

Ford of Europe Fact Sheet – February 2010

Ford Motor Company, a global automotive industry leader based in Dearborn, Mich., manufactures or distributes automobiles across six continents. With about 198,000 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.

Ford of Europe is responsible for producing, selling and servicing Ford brand vehicles in 51 individual markets and employs approximately 66,000 employees. Also in 2009, Ford was 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.

January 2010 sales volume (in registrations):

Euro 19 ¹	January '10	YTD January '10
Industry	1,200,100 up 121,400 / 11.2 % vs. Jan.'09	1,200,100 up 121,400 / 11.2 % vs. YTD '09
Ford	105,300 up 4,300 / 4.2 % vs. Jan.'09	105,300 up 4,300 / 4.2 % vs. YTD '09
Euro 21²		
Industry	1,293,100 up 73,500 / 6.0 % vs. Jan.'09	1,293,100 up 73,500 / 6.0 % vs. YTD '09
Ford	111,600 down 800 / (0.7) % vs. Jan.'09	111,600 down 800 / (0.7) % vs. YTD '09
Total Euro 51³		
Ford	112,700 down 900 / (0.8) % vs. Jan.'09	112,700 down 900 / (0.8) % vs. YTD '09

¹ 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.

² The Euro 21 markets are: Euro 19 plus Russia and Turkey.

³ 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.

⁴ 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.

January 2010 market share⁵:

	January '10	YTD January '10
Euro 19	8.8% down 0.6 ppts vs. Jan.'09	8.8% down 0.6 ppts vs. Jan.'09
Total Euro 21	8.6% down 0.6 ppts vs. Jan.'09	8.6% down 0.6 ppts vs. Jan.'09

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

January 2010 sales by vehicle line (Euro 19 registrations)⁶:

Model	January '10	o/(u) January '09	YTD January '10	o/(u) YTD Jan. '09
New Ka	8,500	3,100	8,500	3,100
Total Ka (prev./new)	8,500	2,200	8,500	2,200
New Fiesta	39,200	10,100	39,200	10,100
Total Fiesta (prev./new)	39,200	7,600	39,200	7,600
Fusion	2,800	(1,100)	2,800	(1,100)
Focus	20,500	(1,100)	20,500	(1,100)
Focus CC	100	(500)	100	(500)
C-Max	3,900	(2,100)	3,900	(2,100)
Kuga	5,700	1,200	5,700	1,200
Mondeo	8,100	(400)	8,100	(400)
S-Max	3,100	(100)	3,100	(100)
Galaxy	1,700	(100)	1,700	(100)
Transit	7,400	(1,100)	7,400	(1,100)
Transit Connect	2,700	(300)	2,700	(300)
Ranger	600	(300)	600	(300)

⁶ 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 January 2010 volume (in regs.), plus Russia:

Market	January '10				YTD January '10			
	Volume	o/(u) '09	Share	o/(u) '09	Volume	o/(u) '09	Share	o/(u) '09
1. Britain	24,900	800	15.7 %	(3.3) ppts	24,900	800	15.7 %	(3.3) ppts
2. Italy	22,500	6,100	10.2 %	0.7	22,500	6,100	10.2 %	0.7
3. Germany	13,600	(2,400)	6.9 %	(0.8)	13,600	(2,400)	6.9 %	(0.8)
4. France	11,200	400	5.4 %	(0.4)	11,200	400	5.4 %	(0.4)
5. Spain	7,000	300	8.8 %	(0.9)	7,000	300	8.8 %	(0.9)
10... Russia	2,900	(5,000)	4.1 %	(2.5)	2,900	(5,000)	4.1 %	(2.5)

Top 5 markets ranked by Ford's share in January 2010:

Market	January '10				YTD January '10			
	Share	o/(u) '09	Volume	o/(u) '09	Share	o/(u) '09	Volume	o/(u) '09
1. Ireland	16.4 %	(1.8) ppts	3,100	(200)	16.4 %	(1.8) ppts	3,100	(200)
2. Turkey	15.8 %	(0.5)	3,300	-	15.8 %	(0.5)	3,300	±0
3. Britain	15.7 %	(3.3)	24,900	800	15.7 %	(3.3)	24,900	800
4. Hungary	11.9 %	(1.3)	400	(600)	11.9 %	(1.3)	400	(600)
5. Denmark	11.8 %	2.2	1,300	400	11.8 %	2.2	1,300	400



