Go Further

2015
UAW-FORD COLLECTIVE BARGAINING AGREEMENT

NOVEMBER 30, 2015

ONE FORD

Go Further

THE PLAN

ONE FORD

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

ONE FORD LONG-TERM OBJECTIVES

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

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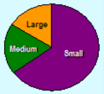
Strong Brands

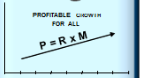
Serving All Markets

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 UAW-Ford Collective Bargaining Agreement Supports Our One Ford Plan

HIGHLIGHTS

- Provides good foundation to create an even stronger business in the years ahead
- Secures $9 billion of U.S. plant investment and creates/retains 8,500 U.S. hourly jobs
- Provides workforce with base pay increases, bonuses and other benefits
- Standardizes labor cost structure with GM and FCA
- Substantially closes Ford U.S. labor cost gap to GM/FCA by the end of the agreement
- Limits U.S. labor cost increases to less than 1.5% a year, including ratification bonus
- Confirms U.S. sourcing commitments through the contract period
- Results in a $600 million expense in 2015, primarily associated with bonuses
- Consistent with our Company 2015 full year financial guidance

Good Foundation To Create An Even Stronger Business In Years Ahead

WAGES AND BENEFITS

- Bonuses
  - $8,500 ratification bonus for regular employees, $2,000 for temporary employees
  - Pulls ahead $1,500 profit sharing payment from 2016 into December
  - Maintains other annual bonuses totaling $1,750
- Legacy employees – two 3% general wage increases and two 4% lump sum payments
- Entry level transition to In-Progression employees
  - Eliminates cap on allowable percentage of workforce
  - Establishes sustainable 8-year wage grow-in model
  - Moves In-Progression employees to Legacy health care plan
- Defined benefit plan unchanged; increases defined contribution from 4% to 6.4%
- $250 annual payments to retirees
- Restores Easter Monday holiday

UAW Members To Share In Ford's Success

OPERATIONAL PRODUCTIVITY AND FLEXIBILITY

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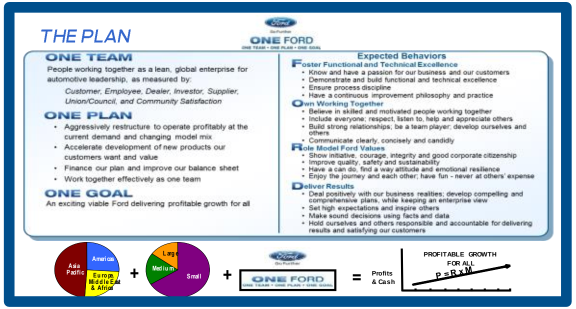
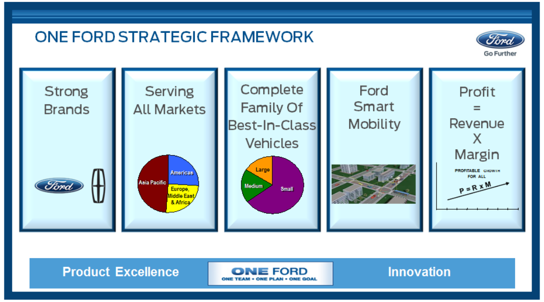
- Significantly enhances ability to use lower-cost temporary employees to cover specific types of full-time employee absences or product launches
- Production capacity
  - Maintains flexibility to optimize alternative work schedules
  - Achieves additional daily and weekend mandatory overtime
  - Enables flexibility to leverage Ford's global manufacturing footprint to improve cost competitiveness
- Job and income security
  - Maintains current Supplemental Unemployment Benefit agreement, allowing Ford to remain competitive in the event of a downturn
  - $9 billion investment over the contract period in U.S.
  - Creates or secures 8,500 hourly jobs

Manufacturing Productivity And Flexibility To Improve Costs And Increase Production

SUMMARY

- Provides good foundation to create an even stronger business in the years ahead
- Standardizes labor cost structure with GM and FCA
- Substantially closes our labor cost gap with GM and FCA by the end of the agreement
- Maintains our ability to support U.S. jobs and investment
- Consistent with our Company 2015 full-year financial guidance





2015 UAW-Ford Collective Bargaining Agreement Supports Our One Ford Plan

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.