



Deutsche Bank



Rod Lache

Managing Director, Deutsche Bank Securities





Alan Mulally
President and Chief Executive Officer





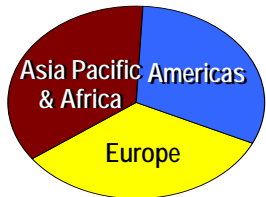
Derrick Kuzak

Group Vice President, Global Product Development

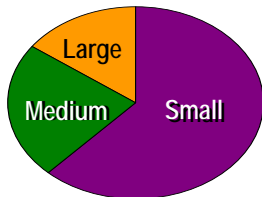
THE PLAN



- 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!



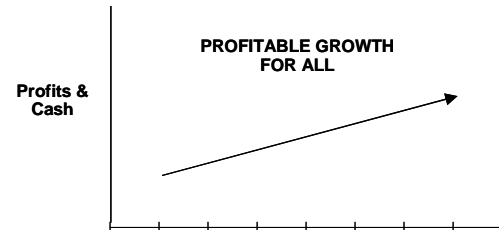
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CONTINUED PROGRESS IN DELIVERING THE GLOBAL PRODUCT PLAN



- **Global Product Strategy**
 - Bold, emotive exterior designs
 - Great to drive
 - Great to sit in
 - Comfort and convenience of a second home on wheels
 - 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**

Product Plan Remains Consistent.

- **Accelerate Delivery of Vehicles Customers Love**
 - **Delivery of “True Product Excellence”**
- **Improving Efficiency of Delivery**
 - **Simplification Everywhere**
 - **Leveraging our Global Assets**
- **World Class and Profitable Small Cars**
- **Summary**

2010CY LINCOLN MKX



**Mid-Cycle Freshening Comparable to Successful '10MY Fusion;
Now True Premium Competitor.**

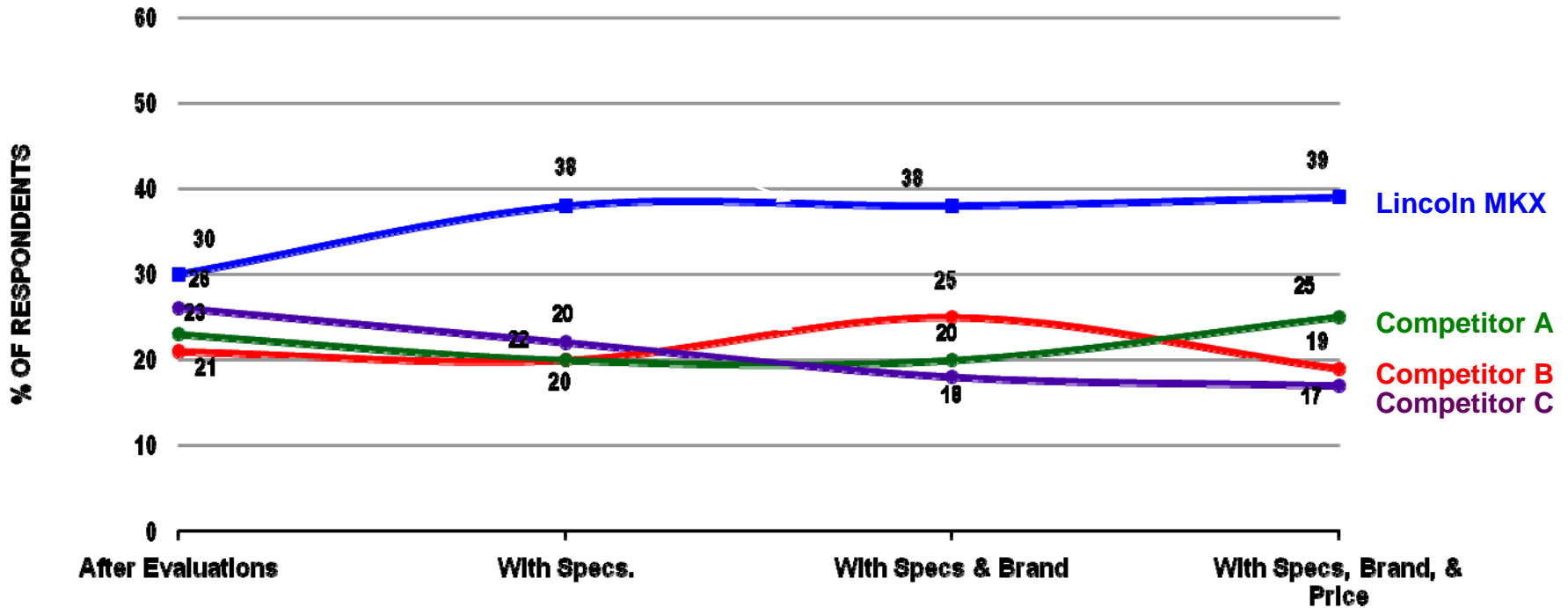
2010CY LINCOLN MKX



2010CY LINCOLN MKX



2010CY LINCOLN MKX FIRST CHOICE PROGRESSION



In Customer Market Research Clinics, MKX Choice Jumps 8 Points to 38% Once Specifications Are Revealed. This 'Share' Level is Maintained Through Brand and Price Reveal.

UNSURPASSED FUEL ECONOMY – U.S.



2009 Model Year

Escape	2.5-L 6-speed FWD
Escape HEV	2.5-L CVT FWD
Flex	3.5-L 6-speed FWD
F-Series	4.6-L 4v 6-speed 4x2

2010 Model Year

Fusion	2.5-L 6-speed FWD S-Model
Fusion HEV	2.5-L CVT FWD
Taurus	3.5-L EcoBoost 6-speed AWD
MKS	3.5-L EcoBoost 6-speed AWD
Flex	3.5-L EcoBoost 6-speed AWD
MKT	3.5-L EcoBoost 6-speed AWD
MKT	3.5-L 6-speed FWD
Transit Connect	2.0L 4-Speed FWD

2011 Model Year

Fiesta	1.6L 6-speed PowerShift FWD
Mustang	3.7L 6-speed, 5.0L 6-speed
MKX	3.7L 6-speed FWD
SuperDuty	6.7L Diesel 6-speed, 6.2L Gas 6-speed

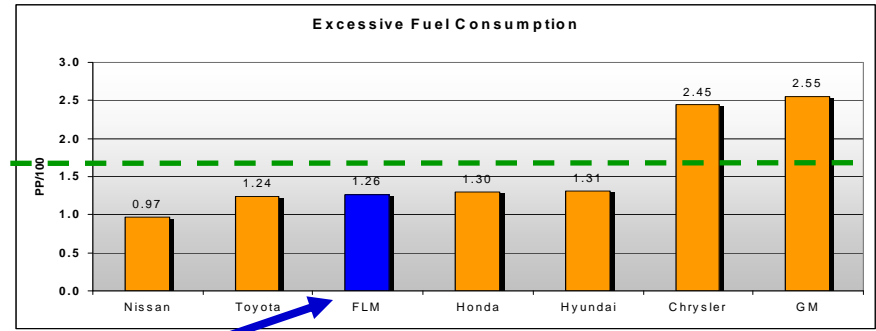
MORE TO COME!

