

Blueprint for a Sustainable Future



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Extraordinary, Rapid Changes in External Business Environment



**Strong, Cyclical Downturn
in Economy**



**Structural, Secular Shift
in Product Mix**



**Extraordinary, Sharp Increases
in Commodity Costs**



Ford's plan to address climate change and energy independence includes a comprehensive strategy to increase fuel economy and reduce emissions through the migration of advanced technology that is affordable and attainable in high volumes for all our customers.



Sustainability Strategy



Near Term

Migration of advanced technology across current product line

Mid Term

Full implementation of known technology

Long Term

Volume roll-out of emerging technologies and alternative energy sources



2007

2012

2020

2030

Near Term

Fuel Economy Leadership on the Road Today

2009 Escape

Class-Leading Compact SUV Fuel Economy



CITY MPG

20



HIGHWAY MPG

28

- 6-speed automatic
- Electric power assisted steering
- Lower rolling resistance tires
- Improved aerodynamics
- Variable intake cam timing



2007

2012

2020

2030

Near Term

Fuel Economy Leadership on the Road Today

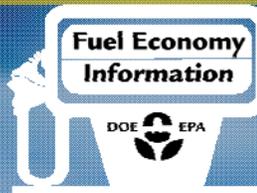
2009 Flex

Unsurpassed Fuel Economy Among 7-Passenger Vehicles



CITY MPG

17



HIGHWAY MPG

24

- 6-speed transmission
- Aggressive deceleration fuel shut-off
- Improved aerodynamics



2007

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Near Term

Fuel Economy Leadership on the Road Today

2009 Focus



Beats smaller Nissan Versa & Chevy Aveo

CITY MPG

24



HIGHWAY MPG

35

- Weight reduction
- Improved aerodynamics

- Lower rolling resistance tires
- PZEV



2007

2012

2020

2030

Near Term

Fuel Economy Leadership on the Road Today

Ford Escape Hybrid



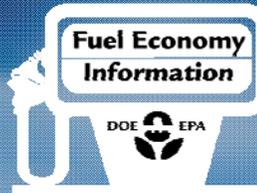
Mercury Mariner Hybrid



Most Fuel Efficient SUV on the Planet

CITY MPG

34



HIGHWAY MPG

31

- Atkinson cycle 2.5-liter 4-cylinder
- Improved battery-only operation
- SULEV II/AT-PZEV emissions certification



2007

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Near Term

Ford Fusion and Mercury Milan Arrive in Early 2009

Mazda Tribute Hybrid



Fusion Hybrid

Escape Hybrid



Hybrid production volume doubled

Mariner Hybrid



Milan Hybrid



2007

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Near Term

Leveraging Our Global Portfolio

Transit Connect



- Small
- Fuel efficient
- 4-cylinder engine
- Commercial applications



2007

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2030

Near Term

Leveraging Our Global Portfolio



Total of six European small vehicles to be introduced in North America by the end of 2012

2007

2012

2020

2030

Near Term

Transition to Lighter Weight Unibody Construction

2009 Explorer



Explorer America Concept



Next generation
Explorer arrives
in 2010



2007 2012 2020 2030

Near Term

6-Speed Transmissions



- 4-6% fuel economy improvement
- Ford has more 6-speeds on the road than Toyota and Chevy



