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November/December 2008

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9 Mid-sized debuts

2010 Ford Fusion and Mercury Milan debut in L.A. with class-leading hybrids and cool new features.

3 U.S. sales report

October sales figures continue downward trend, but Ford scores highest retail share in two years.

7 ONE Ford

President & CEO Alan Mulally briefs employees on company's status and progress on the plan.

12 Mustang revealed

Wraps come off the 2010 Ford Mustang – finally – at this year's Los Angeles Auto Show.



15 Raptor pounces

Ford F-150 SVT Raptor unveiled; takes its place in the lineup as one very tough off-road truck.

16 F-150 launch

Dearborn Truck Plant follows Kansas City in launching the all-new 2009 Ford F-150.



18 Dateline: Moscow

Ford facilities in Russia build and sell cars in a market that grows bigger each year.

21 Health plan changes

Eligible Ford retirees have until Dec. 31 to change their health plan enrollments.

24 Back Page

They Said It, a million-mile Lincoln, Edsel's car and a case of Mustang love.

Another new model set for January 2009 debut

Dear FORD World reader:

On behalf of the entire *FORD World* team, it is our pleasure to provide you with the information we all need to deliver on the Ford plan. *FORD World* has been doing that since June 1964, when it replaced the *Rouge News* as Ford's main employee publication.

Now, as you are working together with your teams to create ONE Ford and truly leverage our global assets, the global employee communications team is doing the same.

The first big change: *FORD World* will change its name to *@Ford* with the January 2009 issue to align with the publications in Europe and Asia-Pacific and Africa. The focus of the magazine will continue to be on the products and news in the Americas but *@Ford* will also provide news and special features from around the Ford globe.

Next up? A new Web site that will be available to employees and retirees globally. More information will be coming on that site as we get closer to the January launch.

These developments will improve our efficiency globally while allowing us to continue to deliver the news you need to know with the perspective you have come to expect. Please let us know what else we can do to help you help Ford. Together, we can reach our goal of an exciting, viable Ford that delivers profitable growth for all.

Thank you for your continued support.

Karen Hampton

Integrated Communications, Ford Motor Company



Consumer Reports rates Ford first – again – in American reliability

Ford continues to build the most reliable American cars, says *Consumer Reports*. The Ford Fusion and Mercury Milan once again rank among the most reliable family cars and the Ford Focus is rated above average. In addition, the Ford Escape Hybrid and Mercury Mariner Hybrid were rated above average in predicted reliability, and the front-wheel-drive Lincoln MKX was rated as one of the most reliable mid-sized SUVs. The results are in the magazine's December issue and its latest *Best & Worst for '09* publication.



2009 Ford F-150 takes "Truck of Texas" crown one more time

Ford's new F-150 has been recognized as the one and only "Truck of Texas" by the influential Texas Auto Writers Association (TAWA). It's the sixth consecutive year a Ford truck has won top honors. Ford also earned TAWA's Truck Line of Texas with the Ford Flex and Ford Expedition King Ranch taking home top honors as the CUV and SUV of Texas. Also garnering top honors were the Ford F-350 Super Duty Cabela's Edition, the Lincoln MKX and the Ford F-150 King Ranch. The awards are important since Texas accounts for about 15 percent of the full-size truck market in the U.S.



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Ford grows U.S. retail share in gloomy month for domestic automakers

BY JOHN FOSSEN

FORD World

Ford posted its highest U.S. retail share in more than two years despite strong economic headwinds that drove down overall U.S. industry sales 32 percent in October.

F-Series led the way, totaling 43,324 for the month, boosting the company's overall retail share to 13.9 percent. Ford's truck sales included nearly 3,000 all-new 2009 F-150s, which were sold to customers prior to the vehicle's national marketing launch Nov. 2.

"We're launching the new F-150 from a position of strength," said Jim Farley, group vice president, Marketing and Communications. "The F-150 has raised the bar again with best-in-class capability and unsurpassed fuel economy."

The Ford Focus and Ford Fusion sedans and Ford Escape and Mercury Mariner small SUVs also contributed to the company's retail performance. In addition, the Ford Flex and Lincoln MKS continued to gain retail share in their segments.

Combined Ford, Lincoln and Mercury sales declined 29 percent in October. Results were similar for the other major automakers. Toyota (down 23 percent), Honda (down 25 percent), General Motors (down 45 percent), Chrysler LLC (down 35 percent) and Nissan (down 33 percent) all reported sizeable declines. Mazda sales were down 26 percent.

While Farley acknowledged the difficult economic environment, he said that such challenges present the best opportunity to take on the competition.

"In the next nine months, we will introduce nine new products plus two new hybrids, which together account for 45 percent of our volume in 2009," he said. "Every new product will offer customers class-leading fuel economy and product quality that's on par with the best in the industry."



2009 Ford F-150

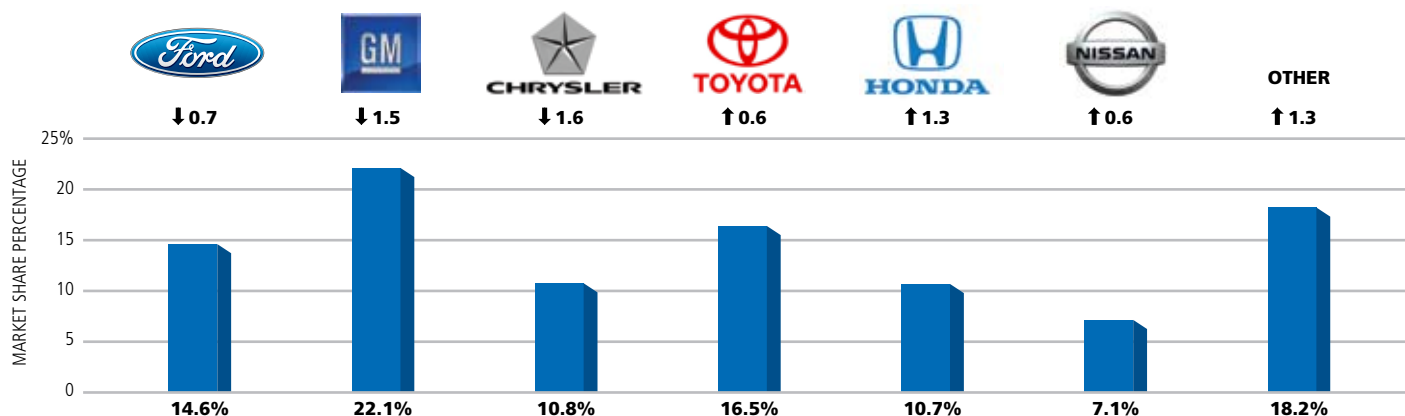
Vehicle Sales

2008 October Year-to-Date
U.S. Top-Selling Cars and Trucks

Rank/Nameplate	Units Sold
1 Ford F-Series	436,022
2 Chevrolet Silverado	402,191
3 Toyota Camry	386,118
4 Honda Accord	333,011
5 Toyota Corolla/Matrix	307,071
6 Honda Civic	304,297
7 Nissan Altima	241,529
8 Chevrolet Impala	231,841
9 Dodge RAM	213,684
10 Ford Focus	175,958
11 Honda CR-V	171,193
12 Chevrolet Cobalt	168,940
13 Chevrolet Malibu	151,429
14 GMC Sierra	145,067
15 Toyota Prius	142,365
16 Ford Escape	135,558
17 Ford Fusion	128,381
18 Toyota Tacoma	127,314
19 Pontiac G6	126,494
20 Toyota Tundra	121,451
21 Honda Odyssey	121,249
22 Toyota RAV4	118,965
23 Dodge Caravan	110,767
24 Ford Econoline	109,848
25 Hyundai Sonata	105,385
28 Ford Edge	99,781
30 MAZDA3	96,351
38 Ford Mustang	83,557

Source: Manufacturers' Reports

U.S. Market Share – 2008 Year-to-Date



Source: Manufacturers' Reports

Third-quarter losses bring further actions

Ford Motor Company on Nov. 7 reported a third quarter net loss of U.S. \$129 million, or 6 cents per share.

