

## Module: Introduction

## Page: Introduction

## 0.1

**Introduction**

Please give a general description and introduction to your organization.

Ford Motor Company, a global automotive industry leader based in Dearborn, Mich., manufactures or distributes automobiles across six continents. With about 176,000 employees and about 80 plants worldwide, the company's automotive brands include Ford, Lincoln, Mercury and, until its sale, 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).

## 0.2

**Reporting Year**

Please state the start and end date of the year for which you are reporting data.

**Enter Periods that will be disclosed**

Thu 01 Jan 2009 - Thu 31 Dec 2009

## 0.3

Are you participating in the Walmart Sustainability Assessment?

No

## 0.4

**Modules**

As part of the Investor CDP information request, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sectors and companies in the oil and gas industry should complete supplementary questions in addition to the main questionnaire.

If you are in these sectors, the corresponding sector modules will be marked as default options to your information request.

If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to view the questions first, please see [www.cdproject.net/cdp-questionnaire](http://www.cdproject.net/cdp-questionnaire).

Automotive

## 0.5

**Country list configuration**

Please select the countries for which you will be supplying data. This selection will be carried forward to assist you in completing your response.

Select country

United States of America

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0.6

Please select if you wish to complete a shorter information request.

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Further Information

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Attachments

**Module: Governance**

**Page: Governance**

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1.1

**Where is the highest level of responsibility for climate change within your company?**

Board committee or other executive body

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1.1a

**Please specify who is responsible.**

Sub-set of the Board

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1.1b

**Select the lower level department responsible.**

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1.2

**What is the mechanism by which the board committee or other executive body reviews the company's progress and status regarding climate change?**

In 2009 our Board of Directors renamed its Environment and Public Policy Committee as the Sustainability Committee. This change helped narrow the focus of the Committee. It sent a clear and consistent message both inside and outside the Company that Ford's leadership is focused on the important sustainability issues that are pivotal to our business, such as climate change, energy independence, vehicle safety, mobility and human rights. Changing the name ensured a continuity of purpose and a continuity of approach. Also, sustainability, which includes climate change issues, permeates Ford's management. Each week, senior executives participate in the Business Plan Review chaired by our CEO, Alan Mulally. There, and in the Special Attention Review that follows, sustainability issues are discussed, just as any other critical issue within our business would be discussed. Sustainability governance is just a part of the whole.

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1.3a

Please explain how overall responsibility for climate change is managed within your company.

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1.3b

Please explain how overall responsibility for climate change is managed within your company.

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1.4

Do you provide incentives for the management of climate change issues, including the attainment of greenhouse gas (GHG) targets?

Yes

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1.5

Please complete the table.

Who is entitled to benefit from those incentives?	The type of incentives
All employees	Monetary reward
All employees	Recognition (non-monetary)

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#### Further Information

As an automotive manufacturer, we incorporate fuel economy and CO2 objectives into our corporate business performance metrics. When we achieve our metrics, the Company is successful, and that benefits all employees, as well as many other stakeholders. Please see more detailed discussion of this issue from Ford's perspective at: <http://www.ford.com/microsites/sustainability-report-2009-10/issues-climate>

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#### Attachments

**Module: Risks and Opportunities**

**Page: Risks & Opportunities Identification Process**

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2.1

**Describe your company's process for identifying significant risks and/or opportunities from climate change and assessing the degree to which they could affect your business, including the financial implications.**

Over the past decade, concerns about climate change, the price of fuel and energy security – along with the global recession – have dramatically reshaped the automotive business. This creates substantial risks for automakers but also opportunities to grow and expand. In 2008, Ford Motor

Company shared its Blueprint for Sustainability; part of an overall plan to return the company to profitability. The blueprint's product strategy – called the Sustainable Technologies and Alternative Fuels Plan – details the near-, mid- and long-term steps we are taking to develop and deploy vehicle and fuel technologies. The blueprint is supported by our sustainable mobility governance, which establishes structures and accountability for implementing the strategy. We believe this strategy is already showing results by positioning our Company to take advantage of opportunities created by shifts in markets. Our commitment to outstanding fuel economy aligns well with consumer interest in fuel-sipping vehicles. During 2009, for example, our U.S. market share grew for the first time since 1995, driven in part by the popularity of several of our vehicles (including the Ford Fusion and Mercury Milan) that achieve best-in-class fuel economy. The key to achieving success with our blueprint, in fact all of our ONE Ford plan, is a weekly cycle of executive management review meetings called the Business Plan Review (BPR). This meeting takes the weekly pulse of the Company to ensure established performance metrics, albeit in automotive Original Equipment Manufacturer (OEM) language, is on track addressing the issues facing the business globally. This includes the risks and opportunities associate with climate change.

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### Further Information

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### Attachments

[https://www.cdproject.net/Sites/2010/95/6595/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/RisksOpportunities-IdentificationProcess/2009\\_annual\\_report.pdf](https://www.cdproject.net/Sites/2010/95/6595/Investor%20CDP%202010/Shared%20Documents/Attachments/InvestorCDP2010/RisksOpportunities-IdentificationProcess/2009_annual_report.pdf)  
[https://www.cdproject.net/Sites/2010/95/6595/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/RisksOpportunities-IdentificationProcess/F-20100225-10K-20091231.pdf](https://www.cdproject.net/Sites/2010/95/6595/Investor%20CDP%202010/Shared%20Documents/Attachments/InvestorCDP2010/RisksOpportunities-IdentificationProcess/F-20100225-10K-20091231.pdf)

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## Page: Regulatory Risks

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### 3.1

**Do current and/or anticipated regulatory requirements related to climate change present significant risks to your company?**

Yes

Do you want to answer using:

A text box

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### 3.2A

**What are the current and/or anticipated significant regulatory risks related to climate change and their associated countries/regions and timescales?**

Risk	Region/Country	Timescale in Years	Comment

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### 3.2B

**What are the current and/or anticipated significant regulatory risks related to climate change and their associated countries/regions and timescales?**

As disclosed in our Annual Report on Form 10-K for the year ended December 31, 2009, the worldwide automotive industry is governed by a substantial amount of regulation, which often differs by state, region, and country. Governmental regulation has arisen, and proposals for additional regulation are advanced, primarily out of concern for the environment (including concerns about the possibility of global climate change and its impact), vehicle safety, and energy independence. In addition, many governments regulate local product content and/or impose import requirements as a means of creating jobs, protecting domestic producers, and influencing their balance of payments. In recent years, we have made significant changes to our product cycle plan to improve the overall fuel economy of vehicles we produce, thereby reducing their greenhouse gas emissions. There are limits on our ability to achieve fuel economy improvements over a given time frame, however, primarily relating to the cost and effectiveness of available technologies, consumer acceptance of new technologies and changes in vehicle mix, willingness of consumers to absorb the additional costs of new technologies, the appropriateness (or lack thereof) of certain technologies for use in particular vehicles, and the human, engineering and financial resources necessary to deploy new technologies across a wide range of products and powertrains in a short time. The cost to comply with existing governmental regulations is substantial, and future, additional regulations (already enacted, adopted or proposed) could have a substantial adverse impact on our financial condition and results of operations. For more discussion of the impact of such standards on our global business, see the "Governmental Standards" discussion in our 2009 Form 10-K Report.

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**3.3**

**Describe the ways in which the identified risks affect or could affect your business and your value chain.**

Our suppliers, which are located in more than 60 countries, are subject to market and regulatory risks as a result of GHG regulation and the impacts of climate change. These risks could affect their competitiveness or ability to operate, creating the potential for disruptions to the flow of supplies to Ford. For example, suppliers may be subject to reporting requirements, fees or taxes, depending on where their operations are located. Through a number of supply chain programs and associations, Ford works collaboratively with our value chain to assess these risks.

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**3.4**

**Are there financial implications associated with the identified risks?**

Yes

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**3.5**

**Please describe them.**

Those risks were detailed in 3.2B. Additionally, over the past decade, concerns about climate change, the price of fuel and energy security – along with the global recession – have dramatically reshaped the automotive business. These market shifts are very significant to our Company. Everywhere we operate, the financial health of our Company depends on our ability to predict market shifts of all kinds and to be ready with the products and services our customers demand. This creates substantial risks for automakers but also opportunities to grow and expand. Because capital and financial resources are not what they once were, this can potentially limit the monetary resources available to adjust and respond to the regulatory developments and shifts. Also, given the lead time of the auto industry for product development and the facilities management requirements, significant investments are made to anticipate changing market conditions and there is an inherent element of financial risk for the Company to properly anticipate those trends.

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**3.6**

**Describe any actions the company has taken or plans to take to manage or adapt to the risks that have been identified, including the cost of those actions.**

Our actions to improve the fuel economy of our vehicles, along with their quality, performance and features, have helped us to address these and take advantage of these changes and gain market share in North America, Europe and South America. However, continued uncertainty about the GHG regulatory framework, particularly in the United States, and the possibility that fuel prices could decline mean that there is also a risk that consumer preferences will shift back toward less fuel-efficient vehicles. Our product globalization strategy is designed to help us respond to changing markets and regional preferences. We are leveraging our best technology from around the world to create global platforms that offer superior fuel economy, safety, driving dynamics and customer features. We then tailor each global platform to national or regional preferences and requirements. New technology is also cutting the time required to bring new vehicles to market, which helps us respond more effectively to the ever-increasing pace of change in our markets. Ford has continued to invest billions of dollars in research (long term) and development, as well as product development (near term) to support these global initiatives and actions.

