



Profitable Growth For All

A Promise Delivered

When we first created the One Ford plan to accelerate our restructuring five years ago, we determined that our success as a company would be measured by delivering profitable growth for all our stakeholders. The promise of Profitable Growth For All continues to guide our actions as a company. Today, we are delivering on that promise.

For example, our customers have never been more satisfied with our products — with significant third parties rating us the highest we've ever been measured in terms of customer satisfaction and quality. Our industry-leading quality is driving more traffic to our dealerships, and Ford is improving the transaction process. As a result, our dealers are reenergized about the business and their dealerships. In addition, our stockholders have seen returns on their investment in recent years, including a 68 percent gain in 2010.

With our suppliers, we've demonstrated consistent improvements as confirmed through global external supplier surveys and recognition. For example, we ranked the highest of any U.S. automaker in last year's Planning Perspectives Supplier Working Relations Study, and we were the most improved company in the most recent Automotive News Innovation survey, which measures how suppliers view an automaker's openness to new ideas and willingness to share financial rewards.

Most important, the people who work for Ford are also benefiting from our improved business results. In 2011, we paid our full-time hourly UAW employees the highest average profit sharing of the last decade, and we reinstated bonuses for U.S. salaried employees for the first time since 2007. The UAW's VEBA health-care trust also reaped significant rewards, raising \$1.8 billion by auctioning off its entire holding of Ford stock warrants in 2010. Further, Ford made the full pre-payment of VEBA Trust debt obligations in 2010, which means our hourly retiree health care Trust is fully funded ahead of schedule.

Ford continues to provide good jobs for individuals, and along with that, meaningful growth and enduring prosperity for the broader community.