Go Further









2014 FOURTH QUARTER AND FULL YEAR EARNINGS REVIEW AND 2015 OUTLOOK

JANUARY 29, 2015

(PRELIMINARY RESULTS)

OUR FOCUS

- **One Ford -- Acceleration**
- **Product Excellence -- Delivered With Passion**
- **Innovation -- In Every Part Of Our Business**

THE PLAN

ONE FORD
ONE TEAM • ONE PLAN • ONE GOAL

ONE TEAM

People working together as a lean, global enterprise for automotive leadership, as measured by:

Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction

ONE 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

ONE GOAL

An exciting viable Ford delivering profitable growth for all

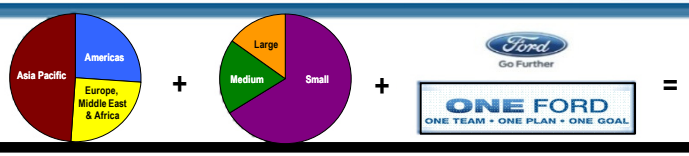
Expected Behaviors

Foster Functional and Technical Excellence
- Know and have a passion for our business and our customers
- Demonstrate and build functional and technical excellence
- Ensure process discipline
- Have a continuous improvement philosophy and practice

Own Working Together
- Believe in skilled and motivated people working together
- Include everyone; respect, listen to, help and appreciate others
- Build strong relationships; be a team player; develop ourselves and others
- Communicate clearly, concisely and candidly

Role Model Ford Values
- Show initiative, courage, integrity and good corporate citizenship
- Improve quality, safety and sustainability
- Have a can do, find a way attitude and emotional resilience
- Enjoy the journey and each other; have fun - never at others' expense

Deliver Results
- Deal positively with our business realities; develop compelling and comprehensive plans, while keeping an enterprise view
- Set high expectations and inspire others
- Make sound decisions using facts and data
- Hold ourselves and others responsible and accountable for delivering results and satisfying our customers



*2014 FOURTH QUARTER AND FULL YEAR SUMMARY**

- **Fourth Quarter was the 22nd consecutive quarter of Company pre-tax profit; Automotive operating-related cash flow positive; liquidity strong**
- **Wholesale volume and Company revenue lower than a year ago by 2% and 5%, respectively**
- **North America and Asia Pacific profitable; strong results at Ford Credit**
- **In the Full Year, 5th consecutive year of Company pre-tax profit and positive Automotive operating-related cash flow; results consistent with guidance. North America profitable, record profit in Asia Pacific, and highest profit at Ford Credit since 2011. Results improved in Europe and Middle East & Africa; a loss in South America**
- **Wholesale volume about equal to a year ago, and Company revenue down 2%. Record market share in Asia Pacific, driven by record China share**
- **Funded status of global pension plans unchanged**
- **Reconfirming 2015 pre-tax profit, Automotive revenue and operating margin outlook -- pre-tax profit to range from $8.5 billion to $9.5 billion with higher Automotive revenue and Automotive operating margin than 2014; improving Automotive operating-related cash flow guidance to higher than 2014**

* Excludes special items; Business Unit records are since at least 2000 when we began reporting specific Business Unit results

Company 2014 Results Met Guidance;
Expect Strong Growth And Improved Financial Performance For 2015

2014 HIGHLIGHTS

- **Launched a record 24 vehicles globally, including the all-new F-150, Mustang, Escort, Ka, Transit, and Lincoln MKC**
- **Revealed new global Explorer and the all-new Everest for Asia Pacific**
- **Ford remained the best-selling vehicle brand in the U.S. and the best-selling automaker in Canada for the 5th consecutive year**
- **F-Series achieved U.S. truck sales leadership for 38th year in a row and U.S. vehicle sales leadership for 33rd year in a row. Set all-time U.S. sales records for both Fusion and Escape**
- **Remained the No. 2 selling vehicle brand in Europe and continued to progress our European Transformation Plan, including year-over-year share gain in Europe 20 for first time since 2009; closed Genk, Belgium plant, improving capacity utilization**
- **Continued Ford growth in China with a record 1.1 million wholesales, up 19% over 2013; our Changan Ford joint venture opened two new plants, and we launched Lincoln in China with the first nine dealerships**
- **Increased 2014 quarterly dividend by 25%; completed share repurchase program**

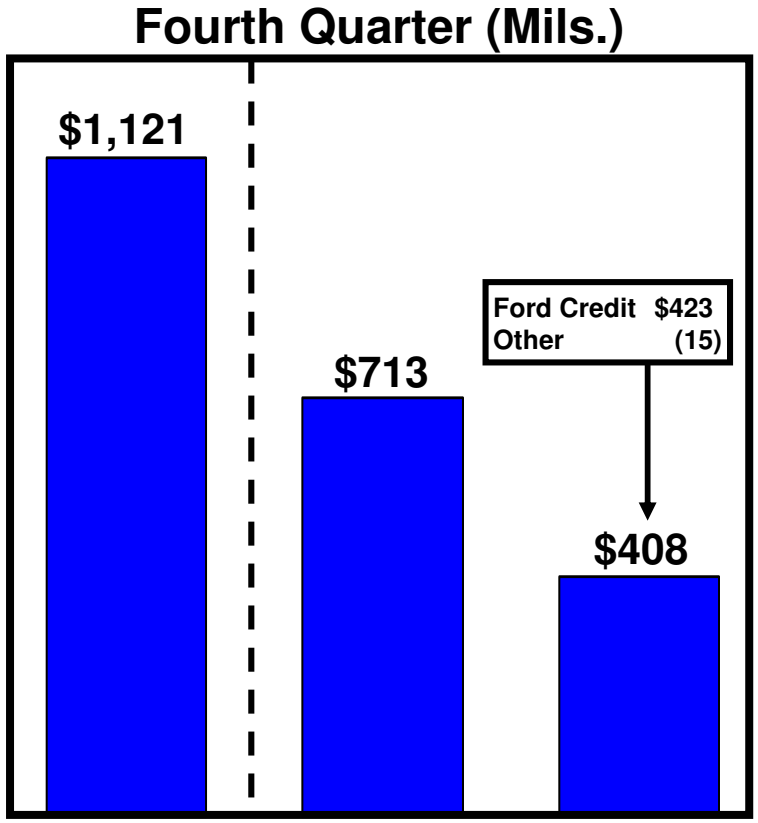
2014 KEY FINANCIAL SUMMARY

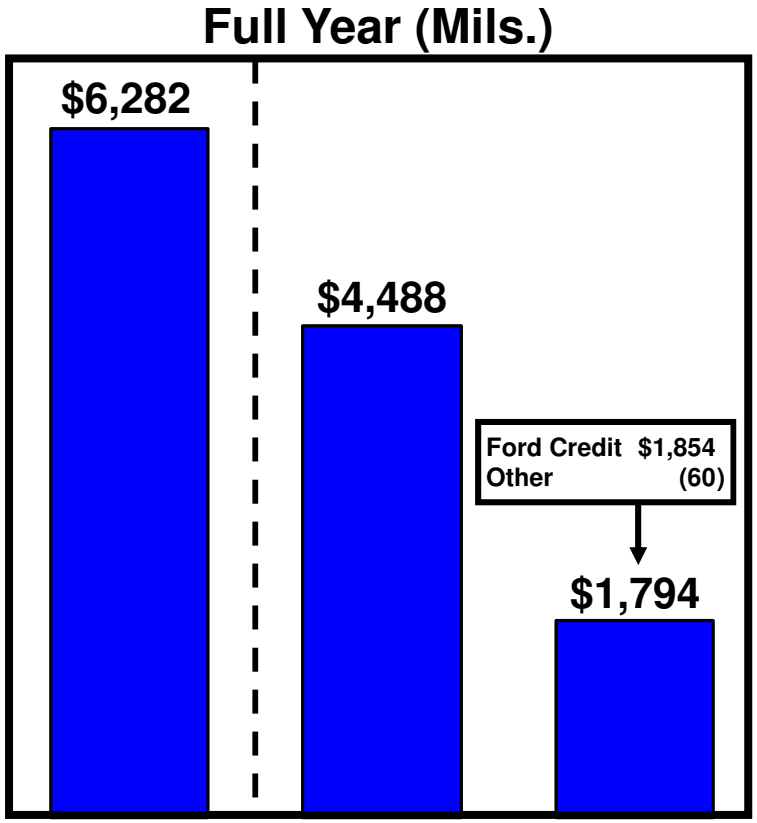
	Fourth Quarter		Full Year	
	2014	B / (W) 2013	2014	B / (W) 2013
Wholesales (000)	1,580	(30)	6,323	(7)
Revenue (Bils.)	$ 35.9	$ (1.7)	$ 144.1	$ (2.8)
Operating results*				
Pre-tax results (Mils.)	$ 1,121	$ (197)	$ 6,282	$ (2,326)
After-tax results (Mils.)	1,048	(249)	4,633	(1,960)
Earnings per share	0.26	(0.06)	1.16	(0.47)
Special items pre-tax (Mils.)	$ (1,177)	$ (866)	$ (1,940)	$ (372)
Net income attributable to Ford				
After-tax results (Mils.)	$ 52	$ (3,014)	$ 3,187	$ (3,995)
Earnings per share	0.01	(0.74)	0.80	(0.97)
Automotive				
Operating-related cash flow (Bils.)**	$ 0.5	$ -	$ 3.6	$ (2.5)
Gross cash (Bils.)**	$ 21.7	$ (3.1)	$ 21.7	$ (3.1)
Debt (Bils.)	(13.8)	1.9	(13.8)	1.9
Net cash (Bils.)**	$ 7.9	$ (1.2)	$ 7.9	$ (1.2)

* Excludes special items; see Appendix for detail and reconciliation to Generally Accepted Accounting Principles (GAAP)

** See Appendix for reconciliation to GAAP; net cash is calculated as Automotive gross cash net of Automotive debt

TOTAL COMPANY
*2014 PRE-TAX RESULTS BY SECTOR**

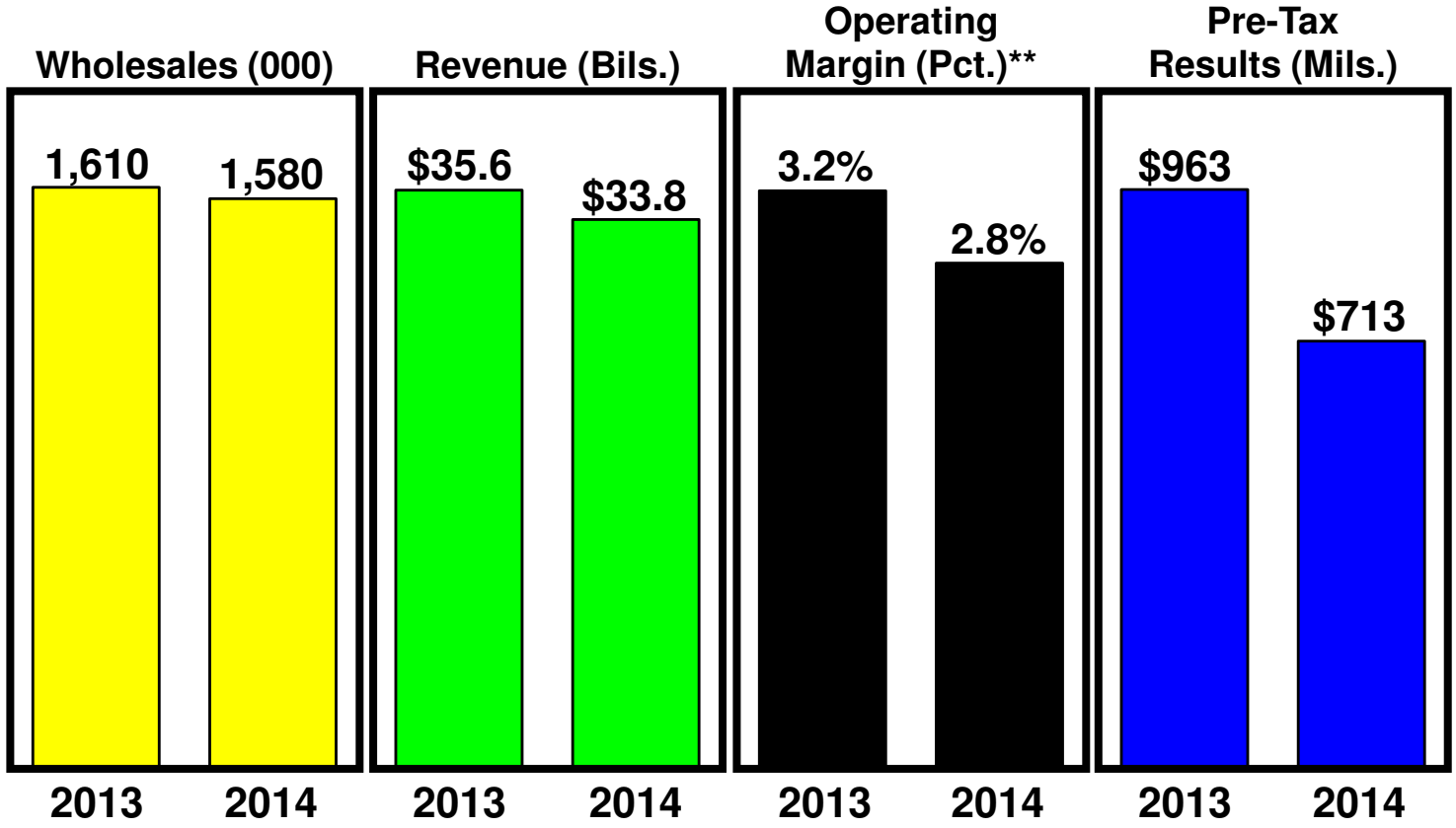




Memo:						
B / (W) 2013	$(197)	$(250)	$ 53	$(2,326)	$(2,448)	$122
B / (W) 2014 3Q	(60)	27	(87)			

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

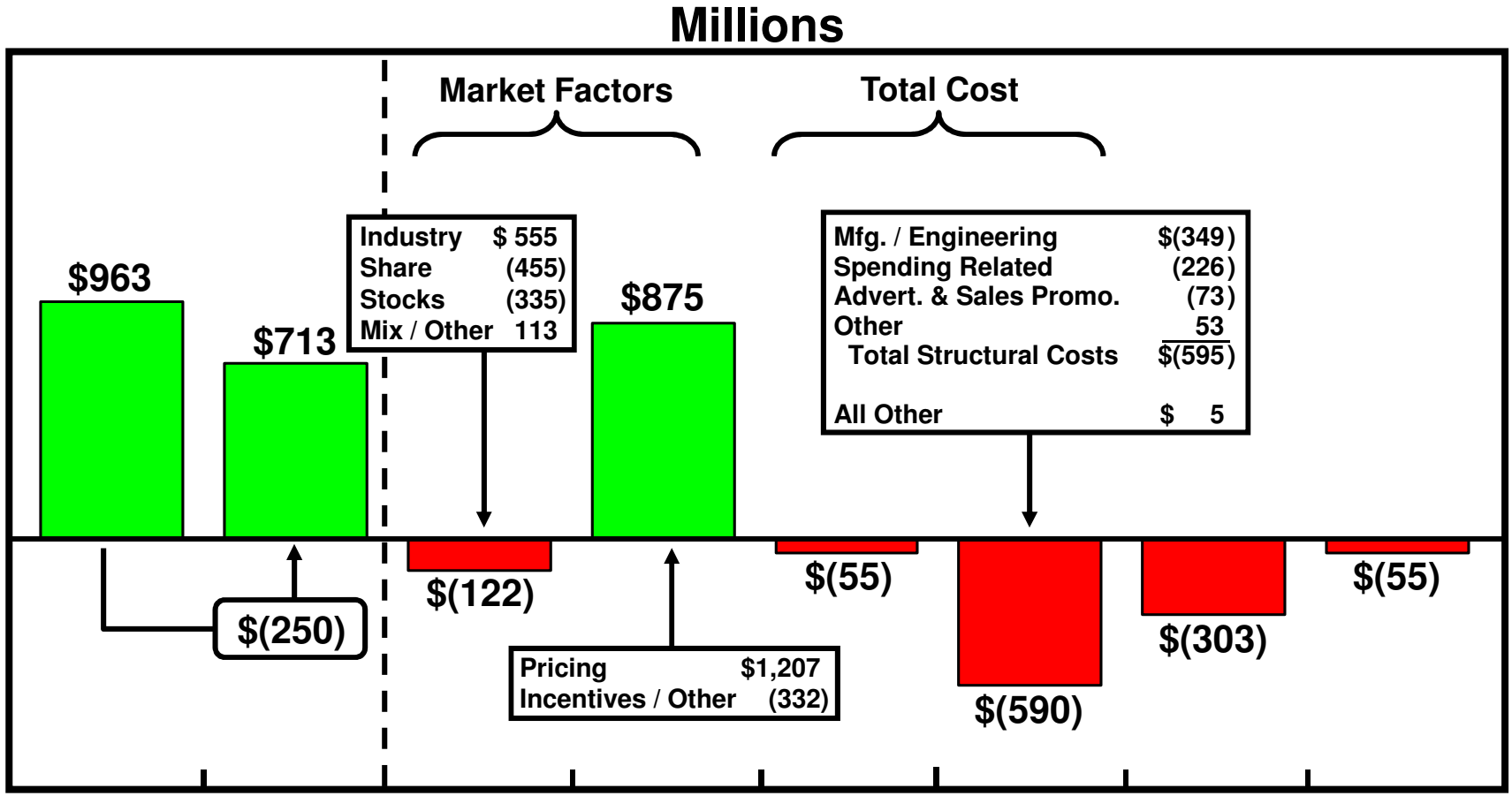
AUTOMOTIVE SECTOR
*2014 FOURTH QUARTER KEY METRICS COMPARED WITH 2013**



	Wholesales (000)		Revenue (Bils.)		Operating Margin (Pct.)**		Pre-Tax Results (Mils.)	
	2013	2014	2013	2014	2013	2014	2013	2014
Memo:								
Full Year	6,330	6,323	$139.4	$135.8	5.4%	3.9%	$6,936	$4,488
Fourth Quarter								
Global Industry SAAR (Mils.)* **	88.2	90.2						
Global Market Share* **	7.1%	6.9%						

* Excludes special items; see Appendix for detail, reconciliation to GAAP, and definition of wholesales
** Automotive operating margin defined as Automotive pre-tax results, excluding special items and Other Automotive, divided by Automotive revenue
*** Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

AUTOMOTIVE SECTOR
2014 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2013*



