



***2010 FOURTH QUARTER
AND FULL YEAR
FIXED INCOME PRESENTATION
AND 2011 OUTLOOK***

***JANUARY 28, 2011
(PRELIMINARY RESULTS)***



TOTAL COMPANY

2010 KEY FINANCIAL SUMMARY*

| | Fourth Quarter | | Full Year | |
|--|----------------|-------------------|------------|-------------------|
| | 2010 | B / (W) 2009** | 2010 | B / (W) 2009** |
| Wholesales (000)*** | 1,389 | (59) | 5,313 | 447 |
| - Memo: Excl. Volvo in 2009 (000) | | 41 | | 771 |
| Revenue (Bils.)**** | \$ 32.5 | \$ (2.3) | \$ 120.9 | \$ 4.6 |
| - Memo: Excl. Volvo in 2009 (Bils.) | | 1.6 | | 17.0 |
| <u>Operating results</u> **** | | | | |
| Pre-tax results (Mils.) | \$ 1,293 | \$ (322) | \$ 8,300 | \$ 8,262 |
| After-tax results (Mils.) | 1,201 | (378) | 7,578 | 7,559 |
| Earnings per share | 0.30 | (0.13) | 1.91 | 1.90 |
| Special items pre-tax (Mils.) | \$ (1,013) | \$ (306) | \$ (1,151) | \$ (3,712) |
| <u>Net income / (loss) attributable to Ford</u> | | | | |
| After-tax results (Mils.) | \$ 190 | \$ (696) | \$ 6,561 | \$ 3,844 |
| Earnings per share | 0.05 | (0.20) | 1.66 | 0.80 |
| Automotive gross cash (Bils.)***** | \$ 20.5 | \$ (4.4) | \$ 20.5 | \$ (4.4) |
| Net cash / (debt) (Bils.)***** | 1.4 | 10.1 | 1.4 | 10.1 |

* 2010 wholesales, revenue, and operating results exclude Volvo, which is being reported as a special item; 2009 results include Volvo unless otherwise noted

** 2009 data throughout this document have been adjusted to reflect the new accounting standard on VIE consolidation

*** Excludes special items, see Appendix for definition of wholesales and additional information

**** Excludes special items, see Slide 2 and Appendix for reconciliation to GAAP

***** See Appendix for reconciliation to GAAP; Net cash / (debt) is calculated as Automotive gross cash net of Automotive debt



TOTAL COMPANY 2010 SPECIAL ITEMS

| | Fourth Quarter | | Full Year | |
|--|-----------------|-------------------|-----------------|-------------------|
| | 2009 (Mils.) | 2010 (Mils.) | 2009 (Mils.) | 2010 (Mils.) |
| <u>Personnel and Dealer-Related Items</u> | | | | |
| Personnel-reduction actions | \$ (169) | \$ (46) | \$ (663) | \$ (164) |
| Mercury discontinuation / Other dealer actions | (34) | (49) | (140) | (339) |
| Retiree health care and related charges | (360) | (2) | (768) | 31 |
| Job Security Benefits / Other | <u>(296)</u> | <u>(26)</u> | <u>40</u> | <u>24</u> |
| Total Personnel and Dealer-Related Items | \$ (859) | \$ (123) | \$ (1,531) | \$ (448) |
| <u>Other Items</u> | | | | |
| Debt reduction actions (incl. loss on conversion offers) | \$ - | \$ (893) | \$ 4,714 | \$ (853) |
| Foreign subsidiary liquidations -- foreign currency translation impact | - | - | (281) | (33) |
| Sale of Volvo and related charges | 134 | (1) | (226) | 179 |
| Return on assets held in TAA account | 14 | - | 110 | - |
| Investment impairments / Other | <u>4</u> | <u>4</u> | <u>(225)</u> | <u>4</u> |
| Total Other Items | \$ <u>152</u> | \$ <u>(890)</u> | \$ <u>4,092</u> | \$ <u>(703)</u> |
| Total Special Items | \$ <u>(707)</u> | \$ <u>(1,013)</u> | \$ <u>2,561</u> | \$ <u>(1,151)</u> |
| Memo: | | | | |
| Special items impact on earnings per share* | \$ (0.18) | \$ (0.24) | \$ 0.87 | \$ (0.25) |

* Includes related tax effect on special items and tax special items not detailed above; see Appendix



AUTOMOTIVE SECTOR

2010 FOURTH QUARTER CASH*

| | Fourth Quarter (Bils.) | Full Year (Bils.) |
|--|------------------------------|-------------------------|
| <u>Gross Cash</u> | | |
| December 31, 2010 | \$ 20.5 | \$ 20.5 |
| September 30, 2010 / December 31, 2009 | <u>23.8</u> | <u>24.9</u> |
| Change in gross cash | <u>\$ (3.3)</u> | <u>\$ (4.4)</u> |
| <u>Operating-Related Cash Flow</u> | | |
| Automotive pre-tax profits** | \$ 0.7 | \$ 5.3 |
| Capital spending | (1.1) | (3.9) |
| Depreciation and amortization | 1.0 | 3.8 |
| Changes in working capital | (0.2) | (0.1) |
| Other / timing differences | <u>0.7</u> | <u>0.2</u> |
| Subtotal | \$ 1.1 | \$ 5.3 |
| Up-front subvention payments to Ford Credit | <u>(0.1)</u> | <u>(0.9)</u> |
| Total Automotive operating-related cash flow | <u>\$ 1.0</u> | <u>\$ 4.4</u> |
| <u>Other Changes in Gross Cash</u> | | |
| Separation payments | - | (0.2) |
| Pension contributions | (0.2) | (1.0) |
| Receipts from Ford Credit | 1.2 | 2.7 |
| Changes in debt | (5.8) | (12.1) |
| Equity issuance | 0.1 | 1.3 |
| Proceeds from sale of Volvo | - | 1.3 |
| Other | <u>0.4</u> | <u>(0.8)</u> |
| Change in gross cash | <u>\$ (3.3)</u> | <u>\$ (4.4)</u> |

* See Appendix for reconciliation to GAAP

** Excludes special items; see Slide 2 and Appendix for reconciliation to GAAP



AUTOMOTIVE SECTOR

2010 AUTOMOTIVE FINANCIAL RESOURCES

| | <u>Dec. 31,</u> <u>2009</u> (Bils.) | <u>Sep. 30,</u> <u>2010</u> (Bils.) | <u>Dec. 31,</u> <u>2010</u> (Bils.) |
|-----------------------------|---|---|---|
| Automotive gross cash* | \$ 24.9 | \$ 23.8 | \$ 20.5 |
| Less debt: | | | |
| Revolving line of credit | \$ 7.5 | \$ 2.5 | \$ 0.8 |
| VEBA debt | 7.0 | 3.6 | - |
| Unsecured convertible notes | 2.6 | 2.6 | 0.7 |
| Term Loan | 5.3 | 4.9 | 4.1 |
| All other debt | <u>11.2</u> | <u>12.8</u> | <u>13.5</u> |
| Total debt | <u>\$ 33.6</u> | <u>\$ 26.4</u> | <u>\$ 19.1</u> |
| | | \$ 14.5 | |
| Net cash / (debt)** | <u>\$ (8.7)</u> | <u>\$ (2.6)</u> | <u>\$ 1.4</u> |
| Memo: Liquidity*** | \$ 25.6 | \$ 29.4 | \$ 27.9 |

* See Appendix for reconciliation to GAAP

** Net cash / (debt) is calculated as Automotive gross cash net of Automotive debt

*** As of December 31, 2010, total available committed secured and unsecured Automotive credit lines (including local lines available to foreign affiliates) were \$7.4 billion



TOTAL COMPANY 2010 PLANNING ASSUMPTIONS AND KEY METRICS

| | Full Year Plan | Full Year Results |
|--|-------------------|----------------------|
| <u>Planning Assumptions</u> | | |
| Industry volume* -- U.S. (Mils.) | 11.5 to 12.5 | 11.8 |
| -- Europe (Mils.)** | 13.5 to 14.5 | 15.3 |
| <u>Operational Metrics</u> | | |
| Compared with prior year | | |
| - Quality | Improve | Improved |
| - Automotive structural costs*** | Somewhat Higher | \$1.2 Billion Higher |
| - U.S. market share | Equal / Improve | 16.4% |
| U.S. retail share of retail market**** | Equal / Improve | 14.1% |
| - Europe market share** | Equal | 8.4% |
| Absolute amount | | |
| - Automotive operating-related cash flow (Bils.) | Positive | \$4.4 |
| - Capital spending (Bils.) | \$4.5 to \$5.0 | \$3.9 |

* Includes medium and heavy trucks

** European 19 markets we track

*** Structural cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations

**** Estimate

**We Delivered Solid Profits In 2010 With Positive
Automotive Operating-Related Cash Flow**



TOTAL COMPANY 2011 PLANNING ASSUMPTIONS AND KEY METRICS

| | <u>Full Year Plan</u> |
|---|---------------------------|
| <u>Planning Assumptions</u> | |
| Industry volume* -- U.S. (Mils.) | 13.0 - 13.5 |
| -- Europe (Mils.)** | 14.5 - 15.5 |
| <u>Operational Metrics</u> | |
| Compared with prior year | |
| - Quality | Improve |
| - U.S. market share | Equal / Improve |
| U.S. retail share of retail market | Equal / Improve |
| - Europe market share** | Equal / Improve |
| <u>Financial Metrics</u> | |
| Compared with prior year | |
| - Total Company pre-tax operating profit*** | Improve |
| - Automotive structural costs**** | Higher |
| - Commodity costs | Higher |
| - Automotive operating margin***** | Equal / Improve |
| - Automotive operating-related cash flow | Improve |
| Absolute amount | |
| - Capital spending (Bils.) | \$5.0 - \$5.5 |

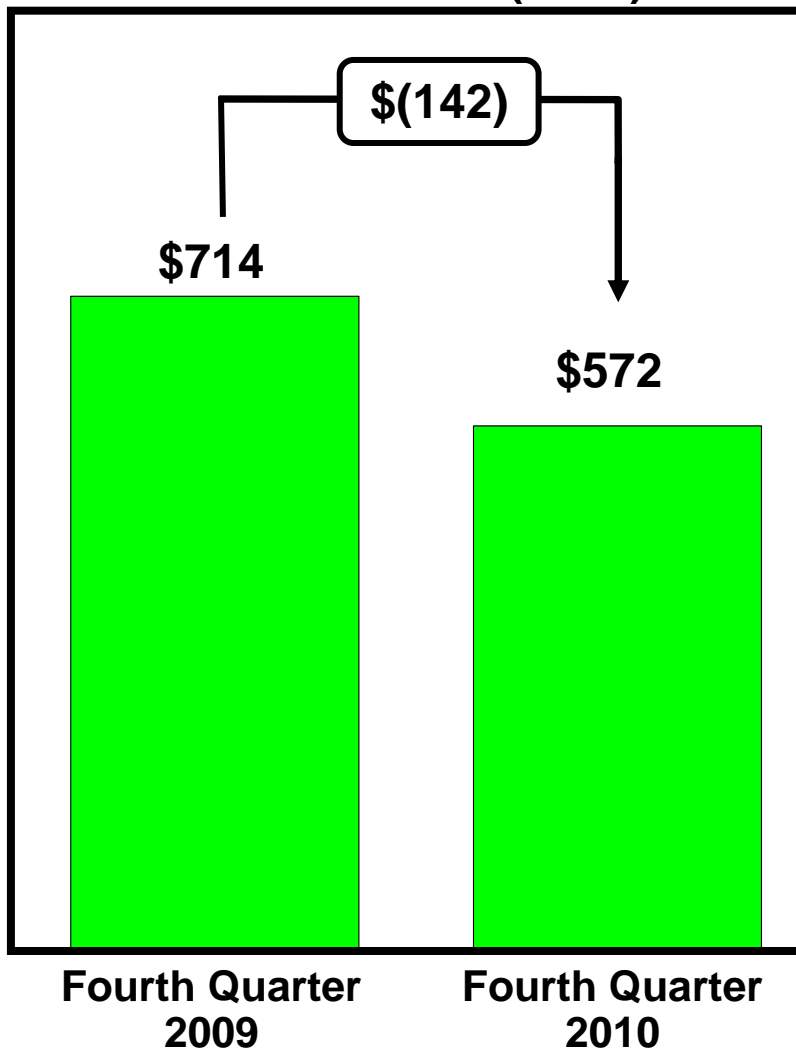
* Includes medium and heavy trucks
 ** European 19 markets we track
 *** Excludes special items
 **** Structural cost changes are measured primarily at present-year exchange, and exclude special items and discontinued operations
 ***** Automotive operating margin is defined as Automotive operating pre-tax profit, excluding Other Automotive, divided by Automotive revenue

**We Plan To Deliver Continued Improvement In Pre-Tax Operating Profit And
Automotive Operating-Related Cash Flow In 2011**

FORD CREDIT RESULTS AND METRICS -- 2010 FOURTH QUARTER



Pre-Tax Profit (Mils.)



