



Go Further



Dave Schoch

**Group Vice President, Ford Motor Company
President, Asia Pacific**

**Citi US and European Industrials Conference
September 17, 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



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)

ASIA PACIFIC STRATEGY



ONE FORD ◦ ONE REGION

Build Ford Brand

- Establish a Core Product Portfolio
 - 5 core platforms account for 97% of Ford Brand volume in Asia Pacific by mid-decade
- Fully leverage the global product portfolio
- Improve the Brand Experience
 - Expand Dealer network
 - Train Dealer personnel
 - Implement global standards for the Ford brand experience

Improve Business Model

- Manufacture / Source at Scale
 - Establish 3 regional hubs
 - Increase capacity utilization
 - Invest in capacity
- Strengthen Regional Operation
 - Locate Asia Pacific team in China
 - Establish volume manufacturing bases
 - Launch centers of excellence

Grow Ford Presence in Asia Pacific Using All of the Strengths of ONE FORD

EXECUTING OUR PLAN IN CHINA – 2013 SHOWROOM



Fiesta



Fiesta ST



EcoSport



Classic Focus



Focus



Focus ST



Kuga



Zhisheng



New Mondeo



Edge



S-MAX



Explorer

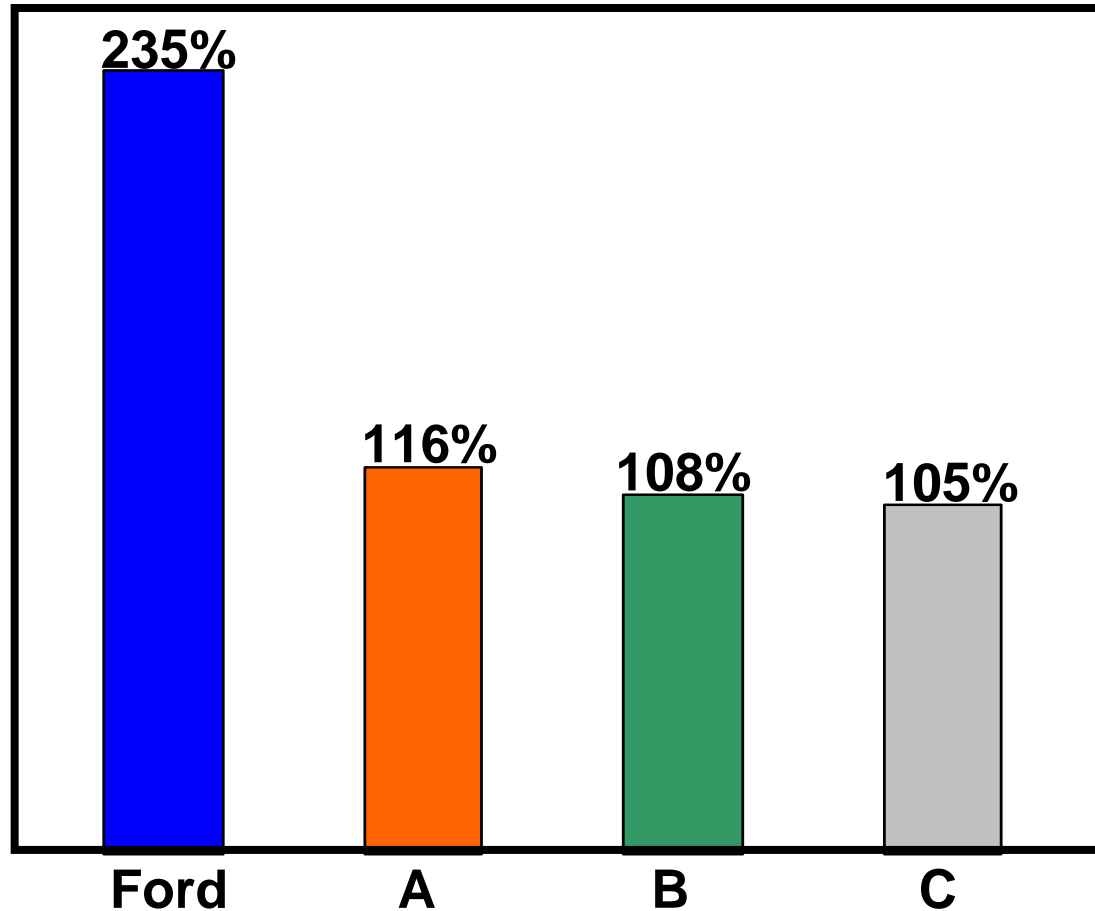


Transit

New Segment Entry

All New / Refreshed

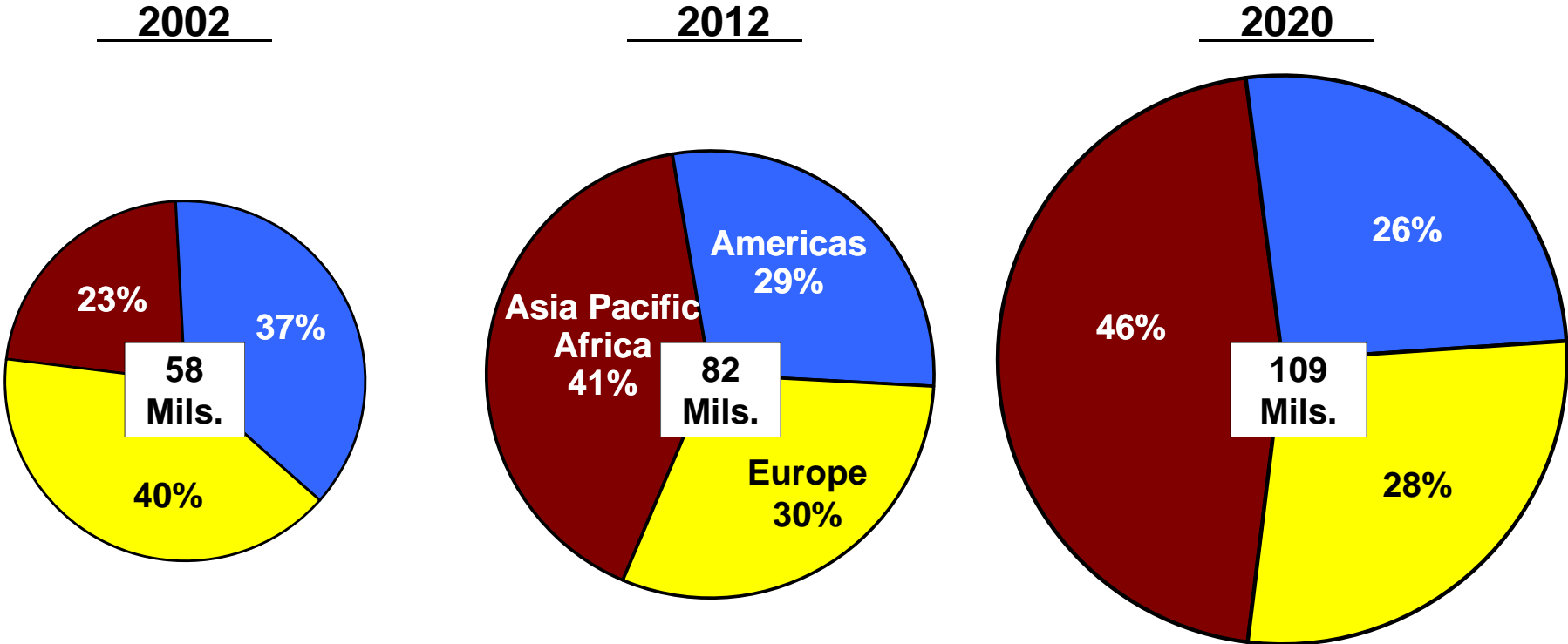
ASIA PACIFIC AFRICA PERCENT REFRESHED 2012 - 2017



As reviewed at the January 15, 2013 dbAccess Global Auto Industry Conference

Ford Asia Pacific Africa Refresh Rate is Faster Than Major Competitors

GLOBAL INDUSTRY GROWTH BY REGION



Industry Volume (Mils. Units)

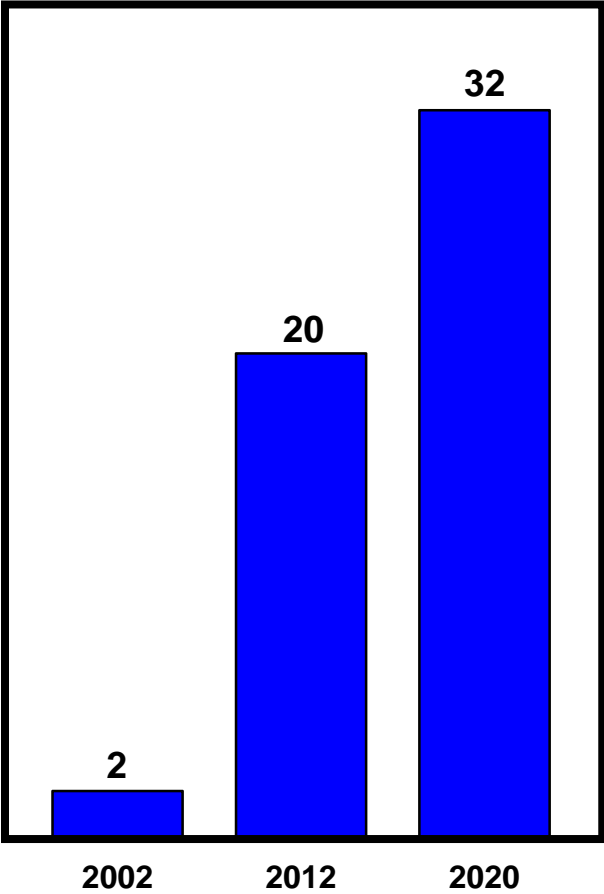
| | | | |
|-------|--------|----------|----------|
| APA | 13 | 34 | 50 |
| China | 2 (3%) | 20 (24%) | 32 (29%) |