FUEL ECONOMY AS MEASURED BY OUR CUSTOMERS – JD POWER INITIAL QUALITY STUDY

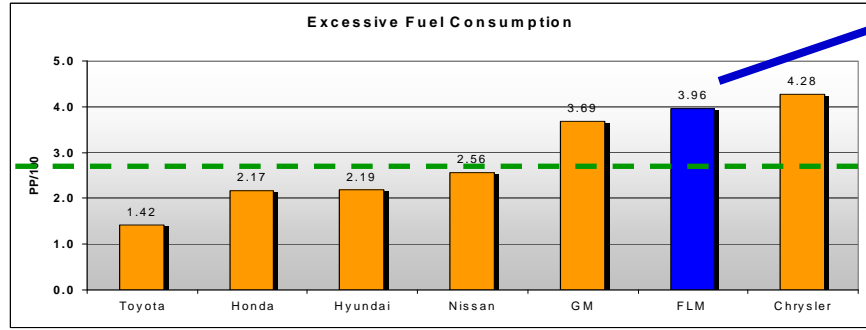


Industry Average = 1.53

2009MY JDP IQS



2008MY JDP IQS



Lower Is Better

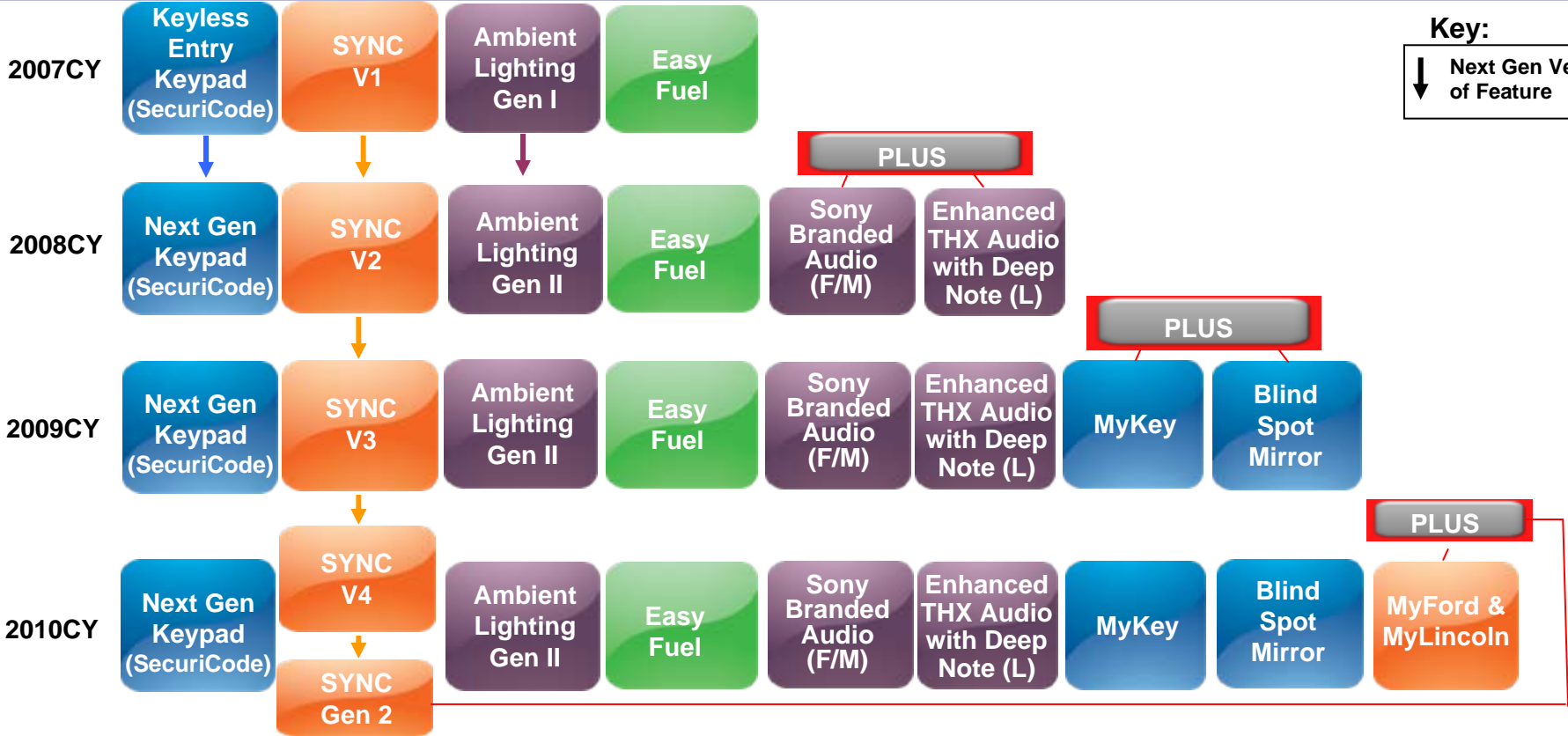
Industry Average = 2.7

Ford is Also Moving to Upper Tier for Fuel Economy Things Gone Wrong as Indicated by External JD Power Metrics.

BRAND SIGNATURE CONTENT



Key:



An Expanding Set of Brand Signature Technologies is Differentiating Ford as a Leader in Innovative, Useful Technology.

