

TODAY'S FOCUS



A Ford product line rolls in 2008 at a Chongqing Changan Automobile plant in Chongqing, China. The company is a partner to Ford and Mazda.

China

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abroad, China's importance for global automakers is huge and continues to grow.

The most populous country with 1.4 billion inhabitants, China is Volkswagen AG's biggest market. In the first quarter, General Motors Co. for the first time sold more vehicles in China with its venture partners than it did in the United States.

Astonishing development

Experts argue the biggest battleground for years to come will be China's market, which totaled 13 million cars and trucks in 2009, overtaking the United States, where light-vehicle sales sank last year to 10.4 million. This year, J.D. Power and Associates forecasts that China will stay on top, with estimated sales of 14 million light vehicles.

"China has overtaken the United States much earlier than any of us had expected," Kevin Wale, the president of GM China, said on a recent visit to Detroit.

China's development has been astonishing, he said. In the past two decades, 300 million people have been lifted out of poverty in China. That's equivalent to the entire population of the United States, Wale said.

GM, which has invested heavily in China with its main venture partner, Shanghai Automotive, said this month that it would roll out 25 new or upgraded models in China this year and next.

Volkswagen plans to invest more than \$5 billion in China in the next few years and, according to recent German media reports, is likely to soon announce the construction of a Chinese plant, its fifth, in the big southern city of Guangzhou.

Shakeout will pare players

Barring major and unexpected upheaval, China's auto market is expected to keep growing as its economy develops.

Now about 18 of every 1,000 Chinese own a car, compared with around 750 car owners per 1,000 people in the United States.

But that doesn't mean China will remain a rich source of profit for all. Price competition is expected to grow more intense as more brands pile into the market, and inefficient Chinese automakers struggle to survive.

In comparison with the early years of the boom, a growing proportion of sales will be in inland regions where few can afford models such as the Buick Regal and Ford Focus.

"Now the rate of growth will depend on getting cars out at the right price points and getting the vehicles into the interior part of the country where people want to buy them," said Ronald Haddock, a partner at Booz & Co., a global management consulting firm.

Haddock says a shakeout may be inevitable as competition grows tougher.



Ford Motor Co.'s Fiesta is shown at a 2009 expo in Shanghai, China. "We are rethinking our opportunities based on what's happening here," said Joe Hinrichs, Ford's group vice president for the Asia-Pacific region.

Chinese car market explodes

China is the world's largest car market. Here's a look at last year's top 10 sellers there.

Rank	Automaker	Vehicles sold	Chinese market share
1.	VW	1,437,583	11%
2.	Hyundai	847,890	7
3.	GM	787,630	6
4.	Toyota	683,279	5
5.	Honda	579,553	4
6.	Renault-Nissan	571,733	4
7.	Ford	286,381	2
8.	PSA	272,142	2
9.	Suzuki	243,673	2
10.	Mazda	182,402	1

Source: J.D. Power and Associates

Rank	Automaker	Vehicles sold	Chinese market share
1.	SAIC	2,594,956	20%
2.	Changan	1,786,782	14
3.	FAW	1,755,640	14
4.	DFM	1,733,756	13
5.	BAIC	1,147,387	9
6.	Guangzhou	612,218	5
7.	Chery	500,303	4
8.	BYD	445,097	3
9.	Brilliance	348,308	3
10.	Geely	329,250	3

The Detroit News

Vehicles to watch for in Beijing

Chevy mpv-5
Sail HB5
Spark
Aveo RS concept
Audi A1 and A8 long wheelbase
VW Polo
Chery G3
Chery Rich sedan
Roewe 150
Nissan March
Skoda Octavia
Honda Crosstour

Source: Detroit News research

Auto China 2010

China's main auto show, held alternately in Shanghai and Beijing, is in Beijing this year at the new China International Exhibition Center.

■ **Dates:** Press days: Friday, Saturday; trade days: Sunday, Monday; public days: Monday-May 2

■ **Theme:** "For a Green Tomorrow"

■ **Attendance:** Organizers expect the show to attract more visitors than in 2008, when it also was in Beijing and drew 680,000 visitors, including 30,000 from abroad, and 2,100 exhibitors from 18 countries. They showed 890 vehicles, including 55 concepts and seven world debuts. More than 10,000 reporters attended.

duced in China by 2011. The government has designated 13 cities that will install charging equipment. In a recent report, J.D. Power predicted global sales of battery-powered pure electric cars would total 20,000 this year, but rise steeply to nearly 300,000 by 2015. China alone would account for nearly half of those, it said.

"Because the government makes the rules, once they decide on something," J.D. Power's Haddock said, "it actually happens."

ctierney@detnews.com
(313) 222-1463

Ford-Geely deal spells out tech sharing

Volvo pact to show if China's carmakers will play by the rules

BY CHRISTINE TIERNEY
The Detroit News

Global automakers have been leery of deal-making with China's fledgling carmakers because of the Chinese history of pirating technology and designs, and in 2008, Ford Motor Co. was no exception.

The Dearborn automaker responded coolly that year, when Zhejiang Geely Holding Co. first wrote to Ford with an offer to buy its Swedish carmaker, Volvo.

Privately owned Geely had been making cars for only a decade and already had been sued for trademark infringement by Toyota Motor Corp.

But last month, after a year of talks, Ford and Geely signed a binding agreement for a groundbreaking \$1.8 billion deal for Volvo that will serve as a major test of the Chinese auto industry's willingness to respect the rules of global business.

Prior to the Volvo deal, China's automotive acquisitions were limited to troubled companies and castoff assets that were headed for the scrap heap.

But now, Geely is vaulting ahead by acquiring a global carmaker with state-of-the-art technology and vehicle development, as well as other operations that are still deeply intertwined with Ford's.

According to people familiar with the yearlong negotiations, which took place mostly in London, drawing up the intellectual property agreements took up the largest amount of time.

"When they laid them out, they went from one end of a board room table to the other," said an adviser to Geely, who spoke on condition of anonymity. In addition to clarifying who owned what technology, the agreements detailed the procedures, sanctions and penalties for any breaches.

"I'm very comfortable with the arrangements we have in place, and the arrangements we've made, if we have issues, to resolve them," said Lewis Booth, Ford's chief financial officer and the U.S. automaker's top negotiator.

Splitting up the technology

The accords give Volvo access to any technology that it needs from Ford to produce the vehicles in its business plan covering the next few years.

Volvo may share some of that technology with Geely, but is not allowed to share some of the exclusive Ford technology to which it has temporary access.

Geely will acquire all the technology that Volvo has developed — primarily safety and environmental technology.

With the acquisition of Volvo, which is expected to close before October, Geely will obtain a research and development operation comprising 3,000 engineers — about as many as Ford inherited when it bought Volvo in 1999.

