



Go Further

FORD APA INTRODUCTION

DEUTSCHE BANK INVESTOR CONFERENCE

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President

Ford Asia Pacific & Africa

**Chicago
June 13, 2012**

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 investment grade
- Skilled and motivated team



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	Low Double Digits
Capital Spending	About \$6 billion
Total Automotive Debt	About \$10 billion
Investment Rating	Plan to achieve investment grade in the near-term 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

GLOBAL PRODUCT PLAN -- PLATFORM CONSOLIDATION AND INCREASING SCALE

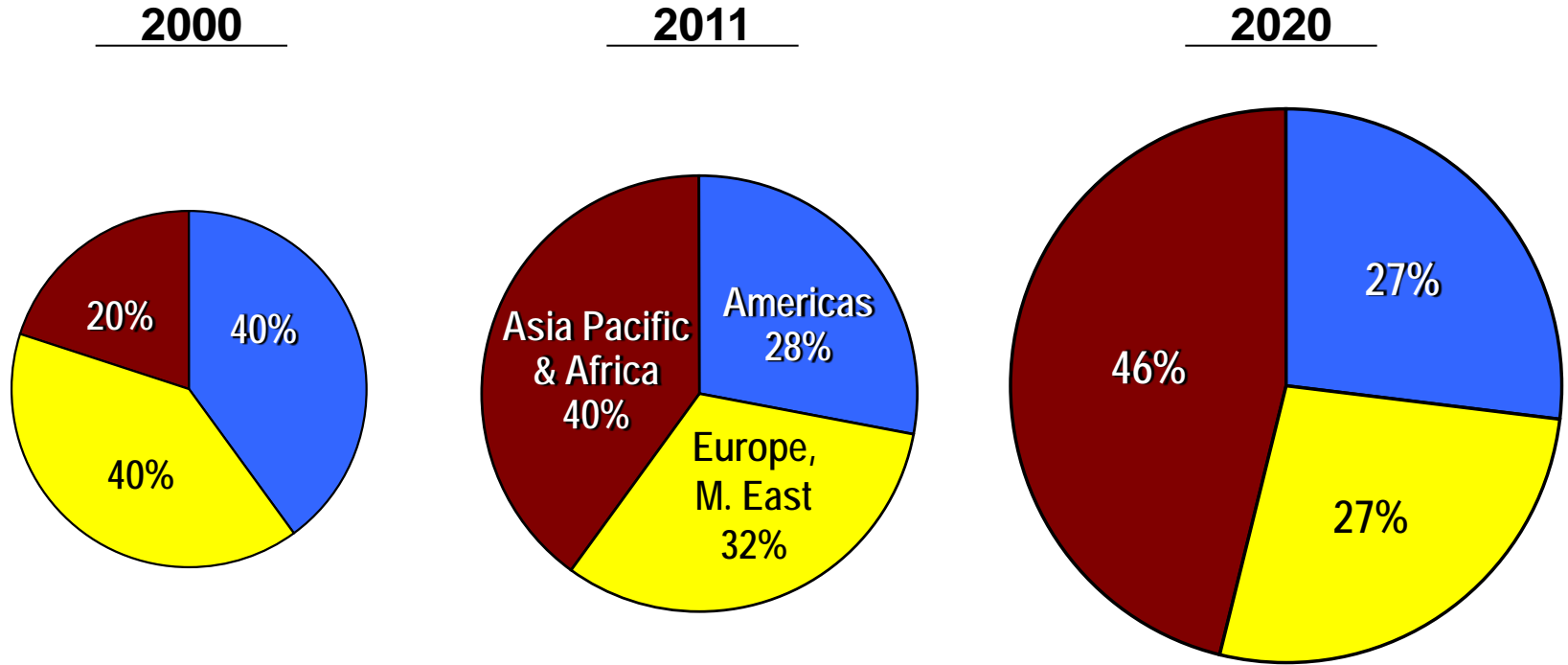
Segment	Sample Vehicle	Mid-Decade Ongoing Annual Volume
B Segment	Fiesta	> 2 million
C Segment	Focus	> 2 million
CD Segment	Fusion / Mondeo	1 million
Compact Pickup Segment	Ranger	> 275K
Commercial Van Segment	E-Series / Transit	> 475K

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

INDUSTRY GROWTH IN APA

STRONG INDUSTRY GROWTH

Global Industry Mix



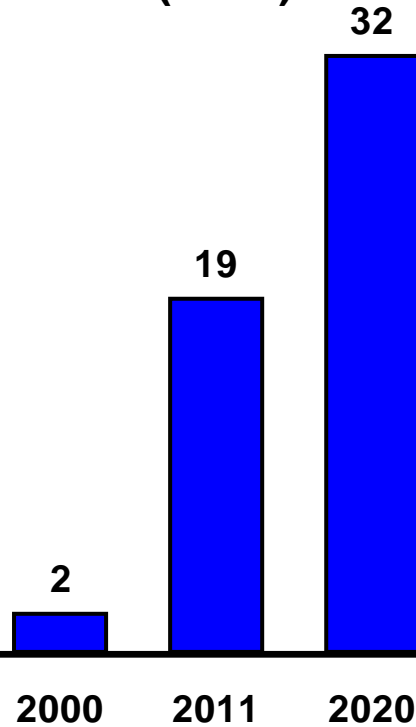
Industry Volume (Mils.)

