



Drive one.



L I N C O L N



MERCURY

MARK FIELDS

PRESIDENT, THE AMERICAS
FORD MOTOR COMPANY



DELIVERING
**AFFORDABLE
FUEL ECONOMY**
FOR **MILLIONS**

**ACCELERATING
VEHICLE
ELECTRIFICATION**

**STRENGTHENING
OUR
CAR LINEUP**



Drive quality.

Ford is second to none



Drive safe.

**More IIHS Top Safety Picks and
NHTSA 5-star rated vehicles
than any other brand**



Drive green.

Vehicle soy foam seating

World's largest "living roof"

Hybrid vehicles and more



Drive smart.

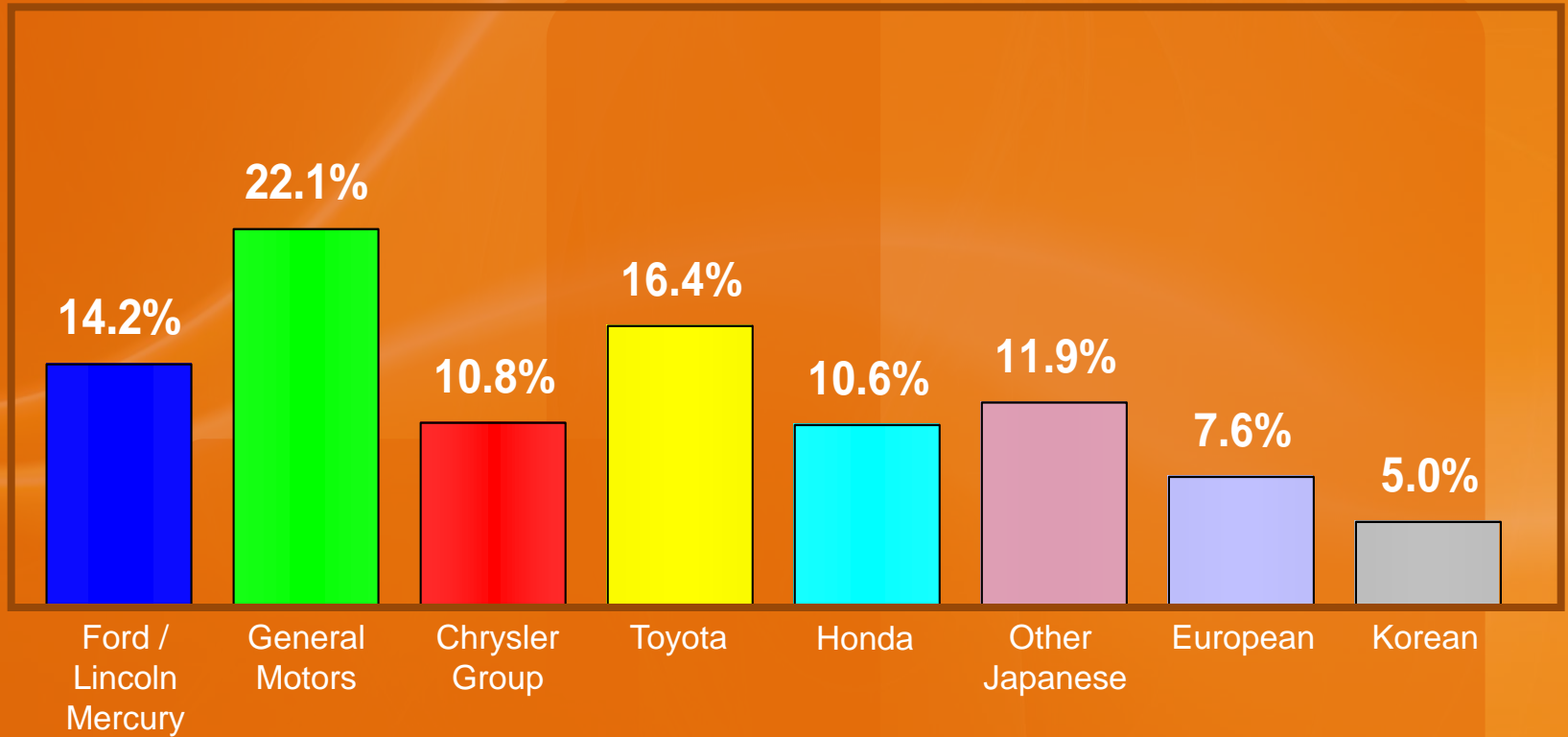
SYNC

Ford Work Solutions

Sirius Travel Link and more



2008 U.S. TOTAL MARKET SHARE BY COMPANY



Memo: 2008 YTD

B/(W) 2007

(0.4)Pts.

