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FORD AROUND THE WORLD

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## Ford Around The World

Our global vision emerges from a deep understanding of what drives people in local markets.

Read about our regions

South America

Europe

Asia Pacific and Africa

Ford's success is powered by a commitment that's global in scale. Around the world, we are reducing the environmental impact of our products and facilities, supporting positive social change and ensuring economic viability for long-term growth.

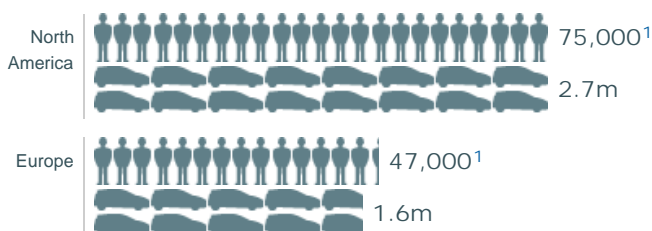
That's why this year, for the first time, we are highlighting key regional sustainability initiatives in their own sections of our full report.

Our business is organized by four regional segments: North America, South America, Europe and Asia Pacific and Africa. North America and Europe are our largest markets. The automotive industry in Europe is intensely competitive, and expected to intensify further.

The Asia Pacific and Africa region is our fastest-growing market. To meet this growing demand, we're expanding our dealer networks and building seven new, state-of-the-art, highly flexible manufacturing facilities to provide production capacity of 2.3 million vehicles by mid-decade. In China, we are also significantly expanding our research and engineering center in Nanjing.

Brazil and Argentina are our highest-volume South American markets. Brazil's economy and demographics have helped its automotive market to more than double since 2002 and are expected to contribute to continued growth in vehicle sales.

### Our Regions at a Glance



### CO<sub>2</sub> Reductions in Europe



In Europe, our ECONetic models are driving improvements in fuel efficiency and CO<sub>2</sub> reductions.

### Conservation in China



Ford of China's grants program supports grassroots efforts in environmental protection and natural resources conservation.

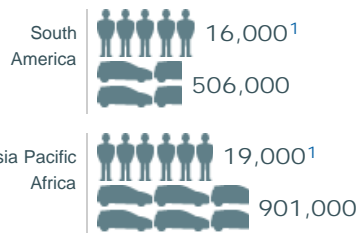
### Emissions Reductions in South America



With our New Cargo Euro 5 line of trucks, we will reduce polluting emissions by 80 percent while improving power and fuel economy.

#### Related Links

- Corporate.ford.com
- [Our Operations](#)



KEY:  PEOPLE EMPLOYED<sup>1</sup>  VEHICLES SOLD IN 2011

Discover more about our global organization by visiting our [website](#).

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1. All of the regional employment figures were as of year-end 2011 and do not include Ford Motor Credit employees.



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## Ford Asia Pacific and Africa

Our Asia Pacific and Africa (APA) region encompasses 11 markets – Australia, New Zealand, Japan, China, Taiwan, India, Thailand, Indonesia, the Philippines, Vietnam and South Africa – on three continents. The fastest-growing markets for automobiles are in rapidly developing countries like China and India.

We expect 60–70 percent of our growth in the next 10 years to come from the Asia Pacific and Africa region. Accordingly, we have increased (and are planning to increase further) our dealer networks and manufacturing capacity in the region. For example, we are building seven new state-of-the-art, highly flexible manufacturing facilities as part of our plan to have production capacity of approximately 3 million vehicles in the region by mid-decade. In China, we are also significantly expanding our research and engineering center in Nanjing.

### 2011 Performance Highlights

- We are building seven new plants – five in China and two in India – as part of our plan to have production capacity of 3 million vehicles in the region by mid-decade.
- We have increased our overall market share in the Asia Pacific and Africa region by 0.3 percentage points in 2011 compared to 2010, including market share increases in the fastest-growing regional markets of China and India.
- We launched EcoBoost®-equipped vehicles in China, Taiwan, Malaysia and Australia in 2011.
- Ford India achieved a 45 percent reduction in water usage per vehicle in 2011 through a range of water-conservation initiatives.
- In China, the Ford Fiesta received a maximum 5-star safety rating from the China Automotive Technology and Research Center (CATARC), which recently released its C-NCAP (China New Car Assessment Program) ratings.
- In Australia, the Ford Edge was named a Top Safety Pick by the Insurance Institute for Highway Safety.

### Awards

- For the second consecutive year, the all-new Ford Fiesta was named the “Best Compact Hatchback of the Year” by Indonesia’s popular *Auto Build* magazine. In China, the Ford Fiesta was selected as “Best Value for the Money” in the small-car segment by *Smart Money* magazine at Auto Shanghai 2011. And, the Ford Fiesta 1.6L sedan was named “Best Sedan under 1,600cc” at the Bangkok Motor Show.
- The all-new Ford Focus earned New Zealand’s “Car of the Year” award, despite having been on sale only a few months. The judging panel for this award – the country’s most prestigious motoring honor – was composed of more than two dozen members of the Motoring Writers’ Guild, including journalists from newspapers, magazines, websites, radio and television.
- Ford Australia won four of *Drive*’s “Car of the Year” awards: (1) Ford Focus:

Our global vision emerges from a deep understanding of what drives people in local markets

# 19,000

people employed in Asia Pacific and Africa<sup>1</sup>

# 901,000

vehicles sold in Asia Pacific and Africa in 2011

Best Small Car, (2) Ford Territory: Best SUV Over \$40,000, (3) Ford Ranger: Best Safety Innovation, and (4) Ford Mondeo Zetec EcoBoost: Best Family Car

- The Ford Figo received the “Indian Car of the Year 2011” award from the All Magazine Editor Jury. The Figo also won “Small Car of the Year” from BBC Top Gear.
- *Fortune* magazine (China edition) ranked Ford 4th on its “Most Responsible Companies” list and is the highest ranked automobile manufacturer.
- Ford Lio Ho was named one of Taiwan’s Top 50 corporate citizens by *CommonWealth* magazine. Specifically, the magazine’s 2011 Excellence in Corporate Social Responsibility competition ranked Ford 6th in the category of “Foreign Enterprises.”
- In South Africa, Ford was awarded the GBC Business Action on Health Award, in recognition of our involvement in the fight against HIV/AIDS in that country.
- Ford India was ranked 17th in Aon Hewitt’s list of “Best Employers in India 2011.”

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1. As of year-end 2011. Does not include Ford Motor Credit employees.

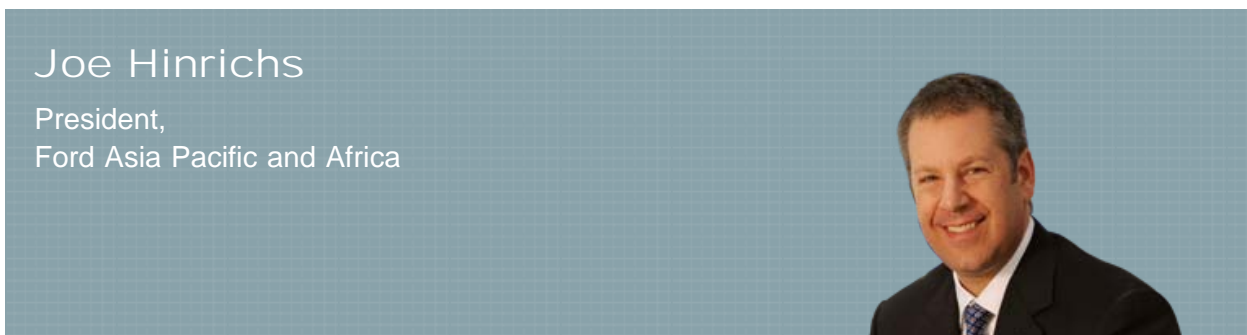


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Joe Hinrichs  
President,  
Ford Asia Pacific and Africa

### FORD ASIA PACIFIC AND AFRICA

## Welcome

At Ford, growth and sustainability go hand in hand. In both respects, these are incredibly exciting times at Ford in Asia Pacific and Africa (APA).

