



Shareholder Relations

Dear New Shareholder:

As a special thank you to our shareholders, we're able to offer you the opportunity to participate in our "Friends & Neighbors" Special Vehicle Pricing Privilege (also known as X-Plan). This program is designed to put you behind the wheel of a new Ford Motor Company vehicle at a pre-determined price of approximately 4% above the employee price, saving hundreds or even thousands of dollars on the purchase price.

Ford, Mazda, Mercury, Lincoln, Volvo, and Land Rover products are available under the program. From time to time, selected models in short supply may be excluded from the program. Your local dealer can advise you of any availability restrictions.

If you'd like to participate, it's simple:

1. Fill in the form on the back of this letter.
2. Send the completed form along with proof of Ford Stock Ownership (i.e. a copy of your account statement) to:

Shareholder Relations Vehicle Program
Ford Motor Company
One American Road, Room 1026
Dearborn, MI 48126-2798
3. We will process your request and send you a Personal Identification Number (PIN).
4. Visit any participating Ford, Mazda, Mercury, Lincoln, Volvo, Jaguar or Land Rover dealer who will confirm your eligibility using your Social Security Number and PIN.
5. Select an eligible vehicle.
6. Confirm the vehicle costs - "Friends and Neighbors" (X-Plan) pricing is shown on our vehicle invoice to the dealer. (Ask the dealer for a copy of the invoice.)
7. Complete the purchase or lease agreement.
8. Arrange for delivery.

We're delighted to have you as a new shareholder. We hope that you'll consider the purchase of one of our many fine products and enjoy many miles of motoring pleasure in your new vehicle.



FRIENDS & NEIGHBORS SPECIAL VEHICLE PRICING PRIVILEGE APPLICATION

Please supply the following information. All information should be for the **individual** in whose name the vehicle will be registered. Corporations, partnerships, etc., are not eligible. **Please type or print your information clearly.**

Social Security Number
(Last 4 Digits ONLY)

Name (First):

M.I.

Last

[Empty input boxes for Social Security Number, Name (First), M.I., and Last]

Customer Address (Number/Street)

[Empty input boxes for Customer Address]

City

[Empty input box for City]

State/Province

[Empty input box for State/Province]

Zip/Postal Code

[Empty input box for Zip/Postal Code]

Daytime Phone
(Area Code/Phone)

[Empty input box for Daytime Phone]

E-mail Address

[Empty input box for E-mail Address]

Vehicle I currently own

[Empty input box for Vehicle I currently own]

(Brand, Model and Year)

Are you replacing this vehicle? Yes No

Vehicle I am interested in

[Empty input box for Vehicle I am interested in]

Send the completed form along with proof of Ford Stock Ownership (i.e. a copy of your account statement) to:

Shareholder Relations Vehicle Program
Ford Motor Company
One American Road, Room 1026
Dearborn, MI 48126-2798
Fax #: 313-845-6073

Phone: 800-555-5259 (U.S. & CANADA)