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MOBILE WORLD CONGRESS

NEW KUGA BREAKS
COVER IN BARCELONA

A PERFECT NOTE IN GENEVA

FORD CHOIR INTRODUCES
NEW VIGNALE RANGE

FREE FORD SERVICE APP

Ford has introduced a new service app designed to benefit the owners of Ford vehicles across Europe. The app is available to download for free on Apple iOS and Google Android devices and provides the user with local information and useful tips, including an ability to locate the nearest petrol station or Ford dealer



The app enables the user to:



- **Connect to the Ford Assistance Helpline** in an emergency, using GPS to provide a location anywhere in Europe.



- **Find the Ford dealer nearest to you or book a Service.** With just a few clicks, you can rest assured that our Ford trained technicians will maintain your car to its very best condition.



- **Identify international traffic signs and rules** when driving abroad, and the function of vehicle warning lamps on the instrument panel. It also includes a Ford Technology guide with videos explaining Ford vehicle technologies.



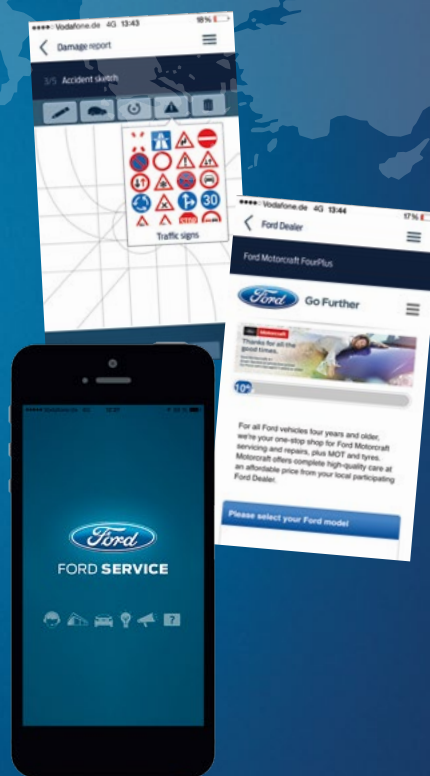
- **Browse Ford's range of vehicle accessories.**



- **Create a road trip or holiday checklist** of what is required while travelling, including a 'Park Me' feature, which logs the location of where a vehicle is parked, and tracks the time elapsed since a parking ticket was issued.

- **Create a 'damage report'**, which can generate a PDF report at the scene of an accident.

Find out more at <http://ford.to/1dRV6jW>



iOS



Android



UNLEASHING THE FORD SCRIPT

The famous Ford Oval has been part of our heritage for more than a century now and has evolved over the years into one of the world's most recognised brand symbols.

Although the design has been tweaked over the decades, the script inside has changed very little since it first appeared in 1912.

Now, more than a century later, this script is helping to accelerate our transformation plan in Europe.

How? This more expressive use of our famous script is being used extensively in advertising and promotional material for our new SUV and performance models, and it was displayed prominently at the Geneva Motor Show. Also, as a special homage, we've incorporated the script on the cover of this magazine.

You can read more about the new use of the Ford script inside, but to me it symbolises excitement, innovation and prestige. When consumers see that script they can imagine the Mustang, the Mondeo Vignale, and the Edge SUV coming later this year. They need to see that logo and think of technology, like SYNC. They need to see that script and get an emotional charge.

This Ford brand revival goes hand-in-hand with bringing our customers the most exciting new vehicles they've ever seen from Ford: vehicles that they will fall in love with and

can't wait to get behind the wheel, powered by our award-winning EcoBoost and latest generation diesel engines.

Take the new Kuga, for example, that we unveiled at Mobile World Congress in Barcelona. It's a more technologically-advanced, refined and sportier redesign of one of Europe's favourite SUVs, and one of five all-new or redesigned Ford vehicles that will compete in the SUV and crossover space in the next three years.

At Geneva, we showcased our Kuga Vignale concept – one of five new Vignale products we're bringing to market. And we did it in style, unveiling these vehicles to a performance of 'Time Is on My Side' sung by our own Vignale choir.

Every member of the choir was a Ford or Ford dealer employee who volunteered to come together with colleagues and create something truly special. What the media and thousands watching the press conference via live stream saw was Ford people showing passion for our products. Watching their performance filled me with tremendous pride.

Product is at the heart of everything we do but our people are our most important asset and I am privileged to lead such a multi-talented team here in Europe.

Last month, Barb Samardzich and I hosted a series of town hall events in Germany, Spain



Jim Farley

Executive Vice President and President, Europe, Middle East and Africa, Ford Motor Company

and the U.K. to personally tell people where our company is going, to explain the five key elements of our accelerated transformation plan, and most importantly to hear your thoughts on what is happening at Ford. What struck me was the reaction of our team. They want to do more, and they want to know how they can make our plan work faster and better.

Your enthusiasm is infectious, so as we approach the end of the first quarter of 2016 I would like to thank you again for all your hard work and dedication. We have the plan, products and most definitely the people to deliver that vibrant, sustainable future for Ford of Europe we all cherish.

ONE TEAM · ONE PLAN · ONE GOAL · ONE FORD

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NEWS IN BRIEF



'Most beautiful' GT wins award

Ford's all-new GT has been crowned "The Most Beautiful Supercar of the Year" at the International Automobile Festival in France. The carbon-bodied GT beat Ferrari's 488 Spider, Honda's NSX and the Cadillac CT6 to claim the prestigious prize.

Awarded by a jury of experts and enthusiasts from motor sport, architecture, fashion, design, culture and media, including Jean-Michel Wilmotte (architect and president of the jury) and Chantal Thomass (fashion designer and vice-president of the jury), the International Automobile Festival Awards recognize the finest automobiles and artistic projects of the year.

Rangers to the rescue

Ford has lent a helping hand to hard-pressed council staff investigating the damage from the devastating floods which hit the north of England this winter. Ford Ranger 4x4s were deployed to help the City of York and Cumbria County Councils with the clean-up and repair efforts, and to support vital recovery operations.

Ford Rangers provide the ability to tackle challenging terrain, particularly acute in Cumbria, where 6,500 properties were flooded and 1,600 bridges had to be surveyed for damage.



Norris wins Henry Ford Trophy

Ford MSA Formula Champion Lando Norris has won the inaugural Henry Ford Trophy at the British Racing and Sport Car Club Awards. It caps off a phenomenal year for the driver, who claimed five poles and eight race victories on his way to an emphatic title in his Ford EcoBoost powered single seater.

The Henry Ford Trophy has been commissioned by Ford Motor Company to acknowledge human endeavour in the field of motorsports.