(1.3)Pts.

(1.8)Pts.

0.5 Pts.

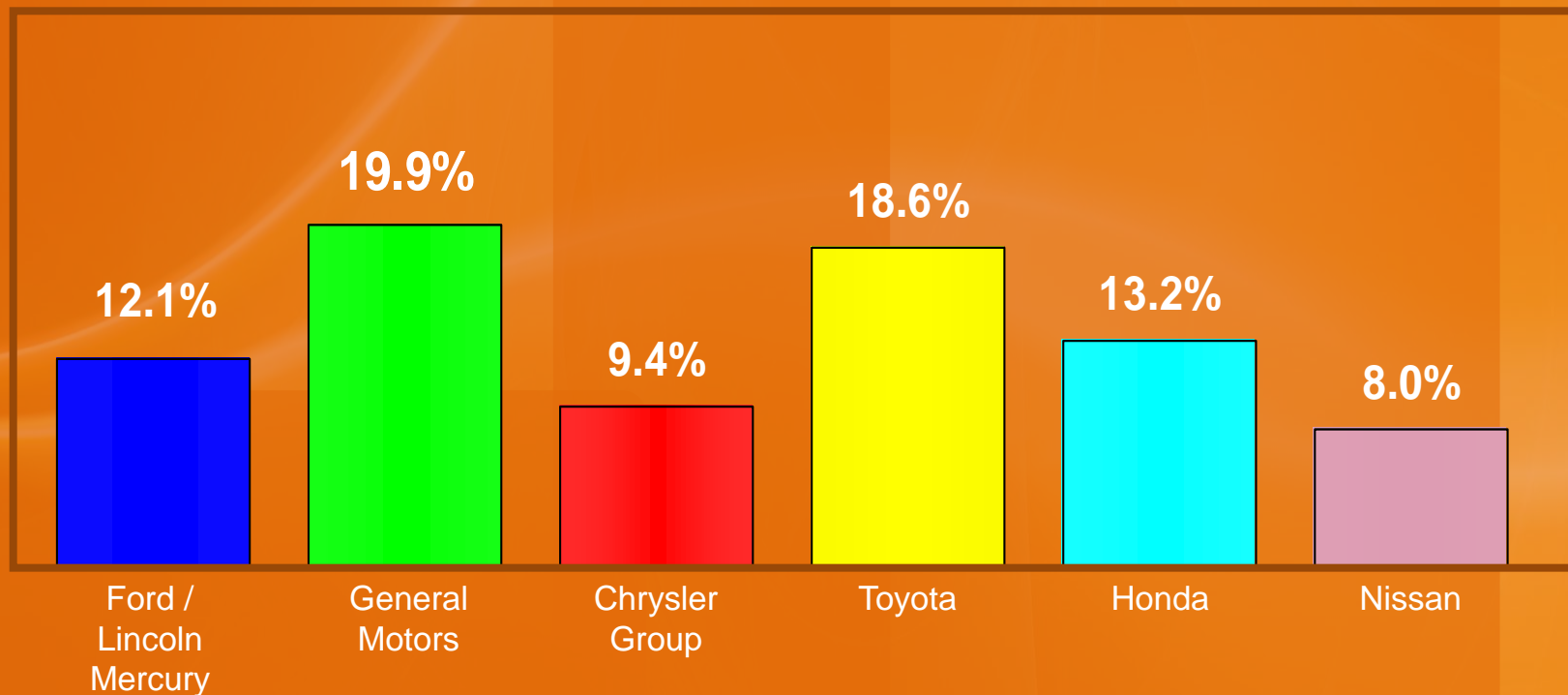
1.2 Pts.

