On The Road to Better

Helping Build a Better World

2025

Integrated Sustainability and Financial Report

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On The Road to Better

At Ford, our purpose has always been bigger than building vehicles. We are driven by a desire to build a better world. A world in which every person is free to move and pursue their dreams.

We've been on this journey for 122 years. Today, our industry is facing significant headwinds, but with every challenge comes opportunity. And while our business evolves to meet the demands of a changing world, there are some things that will never change. Like how we behave, and why.

At Ford, we choose to do what we believe is right. For our employees, that means fostering a respectful, safe, and inclusive working environment and providing opportunities to talented and motivated people around the world.

For our products, it means constant innovation, in what we build and how we build it. For our communities, it means continuing our longstanding commitment to showing up in good times and bad.

Better business. Better products. Better communities. These are our paths to building a better world.

In the following report, we share a detailed view of the progress made in the past year toward achieving our environmental, social and governance goals. Much has changed since our last Integrated Report, but we have never shied away from change. It demands innovation, problem solving, and hard work: everything we do best.

We are better today than we were yesterday. Tomorrow, we'll be better still. That's the road we're on. The road to better.

Letter from Bill Ford and Jim Farley

"Our industry is experiencing change at a remarkable rate and magnitude, and Ford is seizing this opportunity to lead and help build a better world."

Bill Ford, Executive Chair

BILL FORD

JIM FARLEY

Throughout our 122-year history, Ford has been repeatedly tested by new competition, economic and political turmoil, shifting regulations, and disruptive changes in technology.

We have not only survived but continued to thrive and grow by evolving our strategy to meet the challenges ahead, focusing on customers, and remaining true to our bedrock commitment to build a better world where every person is free to move and pursue their dreams.

We are taking on the challenges of today and tomorrow with this same spirit of optimism, self-reliance, and determination.

In 2024, we made significant progress even while experiencing the bumps and unexpected turns that come with charting a new path. We generated the highest revenue in the history of our company, driven by a product lineup that offers customers unprecedented choice. Ford was the #1 gas, #2 electric, and #3 hybrid vehicle brand in America for the second year in a row. Ford Pro, our commercial division, had another strong year and continues to lead the growth of our vibrant software-and-services business. We also made progress on our goal to deliver industry-leading quality while becoming more cost-efficient.

In 2025, we will continue to develop our Ford+ plan to combine our industrial strengths and iconic brands with new capabilities, technologies, and services to give customers more value and a constantly improving experience.

Last year, more customers chose an electrified Ford vehicle than ever before. Total Ford electrified vehicle sales (hybrid, plug-in hybrid and electric) hit a record this year in the US — up 38% from 2023. Our hybrid lineup, particularly trucks, is growing in popularity as customers seek improved fuel economy and unique features like Pro Power Onboard, which works as a mobile generator to power worksites, camp sites, and even homes. We expect to increase global sales of our electric vehicles this year, led by new launches in Europe and initiatives like Ford Power Promise, which offers free home-charger installations in the United States, Canada, and Europe. We're also deep into the development of our future electric vehicles, which we expect to be profitable, affordable, and high-volume.

And at Ford, we believe it's not just what we build but also how we build. Across our global facilities, we are lessening our environmental impact by conserving water, reducing waste, recycling, and improving energy efficiency. Over the past decade, Ford recycled an estimated 2 billion pounds of aluminum during the manufacturing of our all-aluminum-body F-series models — enough to build roughly 37,000 F-series truck bodies each month. Moreover, by 2027, all of our manufacturing in Michigan will be powered by 100% carbon-free electricity, including wind- and solar-generated power.

We believe lasting change requires working together. That's why Ford helped launch Transform: Auto, partnering with competitors to leverage our collective buying power and investing in renewable energy across North American supply chains. Through our strategic partnership with Manufacture 2030, we are providing suppliers with the support and tools they need to achieve their own carbon neutrality goals. By promoting the highest standards for efficiency and innovation across our supply chain, we can ensure we continue to create best-in class products and services for our customers and move closer to our aspiration to achieve carbon neutrality in our vehicles, manufacturing facilities, and supply chains globally by 2050.

As a family-led company, Ford continues to invest in our employees. We are on track for approximately 90% of our global employees to be working in new or renovated workspaces by 2027. And we remain deeply committed to fostering a respectful, safe, and inclusive working environment and providing opportunities to talented and motivated people around the world.

We also continue to show up for our communities in good times and bad. Last year, we aided recovery efforts in the southeastern United States after devastating hurricanes and around the world in places like Valencia, Spain, and Northern Thailand. The global disaster-relief support we provided our partners through Ford Philanthropy and through our generous network of dealers — who contribute so much to their communities year-round — was an example of Ford at its best.

We're listening to and learning from our local stakeholders to deliver initiatives that make a real difference in their lives, like our Good Neighbor Plan in West Tennessee and nature-conservation efforts near our manufacturing facilities. The reopening of Michigan Central Station as a hub for culture and innovation in Detroit, after Ford's extensive six-year restoration, is a powerful statement of our commitment to the city we call home.

Ford sees our mission as bigger than the vehicles and experiences we deliver. We're driven by a passion for our work and a desire to improve lives, strengthen communities, and leave a better world for future generations. Doing business honestly, protecting the environment, stepping up for our neighbors, and championing American manufacturing — that is what Ford represents to our employees, customers, dealers, suppliers, and investors.

In the pages of this report, we hope you will see the story of this great company, its extraordinary people, and the progress we are making together along the Road to Better.

Bill Ford
Executive Chair

Jim Farley
President, and Chief Executive Officer

About this report

Our purpose is to help build a better world where every person is free to move and pursue their dreams. Building a strong, sustainable business takes commitment, effort, and persistence. By advancing groundbreaking technology, supporting our people, our partners, and our customers, and protecting our planet, we are ensuring that Ford Motor Company will be here for generations to come.

This year marks our 26th annual sustainability report and fifth Integrated Sustainability and Financial Report, and we are committed to maintaining our leadership position in sustainability reporting. That's why this year we are including a Sustainability Statement within our Integrated Report in accordance with the European Union Corporate Sustainability Reporting Directive (CSRD) (EU 2023/2772 of 31 July 2023).

We also continue to align with existing best practice reporting frameworks including, but not limited to, the IFRS Foundation International <IR> Framework, Global Reporting Initiative (GRI) Standards, Task Force on Climate-Related Financial Disclosures (TCFD), Sustainability Accounting Standards Board (SASB), United Nations Guiding Principles Reporting Framework (UNGPRF), and the United Nations Sustainable Development Goals (UN SDGs).

This Integrated Report examines our business through four lenses: Products and Services, Environment, Social, and Governance. Underlying the entire report is our approach to sustainability, along with our sustainability aspirations and achievements.

We welcome you to share with us your feedback and any comments you may have at sustaina@ford.com.

→ **Read More: On our website**

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. If those 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.

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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, 2024 ("Ford's 2024 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 2024 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.

Ford at a Glance

800,000+

charging plugs on the BlueOval Charge Network in Europe, and 180,000+ chargers on the BlueOval™ Charge Network in North America

#2

in electric vehicle sales in North America, for the fourth year in a row[1]

49%

reduction in absolute global operations greenhouse gas (GHG) emissions[2] since 2017. Science Based Target initiative (SBTi) approved reduction target is 76% by 2035

→ Read More: In Climate Change on p.44

15

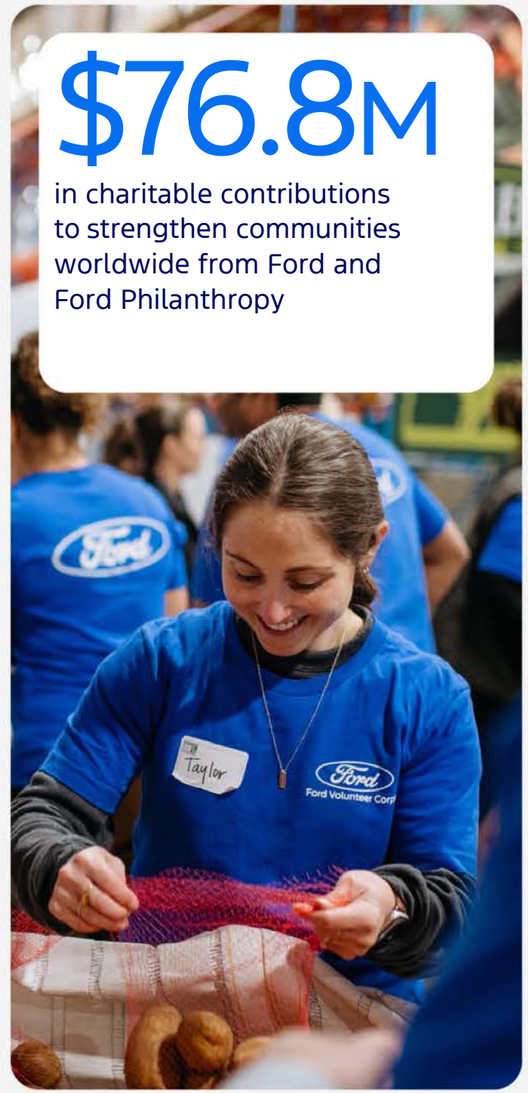
new electric models introduced from 2020 through end of 2024. This includes electric vehicles and plug-in hybrid electric vehicles.

82

zero waste to landfill sites globally

$76.8M

in charitable contributions to strengthen communities worldwide from Ford and Ford Philanthropy



Our Leadership in Sustainability

As we enter our 26th year of sustainability reporting, we take pride in our long track record of aligning business practices with societal and environmental imperatives and prioritizing the wellbeing of our employees and community members.

1999

Published our first Corporate Citizenship report, "Connecting with Society"

Marked 50 years of supporting communities through our philanthropic arm, Ford Philanthropy

2003

Established Ford Driving Skills for Life education program

Adopted the Code of Human Rights/Basic Working Conditions for our company and suppliers

2004

Reopened our Ford Rouge Center with its living roof, daylighting system, and waste minimization

Launched the Escape Hybrid, the world's first hybrid SUV

Included human rights expectations in Global Terms and Conditions with suppliers, the first automaker to do so

2005

Received a score of 100 for the first time from the Human Rights Campaign Corporate Equality Index

Established Ford Volunteer Corps to provide community service opportunities for employees

2007

Introduced SYNC®, a hands-free connectivity system

Joined the United States Climate Action Partnership and UN Global Compact

Launched 2008 Ford Mustang with the first soy foam based seats

2009

Launched the EcoBoost engine, which optimizes power and efficiency using turbocharging and direct gasoline injection

2011

Launched the full electric Focus electric vehicle

2014

Implemented Partnership for a Cleaner Environment (PACE) program with suppliers to reduce our collective environmental footprint

Became a signatory to the UN CEO Water Mandate

Announced a saving of more than 10 billion gallons of water

2015

Developed the Ford Mobility plan, advancing connectivity, mobility, self-driving vehicles, and big data

Began exploring self-driving vehicle technology

Launched the new, lightweight all-aluminum F-150

2016

Became a signatory to the UN Sustainable Development Goals (SDGs)

Became the first OEM to join the Responsible Business Alliance (RBA)

SUSTAINABLE DEVELOPMENT GOALS

Our Leadership in Sustainability
— continued

2019

Launched Sustainability Aspirations

Achieved double A rating for CDP Climate and Water

2018

Developed the Transportation Mobility Cloud with Ford-owned Autonomic

Met our goal, set in 2010, to reduce operational GHG emissions per vehicle produced by 30% (eight years early)

Conducted first formal UN human rights saliency assessment, the first automaker to do so and link environment as a human rights issue

2020

Set aspiration to be carbon neutral no later than 2050

Launched Mustang Mach-E

Designed and Produced a new powered air-purifying respirator and new ventilators, in collaboration with the UAW, produce face masks at Ford's Van Dyke Transmission Plant for internal Ford use, and provide millions to local healthcare workers and communities

Contributed over $1.13M to worldwide COVID relief through employee donation match

Signed UN Women's Empowerment Principles

Achieved 75% absolute reduction in water use since 2000

2021

Announced $11.4B planned investment in BlueOval City and BlueOval SK Battery Park

Launched Ford Pro

Issued $2.5B inaugural Green Bond, the largest non-financial corporate green bond to date

Issued stand-alone Human Rights Report, a first for the U.S. automotive industry

Used 100% recycled ocean plastics to produce automotive parts

Signed UN International Year for the Elimination of Child Labour Action Pledge

2022

Launched F-150 Lightning

Launched E-Transit van

Launched Manufacture 2030 program to work with suppliers to reduce our collective environmental footprint, replacing PACE

Announced reorganization of business into three business segments: Ford Blue, Ford Model e, and Ford Pro

Issued second $1.75B Green Bond and inaugural Sustainable Financing Report

Made the largest renewable energy purchase from a utility in U.S. history

2023

Started construction on BlueOval Battery Park Michigan, BlueOval City, and BlueOval SK Battery Park

Committed to supporting a living wage

Mapped and audited our electric vehicle battery raw material supply chains to include nickel, lithium, cobalt, and graphite

Created Community Relations Department to focus on engagement with manufacturing communities

2024

Opened Michigan Central Station as the centerpiece of a new Detroit innovation district

Launched Transform: Auto in North America to support suppliers to adopt renewable electricity

Our purpose of helping to build a better world is rooted in our long history and our commitment to sustainability. Together they position us for continued progress along The Road to Better.

Financial Highlights

2024 Financial Highlights

Revenue:
$185.0B
(2023: $176.2B)

Adjusted EBIT margin[3]:
5.5%
(2023: 5.9%)

Net income/(loss):
$5.9B
(2023: $4.3B)

Adjusted free cash flow[3]:
$6.7B
(2023: $6.8B)

Adjusted EBIT[3]:
$10.2B
(2023: $10.4B)

Adjusted earnings per share[3]:
$1.84
(2023: $2.01)

In 2024, Ford made significant progress demonstrating the strength and adaptability of our customer focused Ford+ plan for growth and value creation. That progress is a testament to the strong fundamentals — and dedication from our global team — that underpin everything we do.

We achieved record global revenue of $185 billion, up 5% year-over-year, marking our fourth consecutive year of top-line growth. We achieved that through robust and durable product franchises in segments we know best and lead in, which underscores the enduring appeal of our iconic brands. F-Series once again was America's best-selling pickup and overall vehicle, and Ranger was a key driver of profitability in numerous global markets and the recipient of the "North American Truck of the Year" award for the fifth consecutive year. Ford maintained its position as the #1 gas-powered, #2 electric vehicle, and #3 hybrid brand in America as we continue to offer retail and commercial customers freedom of choice across powertrains.

Ford's full-year adjusted EBIT reached $10.2 billion with a margin of 5.5%. While this represents a slight decrease compared to the previous year, we made real progress in improving our operational fitness and quality in 2024. We delivered about $500 million of net cost reductions in the second half of the year, a key step towards closing the multi-billion-dollar cost gap with our peers over the next few years. We are doing this by remaking our industrial system, upgrading talent in key areas like product development, manufacturing and supply chain, and implementing industry best practices. This includes bringing in external experts to help negotiate better prices on parts and identify material cost improvements.

Adjusted free cash flow (FCF) for 2024 was $6.7 billion, with a cash conversion rate of 65%, above our target range of 50% to 60%. We ended the year with over $28 billion in cash and nearly $47 billion in liquidity, providing the financial flexibility needed to invest in accretive growth opportunities and manage market uncertainty. This financial strength also enables us to consistently reward our shareholders with 40% to 50% of adjusted FCF. Over the last three years, we have paid out over $10 billion through regular and special dividends.

CUSTOMER FOCUSED BUSINESS SEGMENTS

Key to our top-line success is our decision to create three customer-centered businesses to drive greater focus, transparency and accountability.

Ford Pro, our commercial vehicle powerhouse, continues to benefit from its leading market position. Strong demand for products like Super Duty chassis cabs and Transit wagons helped lift revenues by 15% to $67 billion, with wholesales up 9%. Ford Pro's full-year EBIT was $9 billion with a margin of 13.5%. It is growing a vibrant software and repair business, accounting for 13% of Ford Pro's EBIT in 2024. Paid software subscriptions were up 27% to nearly 650,000, telematics software grew nearly 100%, and mobile repair orders increased by more than 80%.

While Ford's digital transformation is most apparent in Ford Pro today, our software and services capability is growing across the company. In 2024, BlueCruise equipped vehicles in operation more than doubled to 675,000, accumulating 323 million hands-free miles driven since launch, and we delivered nearly 29 million over-the-air updates that improved vehicle performance and resolved issues. Our relationship with customers now continues past the point of sale or financing. We are adding value throughout the customer life cycle and creating new sticky, high-margin, non-cyclical revenue streams for Ford.

Financial Highlights
— continued

Ford Blue's full-year 2024 revenue was flat at $101.9 billion due to positive net pricing which offset a 2% decline in wholesales, driven by the discontinuation of low-margin products. EBIT was $5.3 billion with a margin of 5.2%. In 2024, Ford Blue's investment strategy was targeted at the next generation of our most iconic brands such as F-Series and Explorer. It is also focused on bringing multi-energy solutions, particularly hybrid powertrains, across a broader part of our product portfolio. Non-traditional categories like hybrid trucks continue to be a key growth area for Ford Blue, commanding pricing power with unique features like Pro Power Onboard.

Our electric vehicle strategy remains on track, and we are committed to growing a profitable electric vehicle business over time. Facing a challenging electric vehicle environment in 2024, we moved quickly to rationalize our product roadmap, resize battery capacity to accelerate battery production tax credits, and match production with demand in response to competitive market dynamics and CO_2 compliance pressure. Total Ford electrified U.S. retail vehicle sales (hybrid, plug-in hybrid, and electrics) hit a record in 2024, up 38%, and Mustang Mach-E posted its best ever quarterly sales in the fourth quarter, while maintaining above average segment transaction prices[4].

Ford Model e reported a full-year EBIT loss of $5.1 billion, as the company continues to invest in future products. The segment delivered $1.4 billion in cost improvements, net of a $100 million increase in spending to launch new battery plants and next-generation electric vehicles.

Ford Credit, our financing arm, is a strategic asset and competitive advantage for Ford, driving customer satisfaction and loyalty through all economic cycles. It reported full-year earnings before taxes (EBT) of $1.7 billion, an increase of $323 million compared to 2023.

2025: HEART OF OUR TRANSFORMATION

In 2024, we laid important foundations for the year ahead, which will be the heart of our transformation. We are carving unnecessary cost out of our business, finding new solutions and working differently so that we can evolve. We are building the right high-performance culture focused on excellence, focus, and collaboration.

When we close the cost gap to the competition, we will deliver on the promise of Ford+. We are on the brink of something we can all be proud of. Winning, with a more capital efficient, customer-focused, growing company with breakthrough products and services that thrill our customers. Ultimately, remaking Ford into a company that consistently rewards customers, shareholders, and its people.

2024 SUSTAINABLE FINANCING FRAMEWORK UPDATE

Ford's Sustainable Financing Framework, introduced in 2021, is supporting the financing of our clean transportation projects and efforts to create positive social and environmental benefits as we move towards a carbon neutral transportation future.

In November 2021, Ford issued its first green bond under the framework, the largest such transaction by a U.S. corporation at the time, raising $2.5 billion. This was followed by a second Green Bond of $1.75 billion in August 2022.

By June 30, 2023, $4.21 billion, the total of the net proceeds of the two bonds, had been fully allocated to the design, development, and manufacture of the company's electric vehicle lineup as well as other development activities that will benefit our entire electric vehicle portfolio.

→ **Read More: In the Sustainable Financing Report**
→ **Read More: In the Sustainable Financing Framework**

CORPORATE REVOLVERS

Ford also has $18 billion in revolving corporate credit facilities, which include key sustainability metrics that further align our financing actions with our commitment to operate a safe, sustainable, and successful business — including our electric vehicle and carbon neutrality goals.

Ford's corporate, supplemental, and 364-day credit agreements include certain sustainability-linked Key Performance Indicators (KPIs), pursuant to which the applicable margin and facility fees may be adjusted if Ford achieves, or fails to achieve, the specified KPIs related to global manufacturing facility greenhouse gas emissions, carbon-free electricity consumption, and Ford Europe CO_2 tailpipe emissions. Prior to 2024, the specified KPIs related to global manufacturing facility greenhouse gas emissions, renewable electricity consumption, and Ford Europe CO_2 tailpipe emissions.

"Our performance in 2024 demonstrates positive progress against our Ford+ plan as we build a more dynamic, capital-efficient, and high-margin business. We achieved record revenue of $185 billion, driven by compelling products that offer customers unparalleled choice across gas, hybrid, and electric vehicles. We're working relentlessly to remake our business sustainably to unlock value over time for all our stakeholders."

Sherry House, Ford Chief Financial Officer

Sustainability at Ford

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20 Stakeholder Engagement
23 Materiality Assessment
25 Human Rights Saliency Assessment

Our sustainability efforts drive our business today, and inform our way forward as we transform our business for a new era of electric and connected vehicles. Our aspirations set the pathway for our continued success, for generations to come.

Climate Change

Achieve carbon neutrality no later than 2050

Waste

Reach true zero waste to landfill across our operations

Eliminate single-use plastics from our operations

Air

Attain zero emissions from our vehicles and facilities

Energy

Use 100 percent carbon-free electricity in all manufacturing by 2035

Water

Make zero water withdrawals for manufacturing processes

Use freshwater only for human consumption

Materials

Utilize only recycled or renewable content in vehicle plastics

Safety

Work toward a future that is free from vehicle crashes and workplace injuries

Human Rights

Source only raw materials that are responsibly produced

Diversity, Equity, and Inclusion

Support a respectful, safe, and inclusive workplace where each person is valued

Access

Drive human progress by providing mobility and accessibility for all

Sustainability Strategy

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. It's at the heart of everything we do.

OUR SUSTAINABILITY STRATEGIES

We have developed these strategies to address the collective challenges the world faces and achieve our sustainability aspirations.

→ **Read More: In Sustainability Aspirations on p.11**

CLIMATE CHANGE STRATEGY

To achieve our carbon neutrality aspiration, we are currently focusing on three areas that account for approximately 95% of our carbon dioxide emissions — our vehicles, our operations, and our supply chain. Addressing the largest emissions source, our vehicle use from a well-to-wheel perspective, Ford's investment in electrified vehicles is a core element of our climate change strategy.

→ **Read More: In Achieving Carbon Neutrality on p.60**

ENERGY STRATEGY

We are committed to sourcing 100% carbon-free electricity for our global manufacturing operations by 2035 through a mix of renewable and, in some cases, nuclear sources[5]. We are using our purchasing power to invest in renewable electricity, including in southeast Michigan.

→ **Read More: In Achieving Carbon Neutrality on p.60**

SUSTAINABLE MATERIALS STRATEGY

Using recycled and renewable materials helps reduce waste and lower need for new materials. We aspire to use only recycled or renewable content in vehicle plastics. Our strategy is to have 20% of plastics in new vehicle designs for North America, Europe, and Türkiye come from recycled and renewable sources by 2025; and 10% for China. Ford's closed loop recycling system maximizes aluminum recycling, reduces the energy needed to create new primary aluminum, and minimizes the need for raw materials.

→ **Read More: In Circular Economy and End-of-Life on p.80**

WASTE STRATEGY

We are focused on managing and minimizing the waste we generate to reach true zero waste to landfill across our global operations by 2028. We aim to eliminate single-use plastics from our operations.

→ **Read More: In Circular Economy and End-of-Life on p.80**

WATER STRATEGY

Ford is committed to reducing water use, aspiring to use freshwater only for human consumption and make zero water withdrawals for manufacturing processes in order to support freshwater availability in local communities. To further decrease our water consumption, we continue to integrate more water efficient processes and technologies in our manufacturing systems.

→ **Read More: In Water Resources on p.86**

HUMAN RIGHTS STRATEGY

Ford is committed to respecting human rights, including the right to clean air and clean water, across our entire business and value chain, including workers in our business and our value chain. This commitment guides our decision-making and our actions, and extends to our suppliers and business partners, from the origin of the raw materials used to make our products to the end-of-life of these products. Guided by our We Are Committed to Protecting Human Rights and the Environment policy, our goal is to ensure that everything we do, or that others do for us, meets or exceeds the minimum regulatory requirements and strives to create a positive impact on people and the planet.

→ **Read More: In Human Rights on p.94**

INCLUSION STRATEGY

We remain committed to a respectful, safe, and inclusive workplace for everyone at Ford. The foundation of our strategy is respect, empathy, and listening to each other. This approach helps to ensure that voices are heard and inclusion, which requires action and commitment, is always top of mind. All of these principles are embedded in Ford OS behaviors. We think of diversity in the broadest sense — it's about sharing our similarities and respectfully discussing our differences.

→ **Read More: In Human Capital Management and Diversity, Equity, and Inclusion on p.112**

How We Create Sustainable Value

Our Purpose

To help build a better world, where every person is free to move and pursue their dreams.

OUR ENABLERS

HUMAN CAPITAL

- 168,569 employees[6]
- 9,000+ dealerships
- Approximately 1,600 Tier 1 suppliers
- 10 Employee Resource Groups

SOCIAL CAPITAL

- Community Relations department focused on engagement with manufacturing communities
- Community engagement for 75+ years through Ford Philanthropy, our philanthropic arm
- Partnerships with nonprofits, community organizations, and Ford dealers globally
- Strategic partnerships with investors, industry bodies, and partner companies
- Blue Table Forum
- STEM programs and electric vehicle training centers to develop future workforce

FINANCIAL CAPITAL

- Fully allocated $4.21 billion through two Green Bond issuances under our Sustainable Financing Framework, all proceeds went towards Clean Transportation

MANUFACTURED CAPITAL

- 41 manufacturing and assembly plants[7]
- Product Development Center
- Modernizing electric vehicle production

INTELLECTUAL CAPITAL

- 1,737 global patents issued
- 250 patents issued in electric vehicle technology
- Connectivity and Connected Services
- FordPass network
- Global Data Insight and Analytics
- D-Ford human-centered design process

NATURAL CAPITAL

- 9,666,188.5 MWh of energy used for global operations[8]
- 3,246,747 MWh of carbon-free electricity used at manufacturing facilities[9]
- 15.1 million cubic meters of water used globally
- Multiple renewable materials used

OUR BUSINESS

1 DESIGN

We consider sustainability criteria to reduce our vehicles' impacts

2 RESPONSIBLE SOURCING

We require suppliers to have environmental and social standards aligned with ours

3 LOGISTICS (INBOUND)

We encourage our logistics providers to transport and deliver materials and parts efficiently

4 MANUFACTURING

We invest in lean processes and world-class factories to create positive impact

5 LOGISTICS (OUTBOUND)

We encourage our logistics providers to transport finished vehicles efficiently

6 SALES AND SERVICE

We are reimagining customer experience by listening and adapting to their needs

7 OUR VEHICLES IN USE

We are continuously improving our vehicles' environmental impact, safety, and quality

8 MOBILITY

We are exploring new solutions to support urban mobility

9 END OF VEHICLE LIFE

Over 85%[10] of our vehicle materials are recyclable and reusable

OUR IMPACT IN 2024

EMPLOYEES

- Health and wellness programs for employees and families
- Competitive salaries and benefits
- Employee training and development
- Culture of caring and inclusion

CUSTOMERS

- 4.470M wholesale vehicles sold globally
- 541,085 electric vehicles sold globally
- Access to electric vehicle charging networks
- Remote Pickup & Delivery and Mobile Service vans
- Improved vehicle safety and driver assist technologies
- 120 safety recalls and 6.6 million passenger vehicle recalls globally

INVESTORS

- Strong balance sheet
- Financial flexibility to invest in Ford+ growth plan
- Disciplined capital allocation
- Focus on total shareholder return
- More transparent reporting for investors

SUPPLIERS

- Sustainability practices shared with suppliers through climate programs that promote best practices
- Sustainability metrics integrated into sourcing decisions
- Audits and value stream mapping of high-risk raw material supply chains, including cobalt, mica, nickel, lithium, natural graphite, and aluminum, to support responsible sourcing
- Social responsibility audits performed at highest risk suppliers as determined by risk-based prioritization

COMMUNITIES AND SOCIETY

- Invested $76.8 million in charitable contributions
- $2.4 billion invested in communities globally since 1949
- 1.8 million employee volunteer hours since 2005 through the Ford Volunteer Corps

PLANET

- 356 million metric tons of greenhouse gases (GHGs) emitted total (Scope 1, 2, and 3)[11]
- 49% reduction in absolute global operations GHG emissions[2] since 2017
- 16% reduction in total Scope 3 GHG emissions since 2019[12]
- Used 15.1 million cubic meters of water, achieving a 21.6% reduction from 2019
- 82 true zero waste to landfill sites
- Sent 14.7 million kilograms of waste to landfill and recycled 725.8 million kilograms
- Recycle millions of pounds of aluminum per month

This model is aligned with the IFRS Foundation International <IR> Framework (January 2021) Item 2D: Process through which value is created, preserved or eroded.

Accelerating Progress Towards our Aspirations

As we continue on our sustainability journey, we are committed to having a positive impact on people and the planet. Below, we have summarized our progress.

SUSTAINABILITY ASPIRATIONS	TARGETS AND KEY PERFORMANCE INDICATORS	PROGRESS	UN SUSTAINABLE DEVELOPMENT GOALS
Climate Change Achieve carbon neutrality no later than 2050 → Read More: In Achieving Carbon Neutrality on p.60	**VEHICLES** Reduce Scope 3 GHG emissions from use of sold products by 50% per vehicle kilometer by 2035 (Science Based Target initiative (SBTi) target, 2019 baseline)	• Achieved a 2% reduction in our vehicle use GHG emissions per kilometer since 2019 • Achieved a 25% reduction in our absolute vehicle use GHG emissions since 2019, toward our 2030 reference target	7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
	Offer a comprehensive and flexible range of electric, hybrid, and internal combustion vehicles	• Ford was the number 2 electric vehicle brand in the U.S. in 2024[13] • In 2024, we sold 356,000 hybrids (HEV and PHEV) globally • EcoBoost engines are deployed across nearly all of the portfolio	
	Offer lower-carbon alternative fuel options	• All our diesel vehicles are compatible with low-level biodiesel blends • In Europe, our Transit, Transit Custom, Transit Courier, Transit Connect, and Ranger are compatible with renewable paraffinic diesel fuels, renewable diesel, and e-diesel (blends typically from 33% to 100%)	
	Support customers on their way to carbon neutrality	• Ford Pro services help optimize customer fleets and offer electric vehicle charging (public, depot, and employee home)	
	OPERATIONS Reduce GHG emissions[2] from 2017 baseline by: • 46% by 2028 in global manufacturing • 76% by 2035 in global operations, in line with our SBTi 1.5°C pathway	• Achieved absolute GHG emission reductions[2], since 2017: – 51% in our global manufacturing – 49% in our global operations	
	SUPPLIERS Work with suppliers to reduce our collective environmental footprint through CDP and our climate programs that support best practices	• Received GHG emissions data from 366 suppliers using CDP Supply Chain program's Climate Change Questionnaire • Continued to see an increase in the number of Manufacture 2030 (M2030) supplier participants in 2024 • Some Tier 1 suppliers are not only engaging on the M2030 platform, but requiring their suppliers to participate • Initiated the Transform: Auto renewable electricity program in North America to support suppliers by providing training and tools to explore and procure renewable electricity options	
	Address highest emitting materials used in our vehicles	• Ford has pledged to purchase at least 10% low-carbon aluminum and near-zero steel by 2030 (First Movers Coalition) • We have signed 5 non-binding memorandums of understanding with strategic steel suppliers in Europe	

Accelerating Progress
— continued

SUSTAINABILITY ASPIRATIONS	TARGETS AND KEY PERFORMANCE INDICATORS	PROGRESS	UN SUSTAINABLE DEVELOPMENT GOALS
Energy Use 100 percent carbon-free electricity in all manufacturing[9] by 2035 → **Read More: In Achieving Carbon Neutrality on p.60**	Achieve 77% carbon-free electricity by 2028	• In 2024 our global manufacturing operations used[5 9]: – 71.5% Carbon-free electricity – 50.5% Renewable electricity • All of our purchased grid electricity for manufacturing facilities in Europe, Mexico, and Ohio is carbon free	7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
Materials Use only recycled or renewable content in vehicle plastics → **Read More: In Circular Economy and End-of-Life on p.80**	Expand our use of sustainable materials focusing on plastics, battery recycling, and sustainable sourcing	• Over 85%[10] of vehicle materials are recyclable and reusable at their end-of-life. • Established a future target of 20% renewable and recycled plastics in new vehicle designs starting in 2025 for North America, Europe, and Türkiye, and 10% in China • Across the United States, lithium-ion batteries are recycled via our partners, ensuring a domestic battery recycling industry exists to support Ford's closed loop ambitions • Recover up to 20 million pounds of high-strength aluminum alloy per month through the closed loop recycling system used to build F-series • Use multiple plant-based materials in our production vehicles	11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Waste Reach true zero waste to landfill across our operations Eliminate single-use plastics from our operations → **Read More: In Circular Economy and End-of-Life on p.80**	Global reduction of waste generated from manufacturing by 5% by 2027 (absolute volume) (2022 baseline)	• 82 zero waste to landfill (ZWTL) sites • 75% of manufacturing facilities are true ZWTL	11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Global reduction of waste disposed from manufacturing by 10% by 2027 (absolute volume) (2022 baseline)	• Ford facilities around the world sent approximately 14,700 metric tons of waste to landfill, 10.0% less than in 2023	
	Work with selected suppliers to reduce our collective environmental footprint	• Increased number of suppliers participating in the M2030 climate program, helping suppliers establish science-based targets, and measure, manage, and reduce climate emissions, water usage, and waste	

Accelerating Progress
— continued

SUSTAINABILITY ASPIRATIONS	TARGETS AND KEY PERFORMANCE INDICATORS	PROGRESS	UN SUSTAINABLE DEVELOPMENT GOALS
Air Attain zero emissions from our vehicles and facilities → **Read More: In Air, Water, and Soil Pollution on p.84**	Air emissions reductions beyond CO_2	• Working to reduce vehicle emissions of non-CO_2 pollutants, in accordance with increasingly stringent standards around the world	3 GOOD HEALTH AND WELL-BEING 11 SUSTAINABLE CITIES AND COMMUNITIES
Water Make zero water withdrawals for manufacturing processes Use freshwater only for human consumption → **Read More: In Water Resources on p.86**	Reduce absolute freshwater use by 15% by 2025 (2019 baseline)	• 21.6% reduction in absolute freshwater use since 2019 • 212 billion gallons of water saved since 2000	6 CLEAN WATER AND SANITATION 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Continue to work toward using freshwater sources only for human consumption	• Use of offsite alternative water was 9.0% in water scarce areas	
	Work with Ford suppliers to reduce our collective environmental footprint through our best practice climate program	• Increased number of suppliers participating in the Manufacture 2030 climate program, helping suppliers establish science-based targets, and measure, manage, and reduce climate emissions, water usage, and waste	
	Engage with our supply chain to understand and reduce its water footprint	• 326 of our suppliers responded to the CDP Water questionnaire	

Accelerating Progress
— continued

SUSTAINABILITY ASPIRATIONS	TARGETS AND KEY PERFORMANCE INDICATORS	PROGRESS	UN SUSTAINABLE DEVELOPMENT GOALS
Human Rights Source only raw materials that are responsibly produced → Read More: In Human Rights on p.94	We are committed to protecting human rights and the environment	• Updated our We Are Committed to Protecting Human Rights and the Environment policy to include our commitment to respecting the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) • Ranked second overall and number 1 in the Human Rights category in Lead the Charge Coalition's annual Leaderboard report, which evaluates leading automakers on their efforts to eliminate emissions, environmental harms, and human rights violations from their supply chains • Trained 831 Ford supply chain employees and 27 other employees in Supply Chain Sustainability topics	
	Help suppliers build their capacity to manage supply chain sustainability matters	• Held direct engagements to train 588 suppliers and support country-specific supplier webinars from Drive Sustainability	
	Assess Tier 1 suppliers' compliance with Ford's Supplier Code of Conduct requirements and expectations	• Strengthened our Supplier Code of Conduct to include biodiversity and land rights requirements • Conducted 96 on-site audits with the Responsible Business Alliance (RBA) and Responsible Supply Chain Initiative (RSCI) to confirm compliance with our Supplier Code of Conduct • Conducted 1,394 total supplier audits since 2003 and 1,770 follow-up audits	
	Build capacity of raw material supply chains to responsibly source/produce to third-party standards	• Requested RCS Global or Responsible Minerals Initiative (RMI) third-party certification of high-risk materials from key suppliers that utilize these materials in Ford parts • We have directly sourced Electric Vehicle battery raw materials from 2 suppliers that have achieved IRMA50 or above • Trained 71 suppliers in due diligence related topics • Supported RCS Global Better Mining project in the Democratic Republic of the Congo (DRC) to build capacity for artisanal and small-scale cobalt mining • Continued support for Women in Mining in the DRC project to advance health and safety improvements, formalization of mine sites, and financial literacy to ensure business and co-op success for artisanal cobalt miners	
	Increase transparency, traceability, and due diligence in our electric vehicle battery material supply chains	• Conducted 18 electric vehicle battery material supply chain audits in 2024 based on the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas • Conducted a due diligence site visit to an Indonesian nickel mining and processing site • We have conducted enhanced due diligence on over 70 electric vehicle battery manufacturing suppliers and rejected several suppliers due to findings	

Accelerating Progress
— continued

SUSTAINABILITY ASPIRATIONS	TARGETS AND KEY PERFORMANCE INDICATORS	PROGRESS	UN SUSTAINABLE DEVELOPMENT GOALS
Safety Work toward a future that is free from vehicle crashes and workplace injuries → Read More: In Product Safety and Quality on p.106	**PRODUCT SAFETY AND QUALITY** Design and manufacture vehicles that offer innovative driver assist technologies	• Ford met its commitment to the AEB Memorandum of Understanding by equipping 96% of light duty vehicles[14] (under 10,000 lbs) with AEB • Introduced new versions of BlueCruise software on select vehicles from the factory • Lowered BlueCruise annual and monthly plan pricing in the U.S. • Expanded the availability of BlueCruise across 2025 model year vehicles to give more customers access across electric, hybrid, and gas-powered vehicles	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH 11 SUSTAINABLE CITIES AND COMMUNITIES
	Play a leading role in vehicle safety and driver assist research and innovation	• For the 2024 model year, multiple Ford and Lincoln nameplates were rated with 5-Star Overall Vehicle ratings by New Car Assessment Programs (NCAP), including 10 in the U.S., 7 in Europe, 10 in China, and 5 in the International Markets Group (IMG)	
	EMPLOYEE HEALTH AND SAFETY Zero workplace fatalities	• There were zero employee fatalities globally in 2024	
	Zero serious injuries, attain industry competitive lost time, and drive continuous improvement	• Our global Lost-Time Case Rate (LTCR) was 0.40	
	Maintain or improve employee personal health and wellness	• Our global, holistic approach to employee support and care encompasses the physical, mental, financial, social, and professional wellness needs of our employees	

Accelerating Progress
— continued

SUSTAINABILITY ASPIRATIONS	TARGETS AND KEY PERFORMANCE INDICATORS	PROGRESS	UN SUSTAINABLE DEVELOPMENT GOALS
Diversity, Equity, and Inclusion Support a respectful, safe, and inclusive workplace where each person is valued → **Read More: In Human Capital Management and Diversity, Equity, and Inclusion on p.112**	Create an environment of respect and inclusion	• Focused on the long-term cross-functional work required to put the resources and systems in place to support each employee's career journey, and to grow and sustain an inclusive, global workplace • 89% of Global Salaried Voice Survey participants felt their people leaders create inclusive work environments that make it easy for everyone to share their ideas in team discussions • 84% of Global Salaried Voice Survey participants said their people leader checks in on them and seems to genuinely care about them	
Access Drive human progress by providing mobility and accessibility for all → **Read More: In Technology and Connected Services on p.40**	Advance Ford Level 2 and Level 3 Advanced Driver Assistance Systems (ADAS) systems	• Maintained our focus on offering Level 2 and Level 3 driver assistance applications that can add convenience and help make transportation even safer • We remain committed to using vehicles and technology to expand access and provide equitable opportunities for people and communities to move forward	

Stakeholder Engagement

Ford is committed to direct, open, 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.

Highlights from 2024 included:

- Met with current and potential shareholders representing our institutional equity investor base and fixed income investors of our unsecured debt
- Participated in multiple conferences throughout the year
- Hosted two non-deal roadshows, including one focused on ESG
- Held quarterly webcast earnings calls and post-earnings sell-side calls
- Attended investor engagements and touchpoints, including quarterly sell-side and buy-side calls

SUSTAINABILITY FOCUSED ENGAGEMENT

As in recent years, a stakeholder team selected by Ceres provided recommendations for our future sustainability reporting and strategy. Some topics of conversation in 2025 included Ford's electrification strategy, climate goals and greenhouse gas emissions, supply chain sustainability, material circularity and waste reduction, and product safety. Ford's progress to date on these topics can be found within this Integrated Report. Representing a range of constituencies and expertise, the most recent Ceres stakeholder engagement convened on February 12, 2025.

