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Deutsche Bank 2021 AutoTech Conference

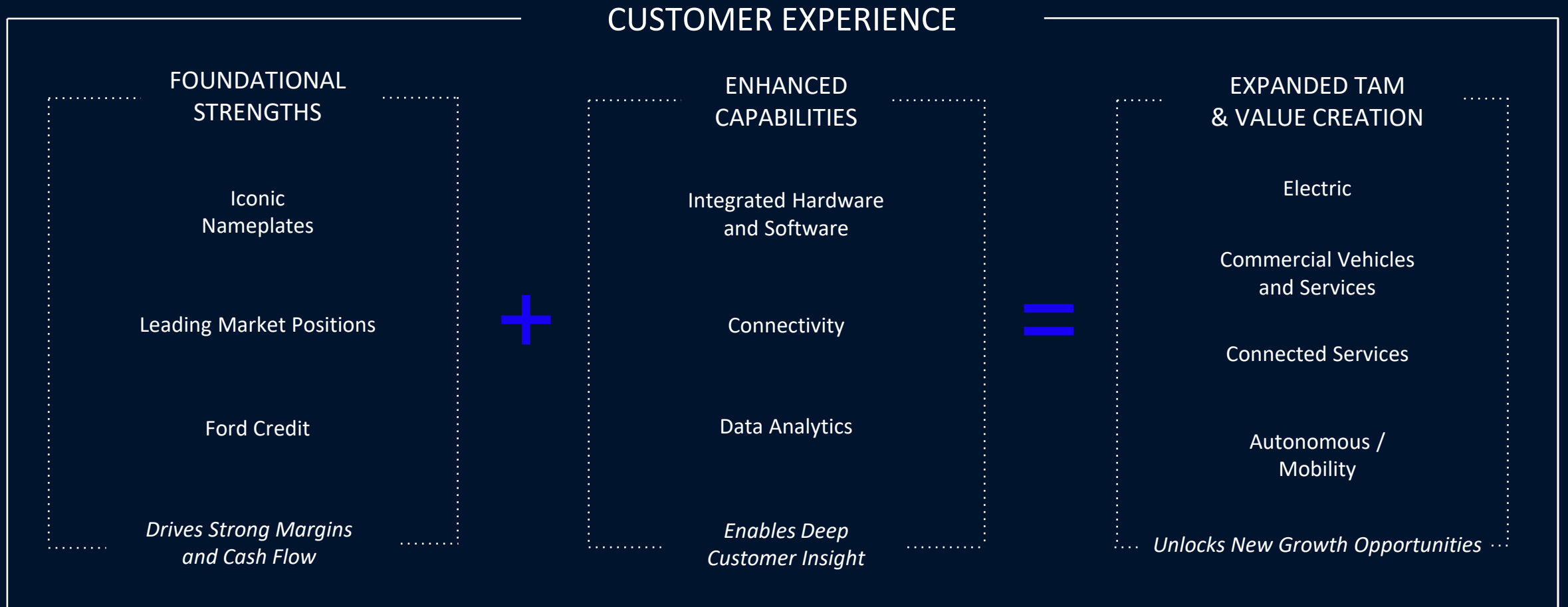
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Specifications for each market will be confirmed prior to launch.

Ford+

Disruptive Technology Allows Us to Leverage Foundational Strengths to Build New Capabilities – Enriching Customer Experiences and Deepening Loyalty.



Connected Services

- + Capitalize On Potential \$20B Serviceable Obtainable Market Opportunity By 2030
- + Leverage Blue Oval Intelligence To Continuously Deliver New Services
- + Leveraging Data To Reduce Internal Costs Including Warranty
- + Establishing Deeper, Life-long Customer Relationships
- + Delivering Unique Services In Ford Must Win Areas; Partnering For Best-in-Class Commodity Services

