

## GM Employees Take Kids to Work

The GM Tech Center celebrated science and the environment in a big way during “Take Your Child to Work/Earth Day” last week.

This an annual event that is held across the Tech Center campus, said Katie Murphy, an Engi-

neering Group manager who works out of the Tech Center.

Murphy organized this year’s April 26 event. She said that the Tech Center combined Earth Day and Kids Day eight years ago. She’s been involved since then and was asked to head the event

by the original organizer Perry Kuey, a couple of years ago.

“We start work on this project in January,” Murphy said. “Various different departments at the Tech Center, along with Club GM,

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Dr. Nitro created ice cream with liquid nitrogen at the Tech Center’s “Bring Your Child to Work” day event.



Hoover, from 11 to 13 Mile, is under going repairs for several months.

## Hoover Headaches Begin!

Now that the weather is getting warm road repair season has arrived.

Environmental Compliance Engineer for the city of Warren Tina Gapshes said that the city will be repairing Hoover Road and will be completely repaved between 13 Mile and 11 Mile.

The work officially started on April 23, Gapshes said. The open-to-traffic date is Sept. 30, with all work, including landscaping completed by Nov. 4.

“Something can always happen to delay the project,” Gapshes said. “But these are the completion dates, and, hey, sometimes we even complete a proj-

ect ahead of time. But the schedule is from April 23 to Sept. 30.”

Traffic will be allowed on Hoover during the repaving process, Gapshes said. The street has four lanes in addition to a center left-turn lane. During repairs north-south traffic will be channeled into one lane for each direction.

“We have put an end to left turns during construction,” Gapshes said. “We know that is a major inconvenience, but if we allow left turns, that will cause even bigger traffic backups. This winter has been really hard on

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## Experts Deconstruct Tesla 3 Automobile

by Jim Stickford

Auburn Hills-based Munro and Associates talked about the company’s analysis of the Tesla 3 at a recent special conference held by the Automotive Press Association.

The conference was chaired by Munro CEO Sandy Munro on April 25, and it will be the last words spoken about the Tesla 3 by the company until late June or early July, Munro said.

The event, which had been planned several weeks in advance, was held just after an interview in which Munro said Tesla has a



CONTINUED ON PAGE 4 Munro shows the media how the frame of the Tesla 3 was built.

## Ford Unveils Future Plans, Cars to Play a Small Role

Ford Motor Company released its first quarter 2018 financial results, along with some big news – traditional cars will be a minor part of the company’s portfolio.

The company delivered increased revenue, up 7 percent year over year, and net income of \$1.7 billion, up 9 percent year over year, more than explained by a lower tax rate, said Ford spokesman Brad Carroll. Company adjusted EBIT of \$2.2 billion was down from a year ago, due to commodity cost increases and adverse exchange rates.

In addition, the company an-

nounced that its fitness initiatives are driving an improved outlook, said Carroll. Ford is now targeting an 8 percent adjusted EBIT margin in 2020, two years earlier than previously anticipated. Ford is also targeting its return on invested capital (ROIC) to substantially increase by 2020.

“We are committed to taking the appropriate actions to drive profitable growth and maximize the returns of our business over the long term,” said Jim Hackett, president and CEO. “Where we

CONTINUED ON PAGE 6

## MCC Hosts a Military Expo Promoting Michigan Firms

by Jim Stickford

Macomb Community College in Warren last week hosted the ninth annual Michigan Defense Exposition (MDEX).

The event was held April 25 and 26, at MCC’s Warren Campus. Vicki Selva, deputy executive director of the Michigan Defense Center, said MDEX has always been designed to show just what Michigan companies can do for the defense industry, and ultimately the warfighters that protect this nation.

“They year we have 120 businesses taking up 160 booth spots,” Selva said. “The difference in those numbers comes down to the fact that some companies used up more than one booth spot for their displays. Overall, we expect about 2,000

people to attend this event. We have shuttles regularly going to TACOM to pick people up and bring them here and then take them back to TACOM.”

