

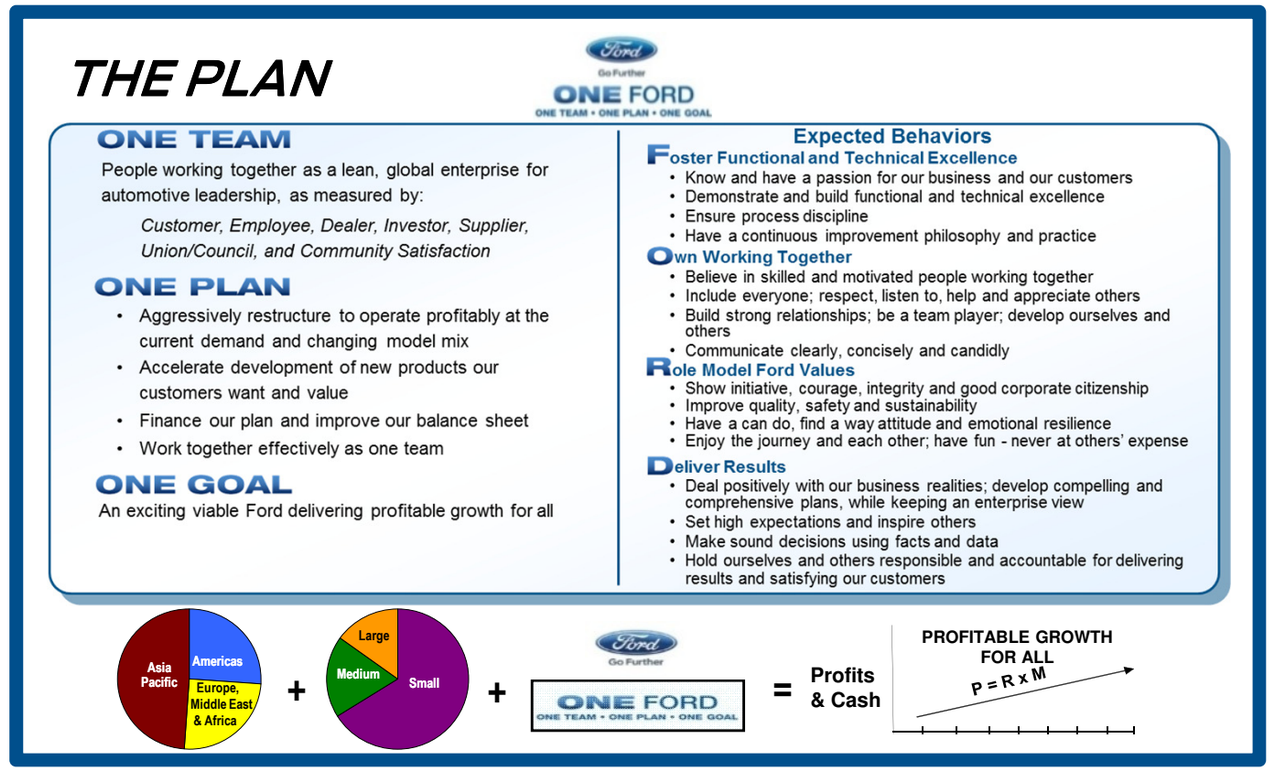
Go Further

HAU THAI-TANG
GROUP VICE PRESIDENT
GLOBAL PURCHASING

J. P. MORGAN AUTO CONFERENCE
AUGUST 12, 2015

OUR FOCUS

- **One Ford**
  Acceleration
- **Product Excellence**
  Delivered with Passion
- **Innovation**
  In Every Part of Our Business



ONE FORD LONG-TERM OBJECTIVES



Ford
Go Further

People Working Together As A Lean, Global Enterprise For Automotive Leadership

- Top 5 Sales / 10%+ Global Share
- More Balanced Regional & Segment Profits
- Operating Margins 8%+
- Top Quartile Total Shareholder Return (TSR)
- Highly Regarded By All Stakeholders

