

## Ford of Europe Fact Sheet – September 2009

**Ford Motor Company**, Ford Motor Company, a global automotive industry leader based in Dearborn, Mich., manufactures or distributes automobiles across six continents. With about 201,000 employees and about 90 plants worldwide, the company's automotive brands include Ford, Lincoln, Mercury and Volvo. The company provides financial services through Ford Motor Credit Company. For more information regarding Ford's products, please visit [www.ford.com](http://www.ford.com).

**Ford of Europe** is responsible for producing, selling and servicing Ford brand vehicles in 51 individual markets and employs approximately 69,400 employees. Ford is Europe's No.2 best-selling vehicle brand. In addition to Ford Motor Credit Company, Ford of Europe operations include Ford Customer Service Division and 22 manufacturing facilities, including joint ventures. The first Ford cars were shipped to Europe in 1903 – the same year Ford Motor Company was founded. European production started in 1911.

### August 2009 sales volume (in registrations):

	August 09	August YTD 09
<b>Industry Euro 19<sup>1</sup></b>	897,000	10,446,500
	down 4,400 / (0.5)% vs. 08/08	down 1,322,900 / (11.2)% vs. YTD 08
<b>Ford Euro 19<sup>1</sup></b>	72,800	945,100
Changes vs. 08	up 700 / 1.0 % vs. 08/08	down 67,200 / (6.6)% vs. YTD 08
<b>Industry 21</b>	1,046,900	11,807,500
(Euro 19 + Russia, Turkey)	down 157,800 / (13.1)% vs. 08/08	down 2,447,600 / (17.2)% vs. YTD 08
<b>Ford Euro 21</b>	83,800	1,053,000
(Euro 19 + Russia, Turkey)	down 6,700 / (7.4) % vs. 08/08	down 141,800 / (11.9) % vs. YTD 08
<b>Total Ford EURO 51<sup>2</sup></b>	87,300	1,065,200
(Euro 21+ EDM 30) <sup>3</sup>	down 11,100 / (11.3) % vs. 08/08	down 187,500 / (15.0) % vs. YTD 08

<sup>1</sup> The Euro 19 markets are: Austria, Belgium, Britain, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Spain, Sweden and Switzerland. Ford reports sales for Estonia, Latvia and Lithuania through our Finnish National Sales Company, so sales data for the Baltic states is also included within Euro 19.

<sup>2</sup> Total Euro 51 composed of EURO 21 registrations and EDM 30 retail sales, as EDM 30 registrations figures are not available.

<sup>3</sup> EDM 30 or European Direct Markets are: Albania, Algeria, Andorra, Armenia, Azerbaijan, Belarus, Bosnia, Bulgaria, Croatia, Cyprus, Egypt, Georgia, Gibraltar, Kazakhstan, Kyrgyzstan, Libya, Macedonia, Malta, Moldova, Montenegro, Morocco, Romania, Serbia, Slovakia, Slovenia, Tajikistan, Turkmenistan, Tunisia, Ukraine, Uzbekistan.

### August 2009 market share<sup>4</sup>:

	August 09	August YTD 09
<b>Euro 19</b>	8.1 %	9.0 %
	up 0.1 ppts. vs. August 08	up 0.4 ppts. vs. August YTD 08
<b>Total EURO 21</b>	8.0 %	8.9 %
(incl. Russia and Turkey)	up 0.5 ppts. vs. August 08	up 0.5 ppts. vs. August YTD 08

<sup>4</sup> Not available for EDM, where we base our share on non-domestic sales volumes.

