

On The Road To Better

Helping Build a Better World



2026 Sustainability Statement



Contents



3 General Information

4 Sustainability Reporting Approach	12 Double Materiality Assessment
5 Sustainability Governance	15 Material Impacts, Risks, and Opportunities
8 Sustainability Strategy and Business Model	18 Policies to Manage Impacts, Risks, and Opportunities
10 Stakeholder Engagement	

24 Environment

25 EU Taxonomy	60 E3: Water and Marine Resources
31 E1: Climate Change	61 E5: Resource Use and Circular Economy
58 E2: Pollution	

63 Social

64 S1: Own Workforce	79 S4: Consumers and End Users
68 S2: Workers in the Value Chain	81 Entity Specific
75 S3: Affected Communities	

82 Index

83 ESRS Index
87 ESRS Data Points from Other EU Legislation

90 Assurance

91 Practitioners' Limited Assurance Report
--

This report includes forward-looking statements. Forward-looking statements are based on expectations, forecasts, and assumptions by Ford management and involve a number of risks, uncertainties, and other factors that could cause actual results to differ materially from those stated. For a discussion of these risks, uncertainties, and other factors see "Item 1A. Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2025 ("Ford's 2025 Form 10-K Report"), as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. This report also contains non-GAAP references. These are reconciled to the most comparable U.S. GAAP measures in Ford's 2025 Form 10-K Report. The Ford name, and all trademarks and logos displayed in this Report are owned or used under license by Ford. These trademarks include, but are not limited to, product brand names (for example, Ford, Lincoln, Motorcraft®), vehicle model names (for example, Mustang, Explorer, F-150), slogans (for example, Built Ford Tough), and logos and emblems. The unauthorized use of any trademark displayed in this Report is strictly prohibited.

A number of our environmental, social and sustainability goals and statements may depend on the adoption of certain behaviors and activities by third parties, including our customers, suppliers and partners, as well as external factors such as government policies, technology and infrastructure development, and market readiness. If third parties do not adopt certain behaviors or activities, or invest in certain evolving technologies, we may not be able to meet some of our goals. Additionally, we are engaged in certain projects, solutions, and technologies that, should they not perform as we expect, could negatively affect our ability to meet some goals on time or at all. We also cannot control or predict the behavior or activities of third parties; even where we have adopted policies or procedures to influence or guide third parties, such policies or procedures may fail to produce the desired result. Finally, we make certain claims regarding our products and projects, including through our policies and procedures applicable to third parties' sustainability efforts; however, there can be no guarantee that our products, projects, or efforts will have the effects we anticipate or intend.

While this report leverages certain third-party standards as part of our disclosures, any language of "alignment" or similar should not be taken to mean or guarantee strict adherence to those standards. Disclosures based on standards may change due to revisions in framework requirements, availability or quality of information, changes in business or applicable government policies, or other factors, some of which may be beyond our control.

Sustainability Statement

General Information

In this section

- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

Sustainability Reporting Approach

- [Sustainability Reporting Approach](#)
- [Sustainability Governance](#)
- [Sustainability Strategy and Business Model](#)
- [Stakeholder Engagement](#)
- [Double Materiality Assessment](#)
- [Material Impacts, Risks, and Opportunities](#)
- [Policies to Manage Impacts, Risks, and Opportunities](#)

Sustainability Reporting Approach

The EU Corporate Sustainability Reporting Directive (CSRD) requires disclosures against the European Sustainability Reporting Standards (ESRS) for those topics deemed material in a Double Materiality Assessment (DMA). We have completed a DMA aligned with the ESRS expectations and the material matters identified have been used to determine the disclosure requirements Ford Motor Company addresses in this Sustainability Statement. The ESRS are not mandatory in 2026 due to CSRD not being adopted into Luxembourg law. Ford is continuing with ESRS disclosures in this Sustainability Statement on a voluntary basis.

We have included an [ESRS Index](#) outlining all disclosure requirements reported in this Sustainability Statement.

Reporting Boundaries

This report has been prepared on a global basis for Ford Motor Company and its consolidated subsidiaries. The scope of consolidation for this Sustainability Statement mirrors the annual financial filing, Ford's [2025 Form 10-K Report](#).

Time horizons in this report are consistent with those specified in ESRS 1 and those considered in our DMA, unless otherwise indicated. The three time horizons are short-term (up to one year), medium-term (up to five years), and long-term (more than five years).

Ford is not involved in activities related to fossil fuel, chemical production, controversial weapons, or the cultivation and production of tobacco. For this reason ESRS disclosure requirements related to these industries are not included in this Sustainability Statement.

Proprietary Information

Some disclosures were omitted from this statement due to the risk to Ford's business in disclosing intellectual property proprietary to the Company.

This includes:

- Future capital or operational expenditures by specific product, project, or technology
- Methods for tracking effectiveness of actions related to fleet assessment and portfolio planning
- Actions for Entity Specific Opportunity O-2

Value Chain

Our DMA and Sustainability Statement consider Ford's own business activities as well as the impacts and activities from our upstream and downstream value chain. For information see our [value chain](#).

As per the transitional provisions outlined in the ESRS, certain details regarding our value chain have been excluded when reliable data was not available during the reporting period. These details are addressed where relevant within the individual sections of this Statement.

Key Estimates

We review our use of estimates at least annually and adjust as necessary. Any modifications to estimates are recognized in the reporting period in which they are revised. For more details on the estimates, judgments, and assumptions used; refer to the metrics and data tables within each section of this Statement.

Forward-Looking Statements

This report includes forward-looking statements, which are based on expectations, forecasts, and assumptions by Ford management and involve a number of risks, uncertainties, and other factors that could cause actual results to differ materially from those stated. For a discussion of these risks, uncertainties, and other factors see "Item 1A. Risk Factors" in Ford's 2025 Form 10-K Report, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K, which includes other risk factors outside the disclosure requirements of the ESRS. This Sustainability Statement includes all material impacts, risks, and opportunities identified pursuant to the ESRS.

External Assurance

This Sustainability Statement has been subject to limited assurance by PricewaterhouseCoopers LLP. For more information see the [assurance conclusion](#).

References Used

References to "business partners" throughout this Statement and Ford policies refers to partners and joint ventures of Ford Motor Company. References to "customers" throughout this statement relate to actual and potential end users of Ford's products and services.

Incorporation by Reference

Throughout the Sustainability Statement, we have referenced Ford's 2025 Form 10-K Report. The following disclosures reference this report:

- Sustainability Strategy and Business Model, Revenue
- Double Materiality Assessment
- EU Taxonomy
- E1: Climate Change

Sustainability Governance

- Sustainability Reporting Approach
- [Sustainability Governance](#)
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

Corporate Governance

Role of the Administrative, Management, and Supervisory Bodies

Our Board includes two executive and 13 non-executive members. 11 of our directors are independent (73%), and our Audit Committee, Compensation, Talent and Culture Committee, and Nominating and Governance Committee are fully independent.

The Nominating and Governance Committee considers numerous qualifications when considering candidates for the Board. Collectively, our Board possesses a broad set of skills and experience that is relevant to our business, long-term strategy, risks, and global activities. The skill sets include manufacturing, marketing, Chief Executive Officer (CEO) leadership, international experience, government experience, risk management, finance, and technology.

In addition, all of our Board members have experience in various areas of sustainability and corporate responsibility. Their experience with environmental issues and climate change, talent and culture, and social responsibility initiatives enables us to address key shareholder concerns regarding sustainability and corporate responsibility.

Composition of the Board of Directors

	Footnote	ESRS Metric	2024	2025	Methodology and Assumptions	
Composition by Gender (percent)						
		<u>GOV-1</u>				
Men			67%	67%	Ford interprets the CSRD requirement GOV-1 for administrative, management, and supervisory bodies as the Board and the Committees (Audit, Compensation, Finance, Nominating and Sustainability). Demographic and biographical information is self-reported by directors upon onboarding.	
Women			33%	33%		
Composition by Gender (number)						
		<u>GOV-1</u>				
Men			10	10		
Women			5	5		
Total			15	15		
Composition by Minorities						
		<u>GOV-1</u>				
Minorities (percent)			20%	20%		
Minorities (number)	1		3	3		
Executive and Non-Executive Members of Administrative, Management, and Supervisory Bodies						
		<u>GOV-1</u>				
Non-Executive members (Men)	2		8	8		
Non-Executive members (Women)	2		5	5		
Executive members (Men)	3		2	2		
Executive members (Women)	3		0	0		
Independent Members of Administrative, Management, and Supervisory Bodies						
		<u>GOV-1</u>				
Independent members (number)			10	11		
Non-Independent members (number)			5	4		
Percentage of Independent members			67%	73%		

Footnotes

1. For 2025, the Minorities data includes 2 Hispanic/Latino(a) people and 1 African American.
2. Non-executive members are considered non-employee directors.
3. Executive members are considered employee directors.

Sustainability Governance continued

- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

Board Role and Responsibilities

The Board reviews the Company’s governance practices, assesses the regulatory and legislative environment, and adopts the governance practices that best serve the interests of our shareholders.

The Board is elected by and responsible to Ford’s shareholders. Ford’s business is conducted by its employees, managers, and officers, under the direction of the CEO and oversight of the Board, to enhance the long-term value of the Company for its shareholders.

The Board of Directors monitors the performance of the CEO and other members of senior management.

Oversight of Sustainability Impacts, Risks, and Opportunities

We employ a variety of governance systems and processes to manage different aspects of sustainability across our business.

This Sustainability Statement has been reviewed by Ford senior executives, as well as the Sustainability, Innovation and Policy Committee and the Audit Committee of the Board.

The Vice President, Chief Sustainability, Environment and Safety Officer, called “Chief Sustainability Officer” (CSO) has primary responsibility for sustainability matters at the Company. The CSO leads a multi-disciplinary team that oversees actions and targets in response to our sustainability strategies, as well as integration and issues related to our [We Are Committed to Protecting Human Rights and the Environment](#) policy. The CSO also acts as the Human Rights Policy Officer for Ford.

The CSO oversees the development of the Integrated Sustainability and Financial Report and Sustainability Statement, including process controls, the DMA process, and resulting material impacts, risks, and opportunities. The CSO provides updates to the Audit Committee and the Sustainability, Innovation and Policy Committee of the Board on reporting progress at least once annually and follows up as required.

The accompanying limited assurance attestation performed by PricewaterhouseCoopers LLP has been reviewed by the Audit Committee of the Board of Directors.

Risk Management and Internal Controls

The oversight responsibility of the Board and its committees is supported by Company management and the risk management processes that are currently in place. Ford has risk management processes relating specifically to compliance, reporting, operating, and strategic risks. These include:

- Compliance Risk encompasses matters such as legal and regulatory compliance (for example, Foreign Corrupt Practices Act, environmental, Occupational Safety and Health Administration, etc.)
- Reporting Risk covers Sarbanes-Oxley compliance, compliance with U.S. Securities and Exchange Commission (SEC) and New York Stock Exchange rules and regulations, disclosure controls and procedures, and accounting compliance
- Operating Risk addresses the numerous matters related to the operation of a complex company such as Ford (for example, quality, supply chain, sales and service, financing and liquidity, product development and engineering, labor, etc.)

- Strategic Risk encompasses somewhat broader and longer-term matters, including, but not limited to, technology and product development, environmental and social sustainability, capital allocation, management development, retention and compensation, competitive developments, and geopolitical developments

We believe that key success factors in risk management at Ford include a strong risk analysis tone set by the Board and senior management, which is shown through their commitment to effective top-down and bottom-up communication (including communication between senior management and the Board and Committees), and active cross-functional participation among the Business Segments and Skill Teams.

We have institutionalized a regular Financial Forecast Review, Internal Controls Meeting, and Special Attention Review process where senior management of the Company reviews the status of the business, the risks, and opportunities presented to the business (in the areas of compliance, reporting, operating, and strategic risks), and develops specific plans to address those risks and opportunities.

The Enterprise Risk Management process adopted by the Company identifies the top critical enterprise risks through engagement with senior management and the Board of Directors. Once identified, the top risks are validated and assigned risk owners who are responsible to oversee risk assessment, develop and implement mitigation plans, and provide updates.

The Enterprise Risk Management process engages operational and functional teams to enable a consistent approach to risk management and facilitates an exchange of risk information.

The Enterprise Risk Management team cascades enterprise risks, and teams escalate risks that may materially affect the enterprise.

The Audit Committee annually reviews the process to update the list of critical risks and monitor risk movement and emerging trends, and the Enterprise Risk Management team also benchmarks the annual risk assessment with outside sources to ensure the Company assessment and approach is up to date with external risk developments and best practices.

Board Oversight of Risk

The Board of Directors has overall responsibility for the oversight of risk management at Ford and oversees operating risk management at each of its Board meetings. The Board, the Sustainability, Innovation and Policy Committee, the Compensation, Talent and Culture Committee, the Finance Committee, and the Audit Committee all play a role in overseeing operating and strategic risk management.

The Audit Committee assists the Board of Directors in overseeing compliance and reporting risk, cybersecurity risk, and the Enterprise Risk Management process. The Sustainability, Innovation and Policy Committee assists the Board of Directors in overseeing environmental and social sustainability risks.

Sustainability Governance

continued

- Sustainability Reporting Approach
- [Sustainability Governance](#)
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

The Compensation, Talent and Culture Committee assists the Board of Directors in overseeing risks related to compensation and people-related business strategies, including leadership succession and culture, diversity, and inclusion.

The Board and the appropriate committees also review other policies related to personnel matters, including those related to sexual harassment and anti-retaliation policies related to whistleblowers.

The specific responsibilities of each committee are set forth in their charters, which are available on our corporate website.

Internal Control Process

The Sustainability Statement is subject to internal control over non-financial reporting.

The Ford internal control process focuses on the development of accurate and consistent data-collection processes for both financial and non-financial data.

Sustainability-Related Performance Incentives

Board members' remuneration is not assessed against sustainability or climate-related performance metrics, targets (including GHG reduction targets), or impacts.

However, 6% of the remuneration for the Sustainability, Innovation and Policy Committee Chair is linked to chairing the Board body charged with the oversight of the Company's development of sustainability-related policy considerations.

Principle functions of the Sustainability, Innovation and Policy Committee of the Board include:

- Discussing and advising management regarding development of strategies, policies, and practices to address public sentiment and shape public policy in the areas of energy consumption, climate change, emissions, waste disposal, and water use
- Discussing and advising management on sustainability strategies that enhance shareholder value and social well-being, including human rights, working conditions, and responsible sourcing
- Reviewing global mobility trends to support accessible personal mobility worldwide

The Board of Directors makes decisions relating to non-employee director compensation. Any proposed changes are reviewed and recommended to the Board by the Nominating and Governance Committee.

Statement on Due Diligence

Information on Ford's due diligence processes are listed throughout this report. See the table below for a mapping for this information.

Core Elements of Due Diligence at Ford	Section in the Sustainability Statement
Embedding due diligence in governance, strategy, and business model	Oversight of Sustainability Impacts, Risks, and Opportunities Sustainability-related Performance Incentives Double Materiality Assessment
Engaging affected stakeholders	Stakeholder Engagement
Identifying and assessing negative impacts on people and the environment	Double Materiality Assessment
Taking action to address negative impacts on people and the environment	Environment Social
Tracking the effectiveness of these efforts	Environment Social

Sustainability Strategy and Business Model

- Sustainability Reporting Approach
- Sustainability Governance
- [Sustainability Strategy and Business Model](#)
- Stakeholder Engagement
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

Our sustainability strategy is to make a positive impact on society and the environment.

Sustainability topics are entwined with our purpose: To help build a better world where every person is free to move and pursue their dreams.

Our Business

Ford’s vehicle business is divided into three distinct but interconnected segments: Ford Blue, Ford Model e, and Ford Pro. The Company also provides financial services through Ford Motor Credit Company LLC (“Ford Credit”).

Ford Blue

Ford Blue primarily includes the sale of Ford and Lincoln internal combustion engine (ICE) and hybrid (excluding extended range electric vehicles, or EREVs) vehicles, service parts, accessories, and digital services for retail customers, together with the associated costs of development, manufacture, and distribution of the vehicles, parts, accessories, and services. This segment focuses on developing Ford and Lincoln ICE and hybrid vehicles. Additionally, this segment provides hardware engineering and manufacturing capabilities to Ford Model e and manufactures vehicles on behalf of Ford Pro and, in certain cases, Ford Model e.

Ford Blue also includes:

- All sales for markets not presently in scope for Ford Model e or Ford Pro (as further described below)
- In markets outside of the United States and Canada, sales to commercial, government, and rental customers of ICE and hybrid vehicles not considered core to Ford Pro
- Sales of electric vehicles, including EREVs, by our unconsolidated affiliates in China
- All sales of vehicles manufactured and sold to other Original Equipment Manufacturers (OEMs)

Ford Model e

Ford Model e primarily includes the sale of our electric vehicles (including EREVs), service parts, accessories, and digital services for retail customers, together with the associated costs of development, manufacture, and distribution of the vehicles, parts, accessories, and services. This segment focuses on developing electric vehicle and digital vehicle technologies, as well as software development.

Additionally, Ford Model e provides software and connected vehicle technologies on behalf of the enterprise, and manufactures certain electric vehicles, including for Ford Pro. Ford Model e operates in North America, Europe, and China. Ford Model e also includes electric vehicle and related sales not considered core to Ford Pro to commercial, government, and rental customers in Europe, China, and Mexico.

Ford Pro

Ford Pro primarily includes the sale of Ford and Lincoln vehicles, service parts, accessories, and services for commercial, government, and rental customers. Included in this segment are sales of core Ford Pro vehicles, such as Super Duty and the Transit range of vans in North America and Europe and sales of Ranger in Europe. In the United States and Canada, Ford Pro also includes all vehicle sales to commercial, government, and rental customers.

This segment focuses on selling ICE, hybrid, and electric vehicles, and providing digital and physical services to optimize and maintain fleets, including telematics and electric vehicle charging solutions. This segment reflects external sales of vehicles produced by Ford Blue and Ford Model e and the costs (including intersegment markup) associated with acquiring vehicles for sale and providing services.

Ford Pro operates in North America and Europe.

Revenue

See Note 4 Revenue and Note 25 Segment Information in the “Notes to the Financial Statements” of Ford’s 2025 [Form 10-K](#) Report.

Business Model

Our Enablers

Key enablers to Ford’s business include:

- Human Capital — Our employees, dealers, and suppliers
- Social Capital — Our community relations and engagement, partnerships, and training centers
- Financial Capital — Our financing and available liquidity
- Manufacturing Capital — Our manufacturing facilities and development centers
- Intellectual Capital — Our services, data, design process, and research and development, including patents and trademarks
- Natural Capital — Our energy, water, and material usage

Our Impact

Ford’s business has the potential to affect employees, customers, investors, suppliers, communities, and the planet.

Our Sustainability Strategies

We have developed strategies and are taking actions to work towards achieving our Sustainability Aspirations and addressing our material potential and actual impacts as well as potential risks and opportunities, as defined in our Double Materiality Assessment. For more details on these strategies, refer to each section of this Statement.

Sustainability Strategy and Business Model continued

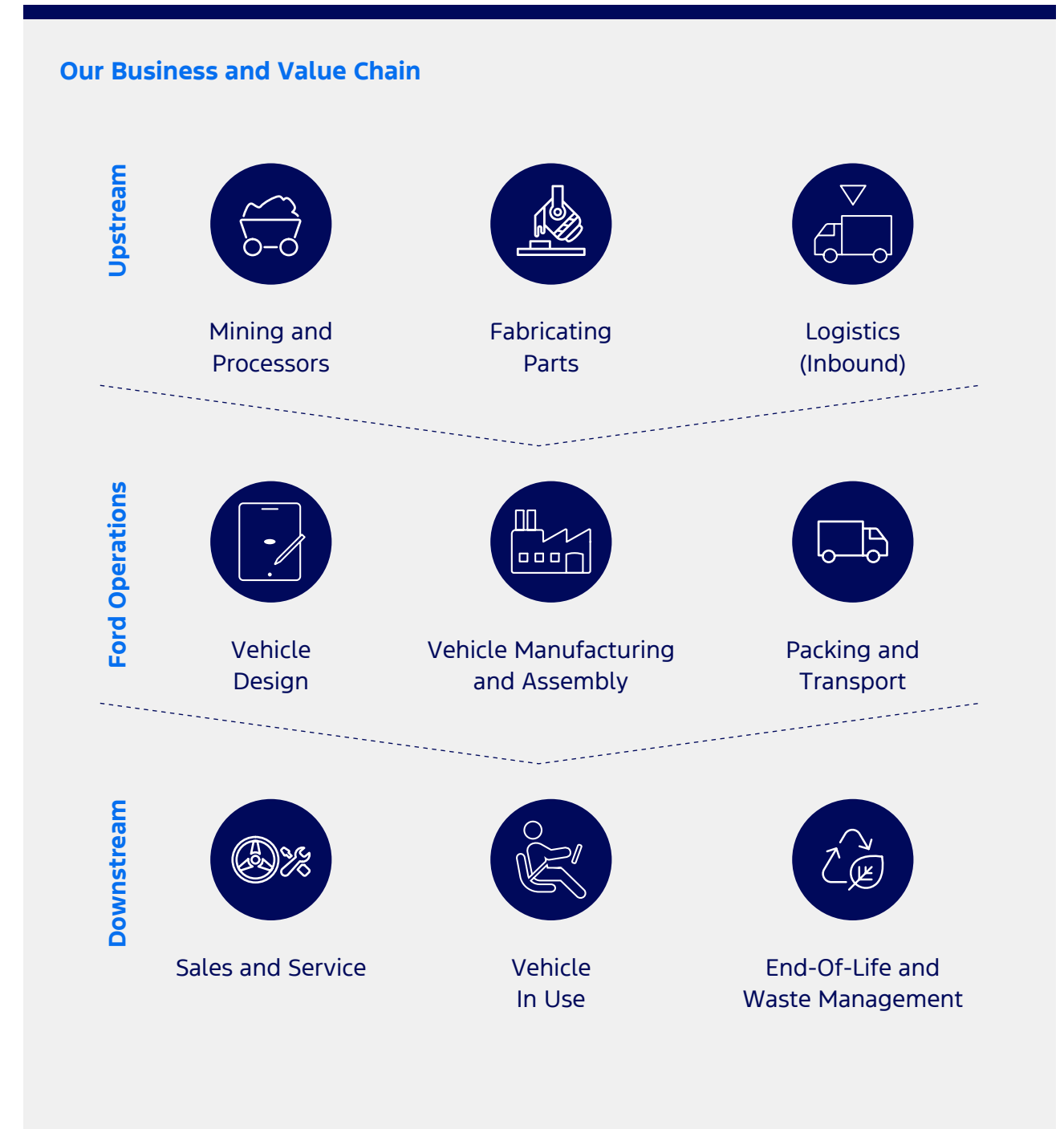
- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

Our Workforce

	Footnote	2024	2025	Methodology and Assumptions
Employment Data (thousand)	1			
United States		87	87	The approximate number of individuals employed by Ford and entities that were consolidated as of December 31, 2025 (in thousands).
Rest of World		78	76	
Company Excluding Ford Credit		165	163	
Ford Credit		6	6	
Total company		171	169	

Our Value Chain

Ford has an extensive and complex value chain. Upstream are Tier 1 production suppliers that have a direct contractual agreement with Ford and Tier 2+ suppliers that do not have a direct contract with Ford. Downstream are over 8,000 dealers and countless customers and global communities.



Footnotes

1. Workforce data is reported as Full-Time Equivalent (FTE) and includes consolidated joint ventures in Ford's 2025 Form 10-K Report.

Stakeholder Engagement

- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- [Stakeholder Engagement](#)
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

Ford is committed to direct, transparent, and frequent engagement with our stakeholders.

Throughout each year, management meets with institutional investors to discuss various matters, including long-term strategy; financial and operating performance; risk management; environmental, social, and governance (ESG) practices; and executive compensation programs. These meetings are informative and, where appropriate, we incorporate stakeholder suggestions into our policy and strategic considerations, Proxy Statement, and communications strategy. As needed, stakeholder feedback and insights are also shared with executive leadership and discussed with the Sustainability, Innovation and Policy Committee.

Blue Table Forum

This stakeholder advocacy program is focused on building a trusted community of stakeholders from a diverse group of non-governmental organizations (NGOs), nonprofits, and academic institutions. The goal is to initiate dialogue around critical issues and how we can work together to build a carbon neutral transportation future.

Key Stakeholders

Our Stakeholders	
	<p>Communities</p> <p>By engaging with our communities, we can help people in need and understand what our customers and neighbors want. Through our Community Relations team, we focus on the communities in which we have manufacturing facilities. Through our philanthropic arm, Ford Philanthropy, we help build more resilient communities by partnering with nonprofits around the world where Ford has roots.</p>
	<p>Customers</p> <p>Without customers, Ford would not exist. It's vital that we do everything we can to nurture these relationships and provide the products and services they want, need, and can't live without. We work with our dealers to create a better purchase and ownership experience for our customers that helps build trust and satisfaction.</p>
	<p>Dealers</p> <p>Dealers (sales and service people) are a direct link between our products and services and our customers. An essential part of Ford, dealers may be the only direct connection customers have with the Company. Dealers also play an essential role in strengthening their local communities and are integral to Ford's commitment to the communities we serve.</p>
	<p>Employees</p> <p>Ford employees are the heartbeat of the company. We rely on their commitment and dedication. Our employees are the key to delivering our Ford+ transformation plan and are our Company's competitive advantage. We strive to create a workplace where our team can do their best work with excellence, focus, and collaboration, delivering short- and long-term business success.</p>
	<p>Investors</p> <p>Shareholders, including institutional investors and financial analysts, are instrumental in providing capital to maintain and grow our business.</p>
	<p>Suppliers</p> <p>Suppliers play a critical role throughout the product life cycle, from sourcing raw materials to helping ramp up production, thereby making a significant contribution to our value, growth, and development. We rely on suppliers and their employees and maintain stringent standards and rules to make sure our products are of the highest quality.</p>

Stakeholder Engagement continued

- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- [Stakeholder Engagement](#)
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

Our Stakeholders	How We Engage	
Communities	<ul style="list-style-type: none"> • Neighborhood Advisory Councils • Interactions with governments and regulators • Membership associations • Dialogue with NGOs • Government relations – supporting policy that benefits our communities 	<ul style="list-style-type: none"> • Partnerships with community leaders, grassroots and nonprofit organizations, and local Ford dealers • Employee volunteerism and strategic grantmaking driven by Ford Philanthropy • Participation in and sponsorship of community events
Customers	<ul style="list-style-type: none"> • Customer experience measurement platform • Market research • Loyalty and membership rewards programs • Ford service Pickup & Delivery and Mobile Service experiences • Dealer interactions 	<ul style="list-style-type: none"> • Ford App • Ford.com website • Ford From the Road news hub • Ford Owners magazine • Friends of Ford
Dealers	<ul style="list-style-type: none"> • Intranet communications • Brand sales and service representatives • Brand Dealer Councils • Dealer roundtables • Ford Guest Experience dealer training 	<ul style="list-style-type: none"> • President’s Circle • Salute to Dealers • Advertising and public service announcements • Dealer Attitude Survey • Ford and Ford Dealer volunteer and philanthropic giving partnerships
Employees	<ul style="list-style-type: none"> • @Ford Intranet site • BlueOvalNow app • Global quarterly Town Halls with executive leadership • Union representatives • Webcasts, videos, blogs, and executive Q&A sessions with senior management • Joint labor-management committees 	<ul style="list-style-type: none"> • Listening sessions • Employee surveys • Employee Resource Groups • Test drive and vehicle reveal events • Ford Volunteer Corps
Investors	<ul style="list-style-type: none"> • Investment community forums • Quarterly earnings communications • Annual shareholders’ meeting • Integrated Sustainability and Financial Report • Investor website 	<ul style="list-style-type: none"> • Proxy Statement • SEC filings • Sustainable Financing Framework • Ratings and rankings • Non-deal ESG Roadshow
Suppliers	<ul style="list-style-type: none"> • Supplier Code of Conduct • Global Terms and Conditions • Supplier Engage webinars with leadership team • Supplier training • Best-practice program for suppliers, Secaro (formerly manufacture 2030) 	<ul style="list-style-type: none"> • External supplier organizations and partnerships • Third-party assurers including the Initiative for Responsible Mining Assurance, Responsible Minerals Initiative, and Responsible Business Alliance • Drive Sustainability, Sustainability Assessment Questionnaires • Responsible Business Alliance Worker Voice Platform

Double Materiality Assessment

- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

Introduction to the Double Materiality Assessment

We have conducted a DMA to determine the material matters to be reported in this Sustainability Statement, aligned with CSRD and related ESRS disclosure requirements.

Double materiality consists of two dimensions:

Impact materiality: Identifies material issues from the perspective of the impact Ford has or could have on the environment and society.

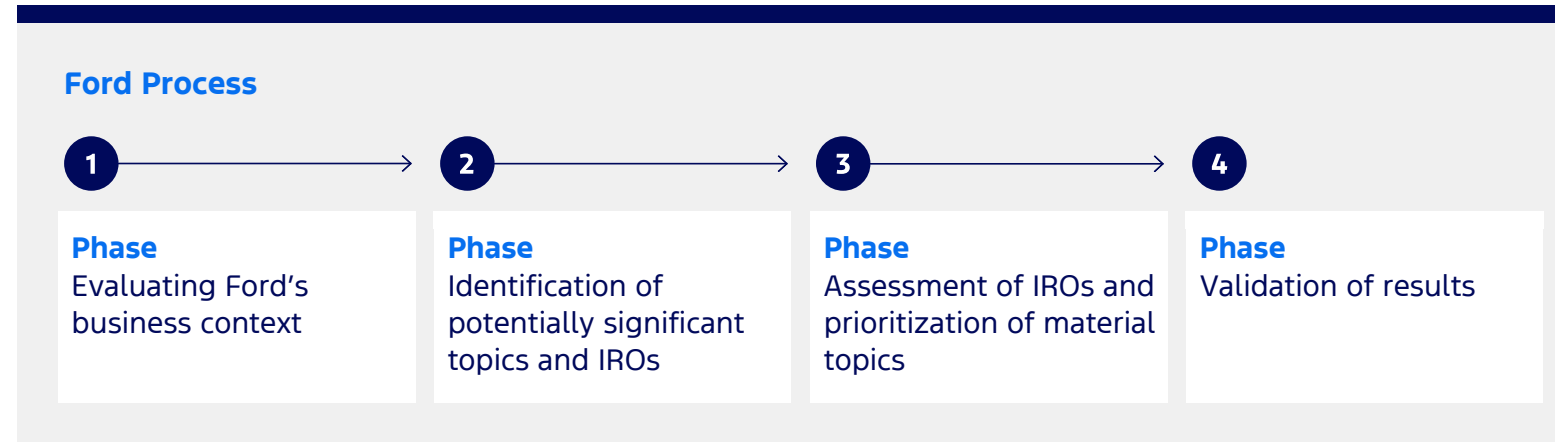
Financial materiality: Identifies risks and opportunities that materially influence or may be expected to materially influence Ford's financial position and performance.

Our methodology assessed the significance of potential material topics at an impact, risk, and opportunity (IRO) level, scoring each IRO individually to inform the topic-level materiality score. A topic can be material from an impact materiality perspective, a financial materiality perspective, or both.

Ford Process

1. Evaluating Ford's Business Context

The DMA reviewed sustainability topics in the context of Ford's activities, business relationships, and key activities along the value chain. We defined our upstream and downstream value chain for consideration throughout the assessment. See [our value chain](#) for more information. We also mapped our key stakeholder groups by considering the stakeholders potentially affected along our value chain and the users of our sustainability statements.



2. Identification of Potentially Significant IROs

We created a list of sustainability matters and related IROs, comparing these with the full list of ESRS topics for completeness. The interconnected nature of environmental, social, and governance sustainability matters was considered throughout our assessment. Some IROs are entity-specific and not aligned with specific ESRS topics.

Consistent with ESRS requirements, we focused on areas within our operations and value chain where IROs were deemed likely to arise based on the nature of our activities, business relationships, geographies, and other relevant factors.

When identifying IROs related to business conduct matters, we considered our global operations and interactions with suppliers, regulators, and employees, with additional focus around activities related to anti-corruption laws, political engagements, high-risk raw minerals, supplier relationships, and protection of whistleblowers.

The identification of IROs was performed through desk research, internal documentation, external reports and frameworks, and stakeholder engagement.

Stakeholder Engagement

While identifying IROs, we engaged with internal and external stakeholders and Ford subject matter experts to support us in identifying relevant IROs and determining impact and financial materiality.

Internal stakeholders and subject matter experts were engaged to review the IROs and identify if updates were required to determine impact and financial materiality. A global survey was also available to Ford employees to understand their perspectives as an affected stakeholder.

External stakeholders, including key suppliers, non-governmental organizations, investors, and Ford dealers, were engaged through online surveys.

While we did not directly consult with all affected stakeholder groups (most notably local communities), we considered proxy insights from advocacy organizations and our community engagement colleagues. Their ongoing engagement with Ford

communities provides insight into the interests and views of these stakeholders.

Similarly, we did not screen all individual site locations for potential or actual impacts, but relied on the knowledge of Ford employees and subject matter experts that engage with global site locations on environmental and social issues.

3. Assess Impacts, Risks, and Opportunities

To determine materiality, each IRO was assessed and scored using a defined and consistent methodology. Potential IROs were scored according to three time horizons: short-term (up to one year), medium-term (up to five years), and long-term (more than five years).

The materiality assessment incorporated the inherent design and attributes of our operations, including existing policies, actions, processes, and controls in place. The assessment did not take into account future mitigation actions or initiatives not yet implemented. As a result, the materiality conclusions reflect Ford's residual (net) exposure to IROs after considering these embedded measures.

Impacts: We scored the severity of impacts using three parameters:

- Scale assesses how grave the negative impact is or how beneficial the positive impact is for people or the environment
- Scope assesses how widespread the negative or positive impacts are
- Irremediable Character assesses whether and to what extent the negative impacts could be remediated

Double Materiality Assessment continued

- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- [Double Materiality Assessment](#)
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

For negative actual impacts, each of the three dimensions was scored and weighted equally for severity. Positive actual impacts were scored by scale and scope. For potential impacts, an additional parameter of likelihood was also scored.

Whenever a potential negative human rights impact was identified, we carefully considered the ESRS guidance for the severity of the impact to take precedence over its likelihood. For negative human rights impacts scoring as material or close to the materiality threshold, we followed ESRS guidance and prioritized severity over likelihood to inform the final score.

Financial Risks and Opportunities: Potential risks and opportunities were assessed and scored using the following parameters:

- Magnitude of financial effects, including qualitative items beyond those recognized in financial statements, such as operational, human capital, reputation, and market position, that could affect our business
- Likelihood of the occurrence

The outcomes of the IRO assessment were consolidated into topic clusters, forming Ford's DMA and determining the material topics to form the basis of our ESRS disclosure.

Determination of Material Topics

Ford defined a materiality threshold for the purpose of prioritizing material IROs. IROs that exceeded this threshold for either impact or financial perspectives were considered material. The threshold was set in consultation with Ford's global sustainability, risk, finance, and internal control colleagues.

4. Validation

To validate the outcome of the DMA, we engaged with key internal subject matter experts, asking them to validate our identified material IROs. They reviewed our approach and assessed the scoring associated with both impact and financial materiality. The Identified material IROs were then compared with the Enterprise Risk Management process results and other risks such as those discussed in "Item 1A. Risk Factors" of our 2025 [Form 10-K](#) report.

The final list of material IROs was reviewed by Ford executive officers before being shared with the Audit Committee and Sustainability, Innovation and Policy Committee of the Board.

Material Topics

Our material topics and IROs are presented on the following pages.

Entity Specific Topics

Entity specific topics are related to vehicle design, development, data, or sales that only affect Ford or the automotive industry. These impacts, risks, or opportunities have ESG implications and are considered as part of the DMA process, but are not aligned with existing ESRS topics or sub-topics.

Actions Against Material Topics

After material IROs are identified, the subject matter experts are responsible to socialize these within their organization and determine how to address the IRO with new or existing policies, actions, and targets. If updates to existing strategies or processes are required, the responsible subject matter expert is responsible to work with their team to develop these.

For further detail on each material topic and IRO, see the topic-specific sections throughout this Sustainability Statement.

A resilience analysis was conducted only on climate-related impacts, risks, and opportunities. Results of this analysis can be found within the E1 disclosures.

There have been no changes to Ford's overall strategy or business model as a result of the 2025 DMA.

Non-Material Topics

While important to Ford's business, following the technical reporting requirements of CSRD, two topics were deemed non-material during this assessment: Biodiversity and Ecosystems, and Business Conduct. These topics, as well as other information deemed not material, can be found on our corporate website.

