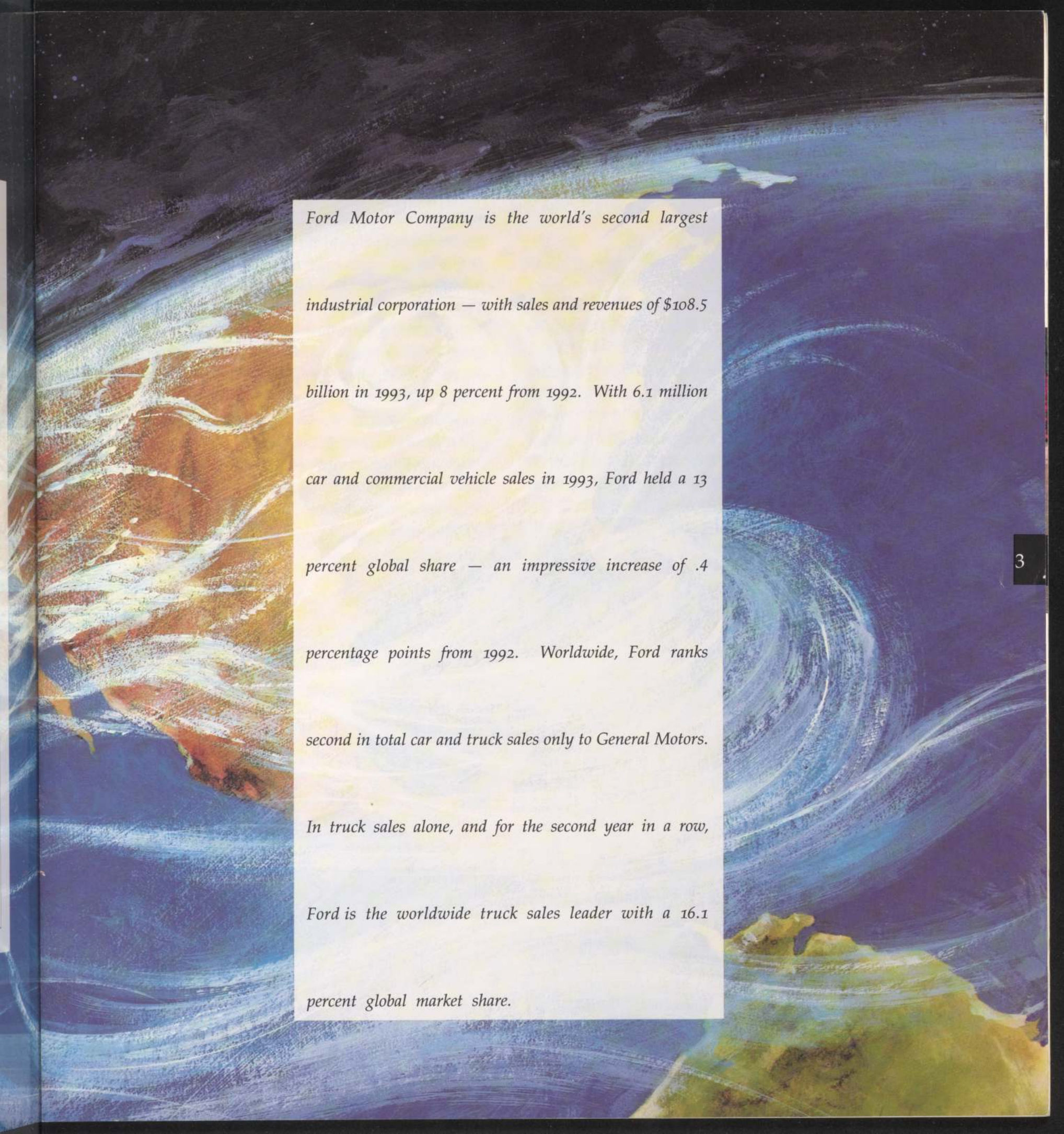




F O R D A R O U N D T H E W O R L D

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Ford Motor Company is the world's second largest industrial corporation — with sales and revenues of \$108.5 billion in 1993, up 8 percent from 1992. With 6.1 million car and commercial vehicle sales in 1993, Ford held a 13 percent global share — an impressive increase of .4 percentage points from 1992. Worldwide, Ford ranks second in total car and truck sales only to General Motors. In truck sales alone, and for the second year in a row, Ford is the worldwide truck sales leader with a 16.1 percent global market share.



No other automobile company in the world offers such an extensive variety of products as Ford. The car range stretches from the small (B segment) Fiesta to the ever-popular Australian Falcon and U.S. minivans to exclusive niche products such as the Mustang, Aston Martin DB7 and Jaguar XJS. Commercial vehicle offerings are just as diverse with the European Transit through heavy duty trucks such as the L-Series for the U.S. market.

Ford is embarking on its 91st year by rapidly accelerating the evolution in the way it does business to strategically position the company for continued growth and expansion on a global basis.

The company is leveraging its strong international heritage and worldwide presence. In April 1994, Alex Trotman, chairman and chief executive officer, announced that Ford will realign its worldwide automotive business during the next few years to move to a

single set of global processes and systems in product development, manufacturing, supply and sales activities, resulting in more products for more markets.

Beginning with the merger of the company's European and North American automotive operations and components group by January 1, 1995, all automotive businesses around the world eventually will be consolidated into a new organization named Ford Automotive Operations. Five vehicle centers will be created with global responsibility for the design, development and engineering of new vehicles.

Ford's new global car program — the European Mondeo (introduced in 1993) and the North American-built Ford Contour and Mercury Mystique (introduced in 1994) — represents a first step in combining international capabilities in the design and development of vehicles. They will be sold in 73 markets around the world.

Mondeo 2.0 Si





Ford has manufacturing, assembly or sales facilities in 31 countries around the globe. Ford cars and trucks are distributed through a network of more than 10,500 dealers in more than 200 countries and territories spanning six continents. The company's international network of people and production facilities includes more than 322,000 employees in plants, testing, research and development facilities and offices.

Diversity of products and markets ranks among Ford's great competitive strengths. In 1993, Ford had three of the top five, and five of the top 10 best-selling vehicles in the United States: The F-Series pickup truck (which has claimed the number one vehicle sales position — car or truck — for 12 consecutive years); Ford Taurus (the best-selling car in North America); Ford Escort; Ford Explorer (the best-selling sport utility vehicle in North America) and Ford Ranger.

In Europe, Ford Fiesta and Escort were two of the five top-selling cars in 1993, Mondeo has been the segment leader each month since July '93 and the Ford Transit was the best-selling medium commercial vehicle for the seventh consecutive year. Additionally, the new Ford Mustang in its 30th anniversary year; Windstar, Ford's new generation minivan in the U.S.; and the Mondeo, the 1994 Car-of-the-Year in Europe, are being well-received and contributing toward future share gains.

Ford owns Jaguar Cars Limited, 99.5 percent of Aston Martin Lagonda Limited, 25 percent of Mazda Corporation and 10 percent of Kia Motors Corporation. In addition, Ford is involved in a number of automotive associations, including some important joint ventures, such as: AutoAlliance International, Inc. in the United States (50 percent Ford, 50 percent Mazda), Autolatina in Brazil (49 percent Ford, 51



Escort Cosworth

percent Volkswagen)

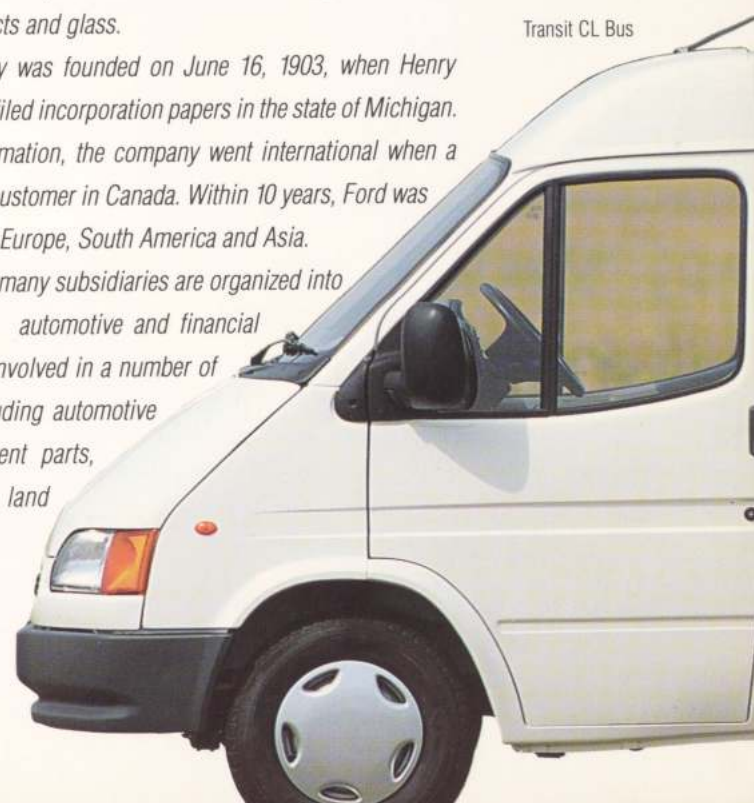
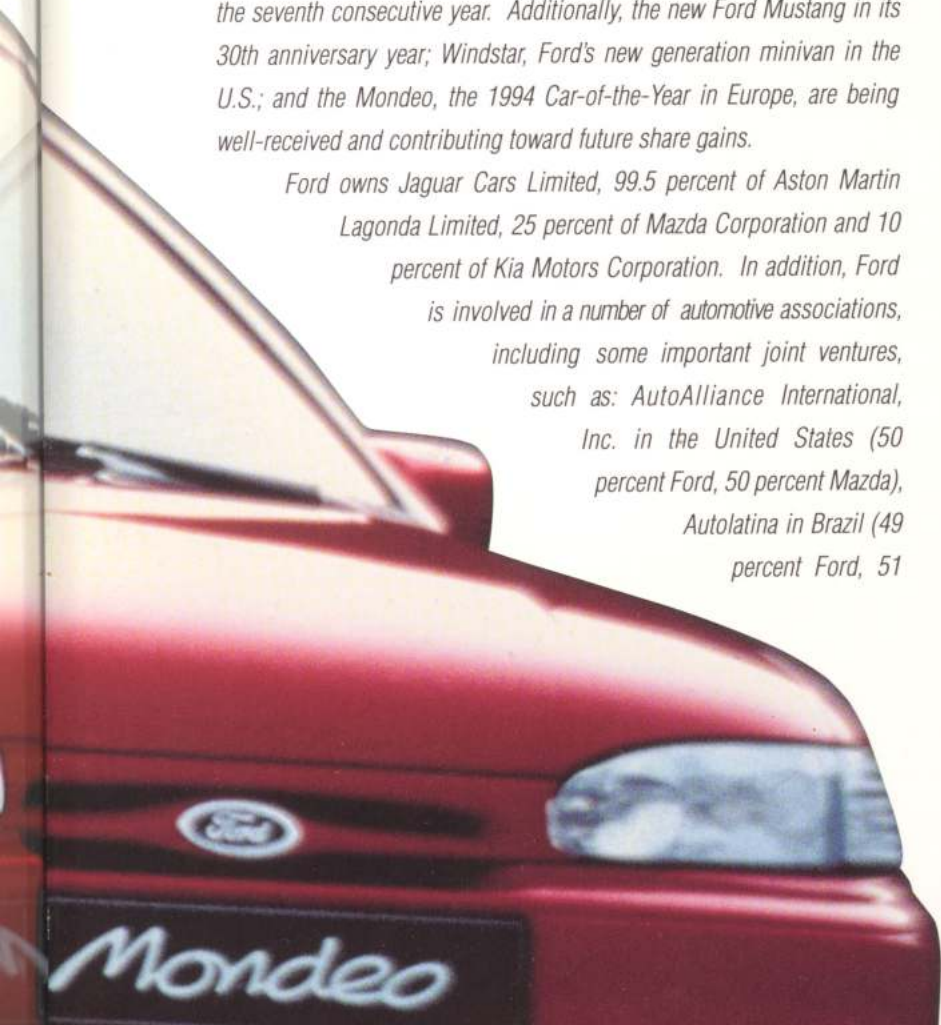
and AutoEuropa in Europe (50 percent Ford, 50 percent Volkswagen).