Global	58	79	112
China	2 (4%)	19 (24%)	32 (29%)

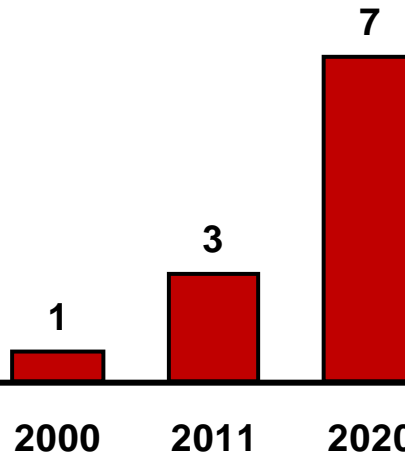
APA Will Account For About 46% Of Global Industry By The End Of The Decade And Over 60% Of Our Future Growth

STRONG INDUSTRY GROWTH (CONT'D)

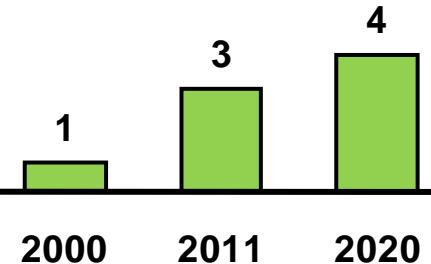
**China
(Mils.)**



**India
(Mils.)**



**ASEAN 5*
(Mils.)**

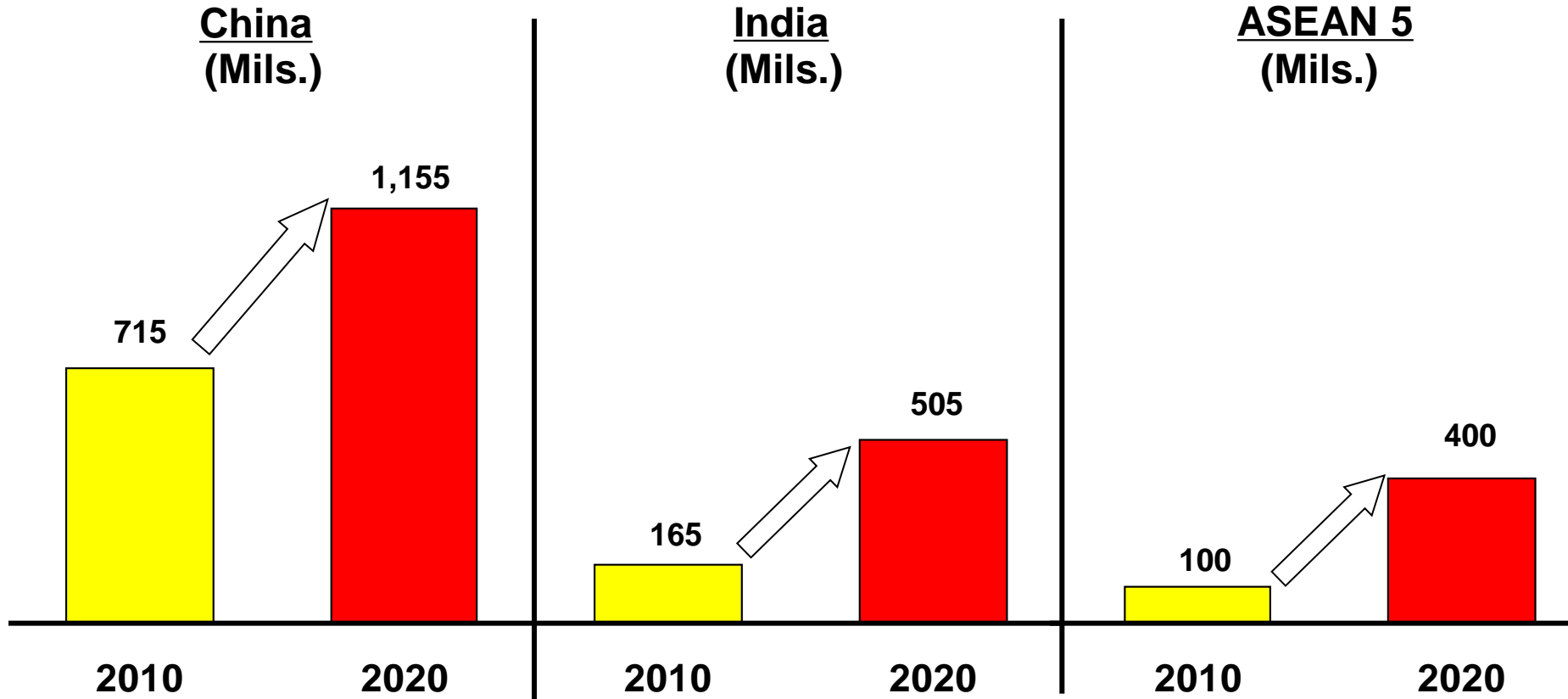


* Markets included in ASEAN 5 are Thailand, Indonesia, Malaysia, Philippines and Vietnam

All Major APA Markets Are Strong And China Leads Regional Growth

WHAT IS DRIVING THE GROWTH?