August 2009 sales by vehicle line (Euro 19 registrations)<sup>5</sup>:

Model	August 09	o(u) August 08	August YTD 09	o(u) 08 YTD 08
New Ka	6,300	6,200	68,600	68,600
Total Ka (previous/new)	6,300	4,300	70,200	34,600
New Fiesta	21,800	20,900	299,600	298,800
Total Fiesta (prev./new)	21,800	5,600	303,900	82,500
Fusion	2,400	(1,600)	36,100	(12,500)
Focus	16,500	(700)	200,100	(53,000)
Focus CC	300	(100)	6,600	(1,600)
C-MAX	3,800	(1,200)	51,700	(25,200)
Kuga	3,100	1,300	38,600	27,700
Mondeo	5,200	(2,600)	75,000	(38,500)
S-MAX	2,000	(500)	27,400	(12,100)
Galaxy	1,300	(100)	17,700	(4,900)
Transit	6,900	(2,500)	77,900	(42,200)
Transit Connect	2,100	(800)	25,100	(16,500)
Ranger	600	(100)	8,800	(2,300)

<sup>5</sup> Figures do not include vehicles such as the Fiesta Van, Maverick, Explorer imports and Turkish-built Cargo heavy trucks.

## Ford Top 5 markets ranked by August volume (in registrations), plus Russia:

	August				August year-to-date			
	Aug 09 Volume	o(u) Aug o(u) 08	Aug 09 Share	o(u) Aug o(u) 08	Aug ytd Volume	o(u) A ytd o(u) 08	Aug ytd Share	o(u) A ytd o(u) 08
1. Germany	20,400	2,200	7.0 %	(0.6)ppts	212,800	54,400	7.5 %	0.7 ppts.
2. UK	12,900	400	16.9 %	0.9	230,100	(50,300)	17.8 %	1.4
3. France	8,100	1,500	6.0 %	1.1	96,500	1,200	5.7 %	0.3
4. Italy	7,700	900	8.5 %	0.7	149,800	17,500	9.7 %	1.9
5. Turkey	6,300	(200)	16.9 %	3.0	48,700	(4,900)	14.0 %	(0.5)
..7. Russia	4,800	(7,300)	4.2 %	(0.5)	59,100	(69,700)	5.8 %	(0.2)

## Top 5 markets ranked by Ford's share in August:

	August				August year-to-date			
	Aug 09 Share	o(u) Aug o(u) 08	Aug 09 Volume	o(u) Aug o(u) 08	Aug ytd Share	o(u) A ytd o(u) 08	Aug ytd Volume	o(u) A ytd o(u) 08
1. Turkey	16.9 %	3.0 ppts	6,300	(200)	14.0 %	(0.5) ppts.	48,700	(4,900)
2. UK	16.9 %	0.9	12,900	400	17.8 %	1.4	230,100	(50,300)
3. Ireland	13.4 %	1.4	400	(400)	15.4 %	2.0	9,500	(14,300)
4. Hungary	12.3 %	(0.8)	400	(1,300)	14.3 %	2.5	7,700	(6,900)
5. Poland	10.1 %	2.7	2,500	600	8.2 %	1.0	20,400	1,000

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## Ford of Europe

### Corporate:

- In 2008, Ford of Europe's automotive operations reported a profit of \$1.06 billion (excl. special items). This was the fifth consecutive year of profit, the fourth consecutive year-over-year profit improvement and the first year with a profit of more than \$1 billion since 1989 (when we made \$1.69 billion profit).
- As with the second half 2008, first quarter 2009 results were affected significantly by the dramatic lower demand for - and production of - vehicles as a consequence of the economic downturn affecting the European markets and the automotive industry. Ford of Europe's automotive operations reported a loss of \$550 million for the first quarter of 2009.
- In the second quarter 2009, Ford of Europe returned to a profit of \$138 million. Compared with Q1 2009, Ford of Europe profitability improved by \$688 million – a significant achievement given the difficult economic conditions.
- Thanks to its strong product portfolio – led by the new Fiesta – Ford of Europe increased its year-over-year sales volume in August 2009 – for the third month in row and against the industry trend.
- Ford has constantly increased its market share and consolidated its position as Europe's No 2 best-selling brand.
- Despite the positive impact of various national vehicle scrappage schemes, the overall industry trend is still negative and the underlying market weak.
- Ford strongly believes that these incentive schemes should continue for as long as practically possible, and then be phased out in an orderly manner to avoid any dramatic reduction in market demand that could damage the still fragile improvement we have seen in recent months.
- In addition, national governments and the EU need to continue to support all industries in the automotive value chain through innovative tools until the economic crisis has ended.
- In the meantime, we will continue to take decisive measures to sustain a viable business for the future, including bringing our production capacity in line with demand and reducing structural costs to safeguard future product plans.
- Based upon the strategy that has been so successful in Europe in recent years, and on the decisive measures taken so far to address the economic crisis since it appeared, we are confident that we are in a position to emerge as a stronger and more competitive business once the economic situation improves and to sustain a viable business for the future.