Ford engages in numerous cooperative associations in a range of automotive-related industries to gain access to selected products and/or market segments — allowing the partners to capitalize on very attractive business opportunities which are non-economical to pursue alone. One of those is the longstanding Ford-Mazda relationship — dating back to the late 1960s — which is widely recognized today as the single most successful automotive association in the world.

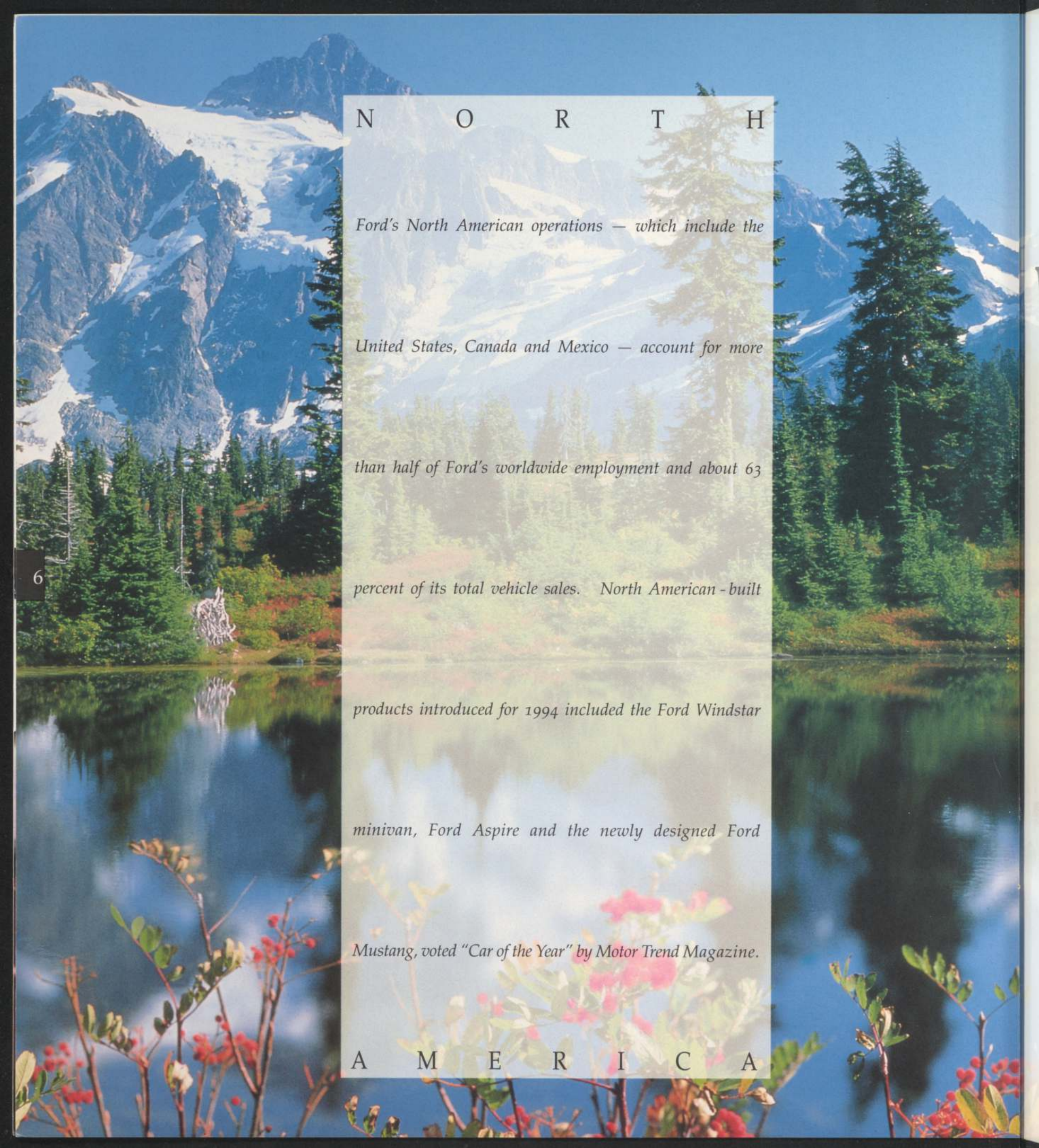
Ford's automotive components operations supply automotive systems and components on a global basis to Ford and other automotive companies. In total, 53 operational facilities (35 wholly owned manufacturing facilities and 18 joint ventures) are located in 14 countries. In addition, components technical centers are found in six countries. Components revenues totalled \$10 billion in 1993, and customers include Ford, Jaguar, Mazda, Nissan, VW, Chrysler, Hyundai, Kia and Volvo. Currently there are about 43,000 Ford employees working in five key areas: climate control, electrical and fuel handling, electronics, plastics and trim products and glass.

Ford Motor Company was founded on June 16, 1903, when Henry Ford and 11 associates filed incorporation papers in the state of Michigan. Within weeks of its formation, the company went international when a Model A was sold to a customer in Canada. Within 10 years, Ford was selling cars throughout Europe, South America and Asia.

The company and its many subsidiaries are organized into two major businesses: automotive and financial services. Ford also is involved in a number of other businesses, including automotive service and replacement parts, vehicle leasing and land development.



Transit CL Bus



N O R T H

Ford's North American operations — which include the

United States, Canada and Mexico — account for more

than half of Ford's worldwide employment and about 63

percent of its total vehicle sales. North American-built

products introduced for 1994 included the Ford Windstar

minivan, Ford Aspire and the newly designed Ford

Mustang, voted "Car of the Year" by Motor Trend Magazine.

A M E R I C A



V6

Making their North American debut in 1994 are the Ford Contour and Mercury Mystique, which along with Mondeo are the result of Ford's global design and development strategy. The program also produced three versions of a new four-cylinder engine, an all-new V-6 engine, and all-new automatic and manual transmissions, as well as five distinct models of the car. Ford Contour and Mercury Mystique will be launched in fall 1994.

United States of America

Ford has 37 U.S. manufacturing plants, 15 assembly and 13 powertrain operations, 25 research and engineering facilities, more than 20 automotive parts distribution centers, and hundreds of offices in the United States. The majority of Ford manufacturing and assembly operations are in the states of Michigan, Ohio, Kentucky, Indiana, Illinois and Missouri, while automotive research and engineering activities are centered near Ford's World Headquarters in Dearborn, Michigan. Ford has more than 166,900 employees and more than 5,300 Ford and Lincoln-Mercury dealers in the United States.

Ford Division products are: Aspire, Escort, Contour, Probe, Taurus, Mustang, Thunderbird, Crown Victoria (cars), and Ranger, Ranger Splash, Explorer, Explorer Limited, F-Series, Bronco, Aerostar, Windstar and Econoline (trucks and vans). Lincoln-Mercury Division cars are: Mystique, Cougar, Sable, Grand Marquis, Lincoln Mark VIII, Continental, Town Car and the Division's first minivan, Mercury Villager. Ford's medium and heavy trucks include: F-Series, Cargo, L-Series, LTL-9000 and AeroMax.

Ford's association with Mazda Motor Corporation, now more than two decades old, continues to grow. Adding a new dimension to the

relationship in 1992, Ford and Mazda now hold equal 50 percent equity interests in the manufacturing operation at Flat Rock, Michigan. The joint venture, AutoAlliance International, Inc., produces the popular Ford Probe, and the Mazda MX-6 and Mazda 626 products.

In 1993, Ford's U.S. car sales (including Jaguar) totalled more than 1,950,000 units resulting in a 22.3 percent market share. Ford's share of the United States truck market was 30.5 percent, with sales of 1,875,711 units.

Ford also holds the distinction of being the only U.S.-based producer to develop and manufacture vehicles badged and sold in the U.S. by Japanese auto companies — the Mazda Navajo, the Nissan Quest and the Mazda B-2000 Series.

Canada

Ford Motor Company of Canada, Limited was established in Walkerville, Ontario (now Windsor), on August 17, 1904 — soon after the parent company was incorporated. Headquarters for Ford of Canada is in Oakville, Ontario, near Toronto, as are the Oakville Assembly Plant (Ford Windstar minivan) and the Ontario Truck Plant (F-Series pickup). Cars (Ford Crown Victoria and Mercury Grand Marquis) are built at the St. Thomas Assembly Plant, near London, Ontario. Ford of Canada produces 3.8 litre, V-6 engines at the Essex Engine Plant in Windsor, aluminum engine parts at the Essex Plant in Windsor, iron castings at the Windsor Casting Plant and automotive glass at the Niagara Glass Plant.

An affiliated Canadian company of Ford of Canada is Ford Ensite



World
Headquarters,
Dearborn



Ford Windstar

International Inc., which is a partner in the Essex Engine and Essex Aluminum plants and operates Windsor Engine Plant number one which produces 5.8 litre, V-8 truck engines.

The company invested a total of \$1 billion in facilities and tools for the Oakville Assembly Plant in preparation for the launch of the new Ford Windstar minivan in January 1994.

Another \$1.3 billion is being spent to build a new truck engine plant at the site of the former Windsor Engine Plant number two in Windsor. This new plant will produce a new generation of modular truck engines, beginning in 1995. The Essex Aluminum Plant is completing a \$100 million expansion to supply cast aluminum cylinder heads for the new

truck engines and another \$200 million is being invested in the new Windsor Aluminum Plant. It begins production of cast aluminum engine blocks in mid-1994.

Mexico

Ford established a national company in Mexico in 1925 and began car assembly a year later in a rented warehouse in Mexico City. The facilities of Ford Motor Company S.A.E. de C.V. include general offices in Mexico City, and foundry operations, engine manufacturing and car (Grand Marquis, Thunderbird and Cougar) and truck (F-Series pickup and chassis cabs) assembly at Cuautitlan, a Mexico City suburb.

A car assembly plant is being expanded and upgraded to build the Mercury Mystique and Ford Contour for the Mexican market and

Mustang GT Convertible



export during the third quarter of 1994. Ford Mexico will import Escorts, Thunderbirds and Cougars from the United States in 1994.

