

@Ford

A detailed close-up of a diesel engine's internal components. A fuel injector is positioned above a combustion chamber where a bright, intense yellow and orange flame is visible, indicating the combustion process. The surrounding engine parts are metallic and blue-tinted, with various bolts and ports visible. The overall lighting is dramatic, highlighting the mechanical complexity and the power of the engine.

Connecting Europe · May 2016

RECORD PROFIT

FORD OF EUROPE
HITS 8-YEAR HIGH

FORD GT

SPEC YOUR CAR NOW!

ALL-NEW FORD ECOBBLUE DIESEL

CLEANER
MORE POWER
MORE EFFICIENT

A GOOD START – A CHANCE TO BUILD SOMETHING GREAT

No doubt you will all have heard the fantastic news that Ford has made a strong start to the year, earning a global pre-tax profit of \$3.8 billion. That's the best quarterly profit Ford has ever made in our 113-year history, and was more than double the pre-tax profit in the first quarter last year.

I'm also thrilled to say Ford of Europe played its part in contributing to Ford's global success. We made a pre-tax profit of \$434 million – almost half a billion dollars better than the first quarter of last year, and our best quarterly profit since 2008.

Equally impressive is that our operating margin grew from a negative 0.6 per cent last year, to a positive 6.3 percent – a 6.9 percentage point improvement. In fact, every part of our business improved in the quarter.

We once again outpaced the industry in terms of sales growth. But that's only part of the story. A real key for us was the mix of vehicles we sold – more performance models, more CVs, more SUVs, more Titanium

models, and more Vignale models. Our more exciting product portfolio and stronger brand is attracting new customers and higher price points – and higher profit.

This clearly has been a milestone quarter for Ford of Europe. Everyone should feel proud of the progress we have made, and I want to thank all of you for the outstanding effort you have all put in to make this happen. It's a great achievement, and it sets us up for what promises to be a great year ahead.

Of course, we always need to remember that one quarter doesn't make a year. So while it's important to take the time to celebrate our success this quarter, let's use this great start as a springboard to drive us onwards to even greater success in the rest of 2016.

Good companies make a profit, but great companies are those that are sustainably profitable in good times and bad. Each of you played a role in delivering our transformation so far, and it's up to each of us to keep driving forward.

Please stay focused on our plan, which is to build a vibrant and sustainably profitable Ford of Europe by delivering:

- A Brand People Love
- Future Focused Products
- A Lean Business
- Leadership in Mobility
- A Vibrant Organization



Jim Farley

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

Countdown to Le Mans

I'd like to close by reminding you about a very special event taking place in France next month. Readers of @Ford will know that on June 18-19, Ford makes its historic return to the 24 Hours of Le Mans, with four GT race cars taking to the track.

It's been incredible to see how the entire Ford Chip Ganassi Team has gelled, and I'm also heartened by the pace and reliability the Ford GT showed in its maiden WEC race at Silverstone in April.

I know every member of the race team appreciates your support, so please join me in wishing all connected with Ford Performance every success for Le Mans. If you do get the chance to go, I can highly recommend it. I hope to see as many of you as possible there, cheering on the Ford GTs!



ONE TEAM · ONE PLAN · ONE GOAL · **ONE FORD**

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Spec your own Ford GT



@Ford Europe May 2016

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Design: Manfred Müller, Alexander Bertrams, Anke Hansen **Production:** Zetweka, Print & Production Management, Cologne

Digital Reproduction: purpur, Cologne **Print:** NEEF + STUMME premium printing, Wittingen

Published by Ford of Europe, Communications and Public Affairs

NEWS IN BRIEF

What's that engine noise?

Ford has found that for certain tests, nothing beats a good set of ears to help ensure the all-new Focus RS achieves optimum performance. Highly trained production workers conduct an auditory test that confirms the perfect running of the 350 PS 2.3-litre EcoBoost engine, in advance of it being fitted to the completed Focus RS cars.

Employees at Ford's manufacturing facility in Valencia, Spain, are taught to identify defects using specially prepared "faulty" engines that highlight the sound that they need to listen for. After several months of training and coaching, team members are qualified to conduct the intensive one minute tests in one of 18 sound-proofed cells at the end of the production line.

Should the engineers hear any rattling or whistling sounds typically associated with issues, such as a blocked lubrication passage or a damaged gear tooth, the engine is removed so that further checks can be carried out, and the problem addressed. In this way the quality of the manufacturing process also can be continuously improved.



Bridgend prepares for new engines

Work is underway at Ford's Bridgend Engine Plant in South Wales to pave the way for a family of all-new, technologically-advanced, fuel-efficient petrol engines.

Last year, Ford approved an investment of £181 million – including £14.67 million from the Welsh Assembly Government – with production planned to start in late 2018. Teams from the Dunton and Merkenich Technical Centres, and the Research and Innovation Centre in Aachen, have worked together on the design and development of the all-new engine family. More details will be made available closer to launch.

Going to Le Mans in June?

Are you off to France in June to watch Ford's historic return to the 24 Hours of Le Mans? Ford Chip Ganassi Racing is looking to understand how many employees will be at La Sarthe to support the team. If you are going, please email foeinfo@ford.com and let us know which day you are arriving, so the team can keep in touch with you.



We have a new hero

Focus RS is Top Gear's Top Car

Ford Focus RS has been crowned 2016 Car of the Year by the UK's biggest-selling auto magazine. The 350PS performance car was hailed a "fantastic achievement" in Top Gear's awards edition.

Charlie Turner, Top Gear editor-in-chief, said: "The Focus RS really is the complete package and claims our top award ahead of other category winners costing ten times as much. It delivers accessible performance and entertainment, with looks and practicality thrown in, and proves you don't always need to spend big money to have a huge amount of fun."

Top Gear praised the Ford's responsiveness and handling talent, adding: "What makes the RS so special is that it combines vivid personality with real practicality



and serves it up at such a tempting price. We have a new hero."



Mustang leads global sales race

According to registration data from IHS Automotive, Ford sold around 110,000 Mustang Coupes globally in 2015 – topping all other sports coupe competitors.

That record was achieved despite limited availability for most of the year in such key markets as the U.K. and China. Additionally, Ford sold around 30,000 Mustang convertibles, making Mustang far and away the best-selling two-door sports car in the world.

FORD POSTS RECORD PROFIT

Ford has posted a global first quarter pre-tax profit of \$3.8 billion – the biggest pre-tax quarterly profit in the company's 113-year history.

Ford of Europe delivered a first quarter pre-tax profit of \$434 million, an improvement of \$476 million compared with Q1 in 2015. It is Europe's fourth consecutive quarterly profit and its best Q1 result since 2008.

Ford of Europe's wholesale volume and market share also improved while operating margin jumped from -0.6 per cent to 6.3 per cent compared with a



year ago. Ford remains Europe's bestselling commercial vehicle brand, reflecting the strength of the Transit line-up and Ranger.

Elsewhere, Ford Credit posted a global first quarter pre-tax profit of \$514 million, an increase of \$31 million.

"This was our best quarter ever," said

Mark Fields, Ford President and CEO.

"We are excited about the future, and we are confident in our ability to drive growth, returns and rewards at lower risk across the entire company. Our results this quarter clearly demonstrate our passion for products and our focus on innovation."

Ford Sollers wins social award

Ford Sollers has been honoured with a prestigious 'Best Social Projects' award in recognition of implementing Driving Skills for Life training in Russia. Ford Sollers received an award in the "Corporate Projects" category. Judges praised the contribution the company has made promoting a safe driving culture among newly licensed drivers in Russia.

Since DSFL was successfully launched in Russia in 2014, Ford Sollers has already trained 2,400 novice drivers in nine Russian regions, providing free, hands-on classes covering hazard recognition, vehicle handling, and speed and space management.



