



FACT SHEET

Leading the Way on Change



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Ford is transforming itself to produce the top-quality, safer, more fuel-efficient cars that our customers want. In 2006, long before the current financial crisis hit, Ford recognized the need for a plan to face the significant challenges in the global marketplace and began this transformation. Thanks to its plan, Ford is in a better position today to weather the current financial environment and emerge stronger than before.

Ford's Plan is Working.

Ford, working with its employees, retirees, dealers and suppliers around the world has made significant improvements in its operations. We are:

- Aggressively restructuring to operate profitably at the current demand and changing model mix.
- Accelerating the development of new products that customers want and value.
- Financing the plan to improving the balance sheet.
- Working together to leverage global products.

Ford is committed to building on its progress.

Ford is ahead of the curve, making significant changes that have helped the company weather the current crisis, though there are more changes to be made.

- Ford is on target to meet our cost reduction target of \$5 billion between year end 2005 and 2008, and we continue to implement additional cost reduction actions.
- Ford is making continued progress in manufacturing productivity and improved 3.7 percent – the sixth consecutive year of improved efficiency – in *The Harbour Report™ North America 2008*.
- Ford alone has invested more than \$22 billion in research and development (2005-07).
- Ford has dramatically reduced its salaried and hourly workforce.
- Ford has implemented senior management changes to strengthen global manufacturing operations.
- Ford and the UAW have reached groundbreaking agreements that will further reduce costs.
 - The 2007 contracts slashed wages for new workers by 50 percent.
 - The combination of the changes in the 2005 and 2007 contracts eliminated 50 percent of the company's liabilities for retiree health care benefits.
- Ford is adding new fuel-efficient small cars and crossovers to North American product lineup.

Fuel Efficient Products are Key to Ford's Progress.

- The 2010 Ford Fusion Hybrid will be America's most fuel-efficient mid-size sedan, delivering at least 39 mpg – which is at least 6 mpg better than Toyota Camry Hybrid.
- 2010 Fusions equipped with the I-4 gas engines will deliver at least 33 mpg, which is at least 3 mpg better than the Honda Accord and 2 mpg better than the Toyota Camry.
- 2009 Ford Focus, with highway fuel economy of up to 35 mpg – which is better than the smaller 2009 Nissan Versa and equal to the Toyota Corolla.
- 2009 Ford Escape, with a new 2.5-liter four-cylinder engine and six-speed transmission delivering best-in-class highway fuel economy of 28 mpg – ahead of the Toyota RAV4 and Honda CR-V.
- The 2009 Ford Flex's front-wheel drive highway fuel economy is unsurpassed in its class.
- 2009 Ford Escape Hybrid, delivering 34 mpg in the city and 31 mpg on the highway, making it the most fuel-efficient utility vehicle on the market.
- The new 2009 Ford F-150 delivers unsurpassed fuel economy and capability, with 15 mpg in the city and 21 mpg on the highway.