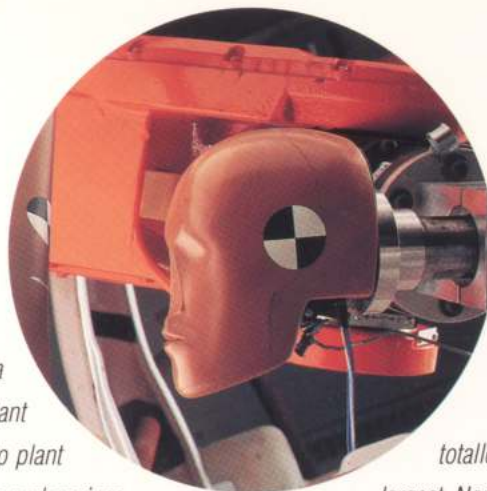
Ford has operated an engine plant in Chihuahua since 1983 and a vehicle stamping and assembly plant in Hermosillo since November 1986. The Hermosillo plant builds Mercury Tracer and Ford Escort. Both car lines and engines are exported to the United States and Canada.

Carplastic (plastics) is a wholly owned subsidiary, and Ford holds a minority interest in three joint venture companies: Nemark (aluminum casting), Vitroflex (glass), and Climate Systems Mexicana (air conditioning, refrigerant lines and couplings) in Mexico. Additionally, Ford subsidiaries operate five Maquiladora plants: Favesa (automotive trim and seats); Coclisa (radiators, heaters, A/C components); Altec (radios and electronic components); Autovidrio (automotive glass) and Lamosa (catalytic converters).

North American Exports

In 1993, the top five North American Ford vehicles exported to markets around the world were the Ford Probe, Tempo, Explorer, Taurus and Ranger. Shipments of North American-built Ford cars and trucks for export reached 71,000 units in 1993, a 42 percent increase compared with 1992. Export sales are expected to reach more than 100,000 units in 1994.

Ford's North American-built products are now driven in 63 markets around the world and are sold by approximately 160 dealers around the world. Most North American export dealers sell both Ford and Lincoln-Mercury vehicles. The largest export markets for North American products are Latin America, Europe, the Middle East Gulf Cooperative Council (GCC) countries (comprised of Saudi Arabia, Kuwait, Bahrain, Qatar, the United Arab Emirates and Oman), and Asia.



Crash dummy headform
in vehicle interior

Latin America has become the largest export market for Ford, accounting for nearly 30 percent, or 21,038 units, of Ford's North American shipments in 1993.

North American-built shipments to Europe totalled 14,923 in 1993, making it Ford's second largest North American export sales market. Made up of Germany, Spain, Switzerland, Sweden, Norway, Finland, France, Belgium, Luxembourg and the Netherlands, the European market represents 21 percent of 1993 exports.

In 1993, more than 14,600 North American Ford products were produced for the GCC, accounting for more than 20 percent of its North American-built vehicles. Ford continues to make progress in the Asia-Pacific region, increasing shipments by almost 85 percent in 1993 to 8,945 units. Specifically, Japan reached 5,460 units, up more than 93 percent over 1992. The introduction of right-hand-drive Probe, Mondeo and the Mustang GT in mid-1994 are expected to further boost export sales in Japan.

Ford delivers North American-built vehicles to U.S. servicemen and servicewomen in 20 countries around the world, selling a record 3,359 vehicles in 1993.

Export shipments to Asia (China, Hong Kong, Australia and New Zealand) of 6,187 units resulted in a gain of more than 100 percent in 1993. Ford will continue to pursue additional opportunities in these regions.



All-wheel-drive dynamometer chamber at the
Advanced Engineering Center, Dearborn, Michigan

E U R O P E

Ford entered the markets of Europe soon after

the company's incorporation in the United States,

exporting cars to Britain as early as 1903. In

response to growing demand for the company's

products, Ford opened its first overseas sales branch

in 1908 in France. The first Ford national company

and assembly plant outside North America was

established in Britain in 1911.



Today, there are 23 Ford automotive manufacturing locations across Europe, including major industrial complexes in Britain and Germany, and assembly plants in Spain, Belgium, France and Portugal. Ford also has comprehensive research, development and testing facilities in Britain, Germany and Belgium, two large service parts depots in Britain and Germany, and national sales companies in 15 European countries.

In 1991, Ford and Volkswagen announced the formation of a joint venture, AutoEuropa, to produce a new multipurpose vehicle (MPV) in spring 1995. A new AutoEuropa manufacturing plant is under construction at Palmela, Portugal. The plant will produce about 180,000 units per year and create 12,000-15,000 new direct and indirect jobs.

Ford's Financial Services Group also operates in Europe. Ford Credit has 56 branch offices in 15 European countries (providing retail and wholesale financing to Ford automotive dealers and their customers).

The Associates has 43 branch offices in the United Kingdom (offering consumer and commercial financing), and U.S. Leasing has offices in the United Kingdom (providing general equipment and commercial auto

fleet leasing services).

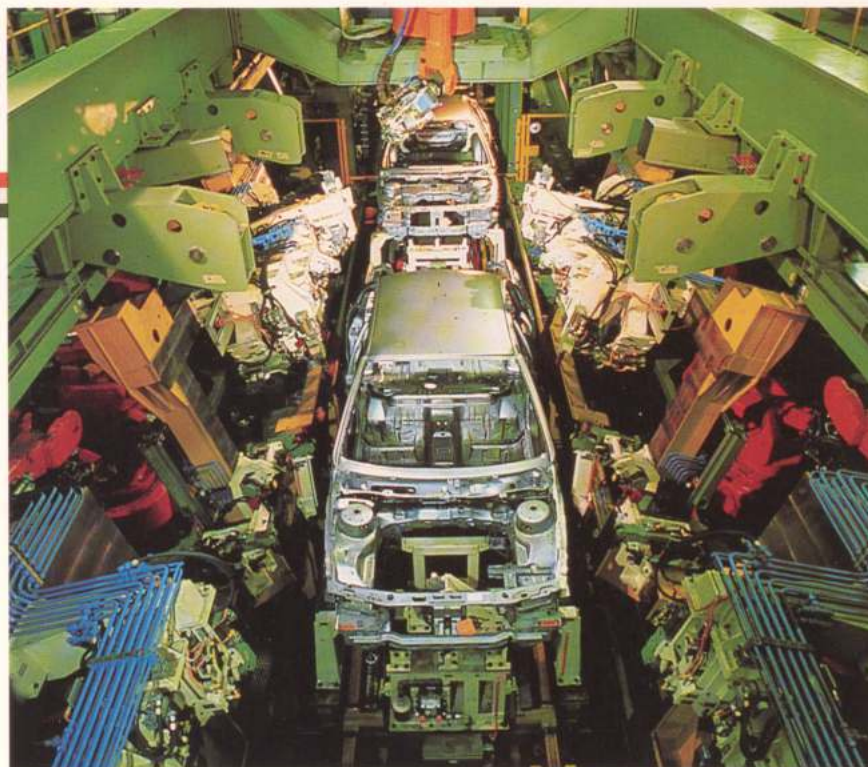
Ford has automotive components plants in Great Britain, Portugal, Spain, and France. In May 1992, Ford opened a state-of-the-art component production facility in Székesfehérvár (near Budapest), Hungary. The facility supplies fuel pumps and starter motors to Ford manufacturing centers and those of other automotive producers in Europe.

Ford in Europe had sales totalling \$24.7 billion in 1993. Ford's European car sales in 1993 totalled nearly 1.3 million units. Ford was the fourth largest seller of cars in Western Europe in 1993, and had an 11.6 percent market share in a total market of 10.9 million units.

Importantly, two of the five top-selling cars in Europe in 1993 were built by Ford — Escort and Fiesta. In the face of strong competition from newcomers in its field, the Fiesta was outstandingly successful in 1993, remaining the best-selling 'B' class car in Europe and the No. 2 best-



Ken Whipple, FSG president appears regularly on Ford Communications Network telecasts



A major manufacturing complex in Genk, Belgium, owned and operated by Ford of Germany, assembles Mondeo cars and Transit vans and produces automotive components

selling vehicle overall in the United Kingdom. Ford was market leader in the United Kingdom for the 17th consecutive year.

In March 1993, Ford launched the new Mondeo to succeed the ever-popular Sierra. Produced in Genk, Belgium, the Mondeo is Ford's first global car designed through a collaboration of efforts between Ford Europe and North America. From its launch in March 1993 to June 1994, more than 614,000 dealer orders were received, and Ford ended the year as the leading manufacturer in its segment. Mondeo also was awarded "European Car-of-the-Year" for 1994.

In spring 1993, Ford broke into the rapidly expanding sports/leisure market with its first European-built 4 x 4 vehicle, the Ford Maverick.



Ford Maverick GLX

Manufactured in Nissan's Barcelona plant, the Maverick is sold and serviced through Ford's European dealer network.

Austria — Ford established a sales company at Salzburg in 1947. Ford Motor Company (Austria) KG has headquarters in Salzburg and offices in Vienna.

Belgium — Ford first established a company in Belgium in 1922, and automotive assembly operations began the same year in Antwerp. Today, a major manufacturing complex in Genk (east of Brussels), owned and operated by Ford of Germany, produces Mondeo cars and Transit vans. In addition, the Genk complex builds wheels for all Ford vehicles in Europe, and body panels and fuel tanks for Transit production.

The Ford Lommel Proving Grounds is home to a major test track for ride and handling development. In Brussels, the Ford Marketing Institute is the international training center for Europe — educating Ford employees, dealers and future dealers. Ford Motor Company (Belgium) N.V., the sales company, has headquarters in Antwerp.

Czech Republic — In July 1993, Ford acquired Autopal, and the automotive climate control and lighting components operation from the Czech Republic government. Headquartered in Novy Jicim, Autopal has 2,700 employees and average annual sales of \$50 million. Autopal

will begin supplying Ford of Europe with air-conditioning and lighting components in 1994.

Denmark — Ford Motor Company A/S was established in 1919 with headquarters in Copenhagen. It now maintains a sales office in Glostrup, just outside of Copenhagen.

Finland — O/Y Ford A/B was established as a sales company



Ford Scorpio 24v



Ford assembly plant in Cologne, Germany, building Fiesta and Scorpio cars

based in Helsinki in 1926. The company has approximately 60 employees and more than 45 dealers.

France — A sales branch was opened in Paris in 1908, vehicle assembly began five years later in Bordeaux, and a national company was established in 1916. Car assembly was moved to Paris in 1926, but ended in 1954. Today Ford France S.A. has a sales office at Rueil-Malmaison, near Paris, a large transmission manufacturing complex in Bordeaux together with climate control and plastic and trim products plants in Charleville-Mezieres.

The Bordeaux facility, which opened in 1973, was originally designed to produce automatic transmissions. It was expanded in 1976 to produce manual transaxles for Ford's European front-wheel-drive Fiesta and later for Escort, including the Brazilian-built Escort. In 1989, the Bordeaux facility began production of the new CTX (continuously variable transmission). From the beginning of powertrain manufacturing in Bordeaux through March 1994, more than 17 million transmissions have been made by Ford in France. A transfer line is now in operation for the new gearbox which will be fitted to the green "Sigma" engine. Ford France also is the leading exporter of automotive components in France.