International Women's Day

Ford of Europe COO, Barb Samardzich, and Elena Ford, vice president, Global Dealer and Consumer Experience, Ford Motor Company, were among the speakers at a one-day conference staged in Dearborn last month on International Women's Day (March 8).

Organised by the Ford Professional Women's Network, the conference was entitled "Women Breaking Barriers Through Innovation." The keynote speaker was, Vivienne Goldstein, Director, Innovation Acceleration, General Electric.

International Women's Day takes place on March 8 every year.

FARLEY AND SAMARDZICH TAKE TO THE ROAD

Jim Farley and Barb Samardzich embarked on a roadshow tour of Ford sites in Germany, Spain and the U.K. in February to explain first-hand to more than 5,500 Ford employees how the company is accelerating its transformation plan in Europe in 2016.

Over nine sessions, they congratulated employees for their contribution to delivering a profit in Europe in 2015 and outlined their vision and targets for the coming year. Employees were also given an exclusive glimpse into the future to



Ambassadors take a bow

Ford has recruited screen star Pio Marmaï and filmmaker Stéphane De Groot as performance brand ambassadors in France. They join existing ambassador and multiple windsurf world champion Antoine Albeau.

Car enthusiast Marmaï is one of the rising stars of French cinema who first won acclaim in 2008 for his role in "The First Day of the Rest of Your Life." This year, the actor will star in his 20th film. Belgian filmmaker, actor, comedian and author De Groot is also an accomplished racing driver, with notable appearances in Formula Renault, the F3000, the Porsche Supercup and the Spa 24 Hours.



Customer First And Product Focused

A Brand People Love

Energetic
Connected
Effortless

Future Focused Products

Leaner Portfolio
Growth Segments
Expanded SUV / LCV

Mobility Leadership

New Value Streams
Deep Customer Relationships

Lean Business

Simplified Structure
Reduced Product Costs

Vibrant Organization

Customer First
Results Driven
Cross Functional Collaboration

A Vibrant And Sustainable Ford of Europe

see some of the exciting new vehicles Ford is designing and developing.

"We wanted to tell people individually where this company is going, and most importantly to hear from them," Farley said. "I was so excited to interact with the team. I think it's important when we make these accelerations in our business that we talk to the team in person."



Fiesta is Europe's No.1

The Ford Fiesta was the No.1 selling small car in Europe again last year, making it the top-selling small car in Europe for the fourth year running.

Customers purchased 314,432 Fiestas in Europe in 2015, compared with 309,120 the previous year (an increase of 2 per cent) after Ford introduced significant upgrades including new colours, significant styling and equipment revisions, and a wider choice of powertrains.

"Small-car customers will find what they're looking for in Fiesta, whether it's the fuel efficiency of the 82 g/km CO₂ Fiesta Econetic or the award-winning performance of the Fiesta ST," said Roelant de Waard, vice president, Marketing, Sales & Service, Ford of Europe.



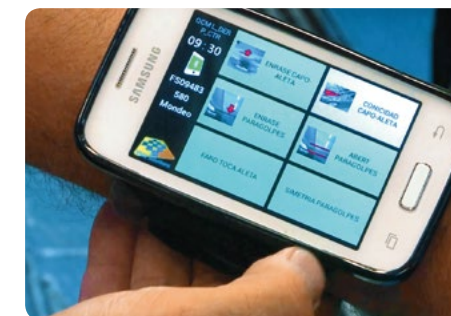
Quicker quality control

Ford has developed a wearable device which, when connected to a smartphone app enables production line workers to make faster and more accurate quality checks on new vehicles.

Previously, workers at Ford's manufacturing facility in Valencia, Spain, used a paper-based system that involved walking back and forth more than one kilometre a day to access information on desktop PCs. Now, a new Android app means specification and quality checks can be made on the spot using a wrist-worn Portable Quality Assurance Device, and the moving assembly line can be stopped immediately as needed.

Linda Cash, vice president, Manufacturing, Ford of Europe, said. "The ability to simply

consult a smartphone screen to check any aspect of a vehicle's quality and specification helps to guarantee highest levels of product quality, and improves work processes and manufacturing efficiency."



OVERHEARD

"There is one way – and only one way – to compete and win in today's world and that is to operate at the absolute edge of efficiency. It is not easy. But the company that does it best, wins."

Jim Farley

"I would buy just this (Focus RS) in a heartbeat. There is nothing it cannot do – except maybe go off road like a WRC car. Maybe. Meet God in hatchback form."

Máté Petrányi, Jalopnik.com

"The concept of developing and committing to a long-term global product plan, instituted under Alan Mulally and maintained by Mark Fields, is working for Ford."

Karl Brauer, senior analyst with KBB

"The fact that Ford presented the 2016 Kuga at the Mobile World Congress in Barcelona before the Geneva Motor Show speaks volumes about the importance of in-car connectivity systems."

Fabio Gamelli, OmniAuto.it

"Ford has 'legalised' the drift. At a time when sporty performance is increasingly confined to the track, the Blue Oval has taken a different route, promising fun and drifting with the new Focus RS."

Cesare Cappa, Il Sole 24 Ore

"Forget everything you know about hot hatchbacks. Ford has found a miraculous formula that will make the new Focus RS go down in history."

Nicolas Gourdol, Motorsport

"Ford built 1.2 miles of 'gruelling' test track which replicates some of the worst potholes and road hazards from around the world. Designed to concentrate the punishment experienced by vehicles, it helps engineers create more robust chassis systems."

Graeme Roberts, Just-auto.com

"It's hilarious fun in an utterly juvenile way, either way; the line lock's a further extension of the Mustang's nod to its Stateside roots and resultant showmanship."

Carmagazine.co.uk

"The 2016 Ford Mustang V8 is one of those 'feel good cars' that you just can't help but smile when driving."

Insidelane.co.uk



A PERFECT NOTE IN GENEVA

Ford stole the limelight at the 2016 Geneva Motor Show with a vibrant display of new vehicles, revealed to a classic Rolling Stones track – sung by the Ford Vignale Choir

Fifty years ago a youthful Mick Jagger, Keith Richards and co released the single “Time Is on My Side” in the U.S. and the Rolling Stones had their first American Top 10 hit.

Earlier this month, media at the Geneva Motor Show were treated to an outstanding cover version of the track, performed live on the Ford stand by 58 Ford and Ford dealer employees as the company revealed its expanded family of Vignale vehicles for the very first time.

Each and every member of the Vignale Choir is directly involved in the Vignale program and their enthusiasm and passion shone through in a performance to be proud of. The choice of song was perfect, too, to introduce Ford’s expanded Vignale family to the world’s media.

