



Deutsche Bank



Rod Lache

Managing Director, Deutsche Bank Securities





Alan Mulally
President and Chief Executive Officer





Derrick Kuzak

Group Vice President, Global Product Development

- Aggressively restructure to operate profitably at the current demand and changing model mix
- Accelerate development of new products our customers want and value...to deliver profitable growth for all
 - Serve all markets
 - Complete family of products
 - Best-In-Class – design, quality, green, safety, smart
- Finance our plan and improve our balance sheet
- Work together effectively as one team
 - Partner with all stakeholders and each other
 - Have Fun! Celebrate!





- **Global Product Strategy**
 - **Bold, emotive exterior designs**
 - **Great to drive**
 - **Great to sit in (Second Home Comfort and Convenience, Exceptional Quietness)**
 - **Fuel Economy as a reason to buy**
 - **Unmistakably a Ford or Lincoln in look, sound, feel**
 - **All with exceptional value**
- **Full line-up in all regions**
- **Fresh Showroom**
- **Benchmark Efficiency**
- **World-class Team**

Demonstration and Continued Focus on True Product Excellence

Ford's Approach to Electrification – The Power of Choice

- Sustainability Strategy
- Electrification Leadership

Demonstration and Continued Focus on Efficiency

Growth Delivered Through One Ford and Value Enablers

Summary

ALL-NEW 2011 FORD EXPLORER



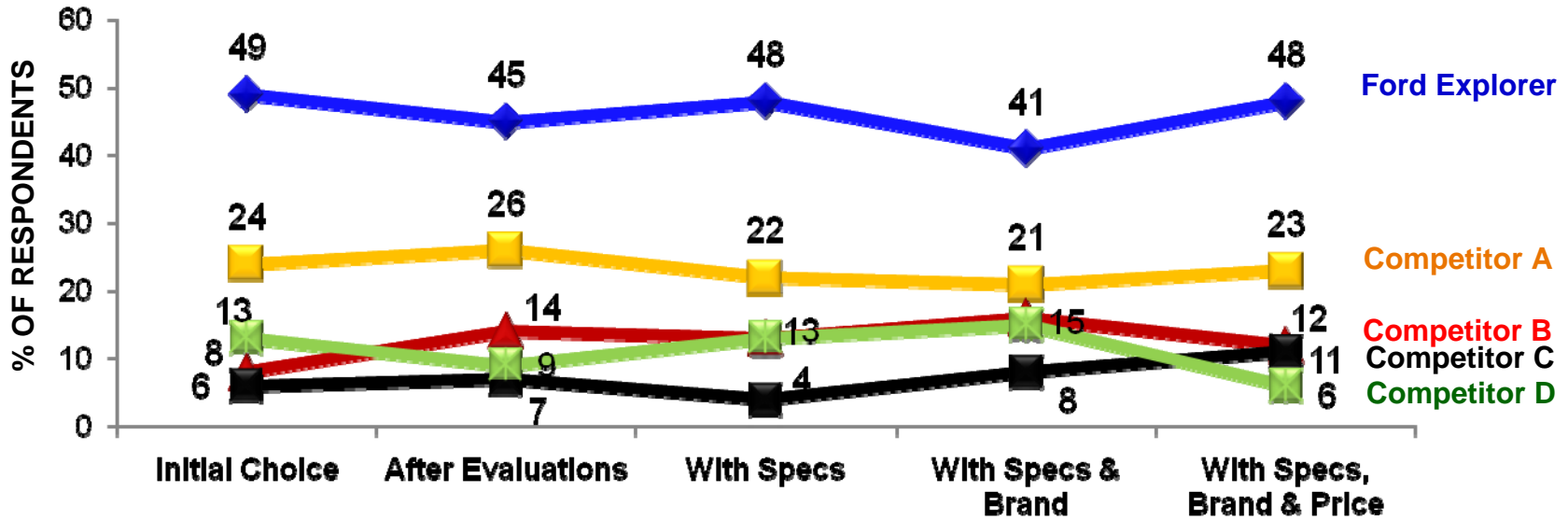
New Explorer Reinvents the SUV for the 21st Century with Best-In-Class Fuel Economy, Improved Driving Dynamics and Smart Technology Including Curve Control & Rear Inflatable Safety Belt Innovations.

ALL-NEW 2011 FORD EXPLORER



Explorer Has Fit, Finish and Materials Matching that of an Audi Q7.

2011 EXPLORER MARKET RESEARCH RESULTS



| | Ford | A | B | C | D |
|-------------------------------------|----------|----------|----------|----------|----------|
| Tested Price | \$36,495 | \$36,995 | \$37,155 | \$36,375 | \$38,875 |
| Perceived Price (After Evaluations) | \$35,870 | \$33,994 | \$32,337 | \$31,405 | \$31,369 |

Explorer Choice Level is Consistently Between 40% and 50%. Perceived Price is Closely Aligned With Tested Price—Reinforcing Customer Differentiated Value With Explorer.

2012 FORD FOCUS 5 DOOR



Focus Exterior Design Conveys It is a Driver's Car with Fit and Finish Matching that of an Audi A3.

2012 FORD FOCUS 5 DOOR



Focus Comes in both 5 Door Hatch and 4 Door Sedan Through the Power of ONE FORD.

