



INVESTOR DAY

June 7, 2011



INTRODUCTION

K. R. Kent

Executive Director

Investor Relations

INVESTOR DAY AGENDA



- **Introduction** K. R. Kent
- **Profitable Growth for All** Alan Mulally
- **Product and Marketing Strategy / Q&A** Derrick Kuzak / Jim Farley
- **Ford Credit Strategy / Financial Strategy / Q&A** Mike Bannister / Lewis Booth
- **Mid-Decade Outlook** Alan Mulally
- **Question & Answer** All

June 20th Ford University

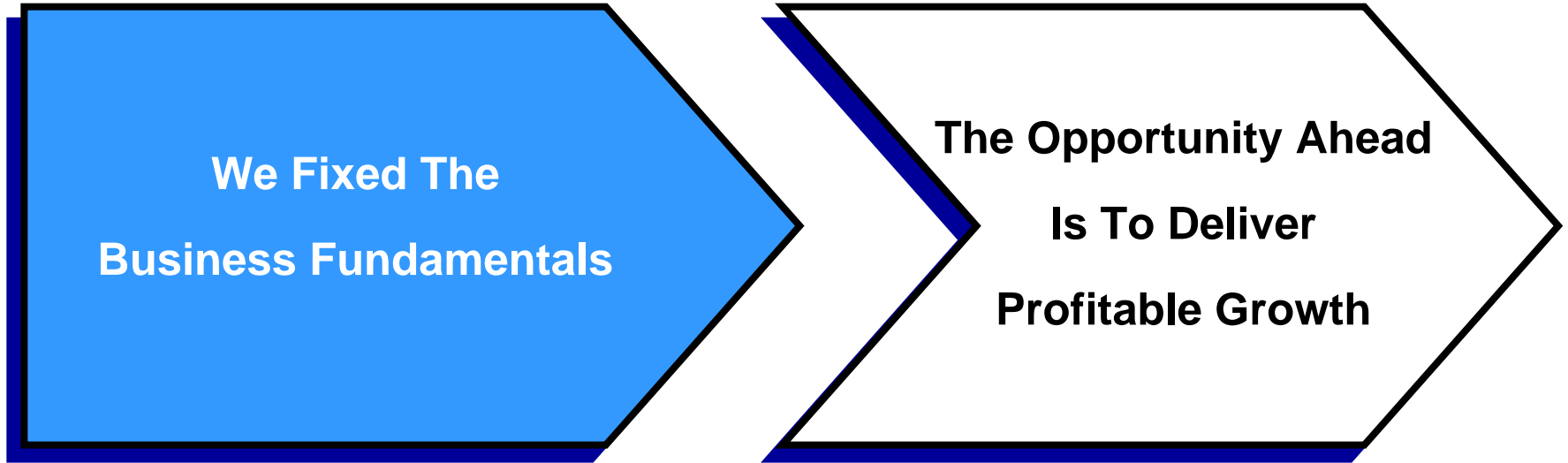
- **Auto and Credit University Presentations**



PROFITABLE GROWTH FOR ALL

Alan Mulally

President and CEO



Delivering Profitable Growth

THE PLAN



ONE TEAM

People working together as a lean, global enterprise for automotive leadership, as measured by:

Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction

ONE PLAN

- 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

ONE GOAL

An exciting viable Ford delivering profitable growth for all

Expected Behaviors

Foster Functional and Technical Excellence

- Know and have a passion for our business and our customers
- Demonstrate and build functional and technical excellence
- Ensure process discipline
- Have a continuous improvement philosophy and practice

Own Working Together

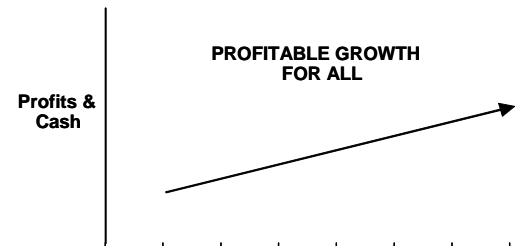
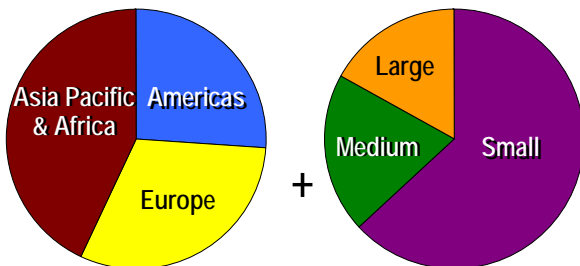
- Believe in skilled and motivated people working together
- Include everyone; respect, listen to, help and appreciate others
- Build strong relationships; be a team player; develop ourselves and others
- Communicate clearly, concisely and candidly

Role Model Ford Values

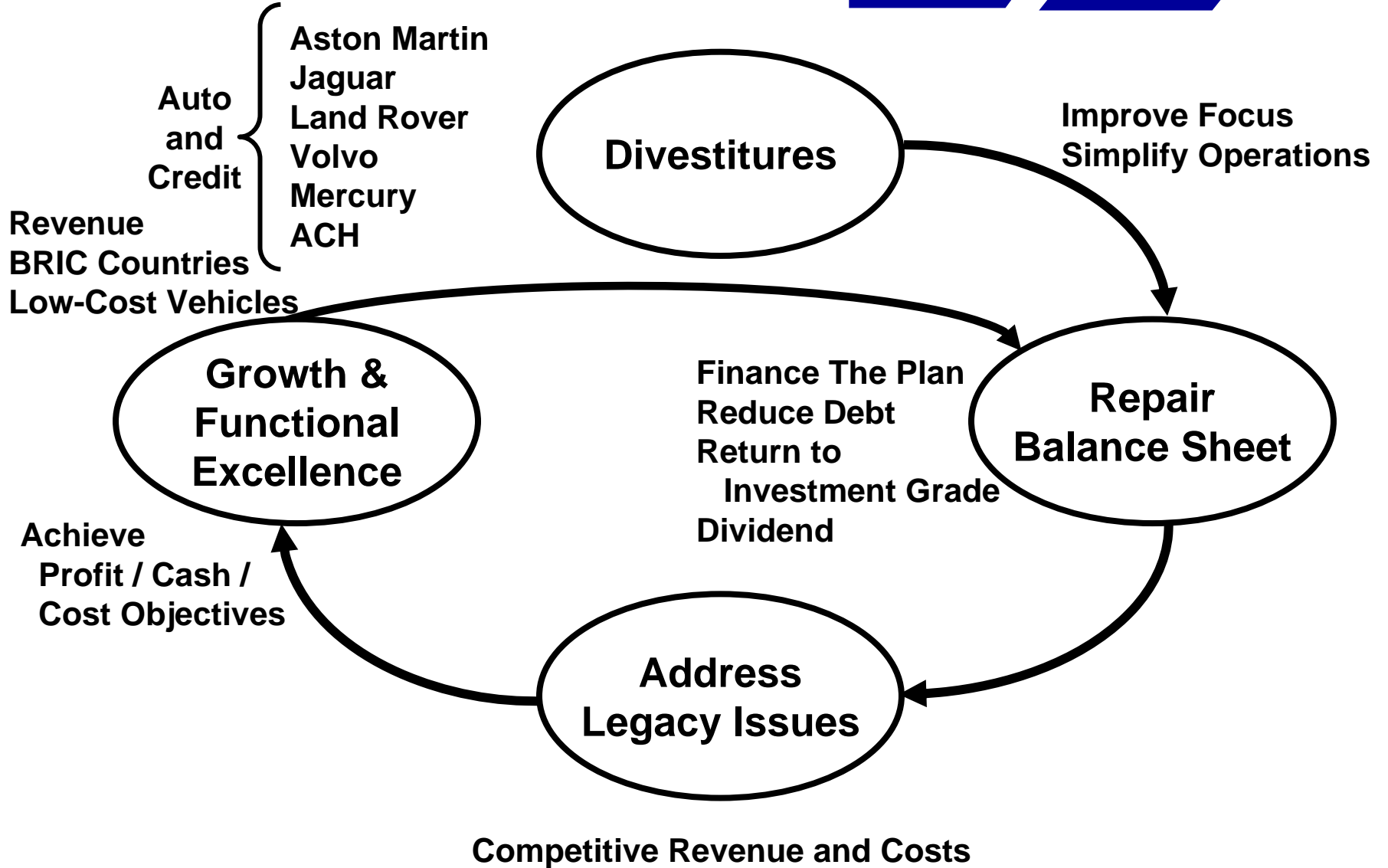
- Show initiative, courage, integrity and good corporate citizenship
- Improve quality, safety and sustainability
- Have a can do, find a way attitude and emotional resilience
- Enjoy the journey and each other; have fun - never at others' expense

Deliver Results

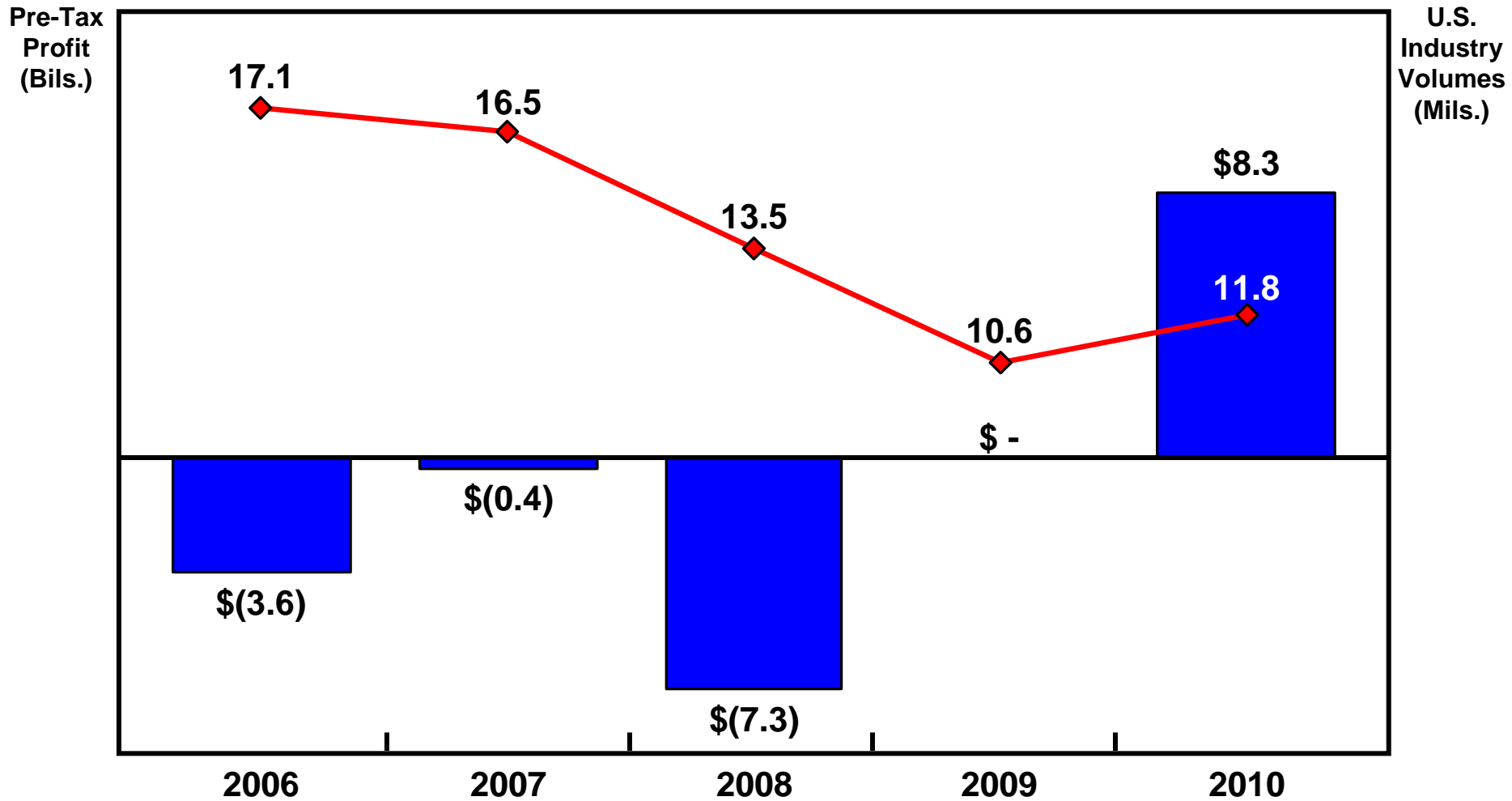
- Deal positively with our business realities; develop compelling and comprehensive plans, while keeping an enterprise view
- Set high expectations and inspire others
- Make sound decisions using facts and data
- Hold ourselves and others responsible and accountable for delivering results and satisfying our customers



DELIVERING THE PLAN

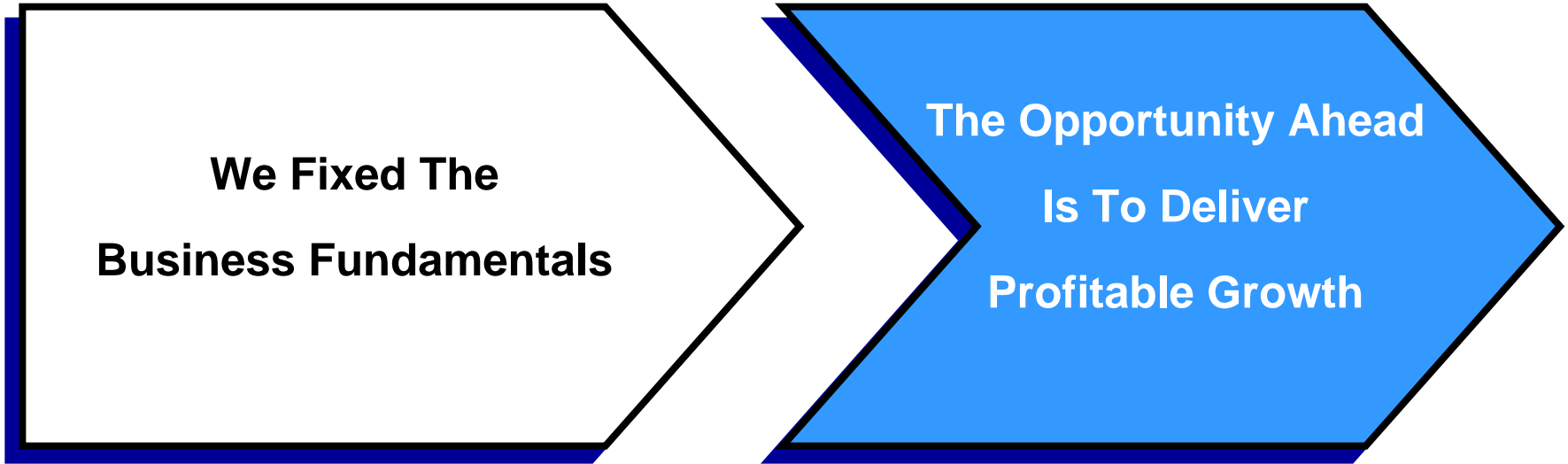


HISTORICAL TREND OF FORD PRE-TAX PROFITS*



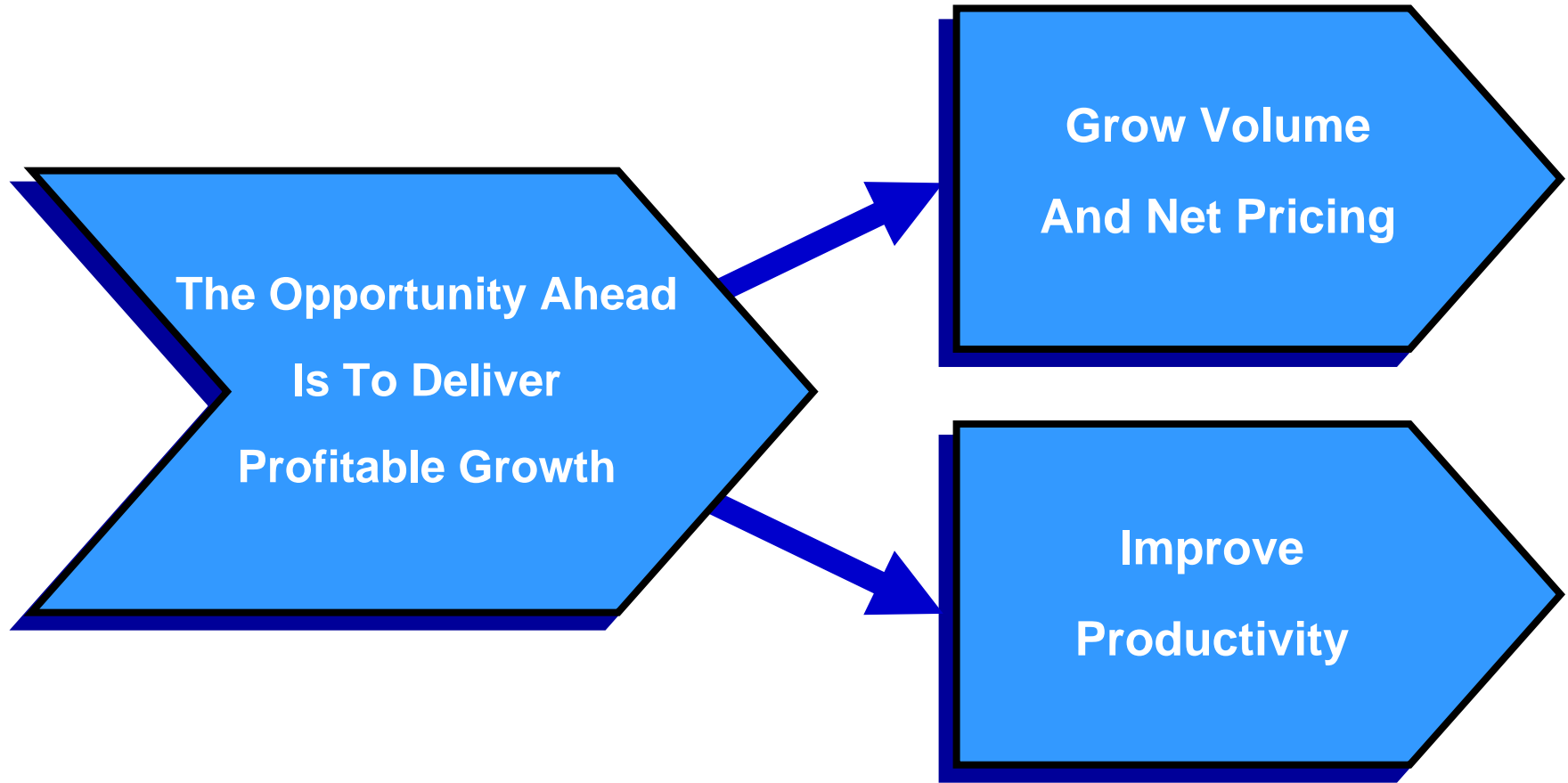
* Excluding special items

OPPORTUNITY AHEAD



Delivering Profitable Growth

OPPORTUNITY AHEAD



**We Have Two Primary Opportunities To Deliver Profitable Growth --
Grow Volume And Net Pricing And Improve Productivity**