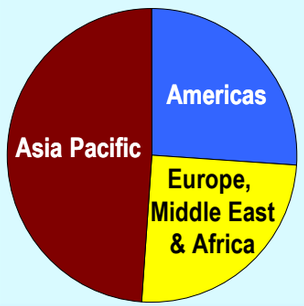
Delivering Profitable Growth For All

ONE FORD STRATEGIC FRAMEWORK

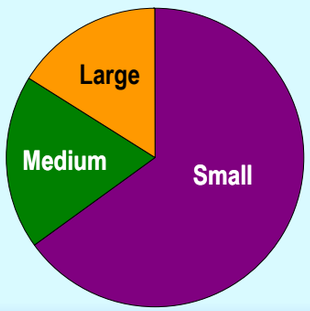
Go Further

Strong Brands

Serving All Markets



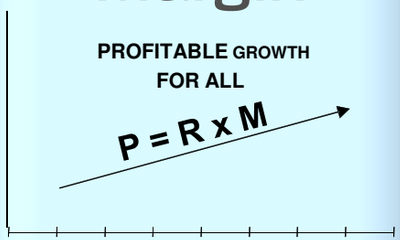
Complete Family Of Best-In-Class Vehicles



Ford Smart Mobility



Profit = Revenue X Margin



Product Excellence

ONE FORD
ONE TEAM • ONE PLAN • ONE GOAL

Innovation

2015 PURCHASING PRIORITIES TO SUPPORT ONE FORD

Ford
Go Further

Great Products

Outstanding Quality

Best Value

Sustainable Business

Trusted Relationships

High Performing Teams

Creating Value Through Operational Excellence And Innovation

CREATING VALUE THROUGH OPERATIONAL EXCELLENCE

Ford
Go Further

Launch Execution



Risk Management

SUPPLY RISK

OPERATIONAL
REPUTATIONAL
FINANCIAL

Scale & Efficient Use of Capital

Global Scale

Regional Scale

Local Scale

Critical Elements Of Delivering The ONE Ford Plan

DELIVERING SCALE BENEFITS – GLOBAL SCALE

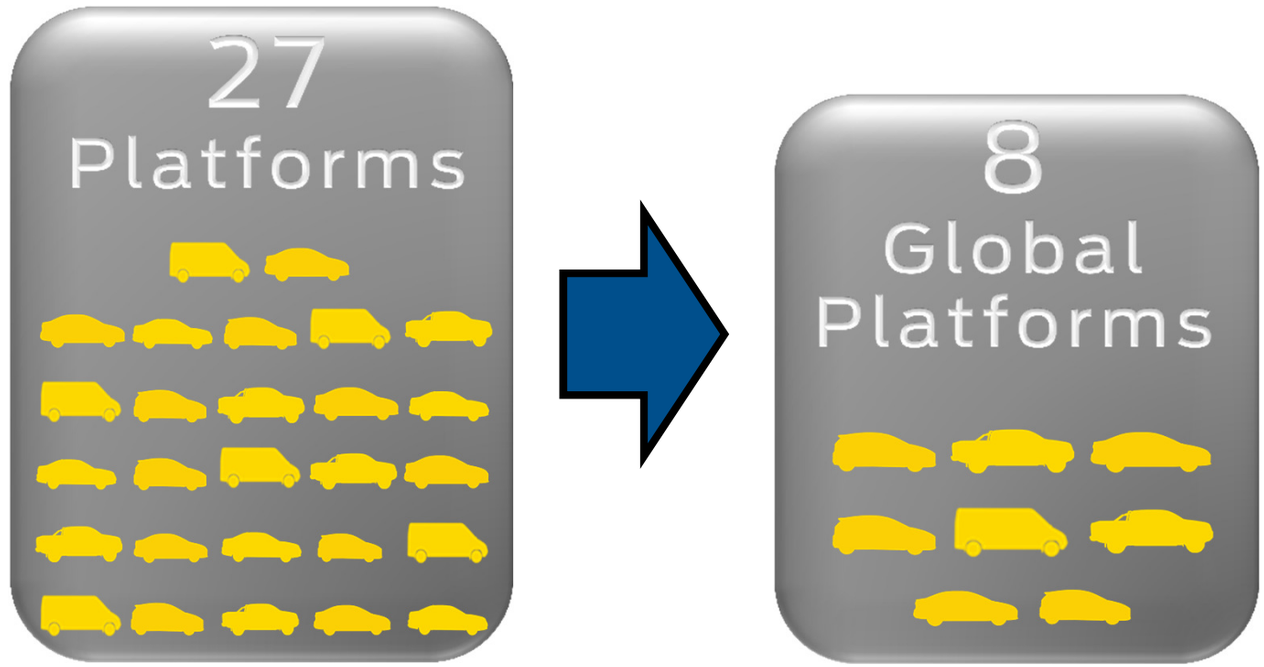
Go Further

Global Scale