From a product perspective, Ford has a very aggressive growth plan. By 2015, we will bring more than 50 new vehicles and powertrains to our APA region. Our sustainability vision is likewise clear and ambitious. In APA and globally, Ford seeks to be a fuel-economy leader with every new vehicle we introduce.

- Across APA, we are introducing powerful technologies such as our smallest-ever 1.0L EcoBoost® engine, which, despite its smaller proportions, delivers power and performance that will rival a traditional 1.6L gasoline engine while emitting less than 140g/km of carbon dioxide (CO<sub>2</sub>)
- In China, Ford is set to improve fleet fuel economy by 20 percent and cut CO<sub>2</sub> emissions by 15 percent between 2010 and 2015

To support Ford's aggressive product expansion plans, we are investing in production capacity by building seven new plants in APA, all of which utilize our cutting-edge green manufacturing technology. For example, across the region between 2000 and 2011, Ford's plants reduced per vehicle water use by 25 percent through a host of new systems and innovative technologies.

- In Australia, our Geelong engine plant installed a new cooling tower system that cut water consumption by 80 percent
- In India, our Chennai assembly plant implemented a host of water re-use innovations and became one of Ford's most water-efficient plants, achieving 1.16 cubic meters of water use per vehicle
- In South Africa, our Silverton Assembly Plant is set to build a new wastewater treatment system, which will double water re-use at the site

Finally, beyond delivering great products and building a strong business, our Company is committed to creating a better world and continues to make an impact in our community.

- Ford Driving Skills for Life has trained more than 50,000 people in the APA region on fuel efficiency and safety, with 12,000 more people set to participate in 2012
- Since 2000, Ford's "Conservation and Environmental Grants, China" has supported 278 organizations and individuals

Ford has a long history of providing great products and value to society in a way that builds a strong business and a better world. We are committed to continuing that legacy here in Asia Pacific and Africa.

Joe Hinrichs  
President



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## FORD ASIA PACIFIC AND AFRICA

### Financial Health

Ford experienced strong sales and growth in many of our regional markets in 2011. China and India are burgeoning markets that are expected to continue to experience rapid and substantial growth in the next 10 years, making the Asia Pacific and Africa (APA) region our fastest-growing market.

China will remain the largest car market in the world for the foreseeable future, and we estimate India will become the third-largest market in the world in the coming decade. By 2020, annual vehicle sales in the Asia Pacific and Africa region will likely top 52 million vehicles, and one in every three vehicles Ford sells globally will take place in the APA region. To keep pace with this enormous growth, we are building new plants and expanding existing ones, hiring workers, building our dealer networks, and further developing our supply chain across China, India and Thailand. These actions will help us reach the goal of increasing worldwide sales to about 8 million vehicles per year by mid-decade.

Ford's wholesale sales in the APA region were up 7 percent in 2011 compared to 2010, totaling 901,000 units. Our overall market share for the region increased to 2.7 percent in 2011 from 2.4 percent in 2010. Our market shares in key markets in this region are shown in the table below.

#### Asia Pacific and Africa Market Shares

Major Markets	2011 Combined Car and Truck Market Share	Percentage Points Better/(Worse) than 2010
Australia	9.0%	(2)
China	2.7%	0.2
India	2.9%	0.3
South Africa	8.4%	0.7
Taiwan	6.1%	No Change

#### APA at a Glance

- More than \$6 billion invested since 2006
- 3,000 jobs to be added by 2015
- 25 manufacturing and assembly plants
- Under construction: 4 new assembly plants, 2 engine plants, 1 transmission plant

Since 2006, we have announced investments of more than \$6 billion in the APA region, including the following in recent years:

- In 2011 we broke ground on a \$350 million transmission plant in Chongqing, China, as part of our Changan Ford Mazda Automotive (CFMA) joint venture. This will be our first transmission plant in China, with initial capacity of 400,000 six-speed transmissions per year
- In April 2012 we announced a \$600 million investment to raise the CFMA's capacity by 350,000 units, as well as a \$760 million investment to build a new CFMA assembly plant in Hangzhou with an annual capacity of 250,000 units
- The CFMA built a new \$490 million assembly plant that came online in March 2012. A \$500 million, state-of-the-art engine plant in Chongqing is under construction
- Ford and our commercial vehicle partner Jiangling Motors Corp. (JMC) are investing \$300

#### Related Links

This Report

- [Blueprint for Mobility](#)
- [Financial Health](#)
- [SUMURR Project](#)

million in an assembly plant in Nanchang, China, that will produce Ford- and JMC-branded vehicles

- In early 2012, we announced we will be investing \$142 million to build a new compact SUV – the EcoSport – at our plant near Chennai, India
- We're investing \$72 million to increase production capacity at our Chennai engine plant
- We broke ground in 2011 on a \$1 billion integrated manufacturing facility in Sanand, Gujarat, India. The new plant will create 5,000 jobs and will initially produce 240,000 vehicles and 270,000 engines per year, starting in 2014
- In Thailand, we invested \$450 million in a new plant in Rayong province that is building the Ford Focus for Thailand and other Asian markets

Small cars account for 60 percent of APA industry sales volume and are anticipated to continue to benefit from favorable government policies. The highly successful launches of our all-new Figo and Fiesta demonstrate our ability to successfully compete in this key growth segment. We anticipate further success with the introduction of the all-new EcoSport later in 2012. The EcoSport will be based on Ford's global B-car platform, like the Fiesta, and developed from a previous-generation model that has proved extremely popular in South America since its launch in 2003. The new EcoSport will be sold in more than 100 markets worldwide. It will initially be built in India, Thailand and Brazil.

At the same time, we know that our long-term success in these developing and revitalizing economies will depend on our offering new types of mobility solutions that are sustainable and tailored to the unique needs of these markets. Our [Blueprint for Mobility](#) is aimed at ensuring we do just that. During early 2012, for example, we kicked off a novel project in the region of Chennai, where we have manufacturing operations. The project, called SUMURR (Sustainable Urban Mobility with Uncompromised Rural Reach), is using our vehicles and our technology to address critical social needs, such as health care. Read more about the SUMURR project in the [case study](#) found in our web report.

For a discussion of our global economic impact and financial health, please see the [Financial Health](#) section.



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## FORD ASIA PACIFIC AND AFRICA

## Climate Change and the Environment

Ford is focused on minimizing the environmental impacts of our vehicles and operations, including reducing our contribution to climate change. Ford is committed to doing our share to prevent or reduce the potential for environmental, economic and social harm due to climate change. We have a science-based strategy to reduce greenhouse gas (GHG) emissions from our products and processes that focuses on doing our share to stabilize carbon dioxide (CO<sub>2</sub>) concentrations in the atmosphere. We have also made a commitment to deliver the most fuel-efficient vehicles in every market in which we participate.

