



National Association of Clean Air Agencies (NACAA) Membership Meeting

May 9, 2023



Ford+ Plan

Ford Refounded



Ford **Blue**



Ford **Model e**



Ford **Pro**

Targeted Operating Metrics by End of 2026

8%

Model e
EBIT Margin

10%

Company Adjusted
EBIT Margin

2 Million

Global EV Production
Run Rate

Ford

The Auto Industry is Being Disrupted by...



Changing
Customer
Expectations



Connectivity
and Software



Electrification



Driver Assist
Technologies

Ford Commitment To The EV Future

- At Ford, we have electrified our most iconic products first – Mustang Mach E, F150 Lightning, and E-Transit
- We're not stopping there – We'll invest over \$50B in EVs globally 2022 through 2026
- We're investing heavily in North America, including both electric vehicle and battery manufacturing capacity
- We're taking care of customer charging needs: BlueOval Charge Network provides seamless access to over 84,000 charge points throughout North America, and Ford Pro's dedicated charging activity works with commercial customers to design and implement bespoke charging solutions
- Our dealer network is ready: Dedicated EV resources, tools, and training
- We're offering new must-have technologies that only EVs can provide

Investing In US EV Manufacturing Capacity

Ford is Building Battery and Electric Vehicle Manufacturing Capacity



July 2021 - Romulus Michigan home to global battery center of excellence - Ford Ion Park - for development and testing



September 2021 - \$11.4B investment announcement for Blue Oval City and Blue Oval SK Battery Park: EV production, battery production, and workforce development

Battery Benefits

Ford will soon offer two battery chemistries for electric vehicles. Both have unique benefits.