Ford boosts British cycling

Ford has announced a new partnership in British cycling with the creation of Team Ford EcoBoost, a women's cycling team led by British Circuit race champion Nikki Juniper.

The ten-strong team, which includes a mix of both senior and young development riders, will compete in a full calendar of race events this year throughout the UK and selected venues across Europe.

The team's fleet of vehicles consists of three Ford EcoSports, all powered by the multi-award winning 1.0-litre EcoBoost engine, and a top-of-the-range Mondeo Vignale estate with the powerful 240PS 2.0-litre EcoBoost engine. The final vehicle, a Transit Custom double-cab-in-van, will be used to transport larger equipment and the team supplies as they head to race events around the country. The Team Ford EcoBoost fleet sports a distinctive blue, white and orange livery to match the team's race kit.

OVERHEARD

"They always ask me, 'What keeps you up at night?' Nothing. I am dead tired by the time I get to bed, because I love what I do. But clearly, we take our competitors very seriously. When you look at the level of competition we have from traditional and non-traditional competitors, we're embracing that."

Mark Fields

"Our suspicion that the RS is the daddy of all hot hatches has turned into a certainty. It's mind-bendingly fast, stunning to drive, well equipped, relatively practical and comfortable enough to be used every day. We don't do star ratings, but if we did, this would get six." **James Fossdyke**, contracthireandleasing.com

"The one big advantage the S-MAX had over its rivals was the fact that ownership didn't involve compromising one's love of driving. And it's still great to drive, feeling more agile than a seven-seat MPV has any right to. Throw a compliant ride into the mix and you have one of the best family cars on the market – and still the best-in-class MPV." **Craig Thomas**, Express.co.uk

"A change at the top had been on the horizon for some time: Ford's Mustang had been closing in on the Audi TT and the Porsche 911 for the past several months. In March, the Ford finally surpassed both and now tops the sales chart in the segment of sports cars." **Uli Baumann**, Auto Motor und Sport Online

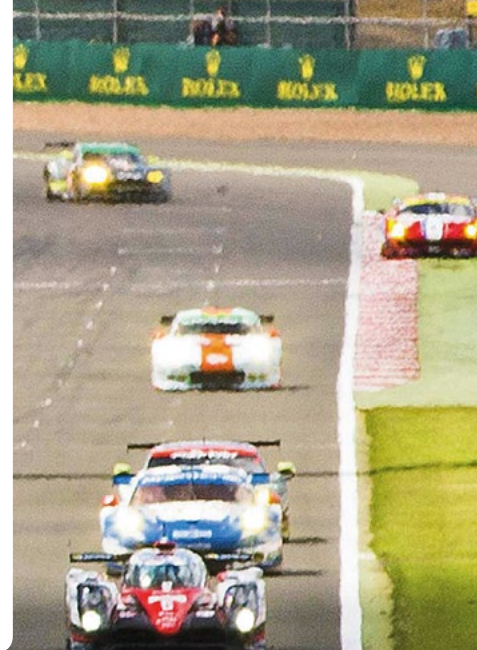
"I don't know of anything that will give you as good a run for your money (as Mustang) especially if you do the sensible thing and stick with the 2.3-litre EcoBoost (from €49,000). There are better cars out there, for sure, but not for that sort of money and certainly not with this sort of American icon pedigree." **Eddie Cunningham**, Irish Independent

"What makes the Ford Focus RS so appealing is the price, which from £31,000 is extremely affordable. Bear in mind the last all-wheel drive from Ford was the Escort Cosworth costing £22,050 in 1992, which in today's money would be just over £40,000." **Olivia Gauch**, motoring.co.uk



Sport

Every second counts when the cars pit



Sport

WHAT IT'S LIKE TO WIN LE MANS

Standing on the top step of the podium at Le Mans is every racing driver's dream. Ford GT racing driver Harry Tincknell explains why

At 24, he may be the youngest Ford GT racer heading to Le Mans next month but Englishman Harry Tincknell is no rookie when it comes to mastering the world-famous La Sarthe circuit.

Back in 2014, and aged just 22, Tincknell won the LMP2 category while making his Le Mans debut.



The #67 GT of Tincknell (pictured above), Andy Priaulx and Marino Franchitti took fourth place in the GTE Pro class at Silverstone

It was a remarkable achievement for the former Formula 3 competitor and it means that out of all six Ford FIA World Endurance Championship drivers, he's the only one who has actually topped the podium on this most demanding of endurance races.

Speaking on the eve of the FIA WEC opening round at Silverstone, Tincknell told @Ford that winning at Le Mans is the holy grail of motorsport and something he'll never forget.

"It was just the most unbelievable experience, especially on my debut, because it's a track you can't practice on during the year because half of it is a normal road. So to go there first time and have such a great result was amazing," he said.

"The race itself is bonkers because it is so long and so intense. To stand on the top of the podium at the end in front of over 100,000 people is the best view I have ever experienced and it gives me even more motivation to be back up there with Ford."

The omens look good. Ford GTs #66 and #67 ran competitively and reliably at Silver-



33 cars started the 6 Hours of Silverstone but not all made it to the finish. GT #67 survived a scary moment when it was tagged by an LMP1 car and sent into a spin

stone last month on their first racing outing in Europe.

The #67 GT of Tincknell, Andy Priaulx and Marino Franchitti took fourth place in the GTE Pro class, closely followed by the #66 GT of Stefan Mücke, Billy Johnson and Olivier Pla in fifth position.

"Considering it was the first race with a new car and a new team we had a clean run," said Raj Nair, executive vice president and chief technical officer, Global Ford Product Development. "We're very happy that the car ran well mechanically. We had a couple of issues; we were caught out on safety car timing and we lost radio with Olivier (Pla) towards the end of the race, which had an impact on strategy. This is a great start though and a good

stepping stone to the Le Mans 24 Hours."

As @Ford went to press, the cars were back in action for the 6 hours of Spa in Belgium, gaining more valuable data ahead of the main event on the calendar – Le Mans.

As always, reliability and staying out of trouble are keys to success at Le Mans. For all six WEC drivers, maintaining maximum concentration is the biggest challenge.

"At Le Mans you have to be on it the whole time," says fellow GT #67 driver Marino Franchitti who is a five times Le Mans competitor with more than a 1,000 racing laps of La Sarthe under his belt.

"You need to push hard for every second and every lap of the race. Mentally it is so demanding. You can be driving at night in pouring rain with limited visibility on what are essentially public roads at speeds approaching 200mph when any rational person would

be asleep in bed. That's what makes Le Mans so special."

GT #67 teammate and triple World Touring Car Champion Andy Priaulx says the GTE Pro class is probably the most competitive class at Le Mans.

"It's really close racing and you end up in a touring car-style battle for 24 hours. Although the race itself is 24 hours long, the reality is that with qualifying and free practice before the start, you're actually on the go for about 36 hours. At Le Mans, you can be fast asleep with your head on a pillow one minute and

then 10 minutes later you're hammering down the Mulsanne Straight at close to 200mph. Imagine that!

"The race can be won or lost by a second so it's the team that makes the fewest mistakes that wins. We've got a fantastic car in the new GT, a super team in Ford Chip Ganassi Racing, and we're learning more and improving the car all the time. Fifty years ago Ford won Le Mans. Not only did they win it – they got 1st, 2nd and 3rd. With the passion I see here at Ford, and the belief in the car, I think we can achieve our dreams. I can't wait."



FOCUS RS RX ON THE PACE IN PORTUGAL

Hoonigan Racing Division's Andreas Bakkerud steered the all-new Focus RS RX rallycross car to victory in its first competitive qualifying race during the opening round of the 2016 FIA World Rallycross Championship.