This compares with a net loss of \$380 million, or 19 cents per share, in the third quarter of 2007. Ford's third quarter pretax operating loss from continuing operations, excluding special items, was \$2.7 billion, down from a \$194 million profit a year ago.

The company also announced additional actions to reduce costs and improve automotive gross cash to enable Ford to continue to implement its product-led transformation plan despite the continued weakness in the global automotive market and economic environment.

Improvement actions include an additional 10 percent reduction in North American salaried personnel-related costs; a reduction in capital spending enabled by efficiencies in Ford's global engineering and product development; a reduction in manufacturing, information technology, and advertising costs due to the company's "ONE Ford" global operations; and a reduction of inventories globally.

Ford also said it would continue to explore divestitures of non-core assets and utilize equity-for-debt swaps and other incremental sources of financing to strengthen the company's balance sheet.

At the same time, Ford reiterated its continued investment in the smaller, more fuel-efficient, high-quality products that will result in a more balanced global portfolio.

The company also confirmed that nearly all planned product programs remain on track and on time – aside from a few select vehicles that will be deferred until industry volumes recover. Ford will, however, reduce spending for large vehicles in declining segments.

The third quarter highlights include:

- Net loss of \$129 million, or \$0.06 a share, for the third quarter of 2008.
- Pretax loss of \$2.7 billion from continuing operations, excluding special items.
- Favorable curtailment gain in excess of \$2 billion related to approval of retiree health care agreement.
- Company remains on track to achieve \$5 billion in cost reductions in North America by the end of 2008 compared with 2005 (at constant volume, mix and exchange; excluding special items).
- Automotive gross cash (including cash and cash equivalents, net marketable securities and loaned securities) on Sept. 30, 2008 totals \$18.9 billion.
- Available credit lines total \$10.7 billion; overall liquidity totals \$29.6 billion.
- Company planning further cost and cash improvements to continue implementing Ford's product-led transformation plan and offset continued weakness in the global automotive industry. ●

Now Available!

Whether you are buying a gift for your favorite Ford enthusiast or for yourself, these two books are the perfect addition to any library. Both books are written by Robert Kreipke, Ford's Corporate Historian. *Ford Motor Company: The First 100 Years* was first published in 2003 commemorating Ford's Centennial and takes a unique look at the history of the corporation from the early years to today. *The Model T: A pictorial Chronology of the Most Famous Car in the World* captures the incredible story of how this car changed the automobile industry. Both books feature the use of fabulous, rare photos, many never seen before from Ford's archives.

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Report Card: Third Quarter 2008

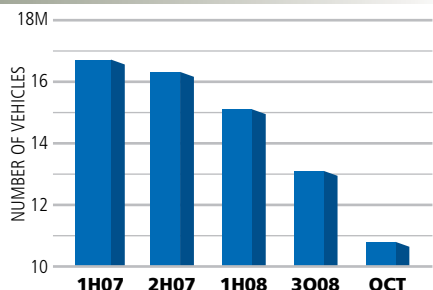
Key U.S. and North American indicators



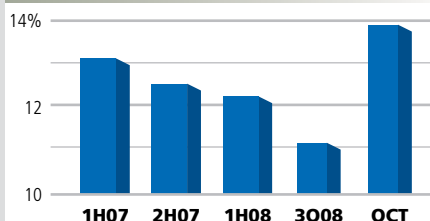
2009 Ford F-150

REVENUE-RELATED

U.S. INDUSTRY (SAAR)



FORD SHARE OF U.S. RETAIL INDUSTRY



MEMO: TOTAL SHARE (INC. FLEET)

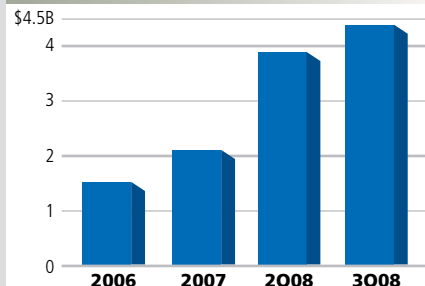
15.4% 13.8% 14.7% 12.4% 15.0%

Summary of Performance

- FNA third quarter operating pretax loss was \$2.6 billion, \$1.6 billion worse than a year ago.
- The business environment remained extremely challenging in the third quarter, as the financial crisis resulted in reduced access to short-term credit, rising unemployment and economic contraction.
- The downward trend in U.S. industry volume continued; Third Quarter seasonally adjusted annual rate (SAAR) at 13.1 million, down significantly from both the First Half of 2008 and 2007 levels. The industry SAAR fell further in October to 10.8 million, the lowest level since February 1983.
- Ford retail share of U.S. retail industry declined to 11.1 percent in the third quarter, 1.1 percentage points lower than the First Half of 2008. October retail share of the retail industry is estimated at 13.9 percent, the highest level since September 2006. The October improvement primarily reflects higher share from F-Series and Fusion.
- Third quarter operating cost reductions totaled \$500 million, reflecting lower structural costs – primarily OPEB/Pension, engineering, spending related and the impact of the asset impairment. Material cost reductions were more than offset by higher commodity costs and added product features. Cumulative cost reductions total \$4.4 billion since 2005.
- We remain on track to achieve or exceed our goal of \$5 billion of cumulative cost reductions from 2005.

COST-RELATED

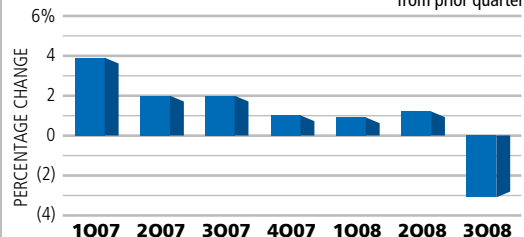
CUMULATIVE OPERATING COST REDUCTIONS



Consumer Spending

- Consumer spending growth has been on the decline since early 2007 as the U.S. economy slowed due to rising energy prices and housing market declines.
- Fiscal stimulus checks generated only a modest improvement in spending in the second quarter of 2008 as many consumers added to savings due to uncertainty about the future.
- The ongoing economic pressures, combined with recent financial market turmoil, generated a 3.1 percent decline in spending in the third quarter of this year.
- With consumer confidence now near historic lows, spending will likely remain weak in the coming months.