0.9 Pts.

0.6 Pts.

0.3 Pts.

2008 U.S. RETAIL MARKET SHARE OF RETAIL INDUSTRY BY COMPANY



Memo: 2008 YTD
B/(W) 2007

(0.6)Pts.

(1.7)Pts.

(1.5)Pts.

0.3 Pts.

1.5 Pts.

0.8 Pts.

* Based on ComVerSE estimates

FORD F-SERIES LEADERSHIP

America's Best-Selling Truck – 32 years



America's Best-Selling Vehicle – 27 years

**DECEMBER: BEST SALES
MONTH FOR FLEX**



**FOCUS: HIGHEST SALES
SINCE 2004**

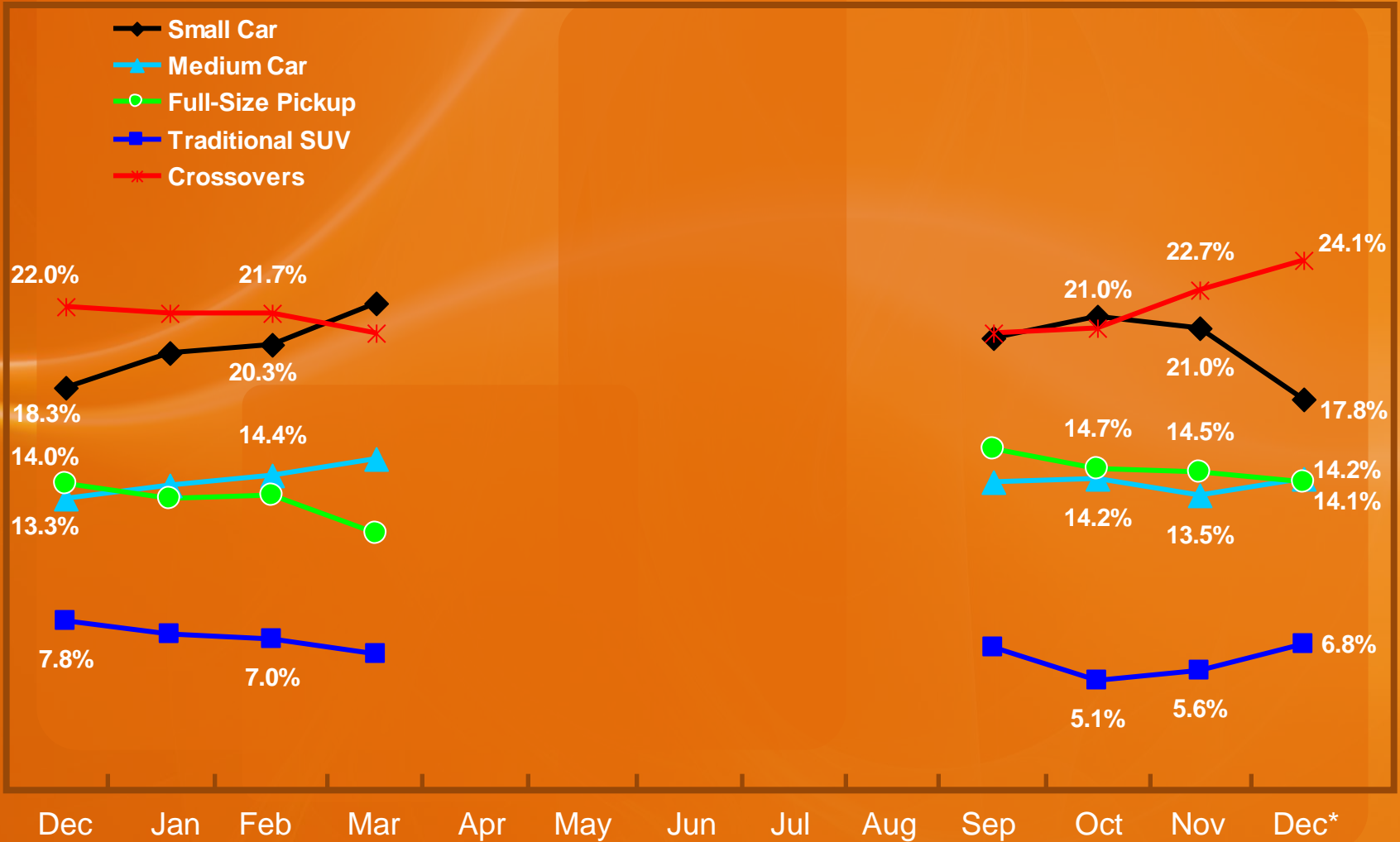


**LINCOLN MKS:
APPEALING TO NEW CUSTOMERS**



U.S. RETAIL PRODUCT MIX

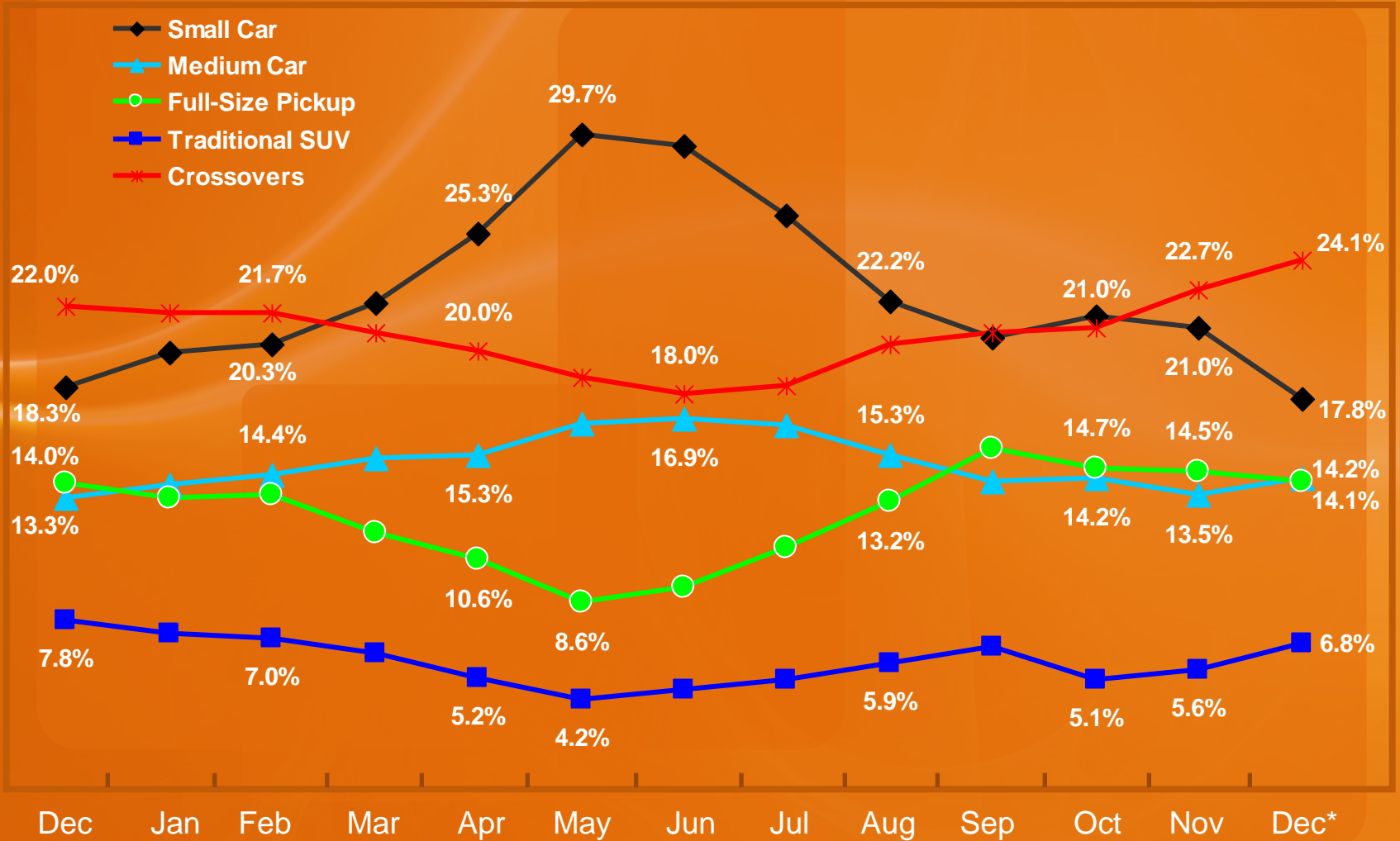
ComVeRSE Estimates



* Preliminary, based on internal estimates