During the news conference live-streamed around the world, Ford unveiled the new Ford Edge Vignale – the company’s first entry into the upscale SUV market in Europe – and the new Ford S-MAX Vignale. Both vehicles go on sale later this year.



Ford S-MAX Vignale looks stunning finished in Vignale White Platinum. It goes on sale later this year

In addition, revealed for the first time was the Ford Mondeo Vignale five-door model that will go on sale in 2017, and a concept version of a forthcoming Ford Kuga Vignale model.

“Our customers have high aspirations, and they want more from Ford. On some vehicles, our top-of-the-line Titanium specifications make up 70 per cent of all sales,” said Jim Farley, Chairman and CEO of Ford of Europe.

“With Ford Vignale, we can offer them the absolute best of Ford in terms of luxury and personal service. That’s why we are expanding from Ford Mondeo Vignale to our flagship products Edge and S-MAX, with Kuga to come soon after.”

The expanded Ford Vignale model range will be available to order at FordStores across Europe, and at the customers’ Ford retailer of choice.

FordStores incorporate dedicated Vignale Lounges that deliver a personalised purchase experience supported by a Vignale Relationship Manager. Ford already has established 300 FordStores and expects to complete its roll-out of 500 early next year.

Ford also is introducing a new travel, event and lifestyle service that will offer Ford Vignale customers valuable offers and access to travel and lifestyle activities, including hospitality experiences at the Chelsea Flower Show in London and the F1 Monaco Grand Prix, and access to VIP premieres at the Cannes Film Festival.

“Services like our Ford Vignale event booking service will help our customers effortlessly arrange special experiences and will enable them to cherish those moments by offering the personal attention that reflects their needs,” added Farley.

“Our expanded range of Ford Vignale models reflects this philosophy with refined and stimulating driving environments offering sophisticated technology like SYNC 3.”



Ford Edge Vignale was shown in a rich metallic brown Vignale Ametista Scura colour



Mondeo Vignale presented in exclusive pearlescent-metallic Vignale Milano Grigio

Ford presented the Ford S-MAX Vignale at Geneva in the exclusive pearlescent-metallic Vignale Milano Grigio exterior colour and in Vignale White Platinum.

The Ford Edge Vignale was shown in a rich metallic brown Vignale Ametista Scura colour, and also in Vignale White Platinum, while the new Ford Vignale Mondeo model in five-door bodystyle was presented for the first time in Geneva, following the Ford Mondeo Vignale four-door and wagon models that launched last year.

The Ford S-MAX Vignale, Ford Edge Vignale and Ford Mondeo Vignale will feature as standard the SYNC 3 communication and entertainment system. Further sophisticated technology includes Ford Active Noise Control which uses three microphones strategically placed throughout the cabin to monitor engine noise in the interior, and directs opposing sound waves through the audio system to cancel out engine noise and improve cabin ambience. Powerful, fuel efficient engine options include Ford’s 210 PS bi-turbo 2.0 litre TDCi diesel.

The Ford Kuga Vignale Concept offers an insight into the future of Ford upscale SUVs in Europe, using as a starting point the Ford Kuga mid-size SUV that is made its debut at Mobile World Congress.

The interior features a unique leather treatment for the seats, doors and instrument panel featuring bespoke tuxedo stitching, with leather extending to the boot floor and tailgate interior.

Window pillar interiors and headliner are enriched with Alcantara material that offers a suede-effect; the glovebox and armrest storage console are flock-lined; and the centre console offers a premium Opale dark grey pearl-effect finish.

Almost 4-in-5 of the record 102,000 Kugas sold in 2015 were high-specification Titanium models, indicating high demand for luxury

variants in the SUV segment that is predicted by industry sales analyst IHS to increase to account for 27 per cent of all vehicle sales in Europe by 2020, from 20 per cent in 2014.

“Our Ford Kuga Vignale Concept speaks directly to the growing trend for luxury SUVs and represents the very best of Ford with premium design, materials and craftsmanship,” said Roelant de Waard, vice president, Marketing, Sales & Service, Ford of Europe. “We see great potential to extend the top end of our Ford product range and offer a special experience that meets the growing expectations of our customers.”



Ford Kuga Vignale Concept offers an insight into the future of upscale Ford SUVs in Europe



HOW THE VIGNALE CHOIR WAS BORN

Music has been a key feature of press conferences at motor shows for many years, but the songbook was ripped up in Geneva when the Ford Vignale Choir took to the stage.

The choir's superb rendition of "Time Is on My Side" was remarkable and unique because each of the 58 choir members is a Ford or Ford dealer employee who volunteered to take part.

Ford Vignale communications manager, and choir member, Alessio Franco explained: "We wanted to create something magical for Geneva, to show the passion of the people who work on the Vignale programme.

"Mark Truby, vice president, Communications and Public Affairs, sent out an email in January to employees outlining our vision for the choir. The email stressed we were looking for a range of talents from across the Vignale spectrum, from senior management, down to those involved in the production, and sale of our Vignale products. We wer-



en't looking for a Tony Hadley or Madonna, we just wanted enthusiastic colleagues who enjoy singing."

The response to the email was staggering. In total, 104 employees from all over Europe came forward, asking to join the choir. Following a series of auditions, 58 were selected to sing in Geneva with support from four choir masters.

"The choir is made up of people from all departments within Ford as well as Ford Vignale Relationship managers from our Ford stores across Europe," added Franco. "As for the song, Time Is on My Side, it was chosen especially because the maximisation of time is a key

benefit of the Ford Vignale ownership experience."

After just a handful of rehearsals, the choir took to the stage in Geneva and delivered a quite remarkable performance in front of hundreds of media surrounding the Ford stand, and thousands more watching the event via live-stream video link.

So was it a one-off, or could the Ford Vignale Choir be a feature at Ford events for years to come? "The choir was formed specifically for Geneva and there are currently no plans for them to perform again but who knows what could happen in the future," Franco said.

Ford's expanded range of Vignale vehicles includes the all-new Ford S-MAX Vignale sport activity vehicle and Edge Vignale large SUV.

HOTTER, FASTER FIESTA REVEALED

Ford put on a powerful display of performance products at the Geneva Motor Show including the all-new Fiesta ST200 – the hottest Fiesta yet.

Fiesta ST200 delivers 10 per cent more power and 20 per cent more torque, with 200 PS and 290 Nm from a specially calibrated 1.6-litre EcoBoost petrol engine.

The most powerful production Fiesta ever, it will sprint from 0-100 km/h (0-62 mph) in 6.7 seconds, and will feature an exclusive specification including unique Solid Silver Grey exterior, distinctive machined matt black alloy wheels and special interior detailing.