Beth Cryderman Moss, president of the Michigan chapter for the National Defense Industrial Association (NDIA), said her organization supports MDEX because in these uncertain times, having a strong defense is vitally important.

She also works as the director of the Macomb Regional Procurement Technical Assistance Center. It’s a Department of Defense funded program to assist small businesses that wish to do business with the federal government.

“The message we want to get



CONTINUED ON PAGE 3 More than 100 Michigan companies showed how they can help the military at the recent MDEX gathering.

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Deadline: Thursday 5:00 p.m.  
for the next edition of Monday

William Springer II, publisher  
Lisa A. Torretta, operations  
Jim Stickford, news

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Adam King and son Landon and the "Smokey" Pontiac Trans Am.



Murphy, in front of t-shirt design submissions, wears winning design.

## Warren Library Hosting Talk On Investing

Warren librarian Amy Nelson invites people to join Jonathan H. Strong, CRPC from UBS Financial Services, Inc. at the Miller Library on Thursday, May 3, at 6 pm for the second informational program to help people start investing.

This session will cover how to earn tax free income using Michigan Tax Free Municipal Bonds and conservative income strategies, and the benefits of tax free investing – for short or long term needs – and to increase monthly income, Nelson said.

This program will be held in Conference Room "A" of the Warren Community Center. Registration is required, register online at warrenlibrary.net or please call Miller Library at 586-751-5377.

The Miller Branch Library is located at 5460 Arden in the Warren Community Center (between 14 Mile and Chicago, west of Mound).

For more information, call 586-751-5377, Nelson said.

## GM Tech Center Employees Take Their Kids to Work

CONTINUED FROM PAGE 1

get together once a week to do the planning. We have enough experience to have preparation down to a science."

For the Earth Day part of the celebration, for example, a group of conservationists from mid-Michigan were invited down to show children birds of prey, including an owl.

"People don't think of owls as birds of prey, but they are," Murphy said. "The Tech Center has a connection to birds of prey. A pair of falcons, for the past few years, have nested on top of the old Campbell-Ewald building, which is now part of the Tech Center and known as VEC East. This year the pair laid four eggs."

The Clinton River Watershed Council was also invited to teach kids about the importance of a clean water table, Murphy said.

And each year children of Tech Center employees can submit designs for t-shirts celebrating that

day. All the submissions were put up for display and Murphy herself wore a t-shirt with the winning design.

Murphy said different departments across the campus put on different displays. Kids got to see an air bag deployment, demonstration and DTE Energy was on hand to demonstrate energy conservation.

They even invited entertainer "Dr. Nitro" to show kids exciting and fun science experiments.

"It's really cool," Murphy said. "He uses liquid nitrogen to make ice cream and does things like freeze gummy bear candy with the liquid nitrogen."

And kids got to see some famous cars in the lobby of the VEC building, including the Pontiac Trans Am that was used in the Burt Reynolds "Smokey and the Bandit" movie.

There was a cut out of Reynolds near the car and kids and parents were able to get a good look at the vehicle.

Adam King, a senior financial

analyst who works at the Tech Center, brought his seven-year-old son Landon to work and showed Landon the car.

"I really like 'Bring Your Child to Work' day," King said. "There are so many things to see and do it creates a real carnival atmosphere. And I get to see the 'Smokey and the Bandit' Trans Am."

Landon said he really enjoyed

seeing all the cool cars, but when asked, admitted that he didn't know who Burt Reynolds was or what "Smokey and the Bandit" is.

"I am glad I had the chance to take my son to work and show him what I do," King said. "And remember, he's only seven, so it is only to be expected that he doesn't know about Burt Reynolds. But it's still cool to see the car."

## Learn About Danger of Phone Scams

The Michigan Attorney General's office is holding a special presentation on how residents can avoid being tricked by telephone scams.

The event will be held on Wednesday, May 9, starting at 6:30 p.m. in the Hilary Kutella Community Room of the Dorothy Busch branch of the library, 23333 Ryan in Warren.

Warren Librarian Jennifer Lund said that space for the event is limited to people

should call 586-353-0580 to save a spot.