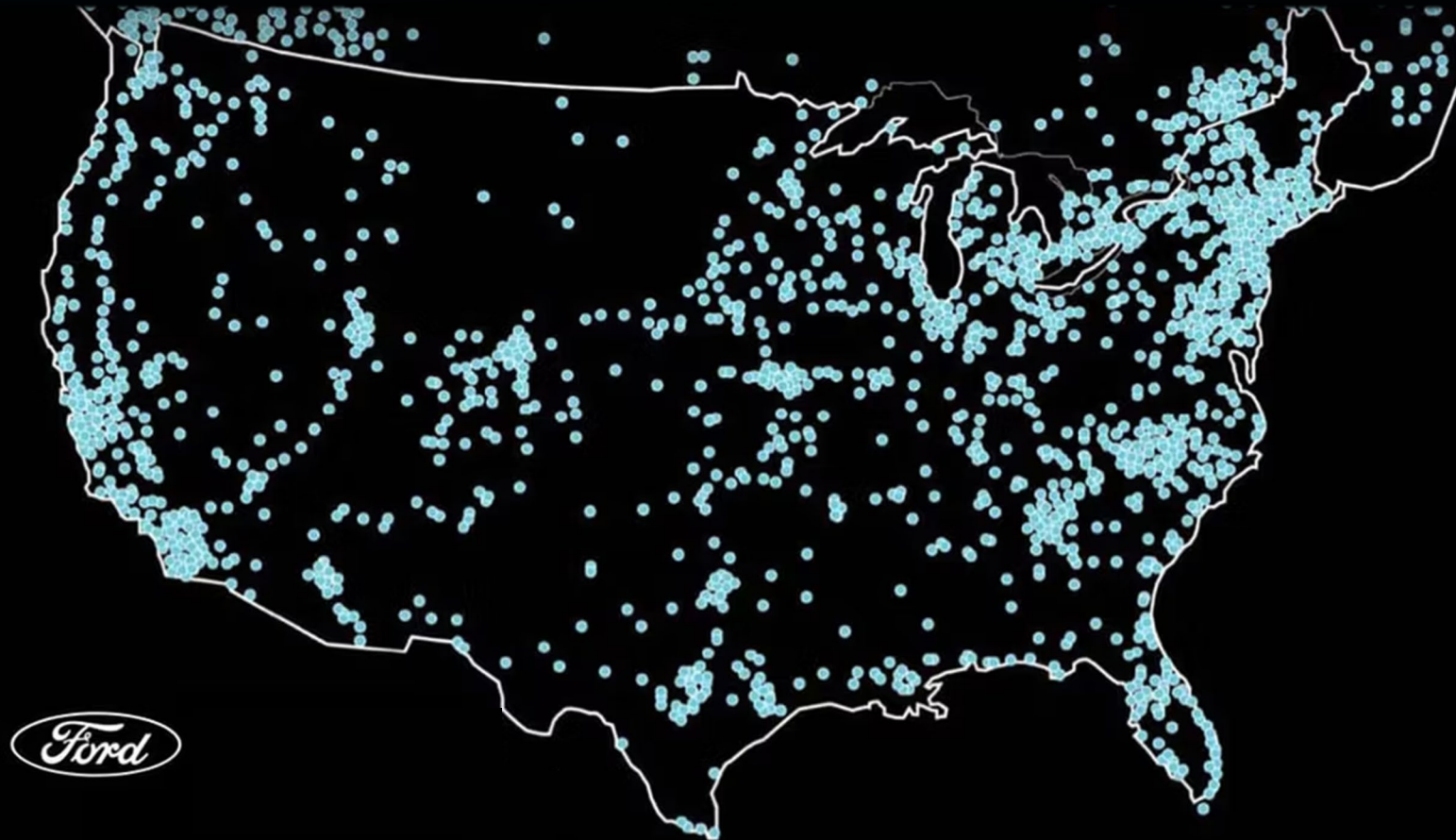
NCM Nickel cobalt manganese

LFP Lithium iron phosphate

Metric	NCM (Nickel cobalt manganese)	LFP (Lithium iron phosphate)
Lower cost	Low	High
Energy	Low	High
Power	Low	High
Cold weather performance	Low	High
Lifespan	High	Low
Availability of materials	High	Low

February 2023 - Announcement of \$3.5B investment in the country's first automaker-backed LFP battery plant in Michigan.

The BlueOval Charge Network



The BlueOval Charge Network Provides Seamless Access To Over 84,000 Networked Charge Points In North America