MORE THAN 2 BILLION NEW BUYERS BY 2020*

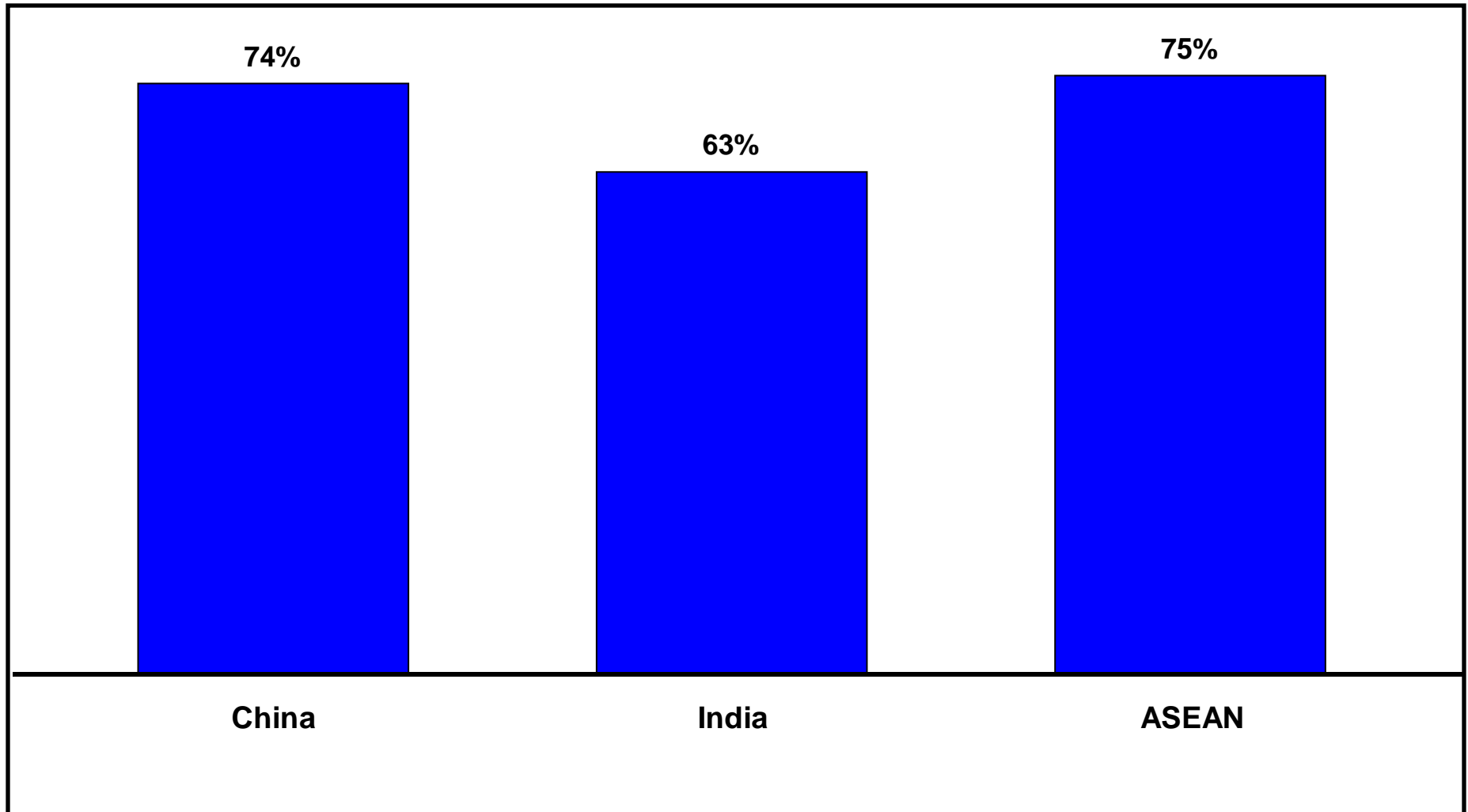


* \$5,000~\$6,000 is the take-off level income for vehicle purchase and rapid growth in automotive industry

Source: Ford analyses based on external data sources -- U.S. census and CEIC, etc.

Industry Forecast Assumes Only 2% Of Potential Buyers Purchase A New Vehicle Each Year

FIRST TIME BUYERS DOMINATE



Over 60% Of Vehicles Are Sold To First Time Buyers

FORD'S GROWTH PLAN

APA STRATEGIES

ONE FORD ◦ ONE REGION

Build Ford Brand

- **Establish a Core Product Portfolio**
 - Global platforms account for 95% of Ford volume in APA by mid-decade
- **Improve the Brand Experience**
 - Expand dealer network
 - Train dealer personnel
 - Implement global standards to support customer and for brand experience