Ford, meanwhile, retains access to technologies jointly developed with Volvo, according to people familiar with the accords.

In any industrial transaction of this size, technology agreements are bound to be complex.

But negotiators are particularly wary when dealing with companies from China, which has a poor record of protecting intellectual property, such as patents, copyrights and trademarks.

Although China joined the World Trade Organization in 2001, foreigners working there say the protection of intellectual property remains a concern.

"There's a well-articulated set of intellectual property guidelines and laws, but there hasn't been consistent enforcement of those laws," said Bill Russo, a Beijing-based consultant with Booz & Co.

A December AmCham/Booz survey of business people working for foreign companies in China found that China had made little progress in the past three years in protecting intellectual property.

"Rulings in favor of foreign companies in China are still rare," said Michael Dunne, president of Hong Kong investment and advisory firm Dunne & Co.

Toyota lost its case against Geely in 2003, after a Chinese court concluded that Geely's logo wouldn't be easily confused with Toyota's.

Attorneys with experience in China say it's difficult to win intellectual property suits because the rulings may be subjective.

Increasingly, companies such as Ford are reinforcing their claims by specifying sanctions or penalties incurred in any breach of intellectual property in the sales contract.

In such cases, the courts rule on the basis of contract law, said attorney Justina Zhang at Trans-Asia Lawyers in Beijing.

Power of a brand

From Geely's standpoint, Volvo's technology wasn't the main reason that Chairman Li Shufu pursued the deal, which was suggested to him by a banker at Rothschild & Sons in 2007.

An adviser to Li, a farmer's son who became one of China's first industrial tycoons, said Li believes Geely's technology will attain world-class standards within a decade.

But it will take at least twice as long, Li believes, to command similar prices on Chinese-branded vehicles. He was eager to obtain a strong brand as well as Volvo's distribution network.

Auto analysts say the Volvo acquisition will help Geely gain expertise in vehicle development — an area where China's fledgling carmakers are all weak. Geely has only been making cars since 1998, while expertise in vehicle development is built over five-year product cycles.

"It's like you can go to medical school and be a straight-A student, but until you've been a doctor for 10 years, you're not going to be that good at it," Russo said.

But it won't take long for the Chinese to catch up.

"We probably had this discussion about Japan 40 or 50 years ago, and we probably had this discussion about Korea 10 to 20 years ago," Booth said.

"The world is accelerating, and China is accelerating very fast."

ctierney@detnews.com
(313) 222-1463



Workers assemble cars at a Geely Automobile factory in Ningbo, China, slated to produce Volvos in the future.

More choices for vehicle interiors



THINK

The Detroit News Thursday, May 20, 2010 | Section B

Dingell: Health reform aids small business

3B

Contact us

You can reach Nolan Finley, Editorial Page Editor, by calling (313) 222-2292, faxing (313) 496-5253 or at nfinley@detnews.com.

The bell is tolling for Michigan

If you fear you're in danger of succumbing to optimistic urges, give Bob Daddow a call. He'll take the starch right out of you.

The Oakland County finance guru could fill in when the Grim Reaper goes on vacation. He's gloomy enough to be a Dickens character.



NOLAN FINLEY

For good reason. Daddow has divined the numbers, and they've revealed to him an economic disaster of apocalyptic proportions in Michigan's near future. Or, as he says: "We're screwed and tattooed."

Daddow, Brooks Patterson's deputy county executive, warned at this week's Business Leaders for Michigan forum that the crisis clock is ticking toward midnight. Without immediate, aggressive action to reform government and slash long-term pension and health care obligations, the state and its largest city will fall over a cliff.

"For Detroit and its school system, absent a huge bailout by the federal government followed by serious reform, I don't think they'll make it," Daddow says. "As for the state, it's right on the cusp of being too late."

Here's how Daddow comes to those cheery conclusions:

- Michigan has been on artificial life support for two years, continuing to breathe with \$3.8 billion in Obama bucks. It has just \$393 million left for next year, and in 2012 the bailout money will be gone. But the \$1.2 billion deficit will still be here. For seven of the past nine years, the state has used a web of financial gimmicks to make its budget look balanced. That's left it with a cash flow shortage — last year's was \$1.4 billion — that's covered through borrowing. Interest on the loan last year was equal to the cost of roughly 200 state employees.

- By next year, Daddow estimates half the school districts in the state will be in deficit. Because of their shaky financial structure, risk-adverse banks aren't likely to lend them money to keep operating. Schools may squeeze through 2011, Daddow says, but by 2012 they'll be smack up against insolvency.

- The unfunded pension liability for state and school employees is pegged at \$11.6 billion, and the future health care liability is between \$45 billion and \$50 billion. If the state started meeting its obligation today, it would take \$2 billion a year for 30 years to get even.

- Half of the job losses in the United States over the past decade have come in Michigan. The state started the decade with a \$3 billion surplus in its unemployment trust fund. It now owes \$2.4 billion to the federal government, a debt Daddow estimates will take 10 years to repay through \$84 million annually in new business taxes. That added cost will make the state less desirable for economic development.

- Tens of thousands of properties in Detroit are worth less than their annual tax bill. Last year, 17,000 par-



Photos by Eric Gregory Powell / Special to The Detroit News

Chinese salesmen wait for customers in front of a Dongfeng Nissan dealership at an auto market in the Changping District of Beijing.

Riding China's car boom

New Chinese markets are opening; Detroit's automakers are rushing in



Signs direct customers to various car brands at an auto market in the Changping District of Beijing.

BY CHRISTINE TIERNEY
The Detroit News

Beijing

Once a dusty city of cyclists, pedestrians and the occasional dark sedan ferrying party chiefs, China's capital has been transformed in the past 20 years. It's now a modern Asian city boasting new roads, a daunting proliferation of cars and limousines — and miles-long traffic jams.

Beijing's growth has been so rapid that local authorities now ration driving privileges. On any given weekday, drivers with plates ending with certain numbers are not allowed to take out their Audi, Buick or Geely car.

But the heavy traffic and congestion here and in China's other huge coastal cities isn't likely to put the brakes on the surge in Chinese auto sales.

A new wave of growth has begun in China's secondary cities and poorer inland regions, which are now feeling the benefits of China's economic boom.

Auto executives split the Chinese auto market, the world's biggest, into four sub-markets or tiers: the Tier 1 coastal mega-cities, the fast-growing Tier 2 regions, a third tier in rural central China, and a fourth tier of poor, mostly western, border regions.

During the first boom that began in 2002, after China joined the World Trade Organization, global automakers focused on fulfilling pent-up demand in Shanghai, Beijing, Guangzhou and other newly-affluent cities along the Pacific.

