

LEARN MORE ABOUT BLUE OVAL SCHOLARS, P. 6

FORD

March 3, 2008

World

SELLING SAFETY

Ford safety is a top priority for customers



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TAURUS

**RATED SAFEST FULL SIZE CAR
IN AMERICA**

**NHTSA FIVE-STAR
CRASH TEST RATINGS
IN FOUR CATEGORIES**

IIHS TOP SAFETY PICK

WHEN EQUIPPED WITH
AVAILABLE ELECTRONIC STABILITY CONTROL

A CERTIFIED SUCCESS

CPO vehicles bring new buyers
to Ford family, p. 3

VOLUNTEER CORPS

MODEL Teams support public
service efforts, p. 4

\$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.



“We’re only walking distance from a cure.”



7 Safety First

Ford's approach to safety has made it an industry leader and a top choice for buyers.



11 Q&A with Steve Kozak

The company's chief safety engineer explains how Ford stays at the leading edge of safety technology.



2 McCain at Wayne

Republican presidential front runner John McCain visits Ford's Wayne (Mich.) Assembly.



3 CPO Success

Certified Pre-Owned program brings new customers into the Ford family.

4 MODEL Behavior

Get ready for MODEL Teams' first Action Day to boost Ford volunteer efforts.



5 Design Digest

MKT, MKS show off Lincoln design at *Architectural Digest* home show.



6 Grade A

Blue Oval Scholar Web site brings together Ford and scholarship winners.

12 Perfect Posters

Ford wall graphics bring Blue Oval flair to home decorating.

15 Global Notes

Record sales at Volvo, FG Falcon unveiled in Australia and Mazda takes design prize in Paris.



16 Calendar

A look at upcoming Ford Motor Company and automotive-related events.

Ford improves in *Consumer Reports* study

Ford Motor Company outperformed rival domestic automakers and continues to gain on industry quality and reliability leaders Honda and Toyota, according to *Consumer Reports*. The magazine's influential Auto Issue, released Thursday, shows that Ford, Lincoln and Mercury made significant gains in 2007, including a 10 percentage point improvement over the 2006 performance. With 64 percent of its tested vehicles making the magazine's recommendation list, Ford trails Honda (100 percent) and Toyota (75 percent), but is ahead of GM (30 percent) and Chrysler (14 percent). "We continue to make significant gains in quality, and consumer advocates are taking notice," said Bennie Fowler, vice president, Global Quality. "By working hard and sticking close to our plan, we've improved at a faster clip than the rest of the industry. We're getting the kind of recognition we deserve, but we must stay on plan going forward to capitalize on these gains."



Just three domestic vehicles made the *Consumer Reports* "most reliable" list: Ford Fusion (above) and F-150, and the Mercury Milan.

Focus, Escape Hybrid make 'green' vehicle lists

The American Council for an Energy-Efficient Economy has announced that two Ford Motor Company vehicles appear on model year 2008 "green" vehicles lists in its ACEEE's Green Book Online. The nonprofit environmental group named the Ford Focus, which gets 24 mpg in the city and 35 highway with its 2.0-liter four-cylinder engine and manual transmission, to its "Top 12 Greenest Vehicles of 2008" list and named the Ford Escape Hybrid, which gets 34 mpg city/30 highway, to its "Greener Choices 2008" list.



The Ford Escape Hybrid and Focus were both recognized for being environmentally friendly.

Ford's small-screen efforts having a big impact

This past weekend marked the start of another strong Ford-TV partnership, as the company joined forces with Oprah Winfrey and her new reality show, *Oprah's Big Give*, which debuted on March 2 on ABC. The show pits contestants against one another to create projects and activities that help people in need. Celebrity judges determine which contestants advance each week, with one person eventually being rewarded for making the biggest impact in a community. This comes on the heels of the Ford Shelby GT500KR's starring role in the TV movie *Knight Rider*, Ford's sponsorship of Fox's No. 1 show, *American Idol*, and the ongoing partnership with ABC's *Extreme Makeover: Home Edition*. "Oprah's Big Give shares a common theme with the quality TV programming that Ford is sponsoring," said Bob Witter, manager, Global Brand Entertainment. "Ford is an iconic American brand and the shows, while entertaining, also celebrate and promote the best of the American spirit."

Lincoln, music united on 'Common' ground

Ford brought some of its hot new vehicles to the hometown of the Rock and Roll Hall of Fame and Museum for the Cleveland Auto Show, which closed on March 2. And it was also the perfect setting for Lincoln to announce the Lincoln Spotlight music contest. Contestants create an original song and video using tracks available at www.lincolnlounge.com, with final compositions articulating contestants' interpretation of one of Lincoln's brand truths, which include advancing the American dream, exploring what it means to reach higher, daring to do more and pride in one's history. The grand prize includes a chance to open for superstar and Grammy Award-winning performer Common at one of his 2008 concerts.



Lincoln is teaming up with rapper Common in a new online music contest.

Publisher: Karen Hampton

Associate Publisher: Sara Tatchio

News Editor: Jeff Gaydos

Managing Editor: Charles Krome

Contributing Editor: Jenn Corney

Advertising Coordinator: John Ribbing

Distribution: Tamara Neal, Neeley Edelman

Graphic Designers: Nancy Birch, Jeremiah Brown, Mike Mullen, Julie Yeiter

Image Coordinator: Brian Wybenga Copy Editor: Floyd Opperman

Writers: Maria Bohlin, Michael Collins, John Fossen, Bill Gray, Jon Hewett, Robert Musial, Mark Schirmer, Kristopher Spencer, Mike Thomas

Photographers: Keith Tolman, Sam VarnHagen

Fax: (313) 84-50179

Editorial: (313) 32-23904

Advertising: (313) 59-41840

Address Changes: (800) 647-3674

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Sen. McCain visits Ford assembly plant

BY ROBERT MUSIAL
FORD World

Republican presidential front runner John McCain visited Ford Motor Company's Wayne (Mich.) Assembly Plant on Feb. 21 and saw firsthand how Ford is creating high-mileage vehicles to meet tougher fuel economy standards.

The Arizona senator shook hands with workers on the assembly lines where the 2008 Ford Focus is built for North America and was shown four advanced-technology gas-saving Ford vehicles by Robert Brown, director, Vehicle Environmental Engineering.

The vehicles included a Ford Escape hybrid plug-in and the experimental HySeries Drive Edge, which combines a hydrogen fuel cell with plug-in technology. An E85 Ford Escape and an ethanol-powered Ford F-150 were also shown, along with a display about EcoBoost, which Ford is bringing to market this year.

Sen. McCain and his wife, Cindy, also received a quick demonstration of the Ford SYNC™ system.

