

GLOBAL FIESTA, ALL-NEW KUGA TO DEBUT IN GENEVA, P. 4

FORD

February 25, 2008

World

ECONOMICS 101

Ford continues to compete in a challenging business environment



RETIREE NEWS

How to get the most from the Health Reimbursement Arrangement, p. 3

BUYOUT SUCCESS

Former employees succeed in new careers, p. 14

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Ford SYNC wins 'Best New Technology' award

Ford SYNC™ technology was named the 2008 Best New Technology by the Automobile Journalists Association of Canada (AJAC) at the recent Canadian International Auto Show. SYNC is a factory-installed, in-car communications and entertainment system that is designed to change the way consumers use digital media portable music players and mobile phones in their vehicles. Developed with Microsoft, SYNC uses an advanced software platform that provides consumers the convenience and flexibility to bring digital media players – including Apple iPods and other MP3 players – and Bluetooth-enabled mobile phones into their vehicles and then operate the devices via voice commands or with the steering wheel's redundant radio controls. Simply put, with SYNC, consumers are able to use their voice to command their digital media players and Bluetooth mobile phones. "With SYNC, Ford is delivering an unprecedented in-car connectivity experience that today's consumers are looking for," said Barry Engle, president and CEO, Ford Motor Company of Canada, Ltd.



Canadian journalists named SYNC the 'Best New Technology' of the year.

Ford continues support for young athletes

With 2008 marking Ford's seventh year of support for the Central Intercollegiate Athletic Association – the United States' oldest athletic conference for historically African-American institutions of higher learning – the company is again working to improve the academic outlook for CIAA students. Ford will be a sponsor of the CIAA basketball tournament, which runs Feb. 27-March 1, as well as the exclusive automotive sponsor of the Ford Fan Experience, where numerous hot new Ford products will be on display. Further, the company will award more than U.S. \$100,000 in scholarships during the tournament and offer an opportunity for a lucky fan to win a brand-new SYNC-equipped 2008 Ford Focus.

Volvo debuts Limited Edition C30 R-Design

To celebrate the big success of its smallest vehicle, Volvo is introducing a Limited Edition C30 R-Design that adds a new level of style and excitement. The C30 R-Design will be limited to 400 units, each featuring exterior enhancements such as a Sport Body kit, tailgate spoiler, large-diameter exhaust tips, and a matte-silver finish for the outside mirror housings, front grille surround and iconic Volvo grille "strap." Inside, there are more athletic design cues, including seats swathed with off-black Flex-tech, cushions and backrests trimmed in contrasting crème-colored leather, and a blue-faced instrument cluster. Like the regular production C30, the R-Design delivers an exhilarating driving experience with its turbocharged T5 5-cylinder engine that produces 227 hp and 236 lb.-ft. of torque.



The 2008 Volvo C30 R-Design sports 18-inch Atreus wheels.

Taurus X among Blue Book's best

Chalk up another accolade for the Ford Taurus X – this time as one of Kelley Blue Book's 10 best 2008 family cars. Taurus X was one of five models (including the Mazda CX-9) with seven-passenger seating on the list, an indication, according to Kelley Blue Book, that three-row crossovers are continuing to replace family minivans. "With a lower stance than most of its competitors and a comprehensive set of passive and active safety features, the Taurus X has won accolades as one of the safest seven-passenger vehicles available," Kelley Blue Book editors said. "Available all-wheel drive and a surprisingly accommodating third row are two more positives that make the Taurus X a family-friendly pick."



Great safety ratings helped put the Taurus X on Kelley Blue Book's list of 10 best family cars for '08.

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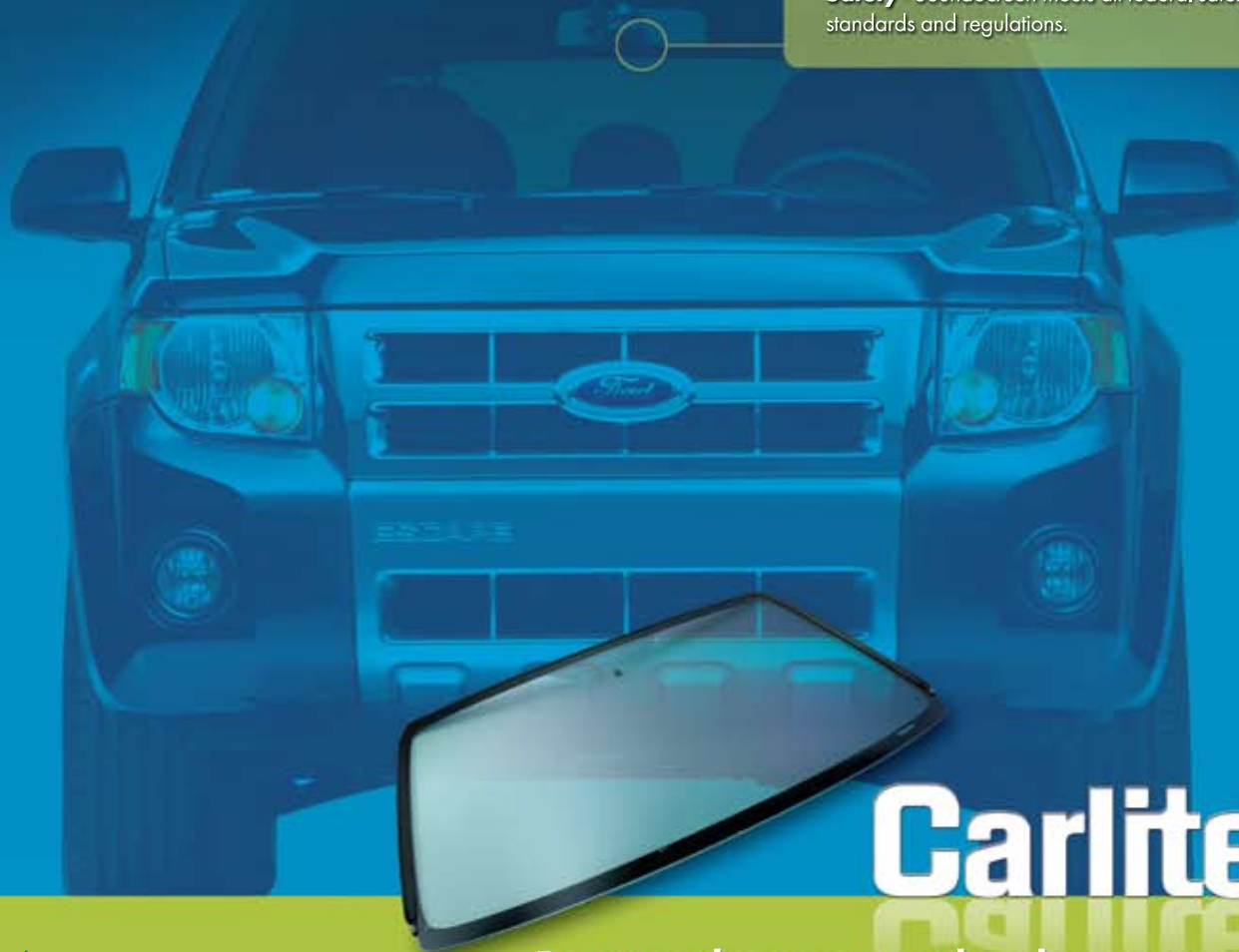
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SoundScreen is available on several models, including the 2007 Ford Expedition, Lincoln Navigator and Lincoln MKX, as well as the 2008 Ford Escape, Mercury Mariner and Mazda Tribute. Ford will continue to expand this unique glass technology throughout its vehicle lineup.

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Ford makes HRA easy to use for U.S. retirees

At the beginning of 2008, Ford Motor Company replaced its salaried Medicare retiree health plan with a Health Reimbursement Arrangement (HRA) administered by WageWorks. The program offers a convenient way for retirees to be reimbursed for health care premiums and hundreds of other eligible health services and products.