U.S. CONSUMER SPENDING



Recent Accomplishments

During the Third Quarter, we delivered significant achievements in the four Drive one pillars and announced aggressive next steps in every category.



QUALITY GAINS:

Quality for Ford, Lincoln and Mercury collectively improved

for fourth straight year – in statistical dead heat with Toyota and Honda for 2008 model year. Things Gone Wrong on Ford, Lincoln and Mercury vehicles improved 33 percent from 2004 to 2008 (per GQRS).

Looking Ahead: Ford has set an aggressive target of best-in-class initial quality for all-new global small cars.



FUEL EFFICIENCY:

2009 F-150 launches with unmatched

capability and unsurpassed fuel economy (up to 21 mpg hwy while still providing 7,500 lbs of towing capability).

Looking Ahead: EcoBoost™ debuts in 2009. Hybrid offerings and volume to double late this year with Ford Fusion and Mercury Milan Hybrid.



SAFETY HONORS:

Ford Motor Company led

industry with 16 "Top Safety Picks" from Insurance Institute for Highway Safety (IIHS) – including honors for 2009 Ford Flex, Ford Fusion, Lincoln MKS and Mercury Milan.

Looking Ahead: Two new safety systems, MyKey and Collision Warning with Brake Support, will be available beginning in 2009.



FORD INNOVATION:

Among newly launched Ford-exclusive

technologies available on select 2009 models are Ford Work Solutions, SIRIUS® Travel Link™ and Blind Spot Mirror.

Looking Ahead: Ford SYNC upgrades (911 Assist and Vehicle Health Report) coming later this year.



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Mulally confident about Ford's future and cash position

BY JOHN FOSSEN

FORD World

Addressing media speculation that Ford could run out of cash in a matter of months if it continues to spend cash at the rate it did in the third quarter of this year, Ford President and CEO Alan Mulally told employees that Ford's management team is not going to let that happen.

"It's not going to run at (a quarterly rate of) U.S. \$7.7 billion. It's going to be less (on average going forward) than that," Mulally said during a Nov. 7 town hall meeting about Ford's third quarter financial results. The meeting was also webcast live via FCN Online.

"I really believe that Ford has the absolute best plan to be a thriving, profitably growing company going forward," he added.

During the meeting, Mulally outlined actions the company will take to strengthen its cash position while continuing to invest in future products, such as the new global Ford Fiesta subcompact and the new 2010 Mercury Milan that gleamed behind him on the stage of the World Headquarters auditorium.

He said that Ford expects to hold market share in the U.S. in 2009 and that the industry volume will recover some in 2010. Among the reasons for optimism are Ford's steadily improving vehicle quality and safety achievements, impressive cost reductions and a parade of new products.

Leaders review quarterly results and future plans

BY ROBERT MUSIAL

FORD World

The same day they announced third-quarter losses, Ford Motor Company leaders detailed the steps the automaker is taking to turn around its business in North America.

"The best thing we can do is to keep our focus on our plan and not get distracted," Mark Fields, president, the Americas, told top managers at the third quarter business review. "The fundamentals of our plan are working."

Ford's Chief Economist Ellen Hughes-Cromwick noted that the third quarter of 2008 "was one of the weakest quarters we've seen since the beginning of the 1980s."

"Our best estimate is that the economy will begin to stabilize in the next three to six months," she said.

Derrick Kuzak, group vice president, Product Development, reviewed several of Ford's upcoming products through 2013 and stressed that resources were not being diverted from them.

"Our product plan stays the same," said Kuzak. "The product plan is intact."

Lewis Booth, Ford's new chief financial officer, seconded Kuzak. "We must do everything we can to protect the cycle plan



President and CEO Alan Mulally speaks to employees about the third quarter.

Jim Farley, group vice president, Marketing and Communications, said those new products, which will comprise about 45 percent of Ford's volume next year, are expected to help improve favorable opinion of the Ford brand.

Derrick Kuzak, group vice president, Global Product Development, got a round of applause when he told employees that the new 2010 Ford Fusion and Mercury Milan Hybrids would have better fuel economy than the Toyota Camry hybrid – "not (by) just a small amount, but a big amount."

Kuzak also told employees to look for announcements coming soon about Ford's electric vehicles.

Mulally said he was pleased by initial discussions with U.S. legislators on the need for federal loans to the domestic automakers and he ended the meeting by encouraging employees to remain focused on the ONE Ford plan, which he said will "create something very special for Ford Motor Company." ●

and the new products," he said. "We are going to fix Ford Motor Company together."

The leaders also answered several questions from the audience in Ford World Headquarter auditorium, on topics ranging from changes in Congress to the troubles at General Motors.

Ford has both the financial resources and "the strategy to not only survive but to thrive over the next few years," said Fields.

"We are absolutely going to be a winner," he concluded. "We have the plan, we'll work it, we'll make adjustments and we'll get through this." ●



Mark Fields, president, The Americas, and members of the leadership team answer employee questions.



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The 2010 Fusion and Milan:

REGULAR OR HYBRID?

BY ROBERT MUSIAL
FORD World

Unveiled at the Los Angeles Auto Show, the new 2010 Ford Fusion and Mercury Milan aim to leave their mid-sized competition in dust, both in features and in fuel economy.

Equipped with Ford's all-new Duratec 2.5-liter I-4 engine, Ford's new mid-sized twins are expected to deliver at least 3 mpg better on the highway than the Honda Accord and 2 mpg better than the Toyota Camry.

Best of all, both Fusion and Milan will also be available with Ford's next-generation hybrid system, which is expected to get at least 5 mpg better in the city than the Camry hybrid.

And Ford's new hybrids can run up to 47 mph in electric mode alone, twice as fast as some competitors and the current Ford Escape and Mercury Mariner hybrids. The

new hybrids give the cars a range of more than 700 miles of city driving on a single tank of gas.

With the new arrivals, Ford will be the producer of the most fuel-efficient mid-sized sedans and SUVs on the planet – and the largest domestic producer of hybrids in North America.

"These new hybrids will exceed expectations on all fronts – fuel efficiency, comfort, convenience and overall drivability," said Derrick Kuzak, Ford group vice president, Global Product Development.

The new I-4 engine and the new hybrids are all part of the company's broad plan to use technology to deliver affordable fuel economy for millions of customers, said Kuzak.

Aiding that is the addition of six-speed transmissions to the four- and the six-cylinder models of the Fusion and Milan, a first on the I-4 line. The hybrids will be mated to an electronically controlled continuously variable transmission.

But the changes aren't just under the hood ...

"These new hybrids will exceed expectations on all fronts – fuel efficiency, comfort, convenience and overall drivability."

*– Derrick Kuzak,
group vice president,
Global Product Development*



SmartGauge with EcoGuide helps drivers save fuel

How about a smart new way to monitor fuel efficiency and driving performance?

Done – thanks to SmartGauge™ with EcoGuide. This innovative new instrument cluster in the 2010 Ford Fusion and Mercury Milan hybrid provides real-time information to help drivers make the most of their fuel-sipping cars.

