



January 2009

Ford

Connecting North America

A front-facing view of a silver 2010 Ford Taurus. The car's headlights are on, and there is a bright light flare on the hood. The Ford logo is visible on the grille.

Soul and luxury

2010 Taurus defines sophistication

NAIAS spotlight | Lincoln's latest | Shelby GT500



Introducing
*The BlackBerry® Curve™
8350i smartphone*

*Available now,
only on the Now Network™*

Nextel *direct connect* >

BlackBerry Curve

The Nextel National Network reaches over 274 million people. "Fastest" claim based on initial call set-up time. Coverage not available everywhere. Not combinable with other discounts. Other restrictions apply. See store or sprint.com for details. Research In Motion, the RIM logo, BlackBerry, the BlackBerry logo and SureType are registered with the U.S. Patent and Trademark Office and may be pending or registered in other countries - these and other marks of Research In Motion are used under license. © 2008 Sprint. Sprint and the logo are trademarks of Sprint. All other marks are the property of their respective owners.

www.sprint.com/ford or #866-869-6686

bluefish 
WIRELESS MANAGEMENT™

Take a look at our new models...

FORD World is now @Ford

To continue executing the company's ONE Ford plan, *FORD World* has changed its name to *@Ford* to align with similar Ford publications in Europe and Asia Pacific and Africa.

Your all-new *@Ford* will continue to contain the same great features and content that we brought you via *FORD World* – with important information from around Ford Motor Company and the industry as a whole. As in the past, *@Ford* will be available monthly in Ford facilities and mailed to U.S. retirees.

This inaugural issue includes extensive coverage of the North American International Auto Show. We hope you enjoy the new magazine.

New Web site available

Along with the new *@Ford*, you are now able to access company news and information from any computer with Internet access via our new employee and retiree communication Web site, *@Ford Online* (www.at.ford.com).

Just like any other public Web site, company and industry communications are now available to you via this new information portal. This new site replaces FCN Online.

Available on the new *@Ford Online* site:

- Daily news about Ford from Ford
- Daily news about Ford from outside voices
- Detailed product information
- Access to important forms and key company sites
- The Discount Marketplace
- An archive of Blue Oval Connect e-mails

More features will be added in the coming months. Stay tuned!

FCN NEWS



2 Ford gets gold

New products – the Ford F-150, Ford Escape hybrid engine and Ford Flex score top honors.

3 U.S. sales report

Annual sales report for 2008 illustrates sales drop and freeze as Ford market share edges up.

4 Washington report

How Ford is different than its domestic competitors when it comes to a federal loan.

5 Making it easier

Cutting order complexity makes things easier for customers and those building vehicles.

6 Transformation

How a long-time truck plant is being retooled to build smaller, fuel-efficient cars for the future.

8 Painted cars

Senior car designer likes cars so much, he paints them in his spare time.

9 NAIAS preview

New Ford Taurus unveiled at NAIAS, along with Shelby GT500, Lincoln MKT and Lincoln C concept car.

16 Year in review

A look in the rearview mirror at Ford accomplishments of 2008.

19 Global news

Ranger Max, a new Kuga, Brazilian phone calls, a Canadian visit and "green" design.

20 Back Page

They Said It, Hot Wheels, Bond's girlfriend's car, sofa-sized solution and bodies in stainless.

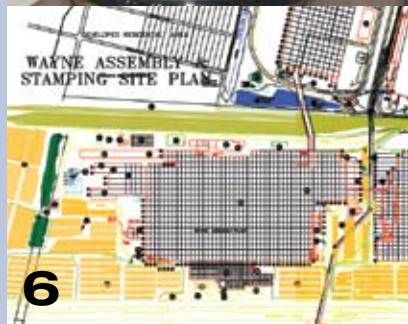
2

6

9

16

19



Publisher: Sara Tatchio | **Associate Publisher:** Steve Kinkade | **Managing Editor:** Robert Musial | **Contributing Editor:** Jenn Corney | **Advertising Coordinator:** Michele Holtcamp | **Distribution:** Neeley Edelman | **Graphic Designer:** Julie Yeiter
Image Coordinator: Brian Wybenga | **Copy Editor:** Floyd Opperman | **Writers:** John Fossen, Chris Rahi Kassab, Diane Majeske, Jeff Majeske, Robert Musial, Keith Price | **Photographers:** Keith Tolman, Sam VarnHagen, Tom Wojnowski

Fax: (313) 248-5570 | **Editorial:** (313) 206-4679 | **Advertising:** (248) 318-6316 | **Address Changes:** (313) 322-3131 (@Ford changes only)

No portion of this magazine may be reproduced without prior written consent of @Ford. Many items advertised in @Ford are available through retail organizations and establishments not connected with Ford Motor Company. Availability, price, safety, quality and durability of these items rest solely with the respective manufacturers and their sales organizations. Ford assumes no responsibility for their use.

@Ford is available online at www.at.ford.com. The magazine is available monthly in racks at all Ford facilities in the U.S. and Canada, and mailed monthly to retirees. Retirees may opt out of mail delivery or make @Ford address changes only at FWINFO@ford.com.





Ford F-150 brings home gold as *Motor Trend's* Truck of the Year

The all-new Ford F-150 has been named the *Motor Trend* Truck of the Year.

"The new F-150 is a thorough, thoughtful upgrade of a highly successful formula," said *Motor Trend* Editor-In-Chief Angus MacKenzie, who presented the award in a ceremony at Ford World Headquarters. "The 2009 model improves on the core attributes that have made the F-150 a best seller for decades."

To win, the F-150 bested competitive trucks in a series of rigorous tests that evaluated vehicle engineering, technology, design, safety, dynamics, performance, quality and value.

Escape hybrid engine picked as one of "Top Best"

The redesigned hybrid engine in the Ford Escape and Mercury Mariner has been named as one of the Ten Best Engines for 2009 by Ward's Automotive Group.

Ford's 2.5-liter, dual overhead cam I-4 hybrid was the only hybrid engine selected as a winner by the publishers of *Ward's Autoworld*.

Judges praised the engine's smooth gas-to-electric transition and its overall quality feel. "Ford engineers have done a tremendous job ... It's the difference between a superior powertrain and a science experiment," said Drew Winter, the magazine's editor-in-chief.



Ford Flex named to auto mag's All-Star team

The all-new Ford Flex has been chosen as one of *Automobile* magazine's All-Stars.

"We were taken by the Flex's exterior design, which is thoroughly modern while harking back to the glory days of U.S. automakers, and by a cabin that is a masterpiece of ergonomic engineering and chock-full of high-tech features," said Jean Jennings, the magazine's president and editor-in-chief.

The winners were chosen after an intensive test drive that measured such categories as design, value, performance, driving enjoyment and the ability to redefine an existing category or create a new market segment.