MYFORD AND MYLINCOLN EXPERIENCE



Configurable Instrument Cluster Displays

- Vehicle information
- Customer media information



Center Stack Display

- Configurable display for audio/media, navigation, phone and climate control information
- Provides advanced set of graphics and animations (2D and 3D)



Steering Wheel Switches

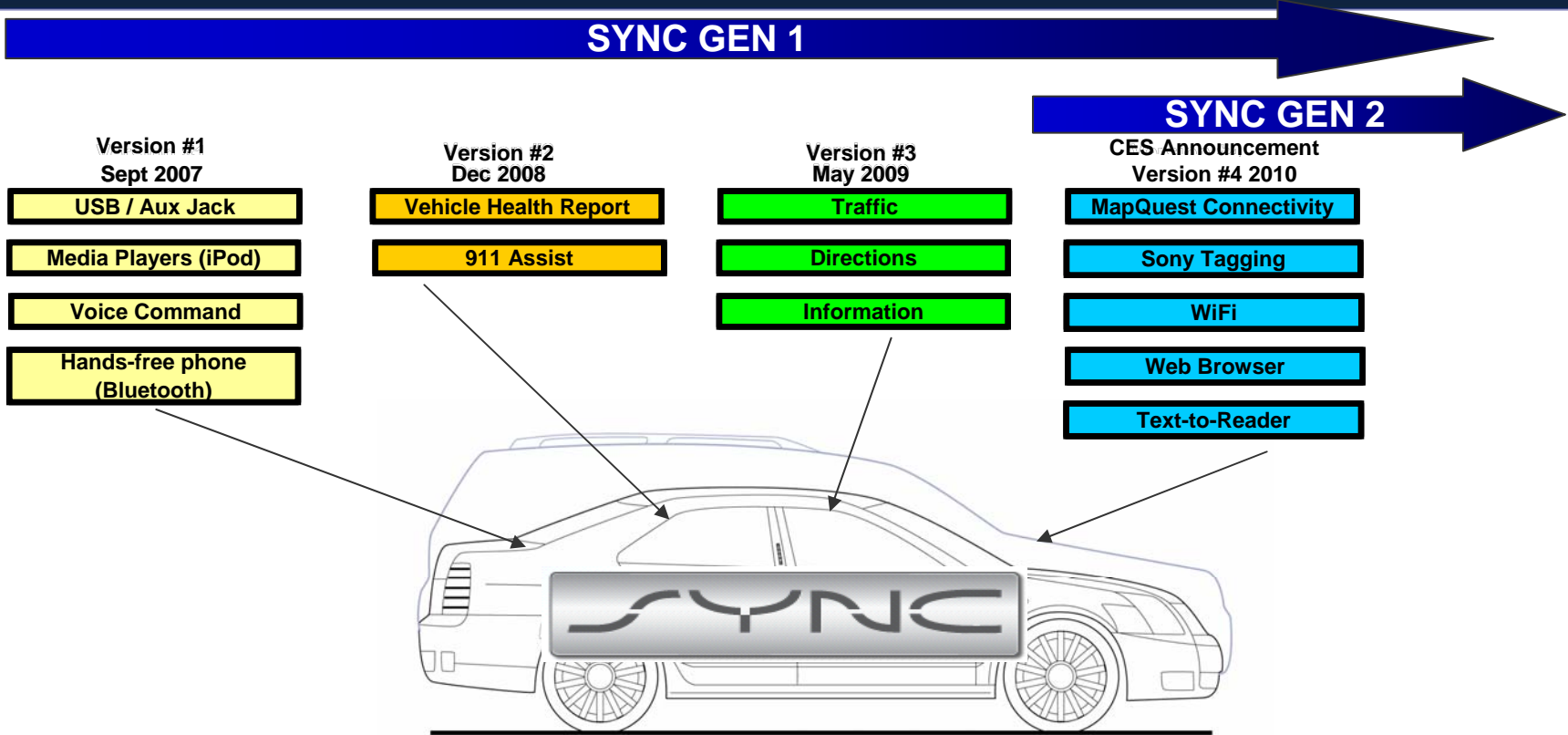
- Are familiar and intuitive
- Allow simple navigation through menus and selection of content



SYNC Generation 2

MyFord and MyLincoln Developed to Provide a Differentiated Customer Experience to Increase Consideration for Ford, Lincoln and Mercury Brands.

SYNC PRODUCT LIFECYCLE



SYNC Technology is Kept Fresh with Frequent Enhancements and Added Functionality at Speed of Consumer Electronics.

BOLD AND INNOVATIVE PRODUCTS - 2010 CONSUMER ELECTRONICS SHOW



MyFord TOUCH WINS:

- ✓ **CNET Best Of CES in "Car Tech" Category**
 - ✓ **"People's Choice"**
 - ✓ **"Best of Show"**
- ✓ **Popular Mechanics - "Editor's Choice" Award**
- ✓ **Popular Science - "Product of the Future" Award**

"Besides all the little details, the big picture we took away from MyFord Touch is Ford is serious. These people knew going halfway wouldn't be good enough. The screens are beautiful. Before seeing MyFord Touch, we already thought that Ford had the best navigation/entertainment stuff in the industry (SYNC is really, really good – especially with Sirius Travel Link). MyFord Touch brings Ford a generation (or two) beyond the competition. In other words, no one could even compete with Ford's old stuff. How on earth will they manage against MyFord Touch?"

-- AutoBlog

"The hottest thing this week in the world of high tech isn't from Apple in Silicon Valley or Microsoft in Seattle. It's from Dearborn, courtesy of an Old Economy company founded in 1903. How cool is that?"