The hard-charging Norwegian made it all the way to the final in Montalegre, Portugal, eventually coming away from the event with a 4th place and 20 championship points, which puts him in a tie for 4th overall in the championship after one round.

A recurring engine programming glitch prevented teammate Ken Block from reaching the final but he still managed to demonstrate the potential of the new Focus RS RX with both a second and third place qualifying race finish.

"I'm extremely proud of Andreas and his driving in Portugal," said Block.



"Ford Performance and M-Sport have delivered us an incredible car in the Focus RS RX and while we are still very early in the programme, Andreas has gone out there and proven that it's a highly capable machine despite being so early along in the development process. We still need some time to do more testing, work on different setups and log more seat time, but so far, so good."



FORD ECOBLUE USHERS IN NEW DIESEL ERA

Ford has given a global debut to a game-changing diesel engine that raises the bar for performance, refinement and efficiency

It's called Ford EcoBlue and it's the first of a family of next generation diesel engines that will power both Ford cars and commercial vehicles.

First off the production line is a four-cylinder 2.0-litre Ford EcoBlue which debuts in the new Transit and Transit Custom. It delivers 20 per cent more torque at 1,250 rpm compared with the outgoing equivalent power 2.2-litre TDCi diesel engine. It also brings passenger car refinement to the commercial segment, reducing radiated noise at idle by 4 decibels.

"Ford's EcoBoost created a new standard for petrol engines – smaller, more efficient with surprising performance. That same obsession to innovate for the customer is behind our new Ford EcoBlue diesel engine range," said Jim Farley, chairman and CEO of Ford of Europe.

"This new engine lifts fuel efficiency and reduces CO₂ by over 10 per cent in Transit, part of Europe's best-selling commercial vehicle line-up, lowering costs for our customers."

Ford EcoBlue's designers started with a clean-sheet of paper when planning this engine. The result is an all-new architecture that delivers reduced friction and a clean-burning combustion system.

Sophisticated after-treatment processes for exhaust gasses enable ultra-low emissions in line with stringent Euro Stage VI

standards that will be introduced in September 2016, requiring a 55 per cent reduction in NO_x emissions compared to Euro Stage V standards.

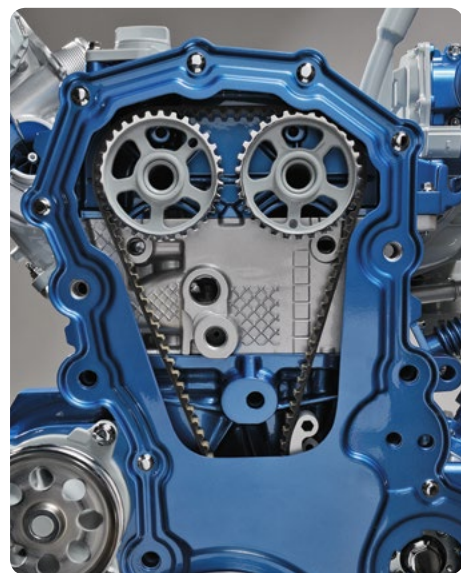
Developed by Ford engineering teams in the U.K. and Germany, the 2.0-litre Ford EcoBlue engine initially will be offered with 105 PS, 130 PS and 170 PS in commercial vehicle applications. Capable of delivering more than 200 PS, the engine will later feature in Ford passenger cars alongside further new Ford EcoBlue engines – including a 1.5-litre variant.

Ford EcoBlue features multiple innovations that reduce friction, contributing to a 13 per cent improvement in fuel efficiency.

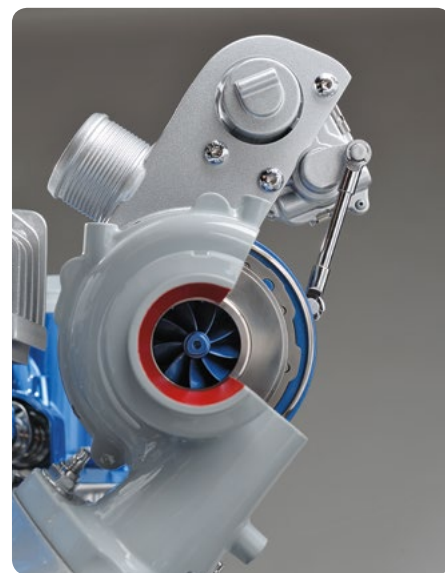
Ford is for the first time using a new mirror-image porting design for the integrated inlet manifold that precisely controls the flow of air into the cylinders – with the clockwise airflow for cylinder numbers one and two, reversed for cylinder numbers three and four.

"This new engine lifts fuel efficiency and reduces CO₂ by over 10 per cent in Transit, part of Europe's best-selling commercial vehicle line-up, lowering costs for our customers"

– Jim Farley



Ford EcoBlue raises diesel refinement bar



Compact turbo delivers exceptional performance



Ford EcoBlue uses 13 per cent less fuel

This symmetrical arrangement ensures uniform mixing of fuel and air in the combustion chambers of all four cylinders, helping engineers more closely control the way the engine burns fuel. When fine-tuning the combustion process, computer experiments used measurements from more than 1,400 factors that affect performance of the valve lift and timing alone.

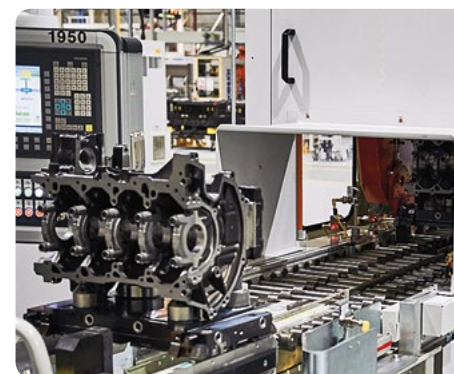
"Our first ever mirror-image inlet design in combination with an optimised combustion chamber layout helps us turn fuel into energy more effectively than any diesel engine we've ever produced," said Dr. Werner Willems, Ford technical specialist, Combustion Systems.

New fuel injectors are capable of delivering up to six injections per combustion event, with each injection taking as little as 250 microseconds (0.00025 seconds) and delivering 0.8 mg of diesel – equivalent to a grain of sugar. This tiny volume of fuel is injected through eight conical holes each 120 microns in diameter – about the width of a human hair.

Piezoelectric technology that uses electrically-responsive crystals to closely control fuel delivery – typically found in premium passenger-car engines – is incorporated into the body of the injector unit. The new injectors deliver reduced noise levels; minimal



New diesel is manufactured in Dagenham



New engine will power cars and vans

energy wastage from the fuel pump; more responsive and less intrusive Auto-Start-Stop performance; and real-time calibration correction for maximum fuel efficiency.

The all-new compact turbocharger has been specifically designed to deliver more air at lower engine rpm compared with the outgoing 2.2-litre TDCi engine, for a light and urgent feel across the rev-range and up to 340 Nm of torque at 1,250 rpm.

An aerodynamically advanced turbine wheel – made from Inconel, an alloy used in extreme temperature environments such as rocket engines – is reduced in diameter by almost 10 per cent. The aerospace aluminium grade compressor wheel is reduced in diameter by 15 per cent. The reductions decrease inertia and enable faster boost performance with wheel speeds up to 240,000 rpm, contributing to improved low-end torque.

"One important factor we noticed through customer feedback is a growing tendency for drivers to 'creep' their diesel powered vehicles by engaging the clutch while the engine is at idle – making low-down torque even more essential," said Paul Turner, base engine technical leader, Ford of Europe.

Compressor wheels are milled from solid, rather than cast, improving tolerances to within two or three microns – around the size

of a single bacterium – increasing durability and reducing noise and vibration. A new turbocharger actuator replaces a worm drive with a geared design that halves response times to 110 milliseconds – or the blink of an eye.