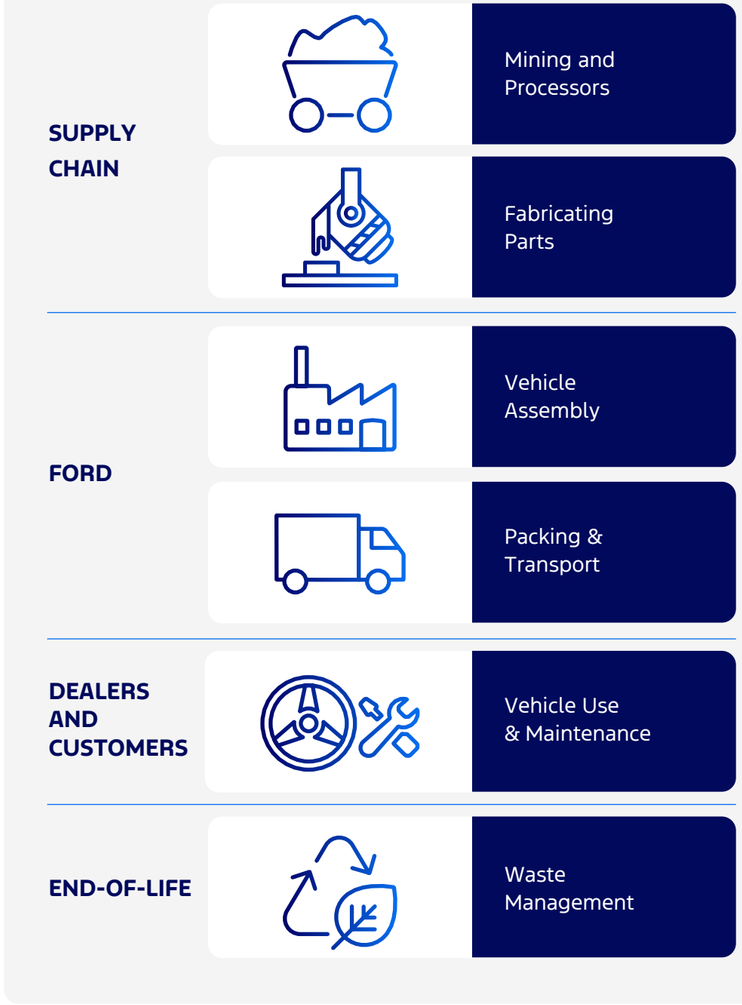
BLUE TABLE FORUM

We established the Blue Table Forum in 2022. This stakeholder advocacy program is focused on creating and building a trusted community of organizational and institutional stakeholders from a diverse group of non-governmental organizations (NGOs), nonprofits, and academic institutions. The goal is to initiate a dialogue around critical issues faced and how we can work together to build a carbon neutral transportation future. Ford has also partnered with members of the Blue Table Forum to advocate for shared policy positions on GHG emissions and fuel economy standards, clean and low-carbon aluminum, electric vehicle charging infrastructure, and more.

OUR VALUE CHAIN

Ford has an extensive value chain, including close to 1,600 Tier 1 suppliers and even more Tier 2+ suppliers upstream, and over 8,000 dealers and countless customers and global communities downstream. Tier 1 suppliers are production suppliers that have a direct contractual agreement with Ford, while Tier 2+ suppliers do not have a direct contract with Ford.

VALUE CHAIN MAP



Stakeholder Engagement
— continued

Key Stakeholders

Stakeholder	Importance	How we engage
Communities Through our Community Relations team, we focus on the communities in which we have manufacturing facilities. We engage with these communities in multiple ways to understand the community sentiment. Through our philanthropic arm, Ford Philanthropy, we've been giving back and helping build strong communities for more than 75 years. Ford Philanthropy partners with nonprofits in communities around the world where Ford has roots, co-creating and investing in local programs that build equity and expand access to essential services and education for the future of work. Whether we're connecting people with fresh food through innovative mobility solutions, helping communities rebuild after disasters, or training students for jobs as auto technicians, we harness Ford's scale, resources, and expertise to amplify our impact.	By engaging with our communities, we can help people in need and understand what our customers and neighbors want.	• Neighborhood Advisory Councils • Interactions with governments and regulators • Membership associations • Dialogue with non-governmental organizations • Government relations — supporting policy that benefits our communities • Partnerships with community leaders, grassroots and nonprofit organizations, and local Ford dealers • Employee volunteerism, grantmaking, and philanthropic initiatives through Ford Philanthropy • Participation in and sponsorship of community events
Customers We work with our dealers to create a better purchase and ownership experience for our customers that helps build trust and satisfaction. 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. We use our internal customer experience measurement platform and market research to listen and respond to customer feedback. This increases our understanding of their needs, concerns, and preferences, and provides insights to our dealers and touchpoint owners.	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.	• Customer experience measurement platform • Market research • Loyalty and membership rewards programs • Dealer interactions • Ford service Pickup & Delivery and Mobile Service experiences • FordPass app • Ford.com website • Ford Owners magazine • Friends of Ford
Dealers Dealers (sales and service people) are often the first Ford representatives that our customers come in contact with. We rely on their expertise and dedication, engaging and collaborating through Dealer Councils and roundtables, as well as the creation of advertising and public service announcements. The Dealer Attitude Survey provides us with useful information and insights. Our annual Salute to Dealers awards recognize dealer excellence.	Dealers are a direct link between our products and services and our customers. An essential part of Ford, dealers may be the only connection customers have with the Company.	• Intranet communications • Brand sales and service representatives • Brand Dealer Councils • Dealer roundtables • Ford Guest Experience dealer training • President's Circle • Salute to Dealers • Advertising and public service announcements • Dealer Attitude Survey

Stakeholder Engagement
— continued

Stakeholder	Importance	How we engage
Employees To maintain contact with our employees around the world, we use tools and opportunities including our intranet platform, social media sites, facilities visits, business meetings (online and in person), and executive Q&A sessions/Town Halls with senior management. We strengthen employee relations by maintaining an ongoing dialogue with union representatives and through joint labor-management committees. And we gain valuable insights through employee surveys. The initiatives implemented by our Global Diversity, Equity, and Inclusion Office in collaboration with our Employee Resource Groups (ERGs) also help foster a culture of inclusion.	Ford employees are the heartbeat of the company. We rely on their strength, commitment, and dedication to the company.	• Intranet site • Monthly Town Halls with executive leadership • Integrated Sustainability and Financial Report • Social media applications • Union representatives • Joint labor-management committees • Webcasts, videos, blogs, and executive Q&A sessions with senior management • Listening sessions • Employee surveys • ERGs • Test drive and vehicle reveal events • Ford Volunteers Corps
Shareholders and Sell-side Analysts We value transparent and timely communications and ongoing engagement with our institutional and individual investors — our shareholders. To believe that Ford will continue to succeed financially, shareholders also tend to rely on the opinions and research done by sell-side analysts who study the company in great detail. To make sure we communicate effectively with all our financial stakeholders, we provide a broad range of materials, including our Integrated Sustainability and Financial Report, Proxy Statements, our Annual Report on Form 10-K (SEC filing), and quarterly earnings releases. These published documents, available on our shareholder website, provide vital information on the company that supplement our annual shareholder meetings, investor conferences, investor day events, and annual ESG roadshow as well as regular calls, meetings, and emails.	Shareholders, including institutional investors, and the financial analysts who influence them, are instrumental in providing capital to maintain and grow our business. And since they are profit oriented, they insist that capital is invested efficiently and funds are managed properly.	• Investment community forums • Quarterly earnings communications • Annual shareholders' meeting • Integrated Sustainability and Financial Report • Investor website • Proxy Statement • SEC filings (e.g., 10-K, 10-Q, 8-K) • Sustainable Financing Framework • Sustainable Financing Report • Ratings and rankings
Suppliers Thousands of businesses, large and small, provide Ford with the materials, technologies, and services needed to produce vehicles. We rely on suppliers and their workers from all over the world and maintain stringent standards and rules to make sure our products are of the highest quality. In addition to holding meetings with individual suppliers as required, we also share best practices to help them with everything from improving workplace safety, treating their employees fairly and without prejudice, and reducing their impact on the environment. We also share best practices related to ethical recruitment, and the avoidance of forced and child labor. To strengthen these initiatives and relationships, we are also supporters and members of a wide range of external supplier organizations, coalitions, and associations.	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.	• Supplier Code of Conduct • Global Terms and Conditions • Supplier Engagement webinars with leadership team • Manufacture 2030 • Supplier quality roundtables • Supplier training • Supplier Diversity Development Networking • 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

Materiality Assessment

We have performed a Double Materiality Assessment in accordance with the European Sustainability Reporting Standards.

INTRODUCTION TO THE DOUBLE MATERIALITY ASSESSMENT

We have conducted a Double Materiality Assessment (DMA) to determine the material matters to be reported against aligned with the EU Corporate Sustainability Reporting Directive (CSRD) and related European Sustainability Reporting Standards (ESRS) disclosure requirements.

This was Ford's first year completing a full DMA, and as such the results cannot be compared to materiality assessments completed in prior years using other methodologies.

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 materiality influence Ford's financial position and performance.

Ford Process

Phase 1
Evaluating Ford's business context

Phase 2
Identification of potentially significant topics and IROs

Phase 3
Assessment of IROs and prioritization of material topics

Phase 4
Validation of results

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

Ford's DMA process consists of four main phases as outlined above. See the Sustainability Statement for details on each of these phases.

→ **Read More: In Double Materiality Assessment on p.156**

NON-MATERIAL TOPICS

Two topics were deemed to be not material during this assessment: Biodiversity and Ecosystems and Business Conduct.

A lack of known or historical issues led to low scope and magnitude scores for impacts and risks related to Biodiversity and Ecosystems, resulting in no material scores.

Ford's strong existing Code of Conduct, global policies, governance principles, and the underlying activities and controls that embed these into our business led to low likelihood scores for identified impacts and risks related to Business Conduct, ultimately resulting in no material scores.

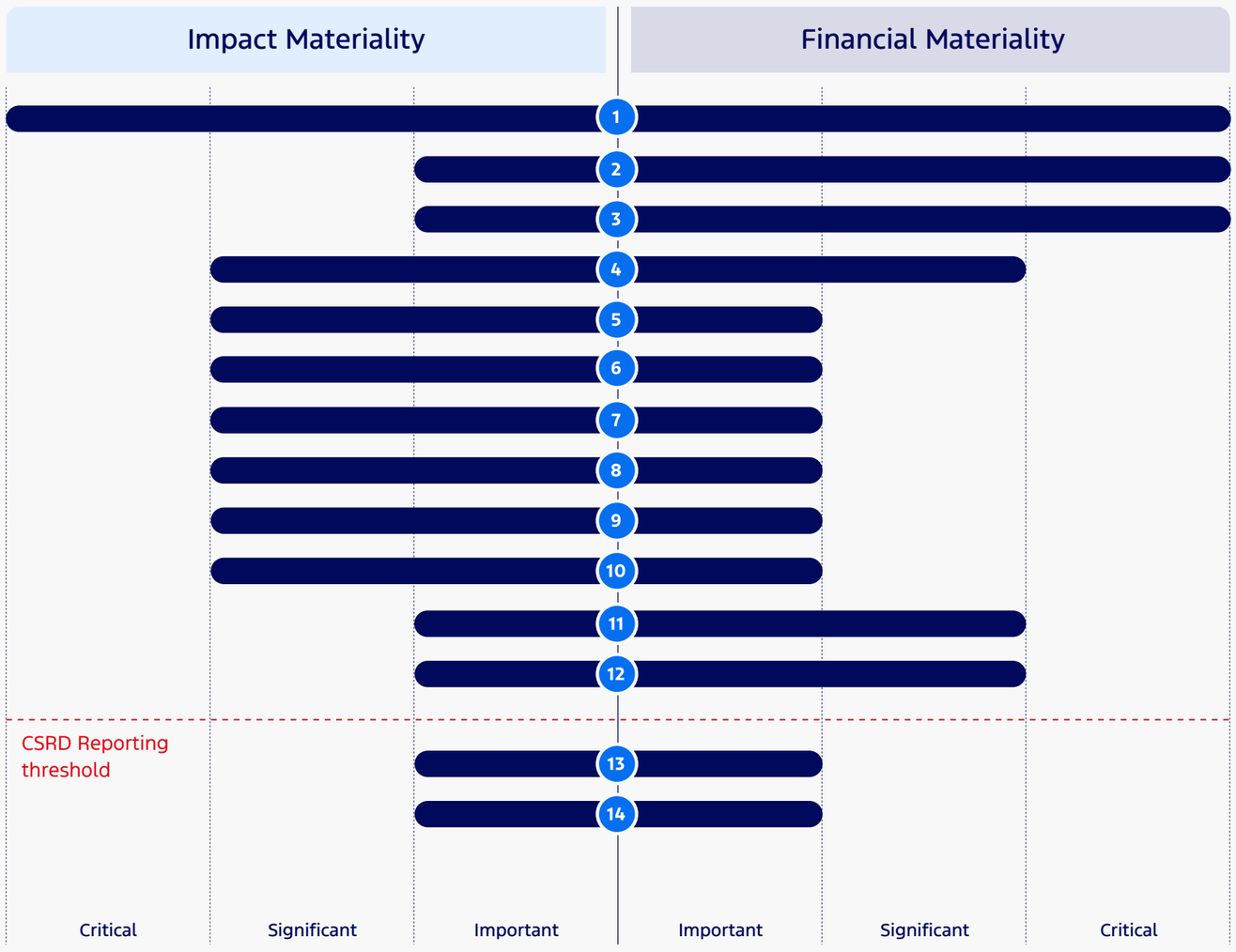
Both topics, as well as many sub-topics deemed not material, remain important to Ford and related information can be found voluntarily reported in the Integrated Sustainability and Financial Report.

Areas which we consider emerging, such as particulate matter released through tire and brake pad wear, microplastics released through tire erosion, a circular battery economy, and artificial intelligence (AI) impacts on the workforce, were not scored as part of the DMA this year.

Materiality Assessment
— continued

MATERIAL TOPICS

Our material topics are presented to the right. Further details on our material topics and the individual impacts, risks and opportunities identified can be found on pages 156-161.



Topic	
1	Climate Change
2	Personal Safety — Consumers and End Users
3	Vehicle/Product Development
4	Child & Forced Labor — Workers in the Value Chain
5	Pollution
6	Water and Marine Resources
7	Resource Use and Circular Economy
8	Secure Employment — Own Workforce
9	Working Conditions & Labor Rights — Workers in the Value Chain
10	Affected Communities
11	Working Conditions & Labor Rights — Own Workforce
12	Diversity — Own Workforce
13	Biodiversity and Ecosystems
14	Business Conduct

Human Rights Saliency Assessment

Ford uses a saliency assessment to identify and prioritize the company's most significant human rights risks, and the areas where we can make an impact.

The saliency assessment identifies potential high-risk human rights areas within our operations and along our value chain. Starting in 2023, in response to new due diligence laws, such as the German Supply Chain Due Diligence Act, we expanded the scope of environmental issues addressed in the saliency assessment. We plan to review and update the salient issues and key risks to the company annually.

SALIENCY ASSESSMENT PROCESS

In 2024, we worked with an external consultant to review and update our prior saliency assessment to ensure the salient human rights and environment-related issues were still valid. We then updated the definitions to reflect recent trends and developments, as well as the scope of what the issues encompass.

The saliency assessment helps to identify which human rights are considered at risk of the "most severe negative impact" through the company's activities and business relationships, and any emerging issues that ought to be monitored closely.

To identify human rights risks and assess their saliency to Ford, we engaged internal subject matter experts, NGOs and suppliers and conducted a review of Ford's internal documentation, relevant news sources, and NGO reports.

Determining Saliency

1 Identification

Identify the full range of human rights that could potentially be negatively impacted by Ford's activities or through business relationships:

— Conduct desktop research

— Involve all relevant functions

— Engage with key stakeholders to gain perspectives of those individuals who may be negatively impacted

2 Prioritization

Prioritize potential negative impacts:

— Firstly based on their potential severity:
  — How grave the impact would be
  — How widespread the impact would be
  — How hard it would be to remedy

— Secondly based on their likelihood

— Plot the impacts along Ford's value chain to understand where they occur and Ford's degree of control over them

3 Validation

Engage with internal and external stakeholders to:

— Explain key findings of the saliency assessment

— Check whether any considerations have been missed

— Validate the list of salient human rights issues

4 Reporting

Develop report on the validated list of salient human rights issues to explain:

— What each issue is about

— Why it is important

— Who is impacted

— How Ford is managing the issue

— What is the progress made during the year

— What is our priority going forward

Engagement mechanisms

— Pre-interview questionnaire

— Interviews with internal and external subject matter experts

— Survey for Ford employees and dealers

— Survey for additional feedback from key stakeholders beyond interview process

— Validation workshop with subject matter experts

Human Rights Saliency Assessment
— continued

Our process includes four phases: identification, prioritization, validation, and reporting. It is aligned with the United Nations Guiding Principles Reporting Framework (UNGPRF) and considered the four outlined criteria:

- Their scale: the gravity of the impact on the human right(s); and/or
- Their scope: the number of individuals that are or could be affected; and/or
- Their remediability: the ease with which those impacted could be restored to their prior equivalent position before the impact occurred; and/or
- Their likelihood: the actual chance of this potential impact occurring

The saliency review covers Ford's full value chain including the supply chain (upstream), the company's industrial operations (midstream), and distribution and sales networks (downstream), and takes into account the individuals or groups who might be affected.

In addition to the Human Rights Saliency Assessment, a Double Materiality Assessment (DMA), required under CSRD, was completed in 2024. The DMA evaluates sustainability matters based on both impact materiality (on people/environment) and financial materiality (on the company). The distinct scopes, methodologies, and scoring criteria of the two assessments mean their respective results and prioritized lists should not be compared as equivalent outcomes.

For more information on past salient human rights assessments and processes, you can view our 2022 Human Rights Report, 2023 Human Rights Progress Report, and 2024 Integrated Sustainability and Financial Report under "Previous Sustainability and Financial Reports" on our sustainability website.

→ **Read More: On our sustainability website**

SALIENCY ASSESSMENT RESULTS

Our 2024 saliency assessment resulted in an updated list of human rights and environment-related salient topics, as seen here. Read more about each of these topics and the work being done in this chapter and throughout the report. Salient topics are listed in alphabetical order.

CLIMATE CHANGE AND ENVIRONMENTAL HEALTH

Sustainability Aspiration:
Achieve carbon neutrality no later than 2050.

Attain zero emissions from our vehicles and facilities.

Make zero water withdrawals for manufacturing processes and use freshwater only for human consumption.

Human Rights Salient Issue:
Human-driven climate change, biodiversity loss, and air and water pollution impact current and future generations' enjoyment of a clean, healthy, and sustainable environment and have negative implications for the enjoyment of all human rights. These environmental impacts threaten the health and livelihoods of communities, workers, and consumers through damaged ecosystems, resource scarcity, and extreme weather events, ultimately undermining access to clean water, food, and safe living conditions.

Actions in Place:
Climate change — which creates extreme weather events and causes natural disasters, rising sea levels, floods, heatwaves, drought, water scarcity, and the spread of disease — threatens the human rights of millions of people around the world, including the right to life, water and sanitation, food, health, housing, self-determination, culture, and development.

Our strategy to achieve carbon neutrality by 2050 addresses the three areas that together account for approximately 95% of our carbon dioxide emissions: our vehicles, our operations, and our supply chain.

Our Supplier Code of Conduct requires Ford suppliers (and their subcontractors) to establish science-based greenhouse gas reduction targets, action plans, and transparent reporting mechanisms.

Access to electric vehicles can help provide health, economic, and mobility benefits, especially in communities that bear a disproportionate burden from climate change and air pollution.

Efforts to further decrease our water consumption continue at Ford plants around the world. We continue to integrate more water-efficient processes and technologies.

→ **Read More: In Climate Change on p.44**
→ **Read More: In Air, Water, and Soil Pollution on p.84**
→ **Read More: In Water Resources on p.86**

Salient Human Rights

Issues (Listed alphabetically)	UN SDGs
1 Climate Change and Environmental Health	3 6 7 11 12 13
2 Data Privacy and Use of AI	11
3 Fair and Decent Work	5 8 10
4 Forced labor, Child Labor, and Human Trafficking	5 8
5 Harassment and Discrimination	5 10
6 Impacts of electric vehicle Transition	8 11 13
7 Local Communities and Indigenous Peoples	3 6 10 11 12
8 Occupational Health, Safety, and Wellness	3 8 11
9 Product Safety	3

Human Rights Saliency Assessment
— continued

DATA PRIVACY AND USE OF AI

Human Rights Salient Issue:
Ensuring data privacy is a fundamental aspect of respecting human rights. Privacy refers to the right to exercise control over one's personal information and to have interactions protected from public exposure and other unwarranted intrusions. This issue is particularly salient in the emerging global context of complex AI systems, which present the potential for advancing human rights provided they are used in a responsible and ethical manner.

Concerns about the development of AI extend beyond issues of privacy and data rights into freedom of choice, freedom of conscience, and the bias and discrimination that could arise from input data or algorithms themselves. This includes potential risks to human rights stemming from AI applications in products and processes, particularly discrimination potentially arising from biased training data. Further risks could emerge if human rights considerations are insufficiently addressed during AI design, development, and deployment. These risks also encompass potential violations of individual privacy and security through inappropriate data practices, such as intrusive surveillance.

Actions in Place:
We have policies and procedures to address data management and protect the privacy of our employees and customers. We continue to adhere to the Automotive Consumer Privacy Protection Principles developed by the Alliance for Automotive Innovation. We are also a founding member of the Information Sharing and Analysis Center, which gathers, analyzes, and shares information to combat cyber-related threats and weaknesses.

→ **Read More: In Data Protection, Privacy, and Cybersecurity on p.143**

FAIR AND DECENT WORK

Sustainability Aspiration:
Support a respectful, safe, and inclusive workplace where each person is valued.

Human Rights Salient Issue:
Fair and decent work encompasses numerous rights, including just and favorable working conditions, equal and living wages, collective bargaining, freedom of association, and reasonable working hours. However, potential impacts require vigilance to ensure workers' rights to freedom of association and collective bargaining are upheld, fair wages enabling them to meet basic needs are provided, and they are protected from discrimination or dismissal when exercising their rights.

Actions in Place:
Our We Are Committed to Protecting Human Rights and the Environment policy mandates that we:

- Recognize and respect employees' rights to freedom of association and collective bargaining and work with recognized employee representatives to consider the interests of employees at all times
- Comply with applicable laws regulating hours of work and support a living wage by providing competitive compensation and benefits that meet or exceed legal requirements

Living Wage

Ford supports a living wage by providing competitive compensation and benefits that meet or exceed legal requirements.

Ford complies with fair pay laws in all regions and countries and conducts ongoing reviews of our compensation data and practices globally to ensure they are fair, equitable, and free of bias due to gender, race, or similar personal characteristics. We also work with outside experts to conduct a thorough statistical analysis of salaried compensation throughout our workforce.

→ **Read More: In Human Capital and Diversity, Equity, and Inclusion on p.112**

FORCED LABOR, CHILD LABOR, AND HUMAN TRAFFICKING

Sustainability Aspiration:
Source only raw materials that are responsibly produced.

Human Rights Salient Issue:
Forced labor practices include slavery, child labor, debt bondage, and deceptive recruitment, exploiting workers and depriving them of their freedoms. Human trafficking involves recruiting, transporting, and harboring individuals through force, fraud, or coercion to exploit them for profit. Within our supply chain, migrant workers are particularly vulnerable, facing risks of forced labor, modern slavery, illegal fees, passport retention, restriction of their movement, and even child labor below the legal working age or under 15.

Actions in Place:

Forced Labor and Ethical Recruitment

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

We conduct annual risk assessments on Tier 1 suppliers. Based on identified risks, we prioritize our due diligence actions and take specific actions as required in our supply chain. Our efforts include supply chain mapping, supply chain data transparency, and supplier audits, which are critical to ensure our compliance. For any concerns raised by third parties, we utilize our due diligence process to investigate the issue and understand our corporate and supplier involvement, take immediate action to remediate if required, and put into place appropriate preventative measures to mitigate future risk.

Child Labor

Our commitment to global good includes signing an action pledge to eliminate child labor for the UN's "International Year for the Elimination of Child Labor" and a promise not to employ anyone under the age of 15 unless it is for a training program that clearly benefits the worker.

We have reviewed our contracted recruiting firms to ensure our hiring practices are aligned with our Global Terms and Conditions and Supplier Code of Conduct. Also, we continue to audit suppliers that have been assessed as having the highest risk of human rights violations. In 2024, audits did not reveal any instances of child, forced, or involuntary labor. We continue to evolve our risk management system including continuous evaluation of our high-risk considerations.

Our Supplier Code of Conduct was updated in 2023 to include requirements for suppliers to implement an appropriate mechanism to verify the age of workers, including recruitment utilizing third-party contractors. We have also strengthened our Supplier Code of Conduct to mitigate increased risks related to labor shortages coupled with high immigration.

Human Rights Saliency Assessment
— continued

Human Trafficking

As a global force in human rights, Ford is committed to prohibiting forced labor in our business. To that end, we are focusing our efforts on our own operations and working with suppliers to aggressively monitor and influence the behavior of our company, affiliates, and suppliers.

Our We Are Committed to Protecting Human Rights and the Environment policy commits us to preventing forced labor and human trafficking, and our Global Modern Slavery and Human Trafficking Transparency Statement outlines steps we are taking to ensure that slavery and human trafficking are not occurring in our supply chains or other parts of our business.

Through our membership in the RBA we are assessing our operations and supply chain. We have increased human rights risk assessments in both our own operations and throughout our supply chain.

→ **Read More: In Human Rights on p.94**

HARASSMENT AND DISCRIMINATION

Sustainability Aspiration:
Support a respectful, safe, and inclusive workplace where each person is valued.

Human Rights Salient Issue:
Everyone has the right to a workplace free from violence and harassment, including any unwelcome behavior that is humiliating, intimidating, or offensive, whether intentional, isolated, or repeated. Employees also have the right to equal employment opportunity and freedom from discrimination based on characteristics such as race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, age, disability, or genetic information. This includes risks of discrimination in employment policies, hiring, promotion, compensation, benefits, and general treatment. Specifically, risks exist regarding equal pay, opportunities, and various forms of harassment, including power harassment, sexual harassment, and bullying.

Actions in Place:
Ford is committed to supporting and sustaining a diverse and inclusive workplace. As we move forward, our intention is to harness the power of a talented and diverse team to help fuel our transformation and further empower Ford to better serve the diverse customers and communities where we live and work. We respect the different cultures and beliefs of our team members, customers, and the communities we serve.

We are committed to speaking up and preventing retaliation. We encourage our employees to speak up if something doesn't seem right or might violate our policies, our Code of Conduct, or the law. Ford will support and protect anyone who raises a good-faith concern and strictly prohibits retaliation against anyone for reporting a suspected violation or for assisting with an investigation.

→ **Read More: In Human Capital Management and Diversity, Equity, and Inclusion on p.112**

IMPACTS OF ELECTRIC VEHICLE TRANSITION

Sustainability Aspiration:
Achieve carbon neutrality no later than 2050.

Drive human progress by providing mobility and accessibility for all.

Human Rights Salient Issue:
Ford's transition to electric vehicles presents human rights risks and opportunities across the value chain. These include supply chain risks related to sourcing materials from regions with conflict or poor human rights records, workforce risks associated with job displacement and the need for new skills, and end user risks related to electric vehicle cost and charging infrastructure accessibility.

Actions in Place:
Ford recognizes that urgent action is needed to address climate change. As we continue to implement our electric vehicle strategy and move toward carbon neutrality, we are supporting a just transition for our employees, our supply chain, and the communities in which we operate. We recognize that new skills and learning approaches are needed as the transition to electric vehicles disrupts business models across industries and new value streams emerge. Ford is committed to providing hourly and salaried employees with the opportunity to upskill and reskill with supportive training programs. We're committed to working closely with local communities and stakeholders to protect the environment and to create jobs in the green economy. Supporting a just transition to a sustainable electric vehicle future takes into account the people and communities that will be impacted most by this pivotal change.

→ **Read More: In Human Capital Management and Diversity, Equity, and Inclusion on p.112**

LOCAL COMMUNITIES AND INDIGENOUS PEOPLES

Human Rights Salient Issue:
Indigenous Peoples, with their distinct cultures and political characteristics, hold equal rights to all others. Operational and supply chain activities risk adversely impacting local communities, potentially leading to land rights disputes, forced evictions, gender-based violence, and threats to their health, safety, and standard of living. These activities may also infringe upon the rights of Indigenous communities, including their right to self-determination, free, prior, and informed consent, and the preservation of their culture and sacred sites.

Actions in Place:
Ford works to uphold the rights of Indigenous Peoples throughout our value chain. We have updated our We Are Committed to Protecting Human Rights and the Environment policy to formally reflect our commitment to respecting the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) in both our own business and supply chain.

As we directly source our electric vehicle battery materials, we are aware of the risk mineral mining may pose to Indigenous Peoples' rights. Consequently, our Responsible Materials Sourcing Policy reflects our requirement that our raw material suppliers must obtain Free, Prior, and Informed Consent of Indigenous communities prior to initiating projects or activities that may affect their lands, resources, and rights.

In addition, we require that our raw material suppliers obtain certification from the Initiative for Responsible Mining Assurance or third-party certified equivalent, which requires its members to respect Indigenous Peoples' rights and gain Free, Prior, and Informed Consent.

→ **Read More: In Human Rights on p.94**

Human Rights Saliency Assessment
— continued

OCCUPATIONAL HEALTH, SAFETY, AND WELLNESS

Sustainability Aspiration:
Work toward a future that is free from workplace injuries.

Human Rights Salient Issue:
Physical and mental health and safety of employees and workers in the supply chain is one component of an adequate work environment that satisfies global and national legal standards. This requires mitigating risks such as hazardous working conditions, lack of personal protective equipment, and inadequate training on health and safety procedures, all of which can lead to incidents, injuries, and negative mental health impacts.

Actions in Place:
The health, safety, and wellness of our people continues to be a priority for Ford. Many of our internal standards go beyond applicable laws and regulations so that we can meet our commitment to protecting the safety of our workforce in all our locations.

→ Read More: In Employee Health and Safety on p.119
→ Read More: In Human Rights on p.94

PRODUCT SAFETY

Sustainability Aspiration:
Work toward a future that is free from vehicle crashes.

Human Rights Salient Issue:
Ford's product safety and quality consider the end users' physical safety as they use and operate Ford products. There is a risk that road users' health and safety is not adequately ensured through product design. Active safety measures can prevent or mitigate foreseeable incidents while passive safety measures protect road users when a crash is unavoidable.

Actions in Place:
We are dedicated to creating vehicles that achieve the highest levels of safety in a range of real-world conditions and crash testing assessments. Our mission is to make product quality one of the principal reasons why customers buy Ford the first time — and every time.

→ Read More: In Product Safety and Quality on p.106

Products and Services

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40 Technology and Connected Services

Products and Services Overview

Today's Ford vehicles provide more than transportation, they offer connection: between us and our customers, and between drivers and their passions. Through our wide range of vehicles and our innovative suite of software and services, we're providing customers with more choices and reducing carbon emissions over time.

BUILDING A PROFITABLE AND EFFICIENT ELECTRIC VEHICLE BUSINESS

We are committed to making the transition to an electric lifestyle — or commercial fleet — easy by delivering more of what our customers want: performance, capability, and productivity. By aligning manufacturing capacity and capital allocation with customer demand, we are focused on building a profitable electric vehicle business. In 2024, we:

- Added the European electric Explorer and Capri to our lineup of electrified icons: the Mustang Mach-E, the F-150 Lightning, and the E-Transit Van
- Made charging easier and more accessible both at home and on the road
- Worked to bring the benefits of electric vehicles to even more commercial customers with an accessible price point, improved productivity, and lower cost of ownership

A DIVERSE PRODUCT PORTFOLIO

Internal combustion engine (ICE) and hybrid vehicles are an important part of the Ford story. We are focused on improving our ICE powertrains to achieve better fuel economy while meeting emissions criteria. At the same time, we're broadening our hybrid powertrain offerings to give customers even more choices.

CUSTOMERS COME FIRST AT FORD

Whether they're driving an electric vehicle, a hybrid, an ICE vehicle, or managing a fleet, our customers' wants and needs are central to our purpose. We continuously strive to make driving easier and ownership more enjoyable through our sharp focus on world-class quality and cutting-edge technology.

UN Sustainable Development Goals

We are contributing to the following UN Sustainable Development Goals through actions outlined in this chapter:

Our Sustainability Aspirations

Climate Change: Achieve carbon neutrality no later than 2050

Access: Drive human progress by providing mobility and accessibility for all

Customer Focused Business Segments

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Aspirations

Salient Issues

UN Sustainable Development Goals

Ford+ is our plan for growth and value creation in an era of unprecedented change for our company and our industry. It enables us to thrive at the intersection of great vehicles, iconic brands, innovative software, and high-value services.

Three distinct but interconnected customer focused business segments — Ford Blue, Ford Model e, and Ford Pro — are central to unleashing the full potential of the Ford+ plan. They allow Ford to offer broad choice to customers across gas, hybrid, and electric vehicles as we move toward carbon neutrality. The structure is paying off with increased focus, accountability, disciplined capital allocation, and the ability to attract talent. It also gives us the speed and flexibility to adapt to the evolving needs of our customers.

In addition, the Ford Integrated Services team is creating and marketing software-enabled customer experiences across our business segments — further accelerating our Ford+ transformation and helping us capture new revenue streams.

FORD BLUE

Ford Blue leverages the strength of ICE and Hybrid vehicles and strong brands such as Mustang, Bronco, F-150 and Raptor. Demand is growing for hybrids, especially trucks. Our hybrid sales are outpacing the industry; we outperform in trucks with #1 and #2 hybrid-truck sales in the United States[13]. We will be introducing a wave of new products in 2025: a brand-new Expedition and Lincoln Navigator.

→ **Read More: In ICE and Hybrid Vehicles on p.38**

FORD MODEL E

Electric vehicles are here to stay, customer adoption is growing, and their long-term upside is central to Ford+. We are committed to developing and delivering compelling, software-defined electric vehicles at scale — including trucks, vans, and SUVs in segments where we are strong, as well as a new generation of smaller, more affordable electric vehicles.

As we do so, we're building on a strong electric vehicle foundation. Our electric vehicle lineup continues to generate demand as reflected in our status as number 2 in electrified vehicle (HEV, PHEV, and electric) sales in 2024 for the fourth year in a row[1]. Sales volumes of the F-150 Lightning pickup and Mustang Mach-E SUV both were up year over year with the F-150 Lightning the second-best selling electric pickup and the Mustang Mach-E the third most popular electric vehicle of any type in the U.S. for 2024[13].

Ford Model e is also deep into development of the electric architecture and digital platform which will provide the foundation for rapid innovation across all future Ford vehicles.

→ **Read More: In Electric Vehicles, Batteries, and Charging Infrastructure on p.34**

FORD PRO

Ford Pro is a one-stop shop for commercial customers with vehicles, software, charging, financing, and services designed to meet the needs of small, medium, large, and government fleets. Ford Pro helps accelerate productivity for commercial and government customers by lowering their total cost of ownership, reducing vehicle downtime, and increasing operational efficiency with an ecosystem of solutions to help them manage every layer of their fleet operations.

It's a massive driver of our growth and profitability. The network of thousands of local upfitters across Europe and North America, purpose-built design, and Built Ford Tough work trucks and vans like Super Duty, Ranger, and Transit, all serviceable by Commercial Vehicle Centers and Transit Centers, help customers get the job done and stay on the road. In addition to the new E-Transit with enhanced range, we have launched the new E-Transit Custom, E-Tourneo Custom, Transit Connect plug-in hybrid (PHEV), Tourneo Connect PHEV, E-Transit Courier, and E-Tourneo Courier in Europe — delivering a fully electrified Transit lineup for the first time. Later this year we will introduce the Ranger PHEV to global markets including Europe, South Africa, Australia, and New Zealand. The Ranger PHEV is capable of zero-emission driving with increased torque, and uncompromised payload and towing capability.

When it comes to software and services, Ford Pro is the tip of our always-on digital spear. Fleets today are more intelligent than ever. Ford Pro solutions bring together data from connected commercial vehicles — including components, sensors, dashcams, and electric vehicle chargers — to give customers a comprehensive view of their fleet, for greater safety and efficiency. Ford Pro is helping organizations around the world accelerate their sustainability commitments through electrification. Since April 2022, commercial customers with electric vehicles using Ford Pro Intelligence have saved nearly 14.2 million gallons of gasoline[15] in North America and over 2.8 million gallons of diesel fuel in Europe[16]. Globally, these fleets have reduced CO_2 emissions by 133.5 million kilograms[17].

Customer Focused Business Segments
— continued

In 2024, Ecolab, a global sustainability company, worked with Ford Pro to add F-150 Lightning trucks and Mustang Mach-E SUVs to its fleet. And the City of Dallas, America's fourth-largest metro area, selected Ford Pro to help move the city's climate goals forward, aiming to improve air quality through electrifying the city's vehicle fleet by 2040. The two entered a 10-year agreement to grow and manage electric vehicle charging infrastructure for the City's fleet operations. As part of the agreement, the City of Dallas will install Ford Pro chargers at the City's worksites and use Ford Pro smart charging software to customize and manage electric vehicles.

→ **Read More: In Technology and Connected Services on p.40**

OUR VISION FOR EUROPE

The global auto industry continues to experience significant disruption as it shifts to electrified mobility. The transformation is particularly intense in Europe where automakers face significant competitive and economic headwinds while also tackling a misalignment between CO_2 regulations and consumer demand for electrified vehicles.

In response, in late 2024 Ford announced restructuring plans, including workforce reductions and the adjustment of production programs, to create a more cost-competitive structure and ensure the long-term sustainability and growth of its business in Europe.

Ford remains committed to Europe. The company has made significant investments over the last four years to transform our operations in Europe, retrain employees, and build the next generation of electrified vehicles. This includes a $2 billion investment to transform our Cologne plant in Germany into an electric vehicle center.

Ford's vision for its future European business is defined by:

- A thriving Ford Pro commercial vehicle business, where Ford has been the brand leader for the past decade and one of the leading manufacturers. We will continue to invest in this business to expand our leadership and to support our business customers in their ambition to lower emissions, improve productivity, and serve their communities.
- A successful and profitable passenger vehicle business, competing in select segments with iconic vehicles that are distinctively Ford. We will offer our customers a range of ICE, hybrid, and fully electric vehicles, while meeting all European regulations.
- A modern, highly efficient industrial system, taking advantage of the latest innovation and technological advances in manufacturing, and reaching fully competitive levels of cost and quality. Ford is committed to the green transformation of our industry and doing our part to lower emissions.

FORD IN CHINA

Our strategy to turn our business around in China is gaining traction. The restructuring of our electric vehicle business there is nearly complete, and the internal combustion engine business is profitable. We export vehicles from China to markets like Mexico, South America, and Asia, and there is significant opportunity ahead.

The China market is extremely competitive, but we believe we can succeed by partnering where it makes sense, and competing in very narrow segments where we can clearly win, like commercial vehicles, off-road vehicles, large SUVs, and Lincoln.

New regulations in China relating to cybersecurity and software updates were published in 2024. We've set up a cybersecurity management committee and cross-functional teams to address the challenges presented by the mandates and to ensure compliance.

Looking ahead, we expect the speed of China rule-making will continue to accelerate as more China-unique requirements are created. Early engagement, robust monitoring, tracking, information cascading, and cooperation will continue to be crucial. We plan to continue to support product export, including homologation, to ensure the compliance, safety, and quality of vehicles manufactured in China.

Electric Vehicles, Batteries, and Charging Infrastructure

Overview

Aspirations

Access

Salient Issues

Electric Vehicle Transition

UN Sustainable Development Goals

We are focused on building a profitable electric vehicle business that aligns manufacturing capacity and capital allocation with customer demand.

2024 has been a year of challenges — and opportunities. From the evolution of the electric vehicle market, to new global competitors and technology disruptions, our business is always subject to change. Ford will continue to adapt to grow our electric vehicle business.

THE ELECTRIC ERA IS HERE

We are in the midst of implementing an ambitious, comprehensive plan to make the transition to an electric lifestyle — or commercial fleet — easy.

We started by electrifying our most iconic products — the Mustang, F-150, and Transit — which quickly helped elevate Ford to the number 2 electric vehicle brand in the U.S. in 2024[13]. In addition to offering zero tailpipe emissions versions of our most popular vehicles, we are harnessing electrification to deliver more of what customers love about them: performance, capability, and productivity.

- The electric Mustang Mach-E brings the 0-60 mph thrills Mustang is famous for, in a sleek package brimming with the latest technology and software.
- The F-150 Lightning brings stunning innovation, technologies, and capabilities to the F-Series, America's best-selling truck[13], combined with the power, payload, and towing capability that is the hallmark of all Built Ford Tough trucks.
- The E-Transit is the best-selling electric van[13] in the U.S. Now available with new-for-2025 trade packages serving top professions like general contractors, HVAC, and electricians, it's easy to see why professionals in more industries choose E-Transit than any other electric van.
- The E-Transit with enhanced range will be introduced to Europe in 2025, offering 26-32% increase in range when compared to equivalent E-Transit with standard battery, for work requiring longer distances[18]. The latest E-Transit boasts a 12-inch touchscreen display, 8-inch digital instrument cluster, and new innovative technology such as Delivery Assist. This feature automatically shuts off the engine, closes the windows, locks unused doors, and activates the hazard warning lights when drivers leave the vehicle. It is reversed by pressing the brake pedal when the driver returns.
- The new E-Transit Custom is the electric vehicle successor to Europe's best-selling van with uncompromised capability, new customer experiences, and full Ford Pro support.
- The E-Transit Courier and E-Tourneo Courier further expand Ford Pro's commercial electric vehicle portfolio in 2025, and all are backed by Ford Pro's Connected Services for unmatched productivity.
- The European electric Explorer offers an outstanding digital experience with a fully loaded infotainment system, 15-inch movable screen, wireless app integration, and advanced driver assistance.
- The new all-electric Capri designed and built in Europe is the car the iconic sports coupe was destined to become. No other family electric vehicle has heritage like this.
- The new all-electric Puma Gen-E will bring zero emission driving to Ford's best-selling car in Europe for the first time.

A key part of Ford's goal to drive the adoption of electric vehicles is to target the large market for fully electric commercial vans and trucks. Ford is planning to bring the benefits of electric vehicles to these customers with an accessible price point, improved productivity, and lower cost of ownership.

DEVELOPING THE NEXT GENERATION OF ELECTRIC VEHICLES

The ultimate success of our electric vehicle transition will be driven by our future generation products designed from the ground up. As we develop these next-generation products, we're aiming to eliminate the compromises customers may face in choosing an electric vehicle. At the same time we're leveraging electric vehicles' inherent advantages to make incredible products that customers are waiting for today.

Our next-generation vehicles will be cost-optimized and guided by the learnings of our first-generation vehicles that are currently available. Not only must these products be breakthrough in efficiency, but they must also be packed with innovation.

To support this, three years ago, we established a small, talented team that is developing a smaller, more affordable platform for future electric vehicles. This team is creating flexibility for multiple silhouettes and form factors for retail and commercial customers with an intense focus on cost competitiveness and efficiency.