Investment in Material Topics

These topics involve multiple regions, sources of capital, and/or had long-term effects.

Ford regularly reports engineering, research, and development costs, which were \$9.4 billion in 2025. These costs are included in operating expenditure and can be found in Note 2 Summary of Significant Accounting Policies in the "Notes to the Financial Statements" of Ford's 2025 Form 10-K Report.

Ford also regularly reports capital spending, which was \$8.7 billion in 2025, and is included in Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations — Liquidity and Capital Resources of Ford's 2025 Form 10-K Report.

This reflects a continued commitment to our plan, which is underpinned by resources of approximately \$29 billion in Company cash and nearly \$50 billion in total liquidity at the end of 2025, as disclosed in Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations — Liquidity and Capital Resources of Ford's 2025 Form 10-K Report.

Since the auto industry is highly competitive, we do not provide comprehensive planned spending by specific product, project, or technology. Accordingly, we do not disclose detailed allocations of significant operational expenditures and/or capital expenditures for action plans. However, we did disclose in Note 25 Segment Information in the "Notes to the Financial Statements" of our 2025 Form 10-K Report that our 2025 capital spending in our electric vehicle segment, Model e, was \$3.5 billion, down \$0.3 billion compared to the prior year.

Also, in August 2025 we announced a planned investment of nearly \$2 billion in Louisville Assembly Plant to assemble a midsize electric truck based on the affordable Universal EV Platform which is expected to launch in 2027.

Additionally in 2025, we announced several actions to adjust our business strategy which impact our EV manufacturing capacity and product roadmap, including actions to cancel previously planned EVs and end production of the current generation F-150 Lightning, to dissolve BlueOval SK, LLC, and to expand hybrid and extended-range EV offerings. As a result of these actions, we expect a global mix of hybrid, extended-range EVs and EVs of 50% across our portfolio by 2030.

Ford also announced the creation of Ford Energy, a Battery Energy Storage System (BESS) business, that will leverage wholly owned plants in Kentucky and Michigan and leading Lithium Iron Phosphate (LFP) technology to provide solutions for energy infrastructure and growing data center demand. Ford plans to begin shipping systems in 2027 with 20 GWh of annual capacity.

Double Materiality Assessment continued

- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

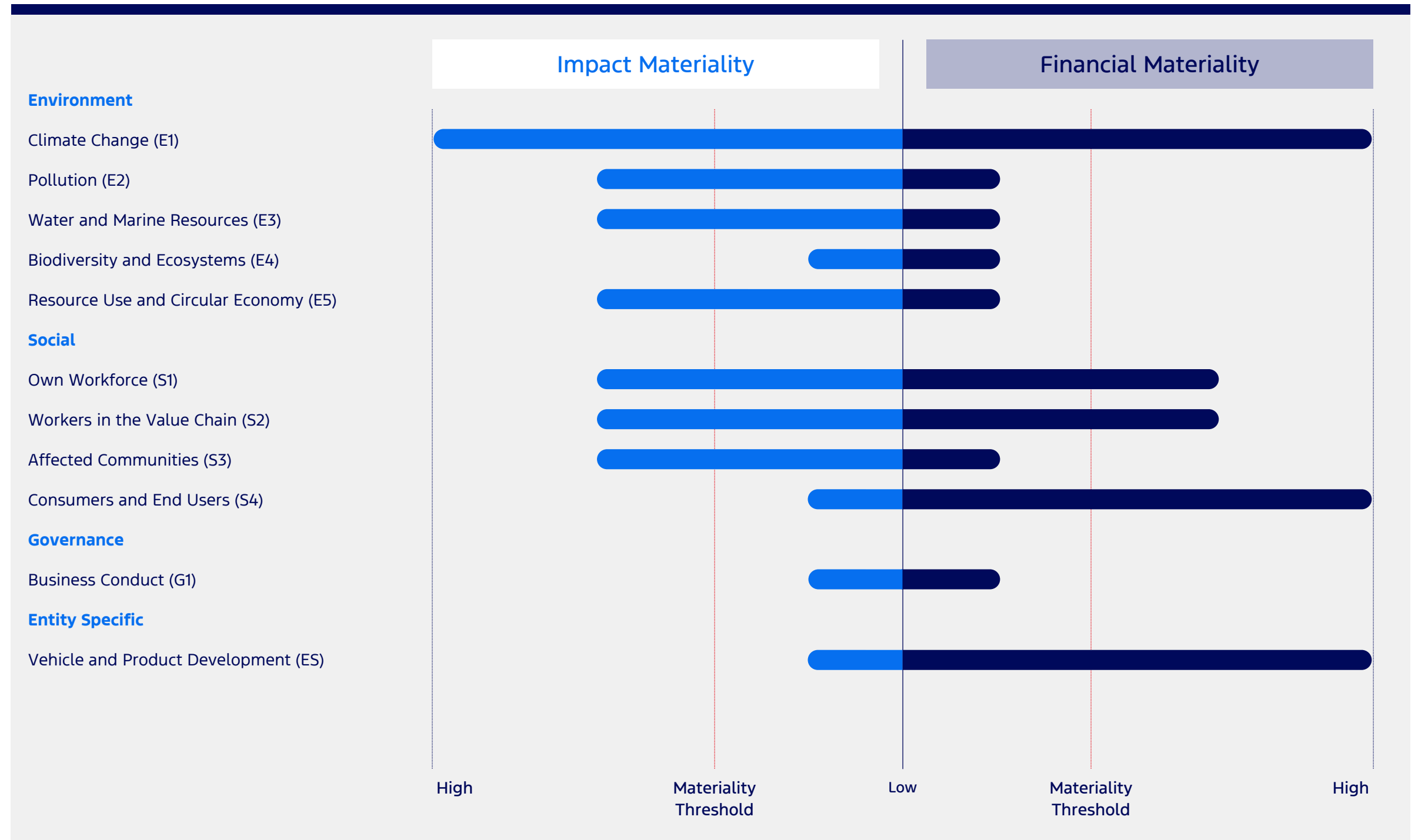
Measurable current financial effects related to our material topics arising primarily from our 2025 EV-related actions included EV-related impairment and other charges disclosed in Note 13 Net Property in our 2025 Form 10-K as well as other EV-related charges disclosed in Note 23 Variable Interest Entities in our 2025 Form 10-K. As indicated in MD&A Item 7 in our 2025 Form 10-K, we may incur additional expenses and cash expenditures from these EV-related actions in 2026 and 2027.

There are no other measurable current financial effects related to our material topics.

DMA Results

Results are presented in this butterfly chart by topic.

Light-blue bars to the left of the dividing line depict materiality from an impact perspective, and dark blue bars on the right depict materiality from a financial perspective. Topics extending beyond the red vertical line marked 'Materiality Threshold' are considered material to Ford.



Material Impacts, Risks, and Opportunities

Sustainability Reporting Approach
 Sustainability Governance
 Sustainability Strategy and Business Model
 Stakeholder Engagement
 Double Materiality Assessment
 → [Material Impacts, Risks, and Opportunities](#)
 Policies to Manage Impacts, Risks, and Opportunities

Impacts, Risks, and Opportunities

E1: Climate Change

Key

▲ Upstream
 ● Own Operations
 ▼ Downstream
 S Short-term
 M Medium-term
 L Long-term

Serial #	Material IRO	Sub-topic	IRO Type	Value Chain	Time Horizon
I-1	The combustion of fossil fuels in internal combustion engine vehicles produces greenhouse gases contributing to Ford's Scope 3 emissions	Climate change mitigation	Negative Impact	▲ ● ▼	**
I-2	The use of energy at Ford's consolidated manufacturing and non-manufacturing facilities contributes to Ford's Scope 1 and 2 emissions along with Scope 3 for unconsolidated investee facilities	Energy	Negative Impact	▲ ● ▼	**
I-3	Raw material extraction, processing, and assembly are energy intensive processes contributing to Ford's Scope 3 emissions	Energy	Negative Impact	▲ ● ▼	**
I-4	Inbound and outbound transportation and logistics contribute to Ford's Scope 1 and 3 emissions	Climate change mitigation	Negative Impact	▲ ● ▼	**
R-1	Meeting stringent emissions and emerging regulatory standards may require substantial investments	Climate change mitigation	Risk	▲ ● ▼	S M L
R-2	Failing to comply with emissions regulations and meet zero emission vehicle thresholds may result in purchasing credits from competitors, curtailing vehicle sales, or paying fines	Climate change mitigation	Risk	▲ ● ▼	S M L
R-3	Heightened occurrences of extreme weather events can disrupt Ford's direct operations	Climate change adaptation	Risk	▲ ● ▼	S M L
R-4	Heightened occurrences of extreme weather events can disrupt Ford's supply chain	Climate change adaptation	Risk	▲ ● ▼	S M L

ES: Entity Specific Risks reported within E1: Climate Change

Serial #	Material IRO	Sub-topic	IRO Type	Value Chain	Time Horizon
R-10	Investment in electrification and uptake not occurring at the same scale presents a financial risk		Risk	▲ ● ▼	S M
R-11 *	Changes in electric vehicle incentive policies have impacted and could further impact ownership costs, risking lower adoption and sales		Risk	▲ ● ▼	S M
R-12 *	Limited availability of charging infrastructure and affordable mobility solutions, due to geographic or income factors, may pose a risk to Ford's market share		Risk	▲ ● ▼	S M

* New Material IRO identified in 2025 DMA.
 ** Actual impacts do not have time horizons.

Material Impacts, Risks, and Opportunities continued

- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- Policies to Manage Impacts, Risks, and Opportunities

E2: Pollution Key ⬆️ Upstream ● Own Operations ⬇️ Downstream Ⓢ Short-term Ⓜ Medium-term Ⓛ Long-term

Serial #	Material IRO	Sub-topic	IRO Type	Value Chain	Time Horizon
I-5	Internal combustion engine vehicles emit hydrocarbons, carbon monoxide, nitrogen oxides, volatile organic compounds (VOCs), and particulate matter during combustion affecting air quality	Pollution of air	Negative Impact	⬆️ ● ⬇️	**
I-6	Waste from mining may pollute local water resources	Pollution of water	Negative Impact	⬆️ ● ⬇️	**

E3: Water and Marine Resources

Serial #	Material IRO	Sub-topic	IRO Type	Value Chain	Time Horizon
I-7	Critical minerals mining requires significant water use, which may impact limited freshwater supplies	Water	Negative Impact	⬆️ ● ⬇️	**

E5: Resource Use and Circular Economy

Serial #	Material IRO	Sub-topic	IRO Type	Value Chain	Time Horizon
I-8	Heavy reliance on a range of natural resources contributes to resource depletion and associated impacts	Resource inflows, including resource use	Negative Impact	⬆️ ● ⬇️	**

S1: Own Workforce

Serial #	Material IRO	Sub-topic	IRO Type	Value Chain	Time Horizon
I-9	The transition to electrified production may require different skills and qualifications in our workforce	Working conditions	Negative Impact	⬆️ ● ⬇️	Ⓜ Ⓛ
R-5	Worker/union partner dissatisfaction and conflicts could potentially result in higher costs, less operational flexibility, and operational disruption	Working conditions	Risk	⬆️ ● ⬇️	Ⓢ Ⓜ Ⓛ
R-6	As the legal environment continues to evolve, Diversity, Equity, and Inclusion efforts in the U.S. are under public scrutiny	Equal treatment and opportunities for all	Risk	⬆️ ● ⬇️	Ⓢ Ⓜ
O-1 *	Artificial intelligence can enhance employee efficiency, productivity, and product innovation		Opportunity	⬆️ ● ⬇️	Ⓢ Ⓜ

* New Material IRO identified in 2025 DMA.
 ** Actual impacts do not have time horizons.

Material Impacts, Risks, and Opportunities continued

- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- Double Materiality Assessment
- [Material Impacts, Risks, and Opportunities](#)
- Policies to Manage Impacts, Risks, and Opportunities

S2: Workers in the Value Chain

Key
▲ Upstream ● Own Operations ▼ Downstream S Short-term M Medium-term L Long-term

Serial #	Material IRO	Sub-topic	IRO Type	Value Chain	Time Horizon
I-10	Mined materials are associated with higher risks of child labor	Other work-related rights	Negative Impact	▲ ● ▼	**
I-11	Suppliers may be complicit of exploitative and forced labor	Other work-related rights	Negative Impact	▲ ● ▼	**
I-12	Employees within the value chain in hazardous working conditions may be at risk of injury and even death without proper protection or mitigation	Working conditions	Negative Impact	▲ ● ▼	S M L
R-7	Non-compliance with regulations prohibiting forced labor could result in immediate product withdrawal and disposal, substantial financial costs, and a loss of sales	Other work-related rights	Risk	▲ ● ▼	S M L

S3: Affected Communities

Serial #	Material IRO	Sub-topic	IRO Type	Value Chain	Time Horizon
I-13	Activities such as mining and smelting negatively impact biodiversity, ecosystem health, and local communities	Communities' economic, social, and cultural rights	Negative Impact	▲ ● ▼	**

S4: Consumers and End-Users

Serial #	Material IRO	Sub-topic	IRO Type	Value Chain	Time Horizon
R-8	Ford may incur significant costs due to product recalls	Personal safety	Risk	▲ ● ▼	M
R-9	Poor product quality could damage Ford's reputation	Personal safety	Risk	▲ ● ▼	M

ES: Entity Specific

Serial #	Material IRO	Sub-topic	IRO Type	Value Chain	Time Horizon
O-2	Connected vehicles generate significant amounts of data, which can enhance customer experiences and optimize vehicle performance		Opportunity	▲ ● ▼	S M L

** Actual impacts do not have time horizons.

Policies to Manage Impacts, Risks, and Opportunities

- Sustainability Reporting Approach
- Sustainability Governance
- Sustainability Strategy and Business Model
- Stakeholder Engagement
- Double Materiality Assessment
- Material Impacts, Risks, and Opportunities
- [Policies to Manage Impacts, Risks, and Opportunities](#)

Policies to Manage Material Impacts, Risks, and Opportunities

Policies are reviewed formally on a periodic basis, and more frequently upon the occurrence of pre-defined events or conditions, to ensure the content is updated timely to reflect regulatory and/or business environment changes.

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Policy Implementation	Third-Party Standards Included in Policy	Stakeholder Consideration
<p>Code of Conduct The <u>Code of Conduct</u> helps show what our values look like in action. It provides high-level guidance, including in areas that can carry ethical and legal risk.</p>	<p>Impacts: All material impacts Risks: All material risks Opportunities: All material opportunities</p>	<p>From the Code: "Everyone at Ford is accountable for following the Code — including colleagues, contractors, People Leaders, senior management, and the Board of Directors. We also want to work with businesses and people that hold themselves to similar standards and share similar values."</p>	<p>Organizational Leader of the Office of the General Counsel and Organizational Leader of Human Resources</p>	<p>From the Code: "As the Ford Team, we do our part to minimize the impact on climate change aligned with the United Nations Framework Convention on Climate Change (Paris Agreement), striving towards carbon neutrality."</p>	<p>The Code of Conduct is publicly available at corporate.ford.com</p>
<p>We Are Committed to Protecting Human Rights and the Environment This policy outlines the commitment of Ford Motor Company to uphold human rights and environmental standards throughout the life cycle of its products and services. Its objective is to foster responsible business practices that enhance community wellbeing and environmental sustainability while adhering to international human rights standards.</p>	<p>Impacts: Climate Change (I-1, I-2, I-3, I-4), Pollution (I-5, I-6), Water (I-7), Resource Use and Circular Economy (I-8), and Affected Communities (I-13) Risks: Climate Change (R-1, R-2, R-3, R-4, R-10, R-11, R-12), Own Workforce (R-5) Opportunities: N/A</p>	<p>All corporate "We Are Committed to" policies apply to: "All personnel who work at Ford. This includes all regular, part-time, supplemental, and temporary employees, agency resources, on-site Purchased Service resources, and independent contractors while they are performing services for Ford. This policy also applies to hourly workers to the extent allowed, authorized, or agreed to in the applicable collective bargaining agreement." In addition, the human rights and environment policy extends to our supply chain, as stated in the policy: "We explicitly require our suppliers and expect partners and joint ventures (referred to as 'business partners' in this policy) to adopt and enforce similar policies and extend them to their own supply chain."</p>	<p>Organizational Leader of Environmental and Safety Compliance Our Chief Executive Officer approves, and the Sustainability, Innovation and Policy Committee of the Board of Directors provides oversight of this policy.</p>	<ul style="list-style-type: none"> • United Nations (UN) Guiding Principles on Business and Human Rights • UN Global Compact • UN Sustainable Development Goals • UN Framework Convention on Climate Change (Paris Agreement) • International Bill of Human Rights (The United Nations Universal Declaration of Human Rights and its two Covenants) 1948 • The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work (2022) • The Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises Revision 2011 • UN Women's Empowerment Principles • UN Declaration on the Rights of Indigenous Peoples (UNDRIP) 	<p>Our internal and external stakeholders review and provide feedback. We provide supplier trainings and notify suppliers when the policy is updated. This policy is publicly available at sustainability.ford.com</p>

Policies to Manage Impacts, Risks, and Opportunities

continued

Sustainability Reporting Approach
 Sustainability Governance
 Sustainability Strategy and Business Model
 Stakeholder Engagement
 Double Materiality Assessment
 Material Impacts, Risks, and Opportunities
 → [Policies to Manage Impacts, Risks, and Opportunities](#)

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Policy Implementation	Third-Party Standards Included in Policy	Stakeholder Consideration
<p>We Are Committed to Competing Lawfully This internal policy defines how we interact with competitors, whether in a trade association, an alliance, or otherwise, we comply with applicable competition laws around the world.</p>	<p>Impacts: N/A Risks: N/A Opportunity: N/A This policy is included in EU Taxonomy disclosures not related to any specific IRO.</p>	See response for We Are Committed to Protecting Human Rights and the Environment policy, on page 18 .	Organizational Leader of the Office of the General Counsel	Not applicable	This is an internal Ford policy.
<p>We Are Committed to the Goal of Equal Opportunity This policy defines Ford’s commitment to equal opportunity, non-discrimination, and provision of reporting channels for employees to report any suspected violations.</p>	<p>Impacts: N/A Risks: Own Workforce (R-6) Opportunity: N/A</p>	See response for We Are Committed to Protecting Human Rights and the Environment policy, on page 18 .	Organizational Leader of Human Resources	Not applicable	This is an internal Ford policy.
<p>We Are Committed to Maintaining Effective Privacy Practices This internal policy defines how Ford considers the applicable legal requirements as we collect, use, share, and store personal information, including personal information from our employees, customers, dealers, and suppliers.</p>	<p>Impacts: N/A Risks: N/A Opportunity: Own Workforce (O-1), Entity Specific (O-2)</p>	See response for We Are Committed to Protecting Human Rights and the Environment policy, on page 18 .	Organizational Leader of the Office of the General Counsel	Not applicable	This is an internal Ford policy.
<p>We Are Committed to Protecting and Properly Using Company Assets This internal policy defines how we protect company assets, including data, by using them efficiently and in a manner that protects their value to Ford.</p>	<p>Impacts: N/A Risks: N/A Opportunity: Own Workforce (O-1)</p>	See response for We Are Committed to Protecting Human Rights and the Environment policy, on page 18 .	Organizational Leader of the Office of the General Counsel	Not applicable	This is an internal Ford policy.

Policies to Manage Impacts, Risks, and Opportunities

continued

Sustainability Reporting Approach
 Sustainability Governance
 Sustainability Strategy and Business Model
 Stakeholder Engagement
 Double Materiality Assessment
 Material Impacts, Risks, and Opportunities
 → [Policies to Manage Impacts, Risks, and Opportunities](#)

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Policy Implementation	Third-Party Standards Included in Policy	Stakeholder Consideration
<p>We Are Committed to Speaking Up and Eliminating Retaliation This internal policy defines the process on how to report potential or suspected violations of the Code of Conduct, company policies, or the law.</p>	<p>Impacts: N/A Risks: N/A Opportunity: N/A This policy is included in S1: Own Workforce disclosures not related to any specific IRO.</p>	See response for We Are Committed to Protecting Human Rights and the Environment policy, on page 18 .	Organizational Leader of Compliance	Not applicable	This is an internal Ford policy.
<p>We Are Committed to Safety in Our Products and Services This internal policy defines how we advance safety through continuously improving vehicle design and manufacturing, promoting safe operator behavior, and working with our customers, partners, and other stakeholders to improve the operating environment.</p>	<p>Impacts: N/A Risks: Consumers and End Users (R-8 and R-9) Opportunity: N/A</p>	See response for We Are Committed to Protecting Human Rights and the Environment policy, on page 18 .	Organizational Leader of Environmental and Safety Compliance	Not applicable	This is an internal Ford policy.
<p>Global Heat Stress Program This internally available policy is designed to protect employee health during periods of elevated temperatures. This program utilizes engineering controls like fans and ventilation, administrative measures such as hydration and adjusted work schedules, and personal protective equipment.</p>	<p>Impacts: N/A Risks: Climate Change (R-3) Opportunity: N/A</p>	This standard applies to activities in all Ford facilities where risk of heat illness exists because of environmental conditions, hot processes, and/or employee metabolic heat load.	Global Occupational Health Services Director	The program leverages external guidance, referencing the American Conference of Governmental Industrial Hygienists, Inc. Threshold Limit Value for Heat Stress and adhering to relevant local regulations.	This is an internal Ford policy.

Policies to Manage Impacts, Risks, and Opportunities

continued

Sustainability Reporting Approach
 Sustainability Governance
 Sustainability Strategy and Business Model
 Stakeholder Engagement
 Double Materiality Assessment
 Material Impacts, Risks, and Opportunities
 → [Policies to Manage Impacts, Risks, and Opportunities](#)

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Policy Implementation	Third-Party Standards Included in Policy	Stakeholder Consideration
<p>Emergency Response Plans This internally available policy addresses responses to severe weather events and other emergencies to support business continuity at our facilities.</p>	<p>Impacts: N/A Risks: Climate Change (R-3) Opportunity: N/A</p>	<p>These requirements apply to all Company owned and leased facilities including subsidiaries of Ford Motor Company. Where National Fire Protection Association (NFPA), Local, State, or Federal or National codes are more stringent than these standards, or other Company standards referenced here, the more stringent requirements shall be followed.</p>	<p>Ford Corporate Fire Protection Engineering, Corporate Security and Fire</p>	<p>Ford’s emergency response plans reference several NFPA standards, specifically:</p> <ul style="list-style-type: none"> • NFPA 472 (“Standard for Competence of Responders to Hazardous Materials/ Weapons of Mass Destruction Incidents”) • NFPA 600 (“Industrial Fire Brigades”) • NFPA 601 (“Security Services in Fire Loss Prevention”) • NFPA 1001 (“Standard for Fire Fighter Professional Qualifications”) • NFPA 1403 (“Live Fire Training Evolutions”) • NFPA 1561 (“Standard on Emergency Services Incident Management System and Command Safety”) • NFPA 1600 (“Standard on Disaster/ Emergency Management and Business Continuity Programs”) • NFPA 1620 (“Pre-Incident Planning”) • International Organization for Standardization (ISO 14001, “Environmental Management Systems Standard”) 	<p>Our policies emphasize partnerships with local fire departments and other responding agencies, including joint training and pre-incident planning. This is an internal Ford policy.</p>

Policies to Manage Impacts, Risks, and Opportunities

continued

Sustainability Reporting Approach
 Sustainability Governance
 Sustainability Strategy and Business Model
 Stakeholder Engagement
 Double Materiality Assessment
 Material Impacts, Risks, and Opportunities
 → [Policies to Manage Impacts, Risks, and Opportunities](#)

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Policy Implementation	Third-Party Standards Included in Policy	Stakeholder Consideration
<p>Supplier Code of Conduct Ford's Supplier Code of Conduct ("Supplier Code") outlines Ford's requirements and expectations for supplier relationships in areas related to human rights, the environment, responsible materials sourcing, responsible and lawful business practices, and the associated implementation of these principles.</p>	<p>Impacts: Climate Change (I-3), Pollution (I-6), Water Resources (I-7), Resource Use and Circular Economy (I-8), Workers in the Value Chain (I-10, I-11, I-12), Affected Communities (I-13) Risks: Climate Change (R-4), Workers in the Value Chain (R-7) Opportunity: N/A</p>	<p>From the Supplier Code: "This Code applies to each member of Ford's supplier community. While we explicitly require suppliers to follow all applicable Ford policies and to comply with or exceed all applicable current and impending laws and regulations, our Code also aligns with widely accepted international human rights frameworks and charters. Suppliers are obligated to extend these requirements to their own suppliers and supply chains."</p>	<p>Chief Supply Chain Officer</p>	<ul style="list-style-type: none"> • International Bill of Human Rights (The United Nations Universal Declaration of Human Rights and its two Covenants) 1948 • ILO Declaration on Fundamental Principles and Rights at Work (1998), including ILO Convention No. 138 on Minimum Age and Convention No. 182 on the Worst Forms of Child Labour • UN Guiding Principles on Business and Human Rights (2011) • OECD Guidelines for Multinational Enterprises on Responsible Business Conduct (2023 Edition) • OECD Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (2016 Edition) • UN Global Compact • UN Sustainable Development Goals • UN CEO Water Mandate • UN Women's Empowerment Principles • United Nations Declaration on the Rights of Indigenous Peoples (2007) • Automotive Industry Guiding Principles (2022) 	<p>We incorporate external principles to align our Supplier Code of Conduct with cross-industry and international best practices. We provide supplier trainings and notify suppliers when the Supplier Code is updated. The Supplier Code is publicly available at sustainability.ford.com</p>

Policies to Manage Impacts, Risks, and Opportunities

continued

Sustainability Reporting Approach
 Sustainability Governance
 Sustainability Strategy and Business Model
 Stakeholder Engagement
 Double Materiality Assessment
 Material Impacts, Risks, and Opportunities
 → [Policies to Manage Impacts, Risks, and Opportunities](#)

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Policy Implementation	Third-Party Standards Included in Policy	Stakeholder Consideration
<p>Policy Statement on Ford’s Human Rights Strategy, Policies and Processes This policy statement summarizes the strategies, processes, and expectations that Ford has established and communicates and addresses human rights and environment-related risks in our own business area as well as our supply chain, in line with the German Supply Chain Due Diligence Act (SCDDA).</p>	<p>Impacts: Workers in the Value Chain (I-10, I-11) Risks: Workers in the Value Chain (R-7) Opportunity: N/A</p>	<p>We explicitly require our suppliers and expect our business partners to adopt and enforce similar policies and extend them to their supply chains.</p>	<p>Chief Sustainability Officer Global Sustainability owns and maintains this document. Final review and approval will be conducted by the German Board of Directors.</p>	<p>From the policy: “We respect human rights in accordance with the United Nations (UN) Guiding Principles on Business and Human Rights.”</p>	<p>We provide supplier trainings and notify suppliers any time the policy is updated. This policy is publicly available at sustainability.ford.com</p>
<p>Responsible Materials Sourcing Policy This policy outlines Ford’s aspiration to source only raw materials that are responsibly produced.</p>	<p>Impacts: Pollution (I-6), Workers in the Value Chain (I-10, I-11), Affected Communities (I-13) Risks: N/A Opportunity: N/A</p>	<p>From the policy: “Ford is committed to proactively removing minerals in our products and supply chain should any be identified to be contributing to conflict. Suppliers are required to fully support and cooperate with Ford’s efforts to secure full transparency and traceability of their raw material supply chains and must engage sub-tier suppliers in their efforts to demonstrate transparency and appropriate due diligence in accordance with Ford’s Supplier Code of Conduct and this policy.”</p>	<p>Chief Supply Chain Officer</p>	<p>This policy reflects the guidance provided in OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from CAHRAs (“OECD Guidance”) and the related supplements for 3TG.</p>	<p>External benchmarking results are taken into consideration for this policy (such as Lead the Charge). We provide supplier trainings and notify suppliers any time the policy is updated. This policy is publicly available at sustainability.ford.com</p>

Sustainability Statement

Environment

In this section

- [EU Taxonomy](#)
- [E1: Climate Change](#)
- [E2: Pollution](#)
- [E3: Water and Marine Resources](#)
- [E5: Resource Use and Circular Economy](#)

EU Taxonomy

- [EU Taxonomy](#)
- E1: Climate Change
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Introduction of EU Taxonomy

The European Union (EU) recognizes the role of investment in achieving sustainability objectives, specifically the aspiration to reach climate neutrality by 2050 that is described in the European Climate Law (Regulation (EU) 2021/1119). To facilitate this transition, the EU enacted Regulation (EU) 2020/852 and associated Delegated Acts. These regulations establish the EU Taxonomy, a classification system that identifies economic activities that may be environmentally sustainable. The EU Taxonomy requires eligible companies to disclose how their economic activities align with the EU's environmental goals. In doing so, the EU Taxonomy encourages allocation of capital towards the transition to a low-carbon economy that enables meeting the EU's climate and energy targets.

Under the EU Taxonomy, companies must report Key Performance Indicators (KPIs) relating to revenue, capital expenditures, and operating expenditures that contribute to these environmentally sustainable activities. The EU Taxonomy disclosures intend to provide external stakeholders with greater visibility as to how the Company makes substantial contributions to one or more of the six EU environmental objectives, which are listed below and frame presentation of data:

- Climate Change Mitigation (CCM)
- Climate Change Adaptation (CCA)
- Sustainable Use and Protection of Water and Marine Resources (WTR)
- Transition to a Circular Economy (CE)
- Pollution Prevention and Control (PPC)
- Protection and Restoration of Biodiversity and Ecosystems (BIO)

These six objectives are further described in the Delegated Acts.

An activity is considered sustainable and aligned with the EU Taxonomy when it: (1) contributes substantially to at least one of the six objectives, (2) causes no significant harm to the remaining five, also known as the Do No Significant Harm (DNSH) criteria, and (3) at the same time meets certain defined Minimum Safeguards.

Eligible Economic Activities

An economic activity is considered eligible when it is listed in the Delegated Acts and has the potential to be considered aligned, as also described in the Delegated Acts. Ford uses an outputs-based approach in the identification of its economic activities. This approach captures both primary activities, such as designing, manufacturing, distributing and leasing vehicles, and auxiliary activities, such as property, plant and equipment additions, under economic activities most closely related to Ford's motor vehicle revenue-generating activity (the outputs). This approach is consistent with how Ford's business performance is evaluated.

All of Ford's businesses were considered in the analysis and these are reflected in the linkage of the denominator of the KPI to specific items in Ford's financial statements, which are prepared according to U.S. GAAP. For additional information, please see the "Notes to the Financial Statements" of Ford's 2025 Form 10-K Report.

Ford develops and delivers trucks, sport utility vehicles, commercial vans and cars, and Lincoln luxury vehicles, along with Connected Services. The Company offers freedom of choice through three customer-centered business segments: Ford Blue, engineering

gas-powered and hybrid vehicles; Ford Model e, inventing and manufacturing electric vehicles along with embedded software for customers; and Ford Pro, providing commercial customers with vehicles and services tailored to their needs. Additionally, the Company provides automotive financing and leasing services through Ford Credit. In December of 2025, Ford announced the creation of Ford Energy, a Battery Energy Storage System (BESS) business, that will leverage wholly owned plants in Kentucky and Michigan and leading Lithium Iron Phosphate (LFP) technology to provide solutions for energy infrastructure and growing data center demand. Ford plans to begin shipping systems in 2027.

After careful analysis, Ford has determined that under the EU Taxonomy its primary economic activities for 2025 were:

- Climate Change Mitigation 3.3 (CCM 3.3), Manufacture of low-carbon technologies for transport, in connection with the production of automobiles; and
- Climate Change Mitigation 6.5 (CCM 6.5), Transport by motorbikes, passenger cars, and light commercial vehicles in connection with leasing of cars, SUVs, vans, and light trucks

Vehicle design, manufacture, and distribution, including financing as a critical enabler to the production of Ford and Lincoln branded vehicles, are covered under CCM 3.3, which is an enabling activity, along with sales of vehicle parts, primarily sold to dealers, distributors and retailers, and subscription services.

The leasing of Ford and Lincoln branded vehicles is covered under CCM 6.5, which is a transitional activity. We considered leasing as a separate activity from design, manufacturing, and distribution because leasing includes revenue generation after the vehicle wholesale but where the Company still retains an ownership interest in the underlying vehicle.

Apart from activity CCM 3.3 and CCM 6.5, Climate Change Mitigation 3.4 (CCM 3.4), Manufacture of batteries, an enabling activity, was deemed to be non-material because it fell below the 10% materiality threshold under the EU Taxonomy.

Taxonomy KPIs

Revenue, capital expenditure ("CapEx"), and operating expenditure ("OpEx") for each activity were determined as follows:

Revenue

The denominator for revenue primarily represents the sale of vehicles, related financing and leasing revenue, as well as parts, accessories, and services listed in Note 4 Revenue in the "Notes to the Financial Statements" of Ford's 2025 Form 10-K Report.

The revenue eligibility numerator consists of a subset of revenue derived from products or services associated with economic activities that potentially could be taxonomy aligned. Leasing revenue corresponding to activity CCM 6.5 is excluded from the eligibility numerator as it falls below the 10% materiality threshold under the EU Taxonomy. Thus, there is no revenue KPI reported under activity CCM 6.5. Revenue from component sales to unconsolidated subsidiaries and extended service contracts, which are not tied to vehicle revenue and for which there are no corresponding economic activities under the EU Taxonomy, are not included in the eligibility numerator.

EU Taxonomy continued

- [EU Taxonomy](#)
- E1: Climate Change
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

The aligned revenue numerator is net revenue generated from wholesales of our pure electric vehicles from our Model e segment that were produced by consolidated entities. Financing revenue related to these vehicles is also included as it supports vehicle sales and is consistent with our outputs-based approach.

Capital Expenditure

The denominator for CapEx consists of additions to operating lease assets, property, plant and equipment, and right-of-use assets from leases which are described in Note 12 Net Investment In Operating Leases, Note 25 Segment Information, and Note 17 Lease Commitments, respectively, in the “Notes to the Financial Statements” of Ford’s 2025 [Form 10-K](#) Report.

The eligibility CapEx numerator for activity CCM 3.3 includes capital spending related to qualifying vehicle design, manufacturing, and distribution.

The eligibility CapEx numerator for activity CCM 6.5 includes additions to operating lease assets. These additions were included in the denominator in the current year to better reflect all asset additions. This change would have no impact on prior year alignment, which was zero.

The aligned CapEx numerator for activity CCM 3.3 reflects investments in Model e products that were produced by consolidated entities and wholesaled in 2025 including the Explorer and Capri in Europe as well as the Mustang Mach-E and Lightning.

There is no aligned CapEx reported under activity CCM 6.5 because we do not yet satisfy all the requirements to demonstrate DNSH unique to this activity.

Operating Expenditure

The denominator for OpEx primarily includes the following categories of expense, which are a subset of Total Cost that is reported in our consolidated income statements:

- Non-capitalized costs for engineering, research, and development expenses that are reported in Note 2 Summary of Significant Accounting Policies and make up over 70% of the denominator, in line with the proportion disclosed in 2024
- Direct costs relating to the day-to-day servicing of assets, such as maintenance and repair
- New vehicle launch costs that are not capitalized

The categories of cost included in the OpEx numerator support the design, manufacturing, and sales of qualifying vehicles. Therefore, these costs align with CCM 3.3 and thus are included in the eligibility OpEx numerator.

The aligned OpEx numerator represents the amount allocated to the Model e segment consistent with the methodology described in Note 25 Segment Information in the “Notes to the Financial Statements” of Ford’s 2025 [Form 10-K](#) Report.

The aligned OpEx numerator consists of the same cost categories as the eligible OpEx numerator. Non-capitalized costs for engineering, research and development comprise approximately 70% of the total aligned OpEx numerator.

Additional KPI Information

There are no identifiable values for the Environmental Objective “Climate Change Adaptation” that can be meaningfully separated from the Environmental Objective “Climate Change Mitigation.” Consequently, the KPIs for economic activity CCM 3.3 and CCM 6.5 are disclosed under the Environmental Objective “Climate Change Mitigation” to avoid double-counting of revenue, capital expenditure, and operating expenditure when determining the KPI in the eligibility numerator.

The present definitions in the EU Taxonomy and Delegated Acts are broad and require companies to interpret how to apply them to their business activities. We have applied judgment, interpretations, and assumptions based on present information. Future changes in the Delegated Acts may affect these judgments.

Aligned Activities

During the previous reporting period, we investigated adherence with the specific screening criteria under the EU Taxonomy, in particular with respect to DNSH and Minimum Safeguards, and determined that we were not able to evidence that we met all of the requirements. During the current reporting period, we were able to evidence our determination of alignment with this criteria, further details of which are set out in this section below.