"It's the future here, and I'm glad they're doing it here," McCain said. "Very impressive."

McCain also said he thought Ford and other automakers can meet the tougher new Corporate Average Fuel Economy (CAFE) standards passed late last year, and that he supports legislation that would allow states to set their own, higher fuel economy rules.

Before his tour, McCain met with Mark Fields, president,



Sen. McCain meets Ford employee Dave Torosian during the politician's tour of the Wayne Assembly Plant.

The Americas, and Joe Hinrichs, group vice president, Global Manufacturing.

"Sen. John McCain's visit to our Wayne Assembly Plant was rewarding," said Fields. "We were proud to show him our new Focus, industry-exclusive SYNC technology and several key sustainable vehicles and technologies.

"And beyond that, it was satisfying to have him meet some of the men and women of Ford who are working so hard to turn the company around, to help grow his understanding of the issues we're facing as a business and an industry, and to hear him say that he was interested in working together in the future." ●



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Ford CPO vehicles offer solid benefits

BY JON HEWETT

FORD World

When Royce and Elizabeth Jones of Terrell, Texas, went shopping for a pickup truck last December, price was among the factors at the top of their list.

"We needed something we could afford," said Royce. "We wanted something nice, but we were definitely driven by price."

They found all that and more in a 2004 Ford F-150 Super Crew they purchased from Grand Prairie Ford, in Grand Prairie, Texas – the 1 millionth vehicle sold as part of Ford's growing Certified Pre-Owned (CPO) program.

"The number of CPO dealers is growing, and one of our key goals this year is to get even more dealers active in the program," said Jim Edwards, manager, Vehicle Remarketing Services.

Edwards says that about one in five Ford dealers is considered an "active" CPO dealers, with more than 15 percent of used car sales classified as certified. More than 2,000 dealers are enrolled in the CPO program but are not active, and a full 27 percent of dealers are not enrolled at all.

"While we are obviously a new car company and will work as hard as we can to get customers into new vehicles, CPO allows us to keep more customers within the Ford and Lincoln Mercury family, many of whom go on to buy new," Edwards said. "We are trying to tell that story to more dealers."

Edwards says more than half of Ford's CPO buyers (55 percent) are conquest customers, meaning they are new to the Ford, Lincoln or Mercury brands.

Last year, sales of certified pre-owned vehicles in the U.S. reached nearly 1.7 million units, the equivalent of about 10 percent of the new vehicle market. According to a recent study by J.D. Power and Associates, certified used cars already account for 41 percent of all used-car dealership sales.

For manufacturers, certification programs allow them to drive up used-car values, extend their brands and increase turn rates on used vehicles.

Consumers get a "like-new" car with new-car peace of mind, and many are able to enter a vehicle segment (luxury, sport utility vehicle, etc.) they otherwise couldn't afford.

"It's gotten to the point where the certified pre-owned car is a legitimate third type of vehicle," said Tom Kontos, vice president, Industry Relations and Analytical Services, Adesa Corp., an Indianapolis-based global vehicle remarketing firm. "It gives retailers a third opportunity to sell a car. And it allows customers to avoid the depreciation loss that comes when buying a new car."

Among those active Ford CPO dealers is Larry Taylor, 30-year owner of Beau Townsend Ford in Vandalia, Ohio.

"We started in the CPO program when Ford did, back in 2001," Taylor said. "We have grown our certified used business to about 50 percent of our used car sales and truly do consider it a third department. It's not new or used, it's certified."

In addition to a higher per unit profit rate, faster vehicle turn time (30 days on the lot, on average) and increased sales of Ford's Extended Service Plan (ESP) coverage, Taylor says the real benefit of

2007 U.S. CERTIFIED PRE-OWNED (CPO) MARKET

- GENERAL MOTORS – 451,565 (26.9 PERCENT SHARE)
- TOYOTA – 321,968 (19.2 PERCENT SHARE)
- FORD – 156,661 (10 PERCENT SHARE)
- OVERALL MARKET – 1,680,348 (+ 2.1 PERCENT OVER 2006)

Top 10 Ford CPO dealerships in 2007

Galpin Ford	North Hills	Calif.
Shamaley Ford	El Paso	Texas
Beau Townsend Ford	Vandalia	Ohio
Tousley Ford, Inc.	White Bear Lake	Minn.
Future Ford	Roseville	Calif.
Sawgrass Ford	Sunrise	Fla.
Mullinax Ford	Apopka	Fla.
Cerritos Ford	Cerritos	Calif.
Casa Ford Lincoln Mercury	El Paso	Texas
Five Star Ford	North Richland Hills	Texas

Top 10 Lincoln Mercury CPO dealerships in 2007

Holman Lincoln Mercury	Maple Shade	N.J.
AutoWay Lincoln Mercury	Clearwater	Fla.
Southgate Lincoln Mercury	Southgate	Mich.
Ocala Lincoln Mercury	Ocala	Fla.
Reedman-Toll Lincoln Mercury	Langhorne	Pa.
Witt Lincoln Mercury	San Diego	Calif.
Hines Park Lincoln Mercury	Plymouth	Mich.
Southwest Lincoln Mercury	Houston	Texas
Metropolitan Lincoln Mercury	Garden City	Mich.
Dana Motors	Staten Island	N.Y.



CPO Ford vehicles from 2007 and later, such as an '07 Mustang GT Convertible, offer up to 100,000 miles of warranty coverage.

the CPO program is being able to offer options to every customer.

"Often customers come in looking for new but might not be able to make the financing work," Taylor said. "Before letting them walk, we can switch them to CPO and see what might fit for them. If we do things right, we'll make them Ford customers for life." ●

'Action Days' will boost MODEL Teams efforts

BY KRISTOPHER SPENCER

FORD World

An ever-growing number of Ford Motor Company employees and retirees contribute to public service projects in their local communities each year, but Ford Volunteer Corps has a new plan that will take community outreach to a higher level of organization and effectiveness.

Ford Volunteer Corps recently announced four MODEL Teams Accelerated Action Days that will help to maximize employee and retiree volunteer outreaches in 2008, starting with projects on March 13, followed by more on May 22, Sept. 11 and Nov. 26.

"By designating four days a year, we hope to encourage large numbers of Ford employees and retirees to participate in high-impact volunteer efforts," said Janet Lawson, director, Ford Volunteer Corps.



Lawson explained that the economy is making it rough on the nonprofits and they appreciate all the help they can get.

"Our Accelerated Action Days will enable them to plan large projects and get them done with a focused effort from Ford volunteers," Lawson said. "It is our chance to show the community that we really care and are committed to helping."

