

Building the Future of American Manufacturing

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republicEn's EcoRight Webinar Series

Evan Belser, Deputy General Counsel, Ford Motor Company

The Ford logo, featuring the word "Ford" in a dark blue, stylized script font.

Building the Future of American Manufacturing

America's Automaker

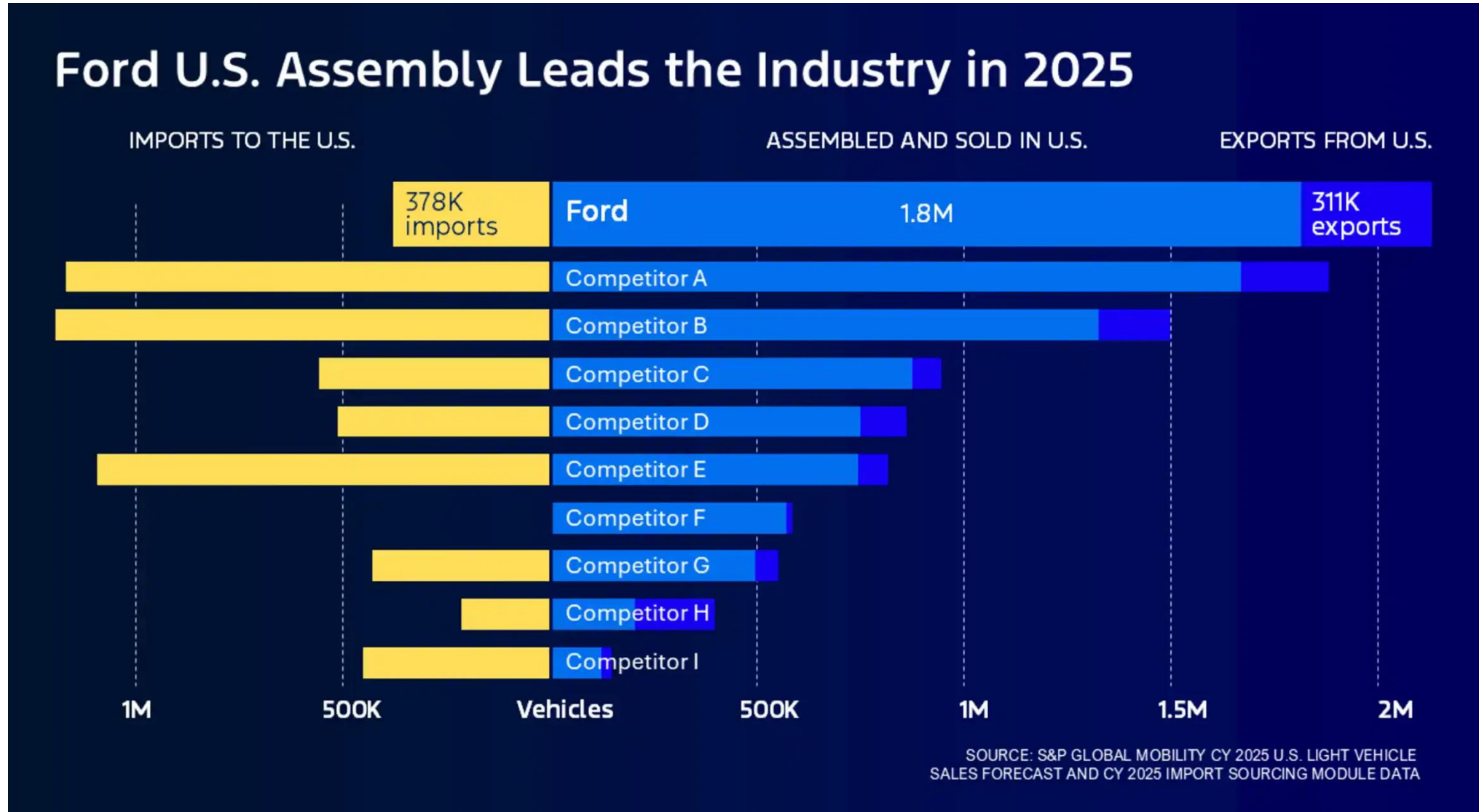
AMERICA'S #1
MOST ICONIC COMPANY

TIME ★ 2026



Domestic Manufacturing is our Heritage, and our Future

- ✓ America's top auto producer
- ✓ Most vehicles assembled in the U.S., most exported
- ✓ Most hourly autoworkers in the U.S.



Customer Choice is Fundamental



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The Ascendancy of Chinese Automakers

15+ years of intensive, top-down industrial policy

Especially strong on batteries and plug-in vehicles

Rapidly gaining market share in markets around the world

Coming soon to Canada

Not yet in U.S. due to trade barriers and more; but there's no categorical prohibition