THE WORLD'S FIRST TOUCH SCREEN BLACKBERRY.®

BlackBerry Storm.

Only on America's Largest 3G Network.

exclusively from **verizon**wireless

Call 1.800.VZW.4BIZ Click verizonwireless.com/storm

Ford Employees and Retirees get 19% Off Nationwide Calling Plans \$34.99 or higher.

Activation fee/line: \$35 (\$25 for secondary Family SharePlan lines w/ 2-yr. Agmts)

IMPORTANT CONSUMER INFORMATION: Subject to Customer Agmt, Calling Plan, & credit approval. Up to \$175 early termination fee & other charges. Offers & coverage, varying by service, not available everywhere. Discounts are subject to corporate customer maintaining a minimum number of lines, proof of employment and may only be available via online business resources. While supplies last. Shipping charges may apply. In CA: Sales tax based on full retail price of phone. ©2008 Verizon Wireless.

Ford grows U.S. retail share to close out challenging year

By John Fossen

Ford, Lincoln and Mercury posted market share increases each month during the fourth quarter of 2008, capping a strong finish to an otherwise challenging sales year.

Ford estimates its market share was 14.6 percent in December, up 0.7 of a point versus a year ago. The last time Ford achieved a U.S. market share increase for three consecutive months was 1997.

"In addition to finishing the year with increased market share, we received several accolades from third parties concerning our world-class quality and safety, and we turned some heads on the fuel economy front with our 41 mpg Fusion Hybrid, the most fuel-efficient midsize sedan in America," said Jim Farley, group vice president, Marketing and Communications.



2009 Ford F-150

The F-Series truck spurred Ford's fourth quarter market share gains. The all-new 2009 F-150 accounted for 8,600 of F-Series sales in December, an increase of 84 percent over the prior month. For the year, F-Series sales totaled 515,513 units, extending its reign as best-selling truck for 32 consecutive years and best-selling vehicle for 27 straight years.

Ford Flex finished 2008 with its best sales month of the year, netting 2,685 sales. Ford Focus posted full-year sales of 195,823, the small car's highest sales year since 2004 and up 13 percent versus full-year 2007.

Ford Fusion posted near-record sales of 147,569 units in 2008.

Lincoln increased its share of the luxury market during the fourth quarter, as its 16 percent sales decline was less than half of the average decline of all other luxury brands.

Full-year 2008 sales of Ford's U.S. domestic brands declined a combined 20 percent and December sales slipped 32 percent.

Market share for the full year of 2008 is estimated at 14.7 percent, down 0.5 of a point versus a year ago. However, this marks the company's smallest decline in year-to-year market share this decade.

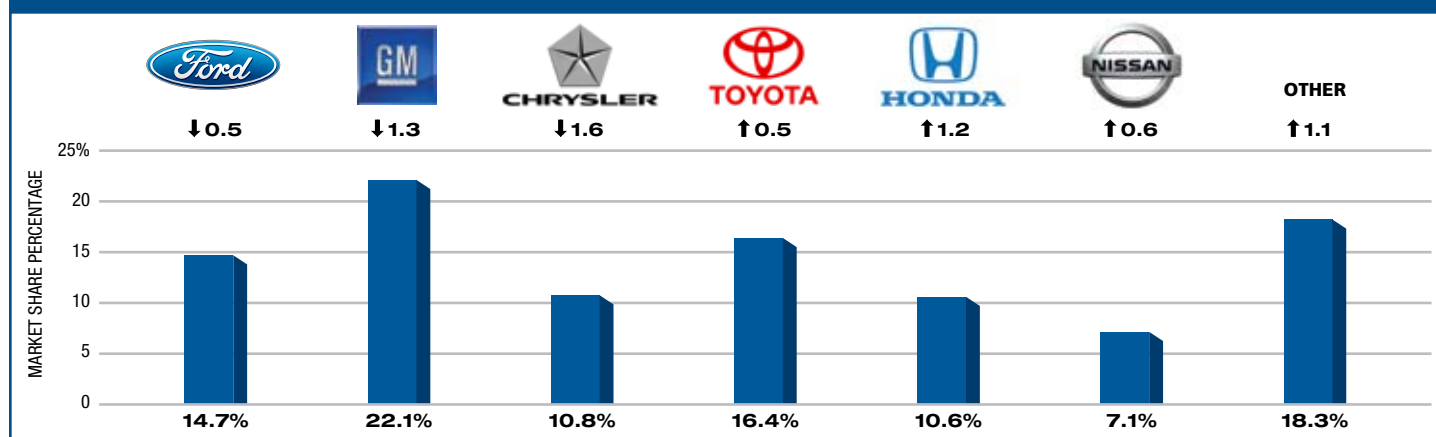
Vehicle Sales

2008 Year-end
U.S. Top-Selling Cars and Trucks

Rank	Nameplate	Units Sold
1	Ford F-Series	515,513
2	Chevrolet Silverado	465,065
3	Toyota Camry	436,617
4	Honda Accord	372,789
5	Toyota Corolla/Matrix	351,007
6	Honda Civic	339,289
7	Nissan Altima	269,668
8	Chevrolet Impala	265,840
9	Dodge RAM	245,840
10	Honda CR-V	197,279
11	Ford Focus	195,823
12	Chevrolet Cobalt	188,045
13	Chevrolet Malibu	178,253
14	GMC Sierra	168,544
15	Toyota Prius	158,884
16	Ford Escape	156,544
17	Ford Fusion	147,569
18	Toyota Tacoma	144,655
19	Pontiac G6	140,240
20	Toyota Tundra	137,249
21	Toyota RAV4	137,020
22	Honda Odyssey	135,493
23	Ford Econoline	124,596
24	Dodge Caravan	123,749
25	Chrysler Town & Country	118,563
29	Ford Edge	110,798
30	MAZDA3	109,957
40	Ford Mustang	91,251

Source: Manufacturers' Reports

U.S. Market Share – 2008 Year-end



Source: Manufacturers' Reports

Ford in a different position as competitors get loans

With the start of 2009, emergency federal loans have started flowing to General Motors and Chrysler.

Ford Motor Company supports this government assistance for its competitors as it aggressively implements its own plan to transform its North American automotive business.

"As we told Congress, Ford is in a different position. We do not face a near-term liquidity issue and we are not seeking short-term financial assistance from the government," said Alan Mulally, Ford president and CEO.

Ford has asked for access to a line of credit of up to U.S. \$9 billion to be tapped only if the U.S. economy worsens this year.

Mulally said Ford hopes to complete its transformation without accessing a government loan.

"For Ford, a line of credit would serve only as a critical backstop or safeguard against worsening conditions, as we drive transformational change in our company," he said.

The emergency government loan to Ford's domestic

competitors was "a prudent step," Mulally said.

"The U.S. auto industry is highly interdependent and a failure of one of our competitors would have a ripple effect that could jeopardize millions of jobs and further damage the already weakened U.S. economy," he said.