2012 FORD FOCUS 4 DOOR

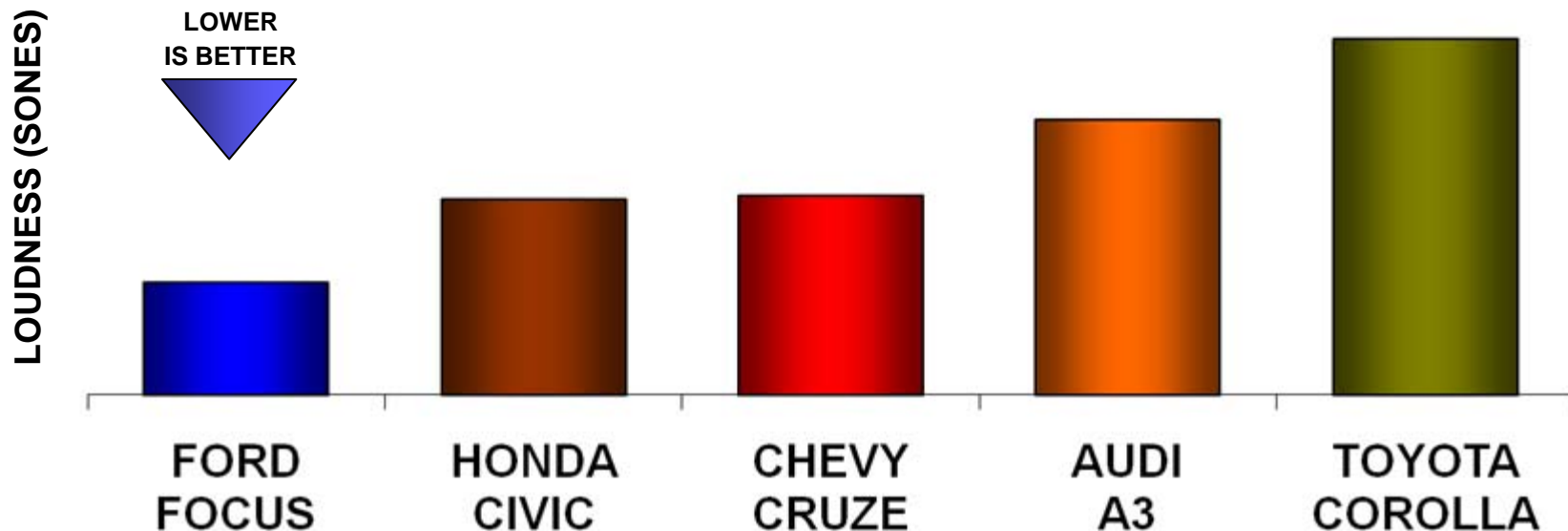


Focus 4 Door Sedan Conveys a Balance of Sportiness and “Premiumness.”

2012 FOCUS WIND NOISE VERSUS COMPETITION



HIGHWAY WIND NOISE

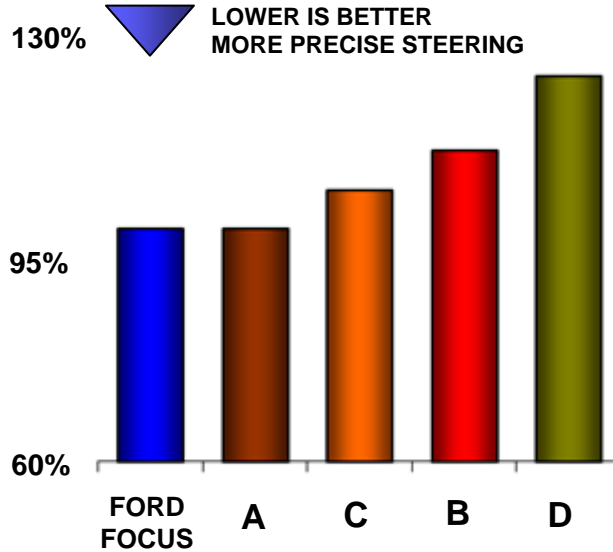


Previous Research Highlighted Quietness As A Key Customer Satisfaction Parameter In Overall Driving Experience. New 2012 Focus Delivers Class-Leading Quietness.