### Product:

- Ford of Europe has entered 2009 with its strongest vehicle line-up ever, as 2008 was a record year of new product introductions (20 new products and derivatives). Between 2006 and 2008 we refreshed or renewed every model in our car portfolio. 2009 will see the company focus on establishing these new vehicles in the markets.
- Given the ongoing weak economic climate, this was a good time to introduce smaller, fuel-efficient cars like the new Fiesta (launched in autumn) and new Ka (launched towards the end of last year).
- The Ford ECONetic line of vehicles (Fiesta, Focus and Mondeo) come with best-in-class or among best-in-class low fuel consumption and CO2 emissions and at affordable prices.
- Outstandingly positive media reviews for Focus RS and new versions of Transit Connect, Ranger and Transit ECONetic - all of which have been successfully launched during the first half of this year.
- The iosis-MAX concept unveiled at Geneva Motor Show introduces design direction for future C-segment Fords in a MAV execution, plus signals the arrival of FoE's EcoBoost powertrains.
- Ford announced that in 2010 it will launch the first of its range of new-generation EcoBoost direct-injection petrol engines to be built at Bridgend (1.6-litre) and Valencia (2.0-litre). A further, advanced lower-displacement EcoBoost engine will follow in the near future and be built both at Ford's Cologne Engine Plant and its Craiova Plant in Romania.

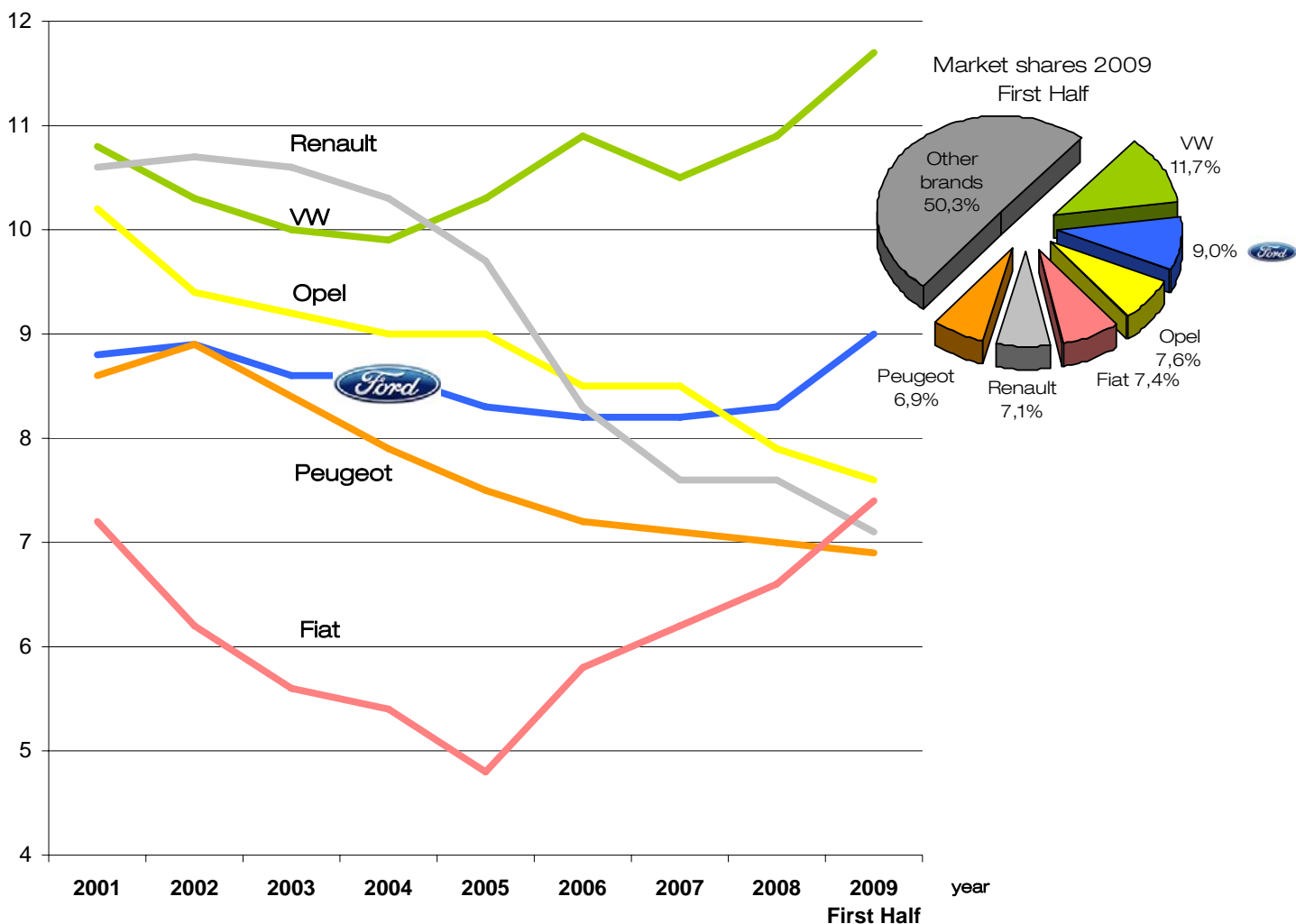
### Sustainability:

