

## Ford of Europe Fact Sheet – January 2010

**Ford Motor Company**, a global automotive industry leader based in Dearborn, Mich., manufactures or distributes automobiles across six continents. With about 200,000 employees and about 90 plants worldwide, the company's automotive brands include Ford, Lincoln, Mercury and Volvo. The company provides financial services through Ford Motor Credit Company. For more information regarding Ford's products, please visit [www.ford.com](http://www.ford.com).

**Ford of Europe** is responsible for producing, selling and servicing Ford brand vehicles in 51 individual markets and employs approximately 67,100 employees. Ford is Europe's No.2 best-selling vehicle brand. In addition to Ford Motor Credit Company, Ford of Europe operations include Ford Customer Service Division and 22 manufacturing facilities, including joint ventures. The first Ford cars were shipped to Europe in 1903 – the same year Ford Motor Company was founded. European production started in 1911.

### December and Full Year 2009 sales volume (in registrations):

| Euro 19 <sup>1</sup>             | December '09                                 | YTD December '09                                    |
|----------------------------------|--|---|
| Industry                         | 1,181,800<br>up 134,100 / 12.8 % vs. Dec.'08 | 15,847,000<br>down 797,200 / (4.8) % vs. YTD '08    |
| Ford                             | 108,500<br>up 21,900 / 25.3 % vs. Dec.'08    | 1,439,900<br>up 3,400 / 0.2 % vs. YTD '08           |
| <b>Euro 21<sup>2</sup></b>       |  |   |
| Industry                         | 1,390,500<br>up 79,400 / 6.1 % vs. Dec.'08   | 17,911,700<br>down 2,315,400 / (11.4) % vs. YTD '08 |
| Ford                             | 131,100<br>up 19,700 / 17.7 % vs. Dec.'08    | 1,608,700<br>down 91,600 / (5.4) % vs. YTD '08      |
| <b>Total Euro 51<sup>3</sup></b> |  |   |
| Ford                             | 134,300<br>up 19,400 / 16.7 % vs. Dec.'08    | 1,654,600<br>down 126,400 / (7.1) % vs. YTD '08     |

<sup>1</sup> The Euro 19 markets are: Austria, Belgium, Britain, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Spain, Sweden and Switzerland. Ford reports sales for Estonia, Latvia and Lithuania through our Finish National Sales Company, so sales data for the Baltic states is also included within Euro 19.

<sup>2</sup> The Euro 21 markets are: Euro 19 plus Russia and Turkey.

<sup>3</sup> Total Euro 51 composed of EURO 21 registrations and EDM 30 retail sales, as total EDM 30 registrations figures are not available. Industry retail sales data not available.

<sup>4</sup> EDM 30 or European Direct Markets are: Albania, Algeria, Andorra, Armenia, Azerbaijan, Belarus, Bosnia, Bulgaria, Croatia, Cyprus, Egypt, Georgia, Gibraltar, Kazakhstan, Kyrgyzstan, Lybia, Macedonia, Malta, Moldova, Montenegro, Morocco, Romania, Serbia, Slovakia, Slovenia, Tajikistan, Turkmenistan, Tunisia, Ukraine, Uzbekistan.

### December and Full Year 2009 market share<sup>5</sup>:

|               | December '09                    | YTD December '09                |
|---------------|---------------------------------|---------------------------------|
| Euro 19       | 9.2%<br>up 0.9 ppts vs. Dec.'08 | 9.1%<br>up 0.5 ppts vs. Dec.'08 |
| Total Euro 21 | 9.4%<br>up 0.9 ppts vs. Dec.'08 | 9.0%<br>up 0.6 ppts vs. Dec.'08 |

<sup>5</sup> Not available for EDM, where we base our share on non-domestic sales volumes.

