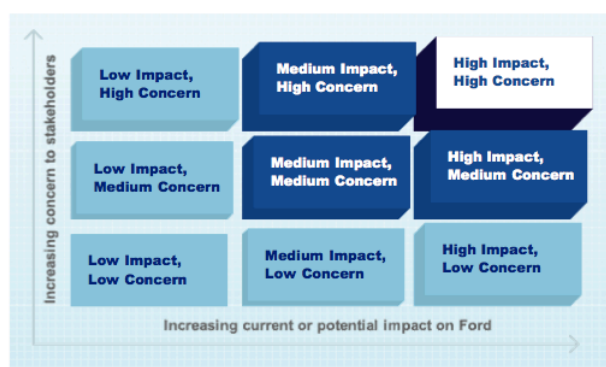


Company:	Ford
Sector:	Automotive Manufacturing
Report Year:	2011
Headquarters:	Dearborn, Michigan
Standard Application:	GRI G3
Format:	Matrix (online interactive)

OUR BLUEPRINT FOR SUSTAINABILITY

- Our Strategy
- Materiality Analysis**
 - Overview of Analysis
 - Materiality Matrix**
- Our Value Chain and Its Impacts
- Governance

Materiality Matrix



Reporting Priorities

- Issues in this box set the agenda for our sustainability strategy and our printed summary report
- Issues in these boxes set the agenda for the rest of the web report and future reporting
- Issues in these boxes are not currently covered in detail by reporting

High Impact, High Concern

14 material issues have been identified at this level

CLIMATE CHANGE

▼ Low-carbon strategy	
Definition/Description	Ford's strategy to reduce carbon emissions from products and operations; goals and targets; use of renewable energy and offsets.
Comments	Strongly related to other material issues; of increasing interest to government and investors.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none"> Climate Change Ford's Climate Change Strategy Climate Change and the Environment Electrification: A Closer Look Operational Energy and Greenhouse Gas Emissions
▼ Vehicle GHG emissions	
Definition/Description	Ford's product actions to meet its CO ₂ target.
Comments	Increasingly driven by regulatory requirements as well as Ford's voluntary product CO ₂ goal; of increasing interest to government and investors.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none"> Climate Change Vehicle Ford's Goals, Commitments and Status Fuel Economy and CO₂ Emissions Data

▼ Fuel economy

Definition/Description	Increasingly global issue, but particular focus on Ford's U.S. fleet.
Comments	Increasingly driven by regulatory requirements as well as Ford's voluntary product CO ₂ goal; of increasing interest to government and investors.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none">• Ford's Goals, Commitments and Status• Ford's Greenhouse Gas Emissions• Climate Change Risks and Opportunities• Ford's Climate Change Strategy• Improving Fuel Economy• Fuel Economy and CO₂ Emissions Data

▼ Electrification strategy

Definition/Description	Ford's strategy to Go to page 32 electric vehicles to the marketplace and work with partners to address infrastructure and utility interface issues.
Comments	Reflects growing interest in alternatives to fossil fuels and domestic energy and the challenges of transitioning from traditionally fueled vehicles to plug-in vehicles.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none">• Migration to Alternative Fuels and Powertrains• Electrification: A Closer Look• Public Policy Positions: Electrification

PUBLIC POLICY

▼ GHG/fuel economy regulation

Definition/Description	Regulation of vehicle emissions globally, state-by-state regulation in U.S.; increasing stringency and inconsistency of regulation; challenges left by lack of U.S. federal climate legislation.
Comments	With passage of new CAFE requirements in U.S. and new EU requirements in Europe, focus is increasingly on economy-wide policy approaches.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none">• U.S. Climate Change Policy• U.S. Greenhouse Gas and Fuel Economy Regulation• European Climate Change Policy• Climate Change Risks and Opportunities• Emissions Trading Policy• Ford's Greenhouse Gas Emissions• Public Policy Positions

WATER

▼ Water strategy

Definition/Description	Includes growing recognition of water as a key sustainability issue, including water scarcity and risks, need for water risk assessments, and understanding of linkages between water and carbon.
Comments	Added as a material issue when we last updated our materiality analysis for the 2010–11 report, reflecting higher profile of this issue for Ford and stakeholders.

FORD FINANCIAL HEALTH

▼ Product competitiveness

Definition/Description	Ford's strategy related to products and sales, including product mix, market share, and meeting customer demands, including for more fuel-efficient products.
Comments	A top concern for Ford and stakeholders. Reorganized and renamed since last materiality analysis.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none">• Product Competitiveness• Improving Fuel Economy

▼ Risk and cost management

Definition/Description	Broad concerns about Ford's financial performance, with a focus on costs and cost-related risks.
Comments	A top concern for Ford and stakeholders. Reorganized slightly and renamed since last materiality analysis. Includes health care legacy costs, labor costs, energy security and access to capital, formerly top-right issues on their own in the previous analysis.
Trend (from previous analysis)	➔ Already at the highest level, though some of the specific issues have shifted up or down in importance
More information	<ul style="list-style-type: none">• Financial Health• Health as a Strategic Advantage• Public Policy

FORD FUTURE COMPETITIVENESS

▼ Sustainable mobility

Definition/Description	Ford's approach to increasing challenges of urban mobility, congestion, urbanization and mega-cities, as well as rural mobility and economic opportunity.
Comments	Reorganized – formerly under a stand-alone mobility category; now an element of Ford's future competitiveness strategy.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none">• Mobility Solutions

VEHICLE SAFETY

▼ Vehicle safety

Definition/Description	Active and passive safety; pedestrian safety; customer interest in and demand for safe vehicles; increasing regulation generally with focus on active safety; challenge of evolving in-vehicle technology.
Comments	Developed and emerging market issues differ.
Trend (from previous analysis)	➔ Ford increasingly emphasizing market opportunity for safer products
More information	<ul style="list-style-type: none">• Vehicle Safety and Driver Assist Technologies• Public Policy Positions: Vehicle Safety

▼ Human rights in the supply chain

Definition/Description	Issues covered by Ford's working conditions code; need for industry cooperation.
Comments	Issues have been reorganized in this analysis under umbrella of supply chain sustainability. High interest to communities, suppliers and NGOs.
Trend (from previous analysis)	➔ Already at the highest level
More information	<ul style="list-style-type: none">• Human Rights in the Supply Chain: Ford's Global Working Conditions Program• Policy Letter No. 24: Code of Human Rights, Basic Working Conditions and Corporate Responsibility