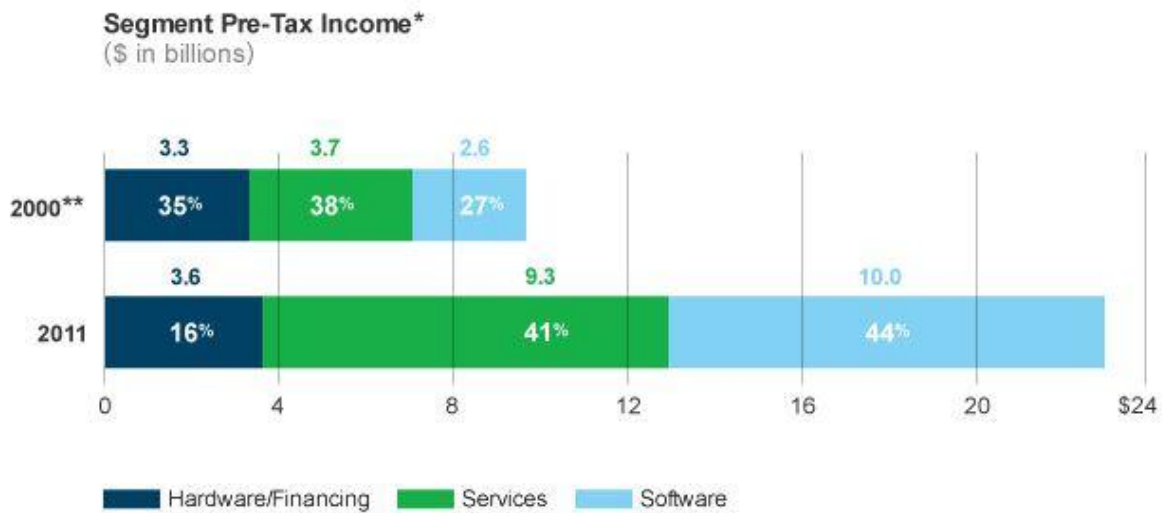
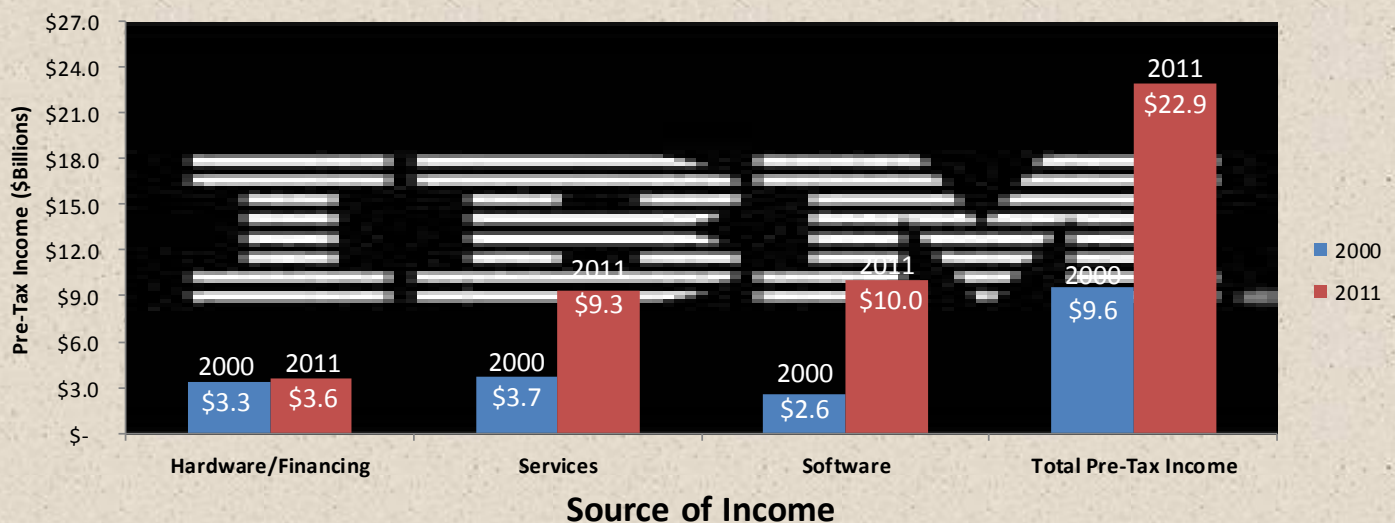