Ford APA has committed to improving fuel efficiency. We're delivering on this commitment by introducing small cars, fuel-efficient gasoline engines and alternative-fueled vehicles. In China, we have announced that Ford will bring 20 new powertrain products to China and improve fuel economy up to 20 percent (compared to 2010) by 2015.

Ford has launched EcoBoost-equipped vehicles in China, Taiwan, Malaysia, Australia, New Zealand and Japan. EcoBoost engines use turbocharging and direct injection along with reduced displacement to deliver significant fuel-efficiency gains without sacrificing engine power or vehicle performance. (Read more about EcoBoost in our [Climate Change](#) section.)

We launched the Falcon EcoLPi in Australia in 2011. The Falcon EcoLPi uses an advanced liquid injection LPG system which takes the place of the gasoline tank and improves fuel economy by 12–15 percent while also improving performance by approximately 27 percent over the prior model.

As a technology leader in biofuels, Ford will continue to develop and introduce flex-fuel vehicles that meet market needs throughout the region. All current Ford models are compatible with ethanol blends of 10 percent (E10), with the Ford Focus and Ford Escape SUV already compatible with ethanol blends of 20 percent (E20). Ford was the first manufacturer in Thailand and the Philippines to make available an E20-capable vehicle – the E20 Ford Focus – in support of the Thai government's E20 fuel policy and the Philippine government's Biofuels Act.

Also in 2011, a demonstration fleet of “new energy vehicles,” including Ford's battery electric, hybrid and plug-in hybrid technologies, was brought to China for the first time. Unlike some other automakers, Ford is developing all of these technologies across entire vehicle platforms, rather than individual models, with the different technologies suited to different consumer needs.

In the APA region, Ford monitors greenhouse gas emissions in our plants in China, Taiwan and the Philippines, and was the first automaker in China to voluntarily report greenhouse gas emissions at our plants. One way we're reducing greenhouse gas emissions is by bringing new technology into the manufacturing plants, such as the “3-Wet High Solids” paint process, which allows multiple coats of paint to be applied without having to bake each one dry first. This saves an enormous amount of energy from the drying process, reduces CO<sub>2</sub> emissions and cuts the amount of waste chemicals produced. Changan Ford Mazda Automotive's Nanjing plant used this and other initiatives to reduce the carbon footprint of each unit produced by a massive 66 percent in just one year. Similarly, at Ford India's Chennai plant the amount of volatile organic compounds involved in the paint process has dropped from 45 grams per meter (gpm) to 35 gpm since the introduction of this technology, while switching from diesel to propane as fuel for the ovens that dry the painted cars also helped cut CO<sub>2</sub> emissions per unit by half. The new plants being built in the region are designed to use the latest energy-saving technologies from the day they come online, while older facilities are being upgraded.

By taking the simple step of turning off the motors while robots are idle, the body shop at Ford India's Chennai plant has reduced CO<sub>2</sub> emissions by 28,300 kg per year, for an annual saving of \$6,200. The move led to the body shop winning the “Excellence Award for Innovation and Creative

## Related Links

This Report

- [Climate Change and the Environment](#)
- [Sustainable Technologies and Alternative Fuels Plan](#)



Use of Automation” at last year’s Automotive Manufacturer’s Expo.

By working with specialist waste company Geocycle, Ford Australia is aiming to halve the amount of paint sludge disposed of in landfills by turning it in to an alternative fuel for cement manufacturing. Around 10 tons of the sludge, a by-product from the painting process, will be sent to the Geocycle facility in Melbourne each month. The company uses a “mega blender” to separate organic waste from metal and turn it into fuel. Ford Australia’s Geelong Iron Casting Plant also provides used foundry sand, which would otherwise be deposited in a landfill, to the cement industry.

For a discussion of our global climate change impact and commitments, please see the [Climate Change and the Environment](#) section.

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## FORD ASIA PACIFIC AND AFRICA

## Water

For many years, we have demonstrated our commitment to water issues primarily through our own operations, focusing on water efficiency, effluent quality and water reuse.

In the APA region, Ford India achieved a 45 percent year-on-year reduction in water usage per vehicle in 2011 through a range of water-conservation initiatives. New facilities in China are using advanced ultra-filtration water treatment technologies that enable improved treatment and reuse of the wastewater in the facility. These technologies also significantly reduce the use of chemicals, the generation of solid waste, the use of water and water discharge volumes. Read more about our water investments in Chennai, India, in the [zero water discharge case study](#).

We also are committed to moving beyond our own fences to address water issues within our communities of operation. We are working with stakeholders to better understand issues around water accessibility and sanitation in water-stressed communities especially. We're investing in community water stewardship projects in India, with plans to make similar investments in China, South Africa and elsewhere. One area where we are focusing is schools. Ford India, for example, helped refurbish two schools in villages near its Maraimalai Nagar plant, a suburb of the southern city of Chennai. The refurbishment included new sanitation facilities and drinking water fountains.

We are committed to mobilizing opportunities for communities in the developing world through clean water. We have joined the Global Water Challenge (GWC), a coalition of leading organizations committed to achieving universal access to safe drinking water, sanitation and hygiene. Through the GWC, Ford and others are funding water and sanitation programs in Africa. The GWC is also launching a "Women for Water" campaign to address critical water needs. In the developing world, the burden of collecting water falls primarily upon women and girls, who often must spend several hours a day carrying water.

For a discussion of our global commitment to water issues, please see the [Water](#) section.

## Related Links

This Report

- [Case Study: Zero Water Discharge](#)
- [Water](#)



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### FORD ASIA PACIFIC AND AFRICA

## Vehicle Safety

Ford remains a global leader in vehicle safety. As a leader in safety technology, we deploy advanced active and passive safety technology and materials in our full product lineup.

The Ford Fiesta is the first car in its segment to earn top crash-test ratings in each of the world's largest auto markets that perform safety testing – i.e. the U.S., China and Europe. The Ford Focus and the Ford Mondeo also have received five-star ratings in C-NCAP testing in China.

We have developed an array of programs and technologies that help to encourage safer behavior on the roadways for both experienced and novice drivers. For example, Ford Driving Skills for Life (FDSFL), Ford's driver education program, demonstrates our commitment to help new drivers to improve their motoring skills. In our Asia Pacific and Africa region, the program is aimed at first-time drivers of all ages. FDSFL is in its fifth year training newly licensed drivers in Asia and Africa, with programs in China, India, Taiwan, South Africa, Thailand, Vietnam, the Philippines and Indonesia. FDSFL programs are tailored in each of these markets to reflect the local driving environment and road conditions. So far, 50,000 people have participated in the program across Asia and Africa, with another 12,000 expected in 2012.

See the [Vehicle Safety and Driver Assist Technologies](#) section for more on our vehicle safety technologies and activities.

Related Links

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- [Vehicle Safety and Driver Assist Technologies](#)



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## FORD ASIA PACIFIC AND AFRICA

## Supply Chain

Ford's suppliers are critical allies in helping us to achieve success in the marketplace and meet our sustainability goals.

The basis of our work with suppliers is the Ford Code of Human Rights, Basic Working Conditions and Corporate Responsibility, which applies to our own operations as well as our \$75 billion supply chain. The Code addresses workplace issues such as working hours, child labor and forced labor, as well as nondiscrimination, freedom of association, health and safety, the environment and other issues.

