry Leading Product Refresh Rates
- Benchmark Efficiency
- World Class Team

Our Product And Business Plans Reflect A Commitment To These Values

CLEAR LEADERSHIP PRIORITIES

Technology Leadership Commitments



Drive green.

SUSTAINABILITY "GREEN"

- Leadership In Fuel Economy With Every New Or Significantly Refreshed Entry
- More Renewable, Recycled Materials
- Improved In-vehicle Air Quality



Drive safe.

SAFETY "SAFE"

- Leadership Safety Technology / Feature Content
- Achieve Public Domain Targets And 3rd Party Recommended Buys
- Breakthrough Features For Family Safety



Drive smart.

DESIGN "SMART"

- Design Leadership On Each New Program
- Leadership In Interior Comfort / Convenience, Infotainment Technology
- Global Platforms With Right Proportions
- Improve Emotional Appeal



Drive quality.

LEADERSHIP FOUNDATION "QUALITY"

Our Leadership Commitments Around Quality, Green, Safe And Smart Consistently Guide Our Product Development Team Priorities Every Day

FORD GLOBAL LINE-UP



PLATFORM CONSOLIDATION

27

Platforms



2007

14

Platforms



2014

9

Core Platforms



TARGET

GLOBAL PLATFORMS



ONE FORD
ONE TEAM • ONE PLAN • ONE GOAL



B-PLATFORM (FIESTA)



C-PLATFORM (FOCUS)



C/D PLATFORM (FUSION)



FULL-SIZE VAN (TRANSIT)



LIGHT-TRUCK (RANGER)



ONE FORD

ONE TEAM • ONE PLAN • ONE GOAL

ONE FORD PROGRESS



Potential Volume of More Than

6 MILLION Units Per Year

GLOBAL B PLATFORM



Fiesta

✓ Smart Technology

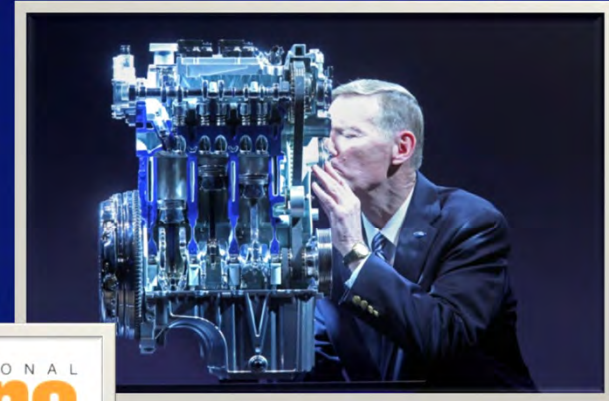
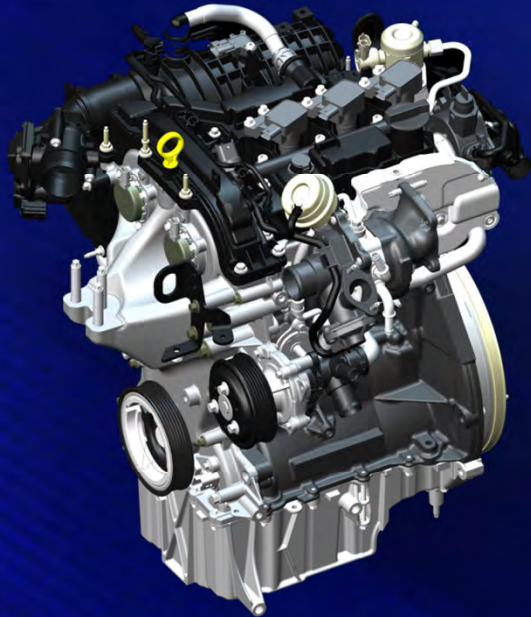
- MyKey
- 6.5 Inch Touch Screen
- MyFord Touch
- Electronic Climate Control
- Sony Audio

✓ Fuel Efficiency And Fun

- 1.0L EcoBoost With 123 Hp And 40+ MPG



Fiesta 1.0L



Class Leading Smart And Fuel Efficient Technology

Fiesta ST



- ➔ 1.6L EcoBoost
- ➔ 6-speed M/T
- ➔ 3-Mode Electronic Stability Control
- ➔ Torque Vectoring
- ➔ 197 Hp 214 Lb-ft



The New 2014 Ford Fiesta ST Delivers Class-Leading Performance
With An Aggressive, Sporty Design

B-MAX

✓ All-New Sophisticate Family Car Which Delivers:

- Class-Leading Technology
- Class-Leading Fuel Economy
- Pass-Thru Sliding Door



"AUTOBEST 2013"



European Car of the Year Nominee



EcoSPORT

✓ The Style And Spaciousness
Of An SUV With The Agility,
Affordability And Fuel
Efficiency Of A Small Car

- All New Crafted Exterior And Interior
- Improved Fuel Economy Thru Design (Aero) and Innovation (Electric A/C and reduced friction)
- Integrated SYNC + Audio System in Instrument Panel



Focus



- ✓ Focus is the World's Number One Selling Vehicle Nameplate
- ✓ U.S. Focus sales up 40 percent last year with over an 80 percent increase in California
- ✓ One Out of Five Focus Vehicles Are Sold in China

C-MAX

 HYBRID

 E-NERGY



- ✓ America's Most Affordable Hybrid Utility
- ✓ One Of The Top-10 Fastest-Selling Vehicles in America
- ✓ 7mpg Better Fuel Economy than Toyota Prius V (47mpg)
- ✓ 64% Trade-Ins Are Conquests From Competitive Brand Owners

ESCAPE



The All New 2013 Escape:

- ✓ Compact SUV Fuel Economy Leader
- ✓ Smart Features Defining Escape As The Modern SUV Of Choice
- ✓ Attractive To Non-Ford Owners; Conquest Sales Rate Of Over 50%

GLOBAL C / D PLATFORM



FUSION MONDEO



- ✓ First Mid-Size Sedan With **GAS, DIESEL, HYBRID, AND PLUG-IN HYBRID**
- ✓ Sales up 17% Globally
- ✓ Hybrid is Fastest Selling Vehicle in the Ford Showroom
- ✓ Leading Fuel Efficiency
- ✓ Leading Driver-assist Technologies
- ✓ Dozens Of Awards Globally

COMMERCIAL VEHICLE FAMILY



Cargo



Transit



Transit Custom



Transit Connect



Transit Courier



F650/750



Super Duty F Series



F-150



Ranger



28%

PROJECTED INCREASE IN GLOBAL COMMERCIAL INDUSTRY VOLUME (2011-2017)

Global commercial industry was 17 Million units in 2011



FORD COMMERCIAL STRENGTHS

SLIDE 27

#1

BRAND OF
COMMERCIAL
TRUCKS IN
NORTH
AMERICA



#1

COMMERCIAL
VAN LEADER
IN EUROPE

GLOBAL TRANSIT FAMILY



Transit



Transit Custom



Transit Connect



Transit Courier

FULL-SIZE COMMERCIAL VAN PLATFORM

SLIDE 29



FULL-SIZE TRANSIT CONFIGURATIONS

Extended body length

Standard body length



Short wheel base 129.9"

Long wheel base 147.6"

TRANSIT

High roof

Vehicle height: 110.2"

Interior cargo height: 81.5"

Medium roof

Vehicle height: 100.8"

Interior cargo height: 72.0"

Low roof

Vehicle height: 83.2"

Interior cargo height: 55.8"

Chassis Cab and Cutaway





TRANSIT

- »»» LOWEST OPERATING COSTS
- »»» WIDEST RANGE OF CONFIGURATIONS
- »»» NEARLY TWICE THE CUBIC PAYLOAD VOLUME

**BEST-IN-CLASS
FUEL ECONOMY**





»» TRANSIT



»» TRANSIT
CONNECT



MOST FUEL-EFFICIENT 7-PASSENGER VEHICLE

TOWS UP TO

2,000 LBS.