The new engine will comfortably meet future European emissions requirements supported by Ford's first standardised selective catalytic reduction system. The system is close-coupled to the rear of the engine for maximum efficiency and excellent cold-driving performance. A short-loop exhaust gas recirculation channel is incorporated into the cylinder head, contributing to a more compact engine design and helping optimise cooling of gasses.

The 2.0-litre Ford EcoBlue engine will be the first diesel commercial vehicle powertrain from Ford to achieve passenger car noise, vibration and harshness criteria, contributing to enhanced driving appeal.

"The basic structure of an engine can act as a soundboard for the movements happening inside it, just like a bell. So we try to develop a bell that does not ring very well," said Dominic Evans, NVH specialist, Ford of Europe. "We've engineered every significant noise-influencing component of this engine to be quieter and smoother operating – resulting in the most

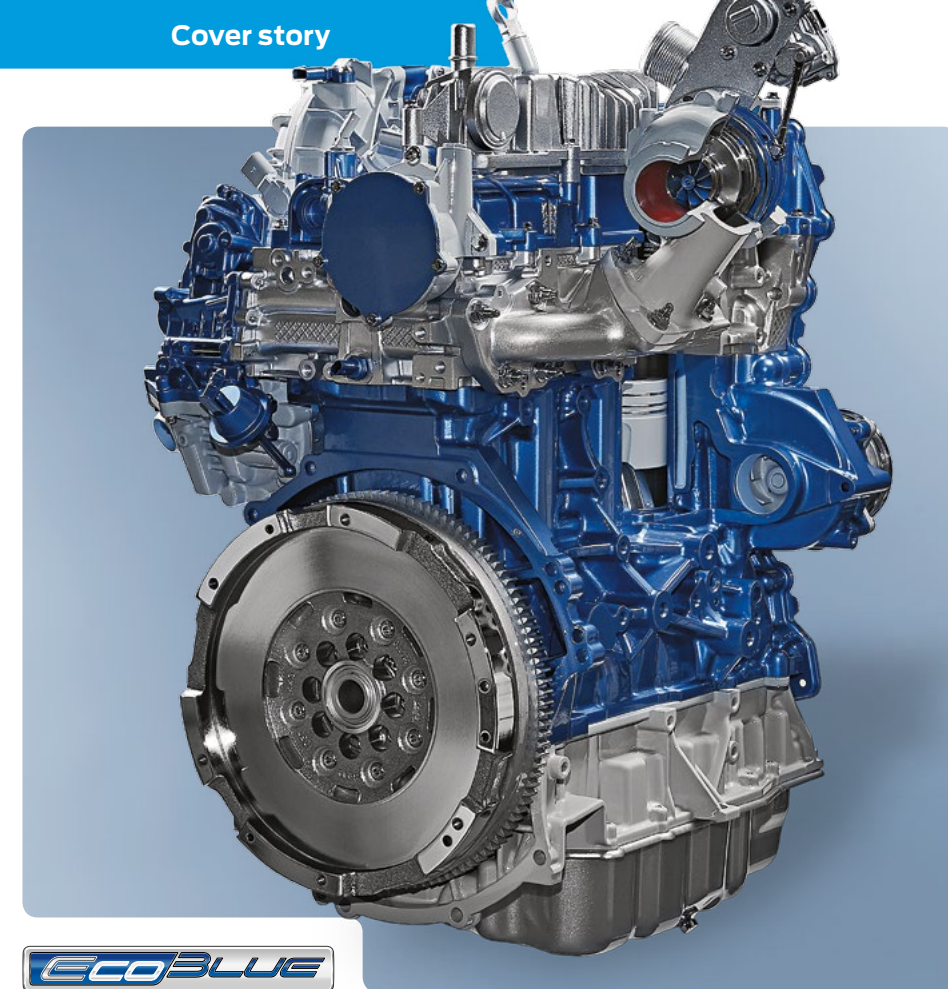
refined diesel commercial vehicles Ford has ever built."

The new 2.0-litre Ford EcoBlue engine meets Ford's demanding global commercial vehicle durability standards for extreme usage in markets as diverse as Europe, the U.S. and China.

The engine's performance has been trialled through the equivalent of 5.5 million km (3.4 million miles) of durability testing including 400,000 km (250,000 miles) at the hands of real-world customers, comprehensive analysis in laboratories and at Ford vehicle proving grounds, and CAE evaluations at every stage of development.

The oil system – including the oil specification, oil pan and filter dimensions, bore distortion tolerances and piston ring specifications – has been engineered to extend oil life, and maintenance-free components include the camshaft belt, camshaft module, and water pump.

"We developed the 2.0-litre Ford EcoBlue engine using feedback from customers around the world," Turner said. "The versatile design even allows the same block to be used for front-wheel drive and rear-wheel drive applications, and the sophisticated design and technologies deliver future-proofed fuel efficiency and emissions."



NEW TRANSIT AND TRANSIT CUSTOM BREAK COVER

Ford's new Transit and Transit Custom commercial vehicles powered by the all-new 2.0-litre Ford EcoBlue diesel engine made their global debut at The Commercial Vehicle Show in Birmingham, U.K.

"The challenge was to take our best-selling Transit and make it cheaper to operate, improve performance, cleaner in terms of emissions, quieter in the cabin, safer and even more durable," said Pete Reyes, Ford of Europe's head of commercial vehicles. "That's exactly what we did with the new Transit and Transit Custom with the all-new Ford EcoBlue engine."

The two-tonne Transit and one-tonne Transit Custom vehicles are core models within Ford's renewed Transit range, which also includes the smaller all-new Transit Connect and Transit Courier vans. The success of this expanded line-up helped Ford become Europe's No.1 selling commercial vehicle brand in 2015 – for the first time in 19 years – with total sales of 280,000, a year-over-year increase of 23 per cent.

Growth has continued in the first quarter of 2016, with combined Transit and Transit Custom sales in Europe of 50,100 vehicles, a rise of 15 per cent over the previous year.

For the Transit and Transit Custom models, the 2.0-litre Ford EcoBlue engine is offered in 105 PS, 130 PS and 170 PS power ratings, each of which offers increased power and torque compared to the outgoing 2.2-litre engine. Improved low-end pulling power – with 20 per cent more torque at 1,250 rpm – delivers more flexible and responsive performance in everyday driving.

Ford anticipates a fuel cost saving of up to €1,600 (£1,250) over 130,000 km (80,000 miles) for the operator of a new 105 PS Transit Custom van compared with the previous 100 PS model.

Scheduled maintenance costs are also reduced, with the extended variable service intervals of up to two years/60,000 km



Subtle chrome strip in lower grille identifies new models

(37,000 miles) offering up to an additional 10,000 km (6,000 miles) between services on both Transit and Transit Custom models.

In parallel with the all-new powertrain, new Transit and Transit Custom models also benefit from advanced new driver assistance and vehicle technologies to enhance confidence and comfort behind the wheel.

Using camera and radar technology shared with Ford's latest passenger cars like the Mondeo and S-MAX, both Transit and Transit Custom are available with Pre-Collision Assist with Pedestrian Detection, Adaptive Cruise Control and Traffic Sign Recognition.

An upgraded Electronic Stability Control (ESC) system, fitted to both new models as standard equipment, includes three Ford-patented features: Side Wind Stabilisation, Curve Control, and Roll Stability Control.

Inside the cabin, Transit customers can now specify Ford's SYNC 2 voice-activated connectivity system with a new high-resolution 6-inch colour touch screen, featuring advanced voice control of audio, navigation and mobile phones. On Transit Custom

vehicles, a new 4-inch colour display is standard on vehicles equipped with the SYNC connectivity system, in place of the previous 3.5-inch screen. From the outside, new Transit and Transit Custom models fitted with the all-new Ford 2.0-litre EcoBlue engine are identified by a new chrome finish strip in the lower front grille.

