



## Our Operations

During 2008 we:

- Sold approximately 5.4 million vehicles
- Employed about 213,000 people
- Worked with over 11,000 suppliers

- ▼ OUR OPERATIONS
  - Products and Services
  - Manufacturing
  - Our Value Chain and Its Impacts

Ford Motor Company, which has manufacturing facilities in 23 countries on six continents, built more than 5.4 million vehicles in 2008. Browse this section to learn more about our business, our locations and the impacts of our operations.

### [Products and Services](#)

Find out more about the Company's core and affiliated automotive brands, which include Ford, Lincoln, Mercury and Volvo. The Company provides financial services through Ford Motor Credit Company.

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### [Manufacturing](#)



We produce our products in facilities operated by Ford Motor Company and/or joint ventures. This section lists our manufacturing plants by geographic location and by plant type.

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### [Our Value Chain and Its Impacts](#)

We have analyzed the most significant sustainability issues we face and the impacts they have at the various stages of our value chain. Some issues do not pertain to a particular life-cycle stage; a number of others apply across the whole value chain.

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## Products and Services

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- Financial Services
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#### Manufacturing

#### Our Value Chain and Its Impacts

We market our vehicles under the company's core and affiliated automotive brands to include Ford, Lincoln, Mercury, Volvo and Mazda. The company provides financial services through Ford Motor Credit Company. Quality Care, Motorcraft, Quick Lane and Extended Service Plan provide customer service support to our dealers. For more information regarding Ford's products, please visit [www.ford.com](http://www.ford.com).

### Global Products

Ford offers exciting vehicles in all regions of the world.

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### Automotive Brands





### Financial Services



### Customer Services





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## Global Products

Ford offers exciting vehicles in all regions of the world. Use this [interactive map](#) to explore our global product portfolio.

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## Automotive Brands

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Ford Lincoln Mercury Volvo



Dealers *	11,827
Markets	110
Retail vehicle sales	4,765,528
Sales mix	
North America	42%
Europe	38%
Asia Pacific	9%
South America	9%
Rest-of-world	2%
Customer assistance	+1 (800) 392-3673 <a href="http://www.fordvehicles.com">www.fordvehicles.com</a>



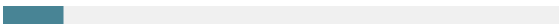
Dealers *	1,427
Markets	30
Retail vehicle sales	118,462
Sales mix	
North America	98%
Rest-of-world	2%
Customer assistance	+1 (800) 521-4140 <a href="http://www.lincoln.com">www.lincoln.com</a>



Dealers *	1,871
Markets	20
Retail vehicle sales	129,839
Sales mix	
North America	94%
Rest-of-world	6%
Customer assistance	+1 (800) 392-3673 <a href="http://www.mercuryvehicles.com">www.mercuryvehicles.com</a>



Dealers *	2,341
Markets	103
Retail vehicle sales	385,185
Sales mix	
North America	22%
Europe	65%

Asia Pacific		11%
Rest-of-world		2%

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Customer assistance    +1 (800) 458-1552  
[www.volvocars.com](http://www.volvocars.com)  
[customercare@volvoforlife.com](mailto:customercare@volvoforlife.com)

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\* Because many of these dealerships distribute more than one of our brands from the same sales location, a single dealership may be counted under more than one brand.

## Financial Services

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Operations Provides a wide variety of dealer and customer financing products and services globally in support of Ford Motor Company vehicle sales

One of the world's largest automotive finance companies, with managed receivables of \$118 billion at year-end 2008

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Customer assistance +1 (800) 727-7000  
[www.fordcredit.com](http://www.fordcredit.com)

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## Customer Services

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Genuine Parts & Service | Motorcraft | Custom Accessories | Extended Service Plan | Quick Lane



**Operations** A total service experience for Ford, Lincoln and Mercury owners available only at Ford and Lincoln Mercury dealerships – designed to deliver customer satisfaction and repeat purchase intent

Parts engineered to Ford Motor Company specifications

Technicians trained and certified specifically on Ford, Lincoln and Mercury vehicles

**Customer assistance** Ford/Mercury  
+1 (800) 392-3673

Lincoln  
+1 (800) 521-4140

[www.genuineservice.com](http://www.genuineservice.com)  
[www.ford.com](http://www.ford.com)



**Operations** Motorcraft Parts  
New and remanufactured parts designed, engineered and recommended by Ford Motor Company and available in Ford, Lincoln and Mercury franchised dealerships, Ford authorized distributors and thousands of major retail and repair locations



**Operations** Custom Accessories  
Wide variety of customer accessories designed to personalize Ford, Lincoln and Mercury vehicles

**Customer assistance** [www.fordaccessories.com](http://www.fordaccessories.com)  
[www.lincolnaccessories.com](http://www.lincolnaccessories.com)  
[www.mercuryaccessories.com](http://www.mercuryaccessories.com)



**Operations** Extended Service Business  
Providing comprehensive vehicle service contract and maintenance programs

Ford Extended Service Plan (ESP)  
Major customers include Ford, Lincoln and Mercury vehicle dealers, commercial customers and fleets of Ford Motor Company vehicles

**Customer assistance** ESP  
+1 (800) 521-4144  
[www.genuineservice.com](http://www.genuineservice.com)



**Operations** Quick Lane®

Quick Lane® Tire & Auto Centers provide automotive quick services for all makes and models. Quick Lane's® nationwide network of over 500 facilities provides the convenience of an aftermarket company (no appointment necessary, service while you wait, evening and weekend hours, competitive prices) with the confidence of a major automotive manufacturer (quality parts, factory-trained technicians). Quick Lane® is a registered trademark of Ford Motor Company. For more information, visit [www.quicklane.com](http://www.quicklane.com).

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## Geographical Directory

Ford Motor Company has manufacturing facilities in 23 countries on six continents.



Select a region using the tabs above, or by clicking on the map below.



Ford's World Headquarters are located at:

Ford Motor Company  
One American Road  
Dearborn  
Michigan  
48126  
USA

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## Canada

### Assembly plants

#### Oakville Assembly

Oakville, Ontario

Total employment: 3,820

Products: Ford Edge, Ford Flex, Lincoln MKX, Lincoln MKT (Summer 2009)

Year opened: 1953

Plant size (sq ft): 5,464,000

Site size: 487 acres

#### St. Thomas Assembly

St. Thomas, Ontario

Total employment: 2,460

Products: Ford Crown Victoria, Mercury Grand Marquis, Lincoln Town Car

Year opened: 1967

Plant size (sq ft): 2,600,000

Site size: 635 acres

## Engine Plants

### Windsor Engine

Windsor, Ontario

Total employment: 1,850

Products: 5.4-liter V8 2-valve and 3-valve engines, 6.8-liter V10 2-valve and 3-valve engines

Year opened: 1923

Plant size (sq ft): 2,100,000

Site size: 38,746

## Casting/Forging Aluminum Plants

### Essex Aluminum (*Joint venture – 25% Ford/75% Nemak*)

Windsor, Ontario

Total employment: 940

Products: Cylinder heads

Year opened: 1981

Plant size (sq ft): 500,000

Site size: 53 acres

### Windsor Casting

Windsor, Ontario

Total employment: 600

Products: Cylinder blocks and crankshafts

Year opened: 1934

Plant size (sq ft): 500,000

Site size: 22 acres

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## Mexico

### Assembly Plants

#### Cuautitlan Assembly

Cuautitlan

Products: Ford Fiesta (early 2009)