EV Certified Dealers

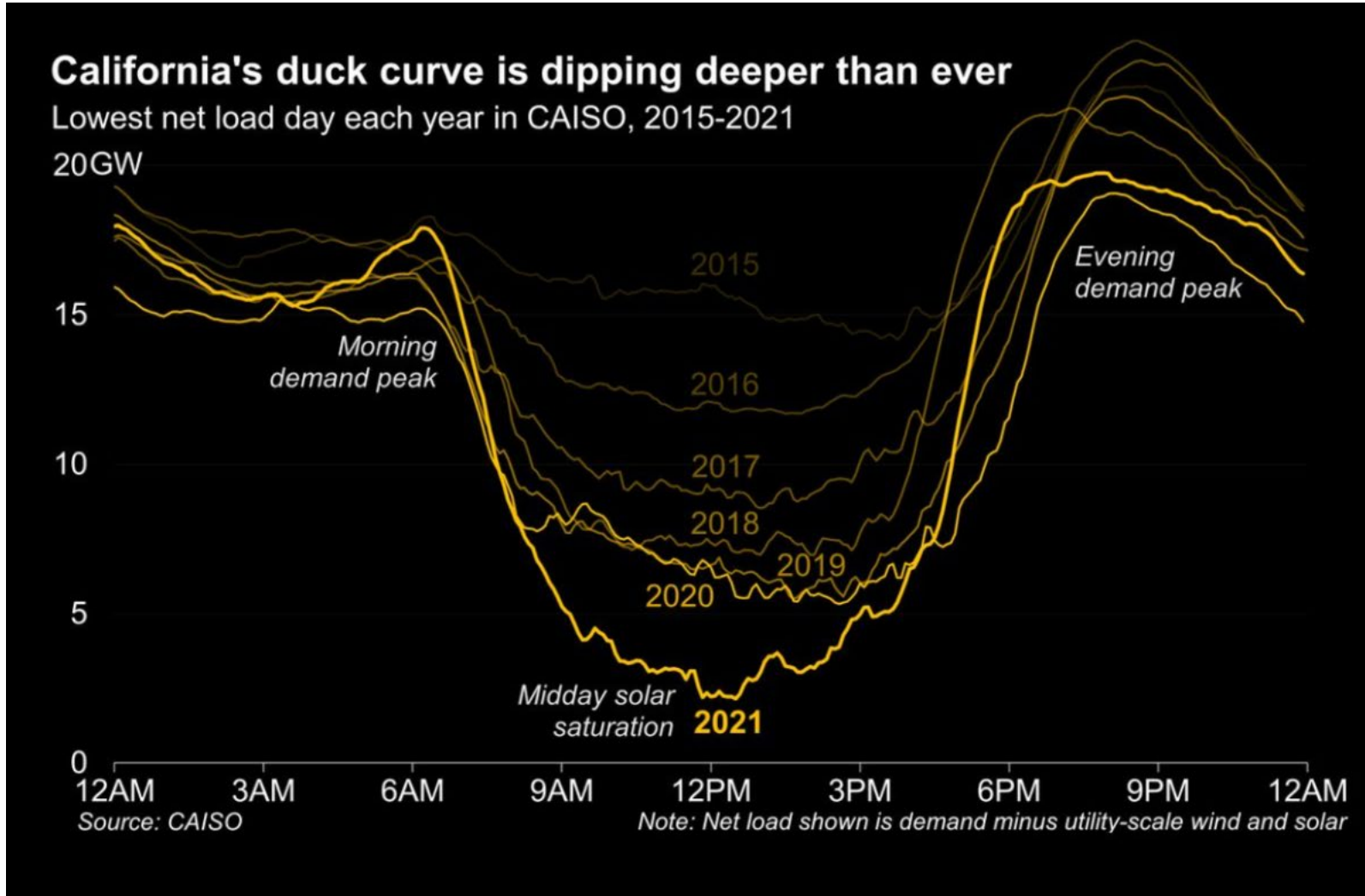
- Our Dealers are our secret weapon. Unlike some EV manufacturers, Ford has over 2900 dealers across all 50 states
- Our dealers must be EV-certified to order and sell EVs
- Ford's next-level Dealer EV-certification program is currently being rolled out. It requires extensive training and facilities upgrades
 - Sales, service, parts, and finance employees at EV-certified dealers will be specially trained
 - EV-certified dealers will have a complete suite of service and diagnostic tools
 - EV-certified dealers will have separate service and customer-facing charging equipment. Customer-facing equipment will include Level-3 DC fast chargers
- Customers will enjoy remote delivery when purchasing a new Ford EV, and remote pickup & delivery with a loaner for all service events

Must-Have Technology



EVs Are Able To Offer Features Never Before Possible With ICE Vehicles – Customers Will Love These Features