According to AARP, one in 10 Americans will fall prey to phone scams this year, and millions more will be ripped off online or in person.

Older Americans are prime targets for scam artists. Fraud costs Americans tens of billions of dollars a year, and the crimes keep getting more brazen and sophisticated, and every two seconds an identity is stolen.

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## Hoover Road Construction Project Begins

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the roads, with the freeze and thaw. Before we announced the project the city received a large number of complaints about the condition of the road. We investigated and Hoover really needs this work."

The project began on April 23, but the city had originally planned for it to begin a couple of weeks earlier, Gapshes said. But it stayed colder longer than expected, which pushed back the start date of the project.

Gapshes said it's normal for people to take a couple of weeks to get used to major road construction like the Hoover project. They adjust to the delays in the using the road or seek alternative routes. This will have the effect of increasing traffic on alternative routes, but still in most cases it saves drivers time because of the limited traffic capacity on Hoover.

"We understand that it takes time to adjust," Gapshes said. "And we understand that this is annoying, but this road needs to be fixed and there is no way to do the job without this kind of disruption."

The total cost of the project is \$2.7 million, Gapshes said. The Michigan Department of Transportation is providing 80 percent of the funding, with the city of Warren providing the remaining 20 percent.

## MCC Hosts Expo to Promote STEM, Michigan Businesses

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out is that we need to be prepared," Moss said. "We need to be prepared in this time of uncertainty and it is important that our industrial base be prepared as well in the name of national security."

And part of being prepared is having a workforce that can manufacture the equipment needed by warfighters. Which is why the Michigan NDIA chapter is working with the SME Education Foundation to create and support STEM education programs in Michigan.

Sandy Wilton was at MDEX on behalf of SME Education. She said that foundation's Partnership in Response to Manufacturing Education program (PRIME) works with schools and businesses in 22 states, including Michigan, to promote and teach advanced manufacturing skills.

Wilton said that PRIME is in 45 schools in the 22 participating states. One school is Fraser High School. Justin Palmer, a senior at Fraser High School has participated in PRIME for the two years it's been at the high school.

He has studied welding and it has given him the skills to get a job at Complete Prototype Services in Clinton Township.

Once Palmer graduates, he said that he is going to join the United States Army.

"It's nice to have guidance and learn skills that are in demand," Palmer said.

Brent Brasure, director of Career Technical Education for Fraser schools, said he likes PRIME and what it can do for students.

"This is a real collaboration," Brasure said. "It affords Michigan schools the chance to feed talented students directly into post-secondary placements by engaging directly with industry partners."

"And it allows schools to tailor vocational education for the jobs that are out there, and students have a say and they can take ownership of the education pathway that they choose. It's exciting to come to an event like MDEX and show students the businesses out there that need their skills, and it gives students



Beth Cryderman Moss



Justin Palmer

the chance to make connections and network."

Overall, MDEX is a real win for

the military, as well as for businesses and for students, Brasure said.

## Macomb County Holding Water Festival

Macomb County is inviting residents to come out and support the community this summer at the 7th Annual Sprint and Splash Festival of Races on Saturday, June 16, at Lake St. Clair Metropark. This is the chance to be a part of an exciting, family-friendly event that draws in people of all ages from around the southeast Michigan region, said county spokeswoman Amanda Minaudo.

"Bring your family and friends out to kickoff summer through a variety of competitive events, music, food, craft beer and a multitude of vendors," Minaudo said.

"Sprint and Splash also serves the unique purpose of acting as a fundraiser for organizations that are working to enhance regional recreational assets while also striving to protect and restore Lake St. Clair, the Clinton River and the surrounding natural areas."

The primary benefactor of the event will be the Huron-Clinton Metroparks Foundation, whose mission is to provide critical support to sustain all 13 Metroparks and to enrich the lives of the citizens and environment of southeast Michigan. Since 2003, the Metroparks Foundation has

worked to enhance and support the parks by providing funding to help ensure that the parks meet recreation, conservation and education goals. The second non-profit organization benefiting from this event is the Clinton River Watershed Council whose mission is to protect, enhance and celebrate the Clinton River, its watershed and Lake St. Clair.

