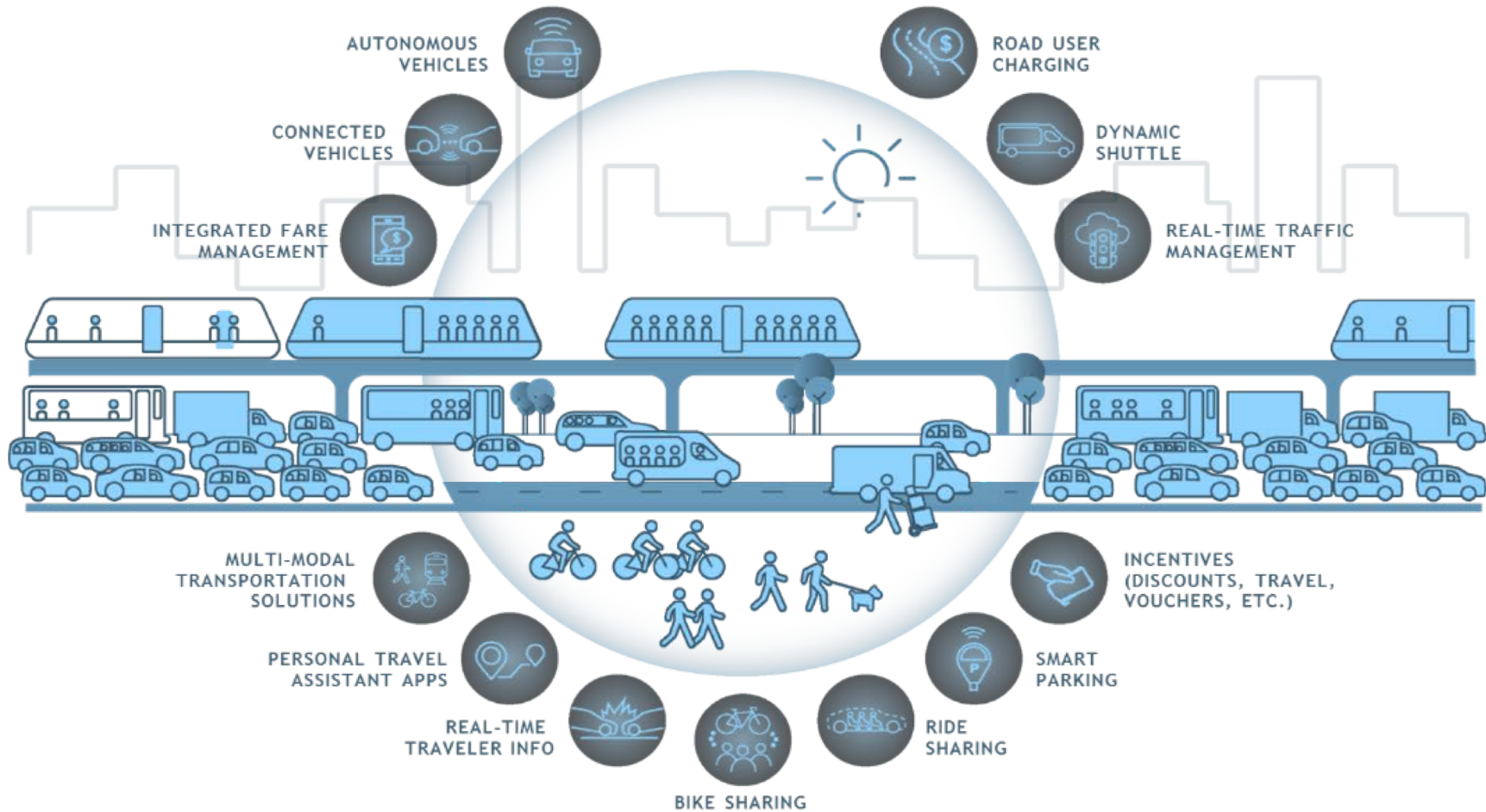


Ford & Argo Autonomous Vehicles in Washington, D.C.



Our winning aspiration is to be the world's most trusted mobility company by designing smart vehicles for a smart world



Ford's Autonomous Vehicle Journey

Where We Are

More than a Decade
of Experience



Why We're Here

Partnership



1. Leadership
2. Policy framework
3. Economy
4. Workforce



1. Technical expertise
2. Business innovation
3. Testing

Pioneering AVs Together

Where We're Going

Scaled AV Deployment



2021

Ford Motor Company is Passionate about Enabling Future Mobility through
Autonomous Vehicle Deployment at Scale

Key Autonomous Vehicle Activities in D.C.