Production of the Fiesta ST200 begins in June with first deliveries to customers expected soon after.

"The Fiesta ST is truly beloved by owners and critics. The ST200 takes this special drivers' car to a new level of power and performance," said Joe Bakaj, vice president, Product Development, Ford of Europe. "I think it's a future classic in the making."

In addition to the exclusive exterior colour and 17-inch alloy wheel specification, Fiesta ST200 models also will feature red painted brake callipers and an enhanced interior with unique partial leather Charcoal Recaro front seats and contrasting silver stitching, along-



side illuminated scuff plates and seatbelts with silver detailing.

The Fiesta ST200's 1.6-litre EcoBoost engine can deliver an additional 15 PS and 30 Nm of torque for up to 20 seconds using transient overboost. A 4.06 ratio final drive – shortened from 3.82 in the Fiesta ST – further enhances in-gear acceleration for improved drivability and an even more fun to drive experience. Top speed is 230 km/h (143 mph).

Also on display in Geneva was the new Ford Kuga – making its European motor show

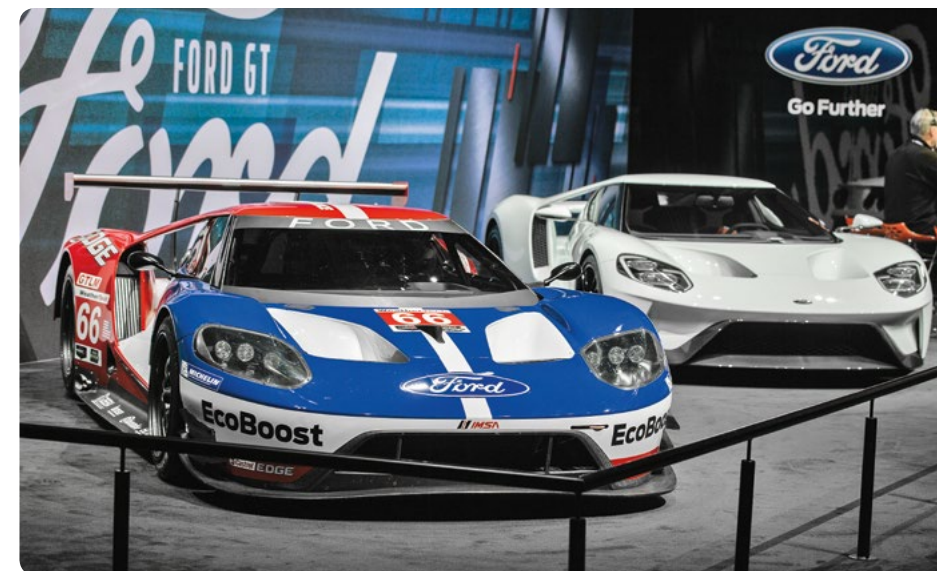
debut – and road- and race-car versions of the Ford GT ultra-high-performance supercar side-by-side in Europe for the first time.

Ford last month confirmed that four Ford Chip Ganassi Racing Ford GTs – two competing in the 2016 FIA World Endurance Championship (WEC) and two in the 2016 IMSA WeatherTech SportsCar Championship – will race for GTE Pro class glory at the iconic 24 Hours of Le Mans endurance race on June 18-19.

Ford is returning to Le Man 50 years after



Ford Chip Ganassi Racing Team drivers were special guests on the Ford stand



achieving a legendary 1-2-3 finish at the 1966 race with the original Ford GT40 race-car. The four cars will carry race numbers 66, 67, 68 and 69 in a nod to Ford's four successive Le Mans victories between 1966 and 1969.

"Whether it's the new Fiesta ST200, or our game-changing all-new Focus RS, or the groundbreaking Ford GT supercar, our Ford Performance offering has never been so strong," said Raj Nair, Ford executive vice president and chief technical officer, Global Product Development. "Ford's EcoBoost engine technology has enabled a Ford Performance model to suit every budget and lifestyle."

“WE ARE ON THE CUSP OF A MOBILITY REVOLUTION”

Ford CEO Mark Fields travelled to Mobile World Congress to unveil new Kuga, confirm SYNC 3 for Europe, and reveal an expansion of the Ford Smart Mobility plan

In his conference address in Barcelona, Spain, Fields emphasised Ford's plan to be a leader in connectivity, mobility, autonomous vehicles, customer experience, and data and analytics.

“As we look to the future, it is clear we are on the cusp of a revolution in mobility – from car sharing to autonomous driving to the customer experience,” he said. “Technology and innovation provide us with the opportunity to address these trends and to make people's lives better by changing the way the world moves.”

To stay at the forefront of that revolution, Fields revealed that Ford will triple engineering investment in driver assist technology, speeding the roll-out of semiautomated systems that make it easier to park and drive in heavy traffic.

Alongside developing advanced technologies, Ford is also transforming the customer



“It is all about making people's lives better by changing the way the world moves.”

experience, and Fields confirmed that FordPass, the company's new customer experience platform, will make its debut this year in Europe.

FordPass features four elements. A Marketplace offering access to mobility services and partners; trusted and knowledgeable FordGuides who are always available to help members resolve mobility challenges; Appreciation, where members are recognised for their loyalty; and FordHubs, where consumers can experience new innovations.

Through FordPass, owners will be able to manage their vehicle, including scheduling maintenance services. New partners for FordPass include BP and Mobile City, a leading mobile parking payment company. FordPass also will integrate Ford Carsharing, run with Germany's Flinkster Carsharing.

Fields emphasised that car-sharing and improved parking were key Ford Mobility commitments. He added that the company was working to expand those services in European cities and towns.

In London, Ford is building a predictive parking system with its new GoPark pilot, and it is also trialling on-demand car-sharing with its GoDrive pilot.

“It is all about making people's lives better by changing the way the world moves, just like our founder did 113 years ago,” he concluded.

Find out more about GoPark and GoDrive by visiting these sites:

<http://s.fordmedia.eu/GoPark>

<http://s.fordmedia.eu/GoDrive>



SYNC 3: BETTER COMMUNICATION AND ENTERTAINMENT

Ford's new SYNC 3 communication and entertainment system was shown for the first time in Europe at the Mobile World Congress, where it was demonstrated in the new Kuga (see page 13).

SYNC 3 allows drivers to control their connected smartphones, audio, navigation, and climate functions with more conversational voice commands.

The new system features a redesigned 8-inch touch screen and faster performance. Simply by pushing a button and saying “I need a coffee,” “I need petrol,” and “I need to park,” drivers can find nearby cafés, petrol stations or car parks, as well as locate train stations, airports, and hotels. The system then guides the driver to the selected destination via the navigation.