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3.7

**Please explain why you do not consider your company to be exposed to significant regulatory risks - current and/or anticipated.**

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3.8

**Please explain why not.**

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**Further Information**

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**Attachments**

[https://www.cdproject.net/Sites/2010/95/6595/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/RisksOpportunities-RegulatoryRisks/F-20100225-10K-20091231.pdf](https://www.cdproject.net/Sites/2010/95/6595/Investor%20CDP%202010/Shared%20Documents/Attachments/InvestorCDP2010/RisksOpportunities-RegulatoryRisks/F-20100225-10K-20091231.pdf)

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**Page: Physical Risks**

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4.1

**Do current and/or anticipated physical impacts of climate change present significant risks to your company?**

Yes

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Do you want to answer using:

A text box

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4.2A

**What are the current and/or anticipated significant physical risks, and their associated countries/regions and timescales?**

Risk	Region/Country	Timescale in Years	Comment

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**4.2B**

**What are the current and/or anticipated significant physical risks, and their associated countries/regions and timescales?**

Global climate change raises the potential for shifting patterns of extreme weather and other risks to our facilities. For insurance purposes, we assess the risks each of our facilities faces (with input from third-party engineers) at least annually. This risk assessment is updated based on new data and takes into account the risk of exposure to hurricanes, tornadoes, other storms, flooding and earthquakes. As a result of this process, we believe we have a good understanding of the physical risks faced by our facilities and how those risks are changing over time. Extreme weather has the potential to disrupt the production of natural gas, a fuel necessary for the manufacture of vehicles. Supply disruptions raise market rates and jeopardize the consistency of vehicle production. To minimize the risk of production interruptions, Ford has established firm delivery contracts with natural gas suppliers and installed propane tank farms at key manufacturing facilities as a source of backup fuel. Higher utility rates have prompted Ford to revisit and implement energy-efficiency actions that previously did not meet our internal rate of return. Climate change also has the potential to affect the availability and quality of water. We are examining this issue as part of the development of our water strategy.

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**4.3**

**Describe the ways in which the identified risks affect or could affect your business and your value chain.**

Our suppliers, which are located in more than 60 countries, are subject to physical risks as a result of the impacts of climate change. These risks could affect their competitiveness or quite simply their ability to operate, creating the potential for disruptions to the flow of supplies to Ford.

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**4.4**

**Are there financial implications associated with the identified risks?**

Yes

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**4.5**

**Please describe them.**

2008 and 09 demonstrated the overall fragility of the global auto industry. This was primarily the result of the global economy, but the tenuous nature of the business can be extrapolated to same risks posed by the potential disruptions caused by the physical effects of climate change. With billions of dollars at stake in product development and supply chain contracts, the industry can ill afford any break in vehicle production and subsequent sales.

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**4.6**

**Describe any actions the company has taken or plans to take to manage or adapt to the risks that have been identified, including the cost of those actions.**

In 2009 and early 2010, we took significant steps to better understand the risks and opportunities of GHG regulation and climate change for our suppliers and, by extension, for Ford. We have worked hard to reduce GHG emissions from our products and operations, which enhances our

competitiveness, and we hope to help promote similar competitiveness throughout the automotive supply chain. Ford has signed on to be a "road tester" of the World Resources Institute/World Business Council for Sustainable Development's Scope 3 Greenhouse Gas Reporting Protocol. Ford road tested the widely used and respected Scope 1 (direct GHG emissions) and Scope 2 (indirect emissions, e.g., from electricity production) protocols. The Scope 3 protocol covers outsourced activities, supplier manufacturing and product use. The draft standards were developed through a global, collaborative multi-stakeholder process, with participation from over 1,000 volunteer representatives from industry, government, academia and nongovernmental organizations. The road testing process will provide real-world feedback to ensure the standards can be practically implemented by companies and organizations from a variety of sectors, sizes and geographic areas around the world. The final standards are scheduled to be published in December 2010. Ford's contribution will be to request data from selected Tier 1 production suppliers, representing close to 30 percent of Ford's \$65 billion in annual procurement spending, and to provide feedback on practical aspects of using the protocol. Ford has also joined the Carbon Disclosure Project's Supply Chain initiative. Through this effort, Ford is working with selected suppliers to gather qualitative as well as quantitative information about the suppliers' climate risks and emissions and how they are managing them.

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4.7

**Please explain why you do not consider your company to be exposed to significant physical risks - current and/or anticipated.**

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4.8

**Please explain why not.**

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#### Further Information

<http://www.ford.com/microsites/sustainability-report-2009-10/issues-climate-risks>

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#### Attachments

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### Page: Other risks

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5.1

**Does climate change present other significant risks - current and/or anticipated - for your company?**

No

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Do you want to answer using:

The table below

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5.2A



**What are the current and/or anticipated other significant risks, and their associated countries/regions and timescales?**

<b>Risk</b>	<b>Region/Country</b>	<b>Timescale in Years</b>	<b>Comment</b>

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**5.2B**

**What are the current and/or anticipated other significant risks, and their associated countries/regions and timescales?**

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**5.3**

**Describe the ways in which the identified risks affect or could affect your business and your value chain.**

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**5.4**

**Are there financial implications associated with the identified risks?**

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**5.5**

**Please describe them.**

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**5.6**

**Describe any actions the company has taken or plans to take to manage or adapt to the other risks that have been identified, including the costs of those actions.**

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**5.7**

**Explain why you do not consider your company to be exposed to other significant risks - current and/or anticipated.**

Based on Ford's assessment of the regulatory and physical risks associated with climate change, we believe these are the known relevant risks to the Company's operations.

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**5.8**

**Please explain why not.**

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**Further Information**

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**Attachments**

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**Page: Regulatory Opportunities**

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**6.1**

**Do current and/or anticipated regulatory requirements related to climate change present significant opportunities for your company?**

Yes

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Do you want to answer using:

A text box

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**6.2A**

**What are the current and/or anticipated significant regulatory opportunities and their associated countries/regions and timescales?**

Opportunities	Region/Country	Timescale in Years	Comment

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**6.2B**

**What are the current and/or anticipated significant regulatory opportunities and their associated countries/regions and timescales?**

In the United States, the policy debate surrounding climate change intensified in 2009, particularly at the end of the year. In June 2009, the U.S. approved a "Cash for Clunkers" program. For two months over the summer, the program provided a popular consumer incentive for trading in a less fuel-efficient vehicle for a new, more fuel-efficient one. The Ford Focus and Ford Escape were among the top new vehicles purchased in the Cash for Clunkers program. Ford increased production to meet demand and saw sales rise significantly during those months. Ford supported the legislation. The benefits of this program in terms of reduced fuel consumption and lower carbon emissions from the vehicle fleet have been significant and will be realized over the coming years as these more-efficient vehicles continue to operate. Ford supports comprehensive legislation that will create a price signal for consumers. Thoughtful and comprehensive national energy and climate policy that places a price on carbon is needed to support the billions of dollars being invested into low-carbon and fuel-efficient vehicle technologies. Without a cohesive policy that includes a price signal, we could be caught in a cycle where development of the advanced technologies needed to help address climate change and energy security is sporadic. During 2009, the EU finalized CO2 car targets based on car weight, part of an ambitious European energy and climate change package to which the industry will continue to contribute. The European auto industry is ready to meet the new law's standards for passenger cars, despite the sudden dramatic economic downturn that has severely limited the resources available to respond. Under the new rules, manufacturers are required to ensure that the industry average fleet CO2 emissions – for all the vehicles they make that are registered in the EU – are below 130 g/km. In 2012, 65 percent of each manufacturer's fleet must comply with this target. The percentage increases

to 75 percent in 2013, 80 percent in 2014 and 100 percent in 2015. The long-term target for CO<sub>2</sub> emissions is set to 95 g/km; it will be reviewed again in 2013. This approach gives the auto industry the necessary lead-time to adjust its development and production cycles to the legal requirements and to limit the financial risks caused by largely unpredictable factors, including consumer preferences, market trends, economic developments and legal requirements in different fields. The industry will continue to invest heavily in research and development and new product programs in order to reach the short-term targets. The long-term target will require technological breakthroughs, new refuelling infrastructure and a swift renewal of the car fleet on Europe's roads. In Ford's Asia Pacific and Africa region, sales in China are growing rapidly. Economic growth is a key priority of the Chinese government, to be balanced with energy security and a cleaner environment. The China Automotive Technology and Research Center released for comment a draft national standard on the Stage III fuel economy limits for passenger cars, with phase-in of implementation targeted for the 2012 model year. During the phase-in period, the ratio of the Corporate Average Fuel Consumption to the Target Corporate Average Fuel Consumption must meet a declining ratio from 109 percent in 2012 to 100 percent in 2015. The Chinese government provides limited incentives for electric vehicle fleet purchasers under local government control in 13 cities initially, with plans to expand to others up to 2012. Diesel use is discouraged in passenger car applications in the near term, due to fuel availability concerns. Japan, South Korea and Taiwan have released new or modified fuel economy limits, while Hong Kong, South Korea and Taiwan have linked tax incentives to fuel economy and CO<sub>2</sub> targets. In Brazil, our largest South American market, the use of biofuels is a national policy, with 100 percent of gasoline blended with 20 to 25 percent ethanol, and extensive use of pure ethanol as motor fuel. Most new vehicles are designed to accommodate varying amounts of ethanol. A minimum of 5 percent biodiesel must be added to diesel. Emission requirements are periodically updated by an emissions-control program. A voluntary fuel economy labeling program is also in place. A star ranking for light vehicles was recently introduced, favoring low-emission, low-CO<sub>2</sub>, ethanol, flexible-fuel or hybrid vehicles. Diesel use in light vehicles under 1.0 ton payload is not allowed, except for combined usage vehicles with special off-road characteristics. The government is also studying incentives for hybrids and electric vehicles. Ford has supported the region's biofuels initiatives since the 1970s and offers a wide range of vehicles capable of running on 100 percent ethanol. We also provide light- and heavy-duty vehicles that meet biodiesel requirements.

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### 6.3

#### **Describe the ways in which the identified opportunities affect or could affect your business and your value chain.**

Ford addresses the linked issues of climate change and energy security using an integrated approach – a partnership of all stakeholders, including the automotive industry (with our value chain partners), the fuel industry, other industries and enterprises, governments and consumers. It will also require the best thinking from all of these sectors. To complement these efforts, Ford is involved in numerous partnerships and alliances with universities, coalitions, nongovernmental organizations and other companies to improve our understanding of climate change. Our participation in these and other partnerships helps us to formulate improved strategies for products and policies that will in turn help to address climate change and energy security.