Ford launching AVs in D.C.:

- AV Business Team is developing a process for launching pilot programs to understand business opportunities
- Argo AI is conducting mapping and testing, eventually covering all eight wards
- AV Fleet Management team is leading the D.C. terminal strategy

UNDERSTANDING THE BUSINESS

- Understand business model for key demand pillars (moving people, moving goods/food)
- Test elements of the AV user experience with real customers
- Learn and document D.C. demand characteristics
- Vehicles to be driven by humans in near term
- Build community awareness and educate

TECHNICAL TESTING

- Vehicles with autonomous technology; will have two-person safety driving team
- Street mapping leading to coverage in all eight wards
- Road testing and mileage accumulation

AV TERMINAL

- Optimize terminal operations
- Support service and maintenance of vehicle fleet

INFRASTRUCTURE ACADEMY

- Identify local candidates for AV vehicle operator teams
- Train residents for auto technician careers through partnership with local dealers

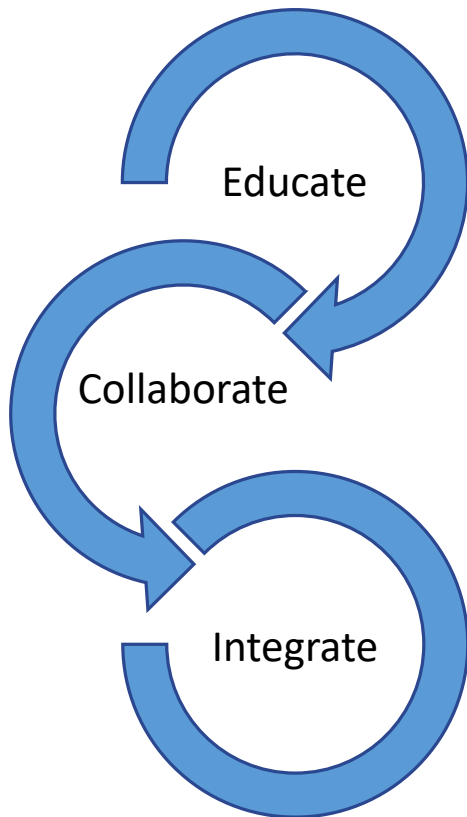
UNDERSTANDING THE BUSINESS



POSTMATES

Walmart

DISTRICT ENGAGEMENT: BUILDING TRUST



Who is Argo?

Past, Present, and Future

- Founded in late 2016
- Goal of building self-driving technology to provide a safer, more affordable, convenient, and accessible way for people to get around
- \$1 billion in funding from Ford in 2017
- Currently located in 5 cities with over 400 employees
- Partnerships with universities
- Expansion of testing cities