Plus, retirees have a number of ways to get the most from the HRA:

- **Auto-reimbursement** – Retirees who select this option through Extend Health will automatically receive reimbursement of their health plan premiums after their carriers provide proof of payment. Remember, retirees should not submit paper claims if they have elected this option. The confirmation of enrollment received from Extend Health indicates if auto-reimbursement was selected. Retirees also can contact an Extend Health advisor at 1-866-427-4830 to verify if they've selected auto-reimbursement or if they have questions about their enrollment confirmations.
- **Easy-to-obtain reimbursement claim forms** – Retirees can log in to their accounts at www.wageworks.com and access the custom Ford HRA Retiree Pay Me Back claim form from the link on the WageWorks welcome page or call the WageWorks HRA Customer Service line at 1-866-840-0911.
- **Simple claim submissions** – Retirees need to save receipts or proof of payment for all purchases of eligible products and services. Then, they just complete the Ford HRA Retiree Pay Me Back claim form and fax it with proof of payment to WageWorks at the number indicated on the form. Forms and photocopies of proof of payment can also be mailed to WageWorks at the address indicated on the form. Retirees must complete a separate claim form for themselves and their spouses for Medicare Part B, C or D, or insurance plan premium claims.
- **Claim form signature requirement** – Claim forms must be signed by the retiree (or surviving spouse/eligible surviving significant other), even if the service is for a spouse or significant other. The only exception is if there is a power of attorney involved. The form then must be signed using the following format: *"John Smith, Attorney in Fact for Jane Smith."* Power of attorney information must be on file or can be submitted with the first claim.

The way claim forms are submitted is important, too. Here are some helpful hints:

- **Section One (One-Time Annual Request)** – The only documentation required for this section is the Cost of Living Statement provided by the Social Security Administration. For example, retirees requesting reimbursement of the U.S. \$96.40 monthly premium for Medicare Part B would use the dates 1/1/08 through 12/31/08 on their claim form if eligible for Medicare Part B on 1/1/08 (entire year). In the "Amount Requested" field, they would enter \$1,156.80 (or the annual amount based on what the retiree or dependent's Part B expense is, as the amount may vary). WageWorks will enter the claim for the year and reimbursement will be issued to the retiree automatically each month.
- **Section Two (Health Plan Premiums for Non-Social Security Administration [SSA] Deductions)** – Documentation must show:
 - The coverage period of the premium for which reimbursement is being requested, and

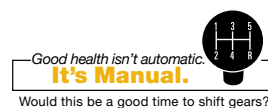
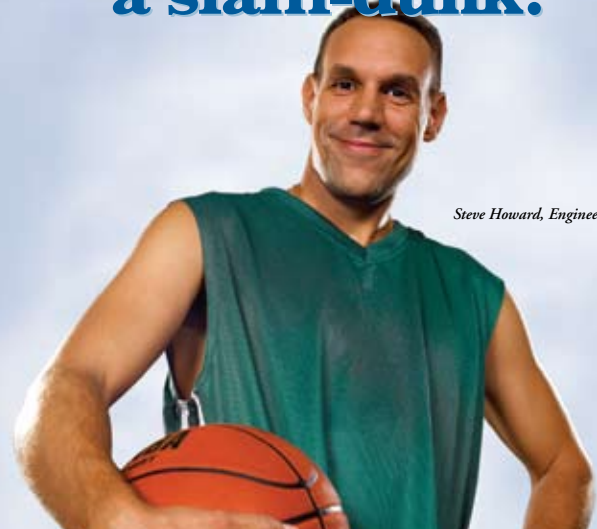


Retirees can log in to their accounts at www.wageworks.com.

- Proof that these premiums have been paid; acceptable documentation would be:
 - Copies of the premium invoice and a cancelled check (front and back) or receipt from the insurance company
 - A copy of a bank or credit card statement showing payment to the insurance company
- **Section Three (Other Expenses)** – Retirees must include the invoice or billing ledger from the provider or an explanation of benefits that shows what was paid out-of-pocket or what is owed for services rendered. For prescriptions and over-the-counter expenses, a cash register receipt is acceptable.

For salaried retirees who have questions or concerns, help from a dedicated WageWorks HRA customer service representative is just a phone call away at 1-866-840-0911, Monday through Friday, from 8:00 a.m.-8:00 p.m. EST. ●

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A message from Ford Healthcare Management



Ford to reveal new Fiesta global B-Car at Geneva show

BY MIKE THOMAS
FORD World

One Ford indeed.

As briefly mentioned in the last issue of *FORD World*, Ford of Europe is introducing the all-new Fiesta at the Geneva Motor Show, which is open to the public March 6-16, 2008. Further, Ford announced that "Fiesta" would be the name for the company's B-Car worldwide. The vehicle was first seen as the Verve Concept and introduced in three different bodystyles at auto shows in three different parts of the world last year, illustrating how Ford can tailor the same vehicle to meet the needs of consumers in its different global markets.

Designed and developed in Europe for sale in Europe, Asia, South Africa, Australia and the Americas between 2008 and 2010, the Fiesta is the first major vehicle from of Ford's new global product development process.

"With the all-new Fiesta, we want to create a world standard for small-car quality, design and comfort in a vehicle that is as exciting to drive as it is to look at," said President and CEO Alan Mulally. "We believe this all-new model will attract a whole new generation of small-car buyers, whether they are in Britain, Spain, China or California. The new Ford Fiesta will set the standard for delivering to our customers products they really want and value while taking advantage of our wonderful global resources."

Joe Bakaj, vice president, Product Development, Ford of Europe, added, "For Ford, this is truly a world premiere. More than ever, we're leveraging our global product development expertise, and this car sets the scene for future great products for customers around the world that are already being developed."

The original Fiesta debuted in 1976 and since has become an extremely popular small car, selling 378,220 units in Europe last year, second only to the best-selling Focus. The name "Fiesta" is being retained to take advantage of the model's brand recognition.

"This new car embodies the very essence of Fiesta – fun, vitality and emotion," said John Fleming, president and CEO, Ford of Europe. "We know there isn't a better name for the new model, and we have over 30 years of investment in the Fiesta brand to consider."

Ford of Europe's designers stayed true to the Verve Concept's kinetic design. The new Fiesta goes for a sporty style with its cab-forward shape, sweeping roofline and arched wheel wells. The front end's sculpted hood and fender, along with kinetic design's signature trapezoidal grille and bold new headlights, create a broad-shouldered stance.

Inside, the Fiesta retains one of the Verve Concept's most striking features – the futuristic, mobile phone-inspired, human-machine interface technology of the instrument panel center stack. Small cars typically use a flat, upright center stack to package a large radio. Fiesta designers, however, separated the key audio components with the aim of creating shapes that were more functional and aesthetically pleasing. The result is an instrument panel that looks like the controls on a cell phone.



The Fiesta will come to the U.S. in 2010.

The center stack also includes Ford's Human Machine Interface (HMI) system, which follows the center stack contours to frame a large-screen display and control panel with key buttons for audio, in-car phone and vehicle settings. The Fiesta also incorporates the Verve Concept's lozenge-shaped array of large twist dials for the heating and ventilation systems.

Underneath its skin, the new Fiesta makes extensive use of ultra high-strength steels to both create an extremely safe body structure and keep the new model weighing less than the current one.

"Staying small and resisting weight gains were key objectives of the new Fiesta development process," said Joerg Beyer, chief carline engineer, Fiesta. "We've been absolutely committed to keeping Fiesta a compact car and having a razor-sharp focus on cutting weight. That really pays off when it comes to fuel economy and CO₂ emissions."

Engine choices for the European Fiesta also will be announced in Geneva and offer a blend of power and efficiency. The new Duratec 1.6-liter Ti-VCT engine provides 14.79 more horsepower than the outgoing engine without increasing fuel usage. Also still available in Europe will be the 1.25-liter and 1.4-liter gasoline engines and the 1.4-liter and 1.6-liter diesels. The European Fiesta will be offered with Ford Durashift 5-speed manual transmission or the Durashift 4-speed automatic (available with 1.4-liter Duratec gasoline engine).