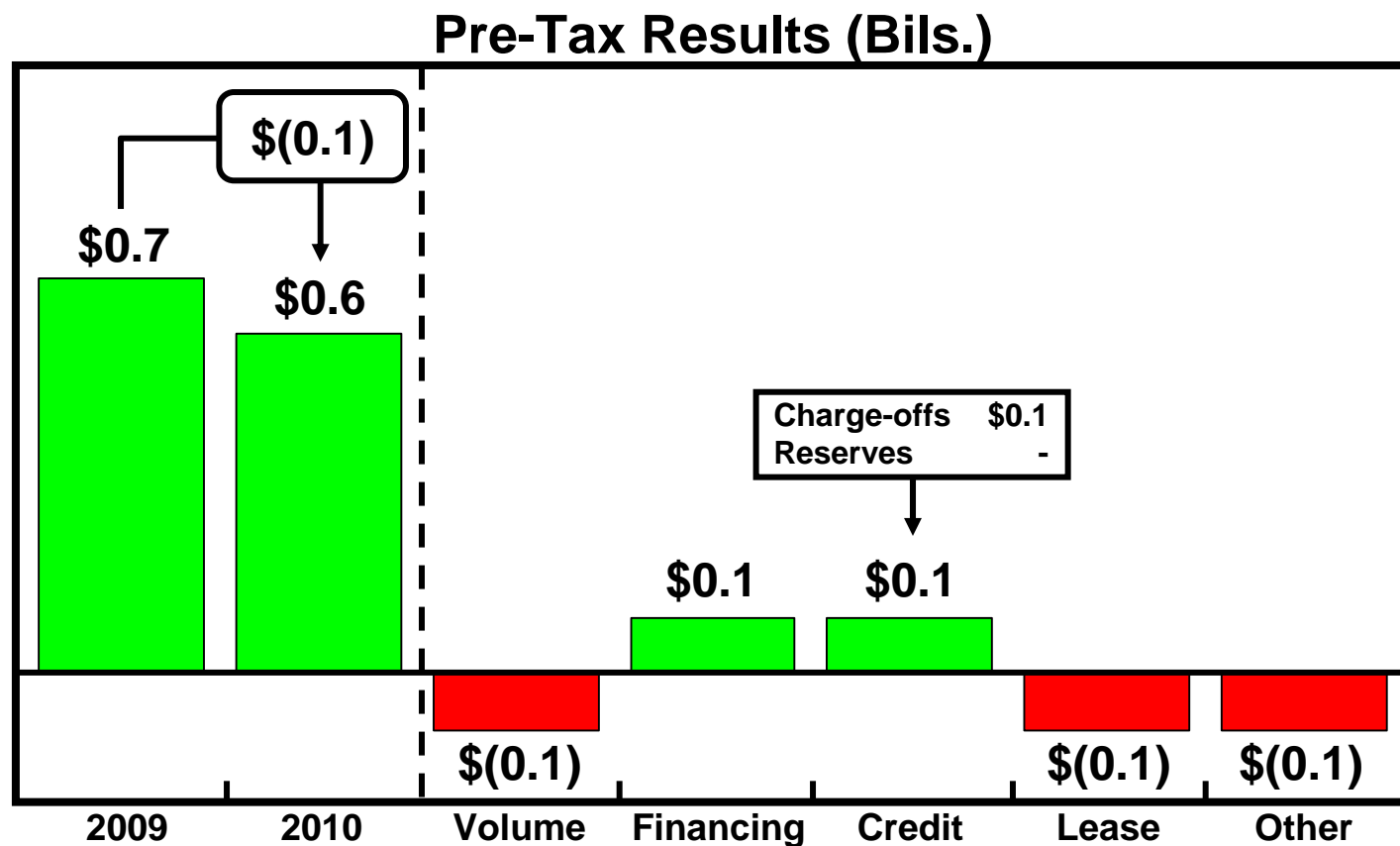
Key Metrics

| | Fourth Quarter | |
|------------------------------------|----------------|--------|
| | 2009 | 2010 |
| On-Balance Sheet | | |
| Receivables (Bils.) | \$ 93 | \$ 81 |
| Charge-Offs (Mils.) | \$ 238 | \$ 101 |
| Loss-to-Receivables Ratio | | |
| - Worldwide | 0.98% | 0.47% |
| - U.S. Retail and Lease | 1.35 | 0.78 |
| Allowance for Credit Losses | | |
| - Worldwide Amount (Bils.) | \$ 1.5 | \$ 0.9 |
| - Pct. Of EOP Receivables | 1.61% | 1.02% |
| Financial Statement | | |
| Leverage (To 1) | 8.8 | 8.0 |
| Distribution (Bils.) | \$ - | \$ 1.0 |
| Net Income (Mils.) | \$ 452 | \$ 367 |
| Managed* | | |
| Receivables (Bils.) | \$ 95 | \$ 83 |
| Leverage (To 1) | 7.3 | 6.7 |

* See Appendix for calculation, definitions, and reconciliation to GAAP



2010 FOURTH QUARTER FORD CREDIT PRE-TAX RESULTS COMPARED WITH 2009



Memo:

B / (W) 3Q 2010

(0.2)

\$ -

\$ -

\$ -

\$(0.1)

\$(0.1)