We work to ensure that Ford and our suppliers have management systems in place to mitigate potential risks, ensure continuity of supply and improve the overall sustainability of the complex global automotive supply chain. Our aim is to leverage our supply chain – and our industry – to make a positive impact in the markets in which we do business.

We take a three-pronged approach to supply chain sustainability:

- Building capability at individual supplier facilities by requiring sustainability management and conducting supplier training, assessments and remediation
- Engaging strategic production suppliers to align approaches to a range of sustainability issues
- Collaborating within the automotive industry to develop common approaches to sustainability issues

In 2011, the Automotive Industry Action Group (AIAG) jointly sponsored with participating OEMs supplier training sessions held in Brazil, India, Mexico and Turkey. A total of 387 suppliers attended these sessions; 111 of those were Ford suppliers, and may also have been a supplier to other participating automotive manufacturers. This brings the global total for trained Ford suppliers to 1,766. (This figure includes dedicated Ford supplier training sessions conducted with the AIAG as well as industry training sessions in which Ford participated along with AIAG and other automakers.) The industry total for the AIAG training sessions across five countries (Brazil, China, India, Mexico and Turkey) now exceeds 1,650 suppliers trained. In 2012, we plan to conduct additional supplier training sessions in conjunction with the AIAG in China, Mexico, Brazil, India, Turkey and Thailand. See detail on the status of our [working conditions assessment in the supply chain](#).

For a discussion of our global commitment to supply chain sustainability, please see the [Supply Chain](#) section.

## Related Links

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- [Supply Chain](#)
- [Working Conditions Assessment Status Data](#)



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### FORD ASIA PACIFIC AND AFRICA

## People

Our employees are the driving force behind our success. Our recent financial recovery can be attributed in large part to the dedication and strong performance of our workforce. Our employees are also critical in our efforts to contribute to our communities.

Through initiatives like the Global Week of Caring, the annual Conservation and Environmental Grants China (CEGC) awards, and the Ford Driving Skills for Life (FDSFL) program, which teaches drivers about fuel efficiency as well as safety, Ford has made a positive impact on communities and environmental issues throughout the APA region.

Since Ford launched the CEGC program in 2000, for example, we have awarded more than \$1.9 million (RMB12.6 million) in grants to hundreds of grassroots organizations and individuals to support environmental projects throughout China. Winners in 2011 included a photographer who has documented Beijing's growing landfill sites and a project to protect endangered fish in the Yangtze River.

Explore a full list of our [Global Week of Caring and other volunteerism efforts in the APA region](#).

For a discussion of our global commitment to our stakeholders please see the [People](#) section.

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- [Investing in Communities](#)
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## Ford of Europe

Ford of Europe is responsible for producing, selling and servicing Ford brand vehicles in 51 individual markets and employs approximately 47,000 people.

In addition to Ford Motor Credit Company, Ford of Europe operations include the Ford Customer Service Division and 22 manufacturing facilities, including joint ventures. The first Ford cars were shipped to Europe in 1903 – the same year Ford Motor Company was founded. European production started in 1911.

## 2011 Performance Highlights

- Ford launched the all-new 1.0L EcoBoost® engine in the Ford Focus, making this vehicle Ford's most fuel-efficient gasoline car ever, delivering 4.8L/100km and with CO<sub>2</sub> emissions of 109 g/km.
- We also launched the first all-electric vehicle in Europe, the Transit Connect Electric.
- The European New Car Assessment Program (EuroNCAP), Europe's leading authority on auto safety, named the Ford Focus the "Best in Class" small family car. In addition, EuroNCAP gave the all-new Ford Ranger the maximum five-star rating – the first-ever pick-up truck to achieve this rating. The new Ranger also achieved the highest rating of any vehicle ever tested by EuroNCAP for pedestrian protection.
- During 2011, 800 Ford employees each contributed 16 hours of their time (paid for by Ford) to local community projects, totaling 12,800 hours.

## Awards

- The new Ford Focus became the first-ever car to receive four EuroNCAP Advanced Rewards for the systems Active City Stop, Lane Keeping Aid, Driver Alert and Forward Alert.
- The Ford Mondeo was awarded the best family car and best estate car by the U.K.'s most popular car buyer's guide.

Our global vision emerges from a deep understanding of what drives people in local markets.

47,000

people employed in Europe<sup>1</sup>

1.6 million

vehicles sold in Europe in 2011

1. As of year-end 2011. Does not include Ford Motor Credit employees.



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### Stephen Odell

Chairman and CEO  
Ford of Europe

#### FORD OF EUROPE Welcome

At Ford of Europe, we continue to make great progress toward our sustainability commitments – including those relating to both our vehicles and our manufacturing locations. We also continue to actively engage with our communities.

While the European financial climate remains extremely difficult, it is important that we continue to move forward with our holistic approach to sustainability. We understand that providing a strong lineup of sustainable vehicles, continuously improving our manufacturing processes and further strengthening relationships with our employees and communities is the right thing to do. Addressing this broad array of sustainability issues is the basis for future business success.

Earlier this year, we launched our most fuel-efficient gasoline-engine car to date – the Ford Focus with the 1.0L EcoBoost® engine – plus our most fuel-efficient car ever, the Ford Fiesta ECONetic Technology with a 1.6L Duratorq TDCi diesel. Both cars herald significant improvements in carbon dioxide (CO<sub>2</sub>) emission levels, establishing a standard for future models.

With our range of ECONetic Technology models – all of which are leaders or among the very best in their class in terms of fuel economy – we are providing our customers with an increasing number of fuel-efficient diesel and gasoline-powered vehicles. By 2013, two-thirds of our new cars in Europe will wear the ECONetic Technology badge. Among them will be the electrified vehicles we will introduce from 2012 onward, including the Focus Electric launching later this year.

In early 2012, we created new sustainable manufacturing strategies for water use, waste and emissions in Ford of Europe. These strategies include ambitious targets such as reducing manufacturing water use by 30 percent and decreasing manufacturing waste to landfill by 70 percent on a per vehicle basis during the next five years.

In addition, we remain actively involved in the communities around all of our Ford sites in Europe. In so doing, we contribute to positive social and economic developments, which benefits both our employees and other community members.

Sustainability is a crucial part of our business. Our exciting selection of technologically advanced, fuel-efficient vehicles, together with the sustainability measures we are implementing in our facilities, give us what I believe is a competitive advantage and will help to ensure our long-term business success in Europe.

Stephen Odell  
Chairman and CEO  
Ford of Europe



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## Financial Health

Ford experienced strong sales and growth in many of our regional markets in 2011.

For a discussion of our global economic impact and financial health please see the [Financial Health](#) section.

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## FORD OF EUROPE

## Climate Change, Environment and Water

Ford is focused on minimizing the environmental impacts of our vehicles and operations, including reducing our contribution to climate change.

Ford is committed to doing our share to prevent or reduce the potential for environmental, economic and social harm due to climate change. We have a science-based strategy to reduce greenhouse gas (GHG) emissions from our products and processes that focuses on doing our share to stabilize carbon dioxide (CO<sub>2</sub>) concentrations in the atmosphere. We have also made a commitment to deliver the most fuel-efficient vehicles in every market in which we participate.

Ford of Europe continues to make significant strides toward our target of reducing CO<sub>2</sub> emissions from all of our vehicles. By 2010, we had already reached an average CO<sub>2</sub> emission level below 137 g/km, with 65 percent of our vehicles recording an average of around 121 g/km, or 5 g/km better than the target requested by the European legislation for 2012.