Also new to Fiesta is the Ford Easy Fuel capless refuelling system, Electric-Power Assist Steering and the Intelligent Protection System of safety technologies that includes a driver's knee air bag.

Later in 2008, Ford of Europe will introduce a lower CO₂ emissions version of the Fiesta in the Ford ECONetic range.

European production of the new Fiesta commences in the autumn of 2008 at the company's Cologne plant in Germany. As production ramps up, the Valencia Assembly Plant will bring additional Fiesta capacity on line in 2009.

Look for more information on the North American Fiesta in future issues of *FORD World*. ●

"Ford has unveiled a stylish new Fiesta that ... revolutionizes its offering in the world's biggest-selling car sector How fantastic to see that, with the new Fiesta, Ford has faithfully built the awe-inspiring Verve Concept car that it showed us at Frankfurt last year. And it's doubly great that this superb car will be seen in various (similar-looking) guises right across the world."

– Steve Cropley, *Autocar*

Kuga, sustainability in focus at Geneva

BY MIKE THOMAS

FORD World

Ford of Europe will enter the crossover market for the first time when it introduces the production Kuga during the Geneva Motor Show. The show will be open to the public from March 6-16.

A Kuga preproduction model was previewed last year at the Frankfurt Motor Show and that model, in turn, was based on the iosis X Concept vehicle that debuted at the 2006 Paris Motor Show. The production Kuga will go on sale in Europe during the first half of this year.

Based on Ford of Europe's acclaimed C-Car architecture, the same underpinnings as the European Focus and C-MAX, the Kuga seats five and has 60/40 split rear seats that can fold completely flat. Kuga will be available in both FWD and intelligent AWD versions.

The new crossover will come with a 2.0-liter Duratorq TDCi diesel engine that makes about 134 hp and is mated to a six-speed manual transmission. Fuel economy for the FWD version is about 37.4 mpg, with the AWD model getting about 36.74 mpg.

The Kuga's efficient engine will be just one example of Ford's emphasis on sustainability at Geneva.

"Sustainable mobility imposes a huge challenge for society and the automotive industry, and there is still a long journey ahead of us," said John Fleming, president and CEO, Ford of Europe. "But technically viable and affordable ways to reduce the burden on the environment without giving up basic needs such as personal mobility are available immediately from Ford of Europe."

Ford of Europe's sustainable technologies include the new ECONetic line of ultra-low CO₂ emission cars and bioethanol-powered Flexifuel vehicles.

Ford of Europe is also embracing the EcoBoost technology that premiered at the 2008 North American International Auto Show and will first be available to consumers in the new Lincoln MKS luxury sedan and Ford Flex. EcoBoost technology combines direct injection and turbocharging to produce greater power in smaller, more fuel-efficient engines. Ford of Europe will utilize the technology over the next few years.

The Ford ECONetic models will be launched in 2008 and use a combination of the latest common-rail diesel powertrains together with other carefully selected features engineered to reduce CO₂ emissions. The first available model will be the Focus ECONetic, which delivers an average fuel consumption of approximately 54 mpg and CO₂ emission performance of only 115 g/km.

As a point of comparison, the European Commission wants a new vehicle benchmark of 120 g/km by 2012.

The Ford ECONetic vehicle portfolio will also include a sub-140 g/km CO₂ Mondeo ECONetic, and this will be followed by a sub-100 g/km CO₂ model in Ford's all-new Fiesta range.

From early 2008, Ford will offer one of the broadest ranges of Flexifuel models in Europe, as Flexifuel versions of the new Mondeo, S-MAX and Galaxy join the existing C-MAX and Focus Flexifuel models in the lineup.

All of Ford's Flexifuel vehicles can be fuelled with bioethanol E85 (a blend of 85 percent bioethanol and 15 percent gasoline), straight gasoline or any mixture of both fuels in one tank.



The Kuga will be Ford of Europe's first crossover.

Ford also offers selected models converted to run on LPG (Liquified Petroleum Gas) and CNG (Compressed Natural Gas). These models are available in a number of European countries where the fueling infrastructure is available to support customers who choose this option.

Ford of Europe is also unveiling a new 2.2-liter Duratorq TDCi diesel engine for the company's high-series large-car range, which includes the Mondeo, S-MAX and Galaxy.

The new engine offers the largest displacement and most power available in a diesel engine in Ford of Europe's passenger cars. At the same time, a fully optimized combustion system also contributes to reduced emissions. The Mondeo, S-MAX and Galaxy models using this engine emit 165, 176 and 179 g/km of CO₂, respectively.

"Given the power and torque, and therefore the acceleration of this engine, these figures are very reasonable indeed," said Nick FitzGerald, chief program engineer, Large and Luxury Products, Ford of Europe. ●

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FAAN to celebrate Black History Month

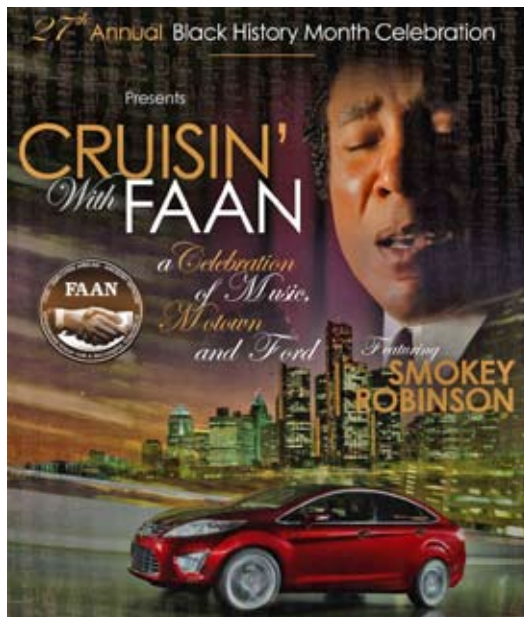
BY REBECCA KAVANAGH

FORD World

Members of the Ford-employees African-Ancestry Network are primed to celebrate both Motown and the Motor City during this week's 27th annual Black History Month gala event.

Slated for Friday, Feb. 29, at the Ford Conference & Event Center in Dearborn, the FAAN celebration features legendary recording artist Smokey Robinson as the keynote speaker. Among other distinguished musicians being recognized that night will be Aretha Franklin, who will be honored with the group's Special Heritage Award.

"With the successful launch of SYNC and so many great new vehicles on the horizon, this is a year of optimism," says Ford's Gwen Moore, vice president of operations for FAAN and co-chair of the event. "This is a night when all of our employees – whether UAW or salaried – can come together with business partners and community leaders to recognize our progress and look forward to the future."



When it began in 1994, FAAN was the first company-sponsored Employee Resource Group (ERG). Now there are 11 ERGs working to both improve their members' professional development and to strengthen Ford's position in the marketplace.

"One of the key premises of the company's ONE Ford program is inclusion," says Bennie Fowler, vice president, Quality, who serves as president of FAAN. "I'm proud to be part of a company that embraces respect, courage, integrity and diversity."

Roughly 1,000 people are expected to join Fowler Friday night as One Team with One Plan and One Goal.

"When you look at our financial results, our quality results and the products we've got coming, it's clear that we're moving in a very positive direction," Fowler says. "Now is the time to believe that something positive is about to occur. Now is the time for us to take all of our energy and funnel it into making that magic happen."

Tickets are U.S. \$45 for general admission, which includes the program and awards presentation from 6:00 p.m.-7:30 p.m., followed by an afterglow until midnight. A special reception from 5:00 p.m.-6:00 p.m. is open to those with VIP tickets, which cost \$150.

Visit <http://faan2008bhmccelebration.eventbrite.com> for details and to purchase tickets.