"With the all-new Ford EcoBlue diesel engine, the Transit and Transit Custom become even more formidable contenders, with lower fuel costs and a more refined and powerful driving experience," said Pete Reyes, Commercial Vehicles vehicle line director, Ford of Europe. "Unprecedented investment in new products has made Ford the most successful commercial vehicle brand in Europe, and this outstanding new powertrain will help to continue that momentum."

For improved comfort and convenience in urban driving, customers of Transit front-wheel drive derivatives and Transit Custom models will be able to specify a six-speed SelectShift automatic transmission from late 2016. The transmission offers smooth, responsive and efficient performance in partnership with the Ford EcoBlue diesel, including Auto-Start-Stop where fitted, and also provides the option of manual shifting using buttons mounted on the gear lever.

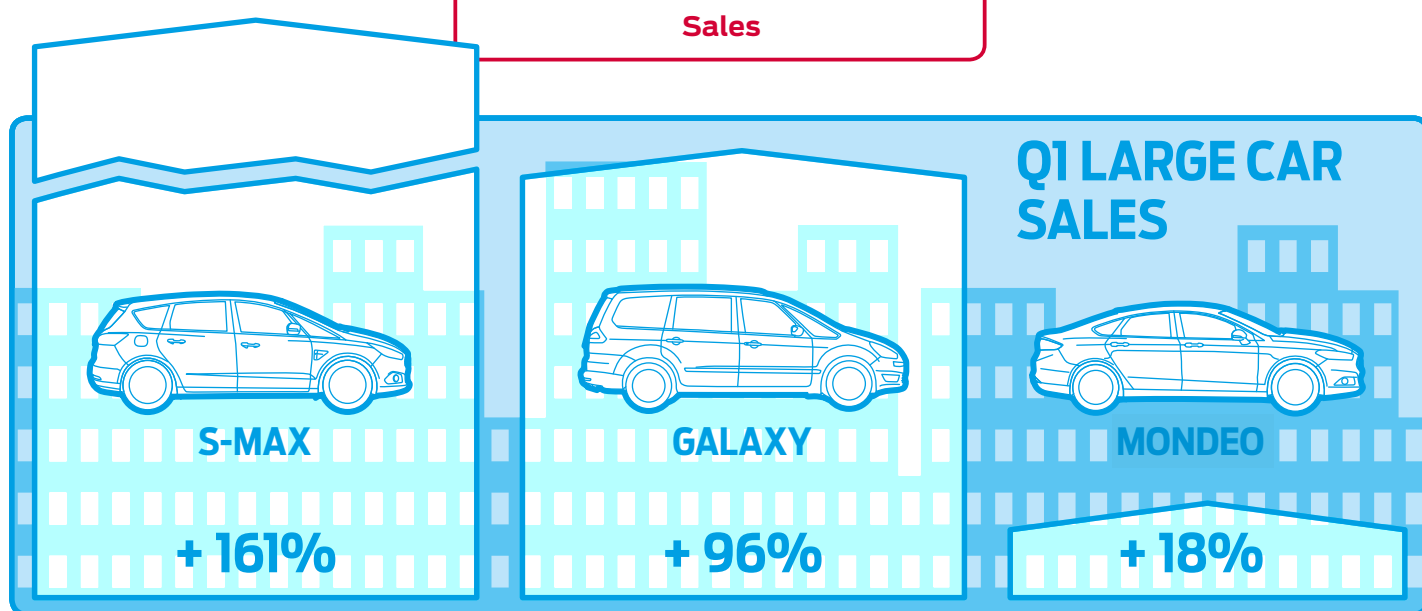
Also available will be a unique-to-segment rear air suspension system that delivers a supple, controlled and level ride across a wide range of load conditions, providing improved passenger comfort and vehicle dynamics on Kombi M1 models.



New engine delivers big fuel savings



SYNC 2 equipped vehicles get a 6-inch screen



Q1 SALES REACH 5-YEAR HIGH

Ford's transformation in Europe is growing from strength-to-strength as these Q1 sales results show

Ford is off to a flying start in Europe in 2016

after achieving its best first quarter total vehicle sales in the region since 2010.

Not only that, Ford of Europe posted its best passenger car sales since 2011 and its best commercial vehicle sales since 1993. Ford also continued to outpace auto industry growth on the strength of rising demand for its SUVs, commercial vehicles, performance cars and large cars.

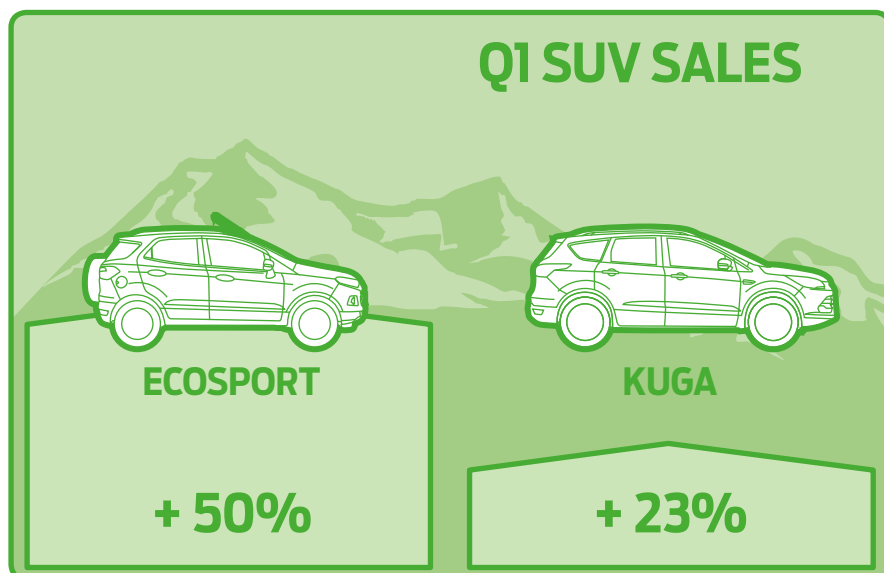
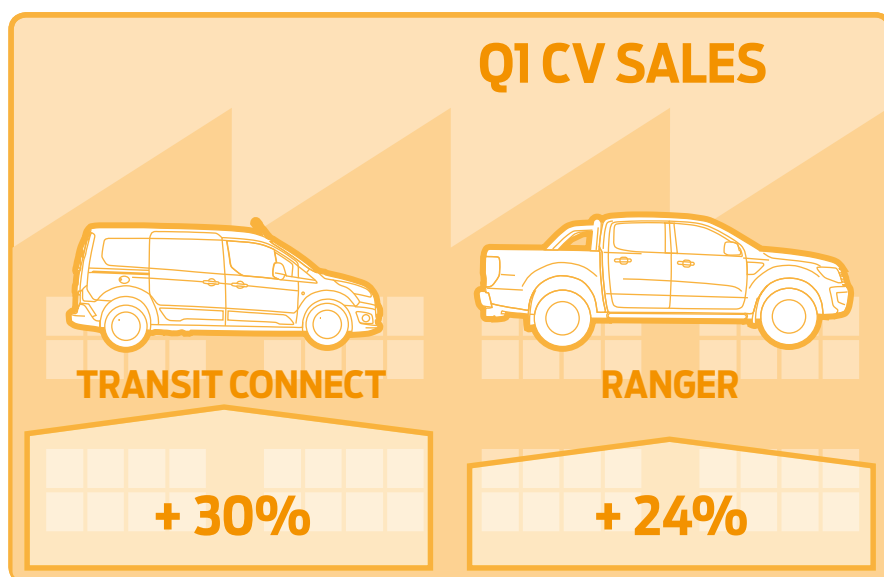
"There's a growing sense of excitement about Ford in Europe, from the new Mustang and Focus RS, to our growing SUV line-up, to our best-selling commercial vehicles," said Roelant de Waard, vice president, Marketing, Sales and Service, Ford of Europe. "We're reaching more customers, and importantly, we're winning over even more retail and business fleet customers who are increasingly choosing highly-equipped Ford vehicles."

