

THE

MIXMI

EXPERIENCE

*Ford*



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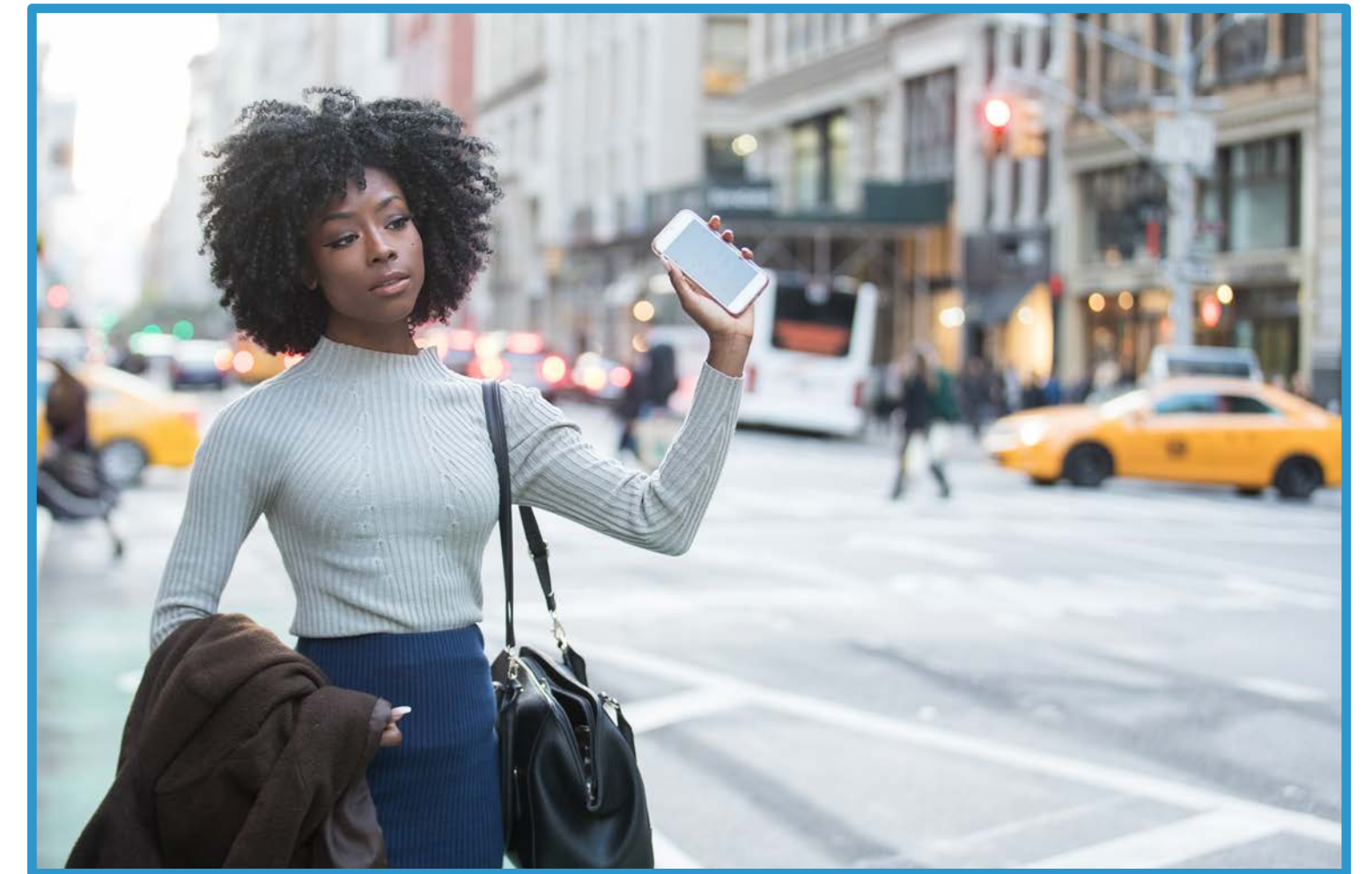
WE ARE BUILDING A  
**SELF-DRIVING SERVICES PLATFORM**  
IN PARTNERSHIP WITH CITIES AROUND  
THE WORLD

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

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## RIDE HAILING PAIN POINTS TODAY