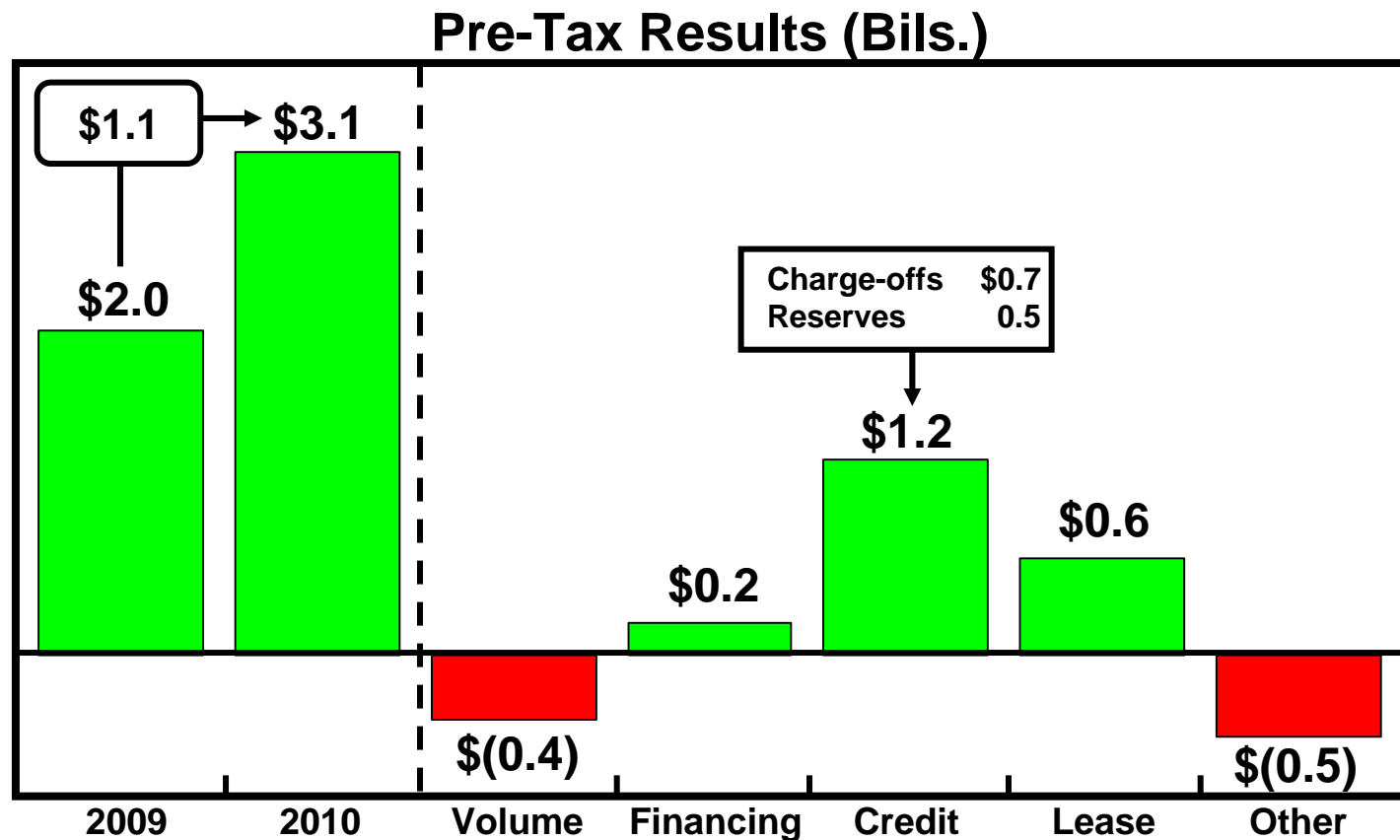
Managed Receivables* \$95

\$83

* See Appendix for calculation, definitions, and reconciliation to GAAP



2010 FULL YEAR FORD CREDIT PRE-TAX RESULTS COMPARED WITH 2009



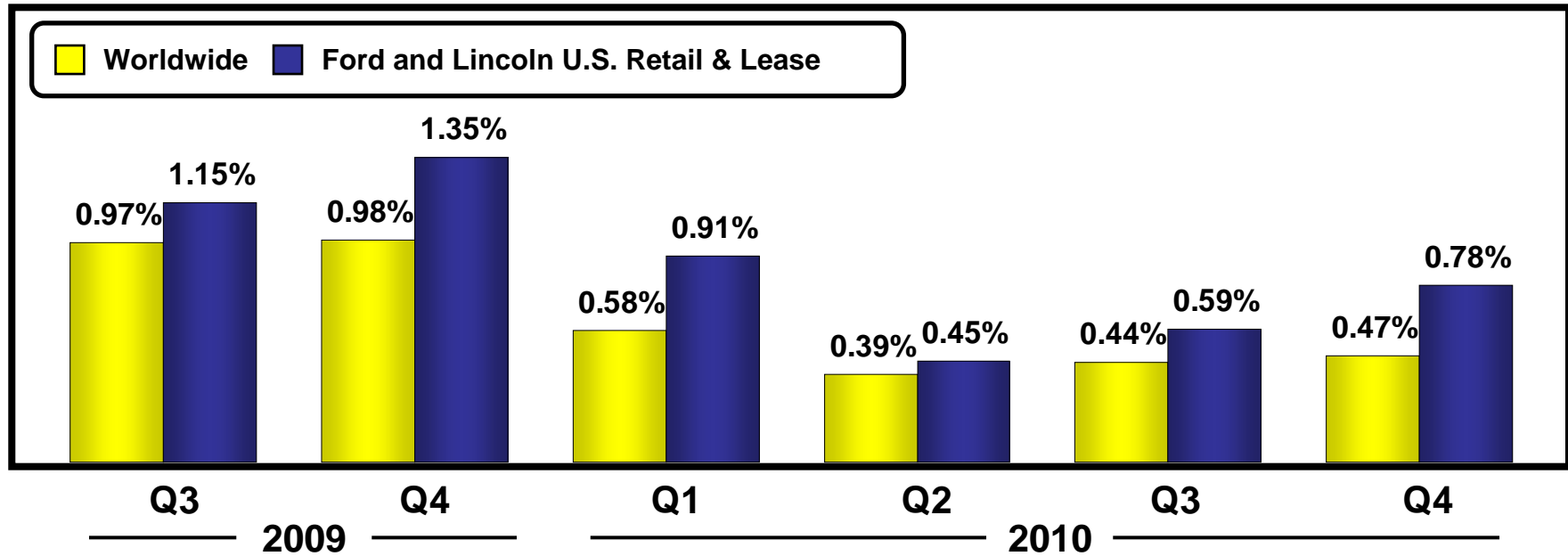
| | | |
|----------------------|------|------|
| Memo: | | |
| Managed Receivables* | \$95 | \$83 |

* See Appendix for calculation, definitions, and reconciliation to GAAP

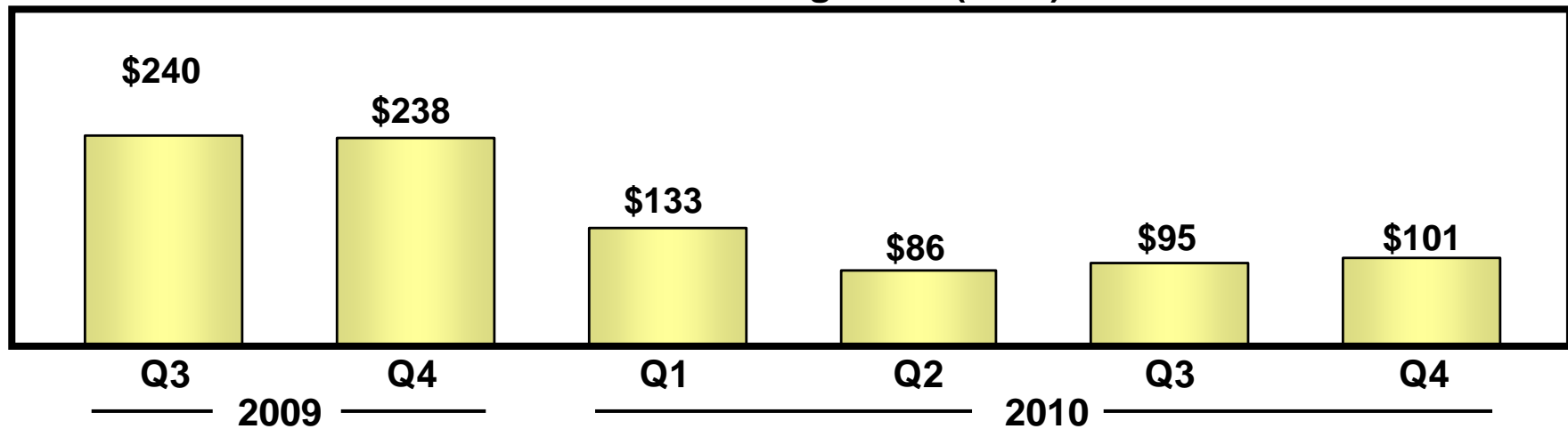


CREDIT LOSS METRICS*

Loss-to-Receivables Ratio



Worldwide Charge-Offs (Mils.)

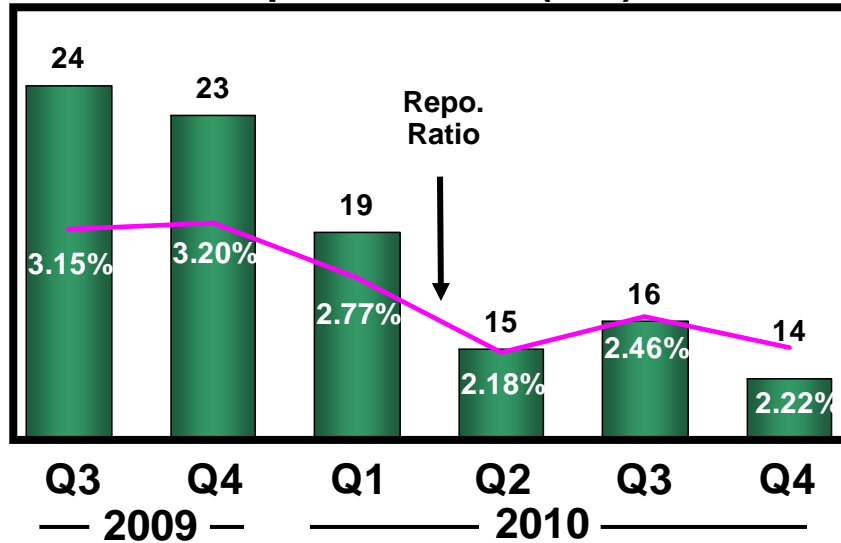


* On-balance sheet. Data includes Mercury

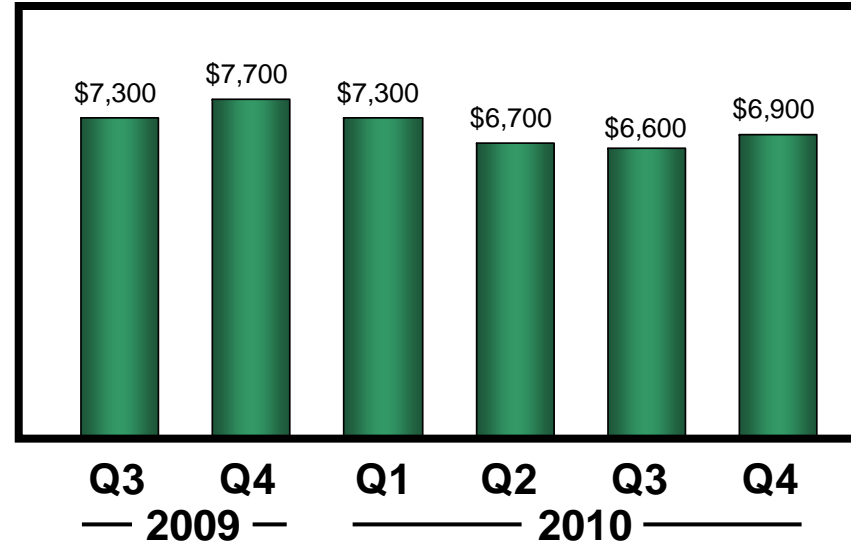


CREDIT LOSS DRIVERS – FORD AND LINCOLN U.S. RETAIL AND LEASE*

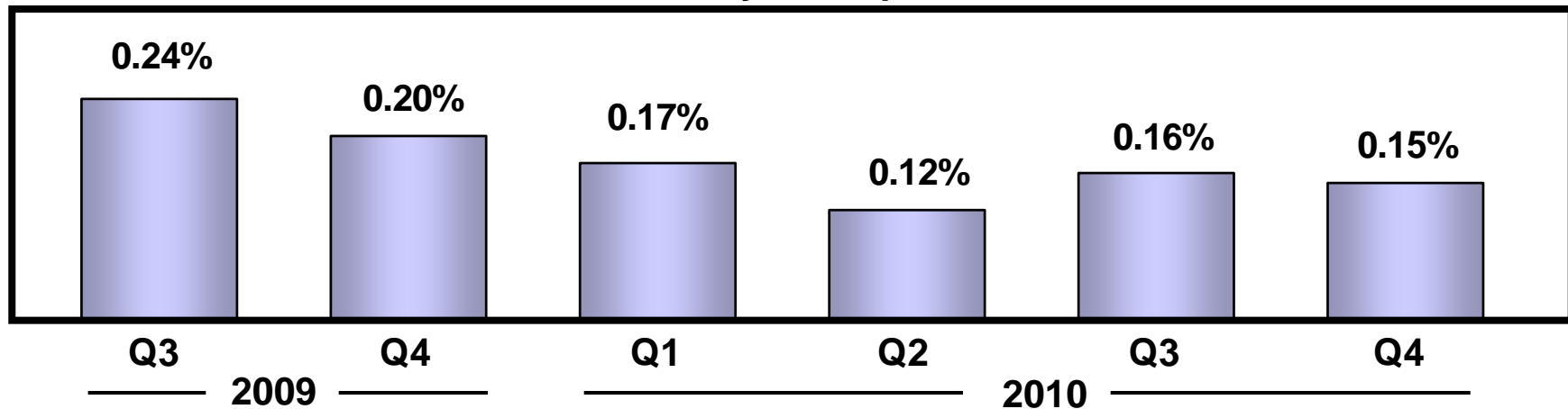
Repossessions (000)



Severity



Over-60-Day Delinquencies



Memo: New Bankruptcy Filings (000)