“Unique to Ford and Mercury hybrid sedans, this cluster acts as a good ‘coach,’ engaging drivers in real-time to help them achieve maximum fuel economy,” said Gil Portalatin, manager, Hybrid Applications.

The SmartGauge with EcoGuide puts full-color liquid crystal display (LCD) panels on both sides of a traditional analog speedometer. These can be customized by the driver to show different levels of information, including fuel and battery pack levels and the average and instant miles-per-gallon.

There’s even an artful display that shows growing leaves and vines on the right side of the cluster. The more efficiently a customer drives, the more lush the display of greenery becomes, creating a visual reward. Drivers can also choose a traditional chart to show the same thing.

A tutorial built in to the display helps drivers learn about the instrument cluster and their hybrid in a relaxing way that is not confusing. Extensive customer research was done to ensure that the new cluster is as driver-friendly as possible.

It all helps drivers make informed decisions – without being distracting or overwhelming.

“The main question that hybrid drivers had was, ‘How do I know I’m getting the most out of my hybrid?’” said Jeff Greenberg, senior technical advisor. “We needed to create a system that better communicates with drivers and gives them the tools to maximize fuel efficiency.”

“That’s what SmartGauge with EcoGuide does.” ●



When can I get one?

Production of the 2010 Ford Fusion and Mercury Milan begins in December – and they’ll be in showrooms in early 2009.



THE 2010 FORD FUSION ARRIVES WITH A FRESH, SPORTIER LOOK

The new design includes:

- a bolder grille and headlamps
- larger fog lights in the lower grille
- improved aerodynamics for fuel economy

- new accents on the taillamps
- a more contemporary interior
- new metallic finishes on the instrument panel, console, doors and steering wheel
- new instrument cluster and a "welcome" sequence for drivers
- revised softer seats with more side support and textural inserts
- eco-friendly seats made from

100 percent recycled materials on the hybrid model

- seats with contrasting stitching and tipped leather inserts
- Electric Power Assist Steering for better driving dynamics and mileage
- new sound package reduces wind and road noise to less than Toyota Camry and Honda Accord
- new Fusion Sport model



Inside, the 2010 Fusion offers lots of new technology, including:

- Ford SYNC™ with 911 Assist and Vehicle Health Report
- SIRIUS® TravelLink™ with real-time traffic, weather and fuel pricing plus sports scores and movie listings
- Voice-Activated Navigation

- Reverse Camera System for a clear rear view
- interior Ambient Lighting System with seven colors
- Blind Spot Information System with Cross Traffic Alert
- Sony audio system
- Easy Fuel™ capless fuel filler
- new standard cabin air filter

MUSTANG, EX

Here's how the Mustang team did it:

- Larger grille openings flanked by slimmer headlamps with integrated turn indicators, inspired by the 1970 Mustang
- Redesigned and more chiseled Mustang pony badge



- Large twin fog lamps in upper grille for the GT and in the lower fascia for the V-6
- Lower front end with lower front splitters adds to sporty look, aerodynamic improvements
- More sculptural "powerdome" hood.
- Dropping fender line to the rear haunch gives a "poised to leap" look
- Angled rear fender corners look muscular and compact
- New, two-piece rear fascia amplifies the car's width and stance
- New, tri-bar taillamps feature sequential turn indicators and brake lights
- Standard AdvanceTrac® Electronic Stability Control (ESC) complements all-speed traction control and anti-lock brakes (ABS)
- Bigger wheel-and-tire combinations, from 17 to 19 inches

Sleeker, sportier and more aggressive, the 2010 Ford Mustang unveiled at the Los Angeles Auto Show is a reinterpretation of America's favorite sports car.

From the V-6 to the Shelby GT500, each model looks leaner and cleaner than its predecessors.



- Tuned exhaust enhances Mustang "sound"
- Exterior mirrors, wipers and antenna refined or relocated for aerodynamics, quietness
- Easy Fuel™ capless fuel filler system reduces evaporative emissions

"This is going to be the next classic Mustang that everyone talks about for years and years."

— Paul Randle, chief nameplate engineer, 2010 Mustang

XPLAINED



"We wanted to make a more modern interpretation of the classic American icon that is Mustang."

*— George Saridakis,
design manager,
2010 Mustang*



Under the hood, the 2010 Mustang offers new options and features, too:

- The 4.6-liter V-8 now puts out 315 horsepower, thanks to cold-air induction system
- The 4.0-liter V-6 is rated at 210 horsepower
- Each is mated to a five-speed manual or five-speed automatic
- First North American vehicle with Induction Sound Tube (IST) to enhance driving sound
- Retuned shocks and suspension for better balance, steering and handling

The 2010 Mustang sports plenty of changes inside, too. These include:

- Genuine aluminum-spoked steering wheel with integrated audio controls



- New instrument panel in seamless, soft-touch material
- Available aluminum finish panels and chrome-ringed gauges and air vents
- Chrome shifter ring and door subwoofer speakers echo the gauge and vent trim
- New centerstack with integrated audio and climate controls
- Center console with locking storage and trunk release
- Softer seats, bolsters and arm rests with high-quality stitching



- Increased sound-dampening materials provide a quieter ride
- Available Ford SYNC™, SIRIUS® Travel Link™ and satellite radio, voice-activated navigation and reverse-camera system
- My Color™ ambient lighting provides customized illumination of gauges, footwells, cupholders, door map pockets and sill plate Mustang logo

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Raptor: Ultimate off-roader joins the new F-150 line-up

BY ROBERT MUSIAL

FORD World

How do you make a tough truck even tougher? By making it a Raptor.

Building on its leadership in durable trucks, Ford unveiled the all-new 2010 F-150 SVT Raptor earlier this month. The purpose-built, high-performance off-road truck is versatile enough to take on the most challenging outdoor adventures as well as the everyday commute.

"Like its namesakes, the F-150 SVT Raptor is tough, fast, aggressive and built with the off-road enthusiast in mind," said Derrick Kuzak, Ford group vice president, Global Product Development.

The SVT Raptor takes the tough, chiseled look of the new Ford F-150 to a new level, with styling that gives the impression it's always on the move.

To distinguish it from the conventional F-150, the Raptor comes with a distinctive grille with the Ford name carved into it, a vented hood, different front fascia and fenders, functional hood extractors and fender extractors with 'SVT' bored out.

The Raptor is also seven inches wider than the base F-150, a difference accentuated by the distinctive marker lamps integrated



The F-150 SVT Raptor is ready to rumble.

into the front end instead of on top of the cab.

Powering the Raptor is the F-150's proven 5.4-liter Triton V-8, which pumps out 320 horses and 390 pound-feet of torque. A robust, new 6.2-liter V-8 will be available after launch.

Underneath, the Raptor sports a new, beefed-up front suspension, a changed axle and visible Fox Racing Shox, the only internal bypass shocks on a street truck. Also in the package are rugged new 17-inch cast aluminum wheels and special BFGoodrich All-Terrain TA/KO 315/70-17 tires.

