THE

# MIAMI

EXPERIENCE

Ford



WE ARE BUILDING A

**SELF-DRIVING SERVICES PLATFORM**

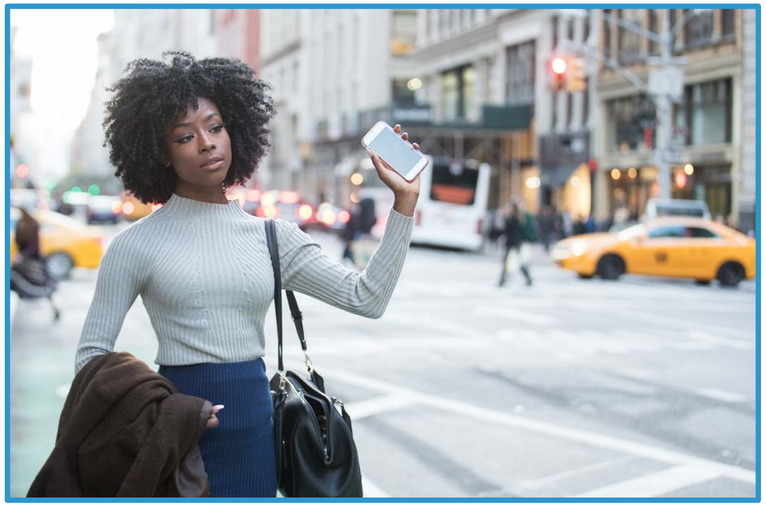
IN PARTNERSHIP WITH CITIES AROUND THE WORLD



SELF-DRIVING SERVICES CAN ALLEVIATE MANY OF THE **TRANSPORTATION PAIN POINTS** THAT PEOPLE AND BUSINESSES FACE IN CITIES TODAY