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

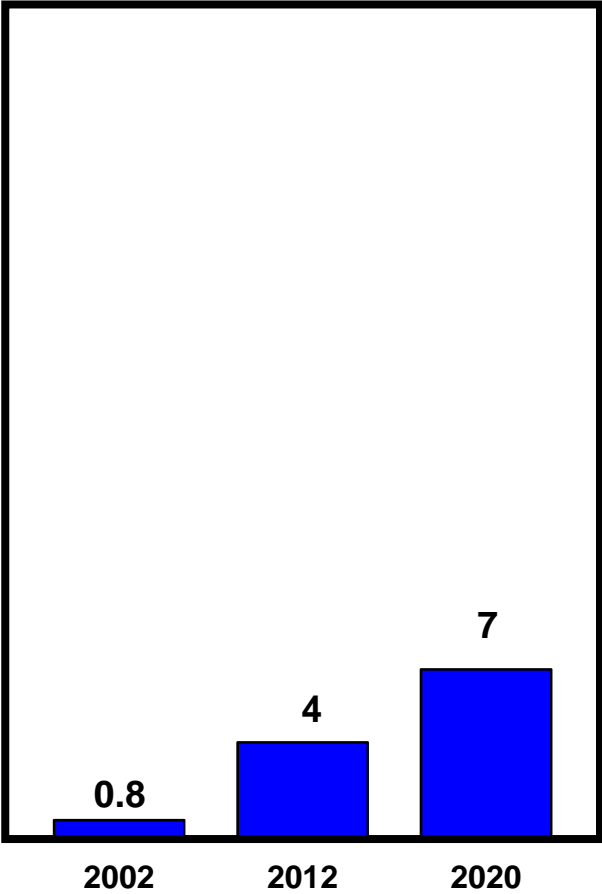
* 2002, 2012, and 2020 forecast provided by IHS Automotive

ASIA PACIFIC INDUSTRY GROWTH

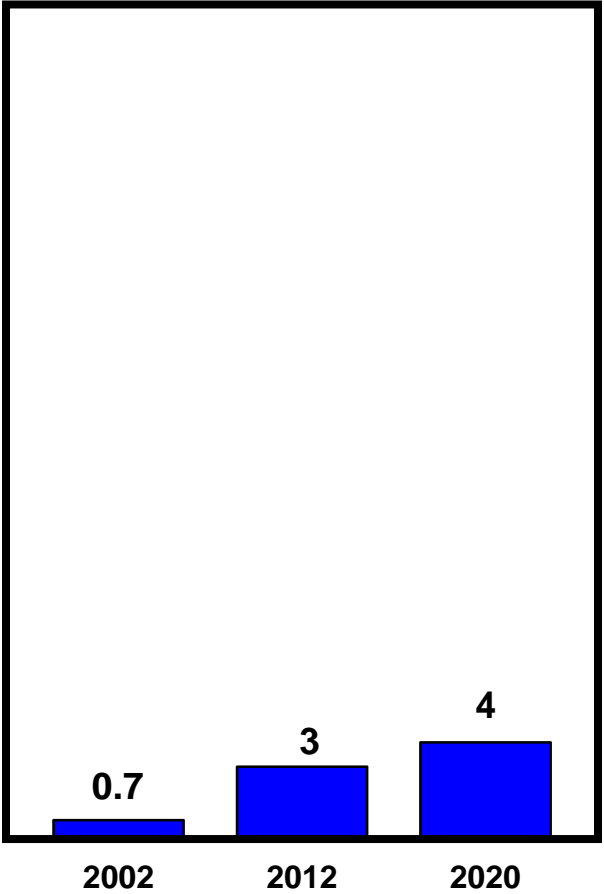
China (Mils.)



India (Mils.)



ASEAN 4* (Mils.)