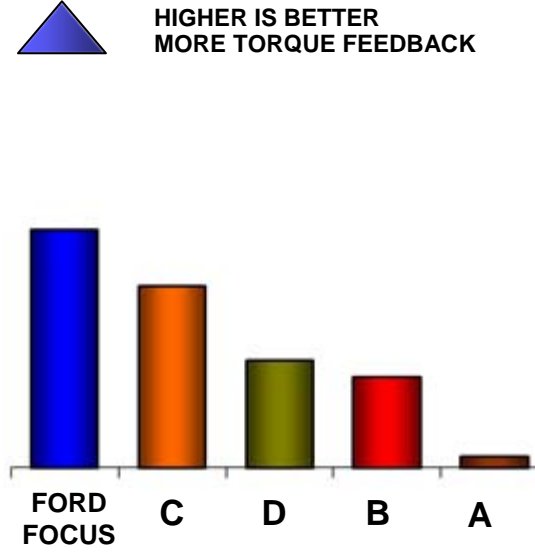
2012 FOCUS STEERING VERSUS COMPETITION



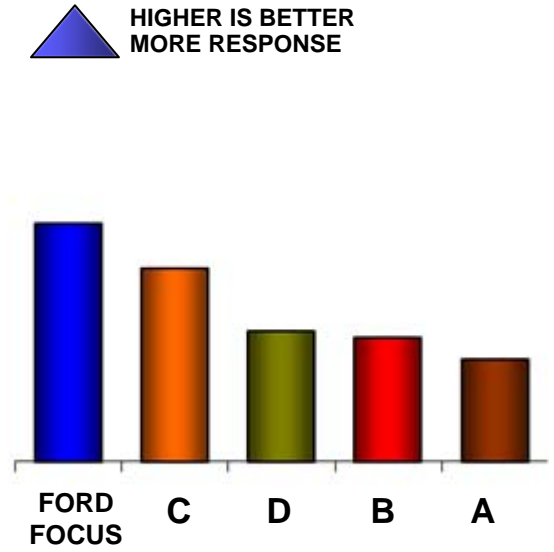
WINDOW



TORQUE BUILD



YAW GAIN RESPONSE



CHEVY CRUZE

AUDI A3

HONDA CIVIC

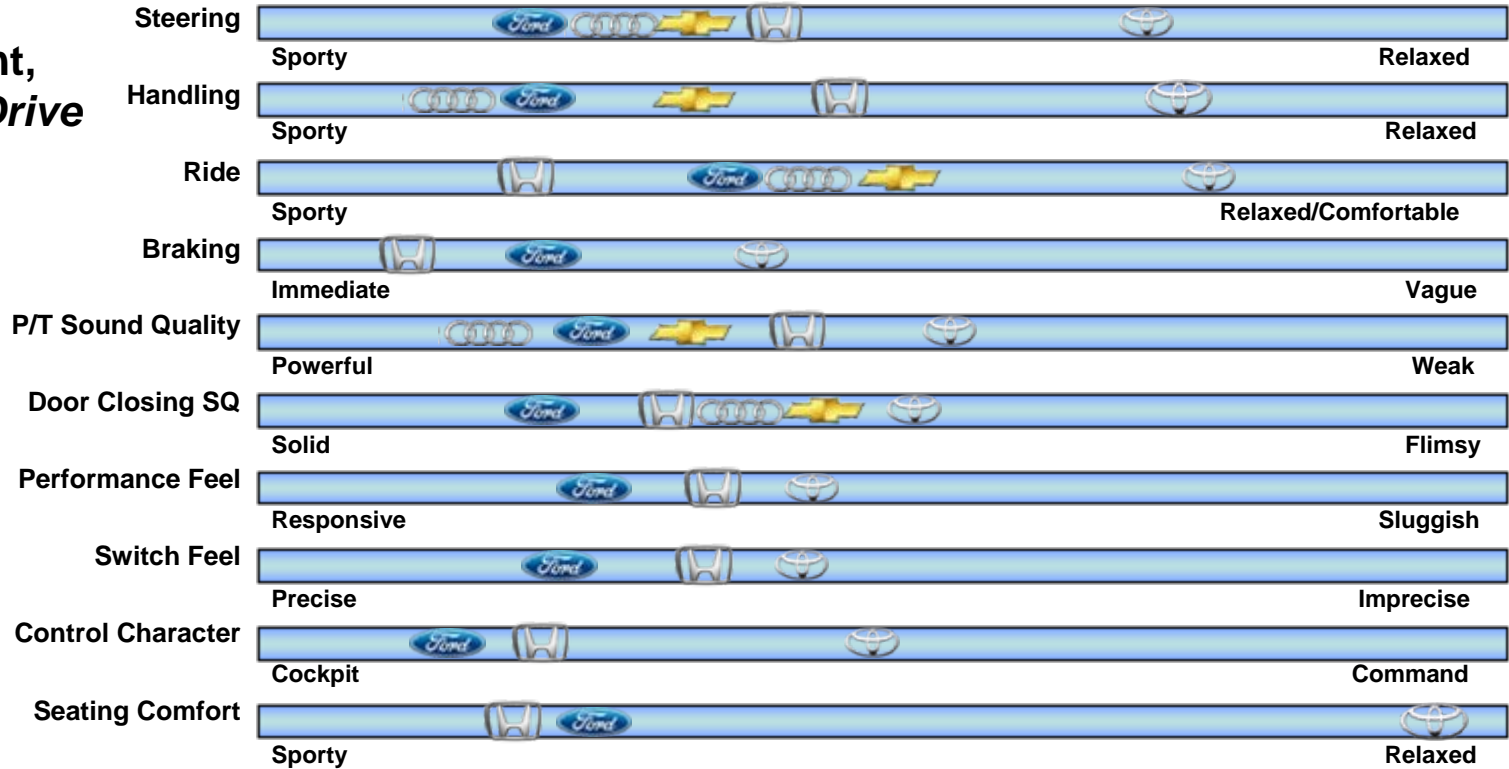
TOYOTA COROLLA

2012 Focus Delivers Class-Leading Steering Performance. Drivers Enjoy Balance Between Precise Feel, Satisfying Torque Feedback and Quick Response.

2012 FOCUS DNA VERSUS COMPETITION



The Ford DNA:
Dynamic, Vibrant,
Simply *Fun-to-Drive*



Ford DNA is Delivered by Consistent Character Across All Attributes of the Vehicle.

2012 FOCUS TECHNOLOGY VERSUS COMPETITION



**BEST-IN-CLASS: LARGEST
IN-CLASS CENTER STACK DISPLAY 8"**

CLASS-EXCLUSIVE TECHNOLOGIES

MYFORD TOUCH

ACTIVE PARK ASSIST

FORD SYNC

HD RADIO WITH ITUNES SONG TAGGING

DUAL USB PORTS

MYKEY

FORWARD & REVERSE SENSING SYSTEMS

FACTORY INSTALLED WI-FI SYSTEM



FOCUS GLOBAL TECHNOLOGY LEVERAGING



ACTIVE SAFETY FEATURE COMPARISON



| Features | Ford Focus | Audi A3 |
|--------------------------------------|------------|---------|
| Adaptive Cruise Control | ✓ | |
| Auto High Beam | ✓ | ✓ |
| Advance Front Light | | ✓ |
| Active Park Assist | ✓ | ✓ |
| Speed Limiter | ✓ | |
| Front-Rear Park Aid | ✓ | ✓ |
| Hill Launch Assist | ✓ | ✓ |
| Lane Keeping Aid | ✓ | |
| Traffic Sign Recognition | ✓ | |
| Blind Spot Information System | ✓ | |
| Driver Alert | ✓ | |
| Forward Alert / Collision Mitigation | ✓ | |
| Lane Departure Warning | ✓ | |
| Low Speed Safety System | ✓ | |
| Emergency Brake Light | ✓ | ✓ |
| Tire Pressure Monitoring | ✓ | ✓ |
| Trailer Stability Control | ✓ | ✓ |

The New Focus Launched in Europe with Leadership Status in Active Safety. Ford is Now Positioned to Migrate These Features to Other Markets.

FORD C-MAX -- FRESH & INNOVATIVE



C-MAX Brings a Multi-Activity Vehicle to the US Market from Europe with Roominess and Flexibility on a C-Size Footprint.

FORD C-MAX -- FRESH & INNOVATIVE



FORD C-MAX -- FRESH & INNOVATIVE



UNSURPASSED FUEL ECONOMY – U.S.