# RIDE HAILING PAIN POINTS TODAY

**INCONSISTENT EXPERIENCE**

**UNRELIABLE ETA**

**INCONSISTENT DRIVER BEHAVIOR**

**LOCATION ACCURACY**

**SAFETY + SECURITY**

**COST**







# DELIVERY PAIN POINTS TODAY

**HIGH INSURANCE RATES**

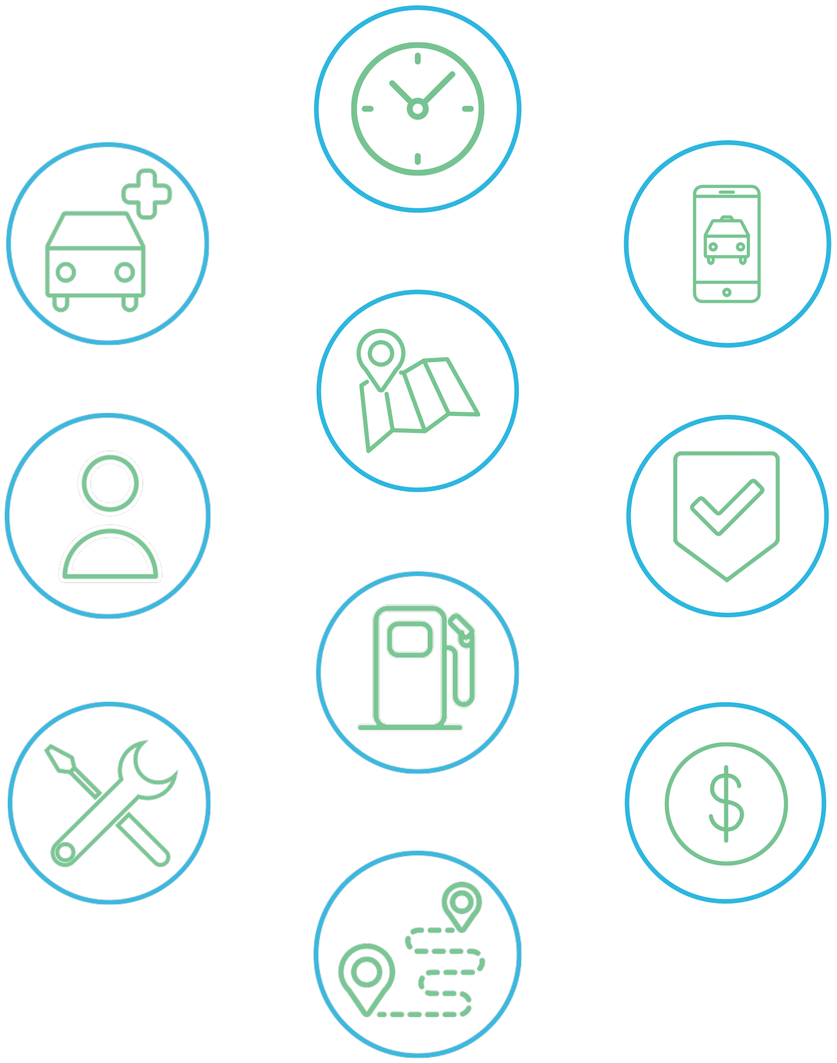
**FLUCTUATING FUEL PRICES**

**DRIVER COST**

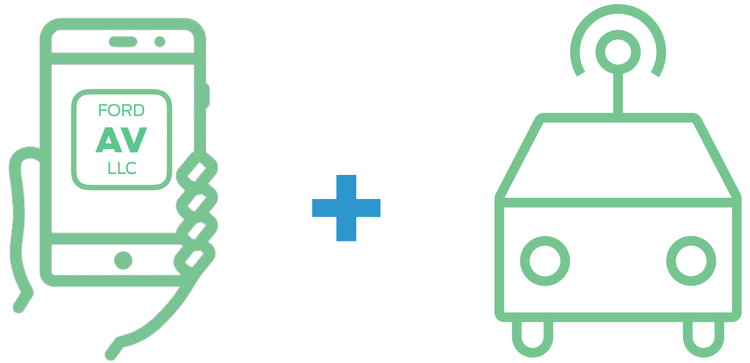
**UNDER-UTILIZED VEHICLE ASSET**

**MAINTENANCE COSTS**

# WE'RE ADDRESSING THESE
# CUSTOMER PAIN POINTS



## AFFORDABLE, FULL-SERVICE TRANSPORTATION SOLUTIONS




## THAT FREE PEOPLE AND BUSINESSES TO ACHIEVE THEIR FULLEST POTENTIAL

# THE CURRENT DISCUSSION

SELF-DRIVING SYSTEM

**WHAT IT MEANS**



CAPABLE SELF-DRIVING TECHNOLOGY

**BUILDING BLOCKS**

ARGO AI

# GO TO MARKET APPROACH

SUPPLY | OPERATIONS | DEMAND

| VEHICLE | SELF-DRIVING SYSTEM | FLEET MANAGEMENT | ORCHESTRATION | CUSTOMER | SERVICES |
|---|---|---|---|---|---|
| **WHAT IT MEANS** | | | | | |
| SCALE VEHICLE PLATFORM | CAPABLE SELF-DRIVING TECHNOLOGY | EFFICIENT VEHICLE SERVICES | OPTIMIZED DISPATCH, ROUTING + PAYMENT | DIVERSE SOURCES OF DEMAND | ENHANCED USER EXPERIENCE |
| **BUILDING BLOCKS** | | | | | |
| Ford | Argo AI | Ford | Ford | Domino's, Postmates, Walmart, Lyft | Ford |