Sample Annual Report Links

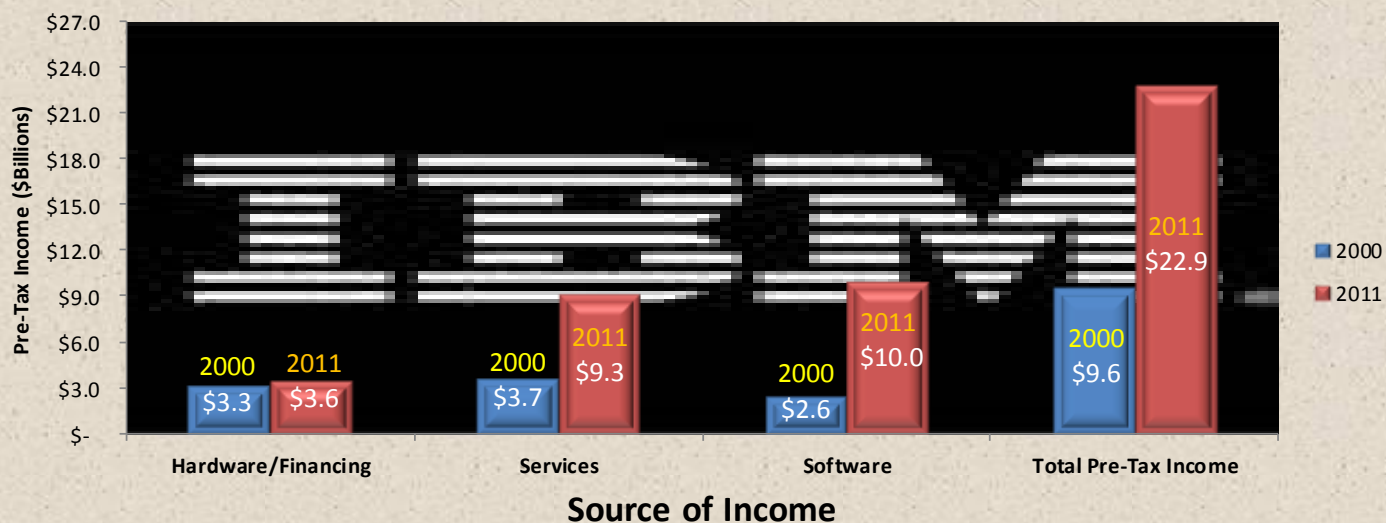
IBM = <http://www.ibm.com/annualreport/2011/>



