



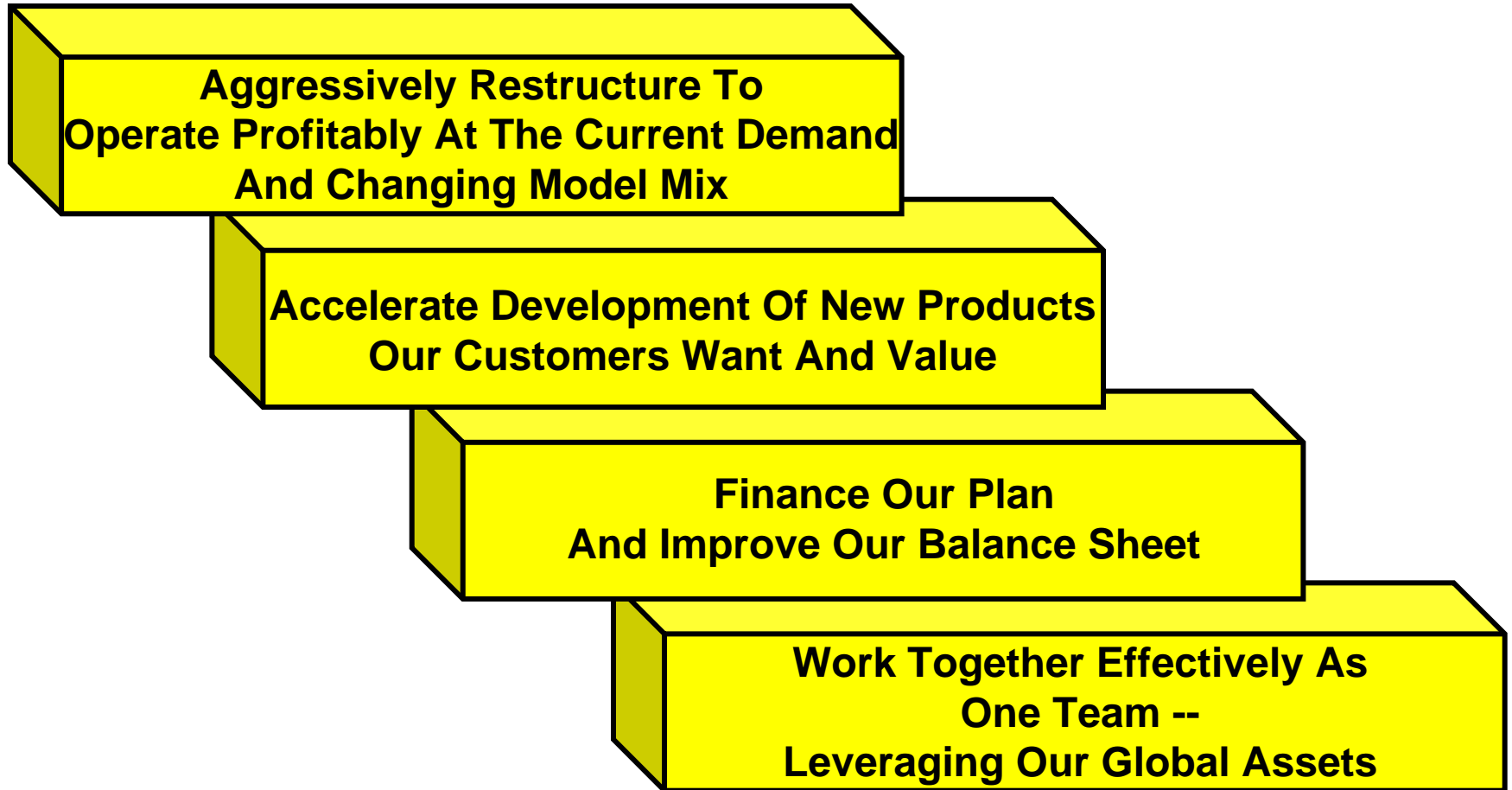
ONE FORD

***John Fleming
Executive Vice President, Global
Manufacturing and Labour***

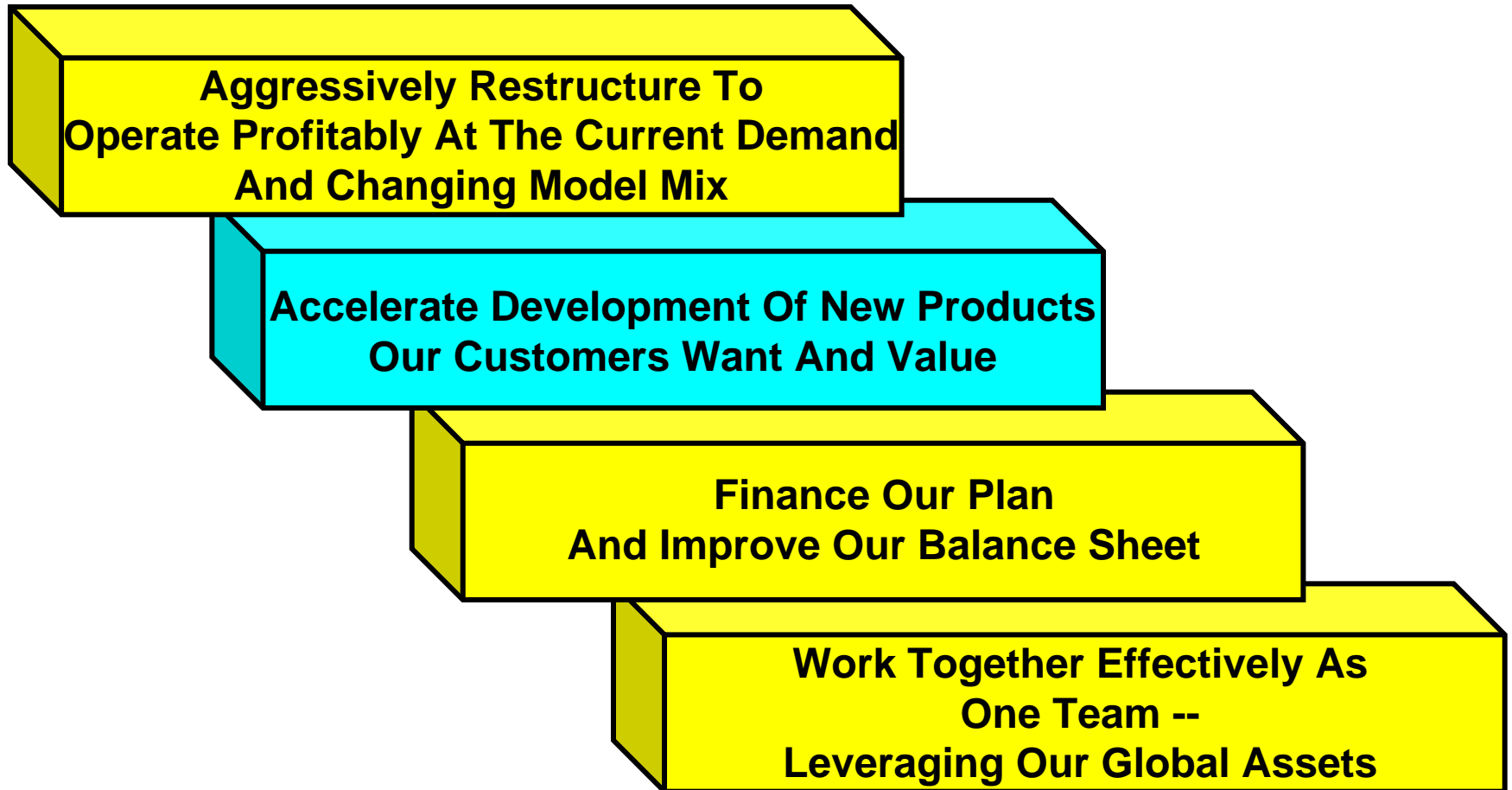
Chairman, Ford of Europe

**Goldman Sachs Global Autos Conference 2009
December 4, 2009**

OUR PLAN -- **ONE FORD**



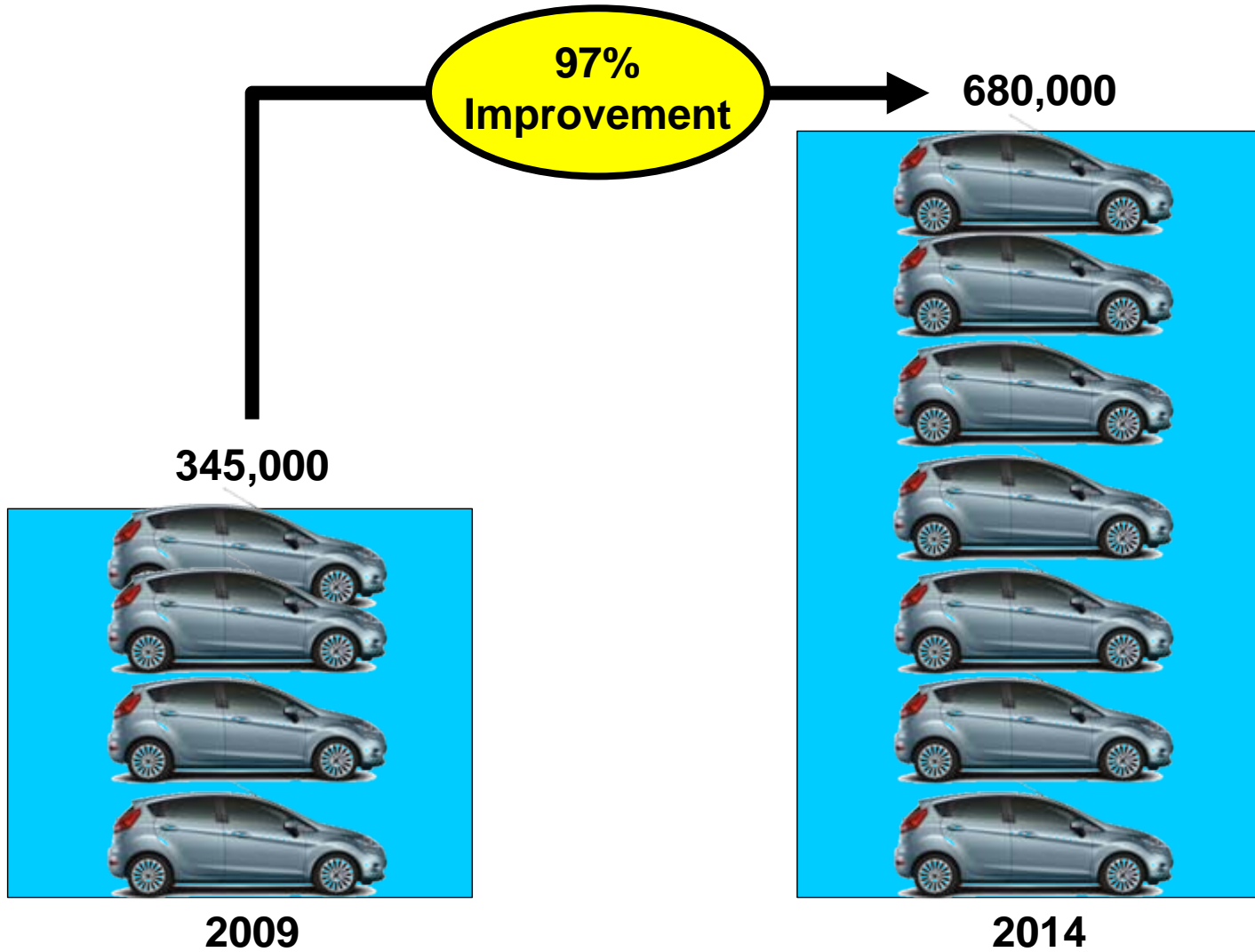
OUR PLAN -- **ONE FORD**





