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Sustaining Ford



2010 HIGHLIGHTS...

Won "Business Turnaround of the Year" from American Business Awards	Full-year 2010 net income highest in more than a decade	Adding 7,000 new hourly and salaried jobs in the U.S. between 2011 and 2012	Exploring how automobiles can provide economic opportunities for rural communities in India
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Building upon our 2009 momentum, Ford's financial health improved dramatically in 2010 after several challenging years. Our full-year 2010 net income was our highest in more than a decade, as strong products and new investments fueled improvements in all of our global operations. And, we achieved positive Automotive gross cash net of debt earlier than we anticipated.

Our 2010 financial results exceeded our expectations, accelerating our transition from a company working to fix the very fundamentals of our business to a company focused on delivering profitable growth for all. We have emerged from one of our darkest periods and today are continuing to invest in an unprecedented volume of new products, cutting-edge technologies and manufacturing growth across all of our markets.

We have been able to gain market share and make tremendous financial progress by steadfastly sticking to our "ONE Ford" plan. Our vision is one of profitability for all. In other words, when we have a good year, so do our suppliers, our dealers, our shareholders, our employees and our communities.

By staying focused, we have been able to deliver to our customers a full range of vehicles with outstanding fuel economy and exciting new technology at affordable prices. Our incoming vehicle models, for example, are getting better fuel efficiency than their outgoing model counterparts – for each and every vehicle line. At the same time, adhering to the ONE Ford plan has allowed us to advance our sustainability strategy – and simultaneously propel the Company forward.

At Ford, sustainability is at the heart of our business. We have thoroughly linked our Company's economic health to the environmental health of our planet and to the broader social health of the communities in which we operate. Our sustainability strategy is woven through our overall ONE Ford business strategy.

Our sustainability efforts in the early to mid 2000s – both internally and in our work with external stakeholders – set the stage for our Company to respond quickly with new products when skyrocketing fuel prices changed markets virtually overnight. Today, we continue to track and address emerging strategic sustainability issues, from [global water availability](#) to the [sourcing of conflict minerals](#), that impact the development and manufacture of new products.

Our sustainability strategy calls for the introduction of a range of global environmental technologies that will offer consumers a choice of more fuel-efficient vehicles that emit fewer greenhouse gases – without compromising on safety, quality or performance. We aim to make our vehicles greener, safer and smarter.

As we develop new vehicles and technologies, we're proud to be addressing a number of critical, broader issues that impact us globally, including the availability and affordability of fuel, the electrification of vehicles, the environmental impacts of CO<sub>2</sub> emissions, the [mobility challenges](#) of emerging markets, and human rights within our supply chain.

Such issues pose tremendous challenges for automakers. But they also promise significant opportunities for Ford as we work toward innovative solutions.

For example, our future competitiveness in emerging markets rests in large part on our ability to meet the challenges of rapidly growing urban locations, where more automobiles on the road

Perspectives on Sustainability

**Michael Muyot**  
President and Founder, CRD Analytics

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**Gary Johnson**  
Vice President, Manufacturing – Asia Pacific and Africa, Ford Motor Company

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This Report:

- Restructuring Our Business
- Delivering New Products
- Working as One Team

equals more congestion. At the same time, we are focusing on innovative solutions for remote regions, where access to vehicles has been extremely limited.

At Ford, we have an opportunity to not only focus on our own balance sheet, but to make meaningful contributions toward economic growth, energy independence and environmental sustainability for all of our stakeholders.

## ONE Ford

Our ONE Ford plan, which was developed to create a leaner, more efficient global enterprise, is anchored by four key priorities:

- Aggressive restructuring to operate profitably at current demand and changing model mix
- Accelerated development of new products our customers want and value
- Financing the plan and improving our balance sheet
- Working together effectively as one team to leverage our global assets



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## Current Financial Health

In recent years, these pages of our Sustainability Report focused on disappointing financial results and our necessary efforts to sustain our business through workforce reductions and streamlined manufacturing. As painful as that process was – and as painful as it remains for those whose jobs were eliminated – it is essential to note that we did not “downsize” our operations as much as we “rightsized” our business. We minimized overcapacity and reduced inefficiencies, resulting in a leaner, but stronger, Ford Motor Company. This positions us to continue the profitable growth we have reported over the past two years so that all stakeholders can benefit from the Company’s success.