-- Daniel Howes, The Detroit News

NEW SMALL CARS DELIVER ON THE PRODUCT STRATEGY & DNA BY LEVERAGING GLOBAL ASSETS



Feature / Technology	In Segment			Next Segment Up	
	All-New 2011 Fiesta	Toyota Yaris	Honda Fit	Toyota Corolla	Honda Civic
Intelligent Start	✓	X	X	X	X
Leather / Heated Seats	✓	X	X	✓	✓
Personalized Choice of 7 Interior Seating Options	7	2	2	2	6
SYNC	✓	X	X	X	X
4" LCD Multifunctional Display	✓	X	X	X	X
Power, Heated Sideview Mirrors	✓	X	X	X	X
Integrated LED Turn Signals and Blind Spot Mirrors	✓	X	X	X	X
Installed Ambient Lighting	✓	X	X	X	X
Easy Fuel Capless Fuel Filler	✓	X	X	X	X
LED Parking Lamps	✓	X	X	X	X
Quad Headlamps	✓	X	X	X	X
Seven Airbags including Knee Airbag	✓	X	X	X	X
Ti-VCT Technology	✓	X	X	X	X
6-speed Automatic Transmission	✓	X	X	X	X
Up to 40 MPG (and Best Standard MPG)	✓	X	X	X	X

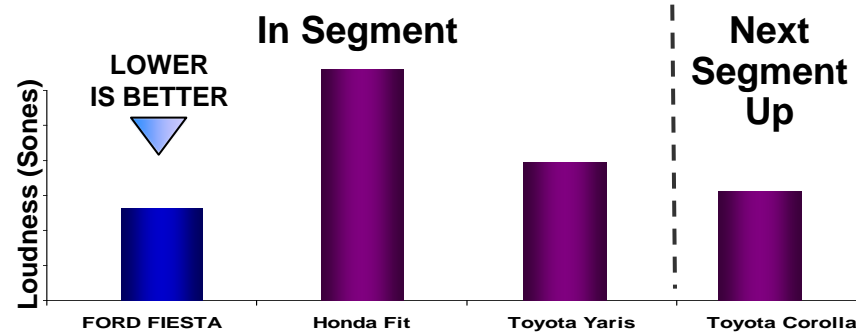
Fiesta Offers More Useful and Innovative Features Than the Leaders in the Next Higher Segment.

NEW SMALL CARS DELIVER ON THE PRODUCT STRATEGY & DNA BY LEVERAGING GLOBAL ASSETS



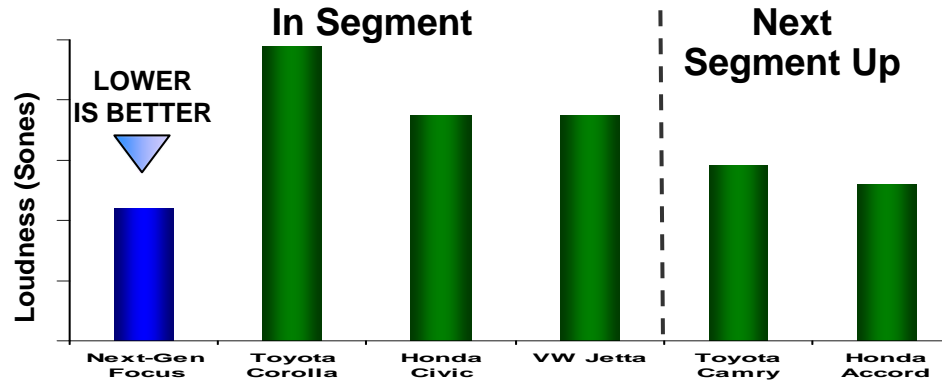
FIESTA

Highway Wind Noise - 80 mph



FOCUS

Highway Wind Noise - 80 mph



Fiesta and Focus Quietness Exceed not Only In-Class Competition but Those Next Segment Up.

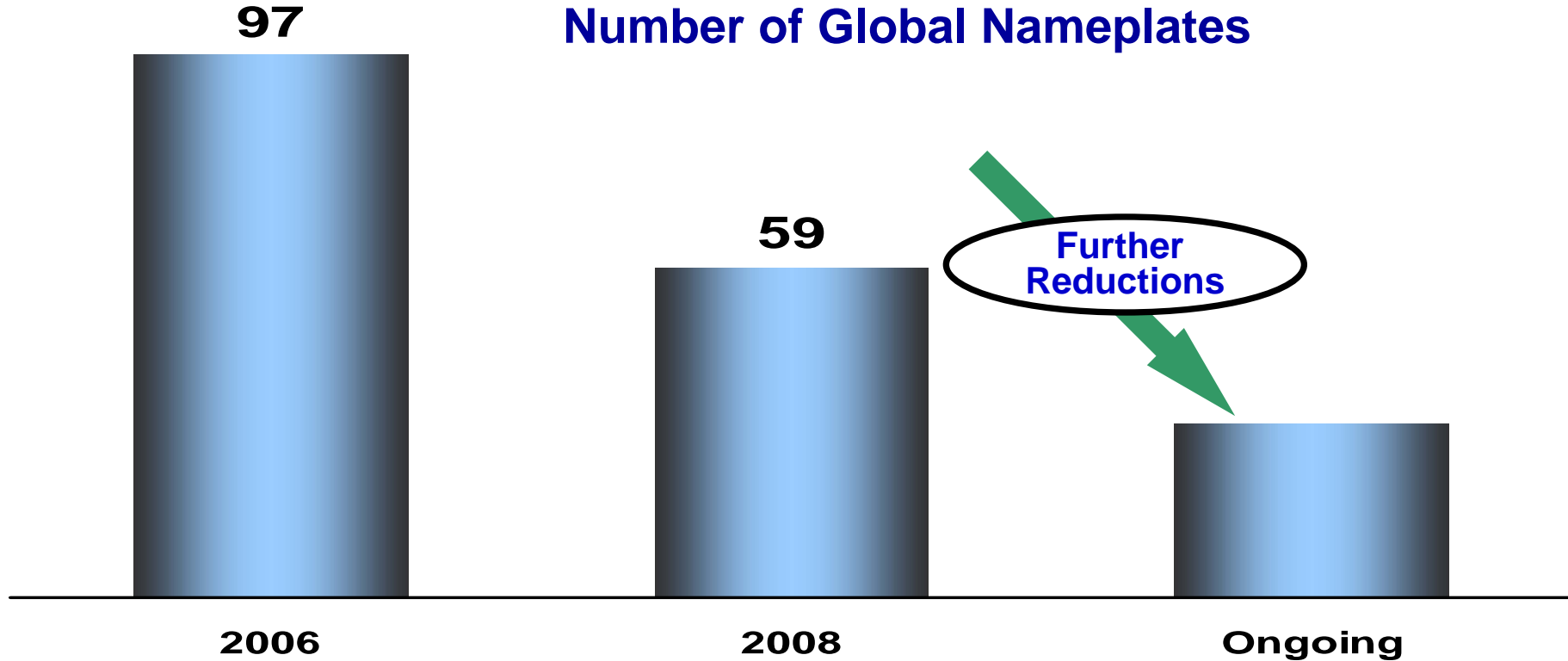
- **Accelerate Delivery of Vehicles Customers Love**
 - **Delivery of “True Product Excellence”**
- **Improving Efficiency of Delivery**
 - **Simplification Everywhere**
 - **Leveraging our Global Assets**
- **World Class and Profitable Small Cars**
- **Summary**

