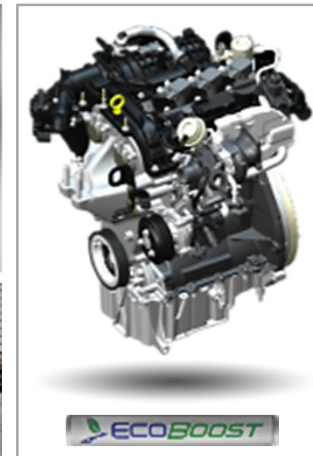




Go Further



Lyle Watters
Chief Financial Officer - Ford of Europe

Auto IAA Investor Conference
September 10, 2013

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**



TOTAL COMPANY GLOBAL CORE PLATFORMS



B-Platform (Fiesta)



C-Platform (Focus)



C/D Platform (Fusion / Mondeo)



Sports Car (Mustang)



D-Platform (Explorer)



Light Truck (Ranger)



Full-Size Pickup (F-150)



Over 8500 Pickup (Super Duty)



Full-Size Van (Transit)



Ka



Fiesta



B-MAX



Tourneo Courier



EcoSport



Focus



C-MAX



Grand C-MAX



Tourneo Connect



Kuga



Ranger



Go Further

EUROPE



Explorer



Mondeo



S-MAX



Galaxy



Tourneo Custom



Transit Courier



Transit Connect



Transit Custom

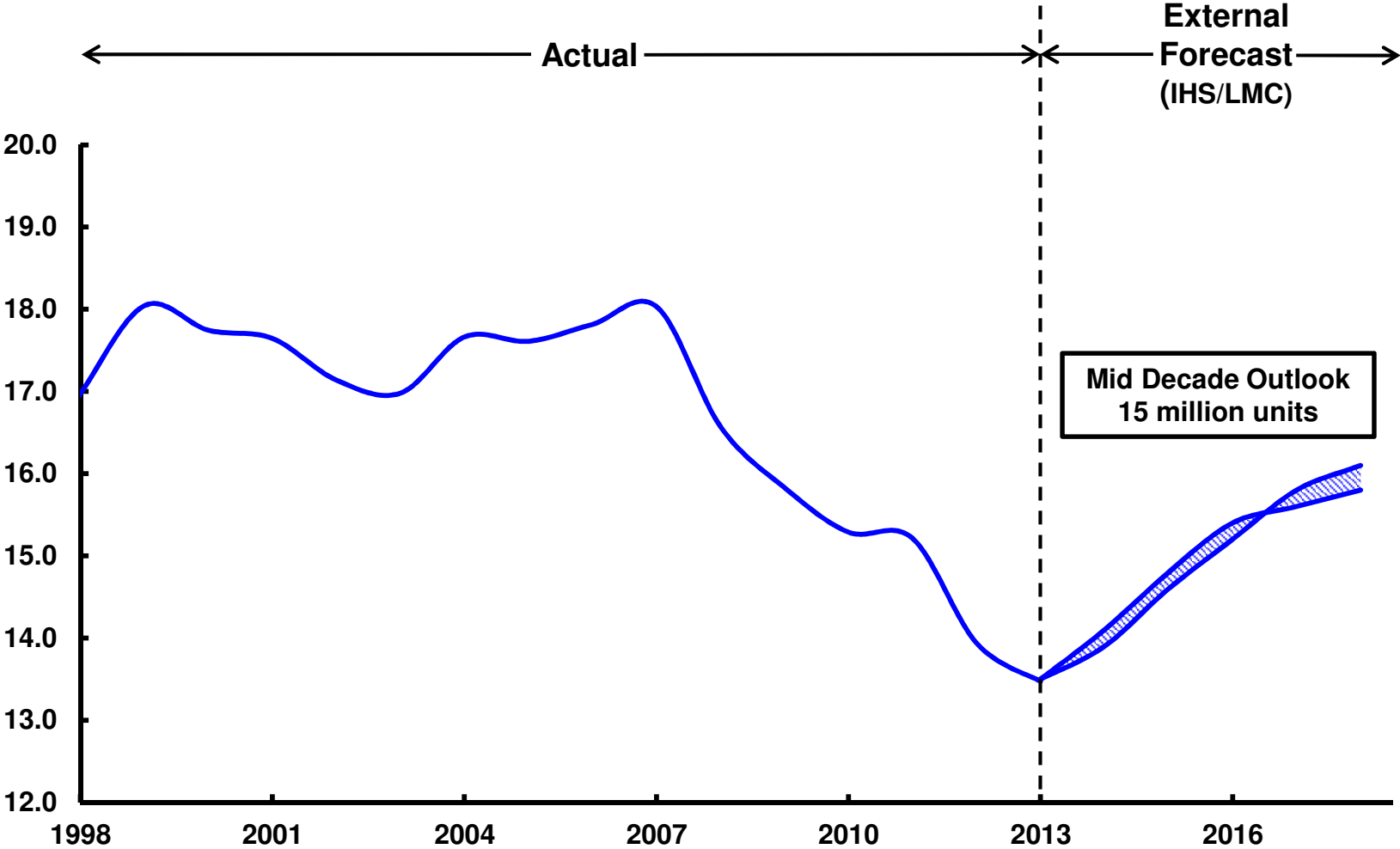


Transit



Cargo

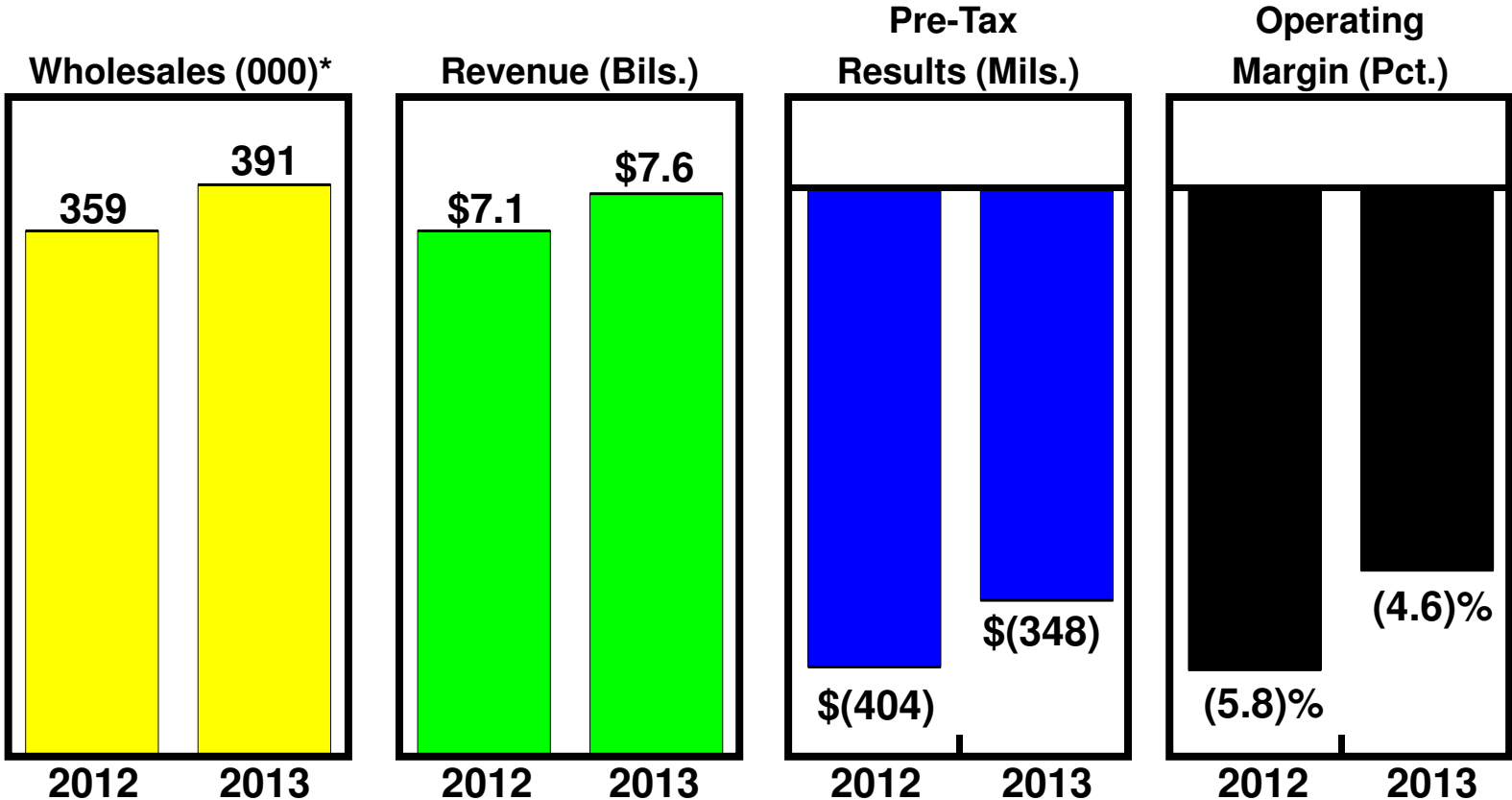
EUROPE INDUSTRY SALES



Modest Industry Recovery To Around 15 Million Units By Mid Decade



EUROPE SECOND QUARTER RESULTS COMPARED WITH 2012



Memo:								
First Half	731	732	\$14.3	\$14.3	\$(553)	\$(810)	(3.9)%	(5.7)%
Second Quarter								