Sprint and Splash Events include a 5K Run / Walk Duathlon, a two-mile Kayak race and a two mile recreational Stand-Up Paddleboard race. Visit SprintandSplash.com for more information or to register online.

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# Experts Take Apart Tesla 3 Automobile

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hard time with the “dinosaur” tech that goes into a car hit the media. Munro and Associates is a company that breaks down and reverse engineers products to analyze how they work and how efficiently they are produced.

Munro said that his company was able to purchase a Tesla 3 from a consumer who had one, but needed cash. The vehicle was then taken apart by Munro senior associates and analyzed. The full results will be released later this year.

The project was initiated by

Munro and companies the cost of a full report will be \$87,000, Munro said.

Automotive Press Association members were divided into groups and taken to separate stations where experts talked about different parts of the Tesla 3. The stations were HVAC, steering and chassis, electronics, body and frame, battery and cost evaluation.

Sue Okray, COO at Munro, said that Tesla was able to quiet the air conditioning unit by using a special coating to absorb sound. That’s important because EVs don’t make engine noise, unlike

regular cars where the engine noise drowns out the sound of the air conditioner running.

David Warner, senior analyst for Munro, said that the vehicle’s electronics system showed great flexibility, which could contribute to its being able to be used in multiple markets around the world. That struck Warner as being particularly interesting.

Al Steier, director of benchmarking for Munro, said that Tesla used a lot of aluminum in the steering system and chassis. That makes for less weight, a critical need in an EV. The brake system was a standard Bosch ABS system.

When Munro spoke to the media about the Tesla 3’s frame body, he said it was really like the “tale of two cars.” The tech in the Tesla 3 was great, but the company has difficulty in the nuts and bolts making of a car. He saw numerous defects that suggested that the robots doing the welding were not programmed well enough.

He also said that parts of the car, such as the bucket used for the trunk used too many parts and were too complicated to put together because it required the use of too many manufacturing techniques.

Munro said that while no one



Warner shows some of the electronics examined in the Tesla 3 car.

from his company has viewed Tesla’s production line, it’s a good guess that they are using a lot of robots to make the vehicles.

“That’s not unprecedented,” Munro said. “Roger Smith tried the same thing at GM years ago and ended up having to scrap a lot of robots.”

The problem with robots is that they can only do what they are programmed to do, Munro said. People, on the other hand, can do anything and can recognize when something is wrong and make adjustments right away.

At the end of the press tour, Munro took a few questions. The first was his opinion on the Tesla 3 on a scale of one to five, with five being the highest.

“I can’t really do that,” Munro said. “Some of the tech in the car is a one and some of it is six out of five. When I look at the electronics, I see a six, when I look at the body, I see a one. There is

some great technology in this car. But I will say that the stuff that is one is stuff that can be fairly easily fixed. It wouldn’t be cheap, but it also wouldn’t be difficult. There are dozens of companies in Michigan, Ontario, and Ohio, that can help with the manufacturing process.”

Munro was asked who could purchase the final Munro report. Munro said the company initiated the report itself, so any OEM or supplier that wanted to see the full report when it comes out in a couple of months can do so, provided they are willing to pay the full price.

## Macomb Honors Meal on Wheels Volunteers

The Macomb Community Action Office of Senior Services has honored Meals on Wheels volunteers at its annual Volunteer Appreciation Event on April 17 at the Bethesda Christian Church in Sterling Heights.

Approximately 260 volunteers attended the event which featured food and baked goods from several Macomb County businesses, said county spokeswoman Roneeka Pleasant-Brown.

County Executive Mark A. Hackel greeted the crowd and offered words of appreciation.

“Your selfless efforts do not go unappreciated or unnoticed,” he said. “Volunteers in programs throughout the county are extremely important to the many successes that we have seen.”

Other attendees included County Commissioner Bob Smith, Deputy County Executives Pam Lavers and Al Lorenzo.

The recipients of the 2018 Volunteer of the Year Award and the Kurt Strevel Award were announced during the event’s program. Carlo Franz received the 2018 Volunteer of the Year Award.