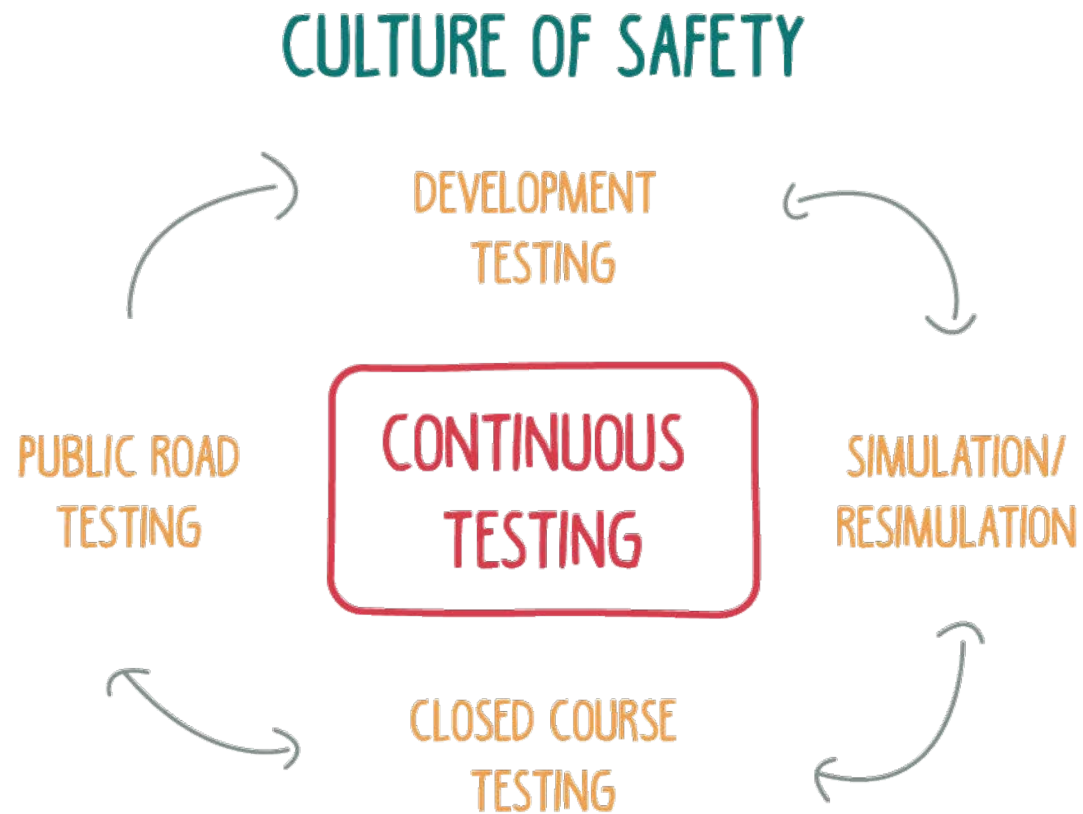
Argo and Ford



AV101: Introduction to our vehicles



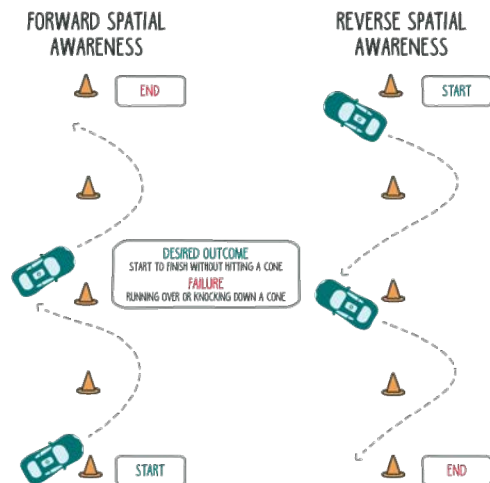
How we test



Test specialist training

Selection and Training

- Pre-screening
- Manual driving + data collection
- Closed course training
- Public road training



Facilitating a Culture of Safety

- Specialists must take mandatory breaks at least every two hours.
- Specialists may swap seats anytime.
- Specialists swap teammates every day.
- Specialists may take breaks anytime
- Specialists may request a non-driving day anytime.
- Random manager ride-alongs.
- Daily pre- and post-test mission briefings.
- Team building and continuous education initiatives.

What test specialists do

Driver's seat position:

- Manual mode
 - Collect data
 - Build maps
- Autonomous mode
 - Safely test system
 - Prepare to disengage

Passenger's seat position:

- Monitoring the situation via laptop
 - Relay system status to driver
- Taking notes
 - Tag interesting events for developer review

Disengaging Autonomous Mode

- Touch the brake pedal
- Touch the gas pedal
- Apply force to the steering wheel
- Unbuckle a seatbelt
- Open any door
- Press the yellow or red buttons in the center console

What is the testing plan in D.C.?

Steady expansion

- Begin in eastern Washington DC near operations terminal (NE V Street)
- Safely build the team size to support further operational growth

AVS Features will help solve unique DC challenges

- Diverse, complex infrastructure
- Heavy traffic congestion and surges in tourist population



What is Argo learning?

Our nation's capital has some of the worst traffic congestion in America and complex streets. DC's unique challenges are a great complement to the rest of Argo's operational areas.

- Morning and Evening rush hours begin earlier and last longer.
- Time controlled infrastructure changes the rules throughout the day.
- Pop-up construction, motorcades and large events prove the need for dynamic map management.
- Heavy pedestrian and cyclist populations illustrate need for civic engagement and relationship building with our future customers.

What can D.C. do to enhance public awareness and comfort?

- Continued engagement with the AV Working Group
- Continued engagement with the D.C. Council
- Engagement with D.C. public safety (fire, police, EMS)
- Engagement with ANCs
- Engagement with BPACs

D.C. INFRASTRUCTURE ACADEMY

Ford is partnering with DCIA, the city's workforce training center initiative, with support from local Ford dealers to create jobs and career training opportunities for the residents of the City.

AV Jobs

- We leveraged the Academy to recruit team members to test AVs on the road.
 - No degree required
 - Passion for technology, strong soft skills and a commitment to Argo AI's core values
 - Training is 3-4 weeks, including closed course autonomy and public road autonomy

Auto Tech Jobs

- Ford and the Academy are training D.C. residents for auto technician jobs at Ford and Lincoln area dealerships.
 - Industry facing a shortage of 76,000 auto techs per year between now and 2026
 - AVs must be properly maintained by AV technicians at our research terminal. Traditional auto technician training is a core prerequisite for AV maintenance.

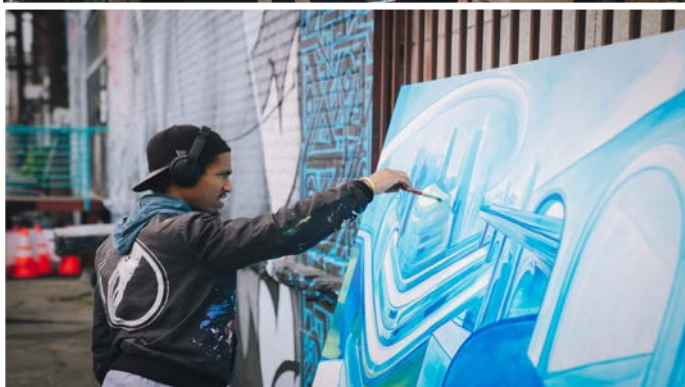




COMING TO WASHINGTON, DC IN 2020

Trust will be imperative in getting people to embrace new forms of mobility. To accomplish this...collaboration will be essential, no individual or organization is going to do it by themselves.

BILL FORD
A CONVERSATION WITH BILL FORD & LEADING INNOVATORS



If we can recenter the way we think about cities on humans and the way we live together, we can direct engineering and policy resources in the service of conducting a better world.

RYAN GRAVEL
ATLANTA BELTLINE VISIONARY
TAKE BACK THE STREETS

