



Go Further

Sustainability 2011/12

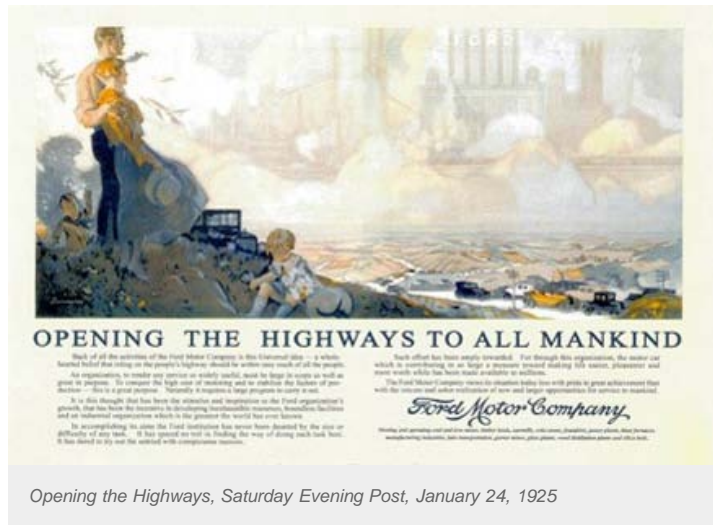
YEAR IN REVIEW	OUR BLUEPRINT FOR SUSTAINABILITY	FINANCIAL HEALTH	CLIMATE CHANGE AND THE ENVIRONMENT	WATER	VEHICLE SAFETY	SUPPLY CHAIN	PEOPLE	FORD AROUND THE WORLD
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Voice: Mike Bannister



Financial Health

On January 24, 1925, Henry Ford took out an ad in the *Saturday Evening Post* outlining his vision for his eponymous company: to make safe and efficient transportation accessible to everyone – not just to the wealthy few. His dream of “opening the highways to all mankind” has continued to inspire our Company, especially over the last few years as we worked through the extraordinarily difficult economic environment. By staying focused on Ford Motor Company – on our core brands, on our overall financial health, on our commitments to all of our stakeholders – we are accelerating Henry Ford’s vision into the 21st century and making good on his promise.



Opening the Highways, Saturday Evening Post, January 24, 1925

As we look back on 2011, we can unequivocally state that we made it through one of the most challenging five-year periods in our history. We weathered the storm through a two-pronged strategy that took decisive actions for the short term while simultaneously developing a longer-range plan to return our Company to profitability. We’re proud to say this approach has been working. For 2011, we

25 percent

increase in sale of Ford’s U.S. small cars in 2011

\$16 billion

invested in our U.S. operations – including \$6.2 billion in U.S. plants – to design, engineer and produce more new and upgraded vehicles and components by 2015

Operating Profit



In 2011, we reported full-year pre-tax operating profit of \$8.8 billion – our third year in a row of improved annual operating profits.

Profit Sharing



We announced 2011 profit sharing and resumption of quarterly dividends.

Collective Bargaining



We reached a new agreement with the UAW.

New Jobs in the U.S.



We committed to adding 12,000 hourly jobs in the U.S. by 2015 – 5,750 more than previously announced would be added by year-

reported full-year pre-tax operating profit of \$8.8 billion – our third year in a row of improved annual operating profits.

end 2012.

The most important thing we can do for ourselves and our stakeholders is profitably grow our Company by making the best cars and trucks in the world. Doing so doesn't just boost our own Ford Motor Company finances; it simultaneously contributes to the much broader economic development of the communities in which we operate.

In addition, by zeroing in on producing more sustainable vehicles – both in how we manufacture them and how they operate on the roadways – we're making significant contributions to the environmental sustainability of our planet. We have taken pollutants out of tailpipe exhaust and are pushing fuel efficiency to new heights. With the help of new technology, we are reducing – and perhaps may even one day eliminate – CO₂ tailpipe emissions. And even as we sell a growing number of electric cars, we are developing alternative powertrains that will make cars affordable in every sense of the word – economically, socially and environmentally.

In 2006, led by then-incoming CEO Alan Mulally, we developed a road map, which we called the ONE Ford plan, to pull us out of an economic tailspin and drive us toward a fully globalized product strategy. The tenets of that plan included working together – across all aspects of our Company – to offer vehicles that could deliver on four critical pillars of the Ford brand: quality, green, safe and smart.

The steadfast progress we have made in the years since has transformed our Company from the inside out, and we believe our stakeholders are seeing us in a new light. Our customers, suppliers, investors, government leaders, union partners and our own employees know that we have made them a promise by committing to our ONE Ford plan. We have pledged to focus on the Ford brand and to deliver a family of vehicles that are leading in quality, fuel efficiency, safety, smart design and value. And we have promised to leverage our global resources to push ourselves even further for the benefit of all those associated with our business, both internally and externally.

We also continue to track and address emerging strategic sustainability issues, from [global water availability](#) to the [sourcing of conflict minerals](#), which impact the development and manufacture of new products.



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"Going Further"

Our commitment to continuous improvement means we promise to deliver not only on what consumers expect today, but to work even harder to deliver what they will want tomorrow. This concept is embedded in a new global brand promise we introduced in early 2012, one that takes the ONE Ford plan to the next level and helps to convey its meaning to those outside of our Company. Much more than a tagline, our "Go Further" promise represents a new energy and momentum at Ford. It's the pledge that we make to our colleagues, our customers and our communities that we won't rest on our laurels – that we will continue to innovate great products that build a stronger business and a better world.

"Go Further" is also a way to express three characteristics that link back to our Company's heritage: people serving people; ingenuity; and attainability. At Ford, we already "go further" through our service to our local communities, to our dealers, to our employees and to our customers. We're also going further by making innovations available to everyone – not only to a select few. Just like Henry Ford imagined with his opened highways.

In truth, we couldn't launch a global brand promise before now. That's because we couldn't tie a global brand promise to vehicles that were regional, with car models that varied greatly according to the locations in which they were built and sold. Only in the last couple of years have we developed a truly global portfolio of products. For example, the new Ford Focus that launched recently in the U.S., Europe and China is built with parts that are 80 percent the same in all locations; the remaining 20 percent of parts vary to allow for customer flexibility and choice. Our new global products (such as the Focus, Fiesta, Escape/Kuga and Fusion/Mondeo) have created a clear and consistent identity for Ford in the world marketplace, allowing us to speak to consumers in a single voice and communicate a single promise.

As we discuss in the [Blueprint for Sustainability section](#), our ONE Ford plan, coupled with our global brand, are enabling us to advance our sustainability strategy while revitalizing the financial health of our Company as a whole. Indeed, our sustainability strategy and our overall ONE Ford business strategy are intrinsically linked.

Here at Ford, we're continuing to step on the pedal to accelerate our Company to go further.

CEO of the Year

Our CEO, Alan Mulally, was lauded as *Chief Executive* magazine's 2011 CEO of the Year. Chosen by a panel of his CEO peers, Mulally was feted for leading our Company from the brink of bankruptcy while balancing the needs of all stakeholders.

Related Links

This Report

- [Our Strategy](#)
- [Supporting ONE Ford](#)



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Current Financial Health

Out of the worst of times came change, and a road map for survival. We have spent the last several years radically overhauling our production strategy from what was, in essence, that of a regional company to that of a fully globalized business. We simplified by making many drastic changes, but the results are paying dividends – both literally and figuratively.

Through a difficult, multi-year process of workforce reductions and plant closures, we focused on minimizing overcapacity and reducing inefficiencies. The result today is a leaner and stronger Ford Motor Company. By staying laser focused on ONE Ford and on one global product strategy, we created a more flexible manufacturing operation that not only has saved us money, but has also resulted in faster product development and more efficient delivery of innovative new technologies in our core markets.

We have reduced the number of global vehicle nameplates from 97 in 2006, to 59 in 2008, to 38 in 2010, and to 37 in 2011. Eventually, we expect to improve that figure to 20 to 25 models globally.

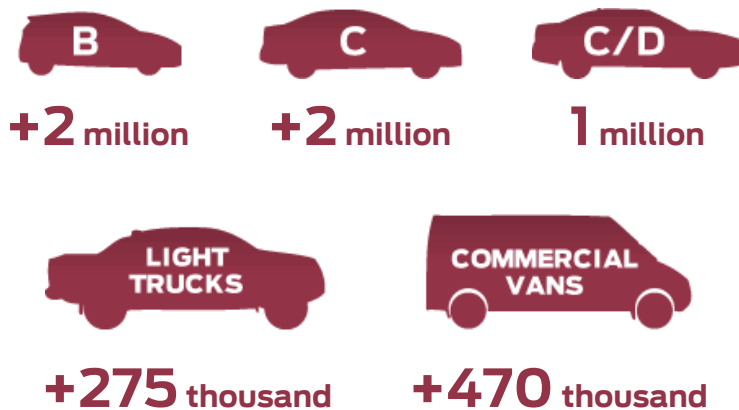
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Sales Volume Opportunities

Ford sees five key global platforms with sales volume opportunities as depicted here.



We ended 2011 on a sales-related high note, with the Ford brand surpassing the 2 million mark for U.S. vehicles sales, making it the bestselling brand in America. The last time any auto brand sold more than 2 million vehicles was in 2007, prior to the economic recession. Total Ford U.S. sales were up 11 percent for the year, compared to 2010, in large part due to the growing diversity of our product portfolio. In Germany, we were the fastest-growing manufacturer, with vehicle sales up 17.6 percent over 2010, and we remained the market share leader in Britain and Canada. Our wholesale sales in the Asia Pacific and Africa region were up 7.5 percent in 2011, compared to 2010.

Adapting Our Product Lines

Through much of the 2000s, we could have been considered largely a truck manufacturer; now, we're a full-line automaker with competitive products in all segments of the market, from small and midsize cars to sport utility vehicles to pickup trucks. More than 80 percent of our U.S. growth in

2011 came from small cars and utilities, as fuel prices continued to encourage customers to move to smaller and/or more-efficient vehicles, whether passenger cars or utilities. Ford's U.S. small-car sales were up 25 percent in 2011, with 244,291 Fiestas and Focuses sold in the U.S., giving us 10 percent of the small-car segment.

Today, we're offering customers products with best-in-class fuel economy. Equally important, we're offering customers choices of the fuel-efficient systems that work best for them – from EcoBoost®-powered gasoline vehicles to hybrids to electrified vehicles. In 2012, Ford offered nine vehicles reaching an anticipated 40 mpg or more. We are planning to triple our electrified vehicle production capacity by 2013, compared to 2011.

