

GM Celebrating Two Decades of the Escalade

Since its public debut at the Pebble Beach Concours d'Elegance in August 1998, the Cadillac Escalade has become a cultural phenomenon and defined the full-size luxury SUV segment, said Cadillac President Steve Carlisle.

"Over the past 20 years, the Escalade has prevailed not only as a highly regarded full-size luxury SUV, but also as a cultural icon that is synonymous with style and sophistication," he said. "From the highway to the big screen, the Escalade has been embraced by drivers and fans around the world."

Escalade quickly grew to dominate its segment, leading in total sales since 2014 and for 15 of the last 20 years, said GM spokeswoman Tara Kuhnen. In fact, each year since the Escalade was redesigned in 2015, consumers have spent about \$3 billion or more on the model. Sales have topped more than three-quarters of a million in the U.S. and 836,000 cumulative global sales (including ESV, EXT and Hybrid models).

Born in the nascent days of the luxury SUV movement, the Escalade quickly established itself as the segment's preeminent entry, channeling Cadillac's signature design, technology and performance in an all-new propor-



1999 Escalade



2018 Escalade

tion, Kuhnen said. Customer response was quick and intense, as buyers embraced the Escalade's spaciousness, capability and unmistakable presence.

"That combination immediately struck a chord," said Carlisle. "It introduced Cadillac to an entirely new generation of luxury customers via popular culture and changed perceptions of what the brand could offer."

The Escalade's strong initial sales leaped more than 35 percent when the second-generation model was launched for 2002 and grew another 55 percent the following year, when the versatile Escalade EXT model entered full production.

By its fifth anniversary in 2004, Escalade sales had ballooned approximately 230 percent, and the vehicle had changed the lexicon of luxury vehicles for customers, trendsetting influencers and valets, Kuhnen said.

The Escalade established a history of innovation and earned a reputation as a technology leader, with features such as:

- The first full LED headlamps (2009) and first LED high-beam headlamps and tail-lamps with total internal reflection (2015).
- The first full-size luxury SUV to offer Magnetic Ride Control, the world's quickest-

reacting suspension system (2009).

- The world's first full-size luxury SUV hybrid, which offered a 50 percent improvement in EPA city fuel economy (2009), 20 mpg with the Hybrid and 12 mpg for the non-Hybrid (2WD models).
- The first front-center airbag in a luxury SUV, along with the first haptic Safety Alert Seat (2015).

Industry accolades for Escalade continue to grow, and include *Consumer Guide Automotive's* Best Buy Award for five consecutive years and 16 J.D. Power study awards:

- Escalade has been J.D. Pow-

er's "Highest Ranked Large Premium SUV in Initial Quality" five times: 2010, 2011, 2012, 2013 and 2018.

- Escalade models have ranked highest eight times in their respective categories in the J.D. Power Automotive Execution and Layout (APEAL) Study: 2001, 2002 (Escalade and Escalade EXT), 2003, 2004, 2005, 2007 and 2017.
- Escalade models have ranked highest in their categories in three J.D. Power Vehicle Dependability Surveys: 2005, 2006 and 2014.

The first Escalade rolled off the assembly line in Arlington, Texas, on Feb. 8, 1998.

Ford Employee Takes Mustang Around Track

Donning a fire suit and helmet, strapping into a 500-plus-horsepower race car and taking it onto a test track to top out at more than 190 mph is part of an average workday for an elite squad of Ford's high-performance driving engineers.

These engineer drivers – known as tier-four test drivers – deploy their finely honed skills to take Ford Performance vehicles to their limits of traction, power and speed in order to ultimately apply their learnings to developing the company's mainstream vehicles, said Ford spokesman Jiyan Cadiz.

"Not only are these elite Ford Performance drivers the best of the best, many of their peers believe they have the company's coolest jobs in that they get to bring their enthusiasm, technical know-how and racing expertise to work every day," said Ben Maher, technical specialist, global driver safety and leader of Ford's internal driver qualification program.

Of the more than 10,000 specially rated test drive engineers at Ford, only about 20 at any moment have completed the rigorous training and certification to qualify for tier-four status, Cadiz said. To keep the team competitive, Maher leads a peer committee that identifies and nominates candidates from among the stable of tier-three drivers who have demonstrated readiness for the next level of training.