December and Full Year 2009 sales by vehicle line (Euro 19 registrations)<sup>6</sup>:

| Model                           | December '09 | o/(u) December '08 | YTD December '09 | o/(u) YTD Dec. '08 |
|---------------------------------|--------------|--------------------|------------------|--------------------|
| New Ka                          | 9,100        | 7,200              | 106,300          | 102,100            |
| <b>Total Ka (prev./new)</b>     | 9,100        | 6,500              | 107,900          | 60,100             |
| New Fiesta                      | 34,100       | 15,800             | 465,100          | 405,400            |
| <b>Total Fiesta (prev./new)</b> | 34,100       | 10,500             | 469,500          | 144,400            |
| Fusion                          | 4,300        | 600                | 55,100           | (11,200)           |
| Focus                           | 22,500       | 3,000              | 301,500          | (49,900)           |
| Focus CC                        | 200          | (500)              | 7,600            | (3,500)            |
| C-Max                           | 5,100        | (800)              | 74,100           | (33,600)           |
| Kuga                            | 5,700        | 2,200              | 63,900           | 37,400             |
| Mondeo                          | 8,500        | (100)              | 114,400          | (48,600)           |
| S-Max                           | 4,000        | 700                | 43,100           | (11,800)           |
| Galaxy                          | 1,800        | 300                | 26,300           | (4,800)            |
| Transit                         | 8,500        | (700)              | 117,700          | (50,300)           |
| Transit Connect                 | 2,900        | -                  | 37,000           | (18,800)           |
| Ranger                          | 800          | (100)              | 12,100           | (3,000)            |

<sup>6</sup> Figures do not include vehicles such as the Fiesta Van, Maverick, Explorer imports and Turkish-built Cargo heavy trucks.

## Ford Top 5 markets ranked by December/Full Year 2009 volume (in regs.), plus Russia:

| Market      | December '09 |           |        |            | YTD December '09 |           |        |           |
|-------------|--------------|-----------|--------|------------|------------------|-----------|--------|-----------|
|             | Volume       | o/(u) '08 | Share  | o/(u) '08  | Volume           | o/(u) '08 | Share  | o/(u) '08 |
| 1. Britain  | 25,700       | 4,200     | 15.4 % | (1.2) ppts | 372,400          | (33,800)  | 16.8 % | 0.4 ppts  |
| 2. Germany  | 19,300       | 700       | 8.3 %  | 0.8        | 308,100          | 66,900    | 7.6 %  | 0.6       |
| 3. Italy    | 16,800       | 4,800     | 9.2 %  | 1.7        | 224,700          | 36,600    | 9.5 %  | 1.8       |
| 4. Turkey   | 15,600       | 8,600     | 17.1 % | 1.3        | 86,800           | 9,800     | 15.1 % | 0.4       |
| 5. France   | 15,000       | 4,900     | 5.6 %  | 0.3        | 153,200          | 16,300    | 5.7 %  | 0.4       |
| 7... Russia | 7,000        | (10,800)  | 5.9 %  | (2.2)      | 82,100           | (104,800) | 5.5 %  | (0.6)     |

## Top 5 markets ranked by Ford's share in December and Full Year 2009:

| Market     | December '09 |           |        |           | YTD December '09 |           |         |           |
|------------|--------------|-----------|--------|-----------|------------------|-----------|---------|-----------|
|            | Share        | o/(u) '08 | Volume | o/(u) '08 | Share            | o/(u) '08 | Volume  | o/(u) '08 |
| 1. Ireland | 25.2 %       | 2.6 ppts  | 100    | -         | 15.7 %           | 2.0 ppts  | 10,700  | (14,800)  |
| 2. Denmark | 17.4 %       | 8.4       | 2,100  | 1,100     | 10.3 %           | 2.8       | 13,400  | (1,000)   |
| 3. Turkey  | 17.1 %       | 1.3       | 15,600 | 8,600     | 15.1 %           | 0.4       | 86,800  | 9,800     |
| 4. Britain | 15.4 %       | (1.2)     | 25,700 | 4,200     | 16.8 %           | 0.4       | 372,400 | (33,800)  |
| 5. Norway  | 13.2 %       | 2.9       | 1,700  | 600       | 9.9 %            | 0.5       | 12,600  | (1,800)   |