1,600 LBS. PAYLOAD

LONG AND SHORT
WHEELBASE VERSIONS
5 or 7 Passenger Versions

2 ENGINE
CHOICES including

1.6-liter EcoBoost

30+ MPG HWY



TRANSIT
CONNECT





FORD F-SERIES
36
YEARS

**AMERICA'S
BEST-SELLING
TRUCK**

ATLAS CONCEPT



ATLAS CONCEPT



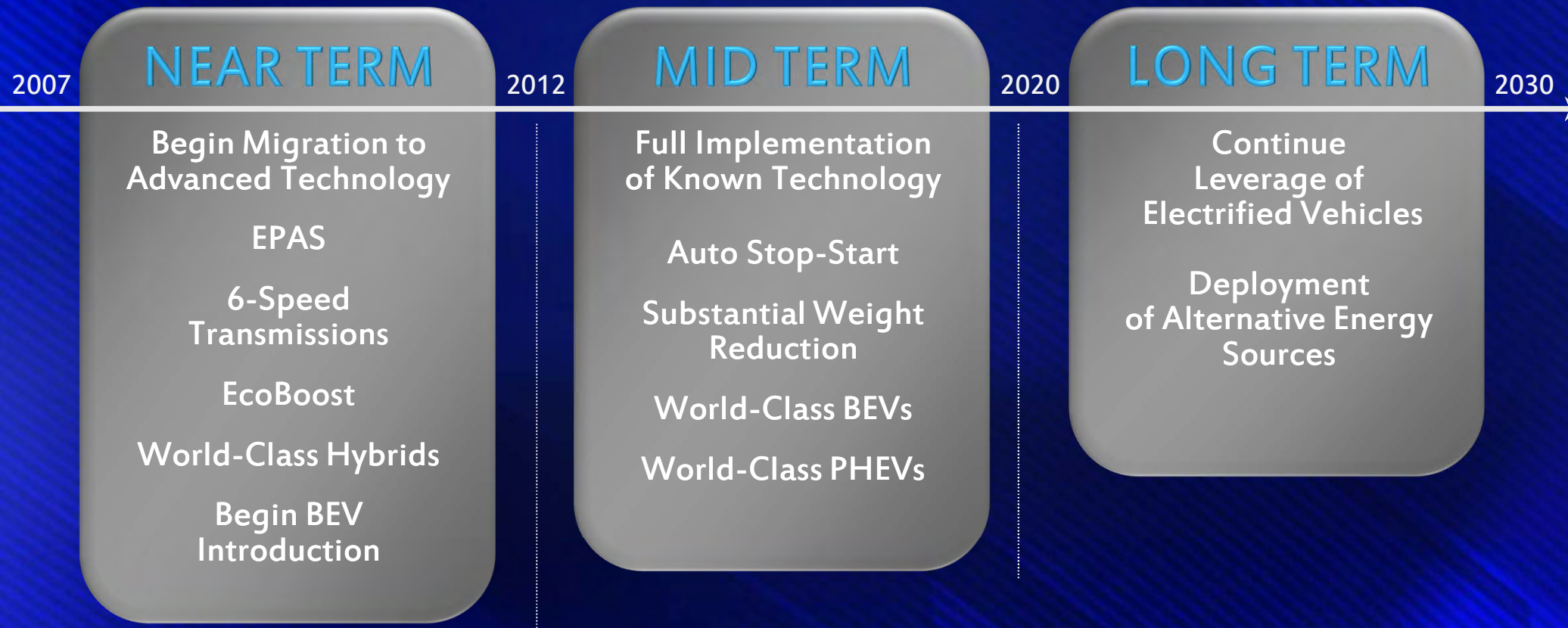
ATLAS CONCEPT

SLIDE 37



SUSTAINABILITY STRATEGY

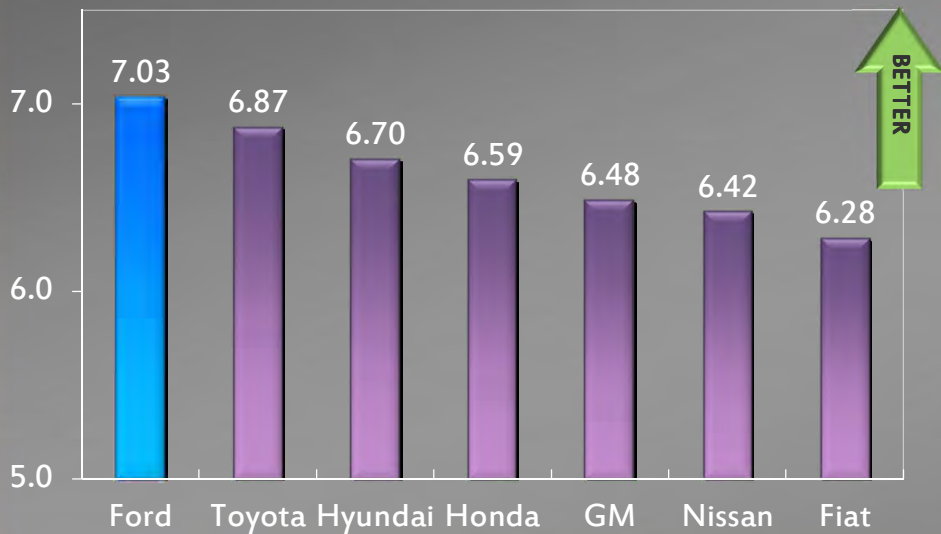
SLIDE 38



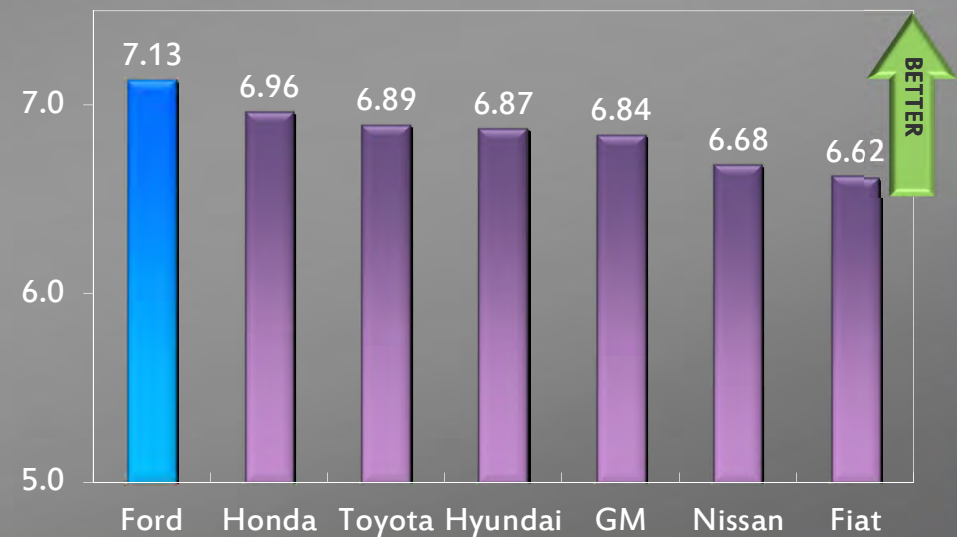
Ford's Sustainability Strategy, Founded On Affordability For Millions Of Customers, Remains In Place As We Move To The Mid-Term

FUEL ECONOMY – JD POWER APEAL U.S. CUSTOMER SATISFACTION

2011MY APEAL



2012MY APEAL



Ford Continues To Deliver Consistent Leadership Levels In
FE Customer Satisfaction As Indicated By External Metrics

Note: Data normalized to reflect full segment participation



THE POWER OF CHOICE



HYBRID
ELECTRIC VEHICLE



PLUG-IN HYBRID
ELECTRIC VEHICLE



ALL-ELECTRIC
VEHICLE



ECOBOOST
SMART PERFORMANCE ENGINE





20%
Improved
Fuel
Economy

Increased
Power
& Torque

Lighter &
More
Compact

15%
Improved
CO₂
Emissions



»» TRIPLING
PRODUCTION IN
NORTH AMERICA

»» 1.6 MILLION
EcoBoost-Powered Vehicles
Globally by End of 2013

»» 250,000+
EcoBoost-Powered
F-150s Sold

»» 40+ MPG HWY



PLUG-IN HYBRID LEADERSHIP

108 MPGe CITY
500+ Mile Range

108 MPGe CITY
620 Mile Range



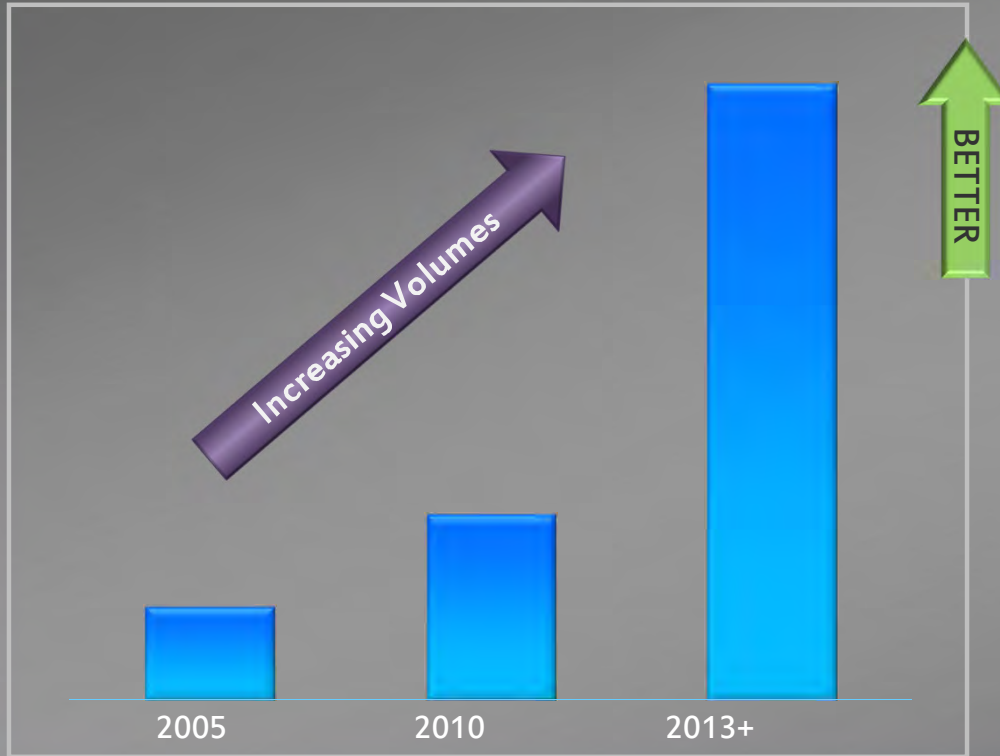
FUSION
E-ENERGI

C-MAX
E-ENERGI

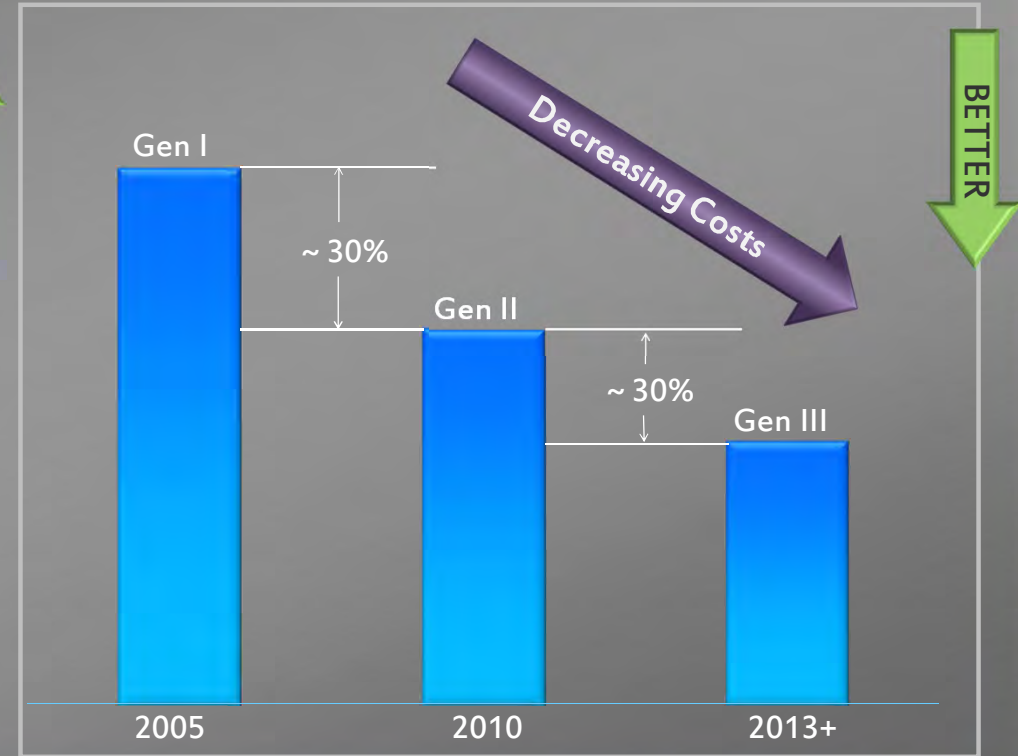
FORD HEV VOLUME, COST, AND PRICING

SLIDE 43

Ford Global HEV Volumes (000)