13

11

10

12

10

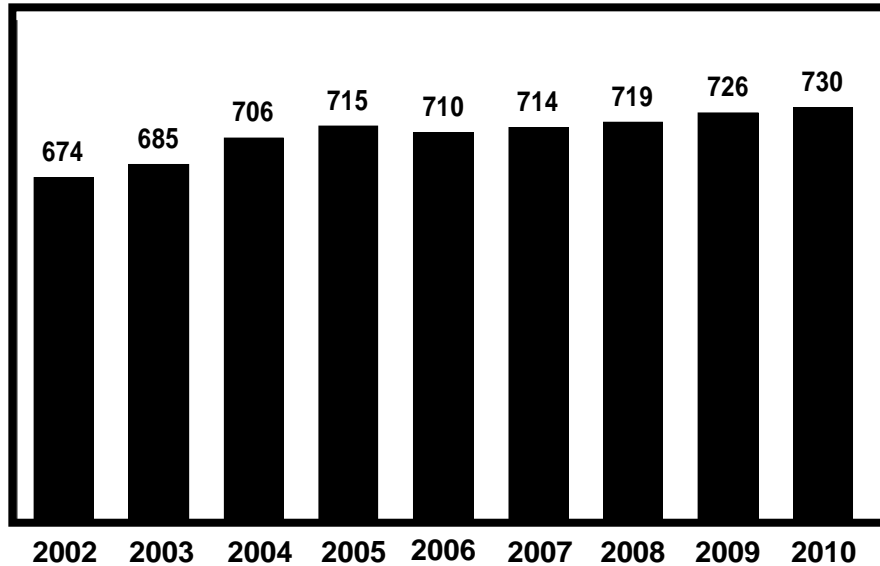
10

* On a serviced basis. Data includes Mercury

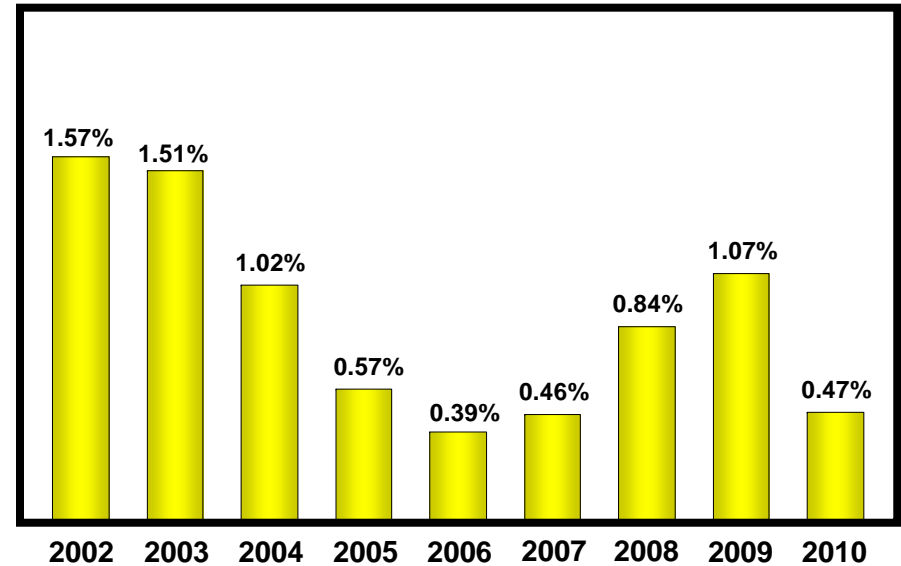


HISTORICAL CREDIT LOSS METRICS*

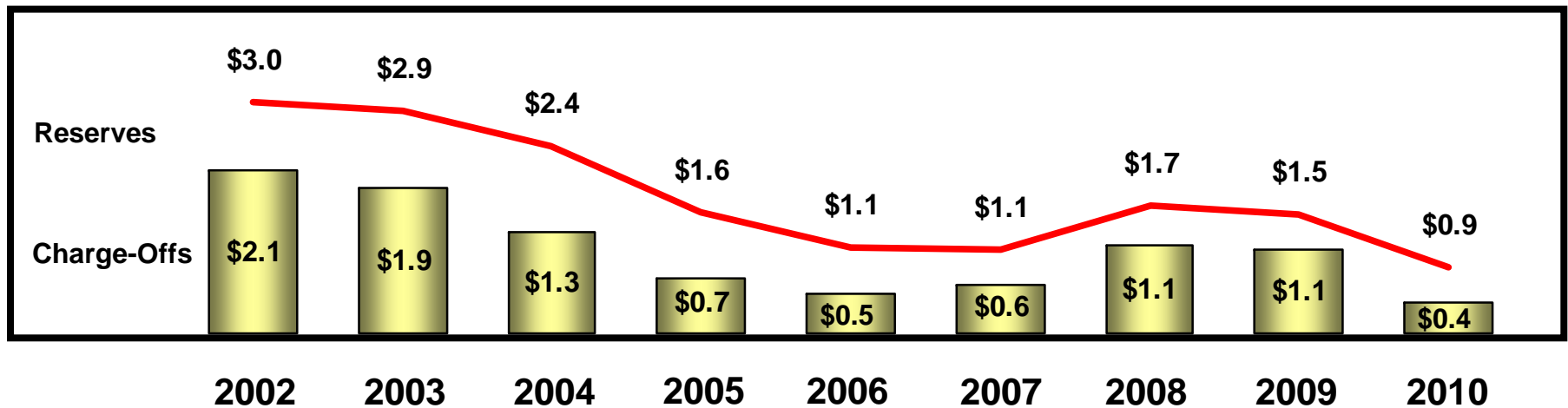
U.S. Retail & Lease Average Placement FICO Score



Worldwide On-Balance Sheet Loss-to-Receivables Ratio (Pct.)



Worldwide On-Balance Sheet Charge-Offs and Allowance for Credit Losses (Bils.)

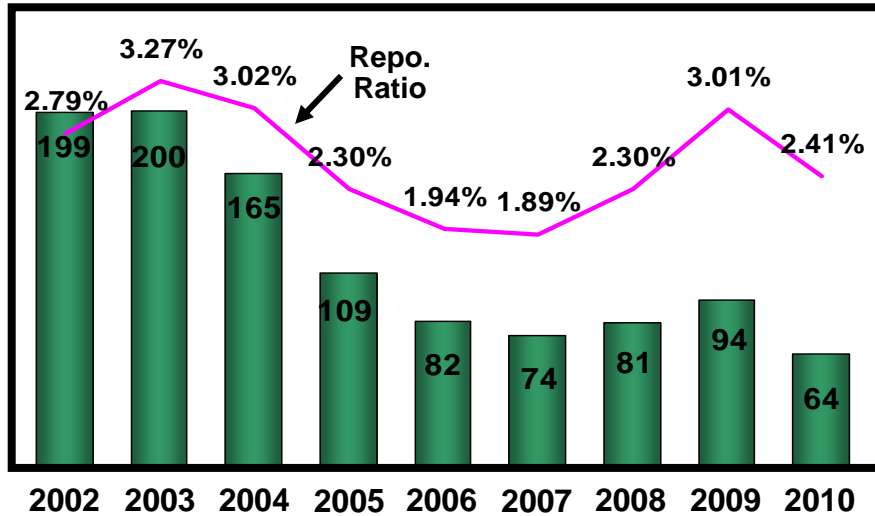


* Data includes Mercury

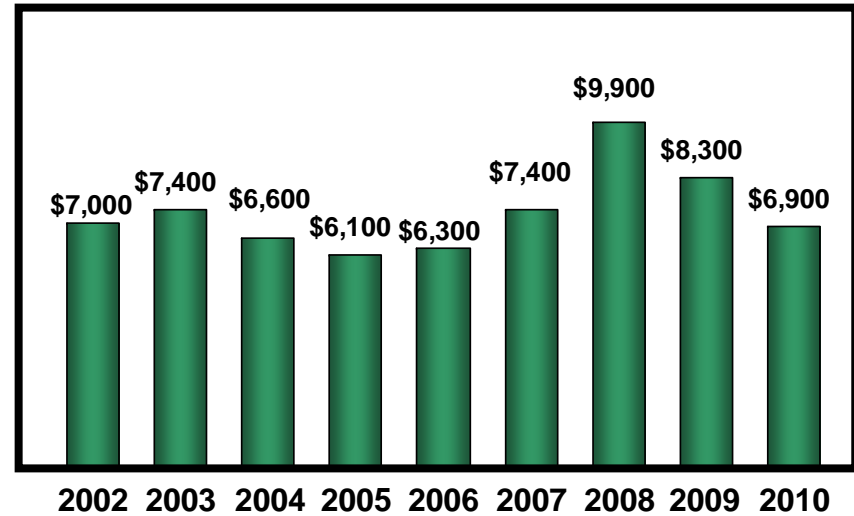


HISTORICAL CREDIT LOSS DRIVERS – FORD AND LINCOLN U.S. RETAIL AND LEASE*

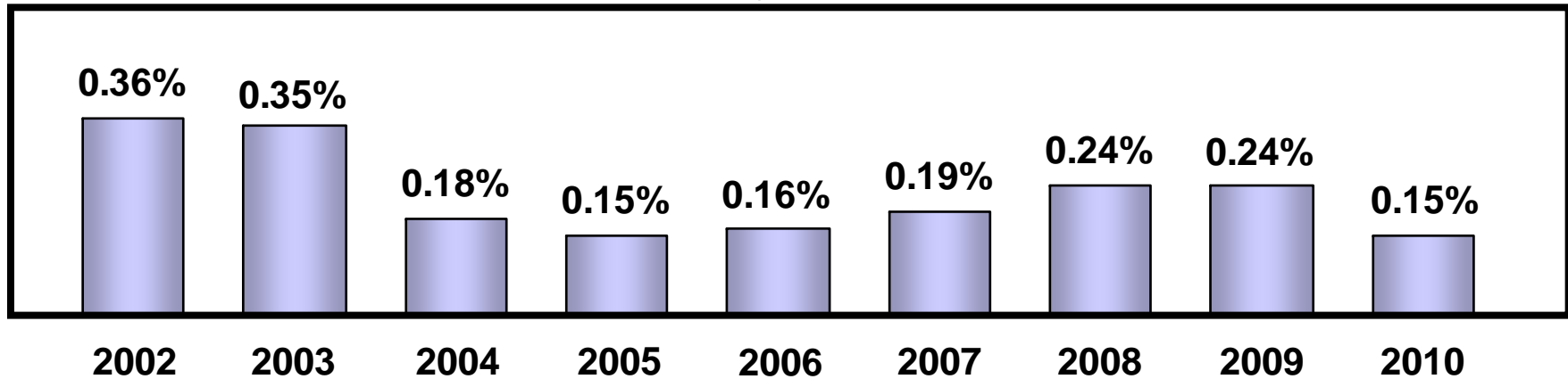
Repossessions (000)



Severity



Over 60-Day Delinquencies



Memo: New Bankruptcy Filings (000)

