

FORD DEBUTS NEW RETIREE WEB OUTREACH, P. 4

FORD

January 7, 2008

World

MOBILITY MATTERS

Disabled drivers get back on the road thanks to Ford efforts



SETTING OBJECTIVES

Employees participate in critical goal setting for 2008, p. 9

KNIGHT VISION

Shelby GT500KR to rev things up in new *Knight Rider* movie, p. 3



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Joe Hinrichs to head Global Manufacturing

Alan Mulally, Ford president and CEO, recently announced that Joe Hinrichs has been named group vice president, Global Manufacturing. Hinrichs, formerly vice president, North America Manufacturing, will continue to directly oversee North American manufacturing operations and now has global responsibility for the company's Material Planning and Logistics, Ford Production System, and Manufacturing Business Office organizations. In his global role, Hinrichs reports to Mulally. In his North American role, he continues to report to Mark Fields, executive vice president and president, The Americas. Hinrichs also will lead Automotive Components Holdings LLC, the Ford-managed temporary business entity comprised of former Visteon Corp. plants and facilities in the United States and Mexico.



Joe Hinrichs

CRO names Ford to '10 Best Corporate Citizens' list

CRO (Corporate Responsibility Officer) magazine ranked Ford Motor Company No. 4 – highest among all automakers – on its list of "10 Best Corporate Citizens by Industry 2007" for the Autos & Vehicles sector. The companies were evaluated in eight categories: Environment, Climate Change, Human Rights, Employee Relations, Corporate Governance, Lobbying, Philanthropy and Financial. "Ford Motor Company's inclusion among our '10 Best' means the company's citizenship efforts, based on the metrics considered, were at least several notches above many of the other companies in that industry," said *CRO* Editor-In-Chief Dennis Schaal.

Ford, NHRA team up on safety

Accelerating safety development in the sport of drag racing, the NHRA and Ford Racing jointly announced that all cars in the Funny Car and Top Fuel classes will be outfitted with the Ford Racing "Blue Box" crash sensors for the 2008 season. Ford Racing offered the crash sensors and engineering support for their use after the death of John Force Racing driver Eric Medlen in a testing accident. Ford Racing and NHRA will work together during the next several weeks and prior to the start of the 2008 POWERade Drag Racing season on specific program elements.



An NHRA Mustang Funny Car going through testing as part of the Ford Blue Box Safety Initiative.

Ford partnership opens second hydrogen station in Florida

Ford Motor Company, BP and the state of Florida recently marked an important milestone on their collective path toward the use of hydrogen as a viable alternative fuel for the future, opening a second hydrogen-fueling station in the state. The new station is part of the Ford-Department of Energy Controlled Hydrogen Fleet and Infrastructure Demonstration and Validation Project, for which Ford supplied a fleet of six Focus hydrogen-powered, fuel-cell vehicles to Florida's Department of Environmental Protection. Ford, Chevron and Progress Energy Florida opened the state's first hydrogen station in Orlando in May.

Ford, Mazda engines honored by *Ward's*

Ford's 4.6-liter SOHC V-8 and Mazda's DOHC 2.3-liter turbocharged I-4 powerplants were selected to *Ward's* 10-Best Engines list released in December. The 4.6-liter V-8 has received the honor four consecutive years, and the Mazda I-4 for three. Said *Ward's* editors, "The 4.6L SOHC V-8 powering the Ford's new-age take on the classic muscle-car continues to impress with its thrilling exhaust note and revisions, such as the high-revving 315-hp variant used in the tested Mustang Bullitt." The Mazda engine impressed *Ward's* with a power output that belies its smaller package, cranking out 263 hp from just 2.3 liters.



Ford's 4.6-liter SOHC V-8

Crisis? Cancellations? Hotline has the answers

BY KRISTOPHER SPENCER

FORD World

A new North American Emergency Information Hotline puts Ford employees in touch when they need to be in case of an emergency or business interruption.

Launched in December, the toll-free hotline –1-800-603-FORD (3673) – is an immediate source of information for full-time, part-time, supplemental or agency employees working in any Ford facility in the United States, Canada or Mexico.

“The hotline is not a replacement for other employee notification procedures already in use,” said Joe Laymon, Ford group vice president, Human Resources and Labor Affairs. “However, in the event of a business interruption, it will be the most efficient means for employees to get the information they need to know.”

Laymon added that by using the hotline, the company expects to reduce costs related to advertising in external media about business interruptions, because the advertised message will simply direct employees to call the hotline for more information.

Implemented by Ford Corporate Security and Fire, the hotline is a one-way form of communication, managed by the Ford Business Continuity Program Office. It is regularly updated to reflect temporary closings, alternate work locations, or business as usual. In the rare event of a catastrophe, the hotline may be turned into a call center.

Ford North American
800-603-FORD
Emergency Information Hotline

- Persons located in Mexico must dial “001” before the 800 number. However, those in Canada can use the exact same number as in the U.S.
- The AT&T network-supported hotline is operational as long as public phone service is available.
- Server redundancies are maintained across the country, with major central locations in each state, and multiple locations in larger states.
- Selecting an announcement from the hotline menu can be performed with touch-tone or voice activation.
- Mexican announcements are in Spanish, but a caller in Mexico using voice activation must speak the number in English.

For more information about the hotline, visit Ford’s internal Security Web site at www.security.ford.com or e-mail questions to bcoffice@ford.com.



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Tracy Johnson, Maintenance

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A message from Ford Healthcare Management



2008 Ford Shelby GT500KR to star in *Knight Rider* movie

BY MICHAEL COLLINS

FORD World

When the 2008 Ford Shelby GT500KR launches this spring, don't be surprised if there's some confusion over what the letters "KR" stand for.

While the supercar has been known to racing fans as "King of the Road" since 1968, it's about to star in a television movie based on the hit TV series *Knight Rider*, making mix-ups inevitable.

"It's purely a coincidence and a nice one at that," said Al Uzielli, senior advisor, Ford Global Brand Entertainment, which works to place Ford-branded vehicles in movies, TV and other media. "Auto enthusiasts will know what KR stands for. But most viewers will probably think it means 'Knight Rider,' at least at first."

The popular American television series, which ran from 1982 to 1986, starred David Hasselhoff as Michael Knight, a kind of modern-day "knight." His partner was an advanced Pontiac Trans Am with artificial intelligence. Not only could it talk, it could morph into an attack vehicle that accelerated to 300 mph, use a "Turbo Boost" to jump over obstacles and even drive itself.

In the new version, Hasselhoff returns, but the lead actor is now Justin Bruening, who plays Knight's long-lost son, Michael Tracer. Replacing the Pontiac is the new KR, which in "real life" is about to launch as a 40th anniversary limited edition with an engine output estimated at 540 hp.

But *Knight Rider* is about more than just the integration of a Ford vehicle into a plotline; it also provides an opportunity for a media sponsorship with commercials and promotions for Ford products mixed in throughout the two-hour program. If the ratings are good, NBC plans to turn the show into a weekly series this fall.

Knight Rider also will provide the company with the chance to showcase its new Ford SYNC™ voice-activated information and



The classic TV series *Knight Rider* is being remade as a television movie starring the 2008 Shelby GT500KR.

entertainment technology in the storyline, using vehicles such as the Focus and Edge. The arrangement allows NBC and Ford to co-promote both the movie and the cars at special events, in theaters, in print and on the Internet.

"This is a completely car-centric show, and my understanding is that NBC was heavily pursued by both GM and Chrysler," Uzielli said. "We landed it because not only did we have the perfect car, we had the right logistics. Our advertising agency, Team Detroit, had strong contacts

on the business side and our team at Ford Global Brand Entertainment had a close relationship with the creative side, including the new head of NBC Entertainment, Ben Silverman."

For many *Knight Rider* fans, the casting of the car known as KITT (Knight Industries Three Thousand) is as important as the lead character.

In the movie version, KITT's supercomputer is capable of hacking almost any system and its body – thanks to its creator's work and

nanotechnology – is capable of actually shifting shape and color. Plus, its artificial intelligence makes it the ideal "good cop" partner: logical, precise and possessing infinite knowledge. It is the ultimate car – and someone will be willing to do anything to obtain it.