## EcoBoost Engines and EONetic Technology

This year saw the introduction of the new 1.0L EcoBoost® gasoline engine into Ford's lineup, joining the 1.6L and 2.0L EcoBoost engines.

EcoBoost engines use turbocharging and direct-injection technology to produce levels of performance that are usually associated with larger-capacity engines. The 1.0L EcoBoost, for example, offers the power of a traditional 1.6L gasoline engine but with a CO<sub>2</sub> level as low as 109 g/km. This engine was launched in the Ford Focus in early 2012, making it the most fuel-efficient gasoline car ever offered by Ford of Europe. The 1.0L EcoBoost will later be offered in the Ford C-MAX and the all-new Ford B-MAX, where it is also set to achieve best-in-class CO<sub>2</sub> levels.

Ford also continues to expand the availability of our low-CO<sub>2</sub> EONetic Technology. In 2012, for example, we launched Ford's most fuel-efficient passenger car ever – the Ford Fiesta EONetic Technology, offering fuel economy of 3.3L/100km and with just 87 g/km of CO<sub>2</sub>. This model includes a range of Ford EONetic Technology features, including revised gear ratios, a special aeropack to improve aerodynamics comprising undershield wheel deflectors and low rolling resistance tires, a variable oil pump, a more efficient air conditioner, cooling fan and alternator, as well as friction and combustion improvements in the engine. It also features Auto Start/Stop, smart regenerative charging, EcoMode and a shift indicator light.



The Ford Fiesta EONetic

The Fiesta EONetic Technology will be joined later in 2012 by the Focus EONetic Technology, which will emit just 88 g/km of CO<sub>2</sub>. To reach this class-leading level, the Focus EONetic



Initiatives such as the UKLCVD and colognE-mobil are a revolution for both the utility and automotive industries. Collaborating across sectors is essential to ensure customer focused products that provide the right value along with the readiness of the infrastructure. We need to work and learn together and Ford is very pleased to be a part of these important trials."

Stephen Odell, Chairman and CEO, Ford of Europe

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- [Climate Change and the Environment](#)
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Technology employs a 1.6L Duratorq TDCi diesel engine, combined with exclusive technologies like a lean NOx adsorbing trap and a water-cooled charge air cooler, as well as our Active Grille Shutter technology.

Half of all Ford cars sold in Europe by the end of 2012 – and two-thirds by the end of 2013 – will carry the EConetic Technology badge, showing that they are leaders or among the very best in terms of fuel economy in their respective segments.

## Electrification

In 2011, Ford launched its first all-electric vehicle in Europe, the Transit Connect Electric small commercial vehicle. The Transit Connect Electric, assembled by Azure Dynamics, included state-of-the-art lithium ion battery packs and achieved a driving range of up to 130km (80 miles) and a top speed of 120 km/h (75 mph).

At the end of 2012, Ford will add to our electrified lineup in Europe by introducing the Ford Focus Electric, the Company's first zero-emissions all-electric passenger car.

In the U.K., Ford continues to work with Scottish and Southern Energy (SSE), the London Borough of Hillingdon and the University of Strathclyde on the U.K.'s Ultra Low Carbon Vehicle Fleet Demonstration (UKLCVD). The UKLCVD is collecting data on the performance of a fleet of 25 Transit Connect Electric vehicles, which are being driven by a mix of fleet and private users.

In Germany, Ford is working with RheinEnergie AG, the city of Cologne and the University of Duisburg-Essen on the colognE-mobil program, using a fleet of 25 electric vehicles to conduct road testing. This program is part of a much larger research effort in several German cities that is partly funded by the German government and involves multiple automakers, utility companies, universities and technology partners.



One of the colognE-mobil fleet

We believe these kinds of collaborative efforts across sectors are essential for ensuring customer-focused products that provide the right value. They also help to ensure that the infrastructure is in place to support these types of vehicles.


## Sustainable Manufacturing

In early 2012, Ford of Europe announced its 5-year sustainable manufacturing strategies for water, landfill waste and emissions. The ambitious targets embedded in these strategies would see the average Ford vehicle using 30 percent less water and creating 70 percent less waste to landfill in manufacturing over the next 5 years.

Ford's Cologne, Genk and Saarlouis plants have already achieved zero waste to landfill. The remaining five Ford-owned sites are embarking on location-specific programs to drastically reduce, by as early as 2013, the four main waste areas that make up approximately 80 percent of their waste: paint sludge, municipal waste, grinding sludge and material filter waste. Our aim is to reduce average waste to landfill per vehicle from 5kg in 2011 to 1.5kg by 2016.

The new water strategy is expected to drive a 30 percent reduction in manufacturing water use, which is equivalent to 1,100 liters per vehicle and could alone save us €2.3 million. We will achieve this target primarily through continued metering and evaluation. Ford's global target is to reduce water use per vehicle from 9.5m<sup>3</sup> to 3.5m<sup>3</sup> by 2015. Ford of Europe will reduce water use per vehicle from 3.5m<sup>3</sup> to 2.4m<sup>3</sup> between 2011 and 2016.

Later in 2012, Ford of Europe will also outline its strategy on energy use and purchasing.



For a discussion of our global climate change impact and commitments, please see the [Climate Change and the Environment](#) section.

For a discussion of our global commitment to water issues, please see the [Water](#) section.

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## FORD OF EUROPE

## Vehicle Safety

Ford remains a global leader in vehicle safety. We deploy advanced active and passive safety technology and materials in our full product lineup.

In 2012, EuroNCAP, Europe's leading authority on auto safety, named the Ford Focus the "Best in Class" small family car, in recognition of the vehicle's crash-test rating and advanced safety technology. The Focus received one of only five best-in-class accolades on the strength of its maximum five-star EuroNCAP rating as well as four EuroNCAP Advanced Rewards, an achievement unmatched by any other high-volume car. The Focus achieved an adult occupant score of 92 percent, a child occupant rating of 82 percent, a pedestrian score of 72 percent and safety-assist rating of 71 percent.



*Euro NCAP Awards Recognize Ford Focus Safety Technologies*

The Focus also received EuroNCAP Advanced rewards for the following four technologies:

- Driver Alert, designed to detect driver fatigue
- Forward Alert, which uses radar technology to scan the road ahead and alert the driver if a collision is likely
- Active City Stop, which helps to avoid or mitigate accidents at low speeds
- Lane Keeping Aid technologies, which warn drivers and assist drivers who unintentionally stray from their lane

EuroNCAP also made special mention of the new Ford Ranger, after it became the safest pick-up yet tested by the organization. The Ranger achieved the only five-star EuroNCAP rating ever awarded to a pick-up. It scored highly in all areas of the assessment, receiving particular credit for pedestrian protection.

In 2012, EuroNCAP re-graded the Ranger using its new, tougher scoring system, and the pick-up still achieved the maximum possible five-star rating. Thus the Ranger remains the only five-star-rated pick-up on sale. The bestselling Focus also retained its five stars after being reassessed.

See the [Vehicle Safety and Driver Assist Technologies](#) section for more on our vehicle safety technologies and activities.

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## FORD OF EUROPE

## Supply Chain

Ford's suppliers are critical allies in helping us to achieve success in the marketplace and meet our sustainability goals.

The basis of our work with suppliers is the Ford Code of Human Rights, Basic Working Conditions and Corporate Responsibility, which applies to our own operations as well as our \$75 billion supply chain. The Code addresses workplace issues such as working hours, child labor and forced labor, as well as nondiscrimination, freedom of association, health and safety, the environment and other issues.