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MEETING THE CHALLENGE

Ford remains confident despite economic headwinds

BY CHERYL LIEBLANG

FORD World

The nation's economic woes were brought into sharp relief earlier this year, when the U.S. Federal Reserve announced the largest cut in interest rates in 23 years

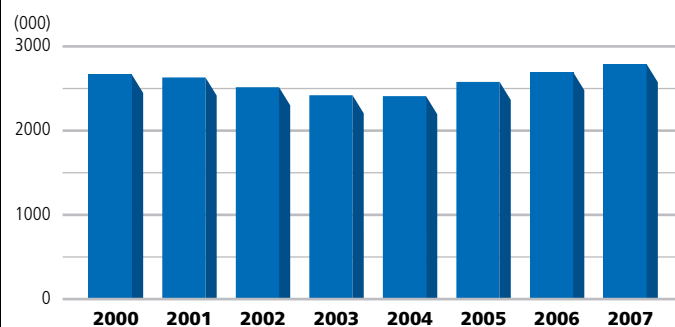
on Jan. 22, followed by a second cut, to 3.00 percent, on Jan. 31.

The moves have raised concerns that a recession may be coming.

Ford Chief Economist Ellen Hughes-Cromwick, however, while acknowledging that the nation's economic condition is "challenging," at the same time compares the economy to a robust human body, with circulatory, respiratory, nervous and digestive systems all working in harmony.

"Our economy is fascinating and very complex," she says. "There is many a mystery around how an economy behaves, much like the mysteries in the human organism. We're learning new things about

TREND OF SMALL CAR SALES IN THE U.S.



Small-car sales have been rising for the past four years.

how our economy behaves every day, in part because of ongoing globalization."

The emergence of new economic powerhouses on the world stage has created new dynamics in financial markets – and those dynamics have changed the way domestic automakers think and act.

Under the old rules, the domestic auto industry set its sales targets and worked its plans for achieving them without serious competition in the market and almost without regard to external forces. Those days are gone.

In the new global economy, flexibility and change are the watchwords. Ford's priorities and plans must be adaptable – on short



"With today's technology, we are able to do a good job at keeping abreast of these developments and their likely impact on our business."

– Ellen Hughes-Cromwick, Ford Chief Economist

notice – to fluctuations in markets and the economy.

And those fluctuations have been severe of late.

“In the very near term, any factor that affects our customers, the vehicle buyers, is an important one,” says Hughes-Cromwick. “Today, a slower pace of economic activity, higher gasoline prices and a tighter credit market all play a role in making this a challenging environment.

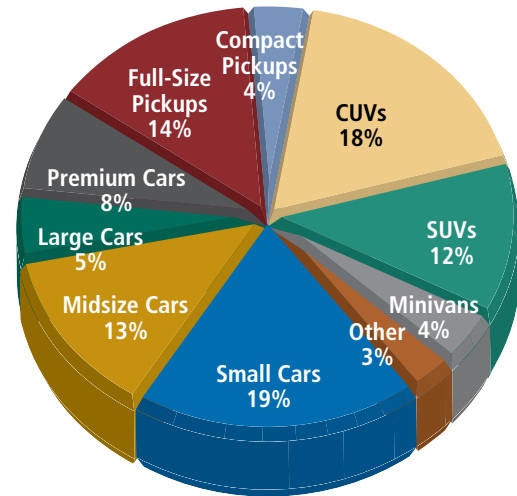
“However, we all know that business cycles do not last forever. A commitment to match the production of our vehicles to demand conditions is the best way to manage through to the period when the economic recovery gets under way.”

While waiting for the recovery to arrive, consumers are feeling the pinch. Their discomfort is reflected in the Jan. 18 consumer confidence study conducted by Reuters and the University of Michigan. Consumers are holding their pocketbooks close and restricting their household spending as the economic future looks uncertain.

Hughes-Cromwick compares the cash influxes and outflows of our economy to a simple household budget. She says that the value of the goods produced nationally – our Gross Domestic Product – needs to balance the payments coming in for them.

“The economy is comprised of several sectors of ‘spending,’ including outlays that consumers make for their purchases of goods

2007 U.S. RETAIL SALES BY SEGMENT



and services, as well as investment in plant and equipment by the nation's businesses,” she says.

Other sectors include, of course, the federal, state and local governments, which undertake spending on goods and services such as defense, education and health care.

“So spending that takes place by these different areas of the economy would be the outflows of, let's say, a household budget. On the other side of the household balance sheet is the income or borrowed funds that make this spending possible.

“Here it's important that the economy continues to generate good productivity and job creation,” she says. “This provides the means with which to finance the spending.”

The slump in housing starts and manufacturing, as well as dismal holiday retail sales – to name a few languishing sectors of the economy – aren't generating enough good productivity to supply the nation's pocketbook with spending cash.

As a result, domestic automakers are getting squeezed.

“A softer vehicle sales trend can be traced to the slowdown in



“Small cars have been growing in terms of their percentage of the market for about four years now. Long before the economy started going sour.”

– George Pipas, manager, U.S. Sales Analysis

Consumer confidence may be turning around

BY CHERYL LIEBLANG

FORD World

Are consumers gaining or losing confidence in the economy? A study released Jan. 18 by Reuters and the University of Michigan says that the decline in confidence paused in early January.

Unfortunately, at 80.5, the index remains near its lowest point in the last two years.

“It is too soon to interpret the stabilization of confidence as a signal that conditions are about to improve,” says Richard Curtin, who directed the Reuters/U of M consumer study.

Concerns about the high cost of fuel, food and utilities haven't lessened. The falling real estate market has created diminished feelings of financial security as well.

The study results say that although the data doesn't point to an impending recession, it does predict that growth in consumer spending will slow significantly in coming months.

Study data indicates that personal consumption spending will grow by 2 percent this year over 2007, with only a 1 percent growth in the first quarter. The rate of projected growth is small enough to suggest that a recession could occur.

The Index of Consumer Sentiment in December 2007 was 75.5, significantly below the 91.7 tabulated a year earlier. The Index of Consumer Expectations – a closely monitored element of the Index of Leading Economic Indicators – was 65.6 in the December survey, compared to 81.2 a year earlier. The Current Economic Conditions Index was 91.0, well below the 108.1 recorded in December 2006.

Importantly, vehicle-buying plans were logged at the lowest level since the recession in the early 1990s. While some of the decline was prompted by the prospect of continued high fuel prices, “most of the decline can be attributed to what consumers view as less attractive discounts offered by manufacturers,” Curtin says. ●



The Ford Focus is part of a still-growing small-car segment.

economic growth, higher oil and gasoline prices, and elevated inflation rates,” Hughes-Cromwick says.

George Pipas, manager, U.S. Sales Analysis, agrees, pointing out that crossover sales are growing while SUVs are declining.

“I don’t know if that’s closely related to the slowing economy,” Pipas says. “In a similar manner, small-car sales have been growing, but that’s not so much an economic thing, except for fuel prices being tied to the overall economy. In fact, small cars have been growing in terms of their percentage of the market for about four years now. Long before the economy started going sour.”

Ford President and CEO Alan Mulally said that the company has enough cash to weather a market downturn.

“We’re in good shape liquidity-wise,” he said.

Ford executives will watch the economy more closely and more

Recommended reading

Has the flurry of economic news whetted your appetite to learn more? Here’s a short list of books to help you demystify the economy.

- *The Undercover Economist* by Tim Harford – uses everyday examples to explain abstract ideas
- *Freakonomics* by Steven D. Levitt and Stephen J. Dubner – more than 3 million copies sold
- *Economics in One Lesson* by Henry Hazlitt – required reading since 1946
- *Essential Economics (Economist Essentials)* by Matthew Bishop – the essence of economics, arranged alphabetically
- *Guide to Economic Indicators: Making Sense of Economics - Sixth Edition* by *The Economist* – provides a general understanding of widely used economic concepts
- *Basic Economics : A Common Sense Guide to the Economy* by Thomas Sowell – for those who have no interest in jargon or equations

decisively, as keeping an eye on the stock ticker and a finger on the pulse of the economy have become more important than ever.

“With today’s technology, we are able to do a good job at keeping abreast of these developments and their likely impact on our business,” says Hughes-Cromwick.

Your Man Tours, Inc. -- Serving FERA Since 1969!