- Ford is committed to make mobility more sustainable. By offering high-volume, affordable solutions for millions of customers, we can make a real difference and a meaningful contribution to reducing the carbon footprint of Ford and its customers.
- In Europe Ford is offering a portfolio of environmentally advanced, low-CO2 vehicle technologies:
  - Ford ECONetic line of vehicles, with best-in-class to amongst-best-in-class low fuel consumption/CO2 emissions. In addition to the successful passenger car ECONetic variants of Fiesta, Focus and Mondeo, Ford recently presented with the Ford Transit ECONetic the first commercial vehicle of its ECONetic range, which will be available later this year across Europe. ECONetic is an important part of the Ford product portfolio with further variants and improvements to come.
  - Flexifuel Vehicles (FFVs) – Ford is offering one of the broadest FFV portfolios in Europe with Flexifuel variants of the Focus, C-MAX, Mondeo, S-MAX and Galaxy. Ford's FFVs run on E85 (85 per cent bio-ethanol; 15 per cent petrol), petrol only, or any mix of both in one fuel tank (making them flexible in terms of choice of fuel and operation). Ford supports sustainable production and supply of biofuels.
  - Compressed Natural Gas (CNG) and Liquefied Petroleum Gas (LPG) Vehicles – Depending on local market conditions, Ford offers factory fitted CNG and LPG variants of Fiesta, Focus, C-MAX, Mondeo and Transit.
- Ford continues to work on a portfolio of technologies, fully recognizing there is no single solution. In the near and mid term, our focus will be on the electrification of vehicles (including diesel stop/start, hybrid, plug-in hybrid technology and battery electric vehicles), as well as on the further optimization of conventional technologies that have the potential to deliver positive effects on the carbon footprint for millions of customers in the foreseeable future.

## BEST-SELLING CARMAKERS IN EUROPE: MARKET SHARE DEVELOPMENT 2001 - 2009 FIRST HALF

Source: Western European passenger car registrations  
(based on data published by ACEA<sup>1</sup>, European Automobile Manufacturers' Association, www.acea.be)

market share in %



	2001	2002	2003	2004	2005	2006	2007	2008	2009 First Half
VW	10.8%	10.3%	10.0%	9.9%	10.3%	10.9%	10.5%	10.9%	11.7%
Ford	8.8%	8.9%	8.6%	8.6%	8.3%	8.2%	8.2%	8.3%	9.0%
Opel	10.2%	9.4%	9.2%	9.0%	9.0%	8.5%	8.5%	7.9%	7.6%
Fiat	7.2%	6.2%	5.6%	5.4%	4.8%	5.8%	6.2%	6.6%	7.4%
Renault	10.6%	10.7%	10.6%	10.3%	9.7%	8.3%	7.6%	7.6%	7.1%
Peugeot	8.6%	8.9%	8.4%	7.9%	7.5%	7.2%	7.1%	7.0%	6.9%
Other brands	43.8%	45.6%	47.6%	48.9%	50.4%	51.1%	51.9%	51.7%	50.3%
Top brands	56.2%	54.4%	52.4%	51.1%	49.6%	48.9%	48.1%	48.3%	49.7%
Ford rank	4	4	4	4	4	4	3	2	2