The Raptor's also packed with technology for the off-road, including AdvanceTrac® with RSC® (Roll Stability Control™), Trailer Sway Control, Integrated Trailer Brake Controller, Electronic Locking Differential, Hill Descent Control, Off-Road Mode and an Auxiliary Switch Board to make after-market customization easier. ●



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Dearborn Truck Plant kicks off the F-150

BY ROBERT MUSIAL
FORD World

The Dearborn Truck Plant recently celebrated the launch of the 2009 Ford F-150, which offers unrivaled capability, unsurpassed fuel economy and the most choices in the full-sized truck segment.

Joining employees at the celebration were Bill Ford, executive chairman; Alan Mulally, president and CEO; Bob King, UAW vice president, and government officials, top dealers and the media.

At the event, Ford also announced it was restoring the truck plant's third crew in January, a move that will add approximately 1,000 skilled trades and production workers to the facility's work force.

The company invested U.S. \$148 million in the Dearborn Truck Plant for new tooling and equipment to build the new F-150.

The Dearborn launch followed a similar launch for the truck at the Kansas City Assembly Plant, where Ford invested \$110 million in new tooling and equipment to build the new F-150.

Before the launch, prototypes of the new truck were subjected to 4.5 million miles of real-world and laboratory testing to ensure quality. ●



Workers assemble America's top trucks, top. Bob King, UAW vice president; Bill Ford, executive chairman, and Alan Mulally, president and CEO, congratulate workers on launch day and, bottom, one of the new Ford F-150s.



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Retirees: Stay connected

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

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

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

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

Ford employees bring home their passion for cars

BY MEGHAN CASS AND DIANE MAJESKE

FORD World

More than a few Ford employees have their own pet car projects they undertake in their spare time.

Let's meet a few of them ...

For Eric Barrett, design and release supervisor for Ford, his 1969 Mach 1 is part of his family. A classic car buff, he found his car on the Internet, drove to Illinois to check it out, and bought it on the spot.

"I love to drive in it with my family," he said. "I've always wanted a 1969 Mach 1 – the 428 Cobra Jet big block. It's a really cool car that young and older folks can appreciate."

Barrett's had his Mustang for 12 years now, and the appeal hasn't faded.

"I have pictures of my son and me sitting in that car when he was all of two years old – he's almost 15 now," he said. "It really is part of our family."

At work, Robert Gelardi is the senior designer of the Mustang. At home, he reaches back a little farther.

It's all worth it when he sees people's reaction to his 1939 Ford Panel Delivery truck: "The best part is seeing faces light up and people wave and shout, 'Nice ride!'"

Gelardi realizes the gem he found.

"Only 2,300 or so panel deliveries like this were made each year, and Ford only used the oval front grille design exclusively on trucks for two years (1938 and 1939). Being so big and white, you can spot it a mile away," explained Gelardi. "It's a crossover between cars and trucks – sort of like the great-grandfather to the Flex."

In the early 1980s, Bill Cook spotted a classified ad for a 1970 Mustang, with the Boss 302 option.

After spending close to three hours inspecting a rare car in need

of restoration, he picked it up the next day.

The retail identification manager had wanted that car since his father, who worked in Ford marketing and sales for 43 years, brought one home when Cook was a high school senior.

"It was a Ford Division marketing vehicle...Calypso Coral with a white interior. It was a stunner. It was the first car I ever drove with a stick (a standard Hurst 4-speed). That car, the clutch and I had some long, fun days."

What about that Boss hoss gets his blood pumping?

"The sound of the high revving, solid-lifter Boss engine. There's nothing that sounds quite like it."

Ford designer Rick Michaels loves classic cars so much he has two – a 1981 DeLorean DMC-12 and a 1963 Lincoln Continental.

Michaels bought the DeLorean – seen in the "Back to the Future" movies – six years ago from an older couple in Beverly Hills, Calif.

"You wouldn't believe the amount of people that approach you curious about it, asking all kinds of questions," said Michaels about the gull-winged, stainless steel car.

As for the Lincoln, Michaels says he's always had a thing for Lincolns from that era.

"It's a car that epitomizes style in such a subtle way, it screams it," he said. "A definite icon of American luxury."

Which brings us to Stephen Kozak. For the safety chief engineer, the 1970 Torino Cobra he's restoring is the ultimate jigsaw puzzle.

Some would be overwhelmed by the pieces and parts that fill 20 cardboard boxes in his garage but not Kozak.

For him, restoring the classic muscle car reminds him of the time as a teen when he saw a 1970 Torino blow away the

competition at the drag strip. He never forgot that car.

Years later, Kozak found a fire-damaged 1970 Torino Cobra in Texas and bought it.

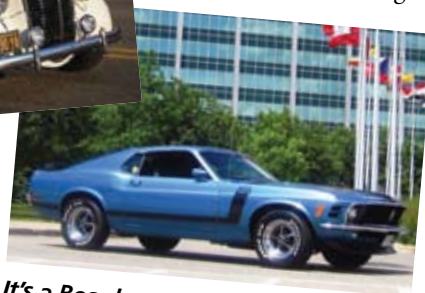
"It had the racing engine of 1970 ... it was a white Torino Cobra, which means it was a very limited edition, and all the parts were original."

In spite of having his car in boxes, he enjoys it.

"For me, working on this car is therapy," he said. "Being an engineer is sometimes frustrating – 70 percent is administrative; 30 percent is creative. In my garage, it's 90 percent creativity." ●



Is it a proto-Flex?



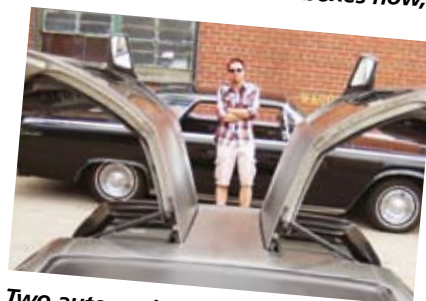
It's a Boss hoss



Mach 1 family member



In boxes now, but wait...



Two automotive icons

Russian market means growth and change

BY EMMANUEL LUBRANI AND PETER NOBLE

FORD World

With expected new car sales of more than 2.5 million this year, the Russian car market is big and getting bigger.

That level of sales would put Russia just behind Europe's top market, Germany, underscoring its importance not just to Ford Motor Company but to automakers worldwide.

As more than a dozen manufacturers scramble to build and open new plants in Russia, they'll be following the taillights of the Blue Oval, which opened an assembly facility there six years ago.

"We're really proud of the fact that we were the first manufacturer to come into the Russian market, open a manufacturing plant of our own in St. Petersburg and produce Russian vehicles uniquely for the Russian market," said commented John Fleming, president and CEO, Ford of Europe.

"It's important to be able to say, 'we don't only sell in Russia, but we manufacture in Russia'. And that's also critical to profitability because it's expensive to import vehicles here," he said.

Ford's significant commitment to Russia is reflected in its sales figures. In 2000, it sold just 1,200 vehicles there. In the first eight months of this year, it retailed more than 128,000 units, and it continues to post increases each month.

Ford's status as a leading brand in the country was further underlined at the recent Moscow International Motor Show. The 10-day event in September saw 1.6 million visitors pass through the turnstiles, making it one of the biggest shows worldwide.