Ford's accelerated business plan to achieve profitability by 2011 calls for it to continue aggressive actions to reduce costs so that it can deliver more of the safe, affordable, high-quality, fuel-efficient vehicles that consumers want and value.

These actions include:

- delivering best-in-class or among the best fuel economy with every new vehicle introduced, through EcoBoost™ engines and other advances.
- investing approximately \$14 billion on advanced technologies to improve fuel economy over the next seven years.
- bringing to market by 2012 a family of hybrids, plug-in hybrids and battery electric vehicles.
- upgrading the Ford, Lincoln, Mercury lineup almost completely

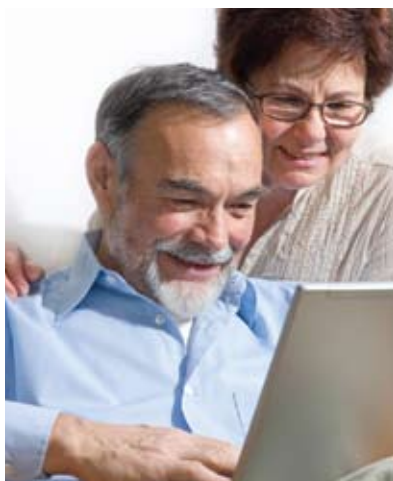
"For Ford, a line of credit would serve only as a critical backstop or safeguard against worsening conditions, as we drive transformational change in our company."

*– Alan Mulally,
Ford president and CEO*

by the end of 2010.

- bringing six European small B-car and C-car platform vehicles to be built in North American plants.
- retooling three North American truck plants to produce small, fuel efficient vehicles.
- building on vehicle quality that is now on par with Honda and Toyota as recognized by important third parties.
- building on safety leadership and adding smart new safety features. ●

Retirees: Stay in touch with Blue Oval Connect



Here's an easy way to stay connected to the latest news from the Blue Oval on products, people and upcoming events that shape the future of Ford Motor Company.

The Blue Oval Connect retiree outreach program sends breaking news and periodic newsletters to retirees' e-mail boxes. This keeps retirees informed on automotive topics and helps them continue to be strong ambassadors for the Blue Oval.

By registering to be a part of Blue Oval Connect, retirees receive:

- News on new and current products
- Breaking news updates
- Event promotions
- Links to important Web sites
- Access to Ford retiree groups across the U.S.

Visit www.BlueOvalConnect.com to register for this free electronic Ford Motor Company news service. ●

Simplified order process to boost sales, satisfaction

By Keith Price

By simplifying the vehicle ordering process, Ford aims to improve sales and customer satisfaction, bolster dealer profits and reduce the number of vehicles that languish on lots.

Using sophisticated analytical tools to determine the vehicle configurations that customers most want in different regions of the country, Ford has significantly trimmed the number of vehicle combinations across its lineup.

That makes it much easier for a customer to research a car or truck in the modern way – online – and find it at a local dealership.

In the past, dealers had so many combinations to choose from that customers had a much smaller chance of finding just what they

were looking for locally.

Also, the range of combinations to choose from made it hard for dealers to order the specific vehicles that customers in their areas wanted. This meant that slow-selling configurations sat longer on lots, adding to dealer financing costs and leading to larger rebates to move the slow sellers.

“A fully configured vehicle with the most popular equipment will sell more quickly,” explained Rich Savino, owner, Country Ford in Levittown, N.Y.

He was one of a group of dealers who served on a yearlong task force with a team inside Ford to reduce order complexity.

Blending their recommendations with extensive sales data from

various regions allowed Ford to optimize the model mix, offer more content and value to

customers and cut back slow-selling combinations.

Fewer build combinations can also improve vehicle quality by reducing manufacturing and engineering complexity and costs.

As an example, the new 2010 Ford Fusion will be available for order in 104 popular combinations versus the 2,602 combinations available on the 2008 model.

Among the new combinations is a “Rapid Spec” package that’s expected to account for about one-quarter of Fusion sales.

The package includes power seats, windows and door locks, cruise control, an adjustable steering wheel with integrated audio controls, satellite radio, moon roof and the Ford SYNC™ system.

“Ford is making it easier for customers to find the vehicle they want,” said Bruce Schindler, owner, Bob Davidson Ford Lincoln Mercury in Baltimore, who also served on the task force. ●

The 2010 Ford Fusion will be offered in 104 popular combinations rather than 2,602 versions as on the 2009 model.



Ford's big transformation to small cars

By John Fossen

Reflecting a dramatic shift in U.S. consumer demand, Ford has begun a massive retooling effort to convert three of its North American truck and SUV plants to build smaller, more fuel efficient vehicles.

The changeover will help Ford boost its North America product

mix of cars and crossovers to a combined 60 percent by 2010, up from 48 percent just one year ago. An equivalent reduction in trucks and SUVs will account for the difference.

The transformation is needed for the future, said David Healey, an auto industry analyst at Burnham Securities.

"The American automakers need to make small cars, and they need to make profits on small cars or they simply can't continue," Healey told the *Los Angeles Times*.

In the Detroit suburb of Wayne, Mich., employees at the Michigan Truck Plant, one of the facilities undergoing conversion, celebrated the final production of the Ford Expedition and Lincoln Navigator full-size SUVs on Nov. 26. The facility will begin turning out global C-car based vehicles in 2010.

According to Ford, one of every four vehicles in the world today is a C-car – a vehicle the size of the current Ford Focus. The segment is expected to grow more than 20 percent to 6 million units in North America and 25 million worldwide by 2012. The company

expects similar growth in the subcompact B-car segment, where the new global Ford Fiesta competes.

"Ford is committed to delivering a balanced product lineup for our consumers," said Joe Hinrichs, group vice president, Global Manufacturing and Labor Affairs. "The conversion of Michigan Truck Plant represents another step in our transformation plan to meet market demand for smaller, more fuel-efficient vehicles."

Also in 2010, Cuautitlan Assembly in Mexico will be building the new Fiesta for the North American market, marking that plant's conversion from building F-Series pickups.

Louisville Assembly, the other plant to be converted, is expected to produce yet more unique small vehicles from the company's C-car platform in 2011. Employees there now build the Ford Explorer and Mercury Mountaineer midsize SUVs.

The heart of Ford's manufacturing transformation is based on flexible operations, using reprogrammable tooling in body shops, standardized

"Ford is committed to delivering a balanced product lineup for our consumers."

*– Joe Hinrichs,
group vice president,
Global Manufacturing and
Labor Affairs*

The Michigan Truck Plant is changing over from producing full-sized SUVs to Ford's global C-car in 2010.

Michigan Truck Plant

Location: Wayne, Michigan

Employees: 1,200

Opened: 1957, as the Wayne Station Wagon Plant

Plant size: 2,866,000 sq. ft.

