

Barclays Capital 2011 Global Automotive Conference

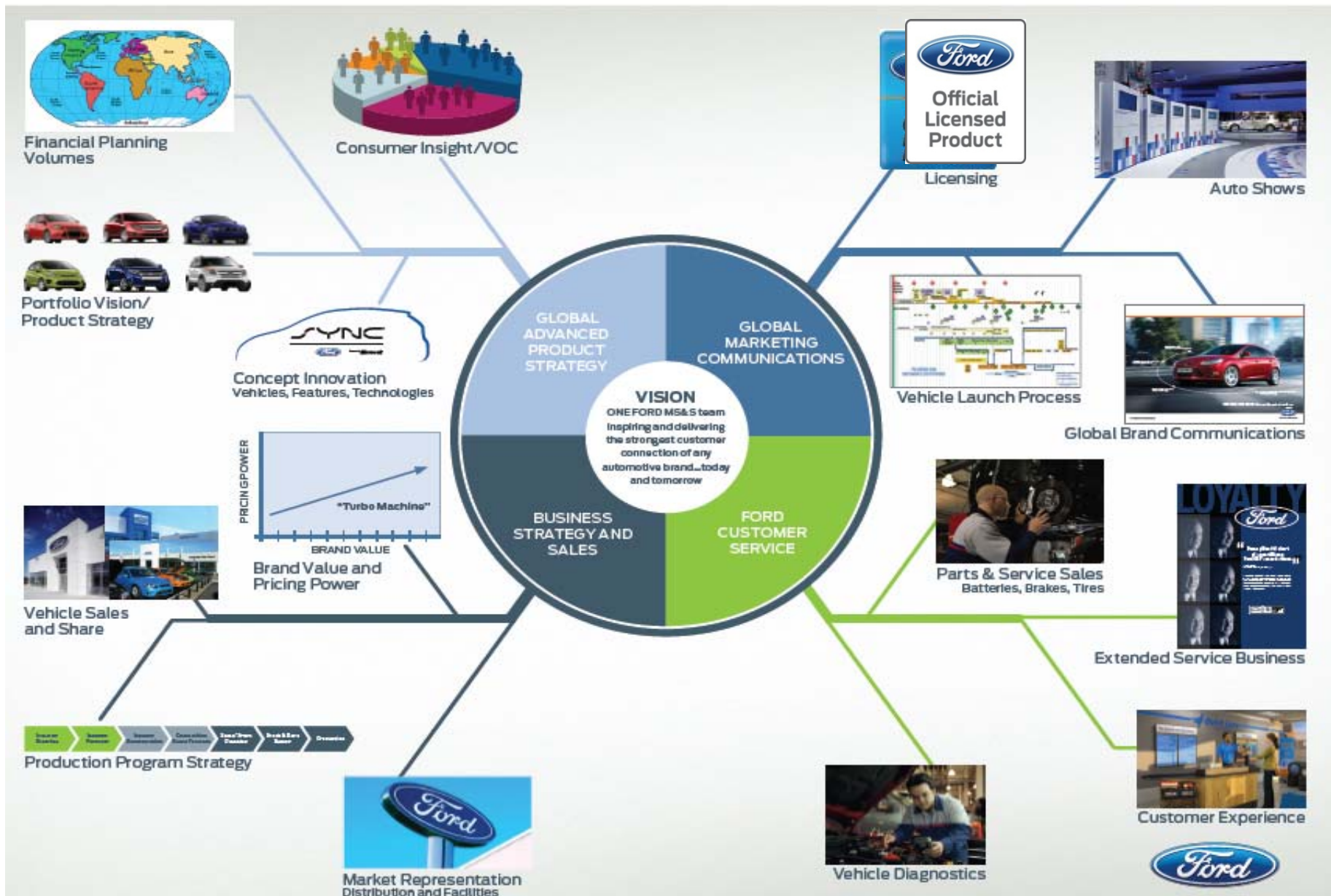
Jim Farley

Group Vice President, Marketing Sales & Service

November 14, 2011



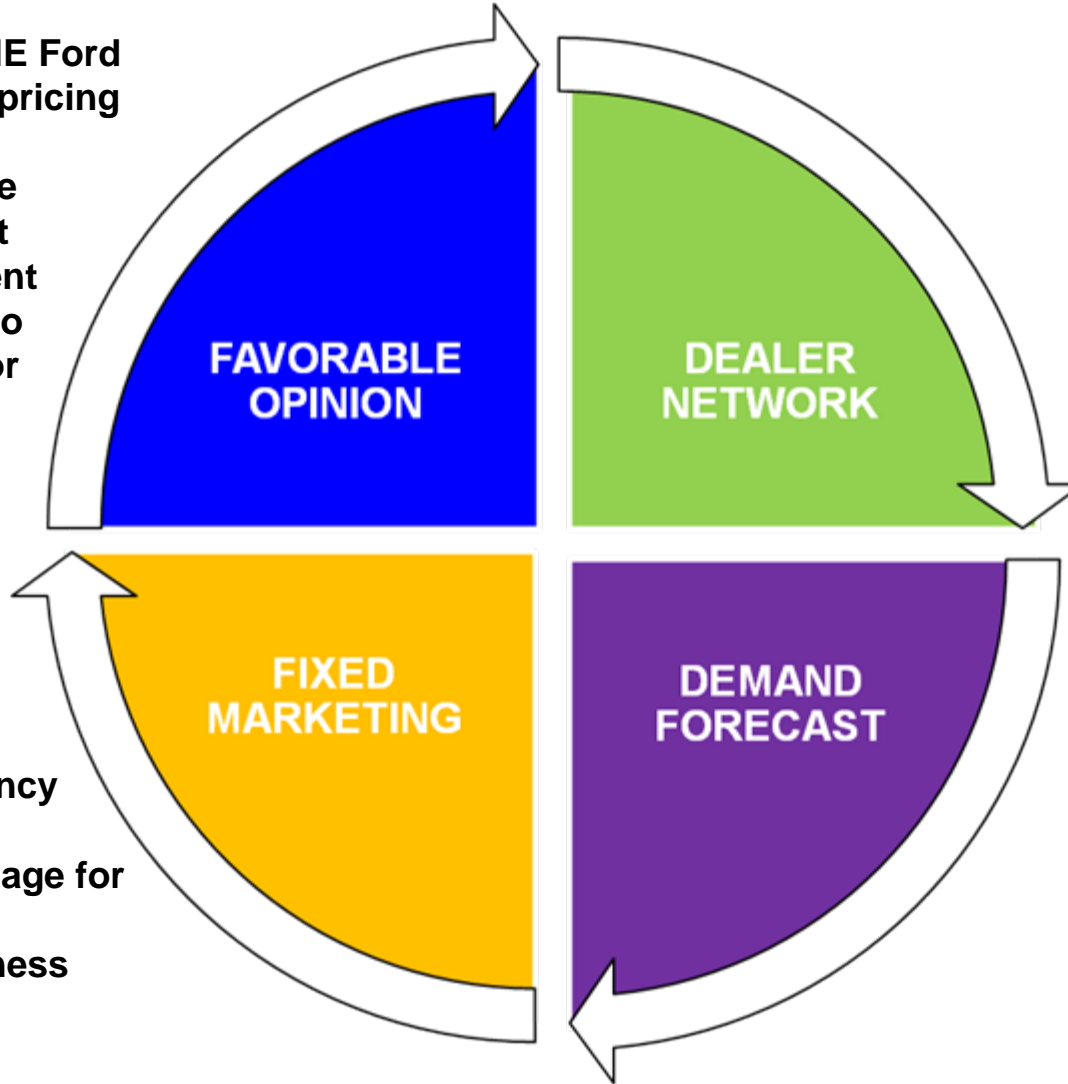
GLOBAL MARKETING SALES AND SERVICE





CRITICAL ACTION AREAS

- BIC launch for ONE Ford line-up to restore pricing and share
- Monetize favorable opinion for market equation refinement