Ford of Europe

Corporate 2010:

- Despite a difficult economic environment, Ford of Europe made a profit of \$86 million in the Full Year 2009 (excluding special items). 2009 was the sixth consecutive year of profitability for Ford of Europe.
- Following a loss of \$(550) million in the First Quarter of 2009, Ford of Europe improved its profitability in each subsequent quarter: \$138million in the Second Quarter; \$193 million in the Third Quarter; and \$305 million in the Fourth Quarter.
- Thanks to its strong product portfolio – led by the new Fiesta – Ford further strengthened its No.2 best-selling position in the European industry in 2009 (*see graphics on next page*).
- 2009 market share in the main 19 European markets rose by half a percentage point to 9.1 per cent – Ford's best European market share performance since 1998.
- The new Ford Fiesta – Ford's best selling vehicle – was Europe's No.1 top-selling small car and the No.2 best-selling car overall in Europe.
- Despite the positive impact of various national vehicle scrappage schemes, the underlying market remains weak, though.
- We will continue to take any necessary decisive measures to sustain a viable business for the future, including adjusting 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:

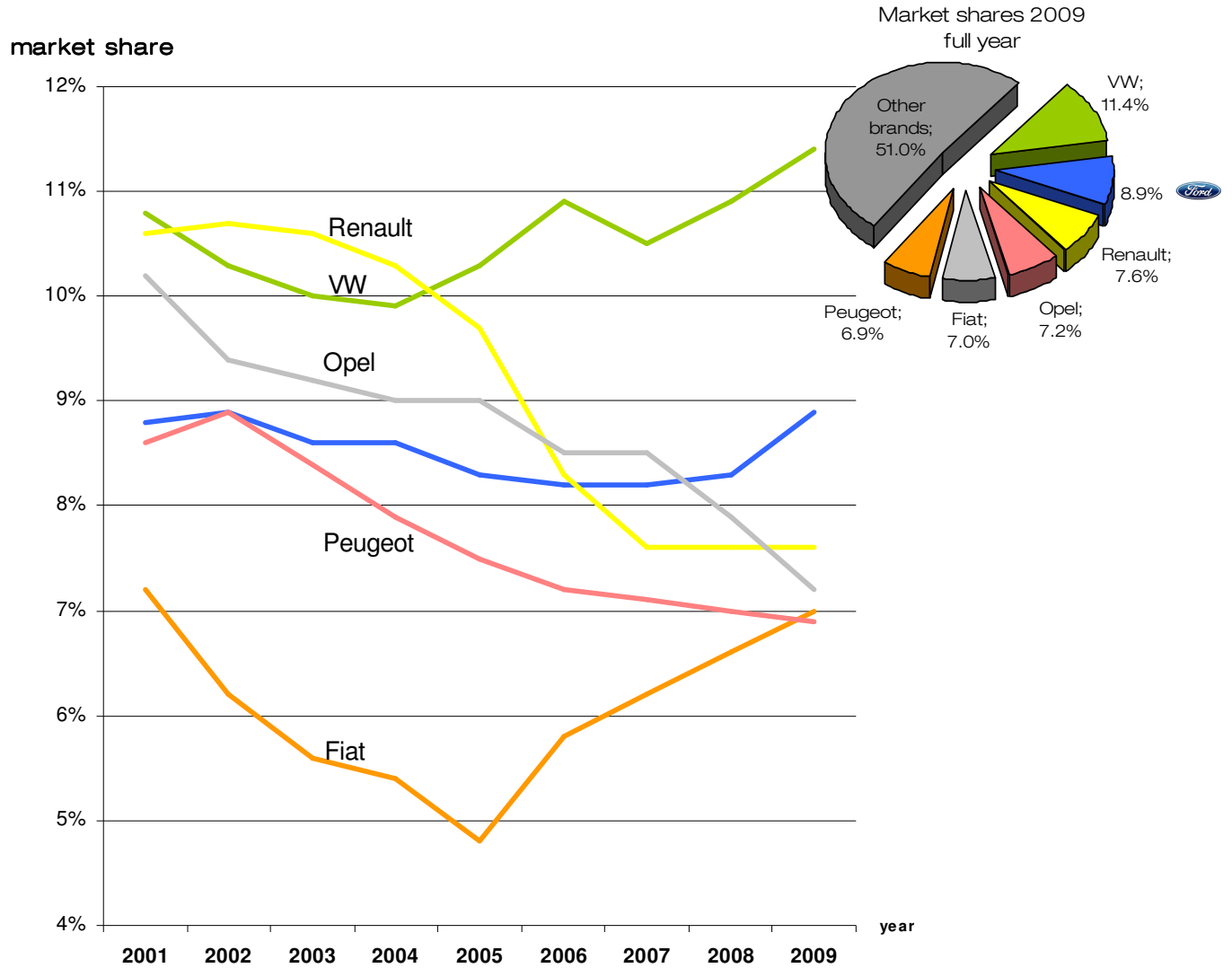
- Between 2006 and 2008 we refreshed or renewed every model in our car portfolio. In 2009 we focused on establishing our new small cars (Fiesta and Ka) in the market place, plus launching the new Focus RS performance model, new ECONetic versions of the Transit and Focus and a freshened Transit Connect.
- Given the weak economic climate in the second half of 2008, this was a good time to introduce smaller, fuel-efficient cars like the new Fiesta and new Ka – both a hit in Europe.
- In 2010, FoE will reveal more than 11 new models or derivatives, plus an unprecedented range of new technologies and innovative features across its product line-up.
- The all-new C-MAX and Grand C-MAX are the first products to be launched off Ford's new global C-Platform, from which we plan to introduce 10 distinct new models or derivatives by 2012 and we ultimately expect to achieve volume of more than two million vehicles a year around the world based on it. The first models we are confirming are the two versions of Ford's all-new C-MAX, unveiled at the Frankfurt Show last year, and the next-generation Ford Focus, unveiled at the 2010 North American International Auto Show in Detroit in early January and due for launch early in 2011.
- The new Ford S-MAX and Galaxy models were unveiled at the 2010 Brussels Motor Show in January 2010, and will be introduced later this year. Both feature the first global application of our all-new Ford EcoBoost 2.0 direct-injection turbo-charged petrol engine.
- We also announced that in 2010 we will launch two new-generation 4-cylinder 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 the 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 ACEA¹, European Automobile Manufacturers' Association, www.acea.be)



