

LINCOLN MKS 2011



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## INSTANT STAR QUALITY.

Captivating in every sense, the 2011 Lincoln MKS mixes athletic poise with sweeping lines and uncompromising purity of design. Instantly admired in the full blaze of day, this starship is equally coveted in its mystery by night – as adaptive HID headlamps dazzle in their automated luminosity. Settle inside and bask in the cool glow of signature Lincoln “white” lighting. With a touch of the push-button start, you engage.

Silver Diamond Premium Coat Metallic.



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POWER BOOSTER.



Backed by 274 hp and 270 lb.-ft. of torque, the standard **3.7L 24-valve Duratec® V6 engine** of Lincoln MKS fuels your ambitions. It also delivers up to 24 mpg hwy.<sup>1</sup> The standard **6-speed SelectShift Automatic™ transmission** supplies the freedom of a “manual mode” – if you prefer shifting for yourself – with the convenience of an automatic. Steering wheel-mounted **paddle shifters** feature concise actuation for exceptional control. To enhance traction, choose available intelligent all-wheel drive (AWD).

Silver Diamond Premium Coat Metallic. Available equipment shown, including EcoBoost Appearance Package.

355 lively horsepower.<sup>2</sup> 350 lb.-ft. of torque.<sup>2</sup> Power to reach for the stars is yours. The available **3.5L EcoBoost™ V6 twin-turbocharged, direct-injection engine** features tremendous low-end torque and smooth power on demand. As well as an EPA-estimated 25 mpg hwy.<sup>3</sup> It's V8 power with V6 fuel economy. To harness all that energy, MKS with EcoBoost is equipped with **intelligent all-wheel drive (AWD)**. In varying weather conditions, AWD reacts instantly, seamlessly distributing torque to the wheel or wheels with the best grip.

<sup>1</sup>EPA-estimated 17 city/24 hwy/19 combined mpg, MKS with 3.7L V6 engine and FWD. <sup>2</sup>With premium fuel. <sup>3</sup>EPA-estimated 17 city/25 hwy/20 combined mpg, MKS with 3.5L EcoBoost V6 engine and AWD.

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## THE BEAUTY OF INNER SPACE.

SYNC. Say the word. Voice-activated **Lincoln SYNC®** is an award-winning system that provides hands-free calling, plays your music and so much more – with the touch of a button and **simple voice commands**<sup>1</sup> Personalized traffic reports, news, sports, weather, business searches and turn-by-turn directions are just a call away with SYNC **Traffic, Directions and Information**. All at no monthly fee<sup>2</sup> Vehicle Health Reports, class-exclusive<sup>3</sup> 911 Assist<sup>TM</sup>, the list of capabilities continues to grow. **SyncMyRide.com** has the latest details.

<sup>1</sup>Driving while distracted can result in loss of vehicle control. Only use mobile phones and other devices, even with voice commands, when it is safe to do so. Real-time traffic and turn-by-turn directions available in select markets. Standard text messaging and data rates apply. <sup>2</sup>For original owner, 3 years. <sup>3</sup>Class is Luxury Full-Size Sedans.



Fine line ebony wood accents. Available equipment shown, including voice-activated Navigation System.

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MAKE CONTACT. TOUCH HERE.



The available **Navigation System**, displayed on a vibrant, easy-to-read 8-in. LCD screen, features easy **voice activation** for everything from driving directions to accessing music. An introductory 6-month subscription to **SIRIUS Traffic™** and **SIRIUS Travel Link™** – included with the system – delivers real-time traffic plus current and forecasted weather, gas prices and stations, live sports scores and schedules, and movie times with theater locations<sup>1</sup>. And with nearly 10 gigabytes of hard drive storage for a **music jukebox and built-in photo gallery**, the Navigation System goes beyond functional to flat-out fun. You can even watch DVDs, in full THX® II Certified 5.1 Surround sound, when MKS is parked.