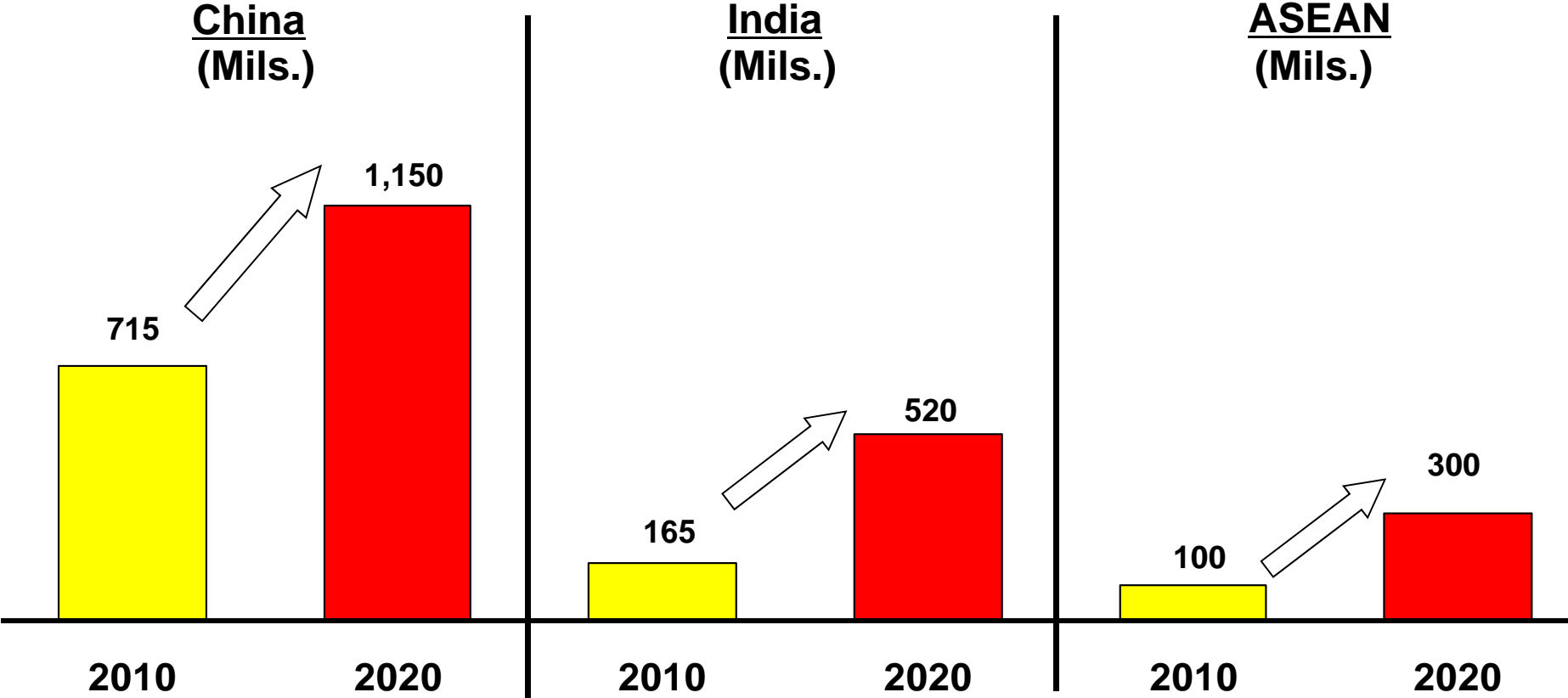


2002, 2012, and 2020 forecast provided by IHS Automotive

*Note: Reflects Thailand, Indonesia, Philippines & Vietnam

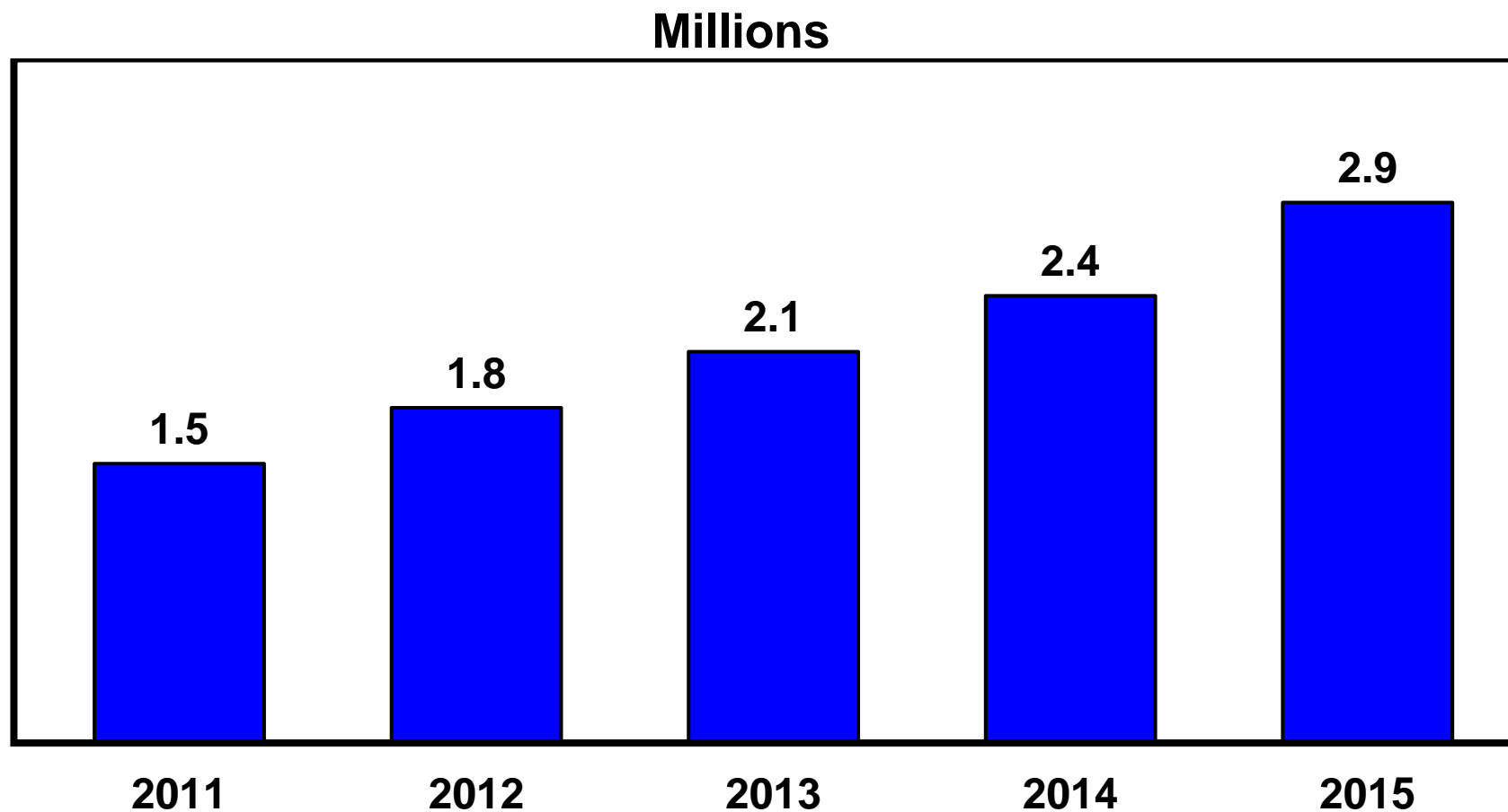
China, India and ASEAN Are The Key Emerging Markets That Are Driving Growth In The Asia Pacific Region

2 BILLION POTENTIAL BUYERS BY 2020



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

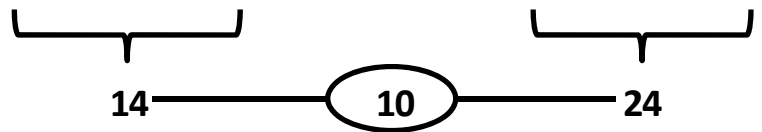
ASIA PACIFIC AFRICA MAXIMUM INSTALLED CAPACITY



We Are Installing Capacity To Meet Expected Demand

ASIA PACIFIC AFRICA PLANTS

| | 2011 | | 2015 | |
|-------|-----------------|-------------------|-----------------|-------------------|
| | <u>Assembly</u> | <u>Powertrain</u> | <u>Assembly</u> | <u>Powertrain</u> |
| China | 3 | 1 | 7 | 4 |
| India | 1 | 1 | 2 | 2 |
| ASEAN | 3 | 0 | 4 | 0 |
| Other | 3 | 2 | 3 | 2 |
| | <u>10</u> | <u>4</u> | <u>16</u> | <u>8</u> |
| Total | 14 | | 24 | |
| | | | <u>(1)*</u> | |
| | | | <u>23</u> | |



* Ford Philippines ceased production in December 2012. Annual capacity was 36,000 units.