Having the right tool to stay competitive and agile at the track is critical to ensuring Ford's tier-four drivers remain at the top of their game. The latest tool that Maher and Andy Vrenko, vehicle dynamics engineer, Ford Performance Parts, have turned to is a limited-edition Mustang FP350S track car.

Aside from a full roll cage and second seat, the FP350S has a 50-channel data acquisition system that allows drivers to gauge their performance down to



Ford technical specialist Maher also works as a test driver.

minute details – such as steering wheel angle, brake pressure and even the transition time between throttle and brake pedal, Vrenko said. All of this is extremely helpful in providing individualized instruction as well as ensuring the driver meets the

objective requirements to be a tier-four driver.

"The performance limits of the FP350S are so high that to master it, vehicle control needs to become automatic," said

CONTINUED ON PAGE 2

Tesla Driver Crashes Car In Auto Pilot

SAN JOSE, Calif. (AP) – Authorities say a Tesla driver, who said he thought his car was in Autopilot mode, crashed into the back of a firetruck in San Jose.

The California Highway Patrol says in a statement to the media that the Tesla rear-ended a fire engine that was stopped with its emergency lights activated along US-101 around 1 a.m. Aug. 25.

The 37-year-old driver, Michael Tran, told officers, "I think I had autopilot on."

Tran was later arrested on suspicion of drunken driving. It wasn't immediately clear if he had an attorney.

The *San Francisco Chronicle* reports that the two firefighters in the firetruck were not injured. The newspaper says Tran and a female passenger in the Tesla were taken to San Jose Regional Medical Center with minor injuries.

Tesla's semi-autonomous Autopilot mode has come under scrutiny following other recent crashes.

A Tesla that crashed while in Autopilot mode in Utah in May accelerated in the seconds before it smashed into a stopped firetruck, according to a police report obtained by The Associated Press. Two people were injured.

The carmaker says the function is not designed to avoid a collision and warns drivers not to rely on it entirely.

It was unclear whether Autopilot was activated. Tesla says in a statement that it "has not yet received any data from the car, but we are working to establish the facts of the incident."



Aptiv is working with Lyft to deploy 30 self-driving cars.

Aptiv, Lyft Say 'Viva Vegas'

When will self-driving cars become available for consumer use? The truth is they already have, said Aptiv spokeswoman Rachelle Valdez.

Thousands of residents and tourists in Las Vegas are taking Aptiv self-driving cars – accompanied by a safety driver and safety operator – to and from popular spots on the high-traffic strip.

Aptiv is a global technology company that was recently spun off from Delphi Automotive and has facilities in Troy and Auburn Hills. It develops safer, greener

and more connected solutions enabling the future of mobility. Aptiv has approximately 150,000 employees and operates 14 technical centers, as well as manufacturing sites and customer support centers in 45 countries.

"In May, our team announced the deployment of 30 self-driving cars, equipped with Aptiv's autonomous driving platform," Valdez said. "These vehicles are offered to the public of Las Vegas via the Lyft app. We are proud of a significant milestone: 5,000 self-

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Ford Employee Enjoys His Track Time

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Maher. "High-limit driving becomes intuitive to the point that when one of these drivers gets in another vehicle, they are freed up to observe more of what's happening at the vehicle level."

Because Ford regularly rotates engineers between Ford Performance and its product engineering teams, technology and durability learnings are quickly transferred from various motorsports programs to Ford Performance products and then to the company's entire product lineup, Cadiz said.

These lessons include EcoBoost engine innovations and advanced drive mode technologies developed in the Le Mans-winning Ford GT, Baja-proven F-150 Raptor and track-capable Mustang Shelby GT350 programs that now are offered on vehicles such as the new Edge ST, Expedition and F-Series.

"We are fortunate to have such fire-breathing enthusiasts who live to make our Ford Performance vehicles world-class, then can take that know-how to our mainstream offerings so all of our customers benefit," said Hermann Salenbauch, global director, Ford Performance vehicle programs. "It's an age-old industry mindset, you can't create great performing products without the commitment and passion of the people behind them."



GM Customer Care and Aftersales launched a Collision Repair Network to build on current training programs.