Year opened: 1970

Plant size (sq ft): 4,000,000

#### Hermosillo Stamping and Assembly

Hermosillo, Sonora

Total employment: 3,335

Products: Fusion, Fusion Hybrid, Milan, Milan Hybrid, MKZ

Year opened: 1986

Plant size (sq ft): 1,650,307

Site size: 279 acres

## Engine plants

### Chihuahua Engine

Chihuahua

Total employment: 690

Products: 2.0 and 2.3-liter Duratec engine

Year opened: 1983

Plant size (sq ft): 727,000

Site size: 247 acres

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## United States

### Assembly Plants

#### AutoAlliance International, Inc. (*Joint venture – 50% Ford/50% Mazda*)

Flat Rock, Michigan

Total employment: 3,500

Products: Ford Mustang, Mazda6

Year opened: 1987

Plant size (sq ft): 2,700,000

Site size: 400 acres

#### Chicago Assembly Plant

Chicago, Illinois

Total employment: 1,560  
Products: Lincoln MKS, Ford Taurus  
Year opened: 1924  
Plant size (sq ft): 2,700,000  
Site size: 113 acres

Dearborn Tool and Die  
Dearborn, Michigan  
Total employment: 828  
Year opened: 1939  
Plant size (sq ft): 375,000  
Site size: 9 acres

Dearborn Truck Plant  
Dearborn, Michigan  
Total employment: 3,200  
Products: Ford F-150 pickups  
Year opened: 2004  
Plant size (sq ft): 2,300,000  
Site size: 600 acres

Kansas City Assembly Plant  
Claycomo, Missouri  
Total employment: 4,440  
Products: Ford Escape, Ford Escape Hybrid, Mercury Mariner, Mercury Mariner Hybrid, Mazda Tribute, Ford F-150  
Year opened: 1951  
Plant size (sq ft): 4,734,765  
Site size: 1,269 acres

Kentucky Truck Plant  
Louisville, Kentucky  
Total employment: 3,847  
Products: F-250-F-550, Super Duty pickups, Ford Expedition, Lincoln Navigator  
Year opened: 1969  
Plant size (sq ft): 4,626,490  
Site size: 500 acres

Louisville Assembly Plant  
Louisville, Kentucky  
Total employment: 1,550  
Products: Ford Explorer, Mercury Mountaineer, Ford Explorer Sport Trac  
Year opened: 1955  
Plant size (sq ft): 3,154,173  
Site size: 180 acres

Michigan Assembly Plant  
Wayne, Michigan  
Currently closed for retooling; will open in 2010  
Year opened: 1957  
Plant size (sq ft): 2,866,000

Ohio Assembly Plant  
Avon Lake, Ohio  
Total employment: 1,935  
Products: Ford Econoline  
Year opened: 1974  
Plant size (sq ft): 3,700,000  
Site size: 419 acres

Twin Cities Assembly Plant  
St. Paul, Minnesota  
Total employment: 880  
Products: Ford Ranger, B-Series  
Year opened: 1925  
Plant size (sq ft): 2,144,932  
Site size: 148 acres

Wayne Stamping & Assembly  
Wayne, Michigan  
Total employment: 3,335  
Products: Ford Focus  
Year opened: 1952

Plant size (sq ft): 3,710,000

### Stamping Plants

#### Buffalo Stamping Plant

Buffalo, New York

Total employment: 734

Products: Center floor pan, front floor pan, rear floor pan, body sides, front doors, quarter panels, rear doors, roofs, hoods

Year opened: 1950

Plant size (sq ft): 2,446,347

Site size: 118 acres

#### Chicago Stamping Plant

Chicago, Illinois

Total employment: 900

Products: Body panels

Year opened: 1956

Plant size (sq ft): 2,040,220

Site size: 136 acres

#### Dearborn Stamping

Dearborn, Michigan

Total employment: 419

Products: Mustang, F-150/Super Duty, Escape, Focus, Navigator, Expedition

Year opened: 1939

Plant size (sq ft): 2,700,000

Site size: 35 acres

#### Walton Hills Stamping

Walton Hills, Ohio

Total employment: 480

Products: Body side panels, deck lids, doors, fenders, floor pans

Year opened: 1954

Plant size (sq ft): 2,100,000

Site size: 111 acres

#### Woodhaven Stamping Plant

Woodhaven, Michigan

Total employment: 1,200

Products: Door panels, floor pans, hoods, quarter panels, roofs, tailgates, truck body sides

Year opened: 1964

Plant size (sq ft): 2,190,000

Site size: 409 acres

### Engine Plants

#### Cleveland Engine Plant 1

Brook Park, Ohio

Total employment: 250

Products: 3.5-liter V6 EcoBoost engine

Year opened: 1955

Plant size (sq ft): 1,600,000

Site size: 93 acres

#### Cleveland Engine Plant 2

Brook Park, Ohio

Total employment: 385

Products: 3.0 and 3.5-liter V6

Year opened: 1955

Plant size (sq ft): 1,445,000

Site size: 127 acres

#### Dearborn Engine and Fuel Tank

Dearborn, Michigan

Total employment: 825

Products: 2.0 and 2.3-liter I-4 engines and steel fuel tanks

Year opened: 1941

Plant size (sq ft): 2,327,000

Site size: 49 acres

#### Lima Engine Plant

Lima, Ohio

Total employment: 700

Products: 3.5-liter Duratec V6, 3.7-liter Duratec V6  
Year opened: 1957  
Plant size (sq ft): 2,424,360  
Site size: 312 acres

#### Rawsonville Plant

Ypsilanti, Michigan  
Total employment: 1,385  
Products: Air/fuel, alternator, fuel pump, injectors, throttle bodies, wiper motors  
Year opened: 1956  
Plant size (sq ft): 1,000,000

#### Romeo Engine Plant

Romeo, Michigan  
Total employment: 1,074  
Products: 4.6-liter 2-valve and 4-valve V8 engines, 5.4-liter 4-valve supercharged engine  
Year opened: 1973  
Plant size (sq ft): 2,043,778  
Site size: 268 acres

#### Sterling Axle Plant

Sterling Heights, Michigan  
Total employment: 1,986  
Products: Axels  
Year opened: 1956  
Plant size (sq ft): 2,800,000

### Transmission plants

#### Livonia Transmission Plant

Livonia, Michigan  
Total employment: 1,304  
Products: 4R75E and 6R transmissions, service components  
Year opened: 1952  
Plant size (sq ft): 2,835,581  
Site size: 182 acres

#### Sharonville Transmission

Cincinnati, Ohio  
Total employment: 1,468  
Products: Gears, converters, 5R110 transmission  
Year opened: 1958  
Plant size (sq ft): 2,421,000  
Site size: 182 acres

#### Van Dyke Transmission Plant

Sterling Heights, Michigan  
Total employment: 1,200  
Products: 4F27E (FN) and 6F50 (6F Mid) automatic transmissions, stampings  
Year opened: 1968  
Plant size (sq ft): 1,823,718  
Site size: 146 acres

### Casting/Forging Aluminum Plants

#### Cleveland Casting

Brook Park, Ohio  
Total employment: 765  
Products: Cylinder blocks and heads, crankshafts and bearing heads  
Year opened: 1952  
Plant size (sq ft): 1,600,000  
Site size: 103 acres

#### Dearborn Diversified Manufacturing Plant/Dearborn Tool and Die

Dearborn, Michigan  
Total employment: 450  
Products: Suspension parts, truck axels, stampings, tire and wheels, frames  
Year opened: 1946  
Plant size (sq ft): 850,000  
Site size: 27 acres

#### Woodhaven Forging

Woodhaven, Michigan  
Total employment: 60

Products: 5.4-liter V8 and 6.8-liter crankshafts  
Year opened: 1995  
Plant size (sq ft): 60,000

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### Argentina

#### Assembly Plants

Pacheco Stamping and Assembly

Buenos Aires

Total employment: 2,123

Products: Ford Focus (4 & 5 door), Ford Ranger (Regular Cab, Crew Cab, Super Cab)