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## Ford of Europe

### Corporate 2009:

- In 2008, Ford of Europe's automotive operations reported a profit of \$1.06 billion (excl. special items). This was the fifth consecutive year of profit, the fourth consecutive year-over-year profit improvement and the first year with a profit of more than \$1 billion since 1989 (when we made \$1.69 billion profit).
- As with the second half 2008, first quarter 2009 results were affected significantly by the dramatic lower demand for - and production of - vehicles as a consequence of the economic downturn affecting the European markets and the automotive industry. Ford of Europe's automotive operations reported a loss of \$550 million for the first quarter of 2009.
- In the second quarter 2009, Ford of Europe returned to a profit of \$138 million. Compared with Q1 2009, Ford of Europe profitability improved by \$688 million - a significant achievement given the difficult economic conditions.
- Thanks to its strong product portfolio - led by the new Fiesta - Ford of Europe increased its year-over-year sales volume in September 2009 - for the fourth month in row, outperforming the industry.
- Ford has constantly increased its market share and consolidated its position as Europe's No 2 best-selling brand.
- Despite the positive impact of various national vehicle scrappage schemes, the underlying market remains weak.
- Ford strongly believes that these incentive schemes should continue for as long as practically possible, and then be phased out in an orderly manner to avoid any dramatic reduction in market demand that could damage the still fragile improvement we have seen in recent months.
- In addition, national governments and the EU need to continue to support all industries in the automotive value chain through innovative tools until the economic crisis has ended.
- In the meantime, we will continue to take decisive measures to sustain a viable business for the future, including bringing our production capacity in line with demand and reducing structural costs to safeguard future product plans.
- Based upon the strategy that has been so successful in Europe in recent years, and on the decisive measures taken so far to address the economic crisis since it appeared, we are confident that we are in a position to emerge as a stronger and more competitive business once the economic situation improves and to sustain a viable business for the future.

### Product:

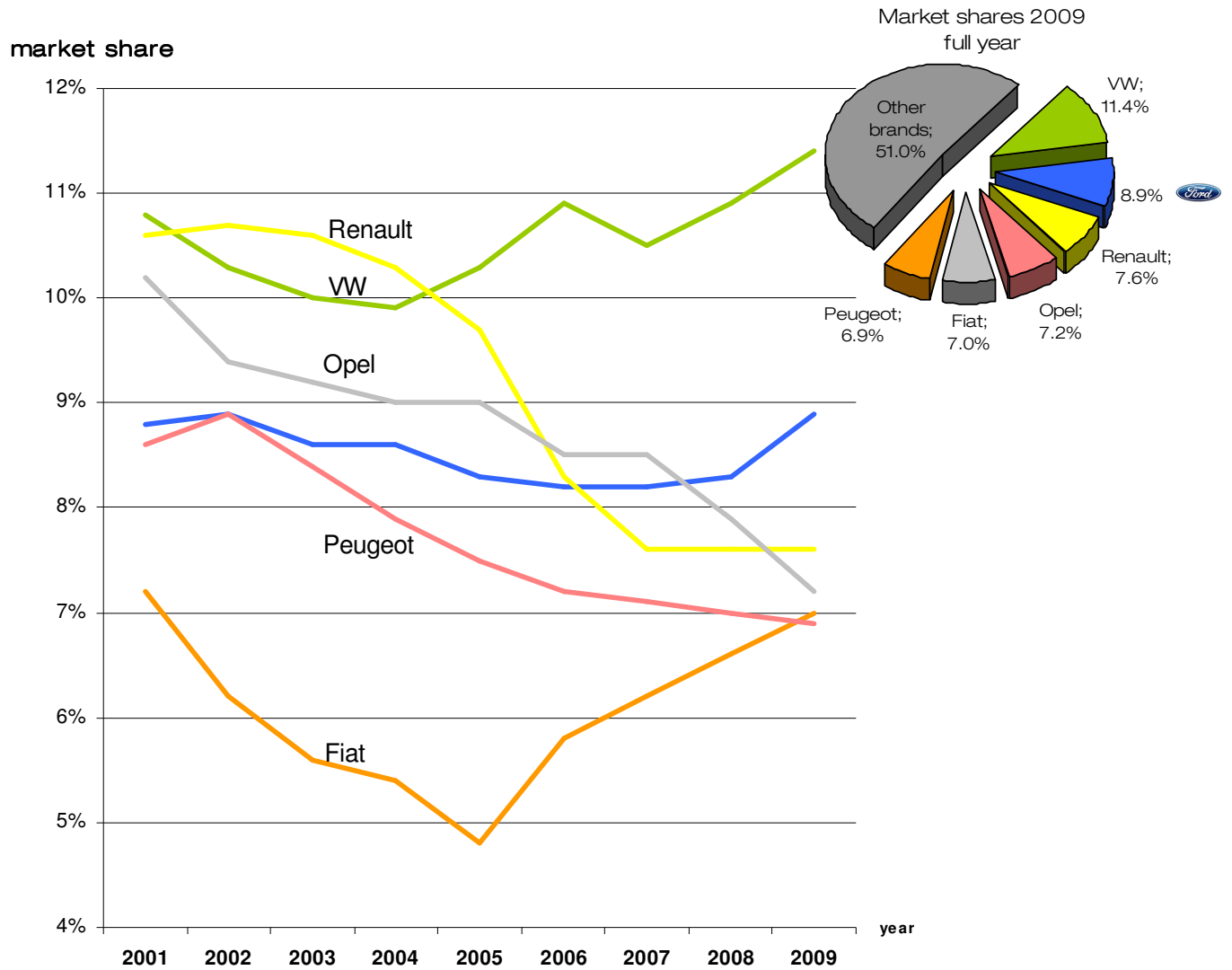
- Ford of Europe has entered 2009 with its strongest vehicle line-up ever, as 2008 was a record year of new product introductions (20 new products and derivatives). Between 2006 and 2008 we refreshed or renewed every model in our car portfolio. 2009 will see the company focus on establishing these new vehicles in the markets.
- Given the ongoing weak economic climate, this was a good time to introduce smaller, fuel-efficient cars like the new Fiesta (launched in autumn) and new Ka (launched towards the end of last year).
- The Ford ECOnetic line of vehicles (Fiesta, Focus and Mondeo) come with best-in-class or among best-in-class low fuel consumption and CO2 emissions and at affordable prices.
- Outstandingly positive media reviews for Focus RS and new versions of Transit Connect, Ranger and Transit ECOnetic - all of which have been successfully launched during the first half of this year.
- We unveiled the new Ford C-MAX (Compact, plus the Grand version for Europe and NA). On schedule for 2010 European launch.
- Ford announced that in 2010 it will launch the first of its range of new-generation EcoBoost direct-injection petrol engines to be built at Bridgend (1.6-litre) and Valencia (2.0-litre). A further, advanced lower-displacement EcoBoost engine will follow in the near future and be built both at Ford's Cologne Engine Plant and its Craiova Plant in Romania.