Financial Progress

We continued to strengthen our balance sheet in 2011, a milestone year. We increased Automotive gross cash, reduced debt and improved liquidity.

In another important sign of our financial progress – and a sign of our confidence in our future – we announced in early December 2011 that we would reinstate a quarterly stock dividend of 5 cents per share, which was paid on March 1, 2012. Now that we have been able to protect the investments needed for future products, invest in growth around the world, and make significant improvements in our balance sheet, we can afford to resume the dividend and provide a return to our shareholders who have invested in our Company. Initially suspended in September 2006, the dividend is an important component of our vision of profitable growth for all – customers, suppliers, employees, dealers and investors.

Also as a result of our financial performance, we announced that we would be making profit-sharing payments to our approximately 41,600 eligible U.S. hourly employees. In accordance with the UAW/Ford collective bargaining agreement, Ford's North American pre-tax profits of \$6.2 billion generated profit sharing of approximately \$6,200 per eligible employee on a full-year basis. Based on first-half 2011 results, the formula generated approximately \$3,750 per eligible employee, which was paid in December 2011; for the second half of 2011, the formula generated approximately \$2,450 per eligible employee, which was paid in March 2012. Individual profit-sharing payments to eligible employees could be higher or lower based on actual employee-compensated hours.

In addition, we expect to make cash contributions to our funded pension plans in 2012 of about \$3.5 billion globally, including discretionary contributions to our U.S. plans of about \$2 billion.

Adding Jobs

Similar financial progress can be seen in the recent growth of our workforce. In the fall of 2011, we pledged to add 12,000 hourly jobs in the U.S. by 2015 – 5,750 more than the previously announced 7,000 jobs (6,250 of which were hourly) to be added by year-end 2012. The commitment (part of a new four-year labor agreement with the UAW in the U.S.) means we're bringing jobs back to the U.S. At the same time, we're also adding 3,000 new jobs in our Asia Pacific region to help keep pace with product demand in that region.

This is welcome news after several years of painful reductions that lowered our employee base by approximately 40 percent between 2006 and 2010. As of April 2012, we had about 166,000 employees globally.

Plant Investments

A critical component of our recent business strategy has been to focus on realigning production with demand. In some cases, this has meant retooling facilities that previously built large trucks and SUVs to instead manufacture smaller and/or more energy-efficient vehicles.

At our Kansas City (Missouri) Assembly Plant, we are investing \$1.1 billion in a new body shop, a new tooling area, an upgraded paint shop and an all-new integrated stamping plant. These investments will support the 2013 North American product debut of the full-size Ford Transit van, which will achieve gas mileage at least 25 percent better than the E-Series vans it will replace when it starts production in North America in 2013. A portion of the investment also will be used to support next-generation F-150 pickup truck production at the plant.

The Kansas City Assembly Plant is one of several plants in North America to be revamped recently for the production of our varied product portfolio. Overall, we're investing \$16 billion in our U.S. operations – including \$6.2 billion in U.S. plants – to design, engineer and produce more new and upgraded vehicles and components by 2015, reinforcing our commitment to U.S. manufacturing and American jobs.

Also in the U.S., we invested \$550 million to transform our Michigan Assembly Plant (MAP) from a manufacturer of some of our largest vehicles into the producer of our all-new global Ford Focus for the North American market. In 2012, MAP will become the world's first facility capable of building a full array of vehicles – gas-powered, electric, hybrid and plug-in hybrid – all on the same production line.



The 2012 Ford Focus

We're committed to growth in other parts of the world, too. To meet increasing demand in the Asia Pacific region, for example, we are building six new plants – three in China, two in India and one in Thailand. We recently opened a new plant in Chongqing, China, to produce the global Focus.

U.S. Plant Investments

We are investing \$16 billion in our U.S. operations – including \$6.2 billion in U.S. plants – to design, engineer and produce more new and upgraded vehicles and components by 2015. Recent investments include the following.

- About \$1.1 billion – \$700 million more than was previously announced – at our Kansas City Assembly Plant and an adjacent property. The plant will be building our full-size Transit van when the new product joins our North American lineup in 2013.
- An incremental \$850 million investment in Michigan-based plants between 2011 and 2013 to support expanded manufacturing capabilities for new fuel-efficient, six-speed transmissions. These investments will be spread across a number of plants, including Van Dyke Transmission, Sterling Axle, Livonia Transmission and Dearborn Truck.
- Approximately \$600 million to redevelop our Louisville Assembly Plant to build the next-generation Ford Escape.



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Product Competitiveness

Our financial turnaround has been based largely on our ability to deliver high-quality, innovative and desirable products everywhere we operate, in both mature and rapidly growing markets. To further our progress, we are continually improving quality and customer satisfaction and anticipating and responding to changes in customer demand. We have aligned our product development, manufacturing and marketing organizations worldwide to deliver the right products to the right markets as efficiently as possible.

We're changing the way people think about midsize cars. We started this journey in 2006 with an all-new Ford Fusion that was designed to win market share from popular Japanese midsize sedans. In the years since, we have continued to improve the Fusion, adding a hybrid model that is bringing more new buyers to the brand than any other Ford vehicle.

In early 2012, we introduced our latest – and most groundbreaking – model, which will influence our product family moving forward. Known as the Mondeo in Asia and Europe, where it will be introduced in 2013, the 2013 model year Ford Fusion demonstrates our globalized approach to make all forms of the vehicle on the same assembly lines. This gives us the ability to make what customers want, and to make them affordably, too. Moreover, the new Fusion epitomizes our new globalized platform by giving our customers the power of choice: It's the first sedan to offer the full range of fuel-efficient EcoBoost® engines, hybrid and plug-in hybrid choices – each with leading fuel efficiency.



The 2011 Ford Fiesta

The all-new Fusion is the latest in a series of vehicles – including the 2011 Ford Fiesta subcompact and 2012 Ford Focus small car – developed to offer improved fuel economy alongside helpful driver assist technologies. Under the ONE Ford approach, we brought our global teams together with a goal of developing a midsize car with several key attributes: revolutionary design; leading fuel economy; and technologies that can help make our customers safer and better drivers.

The new Fusion builds upon our commitment to be a leader in fuel-efficient cars and trucks, with each new model brought to market. The Fusion Energi – the plug-in electric version – is expected to deliver more than 100 MPGe. (MPGe is a mile-per-gallon equivalency metric for electrified vehicles.) At the time of the announcement, this was 7 to 12 MPGe more than the projected efficiency of competitor plug-in hybrid models. (Read more on our [electrification approach](#).)

Related Links

This Report

- [Greening Our Operations](#)
- [Greening Our Products](#)

The new Ford Fusion garnered the "Best in Show" award at the North American International Auto Show in Detroit in early January 2012 – a rare win for a midsize sedan.

Meanwhile, our new Focus Electric, which we began producing in 2011, was the first five-passenger, all-electric car to achieve more than 100 MPGe, and it offers faster charging than competitor vehicles with comparably sized batteries. The Focus Electric is one of the headlines of our transformed lineup, one-third of which will feature a model with 40 mpg or more in 2012. Our rollout of electrified vehicles began in December 2010 with the 2011 Ford Transit Connect Electric (a small commercial van). In addition to the Focus Electric and Fusion Hybrid, other 40 mpg vehicles include the Fiesta SFE, the Focus SFE, the C-MAX Hybrid and the C-MAX Energi.

We plan to triple production capacity of electrified vehicles in the U.S. to more than 100,000 by 2013. We are boosting global production of smaller-sized vehicles, such as the Fiesta, which debuted in the U.S. in 2010. And we are expanding our lineup of vehicles with affordable advanced technologies, such as the EcoBoost. Indeed, we're on track to offer EcoBoost on nearly 80 percent of Ford global vehicles by 2013. That's more than 1.5 million engines EcoBoost-equipped vehicles annually around the globe.

Fuel economy is the top purchase consideration for new vehicles. Nearly 45 percent of customers say fuel economy is their highest priority, according to a Ford survey of Americans in 36 cities in the fall of 2011.

Our [Sustainable Technologies and Alternative Fuels Plan](#), which highlights how we will meet our product [carbon dioxide reduction goal](#), has positioned us to lead in our industry and will help us meet new regulatory emissions standards. In the U.S., government regulations will require approximately 35.5 mpg (fleet average) by the 2016 model year – a 30 percent improvement from the 27 mpg required for 2011 models.

The size and fuel economy of our light trucks and utilities have also been changing dramatically. Our all-new Ford Escape, revealed in 2011, is Ford's first SUV to be available with two fuel-efficient EcoBoost engines, to deliver class-leading fuel economy and performance. (And like many of our other vehicles, the Escape also boasts even more sustainable materials than its predecessor, such as carpeting made from recycled plastic bottles; soy foam in the seats and restraints; and cotton recycled from jeans, sweaters and T-shirts for sound-absorption material.) Our revamped Ford Explorer, meanwhile, gets up to 30 percent better gas mileage than the prior model. We also began offering in 2011 our first full-size pickup built with a smaller, turbocharged engine.

As consumer demand for smaller vehicles increases, we need to provide the vehicles people want, and provide them profitably, in order to remain a sustainable business.

We have realigned our capabilities to deliver better products faster than ever before. We are continuing our investment in [flexible manufacturing](#), which reduces costs for each new product and lets us shift production at an individual plant from model to model to address changes in customer demand quickly. Nearly all of our U.S. assembly plants will have flexible body shops by 2012, to enable rapid responses to changing consumer demands. And, nearly half of our U.S. transmission and engine plants will be flexible, capable of manufacturing various combinations of transmission and engine families.

By 2013, we expect that more than 85 percent of our global volume will be built on nine core platforms.

Virtual Manufacturing

What is virtual manufacturing? Think of it as a key enabler to quickly launching new products. Virtual manufacturing technology allows us to quickly add various models into an existing facility – or to reconfigure an existing facility to produce a new model. Every new product is first "built" in a virtual manufacturing plant, which contains every tool, station, robot and conveyor, all created via three-dimensional CAD data. We were the first automaker in North America to use a new virtual technology that allowed engineers to "see" unwanted sounds and eliminate them during vehicle development, to further reduce in-vehicle noise. Thanks to virtual manufacturing, product development time is approximately 14 months shorter than it was in 2004.



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Regional Performance Highlights

Ford experienced strong sales and market growth in many of our regional markets in 2011. This section outlines our sales performance in our major regional markets and our plans for investments and new product launches.