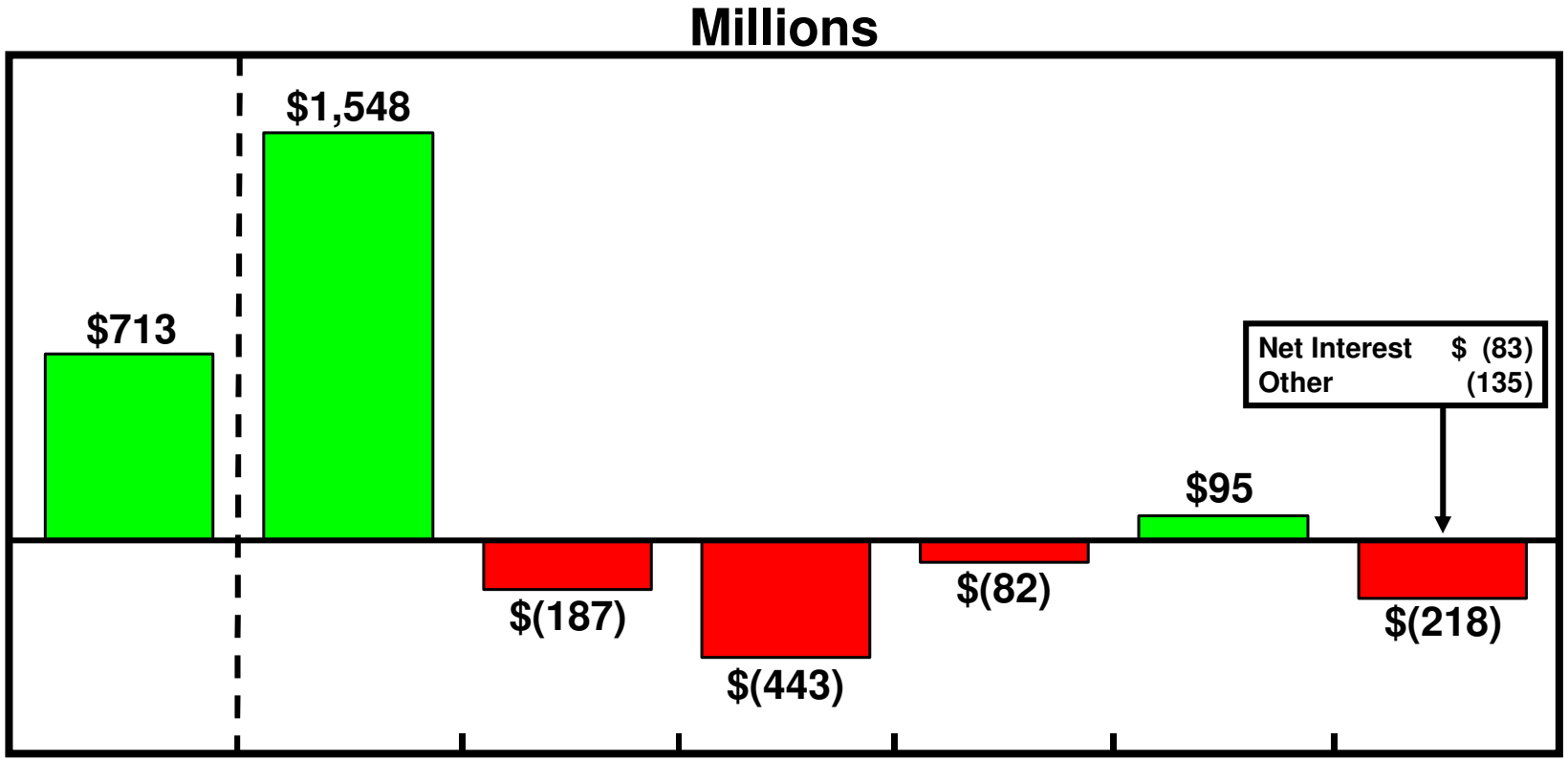
Memo:							
B / (W) Than 2014 3Q	$27	$492	$81	$76	$(801)	$94	$85

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

** Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

AUTOMOTIVE SECTOR

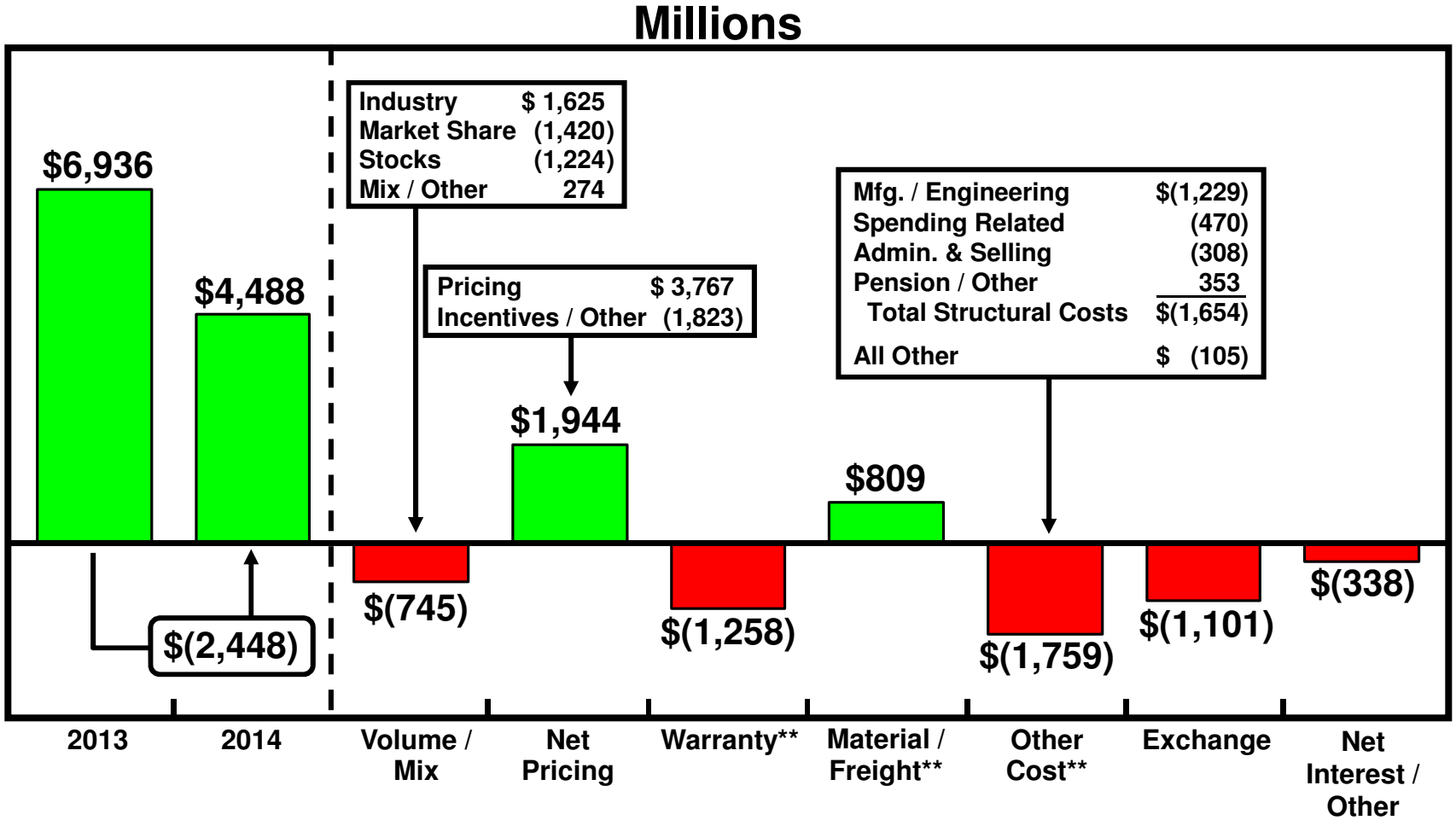
*2014 FOURTH QUARTER PRE-TAX RESULTS BY SEGMENT**



Memo:	Total	North America	South America	Europe	Middle East & Africa	Asia Pacific	Other Automotive
B / (W) 2013 4Q	$(250)	$(252)	$(61)	$86	$ 22	$(14)	$(31)
B / (W) 2014 3Q	27	138	(17)	(4)	(67)	51	(74)

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

AUTOMOTIVE SECTOR
*2014 FULL YEAR PRE-TAX RESULTS COMPARED WITH 2013**

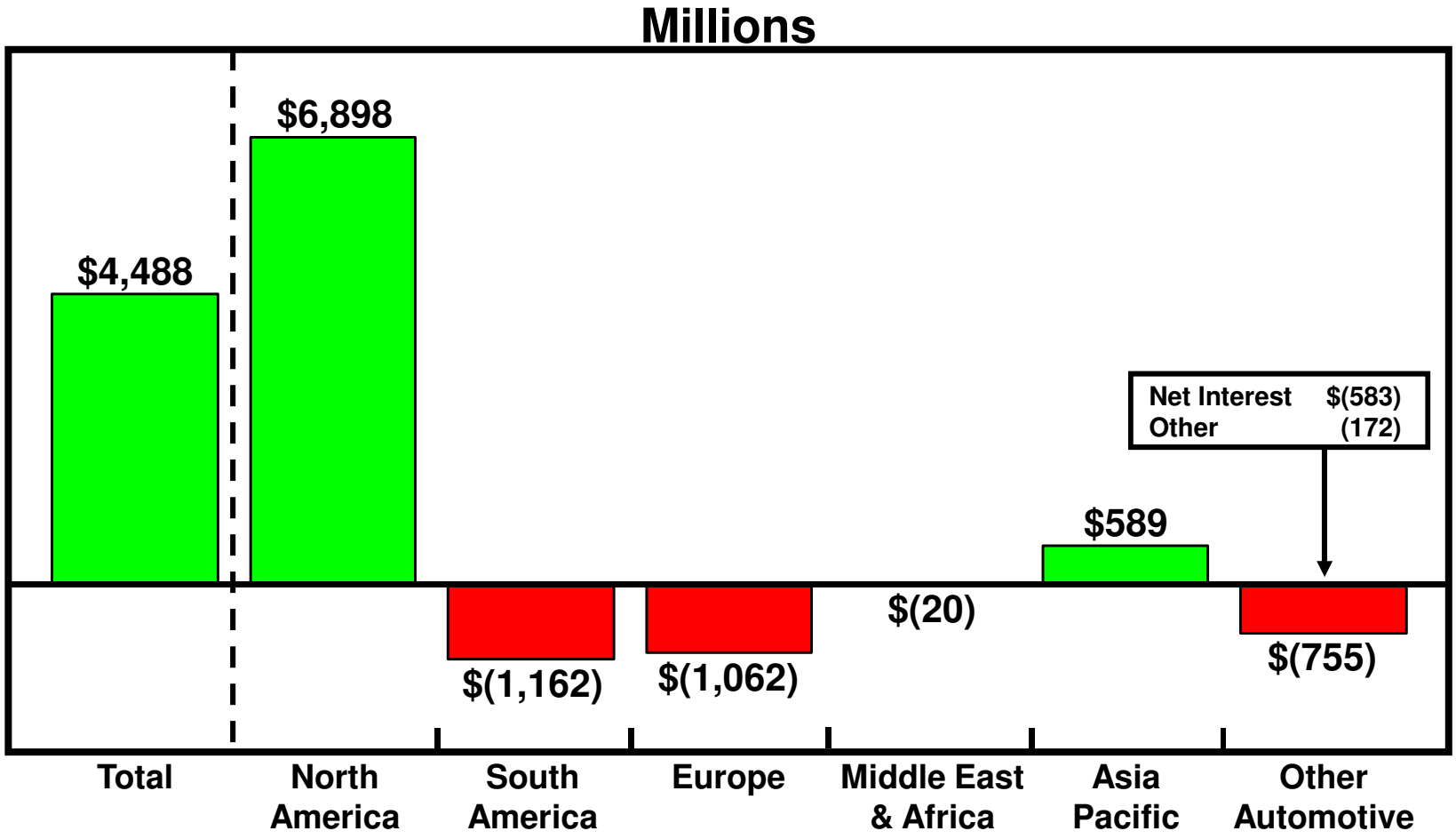


* Excludes special items, see Appendix for detail and reconciliation to GAAP

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AUTOMOTIVE SECTOR

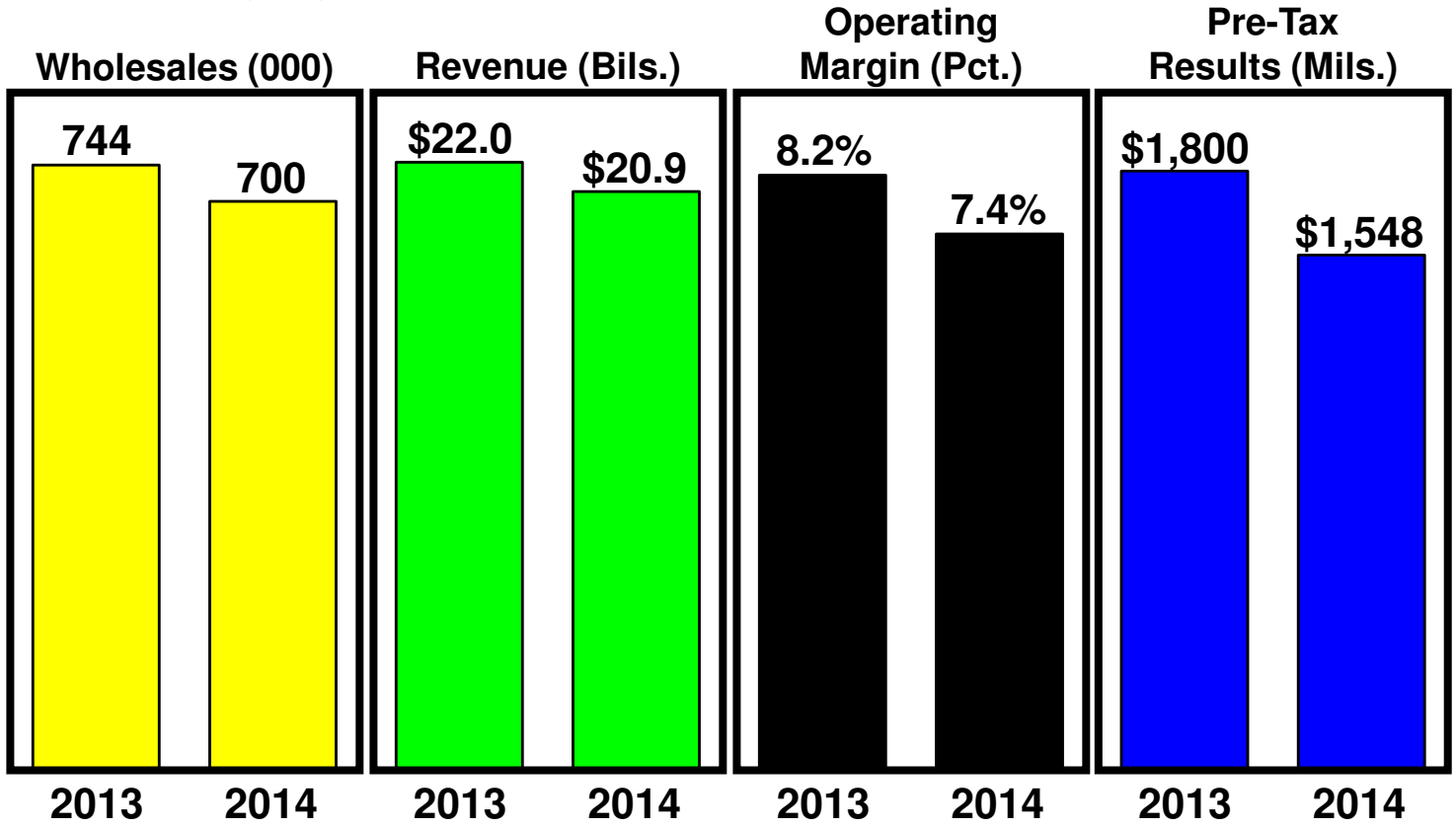
*2014 FULL YEAR PRE-TAX RESULTS BY SEGMENT**



	Total	North America	South America	Europe	Middle East & Africa	Asia Pacific	Other Automotive
Memo:							
B / (W) 2013	**$(2,448)**	**$(1,911)**	**$(1,129)**	**$380**	**$49**	**$262**	**$(99)**

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

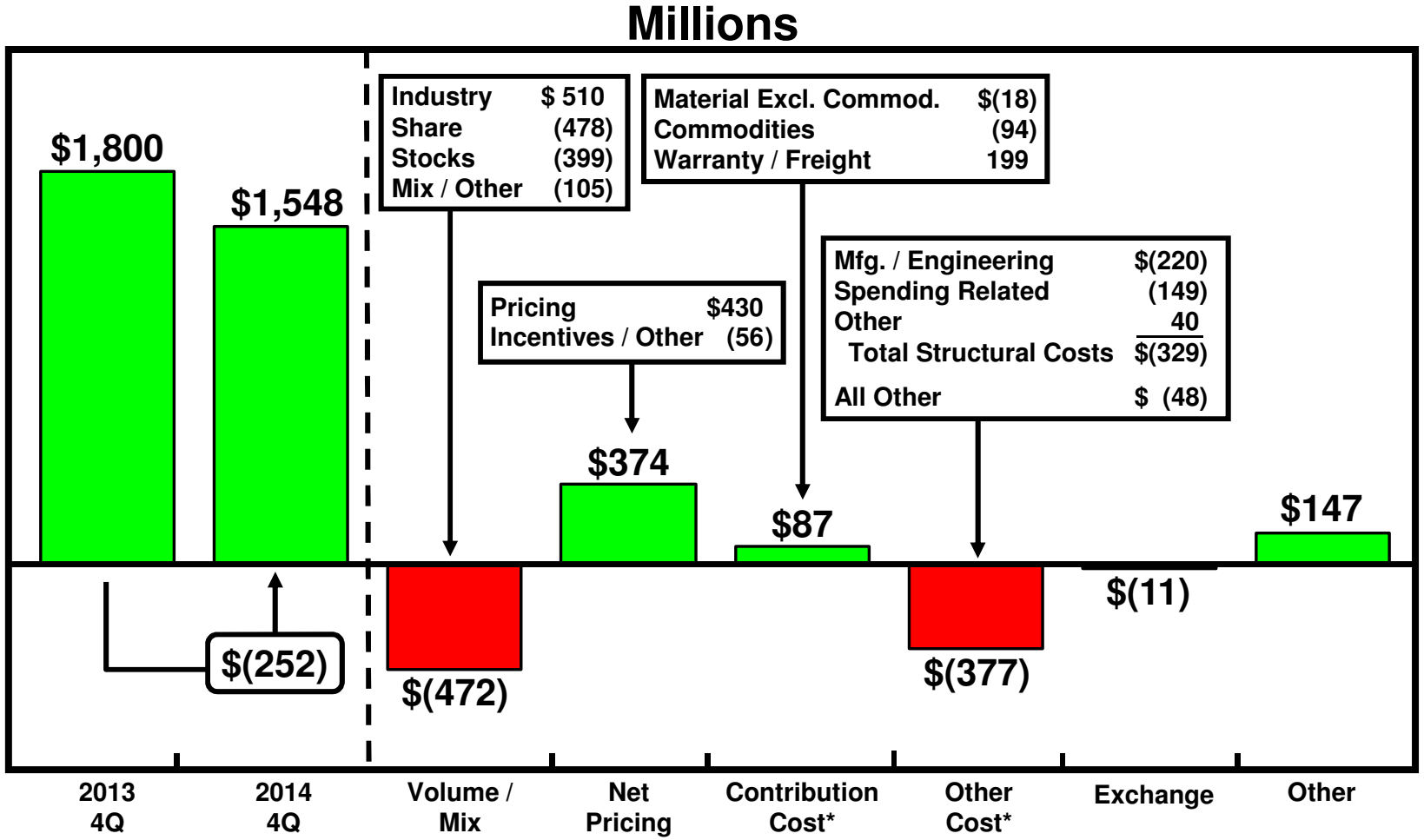
AUTOMOTIVE SECTOR -- NORTH AMERICA
2014 FOURTH QUARTER KEY METRICS COMPARED WITH 2013