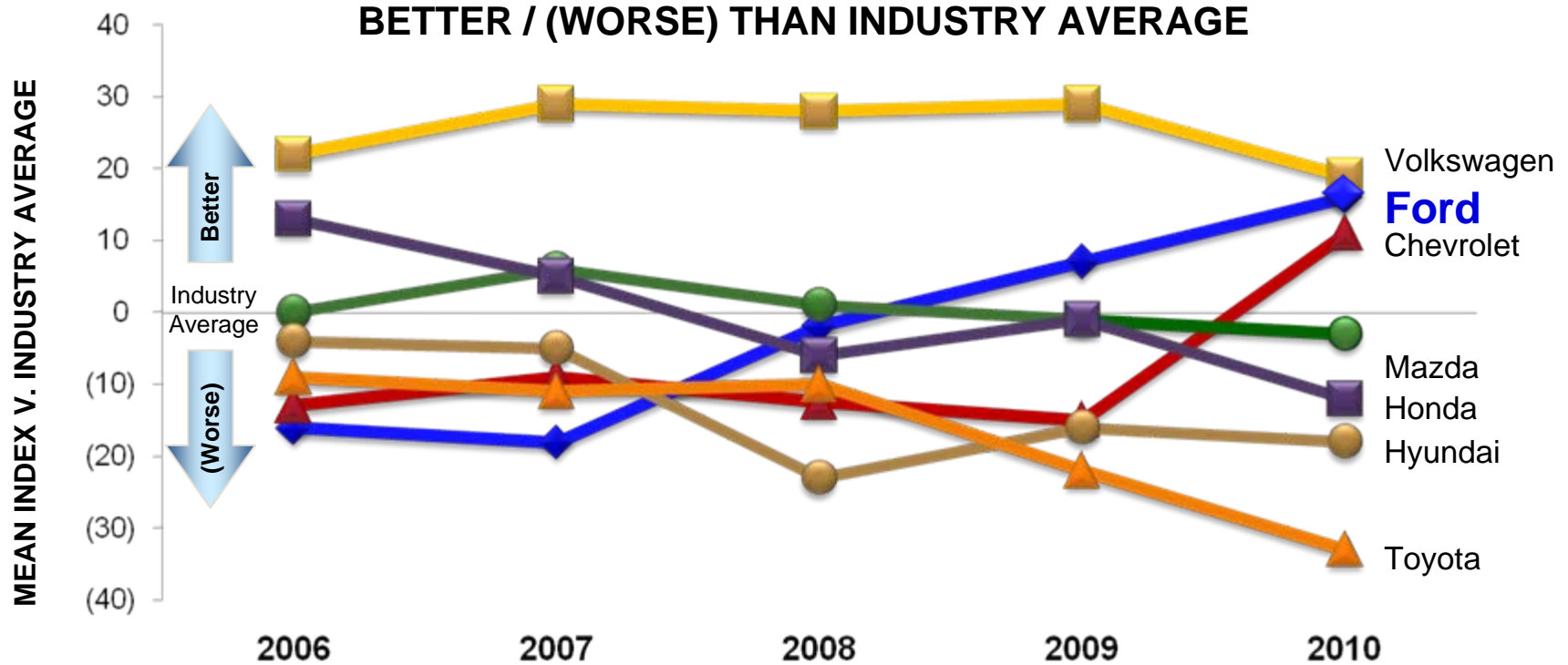


| 2009 Model Year | |
|-----------------|-------------------------------|
| Escape | 2.5-L I4 6-speed |
| Escape HEV | 2.5-L I4 CVT |
| Flex | 3.5-L V6 6-speed |
| F-Series | 4.6-L 4V V8 6-speed 4x2 |
| 2010 Model Year | |
| Fusion | 2.5-L I4 6-speed FWD S-Model |
| Fusion HEV | 2.5-L I4 CVT FWD |
| Taurus | 3.5-L V6 EcoBoost 6-speed AWD |
| MKS | 3.5-L V6 EcoBoost 6-speed AWD |
| Flex | 3.5-L V6 EcoBoost 6-speed AWD |
| MKT | 3.5-L V6 EcoBoost 6-speed AWD |
| MKT | 3.7-L V6 6-speed FWD |
| Transit Connect | 2.0L I4 4-Speed FWD |

| 2011 Model Year | |
|------------------|--------------------------------|
| Fiesta | 1.6L I4 6-speed PowerShift |
| Fusion HEV | 2.5-L I4 CVT FWD |
| Escape HEV | 2.5-L I4 CVT FWD |
| MKZ HEV | 2.0L I4 CVT FWD |
| Mustang | 3.7L V6 6-speed |
| Mustang | 5.0L V8 6-speed |
| Edge | 3.5L V6 6-Speed |
| MKX | 3.7L V6 6-speed FWD |
| Explorer | 3.5L V6 6-Speed |
| F-150 | 3.7L V6 6-Speed |
| F-150 | 3.5L V6 EcoBoost 6-Speed |
| SuperDuty | 6.7L V8 Diesel 6-speed |
| SuperDuty | 6.2L V8 Gas 6-speed |
| 2012 Model Year | |
| Focus | 2.0L I4 GDI 6-Speed Powershift |
| MORE TO COME.... | |

Our Commitment to Deliver Fuel Economy as a ‘Reason To Buy’ Has Produced Segment Leaders Across the Portfolio—From Smallest to Largest. Ford Now Has 4 Nameplates Greater Than 40mpg and 13 Nameplates That Are Segment Leaders.

2010 JD POWER APEAL



While 2010 Industry Average Remained Stable, Ford Brand Improved by Nine Points Compared to 2009.

“FORD OUTPERFORMS ITS COMPETITORS IN EVERY CATEGORY”

2010 JD POWER APEAL



| JD Power APEAL Category | Ford | Ford Better Than Competitive Average |
|--|-------------|---|
| <i>Overall APEAL</i> | 794 | 25 |
| <i>Exterior</i> | 825 | 22 |
| <i>Interior</i> | 814 | 33 |
| <i>Storage and Space</i> | 789 | 19 |
| <i>Audio/Entertainment/Navigation</i> | 788 | 35 |
| <i>Seats</i> | 780 | 30 |
| <i>HVAC</i> | 796 | 31 |
| <i>Driving Dynamics</i> | 807 | 27 |
| <i>Engine/Transmission</i> | 786 | 25 |
| <i>Visibility/Driving Safety</i> | 797 | 30 |
| <i>Fuel Economy</i> | 710 | 2 |

Delivering True Product Excellence by Unrelenting Attention to Details.

2010 JDP PP100 RANKING – BY NAMEPLATES



TOP 10 IQS 2010CY

| 2009 Rank | 2010 Rank | PP100 Better/(Worse) than 2009 | 2009 Score | 2010 Score |
|-----------|-----------|--------------------------------|------------|------------|
| 2 | 1 | Porsche | 7 | 83 |
| 14 | 2 | Acura | 25 | 86 |
| 6 | 3 | Mercedes-Benz | 14 | 87 |
| 1 | 4 | Lexus | (4) | 88 |
| 8 | 5 | Ford | 9 | 93 |
| 5 | 6 | Honda | 4 | 95 |
| 4 | 7 | Hyundai | (7) | 102 |
| 26 | 8 | Lincoln | 23 | 106 |
| 11 | 9 | Infiniti | (1) | 107 |
| 20 | 10 | Volvo | 9 | 109 |
| | | Industry | (1) | 109 |

90% Confidence

11 – 33 IQS 2010CY

| 2009 Rank | 2010 Rank | PP100 Better/(Worse) than 2009 | 2009 Score | 2010 Score |
|-----------|-----------|--------------------------------|------------|------------|
| N/A | 11 | Ram | N/A | 110 |
| 20 | 12 | Audi | 7 | 111 |
| 3 | 12 | Cadillac | (20) | 111 |
| 9 | 12 | Chevrolet | (8) | 111 |
| 13 | 12 | Nissan | (1) | 111 |
| 15 | 16 | BMW | (1) | 113 |
| 11 | 16 | Mercury | (7) | 113 |
| 19 | 18 | Buick | 3 | 114 |
| 25 | 18 | Mazda | 9 | 114 |
| 20 | 18 | Scion | 4 | 114 |
| 6 | 21 | Toyota | (16) | 117 |
| 27 | 22 | Subaru | 9 | 121 |
| 31 | 23 | Chrysler | 14 | 122 |
| 9 | 23 | Suzuki | (19) | 122 |
| 18 | 25 | GMC | (10) | 126 |
| 15 | 25 | Kia | (14) | 126 |
| 33 | 27 | Jeep | 8 | 129 |
| 28 | 28 | Dodge | 4 | 130 |
| 28 | 28 | Jaguar | 4 | 130 |
| 37 | 30 | MINI | 32 | 133 |
| 15 | 31 | Volkswagen | (23) | 135 |
| 30 | 32 | Mitsubishi | (11) | 146 |
| 36 | 33 | Land Rover | (20) | 170 |