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North America

In the U.S., we are continuing to introduce highly desirable vehicles in the fastest-growing segments, especially more fuel-efficient vehicles. In 2008, we committed that every new or significantly redesigned vehicle we introduce will be best in class or among the leaders in its segment for fuel economy. We are meeting this goal by introducing more fuel-efficient gas engines, smaller vehicles and hybrid vehicles.

We are also introducing new products faster. We delivered on our promise to have 100 percent new or freshened product by 2010. Over the next four years there will be no letup in our cadence. We plan to have 152 percent of our portfolio be new or freshened between 2011 and 2016 in North America.

Ford's sales in the U.S. were up 14.3 percent in 2011 compared to 2010.¹ Ford's market share² for 2011 was 16.5 percent, up 0.1 percentage points over 2010 and 2.3 points over 2008. This marked the third consecutive year that our overall U.S. market share has increased. Our improvement in overall market share is primarily the result of favorable acceptance of our redesigned products, a product focus on industry growth segments, and customers' increasing awareness and acceptance of our commitment to leadership in quality, fuel efficiency, safety, smart design and value. Our market share gain was led by strong sales of our new Ford Fiesta small car and Escape and Explorer utilities. In addition, the F-Series remains the top-selling vehicle in the U.S. for the 30th year in a row and top-selling pickup truck for the 35th year in a row.



The 2012 Ford Escape

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- [Ford Around the World](#)

In Canada, we remained the top-selling vehicle manufacturer for the second year in a row. We gained market share slightly, to 17.1 percent from 16.9 percent. Strong sales in 2011 primarily reflected increased sales of cars, which gained 14 percent over the prior year on a retail unit sales basis, in addition to our already strong truck sales performance. In 2011, Ford Canada had the best selling vehicle in six segments, with the Ford Fusion, Mustang, Escape, Explorer, Ranger, F-150 and Super Duty.

In Mexico our market share declined slightly, to 9.5 percent from 10.4 percent. Segmentation shifts in the industry away from trucks and utilities and toward cars contributed to our share decline. Fleet sales in Mexico also decreased in the last year as a result of government and commercial segment cutbacks. Our plans for near-term market share growth include new model launches – including in the fastest-growing segment, small cars.

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Europe

In Europe we track sales and market share in 19 markets: Austria, Belgium, Britain, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, the Netherlands, Norway, Poland, Portugal, Spain, Sweden and Switzerland. Ford's sales in European markets were up slightly in 2011 over 2010. We sold 1,602,000³ units in 2011, up from 1,573,000 in 2010. Our overall market share decreased slightly, to 8.3 percent from 8.4 percent.

Germany and Britain are our largest European markets. In Germany in 2011, Ford was the fastest-growing manufacturer (with retail vehicle unit sales up 17.6 percent compared with the prior year), and we increased market share by more than half a percentage point. This success was primarily driven by sales of the new Ford Focus, C-MAX and S-MAX, as well as record sales of Ford Transit vehicles. In 2011, Ford remained the market share leader in Britain, with 15 percent market share.



The Ford Focus with EcoBoost

In 2011, Ford's share of the Turkish market held steady at 15.8 percent. Sales in Turkey increased by 10,000 units to 140,000⁴ in 2011 – a 7.6 percent increase over 2010. Ford also improved sales in Russia in 2011. In Russia, Ford's 2011 sales were at 124,000⁵ units, up by 33 percent or 31,000 units compared to 2010. Over the next several years, we expect industry sales volumes in Russia to grow rapidly and perhaps even exceed sales volumes in Germany, Europe's largest market.

In 2011, we continued to introduce exciting new vehicles, including the all-new Ford Focus in Europe. We will be introducing new or significantly refreshed products in Europe between 2011 and 2014. These include an all-new Ford Kuga and B-MAX, as well as a completely refreshed commercial vehicle range starting with the Ford Ranger, which went on sale in 2011. Plus, Ford launched its first all-electric vehicle in Europe in 2011 – the Transit Connect Electric. The Focus Electric follows in late 2012.

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Asia Pacific and Africa

Our Asia Pacific and Africa region encompasses 12 markets – including Australia, China, India, the ASEAN member states and South Africa – on three continents. The fastest-growing markets for automobiles are in rapidly developing countries like China and India. We expect 60 to 70 percent of our growth to come from the Asia Pacific and Africa region by 2020. To meet the growing demand,

we have increased and are planning to increase further our dealer networks and manufacturing capacity in the region.

Ford's wholesale sales in the Asia Pacific and Africa region were up 7.5 percent in 2011 compared to 2010, to 901,000 units from 838,000 units. Our overall market share for the region increased to 2.7 percent in 2011 from 2.4 percent in 2010.

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South America

Ford's principal markets in South America are Brazil and Argentina. Ford's 2011 market share for the region was 9.3 percent, down 0.5 percentage points from 2010. Ford is the fourth largest automaker in Brazil. We are making our largest-ever investment in Brazil operations in a five-year period, by investing R\$4.5 billion from 2011 to 2015 to accelerate the delivery of more fuel-efficient, high-quality vehicles, which customers in Brazil desire. South America will have versions of Ford's global small and midsize vehicles by 2014, including Fiesta- and Focus-sized small cars and utilities, Fusion- and Mondeo-sized midsize cars and utilities, compact pickups and commercial vans.

We are continuing to invest in the rapidly growing markets of South America and Asia Pacific. 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 increasingly sustainable and tailored to the unique needs of these markets. Our sustainable [mobility strategy](#) is aimed at ensuring we do just that.

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1. Based on wholesale numbers.
 2. Throughout this report, *market share* represents reported retail sales of our brands as a percent of total industry sales volume in the relevant market (as opposed to wholesale unit volumes reflecting sales directly by us to our customers, generally our dealers); market share data also exclude Volvo.
 3. Wholesale volumes
 4. Wholesale volumes
 5. Wholesale volumes



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2011 Sales and Highlights

Business Unit	2011 Wholesales (in thousands)	Percent Change from 2010	2011 Highlights
Ford North America	2,686	11.3	<ul style="list-style-type: none"> Increased market share in the U.S. for the third consecutive year Continued to meet our promise that all new or significantly redesigned vehicles we introduce will be best in class for fuel economy or among the leaders
Ford Europe	1,602	1.8	<ul style="list-style-type: none"> Were the fastest-growing manufacturer in Germany, with vehicle sales up 17.6 percent over 2010 and market share up more than half a percentage point Remained the market share leader in Britain
Ford South America	506	3.5	<ul style="list-style-type: none"> Announced the investment of R\$800 million to produce a new global vehicle in Sao Bernardo do Camp, Brazil In November, announced an R\$500 million investment in our engine and transmission plant in Taubaté, Brazil
Ford Asia Pacific and Africa	901	7	<ul style="list-style-type: none"> Opened one new plant in Chongqing, China, in early 2012, to produce the Ford Focus. We are building six additional new plants – three in China, two in India and one in Thailand – as part of our plan to have production capacity of 2.3 million vehicles in the region by mid-decade. Increased overall market share in the 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

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Customer Satisfaction and Quality

Quality and customer satisfaction together are a central mission of all of our employees, and Ford has worked hard to improve quality over the past decade. Delivering high-quality vehicles is of paramount importance to customers' willingness to consider our vehicles; it also affects their satisfaction and loyalty. Quality is also important to our costs, as high-quality vehicles have lower warranty repair costs.

We include quality as one of the four design principles that guide the entire design and manufacturing process for our vehicles. It is also central to our sales and service operations. As part of our efforts to improve quality, we have built three key kinds of quality into the brand DNA of all our vehicles: basic quality, or the fundamental reliability of the vehicle; performance quality, which includes attributes such as fuel economy and quietness; and excitement quality, or those unexpected convenience features that surprise and delight customers.

We use an extensive Global Quality Operating System at every stage of vehicle development and manufacture, to make sure that our vehicles have world-class quality and performance. We begin designing for quality from the very earliest stages of every vehicle program. Years before a new model rolls off the assembly line, we are already identifying and addressing potential quality problems through virtual manufacturing technology. We undertake extensive testing of actual vehicle prototypes for both manufacturing and performance quality. We continue to evaluate and fix quality problems after our vehicles are sold. We evaluate every manufacturing-related warranty claim and migrate effective solutions into the assembly plant. We also gather feedback from our customers using survey tools, to ensure that we understand customers' problems with our vehicles, including actual product failures and customers' opinions of vehicle designs and features.

If quality problems do arise, we respond promptly to address them. We have made significant strides over the past few years by listening, learning and quickly responding to what our customers tell us. MyFord Touch™, for example, is highly popular and well received by customers – more than 50 percent of buyers said that this technology was an important factor in their purchase decisions. However, some customers felt that some features of MyFord Touch and MyLincoln Touch did not work properly. Based on this feedback, we promptly developed and recently issued a software upgrade to improve the systems with even faster touchscreen response, better voice recognition and easier-to-read graphics. The upgrade is available to existing customers free of charge and will launch on all 2013 model year vehicles equipped with MyFord Touch and MyLincoln Touch.

We track our progress on quality through a combination of internal and external measurements that assess how we are doing and where we can improve. The Global Quality Research System (GQRS), which tracks "things gone wrong," is our primary quality survey.¹ It is implemented for us by the RDA Group, a market research and consulting firm based in Bloomfield Hills, Michigan. We also subscribe to J.D. Power and Associates' Initial Quality Survey and APEAL study. And, we track warranty claims and costs internally. Global and regional quality improvements are detailed in this section.

1. The GQRS study is conducted quarterly, with scores assessed from survey responses collected from vehicle owners by the RDA Group, a consulting firm.

Related Links

This Report

- [Customers](#)
- [Market Share and Sales Data](#)
- [Product, Quality and Service Data](#)



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Global and Regional Quality Improvements

The following are key measures of our vehicle quality:

Global Warranty Spending

- Over the last three years, Ford has reduced its warranty repair rate by 40 percent in each region around the world.
- Global warranty spending per unit declined 4 percent in 2011, compared to 2010.
- Global warranty costs increased by \$72 million over the last four years (from year-end 2007 to year-end 2011). Plans are in place to reduce warranty costs by more than 16 percent by 2016.