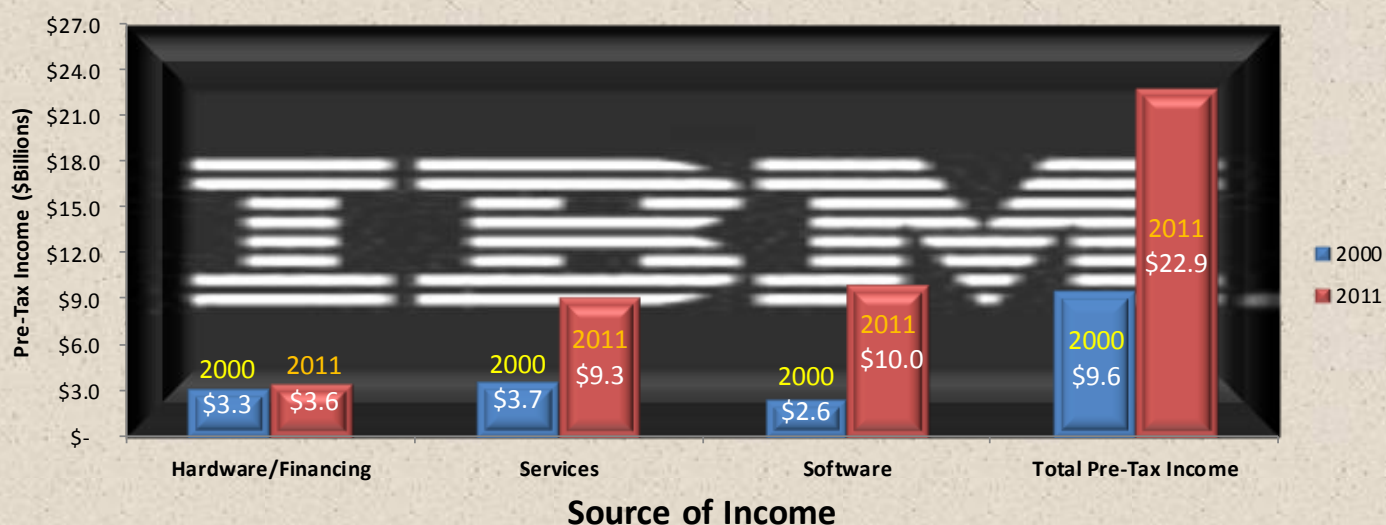
IBM: Our Source of Profits Is Changing



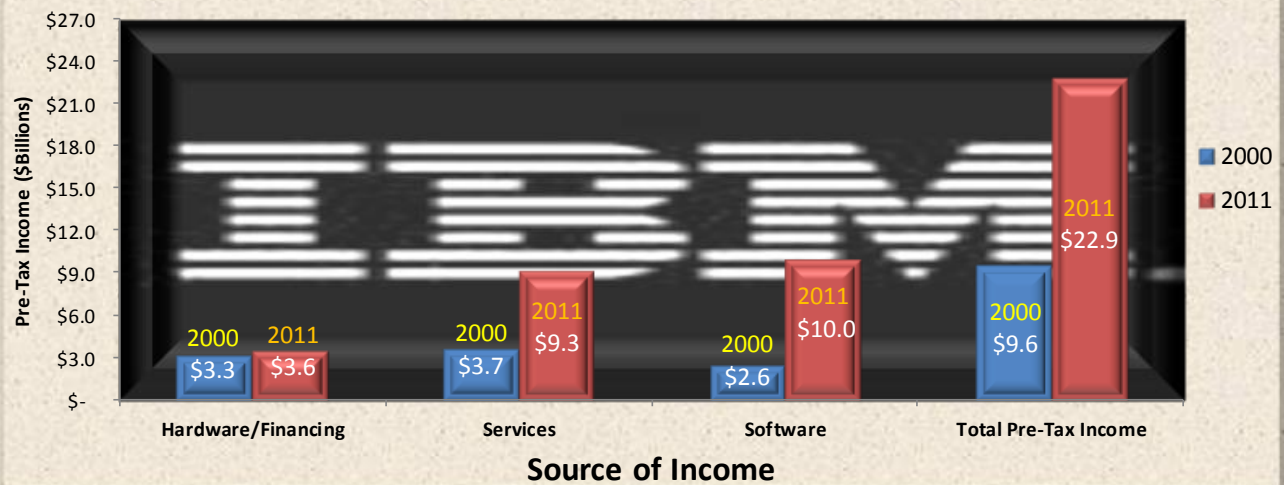
IBM: Our Source of Profits Is Changing



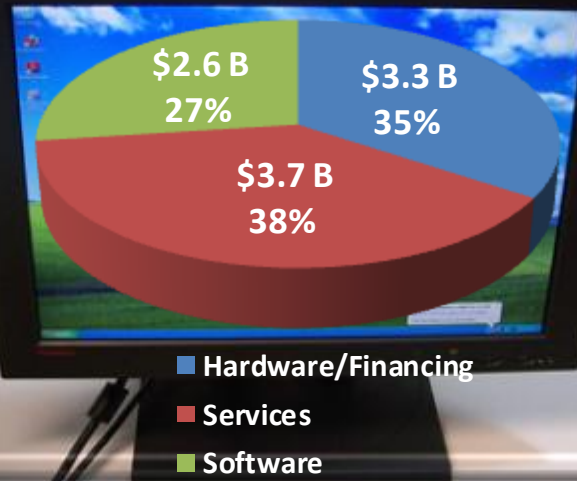
IBM: Our Source of Profits Is Changing



IBM: Our Source of Profits Is Changing