	Wholesales (000)		Revenue (Bils.)		Operating Margin (Pct.)		Pre-Tax Results (Mils.)	
	2013	2014	2013	2014	2013	2014	2013	2014
Memo:								
Full Year	3,006	2,842	$86.5	$82.4	10.2%	8.4%	$8,809	$6,898
Fourth Quarter								
N.A. Industry SAAR (Mils.)*	19.3	20.7						
N.A. Market Share*	14.6%	13.6%						
U.S. Industry SAAR (Mils.)*	16.0	17.2						
U.S. Market Share*	15.4%	14.3%						

*** Based, in part, on estimated vehicle registrations; includes medium and heavy trucks**

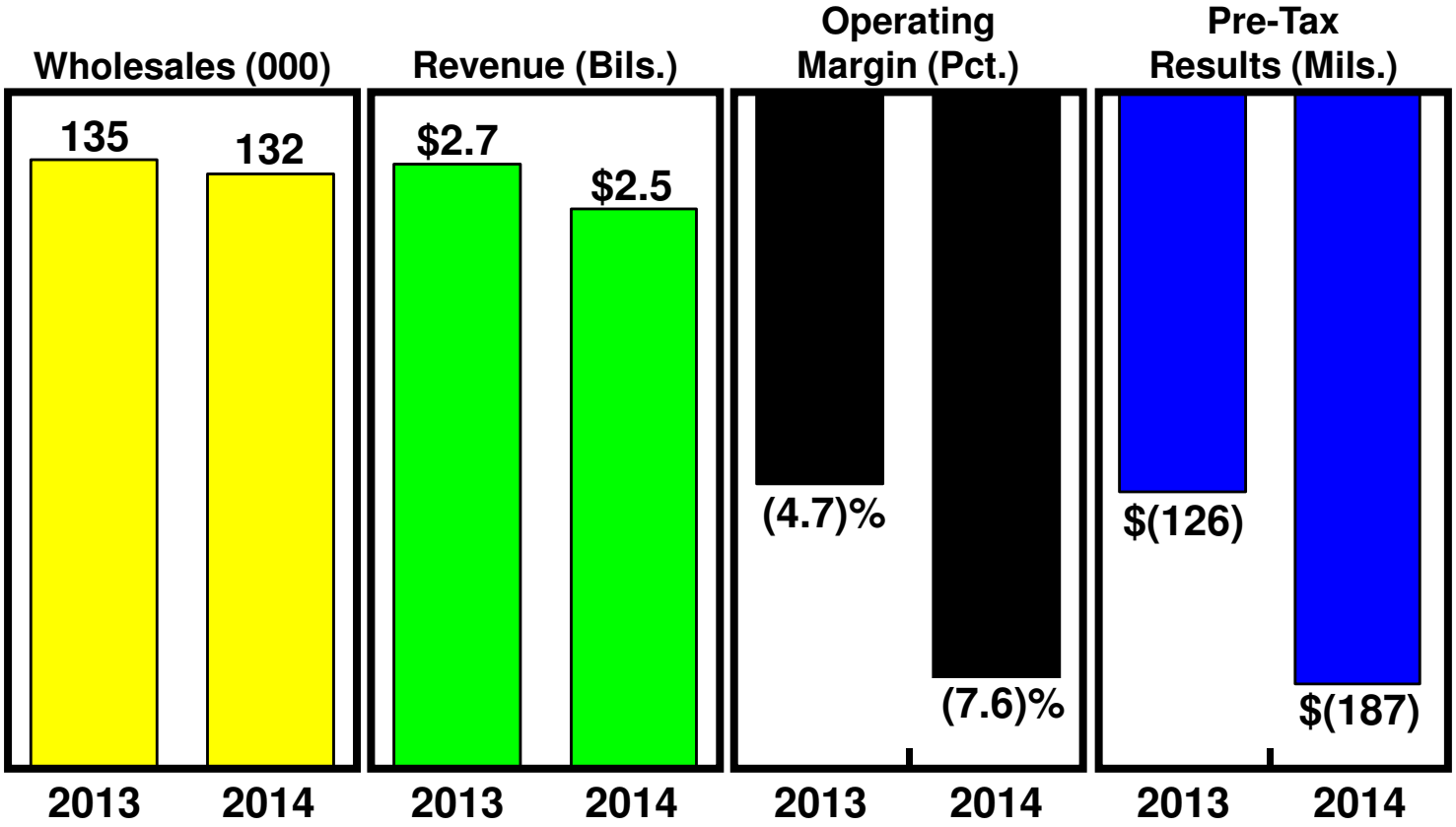
AUTOMOTIVE SECTOR -- NORTH AMERICA
2014 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2013



Memo:							
B / (W) Than 2014 3Q	$138	$248	$(147)	$402	$(573)	$82	$126

* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

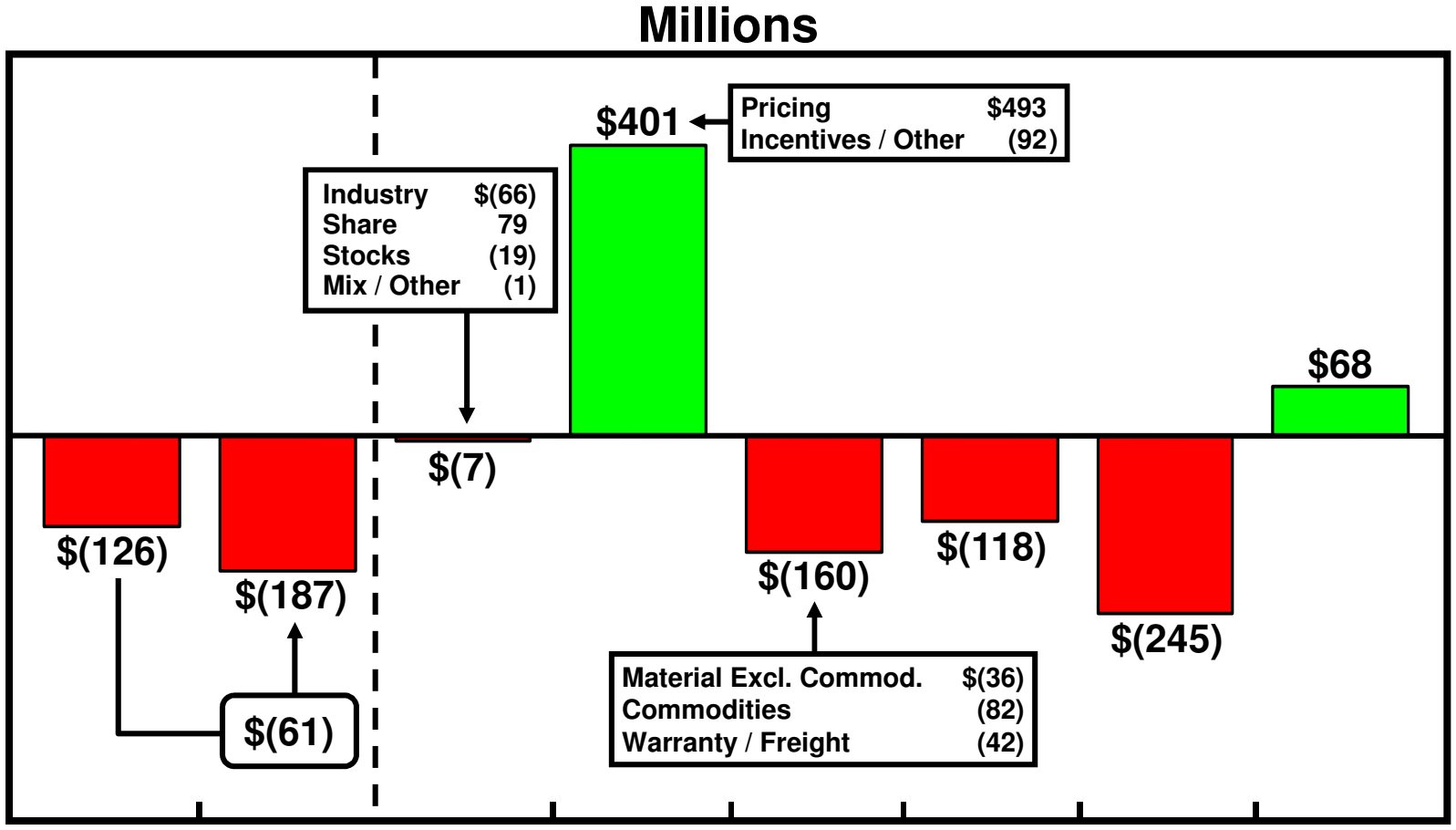
AUTOMOTIVE SECTOR -- SOUTH AMERICA
2014 FOURTH QUARTER KEY METRICS COMPARED WITH 2013



	Wholesales (000)		Revenue (Bils.)		Operating Margin (Pct.)		Pre-Tax Results (Mils.)	
	2013	2014	2013	2014	2013	2014	2013	2014
Memo:								
Full Year	538	463	$10.8	$8.8	(0.3)%	(13.2)%	$(33)	$(1,162)
Fourth Quarter								
S.A. Industry SAAR (Mils.)*	6.1	5.3						
S.A. Market Share*	8.5%	9.4%						
Brazil Industry SAAR (Mils.)*	3.7	3.6						
Brazil Market Share*	9.4%	10.1%						

* Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

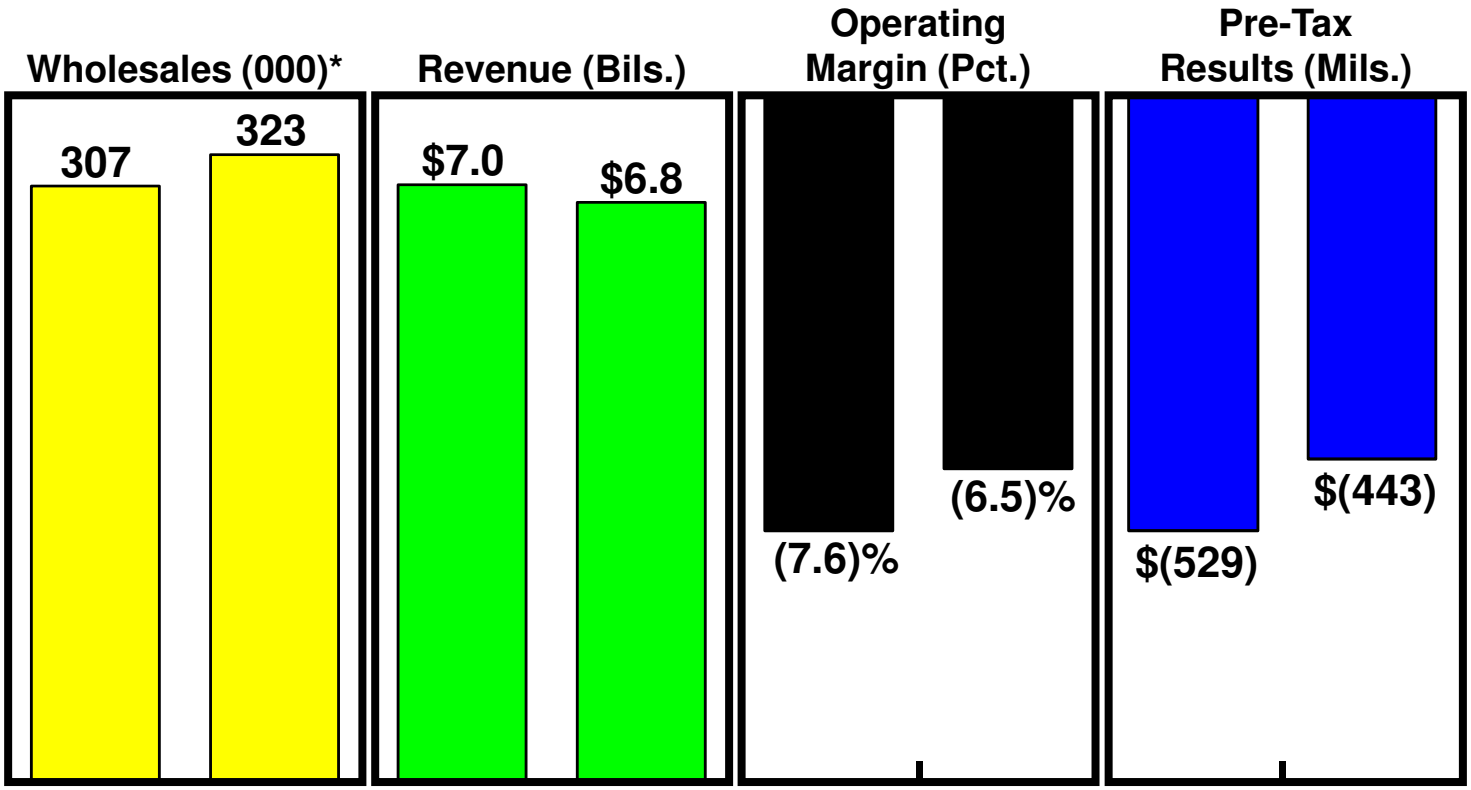
AUTOMOTIVE SECTOR -- SOUTH AMERICA
2014 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2013



Memo:							
B / (W) Than 2014 3Q	$(17)	$121	$91	$(41)	$(99)	$(54)	$(35)

* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

AUTOMOTIVE SECTOR -- EUROPE
2014 FOURTH QUARTER KEY METRICS COMPARED WITH 2013

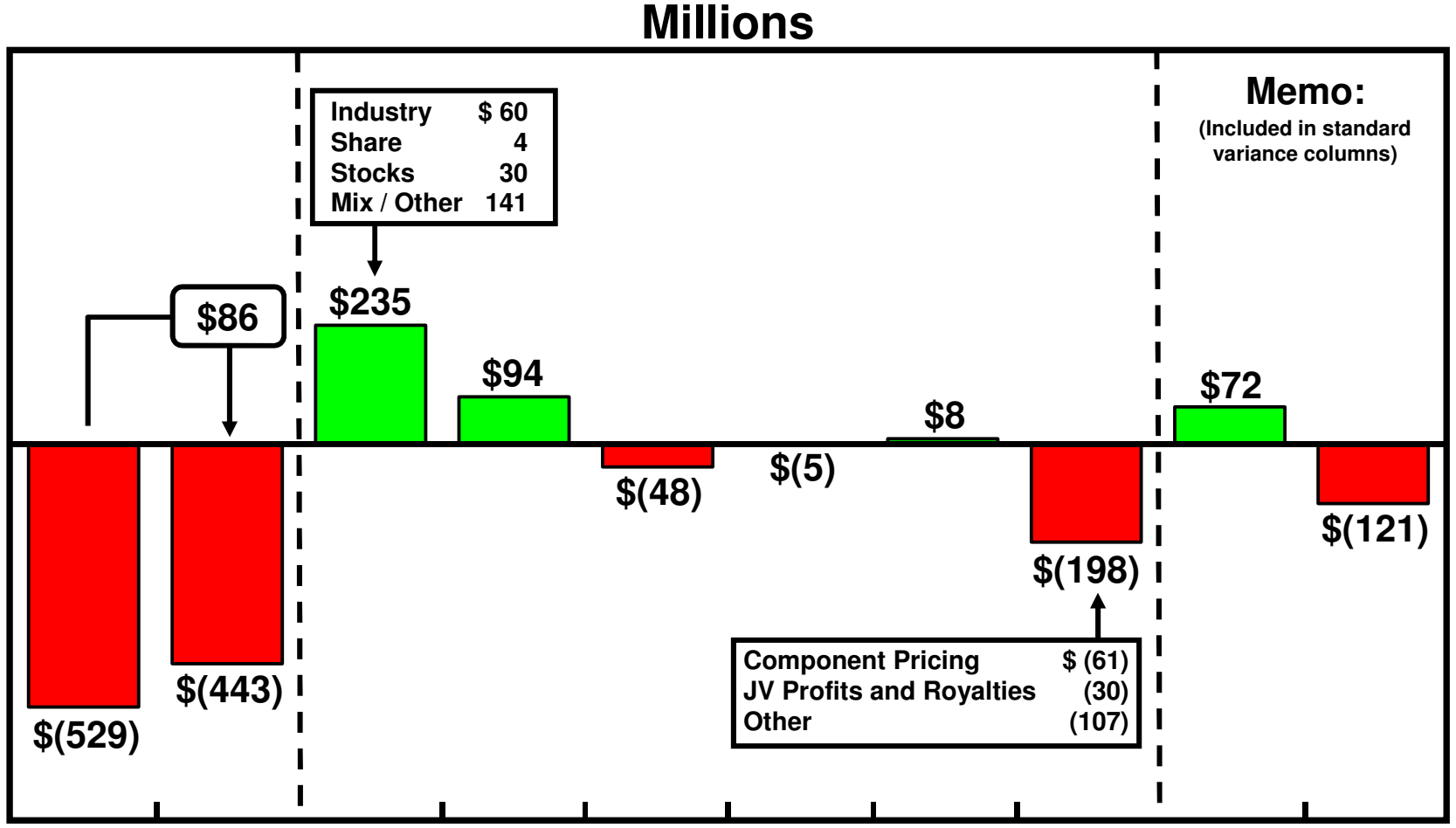


Memo:								
Full Year	1,317	1,387	$27.3	$29.5	(5.3)%	(3.6)%	$(1,442)	$(1,062)
Fourth Quarter								
Europe Industry SAAR (Mils.)**	19.1	19.4						
Europe Market Share**	7.1%	7.1%						
Europe 20 Industry SAAR (Mils.)**	14.6	15.1						
Europe 20 Market Share**	7.4%	7.6%						