- **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**



Number of Global Nameplates

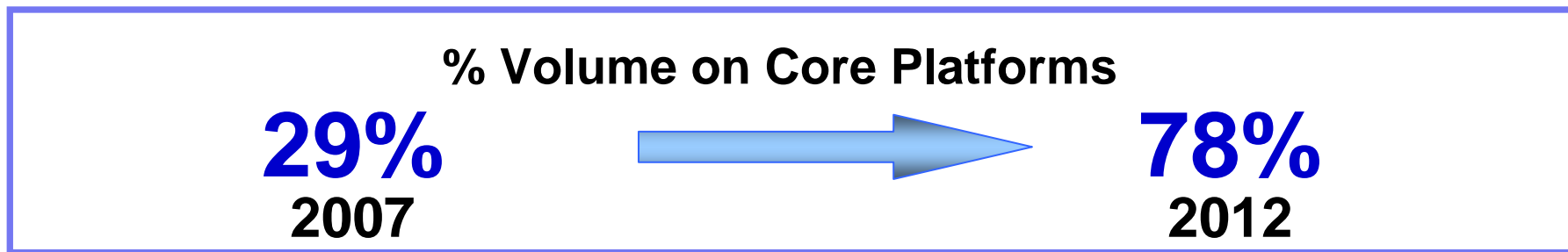


Showroom Nameplates Reduced by Eliminating Brands and Simplifying Ford, Lincoln, and Mercury Line-ups.

TOTAL NUMBER OF PLATFORMS



	2007	2012
Ford	27	16
Competitor A	23	20
Competitor B	27	20

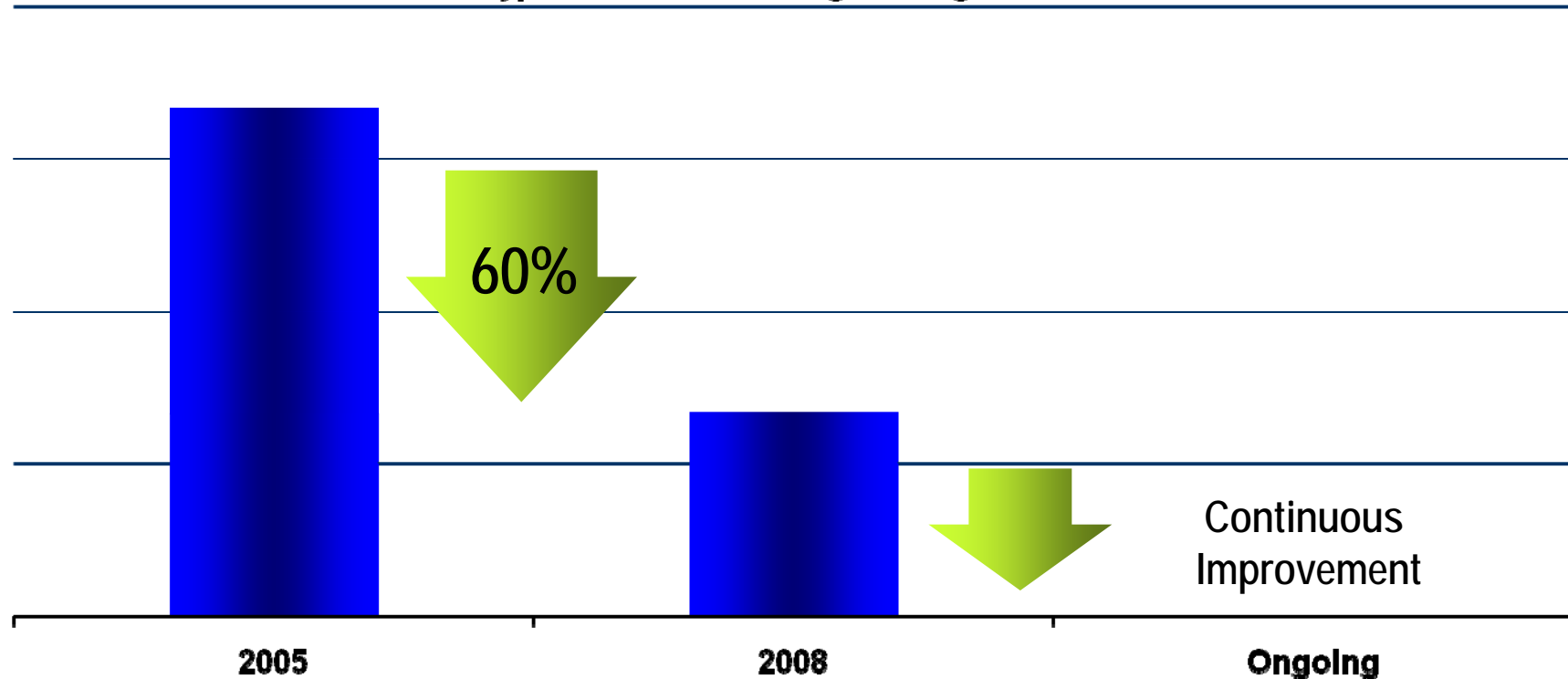


Significant Reduction in Platform Count and % Volume on Core Platform is Accelerated to Achieve Best-in-Industry Levels by 2012.