Industry SAAR (Mils.)**	14.4	13.6						
Market Share**	7.6%	8.1%						

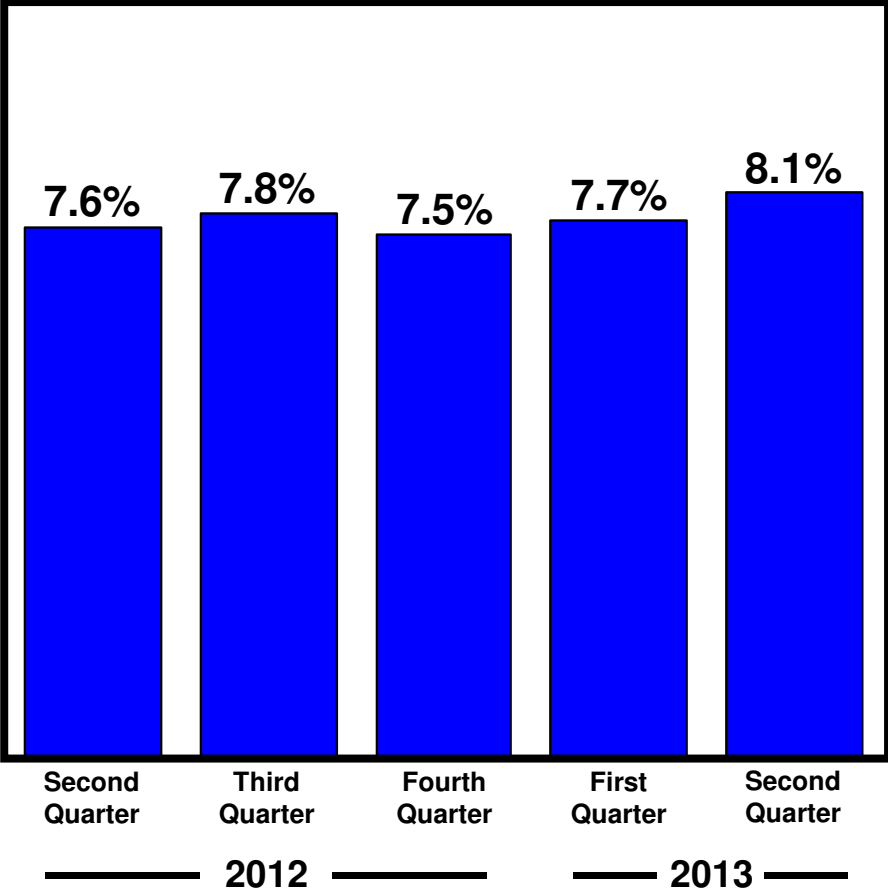
* Includes Ford brand vehicles sold by our unconsolidated affiliates in Turkey (totaling about 17,000 and 14,000 units in Second Quarter 2012 and 2013, respectively), and in Russia (totaling about 36,000 and 34,000 units in Second Quarter 2012 and 2013, respectively), although revenue does not include these sales

** Europe industry SAAR and market share are based, in part, on estimated vehicle registrations for the 19 markets we track