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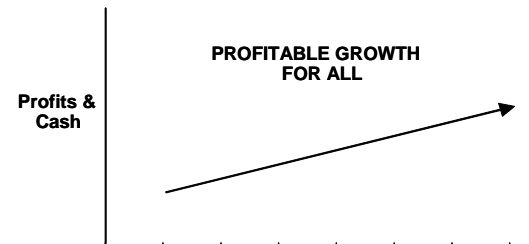
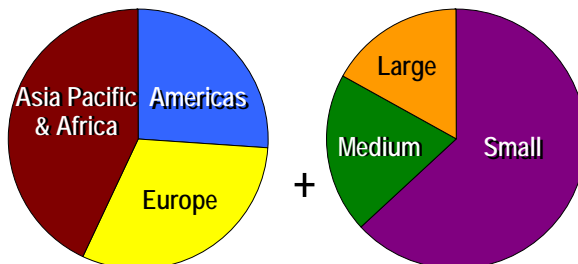
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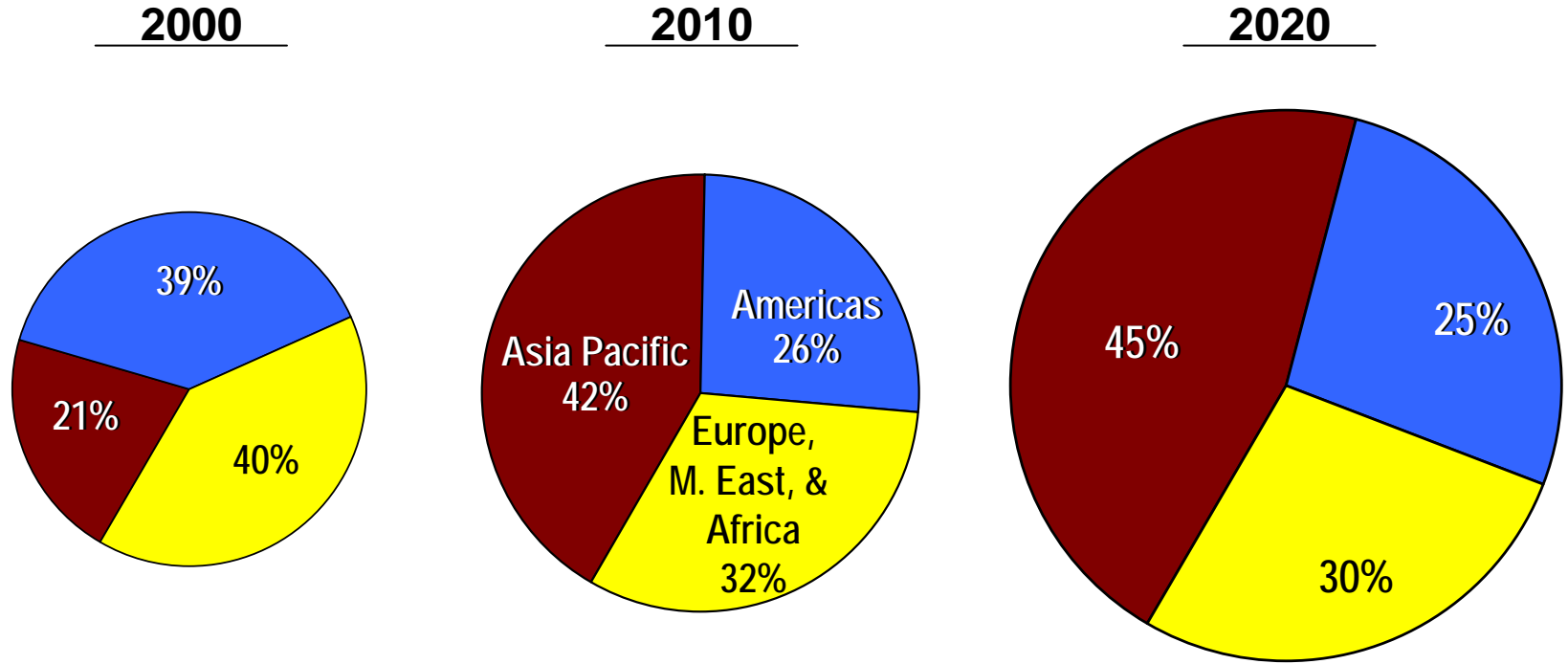
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GROWING VOLUME



Global Industry Mix

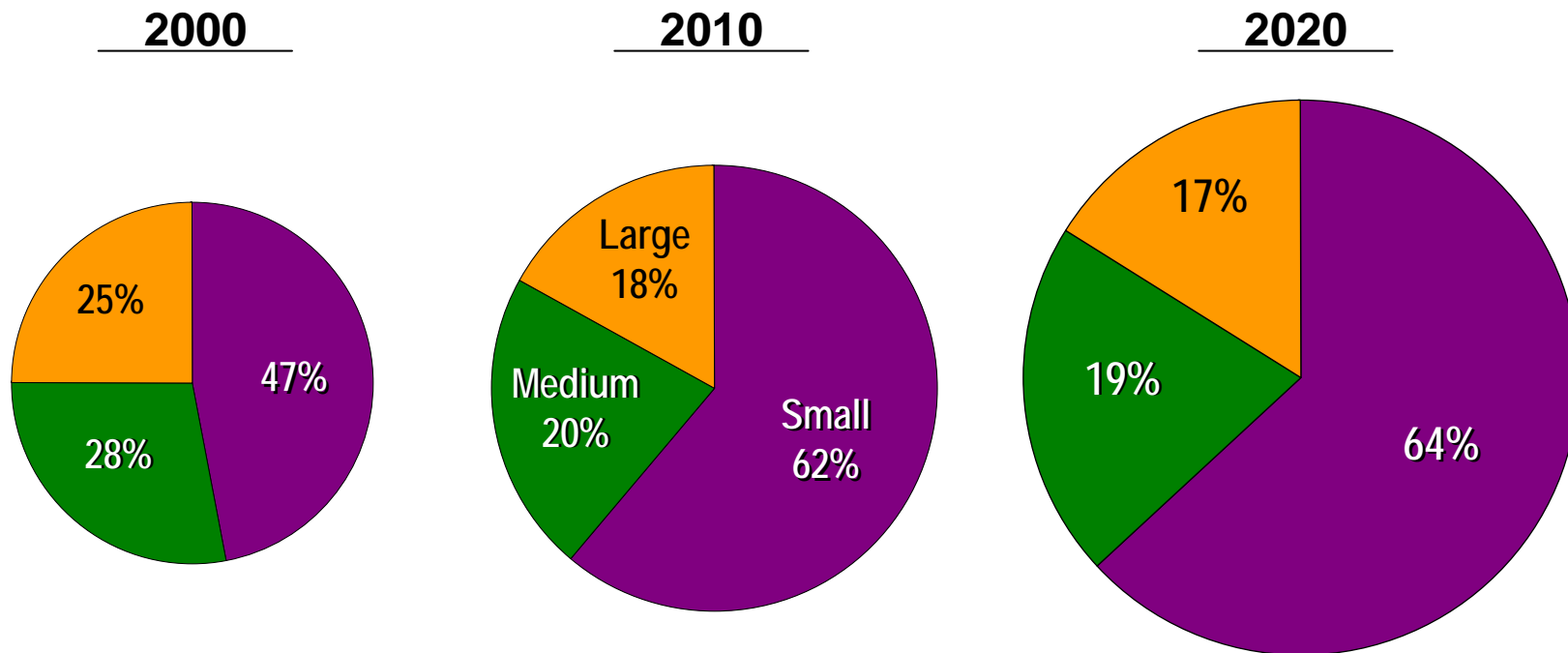


Industry Volume (Mils.)

Global	58	74	112
China	2 (4%)	18 (25%)	32 (28%)

Our Business Is A Growth Industry

GLOBAL INDUSTRY SEGMENTATION SHIFTING



Industry Volume (Mils.)

Global 58

74

112

Smaller Vehicles Are Growing As A Percent Of Total -- Large Vehicles Including Trucks Still An Important Segment

THE PLAN



- **Great Products...Strong Business...Better World**
- **Serve all major markets**
- **Expand in BRIC markets**
- **Focus on the Ford and Lincoln brands**
- **Full line-up of vehicles**
 - **Small, Medium and Large...Cars, Utilities and Trucks**
 - **Electrification strategy -- “Power of Choice”**
 - **Commitment to product excellence**
- **Best-in-class vehicles**



THE PLAN (CONT'D)



- Improve time to market
- Freshest showroom
- Enhance customer experience
- Deliver the brand promise
- Fully competitive revenue
- Global platforms and scale
- Flexible and efficient production
- Fully competitive costs
- Return to and maintain investment grade
- Skilled and motivated team



ONE TEAM

Customers



Business Units



Alan Mulally

Americas



Mark Fields

Europe



Stephen Odell

Asia Pacific and Africa



Joe Hinrichs

Credit



Mike Bannister

Product Development



Derrick Kuzak



John Fleming

Manufacturing and Labor



Tony Brown



Bennie Fowler

Purchasing

Quality

Sustainability

Information Technology

Finance

Human Resources

Legal

Government Relations

Marketing, Sales and Service

Communications



Nick Smither



Felicia Fields



David Leitch



Ray Day



Jim Farley

*People Working Together
As a Global Enterprise for
Automotive Leadership*

One Team...One Plan...One Goal...One



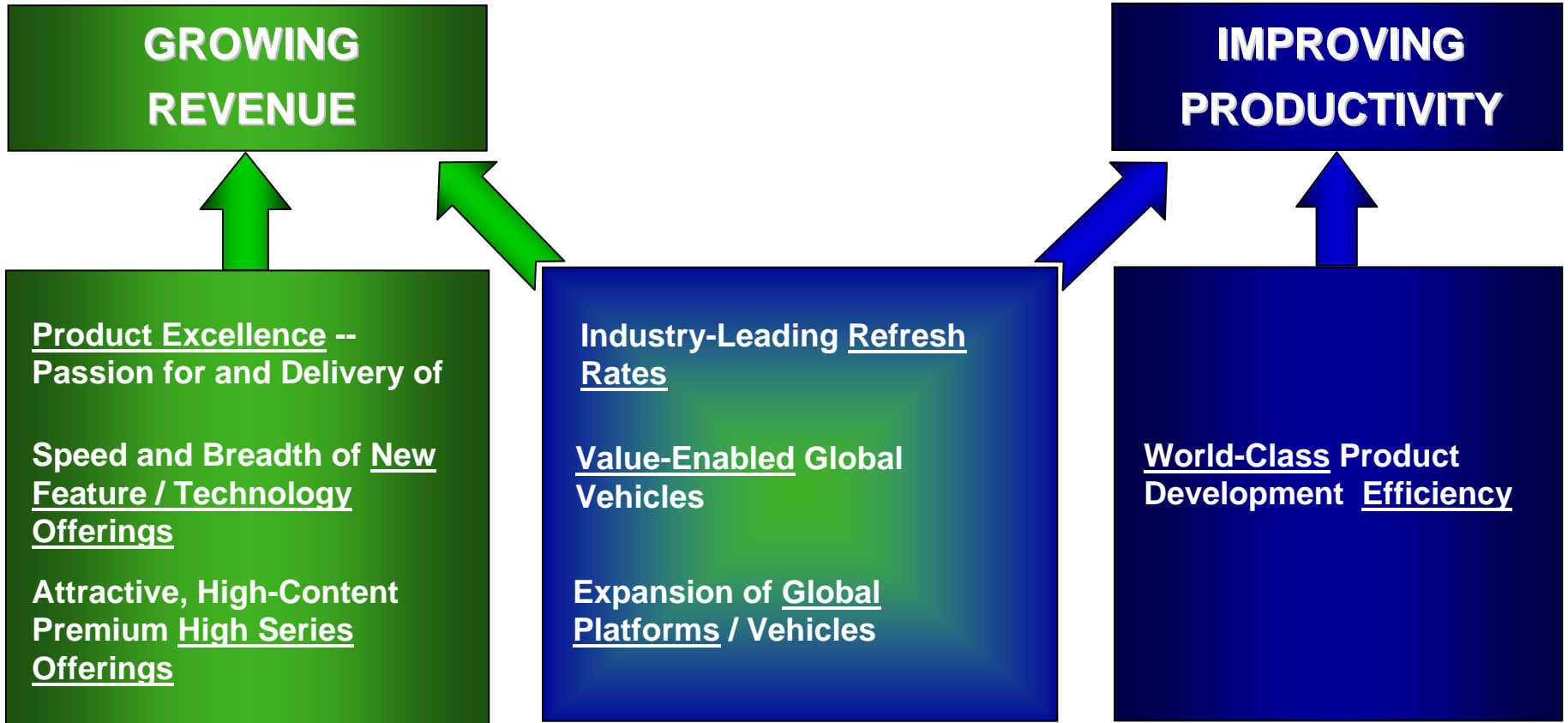


PRODUCT STRATEGY

Derrick Kuzak

***Group Vice President,
Global Product Development***

PROFITABLE GROWTH FOR ALL



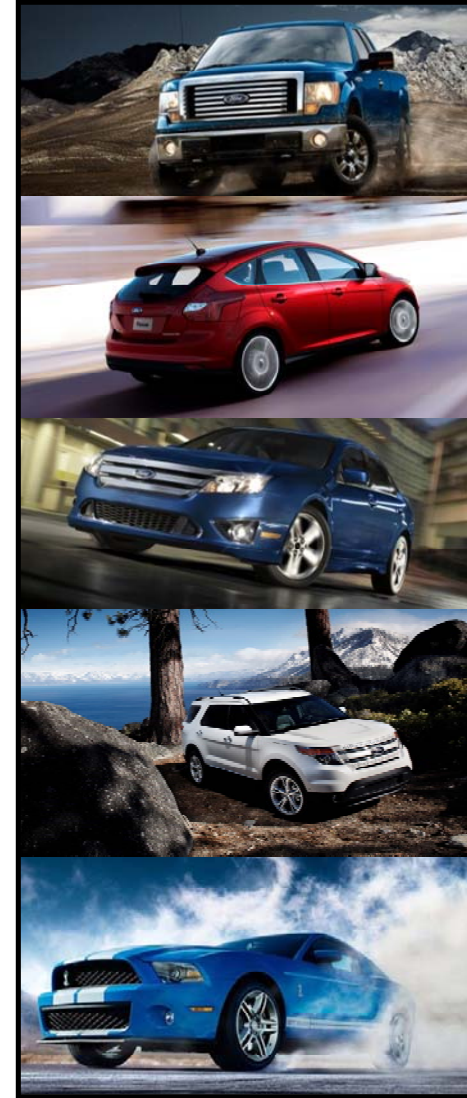
Product Plan And Efficiency Of Its Delivery Are Keys To Profitable Growth

DELIVERING THE GLOBAL PRODUCT PLAN



Global Product Strategy

- **Bold, emotive exterior designs**
- **Great to drive**
- **Great to sit in (second home comfort, convenience, exceptional quietness)**
- **Fuel economy as a reason to buy**
- **Unmistakably a Ford or Lincoln in look, sound, feel**
- **All with exceptional value**



Product Plan Remains Consistent



Ford is Committed to:

Delivering A Balanced Global Portfolio With:

Industry Leading Product Refresh Rates

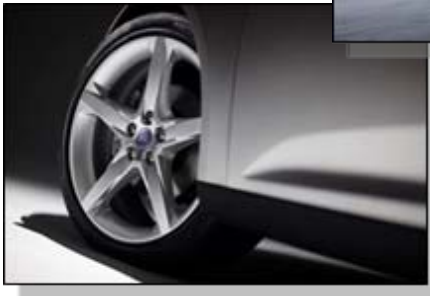


Benchmark Efficiency

World-Class Team

Our Product Plan Delivers A Full Line-up Of Vehicles -- Small, Medium, Large...Cars, Utilities, And Trucks That Is Among The Freshest In The Industry

2012 FORD FOCUS 5-DOOR AND 4-DOOR



Focus Exterior Design Conveys It Is A Driver's Car With Fit And Finish Matching That Of An Audi A3 And The Focus Is Quieter And Has More Smart Technology

NEW FORD FOCUS



In 26 Magazine & TV Comparison Tests from nine markets, Focus was awarded 1st place 13 times and 2nd place 10 times.

Focus beats Golf and Guilletta -Autocar

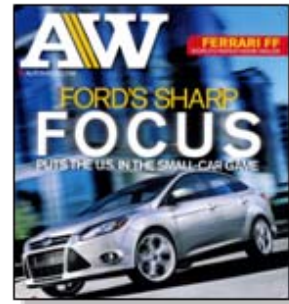
"Fun Focus leaves the Golf trailing." -WhatCar?

"This latest Ford Focus is the best small car for sale in America today." - Car and Driver

"The Focus is clearly the best driving car in this class." -WhatCar?

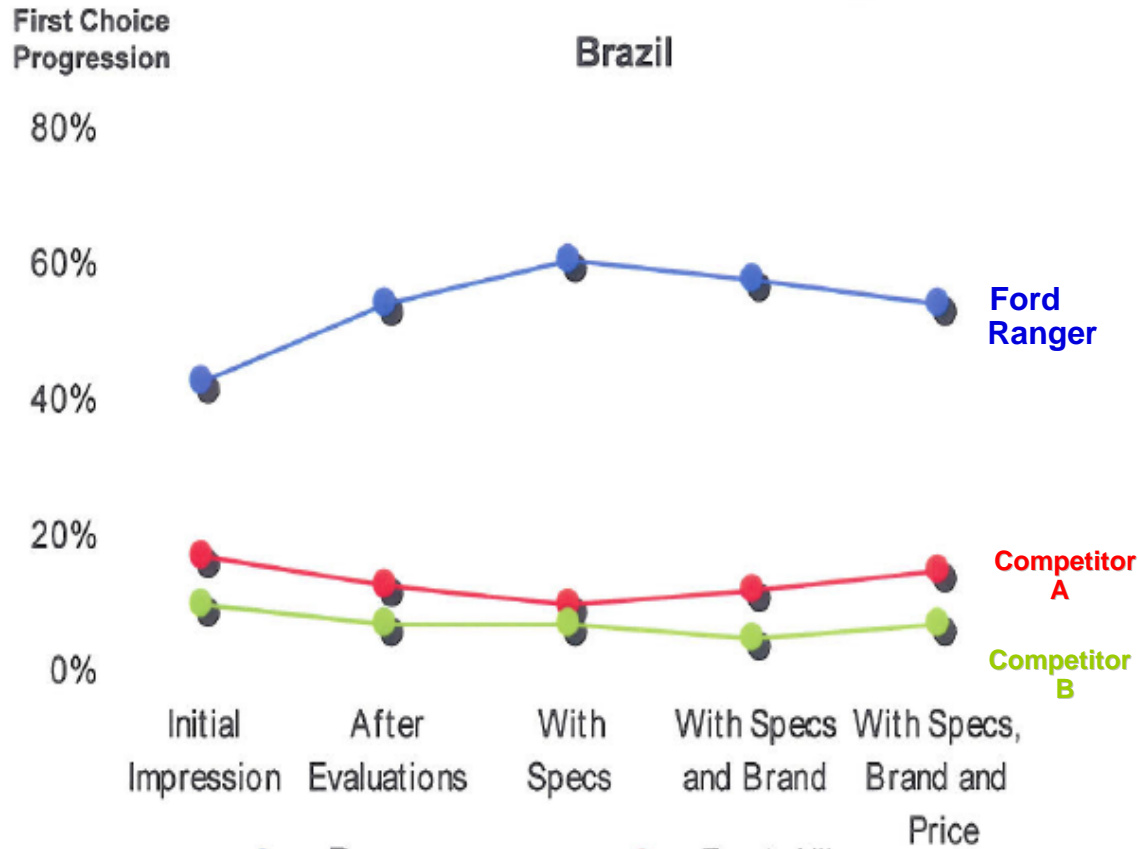
"Focus is once more a great car to drive." -Autocar

"Focus delivers snappy acceleration, sporty dynamics, and high fuel economy." -Popular Mechanics



The Overall Winner Is The Focus With Thirteen 1st Places, Followed By The Golf (Nine 1st Places) And The Citroen C4 (Three 1st Places)

COMING RANGER MULTI-MARKET ACCEPTANCE



Market	Final First-Choice Preference
Australia	48
South Africa	57
Thailand	58
United Kingdom	50
Brazil	54
Argentina	64

In 6 Global Markets, Ranger Market Research Data Leads All Competitors On Key Performance Ratings; Example Of Research Results Targeted To Confirm Design And Product Excellence

ECOBOOST PRODUCT RANGE



EcoBoost Displacement	Horsepower Range	Annual Volume by 2013CY
3.5L V6	355 -365	250K
2.0L I4	200 - 250	560K
1.6L I4	150 - 180	500K
1.0L I3	100 - 120	260K

In Line With Our Strategy To Provide High Volume Solutions, A Full Range Of Ecoboost Powertrains Will Service All Regions With An Annual Volume > 1.5 Million Units By 2013CY

FUEL ECONOMY LEADERSHIP -- US MARKET



- **Ford is now first in customer satisfaction for both fuel economy and performance based on 2011 Wave 1 GQRS* Data**
- **Ford offers 12 vehicles that lead their sales segments in fuel economy**
- **Four of Ford's segment-leading vehicles offer EPA-certified 40 mpg or higher fuel economy ratings -- a claim no other full-line automaker can match**
- **Ford real-world fuel economy matches EPA label**