- **One Ford plan accelerates development of new products customers want and value:**
 - **Laser focus on the Ford brand, facilitated by divesting of brands and other non-core assets**
 - **A complete balanced portfolio of small, medium, and large cars, utilities, and trucks**
 - **Substantial and continuous improvement in engineering and investment efficiency**
 - **Leveraging the global assets of One Ford**
 - **Reducing the number of vehicle platforms, engines, transmissions, and customer offered complexity**
 - **Reduce average age of showroom portfolio**
 - **Product excellence = the best-designed vehicles in the world**

GLOBAL CYCLE PLAN -- VOLUME PER CORE PLATFORM



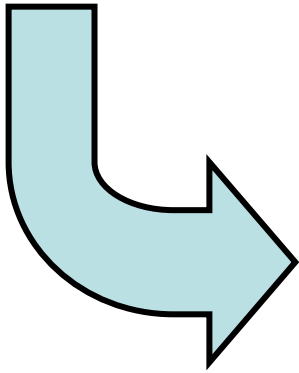
MIGRATING TO ONE FIESTA



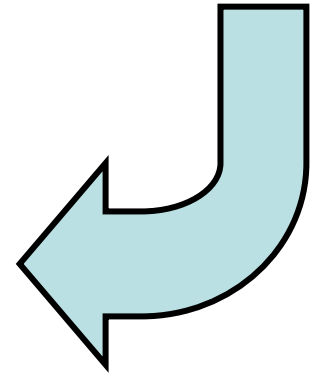