For evaluation of EU Taxonomy alignment, the Technical Screening Criteria for taxonomy-eligible business activities were assessed and documented by our subject matter experts, who started with electric vehicles for substantial contribution. Model e is the segment of our business dedicated to the design and manufacture of electric vehicles.

Subsequently, consistent with the specific regulatory requirements and together with our professionals, the DNSH criteria were assessed focusing on the sites where qualifying electric vehicles are manufactured for Model e, including relevant life-cycle and value-chain elements where required. As an example, for DNSH under Climate Change Adaptation, this work included an analysis of risks arising from climate change using climate risk and vulnerability assessments.

An assessment of Minimum Safeguards was also successfully completed and is further described subsequently.

EU Taxonomy continued

- [EU Taxonomy](#)
- E1: Climate Change
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Substantial Contribution

An electric vehicle without an internal combustion engine meets the current tailpipe emission limit value of 0g CO₂/km per vehicle. Consequently, we determined that the design, manufacture, distribution, and leasing of electric vehicles makes a substantial contribution to the CCM environmental objective for activities CCM 3.3 and CCM 6.5. The vehicles Ford sold in 2025 that meet this standard include Mustang Mach-E, F-150 Lightning, E-Transit and in European markets the Explorer, Capri, Puma Gen E, E-Transit Custom, E-Tourneo Custom, E-Transit Courier and E-Tourneo Courier.

Ford also makes hybrid vehicles that support lower-carbon emissions. Under the EU Taxonomy, only a subset that are Plug-In-Hybrid Electric Vehicles (PHEV) generating less than 50g CO₂/km per vehicle under the Worldwide Harmonized Light Vehicles Test Procedure may be candidates for substantial contribution. Moreover, the EU Taxonomy does not allow these vehicles to be included after 2025. Given these limitations, Ford has included only electric vehicles without an internal combustion engine as candidates for substantial contribution.

Do No Significant Harm

We adhere to the DNSH provisions set out in the Technical Screening Criteria (TSC) for the remaining five environmental objectives. The methodology used to demonstrate that we have met the DNSH is described below and refers to economic activity CCM 3.3.

For economic activity CCM 6.5, we determined that we could not yet demonstrate that we satisfied all the separate DNSH requirements unique to CCM 6.5 for this reporting period.

Where applicable, objectives have been consolidated to reflect the operational synergies of our global business.

Climate Change Adaptation

We performed climate risk and vulnerability assessments that enabled us to conclude that we satisfy the DNSH requirements for Climate Change Adaptation related to economic activity CCM 3.3. These assessments evaluated physical climate-related risks across our Model e operations over expected lifetimes, taking into account the likelihood of occurrence, potential impacts, and existing mitigation or adaptation plans, as well as along our upstream and downstream value chain.

We analyzed material physical climate risks using projections based on Intergovernmental Panel on Climate Change (IPCC) scenarios, specifically RCP 2.6 and RCP 8.5, across multiple time horizons up to 2060. Based on hazard likelihood and site-specific vulnerability, we determined that our existing operational and physical controls are sufficient to mitigate the identified risks, supporting alignment.

Moreover, we consider the risks of physical climate hazards that may affect our supply chain and direct supplier locations. For a discussion of these risks, uncertainties, and other factors, see "Item 1A. Risk Factors" in Ford's 2025 [Form 10-K](#) Report, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

Sustainable Use and Protection of Water and Marine Resources and Protection and Restoration of Biodiversity and Ecosystems

Because of the parallels in frameworks governing the protection of water, biodiversity, and ecosystems generally, our conclusions on how we meet the DNSH requirements for these environmental objectives are discussed together.

We have conducted an analysis of the preservation and protection of environmental, water, and marine resources for economic activity CCM 3.3. We are consistent with the Directive 2011/92/EU and maintain processes, such as our Environmental Operating System, that enable us to comply with local statutory requirements.

For our operations outside the EU, we assessed the relevant national legal frameworks and determined that these frameworks provide functional equivalence to the objectives of the EU Water Framework Directive. Our facilities operate under strict government-issued permits that establish science-based limits on water abstraction and wastewater discharge. These regulatory mechanisms are designed to safeguard the quality of local water bodies and ensure that our usage remains within sustainable levels, particularly in regions where water resources are carefully managed by regional authorities.

By maintaining full compliance with local regulatory requirements and monitoring our operations through our internal management systems, such as our Environmental Operating System, and seeking accreditation from third parties such as an ISO 14001 certification, we ensure that our activities do not significantly harm the ecological status of the surrounding environment.

Transition to a Circular Economy

For Economic Activity CCM 3.3, we conducted a comprehensive assessment to verify alignment with the circular economy objectives set out in the Delegated Acts. This assessment evaluated our vehicle design, manufacturing waste processes, and material sourcing strategies against the requirement to adopt circular economy techniques where feasible.

To address EU requirements for durability and recyclability, our internal Engineering Standards integrate serviceability and longevity criteria directly into product design. We facilitate future material recovery through standardized component marking and collaborate with our supply chain to incorporate secondary raw materials into vehicle components where feasible.

Regarding waste management, we prioritize recycling over disposal through our global Zero Waste to Landfill (ZWTL) strategy and ISO 14001-certified systems. We also maintain robust traceability of substances of concern by leveraging the International Material Data System (IMDS) and our internal restricted substance standards, ensuring transparency throughout the vehicle lifecycle.

EU Taxonomy

continued

- [EU Taxonomy](#)
- E1: Climate Change
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Pollution Prevention and Control

We determined that we meet the DNSH requirements for this environmental objective on the basis that we have processes designed to monitor and ensure legal compliance with the substance restrictions defined in Appendix C of the Delegated Acts around the use of chemical substances in our products and processes.

Specifically, we leverage our global Restricted Substance Management Standard (RSMS) and the IMDS to screen materials against the specific requirements of relevant EU regulations, including the EU's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) regulation (Regulation EC 1907/2006), Persistent Organic Pollutants (Regulation EU 2019/1021), and restrictions on Mercury and Ozone Depleting Substances. Where applicable substances are identified, we verified that their use meets the strictly defined conditions for alignment, such as unintentional trace contaminants or essential uses where no suitable alternatives exist, in accordance with exceptions prescribed in the regulations.

Minimum Safeguards

We determined that we satisfy the Minimum Safeguards related to human rights, bribery and corruption, taxation, and fair competition. Our alignment is supported by long-established policies and procedures that codify our commitments in these areas. Key Policies include Ford's [Code of Conduct](#), [We Are Committed to Protecting Human Rights and the Environment policy](#), internal [We Are Committed to Competing Lawfully policy](#), [Policy Statement on Ford's Human Rights Strategy, Policies and Processes](#) and [Supplier Code of Conduct](#).

2025 Financial Results

Our business segment structure provides transparency over the performance and progress of spending, revenue, and profitability of our electric vehicles that make a substantial contribution toward the environmental objective of Climate Change Mitigation.

In 2025, we made progress in Ford Model e, improving structural cost, our mix of higher margin products, and driving adoption of affordable high volume vehicles. Model e generated revenue of \$6.7 billion in 2025, which was up from the prior year driven primarily by higher wholesales due to a full year of European products. Our Model e capital spending was \$3.5 billion, down approximately \$0.3 billion over 2024. The majority of our electric vehicles are manufactured and sold by our Model e business segment that operates in North America, Europe, and China.

Electric vehicles are also sold through Ford Pro, which includes those sold to commercial, government, and rental customers in North America, and Transit electric vehicles in Europe. Model e also includes electric vehicles and related sales not considered core to Ford Pro to commercial, government, and rental customers in Europe, China, and Mexico. Electric vehicles sold outside of regions where Model e and Pro operate are reflected in Ford Blue revenue.

We also reported \$9.4 billion for engineering, research, and development expenses for Ford Motor Company in 2025, and a portion of that relates to electrification based on either specific product lines for direct costs or volume for indirect cost.

EU Taxonomy continued

→ EU Taxonomy
E1: Climate Change
E2: Pollution
E3: Water and Marine Resources
E5: Resource Use and Circular Economy

Taxonomy Eligible and Aligned KPIs for Ford Financial Year – 2025

KPI	Total \$ Mils	Proportion of Taxonomy- eligible activities %	Taxonomy- aligned activities \$ Mils	Proportion of Taxonomy- aligned activities %	Breakdown by environmental objectives of Taxonomy-aligned activities						Proportion of enabling activities %	Proportion of transitional activities %	Not assessed activities considered non- material %	Taxonomy- aligned activities in previous financial year (2024) \$ Mils	Proportion of Taxonomy- aligned activities in previous financial year (2024) %
					Climate change mitigation %	Climate change adaptation %	Water %	Circular economy %	Pollution %	Biodiversity %					
Turnover	\$187,267	95%	\$6,386	3%	3%	0%	0%	0%	0%	0%	3%	0%	3%	\$0	0%
CapEx	\$23,456	99%	\$480	2%	2%	0%	0%	0%	0%	0%	2%	0%	0%	\$0	0%
OpEx	\$12,204	100%	\$1,123	9%	9%	0%	0%	0%	0%	0%	9%	0%	0%	\$0	0%

Turnover Financial Year – 2025

Economic Activities	Code	Taxonomy- eligible KPI (Proportion of Taxonomy- eligible Turnover) %	Taxonomy- aligned KPI (monetary value of Turnover) \$ Mils	Taxonomy- aligned KPI (Proportion of Taxonomy- aligned Turnover) %	Environmental objective of Taxonomy-aligned activities						Enabling Activity ¹ (E)	Transitional Activity ¹ (T)	Proportion of Taxonomy-aligned in Taxonomy- eligible %	
					Climate change mitigation %	Climate change adaptation %	Water %	Circular economy %	Pollution %	Biodiversity %				
Manufacture of low-carbon technologies for transport	CCM 3.3	95%	\$6,386	3%	3%	0%	0%	0%	0%	0%	0%	E		4%
Sum of Alignment per objective					3%	0%	0%	0%	0%	0%	0%			
Total KPI (Turnover)		95%	\$6,386	3%	3%	0%	0%	0%	0%	0%	0%	3%	0%	4%

1. Enabling Activities are designated with an "E" and Transitional activities are designated with a "T"

EU Taxonomy continued

→ EU Taxonomy
 E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

CapEx Financial Year – 2025

Economic Activities	Code	Taxonomy-eligible KPI (Proportion of Taxonomy-eligible CapEx) %	Taxonomy-aligned KPI (monetary value of CapEx) \$ Mils	Taxonomy-aligned KPI (Proportion of Taxonomy-aligned CapEx) %	Environmental objective of Taxonomy-aligned activities						Enabling Activity ¹ (E)	Transitional Activity ¹ (T)	Proportion of Taxonomy-aligned in Taxonomy-eligible %
					Climate change mitigation %	Climate change adaptation %	Water %	Circular economy %	Pollution %	Biodiversity %			
Manufacture of low-carbon technologies for transport	CCM 3.3	39%	\$480	2%	2%	0%	0%	0%	0%	0%	E		5%
Transport by motorbikes, passenger cars, and light commercial vehicles	CCM 6.5	60%	\$0	0%	0%	0%	0%	0%	0%	0%		T	0%
Sum of Alignment per objective					2%	0%	0%	0%	0%	0%			
Total KPI (CapEx)		99%	\$480	2%	2%	0%	0%	0%	0%	0%	2%	0%	2%

OpEx Financial Year – 2025

Economic Activities	Code	Taxonomy-eligible KPI (Proportion of Taxonomy-eligible OpEx) %	Taxonomy-aligned KPI (monetary value of OpEx) \$ Mils	Taxonomy-aligned KPI (Proportion of Taxonomy-aligned OpEx) %	Environmental objective of Taxonomy-aligned activities						Enabling Activity ¹ (E)	Transitional Activity ¹ (T)	Proportion of Taxonomy-aligned in Taxonomy-eligible %
					Climate change mitigation %	Climate change adaptation %	Water %	Circular economy %	Pollution %	Biodiversity %			
Manufacture of low-carbon technologies for transport	CCM 3.3	100%	\$1,123	9%	9%	0%	0%	0%	0%	0%	E		9%
Sum of Alignment per objective					9%	0%	0%	0%	0%	0%			
Total KPI (OpEx)		100%	\$1,123	9%	9%	0%	0%	0%	0%	0%	9%	0%	9%

1. Enabling Activities are designated with an "E" and Transitional activities are designated with a "T"

E1: Climate Change

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Integration of Sustainability-related Performance in Incentive Schemes

Remuneration

See [Sustainability-Related Performance Incentives](#).

Transition Plan for Climate Change Mitigation

Our aspiration to reach carbon neutrality globally no later than 2050 is consistent with the Paris Agreement and the timing outlined in the European Climate Law (Regulation (EU) 2021/1119).

To reach our aspiration, we established the interim GHG reduction targets outlined below. Since these targets were set in 2021, electric vehicle adoption has been slower than anticipated and we have had to make strategic decisions in response to evolving market realities, consumer preferences, and the regulatory environment. While we remain committed to decarbonizing our product portfolio through a range of product offerings, the transition is not linear and requires adaptation along the way. In light of these changes and aligned with the normal SBTi five-year target review process, we are currently reassessing our targets.

Our Global Greenhouse Gas Reduction Targets

Currently, we are focusing on three areas globally that account for approximately 95% of our CO₂ equivalent (CO₂e) emissions: our vehicles, operations, and supply chain. Our global greenhouse gas reduction targets include our previously reported SBTi accredited 2035 targets, their corresponding absolute reference targets for 2030 as required by ESRS, our global manufacturing target, and our supply chain target:

- Reduce vehicle use GHG emissions from sold products
 - 2035 SBTi target: 50% per vehicle km vs. 2019
 - 2030 reference target: 28% vs. 2019
- Reduce global operations GHG emissions
 - 2035 SBTi target: 76% vs. 2017
 - 2030 reference target: 55% vs. 2017
- Reduce global manufacturing GHG emissions
 - 2028 target: 46% vs. 2017
- Reduce supply chain GHG emissions
 - 2030 target: 25% vs. 2023

These targets are summarized in the table [Targets Summary — Greenhouse Gas Emissions Reductions](#) on the following page. These GHG reduction targets do not include the use of offsets.

To support these targets and our aspiration to use 100% carbon-free electricity in all manufacturing facilities globally by 2035, we have an interim target to reach 77% carbon-free electricity by 2028.

The clarifications below for vehicle use and operations targets apply both to the 2035 SBTi target and their corresponding 2030 reference target where applicable.

Our vehicle use target is on a well-below 2°C path. In contrast, a 1.5°C pathway would entail a 46% reduction in absolute tons of GHG emissions by 2030 from our 2019 baseline.

The vehicle use target goes beyond tailpipe emissions and includes vehicle emissions from an energy-cycle (fuel and electricity) perspective (well-to-wheels (WTW)). This includes energy production and consumption during vehicle use.

Our absolute global operations target includes Scope 1 and 2 GHG emissions from our consolidated manufacturing and non-manufacturing facilities, along with unconsolidated investee facilities. It is aligned to a 1.5°C pathway. Scope 2 emissions are calculated using a market-based approach. Our supporting global manufacturing target follows the same methodology with the exception of limiting the scoping to global manufacturing facilities.

Our supply chain target equates to an absolute reduction of 3.6% per year linearly and is consistent with a well-below 2°C pathway. A 1.5°C pathway would entail a 42% reduction by 2030 from our baseline. The scope is global and covers supply chain emissions related to vehicle production and centrally controlled non-production. Certain service components procured from non-Ford suppliers and vehicle components sourced through other OEMs have been excluded from this target.

Achieving our targets is dependent on external factors such as government policies, technology and infrastructure development, and market readiness.

Decarbonization Levers and Actions

The graphic, [Decarbonization Levers and Actions Overview](#) provides an overview of our decarbonization levers to achieve our targets along with example actions to address the largest emissions contributors, vehicle use and supply chain, and our operations.

It is important to note that the backbone of the transformation to a carbon neutral business is carbon-free energy. We are actively investing, partnering, and collaborating in carbon-free energy throughout our value chain. For electricity, our current focus includes renewable and, in some cases, nuclear sources¹. Examples of our actions include investment in carbon-free electricity for our operations, public and home charging infrastructure, supporting our supply base via renewable electricity procurement support, and advocating for the transformation of the electric grid.

1. Electricity mix is calculated based on on-site renewable generation, renewable energy procurement, and U.S. EPA eGRID and International Energy Agency (IEA) grid mixes for sites without on-site renewables or renewable procurement. Carbon-free electricity can include wind, solar, geothermal, hydro, and biomass, along with nuclear, per the IEA grid mix.

E1: Climate Change continued

EU Taxonomy
 → E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Targets Summary – Greenhouse Gas Emissions Reductions⁶

	Vehicle Use ² 2035 SBTi Intensity	Vehicle Use ² 2030 Absolute Reference	Global Operations ⁴ 2035 SBTi Absolute	Global Operations ⁴ 2030 Absolute Reference	Global Manufacturing ⁴ 2028 Absolute	Supply Chain ⁵ 2030 Absolute
Reduction Target	50%	28%	76%	55%	46%	25%
Reduction Target Year	2035	2030	2035	2030	2028	2030
Pathway	well-below 2°C	well-below 2°C	1.5°C	1.5°C	1.5°C	well-below 2°C
1.5°C Reference Value	N/A	46%	N/A	N/A	N/A	42%
Base Year	2019	2019	2017	2017	2017	2023
Base Year Emissions	330 (g CO ₂ e/km) ³	331 (M metric tons CO ₂ e) ³	4.64 (M metric tons CO ₂ e)	4.64 (M metric tons CO ₂ e)	3.98 (M metric tons CO ₂ e)	43.8 (M metric tons CO ₂ e)
2025 Status – Emissions	309 (g CO ₂ e/km) ³	199 (M metric tons CO ₂ e) ³	2.63 (M metric tons CO ₂ e)	2.63 (M metric tons CO ₂ e)	1.88 (M metric tons CO ₂ e)	41.4 (M metric tons CO ₂ e)
2025 Status – Reductions	6%	40%	43%	43%	53%	6%
Methodology	SBTi sectoral decarbonization pathway for transport (v 1.1)	SBTi cross-sector absolute contraction	SBTi cross-sector absolute contraction	SBTi cross-sector absolute contraction	SBTi cross-sector absolute contraction	SBTi cross-sector absolute contraction
Target Scope Split¹	N/A	N/A	S1 – 55% S2 – 28% S3 – 17%	S1 – 44% S2 – 39% S3 – 17%	S1 – 48% S2 – 35% S3 – 17%	N/A
GHG Coverage	CO ₂ , CH ₄ , N ₂ O	CO ₂ , CH ₄ , N ₂ O	CO ₂ , CH ₄ , N ₂ O	CO ₂ , CH ₄ , N ₂ O	CO ₂ , CH ₄ , N ₂ O	CO ₂ , CH ₄ , N ₂ O
Impacts Addressed	I-1	I-1	I-2	I-2	I-2	I-3

1. The contribution of each emission scope at the target year. Totals may not sum to 100% due to rounding.
 2. The vehicle use target boundary covers our key markets (the U.S., the EU and U.K., and China), a subset of the global Scope 3 Category 11 boundary. The target also includes emissions from vehicles sold by our unconsolidated investees reported in Scope 3 Category 15.
 3. Vehicle emissions status includes tailpipe (tank-to-wheels) CH₄ and N₂O and GHGs from air conditioner refrigerant leakage. Prior to 2024, including the 2019 base year, emissions excluded these GHGs. Including the other GHGs in 2019 increases emissions by less than our 5% threshold for restatement. Note that CH₄ and N₂O emissions from well-to-tank fuel production are included in all years.
 4. Operations includes consolidated manufacturing and non-manufacturing facilities (Scope 1 and 2 emissions) as well as unconsolidated investee facilities (Scope 1 and 2 emissions from Scope 3 Category 15). Our manufacturing target has the same scope, but excludes consolidated non-manufacturing facilities. Scope 2 emissions are market-based.
 5. The supply chain target scope is global and covers emissions related to vehicle production and centrally controlled non-production. Certain service components procured from non-Ford suppliers and vehicle components sourced through other OEMs have been excluded from the target.
 6. See page 55 for Methodology and Assumptions.

E1: Climate Change continued

EU Taxonomy
 → E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Decarbonization Levers and Actions Overview¹

Key Decarbonization Levers

Vehicle Use CO₂e Emissions

~85%



- **Vehicle Technology**
 - Powertrains and vehicle design
- **Energy Options**
 - Low-carbon fuels and carbon-free electricity
- **Supporting Customers**
 - Product offerings, key electric vehicle adoption enablers, and eco-friendly driving support

Operations CO₂e Emissions

~1%



- **Energy-Efficiency and Conservation**
- **Carbon-Free Energy**

Supply Chain CO₂e Emissions

>10%



- **Supplier Engagement**
 - Sourcing requirements
 - Climate programs
- **Low-Carbon Materials**
 - Batteries, steel, aluminum, and plastics

Carbon-Free Energy – Across the Value Chain

Key Actions

- A portfolio of lower-carbon products
- Battery electric vehicles
 - Next-generation Universal EV Platform
 - Mustang Mach-E, E-Transit and our European models, both passenger and commercial vehicles
- Multi-energy powertrains
 - Extended Range Electric Vehicle (EREV)
 - Plug-in hybrids (PHEV)
- Lower emissions ICE vehicles
 - Improved fuel efficiency and compatibility with alternative fuels
 - Traditional hybrids
- Hydrogen fuel cell
 - Tech development for our medium- and heavy-duty vehicles
- Addressing key electric vehicle adoption barriers
- Expanding the BlueOval Charge Network
- More affordable battery chemistries (LFP)

- 100% carbon-free electricity for our global manufacturing by 2035
 - DTE Energy’s MIGreenPower program for our facilities in Michigan
- Global on-site renewable projects
 - Solar and wind installations across our global footprint including expanded installations at our Valencia plant, Ford Thailand Manufacturing, and Changan Ford
- Reduction or elimination of natural gas usage
 - Paint shop upgrades
 - Recovered heat for building heat at Tennessee Truck Plant and BlueOval Battery Park Michigan
 - Biomethane for the Cologne Estate through the purchase of certificates of origin
- Campus transformation
 - Using recovered heat for building heat and sourcing 100% carbon-free electricity at Dearborn Research & Engineering Center, which includes our new World Headquarters

- Require direct production suppliers to establish science-based GHG reduction targets, action plans, and transparent reporting mechanisms; targets are reinforced via our sourcing process. Our direct production suppliers are also required to cascade these requirements to their subcontractors
- Renewable electricity programs
 - Support suppliers by providing training and tools to explore and procure renewable electricity options
- Support programs – global Tier 1 supply chain initiative
 - Sharing decarbonization resources
 - Providing training and access to green finance
 - Enabling site GHG emissions data collection
- Purchase lower-carbon to near-zero aluminum and steel
 - MOUs with European steel suppliers signaling the need for low-carbon steel
 - F-150 aluminum production pilot using breakthrough technology

1. These categories represent approximately 95% of Ford’s CO₂ equivalent (CO₂e) emissions: our vehicles (~85%), operations (~1%), and supply chain (>10%). Additional miscellaneous categories covering the remaining emissions (<4%) are not detailed in this report.

E1: Climate Change continued

EU Taxonomy
 → [E1: Climate Change](#)
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Locked-in GHG Emissions

Locked-in GHG emissions are future emissions that will occur over our products' or facilities' lifetimes due to choices we make today or have already made. For example, most of the vehicles we sell today will be on the road for over a decade. Therefore, in Scope 3, Category 11 (Use of sold products), we report the locked-in GHG emissions over a 150,000-mile lifetime in the year the vehicle is sold. This is also reflected in our vehicle use 2035 SBTi target. As these emissions are included in our targets and planning, we do not expect them to jeopardize achieving our vehicle use 2035 target and 2030 reference target.

Compared to vehicle use, locked-in Scope 1 and 2 GHG emissions from our operations are expected to be small, and are not anticipated to jeopardize the achievement of Ford's 2035 target or 2030 reference target. Locked-in GHG emissions from Ford's operations include assets at our facilities that generate Scope 1 emissions such as equipment used for building heat and process heating. Replacement of Scope 1 assets would help with target achievement, but is not required in the near term, as our primary decarbonization levers are energy efficiency and conservation efforts, along with sourcing carbon-free electricity. Locked-in Scope 2 GHG emissions are considered to be negligible since Scope 2 GHG emissions are contract-based and, therefore, able to be adjusted.

However, to continue progressing our commitments to reduce GHG emissions from our operations and to reach our long-term aspiration of carbon neutrality no later than 2050, Ford will need to address locked-in Scope 1 GHG emissions. To deliver on these commitments, Ford has begun implementing Scope 1 reduction projects for both processes and building heat as we modernize our facilities. For example, our Dearborn Research & Engineering Center and

Tennessee Truck Plant central energy plants capture and utilize heat that would be otherwise lost to heat our buildings.

Alignment with Strategy and Financial Planning

Decarbonizing our business and providing sustainable mobility solutions is essential to realizing Ford's overall vision of building a better world. It is reflected in our overall strategy to transform our product and services portfolio and in our investments to realize the transformation.

Transition Plan Approval

The Sustainability, Innovation and Policy Committee of the Board of Directors oversees the climate transition plan.

Transition Plan Investments

Our business segment structure provides transparency over the performance and progress of spending, revenue, and profitability of pure electric vehicles (without an internal combustion engine), our most important decarbonization lever to mitigate GHG emissions. Investment continues with our electric vehicle segment, Model e, where our 2025 capital spending was \$3.5 billion.

Hybrids are an expanding part of our strategy to offer greater choice — including a range of hybrids and extended-range electric vehicles. Pure electric vehicle development will center on our flexible Universal EV Platform for smaller, affordable models. In 2025, we announced our Universal EV platform along with plans to assemble a midsize four-door electric pickup at our Louisville Assembly Plant that will reach customers in 2027. We will sustain our Mustang Mach-E, E-Transit, and our European models. We are no longer planning to produce large pure electric vehicles where the business case has eroded due to lower-than-expected demand, high costs, and regulatory changes.

Our eligible operating expenditure is heavily driven by our engineering, research, and development, which in 2025 was \$9.4 billion. Similar to the past several years, it includes spending related to new technologies such as low-carbon propulsion and electrification².

Further information on capital expenditures and operating expenditures related to the activities underpinning our transition plan can be found in our [EU Taxonomy disclosures](#).

In 2025, Ford and Renault Group formed a strategic partnership for passenger vehicles, starting with two affordable Ford-branded electric cars in Europe based on Renault Group's Ampere platform. The first of the two cars is expected in showrooms in early 2028. A Letter of Intent was also signed to explore the joint development and manufacture of light commercial vehicles, leveraging common platforms to drive industrial scale.

Separately, Ford, SK On, SK Battery America, and BlueOval SK entered into a joint venture disposition agreement. Under this mutual agreement, a Ford subsidiary will own the Kentucky battery plants, and SK On will fully own and operate the Tennessee battery plant. Separately, Ford will utilize BlueOval Battery Park Michigan in Marshall, Michigan, to produce smaller Amp-hour cells for use in residential energy storage solutions as well as LFP prismatic battery cells in 2026 to power Ford's upcoming midsize electric truck. See [Investment in Material Topics](#) for more information on Ford Energy, the BESS business.

To date, we have observed lower-than-anticipated industrywide EV adoption rates due to changes in consumer sentiment, competitive dynamics, legal and governmental policy changes, and significant developments in vehicle pricing dynamics, among

other factors that we continue to monitor. The termination of U.S. tax credits intended to incentivize the purchase of EVs has also negatively affected EV adoption rates. Further, potentially significant relaxations in the stringency of federal emissions and fuel economy standards and federal legislation that eliminated the authority of California and other states to implement and enforce their more stringent emissions standards and zero-emission vehicle sales requirements, and other actions that may be forthcoming, may add to the disruption of the market for EVs in the United States. These developments, which may continue to affect the pace of EV adoption, could extend the period of underutilization of EV production capacity across the industry.

Coal, Oil and Gas-Related Economic Activities

Ford has no investments related to coal, oil, and gas-related economic activities.

Internal Carbon Pricing

While carbon has systematically or selectively been priced in the past, currently Ford does not systematically apply any internal carbon pricing schemes; we are re-evaluating options for the future.

EU Paris-Aligned Benchmarks

Ford is not excluded from the EU Paris-aligned Benchmarks in accordance with the exclusion criteria stated in Articles 12.1 (d) to (g) and 12.2 of Commission Delegated Regulation (EU) 2020/1818 (Climate Benchmark Standards Regulation).

2. 2025 Form 10-K "Notes to the Financial Statements": Note 2 Summary of Significant Accounting Policies (engineering, R&D) and Note 25 Segment Information (allocation methodology).

E1: Climate Change

continued

EU Taxonomy
→ [E1: Climate Change](#)
E2: Pollution
E3: Water and Marine Resources
E5: Resource Use and Circular Economy

Implementation Progress

Our current status for global GHG reduction targets is shown in the table [Targets Summary – Greenhouse Gas Emissions Reductions](#).

The average GHG intensity of the vehicles we sold in 2025 is approximately 6% lower than for the vehicles we sold in 2019. While this progress is lower than initially planned, it is an improvement from 2024 due to more electrified vehicle sales and a smaller share of heavy-duty vehicle sales in the U.S. in 2025.

From an absolute perspective, our data shows a higher reduction than initially expected, with a 40% reduction compared to our base year due to the improved fleet GHG intensity as well as lower total sales.

In our operations, we have achieved a 43% reduction in emissions in our global operations since 2017. Although this is a decrease compared to 2024, our progress remains on track, and we are over half of the way to our 2035 76% reduction target.

Our 2025 results were primarily influenced by fluctuations in energy consumption due to weather variability and new operations.

Contributing to our overall operations progress, we achieved a reduction of 53% in our global manufacturing GHG emissions since 2017, in line with expected progress.

Increasing the percentage of carbon-free electricity consumed in Ford's global manufacturing plants, a key enabler to decarbonizing our operations, is on track. This includes carbon-free electricity that was generated on-site, as well as carbon-free electricity purchased in the form of Energy Attribute Certificates or similar market mechanisms. The status in 2025 for our global manufacturing plants was 71.4% carbon-free electricity, similar to the results in 2024.

For our supply chain we have achieved a 6% emissions reduction versus our 2023 baseline. While this is an improvement from our 2024 results, it is still below our desired 3.6% linear annual reduction for our pathway. We do, however, expect that progress will take time and not be linear as technologies come online and the grid decarbonizes.

E1: Climate Change continued

EU Taxonomy
 → [E1: Climate Change](#)
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Impacts, Risks, and Opportunities Identification and Assessment Process

Additional climate-specific details on the IRO identification and assessment process are provided below, complementing our overall DMA and scenario and resilience analysis disclosures.

See additional details in the [Double Materiality Assessment](#) section and in [Scenario and Resilience Analysis Process](#).

Climate Impacts

We annually assess our value chain's impact on climate change by calculating corporate Scope 1, 2, and 3 and total GHG emissions as defined by the Greenhouse Gas Protocol. The current status and future emissions based on planned actions for our vehicles, operations, and supply chain are evaluated relative to associated science-based pathways and reviewed at least bi-annually by management and annually by the Sustainability, Innovation and Policy Committee of the Board of Directors.

Climate Risks and Opportunities

Introduction

Climate-related risks are divided into two categories:

- Transition risks — those that arise from actions associated with the transition to a low-carbon economy, including the introduction of new climate governmental policies or low-carbon technologies
- Physical risks — those that arise from the acute and chronic physical impacts of climate change

We identified and assessed climate-related risks and opportunities along our upstream and downstream value chain based on the Task Force on Climate-related Financial Disclosures (TCFD) guidelines, the EU CSRD, and well-established, state-of-the-art science scenarios.

Three scenarios were analyzed to identify transition and physical risks:

- The International Energy Agency's (IEA) Net Zero Emissions (NZE) by 2050 Scenario
- IEA Stated Policies Scenario (STEPS)
- Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathway 8.5 (RCP8.5)

NZE helps expose transition risks, and while physical risks are covered by all scenarios, the RCP8.5 scenario represents the most severe physical risks in terms of timing and magnitude. More details on the scenarios can be found in the section [Scenario and Resilience Analysis Process](#).

The range provided by these scenarios identifies likely risks and opportunities, as they broadly cover societal actions, addressing future uncertainties related to government policy, macroeconomic realities, energy systems, or technological developments.

These scenarios are also compatible with key climate risks included in "Item 1A. Risk Factors" of Ford's 2025 [Form 10-K](#) Report.

We evaluated the exposure and sensitivity of assets and business activities to identified hazards and transition events over short- (<5 years), medium- (5-10 years), and long-term (>10 years) horizons as defined for our scenario analysis. The climate-related time horizons are consistent with strategic planning and capital allocation in the shorter term and, farther out, our current interim 2035 SBTi targets and Ford asset lifespans. They differ from the time horizons specified for non-climate-related IROs identified in our DMA.

Transition Risks

In the context of the scenario analysis and DMA, we identified transition events and screened exposure of our assets and business activities to these events over said time horizons. We assessed the extent to which our assets and business activities may be exposed and are sensitive to the identified transition events. The double materiality analysis considered the likelihood, magnitude, and duration of the transition events.

Climate risks are summarized in the table [Material Climate-Related Risks, and Opportunities Related to Climate Change](#) on the following page. The material risks are also provided in the Risks table in the section [Material Impacts, Risks, and Opportunities](#).

Also see the [EU Taxonomy](#) section for statements and details on our sustainable economic activities (as defined by EU Taxonomy) and the results of the [Resilience Analysis](#) for activities requiring significant efforts to be compatible with a transition to a climate-neutral economy.

Physical Risk — Our Own Operations

Ford has conducted a detailed assessment of climate-related physical risks across its operations. Assets for 70 Ford sites across the globe were screened in 2020 for climate hazard exposure across short-, medium-, and long-term time horizons. Hazards related to temperature, wind and water, and solid mass were assessed.

The assessment utilized climate modeling datasets, hazard models, and location-specific data to analyze risks, considering the likelihood, magnitude, and duration of potential hazards, and in alignment with state-of-the-art science at the time of the analysis. Asset location data was overlaid with hazard maps for three IPCC climate scenarios, RCP 2.6, RCP 4.5, and high-emission scenario RCP 8.5, to identify and assess climate-related hazards.

In conducting a risk assessment on climate-related physical hazards, Ford has identified acute and chronic climate-related risks over the short-, medium-, and long-term time horizons.

Physical Risk — Our Supply Chain

Our supply chain risk assessment focuses on water-related risks, an important climate-related risk, for Tier 1 suppliers based on geospatial coordinates.

E1: Climate Change continued

EU Taxonomy
 → E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Material Impacts, Risks, and Opportunities Related to Climate Change

Material Climate-Related Risks

Transition Risks		
Regulation, Policy, and Legal	R-2	Failing to comply with emissions regulations and meet zero emission vehicle thresholds may result in purchasing credits from competitors, curtailing vehicle sales, or paying fines
Technology	R-1	Meeting stringent emissions and emerging regulatory standards may require substantial investments
Market	R-10	Investment in electrification and uptake not occurring at the same scale presents a financial risk
	R-11	Changes in electric vehicle incentive policies have impacted and could further impact ownership costs, risking lower adoption and sales
	R-12	Limited availability of charging infrastructure and affordable mobility solutions, due to geographic or income factors, may pose a risk to Ford's market share
Physical Risks		
Acute: Extreme Weather	R-3	Heightened occurrences of extreme weather events can disrupt Ford's direct operations
	R-4	Heightened occurrences of extreme weather events can disrupt Ford's supply chain

The above transition risks for leading markets currently transitioning to electrified vehicles cover all three time horizons. In leading markets, we expect these risks to lessen over time as electrified vehicle adoption becomes more widespread. Other markets will reach the electrified vehicle inflection point later, extending the time horizon for technology and market risks.

Policies, actions, and targets for each of the above climate-related risks and our climate impacts are discussed below. This includes details on target methodology, decarbonization levers and actions, stakeholder involvement, governance, performance, and an outlook.

Policy

Our climate impacts and risks are addressed by our [We Are Committed to Protecting Human Rights and the Environment policy](#). The policy includes direction to protect the environment by minimizing the impact on climate change, striving towards carbon neutrality, minimizing vehicle criteria and greenhouse gas emissions, and considering environmental performance throughout the life of a vehicle. The policy also states that we follow all Ford policies and comply with or exceed all applicable laws and regulations, including all applicable due diligence laws.