GM Unveils a New Collision Help Program

For General Motors, interaction with car owners doesn't end once the buyer leaves the showroom floor.

General Motors' Customer Care and Aftersales division launched on Aug. 8 the GM Collision Repair Network at NACE Automechanika Atlanta, a trade show dedicated to the automotive collision industry.

The network is designed to help drive customer safety, customer satisfaction and strong results for dealers and independent collision repair facilities, said John Eck, collision manager, GM Customer Care and Aftersales.

"We put the customer at the center when we designed the GM Collision Repair Network because for them, nothing is more important than knowing they

can trust in the safety and integrity of their vehicle when it leaves the repair facility," said Eck.

"The collision repair industry will benefit, too. The National Highway Traffic Safety Administration reports more than six million police-reported car crashes occur every year, and as vehicle technology evolves, it's more important than ever to complete proper repairs and run an efficient enterprise."

After a collision, GM's Collision Repair Network, combined with OnStar, helps educate and empower GM vehicle owners by helping them locate repair facilities where qualified technicians follow proper repair procedures using original equipment replacement parts, Eck said.

For dealerships and independent collision repair facilities, the new Collision Repair Network will build on GM's current training- and tools-focused programs, while adding standards for pre- and post-repair scanning, repair procedures, calibration and overall repair.

Repair facilities in the network should experience a more streamlined collision repair process, including reduced time spent on diagnosing and pulling repair procedures, Eck said.

Dealers and independent collision repair facilities interested in the GM Collision Repair Network can email GMCollisionRepairNetwork@GM.com or visit GenuineGMParts.com to enroll and learn more about the network requirements and fees, Eck said.

Aptiv, Lyft Say 'Viva Las Vegas' When Testing AV System

CONTINUED FROM PAGE 1

driving public rides – powered by the Aptiv autonomous driving platform."

Hitting 5,000 consumer rides is a major milestone, not just for Aptiv and Lyft, but for the entire mobility space, Valdez said.

"This is the first of its kind commercial self-driving program, and we are proud to be offering autonomous vehicles for

public use today," Valdez said. "We continue to see exponential growth in passenger rides, with nearly perfect user ratings of 4.96 out of 5 stars. This partnership is a true proof point that Aptiv's autonomous driving platform and its vehicles will change the world of mobility. By demonstrating the viability of our commercial self-driving product and creating better efficiency for transportation network providers, consumers will have access to safer and more accessible transit."

This partnership, which launched at CES 2018, is an example of the tremendous impact that occurs when two leaders in

mobility – Aptiv and Lyft – come together to share in their respective expertise, Valdez said.

"Aptiv has a long history of developing safer, greener, and more connected mobility solutions, including our autonomous driving systems," Valdez said. "With our ride-hailing partner Lyft, we've made it possible for the public to experience the future of transportation today. Since the start of offering Aptiv self-driving cars to the public on the Lyft network, feedback has been increasingly positive."

The average passenger rating is 4.96 out of five stars. Passengers have been describing their rides as an amazing experience

Head of Oversight Believes VW Is Too Lax

FRANKFURT, Germany (AP) – The official overseeing Volkswagen's court settlements in its diesel scandal says he is pushing back against the company's practice of withholding some information on the grounds of confidentiality protections.

Larry Thompson said he has disagreed with Volkswagen's use of attorney-client privilege to redact information from documents submitted to him.

Thompson, a former deputy U.S. attorney general, made the remarks in the first of three annual reports on Volkswagen's compliance with its federal court settlement over its emissions cheating.

In 2015, Volkswagen admitted rigging cars to evade diesel emissions tests aimed at restricting harmful nitrogen oxides and has set aside \$27.4 billion to cover fines, recalls and other costs.

The dpa news agency reported Aug. 27 that Thompson said it is too early to say how much progress Volkswagen had made in implementing safeguards against a repeat.

Volkswagen's head of legal affairs, Hiltrud Werner, said that "we have much work ahead of us."

To settle civil and criminal proceedings against it, Volkswagen agreed to conditions aimed at preventing future criminal fraud and environmental violations.

The company agreed to a whistleblower policy that sets up e-mail and phone channels for reporting misconduct for such things like the emissions rigging.