South America



Europe / Asia Pacific



Global

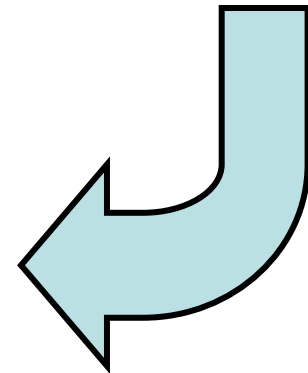
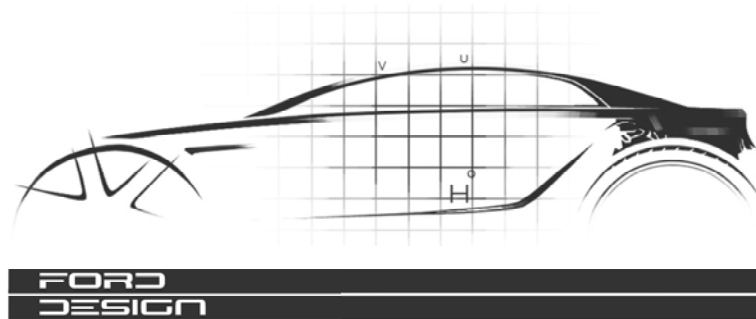
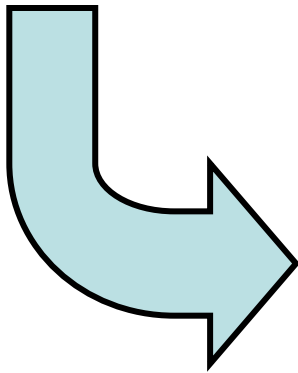


MIGRATING TO ONE FOCUS



North America

Europe / South America / Asia Pacific



Global

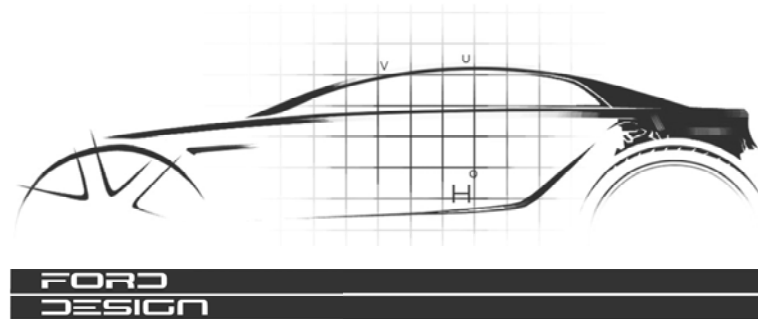
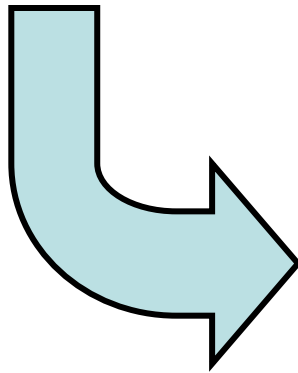
MIGRATING TO ONE MIDSIZE (CD) VEHICLE