Across all of its 50 European markets, Ford sold 401,200 vehicles – up 8.4 per cent versus an industry growth of 5.4 per cent – and driving Ford's market share up 0.3 percentage points to 8.0 per cent.

Vehicle sales in Ford's 20 European traditional markets rose 8.5 per cent to 363,500 vehicles. Market share was unchanged at 8.2 per cent. Ford remains the No. 2 brand in Europe.

Ford's sales in higher value sales channels improved in the first quarter. Retail and fleet sales accounted for 75 per cent of Ford's car sales in the first quarter – 2 percentage points better year-over-year, and 6 percentage points better than the industry average.

Ford CV sales grew 14.4 per cent to 80,900 units in the first quarter on the back of increased demand for the expanded Transit range and the Ranger pickup.





'THE SMARTEST PICKUP ON THE ROAD'

How good is the new Ford Ranger? We asked International Van of the Year Jury chairman Jarlath Sweeney to put it to the test

With the launch of three new pickup models during 2015, there is no doubt that these one-time pure utility vehicles have become seriously sophisticated. Such is the high levels of technology and innovation invested in these 1-tonne open-backs by the manufacturers that they are fast becoming the ultimate dual purpose vehicle.

Ford, with the revised Ranger was one of three newcomers nominated for the third edition of the International Pickup Award 2016 (IPUA). An arduous two-day test programme in Norway saw the new Ranger pitted against the all-new Mitsubishi L200 and Nissan Navara with both on and off-road driving by members of the International Van of the Year jury. Again the adjudication panel left impressed with the 'blue ovals' performance.

Much media and public attention will focus on the pickup sector in the next few years and this means that the current players have to smarten-up and Ford is certainly not wanting in this regard. Looks like it spent some time in the gym as its 'six-pack' looks more prominent than in its previous incarnation.



Ranger's pedigree dates back to 2001 when the inaugural model was produced. Following a facelift in 2006, a new version arrived in 2011, which this latest model is based on. Having earned a reputation of being capable and tough, a number of features from the outgoing model have been carried over, such as its 3.5 tonne towing strength, the 1254 kg payload and 800 mm wading depth, plus a host of safety features relating to braking and stability control.

While the body style types remain unchanged with Double and Single cabs available, the new look brings a more muscular feel to the vehicle, especially at the front end. Inside, the dash area has been totally renewed while the driveline has been improved. Not that there was anything amiss with the previous model as the Ranger's interior was the most attractive in the business.

The new model just looks and feels 'smarter'! Another significant area of improvement is with the driveline as it offers better fuel economy and reduced CO₂ emissions. New 'smarter' technologies have also been added, as have driver assistance features.

Mainly unchanged is the powertrain with once-again the global Ford Duratorq TDCi engines used – the 2.2 litre 4-cylinder and 3.2 litre 5-cylinder with the former now offering 5 more brake horsepower and 10 Newton Metres extra torque to bring it up to 130bhp and 330Nm for the entry level version and 160bhp/385Nm for the higher powered unit, which has 10bhp/10Nm more than before. We



Jarlath Sweeney is IVOTY chairman

always like the drivelines on the Ranger for their well-balanced power to weight ratio.

Both engine types were put through their paces on the challenging off-road course in the forest at Ostfold Offroadklubb, adjacent to the 3.2km Rudskogen Motorpark circuit where the handling and speed tests were undertaken. Ranger held its own on both circuits against the Japanese opposition.

Also new on the Ranger is the electronic power assisted steering system, auto Stop/Start, Automatic Cruise Control, Lane Keeping Alert and of course the redesigned interior with enhanced functionality, featuring Ford's SYNC 2 connectivity system with high-resolution 8-inch touchscreen to help drivers stay connected and in control. These new technologies and all-round improvements make new Ranger the smartest pickup on the road.

NEW LOOK FOR @FORDONLINE

@FordOnline will have an all-new look and feel following a major relaunch later this month

The site will boast a modern and appealing design with a clearer, user-friendly surface, larger photos and slideshows, improved Short News section, and much, much more.

"We've ramped up the responsiveness, enhanced the appearance and made it more intuitive," explains @Ford's Greg Bonutti.

"The new look site has been a year in the planning. It is not only a redesign, but a migration to a new platform. The Adobe platform provides numerous technical advantages over the previous system."

Log onto the new-look @Ford site and the first thing that strikes you is there is far more imagery on the landing page – not only that but the images are bigger, brighter.

Instead of having a centralised global landing page with top stories from around the world, viewers will first see news relevant to their region.

"We're confident it's a more intuitive and navigable site now but we also want to hear what employees think about it so we welcome all feed-back."

"The biggest advantage with the new site is that we can target the content to countries and regions in a way that just hasn't been possible up to now," adds Bonutti.

"Say for example, there is a big event in the U.K. we would like to tell our readers about, we can promote that there and nowhere else. The banners on the site, the top stories on the site and even the notes sections on the site will be specific to the country where you view from. So if you logon in Turkey, the page you will see will be vastly different to the page seen by someone in Australia."

The new site also features video more prominently. Users can simply scroll down the page to access exclusive Ford footage instead of clicking through menus.

As before, the site will feature all the features and information sources currently on offer, such as the Ford Product Information Centre, online versions of @Ford Magazine, easy access to the Social Media Hub, and excellent search functionality.

"We've added new interactive elements, for example for quick user surveys. There's an improved navigation bar, plus a Ford Twitter stream, more detailed stock information, and for the first time a world map with all global plants featured," Bonutti says.

"The other big gain is that where we had two sites previously – one for mobile devices and another for PCs – with our new operating system we have one site that works on both. We're confident it's a more intuitive and navigable site now but we also want to hear what employees think about it so we welcome all feed-back."

The screenshot displays the @FordOnline website interface. At the top is a blue header with the @FordOnline logo and navigation links: HOME FORD, NEWS & CLIPSHEET, RESOURCES, ORGANIZATIONS, FORD A-Z INDEX, HR ONLINE, PRODUCT INFO CENTER, and KEY LINKS. Below the header, the 'TOP STORIES' section features a large image of a Ford car driving through water. To the right, the '@FORD NOTES' section contains a message about the site's redesign and a list of improvements. The 'FEATURED STORIES' section includes several articles with images and titles, such as 'Ford Expands Ford Smart Mobility at Mobile World Congress' and 'Take a Tour of the Ford Stand in Geneva'. Below this is a 'SOCIAL MEDIA' section with a Twitter feed and a 'FOLLOW US' section with social media icons. The bottom of the page features a 'KEY LINKS' section with various links and a 'Contact Us' section with an email address and social media icons.

The new look @FordOnline site will go live later in spring



EVOLVING VIGNALE

Ford's Vignale family is growing at a rapid rate. In this interview Salvatore Campolo explains why Ford is betting big on luxury vehicles

We unveiled the new Vignale family at Geneva. Talk us through the new models and when they will be available?