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Tesla Rivals Move to Capture EV Markets

FRANKFURT, Germany (AP) – While Tesla grapples with internal issues like production delays, a sometimes-erratic CEO and a recent about-face on whether to go private, its rivals are moving aggressively into the luxury electric vehicle space.

In the last few days of August, German competitors Mercedes-Benz and Audi, the luxury arm of Volkswagen, have both unveiled production-ready electric sport-utility vehicles aimed at Tesla's Model X.

Meanwhile, Jaguar Land Rover offers the I-Pace electric SUV while further out, Porsche is taking on Tesla's Model S high-performance luxury car with the Taycan, expected to reach the market in late 2019.

The established carmakers have multiple motives. They need zero driving emissions vehicles to meet tougher greenhouse gas limits coming into effect in Europe in 2021. Diesel is in the doghouse. And China, a major market, is pushing hard for more electrics.

But the new models could also chip away at Tesla's role as the global leader in luxury electric vehicles at a time when the company is consumed by multiple distractions. Its CEO, Elon Musk, took to Twitter on Aug. 7 to abruptly announce he had secured funding to take his company private, only to turn around 17 days later to say that Tesla would remain public.

Tesla is also facing financial pressure, with a \$230 million debt payment that's due in November on top of the \$920 million that must be paid off three months later. And it has only recently hit production targets for its Model 3 mass-market vehicle.

In the meantime, its rivals – who had emphasized diesel and hybrids – are finally rolling out the leading edge of what they say will be a slew of all-electric models. Their latest offerings are “the vanguard” of more to come, said Ferdinand Dudenhoeffer, director of the Center for Automotive Research at the University of Duisburg-Essen.

“By 2020, Tesla must stabilize itself or be overtaken,” he said.

The new entrants challenge what has been one of Tesla's key selling points: range. The EQC sport utility crossover from Daimler AG's luxury brand Mercedes, for instance, should go up to 500 kilometers (300 miles) on a single charge. That's comparable to Tesla's SUV, the Model X, which has a range of up to 295 miles. The EQC, to be unveiled outside of Stockholm on Sept. 4, is the first in the Mercedes EQ sub-brand that bundles the company's efforts in electric, connected and autonomous driving. Media representatives didn't provide a price ahead of the unveiling.

Volkswagen's Audi will show off its e-tron in San Francisco on Sept. 17. It offers more than 248 miles on a single charge. The company says the e-tron should be able to use high-speed charger facilities – if they're available – to charge in less than 30 minutes. The German price will be around \$93,000 and it should go on sale near the end of the year in Europe, and next year in the U.S.

The Porsche Taycan will also pose a stiff challenge to Tesla's Model S in terms of range: Porsche claims it can load enough power for 48 miles in just 15 or 20 minutes. The company hasn't announced a price. The I-

Pace, whose price starts at \$69,500 before local and federal incentives, offers 292 miles under the tougher European Union standard. The Model S, meanwhile, has a range of up to 335 miles.

The starting price for Tesla's Model X is around \$80,700 while the Model S is around \$74,500.

Not that Tesla is standing still while the competition laps it. Musk has said the company intends to develop a Model Y, a small SUV to be unveiled in the first half of next year – a growing sales category that other carmakers have been piling into as fast as they can.

But Tesla's ambitions go way beyond the luxury electric vehicle market. That's the whole point of the Model 3, which is aimed at the mass market with a starting price of \$35,000 and an EPA range of 310 miles.

But there, too, the company must go head-to-head with rivals. They include the BMW i3 with a starting price of \$44,500 and an EPA range of 114 miles; the Nissan Leaf with a starting price of \$30,000 and an EPA range of 151



Cars like the 2019 Volt are challenging Tesla's market niche.

miles; and the Chevrolet Bolt with a starting price of \$37,495 and an EPA range of 238 miles. Nissan promises a longer range version of the Leaf for 2019, and in 2020, Volkswagen plans to launch a compact version of its all-electric ID lineup.

Tesla's Supercharger network has a big advantage over competitors. The company's website says it has 1,332 fast-charging stations with 10,901 charging units worldwide. Electric cars made by other manufacturers can't use Tesla stations and public and private charging stations are sporadic. European carmakers are rolling out their own fast-

charging highway network through a joint venture, but only a few stations are up and running.