Prior to our reorganization, we were a company that was global in name only. Today, we operate on a truly global platform, building vehicles that can be adapted for specific regional needs. For example, about 80 percent of the auto parts on our new global Ford Focus are the same around the world; the remaining 20 percent varies to allow for customer flexibility and choice. Flexible manufacturing capabilities enable us to bring products to market with greater speed and greater efficiency than ever before.

The fundamental restructuring of our operations impacted every part of our business – from product innovation and fuel efficiency to labor relations and our interactions with suppliers and dealers. This restructuring helped earn us a “Business Turnaround of the Year” award from the 2010 American Business Awards, which are judged by more than 200 executives from across the U.S. The award recognized our efforts to turn the corner during 2009 in the face of a global economic and financial crisis, as well as unprecedented events in the U.S. automotive industry.

We continued to strengthen our balance sheet in 2010, reducing our Automotive debt by \$14.5 billion as we strengthened our business. This included the full \$7 billion prepayment of our debt obligations under the Voluntary Employee Beneficiary Association, an independent health care trust established as part of collective bargaining between Ford and the UAW.

We remain committed to aligning production with demand. In many cases, this has meant retooling facilities that previously built large trucks and SUVs to instead manufacture smaller, more energy-efficient vehicles. In 2010, we announced more than \$9 billion in global investments for future growth, including \$4.5 billion in North and South America, \$2.9 billion in Europe and \$1.7 billion in our Asia Pacific and Africa region. In early 2011, we announced plans to invest \$400 million to support new vehicle production at our Kansas City (Missouri) Assembly Plant, reinforcing our commitment to U.S. manufacturing and American jobs.

Our improved financial performance has allowed us to grow our workforce after several years of painful reductions. We have announced plans to add 7,000 new hourly and salaried jobs in the U.S. between 2011 and 2012. We also have been able to bring more hourly jobs (those that were previously performed by suppliers) in-house, exceeding our commitments in UAW collective bargaining. (For more on our workforce, see the [Society](#) section of this report.)

Our financial results also generated tangible employee benefits in 2010. We were able to pay profit sharing to approximately 40,600 eligible U.S. hourly employees, for example. We reinstated a 401(k) matching program and awarded 2010 merit increases for our U.S. salaried employees. We also awarded bonuses and profit sharing for U.S. employees in 2011; however, as part of our ongoing commitment to maintaining a competitive cost structure, we did not award merit increases for the year.

We expect continued financial progress, driven primarily by our growing product strength, a gradually strengthening global economy and an unrelenting focus on improving the competitiveness of our operations.

### Ending Mercury Production

A decade ago, Ford Motor Company was made up of eight brands. Today, we have just two, allowing us to focus all of our attention on our Ford and Lincoln brands. In 2010, we ended production of our Mercury brand. Mercury originally was created as a premium offering to Ford and was an important source of incremental sales. However, as the Ford brand grew in strength – particularly during the last three years – many Mercury customers migrated to Ford, and Mercury’s incremental sales were declining as Ford sales increased.

At the time of our announcement, there were no stand-alone Mercury dealerships in North America. We worked closely with our dealers to help them sell their remaining Mercury inventory.



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## Product Competitiveness

Overall, 2010 marked another pivotal year as we launched 24 new or redesigned vehicles in key markets around the world, including the redesigned Ford Explorer, Ford Edge and Lincoln MKX and the new Ford Fiesta in North America; the redesigned Ford C-MAX and new Ford Grand C-MAX in Europe; and the new Ford Figo in India. In 2011, we are launching the new global Ford Focus in North America, Europe, and Asia Pacific and Africa.

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 fuel-efficient EcoBoost™ engine. We're on track to offer EcoBoost on as much as 80 percent of our global nameplates and 90 percent of our North American nameplates by 2013. That's about 1.5 million engines.

