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# FORD

May 2008

## World

# THINGS GONE RIGHT

Ford ties Honda, Toyota in latest quality study



## REPORT CARD

Quarterly report shows Way Forward plan making progress

## BLIND SPOT MIRRORS

New Ford technology to aid drivers coming on 2009 models



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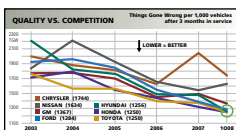
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## Kelley Blue Book names Focus a "cool car"

The editors at Kelley Blue Book's kbb.com (www.kbb.com), the leading provider of new- and used-vehicle information, have picked the North American 2008 Ford Focus as one of their Top 10 Coolest New Cars Under U.S. \$18,000. "The Focus sedan and coupe are the most affordable cars in which you can get the SYNC music and phone integration system that allows you, for instance, to play any song in your digital library simply by saying its name. That's cool," said the editors, who judged safety, fuel economy, interior size, comfort, technology, the fun-to-drive-factor and the "cool" factor in making their choice.



2008 Ford Focus

## Van Dyke earns tenth environmental award

Ford's Van Dyke Transmission Plant recently earned its tenth consecutive Michigan Department of Environmental Quality "Clean Corporate Citizen" (C3) award. The honor is bestowed on facilities that adopt specific environmental management systems, have active and ongoing pollution prevention initiatives and a consistent record of compliance with state and federal environmental requirements. Among the items cited were the plant's voluntary waste reduction, responsible recycling and energy efficiency. "Protecting the environment and eliminating waste makes good sense for the plant, the community and the company," said plant manager Alex Maciag.



Van Dyke Transmission Plant

## Partner signs on to analyze plug-in hybrids

The Electric Power Research Institute (EPRI) and Ford Motor Company have signed a three-year deal to develop and evaluate technical approaches for integrating plug-in hybrid electric vehicles (PHEVs) into the nation's electric grid system, a key requirement to facilitate widespread adoption of the vehicles. EPRI will form a collaborative of utilities in the New York-New Jersey area that will test Ford Escape PHEVs. Ford, which is also working with Southern California Edison (SCE), is the first automotive manufacturer to partner with the utility industry to facilitate advancing PHEVs.



Ford Escape Plug-in Electric Hybrid

## Ford is first to announce CO2 targets

Ford Motor Company has become the first American automaker to announce it has set specific targets to reduce greenhouse gas emissions by 30 percent from its new vehicles by 2020. Those reduction levels represent the company's contribution to meeting a pathway to stabilize the CO2 emissions that have been linked to climate change. Ford's approach to setting the targets was based on extensive, technical CO2 reduction modeling that was used to develop a sustainability strategy for building more environmentally friendly products that will still deliver what customers desire.

## Newsweek loves the Volvo XC70

Newsweek magazine recently offered its review of the Volvo XC70, headlining it as "stylish with added safety." Newsweek said, "This all-wheel-drive workhorse looks more rugged, purposeful and daring than previous models," adding that "Volvo's vigor improves in nearly every way." The review also singled out the car's increased cargo area, its hill descent control and standard safety items, including stability and traction control and "loads of air bags."

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## Strong Focus sales lead torrid car, crossover performance in April

BY JOHN FOSSEN  
FORD World

U.S. retail sales of Ford's new Focus increased a whopping 88 percent in April and reached its highest-ever total sales for the month since 2000.

"Focus is the right car at the right time," said Jim Farley, Ford group vice president, Marketing and Communications.

"This is the little car that delivers in a big way for customers, with outstanding fuel economy, cool features including SYNC, a fun drive and the right price, right along with the rest of our newest cars and crossovers," said Farley.

Ford, Lincoln and Mercury passenger cars posted a 21 percent gain in retail sales and collectively outsold the company's total pickup truck and traditional SUVs combined.

Ford Fusion (up 31 percent), Mercury Milan (up 19 percent) and Lincoln MKZ (up 20 percent) all recorded impressive retail gains for the month.

Combined crossover retail sales also grew 11 percent, led by Ford Edge (up 24 percent) and Ford Escape (up 13 percent).

Ford SYNC™ continues to be popular with consumers, achieving a 76 percent take rate on Edge models in April and 62 percent on Mercury Milan. The SYNC mix on Focus is nearing 50 percent.

In all, about 134,000 SYNC-equipped vehicles have been sold since the beginning of the year. "That's more than double what we thought it would be," said Farley.

The company's total U.S. sales, including Jaguar, Land Rover and Volvo, were down 12 percent in April. Rising gas prices impacted sales of Ford sport-utility vehicles (down 36 percent) and trucks (down 19 percent). A 32 percent drop in sales to daily rental companies also contributed to the overall decline for the month.



2008 Ford Focus

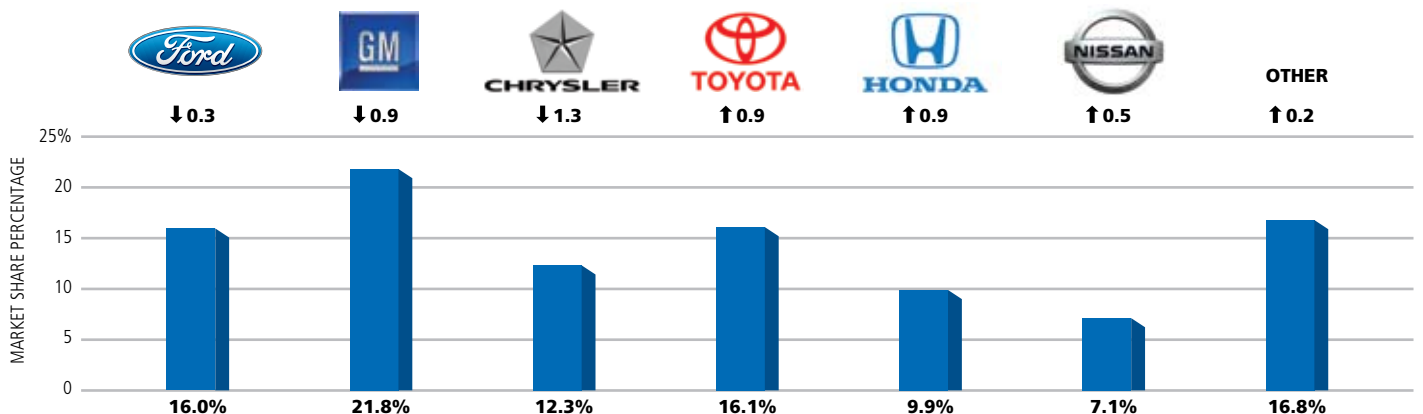
### Vehicle Sales

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

Rank/Nameplate	Units Sold
1. Ford F-Series	192,951
2. Chevrolet Silverado	160,010
3. Toyota Camry	147,018
4. Honda Accord	122,877
5. Honda Civic	109,242
6. Toyota Corolla/Matrix	99,482
7. Nissan Altima	99,037
8. Chevrolet Impala	98,478
9. Dodge RAM	93,068
10. <b>Ford Focus</b>	<b>72,920</b>
11. Honda CR-V	69,061
12. Chevrolet Cobalt	66,660
13. Toyota Prius	64,664
14. <b>Ford Escape</b>	<b>59,299</b>
15. Chevrolet Malibu	59,133
16. GMC Sierra	57,403
17. Pontiac G6	57,143
18. Toyota Tacoma	55,363
19. <b>Ford Fusion</b>	<b>55,109</b>
20. Toyota Tundra	54,134
21. <b>Ford Econoline</b>	<b>49,196</b>
22. Dodge Caravan	47,936
23. Toyota RAV4	47,002
24. Honda Odyssey	46,541
25. <b>Ford Edge</b>	<b>46,367</b>
34. <b>MAZDA3</b>	<b>36,310</b>
37. <b>Ford Explorer</b>	<b>34,994</b>
38. <b>Ford Mustang</b>	<b>34,527</b>

Source: Manufacturers' Reports

### U.S. Market Share - 2008 Year-to-Date



Source: Manufacturers' Reports

# Ford earns \$100 million in 1Q 2008

BY BILL COLLINS

FORD World

Ford Motor Company reported net income of U.S. \$100 million, or 5 cents per share, for the first quarter of 2008. This compares with a net loss of \$282 million, or 15 cents per share, in the first quarter of 2007.