**INCONSISTENT  
EXPERIENCE**



**UNRELIABLE  
ETA**



**INCONSISTENT  
DRIVER BEHAVIOR**



**LOCATION  
ACCURACY**



**SAFETY +  
SECURITY**



**COST**



## DELIVERY PAIN POINTS TODAY

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**HIGH INSURANCE  
RATES**



**FLUCTUATING  
FUEL PRICES**



**DRIVER  
COST**

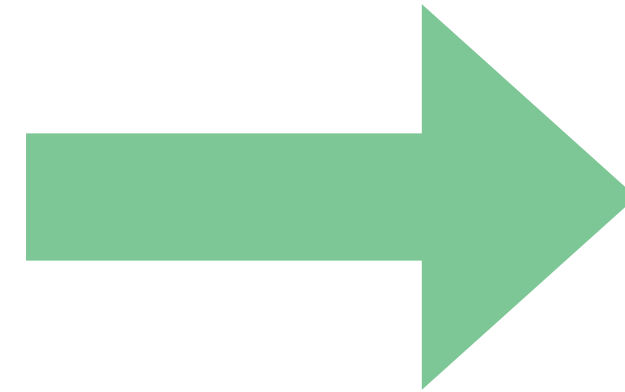
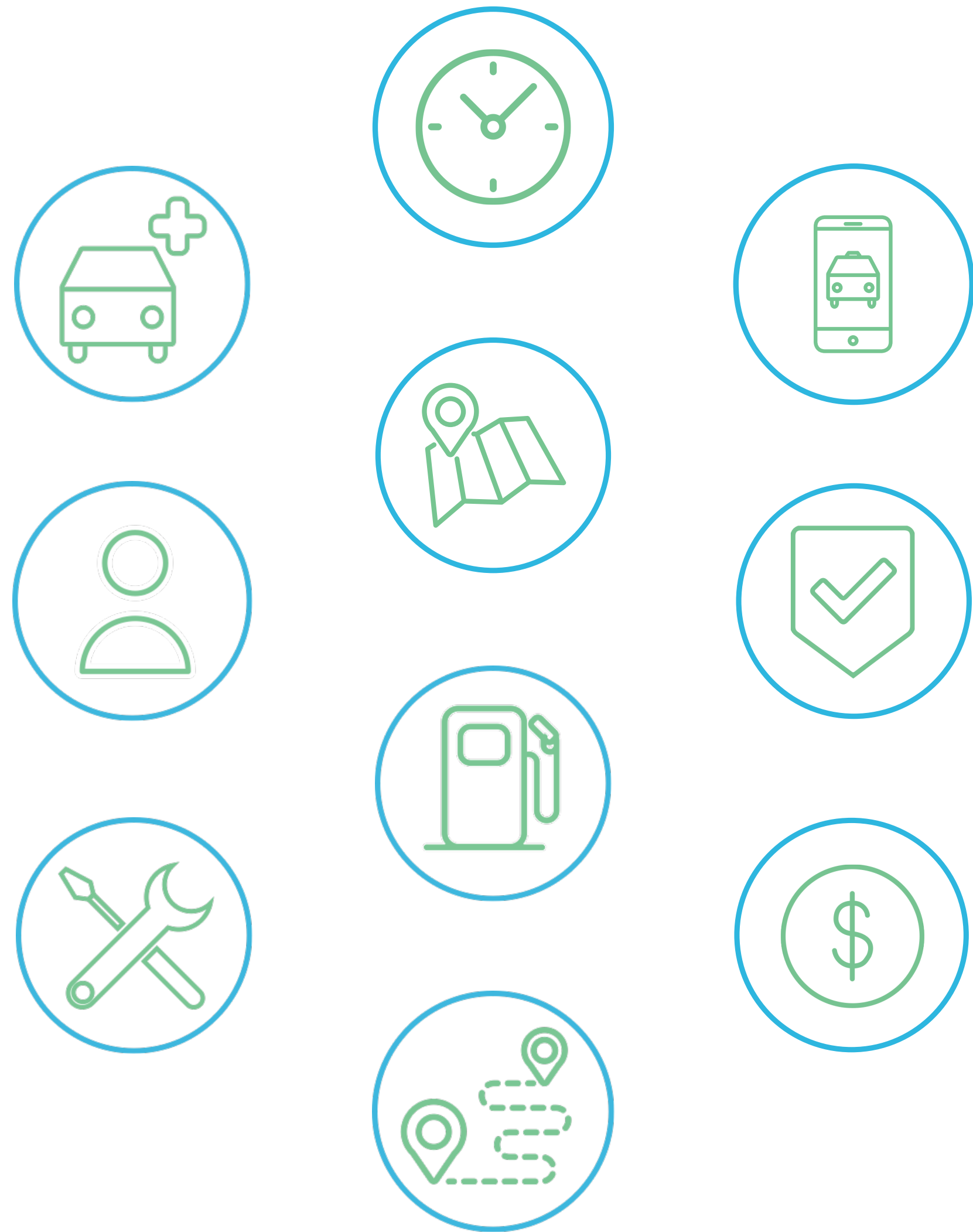