Our blueprint for sustainability, 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 36 miles per gallon (fleet average) by 2016 – a 30 percent improvement from the 27 mpg required for 2011 models.

The size of and mileage for our light trucks and SUVs has changed dramatically. Our bestselling SUV for 2010 – the compact Ford Escape – is the smallest in our U.S. lineup, getting 23 combined miles to the gallon (a gas-electric hybrid version gets 32 mpg). Our revamped Ford Explorer, meanwhile, gets 25 to 30 percent better gas mileage than the prior model. We also now offer our first full-size pickup built with a smaller, turbocharged engine.

Electrification is another important piece of our overall product development strategy. We have launched or plan to launch five new electrified vehicles in North America by 2012 and Europe by 2013: the Transit Connect Battery Electric Vehicle (BEV), the Focus Electric BEV, the CMAX Energi Plug-In Hybrid Vehicle (PHEV), the C-MAX Hybrid and a next-generation hybrid sedan yet to be named. Our [electrification approach](#) is built around customer choice, with options for hybrids, plug-in hybrids and pure battery electric vehicles.

We see ourselves as more than just a car company. To be competitive, we must also be a technology company.



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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.

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.

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## Focus on Asia

Our future competitiveness depends largely on our ability to meet growing consumer demand for vehicles in the Asia-Pacific area. If we want to remain competitive, we must have a strong presence in Asia, which will account for 70 percent of the world's population growth over the next five years. The fastest-growing markets for automobiles are in rapidly developing countries, especially China and India.

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.

We have invested more than \$4 billion in Asia and currently employ some 25,000 people in the region. We are expanding our production capacity in China, India and Thailand, building several new production plants to help meet the needs of the rapidly expanding consumer base.

In China, for example, automakers have been struggling to keep pace with demand. Ford had a record year in China in 2010, selling more than 465,000 units – a 32 percent increase over the previous year. We have been adding dealerships – more than 100 in 2010, for example – in the western and northern regions of China especially. We now have about 340 dealers in China. (For more information on our expansion in the region, please see the [Economy section](#) of this report.)

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## Mobility Solutions

For decades, we focused on how to sell more cars and trucks. Today, we are considering the consequences if *all* we do is sell more cars and trucks.

It's simple math: as the Earth's population grows, so does its need for mobility, which is a critical enabler of economic growth and human potential. Consider the following:

- There are now more than 6.9 billion people in the world. By 2050, there will be 9 billion, 75 percent of whom will live in urban areas.
- By 2015, it is projected that at least 35 [mega-cities](#) will have a population of more than 10 million.
- The number of automobiles globally is expected to grow from about 800 million today to between 2 and 4 billion by 2050.
- During 2010 alone, the car market in China expanded by 30 percent, while the market in India grew by more than 35 percent.

We are poised to capture our share of these growing markets. But we also recognize that there are limits to growth, because putting 9 billion people onto the world's already congested roads is neither practical nor desirable. With growth comes severe [mobility challenges](#), ranging from CO<sub>2</sub> and other emissions to congestion. At Ford, we're addressing these challenges by:

- Reducing the environmental impacts of the vehicles we offer by improving their fuel efficiency, making them from more sustainable materials and taking many other measures detailed in this report
- Developing [advanced technologies](#) such as electrified and biofueled vehicles
- Exploring how we can help to reduce the global crisis of gridlock by enabling vehicle-to-vehicle and vehicle-to-infrastructure communications that will allow cars to re-route to avoid traffic jams, based on information sent by other vehicles

But we also recognize that to develop innovative mobility solutions, we need to look beyond the vehicle itself to new models of mobility, which take a more integrated approach toward developing transportation solutions. Our vehicles must fit into a broader ecosystem that ties together multiple modes of transportation, enabled by innovative information technologies.

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## New Models of Mobility

As we reach the limits of conventional models of mobility, we are looking at different models that offer a practical route forward. New approaches take a more holistic view of transportation needs and options, relying on collaborative partnerships and information technology to bring existing services, products, technologies, infrastructure and design together into something that is greater than the sum of its parts – smarter, more sustainable, more convenient, more equitable and better connected.

