



MARK FIELDS

***Executive Vice President, Ford Motor Company
President, The Americas***

**Bank of America Merrill Lynch
2011 New York Auto Summit
April 20, 2011**



Fiesta



Focus



Fusion



Mustang



Taurus



NORTH AMERICA



Escape



Edge



Flex



Explorer



Expedition



Transit Connect



E-Series



F-150



Super Duty



MKX



LINCOLN



MKZ



MKS

NORTH AMERICA



Navigator



MKT

THE ONE FORD 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
- Finance our Plan and improve our balance sheet
- Work together effectively as one team



AGGRESSIVELY RESTRUCTURE -- NORTH AMERICA KEY ACCOMPLISHMENTS SINCE 2005



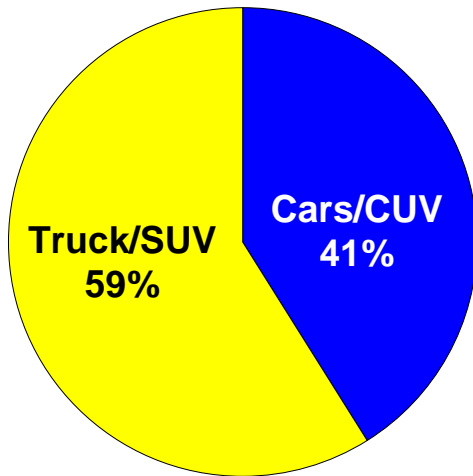
- **Ford has reduced structural costs by more than \$10 billion**
- **Will reduce production capacity by approximately 40 percent by the end of 2011**
- **Reduced salaried, hourly headcount by 40-50 percent**
- **Improved our manufacturing competitiveness – particularly by working with the UAW**
- **Reduced product engineering and new facility and tooling costs**