**UNDER-UTILIZED  
VEHICLE ASSET**

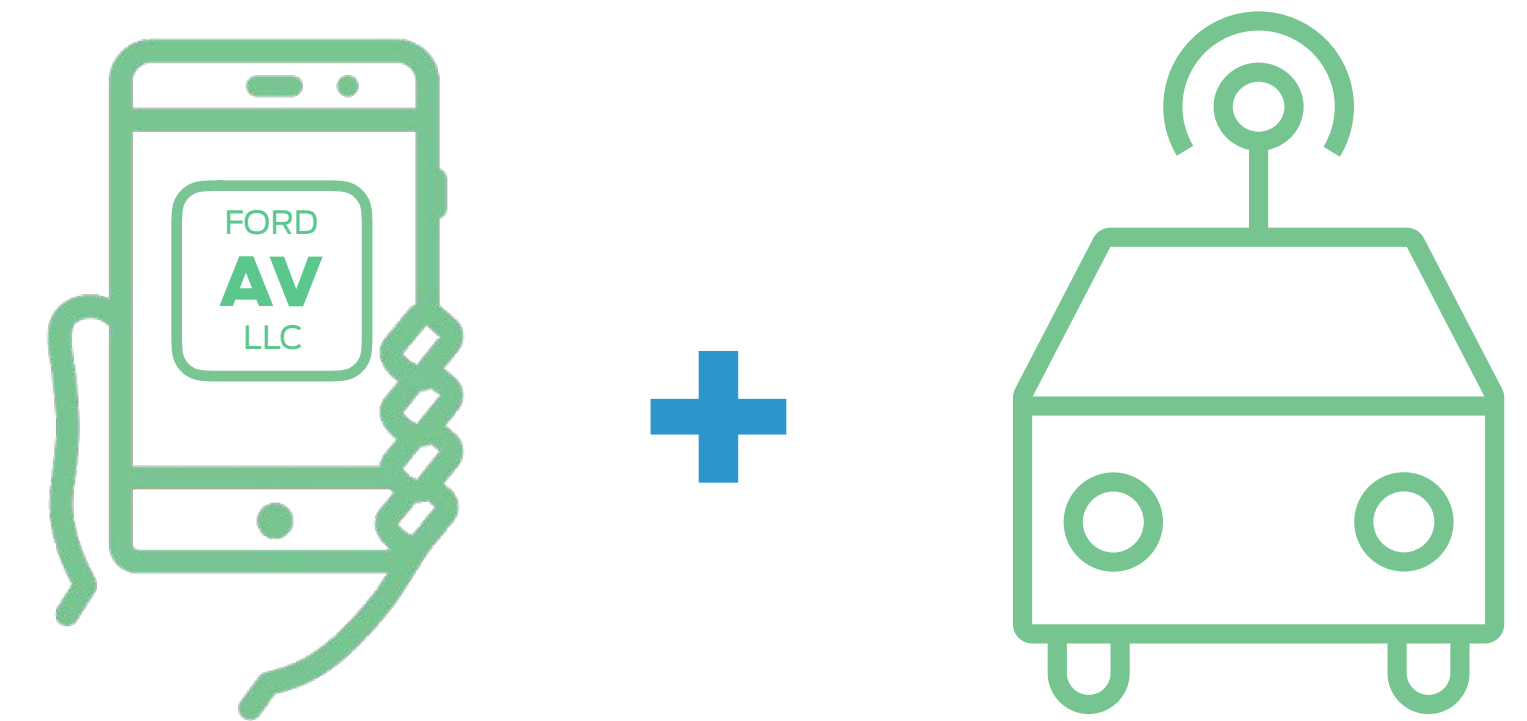


**MAINTENANCE  
COSTS**

# WE'RE ADDRESSING THESE **CUSTOMER PAIN POINTS**



**AFFORDABLE,  
FULL-SERVICE TRANSPORTATION  
SOLUTIONS**

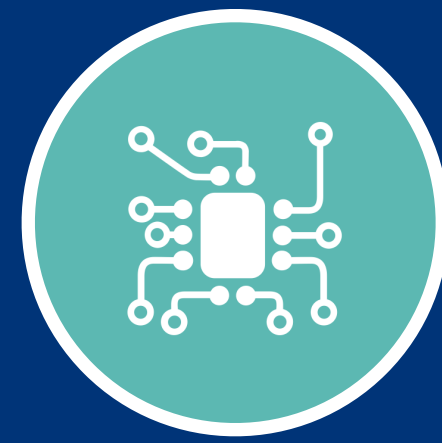


**THAT FREE PEOPLE AND  
BUSINESSES TO ACHIEVE THEIR  
FULLEST POTENTIAL**

# THE CURRENT DISCUSSION

SELF-DRIVING  
SYSTEM

WHAT IT  
MEANS



CAPABLE  
SELF-DRIVING  
TECHNOLOGY

BUILDING  
BLOCKS



# GO TO MARKET APPROACH

SUPPLY

OPERATIONS

