

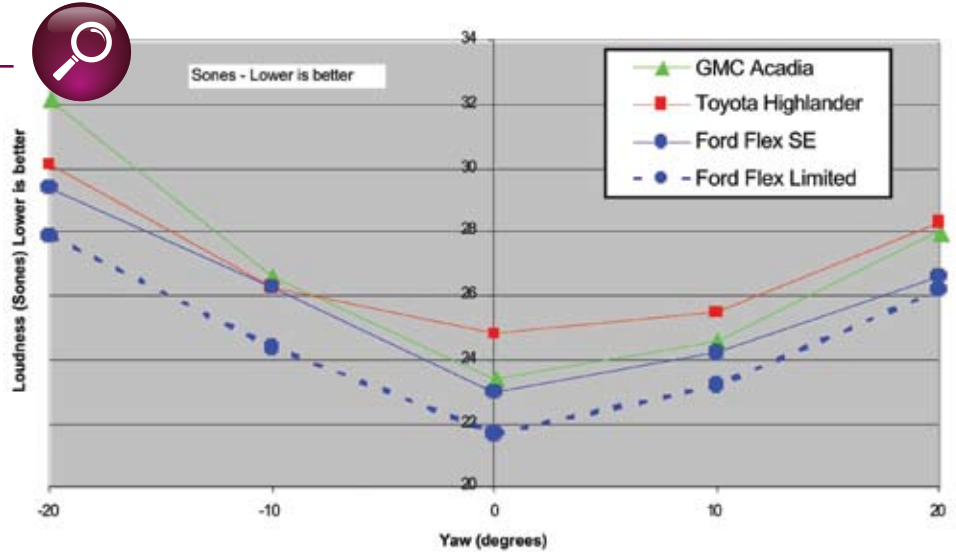


Drive quality.

Ford's continuous quality improvements are the result of disciplined adherence to standardized processes integral to the Global Product Development System (GPDS). In fact, Ford quality is second to none according to the most recent Global Quality Reporting System (GQRS) survey of initial quality. The study shows Ford's domestic brands improved 8 percent versus last year, putting it at the head of the pack with Honda and Toyota.

Interior Quietness: Ford quiets the call of the wind

In four years, Ford's wind noise rating went from second-worst in the industry to best in class, according to GQRS, a Ford-commissioned customer survey conducted by RDA Group. The results are due to a manufacturing/product development cross-functional team focusing on closure systems. One of their solutions: move sheet metal coordination upfront in the development process to ensure parts fit together. Additionally, on the Ford Flex, the closure group installed a new inset door rather than the traditional limo door, eliminating the path where wind noise typically flows.



Error-Proofing: Screwdrivers with a brain spot quality issues on the line

Human beings get tired and make mistakes. Computers don't. That's the underlying principle of Ford Motor Company's patented error-proofing system, currently in place at the majority of the company's North American assembly plants. Take, for example, Wayne Stamping and Assembly in Michigan where the Ford Focus is built for North America. As part of a \$130 million investment last year, the company installed more than 100 new computerized direct-current (DC) electric hand tools, affectionately termed "screwdrivers with brains."

Where the previous system uses air-driven guns, these electric tools are connected to an Assembly Information Station or "AIS" box, a computer that connects the

DC tool to the production line. It has a 12-inch screen with stack lights and a horn. As the heart of the error-proofing system, the AIS box tells the operator whether all nuts and bolts are screwed into the vehicle at precisely the right torque in precisely the right way. If not, the line stops.

The error-proofing system not only ensures that this "critical-to-quality" assembly process is completed with precision; it also reduces workers' strain, ensures the correct parts are picked and allows for constant monitoring during the build.



Paint: Ford outpaces the industry and makes lasting impressions

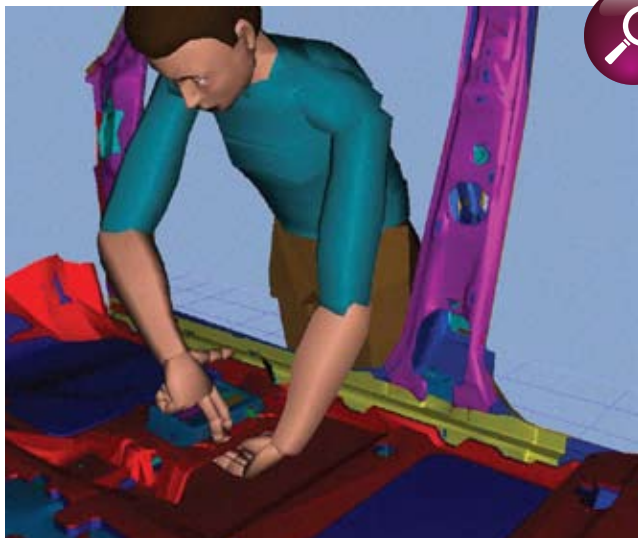
First impressions are important, but Ford's paint team spends much of its time improving processes that will keep the paint looking great for the life of the vehicle. In fact, according to GQRS, Ford leads the industry with fewer chips and scratches and more long-term durability. The paint team examines the competition in side-by-side body panel tests against Ford products. The finished product is seen in new coatings such as Tuxedo Black that will be available on the 2009 Ford F-150. The industry-leading pigment will be the first paint to contain flakes derived from glass rather than metal.

Ford is also pioneering new tools and technologies, including:

- An environmentally friendly anti-corrosion system that cuts paint shop water use nearly in half and reduces the production of sludge by a whopping 90 percent. The system, which uses a zirconium oxide vehicle bath to help prevent rust and corrosion, is currently in use at Twin Cities Assembly plant and will be installed in all North American plants within the next 18 months.
- A three-part wet application process that reduces CO₂ emissions by 15 percent.

Electrical Systems: Check, recheck and check again

With vehicles rolling off the line at the rate of one a minute, it's hard to take the time to make sure every window and other electrically driven feature of the vehicle operates correctly. But, in fact, every vehicle's electronics system at every plant is checked and checked again. Such processes as tireless end-of-line trials and current-based testing are major components of the predelivery process and have made Ford's electrical systems the best among its competitors.



Virtually Amazing: Ford's world-class digital manufacturing technology improves quality

Jack and Jill, digital representations of assembly-line operators, have helped Ford gain quality parity with the best in the world. The virtual ergonomic technology predicts and eliminates movement and fatigue issues for employees. And a suite of virtual build tools drives manufacturing feasibility. Working several years before a vehicle launches – and long before the first prototype is built – engineers from product design and manufacturing collaborate in a virtual environment ensuring the vehicle goes together, part by part.