VEHICLE DEVELOPMENT EFFICIENCY

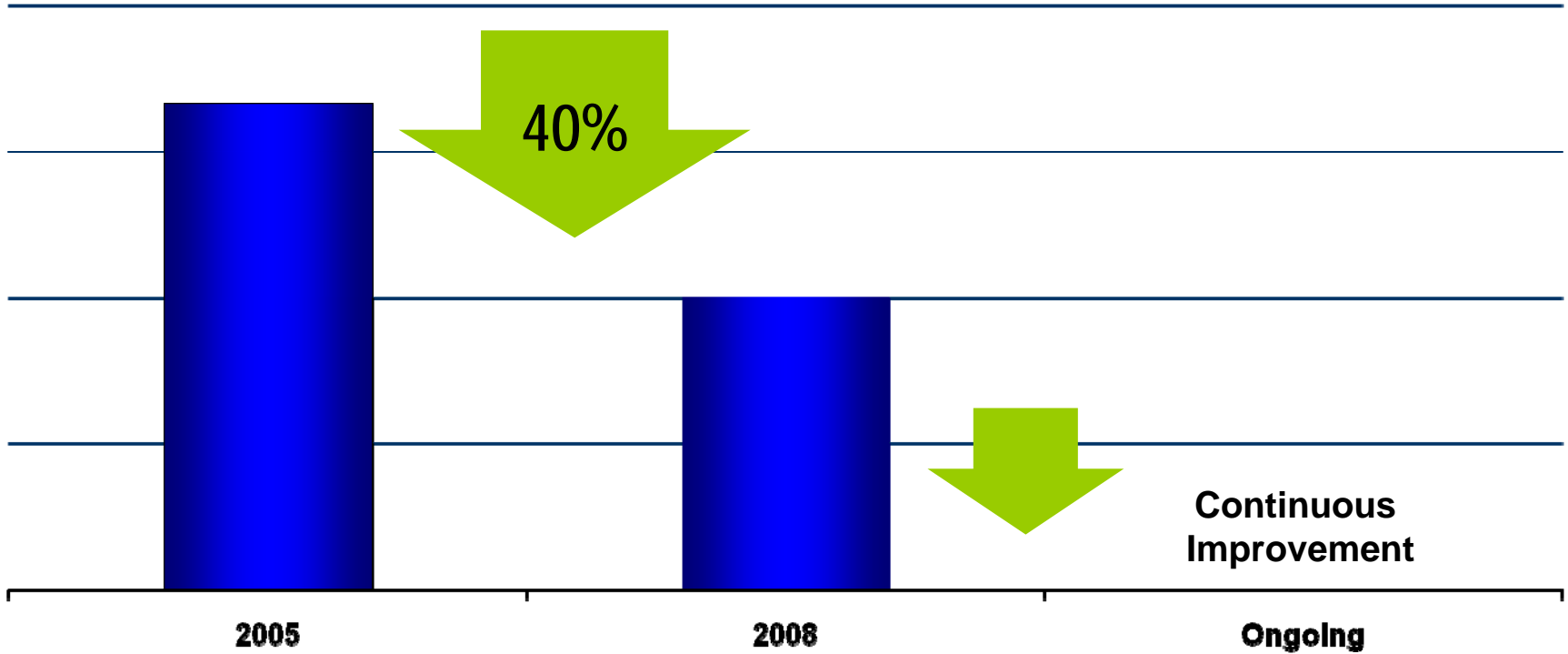


Typical New Vehicle Engineering Cost



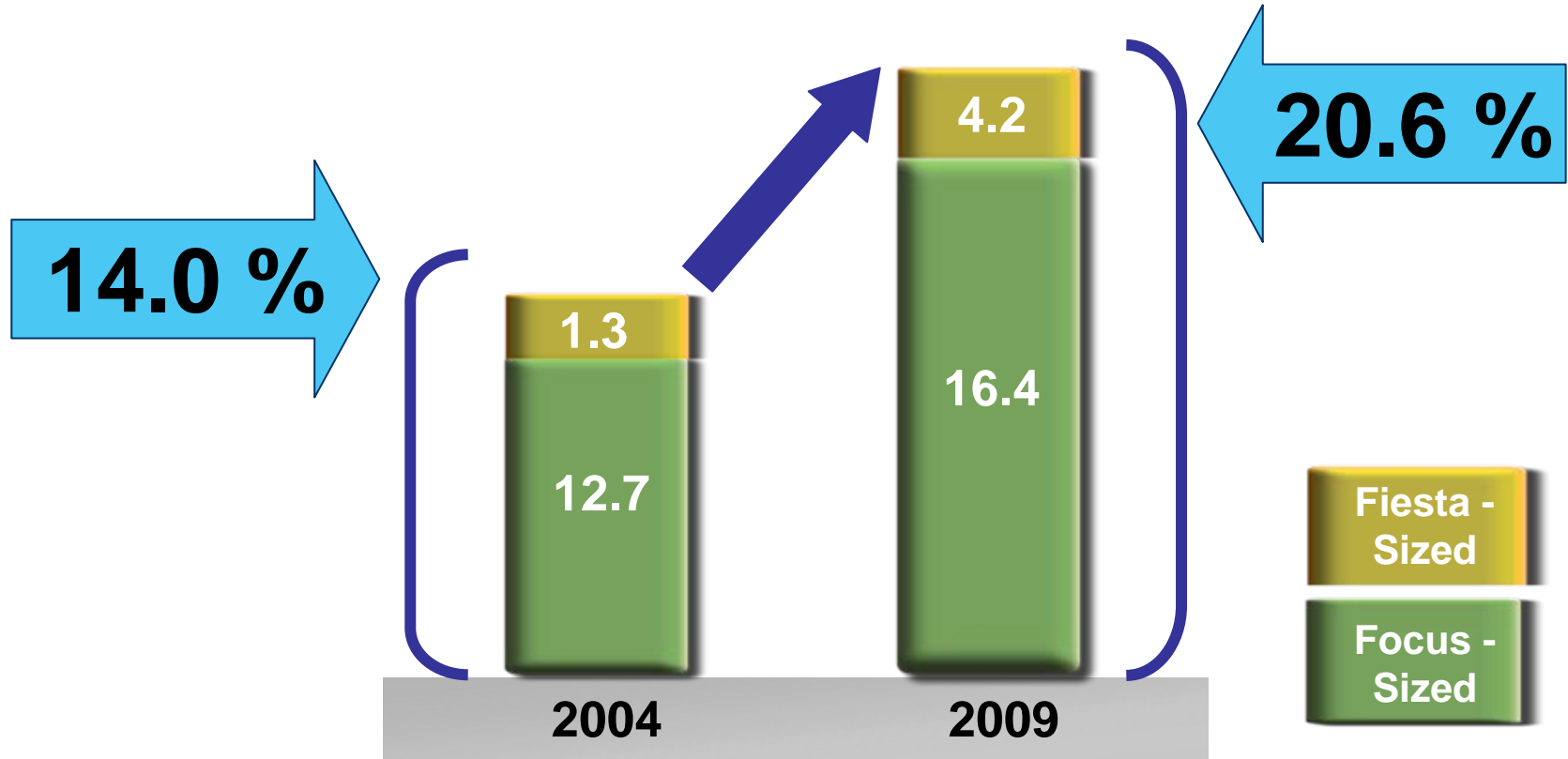
Significant Improvement in Efficiency Enabled Strengthening of Product Line-Up During Period of Cash Conservation.