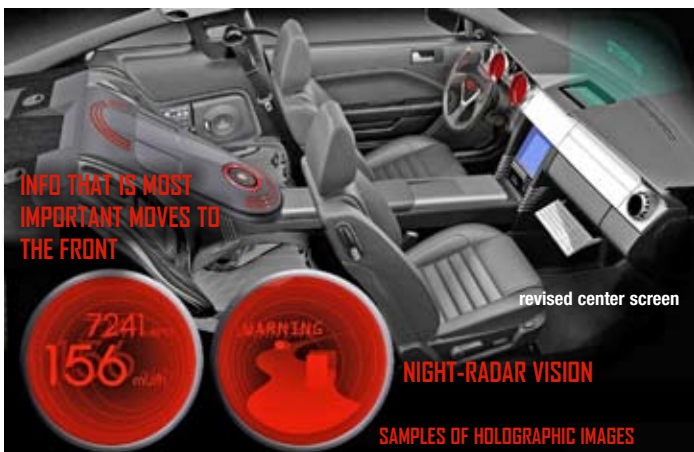
For designers, the first challenge of creating a screen version of the "King of the Road" 2008 Shelby GT500KR was that the car isn't even on the road yet. The solution was to go to Galpin Auto Sports (GAS), which is well-known for creating one-of-a-kind vehicles in the California market. GAS had one week to create the new KITT, and they pulled out all the stops. Six people worked full time building up the first iteration of the new KITT from a Mustang GT, which was outfitted with an automatic transmission to facilitate the driving scenes, stunts and camera work. This vehicle was then used to develop other versions and stunt cars.

By the time *Knight Rider* debuts in February, Ford's iconic sports car will have already had extensive media exposure in the movie *I Am Legend*, which opened Dec. 17 and stars Will Smith and a Ford Shelby GT500. Between the two roles, the brand is getting three months' worth of the kind of Hollywood visibility not often seen by one product – or for that matter one star.

"I don't think we've ever seen anything like this," said Cindy Stacy, senior vice president and director, National Broadcast, Team Detroit. "The important thing is that while the Mustang has a starring role in both projects, other Ford vehicles are integrated throughout the films. In fact, in *Knight Rider*, I think just about every Ford vehicle is accounted for."

"I don't think we've ever seen anything like this. In fact, in *Knight Rider*, I think just about every Ford vehicle is accounted for."

– Cindy Stacy, senior vice president and director, National Broadcast, Team Detroit



The interior of the Shelby GT500KR was heavily modified for its starring role in the *Knight Rider* movie.

Retirees stay in touch with Blue Oval

BY REBECCA KAVANAGH
FORD World

Ernie Davis has been retired for 27 years, but when he talks about Ford Motor Company, he says “we,” not “they.”

“I still feel like a part of the Ford family,” says Davis, who spent 30 years as a Ford engineer. “I’m still very interested in how the company is doing.”

To help Davis – and many others like him – stay “in the loop,” Ford is launching Blue Oval Connect, an outreach initiative that aims to better communicate with the company’s 130,000 U.S. salaried and hourly retirees.

“Blue Oval Connect is about staying in touch, being connected and becoming part of our journey to create profitable growth for all associated with this fabulous company,” Ford President and CEO Alan Mulally has said to retirees. “When new products are rolled out . . . when we earn more awards . . . when the company hits its financial and sales goals . . . we want you to know.”



“I still feel like a part of the Ford family. I’m still very interested in how the company is doing.”

– Ernie Davis, retiree,
Ford Motor Company

“Up until now, the retiree audience has been an untapped resource. . . . Retirees represent not just extra manpower but extra brainpower, too.”

– George Lowe, retiree, Ford Motor Company



Blue Oval Connect will deliver timely information directly to retirees’ e-mail. Members will receive breaking news as it’s announced, e-mail newsletters filled with product details and color commentary on the latest company happenings, as well as notification about Ford-sponsored special events in their neighborhoods. Sending updates electronically is the fastest and most cost-efficient way to reach this large group.

Membership is free, but not automatic. To join, retirees just need to visit the Web site www.blueovalconnect.com and fill out the brief registration form. After answering a few simple questions and providing their contact information, company news will go directly and automatically to members’ e-mail – there will be no need to regularly log onto a Web site or remember a password.

“This outreach program isn’t just a ‘nice to do,’ it’s a ‘need to do,’” says Susan Turner, HR communications manager, The Americas. “It’s important that retirees understand how the business is working. They have a vested interest in our success and can help drive profitability by being advocates of our products.”

Ernie Davis agrees, saying that he thoroughly enjoys getting *FORD World*

magazine and that more detailed and timely product information would help him in his efforts to sell cars through the AXZ Plan.

“I have a Ford Ambassadors Club cap that they sent me because my kids bought cars through my plan,” Davis says. “When I wear it, it generates a lot of conversations with people that can lead to sales.”

That’s just the sort of effort that Blue Oval Connect architects are hoping for, says George Lowe, a partner in the program’s creation and a Ford retiree himself.

“Up until now, the retiree audience has been an untapped resource,” says Lowe, who now

heads a consulting group. “Retirees have been hungry for reliable, meaningful information that will help them help Ford.”

Lowe says that in addition to “getting more taillights over the curb” through increased AXZ Plan sales, retirees can shine a positive light on Ford by participating in volunteer and community efforts through the Ford Volunteer Corps, and can be a voice in local, state and national politics to help improve the business environment for the company.

“Retirees represent not just extra manpower but extra brainpower, too,” Lowe says. ●

Blue Oval Connect members will receive:

- Information about new and current products
- E-mail updates
- Event promotions
- Links to important Web sites
- Access to Ford retiree groups

Blue Oval Connect

Do you know a U.S. Ford retiree? Make sure he or she knows about Blue Oval Connect and encourage them to sign up at www.blueovalconnect.com.

Salaried retirees can rely on WageWorks for assistance

BY AMY LYNN SMITH

FORD World

Ford Motor Company's new Health Reimbursement Arrangement (HRA) program went into effect Jan. 1, 2008, providing salaried Medicare-eligible retirees, surviving spouses and spouses/same-sex domestic partners with a resource to help them make the most of their HRA credits and get reimbursement for their eligible expenses.

Ford's HRA program is being administered by WageWorks, a leading provider of consumer-directed savings and spending accounts. WageWorks administers active employee programs for Ford – along with about 29 percent of all Fortune 500 companies.

"We want retirees to feel comfortable knowing we're an established, credible organization that's here to help," says Eric Ehrhardt, WageWorks implementation project manager, Professional Services Organization. "We're here to reimburse any eligible expenses retirees have incurred and

want to make sure they fully understand the reimbursement process."

The *Health Reimbursement Arrangement (HRA) Participant Guide* was mailed by WageWorks to retirees in December and includes information on how they can use their HRA to be reimbursed for eligible expenses.

To contact WageWorks, call
1-866-840-0911
(Monday through Friday
from 8 a.m. to 8 p.m. EST)
or visit
www.wageworks.com
at any time.

The WageWorks Web site can be used to view account activity and balances, view eligible expenses, check the status of claims or payments and more.

The guide features a matrix that details how reimbursement works, as well as instructions for submitting claim forms. In most instances, retirees will need to complete the *Ford HRA Retiree Pay Me Back* claim form and provide proof that they've paid eligible health care premiums or expenses before reimbursement occurs.

To make things easier, retirees who enroll in a participating plan with

Extend Health can choose the auto reimbursement option. In this case, claims do not need to be submitted to WageWorks. Proof of payment is sent electronically to WageWorks from Extend Health. Retirees who elect auto reimbursement should allow a few months for their first reimbursement to begin. ●

WAGeworks OFFERS A FEW TIPS FOR RETIREES:

- ✓ Never submit original claim forms and documentation by mail.
- ✓ Always make copies or fax receipts and claim forms.
- ✓ Only use the Ford claim form that features the Ford logo.
- ✓ Retirees who want to take advantage of a time-saving feature that lets them

make one request a year (instead of 12) for monthly reimbursement of the Part B premium Social Security deduction should save their Social Security "Cost of Living" statements.

- ✓ For speedier processing, retirees can set up a "direct deposit" to their bank accounts with WageWorks.

Most importantly, if retirees ever have questions about the reimbursement process or their claim forms, they should contact WageWorks before submitting anything. The call center staff has received specialized training on the Ford program and is ready to help callers with questions.

"We'd much rather have retirees call us first, so they can fill out the paperwork accurately," WageWorks' Eric Ehrhardt explained. "That way, we can make sure they are reimbursed as promptly as possible."

Retirees' Questions Answered

WageWorks' HRA plan experts are there to respond to inquiries, but here are answers to some frequently asked questions from retirees:

- Q. Why can't my health care premiums be paid through my Ford pension check?
- A. The HRA is regulated by the government and reimburses eligible health care expenses as defined by tax laws. If Ford provided retirees with this amount outside the HRA, the amount would be subject to taxes.
- Q. Can I have my insurance premiums paid automatically through my WageWorks account?
- A. Unfortunately, HRA payments can't be sent directly to an insurance carrier. Governmental rules require that first the carrier must be paid before participants can be reimbursed.
- Q. Will the privacy of personal information I provide to WageWorks be protected?
- A. WageWorks and Ford will not share any personal information used to administer the HRA with outside organizations. ●



Q&A

"The plan is working. Fundamental to that plan are products that customers love. We're delivering those products and we'll be delivering more of them in the future, more efficiently and at lower cost, to drive the business."

Derrick Kuzak



Great products will be the foundation of Ford's return to profitability. Here, Derrick Kuzak, Ford group vice president, Global Product Development, provides insight about how his team is developing the latest generation of high-quality Ford cars and trucks.

