



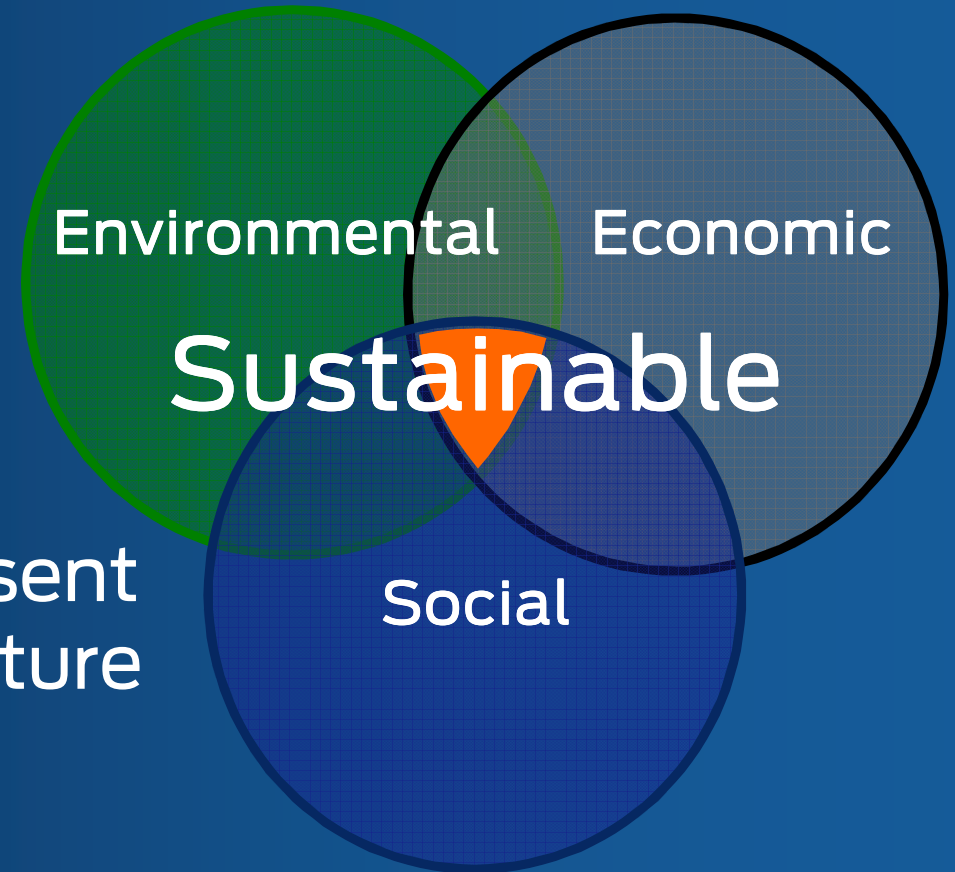
# 2012/13 SUSTAINABILITY REPORT



JUNE 14, 2013

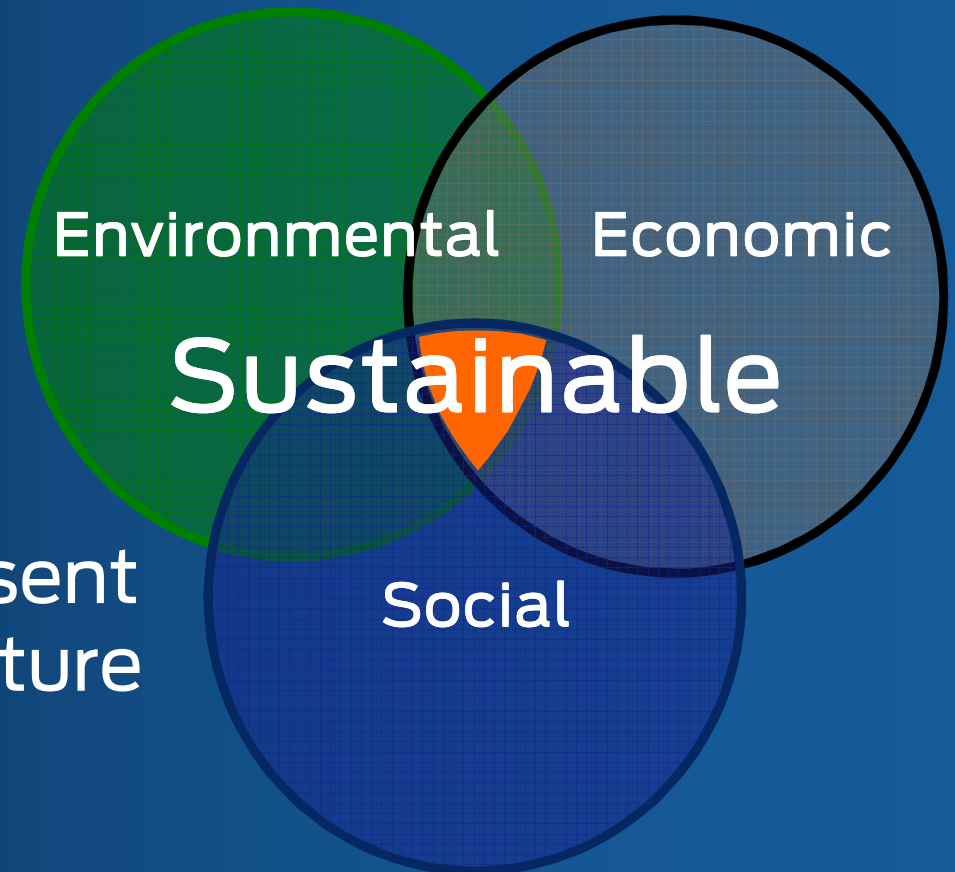
# SUSTAINABILITY AT FORD

Meeting the needs of the present  
without compromising the future

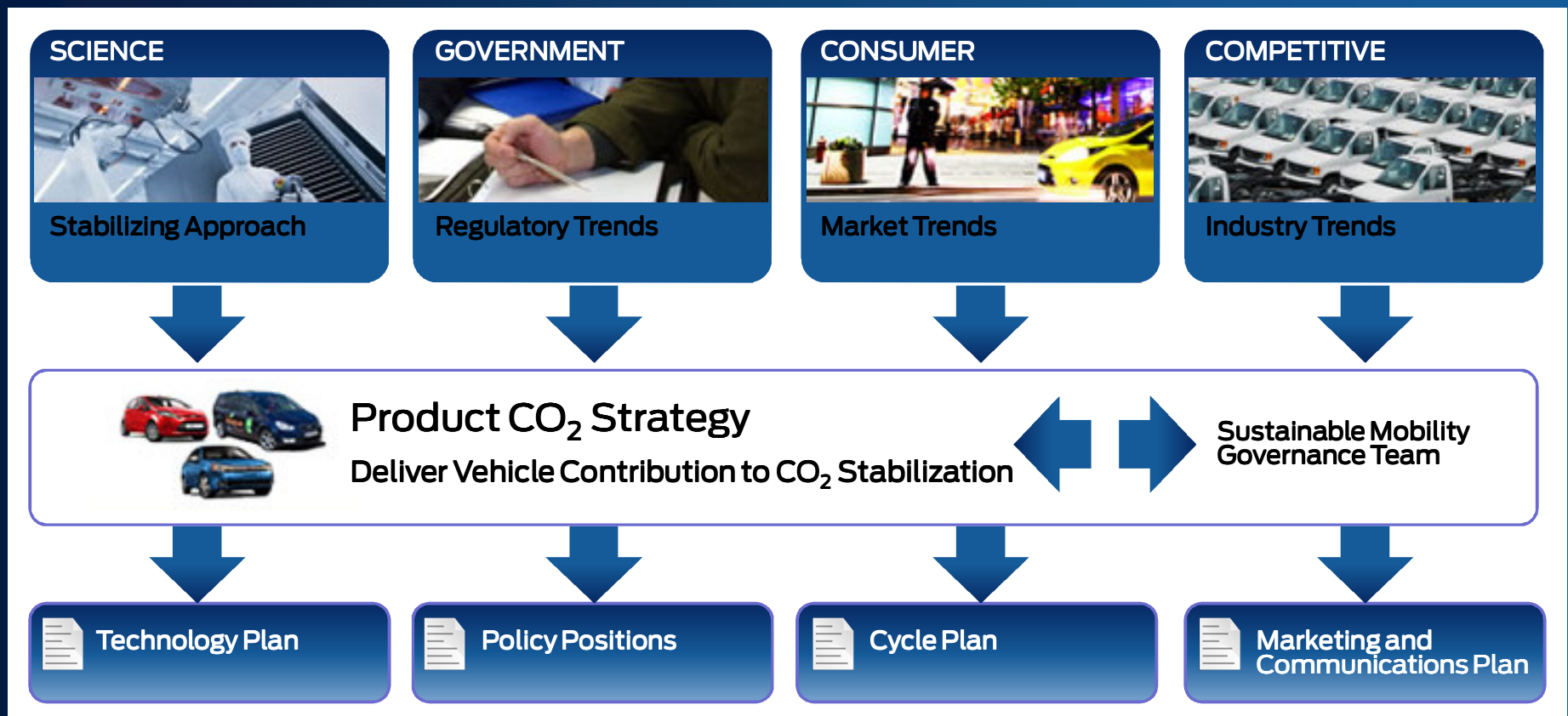


# SUSTAINABILITY AT FORD

Meeting the needs of the present  
without compromising the future



# PROCESS TO MANAGE SUSTAINABILITY FOR OUR PRODUCTS



# GLOBAL TECHNOLOGY MIGRATION PATH



IN PLACE

ECOBOOST  
FLEX FUEL  
CNG  
LPG  
6.7L POWER STROKE B20  
HYBRID

NEAR TERM

Weight Reduction

ENERGI  
ELECTRIC

MID TERM

Expand Weight Savings

Expand Electrification

LONG TERM

Hydrogen Powered

Fuel Cells



# TOTAL COMPANY OUR PLAN -- **ONE FORD**

- Continue implementation of our global 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