Although there are community outreach projects scheduled throughout the year, the Accelerated Action Days offer several special options for volunteer involvement. On March 13, for example Ford employees and retirees are encouraged to volunteer for one of several children-themed events. Among the organizations needing help in Michigan are:

Penrickton Center for Blind Children, Taylor, Mich., needs –

- Painting team of 25
- Organization team of 10
- Building team of 10
- Active learning team of six

Arts & Scraps, Detroit, needs –

- Marathon kit-building team of 20

Matthaei Botanical Gardens, Ann Arbor, Mich., needs –

- Boardwalk-building team of three

The Salvation Army of Leonard, Mich., needs –

- Camp painting project team of 40

Grandmont Rosedale Development Corp. of Detroit needs –

- Stoepel Park cleanup team of 30

For more details or to find a group near you, please visit www.volunteer.ford.com.



Ford Volunteer Corps members participate in an event during the '07 Global Week of Caring, setting an ideal example for upcoming MODEL Teams Action Days.

On the next Action Day, for events to be held on or around May 22, the focus will be on the environment, with Ford volunteers working on environmental cleanups, hands-on education programs and recycling efforts.

The volunteer projects on or around Sept. 11 will offer MODEL Teams volunteers the opportunity to help build homes and schools, refurbish parks and spruce up community centers.

And the projects scheduled on and around Nov. 26 will focus on the holiday theme of giving and sharing through projects that include decorating senior residences, delivering meals to shut-ins, food collections, clothing drives and serving meals at soup kitchens.

Lawson says MODEL Teams is the logical next step in the evolution of the Ford Volunteer Corps.

The Volunteer Corps was created in 2005 by Ford Executive Chairman Bill Ford when he saw the need for Ford volunteers to respond to the Asian tsunami and then two state-side hurricanes. The Ford Volunteer Corps was a way to pull all of those efforts together.

An example of how the Ford Volunteer Corps has grown could be seen last fall during an event called the Global Week of Caring. Despite the company's diminished workforce, throughout one week in September, the number of employees who volunteered for local public service projects jumped from 2,900 in 2006 to 14,000 in 2007.

"We anticipate thousand of volunteers across America working on hundreds of projects during this one special day each season," Lawson said. "The Ford Volunteer Corps is unique among the automakers and other major corporations and the Accelerated Action Days are a great way to tell our story."

To become a MODEL Teams member or to suggest community projects that need support log on to www.volunteer.ford.com.

"Our Accelerated Action Days will enable them to plan large projects and get them done with a focused effort from Ford volunteers. It is our chance to show the community that we really care and are committed to helping."

*– Janet Lawson, director,
Ford Volunteer Corps*

Lincoln style to star at Home Design Show

BY MARK SCHIRMER
FORD World

Lincoln, known for its design-conscious luxury vehicles, will showcase its 2009 MKS sedan and the MKT Concept at the *Architectural Digest* Home Design Show in New York, March 6-9.

The annual event highlights the latest in home furnishing resources and a wealth of design ideas for those who share a passion for home design. Nearly 25,000 people are expected to attend, including affluent home owners, design trade professionals, showroom owners, retailers and members of the media.



The MKT Concept shares the same craftsmanship and attention to design as a premium contemporary home.

It's a perfect match for Lincoln, as the precision-crafted interiors of its vehicles are informed by the latest home design trends.

Featured at the event will be Lincoln Chief Designer Gordon Platto and the three gifted up-and-coming female designers who led the development of the stunning Lincoln MKT Concept. The Lincoln designers, Joann Jung (31), Amy Kim (26) and Jennifer Hewlett (27), are helping define a new breed of Lincoln vehicles.

"We are making great progress in the development of a consistent new Lincoln design language, one that draws on the best of Lincoln's history, but also is influenced by the latest trends in interior design and architecture," said Platto. "Like so many of the artists featured at the *Architectural Digest* show, Lincoln is offering responsible luxury, class-leading features and high-end designs with low environmental impact."

The concept behind having Lincoln interiors look to the latest trends in contemporary home design is founded in the belief that automobiles have become "the fourth space," as people are spending significant amounts of time in their vehicles. ("First space" refers to the home. "Second space" refers to the workplace. The "third space" is a leisure location such as a café.)

"The new Lincoln vehicles clearly blend the best elements of architecture, craftsmanship, interior design and fashion design," said Giulio Capula, vice president and publisher, *Architectural Digest*.

The new Lincoln MKT Concept, unveiled in January at the North American International Auto Show, brings the driver and passengers even closer to home by including many upscale comfort

and convenience features. MKT offers appointments such as four executive-sized, first-class chairs with rear-seat footrests, soothing tone-on-tone colors, ambient lighting and flexible storage.

Hewlett's contributions include a plush, hand-knotted rug made from banana silk to cover the floor and complement the contrasting Creamy Pearl chromium-free leather seats. Kim, in charge of the elegant metalwork, contributed sculpted door handles with sparkling, curved dimples reminiscent of beadwork.

Jung was responsible for the instrument panel and crystal-inspired center console that runs the entire length of the vehicle. This creates a feeling of continuity between the upper and lower portions of the cabin, letting occupants feel as if they were sitting together in a living room.

A patented solid-state lighting technology allows the first-ever 3D projection on a contoured surface and displays information using intuitive shapes and spaces on the center stack.

About the new MKT Concept's innovative interior, Jung said, "It's very personal to me. It's like opening my own room to the public. But I want to share it."

For more information on the MKS and other Lincoln products, be sure to visit www.lincoln.com.



The Lincoln MKS, which goes on sale this summer, will be featured at the Architectural Digest Home Design Show.



Lincoln interiors, such as this in the MKT Concept, are being designed for consumers who are spending more and more time in the "fourth space" – their vehicles.

Ford rolls out Web site for Blue Oval Scholars

BY ROBERT MUSIAL

FORD World

Ford Fund, the philanthropic arm of Ford Motor Company, provided U.S. \$1.1 million in scholarships, internships and fellowships in 2007 to more than 200 young people across the United States through partner organizations and programs.

Now, as an additional resource, a Web-based program designed to connect Ford Motor Company Fund scholarship, internship and fellowship recipients recently shifted into high gear.

Called the Ford Blue Oval Scholars program, it includes a Web site, www.fordscholars.org, that enables these individuals to network with each other, learn about other Ford Motor Company Fund opportunities and find information about careers with the company.

"At Ford, we are committed to enhancing and improving opportunities through education," said Jim Vella, president, Ford Motor Company Fund and Community Services. "Ford Blue Oval Scholars will help us establish a more meaningful relationship with many of our scholarship winners and open the door for them to network with us and with each other."

"At Ford, we are committed to enhancing and improving opportunities through education."

— Jim Vella, president, Ford Motor Company Fund and Community Services

Mike Schmidt, who manages the education programs for the Fund, explained why the Ford Blue Oval Scholars site was created.