* Global Quality Research System

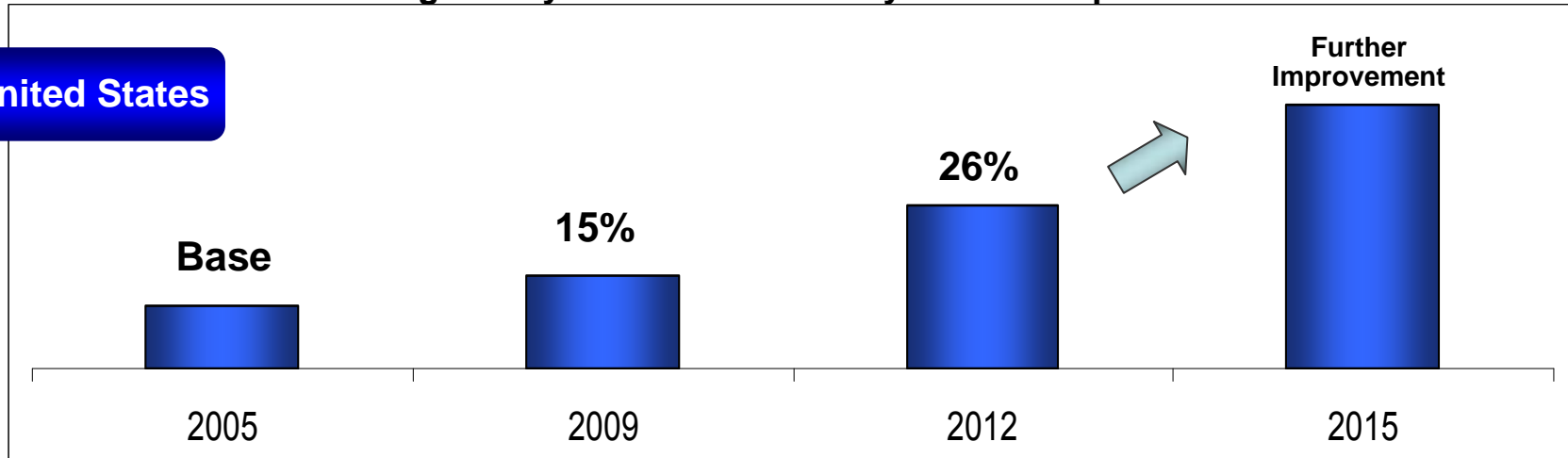
**Our Commitment To Fuel Economy Leadership With Each New Offering
Continues To Yield Customer-Focused Results**

FUEL ECONOMY LEADERSHIP



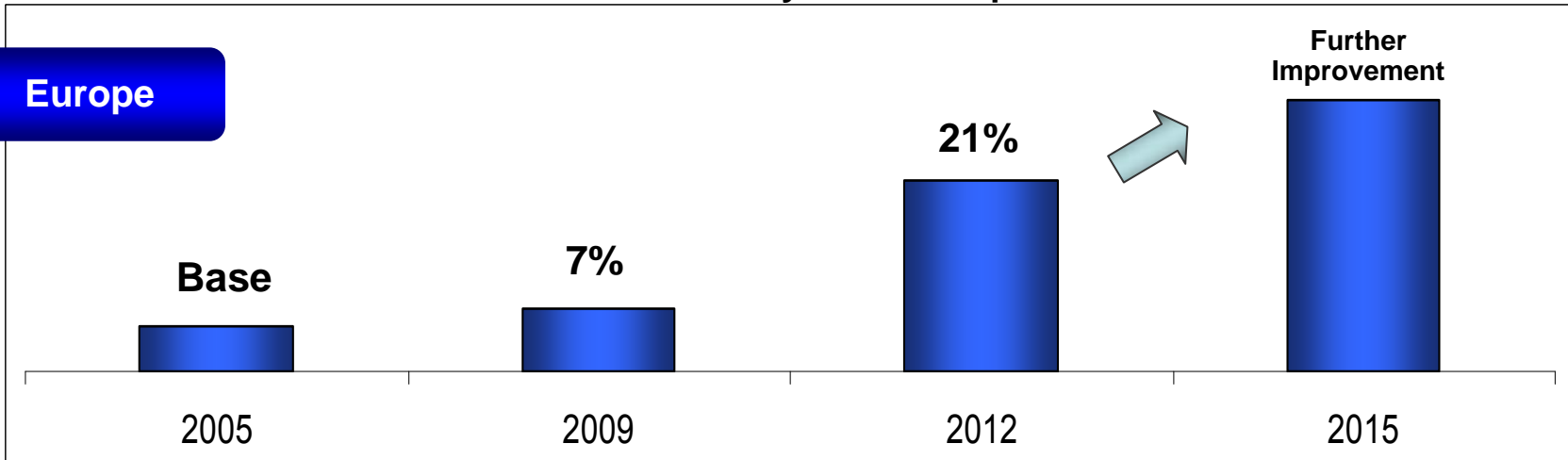
U.S. Light-Duty Fleet Fuel Economy Percent Improvement

United States



EU Fleet Fuel Economy Percent Improvement

Europe



Delivering The Best With Every New Vehicle And Improving Fleet Capability

NEW C-PLATFORM ELECTRIFIED VEHICLES



THE **POWER**
OF **CHOICE**



C-MAX
HYBRID



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**

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

- 3-4 hour charge on 240v home outlet
- Value Charging powered by Microsoft
- 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

TECHNOLOGY STRATEGY PILLARS



Technology Strategy

Anticipate – Innovate – Incorporate

Sustainability “GREEN”



- Improve fuel economy; reduce CO₂ emissions to leadership levels
- More renewable, recycled materials
- Improved In-Vehicle Air Quality

Safety “SAFE”



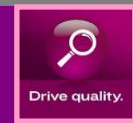
- Achieve public domain targets and 3rd Party Recommended Buys
- Safety technology / feature content equal or better than competition
- Breakthrough features for family safety

Design “SMART”



- Design leadership on each new program
- Exciting interiors: leadership in comfort / convenience, infotainment technology
- Global platforms with right proportions
- Improve emotional appeal

Capabilities & Enablers – “QUALITY”



A Clear Technology Strategy Which Sets Priorities And Guides Actions To Achieve Our Vision For Bringing Affordable Technology To Millions

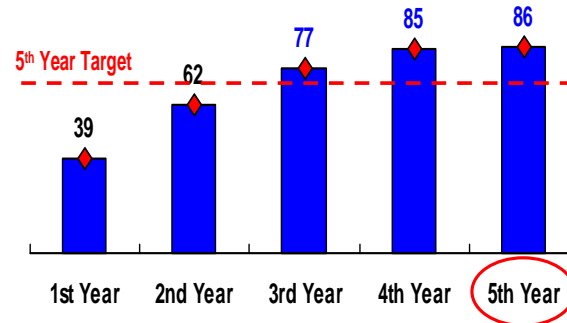
BRAND-SIGNATURE TECHNOLOGY MIGRATION



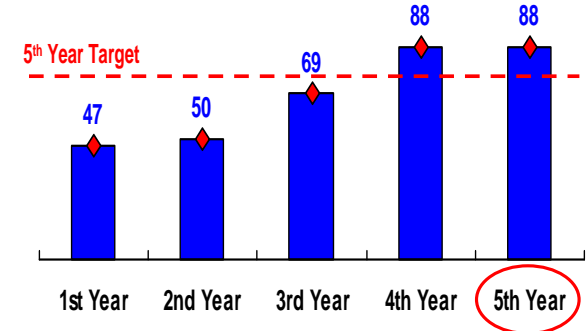
Brand-Signature Content Features:

- ✓ SYNC
- ✓ MyKey
- ✓ Easy Fuel
- ✓ Ambient Lighting
- ✓ Branded Audio
- ✓ SecuriCode
- ✓ Blind Spot Mirror
- ✓ MyFord Touch

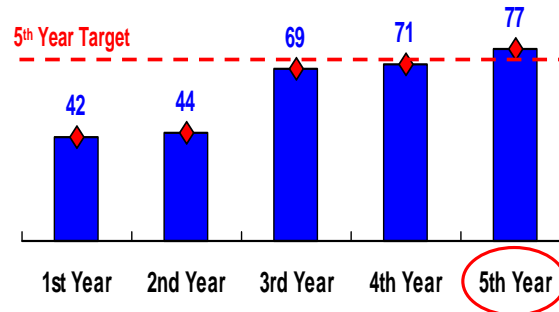
North America



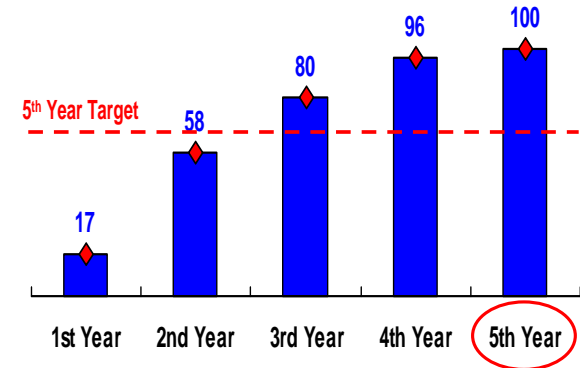
Europe



South America



Asia Pacific



All Global Regions Receive At Least 75% Penetration Of Brand-Signature Content Across Showroom Nameplates Within Five Years Of Initial Feature Launch

FOCUS GLOBAL TECHNOLOGY LEVERAGING



ACTIVE SAFETY FEATURE COMPARISON






Features	Ford Focus	Audi A3
Adaptive Cruise Control	✓	
Auto High Beam	✓	✓
Advanced Front Light		✓
Active Park Assist	✓	✓
Speed Limiter	✓	
Front-Rear Park Aid	✓	✓
Hill Launch Assist	✓	✓
Lane Keeping Aid	✓	
Traffic Sign Recognition	✓	
Blind Spot Info. System	✓	
Driver Alert	✓	
Forward 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**

PREMIUM HIGH SERIES MODELS



Series	Example Content	Take Rate
 <p>FOCUS TITANIUM</p>	<ul style="list-style-type: none"> • Signature black and chrome front-end treatments • High-end 17" sport alloy wheels • Exclusive sport seats • Myford touch with 8" touchscreen, multimedia input, wi-fi, and SYNC • Sony premium audio, 10 speakers, Sirius satellite, and HD radio w / iTunes 	<p>10 - 40% Depending on Region</p>
 <p>MONDEO TITANIUM</p>	<ul style="list-style-type: none"> • Signature chrome surrounds (grille, windows, door line) • Stylish LED daytime running lights • High-end 17" alloy wheels • Exclusive sports-style front seats • Premium Sony CD with DAB radio audio • Elite electric folding heated body color mirrors with puddle lamps 	<p>50%</p>
 <p>F-150 PLATINUM</p>	<ul style="list-style-type: none"> • Signature chrome mesh grille, and chromed accessories • High-end 20" polished forged aluminum wheels • Power deployable running boards, Powerfold® side mirrors • Custom leather interior: seats, steering wheel shifter knob and console cover • Premium Sony® 6-disc in-dash CD changer 	<p>5 – 10% Platinum</p> <p><u>Reference:</u> 30 – 40 % All Premium Series--Lariat & Above</p>

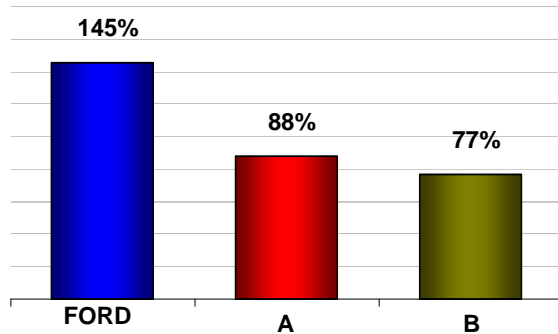
Stunning Designs With Attractive Exterior And Interior Upgrades Enable Increased Take Rates For High Series

CUMULATIVE PERCENT REFRESHED

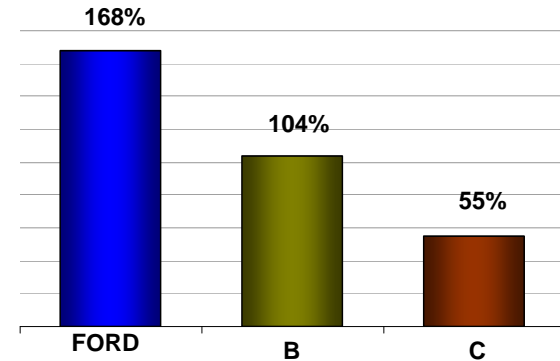


PERCENT OF PORTFOLIO 2010-2014 WITH NEW OR MAJOR FRESHENING

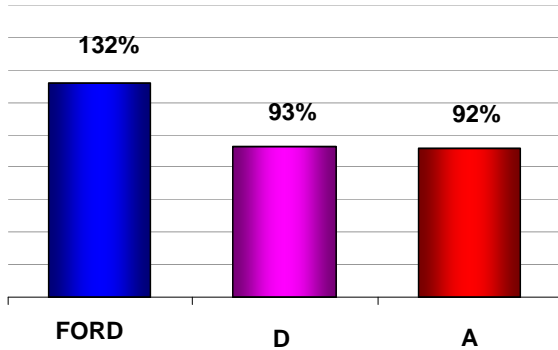
GLOBAL



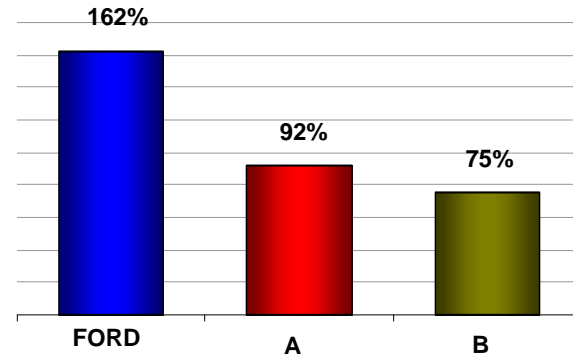
EUROPE



NORTH AMERICA

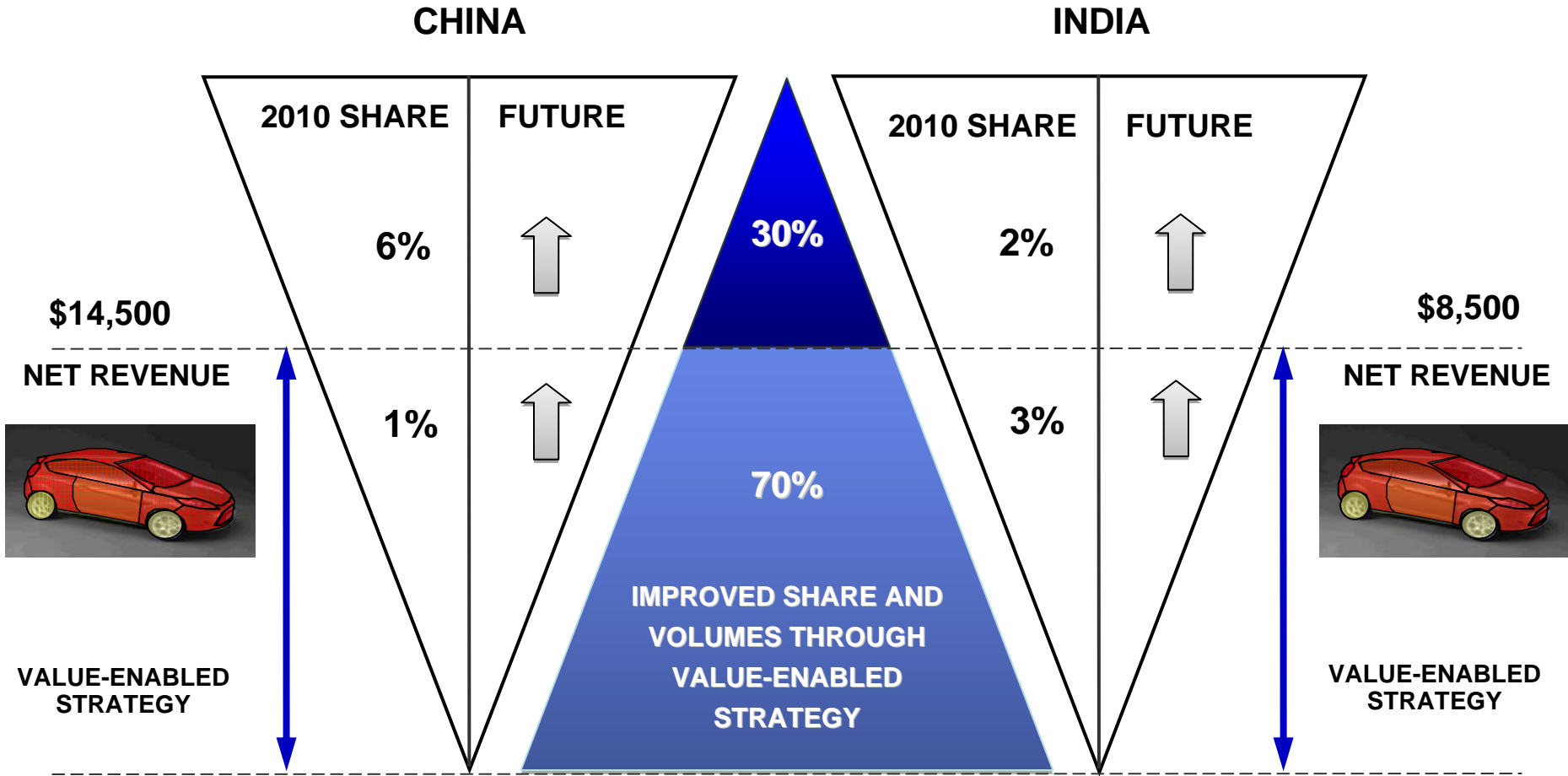


ASIA PACIFIC



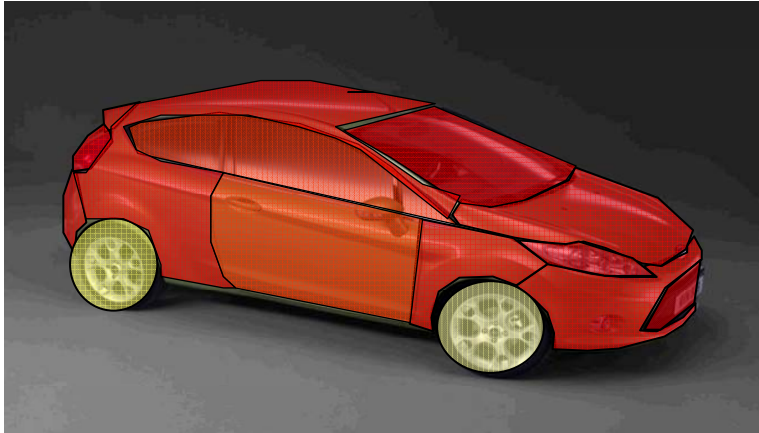
**Ford Global Portfolio Refresh Rate Is Approximately 1.5 Times;
Major Facing Competitors Are Projected To Be Less**

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

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

Strategy Addresses Profitable Growth Opportunities In Asia Pacific, South America, The Middle East And Eastern Europe Through Targeted, Market-Specific Value Actions

INDIA -- CHINA -- SOUTH AMERICA GROWTH



SEGMENT	INDIA		CHINA		SOUTH AMERICA	
	CURRENT OFFERINGS	FUTURE SHOWROOM	CURRENT OFFERINGS	FUTURE SHOWROOM	CURRENT OFFERINGS	FUTURE SHOWROOM
B-Car / SUV / MAV						
C-Car / SUV	3	8	5	15	15	16
CD / D	60% Legacy	90% Global	80% Legacy	95% Global	100% Legacy	100% Global
Trucks & Vans						

To Support Growth, India And China Showrooms Will Increase From 3 To 8 Products And From 5 To 15 Respectively By 2015; South America Will Transform To 100% Global Products Within 3 Years

GLOBAL SEGMENT CONSOLIDATION



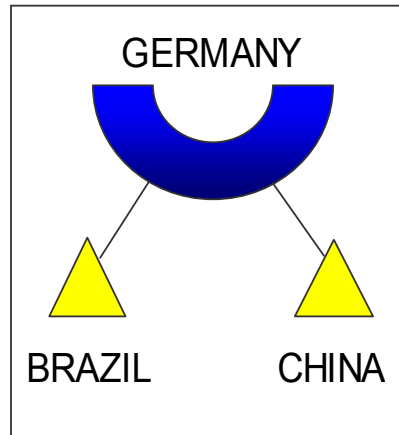
Segment	Sample Vehicle	Ongoing Annual Platform Volume
B	Fiesta	>2 Million
C	Focus	>2 Million
CD	Fusion / Mondeo	>1 Million
Compact Pickup	Ranger	>275K
Commercial Van	E-Series / Transit	>470K