Q. Ford has made tremendous strides in quality, especially with newer products like the Fusion and the Edge. What accounts for the turnaround?

A. For me, quality is attention to detail, really understanding what customers want and then also ensuring that we learn from all of our past mistakes and never repeat them. Our engineering team, our manufacturing team and our marketing team really put quality at the top of their list – everything we know about why we haven't satisfied customers in the past and everything we know about new features that will help satisfy them in the future. There is a real emphasis around improving quality, and I think it's starting to show in our products.

Q. How important is sustainability?

A. For our customers, sustainability is first and foremost improved fuel economy, and clearly that's driven by increasing fuel prices. But I think there is also an increasing number of customers who are environmentally sensitive. They understand global warming and the role that their vehicles and their lifestyles may play in improving global warming. Because



of that, fuel economy and carbon footprint are at the center of our radar screen as we develop vehicles today and for the future.

Q. Tell us about GTDI (Gas-Turbo Direct Injection)?

A. The reason why we are so high on GTDI is because it's truly an 'and' solution. It provides both performance *and* improved fuel economy. It's a win-win for customers, and that's why we intend to migrate it across vehicle lines quickly. We're going to start with MKS, our Lincoln flagship sedan. We haven't talked about the rollout subsequent to that, but over the next five years, 500,000 vehicles will get GTDI.

Q. How does the new technology work?

A. Direct injection, which is one technology we use in GTDI, takes the fuel injection and combustion that occur in a diesel engine and moves it to a gasoline engine. Turbocharging is a way to provide more torque and more performance. We combine those two and now make the engine smaller. That gives you even better fuel economy, and because you have both turbocharging and direct injection, you don't give up performance and horsepower. You get the 'and' solution.

Q. Is GTDI an answer to CAFE?

A. Our sustainability strategy started first and foremost with the need to provide better fuel economy for our customers. It also is aligned with the fact that we recognize that we need to be part of the solution for global warming. The CAFE regulations align very well with both of those points, so it wasn't a separation of one for the other.

Q. The third Verve Concept will be revealed at the North American International Auto Show. What does it demonstrate?

A. Because of increasing sensitivity to fuel economy, North American customers will continue to migrate to smaller cars. The concept we show at Detroit will show we plan to build small cars that stand out in exterior and interior design, feature content and fuel economy, which can be surprising to customers versus the competitive set.

- Q.** Many are asking, “Why is it taking you a long time to introduce a ‘B-car’ in North America?” How do you respond?
- A.** Besides having exciting vehicles, vehicles need to be profitable from a business perspective. You can’t ship built-up units from Europe to North America today because of exchange rates. The Euro is simply too strong. What we need to do is actually have the ability to assemble those vehicles in the region. We have to align the cadence of our plant turnover and changeover to the appropriate point in time so that we don’t short-cycle vehicles we already have in the plants and so we need the right time to bring the vehicle and launch it in North America.
- Q.** Ford is a leader in the truck segment. How will the new F-150 keep Ford on top?
- A.** With trucks, it’s all about capability. Ford’s new F-150 has more towing capability than anyone else. Another element is more choice. We’ve established a benchmark for providing a choice for each one of our customer types. There are also more features – many are segment exclusives – and we’re redefining feature content aimed at how people are using their trucks. And then, finally, fuel economy, which you’ll hear more about at the auto show.
- Q.** You say that you really listened to customers in developing the new F-150. Was that accomplished through market research?
- A.** Market research is a formal way of talking to our customers and understanding their needs. But I think the uniqueness of Ford trucks and the Ford truck team is that they listen to

customers all the time. They look at how truck customers use the pickup beds and how they put things in the back of their crew cab. Many members of our truck team spent time with our customers. And not just talking to them. It’s actually driving with them to their construction site and watching how they use their trucks. That’s the kind of watching and learning that leads to a step gate, stowable bed extender or other new features you’ll hear about at the auto show in Detroit.

- Q.** Tell us about the Explorer America concept.
- A.** Explorer America is all about a totally different approach to Explorer. It provides six-passenger seating with a very flexible interior, but it’s also a vehicle that gets people to their camp site or their cottage with all-terrain capability. It can go off road in terms of approach angles and departure angles, but it does it in a way that is friendly to the environment. It includes a GTDI engine – the centerpiece of our near-term sustainability strategy. It provides the torque and the horsepower to trailer tow a 3,500-lb. boat, but at the same time it provides exceptional fuel economy.
- Q.** What is your message to employees as we embark on a new year?
- A.** The plan is working. Fundamental to that plan are products that customers love. We’re delivering those products and we’ll be delivering more of them in the future, more efficiently and at lower cost, to drive the business. ●



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nice - we won't
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2008 objectives must drive success

BY ROBERT MUSIAL

FORD World

As Ford Motor Company remains on track to become profitable by 2009, setting clear objectives to get there is more important than ever.

"Setting clear objectives helps ensure everyone on the team is clear about what needs to be done – and the order of our priorities," said Mark Fields, president, The Americas. "That process and the discipline it brings to all of our teams helps deliver better results for the company."

During the fourth quarter, The Americas leadership team finalized its 2008 objectives and will cascade them to employees through the month of January. As part of the process, the objectives for The Americas are broken down by departments into specific tasks that need to be performed to meet the organizational goals.

When this process is completed, everyone in the organization will know how to contribute to the success of the company's turnaround plan. Shared objectives help ensure that everyone in the organization works as one, Fields said.

"We're spending more time driving alignment throughout different functions of our organization, so we have greater focus and can work even better together as a team," he said.

The Americas' 2008 objectives are aligned with the company's Four Priorities to restore Ford to financial health. The objective-setting process provides a clear focus on the tasks and goals ahead. It also provides a way to evaluate the success employees have as they strive to reach their specific goals.

To demonstrate an effective cascade of the objectives, here's how the process worked in Product Development & Engineering. It began with the general objectives set late in the year by Group Vice President Derrick Kuzak and Vice President Paul Mascarenas.

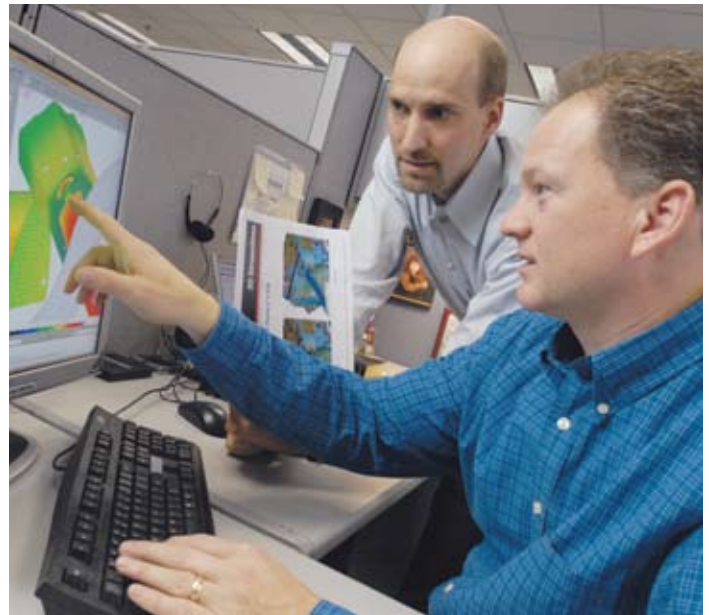
Those objectives listed specific targets on cost, quality and program delivery. From them, Vehicle Engineering Director Steve von Foerster and his managers met to set up even more specific objectives that they used to create their annual goals.



"One of the objectives may be to reduce testing with no reduction in quality, but each manager

develops a plan to deliver on that. I believe that the best ideas come from our engineers, not from me, and our goal is to act on as many of them as possible."

– Steve von Foerster, director, Vehicle Engineering



Scott Slimak (L) and Tom Hoover discussing a potential thermal core project for their 2008 objectives.

"I meet with them, we agree on their budgets and now, each manager has to meet those targets. That way, each manager is empowered and owns a piece of this process," said von Foerster, who benchmarks his team's progress with his counterpart in Ford of Europe.

"One of the objectives may be to reduce testing with no reduction in quality, but each manager develops a plan to deliver on that," he said. "I believe that the best ideas come from our engineers, not from me, and our goal is to act on as many of them as possible."

As he plans the objectives for the year ahead, von Foerster said his ultimate goal "is to get us in shape for a year or two down the road." The process is paying off. Working with his teams to set

Why we set shared objectives

1. Leverage the power behind everyone knowing what is expected, which gets the year's work off to a quick start.
2. Give a clear understanding of what is expected and how employees will be evaluated.
3. Ensure alignment between an individual's expected performance, the business unit's performance and Ford's goals so that everyone's efforts contribute to business results.
4. Focus individual efforts on things that provide maximum contribution to the goals of the team and the organization.

objectives helped Vehicle Engineering save more than U.S. \$3 million in 2007, he said.

