HISTORICAL TRAVEL PATTERNS

Faster Modes of Travel Facilitate Greater Travel Distances

<table>
<thead>
<tr>
<th>Year</th>
<th>Travel Time (Hours)</th>
<th>Daily Travel Distance (kms)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1800</td>
<td>1.5</td>
<td>6</td>
</tr>
<tr>
<td>1900</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>1925</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>2000</td>
<td>1</td>
<td>40</td>
</tr>
</tbody>
</table>

Ancient Rome: 5 km
More Pending

200
More Pending

275
Patents

More Patents on Gas Turbo, Direct-Injection Technology than any Automaker

Patents
NEW GENERATION OF 2-LITRE DIESEL ENGINE: FORD ECOBLUE

- Low-friction design
- Improved combustion processes
- Enhanced exhaust aftertreatment system including SCR
REAL DRIVING EMISSIONS (RDE)

- Globally the first regulation based on real world testing
- Challenging stringent requirements
- Stimulating the development of future efficient and clean diesel technology
BUILDING ON HISTORY

Evolution

- Escape Hybrid
- Fusion Hybrid
- Focus Electric
- C-MAX Energi

2004 to 2015

Escape Hybrid
Mondeo Hybrid
By 2020, Ford will invest an additional $4.5 billion in electrified vehicles. By 2020, Ford will add 13 new electrified vehicles.
LEADERSHIP IN ELECTRIFIED VEHICLE TECHNOLOGY

OVER 20 ELECTRIFIED SUBSYSTEMS IN EVERY VEHICLE --
TO LEAD, WE NEED TO BE EXPERTS IN THESE AREAS

- Engine Control Module
- Inverter System Controller: Motor/Vehicle Controls
- Engine
- Electric AC Compressor
- ABS/IVD/Regen Braking Module
- Telecommunication Control Module
- Climate Control Module
- Instrument Cluster Displays
- DC/DC Converter
- Thermal Systems
- HV Charger
- 12V Battery System
- DC/DC Converter
- Thermal Systems
- Fuel & Evaporative Systems
- Regen Braking
- Instrument Cluster Displays
- Climate Control Module
- Battery Electrical Control Module (BECM)
- eMachine
- Powersplit Transmission
- Engine Control Module
- Engine
- Electric AC Compressor
FURTHER INVESTMENTS INCLUDE

FUEL CELL VEHICLES

RESEARCH & DEVELOPMENT

EXPLORATION OF CARBON RECYCLED FUELS

e.g. DME, E-METHANE
LIGHTWEIGHT TECHNOLOGY

(ULTRA) HIGH STRENGTH STEELS

ALUMINUM
LIGHTWEIGHT TECHNOLOGY

GT350
CARBON FIBRE
GT
RENEWABLE MATERIALS

- **BAMBOO**
- **NATURAL RUBBER FROM DANDELIONS**
- **SOYBEAN SEAT CUSHIONS**
73% of Population Living in Cities
1.2 Billion People Spend 50 Minutes Driving Daily
AVERAGE TIME LOSS IN EUROPE DUE TO TRAFFIC JAMS

111 Hours PER YEAR
COSTS CAUSED BY CONGESTIONS

€100 BILLION

PER YEAR
30% of city-center traffic are trying to find a parking space

Source: Roland Berger
GLOBAL MIDDLE CLASS GROWTH

Middle Class Doubling

2 Billion

4 Billion

2015 2030
Millennials Delaying

- Marriage
- Buying Homes
- Having Children
WORKING BOTH OUR CORE BUSINESS AND EMERGING OPPORTUNITIES ALLOWS US TO BUILD AN EVEN STRONGER FUTURE
By 2020 More Than 43 Million SYNC-Equipped Vehicles on the Road Globally
FLEXIBLE USE and OWNERSHIP

MULTI-MODAL MOBILITY SOLUTIONS
AUTONOMOUS VEHICLES

SAE LEVELS OF AUTOMATION

LEVEL 0  No Automation
LEVEL 1  Driver Assistance
LEVEL 2  Partial Automation
LEVEL 3  Conditional Automation
LEVEL 4  High Automation
LEVEL 5  Full Automation
AUTONOMOUS VEHICLES

Active Park Assist

Adaptive Cruise Control

Active City Stop

Pedestrian Detection
AUTONOMOUS VEHICLES

- Automated Parking
- Lane Keeping Aid
- Blind Spot Information System
- Traffic Jam Assist
AUTONOMOUS VEHICLES

First-Generation Autonomous Vehicle Platform
Tripling Autonomous Vehicle Testing Fleet
AUTONOMOUS VEHICLES

Autonomous Vehicle Snow Testing
AUTONOMOUS VEHICLES

Autonomous Vehicle Night Testing
AUTONOMOUS VEHICLES

Research and Discovery  Advanced Engineering  Vehicle Program

Fully Autonomous Technology Development

TECHNOLOGY DEVELOPMENT  go-to-market in 2021
Ford Marketplace
Mobility products and solutions

Ford Guides
Locally savvy Ford advisors

Ford Appreciation
Recognition for our members

Ford Hubs
Mobility experience centers
Go Further