Global Platform Consolidation With Common Global Tophats Initiated On Fiesta And Focus Will Continue With CD And Larger Size Vehicles

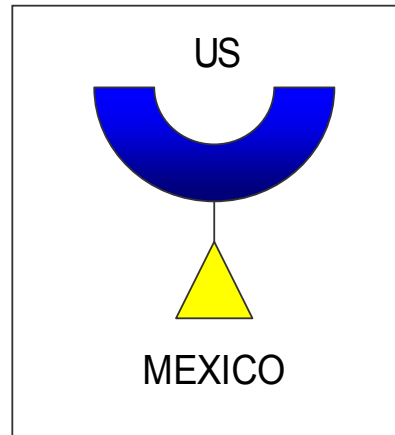
HUB AND SPOKE STRATEGY



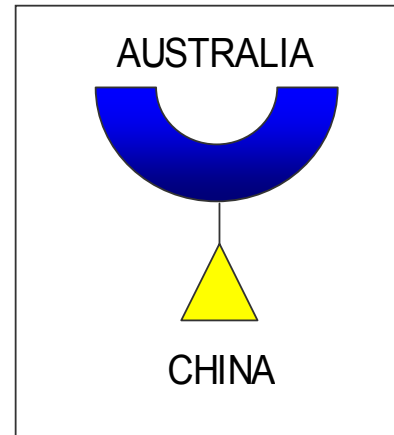
SMALL CAR



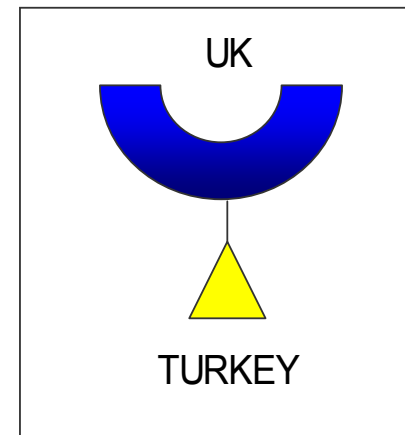
MID-LARGE-FSPU



COMPACT PU



COMMERCIAL VAN



Typical Delivery Metrics Of A Global Program

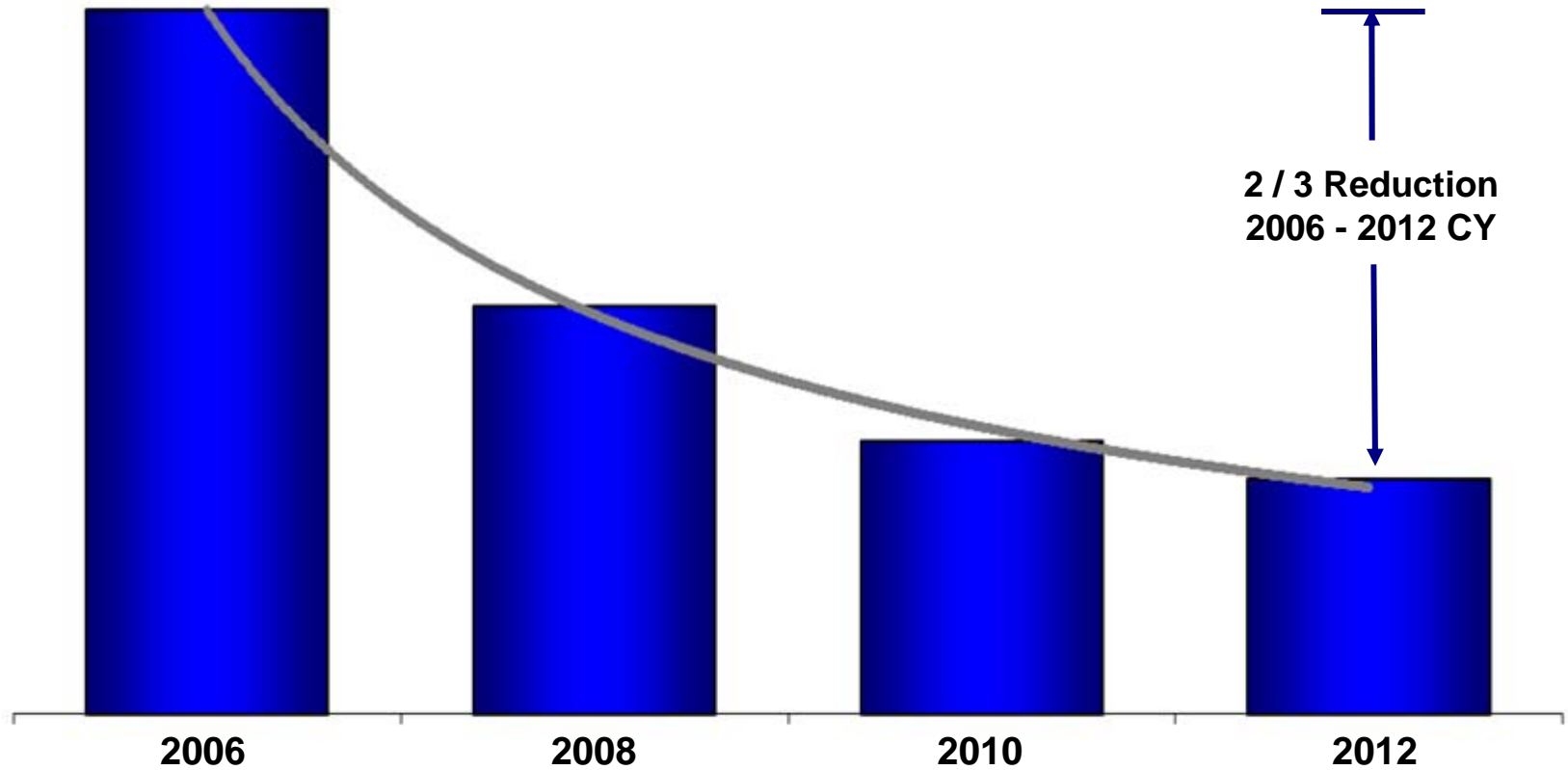
- Europe / NA part number commonality: 80%
- Pre-sourcing to global suppliers: 75%
- APA / NA / Europe: Common Bill of Process

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

PRODUCT DEVELOPMENT EFFICIENCY



North America Typical Top Hat Cost (\$Mils.)



Efficiency Enablers Of ONE Ford, Simplification, Reduced Time To Market And Operational Excellence Result In Continuous Improvement In Engineering Cost Per Program

PRODUCT DEVELOPMENT EFFICIENCY



Methodology

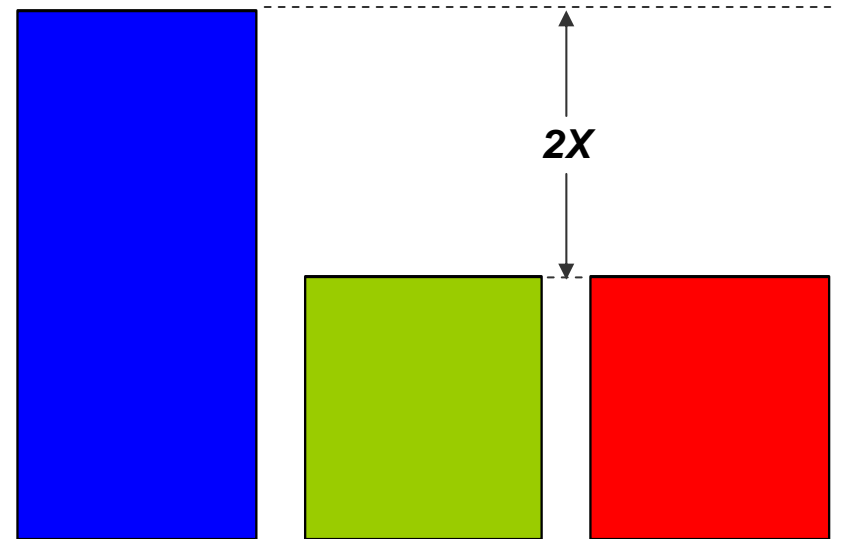


$$\text{PD Efficiency} = \frac{\text{Output}}{\text{Input}}$$

$$\text{PD Efficiency} = \frac{\text{Cumulative Freshening ('10 - '14)}}{\text{Engineering Cost ('09 CY)}}$$

PD Efficiency (% Refresh per \$Bil.)

2009 Global Ford Brand



Ford

A

B

Our Aggressive Freshening Cadence And Relentless Focus On Efficiency Across Programs Is Producing Results Twice That Of Our Major Global Full-Line Competitors

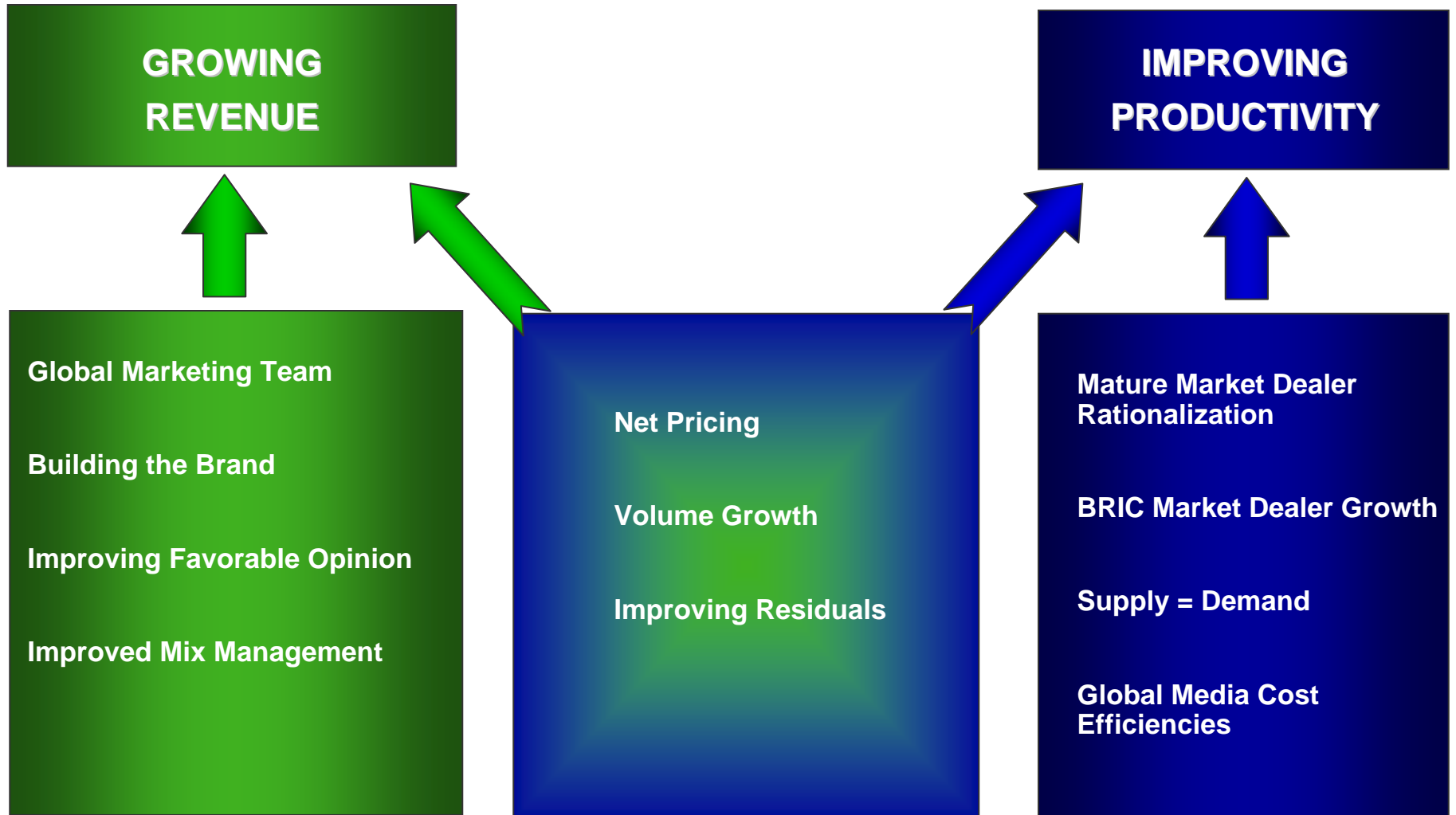


MARKETING STRATEGY

Jim Farley

***Group Vice President, Global
Marketing Sales & Service***

PROFITABLE GROWTH FOR ALL



Brand Plan And Efficiency Of Its Delivery Are Keys To Profitable Growth

GLOBAL MARKETING, SALES, AND SERVICE

ONE TEAM

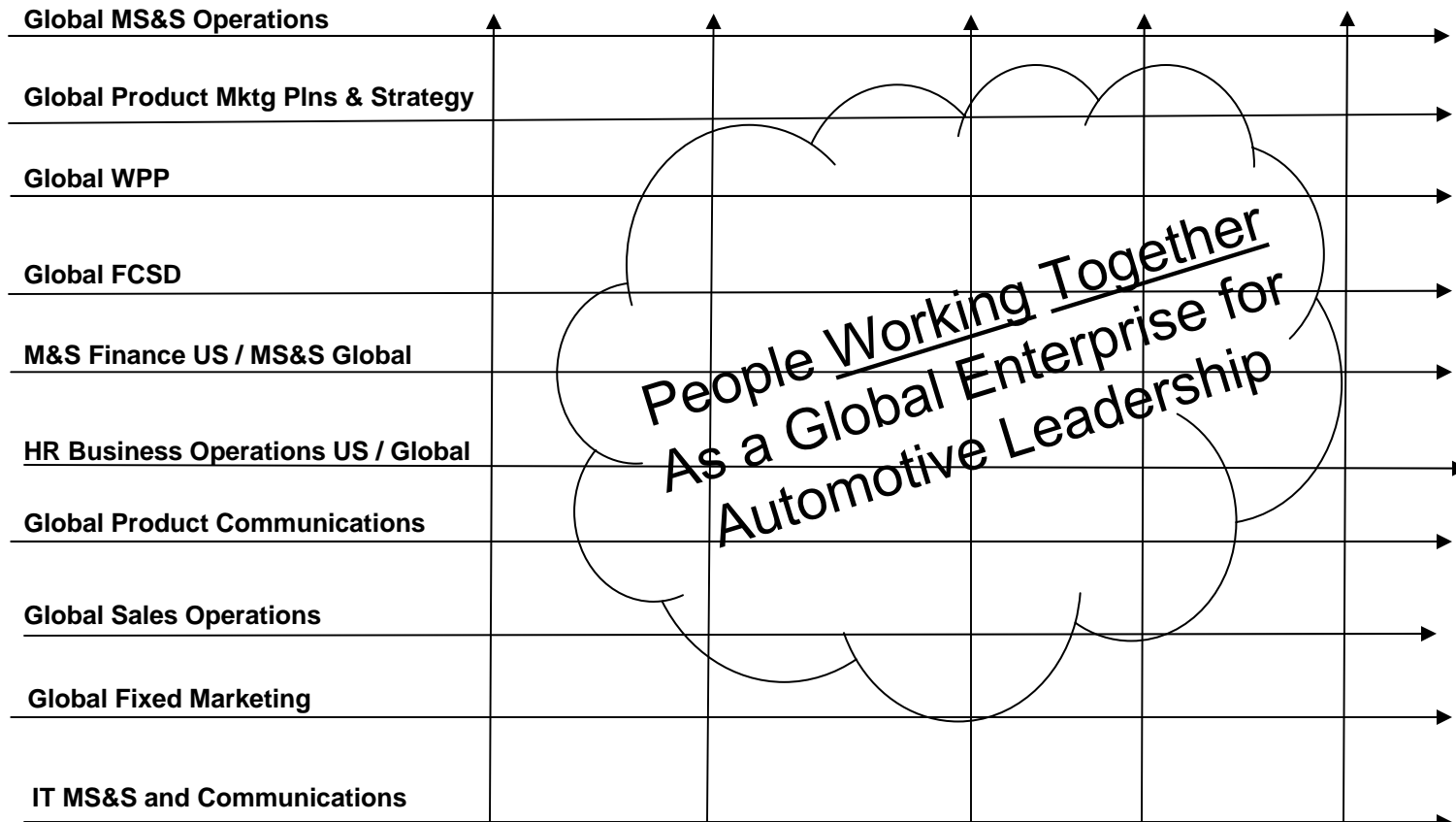


Jim Farley

Customers Business Units

Europe Asia Pacific and Africa Ford Lincoln U.S. LATAM Operations E&G Operations

Functional Skill Teams



*People Working Together
As a Global Enterprise for
Automotive Leadership*

One Team...One Plan...One Goal...One



BUILDING THE BRAND GLOBALLY



- **Quality, Green, Safe, & Smart brand pillars**
- **Brand health through favorable opinion**
- **Corporate reputation**
- **Dealer health and throughput**
- **Resale value**
- **Demand forecasting and production programming**
- **Marketing efficiencies / best practices**

CUSTOMER FOCUSED BRAND PILLARS




Drive quality.



Drive green.



Drive safe.



Drive smart.

Quality Leadership

Fuel Economy Leadership

Safety Leadership

Infotainment Leadership

Best Value

PRODUCT AND GO TO MARKET STRATEGY IS WORKING



U.S. Purchase Funnel Summary

Purchase Funnel <i>Light Vehicle Market</i>	2011 1Q	Pct. Improvement
Familiarity (% 1-5)		↔ - %
Favorable Opinion (% 8-10)		↑ 45%
Consideration (% Def. / Prob.)		↑ 47%
Shopped (% of Shoppers)		↑ 54%
Intention (%)		↑ 50%

Source: Brand Equity & Awareness Tracking (BEAT)

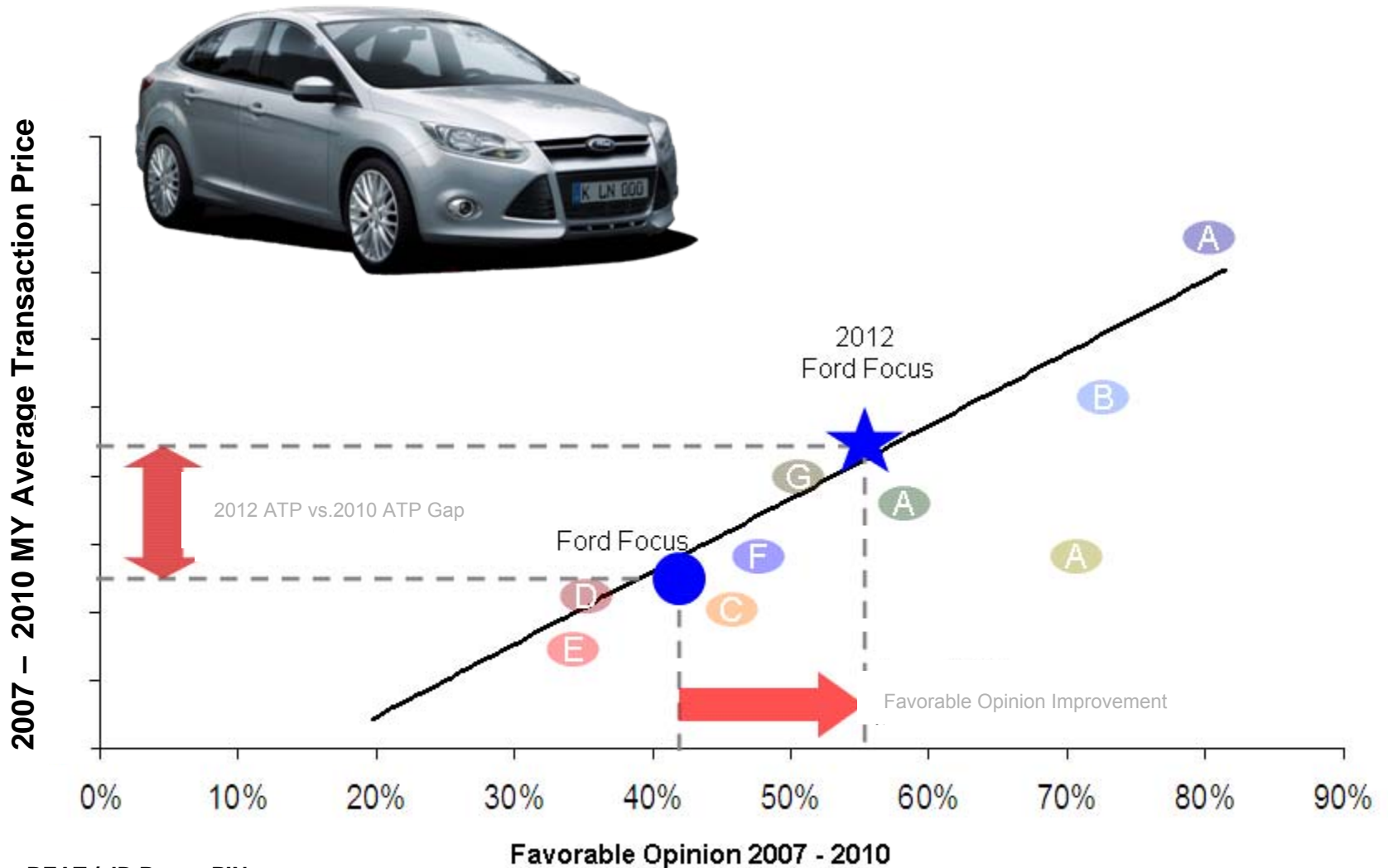
Brand Health Improving Since 2006

TRANSFORMING FORD'S BRAND POWER -- PROCESS



- **Monetize purchase funnel**
- **Invest in brand campaigns around the world**
- **Involve everyone -- employees / dealers / media**
- **Lead in new media -- digital / social / experiential**
- **Flawless execution thru global marketing launch process**
- **Differentiated consumer experience**

