The
TEN-MILLIONTH
Ford
CAR
The ten-millionth Ford Car left the Highland Park factories of The Ford Motor Company on June 4th, 1924. This is an industrial achievement of profound significance. It vividly portrays the magnitude of The Ford Motor Company’s contribution to modern civilization.

It symbolizes the universal acceptance of a worthy product, rightly made, honestly sold, filling a basic human need, and so economically manufactured that it is within the means of the millions.

It is a triumph of useful service as well as of volume production. It is truly measured by its part in increasing man’s productiveness, prosperity and happiness.
Opening the Highways

Ten Million Ford cars have performed the outstanding transportation service of all time. By opening the highways to the masses of men, they have shortened distance and retarded the clock, making time more productive, business more profitable, travel more enjoyable, living more worth-while.

Woven into the fabric of every-day life, they have become an appreciated and valuable factor—a positive, vital force—affecting every phase of human endeavor.

Ten million Ford Cars, transforming miles into minutes, reliably, conveniently, economically, have wrought a social and economic miracle.

They are the dominant factor in the motorizing of modern life.

They have taken the city-dweller, seeking pleasure, health and profit, into the rural districts, on roads created for motor travel. They have familiarized the city with the country, fostering a unity of interest and a community of sentiment.

to the Masses of Men

They have relieved the farmer of his isolation, and thus made agriculture more attractive. Urban markets are made quickly and easily accessible and the value of the farm and its products increased. The motorized farmer is a more prosperous citizen and a better citizen; more interested in civic affairs, more participant in the life of the locality and the nation.

The production of the ten-millionth Ford Car is truly measured in terms of service. It is only made possible by the good-will of the average families of the world, translated into demand which has built up the world's largest industrial institution serving the family direct.

Ford resources, Ford facilities, Ford men—each enlisted for greatest usefulness; each co-ordinated for greatest service.

From the mining of Ford ore, through every process of Ford manufacture, to the delivery of the finished Ford car, each step consistently follows the guiding purpose of dependable, economical transportation for the masses of men.
The First Ford Car—

At three o'clock in the morning, in the biting chill of an early winter day in 1893, Henry Ford completed the first Ford car. It was the result of more than two years of intense effort and added years of study, yet its practicability was still a question.

He opened the door of the little brick workshop in back of his home—and turned over the motor. It ran. And it still runs—Mr. Ford drove it himself just a few months ago. Ten years later, in 1903, The Ford Motor Company was organized. Twenty-one years and ten million Ford Cars have since become history.

The little brick workshop has been supplanted by Ford industry throughout the world—directly employing 185,000 men. The success of the institution has been so outstanding,
Growth—a By-

From a humble beginning, the Ford Motor Company has rapidly grown, in size and in more broadly serving the masses of men. Each enlarged opportunity has been met by enlarged usefulness.

It has profited through service, and applied its profits in increasing the scope of its business, to the direct benefit of the many. Achieving success by supplying necessary products, it has amassed vast resources—which are devoted, sincerely and wholeheartedly, to the performing of still broader service.

Today, the Ford Motor Company is a self-contained industry, insured against market fluctuations, protected against outside manipulations.

Ford-owned iron mines contain an almost inexhaustible supply. Ford-owned coal mines possess reserves of hundred of millions of tons. Ford-owned timber lands are being developed for the generations to come.

Ford-owned transporst convey these raw materials to River Rouge. Ford facilities melt, mold, fabricate and machine these materials into parts for motor cars, trucks and tractors. They assemble these parts into finished products, distribute them to every far-flung community of the world—and adequately service them that their usefulness may be long-continued.

There are 34 Ford branches within the United States, of which 29 are assembly plants, in addition to which there are branches and associated companies in many foreign countries.

No toil has been spared to find the best way of doing each task. Ford men have never hesitated to try out the untried. The finest talent industry could command has been concentrated upon the problem of making Ford products the biggest values that could be supplied.

The utilization of waste products has
been developed into a science. No smoke rolls from Ford coke-ovens; no gas from its blast furnaces. More than 90,000,000 feet of lumber annually are salvaged from waste. American industry has learned from the Ford Motor Company valuable lessons in the use of energy and materials usually thrown away.

Markets have been developed for countless other businesses to supply. Hundreds of thousands of men have been employed at high wages under the best of working conditions. Safety appliances have reduced the accident rate in Ford industries to a sixth of the national average.