Germany — Ford Werke AG was formed in 1925, and the company's first assembly plant began operating in Berlin a year later. In 1931, a new assembly and manufacturing plant was opened in Cologne.

Today, Ford of Germany has an engine plant, parts distribution center and assembly operations at Cologne (Fiesta and Scorpio cars); an assembly plant at Saarlouis (Escort cars); operates the manufacturing complex at Genk, Belgium (Mondeo and Transit cars), as well as component factories at Düren (rear axles and transmissions) and Wülfrath (transmission, steering and suspension components). The



Ford Transit

Escort Cabriolet and the Escort Cosworth are assembled at the Karmann plant in Rheine.

There also is a major research and engineering complex at Cologne-Merkenich, which includes a design center, testing and development laboratories, a safety test facility and a test track offering special surfaces, together with a full-scale wind tunnel. A Ford plastics plant began operating in 1981 in West Berlin and was expanded in 1984.

In mid-1993, Ford Plastic and Trim Products assumed control of the Berlin plastics plant which manufactures trim components for Ford of Europe vehicles.

In Germany, the most successful Ford models in 1993 were the Escort, followed by Fiesta and Mondeo. For the fifth consecutive year, the Fiesta was number one in its class in Germany in 1993. The biggest commercial vehicle sales success in Germany continues to be the Transit.

Hungary — Ford's connection with Hungary dates back to 1907, when

Henry Ford chose Jozsef Galamb, a Hungarian, to lead the development efforts of the famous

Ford Model T. In May 1992, Ford opened an automotive components plant in Székesfehérvár (near Budapest) to manufacture high-tech ignition coils and fuel pumps for export to Ford and other automotive manufacturers in Western Europe. In 1995, the plant also will begin producing starter motors for Western Europe. The plant is the main headquarters for the Ford Hungaria, Kft.

Ireland — Henry Ford and Son, Ltd. was established in Cork in 1917. It is the only Ford company bearing the full name of the founder in its title. The headquarters and sales offices are located in Cork.

Italy — Ford established a national sales company in Italy in 1923. The headquarters and sales offices of Ford Italiana S.p.A. are in Rome. Ford Italy has a parts distribution center in Pomezia, outside of Rome,

Ford Escort wagon



and two training centers, one in Zingonia (Northern Italy) and one in Rome, with an average of 3,000 participants each year.

Ghia S.p.A. Turin, is a wholly owned subsidiary and operates as an international design studio for Ford.

Despite the country's economical crisis in 1993, Ford Italy maintained its position as the number one importer. The Ford Fiesta retained status as the best-selling imported car in 1993.

The Netherlands — A Ford company was established in Holland in 1924. Ford Nederland B.V. has a sales office in Amsterdam.

Norway — Ford Motor Norge A/S was founded in 1960. Ford Credit joined the company in 1988. The headquarters and sales offices are in Kolbotn (outside Oslo).

Portugal — Ford Lusitana S.A.R.L. was incorporated in 1932, and since 1964 has operated an assembly plant in Azambuja (30 miles north of Lisbon), in which medium commercial vehicles (Transit) are built. Headquarters and sales offices are in Lisbon.

A new radio and audio components plant, Ford Electronica Portuguesa, started production in November 1991 at Palmela (in the Setubal area south of Lisbon). This plant will employ 1,700 people when in full

Technician at the
Enfield electronics plant
in England



production late in 1994. Actual monthly production is more than 23,000 units.

In December 1991, AutoEuropa, the new joint venture company formed by Ford and Volkswagen to produce a new minivan in late 1994, began construction of its new factory at Palmela. The plant will produce about 180,000 units per year.

Spain — Ford vehicles were first sold in Spain in 1907, and a national company was founded in Cadiz in 1919. Assembly operations began in 1920, were subsequently moved to Barcelona, and remained active until they were sold in 1954. In 1973, Ford renewed operations in Spain with the incorporation of Ford España S.A. and the opening of a sales office in Madrid.

The car assembly and manufacturing complex at Almusafes (near Valencia) produces Fiesta and Escort cars, and manufactures engines. In September 1990, a new \$68 million plant, at Puerto de Santa Maria near Cadiz, started producing electronic control modules.

Sweden — Ford Motor Company A/B was founded in Stockholm in 1924. Assembly operations began in 1949 but were discontinued in the late 1950s. The company's headquarters and sales offices are in Stockholm. In 1993, Ford Sweden was the number one importer for the 13th consecutive year.

Switzerland — Ford Motor Company (Switzerland) S.A. was established in 1959. Headquarters and sales offices are in Zurich.

Turkey — Ford has been in business in Turkey since 1928. In 1983, Ford acquired a 30 percent equity interest in Otosan, a dealer-assembler with which Ford maintains supply, license and technical assistance agreements. Otosan manufactures Ford Taurus cars and pickup trucks, Transit vans and Cargo trucks, and is the market leader in the commercial vehicle market. At the end of 1993, Otosan began assembling Escorts in its Istanbul plant.



Ford Transit

United Kingdom — Ford cars were first sold in Britain in late 1903, less than six months after Ford Motor Company's founding. By 1909, business prospects in Europe were so encouraging that a branch of the United States parent company was opened in England. Two years later, Ford established a company in Manchester and built its first car assembly plant at nearby Trafford Park. In 1931, production was transferred to a newly built factory at Dagenham (Essex), which was then Europe's largest car factory. Today, the original Dagenham building also houses an engine plant and is part of a vastly expanded assembly and manufacturing complex.

Ford Motor Company Ltd. in Britain today produces cars, trucks and automotive parts sold throughout Europe and the world. Within a 35-mile radius of its headquarters in Brentwood, Essex (20 miles from London), Ford of Britain operates five manufacturing and assembly facilities, located at Dagenham (Fiesta cars and vans), Croydon, Enfield, and Basildon. Other Ford of Britain facilities are in Swansea, Treforest and Bridgend in Wales; Halewood near Liverpool (Escort and cars and vans); Daventry and Leamington in the Midlands, and Southampton in the south of England (Transit vans and buses).



Mondeo CLX

In 1993, Ford was the car market leader for the 17th consecutive year in the United Kingdom, with Escort ranking as the best-selling car. Additionally, Fiesta and Mondeo took second and fifth place respectively. Transit was the best-selling commercial vehicle in Britain for the 28th consecutive year. Ford also maintained leadership of the light and medium commercial vehicle markets.

Fiesta Brio



ASTON MARTIN LAGONDA LIMITED

Beginning in 1987, Ford Motor Company had acquired 99.5 percent of Aston Martin Lagonda Ltd., with the balance remaining in private hands. Since then, Ford has brought Aston Martin the financial, material and technical resources necessary for its continued success and growth.

Aston Martin announced its expansion plans in 1992, including the 1994 arrival of a new and more compact model, the Aston Martin DB7. An agreement was reached with Tom Walkinsaw's TWR Group and a new company, Aston Martin Oxford, was formed to support the design and development of the Aston Martin DB7.

The new Aston Martin company will acquire TWR's manufacturing facility at Bloxham and Engineering Centre at Kidlington, both located in Oxfordshire.

In 1992, Aston Martin introduced an estate car derivative of the Virage Coupe, known as the Shooting Brake, and the twin supercharged 550 horsepower Vantage Coupe.

In early 1993, the Aston Martin DB7 with a 3.2-litre straight-six supercharged engine was introduced along with a Ghia-designed Lagonda Vignale concept car for the luxury car market. Production of the Aston Martin DB7 is scheduled to begin in mid-1994 with deliveries to customers in Britain during August and mainland Europe in September. Sales of the DB7 in the United States and Canada will begin during the third quarter of 1995.

Aston Martin Lagonda's world dealer network is expanding from 42 to 100 dealers by the end of 1994. In order to support the expenditure necessary for the design and development of the Aston Martin DB7, Ford has recapitalized the company and increased its share holding in Aston Martin Lagonda from 75 percent to 99.5 percent.



Aston Martin DB7

JAGUAR CARS LIMITED

Ford Motor Company acquired Jaguar, headquartered in Coventry (100 miles north of London), in February 1990. Ford provides the financial support for the company, but allows it complete independence to continue designing and building its world-famous "Jaguar" nameplate.

Jaguar began in 1922 when William Lyons and William Walmsley founded the Swallow Sidecar Company. From motorcycle sidecars, they branched into custom-bodied automobiles and, in 1931, into their own line of high-performance automobiles called "SS" cars. The first use of the name Jaguar was in 1935.

Motorsports — most notably Jaguar's domination of the Le Mans 24-Hour Race in the 1950s — helped establish the nameplate's reputation for performance and engineering innovation.

Forty years ago, a Jaguar XK120 became the first car ever to exceed 100 mph — proving the company's claim that a Jaguar was the world's fastest production car. In 1992, Jaguar again reclaimed this crown when its styling and technology flagship — the stunning XJ220 — recorded a top speed of 217 mph on a test track at Nardo, Italy.

Current Jaguar production models include the XJ6, XJ12 sedans and XJS range of grand touring coupes and convertible models. In mid-1994, Jaguar began the launch of the exciting X300 model.

Jaguar Cars Inc., the U.S. subsidiary, is located in Mahwah, New Jersey, and sells approximately 45 percent of total Jaguar production through 129 dealers.

Eastern Europe and Export Operations — handles the sale and service of European-sourced Ford products in 63 markets. Ford's Eastern Europe and Export Operations also coordinates the supply of European-sourced vehicles and components to Ford affiliates and associate companies worldwide.