### Sustainability:

- Ford is committed to make mobility more sustainable. By offering high-volume, affordable solutions for millions of customers, we can make a real difference and a meaningful contribution to reducing the carbon footprint of Ford and its customers.
- In Europe Ford is offering a portfolio of environmentally advanced, low-CO2 vehicle technologies:
  - Ford ECOnetic line of vehicles, with best-in-class to amongst-best-in-class low fuel consumption/CO2 emissions. The successful passenger car ECOnetic variants of Fiesta, Focus and Mondeo, will be complemented by the Ford Transit ECOnetic and the recently presented next generation Focus ECOnetic with ultra low 99 g/km CO2 emissions.
  - Compressed Natural Gas (CNG) and Liquefied Petroleum Gas (LPG) Vehicles - Depending on local market conditions, Ford offers factory fitted CNG and LPG variants of Fiesta, Focus, C-MAX, Mondeo and Transit.
  - Flexifuel Vehicles (FFVs) - Ford is offering one of the broadest FFV portfolios in Europe with Flexifuel variants of the Focus, C-MAX, Mondeo, S-MAX and Galaxy. Ford's FFVs run on E85 (85 per cent bio-ethanol; 15 per cent petrol), petrol only, or any mix of both in one fuel tank (making them flexible in terms of choice of fuel and operation). Ford supports sustainable production and supply of biofuels.
- Ford of Europe has produced the first of fifteen Focus Battery Electric Vehicle prototypes for participation in the UK Low Carbon Vehicle scheme from 2010 on to evaluate the technology's suitability for potential future application in Ford's European passenger car range.
- Ford continues to work on a portfolio of technologies, fully recognizing there is no single solution. In the near and mid term, our focus will be on the electrification of vehicles (including diesel stop/start, hybrid, plug-in hybrid technology and battery electric vehicles), as well as on the further optimization of conventional technologies that have the potential to deliver positive effects on the carbon footprint for millions of customers in the foreseeable future.