**Reduced Structural Costs Significantly;
Lowered Breakeven Volume**

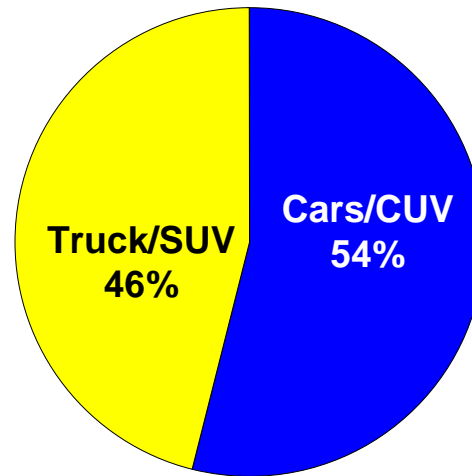
BETTER BALANCED PORTFOLIO OF VEHICLES



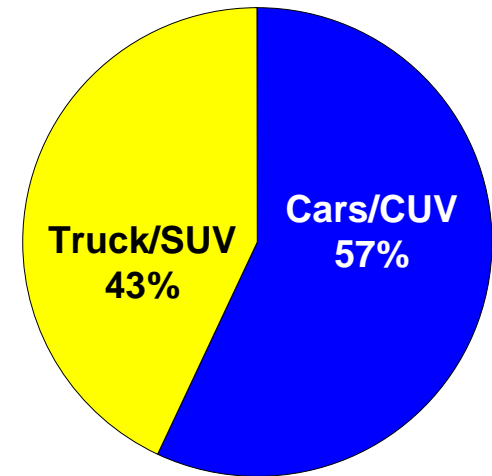
U.S. Product Mix



2005



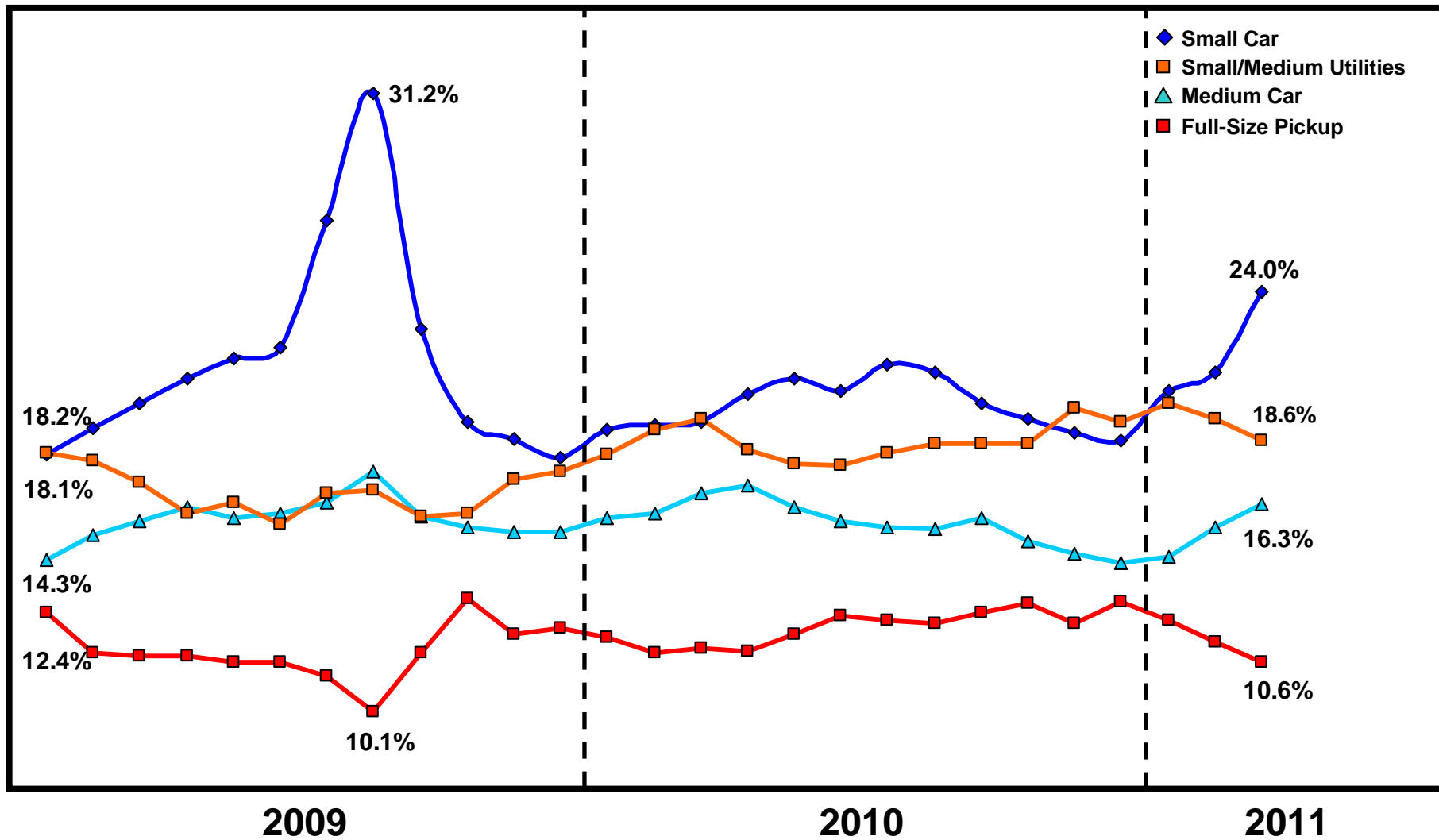
2008



2010

Ford is Delivering the Products People Want and Value

U.S. INDUSTRY RETAIL SEGMENT MIX



Ford's Portfolio of Products is Moving with the Changing Industry

'FOUR PILLARS' OF GLOBAL PRODUCT STRATEGY



Drive
quality.

**Quality
Leadership**



Drive
green.

**Fuel Economy
Leadership**



Drive
safe.