2007 2012 2020 2030

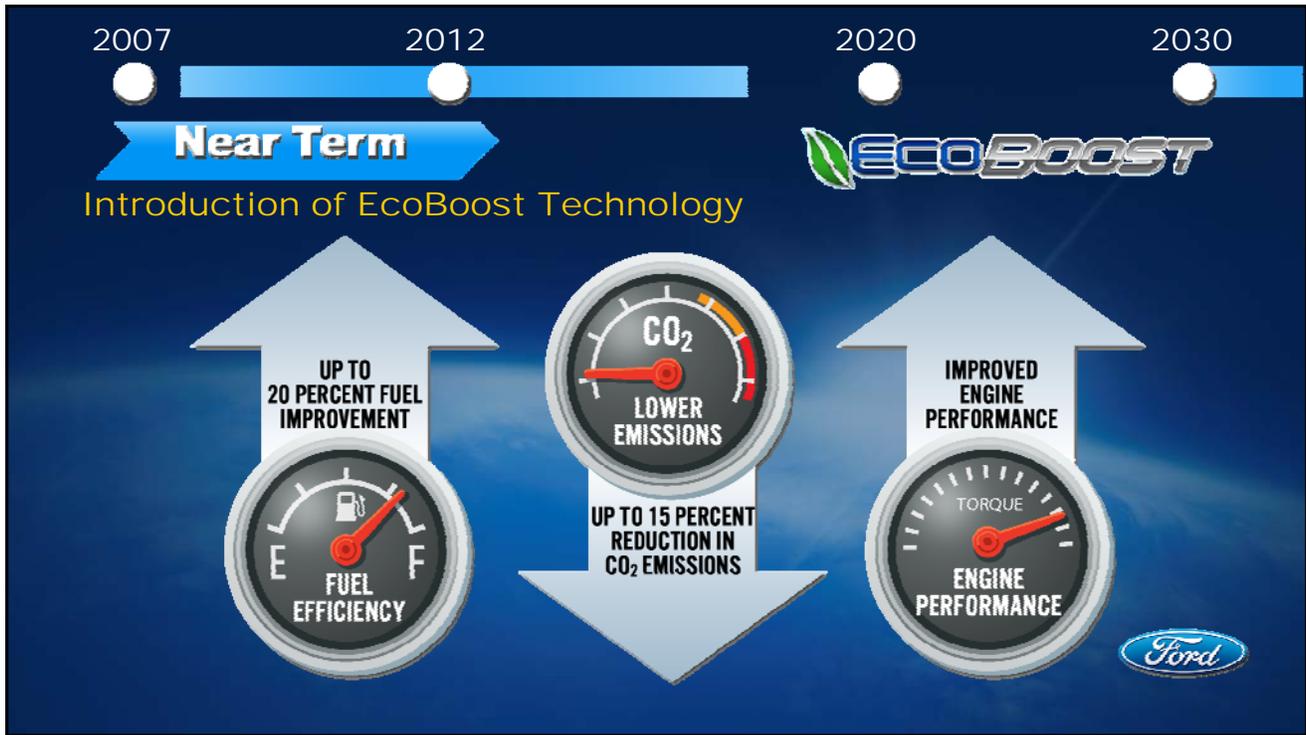
Near Term

Electric Power Assisted Steering



- 3-5% fuel economy improvement
- Lighter weight





2007

2012

2020

2030

Near Term

EcoBoost Migration



Sustainability Strategy

2007

2012

2020

2030

Mid Term

- EcoBoost across line-up
- Increased use of hybridization
- Significant weight reduction
- Low volume introduction of plug-in hybrids



2007

2012

2020

2030

Mid Term

Weight Reduction of 250-750 lbs.



- Smaller displacement engines
- Smaller components
- Lightweight materials



2007

2012

2020

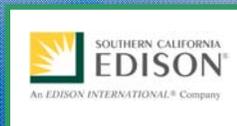
2030

Mid Term

Research Today Leading to Low Volume Introduction of Plug-in Hybrids



Partnership with Southern California Electric (SCE) and Electric Power Research Institute (EPRI)



2007

2012

2020

2030

Mid Term

Low Volume Introduction of Plug-in Hybrids



- 20 Escape PHEV test fleet
- Battery-only operation up to 30 miles
- Estimated fuel economy: 120 mpg
- Lithium-ion battery



Sustainability Strategy

2007

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2020

2030

Long Term

- Higher percentage of bio fuels
- Increased electrification
- Hydrogen



2007

2012

2020

2030

Near Term

Mid Term

Long Term

- 1st generation biofuels ramp up to capacity (i.e. corn based ethanol)
- Domestically produced, renewable fuel
- US automakers commitment to flexible fuel capable vehicles



- 2nd generation biofuels become viable (cellulosic based ethanol)
- Domestically produced, renewable fuel
- Greater volumes of FFVs if infrastructure in place



- Fossil fuels ramp down
- Higher percentage of biofuels



2007

2012

2020

2030

Long Term

Research Today in Hydrogen Vehicles



- 30 vehicle hydrogen fuel cell test fleet
- Over 865,000 test miles driven



- Hydrogen internal combustion V-10 engine
- 30 shuttle bus test fleet



- Edge with HySeries drive
- World's first driveable hydrogen fuel cell plug-in hybrid

Drive green: Go Farther, Use Less