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### 6.4

#### **Are there financial implications associated with the identified opportunities?**

Yes

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### 6.5

#### **Please describe them.**

To respond to the risks and opportunities posed by the climate change issue, our long-term strategy is to contribute to climate stabilization by: 1. Continuously reducing the greenhouse gas emissions and energy usage of our operations. 2. Developing the flexibility and capability to market more lower-GHG-emission products, in line with evolving market conditions. 3. Working with industry partners, energy companies, consumer groups and policy makers to establish an effective and predictable market, policy and technological framework for reducing GHG emissions. Each of these has attendant costs associated with them. The availability of financial resources is definitely an issue. Ford believes

this strategy is already showing results by positioning our Company to take advantage of opportunities created by shifts in markets. Our commitment to outstanding fuel economy aligns well with consumer interest in fuel-efficient vehicles. During 2009, for example, our U.S. market share grew for the first time since 1995, and increased market share supports the Company's plan for a return to solid profitability.

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6.6

**Describe any actions the company has taken or plans to take to exploit the opportunities that have been identified, including the investment needed to take those actions.**

Our product globalization strategy, into which Ford has continued to invest billions of dollars, is designed to help us respond to changing markets and regional preferences and regulations. We are leveraging our best technology from around the world to create global platforms that offer superior fuel economy, safety, driving dynamics and customer features. We then tailor each global platform to national or regional preferences and requirements. New technology is also cutting the time required to bring new vehicles to market, which helps us respond more effectively to the ever-increasing pace of change in our markets. Ford's blueprint's product strategy – called the Sustainable Technologies and Alternative Fuels Plan – details the near-, mid- and long-term steps we are taking to develop and deploy vehicle and fuel technologies. The blueprint is supported by our sustainable mobility governance, which establishes structures and accountability for implementing the strategy. We believe this strategy is already showing results by positioning our Company to take advantage of opportunities created by shifts in markets, some of which are related to emerging climate change regulations. Our commitment to outstanding fuel economy aligns well with consumer interest in fuel-sipping vehicles. During 2009, for example, our U.S. market share grew for the first time since 1995, driven in part by the popularity of several of our vehicles (including the Ford Fusion and Mercury Milan) that achieve best-in-class fuel economy. For the longer term, we are preparing to provide regionally appropriate approaches based on global platforms to advanced vehicle technologies, including electric vehicles, biofuel vehicles and hydrogen fuel cell vehicles.

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6.7

**Explain why you do not consider your company to be presented with significant opportunities - current and/or anticipated.**

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6.8

**Please explain why not.**

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**Further Information**

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**Attachments**

**Page: Physical Opportunities**

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7.1

**Do current and/or anticipated physical impacts of climate change present significant opportunities for your company?**

No

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Do you want to answer using:

The table below

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**7.2A**

**What are the current and/or anticipated significant physical opportunities and their associated countries/regions and timescales?**

<b>Opportunities</b>	<b>Region/Country</b>	<b>Timescale in Years</b>	<b>Comment</b>

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**7.2B**

**What are the current and/or anticipated significant physical opportunities and their associated countries/regions and timescales?**

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**7.3**

**Describe the ways in which the identified opportunities affect or could affect your business and your value chain.**

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**7.4**

**Are there financial implications associated with the identified opportunities?**

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**7.5**

**Please describe them.**

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**7.6**

**Describe any actions the company has taken or plans to take to exploit the opportunities that have been identified, including the investment needed to take those actions.**

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**7.7**

**Explain why you do not consider your company to be presented with significant opportunities - current and/or anticipated.**

Ford does not believe the potential physical impacts of climate change offer any business opportunities, as opposed to the business opportunities we see by being a leader in addressing climate change regulation. While we can reasonably identify the regulatory opportunities associated with the competitive advantages of being first to market with advanced GHG reducing technologies, it is not so easily done for physical opportunities given the nature of the automotive industry. However, physical changes, whether associated with climate change or not, can give rise to opportunities for strengthening community and government relationships as well as improving operations management; our participation in CDP's Water Disclosure Project is one example of such an opportunity. These are not significant business opportunities though.

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7.8

**Please explain why not.**

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**Further Information**

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**Attachments**

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**Page: Other Opportunities**

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8.1

**Does climate change present other significant opportunities - current and/or anticipated - for your company?**

No

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Do you want to answer using:

The table below

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8.2A

**What are the current and/or anticipated other significant opportunities and their associated countries/regions and timescales?**

Opportunities	Region/Country	Timescale in Years	Comment

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8.2B

**What are the current and/or anticipated other significant opportunities and their associated countries/regions and timescales?**

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**8.3**

**Describe the ways in which the identified opportunities affect or could affect your business and your value chain.**

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**8.4**

**Are there financial implications associated with the identified opportunities?**

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**8.5**

**Please describe them.**

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**8.6**

**Describe any actions the company has taken or plans to take to exploit the opportunities that have been identified, including the investment needed to take those actions.**

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**8.7**

**Explain why you do not consider your company to be presented with significant opportunities - current and/or anticipated.**

For the same reasons we did not consider there to be other risks associated with climate change.

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**8.8**

**Please explain why not.**

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**Further Information**

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**Attachments**

## 9.1

**Please describe how your overall group business strategy links with actions taken on risks and opportunities (identified in questions 3 to 8), including any emissions reduction targets or achievements, public policy engagement and external communications.**

Concerns about climate change and growing constraints on the use and availability of carbon-based fuels affect our operations, our customers, our investors and our communities. The issue warrants precautionary, prudent and early actions to enhance our competitiveness, protect our profitability in an increasingly carbon-constrained economy and do our share to prevent or reduce the potential for environmental harm due to climate change. We have responded to the significant risks and opportunities presented by the climate change issue by developing a comprehensive global strategy to reduce greenhouse gas (GHG) emissions from our products and processes while working cooperatively with the public and private sectors to advance climate change solutions. We are taking a holistic approach to the climate change issue, recognizing that it affects all parts of our business and is interconnected to other important issues, from water availability and energy security to human rights. To respond to the risks and opportunities posed by the climate change issue, our long-term strategy is to contribute to climate stabilization by: Continuously reducing the greenhouse gas emissions and energy usage of our operations. Developing the flexibility and capability to market more lower-GHG-emission products, in line with evolving market conditions. Working with industry partners, energy companies, consumer groups and policy makers to establish an effective and predictable market, policy and technological framework for reducing GHG emissions. Our blueprint for sustainability, which spells out our technology and product strategy to meet this goal, is based on modeling of vehicle and fuel contributions to emission reductions and an analysis of market and regulatory trends. The blueprint encompasses a series of commitments the Company has made, or participated in, to reduce the greenhouse gas emissions from our products and operations. The blueprint's product strategy – called the Sustainable Technologies and Alternative Fuels Plan – details the near-, mid- and long-term steps we are taking to develop and deploy vehicle and fuel technologies. The blueprint is supported by our sustainable mobility governance, which establishes structures and accountability for implementing the strategy. We believe this strategy is already showing results by positioning our Company to take advantage of opportunities created by shifts in markets. Our commitment to outstanding fuel economy aligns well with consumer interest in fuel-sipping vehicles. For the longer term, we are preparing to provide regionally appropriate approaches based on global platforms to advanced vehicle technologies, including electric vehicles, biofuel vehicles and hydrogen fuel cell vehicles. We believe our commitment to addressing the climate change issue in a comprehensive and strategic way is one of the factors that has helped transform our Company's current and future products and prospects. In early 2008, Ford announced a goal to reduce CO<sub>2</sub> emissions from its U.S. and European new vehicles by 30 percent by 2020, relative to a 2006 model year baseline. We also set out a technology migration plan – embodied in our blueprint for sustainability. Our commitment and plan are aligned with doing our part to achieve a 450 ppm climate stabilization pathway. Despite challenging economic conditions, we are making significant progress in implementing the plan and are on track to surpass the goal. We have also announced an ongoing commitment, beginning with the 2010 model year, that all new or significantly refreshed vehicles will be best in class, or among the best in class, for fuel economy in their segment. We are committed to reducing CO<sub>2</sub> emissions from our operations, and we are exploring carbon emissions in our supply chain through participation in the Carbon Disclosure Project's supply chain initiative and the World Resources Institute/World Business Council on Sustainable Development's Scope 3 road testing project. Our climate change strategy is based on delivering products that our customers want while doing our share to stabilize GHG concentrations in the atmosphere at levels generally accepted to minimize the effects of climate change. It encompasses our products, operations and, increasingly, our customers, dealers and suppliers. Ford cannot achieve climate stabilization alone. Reducing emissions by the amount required calls for an integrated approach – a partnership of all stakeholders, including the automotive industry, the fuel industry, government and consumers. It can only be achieved by significantly and continuously reducing GHG emissions over a period of decades in all sectors of the economy. We recognize that future developments in technologies, markets, policy actions and even the natural manifestations of climate change are all uncertain. Accordingly, we will continue to monitor and adjust our goal based on changing conditions.

**Further Information**



Attachments

Page: Strategy - Targets

9.2

Do you have a current emissions reduction target?

Yes

9.3

Please explain why not and forecast how your Scope 1 and Scope 2 emissions will change over the next 5 years. (If you do not have a target)

9.4

Please give details of the target(s) you are developing and when you expect to announce it/them. (If you are in the process of developing a target)

9.5

Please explain if you intend to set a new target. (If you have had a target and the date for completing it fell within your reporting year, please answer questions 9.5 and 9.6)

9.6

Please complete the table. (If you have a current emissions reduction target or have a recently completed target)

Target Type	Value of Target	Unit	Base year	Emissions in base year (metric tonnes CO <sub>2</sub> -e)	Target Year	GHGs and GHG sources to which the target applies	Target met?	Comment
Absolute emissions reduction	6.00	% reduction from base year	2000	3031842.00000	2010	Scope 1 + 2	Yes	North America Chicago Climate Exchange:

Target Type	Value of Target	Unit	Base year	Emissions in base year (metric tonnes CO2-e)	Target Year	GHGs and GHG sources to which the target applies	Target met?	Comment
								Reduce North American facility emissions by 6 percent between 2000 and 2010, as verified by third-party auditors
Intensity target	10.00	Other: % reduction from base year per vehicle produced in US facilities	2002	1.46000	2012	Scope 1 + 2	Target ongoing	Ford has committed to reduce United States facility emissions by 10 percent per vehicle produced between 2002 and 2012, as part of an Alliance of Automobile Manufacturers program.