# FORD'S RANGE OF ELECTRIFIED VEHICLES



Ford offers the  
*power of choice*



 FUSION ENERGI



 MKZ HYBRID



 FUSION HYBRID



 C-MAX HYBRID



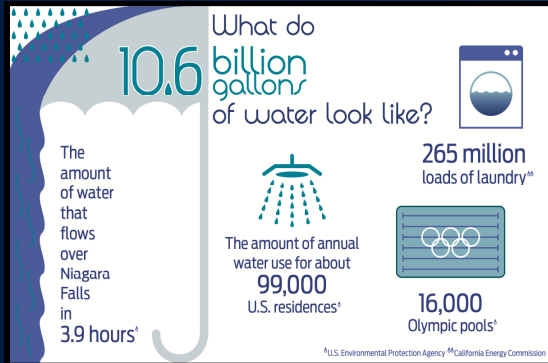
 FOCUS ELECTRIC



 C-MAX ENERGI

# FACILITIES AND OPERATIONS

## Water Savings



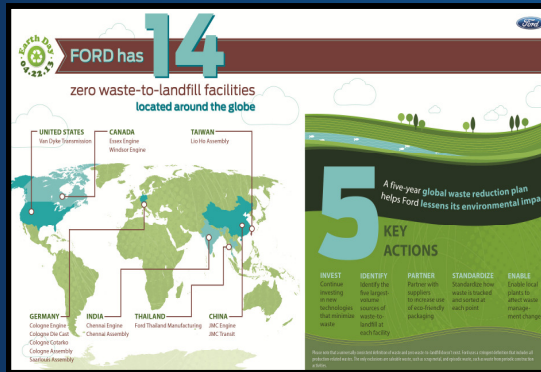
## Wet Paint Process



## Wind Power



## Solar Power



## Waste Reduction

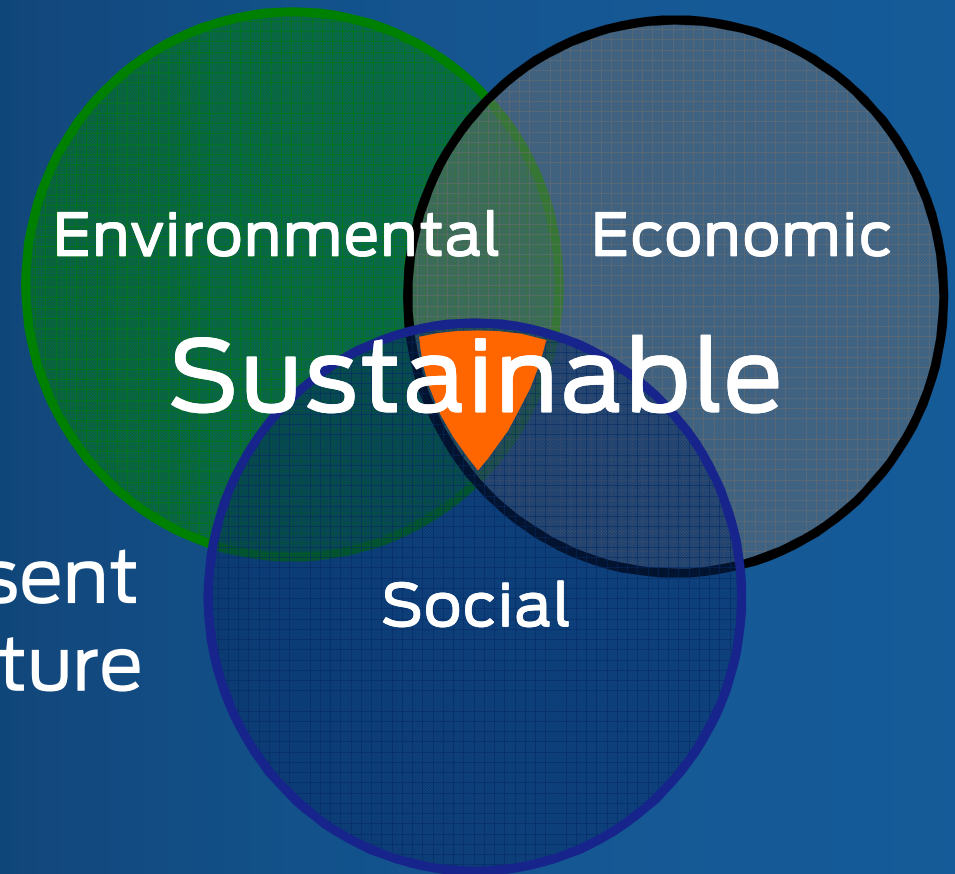


## Living Roof: Reduced Energy and Water Use



# SUSTAINABILITY AT FORD

Meeting the needs of the present  
without compromising the future





**Go Further**

*Bob Shanks,  
Executive Vice President,  
Chief Financial Officer*

# 2012 Financial Highlights

- Record Full Year operating profit and margin in North America since 2000
- Achieved investment grade ratings that enabled the return of the Blue Oval
- Resumed regular dividend payments to our shareholders
- Announced strategy and began actions to de-risk our funded pension obligations
- Achieved record revenue, wholesales, and market share in Asia Pacific Africa and China
- Commenced transformation plan to return Europe to profitability by mid-decade

# Strong Business, Great Products, Better World



## **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 of 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, as updated by our subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.



**Go Further**