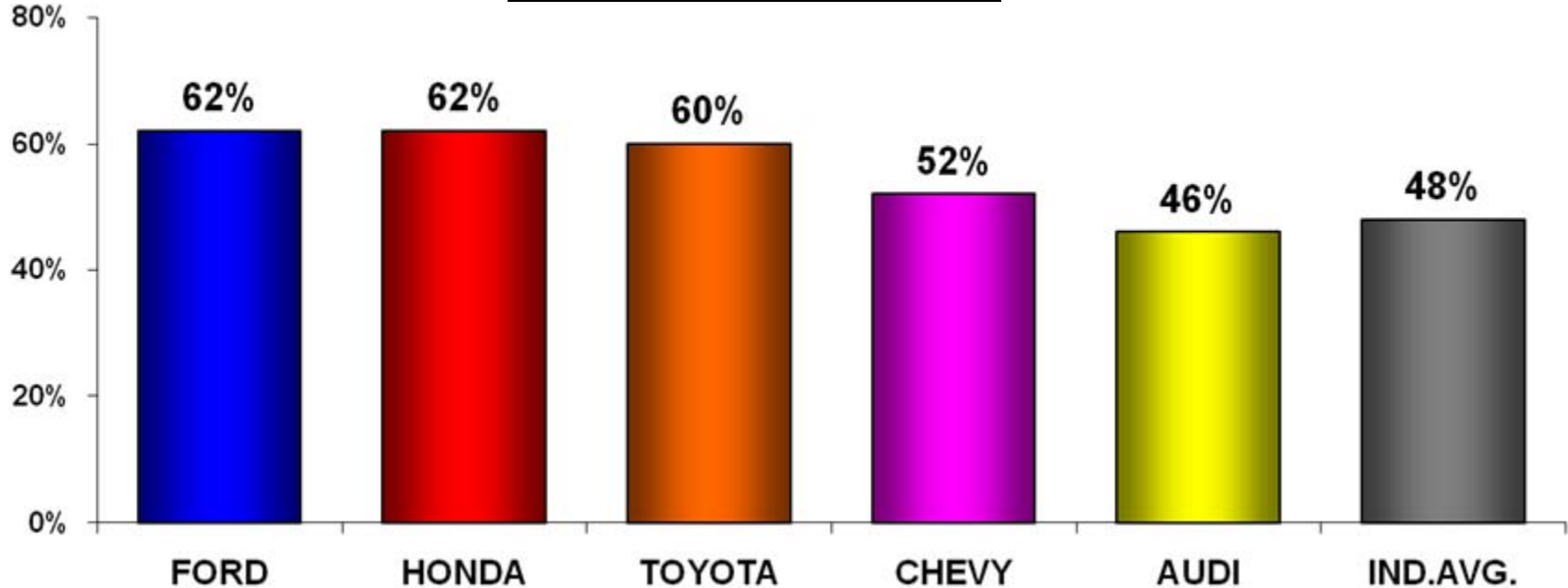
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Source: J.D. Power and Associates 2010 Initial Quality Study™
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Ford Is Now Delivering Both Rational (IQS) and Emotional (APEAL) Quality With the Industry's Best—A Unique Position Among the Volume Manufacturers.



CUSTOMER RETENTION



Fun-to-Drive For the First Time Cited As Among Top 5 Factors In Determining Retention, Confirming Our DNA Choice.

Demonstration and Continued Focus on True Product Excellence

Ford's Approach to Electrification – The Power of Choice

- **Sustainability Strategy**
- **Electrification Leadership**

Demonstration and Continued Focus on Efficiency

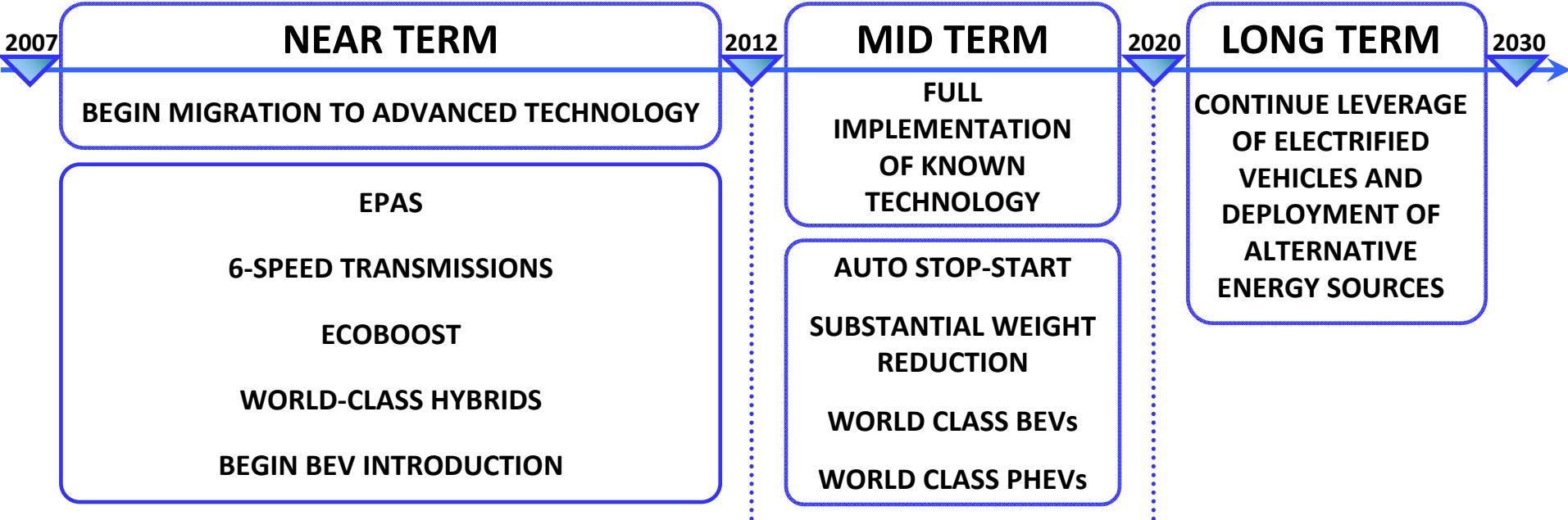
Growth Delivered Through One Ford and Value Enablers

Summary

FORD SUSTAINABILITY STRATEGY



TECHNOLOGY MIGRATION



Ford's Sustainability Strategy, Founded On Affordability For Millions Of Customers, Remains In Place As We Move To The Mid-Term.

NEW C-PLATFORM ELECTRIFIED VEHICLES



C-MAX
HYBRID

THE
POWER
OF **CHOICE**



FOCUS
ELECTRIC



C-MAX
ENERGI

Ford's Strategy Is To Electrify Global Platforms With All 3 Electric Solutions – To Drive Choice Of Top Hats, Scale And Affordability.