Year opened: 1961

Plant size (sq ft): 1,758,822

Site size: 323 acres

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### Brazil

#### Assembly Plants

Camacari Plant



Bahia  
Total employment: 3,683  
Products: Ford Fiesta, EcoSport, ExoSport 4WD  
Year opened: 2001  
Plant size (sq ft): 13,700,000

SBC Cars & Trucks  
São Paulo  
Total employment: 4,494  
Products: Ford Ka, Courier, F-250, F-350, F-4000, Cargo  
Year opened: 1967  
Plant size (sq ft): 4,391,675

### Engine Plants

Taubate Engine  
Taubate, São Paulo  
Products: Zetec RoCam Engines, 1.0-liter 4-cyl. SOHC: Ford Fiesta and Ka, 1.6-liter 4-cyl. SOHC: Ford Fiesta and Ka  
Year opened: 1974  
Plant size (sq ft): 92,880

### Transmission Plants

Taubate Transmission  
Taubate, São Paulo  
Products: IB5 transmissions: Ford Fiesta, Ka, Focus and IKON  
Year opened: 1974  
Plant size (sq ft): 388,587

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## Venezuela

### Assembly Plants

Valencia Assembly  
Valencia  
Total employment: 1,797  
Products: Ford Cargo, Ford Ecosport, Ford Explorer, Ford Explorer Sport Trac, Ford F-150, Ford Fiesta, Ford Focus, Ford Ka  
Year opened: 1962  
Plant size (sq ft): 812,154  
Site size: 103 acres

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## Belgium

### Assembly Plants

Genk Body and Assembly  
Genk

Total employment: 4,731

Products: Ford S-MAX, Ford Galaxy, Ford Mondeo 4-door, Ford Mondeo 5-door, Ford Mondeo Wagon

Year opened: 1964

Plant size (sq ft): 6,792,027

Site size: 345 acres

## France

### Transmission Plants

Bordeaux Transaxle Plant (*Joint venture – 50% Ford/50% GETRAG*)

Blanquefort

Total employment: 818

Products: IB5 – IB5ASM transaxles

Year opened: 1976

Plant size (sq ft): 500,000

Site size: 50 acres

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## Germany

### Assembly Plants

Cologne Body & Assembly

Cologne

Total employment: 4,405

Products: Ford Fiesta 3-door, Ford Fiesta 5-door, Ford Fiesta Van, Ford Fusion

Year opened: 1931

Plant size (sq ft): 2,499,746

Site size: 69 acres

Saarlouis Body & Assembly Plant

Saarlouis

Total employment: 6,524

Products: Ford Focus ST, Ford C-MAX, Ford Kuga

Year opened: 1970

Plant size (sq ft): 3,100,000

Site size: 296 acres

### Engine Plants

Cologne Engine

Cologne

Total employment: 953

Products: 4.0-liter V6 SOHC

Year opened: 1962

Plant size (sq ft): 1,449,651

Site size: 44 acres

### Transmission Plants

Cologne Transmissions (*joint venture – 50% Ford/50% Getrag*)

Cologne

Total employment: 1,521

Products: M56, M66, MMT6 transmissions, MTX75 and VXT75

Year opened: 1930

Plant size (sq ft): 1,091,352

### Casting/Forging Aluminum Plants

Cologne Tool & Die

Cologne

Total employment: 1,148 (includes Die Cast plant employees)

Products: Stamping dies, fixtures, jigs, soft tooling and die repairs for all Ford vehicles

Year opened: 1963

Plant size (sq ft): 364,025

Site size: 13 acres

Tekfor Cologne GmbH (*joint venture – 50% Ford/50% Neumayer*)

Cologne

Total employment: 380

Products: Steel forgings

Year opened: 2003

Plant size (sq ft): 250,000

Site size: 10 acres

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## Russia

### Assembly Plants

Ford Vsevolozhsk Assembly  
St. Petersburg  
Total employment: 2,665  
Products: Ford Focus  
Year opened: 2002  
Plant size (sq ft): 387,360  
Site size: 64,246 acres

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## Spain

### Assembly Plants

Valencia Body and Assembly  
Valencia  
Total employment: 6,180  
Products: Ford Fiesta 5-door, Ford Focus 4-door, Ford Focus 5-door  
Year opened: 1976  
Plant size (sq ft): 6,379,367  
Site size: 270 acres

### Engine Plants

Valencia Engine Plant  
Valencia  
Total employment: 470  
Products: 1.8-liter and 2.0 and 2.3-liter Duratec-HE  
Year opened: 1976  
Site size: 270 acres

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## Sweden

### Assembly Plants

Uddevalla (*Joint venture – 40% Volvo/60% Pininfarina SpA*)  
Products: Volvo C70

Volvo Cars Torstlanda  
Göthenburg  
Total employment: 5,306  
Products: Volvo S60, S80, V70, XC70, XC90  
Year opened: 1964  
Plant size (sq ft): 3,552,090  
Site size: 674 acres

### Stamping Plants

Volvo Car Body Components – Volvo  
Olofström  
Total employment: 2,684  
Products: VCC products S40N, S60, S80, V50, V70, C70, C70N, XC70, XC90, cabs for VTC  
Year opened: 1969  
Plant size (sq ft): 3,444,419  
Site size: 79 acres

### Engine Plants

Volvo Car Corporation, Engine  
Skövde  
Total employment: 1,423  
Products: 5-cylinder inline diesel engines, 5-cylinder petrol engine, 6-cylinder petrol engine  
Year opened: 1990  
Plant size (sq ft): 1,184,030  
Site size: 75 acres

### Transmission Plants

GETRAG All Wheel Drive (*Joint venture – 40% Volvo/60% GETRAG Dana Holdings*)  
Products: All wheel drive components

## Turkey

### Assembly Plants

Ford Otosan Plant (*Joint venture – 41% Ford/41% Koc Holding/18% public*)

Kocaeli

Total employment: 7,534

Products: Transit, Transit Connect

Year opened: 2001

Plant size (sq ft): 3,444,451

Site size: 395 acres

### Engine Plants

Ford Otosan Engine and Transmission

Eskisehir (Turkey)

Total employment: 1,608

Products: 2.4-liter 4-cyl. Duratec 3.2 liter, 7.3-liter I-6 diesel, transmissions

Year opened: 1982

Plant size (sq ft): 679,826

Site size: 271 acres

## United Kingdom

### Assembly Plants

Southampton Body and Assembly

Southampton

Total employment: 1,120

Products: Transit

Year opened: 1953

Plant size (sq ft): 1,300,000

Site size: 52 acres

### Stamping Plants

Dagenham Stamping Operations

Dagenham, Essex

Total employment: 972

Products: Panels, sub-assemblies, wheels

Year opened: 1959

Plant size (sq ft): 1,337, 330

Site size: 473 acres

### Engine Plants

Bridgend Engine Plant

Bridgend, Mid-Glamorgan

Total employment: 1,959

Products: 1.25, 1.4 and 1.6-liter Zetec-SE petrol engines, 3.0-liter Turbo I-6, 3.2-liter I-6, 3.5, 4.2 and 4.4-liter V8 Jaguar XK engines

Year opened: 1980

Plant size (sq ft): 1,525,320

Site size: 60 acres

Dagenham Engine Plant

Dagenham, Essex

Total employment: 1,994

Products: 1.4L, 1.6, 1.8L, 2.0, 2.2 and 2.4-liter TDCi engines, 2.7-liter V6 diesel engine, 3.0 and 3.6-liter V8 diesel engine

Year opened: 1931

Plant size (sq ft): 2,500,000

Site size: 473 acres

### Transmission Plants

Halewood Transmission Plant (*Joint venture – 50% Ford/50% GETRAG*)