Regional Scale

Local Scale

Global Platform Consolidation



Global Scale Enabled By Platform Rationalization Under ONE Ford

DELIVERING SCALE BENEFITS – REGIONAL SCALE

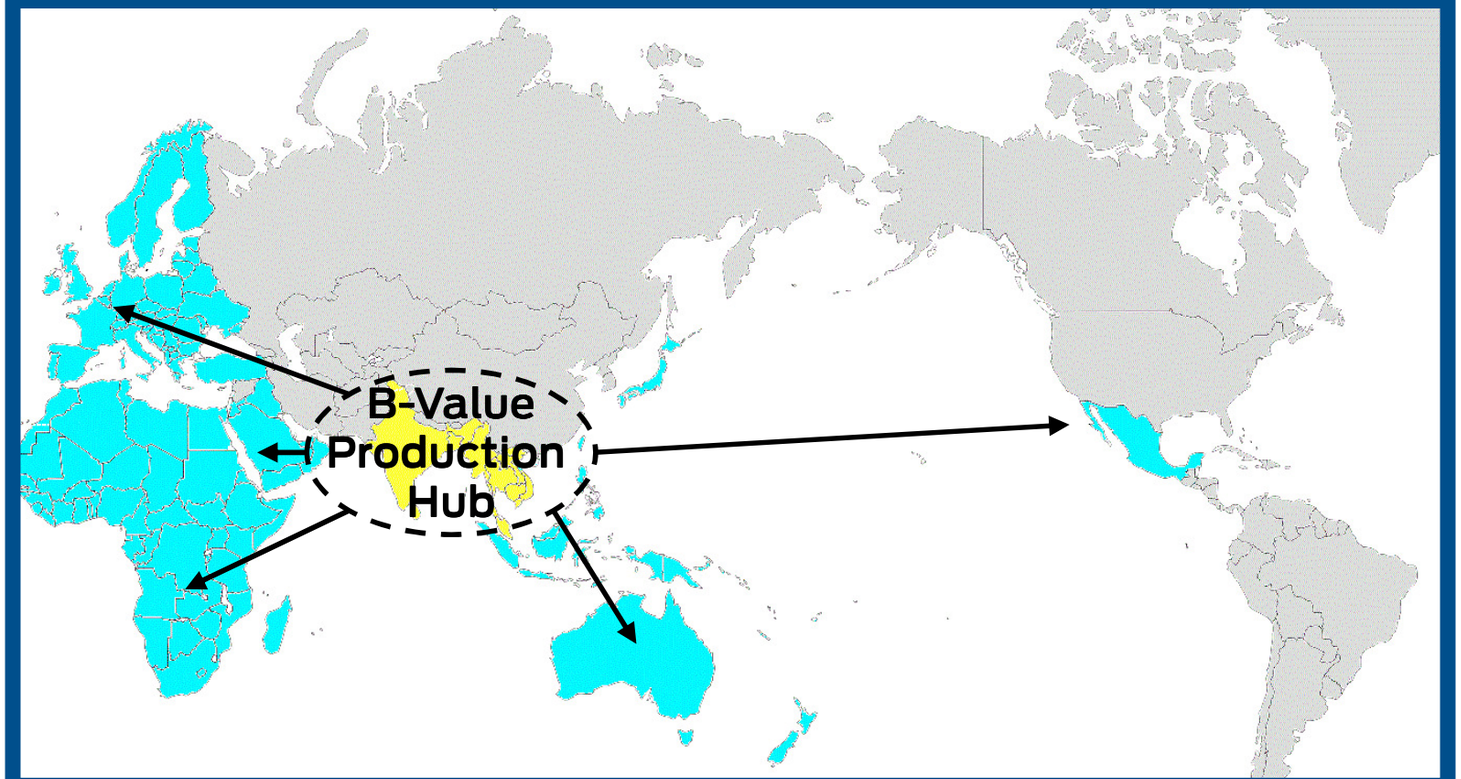
Ford
Go Further

Global Scale

Regional Scale

Local Scale

Manufacturing Hubs In Low Cost Locations



Regional Scale Enabled By Consolidation Of Production

DELIVERING SCALE BENEFITS – LOCAL SCALE

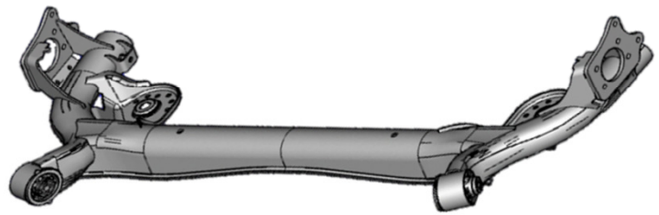
Global Scale

Regional Scale

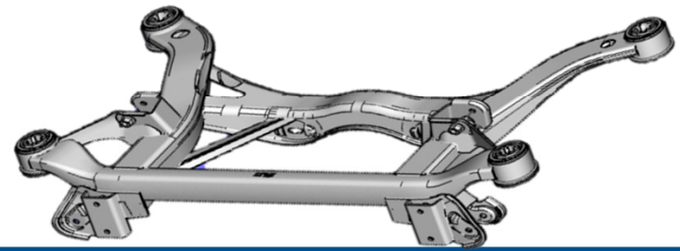
Local Scale

Tailored Designs

Twist Beam Suspension



Independent Suspension



Achieving Local Scale

- Bundled sourcing across programs
- Common bill-of-process
- Sufficient volume for supplier site
- Early supplier involvement

High Local Scale Allows Suppliers To Operate More Efficiently
Translating Into Better Value For Ford

DELIVERING SCALE BENEFITS – BUNDLED SOURCING

Go Further



Cross Program And Cross Platform Bundled Sourcing
To Support Localization Objectives

EARLY SUPPLIER ENGAGEMENT

Go Further