Electric Vehicle and Grid Integration



The F150 Lightning Extended Range battery boasts 131kw-hrs of usable energy

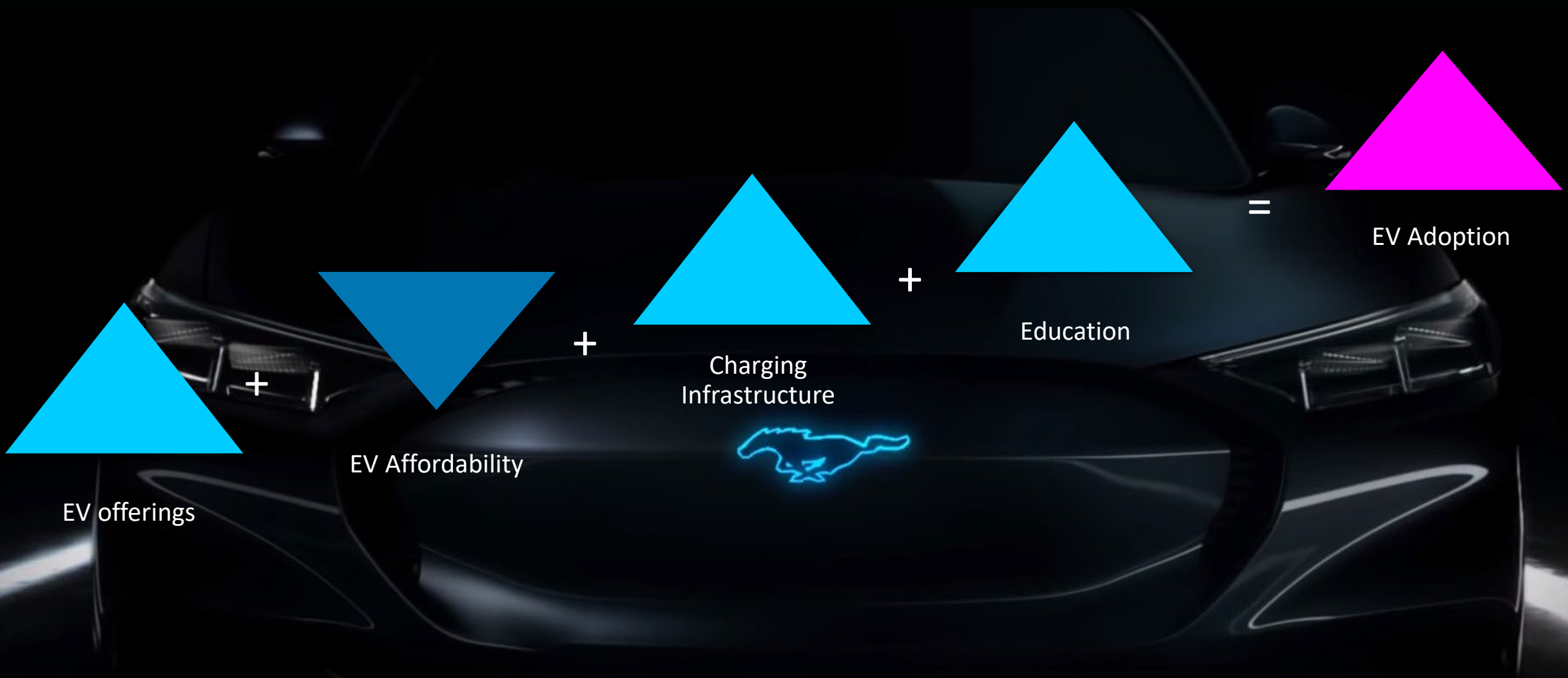


Coordinated support from grid-connected F150 Lightnings represents a Virtual Power Plant

With The Right Technology And Policy In Place, EVs Will Provide Critical Support For The Grid