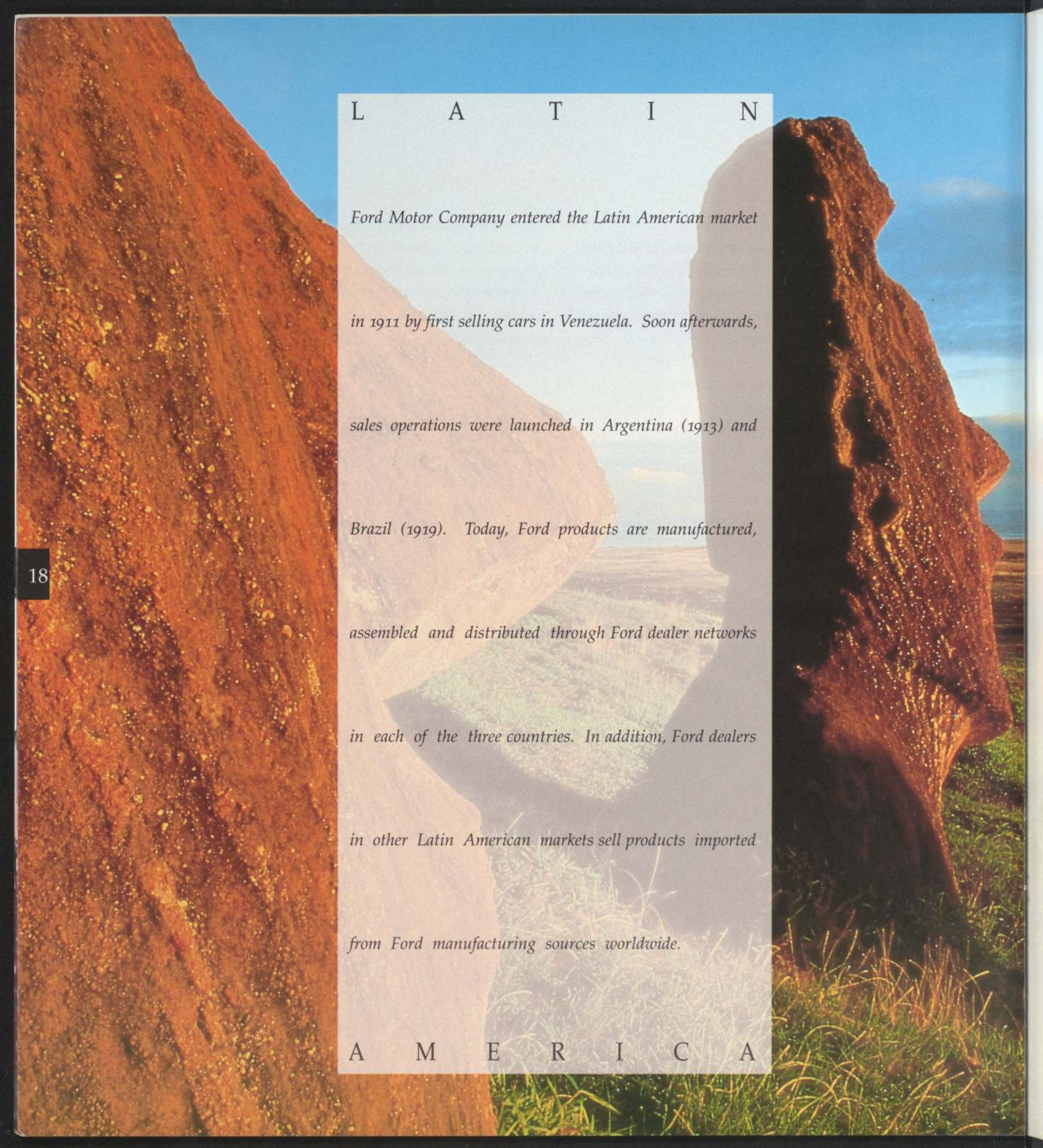


Jaguar XJ6

The most important export markets for European-sourced, built-up vehicles are Taiwan, Greece and Poland, with other Eastern European countries and the new Commonwealth of Independent States offering the newest growth opportunities.

In 1993, a total of 24,500 Ford of Europe units were shipped to countries of the former Eastern Bloc (excluding East Germany). Ford export sales in 1993 totalled \$504 million in vehicle sales. Today, Ford has 237 dealers in countries that comprise the Eastern Bloc.

The best-selling Ford European export car products in 1993 were the Mondeo and Escort. The best-selling Ford trucks were the Courier model in the light commercial vehicle segment and Transit model in the medium segment.



L A T I N

Ford Motor Company entered the Latin American market in 1911 by first selling cars in Venezuela. Soon afterwards, sales operations were launched in Argentina (1913) and Brazil (1919). Today, Ford products are manufactured, assembled and distributed through Ford dealer networks in each of the three countries. In addition, Ford dealers in other Latin American markets sell products imported from Ford manufacturing sources worldwide.

A M E R I C A



Ford continues to be represented in Venezuela by a wholly owned subsidiary. In Brazil and Argentina, however, Ford participates today through the Autolatina joint venture arrangement which was formed in July 1987 when virtually all of Ford's automotive and credit operations were merged with those of Volkswagen (VW). Headquartered in Sao Paulo, Brazil, Autolatina is owned 49 percent by Ford and 51 percent by VW. Autolatina manufactures and sells both Ford and VW products.

Autolatina is the largest private company in Latin America and the largest automotive concern in Brazil and Argentina. The Ford model line produced and marketed by Autolatina includes Escort (based on the European design), Versailles /Galaxy (Brazil), F-Series and Cargo trucks.

In 1993, a 10 percent market share, based on sales of 30,959 units, ranked Ford as the third best-selling nameplate in Argentina. Ford continued its leadership of the Argentine truck market in 1993, achieving a market share of 26 percent with total commercial vehicle sales of more than 18,400. When Ford and VW sales are combined,



Autolatina Brasil S.A., with seven manufacturing sites, operates one of the largest industrial complexes in Brazil

Autolatina Argentina holds a 25.2 percent share of the combined car and truck market.

More than 164,000 Ford vehicles were sold in Brazil in 1993; including 116,313 cars and more than 47,000 trucks. Ford ranked fourth with a 14.5 percent market share. When Ford and VW sales are combined, Autolatina holds a 46.8 percent share of the car and truck market in Brazil.

In Venezuela, Ford had a total market share of 18.3 percent, selling 22,872 vehicles.

Argentina — Argentina was home to the first automotive assembly plant in Latin America, which was built by Ford in the Boca district of Buenos Aires in 1922, nine years after Ford opened its first sales branch in the country. The former Ford Motor Argentina S.A. was incorporated in 1959.

In 1987, Autolatina Argentina S.A. was formed by the merger of Ford Argentina and Volkswagen Argentina. The General Pacheco complex (near Buenos Aires), assembles Ford Escort cars and

F-Series trucks, as well as VW cars. General Pacheco also produces engines, stampings, and houses the company's administrative headquarters.

Autolatina Argentina also operates a foundry (Metcon) located at Villa Constitution in the Santa Fe province and a transmission and axle plant (Transax) in Cordoba. This plant also manufactures transaxles used in Autolatina Brazil and other Ford Argentina products.

Brazil — A year after Ford established sales operations in Brazil in 1919, a former skating rink was rented in Sao Paulo for vehicle assembly.

Later, in 1921, a new plant was built at Bom Retiro in downtown Sao Paulo. This was replaced in 1953 by a larger plant in the city's Ipiranga district. The former Ford Brasil S.A. resulted from the merger of Ford Motor de Brasil with another local automaker, Willys Overland, in 1968. Today, Ford Brasil operates as a division of Autolatina Brasil S.A., the joint venture between Ford Motor Company and VW.

The two largest manufacturing complexes under Autolatina's umbrella are located at Sao Bernardo City, near Sao Paulo. The first one is the

Anchieta plant where the Ford Versailles range (two-and-four door) and VW cars are produced. The second, Taboao, is dedicated to the production of the Ford Escort subcompact car (European design) and the car-derived Pampa pickup.

A truck assembly plant at Ipiranga produces Ford Cargo and F-Series



Explorer XLT

models, as well as the entire line of VW trucks. Other facilities in the state of Sao Paulo are a foundry at Osasco; a car assembly plant (VW products only), stamping, axle

and transmission plants, and some engine/component manufacturing, all at Taubate; and a vehicle proving ground in Tatui. An electrical wiring and



spring plant is located at Jaboatao (in the state of Pernambuco).

In 1994, Ford began selling a North American-built version of the Taurus, modified for Brazil. The Taurus will complement the U.S.-built Ford Explorer which has sales of about 100 units a month in Brazil. Ford will also introduce the Ford Ranger pickup and the European-built Mondeo to the Brazilian market in mid-1994.

Venezuela — Ford began selling cars in Venezuela in 1911 and created a national company in 1959. Today Ford Motor de Venezuela S.A. has legal, public and governmental affairs offices in Caracas (the nation's capital). Its headquarters, car (Festiva) and truck (F-Series



Escort 4/dr

and Bronco) assembly plants are in Valencia. In 1993, the new Ford Festiva Notch GLX was launched in Venezuela.

Ford began selling imported cars in Venezuela in 1991, and offered the imported Ford Explorer and Taurus in 1993.



Ford Cargo 2422



A S I A

Ford's presence in the Asia-Pacific region formally

began with the opening of a branch of Ford of Canada

in Australia in 1909. At present, Ford-affiliated

companies in seven different countries — Australia,

China, Korea, Malaysia, New Zealand and Taiwan — are

engaged in automotive operations and/or international

business development and relationship functions.

P A C I F I C



Ford is making great strides in the Asia-Pacific region through an increase of North American exports. At the end of 1993, the company launched its retail presence in the People's Republic of China and announced a range of North American-built products to be marketed there.

In 1993, the Ford Falcon led Ford Australia to car sales leadership for the 12th consecutive year. Ford was second to Toyota in total vehicle sales.

Since 1981, Ford has been the top-selling foreign automotive nameplate in Japan. In 1993, Ford sold 45,160 vehicles in Japan, including 39,753 domestic Ford vehicles and 5,407 Ford imports. In Taiwan, Ford was the number one selling nameplate in 1993.

Australia — Ford cars have been sold in Australia since 1904. Growing demand led to the opening of a Ford of Canada sales branch in 1909 and the formation of a Ford company in 1925. Today Ford Motor Company of Australia

Ltd. is the largest producer of vehicles in Australia and has led car sales for the past 12 years.

The company's headquarters are in Broadmeadows (a northern suburb of Melbourne). Assembly operations are located on the same site for Falcon, Fairlane, Ford LTD passenger vehicles, and Falcon commercial utility and panel van models. Ford Australia also has assembly operations at Sydney (Laser) and Brisbane (L-Series and Trader trucks). Facilities at Broadmeadows also include a plastics manufacturing plant, national parts and service operations, a training center and a

research and design center. At Geelong, (50 miles southwest of Melbourne), Ford has casting, engine and stamping plants, machining and chassis operations, and a product engineering center.

Ford Australia markets the Mazda-built Telstar TX-5 (a range of sporty hatchbacks and sedans) and a range of commercial vehicles, including the seven passenger four-wheel-drive Raider from Japan, the Kia-built Festiva from Korea and the Transit van from Britain. In 1994, right-hand-drive versions of the Ford Probe built in the United States went on sale.