For more information on this policy and any other policy discussed below see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Other climate-related environmental and human rights areas that are addressed in our [We Are Committed to Protecting Human Rights and the Environment policy](#) and not addressed in this section can be found in the respective sections of this Sustainability Statement.

Actions

Unless specified otherwise, the associated actions and decarbonization levers are all global in scope with completion time horizons consistent with achieving the targets.

E1: Climate Change continued

EU Taxonomy
 → E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Impact I-1

The combustion of fossil fuels in internal combustion engine vehicles produces greenhouse gases contributing to Ford’s Scope 3 emissions.

Policies

This impact is addressed by our corporate [We Are Committed to Protecting Human Rights and the Environment policy](#).

Actions

The decarbonization levers and associated actions to reach our 2030 reference target support the implementation of our corporate human rights and environment policy. See [Decarbonization Levers and Actions Overview](#) and Decarbonization Levers on this page for this impact.

Targets

Ford has set a science-based intensity target, approved by SBTi, to reduce vehicle use emissions 50% per vehicle km by 2035, relative to a 2019 base year.

Our absolute 2030 reference target is a 28% reduction relative to the same 2019 base year.

This target supports the implementation of the [We Are Committed to Protecting Human Rights and the Environment policy](#).

Methodology

Because the 2030 reference target is based on the 2035 target, the methodology discussion applies to both targets unless noted otherwise.

Our 2035 vehicle target is aligned with a well-below 2°C pathway and was set using the SBTi Sectoral Decarbonization Tool for Transport (v 1.1). The 2030 reference target was defined using the SBTi cross-sector absolute contraction approach along the same pathway. Our 2030 absolute reference target on a 1.5°C pathway would be a 46% reduction from the same base year.

The base year of 2019 was chosen as a year with representative sales volumes. 2020 was not chosen as a base year due to the COVID pandemic and global microchip shortages affecting sales volumes. The baseline value calculation considered the GHG Protocol.

When setting our vehicle target, we used an internal forecast of future sales activity as input to the SBTi tool. The tool adjusts the intensity target to account for growth such that absolute emissions decrease.

Achieving the target depends in part on technology solutions, government policy support, customer adoption of new technologies, and economic conditions. Future technology solutions, such as electrified vehicles, and supportive governmental policies and regulations are important to achieve the target. Customer preferences and economic conditions may have either positive or negative GHG emissions contributions. Since achieving the absolute target is dependent on vehicle volumes, as our volumes fluctuate we may also see fluctuations in our future emissions.

The vehicle target boundary diverges from the GHG inventory as reported in E1-6 in that we cover approximately 64% of our global vehicle use emissions, focusing on the regulated vehicle fleets in our key markets: the U.S., the EU and U.K., and China. This is a subset of the global inventory of absolute vehicle GHG emissions that are calculated for our total global fleet.

The vehicle target is for on-road well-to-wheels GHG emissions reductions. WTW includes both the production and consumption of the energy used by the vehicles. On-road means regulatory laboratory test tailpipe emission data are converted to on-road emissions.

Decarbonization Levers

Our decarbonization levers are the technical opportunities for the transition of our vehicle portfolio. The use-phase CO₂ emissions on a WTW basis depend on the levers of vehicle design (including more efficient powertrains), lower-carbon energy sources, and how the vehicles are used by our customers. Volume fluctuations can also affect absolute progress.

The vehicle design lever and lower volumes contributed nearly all the reductions toward meeting the 2030 reference target while the energy options lever contributed less than 1%. See discussion on Target Performance below.

Risks were evaluated in our climate scenario analysis, including a 1.5°C path, which considers government policy, technology, and societal developments, and expected market penetration of electrified vehicles. See [Scenario and Resilience Analysis](#) for more details.

Target Stakeholder Involvement

Our decision to set SBTi-approved science-based emission reduction targets was informed in part by knowledgeable stakeholders such as investors and NGOs.

Target Governance

Our climate-related targets, including this target, are reported biannually in the Global Sustainability & ESG Meeting (GSM) and annually to the Sustainability, Innovation and Policy Committee of the Board of Directors.

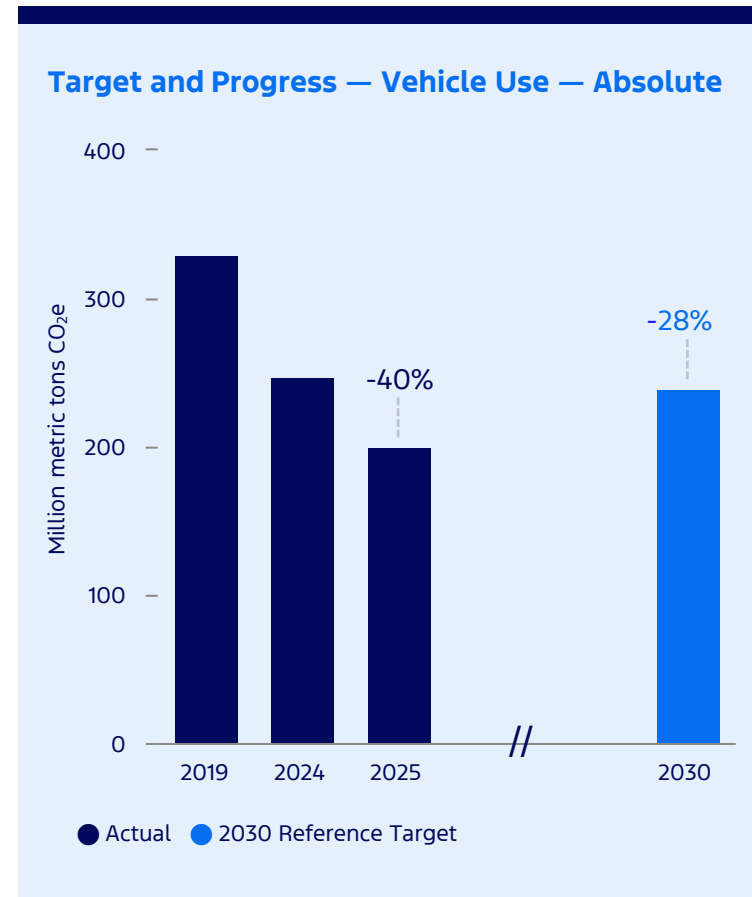
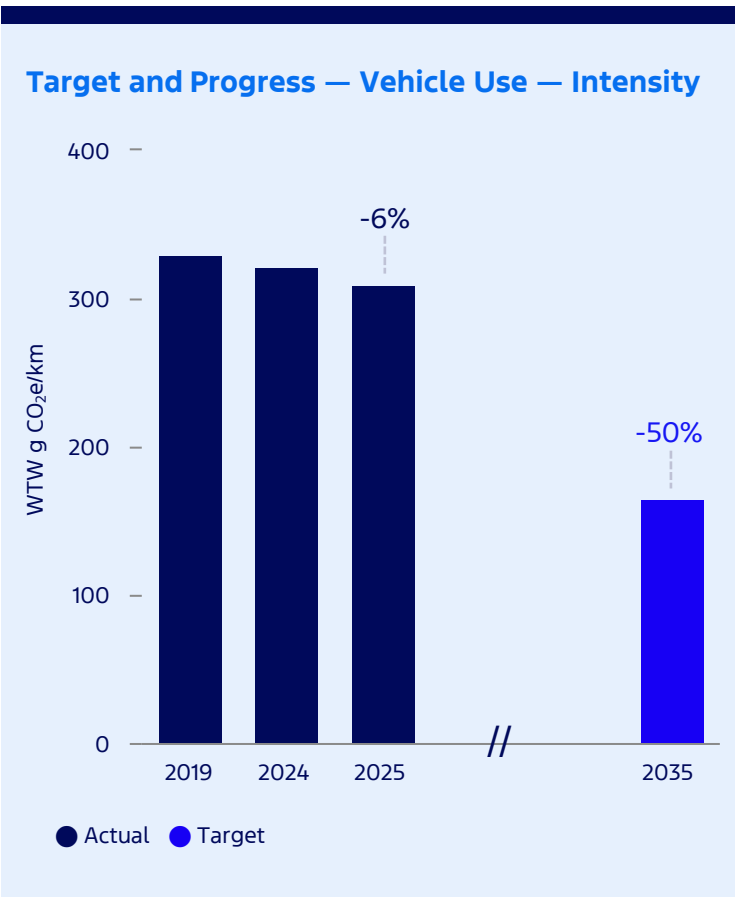
Target Performance

The average GHG intensity of the vehicles we sold in 2025 is approximately 6% lower than for the vehicles we sold in 2019; see the graph, Target and Progress — Vehicle Use — Intensity. While this progress is lower than initially planned, it is an improvement from 2024 due to more electrified vehicle sales and a smaller share of heavy-duty vehicle sales in the U.S. in 2025.

From an absolute perspective, our data shows a higher reduction than initially expected, with a 40% reduction compared to our base year due to the improved fleet GHG intensity as well as lower total sales. See the graph Target and Progress — Vehicle Use — Absolute.

E1: Climate Change continued

EU Taxonomy
 → E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy



Target Outlook

As we navigate a complex global environment and align with the normal SBTi five-year target review process, we are reassessing our decarbonization strategies and targets, and putting greater emphasis on customer choice. Ford is committed to a full range of electrified vehicles, including hybrids and extended-range electric vehicles.

Consistent with disclosures in the [Transition Plan for Climate Change Mitigation](#), we are concentrating pure electric vehicle development on our flexible Universal EV Platform, a family of affordable, electric, software-defined vehicles. This slower-than-expected transition will affect the pace toward achieving our intensity target. In absolute terms, our progress may fluctuate as volumes fluctuate.

Impact I-2

The use of energy at Ford’s consolidated manufacturing and non-manufacturing facilities contributes to Ford’s Scope 1 and 2 emissions along with Scope 3 for unconsolidated investee facilities.

Policies

This impact is addressed by our corporate [We Are Committed to Protecting Human Rights and the Environment](#) policy.

Actions

The decarbonization levers and associated actions to reach our 2030 reference target support the implementation of our corporate human rights and environment policy. See [Decarbonization Levers and Actions Overview](#) and [Decarbonization Levers](#) for this impact.

Target — Global Operations GHG Reductions

Ford has set a science-based target, approved by SBTi, to reduce global operations emissions by 76% by 2035, relative to a 2017 baseline. This includes emissions from our consolidated manufacturing and non-manufacturing facilities as well as unconsolidated investee facilities.

Our 2030 global operations reference target is a 55% reduction relative to the same 2017 base year.

This target supports the implementation of the [We Are Committed to Protecting Human Rights and the Environment](#) policy.

Methodology

This methodology discussion applies both to our 2035 SBTi target and the 2030 reference target since our 2030 reference target is interpolated along the 2035 target pathway.

This reduction target is based on the SBTi 1.5°C cross-sector absolute contraction pathway of 4.2% linear annual GHG reduction.

The base year 2017 was chosen to be consistent with previously released CO₂e reduction targets; it was also seen as a representative production year.

In setting GHG emission reduction targets, Ford considered known impacts to future emissions, such as production plans, projects, and changes in contracts. Ford also considered how other external factors, such as changes to grid energy mix or changes to regulations, will impact our global GHG emissions footprint and emission reductions. Achieving the target is primarily reliant on the use of carbon-free electricity and implementation of energy efficiency and conservation actions at our global manufacturing plants.

In the target year 2035, Scope 1 emissions are estimated to be 55% of the total, Scope 2 28%, and Scope 3 17%. Similarly for our 2030 reference target, it is estimated that Scope 1 will account for 44%, Scope 2 39%, and Scope 3 17% of the emissions in the target year. These estimates are based on current year emissions and known decarbonization levers.³

This target is consistent with our GHG inventory as reported in E1-6 and defined in our Inventory Management Plan. It covers 100% of the total Scope 1 and 2 emissions and 100% of unconsolidated investee Scope 1 and 2 emissions included in Scope 3 Category 15. Scope 2 emissions are calculated using a market-based approach.

The same methodologies defined in our Inventory Management Plan were also used to ensure that data for the baseline and subsequent years are representative.

3. Totals may not sum to 100% due to rounding.

E1: Climate Change

continued

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

The Inventory Management Plan, which considers the GHG Protocol and ISO 14064-1, clearly defines our organizational boundaries, emission sources, and associated methodologies, for consistency from year to year. Each year, Ford reviews a full listing of current properties, buildings, and spaces owned and leased by Ford Motor Company for inclusion or removal from the GHG inventory. See additional detail as to emissions calculated methodologies in the Gross Scope 1, 2, 3 and Total GHG Emissions section, Methodology and Assumptions notes.

Target — Global Manufacturing GHG Reductions

Supporting our overall operations target, Ford has set an absolute science-based target to reduce our global manufacturing emissions by 46% by 2028, relative to a 2017 baseline.

This target supports the implementation of the [We Are Committed to Protecting Human Rights and the Environment policy](#).

Also related to this target is Ford’s voluntary external agreement through U.S. DOE’s Better Plants Challenge to reduce energy intensity from our U.S. manufacturing facilities by 10% by 2031, relative to a 2021 baseline.

Methodology

With the exception of limiting the scoping to global manufacturing facilities, the same methodology as previously discussed for our global operations target is applied here, including the GHG inventory approach.

Limiting the boundaries only to manufacturing sites translates into 78% of the Scope 1, 66% of Scope 2 and 71% of unconsolidated investees’ Scope 1 and 2 emissions included in Scope 3 Category 15 emissions.

This target does follow the same SBTi 1.5°C cross-sector absolute contraction pathway of 4.2% linear annual GHG reduction as the SBTi-verified global operations target.

Target — Manufacturing Carbon-Free Electricity

In pursuit of our aspiration to use 100% carbon-free electricity in all manufacturing facilities globally by 2035, we have established a target to reach 77% by 2028.

This target supports the implementation of the [We Are Committed to Protecting Human Rights and the Environment policy](#).

Methodology

Procuring carbon-free electricity is one of Ford’s key decarbonization objectives in achieving our science-based operations GHG reduction target. Carbon-free electricity includes renewable and, in some cases, nuclear sources. This absolute global target includes consolidated and unconsolidated investee manufacturing facilities.

In setting the target, Ford considered known effects to future emissions, such as production plans, projects, and changes in contracts. Ford also considers how other external factors, such as changes to grid energy mix or changes to regulations, will impact our future carbon-free electricity target. The target ambition in terms of level and timing considered national, EU, or international climate policy goals.

Global carbon-free electricity is the ratio of carbon-free electricity consumption and the total electricity consumption at our global plants. Electricity consumption for Ford’s consolidated facilities is obtained from invoices and other source documents or estimated using facility square footage if utility invoices are unavailable. Total carbon-free electricity

is calculated using a market-based approach. We first apply on-site renewable consumption and consumption related to carbon-free electricity procurement. For other sites, we follow the location-based approach, with grid mixes based on U.S. EPA eGRID for U.S. facilities and IEA grid mixes for remaining global facilities.

Ford’s calculated carbon-free electricity mix can include renewable sources such as wind, solar, geothermal, hydro, and biomass, along with nuclear. Ford considers biomass for electricity to be a zero emissions source in its calculations under the location-based approach, consistent with the GHG Protocol guidance for using U.S. EPA eGRID and IEA average emission factors.

The same inventory management plan and associated GHG inventory approach as previously discussed above for our global operations target is applied here. See the table [Target — Carbon-Free Electricity](#) for additional details.

Decarbonization Levers

Our decarbonization levers are based on known key emitters and technical opportunities to reduce those emissions. Our primary lever is the use of carbon-free electricity while the energy efficiency and conservation lever is expected to account for less than 5% of additional reductions to meet our 2030 reference target.

Risks were evaluated in our climate scenario analysis, including a 1.5°C path, which considers government policy, technology, and societal developments, and expected market penetration of electrified vehicles. See [Scenario and Resilience Analysis](#) for more details.

Target Stakeholder Involvement

Our decision to set SBTi-approved science-based emission reduction targets was informed in part by knowledgeable stakeholders such as investors and NGOs. Our other targets were set to support achieving our SBTi target for operations.

Target Governance

Our climate-related targets, including our GHG reduction targets and carbon-free electricity target, are reported biannually in the GSM and annually to the Sustainability, Innovation and Policy Committee of the Board of Directors.

Target Performance

By progressing our carbon-free electricity supply and making our facilities even more efficient, we have achieved a 43% reduction in emissions in our global operations since 2017. Although this is a decrease compared to 2024, our progress remains on track, and we are over half of the way to our 2035 76% reduction target.

Our 2025 results were primarily influenced by fluctuations in energy consumption due to weather variability and new operations. Methodology changes are discussed in the section [Performance Data — Energy and GHG Emissions](#).

Contributing to our overall operations progress, we achieved a reduction of 53% in our global manufacturing GHG emissions since 2017, in line with expected progress.

E1: Climate Change continued

EU Taxonomy
 → E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy



The table below summarizes the carbon-free electricity target for our global manufacturing operations, including status in 2025.

Target — Carbon-Free Electricity		
	ESRS Metric	
Percentage in Target Year	MDRT 80b	77%
Target Year	MDRT 80e	2028
Percentage in Base Year ⁴	MDRT 80d	N/A
Base Year ⁴	MDRT 80d	N/A
Status in current year (%)	MDRT 80j	71.4%

Target Outlook

Looking ahead to 2035, continuing to implement energy efficiency measures and eliminating Scope 2 emissions from grid electricity, our primary decarbonization levers, we anticipate that this will enable us to meet our SBTi operations GHG emission reduction target and our global manufacturing GHG emission reduction target.

Battery production for the electrification of our fleet and energy storage will significantly increase the amount of electricity required. And while we still expect to be able to procure 77% carbon-free electricity by 2028, there may be some periods going forward where demand outpaces supply as society also becomes increasingly electrified and the demand for carbon-free electricity grows. To avoid shortfalls, we will continue to invest in and partner with utilities to secure sufficient carbon-free electricity globally.

Impact I-3

Raw material extraction, processing, and assembly are energy intensive processes contributing to Ford’s Scope 3 emissions.

Policies

In addition to our corporate [We Are Committed to Protecting Human Rights and the Environment](#) policy, our [Supplier Code of Conduct](#) outlines Ford’s requirements and expectations for supplier relationships, including the requirement to minimize their impact on climate change and strive towards carbon neutrality.

Actions

The decarbonization levers and associated actions to reach our 2030 reference target support the implementation of our corporate human rights and environment policy. See [Decarbonization Levers and Actions Overview](#) and Decarbonization Levers for this impact.

Targets

Ford has set a science-based target to reduce global supply chain emissions 25% by 2030, relative to a 2023 baseline.

This target supports the implementation of the [We Are Committed to Protecting Human Rights and the Environment](#) policy.

Methodology

This reduction target is based on an absolute contraction pathway of 3.6% linear annual GHG reduction and aligned to a well-below 2°C pathway. A 1.5°C pathway would entail a 42% reduction in absolute tons GHG at 2030.

The base year 2023 was chosen to be consistent with ESRS guidelines, i.e., within the last three years; it was also seen as a representative production year post-COVID pandemic.

When projecting future emissions in 2030, Ford future business projections were taken into consideration. This includes changes in sales volumes, shifts in customer preferences and demand, regulatory factors, and new technologies.

Factors to achieving the targets include decarbonizing the grid, technology solutions, government policy support, customer preferences, and economic conditions. Importantly, as the portfolio shifts to electrified vehicles and the grid decarbonizes, we are working on a plan to address higher emissions for batteries due to their energy-intensive production.

This global target includes 97% of our reported Scope 3 Category 1 emissions as reported in E1-6, covering supply chain emissions related to vehicle production and centrally controlled non-production. These emissions are calculated on a spend basis using suppliers’ CDP-reported emissions and supplemented by supplier emission data (Scope 1 and 2) captured in Secaro, and U.S. Environmentally-Extended Input-Output emission factors applied at a commodity level. Data from the climate platform, Secaro, was newly integrated this year. It is important to note, however, that data quality and methodologies are evolving. As our understanding of emissions improves over time, we may see an increase or decrease in emissions.

4. Base year information is not relevant since the target is a percentage of carbon-free electricity we are aiming to achieve in a given year and not an improvement against a base year value.

E1: Climate Change

continued

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Decarbonization Levers

Our decarbonization levers are based on known key emitters and technical opportunities to reduce those emissions along with expected supplier reductions. Our main lever is supplier engagement, including sourcing requirements and decarbonization support, accounting for additional reductions of just under 18% to meet our 2030 target. The remaining reductions are expected to be achieved through the low-carbon materials lever.

Risks were evaluated in our climate scenario analysis, including a 1.5°C path, which considers government policy, technology, and societal developments, and expected market penetration of electrified vehicles. See [Scenario and Resilience Analysis Process](#) for more details.

Target Stakeholder Involvement

Expected supplier ambitions, including GHG reductions, were a factor in evaluating our supply chain target feasibility.

Target Governance

Our climate-related targets, including this target, are reported biannually in the GSM and annually to the Sustainability, Innovation and Policy Committee of the Board of Directors.

Target Performance

In 2025, we achieved a 6% emissions reduction versus our 2023 baseline. While this is an improvement from our 2024 results, it is still below our desired 3.6% linear annual reduction for our pathway. We do, however, expect that progress will take time and not be linear as technologies come online and the grid decarbonizes.

Target Outlook

Decarbonizing the supply chain is increasingly important as we electrify our portfolio, and it remains a complex undertaking. Progress depends on close collaboration across the value chain to reduce the GHG emissions associated with materials and parts in a cost-effective manner. Steel is a prime example, where technological readiness, infrastructure availability, economic feasibility, and supply chain constraints must be addressed to accelerate the adoption of near-zero steel.

While scaling lower-carbon materials will take time, we will continue working with our supply base to advance near-zero steel and other materials, along with lower-carbon options during the transition. We expect that increasing recycled material content will play a significant role in reducing emissions, as using recycled aluminum compared to virgin sources can reduce GHG emissions by up to 95%.⁵

The transformation of all tiers of the supply base depends heavily on the availability of carbon-free energy. As electrification expands and demand for clean electricity increases, periods may arise where demand outpaces supply. We will continue to collaborate with our suppliers to manage potential constraints while supporting their progress along the decarbonization journey.

As we gather more primary data from our supply chain, we may observe fluctuations in reported GHG emissions driven by improved data quality and transparency.

5. [international-aluminium.org](https://www.international-aluminium.org)



E1: Climate Change continued

EU Taxonomy
 → [E1: Climate Change](#)
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Impact I-4

Inbound and outbound transportation and logistics contribute to Ford’s Scope 1 and 3 emissions.

Policies

This impact is addressed by our corporate [We Are Committed to Protecting Human Rights and the Environment](#) policy.

Actions

In the transition to affordable low-carbon technology, Ford is working on projects related to low-emission maritime and road transport solutions regionally, including LNG-powered vessels, renewable fuel and electric vehicle trials, and electric site equipment, while continuously optimizing network efficiency and packaging density globally.

These actions support the implementation of the [We Are Committed to Protecting Human Rights and the Environment](#) policy.

Targets

Ford does not currently have quantitative targets related to inbound and outbound transportation and logistics due to the lack of cost-effective technologies at scale. However, the status of our associated GHG emissions is updated annually as part of our corporate GHG emissions inventory process and reported externally in this report and in our CDP response. Currently, there is no defined level of ambition as defined by ESRS to measure progress.

Risk R-1 (Transition)

Meeting stringent emissions and emerging regulatory standards may require substantial investments.

Policies

This risk is addressed by our corporate [We Are Committed to Protecting Human Rights and the Environment](#) policy.

Actions

As we progress the transformation of our business, through our Ford+ plan, we are integrating our strategic initiatives into a cohesive business model, and balancing competing priorities. To facilitate this transformation, we are making investments, recruiting new talent, and adjusting our business model, management system, and organization.

Our strategy involves providing customers freedom of choice to select the powertrain that best suits their needs and maintaining manufacturing flexibility at Ford. We regularly refine our product cycle plan to improve the fuel economy of our internal combustion vehicles and to offer more propulsion choices, such as hybrid and other electrified vehicles, that generate lower GHG emissions. Accordingly, maintaining discipline in our capital allocation continues to be important, as a strong core business and a balance sheet that provides the flexibility to invest in these opportunities are critical to the success of our Ford+ plan.

Targets

Ford complies with all emissions standards where vehicles are sold. We do not have internal targets due to the complexity of regional differences which are addressed through a global fleet assessment and optimization approach. The process to track the effectiveness of related policies and actions is

proprietary to the Company and not disclosed for competitive reasons.

Risk R-2 (Transition)

Failing to comply with emissions regulations and meet zero emission vehicle thresholds may result in purchasing credits from competitors, curtailing vehicle sales, or paying fines.

Policies

This risk is addressed by our corporate [We Are Committed to Protecting Human Rights and the Environment](#) policy.

Actions

Ford has traditionally complied with emissions requirements with a product-led strategy, meaning that the vehicles we produce meet the fleet-based requirements without the use of purchased regulatory compliance credits. As emission standards become stricter, compliance may only be possible through increased sales of electric vehicles, and this presents incremental risk that can be managed in part through using purchased regulatory compliance credits.

In 2024, we entered into agreements for the purchase of regulatory compliance credits. However in 2025, Ford terminated some of its agreements to purchase credits as a result of the reduction in stringency of, or elimination of, compliance requirements.

As of December 31, 2025, our outstanding purchase commitments under our compliance credit purchase agreements totaled about \$1.6 billion. During 2025, we recorded about \$700 million of expense for our estimated utilization of regulatory compliance credits related to current compliance period volumes (e.g., model year, calendar year).

Targets

Ford meets all emissions standards where vehicles are sold. We do not have internal targets due to the complexity of regional differences which are addressed through a global fleet assessment and optimization approach. The process to track the effectiveness of related policies and actions is proprietary to the Company and not disclosed for competitive reasons.

Risk R-3 (Physical)

Heightened occurrences of extreme weather events can disrupt Ford’s direct operations.

Policies

Climate adaptation policies such as our Global Heat Stress Program and Emergency Response Plans address this risk. Our Global Heat Stress Program is designed to protect employee health during periods of elevated temperatures, while our Emergency Response Plans address responses to severe weather events and other emergencies to ensure business continuity at our facilities.

Actions

We address these physical risks through both structural and operational measures. These combined efforts are designed to ensure business continuity at our facilities. Structural measures include technical solutions such as HVAC (Heating, Ventilation, and Air Conditioning) systems and routine equipment maintenance. Operational measures, on the other hand, include protecting facilities and employees while ensuring business continuity through reaction-based actions outlined in our Global Heat Stress Program and Emergency Response Plans. These actions are tailored to each site based on expected hazards.

E1: Climate Change

continued

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Some of the potential weather-related events for Ford are water-related hazards, particularly water stress and flooding, and heat-related events. Actions to reduce water withdrawal, particularly in regions that are water-stressed, support climate change adaptation along with actions from our positive performance strategy that aims not only to minimize our environmental footprint, but also to enhance our positive contributions to local ecosystems. Some examples of climate change adaptation actions resulting from a detailed physical risk site assessment of the Valencia plant include:

- Temperature-related hazard mitigation facility upgrades planned involve the integration of passive and active processes designed to regulate in-site temperature. These solutions improve performance and efficiency to benefit site resilience to heat waves and temperature increases.
- Water-related hazard mitigation facility upgrades focus on identifying and implementing water saving measures. By improving our monitoring and detection of potential losses, our facilities are more resilient to water stress and drought. We also aim to reduce fresh water use by re-using wastewater. We are implementing a wastewater treatment process that will allow us to re-circulate the treated wastewater into our industrial water.
- To help prevent flooding by slowing water flow and increasing infiltration, as well as mitigating high heat impacts and increasing biodiversity, the plant has implemented an ecological upgrade of open areas.

These actions are ongoing in their implementation; progress is assessed on an annual basis.

Targets

Ford does not currently have quantitative metrics or targets related to this risk; our focus is on climate change mitigation through our decarbonization efforts.

We do, however, have climate adaptation policies in place that help us address the impacts of climate-related hazards, and we conduct annual assessments of implemented adaptation measures to evaluate their overall impact and effectiveness. Currently, there are no defined levels of ambition.

Risk R-4 (Physical)

Heightened occurrences of extreme weather events can disrupt Ford's supply chain.

Policies

Our [Supplier Code of Conduct](#) requires suppliers to operationalize and document compliance through the establishment of an appropriate risk management system, including a risk analysis process. We also expect suppliers to strive for positive impacts by improving environmental performance by setting targets and monitoring environmental performance indicators.

Ford requires our suppliers "to maintain an environmental management system certified to ISO 14001 through an accredited third-party registrar."

Actions

Ford strongly encourages suppliers to participate in our climate program with Secaro, which facilitates sharing of plans and practices for reductions in energy and water use, carbon dioxide and air emissions, and waste generation.

For more information on supply chain actions, see [GHG emissions impact I-2](#) and [water use impact I-6](#).

Targets

Ford does not currently have quantitative metrics or targets related to this risk; our current focus with our suppliers is on climate change mitigation through our decarbonization efforts.

We do, however, require suppliers to have policies in place that help them address the impacts of climate-related hazards and require select Tier 1 suppliers to report prior year energy use, emissions, and water use and related management practices upon request, through CDP Supply Chain Questionnaires and through our climate program with Secaro. Currently, there is no defined level of ambition as defined by ESRS to measure progress.

Risk R-10, R-11, and R-12

Risks R-10, R-11, and R-12 are related and utilize the same policies, actions, and targets.

Risk R-10 (Transition, Entity Specific)

Investment in electrification and uptake not occurring at the same scale presents a financial risk.

Risk R-11 (Transition, Entity Specific)

Changes in electric vehicle incentive policies have impacted and could further impact ownership costs, risking lower adoption and sales.

Risk R-12 (Transition, Entity Specific)

Limited availability of charging infrastructure and affordable mobility solutions, due to geographic or income factors, may pose a risk to Ford's market share.

Policies

These risks are addressed by our corporate [We Are Committed to Protecting Human Rights and the Environment](#) policy.

Actions

Ford is committed to scaling a profitable electric vehicle business, and we are taking the following actions to mitigate these risks.

Product Planning

Ford routinely modifies its product plans and facilities to comply with customer demand, economic conditions, and regulations (safety, emissions, fuel economy, autonomous driving technology, environmental, and others). We announced at the end of 2025 that we plan to expand hybrids and extended-range electric vehicle options across our portfolio with nearly every vehicle featuring a hybrid or multi-energy powertrain choice by the end of the decade.

While Ford no longer plans to produce select larger electric vehicles where the business case has eroded, our EV development will focus instead on our new Universal EV Platform enabling a family of affordable vehicles to be produced at scale for customers, and sustaining Mustang Mach-E, E-Transit, and our European models.

Ford also realigned its U.S. battery sourcing plan to reduce costs, maximize capacity utilization, and support current and future electric vehicle production.

Cost of Ownership

We are working to improve the total cost of ownership of some electric vehicles relative to internal combustion engine vehicles. We are unlocking new value streams where electric vehicles can generate revenue through bidirectional charging and grid services. For our commercial customers, we are managing consumption and charging schedules to align vehicle utilization with the lowest energy costs.

E1: Climate Change

continued

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Vehicle Charging

We continue to expand the BlueOval Charge Network. Some Ford dealers are deploying Ford-owned chargers at dealerships and opening them to the public.

We are providing services to make finding public charging easier through the Ford App and in-vehicle navigation.

We also continue to advocate for public policy to accelerate infrastructure development.

To support home charging, where the majority of charging occurs, we continue to leverage initiatives like the Ford Power Promise to enhance affordability and ease of installation.

Targets

Ford does not currently have quantitative targets related to these risks partially due to the dynamics of the current market environment. However, the Company does manage these risks, addressing regional differences, via a complex portfolio planning and investment process. The process to track the effectiveness of related policies and actions is proprietary to the Company and not disclosed for competitive reasons.

Scenario and Resilience Analysis

Scenario and Resilience Analysis Process

Scenario analysis not only informs the Company on relevant climate-related risks and opportunities, but it is also used to assess the resiliency of our strategy and business operations.

A team of internal subject matter experts qualitatively evaluated our corporate strategies, including our carbon neutrality strategy with associated mitigation actions and investments, assessing our resilience to

each scenario. Each scenario requires a high-level qualitative assessment of the potential impact of the scenario and climate-related issues on Ford's financial performance (revenues and costs) and financial position (assets and liabilities). The team reviewed the scenario assumptions, brainstormed scenario implications to industry and Ford, and considered whether our strategies and investments are resilient to future business environments. The results presented below are an update to our prior year's published analysis and were finalized in March of 2026.

The resilience analysis was conducted for the entire value chain, focusing on our own operations, vehicles, the supply chain, and logistics. All previously discussed material climate-related physical and transition risks were considered in the analysis with no exclusions.

Each climate scenario was assessed for three time horizons:

- Short Term: 2026-2031 (0-5 years)
- Medium Term: 2031-2036 (5-10 years)
- Long Term: 2036+ (10+ years)

This approach is aligned with our current interim 2035 SBTi targets. It extends far enough into the future, as it will take time to decarbonize the transportation system, while still being relevant for Ford's strategic planning processes.

These scenarios are not predictions of the future and do not represent forecasts.

The results of the climate scenarios used here are consistent with climate-related risks included in "Item 1A. Risk Factors" of Ford's 2025 [Form 10-K](#) Report.

Introduction to the Scenarios

We use the IEA's World Energy Outlook (WEO) and IPCC scenarios as authoritative sources aligned with science and global energy projections that are relevant to our global footprint. WEO scenarios provide insight into energy supply and demand with implications for climate targets and economic development. Of the three WEO scenarios, we use the Stated Policies Scenario (STEPS) and the Net Zero Emissions by 2050 (NZE) Scenario shown in the table Scenario Comparison Overview on the following page. We also include the IPCC Representative Concentration Pathway 8.5 (RCP8.5) high emissions and temperature scenario. Like the WEO scenarios, RCP8.5 has underlying projections of energy consumption and socioeconomic factors. These three scenarios cover conditions from high climate ambition to status quo to significant climate impacts, providing a useful range of circumstances to cover relevant risks and uncertainties in Ford's value chain.

The three scenarios:

- The NZE Scenario shows an ambitious global pathway for the energy sector to achieve net zero CO₂ emissions by 2050
- STEPS is an exploratory scenario of the current government policy landscape, mapping out a trajectory of policies that are in place or under development by global governments
- The IPCC's RCP8.5 considers a case with high energy demand and GHG emissions growth in the absence of climate policies, leading to high temperature increase

Common Assumptions for WEO Scenarios⁶

Many assumptions are common between the STEPS and NZE scenarios as described by the WEO:

- The global economy is assumed to grow by ~2.6% per year on average to 2050, with large variations by region and over time
- GDP per capita in emerging markets and developing economies continues to gradually move toward the levels in advanced economies
- The global population is assumed to rise from 8 billion people in 2023 to 8.8 billion in 2035 and 9.6 billion in 2050
- Regional population demographics affect energy use. Older populations use more energy at home while younger populations increase demand for energy in transport, construction and manufacturing
- The share of the global population living in towns and cities is expected to rise to almost 70% by 2050. Urban development has implications for patterns of energy use
- Technology costs are crucial in determining how demand for energy services is met in each sector or country. The cost of energy technologies evolves over time in the scenarios as a result of continued research, improvements in manufacturing, and learning-by-doing. However, a continuous process of technology improvement and learning is built into the modeling. A reduction in clean technology costs is assumed, albeit with variations depending on the level of government policy support and extent of deployment

6. Excerpts from International Energy Agency, "World Energy Outlook 2025", Chapter 2 and Annex B.

E1: Climate Change

continued

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

The Net Zero Emissions (NZE) by 2050 Scenario⁶

This is a normative IEA scenario that shows a narrow but theoretically achievable pathway for the global energy sector to achieve net zero CO₂ emissions by 2050. The scenario does not rely on emissions reductions from outside the energy sector to achieve its goals but assumes that non-energy emissions will be reduced in the same proportion as energy emissions. It is consistent with limiting the peak global temperature rise to 1.65°C around 2050 before declining to 1.5°C by 2100.

The Stated Policies Scenario (STEPS)⁶

STEPS provides a more conservative benchmark for the future because it does not assume that governments will reach all announced goals. The scenario is not designed to achieve a particular outcome, and the rise in global average temperatures associated with STEPS is around 2.5°C by 2100. Instead, it takes a more granular, sector-by-sector look at what has been put in place to reach energy-related objectives, taking into account not just existing government policies and measures but also those that are under development. STEPS assumes that time bound policies are prolonged into the future and retain a similar pace of change.