Chris Hopson, manager of North American light vehicle forecasting for IHS Markit, said that established manufacturers are going electric not just in response to Tesla, “but because of a whole host of other things, with Tesla in mind.”

New electric vehicles from different entering the marketplace serve “not just to alleviate some of sales going to Tesla but to also grab hold of the ongoing trend globally toward electric vehicles.”

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China Continues to be Big Player in Global Electric Car Development and Vehicle Use

GUANGZHOU, China (AP) – Nissan's first electric sedan designed for China began production Aug. 27 at the start of a wave of dozens of planned lower-cost electrics being created by global automakers for their biggest market.

Manufacturers including General Motors and Volkswagen are poised this year to launch a flood of electric sedans, minivans and SUVs designed for Chinese tastes and budgets. Nissan, Tesla, GM and others sell imports or electrified versions of models made by Chinese partners, but the market is dominated by low-cost local rivals including BYD Auto.

China's government sees electric cars as a promising industry and a way to clean up its smog-choked cities. Government subsidies have built China into the biggest market for electrics, but Beijing is shifting the burden to automakers with sales quotas and tougher fuel efficiency standards.

The Sylphy Zero Emission, based on Nissan's Leaf, is being produced by Nissan Motor Co. and a Chinese partner, Dongfeng Motor group.

The Sylphy costs 166,000 yuan (\$25,850) after government subsidies, or just over half the sticker price of the Chinese version of the Leaf sold by Nissan and Dongfeng's joint venture Venucia brand. Nissan says the Sylphy can go 338 kilometers (210 miles) on a charge.

"We're confident that the Sylphy Zero Emission rolling off the production line today will become a main player in the EV market," said Nissan CEO Hiroto Saikawa. "We're going to roll out a range of EVs that will appeal to customers within all market segments."

Sales quotas that take effect next year require every brand to sell electrics or buy credits from competitors that do. That puts pressure on automakers to create affordable models Chinese consumers want.

China accounted for half of global electric car sales last year, but almost all were Chinese models that start as low as 140,000 yuan (\$22,000). BYD Auto, the biggest global brand by number sold, said its first-half 2018 sales doubled from a year earlier to 71,000.

"We're going to roll out a range of EVs that will appeal to customers within all market segments."

– Hiroto Saikawa,
Nissan CEO

"Basically, all these international giants are testing the water. They have not really launched their heavyweight models in China yet," said industry analyst Yale Zhang of Automotive Foresight.

"By the end of this year, things will be different," Zhang said. "We really will see the market become more competitive and consumers will have more to choose."

Sales of pure-electric and gasoline-electric hybrid vehicles in the first half of 2018 rose 111.5 percent over a year earlier to 412,000. Total electric sales last year were 770,000.

Government plans call for total

annual sales of 2 million electric and gasoline-electric hybrid vehicles by 2020.

Despite official support, electrics still are a fraction of Chinese passenger vehicle sales, which totaled 11.8 million in the first half of 2019, up 4.6 percent from a year earlier.

Nissan and Dongfeng announced plans in February to develop 20 electric models as part of a \$10 billion, five-year investment program. They said that would include three models this year and three "affordable EV" compacts in 2019.

GM says it will roll out 10 electric and hybrid models in China from 2016 to 2020. It says by 2025, all its Buick, Cadillac and Chevrolet models in China will offer hybrid or pure-electric versions.

Tesla says China is its second-largest market. But a high sticker price has limited sales by other foreign brands to a few hundred vehicles.

Beijing announced in April it would end restrictions on foreign ownership of electric vehicle manufacturers this year in an effort to promote development.

Producers had been reluctant to transfer manufacturing to China due to the requirement to share technology with Chinese partners that might become rivals.

Freed of that requirement, Tesla Inc. announced in July it would build its first factory outside the United States in Shanghai, becoming the first wholly foreign-owned automaker in China.

Other automakers are working through ventures with Chinese partners, hoping to take advantage of their experience in developing lower-cost vehicles.