- Differentiated go to market strategy for further pricing
- Gap closure



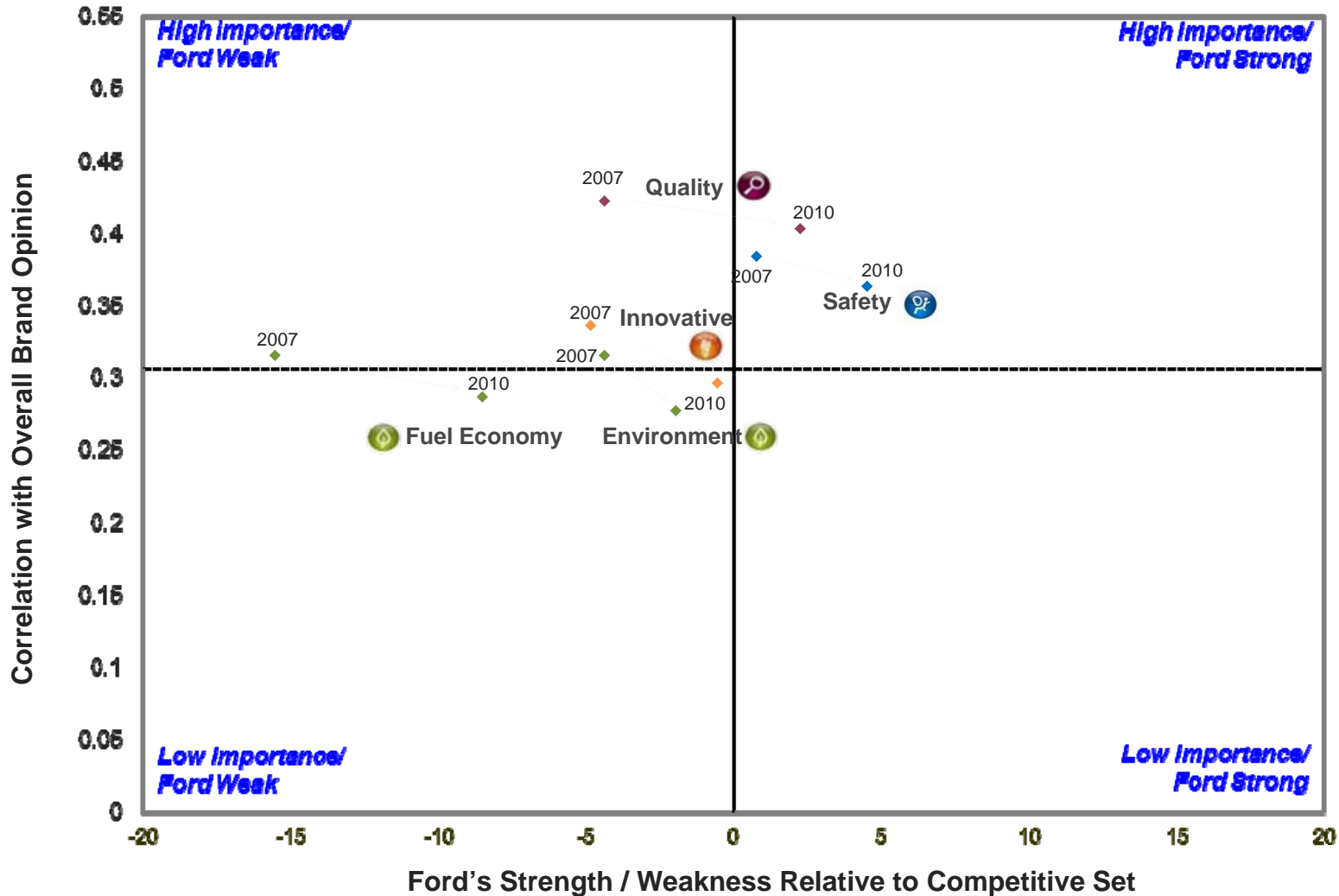
- Consumer experience differentiation
- Mature market ROS rebuilding
- Developing market rapid expansion

- BIC media and production efficiency using ONE Ford
- BIC new media usage for launch
- New agency business model enabler

- BIC mid-term demand forecasting
- ONE Ford allocation optimization
- ONE Ford days supply optimization