More than 60 car brands, including a large contingent from China, were among the 1,000 companies from Russia and around the world attracted to the show.

Inside the hall, the 23,000 square-foot Ford exhibit was one of the biggest of the show. While it featured a full range of vehicles, the spotlight fell on three debut models, Ford Fiesta, Ford Focus RS and Ford Escape.

Ford Russia's marketing director, Irina Sharovatova, was



The Ford plant in St. Petersburg.

excited by the new arrivals, particularly the Fiesta.

"Ford in Russia is generally perceived to be a male brand," she said. "Now, with a very attractive small car appealing also to a female audience, we can enlarge our target audience."

Since Russia is also the largest SUV market in Europe, "the Escape is another very important newcomer," she said. The new models should further boost the company's sales and share, she said, despite rising competition.

Ford's best-selling car and the top foreign-brand model in Russia is the European-styled Focus, which sold more than 97,000 units last year, way ahead of the second placed Renault Logan, which sold 67,800.

Many of those vehicles have automatic transmissions, which are very popular in Russia. In the Focus segment, almost 50 percent of vehicles are automatic, while in the Fiesta-sized sector, it's even higher.

That is just one of several interesting market characteristics.

"First, the Russian people look at Ford as a premium brand," said Sharovatova. "And we tend to attract high-skill and high-education customers, with some 98 percent of our customers having higher or university education. We also have a large percentage of customers who are under 30 years of age."

Fuel prices are more affordable in Russia than in Europe too. Also, the diesel share of the fuel market is at a lower level than in Europe.

Underpinning Ford's sales growth in Russia is a network of 136 main dealerships and sub-dealers in approximately 90 cities across the country. Predictably, the largest outlets are in Moscow.

The most extensive of these is called New York Motors, which sold more than 12,000 vehicles last year, making it one of the most successful Ford sales outlets in the world.



Russia at a glance

- Russia is the largest country in the world in area, covering 6.6 million square miles – one-eighth of the world's land surface.
- Population: 141 million (July 2008).
- It has abundant natural resources including major deposits of oil, natural gas, coal, timber and many strategic minerals.
- Growth in the last decade has been driven by high oil prices and a relatively cheap ruble but consumer demand and investment have played a significant role since 2003.
- Over the last six years, average personal incomes have gained more than 12 percent a year.
- The Russian federal budget has had surpluses since 2001.
- Direct foreign investment has risen from \$14.6 billion in 2005 to \$45 billion in 2007.
- Oil, natural gas, metals and timber account for more than 80 percent of exports and 30 percent of government revenues.

– Source: CIA Fact Book



"Ford in Russia is generally perceived to be a male brand. Now, with a very attractive small car appealing also to a female audience, we can enlarge our target audience."

*– Irina Sharovatova,
marketing director, Ford Russia*

Another spectacular dealership, Major City, opened last November. Located just five miles from the main road that encircles Moscow, it houses Ford and 10 other brands in seven independent showrooms.

In total, it covers 29 acres, has 64,000 square feet of showroom space and displays 90 different new models. Its huge service area has 100 car lifts where, every day, more than 560 cars are serviced.



Russian workers build the Ford Focus for sale in Russia.

Major City, which expects to sell 35,000 vehicles this year, has furthered its customer appeal by opening two entertainment complexes within the site. These feature a free cinema, an Internet café with 40 computers, a beauty salon, a children's area and seven restaurants and bars.

To support all of its dealers, Ford operates a dedicated training facility in Moscow and an extensive parts distribution center which distributes parts and accessories throughout the country. The depot meets 94 percent of dealer orders on first-fill, which is no mean feat considering the vastness of the country.

These facilities are close to the Ford Russia and Ford Credit headquarters, located in a new, state-of-the-art office building on the northwest side of the Russian capital.

The other major part of Ford's Russian operation is located 430 miles west of Moscow in the thriving city of St. Petersburg.

The Ford plant there began production in 2002 with an initial annual capacity of 25,000 Focus models. It has slowly ramped up production to an annual rate of 100,000 a year now.

The plant, which built its 250,000th Focus in July, is expected to produce 125,000 vehicles next year as employees begin building the Ford Mondeo there as well.

Despite challenges, Ford has come a long way in Russia and it is well-placed to grow in that market. ●

Ford in Russia

Surprisingly, Ford has a history dating back more than 100 years in Russia.

The very first Ford dealer in Russia opened in St. Petersburg in 1907, a year before Model T production began and just four years after Ford was founded in the U.S.

By the mid-1920s, over 25,000 Fordson tractors were helping transform Russian agriculture.

In 1929, Ford opened a plant in Nizhni Novgorod, Russia's third-largest city, to build Model A cars. When the contract was terminated in 1935, the Model A continued in production under the GAZ name.



Russian boy atop a 1920s Fordson tractor.

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Salaried retirees have until Dec. 31 to make health plan changes

Ford Motor Company salaried retirees and spouses/domestic partners who are eligible for Medicare and enrolled in the HRA (Health Reimbursement Arrangement) have until Dec. 31 to participate in the Medicare annual enrollment to change their medical and prescription drug coverage for 2009 if they wish to do so.

Health care for Medicare-eligible salaried retirees was replaced with a Health Reimbursement Arrangement (HRA) in January 2008. The HRA provides an annual credit of \$1,800 per eligible retiree and spouse/domestic partner, and continues to be administered through WageWorks.

Those satisfied with their current coverage and (new) premium rate don't have to do anything to keep their coverage – assuming their present coverage is still available in 2009. That's the case for Bob Dascenzo and Fred Roperti.

Dascenzo said he's keeping Blue Cross Blue Shield Plan B and Delta Dental and so he won't need to enroll again during Medicare enrollment.

"It's the same coverage I had before so it's working out fine. I'm going to carry it over next year too," said Dascenzo, a retired



Choosing the right coverage is important for Ford retirees.

warranty specialist who lives in Warren, Mich.

For Roperti, Blue Care Network Advantage met his needs.

"I've been very pleased with the doctors and the cardiologists I had and I wanted to keep them. That was something I did not want to compromise on," said Roperti, a cost reduction supervisor who retired in 1997.

Andy Jackson and his wife made a different choice that fit their needs.

"We looked into it and did our homework and chose the United Health plan with the AARP endorsement," said Jackson, who worked in Human Resources and International Operations until his retirement in 1998.

"We needed something that would work for us because we split our time between Florida and Michigan and we needed the coverage down there," said Jackson.

For Pat Heavener, it made sense to use a plan not initially evaluated last year by Extend Health, a voluntary resource for assistance at no added cost to the retiree or Company.

"I chose Blue Cross Blue Shield Medigap C and it's perfect. Everything has been covered," said Heavener, an employee relations analyst who retired in 1987.

Heavener and others said retirees need to carefully evaluate what plan would be best for them based on their situation, as no two retirees are in exactly the same situation.

"You've got to investigate. Check it out with friends and talk to people," she said.