GQRS Initial Quality (Three Months in Service) Report¹

2011

- In 2011, global full-year "things gone wrong" (TGW) degraded slightly due to new technologies in entertainment and communication and transmission issues. Global full-year customer satisfaction was 68 percent.
- In the U.S., the following models led their respective segments in the Global Quality Research System (GQRS) quality survey:
 - Ford Focus – TGW Leader, C car
 - Ford Expedition – Satisfaction Leader, Large Utility
 - Ford F-150 – Satisfaction Leader, Full-Size Pickup
 - Ford Super Duty – Satisfaction Leader, Heavy-Duty Pickup

In North America in 2011:

- Overall customer satisfaction in 2011 was 79 percent.
- The number of Ford, Lincoln and Mercury safety recalls increased from 9 in 2010 to 13 in 2011, while the number of affected units increased from 551,000 to 3.339 million. Three of the recalls in 2011 involved the high-volume F-Series vehicle line, accounting for 2.706 million of the total vehicles affected. One other recall, involving older Windstar minivans, accounted for 425,000 of the total vehicles recalled in 2011.²
- Warranty spending increased by 14 percent in 2011, compared to 2010.
- Ford's customer satisfaction with dealership sales experiences improved 1 percentage point in 2011 compared to 2010 and 5 points since 2005. Customer satisfaction with vehicle service experiences remained steady from 2010 to 2011 and has increased 9 percentage points since 2005.

In Europe in 2011:

- Full-year TGW improved by 4 percent compared to 2010.
- Overall customer satisfaction increased 3 percentage points compared to 2010, to 63 percent.
- Sales satisfaction with dealer or retailer increased by 3 percentage points from 2010. Service satisfaction with dealer or retailer increased by 5 percentage points during the same period.³
- Warranty spending decreased by 21 percent compared to 2010.

In Asia Pacific and Africa (APA) in 2011:

- Full-year TGW improved by 44 percent compared to 2010.
- Full-year customer satisfaction increased by 11 percentage points compared to 2010, to 49 percent.

- A new APA sales and service satisfaction survey was launched in late 2010. Full-year 2011 data will be available in early 2012.
- Warranty spending increased by 8 percent compared to 2010.

In South America in 2011:

- Full-year TGW improved by 29 percent compared to 2010.
- Full-year customer satisfaction was unchanged in 2011 compared to 2010, at 67 percent.
- Warranty spending decreased by 1 percent compared to 2010.

Owner Loyalty

Owner loyalty is a measure of customers disposing of one Ford product and buying a new Ford product. In the U.S., owner loyalty decreased slightly in 2011 to 48.6 percent compared to 49.7 percent in 2010. In Europe, Ford owner loyalty increased to 51 percent in 2011 from 45 percent in 2010.

-
1. For the 2011 model year, we changed the GQRS survey to include additional questions on vehicle entertainment and information systems. Therefore, 2011 results are not comparable to previous years.
 2. Note that last year we reported that Ford issued seven U.S. safety recalls in 2010. That was incorrect and the actual number was nine. The number of units recalled was correctly reported.
 3. We changed our internal customer satisfaction program during 2011 to a different questionnaire and methodology for the 2011 survey. This resulted in different overall satisfaction ratings. However, we developed adjustment factors to make the scores comparable with the previous program.



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Ford Future Competitiveness

In the next 20 years, the number of vehicles in the world is projected to double from 1 billion to 2 billion, while the demand for fuel for all forms of transportation is predicted to grow by 45 percent. Global temperatures may continue to rise unless we stabilize greenhouse gases. Erratic weather patterns may impact water availability. And increasing global populations, coupled with improved standards of living worldwide, will put added strains on natural resources. In 2011, the world's population hit 7 billion. That number is expected to jump to more than 9 billion by 2050, with most of the growth in Africa, Asia and Latin America.

At Ford, we're looking at ways that technology can help us solve such challenges while creating profitable growth. One key piece of our future strategy is finding ways to tackle the mobility challenges of emerging economies. This includes looking for opportunities to improve transportation in rapidly growing urban centers and enhancing access to vehicles in remote locations. We have been dedicating R&D resources toward developing new integrated [mobility solutions](#).

One area that will help us remain competitive is our work in so-called "flexible manufacturing" plants, which allows us to respond more quickly to consumer demand.

Flexible Manufacturing Facts

- In some of our flexible body shops, more than 80 percent of the body tooling can be programmed to weld a variety of body styles, without delays caused by tooling changeovers.
- Our flexible manufacturing strategy often uses programmable tooling technologies that eliminate the need to replace model-specific toolings.
- In our flexible paint shops, we use standardized equipment capable of painting a vehicle of any size.
- To facilitate flexibility in our final assembly plants, we are designing vehicles so that they are built in the same sequence, allowing for more efficient utilization of people and equipment.
- In traditional powertrain facilities, changeover from one product to another typically requires a 12- to 18-month extended shutdown and results in significant equipment obsolescence; a flexible system changeover, by contrast, often takes place during regularly scheduled plant shutdowns during the summer and over winter holidays.

*As of 2012, nearly all of our U.S. assembly plants have flexible body shops.



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Focus on Asia

The Asia Pacific region offers tremendous opportunities for our Company. The fastest-growing markets for automobiles are in rapidly developing countries, especially China and India. China will remain the largest car market in the world for the foreseeable future, and we estimate that India will be the third-largest market in the world for the coming decade. By 2020, annual vehicle sales in the Asia Pacific region will likely top 52 million vehicles. To keep pace with this enormous growth, we are building new plants and expanding existing ones, hiring workers, increasing our dealer networks, and further developing our supply chain across China, India and Thailand.

Ford has been operating in China through two joint ventures: Changan Ford Mazda Automobile Corporation, Ltd. (CFMA), which began production in 2003, and Jiangling Motors Corporation, Ltd. (JMC), which assembles Ford and JMC vehicles for distribution in China.

In 2011, our sales in China grew steadily, breaking the half-million mark with 519,390 wholesale vehicles sold, compared to 483,288 in 2010 – a 7 percent increase. We're on track to deliver on our promise to bring 15 new vehicles to China and add 340 new dealerships – to double the number of dealers – by 2015. In India, meanwhile, Ford sold 96,270 domestic wholesale units in 2011, a 14 percent increase from the previous year.

We are investing more than \$6 billion in Asia Pacific (and Africa) and currently employ some 25,000 people in the region. Our investments include the following:

- In April 2012, Ford announced a \$600 million expansion in Chongqing and a new \$760 million plant in Hangzhou. This \$1.3 billion investment will double Ford's passenger car production capacity in China to 1.2 million units by mid-decade. Ford's investments in China and across Asia represent our biggest global expansion in 50 years.
- In 2011, we broke ground on a new \$350 million transmission plant in Chongqing, China, at our Changan Ford Mazda Automotive joint venture. This will be our first transmission plant in China, with initial capacity of 400,000 six-speed transmissions.
- CFMA built a new \$490 million assembly plant, which came online in early 2012, and is building a \$500 million state-of-the-art engine plant in Chongqing. In 2012, Ford announced we would expand production at the facility by 350,000 additional units.
- Ford and our commercial vehicle investment Jiangling Motors Corp. are investing \$300 million for an assembly plant in Nanchang, China, for 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 are 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 be able to initially produce 240,000 vehicles and 270,000 engines per year, starting in 2014.
- In Thailand, we have invested \$450 million in a new plant in Rayong province that will be building the Ford Focus in 2012 for Thailand and other Asian markets.

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- [Ford Asia Pacific and Africa](#)



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Ford Motor Credit Company

Established in 1959, Ford Motor Credit Company is a wholly owned subsidiary of Ford Motor Company that offers automotive financial services to dealerships and customers around the world. Ford Credit's focus is on supporting the sale of Ford vehicles, and the company was providing financial services to 5,700 Ford and Lincoln dealers and more than 3.7 million retail customers as of year-end 2011. Ford Credit's profits and dividends help support Ford's business, including vehicle development.

Ford Credit has been a catalyst in helping Ford Motor Company's financial recovery, providing consistent dealer support, a means to give customers options to purchase the vehicles they want, and profits and distributions to Ford. (For more, see the [Voice with Ford Credit's chairman and CEO.](#))

Ford Credit's strong business practices enable it to finance customers across the credit spectrum, as well as successfully work with investors to fund the business. These practices and strong servicing also support loyalty. Independent U.S. studies show that Ford Credit customers are more loyal to Ford, Lincoln and our dealers than customers who utilize other financing.

In North America, Ford Credit does business in every state in the U.S. and all provinces in Canada. Outside the U.S., FCE Bank is Ford Credit's largest operation, serving Europe. The biggest share of FCE's business is in the U.K. and Germany, with smaller operations in most other European countries. Ford Credit also operates in select markets in Asia, Africa and Latin America.

Ford Credit offers a wide variety of automotive financing, insurance and related products to and through dealers, classifying finance receivables and leases in two segments:

- **Consumer:** Finance receivables and leases related to products offered to individuals and businesses that finance the acquisition of vehicles from dealers for personal and commercial use.
- **Non-Consumer:** Primarily products offered to automotive dealers, including loans to finance the purchase of vehicle inventory (wholesale financing), improvements to dealership facilities, working capital and the purchase of dealership real estate.

Ford Credit also works on issues of interest to its stakeholders, including the following:

- **Credit Availability:** Ford Credit provides financing for qualified dealers and consumers, utilizing responsible financing and servicing practices. Ford Credit provides financing for customers across the credit spectrum and is committed to treating customers with fairness and respect.
- **Credit Approvals:** Ford Credit has used consistent and prudent credit standards and practices for many years to support Ford Motor Company dealers and customers. Because the company uses proprietary credit originations and collections systems, it can finance a broader range of customers than if it used credit scores alone.
- **Compliance:** Ford Credit uses responsible, consistent and transparent practices globally. Procedures are designed to help ensure that customers are treated fairly and the financing process is understandable. Ford Credit believes it maintains all material licenses and permits required for current operations and is in compliance with all material laws and regulations applicable to the company and its operations. Ford Credit monitors proposed changes to relevant legal and regulatory requirements in order to maintain its compliance. Through governmental relations efforts, Ford Credit also attempts to participate in the legislative and administrative rulemaking process on regulatory initiatives that affect finance companies.
- **Consumer Education and Focus:** Ford Credit is a longstanding supporter of, and participant in, financial education through organizations such as AWARE (Americans Well-Informed on Automobile Retailing Economics), of which Ford Credit is a founding member, and Junior Achievement, as well as in community and educational forums globally. Ford

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- [Dealers](#)

Credit also is involved in the Jump\$tart Coalition, which is dedicated to building financial literacy starting at a very young age, and participates in the Detroit Branch of the Federal Reserve Money Smart program. Ford Credit's financial literacy workshop, "The 10 Ways to Achieve Financial Success," is presented more than 50 times each year by company volunteers to community groups, school groups, trade shows, conventions and other events. Ford Credit developed a module that invites students to set personal financial goals, evaluate strategies for meeting those goals, and use algebra and data analysis to make short- and long-term financial decisions as part of the Ford Partnership for Advanced Studies (Ford PAS) program. Ford PAS is an academically rigorous standards-based curriculum used around the U.S. that works to ensure that students graduate high school with the skills they need for college or a career. Ford Credit's website, www.fordcredit.com, includes information in English and Spanish to help consumers make informed decisions about vehicle financing.