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

U.S. RATIONAL DRIVERS OF FAVORABLE OPINION



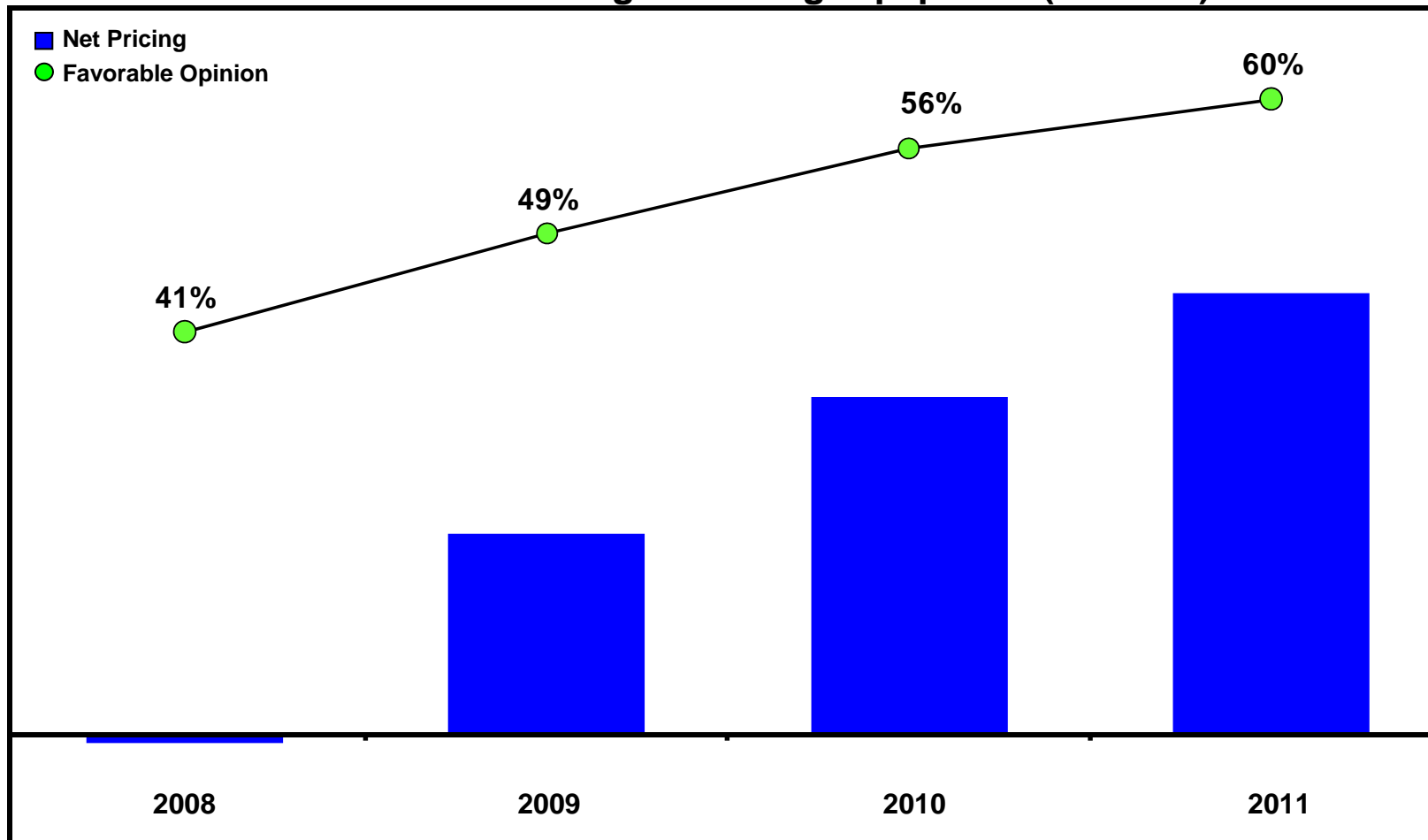
Source: BEAT 2007-2010 -- Base 12 Month Intenders

Fuel Economy Improvements Continue To Be A Key Growth Opportunity For Quality, Green, Safe And Smart Strategy

U.S. NET PRICING AND FAVORABLE OPINION



Cumulative Net Pricing Excluding Equipment (Per Unit)



Favorable Opinion Improvements Significantly Contributed To Net Pricing Gains

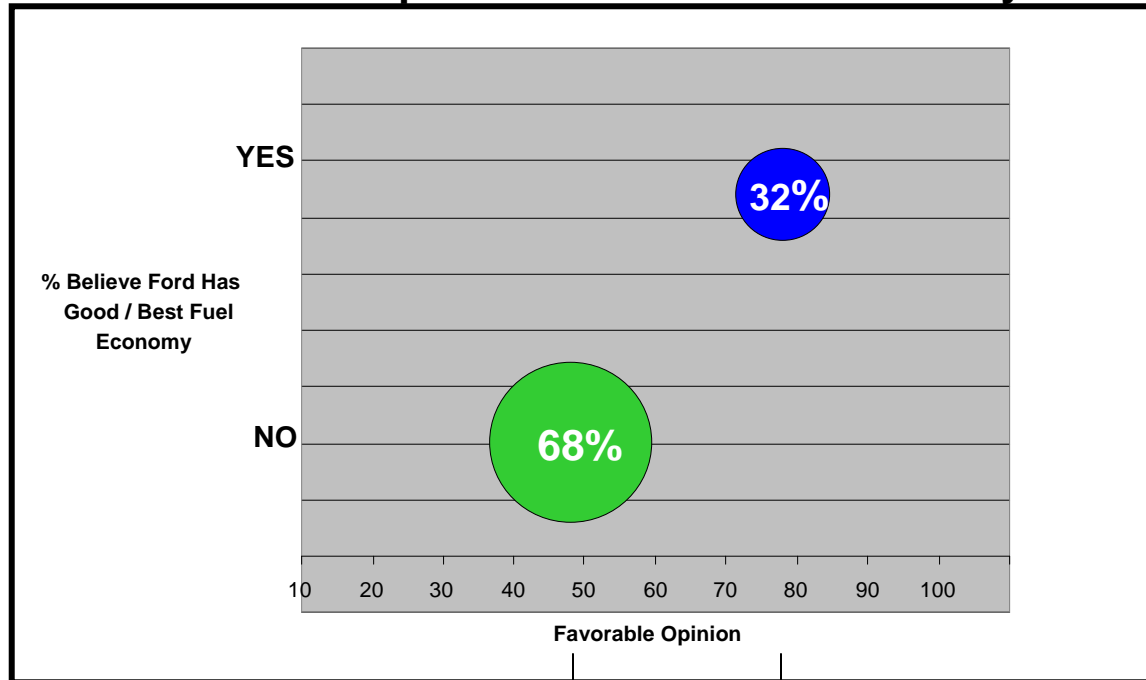


U.S. FAVORABLE OPINION BASED ON FUEL ECONOMY PERCEPTION

Based on a survey of owners representing 240 million vehicles in operation in the US:

- 68% do not believe Ford has Good Fuel Economy (48% Favorable Opinion Rating)
- 32% do believe Ford has Good Fuel Economy (78% Favorable Opinion Rating)

Favorable Opinion vs. Good Fuel Economy



Source: BEAT / Polk

48%

78%




30 Ppt. difference in Favorable Opinion

In U.S., Ford's Overall Fuel Economy And Favorable Opinion Perception Is Heavily Influenced By Non-Owners And Older Ford Vehicles

