

Meeting number (access code): 2332 831 5852 Meeting password: 4BvtJZ8Gmk3

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

NOTICE: *Protecting and Properly Using Company Assets: We are careful not to disclose Ford information, even accidentally. If we share non-public information outside of Ford, we follow applicable procedures and obtain proper approvals and ensure appropriate confidentiality agreements are in place. · We follow Ford's information and records retention protocols and programs. · We do not destroy information if there is a legal requirement to maintain it, such as a suspension order or other litigation hold.*

[REDACTED]

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