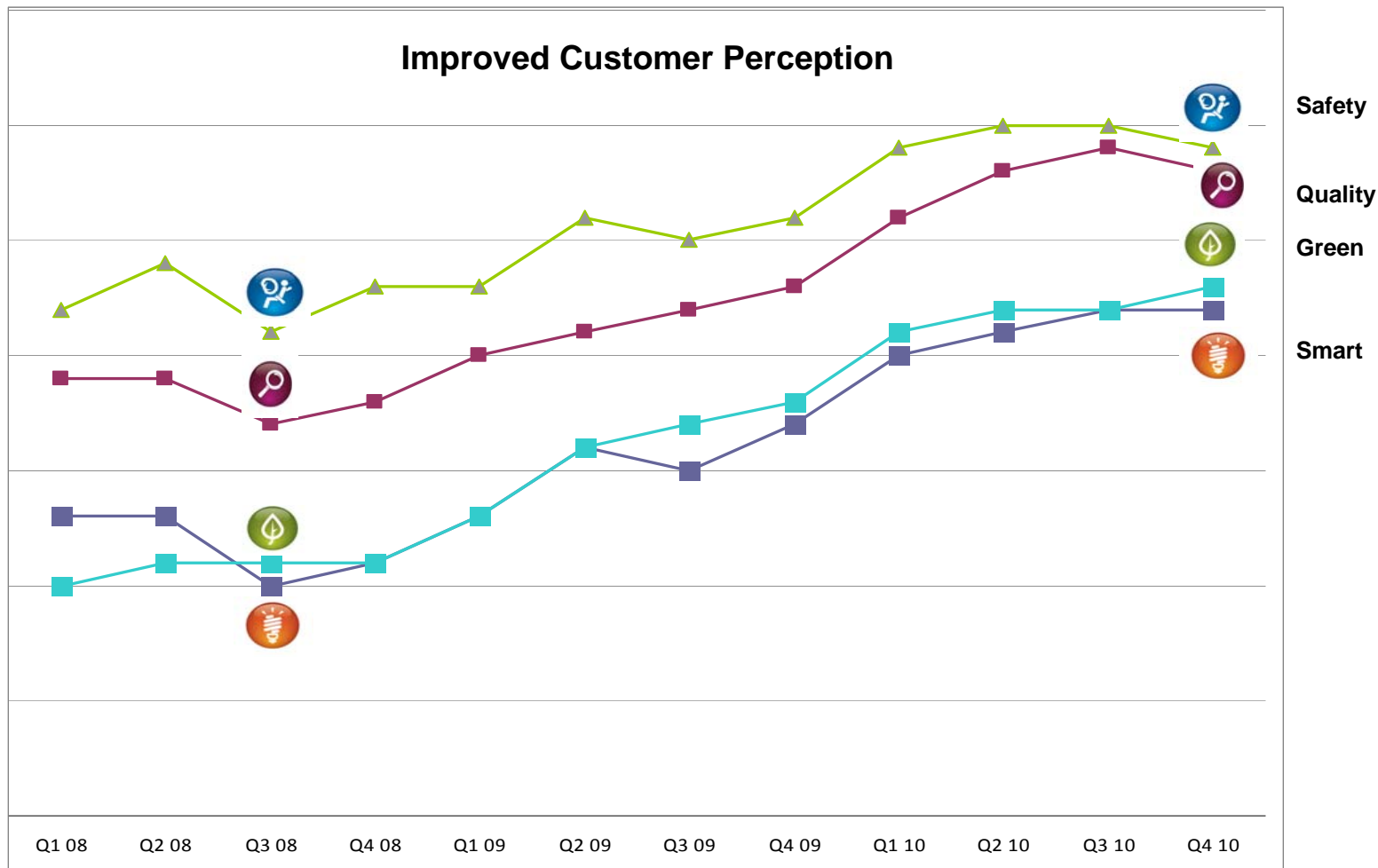
IMPROVING TRANSACTION PRICE



Source: BEAT / JD Power PIN

86% Of Pricing Power Can Be Explained By Favorable Opinion

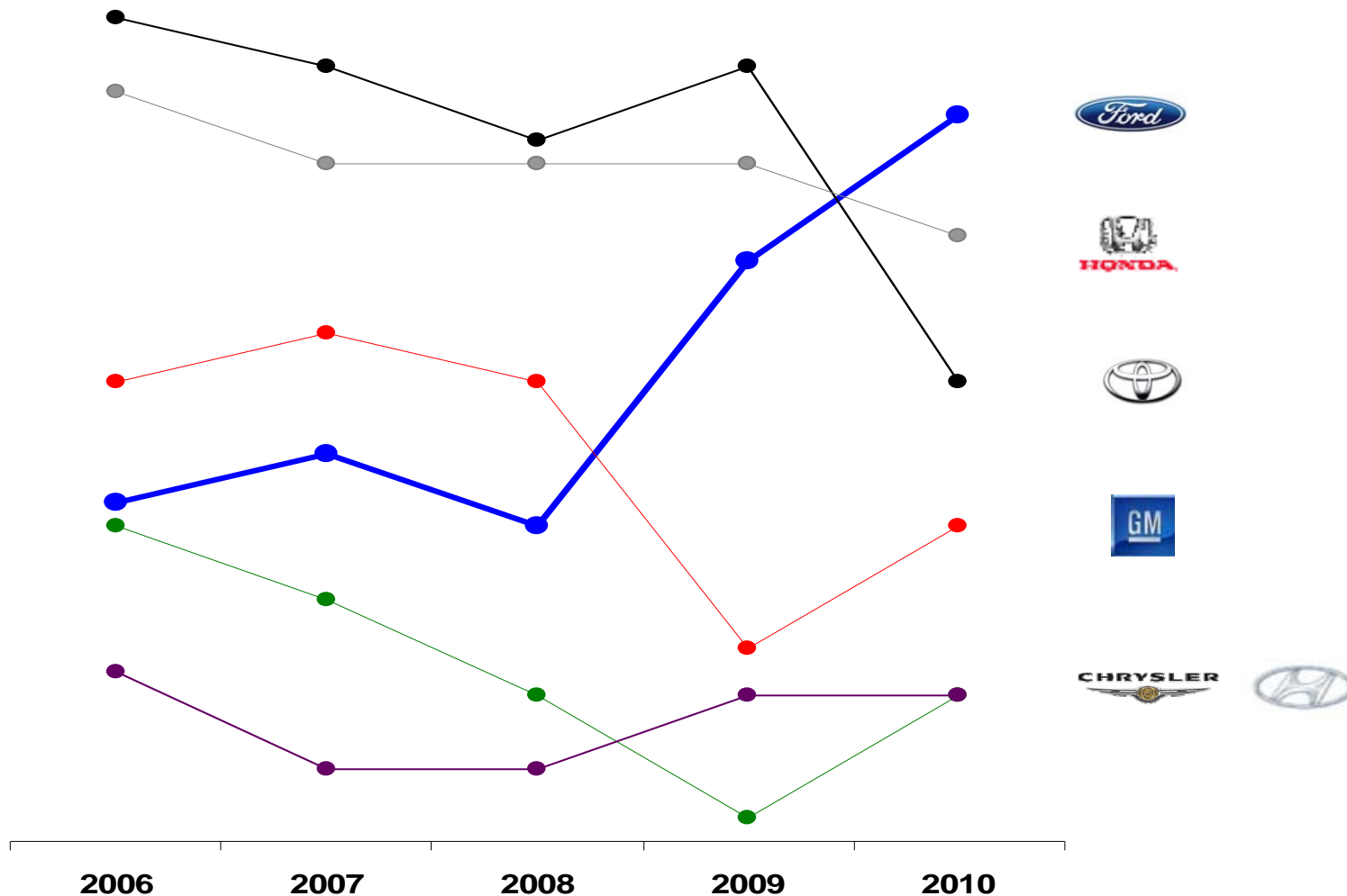
QUALITY, GREEN, SAFE AND SMART IMPROVEMENT



Source: BEAT

**Media Investment + Product Evidence =
Favorable Opinion Transformation**

U.S. CORPORATE REPUTATION: 2006 - 2010



Source: DYG Reputation Survey

Great Products...Strong Business...Better World

IMPROVING DEALER THROUGHPUT AND PROFITABILITY



- **Reduced portfolio from 7 brands to 2 (Ford and Lincoln)**
- **Consolidated more than 1,000 Ford / Lincoln Dealers in U.S. since 2005, improving competitive strength and profitability**
 - **Average dealer profits increased 78% (2005 - 2010)**
 - **Dealer throughput improved 22%**
- **Rated Top “Value of Franchise” by U.S. dealers (NADA Survey)**
- **Creating a differentiated and engaging sales and service experience with our store owners**

DEALER NETWORK -- BRIC EXPANSION



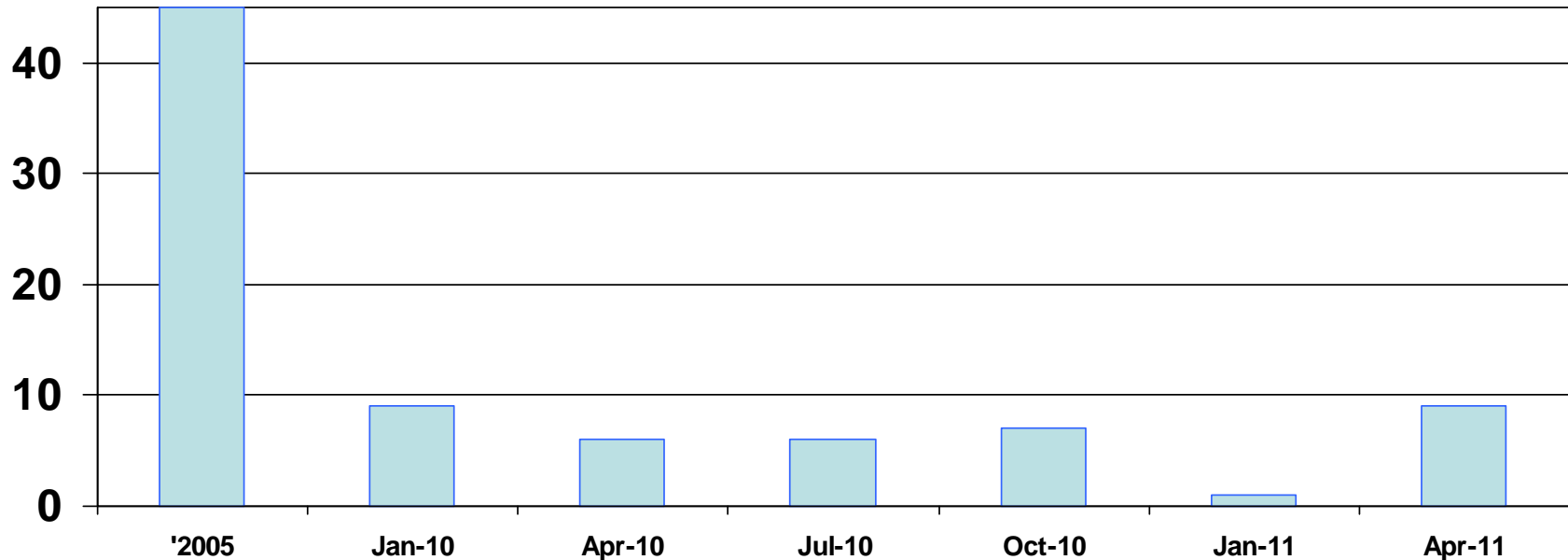
- **Nearly tripling dealer network to 340 in India by 2016**
- **Doubling dealer network in China by 2016 (100 this year)**
- **Significant dealer network expansion in Russia by 2016**
- **Meaningful expansion in ASEAN**



MATCHING SUPPLY TO DEMAND



Days Supply Greater Than Toyota

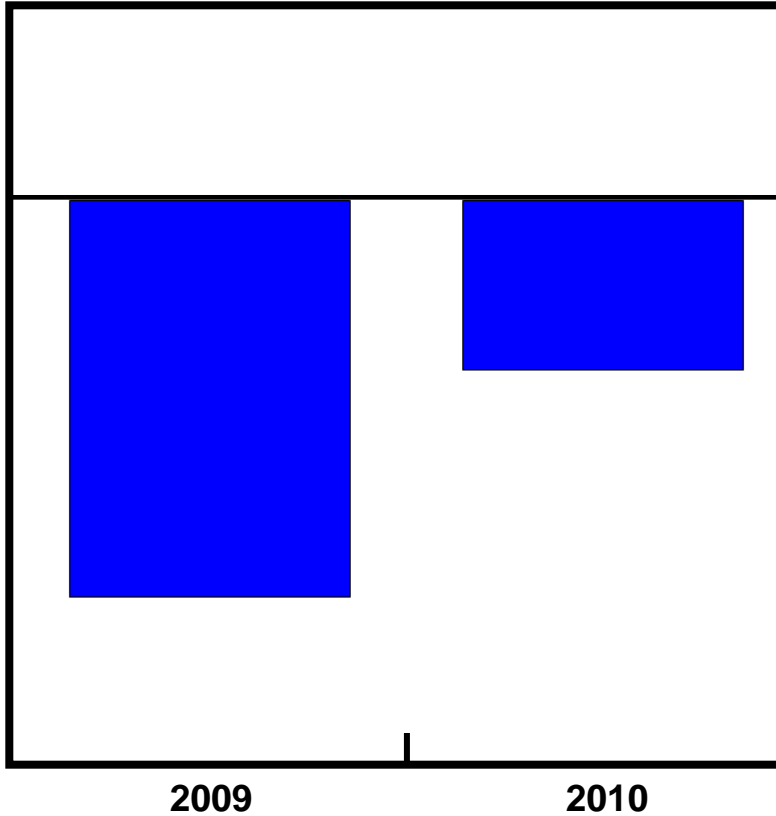


Supply = Demand
Critical To Improving Pricing Power, Brand Strength And Cash Flow

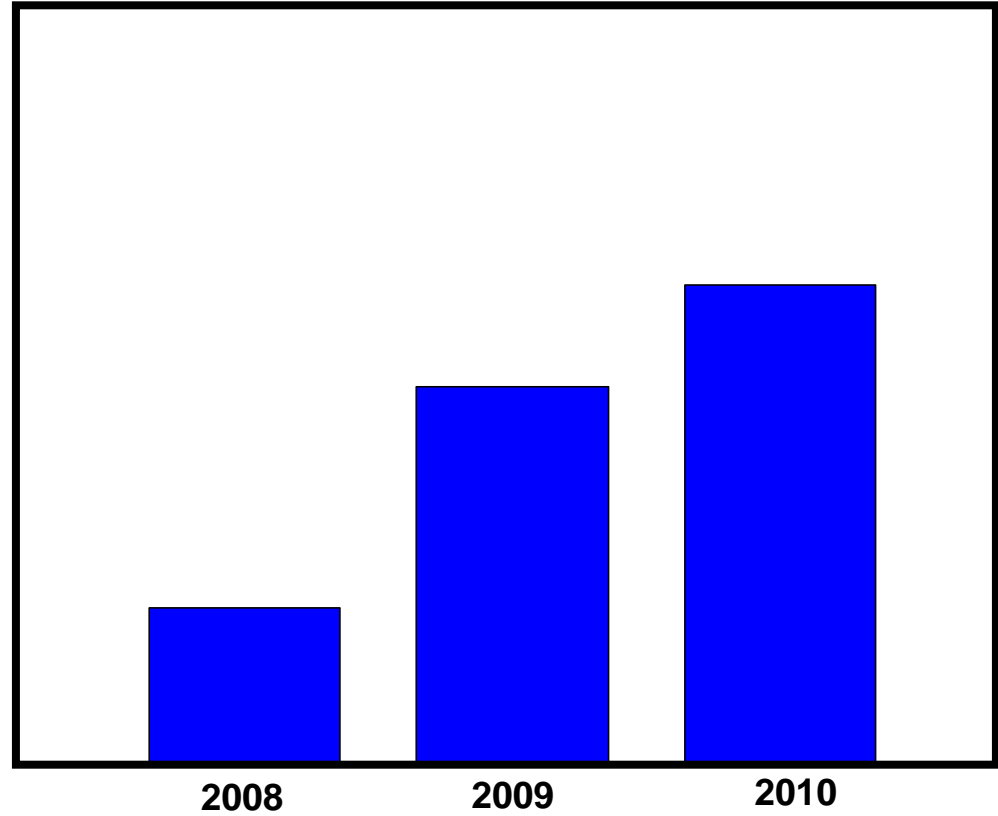


NET REVENUE PER UNIT IS INCREASING - - AS WE REDUCE OUR DISCOUNT TO COMPETITION

Ford Lincoln Brand Discount To Key Competitors (Pct.)