Japan — Ford exported its first vehicle to Japan in 1905. In 1925, Ford Japan was formed, property was acquired at Koyasu in Yokohama, and vehicle assembly from imported components was launched. Following

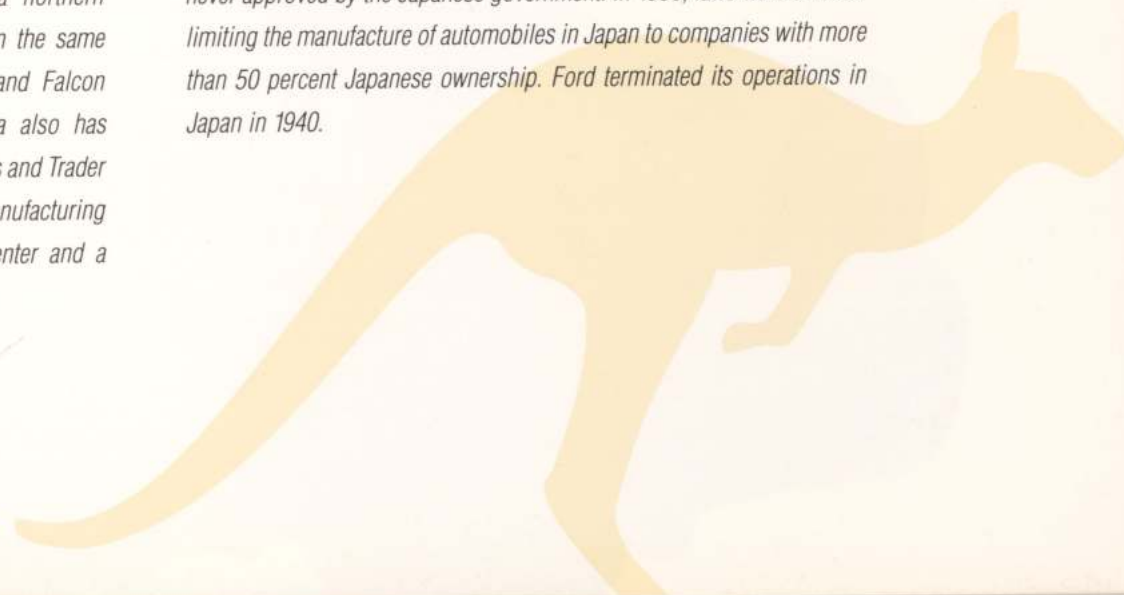
the introduction of the Model A in 1927, Ford Japan installed Asia's first automatic conveyor assembly line. Cars and trucks were produced at the rate of 10,000 per year until 1939, making Ford the leading auto producer in Japan during that period.

In 1935, Ford acquired additional land in

Yokohama (at Tsurumi) to begin manufacturing and assembly of vehicles for the Japanese market, but the permits to proceed with the project were never approved by the Japanese government. In 1936, laws were enacted limiting the manufacture of automobiles in Japan to companies with more than 50 percent Japanese ownership. Ford terminated its operations in Japan in 1940.



Laser 5/dr hatch



In 1945, the Ford properties in the Yokohama area were occupied by the U.S. Army. Ford reacquired its Koyasu property and assembly facility in 1954 and its Tsurumi land in 1958.

For nearly 25 years, Ford did not have a direct presence in Japan, but was represented by 19 independent dealer/importers who were reactivated in 1949. In 1974, the present Ford Motor Company (Japan), Ltd. was established as the importer of Ford products, and local franchise agreements were concluded with the existing dealers. Today, Ford Japan has its headquarters in Tokyo and a product development office in Hiroshima.

In 1979, Ford acquired its 25 percent equity interest in Mazda. The two pieces of Yokohama property were key assets in the Mazda equity transaction. Also in 1979, Ford import car sales peaked at 8,800 units. During the period from 1980 to 1985, Ford import sales declined dramatically, the number of dealers declined, and homologation/pre-delivery inspections were transferred to the U.S. In 1981, Ford and Mazda jointly established Autorama, Inc., an independent distribution channel for Ford products.

In 1987, Mazda was appointed as the importer of selected Ford products for distribution through the Autorama channel, which was already marketing Ford-brand vehicles produced by



Mazda at its plants in Japan. Mazda also assumed homologation and certification responsibility for the imports. In 1988, Autorama began distribution of Ford's North American-produced Ford Taurus and Probe, followed by the Lincoln Continental in 1989 and Ford Thunderbird in 1990.

In June 1989, Ford acquired 34 percent equity in Autorama, Inc. (Mazda held 39 percent) and became active in its management. In July 1992, Ford and Mazda became equal equity partners in Autorama, each owning 36 percent. In December, Autorama increased its paid-in-capital from \$1.4 billion to \$3.9 billion, equally contributed by Ford and Mazda. As a result, Ford and Mazda now each own 45.1 percent equity interest in Autorama.



There are now more than 100 Autorama dealers operating some 300 outlets throughout Japan. Ford dealers in Japan are replacing the original "Autorama" name with the familiar "Ford" oval in their signs and showrooms, and Ford Japan has signed up and launched the first three dual Nissan-Ford dealers.

In Japan, Ford markets a variety of domestic products (Ford-designed, Mazda-assembled vehicles), including Telstar, Laser, Festiva and Spectron and selected imports from North America and Korea. Imported vehicles include: Lincoln Continental, Ford Taurus, Ford Thunderbird, Festiva-5 (imported from Kia Motors Corporation) and new for 1994, right-hand-drive versions of the Ford Probe and of the European-built Mondeo, and the Ford Mustang. An additional small group of independent Ford dealers market select imports — including Lincoln Town Car, Lincoln Mark VIII, Mercury Grand Marquis and Ford Explorer — in key Japanese cities.

In 1987, Ford established a component manufacturing joint venture in Japan — Japan Climate Systems Corporation (JCS) — with Mazda Motor Corporation and Matsushita Electric Industrial Co., Ltd. The three companies hold equal equity interests. JCS began production of air conditioner systems for Mazda in 1988.

Korea — Ford acquired a 10 percent equity in Kia Motors Corporation in 1986. Kia supplies the Ford Festiva, a subcompact car sold in Taiwan, Australia, New Zealand, Venezuela, Japan and some smaller markets. A branch office of Ford International

Business Development Inc. was established in Seoul in 1986 to coordinate overall Ford activities in Korea.

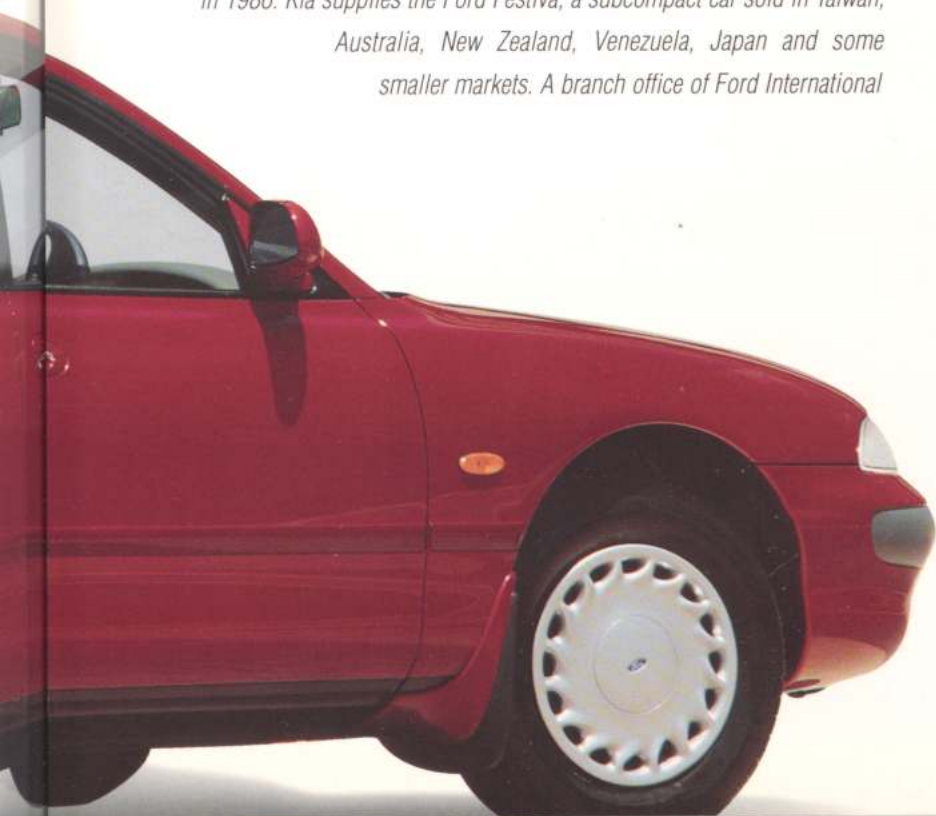
Ford has also established two component manufacturing joint ventures in Korea. One, a 50/50 joint venture, involving Ford and the Mando Machinery Corporation, is called Halla Climate Control Corporation (HCC). HCC began manufacturing aluminum radiators for the Korean domestic automobile industry in April 1987 and heating/air conditioning systems in April 1988. The second JV, Korea Automotive Components Corporation (KACC), is a 49/51 JV with Ford and the Korea Machinery Corporation. KACC initiated operations in September 1988, and produces oil pumps and water pumps for use in Ford engines worldwide.

In 1988, Ford began selling North American-sourced Ford products (Mercury Sable and Lincoln Continental) in Korea through its designated agent, Kia Service Company. In 1989, Ford and Kia agreed to market Sable through the Kia Motors distribution system in Korea.

Malaysia — Ford, which has had a formal presence in Malaysia since 1926, created a joint venture in 1981 with the Sime Darby group. Now called AMIM Holdings, its majority



Econovan



Ford Telstar 4/dr

stockholder is Tractors Malaysia, a majority-owned subsidiary of Sime Darby, with a 70 percent share. Among other automotive-related activities,

AMIM Holdings wholesales Ford Laser and Telstar cars, Econovan, Spectron and Trader light-and medium-duty trucks, and markets Ford parts and accessories and industrial engines. AMIM Holdings subcontracts assembly of vehicles to its wholly owned subsidiary, Associated Motor Industries of Malaysia Sdn. Bhd.

In 1990, Ford established a component manufacturing joint venture in Malaysia with Mazda Motor Corporation and Sanyo Electric Co., Ltd. on an equal equity share basis. In 1992, the joint venture — FMS Audio Sdn. Bhd. — began manufacturing car audio systems for Ford, Mazda and Sanyo.

New Zealand — Ford exported cars to New Zealand for about 20 years before a national company, Ford Motor Company of New Zealand Ltd. was established in 1936. Vehicles originally were assembled in Lower Hutt (near Wellington). A second assembly plant at Manukau City, in the Auckland area, was established in 1973.

Ford New Zealand underwent a major restructuring in 1987-88, including relocation of all operations to the Manukau City site. In 1987, Ford and Mazda Motors of New Zealand Ltd. formed a joint manufacturing company, Vehicle Assemblers New Zealand Ltd. (VANZ), with Ford New Zealand holding a 74 percent equity.

VANZ is now the largest vehicle assembly company in the country and assembles Ford Laser and Telstar cars and Ford Econovan, Courier, and Trader, as well as Mazda car and truck products in the Auckland area. Ford New Zealand's Alloy Wheel Plant in the Auckland area, exports more than 530,000 wheels (wheel sets) annually, primarily to North America.

Today, Ford New Zealand also markets Fairlane/LTD and Falcon/Fairlane cars imported fully assembled from Ford Australia and the Ford Festiva built by Kia Motors in Korea.

Taiwan — Ford Lio Ho Motor Company Ltd. was established in 1972 in Chung Li, near Taipei. The manufacturing and vehicle assembly complex produces Festiva, Laser and Telstar cars and Pronto and Econovan trucks. In addition, Ford Lio Ho markets Mondeo imported from Europe, and Probe and Taurus from North America.

China — Ford Motor Company's interest in China spans more than 80 years. It began in 1913 when Ford sold some 250 Model T's in the Dutch East Indies, Siam, Indo-China and China.

In 1928, a sales and service branch was organized in Shanghai and remained functional until the beginning of World War II. By the end of 1929, a number of tractors, built at the Ford plant in Cork, Ireland, also were shipped and sold in China.