Bipartisan concern about China, but few bipartisan policy outcomes

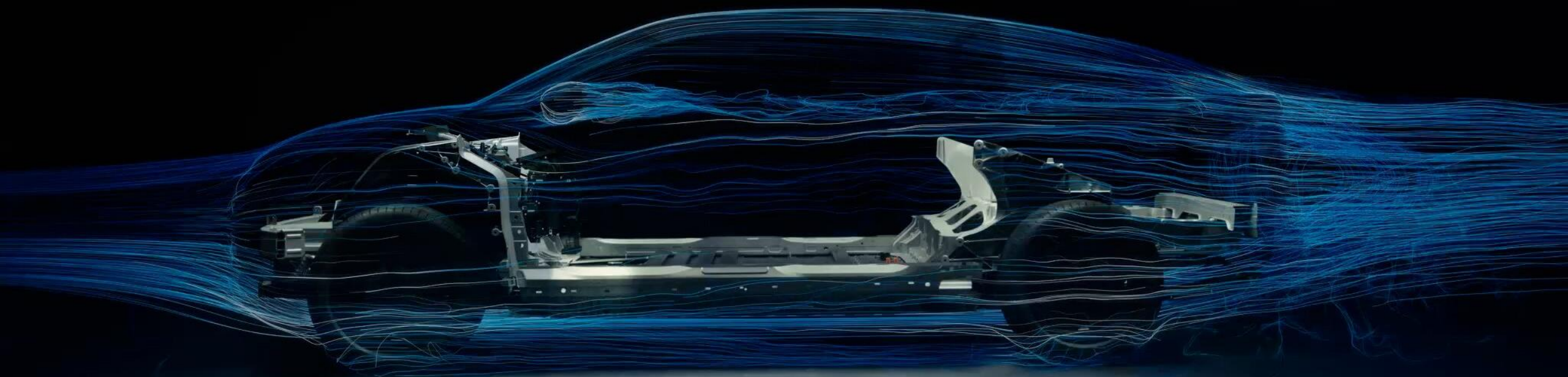
Chart 7: China car production share from 1% to 39% past 20 years

Global share of automotive car production by country/region



Source: Bloomberg, International Organization of Motor Vehicle Manufacturers. *Europe 'Big 5' = Germany, Spain, France, Italy, UK.

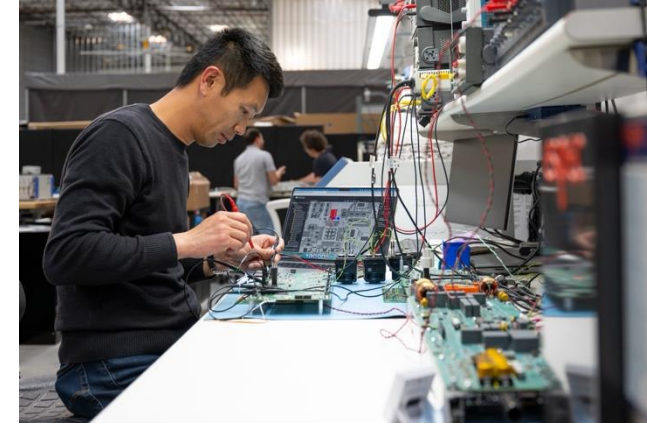
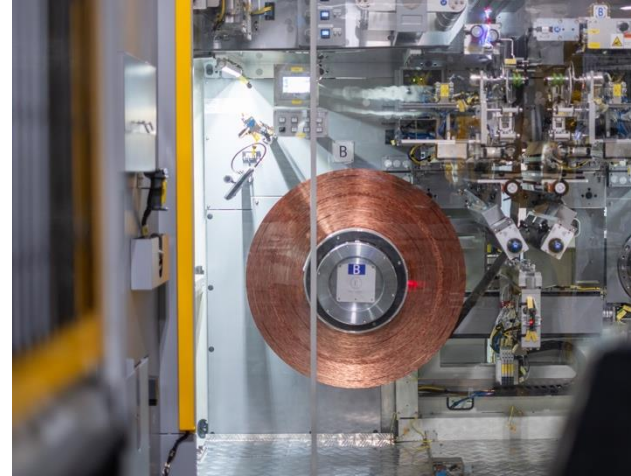
Ford's Answer: the Universal Electric Vehicle



Betting on America

Ford Universal EV Platform: New platform enables a family of affordable vehicles to be produced at scale for customers – electric, fun to drive and digitally advanced with over-the-air updates that will keep improving the vehicle

- ✓ Ford is investing ~\$5 billion, creating or securing nearly 4,000 jobs, to deliver breakthrough products and produce advanced prismatic LFP batteries.
- ✓ The first will be a midsize four-door electric pickup with a targeted starting price of about \$30,000. As fast as a Mustang EcoBoost. More passenger space than the latest Toyota RAV4 – with a frunk and a bed.
- ✓ Assembled in Louisville, with batteries made in Michigan, and reaching customers in 2027.
- ✓ More than a century after the invention of the moving assembly line, Ford combines its industrial know-how with a start-up mentality to create the new Ford Universal EV Production System, radically simplifying vehicle assembly for safety, quality and speed.



U.S. Policy Landscape – Ford Advocates for Stability

Emissions

- Federal and state emissions standards, command-and-control
- Traditional air pollution: filters, catalysts, calibrations
- Climate pollution:
 - aerodynamics, lightweighting, combustion optimization
 - further material reductions possible only through electrification
- customers will largely set the pace
- Ford seeks a single, stable GHG standard: to foster business planning, that's aligned with science and customer choice, that reduces carbon emissions gradually over time, and that prioritizes American manufacturing

Incentives

- On supply-side: generally aimed at de-risking investments in research and development, manufacturing, and similar
- On demand-side: generally, to directly influence customer behavior (with indirect influence on automakers)
- Inconsistent U.S. policy:
 - Inflation Reduction Act (2022)
 - One Big Beautiful Bill Act (2025)
- Incentives remain for making batteries in the U.S., which are very important to maintain level playing field with China

Trade

- As ever, trade policy is a major feature of an automaker's regulatory landscape
- Trade barriers against Chinese vehicles help maintain a level playing field
- We need more than trade policy: we need policy to compete with China on quality and cost
- USMCA is in the spotlight now. We will be more competitive as a Company and as a Country if we have an integrated North American automotive supply chain
- Ford has and continues to support legislative proposals for trade policy that accounts for the carbon intensity of goods that trade across borders



Ford