- **Customer Privacy:** Ford Credit has a policy regarding customer information and privacy and uses systems and procedures to maintain the accuracy of customer information and to protect it from loss, misuse or alteration. Customer information is accessible to appropriate personnel who have a business need for the information. Ford Credit provides training and communications programs to educate personnel about privacy requirements. Beyond protecting customer privacy, Ford Credit continuously uses and works to develop robust processes to produce a superior service experience that ensures that customers are always treated fairly and respectfully.
- **Identity Theft:** Ford Credit is a founding member of the Identity Theft Assistance Center, a nonprofit industry association in which member institutions collaborate to protect their customers from fraud and help them recover if they become victims of ID theft.
- **Technology and Process Improvements:** Ford Credit continuously improves processes and uses technologies that drive efficiency and sustainability. These processes and technologies include: improved and online customer services that facilitate online credit applications, electronic contract signing, paperless invoices, electronic payments and online account management; electronic document storage; and software tools and telephony technologies to enhance responsiveness and increase satisfaction for dealers and customers.
- **Community:** Ford Credit has a longstanding commitment to the communities where it does business. This includes providing structured work experience programs for young people. Ford Credit employees also participate in numerous community activities globally. Examples include personal finance training in schools and community organizations; environmental projects such as river cleanup, park and school beautification and recycling; JDRF walks to benefit diabetes research; the Susan G. Komen Race for the Cure and other activities benefitting medical research or assistance organizations; and drives to collect items such as supplies for schools, food for the hungry, clothing for the needy and necessities for soldiers stationed far from home.



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Mobility Solutions

There are about 7 billion people in the world today and about 1 billion cars on the road. By 2050, the global population is expected to reach 9 billion. With more people, and greater prosperity, the number of vehicles could increase to 4 billion by mid-century.

In the decades to come, 75 percent of the world's population is expected to live in cities. And 50 of those cities will have more than 10 million residents. All of this raises the possibility of global gridlock – a never-ending traffic jam that wastes time, energy and resources. Even if the new vehicles we make have zero emissions and draw from renewable energy sources, 4 billion cars are still 4 billion cars.

The challenge goes beyond one of inconvenience. If we look at the numbers, and look at the state of our global transportation infrastructure, it is not difficult to see a future in which the flow of commerce – and even the flow of health care and food delivery – are compromised. At Ford, we see global gridlock as not just an issue of business and economics, but as a problem that can have a significant impact on the quality of human life.

In early 2012, we announced our new [Blueprint for Mobility](#). Similar in concept to our overall [Blueprint for Sustainability](#), it sets near-, mid- and long-term goals for solutions to the changing transportation landscape. The Blueprint for Mobility defines the start of our thinking about what transportation will look like in 2025 and beyond, and identifies the types of technologies, business models and partnerships needed to get us there.

Our vision blends smart transportation with intelligent vehicles and transport systems that are interconnected through a global technology network. We see a radically different transportation landscape in which pedestrian, bicycle, private car, commercial and public transportation are woven into a connected network that saves time, conserves resources, lowers emissions and improves safety. We know we must view the automobile as one element of a broader transportation ecosystem, and look for new ways to optimize the entire system.

We are already developing new business models and partnerships toward this future in a way that is shifting the paradigm of what it means to be an automaker. But no one company or industry will be able to solve the mobility issue alone. It is a huge challenge that will only be successful if governments, infrastructure developers and industry come together to collaborate on a global scale.

A truly sustainable, long-term solution will require a global transportation network that includes vehicle, infrastructure and mobile communications. We need cars that can communicate with each other, and with the world around them, to make driving safer and more efficient. This smart, connected system will tie all modes of travel into a single network linking public and personal transportation together.

The last few years have seen technological breakthroughs, such as vehicle-to-vehicle communications, that we didn't think possible a few decades ago. Increasingly, Ford is becoming a technology company that makes cars and trucks, and we will continue to explore ways to leverage these technological innovations so we can tackle mobility challenges.

Global Gridlock

Congestion is a huge problem in many regions of the world. Consider the following:

- In Sao Paulo, Brazil, traffic jams regularly exceed 100 miles, and the average commute lasts between two and three hours a day. Despite this, car purchases are growing at a rate of 7.5 percent annually.
- In China, the world's longest period of gridlock was registered at 11 days during 2010.



The automobile has given individuals the freedom of mobility. Prior to the Model T, the average person didn't travel more than 25 miles from home in his or her entire lifetime. The Model T allowed people to decide where to live, work and play. As the car's popularity has grown, that individual freedom has become threatened. Now we have an opportunity to turn this challenge into a solution."

Bill Ford, Ford Motor Company Executive Chairman

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This Report

- [Our Blueprint for Mobility](#)

- In England, it is estimated that the cost of congestion to the economy due to lost time will rise to about \$35 billion annually by 2025.

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Our Blueprint for Mobility



At Ford, we believe that the issue of urban mobility requires the same level of attention and determination that we have put toward developing solutions for the environmental challenges faced by our industry. Where environmental sustainability is concerned, we have been making great strides with new vehicle technologies, alternative fuels and vastly cleaner solutions.

Our Blueprint for Mobility mirrors our approach to our Blueprint for Sustainability, establishing a scientific foundation based upon an analysis of population growth, urbanization and other key societal and economic trends.

Our goal is to make mobility affordable in every sense of the word – economically, environmentally and socially.

In the near term (roughly the next five to seven years), technologies – including some that are already in vehicles – will continue to improve. The proliferation of digital maps and cell-based communications will provide better driver information and entertainment features, while in-car mobile communications and driver interfaces will become more intuitive. These systems will be able to proactively alert drivers to traffic jams and accidents. Increasingly, our vehicles will talk to one another, and the mountains of data they generate will no longer be self-contained.

In the mid-term period (to about 2025), the amount of data that will flow to, from and through cars will continue to increase. Vehicle-to-vehicle and vehicle-to-infrastructure technologies will enable improved safety while allowing more vehicles to share the road. New technologies will provide more sophisticated systems of semi-autonomous driving and “auto pilot” functions.

Meanwhile, the first efforts to integrate various pieces of the transportation network will begin, allowing cars to plug into public databases that recommend alternative transportation options such as trains, buses and carpools. Early versions of these advances are already being designed and tested.

In the long term, the urban transportation landscape will be radically different from what we know today. By 2050, we will have a true network of mobility solutions, and automobiles will likely look very different than they do today.

The Blueprint for Mobility establishes goals for the near, mid and long term, as follows:

5-7 years	2017-2025	2025+
Near Term	Mid Term	Long Term
<ul style="list-style-type: none"> Ford Motor Company to be at the forefront of developing increasingly intuitive in-car mobile communications options and driver interfaces that proactively alert drivers to traffic jams and accidents 	<ul style="list-style-type: none"> The introduction of semi-autonomous driving technology, including driver-initiated "auto pilot" capabilities and vehicle platooning in limited situations – technologies that will provide improved accident avoidance and driver assistance features, but allow the driver to take control, if needed 	<ul style="list-style-type: none"> A radically different transportation landscape in which pedestrian, bicycle, private car, commercial and public transportation traffic will be woven into a single connected network to save time, conserve resources, lower emissions and improve safety
<ul style="list-style-type: none"> Developmental projects such as the vehicle-to-vehicle warning systems currently being explored at Ford's European Research and Advanced Engineering Centre in Aachen, Germany, and intelligent speed-control features, to grow in capability 	<ul style="list-style-type: none"> Significantly more interaction between individual cars on the road through the utilization of ever-increasing computing power and numbers of sensors in vehicles, potentially helping to reduce the number of accidents at intersections and enabling limited semi-autonomous and autonomous highway lane changing and exiting 	<ul style="list-style-type: none"> Arrival of smart vehicles capable of fully autonomous navigation, with increased "auto pilot" operating duration, plus the arrival of autonomous valet functions, delivering effortless vehicle parking and storage
<ul style="list-style-type: none"> The delivery of a better-connected, safer and more-efficient driving experience with limited autonomous functions for parking and driving in slow-moving traffic – building on existing Ford features including Active Park Assist, Adaptive Cruise Control and Active City Stop 	<ul style="list-style-type: none"> The arrival of vehicle-to-cloud and vehicle-to-infrastructure communications that contribute to greater time and energy efficiency by enabling vehicles to recommend alternative transport options when congestion is unavoidable and to pre-reserve parking at destinations 	<ul style="list-style-type: none"> Development of a true network of mobility solutions, with personal vehicle ownership complemented by greater use of connected and efficient shared services, and completely new business models contributing to improved personal mobility
<ul style="list-style-type: none"> Further development and defining of new vehicle ownership models, as already demonstrated through Ford's collaboration with Zipcar, the world's largest car-sharing and car club service 	<ul style="list-style-type: none"> The emergence of an integrated transport network, featuring cars plugged into public databases 	
	<ul style="list-style-type: none"> New city vehicle options, as more and more one-, two-, and three-passenger vehicles are introduced to help maneuver on city streets 	



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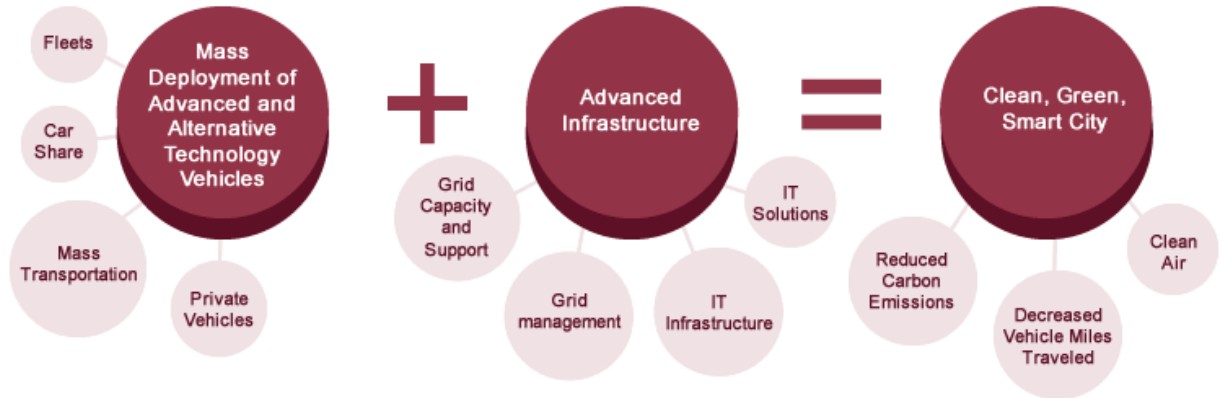
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New Models of Mobility

We are investing significant research and development dollars in new models of transportation, and helping to advance thinking about it. We are doing this through [partnerships](#) and pilot projects at several global locations. Some of these projects have focused on exploring how to deploy electric vehicles as part of integrated mobility solutions aimed at creating "clean, green and smart" cities (see figure below). We believe that creative collaboration and innovative technologies and services can yield new solutions, and that these solutions can harness the benefits of mobility while reducing its environmental and social impacts.