10 New Plants in Asia Pacific Africa

NEW CAPACITY -- CAF ENGINE PLANT

Plant J#1: June 2013



NEW CAPACITY -- JMC XIAOLAN PLANT

Plant J#1: June 2013



NEW CAPACITY -- CAF TRANSMISSION PLANT

Plant J#1: 2014



NEW CAPACITY -- CAF CHONGQING #3

Plant J#1: 2014



NEW CAPACITY -- CAF HANGZHOU

Plant J#1: 2015



NEW CAPACITY -- INDIA SANAND ENGINE PLANT



Plant J#1: 2014

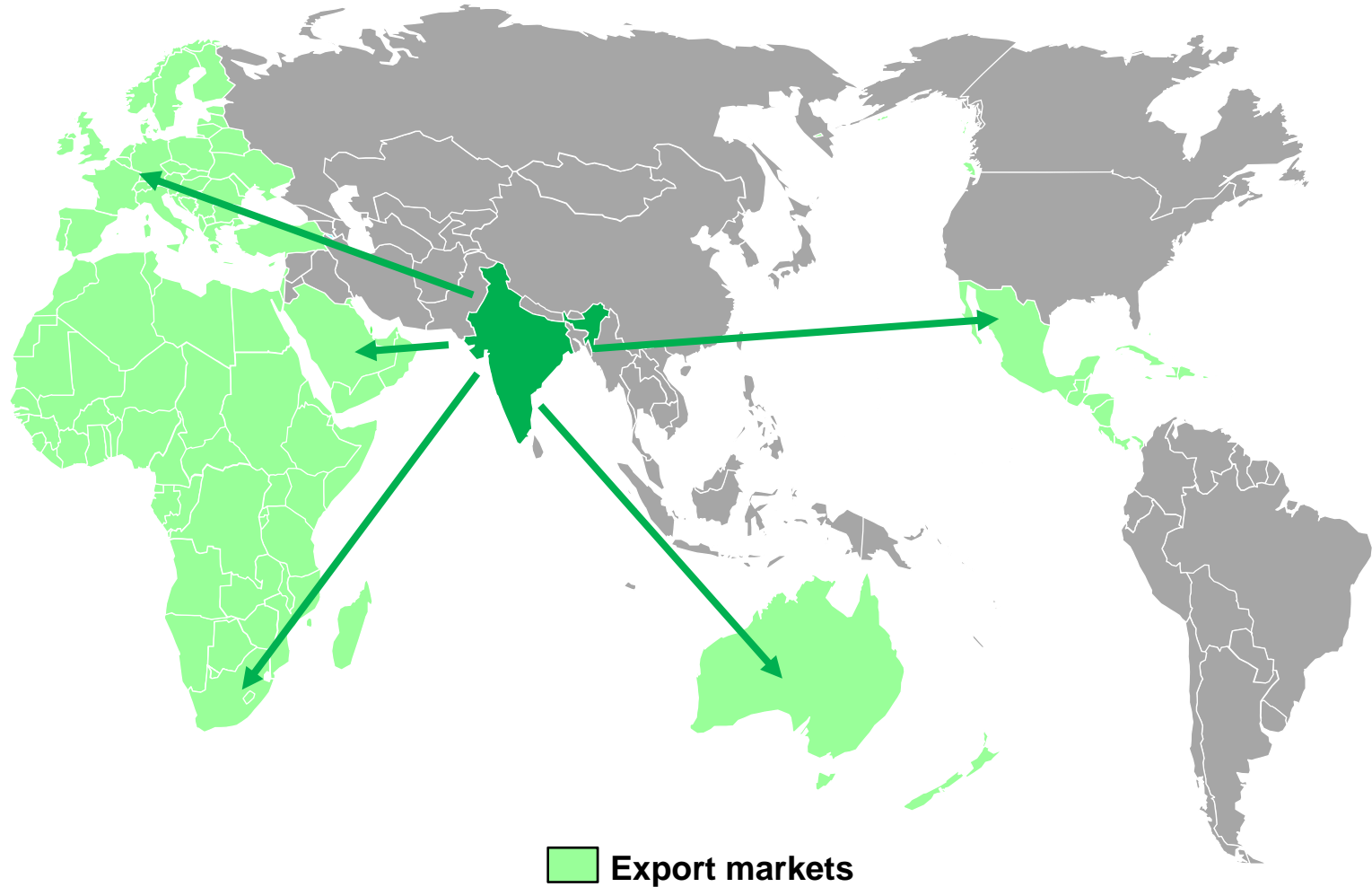


NEW CAPACITY – INDIA SANAND VEHICLE PLANT

Plant J#1: 2015

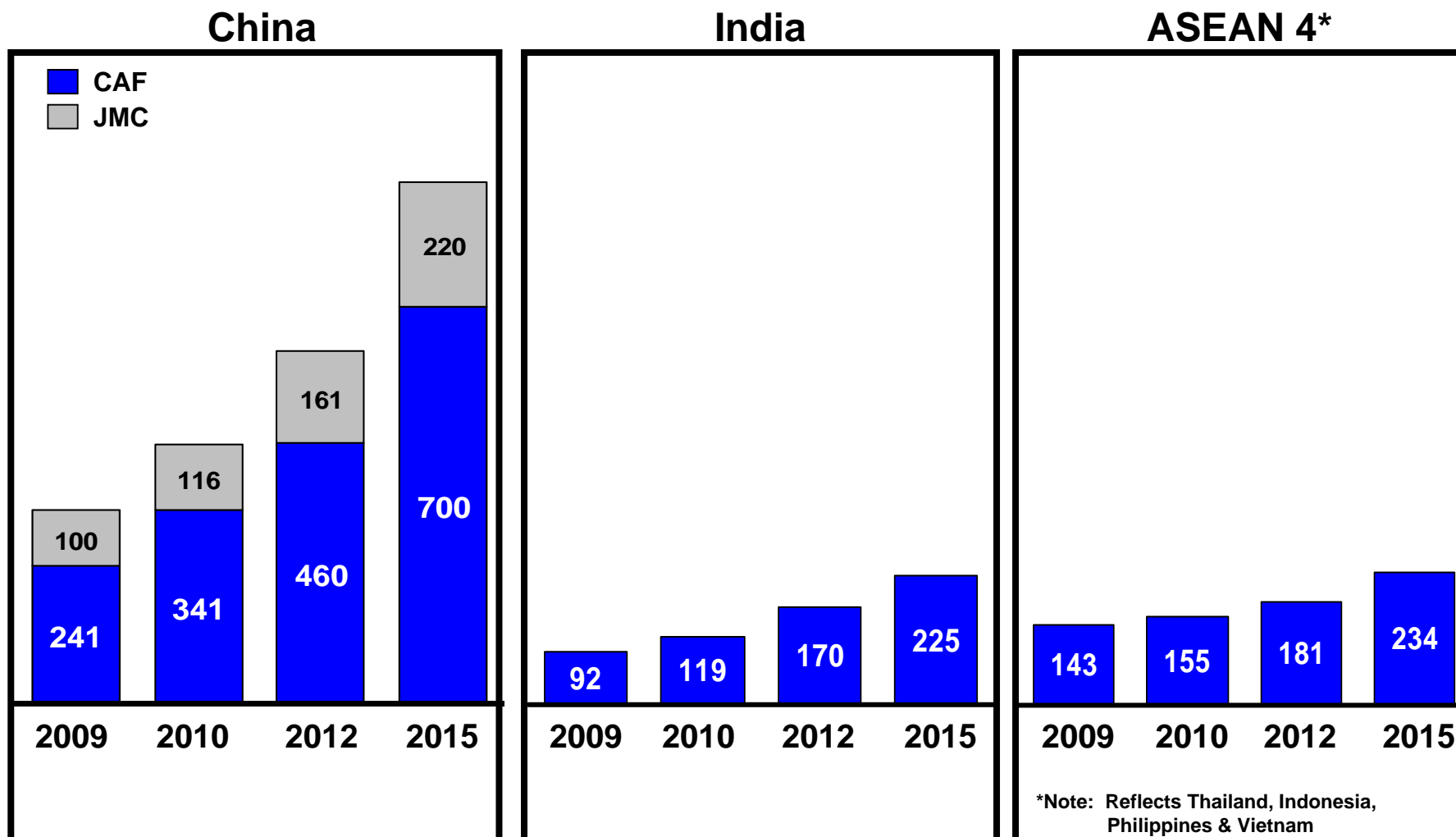


ACHIEVE EFFECTIVE SCALE WITH EXPORTS



Achieve Effective Scale By Establishing India As A Global Sourcing Hub For Value Models