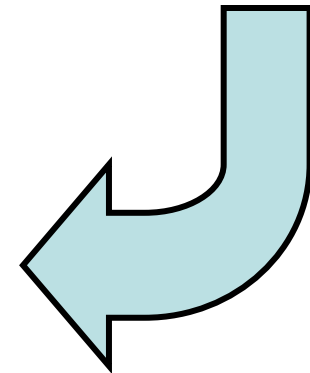
North America Fusion



Europe / Asia Pacific Mondeo



Global



TRANSIT CONNECT GONE GLOBAL

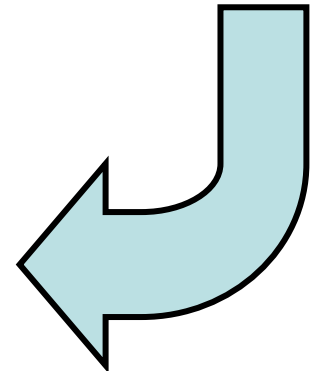
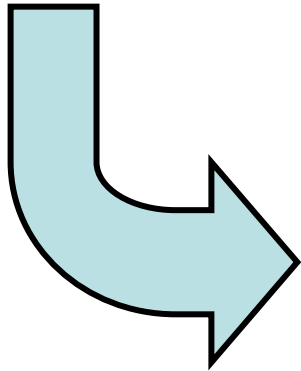