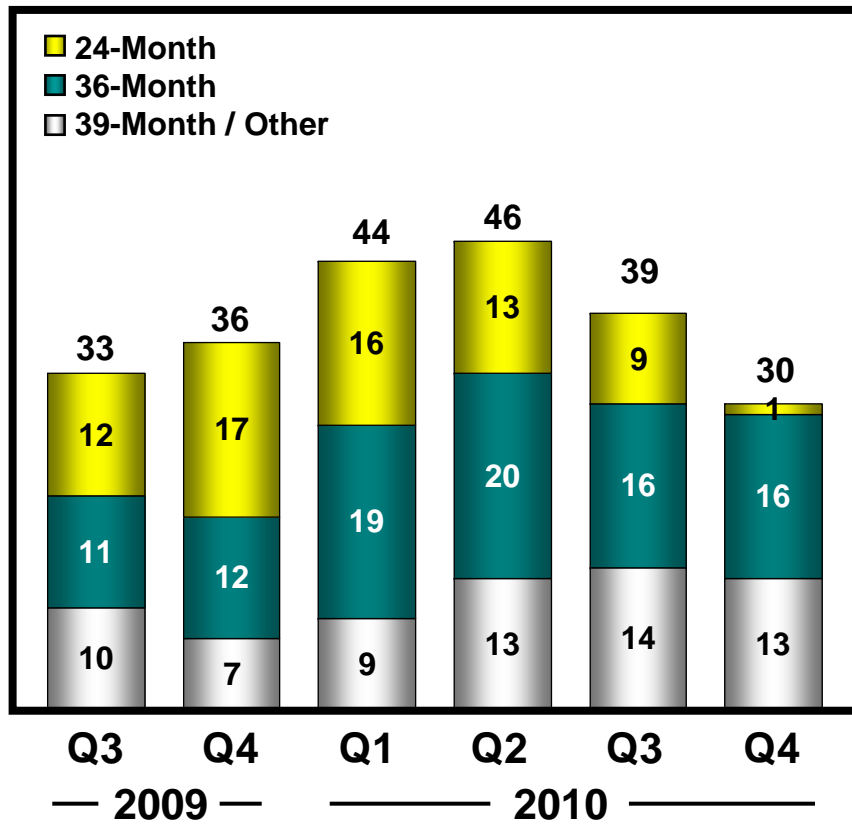
117 107 85 84 21 27 37 47 42

* On a serviced basis. Data includes Mercury



LEASE RESIDUAL PERFORMANCE -- FORD AND LINCOLN U.S.*

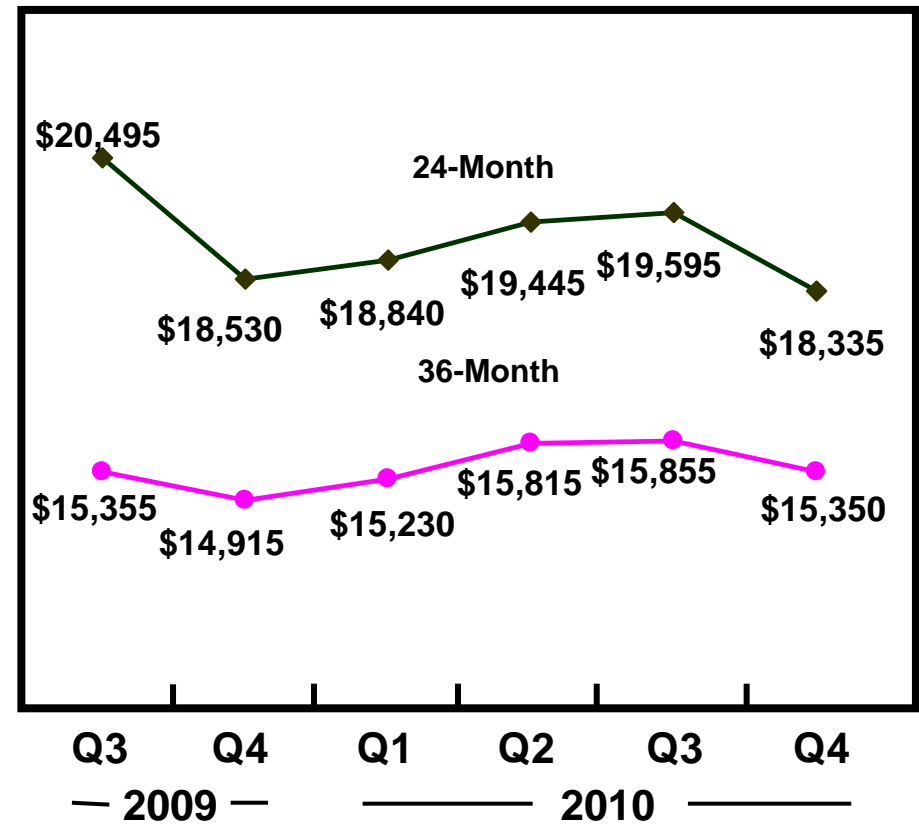
Lease Return Volume (000)



Memo: Ford and Lincoln U.S. Return Rates

70% 69% 71% 65% 61% 61%

Auction Values (At Q4 2010 Mix)



Memo: Worldwide Net Investment in Operating Leases (Bils.)

\$16.3 \$14.6 \$13.3 \$11.6 \$10.5 \$10.0

* Includes Mercury



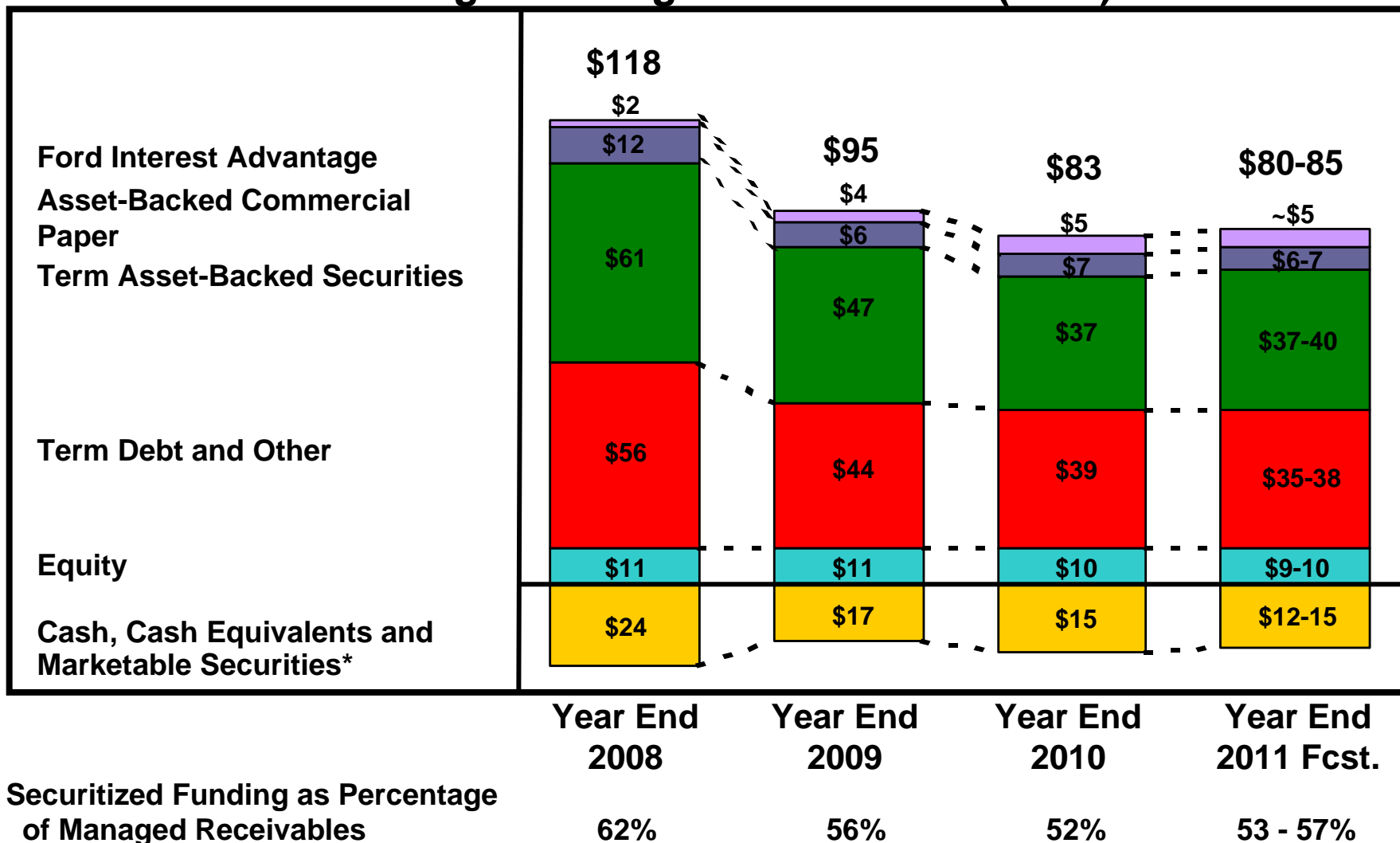
FORD CREDIT FUNDING

- **Completed \$25 billion of funding in 2010**
 - **\$17 billion of funding in the public asset backed and term debt markets**
 - **\$8 billion of private securitization funding**
- **Continued to execute our funding at longer tenors and improved spreads resulting from:**
 - **Improved credit profiles of both Ford and Ford Credit**
 - **Strong investor demand**
 - **Supportive fixed income markets**
- **Key elements of our funding strategy remain unchanged and our liquidity remains strong**

FORD CREDIT FUNDING STRATEGY



Funding of Managed Receivables (Bils.)



* Excludes marketable securities related to insurance activities



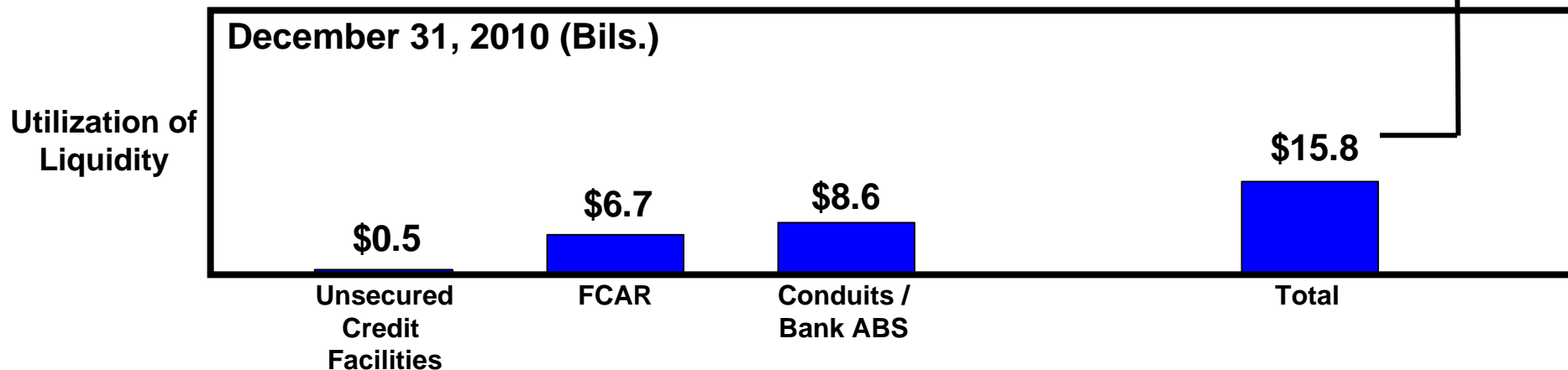
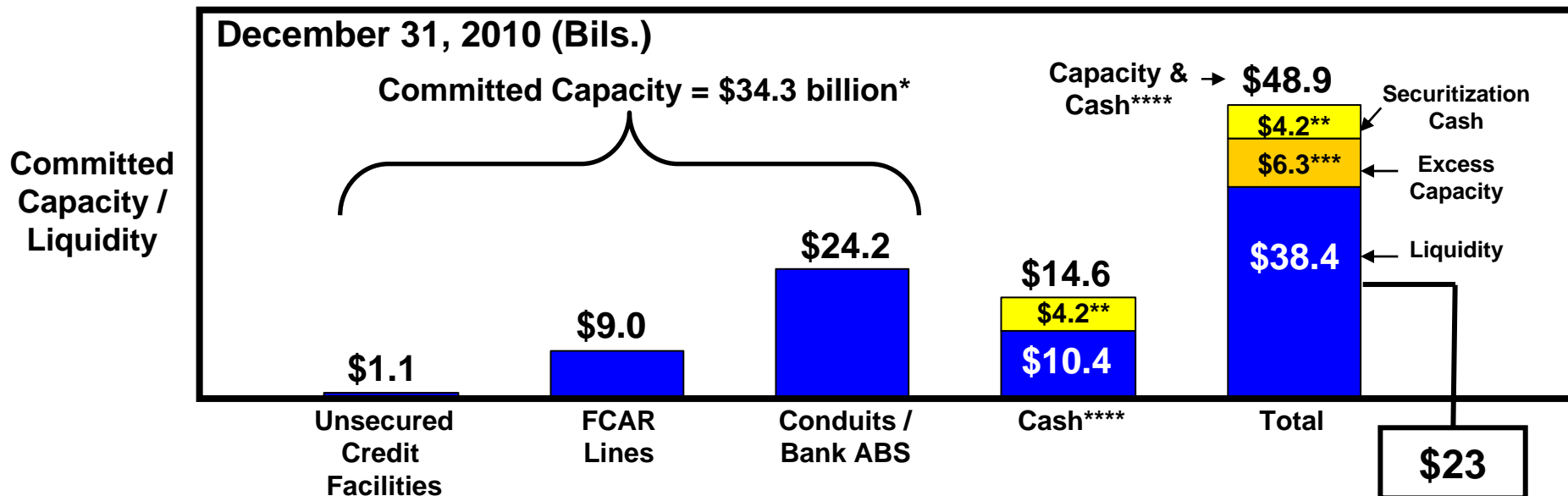
FORD CREDIT TERM FUNDING PLAN

| | <u>2008</u> <u>Actual</u> (Bils.) | <u>2009</u> <u>Actual</u> (Bils.) | <u>2010</u> <u>Actual</u> (Bils.) | <u>2011</u> <u>Forecast</u> (Bils.) |
|------------------------------|---|---|---|---|
| Public Transactions | | | | |
| Unsecured | \$ 2 | \$ 5 | \$ 6 | \$ 6 - 8 |
| Securitized | <u>11</u> | <u>15</u> | <u>11</u> | <u>12 - 16</u> |
| Total Public | \$13 | \$20 | \$17 | \$19 - 24 |
| | | | <div style="border: 1px solid black; padding: 2px; display: inline-block;">\$25</div> | |
| Private Transactions* | \$29 | \$11 | \$ 8 | \$ 4 - 8 |

* Includes private term debt, securitizations, other structured financings, and other term funding; excludes sales to Ford Credit's on-balance sheet asset-backed commercial paper program (FCAR)



FORD CREDIT LIQUIDITY PROGRAMS



Liquidity Available For Use Is About \$23 Billion

* FCAR and Conduits subject to availability of sufficient assets and ability to obtain derivatives to manage interest rate risk; FCAR commercial paper must be supported by bank lines equal to at least 100% of the principal amount; conduits includes other committed securitization programs.