With standard **SIRIUS® Satellite Radio**,<sup>2</sup> you'll enjoy an introductory 6-month subscription to over 130 channels including 100% commercial-free music, plus the best in sports, news, talk and entertainment, 24/7, coast-to-coast. New for 2011, you can add "The Best of XM" channels at no charge.<sup>3</sup>

<sup>1</sup>Real-time traffic monitoring available in select markets. Some features are unavailable while driving. Subscription required after introductory 6 months expire. <sup>2</sup>Subscription required after introductory 6 months expire. <sup>3</sup>Call 1-800-351-4517 for details.



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## MASTER SPATIAL RELATIONS WITH ACTIVE PARK ASSIST.

Overcome the challenge of tight spaces in as little as 24 seconds. As you pull up to parallel park in a Lincoln MKS equipped with available **active park assist**, you'll marvel at the simplicity as it handles the maneuver – with very little assistance from you. Simplicity realized. Parallel parking conquered.



1) **SCAN:** Press active park assist button to activate system. Ultrasonic sensors then measure surroundings and spaces for a parallel parking spot.

2) **MEASURE:** When a suitable spot is found, the system sounds a chime and displays "Space Found Pull Forward" in message center. Pull forward until message center displays "Space Found Stop," followed by a chime.

3) **STOP TO PARK:** With the ideal steering trajectory calculated, simply stop, put MKS in Reverse and remove your hands from the steering wheel as prompted by the system. Auto Steer is now activated.

4) **REVERSE:** The system steers MKS into the parking spot as you follow vehicle prompts and gently control the shifting, brake and accelerator pedals. Use the Reverse Sensing System and rear view camera (when equipped) for additional help.

5) **FORWARD:** After you determine MKS is far enough back, stop and shift into Drive. Message center will display "Pull Forward Use Caution," followed by a chime. Additional reverse and forward prompts may be given as the system aligns MKS in the parking spot.

6) **PARALLEL PARKING COMPLETED:** When active park assist has aligned MKS and completed the automated steering, the message center displays "Active Park Finished," followed by a chime. Elapsed time: as little as 24 seconds.



MAINTAIN YOUR SPACE WITH ADAPTIVE CRUISE CONTROL.



To help you keep your distance, surround yourself with the power of radar technology. Available **adaptive cruise control** and collision warning with brake support maintains one of 3 preset gaps between Lincoln MKS and the vehicle in front of it. If radar-based sensors detect that the lead vehicle has slowed, MKS slows down. When sensors detect the gap has widened, MKS returns to its preset speed.