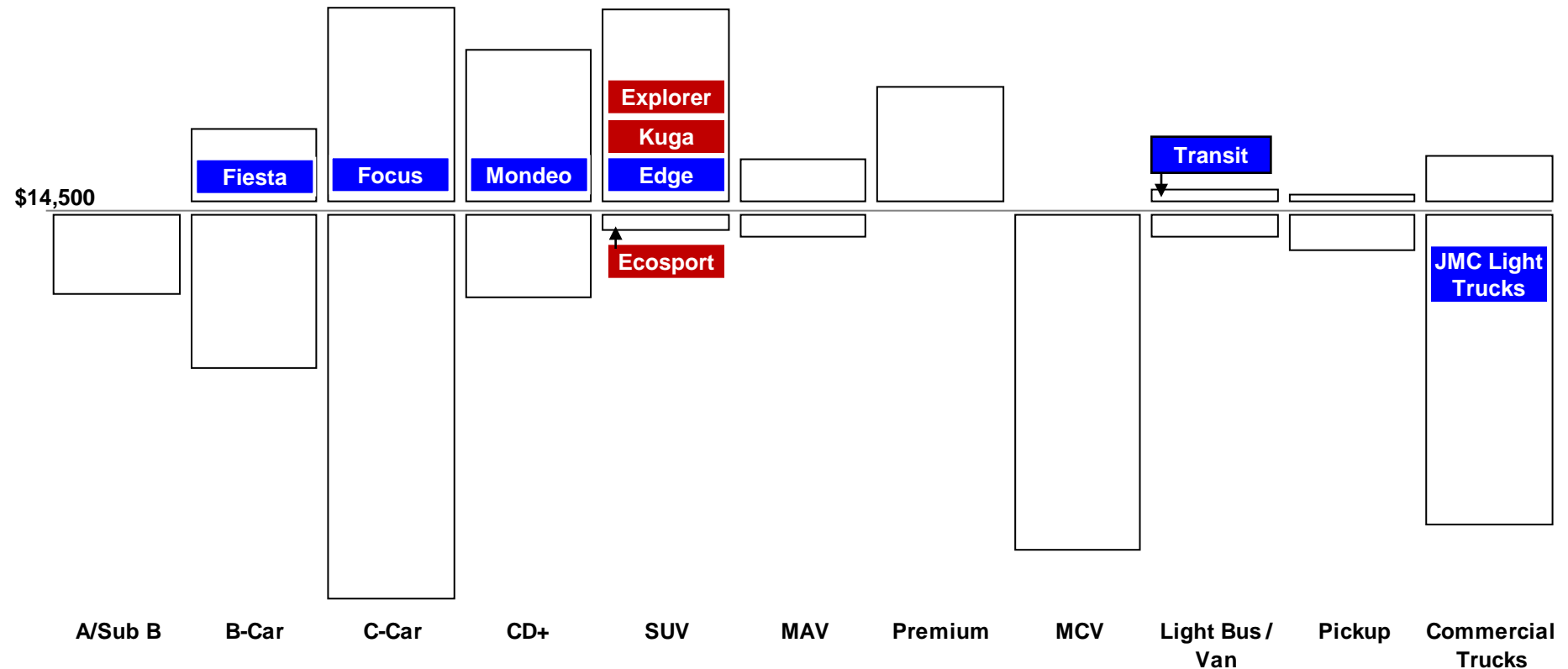
Improve Business Model

- **Manufacture / Source at Scale**
 - Invest in capacity
 - Establish 3 regional high volume hubs
 - Achieve high capacity utilization
 - Relocated APA team in China

Grow Ford Presence In APA Using All Of The Strengths Of ONE Ford

PRODUCT PLAN -- CHINA (MID-DECADE)

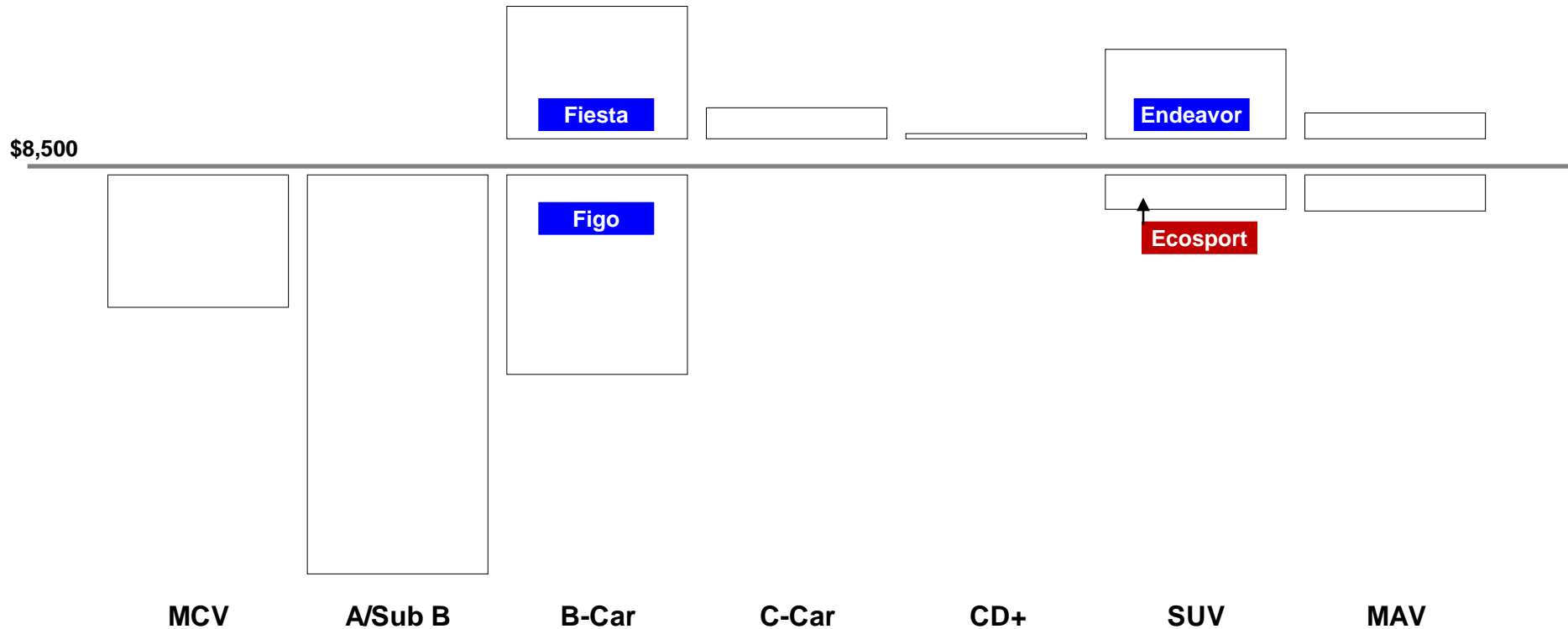
- Present Products
- Future Products Announced
- Relative Industry Segment Volume



By Mid-Decade, Ford Will Launch 15 New Vehicles In China To Greatly Expand Coverage Leveraging ONE Ford