Ford/Supplier Design Analysis

OEM Part 1



OEM Part 2



OEM Part 3



Ford/Supplier Target Setting (illustrative)

		Supplier 1	Supplier 2	Supplier 3
Part 1	Purchased parts	2.0	-	-
	Raw material	-	1.0	0.5
	Process	-	0.5	1.5
			1.0	
Part 2	Purchased parts	-	-	-
	Raw material	2.0	1.0	0.5
	Process	8.0	11.0	8.5
			8.5	
...	Assembly	2.0	1.5	1.0
	Markups	2.0	0.5	1.0
		16.0	15.5	13.0
	BoB		11.0	

Leveraging Supplier Knowledge To Optimize Design And Value

REVISED SOURCING APPROACH BASED ON LEARNINGS

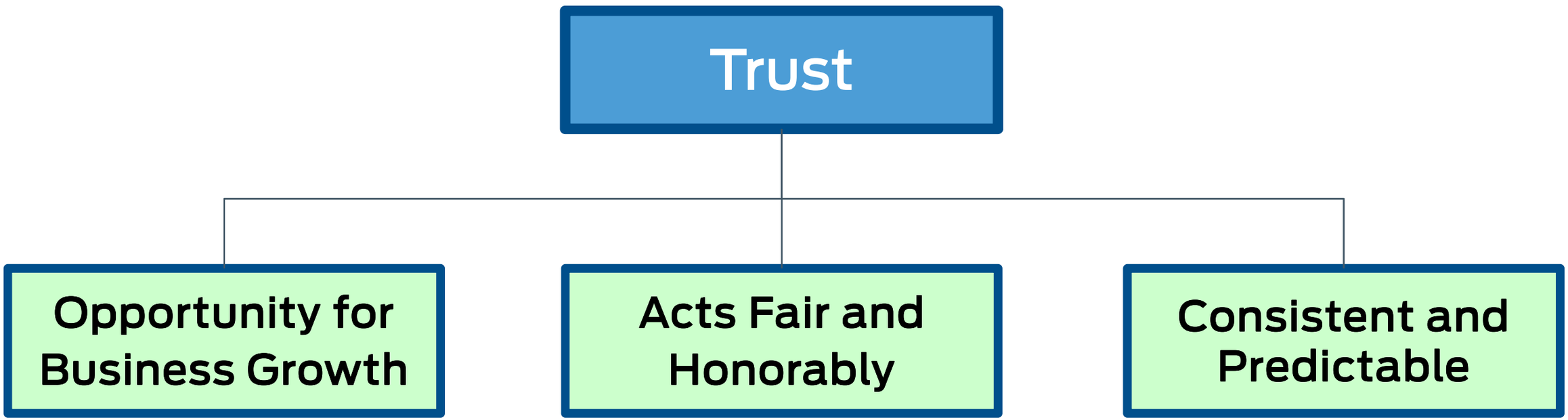
Ford
Go Further

FROM		TO
Global Products with Common Content	→	Global Products with Regional Attributes & Parts
End Part Commonality	→	End Part, Component & BoP Commonality & Higher Re-use
Build Where You Sell	→	Build In High Volume Manufacturing Hubs
Platform Sourcing	→	Platform Sourcing or Regional / Site Sourcing
Sourcing Consolidation with ABF	→	Greater flexibility for competition, localization, scale
Single Program Sourcing and Tooling	→	Cross-Program Sourcing & Capacity Investment