Ford's firstquarter pretax operating profit from continuing operations, excluding special items, was \$736 million, up \$669 million from a year ago. On an after-tax basis, Ford's first quarter operating profit from continuing operations, excluding special items, was \$525 million, or 20 cents per share, compared with a loss of \$172 million, or 9 cents per share, in the same period a year ago.

Ford's first-quarter revenue, excluding special items, was \$39.4 billion, down from \$43 billion a year ago. Adjusted to exclude Jaguar Land Rover and Aston Martin from 2007 results, revenue would have been up slightly, with favorable exchange about offset by lower volume and net pricing.

Special items reduced pretax results by \$416 million, or 15 cents per share, in the first quarter. These primarily reflected charges associated with personnel actions, dealer reduction actions and the restructuring of our investment in Ballard.

"The results of this quarter are encouraging, particularly our outstanding performance in Europe and South America," said Ford President and CEO Alan Mulally. "In the past several years, we have substantially restructured these businesses. We believe this is an indication that our efforts to leverage Ford's global assets across

Financial Results Summary	First Quarter	
	2008	O/(U) 2007
Wholesales (000)	1,531	(119)
Revenue (Bils.)	\$ 39.4	\$ (3.6)
<b>Continuing Operations</b>		
Automotive Profits (Mils.)	\$ 669	\$ 895
Financial Services (Mils.)	67	(226)
Pretax Profits (Mils.)	\$ 736	\$ 669
After-Tax Profits (Mils.)	525	697
Earnings Per Share	0.20	0.29
<b>Special Items Pretax (Mils.)</b>	<b>\$ (416)</b>	<b>\$ (303)</b>
<b>Net Income</b>		
After-Tax Profits (Mils.)	\$ 100	\$ 382
Earnings Per Share	0.05	0.20
<b>Automotive Gross Case (Bils.)</b>	<b>\$ 28.7</b>	<b>\$ (6.5)</b>

the world will bear fruit. Going forward, we remain committed to our key business objectives, including our goal of reaching North America and overall Automotive profitability in 2009 despite the challenging economic conditions."

## AUTOMOTIVE SECTOR

For the first quarter of 2008, Ford's worldwide Automotive sector reported a pretax profit of \$669 million, compared with a pretax loss of \$226 million during the same period a year ago. The improvement was more than explained by favorable cost performance of \$1.7 billion in the quarter, partially offset by unfavorable changes in volume and mix (\$700 million), and currency exchange (\$200 million). The cost performance included favorable net product costs, manufacturing costs, spending-related costs and expenses for warranty and retiree health care.

Worldwide Automotive revenue for the first quarter of 2008 was \$35 billion, down from \$38.6 billion a year ago. Total company vehicle wholesales in the first quarter were 1,531,000, compared with 1,650,000 units a year ago, down because of the exclusion of Jaguar Land Rover and Aston Martin volume in 2008 and lower wholesales in other regions. Regional results include:

- **North America:** Reported a pretax loss of \$45 million, compared with a loss of \$613 million a year ago. The improvement reflected cost reductions of \$1.2 billion, including lower structural and product costs. These improvements were partly offset by unfavorable volume and mix, and net pricing. First-quarter revenue was \$17.1 billion, down from \$18.5 billion a year ago.

- **South America:** Posted a pretax profit of \$257 million, up from \$113 million a year ago.

**"Restructuring in North America is taking hold and we will continue to take actions to stay on our plan."**

*— Alan Mulally,  
president and CEO,  
Ford Motor Company*

## First-quarter highlights:

- Posted strong profits of \$739 million in Ford Europe and \$257 million in Ford South America.
- Improved Ford North America results by nearly \$600 million compared with the first quarter of 2007.
- Achieved \$1.7 billion in cost savings, including \$1.2 billion in Ford North America (at constant volume, mix and exchange; excluding special items).
- Improved productivity in North America; achieved agreement to reduce U.S. hourly personnel by an additional 4,200 through our recent enterprisewide buyout program.
- Agreed to sell Jaguar Land Rover to Tata Motors with expected closure in the second quarter. Further integrated our global Product Development and Purchasing functions. These actions will accelerate new vehicle development, improve quality and reduce costs.
- Introduced the Ford Fiesta, our all-new global small car, at the Geneva Motor Show. Fiesta will be sold in virtually all of our major worldwide markets by 2010.
- Improved initial quality in North America by 8 percent in our most recent survey, putting Ford at parity with Honda and Toyota as the best in the industry.



- **Ford Europe:** For the first quarter, Ford Europe pretax profits were \$739 million, up from \$219 million a year ago.

- **Volvo:** Reported a pretax loss of \$151 million, compared with a profit of \$94 million a year ago. The decline was mainly due to unfavorable volume and mix, and changes in currency exchange rates, partially offset by cost reductions.

- **Asia Pacific Africa:** Reported a pretax profit of \$1 million, compared with a pretax loss of \$26 million a year ago.

- **Mazda:** Ford earned \$49 million from its investment in Mazda and associated operations in the first quarter, compared with \$21 million a year ago.

#### FINANCIAL SERVICES SECTOR

For the first quarter, the Financial Services sector earned a pretax profit of \$67 million, compared with a pretax profit of

\$293 million a year ago.

**Ford Motor Credit Company:** Reported net income of \$24 million in the first quarter of 2008, down \$169 million from earnings of \$193 million a year earlier. On a pretax basis, Ford Motor Credit earned \$36 million in the first quarter, compared with \$293 million a year ago. The decrease in earnings primarily reflected higher provision for credit losses, higher depreciation expense for leased vehicles, and higher net losses related to market valuation adjustments from derivatives.

#### 2008 OUTLOOK

“The remainder of 2008 will be a challenge but we are cautiously optimistic despite the external challenges,” Mulally said. “Our plan is working. Our initial quality is now among the best in the business, the restructuring in North America is taking hold and we will continue to take actions to stay on our plan.”

# Mulally tells employees plan remains on track

BY JON HEWETT

FORD World

Outlining what he described as a “phenomenal” first quarter financial performance, President and CEO Alan Mulally encouraged employees during a “town hall” meeting at Ford World Headquarters on April 24 to remain emotionally resilient as the company continues to follow its ongoing restructuring plan.

Ford Motor Company reported a net income of \$100 million, or 5 cents per share, for the first quarter of 2008, based primarily on strong results in the company’s European and South American operations. That compares with a net loss of \$282 million, or 15 cents per share, in the first quarter of 2007.

The news surprised many investors on Wall Street as Ford stock surged nearly 12 percent on the day in active trading, closing at \$8.40 a share, up 88 cents.

For the first quarter, Ford’s North American Automotive operations reported a pretax loss of \$45 million, compared with a loss of \$613 million a year ago. The improvement reflected cost reductions of \$1.2 billion.

Mulally called the performance “a tremendous job in one of the worst business environments that we’ve ever been in. But the biggest issue we have is trying to manage the expectations going forward.”

In a conference call with financial analysts and the media earlier that day, Mulally and Don Leclair, executive vice president of Finance and chief financial officer, echoed that same sentiment. Both reiterated that Ford does not expect to make money for calendar year 2008 in a weak U.S. auto market, but that the company remains on track to return to profitability in 2009.

“We’re holding two thoughts in our mind,” Mulally said. “One is we’re absolutely going to continue implementing our plan and the other is the business environment remains much, much tougher.”

Ford also lowered its industrywide U.S. vehicle sales forecast for the full year to between 15.3 million and 15.6 million units, down from 16 million.



*President and CEO Alan Mulally at the employee town hall.*

Among the first-quarter highlights were strong pretax profits in Ford Europe (\$739 million) and Ford South America (\$257 million), indicators of a successful business model that Mulally says will help return the company’s North American operations back to profitability.

“Ford Europe took tough actions and restructured themselves to get back to profitability, so it can be done,” Mulally said. “The only issue now in South America is expanding our capacity to deliver more of the vehicles customers want.”

The key to such a comeback in the core North American market, he said, is to continue to balance the company’s cost structure with its revenue and market share, while accelerating the development of new vehicles that customers value, products like the 2009 Ford Flex, Lincoln MKS and Ford F-150, which are all set to launch later this spring and summer.