Ford has also announced new apps for the system that can be voice-activated using SYNC AppLink, and include enabling drivers to share audio clips, check weather and earn money by transporting packages; the BoxMan app enables drivers delivering a package for others to earn around €5-8 for a typical five kilometre journey.

SYNC 3 will be available first on Mondeo, S-MAX and Galaxy, followed by new Kuga.

Starting this year, owners of SYNC 3-equipped vehicles will have more choice in how they access their smartphones in the car.

iPhone users can activate Apple CarPlay to make phone calls,



- New 8-inch touch screen
- Faster performance
- New voice-activated apps

access music, send and receive messages, get directions optimised for traffic conditions, and more while they stay focused on the road. The system is also compatible with Siri Eyes Free which allows for easy access to Siri with iPhones connected over Bluetooth.

Android users can activate Android Auto, which makes apps and services accessible in safer and seamless ways, including Google Search, Google Maps and Google Play.

FORD AND AUTONOMOUS VEHICLES

Ford is taking two distinct pathways toward vehicle automation. First, the company has a dedicated team developing driver assist technology that is focused on delivering increasing levels of automation.

Traffic Jam Assist helps the driver with steering, braking and acceleration in heavily congested traffic situations on motorways. Easily activated by pushing a button, the system helps keep the vehicle centred in the lane



and brakes and accelerates to keep pace with the vehicle in front.

Fully Active Park Assist will help drivers by steering and controlling the transmission, throttle and brake to seamlessly pull into a parking spot at the touch of a button.

Further semi-autonomous technologies already introduced by Ford include Pre-Collision Assist with Pedestrian Detection, a camera- and radar-based system that detects vehicles and people in the road ahead; and Intelligent Speed Limiter, which could help prevent drivers from exceeding speed limits, and potentially from incurring costly speeding penalties.

As for the future, Ford also has a dedicated fully autonomous vehicle programme in

Aachen, Germany, and in Palo Alto, California, and Dearborn, Michigan, in the USA, with more than a decade of experience.

Ford is seeking to deliver autonomous capability that does not require driver input described by the SAE International as Level 4 of automation. At this level of capability, autonomous vehicles will likely be offered first in climates that support optimal sensor performance and in areas that have been mapped in high resolution 3D.

Already, Ford is the first automaker to test fully autonomous vehicles in winter weather, including snow, and recently announced plans to triple the company's autonomous vehicle development fleet making it the largest of all automakers.

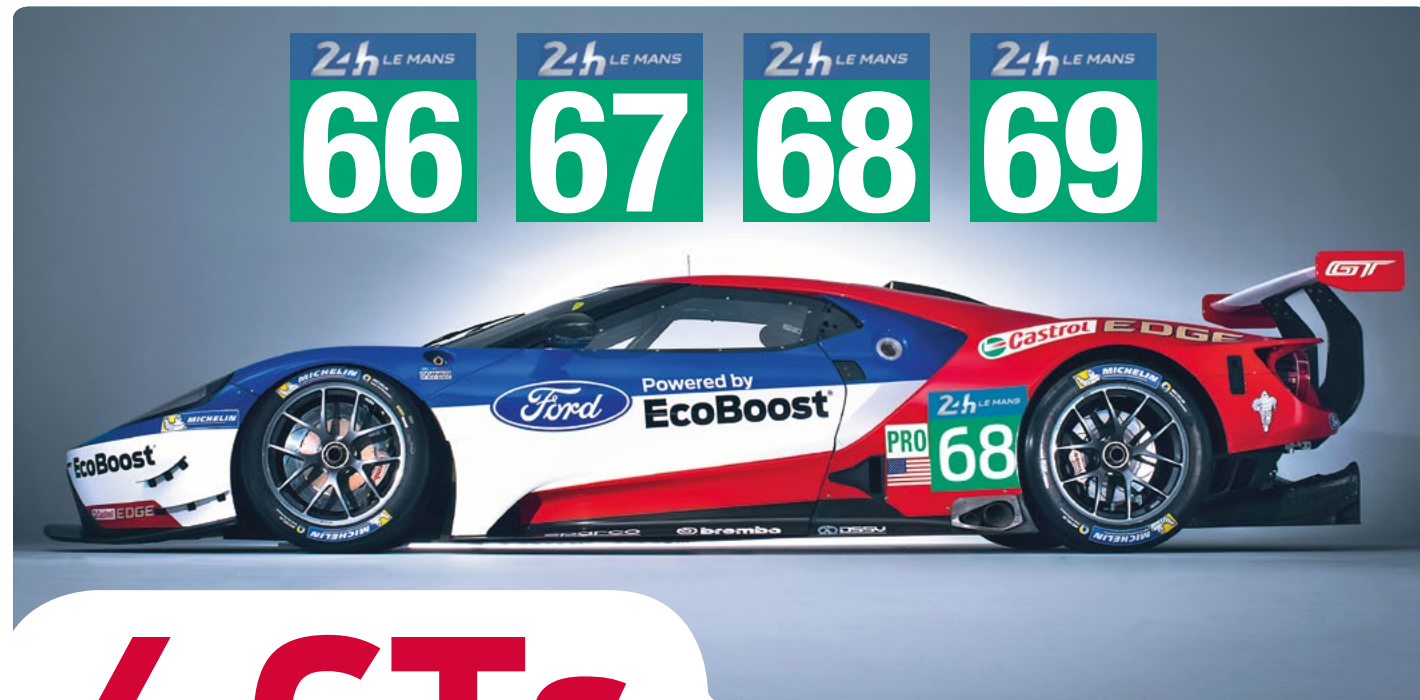
JAUNT APP WINS FORD CONTEST

A new app that could make journeys more efficient, more sociable and help to alleviate congestion was the winner of the Ford Smart Mobility Challenge. The creators of journey-sharing app Jaunt were presented with the €10,000 top prize at the Mobile World Congress.

Developed by Ilya Zarembsky and Betsy Medvedovsky, in New York, in the U.S., the Jaunt app enables users to both create journeys and join those created by others for fastest journeys or



more scenic routes. An interactive map enables users to filter available “jaunts” by transport mode, location and time, and discover more about their fellow travellers. Sharing trips, the use of different traffic modes, and motivating travellers to use alternative routes will help to ease the pressure on main traffic routes and improve the flow of traffic in city areas.



4 GTs FOR LE MANS

Ford's hopes of an historic victory at Le Mans in 2016 have been boosted by news that four Ford GTs will line up for the race

The organisers of the Le Mans 24 Hours, the ACO (Automobile Club de l'Ouest), announced the entry list last month, confirming that the full complement of Ford Chip Ganassi Racing Ford GTs will compete for GTE Pro class glory at the world's greatest motor race, which takes place on June 18-19.