Scott Slimak, manager, Aerodynamics and Heat Management, Vehicle Engineering, is one of the people that von Foerster meets with early in the objective-setting process.

"It starts out as the 'big picture' and then is boiled down into more detail as it moves through the organization," said Slimak, who said he began with von Foerster's objectives to make sure the ones set for his team are aligned.

Aligning Objectives on page 12



Ford North America Objectives at a Glance

Ford's 4 Priorities	Key Elements	Ford North America	Product Development
1. Aggressively restructure to operate profitably at the current demand and changing model mix	Market Share	<ul style="list-style-type: none"> • Achieve targets for U.S. retail market and total market share – Canada and Mexico total market share 	<ul style="list-style-type: none"> • Achieve FY capital spending target • Achieve investment targets through robust implementation of all investment efficiency enabler strategies
	Profit and Cash Flow Cost	<ul style="list-style-type: none"> • Achieve plan profitability and cash flow targets • Achieve cumulative cost reductions • Achieve FY capital spending target • Continue to restructure the business with minimal disruption through hourly buyouts 	
2. Accelerate development of new products our customers want and value	Quality and Launch	<ul style="list-style-type: none"> • Achieve quality and customer satisfaction targets • Deliver the warranty spend target • Successfully launch 2008 MY products into the market 	<ul style="list-style-type: none"> • Support delivery of the warranty spend target • Achieve "no excuse" sign-off of CY launches: F-150, Flex, MKS, Fusion/Milan, MKZ, Mustang Glass Roof, Escape/Mariner Powertrain, E-Series Regulatory
		<ul style="list-style-type: none"> • Leverage global opportunities to accelerate operating efficiencies 	
3. Finance our plan and improve our balance sheet	Profit and Cash Flow	<ul style="list-style-type: none"> • Achieve plan profitability and cash flow targets 	
4. Work together effectively as one team	People	<ul style="list-style-type: none"> • Improve employee morale and retain talent • Ensure zero fatalities in 2008 	
			<ul style="list-style-type: none"> • Implement workstream recommendations to improve "how we work" and enable engineers to have "more time to engineer"



"Setting clear objectives helps ensure everyone on the team is clear about what needs to be done – and the order of our priorities."

– Mark Fields, president, The Americas

Manufacturing

Marketing, Sales & Service

Purchasing

Achieve targets for U.S. retail market and total market share – Canada and Mexico total market share
Achieve plan profitability and cash flow targets
Achieve cumulative cost reductions

- Achieve FY capital spending target
- Achieve investment targets through robust implementation of all investment efficiency enabler strategies
- Meet or exceed Enterprise Wide Buyout (EWB) hourly release target

- Achieve FY capital spending target
- Achieve investment targets through robust implementation of all investment efficiency enabler strategies

- Achieve FY capital spending target
- Achieve investment targets through robust implementation of all investment efficiency enabler strategies

Function-Specific Objectives

- Achieve assembly utilization forecast
- Achieve PTO utilization forecast
- Achieve planned press line capacity
- Achieve disposition of ACH plants
- Successfully negotiate the CAW contract

- Achieve consolidation dualing actions
- Achieve MS&S/FMCC shared objectives
- Achieve MS&S: YoY profit improvement
- FCSD: Achieve NA FY profits objectives

- Achieve incremental emerging market sourcing plan
- Restructure supply base to position for profitability

Achieve quality and customer satisfaction targets

- Support delivery of the warranty spend target
- Successfully launch all CY programs: F-150, Flex, MKS, Fusion/Milan, MKZ, Mustang Glass Roof, Escape/Mariner Powertrain, E-Series Regulatory
- Leverage global opportunities to accelerate operating efficiencies

- Support delivery of the warranty spend target
- Successfully launch all CY programs: F-150, Flex, MKS, Fusion/Milan, MKZ, Mustang Glass Roof, Escape/Mariner Powertrain, E-Series Regulatory

- Support delivery of the warranty spend target
- Successfully launch all CY programs: F-150, Flex, MKS, Fusion/Milan, MKZ, Mustang Glass Roof, Escape/Mariner Powertrain, E-Series Regulatory

Function-Specific Objectives

- Achieve favorable opinion targets for Ford and Lincoln Mercury
- Realize brand consideration gains for Ford and Lincoln Mercury
- Meet sales satisfaction targets for Ford and Lincoln Mercury
- Meet service satisfaction targets for Ford and Lincoln Mercury
- Meet aged inventory objectives

- Continue execution of ABF strategy
- Meet Ford Customer Product Audit (FCPA) supplier targets
- Achieve PPM target and Q1 certified sites target
- Adhere to the global CBP schedule and implement plans
- Maintain leadership in supplier diversity
- Deliver global agreed cost model pilots
- Deliver product programs consistent with program targets

Achieve plan profitability and cash flow targets

Improve employee morale and retain talent
Ensure zero fatalities in 2008

Function-Specific Objectives

- Drive safety improvements and processes required to meet year-end targets for DART
- Drive process to minimize year-end serious injury

- Continue executing organization improvement actions

“To put it simply, his objectives may say ‘improve efficiencies, meet a reduced budget and deliver programs.’ Then I work with my team to determine how that will be specifically done. The process really is both ‘top down’ and ‘bottom up,’” said Slimak, who oversees a team of 30 engineers, technical specialists and supervisors.

For example, after reviewing von Foerster’s 2007 objectives, Slimak’s group then created its own list of aligned projects to accomplish.

“We created our own top-ten core projects and that set us up for the entire year. We were then all marching to the same drummer,” said Slimak.

Tom Hoover, a Product Development engineer who works with Slimak, said the objectives are spelled out each January, but the process actually begins much earlier.

“Before the end of the year, we look at the projects we want to do for the upcoming year and how those specific things fit into the top-down objectives,” Hoover said.

Aligning objectives supports Ford teamwork

BY ROBERT MUSIAL

FORD World

There are three key reasons why Ford managers set objectives for their teams at the start of each year.

“The first is to set measurable goals that are in line with the business strategy,” said Steve Dulieu, human resources director, Product Development.

“The second is to enable everybody to be very clear on what their role is and what is expected of them. And the final reason is to ensure that we can track our progress during the course of the year, both from an individual and a collective point of view,” Dulieu said.

The objective-setting process is like making a tapestry or a fine Persian carpet, said Bob Shanks, controller and vice president, The Americas.

“We’re making sure all the threads run in the same direction with the same pattern. It’s not magic, there’s nothing profound to it – it’s just the basics to running a good consumer business, a mindset that you will always do better than you did last year,” Shanks said.

For his group, he took Ford’s Four Priorities and aligned a set of specific finance objectives for 2008 to discuss with his team. They highlighted specific processes to adjust and improve and then cascaded the information to those who work for them, seeking more input.

“Just the process of getting together as a team and talking about what we need to do is important. We do this to make



“If we can do less physical testing and build fewer prototypes by doing more upfront, analytical evaluations earlier in the process, that saves time and money.”

– Tom Hoover, engineer, Product Development

Engineers and technicians are polled to see where efficiencies and improvements can be made. Slimak and the group then set the objectives for the new year. A similar procedure is used across the company to determine how to save time, money and effort.

sure we’re aligned and going off in the same direction,” Shanks said.

Ideally, Dulieu said, “the objectives should be written so that new employees can immediately pick them up and be very clear on what they need to do.”

The idea isn’t to draft lengthy or unrealistic goals, he said.

“You could write objectives and they could go on for page after page or number after number and they’re probably all correct. However, what this is really about is being focused on the critical few and making sure those align with company’s goals,” Dulieu said. “Where you’re able to give an individual or a team very clear objectives, it doesn’t guarantee success but it sure helps focus the effort. And that’s what this is about.”

As an example, Dulieu noted the slogan often seen in Ford plants – SQDCME – which stands for Safety, Quality, Cost, Delivery, Morale and Environment.

“Those scorecards are everywhere in the plant so it’s real clear what they need to be focused on,” he said.

Good managers, Dulieu said, ensure that their employees get feedback during the year and can track progress against set objectives.

“They encourage their employees, they provide the tools and the resources for the objectives to be achieved, and they provide coaching to their teams to help them get there,” he said. “And they should celebrate every little success to build positive momentum.”

But the process isn’t dependent on the manager alone – each employee has a responsibility to make sure the process works, too.

“All employees should know what is expected of them, as well as how it needs to be done. If employees haven’t got that, then they need to raise a hand and ask their supervisor and talk about it. There’s a role for everyone in this process,” Dulieu said. ●



The common Ford plant slogan “Safety, Quality, Cost, Delivery, Morale and Environment” is a good example of a focused set of objectives.

One of the projects Slimak's team created reduced the unnecessary time and money spent to test prototypes.

"Through this process, we were able to focus and challenge some of our test standards that hadn't been changed in years," Slimak said.