2000 IBM Pre-Tax Income (\$Billions)



Growth Markets Share of Geographic Revenue



22%

2011

21%

2010

19%

2009

18%

2008

17%

2007

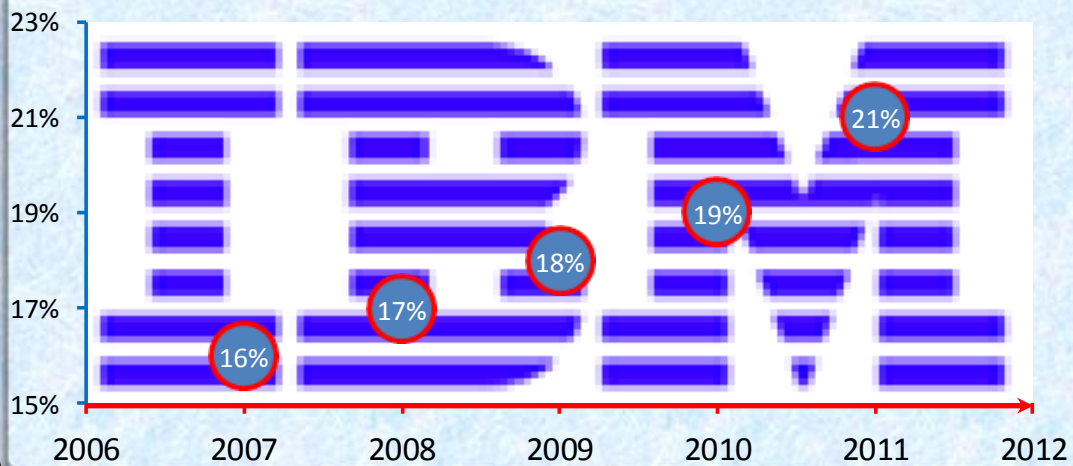
16%

2006

11%*

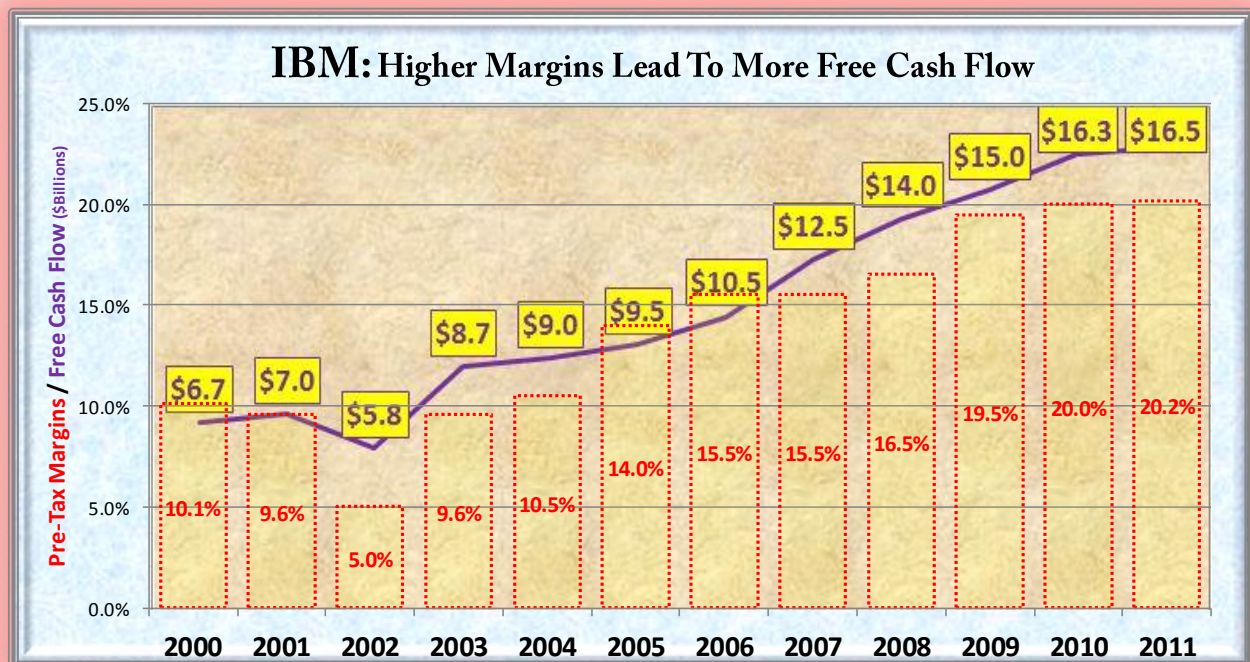
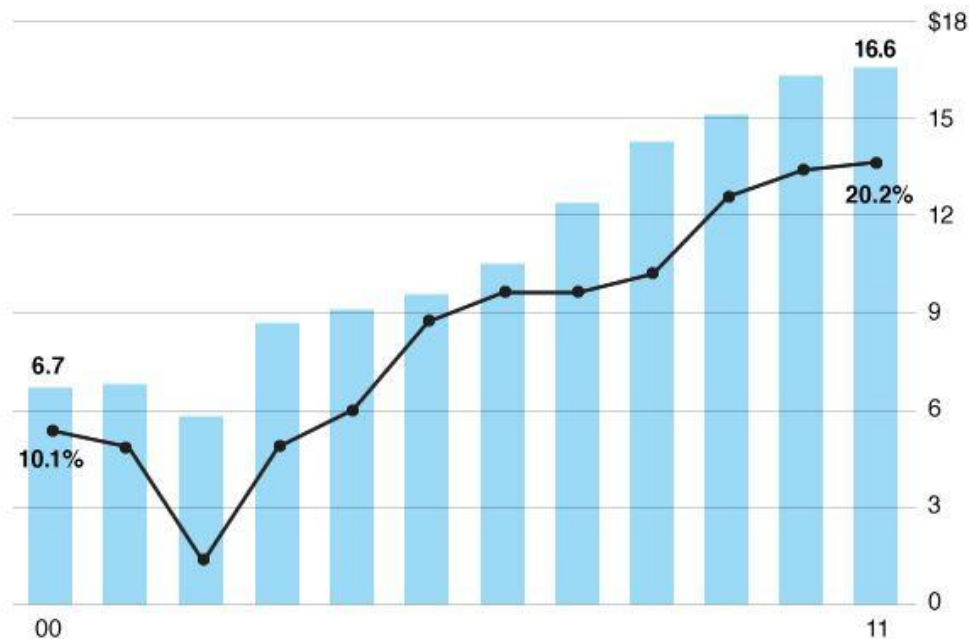
2000