China's domestic automakers were left to carve out a business in the poorer countryside. Their vehicles weren't modern, but, starting at less than \$10,000, they were more affordable.

Now, as global automakers pursue opportunities in burgeoning inland markets, the competition will rise to a new level.

For the first time, foreign and Chinese car

More online: Play an audio slideshow as autos reporter Christine Tierney describes her experiences in China at AutosInsider.com.



companies will chase the same customers. "This is the beginning of head-to-head competition," said Michael Dunne, president of investment firm Dunne & Co. in Hong Kong.

Nationwide, cars with global brands — most of them produced in ventures with Chinese manufacturers — still outsell domestic brands. But the gap is narrowing, as the inland regions develop.

"Our data and research tells us that Tier 2 and Tier 3 cities are where the growth is going to come in this decade," Joe Hinrichs, group vice president for Ford Motor Co.'s Asia Pacific operations, said. "It's a good opportunity for Ford."

Compared with General Motors Co., which has a powerful local partner in Shanghai, Ford was considered less fortunate in 2001 when it teamed up with Chongqing Changan Automobile, based in the huge but less developed central city of Chongqing. Its per capita income of \$2,585 is one-fourth of Shanghai's.

China's Pacific cities will remain the most lucrative markets. But for many mainstream automakers, the coastal cities already represent a shrinking slice of the whole.

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Chinese car market explodes

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Top 10 foreign sellers			Top 10 Chinese sellers		
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4.	Toyota	683,279	4.	DFM	1,733,756
5.	Honda	579,553	5.	BAIC	1,147,387
6.	Renault-Nissan	571,733	6.	Guangzhou	612,218
7.	Ford	286,381	7.	Chery	500,303
8.	PSA	272,142	8.	BYD	445,097
9.	Suzuki	243,673	9.	Brilliance	348,308
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Source: J.D. Power and Associates

The Detroit News

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AROUND THE CAPITOLS

WASHINGTON, D.C.

Health reform benefits businesses

Small firms can insure more employees and help the U.S. economy

BY U.S. REP. JOHN DINGELL
In March, Mark Hodesh watched the debate, read the stories, and closely studied the health care reform bill. And after taking in all the changes and how the reform law would affect the 11-person, 100-year-old Downtown Home and Garden store he runs in Ann Arbor, he calculated that he would actually save money and could hire a new employee.



"We and other small businesses may spend the health care cost savings on additional insurance for our employees (we could cover 100 percent rather than 75 percent of their costs) or on business expansion. Either way it will put the savings back into the economy," Hodesh said in a letter to my office.

'Pure stimulus'

I am confident others will see what Hodesh found — the health care law is pure stimulus. More than 11,000 area entrepreneurs will join as many as 4 million small businesses across America benefitting from \$40 billion in tax credits — and those benefits begin immediately.

In 2010, small business employers will be eligible to claim 35 percent of premiums paid. In 2014, the credit increases to 50 percent.

Small businesses have been getting crushed by health care costs. Hodesh says health care for his business went up 300 percent over 10 years.

"I can't raise the cost of a



Barack Obama, left, Speaker of the House Nancy Pelosi, Senate Majority Leader Harry Reid and Rep. John Dingell celebrate health reform.

frying pan to cover it," he said.

Besides cold hard cash, the law gives our small businesses new incentives to woo the best and brightest employees.

The Council of Economic Advisers reported in July that "(o)nly 49 percent of firms with 3 to 9 workers and 78 percent of firms with 10 to 24 workers offered any type of health insurance to their employees in 2008."

Time Magazine wrote last November "(w)orkers at companies with fewer than 200 employees (that offer coverage) pay an average of \$4,204 out of pocket per year for family health insurance, compared with \$3,182 for workers at firms above the 200-employee threshold."

Moe Yassine, president of Teraeon, a Dearborn Internet consulting firm, told me his business "for a long time could not afford to purchase health insurance for its employees. I can tell you that good employ-

ees do not want to work for a company that does not provide health insurance."

He later said the new law would help him afford more insurance for his workers.

Elaine Selo, owner of Selo/Shevel Gallery in Ann Arbor, adds "we like to keep good people around. They are talented and trained. If you can't keep them around, you are losing ground."

More good than harm

As for the argument that the new law creates too much red tape and additional burdens, I will borrow the wise insight of Ms. Selo, who notes that the law "provides us with a tax break for simply doing more of what we are doing ... providing health care to the people who work just as hard in our store as we do."

While we are offering small business owners a historic tax cut, small-minded opponents of reform want to make this into

an argument about paperwork hoping people won't notice.

But buyer beware: repealing these tax cuts will make items at your favorite clothing, hardware and toy stores more expensive.

Groups like The National Federation of Independent Business seem determined to convince members the new law does more harm than good. They point to the employer mandate, saying it presents dire consequences for small business.

The NFIB doesn't tell members that any company with less than 50 employees is exempt from the mandate. They also fail to mention that small businesses currently pay an average of 18 percent more in premiums than large firms for the exact same benefits. This new law will end this inequity: small businesses will be able to get insurance through the new exchanges, enabling them to leverage the purchasing power that comes from pooling large groups of people and giving them similar prices to those enjoyed by large businesses.

There are those who ask me why some business executives and the organizations that represent them are spreading lies and inciting fear.

I can't speak for the opposition. But opponents of the new law ought to listen to the folks on the ground, those keeping commerce alive on Main Street — running stores and surviving through the worst economic conditions in recent history.

They are finding a lot of good in this bill. And good news for them is great news for Michigan's workers.

U.S. Rep. John Dingell is a Democrat from Dearborn.

LANSING

Michigan can't afford its own government

BY SEN. JOHN PAPPAGEORGE

We are facing a huge budget problem. This is beyond puny solutions being posed by some. We must take care of the \$1.7 billion problem we face.

Let me illustrate the enormity of the problem. If we had a million dollars in \$10 bills in front of us, the stack would be around two feet high. A billion dollars would be taller than the Empire State building.



Pappageorge

What ties legislatures into knots when putting a budget together is the issue of income redistribution. Conservatives oppose it and liberals want more. Consequently, conservatives will pound the table and say we have to make cuts. This sends people to the unemployment line. Liberals insist that taxes must be raised. This sends us all up the wall, and, eventually, a different set of folks to the unemployment line.

Neither argument preserves nor creates jobs. There is, however, a middle ground that can reduce the cost of government without cutting programs or sending anyone out the door.

I believe in times of crisis that public servants — I don't call us public employees — need to step up and share in the economic pain being felt by the private sector. And I mean all public servants, including those at local levels, college professors, legislators and anyone else who is being paid with taxpayer dollars.