Halewood, Liverpool

Total employment: 700

Products: IB5 transaxle, MT75 and MT82 transmissions

Year opened: 1964

Plant size (sq ft): 1,247,548

Site size: 55 acres

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### Australia

#### Assembly Plants

**Broadmeadows Assembly Plant**  
Campbellfield, Victoria  
Total employment: 1,068  
Products: FG Falcon range, FG Falcon Ute range, SY Territory MkII range, Ford Performance Vehicles  
Year opened: 1959  
Plant size (sq ft): 1,937,503  
Site size: 44 acres

#### Stamping Plants

Geelong Stamping  
Geelong, Victoria  
Total employment: 439  
Products: Body stampings for Falcon, Falcon Ute and Territory  
Year opened: 1926  
Plant size (sq ft): 1,453,010  
Site size: 101 acres  
**Note: Includes Geelong Aluminum**

### Engine Plants

Geelong Engine  
Geelong, Victoria  
Total employment: 403  
Products: Ford Falcon and Territory 4.0-liter I-6 engine, chassis components  
Year opened: 1926  
Plant size (sq ft): 247,644

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## China

### Assembly Plants

Changan Ford Mazda Automobile Co., Ltd. (*Joint venture*)  
Chongqing  
Total employment: 5,641  
Products: Ford Mondeo, Ford Focus, Mazda3, Volvo S40, Volvo S80, Ford S-MAX  
Year opened: 2001  
Site size: 47 acres

Jiangling Motors Co., Ltd. (*Joint partnership*)  
Jiangxi  
Total employment: 8,346  
Products: Light Truck, Ford Transit, Pickup, SUV Vehicle (BUV), JMC Kaiyun Light Truck, JMC YunBa Light Bus  
Year opened: 1968  
Plant size (sq ft): 7,336,194  
Site size: 129.5 hectares  
**Note: Ford has 30% equity**

### Engine Plants

Ford Mazda Engine Co. Ltd (*Joint venture*)  
Nanjing  
Total employment: 1,377  
Products: BZ series engine, I4 series engine  
Year opened: 2005  
Site size: 29 hectares

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## India

### Assembly Plants

Ford India Private Limited  
Maramalainagar, Tamil Nadu  
Total employment: 1,931  
Products: Fusion, Ikon, Fiesta, Endeavour  
Year opened: 1996  
Plant size (sq ft): 830,716  
Site size: 350 acres

### Engine Plants

Ford India Private Limited  
Maramalainagar, Tamil Nadu  
Total employment: 213  
Products: Diesel engine  
Year opened: 2008  
Plant size (sq ft): 74,803  
Site size: 1.72 acres

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## Japan

### Transmission Plants

#### Hiroshima Plant - Transmission Plant

Headquarter District

Products: Manual transmission

Year opened: 1931

#### Hofu Plant - Transmission Plant

Nakanoseki District

Products: Automatic transmissions, manual transmissions

Year opened: 1981

Plant size (sq ft): 537,000 (Nakanoseki District total)

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## Philippines

### Assembly Plants

#### Ford Motor Company Philippines

Santa Rosa, Laguna

Total employment: 650 (includes engine)

Products: Ford Focus, Ford Escape, Mazda Tribute, Mazda3, I4E20 engines, DW10 engines

Year opened: 1999

Plant size (sq ft): 351,000

Site size: 53 acres

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## Taiwan

### Assembly Plants

#### Ford Lio Ho Motor Co., Ltd. (*Joint venture – 70% Ford/30% Lio Ho Group*)

Chung Li

Total employment: 1,297

Products: Ford Escape, Ford Focus, Mazda3, Mazda 323, Mazda Premacy, Mazda Tribute, Ford

Mondeo, Ford i-Max

Year opened: 1972

Plant size (sq ft): 3,759,715

Site size: 86 acres

### Engine Plants

#### Ford Lio Ho Engine (*Joint venture 70% Ford/30% Lio Ho Group*)

Taoyuan

Total employment: 97

Products: 2.3 petrol Duratec, I4 engines

Year opened: 1972

Plant size (sq ft): 3,759,715

Site size: 86 acres

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## Thailand

### Assembly Plants

#### AutoAlliance (Thailand) Co., Ltd. (*Joint venture – 50% Ford, 45% Mazda, 5% Thai Affiliate of Mazda*)

Rayong

Total employment: 3,300

Products: Ford Everest, Ford Ranger, Mazda BT-Series

Year opened: 1998

Plant size (sq ft): 1,130,000

Site size: 231 acres

#### Thai-Swedish Assembly Co., Ltd. (*Joint venture – 56% Volvo/44% Swedish Motor*)

Samutprakarn

Total employment: 264

Products: Land Rover, Volvo S60, S80, V70, XC70, XC90, truck and bus

Year opened: 1976  
Plant size (sq ft): 290,000  
Site size: 112,000 acres

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## Vietnam

### Assembly Plants

Haiduong Assembly Factory – Ford Vietnam (*Joint venture – 75% Ford/25% Song Cong Diesel*)

Haiduong

Total employment: 540

Products: Ford Escape, Ford Everest, Ford Mondeo, Ford Ranger, Ford Focus, Ford Transit

Year opened: 1997

Plant size (sq ft): 111,945

Site size: 74 acres

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### South Africa

#### Assembly Plants

Ford Motor Company of Southern Africa  
Il'vaton, Pretoria  
Total employment: 2,488  
Products: Ford Bantam, Ford Focus, Ford Ranger, Mazda BT-50, Mazda3  
Year opened: 1968  
Plant size (sq ft): 1,689,320  
Site size: 289 acres

#### Engine Plants

Struandale Engine Plant  
Port Elizabeth  
Total employment: 445  
Products: RoCam 1.3 and 1.6-liter  
Year opened: 1963  
Plant size (sq ft): 430,000  
Site size: 31 acres



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## Manufacturing Plants by Type

Ford produces passenger cars, trucks, engines, transmissions, castings and forgings, and metal stampings of all kinds at its 86 wholly owned, equity-owned and joint venture plants.

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(listed in alphabetical order)

**AutoAlliance (Thailand) Co., Ltd. (Joint venture – 50% Ford, 45% Mazda, 5% Thai Affiliate of Mazda)**

Rayong (Thailand)

Total employment: 3,300

Products: Ford Everest, Ford Ranger, Mazda BT-Series

Year opened: 1998

Plant size (sq ft): 1,130,000

Site size: 231 acres

**AutoAlliance International, Inc. (Joint venture – 50% Ford/50% Mazda)**

Flat Rock, Michigan (United States)

Total employment: 3,500

Products: Ford Mustang, Mazda6

Year opened: 1987

Plant size (sq ft): 2,700,000

Site size: 400 acres

**Broadmeadows Assembly Plant**

Campbellfield, Victoria (Australia)

Total employment: 1,068

Products: FG Falcon range, FG Falcon Ute range, SY Territory MkII range, Ford Performance Vehicles

Year opened: 1959

Plant size (sq ft): 1,937,503

Site size: 44 acres

**Camacari Plant**

Bahia (Brazil)

Total employment: 3,683

Products: Ford Fiesta, EcoSport, ExoSport 4WD

Year opened: 2001

Plant size (sq ft): 13,700,000

**Changan Ford Mazda Automobile Co., Ltd. (Joint venture)**

Chongqing (China)

Total employment: 5,641

Products: Ford Mondeo, Ford Focus, Mazda3, Volvo S40, Volvo S80, Ford S-MAX

Year opened: 2001

Site size: 47 acres

**Chicago Assembly Plant**

Chicago, Illinois (United States)

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Total employment: 1,560  
Products: Lincoln MKS, Ford Taurus  
Year opened: 1924  
Plant size (sq ft): 2,700,000  
Site size: 113 acres