High Emissions/Temperature Scenario (RCP8.5)⁷

The RCP8.5 scenario combines assumptions about high population and relatively slow income growth with modest rates of technological change and energy intensity improvements. With no explicit climate policy, the high energy demand is met primarily by fossil fuels. International trade in energy and technology is limited. There is a slow pace of innovation in non-fossil technology, with only modest cost and performance improvements. Technological progress is focused on advanced fossil technologies, particularly coal, and unconventional oil sources after 2050. GHG emissions more than double by 2050 due to increased fossil energy use and growing agricultural production for the large population. Global average temperatures associated with RCP8.5 increase about 5°C by 2100.

The Results — Scenario Implications

The scenario analysis assessments are summarized below for some of the most significant dynamics and associated implications for industry and Ford.

Net Zero Emissions by 2050 (NZE)

Zero-emission vehicles (ZEVs), i.e., electric vehicles and fuel cell electric vehicles (FCEVs), proliferate in this scenario as technology develops and scales to reach long-term climate goals that minimize the effect of climate change. Efforts are underpinned by strong government policy for grid decarbonization and the circular economy while cross-sector collaboration addresses common challenges throughout the value chain.

6. Excerpts from International Energy Agency, "World Energy Outlook 2025", Chapter 2 and Annex B.

7. Riahi, K., Rao, S., Krey, V. et al. RCP 8.5 — A scenario of comparatively high greenhouse gas emissions. Climatic Change 109, 33 (2011). <https://doi.org/10.1007/s10584-011-0149-y>

Scenario Comparison Overview

	Net Zero Emissions by 2050 Scenario (NZE)	Stated Policies Scenario (STEPS)	High Emissions/Temperature Scenario (RCP8.5)
Temperature Increase (2040 est.)	1.6°C	~1.8°C	2°C
Government Policy	Global policy implemented to limit temperature rise to 1.5°C. CO ₂ pricing rises rapidly in all regions	Today's policies with no changes Existing and planned CO ₂ pricing	No explicit climate policy
Technology	A wide portfolio of clean-energy technologies with new technologies playing an important role	Evolutionary development of existing technologies	Modest progress, focusing on unconventional fossil energy development and food security
Energy Supply (EJ) 2024 to 2040	654 to 551, -16% (electricity supply: +22%)	654 to 717, +10% (electricity supply: +20%)	700 to 1,000, +40%
Energy Mix (2040)	54% renewables & biomass	27% renewables & biomass	18% renewables & biomass
Energy Prices in 2035	Oil averages \$33/bbl	Oil averages \$80/bbl	Fossil fuel prices double by mid-century (vs. 2005)
Electric Vehicles in 2030s	Higher electric vehicle adoption across markets	Lower electric vehicle adoption in advanced economies	Extremely limited electric vehicle adoption; continued reliance on oil in the transport sector
Environment	Less severe weather events	Increasing severe weather events	Frequent and severe weather events
Economy	2.6% average annual growth to 2050	2.6% growth slows due to high rebuilding costs with increased weather-related events	3% growth, but low per capita income increase as population growth is high. Highest rebuilding costs with increased weather-related events

E1: Climate Change continued

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

With strong policy, ZEVs scale, technology advances, and costs reduce. Affordable vehicles and charging solutions for homes and businesses are essential to scaling. A focus on fuel cells for medium- and heavy-duty vehicles is required to maintain leadership in these segments. Such an environment would allow Ford to rapidly scale its ZEV business, including Ford Pro services, meeting high ambition climate goals.

The transition does, however, present challenges, particularly in the short term with heightened competition from newcomers in the ZEV space while complying with stringent emissions legislation. In the interim, while ZEVs scale, wide-spread deployment of electrified vehicles (HEVs, PHEVs, and EREVs) is expected, stressing investments. Furthermore, costs need to be managed as materials decarbonize and infrastructure develops. For example, as the grid decarbonizes, near-term demand is expected to outpace supply but then balance out in the long term with universal access to affordable, clean energy.

Swift action with agile product development processes is required along with a rapid acceleration of workforce upskilling and reskilling. Climate-related disruptions at our own and our suppliers' facilities need to be managed, but pose less financial risk compared to the STEPS and RCP8.5 scenarios.

Stated Policies (STEPS)

With limited regional decarbonization policy support in advanced economies and lacking support in the rest of the world, effort is required to continue to develop meaningful, market-driven policy solutions to address climate change.

A challenging environment and economy make strategy development complex and costly as new technologies are deployed while maintaining existing technologies across a range of products. With limited scaling of ZEVs, higher costs result, leading to lower consumer acceptance. With reduced overall global volumes there would also be risk in regions with strong ZEV policies. ICE vehicles continue to dominate in regions without electric vehicle policy support, but high fuel efficiency is required — HEV offerings expand with PHEVs and EREVs also supporting decarbonization.

Moderate workforce upskilling requirements are regionally based on ZEV market penetration, and plateau in the long term. A higher cost of living and widening wealth gap creates additional stress on the workforce.

Increasing extreme weather events are a clear threat, disrupting production at Ford and supplier facilities. Severe weather-related events could also limit the ability of freight and logistics carriers to deliver components and materials from suppliers to us, or finished vehicles from our plants to dealers, for an extended period of time. This may increase our costs and delay or otherwise affect both our production operations and customers' ability to receive our vehicles.

Chronic climate-related risks are likely to increase resource scarcity, creating a competitive advantage for those engaged in the circular economy.

High Emissions/Temperature (RCP8.5)

This is the most difficult scenario in which to implement climate-based strategies due to societal disinterest. Without any explicit climate policies, the RCP8.5 high emissions and temperature scenario fails to set climate goals, let alone meet them.

The Ford business model would need to maintain internal combustion engine vehicle (ICEV) focus for decades due to insufficient government policy support globally. High cost of fuel still drives demand for fuel-efficient vehicles, promoting alternative fuels propulsion systems and other technology exploration.

On the operations side of the business, the workforce evolves minimally with the application of unconventional fossil fuels in ICEV compared to major changes required for ZEVs in the other scenarios. Furthermore, the workforce sees significant stress with the highest cost of living and largest wealth gap.

Significantly higher costs are required to adapt to climate change in this scenario. Resilience demands major changes from the current business plan and may require planning for relocation of assembly plants to less affected regions. Similarly, the supply chain is increasingly fragile and vulnerable to disruptions caused by frequent extreme weather events. As a result, premium freight costs are also likely to increase to address operations and supply chain disruptions. Likewise, our standard logistics network experiences increased weather-related disruptions.

The circular economy is critical to secure resources as chronic climate-related risks significantly increase resource scarcity.

Scenario Analysis Summary

These scenarios expose the challenges and complexity of decarbonizing the entire automotive value chain. The path forward will be influenced by key factors such as government policy, ZEV and carbon-free grid infrastructure, low-carbon technology, and market dynamics. There is significant uncertainty as to how these factors will develop over time, and they are also likely to differ across product segments and regions.

We expect that passenger vehicles will be carbon neutral before larger commercial vehicles due to technical challenges decarbonizing the latter. However, a key concern in general is the pace of uptake and the achievable ZEV market share. Where there is a lack of a comprehensive, market-driven carbon-pricing solutions, such as in the case of the STEPS and RCP8.5 scenarios, lower-than-expected ZEV demand could result in increased costs and decreased ZEV sales and revenue.

Under such conditions there is high risk that Ford, and companies in most industries, would not be able to decarbonize the entire value chain to achieve climate and energy aspirations. Consequently, it is anticipated that carbon neutrality will be reached first in advanced economies with supporting government policies before the rest of the world. Having strong ZEV policy support across advanced economies is also key to capitalizing on global scale and being competitive, particularly with ZEV-only OEMs in regions with policy support.

E1: Climate Change continued

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

With the uncertainty as to how the market will develop, a critical take-away from this future scenario analysis is a need for a diverse yet global set of lower-carbon technology solutions that are responsive to the changing needs of our customers.

Furthermore, as the temperature rises over time and climate-related disruptions increase, we will need to ensure resilience with appropriate adaptation measures in our own operations, supply chain, and our logistics. A significant disruption to our production would lower volumes and have a substantial adverse effect on our financial condition.

Overall, there are a number of internal and external factors that are critical to success as we work toward carbon neutrality: our product portfolio including our ZEV strategy, operations, supply chain, logistics, government policy, infrastructure development, and workforce.

The Results — Resilience of Ford's Strategy Ability to Respond

The scenario analysis highlights that significant effort is required to transform our product portfolio, supply chain, operations, logistics, and workforce to realize the transition to a climate-neutral economy. A complete transformation of the value chain, however, will take decades, going beyond the time horizons of this assessment. Our ability to respond is outlined below.

We cannot be certain that any expectation, forecast, or assumption made in preparing these forward-looking statements will prove accurate, or that any projection will be realized. It is to be expected that there may be differences between projected and actual results. Our forward-looking statements speak only as of the date of their initial issuance, and we do not undertake any obligation to update or revise publicly any forward-looking statement, whether as a result of new information, future events, or otherwise.

Products and Electric Vehicle Adoption Enablers

Ford's response to the various scenarios will require different solutions, but the building blocks are in place.

We are committed to building a profitable, enduring electric vehicle business for the long term. This will help us address the largest source of our GHG emissions and successfully compete. To reach this goal, we are currently focused on building a profitable electric vehicle business that aligns investment and manufacturing capacity with customer demand. Our electric vehicle foundation will allow us to scale as the market grows, and we will continue to address key enablers. This includes:

- Introduction of electric vehicles including the following models (as of the end of 2025)
 - Mustang Mach-E, F-150 Lightning, E-Transit, and in Europe Explorer, Capri, E-Transit Custom, E-Tourneo Custom, E-Transit Courier, E-Tourneo Courier, and Puma Gen-E

- EV Universal Platform strategy
 - The strategy, debuting with a midsize electric pickup in 2027, aims to underpin a diverse range of future electric vehicle models. The focus is on creating affordable, high-quality electric vehicles through significant cost reduction and accelerated production
- Strategic Partnerships
 - A strategic partnership with Renault Group to jointly develop two Ford-branded passenger electric vehicles on Renault's Ampere platform, arriving in showrooms in 2028. On the commercial vehicles side of the business, we are exploring joint development and manufacturing of Ford- and Renault-branded light commercial vehicles, leveraging common platforms to drive industrial scale
- Increasing demand by removing barriers to adoption
 - The BlueOval Charge Network in North America provides full integration (including pricing, real-time charger availability, and the ability to activate and pay for charging sessions, all via a single app) with nearly 90% of all public DC fast chargers, including access to more than 27,500 Tesla Superchargers across the U.S. and Canada. Additionally, the Ford Charge network of DC fast chargers is available at select Ford dealerships. In Europe, through BlueOval Charge Network x Octopus Electroverse, customers can easily access over 1,200 charge point operators with a total of 1 million public chargers
 - Complimentary home chargers and installation for new buyers or lessees of EVs
 - Scaling bi-directional capability will provide life-long incentives by reducing total cost of ownership and improving return on investment with ability to sell electricity back to the grid when switching to EREVs and EVs
- Helping fleets electrify
 - Ford Pro's end-to-end solutions including electric vehicles, charging, and software will help facilitate businesses of all sizes to decarbonize, meet emerging regulations, improve productivity, and lower total cost of ownership
- Remaking our battery footprint
 - This includes shifting our battery mix to LFP, accelerating U.S. manufacturing, and creating an electric vehicle supply chain that upholds Ford's ESG values
 - Ford Energy, our BESS business: Ford will leverage LFP technology to provide solutions for energy infrastructure and growing data center demand. See [Investment in Material Topics](#) for more information

Along this journey, we anticipate that electric vehicle technology will continue to advance in the longer term and become more affordable, while the grid will continue to decarbonize.

E1: Climate Change continued

- EU Taxonomy
- E1: Climate Change
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

During the transition period to fully carbon neutral transport, our approach of offering a broad choice of lower emission powertrains provides us with resilience to fragmented regulations and the ability to offer affordable products to our customers.

We announced at the end of 2025 that we plan to expand hybrid and extended-range electric options across our portfolio with nearly every vehicle featuring a hybrid or multi-energy powertrain choice by the end of the decade. We expect that hybrids will be a key product offering during the transition to electric vehicles, particularly in markets where the electric vehicle infrastructure is not mature. EREVs provide the seamless, instant power of an electric powertrain and the freedom of a high-power generator enabling longer range.

As part of these actions, Ford no longer plans to produce select larger electric vehicles where the business case has eroded. Ford’s next-generation F-150 Lightning will shift to an EREV architecture.

Our EV development will focus instead on our new Universal EV Platform enabling a family of affordable vehicles to be produced at scale for customers, and sustaining Mustang Mach-E, E-Transit, and our European models.

Overall, by 2030, Ford expects approximately 50% of our global volume will be hybrids, extended-range EVs, and fully electric vehicles, up from 16% in 2025.

Operations

Ford also recognizes the need to ensure resiliency of our operations, by redeploing, upgrading, or decommissioning existing GHG and energy-intensive assets. In the short term, Ford is evaluating opportunities to replace or upgrade energy and GHG-intensive assets as part of our budgeting process. For example, we are upgrading paint shops at multiple locations that will result in a reduction in natural gas-related Scope 1 GHG emissions from process equipment.

In the medium term, Ford will continue to use our life cycle planning and budgeting processes to replace or upgrade energy and GHG-intensive assets.

To progress toward our aspirational goal of achieving carbon neutrality no later than 2050, Ford is also developing a long-term plan for how we might address GHG and energy-intensive assets, with a specific focus on reducing emissions from our production processes.

Supply Chain

Decarbonizing the supply chain is a complex task of growing importance as we electrify our portfolio. Collaboration with our suppliers, governments, and other stakeholders is essential in the transition.

We have put a number of enablers in place to reach our near-term decarbonization target and long-term goals. Integrating supplier carbon neutrality status into production sourcing decisions, requiring our suppliers to set 2030 reduction targets, increase energy efficiency and their use of carbon-free electricity, and supporting suppliers with plans and practices along the carbon neutrality journey are key enablers to decarbonize the supply chain and meet climate targets.

We have increased attention and engagement with high emitting suppliers, including batteries, steel, and aluminum. Future green tech needs to be scalable, reliable, and affordable to end customers. Having the right government policy support in place will likely be important to facilitate these developments. Risks to implementation may include high cost and low supply until the technologies scale.

Logistics

Investment is also required to decarbonize our logistics network. Technology is in development to address these hard-to-abate emissions with current solutions being cost intensive. As a result, government policy support is important to help facilitate the transition.

In the transition to affordable low-carbon technology, Ford is working on projects related to low-emission maritime and road transport solutions regionally, including LNG-powered vessels, renewable fuel and electric vehicle trials, and electric site equipment, while continuously optimizing network efficiency and packaging density globally.

Workforce

We will continue to adapt our reskilling process to address our changing vehicle portfolio. This includes our commitment to the principles of lifelong learning, embracing a growth mindset for career development, and investing in job training and career readiness initiatives.

Securing Financing

As outlined in Note 18 Debt and Commitments in the “Notes to the Financial Statements” of Ford’s 2025 Form 10-K Report, in 2025, Ford’s corporate, supplemental and 364-day credit agreements (\$18 billion in total) include certain sustainability-linked KPIs, pursuant to which the applicable margin and facility fees may be adjusted if Ford achieved, or failed to achieve, the specified KPIs related to global manufacturing facility greenhouse gas emissions, carbon-free electricity consumption, and Ford Europe CO₂ tailpipe emissions.

E1: Climate Change continued

EU Taxonomy
 → E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Performance Data — Energy and GHG Emissions

Energy Consumption and Mix

	Footnote	ESRS Metric	2024	2025	Methodology and Assumptions
Energy Consumption and Mix					
		E1-5 AR 34			
Total fossil energy consumption (megawatt hours)	1	E1-5 37a	7,124,219	7,669,810	<p>Ford's energy data is tracked in Ford's GHG inventory based on Ford's Inventory Management Plan, which considers the GHG Protocol and ISO 14064-1. Starting in 2024, energy consumption and mix are reported for the consolidated accounting group only and include manufacturing and non-manufacturing facilities.</p> <p>Energy consumption for Ford's consolidated facilities is obtained from invoices and other source documents or estimated if utility invoices are unavailable by applying an average area-based energy intensity factor based on facility square footage, building type, and climate zone. Energy mix is obtained from various sources — invoices; source documents for on-site renewable installations, renewable procurement such as invoices, Energy Attribute Certificates, or biomethane certificates, and on-site non-renewable generation via combined heat and power facilities; and U.S. EPA eGRID and IEA grid mixes for grid electricity. Ford's renewable fuel consumption is calculated from the total energy usage associated with biomethane certificates purchased. Ford's current renewable electricity mix is calculated based on on-site renewable generation, renewable energy procurement, and U.S. EPA eGRID and IEA grid mixes for sites without on-site renewables or renewable energy procurement. The generation of renewable energy is calculated based on source documents for our on-site renewable installations. The generation of non-renewable energy is calculated based on source documents for our combined heat and power facilities.</p> <p>2025 results were primarily influenced by fluctuations in energy consumption due to weather variability and new operations, along with new renewable energy sources.</p>
Share of fossil sources in total energy consumption (percent)	1, 2		69%	71%	
Fuel consumption from coal and coal products (megawatt hours)		E1-5 38a	38,550	42,724	
Fuel consumption from crude oil and petroleum products (megawatt hours)	1	E1-5 38b	209,048	216,631	
Fuel consumption from natural gas (megawatt hours)	1	E1-5 38c	4,730,298	5,182,142	
Fuel consumption from other fossil sources (megawatt hours)		E1-5 38d	0	0	
Consumption of purchased/acquired electricity, heat, steam, cooling from fossil sources (megawatt hours)	1	E1-5 38e	2,146,323	2,228,313	
Consumption from nuclear sources (megawatt hours)	1	E1-5 37b	1,069,567	1,079,454	
Share of consumption from nuclear sources in total energy consumption (percent)	1, 2		10%	10%	
Total renewable energy consumption (megawatt hours)	1	E1-5 37	2,082,126	2,120,234	
Share of renewable sources in total energy consumption (percent)	1, 2		20%	20%	
Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (megawatt hours)		E1-5 37c	0	34,105	
Consumption of purchased/acquired electricity, heat, steam, cooling from renewable sources (megawatt hours)	1	E1-5 37c	2,039,387	2,036,111	
Consumption of self-generated non-fuel renewable energy (megawatt hours)		E1-5 37c	42,739	50,019	
Total energy consumption (megawatt hours)	1	E1-5 37	10,275,911	10,869,498	
	Footnote	ESRS Metric	2024	2025	
Energy Generation					
The generation of non-renewable energy (megawatt hours)		E1-5 39	127,043	116,082	
The generation of renewable energy (megawatt hours)		E1-5 39	42,739	51,243	

Footnotes

1. Certain comparative period energy figures underlying the emissions calculations noted in the Global Scope 1 GHG Emissions and Global Scope 2 GHG Emissions tables' footnotes were revised retrospectively. All revisions to 2024 are immaterial.
2. All values have been rounded. Totals may not sum due to rounding.

E1: Climate Change continued

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Energy Consumption and Mix – continued

	Footnote	ESRS Metric	2024	2025	Methodology and Assumptions
Energy Intensity	1				
Energy Intensity (total energy consumption per net revenue) associated with activities in high climate impact sectors (megawatt hours/billion USD)	2, 3	E1-5 40	55,548	58,043	<p>Energy intensity is based on the “Total energy consumption” reported in the Energy Consumption and Mix table and the net revenue reported in Ford’s 2025 Form 10-K. There is no net revenue excluded from this calculation, since Ford assumes that all energy consumption from Ford’s operations is associated with High Climate Impact Sectors, including Sections C.29, C.30, C.33, G, H, L.64.2, and L.64.9 12 of Annex I to Regulation (EC) No 1893/2006 of the European Parliament and of the Council (as defined in Commission Delegated Regulation (EU) 2022/1288).</p> <p>2025 results were primarily influenced by fluctuations in energy consumption due to weather variability and new operations.</p>
Total Energy Consumption in high climate impact sectors (megawatt hours)	3	E1-5 41	10,275,911	10,869,498	
Net revenue from activities in high climate impact sectors used to calculate energy intensity (billion USD)		E1-5 43 AR 38	\$185.0B	\$187.3B	
Net revenue (other) (billion USD)		E1-5 43 AR 38	\$0.0B	\$0.0B	
Total Net Revenue (billion USD)	2	E1-5 43 AR 38	\$185.0B	\$187.3B	

Footnotes

1. Net revenue is reported in Ford’s 2025 [Form 10-K](#) Report, page 111.
2. Intensity calculation reflects actual net revenue versus rounded value shown.
3. Certain comparative period energy figures underlying the emissions calculations noted in the Global Scope 1 GHG Emissions and Global Scope 2 GHG Emissions tables’ footnotes were revised retrospectively. All revisions to 2024 are immaterial.

E1: Climate Change continued

EU Taxonomy
 → [E1: Climate Change](#)
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Gross Scope 1, 2, 3, and Total GHG Emissions

	Footnote	ESRS Metric	2024	2025	Methodology and Assumptions
Global Scope 1 GHG Emissions (thousand metric tons CO₂e)	1				
Gross Scope 1 GHG emissions	2, 3	E1-6 44a & 48a	921	1,006	Refer to page 55 for details.
Consolidated accounting group	4	E1-6 50a	921	1,006	
Unconsolidated investees where Ford has operational control		E1-6 50b	—	—	
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	5, 6	E1-6 48b	12%	7%	
Scope 1 GHG Emissions — Disaggregated by Activity	2				
Consolidated Manufacturing Plants	4	E1-6 AR 41	747	782	
Consolidated Non-Manufacturing Facilities	4	E1-6 AR 41	174	224	

Footnotes

- All values have been rounded to the nearest thousand. Totals may not sum due to rounding.
- Ford uses U.S. EPA emission factors for all Scope 1 fuel combustion sources, with the exception of Spain and Australia where we have incorporated Spain’s Ministry for the Ecological Transition and the Demographic Challenge (MITECO) emission factors and Australia’s National Greenhouse Accounts (NGA) emission factors, starting with 2025 data reporting due to local reporting obligations. In 2025, Ford purchased biomethane certificates and is accounting for them using a CO₂ emission factor of zero and methane and nitrous oxide U.S. EPA emission factors for combustion.
- Certain comparative prior year data points have been revised retrospectively. Gross Scope 1 GHG emissions changed from 870 thousand metric tons CO₂e to 921 thousand metric tons CO₂e for immaterial adjustments identified during the reporting period.
- 2024 results revised due to changes noted in Footnote 3.
- Data is preliminary, pending local regulatory reporting.
- Percentage of Scope 1 GHG emissions from regulated emission trading schemes (ETS) is calculated by dividing the gross Scope 1 GHG emissions from regulated ETS by Ford’s gross Scope 1 emissions. The calculation methodologies for each ETS program are based on the regional regulatory requirements. In 2025, Ford does not have operational control of any unconsolidated investee facilities subject to ETS. Therefore this metric is for Ford’s consolidated facilities only. In 2025, Ford was subject to the European Union ETS and United Kingdom ETS. ETS Scope 1 GHG emissions are third-party verified in accordance with local requirements, separately from this Sustainability Statement. Ford’s Ontario plant is not subject to the Ontario Emission Performance Standards (EPS) for 2025 since the plant was not operational.

E1: Climate Change continued

EU Taxonomy
 → E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Gross Scope 1, 2, 3, and Total GHG Emissions – continued

	Footnote	ESRS Metric	2024	2025	Methodology and Assumptions
Global Scope 2 GHG Emissions (thousand metric tons CO₂e)	1, 2				
Gross location-based GHG emissions	3	E1-6 49a	2,174	2,041	Refer to page 55 for details.
Consolidated accounting group	4	E1-6 50a	2,174	2,041	
Unconsolidated investees where Ford has operational control		E1-6 50b	—	—	
Gross market-based GHG emissions	3	E1-6 49b	1,281	1,165	
Consolidated accounting group	4	E1-6 50a	1,281	1,165	
Unconsolidated investees where Ford has operational control		E1-6 50b	—	—	
Scope 2 GHG Emissions — Disaggregated by Activity					
Gross location-based GHG emissions					
Consolidated Manufacturing Plants	4	E1-6 AR 41	1,629	1,505	
Consolidated Non-Manufacturing Facilities	4	E1-6 AR 41	545	536	
Gross market-based GHG emissions					
Consolidated Manufacturing Plants	4	E1-6 AR 41	897	767	
Consolidated Non-Manufacturing Facilities	4	E1-6 AR 41	383	398	

Footnotes

1. Ford uses U.S. EPA eGRID and IEA grid average emission factors for Scope 2 grid electricity location-based calculations. U.S. EPA eGRID is used for U.S. facilities, while IEA grid average emission factors are used for the rest of the world, with the exception of Spain and Australia where we have incorporated Spain's MITECO and Australia's NGA emission factors, starting with 2025 data reporting due to local reporting obligations. It should be noted that since U.S. EPA eGRID and IEA treat biomass for electricity as a zero emissions source, Ford considers biomass for electricity to be a zero emissions source in its calculations under the location-based approach, consistent with the GHG Protocol guidance for using U.S. EPA eGRID and IEA average emission factors. Under the Scope 2 market-based approach, Ford uses an emission factor of zero for carbon-free electricity sources, based on contractual documents such as Energy Attribute Certificates. For sites where Energy Attribute Certificates are not used, the location-based approach is used to calculate market-based emissions.
2. All values have been rounded to the nearest thousand. Totals may not sum due to rounding.
3. Certain comparative prior-year data points have been revised retrospectively. Gross Scope 2 GHG location and market-based emissions changed from 2,076 thousand metric tons CO₂e to 2,174 thousand metric tons CO₂e and from 1,183 thousand metric tons CO₂e to 1,281 thousand metric tons CO₂e, respectively, for immaterial adjustments identified during the reporting period.
4. 2024 results revised due to changes noted in Footnote 3.

E1: Climate Change continued

EU Taxonomy
 → E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 E5: Resource Use and Circular Economy

Gross Scope 1, 2, 3, and Total GHG Emissions – continued

	Footnote	ESRS Metric	2024	2025
Significant Scope 3 GHG Emissions (thousand metric tons CO₂e)	1, 2, 3			
Total gross indirect Scope 3 GHG emissions		E1-6 44c	354,140	335,383
Category 1 – Supply chain emissions	4	E1-6 51	43,167	42,820
Purchased goods and services			43,167	41,359
Service Components – supply chain emissions			—	1,461
Category 4 – Upstream transportation and distribution	5, 6	E1-6 51	2,873	2,461
Category 11 – Use of sold products – vehicle use (WTW)		E1-6 51	292,127	276,085
Category 15 – Investments	6	E1-6 51	15,972	14,017
Scope 1 and 2 (market-based) Emissions from Unconsolidated Investee Facilities			322	462
Unconsolidated Investee Manufacturing Plants			—	330
Unconsolidated Investee Non-Manufacturing Facilities			—	132
Scope 3 Category 4 Emissions from Unconsolidated Investees	6		—	48
Scope 3 Category 11 Emissions from Vehicles Sold by Unconsolidated Investees			15,650	13,506
Total Global Scope 1, 2, and 3 GHG Emissions (thousand metric tons CO₂e)	3, 7			
Total Scope 1, 2, and 3 GHG emissions – location-based		E1-6 52a	357,235	338,430
Total Scope 1, 2, and 3 GHG emissions – market-based		E1-6 52a	356,341	337,554

Methodology and Assumptions

Refer to the next page for Scope 3 methodology details.

Footnotes

- Scope 3 categories have been designated as significant based on magnitude of the GHG emissions; if the category is associated with a material impact, risk, or opportunity; or if the emissions are included in our GHG reduction targets. According to these criteria, four of 15 categories are significant and reported while the remaining 11 categories are not significant.
- Primary data obtained from suppliers or value chain partners has been used to calculate 8% of significant Scope 3 GHG emissions.
- All values have been rounded to the nearest thousand. Totals may not sum due to rounding.
- Certain service components procured from non-Ford suppliers in NA and EU have been included in this value in 2025. Emissions from these purchases were determined to be immaterial in 2024 and are not reflected in the comparative prior period information.
- In 2025, we updated our Category 4 methodology as described on the next page. These changes have been determined to be immaterial and thus prior period comparative information has not been revised.
- In 2025, we reclassified emissions from unconsolidated investees where Ford does not have operational control from Category 4 to Category 15. This change has been determined to be immaterial to both metrics and thus prior period comparative information has not been revised.
- Certain comparative period energy figures underlying the emissions calculations noted in the Global Scope 1 GHG Emissions and Global Scope 2 GHG Emissions tables' footnotes were revised retrospectively. All revisions to 2024 are immaterial.

E1: Climate Change continued

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Methodology and Assumptions

Ford's Inventory Management Plan (IMP), which considers the GHG Protocol and ISO 14064-1, defines our organizational boundaries, emission sources, and associated methodologies. All data are global, and our operations include both manufacturing and non-manufacturing, per organizational boundaries as defined by ESRS unless otherwise specified. The GHG metrics are calculated by multiplying activity data by CO₂, CH₄, and N₂O emission factors and applying Global Warming Potentials to convert to CO₂ equivalent emissions. The IMP is supplemented with procedures for Scope 3 emissions calculations.

Scope 1 and Scope 2: Energy consumption is obtained from utility invoices and other source documents. Estimations are used where utility invoices are unavailable by applying an average area-based energy intensity factor, based on facility square footage, building type, and climate zone. Data shown in this table is for our global operations (manufacturing and non-manufacturing) per organizational boundaries as defined by ESRS unless otherwise specified.

Ford's targets, including our SBTi Scope 1 and 2 target, were set based on the operational control approach, and therefore include certain sources that are now captured under Scope 3, including unconsolidated investee manufacturing facilities, which manufacture Ford-badged products.

2025 results were primarily influenced by fluctuations in energy consumption due to weather variability and new operations.

Scope 3 — Significant GHG Emissions

Category 1 Purchased goods and services — Supplier emissions: This category includes supply chain emissions related to vehicle production and centrally controlled non-production. Emissions are calculated using spend obtained from Ford's internal records. Emission factors are based on suppliers' CDP-reported Scope 1, Scope 2, and Scope 3 categories 1, 4, and 5 emissions for suppliers with third-party validated data which are apportioned to Ford using the ratio of Ford spend to supplier revenue. For suppliers without validated CDP data, we include supplier facility-level Scope 1 and Scope 2 emission data captured in Secaro. For suppliers without validated CDP data or Secaro data, Ford applies US Environmentally-Extended Input-Output emission factors adjusted for inflation and electricity decarbonization since 2012, at a commodity level to Ford spend. Certain service components procured from non-Ford suppliers in NA and EU have been included in this value in 2025. Service components procured from non-Ford suppliers in other regions and vehicle components sourced through other OEMs have been deemed immaterial and excluded from this estimate.

Category 4 Upstream transportation and distribution: Fuel-based calculations are made for some road transport where fuel efficiency estimates are applied. All other freight modes are distance-based. Emissions are calculated by geographical region and by freight mode using custom internal tools and the GHGP Transport Tool v 2.6 and v 2.7. Emission factors are from GHGP and the Global Logistics Emissions Council (GLEC), which in turn reference EPA, UK Defra, and GREET factors, and include CO₂, N₂O, and CH₄. In 2025, we updated our methodology in two areas. First, we eliminated a 10% contingency factor to account for other elements including premium freight due to improved activity-based data availability. Second, we reclassified emissions from unconsolidated investees where Ford does not have operational control from Category 4 to Category 15.

Category 11 Use of sold products — vehicle use (WTW): Ford uses compliance data in regions where vehicle fuel economy and CO₂ are regulated. Regulatory vehicle volumes are based on model year production in the U.S. and Canada and calendar year sales in other regions. Emissions from unregulated vehicle types and regions are calculated with average data from the regulated vehicle types and regions. Emissions are reported as well-to-wheels, which includes GHGs from both production and consumption of the energy used by the vehicles, and as on-road, which converts regulatory laboratory test tailpipe emission data to on-road emissions. Emission factors for energy production are sourced from the Argonne National Lab GREET model and the EU Joint Research Center/EUCAR/CONCAWE (JEC) WTW Study v5 for fuels and the IEA World Energy Outlook for electricity. Lifetime is defined as 150,000 miles (241,000 km) for light duty vehicles and 185,000 miles (298,000 km) for heavy duty vehicles. GHGs from mobile air conditioning refrigerant leakage are included, and biogenic CO₂ emissions from combustion of biofuel are reported separately.

Category 15 Investments: This category includes the Scope 1, Scope 2, and Scope 3 (Category 4 and Category 11) GHG emissions from unconsolidated investees where Ford does not have operational control. Scope 1 and Scope 2 emissions are calculated using the methods described above. Unconsolidated investees are accounted at 100% for Scope 1 and Scope 2. Scope 3 GHG emissions from vehicles sold by Ford's unconsolidated investees are calculated following the same methods as Category 11, and Scope 3 emissions from transportation and distribution paid for by unconsolidated investees are calculated using the same methods as Category 4. Both Scope 3 categories are scaled by Ford's share of equity investment in the investee that sells the vehicles or purchases transport services. In 2025, we reclassified emissions from unconsolidated investees where Ford does not have operational control from Category 4 to Category 15.

E1: Climate Change continued

- EU Taxonomy
- E1: Climate Change
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Gross Scope 1, 2, 3, and Total GHG Emissions – continued

	Footnote	ESRS Metric	2024	2025
Total GHG Emissions Intensity	1			
Total location-based GHG emissions per net revenue (thousand tons of CO ₂ e/billion USD)	2, 3	E1-6 53/54	1,931	1,807
Total market-based GHG emissions per net revenue (thousand tons of CO ₂ e/billion USD)	2, 3	E1-6 53/54	1,926	1,803
Net revenue used to calculate GHG intensity (billion USD)		E1-6 55	\$185.0B	\$187.3B
Net revenue (other) (billion USD)		E1-6 55	\$0.0B	\$0.0B
Total net revenue (in financial statements) (billion USD)		E1-6 55	185.0B	\$187.3B
Biogenic Emissions of CO₂ (thousand metric tons of CO₂e)				
From combustion or bio-degradation of biomass not included in Scope 1		E1-6 AR 43c	0	6
From combustion or bio-degradation of biomass not included in Scope 2		E1-6 AR 45e	0	0
From combustion or bio-degradation of biomass not included in Scope 3		E1-6 AR 46j	16,516	15,246

Methodology and Assumptions

Total GHG Emissions Intensity: The total GHG emissions intensity calculation is a ratio of the total reported Scope 1, 2, and 3 GHG Emissions and the Net Revenue reported in Ford's Form 10-K. Net revenue used to calculate GHG intensity is equal to total net revenue from Ford's Form 10-K. 2025 results were primarily influenced by fluctuations in energy consumption due to weather variability and new operations,

Biogenic Emissions of Scope 1 and 2 CO₂: Biogenic Emissions of CO₂ are reported for the consolidated accounting group only. Ford is not reporting its unconsolidated investee manufacturing facilities' biogenic emissions. Ford's Scope 2 calculations use the U.S. EPA eGRID and IEA grid average emission factors and mixes, in line with the GHG Protocol Scope 2 Guidance. These location-based emission factor sources treat biomass for electricity generation as a zero emissions source, consistent with the GHG Protocol guidance for using U.S. EPA eGRID and IEA average emission factors.

For the 2025 reporting period, Ford retired Scope 1 biomethane certificates via certificates of origin for the Cologne Estate; Biogenic CO₂ is calculated using the U.S. EPA emission factor for biomethane combustion.

Biogenic Emissions of Scope 3 CO₂: Scope 3 biogenic CO₂ emissions are from combustion of bioethanol, biodiesel, and renewable diesel during vehicle use that are reported separately from Scope 3 categories 11 and 15. Biogenic emissions are calculated over the lifetime of vehicles sold each year (150,000 miles, assumed) and assume regional prevailing biofuel blend shares in gasoline and diesel fuel are constant over the lifetime. Biofuel blend shares are collected from governmental fuel and bioenergy databases and reports including U.S. Energy Information Administration, USDA Global Agricultural Information Network, and U.K. Department for Transport.

Footnotes

1. Net revenue from Ford's 2025 Form 10-K Report, page 111.
2. Intensity calculation reflects actual net revenue versus rounded value shown.
3. Certain comparative period energy figures underlying the emissions calculations noted in the Global Scope 1 GHG Emissions and Global Scope 2 GHG Emissions tables' footnotes were revised retrospectively. All revisions to 2024 are immaterial.