Hawaii Queens Tour departing the first Monday Monthly: Join others from FERA in 2008 on this 15-day vacation. Start in +Honolulu and spend 5 nights in Waikiki, 3 on Kauai, 2 on Maui, 1 in Hilo and 3 in Kona on the ‘big-island-of-Hawaii.’ Includes hotels, inter-island flights, escort and sightseeing on every island. Ask to be part of the FERA group. **Prices from \$1428***. Seasonal rates may apply.

Alaska Cruise and Pacific Northwest Vacation: Depart 2008 on this 15-day vacation on a 7-day cruise on Holland America Line and a 7-day motor coach tour of the Pacific Northwest. Sail the inside passage stopping in Juneau, Skagway, Glacier Bay, and Ketchikan. Motor coach with daily included sightseeing in British Columbia; The Cascade Mountains; Grand Coulee Dam; Montana; West Yellowstone; two days in Yellowstone National Park; Grand Teton National Park; Jackson Hole, Wyoming; and Salt Lake City, Utah. **Prices from \$1883***.

*Add \$150 for June and August departures. Add \$300 for July departures. Plan now for the best departure dates May through September.

Canadian Rockies, 14 Days – Departs June, July, August, 2008: There’s more than just the Canadian Rockies on this ‘cool’ vacation. You’ll spend a week in the Canadian Rockies and another week in the American Northwest. Start in Sioux Falls for a scenic three-day drive to Calgary, Alberta. Visit Fargo and Bismarck, North Dakota; Saskatchewan and the Royal Canadian Mounted Police Academy. Canadian Rockies sightseeing includes: Calgary; Lake Louise; Banff National Park; Bow Falls; Cascade Gardens; a SnoCoach ride over the Columbia Ice Fields; Kananaskis Country; Waterton Lakes National Park and more! There’s also Custer’s battlefield at the Little Big Horn; Black Hills National Forest; Deadwood; Mt. Rushmore, Badlands National Park; and more! **Prices from \$1148***.

National Parks Tour of the Golden West, 15-Days: Depart Saturdays in July or August 2008. Start in Salt Lake City and visit six national parks: Yosemite, Sequoia, Zion, Bryce Canyon, Arches, and Canyonlands National Parks. You’ll also visit Fresno, CA; Reno; Carson City; Pyramid Lake; Virginia City; Lake Tahoe; and Las Vegas, Nevada; a city tour of Salt Lake City including Mormon Square; The Beehive House; Great Salt Lake; Kennecott Copper Mine; and more! **Prices from \$1048***.

***Prices per person, based on double occupancy; includes all taxes and port charges. Airfare is extra, call for details.**

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The economic pulse-taking includes daily market and stock monitoring, the examination of consumer studies and futuring trends, as well as materials forecasting.

"Forecasts of swings in consumer and business confidence, by their very nature, are not easy to make and do not always translate into changes in real economic activity. So as businesspeople, we undertake this effort with much humility."

Two opportunities, she notes, stand out as bright spots.

"Because of all the monitoring we do, we know that, unlike many mature countries in Europe, America's population is growing at a rate of about 1 percent per year. More people will need more transportation," she said.

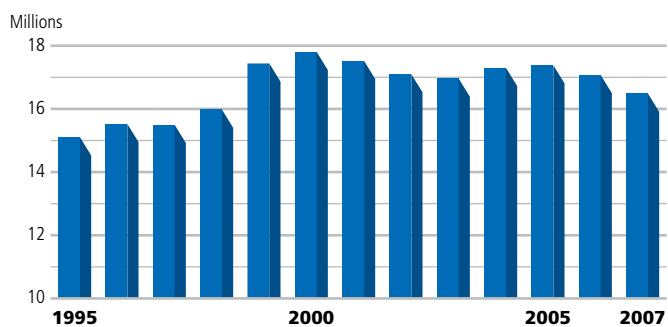
The second opportunity is the potential replacement of older-model vehicles still on the road today.

"We know they're out there, and eventually they will have to be replaced," Hughes-Cromwick says.

The bipartisan economic stimulation package could help.

"The stimulus package was signed into law on Feb. 13, 2008, by President Bush. Tax rebate checks will amount to \$106 billion this year, or about 1 percent of GDP. The stimulus provisions also include

TREND OF U.S. AUTO SALES



Vehicle sales are likely to drop to 16 million units in 2008.

some modest mortgage loan relief, business expensing and bonus depreciation for small businesses who purchase equipment this year," she said. "While only temporary, the stimulus provisions are likely to boost economic growth in the May to September time frame."

Ford crossovers a bright spot in sales outlook

BY CHERYL LIEBLANG

FORD World

The faltering U.S. economy has brought a halt, at least temporarily, to a long string of years with total industry vehicle sales around 17 million units. The total number of units sold last year was 16.5 million.

"There are two ways of looking at it," says Ford sales analyst George Pipas, manager, U.S. Sales Analysis. "On the one hand, we saw an unprecedented period of above-trend sales. On the other hand, since 2005 we've had two years of decline, with another year of decline projected."

Either way, Ford can feel positive about the fact that it has great new and coming products in the segments most likely to continue to grow, including CUVs and small cars.

The industry forecast for 2008 is 16 million units in an economy that's expected to grow between 1 and 2 percent. That compares with an increase in gross domestic product of 2.2 percent in 2007 and 2.9 percent in 2006, said Pipas.

The growth of the U.S. economy has averaged just over 3 percent annually over the past four decades.

"Our projections of between 1 and 2 percent for this year reflect the



Sales of Ford's crossovers, including the Lincoln MKX, were up 62 percent last year.

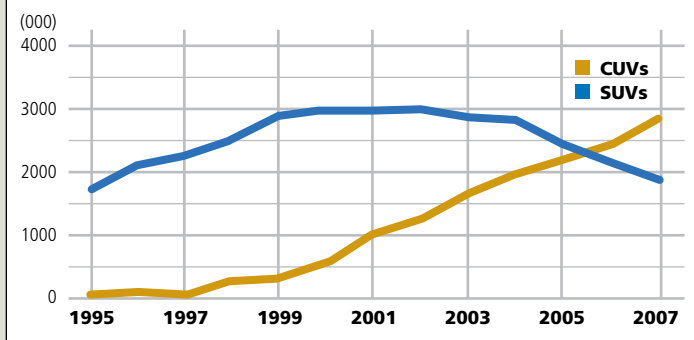
uncertainty about such things as the economic stimulus package and when it will have an impact," Pipas says. "In any case, we expect to see auto sales decline."

The last time total industry sales were at 16 million units was in 1998.

One bright spot in last year's sales was Ford's crossover lineup, which saw sales grow 62 percent while industry CUV sales were up 17 percent.

"This category of vehicle has bucked the industry trends, year in and year out in this decade. Thanks to consumers' appetite for versatility, lighter, more fuel-efficient vehicles and more car-like ride and handling, along with higher gas prices, we expect continued crossover growth at Ford," Pipas says.

TREND OF UTILITY SALES



Growing consumer interest in CUVs is good news for Ford.

Economy is key to presidential race

BY CHERYL LIEBLANG
FORD World

When presidential candidate Bill Clinton ran against incumbent George H.W. Bush in 1992, his aides hung a banner in a conspicuous spot in his Little Rock campaign headquarters that read, "It's the economy, stupid." Those four words kept the candidate and his team focused on the key message of their campaign – that the sitting president had not addressed the languishing economy.

Today's presidential primaries are witnessing a reprise of that message as fluctuations in the economy have taken their toll on the family pocketbook as well as the corporate balance sheet.

"A year ago the top issue was Iraq, but today it's the economy," says Bruce Andrews, vice president, Government Relations.

Leaders in the automotive industry are working to ensure that the candidates understand the issues faced by American industry.

"The presidential candidates will have two challenges going forward – showing what they will do to help support American manufacturing and, specifically, what they will do to help the auto industry," Andrews says. "That's a top issue of interest and concern to us, to ensure that the candidates are well educated and understand our industry."

"We've already started an extensive outreach process to the various candidates to educate them on our issues," he added. "We don't take

a position on elections, but we do offer information and education. That's something that we as a company take very seriously."