C-MAX Hybrid will:

- Deliver better fuel economy than Fusion Hybrid

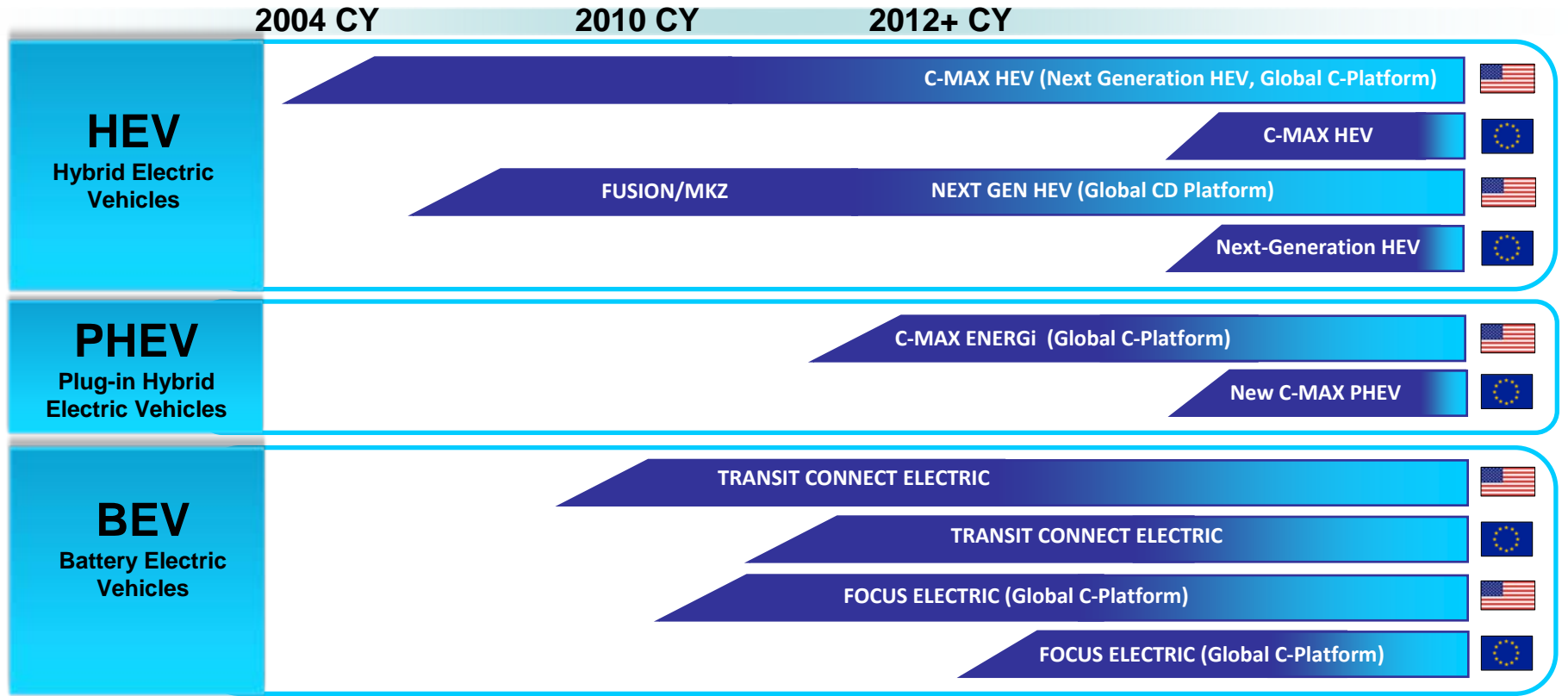
C-MAX Energi will:

- Offer seating for 5 compared with 4 in Chevy Volt
- Deliver longest driving range of any electric vehicle
- Deliver better fuel economy (MPG equivalent) than Chevy Volt
- Reach full-charge while driving quicker than Chevy Volt
- Achieve near-zero emissions – Chevy Volt is not AT-PZEV capable

Focus Electric will:

- Re-Charge twice as fast as Nissan Leaf
- Automatically re-charge at lowest utility rates through Microsoft Value Charging

ELECTRIFICATION PROJECTS – US and Europe



Ford's Industry-unique Approach will Deliver 5 New Electrified Vehicle Alternatives for US Customers by 2012 and for European Customers by 2013.

ELECTRIC LIFESTYLE – SUPPORTED BY FORD



In-Car Info with MyFord Touch™

- Range, destinations and charge points
- Brake Coach displays regenerative brake performance
- Butterfly icons represent additional range beyond one's charge point destination – the more there are, the greater the range



At Home Charging

- Value Charging powered by Microsoft
- 3-4 hour charge on 240v home outlet
- Compact and easy-to-install charging station
- Best Buy installation partnership



Smartphone Access with MyFord Mobile

- Stay connected, monitor/control vehicle via smartphone
- Locate charging stations and send destination to the vehicle
- Program to charge when electricity prices are lowest
- Receive alerts if the vehicle isn't charging when it's scheduled to, or if charging stops unexpectedly

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Summary

- **Global Cycle Plan**
- **Global Programs**
 - **B Portfolio**
 - **C Portfolio**
 - **C/D Portfolio**
 - **Compact Pickup**
 - **Commercial Vehicle**
- **Global Product Strategy**
- **Global Product DNA**
- **Global PD and Purchasing Organization**
- **Global Product Development System**

- **Simplification**
 - **Platform / Architectures**
 - **Order Guide**
 - **Parts**
- **Improved Virtual Capabilities**
- **First-time Through Capability**
- **Release Process**
- **Giving Engineers Time To Engineer**
- **Manufacturing Flexibility**