Leveraging The Full Value Of ONE Ford To Deliver Optimal Value

FORD RATED 3RD OVERALL[1] FOR SUPPLIER RELATIONSHIP

Go Further



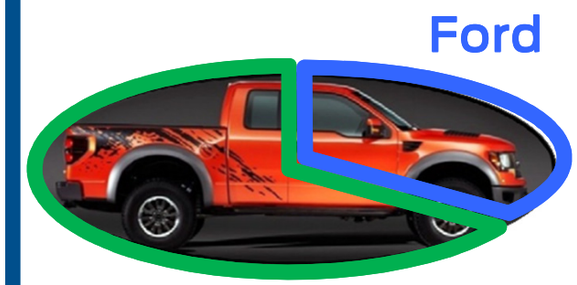
[1]According to Planning Perspectives, inc. North American Automotive - Tier 1 Supplier Working Relations Index® Study

Ford's Goal Is To Remain The Customer Of Choice For Suppliers

CREATING VALUE THROUGH INNOVATION

Go Further

Supplier Contribution



Innovation Mindset



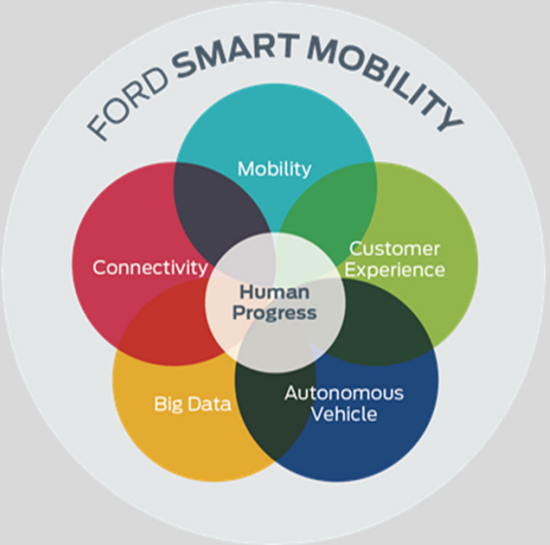
Brand Signature Technologies

ECOBOOST

SYNC



Smart Mobility Solutions



Suppliers Are Key Contributors To Ford's Delivery Of Smart Mobility

2015 PLANNING ASSUMPTIONS AND KEY METRICS

Go Further

	2014 FY Results	2015 FY Plan	2015 FY Outlook	Memo: 2015 1H Results
Planning Assumptions (Mils)				
Industry Volume -- U.S.	16.8	17.0 - 17.5	On Track	17.3
-- Europe 20	14.6	14.8 - 15.3	15.7 - 16.2	15.7
-- China	24.0	24.5 - 26.5	23.0 - 24.0	23.8
Key Metrics				
Automotive (Compared with 2014):				
- Revenue (Bils)	$ 135.8	Higher		$ 66.9
- Operating Margin	3.9%	Higher		5.5%
- Operating-Related Cash Flow (Bils)*	$ 3.6	Higher	On Track	$ 2.4
Ford Credit (Compared with 2014):				
- Pre-Tax Profit (Bils)	$ 1.9	Equal To Or Higher		$ 1.0
Total Company:				
- Pre-Tax Profit (Bils)*	$ 6.3	$8.5 - $9.5		$ 4.3

* Excludes special items; see Appendix for more detail and reconciliation to GAAP

Total Company Guidance Unchanged;
Total Company Pre-Tax Profit To Be $8.5 Billion To $9.5 Billion



Q&A

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, Europe, or China 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, financial institutions, or other third parties 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, 2014, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