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

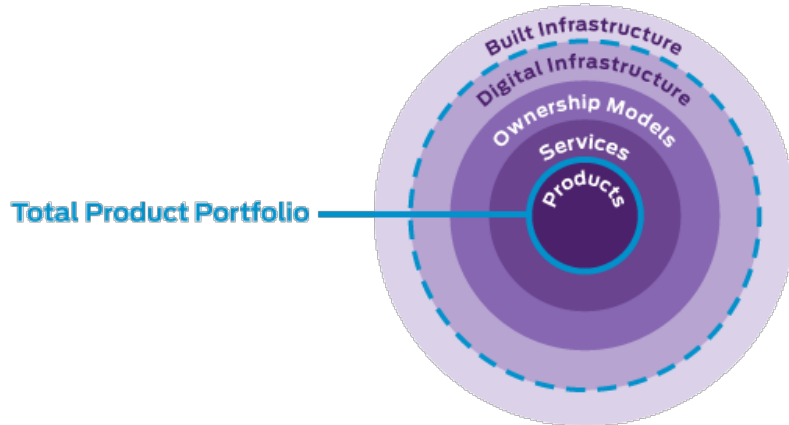
Ford is looking at new mobility options through an "ecosystem" lens that puts vehicles in a broader transportation context. The sustainability ecosystem includes different designs of cars (with different powertrains and different modes of digital connectivity) that can adapt to local geographic needs and integrate with other mass transportation options.

We are analyzing emerging trends, such as population growth, infrastructure, technology and public policy issues (including climate change) to determine how we may fit into a solution. To be successful in the marketplace, Ford can't develop new products in isolation. We must also consider how they will integrate with:

- Built infrastructure (e.g., roadways and parking systems, and the resulting impacts from congestion)
- Digital infrastructure (e.g., "cloud" technology, cell phone use and internet use)
- Vehicle ownership models (e.g., car shares, community car pools)
- Other transportation services (e.g., buses, trains, streetcars, car/bike shares)

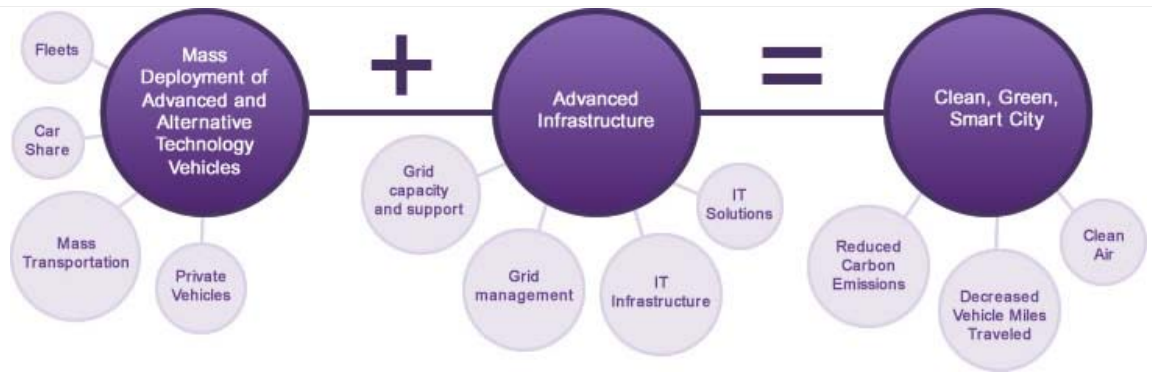
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For several years, we have invested significant research and development dollars in, and helped to advance thinking about, new models of transportation. We have done this through [partnerships](#) and pilot projects at several global locations. Some 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.





Our goal is to make mobility affordable in every sense of the word – economically, environmentally and socially. Exploring how we can meet social needs will provide insights into the needs of our global customers and new business opportunities for Ford. We aim to be a trusted partner with the many institutions that must cooperate to implement new mobility models. Not only will we be ready with low-carbon vehicles, but also with expertise, insight and mobility solutions.