Cologne Body & Assembly  
Cologne (Germany)  
Total employment: 4,405  
Products: Ford Fiesta 3-door, Ford Fiesta 5-door, Ford Fiesta Van, Ford Fusion  
Year opened: 1931  
Plant size (sq ft): 2,499,746  
Site size: 69 acres

Cuautitlan Assembly  
Cuautitlan (Mexico)  
Products: Ford Fiesta (early 2009)  
Year opened: 1970  
Plant size (sq ft): 4,000,000

Dearborn Tool and Die  
Dearborn, Michigan (United States)  
Total employment: 828  
Year opened: 1939  
Plant size (sq ft): 375,000  
Site size: 9 acres

Dearborn Truck Plant  
Dearborn, Michigan (United States)  
Total employment: 3,200  
Products: Ford F-150 pickups  
Year opened: 2004  
Plant size (sq ft): 2,300,000  
Site size: 600 acres

Ford India Private Limited  
Maramalainagar, Tamil Nadu (India)  
Total employment: 1,931  
Products: Fusion, Ikon, Fiesta, Endeavour  
Year opened: 1996  
Plant size (sq ft): 830,716  
Site size: 350 acres

Ford Lio Ho Motor Co., Ltd. (*Joint venture – 70% Ford/30% Lio Ho Group*)  
Chung Li (Taiwan)  
Total employment: 1,297  
Products: Ford Escape, Ford Focus, Mazda3, Mazda 323, Mazda Premacy, Mazda Tribute, Ford Mondeo, Ford i-Max  
Year opened: 1972  
Plant size (sq ft): 3,759,715  
Site size: 86 acres

Ford Motor Company of Southern Africa  
Il'vaton, Pretoria (South Africa)  
Total employment: 2,488  
Products: Ford Bantam, Ford Focus, Ford Ranger, Mazda BT-50, Mazda3  
Year opened: 1968  
Plant size (sq ft): 1,689,320  
Site size: 289 acres

Ford Motor Company Philippines  
Santa Rosa, Laguna (Philippines)  
Total employment: 650 (includes engine)  
Products: Ford Focus, Ford Escape, Mazda Tribute, Mazda3, I4E20 engines, DW10 engines  
Year opened: 1999  
Plant size (sq ft): 351,000  
Site size: 53 acres

Ford Otosan Plant (*Joint venture – 41% Ford/41% Koc Holding/18% public*)  
Kocaeli (Turkey)  
Total employment: 7,534  
Products: Transit, Transit Connect  
Year opened: 2001

Plant size (sq ft): 3,444,451  
Site size: 395 acres

Ford Vsevolozhsk Assembly  
St. Petersburg (Russian Federation)  
Total employment: 2,665  
Products: Ford Focus  
Year opened: 2002  
Plant size (sq ft): 387,360  
Site size: 64,246 acres

Genk Body and Assembly  
Genk (Belgium)  
Total employment: 4,731  
Products: Ford S-MAX, Ford Galaxy, Ford Mondeo 4-door, Ford Mondeo 5-door, Ford Mondeo Wagon  
Year opened: 1964  
Plant size (sq ft): 6,792,027  
Site size: 345 acres

Haiduong Assembly Factory – Ford Vietnam (*Joint venture – 75% Ford/25% Song Cong Diesel*)  
Haiduong (Vietnam)  
Total employment: 540  
Products: Ford Escape, Ford Everest, Ford Mondeo, Ford Ranger, Ford Focus, Ford Transit  
Year opened: 1997  
Plant size (sq ft): 111,945  
Site size: 74 acres

Hermosillo Stamping and Assembly  
Hermosillo, Sonora (Mexico)  
Total employment: 3,335  
Products: Fusion, Fusion Hybrid, Milan, Milan Hybrid, MKZ  
Year opened: 1986  
Plant size (sq ft): 1,650,307  
Site size: 279 acres

Jiangling Motors Co., Ltd. (*Joint partnership*)  
Jiangxi (China)  
Total employment: 8,346  
Products: Light Truck, Ford Transit, Pickup, SUV  
Vehicle (BUV), JMC Kaiyun Light Truck, JMC YunBa Light Bus  
Year opened: 1968  
Plant size (sq ft): 7,336,194  
Site size: 129.5 hectares  
*Note: Ford has 30% equity*

Kansas City Assembly Plant  
Claycomo, Missouri (United States)  
Total employment: 4,440  
Products: Ford Escape, Ford Escape Hybrid, Mercury Mariner, Mercury Mariner Hybrid, Mazda Tribute, Ford F-150  
Year opened: 1951  
Plant size (sq ft): 4,734,765  
Site size: 1,269 acres

Kentucky Truck Plant  
Louisville, Kentucky (United States)  
Total employment: 3,847  
Products: F-250–F-550, Super Duty pickups, Ford Expedition, Lincoln Navigator  
Year opened: 1969  
Plant size (sq ft): 4,626,490  
Site size: 500 acres

Louisville Assembly Plant  
Louisville, Kentucky (United States)  
Total employment: 1,550  
Products: Ford Explorer, Mercury Mountaineer, Ford Explorer Sport Trac  
Year opened: 1955  
Plant size (sq ft): 3,154,173  
Site size: 180 acres

Michigan Assembly Plant  
Wayne, Michigan (United States)

Currently closed for retooling; will open in 2010  
Year opened: 1957  
Plant size (sq ft): 2,866,000

Oakville Assembly  
Oakville, Ontario (Canada)  
Total employment: 3,820  
Products: Ford Edge, Ford Flex, Lincoln MKX, Lincoln MKT (Summer 2009)  
Year opened: 1953  
Plant size (sq ft): 5,464,000  
Site size: 487 acres

Ohio Assembly Plant  
Avon Lake, Ohio (United States)  
Total employment: 1,935  
Products: Ford Econoline  
Year opened: 1974  
Plant size (sq ft): 3,700,000  
Site size: 419 acres

Pacheco Stamping and Assembly  
Buenos Aires (Argentina)  
Total employment: 2,123  
Products: Ford Focus (4 & 5 door), Ford Ranger (Regular Cab, Crew Cab, Super Cab)  
Year opened: 1961  
Plant size (sq ft): 1,758,822  
Site size: 323 acres

Saarlouis Body & Assembly Plant  
Saarlouis (Germany)  
Total employment: 6,524  
Products: Ford Focus ST, Ford C-MAX, Ford Kuga  
Year opened: 1970  
Plant size (sq ft): 3,100,000  
Site size: 296 acres

SBC Cars & Trucks  
São Paulo (Brazil)  
Total employment: 4,494  
Products: Ford Ka, Courier, F-250, F-350, F-4000, Cargo  
Year opened: 1967  
Plant size (sq ft): 4,391,675

Southampton Body and Assembly  
Southampton (United Kingdom)  
Total employment: 1,120  
Products: Transit  
Year opened: 1953  
Plant size (sq ft): 1,300,000  
Site size: 52 acres

St. Thomas Assembly  
St. Thomas, Ontario (Canada)  
Total employment: 2,460  
Products: Ford Crown Victoria, Mercury Grand Marquis, Lincoln Town Car  
Year opened: 1967  
Plant size (sq ft): 2,600,000  
Site size: 635 acres

Thai-Swedish Assembly Co., Ltd. (*Joint venture – 56% Volvo/44% Swedish Motor*)  
Samutprakarn (Thailand)  
Total employment: 264  
Products: Land Rover, Volvo S60, S80, V70, XC70, XC90, truck and bus  
Year opened: 1976  
Plant size (sq ft): 290,000  
Site size: 112,000 acres