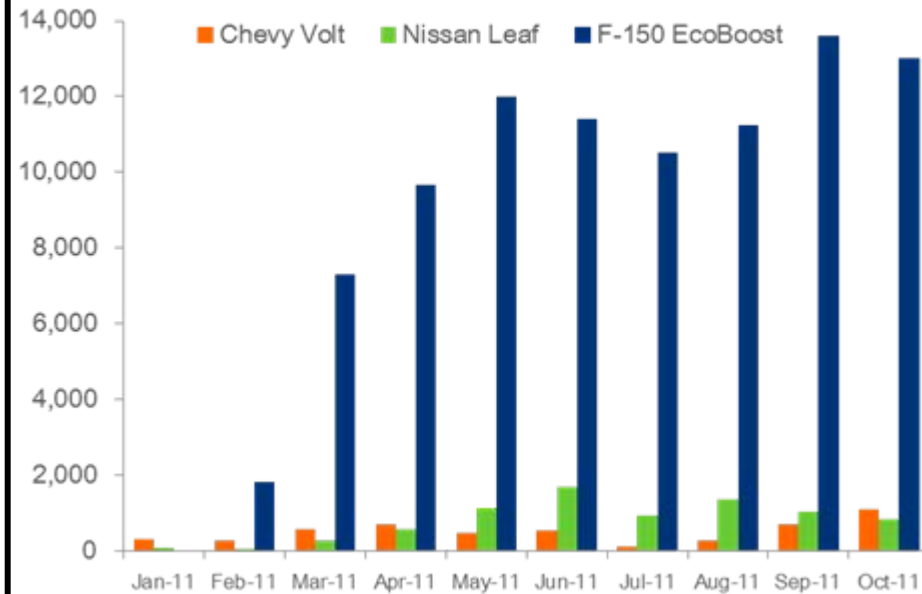
U.S. MARKET DYNAMICS AROUND FUEL ECONOMY



Niche versus Volume

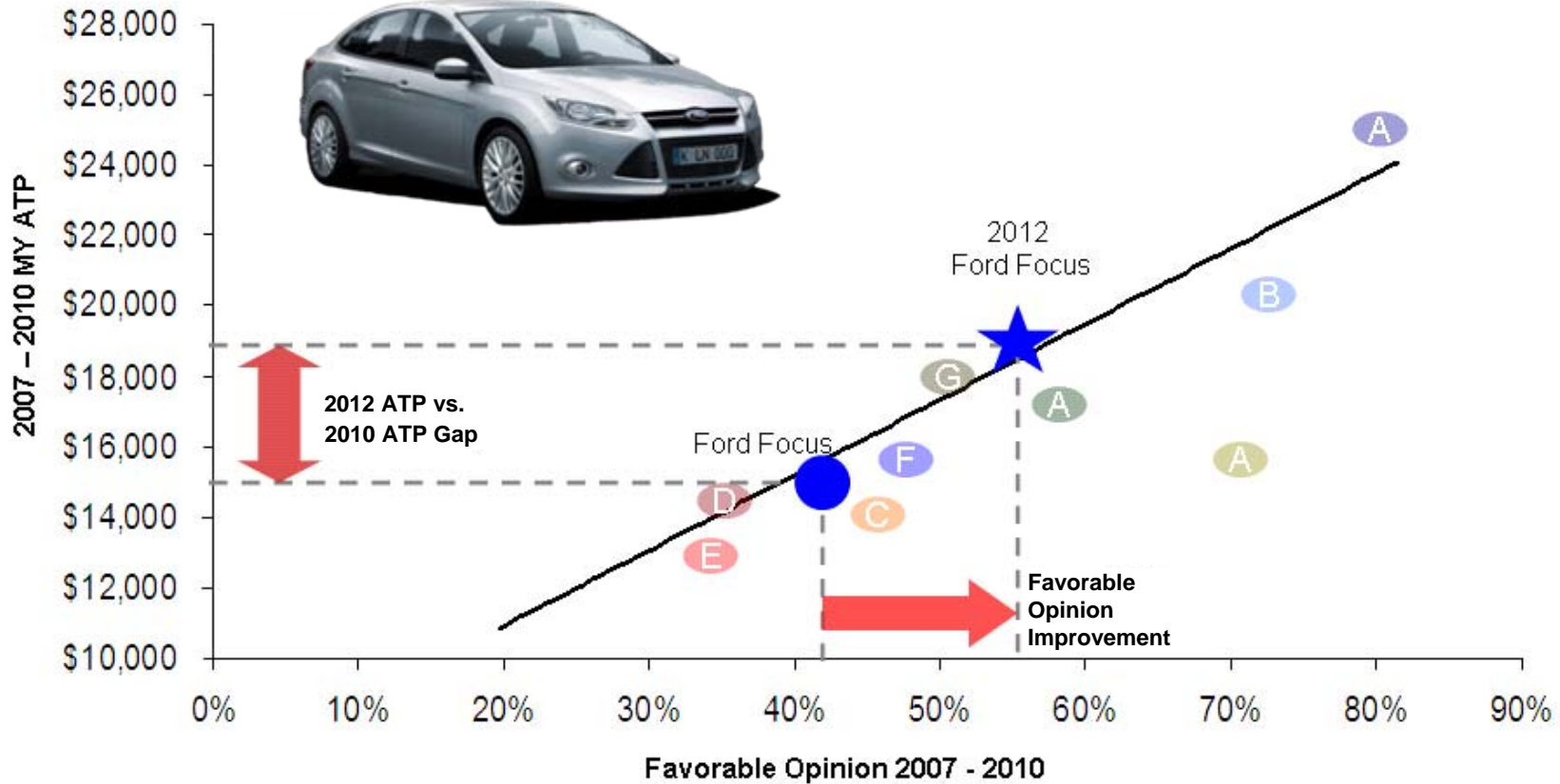
	Traditional Volume Choice	Fuel Economy Choice	Incremental Price
	Chevy Cruze	Chevy Volt	\$16,225 (after Fed. tax credit, excl. charging station costs)
	Nissan Versa	Nissan Leaf	\$13,320 (after Fed. tax credit, excl. charging station costs)
	Ford F-150 V8	Ford F-150 EcoBoost	\$750