APPENDIX

INCOME FROM CONTINUING OPERATIONS

	2Q		1H		Memo: FY
	2014	2015	2014	2015	2014
	(Mils)	(Mils)	(Mils)	(Mils)	(Mils)
Automotive					
North America	$ 2,440	$ 2,597	$ 3,940	$ 3,937	$ 6,898
South America	(295)	(185)	(805)	(374)	(1,162)
Europe	14	(14)	(180)	(199)	(1,062)
Middle East & Africa	23	(46)	77	33	(20)
Asia Pacific	159	192	450	295	589
Other Automotive	(171)	(167)	(393)	(379)	(755)
Total Automotive (excl. special items)	$ 2,170	$ 2,377	$ 3,089	$ 3,313	$ 4,488
Special items -- Automotive	(481)	-	(603)	-	(1,940)
Total Automotive	$ 1,689	$ 2,377	$ 2,486	$ 3,313	$ 2,548
Financial Services					
Ford Credit	$ 434	$ 506	$ 933	$ 989	$ 1,854
Other	(5)	(15)	(42)	(29)	(60)
Total Financial Services	$ 429	$ 491	$ 891	$ 960	$ 1,794
Company					
Pre-tax results	$ 2,118	$ 2,868	$ 3,377	$ 4,273	$ 4,342
(Provision for) / Benefit from income taxes	(803)	(982)	(1,073)	(1,462)	(1,156)
Net income	$ 1,315	$ 1,886	$ 2,304	$ 2,811	$ 3,186
Less: Income / (Loss) attributable to non-controlling interests	4	1	4	2	(1)
Net income attributable to Ford	$ 1,311	$ 1,885	$ 2,300	$ 2,809	$ 3,187
Memo: Excluding special items					
Pre-tax results	$ 2,599	$ 2,868	$ 3,980	$ 4,273	$ 6,282
(Provision for) / Benefit from income taxes	(965)	(982)	(1,327)	(1,462)	(1,650)
Less: Income / (Loss) attributable to non-controlling interests	4	1	4	2	(1)
After-tax results	$ 1,630	$ 1,885	$ 2,649	$ 2,809	$ 4,633

SPECIAL ITEMS

	2Q		1H		Memo: FY
	2014 (Mils)	2015 (Mils)	2014 (Mils)	2015 (Mils)	2014 (Mils)
Personnel-Related Items					
Separation-related actions*	$ (152)	$ -	$ (274)	$ -	$ (685)
Other Items					
Venezuela accounting change	$ -	$ -	$ -	$ -	$ (800)
Ford Sollers equity impairment	(329)	-	(329)	-	(329)
2016 Convertible Notes settlement	-	-	-	-	(126)
Total Other Items	$ (329)	$ -	$ (329)	$ -	$ (1,255)
Total Special Items	$ (481)	$ -	$ (603)	$ -	$ (1,940)
Tax Special Items	$ 162	$ -	$ 254	$ -	$ 494
Memo:					
Special items impact on earnings per share**	$ (0.08)	$ -	$ (0.08)	$ -	$ (0.36)

* Primarily related to separation costs for personnel at the Genk and U.K. facilities
** Includes related tax effect on special items and tax special items

AUTOMOTIVE SECTOR

GROSS CASH RECONCILIATION TO GAAP

	2014		2015	
	June 30 (Bils)	Dec. 31 (Bils)	Mar. 31 (Bils)	June 30 (Bils)
Cash and cash equivalents	$ 4.7	$ 4.6	$ 5.1	$ 6.1
Marketable securities	21.1	17.1	14.4	14.6
Total cash and marketable securities (GAAP)	$ 25.8	$ 21.7	$ 19.5	$ 20.7
Securities in transit*	-	-	-	-
Gross cash	$ 25.8	$ 21.7	$ 19.5	$ 20.7

* The purchase or sale of marketable securities for which the cash settlement was not made by period end and the related payable or receivable remained on the balance sheet

AUTOMOTIVE SECTOR

OPERATING-RELATED CASH FLOWS RECONCILIATION TO GAAP

	2Q		1H		Memo: FY
	2014 (Bils)	2015 (Bils)	2014 (Bils)	2015 (Bils)	2014 (Bils)
Net cash provided by / (used in) operating activities (GAAP)	$ 4.1	$ 3.5	$ 6.1	$ 4.5	$ 8.8
Items included in operating-related cash flows					
Capital spending	(1.9)	(1.7)	(3.4)	(3.5)	(7.4)
Proceeds from the exercise of stock options	-	-	0.1	0.1	0.2
Net cash flows from non-designated derivatives	0.1	(0.1)	0.1	-	0.2
Items not included in operating-related cash flows					
Separation payments	0.1	0.1	0.1	0.5	0.2
Funded pension contributions	0.3	0.1	0.8	0.9	1.5
Tax refunds and tax payments from affiliates	-	-	(0.2)	-	(0.2)
Other	(0.1)	-	0.2	(0.1)	0.3
Operating-related cash flows	$ 2.6	$ 1.9	$ 3.8	$ 2.4	$ 3.6