Restructuring our Transportation Sector

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Advanced vehicles achieve Administration priorities

Reducing oil dependence

- Major reduciton in dependence beyond 2020
- Diversify fleets
- Transform geopolitics
- Capital stock turnover limits change

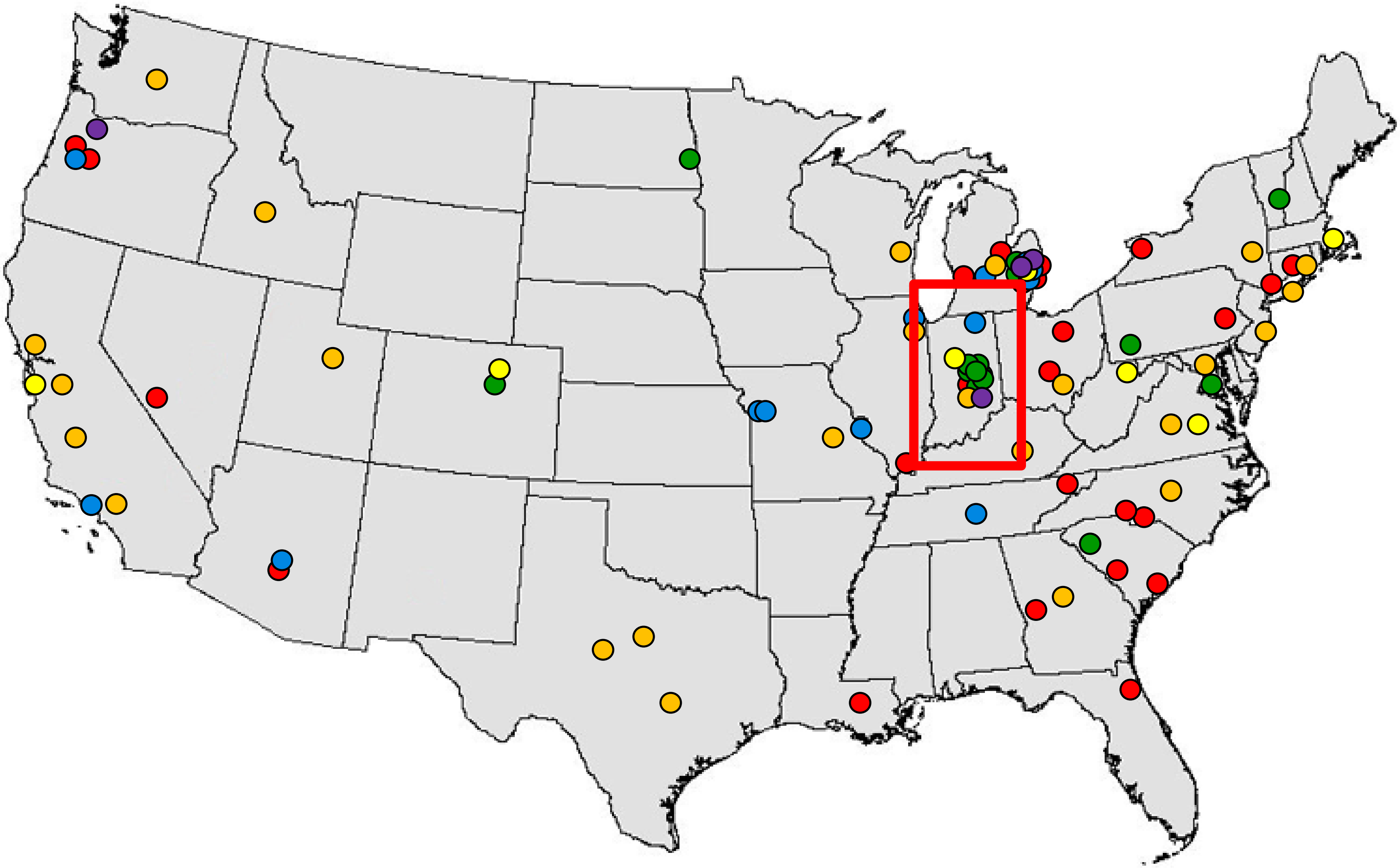
Reduce greenhouse gas emissions

- Essential technologies for achieving 2050 GHG goals
- Limited impact on 2020 GHG goals
- EVs help support deployment of renewables

Strengthen our global competitiveness

- Key opportunity to create green jobs
- EVs are seen by automakers globally as the next wave

This investment in innovation will drive job creation today and tomorrow…



Transportation Electrification
Electric Drive Components
Battery & Component Manufacturing
Electric Vehicle Education
Clean Cities
SuperTruck