Monthly Sales



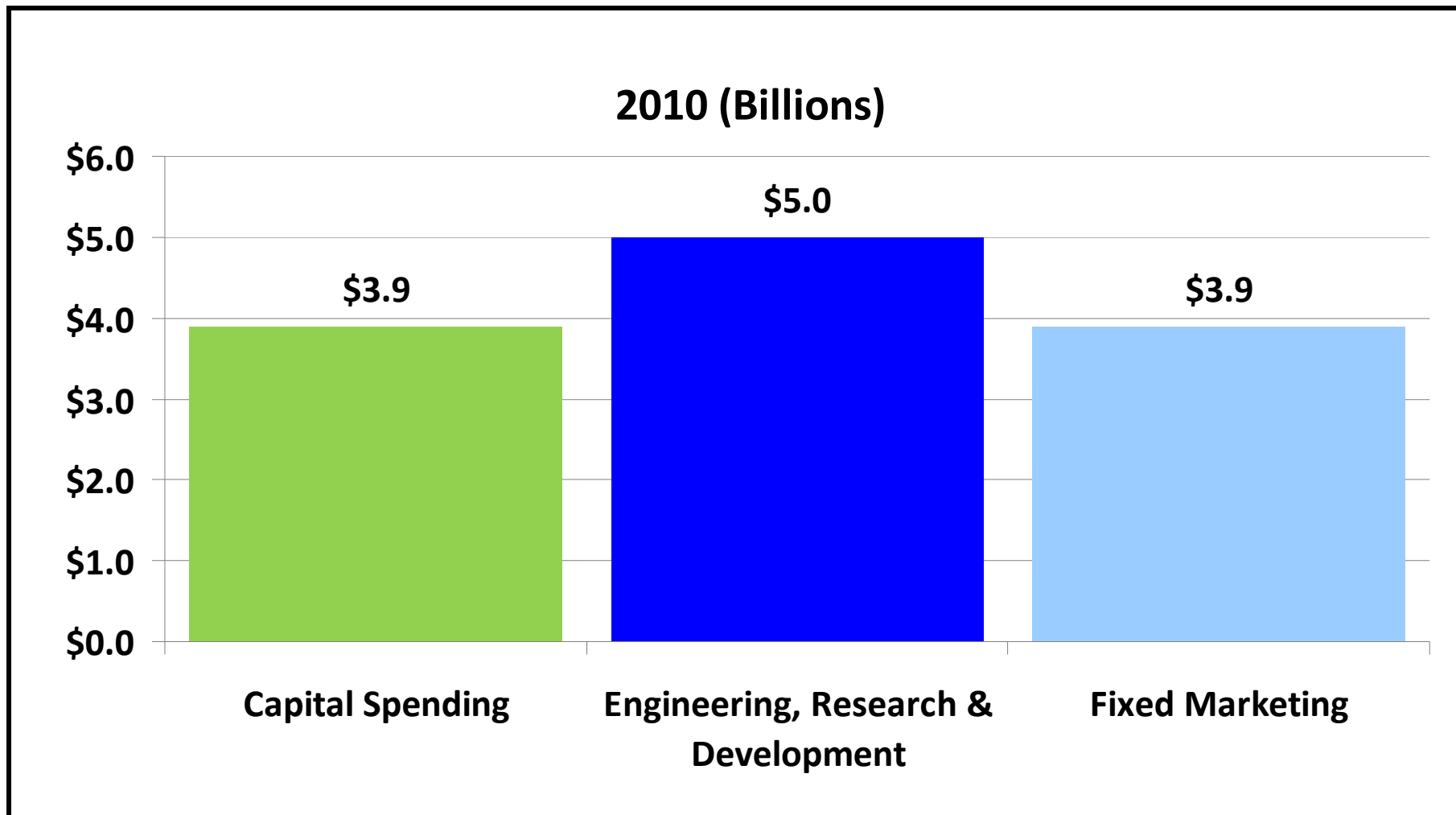
Class-Leading Fuel Economy, At The Right Price, Drives Consumer Behavior