** Securitization cash is to be used only to support on-balance sheet securitization transactions

*** Excess capacity is capacity in excess of eligible receivables

**** Cash, cash equivalents, and marketable securities (excludes marketable securities related to insurance activities)



2010 SUMMARY*

Ford (Total Company)

- Full Year pre-tax operating profit, excluding special items, was \$8.3 billion, an \$8.3 billion improvement from a year ago
- Full Year net income attributable to Ford of \$6.6 billion
- Year end Automotive gross cash was \$20.5 billion and Automotive liquidity was \$27.9 billion
- Reduced Automotive debt by \$14.5 billion in 2010 and achieved net cash of \$1.4 billion at year end

Ford Credit

- Full Year pre-tax profit of \$3.1 billion, a \$1.1 billion improvement from a year ago
- Full Year net income of \$2.0 billion
- Distributions of \$2.5 billion in 2010
- Completed \$25 billion of term funding in 2010
- At year end, available liquidity was about \$23 billion

* See Appendix for reconciliation to GAAP



SAFE HARBOR

Statements included or incorporated by reference 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:

Automotive Related:

- 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 or failure to grow Ford’s market share;
- Lower-than-anticipated market acceptance of new or existing Ford products;
- An increase in or acceleration of market shift beyond Ford’s current planning assumptions from sales of trucks, medium- and large-sized utilities, or other more profitable vehicles, particularly in the United States;
- 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;
- Economic distress of suppliers may require Ford to provide substantial financial support or take other measures to ensure supplies of components or materials and could increase Ford’s costs, affect Ford’s liquidity, or cause production constraints or disruptions;
- Work stoppages at Ford or supplier facilities or other interruptions of production;
- Single-source supply of components or materials;
- Restriction on use of tax attributes from tax law “ownership change”;
- The discovery of defects in Ford 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 Ford products, perceived environmental impacts, or otherwise;
- A change in Ford’s requirements for parts or materials where it has entered into long-term supply arrangements that commit it to purchase minimum or fixed quantities of certain parts or materials, or to pay a minimum amount to the seller (“take-or-pay contracts”);
- Adverse effects on Ford’s results from a decrease in or cessation or clawback of government incentives related to capital investments;
- Adverse effects on Ford’s operations resulting from certain geo-political or other events;
- Substantial levels of indebtedness adversely affecting Ford’s financial condition or preventing Ford from fulfilling its debt obligations;

Ford Credit Related:

- A prolonged disruption of the debt and securitization markets;
- Inability 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;
- Adverse effects from the government-supported restructuring of, change in ownership or control of, or alliances entered into by a major competitor;
- Increased competition from banks or other financial institutions seeking to increase their share of retail installment financing Ford vehicles;
- Collection and servicing problems related to our 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 or data protection or other laws and regulations resulting in higher costs and/or additional financing restrictions;
- The Dodd-Frank Wall Street Reform and Consumer Protection Act, and the rules and regulations promulgated pursuant to it, could impose significant costs on us and adversely affect our ability to fund or conduct our business;
- Changes in Ford’s operations or changes in Ford’s marketing programs could result in a decline in our financing volumes;
- Inability to obtain competitive funding;

General:

- Fluctuations in foreign currency exchange rates and interest rates;
- Failure of financial institutions to fulfill commitments under committed credit and liquidity facilities;
- Labor or other constraints on Ford’s or our ability to maintain competitive cost structure;
- Substantial pension and postretirement healthcare and life insurance liabilities impairing Ford’s or our liquidity or financial condition; and
- Worse-than-assumed economic and demographic experience for postretirement benefit plans (e.g., discount rates or investment returns).

We cannot be certain that any expectations, forecasts or assumptions made by management in preparing these forward-looking statements will prove accurate, or that any projections 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 statements, whether as a result of new information, future events or otherwise. For additional discussion of these risk factors, see Item 1A of Part I of Ford’s 2009 10-K Report and Item 1A of Part I of Ford Credit’s 2009 10-K Report as updated by Ford’s and Ford Credit’s subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

APPENDIX

TOTAL COMPANY 2010 FINANCIAL RESULTS



| | Fourth Quarter | | Full Year | |
|---|-----------------|----------------------------|-----------------|----------------------------|
| | 2010 (Mils.) | B / (W) 2009 (Mils.) | 2010 (Mils.) | B / (W) 2009 (Mils.) |
| <u>Income / (Loss)</u> | | | | |
| Pre-tax results (excl. special items) | \$ 1,293 | \$ (322) | \$ 8,300 | \$ 8,262 |
| Special items* | <u>(1,013)</u> | <u>(306)</u> | <u>(1,151)</u> | <u>(3,712)</u> |
| Pre-tax results (incl. special items) | \$ 280 | \$ (628) | \$ 7,149 | \$ 4,550 |
| (Provision for) / Benefit from income taxes | <u>(92)</u> | <u>(62)</u> | <u>(592)</u> | <u>(705)</u> |
| Income / (Loss) from continuing operations | \$ 188 | \$ (690) | \$ 6,557 | \$ 3,845 |
| Income / (Loss) from discontinued operations | <u>-</u> | <u>-</u> | <u>-</u> | <u>(5)</u> |
| Net income / (loss) | \$ 188 | \$ (690) | \$ 6,557 | \$ 3,840 |
| Less: Income / (Loss) attributable to non-controlling interests | <u>(2)</u> | <u>6</u> | <u>(4)</u> | <u>(4)</u> |
| Net income / (loss) attributable to Ford | <u>\$ 190</u> | <u>\$ (696)</u> | <u>\$ 6,561</u> | <u>\$ 3,844</u> |

* See Slide 2 for details of special items



TOTAL COMPANY CALCULATION OF EARNINGS PER SHARE

| | Fourth Quarter 2010 | | Full Year 2010 | |
|---|---------------------------------------|---|---------------------------------------|---|
| | Net Income Attributable to Ford | After-Tax Oper. Excl. Special Items* | Net Income Attributable to Ford | After-Tax Oper. Excl. Special Items* |
| After-Tax Results (Mils.) | | | | |
| After-tax results | \$ 190 | \$ 1,201 | \$ 6,561 | \$ 7,578 |
| Effect of dilutive 2016 Convertible Notes** | - | 36 | 173 | 173 |
| Effect of dilutive 2036 Convertible Notes** | - | 7 | 37 | 37 |
| Effect of dilutive convertible Trust Preferred Securities** | - | 46 | 182 | 182 |
| Diluted after-tax results | <u>\$ 190</u> | <u>\$ 1,290</u> | <u>\$ 6,953</u> | <u>\$ 7,970</u> |
| Basic and Diluted Shares (Mils.) | | | | |
| Basic shares (Average shares outstanding) | 3,573 | 3,573 | 3,449 | 3,449 |
| Net dilutive options and warrants | 266 | 266 | 217 | 217 |
| Dilutive 2016 Convertible Notes | - | 235 | 291 | 291 |
| Dilutive 2036 Convertible Notes | - | 42 | 58 | 58 |
| Dilutive convertible Trust Preferred Securities | - | 163 | 163 | 163 |
| Diluted shares | <u>3,839</u> | <u>4,279</u> | <u>4,178</u> | <u>4,178</u> |
| EPS (Diluted) | \$ 0.05 | \$ 0.30 | \$ 1.66 | \$ 1.91 |

Our current low effective tax rate is primarily the result of our valuation allowance against deferred tax assets. Sustained levels of profitability are expected to lead to reversal of the majority of our valuation allowance, which could occur as early as the Second Half of 2011. This would lead to a more normalized annual effective tax rate for Full Year 2011 (approaching the U.S. statutory tax rate of 35% for the year) for the purpose of determining operating earnings per share. Reversal of the valuation allowance will not affect our cash tax payments, which should remain low for a number of years.

* Excludes Income / (Loss) attributable to non-controlling interests and the effect of discontinued operations; special items detailed on Slide 2

** As applicable, includes interest expense, amortization of discount, amortization of fees, and other changes in income or loss that result from the application of the if-converted method for convertible securities



TOTAL COMPANY INCOME / (LOSS) FROM CONTINUING OPERATIONS

| | Fourth Quarter | | Full Year | |
|---|-----------------|-----------------|-----------------|-----------------|
| | 2009 (Mils.) | 2010 (Mils.) | 2009 (Mils.) | 2010 (Mils.) |
| North America | \$ 611 | \$ 670 | \$ (639) | \$ 5,409 |
| South America | 369 | 281 | 765 | 1,010 |
| Europe | 253 | (51) | (144) | 182 |
| Asia Pacific Africa | 16 | 23 | (86) | 189 |
| Volvo | (40) | - | (662) | - |
| Other Automotive | <u>(295)</u> | <u>(182)</u> | <u>(1,091)</u> | <u>(1,493)</u> |
| Total Automotive (excl. special items) | \$ 914 | \$ 741 | \$ (1,857) | \$ 5,297 |
| Special items -- Automotive | <u>(707)</u> | <u>(1,013)</u> | <u>2,642</u> | <u>(1,151)</u> |
| Total Automotive | \$ 207 | \$ (272) | \$ 785 | \$ 4,146 |
| Financial Services (excl. special items) | 701 | 552 | 1,895 | 3,003 |
| Special items -- Financial Services | <u>-</u> | <u>-</u> | <u>(81)</u> | <u>-</u> |
| Total Financial Services | \$ 701 | \$ 552 | \$ 1,814 | \$ 3,003 |
| Pre-tax results | \$ 908 | \$ 280 | \$ 2,599 | \$ 7,149 |
| (Provision for) / Benefit from income taxes | <u>(30)</u> | <u>(92)</u> | <u>113</u> | <u>(592)</u> |
| Income / (Loss) from continuing operations | \$ 878 | \$ 188 | \$ 2,712 | \$ 6,557 |
| Income / (Loss) from discontinued operations | <u>-</u> | <u>-</u> | <u>5</u> | <u>-</u> |
| Net income / (loss) | \$ 878 | \$ 188 | \$ 2,717 | \$ 6,557 |
| Less: Income / (Loss) attributable to non-controlling interests | <u>(8)</u> | <u>(2)</u> | <u>-</u> | <u>(4)</u> |
| Net income / (loss) attributable to Ford | <u>\$ 886</u> | <u>\$ 190</u> | <u>\$ 2,717</u> | <u>\$ 6,561</u> |
| Memo: Excluding special items | | | | |
| Pre-tax results | \$ 1,615 | \$ 1,293 | \$ 38 | \$ 8,300 |
| (Provision for) / Benefit from income taxes | (44) | (94) | (19) | (726) |
| Less: Income / (Loss) attributable to non-controlling interests | <u>(8)</u> | <u>(2)</u> | <u>-</u> | <u>(4)</u> |
| After-tax results | <u>\$ 1,579</u> | <u>\$ 1,201</u> | <u>\$ 19</u> | <u>\$ 7,578</u> |