* Includes Ford brand vehicles produced and sold by our unconsolidated affiliates in Turkey (totaling about 17,000 and 25,000 units in Fourth Quarter 2013 and 2014, respectively) and in Russia (totaling about 24,000 and 16,000 units in Fourth Quarter 2013 and 2014, respectively); revenue does not include these sales

** Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

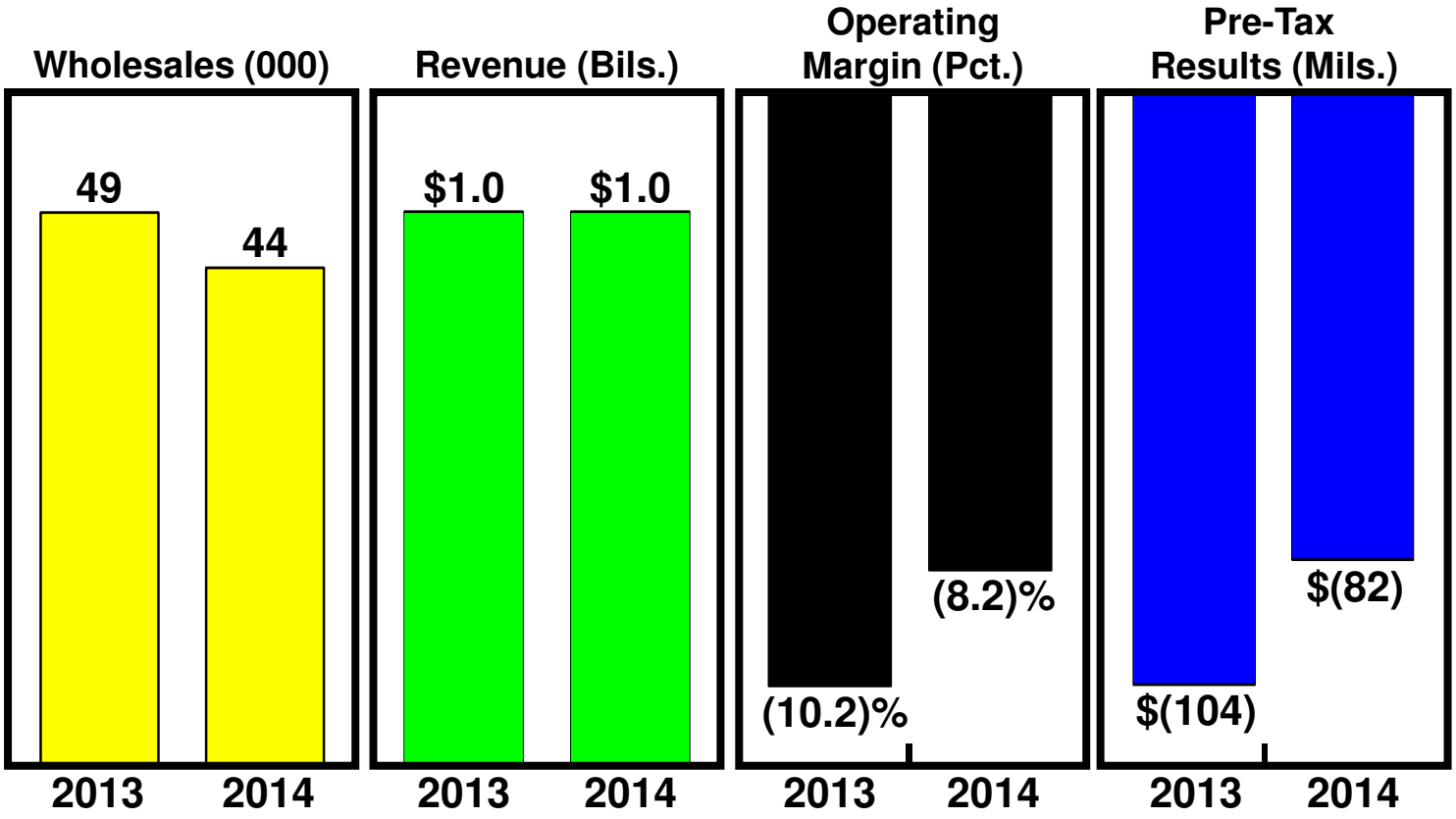
AUTOMOTIVE SECTOR -- EUROPE
2014 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2013



Memo:									
B / (W) Than 2014 3Q	$(4)	$101	$156	$(264)	$(65)	$60	$8	$11	$(82)

* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

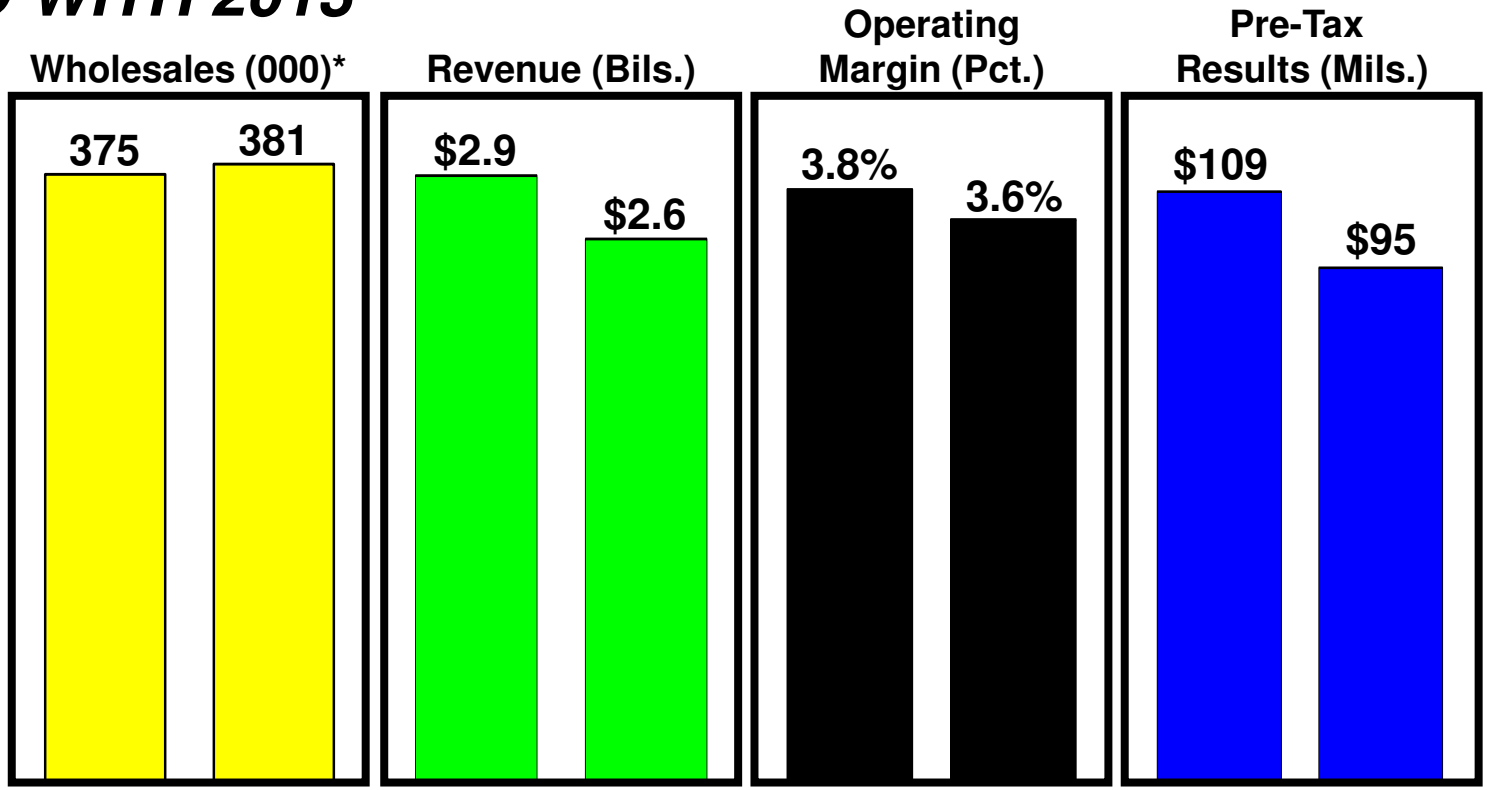
AUTOMOTIVE SECTOR -- MIDDLE EAST & AFRICA
2014 FOURTH QUARTER KEY METRICS COMPARED WITH 2013



Memo:								
Full Year	**199**	**192**	**$4.5**	**$4.4**	**(1.5)%**	**(0.5)%**	**$(69)**	**$(20)**
Fourth Quarter								
MEA Industry SAAR (Mils.)*	**3.7**	**4.1**						
MEA Market Share*	**5.1%**	**4.9%**						

*** Based, in part, on estimated vehicle registrations; includes medium and heavy trucks**

AUTOMOTIVE SECTOR -- ASIA PACIFIC
2014 FOURTH QUARTER KEY METRICS COMPARED WITH 2013



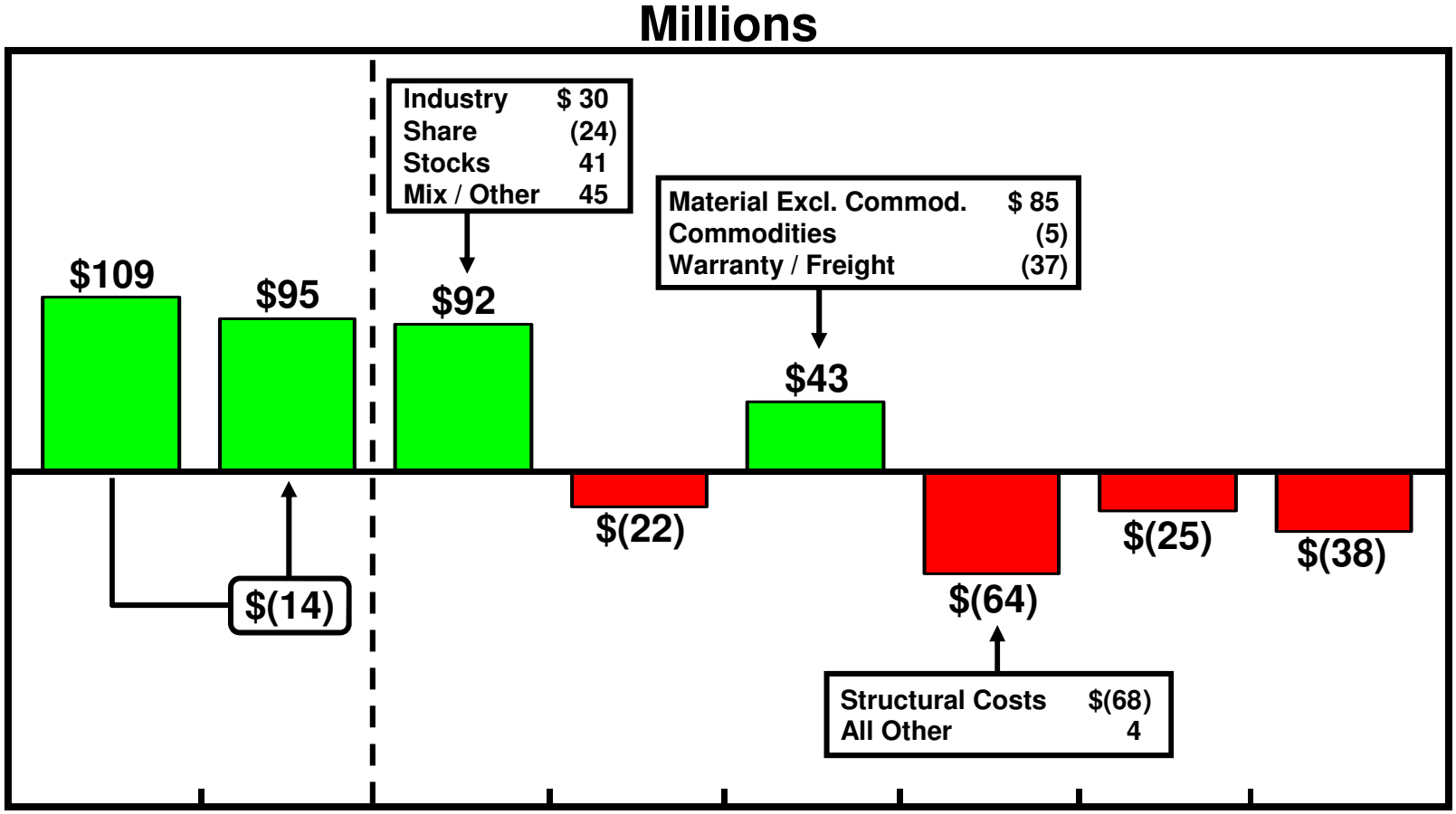
	Wholesales (000)*		Revenue (Bils.)		Operating Margin (Pct.)		Pre-Tax Results (Mils.)	
Memo:	**2013**	**2014**	**2013**	**2014**	**2013**	**2014**	**2013**	**2014**
Full Year - Asia Pacific	**1,270**	**1,439**	**$10.3**	**$10.7**	**3.2%**	**5.5%**	**$327**	**$ 589**
- China Unconsolidated Affiliates**								**1,280**
Fourth Quarter								
AP Industry SAAR (Mils.)***	**40.1**	**40.7**						
AP Market Share***	**3.6%**	**3.5%**						
China Industry SAAR (Mils.)***	**23.8**	**25.2**						
China Market Share***	**4.4%**	**4.3%**						

* Includes Ford brand and Jiangling Motors Corporation (JMC) brand vehicles produced and sold in China by our unconsolidated affiliates (totaling about 278,000 and 291,000 units in Fourth Quarter 2013 and 2014, respectively); revenue does not include these sales

** Reflects Ford equity share of China joint ventures net income. See Appendix for detail

*** Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

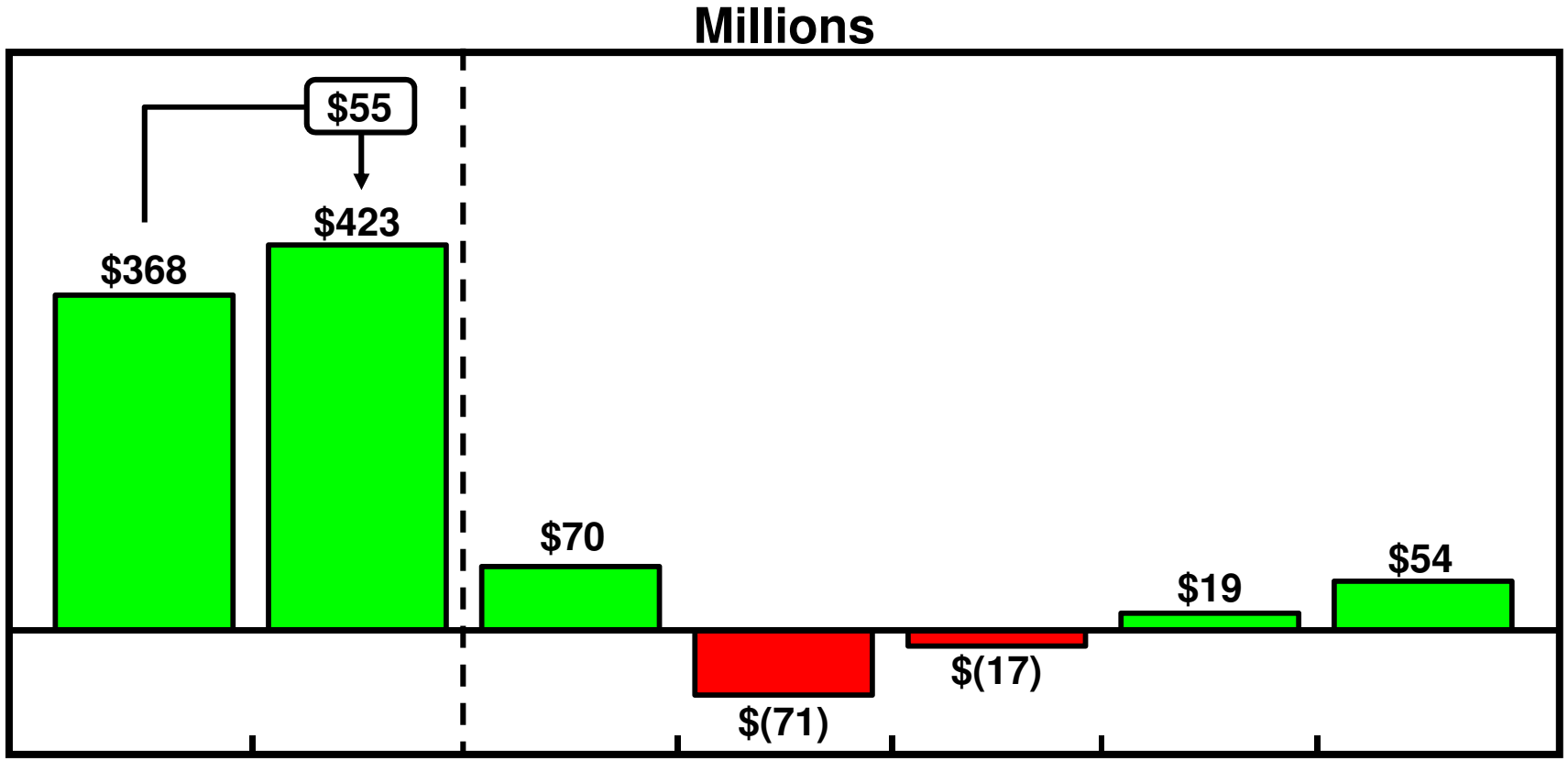
AUTOMOTIVE SECTOR -- ASIA PACIFIC
2014 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2013