"The challenge was that we provide numerous scholarship opportunities every year and we had no meaningful or long-term way to link the recipients with us or each other. Ford Blue Oval Scholars is a way for the company to create a strong connection with these students. We want them to be able to talk to each other and us, collaborate on community projects and find out more about Ford," Schmidt said.

Once on the site, the "scholars" can create a password and go beyond the public site to search for information about careers and internships at Ford, along with information on Ford events or opportunities coming to locations near them.

Schmidt said the site will also let applicants know of scholarships available to them from organizations and colleges in which they are interested.

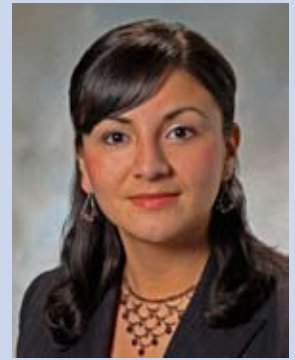
Eventually, Schmidt said he hoped the site could serve not just Fund scholarship winners but also the winners of Ford dealership scholarships and, some day, the "alumni" or winners of Ford scholarships from years past.

Scholarship winner Brian Okorn thought the new Web site was a good idea.

"Social networking sites are a big part of my life," said Okorn, of West Bloomfield, Mich. He is a recent recipient of the Society of Manufacturing Engineers (SME) Ford PAS/Henry Ford Academy

A scholar's story

In her own words, former Blue Oval Scholar Janet Padilla explains what she got out of Ford's acclaimed educational program.



Former Blue Oval Scholar Janet Padilla is now manager of Ford's Partnership for Advanced Studies program.

During the summer between my two years in graduate school at the Gerald R. Ford School of Public Policy at the University of Michigan, I had applied for the National Association of Latino Elected and Appointed Officials (NALEO) Ford Fellowship. This was an eight-week summer fellowship based in Washington, D.C., and it was sponsored and cocreated by Ford Motor Company Fund.

Our fellowship began at the Annual NALEO conference, where the majority of our participation included attending sessions and networking. During our opening networking reception we were introduced to "the power of networking" by a panel of experts, and then we practiced what we learned. I had the opportunity to talk to the representative from Ford Motor Company Fund, and I learned about Ford's corporate philanthropy.

I realized that this fellowship opportunity would have not been possible without Ford's involvement and support.



Scholarship and is currently a freshman at Vanderbilt University.

"Through Ford Blue Oval Scholars, I'm excited to connect with my peers and learn about volunteer and job opportunities," Okorn said.

Last year, Ford Fund kicked off the Ford Blue Oval Scholars program by sponsoring a national student contest to design the official logo for the program. Miguel Martin, a 23-year-old graphic design student from Gainesville, Fla., won the competition.

Martin said his logo design, which combined the Ford oval with a torch, wings and laurel leaves, "was centered on the idea of knowledge."

There were more than 60 entries in the logo contest, and thousands more young people visited the temporary Blue Oval Scholars Web site to learn more about the program and the contest. A team of Ford designers narrowed the field to five finalists, and a panel of Ford scholarship recipients picked Martin as the winner.

The new Ford Blue Oval Scholars site, complete with Martin's logo design, went live at the end of February. Over the course of the year, the Fund will add features and functionality to the site based on feedback from the scholars themselves.

"In this way," said Schmidt, "our scholars feel a sense of ownership of the site. It is not us designing a site we think they will like, but them telling us what they want the site to be." ●



SAFETY SELLS

Ford vehicle safety gets buyers' attention

BY BILL GRAY
FORD World

Consumers have been telling automakers for years that vehicle safety is a key factor in their purchase decisions. That's why Ford has been leveraging its global

safety expertise, including technology shared with Volvo, to lead the industry in third-party safety ratings by offering some of the most advanced safety technologies in the world.

The National Highway Traffic Safety Administration (NHTSA) rollover test was added to the group's safety criteria in 2000. Since that time, seven vehicles have been awarded five-star ratings – the highest attainable – in all five safety categories. And six of them have been Fords: Ford Crown Victoria and Mustang convertible, Lincoln Town Car, Mercury Grand Marquis and Marauder, and Volvo S80. Ford and Lincoln Mercury also have more than 11 million vehicles on the road today that have achieved five-star ratings in NHTSA frontal crash testing, more than any other car maker.

Further, Ford and Volvo together have more vehicles than any manufacturer on the Insurance Institute for Highway Safety (IIHS) list of the safest cars for the 2008 model year: the Ford Taurus, Taurus X and Edge; Lincoln MKX; Mercury Sable; and Volvo S80, C70 and X90.

Ford also offers the innovative AdvanceTrac with RSC (Roll Stability Control), which goes beyond

typical stability systems that help reduce the likelihood of skidding to monitor and help prevent rollovers. Another innovation is Ford's unique "roll fold" technology in side curtain air bags, which is designed to slide between the glass and an occupant as it deploys if an occupant is resting his or her head against a window.

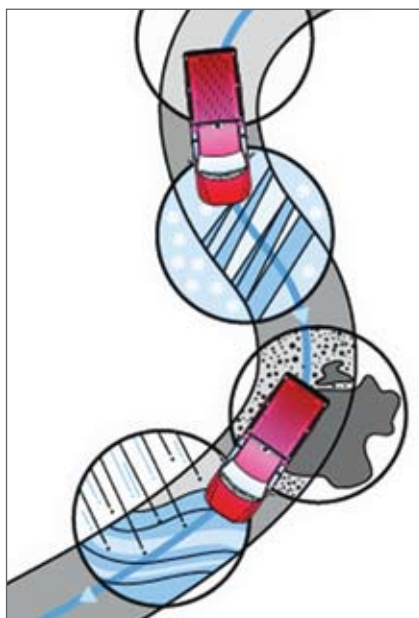
This attention to safety is making a difference, both in the showroom and on the road.

Just ask the Carpenters of Grosse Pointe Park, Mich. The family, including parents Beth and Ed, daughter Haley, 15, and son Sam, 13, was recently were returning home on the Ohio Turnpike in a 2003 Ford Windstar.

It was the perfect Sunday drive, with light traffic and no inclement weather. Ed was behind the wheel, Hayley was preoccupied with her iPod, and Sam was asleep in the back as the Windstar drove down the turnpike at night at the legal speed of 65 mph.

Suddenly, there was a projectile out of the darkness in the form of a runaway wheel from a semi truck. The wheel came hurtling at them from the opposite direction and hit the Windstar head-on.

"I let out a yelp and then heard this really loud noise," Beth recalls. "A millisecond later my face was about an inch from the inflated air bag."