In early 2012, for example, we announced plans to open a dedicated research lab in California's Silicon Valley as part of our commitment to make technology affordable for millions. The new Ford lab will serve as a hub for independent technology projects and the identification of new research investments with partners located along the U.S. West Coast. The lab will help to ensure that Ford keeps pace with consumer trends and aggressively prepares for the future by developing mobility solutions to harness technology.





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SUMURR Project

Promoting Healthy Mothers and Babies in Rural India

What does a Ford vehicle have to do with the health of pregnant women in impoverished villages of rural India? Quite a bit, thanks to a novel project we recently kicked off in the state of Tamil Nadu, where we have manufacturing operations. The project – the first pilot of a program called SUMURR (Sustainable Urban Mobility with Uncompromised Rural Reach) – is finding ways we can use our vehicles and connected technologies to address critical social needs, such as health care.

In the hilly villages of Kallakurichi, maternal and infant mortality is an all-too-common tragedy, with half of all pregnant women and their newborns at high risk of death, disease or disability resulting from inadequate care. Deliveries frequently occur in homes and are rarely attended by trained health professionals. Some of the villages are so remote that government-sponsored nurses have difficulty accessing them. Many pregnant women go for months – if not for their entire pregnancies – without any medical care.

In early 2012, we launched our first SUMURR pilot project with the Tamil Nadu Directorate of Public Health, the Indian Institute of Technology Madras (IIT Madras), the U.S. Department of State and Hand in Hand, a nonprofit focused on the empowerment of women. The long-term goal is to reduce the number of maternal and infant deaths by improving the delivery of health care services. We're providing a vehicle for nurses to reach remote locations. And we're tailoring our mobile-device information technology to help nurses better track their patients, make diagnoses and recommend more effective treatments. A Ford Endeavor will carry medical supplies and will provide power and a vitally important wireless connection.

Currently, the regional public health division in the Tamil Nadu district of India uses a software tool called PICME (the Pregnancy Infant COHORT Monitoring Evaluation) to track health information on pregnant women and infants up through age 1. But in remote regions that lack Internet connectivity, PICME is of limited usefulness. Developers at IIT Madras will tailor applications using our Ford technology to make PICME more mobile and more accessible to village health nurses.

"Through the use of our vehicles and our technology, we hope to reach more women in the underserved areas," said David Berdish, Ford's manager of social sustainability. "It will improve the quality of data and the connectivity of the data to doctors and hospitals. And improved data will mean improved services, which we hope will ultimately save lives."

If the pilot project is successful, we will work with the U.S. Department of State to roll it out to additional locations in developing markets. We will also work on creating related projects designed to help with other critical social issues, such as access to clean water or education.

SUMURR isn't just altruism – there's a business rationale behind it, too. The SUMURR project offers one model of how Ford can leverage our expertise in fleet vehicles, data and financing to meet social needs and develop new markets. The project will provide a practical demonstration of the use of our vehicles by health care facilities interested in providing telemedicine services, particularly in rural or hard-to-reach areas.



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Mobility Challenges and Opportunities

Mobility is a basic human need. Developed and emerging economies alike require transportation systems to get goods to market and people to the places where they work, shop, dine and gather.

Automobiles have provided personal mobility for more than 100 years. There are currently 1 billion vehicles in the world, and that number is increasing rapidly as individuals in developing markets reach new levels of prosperity; it could reach 4 billion by the middle of this century.

This sounds like good news for an automotive company, and to some extent, it is. But a business model built on private ownership of automobiles comes with inherent challenges, which are related directly to the following current and emerging mega-trends. Taken together, the following trends point to increasingly diverse and fragmented markets for traditional automobile sales. They also point to significant opportunities for companies that are able to respond to mobility needs creatively.

- Urbanization:** By 2015, it is projected that at least 35 mega-cities will have a population of more than 10 million. The migration of rural populations to urban areas often outpaces infrastructure development, leading to overcrowded, substandard living conditions and inconvenient, congested transportation systems.
- Built and Digital Infrastructure:** More congestion means greater impacts on roadways and other infrastructure, which will require different products and solutions. As transportation and utilities become more interdependent, collaboration must occur among manufacturers, energy/utility companies, and communications and information technology companies.
- Congestion:** Each year, traffic congestion is estimated to cost the U.S. \$67.6 billion, and the average metropolitan driver endures 27 hours of traffic delays. In many places, especially developing countries, traffic delays are considerably worse, and are increasing at an alarming pace. As more vehicles crowd limited road networks, congestion increases. This, in turn, creates pollution, reduces fuel efficiency and wastes travelers' time. We're working on advancing vehicle-to-vehicle and vehicle-to-infrastructure communication systems that will connect cars, allowing them to "talk" to each other and send real-time updates about traffic congestion, road works and other matters that can delay transportation.
- Climate Change:** Climate change and associated regulation is leading to new vehicle standards and increased costs. However, the benefits of more stringent vehicle greenhouse gas (GHG) standards are eroded as vehicles spend more and more time idling in gridlock conditions. Other policy measures designed to reduce gridlock, such as congestion taxes and prohibitions on cars entering city limits, may prove to be more effective for reducing GHG emissions from vehicles in urban areas.
- Population:** Different regions of the world are experiencing opposing population trends. Among the more developed countries, only the U.S. is growing in population; Europe, Russia and Japan are all shrinking. Regions of Africa and Asia are growing in population and will have large numbers of young people. But by the middle of this century, most of the world will be much older on average. With most people living in urban areas, more and different forms of mobility will be needed to support independent living for seniors, the disabled and young people.
- Social Inequality:** The gap between rich and poor creates enormous needs for innovative, affordable mobility solutions that meet human needs and help people build a better way of life. Unequal access to transportation often limits the opportunities available to those most in need. Better mobility is part of the solution to unemployment and income disparities.

Related Links

This Report

- [Climate Change](#)



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Voice: Mike Bannister

Key Partners

Mobility issues are complex and rapidly changing. Developing solutions to mobility challenges requires innovative, systems thinking. We partner with organizations that can give us access to the latest research, insights and integrative ability.

For example, Ford has been working with the University of Michigan's Sustainable Mobility and Accessibility Research and Transformation (SMART) project since April 2005. SMART takes a collaborative, systems approach to developing innovative, sustainable and connected mobility and accessibility solutions in urban regions around the globe. Building on the seminal work of Moving the Economy in Toronto, SMART has pioneered new thinking, new partnerships and pilot projects related to emerging markets and industry development.

SMART has provided the empirical research and inspiration for Ford's mobility projects. The insights of the SMART leadership team have served as a foundation for our innovative approach to business opportunities related to New Mobility and for our work with other key sectors, including manufacturing, IT, logistics, tourism, real estate, design and more. In addition to developing New Mobility business opportunities and markets, SMART and Ford are seeking to improve quality of life, employment and other community benefits in cities all over the world over the long term. We are convinced that our partnership with SMART will produce a new systems approach for addressing the increasingly complex challenges to achieving sustainable mobility and accessibility globally, while at the same time transforming the transportation industry into a more sustainable and equitable industry.



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Mega-Cities: The Icon of Personal Mobility Challenges

Mega-cities are urban areas with more than 10 million residents. At least 25 mega-cities already exist worldwide. Twenty are located in the developing world, as are seven of the nine most populous. In the decades to come, there are projected to be at least 50 mega-cities, with virtually all the growth in developing countries. Mega-cities experience a wide range of social and environmental problems, many of them related to mobility.

All of the mega-trends we have identified, as well as other challenges to sustainable mobility, are at their worst in mega-cities, and engender paralyzing traffic congestion, air pollution, vehicle-related injuries and fatalities, and health problems. Furthermore, social inequality and the dislocation of families and communities are increasing as people move from rural areas to mega-cities seeking economic opportunities. To develop mega-city mobility strategies will require addressing the mobility needs of rural as well as urban residents, as many mega-city problems could be improved by developing new approaches to the transportation of people and goods between rural and urban areas, and by reducing the need for rural-urban migration.

New mobility solutions depend on collaboration and partnership. Technology can "connect the dots," but only humans can get the varied institutions and interests involved in urban and rural mobility to work toward a common end. Projects like those described in this section require extensive stakeholder engagement and establishment of trust between the many partners with a role to play.



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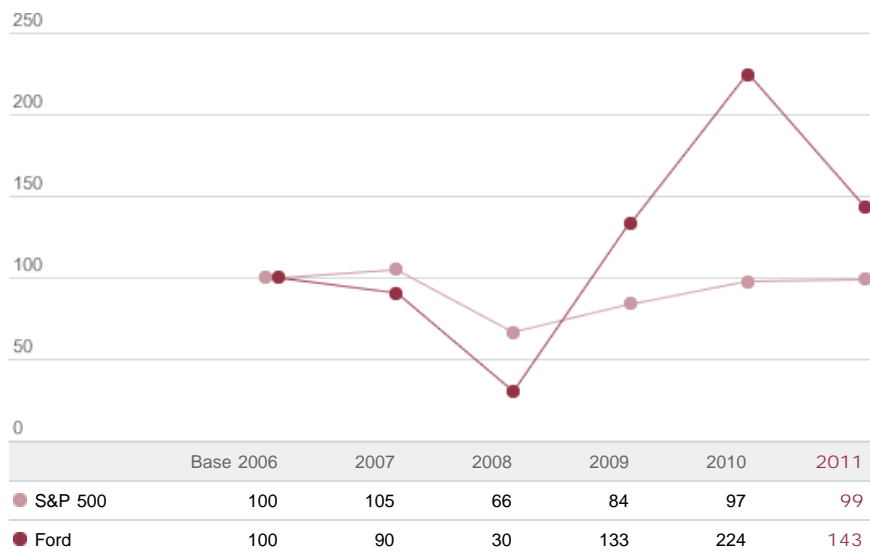
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A. Cumulative Shareholder Return



Provided by third party: Bowne & Co., Inc.