The Jan. 15 Michigan primary sparked tremendous economic debate among Republican candidates.

"It was remarkably valuable because it forced them to discuss the issues that are important to the industry and talk to voters about those issues," Andrews says. "Democratic candidates didn't campaign there, so they didn't have the opportunity to speak about the issues that are important to our industry."

That opportunity will come soon enough.



"The presidential candidates will have two challenges going forward – showing what they will do to help support American manufacturing and, specifically, what they will do to help the auto industry."

– Bruce Andrews, vice president, Government Relations

"The road to the White House leads through the Midwest," says Andrews. "No one will be elected who does not win at least two states out of Ohio, Michigan, Kentucky and Missouri. Those have always been big states for Ford, with our plants, employees and retirees there. The health of the automotive industry is of vital importance in those states and the country, and that's where the election will be won or lost." ●

Rising commodities costs are a concern

BY CHERYL LIEBLANG
FORD World

Predictions for an increase in steel prices of up to 25 percent this year have pinpointed the difficulty of holding auto production prices steady in volatile markets.

It is part of a trend that has seen demand from emerging economies in Asia and the Indian subcontinent throw a monkey wrench into the accurate forecasting of commodities prices.

Steel for vehicle bodies, nickel for batteries, zinc for body-panel coating, copper for wiring harnesses – all these metals that are essential to Ford are in increased demand elsewhere on the globe. China, for example, was purchasing one-quarter of the world's steel just two years ago. Now the country is buying up one-third of the world's steel output.

"Steel prices have been increasing, and they've been volatile," says Michael Kane, metallics manager, Raw Materials Purchasing.

And several economies have reached the "takeoff" stage, says

Ford Chief Economist Ellen Hughes-Cromwick.

"With rapidly evolving economies, very strong demand growth generally puts upward pressure on commodities prices, because it's very difficult in the short run to increase supply – not for all commodities, but for many," she said. "So in the short run, if the demand rises so quickly that supply can't keep up, then the marketplace will increase prices."

Substantially high and rising commodity prices have been the norm for several years, she says.

Other volatile commodities that have the potential to overreach their forecast prices include the plastics, paints and resins that go into each vehicle Ford builds.

Commodity price increases also affect Ford in non-production activities, according to Joe Hinrichs, group vice president, Global Manufacturing.

"We closely monitor fuel prices, as they greatly affect our costs in Material Planning and Logistics," he says. "We feel the effects of changing fuel prices dramatically."

"We also monitor steel prices in manufacturing, as we sell scrap metal from our stamping plants. Finally, our plants use a lot of electricity and gas for heat, so utility prices affect our performance, too," Hinrichs added. ●

Slowing economy affects F-Series sales

BY MIKE THOMAS

FORD World

Faced with a slowing economy in the first part of this year, Ford Motor Company is working hard to keep its truck leadership with the 2008 Ford F-150.

To help dealers, Ford is matching F-Series production to demand and fighting for every sale, with regional incentives and regional marketing programs tailored to the country's truck markets.

As a result, the F-Series already has been selling more of its available inventory than Chevrolet, which is a good omen for Ford's sales winning streak in the segment. In 2007, the F-Series held on to its title of best-selling truck in the U.S. for the 31st year in a row and the bestselling vehicle for the 26th year in a row.

"Our goal is to keep our fair share of the market, or even more," said Michael Crowley, marketing manager, Truck/SUV Group. "Whether the pickup segment as a whole goes up or down, we'll work to keep our dominant share. The important point is that Ford has succeeded because we've built lasting relationships with our customers. Their problems are real and serious, so Ford needs to adjust its marketing to their circumstances."

Ironically, one of the F-Series major strengths may play into a sales slowdown in the first half of 2008. Ford trucks are built to be durable, making it easier for customers to stick with a current truck.

"If a customer has a truck with 180,000 miles on it and the work isn't coming in, then the owner may keep the truck until it hits 200,000 or more miles," Crowley said.

"Whether the pickup segment as a whole goes up or down, we'll work to keep our dominant share. The important point is that Ford has succeeded because we've built lasting relationships with our customers."

— Michael Crowley,
marketing manager,
Truck/SUV Group

For example, Dave Peters, owner of Peters Construction in southeast Michigan, would love to drive a new F-Series Super Duty to his next job site. A new truck, however, is not in the cards anytime soon for Peters, because there may be no next job site.

In the current economic downturn, Peters is just one of Ford's F-Series customers who are hurting. For working people like him, who are dependent on the housing market, buying a new truck is not much of an option compared to paying the mortgage.

"Our F-Series sales declined in 2007, primarily due to a weak



The 2009 F-150 is expected to have a positive effect on sales after it debuts this fall.

economy," said George Pipas, manager, Sales Analysis. "Economic growth has slowed. Forecasts project economic growth between 1 and 2 percent in 2008. It was around 2 percent in 2007 and 3 percent in 2006."

Mirroring this, the Ford F-Series sold 690,589 units in 2007, compared to 796,039 sales in 2006 and a high of 939,511 in 2004.

According to Pipas, the two largest factors affecting truck sales are higher energy prices and a weak housing market.

U.S. housing starts totaled 1.353 million last year, down 24.8 percent from 2006. Historically, the size of this decline was topped only by a 26 percent drop in 1980.

The weak housing market, in turn, sends ripples out to affect areas other than construction. Home owners feeling the economic pinch are putting off buying services like lawn cutting or snow plowing, which, in turn, affects F-Series customers like landscaping companies.

"We've seen spikes in fuel prices before, but this is the first time prices have stayed relatively high," Crowley said. "The growth in personal-use trucks like the F-150 has been great over the last 10 years. But some customers are now thinking twice before buying one."

Still, F-150 and F-250 sales are less impacted by the housing woes because they're used more for lighter-duty applications, according to Crowley, and those sales have held up better.

So far, the economic forecast for 2008 is not encouraging, particularly for the home-construction market.

The National Association of Home Builders forecasts that the current downtrend in new housing construction will continue in the first half of 2008, and a recovery will likely begin in the second half of the year. Home construction, however, is similar to the automobile business in that existing inventories need to be cleared to make way for new products. Currently, builders have approximately 11 months worth of inventory.

As for energy costs, the government's Energy Information Administration projects that gasoline prices will average more than \$3 a gallon in 2008 and 2009, peaking near \$3.50 this spring.

Things should "pickup" in the fall, though, when the 2009 F-Series goes on sale. The new truck is already gaining praise from auto writers, while the new Ford Work Solutions suite of applications for contractors aims to add more value for truck owners. ●

"We all know that business cycles do not last forever.

A commitment to match production of our vehicles to demand conditions is the best way to manage through to the period when the economic recovery gets under way."



Ellen Hughes-Cromwick



From sub-prime fears to unemployment rates to gas prices, there are currently many economic forces affecting North American consumers' financial decisions.

FORD World recently sat with the company's chief economist, Ellen Hughes-Cromwick, to get her read on the economy and how it affects both Ford and the industry as a whole.

Q. How would you explain our economy in terms of a household budget?

A. The economy is comprised of several sectors of 'spending,' including outlays that consumers make for their purchases of goods and services, as well as investment in plants and equipment by the nation's businesses. Other sectors include, of course, the Federal, state and local governments, which undertake spending on goods and services such as defense, education and health care. So spending that takes place by these different areas of the economy would be the outflows of, let's say, a household budget. On the other side of the balance sheet, to afford and pay for this spending, some form of income or borrowing must take place. Here it is important that the economy continue to generate good productivity and job creation from the activity in the sectors noted above. This provides the means with which to finance the spending.

Q. In a capsule, please describe the state of the economy in North America and in other parts of the world where Ford does business.

A. The current U.S. business environment is challenging. There are signs of a slowdown in economic activity in Mexico and, more recently, Canada, as well. As a result of the weaker conditions in the U.S., other markets may experience some signs of slowing export demand from this market.

