



OVERVIEW | **OUR OPERATIONS** | MATERIAL ISSUES | GOVERNANCE | ECONOMY | ENVIRONMENT | SOCIETY

OUR OPERATIONS

- ▶ Products and Services
- ▶ Manufacturing
- ▶ Our Value Chain and Its Impacts

Toolbox

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## Our Operations

2010 HIGHLIGHTS...

Employed about 164,000 people	Worked with more than 1,600 production suppliers	Launched 24 new or redesigned vehicles in 2010	Approximately 70 plants worldwide
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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 brands – Ford and Lincoln. 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 lifecycle 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 brands, Ford and Lincoln. 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.ford.com](http://www.ford.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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## 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



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Dealers <sup>1</sup>	10,719
Customer assistance:	<ul style="list-style-type: none"><li>+1 800 392 3673</li><li><a href="http://Ford.com">Ford.com</a></li><li><a href="http://FordOwner.com">FordOwner.com</a></li></ul>

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### LINCOLN

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Dealers <sup>1</sup>	284
Customer assistance:	<ul style="list-style-type: none"><li>+1 800 521 4140</li><li><a href="http://Lincoln.com">Lincoln.com</a></li><li><a href="http://LincolnOwner.com">LincolnOwner.com</a></li></ul>

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1. Worldwide dealerships, as of December 31, 2010.



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## Financial Services



Operations

- A leading automotive financial services company founded in 1959
- Provides a wide variety of dealer and customer financing products and services globally in support of Ford Motor Company vehicle sales

Customer assistance:

- +1 800 727 7000
- [fordcredit.com](http://fordcredit.com)



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## Customer Services

- Service | Quick Lane Tire & Auto Center | Parts | Accessories | Extended Service Plan



**Operations**

A total service experience for Ford and Lincoln owners available only at Ford and Lincoln dealerships – designed to deliver customer satisfaction and repeat purchase intent:

- Parts engineered to Ford Motor Company specifications
- Technicians trained and certified specifically on Ford and Lincoln vehicles
- One-stop service for all mechanical and maintenance needs

**Customer assistance:**

Locate Ford & Lincoln Dealer Service at:

- [FordOwner.com](http://FordOwner.com)
- [LincolnOwner.com](http://LincolnOwner.com)

Order Genuine Ford parts at: [FordParts.com](http://FordParts.com)



**Operations**

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](http://Quicklane.com)



**Operations**

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

**Customer assistance:**

Order Genuine Ford and Motorcraft parts at: [FordParts.com](http://FordParts.com)



**Operations**

Wide variety of custom accessories are available, all designed to personalize Ford and Lincoln vehicles.

**Customer assistance:**

Genuine Ford Accessories at:

- [fordaccessories.com](http://fordaccessories.com)
- [lincolnaccessories.com](http://lincolnaccessories.com)



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Operations

### Extended Service Business

Providing comprehensive vehicle service contract and maintenance programs.

### Ford Extended Service Plan (ESP)

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

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Customer assistance:

### ESP

- +1 800 521 4144
  - [ford-esp.com](http://ford-esp.com)
-



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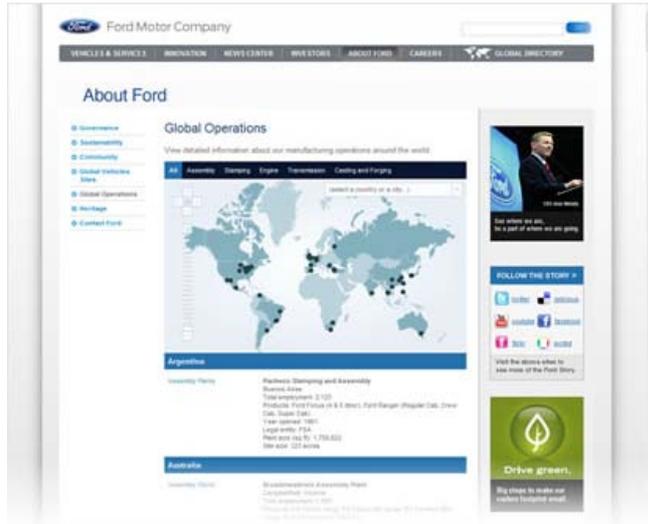
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## Manufacturing

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





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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.