<sup>1</sup>) ACEA markets include: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxemburg, Netherlands, Portugal, Spain, Sweden, United Kingdom, Iceland, Norway, Switzerland

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## Ford of Europe Manufacturing Facilities:

### Body & Assembly Plants

Plant / Employees	Products
<b>Cologne Body &amp; Assembly</b> (Germany) 4,405 employees	Fiesta, Fusion
<b>Ford Vsevolozhsk Assembly</b> Leningrad Region / St. Petersburg (Russia) 2,665 employees	Focus, Mondeo
<b>Ford Otosan Assembly</b> (Joint Venture), (Turkey) 7,534 employees	Transit, Transit Connect
<b>Genk Body &amp; Assembly</b> (Belgium) 4,731 employees	Mondeo, S-MAX, Galaxy
<b>Saarlouis Body &amp; Assembly</b> (Germany) 6,524 employees	Focus, Focus ST, C-MAX, Kuga
<b>Southampton Body &amp; Assembly</b> (United Kingdom) 1,120 employees	Transit
<b>Valencia Body &amp; Assembly</b> (Spain) 6,180 employees	Fiesta, Focus
<b>Craiova</b> (Romania) 3,900 employees	Ford acquired legal ownership on March 21, 2008 Transit Connect as of September 2009

### Engine Plants

Plant / Employees	Products
<b>Bridgend Engine – South Wales</b> (United Kingdom) 1,959 employees	1.25 L 4-cyl. Zetec SE – Fiesta 1.4 L 4-cyl. Zetec SE – Fiesta, Fusion, Focus 1.6 L 4-cyl. Zetec SE – Fusion, Focus, C-MAX, Volvo C30, Volvo S40, Volvo V50 1.6 L Zetec SE-VCT – Focus, Mondeo 3.0 L Turbo I6 – Volvo S80, V70, XC70 3.2 L I6 – Volvo S80, V70, XC60, XC70, XC90, also engines for Jaguar & Land Rover 3.5 L V8 – supplied to Jaguar and Land Rover 4.2 L V8 – supplied to Jaguar and Land Rover 4.4 L V8 – supplied to Jaguar and Land Rover 5.0 L V8 – supplied to Jaguar and Land Rover
<b>Valencia Engine</b> (Spain) 469 employees	1.8 L 4-cyl. Duratec HE – Focus, C-MAX, Mondeo, Volvo C30, S40, V50, V70, S80 2.0 L 4-cyl. Duratec HE – Mondeo, S-MAX, Galaxy, Focus, C-MAX, Fiesta ST, Volvo C30, S40, V50, V70, S80 2.3 L 4-cyl. Duratec HE – Mondeo, S-MAX, Galaxy, Transit
<b>Cologne Engine</b> (Germany) 953 employees	4.0 L V-6 SOHC - Explorer, Ranger, Mustang, Explorer Sport Trac, Mazda B-Series also engines for Land Rover, Mercury Mountaineer (North America only)
<b>Dagenham Engine</b> (United Kingdom) 1,994 employees	1.4 L TDCi – Fiesta, Focus 1.6 L TDCi – Fiesta, Fusion, Focus, C-MAX, Mazda 2, Volvo C30, S40, V50 1.8 L TDCi – Focus, C-MAX, Transit Connect, Galaxy, Mondeo, S-MAX 2.0 L TDCi – supplied to Jaguar and Land Rover 2.2 L TDCi – Transit, also supplied to Jaguar and Land Rover 2.4 L TDCi – Transit, also supplied to Jaguar and Land Rover 2.7 L V6 Diesel – also supplied to Jaguar, Land Rover and PSA 3.0 L V6 Diesel – also supplied to Jaguar and Land Rover 3.6 L V8 Diesel – also supplied to Jaguar and Land Rover
<b>Ford Otosan Engine and Transmission</b> Inönü (Joint Venture), (Turkey) 1,608 employees	7.3 L / 9.0 L I6 Diesel – Cargo van 2.4 L 4-cyl. Duratorq – Transit 3.2 L 5-cyl. Duratorq – Transit MT75 Transmissions – Transit