### Further Information

Ford has an important responsibility as an automotive original equipment manufacturer to implement a dual strategy of reduction in product emissions and operations emissions. Based on analyses of life-cycle vehicle CO2 emissions, approximately 80 to 90 percent of GHGs are emitted while the vehicle is in use, rather than during its manufacture or disposal. The in-use emissions depend on three major factors: 1. The fuel economy of the vehicles, which in turn depends on many characteristics of the vehicles themselves (such as their weight, powertrain and aerodynamics). 2. The well-to-wheels greenhouse gas profile of the fuels used in the vehicles. 3. How the vehicles are used and maintained by their drivers. Our shorthand for this is "Vehicle + Fuel + Driver = GHG emissions." In early 2008, Ford announced a goal to reduce CO2 emissions from its U.S. and European new vehicles by 30 percent by 2020, relative to a 2006 model year baseline. We also set out a technology migration plan – embodied in our blueprint for sustainability – that details our near-, mid- and long-term plans to meet this goal. Our commitment and plan are aligned with doing our part to achieve a 450 ppm climate stabilization pathway. Despite challenging economic conditions, we are making significant progress in implementing the plan and are on track to surpass the goal. We have also announced an ongoing commitment, beginning with the 2010 model year, that all new or significantly refreshed vehicles will be best in class, or among the best in class, for fuel economy in their segment. We are committed to reducing CO2 emissions from our operations, and we are exploring carbon emissions in our supply chain through participation in the Carbon Disclosure Project's supply chain initiative and the World Resources Institute/World Business Council on Sustainable Development's Scope 3 road testing project. Similar targets were set and reached in Canada and Australia. Ford worked with Australian Industry-wide National Average CO2 Emissions (NACE), previously known as National Average Fuel Consumption (NAFC) (industry), in setting a voluntary target to achieve national average CO2 emissions of 222 g/km for light vehicles under 3.5 metric tons gross vehicle mass by 2010. This target required an overall reduction in average CO2 emissions of 12 percent between 2002 and 2010. This goal was met in 2009; industry is working on a new target for Australia for 2015 and 2020. Meanwhile,

the Canadian Greenhouse Gas Memorandum of Understanding (industry) is an industry-wide voluntary agreement to reduce GHGs from the Canadian car and truck fleet by 5.3 megatonnes by 2010 compared to projected emissions. First target was met in 2007; on track to meet 2010 target. In operations Ford has set a global manufacturing energy efficiency target to improve facility energy efficiency by 3 percent during 2010, which is currently on track. Ford is also currently voluntarily reporting facility CO2 emissions to national emissions registries in Australia, Canada, Mexico, the Philippines and the United States. Additionally, Ford added reporting all of China and Brazil during 2009. Other targets that Ford has met include EU Emission Trading Scheme, to ensure compliance with European Union CO2 Emission Trading Scheme requirements annually, including third-party verification, as well as the Chicago Climate Exchange, which reduced North American facility emissions by 6 percent between 2000 and 2010, as verified by third-party auditors. Through the Alliance of Automotive Manufacturers' goal, Ford is currently on track to reduce U.S. facility GHG emissions by 10 percent per vehicle produced between 2002 and 2012.

**Attachments**

¿

Is question 9.7 relevant for your company?

Yes

9.7

Please use the table below to describe your company's actions to reduce its GHG emissions.

1. Actions - please describe	2. Annual energy saving	3. Annual energy savings - number	4. Annual energy saving - units	5. Annual emission reduction in metric tonnes CO2-e	6. Reduction - achieved or anticipated	7. Investment - number	8. Investment - currency	9. Monetary savings - number	10. Monetary savings - currency	11. Monetary savings	12. Timescale of actions & associated investments (if relevant)
See below.	Achieved	8	Other : Percent YOY Energy Efficiency								

9.8

Please explain why not.

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**9.9****Please provide any other information you consider necessary to describe your emission reduction activities.**

Ford has received a \$2 million grant from the state of Michigan to install a large stationary battery-based energy storage facility with 750 kw capacity and 2 MWh of storage. This facility will support the state's "smart-grid" development initiatives as well as Ford's efforts to develop battery technology and secondary uses for vehicle batteries. As part of this facility, Ford will demonstrate the possibility for using vehicle batteries as stationary power storage devices after their useful life as vehicle power sources is over. Ford is participating in this project in partnership with DTE Energy, a Michigan-based energy provider. DTE Energy will install a 500 kw solar photovoltaic (PV) electricity generation system at the demonstration facility, which will produce some of the energy to be stored in Ford's stationary battery storage facility. When commissioned at the end of 2010, it is anticipated that it will be the largest PV array in Michigan. This solar PV system, which will feed into the battery facility, is being funded by DTE Energy to support Ford's sustainability efforts and to help the state of Michigan meet its renewable energy production requirements. As part of this project, Ford will also develop 10 electric vehicle charging stations, which will demonstrate advanced battery charging technologies and associated integration with renewable energy and other smart-grid advances. In several other locations, we are using renewable energy to provide power and cut CO2 emissions. Ford's Dagenham Diesel Centre in the UK, for example, was the first automotive plant in the world to obtain all of its electrical power needs from two on-site wind turbines, which have been in operation since 2004. A third two-megawatt wind turbine will be installed at Dagenham in 2010. In November 2009, we began powering the Genk, Belgium, plant with two wind turbines which will provide a significant portion of the plant's electrical power needs. In terms of products offered, our plans for migrating to alternative fuels and powertrains include implementing vehicles that run on renewable biofuels, increasing advanced clean diesel technologies, increasing our hybrid vehicle applications and introducing battery electric vehicles and plug-in hybrids. We are also working to advance hydrogen internal combustion engine and hydrogen fuel cell vehicle technologies. Our logistics operations provide for the safe and efficient transport of parts from our supply base to our manufacturing plants and of finished vehicles from the end of our assembly lines to our dealerships. Though logistics accounts for a relatively small percentage of total vehicle life-cycle emissions, we are working hard to maximize the efficiency of these operations to reduce costs and environmental impacts. We have taken steps to quantify the CO2 footprint of our logistics operations and reduce it through a variety of measures, such as shifting to rail and sea shipping and other efficiency measures. In 2009 and early 2010, we took significant steps to better understand the risks and opportunities of GHG regulation and climate change for our suppliers and, by extension, for Ford. We have worked hard to reduce GHG emissions from our products and operations, which enhances our competitiveness, and we hope to help promote similar competitiveness throughout the automotive supply chain. Ford has signed on to be a "road tester" of the World Resources Institute/World Business Council for Sustainable Development's Scope 3 Greenhouse Gas Reporting Protocol. Ford road tested the widely used and respected Scope 1 (direct GHG emissions) and Scope 2 (indirect emissions, e.g., from electricity production) protocols. The Scope 3 protocol covers outsourced activities, supplier manufacturing and product use. The draft standards were developed through a global, collaborative multi-stakeholder process, with participation from over 1,000 volunteer representatives from industry, government, academia and nongovernmental organizations. The road testing process will provide real-world feedback to ensure the standards can be practically implemented by companies and organizations from a variety of sectors, sizes and geographic areas around the world. The final standards are scheduled to be published in December 2010. Ford's contribution will be to request data from selected Tier 1 production suppliers, representing close to 30 percent of Ford's \$65 billion in annual procurement spending, and to provide feedback on practical aspects of using the protocol. Ford has also joined the Carbon Disclosure Project's Supply Chain initiative. Through this effort, Ford is working with selected suppliers to gather qualitative as well as quantitative information about the suppliers' climate risks and emissions and how they are managing them.

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**9.10****Do you engage with policy makers on possible responses to climate change including taxation, regulation and carbon trading?**

Yes

**Please describe.**

During 2009, the climate change policy landscape continued to evolve. Our global approach to product planning and policy participation is based on the science of climate stabilization. We accept that simply "not getting worse" is not good enough. The auto industry must work together with suppliers, government, the fuel industry and consumers to reduce CO<sub>2</sub> levels from transportation so we can help stabilize atmospheric CO<sub>2</sub> concentrations. Accomplishing this goal will require that all sectors of the economy, including the transportation sector, do their share. The complexity of policy environment is one important driver of our strategy to develop fuel-efficient and advanced technology platforms that can be shared globally and tailored to the needs of our customers. In the United States, the policy debate surrounding climate change intensified in 2009. Among other developments: the U.S. government took an active role in the Copenhagen climate negotiations; Senator Cantwell introduced legislation that would cap greenhouse gases (GHGs) and return revenues from the program back to U.S. citizens; Senator Murkowski introduced an amendment that would have prevented the U.S. Environmental Protection Agency (EPA) from regulating greenhouse gases under the Clean Air Act; and Senators Kerry, Lieberman and Graham proposed a framework outlining principles for a comprehensive approach to climate and energy legislation. Ford has been one of the more supportive companies on climate policy for some time. In 1999, we discussed greenhouse gases in our first corporate citizenship report. In late 2005, we published a special report on the Business Impact of Climate Change, and in 2007 we joined the United States Climate Action Partnership (USCAP) to support the prompt enactment of climate legislation. These experiences, as well as our participation in carbon markets globally, have helped to shape Ford's position on climate policy. We believe we need a national, market-based approach to reducing GHG emissions if the United States is going to reduce emissions at the lowest cost per ton. Thus, we support the creation of an efficient, economy-wide cap-and-trade framework with mechanisms to avoid unintended adverse effects on the economy. This position is consistent with that of USCAP, a group of businesses and leading environmental organizations that have come together to call on the federal government to quickly enact strong national legislation to require significant reductions of GHG emissions. Ford has been criticized for taking this position. On one side of the argument, some stakeholders do not think Ford should be supporting climate legislation and question our membership in groups like USCAP. To those, we say that without a cohesive national energy and climate policy that places a price on carbon, we could be caught in a cycle of starting and stopping technology development. That is simply not good policy or good business, particularly when the technology development requires billions of dollars of investment. We need predictability in order to plan our products. On the other side are stakeholders who urge Ford to be more aggressive and want us to drop out of groups like the U.S. Chamber of Commerce that may have views and actions on climate change that potentially conflict with Ford's position. To them we say that despite differences on this specific issue, Ford has not changed its position on climate change. The Chamber has been a critical ally on a broad range of business and environmental issues important to Ford and the global auto industry, including the One National Program, vehicle scrappage program, trade issues, anti-counterfeiting parts actions and legal reforms. It is important to our business, our customers and other stakeholders that we remain a member of the Chamber. Yet Ford will always speak with its own voice. We will do so on climate change (and other issues, for that matter) where it is essential to our business that we articulate our position separately from that of any association of which we are a member. We believe our position on climate change is very clear. You know it by our actions. You see it in our commitment to reduce the CO<sub>2</sub> emissions from both our products and facilities. Bottom line – we are doing what's right for our customers and the environment. We will continue to advocate for effective climate change policies that drive down GHG emissions and provide a framework for sound business and product planning. Addressing the linked issues of climate change and energy security requires an integrated approach – a partnership of all stakeholders, including the automotive industry, the fuel industry, other industries and enterprises, governments and consumers. Ford is involved in numerous partnerships and alliances with universities, coalitions, nongovernmental organizations and other companies to improve our understanding of climate change.