IBM Growth Markets Share of Revenue



Our strong business model performance has resulted in consistently strong free cash flow generation. In 2011 our free cash flow was \$16.6 billion—an increase of nearly \$10 billion since 2000.

Operating Pre-tax Income Margin and Free Cash Flow
(\$ in billions)



AVOID: Transcription Errors (Note that 16.6 miscopied as 16.5)

Key Drivers for 2015 EPS Road Map

Revenue Growth

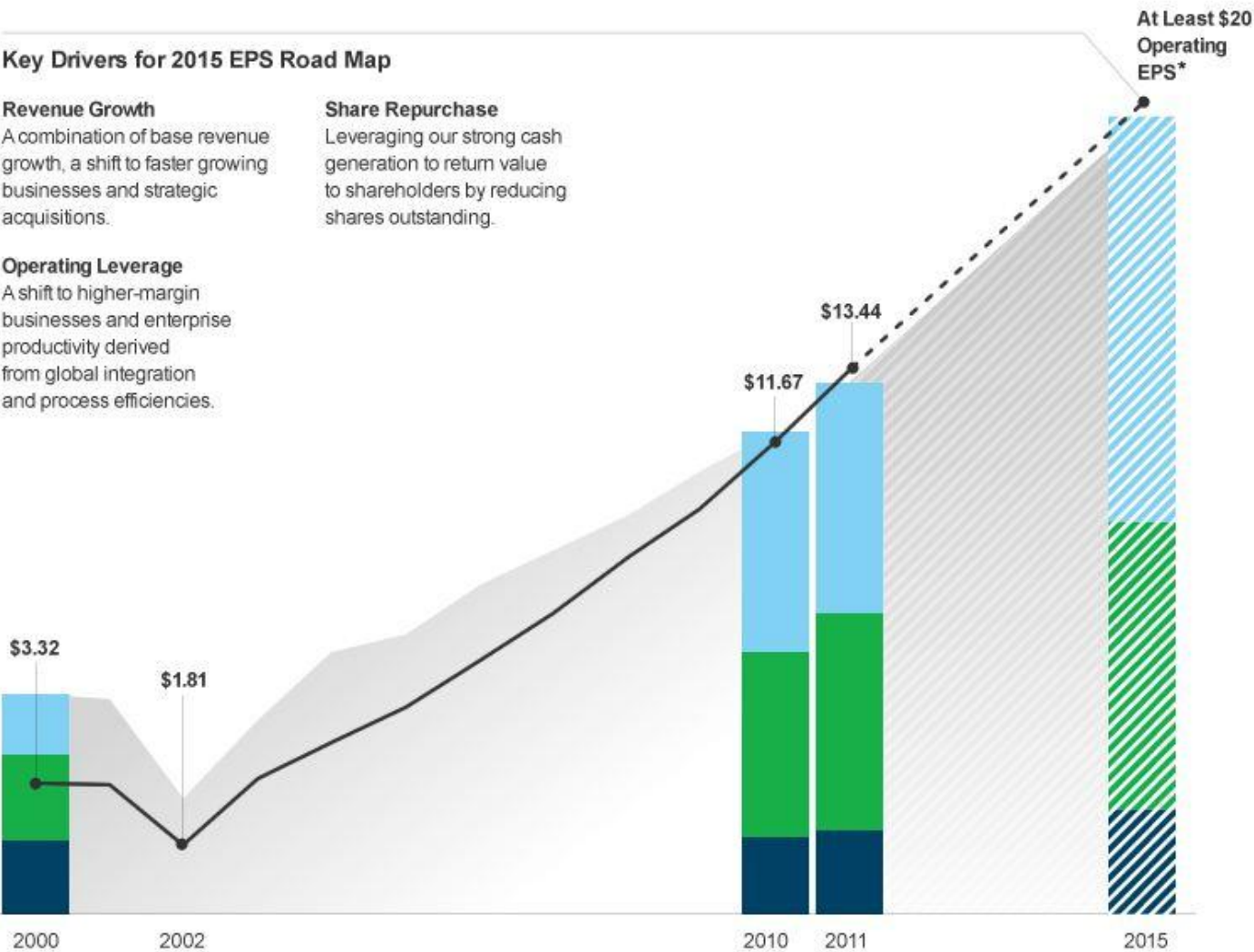
A combination of base revenue growth, a shift to faster growing businesses and strategic acquisitions.