DEMAND

VEHICLE

SELF-DRIVING  
SYSTEM

FLEET  
MANAGEMENT

ORCHESTRATION

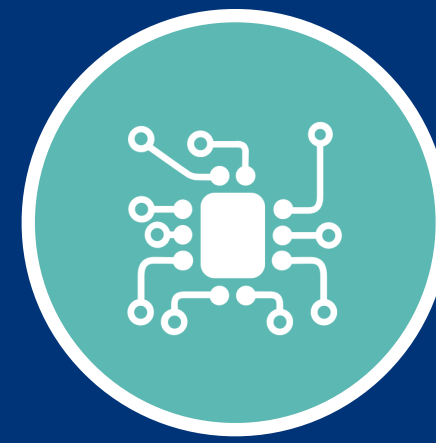
CUSTOMER

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



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

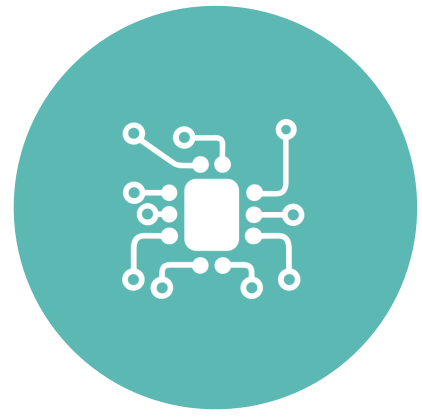


Commercial durability



Integrated for safety

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



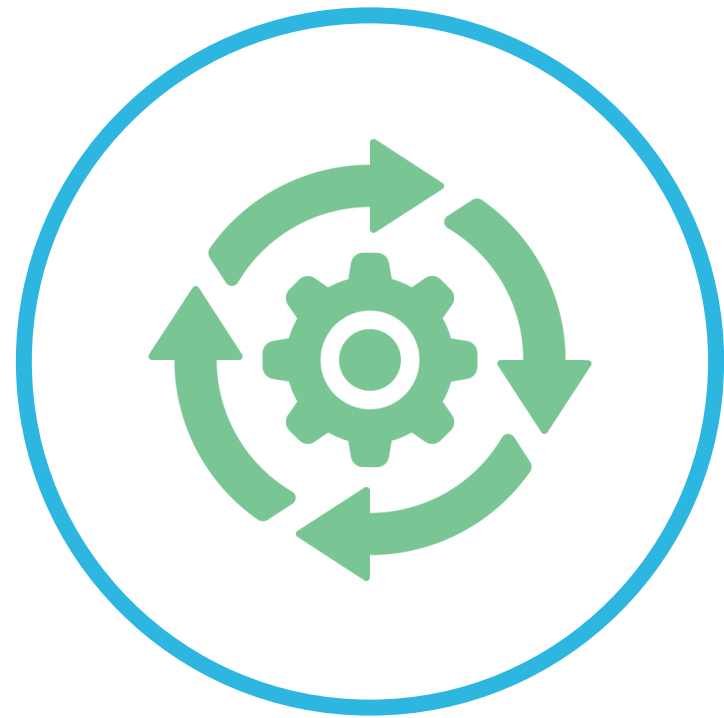
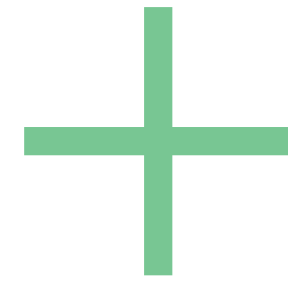
# ARGO'S SELF-DRIVING SYSTEM