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## Transmission Plants

Plant / Employees	Products
<b>Bordeaux Automatic Transmission</b> (France)	<b>Note:</b> <i>Plant no longer owned by Ford, effective May 1, 2009. Sold to HZ Holding. Now called First Aquitaine Transmissions (FAI).</i>
<b>Bordeaux Transaxle</b> (France) 818 employees Note: 50/50 JV Ford/Getrag	<b>IB5 Transaxles:</b> Fiesta, Fusion, Focus, C-MAX, Fusion, Mondeo, Volvo C30, S40, V50, Ka, Mazda 2 <b>IB5 ASM Transaxles:</b> Fiesta, Fusion
<b>Cologne Transmission</b> (Germany) 1,521 employees Note: 50/50 JV Ford/Getrag	<b>MTX75 Transmissions:</b> Focus, C-MAX, Mondeo, Transit Connect, S-MAX, Galaxy, Transit, also transmissions for Jaguar, Mazda3, Volvo C30, S40, V50, V70, S80 <b>VXT75/VMT6 Transmissions:</b> Transit <b>MMT6 Transmissions:</b> Mondeo, Focus, C-MAX, Galaxy, S-MAX, Volvo, C30, S40, V50, C70, also transmissions for Jaguar <b>M56/M66:</b> Focus, S-MAX, Kuga, Volvo C30, V50, S60, V70, S80, S40, C70, XC60, XC70, XC90, also transmissions for Land Rover
<b>Halewood Transmission</b> (United Kingdom) 699 employees Note: 50/50 JV Ford/Getrag	<b>IB5 Transaxles:</b> Fiesta, Fusion, Ka <b>MT75 Transmissions:</b> Transit <b>MT82 Transmissions:</b> Transit, also transmissions for Land Rover
<b>Kechnec Transmission</b> Kechnec/Kosice (Slovakia) 755 employees Note: 50/50 JV Ford/Getrag	<b>MPS6 Transmissions:</b> Ford Focus and C-MAX, Volvo C30, C70, V50, S40 <b>SPS6 Transmissions</b>

## Tool &amp; Die Plants / Stamping Plants

Plant / Employees	Products
<b>Cologne Tool &amp; Die</b> (Germany) 927 employees	Stamping dies, fixtures, jigs, soft tooling and die repairs for all Ford vehicles
<b>Dagenham Stamping Operations</b> (United Kingdom) 972 employees	Panels, sub-assemblies, wheels

## Casting/Forging Aluminium Plants

Plant / Employees	Products
<b>Cologne Die Cast Plant</b> (Germany) 221 employees	Aluminium die castings for transmissions and engines
<b>TEKFOR Cologne GmbH</b> 380 employees Note: 50/50 JV Ford/Neumayer	Gears, ring gears, shafts, chassis and engine components

**Ford of Europe Leadership Team:**

<b>Name</b>	<b>Position</b>
John Fleming	Executive Vice President and Chairman and CEO, Ford of Europe
Joe Bakaj	Vice President, Global Product Programs and Product Development
Birgit Behrendt	Executive Director, Global Programs and Vice President, Purchasing
Nick Caton	Vice President, Human Resources
Paul Landray	IT Director, Ford of Europe
Frank Lazzaro	CFO and Vice President, Finance and Strategic Planning
Ken Macfarlane	Vice President, Manufacturing
Kevin O'Neill	Vice President, Quality
Wolfgang Schneider	Vice President, Legal, Governmental and Environmental Affairs
Bernard Silverstone	Chairman, Ford Financial Europe
Ian Slater	Vice President, Communications & Public Affairs
Ingvar Sviggum	Vice President, Marketing, Sales and Service

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