PLATFORM EFFICIENCY: C-CAR TOP HAT STRATEGY



SCALABILITY: C-PLATFORM REPRESENTS MORE THAN 2 MILLION UNITS ANNUALLY BY 2012

FLEXIBILITY: GENERATE 10 C-SEGMENT VEHICLES AROUND THE WORLD

GLOBAL FOCUS TOP HAT VOLUME PERSPECTIVE

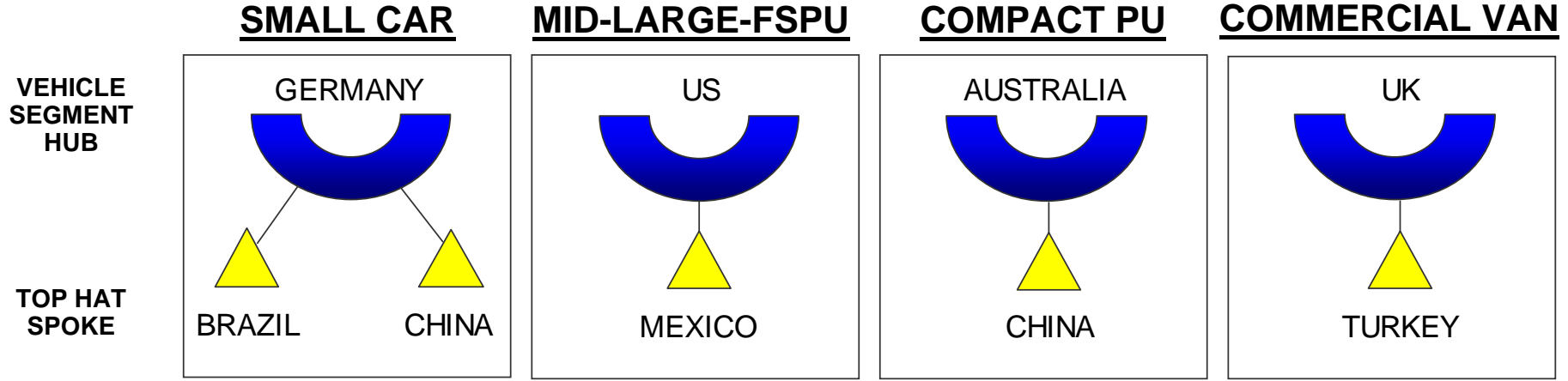


**GLOBAL
850,000**

**PREVIOUS
MODEL
NORTH AMERICA
200,000**



HUB AND SPOKE STRATEGY

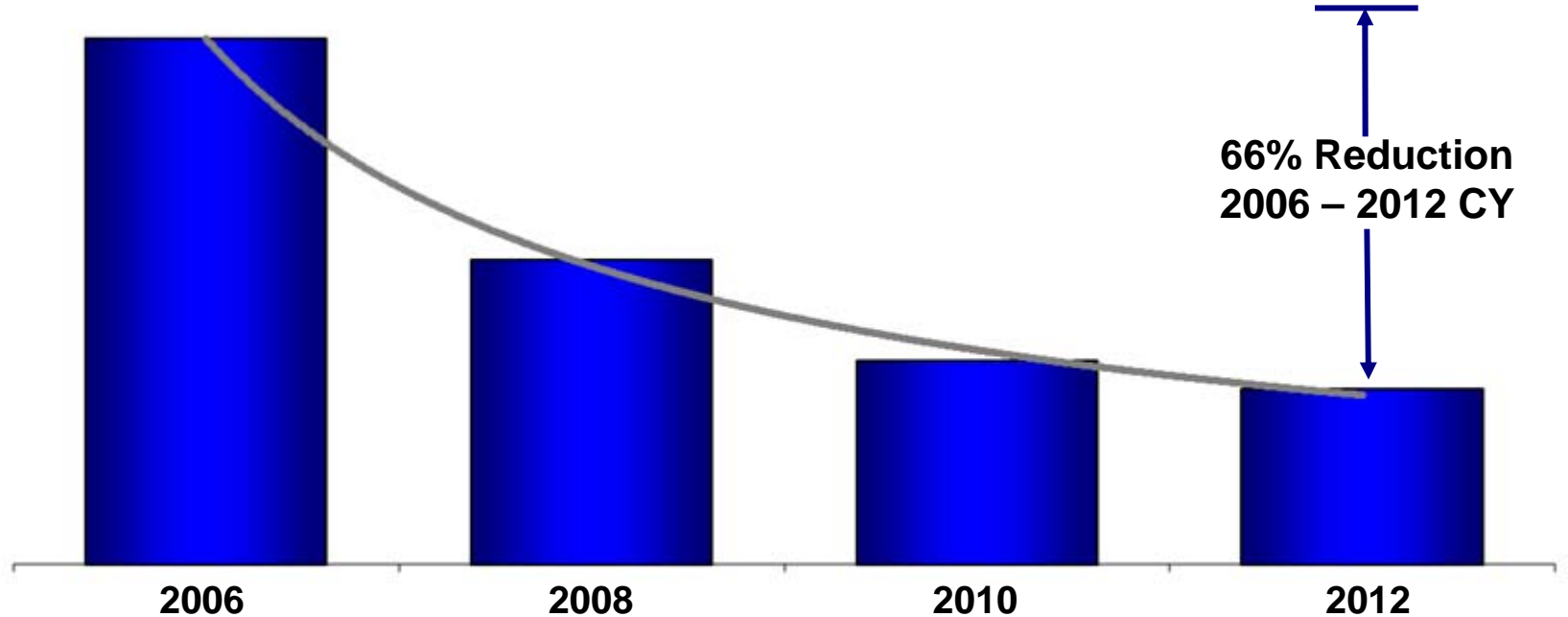


Typical Delivery Metrics Of A Global Program

- Europe / NA part number commonality: 80%
- Pre-sourcing to global suppliers: 77%
- APA / NA / Europe: Common Bill of Process

Lead PD Engineering Center Assigned For All Global Applications Of A New Program Ensures Global Scale and Efficiency Through Common Parts, Suppliers, and Bill of Process.

N.A. TYPICAL TOP HAT COST (\$Mils)

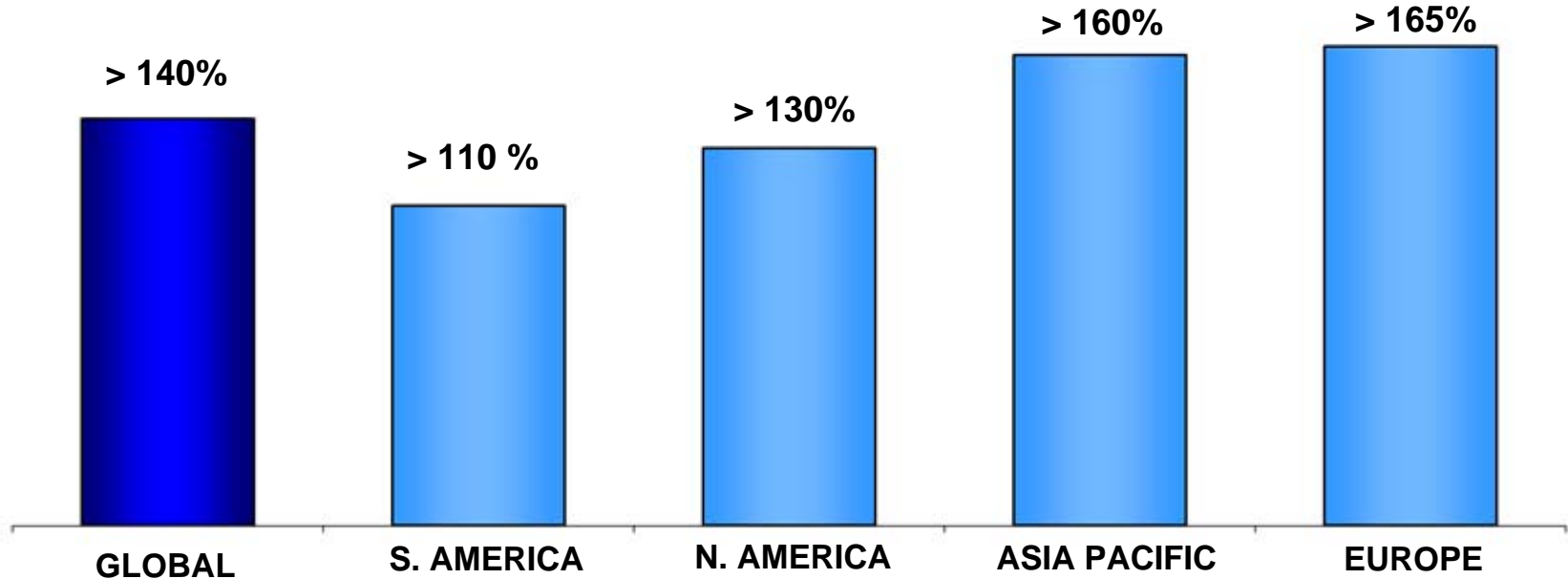


Efficiency Enablers of ONE FORD, Simplification, and Operational Excellence Result in Continuous Improvement in Engineering Cost/Program.