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FCA Executive Gets Sentenced To Five Years

DETROIT (AP) – A former Fiat Chrysler executive was sentenced to 5-1/2 years in federal prison Aug. 27 in a scheme to curry favor with union officials by showering them with cash and gifts.

Former head of labor relations Alphons Iacobelli admitted that he turned the budget of a company-sponsored training center into a slush fund. He's the highest-ranking company official sentenced thus far in a federal probe that includes training centers at General Motors and Ford.

Prosecutors have said in court documents that the goal was to get benefits and concessions for FCA in the negotiation and execution of contracts between the company and the UAW.

The *Detroit News* and *Detroit Free Press* reported that Iacobelli, 58, apologized, accepted responsibility and pledged cooperation in the probe before U.S. District Judge Paul Borman. He also was ordered to pay \$835,523 in restitution.

Iacobelli pleaded guilty in January to conspiracy and tax crimes in a scheme worth more than \$1.5 million. He told the court at the time that a key beneficiary was General Holiefield, a UAW vice president who was responsible for negotiating with Fiat Chrysler. A \$262,000 mortgage on Holiefield's suburban Detroit home was paid off in 2014 with a check from the training center.

Iacobelli allegedly failed to report \$861,000 in money taken from the training center in 2014. He allegedly bought himself a Ferrari, jeweled pens and an outdoor kitchen and pool for his home in suburban Detroit.

Holiefield died in 2015, but his wife, Monica Morgan, was charged in the case. In a statement Aug. 27 the union denied any link between the payments and contract negotiations.

"There are many layers of checks and balances in our contract negotiations and ratification, including membership voting," the statement said.

The government said the money spent by Iacobelli came from the UAW-Chrysler National Training Center. The case has led to seven convictions.



Baumbick was named the head of a new division for Ford.

Farley: 'We Can Raise the Bar Across Our Product Lines'

Raising the bar seems to be part of standard operating procedure at Ford.

One of its newest creations is a new Enterprise Product Line Management (EPLM) organization, which is part of the company's efforts to transform itself to meet emerging customer needs, drive top-line growth and maximize returns.

The new organization will be led by Jim Baumbick, who was named vice president, Enterprise Product Line Management, and becomes a company officer at Ford.

He will report to Jim Farley, Ford president of Global Markets.

The new EPLM organization establishes 10 cross-functional teams that will manage distinct product lines as end-to-end businesses and leverage Ford's human-centered design, advanced product marketing and user experience teams to create breakthrough products and customer experiences for Ford as part of the company's efforts to remake itself for the 21st century.

"Our most successful franchises – from F-150 to Mustang to Transit – are anchored in an obsession for the customer, deep product expertise and an unyielding commitment to strong returns," Farley said.

"By taking this approach, we can raise the bar across our product lines. Each team will have clear accountability for winning in the marketplace and delivering profitable growth."

The 10 teams include:

- F-Series;
- Urban utilities;
- Rugged utilities;
- Family utilities;
- Performance vehicles;
- Commercial vehicles;
- Electric vehicles;
- Compact trucks;
- Luxury vehicles;
- Emerging market vehicles.

The product line teams are designed to be nimble, customer-focused and include cross-functional expertise in engineering, product planning, manufacturing, marketing, and finance, said Ford spokesman Said Deep.

The EPLM teams will work closely with Ford's Product Development and Marketing organizations, global business units and regional skill teams to create a winning portfolio of vehicles and bring them to market faster and more efficiently.

Baumbick, 47, brings 25 years of Product Development experience and expertise to his new position at Ford.

Prior to assuming this position at Ford, Baumbick served as executive director of Global Product Planning and Strategy where he led the development of the company's flexible modular architecture approach, a key enabler for Product Development fitness.

Baumbick will maintain his present responsibilities within Global Product Planning and Strategy.

Toyota Investing Millions in Uber's Ride-Hailing Service

SAN FRANCISCO (AP) – Uber is teaming up with Toyota to build self-driving cars for its ride-hailing service after its efforts to do it alone were derailed by a fatal collision and allegations of high-tech theft.

Toyota, based in Japan, is also investing \$500 million in Uber as part of the alliance announced Aug. 27.

The deal aims to combine the best features from the two companies' work on autonomous technology into cars that will be picking up Uber's customers by 2021.