"It was great to see all four Ford GTs up there on the Le Mans entry list," said Dave Pericak, Ford Performance global director. "Newcomers are by no means guaranteed an entry, whatever their history or ambitions, so we thank the ACO for giving Ford the opportunity for a four car assault in June."

The Ford GT racing car is based on the all-new Ford GT supercar, which is the pinnacle product of the Ford Performance division. With state-of-the-art aerodynamics, lightweight carbon fibre construction and a powerful and efficient Ford EcoBoost engine, the Ford GT has been built to go head-to-head with the GT establishment – Ferrari, Corvette, Porsche and Aston Martin – as they fight for victory in the ultimate endurance battle.

"I'm very happy that we can run all four Ford GTs at Le Mans," said Chip Ganassi, owner of Ford Chip Ganassi Racing. "It will be a big challenge for us but one we are thrilled to undertake. We have prepared well and can't wait to get the Ford GTs onto the track there and show everyone what they can do."

The #66 and #67 Ford Chip Ganassi Racing cars that run in the FIA World Endurance Championship will keep their race numbers for Le Mans. The two Ford GTs that run in the IMSA WeatherTechSportsCar Championship will receive new race numbers just for Le Mans: #66 becomes #68 and #67 becomes #69.

The configuration of the driver line-ups in the WEC cars will be announced at a later date, along with the identities of the third drivers for all four Ford GTs at Le Mans.

Focus RS set for WRX debut

Ford Performance has confirmed Ken Block's Hoonigan Racing Division team will field two factory supported 2016 Ford Focus RS Rallycross cars in the FIA World Rallycross Championship.

The Focus RS build is a global collaboration between Ford Performance, Ken Block and the Hoonigan Racing Division, and U.K. based M-Sport.

"Our intention is to develop a Rallycross car we are proud to have wear the RS badge," said Mark Rushbrook, Motorsports Engineering Manager at Ford Performance.

"We've dedicated the same level of cutting-edge tools, technical resources and engineering used on our Le Mans GT and NASCAR programs. Partnering with M-Sport brings a renowned expertise in rallycross and stage rally vehicle development."

The Focus RS Rallycross cars will debut at the FIA World Rallycross event in Portugal April 15-17th with Hoonigan Racing Division drivers Ken Block and Andreas Bakkerud behind the wheel. The FIA World Rallycross Championship is a 12-race series, featured in 11 countries and three continents globally.



NEW KUGA: MORE STYLE AND TECHNOLOGY

Unveiled last month, the new Kuga has a new look inside and out and a wide range of technologies, including SYNC 3



Restyled taillights give new Kuga a more sporty look



Among its new driving technologies are Perpendicular Parking, an enhanced version of Active City Stop, Ford's Adaptive Front Lighting System, a Hands-Free Liftgate and Intelligent All Wheel Drive.

On the outside, the new model has a bold, sporty look, with a large upper trapezoidal grille and a smaller lower grille are flanked by new headlamps incorporating LED Daytime Running Lights and fog lamps. Restyled taillights complete the sporty look, while a new range of 17- 18- and 19-inch alloy wheel

designs. A power-operated retractable tow bar automatically stores itself out of sight below the rear bumper when not in use.

The new interior delivers a more ergonomic, stylish and comfortable experience for occupants. The steering wheel and air-conditioning controls feature fewer and more easily distinguishable buttons and switches. The steering wheel is also offered with heated leather, while all automatic new Kuga models will have paddle-shift controls.

SYNC 3 is installed for enhanced communi-

cation and entertainment (see pages 10-11).

New convenience features include an electronic parking brake and a door lock indicator.

The newcomer is powered by a range of efficient diesel and petrol engines, including a new 120 PS 1.5-litre TDCi diesel engine replaces the outgoing 2.0-litre TDCi. Offered with front-wheel drive, Ford is targeting a fuel efficiency improvement for the new engine of about 5 per cent to 4.4 l/100 km (64.2 mpg) and 115 g/km CO₂.

Ford is launching the new Kuga and the larger Edge SUV this year, after introducing an updated EcoSport last year. The new models will compete in an expanding SUV segment, where sales are forecast to increase to 27 per cent of all vehicle sales in Europe by 2020.

New Kuga and the Edge are among five all-new or redesigned Ford vehicles that will compete in the SUV and crossover space in the next three years.

Kuga spearheaded the company's SUV expansion for Europe after first going on sale in 2008. Sales increased to a record 102,000 in 2015 – up by 19 per cent compared with 2014. Ford expects to surpass 200,000 SUV sales in Europe for the first time in 2016 – a growth of more than 30 per cent compared with 2015.

B-MAX COLOUR EDITION

The new B-MAX Colour Edition has an eye-catching exterior, with contrasting black roof, mirrors and skid plate, a large rear spoiler, privacy glass and unique 16-inch alloy wheels.

Interior features include SYNC connectivity with optional 5-inch display and navigation, together with optional Cognac stitching for seats, steering wheel, gearshift gaiter and floor mats.

The 140 PS 1.0-litre EcoBoost engine is available for B-MAX from Spring, delivering 0-100 km/h (62 mph), acceleration in 10.4 seconds and 116 g/km CO₂.

Other features include the Ford Easy Access Door System, Active City Stop and MyKey technology.



LOOKING EAST

Providing finance for customers in Central and Eastern Europe presents unique challenges for Ford Credit as Beata Jaszczur explains