TOTAL COMPANY REVENUE RECONCILIATION TO GAAP

| | Fourth Quarter | | Full Year | |
|--|-----------------|-----------------|-----------------|-----------------|
| | 2009 (Bils.) | 2010 (Bils.) | 2009 (Bils.) | 2010 (Bils.) |
| North America | \$ 15.6 | \$ 17.2 | \$ 49.7 | \$ 64.4 |
| South America | 2.6 | 2.8 | 7.9 | 9.9 |
| Europe | 8.2 | 8.1 | 28.3 | 29.5 |
| Asia Pacific Africa | 1.7 | 2.2 | 5.6 | 7.4 |
| Subtotal (excl. Volvo) | \$ 28.1 | \$ 30.3 | \$ 91.5 | \$ 111.2 |
| Volvo | 3.9 | - | 12.4 | - |
| Total Automotive (excl. special items) | \$ 32.0 | \$ 30.3 | \$ 103.9 | \$ 111.2 |
| Special items -- Volvo | - | - | - | 8.1 |
| Total Automotive | \$ 32.0 | \$ 30.3 | \$ 103.9 | \$ 119.3 |
| Financial Services | 2.8 | 2.2 | 12.4 | 9.7 |
| Total Company | \$ 34.8 | \$ 32.5 | \$ 116.3 | \$ 129.0 |
| Memo: | | | | |
| Total Company (excl. Volvo) | \$ 30.9 | \$ 32.5 | \$ 103.9 | \$ 120.9 |



TOTAL COMPANY WHOLESALES*

| | Fourth Quarter | | Full Year | |
|--|----------------|-------|-----------|-------|
| | 2009 | 2010 | 2009 | 2010 |
| | (000) | (000) | (000) | (000) |
| North America | 617 | 615 | 1,927 | 2,413 |
| South America | 131 | 142 | 443 | 489 |
| Europe** | 432 | 397 | 1,568 | 1,573 |
| Asia Pacific Africa*** | 168 | 235 | 604 | 838 |
| Subtotal (excl. Volvo) | 1,348 | 1,389 | 4,542 | 5,313 |
| Volvo | 100 | - | 324 | - |
| Total Automotive (excl. special items) | 1,448 | 1,389 | 4,866 | 5,313 |
| Special items -- Volvo | - | - | - | 211 |
| Total Automotive | 1,448 | 1,389 | 4,866 | 5,524 |

* Wholesale unit volumes include all Ford badged units (whether produced by Ford or by an unconsolidated affiliate), units manufactured by Ford that are sold to other manufacturers and units distributed for other manufacturers, and local-brand vehicles produced by our Chinese joint venture Jiangling Motors Corporation (JMC). Revenue from certain vehicles in wholesale unit volumes (specifically, Ford badged vehicles produced and distributed by our unconsolidated affiliates, as well as JMC brand vehicles) are not included in our revenue. Vehicles sold to daily rental car companies that are subject to a guaranteed repurchase option ("rental repurchase"), as well as other sales of finished vehicles for which the recognition of revenue is deferred (e.g., consignments), also are included in wholesale unit volumes

** Includes Ford brand vehicles sold in Turkey by our unconsolidated affiliate, totaling about 15,000 and 25,000 units in Fourth Quarter 2009 and 2010, respectively, and about 51,000 and 67,000 units in 2009 and 2010, respectively

*** Includes Ford brand and JMC brand vehicles sold in China by unconsolidated affiliates, totaling about 95,000 and 132,000 units in Fourth Quarter 2009 and 2010, respectively, and about 345,000 and 483,000 units in 2009 and 2010, respectively



AUTOMOTIVE SECTOR

GROSS CASH RECONCILIATION TO GAAP

| | <u>Dec. 31,</u> <u>2009</u> (Bils.) | <u>Sep. 30,</u> <u>2010</u> (Bils.) | <u>Dec. 31,</u> <u>2010</u> (Bils.) |
|--------------------------------------|---|---|---|
| Cash and cash equivalents | \$ 9.7 | \$ 9.0 | \$ 6.3 |
| Marketable securities* | <u>15.2</u> | <u>14.9</u> | <u>14.2</u> |
| Total cash and marketable securities | \$ 24.9 | \$ 23.9 | \$ 20.5 |
| Securities in transit** | <u>-</u> | <u>(0.1)</u> | <u>-</u> |
| Gross cash | <u>\$ 24.9</u> | <u>\$ 23.8</u> | <u>\$ 20.5</u> |

* Included at December 31, 2010 are Ford Credit debt securities that we purchased, which are reflected in the table at a carrying value of \$201 million; the estimated fair value of these securities is \$203 million. Also included are Mazda marketable securities with a fair value of \$179 million. For similar datapoints for the other periods listed here, see our prior period SEC reports

** The purchase or sale of marketable securities for which the cash settlement was not made by period end and for which there was a payable or receivable recorded on the balance sheet at period end



AUTOMOTIVE SECTOR OPERATING-RELATED CASH FLOWS RECONCILIATION TO GAAP

| | Fourth Quarter | | Full Year | |
|--|-----------------|-----------------|-----------------|-----------------|
| | 2009 (Bils.) | 2010 (Bils.) | 2009 (Bils.) | 2010 (Bils.) |
| Cash flows from operating activities of continuing operations* | \$ 3.9 | \$ 1.8 | \$ 2.9 | \$ 6.4 |
| Items included in operating-related cash flows | | | | |
| Capital expenditures | (1.0) | (1.1) | (4.0) | (3.9) |
| Proceeds from the exercise of stock options | - | 0.1 | - | 0.3 |
| Net cash flows from non-designated derivatives | - | 0.1 | (0.1) | (0.2) |
| Items not included in operating-related cash flows | | | | |
| Cash impact of Job Security Benefits and personnel-reduction actions | - | - | 0.7 | 0.2 |
| Pension contributions | 0.1 | 0.2 | 0.9 | 1.0 |
| Tax refunds and tax payments from affiliates | (0.1) | (0.2) | (0.6) | (0.2) |
| Other** | - | 0.1 | (0.6) | 0.8 |
| Operating-related cash flows | <u>\$ 2.9</u> | <u>\$ 1.0</u> | <u>\$ (0.8)</u> | <u>\$ 4.4</u> |

* Adjusted to reflect the reallocation of amounts previously displayed in "Net change in intersector receivables / payables and other liabilities" on our Sector Statement of Cash Flows. These amounts are being reallocated from a single line item to the individual cash flow line items within operating, investing, and financing activities of continuing operations on our Sector Statement of Cash Flows

** Full Year 2010 includes Volvo cash flows

AUTOMOTIVE SECTOR AUTOMOTIVE DEBT



| | Dec. 31, 2009 <u>(Bils.)</u> | Mar. 31, 2010 <u>(Bils.)</u> | June 30, 2010 <u>(Bils.)</u> | Sep. 30, 2010 <u>(Bils.)</u> | Dec. 31, 2010 <u>(Bils.)</u> |
|--|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <u>U.S. Debt</u> | | | | | |
| Unsecured notes | \$ 5.5 | \$ 5.5 | \$ 5.2 | \$ 5.2 | \$ 5.2 |
| Unsecured convertible notes | <u>2.6</u> | <u>2.6</u> | <u>2.6</u> | <u>2.6</u> | <u>0.7</u> |
| Total unsecured notes | \$ 8.1 | \$ 8.1 | \$ 7.8 | \$ 7.8 | \$ 5.9 |
| Unsecured portion of VEBA debt | 4.0 | 4.1 | 0.5 | 0.6 | - |
| Trust Preferred | <u>3.1</u> | <u>3.2</u> | <u>3.0</u> | <u>3.0</u> | <u>3.0</u> |
| Total unsecured debt | \$ 15.2 | \$ 15.4 | \$ 11.3 | \$ 11.4 | \$ 8.9 |
| Secured portion of VEBA debt | \$ 3.0 | \$ 3.0 | \$ 3.0 | \$ 3.0 | \$ - |
| Term loan | 5.3 | 5.2 | 5.2 | 4.9 | 4.1 |
| Revolving line of credit | 7.5 | 7.5 | 4.5 | 2.5 | 0.8 |
| U.S. Dept. of Energy Loans / EXIM | <u>1.2</u> | <u>1.5</u> | <u>1.8</u> | <u>2.3</u> | <u>3.0</u> |
| Total secured debt | \$ 17.0 | \$ 17.2 | \$ 14.5 | \$ 12.7 | \$ 7.9 |
| Total U.S. debt | \$ 32.2 | \$ 32.6 | \$ 25.8 | \$ 24.1 | \$ 16.8 |
| <u>International / Other debt</u> | <u>1.4</u> | <u>1.7</u> | <u>1.5</u> | <u>2.3</u> | <u>2.3</u> |
| Total Automotive debt | <u>\$ 33.6</u> | <u>\$ 34.3</u> | <u>\$ 27.3</u> | <u>\$ 26.4</u> | <u>\$ 19.1</u> |
| Memo: Debt payable within one year | \$ 1.6 | \$ 5.0 | \$ 1.1 | \$ 1.3 | \$ 2.0 |



FORD CREDIT OPERATING HIGHLIGHTS

| <u>Shares</u> | <u>Fourth Quarter</u> | | <u>Full Year</u> | |
|--|-----------------------|-------------|------------------|-------------|
| | <u>2009</u> | <u>2010</u> | <u>2009</u> | <u>2010</u> |
| United States | | | | |
| Financing share -- Ford Lincoln* | | | | |
| Retail installment and lease | 28% | 32% | 29% | 32% |
| Wholesale | 80 | 81 | 79 | 81 |
| Europe | | | | |
| Financing share -- Ford | | | | |
| Retail installment and lease | 31% | 31% | 28% | 26% |
| Wholesale | 99 | 99 | 99 | 99 |
| <u>Contract Volume -- New and used retail / lease (000)</u> | | | | |
| North America Segment | | | | |
| United States | 142 | 179 | 591 | 713 |
| Canada | 17 | 34 | 85 | 113 |
| Total North America Segment | 159 | 213 | 676 | 826 |
| International Segment | | | | |
| Europe | 110 | 92 | 468 | 354 |
| Other international | 12 | 12 | 49 | 38 |
| Total International Segment | 122 | 104 | 517 | 392 |
| Total Contract Volume | 281 | 317 | 1,193 | 1,218 |
| <u>Borrowing Cost Rate**</u> | 4.8% | 4.2% | 4.9% | 4.5% |

* Data includes results related to Mercury brand receivables

**The rate includes the effects of derivatives and facility fees and the amortization of discounts, premiums and direct issuance fees