From the mining of the ore to the buyer's first ride behind the wheel, through every process of production, one management determines each policy and directs each effort, that transportation may be made more efficient and more widely available.

Approximately 150,000 workers are employed in Ford enterprises in the United States. Of these more than 24,000 work in branch assembly plants, 65,000 at the Highland Park plant and 40,000 at River Rouge.

Storage bins for iron ore, coal and limestone at River Rouge have a combined capacity of two million tons.

The River Rouge cement plant has a daily capacity of 1,000 barrels. The cement is made from blast furnace slag.

The total yearly capacity of Ford glass plants at Highland Park, River Rouge and Glastonbury, Pa. is 19,500,000 square feet.

Only such material assets, coupled with such unswerving purpose, could have made possible the production of the Ten-Millionth Ford Car.

**Progress on Wheels**

The Ford Motor Company was incorporated on June 16, 1903, with an authorized capitalization of $100,000, of which only $28,000 was actually paid into the treasury. Among the twelve original stockholders, Henry Ford held 25 per cent of the stock.

Mr. Ford "sold" his car to the public at the very start by practical demonstration; he piloted the first Ford racer himself and Ford cars won race after race in all parts of the country. Driving old "999" on an ice track at Baltimore Bay, Mich., Mr. Ford was the first to break the mile-a-minute record.
In 1907 Mr. Ford acquired additional stock sufficient to bring his holdings in the company up to 58\% per cent. In 1913, he set a new compensation standard for industry when he announced his now famous $5.00 a day minimum wage and the $10,000,000 profit-sharing plan, a move that gained him international prominence.

Many will remember, too, a year or so later, when announcement was made that if sales went to a certain figure, every Ford purchaser would receive a rebate. The sales passed the figure and checks went out by the hundreds of thousands.

When in 1919, Edsel B. Ford assumed the presidency, his father turned over to him the responsibility of that office, and he has taken an important part in all developments of the company since that time. Upon becoming president, Edsel Ford purchased the remaining 41\% per cent held by outside stockholders, and on July 9, 1919, the company was reorganized under the laws of Delaware for an authorized capitalization of $100,000,000.

The parent plant of the company in Highland Park occupies nearly 278 acres of which 105 are under roof. Here are the general offices, the Detroit Sales Branch, the Henry Ford Trade School and the world's largest individual automobile plant.

At River Rouge, with a plant area of 1,100 acres, the company besides having the largest foundry in the world, operates its own blast furnaces, machine shops, body plant, saw mill, coke ovens, cement plant, paper mill, locomotive repair shop and the Fordson Tractor Plant.
The company has a glass plant at Glassmere, Pa., another at Highland Park and a third at River Rouge.

There are also manufacturing units at Hamilton, Ohio, Northville, Mich., Flat Rock, Mich., Troy, N. Y., Iron Mountain, Mich., and several points in and near Detroit.

During 1923 the company acquired the sole American rights to all the inventions, processes and methods of C. E. Johansson, Inc., of Poughkeepsie, N. Y., as well as the personal services of Mr. C. E. Johansson. The Johansson gauges are recognized throughout the world as standard in controlling precision measurement.

First of the Ford freighters, the Henry Ford II and the Benson

Ford, were launched this year to carry iron ore from the northern Michigan mines to the River Rouge plant. Each has a capacity of over 12,000 tons of iron ore.

A $2,000,000 building at Dearborn, Mich., provides a new home for the Ford Engineering Laboratory. It also will house the plant of the Dearborn Publishing Company, publishers of the Dearborn Independent, the Ford International Weekly.

Foreign Branches and associated companies are located at Buenos Aires, São Paulo, and Montevideo, South America; Havana, Cuba; Copenhagen, Denmark; Antwerp, Belgium; Manchester, England; Barcelona, Spain; Bordeaux, France; Rotterdam, Holland; Stockholm, Sweden; Santiago, Chile; and Trieste, Italy. There also is a manufacturing plant at Cork, Ireland.

The Ford Motor Company, of Canada, Ltd., located at Ford, Ontario, just across the river from Detroit, has an annual capacity
output of 150,000 Ford cars and trucks and does business not only in Canada but also in other British possessions.

The Fordson Tractor was brought out in 1917, during which year 254 were produced. It was developed after years of work and experiment by Henry Ford and his engineers, and presents a most sturdy and dependable power plant, easy and economical in operation. Like other Ford products, it met with almost instant success.

The Lincoln Motor Company, organized in 1917 to produce motor cars of exceptionally high quality, was acquired by the Ford Motor Company February 4, 1922.