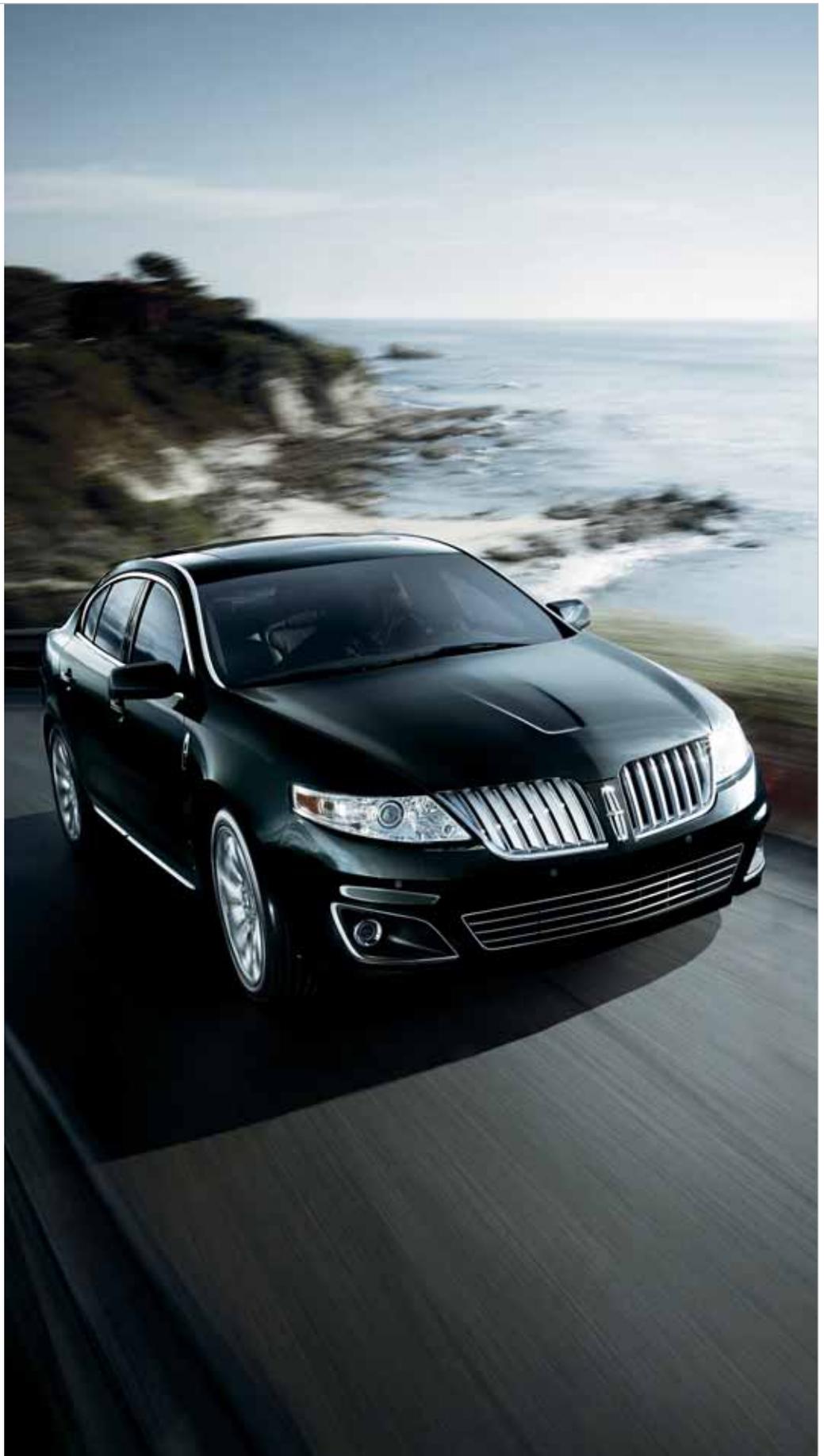
Whether adaptive cruise control is activated or not, **collision warning with brake support** is *always active* and ready to respond. If sensors detect a potential collision with the vehicle in front of you, collision warning chimes and flashes a red warning light in the heads-up display. If you fail to respond immediately, brake support pre-charges brake pressure so you have full responsiveness when you brake.

Tuxedo Black Metallic. Available equipment shown.



- 29 yards – Sporty Driving
- 44 yards – Normal Driving
- 66 yards – Comfort Driving

Based on a speed of 60 mph.



YOUR VERY OWN CORNER OF THE UNIVERSE.



This is your starship. Settle in and survey the scenery. **Heated and cooled, 12-way power front seats** are trimmed in world-renowned Bridge of Weir™ leather. Available Ultimate seat trim (shown) adds Tuxedo stripes, and an embroidered Lincoln Star to each front head restraint. Genuine wood warms the instrument panel and leather-wrapped steering wheel. Up above, an available **panoramic dual-panel moonroof** offers both rows another view. In the rear, a power sunshade helps keep the cabin protected from the sun when needed.

Ultimate seating in Charcoal Black leather trim. Fine line ebony wood accents. Available equipment shown.

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## THE SOUNDS OF A STELLAR SYSTEM.