Ford's exclusive AdvanceTrac with RSC helps lessen the chance of rollovers in a variety of road conditions.

Ford Safety on page 10

FORD: A SAFE



IN CONTROL

After surviving a highway crash in a Ford Windstar, the Carpenters (above) were so impressed with the performance of the company's safety technologies that they made sure their next vehicle was another Ford – a Taurus X.

And what's just as impressive as that vehicle's many safety features is the one that really pulls them all together. The restraints control module (RCM) ensures that each part of the safety system works in harmony in a Ford vehicle.

In just a split second, the RCM analyzes data it receives from electronic sensors placed around the car and then starts making decisions.

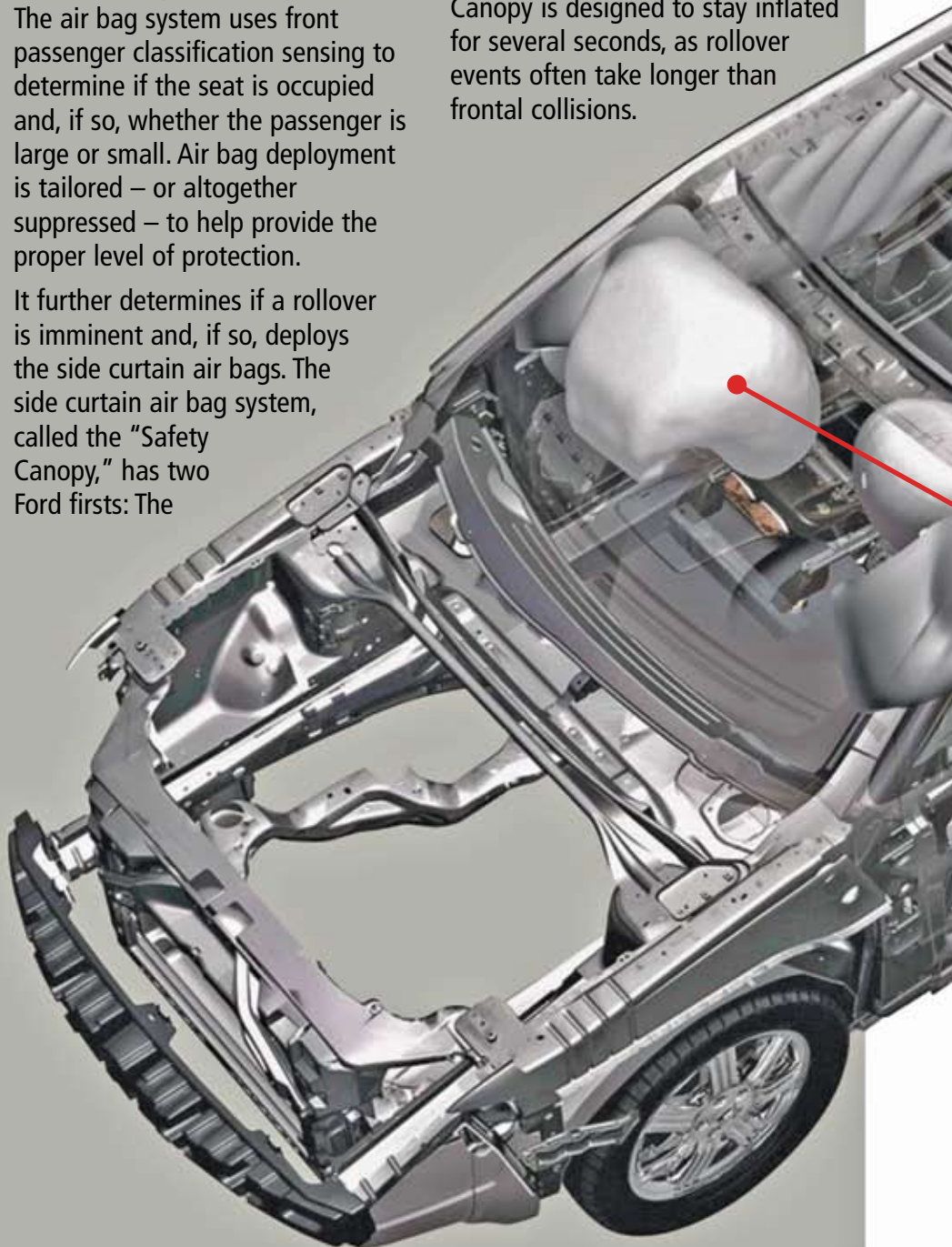
If necessary, it signals the safety belt pretensioners to "fire," causing the safety belt to tighten around the occupant. The safety belt pretensioner's task is similar to a premium fishing rod that gives its catch just the right amount of slack so it doesn't snap the line. As the crash progresses, safety belt load limiters begin to gradually release the safety belt straps so

the occupant decelerates in a more gradual way.

The RCM also determines whether frontal air bags should be inflated. The air bag system uses front passenger classification sensing to determine if the seat is occupied and, if so, whether the passenger is large or small. Air bag deployment is tailored – or altogether suppressed – to help provide the proper level of protection.

It further determines if a rollover is imminent and, if so, deploys the side curtain air bags. The side curtain air bag system, called the "Safety Canopy," has two Ford firsts: The

bags roll down like window shades while inflating and are designed to slip between the occupant and the side window. Also, the Safety Canopy is designed to stay inflated for several seconds, as rollover events often take longer than frontal collisions.



CHOICE



LATCH

The lower anchors and tethers for children (LATCH) system provides convenient mounting points for compatible child seats.

SPACE ARCHITECTURE

Side Protection And Cabin Enhancement (SPACE) architecture works during a crash to reduce the risk to occupants from the outside of the cabin. SPACE is designed to protect occupants in a safety cage made up of a complex configuration of strategically placed long steel rails and square tubes. The rails are designed to bend and the tubes compress in a severe crash, creating 10 different "crush zones" all over the car to deflect the brunt of the brutal force of impact away from the occupants inside.

TIRE PRESSURE MONITORING SYSTEM (TPMS)

Ford's TPMS system warns a driver if one or more tires is underinflated. An active pressure sensor with a radio transmitter is mounted inside each tire. A receiver in the vehicle monitors each transmitter, and, if tire pressure is not within specific limits, it will activate a visual warning light and message in vehicles equipped with a message center.

OCCUPANT CLASSIFICATION SYSTEM

An advanced air bag controller uses front-passenger classification sensing to determine if the seat is occupied and, if so, whether the passenger is a larger or smaller person. Using a dual-stage air bag inflator, air bag deployment is tailored – or altogether suppressed – to help provide an appropriate level of protection.

SYSTEMS CHECK

The technologies shown here are just a part of Ford's comprehensive, industry-leading approach to building safer vehicles. For more information on Ford safety, visit www.ford.com.