The Lincoln Motor Company was re-organized under the laws of Michigan on March 29, 1922, for an authorized capitalization of $15,000,000. It is now known as a division of the Ford Motor Company and has an annual capacity of 10,500 motor cars.

Manufacturing methods of the Ford Motor Company have been and remain the marvel of the engineering world. All are based upon the most scientific principles, distinctly individual in their advanced steps and they efficiently combine quantity production with high quality processes. Under its present expansion program the company is carrying out on a larger scale than ever before its policy of effecting every manufacturing economy possible. Thus with costs cut to the minimum, from primary raw materials to finished cars, trucks and tractors, it is able to give the purchaser high quality at lowest prices.

During 1923 more than eight and three-quarter square miles of artificial leather were used in the construction of Ford cars.

Converting four carloads of steel into more than 18,000 springs every day is an interesting operation at the Highland Park plant.

All steering wheel rims for Ford cars and Fordson Tractors are made in the Fordite Department at Highland Park where the daily production is 8,500.

Salvaging of approximately 90,000,000 feet of lumber annually at its Highland Park plant is a Ford contribution to national forest conservation.

Quality Production on a Large Scale

Covering a total of 278 acres of which 105 are under roof,
the Highland Park Plant of the Ford Motor Company is the largest individual automobile plant in the world. Here the Ford motors are built. Here Ford parts are machined to the utmost accuracy. Here too is an artificial leather plant, a glass factory, a wire making plant, the Fordite plant where all Ford and Fordson Tractor steering wheel rims are made, the electrical division where batteries, generators and other ignition system parts are manufactured, the drop forge plant, top and upholstery departments, stockrooms, smaller producing units and the motor and car assembly departments.

The manufacture of more than 8,000 Ford motors daily presents staggering production figures and calls for the highest degree of accuracy in each manufacturing operation, a most essential element in quantity output.

These machine shops, where rough forgings and castings are transformed into highly finished products and where everything is continuously on the move along extensive conveyor systems, seem at first an intricate maze. But well-studied orderliness is soon apparent with an appreciation of how high quality comes automatically in quantity production.

More than 65,000 men are employed in the Highland Park Plant and they enjoy many advantages. Through the Safety and Hygiene Department there is a constant watch to see that every safety precaution is taken and every safety device is installed and maintained. The hospital
staff looks after the physical well-being of the workers. Living costs of the Ford employees are kept at a minimum through the operation in the plant of a shoe store, drug store, grocery store and meat market and fuel, coal and coke, is supplied by the company at reasonable costs. Employees may invest up to one-third of their salaries in Ford Investment Certificates which bear a guaranteed rate of 6 per cent interest, but which have always largely exceeded that rate.

The World's Largest Work Shop

The River Rouge Plant of the Ford Motor Company stands alone, a mountain of stone and steel, comparable to no other monument to human ingenuity and perseverance ever created. It is the largest work shop in the world, and today is but half completed.

A large electric steel furnace is the latest achievement at the Rouge. It stands beside the foundation for a second one which is to be built shortly, and close by two ten-ton electric steel furnaces. These, with the two giant blast furnaces, each capable of delivering over 500 tons of foundry iron per day, form a unit rarely seen in combination in a single plant.

With such equipment, the metallurgists have made their dream of years come true. Here molten iron is run directly from the furnaces into molds, eliminating the slow and costly step of casting first into pigs and remelting. This new process, successfully evolved at the Rouge Plant after long experimentation has given to Ford products high-silicon castings at a considerably lowered production cost.

The Rouge power plant, even now a marvel, will, when completed,
have a total electrical capacity of 240,000 kilowatts generated at 13,200 volts by eight turbo-generators. These units have been designed by Ford engineers and the first is now complete, having been built from the start by Ford workmen in Ford shops. Three turbo blowers, already installed in the power house supply 120,000 cubic feet of air per minute. The new generators, when completed, will be powered by a battery of eight of the largest steam boilers ever built which are now furnishing steam to smaller temporary turbines. These boilers are adapted to burning pulverized coal, blast furnace gas and tar.

In Building "B," Fordson tractors and Ford bodies are assembled. In this single building

500 tractors, 1,500 Ford sedan bodies, 4,000 touring bodies and 1,500 runabout bodies can be turned out in a single day.

There is a locomotive repair shop, where engines of the D. T. & I. railroad are serviced, and this is equipped to build new locomotives. This plant is now being enlarged to include a car building shop.