He has been an active Meals on Wheels volunteer since 2008, consistently serving participants on his assigned route along with volunteering to fill in for other routes throughout Macomb County.

The Kurt Strevel Award was given to Christine Love. Love was severely injured in an auto accident while delivering meals. Though she was in pain and receiving medical treatment, she asked firefighters at the scene to deliver her last meal. Her request was honored.

“We have more than 1,000 volunteers in our database and all of them are very special to us,” said Kristie King, division director of the Office of Senior Services at Macomb Community Action.

“They are the heartbeat of the Meals on Wheels program, and I am constantly amazed at the amount of commitment and dedication they possess.”

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# GM, Amazon Teaming Up

Thanks to an agreement between GM and Amazon, more than seven million owners of eligible Chevrolet, Buick, GMC and Cadillac vehicles in the United States can enjoy the convenience of having Amazon packages delivered inside their vehicle using Amazon Key.

In-Car Delivery comes at no extra cost for Amazon Prime members with an active OnStar account and is available in 37 U.S. cities and surrounding areas, with more cities to follow, said GM spokesman Vijay Iyer.

“Partnering with Amazon to leverage our embedded in-vehicle connectivity gives Chevrolet, Buick, GMC and Cadillac owners the option to conveniently receive deliveries inside their vehicle parked at home, work or near other locations in their Amazon address book,” said Alan Batey, president, General Motors North America. “This is another example of how we provide customers with technologies that add value and enhance the ownership experience.”

With Amazon Key In-Car Delivery, packages can be delivered to a vehicle when it’s parked in a publicly accessible area, such as on the street in front of an apartment building, at a workplace surface parking lot or in a home driveway.

Delivery is available on tens of millions of items sold on Amazon.com and works with Same Day, Two-Day and Standard Shipping, Iyer said.

“At Amazon, we are always working to make our customers’ lives easier and starting today, we’re excited to bring in-car delivery to Chevrolet, Buick, GMC and Cadillac owners,” said Peter Larsen, vice president of Delivery Technology, Amazon. “Prime members now have another way to ensure their

packages are safe and secure – all for no additional cost.”

Setting up Amazon Key In-Car Delivery is easy, Larsen said. Customers must download the Amazon Key App and opt in to seamlessly link their Amazon and OnStar accounts. Once the first step is complete and the delivery location has been registered, customers can shop on Amazon.com and select the “In-Car” delivery option at checkout. Additional eligible delivery addresses can be added to the Amazon address book at any time.

Customers receive a notification via the Amazon Key App when the delivery is on its way and after the delivery is completed and the vehicle is relocked. Deliveries are made to a stationary car parked in a publicly accessible area.

Amazon Key In-Car Delivery requires a 2015 model year or newer Chevrolet, Buick, GMC and Cadillac vehicle, Iyer said. Visit [onstar.com](http://onstar.com) for coverage map, details and system limitations. To check eligibility and sign up for Amazon Key In-Car Delivery, visit [www.amazon.com/keyincar](http://www.amazon.com/keyincar).

## GM Adding New Shift to Plant

DETROIT (AP) – General Motors is adding a shift at a Tennessee factory that makes GMC and Cadillac SUVs, putting about 700 people to work.

But there may not be any new hires in Spring Hill south of Nashville. Some laid-off workers at the factory will be rehired and others furloughed from an Ohio factory could relocate. GM spokeswoman Kim Carpenter said April 25 GM is still working on a staffing plan for the third shift, which begins in September.

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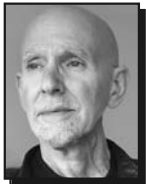
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## GM 1Q Profits Down, Rise Expected in 2Q

General Motors released its first-quarter 2018 results reflecting profitability in all operating segments and record earnings in China and from GM Financial, said GM spokesman Tom Henderson.

Income from continuing operations was affected by a \$0.9 billion special charge related to Korea restructuring. Income from continuing operations and EBIT-adjusted reflect the impact of planned production downtime in preparation for the company's all-new full-size Chevy Silverado and GMC Sierra truck launches later this year, Henderson said.