The total payroll for Michigan public servants comes to \$21.3 billion (\$5.6 billion is for state workers and \$15.7 billion is for all others), not counting health care. A 5 percent cut in

pay for all of us would reduce the cost of government by \$1 billion.

I have introduced a constitutional amendment (SJR U) that cuts our salaries by 5 percent on Oct. 1 and freezes any pay increases for a total of three years. Step increases will still be allowed, as will promotions. Any reduction already taken by a government unit going back to Jan. 1, 2009, will count against the 5 percent.

My colleagues Mark Jansen, R-Gaines Township, and Jud Gilbert, R-Algonac, have introduced constitutional amendments that will have all of us assuming 20 percent of our health care costs. Some now pay zero while others pay 20 percent. This will reduce the cost of government by \$680 million.

That's the \$1.7 billion we're short. We can reduce the cost of government without sending anyone out the door. This is the true middle ground between two opposing views that are creating gridlock in the legislature. It's exactly what private businesses have been doing for some time.

This is not a mean-spirited assertion that public servants are overpaid. They aren't. It's about what we can afford. With a two-thirds vote of the Legislature these resolutions can be put to a vote on the August ballot in time to affect the budget that begins on Oct. 1.

I despair at those who suggest we can end our differences by a combination of cuts and tax increases. This nonsense simply sends the same number of people out the door — some from the public sector and the rest from the private sector.

The proper compromise is to reduce the cost of government.

Sen. John Pappageorge is a Republican from Troy and is vice chairman of the Senate Appropriations Committee.



A wind park can be seen as morning breaks in Copenhagen, which has embraced windmills as an alternative energy source.

Social justice with the placement of wind turbines

BY DERRICK Z. JACKSON
Boston Globe

The federal approval of Cape Wind has Gregory Watson, Massachusetts' senior adviser for clean energy technology, hoping this is a sea change beyond renewable energy. He sees it as a bold attempt to democratize energy.

He previously was a sustainable energy advocate with the Massachusetts Technology Collaborative and made a point of saying how fossil fuel industry plants and storage facilities were often placed in or near low-income neighborhoods, while wealthier communities were spared the view and the stench. Wind power, he said, was an equalizer, because turbine location is dictated by where Mother Nature puts the wind.

Cape Wind was delayed for years because the wealthy, most notably the Kennedys, exempted themselves from the movement toward clean energy. At the last minute, Native American tribes said turbines would disturb their cultural and historical heritage. In between, birders,

boaters, beachcombers and fishermen all concocted a spiral of unfounded reasons how turbines would destroy their way of life. Never mind that ever since Edison and Bell, we have compromised our view of the American landscape with our conduits of utility and energy.

Watson thinks Nantucket Sound will ultimately become just another Copenhagen harbor, which has a string of turbines 2 miles long and only a mile offshore from the city. Denmark's wind turbines produce 20 percent of its electricity. The United States gets only 1.8 percent of its electricity from wind power.

Instead of turbines destroying an idealized way of life, they are gently turning symbols of sharing a new connection to energy. For the poor or privileged, turbines are part of life. Cape Wind's approval is a call for Americans who jealously guard their view of the water to drop their resistance so we do not fall hopelessly behind.

Derrick Z. Jackson is a columnist with the Boston Globe.

China cars

Continued from Page 1B

In 2009, for the first time, Chinese carmaker BYD Automobile Co. generated more sales in second-tier cities and rural areas, General Manager Henry Li said at the CBU 2010 Global Automotive Symposium in Beijing. He predicted the inland growth spurt will last a few years. "We think we'll have a reasonably high growth rate because of this."

Executives and analysts are confident the interior regions will develop because that's a primary objective of China's government.

In the past two decades, China's economic boom has lifted 300 million people out of poverty, according to United Nations data. But the growth has widened the gap between rich and poor in this officially communist country of 1.4 billion.

The government introduced measures last year to increase the disposable income of people inland, making it possible for them to buy a vehicle, said Xu Changming, senior economist at the State Information Center.

They include 10 percent subsidies for farmers buying vehicles, tax breaks on cars and minibuses with engines smaller than 1.6 liters, and the removal of some road tolls, he said.

Xu estimates the development of inland regions will lead to overall auto sales growth averaging about 20 percent a year, slower than the 30 percent sales gains of the first boom.

In addition to helping China's poorer regions, these policies

Demand increasing

China's auto market, already the world's largest, is likely to become even larger as standards of living improve in its inland regions. So far, the boom in auto sales has been concentrated in Tier 1 coastal cities, but sales are growing fast in the Tier 2 surrounding regions, where annual per capita incomes have reached the \$5,000-mark that tends to trigger demand for vehicles.

KEY: • Major city

Tier 1-2: China's booming coastal cities and the fast-growing surrounding regions. **Tier 3:** In these mostly rural markets, car ownership is rare but starting to increase. **Tier 4:** China's poorest, mostly border regions. Note: The Tier 3 and 4 regions have more than 800 million inhabitants but annual incomes are less than \$4,000.



Sources: General Motors, Deutsche Bank

The Detroit News

support the domestic automakers.

"In the Tier 3 and Tier 4 regions, the local brands are stronger," said Yang Hongbiao, an after-sales manager at Shanghai GM, GM's venture with Shanghai Automotive Industry Corp. With a region extending from Beijing, at the top of Tier 1, to Inner Mongolia on China's northern border, Yang sees the full range of China's market.

In Inner Mongolia, "the bigger cities would be considered Tier 3," Yang said, "and the countryside would be Tier 4."

Global automakers are adding dealers in these regions. Ford plans to add 70, for a total of 340, while GM plans to expand at roughly the rate of the market's growth.

Zheng Minda, a Ford dealer in Chendu, in the province of Sichuan, competes mainly against Chevrolet, Honda and other global brands. They dominate the market for vehicles priced 100,000 renminbi, or \$14,600, or higher, while Chinese brands do battle in the lower segments. There's not much overlap now, but Zheng expects

Finley

Continued from Page 1B

cells came to the city for unpaid taxes, at a cost of \$57 million. The high rate of tax forfeitures makes it harder for buyers to get mortgages, further eroding property values.

■ Property values statewide continue to plummet, depress-

ing tax revenues. Daddow projects a 12.25 percent decline in property tax revenues for Oakland County in 2012. Oakland is the state's most prosperous county; expect the declines everywhere else to be steeper. Daddow estimates it will take 11 years of healthy economic growth to return property values to their 2007 levels.

"I haven't slept well for years thinking about all this," he says.

Neither should anyone else. Michigan got to this point because its citizens allowed political leaders to do a Scarlett O'Hara act, choosing to worry about the fiscal problems tomorrow. Well, tomorrow's here.

And yet the scariest part is that the politicians have all seen these numbers, and are still avoiding the massive restructuring that is the only way to avert catastrophe. They're still

that to change in a few years.