**TRANSPORTATION MOBILITY CLOUD**

# FORD AV
# KEY DIFFERENTIATORS

PURPOSE-BUILT
**VEHICLES**

PARTNER-DRIVEN
**DEMAND**

ARGO'S SELF-DRIVING
**SYSTEM**

ENHANCED
**USER EXPERIENCE**

DESIGNED FOR
**MAXIMUM UPTIME**

CITY
**RELATIONSHIPS**

# PURPOSE-BUILT **VEHICLES**



Purpose-built AV for scale launch in 2021



Flexible to serve multiple use cases

+



Commercial durability



Integrated for safety

**FORD WILL LAUNCH ITS FIRST COMMERCIAL GRADE AV IN 2021**

# ARGO'S
# SELF-DRIVING SYSTEM



Building for Scale



City Specific

+



Systems Integration

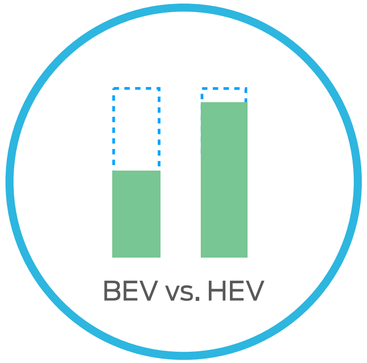


Naturalistic Driving

ARGO AI

**CAPABLE**
**SELF-DRIVING TECHNOLOGY**

# DESIGNED FOR **MAXIMUM UPTIME**




Hybrid Electric



Optimal Terminal Location

+



Vehicle Durability

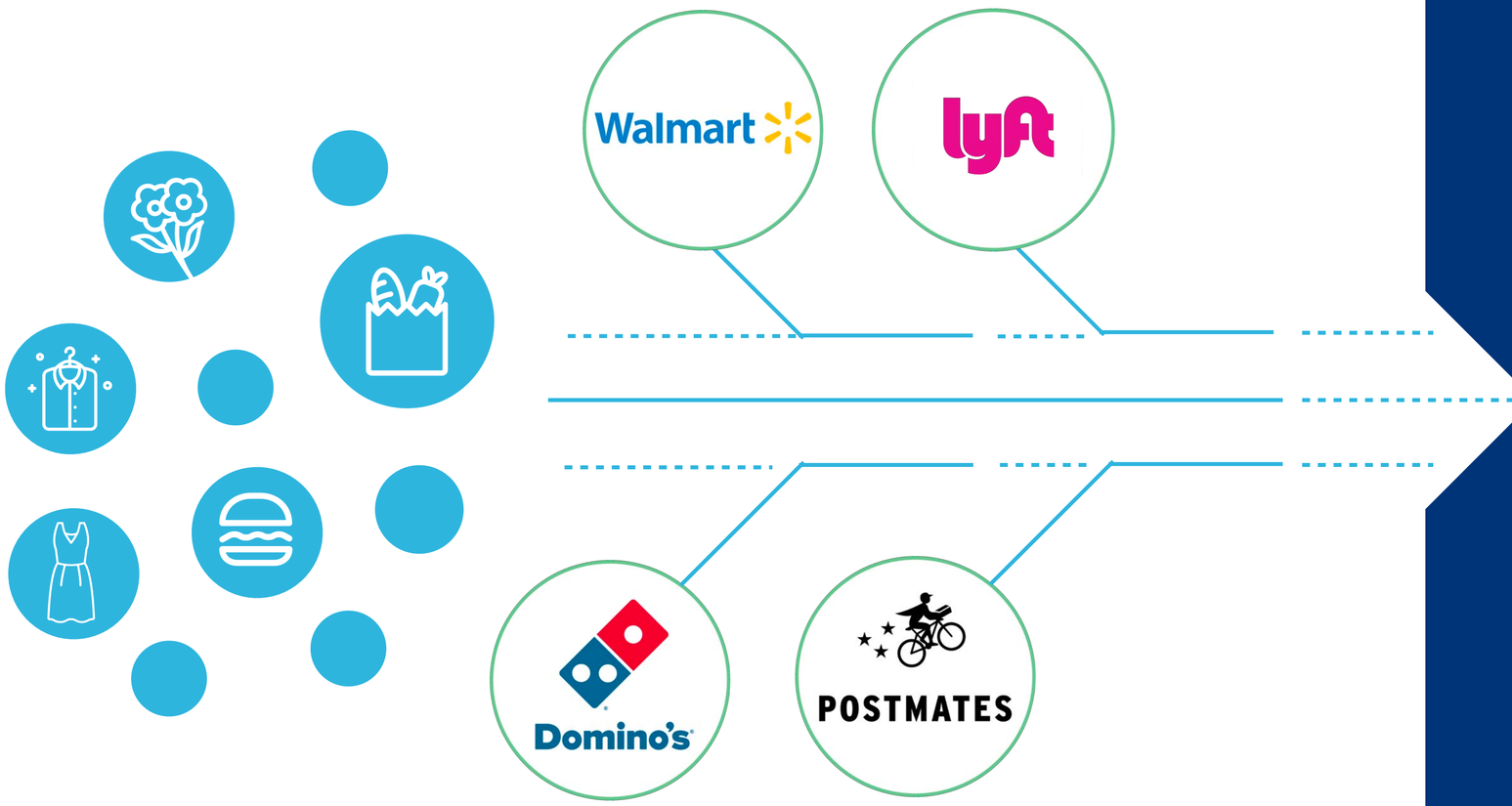


Efficient Routing + Dispatch



**UTILIZATION DRIVES PROFITABILITY**

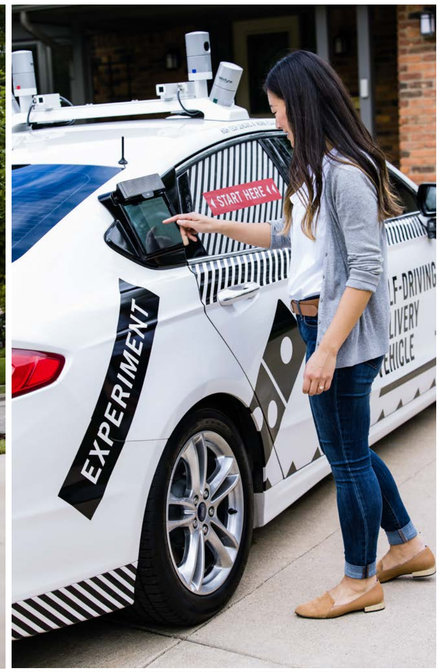
# PARTNER-DRIVEN **DEMAND**




**DIVERSE DEMAND CREATION THROUGH PARTNERSHIPS**

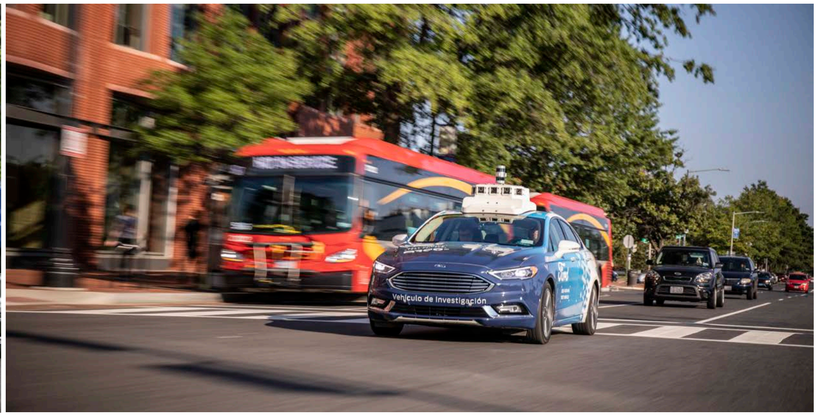