CUMULATIVE PERCENT REFRESHED



PERCENT OF PORTFOLIO 2010-2014 WITH NEW OR MAJOR FRESHENING



Ford refreshes global showroom and most region's showrooms approximately one-and-a-half times over a 5 year period. There is no let up in our cadence.

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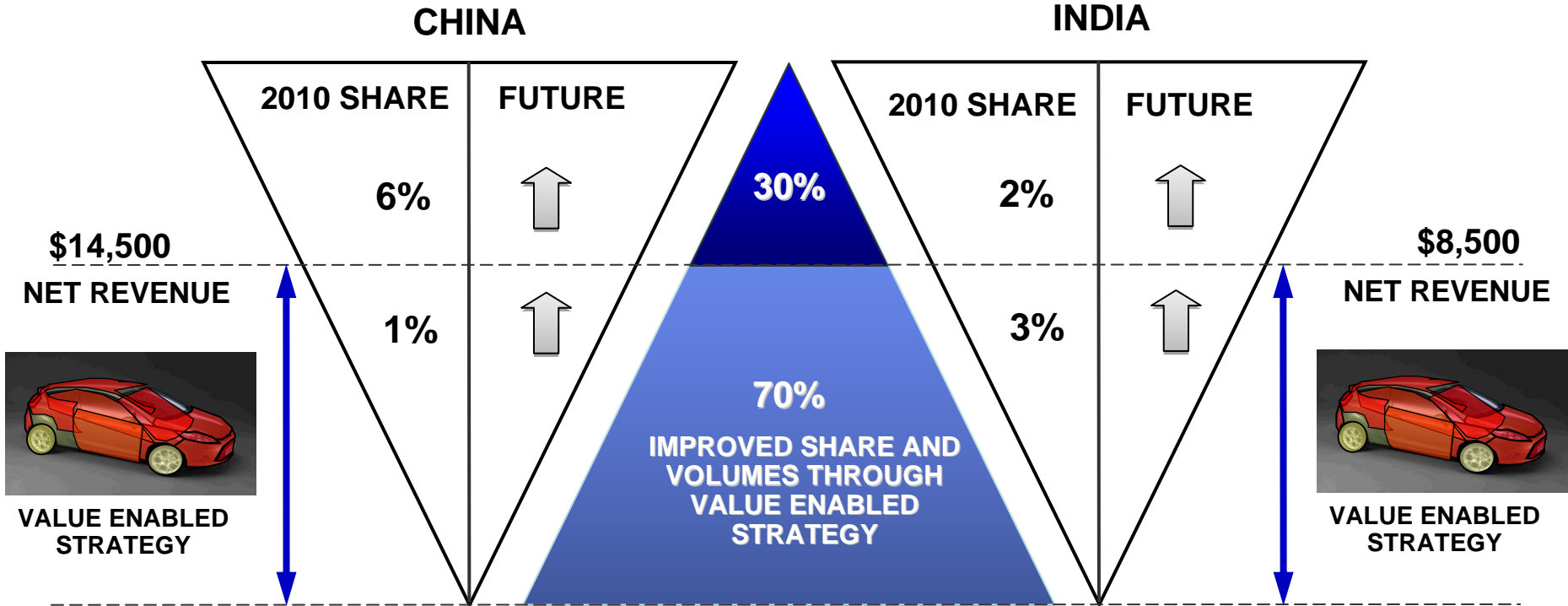
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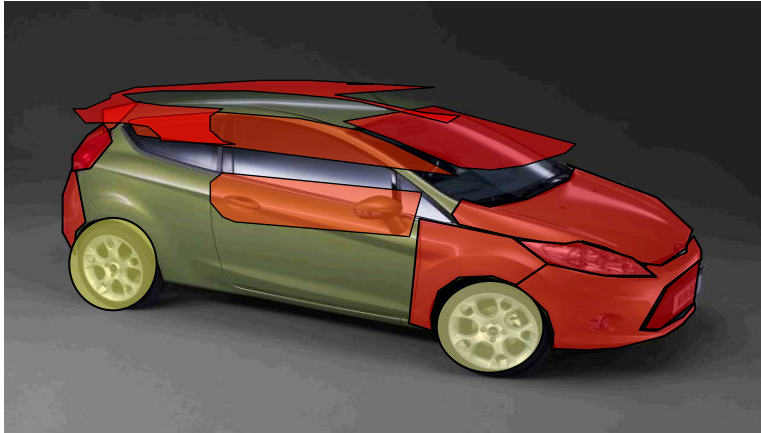
Summary

REVENUE TRIANGLE – VALUE ENABLED



A Value Price Point Is Essential To Compete in Rapidly Expanding Growth Markets. Ford Buyers Will Enjoy Both a Value Price Point and Global Ford DNA Content.

VALUE ENABLED VEHICLE



Improve Material Cost Through

- Market Specification aligned to market
- Attributes aligned to market, but still deliver Ford DNA and product strategy
- Increase localization
- All “plug & play” with global vehicle
- \$1000 - \$2000 depending on vehicle size and impacted systems

Strategy Addresses Profitable Growth Opportunities in Asia Pacific, South America, Middle East and Eastern Europe through Targeted, Market-specific Value Actions.

INDIA SHOWROOM GROWTH



CURRENT SHOWROOM 2010

MAINSTREAM



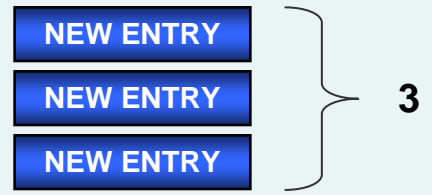
VALUE



3

FUTURE SHOWROOM 2011- 2015

MAINSTREAM



VALUE



Ford Will Increase India Showroom Offerings From 3 to 8 Over the Next Business Plan Cycle -- Expanding Both Value and Mainstream Regional Offerings.

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- **Delivery of the Product Plan continues**
 - Full range of products in every region
 - Leadership in Design, Fuel Economy, Safety, Quietness, and Purposeful Technology
 - Unmistakably a Ford in look, sound, and feel through the Ford DNA
 - Fresh showroom through rigorous product cadence
- **Continuous validation—and improvement—of delivery through publicly available metrics**
- **Ford’s approach to Electrification is unique**
 - Consistent with our Sustainability Strategy to provide affordable, energy saving technologies to millions of customers
 - Electrifying global platforms with all 3 forms of electrification to provide choice and drive volume and affordability
 - Developing not just vehicle technology but also the infrastructure (with partners) to support the electrified vehicle experience
- **Continuous improvement in operational efficiency remains paramount**
 - Progress on a broad range of enablers continuously tracked: Global integration, Simplification, First-Time-Through, and Improving competency
 - Engineering cost per program and per % volume freshened are prime metrics and continue to improve
- **Growth in AP and other growth markets supported through “Value Enabled” strategy**
 - Global vehicles aligned to market requirements
 - Through One Ford and use of global vehicles quickly expanding showroom



Q&A

