

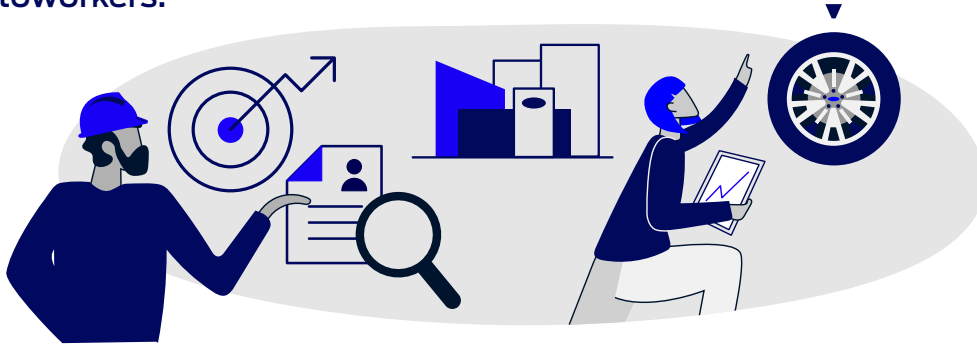


Leading the Electric Vehicle Revolution

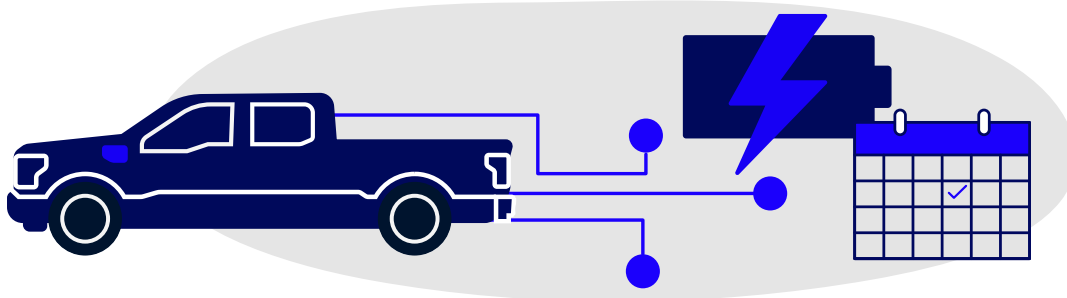
The Ford Motor Company has always found a way to lead in service of a better world – especially in times of disruptive change. Right now, technology is fundamentally reshaping our economy, our industry, and our livelihoods. Our climate is changing, too, faster than the world’s efforts to keep up.

It’s time to align environmental progress with American prosperity.

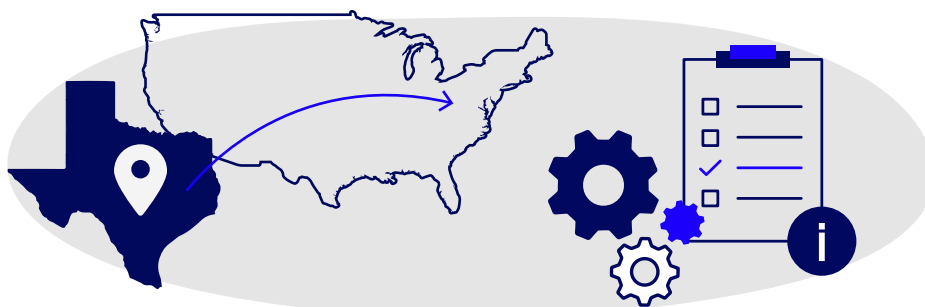
01 To lead the electric vehicle revolution, Ford, with our partners SK Innovation, are investing \$11.4 billion to create 11,000 new jobs and build two new manufacturing campuses in America – strengthening local communities and building on Ford’s position as America’s leading employer of hourly autoworkers.



02 To keep up with unprecedented demand for the F-150 Lightning truck – we are expanding capacity and creating 450 new hourly jobs in three Southeast Michigan facilities.



03 Starting in Texas and rolling out across the nation, we’re expanding high-tech job training to help connect workers with the skills they need to help build and service the vehicles of the future.