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## SUMURR Project

Recently, we have been taking a closer look at an issue that is closely related to urban mobility: providing economic opportunities for people in rural communities. We're currently examining how automobiles can be part of the solution, from transporting food and water to supplying power from renewable energy sources stored in the vehicle. Improving opportunities for mobility in rural areas may also help alleviate migration to urban areas and thereby slow the problem of urban congestion.

We have been developing a new project that we are calling SUMURR – Sustainable Urban Mobility with Uncompromised Rural Reach. The project is exploring ways we can use our vehicles to add value to society by improving four critical needs – the delivery of potable water; primary education; health; and renewable energy – in India and Brazil.

An initial pilot project will focus on primary health in the Chennai, India, region, where Ford has manufacturing operations. In the poorer rural communities that surround the city, women often neglect their own health, largely because it's difficult to access health care.

"Women feel guilty about taking time away from their families and their demanding lives to travel to the hospital and then spend time waiting to see a doctor," said K. Venkatesh Prasad, group and technical leader of Ford's Infotronics Research and Advanced Engineering team. (Prasad is sometimes described as the "What's Next" guy responsible for software technologies within Ford vehicles.)

Rather than have the women travel to a hospital for health care, the project will take the hospitals to them, in the form of a Ford vehicle equipped with medical supplies and "tele-present" medical practitioners. A mobile broadband connection in the vehicle would enable "telemedicine" service, provided by a doctor back at an urban hospital. (A partnership with a health care provider was under development in the spring of 2011.) The idea is to have the mobile health applications designed, built and managed by local social entrepreneurs, working with the best clinical service and technology providers.

As an incentive to use the service, the patient would also receive a container of drinkable water – an important commodity in the rural regions of Chennai.

"A project like this comes with a deep sense of reward in playing a social role, because it empowers the local communities by identifying entrepreneurs within them," said Prasad, who grew up in Chennai. "But obviously we're also a business, and we can take our learnings from projects like these back into creating products that will drive new global business opportunities with a sharp local focus."

We also are exploring ways we can use our advanced technology vehicles to provide technology to people in rural communities who lack access to computers and digital devices. Prasad described these projects as a form of "digital suffrage" for emerging markets.

We expect these projects to develop more fully in 2011 and 2012, and we hope to have more details – and results of our efforts – to share in our 2011/12 Sustainability Report.

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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 800 million vehicles in the world, and that number is increasing rapidly as individuals in developing markets reach new levels of prosperity; it could reach 2 to 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. Collaboration must occur among manufacturers, energy/utility companies, information technology companies and businesses as transportation and utilities become more interdependent.
- **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:** The transportation of people and goods accounts for about a third of global human-caused greenhouse gas emissions. Stabilizing greenhouse gas emissions in the atmosphere will require a concerted effort on the part of the private and public sectors to achieve significant cuts in transport-related emissions, at a time when rapid growth in the transportation sector is anticipated. Climate change and associated regulation is leading to new vehicle standards and increased costs. Other policy changes may lead to more congestion taxes and prohibitions on cars entering city limits.
- **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 growing 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.



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## Key Partners

Mobility issues are complex and rapidly changing. Developing solutions to mobility challenges requires innovative, systems thinking. That's why we've developed sustained relationships with organizations, including the following, that give us access to the latest research, insights and integrative ability.

- **Sustainable Mobility and Accessibility Research and Transformation (SMART):** Ford has been working with the University of Michigan on the 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 New Mobility markets and industry development.

SMART has provided the empirical research and inspiration for Ford's mega-city 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.