Feel the difference



Ford of Europe Manufacturing Facilities:

Body & Assembly Plants

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

Engine Plants

Plant / Employees	Products
Bridgend Engine – South Wales (United Kingdom) 1,934 employees	1.25 L 4-cyl. Zetec SE – Fiesta 1.4 L 4-cyl. Zetec SE – Fiesta, Fusion, Focus 1.6 L 4-cyl. Zetec SE – Fusion, Focus, C-MAX, Volvo C30, Volvo S40, Volvo V50 1.6 L Zetec SE-VCT – Fiesta, Focus, Mondeo 3.0 L Turbo I6 – Volvo S80, V70, XC70 3.2 L I6 – Volvo S80, V70, XC60, XC70, XC90, also engines for Jaguar & Land Rover 4.2 L V8 – supplied to Jaguar and Land Rover 4.4 L V8 – supplied to Land Rover 5.0 L V8 – supplied to Jaguar and Land Rover
Valencia Engine (Spain) 471 employees	1.8 L 4-cyl. Duratec HE – Focus, C-MAX, Volvo C30, S40, V50 2.0 L 4-cyl. Duratec HE – Mondeo, S-MAX, Galaxy, Focus, C-MAX, Transit Connect, Volvo C30, S40, V50, V70, S80 2.3 L 4-cyl. Duratec HE – Mondeo, S-MAX, Galaxy, Transit
Cologne Engine (Germany) 863 employees	4.0 L V-6 SOHC - Explorer, Ranger, Mustang, Explorer Sport Trac, Mazda B-Series also engines for Land Rover, Mercury Mountaineer (North America only)
Dagenham Engine (United Kingdom) 1,898 employees	1.4 L TDCi – Fiesta, Focus 1.6 L TDCi – Fiesta, Fusion, Focus, C-MAX, Ecosport (FSAO), Mazda 2, Mazda 3, Volvo C30, S40, V50, S80 1.8 L TDCi – Focus, C-MAX, Transit Connect, Galaxy, Mondeo, S-MAX 2.2 L TDCi – Transit, supplied to Jaguar and Land Rover 2.4 L TDCi – Transit, also supplied to Jaguar and Land Rover 2.7 L V6 Diesel – supplied to Jaguar, Land Rover and PSA 3.0 L V6 Diesel – supplied to Jaguar and Land Rover and PSA 3.6 L V8 Diesel – supplied to Jaguar and Land Rover
Ford Otosan Engine and Transmission Inönü (Joint Venture), (Turkey) 1,149 employees	7.3 L / 9.0 L I6 Diesel – Cargo Van 2.2 / 2.4 L 4-cyl. Duratorq – Transit 3.2 L 5-cyl. Duratorq – Transit MT75 Transmissions – Transit