Q. Which forces in our economy are having the most detrimental affect on Ford right now? Why?

A. In the very near term, any factor that affects our customer, the vehicle buyer, is an important one. In today's environment, a slower pace of economic activity, higher gasoline prices and a

tighter credit market all play a role in making this a challenging industry. However, we all know that business cycles do not last forever. A commitment to match production of our vehicles to demand conditions is the best way to manage through to the period when the economic recovery gets under way.

Q. Is this something we could predict?

A. With today's technology, we are able to do a good job at keeping abreast of these developments and the likely impact on our business. Swings in consumer and business confidence, by their very nature, are not easy to forecast and do not always translate into changes in real economic activity. So as business people, we undertake this effort with much humility.

Q. To which economic indicators should we pay most attention?

A. We look at growth in the overall economy as measured by the nation's gross domestic product (GDP), vehicle prices, interest rates, overall inflation and gasoline prices. As for gauging the likely growth in GDP, there are many indicators we track and analyze, including monetary policy (i.e., interest rate setting), fiscal policy, oil prices and other leading indicators for each sector of the economy.

Q. Is it fair to blame the economy for the downturn in the domestic auto industry? Why or why not?

A. A softer vehicle sales trend can be traced to the slowdown in economic growth, along with higher oil and gasoline prices, as well as elevated inflation rates.

Q. It seems as if consumers are worried about disposable income and thus not spending on consumer goods and services. Do you think the recent government actions will help?

A. A stimulus package was signed into law on Feb. 13, 2008, by President Bush. Tax rebate checks will amount to \$106 billion this year, or about 1 percent of GDP. The stimulus provisions also include some modest mortgage loan relief, business expensing and bonus depreciation for small businesses who purchase equipment this year. While only temporary, the stimulus provisions are likely to boost economic growth in the May to September time frame. ●

Former employees find success with small businesses

BY KRISTOPHER SPENCER

FORD World

The decision to take one of the recently announced voluntary buyout programs for Ford's UAW-represented hourly workers won't be an easy one. But those considering a transition should know that many former employees who took buyouts in the past are finding success in their lives after Ford.

For many former Ford Motor Company employees, a new job often means working for or owning a small business. By doing so, they frequently capitalize on skills honed at Ford while reaping the benefits of being their own boss.

"I'd expect Ford workers to be among the most successful in making the transition into small business, because they have good backgrounds and a good work ethic," said Richard King, regional director, Michigan Small Business and Technology Development Center. "(If or when they leave Ford) it's very important they make the transition from being in the corporate environment to being independent."

"There's always potential to make a living. If you're motivated to do it, you can do it. With risk comes great rewards."

— Bob Gonyea



Bob Gonyea took advantage of his Ford experience in quality management to start his own quality measurement company, Onsite Technical Services.



Bert Brian started his second career in construction by using his buyout funds to purchase tools and a residential builder's license.

Small businesses represent 99.7 percent of all employer firms in the country and account for about half of all private-sector employees.

Bob Gonyea, who worked as a coordinate measuring machine operator at Ford's Dearborn stamping and truck plants for five years, said his experience at Ford has been fundamental to the success of Onsite Technical Services, his quality-measurement company.

"The skills that I learned at Ford were definitely an asset," said Gonyea, who earned a 6-Sigma Green Belt analyzing Ford's production processes.

In addition to technical experience, Gonyea also has leveraged the personal relationships forged with engineers and supplier partners during his years at Ford.

"If you are plugged into the industry and know a lot of people who know that you can get the job done, word definitely gets around, and you get calls," Gonyea explained.

Gonyea's clients – such as Inspec, Inc. – hire his firm based on positive third-party recommendations.

"Bob has been a great asset to our company," said Don Sweet, inspection manager, Inspec.

Some former Ford employees make career transitions into small businesses based on outside interests.

Bert Brian, who worked at Ford's Wayne (Mich.) Assembly Plant for 12 years, actually started to make a transition while still working for Ford. When hours declined at the plant, he picked up various construction jobs because he enjoyed working with his hands. Then, when Ford's employee buyout program became available, Brian decided to turn his secondary source of income into a new career. He got a residential builder's license using Ford ETAP funds, invested in tools using his buyout package and hasn't looked back.

"There's a lot more responsibility that goes along with being a business owner, but it's very rewarding," Brian said.

With careful planning and investment as well as the support of his family, Brian now enjoys new challenges, more flexible hours and the satisfaction that comes from a job well done. Having taken the plunge, he recommends the move for anyone who might be interested in starting a business.

"There are a lot of talented people at Ford who do basically what I did," Brian said. "If they want to venture out and do something on their own, then I think there's always potential to make a living. If you're motivated to do it, you can do it. With risk comes great rewards." ●

Former employees find success in health care field

BY MICHAEL COLLINS

FORD World

After more than a decade at Ford, Kenneth Kidd decided to go to nursing school. Now he's finding that many of his classmates are former workers in the auto industry, as well.

"At first I didn't realize how many former autoworkers were in my classes," he said. "I think there are nine of us in my nutrition class. Once we found out how many of us had taken buyouts, we became like a little family."

Kidd says his decision to leave his position in the paint department at a Michigan truck plant came only after taking a long, hard look at his family life, his bills and where he wanted to be in 20 or 30 years. While he appreciated the good benefits offered by the auto industry, he

For videos and up-to-date information about the UAW-Ford hourly employee voluntary buyout programs, go to <http://employees.ford.com> or www.newlineofwork.com.

felt there was more he wanted to do with his life.

"I found I enjoyed being in school and challenging myself and learning lessons and getting good grades. It was a good feeling for me," he said.

When the opportunity for an Employee Wide Buyout (EWB) came up, Kidd and his wife started crunching numbers and came up with a game plan. With three little boys at home, they knew that making the right decision was critical.

In the end, they decided to take the U.S. \$100,000 lump sum buyout package, which helped them pay off most of the bills and still have money left over. They were also surprised to find out how many different scholarships were available, leaving more in the family bank account than they had expected.

Now with his wife working full time as a nurse, Kidd is in the midst of a two-year nursing course at Wayne County Community College in Belleville, Mich. He says he's in good company thanks to the former autoworkers around him who share a common goal to make the grade and push each other to succeed.

"To the people considering a buyout, if you feel that you're committed and the type of person that wants to take a leap of faith, do it," he said. "I can honestly say I have no regrets." ●



Kenneth Kidd

Global Walk raises U.S. \$3.3 million

Edsel Ford II recently announced the results of the 2007 Global Walk to raise funds for the Juvenile Diabetes Research Foundation International (JDRFI), and the final numbers were very impressive.

Ford said, "The employees, families and friends of Ford Motor Company, with support from our national partner companies, including BP, Mazda, UAW and WPP, raised more than \$3.3 million in 2007 for the JDRFI.

"Since the inception of our employee-driven Ford Global Walk Team in 1998, this has been the best year yet and brings our 10-year grand total to \$23 million! You should be proud of this exceptional accomplishment. I am honored to champion your efforts and on behalf of my co-chair, Joe Hinrichs, group vice president, Global Manufacturing, we extend our gratitude to each of you.

"The Ford Global Walk Team also once again celebrated its place as the top-fundraising corporate team of JDRFI. You have made us #1.

"With your dedication and efforts to raise money to help find a cure for diabetes and Ford Motor Company's commitment to make the world a better place for all of its stakeholders, the Ford Global Walk Team is truly making a mark. Our continued investment in the mission of JDRFI allows for the most promising research in the



Edsel Ford II thanks all involved for helping raise \$3.3 million for the JDRFI in 2007.

world. Please visit: www.jdrf.org to see what advancements you have helped to make possible.