**Safety
Leadership**



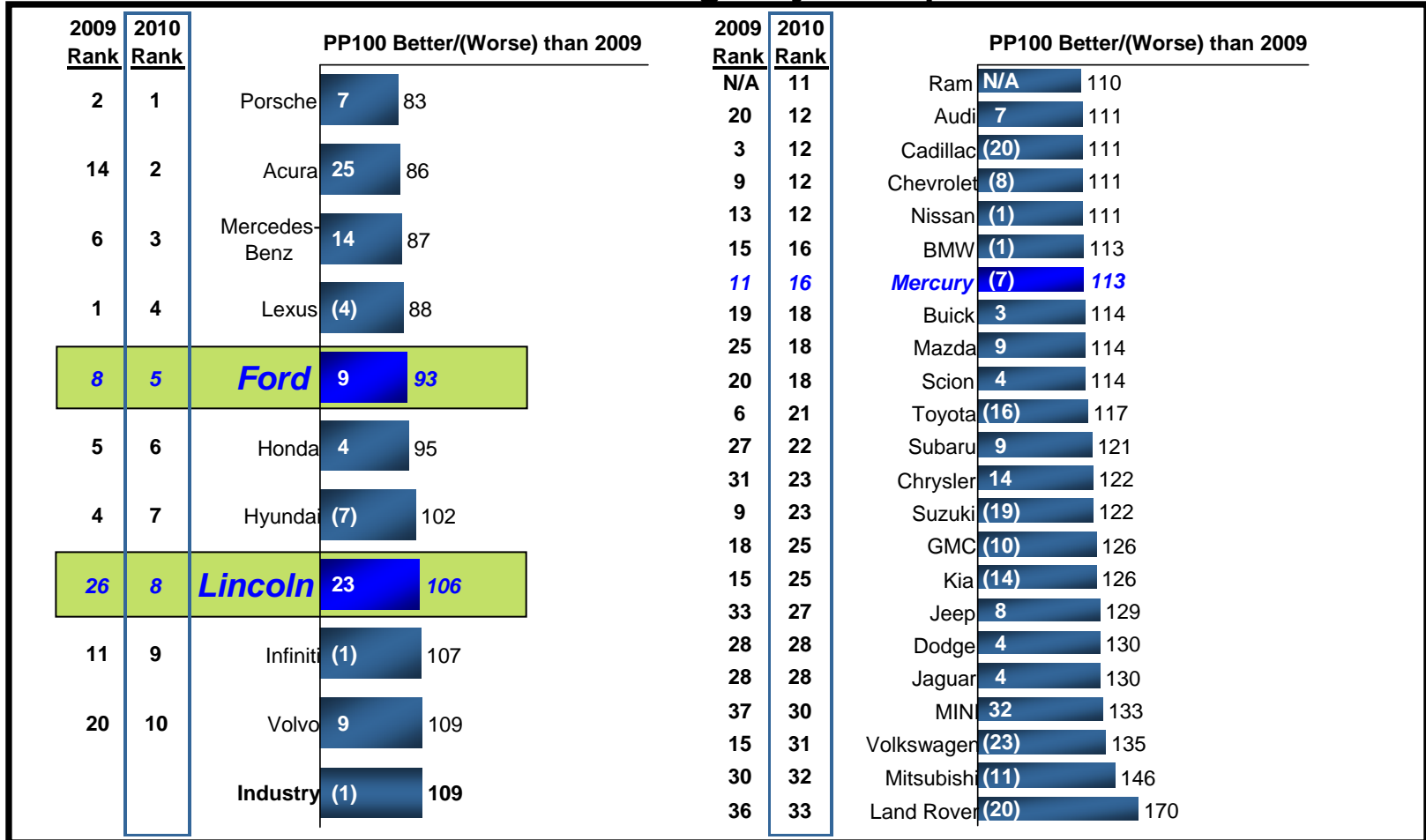
Drive
smart.