Twin Cities Assembly Plant  
St. Paul, Minnesota (United States)  
Total employment: 880  
Products: Ford Ranger, B-Series  
Year opened: 1925  
Plant size (sq ft): 2,144,932



Site size: 148 acres

Uddevalla (*Joint venture – 40% Volvo/60% Pininfarina SpA*)

(Sweden)

Products: Volvo C70

Valencia Assembly

Valencia (Venezuela)

Total employment: 1,797

Products: Ford Cargo, Ford Ecosport, Ford Explorer, Ford Explorer Sport Trac, Ford F-150, Ford Fiesta, Ford Focus, Ford Ka

Year opened: 1962

Plant size (sq ft): 812,154

Site size: 103 acres

Valencia Body and Assembly

Valencia (Spain)

Total employment: 6,180

Products: Ford Fiesta 5-door, Ford Focus 4-door, Ford Focus 5-door

Year opened: 1976

Plant size (sq ft): 6,379,367

Site size: 270 acres

Volvo Cars Torshälla

Göteborg (Sweden)

Total employment: 5,306

Products: Volvo S60, S80, V70, XC70, XC90

Year opened: 1964

Plant size (sq ft): 3,552,090

Site size: 674 acres

Wayne Stamping & Assembly

Wayne, Michigan (United States)

Total employment: 3,335

Products: Ford Focus

Year opened: 1952

Plant size (sq ft): 3,710,000

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## Manufacturing Plants by Type

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### Buffalo Stamping Plant

Buffalo, New York (United States)

Total employment: 734

Products: Center floor pan, front floor pan, rear floor pan, body sides, front doors, quarter panels, rear doors, roofs, hoods

Year opened: 1950

Plant size (sq ft): 2,446,347

Site size: 118 acres

### Chicago Stamping Plant

Chicago, Illinois (United States)

Total employment: 900

Products: Body panels

Year opened: 1956

Plant size (sq ft): 2,040,220

Site size: 136 acres

### Dagenham Stamping Operations

Dagenham, Essex (United Kingdom)

Total employment: 972

Products: Panels, sub-assemblies, wheels

Year opened: 1959

Plant size (sq ft): 1,337, 330

Site size: 473 acres

### Dearborn Stamping

Dearborn, Michigan (United States)

Total employment: 419

Products: Ford Mustang, F-150/Super Duty, Escape, Focus, Navigator, Expedition

Year opened: 1939

Plant size (sq ft): 2,700,000

Site size: 35 acres

### Geelong Stamping

Geelong, Victoria (Australia)

Total employment: 439

Products: Body stampings for Falcon, Falcon Ute and Territory

Year opened: 1926

Plant size (sq ft): 1,453,010

Site size: 101 acres

*Note: Includes Geelong Aluminum*Volvo Car Body Components – Volvo  
Olofström (Sweden) Print report Download files

Total employment: 2,684  
Products: VCC products S40N, S60, S80, V50, V70, C70, C70N, XC70, XC90, cabs for VTC  
Year opened: 1969  
Plant size (sq ft): 3,444,419  
Site size: 79 acres

#### Walton Hills Stamping

Walton Hills, Ohio (United States)  
Total employment: 480  
Products: Body side panels, deck lids, doors, fenders, floor pans  
Year opened: 1954  
Plant size (sq ft): 2,100,000  
Site size: 111 acres

#### Woodhaven Stamping Plant

Woodhaven, Michigan (United States)  
Total employment: 1,200  
Products: Door panels, floor pans, hoods, quarter panels, roofs, tailgates, truck body sides  
Year opened: 1964  
Plant size (sq ft): 2,190,000  
Site size: 409 acres

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#### Bridgend Engine Plant

Bridgend, Mid-Glamorgan (United Kingdom)

Total employment: 1,959

Products: 1.25, 1.4 and 1.6-liter Zetec-SE petrol engines, 3.0-liter Turbo I-6, 3.2-liter I-6, 3.5, 4.2 and 4.4-liter V8 Jaguar XK engines

Year opened: 1980

Plant size (sq ft): 1,525,320

Site size: 60 acres

#### Chihuahua Engine

Chihuahua (Mexico)

Total employment: 690

Products: 2.0 and 2.3-liter Duratec engine

Year opened: 1983

Plant size (sq ft): 727,000

Site size: 247 acres

#### Cleveland Engine Plant 1

Brook Park, Ohio (United States)

Total employment: 250

Products: 3.5-liter V6 EcoBoost engine

Year opened: 1955

Plant size (sq ft): 1,600,000

Site size: 93 acres

#### Cleveland Engine Plant 2

Brook Park, Ohio (United States)

Total employment: 385

Products: 3.0 and 3.5-liter V6

Year opened: 1955

Plant size (sq ft): 1,445,000

Site size: 127 acres

#### Cologne Engine

Cologne (Germany)

Total employment: 953

Products: 4.0-liter V6 SOHC

Year opened: 1962

Plant size (sq ft): 1,449,651

Site size: 44 acres

#### Dagenham Engine Plant

Dagenham, Essex (United Kingdom)

Total employment: 1,994

Products: 1.4L, 1.6, 1.8L, 2.0, 2.2 and 2.4-liter TDCi engines, 2.7-liter V6 diesel engine, 3.0 and 3.6-liter V8 diesel engine  
Year opened: 1931  
Plant size (sq ft): 2,500,000  
Site size: 473 acres

**Dearborn Engine and Fuel Tank**  
Dearborn, Michigan (United States)  
Total employment: 825  
Products: 2.0 and 2.3-liter I-4 engines and steel fuel tanks  
Year opened: 1941  
Plant size (sq ft): 2,327,000  
Site size: 49 acres

**Ford India Private Limited**  
Maramalainagar, Tamil Nadu (India)  
Total employment: 213  
Products: Diesel engine  
Year opened: 2008  
Plant size (sq ft): 74,803  
Site size: 1.72 acres

**Ford Lio Ho Engine (*Joint venture 70% Ford/30% Lio Ho Group*)**  
Taoyuan (Taiwan)  
Total employment: 97  
Products: 2.3 petrol Duratec, I4 engines  
Year opened: 1972  
Plant size (sq ft): 3,759,715  
Site size: 86 acres

**Ford Mazda Engine Co. Ltd (*Joint venture*)**  
Nanjing (China)  
Total employment: 1,377  
Products: BZ series engine, I4 series engine  
Year opened: 2005  
Site size: 29 hectares

**Ford Otosan Engine and Transmission**  
Eskisehir (Turkey)  
Total employment: 1,608  
Products: 2.4-liter 4-cyl. Duratec 3.2 liter, 7.3-liter I-6 diesel, transmissions  
Year opened: 1982  
Plant size (sq ft): 679,826  
Site size: 271 acres

**Geelong Engine**  
Geelong, Victoria (Australia)  
Total employment: 403  
Products: Ford Falcon and Territory 4.0-liter I-6 engine, chassis components  
Year opened: 1926  
Plant size (sq ft): 247,644

**Lima Engine Plant**  
Lima, Ohio (United States)  
Total employment: 700  
Products: 3.5-liter Duratec V6, 3.7-liter Duratec V6  
Year opened: 1957  
Plant size (sq ft): 2,424,360  
Site size: 312 acres

**Rawsonville Plant**  
Ypsilanti, Michigan (United States)  
Total employment: 1,385  
Products: Air/fuel, alternator, fuel pump, injectors, throttle bodies, wiper motors  
Year opened: 1956  
Plant size (sq ft): 1,000,000

**Romeo Engine Plant**  
Romeo, Michigan (United States)  
Total employment: 1,074  
Products: 4.6-liter 2-valve and 4-valve V8 engines, 5.4-liter 4-valve supercharged engine  
Year opened: 1973  
Plant size (sq ft): 2,043,778