Included on vehicles equipped with the available voice-activated Navigation System, the **THX® II Certified 5.1 Surround Audio System** in Lincoln MKS brings home-theater sound to the open road. In this acoustically engineered cabin, bass notes thump, drum beats pop, and vocals are presented with astounding clarity. Sixteen strategically aimed and focused speakers ensure a high-impact listening experience. A THX II Certified Audio System with 6-disc CD changer is standard.



Included with the available Navigation System, **HD Radio™ technology** presents your favorite AM and FM stations in crystal clear digital sound. HD Radio also gives you local HD2-HD3 channels, on-screen information and much more – all 100% subscription-free.



1

A center-channel **THX Slot Speaker™** array produces a wide, spacious sound stage and home-theater-like ambience.

2

A jukebox feature in the available **voice-activated Navigation System** has nearly 10 gigabytes of hard drive storage so you can rip, store and manage up to 2,400 tracks.

3

**DTS Neural Surround™** delivers surround sound experiences from CDs and digital music stored on MP3 players and mobile phones.

4

A 12-channel amplifier produces **600 watts of power** from 20Hz to 20kHz with virtually no harmonic distortion.

5

Rich, deep bass emanates from the **10-in. rear subwoofer**.

6

Sophisticated **Digital Signal Processing** provides spectral balance, wide dynamic range and exceptional acoustic performance. Volume adjusts to vehicle speed.





Sienna (shown) or Charcoal Black Bridge of Weir™ leather-trimmed seats with Charcoal Black Tuxedo Stripe and stitching are included with the available **EcoBoost™ Appearance Package**. Other notable interior contents include metallic appliques and exclusive badging on the instrument panel, illuminated sill plates with the S in red, and unique floor mats embroidered with the Lincoln Star.

The standard **MyKey® owner controls feature** lets you program your ignition key fob transmitter. Use it to set the low-fuel warning to chime earlier, prohibit the shutoff of key accident-avoidance features like AdvanceTrac® electronic stability control, or to remind other drivers to buckle up or travel at appropriate speeds.



Enter Lincoln MKS and lift off without inserting a key. With its **Intelligent Access key fob transmitter** in your pocket or purse, just touch anywhere on the invisible keypad (which illuminates after contact) to unlock the door. After buckling in – and while pressing the brake pedal – start MKS with the push of a button.



With one-touch-up/-down simplicity, the **rear-window power sunshade** helps protect the interior from the sun's harmful rays and helps keep it cool. Blocking up to 70% of the light when up, the shade is out of sight when lowered. When you shift into Reverse, the shade automatically lowers to keep your view clear.



In Lincoln MKS, rear-seat passengers are not immune from its charms. **Heated rear outboard seats** offer 2 levels of warming power. Controls are easily accessed on the back of the center console.



Based on steering wheel angle and vehicle speed, **adaptive HID headlamps** turn in the same direction as MKS – rotating 5° inboard and 15° outboard. This simple swiveling action makes more roadway visible around a curve. Auto high beams turn the high beams on and off as needed based on ambient light conditions.



## STANDARD LUXURY FEATURES: Rapid Spec 100A

### ENGINE

3.7L DOHC 24-valve Duratec® aluminum V6  
274 hp @ 6,250 rpm/270 lb.-ft. of torque @ 4,250 rpm  
Intake variable cam timing (iVCT) and electronic throttle control  
10.3:1 compression ratio  
Sequential multiport electronic fuel injection  
Stainless steel exhaust system with dual chrome exhaust tips  
2011 EPA-estimated fuel economy  
FWD 17 mpg city/24 hwy (19-gal. capacity)  
AWD 16 mpg city/23 hwy (19-gal. capacity)

### DRIVETRAIN

Front-wheel drive (FWD)  
6-speed SelectShift Automatic™ transmission with paddle activation

### WHEELS | TIRES

18-in. 10-spoke bright machined/painted cast-aluminum wheels  
P235/55R18 all-season tires

### BRAKES

Anti-Lock Brake System (ABS)  
Brake assist  
Electronic brakeforce distribution (EBD)  
Power 4-wheel disc brakes with ventilated rotors