Typical New Vehicle Facilities and Tooling Cost



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SMALL CAR INDUSTRY TRENDS - U.S.



Increase in Small Cars in North America is Not a Fluke. It is Real and Sustainable.

NORTH AMERICA SMALL CARS



2009

Focus



2011

Fiesta



Focus



Leveraging World-Class Small Cars of Europe Allows North America to Increase Quickly Range of Small Car Offerings.

2010CY FORD FOCUS 5 DOOR



2010CY FORD FOCUS 5 DOOR



2010CY FORD FOCUS 4 DOOR



2010CY FORD FOCUS



GLOBAL B AND C-CAR LEVERAGE



2008

NA Focus

(2/4 door)
~ 220K



2012

Global Focus

(4/5 door)
> 900K

**C – Platform
> 2M**

2010

NA Fiesta

(4/5 door)



2012

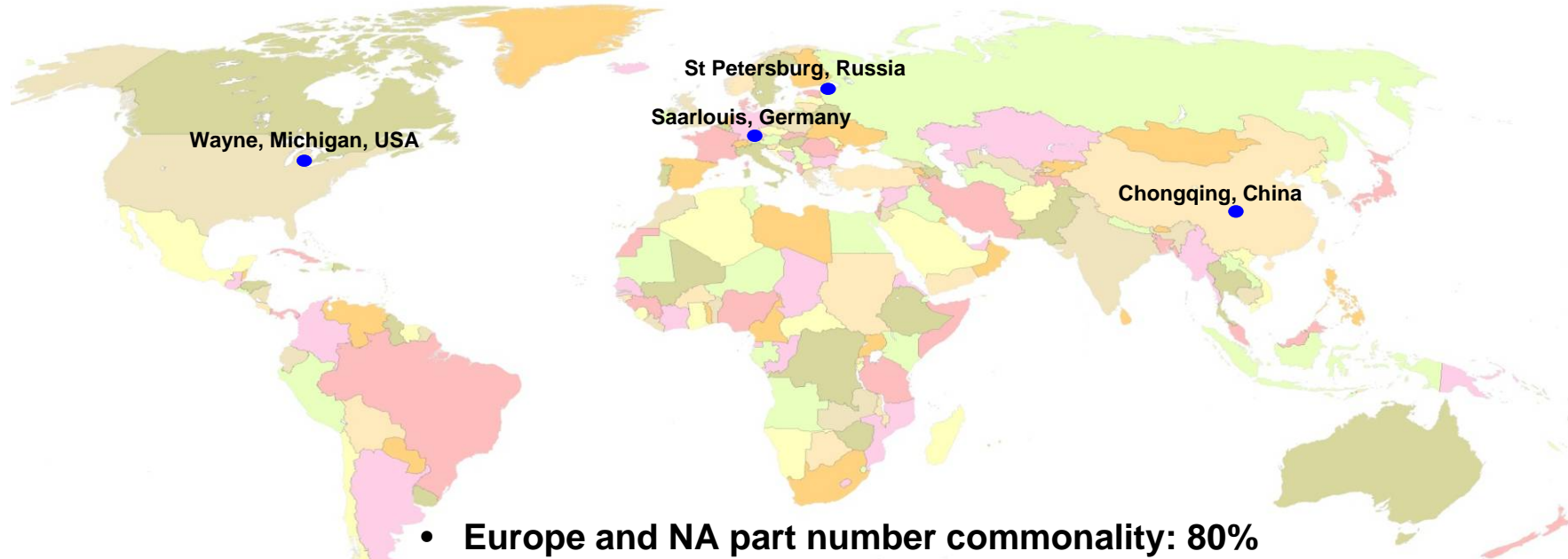
Global Fiesta

(4/5 door)
> 600K

**B – Platform
> 1M**

Global Vehicles and Platforms Improve Scale and Material Cost for Both Us and Our Supplier Partners. C-Platform is Forecasted to Be Highest Volume Platform in Industry.