Smaller electric vehicles will play a role in our strategy. They are attractive to scale for a larger number of customers and show them all the benefits that electric vehicles can provide — from lower operating and maintenance cost over the life of the vehicle, to zero carbon dioxide tailpipe emissions.

The development of our next-generation electric vehicles is supported by a flexible industrial footprint; the redesigned Cologne Electric Vehicle Center opened in 2023, BlueOval City development is on track in Tennessee, and we're building the country's first automaker-backed and wholly owned and operated lithium iron phosphate (LFP) battery plant, BlueOval Battery Park, in Michigan.

Electric Vehicles, Batteries, and Charging Infrastructure — continued

BATTERIES

A Second Battery Chemistry

As part of our company's commitment to making electric vehicles more affordable and accessible to customers, we have introduced LFP batteries to some of our electric vehicle lineup. Durable LFP batteries, our second battery chemistry, tolerate more frequent and faster charging while using fewer high-demand, high-cost materials.

As we scale electric vehicle production, introducing lower-cost LFP batteries at scale will help us contain or even further reduce electric vehicle prices for customers, while allowing us to produce more electric vehicles and offer more choices to new electric vehicle customers.

LFP battery technology also helps reduce reliance on critical minerals such as nickel and cobalt and is in line with our work to create an electric vehicle supply chain that upholds its commitments to sustainability and human rights.

BlueOval Battery Plant

In support of our commitment to this second battery chemistry, we are building the country's first automaker-backed and wholly owned and operated LFP battery plant, called BlueOval Battery Park Michigan.

PUBLIC CHARGING

Creating a seamless and simple public charging experience is key to accelerating electric vehicle adoption and providing customers with range confidence.

Customers in North America have more options than ever before — and the number continues to grow. Our BlueOval™ Charge Network in North America grew in 2024, bringing the new network total today to more than 180,000 chargers, and growing[19].

Customers can access chargers from multiple charging companies across the U.S. and Canada with embedded charger routing and simple payment options via FordPass or Ford Pro Intelligence. Ninety percent of Americans live within a 13-mile drive of a charger in the BlueOval Charge Network.

Ford electric vehicle customers have access to more than 20,000 Tesla Superchargers across the U.S. and Canada through the BlueOval Charge Network. Mustang Mach-E, F-150 Lightning, and E-Transit customers can access the Superchargers via an adapter and software integration along with activation and payment via FordPass or Ford Pro Intelligence.

The BlueOval Charge Network provides one stored payment account through the FordPass App, eliminating the need for on-site credit card use at select chargers. Once owners have created an account and activated Plug & Charge, Tesla Superchargers will support Plug & Charge with Ford electric vehicles. This means customers simply have to plug in and charging will automatically start with charges managed through FordPass.

In Europe, the BlueOval Charge Network provides customers with access to over 800,000 plugs. Retail customers can find charging stations and pay for charging using FordPass. Larger fleets can access Ford Charge Assist via SYNC in Europe and North America.

HOME CHARGING

Approximately 80% of charging takes place at home[20]. Ford electric SUV and truck customers in Texas can charge at home for free through the TXU Free Electric Vehicle Miles program, a collaboration between Ford and TXU Energy. This first-of-its-kind retail energy offering for Ford electric vehicle customers offers them the opportunity to charge their vehicle at home entirely for free between 7 p.m. and 1 p.m. the next day, all year long. Ford electric vehicle customers receive a credit on their TXU Energy bill for all home energy used for vehicle charging during the free charging hours.

Through the TXU Free Electric Vehicle Miles program, Ford aims to educate Texans about the perks of driving electric while incentivizing consumers to charge when demand on the grid is at its lowest.

This program is just one of many collaborations Ford is working on with utilities across the U.S. and globally. Other programs are testing vehicle-to-home and vehicle-to-grid integration capabilities, which will save customers money and support a resilient electrical grid, bringing to life entirely new possibilities in energy management through electric vehicle ownership.

In Europe, we're partnering with industry innovators to deliver new energy experiences that will enable Ford customers to charge their electric vehicles using energy tariffs specifically designed to enhance the ownership experience. Developed to support Ford's expanding electric vehicle line-up, this opportunity has been available from early 2024 to drivers of Ford Mustang Mach-E, followed by the new all-electric Ford Explorer.

A newly developed Dynamic Charging feature was designed to enable Ford electric vehicles to communicate with the energy providers' intelligent supply networks. As a result, owners of compatible electric vehicle models will be able to plug in their vehicle, input their desired state-of-charge and departure time using a smartphone app, and simply get on with their day — safe in the knowledge that their battery will be automatically charged using rates designed to help maximize cost savings and the use of renewable energy[21].

Case Study

Powering Peace of Mind for Families and Communities

Ford's energy services technology and the company's impactful partnerships are unlocking peace of mind for customers and communities.

Ford Intelligent Backup Power

Electric vehicles can act as mobile power plants, utilizing the stored energy in their batteries to power homes and businesses through bidirectional charging. Ford Intelligent Backup Power, introduced with the F-150 Lightning, can keep the power on during an outage or natural disaster for three full days (up to 10 with power rationing[22]). In 2024 alone, Ford Intelligent Backup Power, using vehicle-to-home technology, has helped hundreds of customers maintain power and safety during everyday outages as well as natural disasters such as Hurricanes Beryl, Helene, Kirk, Milton, and Rafael. Customers across the Western U.S. have also been able to power their homes during wildfires that led to mass power outages.

Community Support through Pro Power Onboard

Ford's support of Team Rubicon (see case study on page 127) includes providing Pro Power OnBoard to turn Ford vehicles into mobile generators. Using energy stored by the vehicles and dispersed through power outlets, Pro Power OnBoard helps ensure that critical resources such as cell phones, electric tools and refrigeration remain operational during power outages.

Case Study

Ford Power Promise Gives Electric Vehicle Customers New Confidence

For electric vehicle adoption to continue to rise in the U.S., it will take an ownership experience that conveys convenience, peace of mind, and expert service.

That's where Ford Power Promise comes in. This program, introduced in 2024 and continuing in 2025, makes electric vehicle ownership easy and gives our customers the confidence to go electric by supporting them in the areas that matter to them the most[23].

Here's how it works:

- Home is Where the Charge Is: According to the U.S. Department of Energy, approximately 80% of electric vehicle customers already charge at home[20]. We're making it simple. Customers purchasing or leasing a Ford electric vehicle are eligible to receive a complimentary home charger and standard installation at their home. This ensures customers can wake up every day with a full charge by simply filling up at home. Ford Pro fleet customers are covered with a commercial charging cash incentive.
- On-the-Road Charging: Road trips don't happen every day, but when you are on the road, you need to know where to fill up. Our BlueOval Charge Network (the largest public charging network in North America) automatically searches for chargers across various networks, including Electrify America and Tesla Superchargers, and adds charging stops to the route via the Connected Navigation in the vehicle. With Plug and Charge, electric vehicle drivers plug in when they get there, and the payment is automatically made via their FordPass account.
- Battery Confidence: We're confident in the quality of our batteries, and we want electric vehicle customers to be confident, too. That's why we provide an eight-year/100,000-mile high-voltage battery warranty for every Ford electric vehicle.
- Ongoing Support and Guidance: We'll provide electric vehicle customers with the support they need whenever they need it, including complimentary roadside assistance if the vehicle's range runs too low. Ford offers round-the-clock live support, complete with proactive charging assistance. Ford Roadside Assistance will pick customers up and bring them to the closest charging station or dealership in the case of adverse vehicle events, including running out of charge, no matter where they are.

90%

of shoppers say they would be more likely to buy an electric vehicle if they knew they could charge at home

Electric Vehicles, Batteries, and Charging Infrastructure — continued

Collaborating to Strengthen Charging Infrastructure
Ford is a founding and core member of the SAE Electric Vehicle Public Key Infrastructure. As part of this group Ford is supporting a new framework that will enable industry-wide seamless, secure electric vehicle charging. The experience will allow electric vehicle users to "Plug & Charge," enabling secure automatic authentication as soon as drivers plug in, bypassing the payment authentication step across all public stations. Testing of the program will start in 2025.

Ford is also a founding partner in ChargeScape, a new company focused on optimizing electric vehicle grid services. ChargeScape, which became operational in 2024, has created a software platform that integrates electric vehicles into the power grid, shoring up grid stability while saving drivers money on their charging. ChargeScape's technology wirelessly connects to electric vehicles and, working with participating utilities, manages home charging efforts when the grid is constrained — and soon will be able to send energy back into the power grid when needed.

COMMERCIAL CHARGING

Ford Pro is laser focused on delivering reliable charging solutions that meet the needs and electric vehicle use cases of its commercial customers — including home, depot, and public charging — with software to efficiently manage them.

Ford Pro Chargers work with Ford Pro's smart charging software to help ensure vehicles are charged when customers need them. The integrated software and hardware solution helps fleet managers optimize how, when, and where electric vehicles are charged along with utility reimbursement reporting, which is important for home-based drivers.

Ford Pro Charging solutions can also enable customers to charge more vehicles at a given time. The software also tracks performance and provides fleet managers with insights like kWh consumption, charge speed and distance to empty, and helps optimize total cost of ownership.

Understanding the various incentives available to them can help businesses lower their total cost of ownership. To help improve access to commercial charging, Ford Pro worked directly with utility and energy companies including the Ford Pro Smart Charging Bundle that offers free commercial-grade Ford Pro chargers for home or worksite charging to software subscribers enrolled in the Massachusetts Clean Peak Energy Standard. In California the bundle offers a complimentary Ford Pro Level 2 electric vehicle charger to businesses subscribed to Ford Pro Charging software and gives them advanced energy management features to automate reporting and demand response to grid events, and manage Low-Carbon Fuel Standard carbon credits for customers.

TRANSFORMING OUR INDUSTRIAL SYSTEM TO EXPAND ELECTRIC VEHICLE PRODUCTION

We are taking a diverse strategic approach to transforming our industrial system to expand electric vehicle production by reimagining existing manufacturing sites like those in Cologne, Germany.

Electric Explorer In Production at Cologne Electric Vehicle Center
The all-new electric Explorer began rolling off the production line in the new Ford Cologne Electric Vehicle Center in June 2024.

The electric Ford Explorer is the first vehicle produced at the Ford Cologne Electric Vehicle Center and represents a significant step on the road to producing a new generation of high-quality electric passenger vehicles for the region.

The electric Explorer's superior standard specification includes battery electric powertrains for zero-tailpipe emissions while driving — and more than 600 km driving range on a single charge[24].

The Factory of the Future
The Cologne Electric Vehicle Center, Ford's first electric vehicle facility in Europe, is a key element of Ford's plan targeting carbon neutrality. Opened in 2023, and powered by a $2 billion investment, the Cologne Electric Vehicle Center has been transformed from a historic plant into a factory of the future.

The Cologne Electric Vehicle Center is equipped with cutting-edge AI and hundreds of carefully choreographed state-of-the-art robots that will deliver a new generation of high-quality electric vehicles to Ford customers in Europe. The plant's "digital twin" monitors and supports production line operators to deliver high-quality standards.

The Cologne Electric Vehicle Center is one of Ford's most efficient vehicle assembly plants globally, supported by significant reductions in emissions, water usage and energy consumption. With production now underway, greenhouse gas (GHG) emissions data will be monitored and recorded to continuously improve carbon efficiency and reduce GHG emissions towards a residual level.

In addition to initiatives that reduce emissions, water usage and energy consumption, all electricity required to operate the plant is 100% certified renewable electricity.

→ **Read More: In Climate Change on p.44**

North American Electric Vehicle Production
BlueOval City, our all-new mega-campus in West Tennessee, is taking shape and preparing to build our next-generation electric truck. This is an opportunity to revolutionize America's truck by combining a century of know-how with world-class electric vehicle, software, and aerodynamics talent.

ICE and Hybrid Vehicles

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Ford Blue is a vibrant global industrial powerhouse with iconic vehicles and a runway for profitable growth.

Internal combustion engine (ICE) and hybrid (full and plug-in) vehicles remain an important part of the Ford story. ICE volumes will decline as electric vehicle adoption increases, and we embrace that reality. However, the pace of electric vehicle adoption will vary by segment and geography with Europe and China transitioning faster than the U.S., our biggest market. Consequently, we expect strong U.S. ICE and hybrid sales well into the near future.

We are committed to continuously improving our ICE powertrains to achieve better fuel economy while meeting regulatory emissions criteria. Our proven EcoBoost engines are deployed across nearly all of the portfolio, and combine engine downsizing, turbocharging, direct fuel injection, and twin-independent variable cam timing to optimize power and efficiency. For those who want the range assurance of an ICE and lower emissions, we have Escape full- and plug-in hybrids, Lincoln Corsair plug-in hybrids, and F-150 and Maverick full hybrids. We also have a brand-new Expedition and Lincoln Navigator coming in 2025.

We have been producing hybrids for 20 years, beginning with the world's first hybrid SUV, the Escape. Now on the fourth generation of hybrid technology in our vehicles, we remain committed to building hybrids for the foreseeable future. Hybrids will play an important role during the transition to electric vehicle, particularly in markets where the electric vehicle infrastructure is not mature. Consequently, we're broadening our hybrid powertrain offerings.

Diesel Engines

Modern diesel engines can offer reduced carbon dioxide and nitrogen oxide emissions and fuel consumption compared to their predecessors. In fact, they can achieve 20–30% better fuel economy than comparable gasoline engines in specific markets and segments.

As we move toward electric vehicles, we continue to optimize these benefits in our EcoBlue and Power Stroke offerings to improve fuel economy and reduce emissions.

ADVANCED TRANSMISSIONS AND DRIVELINES

We continue to optimize our transmissions to improve fuel economy and emissions. Highly efficient 8-, and 10-speed planetary transmissions have been widely deployed across our vehicles and the volume of hybrid electrified transmissions continues to increase. Our transmission team has shifted focus to design and develop innovative power unit (electric drive unit) technologies and features for electrified vehicles.

Case Study

Supporting the Veteran Community with the Ford Bronco Off-Roadeo

Ford has a long tradition of supporting the military and veteran community that continues to this day. Working with Blue Star Families and their "Do Your Part" initiative, we hosted a special Bronco Off-Roadeo experience in 2024 for service members, veterans, and their families to build community and celebrate service.

Joining the cause in 2024, our Proud to Honor: Bronco Off-Roadeo gave veterans, military families, and survivors an opportunity to celebrate service, create memories, and make connections in the beautiful Texas Hill Country. Bronco Off-Roadeo is an adventure driving school where enthusiasts can receive instruction on how to take Bronco family SUVs off-road safely and responsibly.

This event was specially designed for the military community, bringing together 150 veterans, military families, and survivors.

Participants represented U.S. Service Organizations, including Blue Star Families, Guitars 4 Vets, Tragedy Assistance Program for Survivors (TAPS), Travis Manion Foundation, Team Rubicon, and members of Ford's Veteran Employee Resource Group. The effort brought together community groups to celebrate those who have given so much.

Case Study

Hybrids: An Investment in the Future

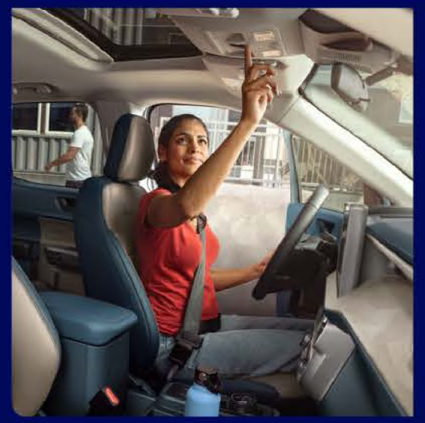
Different lifestyles and use cases require unique types of power. Hybrids are playing a key role in Ford's strategy to offer customers the freedom to choose vehicles with powertrains that meet their needs.

In parallel to the company's work to build a full electric vehicle lineup, Ford is expanding its hybrid electric vehicle offerings. This strategy is paying off as customer reception to Ford hybrid vehicles continues to accelerate. Ford's record 2024 sales of hybrid vehicles was up 40% over 2023. Hybrid strength came from a record surge in hybrid truck sales, with F-150 PowerBoost hybrid finishing the year as America's best-selling hybrid truck[13], with sales up 47%.

Second only to the F-150, Maverick hybrid established a new sales record — up 31% from the prior year. Combining hybrid technology and all-wheel drive, the tech-packed 2025 Maverick Hybrid has an EPA-estimated 42 miles per gallon[25] in the city with the standard hybrid front-wheel drive model, and a EPA-estimated 40 miles per gallon[26] in the city with the hybrid all-wheel drive model.

Each new generation of hybrids brings even more performance, power density, efficiency, and integration innovations. We're working to make our hybrid powertrains even more compact and lightweight, and exploring ways to better control the operation of the gas engine, electric motor, and battery to further maximize performance and fuel economy.

These continued improvements will help us reach our aspiration of offering hybrid powertrains across the entire Ford Blue lineup in North America by the end of the decade. After two decades of hybrid innovation and over 1.3 million hybrid vehicles sold in the U.S. alone, we're more energized than ever about the future.



47%

increase in sales for the F-150 PowerBoost hybrid truck

31%

increase in sales for the Maverick hybrid, a new sales record

Technology and Connected Services

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Through our technology and Connected Services we are developing the foundation for innovation, building a profitable business and continuously improving experiences for our customers.

We're delivering technology and Connected Services that customers can activate to help make driving easier and ownership more enjoyable. This includes BlueCruise hands-free highway driving, new apps for entertaining the family, as well as the FordPass app to help customers access their vehicle and these services.

EXPANDING AVAILABILITY OF BLUECRUISE HANDS-FREE HIGHWAY DRIVING

BlueCruise is Ford's hands-free highway driving technology that can help make highway driving easier and more enjoyable, whether on a daily commute in stop-and-go traffic or on a road trip. In 2024 in the U.S. we found more than 70% of BlueCruise trips taken by Ford and Lincoln owners were under 20 minutes, such as a daily commute[27], and for trips on controlled access highways longer than one hour, such as road trips, BlueCruise was used nearly 50% of the time[28].

Our goal is to give more customers who want an electric, hybrid or gas-powered vehicle access to hands-free highway driving. That is why BlueCruise availability will expand across 2025 model year vehicles and trims[29]. In the U.S., BlueCruise is now available on: Ford Explorer, Ford Expedition, Ford F-150, F-150 Lightning, and Mustang Mach-E, and across the entire Lincoln lineup.

For new 2025 model year vehicles owners, we have simplified how BlueCruise can be accessed with both a one-year and one-time purchase option. We have also lowered the annual and monthly pricing plan for all U.S. customers. The one-year plan will either be included standard or as an option based on the vehicle line and trim. Ford customers can choose to upgrade to a one-time purchase and won't need to activate BlueCruise again on their vehicle[30]. In addition, we are continuing to offer a 90-day complimentary trial to customers who do not select a one-year plan or make the one-time purchase at vehicle order. This is a great option for owners who want to try it out first and provides them the flexibility to activate it annually or monthly based on their needs.

With every version of BlueCruise, our in-house Advanced Driver Assistance Systems (ADAS) team is improving the hands-free highway driving experience, and the amount of time drivers can stay engaged in hands-free without interruptions. In 2024, we announced the launch of new versions of BlueCruise software from the factory including BlueCruise 1.4 and BlueCruise 1.5. BlueCruise 1.4 delivers a more continuous hands-free highway driving experience including around curves, as well as great in-lane stability, and will ship from the factory on 2025 Ford F-150, 2025 Ford Expedition and 2025 Lincoln Navigator. BlueCruise 1.5 is shipping first on 2025 Mustang Mach-E and adds Automatic Lane Change, where the system can smoothly and seamlessly initiate a hands-free lane change to pass slower moving traffic.

BlueCruise Available to Use in 15 European Countries

In 2024, following approval by the European Commission, BlueCruise can now be used and enjoyed in 15 European countries. This allows BlueCruise to be used on more than 82,700 miles of designated highways across Europe, called Blue Zones, enabling customers to take a road trip across multiple countries.

BlueCruise has gained momentum globally. In 2023, BlueCruise was the first system of its kind to gain regulatory approval when it launched in Great Britain, becoming the first advanced driver assistance system that delivers true hands-free driving at highway speeds in Europe. Ford was also the first automaker to receive approval in Spain and introduce hands-free highway driving. BlueCruise also rolled out to customers in Germany.

With this approval, BlueCruise is now available to Ford customers to use across 17 countries globally. This includes the U.S. and Canada, as well as Austria, Belgium, Czech Republic, Denmark, France, Great Britain, Germany, Greece, Hungary, Italy, Netherlands, Poland, Portugal, Spain, and Sweden.

Case Study

BlueCruise by the Numbers through 2024

- There are more than 675,000 BlueCruise-equipped Ford and Lincoln vehicles on the road globally
- Customers have spent more than 4.7 million hours using and enjoying BlueCruise (U.S. and Canada)[31]
- Customers have driven 323 million highway miles hands-free using BlueCruise (U.S. and Canada)[32]

Technology and Connected Services
— continued

FORD AND LINCOLN DIGITAL EXPERIENCE

In 2024, we introduced an all-new digital cabin, the Ford and Lincoln Digital Experience, designed to allow greater connection and personalization for customers through driver-specific profiles, helping make time behind the wheel more enjoyable, even when parked. With Ford and Lincoln Digital Experience, customers can easily use voice assistance, maps, and their favorite apps.

- **Voice Assistance[33]:** Google Assistant is available for in-vehicle controls and can help with making calls, sending texts, setting a meeting, or controlling connected home devices.
- **Maps:** Integrated Google Maps offer real-time traffic, road conditions, dynamic and eco-friendly routes, and points of interest.
- **Apps:** Customers can also stream music, audiobooks, and podcasts using downloaded entertainment apps, as well as embedded SiriusXM with 360L[34], for a personalized listening experience that is always available in the vehicle — regardless of whether a smartphone is connected in the vehicle.

This system will be available on five vehicle lines for customers to experience including the 2025 model year Ford Expedition, Ford Explorer, Lincoln Aviator, Lincoln Nautilus, and Lincoln Navigator.

The Ford and Lincoln Digital Experience is the fastest infotainment system Ford and Lincoln has ever offered. It is designed to enable more new apps and services in the future thanks to over-the-air (OTA) software update capability[35].

OVER-THE-AIR SOFTWARE UPDATES

Software updates remain a critical capability and a real differentiator for us, and beginning with our 2025 model year lineup, all our vehicles in the U.S. are equipped with advanced software update capability that improves the ownership experience over time.

We can update multiple different electronic control modules, such as the powertrain and advanced driver assistance systems (ADAS), going well beyond just the SYNC connectivity and entertainment system. Software updates on average save our customers five to six days waiting for repairs — and lower our cost of warranty.

Not only are we improving the quality of vehicles in the field, but we are also adding new features and capabilities. Last year, we led the industry by first announcing the adoption of the NACS electric vehicle charging standard and that we would offer a complimentary adapter to our existing electric vehicle owners so they could charge their vehicles at compatible Tesla Supercharger locations. In addition to the physical adapter, we deployed a software update to Ford electric vehicles on the road that enabled them to interface with the Tesla Supercharger network, so all a customer has to do is pull up and plug in, and charge.

Additionally, while we launched new versions of BlueCruise on vehicles from the factory, we also began deploying the software to previous model year vehicles. For example, 2022-2023 Mustang Mach-E owners received an update to BlueCruise that took them from the first version of BlueCruise to BlueCruise 1.3, adding performance improvements and the capability to initiate lane changes and in-lane repositioning.

We also rolled out the Stingray Karaoke app which allows Mustang Mach-E and eligible F-150 owners, their family, and friends to enjoy karaoke right from the in-vehicle screen while parked and on the go for passengers by scanning their smartphone.

NEWLY DESIGNED FORDPASS APP

In 2024, we rolled out a newly designed FordPass app, which helps customers access and manage their vehicles remotely. A cross-functional team of product designers, engineers, and analysts rebuilt the in-app experience from the ground up to create an improved experience for all customers whether they own a gasoline, hybrid, or electric vehicle.

To help create the most efficient and user-friendly experience, the redesign helps customers get to what they need quickly and easily by simplifying actions like remote start and stop, checking charge or fuel levels, and viewing vehicle location, all on the front screen of the app. The redesign also closely matches what customers will see on the in-vehicle center screen for a more universal look and feel. The team also enabled FordPass compatibility with Apple Watch, giving owners more functionality and control straight from their wrist.

Through the development process and beta version the team also made quick, iterative changes informed by real-time customer feedback. For example, after we heard from customers that they wanted more charging info accessible from the app's homepage, that feature was incorporated.

In 2025, we will continue to listen to feedback and improve the experience for customers.

FORD PRO SOFTWARE AND CONNECTED DATA

With the connected commercial vehicle data that powers the Ford Pro offerings, we can help fleet managers and business owners solve some of their biggest challenges like uptime, safety and security, lowering the total cost of ownership, and increasingly, environmental sustainability[36].

Fleets today are more intelligent than ever before. Ford Pro is uniquely positioned bring together data from connected vehicles — including components, sensors, dashcams, and electric vehicle chargers — to give subscribers a comprehensive view of every layer in their fleet, helping foster a safer and more efficient fleet.

We ended 2024 with nearly 650,000 paid software subscribers for solutions such as Data Services, Telematics Software, Charging Software charging, and Fleet Management Software. This represents approximately a 27% increase from 2023 to 2024.

Ford Pro's key differentiator is our ability to integrate data from connected vehicles — including components, sensors, dashcams, and electric vehicle chargers — into a cohesive ecosystem with software and services. By reducing friction for our customers, we can increase their loyalty, satisfaction, and retention. This in turn will help us to attract new customers and capture more of their spending as the economic value we provide increases.

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Environment
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In addition to producing a wide range of fuel-efficient and electrified vehicles, our commitment to carbon neutrality extends to our manufacturing sites and supply chain. Alongside our partners around the world, we continue to make measurable gains against our sustainability aspirations, helping to drive the transition to a brighter future for us all.

A SCIENCE-BASED APPROACH TO CLIMATE CHANGE

Our aspiration to achieve carbon neutrality globally no later than 2050 is in line with the Paris Agreement and supported by science-based targets approved by the Science Based Target initiative (SBTi). We are focusing on approximately 95% of our greenhouse gas (GHG) emissions — our vehicles, operations, and supply chain.

ELECTRIFIED VEHICLES ARE OUR FUTURE

Electric vehicles remain central to our carbon neutrality strategy. Around the globe, we are investing to advance our electric vehicle strategy and create a sustainable manufacturing system for our vehicles and the batteries that power them.

Hybrids will play an important role during the transition to electric vehicles. Now on the fourth generation of hybrid technology in our vehicles, we remain committed to building hybrids for the foreseeable future.

WE ARE COMMITTED TO ENVIRONMENTAL LEADERSHIP

Our commitment to environmental leadership and sustainability goes beyond climate and also encompasses our strategies for sourcing materials, water usage, air pollution, and waste. Our holistic approach is essential to protecting our planet.

UN Sustainable Development Goals

We are contributing to the following UN Sustainable Development Goals through actions outlined in this chapter:

Our Sustainability Aspirations

Climate Change: Achieve carbon neutrality no later than 2050

Energy: Use 100 percent carbon-free electricity in all manufacturing by 2035

Materials: Utilize only recycled or renewable content in vehicle plastics

Waste: Reach true zero waste to landfill across our operations. Eliminate single-use plastics from our operations

Air: Attain zero emissions from our vehicles and facilities

Water: Make zero water withdrawals for manufacturing processes

Use freshwater only for human consumption

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Ford is committed to reducing carbon emissions, reaching carbon neutrality by 2050, and addressing our impact on the climate.

Climate change is one of the biggest challenges the world is facing. It is, therefore, critical that all industries reduce GHG emissions in line with science. This includes making the necessary progress along the journey to carbon neutrality by 2050 as aligned with the United Nations Framework Convention on Climate Change (Paris Climate Agreement).

CLIMATE CRISIS AND THE AUTO INDUSTRY

Road vehicles are a major contributor to GHG emissions. According to the International Energy Agency (IEA) World Energy Outlook, in 2023 the global transport sector was responsible for 22% of total energy-related CO_2 emissions, with road vehicles emitting 16% of the total. Passenger cars produced about half of global road emissions in 2023.

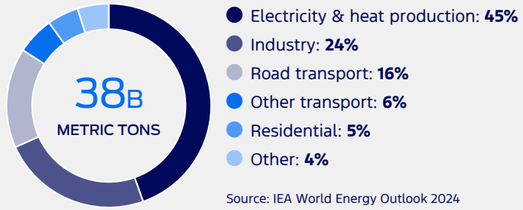
Ford's GHG emissions, along with those of other automakers, are part of road transportation. Ford's total Scope 1, 2, and 3 emissions of approximately 381 million metric tons[37] across the value chain in 2023 are equivalent to about 1% of the total world energy-related CO_2 emissions.

Significant changes are necessary to decarbonize global energy and transport systems. We expect these changes will occur in different product segments and regions at different times. Our approach and our targets reflect these differences.

CLIMATE CHANGE REPORTING

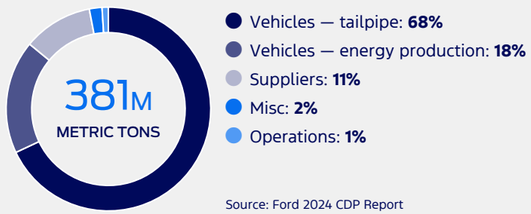
Transparent corporate climate change reporting is a priority for us, and we are committed to following the most credible voluntary standards available.

2023 Global CO_2 Emissions from Energy



Source: IEA World Energy Outlook 2024

2023 Ford GHG Emissions



Source: Ford 2024 CDP Report

Based on the Task Force on Climate-related Financial Disclosures (TCFD), we have issued climate change scenario reports since 2019. Last year, we integrated our climate report into our Integrated Sustainability and Financial Report as we transition to EU Corporate Sustainability Reporting Directive (CSRD) reporting, which is consistent with and more granular than the TCFD and includes double materiality.

In 2024 we received an A rating for Climate from CDP for the sixth year in a row.

→ **Read More: In the TCFD index on p.282**

→ **Read More: In E1: Climate Change on p.174**

TRANSITION PLAN OVERVIEW

Ford's Aspirations

Ford is proud to be one of the first U.S. automakers to align with the international community to limit global warming as part of the Paris Climate Agreement. Our aim to reach carbon neutrality globally no later than 2050 is consistent with the Paris Agreement and the timing outlined in EU Regulation (EU) 2021/1119 (European Climate Law).

Our Global Greenhouse Gas Reduction Targets

As we work toward carbon neutrality, we are investing in our business now to transform our value chain by reducing Scope 1, 2, and 3 emissions in line with science and as defined by the GHG Protocol. Currently, our global focus is on three areas that account for approximately 95% of our CO_2e 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 new publicly disclosed 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

Climate Change — Climate Transition Plan
— continued

These targets are summarized in the table Targets Summary — Greenhouse Gas Emissions Reductions on page 61. These GHG reduction targets do not include the use of offsets.

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, reflecting the current softening of the electric vehicle market and expected short-term challenges. A 1.5°C pathway would entail a 46% reduction in absolute tons GHG at 2030.

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 global operations target includes Scope 1 and 2 GHG emissions from our consolidated manufacturing and non-manufacturing facilities along with our unconsolidated investee manufacturing facilities, and is aligned to a 1.5°C path. 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 is 25% reduction over seven years, which is 3.6% per year linearly 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 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 estimate.

Achieving our targets will depend on external factors such as policies, infrastructure development, and market readiness.

→ **Read More: In Achieving Carbon Neutrality on p.60**

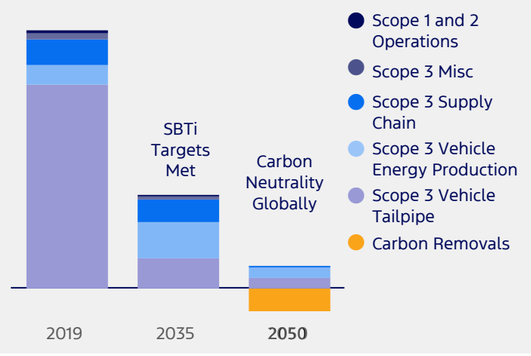
Decarbonization Levers and Actions
Emissions avoidance and reductions are Ford's top climate change priority. Understanding the potential environmental and cost impacts of our vehicles and services over their life cycle — from the acquisition of raw materials, through vehicle production, distribution, and use, to end-of-life disposal or recycling — aids this effort, allowing the company to focus on key GHG sources.

The graphic, Decarbonization Levers and Actions Overview on page 46 shows an overview of our decarbonization levers to achieve our targets along with example actions for our current focus of addressing the largest contributors — currently vehicle use and supply chain emissions — 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 sources[5]. Examples of our actions include investment in carbon-free electricity for our operations; public and home charging infrastructure; supporting our supply base via best practice programs (M2030) and renewable electricity procurement support (Transform: Auto); and advocating for the transformation of the electric grid.

The Carbon Neutrality Scenario graph shows what the decarbonization pathway might look like as a result of actions taken, including those discussed here. The pathway will not be linear, and the relative share of GHG emissions for each scope will shift over time. As we sell more electric vehicles and fewer internal combustion engine vehicles, the total GHGs from vehicle use should decrease significantly. However, in the near term while the grid decarbonizes, the GHGs from energy production will likely increase due to more electricity use for electric vehicle battery production.

Carbon Neutrality Scenario



We are also accounting for our locked-in emissions in our planning. Locked-in GHG emissions are future emissions that will occur over our products' or facilities' lifetimes due to choices we make today. 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 Scope 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 to reduce our global operations GHG emissions.

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 key decarbonization levers are related to improving energy efficiency and 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. Ford is developing a plan for how we might address GHG and energy-intensive assets, with a specific focus on increasing system-wide efficiency and reducing natural gas consumption.

By 2050, some hard-to-reduce GHG emissions may remain. We intend to neutralize these emissions using carbon removals, i.e., natural or technical strategies that remove CO_2 from the atmosphere and provide secure long-term storage.

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. Our decarbonization approach is summarized below.

→ **Read More: In Electric Vehicles, Batteries, and Charging infrastructure on p.34**

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

Climate Change — Climate Transition Plan
— continued

Decarbonization Levers and Actions Overview

Key Decarbonization Levers

Vehicle use
~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
~1%

- **Energy-efficiency and Conservation**
- **Carbon-free Energy**

Supply Chain
~10%

- **Supplier Engagement**
  - Sourcing requirements for carbon neutrality targets
  - Decarbonization support
- **Low-carbon Materials**
  - Batteries, steel, aluminum, and plastics

Carbon Free Energy — Across the Value Chain

Key Actions

- A portfolio of low-carbon products
- Battery electric vehicles
  - Electrification of iconic vehicles
  - Europe — Electrification of passenger and commercial vehicles
  - Next-generation electric vehicles
    - Larger trucks, vans, SUVs, and a small, low-cost platform
- Lower emissions ICE vehicles
  - Improved fuel efficiency and compatibility with alternative fuels
  - Traditional and plug-in hybrids
- Hydrogen fuel cell
  - Technology development for our medium- and heavy-duty vehicles
- Addressing key electric vehicle adoption barriers
- Expanding the BlueOval Charge Network
- More affordable battery chemistries like LFP (Lithium Iron Phosphate)

- 100% carbon-free electricity for our global manufacturing by 2035
  - DTE's MIGreenPower program for our facilities in Michigan
  - Expanded solar installations, such as at the Valencia plant
- Global onsite renewable projects
  - New solar installations at the Dunton Campus, Ford Thailand Manufacturing, Ford Lio Ho plant and Changan Ford Powertrain Manufacturing Base along with extended capacity at Merkenich Technical Center
- Reduction or elimination of natural gas usage
  - Paint shop upgrades at Oakville and Ohio Assembly Plants and Cologne Electric Vehicle Center
  - No natural gas use for building heat when Tennessee Electric Vehicle Center begins operations
- Campus transformation
  - 100% carbon-free electricity by 2027 — Dearborn Hub and Michigan Central District

- 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
- Transform: Auto renewable electricity program — North America
  - Support suppliers by providing training and tools to explore and procure renewable electricity options
- Manufacture 2030 (M2030) — global Tier 1 supply chain initiative
  - Sharing decarbonization best practices, and providing training and access to green finance
  - Enabling site GHG emissions data collection
- Purchase low-carbon aluminum and near-zero steel (First Movers Coalition)
  - MOUs with five European steel suppliers signaling the need for low-carbon steel

Climate Change — Climate Transition Plan
— continued

Transition Plan Investments
Our business segment structure provides transparency over the performance and progress of spending, revenue, and profitability of our electric vehicles, our most important decarbonization lever to mitigate GHG emissions. For example in 2024, our total electric vehicle capital spending was $4.7 billion, up approximately $0.9 billion over 2023 reflecting a third consecutive year of growth. The eligible capital expenditure KPI reflects continuing investments in our low-carbon future, primarily in Model e. These include investments in our manufacturing sites to make battery electric vehicles such as Tennessee Electric Vehicle Center, Cologne Electric Vehicle Center, Halewood, BlueOval Battery Park Michigan, and others.

While we do not show taxonomy alignment this year, we anticipate future alignment to increase as we work through the Technical Screening Criteria and related reporting requirements. Currently, the capital expenditure for electric vehicles reflects 54% of the total capital expenditure reported for 2024. Our eligible operating expenditure is heavily driven by our engineering and research and development, which in 2024 totaled $8.0 billion. Similar to the past several years, it includes spending related to new technologies such as low-carbon propulsion and electrification[61].

We continue developing the supply chain for electric vehicles. An example is our electric vehicle battery JV, with BOSK. From inception through January 2025, we have contributed $2.4 billion (net of returns of capital) to BOSK.

As we continue to invest in our electric vehicle strategy, we have observed lower-than-anticipated industry wide electric vehicle adoption rates and near-term pricing pressures, which have led us, and may in the future lead us, to adjust our investments, spending, production, and/or product or future technology launches to better match the pace of electric vehicle adoption.

While ongoing industry pricing pressure remains, we plan to increase our global volume of electric vehicles, driven by the full-year impact of European launches. We have also increased investment in our battery facilities and next-generation products.

As outlined in Note 18 Debt and Commitments in the "Notes to the Financial Statements" of Ford's 2024 Form 10-K Report, Ford's corporate, supplemental, and 364-day credit agreements include certain sustainability-linked Key Performance Indicators (KPIs), pursuant to which the applicable margin and facility fees may be adjusted if Ford achieves, or fails to achieve, the specified KPIs related to global manufacturing facility GHG emissions, carbon-free electricity consumption, and Ford Europe CO_2 tailpipe emissions. Prior to 2024, the specified KPIs related to global manufacturing facility greenhouse gas emissions, renewable electricity consumption, and Ford Europe CO_2 tailpipe emissions.

→ **Read More: In Ford's 2024 Form 10-K Report**

Transition Plan Key Investments

Investment	Details		Comment
Savings from investments in low-carbon alternatives	• Each year Ford pursues various energy savings actions to improve its operating efficiency and achieve environmental objectives. Projects tend to be related to LED lighting, steam elimination, and manufacturing process optimization.		Investments made in global manufacturing locations to improve energy and process efficiency while generating savings sufficient to self-fund the capital investments
Expenditures for engineering and research and development	Year 2022 2023 2024	Expenses (in Billions) $7.8 $8.2 $8.0	Engineering, research, and development expenses are primarily reported in cost of sales and consist of salaries, materials, and associated costs
Investments in our low-carbon future	• In 2024, our total electric vehicle capital spending was $4.7 billion, reflecting our continued commitment to electric vehicle manufacturing, including: – Tennessee Electric Vehicle Center, a new assembly plant under construction at BlueOval City – Cologne Electric Vehicle Center producing the new Ford Explorer, our first European-built all-electric passenger car, and the new all-electric Ford Capri – Halewood, our first in-house electric vehicle component manufacturing site in Europe, producing electric drive units that will power electric vehicles from Ford. – BlueOval Battery Park Michigan, America's first automaker-backed LFP (Lithium Iron Phosphate) battery plant. • From inception through January 2025, we have contributed $2.4 billion (net of returns of capital) to BlueOval SK, LLC ("BOSK"), our battery production joint venture with SK On. • We also continue to invest in electrified and hybrid powertrains to help reduce emissions from our vehicles over time. Last year, more customers chose an electrified Ford vehicle than ever before. Total Ford electrified vehicle sales (hybrid, plug-in hybrid and electric) hit a record this year in the US — up 38% from 2023.		

Climate Change — Climate Transition Plan
— continued

Implementation Progress
Our current status for global GHG reduction targets are shown in graphic GHG Emissions Reductions: Vehicles, Operations & Supply Chain to the right.

The average GHG intensity of the vehicles we sold in 2024 is approximately 2% lower than for the vehicles we sold in 2019. While this progress is lower than initially planned, from an absolute perspective, our data shows a higher reduction than initially expected with a 25% reduction compared to our base year.

By securing a carbon-free electricity supply and making our facilities even more efficient, we have achieved a 49% reduction in emissions. Our progress is on track, being close to two-thirds of the way to our 2035 76% reduction target. Contributing to this progress, we achieved a reduction of 51% in our global manufacturing GHG emissions, 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 2024 for our global manufacturing plants was 71.5% carbon-free electricity.

For our supply chain in 2024 we achieved 1.4% reduction. This is 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.

Actions in Europe, supporting the above progress and our accelerated pathway, are highlighted in European Carbon Neutrality — Progress in Europe.

