

Restructuring our Transportation Sector

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Advanced vehicles achieve Administration priorities

Reducing oil dependence

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



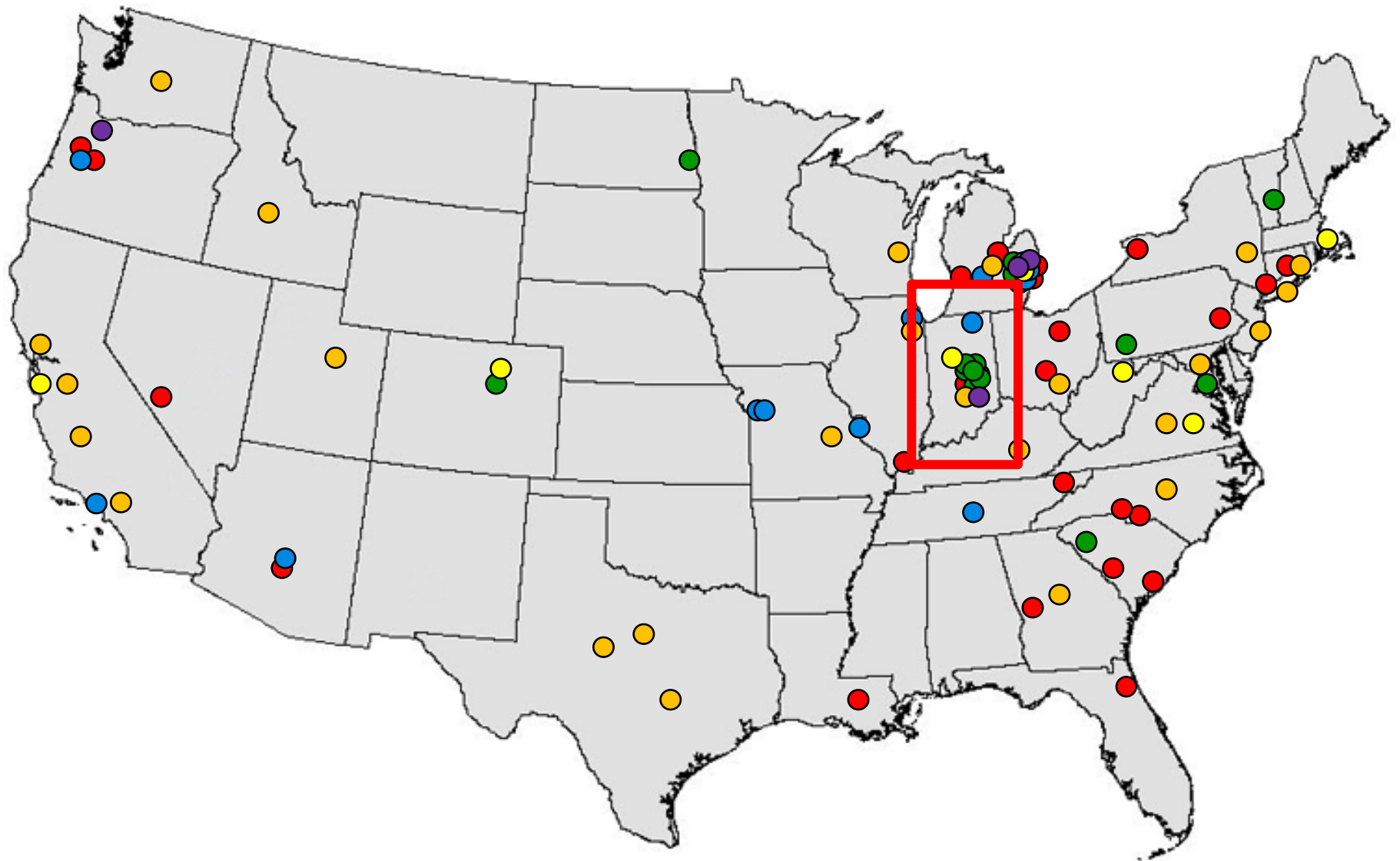
Reduce greenhouse gas emissions

- 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

A Fuel Cell Car (GM)

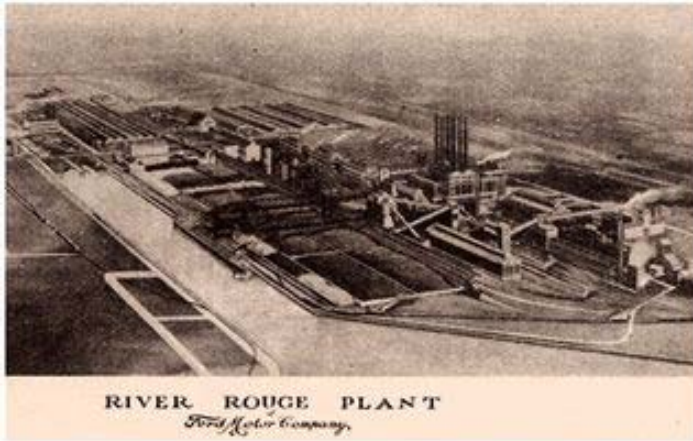
Insert: the unit where hydrogen and oxygen are combined to generate electricity



