



Message from Alan R. Mulally, President and Chief Executive Officer



This picture behind me is an advertisement that Henry Ford took out in the *Saturday Evening Post* on January 24th of 1925.

At the time, most people who owned vehicles were wealthy. Henry had this very compelling vision that riding on the highways all over the world ought to be within reach of all mankind. So his title was "Opening the Highways to All Mankind." And he talked about how important it was that we be large in scale and that we use our resources very carefully. It would be all about continuous improvement. We'd make life easier and better for everybody by making great cars and making them most efficiently, using the minimum amount of resources and contributing to a better world.

I think the message that Henry Ford had in his "Opening the Highways to All Mankind" is so important to us today.

Our goal is to create an exciting, viable, profitably growing company for the good of all of us. We're continuing to do that by making a full family of best-in-class vehicles, in terms of quality, and fuel efficiency, and safety and really smart design – like SYNC® and MyFord® – and of course the very best value by using our scale worldwide.

When it comes to fuel economy, when you come to the Ford showroom, you can get a petrol version, you can get a diesel, you can get a hybrid, a plug-in hybrid, an all-electric – you can get the vehicle that works for you with the "Power of Choice."

Based on the strength of this full family of best-in-class vehicles, we have now produced nearly \$8.8 billion in operating profit. We also have improved our cash flow, we reduced our debt tremendously, and it is such an honor to be able to reinstate our dividend. So we've had very strong operating performance. And because we are operating profitably, we are now increasing our investment in our new products going forward.

I would like to invite everybody to take a look at our Sustainability Report, because it really is our blueprint. It has all the elements of our plan to address economic development, energy independence and also environmental sustainability. I think you're going to find it very exciting, and you'll be really proud with this comprehensive plan that Ford has.

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