### SUSPENSION | STEERING

Independent front and rear suspension  
Front and rear stabilizer bars  
Power rack-and-pinion steering

### EXTERIOR

Adaptive HID headlamps with auto high beams  
Chrome inserts on door handles  
Easy Fuel® capless fuel filler  
Forward and Reverse Sensing Systems  
Light-emitting diode (LED) taillamps  
Lincoln split-wing grille  
Power, heated sideview mirrors with integrated blind spot mirrors, security approach lamps, memory and auto-dimming driver's side  
Rain-sensing windshield wipers  
Solar-tinted glass

### INSTRUMENTATION | DRIVER CONTROLS

Auto-dimming rearview mirror with compass and microphone  
Intelligent Access with push-button start (2 key fob transmitters)  
Power windows with global open and one-touch-up/-down for driver and front passenger  
Steering wheel-mounted cruise control, media controls and secondary audio controls  
Universal garage door opener  
White LED-backlit instrument cluster with speedometer, tachometer, fuel level gauge, coolant temperature gauge, and message center

### SEATING

5-passenger seating  
12-way power driver and front-passenger seats with power lumbar and driver's side memory feature  
Bridge of Weir™ leather-trimmed seating  
Heated and cooled driver and front-passenger seats  
Heated rear outboard seats  
Rear-seat center armrest with pass-through and 2 cupholders

### INTERIOR

Accessory delay for power features  
Ambient lighting  
Dual-zone electronic automatic temperature control  
Front center floor console with armrest, storage and 2 cupholders  
Genuine wood accents in fine line ebony or olive ash on the instrument panel  
Illuminated Entry System with theater-dimming feature  
Leather-wrapped shift knob with chrome surround  
Leather-wrapped steering wheel with genuine wood accent in fine line ebony or olive ash  
Map pockets  
Powerpoints (3)  
Power tilt/telescoping steering column with memory  
Rear-window power sunshade

### AUDIO | COMMUNICATION SYSTEMS

Auxiliary audio input jack in front center floor console  
Lincoln SYNC® voice-activated, in-vehicle connectivity system  
SIRIUS Satellite Radio, including SIRIUS Satellite Radio receiver, low-profile antenna, and introductory 6-month subscription  
THX® II Certified Audio System with AM/FM stereo/6-disc in-dash CD changer, MP3 capability, 16 speakers (including 10-in. subwoofer), 600 watts of peak power and 12-channel amplifier

### SAFETY | SECURITY

Personal Safety System™ for driver and front passenger with dual-stage front airbags<sup>1</sup>, safety belt pretensioners, safety belt energy-management retractors, safety belt usage sensors, driver's seat position sensor, crash severity sensor, restraint control module and Front-Passenger Sensing System  
AdvanceTrac® electronic stability control  
Anti-theft perimeter alarm  
Belt-Minder® front safety belt reminder  
Brake- and engine-actuated traction control  
Child-safety rear door locks  
Emergency glow-in-the-dark, in-trunk release handle  
Front-seat side airbags<sup>1</sup>  
Lower anchors and tether anchors for child-safety seats (LATCH)  
MyKey® owner controls feature  
Power door locks  
Safety Canopy® System including side-curtain airbags<sup>1</sup> with roll-fold technology, and rollover sensor  
SecuriCode™ invisible keypad  
SecuriLock® Passive Anti-Theft System  
Side-intrusion door beams  
SOS Post-Crash Alert System™  
Tire Pressure Monitoring System (excludes spare)

<sup>1</sup>Always wear your safety belt and secure children in the rear seat.