Average Net Revenue Per Unit



B / (W) Prior Year

Cum.: \$4,100

NEW PRODUCT NET REVENUE IMPROVEMENT



2012 MY Focus

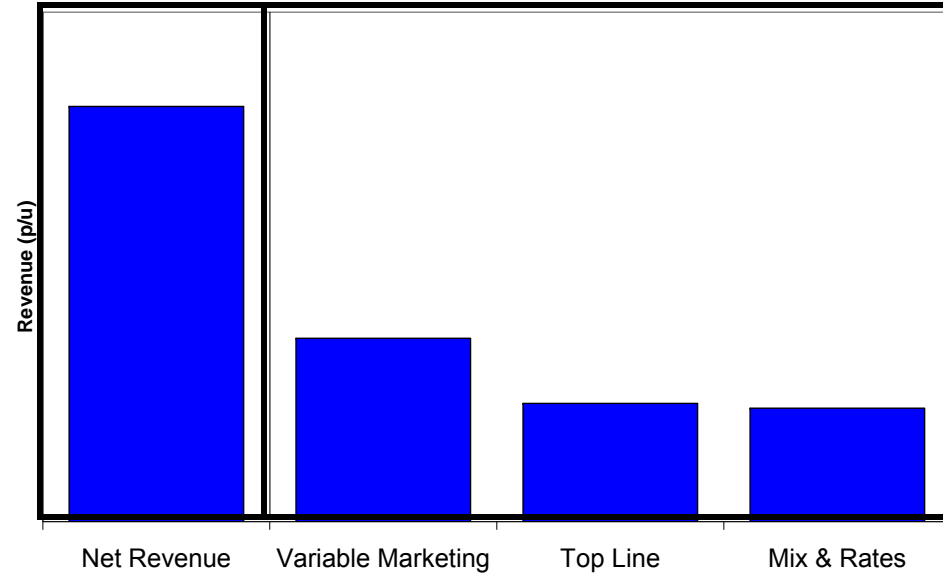
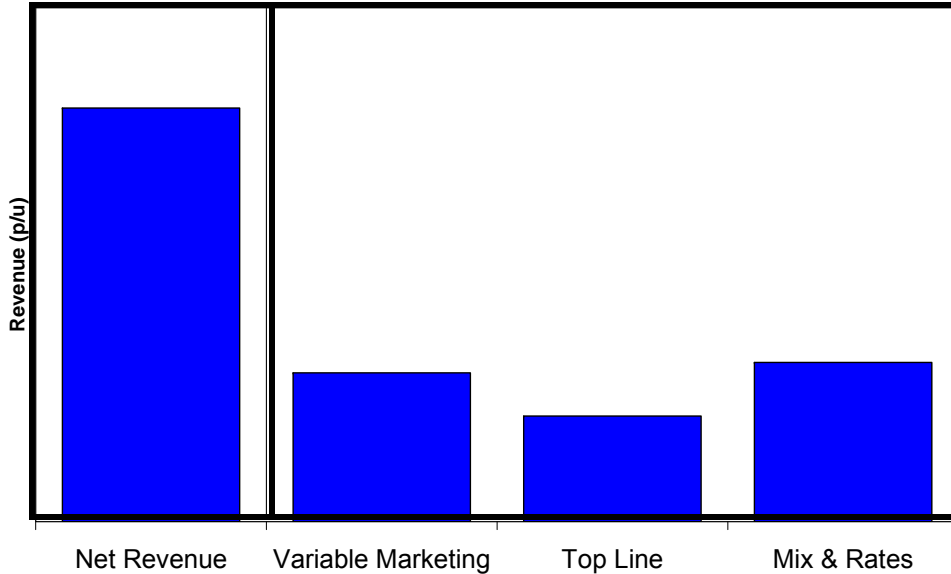


Net Revenue B/(W) 2011MY

2011 MY Explorer



Net Revenue B/(W) 2010MY



New Product Revenues Improved In Variable Marketing, Top Line Pricing, And Mix And Rates

COMPETITIVE TRANSACTION PRICES



Fiesta



Fusion



\$16,363

\$16,099

\$14,299

\$14,486

Fiesta

Fit

Versa

Yaris

\$21,031

\$20,676

\$20,924

\$19,900

Fusion

Malibu

Accord

Camry

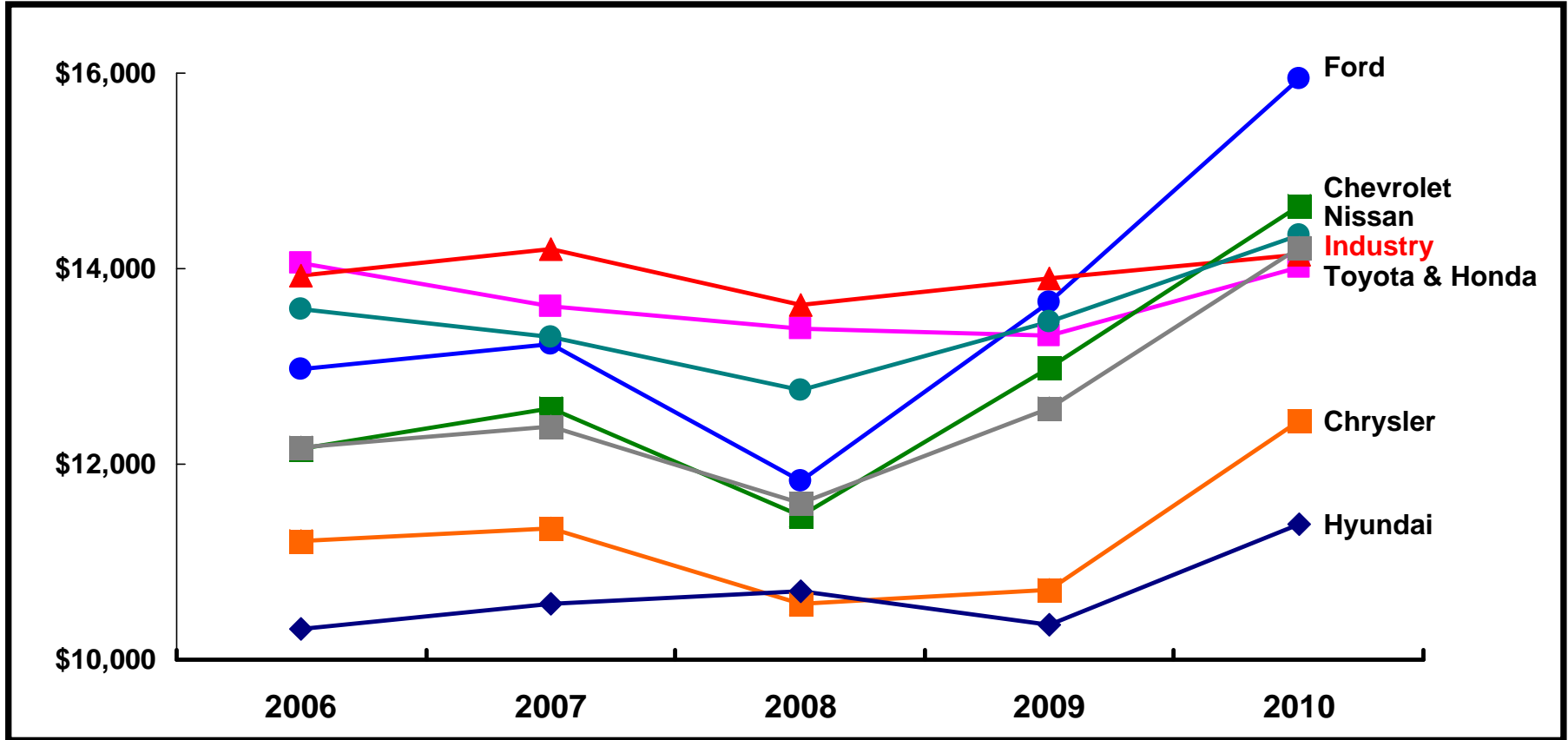
Source: JD Power PIN - MARCH 2011

Recently Launched Products Maintained Transaction Price Leadership

PRODUCT AND MARKETING STRATEGY IS WORKING -- RESALE VALUES IMPROVING



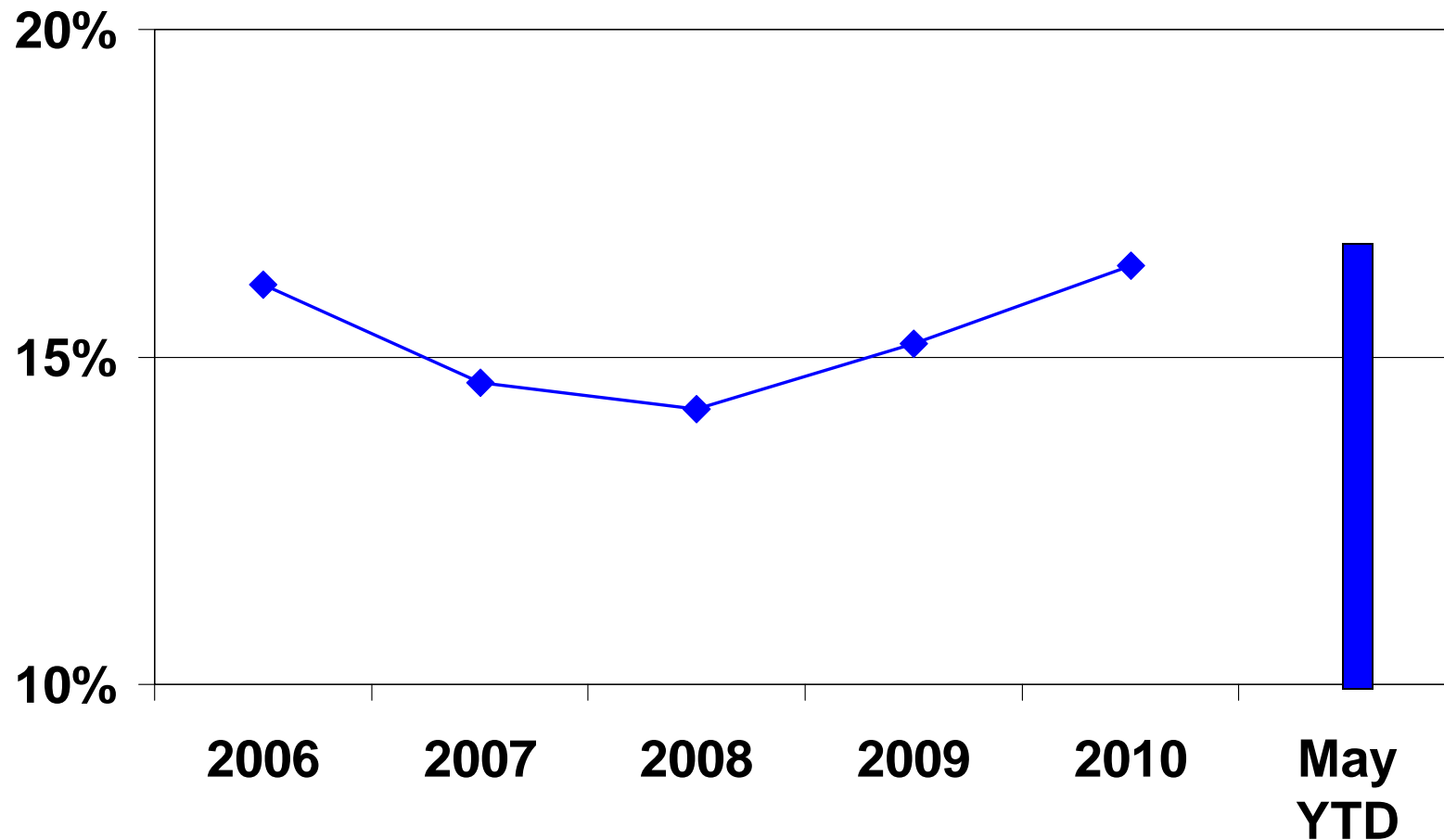
Used Vehicle Auction Value



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**

U.S. FORD SHARE GROWTH

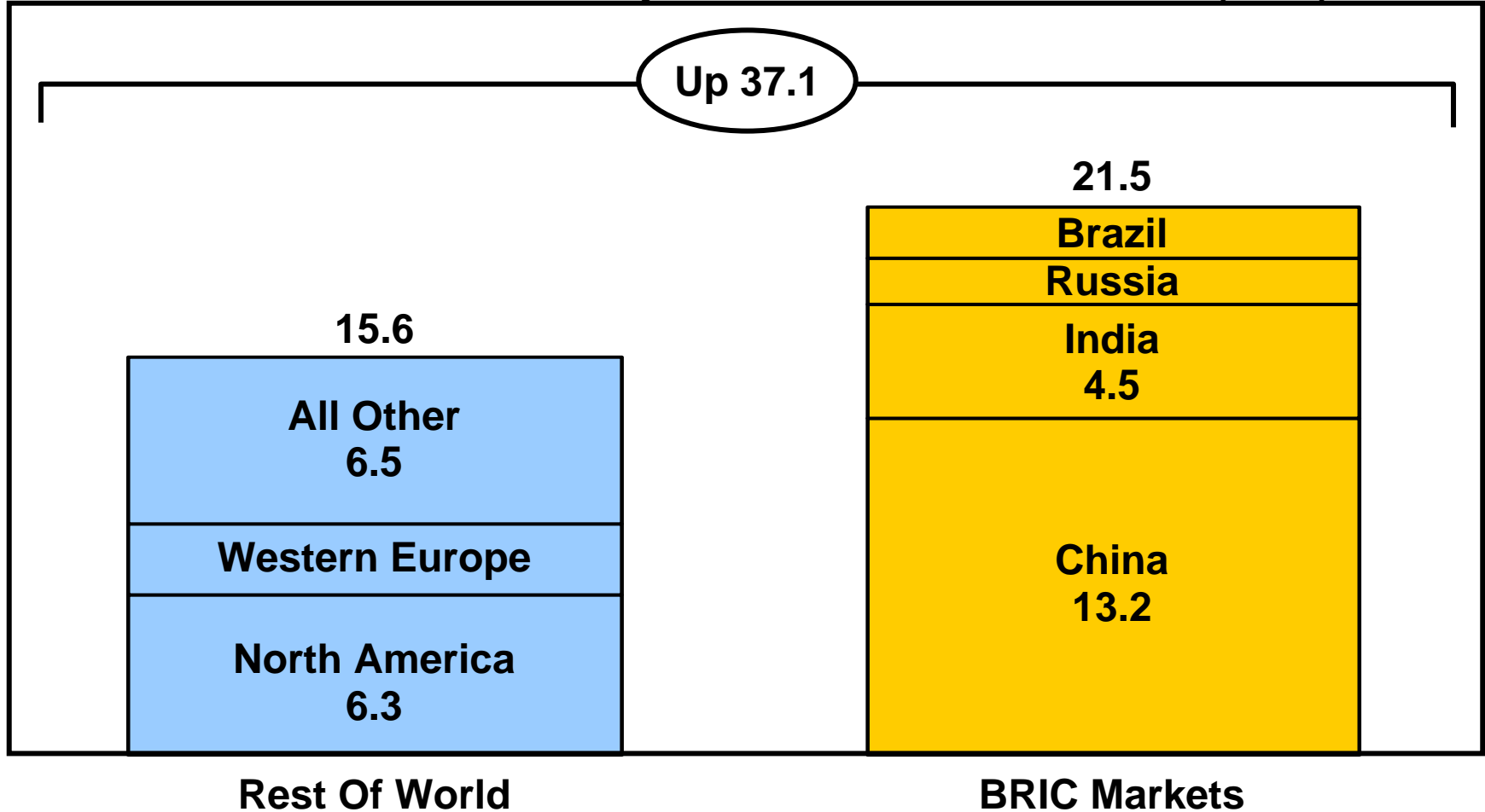


Ford Share Continues To Recover, Up 2.2 Percentage Points Since 2008 Low

INDUSTRY GROWTH WILL BE PRIMARILY IN BRIC MARKETS



Growth In Global Industry Volume From 2010 To 2020 (Mils.)



Source: IHS Global Insight

From 2010 To 2020, Industry Volume Is Projected To Increase 37 Million; Over Half Of The Increase Is In BRIC Markets Where Ford Is Underrepresented

Brazil



- Investing \$2.6 billion from 2011 to 2015
- Market coverage increases from 67% to 82% by 2015
- Legacy products replaced with global by 2015
- Introduced new Cargo heavy truck in 2011

Brazil



- Investing \$2 billion from 2011 to 2015
- Market coverage from 67% to 100%
- Legacy product line with global
- Introduced heavy truck

Russia



- Formed joint venture with Sollers to provide better scale and business opportunities
- 6 new models to be produced - starting with the new global Focus mid-2011
- Added third shift to facility near St. Petersburg

Accelerating Growth In BRIC Markets

BRIC MARKET GROWTH PLANS



Brazil



- Investing \$2 billion from 2011 to 2015
- Market coverage from 67% to 80%
- Legacy products with global support
- Introduced heavy truck

Russia



- Formed joint venture with Sollers to produce scale and build opportunities
- 6 new models produced in the new global plant in 2011
- Added third plant near St. Petersburg

India



- New Figo off to fast start
- Introducing 8 new products by middle of decade
- Industry participation increasing from 16% to 68% by 2015
- Investing \$500 million to expand operations in Chennai

Accelerating Growth In BRIC Markets

BRIC MARKET GROWTH PLANS



Brazil



- Investing \$ 2011 to 201
- Market cov from 67% to
- Legacy pro with global
- Introduced heavy truck

Russia



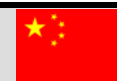
- Formed joint Sollers to p scale and b opportunity
- 6 new mod produced the new glo 2011
- Added third near St. Pe

India



- New Figo o
- Introducing products b decade
- Industry pa increasing 68% by 201
- Investing \$ expand ope Chennai

China



- Introducing 15 new vehicles by 2015
- Industry participation increases from 22% in 2009 to 50% by 2015
- Investing over \$1.6 billion in four new plants (2 Assembly, 1 Transmission and 1 Engine)
- Increasing assembly capacity to 1.1 mil. by 2012

Accelerating Growth In BRIC Markets



PROFITABLE GROWTH FOR ALL





FordCredit

FORD CREDIT STRATEGY

Mike Bannister

Executive Vice President

Ford Credit Chairman and CEO

FORD CREDIT FOCUSED ON FORD



- **Profitably support Ford, dealers and customers through all economic cycles**
- **Strategic value delivered through:**
 - **Over 50 years of automotive financing experience**
 - **Consistent vehicle inventory financing, supporting automotive production plans and dealer inventory requirements**
 - **Exclusive Ford and Lincoln retail and lease consumer financing products; integrated go-to-market strategies**
 - **Customer relationship management programs to create customer satisfaction and loyalty, and improve sales and service experience**



A VIRTUOUS CIRCLE: INTEGRATION CREATES A STRATEGIC ADVANTAGE



SYNERGIES DELIVER STRATEGIC VALUE

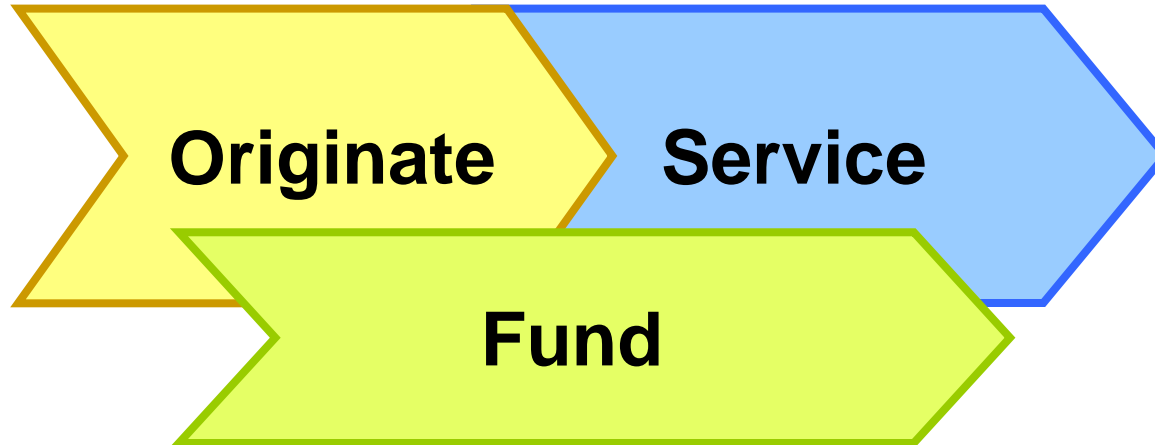


- **Consistent wholesale financing support**
 - **Finance 80% of U.S. dealers, 99% in Europe**
 - **Dealers who wholesale with Ford Credit, on average, have:**
 - **Higher share of industry**
 - **Higher Extended Service business, Certified Pre-Owned**
 - **Higher customer satisfaction**
- **Integrated go-to-market strategies and exclusive programs**
 - **Maintain consistent, prudent underwriting, including during a recession**
 - **Finance 3 out of every 4 higher risk Ford customers**
- **Dominant lease provider to Ford customers**
- **Customers financed by Ford Credit have higher dealer and Ford loyalty than those using other dealer- or customer-arranged financing**
- **Profits and dividends support Ford's business and vehicle development**