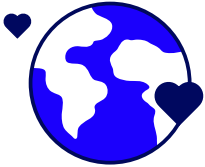
Our Commitment to America's Future

“This is a transformative moment where Ford will lead America’s transition to electric vehicles and usher in a new era of clean, carbon neutral manufacturing. With this investment and a spirit of innovation, we can achieve goals once thought mutually exclusive – protect our planet, build great electric vehicles Americans will love, and contribute to our nation’s prosperity.” - Bill Ford

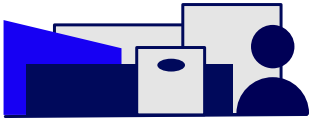
To achieve this vision for the American future, Ford is:



- Building, with the help of its partners, an all-new \$5.6 billion mega campus in Tennessee called Blue Oval City and creating approximately 6,000 new jobs to reimagine how electric vehicles – and the batteries that power them – are manufactured.



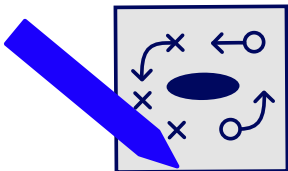
- Designing the Blue Oval City assembly plant to be carbon neutral, send zero waste to landfill and use freshwater only for human consumption at the start of production in 2025.



- Creating 5,000 jobs with our partner SK Innovation and together investing \$5.8 billion to build two new BlueOvalSK 43GWh battery plants in Kentucky. BlueOvalSK is Ford and SK Innovation’s joint venture to manufacture battery cells and arrays in the U.S.



- Collaborating with Redwood Materials, a leading battery materials company, to make electric vehicles more sustainable and affordable for Americans by localizing the supply chain network, creating recycling options for scrap and end-of-life vehicles, and ramping up lithium-ion recycling.



- Supporting American workers with a \$525M total investment in job training over the next five years to help workers develop the skills they need to build and service the vehicles of the future – starting with a \$90M program in Texas and rolling out across the country.



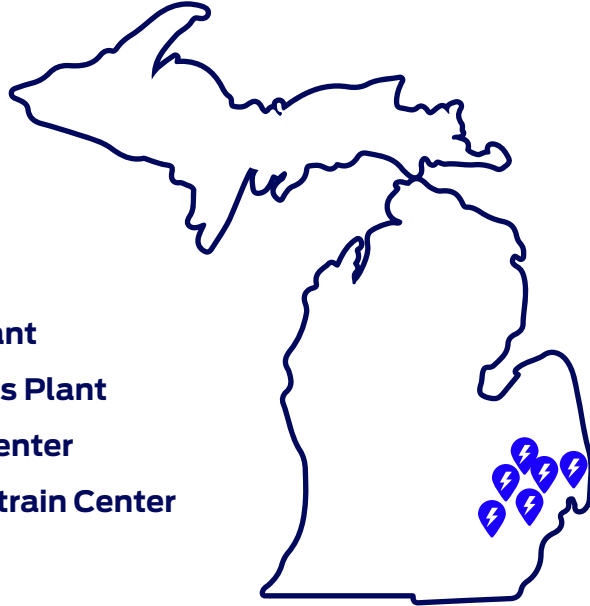
- Expanding the production of F-150 Lightning at the Rouge Electric Vehicle Center with a \$250 million investment and 450 new hourly jobs in three Southeast Michigan facilities.



Ford Electrification Across the U.S.

Michigan

- Dearborn Truck Plant
- Ion Park
- Livonia Transmission Plant
- Rawsonville Components Plant
- Rouge Electric Vehicle Center
- Van Dyke Electric Powertrain Center



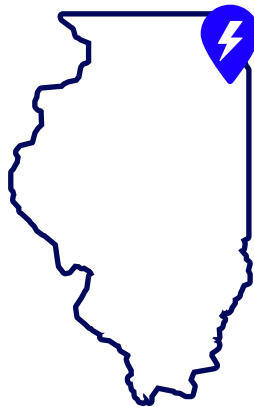
Ohio

- Cleveland Engine Plant
- Lima Engine Plant
- Sharonville Transmission Plant



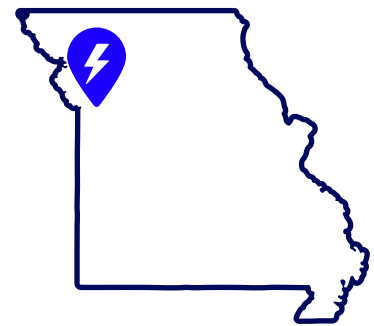
Illinois

- Chicago Assembly Plant



Missouri

- Kansas City Assembly Plant



Tennessee

- Blue Oval City 

Kentucky

- BlueOvalSK Battery Park 
- Louisville Assembly Plant