Previously No Entry



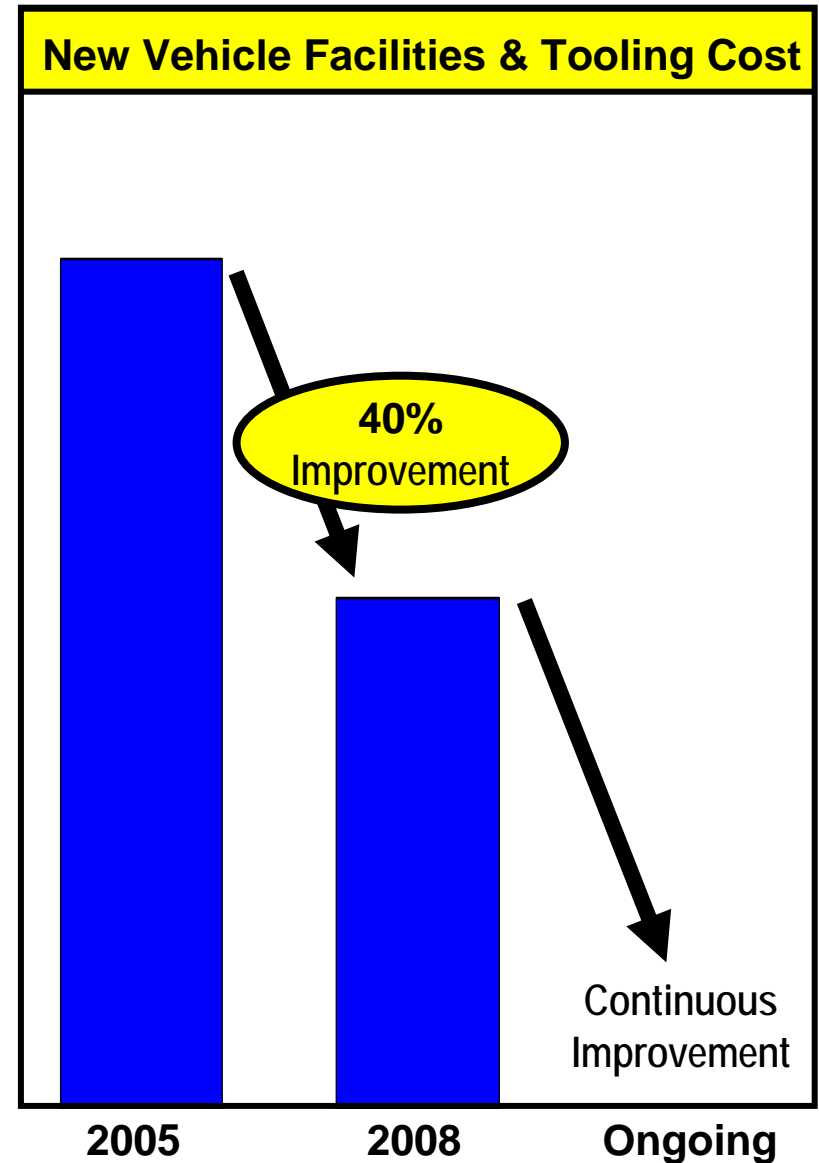
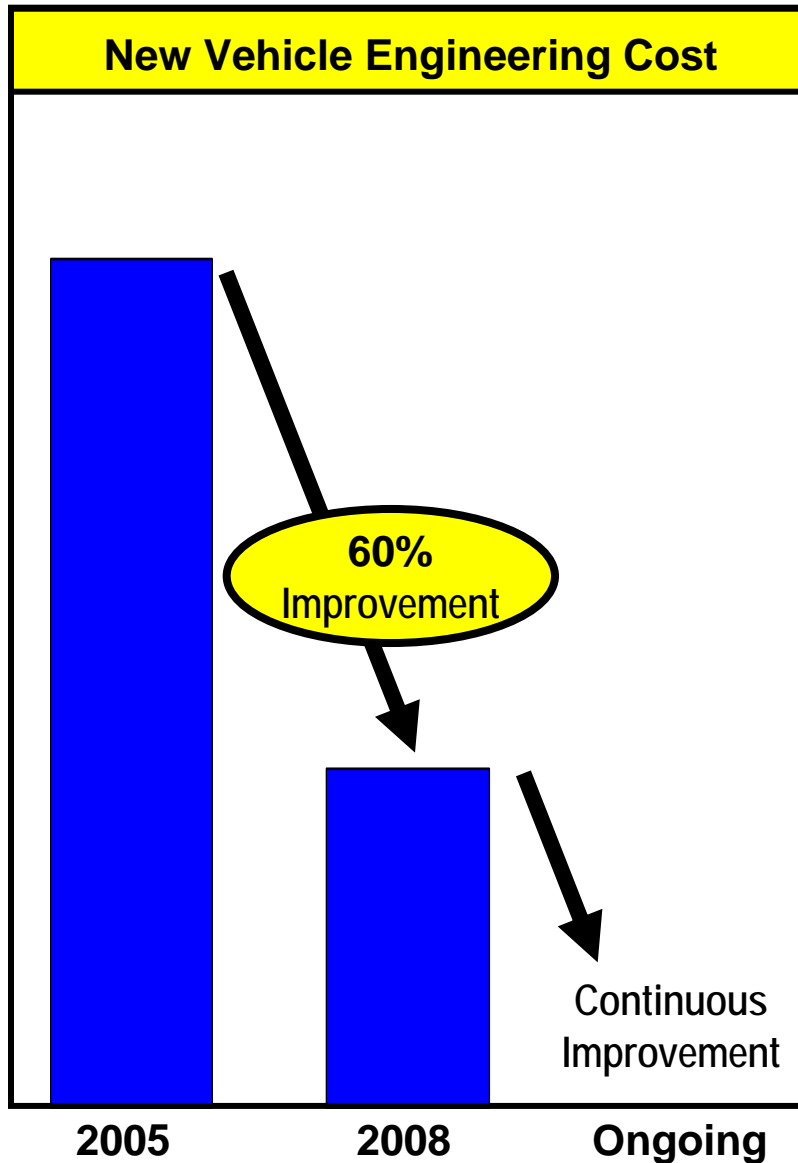
North America