**Infotainment
Leadership**



DRIVE QUALITY -- J.D. POWER INITIAL QUALITY SURVEY

IQS PP100 Ranking – By Nameplates

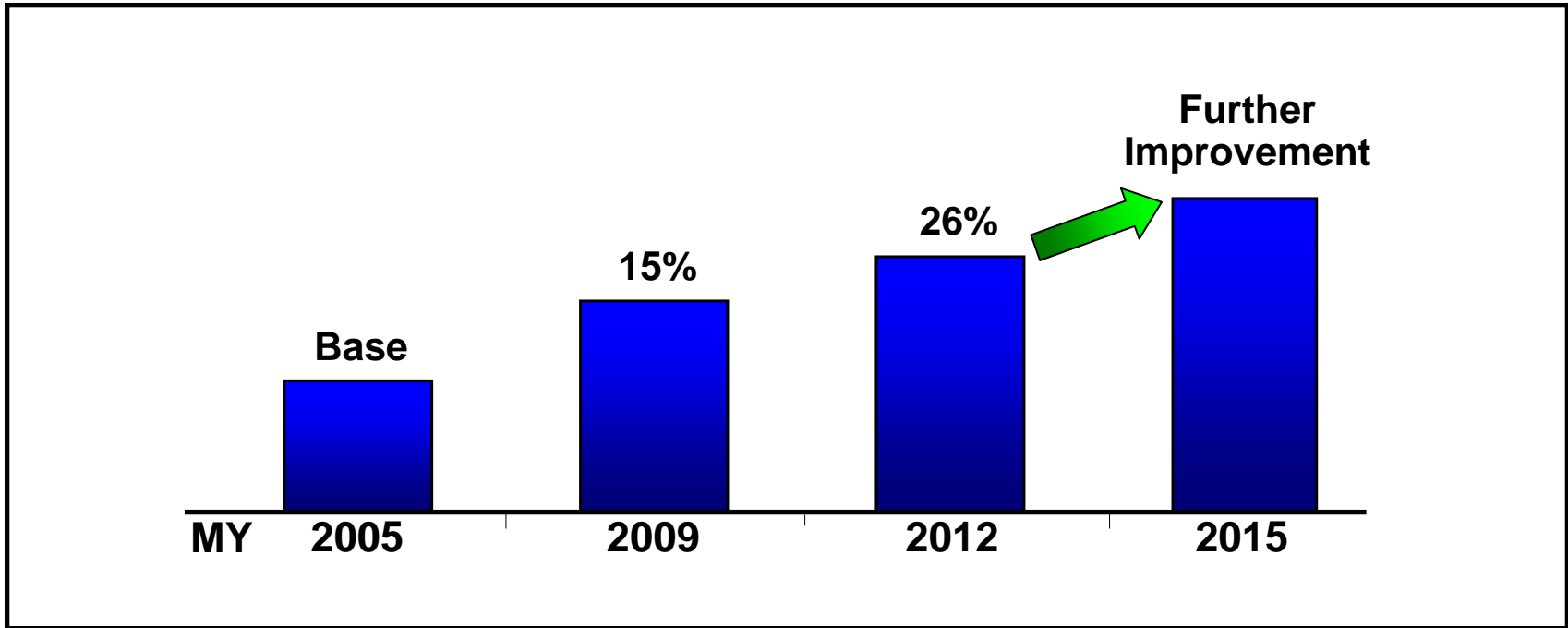


**Quality On Par With The Best In The Industry
Ford Ranked 5th In JD Power IQS Survey**

DRIVE GREEN -- FUEL ECONOMY LEADERSHIP GOAL



U.S. Light-Duty Fleet Fuel Economy % Improvement



Our Commitment to Deliver Fuel Economy as a “Reason To Buy” has Produced Segment Leaders Across the Portfolio, from Smallest to Largest.

DRIVE SAFE -- LEADING THE INDUSTRY