SAFETY CANOPY

Ford was the first in the industry to offer rollover-deploying side curtain air bags, known as a Safety Canopy. The system's exclusive collision- and rollover-activated side curtain air bags use "roll fold" technology and special rollover sensors to help protect vehicle occupants during side-impact collisions and rollover accidents.

Ford Safety *continued from page 7*

The safety restraints and vehicle structure did exactly what they were supposed to do. The front end of the vehicle crumpled, the pretensioners activated and the air bags deployed, all while Sam slept in the backseat, literally never knowing what happened until it was over.

"I didn't realize how hard we were hit until we got out and surveyed the damage," Beth says.

The front end was crumpled, but the Ford safety system beneath the minivan's engine had crushed as it was designed to do, helping soften the impact for the occupants inside.

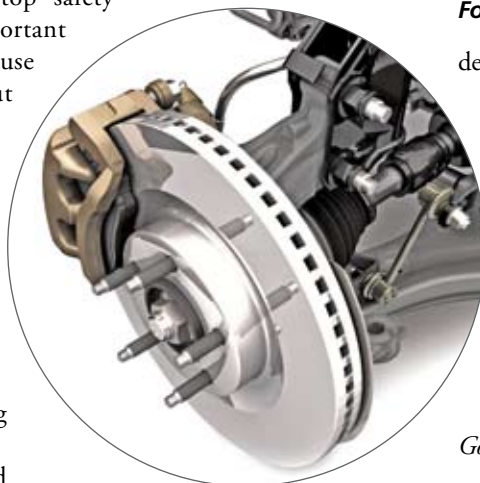
The Carpenters' homework had paid off. They had decided on the Windstar because of its NHTSA five-star frontal crash rating. After the crash, they repeated their research to replace it.

After poring through safety reviews and NHTSA and IIHS data, the Carpenters decided on the Taurus X, which had just been awarded an IIHS top safety pick. Safety was more important than ever – not just because of the crash scare, but because Hayley would soon be taking driver's education.

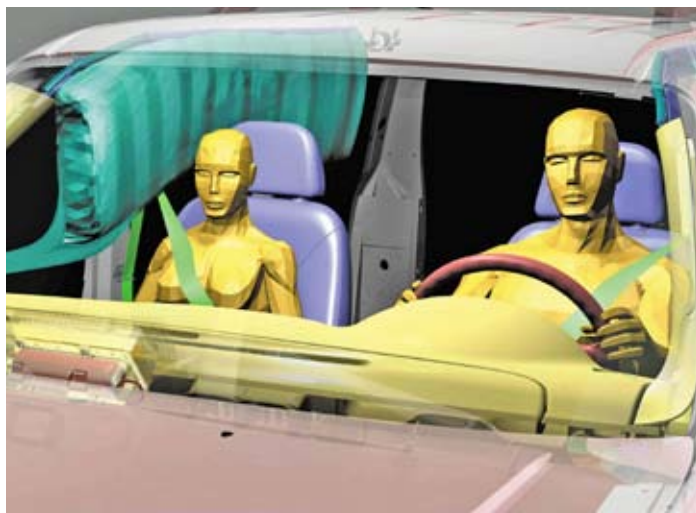
Beth had even given the Taurus X a test drive that included taking it to the nearest freeway on-ramp. She said that its engine performance was "fabulous" for merging into traffic.

The Carpenters should be just as happy with her Taurus X as they were with the Windstar that performed so well on that dark night on the Ohio Turnpike. For starters, the new vehicle has standard electronic stability control, front rails designed to crush in a head-on collision and five stars from NHTSA for side and frontal impacts. The Taurus X, like all Ford vehicles, also benefits from next-generation technology in its Personal Safety System – enhanced crash sensors and air bags, to name but two.

And while safety is an important priority for all customers, Ford



Large disc brakes coupled with anti-lock braking provide reliable stopping power in the Ford Edge.



Side curtain air bags are part of the Safety Canopy System on Ford's midsize SUVs.

dealers are finding it to be particularly important to women.

"I'd say about half my female customers have safety as their top priority ... if they have kids, it's more like 80 percent," says Craig Kinsel, dealer principal, Kinsel Ford in Beaumont, Texas.

Indeed, according to the latest surveys, the top four buying considerations of mothers are not styling, price, riding comfort and gas mileage, but the safety-related areas of reliability, quality, durability and safety features.

"The scariest situation for a mom is being stranded by the side of the road with a car that has just conked out and kids who are hungry and cold," says Kristin Varela, founder and editor-in-chief, motherproof.com, and a regular consultant to *Good Morning, America*.

Varela is a new breed of car critic who specializes in writing commonsense car reviews focused on things most important to a mom – how easy (or difficult) it is to get kids into their car seats or get groceries out of the back without banging her head on the tailgate.

"It's all about getting out of the way of an 18-wheeler coming down a freeway entrance ramp when I'm carrying my most precious cargo, my four grandchildren," says Louise Glaze, of Sour Lake, Texas, who recently bought a Ford Edge, largely because of its safety accolades from NHTSA and the IIHS.

With the company's strong record in mind, dealers are making sure their salespeople can tell the Ford safety story to all customers – from pointing out all the unique safety features on the cars to citing NHTSA and IIHS accolades. Many shoppers, they say, are already familiar with the latter through their own research.

"I start by pointing out that the (Mercury) Sable has a top safety rating from the Insurance Institute," says Terry Watkins, floor manager, Dave Sinclair Lincoln Mercury in St. Louis. "Then I go from there and point out the safety features on Milan, MKZ and MKX, and mention that Mountaineer led the way in introducing roll stability technology on SUVs."

It's a winning story, and one that's certainly going to continue, according to Sue Cischke, senior vice president, Sustainability, Environment and Safety Engineering, Ford Motor Company, who says, "Making families safer is a key part of our pledge to drive safety innovation." ●



"Making families safer is a key part of our pledge to drive safety innovation."

– Sue Cischke,
senior vice president,

Sustainability, Environment and Safety Engineering



"Safety is a key reason why customers purchase vehicles. So, it was part of our Way Forward Plan to bring a significant number of vehicles to five-star and top-safety pick status."

Steve Kozak



Ford Chief Safety Engineer Steve Kozak says the most gratifying part of his job is learning how Ford safety systems help protect customers. Recently, Kozak talked about why Ford puts so much emphasis on safety in its vehicles.

Q. What is it about the company that makes it a leader in safety?

A. It starts with our people. I have 170 safety engineers in my department, and another 40 tech specialists who research and identify future safety features and how they could be utilized using information from real-world accidents from police files and national databases.