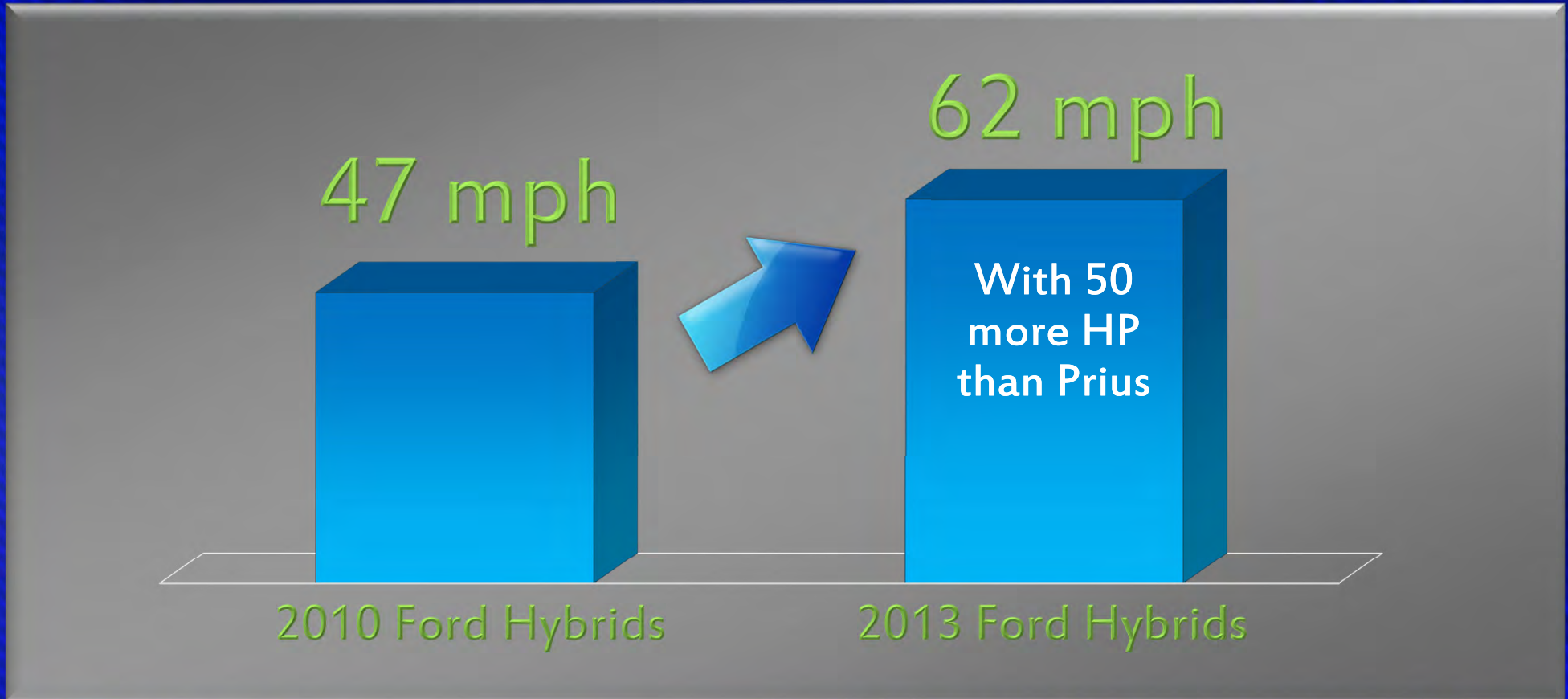


HEV Vehicles Cost Over Gas Vehicles



Ford's Power Of Choice Strategy Triples Electrified Vehicle Production Capacity By 2013.
Reductions In Hybrid Technology Costs Enable Pricing Flexibility

MAXIMUM SPEED ADVANTAGE



 **FUSION** HYBRID

47/47/47
CITY HWY COMBINED

 **C-MAX** HYBRID

Source: EPA LABEL

>> +8 MPG
HWY

>> +4 MPG
CITY

vs. Toyota Camry Hybrid



>> BEST-SELLING
HYBRID UTILITY

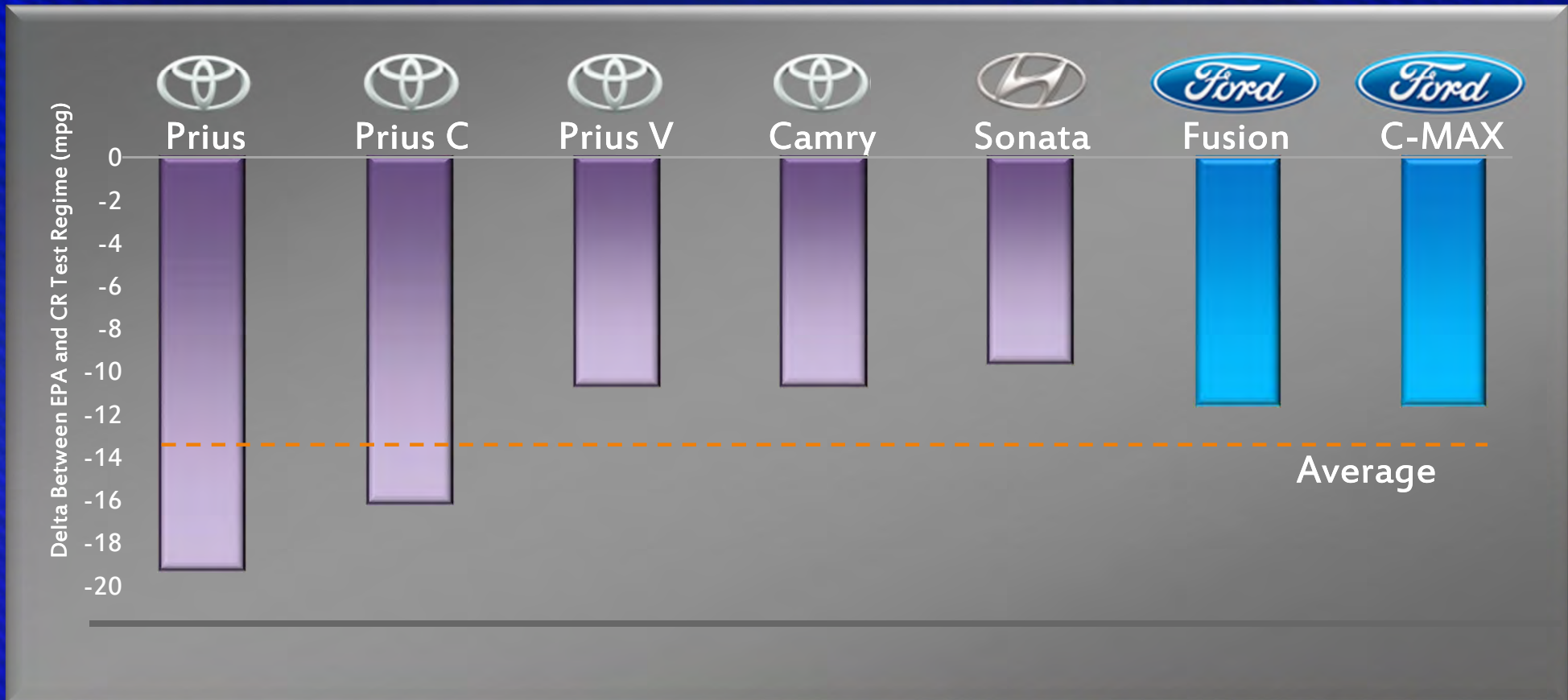
>> +7 MPG
HWY

vs. Toyota Prius V



CONSUMER REPORTS HYBRID TESTING

SLIDE 46



REAL-WORLD VARIABILITY FACTORS

SLIDE 47



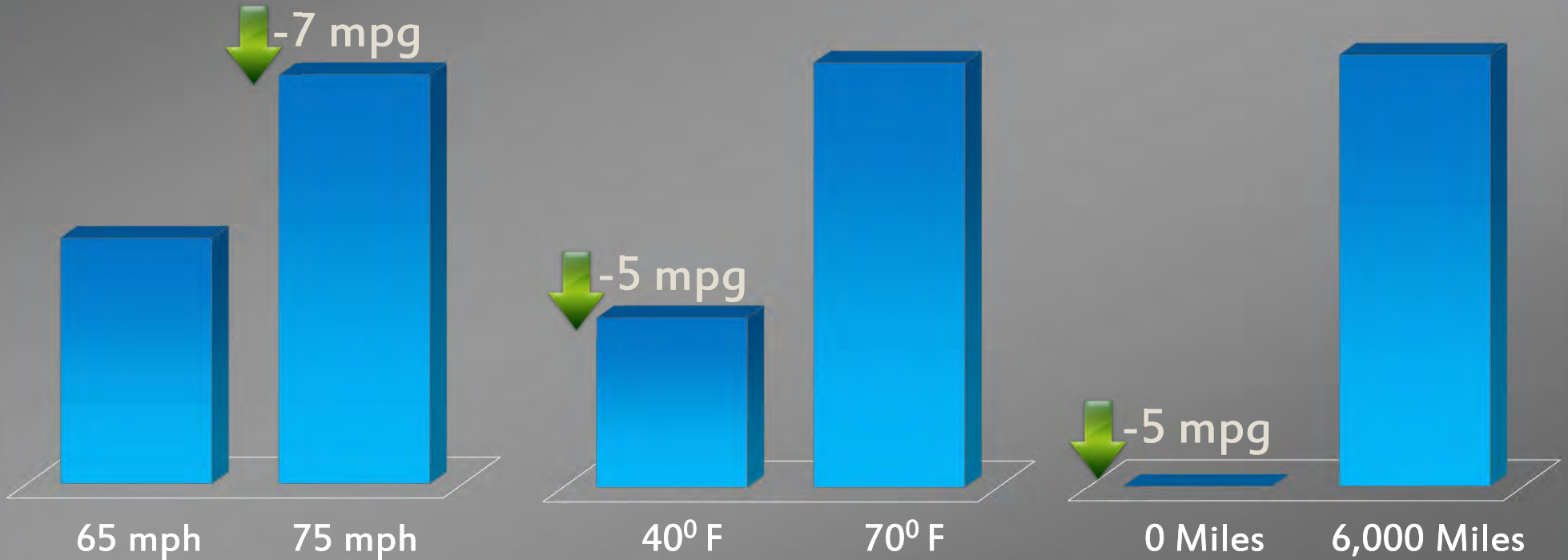
Increased Speed



Decreased Outside Temperature



Break-in Miles





Drive quality.