E1: Climate Change continued

- EU Taxonomy
- [E1: Climate Change](#)
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Gross Scope 1, 2, 3, and Total GHG Emissions – continued

	Footnote	ESRS Metric	2024	2025	Methodology and Assumptions
Total Electricity Consumption Covered by Environmental Attribute Certificates (EACs)	1				
Bundled EACs (percent)		E1-6 AR 45d	18.0%	25.7%	<p>Ford's energy attribute certificate data is tracked in Ford's GHG inventory based on the Inventory Management Plan, which considers the GHG Protocol and ISO 14064-1. Metrics calculations are based on documentation provided by our Energy Attribute Certificate suppliers and utility providers. Bundled Energy Attribute Certificates refer to energy attribute certificates that are bundled as part of our utility contracts, including renewable energy certificates, retail green electricity, power purchase agreements, and other utility renewable and nuclear portfolio arrangements. Unbundled Energy Attribute Certificates include guarantees of origin, renewable energy certificates, and emission-free energy certificates. Percentage shown in this table is the percent of total electricity consumption covered by EACs.</p> <p>Use of energy attribute certificates is reported for the consolidated accounting group only, including both manufacturing and non-manufacturing facilities.</p> <p>2025 results were primarily influenced by fluctuations in energy consumption due to weather variability and new operations, along with new renewable energy sources.</p> <p>Read more about our greenhouse gas inventory and associated methodology in E1: Climate Change.</p>
Unbundled EACs (percent)		E1-6 AR 45d	27.0%	20.0%	
Total (bundled and unbundled) EACs (percent)		E1-6 AR 45d	45.0%	45.7%	

Footnotes

1. Certain comparative period energy figures underlying the emissions calculations noted in the Global Scope 1 GHG Emissions and Global Scope 2 GHG Emissions tables' footnotes were revised retrospectively. All revisions to 2024 are immaterial.

E2: Pollution

- EU Taxonomy
- E1: Climate Change
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Material Impacts, Risks, and Opportunities Related to Pollution

Impact I-5

Internal combustion engine vehicles emit hydrocarbons, carbon monoxide, nitrogen oxides, volatile organic compounds (VOCs), and particulate matter during combustion affecting air quality.

Policies

Our [We Are Committed to Protecting Human Rights and the Environment](#) policy includes direction to Ford and our suppliers to protect the environment by minimizing vehicle criteria and greenhouse gas emissions.

For more information on this policy, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Actions

Ford is taking the following actions to manage this impact.

Transition to Electric Vehicles

The transition to electrified vehicles is expected to reduce greenhouse gas emissions and some criteria pollutants from vehicles, leading to improved air quality.

Ford is committed to a full range of electrified vehicles, including hybrids and extended-range electric vehicles, while concentrating pure electric vehicle development on our flexible Universal EV Platform, a family of affordable, electric, software-defined vehicles.

The long-term outlook for air pollution considers the global shift towards electrified products, acknowledging the severity will decrease as internal combustion engine (ICE) vehicles are phased out.

Improving ICE Vehicle Efficiency and Emissions

We manage and reduce emissions from ICE vehicles through continuing to broaden hybrid powertrain offerings, improvement in after-treatment technologies, and recommending cleaner fuel options where feasible.

Scope of Ford Actions

These actions directly support our policy objective to minimize vehicle criteria and GHG emissions.

The actions are global in scope, impacting vehicle design and product planning, and are aligned with regional regulations. These actions are ongoing and affect all identified time horizons.

Targets

Ford complies with all emissions standards where vehicles are sold. We do not have additional internal targets. We also track non-CO₂ air pollutants in accordance with local regulatory requirements.

Regulations to address concerns regarding air quality vary, but generally require that over time motor vehicles and engines emit less air pollution, including oxides of nitrogen, VOC, carbon monoxide, and particulate matter, and there are associated increased reporting requirements.

Levels for each regulated pollutant are aligned with the respective standard (see Regional Vehicle Emissions Standards table).

Regional Vehicle Emissions Standards

	United States	Europe	China	Other Regions	
Already Compliant or Surpassing	<ul style="list-style-type: none"> • EPA Tier 3 standards • California's LEV III standards 	<ul style="list-style-type: none"> • Euro 6e-bis 	<ul style="list-style-type: none"> • National stage-6b (China 6b) LDV and HDV emissions standards nationwide 	<ul style="list-style-type: none"> • Argentina: Euro 5 • Australia: Euro 6d; U.S. Tier 3 • Brazil: PL8 Fleet Average Emissions + OBD + RDE Compliance + Noise Ph2 • Cambodia: Euro 4 • Chile: Euro 6b or U.S. Tier 3 Bin 70 • Colombia: Euro 6b or U.S. Tier 3, Euro 4 or U.S. Tier 2 + OBD • Costa Rica: Euro 4; U.S. Tier 2 	<ul style="list-style-type: none"> • Middle East: Standards based on Euro 2, Euro 3, Euro 4, Euro 5, and Euro 6 • New Zealand: Euro 6d; U.S. Tier 3 • Peru: Euro 4; U.S. Tier 2 • South Africa: Euro 2 • Taiwan: Euro 6.2; U.S. Tier 2 Bin 5, RDE • Thailand: Euro 5, Euro 6 • UAE: Euro 6d • Uruguay: Euro 5
Being Phased In	<ul style="list-style-type: none"> • California's LEV IV standards 	<ul style="list-style-type: none"> • Euro 7 	<ul style="list-style-type: none"> • China 7 	<ul style="list-style-type: none"> • Argentina: Euro 6 (started discussion) • Brazil: PL8 • Cambodia: Euro 5 or EPA • Costa Rica: Euro 6 or U.S. Tier 3 	<ul style="list-style-type: none"> • Peru: Euro 6b/NEDC or U.S. T3 B125; Euro 6c/WLTC or U.S. T3 B70 • South Africa: Euro 5 • Thailand: Euro 6b • UAE: Euro 6d, RDE

E2: Pollution continued

- EU Taxonomy
- E1: Climate Change
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Impact I-6

Waste from mining may pollute local water resources.

Policies

Our [We Are Committed to Protecting Human Rights and the Environment policy](#) includes direction to Ford and our suppliers to protect the environment by supporting safe and accessible drinking water in communities.

Our [Supplier Code of Conduct](#) requires suppliers to support access to clean and safe drinking water in local communities and “avoid incidents and emergency situations by taking proactive measures and be prepared for emergencies in order to limit the impact on people and the environment.” The Supplier Code of Conduct applies to each member of the Ford Supplier Community. Suppliers are obligated to extend these requirements to their own suppliers and supply chain, including mining suppliers and mineral processors.

Our [Responsible Materials Sourcing Policy](#) requires processors and mines from which we directly source to agree to undergo applicable Environmental, Social, Governance (ESG) audits, and expects our suppliers to require the same. Third-party assured ESG standards are critical to protect communities and the environment in areas where mines and processors operate.

For more information on these policies, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Actions

Ford is taking the following actions to manage this impact.

Promoting Responsible Water Use

Ford requires suppliers to set water reduction targets and reduce freshwater usage in their own operations and along the upstream and downstream value chain, prioritizing but not limited to water stress areas.

Data-Driven Improvement

Ford requires ISO 14001-certified environmental management systems and is expanding data collection on hazardous waste for more precise measurement and targeted improvements in the supply chain.

Collaboration on Sustainability

Ford encourages suppliers to participate in Secaro, which facilitates sharing of plans and practices for reductions in water use and waste generation. Program participants are encouraged to improve environmental performance by setting targets, monitoring environmental performance indicators, and driving continuous improvement.

Scope of Ford Actions

These efforts support our policy objectives and supplier expectations outlined in the We Are Committed to Protecting Human Rights and the Environment policy, Supplier Code of Conduct, and Responsible Materials Sourcing Policy.

These actions encompass Ford’s global upstream value chain, including suppliers involved in the mining and processing of raw materials. Ford collaborates with upstream suppliers to improve waste management and prevent water pollution, minimizing mining waste.

The geographic scope is global, with requirements to adhere to local regulations. Affected stakeholder groups include Ford, our suppliers, and local communities near mining sites.

Promoting responsible water use, data-driven improvements, and encouraging collaboration on sustainability are ongoing processes that could affect all identified time horizons.

Targets

We have not set targets related to this impact because we have a complex global supply chain and Ford’s direct control over supplier’s actions and targets is limited.

However, we assess the effectiveness of environmental policies and actions within our supply chain, including water usage and waste management, through various means such as ongoing due diligence, site assessments, and the use of Secaro to support suppliers in their water usage and waste reduction efforts. There is no defined level of ambition as defined by ESRS related to these processes.

E3: Water and Marine Resources

- EU Taxonomy
- E1: Climate Change
- E2: Pollution
- E3: Water and Marine Resources
- E5: Resource Use and Circular Economy

Material Impacts, Risks, and Opportunities Related to Water and Marine Resources

Impact I-7

Critical minerals mining requires significant water use, which may impact limited freshwater supplies.

Policies

Our [We Are Committed to Protecting Human Rights and the Environment policy](#) includes direction to Ford and our suppliers to protect the environment by supporting safe and accessible drinking water in our manufacturing operations and communities.

Our [Supplier Code of Conduct](#) requires suppliers to support access to clean and safe drinking water in local communities and requires setting water reduction targets and reducing freshwater usage. The Supplier Code of Conduct applies to each member of the Ford Supplier Community. Suppliers are obligated to extend these requirements to their own suppliers and supply chain, including mining suppliers and mineral processors.

For more information on these policies, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Actions

Ford is taking the following actions to manage this impact.

Supplier Requirements

Ford incorporates contractual requirements for suppliers to maintain ESG management systems aligned with Ford's policies. Raw material suppliers must undergo an Initiative for Responsible Mining Assurance (IRMA) or third-party equivalent audit covering environmental aspects, including water usage and management.

Due Diligence

Ford conducts due diligence assessments of potential suppliers, evaluating their ESG credentials and reviewing their public policies, risk mitigation history, and relevant country-level risks to mitigate the impact of water usage. Water risk assessments are integrated into the supply chain due diligence process, identifying and addressing potential water-related challenges. Ford's due diligence efforts, as required by law, include on-site assessments.

Supplier Assessments

Ford assesses suppliers' environmental policies through a Drive Sustainability (DS) Sustainability Assessment Questionnaire (SAQ), including demonstrating the existence of an environmental policy that addresses water quality and consumption management.

Collaboration on Sustainability

Ford encourages suppliers to participate in Secaro, which facilitates sharing of plans and practices for reductions in water use and waste generation. Program participants are expected to improve environmental performance by setting targets, monitoring environmental performance indicators, and driving continuous improvement.

Scope of Ford Actions

These actions directly support our policy objectives and supplier expectations of reducing freshwater usage and supporting access to clean drinking water in local communities.

The scope includes activities related to water usage in the supply chain, including raw material extraction and processing. Our focus is global, with particular attention to water-stressed regions. Affected stakeholder groups include Ford, our suppliers, local communities near mining sites, and regulatory bodies.

These actions are ongoing and could affect all identified time horizons.

Targets

We have not set targets related to this impact because we have a complex global supply chain and Ford's direct control over suppliers' actions and targets is limited.

However, we are monitoring water stewardship policies and actions in our value chain through various means such as site assessments, and the use of our DS SAQ to assess supplier environmental policies (including water quality and consumption management). We also use Secaro to support suppliers in their water usage and waste reduction efforts. There is no defined level of ambition as defined by ESRS related to these processes.

E5: Resource Use and Circular Economy

EU Taxonomy
 E1: Climate Change
 E2: Pollution
 E3: Water and Marine Resources
 → [E5: Resource Use and Circular Economy](#)

Material Impacts, Risks, and Opportunities Related to Resource Use and Circular Economy

Impact I-8

Heavy reliance on a range of natural resources contributes to resource depletion and associated impacts.

Policies

Our [We Are Committed to Protecting Human Rights and the Environment policy](#) includes direction to Ford and our suppliers to protect the environment by using recycled and renewable materials, and improving the recyclability of our products through material selection and product design.

Our [Supplier Code of Conduct](#) requires suppliers to use recycled and renewable materials in packaging, where possible, improve the recyclability of Ford products through material design, and work to eliminate single use plastics throughout the manufacturing process.

For more information on these policies, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Actions

Incorporating renewable and recycled materials in our vehicles allows us to reduce waste, conserve natural resources, and potentially reduce carbon footprint. Ford is taking the following actions to manage this impact.

Use of Renewable Materials in Vehicles

Ford has used various renewable plant-based materials in its products including wheat straw, rice hulls, and coffee chaff. These were chosen for their suitability as reinforcement materials, their ability to offset the use of virgin materials, and because they mostly originate as waste streams from other industries. Current efforts focus on increasing the content and use of scalable sustainable materials, including biocarbon and castor oil.

Recycled and Renewable Plastics

Recognizing the high metal recycling rate in vehicles, our primary focus is increasing the use of recycled and renewable content in plastics. To support this, Ford specifies new vehicle designs in North America, Europe, and Türkiye use 20% recycled and renewable content in vehicle plastics, and 10% in China. As of 2025, this has been integrated into Company deliverables and procedures for new programs and will apply to future vehicle designs.

To track the recycled and renewable plastic content in vehicles, a tool has been modified to allow engineers to specify the amount of recycled and renewable plastics used, by weight, in each component of a vehicle.

Closed Loop Aluminum Recycling

Aluminum recycling in Ford plants reduces the need for primary metal. In collaboration with aluminum sheet suppliers, we have developed unique alloys that enable us to increase the reuse of aluminum within our own plants. In addition to recovering aluminum scrap during parts stamping, our system separates the various aluminum alloys so they can be recycled back into fresh alloy for new vehicles. Making recycled aluminum takes around 5% of the energy needed to make new aluminum, according to the Aluminum Association, and reduces the need for primary metal.

We currently recycle up to 20 million pounds of aluminum each month at our Dearborn Stamping, Kentucky Truck, and Buffalo Stamping facilities. This represents approximately 25% of our aluminum sheet coil purchases.

Recycling and Remanufacturing Vehicle Parts

Ford collaborates with parts recyclers and remanufacturers to enable the use of recycled and remanufactured parts in vehicle repairs, reducing the need for new materials. Ford works with dealers and remanufacturing experts to collect, evaluate, and certify used parts for repair and reuse, offering them as alternatives to new components. Ford also invests in research for improving recycling capabilities.

Scope of Ford Actions

These actions support the requirements to protect the environment by using recycled and renewable materials and improving recyclability outlined in Ford's [We Are Committed to Protecting Human Rights and the Environment policy](#) and [Supplier Code of Conduct](#).

The actions being taken to reduce reliance on natural resources involve upstream (sourcing, materials), Ford (manufacturing, product design, research and development), and downstream (end-of-life management) aspects of the value chain.

Resource depletion driven by automotive material demands is a global consideration, impacting resource extraction locations, manufacturing hubs, and consumer markets worldwide. Multiple stakeholders are affected, including suppliers, employees, customers, communities, investors, and government and regulatory bodies.

These actions are ongoing and could affect all identified time horizons.

Targets

Ford does not have global quantitative targets related to this impact due to the complexity of our global supply chain and resource allocation processes.

Effectiveness of actions being taken to reduce reliance on natural resources are tracked within each responsible organization. There is no global defined level of ambition as defined by ESRS related to these processes.

E5: Resource Use and Circular Economy continued

EU Taxonomy
E1: Climate Change
E2: Pollution
E3: Water and Marine Resources
→ [E5: Resource Use and Circular Economy](#)

Resource Inflows

Steel and Aluminum

Ford sources steel and aluminum directly from raw material suppliers for use in stamping, hydroforming, casting, and forging processes essential for producing automotive parts. Recognizing the environmental impact associated with these resource inflows, we are committed to a circular and sustainable economy through innovations in integrated computational materials engineering, advanced manufacturing techniques, and advanced product design and optimization.

Our strategies include reducing material consumption by optimizing part design and manufacturing processes, increasing the use of recycled content by collaborating with suppliers, extending product end-of-life through design for durability, repairability, and recyclability, and developing closed-loop systems to recover and reuse end-of-life vehicle materials. These research efforts are informed by Life Cycle Assessments (LCAs) that guide our material development and process improvements.

We engage with our suppliers to promote sustainable sourcing practices and are implementing initiatives to improve the traceability of our raw materials. By prioritizing these strategies, we aim to reduce the environmental impact associated with our resource inflows and contribute to a more circular and sustainable automotive industry.

Plastics

Ford sources plastic and elastomeric automotive parts from suppliers. While most polymeric materials used for the manufacture of such parts are sourced from petroleum feedstocks, our commitment to a circular and sustainable economy drives innovation to reduce these resource inflows. We encourage our plastic parts and materials suppliers to reduce environmental impact from virgin plastics and petroleum feedstocks where possible. Our strategies for reducing environmental impact include incorporating recovered, recycled, and renewable feedstocks to displace petroleum derived feedstock for polymeric materials; reducing material usage through optimization of part design; and reducing manufacturing emissions through novel process technologies.

Sustainability Statement

Social

In this section

- S1: Own Workforce
- S2: Workers in the Value Chain
- S3: Affected Communities
- S4: Consumers and End Users
- Entity Specific

S1: Own Workforce

- [S1: Own Workforce](#)
- S2: Workers in the Value Chain
- S3: Affected Communities
- S4: Consumers and End Users
- Entity Specific

Our Workforce

The types of employees in Ford’s workforce subject to Ford’s policies include all regular, part-time, supplemental, and temporary employees. Non-employee resources such as agency resources, on-site purchased service resources, and independent contractors are also subject to material impacts and Ford policies while they are performing services for Ford. We expect business partners to adopt and enforce similar policies.

The material negative impacts related to own workforce are systemic in locations where Ford operates. The material impacts and risks identified relate to Ford’s own workforce globally.

The effectiveness of actions and initiatives to deliver outcomes for our workforce are tracked through reviews of progress towards objectives that can occur as often as weekly and culminate in year-end performance reviews.

Material Impacts, Risks, and Opportunities Related to Own Workforce

Impact I-9

The transition to electrified products may require different skills and qualifications in our workforce.

Policies

Ford does not currently have policies related to this impact as we have observed lower-than-anticipated industrywide electric vehicle adoption rates.

Ford’s ability to attract, develop, grow, support, and reward talent remains critical to our success and competitiveness.

Actions

Actions Ford is taking to manage this impact include:

- Organizing our talent strategy around the pillars of Attract, Develop, Reward, Manage, and Support — these guide how we build, engage, and enable our workforce
- Attracting and developing talent with the expertise, skills, and experience necessary to deliver on our strategy and contribute to long-term organizational success
- Maintaining an early career and internship program, along with professional and community organization partnerships

These actions allow Ford to mitigate potential negative impacts related to the transition of our workforce where appropriate.

Scope of Ford Actions

Actions listed involve Ford’s global workforce and manufacturing footprint. Affected stakeholders include current employees as well as community members who may be eligible for these programs. The time horizon will depend on Ford’s vehicle production plans.

Targets

Market conditions are dynamic and Ford must have a variety of skilled workers to remain flexible, therefore we have not set targets related to having certain skill sets in our workforce.

Ford does not currently have a process to track the effectiveness of actions related to this impact. Ford plans to continue providing opportunities to connect community members with manufacturing careers.

Risk R-5

Worker/union partner dissatisfaction and conflicts could potentially result in higher costs, less operational flexibility, and operational disruption.

Policies

Our [We Are Committed to Protecting Human Rights](#) and the [Environment](#) policy includes direction to Ford and our suppliers to protect and respect human rights by recognizing and respecting employees’ rights to freedom of association and collective bargaining, complying with applicable laws regulating hours of work, and supporting a living wage by providing compensation and benefits that meet or exceed legal requirements.

For more information on this policy, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Actions

Ford engages in collective bargaining around the globe with our respective union counterparts.

In Europe, Ford has a longstanding European Works Council. Working conditions and terms of employment are influenced by collective bargaining agreements, where applicable, at the country level and based on the employee type (salary, hourly, management).

In 2025, full-time hourly United Auto Workers (UAW) represented employees in the U.S. received a general wage increase in accordance with the 2023 UAW-Ford Collective Bargaining Agreement.

Scope of Ford Actions

Actions are global in nature, ongoing, and cover all identified time horizons.

Metrics and Targets

Ford has engagement processes in place to evaluate worker sentiment and channels for employees to voice concerns, therefore we have not set targets related to this risk. We also do not have a process to track the effectiveness of our collective bargaining related policies.

In both 2024 and 2025, 93% of Ford employees in the European Economic Area (EEA) were covered by collective bargaining agreements.

Ford’s collective bargaining metrics in EEA markets include salary, hourly, full-time and part-time employees including Ford Credit. Primarily, tariff and compensation agreements substantiate collective bargaining agreements in Germany. In Spain, the Company negotiates with employee representatives to develop agreements on matters such as employee services, health and safety, and employee development, using the established working commissions referenced in the Collective Labor agreement.

Collective Bargaining and Social Dialogue (EEA Countries only)¹

Coverage Rate	Collective Bargaining Coverage		Social Dialogue
	EEA Employees	Non-EEA Employees	EEA Workplace Representation
0-19%	Hungary		Hungary
20-39%			
40-59%			
60-79%			
80-100%	Germany, Spain		Germany, Spain

Footnotes

1. Data only includes EEA countries with >50 employees representing >10% of total employees.

S1: Own Workforce

continued

- [S1: Own Workforce](#)
- [S2: Workers in the Value Chain](#)
- [S3: Affected Communities](#)
- [S4: Consumers and End Users](#)
- Entity Specific

Risk R-6

As the legal environment continues to evolve, Diversity, Equity, and Inclusion efforts in the U.S. are under public scrutiny.

Policies

Our [Code of Conduct](#) includes direction to employees to strive to provide an inclusive work environment in which differences are valued.

Our We Are Committed to the Goal of Equal Opportunity policy regarding hiring and other aspects of the employment relationship requires that opportunities be available “on a non-discriminatory basis, without regard to race, color, religion, age, gender, sexual orientation, gender identity, national origin, disability, veteran status, genetic information, pregnancy, or any other characteristic protected by state or local law.”

For more information on these policies, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Actions

Ford is working to build a culture of respect and inclusion for all employees.

We know that leveraging diverse teams is not only the right thing to do, but also smart business, and that requires us to create and protect a culture in which all team members can do their best work.

The legal environment in the U.S. and stakeholder expectations around diversity, equity, and inclusion continue to evolve. Ford continues to monitor these expectations.

Scope of Ford Actions

This action supports Ford’s Code of Conduct and We Are Committed to the Goal of Equal Opportunity policy.

Actions associated with this risk apply to all employees, and are ongoing, covering all applicable time horizons.

Targets

Ford does not have quantitative targets related to this risk due to the evolving legal environment. We use employee feedback to determine if processes and/or programs require enhancement, if policies or procedures need alteration, or if other actions are needed as appropriate. Currently, there is no defined level of ambition as defined by ESRS related to these processes.

Opportunity O-1

Artificial intelligence can enhance employee efficiency, productivity, and product innovation.

Policies

Our internal We Are Committed to Maintaining Effective Privacy Practices policy governs our use of technology in use cases that include personal information.

In addition, our internal We Are Committed to Protecting and Properly Using Company Assets policy defines how we protect company assets, including electronic assets and data.

For more information on these policies, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Ford also has internal guidelines for responsible AI usage and complies with applicable regulatory requirements including the EU AI Act.

Actions

Ford provides employees with access to AI tools and training resources to support responsible usage of AI in alignment with Ford’s internal guidelines.

Scope of Ford Actions

Actions listed involve Ford’s global workforce and are ongoing, covering short- and medium-term time horizons. Affected stakeholders include current employees.

Targets

Ford measures internal AI usage, but does not currently have quantitative targets related to this opportunity. AI usage varies across skill teams and tools, making target-setting at a Company level difficult. Ford does not currently track the effectiveness of these policies or actions.

Policies Related to Own Workforce

Respecting the Rights of Our Workforce

Ford’s Code of Conduct includes our 17 Corporate Policies that outline the Company’s commitment to and expectations for employees. Employees are expected to operate in alignment with the Code of Conduct at all times.

Our [We Are Committed to Protecting Human Rights and the Environment](#) policy states that we recognize and respect employees’ rights to freedom of association and collective bargaining. We work with recognized employee representatives to promote the interests of employees. We do not discriminate or retaliate against employees, including those participating in a trade union. Where there is no representation by unions, we provide opportunities for employee and external stakeholder concerns to be heard.

The We Are Committed to Protecting Human Rights and the Environment policy also states that we commit to opposing harassment or discrimination of any form, support diversity and women’s rights, provide a healthy and safe working environment, protect consumer and employee data privacy, and prohibit bribery, even in countries where it may be tolerated or condoned.

Ford monitors compliance with these commitments through manufacturing site assessments to determine whether our practices align with our stated policies and ethical standards. Employees have access to grievance mechanisms and feedback channels to report violations. Additionally, we provide training and awareness programs to educate employees on our corporate policies and Code of Conduct.

S1: Own Workforce

continued

- [S1: Own Workforce](#)
- [S2: Workers in the Value Chain](#)
- [S3: Affected Communities](#)
- [S4: Consumers and End Users](#)
- Entity Specific

Assessing Human Rights Risks Within Our Workforce

Consistent with the UN Guiding Principles on Business and Human Rights, we have due diligence processes to prevent and mitigate human rights and environmental impacts. We identify and assess actual or potential risks and impacts through our formal Human Rights & Environment Saliency Assessment which includes consultation with relevant stakeholders.

Ford conducts an annual risk assessment of our global operations using the Responsible Business Alliance (RBA) online Facility Risk Self-Assessment Questionnaire (SAQ).

The RBA Facility Risk SAQs highlight areas of potential human rights risks, including child and forced labor, health and safety, and environment risks at the facility level by identifying gaps in systems, policies, and practices. They provide a consistent process to analyze risks globally and deploy appropriate preventative measures as required.

Enabling Remedy for Human Rights Impacts

Our [We Are Committed to Protecting Human Rights and the Environment](#) policy requires that we provide operational-level grievance mechanisms through our reporting mechanisms, which are accessible to our employees, suppliers, and the public, provide appropriate remedies when non-compliance occurs and bring any violation to an end, and do not retaliate against good faith reports of violation of policy or law.

Policy Alignment with International Frameworks

Our We Are Committed to Protecting Human Rights and the Environment policy is aligned with multiple international frameworks. See the table [Policies to Manage Material Impacts, Risks, and Opportunities](#) for more information.

Our policy is aligned with the UN Guiding Principles on Business and Human Rights (UNGPs) by operationalizing its three pillars: "protect," "respect," and "remedy." We uphold and support human rights aligned with these principles by identifying and monitoring risks, remediating any non-compliance, and transparently reporting our progress.

We commit to upholding labor rights and promoting safe and fair working conditions aligned with the ILO Declaration on Fundamental Principles and Rights at Work. The OECD Guidelines inform our approach to corporate responsibility, guiding ethical business conduct and transparency. Our policy's adherence to the UN Women's Empowerment Principles underscores our commitment to gender equality and empowering women in the workplace. We respect UNDRIP and are committed to upholding the rights of Indigenous Peoples, seeking their Free, Prior, and Informed Consent (FPIC) for activities affecting their lands and resources.

By integrating these frameworks into our policies, we work to protect human rights and the environment, and provide an approach to addressing potential human rights impacts in our business activities.

Policy on Human Trafficking, Forced Labor, and Child Labor

Our We Are Committed to Protecting Human Rights and the Environment policy states that we

- "Prohibit the use of child labor in any form. We will not employ anyone below the age of 15, unless as part of a government-authorized job training or apprenticeship program that clearly benefits the participants
- Prohibit the use of forced labor, compulsory labor and slavery in any form and do not tolerate any forms of abusive disciplinary practices
- Prohibit the use or support of human trafficking
- Follow ethical recruiting practices, including but not limited to prohibiting the use of misleading or fraudulent practices while offering employment, the use of recruitment fees paid by employees, and the confiscating, destroying, concealing, and/or denying of access to employee identity documents"

Equal Opportunity Policy

Per Ford's [Code of Conduct](#), we strive to provide an inclusive work environment in which different ideas, perspectives, and beliefs are respected. The Code of Conduct includes our We Are Committed to the Goal of Equal Opportunity policy which requires that there be no discrimination because of race, color, religion, age, gender, sexual orientation, gender identity, national origin, disability, veteran status, genetic information, or pregnancy, and other factors that may be covered by local law.

Processes for Engaging with Own Workforce

Direct Engagement with Employees

Our annual 2025 Employee Voice survey, which measures employee sentiment, was sent to all salaried employees with an explanation of the data governance process.

The effectiveness of the annual Voice survey is assessed by measuring the participation rate. Results of the survey are shared with senior leadership, who are expected to share the results in discussion with their team, listen to their team's feedback, and develop actions based on the results. Additionally, action plans reflect elements of Ford's Operating System behaviors in alignment with the Company's strategic objectives.

To gain insight into the perspectives of employee groups, results from the Voice survey can be viewed by skill team, tenure, country/region, working arrangement, and salary grade. Additionally, the Voice team assesses survey responses and escalates relevant findings to the People Matters department, to allow the concerns and perspectives of these groups to be considered and addressed appropriately.

Leadership Responsibility

The Chief People and Employee Experience Officer has operational responsibility for ensuring that employee engagement occurs and results inform decisions and actions in support of, and aligned with, the Ford Operating System behaviors and strategic objectives.

S1: Own Workforce continued

- S1: Own Workforce
- S2: Workers in the Value Chain
- S3: Affected Communities
- S4: Consumers and End Users
- Entity Specific

Global Framework Agreements

Ford has a Global Framework Agreement (GFA) with Industrial Global Union that reiterates our commitments to human rights with our global labor community. In our GFA, Ford acknowledges the rights of its employees to raise concerns. Any employee who, acting individually or jointly with other workers, considers that they have grounds for concern has the right to raise such concern without suffering retaliation, and to have such concern examined pursuant to an appropriate procedure. This information is communicated to our workforce. We use the human rights saliency assessment process to engage with global labor union representatives to discuss workers' rights.

As part of Ford's U.S. collective bargaining agreement with the UAW, covered U.S. hourly workers have access to a grievance procedure. Once filed, the grievance proceeds through a multi-stage process, which may culminate in a hearing and decision by a neutral arbitrator. In addition, the 2023 UAW-Ford collective bargaining agreement contains language reaffirming Ford's commitment to fair and equal treatment of all employees. Employees are able to raise concerns related to harassment, discrimination, or retaliation directly with the Company to investigate.

Grievance Mechanisms and Remediation

Channels for Employees to Raise Concerns

The online platform, SpeakUp.ford.com, can be used by anyone to report concerns involving Ford or Ford employees' compliance with Corporate Policies, Code of Conduct, the law, or other compliance and ethics matters. The SpeakUp site is managed by a third-party vendor. Employees may also report concerns to their People Leader, HR, People Matters, or the Office of the General Counsel (OGC).

Both Ford's [Code of Conduct](#) and our internal We Are Committed to Speaking Up and Eliminating Retaliation policy include an explanation of the process after a report is filed.

Additional internal channels are in place for employees to report specific concerns related to workplace security, safety of our products and services, and legal or ethics related issues.

Providing Remedy for Negative Impacts

Ford has a process in place to review and respond to reports. Ford's We Are Committed to Speaking Up and Eliminating Retaliation policy requires information related to reports to be kept confidential and shared only as needed to carry out an investigation by designated individuals.

There are specific channels for handling employee-related matters including work-related issues regarding compensation, discrimination, harassment, employee benefit concerns, the Code of Conduct, and Company policies. All corporate policies and the Code of Conduct include a section emphasizing the importance of speaking up and a reference to the We Are Committed to Speaking Up and Eliminating Retaliation policy.

Addressing Issues Raised

Once a report has been filed, the report is logged into our internal grievance tracking system and then routed to the appropriate internal resource for investigation.

The investigation process enables necessary information to be gathered and assessed and confirms issues are properly resolved. We may evaluate if any process or program enhancements are needed, or if policies or procedures need alteration.

Supporting the Availability of Reporting Channels

Ford supports the availability of grievance channels for employees by communicating their accessibility. This includes annual Code of Conduct training sessions that feature a section on "speaking up and preventing retaliation" for salaried and agency employees, and internal communications such as "What to Watch" emails, as well as digital and physical signage in Ford facilities around the globe.

Collecting Feedback

To assess whether employees are aware of processes that allow them to raise their concerns and have them addressed, the annual Voice survey includes a question that asks employees whether Ford provides multiple ways and outlets for them to share feedback about their experience as an employee. To indicate whether employees trust these processes, the annual Voice survey also asks whether employees believe that the results from the survey will be used to make decisions or changes at Ford. The annual Code of Conduct training sessions also provide an opportunity for salaried and agency employees to provide feedback to the Company.

Policies Against Retaliation

Ford's We Are Committed to Speaking Up and Eliminating Retaliation policy prohibits retaliation. No one at Ford is permitted to take adverse action against another person for reporting a suspected violation in good faith or for assisting with an investigation. Violations of this policy may lead to disciplinary action up to and including termination.

S2: Workers in the Value Chain

- S1: Own Workforce
- S2: Workers in the Value Chain
- S3: Affected Communities
- S4: Consumers and End Users
- Entity Specific

Workers in the Value Chain

For the purposes of these disclosures, workers in the value chain are defined as workers in Ford’s supply chain, including Tier 1 and Tier 2+ sub-tier suppliers.

The material negative impacts related to workers in the value chain are systemic in contexts where Ford or our suppliers operate. The material impacts and risks identified relate to Ford’s supply chain globally.

Material Impacts, Risks, and Opportunities Related to Workers in the Value Chain

Impacts I-10 and I-11

Impacts I-10 and I-11 are related and utilize the same or similar policies, actions, and targets.

Impact I-10

Mined materials are associated with higher risks of child labor.

Impact I-11

Suppliers may be complicit of exploitative and forced labor.

Policies Related to Child Labor

Our Supplier Code of Conduct requires suppliers to:

- “Meet the minimum working age in any region where they operate while prohibiting employment of anyone below the age of 15, even if permitted under local law. Government-authorized job training or apprenticeship programs that clearly benefit the participants are the only exceptions to this requirement

- Prohibit workers under the age of 18 from performing work that could jeopardize their health or safety, including night shifts, overtime, or hazardous work in compliance with ILO Worst Forms of Child Labour Convention (No. 182)
- Implement an appropriate mechanism to verify that the age of workers complies with the ILO Minimum Age Convention (No. 138), and provide substantiation of this verification mechanism upon request
- Cease employment of the child/children and take reasonable measures to enroll the child/children in a remediation/education program if child labor is discovered in its own facilities or in their supply chain”

For more information on these policies, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Policies Related to Forced Labor

Our Supplier Code of Conduct strictly prohibits our suppliers from using and supporting human trafficking. We require our suppliers to:

- “Confirm that work is conducted on a voluntary basis. Employees should be free to terminate employment without penalty by giving reasonable notice per their contract, if any, and in accordance with applicable laws
- Not engage in activities intended to restrict worker freedom of movement
- Not allow physically or psychologically cruel, inhuman or degrading treatment”

We require our suppliers to not use nor condone forced labor, compulsory labor, or slavery in any form and to not employ any form of abusive disciplinary practices. Our suppliers must follow ethical recruiting practices. We prohibit our suppliers from:

- “Misleading or defrauding potential workers about the nature of the work
- Asking employees to pay recruitment fees; or pay off a loan by working for an agreed-upon or unclear period of time for little or no salary, with the work performed greatly exceeding the worth of the initial loan including employers’ agent and sub-agents. In case any such fees are found to have been paid by workers such fees shall be repaid to the worker
- Confiscating, destroying, concealing, and/or denying access to employee passports and other government-issued identity documents”

For more information on these policies, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Policies Related to both Child and Forced Labor

Our [Responsible Materials Sourcing Policy](#) requires processors and mines we directly source from to agree to undergo applicable ESG audits, and expects our suppliers to require the same. Third-party assured ESG standards are critical to protect workers, children, communities, the rights of Indigenous Peoples, and the environment in areas where mines and processors operate.

Actions for Preventing Child and Forced Labor

Ford is taking the following actions to manage these impacts.

Risk Assessments

We aim to identify relevant human rights and environment-related risks at suppliers, in particular those covered by supply chain due diligence obligations, including the German Supply Chain Due Diligence Act. When we identify human rights and environment-related risks, we engage with the buyer and supplier to create a corrective action plan

with the supplier and implement sufficient risk management measures.

Requirements for Suppliers and their Sub-Tiers

We make risk-based use of contractual mechanisms such as third-party audits and on-site assessments to monitor and mitigate identified risks from our suppliers. We require suppliers to share sub-tier supply chain information upon request, and we have utilized these requirements to conduct supply chain audits for electric vehicle batteries, Value Stream Mapping, and traceability data. We utilize a third-party supply chain platform designed to integrate data across multiple Ford supply chain activities. This system enables us to conduct supply chain investigations when issues are identified and to confirm sub-tier suppliers and collect evidence of these connections within our highest risk categories.