We work to ensure that Ford and our suppliers have management systems in place to mitigate potential risks, ensure continuity of supply and improve the overall sustainability of the complex global automotive supply chain. Our aim is to leverage our supply chain – and our industry – to make a positive impact in the markets in which we do business.

We take a three-pronged approach to supply chain sustainability:

- Building capability at individual supplier facilities by requiring sustainability management and conducting supplier training, assessments and remediation
- Engaging strategic production suppliers to align approaches to a range of sustainability issues
- Collaborating within the automotive industry to develop common approaches to sustainability issues

In 2011, the Automotive Industry Action Group (AIAG) jointly sponsored with participating OEMs supplier training sessions held in Brazil, India, Mexico and Turkey. A total of 387 suppliers attended these sessions; 111 of those were Ford suppliers, and may also have been a supplier to other participating automotive manufacturers. This brings the global total for trained Ford suppliers to 1,766. (This figure includes dedicated Ford supplier training sessions conducted with the AIAG as well as industry training sessions in which Ford participated along with the AIAG and other automakers). The industry total for the AIAG training sessions across five countries (Brazil, China, India, Mexico and Turkey) now exceeds 1,650 suppliers trained. In 2012, we plan to conduct additional supplier training sessions in conjunction with the AIAG in China, Mexico, Brazil, India, Turkey and Thailand.

For a discussion of our global commitment to supply chain sustainability please see the [Supply Chain](#) section.

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### FORD OF EUROPE

## People

Our employees are the driving force behind our success. Our recent financial recovery can be attributed in large part to the dedication and strong performance of our workforce. Our employees are also critical in our efforts to contribute to our communities. Ford is dedicated to contributing to society and being actively involved in the communities at all of our sites globally. In Europe, Ford remains true to this corporate citizenship mindset and is proud of its long history of working to benefit society outside of just the vehicles we produce.

In 2000, Ford in Germany launched the Community Involvement Program, which connects Ford employees to opportunities for volunteering in the community. Since then, approximately 9,200 Ford employees have volunteered through this program, working on some 1,150 projects and dedicating more than 150,000 working hours. In 2011 alone, we supported approximately 120 volunteering and community projects through this program. Specifically, 800 employees each contributed 16 hours of their time, funded by Ford, totaling 12,800 hours. We also provide five Ford Transit vans to support 45 additional projects. The vans were driven a total of 60,000km, which equates to 631 (vehicle) days on the road.

Also in 2011, Ford of Europe volunteers went out into the community as part of the European Year of Volunteering, as well as the Ford Global Week of Caring. In the U.K., for example, Bridgend Engine Plant employees in South Wales walked 22 miles to raise money for Macmillan Cancer Support, a local charity. Sixteen Ford Product Development volunteers from the Dunton Technical Centre worked at the Basildon Disabled Sports Club, trimming hedges, cutting grass and clearing gardens. Ford volunteers in Scotland participated in a bike ride to fight breast cancer. In Spain, Ford volunteers repaired and painted the walls of a center for the mentally challenged and helped to preserve native plant species in a national park. Ford Genk volunteers restored trails and footpaths to make them accessible for wheelchairs. And Ford Cologne volunteers arranged a volunteering conference and supported the Red Cross Volunteering Congress, among many other activities.

Explore a full list of our [Global Week of Caring and other volunteerism efforts in Ford of Europe](#).

For a discussion of our global commitment to our stakeholders please see the [People](#) section.

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# Ford South America

Ford is the third-largest automaker in South America, where our principal markets include Brazil and Argentina.

Brazil's economy and demographics – with growing per capita income, low vehicle ownership rates and a young population – have helped its automotive market to more than double since 2002. These favorable factors are expected to continue to contribute to growth in vehicle sales in Brazil.

### 2011 Performance Highlights

- Ford announced an investment of R\$800 million to produce a new global vehicle in Sao Bernardo do Campo, Brazil.
- We also announced an R\$500 million investment in our engine and transmission plant in Taubaté, Brazil for continued expansion of production capacity.
- Our New Cargo Euro 5 line of trucks will begin production this year. These trucks will have more power and better fuel economy than the Euro 3 line, even as they emit up to 80 percent fewer nitrous oxide emissions.
- The Ford-sponsored Odontomóvel – a mobile dental office that travels around Brazil providing free dental care to truck drivers and the community – celebrated the important milestone of 40,000 visits to truck drivers.

### Awards

- Ford Brazil was named the most innovative company in information technology in the automotive and auto parts sector in "The 100+ Innovative in IT Use" ranking done by *InformationWeek Brasil* magazine.
- Ford was once again named by Argentine consumers as the #1 auto brand, according to *Clarín*, Argentina's top newspaper, in its Automotive Brands Ranking.
- For the seventh-consecutive year, Argentine consumers elected Ford as the most trusted automobile brand in an Ipsos Media poll. With this recognition, *Selecciones* magazine honored Ford with its "Trusted Brand" award. *Selecciones* is a Readers' Digest publication.
- *Parabrisas* magazine, one of the most well-regarded publications in Argentina, named Ford Argentina "2011 Auto Company of the Year."
- Argentine auto industry journalists elected the Ford Fiesta Kinetic Design as the "2011 Car of the Year" in the Mercosur and México category.
- *Auto Test*, a reputable auto journal, also elected the Fiesta Kinetic Design as the "2011 Best Mercosur Car."
- The Brazilian Association of Direct Marketing awarded Ford Brazil with the ABEMD Award for customer service for the third-consecutive year. Ford Brazil's customer service function has distinguished itself in recent years with 18 national and international awards, given by a variety of different organizations and publications.
- Once again, Ford Argentina was selected as one of Argentina's best places to work by *Apertura Magazine*, one of the country's most prestigious business magazines. The 2011 ranking shows Ford as one of the top five best places to work among companies with more than 1,000 employees. Ford also leads the auto industry ranking.
- The Ford Fiesta Kinetic Design was named as the 2011 Gold Safety Car


Our global vision emerges from a deep understanding of what drives people in local markets.

16,000

people employed in South America<sup>1</sup>

506,000

vehicles sold in South America in 2011



among all the categories awarded by the Center for Experimentation and Road Safety in Argentina.

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1. As of year-end 2011. Does not include Ford Motor Credit employees.

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## Marcos de Oliveira

President  
Ford Brazil and Mercosur



### FORD SOUTH AMERICA

## Welcome

At Ford, sustainability is at the heart of our business. Environmental protection has long been one of our priorities, and we also aim to improve the quality of life and wellbeing of the communities in which we operate.

Our commitment to sustainability is evidenced today with the development of an all-new generation of products to be launched in Brazil over the next three years. These products, which are built on global platforms, prioritize improved fuel economy and reduced greenhouse gas emissions and offer an array of advanced technologies and safety options.

For example, our New Cargo Euro 5 line will begin production this year. These trucks will have more power and better fuel economy than the EURO 3 line, even as they emit up to 80 percent fewer nitrous oxide emissions. Our most recent launch in the Brazilian market, the New Ford Fiesta, is another example of our sustainability evolution. It is equipped with the Taubaté-produced, flex-fuel, Sigma engine, which optimizes fuel economy and reduces emissions by running on our environmentally friendly Brazilian ethanol.

Beyond these initiatives, our teams continue to search for new solutions to use recycled materials and to combat wastefulness in production processes by using water and energy sensibly, as well as to create innovative processes to increase work efficiencies.