→ **Read More: In Ford's Road To Carbon Neutrality on p.51**
→ **Read More: In Achieving Carbon Neutrality on p.60**
→ **Read More: In Performance Data on p.235**

Carbon Neutrality — Progress in Europe

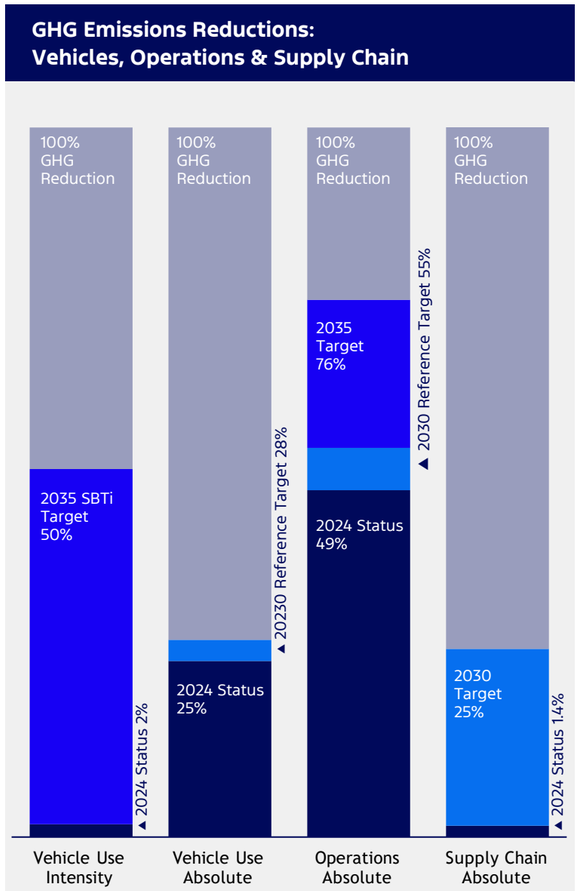
While we aim to reach carbon neutrality no later than 2050 globally, we have an accelerated path to decarbonize the business in Europe. Our focus is addressing our largest source of emissions by electrifying our full lineup of vehicles. We already have an electrified offering for almost all of our vehicle lines:

- Commercial electric vehicles: E-Transit, E-Transit Custom, and E-Transit Courier
- Passenger electric vehicles: Explorer, Capri, Mustang Mach-E, as well as E-Tourneo Courier and E-Tourneo Custom
- Plug-in Hybrids: Kuga, Transit Custom, Tourneo Custom, Transit Connect, Tourneo Connect and Ford Ranger — the bestselling pickup truck in Europe

We continue to focus on other building blocks to achieve carbon neutrality by reducing our emissions. Examples include:

- Facilities: Highly efficient Cologne Electric Vehicle Center, onsite renewable energy projects
- Supply chain: Five MOUs with steel suppliers signaling the need for low-carbon steel
- Logistics: Bio-LNG vessel carriers, network and packaging density optimization, HVO (Hydrotreated Vegetable Oil) Road trial

GHG Emissions Reductions: Vehicles, Operations & Supply Chain



GOVERNANCE

Management's Role
Our Vice President, Chief Sustainability, Environment and Safety Officer, called "Chief Sustainability Officer" (CSO), and his team are responsible for delivering our sustainability aspirational goals and strategies, including achieving carbon neutrality no later than 2050 globally. The leaders of the Global Sustainability & ESG Meeting approve our carbon neutrality strategy and monitor progress on reducing GHGs by tracking metrics for our vehicles, supply chain, and operations.

The Global Sustainability and ESG group coordinates Ford's carbon neutrality strategy and activities, helps integrate carbon neutrality in collaboration with other functional areas and teams, and leads our climate reporting and stakeholder engagement.

Board Oversight
The Audit Committee assists the Board in overseeing compliance and reporting risk, including reviewing risks identified in the Ford Enterprise Risk Management process, which could include climate-related risks.

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

→ **Read More: In Accountable and Inclusive Governance on p.134**

Climate Change — Climate Transition Plan
— continued

Remuneration
The corporate performance goals for determining the cash awards for 2024 under the Company's Annual Performance Bonus Plan ("Plan") were designed to support the Company's business plan and strategy, which incorporates our commitment to reduce CO_2 through SBTi-approved carbon reduction targets from operations and products. In particular, the 2024 metrics under the Plan include the growth in global retail electric vehicle volume, which is weighted 20% in determining the payout under the Plan. The inclusion of Global Electric Vehicle Retail Volume to Customers as a performance objective in 2024 emphasizes Ford's commitment to transitioning our portfolio to electric vehicles and creating environmental benefits in the transition to electric vehicles by addressing the largest source of our GHG emissions, vehicle use.

Furthermore, the individual performance factor that applies to awards under the Plan and determines the size of equity awards is assessed on the individual's success in driving and aligning with our Ford+ plan and corporate strategy, which can include efforts around sustainability, climate change, and other areas depending on each individual's role.

For example, our CSO's yearly compensation includes a bonus as percentage of salary, stock shares, and a salary increase. These compensation incentive amounts are variable according to individual performance to objectives, many of which are directly or indirectly tied to climate improvements or climate transition plan delivery.

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

However, six percent 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:

- Discuss and advise 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
- Discuss and advise management on sustainability strategies that enhance shareholder value and social wellbeing, including human rights, working conditions, and responsible sourcing
- Review 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. Directors who are also Company employees are not separately compensated for their service on the Board.

→ **Read more: In 2025 Proxy Statement**

Case Study

Why Ford is Prioritizing Renewable Energy
When it comes to the question of why Ford is investing heavily in renewable energy, the answer is clear: doing so makes our entire value chain better. Better for the environment, people and communities. Better for the strength and resiliency of our operations. And better for our bottom line.

That's why we're purchasing energy from renewable sources such as geothermal, solar, and wind. This strategy is showing results as we make progress toward our objective of carbon neutrality across our vehicles, operations, and supply chain by 2050.

Vehicle Use — Electric Vehicles
A newly developed Dynamic Charging feature was designed to enable Ford electric vehicles to communicate with the energy providers' intelligent supply networks. As a result, owners of compatible electric vehicle models will be able to plug in their vehicle, input their desired state-of-charge and departure time using a smartphone app, and simply get on with their day — safe in the knowledge that their battery will be automatically charged using rates designed to help maximize cost savings and the use of renewable energy[21].

Operations
All of our purchased grid electricity for manufacturing facilities in Europe, Mexico, and Ohio is already carbon free. By 2027, every Ford vehicle manufactured in Michigan will be assembled with the equivalent of 100% carbon-free electricity. Our agreement with DTE Energy in Michigan in 2022 was the largest renewable energy purchase by a corporation from a utility in U.S. history. These achievements are significantly ahead of our global goal of 100% carbon-free electricity for manufacturing facilities by 2035. Overall, in 2024, we used more than 70% carbon-free electricity.

Supply Chain
Ford's most recent supplier-focused initiative is our founding sponsorship of the Transform: Auto program in North America. Announced in September 2024, this innovative industry collaboration aims to drive the adoption of renewable energy across the automotive supply chain.

The Transform: Auto program is offered as a free resource to help suppliers explore renewable electricity options in their area and give them the training and tools to pursue a pathway on their own or through an organized cohort of suppliers. The program is sponsored by Ford, Supplier Partnership For the Environment and other OEMs/Tier 1 Suppliers and is a key lever in tackling supplier Scope 2 emissions.

Our participation in Transform: Auto is a testament to Ford's belief in the power of collaboration to move the automotive industry — OEMs and suppliers alike — toward a more sustainable future. These types of collaborations not only make our supply chain more resilient, nimble, and innovative, but they also help us reduce GHG emissions and cut costs.

Being sustainable is not just good for the planet; it's also good for business.

Climate Change — Climate Transition Plan
— continued

COLLABORATION

Avoiding the worst consequences of climate change requires collaboration with multiple partners and organizations in the public and private sectors to drive timely progress. We are working together to address challenges including barriers to electric vehicle adoption, government regulations, economic factors, and the availability of carbon-free electricity and renewable fuels.

Our Blue Table Forum is a space for dialogue around how we can work together with various stakeholders from a diverse group of non-governmental organizations (NGOs), nonprofits, and academic institutions.

Ford participated in the SBTi Automotive Standard expert advisory group for the development of a sector-specific 1.5°C intensity pathway. We will be evaluating SBTi's final standard when available.

Ford partners with organizations like the Center for Climate and Energy Solutions Business and Environmental Leadership Council to help advance stronger GHG emissions policy and infrastructure improvements to remove obstacles and build the market for electric vehicles.

We support consumer electric vehicle incentives to accelerate the transition by making electric vehicles even more accessible and affordable while supporting manufacturing jobs. We are also working with partners to secure the supply chains and develop the technologies we need to produce electric vehicles and batteries here in the U.S., also ensuring the United States remains competitive globally.

→ **Read More: In Government Regulations, Policy and Engagement on p.139**

COMMUNITY ENGAGEMENT

Addressing climate change is more than decarbonizing our business, it is also about communities. We are working to minimize negative impacts while striving to create positive impacts on people and the environment. Our goal is to protect the communities in which we operate from environmental and health hazards and to provide equal access to the decision-making process that supports a healthy environment in which to live, learn, and work.

As a part of Ford's Good Neighbor Plan, Ford collaborates with local organizations to conserve and protect natural resources by listening to stakeholders, building partnerships, and supporting community efforts. We engage with environmental groups, community leaders, and residents to understand local needs through Town Halls, surveys, and roundtable discussions. Ford also partners with grassroots organizations to address community and environmental issues, such as connecting kids with nature, completing residential repairs, and supporting school greenhouses. Our scale and resources amplify the impact of local initiatives, providing funding, volunteers, and convening key stakeholders.

We are also working to provide electric vehicles by offering equitable financing, supporting greater electric vehicle charging access, developing new mobility solutions in urban and rural areas, diversifying our supplier, dealer, and investor network, and supporting small businesses and businesses owned by women, minorities, veterans, and people with disabilities.

We also support policy that aims to direct investments into communities that are marginalized and generally more adversely impacted by air pollution and climate change. This might include, for example, tax incentives for the installation of electric vehicle charging infrastructure in low-income census tracts, or for clean energy projects that meet prevailing wage and apprenticeship requirements.

Climate Change — Climate Transition Plan — continued

Ford's Road to Carbon Neutrality

1999
Published our first Corporate Citizenship report, "Connecting with Society"

2004
Reopened our Ford Rouge Center with its living roof (the world's largest green roof at the time), daylighting system, and waste minimization

Launched the Escape Hybrid, the world's first hybrid SUV

2007
Joined the United States Climate Action Partnership and UN Global Compact

Developed first science-based corporate CO_2 strategy

2009
Launched the EcoBoost engine, which optimizes power and efficiency using turbocharging and direct gasoline injection

2011
Launched the fully electric Focus electric vehicle

2014
Implemented Partnership for a Cleaner Environment (PACE) program with suppliers to reduce our collective environmental footprint

2015
Launched the lightweight F-150, with all-aluminum body

2018
Met our goal to reduce operational GHG emissions per vehicle produced by 30% eight years early

Announced support for the Paris Agreement

2020
Set aspiration to be carbon neutral no later than 2050

Signed the UN's Business Ambition for 1.5°C commitment to reach net-zero no later than 2050[38]

Launched all-electric Mustang Mach-E

2021
Set 2035 SBTi targets for our operations and vehicles

Joined RouteZero working toward scaling ZEVs (cars and vans)

Launched new Sustainable Financing Framework — the first transaction, a $2.5 billion green bond

Tied Corporate, Supplemental and 364-Day revolving credit facilities to sustainability-linked KPIs

Required suppliers to set carbon neutrality targets date

Climate Change — Climate Transition Plan
— continued

2022

Launched all-electric F-150 Lightning and E-Transit

Issued a second Green Bond of $1.75 billion, published the first Sustainable Financing Report

Entered agreement for multiple Michigan locations to purchase 100% renewable electricity

Achieved sourcing all of our purchased grid electricity for manufacturing facilities in Europe, Mexico, and Ohio with carbon free energy.

Announced reorganization of business into three business segments: Ford Blue, Ford Model e, and Ford Pro

Joined the First Movers Coalition (Steel and Aluminum)

2023

Announced Ford Pro and Xcel Energy charging infrastructure collaboration for fleets

Announced Memorandum of Understanding with RheinEnergie to expand solar panels at our Cologne facilities

Achieved 18% reduction in global manufacturing GHG emissions versus 2017 base year

2024

Achieved zero emissions capability for our full range of European light commercial vehicles, including E-Transit Custom and E-Tourneo Custom

Launched all-new electric Explorer and Capri produced in Cologne

Launched electric drive units at our Halewood facility in the U.K.

Launched Transform: Auto in North America to support suppliers to adopt renewable electricity

2025

Launch all-new electric Puma Gen-E, E-Transit Courier, E-Tourneo Courier, and Ranger PHEV in Europe

Requiring new vehicle designs in North America, Europe and Türkiye to use 20% recycled and renewable content in vehicle plastics, and in China 10%

2026

Build next-generation electric truck and battery packs with SK Innovation at BlueOval City

Build batteries at BlueOval Battery Park (Marshall, MI)

2027

Achieve 100% carbon-free electricity at all Michigan manufacturing facilities

Use no natural gas for building heat at Tennessee Electric Vehicle Center

2030

Achieve 50% reduction of GHG emissions from U.S. manufacturing facilities (Better Climate Challenge, 2017 baseline)

Achieve 10% reduction in energy intensity from our U.S. manufacturing facilities (Better Plants Challenge, 2020 baseline)

Purchase at least 10% near-zero carbon steel and aluminum (First Movers Coalition)

2035

Meet our SBTi-approved emissions targets for operations and vehicles

Achieve 100% carbon-free electricity in all manufacturing

2050

CARBON NEUTRALITY GLOBALLY

Climate Change

Climate Transition Plan — Impacts, Risks, and Opportunities

IMPACTS, RISKS, AND OPPORTUNITIES IDENTIFICATION AND ASSESSMENT PROCESS

Additional climate-specific details on the impact, risk and opportunity (IRO) identification and assessment process are provided below, complementing our overall Double Materiality Assessment (DMA) and scenario and resilience analysis disclosures.

→ **Read More: In Double Materiality Assessment on p.156**

→ **Read More: In Scenario and Resilience Analysis Process on p.73**

Climate Impacts

We annually assess our entire value chain's impact on climate change by calculating corporate Scopes 1, 2, and 3 and total 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. This allows us to identify potential concerns early in the process, ensuring that we are on track to meet our carbon neutrality commitments.

→ **Read More: In Achieving Carbon Neutrality on p.60**

→ **Read More: In Performance Data on p.235**

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 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 TCFD guidelines and well-established, state-of-the-art science scenarios.

Three scenarios were analyzed to identify transition and physical risks: The IEA Net Zero Emissions (NZE) by 2050 Scenario, the IEA Stated Policies Scenario (STEPS), and the Intergovernmental Panel of 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.

The range provided by these scenarios identifies likely risks and opportunities, as they cover a wide gamut of societal action, addressing future uncertainties related to policy, macroeconomic, energy systems, or technological developments. These scenarios are also compatible with the financial statement summaries on key climate risks including GHG and fuel economy regulations, carbon neutrality commitments, and disruptions to our operations and our supply chain.

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 our current interim 2035 SBTi Targets, Ford asset lifespans, strategic planning, and capital allocation.

→ **Read More: In Scenario and Resilience Analysis on p.73**

Transition Risks

In 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.

Physical Risk — Our Own Operations

Ford has conducted a detailed assessment of climate-related physical risks across its operations. Assets for 70 Ford sites in 16 countries were screened 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 climate scenarios from Intergovernmental Panel of Climate Change (IPCC) — 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.

OUR CLIMATE-RELATED RISKS

Major risks for leading markets currently transitioning to electric vehicles cover all three time horizons. In leading markets, we expect regulatory, technology, market, and workforce risks to lessen in the long term as electric vehicle adoption becomes more widespread. At the same time, resource availability risks may increase. Other markets will reach the electric vehicle inflection point later, extending the time horizon for technology and market risks.

Our physical risk analysis indicates that water-related hazards, particularly water stress and flooding, are significant climate-related risks for Ford, with heat-related events also projected to increase over time. While the severity of these risks varies by location, our facilities in the Global South face higher exposure to climate change hazards overall. We are working to mitigate climate-related risks through adaptation strategies and resource conservation efforts.

The table Climate-related Risks on page 54 provides an overview of climate-related material risks identified through our DMA and other non-material risks that we have historically reported on; it is not a complete listing of risks we examined. Examples are provided in the table Climate-related Risks: Examples starting on page 55.

OUR CLIMATE-RELATED OPPORTUNITIES

At Ford we also see climate-related opportunities across the three measured time horizons. Similar to the identified risks, we expect the timing of some key opportunities related to electric vehicle adoption to occur sooner for leading markets and later in other markets.

The table Climate-related Opportunities on page 57 provides an overview of various opportunities identified in the most pertinent categories but is not a complete listing of our pursuits. Again examples are provided; see table Climate-related Opportunities: Examples on page 58.

Climate Change — Impacts, Risks, and Opportunities
— continued

Climate-related Risks

Transition Risks	
Material Risks	
Regulation, Policy, and Legal	• Failing to comply with emissions regulations and meet ZEV thresholds may result in purchasing credits from competitors, curtailing vehicle sales, or paying fines
Technology	• Meeting stringent emissions and emerging regulatory standards may require substantial investments
Market	• Over-investment in electrification and uptake not occurring at the same scale presents a financial risk
Other Risks	
Reputation	• Failing to reduce CO_2 emissions in line with climate stabilization goals, or electrification efforts lagging behind expectations, may hurt our reputation, potentially leading to decreased sales
Resource Scarcity	• As electrified products proliferate, there is a risk that scarcity of components or raw materials (such as those necessary for electric vehicle batteries) may disrupt our operations or increase our cost of goods sold, thereby slowing electric vehicle adoption if alternative components, materials, or suppliers cannot be found in a timely manner
Workforce	• The transition to electrified vehicles will require different skills and qualifications in our workforce; there is a risk of lack of skilled workers and programs necessary to maintain or upskill our workforce
Physical Risks	
Material Risks	
Acute: Extreme Weather	• Heightened occurrences of extreme weather events can disrupt Ford's supply chain • Heightened occurrences of extreme weather events can disrupt Ford's direct operations
Other Risks	
Chronic: Drought	• Longer-term conditions such as extended droughts, which can affect our access to water for our operations, especially in water-scarce areas, may result in potential operating cost increases and/or additional investments to find alternative solutions

Climate Change — Impacts, Risks, and Opportunities
— continued

Climate-related Risks: Examples

Climate-related Risks	Description of Risk	Description of Response
Heavy Precipitation (rain, hail, snow/ice) **Risk Type:** Acute physical **Time Horizon:** Short-term **Magnitude of Impact:** Medium **Primary Potential Financial Impact:** Decreased revenues due to reduced production capacity **Likelihood:** About as likely as not	Ford's production and/or the ability for products to be delivered to consumers could be disrupted by natural or man-made disasters, adverse effects of climate change, or other factors. As one example, global climate change has the potential to lead to increased extreme precipitation events that produce ice or flooding which can disrupt production. In 2024 there was local flash flooding in the Valencia region of Spain. The Ford plant was not directly affected by the flood water, but there was impact on transport infrastructure around the plant, suppliers' installations, and employees' housing and vehicles. The plant had to shut down for 12 days because employees and parts could not reach the site. The plant needed a further 19 days to return to full production levels.	Ford works to protect facilities and employees while ensuring business continuity through reaction based actions outlined in our Heat Stress Program and Emergency Response Plans. These actions are tailored to each site based on expected hazards. Furthermore, Ford has taken climate adaptation actions as a result of detailed site assessments. For example, prior to the flooding event, Ford commissioned in 2023 a Climate Change Risk Assessment at our Valencia plant, identifying a number of adaptation measures. As a result, Ford has invested in facility improvement actions at this site with a focus on mitigating temperature and water use: • Temperature related hazard mitigation facility upgrades 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. • To help slow water flow and increase infiltration as well as mitigate high heat impacts and increase biodiversity, the plant is implementing an ecological upgrade of open areas. These actions are ongoing in their implementation with several more planned within the next five years. Progress is assessed on an annual basis. In 2024 to reduce impact from the disruption of the supply chain, we were able to source parts from alternative suppliers until suppliers affected by the flooding were able to restore operations. Furthermore, to address the overall situation, the Ford plant acted as a support hub for local community and rescue services, providing equipment and labor.

Climate Change — Impacts, Risks, and Opportunities
— continued

Climate-related Risks: Examples

Climate-related Risks	Description of Risk	Description of Response
Heavy Precipitation (rain, hail, snow/ice) **Risk Type:** Acute physical **Time Horizon:** Short-term **Magnitude of Impact:** Medium **Primary Potential Financial Impact:** Decreased revenues due to reduced production capacity **Likelihood:** About as likely as not	Ford's suppliers' production and/or the ability for products to be delivered to consumers could be disrupted by natural or man-made disasters, adverse effects of climate change, or other factors.	Purchasing operations engages in an organization-wide Supply Risk Management process that focuses on strategic and tactical planning to minimize disruption for the Ford vehicle and component assembly plants due to supply chain events, including acute climate-related situations. Ford has implemented an N-Tier Supply Mapping and Risk Sensing solution which provides a consolidated reporting view of Ford's multi-tier supplier network, supplier risk scores, and daily risk events in the form of user interactive visuals. Beginning in 2022, we used these tools to understand the potential business disruption exposure of daily risk events including storms, tornadoes, and tsunamis. In addition, a predictive tool has been developed by the Ford Global Data Insight & Analytics team. This system, named Supplier Performance and Risk (SPR), allows us to monitor a host of predictive data inputs to mitigate potential supply disruptions. When the platform identifies risks, the team notifies suppliers, who respond with their status. The supplier status data are used to identify any disruptions and enable mitigation actions. We are aiming for complete deployment of collaborative tools in 2025, allowing for instant communication and reducing the alert and response time to hours.
Changing Customer Behavior **Risk Type:** Transition Risk — Market **Time Horizon:** Medium-term **Magnitude of Impact:** Medium **Primary Potential Financial Impact:** Decreased revenues due to reduced demand for products and services **Likelihood:** Likely	The automotive, software, and digital service businesses are very competitive and are undergoing rapid change. Traditional competitors are expanding their offerings, and new types of competitors (particularly in our areas of strength, such as trucks, utilities, and commercial vehicles) are entering the market. New competitors may possess superior technology and may have business models that are more efficient and are not subject to the same level of fixed costs as ours. These factors increase the importance of our ability to anticipate, develop and deliver products and services that customers desire on a timely basis, in quantities in line with demand and at costs low enough to be profitable. If the electric vehicle market does not develop at the rate we expect; if there is a negative perception of our electric vehicles or about electric vehicles generally; or if consumers prefer our competitors' vehicles or technologies, there could be an adverse impact on our financial condition or results of operations.	Ford is committed to scaling a profitable electric vehicle business, and we are taking the following actions to mitigate the financial risks of fluctuations in electric vehicle demand: • Ford 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). The automotive industry is subject to regulations worldwide that govern product characteristics and that differ by global region, country, and sometimes within national boundaries. We 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 electrified vehicles. • In 2024, we announced additional actions to deliver a profitable, capital-efficient, and growing electric vehicle business and add even more propulsion choices for customers that generate lower CO_2 emissions. • Our plan includes adjusting the company's North America vehicle roadmap to offer a range of electrification options designed to speed customer adoption — including lower prices and longer ranges. In its fully electric portfolio, Ford will continue to introduce new digitally advanced commercial vans and trucks, along with other future lower cost vehicles. • Ford also realigned its U.S. battery sourcing plan to reduce costs, maximize capacity utilization, and support current and future electric vehicle production.

Climate Change — Impacts, Risks, and Opportunities
— continued

Climate-related Opportunities

Opportunities	Description
Product	Developing a portfolio of electric vehicles for the transition away from internal combustion engine (ICE) vehicles is an opportunity for Ford. Our portfolio includes all-electric, plug-in hybrid, hybrid, and fuel-efficient ICE vehicles (e.g., EcoBoost). This portfolio provides the company with the opportunity for growth and increased market share as the transition continues. Furthermore, connected vehicles generate significant amounts of data, which can enhance customer experiences and optimize vehicle performance
Financial	There is an opportunity to drive scale, diversify, and directly source parts (battery) of the supply chain, and support battery innovation to deliver cost efficiency and improved profitability. Our Corporate, Supplemental, and 364-Day revolving credit facilities are tied to sustainability-linked KPIs. The applicable margin and facility fees may be adjusted if we achieve the specified targets.
Conserving Resources	We see several opportunities to conserve resources such as battery materials and energy, as well as to improve business productivity. We are reducing energy consumption in operations through efficiency projects which will lower our energy costs. Ford Pro helps commercial vehicle owners improve fleet efficiency and uptime.
Reputation	An increasing number of consumers think it's important for companies to take action on climate change, especially commercial vehicle and fleet operators who want to achieve their own carbon reduction targets; some are willing to pay more for products that are better for the environment. Meeting customer expectations by delivering electrified products and solutions, an always-on relationship with customers, and an ever-improving user experience will strengthen our reputation and improve our bottom line. We believe Ford is well positioned to establish a "green" reputation with customers based on our electrification plans supplemented with improved customer experience and our broader sustainability efforts which include decarbonizing our manufacturing, and circular economy actions.
Workforce	Electrification represents a revolution in the auto industry as it reshapes the future of work. We are mindful of the impacts on our employees, our supply chain, our communities, and our customers. We are addressing and evolving our workforce and talent development strategy as we move toward carbon neutrality and electrification.

Climate Change — Impacts, Risks, and Opportunities
— continued

Climate-related Opportunities: Examples

Climate-related Opportunities	Description of Opportunity	Description of Response
Shift in Consumer Preferences **Opportunity Type:** Products and services **Time Horizon:** Medium-term **Magnitude of Impact:** Medium **Primary Potential Financial Impact:** Returns on investment in low-emission technology **Likelihood:** Virtually certain	Consumers are increasingly environmentally conscious. Additionally, policies such as CO_2-related taxation in Europe drive demand toward low-CO_2 vehicles and incentivize the up-take of new, fuel-efficient vehicles. Tax incentives are another example. We expect that Ford's diverse global portfolio should be able to meet the demands and needs created by such a shift — both in Europe and around the globe — and expect to perform well, providing opportunities for growth and increased market share.	• Ford has institutionalized our Enterprise Risk Management (ERM) process, which includes an Environmental & Safety Compliance (E&SC) Business Plan Review and Special Attention Review process. There, E&SC senior leadership review the status of the business and the risks and opportunities presented to the business, and develop plans to address those risks and opportunities. If consumer demand shifts toward different products, such as vehicles with higher fuel economy and advanced technology powertrains, the E&SC review process is intended to cause us to increase output of corresponding products and technologies. • Our current and announced product offerings give us flexibility to meet changing consumer demands. This includes a variety of lower CO_2 emissions vehicles, including efficient diesel and gasoline vehicles, vehicles with EcoBoost engines, and hybrid, plug-in hybrid, and battery electric vehicles. • We have an electrified offering for almost all our European vehicle lines (as of the end of 2024): – Commercial electric vehicles: E-Transit, E-Transit Custom, and E-Transit Courier – Passenger electric vehicles: Explorer, Capri, Mustang Mach-E, E-Tourneo Courier and E-Tourneo Custom – Plug-in Hybrids: Kuga, Transit Custom, Tourneo Custom, Transit Connect, Tourneo Connect, and Ford Ranger — the bestselling pickup truck in Europe. • We are investing in the research and development of more efficient vehicles that match customer preferences — internal combustion engines, hybrid technology, electric vehicles, batteries, lightweight and sustainable materials, and controls and software.
Move to More Efficient Buildings **Opportunity Type:** Resource efficiency **Time Horizon:** Short-term **Magnitude of Impact:** Low **Primary Potential Financial Impact:** Reduced indirect (operating) costs **Likelihood:** Virtually certain	Setting goals to reduce GHG emissions through improved operational efficiencies has the benefit of reducing energy expenses. • 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 our consolidated manufacturing and non-manufacturing facilities and unconsolidated investee manufacturing facilities. • To ensure Ford remains on track to achieve this long-term objective, in 2024 we updated our Carbon Reduction Strategy with an supporting target to reduce our absolute Scope 1 and 2 GHG emissions by 46% from all our manufacturing locations by 2028, measured from a 2017 baseline. This strategy is aligned with the SBTi 1.5°C cross-sector absolute contraction pathway of 4.2% linear annual reduction used for our 2035 target.	The Ford Energy Management Operating System (EMOS) is our global standardized process for managing and driving energy efficiency at our facilities, including setting annual energy targets for our global manufacturing locations. Improving operational efficiency of existing manufacturing locations is a fundamental element of EMOS. In 2023 we updated and better integrated the ISO 50001 management systems approach into our EMOS through participation in the U.S. Department of Energy's 50001 Ready Program. We have 31 Ready-recognized sites in the U.S., including all of our U.S. manufacturing locations. Recently implemented efficiency actions at various manufacturing locations in Michigan exemplify Ford's continued focus on improving operational efficiency — lighting conversions and steam elimination. For example, a project to eliminate steam at Michigan Assembly Plant in 2024 is projected to save over 12,000 metric tons of CO_2e annually.

Climate Change

Climate Transition Plan — Policies

CLIMATE MITIGATION POLICIES

Corporate

Our We Are Committed to Protecting Human Rights and the Environment policy codifies our commitment to preserving the environment for present and future generations. The policy summarizes the strategies, processes, and expectations we have established, and how we conduct due diligence for our business.

The policy covers directly or indirectly our transitional and physical risks in our own business as well as in our supply chain and partnerships. Included in the policy are expectations related to climate mitigation, energy efficiency, and renewable energy deployment. For example, our policy states that we will "do our part to minimize impact on climate change aligned with the United Nations Framework Convention on Climate Change (Paris Climate Agreement), striving towards carbon neutrality," through emission reduction actions, such as increasing energy efficiency and utilizing renewable energy in manufacturing operations.

Furthermore, as stated in the policy, Ford is committed to other third-party standards that go beyond climate change, but include climate aspects. This includes respecting the United Nations (UN) Guiding Principles on Business and Human Rights, being a member of the UN Global Compact, and supporting the UN Sustainable Development Goals (SDGs).

Our CSO is responsible for interpreting and implementing our We Are Committed to Protecting Human Rights and the Environment policy. Our Chief Executive Officer approves, and the Sustainability, Innovation and Policy Committee of the Board of Directors provides oversight, of this policy. In addition, our internal and external stakeholders review and provide feedback.

Supply Chain

Our We Are Committed to Protecting Human Rights and the Environment policy explicitly requires our suppliers, and expects our 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. Aligned with this policy, our Supplier Code of Conduct outlines our requirements and expectations for our suppliers.

Our Supplier Code of Conduct requires our suppliers to establish science-based GHG reduction targets, action plans, and transparent reporting mechanisms aligned with the Paris Agreement to minimize their impact on climate change, including carbon emissions, energy consumption, water use, and waste. The Supplier Code of Conduct also requires that our suppliers enforce a similar code of practice with their subcontractors.

CLIMATE ADAPTATION POLICIES

Corporate

Climate adaptation policies include our Global Heat Stress Program and Emergency Response Plans. 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.

Supply Chain

Ford's 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.

Climate Change

Climate Transition Plan — Achieving Carbon Neutrality

METRICS OVERVIEW

In this section we provide an overview of our climate-related metrics for our vehicles, our operations, and our supply chain followed by details for each of the three focus areas including targets; methodology; decarbonization levers and investments; performance; and an outlook.

Our carbon neutrality related metrics help us to ensure that we are decarbonizing our business in a timely manner and managing climate risks and opportunities. The metrics are aligned with and help support the implementation of Ford's We Are Committed to Protecting Human Rights and the Environment policy and the Paris Climate Agreement.

The table Targets Summary — Greenhouse Gas Emissions provides an overview of our global voluntary GHG emissions reduction targets, including our 2030 reference targets for comparison with other companies reporting on the EU CSRD. These targets do not include offsets; they are strictly GHG reduction targets.

Additionally we assess the following:

Vehicles — Fleet Average

- Regional Regulatory
  - Fuel economy (miles per gallon) or fuel consumption (L/100 km)
  - CO_2 tailpipe emissions (grams per mile or km)

Operations — Global Voluntary

- Manufacturing Only
  - Carbon-free electricity (%)

→ **Read More: In Performance Data on p.235**

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

Governance

All of our GHG emissions targets, associated 2030 targets, and our carbon-free electricity 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.

The vehicle fuel economy/consumption and CO_2 metrics are reviewed two or more times per year at the Compliance Automotive Strategy Meeting.

Climate Change — Achieving Carbon Neutrality
— continued

Targets Summary — Greenhouse Gas Emissions Reductions

	Vehicle Use 2035 SBTi Intensity	Vehicle Use 2030 Absolute Reference	Global Operations[iii] 2035 SBTi Absolute	Global Operations[iii] 2030 Absolute Reference	Global Manufacturing[iii] 2028 Absolute	Supply Chain[iv] 2030 Absolute
Reduction Target	50%	28%	76%	55%	46%	25%
Reduction Target Year	2035	2030	2035	2030	2028	2030
Pathway	well-below 2°C[23]	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_2e / km)[ii]	331 (M metric tons CO_2e)[ii]	4.64 (M metric tons CO_2e)	4.64 (M metric tons CO_2e)	3.98 (M metric tons CO_2e)	43.8 (M metric tons CO_2e)
2024 Status — Emissions	322 (g CO_2e / km)[ii]	248 (M metric tons CO_2e)[ii]	2.38 (M metric tons CO_2e)	2.38 (M metric tons CO_2e)	1.94 (M metric tons CO_2e)	43.2 (M metric tons CO_2e)
2024 Status — % Reduction	2%[ii]	25%	49%	49%	51%	1.4%
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 Split[i]	N/A	N/A	S1 — 78% S2 — 7% S3 — 15%	S1 — 50% S2 — 36% S3 — 14%	S1 — 45% S2 — 39% S3 — 17%	N/A
GHG Coverage	CO_2, CH_4, N_2O	CO_2, CH_4, N_2O	CO_2, CH_4, N_2O	CO_2, CH_4, N_2O	CO_2, CH_4, N_2O	CO_2, CH_4, N_2O
Impacts Addressed	I1	I1	I3	I3	I3	I2

i. The contribution of each emission scope at the target year.

ii. 2024 vehicle emissions include tailpipe (tank-to-wheels) CH_4 and N_2O and GHGs from air conditioner refrigerant leakage. Prior year emissions, including the 2019 base year, exclude these GHGs. Including the other GHGs in 2019 increases emissions by less than our 5% threshold for restatement. If the 2024 emissions use the same 2019 base year emissions assumptions, i.e., tailpipe (tank-to-wheels) CH_4 and N_2O and GHGs from air conditioner refrigerant leakage are excluded, the resulting percent reduction in g CO_2e/km is 3% for 2024. Note that CH_4 and N_2O emissions from well-to-tank fuel production are included in all years.

iii. Operations includes consolidated manufacturing and non-manufacturing facilities (Scope 1 and 2 emissions) and unconsolidated investee manufacturing facilities (Scope 1 and 2 emissions from Scope 3 category 15). is the same scope, but excludes consolidated non-manufacturing facilities. Scope 2 emissions are market based.

iv. 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 this estimate.

Climate Change — Achieving Carbon Neutrality
— continued

VEHICLE USE

Target

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.

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.

Factors to achieving the target include technology solutions, policy support, customer adoption of new technologies, and economic conditions. Future technology solutions, such as electric vehicles, and supportive 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.

This vehicle target diverges from the GHG inventory as reported on page 193 in that we cover approximately 76% 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 (WTW) 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 and Investments

The use-phase CO_2 emissions on a WTW basis depend on vehicle design, the energy source, and how the vehicles are used by our customers. See overview in table, A Portfolio Approach to Decarbonizing Vehicles.

The expected contributions from these levers to achieve the 2030 reference target and achieved GHG reductions to date are shown in Decarbonization Levers — Vehicle Use.

Our decarbonization levers reflect the technical opportunities for the transition of our vehicle portfolio via design and more efficient powertrains, as well as the use of lower-carbon energy sources. As previously noted, volume fluctuations can affect the progress. Risks were evaluated in our climate scenario analysis, including a 1.5°C path, which consider policy, technology, and societal developments, and expected market penetration of electric vehicles.

A Portfolio Approach to Decarbonizing Vehicles

Vehicle Design	Lower-carbon Energy Options	Support Customers
• Electric vehicles • Fuel cell vehicles • Plug-in hybrid vehicles • Hybrid vehicles • Aerodynamic improvements • Weight reductions	• Electricity • Hydrogen • Biofuels • Carbon neutral e-fuels • Compressed natural gas (CNG) • Liquefied petroleum gas (LPG)	• Providing options for different vehicles and fuels, and how those vehicles will be maintained • Addressing key adoption enablers, e.g., affordability and electric vehicle charging deployment with renewable energy • Promoting “eco-driving” through training, information, and in-vehicle technology

The challenge, however, as highlighted by the scenario analysis, is not only meeting the need for a diverse set of environmentally friendly technology solutions globally, but flexibly developing and offering solutions that are responsive to the changing needs of our consumers.

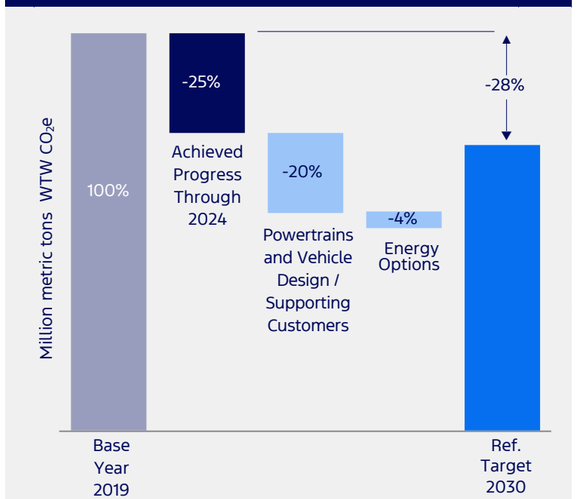
In the transition we will continue to improve fuel economy and reduce GHG emissions across our global vehicle portfolio, while we invest in low-carbon technologies. Resources related to the decarbonization levers are discussed in the overview of our climate transition plan.

Long-term, however, we do expect that carbon neutral cars and vans globally will be powered by some combination of electricity, hydrogen, and hydrocarbon fuels from sustainable sources, depending on infrastructure, technology development, policy, and customer acceptance. See graphic Future Carbon Neutral Transportation Options on the following page.

→ **Read more: In Scenario and Resilience Analysis on p.73**

→ **Read more: In Transition Plan Investments on p.47**

Decarbonization Levers — Vehicle Use



Climate Change — Achieving Carbon Neutrality
— continued

Vehicle Design

Our early electric vehicle actions have contributed to current GHG reductions, as well as improvements in fuel economy in our ICE and hybrid vehicles. These will continue to be key levers going forward as we transform the portfolio.

Our efforts also include the development of hydrogen fuel cell technology for our medium- and heavy-duty vehicles. In partnership with the U.S. Department of Energy (DOE) we will develop and demonstrate hydrogen fuel cell electric Class-5 Super Duty trucks through the DOE SuperTruck 3 program. With this project, we intend to show that fuel cell electric technology offers payload, towing, cold-weather performance, and refueling times that are approaching those of conventional gasoline and diesel trucks.

→ **Read More: In Electric Vehicles, Batteries, and Charging Infrastructure on p.34**

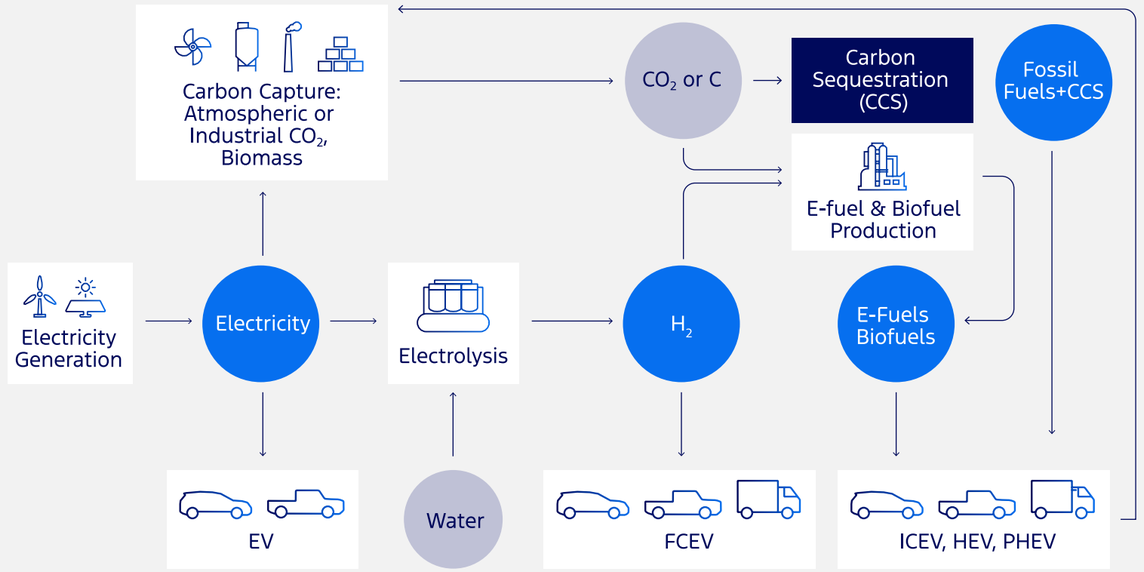
→ **Read More: In ICE and Hybrid Advancements on p.38**

Lower-carbon Energy Options

As the electric grid continues to shift to carbon-free energy sources, CO_2 emissions from electricity production are expected to further decrease, creating even greater CO_2 emissions savings, particularly for electric vehicles.

According to Argonne National Laboratory's GREET 2024 model, compared to conventional port fuel injection (PFI) gasoline engine with 10% ethanol (E10) vehicles, electric vehicles may reduce GHG emissions over 60% on a WTW basis when charged with U.S. average grid electricity. When electricity is produced using carbon-free energy, the in-use GHG reduction is over 95% on a WTW basis, including power sector infrastructure.

Future Carbon Neutral Transportation Options



EV: Electric vehicle; **CCS:** carbon capture and storage; **FCEV:** fuel cell electric vehicle; **HEV:** hybrid electric vehicle; **ICEV:** internal combustion engine vehicle; **PHEV:** plug-in hybrid electric vehicle

The GREET model also shows possible GHG reductions for alternative fuels, enabling our customers to reduce their carbon footprint during the transition to electric vehicles. GHG emissions can be about 15% lower for diesel and compressed natural gas (CNG) vehicles, 25% lower for 20% biodiesel blend (B20) vehicles, and 30% lower for 85% ethanol from corn (E85) vehicles[39].