The project, which Hoover championed, cut the time needed for a particular heat-management engine idle test from 90 minutes to 30 minutes with no change in quality or results.

"Over the course of a year, with all our North American car and truck development and testing, that saves a lot of time," Slimak said.

In researching this core project, Hoover determined the particular test procedure hadn't been reviewed in 20 years. He even tracked down Ford retirees to learn why this test had been set up – and what it was intended to measure.

"It was designed around a vehicle, a powertrain and a fuel system from the 1980s. We don't even make that engine anymore," Hoover said, referring to an older, carburetor-based engine.

The lengthy test was the way to do things back then, but engines, systems and requirements have changed, he said.

"If we can do less physical testing and build fewer prototypes by doing more upfront, analytical evaluations earlier in the process, that saves time and money," Hoover said.



Building fewer physical prototypes by using tools such as Ford's new Powerwall technology saves time and money while boosting quality – which are crucial objectives for the company.

Slimak agreed: "It definitely saves engineers' time and allows them to focus on other, more important development work."

Both credited the company's Global Production Development System (GPDS), instituted two years ago, with encouraging and enabling teams to identify problems earlier and developing more efficient methods and tools.

"That means we can get more products to market faster," Slimak said.

Like many, Hoover and Slimak are firm believers in the objective-setting process used at Ford.

"It's not really glamorous, but it makes sure we're aligned with the company goals and everyone is ready to go for the year," Slimak said. "It's just really about making sure everyone in the huddle knows the same play and then executes it."

Ford Motor Company's Four Priorities

1. Aggressively restructure to operate profitably at the current demand and changing model mix
2. Accelerate development of new products our customers want and value
3. Finance our plan and improve our balance sheet
4. Work together effectively as one team



"It starts out as the 'big picture' and then is boiled down into more detail as it moves through the organization.... We created our top-ten core projects and that set us up for the entire year."

– Scott Slimak, manager, Aerodynamics and Heat Management, Vehicle Engineering

Ford resource to assist managers with objectives

BY ROBERT MUSIAL
FORD World

Supervisors have access to a useful Web tool to help them set objectives for their employees – it's www.clearconnection.ford.com.

With clearConnection, employees can learn more about the process, which begins with how the business priorities are implemented within Ford and takes users through the complete objective-setting process, said Meg Dieringer, a human resources project manager.

The site also introduces users to the SMART system (Specific, Measurable, Aligned, Realistic, Targeted) used to set objectives and make sure that those set objectives are "smart."

It offers a work-planning checklist that provides step-by-step instructions for supervisors on how to set objectives with their employees, too.



Visit www.clearconnection.ford.com for more information.

Finally, it offers a tool that reminds supervisors of the key points in the objective-setting process and allows them to rate their own effectiveness.



EMPOWERED DRIVING

Ford is helping to bring independence to people with disabilities

BY BILL GRAY
FORD World

Carol Hollfelder hasn't walked in 20 years. But when she gets behind the wheel of one of her seven Mustangs – including the supercharged pony car

she races on the SCAA pro circuit – she's off and running.

"Independence for Americans with disabilities like Carol starts with the freedom to get where they're going," says Kathy LaPointe, manager, Ford Mobility Motoring, Commercial Truck Sales and Marketing. LaPointe has the best-of-both-worlds job of serving consumers with disabilities and selling them on the Ford brand, the No. 1 nameplate in the mobility segment with a 24 percent market share. "It's the most rewarding job I've ever had, and I'm proud that the company is committed to improving the lives of these customers."

As for Hollfelder, she was just 18 when a motorcycle crash paralyzed her from the waist down and ended her budding equestrian career. So she turned her born-to-run ambitions from horses to horsepower. Now, a six-on-the-column stick shift with a computerized clutch on the floor

provides her the equalizer on the track. Her next goal is to tag team the 24 Hours of Daytona endurance classic with her racecar-driving husband, Paul.

And when she's out and about, doing more mundane tasks like picking up the groceries, she merely breaks down her lightweight fold-up wheelchair, stows it in the backseat, and her Mustang is gone in 60 seconds.

The personalized license plate may read "DON'T WALK," but the driver's attitude inside the cockpit is "NO BIG DEAL."

That's the main message people with disabilities are trying to get across to the general population, which still harbors stereotypes that they are sub-performers, both physically and mentally. For instance, Hollfelder still prompts a lot of double takes when she's getting in or out of her car.

"There's still a very basic belief that if you can't walk, you can't drive either," she says. "It's a huge revelation for most people to find out that a disabled person can get into a vehicle by herself, let alone get into something cool like a Mustang."

Experts agree, saying they're still working toward the day when a television crew can film a crowd of people outside their cars and have nobody notice that one of them is in a wheelchair. They refer to this goal as the "integration" of people with disabilities into the mainstream psyche.

"There's still a very basic belief that if you can't walk, you can't drive either. It's a huge revelation for most people to find out that a disabled person can get into a vehicle by herself, let alone get into something cool like a Mustang."

– Carol Hollfelder

"To tell you the truth, it's a hard stereotype for our society to get over," said Dr. Glen House, director of Penrose Hospital's Center for Neuro and Trauma Rehabilitation in Colorado Springs, Colo., and co-founder of Disaboom.com, a new lifestyle Web magazine for people with disabilities. "I sometimes catch myself talking to the family instead of the patient during consultations, until I realize the patient is nodding at me real hard, signaling, 'I'm hearing you, talk to me.' And I'm a quadriplegic myself."

House, who doesn't have use of his legs or fingers, drives a Ford F-150 with a Bruno lift stored in the truck bed. The lift swings out and raises him into the cab, and he then uses hand controls on the steering wheel to drive.

The 38-year-old House chose the F-150 partly for image and partly because he is a pragmatist: Colorado Springs gets a lot of snow.

After a skiing accident left him paralyzed 18 years ago, "they put me in a van, which, you know, was fine for mobility, but when you're 20 you want something a little sexier, and I wanted a truck – it's just more me."

This attitude is reflected in the changing trends in the mobility segment. While the Ford E-Series van has been the dominant vehicle of choice for people with disabilities for years, other vehicles are starting to gain ground as new assist technologies open up an array of transportation options.

Today, there are joystick-like steering devices and voice-command systems that switch on wipers and turn signals. And vehicle seats can be customized to electronically turn to allow drivers an almost seamless transition from wheelchair to behind the wheel.

"If people don't have the use of their legs, but have good upper body strength, they can usually get away with hand controls and a transfer seat," said Bill Reed, manager, Ford Special Vehicle Engineering.

The E-Series is still the most adaptable vehicle, Reed says, because it covers virtually any possible wheelchair configuration. And while Ford itself doesn't upfit vehicles for people with disabilities, Reed's department works with the hundreds of aftermarket customizers that do and runs a quality process assessment program that rates them. What the Ford team is finding is that the aftermarket technology, powered by expanding revenue potential, is pushing the state of the art higher every day.

Even the venerable wheelchair itself has gone high tech. There are now versions made from lightweight yet tough materials like

The disabled consumer market by the numbers

22 million Americans have a disability.

69 million families live in the United States.

20.3 million of these families have at least one member with a disability.

\$300 billion of collective buying power is held by Americans with disabilities.

48 percent of people with disabilities say the Internet has "significantly improved the quality of their lives," as opposed to 27 percent of the general population.

73 percent of people with disabilities are heads of households.

170,000 vehicles are sold to disabled persons each year.

\$650-\$14,000 is the cost range for the most common adaptive equipment. \$650 for hand controls to \$14,000 for a lowered-floor van conversion.

24 percent of the U.S. disabled car-buyer market share is owned by Ford – No. 1 in the country ahead of both Chrysler and GM.

93 percent of the Ford vehicles used for the disabled are E-Series vans. Other choices: F-150, 2.2 percent; Escape, .7 percent; Expedition, .6 percent; Mustang, .5 percent; Taurus, .5 percent; Mountaineer, .5 percent.

40 million Americans will be 65+ in 2010.

71.5 million Americans will be 65+ in 2030.

titanium, some weighing under 15 lbs., which allow the Carol Hoffelders to toss them into the backseat with surprising ease. And there are even chairs that can go over curbs while keeping their occupants secured.

All this technology has been driven as much by the booming growth of the segment as by the goodwill of those providing it.

The market segment that encompasses people with disabilities is far too large to be called a niche – there are some 22 million Americans with some form of physical disability living in a third of all U.S. households. This includes 42 percent of women and 38 percent of men age 65 and older, numbers that will surely grow even larger as the 78 million baby boomers are now entering their 60s.

Reaching this booming segment is a key objective for Ford Mobility's LaPointe and her team.

"We've done a million things – from trade shows to ads in *Motor Trend* to sponsoring athletic events – we've even given away an E-Series van through the *Live with Regis and Kelly* show," she said.

Now, Ford is part of a big effort to reach this segment in a new, more effective way.