Building for Scale



City Specific



Systems Integration



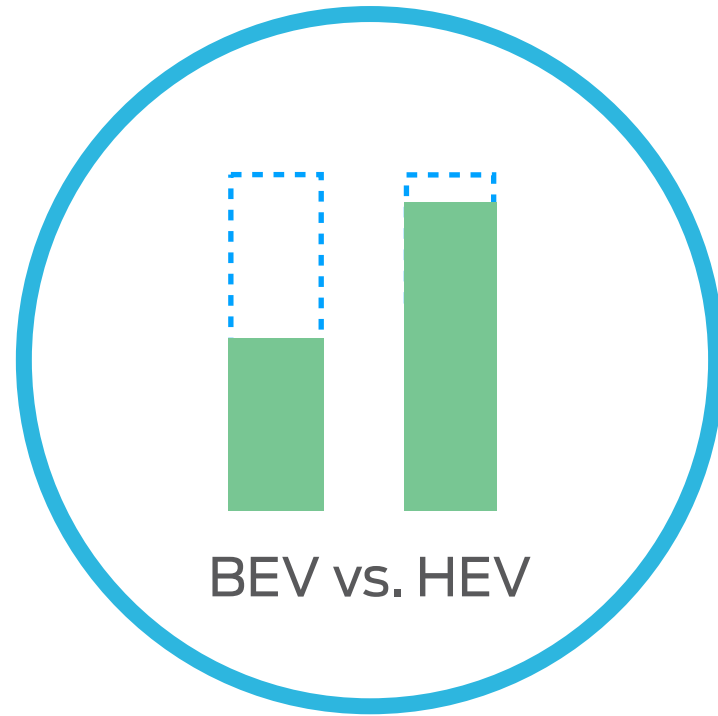
Naturalistic Driving



**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

+

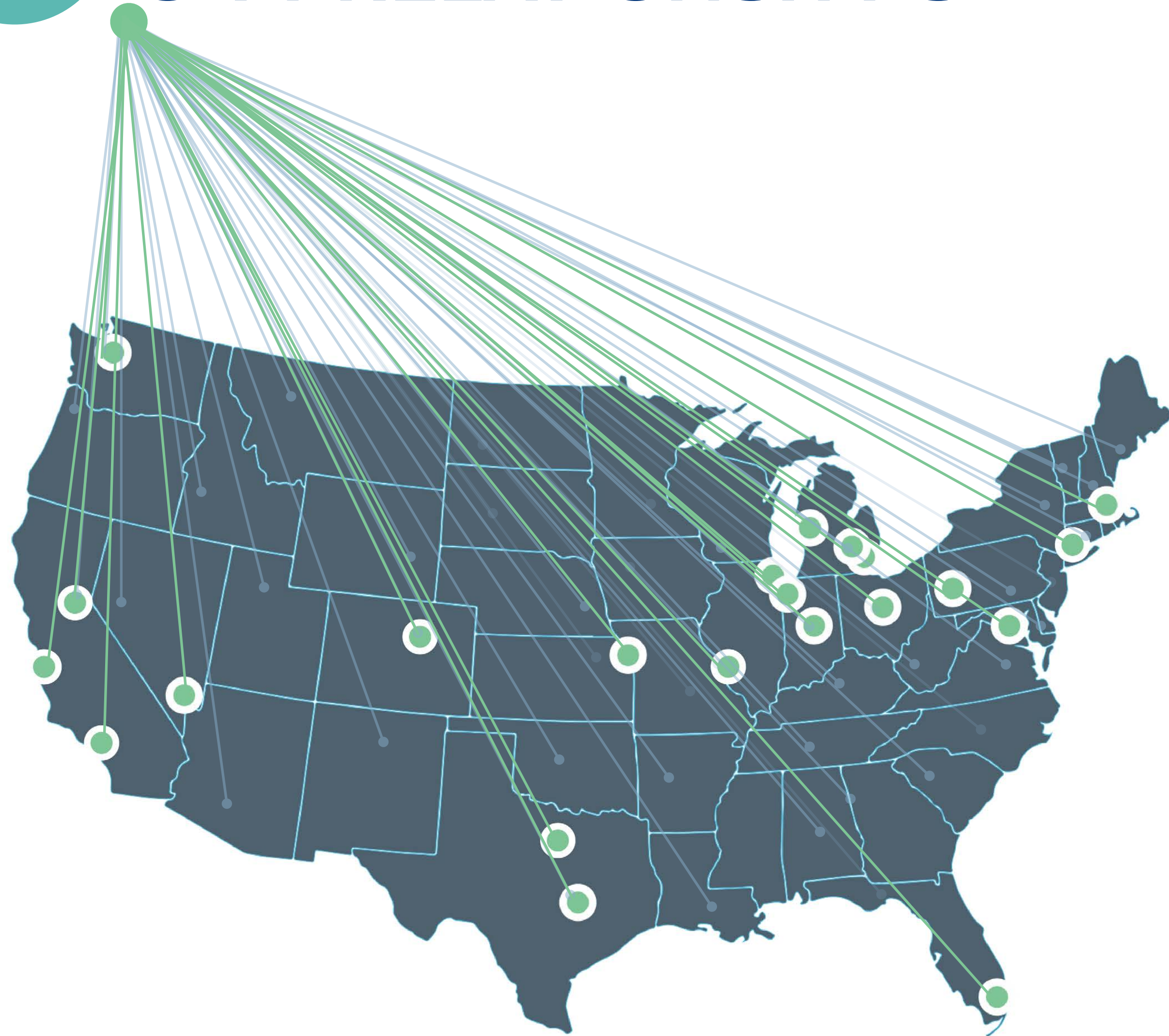