Share Repurchase

Leveraging our strong cash generation to return value to shareholders by reducing shares outstanding.

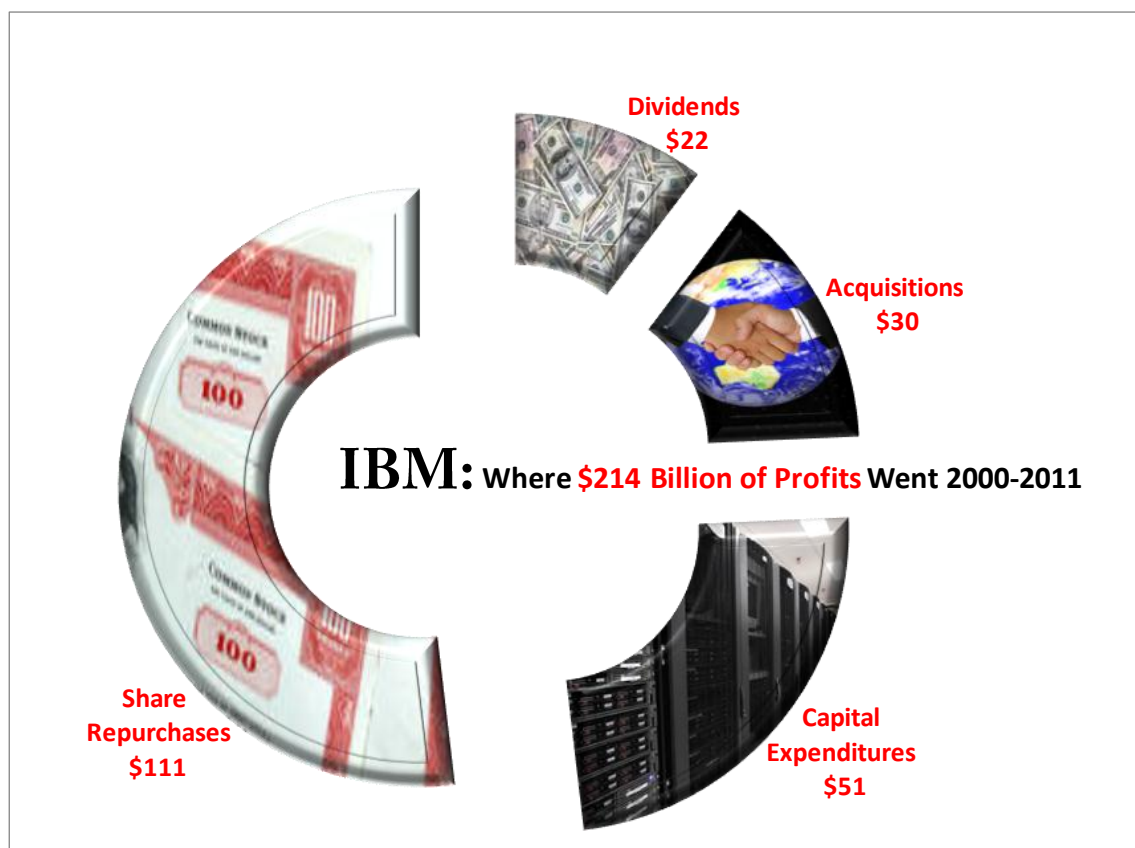
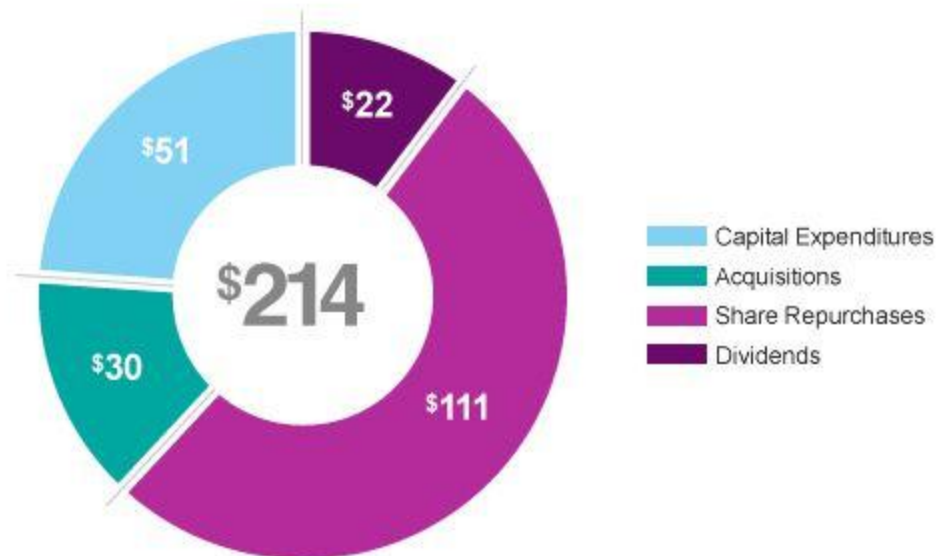
Operating Leverage