History: Also produced F-Series trucks, Ford Broncos

Future: Production of small vehicles based on Ford's global C-car platform





“I think that a plant this flexible both has the potential to be a more productive and profitable plant, but also to create employment in a way that is critical to Michigan and the Midwest.”

– Harley Shaiken, professor of Labor Relations, University of California, Berkley

equipment in paint shops and a common-build sequence in final assembly, enabling production of multiple models in one plant.

In 2005, Ford invested U.S. \$300 million in Michigan Truck for a new, flexible body shop. That investment will help streamline the conversion to small vehicle production. Ford will make an additional body shop investment of approximately \$75 million, which is part of a larger investment planned for the plant.

Employees at Michigan Truck are looking forward to their new product.

“The American automakers need to make small cars, and they need to make profits on small cars or they simply can’t continue.”

– David Healey, auto industry analyst, Burnham Securities

Michigan Truck Plant tooling specific to the Expedition and Navigator is being removed and reinstalled at the Kentucky Truck Plant, which is scheduled to resume production of those models during the second quarter of 2009. The plant also builds F-Series Super Duty pickups. ●



Light and shadow – in paint and metal

By Diane Majeske



Robert Gelardi's artwork: The yellow "Super Snake" and the red "Shelby GT Eighty Five."

Robert Gelardi *really* loves cars.

The senior designer of the 2010 Ford Mustang is also an automotive artist in his rare spare time, using a computer to create paintings of the cars he loves, whether it's a 1949 Ford pickup, a 1964 Thunderbird or a classic Mustang.

"When I look at cars, I see art," says Gelardi. "I see light and shadow dancing and flipping across sculptures in metal."

He says he doesn't paint a car "like a portrait." Instead, he tries to

accentuate and celebrate the character and the personality of the design.

"Certain vehicles have significant elements and shapes that are definitive and iconic – and I want to capture that. That's what I try to figure out in each piece, how to best describe the soul, the personality of the sheet metal."

An avid car buff, Gelardi begins a painting using one of the thousands of photographs he's taken over the years as an

underlay. Then he thickens a line here, darkens the shading there and digitally "airbrushes" his creation.

"When I look at cars, I am always inspired by the efforts that went into their creation," he said.

"Some represent the era in which they were created, others are timeless. And I love them all."

Visit www.robertgelardi.com for more. ●

What's on Your Wishlist?



'TIS THE SEASON FOR
0% FINANCING
PLUS A-PLAN PRICING!

New Holland compact and sub-compact tractors cruise through chores with ease. Innovative features make them easy to operate and easy to maintain. With 0% financing on select models, they're also easy to afford. And, as a Ford employee, you can own a New Holland tractor for even less with A-Plan pricing.

Limited time offer. Get more done this season and next!
Visit your New Holland dealer for complete details.



CNH CAPITAL

*For commercial use only. Offer subject to CNH Capital America LLC credit approval. See your New Holland dealer for details and eligibility requirements. Down payment may be required. Offer good for a limited time at participating New Holland dealers in the United States. Offer subject to change. Taxes, freight, set-up, delivery, additional options or attachments not included in price. © 2008 CNH America LLC. All rights reserved. New Holland and CNH Capital are registered trademarks of CNH America LLC.



2010 Ford Taurus: an icon remade

By Robert Musial

The all-new Ford Taurus is a full-sized sedan packed with features and technology – and infused with a bit of Mustang magic.

Making its debut at this month's North American International Auto Show in Detroit, the new Taurus kicks off a wave of new vehicle introductions coming from Ford in the next two years.

"Taurus is the icon, setting the pace for our growing new car launch momentum," said Mark Fields, president, The Americas. "It completely redefines what Taurus stands for and it provides a strong hint about even more excitement coming soon from Ford."

The 2010 Taurus was designed and developed to change the perception of what's possible in a full-sized sedan in terms of its design, craftsmanship, comfort and convenience as well as performance, safety and value.

The Taurus development team also got the green light to dial up the car's sporty characteristics and its driving dynamics.

All of this was mixed together in

record time, thanks to the extensive use of computer-aided design (CAD), computer-aided engineering (CAE) and digital pre-assembly modeling.

"We were able to bring the new Taurus forward by about 12 months," noted Pete Reyes, chief engineer, Ford Taurus.

That was crucial because Fields and Derrick Kuzak, group vice president, Global Product Development, decided to move up the car's launch by a year.

"Without Derrick's help, we wouldn't have been able to do that," said Reyes.

"We went through program approval last February, built prototypes in June and Job #1 will be this April with the cars in dealerships by summer. By any measure, that's as fast as we've ever done it," he said.

Initial research with prospective customers indicates that the hard and fast work by Team Taurus has paid off.

When more than 230 current owners of similarly sized cars were shown an unbadged new Taurus against the Chevrolet Impala, Chrysler 300, Dodge Charger and Toyota Avalon last

May, they preferred the Taurus by a 2-to-1 margin.

"It won all segments – it won the men, it won the women, it won the young people, it won with mature drivers. That was just thrilling," said Reyes.

Those surveyed by Ford's Global Market Research described the car's exterior as "awesome," "modern" and "distinctive" while calling the interior "sophisticated," "upscale" and "refined."

The research summary added that the car "is seen as a very positive step forward for the Ford brand and Ford designs."

That reaction didn't surprise Peter Horbury, executive director, Design, The Americas.

"Like the 1986 original, the new Taurus will challenge the status quo in the segment," said Horbury.

Jim Farley, group vice president, Marketing and Communications, agrees.

"Taurus is going to be one of the real signature products that tells everybody that we're back in the car business," he said.

Turn the page for a closer look at the 2010 Taurus ...

Taurus – rec

STAND-OUT FEATURES ON THE 2010 FORD TAURUS:

- New 17- to 20-inch wheels available
- Lowered roofline
- New muscular hood
- Headlights integrated with parking lamps
- Side mirrors, bumpers and body contours sculpted to minimize noise, aid fuel economy
- Standard Duratec 3.5-liter V-6 with 263 horsepower
- Available all-wheel drive
- Available leather trimmed seats, dual chrome exhaust tips, puddle lamps
- Two six-speed transmissions to aid fuel economy
- SEL and Limited models offer SelectShift Automatic™ with control paddles on steering wheel
- Chassis and suspension components tuned for control, ride and responsiveness
- New independent rear suspension saves weight and fuel costs, improves control, enables use of 19- and 20-inch wheels
- Adaptive Cruise Control with Collision Warning System with Braking for safety
- Intelligent Access with Push Button Start for ease of operation
- MyKey™ allows parents, owners to program limits to encourage safer driving
- SecuriCode™ Keyless Entry Keypad mounted flush in the B-pillar, as first seen on the Lincoln MKS and Ford Flex
- Auto High Beams and Rain Sensing Wipers
- Easy Fuel™ Capless Fuel Filler System
- Blind Spot Information System (BLIS™) displays approaching vehicle in side mirrors
- Cross Traffic Alert works with BLIS to sense oncoming traffic when backing up



WHAT COLOR DO YOU WANT?