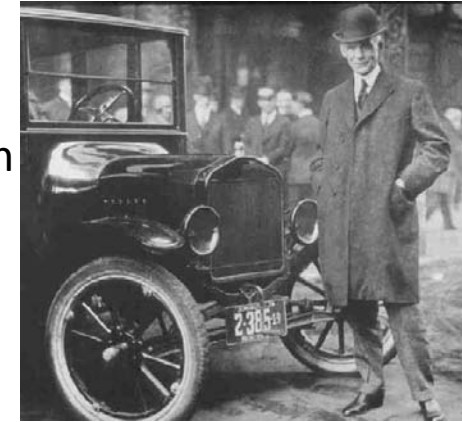
Advanced combustion



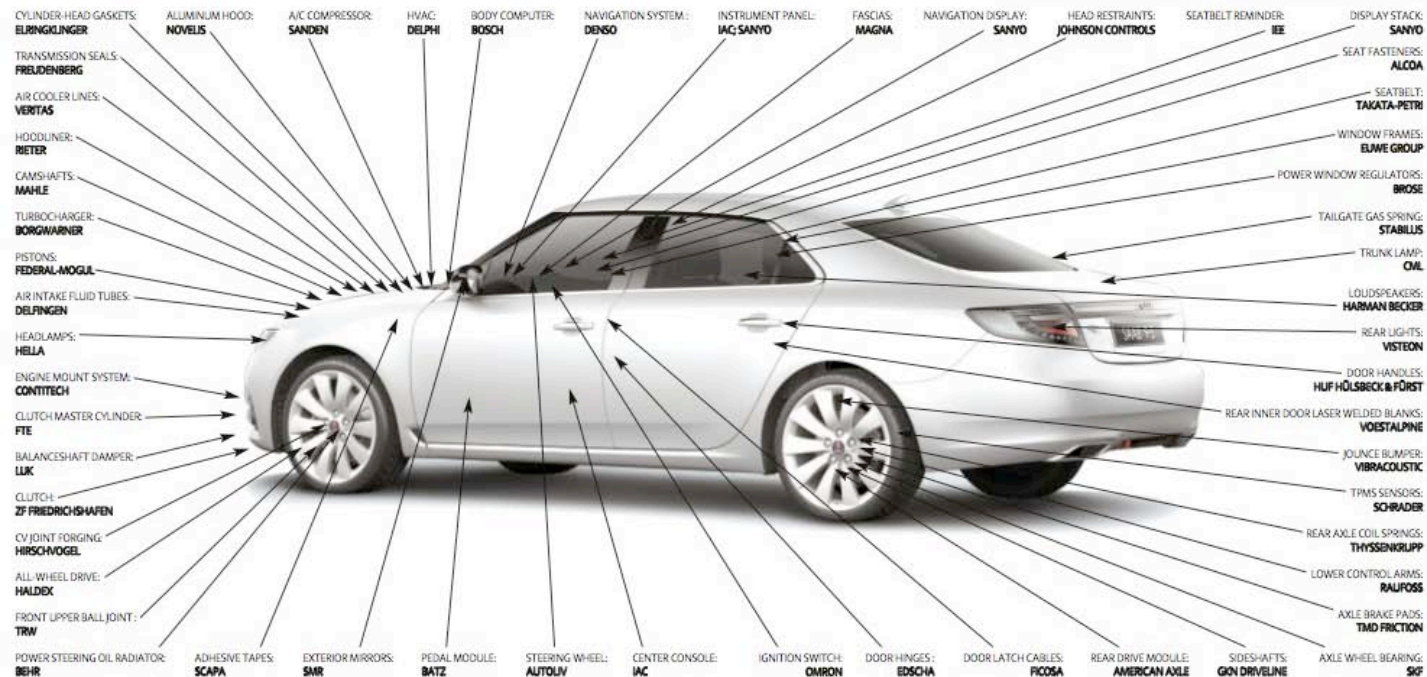
Our investment strategy: The market will decide which combination of technologies will win – because today's OEM is a system integrator



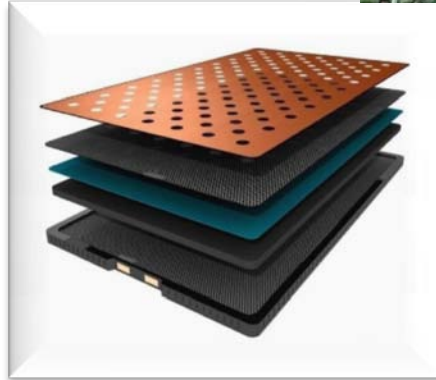
Early Ford vertical integration: raw materials arrived at the docks and materials manufactured into parts on site. Ford owned a railroad, coal mines, timberland, a sawmill, freighter ships, and a glassworks plant.



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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