A shift to higher-margin businesses and enterprise productivity derived from global integration and process efficiencies.



Share Repurchase and Dividends—We have returned \$133 billion to our shareholders since the beginning of 2000. At the end of 2011 our quarterly dividend per share was six times higher than 2000. During this period we reduced shares outstanding by one third. We expect to return \$70 billion to shareholders in our 2015 Road Map period—\$50 billion through share repurchases and \$20 billion in dividends.

Primary Uses of Cash Since the Beginning of 2000
(\$ in billions)



McDonald's =

<http://www.aboutmcdonalds.com/content/dam/AboutMcDonalds/Investors/Investors%202012/2011%20Annual%20Report%20Final.pdf>

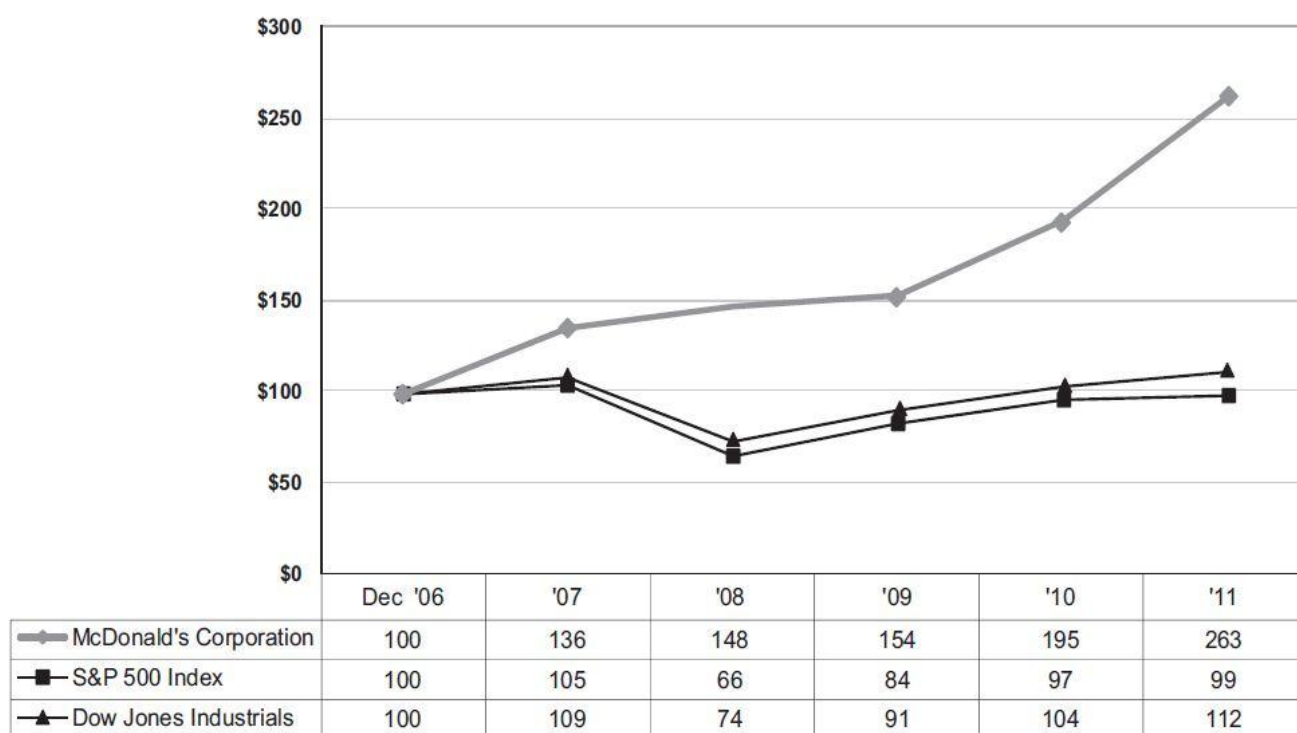
Earnings Per Share



Dividends Paid (In billions)