The 2010 Ford Taurus comes in several new colors. The hues include:

- Cinnamon Metallic
- Candy Red Metallic
- White Platinum Metallic
- Tuxedo Black Metallic
- Steel Blue Metallic
- Gold Leaf Metallic
- Ingot Silver Metallic
- White Suede Clearcoat

defined

SAFETY LEADERSHIP CONTINUES

America's safest full-sized car incorporates further safety features. These include:

- Stiffer body structure with high-strength boron steel in B-pillar for added side protection and enhanced roof rigidity
- SPACE Architecture™ (Side Protection and Cabin Enhancement) protects cabin area
- Personal Safety System adjusts safety systems to each occupant
- AdvanceTrac® with Electronic Stability Control
- SOS Post-Crash Alert in case of air bag deployment



ALL-NEW INTERIOR FEATURES

- Twin gauge shrouds reinforce link to Mustang's sporty flair
- Centerstack flows down into center console with ergonomically engineered T-handle shifter
- Multi-Contour Seats available with subtle six-way lumbar support and Active Motion cushion to ease strain on long drives
- Standard heated front seats with six-way power-assisted driver's seat
- Available 10-way power seating and leather-wrapped steering wheel
- Available heated and cooled front-row seats and heated second-row seating
- Latest Ford SYNC™ adds 911 Assist, Vehicle Health Report, GPS-based features for business searches and traffic information plus MP3, iPod, PDA and memory stick connections
- Voice-activated Navigation System with SIRIUS® Travel Link™
- Sony branded audio system displays album and artist info and stores up to 2,400 songs

New Shelby GT500 packs a more powerful punch

By Jeff Majeske

The 2010 Shelby GT500 delivers power and performance in the most elegant environment ever for this line of ultimate Mustangs.

As revealed at the North



Other standard features on the 2010 Shelby GT500:

- Ford SYNC™
- 911 Assist
- Vehicle Health Report (VHR)
- Ambient Lighting System with MyColor™

Among the options:

- Voice-activated Navigation with SIRIUS® Travel Link™

American International Auto Show, the new Shelby underscores Ford's continuing commitment to high-performance vehicles.

As the most-robust, most-distinctive model of the updated and upgraded Mustang family, the car benefits from the improvements made to the 2010 Mustang with the additional infusion of the

unique DNA of the GT500 brand.

An aggressive new exterior design features beautiful and functional details, from the open-mouthed front grilles and the hood extractor that removes heat from the engine to the racing stripes, dual four-inch exhausts and unique cobra badging.

Ford's Special Vehicle Team used the many gains made on the 40th anniversary edition Shelby GT500KR "King of the Road" Mustangs as the performance starting point and built from there.

The combination of added horsepower, refinement and functionality makes the 2010 Shelby GT500 a unique high-performance car.

Powered by a supercharged 5.4-liter DOHC V-8 that produces 540 horsepower, the 2010 Shelby benefits from an open-element air induction system that pumps more cool air through the engine for power and efficiency.

Transmitting all this power to

the pavement is a six-speed manual transmission, forged and milled aluminum 19-inch spoke wheels and Goodyear F1 Supercar tires that have been specially compounded for better handling and reduced noise and vibration.

Inside, the new interior features real leather in all seats, genuine aluminum dash panels and Alcantara inserts on the seats and steering wheel plus engraved "SHELBY" accents on the shifter ring, cupholder and lockable console. Topping it off is the iconic white shift knob.

"You'll definitely know you're in a Shelby," said Douglas Gaffka, chief designer, Shelby GT500.

This combination of outstanding performance coupled with a fresh, exciting, well-crafted interior makes the 2010 Shelby GT500 a fitting addition to a long and proud history.

The new Shelby GT500 arrives in dealer showrooms in March 2009. ●



New Lincoln MKT offers three rows of luxury, technology

By Keith Price

Distinctively different, the all-new Lincoln MKT is a premium luxury vehicle that offers class-leading levels of power, fuel economy and technology – and three rows of sumptuous seating.

Making its debut at the North American International Auto Show in Detroit, the 2010 MKT is highlighted by the bold, confident styling of its split grille echoing the classic 1941 Continental and by its extensive package of standard features.

Slotted between the two-row Lincoln MKX crossover and the full-sized Lincoln Navigator, the MKT joins the sporty and refined Lincoln MKZ and Lincoln MKS sedans in the luxury brand's lineup.

But the MKT is more than another offering in the Lincoln showroom, said Mark Fields, president, The Americas.

"It's about exceeding the high expectations of luxury vehicle

customers by combining a dramatic new design with class-leading levels of technology, power and fuel economy," said Fields.

"We envisioned the Lincoln MKT as a modern grand touring vehicle – a Learjet for the road," said Peter Horbury, executive director, Design, The Americas.

That means second-row passengers are treated to the same hand-stitched luxury, pin-drop quietness and space normally reserved for front-row occupants – with the added benefits of available second-row footrests, captain's chairs, headrest-mounted DVD screens and a console-mounted rear refrigerator.

All of this smooth sophistication is underpinned by a six-speed transmission, the choice of two V-6 engines (including one with EcoBoost™ which provides V-8



Among MKT's standard and available features:

- Electronic Power Assisted Steering with Active Park Assist
- Adaptive Cruise Control with Forward Warning System
- Intelligent Access with Push Button Start
- SecuriCode™ Keyless Entry
- Adaptive Headlamps with high-intensity lamps and auto high beams
- Rain-Sensing Wipers
- Easy Fuel™ capless fuel-filler
- MyKey™ lets parents restrict vehicle performance and audio volume
- Blind Spot Information System (BLIS™) with Cross Traffic Alert
- Blind Spot Mirror
- Reverse Camera System
- Lincoln SYNC™
- SIRIUS® Travel Link™
- Power Panorama Vista Roof™

horsepower and V-6 fuel economy), available all-wheel-drive and a 4,500-pound towing capacity.

The MKT will be built at the Oakville Assembly Complex in Ontario, Canada, and arrives in showrooms this summer. ●





The first in a new wave of Ford EcoBoost™ engines debuts later this year in the 2010 Lincoln MKS and Ford Flex.

That announcement, at the North American International Auto Show in Detroit, is part of the company's global program to provide affordable fuel economy for millions.

V-6 mileage and V-8 power – it's not magic, it's EcoBoost

The twin turbocharged 3.5-liter Duratec V-6 EcoBoost engine will achieve at least 340 horsepower and 340 pound-feet of torque, which is comparable to the power of a non-EcoBoost 4.6-liter V-8. By comparison, the non-EcoBoost 3.5-liter V-6 produces 262 horsepower and 248 pound-feet of torque.