Along with the continued help of Extend Health and other resources (see box), a group of salaried retirees has volunteered to provide information and guidance to Ford retirees with Medicare questions during the fall enrollment process. Their goal is to assist Ford retirees who need help connecting to the right resources and health care experts so that retirees can make the best decision for 2009 (see box).

Getting information and choosing carefully is important, say Ford officials. In the first year, 54 percent of retirees selected Medicare Advantage plans and 46 percent chose Medigap plans.

This is the last year those currently enrolled in a Medicare Advantage plan can change to a Medicare Supplemental (Medigap) plan without the risk of being turned down. In future years, Medicare will allow Medigap plans A, B, C or F to screen and reject applicants because of health, lifestyle and claims history. ●

Here are resources to help you:

Centers for Medicare & Medicaid Services (CMS):

Besides their handbook for evaluating health care and prescription drug coverage, contact them at: www.Medicare.gov or (800) 633-4227 (24 hours a day, 7 days a week).

State Health Insurance Program (SHIP)

Medicare counseling, assistance and enrollment. Each state has its own office. Contact www.shiptalk.org and select your state. In Michigan, call MMAP at (800) 803-7174.

Extend Health

Evaluation and enrollment assistance. Contact them at www.extendhealth.com/Ford or (866) 427-4830 between 9 a.m. – 9 p.m. ET Monday through Friday.

WageWorks

Health Reimbursement Arrangement (HRA) claims reimbursement. Contact www.wageworks.com or (866) 840-0911 between 8 a.m. – 8 p.m. ET Monday through Friday.

Salaried Retiree Peer Group

Though not licensed health care advisors, this group is volunteering to help Ford retirees and spouses get to the right resources for answers to their questions. Contact them at peer-support@ford-umbrella-group.org between now and Dec. 19.

Ford Employee Network Web site

Info about health care, Ford news etc. at www.employees.ford.com and click on Retiree Network, Benefits, Changes & Choices.

CALENDAR

DECEMBER

Now through Jan. 31:

Tutankhamun Exhibit (Detroit)

The Ford Motor Company Fund is sponsoring "Tutankhamun: Wonderful Things from the Pharaoh's Tomb," now through Jan. 31, 2009, at the Charles H. Wright Museum of African American History. Contact (313) 494-5800 or www.maah-detroit.org.



Dec. 5

Accelerated Action Day (Detroit and U.S.)

Employees and retirees can join the Ford Volunteer Corps to help the less fortunate in their communities as Ford MODEL Teams serve meals, sort food, pack and deliver food baskets and boxes. Among the supported organizations in southeast Michigan are the Capuchin Soup Kitchen, Cass Community Social Services, Gleaners Community Food Bank and Focus Hope. Visit www.volunteer.ford.com.



Dec. 6 - 7:

Ford Chorus Holiday Concerts (Dearborn)

Two holiday concerts will be performed by the Ford Chorus under the direction of Dr. Jonathan Drake. Concerts are 7:30 p.m. Dec. 6 at First Baptist Church (Dearborn) and 3 p.m. Dec. 7 at Hope Lutheran Church (Dearborn). No tickets required – freewill donations appreciated. Contact Karen Gaffney at KGAFFNE1@ford.com.

Dec. 10:

Dinner Party Dance (Excelsior Springs, Mo.)

The Kansas City Ford Salaried Retiree Club dinner/party/dance with live music will be at the Elms Hotel, Excelsior Springs, Mo. Contact MOORE. MAYNARD@gmail.com.

Jan. 27:

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

The club's planning committee invites interested salaried retirees and spouses to our first meeting. Membership is open to all Ford salaried retirees and their spouses who worked in the Atlanta area or other Ford locations around the country. Contact Dave Andre at dave1andre@comcast.net.



Henry Ford Estate-Fair Lane
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Clara's Holiday Luncheon

December 2, 4, 11, 16, 18
11:30 am - 2 pm

Santa's Workshop

December 5, 2008
5 pm - 9 pm

Clara's Holiday Tea

December 6, 2008
1 pm - 3 pm

Holiday Luncheon Concert

December 12, 2008
11:30 am - 1:30 pm

Candlelit Dinner Walk (NEW)

December 18, 2008
6 pm - 9 pm

Candlelight Tours

December 21 and 26, 2008
5 pm - 9 pm

For more information, please call 313.593.5590 or visit henryfordestate.org

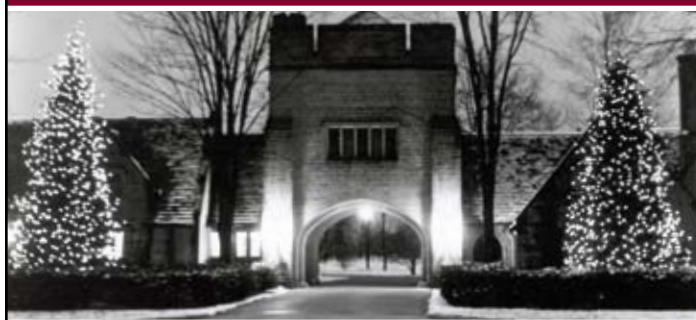
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Ford of Europe increases share during October

Ford of Europe sold 1,257,400 vehicles in its main 19 European markets in the first ten months of 2008, while its market share for October rose to 8.4 per cent from 8.0 per cent in the same month last year. Though tighter credit and consumer uncertainty has reduced sales volume by 5.1 per cent versus last year, the company's year-to-date market share remained stable at 8.6 per cent. Market share grew in Germany, Britain, Ireland, France, Spain, Norway and Russia; the top-selling Ford cars in October were the Focus, the new Fiesta and the Mondeo.



Ford Mondeo 5-door model

Volvo gets "hush" award as engineers refine sound

The Volvo V70 and S80 rank among the top ten cars for quietness, according to the Swedish car magazine *Vi Bilägare* and other publications. That's because Volvo engineers strive to get the right sound environment inside their cars – not total silence, but the right sort of sound at the right volume. One example is the noise a car door makes as it is shut. "We want it to sound reassuring, like the door of a vault," said Anette Garnemark, a noise and vibration systems analyst.



Analyst Anette Garnemark tests for quietness.

New MAZDA3 sedan debuts at Los Angeles show

Mazda took the wraps off the sedan version of the all-new MAZDA3 at the Los Angeles Auto Show. The small car will have a more refined sporty ride and top fuel economy plus a quieter cabin and more safety and environmental features. The MAZDA3, which accounts for almost one in three Mazdas sold each year, will offer 2.0-liter and 2.5-liter engines. A five-door hatchback is also planned.



MAZDA3 hits the L.A. stage.

New Ford Escape heads for the clouds in Asia

They're sky-high – literally – for the Ford Escape in Thailand. To celebrate the introduction recently of the latest model of the popular compact SUV, an Escape was suspended from a giant hot-air balloon and lifted off above Bangkok, the Thai capital of 10 million. Customers got to check out the new Escape and take a balloon flight at the event, which is being repeated in two other Thai cities this month.



Ford Thailand team gets a lift from new Escape.

New Ford Fiesta makes top ten list Down Under

Ford's global small car continues to pile up the accolades. This time, the Ford Fiesta was chosen one of the top ten showstoppers at the recent Australian International Motor Show. The award came from the Sydney *Sunday Telegraph*, which noted the car's fuel economy and safety features in a fun-to-drive package. Described as a "return to form for Ford," the Fiesta car will be launched in Australia in early 2009.