GHG emission reductions of about 55% are possible with hydrogen fuel cell vehicles using "grey" hydrogen produced by steam methane reforming (SMR) of natural gas[40]. Using "blue" hydrogen (produced mainly by SMR coupled with carbon capture and storage), or "green" hydrogen (produced by electrolysis from carbon-free electricity), fuel cell vehicles can have 80-95% WTW GHG reduction, according to GREET. Green hydrogen could also be used to synthesize synthetic fuels made from electricity often called e-fuels. (See graphic Future Carbon Neutral Transportation Options.) While e-fuels are not yet commercially available, they have the potential for 95% GHG reductions over the entire life cycle compared to ICE vehicles, according to FVV[41].

We offer our customers many vehicles that are capable of using these reduced-GHG fuels. All our diesel vehicles are compatible with low-level biodiesel blends including B20 in the U.S., Thailand, Brazil, and Malaysia; B7 in Europe; and B30 in Indonesia. Also in Europe, our Transit, Transit Custom, Transit Connect, and Ranger are compatible with renewable paraffinic diesel fuels such as HVO, renewable diesel, and e-diesel, and can be used at higher blends, typically from 33% to 100%. See table Vehicles Powered by Alternative Fuels.

Supporting Customers

We offer a comprehensive and flexible range of electric and efficient internal combustion vehicles, including hybrids. To facilitate the transition, we are working to make electric vehicles more accessible to millions, addressing barriers to entry such as charging and cost, and improving the electric vehicle customer purchase experience.

To meet our commercial customers' growing demand for value and productivity as well as sustainable products, Ford Pro combines digital and physical services to help optimize and maintain customer fleets while offering public, depot, and employee home charging of electric vehicles, including the use of carbon-free energy. Our advanced telematics systems contribute to fuel efficiency and reduced emissions by helping commercial customers optimize delivery or service call routes, including putting the right vehicle in the right place for the right job, and providing in-vehicle training for drivers to develop more efficient operating habits.

→ **Read More: In Electric Vehicles, Batteries, and Charging Infrastructure on p.34**

Climate Change — Achieving Carbon Neutrality
— continued

Vehicles Powered by Alternative Fuels

Conventional Fuel	Alternative Fuel(s)	Production Method and Feedstocks	Typical Blend Levels in Gasoline or Diesel (varies by region)	Vehicle Type	Ford Vehicle Models
Gasoline	**Ethanol (low and high level blends)**	Fermentation of corn starch or sugar cane (1st generation) or from non-food biomass (2nd generation)	10%, 15%, 28%, or up to 85% in gasoline[43]	Conventional spark-ignited ICE. Flex-fuel vehicle (FFV) adaptions for E85	**Low-level blends** compatible in conventional vehicles for each region **E30 (Brazil):** Bronco Sport, Maverick, Escape, Corsair **E85 (U.S.):** F-150, Police Interceptor Utility, Transit, Transit Connect, Transit Cutaway/Chassis Cab **E85 FFV (Germany, France):** Kuga
	E-gasoline	Chemical synthesis using CO_2, electricity[42], and water	Not yet available, theoretically up to 100% in gasoline	Conventional spark-ignited ICE	Expected to be compatible in all conventional gasoline vehicles
Diesel	**Biodiesel**	Transesterification of animal fats or plant oils (soy, canola, rapeseed, corn, palm)	5%, 7%, 20% in diesel fuel[44]	Conventional compression ignition ICE	**B7 (Europe):** All diesel models **B15 (Brazil)**: Ranger **B20 (U.S.):** F-250, F-350, F-450, F-550, F-600, Super Duty Pickups, and Chassis Cabs
	Paraffinic diesel (renewable diesel, E-diesel)	Hydrotreating of plant oils or animal fats. Chemical synthesis using CO_2 or biomass, electricity[42], and water	33% to 100% in diesel fuel	Conventional compression ignition ICE	**R33 (Europe):** All diesel models **R100 (Europe):** Transit, Transit Custom, Transit Connect, Ranger
Not applicable	**Compressed Natural Gas (CNG, also biomethane, e-methane)**	Natural gas from fossil resources. Anaerobic digestion of biomass. Chemical synthesis using CO_2, electricity[42], and water	Not applicable	Spark-ignited ICE with CNG fuel system	**Wide range of U.S. commercial vehicles with CNG/Propane prep kits:** F-250, F-350, F-450, F-550, F-600, F-650, F-750, Transit Connect, E-Series Cutaway, F-59, F-53 RV Stripped Chassis
	Liquefied petroleum gas (LPG)	Propane and butane from fossil resources	Not applicable	Spark-ignited ICE with LPG fuel system	
	Compressed hydrogen (H_2)	Steam reforming of methane or electrolysis[42] of water	Not applicable	Fuel cell vehicle or spark-ignited ICE with H_2 fuel system	

Climate Change — Achieving Carbon Neutrality
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LCA Overview

Life cycle assessment (LCA) is a structured method that is used for calculating GHG emissions over the life cycle of a product, sometimes called a Product Carbon Footprint (PCF). These assessments generally include emissions from raw materials extraction, component production, vehicle production, vehicle use (fuel/electricity production and tailpipe), logistics, maintenance, and end-of-life. It is important to note that without a standard methodology and assumptions, it is currently not appropriate to compare results between different manufacturers.

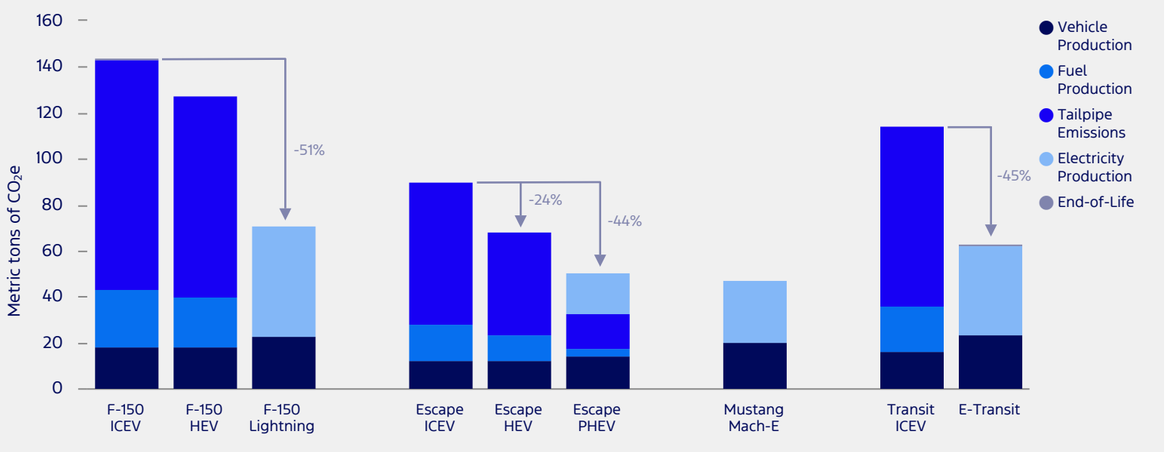
In 2024, we completed a life cycle assessment of the European electric Explorer and Capri which was third-party certified by TÜV Nord. Ford conducts LCAs to assess the GHG emissions for our vehicles and to guide GHG reductions, including in the supply base. Our LCAs also support our customers' decarbonization efforts, providing relative life cycle emissions between Ford powertrains to inform their vehicle purchases.

A Comparison Of Vehicle Life Cycle Emissions[45]

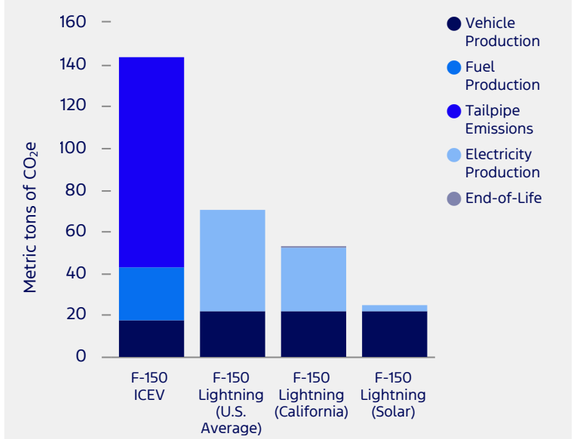
The results below estimate life cycle GHG emissions of electrified Ford vehicles and their internal combustion engine vehicle (ICEV) counterparts. Ford F-150 Lightning and E-Transit electric vehicles charged with U.S. grid average electricity can potentially reduce life cycle GHG emissions by approximately 45% or more compared to driving an F-150 or Transit ICEV, respectively. Compared to driving an Escape ICEV, Ford Escape electrified vehicles can potentially provide improvements in life cycle GHG emissions by about 20% for a hybrid electric vehicle (HEV) to about 40% for a plug-in hybrid electric vehicle (PHEV) charged with U.S. grid average electricity.

Comparing vehicle types highlights that the use phase of an ICEV or HEV produces the most emissions, consisting of GHGs emitted during fuel production and tailpipe emissions. For an electric vehicle, emissions from electricity production for battery charging tend to be significantly smaller, while electric vehicle production emits more GHGs than ICEV production. Overall, life cycle emissions for electric vehicles are significantly less and will improve as electricity grids decarbonize.

Life Cycle GHG Emissions: Comparing Vehicle Types



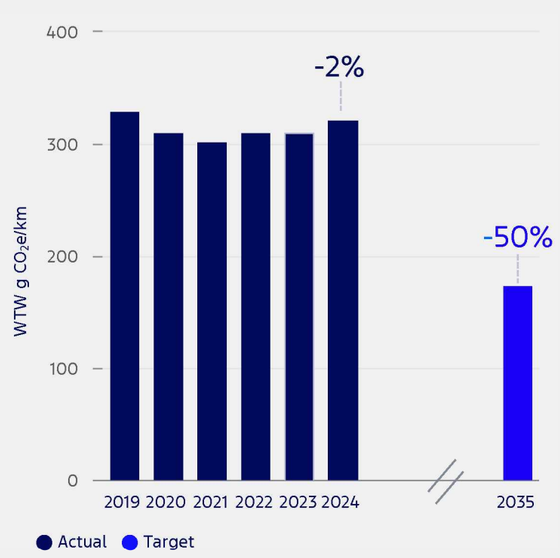
Life Cycle GHG Emissions: Comparing Electricity Sourcing



Performance

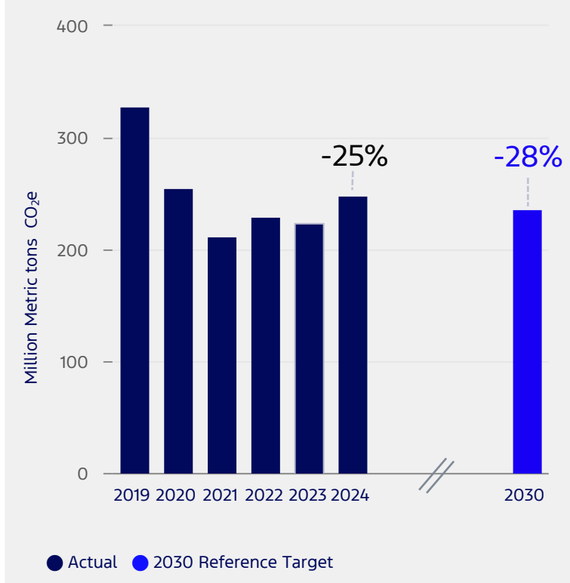
The average GHG intensity of the vehicles we sold in 2024 is approximately 2% lower than for the vehicles we sold in 2019, see graph, Target and Progress — Vehicle Use — Intensity. While this progress is lower than initially planned, from an absolute perspective, our data shows a higher reduction than initially expected with a 25% reduction compared to our base year. See graph Target and Progress — Vehicle Use — Absolute.

Target and Progress — Vehicle Use Intensity



Climate Change — Achieving Carbon Neutrality
— continued

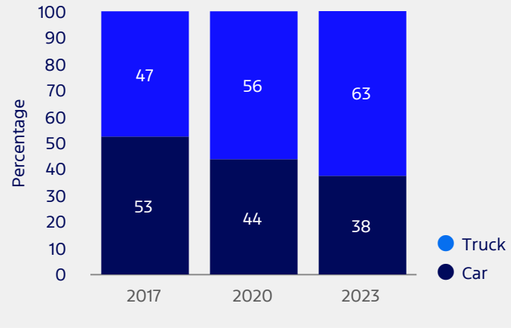
Target and Progress — Vehicle Use — Absolute



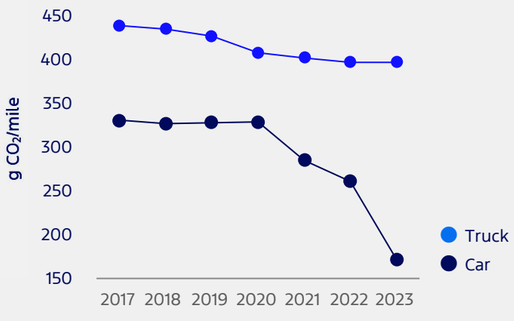
Our vehicle metrics are affected by the shift in global consumer preference away from smaller vehicles toward trucks and SUVs. U.S. industry vehicle production data from the 2024 EPA Automotive Trends database shows this shift from 53% cars in 2017 to 38% cars in 2023.

Our Ford portfolio is increasingly focused on the products with the greatest reach and leverage, allowing us to enhance the fuel efficiency of our light- and medium duty truck lines, and offer full electric and hybrid electric versions of our flagship nameplates.

U.S. Light Duty Production Mix



Ford U.S. Real World CO_2



Data from the U.S. EPA Automotive Trends Report, representing the largest share of vehicles in our global fleet, show that the real-world CO_2-intensity of Ford U.S. light-duty vehicles has improved 48% for cars and 10% for trucks between 2017 and 2023.

Outlook
Electric vehicles are the core of our decarbonization strategy. We are committed to achieving growth and scale in electric vehicles but will modulate volume based on customer demand. We're adapting to industry pricing pressures, adding hybrids, and addressing adoption barriers by offering more charging solutions to customers. We're lowering our capex guidance, improving profitability through battery resourcing, and focusing on our next-generation electric vehicles which will be cost optimized.

Complementary to our electric vehicle strategy, we continue to offer customers broad choices with lower emissions during the transition to fully carbon neutral transportation. For example, fuel-efficient hybrids are growing in popularity, particularly in markets where electric vehicle infrastructure is not mature. Ford has been selling hybrid vehicles for more than two decades. Total Ford electrified vehicle sales (hybrid, plug-in hybrid and electric) hit a record 285,291 this year in the US — up 38% from 2023.

OPERATIONS

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 our consolidated manufacturing and non-manufacturing facilities and unconsolidated investee manufacturing facilities.

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

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 CO_2e 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 use of carbon-free electricity and implementation of energy efficiency and conservation actions at our global manufacturing plants.

It is estimated that Scope 1 will account for 78%, Scope 2 7%, and Scope 3 category 15 (unconsolidated investee manufacturing facilities) 15% of the emissions in the target year 2035. Similarly for our 2030 reference target, it is estimated that Scope 1 will account for 50%, Scope 2 36%, and Scope 3 category 15 (unconsolidated investee manufacturing facilities) 14% of the emissions in the target year. These estimates are based on current year emissions and known decarbonization levers.

This target is consistent with our GHG inventory as reported on page 192 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 emissions. 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.

Climate Change — Achieving Carbon Neutrality
— continued

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 Gross Scopes 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.

Ford also has voluntary external agreements related to this target. This includes:

- U.S. DOE Better Climate Challenge to reduce our U.S. absolute manufacturing emissions by 50% by 2030, relative to a 2017 baseline
- U.S. DOE's Better Plants Challenge to reduce energy intensity from our U.S. manufacturing facilities by 10% by 2030, relative to a 2020 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 to just manufacturing sites translates into 84% of the Scope 1, 75% of Scope 2 and 100%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 aspirations to use 100% carbon-free electricity in all manufacturing facilities globally by 2035, we have established a target to reach 77% by 2028.

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[5].

In setting the target, Ford considered known impacts 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.

This absolute global target includes consolidated and unconsolidated investee manufacturing facilities.

Global carbon-free electricity is the ratio of carbon-free electricity consumption and the total electricity consumption at our global plants. Energy 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 based on the 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 in Methodology — GHG Reductions — Global Operations is applied here. See Table Target — Carbon Free Electricity for additional details on the following page.

Decarbonization Levers and Investments
The expected relative contributions of the different decarbonization levers to reach our 2030 reference target are shown in chart Decarbonization Levers — Operations.

Our decarbonization levers are based on known key emitters and technical opportunities to reduce those emissions. Risks were evaluated in our climate scenario analysis, including a 1.5°C path, which considers policy, technology, and societal developments, and expected market penetration of electric vehicles.

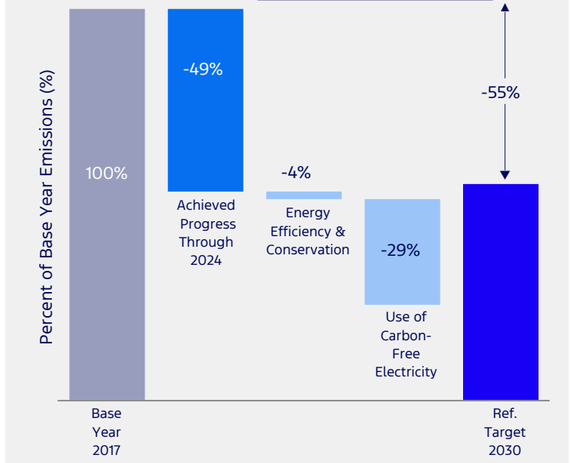
Associated investments are discussed in the Transition Plan Investments while past energy consumption and mix data; energy intensity and GHG intensity based on net revenue; and gross Scopes 1 and 2 emissions are found in the Performance Data section of this document.

→ **Read More: In Scenario and Resilience Analysis on p.73**

→ **Read More: In Transition Plan Investments on p.47**

→ **Read More: In Performance Data on p.235**

Decarbonization Levers — Operations



Energy Efficiency and Conservation
Energy efficiency is a priority as we modernize existing plants and design new ones. Our energy efficiency and conservation efforts over the past decade have focused on improvements to lighting, compressed air, rotating equipment (fans, pumps, and motors), heating systems, and process system optimization.

Our Energy Management Operating System, launched in 2013, delivers both energy efficiency projects and energy conservation measures, with Plant Energy Teams assigned at each plant to set priorities and implement measures. For example, a project to eliminate steam at Michigan Assembly Plant in 2024 is projected to result in over 12,000 metric tons of CO_2e reductions annually.

Climate Change — Achieving Carbon Neutrality
— continued

We also participated in the U.S. Department of Energy's 50001 Ready Program which helped us update and better integrate the ISO 50001 management systems approach into our Energy Management Operating System. As a result, we have 31 Ready-recognized sites in the U.S., including all of our U.S. manufacturing locations. Although only U.S. manufacturing sites are recognized by the DOE under the Ready Program, all of our manufacturing locations globally reap the benefits of this program, as the approaches have been integrated into our Energy Management Operating System.

Looking to the future, we are focused on driving energy efficiency throughout the manufacturing process. In particular, we are making significant investments in our plants to reduce and eventually eliminate Scope 1 natural gas emissions which present a significant challenge. For example, we are investing in a project at Ohio Assembly Plant to reduce paint shop CO_2 emissions from natural gas combustion.

With an investment of $2 billion we transformed our Cologne plant into the Cologne Electric Vehicle Center. Major production facility updates included the implementation of energy-efficient solutions, such as dry scrubbers and more efficient booth air circulation and building heating. We estimate saving more than 2,000 metric tons of CO_2e and more than 2,600 megawatt hours (MWh) of electric energy per year. The facility produces the new electric Ford Explorer, our first European-built all-electric passenger car, and the new all-electric Ford Capri.

Our new Tennessee Electric Vehicle Center, when operational at BlueOval City in 2027, will be the first Ford assembly plant to use recovered energy from the site's utility infrastructure and geothermal system to provide carbon-free heat for the assembly plant.

We are also ensuring that our new offices are energy efficient. In Dearborn, we are transforming the Research and Engineering Center into a high-tech, efficient, and forward-thinking campus.

→ **Read More: In Transforming our Industrial System to Expand Electric Vehicle Production on p.37**

Carbon-free Electricity

The use of carbon-free electricity is one of Ford's key decarbonization levers. This can include renewable and, in some cases, nuclear sources[5], and is primarily achieved through installation of on-site renewables and through purchase of carbon-free electricity in the form of Energy Attribute Certificates or similar market mechanisms. We have already made significant investments and we will continue to invest and partner with utilities going forward to secure carbon-free electricity globally. See examples in Global On-site Renewable Projects on page 72 and Carbon-free Electricity in Michigan on the right.

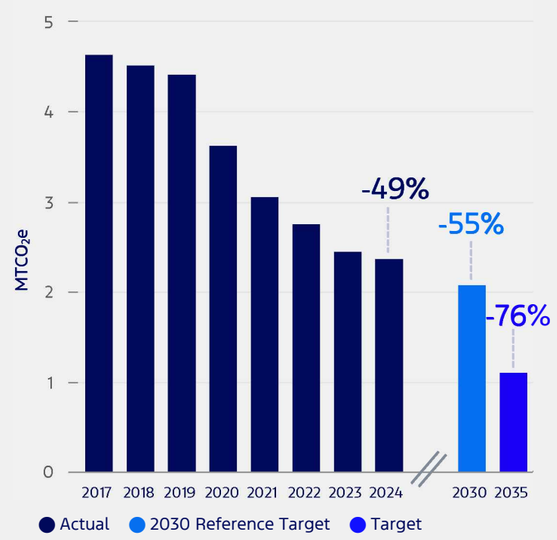
Performance

By securing a carbon-free electricity supply and making our facilities even more efficient, we have achieved a 49% reduction in emissions. Our progress is on track, being close to two-thirds of the way to our 2035 76% reduction target. Contributing to this progress, we achieved a reduction of 51% in our global manufacturing GHG emissions, in line with expected progress.

The status in 2024 of carbon-free electricity for our global manufacturing operations was[5]:

- Carbon-free electricity — 71.5%
- Renewable electricity — 50.5%

Target and Progress — Operations



Regionally, we have made progress with all of our purchased grid electricity for manufacturing facilities in Europe, Mexico, and Ohio using carbon free sources. Ford and our partners have also implemented several on-site renewable projects this year, including installing a solar carport at Ford Thailand Manufacturing and roof panels at the Ford Lio Ho plant and the Changan Ford Powertrain Manufacturing Base. In Europe, a ground mounted system was installed at the Dunton Campus and capacity was extended at our Merkenich Technical Center and Valencia plant (Also see Case Study Carbon-free Electricity in Michigan to the right and Global On-site Renewable Projects on page 72.) These achievements are significantly ahead of our global goal.

Case Study

Carbon-free Electricity in Michigan

Through an agreement with DTE Energy, Ford will soon be able to attribute all our electricity supply in Michigan to carbon-free sources, a major step toward our goal of carbon neutrality. As part of the agreement, DTE will add 650 MWh of new solar energy capacity in Michigan for Ford by 2027. The purchase is a strategic investment in Michigan through DTE's MIGreenPower program and is the largest renewable energy purchase ever made in the U.S. from a utility. According to data collected by the Solar Energy Industries Association, once installed, the arrays will increase the total amount of installed solar energy in Michigan by nearly 70%.

By 2027, every Ford vehicle manufactured in Michigan will be assembled with the equivalent of 100% carbon-free electricity, eight years ahead of Ford's global goal. By achieving 100% carbon-free electricity for all manufacturing locations in Michigan, Ford will avoid close to 600,000 metric tons of CO_2e annually. Ford's purchase will also serve to improve the local environment and add resiliency to the local grid.

Climate Change — Achieving Carbon Neutrality
— continued

Outlook
Looking ahead to 2035, continuing to implement energy efficiency measures and eliminating Scope 2 emissions from grid electricity, our primary decarbonization levers, 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 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.

SUPPLY CHAIN

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

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, policy support, and economic conditions. Importantly, as the portfolio shifts to electric 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 100% of our reported Scope 3 category 1 emissions as reported on page 193 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 with U.S. Environmentally-Extended Input-Output (USEEIO) emission factors applied at a commodity level. 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.

Decarbonization Levers and Investments
Decarbonization Levers — Supply Chain to the right shows achieved GHG reductions to date and expected contributions from the levers to achieve the target. Note that in the graphic, low-carbon materials are also accounted for in the expected supplier engagement reductions.

We are increasing supplier engagement across the supply chain by leveraging the requirements of our Supplier Code of Conduct and engaging in initiatives such as Ford's best practice climate programs with Manufacture 2030 (global) and the new Transform: Auto renewable electricity program (North America). We are also working on decarbonizing key components and materials such as batteries, steel, and aluminum.

Our decarbonization levers are based on known key emitters and technical opportunities to reduce those emissions. Risks were evaluated in our climate scenario analysis, including a 1.5°C path, which considers policy, technology, and societal developments, and expected market penetration of electric vehicles.

Associated investments are discussed in the Transition Plan Overview.

→ **Read More: In Scenario and Resilience Analysis on p.73**

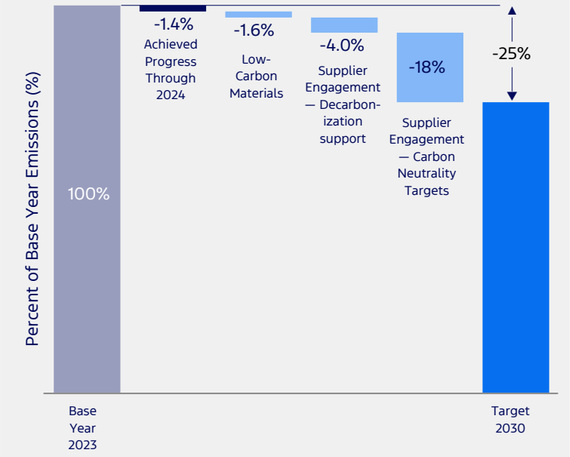
→ **Read More: In Transition Plan Investments on p.47**

Supplier Engagement — The Supplier Code of Conduct
We have outlined conduct guidelines for our suppliers since 2003, and in 2021, we established a formal Supplier Code of Conduct that applies clear expectations related to human rights, the environment, responsible material sourcing, and lawful business practices for our suppliers.

The Supplier Code of Conduct requires Ford suppliers to establish science-based GHG reduction targets, action plans, and transparent reporting mechanisms aligned to support carbon neutrality no later than 2050 globally (all scopes). We also require our suppliers to increase energy efficiency and their use of carbon-free electricity, a key enabler to addressing climate change.

All of our Tier 1 production suppliers were required to submit carbon neutrality target dates by the end of 2022. We are using this information to develop joint roadmaps with them on our journey toward carbon neutrality. In 2023, supplier carbon neutrality status was integrated into production sourcing decisions.

Decarbonization Levers — Supply Chain



Supplier Engagement — Climate Best Practice Programs
Manufacture 2030 (M2030) Platform
Ford was among the first American automakers to include our global supply chain on the Manufacture 2030 (M2030) platform. This climate best-practice program provides support for our suppliers with measurement, management, and reduction of carbon emissions, water, and waste as we strive to reach carbon neutrality globally.

Not only does this program provide support to our suppliers in building an action plan toward carbon neutrality, but it will also help Ford identify and prioritize key focus areas and those suppliers requiring extra support.

Climate Change — Achieving Carbon Neutrality
— continued

In 2023, we opened, and strongly recommended, the platform to all of our Tier 1 global production supplier sites (around 4,800), including suppliers who have yet to establish science-based targets. In our first year, we onboarded about 719 suppliers, and the number increased to over 1,200 suppliers in 2024.

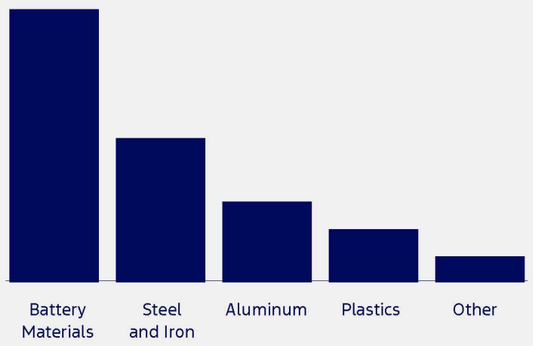
Transform: Auto Renewable Electricity Program

Launched in 2024 with our Production Suppliers in the U.S., Canada, and Mexico, the Transform: Auto program is offered as a free resource to help suppliers explore renewable electricity options in their area and give them the training and tools to pursue a pathway on their own or through an organized cohort of suppliers. In the first year of the program, Transform: Auto will support suppliers in procuring renewable electricity through green tariffs, onsite solar, community solar, utility-scale renewable energy power purchase agreements, and environmental attribute certificates. Sponsored by Ford, Supplier Partnership For the Environment, and other OEMs and Tier 1 Suppliers, Transform: Auto is a key lever in tackling supplier Scope 2 emissions.

Low-carbon Materials

For an electric vehicle dominated portfolio, from a life cycle perspective, the highest emitting materials are batteries, steel, aluminum, and plastics as shown in the chart below. Note that this is only illustrative, the relative amounts will vary depending on the vehicles.

Representative Electric Vehicle Material Supply Chain Emissions (kg CO_2e/vehicle)



Batteries

Since 2023, Ford has been working diligently to comply with the new requirements for our Battery Electric and Hybrid vehicles. We organized a cross departmental task force to ensure our company is prepared for the upcoming reporting requirements for carbon footprint, durability and state of health, due diligence, recycling, and electronic exchange system. We have finalized an agreement with a software platform provider to conduct our initial Battery Passport pilot, continued to align within our industry workgroups, and raised our supply base's awareness of the regulatory requirements.

→ **Read More: In Human Rights on p.94**

Steel and Aluminum

The First Movers Coalition is a global initiative to harness purchasing power and supply chains to create early markets for innovative clean energy technologies. More than 100 members comprise the coalition that helps accelerate the adoption of emerging climate technologies. Ford has pledged to purchase at least 10% low-carbon aluminum and near-zero steel by 2030[46].

Plastics

Recognizing the important role the circular economy plays in reducing emissions embedded in our vehicles, we have set a target to use 20% recycled and renewable plastics in new vehicle designs for North America, Europe, and Türkiye by 2025. Our target for China is 10%.

→ **Read More: In Circular Economy and End of Life on p.80**

Our Supplier Code of Conduct requires Ford suppliers to use recycled and renewable materials where possible in packaging. It also mandates that suppliers increase their use of recycled content and improve the recyclability of Ford products through material selection and product design as approved by Ford.

Data Quality and Availability — Catena-X

In an effort to increase the transparency of our supply chain, we have engaged with the Catena-X Automotive Network, which was established to improve sustainability and efficiency across the automotive supply chain through continuous data exchange between partners. Ford joins a wide range of partners from business and science in this unprecedented collaboration between companies in the automotive industry.

As a digital ecosystem and collaborative network, Catena-X was formed to create uniform standards for data and information exchange across the automotive value chain. This includes the calculation of product carbon footprints and facilitating the exchange of primary CO_2 data, a key to understanding embedded emissions in vehicles and driving reductions.

Cofinity-X is enabling the largest collaborative and open data network of partners in the automotive ecosystem while striving to be compliant with Catena-X. In 2023 we joined with Cofinity-X for the beta phase of testing and selected partners for a product carbon footprint study that will collect data up to Tier 4 suppliers. The project was completed in 2024

→ **Read more: In Human Rights on p.103**

Climate Change — Achieving Carbon Neutrality
— continued

Performance
In 2024 we achieved 1.4% reduction. This is 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.

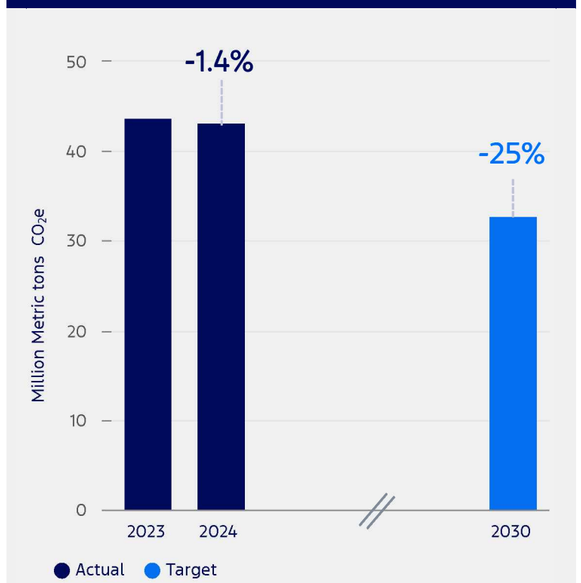
We have seen improvements in supplier engagement in 2024, particularly for M2030 responses. It is also encouraging to see a number of our large Tier 1 suppliers engaging on the M2030 platform and requiring their suppliers to participate, which is an important step in tackling our Tier 2 emissions.

Integrating carbon neutrality into our sourcing decisions was a key step in changing how we do business. This, along with our continued engagement with suppliers to understand their commitments, is important to help support future progress.

Ford has signed non-binding memorandums of understanding (MOUs) with strategic steel suppliers, signaling the need for near-zero emissions steel. In 2024 we signed two new MOUs in Europe for a total of five and met with strategic suppliers to understand the transformation, including the significant increase in demand for carbon-free electricity and hydrogen.

We are also making progress on improving data availability and quality with initiatives such as Catena-X. For the first time in 2024, OEMs, Tier-1, and Tier-2 suppliers exchanged product carbon footprint (PCF) primary data across tiers — while using the IT solution of their choice. The implementation of this Catena-X PCF use case increases CO_2e data accuracy at a part level.

Target and Progress — Supply Chain



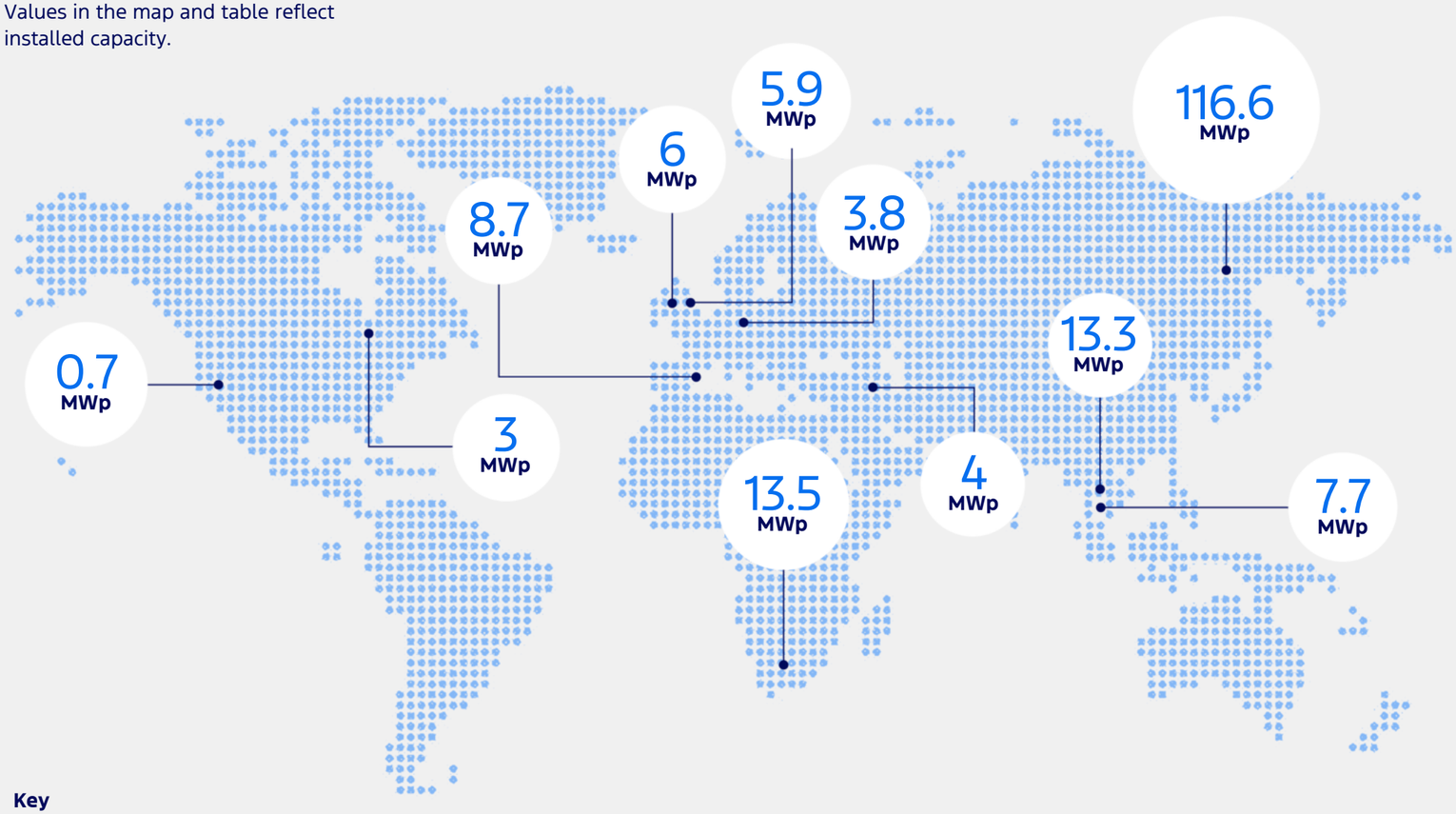
Outlook
Decarbonizing the supply chain is a complex task of growing importance as we electrify our portfolio. Increasing collaboration and policy support is important to cost-effectively reduce the GHG emissions of our materials and parts.

A prime example is steel where there are technological, economic, infrastructural, policy, and supply chain challenges that need to be addressed to accelerate the adoption of near-zero steel in order to meet our 2030 First Movers Coalition pledge.

We are continuing to explore opportunities for steel and other low-carbon materials.

Climate Change — Achieving Carbon Neutrality
— continued

Global On-site Renewable Projects
On-site generated renewable energy production[47] was 166,390 MWh in 2024. Values in the map and table reflect installed capacity.



Key

Solar

Wind

In addition to implementing the on-site renewable projects shown here, Ford is actively working with our global utility providers to source carbon-free electricity at a larger scale. For example, Ford has purchased 650 megawatts of renewable energy from DTE's MIGreenPower program, which is the largest such purchase from a utility in U.S. history. Read more: In Carbon-Free Electricity in Michigan on page 68.

3.7 MWp

United States
Michigan
Ford has worked with our local utility provider to install solar carports at several locations in Southeast Michigan, including our World Headquarters Building.

Sacramento Distribution Center
The facility is equipped with solar roof panels.

116.6 MWp

China and Taiwan
Changan Ford Plants, Jiangling Ford Plants, and Lio Ho Plant
Ford's partners have implemented solar projects at several plants in these countries.

3.8 MWp

Germany
Merkenich, Cologne
Ford has worked with our local utility to install rooftop solar for our facilities located in Merkenich, including our development center.

13.3 MWp

Thailand
AutoAlliance Thailand Plant
Ford's JV partner has installed rooftop and floating solar panels.

8.7 MWp

Spain
Valencia Plant
Ford installed ground-mounted solar panels, operational since 2022. The installation has expanded three times now.

7.7 MWp

Thailand
Ford Thailand Manufacturing Plant
Ford has installed solar carports.

6 MWp

U.K.
Daventry Parts Distribution Center
Ford worked with our local utility to install solar panels, operational since 2024.

Dunton Campus
Ford worked with our local supplier to install ground-mounted solar panels.

13.5 MWp

South Africa
Ford Silverton Assembly Plant, Pretoria
Ford has installed solar carports.

5.9 MWp

U.K.
Dagenham Engine Plant
Ford worked with our local supplier to install three wind turbines providing electricity to the plant.

4 MWp

Türkiye
Ford Otosan Plants
Ford's JV partner has installed rooftop photovoltaics at the Gölcük and Yeniköy plants. The Yeniköy plant also has a solar wall.

Climate Change

Climate Transition Plan — Scenario/Resilience Analysis

SCENARIO AND RESILIENCE ANALYSIS

Scenario and Resilience Analysis Process

The 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 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 were finalized in March of 2025 and are an update to the 2024 published analysis.

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: 2025-2030 (0-5 years)
- Medium Term: 2030-2035 (5-10 years)
- Long Term: 2035+ (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.

Note that these scenarios are not predictions of the future and do not represent forecasts.

The results of the climate scenarios used here are compatible with climate-related risks included in Item 1A. Risk Factors of Ford's 2024 Form 10-K Report.

Introduction to the Scenarios

We use the International Energy Agency's (IEA) 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 to the right. 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 socio-economic 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 NZE Scenario shows the global energy sector achieving net zero CO_2 emissions by 2050, with advanced economies reaching NZE ahead of others.
- STEPS is a pragmatic exploration of the current 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

Scenario Comparison Overview

	Net Zero Emissions by 2050 Scenario (NZE)	Stated Policies Scenario (STEPS)	High Emissions/Temperature Scenario (RCP8.5)
Temperature Increase (2040 est.)	1.5°C	~1.8°C	2°C
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) 2023 to 2040	632 to 538, -16.5% (electricity supply: +29%)	632 to 692, +9.5% (electricity supply: +18%)	650 to 1,000, +54%
Energy Mix	58% renewables & biomass	28% renewables & biomass	18% renewables & biomass
Energy Prices in 2030s	Oil averages $42/bbl	Oil averages $85/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	3% average annual growth	3% 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

Climate Change — Scenario/Resilience Analysis
— continued

Common Assumptions for WEO Scenarios[48]
Many assumptions are common between the STEPS and NZE scenarios as described by the WEO:

- The global economy is assumed to grow by ~3% per year on average over the period to 2050, with large variations by region and over time
- GDP per capita in emerging market 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 8.5 billion in 2030 and 9.7 billion in 2050
- Improvements in health, diet, and living conditions have gradually lifted life expectancy of the global population by a decade since the 1980s. Coupled with declining fertility rates, this translates into a rising share of older people in the global population. An older population uses more energy at home than the average population, but less for transport
- 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 policy support and extent of deployment

The Net Zero Emissions (NZE) by 2050 Scenario[48]
This is a normative IEA scenario that shows a narrow but theoretically achievable pathway for the global energy sector to achieve net zero CO_2 emissions by 2050, with advanced economies reaching net zero emissions ahead of others. This scenario also meets key energy-related UN SDGs in particular, by achieving universal access to energy by 2030. This effort requires increased investment in clean energy and infrastructure output, in both emerging markets and developing economies. 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 global temperature rise to 1.5°C by 2100 without a temperature overshoot (with a 50% probability).