Carol Hoffelder in her mobility-equipped Ford Mustang.



Carol Hollfelder shows just how easy it can be to stow her lightweight wheelchair in the back of her Mustang.

Last month, the company became a charter sponsor of House's Web site, Disaboom.com, which aspires to be the definitive service and lifestyle information source for this audience, covering everything from health advice to matchmaking tips. Its goal is to attract more than a million monthly visitors by the end of February. Howard Lieber, vice president, Disaboom.com marketing, says they're already ahead of that plan.

"The reason it's caught on so quickly is its general tone and manner," says Lieber. "We're telling our readers that people with disabilities aren't limited to what they want to achieve in life, they just have to make some adjustments."

Just like racecar driver Carol Hollfelder has, "adjusting" her way right into the winner's circle. ●

For more information on the installation of adaptive equipment, visit www.mobilitymotoringprogram.com.

Ford honors disabled veterans

BY BILL GRAY

FORD World

Ford Motor Company is marking its 85th year of supporting Disabled American Veterans (DAV), a tradition that goes all the way back to 1922, when Henry Ford personally sent a fleet of 50 Model T's to pick up disabled veterans and take them to their national convention in San Francisco.

"Ford Motor Company has been the foremost corporate advocate for disabled veterans," says Arthur H. Wilson, national adjutant, DAV.

Here's a breakdown of Ford's ongoing support through its philanthropic arm, Ford Motor Company Fund:

- The company made its latest donation – U.S. \$200,000 in August – to purchase eight new Taurus X crossovers for the DAV Transportation Network. The vehicles are being used to transport sick and disabled veterans to and from Department of Veterans Affairs' medical centers. Since 1996, Ford has donated 125 vehicles, worth approximately \$3 million, to the Transportation Network, in addition to providing it with fleet discounts on other vehicles.
- The company donated \$25,000 to the Jesse Brown Memorial Youth Scholarship, which helps DAV provide a dozen scholarships to DAV volunteers across the country.
- Ford, through its Ford Fund, will be a major sponsor of the 22nd Annual National Disabled Veterans Winter Sports Clinic in Snowmass Village, Colo., where returning veterans who have lost one or more limbs serving in Iraq and



Ford dealer Ty Beck is one of the many members of the Ford team who regularly assist disabled veterans.

Afghanistan are taught and coached a variety of sports, from scuba diving to skiing. Ford has a history of sponsoring the Winter Sports Clinic.

- The company also made a \$500,000 gift toward building the American Veterans Disabled For Life Memorial, which is scheduled to open in Washington, D.C., in 2010. It will be the first physical tribute specifically honoring the 3 million living disabled American war veterans, including more than 7,000 with severe injuries from the Iraq war. Ford's contribution was matched by Lois Pope, philanthropist and widow of the publisher of *The National Enquirer*, who is also the co-founder and chairwoman of the effort. ●

A dealer's personal mobility perspective

BY BILL GRAY

FORD World

Ty Beck of Jordan Ford in San Antonio, Texas is one of the few auto salespeople in the country who specialize in helping customers with disabilities. He not only studies and researches their specific needs, he also finds them the best aftermarket equipment upfitters available.

Beck began his work as a labor of love. His son Josh was born with Edwards Syndrome (Trisomy 18), a disease that debilitates its victims physically and mentally. When Josh grew to be a teenager, beating the odds by even living past one year, he became too heavy for his dad to lift into the family vehicle. Ty needed to find some special assist equipment.

"There were few places to go in 1998 to get it done, so I built my own," he says.

The family continued to transport Josh everywhere – from a doctor's appointment on a Friday to a family outing at the Alamo on a Saturday – until this past September, when Josh died soon after his 21st birthday.

"Josh had the mental and physical abilities of a nine-month-old baby," his dad recalls, "But he always smiled when he went for a ride – he really enjoyed going places."

Ty Beck now spends three quarters of his workday helping outfit his customers. This may mean finding them the latest high-tech wheelchair lift, or it could be locating a simple "spinner" knob that mounts on the steering wheel to enable a right-arm amputee customer to steer and work the controls with the left hand. Or it could be mounting the accelerator on the left side for an amputee without a right leg. If the person has lost a left arm, then the turn signals are moved to the right side.

Beck and his aftermarket partners have modified "pretty much every vehicle Ford makes." The only limitations, he says, are imagination and money. For example, a joystick steering device costs about U.S. \$55,000.

Business is so good that Beck figures he could open up his own mobility-focused dealership in any part of the country and turn a profit within the first six months — not only because the market is growing,



Dealer associate Ty Beck with son Josh and family

but also because many dealers aren't supporting this key market. That's why Beck currently gets referrals from all over the western U.S.

"There's an incredible loyalty factor among people with disabilities and their families," he said. "I sold a van to a rodeo rider – a bull got the best of him – and then I sold cars to his mother, father, brothers, sisters and stepfather."

And when Beck had to put one customer – a returning Iraq war soldier – into a Chevy because it fit his needs best, 15 of the vet's army buddies came in and bought Fords from him. ●



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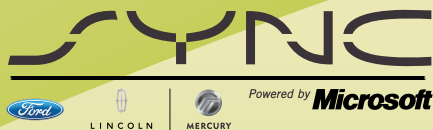
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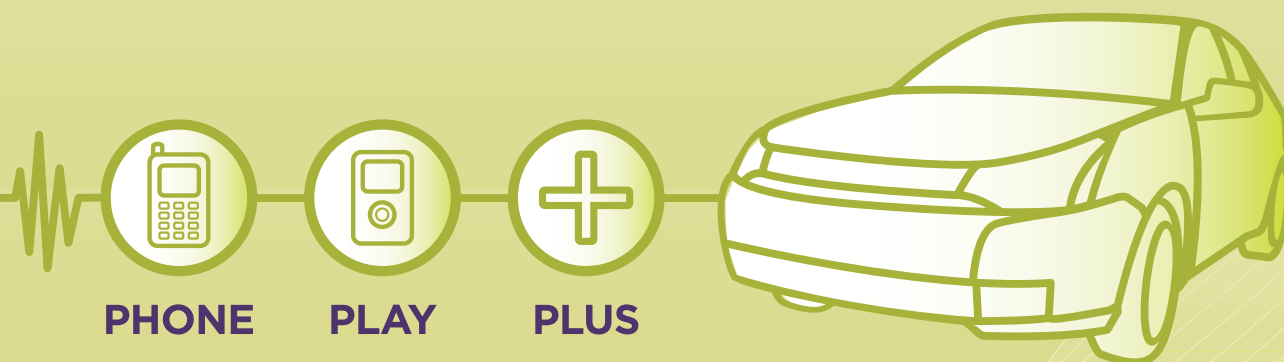
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"We might tell patients, 'Here's a company – Ford – that is really dealing with the disability market.'"



Dr. Glen House



Dr. Glen House is a quadriplegic without the use of his legs or fingers, but he runs in the fast lane as a medical doctor, an advocate for people with disabilities and, now, as co-founder of the lifestyle Web magazine Disaboom.com. In a recent interview with *FORD World*, House said he dreams of the day when able-bodied people won't look or think twice when they see somebody in a wheelchair.

Q. What's behind the name 'Disaboom'?

A. I wanted a little bit of the flavor of the word 'disability' in there just so you'd know the site wasn't for some window-washing company or something like that. But the 'boom' part is about blowing the doors off previous perceptions of what 'disability' means to let people know that anything is possible. And I naturally wanted a name with some flair for an Internet company.

Q. How would you describe the editorial viewpoint?

A. We want to bring a 'coolness' to the site, and that even shows up in our advertising. It almost makes you want to become an amputee so you can join the 'club.' The health content is written by physicians and is meant to be comprehensive in a way that readers won't find anywhere else on the Internet. And we want our audience to talk back to us.



Dr. Glen House with his Ford F-150

Q. Is the site for profit?

A. Yes, and we get some pushback about that. But we couldn't do what we've done in a year if we were a nonprofit. I always remind people that accepting advertising keeps the site free to users. It also puts needed products like Ford cars and trucks in front of the disability community. We think it's great that Ford supports us with advertising. When I had my spinal cord injury I had a Ford Mustang. I was 20. After the injury I didn't want to be a 20-year-old driving a van. I was thrilled to realize I could have an F-150. Advertising on our site can help others come to the same realization.

Q. What is the biggest lingering myth about people with physical disabilities?

A. That they have more limitations than they really do. Whether you have a disability or not, whether you're in a wheelchair or not, you still have the same spectrum of the lazy person, the motivated person, the entrepreneur. There are a lot of highly motivated people who are disabled. Give them a problem, and they'll solve it because they deal with problems every day. So I think they're a tremendous addition to the workforce.

Q. How do you describe your medical specialty?

A. I'm in a physiatrist. We take care of people with conditions that result in physical limitations, anything that is a functional or a physical limitation that leads to rehab. You are diagnosed, most likely, by a neurologist who will just say, 'Here's your diagnosis, good luck with life.' Physiatrists say, 'You know you have this condition, now we're going to help you live life with it.'