Drive quality.

Quality

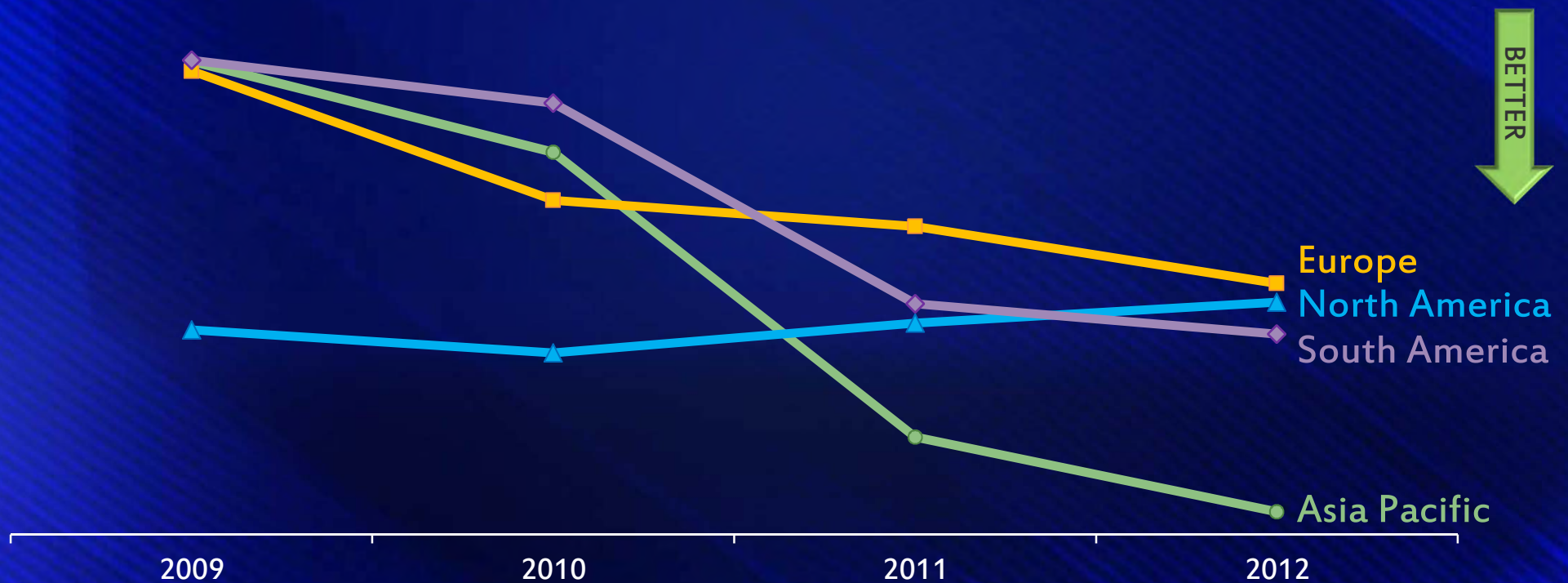
FORD CUSTOMER SATISFACTION BY BUILD REGION



Global Customer Satisfaction With Quality Converging Across Regions Through The Power Of ONE FORD As Showrooms Migrate To Core Products With Customer-focused DNA

FORD CUSTOMER TGW TREND BY REGION

SLIDE 50

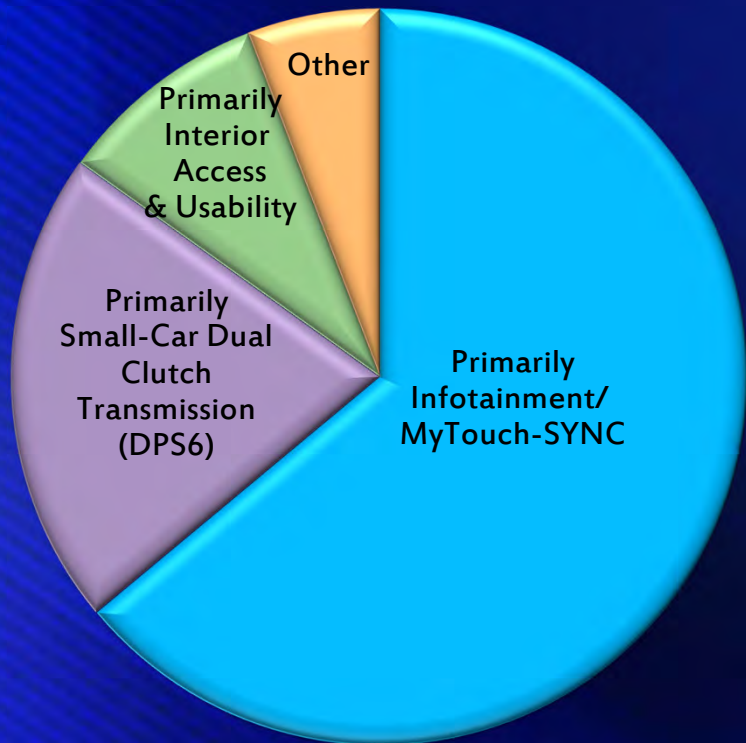


Things Gone Wrong (TGW) Performance Improving In 3 Of 4 Regions Through The Power Of ONE FORD. TGW Data Tracks Consistent With External Quality Indicators

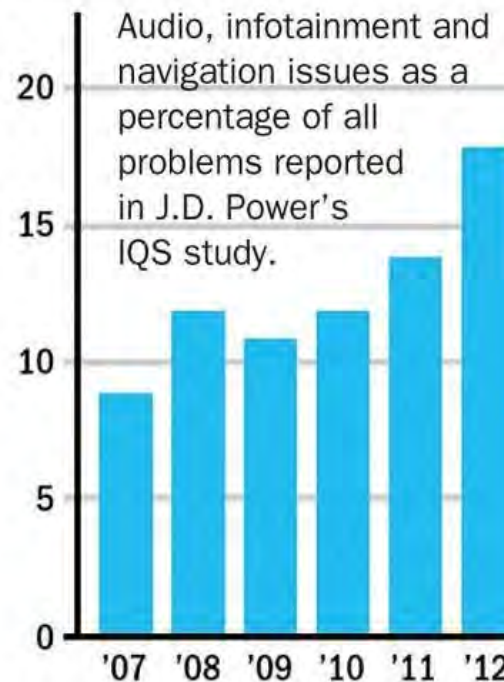
NORTH AMERICAN QUALITY PRIORITIES

SLIDE 51

Ford GQRS Gap to BIC



Voicing concerns



JD Power says factory-installed hands-free communication devices are the "most-often-reported problem in the industry". Those complaints have soared 137% in the past four years.

Ford

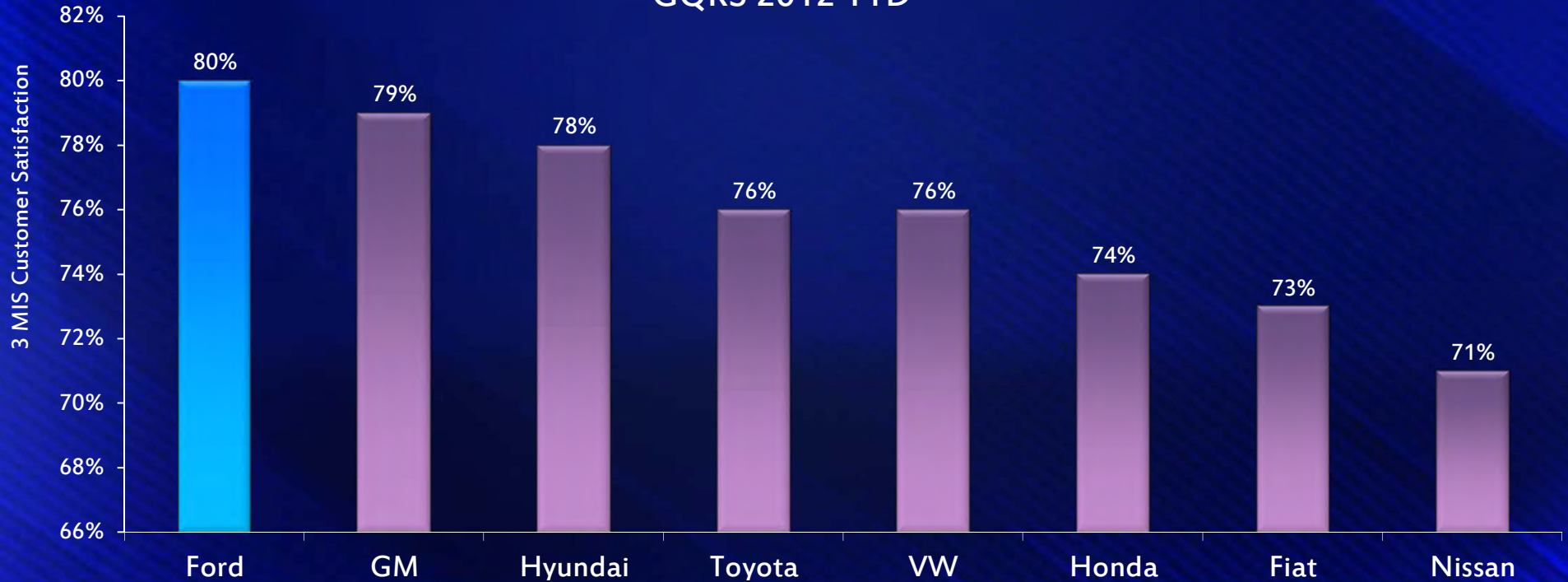
"In a sense, Ford took one for the team," Sargent says. "It went early. It was brave..."