“We’re going to keep matching our capacity to the demand, vehicle by vehicle, plant by plant,” Mulally said. “If the U.S. economy starts to get better in the second half of the year, like many are predicting, then we’re going to be there with probably the finest product lineup we’ve ever had.”

Other bright spots from the first quarter included Mazda (\$49 million), Ford Asia Pacific Africa (\$1 million) and Ford Motor Credit Company (\$24 million net income) which all posted profits. Volvo reported a pretax loss of \$151 million.

Ford also confirmed that the company’s recent enterprisewide buyout program was accepted by 4,200 hourly employees.

# Report Card: First Quarter 2008

## Key U.S. and North American indicators

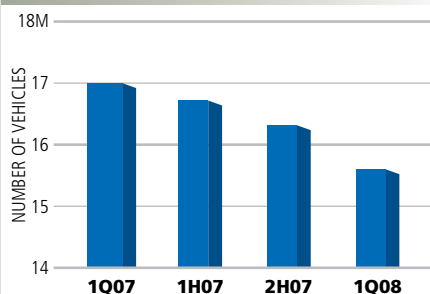


2008 Ford Focus

### REVENUE-RELATED

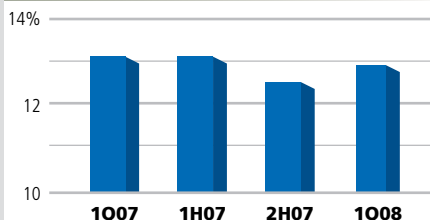
#### U.S. INDUSTRY (SAAR)

■ ACTUAL



#### FORD SHARE OF U.S. RETAIL INDUSTRY

■ ACTUAL



**MEMO: ACTUAL TOTAL SHARE (INC. FLEET)**

Period	Share (%)
1Q07	15.1%
1H07	15.4%
2H07	13.8%
1Q08	15.0%

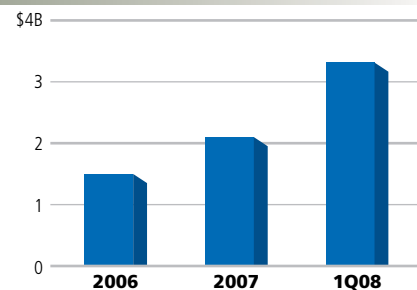
### Summary of Performance

- FNA First Quarter operating pretax loss was \$45 million, nearly \$600 million better than a year ago.
- Downward trend in U.S. industry volume continued; First Quarter seasonally adjusted annual rate at 15.6 million, down significantly from 2007 levels.
- Encouraging results on Ford retail share of U.S. retail industry; First Quarter at 12.9%, down slightly from First Quarter 2007, but up from the second half of 2007.
- Compared with First Quarter 2007, strong performance of crossovers (Edge, MKX and Escape) and Focus; more than offset by changing model mix.
- First Quarter operating cost reductions of \$1.2 billion. The improvements include savings in manufacturing, spending related, overhead and fixed marketing. Cumulative reductions since 2005 at \$3.3 billion.
- Based on our continuing progress in reducing costs, we remain on track to our goal of \$5 billion of cumulative cost reductions from 2005.
- Raw material prices are a serious issue. Most raw material prices continue to increase and are up significantly versus March 2007; crude oil up 59%, steel up 42% and rhodium up 52%.
- Ford quality is equal to Toyota and Honda, based on April 2008 Model Year survey of Ford and competitive owners at three months in service.

### COST-RELATED

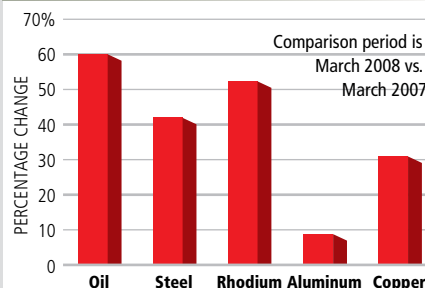
#### CUMULATIVE OPERATING COST REDUCTIONS

■ ACTUAL



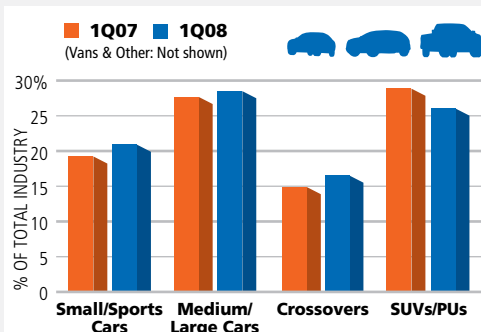
#### RAW MATERIALS PRICE CHANGES

■ INCREASE



### Industry Segmentation

- Year-over-year industry segmentation continues to shift from SUVs and pickup trucks toward cars and crossovers. Ford has relatively lower segment market share on cars than trucks. As a result, an industry shift toward cars puts pressure on Ford's retail market share.
- FLM is putting greater emphasis on these growing segments with its all-new and freshened entries. These vehicles continue to improve retail market share. (Edge was the retail segment leader in March!)



### First Quarter Highlights

- New "Drive one" campaign communicates Ford's achievements in key areas that most shape our perception among consumers: quality, green, safe and smart.
- More than 100,000 vehicles have now been sold equipped with industry-exclusive Ford SYNC™ technology.
- SYNC-equipped vehicles are selling nearly twice as fast as those without this feature.
- Focus production increased by nearly 30 percent this year to 245,000 units due to strong customer demand.

### Featured Metric

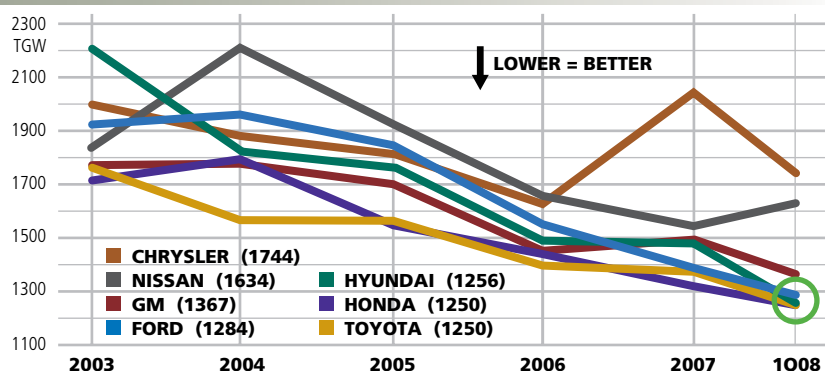
In this section, on a rotating basis, we feature other important measures of our progress.

#### QUALITY IMPROVEMENT EFFORTS

- FLM improve TGW by 8% to 1,284 in the U.S. – on par with both Toyota and Honda at 1,250.
- A total of 15 different FLM vehicles ranked in the top three of their respective segments for either TGW performance, Customer Satisfaction, or both.
- Segment leaders include: Shelby GT500, Milan, Navigator, Taurus and Explorer Sport Trac.
- FLM Body Interior and Electrical are Best-In-Class for full-line manufacturers.

#### QUALITY VS. COMPETITION

Things Gone Wrong per 1,000 vehicles after 3 months in service





# Ford designs new family of seats

BY CLIFF PETERS

Ford World

Months before the first seat was built and installed in the new Ford Flex crossover, a team of engineers working with powerful computers had designed and virtually perfected the seat – from the comfort of their desks.

A trio of Ford engineers – Qin Pan, Joanna Rakowska and Michael Medoro – used advanced computer simulation technology to ensure that drivers and passengers of new-generation vehicles – such as the upcoming Ford Flex – feel a minimum of vibration and just the right amount of road input.

Pan, the project leader, said real-world road surface data was programmed into their engineering model so the design of the seats' mass dampers could counter such conditions early in development, allowing the team to concentrate on fine-tuning details at the physical prototype stage.

The breakthroughs mean Ford can apply what it has learned across a wide range of products. The new F-family seat architecture debuts in the Ford Flex



*Ford engineers used advanced computer technology to perfect the seats in the new Ford Flex.*

but will eventually be featured across a range of vehicles from the Ford Focus to the new Ford F-150.

"We set up a comfort DNA range that spans from small cars through our trucks," said Jerry Brown, chief engineer for the new F-family seats. "For instance, Mustang buyers tend to want a little more road input in their seats, but other buyers tend to want more isolation, and that's been our target for the Ford Flex to reflect the quiet, refinement and luxury of its interior."