Notes to Data

Updated data to reflect 2006 base.

Analysis

For more information, please see Ford's [Annual Report](#).

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B. Selected Financial Performance Indicators

	2006	2007	2008	2009	2010	2011
Sales and revenue (\$ billion) †	160.1	172.5	146.3	116.3	129	136
Income/(loss) from continuing operations (\$ billion) †	(12.6)	(2.8)	(14.7)	2.7	6.6	20.2

Net income/(loss) (\$ billion) †	(12.6)	(2.7)	(14.7)	2.7	6.6	20.2
Stock price range (per share) (\$)	6.06– 9.48	6.65– 9.7	1.01– 8.79	1.50– 10.37	9.75– 17.42	9.05– 18.97
Diluted per share amount of income/(loss) from continuing operations (\$) †	(6.73)	(1.4)	(6.46)	0.86	1.66	4.94
Diluted per share amount of net income/(loss) (\$) †	(6.72)	(1.38)	(6.46)	0.86	1.66	4.94
Cash dividends per share (\$) †	0.25	0	0	0	0	0.05
Automotive gross cash (\$ billion) ¹	33.9	34.6	13.4	24.9	20.5	22.9
Shareholder return (percent) ‡	1	(10.4)	(66)	337	67.9	(36)

† Audited for disclosure in the Ford Annual Report on Form 10-K

‡ Provided by third party: Bowne & Co., Inc.

Notes to Data

1. Automotive gross cash includes cash and cash equivalents, net marketable and loaned securities and assets contained in a short-term Voluntary Employee Beneficiary Association (VEBA) trust.

Analysis

For more information, please see Ford's [10-K and 8-K](#) and [Annual Report](#).

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C. Profile of Ford Investors

	Percent					
	2006	2007	2008	2009	2010	2011
Institutional Investors:	54	69	57	47	57	48
Top 15	34	38	33	28	29	23
Others	20	31	24	19	28	25
Employees and Management	19	13	12	9	7	7
Individuals ¹	27	18	31	44	36	45

Provided by third party

Notes to Data

1. The ownership by individuals includes shares owned by the Ford family and by Ford employees and management outside of the Company savings plans.

Analysis

For more information, please see Ford's [Annual Report](#).

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D. Worldwide Taxes Paid

	\$ million					
	2006	2007	2008	2009	2010	2011
U.S. (Federal, State and Local)	1,121	1,299	780	674	617	567
Non U.S.	3,429	4,420	4,016	2,314	2,313	2,712
Total	4,550	5,719	4,796	2,988	2,930	3,279

Notes to Data

Data for 2006 exclude Federal refunds. Prior-year tax has been restated in order to include certain types of duty that were not included in the reports for prior years.

Analysis

For more information, please see Ford's [10-K and 8-K](#).

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Product, Quality and Service

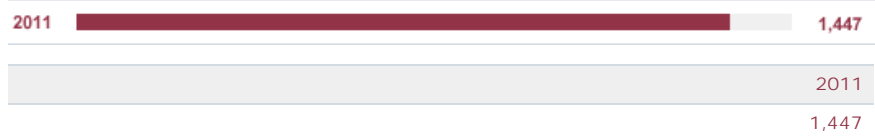
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A. GQRS "Things Gone Wrong" (TGW) (3 months in service)

Total "things gone wrong" per 1,000 vehicles



Third party rating

Notes to Data

The Global Quality Research System (GQRS) is a Ford-sponsored competitive research survey. The GQRS is a good indicator of other quality results. For the 2011 model year, we began reporting global GQRS TGW data. In previous years we had reported only North American region GQRS TGW data. In addition, we changed the GQRS survey to include additional questions on vehicle entertainment and information systems. Therefore, the 2011 results are not comparable to previous years.

Analysis

In 2011, TGW degraded slightly compared to 2010 due to new entertainment and communication technologies and transmission issues.

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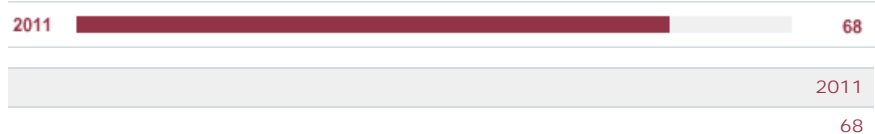
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B. GQRS Customer Satisfaction (3 months in service)

Percent satisfied



 Third party rating

Notes to Data

The Global Quality Research System (GQRS) is a Ford-sponsored competitive research survey. The GQRS is a good indicator of other quality results. For the 2011 model year, we began reporting global GQRS Customer Satisfaction data. In previous years, we had reported only North American region GQRS Customer Satisfaction data. In addition, we changed the GQRS survey to include additional questions on vehicle entertainment and information systems. Therefore, 2011 results are not comparable to previous years.

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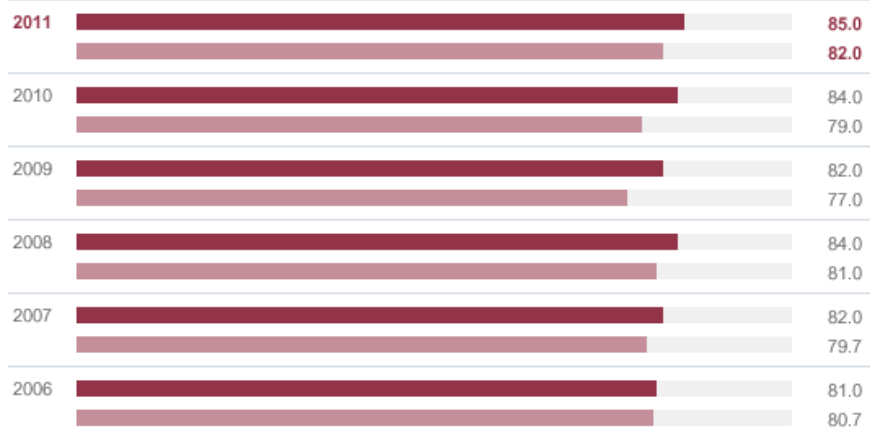
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C. Sales Satisfaction with Dealer/Retailer

Net promoter score



KEY  Ford Brand U.S.
 Ford Brand Europe (UK, Germany, Italy, France, Spain)

	2006	2007	2008	2009	2010	2011
Ford Brand U.S.	81.0	82.0	84.0	82.0	84.0	85.0
Ford Brand Europe (UK, Germany, Italy, France, Spain)	80.7	79.7	81.0	77.0	79.0	82.0

Related Links

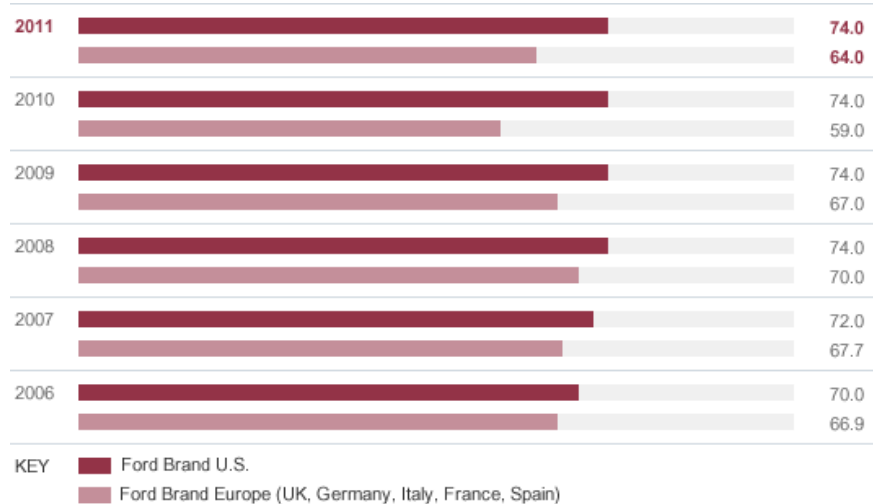
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D. Service Satisfaction with Dealer/Retailer

Net promoter score



	2006	2007	2008	2009	2010	2011
Ford Brand U.S.	70.0	72.0	74.0	74.0	74.0	74.0
Ford Brand Europe (UK, Germany, Italy, France, Spain)	66.9	67.7	70.0	67.0	59.0	64.0

Notes to Data

Prior to 2008, only warranty repair visits were measured. Starting in 2009, customer-paid repair and maintenance visits are also included. These additions have had a small negative impact on the 2009 score. The improvement from 2004 is significant.

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Market Share and Sales

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A. Ford Motor Company Market Share – United States



2006	2007	2008	2009	2010	2011
17.1	15.6	14.2	15.3	16.4	16.5

Reported to regulatory authorities

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B. Ford Motor Company Market Share – Europe



2006	2007	2008	2009	2010	2011
10.6	10.9	10.0	9.1	8.4	8.3

10.6 10.9 10.0 9.1 8.4 8.3

 Reported to regulatory authorities

Notes to Data

Annual market share data through 2008 included Volvo.

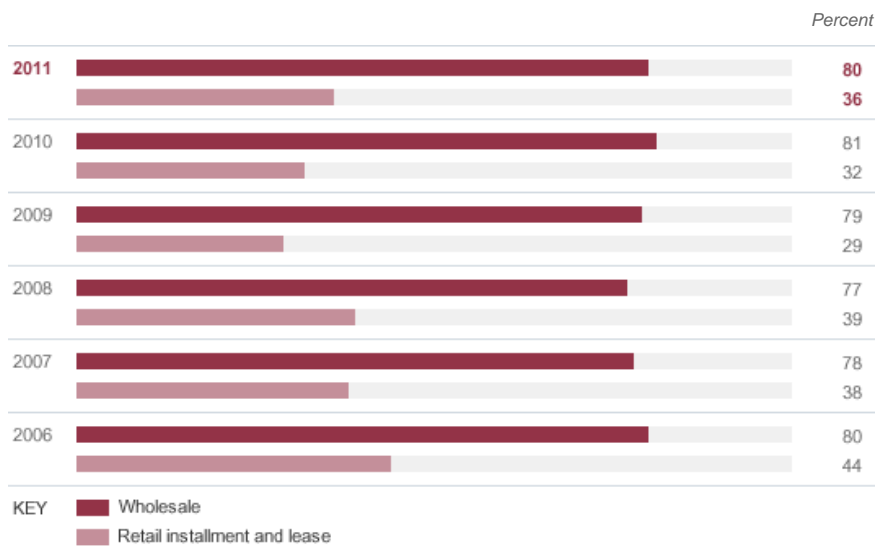
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C. Ford Credit Financing Share – United States



	2006	2007	2008	2009	2010	2011
Wholesale	80	78	77	79	81	80
Retail installment and lease	44	38	39	29	32	36

 Reported to regulatory authorities

Notes to Data

These data include Ford, Lincoln and Mercury brands only.