Automotive News -- June 25, 2012

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

QUALITY TECHNOLOGY LEADERSHIP

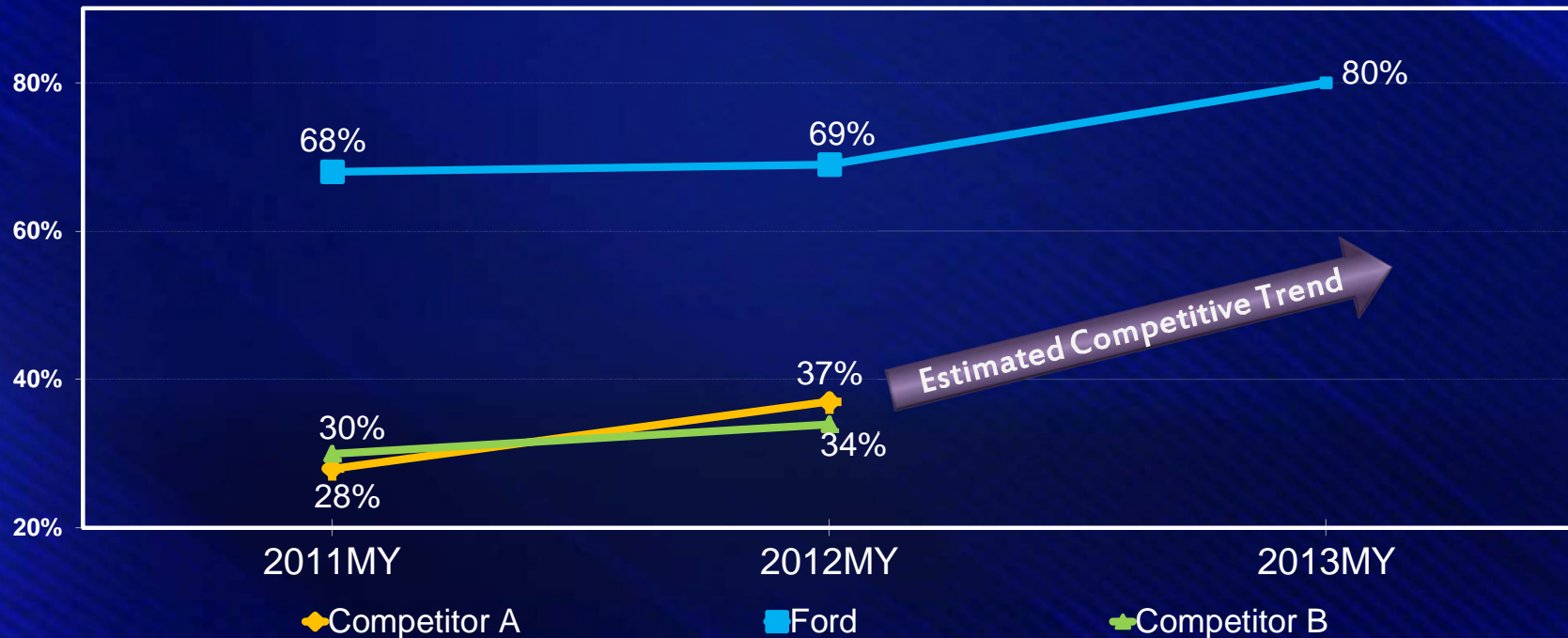
% Satisfaction With Level of Technology & Innovation
GQRS 2012 YTD



Ford Has Achieved Leadership In Technology And Innovation

INFOTAINMENT COMPETITIVE TRENDS

Sales Weighted Mix (Self-Reported) Voice Control and/or Navigation Features

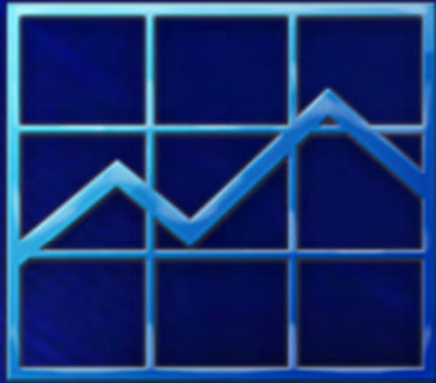


Infotainment Feature Trends Are Increasing In Navigation, Voice Control, Phone Pairing, and Touch Screen Capability. Competitors Are Introducing Enhanced Functionality Quickly To Meet Customer's Expectations.

MYTOUCH-SYNC QUALITY IMPROVEMENT



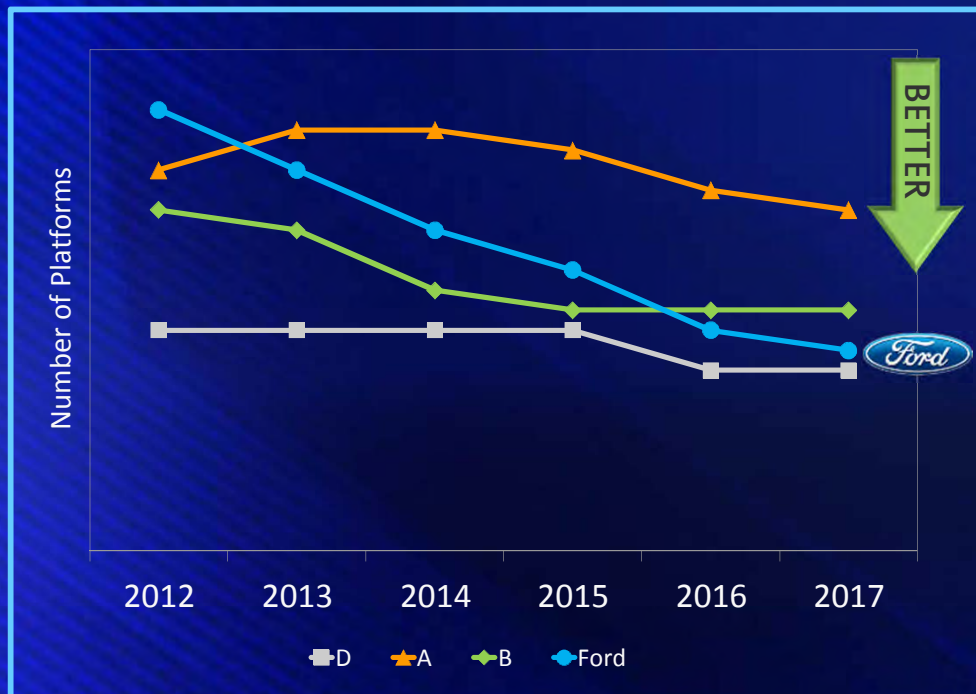
MyTouch Improvements On The Current System Continue Through August 2013.
Acceleration Of SYNC Software Updates Required To Achieve BIC.



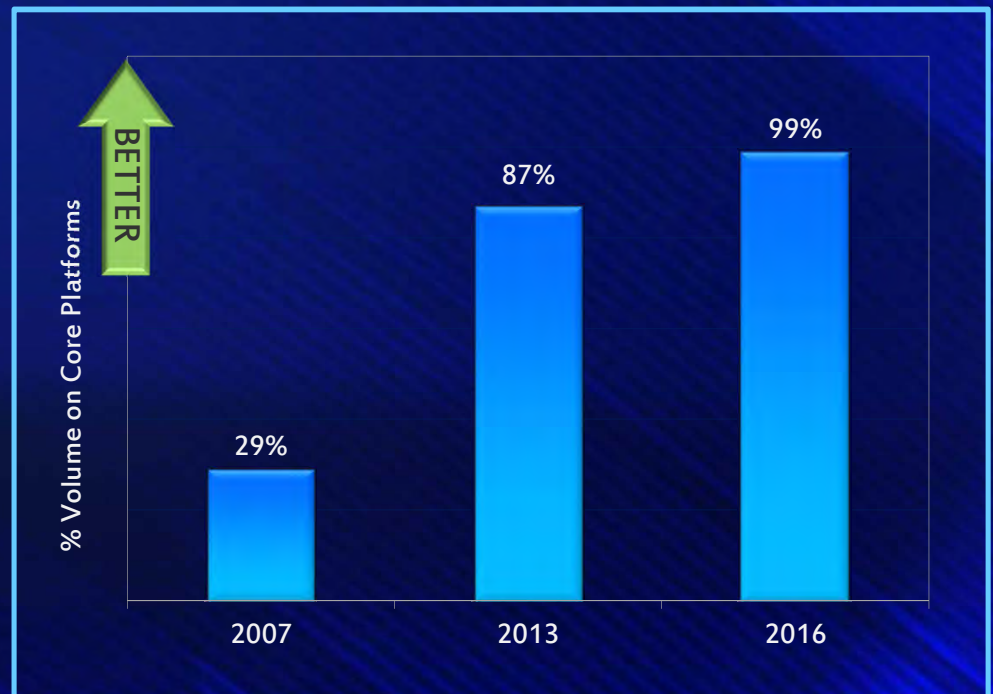
Efficiency Metrics

PRODUCT DEVELOPMENT EFFICIENCY GLOBAL PLATFORMS

Global Platform Reduction



Ford % Volume On Core Platforms

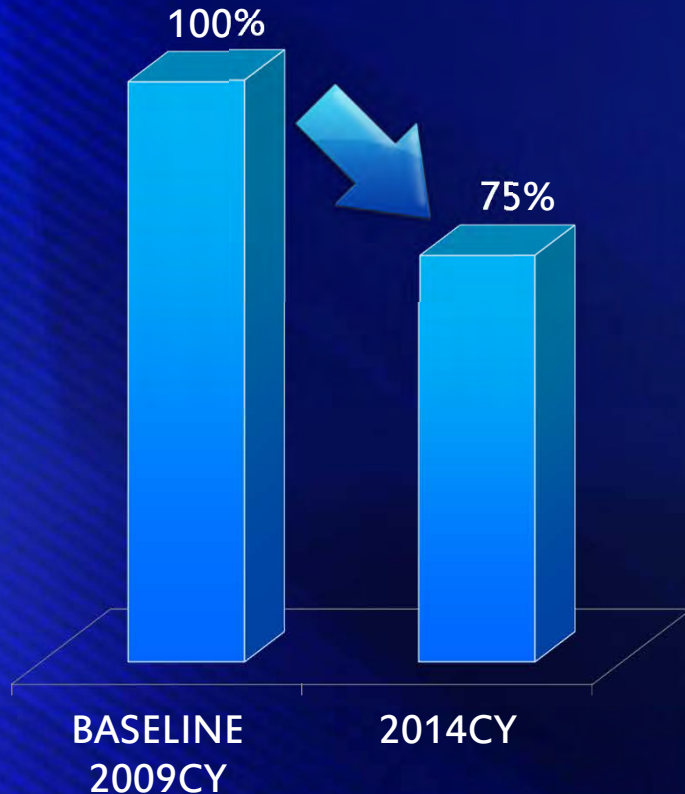


Optimizing Platform Count Allows Growing Volume Per Platform

Core platform count includes Global platforms and other platforms like Full Size Pickup