"On behalf of my son Albert, and the 130,000 Ford families and 246 million people worldwide dealing with this disease every day, thank you for your continuing, enthusiastic support." ●

FEBRUARY

Every Ford Amateur Astronomy Club (Dearborn)

Tues. Each Tuesday evening at 7:30 p.m., the Ford Amateur Astronomy Club's Dennis Salliotte, Bob Clubb and Ken Anderson present the "Winter Sky" show in the Henry Ford Community College planetarium. Shows are free and first-come, first-served. Doors open around 7:15 p.m. and close promptly at 7:30 p.m. Sometimes, Ken brings his binoculars to treat guests with post-show highlights outside in the Science Building parking lot. Dr. Jacobs and Mike Lapresto also have created a Tour of the Solar System on the campus of HFCC. For more information, contact Ken Anderson at KANDERS2@ford.com or call 313-805-4600.

**25-March 14 The 2nd Annual 20 Minute Treadmill Challenge (Dearborn, Mich.)**

The Dearborn UAW/Ford Fitness Center and Ford Runners Club want to encourage a new year of good health by bringing you the 20 Minute Treadmill Challenge. This program is open to both walkers and runners. Walkers are expected to maintain treadmill speeds above 3 mph; runners are expected to maintain treadmill speeds between 5-10 mph. The challenge starts Monday, Feb. 4. If you would like to participate, please sign up at the Dearborn Fitness Center. If you would like more information or if you do not work in the Dearborn area and would like to participate, please contact Ford Runners Club President Jeff Roggenbuck (JROGGENB@ford.com).

25-March 31 Special Tire Discounts for Employees

Ford Customer Service Division is proud to offer Ford employees a special first quarter discount on the most popular tires Ford and Lincoln Mercury dealers sell. You get a great deal on tires during the winter when you need all the grip you can get. This discount is in addition to any other offer or rebate available at the dealership. It's easy to take advantage of the offer: 1. Call Tire Program Headquarters at 1-888-353-3251 to receive your employee approval code. 2. Take that code to your participating local Ford or Lincoln Mercury dealership and buy your tires by March 31, 2008. You will receive 20 percent off the MSRP of Goodyear premium tires (Assurance Comfortred, Assurance TripleTred, Eagle ResponsEdge, Eagle F1 All Season, Fortera TripleTred, Fortera Silent Armor and Wrangler Silent Armor) and 15 percent off the MSRP of all Michelin/BFGoodrich/Uniroyal, Continental/General and Yokohama tires. (Employee must

receive approval code from Tire HQ by calling 1-888-353-3251 before purchasing tires. Not valid on prior purchases.)

25-May 1 2008 UAW/Ford March of Dimes Campaign Kick-Off (North America)

Please support the 2008 March of Dimes Campaign that kicks off this month. The event will last through May 1. There will be several opportunities for all to get involved in the campaign through various local fund raisers and walks. For more information click to www.marchofdimes.com.

**27 WIM: Extraordinary Women in Leadership Speakers Series (Dearborn, Mich.)**

Join WIM in the WHQ Mezzanine in Dearborn from 1 p.m.-4 p.m. as we kick off our quarterly Extraordinary Woman in Leadership Series with insights on succeeding in leadership from Kathleen Ligocki. Ligocki is currently an independent consultant who has also served as President and CEO of Tower Automotive. She also has held numerous leadership positions at Ford including president and CEO of Ford of Mexico.

**28 Biofuels Clinic hosted by the PWN Affiliate-Women in Racing and FME (Dearborn, Mich.)**

Are you a Ford employee interested in learning more about the history and production of first-generation biofuels and the opportunities for second-generation biofuels? Sherry Mueller, research scientist, Systems Analytics and Environmental Sciences, will be presenting information at the RIC (Research & Innovations Center) Auditorium in Dearborn from 3 p.m.-4 p.m. Register via e-mail by contacting Audrey Zavodsky at AZAVODSK@ford.com.



MARCH

9 Indoor Multisport Festival of Races (Farmington Hills, Mich.)

Ford Athletic Swim & Triathlon Club (F.A.S.T.) will host the Indoor Multisport Festival of Races including triathlon/duathlon/aquathlon/kids tri at the Farmington Family YMCA (28100 Farmington Rd. just north of 12 mile) from 7:00 a.m. to 11:00 a.m. This is an individual or team event for athletes of all ability levels. Select your event and duration for each activity (choose from 10, 15 or 20 minutes). Log onto the main page of the FERA Club Events section of www.fera.org for more information.

15 Ford Ballroom Dance Club March Dance (Plymouth, Mich.)

Ford Ballroom Dance Club is holding its next meeting at the Mayflower Meeting House Grand Ballroom (499 South Main, Plymouth, Mich. 48170). Dance lesson on the International Tango by Arthur and Yvonne from 8:00 p.m. to 9 p.m. Open dancing from 9 p.m. to midnight. Admission, including dance lesson is \$10. For more information go to www.fera.org.

16 Ford Model Railroad Club (Farmington Hills, Mich.)

Come see the award-winning Ford Model Railroad Display at the Redford Model Railroad Club's Trainorama Extra, Costick Community Center (28600 Eleven Mile Rd., Farmington Hills, Mich.) from 10:00 a.m. to 4:00 p.m. Admission is \$4 for adults. Children under 12 free with a paid adult admission.

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

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



APRIL

16 27th Great Lakes Shipwreck Festival (Livonia, Mich.)

Great Lakes Shipwreck Festival Sponsored by the Ford Seahorses at Schoolcraft College, 18600 Haggerty, Livonia, Mich. For more information, visit www.shipwreckfestival.org for more information.



For the latest industry news, employees should visit AutoBeat Daily via FCN Online at www.fcn.ford.com.

2008 Auto Show Lineup

March

- 5-9 Greater Kansas City Int'l. Auto Show, Kansas City, Kan. www.kansascityautoshows.com
- 6-9 Oklahoma City Int'l. Auto Show, Oklahoma City, Okla. www.okautoshows.org
- 6-9 First Hawaiian Auto Show, Honolulu, Hawaii www.motortrendautoshows.com/honolulu
- 8-16 Columbus Int'l. Auto Show, Columbus, Ohio www.columbusautoshows.com
- 8-16 Twin Cities Auto Show, Minneapolis, Minn. www.twincitiesautoshows.com
- 13-16 N.C. Int'l. Auto Expo, Raleigh, N.C. www.ncautoexpo.com
- 21-23 Nashville Int'l. Auto Show, Nashville, Tenn. www.motortrendautoshows.com/nashville



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

\$23 MILLION

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

2007 was the best fund-raising year since the start of the Ford Global Walk Team supporting the Juvenile Diabetes Research Foundation, totaling \$3,353,014. WELL DONE!

Since the inception of the JDRF/Ford Global Walk Team in 1998, Ford employees around the world have raised more than \$23 million to find a cure for diabetes.

Ford Motor Company remains the #1 JDRF contributor.

Thank you for your efforts and for your generous contribution. Your leadership is making a difference in the lives and families of every diabetic around the world.



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Offer applies to individual-billable lines (either on an NVP hierarchy or "doing business as") with approved credit. Coverage not available everywhere. Available features and services vary by phone/network. Nationwide Sprint PCS and Nextel National Networks reach over 261 and 274 million people, respectively. Offers not available in all markets or retail locations. Subject to credit approval, \$36 activation and \$200 early termination fee per line. Deposit may be required. Additional terms and restrictions apply. See store or Sprint.com for details. Employee Discount: Discount available only to eligible employees of the company participating in the NVP program. Discount subject to change according to company's agreement with Sprint. Monthly discount applies only to monthly service charges. Excludes services subject to promotional pricing. Taxes and surcharges still apply. Terms and conditions apply. Sprint Mobile to Mobile: Only available on calls placed directly between separate Sprint PCS phones and Nextel phones (not through voicemail, directory assistance or other indirect methods). Not available while roaming. Nationwide Walkie-Talkie: Uses Nextel Local Walkie-Talkie minutes included in your plan/buy-up plus \$0.10/min. x number of participants. Local coverage charges may apply. Requires capable phone. Other restrictions apply. © 2007 Sprint Nextel. All rights reserved. Sprint, the "Going Forward" logo, the NEXTEL name and logo, and other trademarks are trademarks of Sprint Nextel. All other marks are the property of their respective owners. MOTOROLA and the Stylized M Logo are registered in the U.S. Patent and Trademark Office.