**Further Information****Attachments**

10.1

Please indicate the category that describes the company, entities, or group for which Scope 1 and Scope 2 GHG emissions are reported.

Companies over which operational control is exercised

10.2

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions within this boundary which are not included in your disclosure?

No

10.3

Please complete the following table.

Source	Scope	Explain why the source is excluded

Further Information

Attachments

11.1a

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions and/or describe the procedure you have used (in the text box in 11.1b below).

Please select the published methodologies that you use.

- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- Australia - National Greenhouse and Energy Reporting Act
- Brazil GHG Protocol Programme
- Philippine Greenhouse Gas Accounting and Reporting

**Please select the published methodologies that you use.**

Programme (PhilGARP)
Programa GEI Mexico
Other: Chicago Climate Exchange

**11.1b**

**Please describe the procedure that you use.**

CO2 emissions from energy usage (e.g., electricity, natural gas, and coal) represent the significant source of greenhouse gas emissions from our manufacturing facilities. For our emissions reports, we use the GHG Protocol Scopes 1 and 2. Our direct CO2 emissions "within the fence posts" are from combustion of natural gas and coal. Indirect CO2 emissions from usage of purchased electricity comprise roughly two-thirds of our total manufacturing-related CO2 emissions. Our commitment letter to CCX covers CO2 emissions from energy used at manufacturing facilities throughout North America (Canada, Mexico, and U.S.) (both direct and indirect emissions sources). We report joint venture emissions based upon operational control. Ford has established comprehensive internal controls including centralized tracking of all emissions data globally, internal procedures for establishing emissions trading strategies and status reports, and central coordination of all CO2-related audits and reporting. This global, centralized approach has supported our participation in facility CO2 initiatives in a more cost-effective and operationally efficient manner. Ford has established global roles and responsibilities and policies and procedures to help ensure compliance with emissions trading initiatives worldwide. Ford adopted the Global Emissions Manager (GEM) database that serves as a central repository for our facilities to consistently input and assess energy and CO2 data. We have found that emissions data management is performed most efficiently when centralized in this manner. We subsequently expanded GEM to include water usage, waste management, and other environmental metrics that support Ford's sustainability objectives.

**11.2**

**Please also provide the names of and links to any calculation tools used.**

**Please select the calculation tools used.**

GHG Protocol - GHG emissions from stationary combustion 4.0 February 2009
Other: Emissions Logic

**11.3**

**Please give the global warming potentials you have applied and their origin.**

Gas	Reference	GWP
Carbon dioxide	Other: IPCC 2006	1

**11.4**

**Please give the emission factors you have applied and their origin.**

Fuel/Material	Emission Factor	Unit	Reference
Natural gas	0.05	Other: tons CO2 per MMBTU	WRI
Propane	0.06	Other: tons CO2 per MMBTU	WRI
Distillate fuel oil No 2	0.07	Other: tons CO2 per MMBTU	WRI
Anthracite	2.24	Other: tons CO2 per short ton	WRI

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**Further Information**

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**Attachments**

**Page: Emissions Scope 1 - (1 Jan 2009 - 31 Dec 2009)**

**12.1**

**Please give your total gross global Scope 1 GHG emissions in metric tonnes of CO2-e.**

1623551

¿

Is question 12.2 relevant to your company?

Yes

**12.2**

**Please break down your total gross global Scope 1 emissions in metric tonnes CO2-e by country/region.**

Country	Scope 1 Metric tonnes CO2-e
United States of America	859538



Country	Scope 1 Metric tonnes CO2-e
Other: Rest of World	764013

12.3

Please explain why not.

12.4

Where it will facilitate a better understanding of your business, please also break down your total gross global Scope 1 emissions by business division. (Only data for the current reporting year requested.)

Business Division	Scope 1 Metric tonnes CO2-e
North America	1119820
South America	118511
Europe	289089
Asia Pacific and Africa	96131

12.5

Where it will facilitate a better understanding of your business, please also break down your total gross global Scope 1 emissions by facility. (Only data for the current reporting year requested.)

Facilities	Scope 1 Metric tonnes CO2-e

¿

Is question 12.6 relevant to your company?

Yes

12.6

Please break down your total gross global Scope 1 emissions by GHG type. (Only data for the current reporting year requested.)

GHG Type	Scope 1 Emissions (Metric tonnes)	Scope 1 Emissions (Metric tonnes CO2-e)
CO2	1623551.00	1623551

12.7

Please explain why not.

¿

Is question 12.8 relevant to your company?

Yes

12.8

Please give the total amount of fuel in MWh that your organization has consumed during the reporting year.

8026468

12.9

Please explain why not.

¿

Is question 12.10 relevant to your company?

Yes

12.10

Please complete the table by breaking down the total figure by fuel type.

Fuels	MWh
Natural gas	7473748.00
Anthracite	101823.00
Distillate fuel oil No 2	102031.00
Propane	348867.00

12.11

Please explain why not.

12.12

Please estimate the level of uncertainty of the total gross global Scope 1 figure that you have supplied in answer to question 12.1 and specify the sources of uncertainty in your data gathering, handling, and calculations.

Uncertainty Range	Main sources of uncertainty	Please expand on the uncertainty in your data
More than 2% but less than or equal to 5%	Data Gaps	<p>Ford has established comprehensive internal controls including centralized tracking of all emissions data globally, internal procedures for establishing emissions trading strategies and status reports, and central coordination of all CO2-related audits and reporting. This global, centralized approach has supported our participation in facility CO2 initiatives in a more cost-effective and operationally efficient manner. Ford has established global roles and responsibilities and policies and procedures to help ensure compliance with emissions trading initiatives worldwide. Ford adopted</p>

Uncertainty Range	Main sources of uncertainty	Please expand on the uncertainty in your data
		<p>the Global Emissions Manager (GEM) database that serves as a central repository for our facilities to consistently input and assess energy and CO2 data. We have found that emissions data management is performed most efficiently when centralized in this manner. we subsequently expanded GEM to include water usage, waste management, and other environmental metrics that support Ford's sustainability objectives. All of our manufacturing facilities have robust data included in the GHG inventory. We continue to include smaller, non-manufacturing facilities as data becomes available.</p>

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**Further Information**

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**Attachments**

13.1

Please give your total gross global Scope 2 GHG emissions in metric tonnes of CO2-e.

3226168

¿

Is question 13.2 relevant to your company?

Yes

13.2

Please break down your total gross global Scope 2 emissions in metric tonnes of CO2-e by country/region.

Country	Metric tonnes CO2-e
United States of America	1614587
Other: Rest of world	1611581

13.3

Please explain why not.

13.4

Where it will facilitate a better understanding of your business, please also break down your total gross global Scope 2 emissions by business division. (Only data for the current reporting year requested.)

Business division name	Metric tonnes CO2-e
North America	2054110
South America	65448
Europe	650800
Asia Pacific and Africa	455811

13.5

Where it will facilitate a better understanding of your business, please also break down your total gross global Scope 2 emissions by facility. (Only data for the current reporting year

requested.)

Facility name	Metric tonnes CO2-e

¿

Is question 13.6 relevant to your company?

Yes

13.6

How much electricity, heat, steam, and cooling in MWh has your organization purchased for its own consumption during the reporting year?

Please supply data for these energy types.	MWh
Electricity	6279889
Steam	785783

13.7

Please explain why not.

13.8

Please estimate the level of uncertainty of the total gross global Scope 2 figure that you have supplied in answer to question 13.1 and specify the sources of uncertainty in your data gathering, handling, and calculations.

Uncertainty range	Main sources of uncertainty in your data	Please expand on the uncertainty in your data.
More than 2% but less than or equal to 5%	Data Gaps	Ford has established comprehensive internal controls including centralized tracking of all emissions data globally, internal procedures for establishing emissions

Uncertainty range	Main sources of uncertainty in your data	Please expand on the uncertainty in your data.
		<p>trading strategies and status reports, and central coordination of all CO2-related audits and reporting. This global, centralized approach has supported our participation in facility CO2 initiatives in a more cost-effective and operationally efficient manner. Ford has established global roles and responsibilities and policies and procedures to help ensure compliance with emissions trading initiatives worldwide. Ford adopted the Global Emissions Manager (GEM) database that serves as a central repository for our facilities to consistently input and assess energy and CO2 data. We have found that emissions data management is performed most efficiently when centralized in this manner. we subsequently expanded</p>

Uncertainty range	Main sources of uncertainty in your data	Please expand on the uncertainty in your data.
		GEM to include water usage, waste management, and other environmental metrics that support Ford's sustainability objectives. All of our manufacturing facilities have robust data included in the GHG inventory. We continue to include smaller, non-manufacturing facilities as data becomes available.