# USER TESTING

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# ENHANCED AV EXPERIENCE

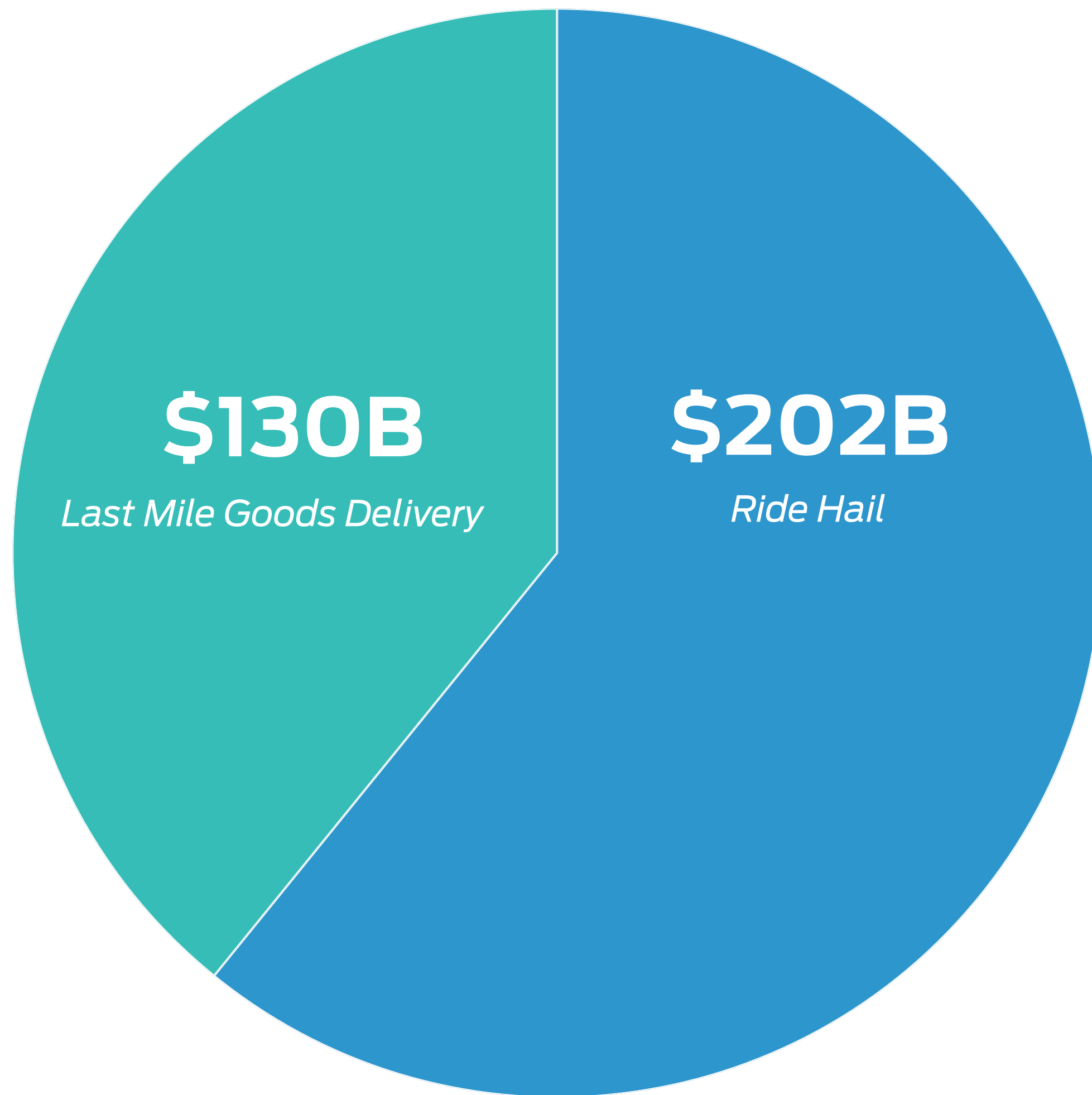


# LONG STANDING CITY RELATIONSHIPS



**COLLABORATING  
WITH CITIES TO  