FORD CREDIT CHARGE-OFFS AND LOSS-TO-RECEIVABLES RATIO

| | <u>Fourth Quarter</u> | | <u>Full Year</u> | |
|--|-----------------------|----------------------|------------------------|----------------------|
| | <u>2009</u> | <u>2010</u> | <u>2009</u> | <u>2010</u> |
| <u>Charge-offs -- On-Balance Sheet (Mils.)</u> | | | | |
| Retail installment and lease | \$ 215 | \$ 104 | \$ 989 | \$ 416 |
| Wholesale | 21 | (6) | 94 | (5) |
| Other | 2 | 3 | 12 | 4 |
| Total charge-offs -- on-balance sheet | <u>\$ 238</u> | <u>\$ 101</u> | <u>\$ 1,095</u> | <u>\$ 415</u> |
| Total loss-to-receivables ratio -- on-balance sheet | 0.98% | 0.47% | 1.07% | 0.47% |
| Memo: | | | | |
| Total charge-offs -- managed (Mils.)* | \$ 238 | \$ 101 | \$ 1,100 | \$ 415 |
| Total loss-to-receivables ratio -- managed* | 0.98% | 0.47% | 1.07% | 0.47% |

* See Appendix for definition



FORD CREDIT NET FINANCE RECEIVABLES AND OPERATING LEASES

| | Dec. 31, 2009 | Dec. 31, 2010 |
|---|--------------------------|--------------------------|
| | (Bils.) | (Bils.) |
| <u>Receivables -- On-Balance Sheet</u> | | |
| Retail installment | \$ 56.3 | \$ 49.7 |
| Wholesale | 22.4 | 22.0 |
| Other finance receivables | 2.4 | 2.3 |
| Unearned interest supplements | (1.9) | (1.9) |
| Allowance for credit losses | (1.3) | (0.8) |
| Finance receivables, net | <u>\$ 77.9</u> | <u>\$ 71.3</u> |
| Net investment in operating leases | 14.6 | 10.0 |
| Total receivables -- on-balance sheet | <u><u>\$ 92.5</u></u> | <u><u>\$ 81.3</u></u> |
| | | |
| Memo: | | |
| Total receivables -- managed* | \$ 94.5 | \$ 83.2 |

* Includes on-balance sheet receivables, excluding unearned interest supplements related to finance receivables of \$1.9 billion at December 31, 2009 and December 31, 2010; and includes off-balance sheet retail receivables of about \$100 million at December 31, 2009

DEBT RATINGS -- FORD AND FORD CREDIT



| | <u>S&P</u> | <u>Moody's</u> | <u>Fitch</u> | <u>DBRS</u> |
|--|----------------|----------------|--------------|-------------|
| <u>Issuer Ratings</u> | | | | |
| Ford Motor | B+ | Ba2* | BB- | BB (low) |
| Ford Credit | B+ | Ba2 | BB- | BB |
| <u>Senior Long-Term Unsecured</u> | | | | |
| Ford Motor | B | Ba3 | B | B |
| Ford Credit | B+ | Ba2 | BB- | BB |
| FCE Bank plc | BB- | Ba2 | BB- | NR |
| <u>Short-Term Unsecured</u> | | | | |
| Ford Credit | NR | NP | B | R-4 |
| <u>Secured Funding</u> | | | | |
| Ford Motor | BB | Baa3 | BB+ | BB (high) |
| <u>Outlook</u> | Positive | Stable | Stable | Stable |

* Moody's equivalent is a "Corporate Family Rating"



FORD CREDIT KEY METRIC DEFINITIONS

In evaluating Ford Credit's financial performance, Ford Credit management uses financial measures based on GAAP, as well as financial measures that include adjustments from GAAP; these measures are defined below. Information about the impact of on-balance sheet securitization is also included below:

Managed Receivables -- receivables reported on Ford Credit's balance sheet, excluding unearned interest supplements related to finance receivables, and securitized off-balance sheet receivables that Ford Credit continues to service

Serviced Receivables -- includes managed receivables and receivables Ford Credit sold in whole-loan sale transactions where Ford Credit retains no interest in the sold receivables, but which Ford Credit continues to service

Charge-offs on Managed Receivables -- charge-offs associated with receivables reported on Ford Credit's balance sheet and charge-offs associated with receivables that Ford Credit sold in off-balance sheet securitizations and continues to service

Equity -- shareholder's interest reported on Ford Credit's balance sheet

Impact of On-Balance Sheet Securitization -- finance receivables (retail and wholesale) and net investment in operating leases reported on Ford Credit's balance sheet include assets that have been sold for legal purposes in securitization transactions that do not satisfy the requirements for accounting sale treatment. These receivables are available only for payment of the debt and other obligations issued or arising in the securitization transactions; they are not available to pay the other obligations of Ford Credit or the claims of Ford Credit's other creditors. Debt reported on Ford Credit's balance sheet includes obligations issued or arising in securitization transactions that are payable only out of collections on the underlying securitized assets and related enhancements. Ford Credit holds the right to the excess cash flows not needed to pay the debt and other obligations issued or arising in each of these securitization transactions



FINANCIAL SERVICES SECTOR

FORD CREDIT RATIO DEFINITIONS

In addition to evaluating Ford Credit's financial performance on a GAAP financial statement basis, Ford Credit management also uses other criteria, some of which were previously disclosed in this presentation and are defined below:

$$\text{Loss-to-Receivables Ratio} = \frac{\text{Charge-offs}}{\text{Average Receivables}}$$

Leverage:

$$\text{- Financial Statement Leverage} = \frac{\text{Total Debt}}{\text{Equity}}$$

$$\text{- Managed Leverage} = \frac{\text{Total Debt} + \text{Securitized Off-Balance Sheet Receivables} - \text{Retained Interest in Securitized Off-Balance Sheet Receivables} - \text{Cash, Cash Equivalents \& Marketable Securities*} - \text{Adjustments for Derivative Accounting on Total Debt**}}{\text{Equity} - \text{Adjustments for Derivative Accounting on Equity**}}$$

* Excludes marketable securities related to insurance activities

** Related primarily to market valuation adjustments to derivatives due to movements in interest rates. Adjustments to debt are related to designated fair value hedges and adjustments to equity are related to retained earnings



FINANCIAL SERVICES SECTOR

FORD CREDIT RECONCILIATIONS OF MANAGED LEVERAGE TO FINANCIAL STATEMENT LEVERAGE

| | Dec. 31, 2009 <u>(Bils.)</u> | Dec. 31, 2010 <u>(Bils.)</u> |
|---|------------------------------------|------------------------------------|
| <u>Leverage Calculation</u> | | |
| Total Debt* | \$ 96.3 | \$ 82.9 |
| Securitized Off-Balance Sheet Receivables Outstanding | 0.1 | - |
| Retained Interest in Securitized Off-Balance Sheet Receivables | - | - |
| Adjustments for Cash, Cash Equivalents, and Marketable Securities** | (17.3) | (14.6) |
| Adjustments for Derivative Accounting*** | <u>(0.2)</u> | <u>(0.3)</u> |
| Total Adjusted Debt | <u>\$ 78.9</u> | <u>\$ 68.0</u> |
| Equity | \$ 11.0 | \$ 10.3 |
| Adjustments for Derivative Accounting*** | <u>(0.2)</u> | <u>(0.1)</u> |
| Total Adjusted Equity | <u>\$ 10.8</u> | <u>\$ 10.2</u> |
| Financial Statement Leverage (to 1) | 8.8 | 8.0 |
| Managed Leverage (to 1) | 7.3 | 6.7 |

* Includes \$52.9 billion and \$43.5 billion on December 31, 2009 and December 31, 2010, respectively, of long-term and short-term asset-backed debt obligations issued in securitization transactions that are payable only out of collections on the underlying securitized assets and related enhancements

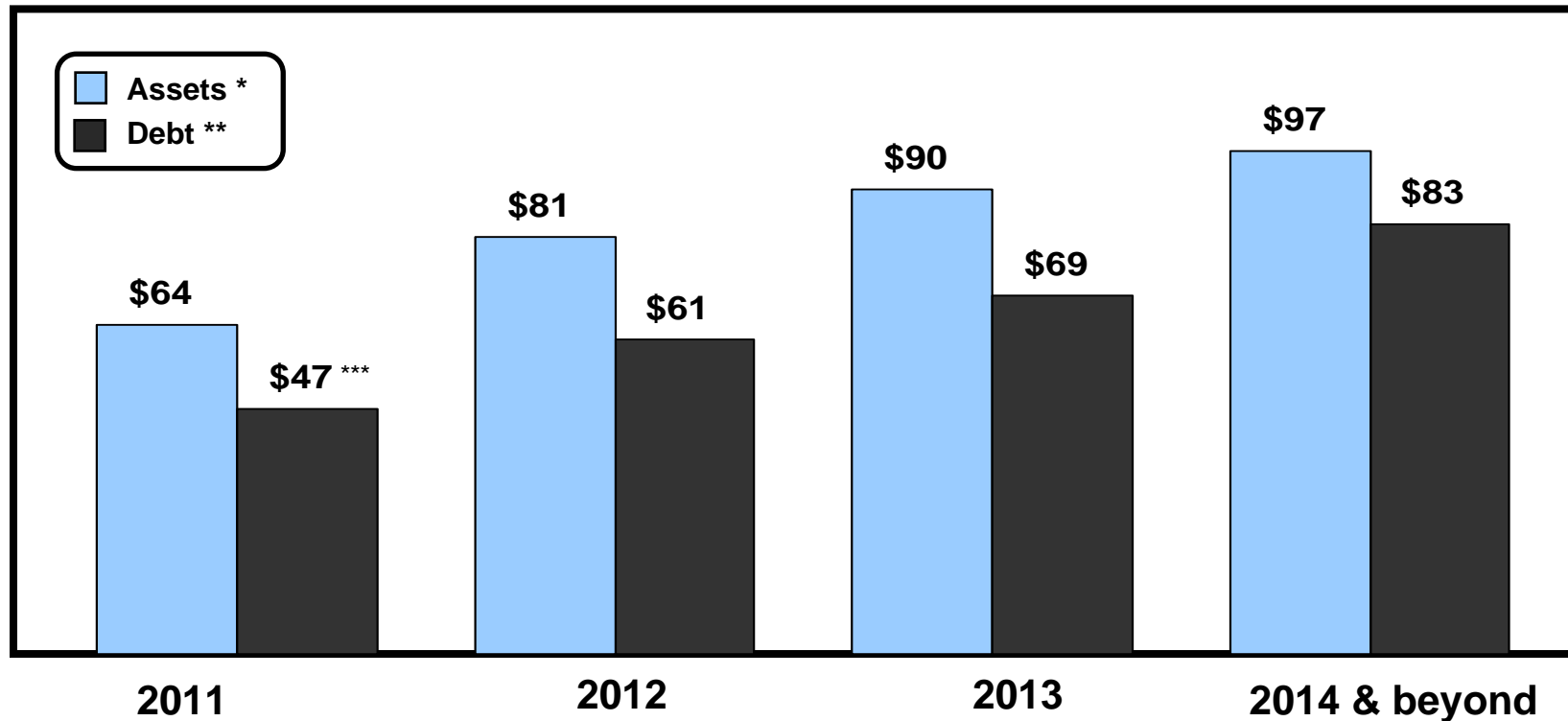
** Excludes marketable securities related to insurance activities

*** Related primarily to market valuation adjustments to derivatives due to movements in interest rates. Adjustments to debt are related to designated fair value hedges and adjustments to equity are related to retained earnings



LIQUIDITY PROFILE OF FORD CREDIT'S BALANCE SHEET

Cumulative Maturities -- As of December 31, 2010 (Bils.)



Memo: Unsecured Long-term debt maturities (Bils.)

\$9.1

\$6.8

\$5.3

\$12.7

* Includes finance receivables net of unearned income, and investment in operating leases net of accumulated depreciation; cash and cash equivalents, marketable securities (excludes marketable securities related to insurance activities).

** Retail and lease ABS are treated as amortizing on January 1, 2011 to match the underlying assets.

*** Includes all of the wholesale ABS term and conduit maturities of \$7.1 billion that otherwise contractually extend to 2012 and beyond.