STANDARD LUXURY FEATURES:

**MKS with EcoBoost™: Rapid Spec 200A**

Includes content of Rapid Spec 100A, plus:

3.5L EcoBoost V6 twin-turbocharged, direct-injection engine

355 hp @ 5,700 rpm/350 lb.-ft. of torque @ 3,500 rpm<sup>1</sup>

Intelligent all-wheel drive (AWD)

19-in. 10-spoke premium painted cast-aluminum wheels with P255/45R19 all-season tires

Electric power-assisted steering

2011 EPA-estimated fuel economy

AWD 17 mpg city/25 hwy (19-gal. capacity)

AVAILABLE LUXURY PACKAGES

**EcoBoost Appearance Package<sup>2</sup>**

Body-color license plate accent

Chrome grille with darkened accent bars

Darkened headlamp treatment

Decklid lip spoiler with chrome insert

Modified MKS decklid badge (S in red)

Ultimate seat trim featuring color-keyed Tuxedo stripe in the center of the front and outboard rear seat backs, and embroidered Lincoln Star on the front seat head restraints (available in Charcoal Black with Charcoal Black tuxedo stripe, or Sienna with Charcoal Black tuxedo stripe)

Unique 20-in. 10-spoke polished wheels with P245/45R20 all-season tires

Unique body-color front and rear lower fascias, side rocker panels and door cladding

Unique illuminated door sill plates (S in red)

Unique metallic appliqué with MKS on instrument panel (S in red)

Upgraded black floor mats with embroidered Lincoln Star

**Rapid Spec 101A Navigation Package**

Rear view camera

THX II Certified 5.1 Surround Audio System with AM/FM stereo/single-CD/DVD/Jukebox, MP3 capability, 16 speakers (including 10-in. subwoofer), 600 watts of peak power and 12-channel amplifier

Voice-activated Navigation System with 8-in. high-resolution LCD touch screen display; integrated SIRIUS Traffic and SIRIUS Travel Link features (with introductory 6-month subscription) for real-time traffic, weather and fuel price updates; HD Radio™ technology; driver-configurable home screen; plus hard disc drive for music and data storage

**Rapid Spec 102A Ultimate Package** Includes content of Navigation Package, plus:

19-in. 10-spoke premium painted cast-aluminum wheels

Dual-panel moonroof with power sunshade

Ultimate seat trim

Wood appliqués in fine line ebony or olive ash on all doors

**Rapid Spec 201A EcoBoost Ultimate Package<sup>2</sup>** Includes content of Navigation Package, plus:

Dual-panel moonroof with power sunshade

Ultimate seat trim

**Premium Wood Door-Trim Package<sup>3</sup>**

Wood appliqués in fine line ebony or olive ash on all doors

AVAILABLE EQUIPMENT

19-in. 10-spoke bright machined/painted cast-aluminum wheels (requires 3.7L V6)

20-in. 11-spoke polished cast-aluminum wheels

Active park assist<sup>2</sup>

Adaptive cruise control and collision warning with brake support

Dual-panel moonroof with power sunshade

Intelligent all-wheel drive (AWD)

AVAILABLE LINCOLN CUSTOM ACCESSORIES

Rear decklid spoiler

Remote start systems

GPS tracking and recovery by SmartAlert™<sup>4</sup>

Portable navigation systems by Garmin®<sup>4</sup>

Dual headrest DVD by INVISION™<sup>4</sup>

Wiper de-icer and debris cleaner by Wiper Shaker<sup>4</sup>

Moonroof deflector

Side window deflectors

Splash guards

Locking fuel plug

Interior light kit

Illuminated door sill plates

Hard cargo organizer

Soft cargo organizers (large and standard sizes)

Soft cargo cooler bag

Cargo area protector

All-weather floor mats

Cargo net

Sport pedals

Ash cup/coin holder with or without lighter element

20-in. 5-spoke chrome wheels

Wheel locks

To learn more about Lincoln Custom Accessories and to shop online, visit [lincolnaccessories.com](http://lincolnaccessories.com).

Length	204.1"
Wheelbase	112.9"
Width (excluding mirrors)	75.9"
Width (including mirrors)	85.5"
Height	61.6"

Head room (front/rear)	39.7"/38.5"
Shoulder room (front/rear)	58.6"/57.4"
Hip room (front/rear)	55.3"/55.3"
Leg room (front/rear)	41.9"/38.6"
Passenger volume	105.8 cu. ft.
Cargo volume	18.7 cu. ft.
Total interior volume	124.5 cu. ft.