Memo:							
B / (W) Than 2014 3Q	$51	$66	$(28)	$(13)	$(30)	$8	$48

* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

FORD CREDIT
2014 FOURTH QUARTER PRE-TAX RESULTS COMPARED WITH 2013

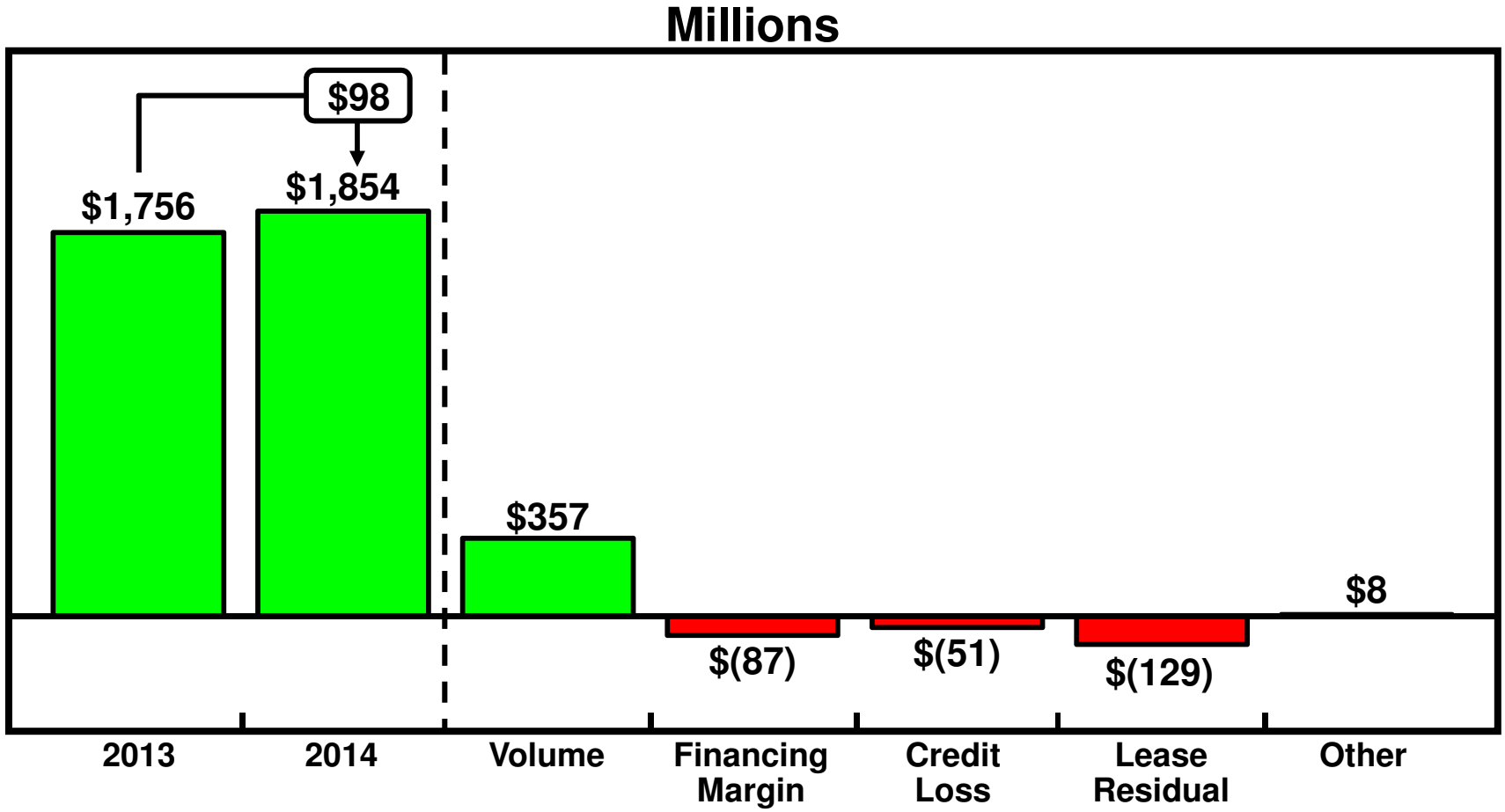


Memo:							
B / (W) 2014 3Q		**$(75)**	**$6**	**$(69)**	**$(25)**	**$(11)**	**$24**
Receivables (Bils.)							
Net*	**$100**	**$108**					
Managed**	**103**	**113**					

* Net receivables reflect net finance receivables and net investment in operating leases reported on Ford Credit's balance sheet

** Managed receivables equal net receivables, excluding unearned interest supplements and residual support, allowance for credit losses, and other (primarily accumulated supplemental depreciation)

FORD CREDIT
2014 FULL YEAR PRE-TAX RESULTS COMPARED WITH 2013



Receivables (Bils.)		
Net*	$100	$108
Managed**	103	113

* Net receivables reflect net finance receivables and net investment in operating leases reported on Ford Credit's balance sheet

** Managed receivables equal net receivables, excluding unearned interest supplements and residual support, allowance for credit losses, and other (primarily accumulated supplemental depreciation)

AUTOMOTIVE SECTOR
*2014 CASH**

	Fourth Quarter (Bils.)	Full Year (Bils.)
Gross cash at end of period	$ 21.7	$ 21.7
Gross cash at beginning of period	22.8	24.8
Change in gross cash	$ (1.1)	$ (3.1)
Automotive pre-tax profits**	$ 0.7	$ 4.5
Capital spending	(2.2)	(7.4)
Depreciation and tooling amortization	1.2	4.3
Changes in working capital	0.2	(0.3)
Other / Timing differences	0.6	2.5
Automotive operating-related cash flow	$ 0.5	$ 3.6
Separation payments	(0.1)	(0.2)
Net receipts from Financial Services sector	0.2	0.6
Other (mainly Venezuela accounting change)	(0.6)	(0.8)
Cash flow before other actions	$ -	$ 3.2
Changes in debt	(0.2)	(0.9)
Funded pension contributions	(0.4)	(1.5)
Dividends / Other items	(0.5)	(3.9)
Change in gross cash	$ (1.1)	$ (3.1)

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

AUTOMOTIVE SECTOR

2014 AUTOMOTIVE FINANCIAL RESOURCES

	2013 Dec. 31 (Bils.)	2014 Sep. 30 (Bils.)	2014 Dec. 31 (Bils.)	Dec. 31, 2014 B / (W) 2013 (Bils.)
Automotive gross cash*	$ 24.8	$ 22.8	$ 21.7	$ (3.1)
Less:				
Long-term debt	$ (14.4)	$ (12.2)	$ (11.3)	$ 3.1
Debt payable within one year	(1.3)	(2.7)	(2.5)	(1.2)
Total debt	$ (15.7)	$ (14.9)	$ (13.8)	$ 1.9
Net cash**	$ 9.1	$ 7.9	$ 7.9	$ (1.2)
Memo: Liquidity***	$ 36.2	$ 33.6	$ 32.4	$ (3.8)

* See Appendix for reconciliation to GAAP

** Net cash is calculated as Automotive gross cash net of Automotive debt

*** Total available committed Automotive credit lines (including local lines available to foreign affiliates) were $10.7 billion at December 31, 2014

TOTAL COMPANY
2014 PENSION UPDATE

	2013	2014	2014 B / (W) 2013	
Worldwide Expense Excluding Special Items (Bils.)	$ 1.6	$ 1.0	$ 0.6	
- Memo: Including Special Items	2.4	1.1	1.3	
Worldwide Pension Plan Contributions (Bils.)				
- Funded Plans	$ 5.0	$ 1.5	$ 3.5	
- All Plans	5.4	1.9	3.5	
Year End Over / (Under) Funded Status -- All Plans (Bils.)				
- U.S. Plans	$ (2.0)	$ (1.5)	$ 0.5	
- Non-U.S. Plans	(7.0)	(7.5)	(0.5)	
Total Funded Status	$ (9.0)	$ (9.0)	$ -	
Year-End Discount Rate (Weighted Average)				
- U.S. Plans	4.74 %	3.94 %	(80)	bps
- Non-U.S. Plans	4.07	3.06	(101)	
Actual Asset Returns (Weighted Average)				
- U.S. Plans	3.7 %	16.4 %	1,270	bps
- Non-U.S. Plans	8.1	15.7	760	

Results Demonstrate Effectiveness Of De-Risking Strategy

2014 PLANNING ASSUMPTIONS AND KEY METRICS

	2013 Full Year Results	2014 Full Year Plan	2014 Full Year Results
Planning Assumptions (Mils.)			
Industry Volume* -- U.S.	15.9	16.0 - 17.0	16.8
-- Europe 20	13.8	13.5 - 14.5	14.6
-- China	22.2	22.5 - 24.5	24.0
Key Metrics			
Automotive (Compared with 2013):			
- Revenue (Bils.)	$139.4	About Equal	$135.8
- Operating Margin**	5.4 %	Lower	3.9 %
- Operating-Related Cash Flow (Bils.)***	$ 6.1	Substantially Lower	$ 3.6
Ford Credit (Compared with 2013):			
- Pre-Tax Profit (Bils.)	$ 1.8	About Equal	$ 1.9
Company:			
- Pre-Tax Profit (Bils.)***	$ 8.6	$7 - $8	$ 6.3 ****

* Based, in part, on estimated vehicle registrations; includes medium and heavy trucks
** Automotive operating margin is defined as Automotive pre-tax results, excluding special items and Other Automotive, divided by Automotive revenue
*** Excludes special items; see Appendix for detail and reconciliation to GAAP
**** Consistent with our updated guidance of about $6 billion, provided September 2014

2014 Was A Solid But Challenging Year For Ford, And A Successful Step Forward In Implementing Our One Ford Plan To Deliver Profitable Growth For All

2015 BUSINESS ENVIRONMENT OVERVIEW

Go Further

Global

- Global economy to expand 3% led by U.S. and China; global industry sales of 88 - 92 million units

Americas

- U.S. economic growth in the 3% range, with improving job growth and low fuel prices supporting consumer spending
- South America faces market volatility and policy uncertainty, with weak recovery in Brazil and continued contraction in Argentina and Venezuela

Europe

- Euro Area growth projected at just above 1%; U.K. growth is projected in the 2.5 - 3% range
- Russia GDP to decline sharply with higher inflation resulting from lower oil prices, geo-political events, and ruble devaluation

Asia Pacific

- China's economic growth to remain stable in the 7 - 7.5% range
- India GDP growth projected to rise above 6% as policy backdrop improves

Global Economic Growth To Improve In 2015 Led By U.S.

2015 KEY METRICS -- BUSINESS UNITS

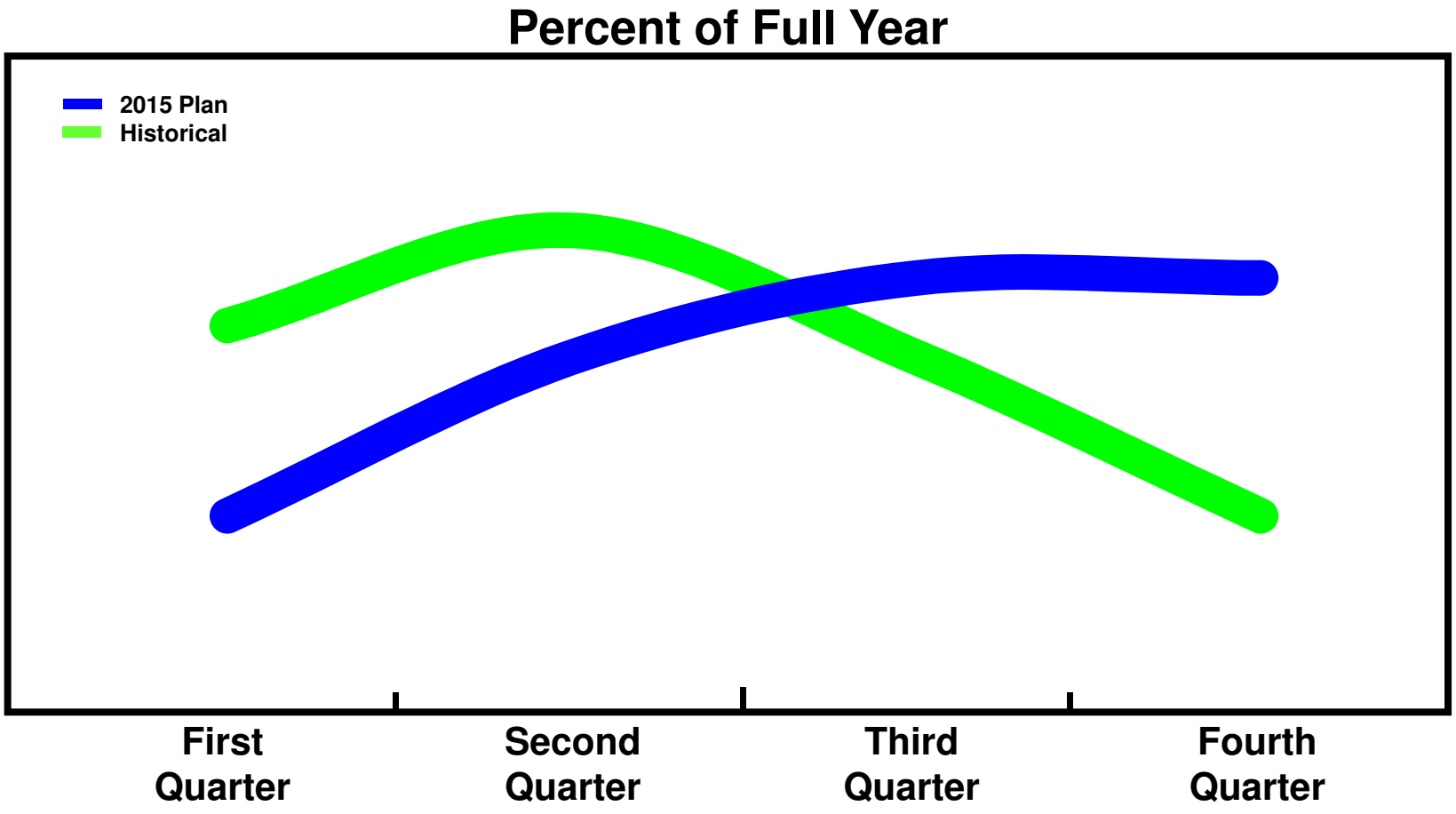
	2014 Full Year Results	2015 Full Year Outlook
Automotive (Mils.)		
North America	$ 6,898	Higher*
- Operating Margin	8.4%	8 - 9%
South America	(1,162)	Substantially Improved*
Europe	(1,062)	Improved*
Middle East & Africa	(20)	Loss
Asia Pacific	589	Higher*
Net Interest Expense	(583)	Equal To Or Higher*
Ford Credit (Mils.)	$ 1,854	Equal To Or Higher*

* Compared with 2014

Expect Total Company Pre-Tax Profit, Excluding Special Items, To Be $8.5 Billion To $9.5 Billion

TOTAL COMPANY

*2015 CALENDARIZATION OF PRE-TAX RESULTS**



* Illustrative only, excludes special items

Atypical Profit Calendarization Expected In 2015

2015 PLANNING ASSUMPTIONS AND KEY METRICS

	2014 Full Year Results	2015 Full Year Plan
Planning Assumptions (Mils.)		
Industry Volume* -- U.S.	16.8	17.0 - 17.5
-- Europe 20	14.6	14.8 - 15.3
-- China	24.0	24.5 - 26.5
Key Metrics		
Automotive (Compared with 2014):		
- Revenue (Bils.)	$ 135.8	Higher
- Operating Margin**	3.9 %	Higher
- Operating-Related Cash Flow (Bils.)***	$ 3.6	Higher
Ford Credit (Compared with 2014):		
- Pre-Tax Profit (Bils.)	$ 1.9	Equal To Or Higher
Total Company:		
- Pre-Tax Profit (Bils.)***	$ 6.3	$8.5 - $9.5

* Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

** Automotive operating margin is defined as Automotive pre-tax results, excluding special items and Other Automotive, divided by Automotive revenue

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

Strong Growth And Financial Performance Expected For 2015; Total Company Pre-Tax Profit To Be $8.5 Billion To $9.5 Billion

THE PLAN

Go Further
ONE FORD
ONE TEAM • ONE PLAN • ONE GOAL

ONE TEAM

People working together as a lean, global enterprise for automotive leadership, as measured by:

Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction

ONE 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

ONE GOAL

An exciting viable Ford delivering profitable growth

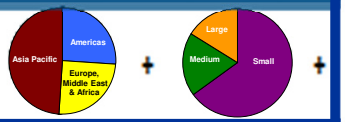
Expected Behaviors

Foster Functional and Technical Excellence
- Know and have a passion for our business and our customers
- Demonstrate and build functional and technical excellence
- Ensure process discipline
- Have a continuous improvement philosophy and practice

Own Working Together
- Believe in skilled and motivated people working together
- Include everyone; respect, listen to, help and appreciate others
- Build strong relationships; be a team player; develop ourselves and others
- Communicate clearly, concisely and candidly

Role Model Ford Values
- Show initiative, courage, integrity and good corporate citizenship
- Improve quality, safety and sustainability
- Have a can do, find a way attitude and emotional resilience
- Enjoy the journey and each other; have fun - never at others' expense

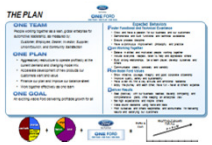
Deliver Results



+

+

ONE FORD LONG-TERM OBJECTIVES



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

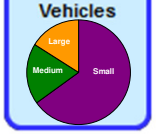
- Top 5 Sales / 10%+ Global Share
- More Balanced Regional & Segment Profits
- Operating Margins 8%+
- Top Quartile Total Shareholder Return (TSR)
- Highly Regarded By All Stakeholders

Delivering Profitable Growth

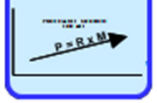
ONE FORD STRATEGIC FRAMEWORK

Strong Brands	Serving All Markets	Complete Family Of Best-In-Class Vehicles	Ford Smart Mobility	Profit = Revenue X Margin
• Further Strengthen Ford Brand Globally • Grow Lincoln Brand	• Nurture Developed Markets; Sharply Expand In Emerging Markets • Leverage Parts and Service And Ford Credit	• Expand In Small Vehicles And Luxury • Strengthen Position In Utility Vehicles And Trucks	• Enhance Consumer Experience • Lead In Connectivity • Innovate In Mobility • Evolve Autonomous Vehicles Technology • Leverage Analytics	• Deliver Scale Benefits • Optimize Footprint • Drive Cost Efficiencies • Improve Processes