IMPROVING TRANSACTION PRICE



86% Of Pricing Power Can Be Explained By Favorable Opinion

GLOBAL FIXED MARKETING OPTIMIZATION

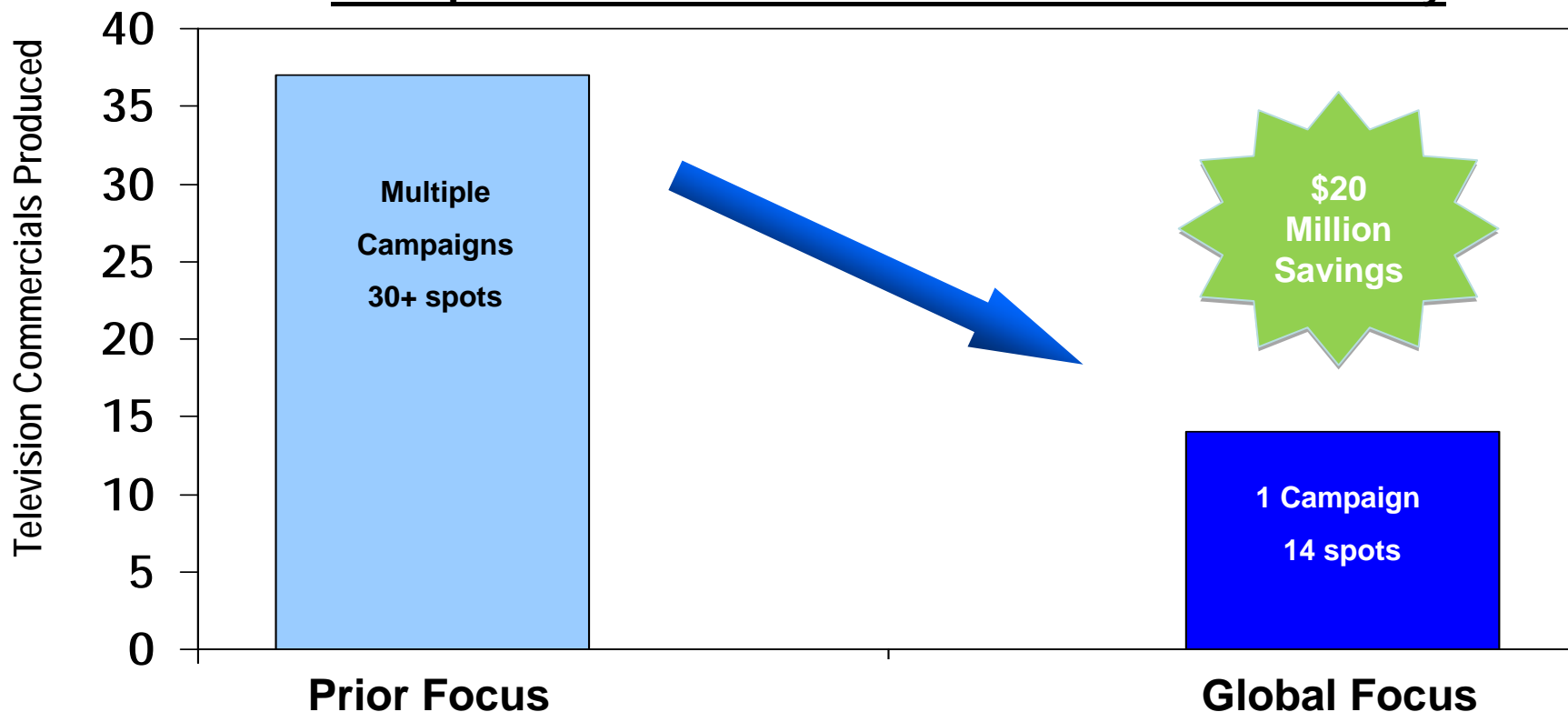


Fixed Marketing Continues To Be One Of The Largest Spends

GLOBAL FIXED MARKETING OPTIMIZATION MIX OPPORTUNITY



Example: Television Commercials Produced Globally



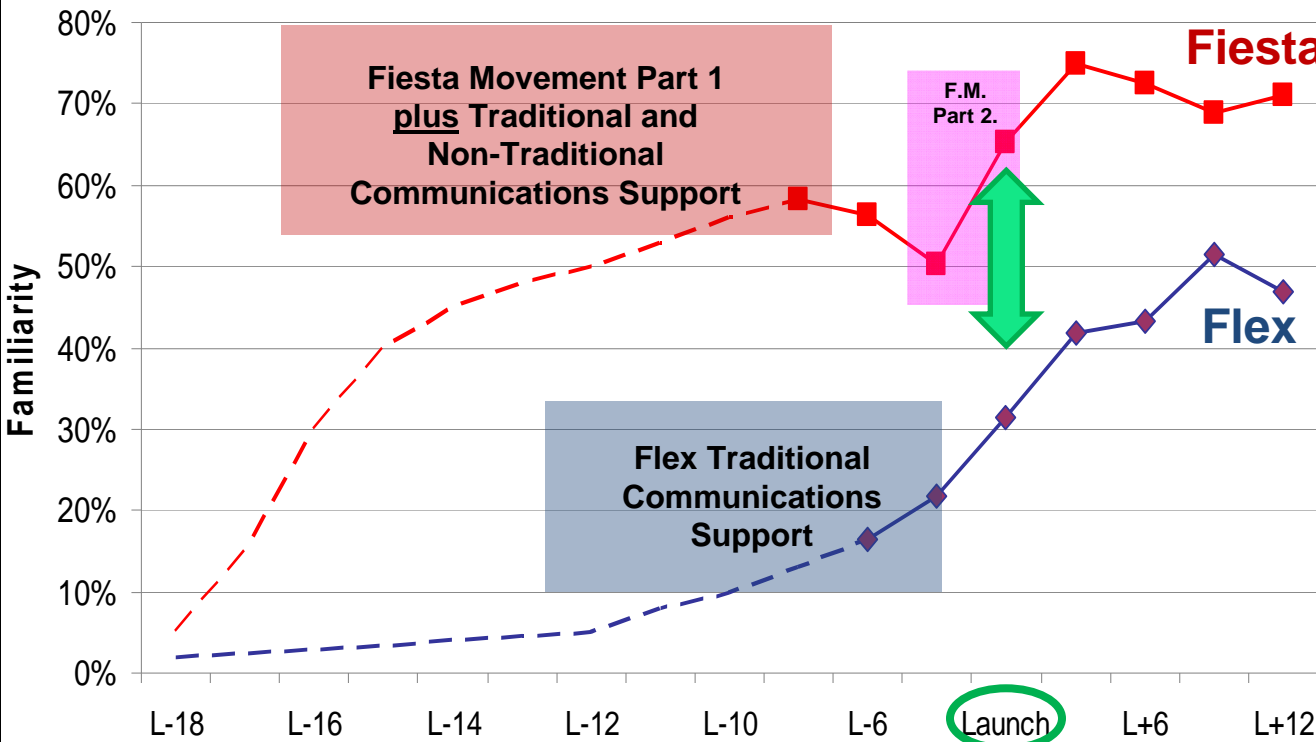
**New And More Efficient Ways To Go To Market
Dramatically Reduce Production Costs**

GLOBAL FIXED MARKETING OPTIMIZATION -- U.S. EXAMPLE



Familiarity at Launch

- ◆ Ford Flex Actual
- ◆ Ford Flex Estimated
- Ford Fiesta Actual
- Ford Fiesta Estimated

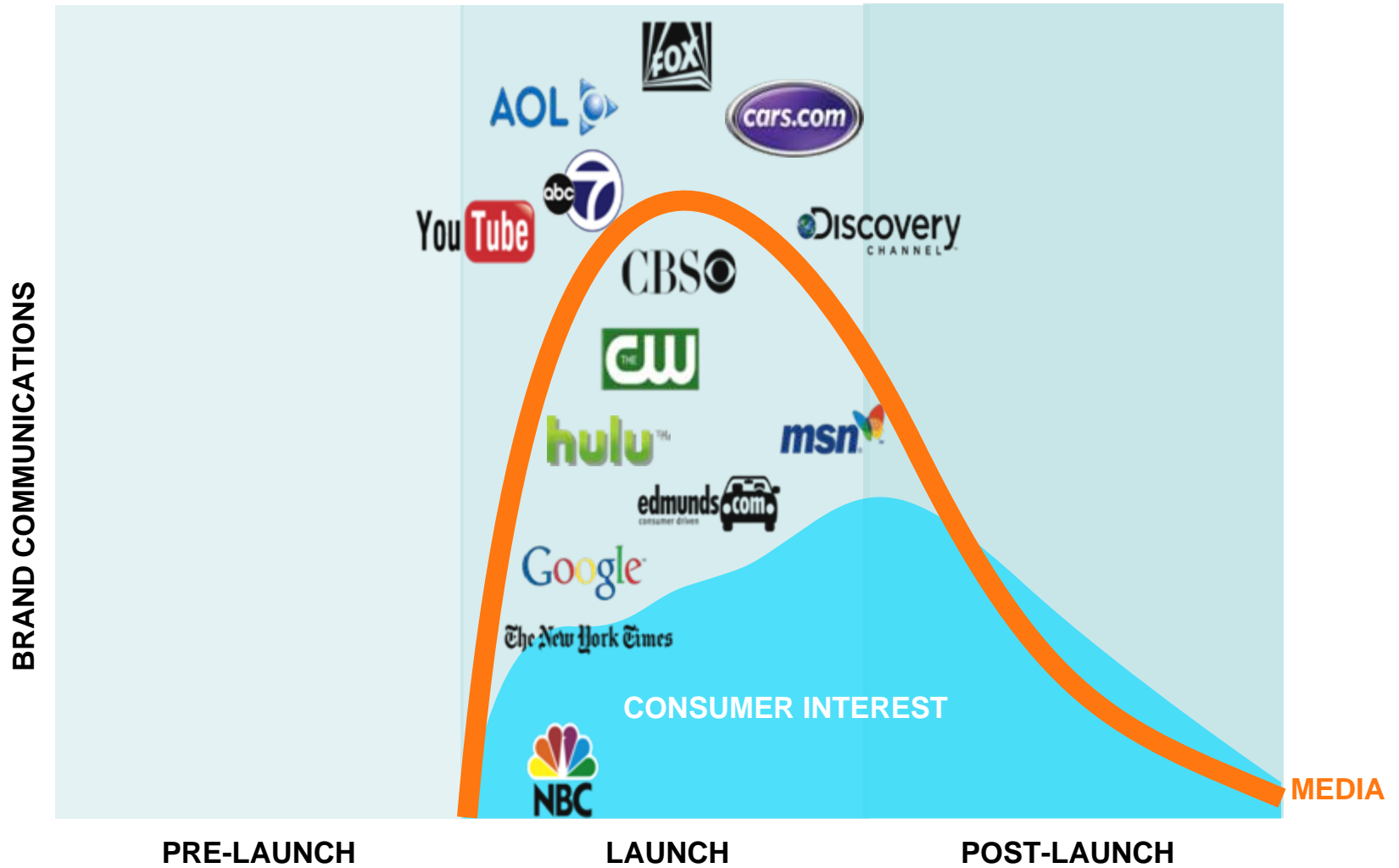


Launch Media Spend

	Fiesta	Flex
Pre-launch	14%	0%
Content/Social	14%	0%
Launch	86%	100%
TV	56%	64%
Print	8%	13%
Digital	13%	18%
Out of Home	3%	4%
Radio	0%	1%
Content/Social	7%	0%