The transformation of the transportation sector has started

We are investing $12 billion in multiple technologies

Advanced biofuels

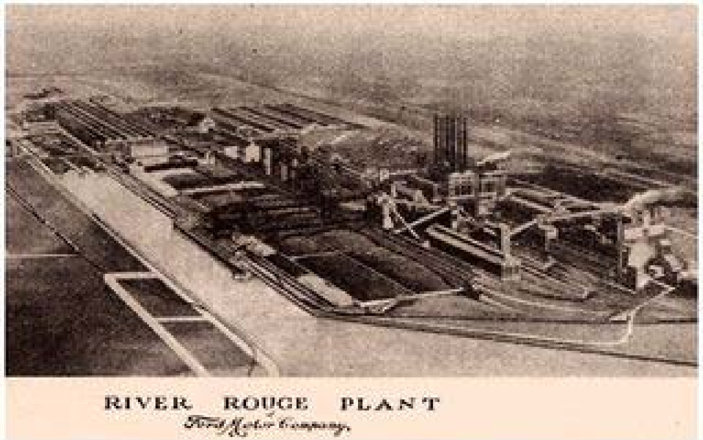
Natural gas

Electrification

Fuel cell

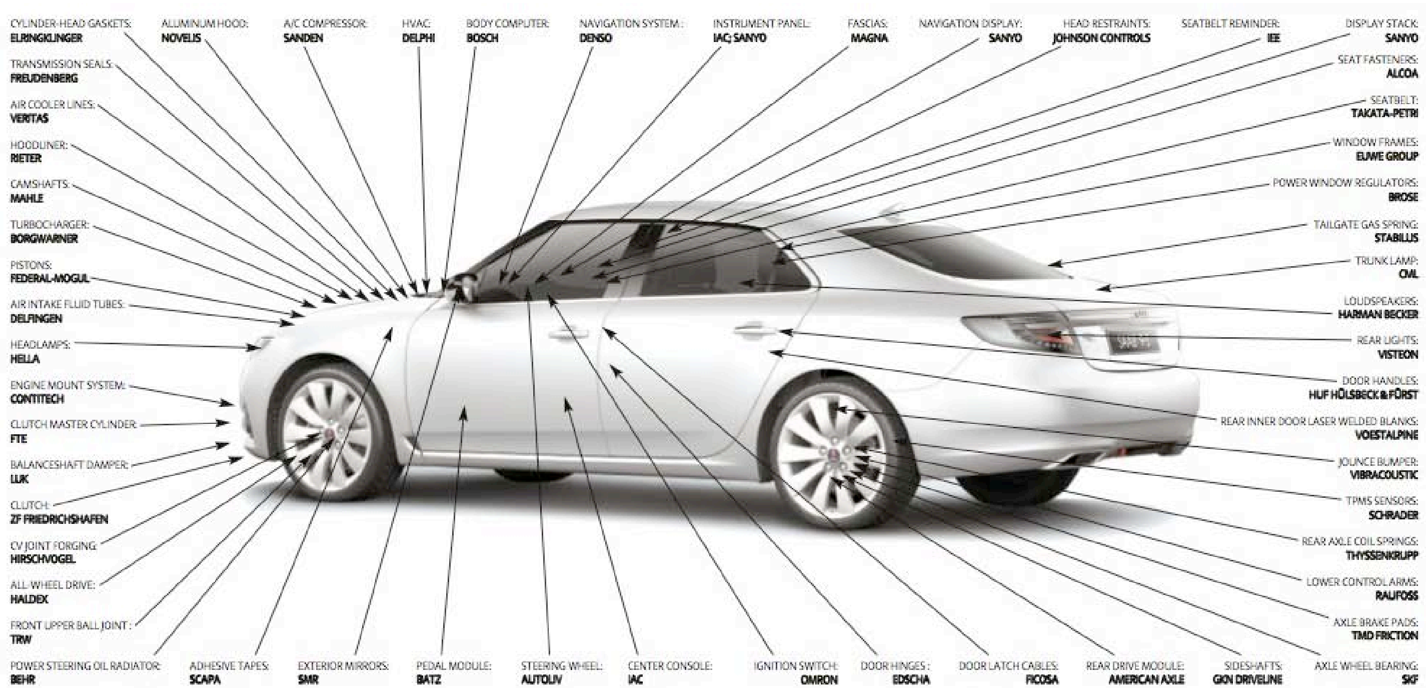
Advanced combustion

Our investment strategy: The market will decide which combination of technologies will win – because today's OEM is a system integrator



Early Ford vertical integration: raw materials arrived at the docks and materials manufactured into parts on site. Ford owned a railroad, coal mines, timberland, a sawmill, freighter ships, and a glassworks plant.

Today, a complex network of hundreds of suppliers produce the parts of the typical automobile



Imagine a world

Technologies can take us far beyond CAFE

Batteries at $100/kWh?

Engines get 60 miles per gallon?

Sustainable biofuels at $2 per gallon?

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