U.S. RETAIL PRODUCT MIX

ComVerSE Estimates



* Preliminary, based on internal estimates





MANAGING COSTS

BALANCING CAPACITY WITH DEMAND

DELIVERING MORE PRODUCTS PEOPLE WANT

SUPPLY AND DEMAND

**2008
SALES**

O / (U) 2007

**2008
INVENTORY**

O / (U) 2007



(20%)

(17%)



(23%)

(4%)



(30%)

(9%)



(15%)

31%



(8%)

27%



ONE FORD

ONE GOAL:

PROFITABLE GROWTH FOR ALL

AFFORDABLE FUEL ECONOMY

\$14 BILLION
INVESTMENT in
NEW TECHNOLOGIES

TO IMPROVE
FUEL ECONOMY

DURING THE NEXT 7 YEARS



**Delivering the best or among the best
fuel economy with every new product**

**STRONG FUEL ECONOMY:
ESCAPE I-4**



**STRONG FUEL ECONOMY:
FUSION I-4**



**STRONG FUEL ECONOMY:
F-150 V-8**



**14% FUEL ECONOMY
IMPROVEMENT
FOR 2009**

UP TO
36% FUEL ECONOMY
IMPROVEMENT
FOR **2015**

NEARLY

100% NEW

POWERTRAIN LINEUP

FOR **2010** vs. **2005**

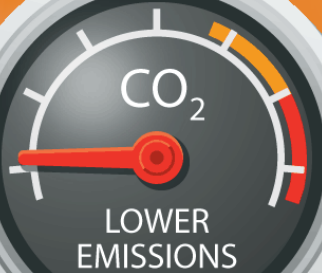
DOUBLING
I-4 ENGINE
AVAILABILITY

100%
6-SPEED TRANSMISSIONS
BY 2012



ECOBOOST

UP TO
20 PERCENT FUEL
IMPROVEMENT



UP TO 15 PERCENT
REDUCTION IN
CO₂ EMISSIONS

IMPROVED
ENGINE
PERFORMANCE





V-8

PERFORMANCE

V-6

FUEL ECONOMY

**BY 2013,
ECOBOOST**

AVAILABLE ON

90%

OF **PRODUCT**

NAMEPLATES

ECOBOOST

ON

750,000

N.A.