Product Excellence | ONE FORD ONE TEAM • ONE PLAN • ONE GOAL | **Innovation**

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, 2013, as updated by our subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

APPENDIX

2014 FOURTH QUARTER AND FULL YEAR EARNINGS -- APPENDIX INDEX

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2014 CALCULATION OF EARNINGS PER SHARE

	Fourth Quarter		Full Year	
	Net Income Attributable to Ford	After-Tax Operating Results Excluding Special Items*	Net Income Attributable to Ford	After-Tax Operating Results Excluding Special Items*
After-Tax Results (Mils.)				
After-tax results*	$ 52	$ 1,048	$ 3,187	$ 4,633
Effect of dilutive 2016 Convertible Notes**	-	6	42	42
Diluted after-tax results	$ 52	$ 1,054	$ 3,229	$ 4,675
Basic and Diluted Shares (Mils.)				
Basic shares (Average shares outstanding)	3,901	3,901	3,912	3,912
Net dilutive options	41	41	46	46
Dilutive 2016 Convertible Notes	-	47	87	87
Diluted shares	3,942	3,989	4,045	4,045
EPS (Diluted)	$ 0.01	$ 0.26	$ 0.80	$ 1.16

* Excludes Income / (Loss) attributable to non-controlling interests; special items detailed on Appendix 3

** As applicable, includes interest expense, amortization of discount, amortization of fees, and other changes in income or loss that result from the application of the if-converted method for convertible securities

2014 INCOME FROM CONTINUING OPERATIONS

	Fourth Quarter		Full Year	
	2013 (Mils.)	2014 (Mils.)	2013 (Mils.)	2014 (Mils.)
Automotive				
North America	$ 1,800	$ 1,548	$ 8,809	$ 6,898
South America	(126)	(187)	(33)	(1,162)
Europe	(529)	(443)	(1,442)	(1,062)
Middle East & Africa	(104)	(82)	(69)	(20)
Asia Pacific	109	95	327	589
Other Automotive	(187)	(218)	(656)	(755)
Total Automotive (excl. special items)	$ 963	$ 713	$ 6,936	$ 4,488
Special items -- Automotive	(311)	(1,177)	(1,568)	(1,940)
Total Automotive	$ 652	$ (464)	$ 5,368	$ 2,548
Financial Services				
Ford Credit	$ 368	$ 423	$ 1,756	$ 1,854
Other Financial Services	(13)	(15)	(84)	(60)
Total Financial Services	$ 355	$ 408	$ 1,672	$ 1,794
Company				
Pre-tax results	$ 1,007	$ (56)	$ 7,040	$ 4,342
(Provision for) / Benefit from income taxes	2,049	105	135	(1,156)
Net income	$ 3,056	$ 49	$ 7,175	$ 3,186
Less: Income / (Loss) attributable to non-controlling interests	(10)	(3)	(7)	(1)
Net income attributable to Ford	$ 3,066	$ 52	$ 7,182	$ 3,187
Memo: Excluding special items				
Pre-tax results	$ 1,318	$ 1,121	$ 8,608	$ 6,282
(Provision for) / Benefit from income taxes	(31)	(76)	(2,022)	(1,650)
Less: Income / (Loss) attributable to non-controlling interests	(10)	(3)	(7)	(1)
After-tax results	$ 1,297	$ 1,048	$ 6,593	$ 4,633

APPENDIX 2

SPECIAL ITEMS

	Fourth Quarter		Full Year	
	2013	2014	2013	2014
	(Mils.)	(Mils.)	(Mils.)	(Mils.)
Personnel-Related Items				
Separation-related actions*	$ (156)	$ (251)	$ (856)	$ (685)
Other Items				
Venezuela accounting change	$ -	$ (800)	$ -	$ (800)
Ford Sollers equity impairment	-	-	-	(329)
2016 Convertible Notes settlement	-	(126)	-	(126)
U.S. pension lump sum program	(155)	-	(594)	-
FCTA -- subsidiary liquidation	-	-	(103)	-
Ford Romania consolidation loss	-	-	(15)	-
Total other items	$ (155)	$ (926)	$ (712)	$ (1,255)
Total special items	$ (311)	$ (1,177)	$ (1,568)	$ (1,940)
Tax special items	$ 2,080	$ 181	$ 2,157	$ 494
Memo:				
Special items impact on earnings per share**	$ 0.43	$ (0.25)	$ 0.14	$ (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

PRELIMINARY SECTOR INCOME STATEMENT DATA

	For the years ended December 31,		
	2012	2013	2014
	(Mils.)	(Mils.)	(Mils.)
AUTOMOTIVE			
Revenues	$126,567	$139,369	$135,782
Costs and Expenses			
Cost of sales	113,039	125,195	123,516
Selling, administrative, and other expenses	9,041	9,997	10,243
Total costs and expenses	122,080	135,192	133,759
Interest expense	713	829	797
Interest income and other income / (loss), net	1,599	974	76
Equity in net income of affiliated companies	555	1,046	1,246
Income before income taxes -- Automotive	5,928	5,368	2,548
FINANCIAL SERVICES			
Revenues	6,992	7,548	8,295
Costs and expenses			
Interest expense	3,115	2,860	2,699
Depreciation on vehicles subject to operating leases	1,795	2,411	3,098
Operating and other expenses	693	768	776
Provision for credit and insurance losses	77	208	305
Total costs and expenses	5,680	6,247	6,878
Other income / (loss), net	365	348	348
Equity in net income of affiliated companies	33	23	29
Income before income taxes -- Financial Services	1,710	1,672	1,794
COMPANY			
Income before income taxes	7,638	7,040	4,342
Provision for / (Benefit from) income taxes	2,026	(135)	1,156
Net income	5,612	7,175	3,186
Less: Income / (Loss) attributable to non-controlling interests	(1)	(7)	(1)
Net income attributable to Ford Motor Company	$ 5,613	$ 7,182	$ 3,187

*EMPLOYMENT DATA BY BUSINESS UNIT**

	2013 Dec. 31 (000)	2014 Dec. 31 (000)
North America	84	90
South America	18	16
Europe	50	47
Middle East & Africa	3	3
Asia Pacific	20	25
Total Automotive	175	181
Financial Services	6	6
Total Company	181	187

* Employment data includes the approximate number of individuals employed by consolidated entities

AUTOMOTIVE SECTOR
*PRODUCTION VOLUMES**

	2014				2015	
	Fourth Quarter		Full Year		First Quarter	
	Units (000)	O / (U) 2013 (000)	Units (000)	O / (U) 2013 (000)	Units (000)	O / (U) 2014 (000)
North America	698	(58)	2,969	(142)	715	(59)
South America	105	1	399	(75)	105	11
Europe	328	(5)	1,438	(5)	440	58
Middle East & Africa	19	2	76	14	22	5
Asia Pacific	376	14	1,439	175	385	39
Total	1,526	(46)	6,321	(33)	1,667	54

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

SELECTED MARKETS

*2014 FOURTH QUARTER DEALER STOCKS AND DEFINITION OF WHOLESALES**

	Fourth Quarter**				
	U.S.	Brazil	Europe 20	MEA	China
	(000)	(000)	(000)	(000)	(000)
2014					
December 31	611	31	180	74	132
September 30	599	34	182	79	115
Stock Change H / (L)	12	(3)	(2)	(5)	17
2013					
December 31	636	33	127	81	100
September 30	578	38	137	81	84
Stock Change H / (L)	58	(5)	(10)	-	16
Year-Over-Year Stock Change	(46)	2	8	(5)	1

* Wholesale unit volumes include all Ford and Lincoln badged units (whether produced by Ford or by an unconsolidated affiliate) that are sold to dealerships, units manufactured by Ford that are sold to other manufacturers, units distributed by Ford for other manufacturers, and local brand units produced by our China joint venture, JMC, that are sold to dealerships. Vehicles sold to daily rental car companies that are subject to a guaranteed repurchase option (i.e., rental repurchase), as well as other sales of finished vehicles for which the recognition of revenue is deferred (e.g., consignments), also are included in wholesale unit volumes. Revenue from certain vehicles in wholesale unit volumes (specifically, Ford badged vehicles produced and distributed by our unconsolidated affiliates, as well as JMC brand vehicles) are not included in our revenue

** Based, in part, on estimated vehicle registrations

AUTOMOTIVE SECTOR
MARKET SHARE*

	2013	2014				2014 B / (W) 2013		Memo: Full Year	
	4Q	1Q	2Q	3Q	4Q	3Q	4Q	2013	2014
	(Pct.)	(Pct.)	(Pct.)	(Pct.)	(Pct.)	(Pts.)	(Pts.)	(Pct.)	(Pct.)
Total Share of Total Industry									
North America									
Total	14.6	14.6	14.8	13.8	13.6	(0.8)	(1.0)	15.2	14.2
U.S.	15.4	15.3	15.3	14.1	14.3	(0.8)	(1.1)	15.7	14.7
South America									
Total	8.5	8.6	8.9	8.8	9.4	(0.4)	0.9	8.9	8.9
Brazil	9.4	9.2	9.1	9.1	10.1	(0.9)	0.7	9.4	9.4
Europe									
Total	7.1	7.2	7.1	7.7	7.1	0.4	-	7.3	7.2
Europe 20	7.4	8.0	7.9	8.4	7.6	0.4	0.2	7.8	8.0
Middle East & Africa									
Total	5.1	4.5	4.5	4.8	4.9	(0.2)	(0.2)	5.0	4.7
Asia Pacific**									
Total	3.6	3.4	3.7	3.6	3.5	0.2	(0.1)	3.3	3.5
China	4.4	4.5	4.6	4.7	4.3	0.4	(0.1)	4.1	4.5
Global	7.1	6.9	7.5	7.3	6.9	(0.1)	(0.2)	7.3	7.2
Retail Share of Retail Industry									
U.S.***	13.7	13.5	12.8	12.8	12.8	(0.4)	(0.9)	13.6	13.0
Europe****	7.6	8.2	8.3	8.8	7.4	0.5	(0.2)	8.2	8.2

* Based, in part, on estimated vehicle registrations; includes medium and heavy trucks
** Asia Pacific market share includes Ford brand and JMC brand vehicles produced in China by unconsolidated affliates
*** Present quarter is estimated, prior quarters are based on latest Polk data
**** Europe passenger car retail share of retail industry reflects the five major markets (U.K., Germany, France, Italy, and Spain); present quarter is estimated, prior quarters are based on latest Data Force data

AUTOMOTIVE SECTOR
AUTOMOTIVE DEBT

	2013	2014	
	Dec. 31	Sep. 30	Dec. 31
	(Bils.)	(Bils.)	(Bils.)
Public unsecured debt	$ 6.7	$ 6.7	$ 6.6
Convertible notes	0.8	0.8	-
U.S. Department of Energy	5.0	4.6	4.4
Other debt (including International)	3.2	2.8	2.8
Total Automotive debt	$ 15.7	$ 14.9	$ 13.8
Memo:			
Automotive debt payable within one year	$ 1.3	$ 2.7	$ 2.5

AUTOMOTIVE SECTOR
NET INTEREST RECONCILIATION TO GAAP

	Fourth Quarter		Full Year	
	2013 (Mils.)	2014 (Mils.)	2013 (Mils.)	2014 (Mils.)
Interest expense (GAAP)	$ (212)	$ (178)	$ (829)	$ (797)
Investment-related interest income (GAAP)	38	48	163	193
Interest income / (expense) on income taxes (GAAP)	-	75	-	108
Subtotal	$ (174)	$ (55)	$ (666)	$ (496)
Adjusted for items included / excluded from net interest				
Include: Gains / (Losses) on cash equiv. and marketable securities*	-	(9)	(7)	9
Include: Gains / (Losses) on extinguishment of debt	-	-	(18)	(5)
Other	(30)	(19)	(110)	(91)
Net Interest	$ (204)	$ (83)	$ (801)	$ (583)

* Excludes mark-to-market adjustments of our investment in Mazda

AUTOMOTIVE SECTOR

GROSS CASH RECONCILIATION TO GAAP

	2013	2014	
	Dec. 31	Sep. 30	Dec. 31
	(Bils.)	(Bils.)	(Bils.)
Cash and cash equivalents	$ 5.0	$ 6.0	$ 4.6
Marketable securities	20.1	16.9	17.1
Total cash and marketable securities (GAAP)	$ 25.1	$ 22.9	$ 21.7
Securities in transit*	(0.3)	(0.1)	-
Gross cash	$ 24.8	$ 22.8	$ 21.7

* 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

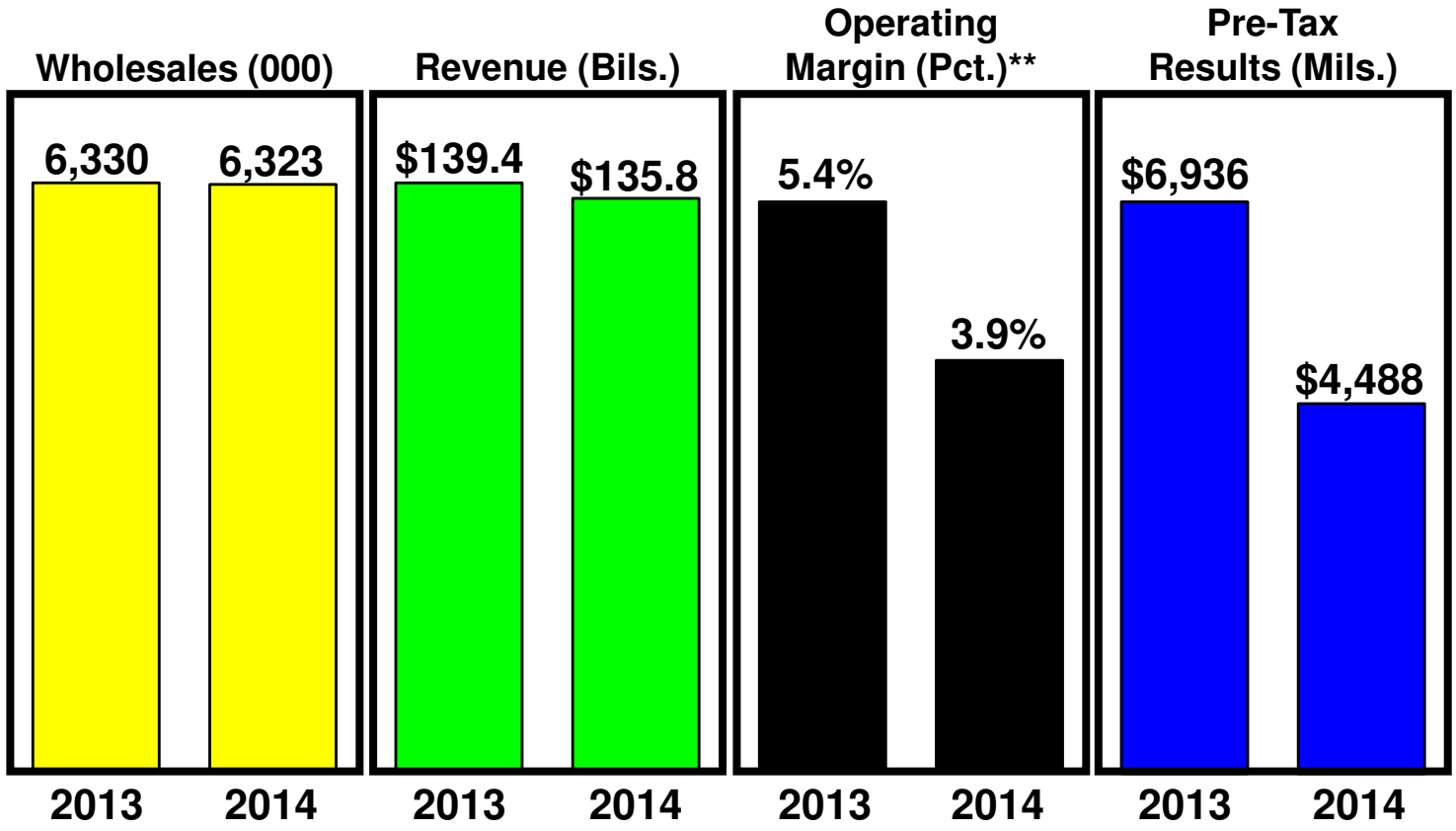
AUTOMOTIVE SECTOR

OPERATING-RELATED CASH FLOWS RECONCILIATION TO GAAP

	Fourth Quarter		Full Year	
	2013	2014	2013	2014
	(Bils.)	(Bils.)	(Bils.)	(Bils.)
Net cash provided by / (used in) operating activities (GAAP)	$ 1.3	$ 2.1	$ 7.7	$ 8.8
Items included in operating-related cash flows				
Capital spending	(2.0)	(2.2)	(6.6)	(7.4)
Proceeds from the exercise of stock options	-	-	0.3	0.2
Net cash flows from non-designated derivatives	-	0.1	(0.3)	0.2
Items not included in operating-related cash flows				
Separation payments	0.1	0.1	0.3	0.2
Funded pension contributions	1.1	0.4	5.0	1.5
Tax refunds and tax payments from affiliates	-	-	(0.3)	(0.2)
Other	-	-	-	0.3
Operating-related cash flows	$ 0.5	$ 0.5	$ 6.1	$ 3.6