<sup>1</sup>With premium fuel. <sup>2</sup>Requires 3.5L EcoBoost V6. <sup>3</sup>Not available with the EcoBoost Appearance Package. <sup>4</sup>Lincoln Licensed Accessories.



MKS | TRIM

Available with all exterior colors except  
Gold Leaf Metallic



CHARCOAL BLACK LEATHER WITH TUXEDO STRIPE | FINE LINE EBONY WOOD

Available with all exterior colors except  
Silver Diamond Premium Coat Metallic  
and Sterling Gray Metallic



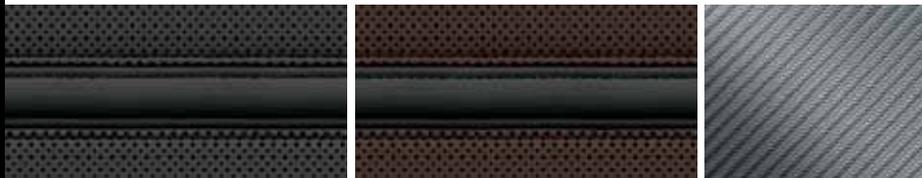
LIGHT CAMEL LEATHER WITH TUXEDO STRIPE | OLIVE ASH WOOD

Available with all exterior colors



CASHMERE-COLORED LEATHER WITH TUXEDO STRIPE | FINE LINE EBONY WOOD

EcoBoost™ Appearance Package  
is offered with:  
Tuxedo Black Metallic  
Bordeaux Reserve Red Metallic  
Silver Diamond Premium Coat Metallic  
White Platinum Metallic Tri-Coat  
Red Candy Metallic Tinted Clearcoat



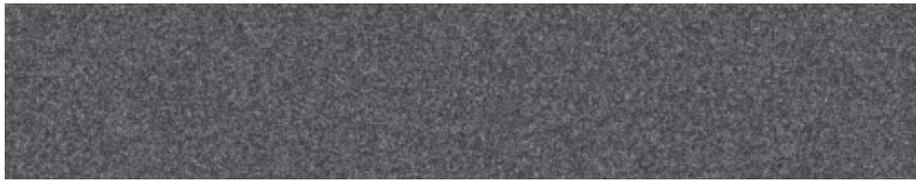
CHARCOAL BLACK OR SIENNA LEATHER WITH  
CHARCOAL BLACK TUXEDO STRIPE | METALLIC APPLIQUE



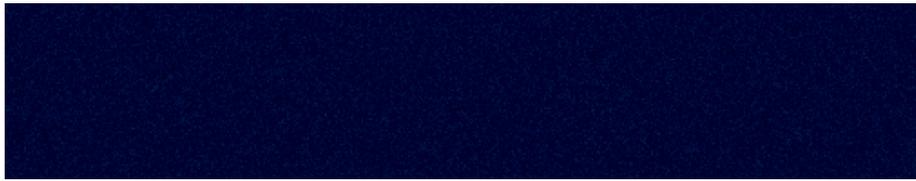
TUXEDO BLACK METALLIC



GOLD LEAF METALLIC



STERLING GRAY METALLIC



KONA BLUE METALLIC



BORDEAUX RESERVE RED METALLIC



SILVER DIAMOND PREMIUM COAT METALLIC



WHITE PLATINUM METALLIC TRI-COAT<sup>1</sup>



RED CANDY METALLIC TINTED CLEARCOAT<sup>1</sup>

<sup>1</sup>Additional cost.  
Colors are representative only.