Along with bettering fuel economy by 10 to 15 percent in comparison to conventional 4.6-liter V-8 engines, the EcoBoost V-6 cuts CO₂ emissions.

The EcoBoost engine will be available in well-equipped, all-wheel-drive models of the MKS and Flex before migrating to other Ford vehicles. By 2013, more than 90 percent of Ford's North American lineup will be available with EcoBoost technology.

Derrick Kuzak, group vice

president, Global Product Development, said EcoBoost is Ford's near-term solution for delivering fuel economy leadership in new vehicles.

The twin water-cooled turbochargers recover energy from the exhaust that would have been wasted and put it back into the engine to gain efficiency. Simply put, the turbocharging system squeezes more air into the engine for more power.

Paired with the direct injection of pressurized fuel into the engine's combustion chambers, the twin turbochargers also eliminate turbo lag, the momentary hesitation upon acceleration found in previous turbocharging systems.

The EcoBoost V-6 is the first application of twin turbos in a Ford. ●

Blue Oval electrics on the way

Partnering with Magna, Ford will produce and sell a battery-powered electric car in 2011. The car has a traction motor and components under the hood and a battery pack, charger and converter in the rear.

Ford is unveiling a broad electrification strategy that includes bringing to market a family of electrified vehicles in North America by 2012.

The plans call for a battery-powered commercial van to be introduced in 2010 followed by a battery-powered car for the retail market in 2011.

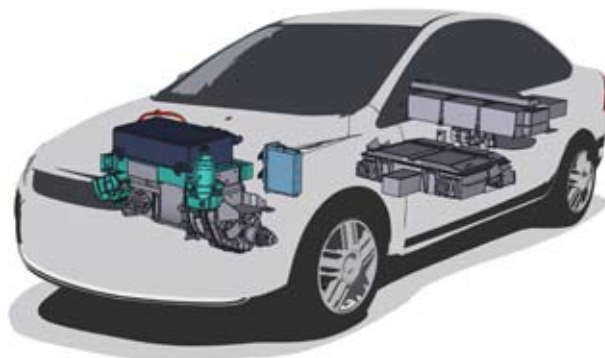
The plans were detailed at the North American International Auto Show in Detroit as Ford announced a new partnership with a major automotive supplier.

Under the program, Ford will partner with Canadian-based Magna International to bring the pure battery-powered electric car to market. Ford plans to offer four new electrified vehicles over the next four years, including next-

generation hybrids, plug-in hybrids and battery electric vehicles (BEVs) built off two global vehicle platforms.

The electric vehicle program is one part of Ford's overall sustainability strategy to provide affordable fuel efficiency to millions. This begins this year with advanced internal combustion engines such as EcoBoost and the widespread use of six-speed transmissions and electric power assist steering. Ford is also doubling production of its hybrid vehicles with the introduction of the new Ford Fusion and Mercury Milan hybrids.

Ford's plan is to increase over time the volume of electrified



vehicles as battery costs come down and infrastructure to connect to the nation's electric grid takes shape for future plug-in electric vehicles and BEVs.

"We're excited about the opportunity to bring BEVs to the market," said Derrick Kuzak, group vice president, Global Product Development.

Ford also stressed it would leverage strategic partnerships with suppliers, utilities and the government to advance the commercialization of electric cars. ●



Lincoln C concept packs luxury and elegance in a small car

By Chris Rahi Kassab

Styled with Lincoln's signature design

Lincoln breaks new ground with the C concept, a revolutionary idea in design for a small luxury car.

Unveiled at the North American International Auto Show in Detroit, the Lincoln C is designed with today's upscale, urban consumer in mind and brings the presence and elegance of a large car to a smaller, more efficient C-size automobile.

Peter Horbury, executive director, Design, the Americas, notes that younger, contemporary consumers with slim iPods and pocket-sized cameras have grown accustomed to the notion of premium quality in a small package.

DNA, the C concept's unique size, lightweight construction and use of sustainable materials continue Lincoln's strong commitment to responsible luxury.

Sporting LED head- and taillights, center-opening doors and an all-glass roof, the Lincoln C offers a light and spacious interior with subtle metal accents, recycled wood veneer and chromium-free leather seats filled with soy foam.

Like the bench seats, the hubless steering wheel and instrument panel appear to be floating, adding to the futuristic, airy look. Anchoring the instrument panel is a sophis-

ticated human machine interface (HMI) system and an advanced in-car connectivity platform.

Though C-sized, the Lincoln C is two inches wider than conventional cars in its class. With the added inches, the C-concept offers the roominess of a 1961 Continental in about half the length. In modern terms, the C has the length of a Ford Focus but the width of a Lincoln MKZ.

The concept also delivers outstanding fuel economy. Featuring a 1.6-liter EcoBoost™ engine and Ford's all-new dry, dual-clutch PowerShift six-speed transmission, the Lincoln C achieves 31 city/43 highway MPG, while offering an impressive 178 horsepower and 177 lb.-ft. of torque. ●

Mortgage Rates Are Down! Act Now!

Quick, while interest rates are low... Look into refinancing your home. **The Employee Mortgage Program®** from Wells Fargo Home Mortgage offers refinance solutions that address the challenges facing homeowners today. You may be able to:

- Lower your monthly mortgage payment
- Switch from an ARM to a predictable fixed-rate loan
- Access funds for large expenses or debt management

Call today for a complimentary consultation. By spending a few minutes over the phone we can help you understand your refinance options. Or, visit us online to sign up for a free break-even analysis and see how long it may take to recoup your refinancing costs.

The Employee Mortgage Program®
1-800-821-9202

Monday – Friday 8:00 a.m. to midnight (ET) • Saturday 9:00 a.m. to 5:30 p.m. (ET)

www.employeefinancialsolutions.com/FordMot0082

Wells Fargo Home Mortgage is a division of Wells Fargo Bank, N.A. © 2008 Wells Fargo Bank, N.A., All rights reserved. #62817 12/08-03/09



Be sure to mention you're an employee of Ford Motor Company to receive these special benefits!



Ford's year in review: A look back at 2008



Every year, the men and women of Ford Motor Company in North America look back on what they've accomplished as they begin their new year.

While some may be glad to see 2008 in the rearview mirror, it's important to note that Ford is positioned to weather the challenges ahead and has stayed focused on its plan to deliver affordable fuel economy to millions of people in the cars and trucks they'll want and value.

What made 2008 special was the significant progress we made in areas important to us and our customers – quality, fuel efficiency, safety and technology.

Mix with some unique milestones that could only happen at Ford, and 2008 was a year of significant achievements. Here are some of them:

January

Ford unveils EcoBoost™ engine technology, Ford Verve, Explorer America utility and Lincoln MKT concepts at North American International Auto Show ... popular Ford SYNC™ system is updated with "911 Assist" feature.