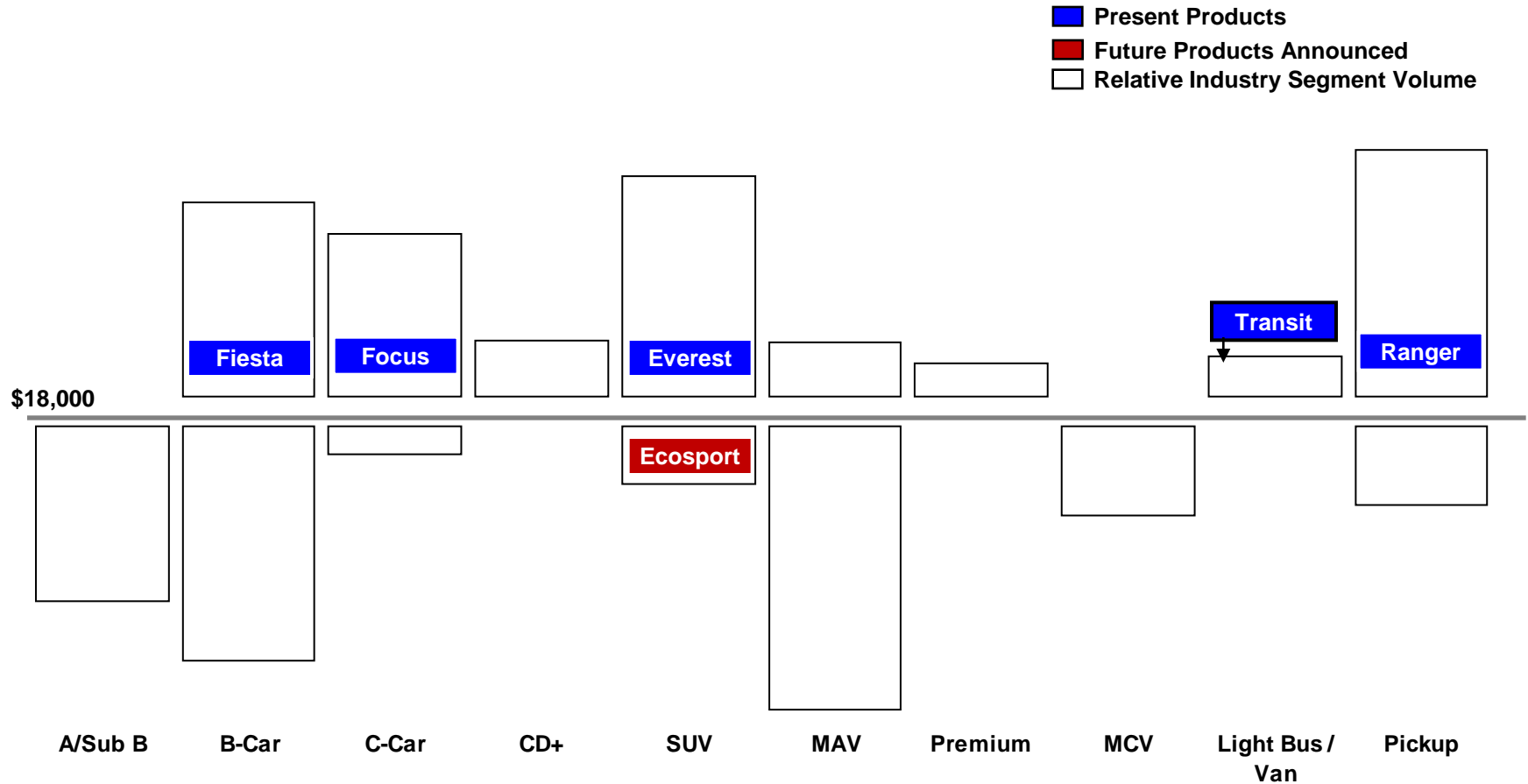
PRODUCT PLAN -- INDIA (MID-DECADE)

- Present Products
- Future Products Announced
- Relative Industry Segment Volume



By Mid-Decade, Ford Will Launch 8 New Vehicles In India To Greatly Expand Coverage Leveraging ONE Ford

PRODUCT PLAN -- ASEAN (MID-DECADE)



By Mid-Decade, Ford Will Launch 8 New Vehicles In ASEAN To Greatly Expand Coverage Leveraging ONE Ford

PROGRESS PROOF POINTS

NEW CAPACITY -- CHONGQING ASSEMBLY PLANT #2



- **Started production of global Focus in February 2012**

- **\$490 million investment and 150K initial capacity**
- **Brings CFMA capacity to 600K annual units**

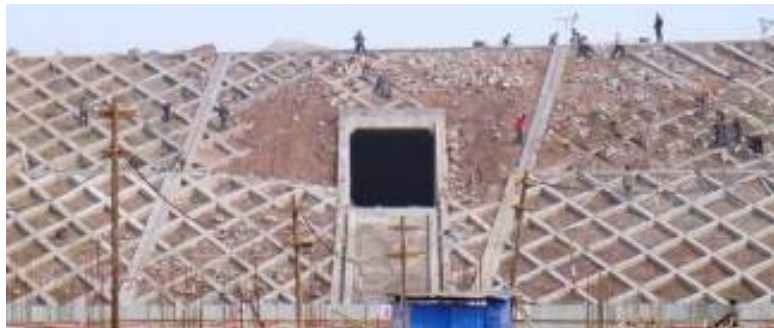


NEW CAPACITY -- FORD THAILAND MANUFACTURING (FTM)



- **Opened May 2012, invest \$450 million, the wholly owned facility will produce the global Focus for APA markets beyond China**
- **Initial capacity 150K units; takes Ford total Thailand capacity to 425K**

NEW CAPACITY -- CHONGQING ENGINE PLANT



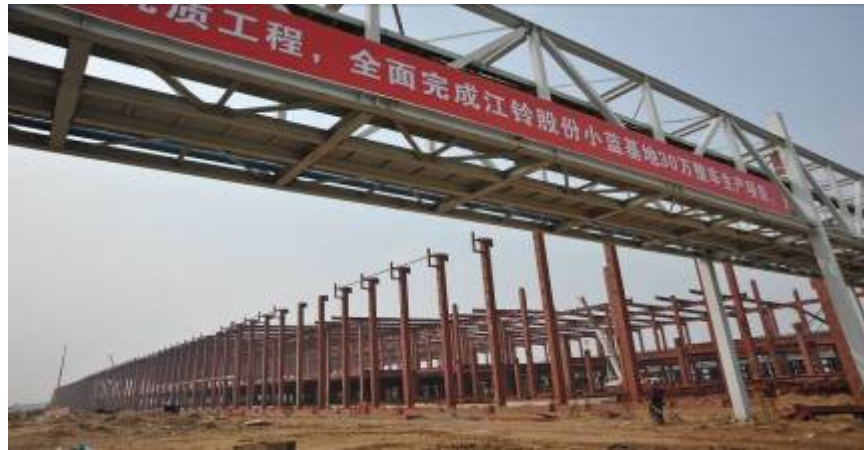
- **Open 2013, invest \$500 million, capacity 400K units**