Q. What do you do beyond the physical rehabilitation?

A. We provide information. For instance, when it comes to transportation, we might tell patients, 'Here's a company – Ford – that is really dealing with the disability market. Ford works with wheelchair lift manufacturers like Bruno and, together, they can put you behind the wheel of a pickup or even a sports car if you want.'

Q. Are you saying it's a great time to be disabled?

A. Yes, and it just keeps getting better. As you know, the dollar drives everything, and businesses are finding there's a market out there that they can't and shouldn't ignore. That fuels more innovation and more attention to the disability community. We all benefit.

Q. Is there anything out there that can slow you down?

A. Well, just last week I was pulled over for speeding. ... ●



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New chassis underpins Ford's motorhome business

BY MICHAEL THOMAS
FORD World

Fueled by baby boomers retiring in droves, the recreational vehicle (RV) industry is a dynamic business, and Ford intends to keep its market-leading role by introducing a new benchmark for Class A gas-powered motorhome chassis, the 2008 Ford F53 Super Duty.

The F53 chassis is directly targeted at the Class A gas-powered segment, in which Ford already has a 65 percent market share. (Class A motorhomes have the living accommodations built on as an integral part of the vehicle.) The chassis borrows heavily from the new 2008 F-Series Super Duty heavy-duty trucks and E-Series full-size vans, and it's been fully re-engineered for best-in-class functionality, better driving dynamics and more diverse offerings.

"Ford's new heavy-duty F53 Super Duty chassis allows customers to continue bringing more of their home to their home on wheels," said Shelly Smith, Ford marketing manager, F53 Super Duty Motorhome

Chassis. "Motorhome builders are adding more luxurious amenities, such as granite countertops, so we met the challenge with the most capable RV chassis ever."

The new, 26,000-pound GVWR (gross vehicle weight rating) F53 package sets a new best-in-class marker for motorhome chassis. The GVWR rating means the chassis can handle a motorhome of up to 26,000 pounds. In addition, the chassis can tow up to an additional 4,000 pounds – important for the 75 percent of RVers who tow passenger vehicles – giving the F53 a combined weight rating of 30,000 pounds.

Ford also has added a brand-new 24,000-pound GVWR F53 Super Duty, bringing the number of the company's Class A

RV FANS SHOULD BE IMPRESSED BY THE F53'S FEATURES, INCLUDING:

- 6.8-liter Triton V-10 engine with best-in-class 362 hp and 457 lb.-ft. of torque
- TorqShift automatic overdrive transmission
- New heavy-duty steering system with a new steering gear
- Class-leading Dana rear axle and suspension
- Increased-capacity front axle and suspension
- 50-degree wheel cut (increased from 42 degrees) for a tighter turning radius
- Specially tuned stabilizer bars
- Bilstein shocks and higher-capability front and rear springs

motorhome chassis offerings to six. And Ford is also the leader in the smaller Class C motorhome chassis based on the E-Series chassis.

"We engineered the top-of-the-line F53 models to provide the same steering precision, ride comfort and quietness as the rest of the lineup – just at much higher loads," said Laurie Call, chief engineer, F53 Super Duty.

Ford plans to capitalize on the F53's improvements with a strategic shift in marketing emphasis away from motorhome dealers and builders and toward retail customers. The goal isn't to sell chassis to retail customers, but to promote the products' innovations and quality heritage to encourage customers to request Ford chassis from dealers.

The incredible quality of the chassis should help this endeavor. According to a research study done at Ford's behest, the F53 chassis has a 26 percent quality advantage over its only competitor, the Workhorse, as measured by "things gone wrong."

And while it may seem counterintuitive, RV sales have actually been rising even with higher gas prices. Over the past four years, RV sales have increased by 15 percent, and, according to the Recreation Industry Vehicle Association (RVIA), one in every 12 U.S. vehicle-owning households now owns at least one RV. Further, Dr. Richard Curtin, director, Customer Surveys, University of Michigan, predicts that RV sales will rise 3.5 percent in 2008.

"While fuel costs are a component of the overall vacation cost, fluctuations in fuel prices aren't significant enough to affect a family's decision of whether or not to take RV trips over other types of vacations," added Kannan Sankaran, lead researcher for a recent RVIA study. According to Sankaran, fuel costs can be tolerated when compared to the cost of airline tickets and motel rooms. ●



F53 Super Duty
Motorhome Chassis

"Motorhome builders are adding more luxurious amenities, such as granite countertops, so we met the challenge with the most capable RV chassis ever."

*– Shelly Smith, Ford marketing manager,
F53 Super Duty Motorhome Chassis*

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Sales of the Ford Mondeo jumped nearly 55 percent in Europe in November.

months of 2007, Ford of Europe sold 1,680,900 cars and commercial vehicles and was more than 86,000 units ahead of the same period last year. Year-to-date market share was 8.8 percent.

Ford of Europe sales rise 3.2 percent in November

A strong performance in November has put Ford of Europe (FoE) on course for record 2007 sales. With demand for its stylish new models continuing to rise, the company sold 149,600 cars and commercial vehicles in November 2007, an increase of 3.2 percent over the same month last year. FoE's November market share was 8.7 percent. Top sellers included the Focus, which earned more than 41,000 sales; Fiesta, responsible for 27,500 sales; and the all-new Mondeo, which saw an incredible leap of almost 55 percent to reach 15,675 sales. Britain remained FoE's top market, with sales of 29,400, followed by Germany, where sales rose 7.5 percent to 22,450, and Italy, where they increased by 3.6 percent to 18,100. Sales in Russia and Turkey also continued to increase, rising by 30 percent in Russia to 17,800 vehicles and by 9.6 percent to 10,000 units in Turkey. In the first 11



Mazda Motor Europe sets November sales record

With sales of 26,200 units, Mazda Motor Europe recorded its best November in its history in 2007. This was up 13 percent year-on-year, and put the company on course to break last year's near-record calendar-year result. Mazda sold 287,110 units in Europe through the first 11 months of last year, the second-highest January-November volume in 16 years. All markets contributed to the results, with record November sales reported in Russia, the U.K., Spain, Greece and Portugal, among others. Mazda Motor Europe's three newest national sales companies also had outstanding November results, including the Czech Republic and Slovakia organization, which had its best month of the fiscal year, increasing sales by 109 percent.



An ad from Ford of Europe's award-winning "Feel the Difference" campaign.

Ford Global Marketing Excellence Awards announced

Jim Farley, group vice president, Marketing and Communications, recently announced the second annual Global Marketing Excellence Awards, which recognize outstanding marketing efforts based on originality, implementation, impact on brand metrics and business results. The 2007 winners were: Per Carleo and Lukas Dohle for the "Volvo C30 Launch Campaign" (Volvo Car Company); the Ford of Canada and Y&R teams for "Success in Canada through Marketing Science" (Ford of Canada); the Ford of Europe marketing team for the "Feel the Difference" campaign (Ford of Europe); Connie Fontaine, Crystal Green, their partners at Team Detroit and the Warriors in Pink Mustang team of Beth Donovan, Allison Revier, Kim Pittel, Paul Randle, Doug Gaffka, and Jackie DiMarco, for "Ford Warriors in Pink" (Ford of U.S.); Paul Massie, Mike Rosingana and Brian Weyers for GENUINE Direct (Ford Customer Service Division); and Marta Lozano, Juan Carlos Muñoz, Elisa Guzman and Laura Hererro for "Efficient Customer Targeting" (Volvo Cars/Spain).



Terry Archer, accounting manager, Ford of Britain (C), accepts the company's Employer of the Year Award while flanked by broadcaster Sandi Toksvig and CIMA representative Ross Hetherington.

Ford of Britain named accountants' employer of choice

The Chartered Institute of Management Accountants (CIMA), a leading global organization that offers an internationally recognized professional qualification in management accountancy, has named Ford of Britain the 2007 Employer of the Year for management accountants. The honor was given in recognition of the support and commitment shown by the company toward its trainees. Ford has a successful record of training employees with CIMA and now boasts 182 institute members and 170 students. CIMA highlighted Ford trainees' impressive exam results and pass rate of 89 percent, which trumps the national average of 57 percent. Gordon Grant, CIMA president, said, "The judges commended Ford for demonstrating how our members are central in driving their business. The company's focus on professional development, including less technical 'soft skills,' and a strong support structure proved commitment throughout Ford from top to bottom."



Testing on the new "free flat course" at the Mine Proving Ground in Japan.