February

Shelby GT500KR stars in *Knight Rider* TV movie ... Ford

introduces Work Solutions™ in the new F-150 and unveils Transit Connect small van at Chicago Auto Show ... latest *Consumer Reports* ratings show Ford gaining on Toyota, Honda in quality, reliability.

March

Shown as the Verve concept and now named the Fiesta, Ford's new global B-car premieres at Geneva Auto Show ... virtual manufacturing technologies help boost Ford's overall vehicle quality, cut development time.

April

"Drive one" marketing campaign kicks off to showcase Ford vehicles in the U.S. ... Ford agrees to sell Jaguar to Tata Motors ... Easy Fuel™ capless fuel filler to debut on Ford Explorer and Ford Flex ... Ford builds 9 millionth Mustang, a GT convertible, and it's sold – to an Iowa farmer.

May

Ford, Lincoln and Mercury vehicles in a dead heat with Toyota and Honda in initial quality, says Global Quality

Research Study (QRS) ... Ford Racing Mustang Challenge series begins ... gasoline rises to more than U.S. \$4.10 a gallon as steel prices double in six months.

June

Two brand-new vehicles, the Ford Flex and Lincoln MKS, head for showrooms ... Ford brand quality improves faster than industry average, says J.D. Power and Associates ... Ford is equal to Toyota in quality, says Strategic Vision Total Quality Index (TQI) ... events celebrating the 100th anniversary of the Model T begin.

July

Ford delivers first flex-fuel capable plug-in hybrid to U.S. Dept. of Energy ... more than 900 Model T's converge on Richmond, Ind., for weeklong centennial celebration.

August

New Ford Fiesta begins production in Cologne, Germany;

The new Lincoln MKS (top) zoomed into showrooms while a special Shelby GT500KR helped fight crime on TV's *Knight Rider* (bottom) and SYNC got new features.





local versions to debut in Asia in 2009 and North America in 2010 ... Blind Spot Mirror, an industry-first innovation, pulled ahead one year to launch on the 2009 Ford Edge.

September

Lincoln confirms it will launch the MKT, a three-row luxury crossover based on the concept seen at the NAIAS ... production gears up on all-new Ford F-150 offering new features, unrivaled capability and unsurpassed fuel economy.

October

Ford earns more Top Safety picks – 16 – from the Insurance Institute for Highway Safety than any other automaker ... featured in new James Bond movie *Quantum of Solace*, the new Ford Ka debuts at Paris Motor Show ... Collision Warning with Brake Support, an advanced collision-avoidance technology, slated to appear on certain new models next year ... MyKey™ system that lets parents limit vehicle speed and audio volume will be standard on 2010 Ford Focus and other vehicles in 2009.



41 MPG!



November

Consumer Reports rates Ford first – again – in American reliability ... new F-150 takes “Truck of Texas” crown one more time ... 2010 Ford Mustang debuts at Los Angeles Auto Show; also unveiled are the 2010 Lincoln MKZ and the 2010 Ford Fusion and Mercury Milan with hybrid versions ... U.S. soldier in Iraq wins a new 2010 Mustang in “Mustang Stories” contest.

December

Car and truck sales down 16 percent this year, their lowest rate in 26 years ... cash-starved General Motors and Chrysler seek emergency loans from Congress but are turned down; White House later approves a \$17.4 billion rescue package ... in better financial shape, Ford seeks only access to a line of credit but supports the



move by its two competitors to head off further deterioration in the economy and supplier base ... Toyota forecasts first-ever full-year operating loss as worldwide economic slump continues ... U.S. gas prices fall to \$1.60 a gallon ... EPA certifies Fusion hybrid at 41 mpg city, 36 mpg highway, making it the most fuel-efficient midsize sedan on the market. ●

The new Ford F-150 (top) debuted to rave reviews (top) while Ford CEO Alan Mullally (right) testified in Congress. *Consumer Reports* again verified Ford quality while the 2010 Ford Fusion hybrid scored best-in-class fuel economy and the Fiesta launched in Europe.



MONTHLY

Every Third Tuesday

Model Railroad Club (Dearborn)

Miniature train fans welcome. Ford World Headquarters cafeteria, 6 p.m. Contact Doug Brooks at DBROOKS6@ford.com or (313) 337-1124.



Second Wednesdays

Ford Classic Auto Restoration Society (S.E. Michigan)

Restorers welcome. Meetings usually in Dearborn, Allen Park or Livonia. Starts at

5:30 p.m. Contact Bill Kern, WILLIAM.KERN@zeledyne.com and (313) 755-3871 or Dan Davis, DRDAN_48186@yahoo.com.



Third Wednesdays

Ford Scuba Club (Redford)

Those interested in the sport of scuba diving, Ford affiliation not required. Timber Wolf Tavern, 25641 Plymouth Rd. just east of Beech Daly, Redford. Starts at 7 p.m. Contact Mickey Malfitano at (734) 658-0983, murphy5150@aol.com or visit the club's Web site: www.fordseahorses.org.

JANUARY

Now through Jan. 31

Tutankhamun Exhibit (Detroit)



The Ford Motor Company Fund sponsors "Tutankhamun: Wonderful Things from the Pharaoh's Tomb," through Jan. 31. Charles H. Wright Museum of African American History. Contact (313) 494-5800 or www.maah-detroit.org.

Jan. 27

Ford Metro Atlanta Salaried Retiree Club Inaugural Meeting (Alpharetta, Ga.)

Interested salaried retirees from Atlanta and other Ford locations around the U.S. are invited. A new Ford F-150 and Lincoln MKS will also be shown. Contact Dave Andre at DAVE1ANDRE@comcast.net.

FEBRUARY

Feb. 6 - 8

Magnificat (Detroit)

The Ford Motor Company Fund sponsors "Magnificat: Mosaic Singers in Concert," Feb. 6-8 at the Max Fisher Music Center. Contact (313) 872-6910 or www.mosaicdetroit.org.



COME IN. RELAX. ENJOY.

FORD EMPLOYEES AND RETIREES:
Show your badge or bring a copy of this ad to receive 20% off your guest check during the month of January!

*Valid at the Dearborn location only. Alcohol not included.
Not valid with other offers or discounts*



Fairlane Town Center
18900 Michigan Ave. • Dearborn, MI 48126
313-271-2363 • www.bravoitalian.com



Employee
Purchase
Program

Membership has its benefits.
Every day.



Ford Employees and Retirees:

Join the HP Employee Purchase Program (EPP) and get special values on a wide range of HP products, including desktop and notebook PCs, printers, calculators, iPAQs, and more.

When you join the EPP you'll get mail-in and instant rebates, coupons, and exclusive EPP offers. You may also qualify for instant credit and low monthly payments with eFinance.

