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Our Operations

2009 HIGHLIGHTS:

- Employed about 176,000 people
- Worked with more than 1,600 production suppliers

We have manufacturing facilities in 23 countries on six continents, and we sold more than 4.8 million vehicles in 2009.



Browse this section to learn more about our business, our locations and the impacts of our operations.

IN THIS SECTION

Products and Services

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

[Read more ▶](#)

Manufacturing

We produce our products in facilities operated by Ford Motor Company and/or joint ventures. See our operations map for manufacturing plants by geographic location and plant type.

[Read more ▶](#)

Our Value Chain and Its Impacts

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

[Read more ▶](#)



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Products and Services

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

IN THIS SECTION

Global Products

Ford offers exciting vehicles in all regions of the world.

[Read more](#)

Automotive Brands



Financial Services



Customer Services





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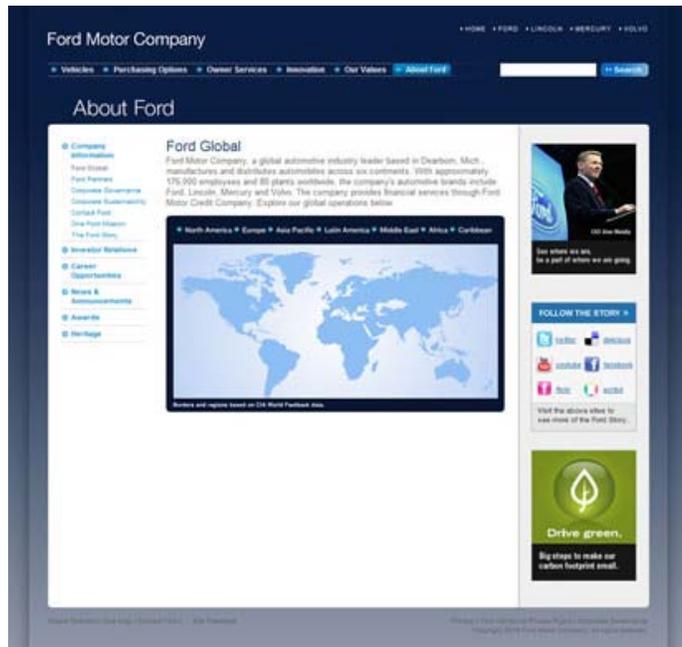
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Global Products

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





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Automotive Brands



Dealers*	11,682
Markets	116
Customer assistance	+1 (800) 392-3673 fordvehicles.com fordowner.com



Dealers*	1,376
Markets	30
Customer assistance	+1 (800) 521-4140 lincoln.com lincolnowner.com



Dealers*	1,780
Markets	19
Customer assistance	+1 (800) 392-3673 mercuryvehicles.com mercuryowner.com



Dealers*	2,269
Markets	99
Customer assistance	+1 (800) 458-1552 volvocars.com customercare@volvoforlife.com

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

** Ford Motor Company has announced it has entered into a definitive agreement to sell Volvo Car Corporation and related assets to Zhejiang Geely Holding Group Company Limited. The sale is expected to close in the third quarter of 2010, and is subject to customary closing conditions, including receipt of applicable regulatory approvals.



fordmotorcompany.com

Sustainability Report 2009/10

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Financial Services



Operations

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

One of the world's largest automotive finance companies, with managed receivables of \$95 billion at year-end 2009

Customer assistance

+1 (800) 727-7000
www.fordcredit.com



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Customer Services



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

Parts engineered to Ford Motor Company specifications

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

Customer assistance
 Order Genuine Ford parts at: FordParts.com



Operations
Quick Lane® Tire & Auto Center
 Ford Motor Company's all-makes quick service brand, successfully occupies a unique niche in the marketplace by offering customers "convenience with confidence." Convenience comes in the form of all-makes-all-models service capabilities, no-appointment-necessary service while you wait, evening and weekend hours, and competitive prices. Confidence comes in the form of factory-trained technicians and quality Motorcraft parts.

Customer assistance
 Locate Quick Lane Tire & Auto Centers at: Quicklane.com



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

Customer assistance
 Order Genuine Motorcraft parts at: FordParts.com



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

Customer assistance
www.fordaccessories.com
www.lincolnaccessories.com
www.mercuryaccessories.com



Operations
Extended Service Business
 Providing comprehensive vehicle service contract and maintenance

programs

Ford Extended Service Plan (ESP)

Major customers include Ford, Lincoln and Mercury vehicle dealers, commercial customers and fleets of Ford Motor Company vehicles

Customer assistance

ESP

+1 (800) 521-4144

ford-esp.com

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Manufacturing

Visit our Web site to view detailed information about our [manufacturing operations](#) around the world.

Operations Map
View detailed information about our manufacturing operations around the world.