Europe



Global

VEHICLE DEVELOPMENT EFFICIENCY



DEVELOP NEW PRODUCTS OUR CUSTOMERS WANT AND VALUE

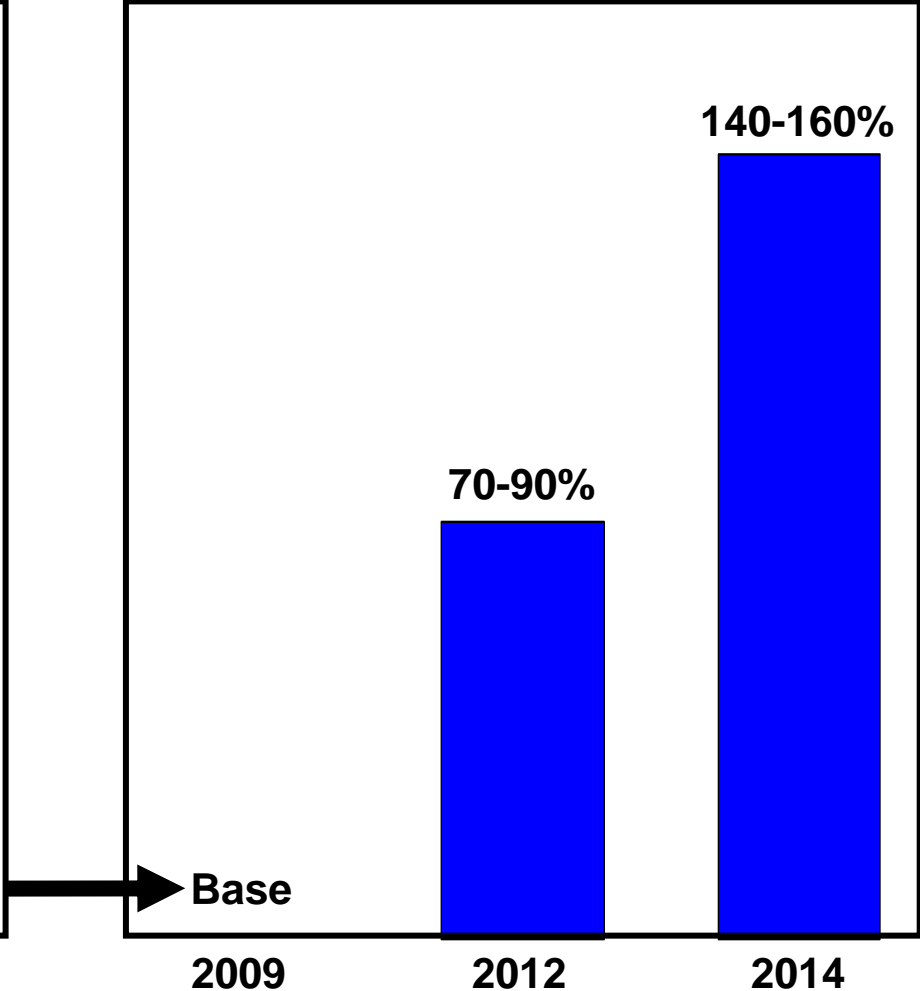


U.S. All-New and Major Refreshed Products for Last Two Years

**45%
By Volume**

- | | |
|--------|-----------------|
| MKS | Mustang |
| Flex | Shelby GT500 |
| F-150 | Taurus |
| Fusion | MKT |
| Milan | Transit Connect |
| MKZ | |

Global All-New and Major Refreshed Products Compared With 2009



COMMITMENT TO PRODUCT EXCELLENCE



Drive
quality.

Quality
Leadership



Drive
green.

Fuel Economy
Leadership



Drive
safe.