Ford's modern day involvement in China began in June 1978 when Henry Ford II and other Ford executives met with Deng Xioping — becoming the first U.S. automotive manufacturer to pursue the Chinese market. During a noted conversation, Henry Ford II mentioned that the company was "interested in participating in the development of the



Econovan

automotive industry in the People's Republic of China." To the Chinese, this was interpreted as a commitment to establishing a great presence in China.

Beginning in 1980, Ford conducted numerous training programs for Chinese engineers that continue today. Several of these engineers hold senior positions with China's largest automotive manufacturers.

Exports to China also have greatly increased in the last couple of years. In 1992, Ford shipped more than 3,000 Ford North American-built Tempos to the People's Republic of China for use as taxicabs. In 1993, the Chinese government purchased another 5,200 Ford Tempos.

In 1993, Ford launched its retail presence in China. By 1994, there were 13 Ford dealers to sell a range of vehicles, including Ford Escort, Tempo, Taurus, Crown Victoria, Lincoln Town Car and Ford Windstar



minivans. Service facilities also have been established in 12 major Chinese cities.

In 1993, Ford Motor Company and China's Natural National Science Foundation established the \$1.6 million Ford China Research and Development Fund. In May 1994, 25 research grants were awarded to support research in the areas of electronics, new

computer techniques, alternative fuels, high-durability coatings, new plastic materials and composites, new process control techniques for manufacturing, and environmental science and technology.

India — In a joint venture with Maruti Udyog, Ltd., (the dominant automotive manufacturer in India), Ford finished construction on an aluminum radiator plant in Bhiwadi, Rajasthan, to support domestic automotive manufacturers. It is Ford's first presence in India since limited assembly and sales operations were terminated in 1956.



Telstar TX-5 hatchback

F I N A N C I A L

S E R V I C E S

Ford has two core businesses: automotive and financial services. The company's goal is to become a leader and growing competitor in financial services. Ford's goal is for financial services to contribute at least 30 percent of total profits over the course of a normal business cycle. The Ford Financial Services Group is comprised of Ford Credit, The Associates and USL Capital.

Ford Motor Credit Company — is a worldwide leader in providing financial services and products to the automotive industry. It provides vehicle financing for about 6,300 Ford, Lincoln-Mercury, Ford Truck and affiliated dealers, and five million retail customers in the U.S., Puerto Rico, Canada and Australia. In 1993, Ford Credit launched a vehicle financing operation in Japan.

Ford Credit oversees the activities of Ford Motor Company's international vehicle financing affiliates in 19 additional countries. The company also manages the insurance businesses of The American Road Insurance Company.

Ford Credit's non-Ford financing subsidiary, PRIMUS Automotive Financial Services Inc., provides private-label financing to Mazda and Jaguar dealers and financing to other automotive dealers under the PRIMUS name.

Ford Credit's net income for 1993 was a record for the third consecutive year at \$1.2 billion. Ford Credit's wholesale market share in 1993 was a record 81 percent and its retail share was 38 percent.

Incorporated by Ford in 1959, Ford Credit had assets of \$70 billion, excluding approximately \$12 billion managed internationally, at the end of 1993. There are more than 200 branch offices worldwide.

The Associates — is a leading provider of consumer and commercial finance products, leasing and credit-related insurance. Acquired by Ford in October 1989, it is based in Dallas, Texas, and has operations in the United States, the United Kingdom, Japan, Puerto Rico and Canada.

In the United States, The Associates is the second-largest independent finance company with 1,307 branches. On an international level, The Associates has 274 branches. It owns and manages assets of \$28 billion, excluding \$3 billion managed internationally.

Consumer finance products offered by The Associates include home-equity secured loans, direct consumer loans and retail sales financing. Through its bank affiliate, The Associates is one of the largest insurers of Visa and MasterCard credit cards, serving more than 3 million accounts nationwide.

Commercial finance products offered by The Associates include financing and leasing of heavy-duty trucks and truck trailers, construction and communications equipment, manufactured housing, and truck and automobile fleets. Other services include auto clubs and corporate and governmental employee relocation services.

The Associates also manages large consumer finance office networks in the United Kingdom ("Associates Capital Corporation, Ltd." — 35 branches), Japan ("AIC Corporation" — 201 branches), Puerto Rico (30 branches) and Canada ("Associates Capital Corporation of Canada" — four branches). In Japan, AIC is the largest U.S.-owned consumer finance company.

A solid contributor to Ford's earnings, Associates Corporation of North America (The Associates' main operating unit) achieved its 17th consecutive year of record earnings in 1993 with net income of \$523.7 million, up 19 percent from \$439.7 million earned in 1992.

USL Capital — is a large and diversified equipment leasing and financing organization with significant operations in most major equipment markets. The company finances a wide range of items, including rail cars and marine equipment, refineries, power plants and other industrial facilities, as well as commercial aircraft. It is a major source of funds for business equipment, computer and communications systems, office furnishings and general-equipment transactions. Its fleet services activity is one of the nation's ranking commercial fleet leasing and management operations. USL Capital also is a source for corporate and municipal financing.

Through its six major business units, USL Capital operates throughout the United States and the United Kingdom. Acquired by Ford in 1987 with headquarters in San Francisco, Calif., USL Capital has assets of \$8 billion, including approximately \$3 billion of assets managed for Ford Credit.

F O R D M O T O R L A N D S E R V I C E S

Ford Land

Ford Motor Land Services Corporation is responsible for providing cost-effective real estate strategies and services to all Ford activities worldwide. These services include construction, engineering, architectural, space planning, purchase, sale, leasing, development and facilities management.

Development of the 2,360-acre Fairlane business, retail and residential community in Dearborn, Mich., is a primary responsibility of Ford Land. This development has added 2.7 million square feet of office space, 3 million square feet of retail and 2.1 million square feet for light industrial uses; as well as 1,300 residences and 1,500 hotel rooms in the area surrounding Ford Motor World Headquarters. Fairlane includes The Ritz-Carlton Hotel, The Hyatt Hotel, Fairlane Towne Center and the Tournament Players Club of Michigan (TPC), a private golf club designed by Jack Nicklaus that annually hosts the Ford Senior Players Championship.

Recent activities of Ford Land's corporate real estate department include ongoing occupancy cost reduction programs, consolidation of Ford Credit collection offices, consolidation of parts distribution facilities in Canada and the U.S., and disposition of surplus company-owned properties.

Major programs for the European Real Estate Operations include: the sale and leaseback of \$65 million of company housing in Britain; overseeing office space in Merkenich and Dunton for collocation needs; and development of an industrial park in Portugal for suppliers of the VX62, a joint Ford/VM minivan program.

Ford Land's dealership real estate department assists in the modernization or relocation of dealerships in the United States, Canada and Europe, including assistance with retail distribution strategies for Jaguar.

Current major development activities include a 35-acre retirement community, a 142-acre high-tech business park, and a 68-acre, 600,000 square foot retail center in Fairlane, in addition to a 1.3 million square foot retail mall in California.



F O R D M A N U F A C T U

North America

Altec Electronica, Chihuahua (Mexico): Audio products, electronic modules, controls, clusters

Atlanta (Ga.) Assembly: Ford Taurus, Mercury Sable

Atlantic Automotive Components, Benton Harbor (Mich.): Ford Plastic and Trim Product Division joint venture

Auto Alliance International, Inc., (Mich.): Ford Probe, MX-6 and 626 for Mazda

Autovidrio Glass Plant, Juarez, Chihuahua (Mexico): Automotive glass

Batavia (Ohio) Transmission: CD4E, ATX automatic transaxles

Bedford (Ind.) Plant: Powertrain and fuel handling components

Buffalo (N.Y.) Stamping: Body panels for most car and truck lines

Carlex Glass Co., Vonore (Tenn.): Ford Glass Division

Carplastic, Hermosillo (Mexico): Instrument panels, plastic trim parts, head and rear lamps

Carplastic, Monterrey (Mexico): Automotive lamps and assorted plastic components

Chesterfield (Mich.) Trim Plant: Seat covers and assemblies

Chicago (Ill.) Assembly: Ford Taurus, Mercury Sable

Chicago (Ill.) Stamping: Body panels

Chihuahua (Mexico) Engine: Four-cylinder engine

Cleveland (Ohio) Casting: Cylinder blocks/heads, manifolds, crankshafts

Cleveland (Ohio) Engine 1: 4.9-liter six-cylinder and 5.0-liter V-8 engines

Cleveland (Ohio) Engine 2: 2.5-liter V-6 Duratec engine, parts for other engine plants

Climate Systems Mexicana, Queretaro (Mexico): Ford Climate Control Division joint venture, Heaters, A/C hoses

Coclisa Plant, Juarez (Mexico): Radiators, A/C, heater components and systems

Connersville (Ind.) Plant: A/C components and engine components

Cuautitlan (Mexico) Assembly: Ford Tempo, Topaz, Ford Contour, Mercury Mystique (late '94), Mercury Grand Marquis, Ford F-150, F-250, F-350 trucks

Cuautitlan (Mexico) Casting: Cylinder blocks/heads, manifolds, clutch housings, bearing caps, flywheels, water pump hubs

Cuautitlan (Mexico) Engine: 5.0, 5.8-liter V-8 engines, V-6 3.8-liter intake manifolds, 5.0-liter HO and 4.6-liter V-8 engine dress-up

Dearborn (Mich.) Assembly: Ford Mustang

Dearborn (Mich.) Engine: 1.9-liter engine, fuel tanks

Dearborn (Mich.) Frame: Frames and hinges for most RWD car and truck lines

Dearborn (Mich.) Glass Plant: Automotive glass

Dearborn (Mich.) Stamping: Body panels

Dearborn (Mich.) Tool & Die: Stamping dies

Delphos Plant, Delphos (Ohio): Ford Climate Control Division joint venture

Edison (N.J.) Assembly: Ford Ranger, B-Series compact pickup truck for Mazda

Essex (Ontario) Aluminum: Cylinder heads, pistons and intake manifolds

Essex (Ontario) Engine: 3.8-liter V-6 engines and 3.8-liter supercharged engines

Ford Motor Company Caribbean (Puerto Rico) Bearings, pumps, shafts, cages and rollers

Halla Climate Control of Canada, Belleville (Canada): Ford Climate Control Division joint venture

Hermosillo (Mexico) Stamping and Assembly: Ford Escort four-door sedan, station wagon, Mercury Tracer

Indianapolis (Ind.): Steering gears, pumps, steering columns

Kansas City (Mo.) Assembly: Ford Tempo, Mercury Topaz, light trucks, all Ford F-Series Supercabs and Flareside trucks: Ford Contour, Mercury Mystique (7/94)

Kentucky Truck (Louisville): Ford medium/heavy trucks, commercial light trucks

Lima (Ohio) Engine: 2.3, 3.0, 7.0 and 7.5-liter engines

Livonia (Mich.) Transmission: AXOD, AODE and AOD transmissions

Lorain (Ohio) Assembly: Ford Thunderbird, Mercury Cougar, Ford Econoline and Club Wagon

Louisville (Ky.) Assembly: Ford Explorer, Ranger and Navajo sport utility for Mazda