Post-Sourcing Risk Assessments

Ford has a tailored risk management system in place to handle human rights and environment-related risks and uses due diligence processes to identify and prevent human rights risks, including child labor and forced labor risks, along our supply chain.

We have developed a risk assessment process to identify and drive action on our highest risk Tier 1 suppliers first. We first perform an inherent analysis based on country risk, industry risk, and dollars spent with each supplier site. From this, we develop a list of potential inherently high-risk suppliers.

We also evaluate suppliers’ alignment with Ford’s Supplier Code of Conduct utilizing the Drive Sustainability (DS) Sustainability Assessment Questionnaire (SAQ). The third-party validated DS SAQ asks suppliers for evidence of a formal policy, management system, and training covering human rights and working conditions.

S2: Workers in the Value Chain continued

S1: Own Workforce
→ S2: Workers in the Value Chain
S3: Affected Communities
S4: Consumers and End Users
Entity Specific

Once the DS SAQs are received, we conduct a risk analysis to determine which suppliers will require an audit based on severity and likelihood. Third-party on-site audits are then conducted on potential high-risk Tier 1 suppliers using the Responsible Business Alliance (RBA) Validated Assessment Program (VAP) and the Responsible Supply Chain Initiative (RSCI) Assessment. Following an audit, suppliers submit corrective action processes to strengthen any areas where non-conformances were found. We identify material impacts on supply chain workers through third-party audits and grievance mechanisms.

Corrective Actions

When potential child labor or forced labor issues are identified in our supply chain, we initiate an investigation to determine whether the supplier is providing parts to Ford. In case of substantiated knowledge of potential violations of human rights, Ford will implement appropriate preventive measures and take appropriate remedial actions to immediately end or mitigate such violations. This may include working with our Tier 1 supplier to conduct an on-site audit to identify what, if any, child labor or forced labor flags are present and work with the audited supplier to correct critical non-compliances and remediate any identified issues. Our corrective action process monitors compliance and prevents future risks. Closure audits take place after the corrective actions are developed and implemented and measure the effectiveness of these actions.

Required Reporting

Per our Policy Statement on Ford's Human Rights Strategy, Policies and Processes, "Adherence to our [Supplier Code of Conduct](#) requires that suppliers report and remediate any non-compliance and, when issues are identified, transparently report their remediation progress. Ford maintains an open

dialogue with suppliers and business partners to find a common solution to end or mitigate the violation. To accomplish these goals, we conduct a preliminary assessment of the violation and its impact, mitigate and contain the violation and its negative impacts in the short term, and provide appropriate remedies when non-compliance occurs and bring any violation to an end."

Mapping Supply Chains

Mica and cobalt have a higher association with child labor risks in the upstream supply chain. In 2021, we initiated electric vehicle battery material supply chain audits to determine our sub-tier suppliers for cobalt, lithium, and nickel to the mine and to determine risks at the supplier level. Since then, we have expanded our supply chain auditing and mapping to include mica, graphite, and electrolytes.

OECD Due Diligence

In compliance with the U.S. Dodd-Frank Act, we have filed an annual Conflict Minerals Report with the U.S. SEC since 2013. The report describes our due diligence process, as defined by the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, to confirm suppliers who provide us with components containing tin, tungsten, tantalum, and gold (3TG), understand the origins of such minerals, source them responsibly, and are not knowingly providing parts containing minerals that contribute to conflict. Suppliers are required to use smelters and refiners that have been validated as conforming to an independent third-party responsible mineral sourcing validation program.

We have expanded our Responsible Materials Sourcing program and the scope of our due diligence to include additional industry-relevant materials and mineral provenance from Conflict-Affected and High-Risk

Areas beyond the Democratic Republic of the Congo (DRC) and adjoining countries. Ford has conducted a formal due diligence process on cobalt since 2018; mica due diligence since 2019, which was formalized in 2020; formalized lithium and nickel due diligence in 2022; and in 2025 we implemented due diligence on the natural graphite in our battery supply chains.

Participating in Industry Initiatives

We utilize data collected through Responsible Minerals Initiative (RMI) reporting templates to engage processors of mined materials to undergo RMI's Responsible Material Assurance Process (RMAP) and their ESG assessment, which identify and address risks of child labor and forced labor. We are also active members of multiple RMI working groups, including the RMI Smelter Engagement Team, the Mineral Reporting Templates Team, the Gold Team, and the Emerging Minerals Team.

We also co-chair the Automotive Industry Action Group (AIAG) Smelter Engagement Team and the Corporate Responsibility Steering Team, and are members of the Responsible Materials Work Group. Our participation in RMI and AIAG allows us to extend our capabilities to reach more eligible smelters to participate in third-party responsible sourcing audits.

Ford also joined the Responsible Mica Initiative in 2024, a global coalition for action to help eliminate unacceptable working conditions and eradicate child labor by 2030.

Our participation in these cross-industry membership organizations allows us to support the development of aligned due diligence tools and standards in our upstream supply chains.

Additional Actions for Preventing Child Labor in Mining

In addition, Ford is taking the following actions to manage the potential impact of child labor.

Mica Pre-Sourcing Investigation

To proactively address the ESG risks of mica mining at the earliest stages of procurement, Ford has implemented a pre-sourcing due diligence framework. This includes mandatory supply chain mapping, risk analysis, and independent third-party audits for processors and mines as a prerequisite for contract award. To enhance transparency, we also require suppliers to implement validated traceability systems, enabling Ford to verify the origin of mica and confirm alignment with our human rights and environmental standards.

We continue to advance our on-site assurance and traceability project in collaboration with SLR Better Mining, ensuring our mica volumes are sourced with demonstrable risk management protocols. Our team conducted on-the-ground assessments of mines and processors in Madagascar in 2025. This visit reinforced Ford's commitment to responsible sourcing, allowing us to validate program performance and build the stakeholder trust necessary for long-term supply chain integrity.

Better Mining Project

Ford supports Better Mining of Cobalt in the DRC, an on-the-ground program to identify risks and implement corrective actions and training at designated artisanal and small-scale (ASM) mine sites. This program educates legal ASM cooperatives and the sector, as well as supporting state services, on how to implement responsible practices in the sector and meet due diligence requirements. Capacity

S2: Workers in the Value Chain continued

S1: Own Workforce
 → S2: Workers in the Value Chain
 S3: Affected Communities
 S4: Consumers and End Users
 Entity Specific

building will also help mining communities meaningfully participate in global supply chains.

In 2025, this effort led to tangible risk management improvements at its four ASM mine sites, including the decrease of legality incidents with registration of on-site workers, improvement in the distribution and usage of personal protective equipment, and improved management of on-site safety risks regarding mining pits.

Scope of Ford's Actions

These actions support Ford's zero-tolerance policy for child labor and forced labor in our supply chain outlined in our [Policy Statement on Ford's Human Rights Strategy, Policies and Processes](#).

The actions encompass Ford's global upstream supply chain, including sub-tiers related to mining and the processing of raw materials. The geographic scope is global, with specific requirements tailored to local regulations. Affected stakeholder groups include Ford, its suppliers, and local communities near mining sites. These actions are ongoing and could affect all identified time horizons.

Targets

Ford has processes and procedures in place to detect violations of human rights and react appropriately. Ford applies a zero-tolerance policy regarding violations of human rights. We have not set targets related to this impact because we have a complex global supply chain and Ford's direct control over suppliers' actions is limited.

Nonetheless, we aim to eliminate child labor and forced labor in our supply chains through increased supply chain transparency and engagement throughout the supply chain.

We track the effectiveness of our requirements of suppliers, including our zero tolerance for child labor and forced labor, through our audit process outlined above.

Impact I-12

Employees within the value chain in hazardous working conditions may be at risk of injury and even death without proper protection or mitigation.

Policies

Per our [Supplier Code of Conduct](#), our suppliers are required to provide a safe and healthy work environment. We require our suppliers to:

- "Provide a working environment that meets or exceeds prevailing industry standards and local, regional, and national safety, occupational health and fire safety regulations
- Perform regular risk assessments and put in place corrective and preventative measures to minimize workplace hazards including, but not limited to mechanical, electrical, chemical, fire, and physical hazards
- Provide regular health and safety training to workers
- Encourage workers to openly raise health and safety concerns and provide safeguards against retaliation

In addition, per the Supplier Code of Conduct, Ford expects its suppliers to maintain a health and safety management system to limit worker exposure to hazards and promote continuous improvement of working conditions and occupational health and safety."

For more information on this policy, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Actions

Ford is taking the following actions to manage this impact.

Assess Supplier Health and Safety Risks

We have developed a risk assessment process to identify and drive action on highest-risk suppliers first. We first perform an inherent analysis based on country risk, industry risk, and dollars spent with each supplier site. From this we develop a list of potential inherently high-risk suppliers that may be prioritized for an audit.

We evaluate suppliers' alignment with Ford's Supplier Code of Conduct utilizing the DS SAQ. Having a health and safety policy in place is a critical requirement in the DS SAQ and includes requirements such as personal protective equipment, machine safety, and incident and accident management.

Audit Supplier Health and Safety Performance

Once the DS SAQs are received, we conduct further risk analysis to determine which suppliers will require an audit based on severity and likelihood. Third-party audits are then conducted on high-risk Tier 1 suppliers and electric vehicle battery material sub-tier suppliers. We identify material impacts on supply chain workers through third-party audits, grievance mechanisms, or via escalation to the buyers for the supplier. Our corrective action plans monitor compliance and prevents future risks. Closure audits take place after the corrective actions are implemented. Along with resolved grievances, closure audits measure the effectiveness of these actions.

Preventing Health and Safety Risks in Mining

Ford proactively addresses the ESG risks of mica mining, including health and safety related risks, at the earliest stages of procurement through implementation of a pre-sourcing due diligence

framework. Ford also supports Better Mining of Cobalt in the DRC to identify risks and implement corrective actions and training at designated ASM mine sites. Read more about these projects in [Additional Actions for Preventing Child Labor in Mining](#).

Scope of Ford's Actions

These actions support Ford's policies around health and safety in our value chain to minimize risk of injury and even death, as outlined in our Supplier Code of Conduct.

The actions encompass Ford's global upstream supply chain, including sub-tiers. The geographic scope is global, with specific requirements tailored to local regulations. Affected stakeholder groups include Ford, its suppliers, and local communities near supplier sites.

These actions are ongoing and could affect all identified time horizons.

Targets

Ford has policies related to working conditions in our Supplier Code of Conduct, and Ford has processes and procedures in place to detect violations of human rights and react appropriately. We have not set targets related to this impact because we have a complex global supply chain and Ford's direct control over suppliers' actions is limited.

Nonetheless, we aim to minimize risk of injury and death in our supply chains through increased supply chain transparency and engagement throughout the supply chain. We track the effectiveness of our requirements of suppliers, including health and safety concerns, through our risk assessment and audit processes outlined above.

S2: Workers in the Value Chain continued

S1: Own Workforce
 → S2: Workers in the Value Chain
 S3: Affected Communities
 S4: Consumers and End Users
 Entity Specific

Risk R-7

Non-compliance with regulations prohibiting forced labor could result in immediate product withdrawal and disposal, substantial financial costs, and a loss of sales.

Policies

We continue to work with our suppliers to confirm their policies align with our [Supplier Code of Conduct](#), which expressly mandates that our suppliers neither use nor condone forced or compulsory labor in any form, do not employ any form of abusive disciplinary practices, and follow ethical recruiting practices.

For more information on this policy, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Actions

Ford is taking the following actions to manage this risk.

Supplier Training

We provide training to support suppliers in updating their policies to align with the Supplier Code of Conduct. Our focus is on helping our suppliers meet our ESG commitments, build their capacity, and improve their business practices.

Due Diligence and Risk Assessments

Regulations prohibiting forced labor can include sub-tier suppliers. To address this risk, in 2023, we updated our Supplier Code of Conduct and contractual obligations to require suppliers to share sub-tier supply chain information upon request. We conduct Tier 1 supplier RBA and RSCI audits, sub-tier supply chain audits for high-risk materials, Value Stream Mapping of high-risk supply chains, and we screen the results using our Restricted Party Screening process. We utilize a third-party supply chain platform designed to integrate data across multiple Ford supply chain activities.

Grievance Investigations

For any concerns raised by third parties, we utilize our due diligence process to investigate the issue and understand our corporate and supplier involvement. When potential supplier issues are identified anywhere in our supply chain, we initiate an investigation to confirm whether the supplier is within our supply chain. If confirmed, we will follow our due diligence procedures by working with our supplier to conduct a third-party audit to identify any critical non-conformances and work with the auditee to correct these issues, if needed. Ford reserves the right to seek alternate sources of supply if a supplier fails to comply with the Supplier Code of Conduct. We can also follow UN Guiding Principle 19 and elect to continue to work within a business relationship if we have the leverage to impact their compliance with our ESG requirements.

Industry Leadership

We collaborated in the development of the AIAG Forced Labor Due Diligence Program, in partnership with five other North American automakers. Launched in 2025, the program provides an aligned industry approach for conducting and reporting forced labor due diligence activities. This approach facilitates standardized reporting data, a common reporting template, and innovative technology for the supply base at a reduced cost. The program also includes supplier training and education to support suppliers in conducting their own forced labor due diligence while streamlining reporting in the automotive supply chain.

Scope of Ford's Actions

These actions support Ford's zero-tolerance policies around forced labor in our value chain outlined in the [Policy Statement on Ford's Human Rights Strategy, Policies and Processes](#).

The actions encompass Ford's global upstream supply chain, including sub-tiers of suppliers. The geographic scope is global, with specific requirements tailored to local regulations. Affected stakeholder groups include Ford, its suppliers, and local communities near supplier sites.

These actions are ongoing and could affect all identified time horizons.

Targets

Ford has processes and procedures in place to detect violations of human rights and react appropriately. Ford applies a zero-tolerance policy regarding violations of human rights. We have not set targets related to this impact because we have a complex global supply chain and Ford's direct control over suppliers' actions is limited.

Nonetheless, we aim to eliminate forced labor in our supply chains through increased supply chain transparency and engagement throughout the supply chain. We track the effectiveness of our requirements of suppliers, including our zero tolerance for forced labor, through our due diligence and risk assessment process outlined above.

Policies Related to Value Chain Workers

Respecting Human Rights Throughout the Value Chain

Our Supplier Code of Conduct addresses key human rights and workplace issues commonly associated with respecting human rights and protecting the labor rights of workers. Ford's Supplier Code of Conduct prioritizes human rights throughout our supply chain, prohibiting trafficking of human beings, child labor and forced labor, mandating safe working conditions, and emphasizing due diligence to prevent and mitigate human rights risks.

Compliance is monitored through a multi-pronged approach, including risk management systems, third-party audits and assessments, accessible grievance mechanisms, and adherence to all applicable laws and regulations, aligning with international standards like the UN Guiding Principles on Business and Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.

In raw material sourcing, the Code requires suppliers to conduct due diligence aligned with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, and requires suppliers to utilize third-party certifications. Ford requires transparency and traceability throughout the supply chain (to prevent exploitative labor practices and promote a responsible and ethical business environment).

In 2025, violations of this guidance involving workers in our value chain have been reported and are resolved, escalated, or being investigated. None have been classified as severe human rights issues.

S2: Workers in the Value Chain continued

S1: Own Workforce
 → S2: Workers in the Value Chain
 S3: Affected Communities
 S4: Consumers and End Users
 Entity Specific

We track performance through our [grievance mechanism](#).

Alignment with International Frameworks

The [Supplier Code of Conduct](#) is aligned with multiple international frameworks, including the UNGPs by operationalizing its three pillars: “protect,” “respect,” and “remedy.” This is achieved through several means, including requiring suppliers to prohibit child and forced labor, ensure safe working conditions, and promote responsible sourcing.

The Code’s provisions reflect a structured approach to integrating human rights into Ford’s supply chain that is aligned with UNGPs.

See the table [Policies to Manage Material Impacts, Risks, and Opportunities](#) for more information.

Process for Engaging with Value Chain Workers

We evaluate suppliers’ alignment with Ford’s Supplier Code of Conduct utilizing the DS SAQ. Once the DS SAQs are received, we utilize them to conduct a further risk analysis on specific supplier sites to determine which suppliers will require an audit based on severity and likelihood. The audit process is outlined under [Actions for Preventing Child and Forced Labor](#).

Direct Engagement with Value Chain Workers

Value chain workers can engage with Ford through direct contact using Ford’s grievance mechanism, through credible proxies during a third-party audit, or through the third-party Worker Voice grievance mechanism. Direct engagement with value chain workers additionally occurs during the course of audits at our high-risk suppliers. A critical component of the sustainability audit is the completion of direct

interviews with workers. Translators are provided and employers are not permitted by policy to be in the interviews so employees are free to speak.

Engagement through audits occurs on an annual basis. Because we cannot audit all of our suppliers each year, a subset is chosen of high-risk suppliers. These suppliers are assigned a risk level through a risk analysis process that is aligned with the requirements of the German Supply Chain Due Diligence Act (GSCDDA). Medium-risk suppliers are assigned optional training to review best practices via the online learning academy sponsored by the RBA. Audits were also performed prior to sourcing with potentially high-risk equipment suppliers.

Ford also conducts audits throughout its electric vehicle battery material supply chains upstream to mines. These audits are aligned with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas and provide us with reports where findings are based on objective evidence gathered through management and staff interviews, reviews of pertinent documents and records, and workplace observation.

Oversight of Engagement and Strategy

The CSO, is responsible for the general oversight of the Company’s human rights and environment leadership. In support of the CSO, the Global Sustainability and Supply Chain Sustainability teams are responsible for day-to-day operations of human rights and environment leadership, management, and implementation, including implementing and enforcing our Supplier Code of Conduct. The Supplier Code of Conduct is aligned to our [We Are Committed to Human Rights and the Environment policy](#).

The Supply Chain Sustainability team reports to Ford’s Director of Supply Chain, Global Purchasing Strategy (Risk). Operationally, the Senior Supply Chain Manager-Sustainability oversees the implementation and monitoring of our Supplier Code of Conduct over the course of the year.

The Senior Supply Chain Manager oversees four teams that are responsible for enforcement of human rights in our value chain as outlined in our Supplier Code of Conduct:

- Responsible Materials Sourcing
- Human Rights and Working Conditions
- Legislation
- Environment

These teams oversee the execution of supplier audits, supplier training, self-assessment questionnaires, direct engagements; grievance mechanisms, material due diligence including conflict minerals, transparency, and environmental reporting. Each team reports its progress on audits, corrective actions, transparency, and reporting monthly through Ford’s Business Operating Review.

Teams report at least annually to the CSO through the Global Sustainability Meeting.

Global Framework Agreements

Ford’s commitment to worker rights in its global value chain is reflected in its International Framework Agreement, signed in 2012 to include global representatives from Ford manufacturing locations, company representatives in Global Manufacturing and Labor Affairs, and IndustriALL. This Framework serves as a general endorsement of key human rights frameworks, including:

- The UN Universal Declaration of Human Rights
- The ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- The OECD Guidelines for Multinational Enterprises

Within this Framework, Ford is committed to encouraging our business partners and suppliers to adopt similar human rights policies, a commitment reflected in our Supplier Code of Conduct.

Effectiveness of Our Engagement with Value Chain

Ford measures effectiveness of outcomes through our closure audit process. When Ford conducts an on-site audit of a supplier via the RBA, we require any suppliers that are found to have Priority Non-Conformances (PNCs) in the report to complete a closure audit. Closure audits are required to be repeated until all PNCs are found to have been mitigated. Both suppliers that have or do not have PNCs are required to complete Corrective Action Plans that are agreed to by Ford and the RBA’s Audit Quality Manager.

Another aspect of Ford’s analysis of suppliers includes DS SAQs administered by a third party. The DS SAQ allows Ford to analyze suppliers’ policies and procedures surrounding sustainability.

S2: Workers in the Value Chain continued

S1: Own Workforce
 → S2: Workers in the Value Chain
 S3: Affected Communities
 S4: Consumers and End Users
 Entity Specific

Recognizing Perspectives of Vulnerable and Marginalized Workers

We recognize that some value chain workers may be more vulnerable to impacts. Our supplier assessment process includes an inherent risk analysis that attempts to capture risk associated with migrant workers. Migrant workers face higher risks of unethical recruitment and forced labor practices. Third-party audits also check for policies regarding migrant workers. Supplier DS SAQ responses check for policy statements from our suppliers regarding anti-discrimination and equality in the workplace.

To proactively address the ESG risks of mica mining at the earliest stages of procurement, Ford implemented a pre-sourcing due diligence framework. Ford also supports Better Mining of Cobalt in the DRC to identify risks and implement corrective actions and training at designated ASM mine sites. Read more about these projects in [Additional Actions for Preventing Child Labor in Mining](#).

Processes to Remediate Negative Impacts

Remediating Human Rights Impacts

Our [Supplier Code of Conduct](#) requires our suppliers to provide an operational-level grievance mechanism accessible to all employees, suppliers, and the public and bring any violation or adverse impact to an end. Suppliers are also required to report suspected wrongdoing and concerns, including concerns about product safety, to Ford.

Ford may ask for confirmation of compliance with the requirements of the Supplier Code of Conduct at any point in its relationship with a supplier, including before business is awarded.

Ford takes the following measures to provide and enable remedy for human rights impacts. These are applicable to our suppliers as stated in our [Policy Statement on Ford's Human Rights, Strategy, Policies and Processes](#).

1. We maintain a strict zero-tolerance policy for human rights violations. This approach underscores our commitment to upholding ethical standards through our operations and supply chains and sets a firm foundation for remediation as needed.
2. Upon identification or suspicion of a human rights violation (through a grievance, media, NGO inquiry, etc.), we initiate a prompt investigation to determine the facts and extent of any wrongdoing and address reported issues.
3. Our remediation process is structured to address and resolve violations. Key elements include:
 - a. Cessation of Harmful Activities: We work to immediately cease any activities that contribute to the human rights violation.
 - b. Collaboration: We engage suppliers and other parties involved in the violation to take steps to cease their contributions.
 - c. Appropriate Remedies: We suggest remedies to address the harm caused by the violation. These remedies are tailored to specific circumstances and may include compensation, restitution, or other forms of support.

d. Process Improvement: We review and improve our internal processes and feedback from the complainant to help prevent similar violations from occurring in the future. This continuous improvement element demonstrates a commitment to strengthening our human rights management systems.

4. We offer multiple avenues for reporting and seeking remedy through accessible grievance mechanisms as outlined in Value Chain Grievance Mechanisms on the following page.
5. We leverage external expertise to bolster remediation efforts, particularly in complex or sensitive cases. The RBA provides support in grievance handling and remediation, especially when dealing with issues of retaliation.

Our general process for external grievances includes:

1. A complaint is received, documented, and given a case number. Receipt of the complaint is confirmed to the person making the complaint.
2. The complaint is reviewed, and the next steps are determined. If there is no reasonable likelihood of a violation, the complainant will receive a statement of reasons.
3. The facts of the case are investigated further and discussed with the complainant. The necessary internal departments or external third parties are involved if applicable. Optionally, an amicable settlement procedure can be implemented.
4. In the case of infringement, further measures are discussed with the complainant. This may include further investigation or clarification measures, interim legal measures, or an agreement on compensation.

5. The agreed measures are implemented.
6. The results and the measures will be discussed with the complainant. It will be checked whether the infringement has been permanently eliminated, and whether the complainant has not suffered any other disadvantages.
7. Once all follow-up measures have been implemented and completed, the complaint is archived. A summary including the outcome is communicated to the complainant. The complainant is asked for feedback and has the opportunity to escalate the case further.

All process steps and measures for determining the facts are subject to the principle of appropriateness and effectiveness. This means that the measures must be suitable, necessary, and appropriate in order to effectively fulfill the intended purpose.

We assess whether the remedy provided is effective by asking for feedback from the complainant. The knowledge gained is used to review and, if necessary, adjust internal processes and procedures for improvements.

S2: Workers in the Value Chain continued

S1: Own Workforce
 → S2: Workers in the Value Chain
 S3: Affected Communities
 S4: Consumers and End Users
 Entity Specific

Value Chain Grievance Mechanisms

Channels for Value Chain Workers to Raise Concerns

For violations of human rights or environmental risks to be reported along the supply chain, we offer the following grievance channels:

- **Worker Voice App** (“RBA Voices”): A mobile app that can be downloaded and used to submit concerns at a facility or Company level. The platform is managed by the RBA. We encourage suppliers to participate in the RBA Voices App. Value chain workers can submit concerns to Ford by downloading the app through a QR code.
- **Ford’s RBA Voices web form**: Concerns can also be submitted to Ford via the RBA Voices web form. The platform is managed by the RBA. Complainants receive a case number for traceability purposes, which they can access at any time to view the status of the submitted complaint.
- **Country-specific telephone hotlines:**

Country	Type	Phone Number
China	National	4001200796
Germany	Free of charge	8001808120
Japan	Free of charge	8009196565
Korea South	Free of charge	3084910156
Malaysia	Free of charge	1800812709
Mexico	Free of charge	8001122677
Nepal	Free of charge	8000010153
Philippines	Free of charge	180013220558
Taiwan	Free of charge	801128131
Thailand	Free of charge	1800019075
Thailand	Free of charge	1800019083
Türkiye	Free of charge	8006212363
United States	Free of charge	18882053318
Vietnam	Local	2844581378

- **Postal address:**
 Department for Sustainability in the Supply Chain
 c/o Ford Werke GmbH
 Henry-Ford Street 1
 50735 Cologne
 Germany
- **SpeakUp.ford.com:** Website that can be used to report concerns involving Ford and/or Ford employees related to Ford’s Corporate Policies, the Code of Conduct, the law, or other compliance and ethics matters. The SpeakUp site is managed by a third-party vendor.
- **Alternative options:** Ford strives to keep access barriers as low as possible for easy access to our complaints procedure for particularly vulnerable groups, such as children or people who are not literate. Ford has alternative options to our complaints procedure for vulnerable groups, such as:
 - The complainant can borrow a cell phone, laptop, or tablet to access RBA Voices. Provided they note down or remember the login details, they can access the site from any phone, laptop, or tablet
 - Local civil society organizations and other stakeholders have the option to submit feedback on behalf of another person via our public web form, provided they identify the specific facility in the form and have evidence that this facility is in our supply chain
 - Employee representatives may also submit feedback on behalf of another person if they identify the specific facility on the form and have evidence that this facility is in our supply chain

Availability of Grievance Channels

We have posted our external grievance process document on our corporate website for community members’ awareness and access to our grievance channels. The grievance process document is currently available in 19 languages.

Suppliers are required to provide their own grievance mechanism to their employees per our [Supplier Code of Conduct](#). We also conduct supplier trainings to emphasize the importance of providing access to grievance channels.

Effectiveness of Grievance Channels

We track the effectiveness of our grievance mechanism using a feedback rating system. Complainants are asked to rate their satisfaction with the resolution of their issue. We analyze this feedback regularly to identify trends and areas for improvement. If a complainant expresses dissatisfaction with the outcome, we reach out to them to understand the reasons for their dissatisfaction. However, this is only possible if the complainant has provided contact information. If the complainant chooses not to provide contact information, we cannot discuss the feedback directly with the complainant, but can incorporate the feedback into our analysis of trends and areas for improvement.

In order to make findings more transparent, monitor the effectiveness of our grievance mechanism and remediation process, and create trust with value chain workers, we prioritize two-way communication throughout the process. We aim to understand the complainant’s expected outcome from the outset, allowing the complainant to provide feedback and express any dissatisfaction during the process itself.

Worker Awareness and Trust in Grievance Processes

To build awareness and trust in the process we conduct supplier training sessions covering the importance of grievance mechanisms and how workers can utilize the RBA Worker Voice app to meet Ford’s requirement that suppliers have an operational-level grievance mechanism in place.

By asking complainants if they are satisfied with the results of the process, we provide an opportunity for complainants to let us know if they experience any negative impact based on their grievance submitted. Complainants can choose to escalate a submitted complaint through our grievance mechanism to be coordinated accordingly by a third party (RBA).

Protection Against Retaliation

Ford does not tolerate any retaliatory measures, intimidation, or discrimination against complainants. Our Supplier Code of Conduct requires suppliers to provide safeguards against retaliation and not retaliate against anyone who makes a good faith report.

In cases where a complainant rates their experience negatively due to experiencing a negative impact or retaliation after submitting their grievance, we escalate the case to the RBA for additional support and mediation. The complainant also has an option to escalate to RBA on their own behalf. The RBA has a dedicated process for addressing these types of situations, and their involvement can help support a fair and impartial resolution.

S3: Affected Communities

- S1: Own Workforce
- S2: Workers in the Value Chain
- S3: Affected Communities
- S4: Consumers and End Users
- Entity Specific

Affected Communities

Through our Community Relations team, we focus on the communities where we have manufacturing facilities. We engage with these communities in multiple ways to manage Ford's impact and understand community sentiment. Under the responsibility of Ford's Director of Community Relations, this engagement helps to inform Ford's business model and strategy by providing valuable insights into community needs and expectations, enabling us to align our operations and initiatives with the broader goals of the communities we serve.

Ford also considers the role that its strategy and business model may play in creating, exacerbating, or mitigating material impacts on affected communities beyond our own manufacturing facilities. We assess how our business activities influence these communities and adapt our policies as needed to address such material impacts.

Assessing Material Impacts, Risks, and Opportunities

Ford's strategy and business model may impact the communities where we operate through business activities such as manufacturing, supply chain sourcing, and philanthropic initiatives. We aim to create positive impacts and mitigate any potential negative impacts by engaging with the communities where we operate and adhering to all regulatory requirements related to our operations.

To assess our actual and potential IROs, we conducted a [DMA](#).

Types of Communities Subject to Material Impacts

Our DMA considered impacts to communities around Ford's operations and value chain. Communities, including Indigenous Peoples near mining operations, may be impacted by land use and environmental degradation, while those around recycling facilities may face issues related to waste management and pollution.

Characteristics of Material Negative Impacts

The negative impact from upstream activities, such as mining and smelting, can be both widespread and related to individual incidents, depending on the context. Negative effects on safe drinking water and livelihoods can affect large communities over extended periods, resulting in chronic health issues, economic disadvantage, and environmental degradation.

Understanding Types of Affected Communities

Communities at the most risk of negative impact from our own operations and value chain typically include those located near raw material extraction sites, manufacturing facilities, and logistics hubs. At Ford, our strategies and policies are developed with these communities in mind, striving to support their well-being, promote sustainable development, and mitigate any negative impacts associated with our operations and value chain.

Our strategy includes involving at-risk communities in dialogue and decision-making processes regarding community needs and impacts from our operations. Ford aims to empower local voices by facilitating forums, consultations, and grievance mechanisms that allow community members to express their concerns and preferences. As part of this engagement, we assess the effectiveness of our strategies and make necessary adjustments to better meet our commitments to the communities we affect.

Material Impacts, Risks, and Opportunities Related to Affected Communities

Impact I-13

Activities such as mining and smelting negatively impact biodiversity, ecosystem health, and local communities.

Policies

Our [We Are Committed to Protecting Human Rights and the Environment](#) policy includes direction to Ford and our suppliers to minimize negative impacts on both human beings and the environment, strive for positive impacts, and mimic ecosystem performance.

Our [Supplier Code of Conduct](#) requires suppliers to comply with or exceed Ford's environmental requirements and policies, including all relevant national, regional, environmental, and chemical legislation, mimic ecosystem performance, and refrain from causing any harmful soil change.

We also require suppliers to manage their sub-tiers and cooperate with Ford's efforts to secure full transparency and traceability of their raw materials supply chain. Suppliers must conduct due diligence related to raw materials.

Our Supplier Code of Conduct requires suppliers to:

- "Provide information, upon request, to verify the materials in the products supplied to Ford have been sourced responsibly in accordance with Ford's [Responsible Materials Sourcing Policy Including Conflict Minerals](#)
- Secure critical raw minerals from material processors that are certified through a third-party responsible sourcing standard such the Responsible Minerals Initiative's (RMI) Responsible Minerals Assurance Process (RMAP)
- Ensure this requirement is communicated to sub-suppliers and/or directly to identified smelters/refiners/processors who are not RMAP certified
- Disclose all sub-tier and raw material supply chain actors, including locations for material used in products supplied to Ford. This includes but is not limited to: conflict minerals (tin, tantalum, tungsten, and gold), and any other materials such as cobalt, lithium, and related chemical compounds, nickel, natural graphite, mica, copper, aluminum, steel, rare earth elements, natural rubber, wood, and leather
- Participate in initiatives to support responsible materials sourcing
- Mining suppliers are required to seek certification by an independent third-party responsible mining assurance standard, such as the Standard for Responsible Mining from the Initiative for Responsible Mining Assurance (IRMA) or an agreed upon third-party certified equivalent"

For more information on these policies, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

S3: Affected Communities

continued

- S1: Own Workforce
- S2: Workers in the Value Chain
- S3: Affected Communities
- S4: Consumers and End Users Entity Specific

Actions

Ford is taking the following actions to mitigate the impacts of mining and smelting in our value chain on affected communities.

Preventative Measures

Ford takes proactive measures to avoid or mitigate mining and processing activities in our supply chain that may have negative impacts on surrounding communities. This includes pre-sourcing assessments of suppliers and requiring that suppliers we source from are aligned with our [Supplier Code of Conduct](#) and [Responsible Materials Sourcing Policy](#).

Due Diligence

Ford conducts annual due diligence to assess whether mining and smelting activities in our supply chain are in compliance with our Supplier Code of Conduct and Responsible Materials Sourcing Policy.

Third-Party Assurance for Mined Materials

Third-party assured ESG standards are critical to protecting communities in areas where mines and processors operate. We require mines we directly source from to seek certification through the IRMA or an equivalent third-party standard. We require our suppliers who directly source mined materials to do the same.

Third-Party Assurance for Material Processors

Per our Responsible Materials Sourcing Policy, suppliers should request identified processors that supply materials in parts supplied to Ford to undergo an independent third-party assessment against a responsible mineral sourcing validation program such as the RMI RMAP and ESG Standard.

Community Engagement

Ford engages with affected communities to find mutually beneficial solutions to potential tensions that may arise. Our approach is guided by its commitment to ethical practices and corporate responsibility, striving to conduct business operations in a manner that does not compromise the wellbeing of communities and the environment.

Scope of Ford's Actions

These actions support Ford's corporate policy and Supplier Code of Conduct requiring Ford and suppliers to minimize negative impacts on both human beings and the environment.

The actions encompass Ford's global upstream supply chain, including suppliers involved in mining and the processing of raw materials. The geographic scope is global, with specific requirements tailored to local regulations. Affected stakeholder groups include Ford, its suppliers, local communities near supplier and mining sites, and other stakeholders impacted by the environmental performance of Ford's supply chain.

These actions are ongoing and could affect all identified time horizons.

Actions for Remediating Negative, Actual Impacts

If a material impact is identified, Ford works closely with the community, government officials, and agencies to determine a remedy. The remedy may consist of a combination of mitigating any negative impacts and compensating those affected through the appropriate channels.

Targets

Ford has set an aspiration to only source raw materials that are responsibly produced. We have not set targets related to this impact because Ford has a complex global supply chain and Ford's direct control over mining and processing suppliers' practices is limited.

We track the effectiveness of our related policies and actions through our supplier assessment processes and stakeholder feedback. The corrective action process, which is part of our supplier assessment activities, monitors compliance and prevents future risks. Closure audits take place after the corrective actions are developed. Along with resolved grievances, they measure the effectiveness of actions taken. Stakeholder feedback allows us to gauge community sentiment and track progress toward aligning Ford policies and actions with the needs and values of the communities within which we work.

Currently, there is no defined level of ambition as defined by ESRS to track effectiveness of these policies and actions. Ford is developing targets for suppliers to implement management systems to reduce pollution from mining waste and minimize community impacts through third-party ESG assurances.

Policies Related to Affected Communities

Policies Related to Indigenous Peoples

Per our [We Are Committed to Protecting Human Rights and the Environment policy](#), we are committed to respecting the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and strive to ensure FPIC of Indigenous communities is pursued and obtained prior to projects or activities that may affect their lands, resources, and rights.

Our Supplier Code of Conduct and Responsible Materials Sourcing Policy also require suppliers to respect the rights of Indigenous Peoples in accordance with the UNDRIP and when securing raw material, to obtain FPIC of Indigenous communities prior to projects or activities that may affect their lands, resources, and rights.

In accordance with the Supplier Code of Conduct, suppliers directly sourcing raw materials must not engage in any acts constituting or aiding unlawful eviction or unlawful taking of land, forests, or waters securing the livelihood of human beings.

Policy on Engagement with Affected Communities

Per our [We Are Committed to Protecting Human Rights and the Environment policy](#), we engage constructively with suppliers, local communities, governments, non-governmental organizations, and other stakeholders, including Indigenous People. Our Supplier Code of Conduct requires the same of our suppliers.