For its new F-family front seat design, Ford bucked the trend of outsourcing seat design and instead created a dedicated Ford seat engineering team within the company's Body Engineering division.

This move has delivered major quality, comfort and economy-of-scale benefits, reflecting the fact that seats are the second most expensive system in a vehicle behind powertrains. ●

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# THINGS GONE RIGHT

Quality study shows Ford in virtual tie with Honda, Toyota

BY ROBERT MUSIAL  
FORD World

**T**he news was dramatic: Ford, Lincoln and Mercury vehicles are in a dead heat with Honda and Toyota in initial vehicle quality.

Those were the findings of latest U.S. Global Quality Research Study (GQRS) conducted by the RDA Group of Bloomfield Hills, Mich.

The recent GQRS results are just the latest in a growing list of accolades that recognize the overall quality of Ford brand cars, trucks and crossovers.

"Last year, we tied with Toyota and this year, our quality performance is as good as industry-leading Honda's, too," said Mark Fields, president, The Americas. "Our world-class quality is one of the most important aspects of our turnaround in North America."

**"Last year, we tied with Toyota and this year, our quality performance is as good as industry-leading Honda's, too. Our world-class quality is one of the most important aspects of our turnaround in North America."**

— Mark Fields, president, The Americas

Fields said this consistently strong quality improvement should give today's customers renewed confidence — and set the stage for such important new products as the Ford Flex, which launches this summer.

The GQRS study showed that Ford's domestic brands had a combined average of 1,284 things gone wrong (TGW) per 1,000 vehicles during the first three months of ownership. That is statistically equal to the 1,250 TGW level of the industry leaders Honda and Toyota since now only .034 problems on average separate the brands.

In fact, in the vehicle segments where Ford, Lincoln Mercury and Toyota-Lexus-Scion directly compete, the Ford brands' estimated TGW are 1,208; versus Toyota's TGW estimate of 1,245.

Fifteen Ford, Lincoln or Mercury vehicles were also ranked in the top three of their respective segments for either the lowest number of TGW or highest in Customer Satisfaction.

Sample page from the GQRS study

Quality on page 12



# QUALITY PERFO

"Everyone from the top floor to the plant floor is working together to deliver the highest quality vehicles for our customers."

— Bennie Fowler,  
group vice president,  
Global Quality

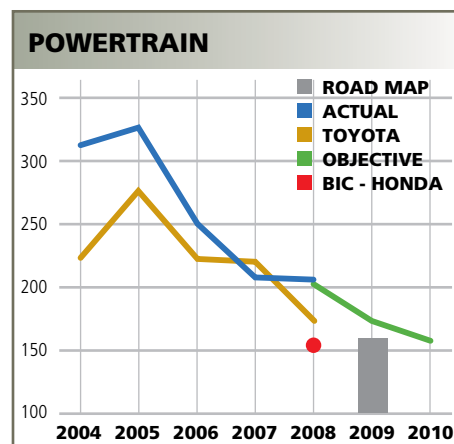
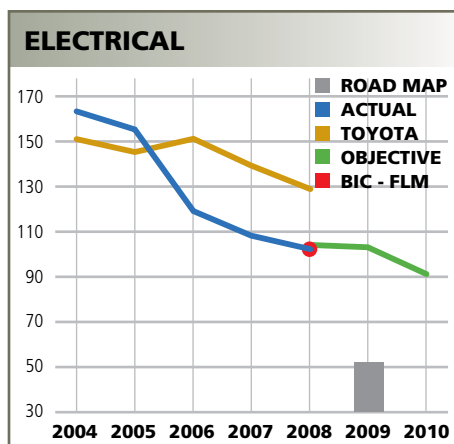
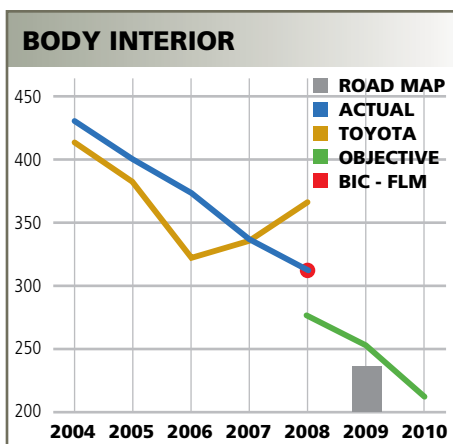


## TGW PERFORMANCE BY FUNCTION

The latest U.S. Global Quality Research Study (GQRS) revealed that Ford's domestic brands have tied Toyota and Honda in initial quality and performance during the first three months of ownership.

The study (charts below) measures Things Gone Wrong (TGW) as reported by owners. It showed Ford earning best-in-class honors in two important areas – interiors, which include trim, seats and instrument panel appearance; and electrical components, which ranges from headlights and wipers to the entertainment system.

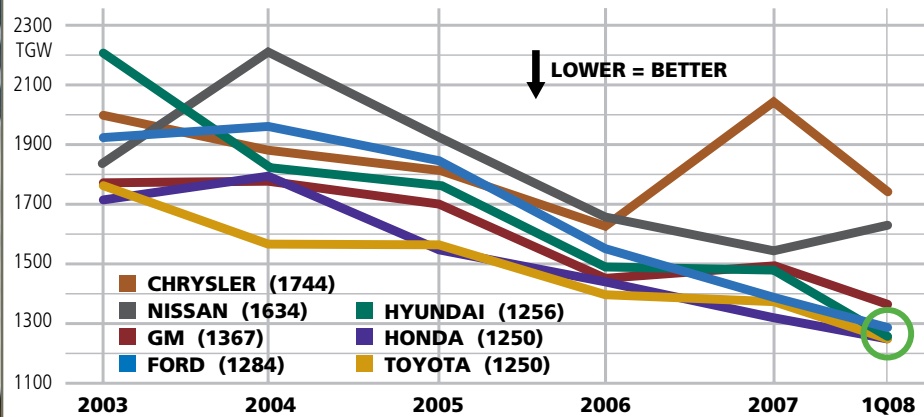
In addition, Ford tied for best in class in paint quality and vehicle engineering, which includes ride, handling and cabin quietness.



# PERFORMANCE

## QUALITY VS. COMPETITION

Things Gone Wrong per 1,000 vehicles after 3 months in service



## NOTABLE TGW IMPROVEMENTS

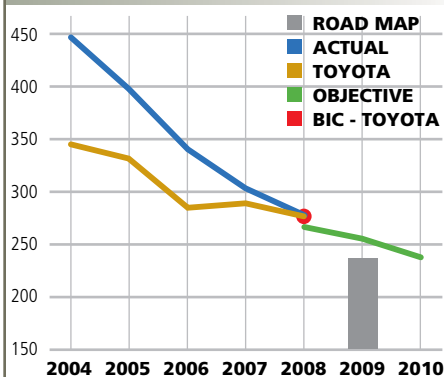
Ford is improving its quality both in the launches of its new vehicles and in year-to-year comparisons. For instance, the 2008 Ford Taurus reduced its TGW by 389 over the previous model and the E-Series vans showed a similar improvement of 365.

The Mercury Mariner trimmed its TGW by 314; Explorer Sport Trac by 309 and Expedition by 275 while Mercury Sable improved by 254 and Ford Escape by 253.

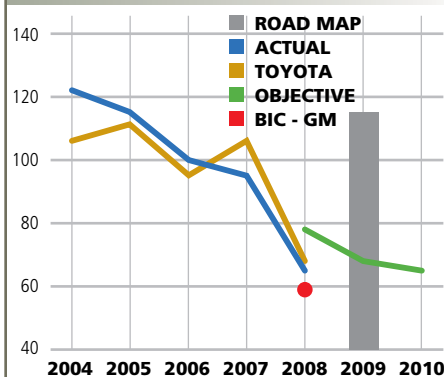
In addition, the 2008 Mustang reduced its TGW by 209 and Escape Hybrid by 207 over the 2007 models.