Sure. In Geneva we showcased the full realization of our Vignale product line-up for 2016. So we had the Mondeo Vignale, already in the market, which is going to be complemented by the new five door body style that provides more opportunity for the customer to personalize the styling of the car. Then we also introduced the final production version of the S-MAX Vignale which is planned for launch later this year, but available for order now. And then, of course, we revealed the Edge Vignale which is a very important step for us because it will compete in the European premium SUV segment. And last, but no means least, we displayed the Kuga Vignale concept. These beautiful products represent the best Ford can offer in terms of super craftsmanship, excellent quality and advanced modern technology.

What are the key elements of Vignale ownership that owners will most appreciate?

Time well spent and time saved is the philosophy behind the Ford Vignale experience and it is all linked to the customers' experience.

rience. Put simply Ford Vignale customers can expect the very best time-saving service throughout the entire buying and ownership process and to achieve this we have recruited and trained specialist Ford Vignale Relationship Managers at our FordStores. Their job is to provide customers with what they want, when they want. If you would like you the car personalized, that is not a problem. If you need the car collected for service and delivered to you, consider it done. Your Ford Vignale relationship manager through the Collect & Delivery Centre will service the car where you want, whenever you want. If you want to wash the car, FordStores are always open for you. We aim to provide Ford Vignale customers with the ultimate in customer service. At Geneva, the Ford Vignale Choir sang "time is on your side". That is the promise and that is what we are going to deliver through the Ford Vignale spirit.

So, how important is Vignale to Ford's transformation in Europe?

We look at trends in society and we listen to what our customers say and what is clear is that there is a growing demand for high end specification products and customized service. Vignale is the Ford point of view or Ford

answer to this shift in customer expectations. Vignale is going to help the overall Ford brand become more vibrant and more exciting. Vignale helps us build and expand the Ford brand, and in particular the top end of our product offer.

Vehicles are now available to order.

How strong is demand at present?

S-MAX, as I said, can be ordered from today. Edge is going to come very soon and by the end of the year Kuga also will be available for customers to order. How it is going today? Mondeo demand is picking up as we are building more awareness. We are making people more and more aware of the Vignale brand and of course events such as Geneva Motor Show play a big role in helping us to promote and grow Vignale.

Focusing on quality, how do Vignale products compare with established premium brands?

I can only refer to what the press are telling us and that is when they compare Vignale with a premium brand, their feedback is very positive in terms of craftsmanship and attention to detail.

So is Vignale competing against top end premium products?

I wouldn't say we are competing against top end premium products, but Vignale definitely delivers on expectations of what a premium customer is looking for in a more upscale product.

We announced Ford will create 500 Ford Stores in Europe. How close to achieving that are we, and do we need more?

I am pleased to say that we now have approximately 300 FordStores in full operation in Europe and our target is to get 500 by early next year. We believe that with this number we can deliver the best possible experience for Vignale customers. The reaction we've had from people visiting our FordStores has been very positive.

What is the biggest challenge you face building the brand?

What I see is that there are more affluent customers looking for high end products, with a more personalized service. This is a new

Biography

Career: Salvatore Campolo was appointed Ford Vignale Manager, Ford of Europe, in January 2016. Prior to this, he was Marketing Director Ford Sollers Russia. Campolo joined Ford in 1998 and has spent his entire career with the company in various Marketing and Sales positions in Ford of Italy and Ford of Europe.

Education: Campolo holds a degree in Engineering from Politecnico of Turin, Italy.

area for us and also for our dealers so the biggest challenge we face is ensuring we not just meet but exceed customer expectations. These are exciting times for us. It's a challenge we relish.

Could Vignale become a separate brand? Calling a model Mondeo Vignale might mean to some people it is just another Mondeo.

I don't think so. Vignale is a range of vehicles under the Ford brand umbrella and it is the highest expression of the Ford brand. As we roll out more Vignale products into the market, the product will become more and more

recognizable. Customers will recognize the Vignale distinctive design signatures, craftsmanship and quality, and Vignale products will be more and more recognizable.

We've revealed the Ford Kuga Vignale concept, a C-segment vehicle. Do you envisage a time when a customer can buy a Vignale version of all Ford products eventually?

We've announced there will be five new Vignale coming products in the next two years so watch this space.



ON A LIGHTER NOTE ...

What was your first car?

When I was at university I had a Renault 4.

What is the best piece of advice you've ever been given?

My mum told me: "Don't wait till tomorrow to do what you can do today". That's very good advice.

Do you have any weird or wonderful hobbies or skills?

I like cooking and now I am entering the world of sky surfing.

What book are you currently reading?

It is a thriller noir written by an Italian writer called Andrea Camilleri.

So how does Salvatore relax away from work?

I try to do as much sport as I can. I started running half marathons last year and since then I've kept doing sport.

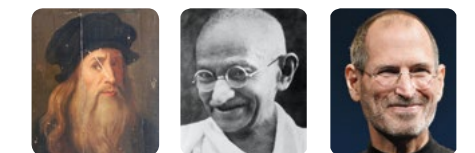
Name three historical figures you would like to have dinner with?

First on the list would be Leonardo Da Vinci - a genius, and second would be Gandhi for

his humanity. It would also be really interesting to have dinner with Steve Jobs to talk about how he sees the future.

What are your musical tastes?

I like a bit of everything, popmusic, and I like Brazilian music Bossa Nova.





FORD GT: BUILD AND BUY

The ultra-high performance Ford GT is now on sale. Production is limited to 250 units a year, and the initial ordering period will be for the first 500 vehicles. Customers hoping to own one can officially submit their application at www.fordgt.com

The **supercar** has inspired Ford Performance to create a unique, customer-focused experience to help select potential owners for the desirable new model. Approved applicants will work with the new Ford GT Concierge Service for a personalised purchase experience.

Applicants will have an opportunity to identify their preferred Ford dealership and, if approved, will complete their purchase with the help of their dealer and the new Ford GT Concierge Service. Accepted applicants from around the world will be contacted by the concierge and provided with a tailored

experience – not only through the ordering and delivery, but through years of ownership.

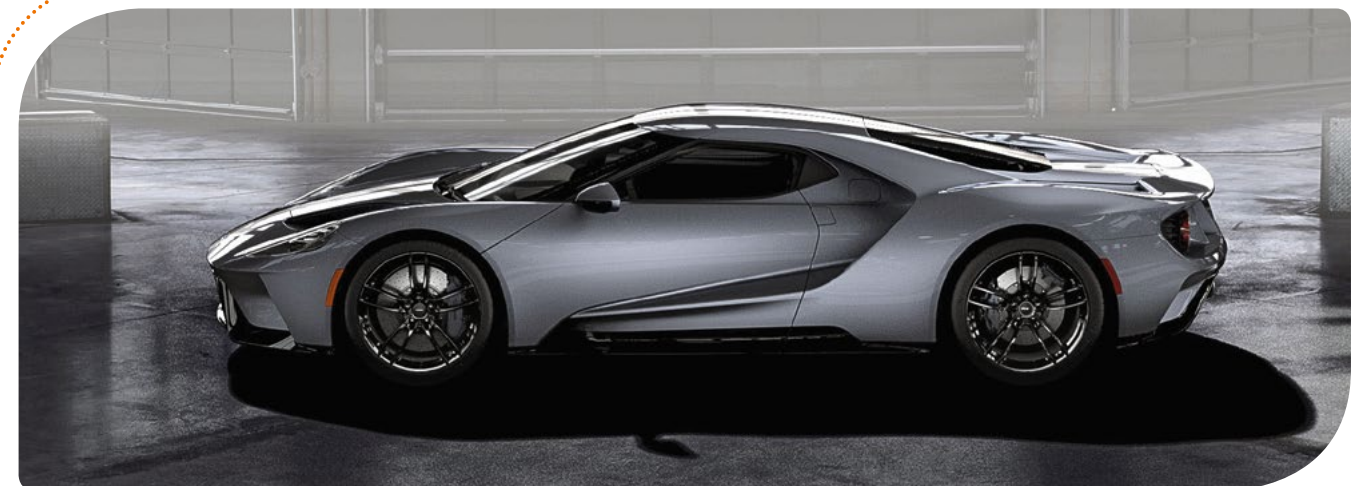
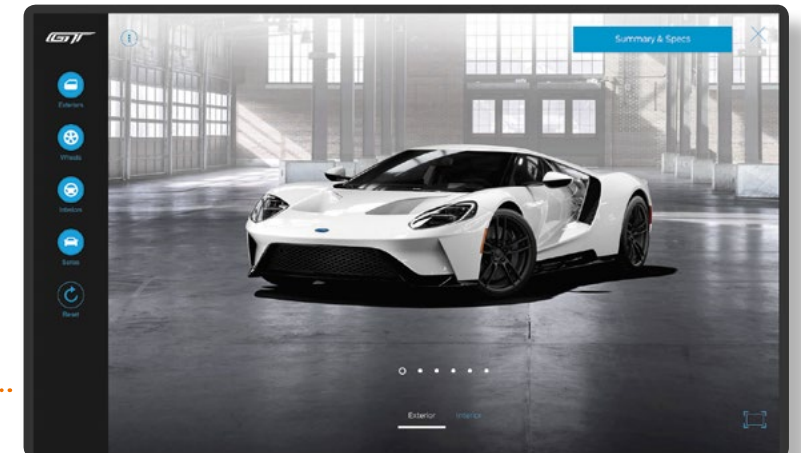
The new Ford GT website offers a configurator giving consumers their first chance to build the Ford GT of their dreams, and easily share their configuration through social media. The configurator features a breakdown of colour combinations, wheels and materials, including details on the interior themes.