AUTOMOTIVE SECTOR

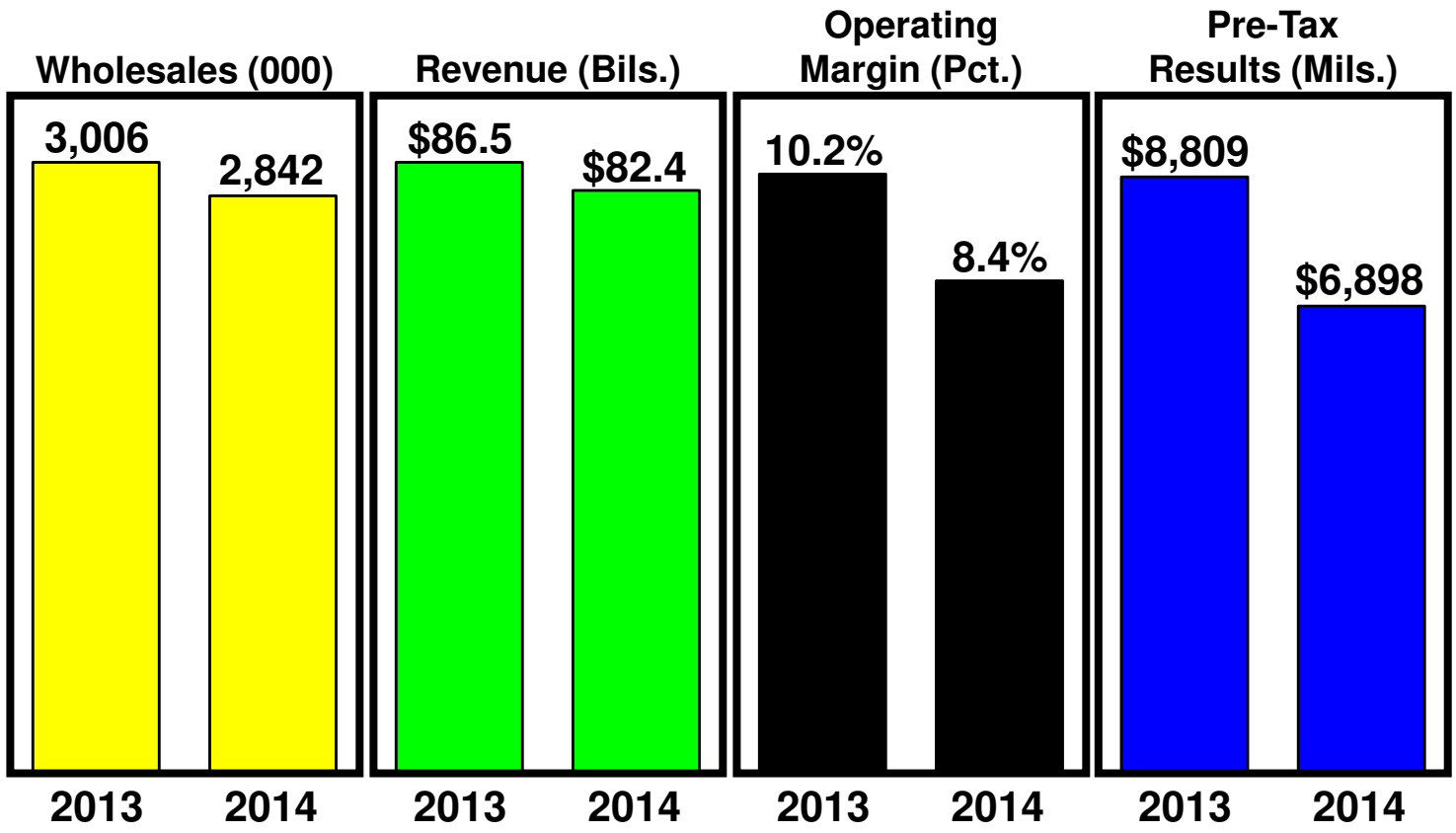
*2014 FULL YEAR KEY METRICS COMPARED WITH 2013**



Memo:		
Global Industry SAAR (Mils.)***	85.0	87.9
Global Market Share***	7.3%	7.2%

* Excludes special items; see Appendix for detail, reconciliation to GAAP, and definition of wholesales
** Automotive operating margin defined as Automotive pre-tax results, excluding special items and Other Automotive, divided by Automotive revenue
*** Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

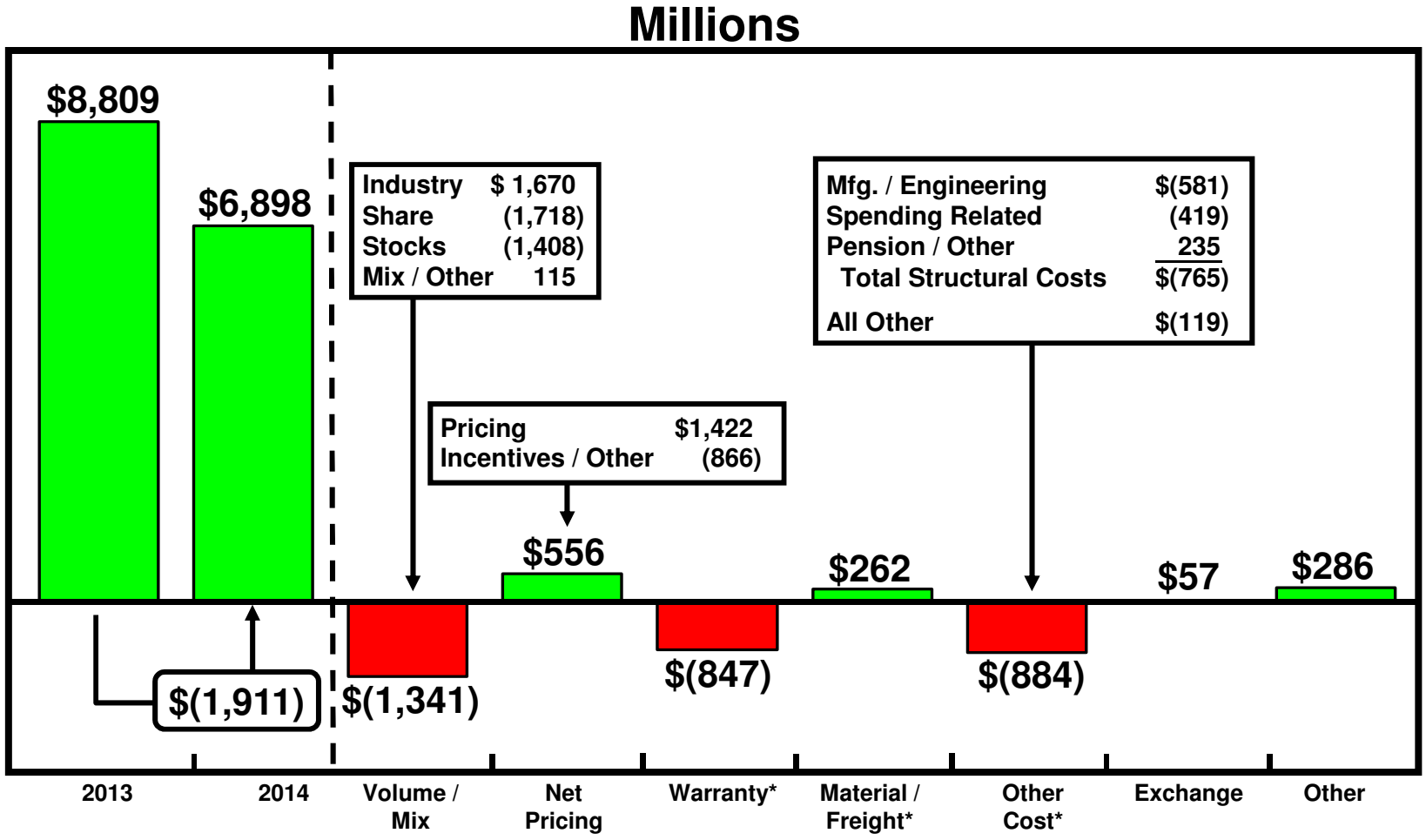
AUTOMOTIVE SECTOR -- NORTH AMERICA
2014 FULL YEAR KEY METRICS COMPARED WITH 2013



Memo:		
N.A. Industry SAAR (Mils.)*	19.1	20.2
N.A. Market Share*	15.2%	14.2%
U.S. Industry SAAR (Mils.)*	15.9	16.8
U.S. Market Share*	15.7%	14.7%

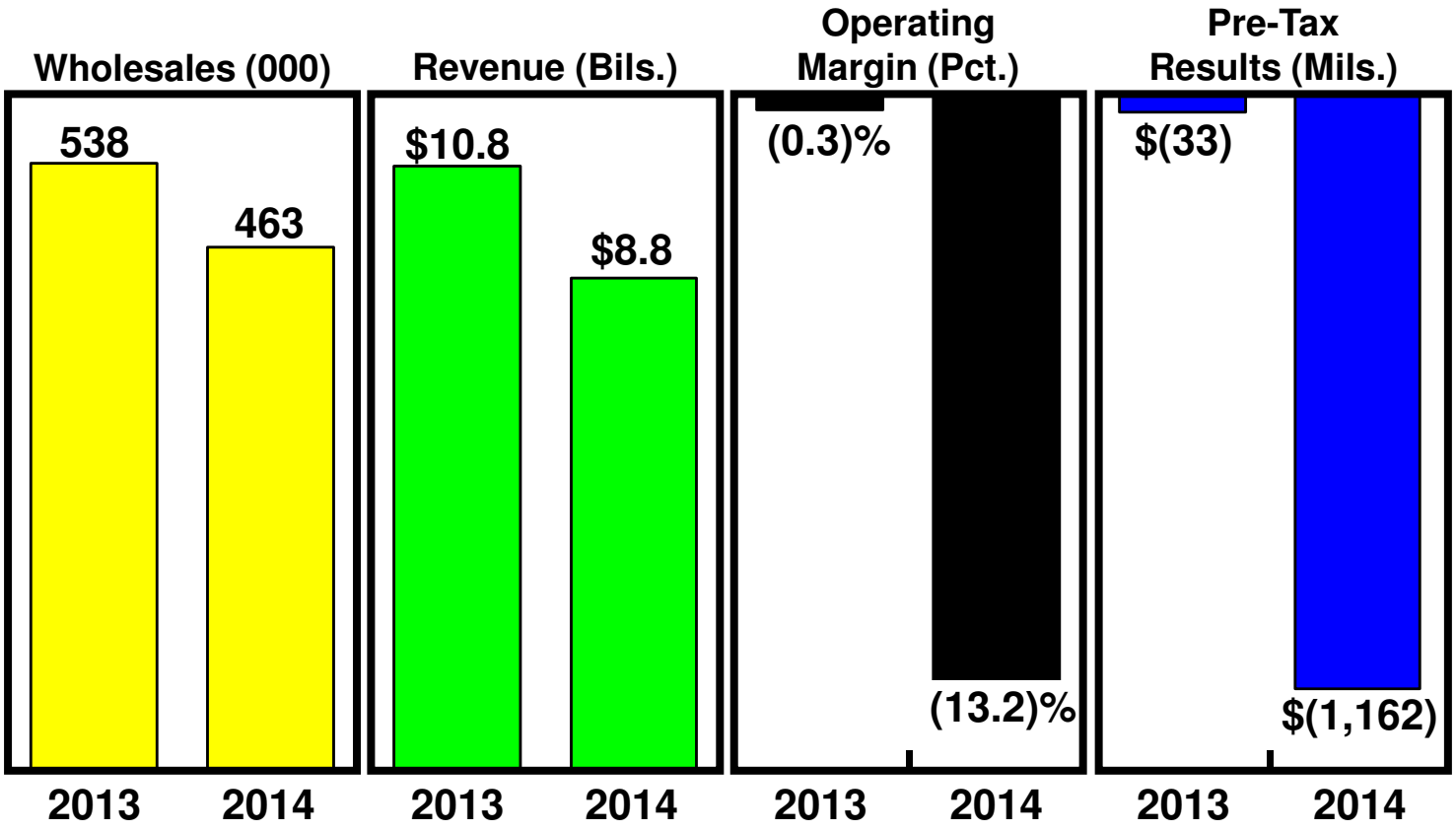
* Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

AUTOMOTIVE SECTOR -- NORTH AMERICA
2014 FULL YEAR PRE-TAX RESULTS
COMPARED WITH 2013



* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

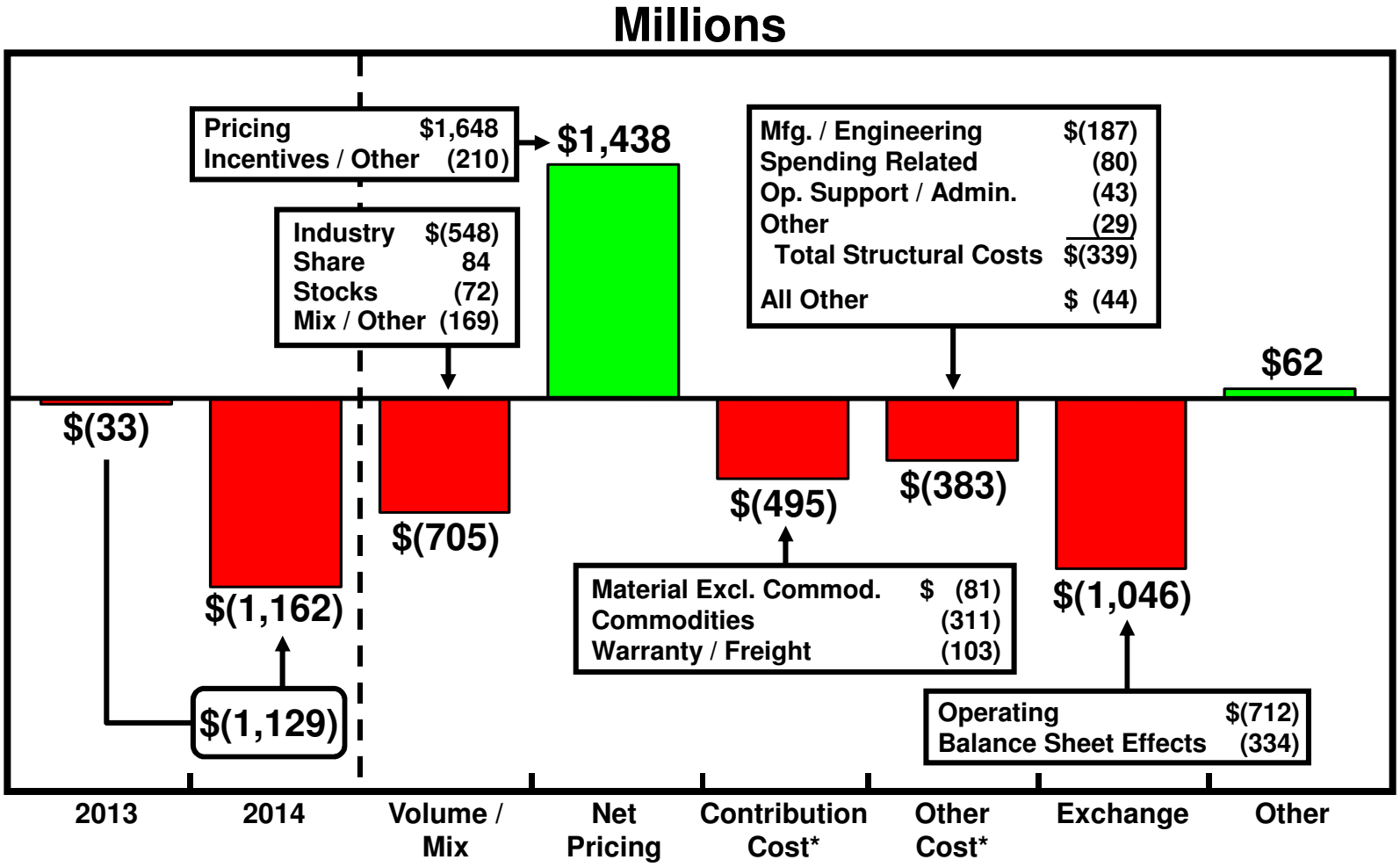
AUTOMOTIVE SECTOR -- SOUTH AMERICA
2014 FULL YEAR KEY METRICS COMPARED WITH 2013



Memo:		
S.A. Industry SAAR (Mils.)*	5.9	5.3
S.A. Market Share*	8.9%	8.9%
Brazil Industry SAAR (Mils.)*	3.8	3.5
Brazil Market Share*	9.4%	9.4%

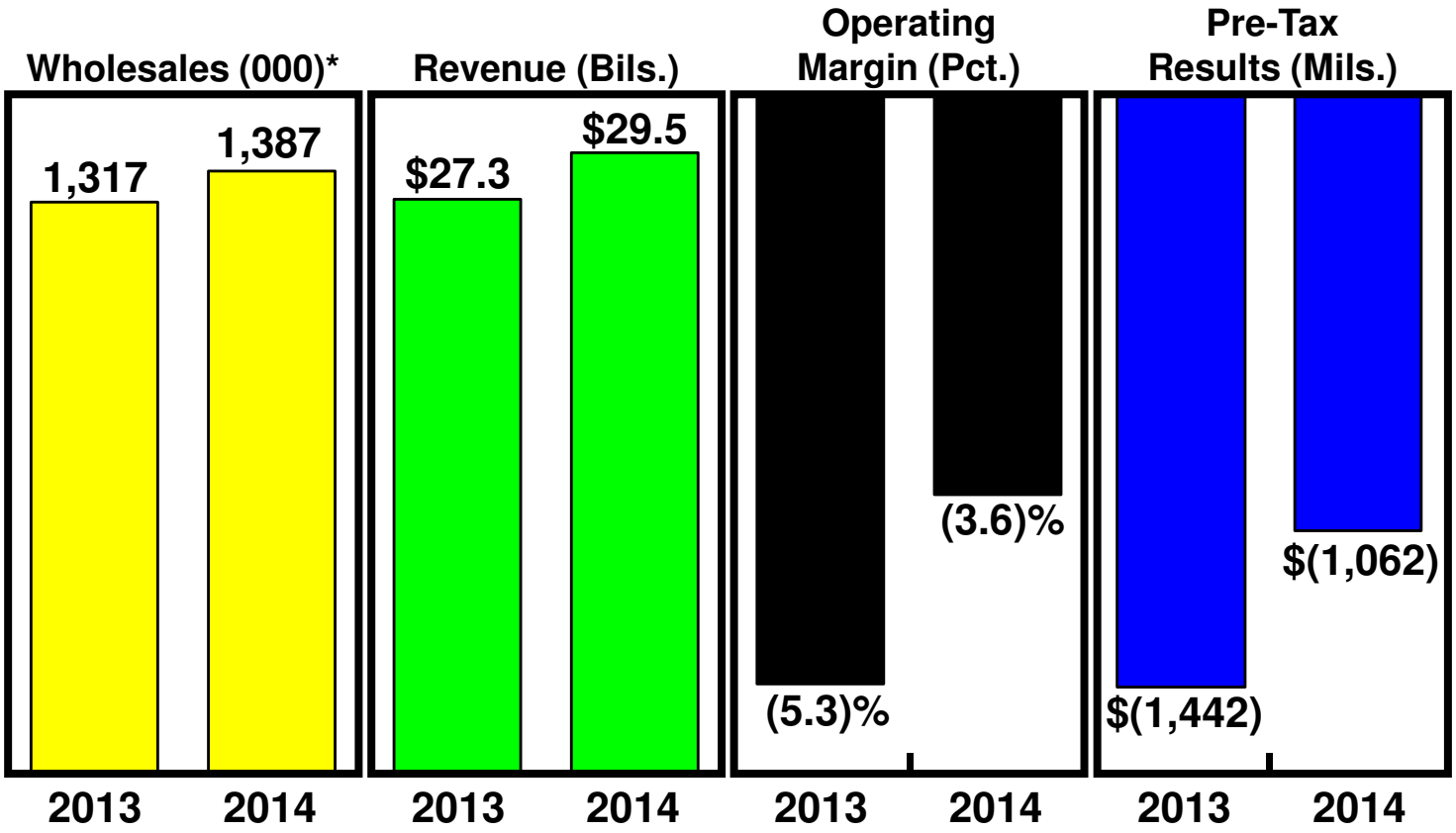
* Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