NEW CAPACITY -- CHONGQING TRANSMISSION PLANT



- Open 2013, invest \$350 million, capacity 400K units

NEW CAPACITY -- JMC XIAOLAN ASSEMBLY PLANT



- Open 2013, invest \$300 million, capacity 300K units, produce commercial vehicles

NEW CAPACITY -- SANAND INDIA ASSEMBLY PLANT



- Open 2014, invest \$1 billion (vehicle assembly and engine plant), capacity 240K units

NEW CAPACITY -- SANAND ENGINE PLANT



- **Open 2014, investment included in \$1 billion Sanand investment, capacity 270K units**

NEW CAPACITY -- CHONGQING ASSEMBLY PLANT #3



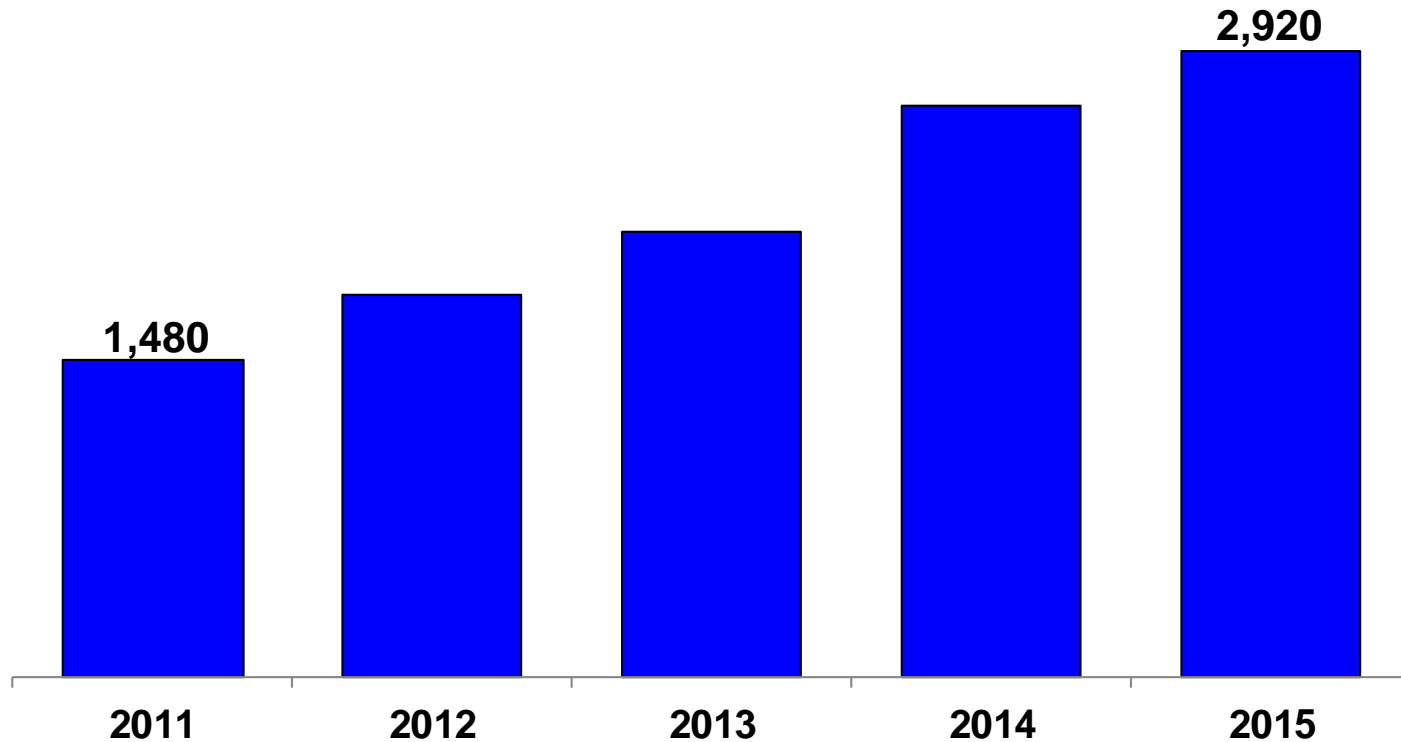
- Open late 2014, invest \$600 million, capacity 350K units including 250K at the new Chongqing #3 and 100K expansion at Chongqing #2
- Takes total CFMA capacity to 950K units

NEW CAPACITY -- HANGZHOU ASSEMBLY PLANT



- Open 2015, invest \$760 million, capacity 250K units
- Will take total CFMA capacity to 1.2 million units

APA PRODUCTION CAPACITY (000)