INSURANCE INSTITUTE
FOR HIGHWAY SAFETY



Ford has the most top U.S. safety ratings of any automaker ever. This includes more “Top Safety Picks” than any other manufacturer in the six years of IIHS testing and more NHTSA five-star ratings than any other manufacturer during 30 years of government testing.



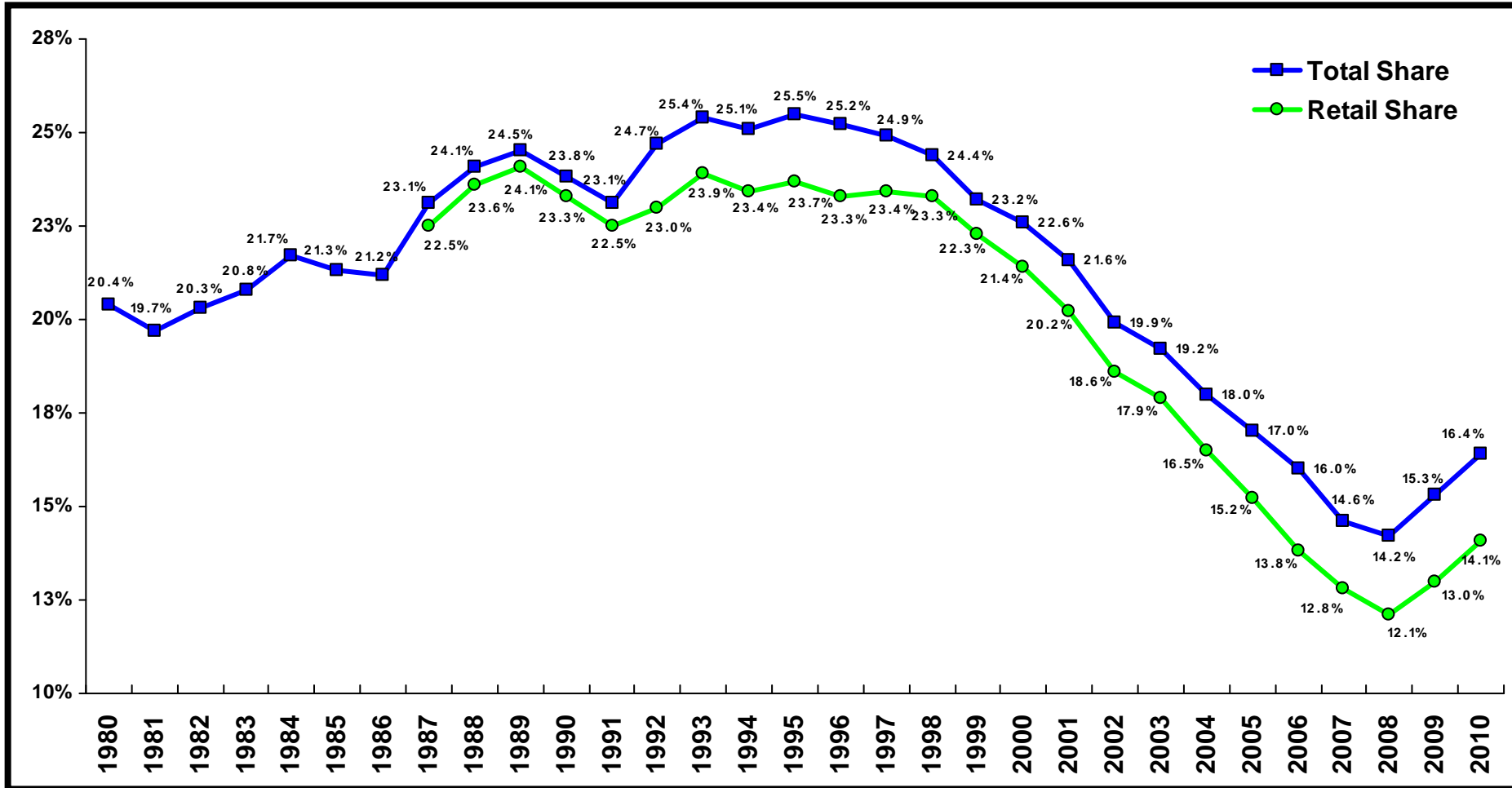
2011 Model Year IIHS “TOP SAFETY PICKS” include the all new Ford Fiesta – the first and only in its segment, and the NAIAS “Truck of the Year” – the Ford Explorer