VEHICLES ANNUALLY



**AMERICA'S LARGEST
DOMESTIC
HYBRID PRODUCER**

**ESCAPE HYBRID:
IN ITS 5TH YEAR**



**FUSION I-4:
CLASS-LEADING 34 MPG**



**FUSION HYBRID:
CLASS-LEADING 41 MPG**





**ELECTRIFYING
GLOBAL**

C

AND

C/D

PLATFORMS

HYBRID

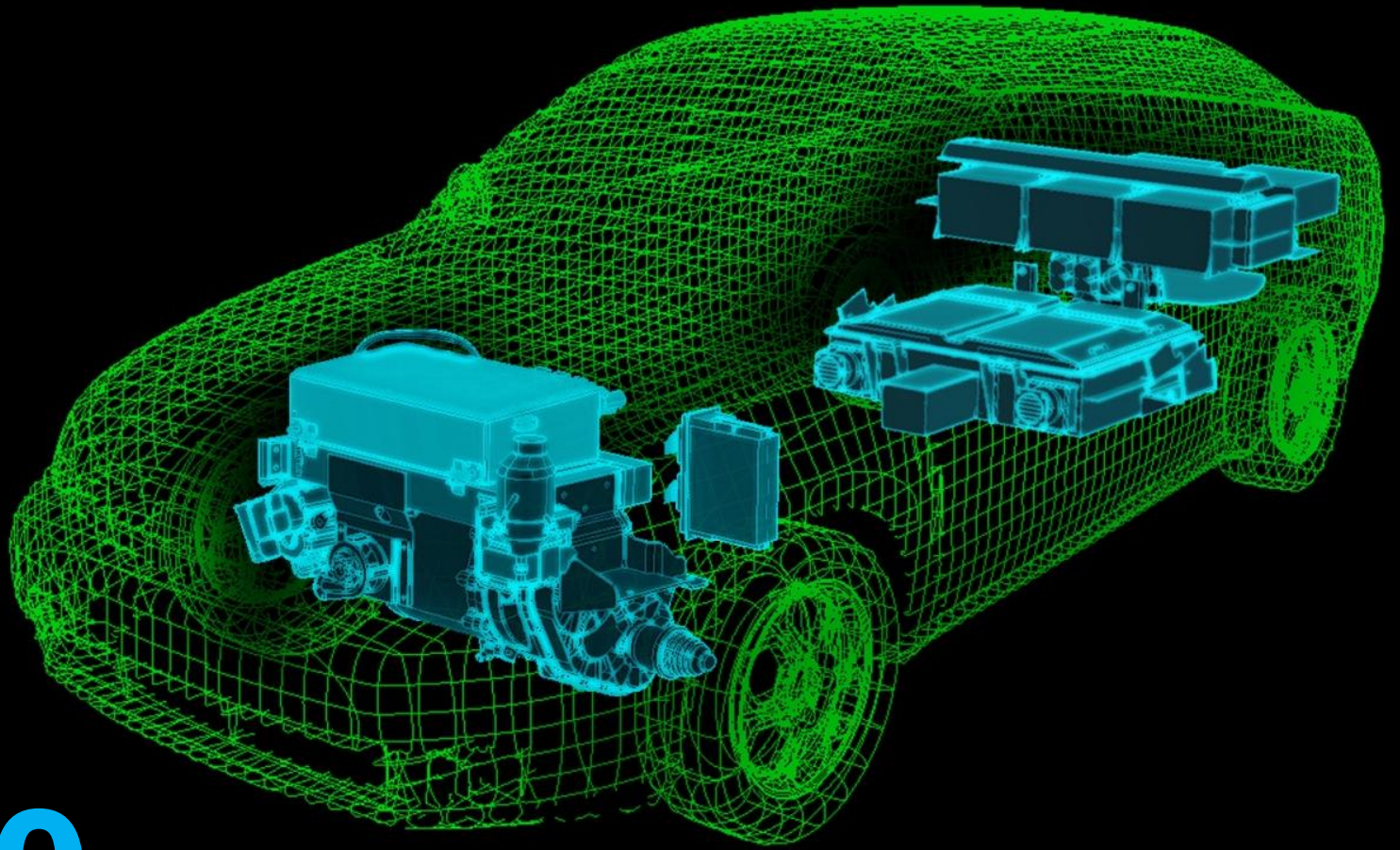
PLUG-IN HYBRID

BEV

**IN 2010,
COMMERCIAL BEV
FOR FLEET**

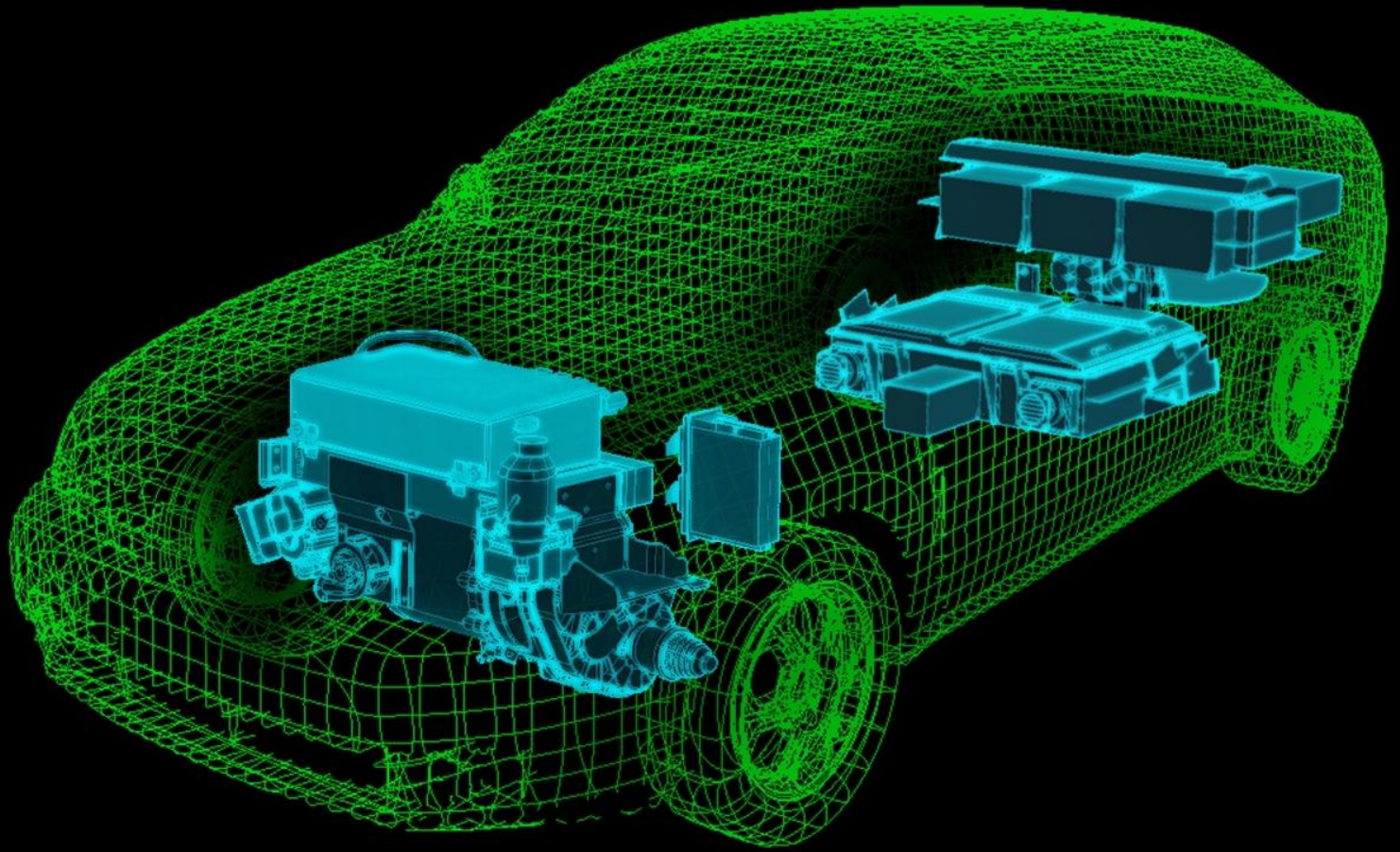
**IN 2010,
COMMERCIAL BEV
FOR FLEET**

**IN 2011,
BEV SMALL CAR**



**100
MILES**

ON A SINGLE CHARGE



5,000 TO 10,000
UNITS ANNUALLY

**IN 2010,
COMMERCIAL BEV
FOR FLEET**

**IN 2011,
BEV SMALL CAR**

**IN 2012,
DELIVER NEXT-GEN
HYBRIDS**





STRATEGIC COLLABORATION

BATTERIES

INFRASTRUCTURE

POLICY



SOUTHERN CALIFORNIA
EDISON[®]

An *EDISON INTERNATIONAL*[®] Company

PLUG-IN
HYBRID



EPRI

ELECTRIC POWER
RESEARCH INSTITUTE



THE CITIES OF:

DENVER, COLORADO

CHONGQING, CHINA

**FORD F-150:
32-YEAR SALES LEADER**





FOCUS: GROWING POPULARITY



**FUSION: ALL-AROUND
FUEL-ECONOMY LEADER**



SHELBY GT500: BEST MUSTANG EVER



NEW 2010 TAURUS



NEW 2010 LINCOLN MKT



6 **NEW VEHICLES**
IN
NORTH AMERICA
BASED ON
SUCCESSFUL EUROPEAN
PRODUCTS BY **2012**

2 MILLION UNITS

ANNUALLY FROM

FORD'S

GLOBAL C

PLATFORM

1 MILLION UNITS

ANNUALLY FROM

FORD'S

GLOBAL B

PLATFORM

FIESTA: COMING IN 2010



2009: U.S. 'FIESTA MOVEMENT'



MILLENNIALS



11,000 reach driving age every day

Represent 32% of compact car purchases

The SYNC logo is rendered in a white, stylized, sans-serif font. The letters are bold and modern, with the 'S' and 'C' having a slight curve. A thin white horizontal line runs through the middle of the letters, separating the top and bottom halves of the characters.