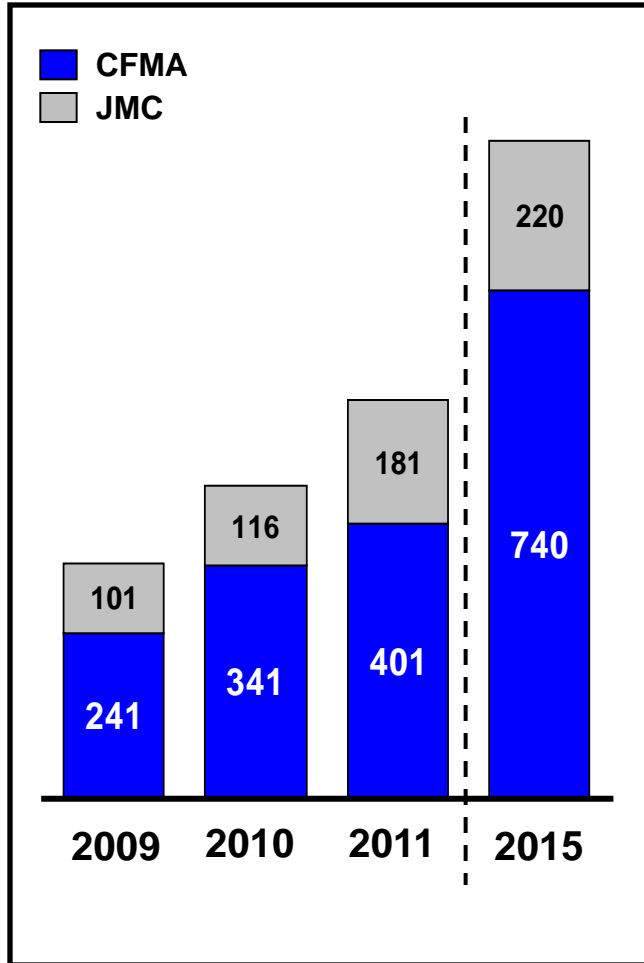


Note: Year end capacity

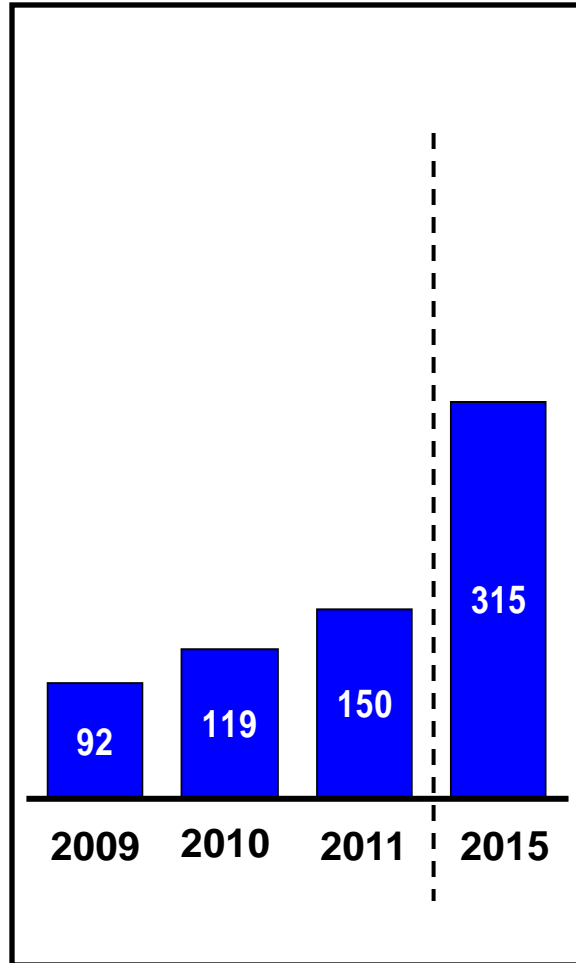
By 2015, Ford Will Have 2.9 Million Units Of Assembly Capacity In APA