## VEHICLE DEVELOPMENT



## PAINT/OTHER



## ACCOLADES

The quality of Ford vehicles is being recognized by many notable third-party experts. Among them:

- Kelley Blue Book's kbb.com One of the *Top Ten Coolest New Cars Under \$18,000*, April 2008: Ford Focus.
- *Consumer Reports* Top Recommended Buys, March 2008: Ford Edge, Ford Taurus, Ford Taurus X, Lincoln MKX, Mercury Sable, Volvo S40, Volvo S60.
- *Consumer Reports* Recommended Buys, March 2008: Ford Expedition, Ford Explorer Sport Trac, Ford F-150, Ford Fusion (4 & 6 cylinder), Mustang (V-8), Mercury Milan, Lincoln MKZ, Lincoln Navigator, Lincoln Town Car, Mazda MX-5 Miata, MazdaSpeed 3, MAZDA3, 5, 6 and RX-8.
- *Consumer Reports*, Fall 2007: 41 of 44 Ford, Lincoln, Mercury vehicles ranked average or above average in reliability.
- *Consumers Digest* 2008 Automotive Best Buys, November 2007: Ford Escape Hybrid, F-150, Ford Fusion, Ford Mustang, Ford Taurus, Lincoln MKZ, Mercury Mariner Hybrid, Mercury Milan, Mercury Sable.
- Strategic Vision's Total Value Index, October 2007: Lincoln MKX outscores Lexus RX350; Ford Edge, Ford Expedition EL also earn top positions; Volvo V50 wins segment.
- J.D. Power and Associates 2007 Initial Quality Study: 14 vehicles ranked among Top Three in their respective segments, more than any other manufacturer. Five had the highest ranking in their segments: Ford Mustang, Lincoln MKZ, Lincoln Mark LT, Mercury Milan and Mazda MX-5 sedan.

Quality continued from page 9

Leading their segments for the lowest TGW were the Shelby Mustang (sports car), Mercury Milan (C/D-sized car) and Lincoln Navigator (large premium utility vehicle). The Customer Satisfaction leaders included the Navigator as well as the Ford Taurus (D/E-sized car) and the Ford Explorer Sport Trac (medium traditional utility).

The GQRS results also revealed that the Taurus, Sport Trac, Expedition, E-Series, Mustang (base), Ford Escape and Mercury Mariner (gas) and the Mercury Sable had all shown notable improvements over their models in 2007.

The study showed Ford earning best-in-class honors in two important areas – interiors, which include trim, seats and instrument panel appearance; and electrical components, which ranges from headlights and wipers to the entertainment systems.

In addition, Ford tied for best in class in paint quality and vehicle engineering, which includes ride, handling and cabin quietness.

Best of all, the GQRS results are often an indicator of more good news to come.

“In recent years, GQRS has been a predictor of the J.D. Power results,” said Mike Hardie, director, Global Quality and Productivity Planning. “We’re hoping to see some of this translate into that” quality survey which will be released in June.

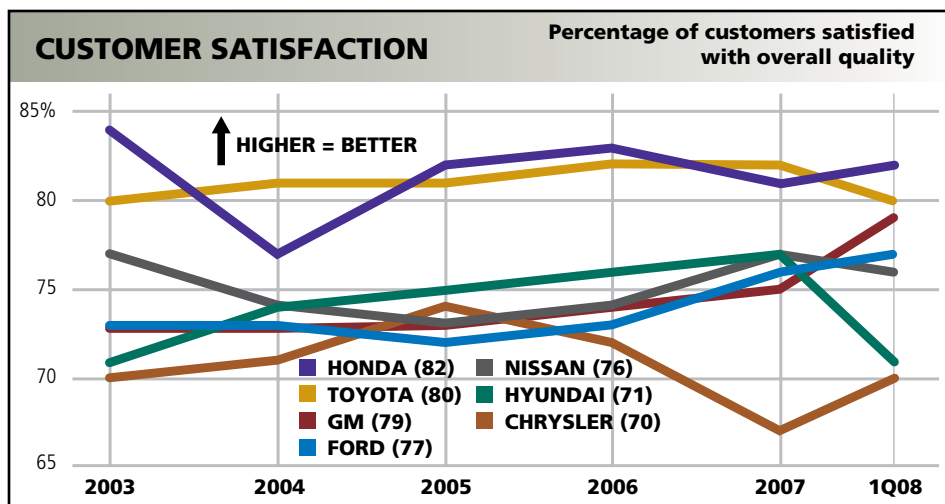
The eight-page GQRS survey is sent at random to a group of new car customers, based on their registrations. To ensure a representative response, automakers seek more than 700 responses per model per quarter, said Hardie.

Besides asking owners to rank their overall ownership experience and the overall quality of the vehicle, the GQRS survey asks new customers if they’ve had any trouble in such categories as wind noise; squeaks and rattles; water leaks; body and trim; interior; brakes; steering, handling and ride; engine; transmission; paint; temperature control and electrical components and accessories.

New owners are also asked to rank several items on a one-to-10 scale within the categories of exterior, interior, vehicle handling, engine and transmission and electrical and whether the owners’ expectations of the vehicle were met.

There are also questions about why the vehicle was chosen, how the car was purchased or leased and whether the owner would recommend it to others.

Along with data on warranty claims received from dealerships, the GQRS results are shared with teams at the plants and with product engineers so that problems can quickly be identified and fixed.



GQRS Customer Satisfaction numbers show Ford closing the gap.

Bennie Fowler, group vice president, Global Quality, said Ford’s growing reputation for quality comes from “the unprecedented level of teamwork at Ford.

“Everyone from the top floor to the plant floor is working together to deliver the highest quality vehicles for our customers,” said Fowler.

As part of this, warranty information and GQRS replies are sent regularly to the plants “so if there is a problem, they can help determine how to fix it,” said Hardie. The data is also available instantly by computer to engineers and other individuals throughout Ford.

“For instance, an engineer could click on to ‘Interiors’ for each vehicle and follow it to an individual owner’s complaint that it takes too long to clear the windshield,” said Hardie. “That way, you can drill down into the data, determine what the problem is and solve it.”

The information is shared with the Variability Reduction Teams (VRTs) in each plant and the Product Development functional teams of engineers.

The data is also shared with the Quality Panel Process personnel who, right now, are designing vehicles for 2010 and beyond. “We don’t want any of today’s issues popping up on the 2012s,” said Hardie.

The latest GQRS also showed that Ford, Lincoln and Mercury improved 8 percent over last year’s study and that the brands had pushed up customer satisfaction by 1 point to 77 percent.

Fowler said he was gratified that Ford brand quality was equal to Toyota and Honda.

“We’re extremely proud to be among the industry’s quality leaders. But that’s not why we’re in the game. We want sole possession of first place, and we will keep working to earn it,” he said. ●



**“We’re extremely proud to be among the industry’s quality**

**leaders. But that’s not why we’re in the game. We want sole possession of first place, and we will keep working to earn it.”**

*– Bennie Fowler, group vice president, Global Quality*



# "Drive one" Product Experience event fires up crowd

BY CHRIS RAHI KASSAB

FORD World

It was a full house at Ford World Headquarters recently as Derrick Kuzak, group vice president of Global Product Development, and other members of The Americas leadership team hosted the first session of "Drive one" Product Experience for Ford employees and retirees.

Kuzak began the program by sharing the company's vision for accelerating the development of new products that customers will love, setting the tone for the presentation by using the word 'love' instead of 'want' to describe the second facet of the company's four-point global plan to achieve profitability and growth for all.

"Most of you have heard me talk in the past about our need to ensure that the attributes of our products and the way we deliver our products is fully competitive. I'd like to change our mindset," he said. "Fully competitive was good, but today, we're going to start talking about products that are truly excellent, and I'm very excited about that."

During his presentation, Kuzak gave employees a sneak peek at the 2010 Ford Taurus and outlined ways that upcoming products reflect the four pillars of the new "Drive one" campaign – Quality, Green, Safe and Smart.

Sharing the stage with Kuzak were John Felice, general marketing manager, Ford Division, who talked about the new "Drive one" marketing campaign and innovative marketing efforts on tap for the launch of the new 2009 Ford Flex and F-150; Chief Engineer J.D. Shanahan, who offered a preview of the 2010 Ford Fusion, Mercury Milan and Lincoln MKZ; and Chief Engineer Paul Randle, who introduced the 2010 Ford Mustang convertible and coupe on stage to a round of boisterous applause.

