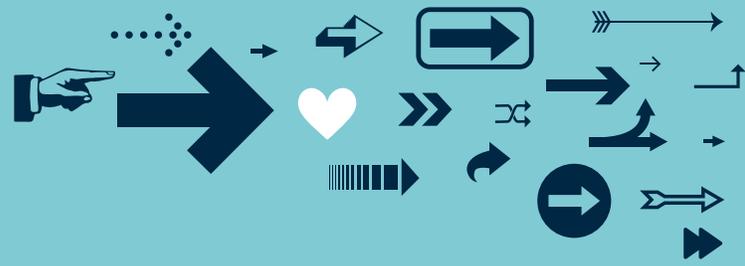


EVERLASTING INFATUATION



Why have customers shifted their focus from material consumption to experiences?

The answer is simple – our love of material goods has waned. As consumers seek greater purpose in the way they consume, we have to rethink how they connect and deliver meaningful experiences. The best brands leave a lasting impression that keeps the flame of infatuation burning.

Projections of massive population growth.

A middle class expected to double by 2030. Growing air quality concerns and environmental challenges. Customers with changing priorities. These predictions were the impetus for change at Ford.

Last year, the automaker introduced its Ford Smart Mobility plan to offer a wide range of transportation solutions. Ford Smart Mobility is the company's plan to lead in autonomous vehicles as well as in vehicle connectivity, mobility, the customer experience, and data and analytics. It is a holistic, thoughtful approach to meeting future mobility needs.

Just as Ford's moving assembly line significantly impacted society more than 100 years ago, this century will be defined by the development of the autonomous vehicle.

Recently, Ford announced its intention to produce a high-volume, fully autonomous SAE level 4-capable vehicle for commercial operation in 2021 for ride-hailing or ride-sharing services.

Now Ford is teaming up with major global cities – starting with San Francisco – to solve congestion issues and help people move more easily, today and into the future.

The automaker is acquiring Chariot, a San Francisco-based crowd-sourced shuttle service that will serve as the cornerstone for its new global shuttle service business. The service

is expected to expand beyond San Francisco to at least five additional markets in the next 18 months.

Ford is also collaborating with Motivate, a global leading bike-share provider, to expand its transportation solutions in city centers. The partnership will increase the number of bikes from 700 to 7,000 in the Bay Area by the end of 2018. Ford GoBike will be accessed by users through the FordPass® platform.

The company is also establishing a new City Solutions team to work with cities worldwide on their transportation needs. The group will address the transportation challenges of each city it works with through a joint discovery process. Ford City Solutions will work with municipalities to propose, pilot and develop mobility solutions tailored to the community. Discussions are under way with several cities globally.

Working to be both an automaker and a mobility company, Ford continues to focus on the needs of people and cities all over the world. It's a commitment that began at the start of the 20th century as Henry Ford helped build better lives by offering freedom through transportation. It's a commitment Ford is now reinventing for decades to come.

And it starts with a deep understanding of our customer.