Markham (Ontario) Electronics Plant: Safety and convenience, driver information and vehicle controls

Maumee (Ohio) Stamping: Body panels

Michigan Truck (Wayne): Ford light trucks, all Ford Bronco models

Milan (Mich.) Plastics Plant: Bumpers, fuel tanks and small plastic parts

Monroe (Mich.) Stamping: Body panels, catalytic converters, wheels, coil springs, stabilizer bars

Mt. Clemens (Mich.): Trim components, headliners, Plastics Plant

Nascote Nashville (Tenn.): Ford Plastic and Trim Products Division joint venture

Nashville (Tenn.) Glass: Automotive and architectural glass

Norfolk (Va.) Assembly: Ford light trucks (F-350 regular cabs, F-350 DRW regular cabs)

North Penn Electronics Plant, Landsdale (Pa.): Electronic engine and braking controls and sensors



1993 WORLDWIDE VEHICLE SALES

FORD WORLDWIDE VEHICLES SOLD

6,105,000

(rounded to nearest 100,000)



NORTH AMERICA
3,967,000



EUROPE
(East & West)
1,511,000



ASIA-PACIFIC
305,641



LATIN AMERICA
256,000



MIDDLE EAST
& AFRICA
44,000

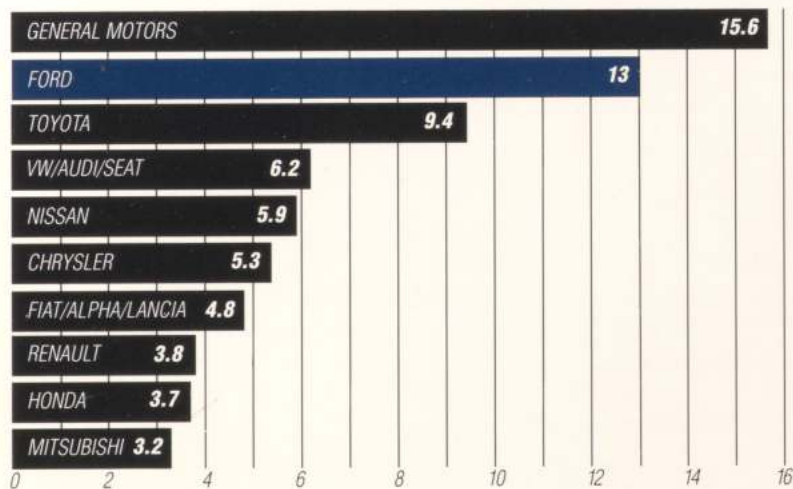


OTHER
24,000

1993 WORLDWIDE MARKET SHARE

Company

Total share % (rounded to nearest tenth)



R I N G O P E R A T I O N S W

Oakville (Ontario) Assembly: Ford Windstar

Ohio Assembly (Avon Lake): Ford Econoline and Club Wagon bodies, Mercury Villager minivan, Quest for Nissan

Ontario Truck (Oakville): Ford light trucks

Penstone, Inc., Rockwood (Mich.): Ford Glass Division joint venture

Polycon, Guelph (Ontario): Ford Plastic and Trim Products Division joint venture

Rawsonville (Mich.) Plant: Electrical and fuel handling components and alternators

Romeo (Mich.) Engine: 4.6-liter V-8 engines

Saline (Mich.) Plastics Plant: Instrument panels, instrument cluster and consoles

Sandusky (Ohio) Plastics Plant: Head lamps, fuel vapor storage systems, rear lamps, air-handling systems

Seating Systems Technologies, Louisville (Ky.): Ford Plastic and Trim Products Division joint venture

Sharonville (Ohio) Trans.: E40D and C6 automatic transmissions for light trucks

Sheldon Road Plant, Plymouth (Mich.): Heaters, A/C components, radiators

Sterling (Sterling Hgts., Mich.): Rear axles, driveshafts, I-beams, independent rear suspension carriers

St. Louis (Mo.) Assembly: Ford Aerostar, Explorer (1/95)

St. Thomas (Ontario) Assembly: Ford Crown Victoria, Mercury Grand Marquis

Toledo Molding and Die, Toledo (Ohio): Ford Climate Control Division joint venture

Trans-Canada Glass, Vancouver, British Columbia (Canada): Ford Glass Division joint venture, (glass distribution)

Tulsa (Okla.) Glass Plant: Automotive and architectural glass

Twin Cities (Minn.) Assembly: Ford Ranger, Ranger Super Cab, Ranger Splash

Tycos Tool, Concorde (Ontario): Ford Plastic and Trim Products Division joint venture

Utica (Mich.) Trim Plant: Seat cushions, headrest, trim panels, headliners, bumper fascias

Van Dyke (Sterling Hgts., Mich.): AX4N transaxles, front suspensions, rear suspensions, knuckles, spindles, CV joints

Vitro Flex, S.A., Monterrey (Mexico): Ford Glass Division joint venture

Vulcan (Mich.) Forge Casting: Connecting rod forgings and connecting rod cap forgings

Walton Hills (Ohio) Stamping: Body panels for most car and truck lines

Wayne (Mich.): Stamping & Ford Escort Assembly

Windsor (Ontario) Aluminum: Cylinder blocks and heads for V-6 engines

Windsor (Ontario) Casting: Cylinder blocks and heads and crankshafts

Windsor (Ontario) Engine: 5.8-liter V-8 engines

Wixom (Mich.) Assembly: Lincoln Town Car, Mark VIII, Continental

Woodhaven (Mich.) Stamping: Body panels

Ypsilanti (Mich.) Plant: Electrical components

Europe

Alba Plant, Szekesfehervar (Hungary): Fuel pumps and ignition coils

Autopal Plant, Novy Jicin (Czech Republic): Automotive lamps, components

Aveley (UK): Prototype production

Azambuja (Portugal): Transit vans

Basildon Radiator (UK): Cooling and air conditioning units for cars and commercial vehicles

Belfast (UK): Oil and water pumps and fuel system components

Berlin (Germany): Plastic components including radiator grilles, instrument panels and bumpers

Bloxham (UK): Aston Martin DB7

Bordeaux (France): Automatic transmissions, transaxles and CTX

Bridgend (UK): 1.6 and 1.8-litre Zetec and 1.4-litre CVH engines

Browns Lane (UK): Final assembly of Jaguar XJS, XJ6, Sovereign and Daimler models

Cadiz (Spain): Electronic control modules

Castle Bromwich (UK): Assembly and paint for Jaguar XJS, XJ6, Sovereign

Charleville (France): Heating and ventilation components, plastic components

Cologne Body & Assembly (Germany): Fiesta, Scorpio

Cologne Transmission (Germany): MTX75 and VXT transmissions

Cologne Engine (Germany): Zetec and 4-litre V-6 engines, plus 24v engine blocks

Croydon (UK): Small metal stampings

Dagenham Body & Assembly (UK): Fiesta cars and vans and the Courier van

Dagenham Engine (UK): 2.5 and 1.8-litre Diesel and 2.0-litre DOHC engines

Daventry (UK): Supply and distribution point for Ford parts

Düren (Germany): Rear axles, hubs and transmission assembly

O R L D W I D E



Dunton (UK): Research and Development

Enfield (UK): Instrument clusters, fuel and temperature senders

Estrees St. Denis (France): Parts distribution centre

Genk (Belgium): Mondeo and Transit vans

Halewood Body & Assembly (UK): Escort cars and vans

Halewood Transmission (UK): B5 and MT75 transmissions

Langley - Iveco Ford Truck Ltd. (UK): Cargo trucks

Leamington (UK): Foundry for brake discs, drums, flywheels, manifolds and bearing caps

Lommel (Belgium): Test track, including high-speed track, ride and handling circuits and workshops

Madrid (Spain): Ford of Spain headquarters

Merkenich (Germany): Research and development, supply and distribution point for Ford parts and accessories

Newport Pagnell (UK): Aston Martin Virage, Volante and Vantage

Palmela (Portugal): Audio systems and electronic components

Radford (UK): Engines and transmissions for Jaguar vehicles

Saarlouis (Germany): Escort saloons and estates

Setubal (Portugal): Multipurpose vehicle to be launched in 1995

Southampton (UK): Transit vans

Swansea (UK): Axles, hubs, brake discs and drums, crankshafts, camshafts, connecting rods and commercial vehicle gearboxes

Trafford House (UK): Administration and suppliers

Treforest (UK): Spark plugs and ceramic insulators

Valencia Body & Assembly, & Parts (Spain): Fiesta and Escort cars, and parts distribution

Valencia Engine (Spain): 1.1-litre OHC and 1.3-litre OHC engines

Warley (UK): Ford of Europe head office and Ford of Britain central office

Whitley (UK): Jaguar Engineering Centre

Wülfrath (Germany): Steering and suspension components

Latin America

Anchieta Plant, Sao Bernardo (Brazil): Ford Versailles range

Arbor Plant, Sao Paulo (Brazil): Radios, electronic components

Ipiranga Assembly, Sao Paulo (Brazil): Ford Cargo and F-Series

Jaboatao, Pernambuco (Brazil): Electrical wiring and coil springs

Metcon Foundry, Villa Constitucion, Santa Fe Province (Argentina): iron castings

Osasco Foundry (Brazil): Iron castings

Pacheco Complex (Argentina): Ford Escort (European design), F-Series; also engines and stampings

Taboao Plant, Sao Bernardo (Brazil): Ford Escort (European design) and Pampa pickup truck

Taubate Plant (Brazil): Stampings, axles and transmissions and some engine/component manufacturing

Transax Plant, Cordoba (Argentina): Transmissions and axles

Valencia Plant (Venezuela): Festiva, F-Series and Bronco 4x2/4x4 models

Asia-Pacific

AMIM (Malaysia): Ford-AMIM Holdings joint venture assembly of Laser and Telstar cars, Econovan, Spectron and Trader Trucks

Ballarat, Victoria (Australia): Automotive components

Brisbane Assembly (Australia): L-Series and Trader trucks

Broadmeadows Assembly (Australia): Falcon, Fairlane, and LTD cars and Falcon utility truck. Plastics plant

Climate Systems India, Limited (CSI), Bhiwadi, Rajasthan (India): Ford Climate Control Division joint venture, radiators

Ford Lio Ho Assembly, Chung Li (Taiwan): Festiva, Laser and Telstar cars, Pronto and Econovan trucks

Ford New Zealand Alloy Wheel Plant, Auckland (New Zealand): Wheels

FMS Audio, Penang (Malaysia): Ford Electronics Division joint venture

Geelong (Australia): Casting, engine and stamping plants and machining and chassis operations

Halla Climate Control (HCC), Pyongtaek (Korea): Ford Climate Control Division joint venture

Japan Climate Control Systems (JCS), Hiroshima (Japan): Ford Climate Control Division joint venture

Korea Automotive Components Corporation (KACC), Chanan (Korea): Oil pumps and water pumps

Sydney Assembly (Australia): Ford Laser Cars (closing 9/94)

VANZ, Manukau City (New Zealand): Ford-Mazda joint venture assembly of Ford Laser and Telstar cars and Ford Econovan, Courier, Trader and N-Series trucks