# ENHANCED
# USER EXPERIENCE










**CREATING BUSINESSES**

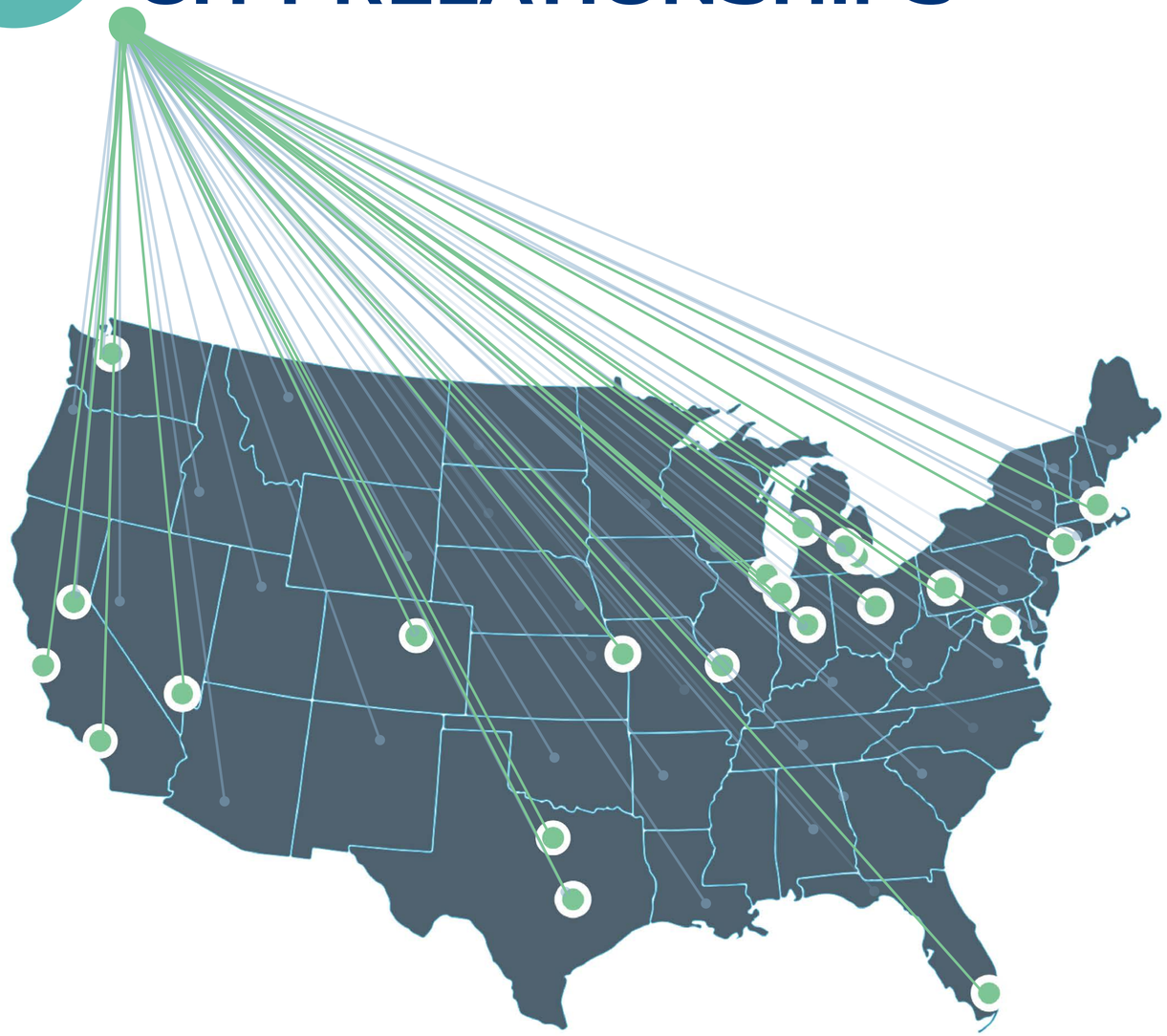
**+**

**USER TESTING**

**=**

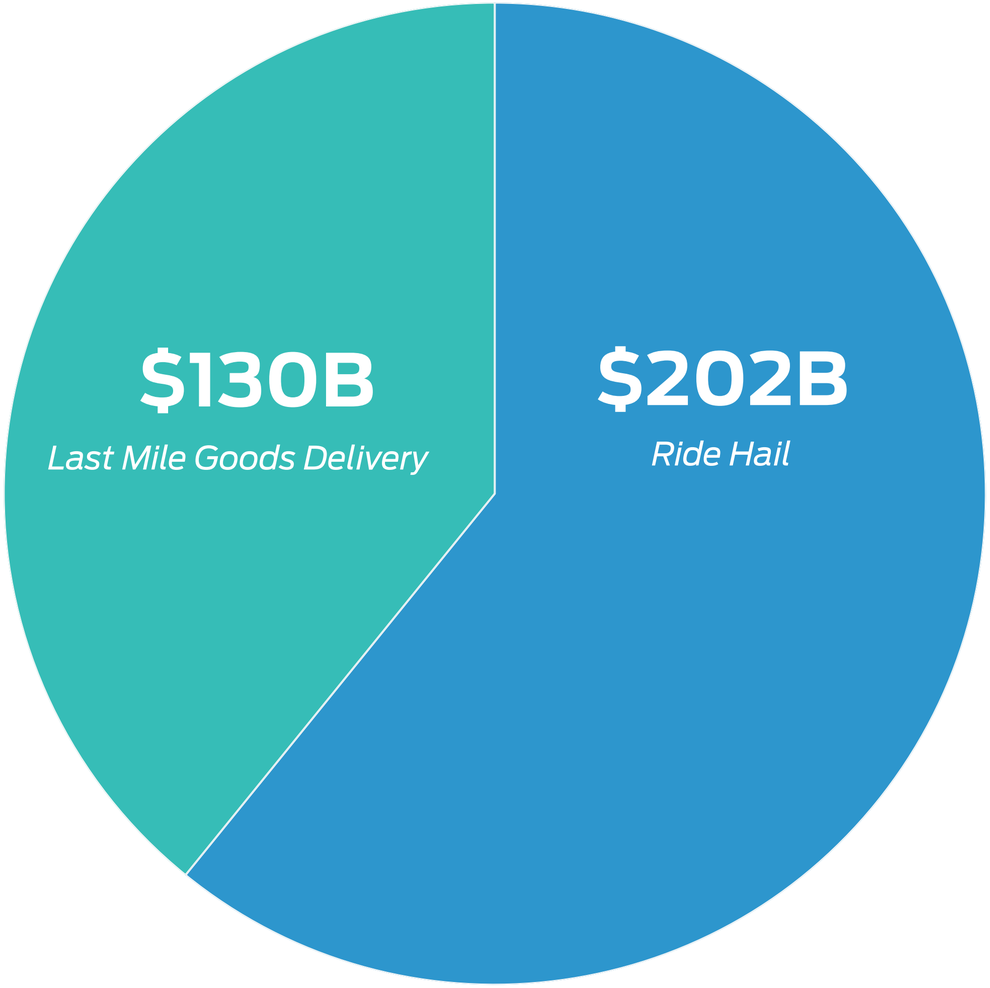
**ENHANCED AV EXPERIENCE**

# LONG STANDING
# **CITY RELATIONSHIPS**



## COLLABORATING WITH CITIES TO SOLVE THEIR UNIQUE NEEDS

# TOTAL ADDRESSABLE MARKET
BY 2026



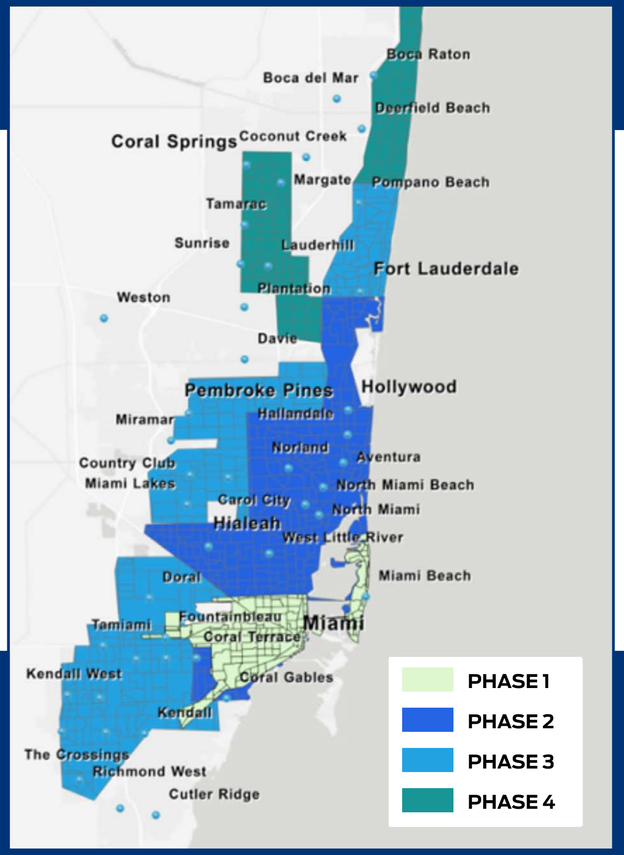

Source: Frost and Sullivan; Morgan Stanley

**$332 BILLION AND GROWING**

# GROWING SCALE - CITY BY CITY

## LOCAL SCALE DRIVES PROFITS

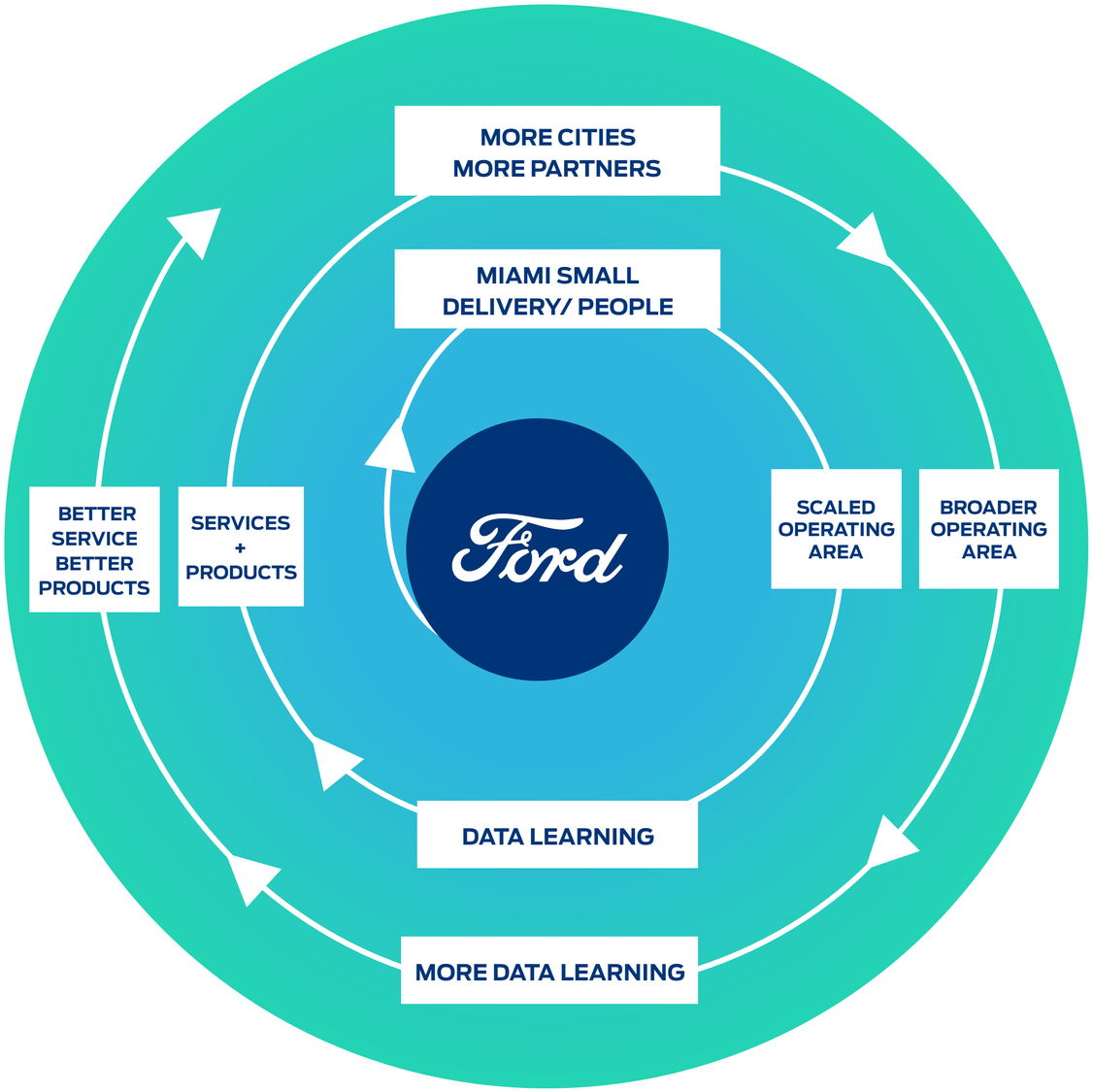
**MIAMI**
PLANNED SERVICE AREAS




**D.C.**
PLANNING UNDERWAY

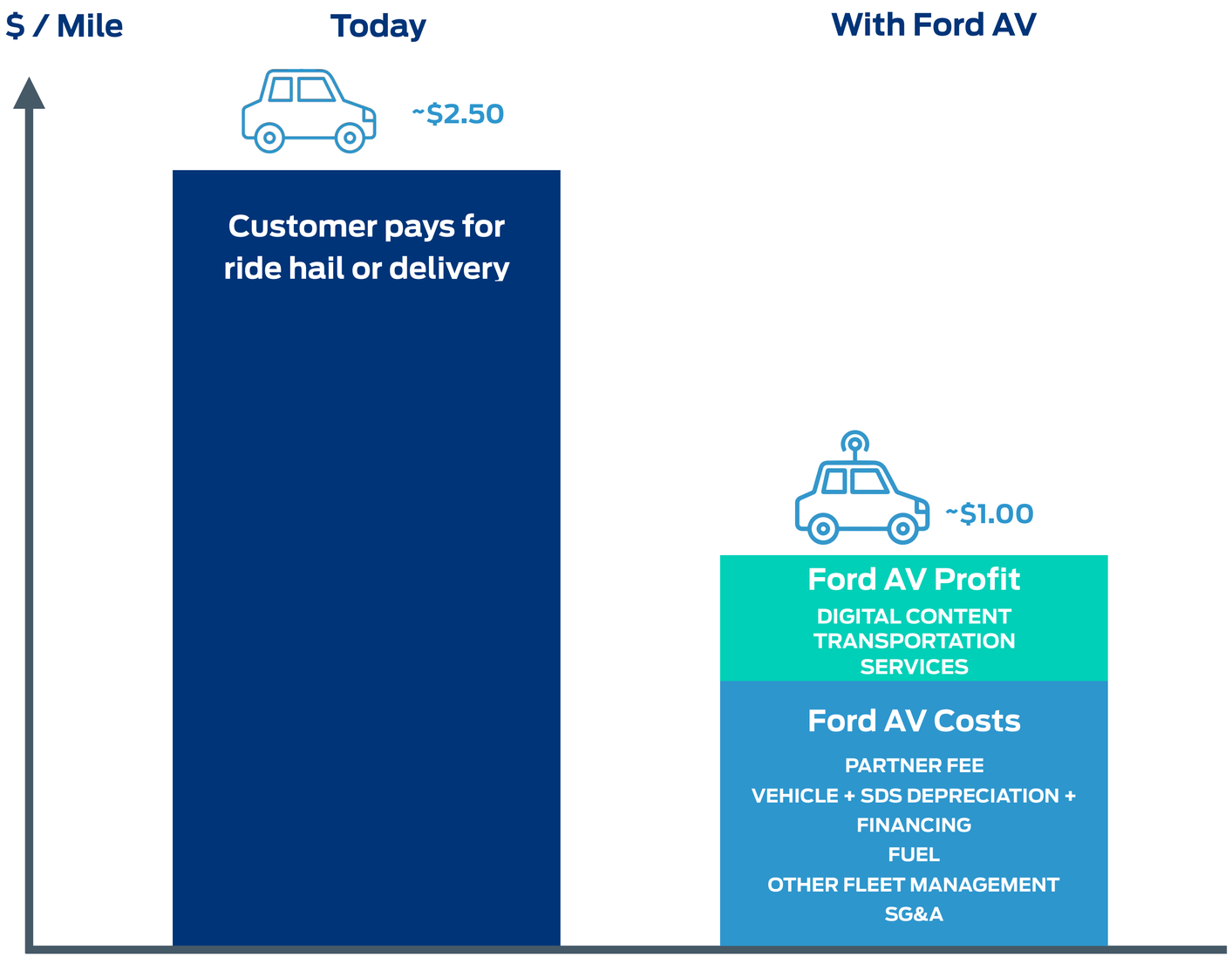


# CONTINUOUS LEARNING + SCALE




**CREATING COMPETITIVE ADVANTAGE**

# CHANGING ECONOMICS




**EVERY MILE IS PROFITABLE**

# SCALE PRODUCTION DEPLOYMENT BY 2021

## 2018

### Partnership Platform

✔ Expand business model and user experience pilots with strategic partners

### Launch Cities 1 & 2

✔ Establish terminal operations or Fleet management

### Technology Development

✔ Grow prototype test fleet