EV Adoption

EV adoption will increase as barriers come down

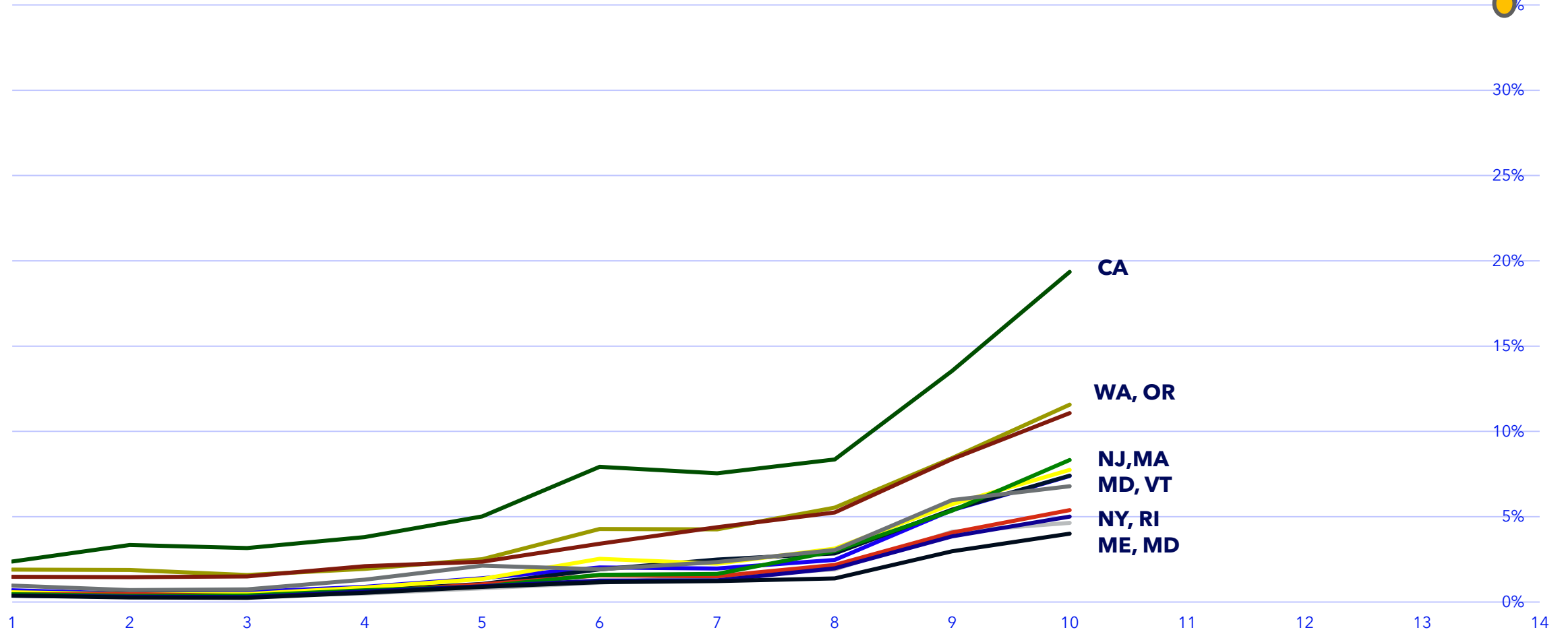




EV Market Share Growth 2013-2022CY