COMPARISON OF CUMULATIVE FIVE YEAR TOTAL RETURN



Source: S&P Capital IQ

NATURE OF BUSINESS

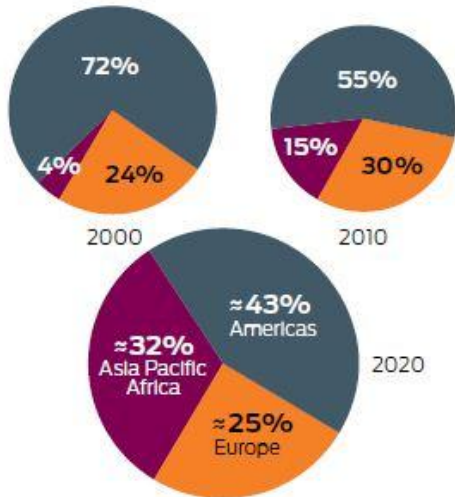
The Company franchises and operates McDonald's restaurants in the global restaurant industry. All restaurants are operated either by the Company or by franchisees, including conventional franchisees under franchise arrangements, and foreign affiliates and developmental licensees under license agreements.

The following table presents restaurant information by ownership type:

<i>Restaurants at December 31,</i>	2011	2010	2009
Conventional franchised	19,527	19,279	19,020
Developmental licensed	3,929	3,485	3,160
Foreign affiliated	3,619	3,574	4,036
Franchised	27,075	26,338	26,216
Company-operated	6,435	6,399	6,262
Systemwide restaurants	33,510	32,737	32,478

GREAT PRODUCTS

FORD'S CHANGING GEOGRAPHIC MIX OF VOLUME



Volumes grow in all regions, with Asia Pacific Africa expected to greatly exceed overall industry growth

Across global markets where Ford Motor Company does business, the product strategy remains consistent as our vehicles exhibit bold, emotive exterior designs while offering great handling and performance. Not only are our vehicles great to drive, but they are great to sit in with home-like comfort, convenience, connectivity and quietness. Fuel economy, across every vehicle in the product portfolio, is a reason to buy. Unmistakably a Ford or a Lincoln in look, sound and feel, our products deliver exceptional value to our customers.

Ford's world-class global product development team is committed to delivering a balanced global range of vehicles that reflect an industry-leading pace of fresh products, developed and brought to market with benchmark efficiency.

Fiesta, Focus, the all-new Fusion, the distinctively-styled all-new Escape and the compact Transit Connect van are all global Ford models, sold in multiple regions with only minor variations to best suit local market buyers. An all-new Transit full-size commercial van will be a new global offering, to be produced in Europe and North America.

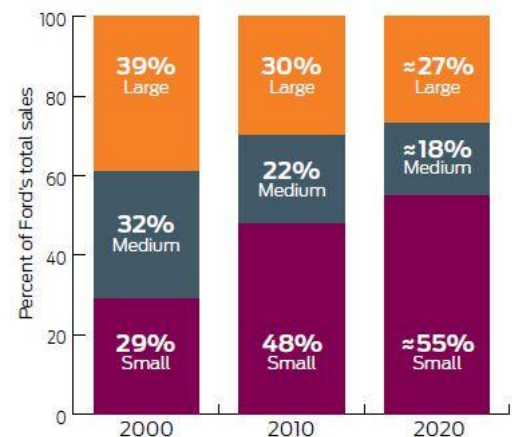
To meet regional needs in Asia Pacific, Africa and South America, we are rolling out a global Ranger pickup and the compact sport utility EcoSport. The Ranger will also be available in Europe. These new vehicles, fine-tuned to the regions they serve, reinforce our commitment to offering a balanced, full-line global product range in markets that favor smaller-sized vehicles.

The efficiencies and economies of global scale and volume mean we can offer customers more technology, convenience and powertrain choices as the vehicle features were design-integrated from square one, rather than added or adapted later in the product development cycle.

Regardless of vehicle or global region, these global Ford vehicles showcase our commitment to fuel efficiency.

Technologies like EcoBoost, direct injection of gasoline or diesel fuel, six-speed transmissions, and hybrid and plug-in hybrid powertrains deliver true power of choice to drivers everywhere.

FORD'S CHANGING PRODUCT SEGMENTATION



Our small vehicle mix will continue to grow, while large vehicles including trucks remain important



ECOBOOST DISPLACEMENT	HORSEPOWER RANGE	ANNUAL VOLUME BY 2013
3.5L V6	355-365	250,000
2.0L I4	200-250	560,000
1.6L I4	150-180	500,000
1.0L I3	100-120	260,000