A new frontier

Among Detroit's automakers, GM is positioned to benefit from growth inland because of its three-way venture in 2002 with Shanghai Automotive and Liuzhou Wuling Motors Co., a low-cost minivehicle manufacturer.

Minivehicles, also called loaves because of their shape, are very small vans and trucks that double as commercial vehicles and family cars. Starting under \$5,000, they cost much less than entry-level, foreign-badged autos. Last year, Wuling-badged minivehicles accounted for more than half of GM's 2009 sales in China of 1.83 million vehicles.

Global automakers are watching Hyundai Motor Co. in China. The South Korean automaker has ventured deep into the hinterland, where it offers aging models and those being replaced at cut-rate prices.

Toyota has employed a similar approach with its popular Corolla.

It's risky to sell new and obsolete versions of the same model in one country.

"Hyundai's strategy could only work in China because of the disparity of wealth," Dunne said.

According to investment firm Deutsche Bank, the car-ownership rate in the Tier 1 cities is in double-digits and rising fast. But in the Tier 2 regions, with more than 400 million inhabitants, it's a sparse 4 percent — and even lower in China's Far West.

"China is in a major car ownership growth spurt," said Deutsche Bank's Gaetan Toulemonde.

ctierney@detnews.com (313) 222-1463

allowing the special interest parasites to suck Michigan dry. That's what makes this fall's election so vital. Voters shouldn't cast a ballot for anyone who doesn't commit to the pain and sacrifice necessary to make things right. We no longer have the luxury of denial.

Nolan Finley is editorial page editor of The News. Reach him at nfinley@detnews.com. Watch him at 8:30 p.m. Fridays on "Am I Right?" on Detroit Public TV, Channel 56.

Contact us: You can reach the business desk or Business Editor Susan Carney by calling (313) 222-2738, faxing (313) 496-5247 or at scarney@detnews.com.

Chrysler is key to Fiat's future

Back in the Golden Age of the 1960s, they cast a huge shadow over the global auto industry — Henry Ford II and Giovanni Agnelli, patriarch of the powerful family that still controls Fiat SpA of Italy.

They mulled business tie-ups and foiled others. They fought over Alfa Romeo. Hank the Deuce tried to buy Ferrari in the early '60s, an Italian gem that would peddle a 50-percent stake to Fiat in '69. Agnelli even negotiated to sell Fiat to Ford Motor Co., a prospect he abandoned. They're gone, but their auto-

motive legacies stubbornly endure, despite the most punishing economic shakeout since the Great Depression, despite widespread predictions that scions of the Ford and Fiat fortunes (or what's left of them) would bail out and disappear. Not yet, anyway.



DANIEL HOWES

Unspoken but clearly present in Fiat CEO Sergio Marchionne's

sweeping five-year plan for Fiat's diverse holdings and what it means for Chrysler Group LLC is the simple fact that a founding family, among Europe's most influential, is backing a bold bid for the big time — and betting on Chrysler to help it get there.

The Agnelli family — which through its investment arm, Exor SpA, holds a controlling 30.5 percent stake in Fiat — is poised to double down on its conglomerate's unorthodox CEO. His ambitious plan: Divide Fiat's industrial empire, renegotiate contentious labor tradition

in Italy and craft a "pure automotive play" to compete with the biggest in the business.

Sounds sort of familiar, doesn't it? Ford, whose founding family controls 40 percent of the voting shares, hires Boeing Co.'s Alan Mulally. He dumps ancillary brands, globalizes crucial functions and runs the automaker according to the simplest principle — the company is in business to make money for investors and employees by building and selling cars and trucks around the world.

The Fiat plan? Simplify the

business structure. Integrate purchasing, product development and manufacturing. Use complementary distribution networks, the better to sell Alfas in the States and Chryslers in Europe. And drive it all with fresh, unafraid leadership wooed from outside the insular auto industry.

"The level of arrogance in this industry is beyond belief," Marchionne, a former insurance executive, told investors in Italy this week. "There's nothing to be

Please see Howes, Page 9B

Dow Jones	11,134.29 9.37	▲
Nasdaq	2,519.07 14.46	▲
S&P 500	1,208.67 2.74	▲
Wilshire	12,649.37 50.94	▲
Ford	\$14.20 0.07	▲
DAI	\$51.29 0.57	▼

GOP reps quiz auto CEOs on emissions deal

Two top Republicans wrote Thursday to the chief executives of nine major automakers — including General Motors Co., Chrysler Group LLC, Ford Motor Co. and Toyota Motor Corp. — asking whether the Obama administration improperly pressured them to agree to a landmark May 2009 deal to cap tailpipe emissions.

Rep. Darrell Issa, R-Calif., the ranking member of the House Oversight and Government Reform Committee, and Rep. Lamar Smith, R-Texas, the ranking member of the House Judiciary Committee, said in the letter that "there is reason to believe administration officials used inappropriate tactics to ensure broad based support across the industry" for support of new fuel economy rules.



Paul Sakuma / Associated Press

Sales of previously owned homes — and prices — were up in March.

Home sales, jobless reports lift economy

National home sales rose sharply last month and claims for jobless benefits fell last week.

The two reports Thursday sketched a picture of a modestly improving economy.

Sales of previously occupied homes increased more than expected in March after three straight months of declines, the National Association of Realtors said. Home prices also rose 4 percent.

Moody's drops Toyota's debt rating a notch

Beijing — Moody's Investors Service downgraded Toyota Motor Corp.'s debt rating Thursday to Aa2 from Aa1, citing concerns that the automaker's recalls and troubles in the United States could erode its pricing power and profitability.

Moody's rating outlook for Toyota is negative, the debt-rating agency's Tokyo office said in a statement.

Air transport problems idle two Ford factories

Air transportation disruptions caused by a volcano in Iceland temporarily idled Ford Motor Co. factories due to electronic parts shortages. AutoAlliance International plant in Flat Rock was closed Wednesday and Thursday. The Wayne Assembly Plant will be closed next week, Ford spokeswoman Marcey Evans said.

Staff and wire reports

AUTO CHINA 2010

Buick shows star power in China

Sought-after demographic drives sales

BY CHRISTINE TIERNEY
The Detroit News

Beijing — In China, Buick has a cachet that might surprise many Americans.

The brand struggles with image problems at home, but Buick has been crucial to General Motors Co.'s success in China.

In this market — the world's largest — Buick attracts the kind of young, wealthy customers that GM dreams of capturing in the United States.

"The average Buick customer is 28 years old, university educated, fast-tracked in his company, with a wife who has a career," said GM China President Kevin Wale.