Site size: 268 acres

#### Sterling Axle Plant

Sterling Heights, Michigan (United States)

Total employment: 1,986

Products: Axels

Year opened: 1956

Plant size (sq ft): 2,800,000

#### Struandale Engine Plant

Port Elizabeth (South Africa)

Total employment: 445

Products: RoCam 1.3 and 1.6-liter

Year opened: 1963

Plant size (sq ft): 430,000

Site size: 31 acres

#### Taubate Engine

Taubate, São Paulo (Brazil)

Products: Zetec RoCam Engines, 1.0-liter 4-cyl. SOHC: Ford Fiesta and Ka, 1.6-liter 4-cyl. SOHC: Ford Fiesta and Ka

Year opened: 1974

Plant size (sq ft): 92,880

#### Valencia Engine Plant

Valencia (Spain)

Total employment: 470

Products: 1.8-liter and 2.0 and 2.3-liter Duratec-HE

Year opened: 1976

Site size: 270 acres

#### Volvo Car Corporation, Engine

Skövde (Sweden)

Total employment: 1,423

Products: 5-cylinder inline diesel engines, 5-cylinder petrol engine, 6-cylinder petrol engine

Year opened: 1990

Plant size (sq ft): 1,184,030

Site size: 75 acres

#### Windsor Engine

Windsor, Ontario (Canada)

Total employment: 1,850

Products: 5.4-liter V8 2-valve and 3-valve engines, 6.8-liter V10 2-valve and 3-valve engines

Year opened: 1923

Plant size (sq ft): 2,100,000

Site size: 38,746

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## Manufacturing Plants by Type

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(listed in alphabetical order)

**Bordeaux Transaxle Plant** (*Joint venture – 50% Ford/50% GETRAG*)

Blanquefort (France)  
 Total employment: 818  
 Products: IB5 – IB5ASM transaxles  
 Year opened: 1976  
 Plant size (sq ft): 500,000  
 Site size: 50 acres

**Cologne Transmissions** (*joint venture – 50% Ford/50% Getrag*)

Cologne (Germany)  
 Total employment: 1,521  
 Products: M56, M66, MMT6 transmissions, MTX75 and VXT75  
 Year opened: 1930  
 Plant size (sq ft): 1,091,352

**GETRAG All Wheel Drive** (*Joint venture – 40% Volvo/60% GETRAG Dana Holdings*)

Sweden  
 Products: All wheel drive components

**Halewood Transmission Plant** (*Joint venture – 50% Ford/50% GETRAG*)

Halewood, Liverpool (United Kingdom)  
 Total employment: 700  
 Products: IB5 transaxle, MT75 and MT82 transmissions  
 Year opened: 1964  
 Plant size (sq ft): 1,247,548  
 Site size: 55 acres

**Hiroshima Plant - Transmission Plant**

Headquarter District (Japan)  
 Products: Manual transmission  
 Year opened: 1931

**Hofu Plant - Transmission Plant**

Nakanoseki District (Japan)  
 Products: Automatic transmissions, manual transmissions  
 Year opened: 1981  
 Plant size (sq ft): 537,000 (Nakanoseki District total)

**Livonia Transmission Plant**

Livonia, Michigan (United States)  
 Total employment: 1,304  
 Products: 4R75E and 6R transmissions, service components  
 Year opened: 1952  
 Plant size (sq ft): 2,835,581

Site size: 182 acres

#### Sharonville Transmission

Cincinnati, Ohio (United States)

Total employment: 1,468

Products: Gears, converters, 5R110 transmission

Year opened: 1958

Plant size (sq ft): 2,421,000

Site size: 182 acres

#### Taubate Transmission

Taubate, São Paulo (Brazil)

Products: I85 transmissions: Ford Fiesta, Ka, Focus and IKON

Year opened: 1974

Plant size (sq ft): 388,587

#### Van Dyke Transmission Plant

Sterling Heights, Michigan (United States)

Total employment: 1,200

Products: 4F27E (FN) and 6F50 (6F Mid) automatic transmissions, stampings

Year opened: 1968

Plant size (sq ft): 1,823,718

Site size: 146 acres



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## Manufacturing Plants by Type

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(listed in alphabetical order)

### Cleveland Casting

Brook Park, Ohio (United States)

Total employment: 765

Products: Cylinder blocks and heads, crankshafts and bearing heads

Year opened: 1952

Plant size (sq ft): 1,600,000

Site size: 103 acres

### Cologne Tool & Die

Cologne (Germany)

Total employment: 1,148 (includes Die Cast plant employees)

Products: Stamping dies, fixtures, jigs, soft tooling and die repairs for all Ford vehicles

Year opened: 1963

Plant size (sq ft): 364,025

Site size: 13 acres

### Dearborn Diversified Manufacturing Plant/Dearborn Tool and Die

Dearborn, Michigan (United States)

Total employment: 450

Products: Suspension parts, truck axels, stampings, tire and wheels, frames

Year opened: 1946

Plant size (sq ft): 850,000

Site size: 27 acres

### Essex Aluminum (*Joint venture – 15% Ford/85% Nemak*)

Windsor, Ontario (Canada)

Total employment: 940

Products: Cylinder heads

Year opened: 1981

Plant size (sq ft): 500,000

Site size: 53 acres

### Metcon Casting

Santa Fe Province (Argentina)

Products: Iron castings

Year opened: 1957

Plant size (sq ft): 21,034

### Tekfor Cologne GmbH (*joint venture – 50% Ford/50% Neumayer*)

Cologne (Germany)

Total employment: 380

Products: Steel forgings

Year opened: 2003

Plant size (sq ft): 250,000

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Site size: 10 acres

**Volvo Car Corporation – Floby**

Floby (Sweden)

Products: Connecting rods to all engines produced at Volvo Cars Skövde plant, brake discs to all Volvo cars built at Volvo Cars Torshälla and Gent plants, hub modules to Volvo trucks

Year opened: 1957

Plant size (sq ft): 236,806

**Windsor Casting**

Windsor, Ontario (Canada)

Total employment: 600

Products: Cylinder blocks and crankshafts

Year opened: 1934

Plant size (sq ft): 500,000

Site size: 22 acres

**Woodhaven Forging**

Woodhaven, Michigan (United States)

Total employment: 60

Products: 5.4-liter V8 and 6.8-liter crankshafts

Year opened: 1995

Plant size (sq ft): 60,000

## Our Value Chain and Its Impacts

- ▼ OUR OPERATIONS
  - Products and Services
  - Manufacturing
  - ▶ Our Value Chain and Its Impacts

As a major multinational enterprise, our activities have far-reaching impacts on environmental, social and economic systems. The diagram below organizes the issues by the major stages of our value chain. In this report you will also find a "[materiality analysis](#)" which prioritizes the most significant issues in our value chain.

### RELATED LINKS

In This Report:  
[Materiality Analysis](#)

Some issues are not shown in this diagram because they do not pertain to a particular life-cycle stage.