DRIVE SMART -- A TECHNOLOGY COMPANY, TOO



When it comes to "Smart" Technology, Ford is taking it to the Next Level

PRODUCT STRATEGY IS WORKING -- U.S. FORD LINCOLN MERCURY MARKET SHARE

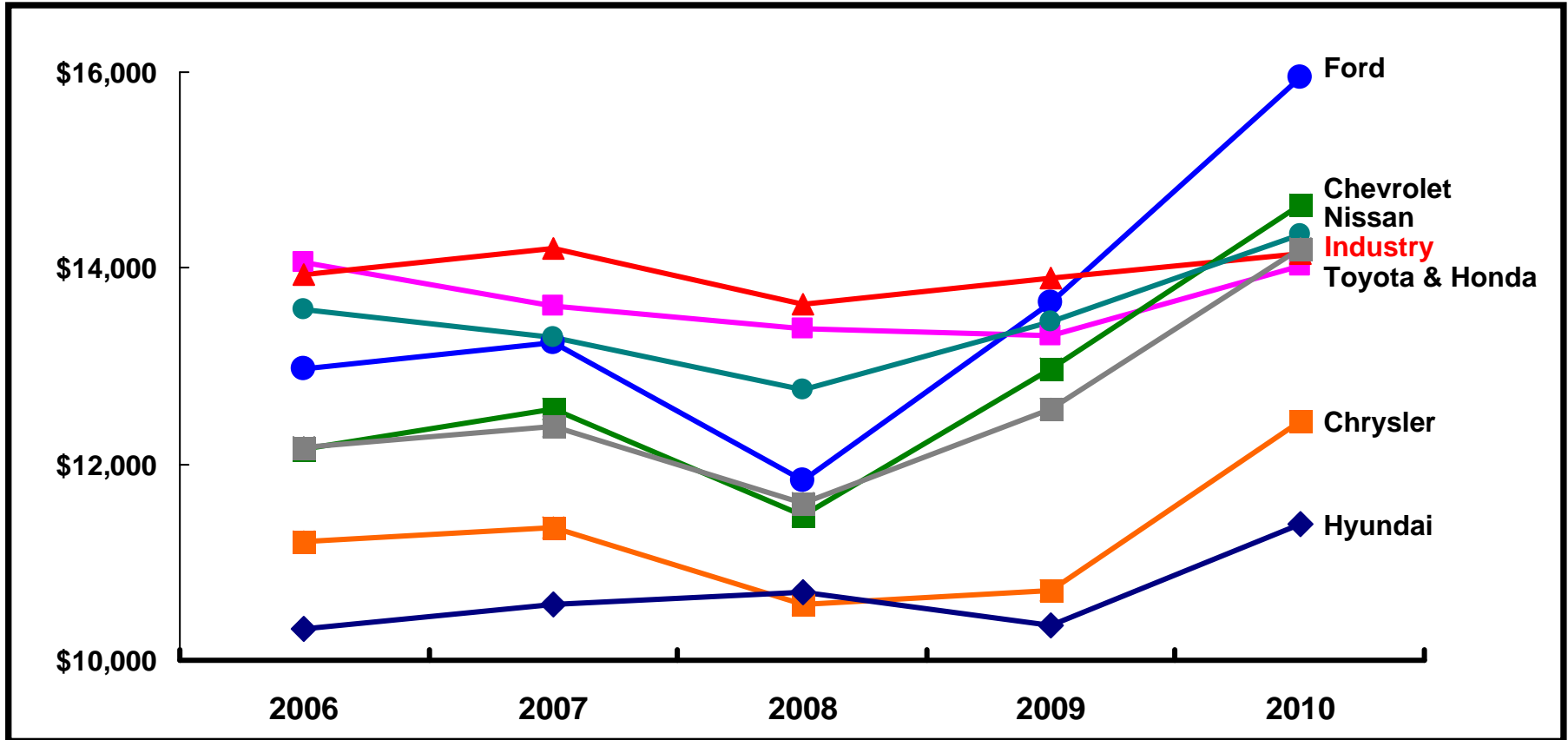


As Brand Health, Quality, And Customer Satisfaction Have Improved, So Has Our Market Share

PRODUCT STRATEGY IS WORKING -- RESALE VALUES IMPROVING



Used Vehicle Auction Value

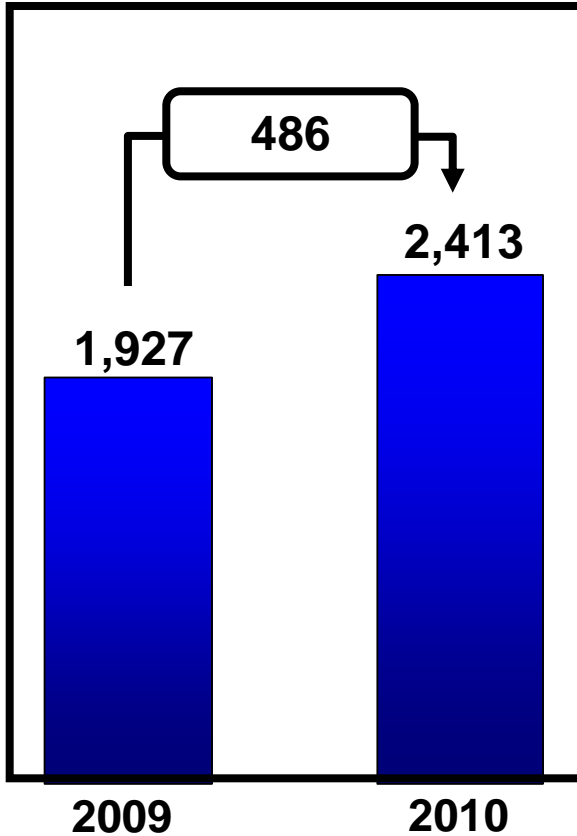


Data Source: NADA AuctionNet, Mileage and Mix Controlled, Luxury Brands Excluded. Data represents vehicles 1-3 years in service

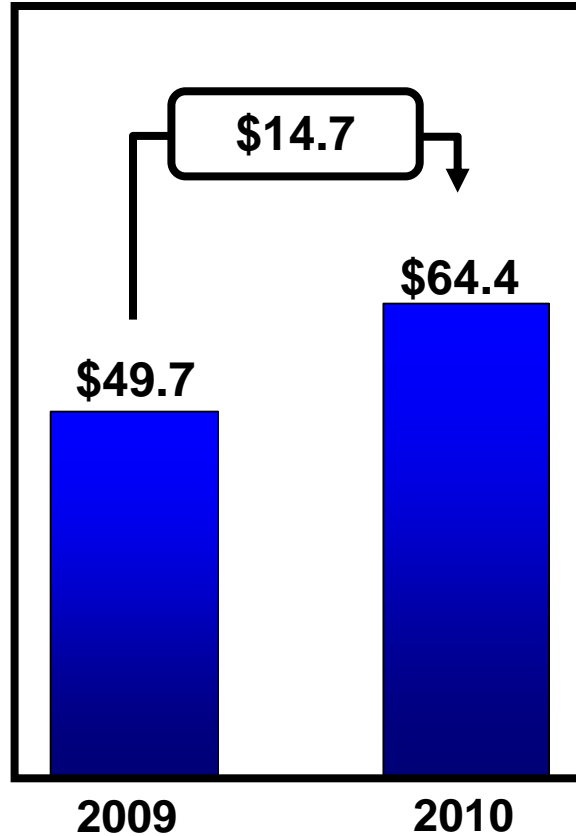
**Improvement In Vehicle Resale Values Benefits Customer's
Cost Of Ownership**