Buick is one of GM China's strongest brands, with sales up 53 percent this year. The automaker is showcasing three Buick models at China's premier auto show here that feature some of the latest European and American technology: the Excelle XT hatchback, and new Regal and LaCrosse sedans.

Analysts credit Buick's huge success in China to GM's shrewd reading of the market. Buicks in China feature lots of new technology, dramatic styling and luxurious flourishes that appeal to Chinese buyers.

In 2009, Buick was the sixth most popular foreign car brand in China, where 445,289 Buick cars and crossovers were sold.

By contrast, GM sold 102,306 Buicks in the United States. And it sold them to a different group of customers. The U.S. buyer is 65 years old, on average, and that's down from 72 a few years ago.

While Buick's popularity in China doesn't influence the brand's image in the United States, Buick's booming sales in China help the business.

When the Obama administra-

Please see Buick, Page 9B

Top brands in China

Here are the six top-selling brands in China:

Brand	2009 sales	Market share
1. Volkswagen	1,140,220	13.1 percent
2. Toyota	650,478	7.5 percent
3. Hyundai	593,345	6.8 percent
4. Honda	576,436	6.6 percent
5. Nissan	527,537	6.0 percent
6. Buick	445,289	5.1 percent

Source: J.D. Power and Associates



Peter Parks / Getty Images

A worker builds an exhibition space Wednesday at the Beijing Auto Show, which opens to the public today.

Ford takes urban driving down a size

Four-passenger car driven by 3 cylinders

BY SCOTT BURGESS
The Detroit News

Ford Motor Co. went small at the Beijing Auto Show today.

The Ford Start Concept was designed with city dwellers and features the newest member of Ford's turbocharged, direct injection EcoBoost family: a 1-liter, three-cylinder inline engine.

The tiny engine could power small, urban vehicles with aplomb, such as the four-passenger Start Concept.

Ford's powertrain philosophy has been to use performance-enhancing technology such as turbos and direct injection to downsize engines, creating a six-cylinder engine to replace a traditional V-8 and a four-cylinder to replace a V-6.

The introduction of the three-cylinder EcoBoost demonstrates Ford's commitment to seek a replacement for a four-cylinder engine.

The Spark Concept addresses the need for more urban-oriented vehicles, as the world's population shifts further from rural life.

Just 144 inches long, the Start Concept uses a hybrid aluminum and high-strength steel to create a lightweight frame and spacious interior. The Start uses Ford's My Touch system that integrates its infotainment Sync system to LCD gauges on the dash.

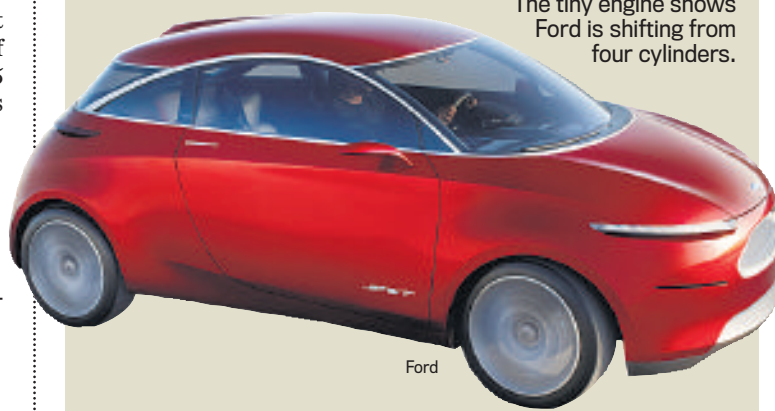
Ford did not release the car's mileage capabilities, other than calling it highly efficient.

"Our ambition with the Ford Start Concept was to design a car that transcends the practical realities of commuting in these mega cities and goes beyond just dressing the technology," design director Freeman Thomas said in a prepared statement.

"We wanted to design a car you would also love."

sburgess@detnews.com

Ford Start Concept



The tiny engine shows Ford is shifting from four cylinders.

Ford

Type: Four-passenger, front-wheel drive micro car
Engine: 1-liter 3-cylinder EcoBoost gas engine

Why it's important: Shows off Ford's lightweight design capabilities and new 3-cylinder engine.

Will Ford build it? Officially, Ford isn't saying. But much of the

technology displayed, including the small engine, will make it into future cars. Practical versions of concepts typically have less aggressive looks and a lot less glass, but they typically carry the same theme. Creating a micro car to compete with the Toyota iQ, Chevrolet Spark and others only makes sense.

in moderation, it can be very, very healthy."

For years, Ford used daily rental companies as dumping grounds for poor performers in an effort to boost sales and market share — a practice that drove down resale values of its cars and trucks and diminished the brand's image with consumers.

Ford remains the nation's largest fleet seller, but Fields said most of its fleet sales now go to government

agencies and private companies, both more attractive customers.

"Fleet can be a good thing," said analyst Jim Hall of 2935 Analytics LLP. "Fleet for a good company is the equivalent of running a division, and it sounds like Ford is starting to approach it that way."

Fleet sales in the United States fell sharply in 2009, to 1.9 million vehicles from 2.7 million vehicles in 2008. But Ford's share of the fleet market in-

creased to 24.8 percent from 22.9 percent. However, while sales to daily rental agencies accounted for 66 percent of overall fleet sales last year, they represented 43 percent of Ford's.

In a dramatic change from previous years, two of the five biggest sellers to rental car companies are Toyotas — the Camry and the Corolla.

Ford now controls 44 percent of the government fleet and 32 percent of the commercial fleet business.



Fields: "Fleet is not a bad word at Ford."

Ford cultivates government, corporate fleet sales

BY BRYCE G. HOFFMAN
The Detroit News

Dearborn — Ford Motor Co. has spent years weaning itself off sales to rental car agencies. But Ford Americas President Mark Fields says fleet sales — particularly to government agencies and large corporations — remain an important and profitable part of its business.

"Fleet is not a bad word at Ford," Fields told reporters Thursday. "Done

Auto execs question green push

BY CHRISTINE TIERNEY
The Detroit News

Beijing — Global and Chinese carmakers are promoting electric cars at China's green-themed auto show. But executives are also voicing doubts about the promise of this new clean technology.

At a conference Thursday, a Chinese auto executive questioned the government's strong push to promote plug-in hybrids and zero-emission electric cars.

China, which has serious urban

air pollution problems, relies on coal to generate 83 percent of its electricity, said Huang Xiangdong, vice president of Guangzhou Automobile Group Corp., a major Chinese carmaker.

As a result, "battery-electric vehicles and plug-in hybrids do not save more energy than conventional cars," said Huang. "We think in China it's not the right time to promote pure electric vehicles."

His comments sparked a de-

bate among executives waiting for the central government to detail incentives to promote demand for electric cars, due in July.