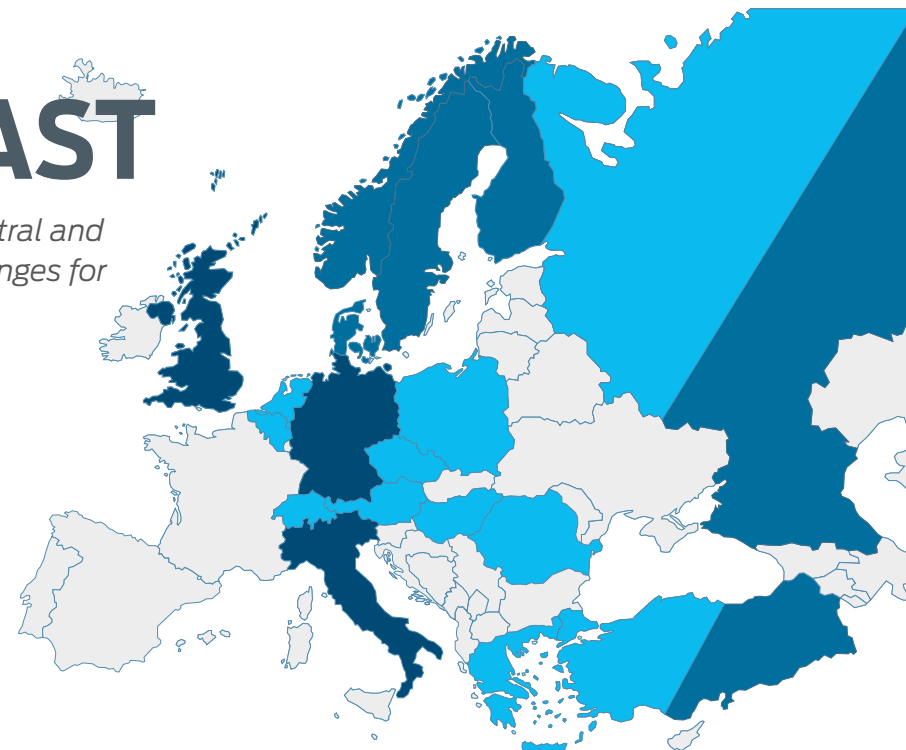
From her office in Warley in the UK, Beata Jaszczur, regional director, Eastern and Central Europe, Ford Credit, heads teams responsible for Ford Credit's operations in Austria, Belgium, the Czech Republic, Greece, Hungary, the Netherlands, Poland, Romania, Russia, Switzerland and Turkey.

It is a truly diverse range of countries with varying economic environments, yet Ford Credit still offers dealers and customers the same core products in each market – helping Ford sell more vehicles, more often, to more satisfied customers.

To achieve this, Ford Credit shares joint objectives with Ford in every market, including Ford's sales volume and Ford Credit's share of those sales. Further, Ford Credit works closely with Ford as an integral part of the Go To Market team that quarterly reviews performance and sales and marketing plans for each market.

"Ford Credit's finance offers across the region commonly include our Trade Cycle Management product that is often called Ford Options," explained Jaszczur. "This product makes it affordable for customers to drive a new Ford today and can offer them access to a new Ford in the future too, generating incremental sales for the company."

In addition to retail finance, Ford Credit also offers insurance in most markets and finances the sale of Ford's commercial vehicles. It also helps dealers stock their dealerships with new, used and demonstrator Ford vehicles through the organisation's dealer credit and wholesale processes that are currently being centralised into Ford Credit's multi-lingual business centre in Manchester, UK.



- FORD CREDIT'S LARGEST MARKETS
- WHERE FORD CREDIT PARTNERSHIPS/ JOINT VENTURES EXIST
- FORD CREDIT HEADS OPERATIONS IN THESE COUNTRIES

Did you know:

Ford Credit Europe operates in 15 European countries through a network of branches and subsidiaries. It also supports sales of Ford's vehicles through partnerships and joint venture arrangements in Denmark, Finland, Norway, Russia, South Africa, Sweden and Turkey.

In addition, Ford Credit Europe has a Worldwide Trade Finance division that provides wholesale stocking finance facilities to dealers and distributors in countries where Ford does not have a National Sales Company.

Ford Credit Europe provides loans to around 801,000 retail customers across Europe and provides wholesale financing to around 1,300 Dealer Groups. Its largest markets are the UK and Germany, with the UK market representing approximately 39 per cent of the total Ford Credit Europe portfolio, Germany representing around 27 per cent and Italy as the next largest market at 8 per cent.

"Centralising these processes is a complex undertaking due to variances in legislation and process in the region," added Jaszczur. "However, as Ford Credit is a UK regulated bank, we must always be sure we are fully compliant with both UK and local regulatory requirements in every element of our business."

Today, four out of every ten new Ford sales in Europe are financed by Ford Credit, generating profits that flow back to Ford. As for the future?

"It looks very bright. It will be exciting for us to increase our range of services when the company's new mobility initiatives expand in this region," Jaszczur said.

About Beata Jaszczur:

Career: Beata Jaszczur's career began as one of Ford of Poland's first employees when she joined in 1992. She later became one of the first employees of the newly established Ford Credit Poland. As her career expanded she became a regional manager responsible for insurance, leading the launch of branded motor insurance products in Austria, Hungary and Poland, before becoming the location manager for Ford

Credit Poland. Beata latterly held a broader regional position and had strategic responsibility for Ford Credit in Russia before taking on her current role.

Personal: Born in Warsaw, Beata graduated with a master's degree in economic sciences and speaks Polish, English, Russian and German. She is married and enjoys bird watching in her spare time.



IS THIS THE WORLD'S WORST ROAD?

Potholes and other rough road surfaces have become a pricey problem for motorists around the world but Ford has a solution



Punctured tyres, damaged steering components and broken springs or shock absorbers can be just some of the costly consequences of hitting a pothole or other major road defect.

Last year in the U.K. alone, the Royal Automobile Club responded to more than 25,000 pothole-related breakdowns – a nearly 25 per cent increase just since 2014. Poor condition and lack of maintenance of European roads are said to contribute to at least one third of all accidents every year.

Recognising the issue, Ford has created a diabolical 1.9 kilometre (1.2 mile) road that consists of precise replicas of some of the worst potholes and road hazards from around the world. What's the point of this boulevard of broken suspensions? To help engineers create more robust chassis systems and develop new innovations to ensure Ford vehicles can better withstand the world's increasingly choppy roads.

The road is part of 80 kilometres (50 miles) of test tracks at Ford's Lommel test facility in Belgium. It incorporates potholes from Europe and the U.S., and simulates more than 100 hazards from 25 countries worldwide. In the past three years alone, Ford engineers' search for scary road hazards has taken them to Austria, France, Germany, Italy, Russia, Spain, Switzerland, and the U.K., as well as Asia, Australia, North America, and South America.

"From a rutted traffic junction in China to a bumpy German side-street, this road is a rogues' gallery of the most bruising surfaces

that our customers might encounter," said Eric-Jan Scharlee, durability technical specialist, at Ford's Lommel Proving Ground, in Belgium.

"By incorporating these real-world challenges into our test facilities we can develop future vehicles to better cope with challenging conditions."

Engineers are always investigating potential new additions for inclusion at the facility. Employing similar equipment to that used by seismologists studying earthquakes, the engineers drive through the potholes at speeds of up to 70 km/h (46 mph), using sensors to record the loads and strains to the suspension and components. This includes surfaces as diverse as granite blocks from Belgium, cobbles from Paris, and speed bumps from Brazil.