## BEST-SELLING CARMAKERS IN EUROPE: MARKET SHARE DEVELOPMENT 2001 - 2009

Source: Western European passenger car registrations  
(based on data published by ACEA<sup>1</sup>, European Automobile Manufacturers' Association, www.acea.be)



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## Ford of Europe Manufacturing Facilities:

### Body & Assembly Plants

| Plant / Employees   | Products  |
|---|---|
| <b>Cologne Body &amp; Assembly</b> (Germany)<br>4,405 employees                                   | Fiesta, Fusion  |
| <b>Ford Vsevolozhsk Assembly</b><br>Leningrad Region / St. Petersburg (Russia)<br>2,665 employees | Focus, Mondeo   |
| <b>Ford Otosan Assembly</b> (Joint Venture), (Turkey)<br>7,534 employees                          | Transit, Transit Connect  |
| <b>Genk Body &amp; Assembly</b> (Belgium)<br>4,731 employees                                      | Mondeo, S-MAX, Galaxy   |
| <b>Saarlouis Body &amp; Assembly</b> (Germany)<br>6,524 employees                                 | Focus, Focus ST, C-MAX, Kuga  |
| <b>Southampton Body &amp; Assembly</b> (United Kingdom)<br>1,120 employees                        | Transit   |
| <b>Valencia Body &amp; Assembly</b> (Spain)<br>6,180 employees                                    | Fiesta, Focus   |
| <b>Craiova</b> (Romania)<br>3,900 employees   | Ford acquired legal ownership on March 21, 2008<br>Transit Connect as of September 2009 |

### Engine Plants

| Plant / Employees  | Products   |
|--|--|
| <b>Bridgend Engine – South Wales</b><br>(United Kingdom)<br>1,959 employees                      | 1.25 L 4-cyl. Zetec SE – Fiesta<br>1.4 L 4-cyl. Zetec SE – Fiesta, Fusion, Focus<br>1.6 L 4-cyl. Zetec SE – Fusion, Focus, C-MAX, Volvo C30, Volvo S40, Volvo V50<br>1.6 L Zetec SE-VCT – Fiesta, Focus, Mondeo<br>3.0 L Turbo I6 – Volvo S80, V70, XC70<br>3.2 L I6 – Volvo S80, V70, XC60, XC70, XC90, also engines for Jaguar & Land Rover<br>4.2 L V8 – supplied to Jaguar and Land Rover<br>4.4 L V8 – supplied to Land Rover<br>5.0 L V8 – supplied to Jaguar and Land Rover               |
| <b>Valencia Engine</b> (Spain)<br>469 employees  | 1.8 L 4-cyl. Duratec HE – Focus, C-MAX, Mondeo, Volvo C30, S40, V50<br>2.0 L 4-cyl. Duratec HE – Mondeo, S-MAX, Galaxy, Focus, C-MAX, Volvo C30, S40, V50, V70, S80<br>2.3 L 4-cyl. Duratec HE – Mondeo, S-MAX, Galaxy, Transit  |
| <b>Cologne Engine</b> (Germany)<br>953 employees   | 4.0 L V-6 SOHC - Explorer, Ranger, Mustang, Explorer Sport Trac, Mazda B-Series<br>also engines for Land Rover, Mercury Mountaineer (North America only)   |
| <b>Dagenham Engine</b> (United Kingdom)<br>1,994 employees                                       | 1.4 L TDCi – Fiesta, Focus<br>1.6 L TDCi – Fiesta, Fusion, Focus, C-MAX, Mazda 2, Mazda 3, Volvo C30, S40, V50<br>1.8 L TDCi – Focus, C-MAX, Transit Connect, Galaxy, Mondeo, S-MAX<br>2.2 L TDCi – Transit, supplied to Jaguar and Land Rover<br>2.4 L TDCi – Transit, also supplied to Jaguar and Land Rover<br>2.7 L V6 Diesel – supplied to Jaguar, Land Rover and PSA<br>3.0 L V6 Diesel – supplied to Jaguar and Land Rover and PSA<br>3.6 L V8 Diesel – supplied to Jaguar and Land Rover |
| <b>Ford Otosan Engine and Transmission</b><br>Inönü (Joint Venture), (Turkey)<br>1,608 employees | 7.3 L / 9.0 L I6 Diesel – Cargo Van<br>2.4 L 4-cyl. Duratorq – Transit<br>3.2 L 5-cyl. Duratorq – Transit<br>MT75 Transmissions – Transit  |