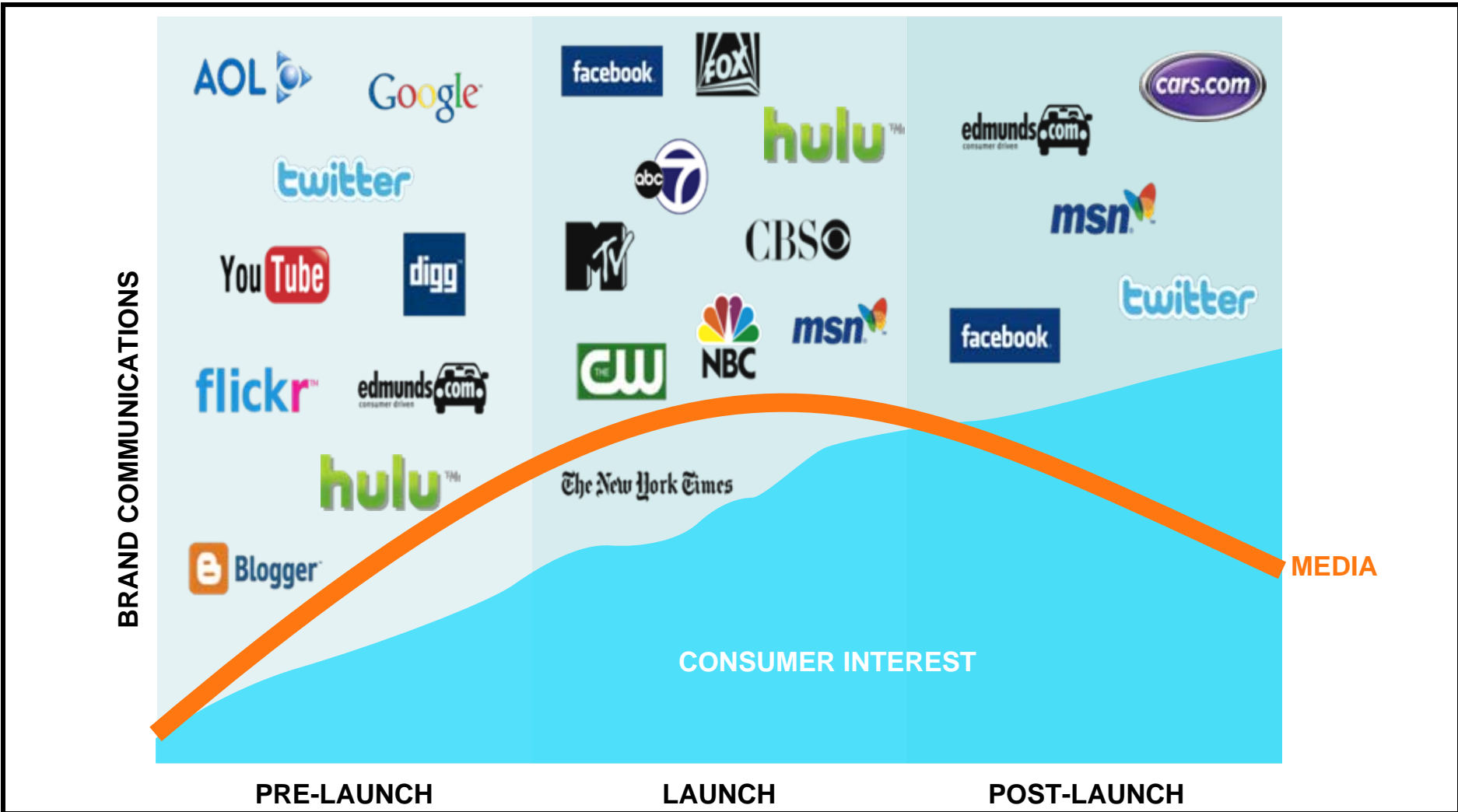
**Pre-Launch "Earned Media" (Social / Public Affairs)
Provides A Higher Base Of Familiarity At A Lower Cost**