2010 OPERATING RESULTS COMPARED WITH 2009

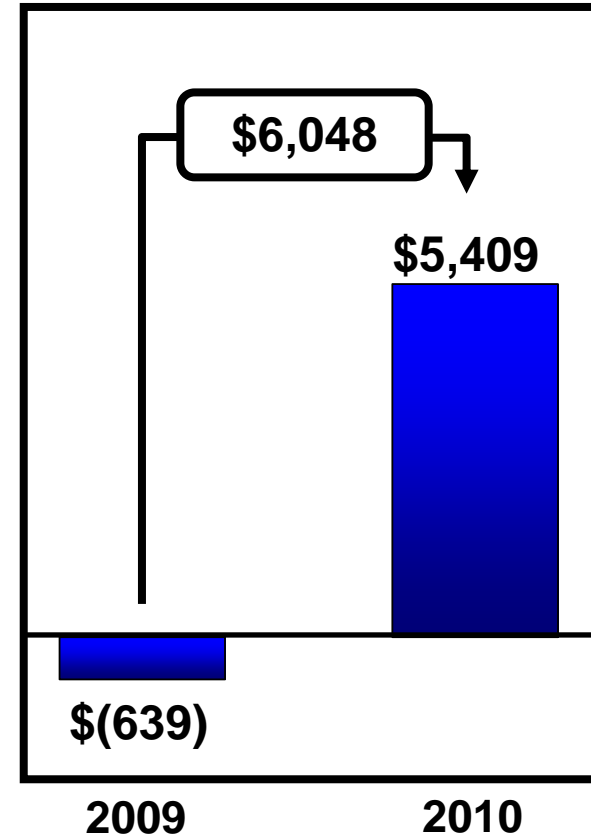
Wholesales (000)



Net Revenue (Bils.)