REDUCED INVESTMENT PER PROGRAM

SLIDE 57

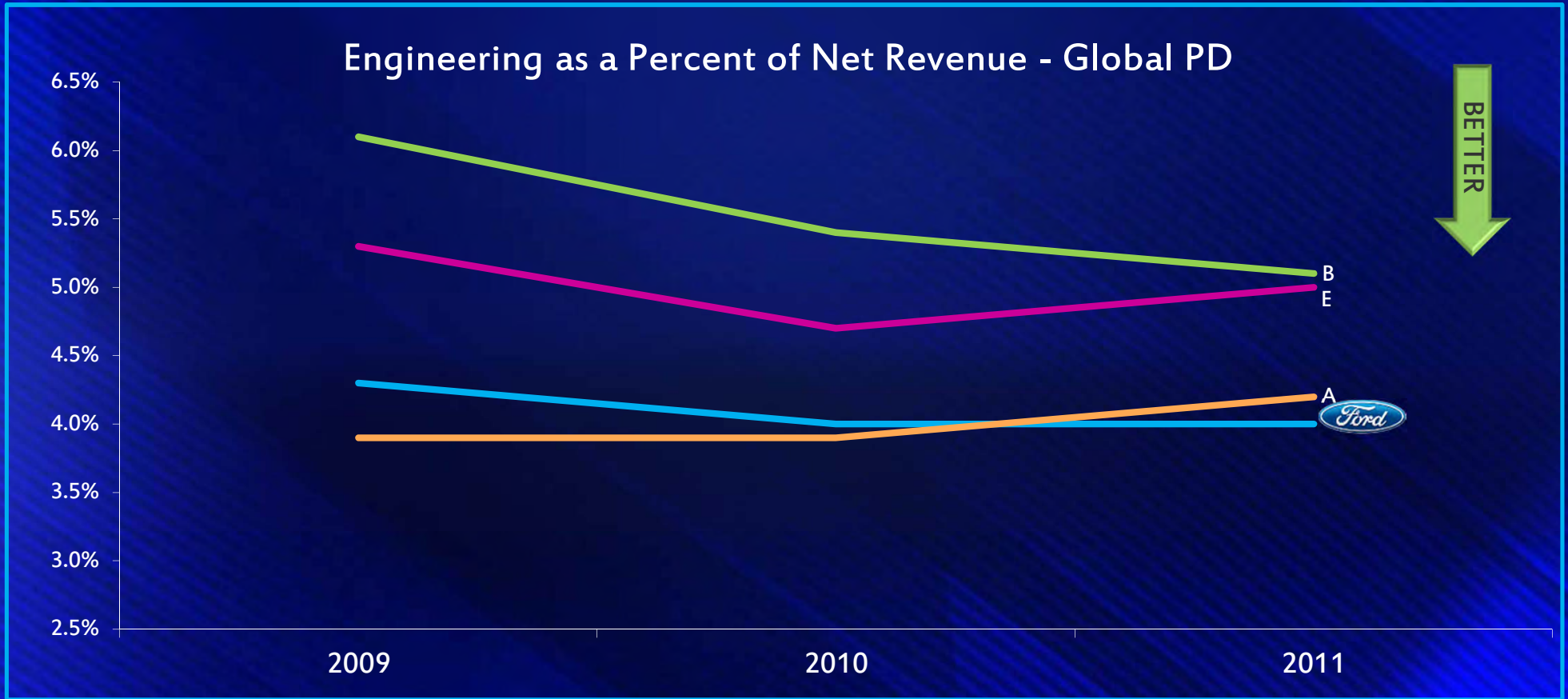


**Investment For
Program "X"**

Key Enablers:

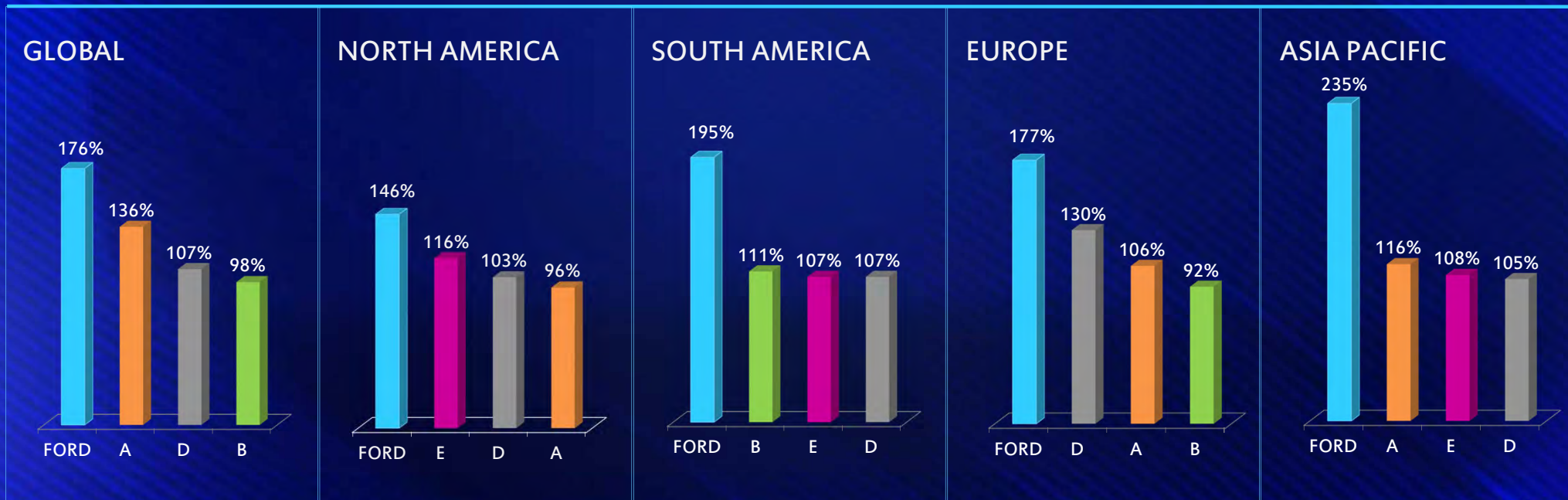
- ✓ Migrate Vehicles To Common Global Platforms, Powertrains, And Technologies
- ✓ Leverage Global Centers Of Excellence
- ✓ Standardized Flexible Manufacturing

ENGINEERING AS A PERCENT OF REVENUE



PERCENT REFRESHED 2012-2017

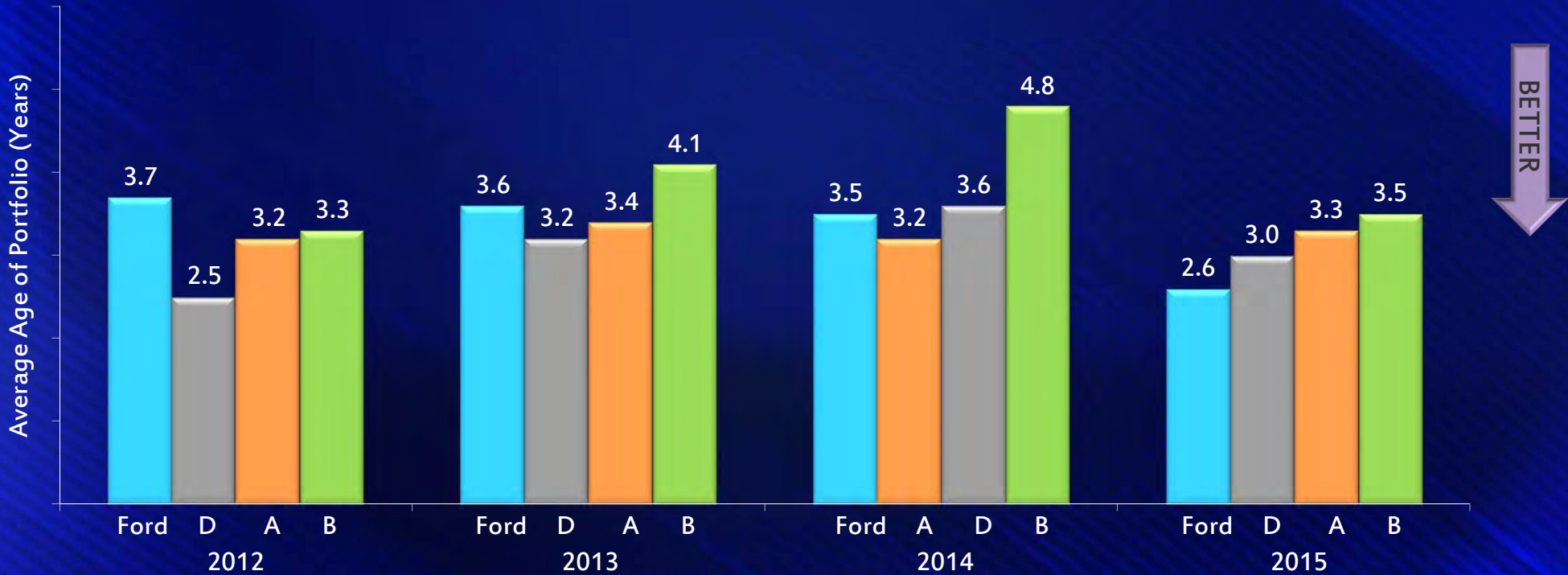
INDUSTRY LEADING REFRESH RATES—ALL REGIONS



Ford Global Portfolio Refresh Rate Is 1.76, Regional Rates Range Between 1.46 And 2.35 For 2012 To 2017. Major Facing Competitors Are Projected To Be Less.