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### Value Chain: Overview

A number of broad sustainability challenges set the context for all of the life-cycle stages. These issues apply across the value chain:

- Population growth
- Maternal health
- Urbanization
- Infectious diseases
- Poverty
- Biodiversity
- Education
- Loss of ecosystem services
- Gender equality
- Downsizing
- Child mortality

Click the buttons to the left to see issues for each stage

### Product Planning and Design [back to Overview](#)

Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> <li>■ Ford</li> <li>■ Customers</li> <li>■ Government</li> </ul>	<ul style="list-style-type: none"> <li>■ Greenhouse gas emissions</li> <li>■ Fuel economy</li> <li>■ Smog-forming emissions</li> <li>■ Material use and recycling</li> <li>■ Resource use</li> <li>■ Manufacturing waste</li> <li>■ In-vehicle air quality</li> </ul>

Social issues	Economic issues
<ul style="list-style-type: none"> <li>■ Vehicle safety</li> <li>■ Access to mobility</li> <li>■ Traffic congestion</li> <li>■ Diversity</li> <li>■ Infrastructure</li> <li>■ Emerging markets</li> <li>■ Design for assembly/ergonomics</li> </ul>	<ul style="list-style-type: none"> <li>■ Quality</li> <li>■ Brand value/reputation</li> <li>■ Health care costs</li> </ul>

### Logistics (Transportation) [back to Overview](#)

Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> <li>■ Ford</li> <li>■ Government</li> </ul>	<ul style="list-style-type: none"> <li>■ Greenhouse gas emissions</li> <li>■ Smog-forming emissions</li> <li>■ Land use</li> </ul>

Social issues	Economic issues
<ul style="list-style-type: none"> <li>■ Vehicle safety</li> <li>■ Health and safety</li> <li>■ Treatment of employees</li> <li>■ Noise</li> <li>■ Community disruption through land use</li> <li>■ Traffic congestion</li> </ul>	<ul style="list-style-type: none"> <li>■ Fuel cost</li> </ul>

<ul style="list-style-type: none"> <li>■ Diversity</li> <li>■ Infrastructure</li> </ul>	
<b>Raw Material Extraction</b> <a href="#">back to Overview</a>	
<b>Principal actors in this stage</b>	<b>Environmental issues</b>
<ul style="list-style-type: none"> <li>■ Suppliers</li> <li>■ Government</li> </ul>	<ul style="list-style-type: none"> <li>■ Greenhouse gas emissions</li> <li>■ Smog-forming emissions</li> <li>■ Resource use</li> <li>■ Waste</li> <li>■ Land use</li> <li>■ Biodiversity impacts</li> </ul>
<b>Social issues</b>	<b>Economic issues</b>
<ul style="list-style-type: none"> <li>■ Health and safety</li> <li>■ Diversity</li> <li>■ Human rights</li> <li>■ HIV/AIDS</li> <li>■ Community disruption through land use</li> </ul>	<ul style="list-style-type: none"> <li>■ Commodity prices</li> </ul>
<b>Parts and Components</b> <a href="#">back to Overview</a>	
<b>Principal actors in this stage</b>	<b>Environmental issues</b>
<ul style="list-style-type: none"> <li>■ Ford</li> <li>■ Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>■ Greenhouse gas emissions</li> <li>■ Smog-forming emissions</li> <li>■ Material use and recycling</li> <li>■ Resource use</li> <li>■ Manufacturing waste</li> <li>■ Land use</li> </ul>
<b>Social issues</b>	<b>Economic issues</b>
<ul style="list-style-type: none"> <li>■ Health and safety</li> <li>■ Employee satisfaction</li> <li>■ Diversity</li> <li>■ Human rights</li> <li>■ HIV/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>■ Quality</li> <li>■ Brand value/reputation</li> <li>■ Health care costs</li> </ul>
<b>Assembly and Painting</b> <a href="#">back to Overview</a>	
<b>Principal actors in this stage</b>	<b>Environmental issues</b>
<ul style="list-style-type: none"> <li>■ Ford</li> <li>■ Government</li> </ul>	<ul style="list-style-type: none"> <li>■ Greenhouse gas emissions</li> <li>■ Smog-forming emissions (especially VOCs)</li> <li>■ Material use and recycling</li> <li>■ Resource use</li> <li>■ Manufacturing waste</li> <li>■ Land use</li> </ul>
<b>Social issues</b>	<b>Economic issues</b>
<ul style="list-style-type: none"> <li>■ Health and safety</li> <li>■ Employee satisfaction</li> <li>■ Diversity</li> <li>■ Human rights</li> <li>■ HIV/AIDS</li> <li>■ Community contributions</li> </ul>	<ul style="list-style-type: none"> <li>■ Quality</li> <li>■ Brand value/reputation</li> <li>■ Health care costs</li> </ul>
<b>Sales</b> <a href="#">back to Overview</a>	
<b>Principal actors in this stage</b>	<b>Environmental issues</b>
<ul style="list-style-type: none"> <li>■ Ford dealers</li> <li>■ Other dealers</li> </ul>	<ul style="list-style-type: none"> <li>■ Land use</li> </ul>
<b>Social issues</b>	<b>Economic issues</b>
<ul style="list-style-type: none"> <li>■ Diversity</li> <li>■ Human rights</li> <li>■ Marketing and customer information</li> </ul>	<ul style="list-style-type: none"> <li>■ Dealer services</li> <li>■ Brand value/reputation</li> <li>■ Purchase cost</li> </ul>
<b>Use</b> <a href="#">back to Overview</a>	
<b>Principal actors in this stage</b>	<b>Environmental issues</b>

<ul style="list-style-type: none"> <li>Customers</li> <li>Fuel providers</li> <li>Government</li> </ul>	<ul style="list-style-type: none"> <li>Greenhouse gas emissions</li> <li>Smog-forming emissions</li> <li>Land use</li> <li>Fuel economy</li> <li>In-vehicle air quality</li> </ul>
<b>Social issues</b>	<b>Economic issues</b>
<ul style="list-style-type: none"> <li>Vehicle safety</li> <li>Noise</li> <li>Viability of public transport</li> <li>Access to mobility</li> <li>Community disruption through land use</li> <li>Traffic congestion</li> <li>Infrastructure</li> <li>Emerging markets</li> </ul>	<ul style="list-style-type: none"> <li>Fuel costs</li> <li>Brand value/reputation</li> <li>Cost of ownership</li> </ul>
<b>Service</b> <a href="#">back to Overview</a>	
<b>Principal actors in this stage</b>	<b>Environmental issues</b>
<ul style="list-style-type: none"> <li>Ford dealers</li> <li>Independent servicers</li> </ul>	<ul style="list-style-type: none"> <li>Material use and recycling</li> <li>Waste</li> </ul>
<b>Social issues</b>	<b>Economic issues</b>
<ul style="list-style-type: none"> <li>Health and safety</li> <li>Diversity</li> <li>Human rights</li> <li>Marketing and customer information</li> </ul>	<ul style="list-style-type: none"> <li>Quality</li> <li>Dealer services</li> <li>Brand value/reputation</li> </ul>
<b>End of Life</b> <a href="#">back to Overview</a>	
<b>Principal actors in this stage</b>	<b>Environmental issues</b>
<ul style="list-style-type: none"> <li>Dismantlers</li> <li>Government</li> <li>Shredder operators</li> <li>Post-shredder treatment operators</li> </ul>	<ul style="list-style-type: none"> <li>Material use and recycling</li> <li>Waste</li> <li>Recovery</li> </ul>
<b>Social issues</b>	<b>Economic issues</b>
<ul style="list-style-type: none"> <li>Health and safety</li> <li>Diversity</li> <li>Human rights</li> <li>End of life information</li> </ul>	<ul style="list-style-type: none"> <li>Commodity prices</li> <li>Quality</li> <li>Market demand for recycling/recovery products</li> </ul>

## Expanding Connections

We recognize that these issues are interconnected at each stage and that positive and negative effects in one part of the chain can reverberate in the other parts.

Increasingly, we are bringing our understanding of a wide range of sustainability issues into the stages of our value chain. Environmentally, we are improving our manufacturing efficiency, cutting the emissions of our vehicles, designing vehicles with end of life in mind and increasing the recyclability of our vehicles and our use of recycled materials. Socially, we seek to strengthen the communities we're part of, expand the connections within them and improve our relationships throughout the value chain. Economically, we are trying to build our capacity to adapt and respond to the variety of challenges and opportunities present at every stage, meeting our customers' needs as well as our stakeholders' expectations.