## 2019 - 2020

### Partnership Platform

- Diversify partner network including small business

### Launch Cities

- Expand footprint to additional cities

+ Add additional Terminals in existing cities

### Technology Development

- Employees and public in vehicles with safety driver

+ Connecting to customer APIs enabled by TMC

+ Test Digital Services

## 2021

**Scale**

**Production**

**Deployment**

THE

# MIAMI

EXPERIENCE

Ford

# CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

Statements included or incorporated by reference herein may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on expectations, forecasts, and assumptions by our management and involve a number of risks, uncertainties, and other factors that could cause actual results to differ materially from those stated, including, without limitation:

- Ford's long-term competitiveness depends on the successful execution of fitness actions;
- Industry sales volume, particularly in the United States, Europe, or China, could decline if there is a financial crisis, recession, or significant geopolitical event;
- Ford's new and existing products and mobility services are subject to market acceptance;
- Ford's results are dependent on sales of larger, more profitable vehicles, particularly in the United States;
- Ford may face increased price competition resulting from industry excess capacity, currency fluctuations, or other factors;
- Fluctuations in commodity prices, foreign currency exchange rates, and interest rates can have a significant effect on results;
- With a global footprint, Ford's results could be adversely affected by economic, geopolitical, protectionist trade policies, or other events;
- Ford's production, as well as Ford's suppliers' production, could be disrupted by labor disputes, natural or man-made disasters, financial distress, production difficulties, or other factors;
- Ford's ability to maintain a competitive cost structure could be affected by labor or other constraints;
- Pension and other postretirement liabilities could adversely affect Ford's liquidity and financial condition;