Taking care of the environment and using available resources in a conscientious way is everyone's responsibility, and we will continue to do our best to make Ford an increasingly more efficient and sustainable company.

Marcos de Oliveira  
President  
Ford Brazil and Mercosur



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## FORD SOUTH AMERICA

## Financial Health

Ford experienced strong sales and growth in many of our regional markets in 2011. In South America we sold 506,000 units, a 3 percent increase from 2010. The increase in this rapidly growing market represents a significant achievement for our Company.

Ford's 2011 market share for our South America region was 9.3 percent, down 0.5 percentage points from 2010. Brazil and Argentina are our highest-volume South American markets, and our market shares for these two countries are shown in the table below.

## South American Market Share

Major Markets	2011 Combined Car and Truck Market Share	Percentage Points Better/(Worse) than 2010
Brazil	9.8%	(0.6)%
Argentina	12.9%	0.5%
Total South America	9.3%	(0.5)%

Going forward, we are making our largest-ever five-year investment in our Brazil operations, committing R\$4.5 billion from 2011 to 2015 to accelerate the delivery of more fuel-efficient, high-quality vehicles. We also announced an investment of R\$800 million to produce a new global vehicle in Sao Bernardo do Campo, Brazil. And, we announced an R\$500 million investment in our engine and transmission plant in Taubaté, Brazil for continued expansion of production capacity. Our Pacheco plant celebrated its 50th anniversary in 2011 and the production of 2.5 million units, and at the same time announced the investment of a new engine plant to equip the all-new Ford Ranger in 2012.

Ford also made several exciting product announcements in South America in 2011:

- Ford Ka, the sales leader among compact three-door hatches in Brazil, recently reached a milestone of 750,000 units manufactured in that country.
- Since February 2011, Brazilian consumers have been able to purchase the 2011 Ford Ranger Sport version, which has undergone a design, convenience and comfort update.
- In March 2011, 400 distributors and 150 journalists from Brazil, Argentina and Chile met at the Cumbuco beach in Ceará, Brazil, for the launch of our new Cargo Euro 5 truck line. The 2012 Cargo Euro 5 lineup will include 11 models with a regular cab and five with the sleeper cab option. These completely new models are unmatched in design, quality, comfort, performance, functionality, versatility and competitive prices.
- Ford Venezuela launched the all-new Ford Explorer; they are the only Ford assembly operation outside of the U.S. to produce this vehicle. They also launched the Ford F-250 Super Cab and introduced a Ford F-350 that runs on natural gas (CNG), with unique engineering and in full compliance with government regulations.
- Ford launched its all-new Ford Fiesta in Argentina.
- At the Buenos Aires Autoshow, Ford showed the all-new Ford Ranger, our first global pick-up.


By 2013, Ford South America will offer versions of our global small and midsize vehicles, including Fiesta- and Focus-sized small cars and utilities, Fusion- and Mondeo-sized midsize cars and utilities, compact pickups and commercial vans.

We know that our long-term success in the developing and revitalizing economies of South America will depend on our offering new types of mobility solutions that are increasingly sustainable and tailored to the unique needs of these markets. The section on our [sustainable mobility strategy](#) describes how we are aiming to do just that.

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For a discussion of our global economic impact and financial health, please see the [Financial Health](#) section.

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## FORD SOUTH AMERICA

## Climate Change and the Environment

Ford is focused on minimizing the environmental impacts of our vehicles and operations, including reducing our contribution to climate change.

Ford is committed to doing our share to prevent or reduce the potential for environmental, economic and social harm due to climate change. We have a science-based strategy to reduce greenhouse gas (GHG) emissions from our products and processes that focuses on doing our share to stabilize carbon dioxide (CO<sub>2</sub>) concentrations in the atmosphere. On the product side, we have also made a commitment to deliver the most fuel-efficient vehicles in every market in which we participate. Ford South America has committed to improving fuel economy across our product lineup.

Our New Cargo Euro 5 line of trucks will have more power and better fuel economy than the Euro 3 line, even as they emit up to 80 percent fewer nitrous oxide emissions. Our newest launch in the Brazilian market, the new Ford Fiesta, is equipped with the Taubaté-produced Sigma engine with our advanced flex-fuel technology. This technology allows drivers to optimize fuel economy and reduce emissions by using environmentally friendly Brazilian ethanol. During the Buenos Aires Autoshow, Ford also launched the new Ford Mondeo with an Ecoboost® engine, which represents the arrival of green technologies to Argentina.

Ford is also using recycled and/or natural material in our vehicles in South America. All vehicles locally produced use 5 to 7 kg of recycled PET plastic in the form of carpets, ceiling linings, wheel boxes and acoustic blanket carpeting. And, the dashboard panel of the new Cargo trucks is made with sisal natural fiber.

We are the first automobile company in Brazil to voluntarily report our facilities' GHG emissions to the Brazilian Greenhouse Gas Protocol. As a participant and one of the founders of the Protocol, we have conducted an inventory of our facility emissions and have set reduction goals. The results of the inventory can be seen in the graph below. Absolute GHG emissions went up in 2010 as a result of production increases. However, our GHG emissions per unit of production decreased by 1 percent due to process efficiency improvements.

## Related Links

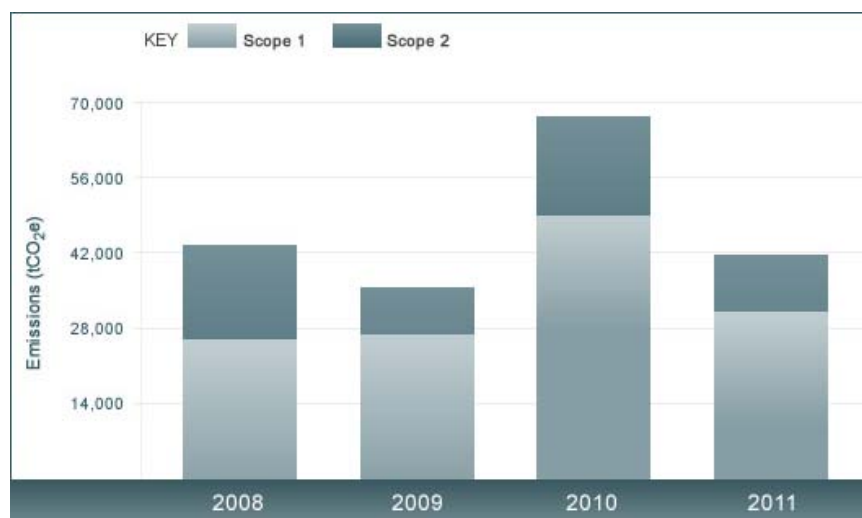
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## Historical Emissions by Scope

Chart Table

## Chart



## Table

Ano	Emissões (tCO <sub>2</sub> e)	
	Escopo 1	Escopo 2
2008	25.925,00	17.392,00
2009	26.826,00	8.758,00
2010	48.834,23	18.620,00

Ford Argentina participated in BIO Plan, a program sponsored by the Sustainable Development Organization of the Province of Buenos Aires that collects used vegetable cooking oil and transforms it into a biofuel similar to kerosene. Through this program, we are now recycling the cooking oil from the Pacheco plant's cafeteria.

Finally, Ford employees in Brazil also celebrated World Environment Week, as well as the "Day of the Tree," which marks the arrival of spring. Employees at the Camacari, Sao Bernardo do Campo, Troller, Taubate and Tatui facilities, as well as the Miguel de Oliveira Port, took part in a variety of environmentally focused events, ranging from workshops and lectures to nature walks and site visits. At several locations, employees were given plants and seeds for their gardens.