By the time that happens, Uber hopes to have completed an initial public offering of stock that will enrich a list of early investors that now includes Toyota. Those investors have been pouring billions of dollars into Uber's revolutionary ride-hailing service that still hasn't proven it can make money since its inception nearly a decade ago.

Uber is counting on self-driving cars to help it turn the financial corner by reducing the need to pay human drivers who arrive to pick up passengers in private vehicles summoned through a smartphone app.

By expanding into autonomous vehicles, Uber also hopes to ward off a looming competitive threat from another early investor, Google and its self-driving car spin-off Waymo, which is poised to launch its own ride-hailing service in Arizona before the end of this year.

"Our goal is to deploy the world's safest self-driving cars on the Uber network, and this agreement is another significant step towards making that a reality," said Uber CEO Dara Khosrowshahi.

Meanwhile, Toyota is trying to evolve from a pure automobile maker into a "mobility company," as are many of its industry peers, including General Motors and Ford in the U.S. That crusade has prodded decades-old automakers such as Toyota and GM to invest in and partner with technology

companies working on self-driving cars while also opening up their own research hubs in Silicon Valley.

Besides allowing them to lean on each other's respective strengths, Toyota's deal with San Francisco-based Uber also will help the two companies spread out the cost of designing and building the complex systems, which use computers, cameras, radar and laser sensors to guide the self-driving vehicles.

Uber is turning to Toyota for help in autonomous vehicles five months after one of its self-driving cars ran over and killed a pedestrian crossing a dark street in Tempe, Ariz.

The March 18 crash prompted Uber to temporarily suspend its work on its self-driving car program while conducting a safety evaluation.

Authorities determined the sensors on Uber's self-driving car spotted the pedestrian, 49-year-old Elaine Herzberg, but the vehicle's automatic-braking function had been disabled in favor of a human backup driver. Tempe police said the driver was distracted and streaming a television show before the crash.

Uber had little choice but to find a self-driving car partner after the collision that killed Herzberg, said Navigant Research analyst Sam Abuelsamid.

"It's going to be tough for them to build consumer trust in whatever it is they're developing," he said. "I think that people will have a lot more trust in Toyota to do this the right way, to take due care and make sure everything is properly tested and evaluated."

Uber's expansion into self-driving cars suffered another setback last year after Waymo accused it of stealing its technology in an elaborate scheme. The case went through one week of a high-profile trial before Uber agreed to pay Waymo \$245 million in stock to settle the allegations without acknowledging wrongdoing.

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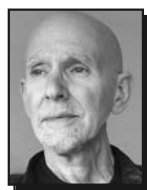
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Patients with Mobility Issues Find Solace

Detroit Medical Center (DMC) patients now will be able to get to and from appointments using the Ford GoRide non-emergency transportation service.

The service improves the way patients get to and from appointments by providing safe and timely transportation, said DMC spokeswoman Tonita Cheatham.

Ford GoRide is now serving patients receiving medical care at DMC's Rehabilitation Institute of Michigan, Children's Hospital of Michigan, Detroit Receiving Hospital, Sinai-Grace Hospital, Huron Valley-Sinai Hospital, DMC Heart Hospital, Harper University Hospital and Hutzel Women's Hospital.

"Helping patients with mobility issues or no access to transportation to make it to their medical appointments on time and in a safe and comfortable manner is a key part of delivering on our DMC mission," said DMC Chief Strategy Officer Joel Keiper. "This collaboration with Ford GoRide is one example of how we work to address the needs of our community members and collaborate to provide beneficial solutions that improve the patient experience."

With professionally trained drivers and Ford Transit vans outfitted specifically to transport people with mobility challenges, GoRide is enabling DMC to help improve access to its medical facilities across the Metro Detroit area, improve efficiency and enhance patient care, Keiper said.

GoRide's 97 percent on-time pick-up and delivery average is a factor in helping the medical network provide the medical care its patients need.

DMC Rehabilitation Institute patient Rosa Brown, 74, suffered a near-fatal stroke earlier this year. Now, less than four months later, she is expected to make a full recovery, Cheatham said.



Ford offers its GoRide non-emergency transport to the DMC network.

Brown is grateful for GoRide's transportation service, and relies on it to make every rehabilitation appointment on time.