Mazda adds new test courses to Mine Proving Ground

Mazda recently held a ceremony to mark the expansion of its Mine Proving Ground in Mine City, Yamaguchi Prefecture, in western Japan. Now, in addition to the original 3.33-km (approx. 2-mile) circuit, the proving ground has a skid pad to test vehicles' ability to turn sharply at high speed, a "free flat course" to evaluate high-speed slalom performance and a winding road track to assess high-speed vehicle handling. According to Seita Kanai, Mazda senior executive officer, R&D, "By completing these enhancements to the Mine Proving Ground we are now able to conduct more comprehensive testing to further improve the performance and safety levels of our vehicles. I am confident this will help us to enhance the desirability of Mazda's cars."

JANUARY

7-28 Ford Chorus Accepting New Members (Dearborn)

Each Monday night in January we will be accepting new members into the Ford Chorus. Join those of us returning from the fall season. We have at least two performances already scheduled for our spring season. If you enjoy singing, come sing with us! Ford World Headquarters' east lobby, Mondays 7:00 p.m. to 9:00 p.m.



\$280,000 for the center over the last ten years. More than 2,800 golfers have participated in this event, averaging 300 plus golfers each year. The Frostbite has become one of the largest single day, single start golf outings in southeastern Michigan. This year's event will be held at Fox Hills Golf & Country Club. For more information go to www.frostbiteopen.com.

MARCH

24 Frostbite Open Charity Golf Event (Plymouth, Mich.)

Woodhaven Stamping Plant Frostbite Open Charity Golf event has earned over U.S.

26 Ford Retiree Golf Outing (Fort Myers, Fla.)

Join 50 to 70 other golfers at the fifth annual outing for members of the Ford retiree family in southwest Florida. For more information, contact Don Morgan at D07MORGAN@aol.com.



JDRF/Ford Kermit Sale



Ford Motor Company is proud to have adopted the world's most famous amphibian as our JDRF mascot! Our green friend has been touring the country with Ford helping to promote the fuel-efficient Ford Escape SUV Hybrid. When Kermit learned of the impact diabetes has on more than 21 million Americans affected by this disease, he thought what better time to join the crusade to find a cure.

JDRF is the world's largest nongovernmental funder of diabetes research; its funding and leadership is associated with most major scientific breakthroughs in diabetes research to date, including islet transplantation. More than 80 percent of JDRF's expenditures directly support research and research-related education.

JDRF's mission is constant: to find a cure for diabetes and its complications through the support of research.

Ford is proud to be the unparalleled, top corporate sponsor of JDRF. Since inception of the grass roots, employee-driven team now known as the Ford Global Walk Team for JDRF in 1998, Ford has directly contributed more than U.S. \$20 million (and that does not include the fundraising contribution from this year).

To get your own Kermit and donate to the JDRF cause, visit www.cmarket.com and click on the JDRF/Ford Kermit Sale logo on the page.



American Red Cross

An average of 91 cents of every dollar the Red Cross spends is invested in humanitarian services and programs. The Red Cross is not a government agency; it relies on donations of time, money and blood to do its work.

For information on upcoming blood drives, to volunteer or to donate:

- Log onto www.givelife.org (Enter sponsor code = ford13) to sign up for a Ford sponsored blood drive
- Calling 1-800 GIVE LIFE or www.givelife.org (enter zip code) to donate at a Red Cross Donor Center (www.semredcross.org for locations)
- Volunteering for the Red Cross (www.redcross.org/services/volunteer)
- Financial donations (www.redcross.org/donate)

EDITOR'S NOTE



Please send information on your local upcoming Ford-related events to FWinfo@ford.com

2007 Auto Show Lineup

January

- 9-13 San Jose Int'l Auto Show
San Jose, Calif.
www.motortrendautoshow.com/sanjose
- 11-13 Hampton Roads Auto Show
Virginia Beach, Va.
- 18-20 South Carolina Int'l Auto Show
Greenville, S.C.
www.motortrendautoshow.com/greenvl
- 18-21 Utah Int'l Auto Show
Sandy, Utah
www.motortrendautoshow.com/saltlake
- 18-20 West Virginia Int'l Auto Show
Charleston, W.V.
www.motortrendautoshow.com/charwv
- 19-27 North American Int'l Auto Show
Detroit, Mich.
www.naias.com
- 23-27 Washington Auto Show
Washington, D.C.
www.washingtonautoshow.org
- 23-27 Pennsylvania Auto Show
Harrisburg, Pa.
www.motortrendautoshow.com/harrisbg

February

- 8-17 Chicago Int'l Auto Show
Chicago, Ill.
www.chicagoautoshow.com

March

- 21-30 New York Int'l Auto Show
New York, N.Y.
www.autoshowny.com

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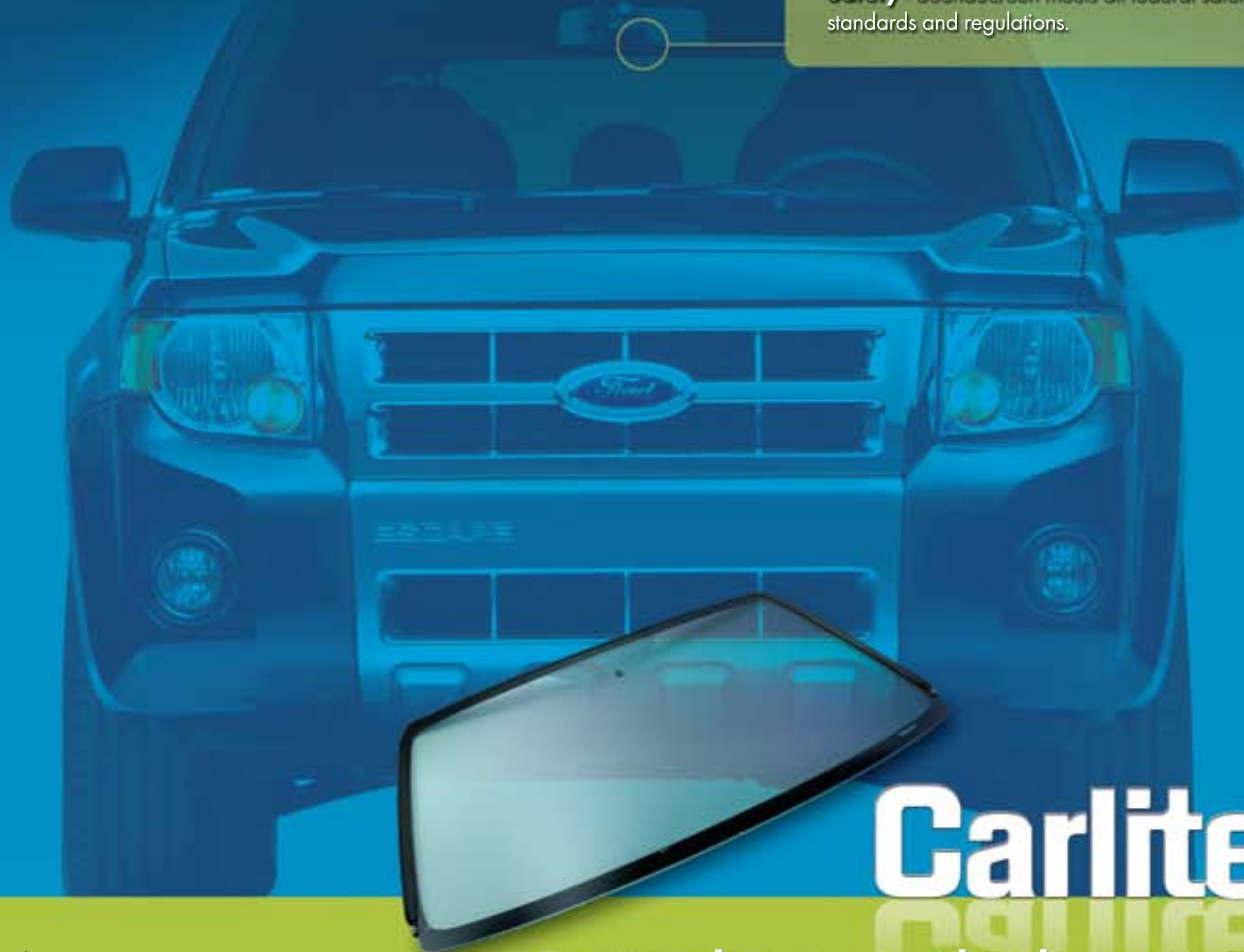
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Enjoy your ride with advanced glass technology from Carlite, a leader in original equipment auto glass. The SoundScreen acoustic windshield helps quiet traffic and road noise by placing a sheet of specially developed vinyl between two layers of glass.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

SoundScreen is available on several models, including the 2007 Ford Expedition, Lincoln Navigator and Lincoln MKX, as well as the 2008 Ford Escape, Mercury Mariner and Mazda Tribute. Ford will continue 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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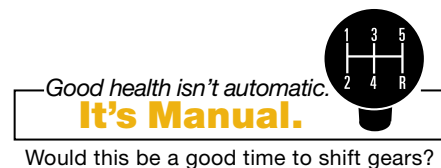
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A message from Ford Healthcare Management