AVERAGE AGE OF PORTFOLIO—NEAR TERM

AVERAGE AGE OF PORTFOLIO – PASSENGER VEHICLE



Ford's Industry Leading Refresh Rate Results In Continuous Improvement And Lowest Average Age For Global Passenger Vehicles By 2015

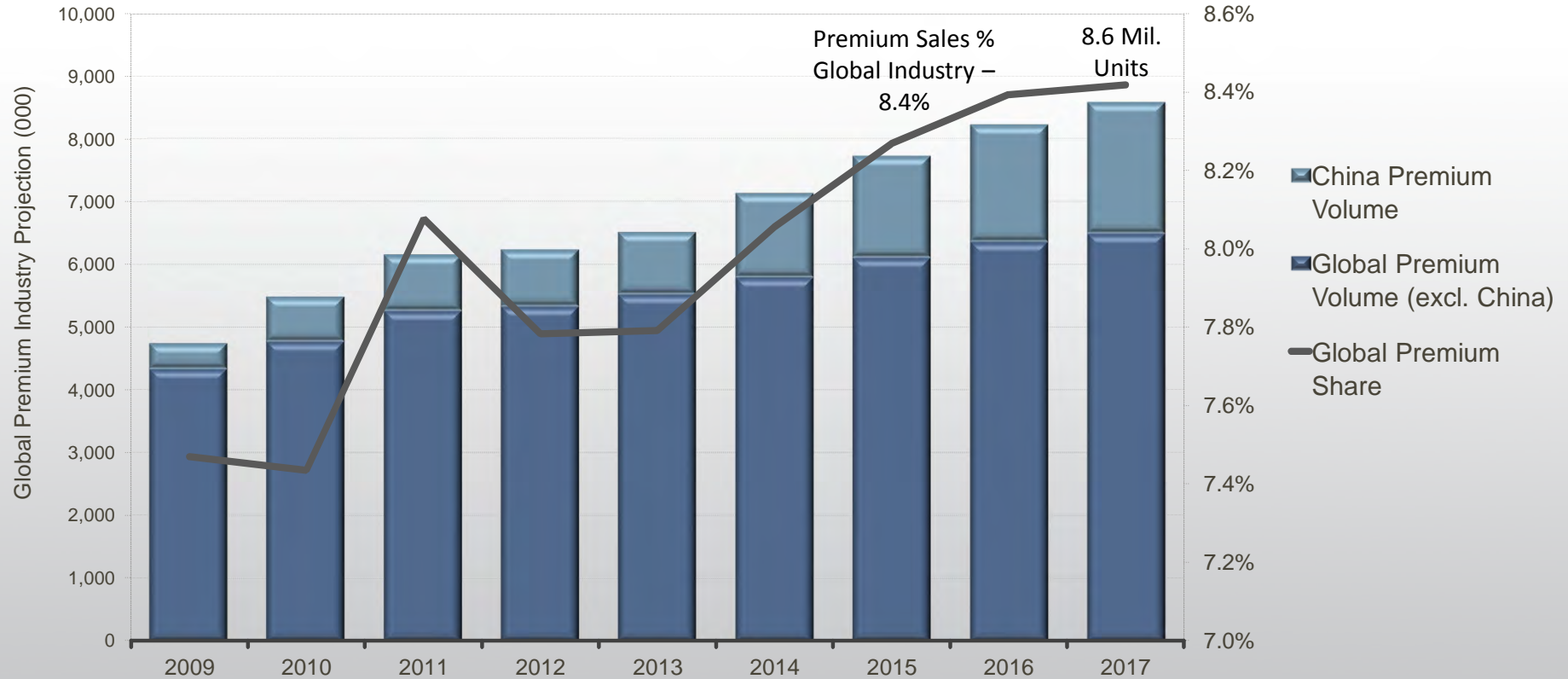


L I N C O L N





Global Premium Industry Projection

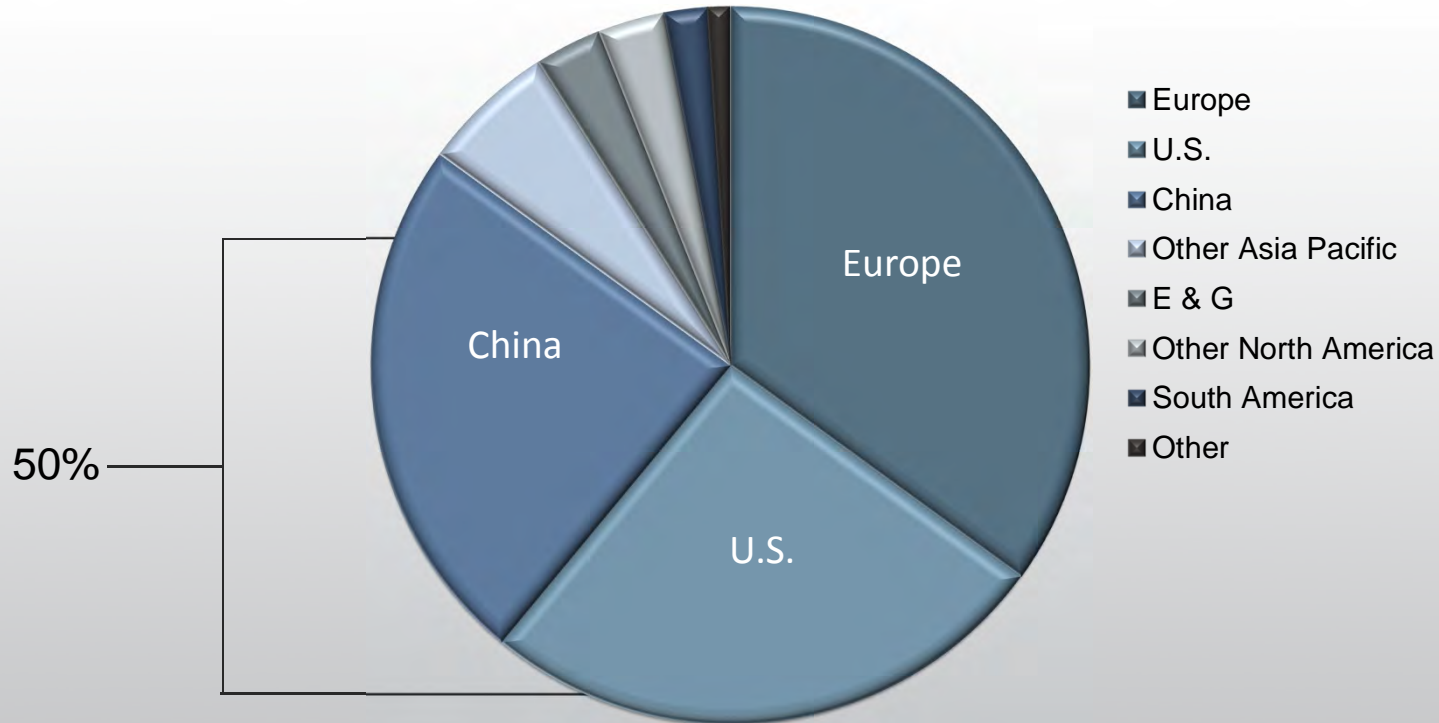


Premium Industry Grows From About 6.2 Mil To 8.6 Mil Units By 2017.
China Share Of Global Premium Grows To 25%