GLOBAL FIXED MARKETING EFFICIENCY OPPORTUNITY



Traditional “Launch And Leave” Approach
Only Runs Media For Short Period Of Time

GLOBAL FIXED MARKETING EFFICIENCY OPPORTUNITY

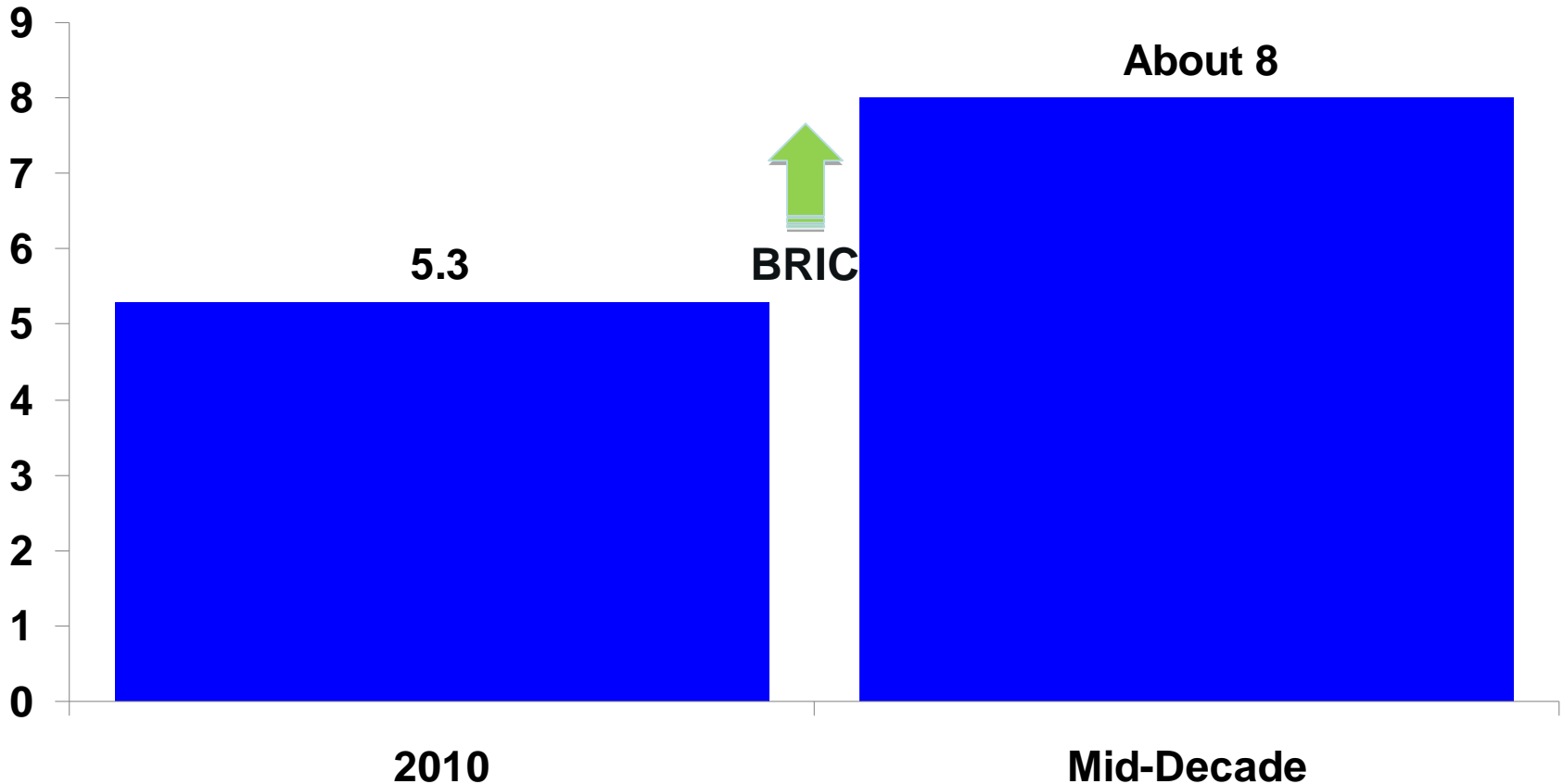


New "Always On" Approach Strategically Places Media Using Social Media To Amplify Messages

PLANNED GLOBAL VOLUME GROWTH AND NETWORK IMPACT



Volume (Mils.)



**Approximately 50% Growth By Mid-Decade, Or
Almost 3 Million Incremental Sales**

GLOBAL DEALER NETWORK GOALS



MARKET



EXPERIENCE



FACILITY



PERFORMANCE

- Throughput
- Profitability
- Customer Convenience
- Competitive Locations
- Local Business Plans

- Dealer Relationship
- Customer Experience

- Guidelines
- Architectural Design & Construction Management Services

- Sales & Share
- Profits
- Loyalty
- Customer Satisfaction

Focus On Consistency And Customer Experience Among Markets

GLOBAL DEALER NETWORK GOALS



1) Increase overall dealer profits through re-alignment:

- **Rightsizing in mature markets to improve dealer throughput and profitability**
- **Rapidly growing in emerging markets with qualified dealer candidates**

Requires at least 2 facility actions per week over next 5 years

2) Achieve best in class customer sales and service experience

- **Move our customers from satisfied to advocates**

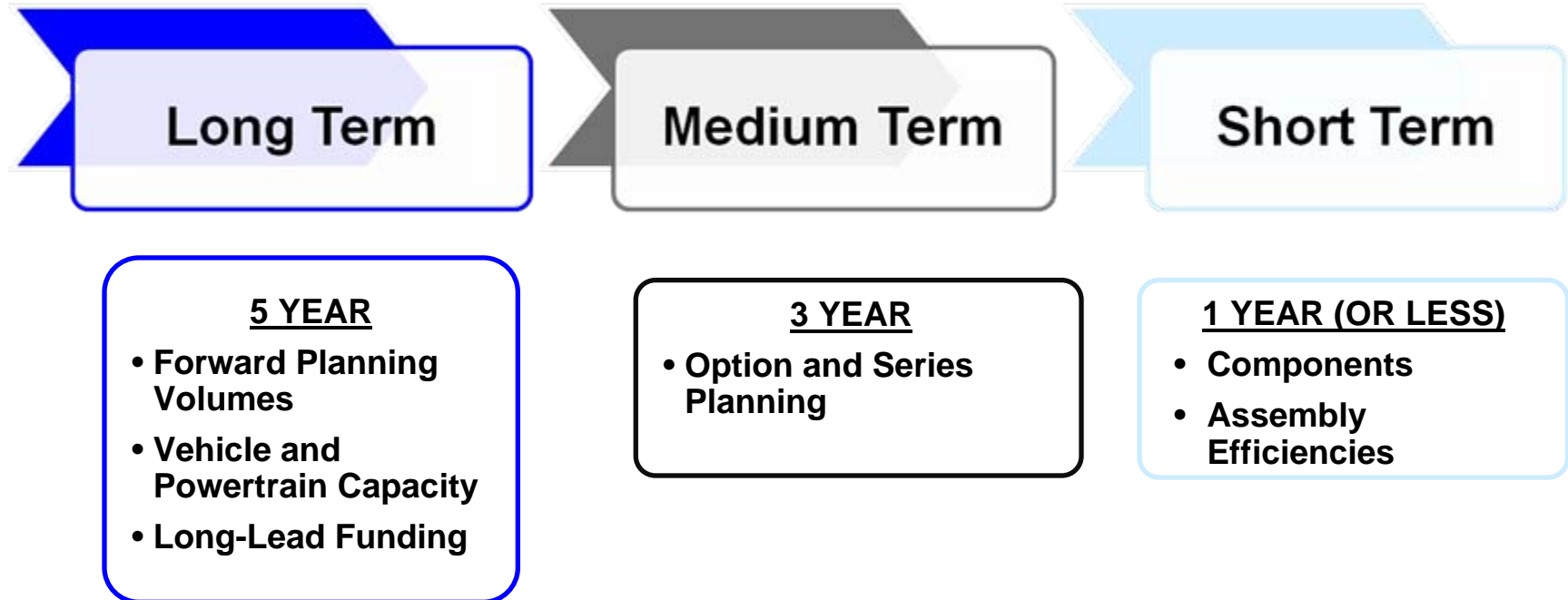
3) Improve dealer performance through the use of business evaluation tools

4) Establish facility guidelines

- **Integrate product brand promise and meet customer expectations**

**Profitable Network Provides Foundation
For Excellence In Customer Experience**

GLOBAL PRODUCT DEMAND FORECASTING



With Highly Effective Planning, We Are Able To Meet Customers Wants, Maximizing Profits And Customer Satisfaction



PROFITABLE GROWTH FOR ALL



SAFE HARBOR



SECRET

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;
- 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; and
- New or increased credit, consumer, or data protection or other regulations resulting in higher costs and/or additional financing restrictions.

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.