Ford's obsession with making sure its cars can withstand the world's worst roads has led to innovation. For example, Ford is debuting Continuous Control Damping with Pothole Mitigation technology in Europe on Mondeo, Galaxy and S-MAX. The technology adjusts the suspension if it detects that a wheel has

dropped into a pothole, and can help protect the suspension from damage. Ford's Tyre Pressure Monitoring System alerts drivers to punctures, and Electronic Stability Control can help drivers maintain control of their vehicle when avoiding obstacles.

All Ford vehicles for Europe are tested at Lommel, where Ford engineers and test drivers cover more than 6 million kilometres (3.7 million miles) every year. For example, test drivers there drove the all-new Transit over the course more than 5,000 times as part of a testing regime designed to simulate ten years' punishment in just six months. Test facilities also include a high-speed circuit, salt- and mud-baths and corrosion testing in high-humidity chambers. Prototype vehicles also are driven worldwide in temperatures ranging from -40 C to 40 C.

"Analysing data inputs during vehicle testing has enabled Ford to develop a range of advanced driver aids and design modifications to help continually improve the safety and robustness of our vehicles," Scharlee said.



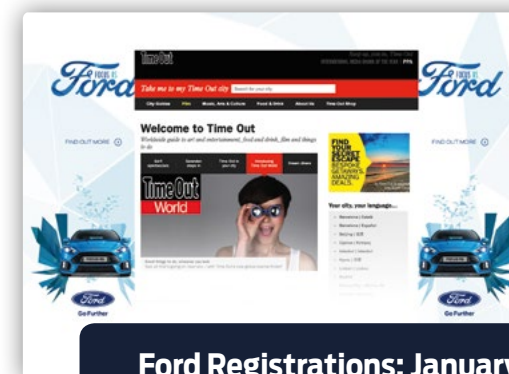
The flowing Ford signature script, prominent in the company's blue oval brand logo, is being used in a series of European marketing campaigns

"It signals change," said Gaetano Thorel, vice president, Marketing, Ford of Europe. "Desirable and emotional new models like Mustang,



New Ford script will be used extensively in advertising and promotional material

"This significant change in our brand journey was extensively researched in the UK and Germany and received overwhelmingly positive feedback," added Gaetano Thorel. "Both customers and dealers told us the new-look script is effective and engaging. That journey is, of course, continuing as we continue to launch new models that inspire emotional attachment among consumers."



Total vehicles by country:
 ⬆ higher/ ⬇ lower than 2015

	A - Austria	1,780	↑		I - Italy	12,336	↑
	B - Belgium	3,233	↑		IRL - Ireland	6,005	↑
	CH - Switzerland	1,042	↓		N - Norway	1,017	↑
	CZ - Czech Republic	1,236	↑		NL - Netherlands	3,428	↑
	D - Germany	17,834	↑		PL - Poland	2,319	↑
	DK - Denmark	1,467	↓		P - Portugal	708	↑
	E - Spain	5,222	↓		S - Sweden	895	↓
	F - France	6,709	↓		RUS - Russia	2,258	↑
	FIN - Finland	1,247	↑		TR - Turkey	3,938	↓
	GB - Great Britain	28,466	↑		RO - Romania	610	↑
	GR - Greece	465	↑		EUROPE 22 2015	103,134	(+8,119)
	H - Hungary	919	↑		EDM 2015	2,063	(+260)

FORD ON SOCIAL MEDIA

Here's a selection of social media comments about Ford from around the world:



- Ford GT Race Car: Sounds and looks great. Can't wait to see it at Silverstone. **Steve Fall**
- Ford GT Race Car: Fantastic, but being a fast road man I think the road version is a beautiful work of art. **Justin Thorne**
- Ford GT Race Car: We can't wait to go to Le Mans with you guys. **Castrol**
- Ford GT Road Car: I need this car in my life. **Ben Stretton**
- Ford GT Road Car: Mmmmmmmmm delicious xx. **Wayne Kelly**
- Focus RS: Love it. As a very loyal Ford customer for many years, whose first car was a Ford , (Cortinas, Capris, Sierra and on my 5th Mondeo), I think I should be allowed an extended test drive for 3 years or so... **Richard Taylor**
- Focus RS: Best hot hatch of all times. **Luís Miguel Toscano Figueira**
- Ford Edge: I so wish I could afford one of these. Love Ford. **Mandy Baldwin**
- Ford Edge: Another excellent looking car. **James Dee**
- If Vauxhall can bring back the Viva I'm sure Ford could reintroduce the better Escort 😊. **Tony Wade**



- We think you're wheely great too @forduk! Happy Valentines Day to all our fans out there too! @TeamSky
- Ford GT: We can't wait! @Silverstone
- Ford GT: Thing of beauty... @IanJamesPoulter
- @forduk @WeAreMarmalade Want car and insurance for new young driver? These two make it simple and cheap to get a great safe car. @QuentinWilson
- Ford Mustang: My new car thanks @FordMustang. @LiamSpencerX
- Focus RS: I got to have a little drifting session with Ken Block, it was unreal. @stevebooker
- The Focus RS is one of the best hot hatches we've driven. @ParkersNews
- The new Ford Focus RS takes all five stars in our first drive test. @AutoExpress

MUSTANG or FOCUS RS?



Which of these fast Fords would you most like to own – Mustang or Focus RS – and why? That was the question we posed in the February edition of @Ford. Below are some of your responses:

"No doubt: The Ford Focus RS! Why? Because I have fallen in love with this car!"

"Both. A V8 convertible for blue-sky summer driving, plus a blue RS for maximum fun whatever the weather."

"Either would be a dream for me although the Focus has to be more practical."

"They are such exceptional value for money, you can buy both for the cost of one car delivering similar performance."

"Focus RS – so I can 'hoon' (in safety) like Ken Block."

"What a delicious dilemma! I'd probably plump for a V8 'Stang purely for the engine's wonderful soundtrack. Would that V8 fit in the Focus????"

"My heart says V8 Mustang but my partner says Focus RS."

"Focus RS all day long. Is there a more multi-talented car out there?"

"Mustang because it looks more muscly and sounds just awesome."

"Whichever my Ford dealer can provide me with quickest!"

"The new Focus RS. Why? Because I'm an avid driver of a Focus ST and would absolutely love to drive the Focus RS and experience its excellent driving capabilities. Best thing is, the RS is suitable for everyday use."

"The Focus RS, of course! Why? Because I already have a Mustang in my garage."

THIS MONTH'S QUESTION:

Ford is accelerating its transformation plan in Europe in 2016. What change would you make to help deliver a vibrant, sustainable future?

Send your replies to meetfoe@ford.com or via internal post to D-NX/2A.



Moment

16.02.2016

Jim Farley at Merkenich
Road Show event