GM said earnings and revenue fell because shipments to dealers dropped as factories were closed to retool for new full-size pickup trucks. But sales from dealers to buyers in the U.S., GM's most profitable market, rose 3.8 percent driven by SUVs.

Deliveries of GM's newest crossovers in the U.S. and China doubled in the first quarter year over year, led by the GMC Terrain, the Chevrolet Traverse and Equinox and the new Baojun 510 and 530, Henderson said. To build on this crossover success, Cadillac revealed the first-ever XT4 in March, beginning the expansion of the brand's successful SUV lineup. In the U.S., the XT4 can be pre-ordered now, with the first deliveries expected this fall. Cadillac will introduce, one new model every six months through 2021.

In March, adding to the strength of the GMC brand and Denali lineup, GM revealed the next-generation 2019 GMC Sierra Denali and SLT, and the new Sierra AT4 full-size pickups, which will go on sale later this year in North America, Henderson said. The Sierra AT4 introduces the all-terrain four-wheel drive

AT4 sub-brand, which will be featured on every model in GMC's lineup in the next two years.

GM China, with its JV partners, plans to introduce 15 new and refreshed models in 2018, sharpening its focus on the strong SUV, MPV and luxury vehicle segments, Henderson said. About half of these products will be SUVs and MPVs. The first of the 15 models, the Baojun 530 compact SUV, went on sale in March.

Henderson said that as expected, first-quarter free cash flow was meaningfully below the first quarter of 2017 primarily due to planned, lower full-size truck production, and incremental capital spending to support the launches of GM's all-new Chevrolet Silverado, GMC Sierra and GEM platform. GM continues to expect its 2018 core adjusted auto free cash flow to be in line with 2017 results as the company benefits from strong EBIT-adjusted performance and favorable seasonal cash flow factors later this year.

To continue to strengthen core business performance and address underperforming markets, GM has announced its decision to cease production and close the Gunsan Korea plant by the end of May 2018. GM recorded a \$942-million pre-tax charge, considered special for EBIT-adjusted and EPS diluted-adjusted, related to asset impairment and termination benefits. The charge included \$464 million in non-cash asset impairments.

After more than a year of building test vehicles for development of its self-driving technology, GM announced it will build production versions of its Cruise AV at its Orion Township assembly plant in Michigan, Henderson said. Roof

modules for GM's self-driving vehicles will be assembled at its Brownstown plant. Having all AV capabilities under one roof has allowed GM to continue making significant progress on its plans to achieve commercialization at scale in a dense, urban environment in 2019.

First-quarter 2018 highlights:

- EPS-diluted of \$0.77 and EPS-diluted-adjusted of \$1.43;
- Revenue of \$36.1 billion;
- GM North America EBIT-adjusted of \$2.2 billion and margin of 8.0 percent;
- GM North America is on track to sustain 10 percent full-year margin;
- GM International EBIT-adjusted of \$0.2 billion, includes record equity income in China of \$0.6 billion.

## Volkswagen Sees Decline in Company Profits

FRANKFURT, Germany (AP) – Profits have slipped at automaker Volkswagen in the first quarter due to a change in accounting rules, but sales increased and the company recorded no significant additional losses from its diesel emissions scandal.

Net profit fell 2 percent to 3.3 billion euros on sales that rose 4 percent to 58.2 billion euros. The company said April 26 that operating profits, which exclude financial items such as interest and taxes, fell to 4.2 billion euros from 4.4 billion euros – but would have shown an increase without the accounting changes, which affect how financial derivatives are valued.

CEO Herbert Diess says the company is “in a robust position” with net cash of 24.3 billion in the automotive division.

## Ford Unveils Future Plans, Cars Playing Smaller Role

CONTINUED FROM PAGE 1

can raise the returns of underperforming parts of our business by making them more fit, we will. If appropriate returns are not on the horizon, we will shift that capital to where we can play and win.”