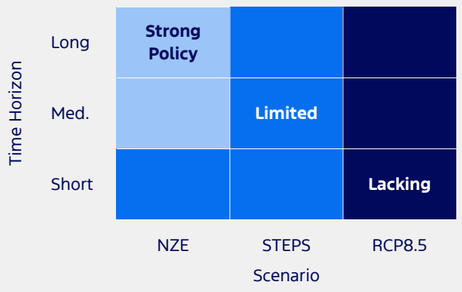
The Stated Policies Scenario (STEPS)[48]
STEPS provides a more conservative benchmark for the future because it does not assume that governments will reach all announced goals. The scenario is not designed to achieve a particular outcome, and the rise in global average temperatures associated with STEPS is around 2.4°C by 2100 (with a 50% probability). 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 policies and measures but also those that are under development. STEPS explores where the energy system might go without a major additional steer from policy makers.

High Emissions/Temperature Scenario (RCP8.5)[49]
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
Industry and Ford implications are highlighted for important scenario factors over the three time horizons on the subsequent pages, followed by a short assessment for each scenario, and then concluding with an overall summary. The discussion includes implications related to zero emission vehicles (ZEVs), consisting of electric vehicles and fuel cell electric vehicles (FCEVs), hybrid electric vehicles (HEVs), plug-in hybrid electric (PHEVs), and extended range electric vehicles (EREVs).

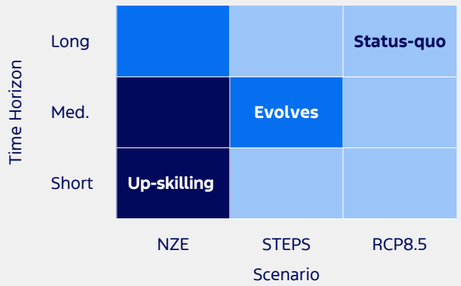
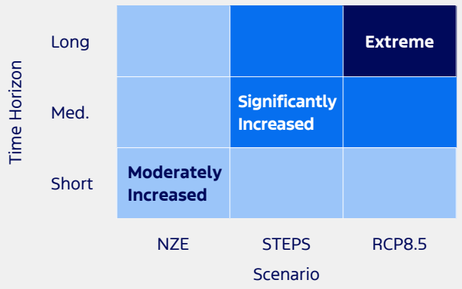
Climate Change — Scenario/Resilience Analysis
— continued

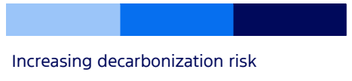
Scenario Summary

Key Factors	Potential Implications — Industry	Potential Implications — Ford
Vehicle Decarbonization Policy Support		
	**NZE —** Strongest policy support globally for ZEVs and charging infrastructure, e.g., ZEV mandates, incentives, and LCA driven legislation. Decarbonization efforts further supported by carbon pricing and circular economy policy. Stringent emissions legislation, which is most challenging for ICEVs. **STEPS —** Limited regional policy support for the ZEV transition in advanced economies with support lacking in the rest of the world. **RCP8.5 —** Immediate decline in global ZEV policies, favoring ICEVs. Overall, less policy on climate mitigation and more on adaptation.	**NZE —** With strong policy, ZEVs scale, technology advances, and costs reduce. Affordable vehicles and charging solutions for homes and businesses are essential to scaling. Need to address heightened competition from newcomers in the ZEV space while complying with stringent emissions legislation. A focus on fuel cells for medium- and heavy-duty vehicles is required to maintain leadership. In the interim, while ZEVs scale, a widespread deployment of electrified vehicles (HEVs, PHEVs, and EREVs) is required, stressing investments. Cradle-to-grave focus on vehicles enables strong circular economy efforts. **STEPS —** Strategy development is 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. However, there would also be risk in regions with strong ZEV policies due to reduced overall global volumes. ICEVs continue to dominate in regions without ZEV policy support, but high fuel efficiency required — HEV offerings expanded with PHEVs and EREVs also supporting decarbonization. **RCP8.5 —** The Ford business model would need to maintain ICEV focus for decades due to insufficient ZEV policy support in most regions. High cost of fuel still drives demand for fuel-efficient vehicles, promoting exploration of alternative fuels propulsion systems and other technologies.
Grid Decarbonization		
	NZE — As the grid decarbonizes globally, expect to have near-term demand outpacing supply but then to balance out long-term, with universal access to affordable, clean energy. **STEPS —** Continued reliance on mixed energy sources. Moderate improvements in energy affordability and availability. Limited regional support in decarbonizing the grid in advanced economies before the rest of the world. **RCP8.5 —** Renewable electricity focus declines, even in the short term. Expect energy cost increases, infrastructure challenges, and supply constraints as demand increases.	**NZE —** Total value chain (ZEV use, supply chain, operations, logistics, etc.) decarbonize quickly globally with some increased costs in the near term during the transition. **STEPS —** Difficult to decarbonize the value chain along more ambitious reduction pathways, particularly in regions without grid decarbonization policy support and funding. **RCP8.5 —** Higher energy costs with inability to decarbonize our value chain.

Climate Change — Scenario/Resilience Analysis
— continued

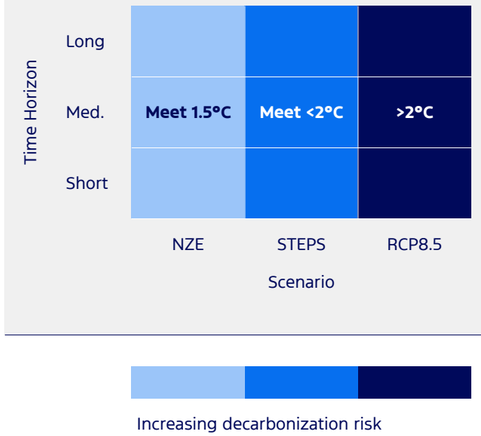
Scenario Summary — continued

Key Factors	Potential Implications — Industry	Potential Implications — Ford
Workforce Development		
	**NZE —** With new technology adoption, e.g., ZEVs, the workforce will require rapid upskilling but stabilizes in the long-term. High competition in the electric vehicle space also creates competition for talent. Economic growth opportunities benefit workforce. **STEPS —** 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. **RCP8.5 —** Workforce evolves minimally. Highest cost of living and largest wealth gap.	**NZE —** Swift action with agile product development processes is required along with a rapid acceleration of workforce upskilling and reskilling. **STEPS —** Mid-term workforce upskilling requirements are regional based on electric vehicle market penetration. **RCP8.5 —** The workforce evolves minimally with the application of unconventional fossil fuels.
Climate Conditions		
	Extreme weather events such as storms, wildfires, or floods and chronic drought increase in frequency for all scenarios over time. Worsening of climate conditions creates resource scarcity issues and spurs local circular economy. **NZE —** Avoids the worst consequences of climate change. **STEPS —** Significant changes in climate conditions create challenging environments for society and business. **RCP8.5 —** Most extreme climate conditions are highly disruptive to society and business.	Expect increasing disruptions, resource scarcity, lower volumes, and associated financial impacts for own operations, logistics, and supply chain with increasing temperature over time. **NZE —** Occasional disruptions at our own and our suppliers' facilities must be managed. Circular economy driven more through policy rather than resource scarcity. **STEPS —** Increased extreme weather events disrupt production at our own and our suppliers' facilities. Supply chain redundancy likely needed to mitigate weather-related risk. Circular economy creates competitive advantage as resource scarcity increases. **RCP8.5 —** Resilience requires major changes from current business plan and may require planning for relocation of assembly plants to less affected regions. Greater redundancy or alternative solutions required for the supply chain and logistics. Circular economy critical to secure resources.



Climate Change — Scenario/Resilience Analysis
— continued

Scenario Summary — continued

Key Factors	Potential Implications — Industry	Potential Implications — Ford
Limiting Global Temperature Rise		
	**NZE —** Strong climate policies should allow electric vehicle scaling and grid decarbonization, enabling achievement of the most ambitious climate goals. Strong cross-sector collaboration. **STEPS —** In a status-quo world it will be difficult to go beyond a well-below 2°C pathway as it will be challenging to scale electric vehicles. **RCP8.5 —** This is the most difficult scenario in which to implement climate-based strategies due to societal disinterest. Very limited positive contributions from regions with supporting policy.	**NZE —** Able to achieve a more ambitious decarbonization pathway globally than currently expected. **STEPS —** Able to achieve a well-below 2°C pathway globally, although challenging. Ford must accelerate working toward developing meaningful, market-driven policy solutions to address climate change with urgency. **RCP8.5 —** Very likely not able to meet a well-below 2°C pathway.

Ford's Scenario Assessment Summary

NZE — Technology develops and scales to reach long-term climate goals that minimize the effect of climate change. In the near term, diverse solution sets help compliance with emission legislation while swift action with agile product development processes is required to scale ZEVs in the face of heightened competition. Addressing transition costs and a rapid acceleration of workforce upskilling and reskilling are also key to developing a viable business for a low-carbon future. 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.

STEPS — A challenging economy and environment with few regions enacting climate-focused policies makes 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 the increased risk from extreme weather events impacting production and logistics, diversification of product, service, and supply chain is critical to maintain resilience. Effort required to continue to develop meaningful, market-driven policy solutions to address climate change.

RCP8.5 — Most difficult scenario in which to implement climate-based strategies due to societal disinterest. Business model maintains ICEV focus for decades with extremely limited or no electric vehicle production. Supply chain is fragile, local, and subject to disruptions by frequent extreme weather events, requiring careful management. Circular economy is important to secure resources and reduce costs. High cost of fuel still drives demand for fuel-efficient vehicles and promotes exploration of alternative fuels propulsion systems and other technologies. Very likely not able to meet a well-below 2°C pathway.

Climate Change — Scenario/Resilience Analysis
— continued

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 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 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.

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 environmentally friendly 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, public 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
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 in a low-carbon economy. To reach this goal, we are currently focused on building a profitable electric vehicle business that aligns investment and manufacturing capacity with customer demand. This includes:

- Scaling and reducing costs of electric vehicles in market today (as of the end of 2024)
  - Mustang Mach-E, F-150 Lightning, E-Transit, and in Europe the newly launched Explorer, Capri, E-Transit Custom, and E-Tourneo Custom
- Next-gen electric vehicles take a system-level approach
  - Ford's next-generation electric vehicle platform takes a system-level approach to designing, sourcing, and manufacturing with outcomes aimed at changing customer expectations. Ford's Advanced Electric Vehicle Development team is questioning previous assumptions rather than using an evolutionary approach that builds upon existing designs
- Increasing demand by removing barriers to adoption
  - Our U.S. customers have access to Tesla's Supercharger network and complimentary home charging and installation for new buyers or leases
- 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 (Lithium Iron Phosphate) and accelerating U.S. manufacturing and creating an electric vehicle supply chain that upholds Ford's ESG values

Along this journey we anticipate that electric vehicle technology will continue to advance and become more affordable, while the grid will continue to decarbonize, bolstering our confidence in achieving GHG reductions.

During the transition period to fully carbon neutral transport, our approach of offering a broad choice of lower emission powertrains also provides us with resilience. For example, hybrids will be a key product offering during the transition to electric vehicles, particularly in markets where the electric vehicle infrastructure is not mature.

We will partner when necessary to address key enablers, leverage scale, and avoid capital destruction. For example, Ford Pro is an integrated partner helping customers decarbonize their fleets, not just with vehicles but also charging solutions and productivity software. Additionally, Ford electric vehicle customers have access to more than 20,000 Tesla Superchargers across the U.S. and Canada through the BlueOval Charge Network.

Ford's response to the various scenarios will require different solutions, but the building blocks are in place as discussed above. Our electric vehicle foundation will allow us to scale as the market grows, and we will continue to address key enablers. Our lower-emission ICEVs, including traditional hybrids and alternative fuel-compatible vehicles, help decarbonize the business in the transition or in the high temperature scenario.

Supply Chain
Decarbonizing the supply chain is a complex task of growing importance as we electrify our portfolio. We have put a number of enablers in place to reach our near-term decarbonization target and long-term goals. Collaboration with our suppliers, governments, and other stakeholders is essential in the transition.

Climate Change — Scenario/Resilience Analysis
— continued

Integrating supplier carbon neutrality status into production sourcing decisions, requiring our suppliers to increase energy efficiency and their use of carbon-free electricity, and supporting suppliers with best 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 policy support in place will likely be important to facilitate these developments.

Operations
Ford also recognizes the need to ensure resiliency of our operations, by redeploying, 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, Ford is planning paint shop upgrades at Oakville and Ohio Assembly Plants 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 goal of achieving carbon neutrality no later than 2050, Ford is also developing a long-term plan for how we might best address GHG and energy-intensive assets, with a specific focus on reducing emissions from our production processes. Implementation of this plan is expected to extend into the long term.

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. In the transition to affordable low-carbon technology, Ford is working on projects such as the examples listed below:

- Bio-LNG vessels that move vehicles from Ford Otosan in Türkiye to Ford of Europe and U.K. destinations
- Road trial in Europe with HVO (Hydrotreated Vegetable Oil), replacing diesel fuel, e.g., carrier moving components to our assembly plants
- Ongoing logistics network and packaging density optimization globally

Also important to success here is policy support to help facilitate the transition.

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, such as our work to train future employees on advanced batteries at Tennessee Electric Vehicle Center and BlueOval SK Battery Park.

Securing Finances
Ford's Sustainable Financing Framework, introduced in 2021, is supporting the financing of our clean transportation projects and efforts to create positive social and environmental benefits as we move towards a carbon neutral transportation future.

By June 30, 2023, $4.21 billion, the total of the net proceeds of the two bonds, had been fully allocated to the design, development, and manufacture of the company's electric vehicle lineup as well as other development activities that will benefit our entire electric vehicle portfolio.

→ **Read More: In the 2023 Sustainable Financing Report**

→ **Read More: In Products and Services on p.31**

Circular Economy and End-of-Life

Overview

Salient Issues

Materials Waste

UN Sustainable Development Goals

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Using renewable and recycled materials in our vehicles delivers multiple benefits including waste reduction, decreased utilization of natural resources, and improved vehicle quality and performance.

CIRCULAR ECONOMY POLICIES

We have set a sustainability aspirational goal to only utilize recycled or renewable content in our vehicle plastics.

As part of our commitment to protecting the environment, our We Are Committed to Protecting Human Rights and the Environment policy calls on us to use recycled and renewable materials, reduce substances of concern, and improve recyclability of our products through material selection and product design.

This policy extends beyond Ford's operations, as we explicitly require our suppliers and expect partners and JVs to adopt and enforce similar policies and extend them to their own supply chain.

OUR APPROACH: A FOCUS ON PLASTICS

Over 85%[10] of vehicle materials are recyclable and reusable at their end-of-life. While metals are highly recycled, we are committed to further improving their recyclability (see Aluminum recycling on page 81). We also recognize the importance of advancing recycling beyond metals, and are working to increase recycled and renewable content in plastics, building on the significant foundation of recycling already in place.

By increasing the sustainability of plastics in our vehicles' design, we can make a beneficial impact on the environment — and our business.

Waste products generated by other industries comprise much of our recycled and renewable content. We use the ISO 14021 standard to account for this content. When tracking our status for recycled content, we use the part inventory list associated with the high volume variant available for each program.

Metrics and Targets

Starting in 2025, we aim to ensure that at least 20% of the plastics used in our new vehicle designs for North America, Europe, and Türkiye are sourced from recycled and renewable materials. Our 2025 target for China is 10%. Achieving these future targets will decrease our dependence on virgin raw material for plastic, encourage the sourcing of additional recyclable and renewable content, and help reduce the product carbon footprint of our plastic components.

This requirement has been incorporated into Ford engineering procedures to help vehicle programs understand what data must be tracked and assessed to meet sustainability targets. Internal programs and processes have been updated to enable global programs to make strategic decisions, ensure sustainability targets are met, and deliver accurate data for reporting purposes.

To ensure successful tracking of metrics to meet corporate sustainability targets and aspirations, we initiated two pilot projects focusing on:

- Integrating vehicle sustainability targets early in the project life cycle
- Ensuring the vehicle project team understands and develops a plan to achieve corporate targets
- Requiring product development teams to input data into a database, specifying the recycled/renewable material content for each component
- Mandating the declaration of component weight in kilograms (kg) and/or pounds (lb)
- Finalizing data collection during the design phase

What is in a Typical Vehicle?[50]

73% metals (already highly recycled)

19% plastics, elastomers, textiles (area to improve)

5% liquids (already recycled or reused)

4% other

Circular Economy and End-of-Life
— continued

We are accelerating efforts to incorporate these future targets across our vehicle lineup. As we move forward, we are focused on addressing key technical enablers to increase our use of renewable and recycled content for our vehicles.

Using Recycled Materials for Vehicle Parts
While not every polymer can easily use recycled material, recycling can significantly reduce the carbon footprint of some of our plastics.

Post-consumer recycled packaging made from water bottles and yogurt cups is used to make textiles and storage bins in the interior of our vehicles, lessening our dependence on virgin materials and reducing our carbon footprint.

Post-consumer recycled polypropylene and nylon carpets are also used extensively for cylinder head covers, fan shrouds, carbon canisters, and other durable parts.

Post-industrial recycled streams are also an important source of low-cost, high-quality plastics. Plastic waste streams from our manufacturing plants are collected, granulated, and reprocessed into injection molding and 3D printing materials, diverting them from incineration and landfill.

We also derive value from waste material, using recycled ocean plastics in the Bronco Sport. This exemplifies our approach to the circular economy as we seek to use these materials in other vehicles and applications.

Using Renewable Materials for Vehicle Parts
Renewable, plant-based materials continue to play an important role in our sustainability strategy. Ford has a long legacy of research and innovation in sustainable materials. Since the early 2000s, Ford researchers have implemented multiple plant-based materials into durable applications. These materials, including soybean-based foam, tree-sourced cellulose fiber composites, and rice hull plastics, were proven to meet stringent performance and durability standards while being lighter weight, requiring less energy for manufacture, and being capable of sequestering CO_2. Current efforts focus on just a few plant-based materials that are globally available and scalable in order to migrate their use across all vehicles.

Ford also collaborates with partners outside the automotive industry, including universities consortia, and companies from non-competitive industries to accelerate the development of new sustainable polymer technologies. For example, the development of a durable polymer material containing soybean oil as a feedstock was initiated through a collaboration to expand the market of domestically grown soybeans. This work resulted in the soy-based foam technology that is used in seating applications.

Soy-based foam, launched on the 2008 Mustang, has been used in every Ford North American built vehicle for seat cushions and backs for more than a decade, totaling over 23 million vehicles. In a similar way, the use of castor oil-based foams in instrument panels has expanded from one vehicle to several. Use of bio-based foams have reduced GHG emissions by about 212 million pounds cumulatively, and continues to save an average of 3.1 million pounds of petroleum annually since 2014.

Our Polymer Research team continues to pioneer the development of new technologies to enable increased recycled and renewable content for our vehicle plastics, with a focus on feedstocks that are globally available and scalable.

ADDITIONAL STRATEGIES AND ACTIONS

Converting CO_2 to Polyurethane Foam
Ford is conducting research on using CO_2 as a feedstock to make more sustainable polyurethane (PU) foams. This work is funded by a $2.5 million grant from the U.S. Department of Energy, one of 30 DOE projects to help decarbonize the U.S. industrial sector, advance clean manufacturing, and improve America's economic competitiveness.

Our goal is to produce an economically viable, sustainably sourced commercial foam product. According to the Office of Energy Efficiency & Renewable Energy, this technology could offset more than 126 million pounds of the current fossil-fuel-derived PU foams used in the automotive industry and could impact emission reduction research for PU foams used in a variety of other applications from sofas to construction insulation.

In the first year of the project, Ford and our partners successfully developed polyols (precursors for the production of PU foam) containing 25-96% sustainable content with 32-112% reduction in embodied carbon, as measured through LCA.

In the second year, Ford and our partners successfully formulated PU foams for seat cushions in which 30-49% of the petroleum-based polyol was replaced with the CO_2-based material formulations. These foams were found to meet all performance requirements.

Work continues in the final year of the project to demonstrate a full seat assembly produced using the CO_2 derived foam at manufacturing scale.

Ford and our partners continue our focus on meeting performance requirements for applications including seating and noise, vibration, and harshness reduction.

Closing the Loop in Aluminum Recycling
We are the largest automotive aluminum recycler in the world. Our closed loop recycling system maximizes aluminum recycling in our plants while minimizing the need for primary metal.

In collaboration with our aluminum sheet suppliers, Ford has developed unique alloys that enable us to maximize 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 only around 5% of the energy needed to make new aluminum, according to the Aluminum Association, and minimizes 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.

Maximizing the use of end-of-life scrap in our aluminum and steel sheet grades could also support future economic opportunities. In 2024, we completed the REMADE "Clean Sheet" research project with the University of Michigan to explore and quantify these future opportunities, and identify potential technology pathways. Additional project goals involved analyzing the carbon intensity of sheet metal supply chains. This analysis is crucial for engineering our processes to maximize circularity while minimizing embodied energy and reducing carbon emissions.

Circular Economy and End-of-Life
— continued

Remanufacturing Supports Sustainability Goals
Remanufacturing turns a previously used, sold, or worn-out part into a like-new or better-than-new condition which can be warranted for performance level and quality. Remanufacturing has multiple benefits. It saves considerable energy, uses less raw material compared to a new unit, substantially reduces CO_2 emissions, and helps extend the life cycle of the vehicle product line.

We first began remanufacturing during World War II in response to shortages of steel and iron. Since then, it has become an important part of our sustainability efforts. Ford now remanufactures various components, from powertrain assemblies and turbos to smaller parts like injectors, starters, and alternators. Our catalog of remanufactured parts is continually growing.

BATTERY RECYCLING

In line with Ford's commitment to protecting the environment and advancing a circular economy, end-of-life vehicles and their batteries are a crucial part of our value chain. To further our efforts to increase battery recycling, we support various battery recycling companies, including with letters of support for U.S. Department of Energy grants.

End-of-life batteries and manufacturing scrap from the BlueOval SK JV Gigafactory are sent to recyclers who are dedicated to recovering the underlying raw materials. The intent is to reintroduce these materials into the broader battery industry supply chain.

We have contracts in place with multiple battery recyclers, delineated by region, source (plant scrap, end-of-life batteries/warranty returns), and chemistry. The recyclers were evaluated based on technology, recycling efficiency, environmental, social, and governance (ESG) factors, and cost. Not only does this approach maximize the overall benefits of our electric vehicles for our customers, Ford, our suppliers, and the communities in which we operate, but it also contributes to global efforts to address resource depletion and promote a circular battery economy.

We also utilize collection points to reduce inefficiencies in shipping one-off, end-of-life batteries across the country — this allows us to ship full-truck loads, reducing our environmental footprint.

LIFE CYCLE ASSESSMENT (LCA) RESEARCH AND REGULATIONS

We continue to conduct LCA-based studies to evaluate potential environmental implications of vehicle raw materials, manufacturing, and use. Topics include recycled polymers and composites, cradle-to-gate and use phase impacts of lithium-ion batteries, and benefits of electric vehicle battery circular economy. In 2024, we completed LCAs for the Explorer and Capri electric vehicles in Europe.

In the EU, we are anticipating regulations related to LCAs:

- The EU Battery Regulation requires a Carbon Footprint Declaration starting in 2025
- The EU CO_2 Fleet Regulation requires the European Commission to set out a common methodology for vehicle life cycle CO_2 emissions by 2025, with voluntary reporting starting in June 2026
- The UN Economic Commission for Europe's Working Party on Pollution and Energy, a subsidiary body of the World Forum for Harmonization of Vehicle Regulations, has set up an informal working group to harmonize a vehicle LCA methodology with adoption of final recommendations expected by end of 2025

SUBSTANCES OF CONCERN AND SUBSTANCES OF VERY HIGH CONCERN

Ford's Restricted Substances Management Standard (RSMS) and associated Restricted Substances List (RSL) restricts or excludes certain chemicals from parts, materials, equipment, packaging, office supplies, machinery, and/or tooling supplied to or manufactured by Ford, or intended for use in Ford products. The Standard supplements, but does not supersede, the responsibility of each supplier to comply with laws and regulations for the receiving Ford locations.

Expanded efforts will be made, over and above the RSMS, to reduce certain substances of concern in non-dimensional commodities used in manufacturing operations, such as paints and related chemicals, adhesives and sealers, hydrocarbon lubricants, etc. Ford has developed a targeted list for certain substances of concern, including substances of very high concern, for replacement, reduction, or reformulation. We have engaged selected suppliers of high-volume commodities and are working with them to review current use of substances of concern and identify possible alternatives.

Reducing End-of-Life Impacts
We proactively review non-dimensional materials such as lubricants and paints within our manufacturing operations. Going beyond applicable regulations, we are developing a timeline to further reduce substances of concern in our facilities, including those that are carcinogenic or environmentally persistent.

WASTE MANAGEMENT POLICIES

We have set the sustainability aspiration to reach true zero waste to landfill across our global manufacturing operations and eliminate single-use plastics across our global operations.

Our We Are Committed to Protecting Human Rights and the Environment policy calls on us to divert waste from landfill to products and reduce single-use plastic.

OUR APPROACH TO WASTE MANAGEMENT

Reducing waste has multiple benefits. It helps reduce our impact on the planet, and it optimizes efficiency in our resource-intensive industry. By reducing or recycling generated waste, we can avoid the landfill, lessen GHG emissions, and generate an additional supply of valuable resources.

In 2023, we launched the third phase of our global waste strategy, which will continue until 2027. During this time, we are targeting reducing overall waste generation by 5% and reducing waste disposed, or removed from the value stream, by 10%. We will continue to drive waste sent to landfill reductions globally and progress toward our zero waste to landfill goal by 2028.

Our Supplier Code of Conduct requires suppliers to maintain an ISO 14001-certified environmental management system. Beyond that, we also receive various waste measurements, such as total hazardous waste, from our suppliers.

Waste Reduction Initiatives
To ensure that more of our facilities reach zero waste to landfill status by 2028, we continue to implement a range of waste reduction initiatives. Ongoing initiatives include implementing new technologies and programs that minimize waste and standardizing the tracking and sorting of waste to increase recycling and reuse.

Circular Economy and End-of-Life
— continued

Eliminating Single-use Plastics
We continue initiatives around the world toward our goal of eliminating single-use plastics. Global teams are collaborating to eliminate or recycle all single-use plastics from food-service and personal goods and to continue to drive down single-use plastics from part packaging, industrial processes, and quality rejects. We are implementing regional initiatives, such as utilizing returnable containers for take-away food in Cologne, Germany, and phasing out single-use plastic utensils in all our facilities in U.S. and Canada.

Going Paperless at Ford
Enterprise Technology teams across the International Markets Group at Ford have been on a mission to eliminate the use of paper across all their operations. This has resulted in considerable reductions in paper usage both in our manufacturing plants and office environments where legacy printing has been replaced with new digital technology.

Hazardous Waste Reduction
The implementation of a returnable tank system for sealer packaging has yielded a substantial reduction in hazardous waste generation at Ford Thailand. This represents a significant improvement in waste management and a reduction in the consumption of disposable drums.

WASTE MANAGEMENT PROGRESS

Ford facilities around the world sent approximately 14,700 metric tons of waste to landfill in 2024, about 10.0% less than in 2023. Currently, we have 82 zero waste to landfill (ZWTL) sites globally. The Cleveland Engine Plant was the latest site to achieve ZWTL in 2024.

All Ford manufacturing and non-manufacturing facilities in China maintained ZWTL in 2024. Waste generated in all factories is either recycled or managed for thermal destruction with or without energy recovery instead of being sent to landfills for final disposal. Our BlueOval European facilities have also maintained ZWTL status, using the same strategies.

Air, Water, and Soil Pollution

Overview

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Air

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UN Sustainable Development Goals

By reducing emissions, we can decrease air pollution, help protect people's health, and avoid the worst impacts of climate change.

AIR, WATER, AND SOIL POLLUTION POLICIES

We have set a sustainability aspirational goal to attain zero air emissions from our vehicles and facilities.

Our We Are Committed to Protecting Human Rights and the Environment policy mandates that we work to reduce emissions. Global emission standards have led to lower vehicle emissions and improved air quality.

This policy also requires us to follow Ford procedures to safeguard the environment when discontinuing operations, decommissioning sites, or disposing of parts and components to protect from potential pollution of our natural resources, including water and soil.

OUR APPROACH

We believe that clean air is a fundamental human right and take water and soil pollution seriously.

Not only will our electric vehicle strategy reduce GHG emissions, it can also help improve local air quality. Access to electric vehicles can help provide health, economic, and mobility benefits, especially in communities that bear a disproportionate burden from climate change and air and water pollution.

ICE vehicles emit air pollutants, such as hydrocarbons, carbon monoxide, nitrogen oxides, and particulate matter, which can affect air quality and can potentially impact human health. In addition, brake particulates and electricity generation for electric vehicles can affect air quality.

VEHICLE EMISSIONS

EU mandates currently require all new vehicle sales to be zero-emissions vehicles by 2035. Some European countries have regulations in place or are working on regulations that will advance this date.

We meet or exceed vehicle criteria emissions standards as they are introduced (see Regional Vehicle Emissions Standards table).

PLANT EMISSION REDUCTIONS

Ford reduces pollution from our manufacturing facilities by using best available techniques as required by regulations. This includes re-evaluating technology and upgrading controls as necessary.

However, our efforts go beyond simply meeting regulatory requirements. We develop and track plant-specific volatile organic compounds (VOC) key performance indicators (KPI). At each Ford plant, a data-driven quality strategy dashboard tracks VOC emissions and identifies opportunities for reduction. As part of best practices and strategic improvements, plants have follow-ups based on their progress and review VOC data as a team.

Key Performance Indicators

Ford manufacturing plants around the globe are required to meet specific air pollutant requirements as part of their air permit. Beyond air permits, Ford develops annual plant-specific VOC KPIs for global manufacturing plants. The KPIs are developed based on each plant's prior year data. Ford considers changes in abatement, changes in paint usage, the launch of new products, and production and line speed when developing these KPIs.

CLEAN INDUSTRY CERTIFICATION IN MEXICO PLANTS

Three of our plants in Mexico have been awarded a clean industry certification by the Mexican government for best environmental practices. The certification process for this voluntary program included site visits to the Hermosillo Stamping and Assembly Plant, Chihuahua Engine Plant, Cuautitlan Stamping and Assembly Plant, and Cuautitlan Battery Assembly plants by representatives from Mexico's Federal Environmental Agency. The agency audited compliance with all environmental requirements including Ford Environmental Operating System KPIs, procedures, and policies, as well as items related to emergency response for environmental impact situations. The plants were also evaluated on their relationship with their communities.

Air, Water, and Soil Pollution
— continued

Regional Vehicle Emissions Standards

	United States	Europe	China	Other Regions	
Already Compliant or Surpassing	• EPA Tier 3 standards • California's LEV III standards	• Euro 6e real driving emission (RDE)	• National stage-6a (China 6a) LDV and HDV emissions standards nationwide • National stage-6b (China 6b) LDV and HDV emissions standards nationwide	• **Argentina and Uruguay:** Euro 5 • **Australia:** Euro 5 • **Brazil:** L7 PROCONVE L7 + OBDBr3 +RDE Monitoring • **Cambodia:** Euro 4 • **Chile:** Euro 6b or U.S. Tier 3 Bin 125 • **Colombia:** Euro 6b or U.S. Tier 3 Bin 125 (diesel), Euro 4 (Gasoline) • **Costa Rica:** Euro 4; U.S. Tier 2	• **Middle East:** Standards based on Euro 2, Euro 3, Euro 4, Euro 5, and Euro 6 • **New Zealand:** Euro 6b; 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 • **Thailand:** Euro 5b
Being Phased In	• California's Advanced Clean Cars II	• Euro 7	• China 7	• **Australia:** Euro 6d • **Brazil:** PROCONVE L8 Fleet Average Emissions + OBDBr3 + RDE Compliance • **Cambodia:** Euro 5 • **Chile:** Euro 6c or U.S. Tier 3 Bin 70	• **Costa Rica:** Euro 6.1 or U.S. Tier 3 • **Colombia:** Euro 6c or U.S. Tier 3 Bin 70 (diesel) • **Peru:** Euro 6b or U.S. Tier 3 Bin 125 • **South Africa:** Euro 5 • **Thailand:** Euro 6b

Water Resources

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6 CLEAN WATER AND SANITATION

We recognize the critical importance of water conservation and are committed to responsible water management across our operations.

WATER POLICIES

We have set the sustainability aspiration to make zero water withdrawals for manufacturing processes and use freshwater only for human consumption.

Our We Are Committed to Protecting Human Rights and the Environment policy underscores our dedication to reducing freshwater usage and supporting safe and accessible drinking water in both our manufacturing operations and the communities where we operate.

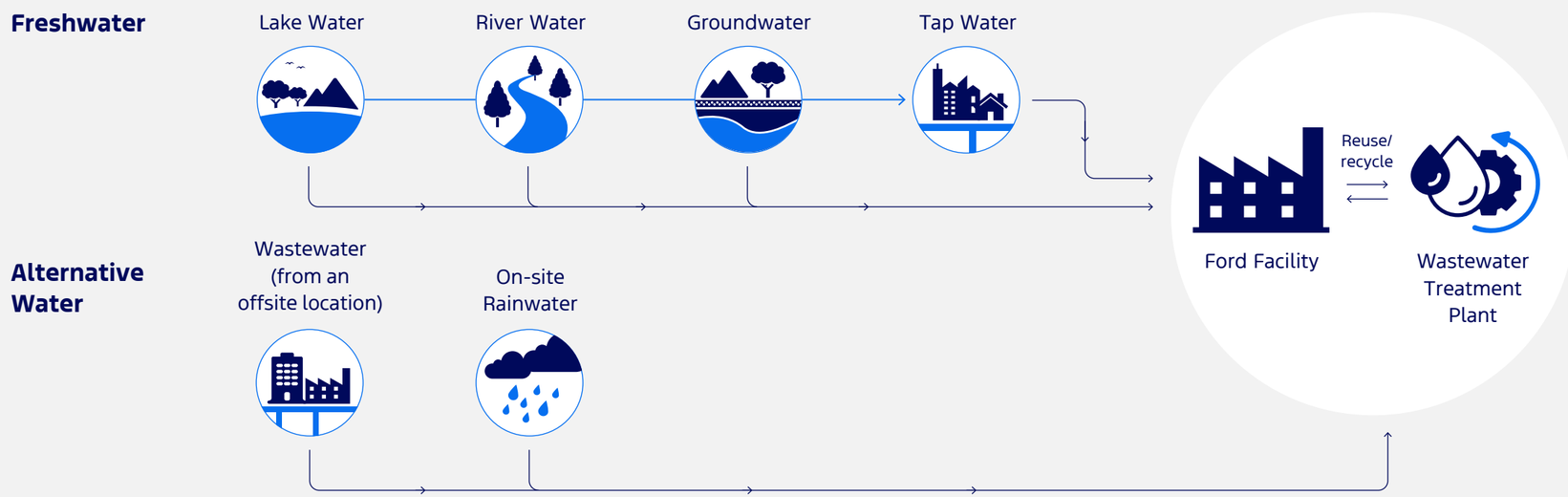
Ford's global manufacturing water strategy is designed to maintain our position as an industry leader in sustainable water management. This comprehensive strategy encompasses all of our manufacturing sites worldwide, reflecting our commitment to global water stewardship.

Ford aims to minimize our environmental impact, support local communities, and set new standards for responsible water use in the automotive industry. We are committed to responsible water management throughout our manufacturing operations, with a focus on both water discharge quality and emergency preparedness.

Water Discharge Management

All Ford manufacturing sites are required to obtain water discharge permits and conduct process water treatment prior to discharge. In jurisdictions where government-imposed discharge limits are not in place, we have established our own minimum treatment standards for process water before release. This ensures a consistent, high level of environmental responsibility across our global operations.

Water Use at our Facilities



Water Resources
— continued

Emergency Preparedness
To safeguard against potential environmental incidents, all Ford manufacturing sites have comprehensive emergency response plans in place. These plans serve a dual purpose:

- Prevention: They outline methods and procedures to prevent unintended releases of water or other substances
- Mitigation: In the unlikely event of a release, these plans detail specific actions to be taken to minimize any potential environmental impact

By implementing these robust water management policies and emergency preparedness measures, Ford aims to protect local water resources, comply with regulatory requirements, and uphold our commitment to environmental stewardship across all our manufacturing operations.

OUR APPROACH

Water Conservation Initiatives
At Ford, we recognize the critical importance of responsible water management, particularly in regions facing water scarcity. We are promoting increased efforts to identify and utilize alternative water sources across all our facilities, with a special emphasis on those located in water-scarce areas. Our approach includes:

- Encouraging all facilities to explore alternative water sources, such as recycled water, rainwater harvesting, and treated wastewater
- Prioritizing these efforts in water-scarce regions, where the need for sustainable water management is most pressing
- Continuously assessing and implementing best practices in water conservation and alternative sourcing

This initiative extends beyond our direct operations. As outlined in the Ford Supplier Code of Conduct, we expect our suppliers to adopt similar water conservation practices. Our Supplier Code of Conduct provides comprehensive guidelines on environmental responsibility, including water management.

By focusing on alternative water sources and prioritizing water-scarce areas, Ford aims to reduce our freshwater consumption, minimize our impact on local water resources, and promote sustainable water use throughout our value chain. This approach aligns with our broader commitment to environmental stewardship and responsible corporate citizenship.

Ford's comprehensive water management policies apply universally across all our operations and facilities, regardless of their location or local water conditions. This includes, without exception, our facilities situated in areas of high water stress.

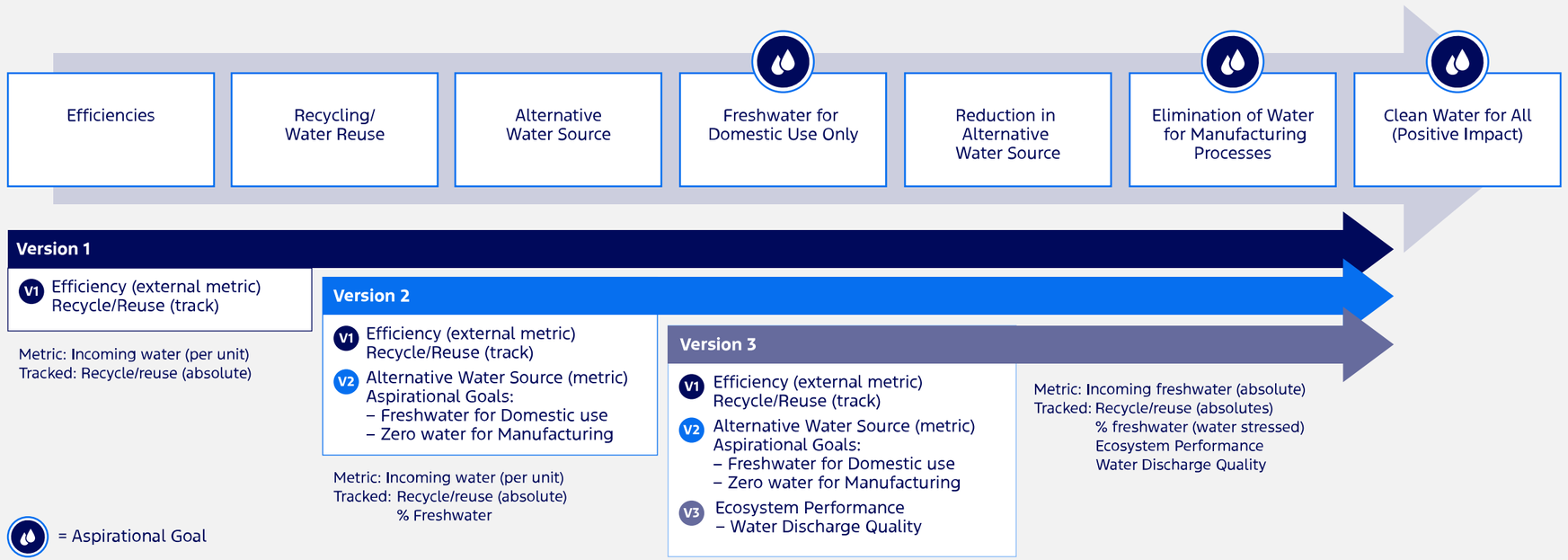
Alternative Water Sources
In our ongoing efforts to conserve freshwater resources, Ford continually explores various alternative water sources for our manufacturing processes.

Our focus on alternative water sources primarily includes:

- Recycled water from our own operations
- Treated wastewater from municipal sources
- Rainwater harvesting

Ford remains committed to innovative water management solutions that are both environmentally sustainable and operationally efficient. We continue to evaluate all potential water sources as part of our comprehensive water strategy, always prioritizing

Water Strategy Progression



Water Resources
— continued

options that minimize our environmental impact and support local water resources.

WATER-RELATED RISK ASSESSMENT

We conduct an annual water-related risk assessment to ensure our operations and value chain are actively managing water stewardship and to ensure business continuity.

To perform the extensive analysis of our direct operations and value chain risk, we utilize a combination of tools, water regulatory frameworks, and the status of ecosystems and habitats in order to fully evaluate risk, identify water-stressed areas, and understand regional ecosystem limits and demands.

WATER MANAGEMENT ACTIONS

Conserving and Protecting Water at BlueOval City
BlueOval City sits directly on top of the recharge zone for the Memphis Aquifer. To establish a water quality baseline before BlueOval production begins, the University of Memphis's Center for Applied Earth Science and Engineering Research (CAESER) plans to drill six new wells to collect data and monitor the aquifer. The baseline will be used to detect potential water quality changes over time.

Once the plant is operational, BlueOval City's new utility system is expected to save a considerable amount of water each year by reducing evaporation from the site's cooling towers. Plus, the ZWTL Tennessee Electric Vehicle Center plans to reuse industrial water from across the site to preserve the use of freshwater in the plant for drinking water and other basic human needs.

Achieving Zero Freshwater for Manufacturing
Both the Irapuato Electric Power Center and Chihuahua Engine Facility have achieved zero freshwater for manufacturing status and only use potable water as a backup in exceptional cases.

In 2024, our use of alternative water was 9.0% in the water scarce areas.

In addition to improving water quality of any discharges at our sites, we are applying freshwater reduction methods at our sites that mimic the behavior and performance of the local ecosystem.