"I'm a Mustang owner – have been for a long time – and this car really touches me," said Tony Bull, chief engineer, Powertrain



**Employees experience new Ford Flex in person at Ford World Headquarters.**

Operations, North American Diesel, who attended the event. "It really breathes Ford Mustang DNA."

Overall, those in attendance seemed pretty enthusiastic about what they saw.

Joe Veltri, product design engineer, Chassis Electronics, says he was most impressed by the new Fusion, Milan and MKZ.

"They put a lot of content into them," he said. "The new technologies and the fuel efficiencies seem to be really strong in those vehicles."

Ed Rinder, an employee with Ford Motor Credit, appeared totally enamored with the 2010 Lincoln MKZ, which was also on stage for people to see.

"This is beautiful," he said enthusiastically. "It's like nothing else, and I want one."

After a Q&A session with all of the speakers, employees and retirees were invited to take part in a hands-on "Drive one" Product Experience display that featured

interactive exhibits on smart features, such as Ford SYNC™, SIRIUS® Travel Link™, and Ford Work Solutions™.

"I've always wanted to know what the Easy Fuel™ capless fuel system was like," said Juliana Swales, a data coordinator at Ford's Product Development Center, who received a live demonstration of the system. "Now you can actually see it – not hear about it or read about it – but actually touch it and be able to explain it to other people if they ask about it."

This "Drive one" Product Experience was the first of a series of events designed to raise awareness among employees and retirees about Ford's new products and features, according to Felice.

"It's all about educating about our products so that employees and retirees will be able to answer questions about product attributes and tell the real story behind Ford quality, safety, sustainability and smart technology," he said. ●



**Powertrain engineer Tony Bull poses in front of the 2010 Mustang.**



**Chief Engineer J.D. Shanahan previewed the 2010 Ford Fusion, Mercury Milan and Lincoln MKZ at the Product Experience.**

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VWR214



# Systems minimize blind spot risk

BY WES SHERWOOD

Ford World

To meet drivers' demands for increased visibility, Ford is introducing two new features, the Blind Spot Mirror and the Cross Traffic Alert with Blind Spot Monitoring System, in 2009.

Derrick Kuzak, Ford group vice president, Global Product Development, said the innovative features are designed to give customers a better driving experience. "The Blind Spot Mirror and Cross Traffic Alert with Blind Spot Monitoring System are enhancing the customer ownership experience and bringing more value to their purchase," he said.

Ford will be first to market with the Blind Spot Mirror, answering customers' demands for better visibility as they change lanes or parallel park. This affordable mirror technology launches early next year and will become standard on many future Ford, Lincoln and Mercury vehicles.

The optional Cross Traffic Alert with Blind Spot Monitoring System is a radar-based blind spot detection system which also helps customers confidently back out of a parking space even with traffic approaching from the sides.

Both features show how Ford is listening closely to customers and responding to their demand for increased visibility.

The push to develop these products is a direct response to customer research, reports Kelly Kohlstrand with Ford's Advanced Product Marketing and Technology Planning team.

Early drive clinics conducted by Ford show that the Blind Spot Mirror connects with customers – nearly 76 percent of the participants said the mirror improves their confidence while driving. In addition, the learning curve or adjustment to the function of the secondary convex spotter mirror was minimal.

Lt. Gary Megge of the Michigan State Police has estimated that thousands of accidents could be prevented annually if all cars had blind spot mirrors.

The Blind Spot Mirror is an affordable, consumer-



**Ford's Blind Spot Mirror system can ease an age-old problem.**

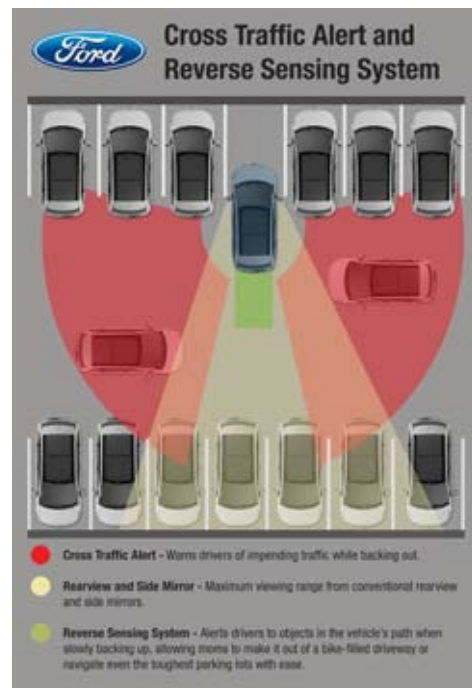


friendly solution that uses one continuous glass surface, stands up to the elements and is specifically designed for each vehicle – car or truck – to provide an optimized view.

Ford's new Cross Traffic Alert feature will assist drivers by using

radar to warn them of traffic within a 65-foot range when backing out in a parking lot or on a street. It also works when backing out of angled parking spaces. When cross traffic approaches, two warnings are given: an indicator lights up in the corresponding outside mirror and an audible alert is sounded.

The new features join a portfolio of parking technology offered by Ford, including the Reverse Sensing System and the Rear View Camera.



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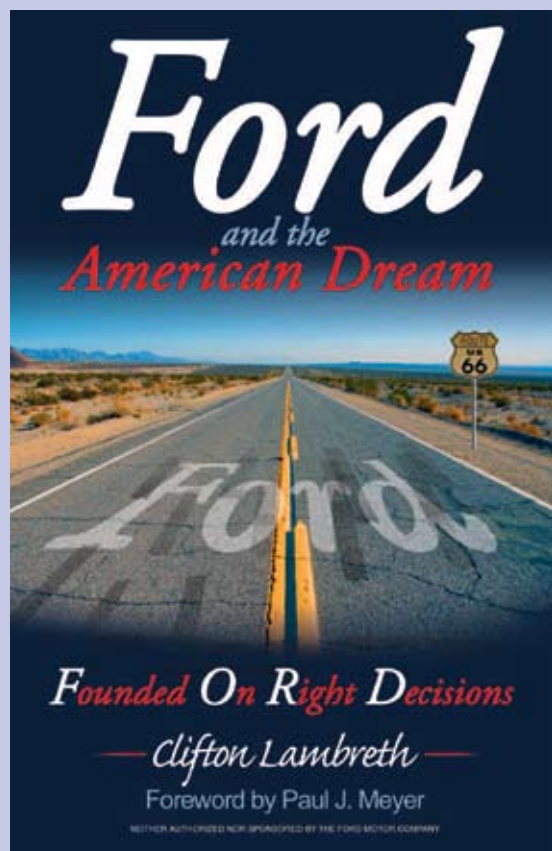
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By Clifton Lambreth

with Mary Calia, Melissa Webb and Patrick Doyle

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# Mustang weekend racing series begins

BY ANDREW PUNZAL  
FORD World

The Ford Racing Mustang Challenge for the Miller Cup is a new professional racing series co-developed by Ford Racing and Miller Motorsports Park in Utah that gives customers an affordable way to go racing.

The series features 45-minute "sprint" races, two 30-minute practice sessions, a 25-minute qualifying session and a 45-minute race. Sanctioned by the Grand American Road Racing Association, the series is staging eight events in conjunction with race weekends across North America, beginning at Road Atlanta on May 3 - 4.

Jamie Allison, manager, Ford Racing Performance Group, is enthused about the venture and the partnership with Miller Motorsports Park. "This series will be an exciting option for those who want to start to get into professional sports car racing," he said.

At the heart of the Mustang Challenge is the all-new 2008 Mustang FR500S, the latest addition to the Ford Racing line of production-based Mustang race cars to build on the rich and successful racing history of Ford's iconic pony car.

The limited-edition FR500S is the first race car in Ford history to be built at a production facility and then made available for racers to purchase through the Ford Racing Performance Parts catalog and at authorized Ford Racing dealers.

"The new Mustang FR500S is the result of Ford Racing working with Miller Motorsports Park, the AutoAlliance International production facility and everyone with Team Mustang to produce an affordable race car that is durable and lives up to the powerful reputation of the Mustang," Allison said.

"Our intent was to develop a fun-to-drive reliable race car that delivers on what people have come to expect from a Mustang - V-8 power and rear-wheel-drive performance at an affordable price, and I think we've accomplished that with the FR500S," he said.