Global Premium Industry Projection

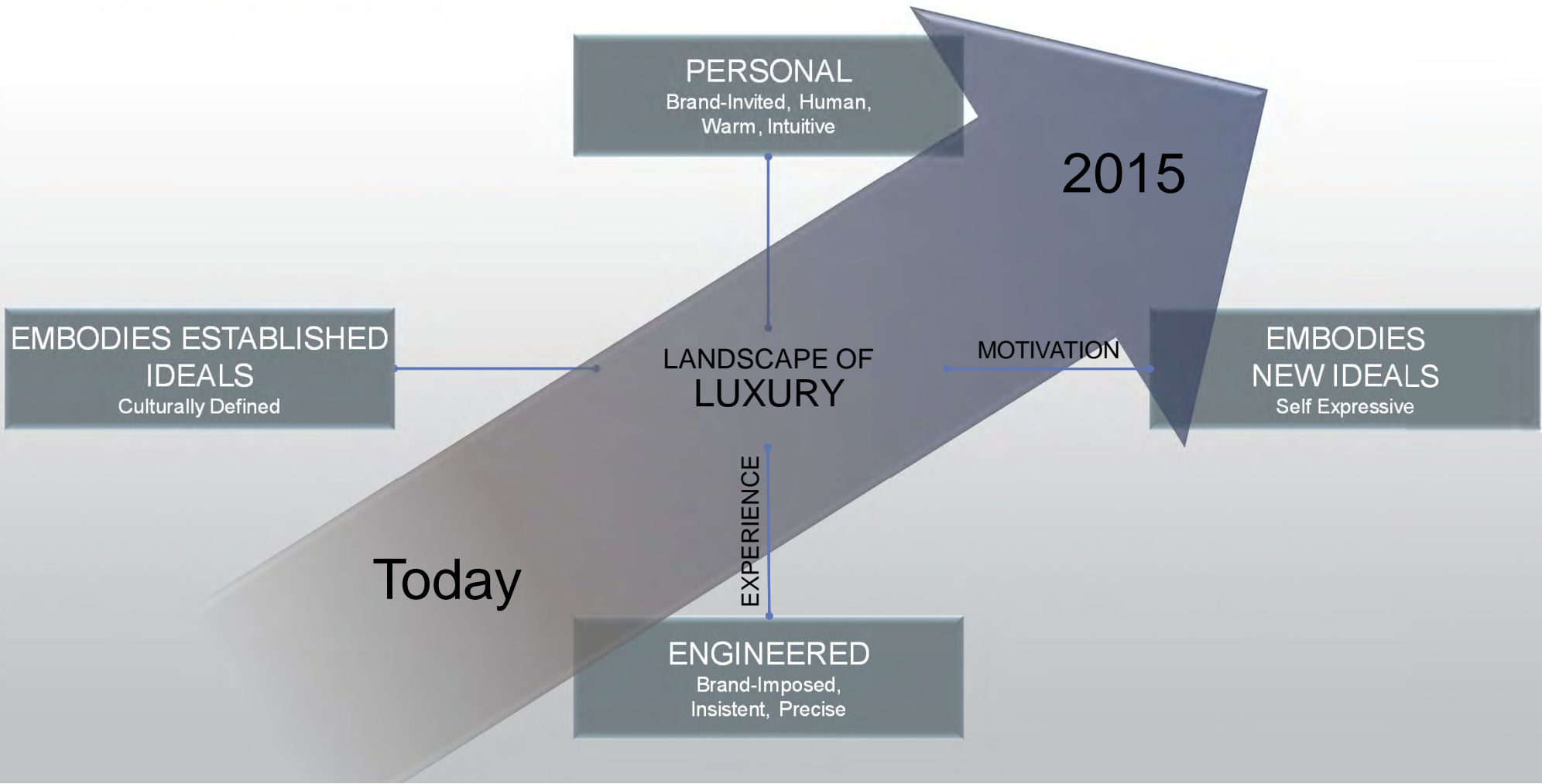
2017 Global Premium Industry



By 2017, US And China Will Represent 50%
Of Global Premium Industry

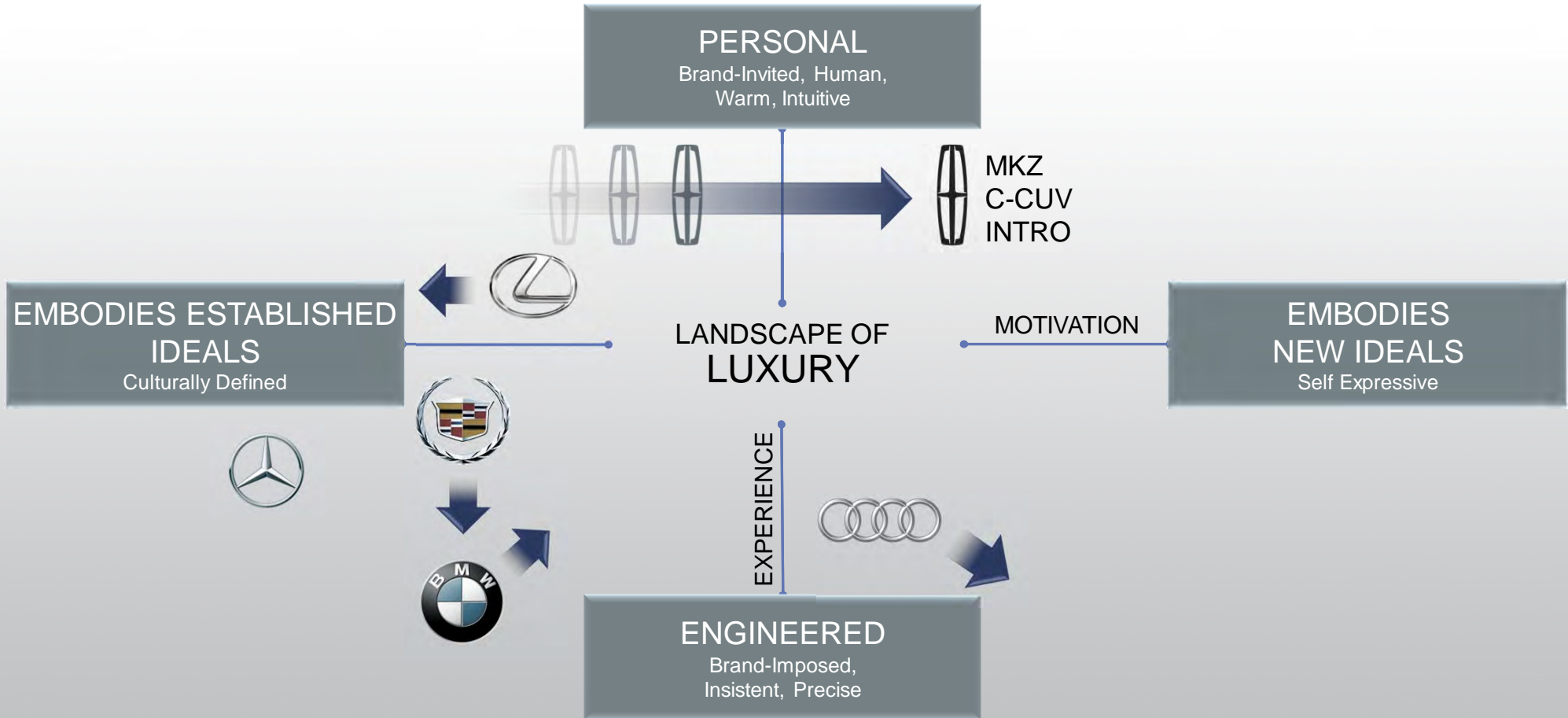


Perceptual Positioning Framework Luxury Automobiles





Perceptual Positioning Framework Luxury Automobiles





Lincoln Product Strategy

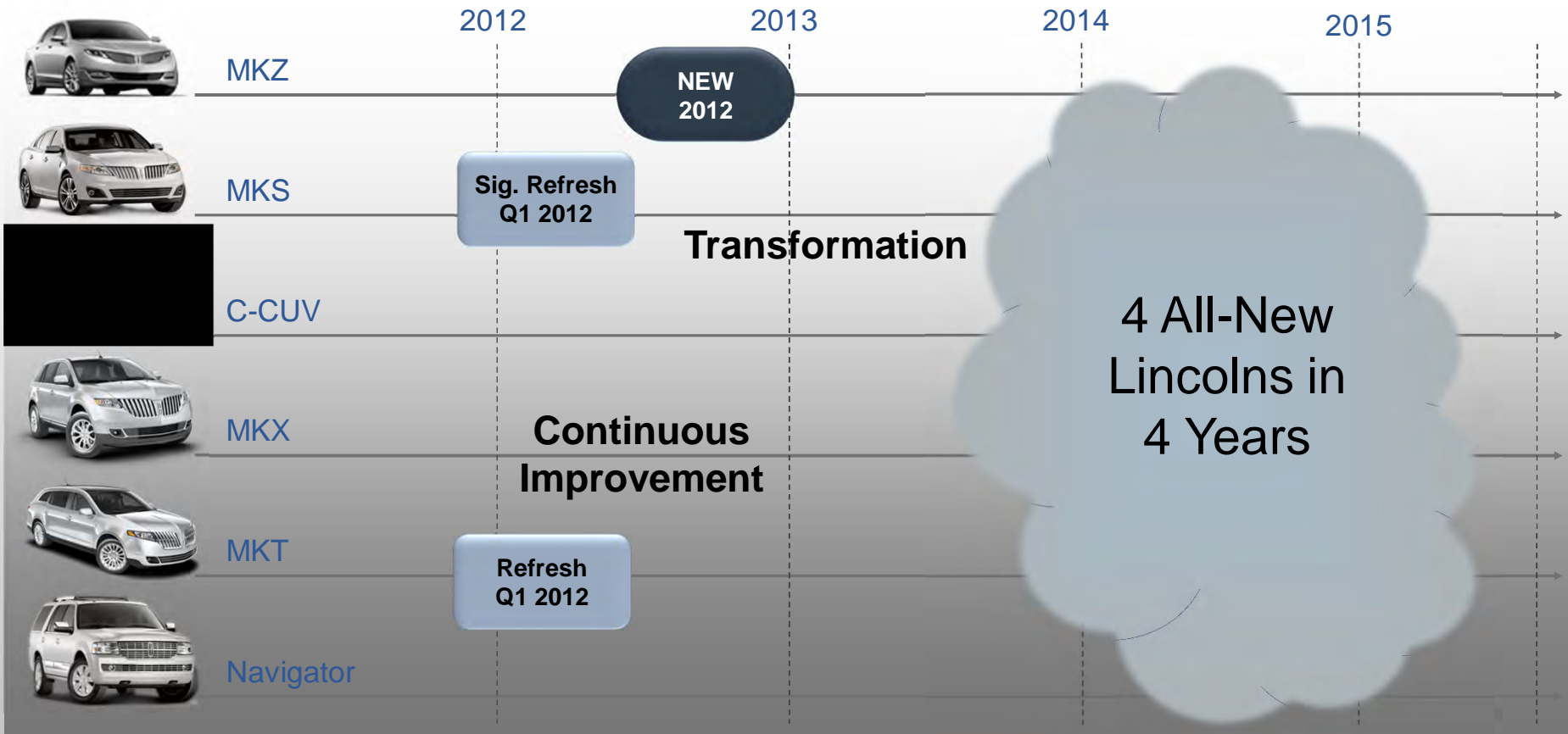
- Uniquely Lincoln, inside and out - stunning and understated
- Transformation of the luxury driving experience - refined and engaging



Transitioning Lincoln To A World-Class True Luxury Brand Requires
A Transformational Shift In Product Execution



Lincoln Cycle Plan

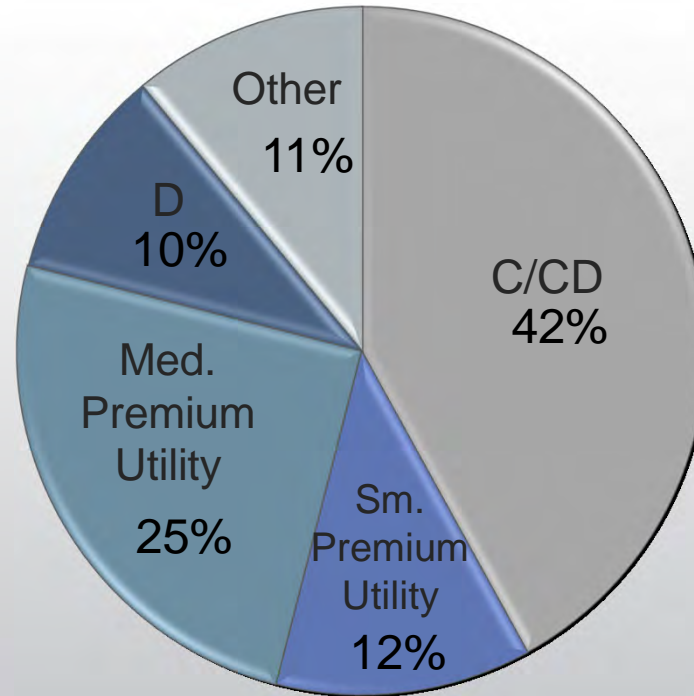


Aggressive Freshening Cadence Accelerates Showroom Lineup To World-Class



North America Premium Industry Segmentation – 2015

>90% of Total Segment



Other:
Lg. Prem. Utility 3%
Sports Car 4%
E/F 4%

Note: All volumes/shares reflect 2015CY

Lincoln Will Have All-New Entries Competing In >90% Of The Premium Industry In 2015



Comprehensive Approach

New Design Studio



Luxury Market Investment



Dedicated Lincoln People





LINCOLN ACADEMY



COMPLIMENTARY MAINTAINENC

ROADSIDE ASSISTANCE



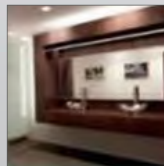
SECOND DELIVERY

CLIENT EXPERIENCE



TRANSPORTATION ASSISTANCE PROGRAM

CONCIERGE SERVICES



NEW FACILITIES



DATE NIGHT

Transforming The Client Experience



2013 MKZ The First Transformational Experience

SLIDE 71

- Ultra-Premium Design
- Unexpected Refinement
- Driver-Oriented Performance
- Harmony Inside And Out





2013 MKZ The First Transformational Experience

SLIDE 72

- Fully Differentiated
- Industry-Exclusive Fully Retractable Panoramic Roof
- Lincoln Drive Control Technology Standard (CCD, EPAS, ANC)
- LED Lighting
- Three Powertrain Lineup
 - 2.0L EcoBoost
 - 3.7L V6 With 300 hp
 - 2.0L Atkinson Hybrid





2013 MKZ The First Transformational Experience

SLIDE 73

- Tranquil And Warm Experience
- Spacious, Yet Intimate And Inviting
- Up And Away Flow Of The Instrument Panel
- One Touch E-Shift Panel Enabling Space-Efficient Open Console Design





Lincoln MKC Concept

SLIDE 74





Lincoln MKC Concept

SLIDE 75





Lincoln MKC Concept

SLIDE 76





Lincoln MKC Concept

SLIDE 77





Go Further

Q & A

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.