Argentina
Assembly Plant: **Patricio Stamping and Assembly**
Product Line: **Stamps**
Total employment: 2,123
Products: Ford Focus (4 & 5 door), Ford Ranger (Regular Cab, Crew Cab, Super Cab)
Year opened: 1981
Local entity: STA
Plant size (sq ft): 1,750,000
Site work: 123 acres

Australia
Assembly Plant: **Broadmeadows Assembly Plant**
Specialized Vehicle: **Commercial Vehicle**
Total employment: 1,000
Products: F150 Falcon range, F150 Falcon (conventional), 2011 Territory SUV
Market: Ford Performance Vehicles
Year opened: 1959
Plant size (sq ft): 4,200,000
Plant acreage (sq ft): 1,000,000
Site work: 25,000 acres

Drive green.
Big steps to make our carbon footprint small.



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Our Value Chain and Its Impacts

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

RELATED LINKS +

This Report:
[Materiality Analysis](#)

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



Value Chain: Overview

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

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

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

Product Planning and Design

[back to Overview](#)

Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> Ford Customers Government 	<ul style="list-style-type: none"> Greenhouse gas emissions Fuel economy Smog-forming emissions Material use and recycling Resource use Manufacturing waste In-vehicle air quality
Social issues	Economic issues
<ul style="list-style-type: none"> Vehicle safety Access to mobility Traffic congestion Diversity Infrastructure Emerging markets Design for assembly/ergonomics 	<ul style="list-style-type: none"> Quality Brand value/reputation Health care costs

Logistics (Transportation)

[back to Overview](#)

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

<ul style="list-style-type: none"> ● Vehicle safety ● Health and safety ● Treatment of employees ● Noise ● Community disruption through land use ● Traffic congestion ● Diversity ● Infrastructure 	<ul style="list-style-type: none"> ● Fuel cost
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Raw Material Extraction back to Overview	
Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> ● Suppliers ● Government 	<ul style="list-style-type: none"> ● Greenhouse gas emissions ● Smog-forming emissions ● Resource use ● Waste ● Land use ● Biodiversity impacts
Social issues	Economic issues
<ul style="list-style-type: none"> ● Health and safety ● Diversity ● Human rights ● HIV/AIDS ● Community disruption through land use 	<ul style="list-style-type: none"> ● Commodity prices

Parts and Components back to Overview	
Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> ● Ford ● Suppliers 	<ul style="list-style-type: none"> ● Greenhouse gas emissions ● Smog-forming emissions ● Material use and recycling ● Resource use ● Manufacturing waste ● Land use
Social issues	Economic issues
<ul style="list-style-type: none"> ● Health and safety ● Employee satisfaction ● Diversity ● Human rights ● HIV/AIDS 	<ul style="list-style-type: none"> ● Quality ● Brand value/reputation ● Health care costs

Assembly and Painting back to Overview	
Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> ● Ford ● Government 	<ul style="list-style-type: none"> ● Greenhouse gas emissions ● Smog-forming emissions (especially VOCs) ● Material use and recycling ● Resource use ● Manufacturing waste ● Land use
Social issues	Economic issues
<ul style="list-style-type: none"> ● Health and safety ● Employee satisfaction ● Diversity ● Human rights ● HIV/AIDS ● Community contributions 	<ul style="list-style-type: none"> ● Quality ● Brand value/reputation ● Health care costs

Sales back to Overview	
Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> Ford dealers Other dealers 	<ul style="list-style-type: none"> Land use
Social issues	Economic issues
<ul style="list-style-type: none"> Diversity Human rights Marketing and customer information 	<ul style="list-style-type: none"> Dealer services Brand value/reputation Purchase cost

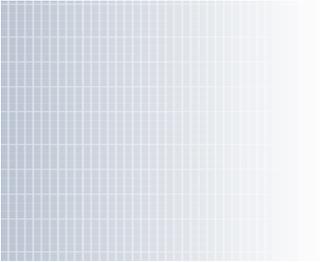
Use back to Overview	
Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> Customers Fuel providers Government 	<ul style="list-style-type: none"> Greenhouse gas emissions Smog-forming emissions Land use Fuel economy In-vehicle air quality
Social issues	Economic issues
<ul style="list-style-type: none"> Vehicle safety Noise Viability of public transport Access to mobility Community disruption through land use Traffic congestion Infrastructure Emerging markets 	<ul style="list-style-type: none"> Fuel costs Brand value/reputation Cost of ownership

Service back to Overview	
Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> Ford dealers Independent servicers 	<ul style="list-style-type: none"> Material use and recycling Waste
Social issues	Economic issues
<ul style="list-style-type: none"> Health and safety Diversity Human rights Marketing and customer information 	<ul style="list-style-type: none"> Quality Dealer services Brand value/reputation

End of Life back to Overview	
Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> Dismantlers Government Shredder operators Post-shredder treatment operators 	<ul style="list-style-type: none"> Material use and recycling Waste Recovery
Social issues	Economic issues
<ul style="list-style-type: none"> Health and safety Diversity Human rights End of life information 	<ul style="list-style-type: none"> Commodity prices Quality Market demand for recycling/recovery products

Expanding Connections

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



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

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