Q. Will you share an illustration of that?

A. Sure. The addition of the blocker beam (a second lower bumper), formerly used in our big trucks, is a good example. The height of the beam in the truck better matched the height of a smaller car, helping improve compatibility in case the two collide. For our current trucks, we enhanced this innovation even further by actually lowering the front frame rail and eliminating the beam. We shared our innovation with the government and others in the industry, and, as of 2010, all manufacturers have agreed to meet front to front compatibility requirements for light trucks.

Q. Why have so many Ford and Lincoln Mercury vehicles earned top safety picks and five-star crash ratings?

A. Safety is a key reason why customers purchase vehicles. So, it was part of our Way Forward Plan to bring a significant number of vehicles to five-star and top-safety pick status and upgrade components to get higher ratings. In order to succeed in the marketplace, you have to be a leader in safety.

Q. Which safety features did Ford pioneer?

A. Among recent innovations, we were the first high-volume

carmaker to put in dual-stage air bags, seat-belt pretensioners and crash-severity sensors as a system. The personal safety system is what we call it. Roll Stability Control also is a Ford first. It was a response to a strong need we saw for rollover stability in SUVs. And we created ESC (Electronic Stability Control), which, we believe, is still the best system in the industry. ●



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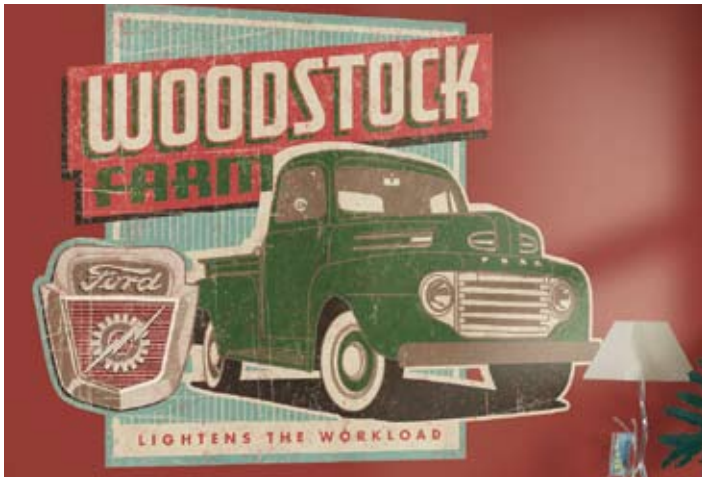
Ford graphics ready for wall of fame

BY MICHAEL COLLINS

FORD World

One of the recent trends in home decorating is the “man cave,” a room, garage or basement area dedicated to the age-old tradition of male bonding. Man cave essentials usually include big-screen TVs, bars, pool tables and sports memorabilia.

For ambience, while some guys might consider a picture of dogs playing poker as the perfect artistic accent, others are discovering a newly created series of Ford-themed large-scale graphics from a Cleveland-based company called 4walls.



“The 4walls products are turning out to be a huge success, and we couldn’t be happier,” said Regina Watson, product licensing manager, Ford Global Brand Licensing, the office that negotiates the use of Ford brand images by outside companies. “People are literally taking our brand into their homes and living with it in a very large format.”

Available online at www.4walls.com, the images, which are generally 3 feet by 4 feet, are more like murals. They feature a range of Ford symbols, logos, prints and vehicles, including classic Mustangs, Thunderbirds, F-150s and Ford GTs.

“The Ford wall hangings are coming along at the perfect time,” said Frank Fontana, host of the HGTV cable series *Design on a Dime*. “For the most part, home decorating has always been left to women, so there hasn’t been much space designated for men in the family. But now, they are starting to claim some of those areas, and the term ‘man cave’ is getting very popular.”

Fontana suggests using a Ford image as a centerpiece for generating various looks and environments.

“I particularly like the pieces that feature nostalgic elements,” he said. “The Woodstock Farm image featuring an F-100, for instance, kind of reminds me of an old country gas station.”

For a more modern look, Fontana prefers the 2006 Ford GT print and then pulling some of the colors for other areas and themes in the room.

“I would use the grays in that image and add a lot of stainless steel and high-tech lighting,” he said. “It’s all about using the Ford images as inspiration for the kind of look and feel you’re trying to create.”



“For the most part, home decorating has always been left to women, so there hasn’t been much space designated for men in the family. But now, they are starting to claim some of those areas, and the term ‘man cave’ is getting very popular.”

– Frank Fontana, host, HGTV Design on a Dime

The images of Ford vehicles that appear to be bursting through the wall are perfect for a kid’s room, Fontana added.

“I’ve been a car fanatic all my life. When I was a kid I had a racing bed, and I would have loved to have that image of a Mustang crashing through the wall hanging over it,” he said.

Another reason for the popularity of the 4walls graphics is the versatility that comes from being able to remove or reposition the murals without damaging the wall. According to 4walls Digital Production Manager Dave Ruel, the hangings feature a new kind of peel-and-stick adhesive that allows the graphics to hang securely and be removed without leaving a residue on the surface.

“They’re very easy to use and offer a great look,” said Ruel. “Ford products have a tremendous heritage, and we wanted to capture as much of that as we possibly could.”

To see the complete line of Ford graphics, murals and wall borders go to www.4walls.com and click on “Ford Collection.”





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Your world. Delivered.

Volvo to show XC60 in Geneva

BY MARIA BOHLIN

FORD World

Safety and style will go hand in hand when Volvo debuts its all-new XC60 crossover later this week at the Geneva Motor Show, which is open to the public March 6-16.

"It's not only the safest Volvo ever, if you ask me, it's also the most stunning. Not a bad combination is it?" says Volvo Cars President and CEO Fredrik Arp.

Volvo Cars' new crossover steps boldly into what is the motoring world's toughest and fastest-growing segment, boasting an exciting mix of two car styles. Down below, the unmistakably capable muscles of the XC range are pumped up, creating a strong athletic body mated with high ground clearance and large wheels. Up above, the flowing lines create the sporty charisma of a coupe.

A variety of intelligent safety systems are

"It's not only the safest Volvo ever, if you ask me, it's also the most stunning. Not a bad combination is it?"

— Fredrik Arp, president and CEO, Volvo Cars



With the XC60, Volvo is widening its model range to attract more customers with an active urban lifestyle.

another important part of the XC60 model's special character. The big news is City Safety – a unique feature that can help the driver avoid or reduce the effects of the type of low-speed impacts that are common in city traffic. If the car is about to drive into the vehicle in front and the driver does not react, the car brakes itself.

"We are the first manufacturer in the world to offer this type of feature as standard. City Safety clearly advertises that the new XC60 is the safest car Volvo has ever produced. The car is packed with our accumulated safety know-how and technology, both when it comes to preventing accidents and protecting all the occupants in a collision," Arp says.