### Further Information

Ford is actively involved in the installation, demonstration and development of alternative sources of energy. In November 2009, for example, Ford began powering the Genk, Belgium, plant with two wind turbines. The turbines, which were installed by local energy company Electrabel, each have an output of two megawatts of power, or enough to power 2,500 private homes. The turbines will deliver a significant portion of the electrical power needed by the Genk plant, which produces the Ford Mondeo, S-MAX and Galaxy models. Ford's Dagenham Diesel Centre in the UK was the first automotive plant in the world to obtain all of its electrical power needs from two on-site wind turbines, which have been in operation since 2004. A third two-megawatt wind turbine will be installed at Dagenham in 2010. A few miles from Dagenham, Ford's Dunton Technical Centre is also powered by electricity from renewable sources. Since March 2009, electric power on the 270-acre site, which is home to a team of approximately 3,000 engineers, has been purchased from 100 percent renewable sources. The majority of the electricity, supplied by GDF, is sourced from a combination of hydro, wind and waste to energy generation, and replaces energy from traditional sources that would have produced an estimated 35,000 metric tons of CO<sub>2</sub> emissions annually. Since 2008, Ford has been sourcing renewable electricity to cover the full electric power demand of its manufacturing and engineering facilities at its Cologne plant in Germany. This includes the electricity needed for the assembly of its Fiesta and Fusion models at the plant. In addition, our Cologne Merkenich Development Center implemented a heat-energy reclamation joint venture with the local utility RheinEnergie. In early 2009, the Cologne facility was connected to one of RheinEnergie's boiler houses via a 2.6 km pipe. This pipe transfers what was formerly waste heat to a heat exchanger, which then uses that heat to produce electricity. Through these initiatives, the Company has reduced its CO<sub>2</sub> emissions by 190,000 metric tons per year. In Wales, Ford's Bridgend engine plant was the first site retrofitted with one of the largest integrated, grid-connected solar/photovoltaic installations at a car manufacturing plant in Europe. In North America, examples of installed renewable-energy technologies include a photovoltaic array and solar thermal collector at the Ford Rouge Visitors Center. The adjacent Dearborn Truck Plant has a living roof system, which uses a thick carpet of plants to reduce the need for heating and cooling while absorbing rainwater. At the Lima Engine Plant in Lima, Ohio, a geothermal system provides process cooling for plant operations as well as air tempering for employee comfort. This system uses naturally cooled 40°F water from two abandoned limestone quarries located on the plant site. The installation cost was comparable to that of the traditional chiller and cooling tower design that it replaced. This award-winning project eliminates the emission of 4,300 metric tons



of CO2 each year. In addition, we are investigating the expansion of our existing reclaimed landfill gas installation at the Wayne Assembly Plant. At our Michigan Assembly Plant, we are building a smart renewable power storage system. We are collaborating with DTE Energy to build this stationary, battery-based energy storage facility, which will have 750 kw generation capacity and 2 MWh of power storage. This project will provide vital knowledge from a real-world integration of renewable energy, smart-grid technologies and battery storage infrastructure. For more on this project, please see Ford's Green Partnerships with Federal and State Governments.

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**Attachments**

**Page: Emissions Scope 2 Contractual**

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**14.1**

**Do you consider that the grid average factors used to report Scope 2 emissions in question 13 reflect the contractual arrangements you have with electricity suppliers?**

Yes

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**14.2**

**You may report a total contractual Scope 2 figure in response to this question. Please provide your total global contractual Scope 2 GHG emissions figure in metric tonnes CO2-e.**

---

**14.3**

**Explain the origin of the alternative figure including information about the emission factors used and the tariffs.**

---

**14.4**

**Has your organization retired any certificates, e.g. Renewable Energy Certificates, associated with zero or low carbon electricity within the reporting year or has this been done on your behalf?**

No

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**14.5**

**Please provide details including the number and type of certificates.**

Type of certificate	Number of certificates	Comments

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**Further Information**

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Is question 15.1 relevant to your company?

Yes

15.1

Please provide data on sources of Scope 3 emissions that are relevant to your organization.

Sources of Scope 3 emissions	Metric tonnes of CO2-e	Methodology	If you cannot provide a figure for a relevant source of Scope 3 emissions, please describe the emissions.
Purchased goods & services - direct supplier emissions		As part of WRI/WBCSD's GHG Protocol Scope 3 Standard Road Test, Ford sent a survey to 25 top suppliers requesting data on their Scope 1 and 2 emissions, as well as information about their GHG tracking and reduction efforts, work on life cycle assessment studies, and perceived risks and opportunities from climate change. In addition, Ford is requesting 10 suppliers to complete the CDP Supply Chain questionnaire. The	Ford's goal is to better understand the carbon footprint of its supply chain and use the data to eventually create a broad-based carbon management approach for its supply chain. The 35 suppliers represent close to 30 percent of Ford's \$65 billion in annual procurement spending. The data gathered from suppliers will be evaluated using modeling software from PTC InSight. Preliminary work Ford has

Sources of Scope 3 emissions	Metric tonnes of CO2-e	Methodology	If you cannot provide a figure for a relevant source of Scope 3 emissions, please describe the emissions.
		<p>automobile has been fairly well studied by life cycle assessment experts, so going into the scope 3 measurement process Ford had a fairly good idea of which categories of emissions would be most relevant. Ford focused on those categories for the road testing exercise, specifically on the supply chain emissions, use phase, and logistics.</p>	<p>done with PTC has indicated there are opportunities for both Ford and suppliers to reduce carbon emissions. Any reductions by suppliers would be in addition to Ford's own goal of reducing greenhouse gases 30 percent by 2020 from the company's 2006 model year baseline. Ford is also working with the Automotive Industry Action Group in developing guidelines for measuring supplier emissions. It is the intent of Ford to share their experience in measurement and reporting of corporate and supply chain emissions with the industry group in order to lead the industry to consistent and comparable emissions</p>

Sources of Scope 3 emissions	Metric tonnes of CO2-e	Methodology	If you cannot provide a figure for a relevant source of Scope 3 emissions, please describe the emissions.
			estimation methods.
			<p>The GHG emissions attributable to Ford's Scope 3 activities include emissions from the transportation of our products and people, from the vehicles we produce once they are in use by customers, and from manufacturing and other activities of our suppliers. While Ford knows that the use phase of its vehicles represents the most significant CO2 emissions in the life cycle of its products, there are also opportunities for reduction in other categories of scope 3. We are currently evaluating climate change risks and opportunities across our supply chain and searching for new opportunities and relationships</p>

Sources of Scope 3 emissions	Metric tonnes of CO2-e	Methodology	If you cannot provide a figure for a relevant source of Scope 3 emissions, please describe the emissions.
			<p>that will enhance supplier environmental performance. Within Ford's Aligned Business Framework agreement with suppliers, environmental leadership is integral to overall business performance metrics. Climate-change-related activities are highlighted as potential leadership opportunities. In addition, our requirement that suppliers implement robust environmental management systems will better enable them to understand, measure and report their emissions. We also will seek out opportunities to partner with suppliers to improve the greenhouse gas emissions performance of our products and processes, and improve energy</p>

Sources of Scope 3 emissions	Metric tonnes of CO2-e	Methodology	If you cannot provide a figure for a relevant source of Scope 3 emissions, please describe the emissions.
			efficiency throughout the vehicle life-cycle, including in the supply chain.
Purchased goods & services - cradle-to-gate emissions			Preliminary work Ford has done with PTC assessing the cradle-to-gate portion of Scope 3 emissions has indicated there are opportunities for both Ford and suppliers to reduce carbon emissions. This effort has relied on hybrid EIO-LCA information.

15.2

Please explain why not.

Further Information

Attachments

16.1

**Does the use of your goods and/or services enable GHG emissions to be avoided by a third party?**

Yes

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16.2

**Please provide details including the anticipated timescale over which the emissions are avoided, in which sector of the economy they might help to avoid emissions and their potential to avoid emissions.**

According to the U.S. Environmental Protection Agency (EPA), for example, no automaker has posted a larger fleet-wide gain in fuel economy in the past five years than Ford. Based on EPA measurements, Ford's combined car and truck fuel economy has improved nearly 20 percent since 2004 – almost double the gain of the next-closest competitor. In addition, Ford's 2009 fleet-wide average carbon dioxide (CO<sub>2</sub>) emissions were 5 percent lower than in 2008. In Europe, we have reduced the average CO<sub>2</sub> emissions of the vehicles we sell by more than 27 percent compared with a 1995 baseline (excluding Volvo).

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Is question 17.1 relevant to your company?

No

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17.1

**Please provide your total carbon dioxide emissions in metric tonnes CO<sub>2</sub> from the combustion of biologically sequestered carbon i.e. carbon dioxide emissions from burning biomass/biofuels.**

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17.2

**Please explain why not.**

We do not combust biologically sequestered carbon.

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**Further Information**

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**Attachments**

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**Page: Emissions 8**

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18.1a

**Please describe a financial intensity measurement for the reporting year for your gross combined Scope 1 and Scope 2 emissions.**

If you do not consider a financial intensity measurement to be relevant to your company, select "Not relevant" in column 5 and explain why in column 6.

Figure for Scope 1 and Scope 2 emissions	GHG units	Multiple of currency unit	Currency unit	Financial intensity metrics	Please explain if not relevant. Alternatively provide any contextual details that you consider relevant to understand the units or figures you have provided.
41.00	Metric tonnes CO2-e	Million	USD(\$)	Revenue	The date is provided, however, we do not consider this metric the most relevant to our business because it varies by region.

**18.1b**

Please describe an activity-related intensity measurement for the reporting year for your gross combined Scope 1 and Scope 2 emissions.

Oil and gas sector companies are also asked to report activity-related intensity metrics in answer to table O&G1.3.

If you do not consider an activity-related intensity measurement to be relevant to your company, select "Not relevant" in column 3 and explain why in column 4.