SYNC

Powered by **Microsoft**[®]

**Vehicles equipped with SYNC
now sell nearly twice as fast as
those without**

SYNC

Powered by **Microsoft**[®]



SYNC

Powered by **Microsoft**

SIRIUS



TRAVEL LINK

SONY



SAFE HARBOR

Risk Factors

Statements included 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:

- Continued decline in market share;
- Continued or increased price competition resulting from industry overcapacity, currency fluctuations or other factors;
- A further increase in or acceleration of the market shift away from sales of trucks, SUVs, or other more profitable vehicles, particularly in the United States;
- Further significant decline in industry sales, resulting from slowing economic growth, geo-political events, or other factors;
- Lower-than-anticipated market acceptance of new or existing products;
- Further increases in the price for, or reduced availability of, fuel;
- Currency or commodity price fluctuations;
- Adverse effects from the bankruptcy or insolvency of, change in ownership or control of, or alliances entered into by a major competitor;
- Economic distress of suppliers of the type that has in the past and may in the future require us to provide financial support or take other measures to ensure supplies of components or materials;
- Labor or other constraints on our ability to restructure our business;
- Work stoppages at Ford or supplier facilities or other interruptions of supplies;
- Single-source supply of components or materials;
- Substantial pension and postretirement health care and life insurance liabilities impairing our liquidity or financial condition;
- Inability to implement the Retiree Health Care Settlement Agreement to fund and discharge UAW hourly retiree health care obligations;
- Worse-than-assumed economic and demographic experience for our postretirement benefit plans (e.g., discount rates, investment returns, and health care cost trends);
- 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 regulation resulting in higher costs, cash expenditures, and/or sales restrictions;
- Unusual or significant litigation or governmental investigations arising out of alleged defects in our products or otherwise;
- A change in our requirements for parts or materials where we have entered into long-term supply arrangements that commit us to purchase minimum or fixed quantities of certain parts or materials, or to pay a minimum amount to the seller (“take-or-pay” contracts);
- Adverse effects on our results from a decrease in or cessation of government incentives;
- Adverse effects on our operations resulting from certain geo-political or other events;
- Substantial negative Automotive operating-related cash flows for the near- to medium-term affecting our ability to meet our obligations, invest in our business, or refinance our debt;
- Substantial levels of Automotive indebtedness adversely affecting our financial condition or preventing us from fulfilling our debt obligations (which may grow because we are able to incur substantially more debt, including additional secured debt);
- Failure of financial institutions to fulfill commitments under committed credit facilities;
- Inability of Ford Credit to obtain an industrial bank charter or otherwise obtain competitive funding;
- A prolonged disruption of the debt and securitization markets;
- Inability of Ford Credit to access debt, securitization, or derivative markets around the world at competitive rates or in sufficient amounts due to additional credit rating downgrades, market volatility, market disruption, or otherwise;
- Higher-than-expected credit losses;
- Increased competition from banks or other financial institutions seeking to increase their share of financing Ford vehicles;
- Changes in interest rates;
- Collection and servicing problems related to finance receivables and net investment in operating leases;
- Lower-than-anticipated residual values or higher-than-expected return volumes for leased vehicles;
- New or increased credit, consumer or data protection or other regulations resulting in higher costs and/or additional financing restrictions; and
- Inability to implement our plans to further reduce structural costs and increase liquidity.

We cannot be certain that any expectation, forecast or assumption made by management 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 of these risks, see “Item 1A. Risk Factors” in our 2007 Form 10-K Report and in our subsequent Reports on Form 10-Q.





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