- Economic and demographic experience for pension and other postretirement benefit plans (e.g., discount rates or investment returns) could be worse than Ford has assumed;
- Ford's vehicles could be affected by defects that result in delays in new model launches, recall campaigns, or increased warranty costs;
- Safety, emissions, fuel economy, and other regulations affecting Ford may become more stringent;
- Ford could experience unusual or significant litigation, governmental investigations, or adverse publicity arising out of alleged defects in products, perceived environmental impacts, or otherwise;
- Ford's receipt of government incentives could be subject to reduction, termination, or clawback;
- Operational systems, security systems, and vehicles could be affected by cyber incidents;
- Ford Credit's access to debt, securitization, or derivative markets around the world at competitive rates or in sufficient amounts could be affected by credit rating downgrades, market volatility, market disruption, regulatory requirements, or other factors;
- Ford Credit could experience higher-than-expected credit losses, lower-than-anticipated residual values, or higher-than-expected return volumes for leased vehicles;
- Ford Credit could face increased competition from banks, financial institutions, or other third parties seeking to increase their share of financing Ford vehicles; and
- Ford Credit could be subject to new or increased credit regulations, consumer or data protection regulations, or other regulations.

We cannot be certain that any expectation, forecast, or assumption made in preparing forward-looking statements will prove accurate, or that any projection will be realized. It is to be expected that there may be differences between projected and actual results. Our forward-looking statements speak only as of the date of their initial issuance, and we do not undertake any obligation to update or revise publicly any forward-looking statement, whether as a result of new information, future events, or otherwise. For additional discussion, see "Item 1A. Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2017, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.