FORD CREDIT'S ORIGINATION AND SERVICING STRATEGY



- **Buy it Right**
- **Collect it Effectively**
- **Operate Efficiently**

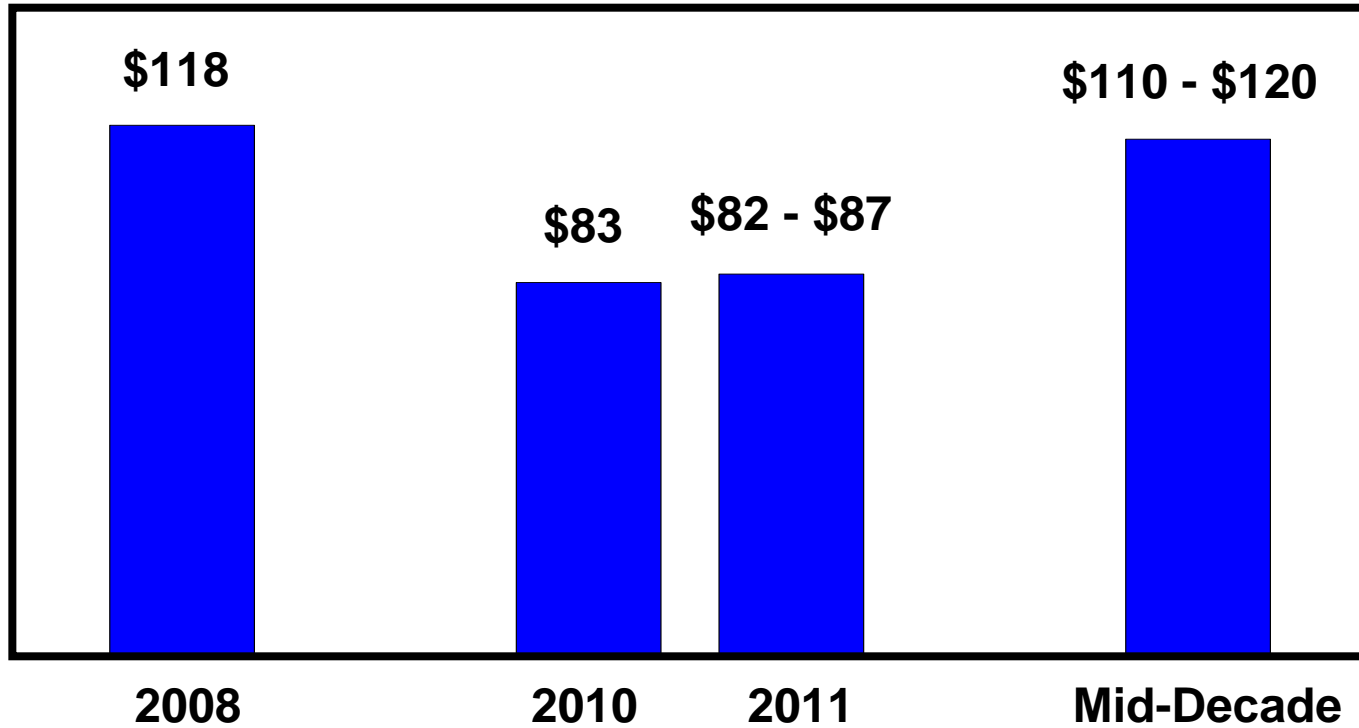


- **Fund it Efficiently**
- **Manage Balance Sheet Risk**

FORD CREDIT'S BALANCE SHEET WILL GROW WITH FORD



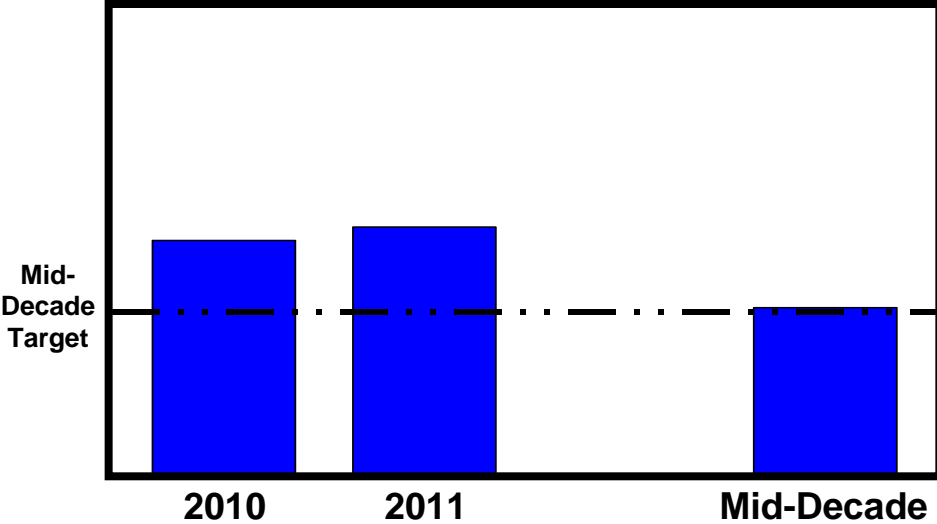
Managed Receivables (Bils.)



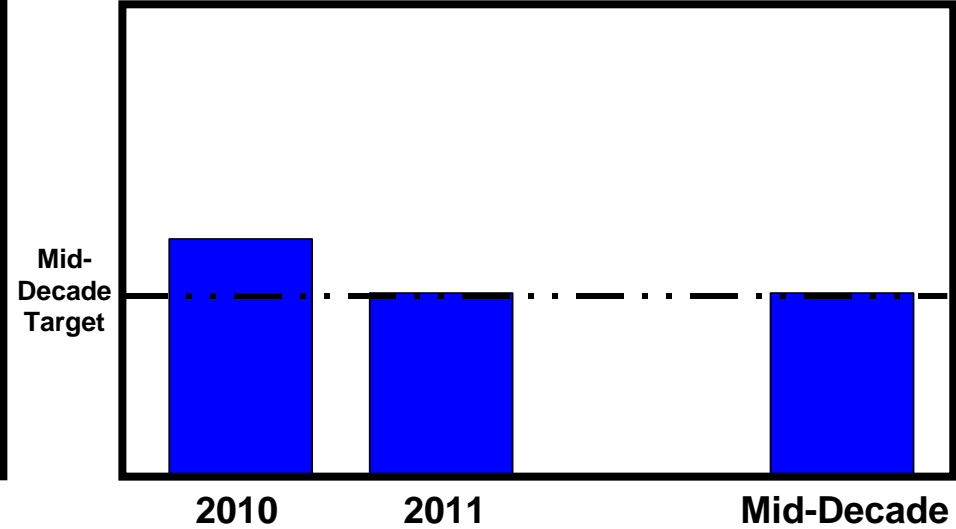
FORD CREDIT MID-DECADE KEY FINANCIAL METRICS



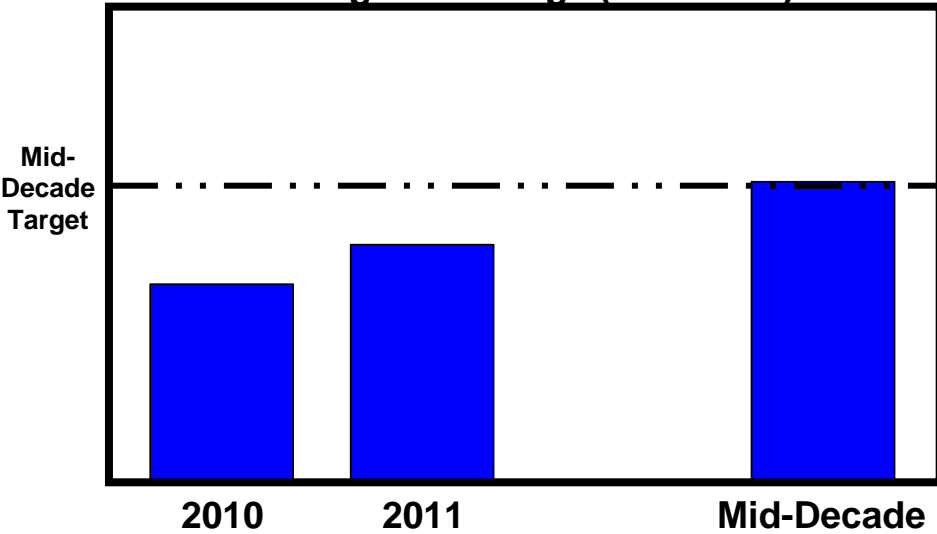
ABS Debt as % of Mgd Receivables (~ 35%)



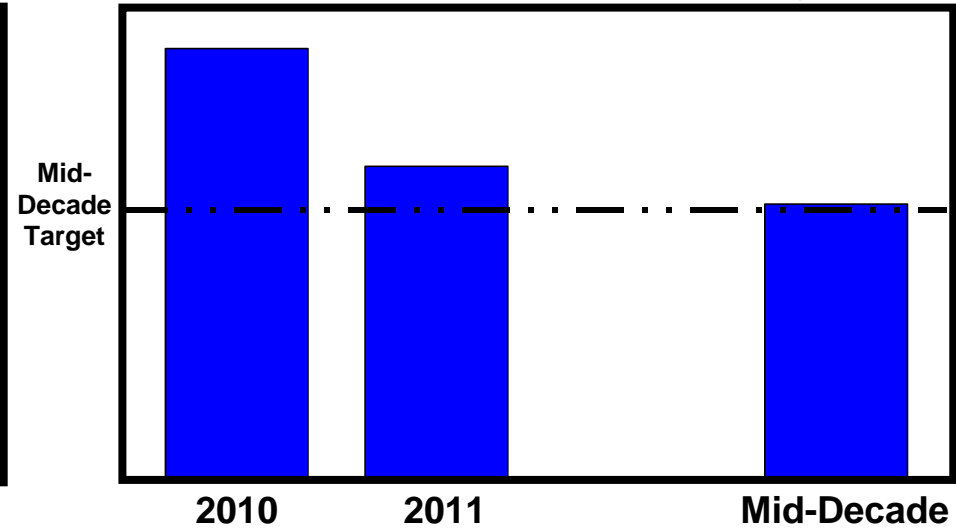
Liquidity (Months of Protection)



Managed Leverage (10-11 to 1)



Return on Equity (Low Double Digits)





- **Business factor expectations**
 - **Base rate escalation and tighter spreads**
 - **Loss ratios to stabilize, reserves to increase with receivables growth**
 - **Used vehicle auction values to remain relatively strong through 2012**
 - **Operating cost ratios to improve**
- **Profit outlook**
 - **2012 is expected to be solidly profitable but at a lower level than 2011, primarily driven by the same factors as this year (lower credit loss reserve release and depreciation expense)**
 - **From 2013 on, profits should increase consistent with the growth in receivables**

- **Continue to diversify funding and liquidity sources, broaden investor base and optimize costs**
 - **FUEL Notes**
 - **Retail Notes**
- **Grow in line with higher industry and higher Ford and Lincoln business**
- **Support Ford's target growth markets – Brazil, Russia, India, China**
- **Leverage our unique assets**
 - **Business systems and processes are scalable**
 - **Global operations, expertise and experience**
 - **Synergies with Ford**
- **Profitable support for Ford growth: One Team, One Plan, One Goal**



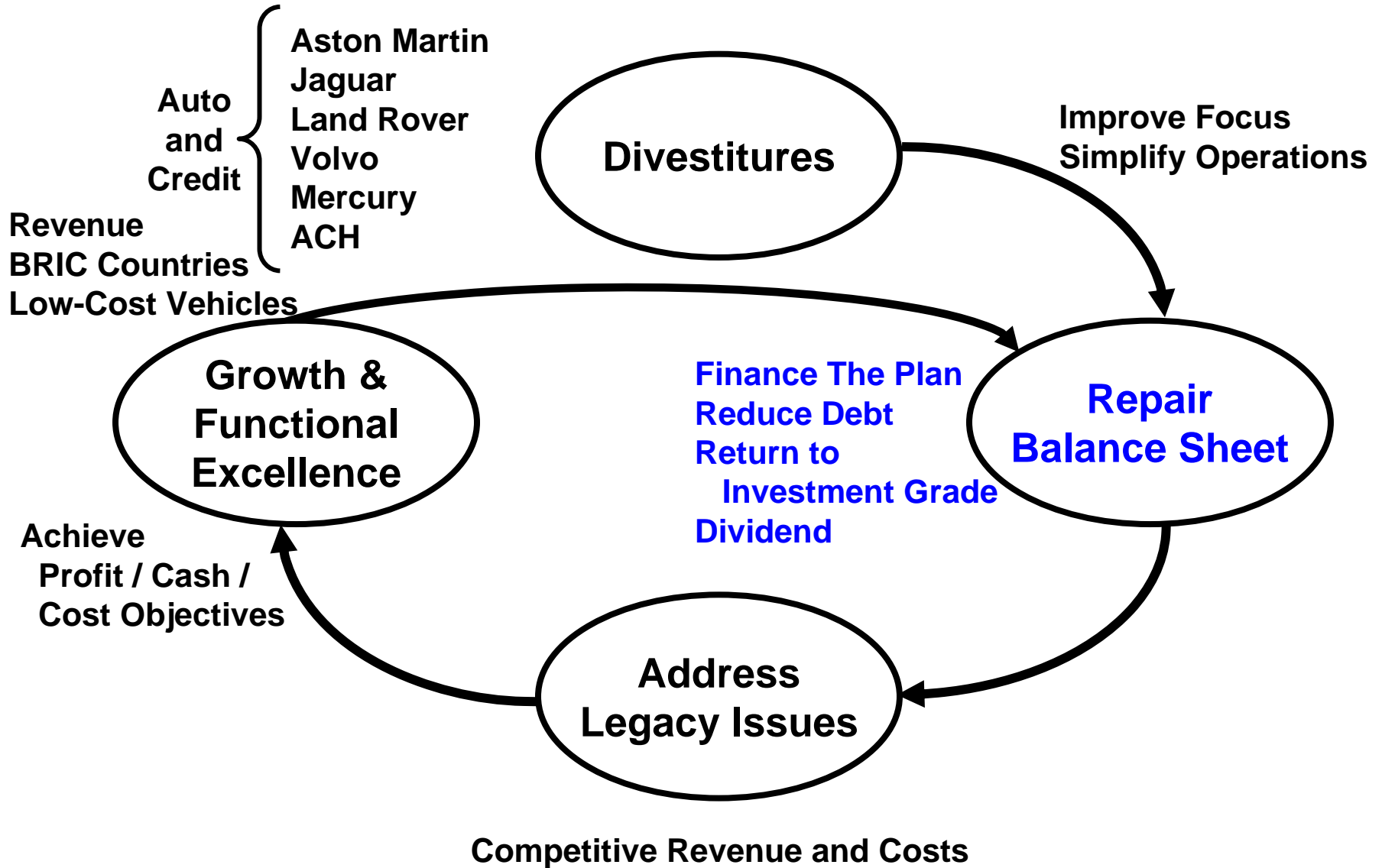
FINANCIAL STRATEGY

Lewis Booth

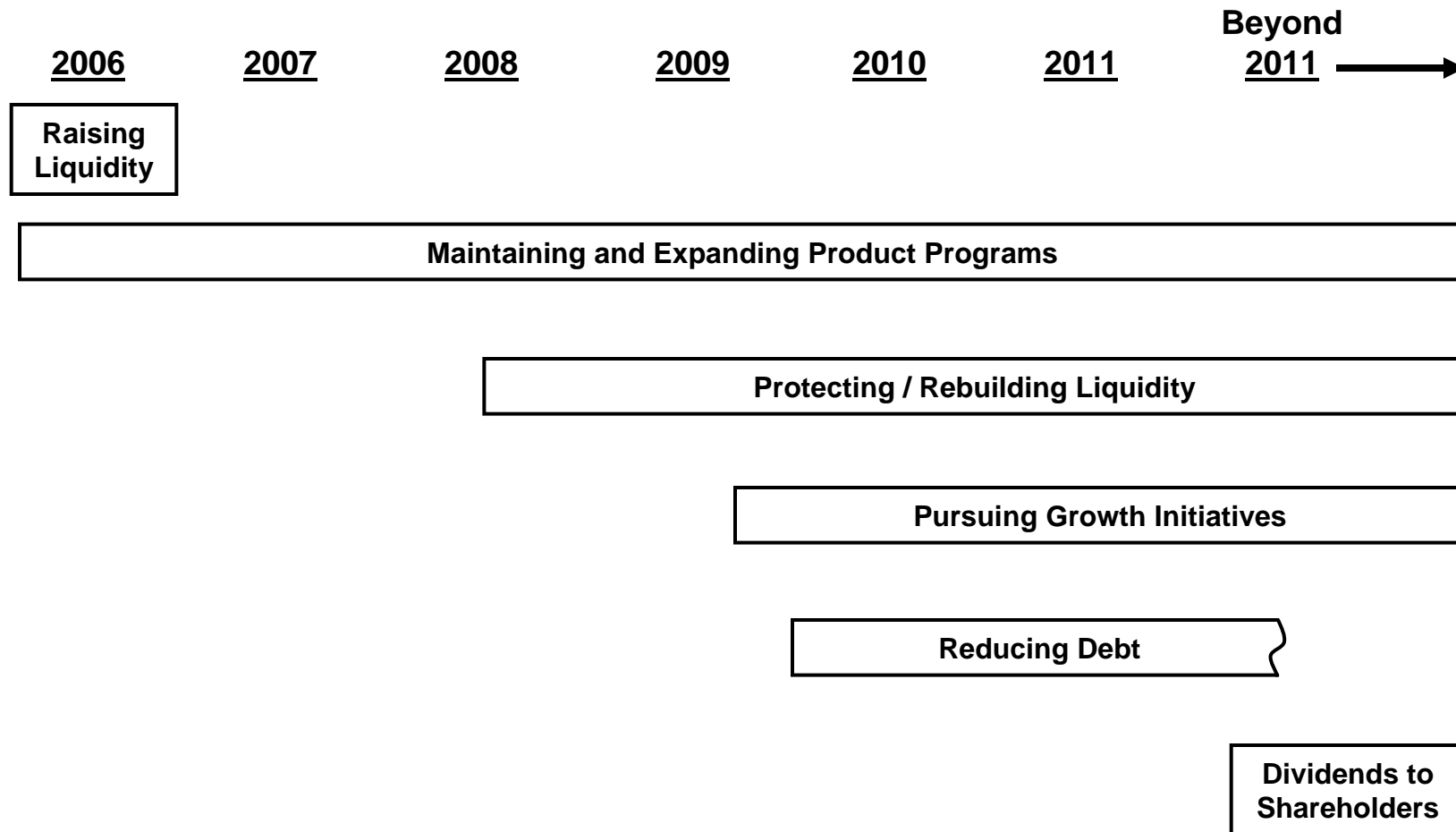
Executive Vice President

Chief Financial Officer

DELIVERING THE PLAN



CAPITAL ALLOCATION OVER TIME



AUTOMOTIVE GROSS CASH, DEBT, AND CASH NET OF DEBT



	2011			
	<u>2009</u> (Bils.)	<u>2010</u> (Bils.)	<u>First Quarter</u> (Bils.)	<u>Pro Forma*</u> (Bils.)
Gross Cash**	\$ 24.9	\$ 20.5	\$ 21.3	\$ 18.7
Term Loan B	\$ 5.2	\$ 4.1	\$ 4.1	\$ 1.8
VEBA Note A	3.1	-	-	-
VEBA Note B	3.9	-	-	-
Revolver	7.5	0.8	0.8	-
Convertible Debt	2.6	0.7	0.7	0.7
Trust Preferred	3.1	3.0	-	-
DOE / EXIM / EIB	1.8	4.4	5.0	5.5
Unsecured / Other	6.4	6.1	6.0	6.0
Total Debt	<u>\$ 33.6</u>	<u>\$ 19.1</u>	<u>\$ 16.6</u>	<u>\$ 14.0</u>
Gross Cash Net of Debt	<u>\$ (8.7)</u>	<u>\$ 1.4</u>	<u>\$ 4.7</u>	<u>\$ 4.7</u>
Memo: Liquidity	\$ 25.6	\$ 27.9	\$ 30.7	\$ 28.9

*Includes \$2.3 billion term loan payments, \$800 million revolver repayment and \$500 million of primarily DOE loans since March 31, 2011

**Includes cash, cash equivalents and marketable securities

PLANS TO ACHIEVE INVESTMENT GRADE



Completed

- **Repay drawn Revolver**

In Progress

- **Demonstrate consistency, predictability, and positive trend of qualitative and quantitative factors**
- **Sustain profitability and returns**
- **Repay Term Loan B (first lien security)**

Fall 2011

- **Complete UAW negotiations**

CAPITAL STRATEGY

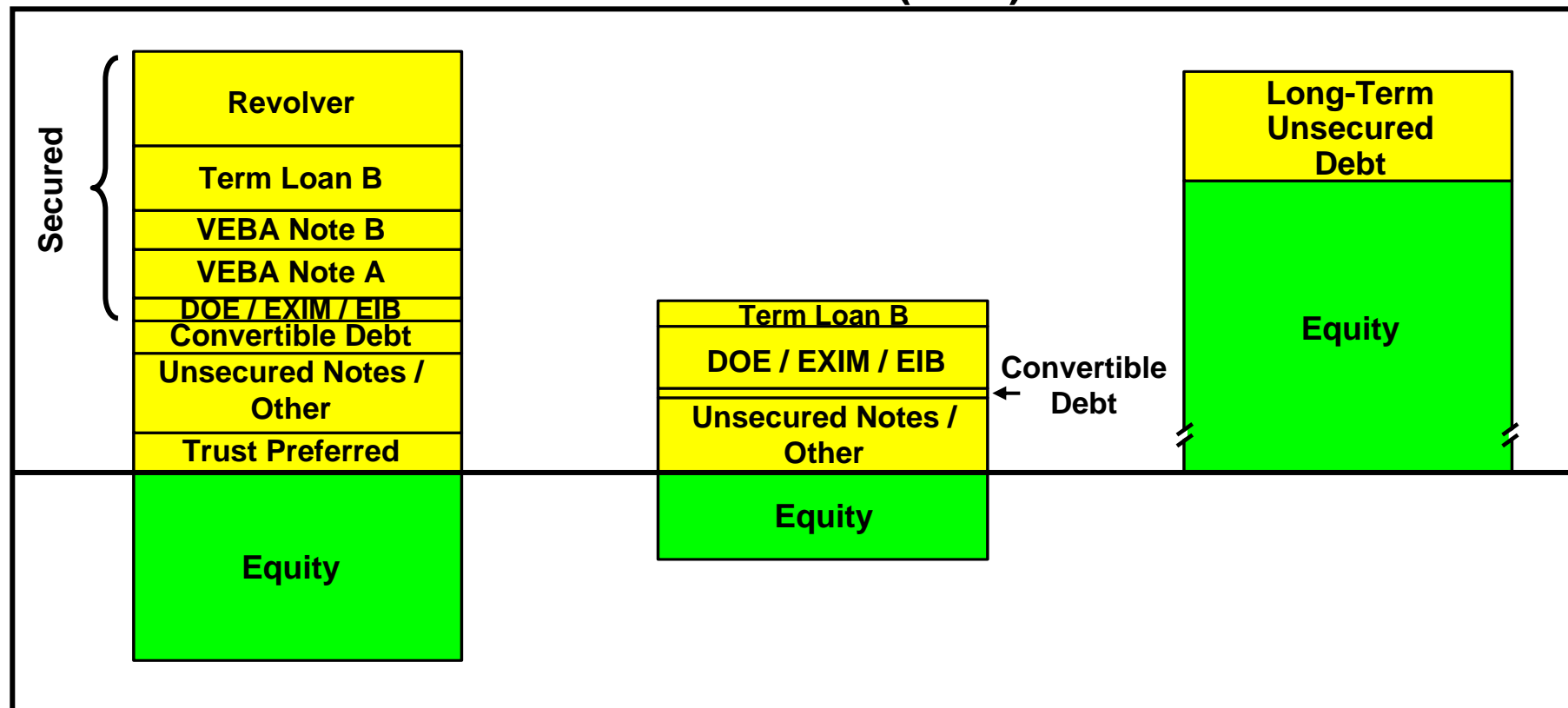


- **Maintain adequate liquidity to support and grow the business**
- **Provide protection for downturns and shocks, in part, by maintaining / increasing undrawn revolver capacity**
- **Fund pension plans and continue to reduce associated risks**
- **Achieve and then maintain investment grade rating through business cycle to protect continued access to capital markets**
- **Achieve simple composition of debt with long-term average tenor**
- **Achieve competitive cost of capital**
- **Provide acceptable returns to shareholder**

SIMPLE CAPITAL STRUCTURE BY MID-DECADE



Automotive (Bils.)