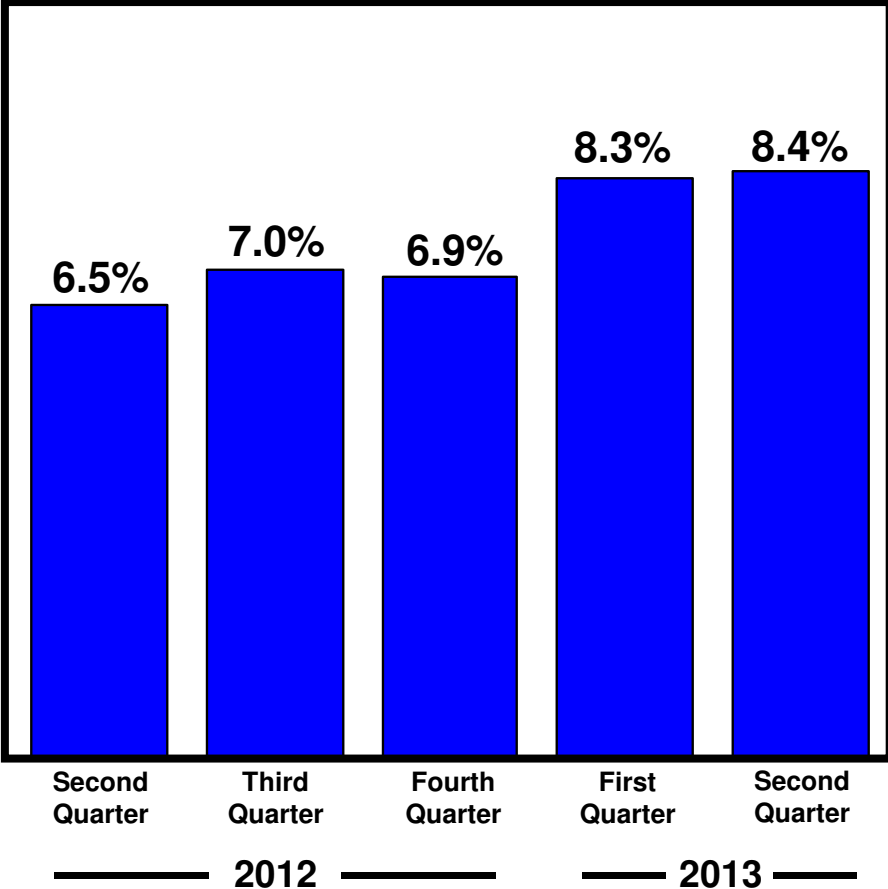


EUROPE SECOND QUARTER RESULTS -- MARKET SHARE

Total Share of Total Industry*



Retail Share of Retail Industry**



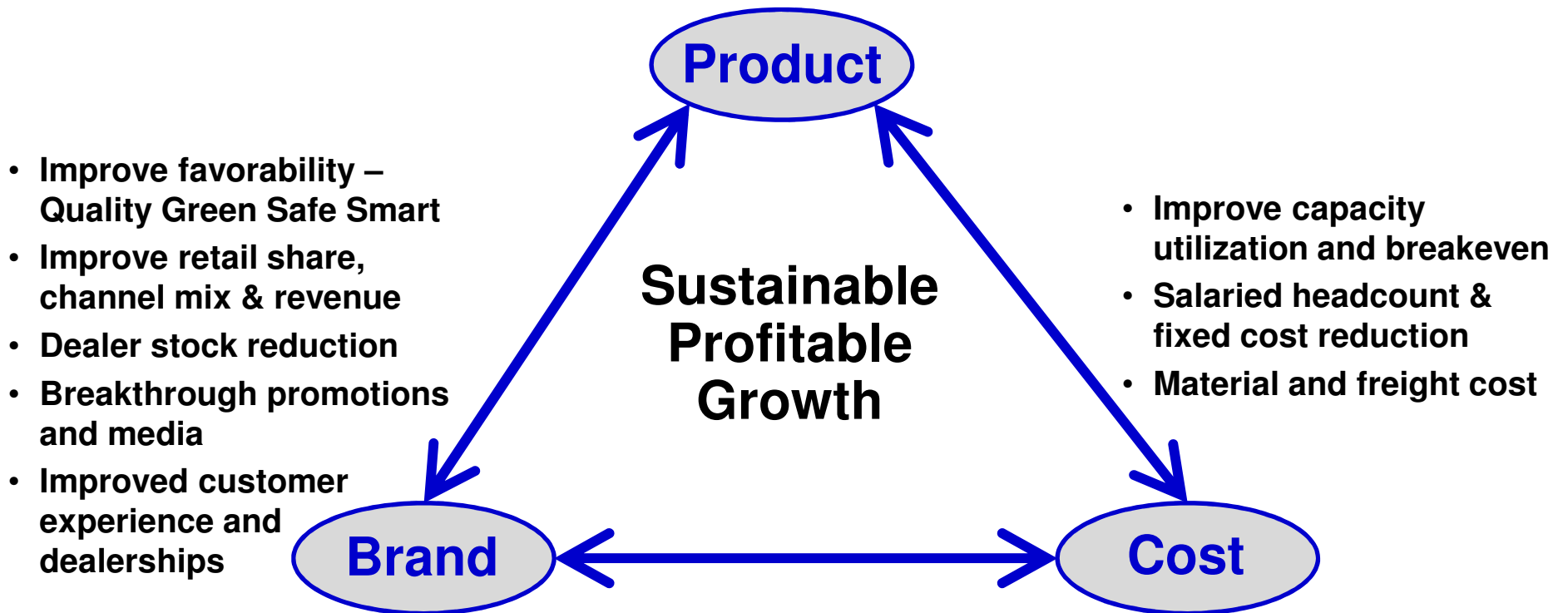
Memo:

B / (W) Prior Yr. (Pts.)	2012 Q2	2012 Q3	2012 Q4	2013 Q1	2013 Q2	2012 Q2	2012 Q3	2012 Q4	2013 Q1	2013 Q2
	(0.7)	(0.7)	(0.3)	(0.8)	0.5	(0.9)	(0.2)	-	0.1	1.9

* Europe market share is based, in part, on estimated vehicle registrations for the 19 markets we track
 ** Europe passenger car retail share of retail industry reflects the five major markets (U.K, Germany, France, Italy, Spain); present quarter is estimated, prior quarters are based on latest Data Force data

EUROPE TRANSFORMATION PLAN

- Accelerate new product introductions -- benefiting from ONE Ford portfolio
- SUV and Commercial Vehicle expansion
- Technology -- e.g. SYNC, EcoBoost, safety features



**Plan Focuses On Brand, Product And Cost Actions
To Address Capacity And Return To Profitability And Growth**

EUROPE TRANSFORMATION PLAN -- PROGRESS TO DATE

PRODUCT

- Successfully implemented launch of 8 new vehicles
- Market reception very positive

BRAND

- Market share improving in all key areas – total, retail, fleet and commercial vehicles
- Vehicle and parts stock reduction implemented -- and being maintained at lower level
- Innovative communications and increased focus on digital media and primary brand driving improvements in favorable opinion
- Quality -- improving results

COST

- Actions taken aligning capacity and demand with manufacturing footprint changes
 - Southampton Assembly and Dagenham Stamping & Tooling closed July 2013
 - Genk Plant consultations completed, plant closure at the end of 2014
- Exited WRC; reduced headcount by equivalent of 400 salaried staff

**Solid Progress And Delivering On All Aspects
Of European Transformation Plan**

EUROPE TRANSFORMATION PLAN -- PRODUCTS



Fiesta



Fiesta ST



Kuga



B-MAX



Transit Custom



Tourneo Custom



***Explorer -
Russia***



Focus Electric

**8 New Vehicles Launched Since September 2012
Plan To Launch At Least 25 New Vehicles In 5 Years**

FORD FIESTA & FORD FIESTA ST



**Fiesta Is Best Selling Small Car In Europe YTD July;
Fiesta ST Production Increased To Meet Strong Demand**

FORD B-MAX



Europe's Best Selling Small MAV In First Half 2013

FORD KUGA



Production Increase – Plan To Produce More Than 100,000 Units In 2013

FORD TRANSIT CUSTOM & FORD TOURNEO CUSTOM



Transit Custom Won Title “International Van Of The Year 2013”

PRODUCT – ECOBOOST



International Engine of the Year
Ford 999cc three-cylinder turbo



Sub 1-litre
Ford 1.0 litre EcoBoost



**Two Time Winner of Engine Of The Year Award
With The 1.0 Litre EcoBoost Engine**



EUROPE TRANSFORMATION PLAN -- NEXT STEPS

PRODUCT

- Continue momentum on new product launches and further portfolio expansion including;
- SUV portfolio – all new Kuga, EcoSport, Edge and Explorer
- Commercial Vehicle expansion: complete redesign and portfolio expansion underway
- Tourneo brand – all new range of spacious people carriers
- Mustang – iconic American sports car