- **Georgia Tech Joint Research Projects:** Ford and Georgia Tech have a strong cooperative relationship, focused particularly on sustainability. Our present joint research projects are funded under a multi-year agreement to partner in design, manufacturing and logistics, and in mega-city mobility research. Our collaborative approach has been effective in developing talent among students, faculty and Ford professionals, as knowledge is transferred between the university and company settings. For instance, the students develop enthusiasm for the contributions of engineering in the realms of manufacturing and sustainability, and they gain valuable work experience during summer internships. At present, Georgia Tech is assisting Ford by:
  - Developing the business case for urban mobility, especially pertaining to finance, information technology and vehicles (including fuels, design, carbon and powertrains)
  - Building on the results of Ford's prototype projects, particularly with regard to software device connections



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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. By 2015, there are projected to be at least 35 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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## 2010 Sales and Highlights

Business Unit	2010 Wholesales (in thousands)	Percent Change from 2009	2010 Highlights
Ford North America	2,413	25%	<ul style="list-style-type: none"> <li>■ In the U.S., Ford's sales were up 19 percent in 2010 compared to 2009, the largest increase of any full-line manufacturer.</li> <li>■ The Ford F-series was the top-selling vehicle in the U.S. for the 29th consecutive year, and the top-selling pickup truck for the 34th consecutive year.</li> <li>■ In the U.S., Ford's market share was 16.4 percent, up 1.1 percentage points over 2009; the gain was led by strong sales of the Ford Fusion and the Ford Taurus, which increased sales over 2009 by 21 percent and 51 percent, respectively.</li> <li>■ The new Ford Transit Connect was awarded the 2010 North American Truck of the Year at the North American International Auto Show.</li> <li>■ The 2011 Ford Fiesta went on sale in the summer of 2010.</li> </ul>
Ford Europe <sup>1</sup>	1,573	–	<ul style="list-style-type: none"> <li>■ Ford remained the second best-selling passenger car brand in Europe in 2010.</li> <li>■ In the U.K., Ford was the top-selling car and commercial vehicle brand for the 34th and 45th year, respectively.</li> <li>■ Ford was the total sales market leader in Denmark, Hungary, Ireland and Turkey for 2010, and remained the No. 1 imported brand in Italy and the Czech Republic.</li> <li>■ We introduced or revealed 11 new vehicles, including the Ford Fiesta and Ka models, the refreshed Ford Galaxy, S-MAX and Mondeo, and a new Focus ECOnetic.</li> <li>■ We announced a \$2.3 billion investment in U.K. manufacturing facilities over the next five years, to support the production of low-carbon-emission vehicles.</li> </ul>
Ford South America	489	10%	<ul style="list-style-type: none"> <li>■ We brought a flexible-fuel version of the European-based Ford Focus to Brazil and launched the North American Ford Edge.</li> <li>■ Ford is investing \$2.57 billion in our Brazil operations between 2011 and 2015 to accelerate the delivery of more fuel-efficient, high-quality vehicles.</li> </ul>
Ford Asia Pacific and Africa	838 <sup>2</sup>	39%	<ul style="list-style-type: none"> <li>■ Ninety percent of Ford's sales growth for the region came from China (62%) and India (28%).</li> <li>■ Our sales in China totaled approximately 339,500 units, an increase of 26 percent compared to 2009.</li> <li>■ In 2010, we announced a \$300 million investment to build a new plant in partnership with JMC in Nanchang. This plant will be capable of building 300,000 vehicles per year. We also began building a new CFMA plant located in Chongqing. And we announced plans to build an engine plant with CFMA, also in Chongqing.</li> <li>■ Over the next three years, Ford will introduce four new vehicles in the Chinese market, including the new Ford Focus.</li> <li>■ We introduced the fuel-efficient EcoBoost™ engine and PowerShift transmission technologies in China.</li> <li>■ In India, we had a record sales year, and we are continuing to expand production capacity and new vehicle introductions. Sales for 2010 were up 168 percent, led by strong sales of the Ford Figo, Fusion, and Ikon.</li> <li>■ We introduced the Ford Figo, an all-new four-door hatchback small car, in India.</li> <li>■ Ford sales in Thailand were up 78.7 percent over 2009.</li> </ul>

1. Included in wholesale unit volumes are Ford-brand vehicles sold in Turkey by our unconsolidated affiliate, Ford Otosan, totaling about 67,000 units and 51,000 units in 2010 and 2009, respectively.  
 2. Included in wholesale unit volumes in Ford Asia Pacific and Africa are Ford-brand and JMC-brand vehicles sold in China by our unconsolidated affiliates totaling about 483,000 units and 345,000 units in 2010 and 2009, respectively.