Figure for Scope 1 and Scope 2 emissions	GHG units	Activity-related metrics	Please explain if not relevant. Alternatively provide any contextual details that you consider relevant to understand the units or figures you have provided.
1.05	Metric tonnes CO2-e	Other: vehicle produced	



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**19.1**

**Do the absolute emissions (Scope 1 and Scope 2 combined) for the reporting year vary significantly compared to the previous year?**

Yes

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**19.2**

**Please explain why they have varied and why the variation is significant.**

Operational energy use and greenhouse gas emissions are inextricably linked. The majority of our facilities' energy comes from fossil fuel sources, hence operational energy use is an important source of our companywide GHG emissions. Our efforts to reduce energy use and increase the use of renewable energy are also part of our strategy to reduce our GHG emissions and overall climate impacts. Ford has reduced global energy consumption by 44 percent since 2000 and reduced energy consumption per vehicle by 17.7 percent during the same period. In 2009, Ford improved energy efficiency in its North American operations by 4.6 percent, resulting in savings of approximately \$15 million. We measure energy efficiency in North America using our Energy Efficiency Index.<sup>1</sup> To drive continued progress, we have set targets to improve our facility energy efficiency by 3 percent globally and 3 percent in North America in 2010. We reduced our total facilities-related carbon dioxide emissions by approximately 50 percent, or 4.8 million metric tons, from 2000 to 2009. During this same period, we reduced facilities-related CO<sub>2</sub> emissions per vehicle by 27 percent. We have set a target to reduce our North American facility GHG emissions by 6 percent between 2000 and 2010 as part of our Chicago Climate Exchange commitment. The Company has also committed to reduce U.S. facility emissions by 10 percent per vehicle produced between 2002 and 2012, as part of an Alliance of Automobile Manufacturers program. Ford has already achieved a target to reduce absolute emissions from UK operations by 5 percent over the 2002–2006 timeframe, based on an average 1998–2000 baseline. Since 2007, we have been using a utility metering and monitoring system to collect incoming electricity and natural gas consumption data for all Ford plants in North America. We use this near-real-time information to create energy-use profiles for all Ford facilities and to improve decisions about nonproduction shutdowns and load shedding, which involves shutting down certain pre-arranged electric loads or devices when we reach an upper threshold of electric usage. During 2009, this metering and monitoring system was essential in helping us to minimize energy use during extended production slowdowns and production shutdowns. By using this tool and other best practices, Ford's manufacturing facilities reached record lows in energy use.

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**20.1A**

**Please complete the following table indicating the percentage of reported emissions that have been verified/assured and attach the relevant statement.**

<b>Scope 1 (Q12.1)</b>	<b>Scope 2 (Q13.1)</b>	<b>Scope 3 (Q15.1)</b>
More than 60% but less than or equal to 80%	More than 40% but less than or equal to 60%	Not verified

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**20.1B**

**I have attached an external verification statement that covers the following scopes:**

Scope 1

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**Further Information**

All of our facilities worldwide are third party certified to ISO 14001, which includes our management systems. All of our GHG data receives a significant level of internal QA/QC verification. In addition, more than two-thirds of Ford's global facility greenhouse gas (GHG) emissions are third-party verified. All of Ford's North American GHG emissions data since 1998 have been externally verified by FINRA, the auditors of the NASDAQ stock exchange, as part of membership in the Chicago Climate Exchange. In addition, all emissions data covered by the EU Emission Trading Scheme (EU-ETS) and voluntary UK Climate Change Agreements are third-party verified. All EU-ETS verification statements are provided to Ford by facility from BSI for UK facilities, Lloyds for Spain, and Flemish Verification Office for Belgium. North American facilities are verified against the World Resources Institute's GHG Protocol. European facilities are verified against the EU-ETS rules and guidelines.

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**Attachments**

[https://www.cdproject.net/Sites/2010/95/6595/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Emissions-Other2/EmRpt-0235-2009-250210-FINAL SIGNED Ford Bridgend.pdf](https://www.cdproject.net/Sites/2010/95/6595/Investor%20CDP%202010/Shared%20Documents/Attachments/InvestorCDP2010/Emissions-Other2/EmRpt-0235-2009-250210-FINAL%20SIGNED%20Ford%20Bridgend.pdf)

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**Page: Emissions 9 Trading**

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**21.1**

**Do you participate in any emission trading schemes?**

Yes

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**21.2**

**Please complete the following table for each of the emission trading schemes in which you participate.**

Scheme name	Period for which data is supplied.	Allowances allocated	Allowances purchased	Verified emissions - number	Verified emissions - units	Details of ownership
European Union ETS	Thu 01 Jan 2009 - Thu 31 Dec 2009				Metric tonnes CO2	Facilities we own and operate
Chicago Climate Exchange	Thu 01 Jan 2009 - Thu 31 Dec 2009				Metric tonnes CO2	Facilities we own and operate

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**21.3**

**What is your strategy for complying with the schemes in which you participate or anticipate participating?**

Ford's manufacturing CO2 strategy is a combination of energy efficiency improvements and implementation of innovative manufacturing technologies. For example, we are implementing a new paint process that eliminates the need for paint to cure after the prime coat. This technology, called "three wet," reduces CO2 emissions by 15 percent and volatile organic compound emissions by 10 percent. For example, the three wet system produces 6,000 metric tons fewer CO2 emissions per year compared to water-borne systems and 8,000 metric tons fewer CO2 emissions per year compared to

conventional high-solids, solvent-borne systems. In 2009, Ford continued to expand the use of a new parts washing system developed in partnership with our supplier ABB Robotics. Conventional parts washing systems remove dirt chemically by spraying parts with high volumes of water and detergent at low pressure. This system, in contrast, cleans parts mechanically by moving them in front of specialized high-pressure nozzles with a robotic arm. This new robotics-based system represents a significant leap forward in energy efficiency that also improves quality, flexibility, productivity and cost. It saves energy in part because, unlike previous systems, it does not require any heat. It also uses a much smaller water pump. We are also capturing our own waste products and turning them into fuel. We have implemented "fumes-to-fuel" technology – which captures emissions from the painting process and uses them to generate electricity – in paint shops at three of our manufacturing facilities. This process cuts down on fossil fuel use and the resulting CO2 emissions, as well as reducing emissions from our paint shops. Besides CO2 trading, Ford is engaged in numerous facility CO2 initiatives, including: Mexico GHG Pilot Program: The Mexico GHG Program started as a two year partnership between La Secretaria de Medio Ambiente y Recursos Naturales (SEMARNAT), World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD). It is a voluntary program established to help Mexican companies to quantify greenhouse gas emissions. Ford Motor Company was proud to be the only auto manufacturer to participate in the first phase of the program where we are committed to reporting emissions annually. Canadian Voluntary Challenge and Registry: Ford voluntarily reports GHG emissions to the Canadian Voluntary Challenge and Registry (VCR). It has been reporting annual emissions since 1999. Over the years, it has received the highest level of achievement in the reporting system, which includes two Leadership Awards in the Automotive Manufacturing Sector category as well as qualifying as a Silver Champion Level Reporter in 1999 and Gold Champion Level Reporter from 2000 to 2003, 2005, & 2006. Philippines GHG Program: The Philippine Greenhouse Gas Accounting and Reporting Program (PhilGARP) - partnership between Klima Climate Change Center of the Manila Observatory, Philippine Business for the Environment, the Department of the Environment and Natural Resources, Department of Energy, WBCSD, and WRI - was launched in November 2006. To date, 15 companies are completing GHG inventories. Ford was the first and only automobile company to submit a report to the program. Australian GHG Challenge Plus Program: The Australian GHG Challenge Plus Program builds on the success of the Australian Greenhouse Challenge Program established in 1995. In 1997, Ford was the first automotive company to join the voluntary program and continues to report its Australian facility emissions annually. The Climate Registry (TCR): TCR is a non-profit organization established to measure and publicly report GHG emissions using a single reporting standard across industry sectors. TCR represents a linking of several state-sponsored GHG emissions reporting efforts, including the California Climate Action Registry and the Eastern Climate Registry. Ford supports the global harmonization of GHG monitoring and reporting practices. TCR represents a significant step toward that goal. Brazil GHG Program: Ford Motor Company is proud to be the first auto manufacturer to participate in the first phase of the program where we are committed to reporting emissions annually. China GHG Program: In 2008, Ford became the first automaker to release a greenhouse gas emissions report in China. The report covered the Chongqing facility operated by Ford's joint venture in China - the Changan Ford Mazda Automobile Co., Ltd. (CFMA). In 2009, Ford submitted greenhouse gas reports for all its manufacturing operations in China, a total of four plants.

21.4

**Has your company originated any project-based carbon credits or purchased any within the reporting period?**

No

21.5

Please complete the following table.

Credit origination or credit purchase?	Project identification	URL link to project documentation	Verified to which standard?	Number of credits (metric tonnes of CO2-e)	Credits retired?	Purpose e.g. compliance
--	------------------------	-----------------------------------	-----------------------------	--	------------------	-------------------------

Credit origination or credit purchase?	Project identification	URL link to project documentation	Verified to which standard?	Number of credits (metric tonnes of CO <sub>2</sub> -e)	Credits retired?	Purpose e.g. compliance

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**Further Information**

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**Attachments**

**Module: Climate Change Communications**

**Page: Communications 1**

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**22.1**

**Have you published information about your company's response to climate change/GHG emissions in other places than in your CDP response?**

Yes

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**22.2**

**In your Annual Reports or other mainstream filing? (If so, please attach your latest publication(s).)**

Yes

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**22.3**

**Through voluntary communications such as CSR reports? (If so, please attach your latest publication(s).)**

Yes

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**Further Information**

Annual CSR report is available at <http://www.ford.com/go/sustainability> Additional reports are available at <http://www.ford.com/microsites/sustainability-report-2009-10/downloads>

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**Attachments**

[https://www.cdproject.net/Sites/2010/95/6595/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Communications/2009\\_annual\\_report.pdf](https://www.cdproject.net/Sites/2010/95/6595/Investor%20CDP%202010/Shared%20Documents/Attachments/InvestorCDP2010/Communications/2009_annual_report.pdf)  
[https://www.cdproject.net/Sites/2010/95/6595/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Communications/F-20100225-10K-20091231.pdf](https://www.cdproject.net/Sites/2010/95/6595/Investor%20CDP%202010/Shared%20Documents/Attachments/InvestorCDP2010/Communications/F-20100225-10K-20091231.pdf)

AU0.1

Configure Reporting Periods:

Year ending	Date range
2009	Thu 01 Jan 2009 - Thu 31 Dec 2009

Further Information

Please see our Fuel Economy data for 2004 - 2009 at: <http://www.ford.com/microsites/sustainability-report-2009-10/environment-data-economy>

Attachments

AU1.1A

Sales of gas/petrol vehicles - Country totals

Country Totals	2003	2004	2005	2006	2007	2008	2009	2010 estimated	2011 estimated	2012 estimated
USA							1620			
W. Europe										
Japan										
China										
India										
Brazil										
Russia										
CEE										
Other										
TOTAL	6720	6842	6767	6597	6553	5407	4817			

AU1.1B

Sales of gas/petrol vehicles - USA - Passenger Vehicles

Passenger car types	2003	2004	2005	2006	2007	2008	2009	2010 estimated	2011 estimated	2012 estimated

AU1.1C



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**AU1.2B****Sales of diesel vehicles - USA**

Type	2003	2004	2005	2006	2007	2008	2009	2010 estimated	2011 estimated	2012 estimated
Passenger car total										
Light trucks & SUVs total										

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**AU1.2C****Sales of diesel vehicles - Europe**

Type	2003	2004	2005	2006	2007	2008	2009	2010 estimated	2011 estimated	2012 estimated

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**AU1.2.1**

**Companies should provide an explanation if different vehicle segmentation is used or if data is unavailable or commercially sensitive.**

Ford does not track segmentation in this manner. Ford provided this feedback when this sector reporting section was being developed. The explicit segmentation Ford does track, including projections, is classified Company Confidential.

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**AU1.3****Sales of alternatively-powered vehicles - Country totals**

Country Totals	2003	2004	2005	2006	2007	2008	2009	2010 estimated	2011 estimated	2012 estimated
USA										
W. Europe										
Japan										
China										
India										
Brazil										
Russia										
CEE										
Other										
TOTAL										

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**AU1.3.1**

**Companies should provide an explanation if different vehicle segmentation is used or if data is unavailable or commercially sensitive.**

Ford does not track segmentation in this manner. Ford provided this feedback when this sector reporting section was being developed. The explicit segmentation Ford does track, including projections, is classified Company Confidential.

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#### Further Information

Totals listed in Table AU1.1A reflect global total vehicle sales of all types. Attached is Ford Annual Report on Ford 10-K.

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#### Attachments

[https://www.cdproject.net/Sites/2010/95/6595/Investor CDP 2010/Shared Documents/Attachments/InvestorCDP2010/Automotive-SalesVolumes/F-20100225-10K-20091231.pdf](https://www.cdproject.net/Sites/2010/95/6595/Investor%20CDP%202010/Shared%20Documents/Attachments/InvestorCDP2010/Automotive-SalesVolumes/F-20100225-10K-20091231.pdf)

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### Page: Automotive - 3 - Emissions of Vehicles Sold

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#### AU2.1

**Please explain any historic and anticipated changes in the CO2 emissions profile of vehicles sold (e.g. introduction of clean technologies, changes to sales mix) for the time period 2003-2014.**

Ford does not publically provide specific information of anticipated changes in the CO2 emissions profile of vehicles sold. Our plans for migrating to alternative fuels and powertrains include implementing vehicles that run on renewable biofuels, increasing advanced clean diesel technologies, increasing our hybrid vehicle applications and introducing battery electric vehicles and plug-in hybrids. We are also working to advance hydrogen internal combustion engine and hydrogen fuel cell vehicle technologies. Ford is taking a portfolio approach to developing sustainable technologies and alternative fuel options. Our goals are to diversify the fuels our vehicles can use and to improve their energy efficiency and long-term sustainability. Traditional gasoline- and diesel-powered vehicles based on internal combustion engines will continue to be part of the mix for quite some time. That is why we are working to improve the fuel efficiency of the engines and transmissions of our current vehicles, along with every vehicle subsystem. In fact, in the next two years, we will be implementing 30 new powertrains that will improve the fuel efficiency of internal combustion engines and transmissions, as well as continuing to improve vehicle aerodynamics and reduce weight. In addition, a variety of alternative powertrain technologies and alternative fuels are currently under development. At this point, we do not see a single clear winner. Rather, we believe a wide range of options will be needed to serve different kinds of consumers and different markets, depending on the regional availability of fuels and other factors. For example, biofuels may make sense for consumers in the Midwestern United States and much of South America – where biofuels are widely available – while battery electric vehicles and plug-in hybrids may make sense for urban drivers across the globe who have access to recharging opportunities. Other alternative fuels like compressed natural gas (CNG) and propane or liquid petroleum gas (LPG) may be most appropriate for fleet users who have access to central refueling infrastructure and who have well-defined driving patterns. As refueling infrastructure for these alternative fuels becomes more widespread, these vehicles will be attractive to more and more of our customers. To prepare for this more complex future for vehicle technologies and fuels, we are developing a range of energy-efficient, alternative fuel and advanced powertrain technologies. Most importantly, we are developing global vehicle platforms that are compatible with a wide range of fuels and powertrain technologies. This will allow us to offer a portfolio of options to our customers, target options to regions where they make the most sense, and evolve our vehicles as technologies and markets develop. Global platforms that have "plug-and-play" compatibility with a wide range of technologies will also allow us to make the range of fuel and powertrain options available more affordably. Ford's new electrification plan represents the next step in the Company's sustainability plan. The plan includes a commitment to greater vehicle fuel economy and lower CO2 emissions as part of Ford's longer-term commitment to addressing climate change and energy security. The centerpiece of our near-term fuel-economy improvement efforts is the EcoBoost engine, which uses turbocharging, direct injection and reduced displacement to deliver significant fuel-efficiency gains without sacrificing engine power or performance. EcoBoost engines improve vehicle fuel economy 10–20 percent and reduce CO2 emissions up to 15 percent compared to larger-displacement engines. EcoBoost is also more affordable than many other fuel-efficiency technologies. Due to its affordability relative to competing technologies, and its compatibility with most of the gas-powered vehicles we produce, we will be able to spread EcoBoost's fuel-economy benefits throughout our product lineup





Region/Type	Units	2003	2004	2005	2006	2007	2008	2009	2010 estimate	2012 estimate	2014 estimate
Sedans mini-compact											
Sedans sub-compact											
Sedans compact											
Sedans mid-size											
Sedans large											
Station wagons small											
Station wagons mid-size											
Station wagons large											
Passenger car total											

#### AU2.3C

Sales-weighted CO2 emissions in gCO2/km or gCO2/mile for gas/petrol-powered vehicles - USA - Light Trucks & SUVs

Type	Units	2003	2004	2005	2006	2007	2008	2009	2010 estimate	2012 estimate	2014 estimate

#### AU2.3D

Sales-weighted CO2 emissions in gCO2/km or gCO2/mile for gas/petrol-powered vehicles - Western Europe

Type	Units	2003	2004	2005	2006	2007	2008	2009	2010 estimate	2012 estimate	2014 estimate

#### AU2.3E

Sales-weighted CO2 emissions in gCO2/km or gCO2/mile for gas/petrol-powered vehicles - Japan

Type	Units	2003	2004	2005	2006	2007	2008	2009	2010 estimate	2012 estimate	2014 estimate

### AU2.3.1

Companies should provide an explanation if different vehicle segmentation is used or if data is unavailable or commercially sensitive.

Ford treats this data as commercially sensitive/Company Confidential.

### AU2.4A

Sales-weighted CO2 emissions in gCO2/km or gCO2/mile for diesel-powered vehicles - Country totals

Country Totals	Units	2003	2004	2005	2006	2007	2008	2009	2010 estimated	2012 estimated	2014 estimated	2014 estimated
USA												
W. Europe												
Japan												
China												
India												
Brazil												
Russia												
CEE												
Other												
TOTAL												

### AU2.4B

Sales-weighted CO2 emissions in gCO2/km or gCO2/mile for diesel-powered vehicles - USA

Region/Type	Units	2003	2004	2005	2006	2007	2008	2009	2010 estimated	2012 estimated
Passenger car total										
Light trucks & SUVs total										

### AU2.4C

Sales-weighted CO2 emissions in gCO2/km or gCO2/mile for diesel-powered vehicles - Western Europe

Type	Units	2003	2004	2005	2006	2007	2008	2009	2010 estimated	2012 estimated	2014 estimated

#### AU2.4.1

Companies should provide an explanation if different vehicle segmentation is used or if data is unavailable or commercially sensitive.

Ford treats this data as commercially sensitive/Company Confidential.

#### Further Information

For detailed information regarding Ford's 2004-2009 CO2 and Fuel Economy Reporting, please visit: <http://www.ford.com/microsites/sustainability-report-2009-10/environment-data-economy>

#### Attachments

**Page: Automotive - 4 - Clean Technologies**

#### AU3A

##### Technology Category - ICE

Type	2009 (%)	2009 (n)	2014 estimated (%)	2014 estimated (n)
	%		%	

#### AU3B

##### Technology Category - Hybrids

Type	2009 (%)	2009 (n)	2014 estimated (%)	2014 estimated (n)
	%		%	

#### AU3C

##### Technology Category - Zero Emissions

Type	2009 (%)	2009 (n)	2014 estimated (%)	2014 estimated (n)
	%		%	

---

**AU3D****Technology Category - Transmission**

Type	2009 (%)	2009 (n)	2014 estimated (%)	2014 estimated (n)
	%		%	

---

**AU3E****Technology Category - Body**

Type	2009 (%)	2009 (n)	2014 estimated (%)	2014 estimated (n)
	%		%	

---

**AU3F****Technology Category - Others**

Type	2009 (%)	2009 (n)	2014 estimated (%)	2014 estimated (n)
	%		%	

---

**AU3.1.1**

**Companies should provide an explanation if data cannot be provided according to the proposed nomenclature or if it is unavailable or commercially sensitive.**

Ford treats this data as commercially sensitive/Company Confidential.

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**Further Information**

For detailed information on Ford's technology migration and alternative fuels plans, please visit: <http://www.ford.com/microsites/sustainability-report-2009-10/issues-climate-plan>

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**Attachments**