The Mustang FR500S is delivered as a race-ready vehicle



**A Ford Mustang FR500S lines up to meet the Challenge.**

complete with a racing seat and safety harnesses so drivers can hone their driving skills against other semi-pro drivers and the Challenge will be an exciting yearlong competition for drivers and fans alike.

At the top of the competition ladder is both the Mustang FR500GT and the FR500GT3, which represent the ultimate race-bred Mustangs. The FR500GT is currently being approved for the Grand Am Rolex GT series, while the FR500GT3 had already competed in select FIA GT3 European Championship races and will be campaigned full-time in 2008.

Customers or competitors looking for more information on the Mustang FR500S and the new Ford Racing Mustang Challenge for the Miller Cup or any of Ford Racing's other Mustang programs should visit [www.fordracingparts.com/FR500](http://www.fordracingparts.com/FR500). ●



## 2008 Ford Racing Mustang Challenge for the Miller Cup

Date	Venue
June 13 - 15	Mosport International Raceway, Bowmanville, Ontario, Canada
June 20 - 22	Mid-Ohio Sports Car Course, Lexington, Ohio
July 18 - 20	Barber Motorsports Park, Birmingham, Ala.
Aug. 15 - 16	Lime Rock Park, Lakeville, Conn.
Aug. 29 - 31	New Jersey Motorsports Park, Millville, N.J.
Sept. 19 - 21	Miller Motorsports Park (double-header), Tooele, Utah

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## MAY

May 9 - 11:

### Ford Wagon Train Camping Club (Buffalo, N.Y.)

The club's first campout of 2008 will take place at Genesee Country Campground, 40 Flint Hill Rd, Caledonia, NY, 14423. Contact Mary Bond at 716-675-1342 or SHRONA@roadrunner.com for information.

May 10:

### Ford Amateur Astronomy Club Beginner's Night (Brighton, Mich.)

Do you have a new telescope that you would like to learn to use? Do you want to see samples of what the night sky has to offer? If so, you should consider coming out to Island Lake Recreation Area on Beginner's Night. Weather permitting, Beginner's Night will take place at Island Lake State Recreation Area, May 10 (also on June 7, July 12, Aug. 9 and Oct. 4), from 7 p.m. to midnight. These nights are dedicated to providing equipment and observing assistance to new astronomers. The exact location of the observing site is the "Spring Mill Pond" parking lot and picnic area, at the Island Lake State Recreation Area, on Kensington Road, south of I-96 between South Lyon and Brighton. For more information, contact Ken Anderson at KANDERS2@ford.com or call 313-805-4600.



May 10:

### Michigan Roundtable for Diversity & Inclusion "Walk2gether" (Detroit)

Ford Motor Company is once again one of the sponsors for the MRDI's Walk2gether event that takes place at the Detroit Riverfront. This event brings participants from different communities together in the fight against bias, bigotry and racism. Ford Interfaith Network (FIN) has been an active participant for the past few years and is registered as one of the "Walk" teams. We will have a tent at the Walk site, for Ford Motor Company's participants. MRDI will provide free water and a light lunch. Parking is free for all the attendees. To make a pledge or to register for the walk as part of the Ford Interfaith Network team, contact Joe Lewis at jlewis42@ford.com or 313-206-6673.

May 13, 20 & 27:

### Ford Amateur Astronomy Club Spring Sky Show (Dearborn)

Ford Amateur Astronomy Club's Dennis Salliotte, Bob Clubb and Ken Anderson will present the new "Spring Sky" show in the Henry Ford Community College Planetarium. Shows are free and first come first serve. Doors open around 7:15 p.m. and close promptly at 7:30 p.m. Henry Ford Community College is located at 5101 Evergreen, Dearborn, Mich. For more information, contact Ken Anderson at KANDERS2@ford.com or call 313-805-4600.

May 16 - 17:

### Relay for Life - American Cancer Society Event (Greenville, S.C.)

Relay for Life, the American Cancer Society's signature event, is a fun-filled overnight experience designed to bring together those who have been touched by cancer. At the event, people from within the community gather to celebrate survivors, remember those lost to cancer, and to fight back against this disease. To sign up contact Brenda Moss, BMOSS2@ford.com.

May 16 - 18:

### Indiana SAAC Shelby Spring Fling (Nashville, Ind.)

The 31st annual Indiana SAAC Shelby Spring Fling event will include a welcome bash, car show, picnic, banquet and awards ceremony as well as a road rally. Open to: Cobras, Shelybs, Tigers, Bosses, Mach 1's, Saleens, Roushes, Steeddas, all Mustangs, and Hi-Po Ford vehicles. Click to [www.indianasaac.com](http://www.indianasaac.com) for more information.





Ford Volunteer Corps

## WANT TO GET INVOLVED IN YOUR COMMUNITY?

Check out [www.volunteer.ford.com](http://www.volunteer.ford.com) to find out how you can help make a better world.



May 21:

### Kansas City Ford Salaried Retiree Club Luncheon (Kansas City, Mo.)

The Kansas City Ford Salaried Retiree Club is having a luncheon at The Golden Ox Restaurant (next door to Kemper Arena) in Kansas City, Mo., starting at noon. This will be our third meeting. For more info, please contact Maynard Moore at MOORE.MAYNARD@gmail.com.

May 31:

### Susan G. Komen Race for the Cure (Detroit)

Please join the fight against breast cancer by taking part in the 2008 Susan G. Komen Detroit Race for the Cure, Saturday, May 31 at Comerica Park. Whether you are participating in the race or coming out to show your support, the Ford team will gather before the event at Hockeystown on Woodward. Last year, Ford fielded the largest corporate team for the Detroit event. To be part of the May 31 Ford team, please register online at [karmanos.org/detroitracefortheure](http://karmanos.org/detroitracefortheure).



## JUNE

June 1 - 2:

### Motor City Show and Go (Dearborn & Waterford, Mich.)

The 33rd Annual Shelby American Automobile Club (SAAC) Car Show and Swap Meet will take place at Ford WHQ in Dearborn (June 1) and the Driver's School and Track Event will take place at the Waterford Hills Road Race Course (June 2). For more information, click to [www.saac-mcr/ec/showgo](http://www.saac-mcr/ec/showgo) or call the SAAC-Michigan City Region Hotline at 734-956-1636.



## American Red Cross

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

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

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

EDITOR'S NOTE



Please send information on your local upcoming Ford-related events to [FWinfo@ford.com](mailto:FWinfo@ford.com)



## New Ford Fiesta revealed at Beijing auto show



**Ford Fiesta at the Auto China show**

In a burst of Passion Orange paint, Ford revealed its all-new global small car – the Ford Fiesta – as a vibrant, five-door hatch at the recent Auto China show. Designed and developed in Europe for sale in Europe,

Asia, South Africa, Australia and the Americas between 2008 and 2010, the all-new Fiesta is the first major product of Ford's new global product development process. The car closely resembles the Verve Concepts revealed in 2007 and in early 2008.

## Ford Mondeo named 'New Zealand Car of the Year'

Ford's new mid-range Mondeo is the *New Zealand Herald* "Car of the Year." The recognition comes on the heels of the international debut of the all-new version, underscoring Mondeo's reputation as a global favorite. "We knew that with the new Mondeo we had a very strong product proposition and we expect its appeal to grow more significant in the days to come," said a Ford spokesman. The all-new 2008 Ford Mondeo comes with 2.0 and 2.3-litre engines, six-speed automatic transmission, adaptive cruise control and an array of other innovative features.

## German chancellor visits Ford's Technical Centre



**German Chancellor Dr. Angela Merkel (second from right) and Dr. Juergen Ruettggers, prime minister of North-Rhine Westphalia (second from left) were hosted by Ford of Europe President and CEO John Fleming (left) and Bernhard Mattes, chairman, Ford of Germany (right).**

German Chancellor Dr. Angela Merkel recently visited the Ford of Europe technical centre in Cologne. On her tour with Ford of Europe President and CEO John Fleming, she visited the design studios and was briefed on the work done at the complex. Fleming and his team also stressed the substantial presence and investments Ford has in Germany. The company employs almost 24,000 people in Germany and the plants in Saarlouis and Cologne produced more than 800,000 vehicles last year. The advanced research and

engineering center at Aachen, the only Ford facility of its type outside Michigan, employs around 250 people from more than 25 countries.