Sales of the XC60 will start in Europe during the second half of 2008, while sales in North America will get under way in early 2009.

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Ford of Europe is using renewable sources for electricity at its Cologne plant.

Ford of Europe's Cologne plant goes green

The full electric power demand of Ford of Europe's manufacturing and engineering facilities at its Cologne plant in Germany is now being satisfied by renewable electricity sources. Through this initiative, the company will reduce its CO₂ emissions by 190,000 tons per year. The electricity is generated by three hydropower plants in Norway and Sweden, which are contracted to deliver 480,000 megawatt hours per year. "The Cologne plant initiative is part of our broader approach to minimize the environmental effects – in particular CO₂ emissions – of our vehicles during their entire lifecycle," said Dr. Wolfgang Schneider, vice president, Governmental and Environmental Affairs, Ford of Europe. Since the year 2000, Ford has reduced its global operational energy use by 27 percent overall (12 percent per vehicle built), CO₂ emissions by 31 percent (16 percent per vehicle built), and water use by more than 25 percent (11 percent per vehicle built).



Mazda's design team was honored for such work as the Taiki concept.

Mazda wins design Grand Prize in Paris

Mazda Motor Corporation has won the coveted Grand Prix du Design at the 23rd Festival Automobile International in Paris. Laurens van den Acker, general manager, Design Division, accepted the award at a recent gala ceremony held at the exclusive Les Invalides in Paris. This is the second major design prize for Mazda at the Festival Automobile International in Paris. In 2006, the Mazda Senku was chosen "Most Beautiful Design Concept." Another concept car, the Mazda Ryuga, was recently awarded the prestigious Louis Vuitton Classic Concept Award 2007, as well. The Grand Prize for Design honors the work of a design studio or a manufacturer and its influence on the automotive world. Mazda's design team now joins an elite group of past recipients that includes some of the world's most influential car designers. "This award reflects creativity and hard work of Mazda's entire global design team. To accept it on their behalf is a great honor for me personally," said van den Acker.



The G6E and XR8 are part of the new Ford FG Falcon range.

All-new FG Falcon debuts for Ford Australia

Ford Australia unveiled the all-new FG Falcon range, showcasing all-new exterior and interior architectures and designs; an all-new front suspension; new powertrains with more power, more torque and improved fuel economy; and an advanced safety package. The all-new FG Falcon range also introduces a new model lineup and nomenclature, incorporating the new sports luxury G Series sedan range, along with three different exterior front-end treatments and a significant realignment of models and specifications. "For the first time in Falcon's history, the new model will come to market with three distinct faces on the vehicle, offering both private and fleet customers, and both sports and luxury customers, a new Falcon to suit their lifestyles," said Bill Osborne, president, Ford Australia.



The S80 helped Volvo set a global sales record in 2007.

Volvo earns record number of global sales in 2007

With worldwide sales totaling 458,323 units in 2007, Volvo Cars increased its overall global sales by 7.4 percent compared with 2006 – a record-breaking result. The old record was set in 2004 when Volvo Cars sold 456,244 units. Although U.S. sales were down 8.4 percent, significant increases were seen in Europe (up 9 percent), Russia (up 95.1 percent) and China (up 73.2 percent). In addition, sales boosts were seen in emerging markets like Hungary (up 8.5 percent), Bulgaria (up 24 percent), Romania (up 74.1 percent), Poland (up 33.8 percent), Slovakia (up 32.9 percent) and the Czech Republic (up 35.5 percent), with market-share gains also following. Also significant: Volvo's Flexifuel sales jumped 37.3 percent in 2007.



The Ford Focus is now being assembled in the company's plant in St. Petersburg, Russia.

First Ford Focus rolls off the line in Russia

Production of the new-generation Ford Focus got under way recently at the Ford plant in St. Petersburg, Russia. The first car in the new series was driven off the production line by Valery Serdyukov, governor of Leningrad region, and Jim Tetreault, vice president, Manufacturing, Ford of Europe. Previewed at the Frankfurt Motor Show in mid-September last year, the new Focus has clearly caught the imagination of the Russian public, with around 20,000 customers ordering a car already. "I was hugely impressed by the quick and professional preparations done for the St. Petersburg launch of the new Focus. Everyone working at the plant is doing a terrific job – I am very proud of them and the quality of the vehicles they are producing," said Tetreault.

MARCH

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.



3-
May 1

3-14 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).

3-31 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.)

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.

**8 Ford Interfaith Network (FIN) Discussion Group Meeting (Dearborn, Mich.)**

The Ford Interfaith Network organizes a monthly discussion where different faith groups present their views and answer questions on subjects of mutual interest. For the March discussion, the Christian and Hindu groups will present their faith's teachings relating to loans. The meeting will be from 11:30 a.m.-12:30 p.m. Location: FMCC TSO1491 in the World Headquarters Building. Interested employees can also participate via conference call. On the FordNet, dial 8-621-3673, press 1, enter meeting ID 9055-2376, press 1.

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.

13 MODEL Teams Accelerated Action Day (Southeast Michigan)

The Ford Volunteer Corps has teamed up with many nonprofit community partners to offer multiple volunteer opportunities on our first Accelerated Action Day, March 13, 2008. Please answer the need by joining a MODEL Team today at www.volunteer.ford.com!

Ford Chorus 'Industry Sings!' Concert (Allen Park, Mich.)

The annual "Industry Sings!" concert will feature the Ford Motor Company Chorus on Sunday, April 13, 2008, at 4:00 p.m. at Allen Park High School in Allen Park, Mich. Also performing will be the Gentlemen Songsters, the DTE Chorus and the General Motors Chorus. Tickets are \$10 value and may be obtained

at the door or from Ford Chorus members: Alden Porter (APORTER3@ford.com), Karen Gaffney (KGAFNE1@ford.com), Nikki Acosta (JCOST20@ford.com) and Sharon Brevoort (SBREV00R@ford.com).

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.



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2008 Auto Show Lineup**March**

- 5-9 Greater Kansas City Int'l. Auto Show, Kansas City, Kan. www.kansascityautoshow.com
- 6-9 Oklahoma City Int'l. Auto Show, Oklahoma City, Okla. www.okautoshow.org
- 6-9 First Hawaiian Auto Show, Honolulu, Hawaii www.motortrendautoshow.com/honolulu
- 8-16 Columbus Int'l. Auto Show, Columbus, Ohio www.columbusautoshow.com
- 8-16 Twin Cities Auto Show, Minneapolis, Minn. www.twincitiesautoshow.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.motortrendautoshow.com/nashville
- 21-30 New York Int'l. Auto Show, New York, N.Y. www.autoshowny.com



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