The accelerated 2020 targets are enabled by \$11.5 billion of cost and efficiency opportunities that span the entire company and include engineering, marketing and sales, manufacturing, material cost and IT, Carroll said. In addition, Ford expects to improve its capital efficiency. The company had previously expected to spend about \$34 billion in capital from 2019 to 2022 and has now cut that by \$5 billion, to \$29 billion over the same period.

“This quarter is in line with expectations and consistent with our outlook for the full year, but we know we can, and must, do better,” said Bob Shanks, executive vice president and CFO. “The entire team is focused on improving the operational fitness of our business, as well as meeting and exceeding our accelerated 2020 target of 8 percent margin and ROIC in the high teens.”

Hackett also provided an update to Ford's strategic framework, declaring that Ford will create long term value by:

- Building a winning portfolio and focusing on products and markets where Ford can win. For example, by 2020, almost 90 percent of the Ford portfolio in North America will be trucks, utilities and commercial vehicles. Given declining consumer demand and product profitability, the company will not invest in next generations of traditional Ford sedans for North America.

Over the next few years, the Ford car portfolio in North America will transition to two vehicles – the best-selling Mustang and the new Focus Active crossover coming out next year, Carroll said. The company is also exploring new “white space” vehicle silhouettes that combine the best attributes of cars and utilities, such as higher ride height, space and versatility.

- Making a full commitment to new propulsion choices, including adding hybrid-electric powertrains to high-volume, profitable vehicles like the F-150, Mustang, Explorer, Escape and Bronco. The company's battery electric vehicle rollout starts in 2020 with a performance utility, and it will bring 16 battery-electric vehicles to market by 2022.

- Revenue in the quarter rose 7 percent; net income and adjusted EBIT solid; EPS and adjusted EPS of \$0.43, both up year over year.

- Balance sheet remains strong with total liquidity of \$38.6 billion.

- Fitness initiatives have identified an incremental \$11.5 billion of cost and efficiency opportunities, driving accelerated 2020 financial targets.

- Now expect 8 percent adjusted EBIT margin by 2020, two years earlier than previous target.

- Plan to reduce cumulative capital spending by \$5 billion over 2019-2022 time frame.

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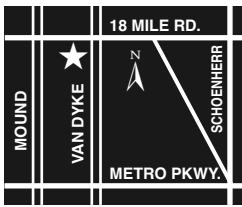
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\*See dealer for details. All Rebates/Incentives have been deducted from sale price/payment and are subject to change by manufacturer without notice. GM Employee discount required on the Silverado and Malibu leases. GM Supplier Discount of Supplier Discount for Friends required on the Equinox lease. The Silverado and Malibu leases assume that you qualify for GM Lease Loyalty. To qualify for GM Lease Loyalty you must have a GM Lease in the household excluding Cadillac. The Equinox lease assumes you have a 1999 or newer qualifying Competitive Vehicle in the household. All lease payments are based on 10,000 miles per year. 1st payment, tax, title and plate fee due at signing on all leases unless otherwise noted. All deals expire 04/30/2018.

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- Push Button Start!

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PREFERRED

PURCHASE FOR  
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STOCK #B582784



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PREMIUM

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**\$29,649\***  
STOCK #B480133



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STOCK #B580686



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**\$299\*** PER MONTH OR **\$24,749\*** PURCHASE FOR  
**39** MONTHS **\$999** DOWN STOCK #480066



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NO GM EMPLOYEE DISCOUNT REQUIRED

LEASE FOR  
**\$149\*** PER MONTH OR **\$17,989\*** PURCHASE FOR  
**24** MONTHS **\$999** DOWN STOCK #480203



**2018 CHEVY EQUINOX LT**  
NO GM EMPLOYEE DISCOUNT REQUIRED

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**\$99\*** PER MONTH OR **\$24,539\*** PURCHASE FOR  
**24** MONTHS **\$999** DOWN STOCK #580189



**2018 CHEVY MALIBU LT**  
NO GM EMPLOYEE DISCOUNT REQUIRED

LEASE FOR  
**\$149\*** PER MONTH OR **\$20,169\*** PURCHASE FOR  
**24** MONTHS **\$999** DOWN STOCK #480208



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