A. 20-IN. 10-SPOKE POLISHED | AVAILABLE WITH ECOBOOST™ APPEARANCE PACKAGE

B. 20-IN. 11-SPOKE POLISHED CAST-ALUMINUM | AVAILABLE

C. 19-IN. 10-SPOKE BRIGHT MACHINED/PAINTED CAST-ALUMINUM | AVAILABLE

D. 19-IN. 10-SPOKE PREMIUM PAINTED CAST-ALUMINUM | STANDARD ON MKS WITH ECOBOOST | AVAILABLE ON MKS

E. 18-IN. 10-SPOKE BRIGHT MACHINED/PAINTED CAST-ALUMINUM | STANDARD



**FORD CREDIT** Get the ride you want. Whether you plan to lease or finance, you'll find the choices that are right for you at Ford Credit. Ask your Lincoln Mercury Dealer for details or check us out at [fordcredit.com](http://fordcredit.com).

**FORD MOTOR COMPANY INSURANCE SERVICES** Get Ford Motor Company quality in your auto insurance. Our program offers industry-leading benefits and competitive rates. Call 1.877.367.3847, or visit us at [fordvip.com](http://fordvip.com) for a no-obligation quote. Insurance offered by American Road Services Company (in CA, American Road Insurance Agency), a licensed agency and subsidiary of Ford Motor Company.

**FORD EXTENDED SERVICE PLAN** For a purchase or lease, the Ford Extended Service Plan (ESP) gives you "Peace-of-Mind" protection designed to cover key vehicle components and protect you from the cost of unexpected repairs. Ask your dealer for a Ford ESP, the only service contract backed exclusively by Ford and honored at all Ford Lincoln Mercury dealerships.

Genuine Lincoln Accessories will be warranted for whichever provides you the greatest benefit: 12 months or 12,000 miles (whichever occurs first), or the remainder of your Bumper-to-Bumper 4-year/50,000-mile New Vehicle Limited Warranty. Contact your local Lincoln Mercury Dealer for details and a copy of the limited warranty. Lincoln Licensed Accessories (LLA) are warranted by the accessory manufacturer's warranty. Lincoln Licensed Accessories are fully designed and developed by the accessory manufacturer and have not been designed or tested to Ford Motor Company engineering requirements. Contact your Lincoln Mercury Dealer for details regarding the manufacturer's limited warranty and/or a copy of the LLA product limited warranty offered by the accessory manufacturer.

Complimentary maintenance makes driving your Lincoln even more of a pleasure. Simply bring it to an authorized Lincoln service center, and scheduled maintenance will be performed at no charge throughout your first year of ownership or 15,000 miles, whichever comes first. Additional peace of mind comes from a 4-year/50,000-mile bumper-to-bumper New Vehicle Limited Warranty that covers repair, replacement or adjustment of parts at no additional cost, as well as a 6-year/70,000-mile powertrain limited warranty which features no deductible and is fully transferable. And Roadside Assistance for 6 years or 70,000 miles provides the security of knowing that help may be only a phone call away should you run out of fuel, lock yourself out of the vehicle or need towing. Your Lincoln Mercury Dealer will provide complete details on all of these privileges.

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The Bluetooth word mark is a trademark of the Bluetooth SIG, Inc.

DTS is a trademark of DTS, Inc.

HD Radio is a proprietary trademark of iBiquity Digital Corp.

SmartAlert is a registered trademark of Inilex, Inc.

Garmin is a registered trademark of Garmin Ltd.

INVISION is a trademark of Audiovox Corporation.

Comparisons based on 2010 competitive models (Class is Luxury Full-Size Sedans), publicly available information and Ford certification data at time of printing. Some features discussed may be optional. Vehicles shown may contain optional equipment. Features shown may be offered only in combination with other options or subject to additional ordering requirements or limitations. Dimensions shown may vary due to optional features and/or production variability. Following publication of the catalog, certain changes in standard equipment, options and the like, or product delays may have occurred which would not be included in these pages. Your Lincoln Mercury Dealer is the best source of up-to-date information. Lincoln Mercury reserves the right to change product specifications at any time without incurring obligations.

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