

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.

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

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.

December and Full Year 2009 market share⁵:

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

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

Feel the difference



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

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
Total Ka (prev./new)	9,100	6,500	107,900	60,100
New Fiesta	34,100	15,800	465,100	405,400
Total Fiesta (prev./new)	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)

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 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)

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:

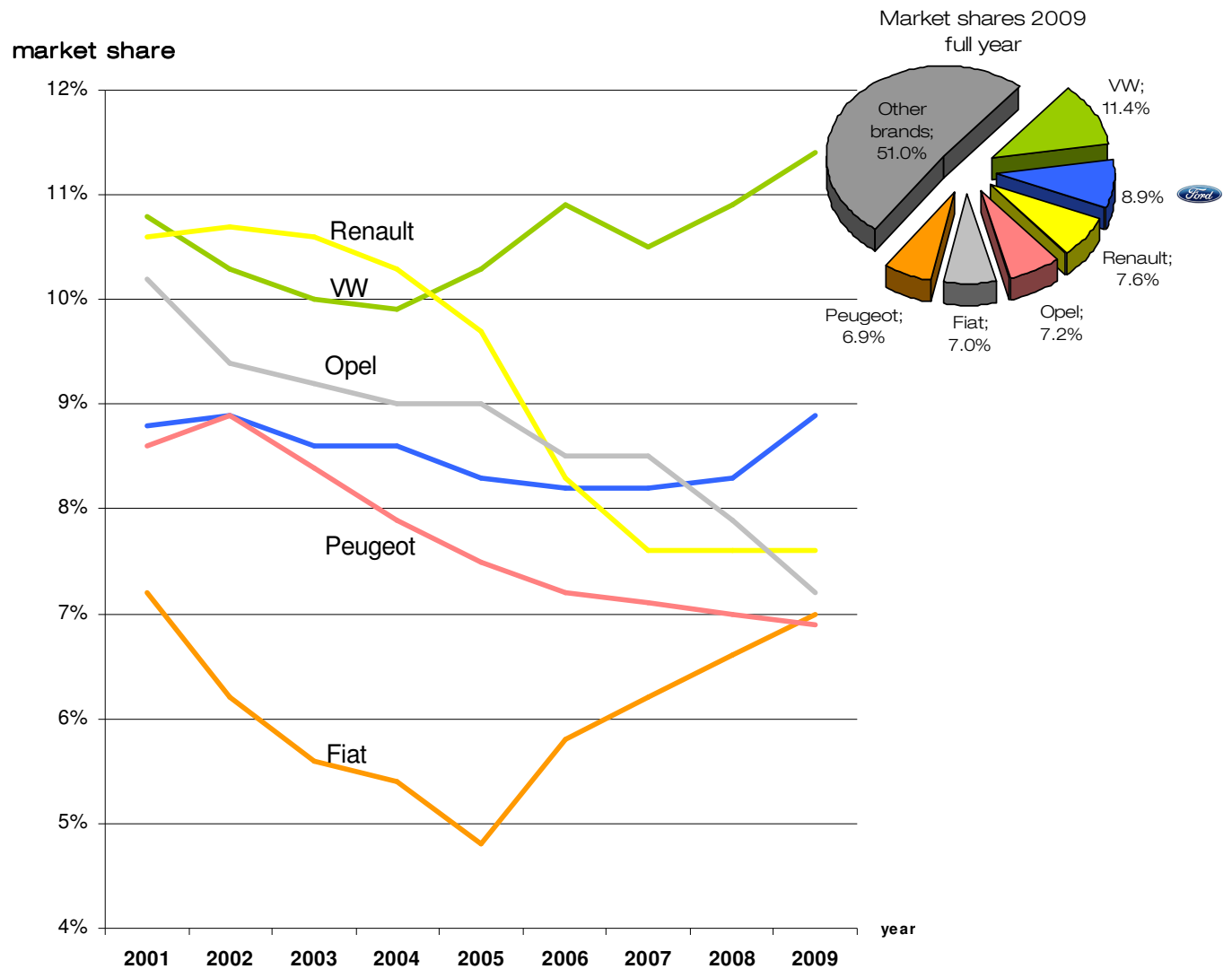
- Ford of Europe has entered 2009 with its strongest vehicle line-up ever, as 2008 was a record year of new product introductions (20 new products and derivatives). Between 2006 and 2008 we refreshed or renewed every model in our car portfolio. 2009 will see the company focus on establishing these new 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 or 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)



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) 1,959 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) 469 employees	1.8 L 4-cyl. Duratec HE – Focus, C-MAX, Mondeo, Volvo C30, S40, V50 2.0 L 4-cyl. Duratec HE – Mondeo, S-MAX, Galaxy, Focus, C-MAX, Volvo C30, S40, V50, V70, S80 2.3 L 4-cyl. Duratec HE – Mondeo, S-MAX, Galaxy, Transit
Cologne Engine (Germany) 953 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) 1,994 employees	1.4 L TDCi – Fiesta, Focus 1.6 L TDCi – Fiesta, Fusion, Focus, C-MAX, Mazda 2, Mazda 3, Volvo C30, S40, V50 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) 1,608 employees	7.3 L / 9.0 L I6 Diesel – Cargo Van 2.4 L 4-cyl. Duratorq – Transit 3.2 L 5-cyl. Duratorq – Transit MT75 Transmissions – Transit

Transmission Plants

Plant / Employees	Products
Bordeaux Automatic Transmission (France)	<i>Note: Plant no longer owned by Ford, effective May 1, 2009. Sold to HZ Holding. Now called First Aquitaine Transmissions (FAI).</i>
Bordeaux Transaxle (France) 818 employees Note: 50/50 JV Ford/Getrag	IB5 Transaxles: Fiesta, Fusion, Focus, C-MAX, Fusion, Mondeo, Volvo C30, S40, V50, Mazda 2 IB5 ASM Transaxles: Fiesta, Fusion
Cologne Transmission (Germany) 1,521 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, Kuga, Volvo C30, V50, S60, V70, S80, S40, C70, XC60, XC70, XC90, also transmissions for Land Rover
Halewood Transmission (United Kingdom) 699 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) 755 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) 221 employees	Aluminum die castings for transmissions and engines
TEKFOR Cologne GmbH 380 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