Ford Fiesta gets Aussie raves.

They said it

"The 2009 Ford F-150 (has the) most towing and hauling capability, improved efficiency and more..."

– Mike Levine, *PickUpTrucks.com*



"The Flex's great looks, excellent road manners, unique features and comfort are best in its class..."

– Mark Phelan, *Detroit Free Press*



"The Fusion still looks fresh today ... what's to distinguish the Fusion from other cars in its class? How about this: It's more fun..."

– Carey Russ, *Theautochannel.com*



His Town (and country) Car

Chet Belisle and his Lincoln are pretty well-known around Topeka, Kansas.

"I can't go anywhere where somebody doesn't know this Lincoln," he said.

Belisle and his 1983 Town Car are famous because the car has 1.3 million miles on its odometer. That's right – 1.3 million miles or the equivalent of 465 trips between New York City and Los Angeles.

"A lot of times, I just go out driving around because I enjoy just driving it. I like the ride of it and the style of it and I feel safe in it," he said.

For its size, it's not bad on gas, either. "I get 22 mpg on the highway and 15 – 16 mpg in town," said Belisle.

Since buying his Lincoln new, he's rebuilt the engine and trans, but hasn't done much else except keep it clean. He figures he'll keep it until it stops running – which, at this rate, isn't likely to be any time soon.



Exhibit to feature Edsel Ford's limousine

A limousine custom-built in the 1930s for **Edsel Ford** will form the basis of new museum exhibit in suburban Detroit next year.

The one-of-a-kind 1934 Ford town car was delivered to **Henry Ford's** son in June 1934. It was crafted by the Brewster company which built Rolls Royce bodies in the U.S. for 20 years.

Though it sports the flared front fenders and Art Deco-inspired three-bar front bumper of a Brewster, the car was finished, as ordered, with a standard Ford grille, instead the coachbuilder's trademark grille.

Earlier this year, the car was purchased for U.S. \$198,000 from its third owner by the Edsel and Eleanor Ford House, the historic mansion museum in Grosse Pointe Shores, Mich. It'll be the centerpiece of a new exhibit opening there in June.

Mustangs are a family affair

The Mink family likes Mustangs – a lot.

When he worked as a production superintendent at Ford, **Jim Mink** always wanted a Mustang convertible but raising three kids and putting them through college got in the way.

Years later, son **Shawn Mink**, an electrical controls engineer in Powertrain Operations, helped his dad locate a restored 1965 burgundy Mustang ragtop to buy.

Then Shawn decided to buy a classic red 1966 Mustang convertible to accompany his dad to car shows and cruise nights.

In 2007, dad got a blue 2007 convertible to use in Florida where he spends the winter. And Shawn added a white 2007 California Special GT convertible to his corral.

"That's two generations of Ford employees with two generations of Mustangs," notes Shawn with pride. "We've had many great times with our cars and taken many trophies with them as well."



Built Ford Tough

There are more Ford F-Series trucks with 250,000 miles or more on the road today than any other trucks. And nobody has a more durable pickup than the F-150 at the three-year service mark, either.



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

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

Ask your auto glass retailer for more details on SoundScreen.

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



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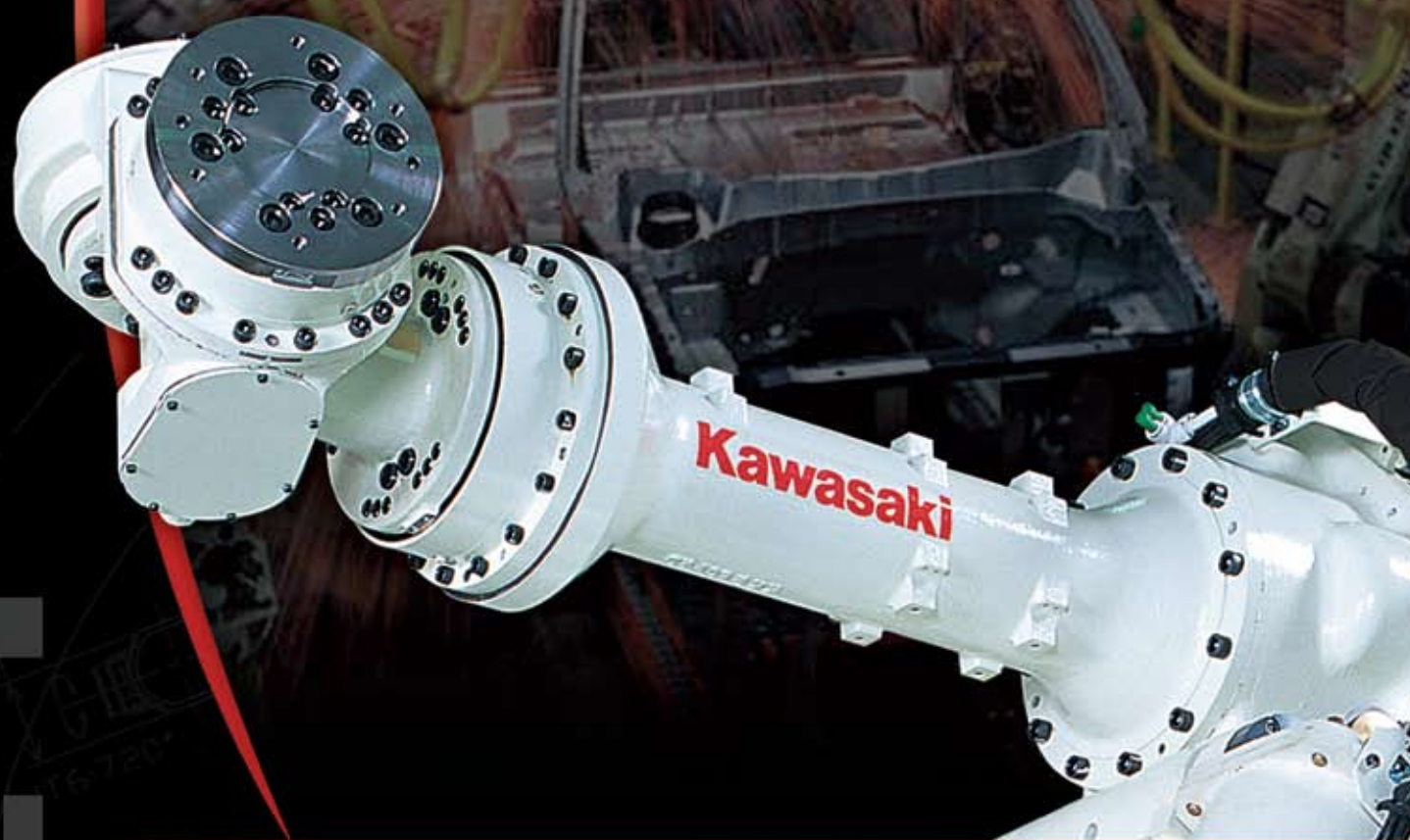
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