FORD DEALER NETWORK PLAN

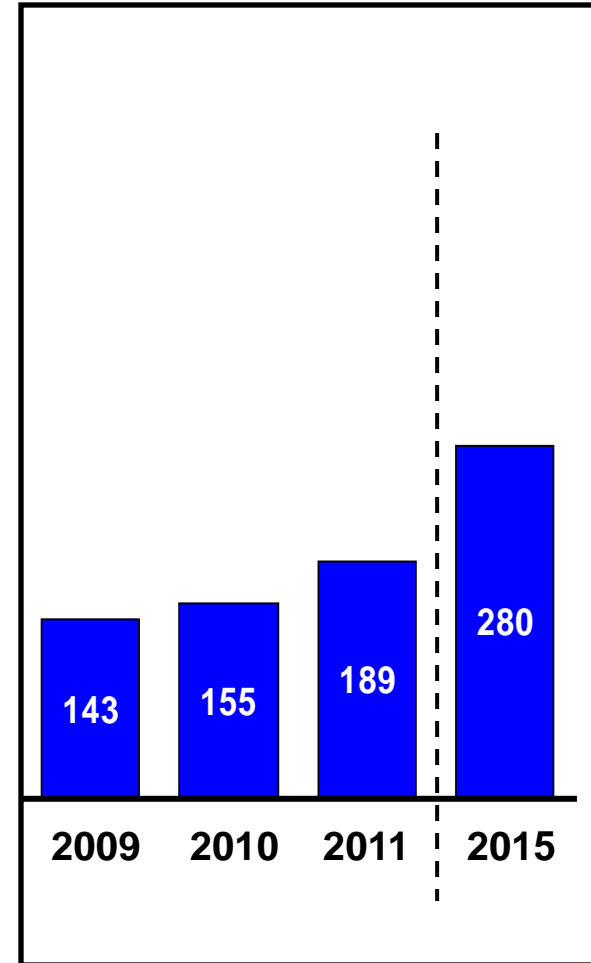
China



India



ASEAN 5



About 200 Dealers Added In 2011 -- On Schedule Towards Plan

SUCCESSFUL NEW PRODUCTS -- CHINA

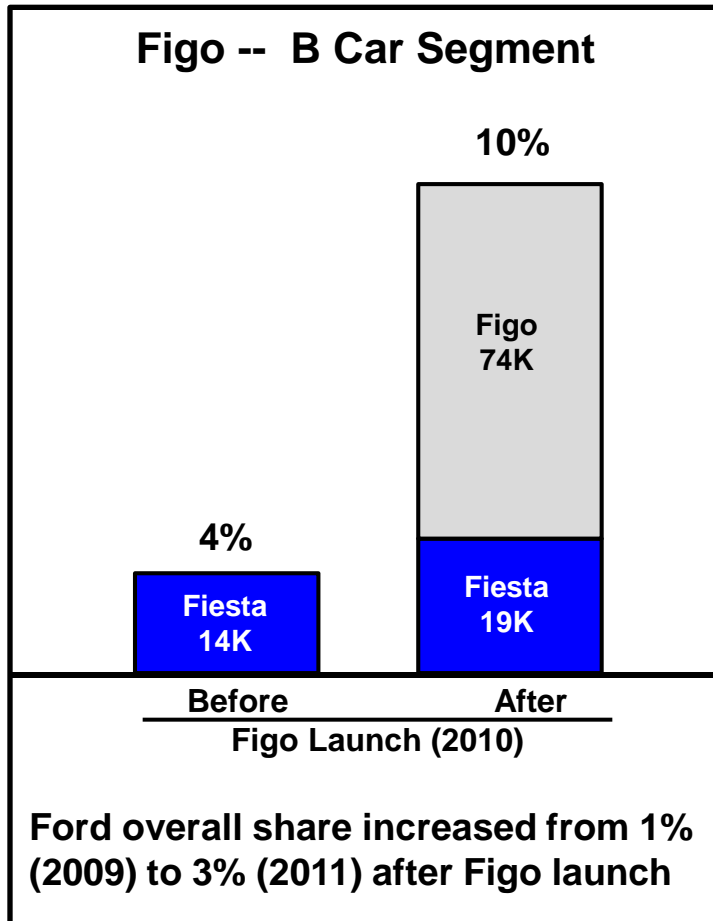
Segment	Ford Product Ranking		2011 Share
Small Car -- High End	Fiesta	#3	10+ %
Compact Car -- High End	Focus	#3	10+ %
Large Car -- Non-Business	Mondeo	#4	10+ %

Note: Overall Ford market share in 2011 was 2.8%, including JMC brand

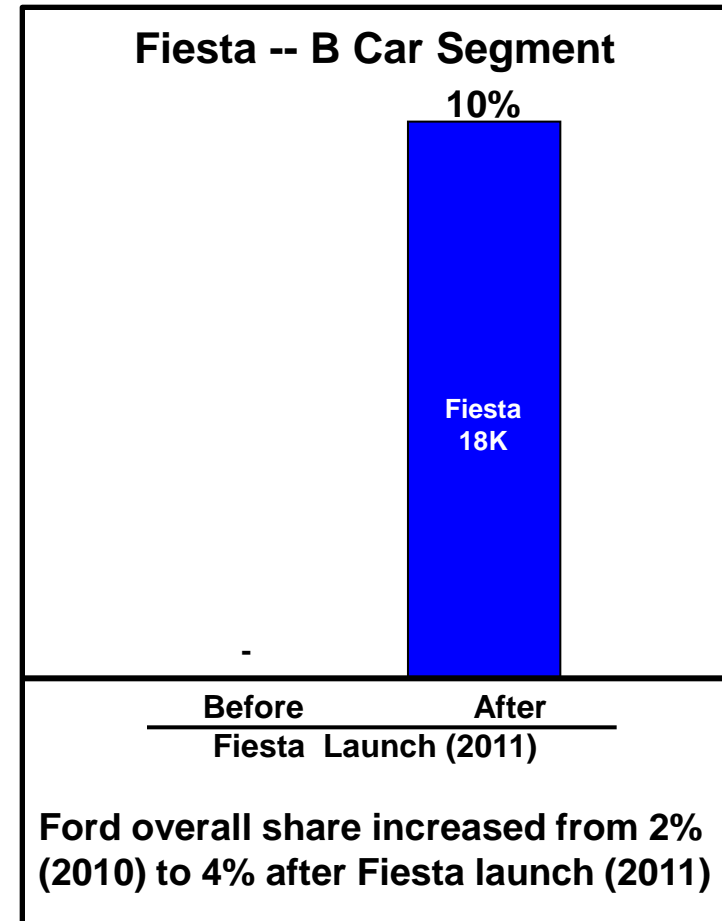
Ford Products Are Competitive In Segments Where Present

SUCCESSFUL NEW PRODUCTS -- INDIA & THAILAND

India



Thailand



Ford Products Are Competitive In Segments Where Present

NEW PRODUCT LAUNCHES -- RANGER



New Ranger is produced in three global production and export hubs -- Thailand, South Africa and Argentina, and sold in 180 markets worldwide

- ***TOP 12 BEST BUYS*** -- S. Africa, 2012
- ***BEST SAFETY INNOVATION*** -- Australia, 2011
- ***UTE OF THE YEAR*** -- New Zealand, 2011
- ***BEST MID-PICK UP*** -- Malaysia, 2011

NEW PRODUCT LAUNCHES -- NEW FOCUS



New Focus is produced for APA in China and Thailand



- **BEST SMALL CAR OF THE YEAR** -- Australia, 2011
- **COMPACT CAR OF THE YEAR** -- New Zealand, 2011
- **CAR OF THE YEAR** -- China, 2011
- **BEST SAFETY PERFORMANCE CAR OF THE YEAR** -- China, 2011

NEW PRODUCT LAUNCHES -- ECOSPORT



Developed based on B-platform, EcoSport will be produced for APA in China, Thailand and India



- **BEST IN SHOW AT DELHI MOTOR SHOW -- India, 2012**

NEW PRODUCT LAUNCHES -- KUGA



Developed based on C-platform, Kuga will be produced for APA in China



KEY TAKE-AWAYS

- **Industry will grow from 32 million in 2011 to 53 million by 2020; APA will account for 46% of global automotive industry and over 60% of its growth**
- **Key Deliverables by Mid Decade:**
 - **9 new plants (6 vehicle plants and 3 engine / transmission plants), including 2 vehicle plants launched in first half 2012**
 - **50 new vehicle / powertrain products**
 - **Ford APA production capacity will grow to 2.9 million**
 - **Double the number of dealerships from 2010**
- **In China we continue to rely on our strong JV partners -- Changan and Jiangling**
- **Profitable value vehicles are a foundation for APA success**
- **APA will become a significant contributor to Ford profitability by Mid Decade**



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**