In China, the Ford China JV CAF facility is reusing grey water, reusing 130,000 m^3 in 2024.

Twelve Ford plants around the globe utilize an End-Of-Pipe water reuse system.

Clean Water for All
At Ford, we recognize that responsible water management extends beyond our facilities and impacts the broader ecosystem and local communities. To this end, we conducted a comprehensive study to identify opportunities for creating positive environmental and social impacts through our water management practices.

The study highlighted the importance of a balanced approach to water management to ensure that the appropriate amount of water is stored, evaporated, infiltrated, and released.

Furthermore, we've expanded our focus to include the quality of water leaving our sites, with a particular emphasis on direct discharges to local streams and rivers. This enhanced focus underscores our commitment to preserving and improving local water resources.

In support of these efforts, Ford has established an aspirational principle: "Clean Water for All." This principle encompasses three key elements:

- Minimizing the extraction of water resources
- Returning water to the environment in a cleaner state than when it was received
- Implementing water management solutions that benefit both the ecosystem and the community

By adopting this principle, Ford aims to transform our water management practices from a focus on compliance to one of active environmental stewardship and community support. This approach aligns with our broader sustainability goals and reinforces our commitment to responsible corporate citizenship.

Through these initiatives, we strive to be a positive force in water conservation and quality improvement, contributing to the wellbeing of both the environment and the communities in which we operate.

METRICS AND TARGETS

The third iteration of our 2025 Global Manufacturing Water Strategy continues to target a 15% reduction in absolute freshwater usage from a 2019 base year.

We prioritize sites located in water-stressed areas, especially when seeking alternative sources of water.

In 2024, we reduced use of our absolute freshwater by 21.6% from a 2019 base year. Since 2000, we have achieved a 76.2% reduction in annual water use, accounting for 212 billion cumulative gallons of water. This was achieved through integrating more water efficient processes and technologies in our manufacturing systems to further decrease our water consumption.

21.6%
reduction in annual freshwater usage from 2019 base year

76.2%
reduction in annual freshwater usage since 2000, accounting for 212 billion gallons of water

Case Study

Environmental Conservation is Part of Being a Good Neighbor

We're committed to making the world a better place, but we can't do it alone. We're investing in grassroots collaborations that amplify the impact and reach of local conservation efforts.

We understand that whether it's cleaning up a riverbed or planting trees in a local park, our efforts are much more successful when we work together with people and organizations who know a place well and understand local considerations. Three core steps are essential to our approach as we work to conserve and protect vital natural resources so that we can all enjoy a cleaner, healthier future:

Listen and Learn: Ford focuses time and attention on listening to and learning from key stakeholders like environmental groups, community leaders, and residents in our manufacturing communities. Town Halls, surveys, and roundtable discussions like our Blue Table Forums, help us gather as much information as possible about what the community wants and needs.

Build Partnerships: We forge partnerships with local grassroots organizations that are already working on relevant community and environmental issues. Ford is partnering with a nonprofit in West Tennessee that sponsors activities to connect more kids with nature. We're teaming up with Bridging the Gap, an organization in Kansas City, Missouri that helps people complete needed residential repair and sustainable upgrades. We're supporting a school greenhouse in Marshall, Michigan that will have the potential to grow native grasses and plants that help with stormwater runoff. These projects are only possible through local networks, which is why building relationships on the ground is so important.

Support and Amplify: Ford's scale and resources help amplify the reach and impact of what the community is doing. We not only fund local partner initiatives and events, but we also support these efforts with volunteers and by convening other key stakeholders who can help. A great example of this approach is our collaboration with Living Lands & Waters, a nonprofit dedicated to the protection, preservation, and restoration of the nation's major rivers and their watersheds.

In October 2024, a team of volunteers from Ford and other local organizations helped with a cleanup of the Ohio River in Louisville, Kentucky. The Ford employees worked side-by-side with volunteers from Louisville's Waterfront Park, TreesLouisville and the local Chamber of Commerce, with guidance and support from Living Lands & Waters. The group collected thousands of pounds of trash, including tires, plastic bottles — even giant metal cages.

Biodiversity and Ecosystems

Overview

Salient Issues

Environment

UN Sustainable Development Goals

Biodiversity is our strongest natural defense against climate change, according to the UN, which notes that ecosystems and the different species of plants they contain absorb more than half of all carbon emissions. Yet, climate change is contributing to biodiversity's decline as it alters ecosystems around the globe[51]

BIODIVERSITY AT FORD

As the global focus on our impact on ecosystems continues, biodiversity remains an important topic for Ford. We strive to provide positive benefits to the local environment and neighboring communities as we work to minimize our impact on the planet.

BIODIVERSITY RISK ASSESSMENT

In 2024, we conducted a biodiversity risk assessment utilizing the World Wildlife Fund (WWF) online tool. The findings from this assessment indicate that our overall operational impact on biodiversity remains limited. However, to further strengthen our commitment to environmental stewardship, we have been implementing a "positive performance" strategy that aims not only to minimize our environmental footprint but also to enhance our positive contributions to local ecosystems.

Our "Positive Performance" methodology involves measuring various aspects of local ecosystem performance. By striving to operate our sites in a manner that meets or exceeds these local ecosystem benchmarks, we consider our efforts to be positive. Parameters for ecosystem measurements may include carbon capture rates, water infiltration volumes, biodiversity support, soil generation, and more.

Globally, our teams are committed to fostering a better relationship with nature. We are continuously working to make our operations more environmentally friendly while adapting to the myriad challenges that ecosystems face today. Through these concerted efforts, we aim to contribute positively to the health and resilience of the environments in which we operate.

BIODIVERSITY PRESERVATION AT COLOGNE ELECTRIC VEHICLE CENTER

The outdoor areas of many of our company premises, such as the Cologne Electric Vehicle Center in Germany, offer potential for protecting biodiversity. For example, the ecological upgrading of the green spaces at the Cologne Electric Vehicle Center continues with the planting of native wild herbs and flowers. This initiative earned Ford the "Diversity Gardens" prize from the city of Cologne. Further ecological measures are planned for the Cologne Electric Vehicle Center.

BLUEOVAL BATTERY PARK MICHIGAN CONSTRUCTION PROGRESSES ALONGSIDE ENVIRONMENTAL PROTECTIONS

As construction continues at BlueOval Battery Park in Marshall, Michigan, Ford's aspiration is to protect the environment and local community, including the Kalamazoo River. Ford ensured that 245 acres of the site along the Kalamazoo River would be placed in a conservation easement to be protected against industrial development and preserved for generations. Ford Philanthropy provided a grant to Calhoun County Michigan's BlueOval Conservation Fund to develop a plan for the community to best utilize this land along the river.

FORD WILDLIFE FOUNDATION AND BRONCO WILD FUND

Programs like the Ford Wildlife Foundation (FWF) and the Bronco Wild Fund (BWF) exemplify our commitment to developing solutions to preserve biodiversity and restore ecosystems across our facilities and surrounding communities.

The FWF supports environmental education, research, and conservation projects around Sub Saharan Africa. FWF has been passionate about preserving and supporting the biodiversity of our environment. Through our conservation, research, and education projects, we continue our commitment to doing good for nature, and for South Africa. The BWF demonstrates a deep respect for public land through wilderness preservation, stewardship, and helping ensure access for all by connecting people to the outdoors, responsibly.

BWF and its collaborators help with grants, scholarships, contributions, and an extensive dealer network. A portion of the profits from every Bronco SUV sold goes directly to BWF collaborator initiatives. Collaborators include America's State Parks, the National Forest Foundation, and Outward Bound USA.

Since the BWF's inception in 2020, Ford has dedicated more than $8.6 million to the program to support the outdoors; an additional $6.7 million has been matched or unlocked by BWF contributions.

Biodiversity and Ecosystems
— continued

BIODIVERSITY EFFORTS IN INDIA

Initiatives to preserve biodiversity in India include programs to save endangered turtles, an urban forestry project, and the restoration of a canal network.

The Save the Turtle project supports the conservation of the endangered Olive Ridley Turtles through a series of actions including beach cleanups, egg collection, maintenance and upkeep of hatcheries, and the release of the hatchlings into the sea. Over 5,000 hatchlings were released in 2024.

In a bid to create an Urban Forest in the heart of Chennai city, Ford Business Solutions (FBS) India planted over 12,000 native and indigenous saplings. Regular upkeep and maintenance will be carried out for two years to ensure an optimum survival rate of the saplings. An estimated 143 tons of CO_2 is expected to be sequestered by these trees at the end of five years.

FBS India also supported work on a canal network, which was denuded by erosion, excessive silt deposition, and floods. Through the restoration efforts, an 8 km stretch of the canals was rebuilt to channel water, improve the irrigation network, and increase the overall water table. Not only did the restoration work help irrigate over 440 acres of land enabling a livelihood for 12,000-plus members of the agrarian community, but it also potentially saves approximately 900 acres of land from flooding.

SUPPLY CHAIN BIODIVERSITY

We expect our suppliers to contribute to the preservation of biodiversity as well. Our Supplier Code of Conduct requires suppliers to protect ecosystems and mimic ecosystem performance — especially key biodiversity areas — in locations impacted by their operations, and avoid illegal deforestation in accordance with international biodiversity and deforestation regulations.

Looking ahead, we are preparing for the European Union Deforestation Regulation (EUDR) by identifying products within its scope. We are engaging with our suppliers to ensure they understand these requirements and collaborating with them on compliance. Within Ford we are working to develop new processes and tools to help meet the EUDR, while also crafting strategies for products used worldwide. These efforts underscore our commitment to compliance and global deforestation risk mitigation.

Social

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Social Overview

Our sustainability mission extends beyond creating a climate-resilient future. It's also about promoting and protecting human rights: in our company, our industry, and our supply chain. We believe in fair treatment for all, celebrating inclusion in our workplace and in the communities we call home.

WE ARE FOCUSED ON PROTECTING AND RESPECTING HUMAN RIGHTS

Our commitment to respecting human rights begins within our company and extends across our value chain. We continue to strengthen our policies on issues ranging from child and forced labor, and protecting the rights of Indigenous People, to ensuring a safe and fair workplace and enabling efforts to achieve a cleaner planet.

WE PRIORITIZE HEALTH AND SAFETY

Our Health and Safety Commitment, "Our most valuable asset is our people. There can be no compromise," drives our health and safety culture. It applies to all employees, contractors, and visitors performing work at our locations globally.

WE ARE DEDICATED TO CREATING A CULTURE OF INCLUSION

We strive to create an employee experience that enables an inclusive environment of excellence, focus, and collaboration among team members. We don't just talk about what's important, we take clear actions to make a difference.

WE ARE PASSIONATE ABOUT PARTNERING WITH COMMUNITIES

Supporting impactful community institutions, programs, and endeavors is woven into the fabric of our culture. We take pride in our role as an active and valuable member of the communities in which we operate. Our corporate efforts are augmented by Ford Philanthropy's partnerships with nonprofits to support local programs that build equity and expand access to essential services and education.

UN Sustainable Development Goals

We are contributing to the following UN Sustainable Development Goals through actions outlined in this chapter:

Our Sustainability Aspirations

- **Human Rights:** Source only raw materials that are responsibly produced
- **Safety:** Work toward a future that is free from vehicle crashes and workplace injuries
- **Diversity, Equity, and Inclusion:** Support a respectful, safe, and inclusive workplace where each person is valued.

Human Rights

Overview

Aspirations

Human Rights

Salient Issues

Environment | Fair Work | Forced Labor | Electric Vehicle Transition

Health/ Safety | Harassment/ Discrimination | Indigenous Peoples

UN Sustainable Development Goals

Our commitment to respecting human rights is fundamental to our purpose of helping build a better world. It guides our strategy and our actions company wide.

We are committed to respecting human rights across our company, our supply chain, and the regions in which we operate. We respect human rights in all our activities and seek to address concerns that may arise on a timely basis.

Ford uses a saliency assessment to identify and prioritize the company's most significant human rights risks and the areas where we can make an impact.

In 2024, we conducted our fourth formal salient human rights assessment, which identified and prioritized the following potential high-risk human rights areas within our operations and along our supply chain. These are listed in alphabetical order.

- Climate change and environmental health
- Data privacy and the use of artificial intelligence
- Fair and decent work
- Forced labor, child labor, and human trafficking
- Harassment and discrimination
- Impacts of electric vehicle transition
- Local communities and Indigenous Peoples
- Occupational health, safety, and wellness
- Product safety

Using these salient issues as a guide, we continue to strengthen our policies on issues such as child labor, forced labor, human trafficking, protecting the rights of Indigenous People, addressing impacts of vehicle electrification, ensuring a safe and fair workplace, and enabling efforts to achieve a cleaner planet.

→ **Read More: In Our Saliency Assessment on p.25**
→ **Read More: On our sustainability website**

HUMAN RIGHTS POLICY

We are guided by our We Are Committed to Protecting Human Rights and the Environment policy. Prohibiting the use of child labor and forced or compulsory labor are among its mandates.

We aspire to ensure that everything we do — or that others do for us — is consistent with local laws and our own commitment to human rights per our We Are Committed to Protecting Human Rights and the Environment policy. In situations where non-compliance is confirmed, we provide remedy as quickly as possible. We require our suppliers and expect our business partners to adopt and enforce similar policies.

As mandated by our We Are Committed to Protecting Human Rights and the Environment policy, we follow all Ford policies and comply with or exceed all applicable laws and regulations, including all applicable due diligence laws. We also strive to meet the spirit of these laws and regulations. Cost alone does not drive our business decisions; we consider impacts on human rights among other factors. We explicitly require our suppliers and expect partners and joint ventures to adopt and enforce similar policies and extend them to their own supply chain.

As part of our commitment to transparency, our We Are Committed to Protecting Human Rights and the Environment policy is posted on our corporate website along with our Code of Conduct and our Policy Statement on Ford's Human Rights Strategy, Policies and Processes.

Our Vice President, Chief Sustainability, Environment and Safety Officer, called "Chief Sustainability Officer" (CSO), is responsible for interpreting and implementing our We Are Committed to Protecting Human Rights and the Environment policy, managing risk, and reviewing with, as appropriate, the Vice President Global Manufacturing and Labor Affairs, Vice President Global Commodity Purchasing, Chief People and Employee Experience Officer, and the Chief Policy Officer and General Counsel.

Human Rights Policy Updates

In 2024, we updated our We Are Committed to Protecting Human Rights and the Environment policy to formally reflect our commitment to respecting the United Nations Declaration on the Rights of Indigenous Peoples.

Our policy remains aligned with the 2022 International Labour Organization (ILO) declaration on Fundamental Principles and Rights at Work, which includes the Occupational Safety and Health Convention (No. 155) and Promotional Framework for Occupational Safety and Health Convention (No. 187).

The policy also states our adherence to the Minamata Convention on Mercury, Stockholm Convention of 23 May 2001 on Persistent Organic Pollutants, and the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal.

Additional policies related to supporting a living wage, not engaging in unlawful eviction, and the use of security forces with proper supervision and due diligence were added in 2023.

In alignment with due diligence laws such as the German Supply Chain Due Diligence Act, we issued the Policy Statement on Ford's Human Rights Strategy, Policies and Processes that further outlines our commitment to our due diligence efforts.

Human Rights
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Human Rights Policy Commitments
We support the United Nations (UN) Sustainable Development Goals and are members of the UN Global Compact and incorporate their Ten Principles in our operations. We have also signed the UN CEO Water Mandate and an action pledge for the UN's "International Year for the Elimination of Child Labor." Aligned with the UN Guiding Principles on Business and Human Rights, we are committed to respecting these widely accepted international human rights frameworks and charters:

- International Bill of Human Rights (The United Nations Universal Declaration of Human Rights and its two Covenants) 1948
- The 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
- United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

Our We Are Committed to Protecting Human Rights and the Environment policy addresses key workplace issues including but not limited to child labor, forced labor, human trafficking, living wage, Indigenous Peoples' rights, and freedom of association and collective bargaining. This policy applies to all of Ford's global operations and its subsidiaries.

HUMAN RIGHTS STRATEGY

Ford's human rights strategy for our business and suppliers is aligned with the UN Guiding Principles on Business and Human Rights and focuses on:

- Embedding human rights policies into the business
- Implementing due diligence processes to identify, prevent, mitigate, and account for human rights impacts in our business and our supply chain
- Providing remedial actions when needed
- Communicating transparently with our stakeholders about our processes and actions
- Engaging constructively with suppliers, local communities, governments, non-governmental organizations (NGOs), and other stakeholders, including Indigenous Peoples
- Seeking third-party assistance, as appropriate, to assess compliance with our policy

DUE DILIGENCE IN OUR OWN BUSINESS

Our We Are Committed to Protecting Human Rights and the Environment policy commits us to conducting due diligence and providing grievance mechanisms and remedy aligned with the UN Guiding Principles for Business and Human Rights. We assess risk, engage with various stakeholders, conduct training, and perform audits.

As part of our efforts to improve our due diligence procedures and transparency, a cross-functional team continuously monitors how Ford addresses human rights strategy, assesses risk, prioritizes actions, and complies with new and upcoming due diligence laws.

When potential issues are identified by stakeholders, NGOs, media, or supply chain partners, we take action to investigate the issue and understand our corporate and supplier involvement. We adapt our due diligence approach to each incident based on the type of inquiry. When a non-compliance occurs, we provide appropriate remedies and bring any violation to an end, including working with suppliers to implement corrective actions.

Corporate Human Rights Risk Assessment
Aligned with our policy commitment, Ford conducts human rights risk assessments across our global manufacturing facilities using the Responsible Business Alliance (RBA) Online Self-Assessment Questionnaire (SAQ).

The RBA Facility SAQs highlight areas of potential human rights, 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 responses globally and across multiple facilities. In 2024, 48 assessments were completed covering all global manufacturing facilities including majority-owned joint ventures.

Respecting the Rights of Indigenous Peoples
In 2024, we began incorporating Free, Prior, and Informed Consent (FPIC) assessments to implement our policy commitment to respecting Indigenous Peoples' Rights in accordance with the UNDRIP. Subsequently, we initiated the development and implementation of a process to identify and assess new projects' potential impact on Indigenous Peoples through an Environmental Site Assessment (ESA). This included allocating budget for ESAs to include collaborative engagement between our government affairs or delegated community liaisons and Indigenous Peoples to seek Free, Prior, and Informed Consent. In 2024, none of the projects assessed identified impacts to Indigenous Peoples. However, this initiative is a significant step towards responsible business practices for respecting Indigenous Peoples' rights and working to achieve FPIC where impacts are identified.

CORPORATE GRIEVANCE MECHANISM

Ford's SpeakUp whistleblower system is a confidential web-based reporting platform that allows employees, business partners, customers, and other third parties to raise concerns about unethical behavior, violations of company policies, or any other misconduct within the organization. Ford employees can also report concerns directly to their People Leader, HR, People Matters, or the Office of the General Counsel. Reports submitted through SpeakUp are thoroughly investigated and appropriate action is taken to ensure compliance with laws and ethical standards, helping to maintain a positive work environment and uphold the company's values.

An outline of the SpeakUp grievance process is posted on our corporate website.

→ **Read More: In Grievance Mechanisms and Remediation on p.205**

RECOGNITION FOR HUMAN RIGHTS

We are proud of the external recognition we have received for our Human Rights and Supply Chain work.

Ford was ranked as the number 2 global automaker in Lead the Charge Coalition's 2024 Leaderboard report, which evaluates the efforts of major automakers to ensure their supply chains are equitable and sustainable. The report noted that Ford remains the top scoring automaker on human rights, citing our high level of disclosure on human rights due diligence policies and practices. Ford also continues as an industry leader on responsible mineral sourcing, achieving the highest percentage score of all human rights scores, across all companies.

Ford ranked fourth out of 13 automotive brands in Amnesty International's Recharge for Rights: Ranking the Human Rights Due Diligence Reporting of Leading Electric Vehicle Makers, published in 2024.

We were recognized as a leader in human rights in the auto industry by the World Benchmarking Alliance's Automotive and Transportation Manufacturers Benchmark in 2024. Ford ranked second overall out of 30 automotive manufacturers.

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HUMAN RIGHTS IN OUR SUPPLY CHAIN

With close to 1,600 Tier 1 production suppliers and around 4800 supplier sites providing vehicle parts composed of nearly 1,000 different materials, our supply chain is vast and complex. To support our commitment to use materials in our vehicles that are safe and sourced responsibly and protect human rights, it's important for us to understand where the materials come from.

Ford uses our purchasing power to enable responsible sourcing, including electric vehicle battery raw materials, and better protect impacted communities and the environment.

We utilize a variety of tools, including our Supplier Code of Conduct, to ensure that our commitment to respecting human rights everywhere we operate cascades throughout our supply chain.

With our suppliers, we place a heavy focus on supply chain transparency to give us visibility into our supply chain and, when necessary, launch an investigation to ensure suppliers are meeting Ford's environmental, social, and governance (ESG) expectations as outlined in our Supplier Code of Conduct.

As a member of multiple cross-industry organizations, we partner with other businesses across sectors to learn from each other, share best practices, and develop an aligned approach with our supply base. We actively participate in the Initiative for Responsible Mining Assurance (IRMA), Responsible Minerals Initiative (RMI), and Responsible Business Alliance (RBA), to identify and immediately address human rights issues in our supply chain.

We offer training resources to help our suppliers build their capacity to manage supply chain issues, and we meet with our top suppliers individually to discuss specific sustainability topics on an annual basis.

OUR SUPPLIER CODE OF CONDUCT

Since 2003, we have set human rights and environmental expectations and requirements for our suppliers and updated them annually. In 2021, we established a formal Supplier Code of Conduct that applies requirements and expectations related to:

- Human rights
- Environment
- Responsible material sourcing
- Responsible and lawful business practices
- Third-party sustainability audits

Our Supplier Code of Conduct addresses key human rights and workplace issues commonly associated with modern slavery, including but not limited to child labor, forced labor, human trafficking, fair and equal wages, and freedom of association and collective bargaining rights. Ford suppliers are expected to comply with this Supplier Code of Conduct, work to prevent issues that are deemed high risk, mitigate and remediate issues when identified, and demonstrate compliance when asked. We require suppliers to follow all applicable Ford policies and to comply with or exceed all applicable laws and regulations. Suppliers are obligated to extend these requirements to their own supply chains.

Supplier Policy Commitments

The Supplier Code of Conduct is aligned with the following international frameworks and charters and industry guidance:

- 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 (2022), 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 (2011 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
- UN Declaration on the Rights of Indigenous Peoples

The Supplier Code of Conduct also states our adherence to the Minamata Convention on Mercury, Stockholm Convention of 23 May 2001 on Persistent Organic Pollutants, and the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal.

Updates to Supplier Code of Conduct

We strengthened our Supplier Code of Conduct in 2024, adding new requirements related to the topics of biodiversity and land rights.

Biodiversity: We now require our suppliers to protect ecosystems and mimic ecosystem performance, especially key biodiversity areas, in locations impacted by their operations, and avoid illegal deforestation in accordance with international biodiversity and deforestation regulations.

Land rights: Our suppliers are now required to:

- Respect the rights of Indigenous Peoples in accordance with the UNDRIP
- Not engage in any acts constituting or aiding unlawful eviction or unlawful taking of land, forests, or waters securing the livelihood of human beings
- Strive to ensure FPIC of communities is pursued and obtained prior to project or activities that may affect their lands, resources, and rights

Our Supplier Code of Conduct is reviewed annually and updated as needed to reflect changes in regulatory requirements and stakeholder expectations. The latest version of the Supplier Code of Conduct is always publicly available on our website.

Our Responsible Materials Sourcing Policy

Our Responsible Materials Sourcing Policy covers conflict minerals, other minerals of concern, and ESG risks in material supply chains, as well as mineral due diligence applicable to the supply chain. This policy was updated in 2024 to reflect our commitment to the UNDRIP. Raw material suppliers must also ensure FPIC of communities is pursued and obtained prior to any project or activities that may affect their lands, resources, and rights.

Global Framework Agreements

Our Supplier Code of Conduct states our commitment to recognize and respect employees' rights to freedom of association and collective bargaining. We require our suppliers to:

- Work with recognized employee representatives to promote the interests of employees
- Not discriminate or retaliate against any employees, including those participating in a trade union
- Provide opportunities for employees' and external stakeholders' concerns to be heard, even where there is no representation by unions

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SOURCING FOR SUSTAINABILITY

The following sustainability metrics are integrated into our supplier sourcing decisions:

- Sustainability Self-Assessment Questionnaire Rating — requests that suppliers complete the Drive Sustainability (DS) Sustainability Assessment Questionnaire (SAQ) and share responses with Ford
- Carbon Neutrality Target — suppliers must provide a target that is science-based and meets Ford's global 2050 carbon neutrality aspiration
- Sustainability Score — calculated based on supplier compliance with sustainability reporting requirements

If a supplier has an unacceptable sustainability finding, the decision to source must be reviewed at the Global Commodity Director level and a corrective action plan must be in place.

Sustainability Assessment Questionnaire
We use the industry standard DS SAQ to analyze our suppliers' policies to ensure they align with ours. Results from third-party validated DS SAQs and suppliers' willingness to correct any compliance concerns inform our sourcing decisions.

The DS SAQ allows us to assess supplier sustainability policy alignment for compliance and to support legal due diligence requirements. We use the latest version of the DS SAQ and continue to increase coverage for all Tier 1 production suppliers. We plan to expand usage as needed.

SUPPLY CHAIN ENGAGEMENT

Our efforts to ensure the protection of human rights includes gaining input and perspective from supply chain workers. Value chain workers can engage with the company directly using Ford's grievance mechanisms, through credible proxies during a third-party audit, or through the third-party Worker Voice grievance mechanism.

Supplier engagement typically happens post-sourcing, in the form of reviews with buyers, sustainability direct engagements with our largest suppliers, or audits as a result of risk analysis, grievances, or substantiated knowledge. In addition supplier scorecards were launched in 2024 and are sent out regularly to suppliers with various performance key performance indicators including overall sustainability scores. In specific business cases, we conducted enhanced due diligence prior to sourcing on suppliers as needed in 2024.

We recognize that some value chain workers may be more vulnerable to impacts. Our supplier assessment process includes a risk analysis that captures industry/commodity and other associated risks (e.g., migrant workers). Third-party audits also check for policies regarding migrant workers. Supplier DS SAQ responses are checked for policy statements from our suppliers regarding anti-discrimination and equality in the workplace.

GRIEVANCE MECHANISMS AND REMEDIES

Per our Supplier Code of Conduct we require our suppliers to:

- Provide an operational-level grievance mechanism accessible to all employees, suppliers, and the public
- Transparently inform stakeholders on their grievance mechanism, including how to access and use
- Bring the violation or adverse impact to an end; provide appropriate remedies when non-compliance occurs
- Not retaliate against anyone who makes a good faith report of a violation of policy or law
- Report suspected wrongdoing and concerns — including concerns about product safety — to Ford at SpeakUp@ford.com

We confirm through DS SAQs that suppliers have an effective grievance mechanism in place that seeks active feedback after the grievance process is closed and remedied.

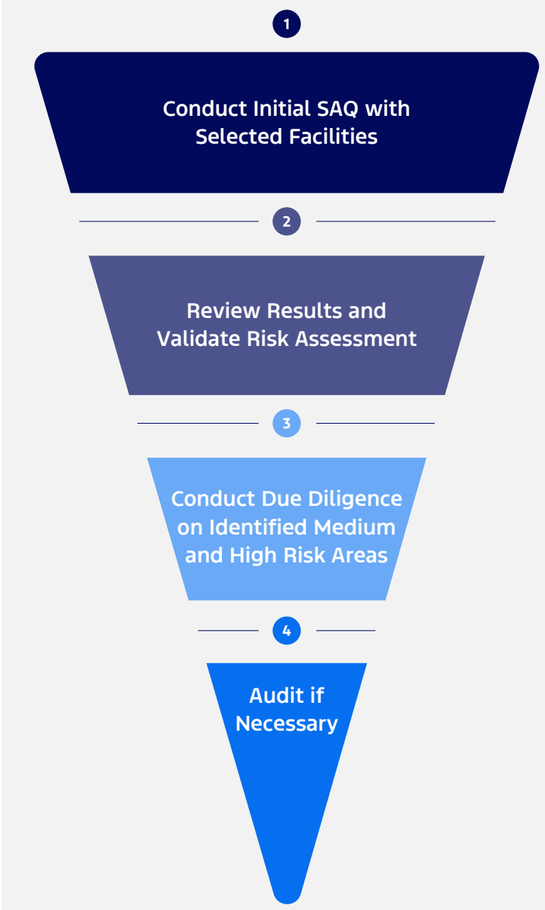
Ford may ask for confirmation of compliance with the requirements of the Supplier Code of Conduct at any point in its relationship with a supplier, including before business is awarded. Any corrective action plans required to demonstrate or rectify non-conformance to the Supplier Code of Conduct will be according to a mutually agreed timeline and at no cost to Ford.

We use corrective actions, closure audits, and alignment with third-party guidance from organizations such as RBA, RCS Global, Responsible Supply Chain Initiative (RSCI), and others to ensure the effectiveness of remedial actions.

External Supplier Grievance Platform
Supply chain workers can use the RBA Worker Voice Platform to provide feedback, share grievances, and access mobile learning. The platform's grievance mechanism has been posted on our corporate website to increase community members' awareness of and access to this tool.

Ford was one of the first RBA member companies to make the new RBA Worker Voice Platform available to our suppliers. We also leverage the RBA's Worker Voice grievance mechanism to identify and work together

Due diligence for our human rights risk assessments at our facilities



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with other RBA members to ensure suppliers meet our requirements for human rights and environment issues.

The Worker Voice platform is available to all our direct suppliers free of charge, and we actively encourage all suppliers to participate in the platform. We have also invited suppliers to training sessions covering the importance of grievance mechanisms.

The UN Guiding Principles effectiveness criteria on grievance mechanism is reviewed with external stakeholders to ensure that our grievance mechanism is aligned with best practices.

Value Chain Worker Grievance Process
External grievances are now a KPI.

To ensure the opportunity for confidential reporting of any potential violation of human rights or environment-related risks throughout the complete supply chain, our external grievance mechanism document information is posted on our website in 19 languages. It includes a structured process flow, an explanation of process steps, and an icon-based instruction letter.

We have also created a one-page document that explains the external grievance process in simplified language. The document is publicly available on Ford's corporate website. Suppliers can download the document and post it in their facilities.

The RMI grievance mechanism was merged into the RBA Worker Voice App in 2024, facilitating information exchange and engagement with RBA and RMI.

Worker grievances submitted through our reporting channels are tracked and monitored exclusively by qualified and experienced employees within our Supply Chain Sustainability team.

The external grievance mechanism document describes the opportunity for complainants to raise their hands if they experience any negative impact based on their grievance submitted.

Training ensures that the employees handling complaints are sensitized to intervene at the slightest sign of possible discrimination or other reprisals against a complainant. Ford does not tolerate any retaliatory measures or intimidation and discrimination against complainants. The complainant may escalate their case at any time, even after closure, if they are confronted with retaliatory measures as a result of the submitted complaint. Any retaliation resulting from a submitted complaint can be reported through our grievance mechanism and will be coordinated accordingly by a third party, the RBA.

Complainants always have the opportunity to escalate their case if they do not agree with the progress communicated. In this case, the RBA is called in to mediate.

Upon completion of remediation and any follow-up measures that have been completed, 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.

Our complaints procedure is subject to an effectiveness review at least once a year. We also review our processes on an ad hoc basis for each complaints procedure carried out.

The process is described in detail in our Procedure of the Grievance Mechanism document.

SUPPLY CHAIN DUE DILIGENCE

Ford works to identify and address potential human rights violations and environmental risks within our business and supply chain.

The enactment of global regulations, including the German Supply Chain Due Diligence Act and other due diligence legislation, have further enhanced our due diligence efforts. Our efforts, including assessing risk, supply chain mapping, third-party validation of supplier policies, and supplier audits, are critical to ensure our compliance. We are also considering environmental risks that may lead to human rights violations.

→ **Read More: In our Policy Statement on Ford's Human Rights Strategy, Policies and Processes**

Supplier Risk Assessment Updates
We assess our supply chain risk annually, identify risks, take appropriate measures to minimize them, and continue alignment with legislative requirements. As we update our risk assessments for our supply chain, we also update the process for addressing and managing those risks. As new issues arise, we will identify whether there are any gaps in our processes and, if so, work to close them immediately.

Enabled by the requirements of Germany's Supply Chain Due Diligence Act, we have strengthened our due diligence processes to identify, prevent, and mitigate risk at our suppliers.

Supplier Assessment Process
We have developed a risk assessment process to identify and drive action on highest risk suppliers first. We first perform an abstract analysis based on country risk, industry risk, and dollars spent with each supplier site. We also evaluate suppliers' alignment with Ford's Supplier Code of Conduct utilizing the DS SAQ. Once the DS SAQs are received, we conduct a concrete risk analysis to determine which suppliers will require an audit based on severity and likelihood. Third-party audits are conducted on high-risk Tier 1 suppliers and electric vehicle battery material sub-tier suppliers. For our high-risk battery manufacturing facility suppliers, we conducted risk-based, enhanced pre-sourcing due diligence in 2024.

We plan to increase our overall DS SAQ coverage through 2027 while also developing a process to allow DS SAQ responses from indirect suppliers. In 2024, a subset of indirect purchasing and Ford Customer Service Division (FCSD) suppliers completed the DS SAQ, as they were manufacturing sites which fit the scope of current DS SAQ parameters. We invited 22 high-risk sites for Ford of Europe's FCSD and 21 indirect (non-production) suppliers to complete the DS SAQ. We are working to continue expanding the implementation of DS SAQs to indirect suppliers and conducting pre-sourcing due diligence.

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 process (CAP) monitors compliance and prevents future risks. Closure audits take place after the corrective audits are developed. Along with resolved grievances, they measure the effectiveness of these actions.

Sustainability Responsibility Audits
We regularly conduct sustainability responsibility audits of at-risk Tier 1 supplier sites. We use the RBA Validated Assessment Program (VAP) as well as the RSCI Assessment. These audits evaluate supplier compliance with both local law and Ford's human rights expectations as communicated in our Supplier Code of Conduct.

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Audit Program	Ford Supply Chain Application	Purpose	Type of Audit
Drive Sustainability (DS) Sustainability Assessment Questionnaire (SAQ)	All Tier 1 Production suppliers	Evaluate suppliers' policy coverage of ESG topics	Desktop
Responsible Business Alliance Validated Assessment Program (RBA VAP)	High-risk Tier 1 suppliers	Evaluate suppliers' labor, ethics, health and safety, environmental, and management systems practices	On-site
Responsible Business Alliance Specialty Validated Assessment Program (RBA SVAP)	Tier 1 suppliers with alleged labor issues	Evaluate specific list of allegations that have been made against a specific facility with high risk of labor issues	On-site
Responsible Supply Chain Initiative (RSCI)	High-risk Tier 1 automotive suppliers	Evaluate automotive suppliers sustainability practices on social compliance, occupational safety, and environmental protection	On-site
Responsible Minerals Assurance Process (RMAP)	Raw material processors	Evaluate processors' company-level management processes for responsible mineral procurement aligned with OECD Mineral Due Diligence Guidance. Leads to responsible minerals certification	On-site
Responsible Minerals Assurance Process (RMAP) + ESG	Raw material processors	RMAP audit plus evaluate processors' broader ESG management systems	On-site
RCS Global	Electric vehicle battery and other high-risk raw material suppliers	Evaluate supplier alignment with OECD Mineral Due Diligence Guidance	On-site
Initiative for Responsible Mining Assurance (IRMA)	Electric vehicle battery raw material suppliers	Evaluate mining companies' ESG performance and management systems. Leads to ESG certification	Desktop and On-site

Ford is a founding member of the RSCI launched by the German Automotive Industry Association VDA (Verband der Automobilindustrie). The RSCI offers a standardized sustainability assessment for evaluating the sustainability of companies in automotive supply chains, including measures like working conditions, occupational safety, and environmental protection. It has also developed an industry standard audit which is aligned with the German Supply Chain Due Diligence Act requirements as well as upcoming legislation such as the EU Directive on corporate sustainability due diligence. We piloted the RSCI audit in 2022 and have continued to expand our usage of the audit year-over-year.

Together, the RBA VAP and RSCI audit represent a collaborative approach to auditing that reduces the burden on suppliers from multiple requests for sustainability audits. Third-party sustainability audits let suppliers know whether they meet their contractual obligations to Ford and our expectations while highlighting areas for improvement.

Independent third-party audit firms accredited by the RBA conduct both the RBA VAP and RSCI assessments. Audits can also include private in-person interviews with employees at the site, as required by the Ford Supplier Code of Conduct.

Audit results are used to identify and prioritize needed improvements at the facility level. Suppliers with negative audit findings are expected to develop a CAP detailing root causes and planned remediation to address the concerns and correct non-conformances. For more serious priority non-conformances, we review and monitor immediate containment plans and longer-term CAP. Closure audits are scheduled to assess the results of CAPs, following a timeline based on the priority of non-conformances reported.

In 2024, we conducted a total of 96 initial sustainability responsibility audits of our high-risk Tier 1 suppliers using RBA's VAP and RSCI's protocol. In addition, we conducted a total of 45 RBA and RSCI closure audits of our suppliers.

Remediation of Audit Findings

We rely on cross-industry standard approaches and third-party corrective actions to respond to actual or potential negative impacts on supply chain workers. Third-party corrective actions and certifications from RBA and RSCI are based on international standards and implemented in collaboration with the non-compliant supplier. We also leverage training developed with industry partners through the Automotive Industry Action Group, Drive Sustainability, RMI, and RBA.

We encourage our suppliers to use third-party ESG certifications. Corrective Action Plans and sourcing holds enforce remedial actions taken by suppliers and mitigate risk in our supply chain.

Suppliers work with region leads based on the results of an RBA Validated Audit or RSCI audit. Corrective action plans are put into place to remediate issues and mitigate any gaps between supplier policy and Ford's Supplier Code of Conduct. After the corrective action is complete, a closure audit ensures that the corrective actions have been effective.

When specific risks are identified in the supply chain, processes are in place to identify the suppliers and utilize appropriate preventative measures including but not limited to Supplier Code of Conduct and Corporate Policy reminders, training, and even audit if required.

Industry Collaboration on Due Diligence

We collaborated in the development of the Automotive Industry Action Group (AIAG) Forced Labor Due Diligence Program, in partnership with five other North American automakers. Ford and five other automotive Original

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Equipment Manufacturers (OEMs) worked together throughout 2024 to develop an aligned industry approach for conducting and reporting forced labor due diligence activities. AIAG negotiated agreements with world-class supply chain technology providers and created an online marketplace for common reporting tools and resources. All participating OEMS agreed to incorporate these elements into their own supplier due diligence practices. This approach facilitates a 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.

SUPPLY CHAIN SUSTAINABILITY TRAINING

We invite suppliers located in countries and regions where there may be elevated risk to attend training to increase awareness of Ford's requirements and legal obligations, including those related to forced labor and child labor. We reached over 800 external suppliers to provide training and education in 2024.

Our Ford supply chain teams are the first line of investigation into our suppliers. To increase their understanding of sustainability matters, training modules are directed toward all of Ford's global supply chain employees.

In 2024, we developed new buyer resource tools to assist with the integration of sustainability into our sourcing requirements and launched them prior to our strategic supplier meetings. We also provided live online training to 831 global supply chain employees regarding our Supply Chain Sustainability programs.

RESPONSIBLE SOURCING OF RAW MATERIALS

Ford uses our purchasing power to both fuel our business needs and protect communities and the environment on which they depend. Our goal is to understand the origins of our raw materials and ensure they are sourced responsibly, upholding our commitment to human rights, compliance with international standards, and minimizing our environmental and community impact.

In 2024, to further our aspiration to source responsibly produced raw materials, we continued to identify and negotiate with raw material suppliers to secure materials meeting our ESG requirements. Processes and structural changes were implemented to enable fast action. Our objective is to ensure we are ethically and responsibly sourcing and tracing the supply chains and the raw materials that are at highest risk of creating negative social and environmental impacts. We are using this information to make informed sourcing decisions in alignment with sustainability standards and corporate sustainability commitments.

In compliance with the U.S. Dodd Frank Act, section 1502, we have filed an annual Conflict Minerals Disclosure report with the U.S. Securities and Exchange Commission (SEC) since 2013. The report describes our due diligence process, as defined by the OECD Due Diligence Guidance to ensure suppliers who provide us with components containing tin, tungsten, tantalum, and gold (3TG) understand the origins of such minerals, source them responsibly, and not knowingly provide 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 use data collected through RMI reporting templates to engage processors to undergo RMI's Responsible Material Assurance Process (RMAP) and their ESG assessment. We also contribute annually to the RMI Assessment Fund for RMAP Participating Smelters and Refiners to incentivize non-participating smelters or refiners to participate by fully paying for the costs of their initial assessment and supporting needs-based reassessments.

We are active members of multiple RMI working groups, including the RMI Smelter Engagement Team and multiple mineral teams. We also co-chair the AIAG Smelter Engagement Team and are active members of several other AIAG workgroups. Our participation in both RMI and AIAG allows us to extend our capabilities to reach more eligible smelters as well as encourage collaboration between the organizations.

In 2024, the Supply Chain Sustainability team underwent a responsible sourcing audit of our nickel, lithium, cobalt, and mica OECD due diligence management systems, improving our score from 2023.

We continue to enhance our Responsible Materials Sourcing program by expanding the scope of our due diligence to include additional industry-relevant materials and mineral provenance from Conflict Affected and High-Risk Areas beyond the DRC and adjoining countries. Ford has conducted a formal due diligence process[39] 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 plan to launch formalized due diligence on the natural graphite in our battery supply chains.

RAW MATERIAL RISKS

We prioritize additional supply chain due diligence based on vehicle content and known raw material ESG risks identified by Material Insights, a collaborative platform from TDi Sustainability and the RMI. As a result, we are currently focusing on the following materials (in alphabetical order): aluminum, cobalt, copper, lithium, mica, natural graphite, natural rubber, and nickel.