Pre-tax Profit (Mils.)*

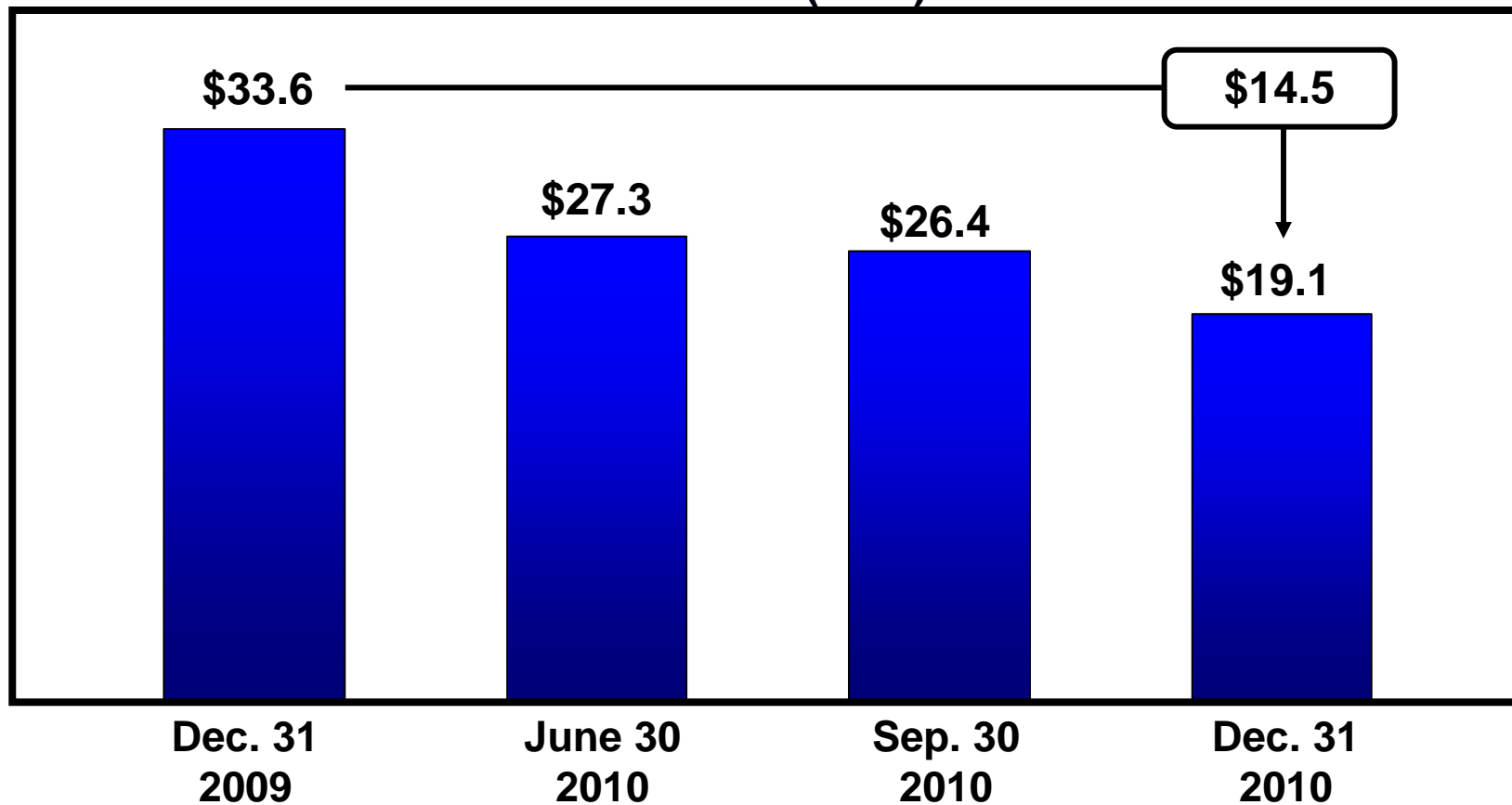


Rising sales and increasing Revenue have resulted in Improved Profits

*Excludes special items; see presentation materials from 2010 Q4 and Full Year financial results available at www.shareholder.ford.com for reconciliation to GAAP.

2010 AUTOMOTIVE FINANCIAL RESOURCES

Total Debt (Bils.)



Memo:				
Cash				
Net of Debt (Bils.)	\$ (8.7)	\$ (5.4)	\$ (2.6)	\$ 1.4

Ford achieved a positive Net Cash position ahead of Plan

PROFITABLE GROWTH FOR ALL



- The ONE Ford Plan is working and has positioned us for growth
- Ford is delivering outstanding product execution and improved operating performance
- Ford will maintain a laser focus on controlling costs and generating cash flow
- Ford is further strengthening the balance sheet by reducing debt and driving to investment grade





QUESTIONS & ANSWERS

SAFE HARBOR

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:

- Decline in industry sales volume, particularly in the United States or Europe, due to financial crisis, recession, geo-political events, or other factors;
- Decline in market share or failure to achieve growth;
- Lower-than-anticipated market acceptance of new or existing products;
- An increase in or acceleration of market shift beyond our current planning assumptions from sales of trucks, medium- and large-sized utilities, or other more profitable vehicles, particularly in the United States;
- An increase in fuel prices, continued volatility of fuel prices, or reduced availability of fuel;
- Continued or increased price competition resulting from industry overcapacity, currency fluctuations, or other factors;
- Adverse effects from the bankruptcy, insolvency, or government-funded restructuring of, change in ownership or control of, or alliances entered into by a major competitor;
- Fluctuations in foreign currency exchange rates, commodity prices, and interest rates;
- Economic distress of suppliers that may require us to provide substantial financial support or take other measures to ensure supplies of components or materials and could increase our costs, affect our liquidity, or cause production constraints or disruptions;
- Single-source supply of components or materials;
- Labor or other constraints on our ability to maintain competitive cost structure;
- Work stoppages at Ford or supplier facilities or other interruptions of production;
- Substantial pension and postretirement health care and life insurance liabilities impairing our liquidity or financial condition;
- Worse-than-assumed economic and demographic experience for our postretirement benefit plans (e.g., discount rates or investment returns);
- Restriction on use of tax attributes from tax law "ownership change;"
- The discovery of defects in vehicles resulting in delays in new model launches, recall campaigns, reputational damage, 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, governmental investigations or adverse publicity arising out of alleged defects in our products, perceived environmental impacts, or otherwise;
- A change in our requirements for parts or materials where we have long-term supply arrangements committing us to purchase minimum or fixed quantities of certain parts, or to pay a minimum amount to the seller ("take-or-pay" contracts);
- Adverse effects on our results from a decrease in or cessation or clawback of government incentives related to investments;
- Adverse effects on our operations resulting from certain geo-political or other events;
- Inherent limitations of internal controls impacting financial statements and safeguarding of assets;
- Substantial levels of Automotive indebtedness adversely affecting our financial condition or preventing us from fulfilling our debt obligations;
- Failure of financial institutions to fulfill commitments under committed credit facilities;
- 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 credit rating downgrades, market volatility, market disruption, regulatory requirements, or other factors;
- 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;
- Imposition of additional costs or restrictions due to the Dodd-Frank Wall Street Reform and Consumer Protection Act ("Act") and its implementing rules and regulations;
- New or increased credit, consumer, or data protection or other regulations resulting in higher costs and/or additional financing restrictions; and
- Inability of Ford Credit to obtain competitive funding.

We cannot be certain that any expectation, forecast, or assumption made 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" of our Annual Report on Form 10-K for the year ended December 31, 2010.