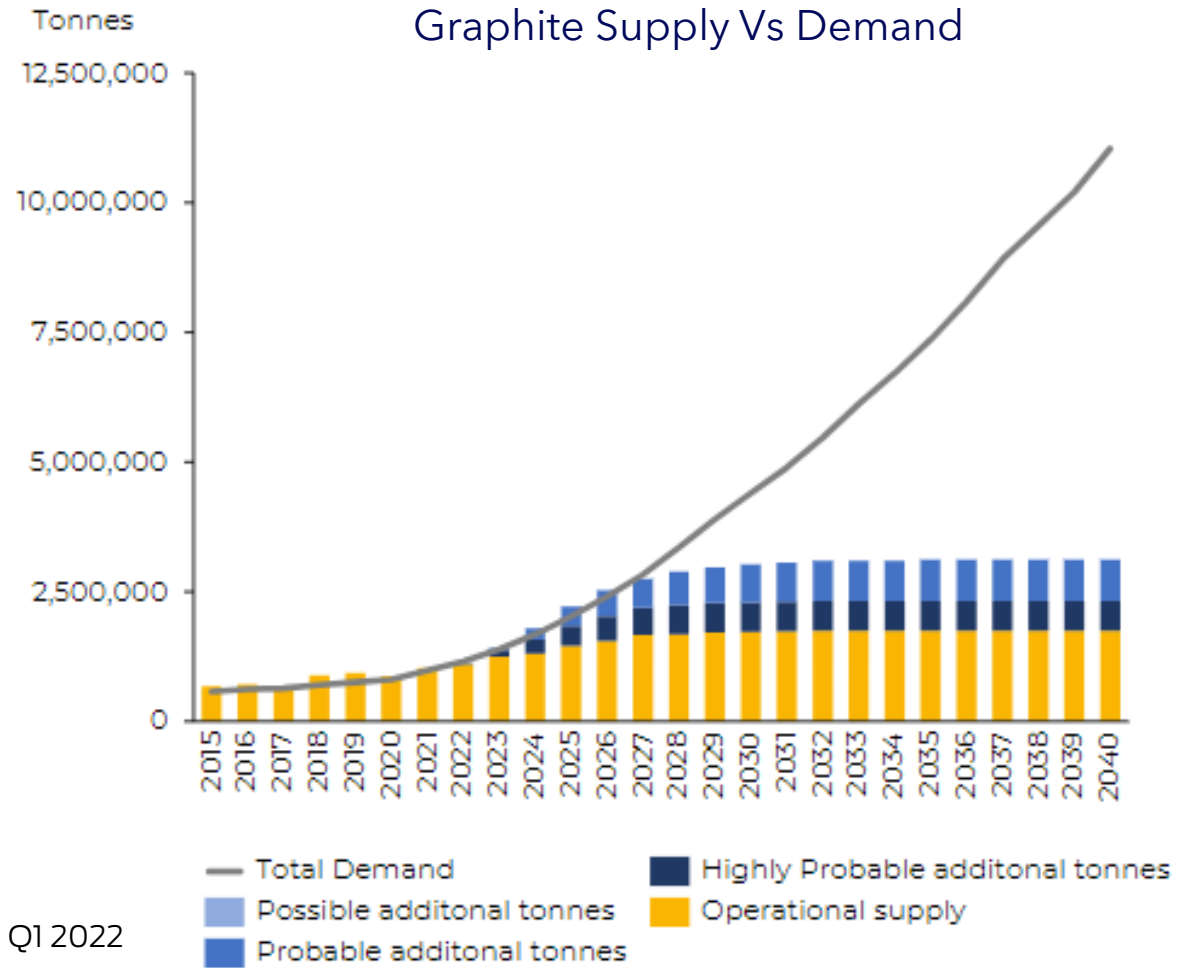
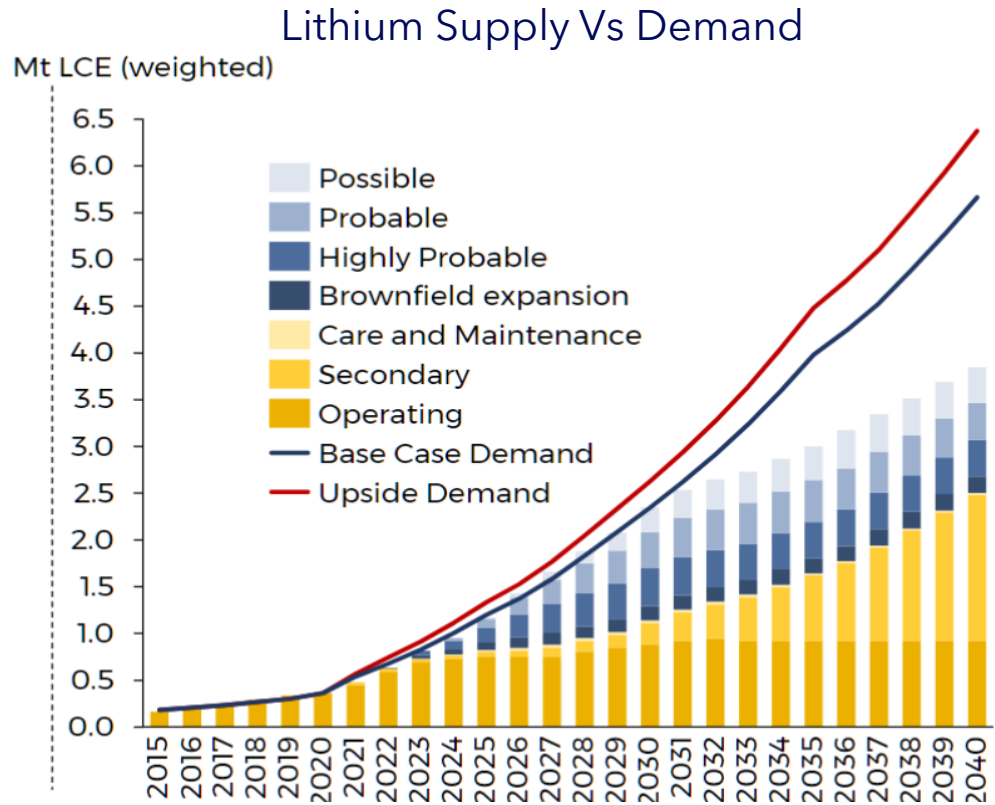
**ACC II
2026MY
Requirement**

Market Share (FCEV, BEV, & PHEV)