AUTOMOTIVE SECTOR -- SOUTH AMERICA
2014 FULL YEAR PRE-TAX RESULTS
COMPARED WITH 2013



* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

AUTOMOTIVE SECTOR -- EUROPE
2014 FULL YEAR KEY METRICS COMPARED WITH 2013

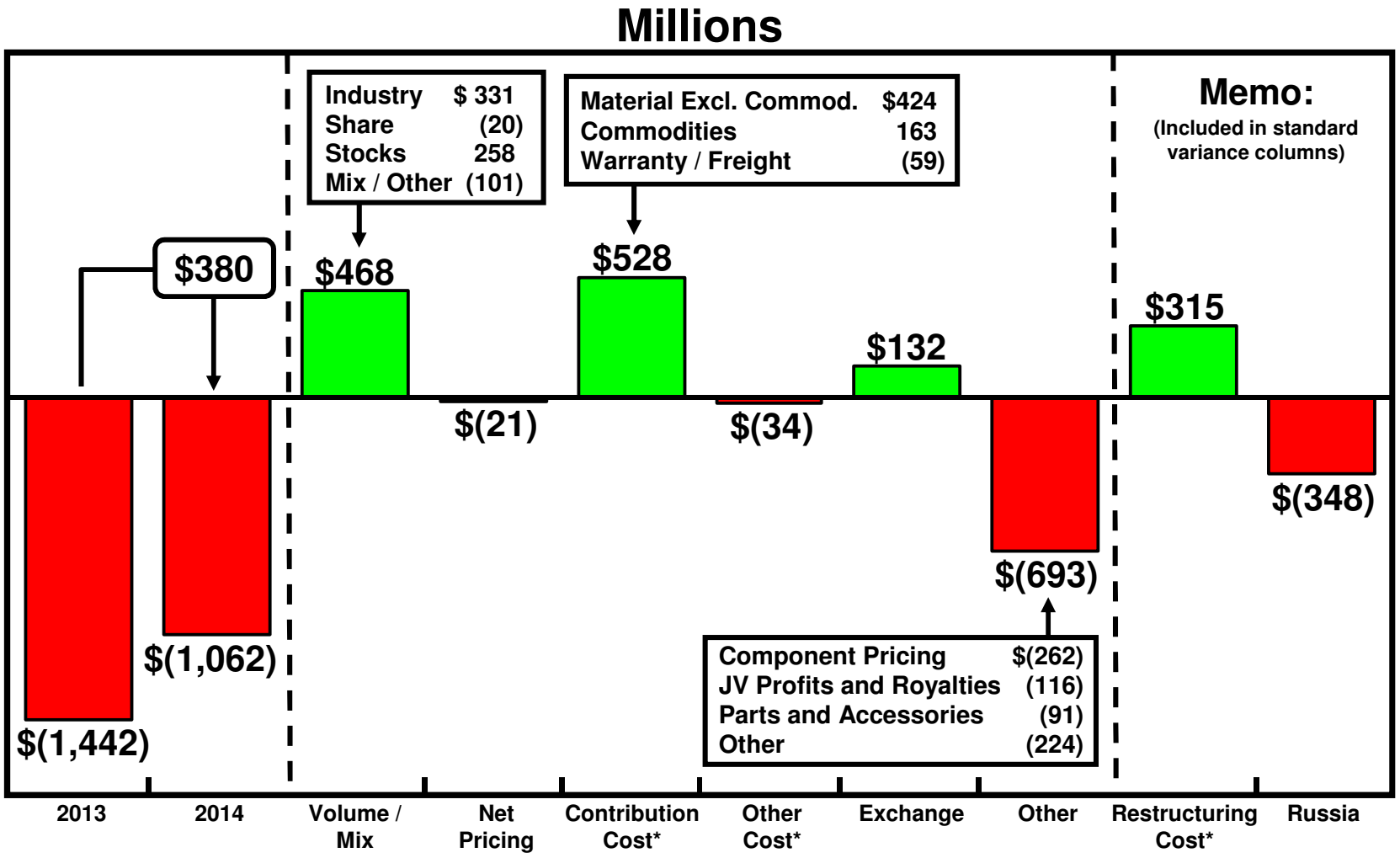


Memo:		
Europe Industry SAAR (Mils.)**	18.3	18.6
Europe Market Share**	7.3%	7.2%
Europe 20 Industry SAAR (Mils.)**	13.8	14.6
Europe 20 Market Share**	7.8%	8.0%

* Includes Ford brand vehicles produced and sold by our unconsolidated affiliates in Turkey (totaling about 55,000 and 57,000 units in 2013 and 2014, respectively) and in Russia (totaling about 103,000 and 57,000 units in 2013 and 2014, respectively); revenue does not include these sales

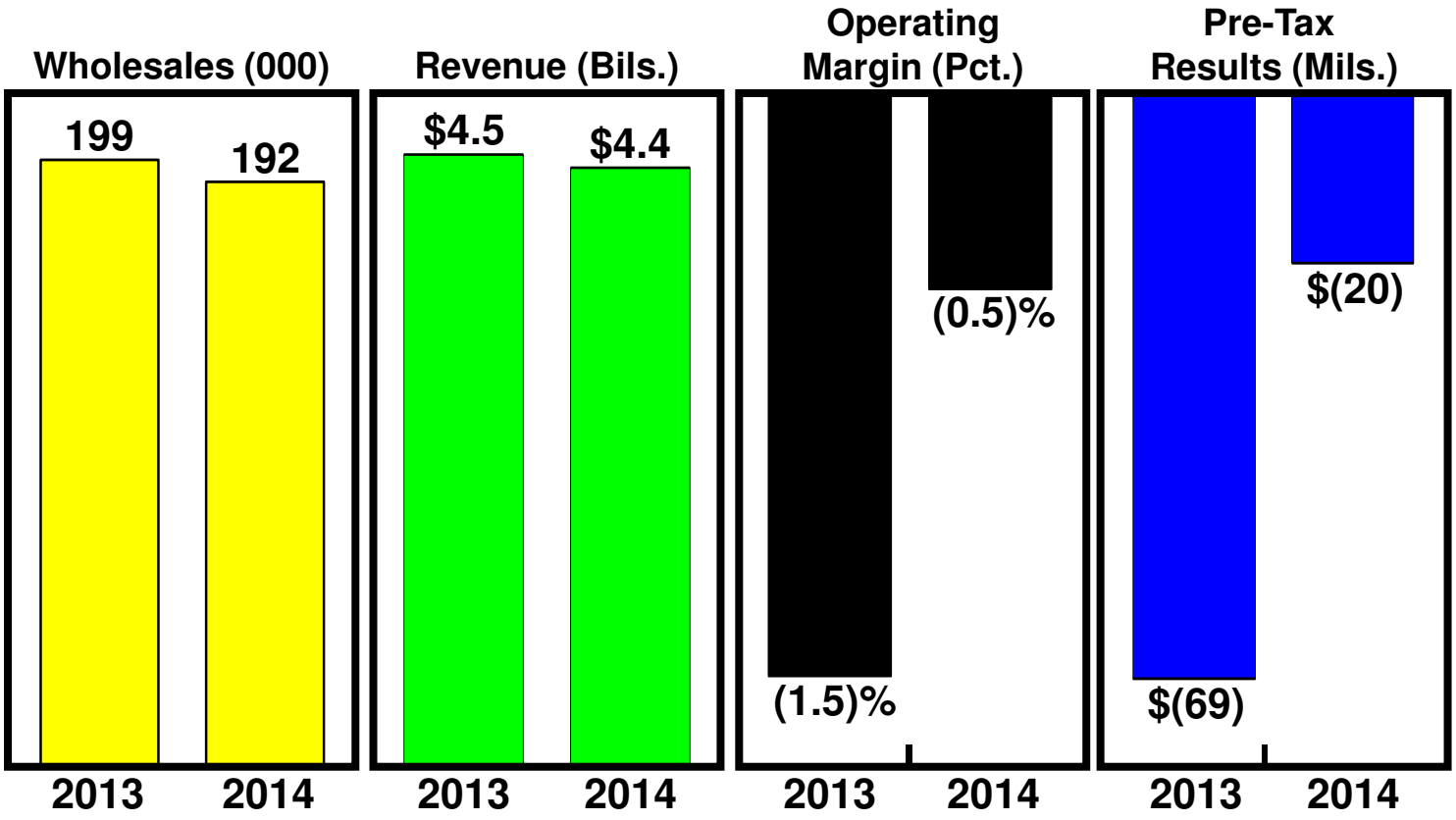
** Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

AUTOMOTIVE SECTOR -- EUROPE
2014 FULL YEAR PRE-TAX RESULTS COMPARED WITH 2013



* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

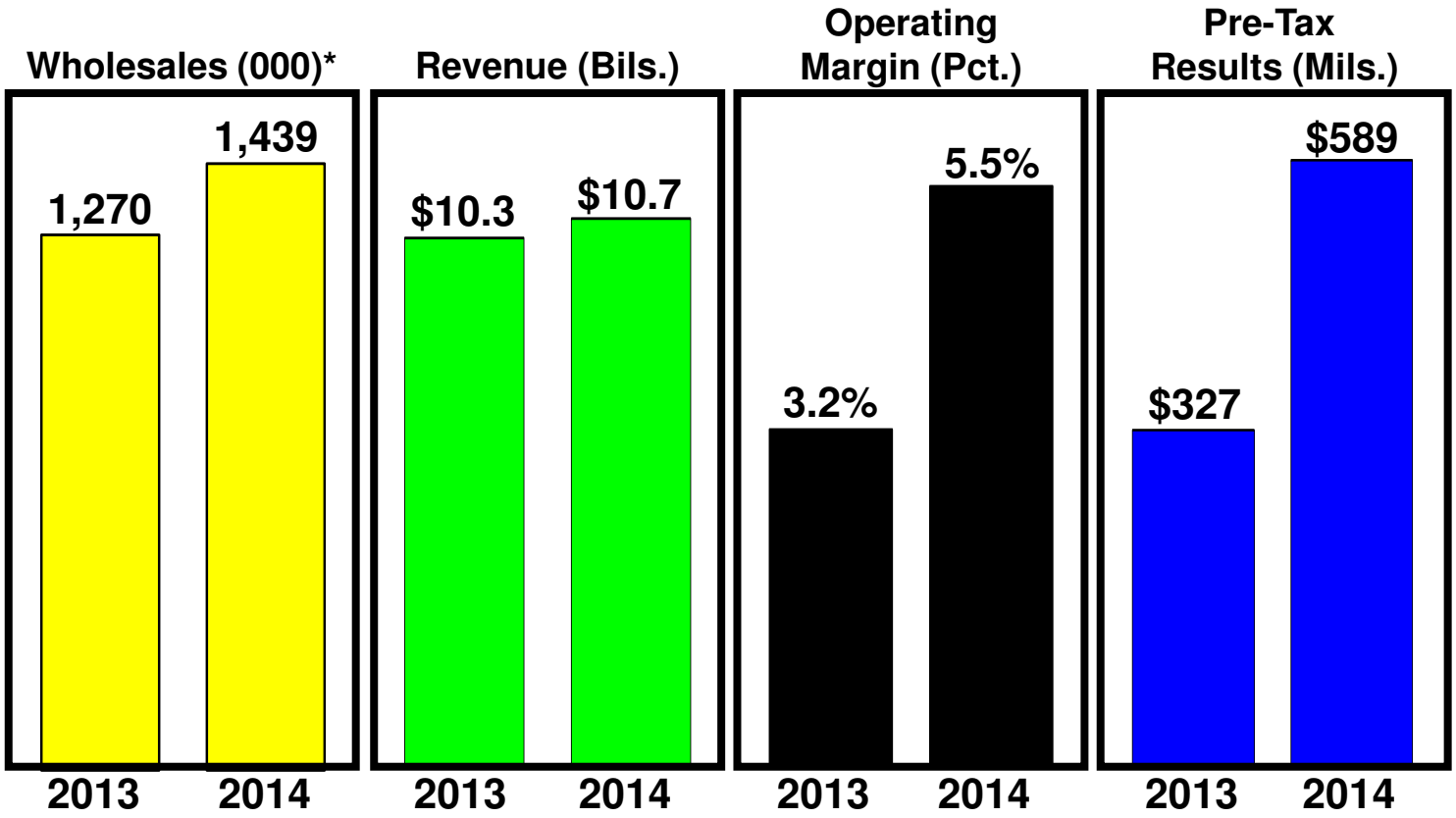
AUTOMOTIVE SECTOR -- MIDDLE EAST & AFRICA
2014 FULL YEAR KEY METRICS COMPARED WITH 2013



Memo:		
MEA Industry SAAR (Mils.)*	3.9	4.2
MEA Market Share*	5.0%	4.7%

* Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

AUTOMOTIVE SECTOR -- ASIA PACIFIC
2014 FULL YEAR KEY METRICS COMPARED WITH 2013



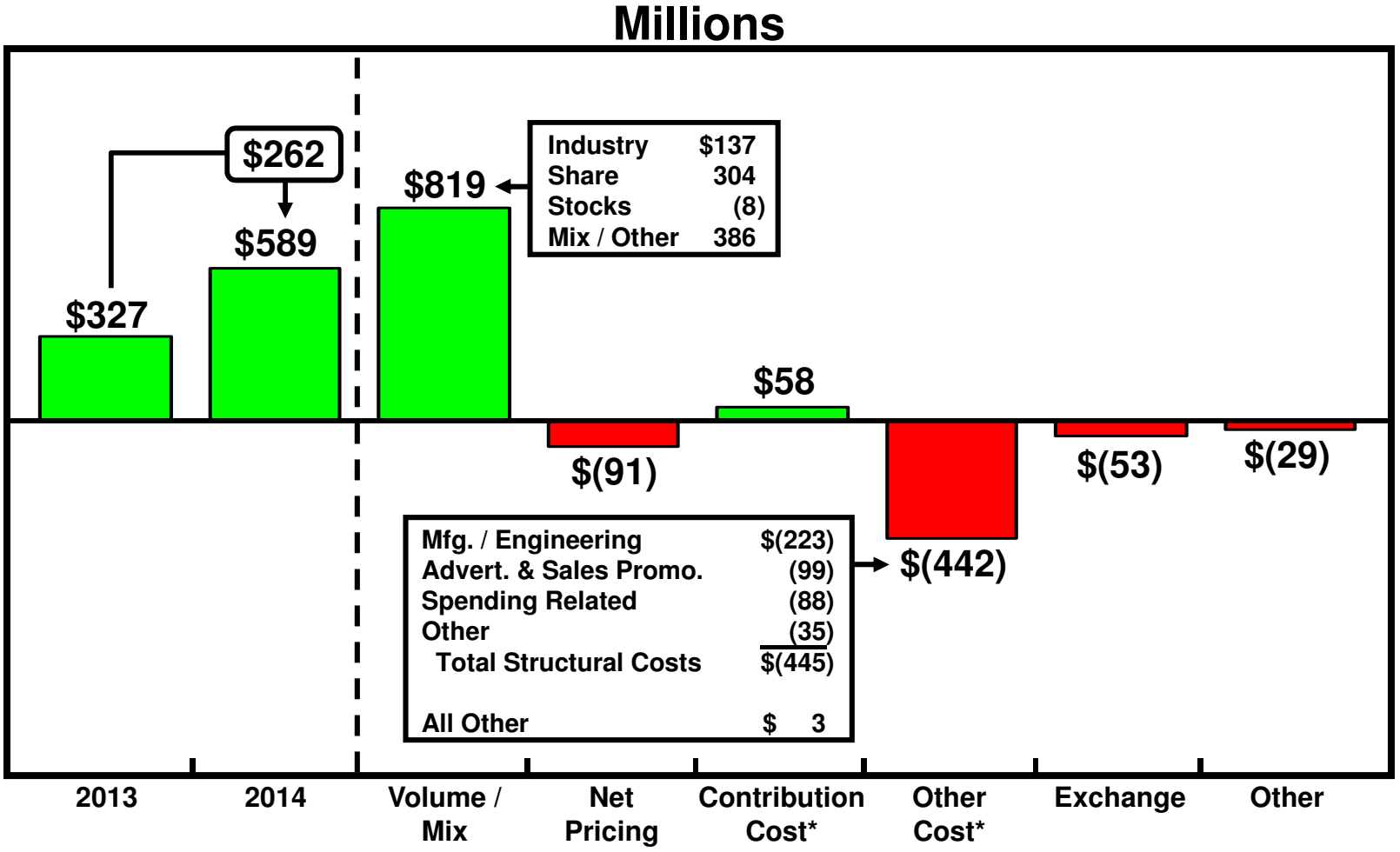
Memo:		
China Unconsolidated Affiliates**		**$1,280**
AP Industry SAAR (Mils.)***	**37.8**	**39.6**
AP Market Share***	**3.3%**	**3.5%**
China Industry SAAR (Mils.)***	**22.2**	**24.0**
China Market Share***	**4.1%**	**4.5%**

* Includes Ford brand and Jiangling Motors Corporation (JMC) brand vehicles produced and sold in China by our unconsolidated affiliates (totaling about 909,000 and 1,077,000 units in 2013 and 2014, respectively); revenue does not include these sales

** Reflects Ford equity share of China joint ventures net income. See Appendix for detail

*** Based, in part, on estimated vehicle registrations; includes medium and heavy trucks

AUTOMOTIVE SECTOR -- ASIA PACIFIC
2014 FULL YEAR PRE-TAX RESULTS
COMPARED WITH 2013



* Cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations. In addition, costs that vary directly with volume, such as material, freight, and warranty costs, are measured at present-year volume and mix

AUTOMOTIVE SECTOR -- ASIA PACIFIC

2014 CHINA UNCONSOLIDATED AFFILIATES

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Full Year
China Unconsolidated Affiliates					
Wholesales (000)	262	269	255	291	1,077
Ford Equity Income (Mils.)*	$ 353	$ 306	$ 298	$ 323	$ 1,280

* Ford equity share of China joint ventures net income