"I've never been late to an appointment because of GoRide. The drivers are very courteous, they help me in and out, and they try to make me very comfortable," said Brown. "After my stroke, I wasn't able to drive, so GoRide has been a wonderful solution for me and I've had nothing but a great experience with them."

Cheatham said that according to the National Conference of Staff Legislature, approximately 3.6 million Americans fail to receive health care due to a lack of transportation.

This problem is potentially even more prevalent in Detroit, where according to the U.S. Census, the number of people without a vehicle is 16 percent higher than the national average. Without reliable transportation, many patients miss their appointments.

"Too often, patients miss medical appointments simply be-

cause it's too hard to find transportation they can consistently count on," said Marion Harris, Ford vice president Mobility Business Group.

"GoRide tackles this problem by providing a human-centered service that is reliable, that makes it easy for DMC staff to schedule and book transportation for their patients, and also focuses on ensuring people have a safe and great experience."

GoRide drivers receive extensive training - including training in passenger assistance safety and sensitivity to enable the highest levels of safety for wheelchair passengers, Cheatham said. They also understand patient rights and know how to perform CPR.

Booking rides with Ford GoRide is handled through DMC-based schedulers working with GoRide dispatchers. Patients with appointments at the DMC locations or approved physician partners, can also schedule their transportation over the phone or through the Ford GoRide online site - www.goride.com/health.

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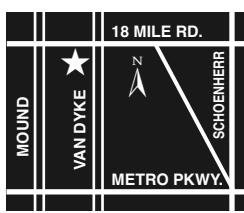
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Quick Heat, Defrost System To Chinese from BorgWarner

BorgWarner will be supplying its advanced high-voltage positive temperature coefficient (PTC) cabin heating technology for the latest pure-electric ES8 SUV from Chinese electric car maker NIO.

The advanced heating solution quickly warms the cabin and defrosts windows for maximum comfort and driving visibility, said Joe Fadool, president and general manager, BorgWarner Emissions & Thermal Systems.

"In the booming electric vehicle (EV) market, minimizing the impact from the heating, ventilation and air conditioning (HVAC) system on the driving range of EVs has become a growing challenge," said Fadool.

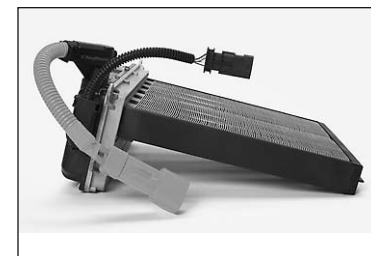
"At BorgWarner, we are constantly developing innovative solutions to increase the efficiency of modern vehicles with all kinds of propulsion systems.

"We are thrilled to help NIO achieve excellent energy management and maximize cabin comfort with our advanced PTC cabin heating technology.

"We also look forward to expanding our partnership with NIO in other segments of electric propulsion."

BorgWarner's PTC cabin heating technology features an enclosed heater rod with a glue-free, pure mechanical press design, which offers excellent heat transfer and reliability, Fadool said.

Its double insulation protection can meet 4.3 kV DC dielectric strength. Combined, the heater rod and fin designs provide dual-zone functionality, allowing the precise and quick delivery of individual temperatures for the driver and passengers and eliminating the noise and waste caused by single-zone heaters, he said.



BorgWarner PTC heater tech

The cabin heating system features ceramic PTC components that have very low electrical resistance at low temperatures, facilitating full current flow and high heat delivery.

At high temperatures, the effect is reversed, and less heat is released by shutting down the electricity flow due to the increased resistance of the ceramic stones. Its robust software and hardware protection strategy enables maximum protection against overheating, over-current and over-voltage issues, said Fadool.

Faurecia Building Tennessee Plant

SPRING HILL, Tenn. (AP) - Tennessee officials say automotive components manufacturer Faurecia Interior Systems plans to build a new facility in the state that will create more than 140 jobs.

Gov. Bill Haslam said in an Aug. 28 news release that Faurecia plans to invest \$30 million in its Maury County project in Spring Hill. Faurecia is among the largest companies in the automotive seating, and emissions control industries. The company plans to build a 145,000-square-foot facility that will make door panel assemblies.



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