S3: Affected Communities continued

S1: Own Workforce
S2: Workers in the Value Chain
→ S3: Affected Communities
S4: Consumers and End Users
Entity Specific

Policy on Remediating Human Rights Impacts

Per our [We Are Committed to Protecting Human Rights and the Environment policy](#), we strive to prevent and mitigate human rights and environmental impacts. To accomplish these goals, we provide operational-level grievance mechanisms that are accessible to our employees, suppliers, and the public, provide appropriate remedies when non-compliance occurs and bring any violation to an end, and do not retaliate against good faith reports of violation of policy or law.

We have established various mechanisms for communities, customers, dealerships, and other stakeholders to raise concerns directly with us, and through which we identify potential instances of non-respect for these guidelines. During the reporting period, Ford reviewed reports received through our grievance channels and investigated all allegations of non-respect or violations of international standards. Any individual concerns raised were addressed in accordance with our established grievance processes.

Alignment with Internationally Recognized Standards

Our policies align with several internationally recognized standards and frameworks, as listed in the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Processes for Engaging with Affected Communities

Engagement with Affected Communities and Their Representatives

Ford engages with affected communities both directly and through credible proxies. Community members reach out to Ford through contact with our plant leadership as well as through our dealers and government officials. In addition, residents can contact Ford directly through our corporate website, community relations email address, or through our on-the-ground representatives in the community.

Ford is an active member of the communities in which we do business. We engage with the community through business organization memberships, and interactions with government officials at multiple levels of government that represent the facility, as well as through community meetings, volunteer events, and philanthropic endeavors.

When Ford has a change in its manufacturing footprint that may impact residents, we host listening sessions, publish community newsletters, and provide updates on our website.

Ford's Director of Community Relations is responsible for community engagements and ensuring that the results inform Ford's activities.

Effectiveness of Our Community Engagement

Ford tracks community sentiment through various mechanisms, including surveys, monthly polling in manufacturing communities, community listening sessions, monitoring of media articles and social media posts, and discussions with government, community leaders, and residents.

Ford believes in a participatory approach to community engagement, which means we seek out community input to help shape our engagement efforts. For example, Ford's Community Relations team has created Neighborhood Advisory Councils in its U.S. assembly plant locations to obtain feedback directly from residents and community leaders to determine the most critical community needs and how Ford should prioritize its investments in the community. The Community Relations team also has defined goals with respect to community initiatives such as event sponsorships and donations to support an effective level of engagement.

Learning Perspectives of Affected Communities

We partner with local nonprofits, community groups, and advocacy organizations that work directly with vulnerable populations to gain deeper insights into their challenges and the potential impacts of our operations. We conduct social impact assessments to identify and evaluate the impacts of our operations on local communities and develop targeted strategies for mitigating potentially adverse effects.

Our stakeholder engagement platforms enable multiple voices to be heard and we strive to incorporate their perspectives in decision-making. Ford has established accessible and confidential grievance mechanisms that allow community members to report concerns and feedback. We also conduct focus groups and surveys to gather qualitative and quantitative data on the perspectives of different groups, which helps us tailor our community engagement and impact mitigation strategies.

Aligned with our policies, when securing raw materials, Ford and our suppliers respect the rights of Indigenous Peoples. Any legislative or administrative measures, such as rezoning, resulting from Ford or our suppliers' activities that may affect communities and Indigenous Peoples must be addressed in the stakeholder engagement process, with the goal of giving due consideration to their concerns and upholding their rights.

S3: Affected Communities continued

- S1: Own Workforce
- S2: Workers in the Value Chain
- S3: Affected Communities
- S4: Consumers and End Users Entity Specific

Processes to Remediate Negative Impacts and Channels for Affected Communities to Raise Concerns

Remediating Negative Impacts

If a material impact is identified, Ford works closely with the community and government officials and agencies to determine the appropriate remedy. The remedy may consist of a combination of mitigating any negative impacts and compensating those affected through the appropriate channels.

Channels for Affected Communities to Raise Concerns

Community members can contact Ford directly through our SpeakUp website or through our representatives present in the community. The SpeakUp website is managed by a third party contracted by Ford and is not part of the Ford Motor Company website or intranet.

Supporting the Availability of Grievance Channels

Ford provides forums for community members to engage with the Company and raise concerns, including neighborhood advisory councils, listening sessions, and impact assessments. Communities in our supply chain can also raise concerns through our suppliers. We require suppliers to provide an operational-level grievance mechanism accessible to all employees, suppliers, and the public.

Tracking the Effectiveness of Grievance Channels

To assess the effectiveness of the grievance channels and the remedy provided, Ford implements monitoring and evaluation processes, engaging with stakeholders to assess the outcomes and make necessary adjustments. Feedback from affected communities is sought to confirm that the remedies are meeting their needs and expectations, promoting accountability and transparency in the remediation process. Along with resolved grievances, community engagement and feedback allow us to measure the effectiveness of our grievance channels and remedies.

Ford has direct relationships with community leaders and organizations. In affected communities, we partner with trusted community leaders and nonprofits who serve as advisors to Ford to help meet the needs of residents and the community. To build awareness and trust, we spend time in the community giving residents access to Ford representatives. We have also established a Community Relations email contact, which residents and community organizations can use to reach out to us with concerns or questions. We strive to build trust by listening and making investments in the community based on resident input.

S4: Consumers and End Users

- S1: Own Workforce
- S2: Workers in the Value Chain
- S3: Affected Communities
- S4: Consumers and End Users Entity Specific

Consumers and End Users

Ford has defined our downstream value chain to include dealers, customers, and recyclers.

Material Impacts, Risks, and Opportunities Related to Consumers and End Users

Risk R-8 and R-9

Risks R-8 and R-9 are related and utilize the same policies, actions, and targets.

Risk R-8

Ford may incur significant costs due to product recalls.

Risk R-9

Poor product quality could damage Ford's reputation.

Policies

Per our [Code of Conduct](#), we:

- "Design and manufacture safety into our products and services, seeking to continuously advance safety in the transportation operating system
- Provide products and services that meet or exceed regulatory requirements
- Promote safe and responsible consumer practices
- Take seriously any safety concerns or product complaints, and address them appropriately
- Prioritize quality in our products and services, seeking continuous improvement
- Implement and follow disciplined systems to measure performance, enhance consistency, and manage feedback

- Take quality concerns seriously, whether from inside or outside the company, and address them appropriately"

Our internal We Are Committed to Safety in Our Products and Services policy also includes direction to Ford to seek to meet or exceed regulatory requirements, promote safe and responsible behaviors, address safety concerns appropriately, and report suspected wrongdoings.

For more information on these policies, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Actions

Ford is taking the following actions to manage these risks.

Product Warranties

We provide warranties on the vehicles we sell. Warranties are offered for specific periods of time and/or mileage and vary depending upon the type of product and the geographic location of its sale. Pursuant to these warranties, we will repair, replace, or adjust parts on a vehicle that are defective in factory-supplied materials or workmanship during the specified warranty period.

Data-Based Problem Resolution

Metrics and data drive our decision-making, objective setting, and problem resolution. We utilize risk assessments to determine factors that could impact our quality operating system based on the needs of internal and external customers. We focus on continually improving our products and services. Our customers want products and services that meet their needs and expectations at a cost that represents value.

Field Service Actions

To mitigate and remediate negative impacts on consumers related to recalls, Ford's Field Service Action (FSA) Implementation Team optimizes FSA execution and takes care of customers involved in FSAs. This coordination with cross-functional teams has improved timing for production and service parts availability so customer vehicles can be updated quickly when an FSA is required.

Customers can view the status of recalls on their vehicles via the Ford website.

Scope of Ford Actions

These actions support Ford's corporate Code of Conduct.

These actions encompass Ford's own operations globally, and are ongoing and could affect all identified time horizons.

Targets

Ford does not have quantitative targets related to these risks because our commitment to vehicle safety and quality guides our actions. Decisions regarding recalls are based on engineering analysis and regulatory requirements, ensuring that necessary steps are taken to deliver safety and compliance.

We assess the effectiveness of safety- and quality-related policies and actions through an integrated data management system that tracks investigations through recall remedy implementation. While we continue to work to improve our safety and quality, there is no level of ambition as defined by ESRS related to these processes.

Respect for the Human Rights of Consumers

Our commitment to customer engagement is written into our corporate Code of Conduct which states: "We seek to engage our customers in new and inclusive ways to get deeper knowledge of their wants and needs."

Our [We Are Committed to Protecting Human Rights and the Environment](#) policy includes direction to Ford to provide operational-level grievance mechanisms accessible to the public, provide appropriate remedies when non-compliance occurs, and bring any violation to an end.

Ford takes reports of potential violations seriously. See our Code of Conduct for information related to our internal reporting policy We Are Committed to Speaking Up and Eliminating Retaliation. External stakeholders may report by visiting www.SpeakUp.ford.com.

Ford's corporate policy strictly prohibits retaliation. Ford will support and protect anyone who raises a good-faith concern in connection with a potential violation of our Code of Conduct, Company policies, or the law.

S4: Consumers and End Users continued

- S1: Own Workforce
- S2: Workers in the Value Chain
- S3: Affected Communities
- S4: Consumers and End Users Entity Specific

We respect human rights in all our activities and seek to address concerns that may arise on a timely basis. During the reporting period, Ford reviewed reports received through our grievance channels and investigated all allegations of non-respect or violations of international standards. Any individual concerns raised were addressed in accordance with our established grievance processes.

For more information on these policies, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Processes for Engaging With Customers

Engagement with Customers

Ford provides multiple channels for customers to engage with the Company directly. Customers engage with the Company face-to-face in our dealerships, over the phone, on our websites and social media, at our contact centers, and inside our vehicles. Through our internal customer experience measurement platform and market research, we listen and respond to customer feedback, increasing our understanding of their needs, concerns, and preferences, and providing insights to our dealers and touchpoint owners.

Customers can contact us through the Contact Centers on our website any time during our service hours. Agents in our Global Contact Centers are dedicated to helping our customers and dealers with any questions or concerns related to Ford products and services. We offer multiple ways to engage with the Global Contact Centers, capturing inbound and outbound contacts via phone, chat, SMS, email, postal mail, and our website.

In addition, we actively engage in selected social media forums and directly engage with customers who flag issues and concerns on key social media platforms.

Our Global Director, Uptime & Customer Retention is responsible for customer engagement and informs the Company's approach to customer experience.

Effectiveness of Customer Engagement and Resolution of Concerns

Ford's customer relationship center uses internal metrics to help monitor customers' inquiries and how they are addressed. At the end of every case, a survey is sent to the customer to create a closed loop feedback process. The closed loop feedback process allows the Contact Centers to assess whether customers are satisfied with the overall experience.

Team leads, supervisors, and managers analyze customer feedback, focusing on any customer rating below "excellent." We reopen cases if required, provide feedback to customers, and review improvement opportunities with agents.

Inclusive Access to Customer Service

Ford is committed to making our website accessible for our site visitors. The contact center website is ADA compliant, and Customer Support is available to help with accessibility issues.

Entity Specific

- S1: Own Workforce
- S2: Workers in the Value Chain
- S3: Affected Communities
- S4: Consumers and End Users
- [Entity Specific](#)

Entity Specific Material Impacts, Risks, and Opportunities

Opportunity O-2

Connected vehicles generate significant amounts of data, which can enhance customer experiences and optimize vehicle performance.

Policies

We maintain a comprehensive privacy program to assure compliance with legal requirements and to foster a culture of trust and responsibility in how we handle personal information, including from our employees, customers, dealers, and suppliers. We recognize that protecting privacy is important to maintaining trust, so we act in a transparent and ethical manner as outlined in our [Code of Conduct](#).

Per our Code of Conduct, we are committed to openly and honestly communicating our data practices to individuals and providing meaningful privacy choices. We also minimize the collection, use, disclosure, and retention of personal information (PI), and integrate privacy into the design, architecture, and operation of our products, services, and IT systems.

In addition, our internal We Are Committed to Maintaining Effective Privacy Practices policy governs how we collect, use, share, and store PI, including from our employees, customers, dealers and suppliers.

For more information on this policy, see the table [Policies to Manage Material Impacts, Risks, and Opportunities](#).

Actions

We design and build our products with privacy in mind – from considering what data to collect, to how we use and store it, to how we responsibly dispose of it.

Our privacy notices for countries where Ford offers connectivity services are available at www.fordconnected.com.

Specific actions being taken to capitalize on this opportunity are proprietary to the Company and not disclosed for competitive reasons.

Targets

Ford does not have quantitative metrics or targets related to this opportunity, nor are we tracking effectiveness of our policy, as this technology is still evolving.

Sustainability Statement

Index

In this section

- [ESRS Index](#)
- [ESRS Data Points from Other EU Legislation](#)

ESRS Index

→ [ESRS Index](#)
ESRS Data Points from
Other EU Legislation

ESRS Disclosure	Location (section) and Notes
ESRS 2: General Disclosures	
BP-1 – General basis for preparation of the sustainability statement	Sustainability Reporting Approach
BP-2 – Disclosures in Relation to Specific Circumstances	Sustainability Reporting Approach Key Estimates
GOV-1 – The role of the administrative, management, and supervisory bodies	Corporate Governance
GOV-2 – Information provided to and sustainability matters addressed by the undertaking’s administrative, management, and supervisory bodies	Board Role and Responsibilities
GOV-3 – Integration of sustainability-related performance in incentive schemes	Sustainability-Related Performance Incentives
GOV-4 – Statement on due diligence	Statement on Due Diligence
GOV-5 – Risk management and internal controls over sustainability reporting	Risk Management and Internal Controls
SBM-1 – Strategy, business model, and value chain	Sustainability Strategy and Business Model
SBM-2 – Interests and views of stakeholders	Stakeholder Engagement
SBM-3 – Material impacts, risks, and opportunities and their interaction with strategy and business model	Double Materiality Assessment Material Impacts, Risks, and Opportunities
IRO-1 – Description of the processes to identify and assess material impacts, risks, and opportunities	Double Materiality Assessment
IRO-2 – Disclosure requirements in ESRS covered by the undertaking’s sustainability statement	ESRS Index
ESRS E1: Climate Change	
E1-1 – Transition plan for climate change mitigation	Transition Plan for Climate Change Mitigation
E1 SBM-3 – Material impacts, risks, and opportunities and their interaction with strategy and business model	Double Materiality Assessment
E1 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks, and opportunities	Impacts, Risks, and Opportunities Identification and Assessment Process Double Materiality Assessment
E1-2 – Policies related to climate change mitigation and adaptation	Material Impacts, Risks, and Opportunities Related to Climate Change
E1-3 – Actions and resources in relation to climate change policies	Material Impacts, Risks, and Opportunities Related to Climate Change
E1-4 – Targets related to climate change mitigation and adaptation	Material Impacts, Risks, and Opportunities Related to Climate Change
E1-5 – Energy consumption and mix	Energy Consumption and Mix
E1-6 – Gross Scope 1, 2, 3, and Total GHG emissions	Gross Scope 1, 2, 3, and Total GHG Emissions
E1-7 – GHG removals and GHG mitigation projects financed through carbon credits	Not material per 2025 Double Materiality Assessment
E1-8 – Internal carbon pricing	Internal Carbon Pricing
E1-9 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Exempt in current reporting year

ESRS Index continued

→ [ESRS Index](#)
ESRS Data Points from
Other EU Legislation

ESRS Disclosure	Location (section) and Notes
ESRS E2: Pollution	
E2 IRO-1 – Description of the processes to identify and assess material pollution-related impacts, risks, and opportunities	Double Materiality Assessment
E2-1 – Policies related to pollution	Material Impacts, Risks, and Opportunities Related to Pollution
E2-2 – Actions and resources related to pollution	Material Impacts, Risks, and Opportunities Related to Pollution
E2-3 – Targets related to pollution	Material Impacts, Risks, and Opportunities Related to Pollution
E2-4 – Pollution of air, water, and soil	Not material per 2025 Double Materiality Assessment
E2-5 – Substances of concern and substances of very high concern	Not material per 2025 Double Materiality Assessment
E2-6 – Anticipated financial effects from pollution-related impacts, risks, and opportunities	Exempt in current reporting year
ESRS E3: Water and Marine Resources	
E3 IRO-1 – Description of the processes to identify and assess material water and marine resources-related impacts, risks, and opportunities	Double Materiality Assessment
E3-1 – Policies related to water and marine resources	Material Impacts, Risks, and Opportunities Related to Water and Marine Resources
E3-2 – Actions and resources related to water and marine resources	Material Impacts, Risks, and Opportunities Related to Water and Marine Resources
E3-3 – Targets related to water and marine resources	Material Impacts, Risks, and Opportunities Related to Water and Marine Resources
E3-4 – Water consumption	Not material per 2025 Double Materiality Assessment
E3-5 – Anticipated financial effects from water and marine resources-related risks and opportunities	Exempt in current reporting year
ESRS E4: Biodiversity and Ecosystems	
ESRS E5: Resource Use and Circular Economy	
E5 IRO-1 – Description of the processes to identify and assess material resource use and circular economy-related impacts, risks, and opportunities	Double Materiality Assessment
E5-1 – Policies related to resource use and circular economy	Material Impacts, Risks, and Opportunities Related to Resource Use and Circular Economy
E5-2 – Actions and resources related to resource use and circular economy	Material Impacts, Risks, and Opportunities Related to Resource Use and Circular Economy
E5-3 – Targets related to resource use and circular economy	Material Impacts, Risks, and Opportunities Related to Resource Use and Circular Economy
E5-4 – Resource inflows	Resource Inflows
E5-5 – Resource outflows	Not material per 2025 Double Materiality Assessment
E5-6 – Anticipated financial effects from resource use and circular economy-related impacts, risks, and opportunities	Exempt in current reporting year
ESRS S1: Own Workforce	
S1 SBM-2 – Interests and views of stakeholders	Double Materiality Assessment
S1 SBM-3 – Material impacts, risks, and opportunities and their interaction with strategy and business model	Double Materiality Assessment
S1-1 – Policies related to own workforce	Material Impacts, Risks, and Opportunities Related to Own Workforce Policies Related to Own Workforce
S1-2 – Processes for engaging with own workers and workers’ representatives about impacts	Processes for Engaging with Own Workforce

ESRS Index continued

→ [ESRS Index](#)
ESRS Data Points from
Other EU Legislation

ESRS Disclosure	Location (section) and Notes
S1-3 – Processes to remediate negative impacts and channels for own workers to raise concerns	Grievance Mechanisms and Remediation
S1-4 – Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Material Impacts, Risks, and Opportunities Related to Own Workforce
S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Material Impacts, Risks, and Opportunities Related to Own Workforce
S1-6 – Characteristics of the undertaking’s employees	Not material per 2025 Double Materiality Assessment
S1-7 – Characteristics of non-employee workers in the undertaking’s own workforce	Not material per 2025 Double Materiality Assessment
S1-8 – Collective bargaining coverage and social dialogue	Material Impacts, Risks, and Opportunities Related to Own Workforce
S1-9 – Diversity metrics	Not material per 2025 Double Materiality Assessment
S1-10 – Adequate wages	Not material per 2025 Double Materiality Assessment
S1-11 – Social protection	Not material per 2025 Double Materiality Assessment
S1-12 – Persons with disabilities	Not material per 2025 Double Materiality Assessment
S1-13 – Training and skills development metrics	Not material per 2025 Double Materiality Assessment
S1-14 – Health and safety metrics	Not material per 2025 Double Materiality Assessment
S1-15 – Work-life balance metrics	Not material per 2025 Double Materiality Assessment
S1-16 – Compensation metrics (pay gap and total compensation)	Not material per 2025 Double Materiality Assessment
S1-17 – Incidents, complaints, and severe human rights impacts	Not material per 2025 Double Materiality Assessment
ESRS S2: Workers in the Value Chain	
S2 SBM-2 – Interests and views of stakeholders	Double Materiality Assessment
S2 SBM-3 – Material impacts, risks, and opportunities and their interaction with strategy and business model	Double Materiality Assessment
S2-1 – Policies related to value chain workers	Material Impacts, Risks, and Opportunities Related to Workers in the Value Chain Policies Related to Value Chain Workers
S2-2 – Processes for engaging with value chain workers about impacts	Process for Engaging with Value Chain Workers
S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	Value Chain Grievance Mechanisms
S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	Material Impacts, Risks, and Opportunities Related to Workers in the Value Chain
S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Material Impacts, Risks, and Opportunities Related to Workers in the Value Chain
ESRS S3: Affected Communities	
S3 SBM-2 – Interests and views of stakeholders	Double Materiality Assessment Assessing Material Impacts, Risks, and Opportunities
S3 SBM-3 – Material impacts, risks, and opportunities and their interaction with strategy and business model	Double Materiality Assessment Assessing Material Impacts, Risks, and Opportunities

ESRS Index continued

→ [ESRS Index](#)
ESRS Data Points from
Other EU Legislation

ESRS Disclosure	Location (section) and Notes
S3-1 – Policies related to affected communities	Material Impacts, Risks, and Opportunities Related to Affected Communities Policies Related to Indigenous Peoples
S3-2 – Processes for engaging with affected communities about impacts	Processes for Engaging with Affected Communities About Impacts
S3-3 – Processes to remediate negative impacts and channels for affected communities to raise concerns	Processes to Remediate Negative Impacts and Channels for Affected Communities to Raise Concerns
S3-4 – Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	Material Impacts, Risks, and Opportunities Related to Affected Communities
S3-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Material Impacts, Risks, and Opportunities Related to Affected Communities
ESRS S4: Consumers and End Users	
S4 SBM-2 – Interests and views of stakeholders	Double Materiality Assessment
S4 SBM-3 – Material impacts, risks, and opportunities and their interaction with strategy and business model	Double Materiality Assessment
S4-1 – Policies related to consumers and end-users	Material Impacts, Risks, and Opportunities Related to Consumers and End Users Respect for the Human Rights of Consumers
S4-2 – Processes for engaging with consumers and end-users about impacts	Processes for Engaging With Customers
S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Processes for Engaging With Customers
S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Material Impacts, Risks, and Opportunities Related to Consumers and End Users
S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Material Impacts, Risks, and Opportunities Related to Consumers and End Users
ESRS G1: Business Conduct	
G1 GOV-1 – The role of the administrative, management, and supervisory bodies	Corporate Governance
G1-1 – Business Conduct policies and corporate culture	Not material per 2025 Double Materiality Assessment
G1-2 – Management of relationships with suppliers	Not material per 2025 Double Materiality Assessment
G1-3 – Prevention and detection of corruption and bribery	Not material per 2025 Double Materiality Assessment
G1-4 – Confirmed incidents of corruption or bribery	Not material per 2025 Double Materiality Assessment
G1-5 – Political influence and lobbying activities	Not material per 2025 Double Materiality Assessment
G1-6 – Payment practices	Not material per 2025 Double Materiality Assessment

ESRS Data Points from Other EU Legislation

ESRS Index
 → [ESRS Data Points from Other EU Legislation](#)

Presented in the following table, as specified in ESRS 2, appendix B, are data points derived from other EU legislation. For each data point, the table indicates its location in the Sustainability Statement or the reason it is not reported.

Key:
Legislation

SFDR: Sustainable Finance Disclosure Regulation P3: EBA Pillar 3 disclosure requirements BBR: Climate Benchmark Standards Regulation EUCL: EU Climate Law

Disclosure Requirement	Data Tag	Data Point	EU Legislation	Section Covered in Sustainability Statement
ESRS 2, GOV-1	21 (d)	Board's gender diversity	SFDR/BBR	Board of Directors Composition
	21 (e)	Percentage of board members who are independent	BBR	Independent Members of Administrative, Management, and Supervisory Bodies
ESRS 2, GOV-4	30	Statement on due diligence	SFDR	Statement on Due Diligence
ESRS 2, SBM-1	40 (d) (i)	Involvement in activities related to fossil fuel activities	SFDR/P3/BBR	Reporting Boundaries
	40 (d) (ii)	Involvement in activities related to chemical production	SFDR/BBR	Reporting Boundaries
	40 (d) (iii)	Involvement in activities related to controversial weapons	SFDR/BBR	Reporting Boundaries
	40 (d) (iv)	Involvement in activities related to cultivation and production of tobacco	BBR	Reporting Boundaries
ESRS E1-1	14	Transition plan to reach climate neutrality by 2050	EUCL	Transition Plan for Climate Change Mitigation
	16 (g)	Undertakings excluded from Paris-aligned benchmarks	P3/BBR	Transition Plan for Climate Change Mitigation
ESRS E1-4	34	GHG emission reduction targets	SFDR	Targets Summary
ESRS E1-5	38	Energy consumption from fossil sources disaggregated by source (only high climate impact sectors)	SFDR	Energy Consumption and Mix
	37	Energy consumption and mix	SFDR	Energy Consumption and Mix
	40-43	Energy intensity associated with activities in high climate impact sectors	SFDR	Energy Consumption and Mix
ESRS E1-6	44	Gross Scope 1, 2, 3, and total GHG emissions	SFDR/P3/BBR	Gross Scope 1, 2, 3 and Total GHG Emissions
	53-55	Gross GHG emissions intensity	SFDR/P3/BBR	Gross Scope 1, 2, 3 and Total GHG Emissions
ESRS E1-7	56	GHG removals and carbon credits	EUCL	Not material per 2025 Double Materiality Assessment
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks	BBR	Exempt from reporting
	66 (a); 66 (c)	Disaggregation of monetary amounts by acute and chronic physical risk; location of significant assets at material physical risk	P3	Exempt from reporting
	67 (c)	Breakdown of the carrying value of real estate assets by energy-efficiency classes	P3	Exempt from reporting
	69	Degree of exposure of the portfolio to climate-related opportunities	BBR	Exempt from reporting
ESRS E2-4	28	Amount of each pollutant listed in annex II of the E-PRTR regulation emitted to air, water, and soil	SFDR	Not material per 2025 Double Materiality Assessment
ESRS E3-1	9	Water and marine resources	SFDR	E3: Water and Marine Resources
	13	Dedicated policy	SFDR	Not material per 2025 Double Materiality Assessment
	14	Sustainable oceans and seas	SDFR	Not material per 2025 Double Materiality Assessment
ESRS E3-4	28 (c)	Total water recycled and reused	SDFR	Not material per 2025 Double Materiality Assessment
	29	Total water consumption in m ³ per net revenue on own operations	SDFR	Not material per 2025 Double Materiality Assessment

ESRS Data Points from Other EU Legislation continued

ESRS Index
→ [ESRS Data Points from Other EU Legislation](#)

Disclosure Requirement	Data Tag	Data Point	EU Legislation	Section Covered in Sustainability Statement
ESRS E4, SBM-3 (ESRS 2)	16 (a) (i)	Activities negatively affecting biodiversity-sensitive areas	SDFR	Not material per 2025 Double Materiality Assessment
	16 9b)	Land degradation, desertification, or soil sealing	SDFR	Not material per 2025 Double Materiality Assessment
	16 (c)	Threatened species	SDFR	Not material per 2025 Double Materiality Assessment
ESRS E4-2	24 (b)	Sustainable land/agriculture practices or policies	SDFR	Not material per 2025 Double Materiality Assessment
	24 (c)	Sustainable oceans/seas practices or policies	SDFR	Not material per 2025 Double Materiality Assessment
	24 (d)	Policies to address deforestation	SDFR	Not material per 2025 Double Materiality Assessment
ESRS E5-5	37 (d)	Non-recycled waste	SDFR	Not material per 2025 Double Materiality Assessment
	39	Hazardous waste and radioactive waste	SDFR	Not material per 2025 Double Materiality Assessment
ESRS S1, SBM-3 (ESRS 2)	14 (f)	Risk of incidents of forced labor	SFDR	Our Workforce
	14 (g)	Risk of incidents of child labor	SFDR	Our Workforce
ESRS S1-1	20	Human rights policy commitments	SFDR	Policies Related to Own Workforce
	21	Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8	BRR	Policies Related to Own Workforce
	22	Processes and measures for preventing trafficking in human beings	SFDR	Policies Related to Own Workforce
	23	Workplace accident prevention policy or management system	SFDR	Processes for Engaging With Own Workforce
ESRS S1-3	32 (c)	Grievance/complaints-handling mechanisms	SFDR	Grievance Mechanisms and Remediation
ESRS S1-14	88 (b) and (c)	Number of fatalities and number and rate of work-related accidents	SFDR/BRR	Not material per 2025 Double Materiality Assessment
	88 (e)	Number of days lost to injuries, accidents, fatalities, or illness	SFDR	Not material per 2025 Double Materiality Assessment
ESRS S1-16	97 (a)	Unadjusted gender pay gap	SFDR/BRR	Not material per 2025 Double Materiality Assessment
	97 (b)	Excessive CEO pay ratio	SFDR	Not material per 2025 Double Materiality Assessment
ESRS S1-17	103 (a)	Incidents of discrimination	SFDR	Not material per 2025 Double Materiality Assessment
	104 (a)	Non-respect of UNGPs on Business & Human Rights, ILO principles, or OECD guidelines	SFDR/BRR	Not material per 2025 Double Materiality Assessment
ESRS S2, SBM-3 (ESRS 2)	11 (b)	Significant risk of child labor or forced labor in the value chain	SFDR	Material Impacts, Risks, and Opportunities Related To Workers in the Value Chain
ESRS S2-1	17	Human rights policy commitments	SFDR	Respecting Human Rights Throughout the Value Chain
	18	Policies related to value chain workers	SFDR	Material Impacts, Risks, and Opportunities Related To Workers in the Value Chain
	19	Non-respect of UNGPs on Business & Human Rights, ILO principles, or OECD guidelines	SFDR/BRR	Respecting Human Rights Throughout the Value Chain
	19	Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8	BRR	Material Impacts, Risks, and Opportunities Related To Workers in the Value Chain
ESRS S2-4	36	Human rights issues and incidents connected to upstream and downstream value chain	SFDR	Material Impacts, Risks, and Opportunities Related To Workers in the Value Chain
ESRS S3-1	16	Human rights policy commitments	SFDR	Policies Related to Affected Communities
	17	Non-respect of UNGPs on Business & Human Rights, ILO principles, or OECD guidelines	SFDR/BRR	Alignment with Internationally Recognized Standards
ESRS S3-4	36	Human rights issues and incidents	SFDR	Policy on Remediating Human Rights Impacts

ESRS Data Points from Other EU Legislation continued

ESRS Index
[→ ESRS Data Points from Other EU Legislation](#)

Disclosure Requirement	Data Tag	Data Point	EU Legislation	Section Covered in Sustainability Statement
ESRS S4-1	16	Policies related to consumers and end users	SFDR	Material Impacts, Risks, and Opportunities Related to Consumers and End Users
	17	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	SFDR/BRR	Respect for the Human Rights of Consumers
ESRS S4-4	35	Human rights issues and incidents	SFDR	Respect for the Human Rights of Consumers
ESRS G1-1	10 (a)	United Nations Convention against Corruption	SFDR	Not material per 2025 Double Materiality Assessment
	10 (b)	Protection of whistleblowers	SFDR	Not material per 2025 Double Materiality Assessment
ESRS G1-4	24 (a)	Fines for violation of anti-corruption and anti-bribery laws	SFDR/BRR	Not material per 2025 Double Materiality Assessment
	24 (b)	Standards of anti-corruption and anti-bribery	SFDR	Not material per 2025 Double Materiality Assessment

Sustainability Statement

Assurance

In this section

→ [Practitioners' Limited Assurance Report](#)

Practitioners' Limited Assurance Report



Independent practitioners' limited assurance review report on the Sustainability Statement

To the Board of Directors of Ford Motor Company

Limited assurance review conclusion

We have conducted a limited assurance review engagement on the consolidated sustainability statement of Ford Motor Company (the "Company") as of December 31, 2025 and for the year then ended (the "Sustainability Statement").

Based on the procedures we have performed and the evidence we have obtained, we are not aware of any material modifications that should be made to the Sustainability Statement in order for it to be prepared in accordance with Article 29(a) of EU Directive 2013/34/EU, including that:

- the Sustainability Statement is prepared in accordance with the European Sustainability Reporting Standards (ESRS), as further described in the Sustainability Statement;
- the process carried out by the Company to identify the sustainability information to be reported in the Sustainability Statement (the "Process") is in accordance with the description in the Double Materiality Assessment subsection of the Sustainability Statement; and
- the disclosures in the EU Taxonomy subsection of the Sustainability Statement are prepared in accordance with Article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation"), as further described in the EU Taxonomy subsection of the Sustainability Statement.

Basis for conclusion

We conducted our limited assurance review engagement in accordance with attestation standards established by the American Institute of Certified

Public Accountants (AICPA) in AT-C section 105, Concepts Common to All Attestation Engagements, and AT-C section 210, Review Engagements, as well as International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information, issued by the International Auditing and Assurance Standards Board (IAASB) (collectively, the "assurance standards").

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under the assurance standards are further described in the Practitioners' responsibilities section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements of the Code of Professional Conduct established by the AICPA and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code).

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities for the Sustainability Statement

Management of the Company is responsible for preparing the Sustainability Statement in accordance with Article 29(a) of EU Directive 2013/34/EU, including:

- preparing the Sustainability Statement in accordance with the ESRS;

- designing and implementing the Process to identify the sustainability information to be reported in the Sustainability Statement in accordance with the ESRS and for disclosing the Process in the Double Materiality Assessment subsection of the Sustainability Statement;
- preparing the disclosures in the EU Taxonomy subsection of the Sustainability Statement in accordance with Article 8 of the Taxonomy Regulation;
- designing, implementing and maintaining such internal control that management determines is necessary to enable the preparation of the Sustainability Statement that is free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Inherent limitations in preparing the Sustainability Statement

In reporting forward-looking information in accordance with the ESRS, management of the Company is required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by the Company. Actual outcomes are likely to be different since anticipated events frequently do not occur as expected.

Practitioners' responsibilities

The assurance standards require that we plan and perform the assurance engagement to obtain limited assurance about whether any material modifications should be made to the Sustainability Statement in order for it to be in accordance with the criteria. Our

responsibility is to issue a limited assurance review report that includes our conclusion on the Sustainability Statement based on our limited assurance review engagement.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Sustainability Statement as a whole.

As part of a limited assurance review engagement in accordance with the assurance standards referred to above, we exercise professional judgment and maintain professional skepticism throughout the engagement.

Our responsibilities include:

- obtaining an understanding of the Process, but not for the purpose of providing a conclusion on the effectiveness of the Process or the outcome of the Process;
- considering whether the sustainability information identified by the Process addresses the applicable disclosure requirements of the ESRS;
- designing and performing procedures to evaluate whether the Process is consistent with the Company's description of its Process in the Double Materiality Assessment subsection of the Sustainability Statement;
- identifying where material misstatements in the Sustainability Statement are likely to arise, whether due to fraud or error; and
- designing and performing procedures responsive to where material misstatements are likely to arise in the Sustainability Statement; the risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as

Practitioners' Limited Assurance Report

continued



fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance review engagement involves performing procedures to obtain evidence about the Sustainability Statement. The procedures in a limited assurance review engagement vary in nature and timing from, and are substantially less in extent than for, a reasonable assurance examination engagement, the objective of which is to obtain reasonable assurance about whether the subject matter is in accordance with the criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Consequently, because of the limited nature of the engagement, the level of assurance obtained in a limited assurance review engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance examination engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgment, including the identification of disclosures where material misstatements are likely to arise in the Sustainability Statement, whether due to fraud or error.

In conducting our limited assurance review engagement, we have, among other things:

- obtained an understanding of the Process by performing inquiries to understand the sources of the information used by management and reviewing the Company's documentation of its Process;
- evaluated whether the Process implemented by the Company was consistent with the description of the Process set out in the Double Materiality Assessment subsection of the Sustainability Statement;

- obtained an understanding of the Company's reporting processes relevant to the preparation of its Sustainability Statement;
- evaluated whether the sustainability information identified by the Process is included in the Sustainability Statement;
- evaluated whether the structure and the presentation of the Sustainability Statement is in accordance with the ESRS;
- performed inquiries about and analytical procedures on selected sustainability information in the Sustainability Statement;
- reviewed supporting documentation regarding the completeness and accuracy of selected sustainability information in the Sustainability Statement on a sample basis;
- evaluated the appropriateness of methods, reasonableness of assumptions, and completeness and accuracy of data for developing selected estimates and forward-looking information; and
- obtained an understanding of the Company's process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the EU Taxonomy subsection of the Sustainability Statement.

Detroit, Michigan
April 28, 2026



Ford Motor Company
One American Road
Dearborn, MI 48126, U.S.A.
sustainability.ford.com
shareholder.ford.com