EPP Join today. Go to www.hp.com/go/epp and register using the Ford company code: 3673

©2008 Hewlett-Packard Company. All rights reserved. The information contained herein is subject to change without notice.

Tough small Ford truck debuts at Thai show

The striking Ranger Max truck took center stage in its first appearance at last month's Thailand International Motor Expo. The truck was the creation of Ford truck experts in Thailand, working with Ford's Australia-based Asia Pacific and Africa design team. With its tough style, the Ranger Max incorporates design cues that may be seen in future generation small trucks.



Oakville showcases crossovers for South American media

More than 70 automotive journalists from Brazil recently toured Canada's Oakville Assembly

Complex to preview and drive the popular Ford Edge crossover which recently launched in Brazil. As part of Ford's plan to move to a global product strategy, the Oakville plant is producing the midsize crossovers for Brazil. Crossovers are the fastest-growing auto segment in Canada where they've grown 28 percent over the same period last year. Similarly, Ford Brazil's sales have increased 28 percent over last year – where the

new Ford Edge will be offered as a luxury vehicle.



Brazil's customer service call center nabs another honor

After winning the most important Latin American direct and interactive marketing honor for the first time this year, Ford of Brazil's Customer Service

Call Center was recently selected the best Call Center for Brazil by ABT (Call Centers Brazilian Association). The center improved by adding a new system to help customers quickly gauge their perceptions. These awards and the big improvement in satisfaction scores help position the center for best-in-class recognition in the future.

Ford Focus joins Thailand's first 'green design' show

Thailand's first flex-fuel vehicle, the E20 Ford Focus, was displayed at the country's first 'green design' exhibition in December. The '100 Designs to Save the World' event was held to raise awareness of global warming and encourage the public to conserve natural resources and energy. Ford showcased three E20 Focus models at the exhibition, each wrapped in a special graphic design that was created by one of three Thai celebrities, including Ford Thailand brand ambassador Tata Young (above). The cars were among 100 unique artworks on display at one of Thailand's most elegant shopping centers in Bangkok.



Ford adds economy, power, convenience to Kuga

Ford expands the appeal of the popular Kuga crossover with the addition of three new models that offer lower CO₂ emissions, an automatic transmission, new options and greater power and torque. The new car pairs intelligent all-wheel-drive with the acclaimed 2.5-liter Duratec engine found in the European Focus ST, Mondeo and S-MAX. The five-cylinder gas-engine Kuga clocks an 8.2 second 0-62 mph time and a top speed of 129 mph with a six-speed manual transmission.



"If the improvements to the new 2010 Lincoln MKZ are any indication, the company is upholding its promise to build better cars that more people want to buy."

– Basem Wasef
Motor Trend



Ka. Ford Ka.

One of the co-stars in the latest James Bond film, *Quantum of Solace*, sports a Blue Oval.

It's the gold Ford Ka driven by actress **Olga Kurylenko** who takes Bond (Daniel Craig) on a chase through the streets of Panama.

Kurylenko did her own stunt driving in the film, including an impressive handbrake turn, and she gives the small Ka, which goes on sale in Europe this month, rave reviews.

"It's easy to handle, fun to drive and easy to park, which makes it perfect for Paris where I live. I also think it's very cute."

Tiny big wheels

Aimed at kids and collectors, the three-inch-long Mattel Hot Wheels version of the 2010 Ford Mustang is accurate – up to a point.

One of these points is where the rubber meets the road.

"If you blow up the 1/64th scale car to full-size, the wheels are probably 25 or 28 inches, versus the stock wheels of 17 to 18 inches," notes **Alec Tam**, the design director at Hot Wheels.

Given Mustang's popularity, some aftermarket guy is probably tooling those up right now.



It's a sleeper

During a long-term road test of the 2009 Ford Flex, an editor at Edmunds.com used it for a shopping trip at an IKEA store.

Voilà! The Flex's cavernous cargo space was able to swallow up a 59-inch long sleeper sofa, its storage box and the packaged mattress and slipcover.

That's versatility.



"With unique styling and seating for seven, the Ford Flex is a cool-looking alternative to the minivan ... a likeable crossover that won't be confused with other models."

– Ira Siegel
Chicago Sun-Times



"The Ford F-150 comes from people who are intensely aware of what a pickup truck should do, how it should perform and what the customer is after ... this new truck is better than the outgoing model – quieter, smoother, more powerful and smarter."

– Ben Wojdyla
Jalopnik.com



Back to the future?

In 1935, officials at Allegheny Ludlum Steel, a pioneer producer of stainless steel, joined forces with Ford to create rolling showcases for the new metal – six stainless steel 1936 Ford Deluxe sedans.

Allegheny officials drove each of the original six sedans for more than 200,000 miles before selling them in 1946; four are still around.

Allegheny also worked with Ford to produce two stainless steel Thunderbirds in 1960 and three stainless steel Lincoln Continentals in 1967 – and all five still exist today.

Must be where they got the idea for the DeLorean.

Carlite® SoundScreen™ Acoustic Windshield

Escape to your quiet place.

Enjoy your ride with advanced glass technology from Carlite, a leader in original equipment auto glass. The SoundScreen acoustic windshield helps quiet traffic and road noise by placing a sheet of specially developed vinyl between two layers of glass. Noise levels are reduced so you can enjoy a more comfortable ride.

SoundScreen is now standard on several models including Ford Escape, Expedition and Focus; Lincoln MKX and Navigator; Mercury Mariner and Mazda Tribute. Also, look for it on the 2009 Platinum Edition F-150 and the all-new 2009 Ford Flex and Lincoln MKS. Ford is continuing to expand this unique glass technology throughout its vehicle lineup.

Ask your auto glass retailer for more details on SoundScreen.

- **Less Noise** - SoundScreen helps soften noise levels by as much as 6dB in the frequency range where wind noise is most intrusive.
- **OE Quality** - SoundScreen maintains overall sound control strategies of the original engineered design of the vehicle.
- **UV Protection** - SoundScreen maintains excellent UV protection for occupants, upholstery and interior surfaces.
- **Safety** - SoundScreen meets all federal safety standards and regulations.



carlite.com



Carlite®

Because the name on the glass matters.™

\$26 MILLION

RAISED BY FORD EMPLOYEES TO FIND A CURE FOR JUVENILE DIABETES.

The Ford Global Walk Team raised over \$3.3 million in support of the Juvenile Diabetes Research Foundation last year — WELL DONE!

Since the 1998 inception of the Ford Global Walk Team, Ford employees, the UAW and valued Ford partners have raised more than \$26 million to find a cure for diabetes. Ford Motor Company remains JDRF's #1 contributor for seven years running.

Thank you for your devoted leadership and generous contributions that made this success possible. You are making a difference in the lives of every diabetic around the world.



“We’re only walking distance from a cure.”