Safety
Leadership



Drive
smart.

Infotainment
Leadership





- **EcoBoost engine gas turbocharged direct-injection technology**
- **Provides up to 20 percent improved fuel economy and 7 percent to 15 percent reduced CO₂ emissions**
- **Introduced on V6 applications this year and I4 (1.6- and 2.0-litre) engines in 2010**
- **Smaller displacement EcoBoost in pipeline**
- **Within three years, will be producing 1.3 million vehicles with EcoBoost globally**



- **Low CO₂ diesel technologies**
 - **ECONetic models, across all segments (Fiesta, Focus, Mondeo and Transit)**
 - **Second generation Focus ECONetic unveiled at 2009 Frankfurt Motor Show**
- **Alternative Fuel Technologies**
 - **Factory fitted CNG and LPG variants of Fiesta, Focus, C-MAX, Mondeo and Transit**
 - **One of the broadest Flexifuel vehicle portfolios in Europe**
- **Vehicles below 130 g/km**
 - **Offers 13 passenger cars below 130 g/km CO₂**

PRODUCT EXCELLENCE -- ELECTRIFICATION PLANS



- **Announced production plans (all in North America)**
 - **Transit Connect BEV in 2010**
 - **Focus BEV in 2011**
 - **Next generation hybrid (HEV) in 2012**
 - **Plug-in hybrid (PHEV) in 2012**

- **Concept / Test Fleets**
 - **Transit Connect BEV concept in Europe**
 - **Focus BEV prototype fleets in Europe**
 - **Plug-in Hybrid (PHEV) Escape test fleet in North America**



SUMMARY OF KEY ELEMENTS OF OUR PLAN -- ONE FORD

- **Laser focus on our Ford brand**
 - **Divest non-core assets sold Aston Martin, Jaguar, Land Rover, Hertz, and other assets, reduced ownership in Mazda, held Volvo for sale**
- **Maintain complete family of vehicles**
 - **Small, medium, and large cars, utilities, and trucks**
- **Deliver world class vehicles**
 - **Quality, green, safe, smart, and best value**
- **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 -- leveraging our global assets**

An Exciting Viable Ford Motor Company Delivering Profitable Growth For All



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 or worsening financial crisis;
- Further declines in industry sales volume, particularly in the United States or Europe, due to financial crisis, deepening recessions, geo-political events, or other factors;
- 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 market shift away from sales of trucks, SUVs, or other more profitable vehicles, particularly in the United States;
- A return to elevated gasoline prices, as well as the potential for volatile prices or reduced availability;
- Lower-than-anticipated market acceptance of new or existing products;
- Fluctuations in foreign currency exchange rates, commodity prices, and interest rates;
- Adverse effects from the bankruptcy of, government-funded restructuring of, change in ownership or control of, or alliances entered into by a major competitor;
- Restriction on use of tax attributes from tax law "ownership change";
- Economic distress of suppliers that may require us to provide financial support or take other measures to ensure supplies of components or materials, which could increase our costs, affect our liquidity, or cause production disruptions;
- Single-source supply 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;
- Pension and postretirement health care and life insurance liabilities impairing our liquidity or financial condition;
- Inability to implement the amended Retiree Health Care Settlement Agreement regarding UAW hourly retiree health care;
- Worse-than-assumed economic and demographic experience for our postretirement benefit plans (e.g., discount rates or investment returns);
- 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, 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 subject to long-term supply arrangements that commit us to purchase minimum or fixed quantities of 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 secured debt);
- Failure of financial institutions to fulfill commitments under committed credit facilities;
- Ford Credit's need for substantial liquidity to finance its business;
- Inability of Ford Credit to obtain competitive funding;
- 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 other factors;
- A prolonged disruption of the debt and securitization markets;
- Higher-than-expected credit losses;
- Increased competition from banks or other financial institutions seeking to increase their share of financing Ford vehicles;
- 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, data protection, or other regulation resulting in greater costs or financing restrictions;
- 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 2008 Form 10-K Report and subsequent Form 10-Q Reports.