For a discussion of our global climate change impact and commitments, please see the [Climate Change and the Environment](#) section.



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### FORD SOUTH AMERICA

## Water

For many years, we have demonstrated our commitment to water issues primarily through our own operations, focusing on water efficiency, effluent quality and water reuse.

We are also committed to moving beyond our own fences to address water issues within our communities of operation. We are working with stakeholders to better understand issues around water accessibility and sanitation in water-stressed communities especially. And we're investing in community water stewardship projects globally.

For example, we are committed to mobilizing opportunities for communities in the developing world through clean water. We have joined the Global Water Challenge (GWC), a coalition of leading organizations committed to achieving universal access to safe drinking water, sanitation and hygiene. Through the GWC, Ford and others are funding water and sanitation programs in Central America. The GWC is also launching a "Women for Water" campaign to address critical water needs, since the burden of collecting water in the developing world falls primarily upon women and girls.

During World Water Day on March 22, 2011, Ford organized several events. In São Bernardo and Taubaté, for example, we hosted lectures in partnership with São Paulo Water Agency. In Camaçari, we presented an exposition of industrial and sanitary wastewater treatment plants. And in Troller, we hosted lectures on the management of water resources in the Brazilian state of Ceara.

For a discussion of our global commitment to water issues, please see the [Water](#) section.

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FORD SOUTH AMERICA

### Vehicle Safety

Vehicle safety is a critical part of our aim to Go Further, and we work to build in safety from the very beginning of each product development process. Indeed, safety is one of four principles that guide our every design and engineering effort.

Ford remains a global leader in vehicle safety. The Ford Fiesta Kinetic Design was named as the 2011 Gold Safety Car among all the categories awarded by the Center for Experimentation and Road Safety (CESVI) in Argentina. Previously, the Fiesta Kinetic Design was also named as the safest car in the B-segment category. CESVI, a member of the Research Council for Automobile Repairs, is a respected organization dedicated to vehicle and roadway safety evaluation and research.

Several public and private agencies around the world perform crash testing of vehicles and publish safety ratings, however these rating systems are relatively new in South America. Recently, New Car Assessment Programs (NCAPs) are being launched in regions where they have not existed in the past. This is partly due to a new nonprofit organization based in London called [Global NCAP](#) that is promoting the establishment of NCAPs around the world. Global NCAP developed a [Latin NCAP system](#), which is now providing ratings on vehicles in South and Central America.

See the [Vehicle Safety and Driver Assist Technologies](#) section for more on our vehicle safety technologies and activities.

#### Related Links

This Report

- [Vehicle Safety and Driver Assist Technologies](#)

#### External Websites

- [Global NCAP](#)
- [Latin NCAO](#)



Go Further

## Sustainability 2011/12



YEAR IN REVIEW



OUR BLUEPRINT FOR SUSTAINABILITY



FINANCIAL HEALTH



CLIMATE CHANGE AND THE ENVIRONMENT



WATER



VEHICLE SAFETY



SUPPLY CHAIN



PEOPLE



FORD AROUND THE WORLD

## FORD AROUND THE WORLD

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## FORD SOUTH AMERICA

## Supply Chain

Ford's suppliers are critical allies in helping us to achieve success in the marketplace and meet our sustainability goals. Shared commitment helps us to avoid risks to our operations and reputation that can arise due to substandard practices in our supply chain. (See, for example, the [Brazilian charcoal case study](#).)

The basis of our work with suppliers is the Ford Code of Human Rights, Basic Working Conditions and Corporate Responsibility, which applies to our own operations as well as our \$75 billion supply chain. The Code addresses workplace issues such as working hours, child labor and forced labor, as well as nondiscrimination, freedom of association, health and safety, the environment and other issues.

We work to ensure that Ford and our suppliers have management systems in place to mitigate potential risks, ensure continuity of supply and improve the overall sustainability of the complex global automotive supply chain. Our aim is to leverage our supply chain – and our industry – to make a positive impact in the markets in which we do business.

We take a three-pronged approach to supply chain sustainability:

- Building capability at individual supplier facilities by encouraging sustainability management and conducting supplier training, assessments and remediation
- Engaging strategic production suppliers to align approaches to a range of sustainability issues
- Collaborating within the automotive industry to develop common approaches to sustainability issues

In 2011, the Automotive Industry Action Group (AIAG) jointly sponsored with participating OEMs supplier training sessions held in Brazil, India, Mexico and Turkey. A total of 387 suppliers attended these sessions; 111 of those were Ford suppliers, and may also have been a supplier to other participating automotive manufacturers. This brings the global total for trained Ford suppliers to 1,766. (This figure includes dedicated Ford supplier training sessions conducted with the AIAG as well as industry training sessions in which Ford participated along with AIAG and other automakers). The industry total for the AIAG training sessions across five countries (Brazil, China, India, Mexico and Turkey) now exceeds 1,650 suppliers trained. In 2012, we plan to conduct additional supplier training sessions in conjunction with the AIAG in China, Mexico, Brazil, India, Turkey and Thailand. Detail on the status of our working conditions assessment in the supply chain for the Americas can be found in the [Supply Chain data](#).

For a discussion of our global commitment to supply chain sustainability, please see the [Supply Chain](#) section.

## Related Links

This Report

- [Charcoal and Pig Iron Production in Brazil](#)
- [Supply Chain](#)
- [Working Conditions Assessment Status Data](#)





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## Sustainability 2011/12



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### FORD SOUTH AMERICA

## People

Our employees are the driving force behind our success. Our recent financial recovery can be attributed in large part to the dedication and strong performance of our workforce. Our employees are also critical in our efforts to contribute to our communities and the environment.

Through initiatives like the Global Week of Caring, the annual Conservation and Environmental Grants China (CEGC) awards, and the Henry Ford Conservation Awards, Ford has made a positive impact on communities and environmental issues throughout South America.

### Global Week of Caring

During the 2011 Global Week of Caring, the number of employees volunteering their time in Argentina increased by around 70 percent compared to 2010. Volunteers participated in activities with several nonprofit organizations during this week. For example, they donated blood, organized and packaged clothes and food that they also donated, and helped in the building of three houses. Explore a full list of our Global Week of Caring and other volunteerism efforts in South America in our [map of community investment](#).

In 2011, Ford employee initiatives also included the following:

- In Brazil, we provided environmental awareness and ISO 14001 training to our employees, as well as courses in infant nutrition, and computer science
- In Brazil, the Citizenship Committee of Ford's Taubaté plant just re-inaugurated its Computer School and is offering free computer courses for Ford employees, their families and the entire community
- The SOS Southeast campaign – which is sponsored by Ford Brazil employees to help those made homeless by the rains in the mountainous region of Rio de Janeiro as well as in Sao Paulo – donated about 34.5 tons of food, toiletries, cleaning supplies and clothes, in addition to financial donations
- More than 400 Ford Venezuela employees volunteered for World Beach Day, collecting and disposing of more than 500 kilograms of trash
- Ford Argentina and its dealer network inaugurated a school in Tucuman, the 17th since the start of the Educación para un Nuevo Mañana program in 2002.

For a discussion of our global commitment to our stakeholders please see the [People](#) section.

### Related Links

This Report

- [Investing in Communities](#)
- [People](#)