The model is available in eight exterior colours, including Liquid Blue, along with four interior themes. The exterior colours can be paired with one of seven different stripe colours. Certain combinations from the configurator may not be available when production of the Ford GT begins at the end of this year, but the tool offers enthusiasts the most flexibility when creating their own virtual Ford GT. Build your Ford GT at www.ford.com/performance/gt/

If you want to get your name down, you need to act quickly, the web-based application process for the first round of applications closes on May 12, 2016.



Configure your GT:
www.ford.com/performance/gt/



SALES MOMENTUM CONTINUES IN MARCH

Ford Registrations: March 2016

Total vehicles by country:
↑ higher/ ↓ lower than 2015

🇦🇹 A - Austria	2,587	↑	🇮🇹 I - Italy	15,875	↑
🇧🇪 B - Belgium	4,888	↑	🇮🇪 IRL - Ireland	3,121	↑
🇨🇭 CH - Switzerland	1,520	↓	🇳🇴 N - Norway	1,159	↓
🇨🇪 CZ - Czech Republic	1,554	↑	🇳🇱 NL - Netherlands	2,997	↑
🇩🇪 D - Germany	27,826	↑	🇵🇱 PL - Poland	3,557	↑
🇩🇰 DK - Denmark	2,174	↑	🇵🇹 P - Portugal	1,248	↑
🇪🇸 E - Spain	7,764	↓	🇸🇪 S - Sweden	1,986	↑
🇫🇷 F - France	12,001	↓	🇷🇺 RUS - Russia	4,071	↑
🇫🇮 FIN - Finland	1,163	↑	🇹🇷 TR - Turkey	10,771	↓
🇬🇧 GB - Great Britain	81,084	↑	🇷🇴 RO - Romania	714	↓
🇬🇷 GR - Greece	342	↓			
🇭🇺 H - Hungary	1,232	↑			
			EUROPE 22	189,040	(+7,814)
			EDM	2,417	(+10)

Ford sales in the principal 22 European markets totalled 189,000 in March, an increase of 4.3 per cent. Britain led the way with 81,000 units sold. The company's strong performance in March boosted sales for the first quarter by 8.4 per cent, to 394,500.



FORD ON SOCIAL MEDIA

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



Facebook

- Focus RS: The new RS is absolutely amazing. I love it. **Edwards Eddie Geoff**
- Mustang: Got the MK 2 RS but just placed my order for the Mustang. **Jayne Snowden**
- Focus RS: Awesome car – want one! Better than all of its competitors. **Andy Hogan**
- Focus RS: I don't think you realise how good this EcoBoost engine is. It sounds mint... **Tom Sanders**
- Fiesta ST200: Definitely going to be ordering one to replace my ST. **Mat Sarll**
- Ford Ranger: Me likes this! **Annie Machell**
- Ford Motor Company: Some of the finest autos in the world come from Ford. **Stanley Iner Garland**
- Mondeo: Bring back the Mondeo ST. **Reiss Belle-French**
- Fiesta ST200: That is a pretty car. **Cliff Fowler**
- Focus RS: Coooooooooooooooooool. **Jacob Looney**



Twitter

- Has anybody spotted my #FordWEC lapping London this afternoon. #letsgoracing @SilverstoneUK - **@andypriaulx**
- The #FordGT just came by for a pitstop at the CT office! Thanks for dropping by! **@CarThrottle**
- The **@forduk** right-hand drive #Mustang is finally in the UK and it's BONKERS: <http://trib.al/gHRI0vm> - **@AskMenUK**
- New #FocusRS will join the Escort and Sierra Cosworth in the pantheon of great fast Fords <http://aex.ae/1oBmt6A> - **@AutoExpress**
- Happy to report the #FocusRS is incredible along a British B road. All is well with the world **@Its_A_Goodwin**
- Just driven two icons in the Sierra Cosworth 4x4 and Escort RS Cosworth #throwback - **@simply motor**
- **@forduk @FordMustang @ClassicCar_TV** 5.0 V8 Mustang is smooth refined and 60 in under 5 secs. Unbeatable for £34k - **@QuentinWillson**

YOUR FAVOURITE RACING FORDS

Last month we asked you to name your all-time favourite Ford race car and we were inundated with replies. Here are just a few of them.



"My favourite is the frankly bonkers RS200. Such a shame those group B rally cars were banned in the mid 1980s."

"The Ford Cosworth powered Lotus 49 from 1967. That was the daddy of all F1 cars. It won first time out and was of course powered by the legendary Ford DFV V8 engine."

"A 1970 Escort RS1600 rally car. To this day, it remains one of the most amazing sounding cars ever."

"The original Ford GT40, of course! What better example is there of form following function?"

"When I was young I had a poster of a Group 5 Zakspeed Ford Capri on my bedroom wall. What a fantastic machine."

"The 2006 Focus RS WRC which took two consecutive manufacturers' championships. It was a technical masterpiece."

"Tyrrell 003, the car that took Jackie Stewart to the 1971 F1 World Championship."

"The Lotus Cortina was a formidable racer and is my dream car. I wish I could afford one."

"The 1998 BTCC Ford Mondeo. I remember watching Nigel Mansell driving it at Donnington Park in the rain. It was one of the best races I have ever seen."

"I really loved the 1987 Ford Sierra RS500 Cosworth with its huge whale tail spoiler. It dominated the world touring car championship that year."

"For me it has to be the quirky six-wheeled Tyrrell P34 F1 car of 1976. It was powered by Ford's legendary DFV engine and was such a brilliant design."

"The original rallying Escort with the BDA engine. It would rev to over 8,000 rpm and the noise it produced made the hairs on the back of your neck stand up."

"Remember the Martini-liveried Focus RS WRC that Colin McRae steered to victory on the Safari Rally in his debut season with Ford? To win the toughest event by such a big margin in a new car was a hell of an achievement."

THIS MONTH'S QUESTION:

Are autonomous cars the future, or too techy for you?

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



Moment



18.04.2016

Built in Canada, bound for Europe. Ford Edge rolls off the line at Oakville