SOLVE THEIR  
UNIQUE NEEDS**

# TOTAL ADDRESSABLE MARKET BY 2026



**\$332  
BILLION  
AND  
GROWING**

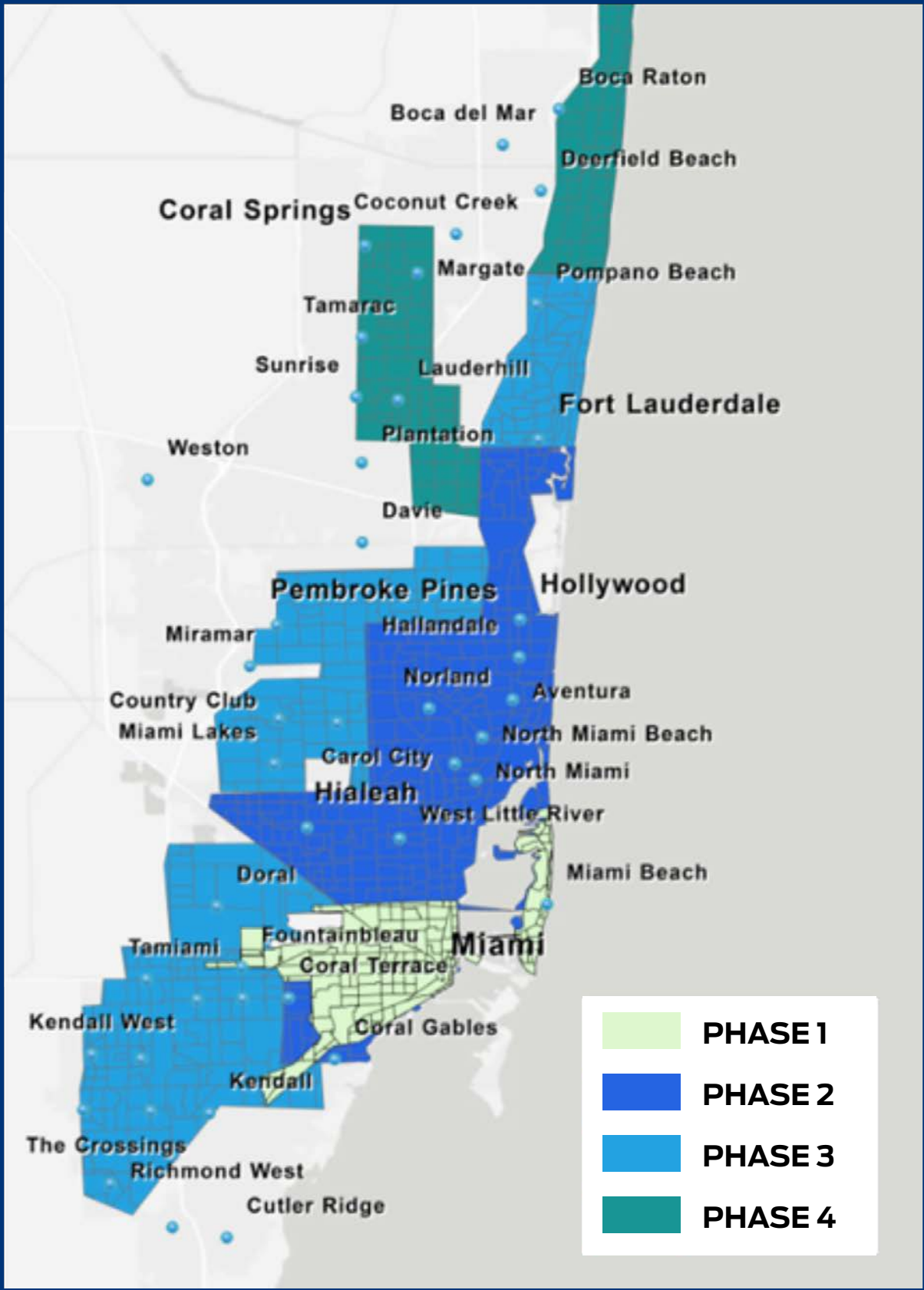
Source: Frost and Sullivan; Morgan Stanley