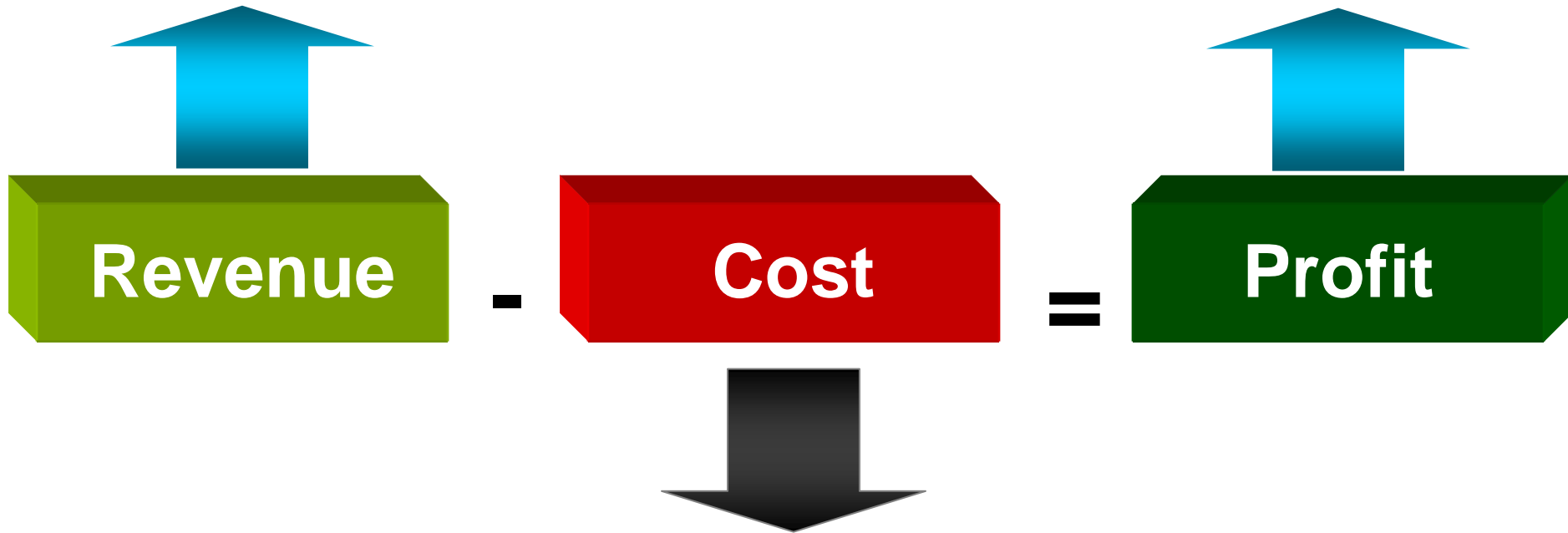
FOCUS DELIVERS ON THE PRODUCT STRATEGY & DNA BY LEVERAGING GLOBAL ASSETS



- Europe and NA part number commonality: 80%
- Sourcing pre-sourced to global suppliers: 77%
- MAP and Chongqing: Common Bill of Process

Scale and Investment Efficiency Delivered Through Common Parts, Suppliers and Bill of Process.

ACHIEVING SMALL CAR PROFITABILITY



Small Car Profitability Achieved Through Fixed Cost Improvement (Shared Investment, Restructuring) and Margin Improvement (Increased Revenue for Product Excellence, Equipment, Mix, and Reduced Cost Through Scale).

FIESTA MSRP AS COMPARED TO TOYOTA YARIS AND HONDA FIT



Sedan

5 Door

2011MY Fiesta Sedan
(MSRP Incl D&D)

2010 MY Toyota Yaris Sedan
(MSRP Incl D&D)

2011 MY Fiesta 5 Door
(MSRP Incl D&D)

2010 MY Honda Fit
(MSRP Incl D&D)

SEL (M/T)
\$16,995

\$2,000

SE (M/T)
\$14,995

\$1,000

S (M/T)
\$13,995

Base w/Sport (M/T)
\$16,930

\$2,815

Base (M/T)
\$14,115

SES (M/T)
\$17,795

\$2,000

SE (M/T)
\$15,795

Sport (M/T)
\$17,120

\$1,510

Base (M/T)
\$15,610

Fiesta Advantages

- + Better Fuel Economy
- + Greater Hp/Torque

- + Driver Knee Airbag
- + Blind Spot Mirror

- + Alloy Wheels
- + Ambient Lighting

- + AM/FM radio
- + Power Locks

- + Traction Control
- + Rear Spoiler

Fiesta Offers a Vehicle Competitively Priced with B Segment Leaders While Offering Greater Value Through More Content and Better Fuel Economy.

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PRODUCT STRATEGY DESIGNED TO DRIVE REVENUE



- **Bold, Emotive Design**
- **Highest Levels of Perceived Quality**
- **Fuel Economy Leadership**
- **Top Safety Star Ratings**
- **“Talk About” Technology**
- **Dramatically More Features Than Facing Competition**
- **Attractive High Series**

*Eliminate
Brand
Discount*

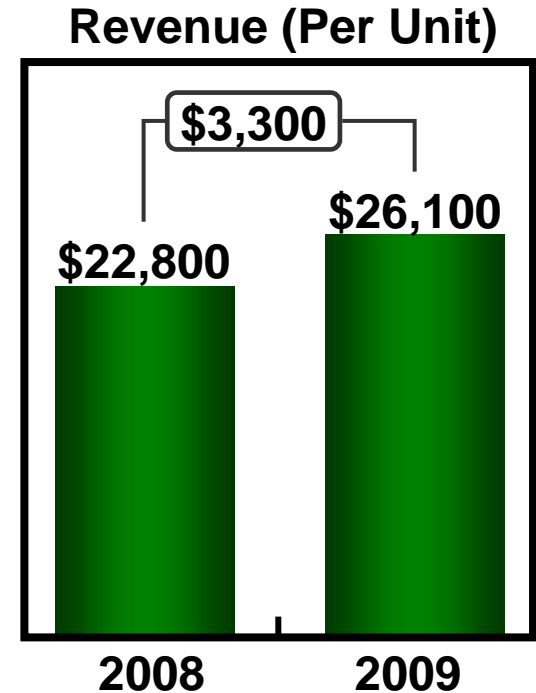
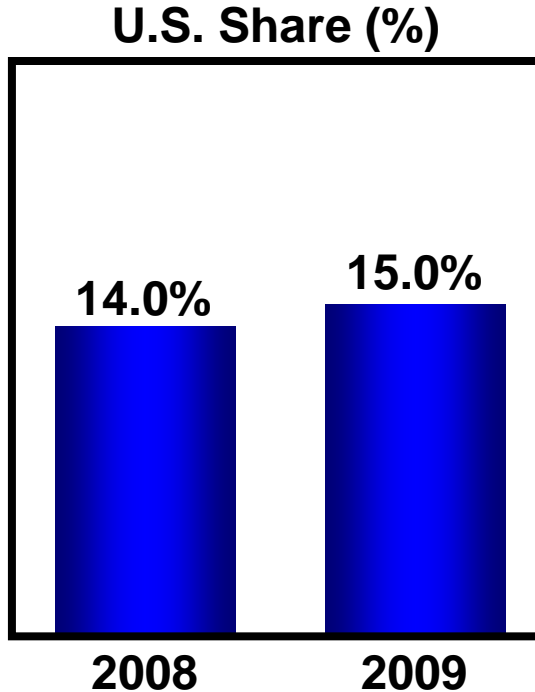
*Revenue
Through
Equipment
Mix and
Rates*

Global Product Strategy of Differentiation Through Design, Technology and Overall Excellence Drives Revenue Growth.

2009 PER UNIT REVENUE INCREASE



AUTOMOTIVE SECTOR: FIRST NINE MONTHS REVENUE PER UNIT -- 2009 vs. 2008



Amidst a Very Challenging Business Environment in 2009, We Have Increased Total Share While Delivering per Unit Revenue.



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.