## Transmission Plants

| Plant / Employees   | Products   |
|---|--|
| <b>Bordeaux Automatic Transmission</b><br>(France)  | <i>Note: Plant no longer owned by Ford, effective May 1, 2009. Sold to HZ Holding. Now called First Aquitaine Transmissions (FAI).</i>   |
| <b>Bordeaux Transaxle</b> (France)<br>818 employees<br>Note: 50/50 JV Ford/Getrag                       | <b>IB5 Transaxles:</b> Fiesta, Fusion, Focus, C-MAX, Fusion, Mondeo, Volvo C30, S40, V50, Mazda 2<br><b>IB5 ASM Transaxles:</b> Fiesta, Fusion   |
| <b>Cologne Transmission</b> (Germany)<br>1,521 employees<br>Note: 50/50 JV Ford/Getrag                  | <b>MTX75 Transmissions:</b> Focus, C-MAX, Mondeo, Transit Connect, S-MAX, Galaxy, also transmissions for Jaguar, Mazda3, Volvo C30, S40, V50, V70, S80<br><b>VXT75/VMT6 Transmissions:</b> Transit<br><b>MMT6 Transmissions:</b> Mondeo, Focus, C-MAX, Galaxy, S-MAX, Volvo, C30, S40, V50, C70, also transmissions for Jaguar<br><b>M66:</b> Focus, Mondeo, S-MAX, Kuga, Volvo C30, V50, S60, V70, S80, S40, C70, XC60, XC70, XC90, also transmissions for Land Rover |
| <b>Halewood Transmission</b><br>(United Kingdom)<br>699 employees<br>Note: 50/50 JV Ford/Getrag         | <b>IB5 Transaxles:</b> Fiesta, Fusion<br><b>MT75 Transmissions:</b> Transit<br><b>MT82 Transmissions:</b> Transit, also transmissions for Land Rover   |
| <b>Kechnec Transmission</b><br>Kechnec/Kosice (Slovakia)<br>755 employees<br>Note: 50/50 JV Ford/Getrag | <b>MPS6 Transmissions:</b> Ford Focus and C-MAX, Volvo C30, C70, V50, S40<br><b>SPS6 Transmissions</b>   |

## Tool &amp; Die Plants / Stamping Plants

| Plant / Employees  | Products  |
|--|---|
| <b>Cologne Tool &amp; Die</b> (Germany)<br>927 employees                 | Stamping dies, fixtures, jigs, soft tooling and die repairs for all Ford vehicles |
| <b>Dagenham Stamping Operations</b><br>(United Kingdom)<br>972 employees | Panels, sub-assemblies, wheels  |

## Casting/Forging Aluminum Plants

| Plant / Employees   | Products   |
|---|--|
| <b>Cologne Die Cast Plant</b> (Germany)<br>221 employees                    | Aluminum die castings for transmissions and engines      |
| <b>TEKFOR Cologne GmbH</b><br>380 employees<br>Note: 50/50 JV Ford/Neumayer | Gears, ring gears, shafts, chassis and engine components |

**Ford of Europe Leadership Team:**

| <b>Name</b>                | <b>Position</b>  |
|----------------------------|--|
| <b>John Fleming</b>        | Executive Vice President and Chairman and CEO, Ford of Europe      |
| <b>Joe Bakaj</b>           | Vice President, Global Product Programs and Product Development    |
| <b>Birgit Behrendt</b>     | Executive Director, Global Programs and Vice President, Purchasing |
| <b>Nick Caton</b>          | Vice President, Human Resources                                    |
| <b>Paul Landray</b>        | IT Director, Ford of Europe  |
| <b>Ken Macfarlane</b>      | Vice President, Manufacturing                                      |
| <b>Kevin O'Neill</b>       | Vice President, Quality  |
| <b>Wolfgang Schneider</b>  | Vice President, Legal, Governmental and Environmental Affairs      |
| <b>Bernard Silverstone</b> | Chairman, Ford Financial Europe                                    |
| <b>Ian Slater</b>          | Vice President, Communications & Public Affairs                    |
| <b>Ingvar Sviggum</b>      | Vice President, Marketing, Sales and Service                       |

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