EV Adoption Has Accelerated Since 2020. This Acceleration Must Be Sustained And Increased To Achieve The Pace Required By Advanced Clean Cars II

Raw Materials Shortages



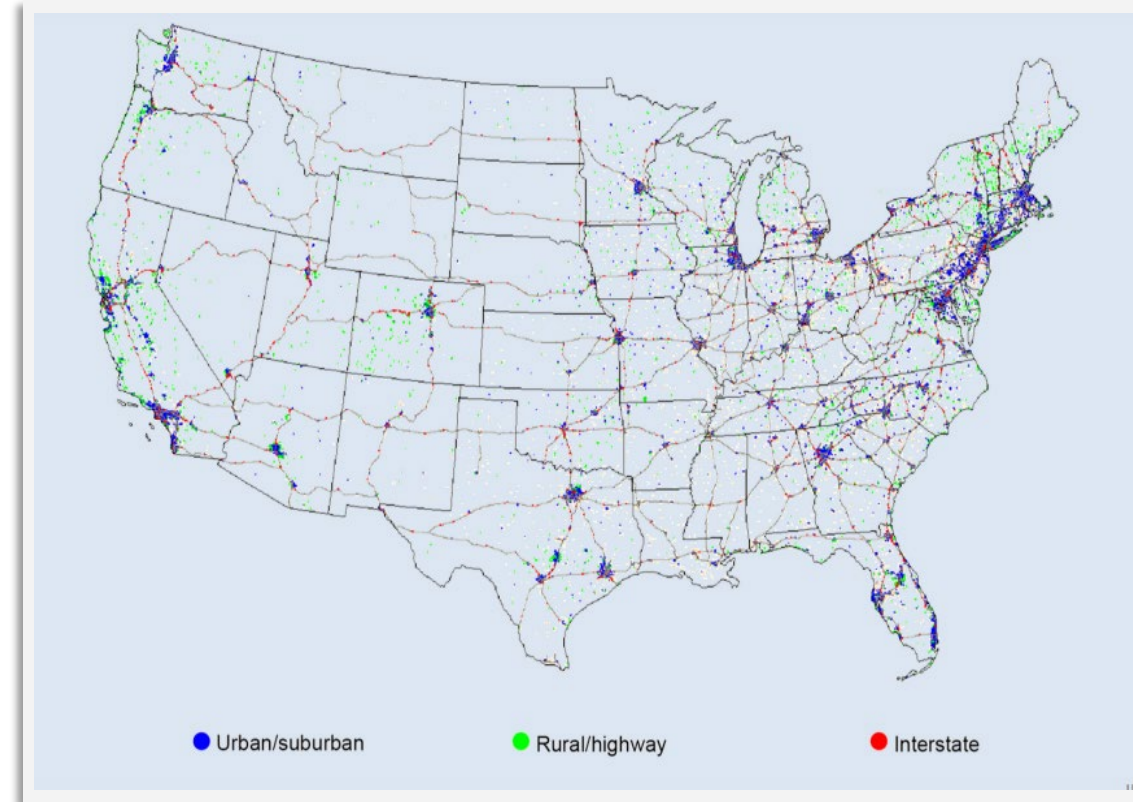
Source: Benchmark Minerals Q1 2022

Critical Raw Materials Demand (Lithium, Graphite, Nickel, Cobalt) Will Exceed Supply. New Mine Development Req'd

Charger Availability

- As of May 2022, approximately 130,000 public charge points were in place across the U.S., supporting approximately 1 million EVs on-the-road
- Public charger distribution is not homogeneous:
 - California has ~1/3 of U.S. total charger count
 - Per capita, California charger density is 4X other states
- Consensus exists that rapid public charger growth is needed to support accelerating EV sales
 - In 2030, EEI forecasts a need for nearly 12 million US public chargepoints to support a projected 26 million EVs on the road

US EV Charging Stations



Data Sources: AFDC/DoE site, EEI June 2022 "Electric Vehicle Sales and the Charging Infrastructure Required Through 2030"

EV Sales Are Accelerating Rapidly: The Installation Of Public Charging Is Not Keeping Up