Prior

Present

Mid-Decade

Debt Tenor < 10 Years

≈ 10 Years

> 10 Years

Pension Funding 75 - 80%

85%

100%+



- **Making significant investments in product, capacity, and brand image to achieve future growth**
- **Achieving revenue improvements, but commodity costs continue to increase**
- **Facing near-term production constraints on fuel-efficient products**
- **Continuing housing recession delaying recovery in commercial truck sales**

No Change To 2011 Guidance



PROFITABLE GROWTH FOR ALL



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 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.

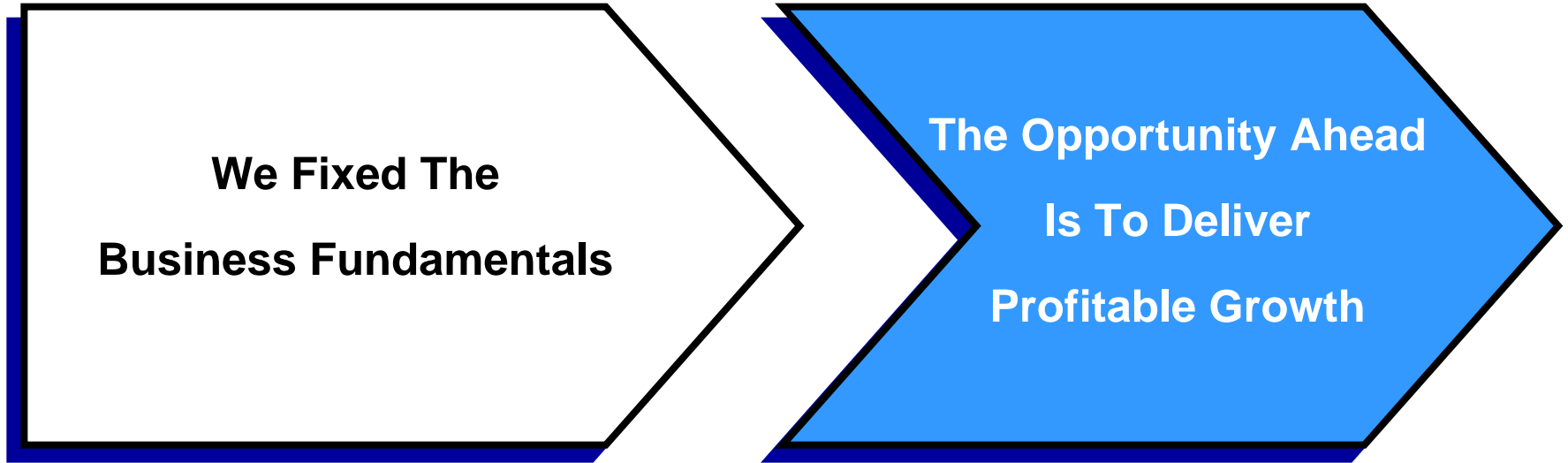
We cannot be certain that any expectation, forecast, or assumption made in preparing forward-looking statements will prove accurate, or that any projection will be realized. It is to be expected that there may be differences between projected and actual results. Our forward-looking statements speak only 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.



MID-DECADE OUTLOOK

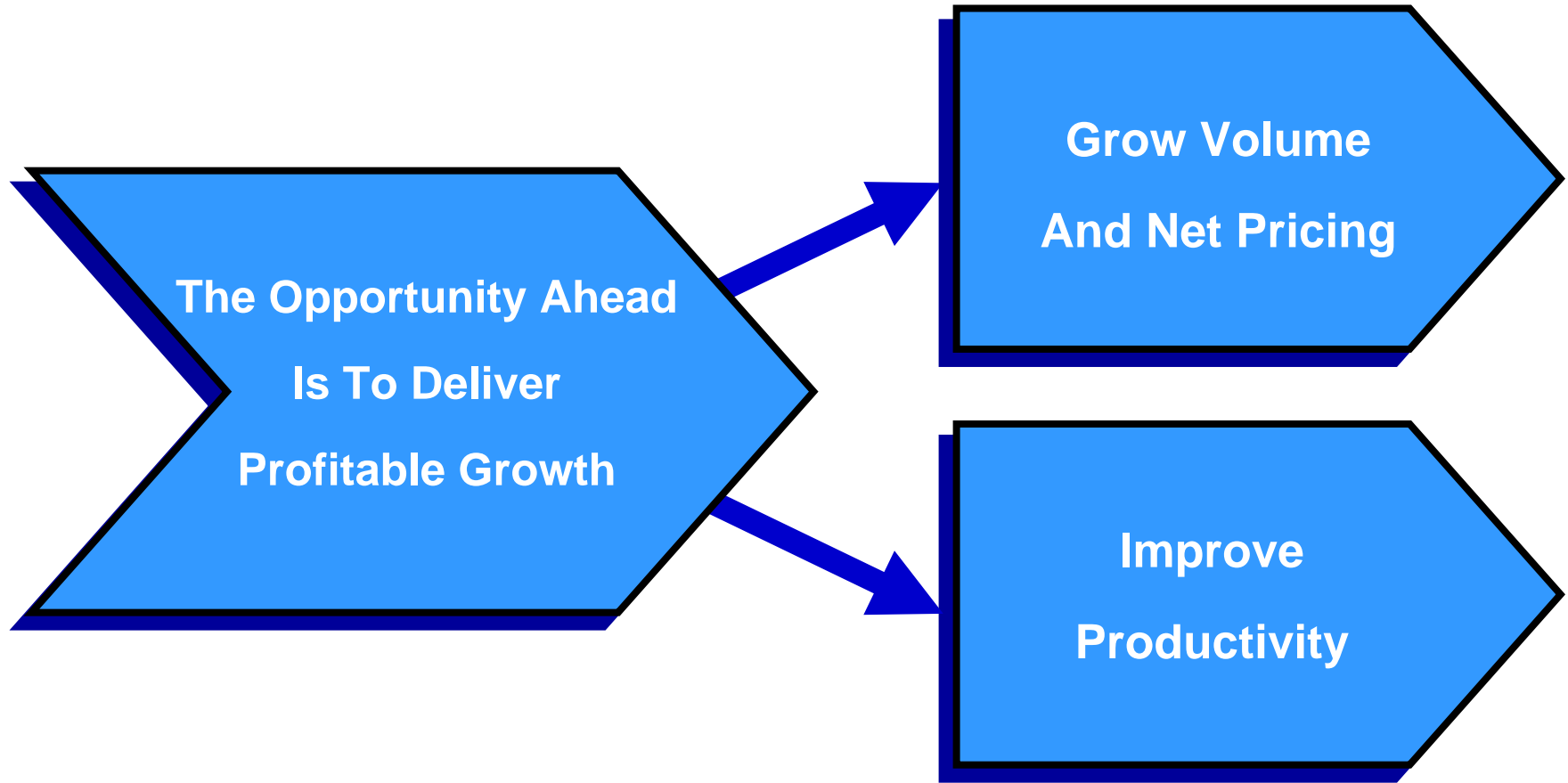
Alan Mulally

President and CEO



Delivering Profitable Growth

OPPORTUNITY AHEAD



**We Have Two Primary Opportunities To Deliver Profitable Growth --
Grow Volume And Net Pricing And Improve Productivity**

THE PLAN



ONE TEAM

People working together as a lean, global enterprise for automotive leadership, as measured by:

Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction

ONE PLAN

- 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

ONE GOAL

An exciting viable Ford delivering profitable growth for all

Expected Behaviors

Foster Functional and Technical Excellence

- Know and have a passion for our business and our customers
- Demonstrate and build functional and technical excellence
- Ensure process discipline
- Have a continuous improvement philosophy and practice

Own Working Together

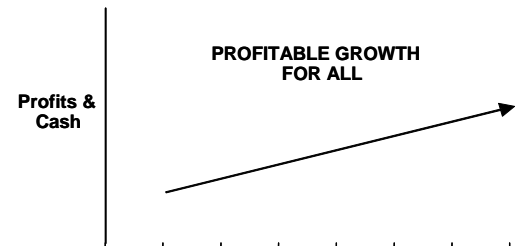
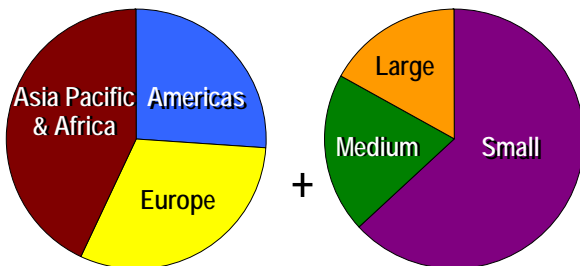
- Believe in skilled and motivated people working together
- Include everyone; respect, listen to, help and appreciate others
- Build strong relationships; be a team player; develop ourselves and others
- Communicate clearly, concisely and candidly

Role Model Ford Values

- Show initiative, courage, integrity and good corporate citizenship
- Improve quality, safety and sustainability
- Have a can do, find a way attitude and emotional resilience
- Enjoy the journey and each other; have fun - never at others' expense

Deliver Results

- Deal positively with our business realities; develop compelling and comprehensive plans, while keeping an enterprise view
- Set high expectations and inspire others
- Make sound decisions using facts and data
- Hold ourselves and others responsible and accountable for delivering results and satisfying our customers



THE PLAN



- **Great Products...Strong Business...Better World**
- **Serve all major markets**
- **Expand in BRIC markets**
- **Focus on the Ford and Lincoln brands**
- **Full line-up of vehicles**
 - **Small, Medium and Large...Cars, Utilities and Trucks**
 - **Electrification strategy -- “Power of Choice”**
 - **Commitment to product excellence**
- **Best-in-class vehicles**



THE PLAN (CONT'D)



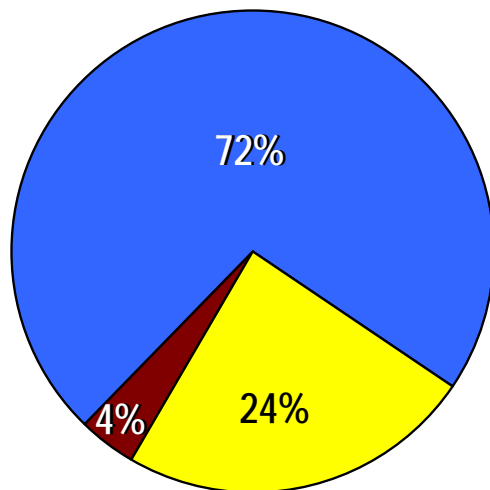
- Improve time to market
- Freshest showroom
- Enhance customer experience
- Deliver the brand promise
- Fully competitive revenue
- Global platforms and scale
- Flexible and efficient production
- Fully competitive costs
- Return to and maintain investment grade
- Skilled and motivated team



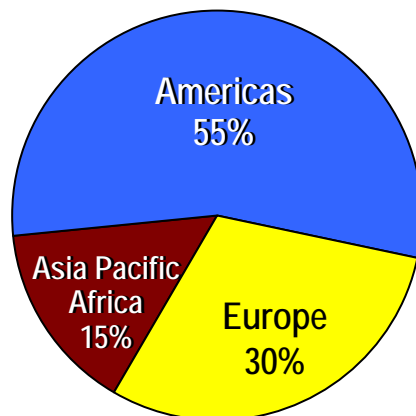
FORD'S CHANGING GEOGRAPHIC MIX OF VOLUME*



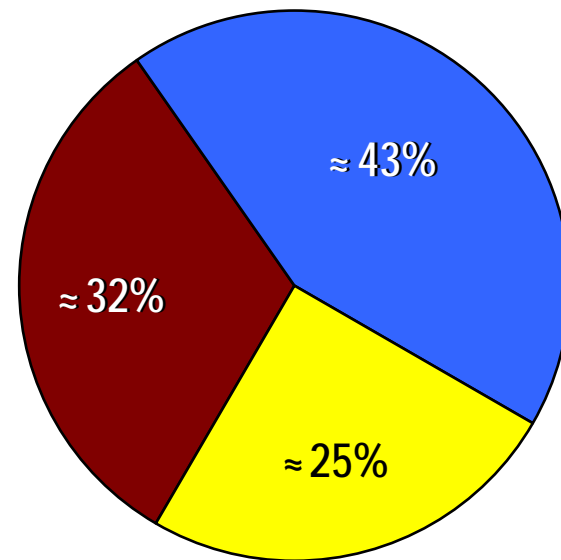
2000



2010



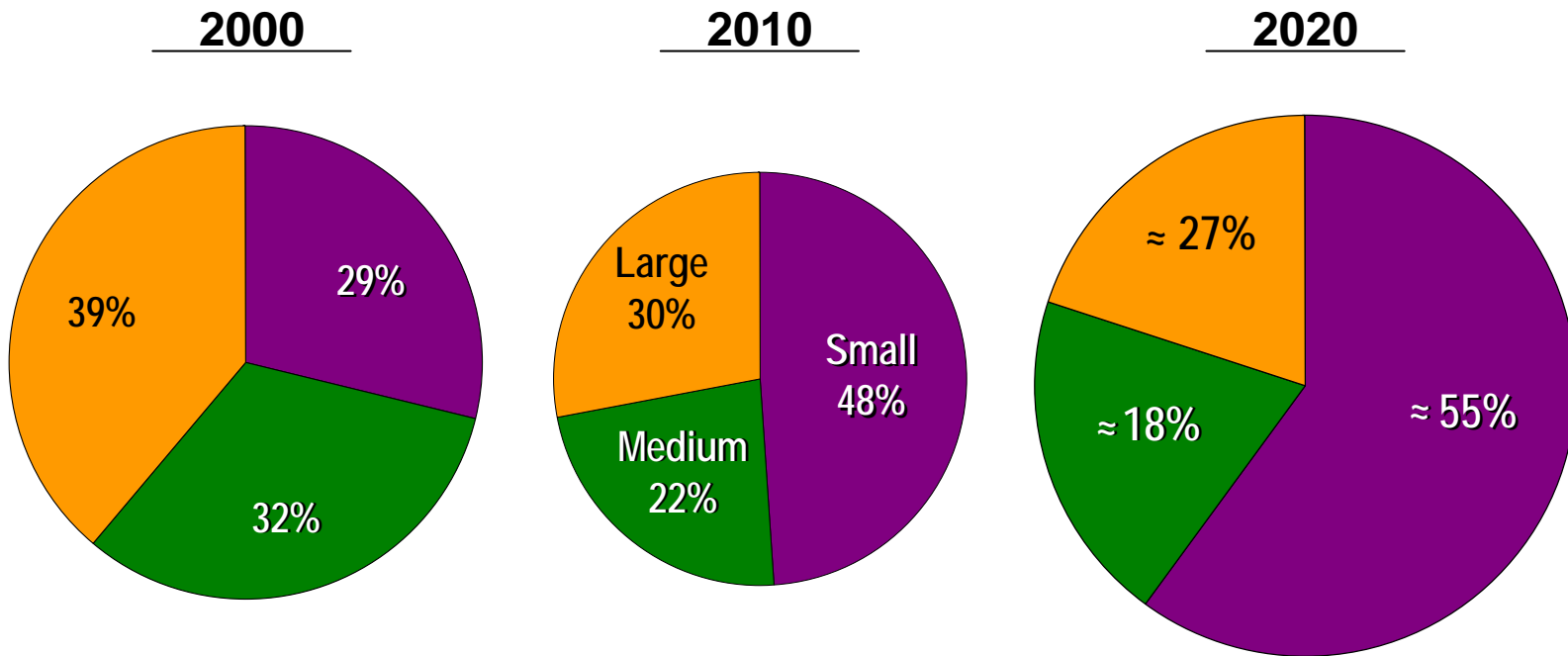
2020



* Geographic mix consistent with segment reporting

Volumes Grow In All Regions, With Asia Pacific Africa Expected To Exceed Greatly Overall Industry Growth

FORD'S CHANGING PRODUCT SEGMENTATION



**Our Small Vehicle Mix Will Continue To Grow,
While Large Vehicles Including Trucks Remain Important**

KEY PLANNING ASSUMPTIONS



Mid-Decade Outlook

GDP

- U.S. 2 - 3%
- Global 3 - 4%

Trend Industry Volumes (Mils.)*

- U.S. 15 - 17
- Europe 19 15 - 17
- Brazil 4 - 5
- Russia 3 - 4
- India 5 - 6
- China 24 - 28
- Global 95 - 100

Fuel Prices / Commodity Costs

Generally increasing
with stronger economies

*Includes Medium and Heavy Trucks

MID-DECADE OPERATING MARGIN DRIVERS



	<u>Margin Impact</u>
<u>Volume and Mix</u>	
Industry Recovery	
Share Improvements	
Product Mix	
<u>Revenue</u>	
Brand Image	
Series Mix and Options	
<u>Costs</u>	
Productivity Improvements	
Improved Scale	
Commodity Prices	
Increased Investment	
Overall Assessment	

MID-DECADE OUTLOOK



	<u>Mid-Decade Outlook*</u>
Wholesale Volumes	About 8 million
Revenue / Pricing	Improving
Automotive Operating Margins**	
- North America	8 - 10%
- Global	8 - 9%
Ford Credit Return on Equity	Low Double Digits
Capital Spending	About \$6 billion
Total Automotive Debt	About \$10 billion
Investment Rating	Plan to achieve investment grade in the near-term and to remain investment grade through economic cycle
Dividends (% of PAT)	Appropriate level of after-tax earnings

*At trend economic conditions and industry volume

**Automotive pre-tax operating profit, excluding special items and Other Automotive (primarily net interest), divided by Automotive revenue



PROFITABLE GROWTH FOR ALL



SAFE HARBOR



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- . 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 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.