## Design your own Volvo C30 – with zebra look, wood paneling, flames

Volvo Cars in Sweden has become the first car brand to offer new-car buyers the chance to customize their vehicles with special appliques. Available for now just in Sweden, the appliques include zebra patterns, rainbows, wood

paneling, flames, clouds and urban scenes. The appliqué film, which is removable, helps protect the car's paint from weather and stone chips. It is guaranteed for about two years, after which it can be replaced with a new design or removed completely. "This car is aimed at a fashion-conscious urban target group, people who would enjoy driving around in a car that stands out from the crowd," said Thomas Andersson, president, Volvo Personbilar Sverige AB.



## Third wind turbine to help power Dagenham

Ford is adding a third wind turbine at Dagenham to power the expansion of its diesel engine manufacturing site. This extra turbine from Ecotricity enables Ford's Dagenham Diesel Centre to remain 100 percent wind-powered following installation of a new 1.4/1.6-litre Duratorq TDCi engine line. Ford offers 28 Fiesta, Fusion and Focus models powered by these clean, ultra-frugal diesel engines. The British plant is on track to produce one million engines this year, which means that Ford's lowest CO<sub>2</sub> engines are produced using one of the greenest power sources. The third turbine has the capacity to produce 1.8 megawatts of "green electricity" for the plant, the equivalent of powering 1,000 homes.



**Third wind turbine installed at Dagenham plant site.**

## They said it

"The 2008 Ford Mustang Bullitt is, to my eyes, the best Mustang yet ... if Steve McQueen were still with us today, he would look perfectly at home in this car ... just the thing to give Prius fans a fit, but it's worth it ... on a lightly traveled back road with the windows lowered so as to not impede the song of the V-8, this car can cover a lot of ground in a short time and put a huge grin on your face."

— Sam Abuelsamid,  
Autoblog.com, April 7, 2008



"If the fit, finish and dynamics measure up, Ford could be well-positioned to strike with the Fiesta, as Chrysler and GM don't have competitive players in this (B-car) segment. And gas isn't going to get any cheaper."

— Matt Stone,  
Motor Trend, April 2008



## A COOL HALF-MILLION – MILES, THAT IS

Mike Schreiber has a Ford success story to share: his 1998 F-250 Super Duty truck passed 500,000 miles in March.

As a locomotive electrician, he travels all over the country carrying tools and parts.

"Whether driving in wintry northern New Hampshire just south of Quebec or in the summer's heat of southern Florida or out west, my truck has never let me down," said Schreiber, 32, of Bloomingburg, Ohio.

In a half-million miles, he's replaced tires

four times, brakes three times and ball joints twice but his black beauty just keeps on rolling. He's also changed a water pump, an alternator and one fuel injector. "I consider that pretty outstanding, wouldn't you?" he asked.

Schreiber doesn't take any guff from owners of Chevy or Dodge trucks, either. "I simply reply that when they have this many miles on their trucks, to come talk to me," he said.

The lifelong Ford owner just wanted to tell us "thanks for building such great trucks.

"My license plate reads 'FRD PWR.' Enough said."

## He's a winner

He's a winner all the way around.

Not only did **Dave Sneath** of Livonia, Mich. win U.S. \$136 million in the Mega Millions jackpot on April 1, but one of his first acts as a new millionaire was to donate \$100,000 to the March of Dimes for Babies campaign.

Sneath, who had worked at a Ford parts warehouse for 34 years, won the 12-state lotto on his birthday and promptly retired.

He plans to buy a cottage in northern Michigan, a new fishing boat and maybe have laser surgery on his eyes because he's tired of misplacing his glasses. He's also considering going back to college since he's



only eight credits short of getting his bachelor's degree in business.

At the press conference where he accepted his first \$1 million check, Sneath also said he won't be buying

a new, expensive foreign car, a remark that was initially misquoted by a local reporter.

"I worked for Ford Motor Company. I won't be buying a foreign product," he said.

## By the numbers

### 9,000,000

The nine millionth Mustang built since America's favorite pony car debuted in April, 1964, was produced on the afternoon shift of April 16, 2008 at the AutoAlliance International plant in Flat Rock, Mich.

### \$500

What Ford is contributing to the Susan G. Komen Race for the Cure for each 2009

Warriors in Pink Mustang sold. Over the last 14 years, Ford has dedicated more than U.S. \$95 million in cash and contributions for breast cancer education and research.

### \$550,000

What a candy apple red 1969 Mustang Boss 429 Fastback sold for at a recent Barrett-Jackson Auction.





# Carlite® SoundScreen™ Acoustic Windshield

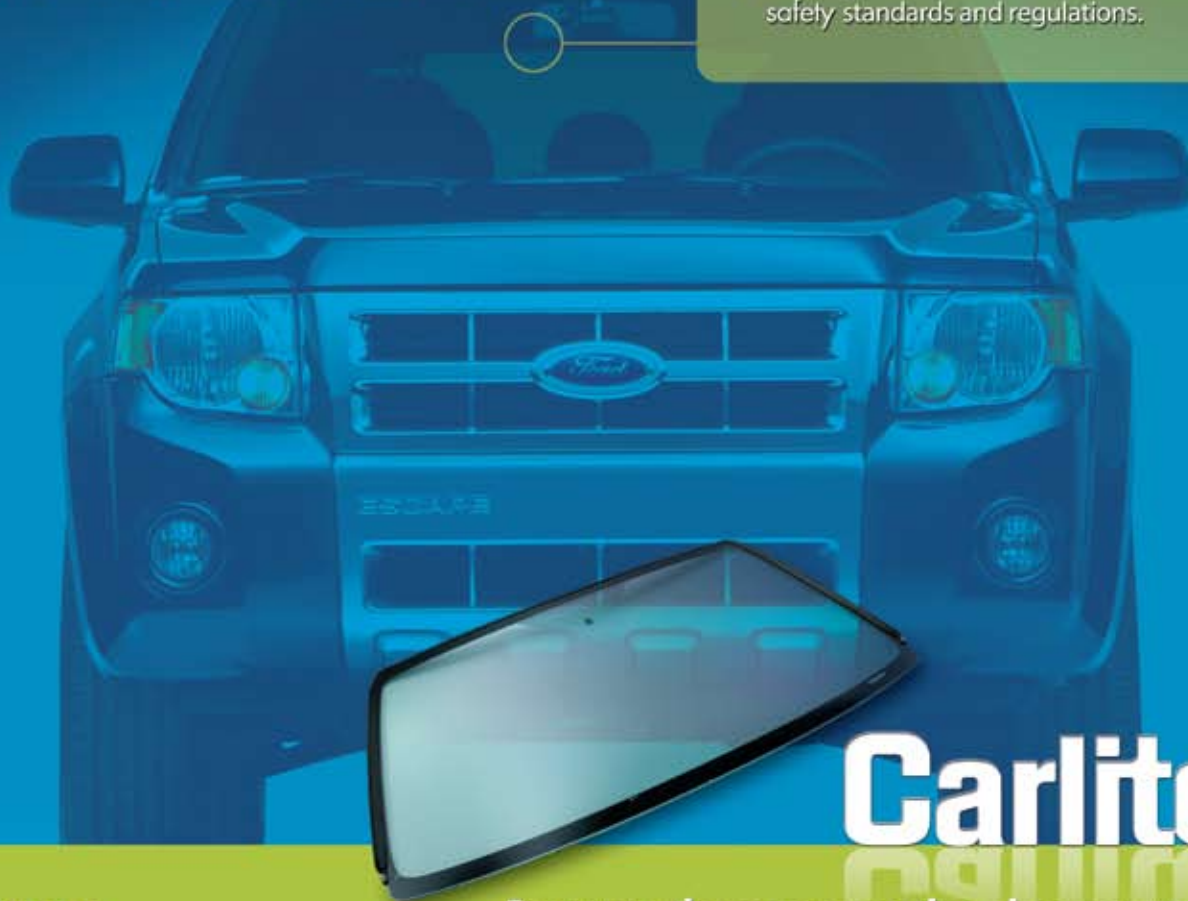
## Escape to your quiet place.

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

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

Ask your auto glass retailer for more details on SoundScreen.

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



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# M U S T A N G

## B L U E



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