ASIA PACIFIC FORD DEALER NETWORK PLAN



Continue To Expand Dealer Network To Meet Growing Demand

FORD LINCOLN LAUNCH

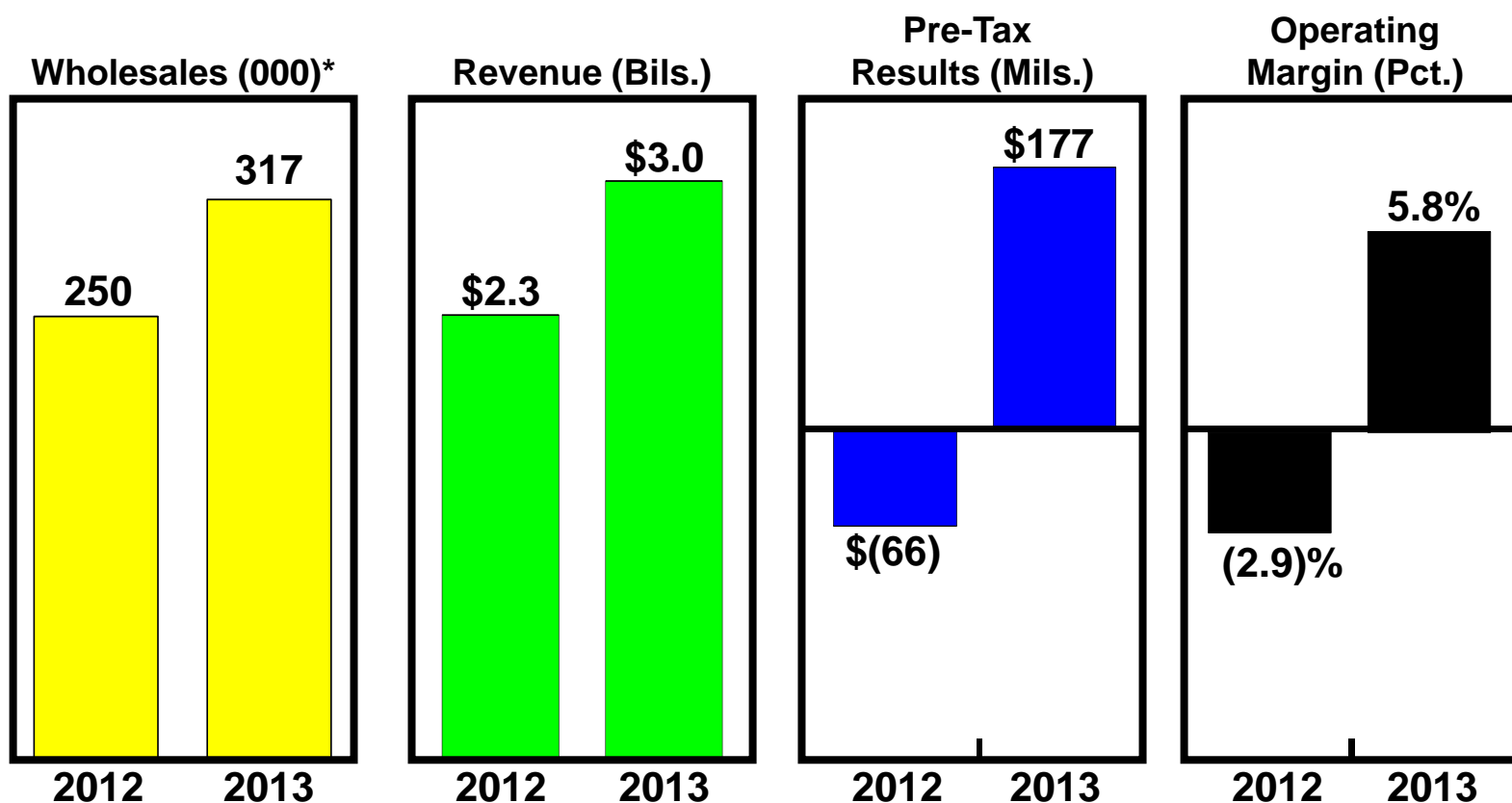




AUTOMOTIVE SECTOR -- ASIA PACIFIC AFRICA

2013 SECOND QUARTER KEY METRICS

COMPARED WITH 2012



Memo:
First Half

467 599

\$4.6 \$5.6

\$(161) \$183

(3.6)% 3.2%

Second Quarter

Industry SAAR (Mils.)**

33.4 35.4

Market Share**

2.6% 3.6%

* Includes Ford brand and Jiangling Motors Corporation ("JMC") brand vehicles produced in China by unconsolidated affiliates (totaling about 156,000 and 213,000 units in Second Quarter 2012 and 2013, respectively), although revenue does not include these sales

** Asia Pacific Africa industry SAAR and market share, are based, in part, on estimated vehicle sales for the 11 markets we track; market share includes Ford brand and JMC brand vehicles produced in China by unconsolidated affiliates



FORD ASIA PACIFIC AFRICA -- KEY TAKEAWAYS

- **Our ONE Ford Plan continues to deliver results**
- **We expect significant industry growth through 2020 driven by China, India and ASEAN**
- **We are investing in product, capacity and our distribution network to prepare for that growth**
- **We expect APA to be profitable for full-year 2013, and we expect APA to be a major contributor to Ford's profits by mid-decade**

Ford Asia Pacific Africa Is Continuing To Grow The Business Profitably



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

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 \$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.



APPENDIX



TREATMENT OF CHINESE JOINT VENTURES

Joint venture results are reported within Ford's results as follows:

- **Unit Volumes** ✓ **Included**
- **Revenue** - **Not included**
- **Profits** ✓ **Ford's share of after-tax profits included**
- **Capital Spending** - **Not included**
- **Variances related to our two major China Joint Ventures with Changan and Jiangling are reported at Ford share across all variance categories (Volume / Mix, Net Pricing, Costs, etc.)**
- **Profit variances related to Asia Pacific's other unconsolidated Joint Ventures (CFME & AAT) are included in "Other" variance category**



ASIA PACIFIC CHINA JOINT VENTURES

- **Asia Pacific funds 100% of most product development costs and recovers these over time once the vehicles are in production**
- **CAF and JMC fund their own capital spending which is not included in Ford's consolidated capital spending levels**
- **CAF and JMC cash flow is not included in Ford consolidated cash flow, but Ford receives dividends and royalties from the joint ventures**
- **CAF and JMC are presently self-funding**
 - **Neither joint venture has significant external debt**
 - **No Ford equity contributions are planned**
 - **Both Joint Ventures pay dividends, and this is expected to continue**

**Unconsolidated Joint Ventures
Self-Fund Their Capital Spending Requirements**



FURTHER INFORMATION

Investor Relations Contact:

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jmurphy7@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**