A BYD Automobile Co. executive said concerns about carbon dioxide emissions from electricity generation are valid but not the only issue.

"There are broader benefits of electric vehicles, such as reducing the dependence on foreign oil," said Henry Li, general manager of BYD's auto export trade division.

more than 55 percent over 2009.

In meeting demands of the cut-throat Chinese market, Buick is becoming more competitive at home, GM officials say. American and Chinese consumers share many demands, compared with buyers in other regions, said Craig Bierley, director of advertising and sales promotion for GM's Buick and GMC brands.

"In both (markets), we want to push the brand so that the driver is more engaged in the driving experience," Bierley said in an interview in Beijing, which is hosting China's auto show this week. "Now the emphasis is on ride and handling. It was previously on the ride."

The lineups won't be identical. Some of the base, entry-level models will not be sold in the United States, although a variant of a four-door Excelle compact will roll into Buick's U.S. showrooms.

China, which has serious urban

Buick

Continued from Page 8B

tion task force questioned the need to keep Buick in the United States, GM executives explained that many of the costs were absorbed by its Chinese operations.

Development costs for Buicks sold in the United States are 30 percent to 40 percent lower than they would be without the business in China, said a retired GM executive who was involved in the talks with the task force.

The executive said the credit for fielding a strong Buick lineup in China should go to GM's Chinese venture partner, Shanghai Automotive Industry Corp.

In 1995, during the initial talks to form the venture, Shanghai Automotive officials suggested that GM come into the market with the Buick brand, which was

famous in China. Sun Yat-sen, the first president of the Republic of China, and Pu Yi, the last Chinese emperor, both owned Buicks.

GM is now drawing on the talents of engineers at GM's Adam Opel GmbH subsidiary in Rüsselsheim, Germany, to help Buick produce world-class sedans.

The Buick Regal midsize sedan that was launched in China last year and will come out in the United States this spring was developed by Opel, and it shares underpinnings with the award-winning Opel Insignia.

The Regal is a key model for GM in China, competing head-to-head against the popular Volkswagen Passat and Honda Accord.

And the Chinese market is huge: J.D. Power and Associates forecast Thursday that sales of Chinese passenger vehicles — cars, SUVs and minivans — would grow to 13.55 million passenger vehicles in 2015, an increase of

more than 55 percent over 2009.

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China, which has serious urban

Howes

Continued from Page 8B

proud of. Unless it changes the rules of engagement, this can't continue. You guys won't fund it. You tanked two companies in the United States."

He's right, of course, about the arrogance. He's right that capital-market investors are out of broken-business investing, as Chrysler and General Motors Co. can attest. He's right to insist (and others say it's true) that Chrysler and Fiat are becoming

"fully integrated," something nine years of German ownership failed miserably to produce.

Is that good news for Chrysler, its employees and dealers, its hometown of Auburn Hills and plant cities from Windsor and Brampton, Ontario, to Toledo and Belvidere, Ill.? Absolutely.

Not because Marchionne's ambitious five-year plan is guaranteed to succeed, because it isn't. In the span of a single product program, he proposes to deliver a multibrand, integrated automaker producing vehicles with sharply improved quality to North America, Europe, China,

Russia, India and Brazil.

The encouraging part is the unvarnished vision. He contends that too many auto execs don't grasp the capital-destroying flaws of the way they do business. He understands that Chrysler's talent in pickups, Jeeps, minivans and larger sedans can help Fiat become competitive in the midsize segments it has for too long ceded to the Germans, especially in Europe.

He understands, in ways the Germans of Daimler AG refused to accept, that well-engineered vehicle architectures coupled with fuel-efficient engines and

the right styling are what can resonate with customers — not worrying whether a Chrysler sedan shares a transmission with a Mercedes-Benz E-Class.

The tendency in this town, even now, is to focus on Fiat's plans for Chrysler and pay less

attention to Fiat's plans for Fiat. Big mistake. For Marchionne didn't work the halls of Washington and audition in front of the White House's auto task force just so he could have his way with Chrysler.

He did it because Chrysler

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MARKET WATCH

April 22, 2010
Dow Jones Industrials
↑9.37
11,134.29
Pct. change from previous: +0.08%

April 22, 2010
Nasdaq composite
↑14.46
2,519.07
Pct. change from previous: +0.58%

April 22, 2010
Standard & Poor's 500
↑2.74
1,208.67
Pct. change from previous: +0.23%

Stock	Tkr	Div	PE	Chg%	YTD	Chg	Last
AgreeRit	ADC	2.04	11	+98	+5.1	24.48	
AmAxle	AXL			+17	+41.9	11.38	
AmPhysC	ACAP	.36	9	-04	+6.7	32.35	
ArvMerit	ARM			+09	+36.0	15.21	
AutoNtn	AN	17	-22	+7.3	20.55		
Borders	BGP			+03	+145.8	2.90	
BorgWarr	BWA			+53	+21.0	40.19	
CMS Eng	CMS	.60	16	+03	+9	15.60	
CapitolSp	CBC			-02	+49.0	2.92	
CaracoP	CPD			+06	+11.3	6.72	
CitizRepB	CRCB			+05	+101.1	1.45	
Comerica	CMA	.20	14	+20	+50.8	44.80	
Compuwre	CPWR			+14	+22.7	8.67	
DTE	DTE	2.12	14	+44	+8.4	47.26	
Daimler	DAI			-57	-3.8	51.29	
DanaHldg	DAN			+14	+21.5	13.17	
Domino	DPZ	11	-34	+81.1	15.18		
DowChem	DDW	.60	38	-03	+9.6	30.28	
EngConv	ENR			+28	-29.1	7.49	
FedMogul	FDML			+32	+21.6	21.03	
FstMercFn	FMR	.10a	7	-16	-4	13.65	
Forml	F	18	+07	+42.0	14.20		
FordM43	FoA	1.87		+01	+10.7	24.70	
Gentex	GNTX	44	48	+15	+25.4	22.39	
JohnsenCl	JCI	52	38	+61	+28.5	35.01	
Kaydon	KDN	.72	29	+29	+17.4	41.99	
Kellogg	K	1.50	17	+11	+1.5	53.98	
KellyGA	KELYA			+04	+54.5	18.43	
LazBoy	LZB	34	+46	+51.8	14.47		
Masco	MAS	.30		+52	+31.1	18.10	
MillerHer	MLHR	.09	33	+116	+99.9	22.37	
Neogen s	NEOG	37	-13	+12.6	26.59		
Penske	PAG	18	+37	+8.0	16.40		
Percept	PRCP			+09	+36.1	4.49	
Perrigo	PRGO	25	29	+80	+50.3	59.87	
Pfizer	PFE	.72	9	-12	-9.4	16.48	
PulteGrp	PHM			+71	+24.8	12.48	
RamecoB	RFT	.65	13	+17	+31.8	12.57	
RofinSinar	RSTI			81	+29	+6.7	25.20
SagaComm	SGA			+161	+96.3	24.61	
Somantic	SMTS			36	-03	+19.7	21.00
SpartnMot	SPMR	.10	14	+18	+14.9	6.47	
SpartnStr	SPTM	.20	11	-28	+5.3	15.05	
Sparton	SPA			-06	-3.8	5.81	
Steelcase	SCS	.16		+74	+46.5	9.32	
Stryker	SYK	.60	20	-21	+14.6	57.72	
SunComts	SUI	2.52		-14	+43.0	28.25	
Syntel h	SYNT	.24	14	-205	+2.5	38.98	
Taubman	TCO	1.66		+53	+20.4	43.23	
TechTeam	TEAM			-12	-14.2	6.53	
TecumsehB	TECUB			-02	+14.7	13.31	
TrMas h	TRS			+59	+31.3	8.89	
UdAHtch	UAHO				+13.2	1.17	
UnivFor	UFPI	40	33	+221	+20.8	44.48	
Valassis	VCI	21	27	+73	+65.9	30.29	
Whirlp	WHR	1.72	21	+2.35	+25.4	101.12	
WolWW	WWW	.44	17	+40	+5.7	31.50	
X-rite	XRT			+09	+54.6	3.37	