BRAND

- Implement plans to improve showroom appearance
- Continued focus on channel mix improvements and retail share growth
- Quality -- achieve year over year improvements in customer satisfaction
- Digital media expansion and continued primary Ford brand focus

COST

- Continued efficiency measures including material and freight costs
- Resourcing large cars and C-MAX to achieve improved plant utilisation

On Track To Deliver All Elements Of Transformation Plan Including Full Plant Utilisation Over Next Several Years

PRODUCT – NEAR TERM LAUNCHES



EcoSport



Transit Courier



Tourneo Courier



Transit Connect

“International Van Of The Year 2014”



Tourneo Connect



Transit

**More New Vehicles To Come In 2013 And Early 2014;
New Ford Transit Connect Is “International Van Of The Year 2014”**

FRANKFURT AUTOSHOW 2013

FORD VIGNALE CONCEPT

PREMIUM BRAND EXPERIENCE

- World premiere showcased by:
 - All-new Mondeo sedan and wagon Vignale execution
 - Unique exterior and interior cues and a range of signature content
 - Premium customer experience



S-MAX CONCEPT

MODERN LUXURY

- World Premiere of new S-MAX concept
- New dimension for class leading product
- Range of cutting edge technologies



“Powered by EcoBoost, Connected by SYNC”

ECOBOOST TECHNOLOGY

- EcoBoost technology across complete line-up
- Ford Focus first non hybrid petrol family car to offer 99g/km CO2 emissions
- AppLink powered by SYNC; access apps on your connected device



FORD ELECTRIFICATION

POWER OF CHOICE

- Three electrified vehicles in Europe by 2014 with:
 - Focus BEV (on sale now)
 - C-MAX Energi PHEV
 - Mondeo HEV



Extending The Ford Brand Into New Areas

BRAND – NEW DEALER EXPERIENCE



New Style Dealerships Being Rolled Out Across Europe



TOTAL COMPANY 2013 PLANNING ASSUMPTIONS AND KEY METRICS

	2012 Full Year Results	2013 Full Year		Memo: 2013 First Half Results
		Plan	Outlook	
Planning Assumptions (Mils.)				
Industry Volume* -- U.S.	14.8	15.0 - 16.0	15.5 - 16.0	15.6
-- Europe**	14.0	13.0 - 14.0	13.0 - 13.5	13.5
-- China	19.0	19.5 - 21.5	20.5 - 21.5	21.4
Operational Metrics				
Compared with Prior Year:				
- Market Share -- U.S.	15.2 %	Higher	On Track	16.2 %
-- Europe**	7.9	About Equal	On Track	7.9
-- China***	3.2	Higher	On Track	3.9
- Quality	Mixed	Improve	Mixed	Mixed
Financial Metrics				
Compared with Prior Year:				
- Total Company Pre-Tax Profit (Bils.)****	\$ 8.0	About Equal	About Equal / Higher	\$ 4.7
- Automotive Operating Margin****	5.3 %	About Equal / Lower	About Equal	5.8 %
- Automotive Operating-Related Cash Flow (Bils.)	\$ 3.4	Higher	Substantially Higher	\$ 4.0

* Includes medium and heavy trucks

** The 19 markets we track

*** Includes Ford and JMC brand vehicles produced in China by unconsolidated affiliates

**** Excludes special items; Automotive operating margin defined as Automotive pre-tax operating profit, excluding Other Automotive, divided by Automotive Revenue

**Expect Strong Results For 2013
As We Continue To Invest For The Future**

WORKING TOWARD 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**	High Single Digits
Capital Spending**	About \$7.5 billion
Total Automotive Debt	About \$10 billion
Investment Rating**	Remain investment grade through economic cycle
Dividends**	Sustainable dividend growing with earnings

*First presented June 2011; at trend economic conditions and industry volume

**Updated from initial presentation



Go Further

Questions?



RISK FACTORS

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 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 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.

FURTHER INFORMATION



Investor Relations Contact:

Larry Heck

313-594-0613

lheck@ford.com

Information on Ford:

www.shareholder.ford.com

- 10-K Annual Reports
- 10-Q Quarterly Reports
- 8-K Current Reports
- Ford University

Information on Ford Motor Credit Company:

www.fordcredit.com/investorcenter

- 10-K Annual Reports
- 10-Q Quarterly Reports
- 8-K Current Reports
- Ford Credit University