Analysis

For more information on Ford Credit, please visit www.fordcredit.com. For more information on Ford Credit financial information, visit the [Ford Credit investor center](#).

Related Links

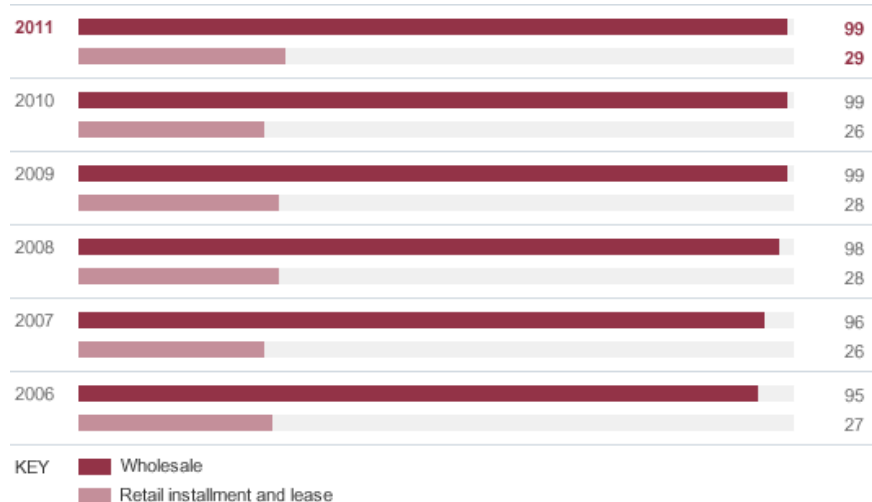
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D. Ford Credit Financing Share - Europe

Percent



	2006	2007	2008	2009	2010	2011
Wholesale	95	96	98	99	99	99
Retail installment and lease	27	26	28	28	26	29

Reported to regulatory authorities

Notes to Data

These data include Ford brand only.

Analysis

For more information on Ford Credit, please visit www.fordcredit.com. For more information on Ford Credit financial information, visit the [Ford Credit investor center](#).

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E. Summary of Vehicle Unit Sales

Thousands



	2006	2007	2008	2009	2010	2011
	6,597	6,553	5,407	4,817	5,524	5,695

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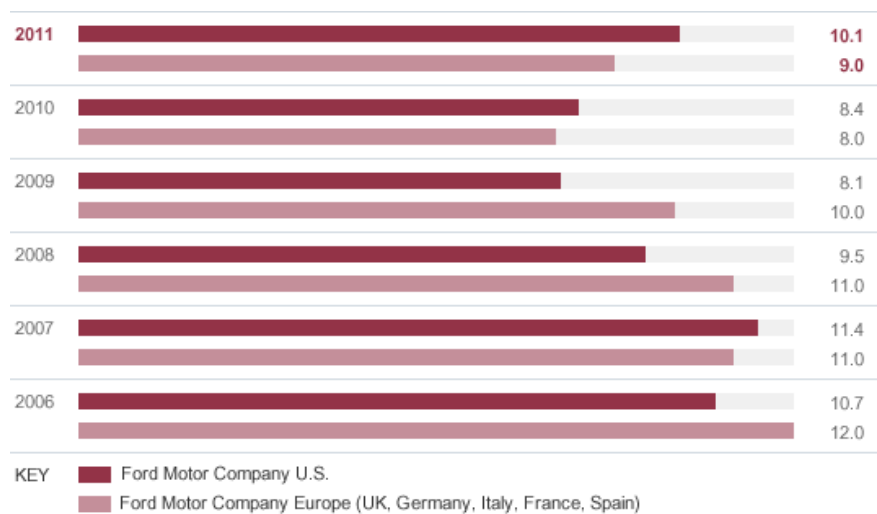
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F. First-time Ford Buyers (Owners who Acquired a New Vehicle for the First Time)

Percent of first-time buyers



	2006	2007	2008	2009	2010	2011
Ford Motor Company U.S.	10.7	11.4	9.5	8.1	8.4	10.1
Ford Motor Company Europe (UK, Germany, Italy, France, Spain)	12.0	11.0	11.0	10.0	8.0	9.0

Related Links

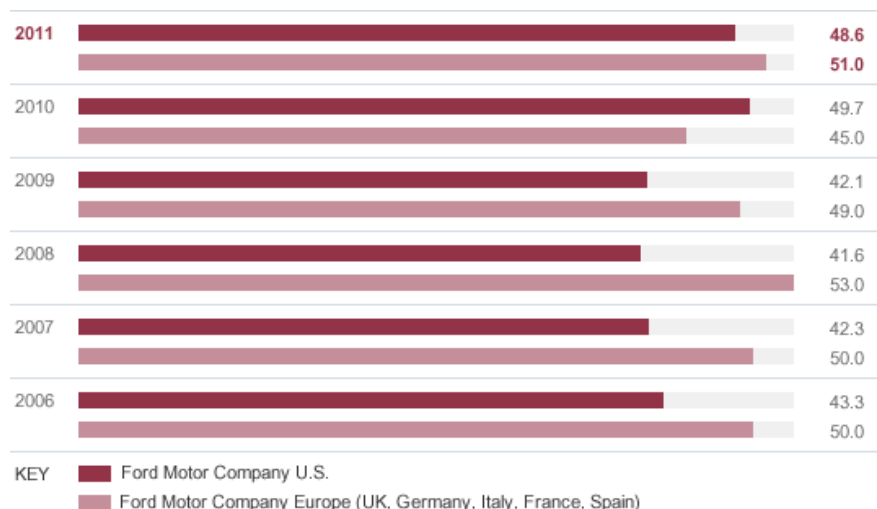
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G. Owner Loyalty (Customers Disposing of a Ford Motor Company Product and Acquiring Another)

Percent loyal to corporation



	2006	2007	2008	2009	2010	2011
Ford Motor Company U.S.	43.3	42.3	41.6	42.1	49.7	48.6
Ford Motor Company Europe (UK, Germany, Italy, France, Spain)	50.0	50.0	53.0	49.0	45.0	51.0

Ford Motor Company U.S.	43.3	42.3	41.6	42.1	49.7	48.6
Ford Motor Company Europe (UK, Germany, Italy, France, Spain)	50.0	50.0	53.0	49.0	45.0	51.0

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Innovation

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A. U.S. Utility Patents Issued to Ford and Subsidiaries

Number of patents issued



2006	2007	2008	2009	2010	2011
387	357	343	325	430	444

Notes to Data

Utility patents are patents that cover the useful features of an invention, and these are measures of technological innovation. We have generated a large number of patents related to the operation of our business and expect this portfolio to continue to grow as we actively pursue additional technological innovation. The average age for patents in our active patent portfolio is five years.

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Mike Bannister

Chairman and Chief Executive Officer
Ford Motor Credit Company
and
Executive Vice President
Ford Motor Company



Ford Motor Company has made tremendous progress in recent years, while maintaining a firm commitment to sustainable business principles and to leadership in areas such as fuel economy, emissions and recycling. As Ford's global financial services business, Ford Motor Credit Company played an important role in Ford's recovery, and we look forward to the exciting growth prospects on the road ahead.

Related Links

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We are proud that Ford Credit is a successful, consistently profitable business, paying significant dividends to Ford. These contributions help Ford improve its balance sheet and develop fuel-efficient, high-quality, exciting cars and trucks to meet its sustainability goals. For more than 50 years, Ford Credit has been a reliable source of support for Ford, our dealers and our customers during all economic cycles.

We are mindful of the legacy of Henry Ford, who wanted to help open the roads to all. With consistent and responsible financing for purchasing or leasing, we contribute to this legacy, especially in a time when access to a vehicle is crucial for so many people to work and manage daily life.


During the recent financial crisis, many banks curtailed auto financing. But Ford Credit stayed side by side with Ford and our dealers, helping them withstand the economic downturn. Many financial institutions abandoned customers with less-than-perfect credit. However, our proprietary risk management models enabled us to continue extending credit to individuals whom many others viewed as too great a risk.

As a finance company, Ford Credit is highly regulated, and in markets where we operate as a bank, additional regulations apply. The regulatory environment is changing around the world, and new requirements will affect us directly or indirectly. We pay strict attention to regulatory compliance, transparency and internal governance, which helps ensure our business efficiency, reassures investors who provide funding and contributes to the fair treatment of our customers.

Traditionally, most of our growth has been in North America and, like Ford, we are now expanding in key growth markets. For example, in China not only are we supporting the expanding Ford dealer network and consumer financing, but we also are working with authorities and financial institutions to contribute to the development of capital markets there.

On the environmental front, we work to reduce our environmental footprint through energy-efficiency improvements and electronic paperwork, including electronic contract approvals. We also are increasingly utilizing technology to make our business relationships with dealers and consumers more efficient, faster and more satisfactory.

We also monitor borrower compliance with environmental standards and regulations related to dealership facility construction and mortgage funding. Funding is advanced only after we know that final plans and specifications have been approved by the governing authority and all necessary permits have been obtained, including permits related to environmental requirements.



One area of our business that many people may not be familiar with is our insurance operation in North America, the American Road Insurance Company. When our dealers are struck by natural disasters, we help dealers restore their business operations and ensure that the damaged vehicles are properly disposed of and recycled.

Ford Credit has a strong “people” culture, and our employees show high job satisfaction year after year. Our employees are committed and engaged, and they are active supporters of deserving community and environmental causes.

As Ford grows its business, all of us at Ford Credit remain dedicated to a strong, sustainable, profitable financing business; exceptional dealer and customer satisfaction; performance that rewards our investors; and ensuring reliable support through all business cycles for Ford, our dealers and our customers.