# GROWING SCALE - CITY BY CITY

LOCAL SCALE  
DRIVES PROFITS

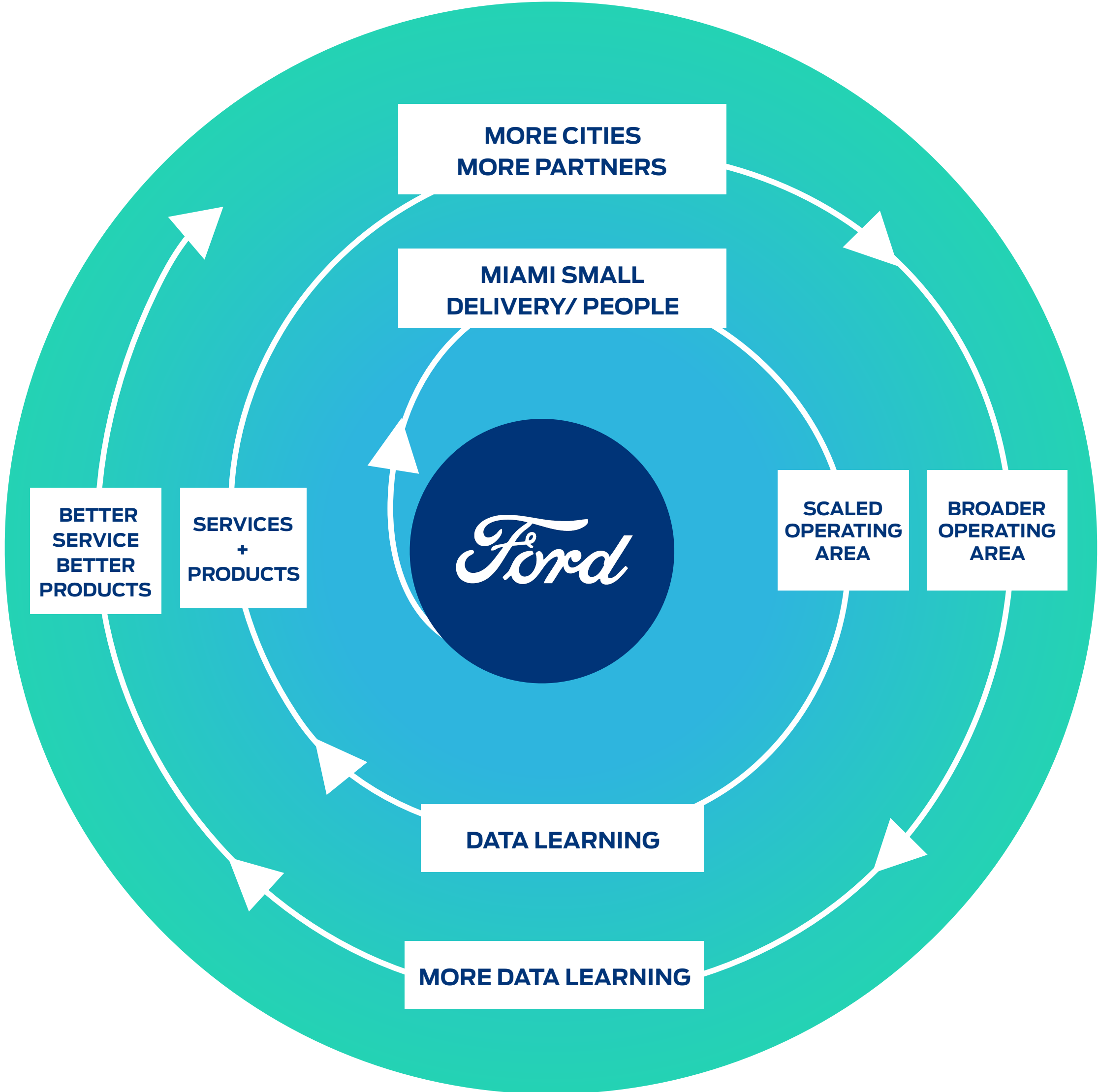
**MIAMI**  
PLANNED SERVICE AREAS



**D.C.**  
PLANNING UNDERWAY

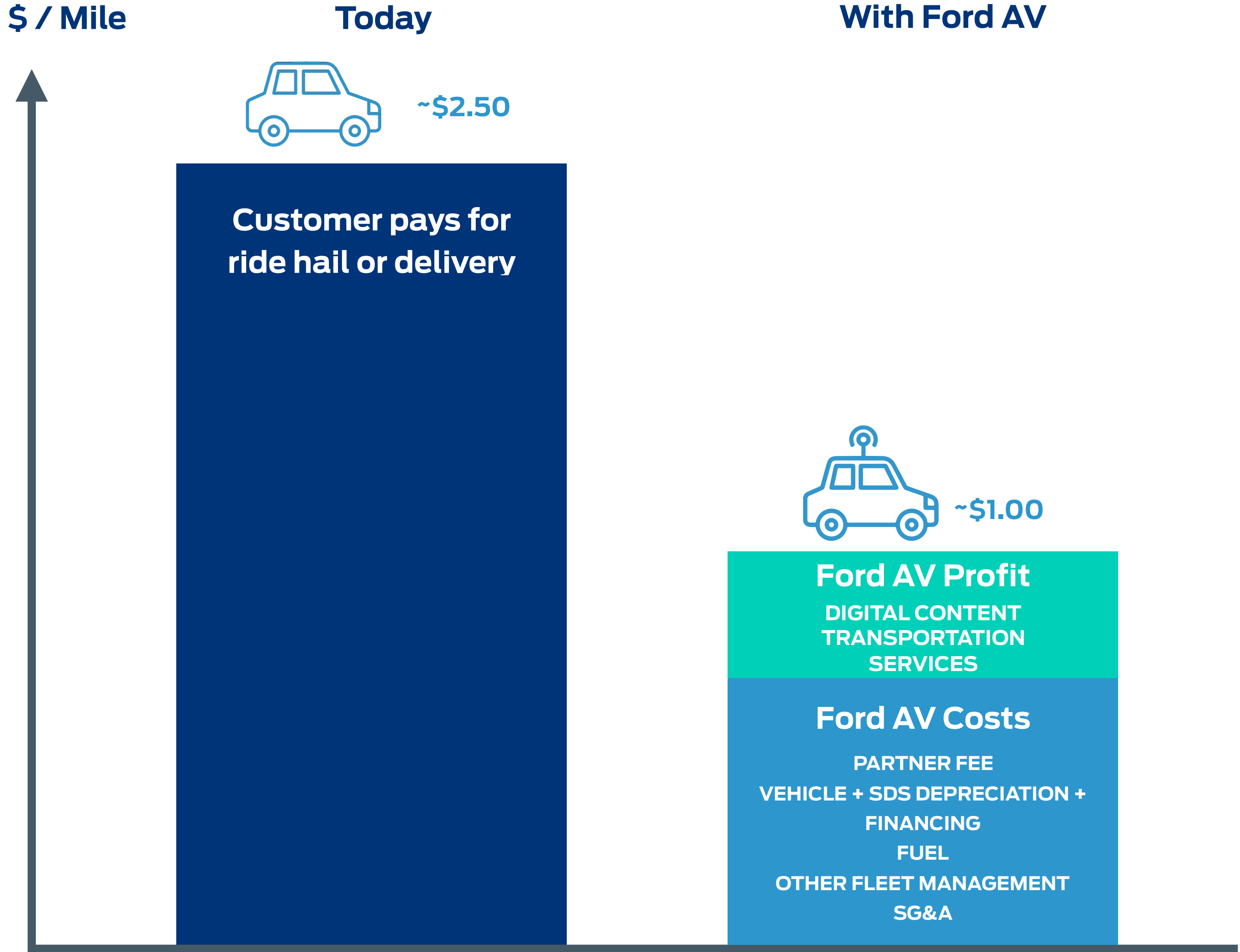


# CONTINUOUS LEARNING + SCALE



**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

MIXMI

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# 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.