SALARIED PERSONNEL ACTIONS



- Salaried Personnel Levels restructure business to fit current demand
 - Reduced salaried personnel by 36% over the past three years includes 10% reduction effective February 2009
 - Reduced contract personnel by 50%
- Compensation & Benefit Changes
 - Eliminated 2009 merit increases and bonuses
 - Suspended 401k match, tuition assistance and dependent scholarships
 - Capped retiree life insurance at \$25k
 - Improved cost effectiveness of benefit programs through more efficient plan offerings and increased employee cost sharing

Concurrently, we continue efforts to ensure a skilled and engaged team by:

- Conducting leadership development programs
- Developing future leaders through various developmental functional programs
- Providing flexible work arrangements for maximum workforce efficiency and effectiveness
- Conducting transparent communications with employees
- Conducting events focused on future products to build employees' confidence in the future of the company

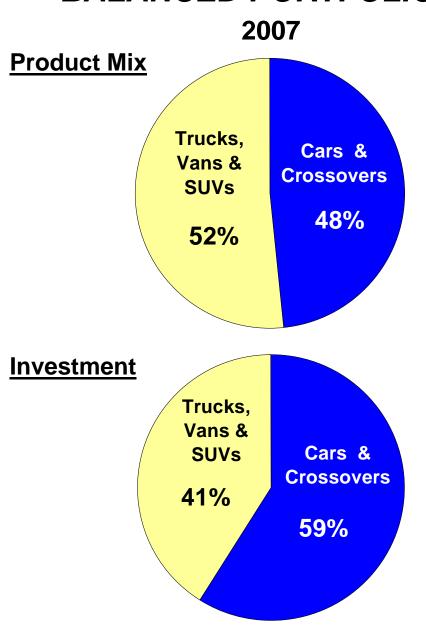
HOURLY LABOR COST DISADVANTAGE VS. TRANSPLANTS SUBSTANTIALLY REDUCED WITH LATEST UAW AGREEMENT

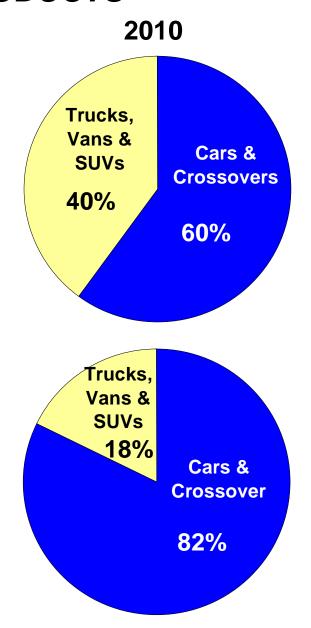


	Ford		
	Without UAW	With UAW	
	<u>VEBA</u>	<u>VEBA</u>	<u>Transplants</u>
Wages	\$ 29	\$ 29	\$ 26
Wage-Related	14	14	9
Subtotal	\$ 43	\$ 43	\$ 35
Legacy Cost	16	3	3
All Other			
Total	<u>\$ 71</u>	<u>\$ 58</u>	<u>\$ 49</u>
Memo: Average Wage Assuming 20% Entry-Level Employees		\$ 53	APPENDIX 2 OF 4
			ALL ENDIA Z OL 4

(Ford)

BALANCED PORTFOLIO OF PRODUCTS





SUSTAINABILITY PLAN



2007 2011 2020 2030

Near Term

Begin migration to advanced technology

Mid Term

Full implementation of known technology

Long Term

Continue leverage of Hybrid technologies and deployment of alternative energy sources

Near term

- Significant number of vehicles with EcoBoost engines
- Electric power steering 70 - 80%
- Dual clutch and 6 speed transmissions replacing 4 and 5 speeds
- · Four Hybrid applications
- · Increased unibody applications
- Introduction of additional small vehicles
- Battery management systems 75%
- Aero improvement up to 5%

Mid term

- EcoBoost engines available in nearly all vehicles
- Electric power steering 100%
- Six speed transmissions 100%
- Weight reduction of 250 - 750 lbs
- Engine displacement reduction aligned with weight save
- Additional Aero improvements up to 5%
- · Increased use of Hybrids
- Introduction of PHEV and BEV
- Diesel use as market demands

Long term

- Percentage of internal combustion dependent on renewable fuels
- Volume expansion of Hybrid technologies
- Continued leverage of PHEV, BEV
- · Introduction of fuel cell vehicles
- Clean electric / hydrogen fuels