Transmission Plants

Plant / Employees	Products
Bordeaux Transaxle (France) 840 employees Note: 50/50 JV Ford/Getrag	IB5 Transaxles: Fiesta, Fusion, Focus, C-MAX, Mondeo, Volvo C30, S40, V50, Mazda 2 IB5 ASM Transaxles: Fiesta, Fusion
Cologne Transmission (Germany) 1,540 employees Note: 50/50 JV Ford/Getrag	MTX75 Transmissions: Focus, C-MAX, Mondeo, Transit Connect, S-MAX, Galaxy, also transmissions for Jaguar, Mazda3, Volvo C30, S40, V50, V70, S80 VXT75/VMT6 Transmissions: Transit MMT6 Transmissions: Mondeo, Focus, C-MAX, Galaxy, S-MAX, Volvo, C30, S40, V50, C70, also transmissions for Jaguar M66: Focus, Mondeo, S-MAX, Galaxy, Kuga, Volvo C30, V50, S60, V70, S80, S40, C70, XC60, XC70, XC90, also transmissions for Land Rover
Halewood Transmission (United Kingdom) 688 employees Note: 50/50 JV Ford/Getrag	IB5 Transaxles: Fiesta, Fusion MT75 Transmissions: Transit MT82 Transmissions: Transit, also transmissions for Land Rover
Kechnec Transmission Kechnec/Kosice (Slovakia) 674 employees Note: 50/50 JV Ford/Getrag	MPS6 Transmissions: Ford Focus and C-MAX, Volvo C30, C70, V50, S40 SPS6 Transmissions

Tool & Die Plants / Stamping Plants

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

Casting/Forging Aluminum Plants

Plant / Employees	Products
Cologne Die Cast Plant (Germany) 224 employees	Aluminum die castings for transmissions and engines
TEKFOR Cologne GmbH 374 employees Note: 50/50 JV Ford/Neumayer	Gears, ring gears, shafts, chassis and engine components



Ford of Europe Leadership Team:

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

Ford of Europe Communications & Public Affairs Contacts:

Ian Slater	Vice President, C&PA Phone 49-221-901-9294 Fax 49-221-901-9938 Mobile 49-160-535-8601 E-mail islater@ford.com
Paul Harrison	Executive Director, C&PA Phone 44-7753-872-886 Fax 44-1268-401-931 Mobile 44-7753-87-2886 E-mail pharris5@ford.com
John Gardiner	Director, News Operations Phone 49-221-901-9985 Fax 49-221-901-9831 Mobile 49-171-768-2975 E-mail jgardin2@ford.com
Tim Holmes	Executive Director, C&PA Ford of Britain Phone 44-1277-25-2506 Fax 44-1277-25-1306 Mobile 44-776-4386561 E-mail tholme13@ford.com
Wolfgang Riecke	Executive Director, C&PA Ford of Germany Phone 49-221-901-6015 Fax 49-221-901-5820 Mobile 49-170-338-0500 E-mail wriecke@ford.com