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

### Related Links

- This Report:
- Materiality Analysis



### Value Chain: Overview

A number of broad sustainability challenges set the context for all of the lifecycle 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"> <li>Ford</li> <li>Customers</li> <li>Government</li> </ul>	<ul style="list-style-type: none"> <li>Greenhouse gas emissions</li> <li>Fuel economy</li> <li>Smog-forming emissions</li> <li>Material use and recycling</li> <li>Resource use</li> <li>Manufacturing waste</li> <li>In-vehicle air quality</li> </ul>
Social issues	Economic issues
<ul style="list-style-type: none"> <li>Vehicle safety</li> <li>Access to mobility</li> <li>Traffic congestion</li> <li>Diversity</li> <li>Infrastructure</li> <li>Emerging markets</li> <li>Design for assembly/ergonomics</li> </ul>	<ul style="list-style-type: none"> <li>Quality</li> <li>Brand value/reputation</li> <li>Health care costs</li> </ul>

### Logistics (Transportation) [back to Overview](#)

Principal actors in this stage	Environmental issues
<ul style="list-style-type: none"> <li>Ford</li> <li>Government</li> </ul>	<ul style="list-style-type: none"> <li>Greenhouse gas emissions</li> <li>Smog-forming emissions</li> <li>Land use</li> </ul>
Social issues	Economic issues
<ul style="list-style-type: none"> <li>Vehicle safety</li> <li>Health and safety</li> <li>Treatment of employees</li> <li>Noise</li> <li>Community disruption through land use</li> <li>Traffic congestion</li> <li>Diversity</li> <li>Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Fuel cost</li> </ul>

Raw Material Extraction		<a href="#">back to Overview</a>
Principal actors in this stage	Environmental issues	
<ul style="list-style-type: none"> <li>■ Suppliers</li> <li>■ Government</li> </ul>	<ul style="list-style-type: none"> <li>■ Greenhouse gas emissions</li> <li>■ Smog-forming emissions</li> <li>■ Resource use</li> <li>■ Waste</li> <li>■ Land use</li> <li>■ Biodiversity impacts</li> </ul>	
Social issues	Economic issues	
<ul style="list-style-type: none"> <li>■ Health and safety</li> <li>■ Diversity</li> <li>■ Human rights</li> <li>■ HIV/AIDS</li> <li>■ Community disruption through land use</li> </ul>	<ul style="list-style-type: none"> <li>■ Commodity prices</li> </ul>	

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

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

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

Use		<a href="#">back to Overview</a>
Principal actors in this stage	Environmental issues	
<ul style="list-style-type: none"> <li>■ Customers</li> <li>■ Fuel providers</li> <li>■ Government</li> </ul>	<ul style="list-style-type: none"> <li>■ Greenhouse gas emissions</li> <li>■ Smog-forming emissions</li> <li>■ Land use</li> </ul>	

	<ul style="list-style-type: none"> <li>Fuel economy</li> <li>In-vehicle air quality</li> </ul>
<b>Social issues</b>	<b>Economic issues</b>
<ul style="list-style-type: none"> <li>Vehicle safety</li> <li>Noise</li> <li>Viability of public transport</li> <li>Access to mobility</li> <li>Community disruption through land use</li> <li>Traffic congestion</li> <li>Infrastructure</li> <li>Emerging markets</li> </ul>	<ul style="list-style-type: none"> <li>Fuel costs</li> <li>Brand value/reputation</li> <li>Cost of ownership</li> </ul>

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

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

## 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.