Probably no feature of the Rouge Plant is more interesting than the amazing economies that are effected there. Starting with a sintering plant which reclaim blast furnace dust, reclamation features follow every operation.

The sintering plant, recently placed in operation, is in the task of converting a mountain of 50,000 tons of blast furnace dust into iron. The dust, half iron ore and half pulverized coke, is the collection of three years, having been blown off from the blast furnaces at the rate of from 20 to 25 tons per day.

Soft coal, brought in from Ford mines in West Virginia and Kentucky, is pulverized and sent to
the battery of 120 coke ovens, the production of which, under 18 hours coking time, is 1,600 tons of coke per day. Vapors from the coke ovens are led through an elaborate system of towers, tanks, centrifugal stills, scrubbers and condensers, conserving 24,000,000 cubic feet of gas per day; 22,000 gallons of benzol; 55,000 pounds of ammonium sulphate; 17,000 gallons of tar and 6,200 gallons of refined oil.

All of these products with the exception of the ammonium sulphate which is sold as fertilizer, and the benzol sold in Detroit as motor fuel, are turned back into the Ford industry for use in various stages of automobile making.

Ford Facts

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<th>Ford Production</th>
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Great Lakes ore steamers nosed their way up the Rouge for the first time last year, tying up at the plant beneath unloading machinery that removed ore from the freighters at the rate of 500 tons per hour. Smaller vessels put in laden with lumber from the Ford saw mills in Northern Michigan.

Inasmuch as the longer an article is in the process of manufacture the greater its cost, the River
Rouge plant has developed an elaborate system of conveyors and other methods of transportation to keep materials moving. Almost every type of conveyor known to industry is in use. The plant has 8 miles of roads and 50 miles of railroad tracks by which enormous quantities of material may be moved with the utmost despatch.

The skill with which the manifold activities of the Ford industries are harmonized to function most efficiently and most economically, the annihilation of waste, the utmost utilization of by-products, better working conditions and highest wage scales—all contribute not only to the outstanding industrial enterprise of all time, but to the conquest of time and distance through universal, motorized transportation.

Quantities of Materials Used in Producing Ten Million Ford Cars

STEEL . 8,936,522,000 lbs. 4,468,261 tons
CAST IRON—Malleable & Grey 2,930,843,400 " 1,465,421 "
BRASS . . 200,841,600 " 100,421 "
COPPER . . 147,810,000 " 73,905 "
LEAD . . . 267,380,000 " 133,690 "
COTTON . 274,859,200 " 137,930 "
GLASS . . . . . . . 82,716,666 Square Feet
WOOD . . . . . . 341,474,527 Board Feet
COAL . . . . . . 13,338,358,000 lbs. 6,669,179 tons
Service in Every Neighborhood

UNPARALLELED manufacturing facilities bring to the buyer of Ford products the most satisfactory mechanisms and the greatest values it is possible to produce. Unparalleled service facilities continue the utility of these mechanisms indefinitely.

The nearest service is always Ford service. It protects the original investment. It avoids the delays usually caused by minor adjustments. It is unapproached in economy and in scope, as it is in efficiency. It insures expert attention and fair treatment, universally available at lowest cost.

borhood of the Nation

There are nearly 10,000 authorized Ford dealers in the United States and 700 in Canada. These men are responsible, and alert to meet every servicing need.

Ford service facilities, everywhere available to every owner of a Ford product, are a vital factor in making possible production of the Ten-Millionth Ford Car.

No one has been more interested in the continued successful operation of Ford products than the Ford Motor Company and its dealers. Continued responsibility has insured continued satisfaction.
Service in Every Neighborhood of the Nation

The Ford Car furnishes convenient and reliable transportation at a price you can comfortably afford to pay. Unequalled facilities for quality manufacture on a large scale make possible values that are unapproached in the automotive industry.

You can buy any Ford car by making a small down-payment and arranging easy terms for the balance. Or you can buy on the Ford Weekly Purchase Plan. The Ford dealer in your neighborhood will gladly explain both plans in detail.

The Touring Car

The Runabout

SEE THE NEAREST AUTHORIZED FORD DEALER
Service in Every Neighborhood of the Nation

The Coupe

The Tudor Sedan

SEE THE NEAREST AUTHORIZED FORD DEALER
Service in Every Neighborhood

The Fordor Sedan

SEE ANY AUTHORIZED FORD DEALER