Local stocks

Stock	Tkr	Div	PE	Chg%	YTD	Chg	Last
AgreeRit	ADC	2.04	11	+98	+5.1	24.48	
AmAxle	AXL			+17	+41.9	11.38	
AmPhysC	ACAP	.36	9	-04	+6.7	32.35	
ArvMerit	ARM			+09	+36.0	15.21	
AutoNtn	AN	17	-22	+7.3	20.55		
Borders	BGP			+03	+145.8	2.90	
BorgWarr	BWA			+53	+21.0	40.19	
CMS Eng	CMS	.60	16	+03	+9	15.60	
CapitolSp	CBC			-02	+49.0	2.92	
CaracoP	CPD			+06	+11.3	6.72	
CitizRepB	CRCB			+05	+101.1	1.45	
Comerica	CMA	.20	14	+20	+50.8	44.80	
Compuwre	CPWR			+14	+22.7	8.67	
DTE	DTE	2.12	14	+44	+8.4	47.26	
Daimler	DAI			-57	-3.8	51.29	
DanaHldg	DAN			+14	+21.5	13.17	
Domino	DPZ	11	-34	+81.1	15.18		
DowChem	DDW	.60	38	-03	+9.6	30.28	
EngConv	ENR			+28	-29.1	7.49	
FedMogul	FDML			+32	+21.6	21.03	
FstMercFn	FMR	.10a	7	-16	-4	13.65	
Forml	F	18	+07	+42.0	14.20		
FordM43	FoA	1.87		+01	+10.7	24.70	
Gentex	GNTX	44	48	+15	+25.4	22.39	
JohnsenCl	JCI	52	38	+61	+28.5	35.01	
Kaydon	KDN	.72	29	+29	+17.4	41.99	
Kellogg	K	1.50	17	+11	+1.5	53.98	
KellyGA	KELYA			+04	+54.5	18.43	
LazBoy	LZB	34	+46	+51.8	14.47		
Masco	MAS	.30		+52	+31.1	18.10	

Commodities

	Price	Chg.
Gold (Comex), \$ per troy oz.	1142.30	-5.90
Silver (Comex), cents per troy oz.	1800.6	-6.7
Lt. Sweet Crude (NYMEX), \$ per bbl.	83.70	+0.2
Natural Gas (NYMEX), \$ per mm btu	4.128	+1.73
Gasoline (NYMEX), \$0.001 \$ per gal.	2.3002	-0.175
Heating Oil (NYMEX), cents per gal.	221.50	+0.92
Corn (CBOT), cents per bushel	322.25	+3
Copper (COMX), cents per lb.	346.45	-4.89

Currencies

	\$1 in	Frng. eur.
British pound	.6498	1.5389
Canadian dollar	.9993	1.0007
Chinese yuan	6.8306	1.464
Euro	.7510	1.3316
Japanese yen	93.35	.010713
Mexican peso	12.2650	.081533

Money rates

	Last	Prev. day	Wk. ago
Prime rate	3.25	3.25	3.25
Discount Rate	0.75	0.75	0.75
3-month T-bill	0.15	0.15	0.16
6-month T-bill	0.23	0.23	0.23
10-year T-bill	3.77	3.73	3.84
3-month CD	0.53	0.52	0.52
6-month CD	0.80	0.80	0.80

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DILBERT BY SCOTT ADAMS



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dhowes@detnews.com
(313) 222-2106
Daniel Howes' column runs Tuesdays, Thursdays and Fridays.

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Ryan L. Furutani

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June 13, 2010 - 10:00 AM - 11:00 AM

June 20, 2010 - 10:00 AM - 11:00 AM

June 27, 2010 - 10:00 AM - 11:00 AM

July 4, 2010 - 10:00 AM - 11:00 AM

July 11, 2010 - 10:00 AM - 11:00 AM

July 18, 2010 - 10:00 AM - 11:00 AM

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November 21, 2010 - 10:00 AM - 11:00 AM

November 28, 2010 - 10:00 AM - 11:00 AM

December 5, 2010 - 10:00 AM - 11:00 AM

December 12, 2010 - 10:00 AM - 11:00 AM

December 19, 2010 - 10:00 AM - 11:00 AM

December 26, 2010 - 10:00 AM - 11:00 AM

January 2, 2011 - 10:00 AM - 11:00 AM

January 9, 2011 - 10:00 AM - 11:00 AM

January 16, 2011 - 10:00 AM - 11:00 AM

January 23, 2011 - 10:00 AM - 11:00 AM

January 30, 2011 - 10:00 AM - 11:00 AM

February 6, 2011 - 10:00 AM - 11:00 AM

February 13, 2011 - 10:00 AM - 11:00 AM

February 20, 2011 - 10:00 AM - 11:00 AM

February 27, 2011 - 10:00 AM - 11:00 AM

March 6, 2011 - 10:00 AM - 11:00 AM

March 13, 2011 - 10:00 AM - 11:00 AM

March 20, 2011 - 10:00 AM - 11:00 AM

March 27, 2011 - 10:00 AM - 11:00 AM

April 3, 2011 - 10:00 AM - 11:00 AM

April 10, 2011 - 10:00 AM - 11:00 AM

April 17, 2011 - 10:00 AM - 11:00 AM

April 24, 2011 - 10:00 AM - 11:00 AM

April 30, 2011 - 10:00 AM - 11:00 AM