Aluminum use in the auto industry has continued to grow due to its lightweight properties which enhances fuel efficiency. Aluminum is used in body, exterior, chassis, and other parts including battery and fuel cells. Risks associated with aluminum include the energy-intensive process required for production. To approach this problem, we encourage suppliers to commit to the Carbon Neutrality Target which is equal to or greater than the Ford Carbon Neutrality Target. Another risk associated with the upstream supply chain is environmental damage caused by the mining of bauxite, the raw material required to make aluminum. In 2024, we launched supply chain audits of our aluminum suppliers to identify sub-tiers to identify and manage these risks.

Cobalt is largely used in cathodes of lithium-ion batteries. Cobalt supply chains have multiple human rights risks associated with them. In particular, artisanal mining of cobalt in DRC is known to include risks of child labor, health hazards, and environmental issues. Our efforts to identify risks in our cobalt supply chains include supply chain audits and mapping, RMI RMAP assessments at the processor level, and our annual cobalt due diligence process to identify potential refiners in Ford's supply chain using the RMI Extended Minerals Reporting Template. In addition, Ford contributes to Better Mining's Cobalt in the DRC project and the Oil & Mines Governance Center (OMGC) Women in Mining project in the DRC.

Copper is a key material for electric vehicle batteries and electronics. Copper mining can cause negative impacts to the environment including pollution of air and water plus the degradation of landscape. The practices within some copper mining projects have also led to the displacement of local communities and Indigenous Peoples. To increase our influence in this industry, we are member of the Copper Mark and participate on their Advisory Council. We conduct outreach encouraging our highest volume copper suppliers to source from ESG-certified processors and mines.

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Lithium is utilized in our lithium-ion electric vehicle batteries. The extraction of lithium requires vast quantities of water. This water usage may harm local ecosystems and deplete groundwater resources. To address this issue, we conduct third-party audits of the battery material supply chain and annual minerals due diligence utilizing the RMI Pilot Reporting Template (PRT) to identify potential lithium processors in our supply chain, conduct additional due diligence, and encourage them to participate in the RMI RMAP.

Mica is becoming a key raw material needed to support the electrification of our vehicle line. Phlogopite mica, known for its insulative properties, is used in parts providing thermal protection. Muscovite mica, known for its glittery nature, is commonly used in vehicle paint. Mica is associated with multiple ESG risks especially in its upstream supply chain, most notably the widespread use of child labor and poor working conditions in Madagascar and India. To address these concerns, we have joined the Responsible Mica Initiative, implemented a pre-sourcing due diligence mechanism, and launched a dedicated mica supply chain assurance and traceability project on the ground in Madagascar. We also conduct mica supply chain audits and mapping, RMI RMAP assessments at the processor level, and our annual mica due diligence process to identify potential processors in Ford's supply chain using the RMI Extended Minerals Reporting Template.

→ **Read More: In Mica Pre-sourcing Investigation on p.102**

Natural graphite demand is increasing as it is a key component of lithium-ion batteries. Graphite mining has been linked to several ESG risks, including air and water pollution, child labor, forced labor, and hazardous working conditions. According to TDi's Material Insights platform, graphite is perceived to have a generally limited exposure to ESG issues as risks are limited to a small number of reports. To support our due diligence efforts, we launched natural graphite supply chain audits in 2024 and will launch annual due diligence reporting requirements for in-scope suppliers in 2025.

Natural rubber is used mainly to make tires for the automotive industry. Issues related to the natural rubber supply chain include deforestation and biodiversity loss, water pollution, poor working conditions, Indigenous Peoples' rights violations, land displacement, and labor rights violations. To combat these harmful impacts within our supply chain, we promote using alternatives and require our suppliers to comply with the European Union's Deforestation Regulation (EUDR), scheduled to take effect on December 30, 2025. This regulation requires the reporting of agricultural operation locations to ensure that products are not produced from deforested land or contribute to forest degradation.

Nickel is used in stainless steel and newer electric vehicle battery chemistries. Mining and processing of nickel can have harmful environmental impacts such as habitat destruction, water pollution, and contamination from tailings and chemical runoff. Social impacts include the displacement of Indigenous communities, poor working conditions, forced labor, and labor rights violations. To identify potential issues in our supply chain, we conduct third-party audits of our battery material supply chains and conduct annual minerals due diligence to identify potential nickel processors in our supply chain.

Ford also engages in the RMI and the AIAG Smelter Engagement Teams to encourage smelters/refiners to become compliant via conflict-free standard third-party audits.

BETTER MINING

Ford supports Better Mining, an on-the-ground program to proactively identify risks and implement corrective actions and training at designated artisanal and small-scale (ASM) cobalt mine sites in the Democratic Republic of the Congo (DRC).

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

In 2024, this effort led to tangible risk management improvements, including the establishment of the recently established grievance mechanism for the ASM site monitoring, the prevention of incidents of child labor and work by individuals without adequate personal protective equipment, and the improvement of work and safety conditions on mine sites.

PUBLIC PRIVATE ALLIANCE FOR RESPONSIBLE MINERALS TRADE

Ford has been a member of the Public-Private Alliance for Responsible Minerals Trade (PPA) since 2012. PPA is a multi-stakeholder initiative which works to enable ethical sourcing of minerals and maximize benefits to communities where minerals are produced. It does this by bringing members of industry, government, and civil society together, supporting peer learning and engagement, and funding and testing solutions that can support these shared challenges on the ground.

INITIATIVE FOR RESPONSIBLE MINING ASSURANCE

We are proud to be the first U.S. automaker to join the IRMA, which works to advance responsible mining practices through third-party verification and community engagement. We actively participate in the Mining and Purchasers groups in IRMA, and in 2024 our teams participated in IRMA buyer training on the IRMA standard.

IRMA ensures a high level of community engagement. In order to claim an IRMA Achievement Level, a mine site must meet 40 critical requirements and have corrective action plans to indicate how they will fully meet the requirements within a specific time period. These critical requirements relate to the principal areas of business integrity, planning and managing for positive legacies, social responsibility, and environmental responsibility.

We encourage mining companies to use the IRMA self-assessment tool to proactively understand gaps to the IRMA standard. The tool also provides guidance for implementation. Mining companies can share the self-assessment results so key stakeholders like Ford can better understand risks and areas of improvement. The IRMA self-assessment can also serve as an important tool to discuss best practices on responsible mining. Mining companies are also encouraged to provide feedback to IRMA to help improve engagement and adoption of the mining standard.

→ **Read More: In Indigenous Peoples' Rights and Raw Materials on p.105**

RAW MATERIAL SUPPLY CHAIN MAPPING BATTERY MATERIALS

In 2021, we initiated supply chain mapping and auditing with RCS Global Group to deliver a multi-commodity responsible sourcing audit program to understand the sources of the cobalt, nickel, and lithium used in our electric vehicles.

Since then, the scope of this project has expanded to include hybrid electric (PHEV/FHEV/MHEV) supply chains, graphite and electrolyte battery material audits. In 2024 we conducted 18 supply chain audits at all tiers through to the mine site. All audits conducted since 2021 have led to the identification and mapping of 126 suppliers and identified mine sites in Australia, Chile, China, the DRC, Indonesia, New Caledonia, Papua New Guinea, and Türkiye. While the number of audits conducted has increased year-over-year, the total number of suppliers

Human Rights
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identified has decreased due to reductions in supply chain complexity.

In 2024, our audits were conducted by RCS Global Group, a recognized leader in data-driven ESG performance and auditing. They conducted independent audits using OECD Due Diligence Management Systems along Ford's supply chain from battery manufacturers to upstream mine sites. No critical risks, including child labor, were identified during the audits.

Mica Pre-sourcing Investigation
To actively address the ESG risks of mica mining prior to sourcing, we conducted due diligence on new part suppliers by mapping and auditing their supply chains to ensure that the mica for those parts is responsibly sourced. We are requesting new suppliers to disclose their mica supply chain to Ford so that we can conduct risk analysis and assessment prior to awarding any new contracts.

In addition, we hired RCS Global to conduct an on-site assurance and traceability Better Mining project to ensure that contracted volume of mica is traceable to the specific mines and sourced with demonstrable risk management in place.

Additional Material Supply Chain Mapping
In 2024, we kicked off our efforts to map our North American aluminum supply chain. Our supply chain auditing work is strengthening our responsible sourcing capacity and driving continual improvements in transparency and responsibility in our raw material supply chains. We also provide our suppliers with the tools and training to support their continual improvement. Suppliers that do not meet Ford standards are required to demonstrate improvement under a Corrective Action Plan that is closely monitored by Ford.

Mapping Ford Battery Supply Chains to the Mine Site

Supplier Type	Number of Identified Suppliers	Country of Operation
Battery	9	China, Hungary, Japan, Poland, Republic of Korea, U.S.
Cathode	6	China, Japan, Republic of Korea
Anode	2	China, Japan
Electrolyte	3	China, Hungary, Japan
Manufacturer	8	China, Japan
Traders	27	Australia, China, Indonesia, Japan, Luxembourg, New Caledonia, Republic of Korea, Singapore, Switzerland, U.S.
Refiner	45	Chile, China, DRC, Finland, India, Indonesia, Japan, Papua New Guinea, Republic of Korea, South Africa
Recycler	1	Republic of Korea
Treatment Unit	4	Australia, Indonesia
Large Scale Mine (LSM)	10	China, Indonesia, Papua New Guinea, Türkiye
Integrated TU and LSM	10	Australia, Chile, China, DRC, Indonesia, New Caledonia, Türkiye
Other[52]	1	China
Total	**126**	

Case Study

Addressing Child Labor Through Economic Opportunities for Women
Ford is addressing one of the root causes of child labor through a program that provides economic opportunities for women in the DRC. Ford's supply chain team, in partnership with Ford Philanthropy, is working with the OMGC to implement a program that aims to break down barriers that prevent women in the DRC from equitably accessing opportunities that cobalt demand provides. The project's goal is to improve the working conditions of these women, increase their incomes, support the stability of their households, and reduce the presence of children in mining.

The OMGC project provides its members with personal protective equipment (PPE), safety training, access to banking services, and additional financial education.

Other women in the area are included in these training activities. In 2024, one of the cooperatives was granted a dedicated mine site by the provincial government enabling them to secure long-term rights to mine in this region. The second cooperative is still working toward this goal. With the national registration of the cooperative and its members, their source of income is legitimized, providing these women and their families more stability.

Over the last three phases of our partnership, the OMGC conducted trainings on safety, finance, and operating in compliance with OECD and CGE (Entreprise Générale de Cobalt) standards regarding labor, corruption, and environmental protection, totaling over 400 attendees. Additionally, 60 cooperative members received their digger cards, 85 women received PPE, and 50 women were assisted in opening banking facilities.

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— continued

SUPPLY CHAIN TRANSPARENCY

Supply chain transparency and human rights protection are closely aligned. By improving our visibility into our supply chain, we are enabling better business practices and supply chain resiliency, starting from raw materials and their responsible sourcing. Not only does this help us identify and address human rights risks, it also positions us to comply with due diligence legislation.

When potential supplier issues are identified anywhere in our supply chain, we initiate an investigation to determine whether the supplier is in the supply chain providing parts to Ford. If confirmed, we will follow our due diligence procedures by working with our Tier 1 supplier to conduct an audit to identify and critical non-conformances and work with the auditee to correct these issues and provide remediation if needed.

To align with forced labor and due diligence legislation, 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 have utilized these updates to conduct supply chain audits for electric vehicle batteries, Value Stream Mapping, and traceability data. We are expanding our supply chain mapping capabilities utilizing Ford's Advanced Supply Chain Enablement for N-Tier (ASCENT) tool, designed using the e2open supply chain platform. This system enables us to conduct supply chain investigations both when issues are identified and proactively to confirm sub-tier suppliers and collect evidence of these connections within our highest risk categories. If issues are confirmed, we follow our due diligence procedures by working with our Tier 1 supplier to cascade our requirements and confirm compliance with our Supplier Code of Conduct.

BATTERY PASSPORT

Since 2023, Ford has been working diligently to comply with the new requirements for our electric and hybrid vehicles. We organized a cross departmental task force to ensure our company is prepared for the upcoming reporting requirements for carbon footprint, durability and state of health, due diligence, recycling, and electronic exchange system. We have finalized an agreement with a software platform provider to conduct our initial Battery Passport pilot, continued to align within our industry workgroups, and raised our supply base's awareness of the regulatory requirements.

CATENA-X LEVERAGES DATA TO INCREASE SUPPLY CHAIN TRANSPARENCY

Our involvement in the Catena-X Automotive Network continues to evolve. This initiative will increase the transparency of our supply chain, enabling us to improve sustainability and create efficiencies across the automotive supply chain through continuous data exchange between partners. Our involvement with Catena-X will help the company improve sustainability, ensure human rights standards are followed, and make supply chains even more transparent.

In 2023, we joined the Cofinity-X Beta Phase project, which was completed in 2024. Cofinity-X is enabling the largest collaborative and open data network of partners in the automotive ecosystem for value creation and sustainability across our supply chain while striving to be compliant with Catena-X.

Adhering to Catena-X principles, Cofinity-X operates an open dataspace of distributed, sovereign data sources. This dataspace creates a trusted environment for all its participants to enable the development and deployment of value-generating and digital use cases, from and for its participants across the automotive supply chain.

Through Cofinity-X, we have conducted pilots with partners in the Product Carbon Footprint (PCF) space, and have demonstrated cross-company, interoperable PCF data exchange at various industry events. These actions act as the foundational steps that will launch our ability to collect data within the implemented technical environment along our supply chain up to Tier-N.

SUPPLY CHAIN PARTNERSHIPS

Mounting requirements and transparency around supply chain has sparked cross-industry collaborations to increase supply chain transparency and support human rights. We partner with other businesses, organizations, and coalitions that have the same standards and commitments to a sustainable future as we do.

Ford joined the RBA in 2016 and was the first OEM to do so. As a member of the RBA, we engage in cross-industry dialogue and standard setting on issues related to human rights in our operations and supply chain and responsible materials sourcing.

Our membership in the IRMA and our promotion of comprehensive, third-party assessments of mining practices helps us achieve our responsible sourcing goals. When we became the first U.S. automaker to join IRMA in 2021, we strengthened our human rights aspiration to responsibly source all raw materials used within vehicles globally.

DIRECT SOURCING OF ELECTRIC VEHICLE BATTERY RAW MATERIALS

As we transition to electric vehicles, we are building a diverse electric vehicle supply chain that upholds our ESG commitments, in alignment with our We Are Committed to Protecting Human Rights and the Environment policy, our Supplier Code of Conduct, our Responsible Material Sourcing Policy, and Battery Due Diligence Policy.

We recognize that some of the electric vehicle components include minerals with inherent risk due to extraction practices and country locations. Transparency and traceability are the keys to a more sustainable and accountable mineral supply chain. As we work to discover and audit our current supply chains, we are preparing for our future along the entire electric vehicle battery supply chains (see graphic on page 104) to obtain transparency and strong commitments to sustainability matters, throughout the sourcing process.

Many global electric vehicle battery material suppliers are located in high-risk countries and countries with developing economies that could include vulnerable populations. Our focus on human rights and the environment gives us the opportunity to raise the standards in the communities in which our suppliers operate and ensure our purchasing power can create a positive impact throughout the battery supply chain. Consequently, we have enhanced our pre-sourcing due diligence with high-risk electric vehicle battery material suppliers, and in 2023 we established an ESG Electric Vehicle Battery Material Management team that focuses on managing ESG requirements in our electric vehicle battery material supply chain down to the raw materials.

Human Rights
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Ford's Enhanced Due Diligence for Ethical Battery Sourcing
In 2024, we implemented a robust enhanced due diligence process for high-risk battery material suppliers at our electric vehicle battery cell manufacturing facilities. This process is designed to identify and mitigate risks associated with sourcing from high-risk suppliers and is crucial for upholding the company's commitment to respecting human rights and protecting the environment throughout its supply chain.

The process uses a risk-based approach with additional due diligence actions based on the supplier's risk profile. Suppliers undergo several assessments based on risk, including ESG evaluations, trade compliance reviews, anti-bribery and anti-corruption reviews, as well as Drive Sustainability's SAQs to understand ESG policies and management systems in place. Based on these reviews, suppliers may then undergo RBA audits to review labor rights and working conditions prior to sourcing and/or provide value stream mapping to identify potential forced labor risks or other human rights impacts.

This multi-faceted approach helps Ford identify, address, and mitigate potential regulatory compliance and human rights risks prior to sourcing. The findings from these reviews identify risks and provide information for us to determine whether a supplier is suitable, requires mitigation, or is ultimately rejected if risks cannot be mitigated. A clear escalation path ensures accountability for addressing serious regulatory compliance and human rights concerns.

By proactively mitigating risks through this enhanced due diligence, Ford aims to avoid operational disruptions, comply with regulations, and ultimately contribute to a more ethical and sustainable battery material supply chain. This commitment to transparency and proactive risk management demonstrates responsible business practices and aligns with the UN Guiding Principles for Business and Human Rights' framework for respecting human rights.

Through this process, we have assessed several suppliers and rejected multiple suppliers from sourcing based on our due diligence findings.

Responsible Direct Sourcing and Meeting ESG Standards
Ford has currently sourced the majority of the lithium and nickel needed to reach our electric vehicle capacity targets and build resilient electric vehicle battery material supply chains. We have lithium agreements with global suppliers, Albermarle, SQM, Nemaska, Liontown, and Ioneer. We also have a three-party collaboration underway to advance more sustainable nickel production in Southwest Sulawesi, Indonesia, and help make electric vehicle batteries more affordable. The collaboration will deliver materials essential for the auto industry's shift to electric vehicles and enhance Indonesia's electric vehicle manufacturing industry while upholding our commitment to responsibly source materials. This investment into nickel also provides cobalt as a by-product, which diversifies our sources of cobalt beyond the DRC.

We continue to engage directly with contracted electric vehicle battery raw material suppliers enabling us to have a stronger positive impact on and greater transparency in our manufactured electric vehicle battery supply chains. Sourcing battery raw materials directly heightens our ability to have a positive contribution on impacted mining communities. Our directly sourced electric vehicle battery raw material contracts require suppliers to respect human rights, protect the environment, and engage with communities, including respecting Indigenous Peoples' rights, conduct due diligence, and monitor during all phases of the sourcing process.

We include specific ESG contract terms that require acceptance of Ford's Supplier Code of Conduct, transparency to the raw material, and Ford and/or third-party audits. In addition, we have developed an ESG management system to track required contractual terms including any audit data and corrective action plans.

We require suppliers to source raw mined materials from sub-tier suppliers that are committed to and/or certified by the IRMA or third-party certified equivalent. We also require processing facilities to apply similar independent or third-party standards from RMI that include ESG audits and demonstrate their actions toward responsible sourcing. To address additional risks beyond the most severe human rights issues outlined in the OECD Mineral Due Diligence guidance, such as those risks identified by OECD Guidelines for Multinational Enterprises, we have visited mine sites and will conduct ESG on-site assessments at various tiers in our electric vehicle battery supply chain.

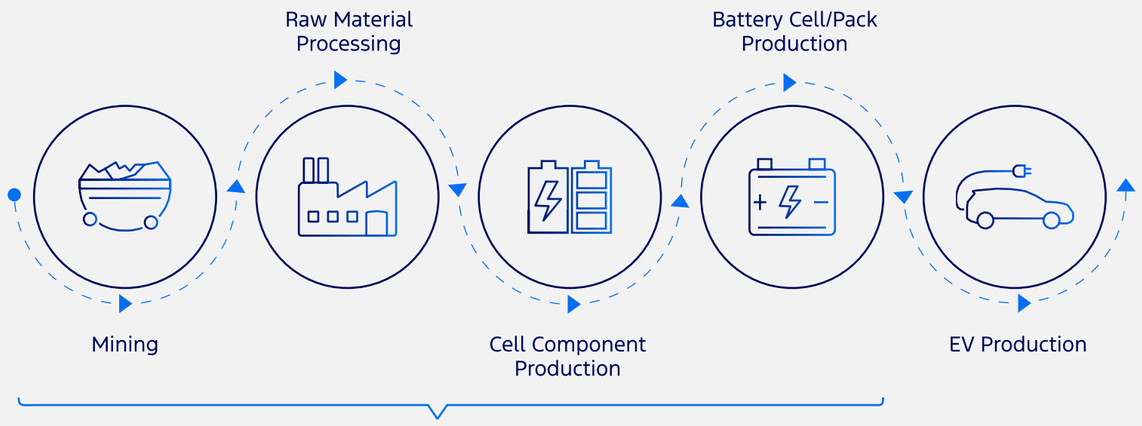
DUE DILIGENCE PROCESS AFTER SOURCING

After sourcing suppliers with strong ESG requirements in our electric vehicle battery raw material supply chains, we work with them to implement ESG management systems to strengthen performance and assess for risks that are then monitored and remedied as necessary in our partnerships, investments, and the supply chain.

We aim to align and monitor suppliers' ESG performance, programs and practices with international third-party standards and best practices, as well as Ford policies, including our Supplier Code of Conduct.

Lastly, as we work toward compliance with various current and upcoming global due diligence laws, such as the EU Battery Regulation and its specific due diligence

Responsible Sourcing in the EV Battery Supply Chain



Human Rights
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requirements, we require supply chain transparency down to the mine to enable appropriate sub-tier due diligence. We also conduct outreach for electric vehicle battery material supply chain actors to participate in the required third-party ESG assurance audits.

Conducting Due Diligence on Raw Material Suppliers
We engage with our partners and suppliers to confirm alignment and actions that comply with our Supplier Code of Conduct and ESG contract requirements. We review their ESG management systems to gain insight into their management and risk assessment processes and take actions to support compliance as necessary.

We have made significant progress in developing and implementing an ESG assessment protocol and supporting tools for sustainable electric vehicle battery raw material supply chains. Two key tools aid our onsite ESG Assessments. First, an ESG Mine/Processor Site Assessment Protocol establishes responsible mining/processing expectations informed by Ford's Supplier Code of Conduct and international standards. The protocol generates risk-based questions dependent on ESG management system maturity, location, and commodity risk. The questions are drawn from third-party ESG assurance standards (such as IRMA).

Second, an electric vehicle battery raw material supplier assessment collaboration tool manages and tracks supplier due diligence profiles and data collection throughout contract negotiation. The tool facilitates the entire ESG assessment process from pre-assessment to corrective action plan closure by tracking ESG contract compliance tasks, creating assessment templates with ratings and enabling corrective action planning tracking and supplier collaboration.

This integrated approach ensures a comprehensive, transparent, and collaborative process for assessing and improving the ESG performance of suppliers throughout the electric vehicle battery supply chain. The system allows for continuous improvement rather than focusing solely on compliance.

We will maintain a continued focus on implementing the developed tools and expanding due diligence efforts. This includes ongoing due diligence at our electric vehicle battery manufacturing facilities, monitoring sub-tier suppliers, supporting new electric vehicle programs, and visiting mine and processing sites for an on-site ESG Assessment using our risk-based protocol.

We have directly secured future materials from two mine sites that are IRMA certified and continue to work with suppliers to obtain an IRMA achievement level.

In early 2024, Ford conducted on-site ESG due diligence at the Kolaka Nickel Indonesia (KNI) project, a collaboration with Ford, PT Vale Indonesia (PTVI) and Huayou aimed at more sustainable nickel production in Pomalaa, located on Sulawesi, Indonesia, utilizing ore provided by PT Vale's Pomalaa Block mine. The team addressed key ESG topics like community engagement, environmental management and supporting the local community through local training and hiring. The assessment of ESG management implementation indicated a proactive approach to ESG risk management and due diligence, including continuous monitoring and improvement, are essential.

INDIGENOUS PEOPLES' RIGHTS AND RAW MATERIALS

Aligned with our policies, when securing raw materials, suppliers will respect the rights of Indigenous Peoples in accordance with the UNDRIP and ensure FPIC of Indigenous communities is pursued and obtained prior to projects or activities that may affect their lands, resources, or rights.

UNDRIP "emphasizes the rights of Indigenous Peoples to live in dignity, to maintain and strengthen their own institutions, cultures and traditions and to pursue their self-determined development, in keeping with their own needs and aspirations."

FPIC allows Indigenous Peoples "to give or withhold consent to a project that may affect them or their territories. Once they have given their consent, they can withdraw it at any stage. Furthermore, FPIC enables them to negotiate the conditions under which the project will be designed, implemented, monitored and evaluated."

IRMA's critical requirements require new mine sites to obtain FPIC of Indigenous Peoples and existing mines to have obtained FPIC or demonstrate operations that support positive relationships with affected Indigenous Peoples, including providing remedies for past impacts on Indigenous Peoples' rights and interests. Our requirement for mining suppliers to seek IRMA certification or third-party certified equivalent, furthers our commitment to respect Indigenous Peoples' rights. IRMA states that because of the requirement that FPIC be free from external manipulation, coercion, and intimidation, an FPIC process cannot be undertaken in situations where indigenous or tribal peoples are living in voluntary isolation.

FPIC breaches in our supply chain can be reported to Ford directly through our external grievance mechanism. If FPIC breaches are reported in our supply chain we will conduct an investigation to determine if FPIC was required but not secured and work with suppliers and sub-supplier to develop remediation plans as needed. We recognize FPIC breaches and determinations need to include appropriate indigenous representation and consultation.

Product Safety and Quality

Overview

Aspirations

Safety

Salient Issues

Health/Safety

UN Sustainable Development Goals

Our focus on safety and quality is at the core of our brand. Throughout our long history, we have earned the trust of customers around the world by designing and manufacturing the safe, quality products they need.

PRODUCT SAFETY AND QUALITY POLICIES

We have set the sustainability aspirational goal to reduce vehicle crashes and workplace injuries.

Corporate policies and dedicated personnel reinforce our commitment to safety in our products and services and help ensure our products meet or exceed applicable laws and regulations. Our policies support a strategy to help ensure we design and develop safe vehicles and services for all users. Per our Code of Conduct, we actively evaluate quality and aim to deliver continuous improvement in the safe design of our products and services.

As our Code of Conduct notes, 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

SAFETY GOVERNANCE PROCESS

To deliver our corporate strategy, we have established a cross-functional governance process to review upcoming regulatory rule making, third-party evaluations and ratings, competitive benchmarking, and new technology. These processes also ensure robust program execution.

DESIGNING FOR SAFETY

Our state-of-the-art analytical tools, methods, and computer simulations complement our engineering analyses and full suite of crash testing, at the component, sub-systems, and full vehicle system levels. By maximizing the benefits of Computer Aided Engineering tools, we can help achieve cost-efficient, weight-efficient, and high safety performance design. We develop these tools and conduct crash and other vehicle attribute evaluation tests at our sophisticated sites in the U.S. and Europe, including the Virtual Test Track Experiment simulator at the Research and Innovation Center in Dearborn, Michigan.

Ford does not use animals for testing nor do we ask or fund others to do that for us. We will continue to be leaders in creating, developing, and validating alternative methods to proving and providing product safety.

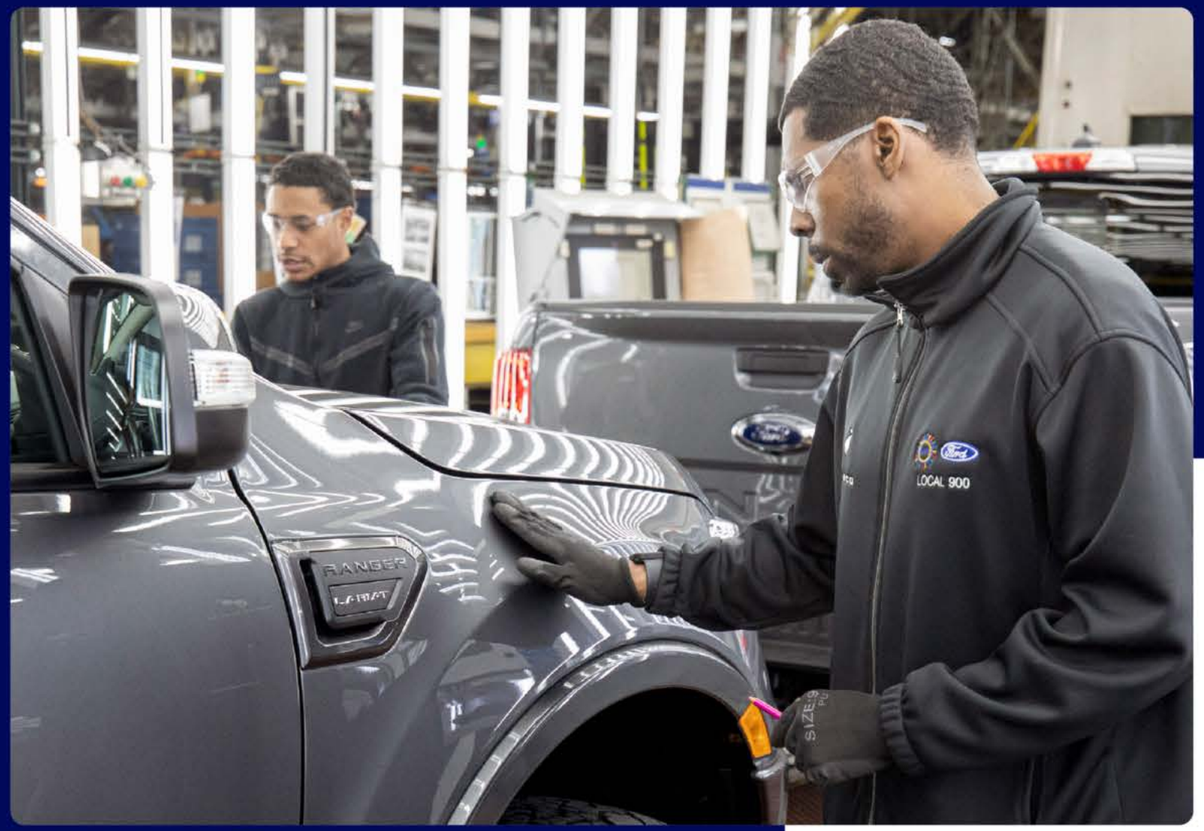
MANAGING OUR RELATIONSHIP WITH CUSTOMERS

Ensuring customer satisfaction is an important part of our safety efforts. We take a user-centered approach to customer satisfaction by actively innovating, reviewing customer feedback, and conducting competitive benchmarking to deliver products and customer experiences that contribute to a better world. We are also expanding the use of connected vehicle data to identify potential emerging issues as well as to help us understand what customers may be experiencing.

We use internal and external measurements of quality and brand promotion to help us assess our performance and determine where improvements are needed. We use industry benchmarking data to measure our quality success and give us the greatest credibility with external stakeholders and audiences. We measure initial quality using warranty repair metrics. We also include measures of customer excitement to assess product quality.

To mitigate or remediate negative impacts on consumers, we created a Field Service Action (FSA) Implementation Team that optimizes FSA execution and takes care of customers involved in FSAs more efficiently. This enhanced 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.

Machine learning tools are used and continue to be refined for expedited review of field reports to accelerate the detection of potential issues in the field. We utilize machine learning and AI, such as Large Language Models, to search and categorize field reports, swiftly identifying potential issues from extensive unstructured data without relying on predefined keywords. This process helps surface key information for expert analysis. By leveraging natural language processing, we can identify similar issues regardless of how they are described, further aiding in comprehensive review. By deploying AI for automated categorization and pattern discovery, we aim to enhance efficiency, visibility, and ultimately field safety.



A Commitment to Quality

We're committed to delivering the highest quality products and experiences to our customers.

We're proud that our dedication to quality is delivering results, but we won't stop until we've achieved and sustained best-in-class.

Our approach is a multi-faceted strategy grounded in proactive behavior, engineering excellence, and advanced technology. Some of the most meaningful actions we've taken to improve quality include additional testing, rigorous process discipline, and new technical expertise. Together they are helping us identify and prevent issues.

IMPROVEMENTS IN LAUNCHING PRODUCTS

We know that launch quality is a key indicator of future warranty performance. Last year, Ford improved 14 spots in J.D. Power's 2024 U.S. Initial Quality Study to Number 9 from Number 23.

RECALL IMPROVEMENTS

Connected data, warranty information, and better traceability with suppliers help us understand potential volumes affected and identify root causes quicker. These insights are driving a steady improvement in recall notifications. We're also embedding resources upstream with our product development which will help prevent safety and compliance issues.

TESTING

In addition, testing our engines past warranty helps us determine potential failures earlier. In some cases, we've doubled the number of hours tested.

INCREASING ENGINEERING EXCELLENCE

We've also dedicated more specialists to performance and design requirements and reviewing designs at key milestones to prevent concerns that could impact our customers.

TECHNOLOGY TO SUPPORT OPERATORS

We've introduced additional tools that can aid operators in the plant, such as AI vision systems that help detect electrical disconnects, augmented reality goggles to enhance employee training, and 3D printers that are helping plant workers quickly implement ideas for tools to make vehicle assembly easier or more efficient.

Our approach is a multi-faceted strategy grounded in proactive behavior, engineering excellence, and advanced technology. Some of the most meaningful actions we've taken to improve quality include additional testing, rigorous process discipline and new technical expertise. Together they are helping us identify and prevent issues.

Product Safety and Quality
— continued

To ensure that our actions are effective and deliver the intended outcomes for consumers, we have developed an integrated data management system that tracks investigations all the way through recall remedy implementation. In 2023, we further enhanced system functionality, with new data reports for early-stage investigations and integration of our problem reporting system and quality discipline analysis tools.

We can generate custom reports and metrics within the tool to help track our progress on all fronts. And, customers can view the status of any recalls on their vehicles via the Ford website. Recall completion rates are tracked and reported to the National Highway Traffic Safety Administration (NHTSA) and other agencies.

Our product development process helps us avoid causing material negative impacts on consumers. The process includes internal validation for requirements to ensure our products meet or exceed applicable laws and regulations.

TRACKING OUR PERFORMANCE

We measure the time to issue resolution with a "shot clock," leveraging Quality Early Detection and using Connected Vehicle Data to identify potential issues quickly. For example, updating vehicle software via over-the-air (OTA) update technology allows for faster issue resolution without requiring a customer to bring their vehicle to a dealership for repair. With customer consent, Ford can address safety, environmental, and quality issues OTA when the fix involves a software issue and can be performed OTA.

For repairs that cannot be completed OTA, Ford has expanded Mobile Repair and Pick Up and Delivery options to make vehicle service and recall repairs easier and more convenient for customers to complete.

In addition to meeting or exceeding applicable laws and regulations, we establish targets to achieve the desired performance in third-party ratings testing. Timing is based on program cycle and publication of third-party testing protocols.

In November 2024, Ford entered into a three-year consent order with the National Highway Traffic Safety Administration (NHTSA) following its investigation into whether Ford timely initiated a safety recall in 2020 relating to rearview cameras. In connection with the consent order, the company is reaffirming our commitment to safety and compliance and will work to address the concerns raised by NHTSA.

Among other things, Ford will be developing advanced data analytics capabilities, implementing an end-to-end compliance information and document interface platform, and investing in traceability equipment and technology to track additional components at the vehicle identification number (VIN) level. We are building a new test facility to help us better evaluate and investigate issues relating to low voltage electronic components such as the rearview camera. We also hired an independent third party, selected by NHTSA, to review and make recommendations regarding our vehicle safety compliance programs. Ford is committed to working with NHTSA and the independent third party to continue improving our vehicle safety compliance programs and delivering high quality, safe vehicles to our customers.

We are adding additional team members to our staff to work closely with our Product Development partners to improve our execution and quality related to safety.

KEY SAFETY METRICS

Ford vehicles continue to achieve high marks and recognition in regulatory and New Car Assessment Programs (NCAP) crash testing assessments. The varying protocols and evaluation criteria of NCAPs and their fast-paced continuous updates to those criteria makes it increasingly difficult to achieve top ratings across all regions. For example, in 2024 Insurance Institute for Highway Safety (IIHS) began testing large SUVs, and future protocol changes will impact EU NCAP Commercial Vehicles ratings starting in 2026. Despite these changes, many of our vehicles receive top safety ratings globally. We continue to place considerable emphasis on our performance in these assessments.

Ford has achieved 5-Star Overall Vehicle Score ratings for the following Global NCAP protocols in 2024: 11 U.S. NCAP, 7 Euro NCAP, and 10 China NCAP.

2024 VEHICLE SAFETY HIGHLIGHTS

United States: U.S. NCAP (NHTSA)
- The Mustang and Mustang Mach-E vehicles were tested and received 5-Star Overall Vehicle Score ratings. These vehicles join existing nameplates Ford Bronco Sport, Edge, Escape, Expedition, Explorer, F-150, F-150 Lightning, and Lincoln Aviator and Corsair with valid published 5-Star ratings, and are available in market in 2024.

United States: Insurance Institute for Highway Safety (IIHS)
- In 2024, the Mustang Mach-E earned a *TOP SAFETY PICK* + Award and the F-150 Super Cab and F-150 SuperCrew earned *TOP SAFETY PICK* Awards.
- These vehicles join the Explorer and Nautilus nameplates with valid published *TOP SAFETY PICK* + Awards and available in market in 2024.

Europe: Euro NCAP
- In 2024, the Explorer electric vehicle and Capri electric vehicle vehicles received 5-Star ratings for the 2025 model year. These vehicles join existing nameplates Mustang Mach-E, Focus, Kuga, Tourneo Connect, and Ranger with valid published 5-Star ratings and available in market in 2024.

China: China NCAP
- The Ranger and Nautilus received 5-Star ratings for China NCAP in 2024. These vehicles join existing nameplates Edge, Equator, Everest, Explorer, Focus, Kuga, Mondeo, and Zephyr with valid published 5-Star ratings and available in China during 2024.

China: C-IASI (China Insurance Automotive Safety Index)
- Ford Edge L and Ranger were awarded C-IASI Good Rating for all safety assessments in 2024. These join the nameplates Focus, Escape, Mondeo, and Mustang Mach-E which are available in market and have previously achieved the C-IASI Good Rating.

Australia and New Zealand: ANCAP
- In 2024 the Ford Transit Custom was awarded Platinum, the highest possible Commercial Van rating by ANCAP. It joins our 5-Star rated Ranger, Everest, Escape, Puma, and select Mustang Mach-E variants in achieving the highest possible rating.

Euro NCAP Commercial Van Rating
- Ford Pro now has four top-rated vans within the latest generation of Transit products.
- The Transit Connect 1,2 compact van and Transit 2t from Ford Pro received a Platinum safety award — the highest achievable result — from independent vehicle safety experts Euro NCAP. The rating was earned during standardized testing to Euro NCAP's latest stringent measures.
- The new Transit Custom 2,3 and Transit Courier 2,4 models have also received the Platinum safety award based on Euro NCAP's most recent 2024 standards.

U.K. What Van? Safety Award
- The Transit Courier received first place for the second year in a row.

Product Safety and Quality
— continued

SAFETY FEATURES

U.S. Automatic Emergency Braking (AEB) Commitment
Ford's Automatic Emergency Brake (AEB) Pre-Collision Assist feature[14] scans the road ahead and can alert drivers to potential collisions with vehicles or pedestrians directly in the driver's path[53]. If the driver's response is not sufficient, AEB will increase brake-assist sensitivity to provide full responsiveness when the driver does brake. If an impact becomes imminent and the driver does not take corrective action, brakes can apply automatically.

Ford met its commitment to the AEB Memorandum of Understanding by equipping 96% of light duty vehicles (under 10,000 lbs GVW) with AEB.

Combating Heatstroke in Vehicles
Over the past 25 years, more than 1,000 children have died of heatstroke[54], because they were left or became trapped in a hot car.

Ford's Rear Occupant Alert System alerts the driver to check the back seat of the vehicle for occupants after the vehicle is turned off via "in-vehicle" audible and visual warnings. Some vehicles are also capable of sounding the exterior horn as a part of the warning escalation. When the ignition is on and a rear door is opened and closed, or ignition is turned on shortly after the opening and closing of the rear doors, the system infers the potential presence of occupants in the rear seat and triggers the alert when the vehicle is turned off.

In 2019, Ford committed to equip at least 95% of passenger vehicles with rear doors and rear seating positions (under 10,000 pounds) in the U.S. with a rear seat potential occupant reminder system by September 1, 2024. Ford met that commitment a year early, as the Rear Occupant Alert System was standard on 98.4% of the applicable U.S. vehicles when Ford reported its annual update to the NHTSA in October 2023. Ford maintained that fleet percentage in the October 2024 report.

Research and advanced engineering projects are underway to help develop interior cabin sensing solutions to potentially detect the presence of occupants and potentially enable mitigation options.

We will continue to enhance warning notifications for future models and research technologies that can detect in-cabin occupant presence. These features will help address scenarios beyond those defined by the 2019 Voluntary Agreement and should enhance effectiveness in minimizing and potentially avoiding pediatric vehicular heatstroke cases.

Exit Warning Helps Drivers Exit the Vehicle with Confidence
Exiting a vehicle onto a busy street or sidewalk exposes cars, pedestrians, and cyclists approaching from behind to the risk of an unexpected open door. A driver assistance feature called Exit Warning launched on the 2024 model year Ford Mustang and is now available on 82% of nameplates in North America to help share the road and protect vulnerable road users like cyclists, scooter riders, and pedestrians[55].

When parked, available Exit Warning is designed to alert the vehicle's occupants with audible and visual alerts via Ford SYNC, on the instrument cluster and side mirror if rear-approaching traffic, cyclists, or pedestrians are detected. Available Exit Warning uses the vehicle's rear corner BLIS® (Blind Spot Information System) radar sensors when parallel parked to help detect other vehicles, cyclists, and pedestrians moving towards the vehicle's sides from behind and warn occupants before they open the door to exit the vehicle.

Advancements Made in Active Safety Technologies and Co-Pilot 360 Technology
We continue to make advancements in our Active Safety Technologies and Co-Pilot 360 to help keep drivers in command from the driveway to the highway. From blind spot detection to parking assistance to hauling cargo, Co-Pilot 360 gives drivers a clear view of the road ahead and the path behind them. Co-Pilot 360 2.0 includes Enhanced Pre-Collision Assist, Pro Trailer Hitch Assist, and Exit Warning (where equipped).

→ **Read More: In Connected Vehicles and Digital Services on p.40**

Reverse Brake Assist
Reverse Brake Assist helps sense and alert drivers to what's behind their vehicle when backing up. If it detects the risk of a collision with an object high enough to hit the bumper, such as a pedestrian, vehicle, or shopping cart, it can automatically apply the brakes. Reverse Brake Assist utilizes sensors on the rear bumper and the rearview camera to detect objects and help reduce or avoid a collision. The system is active when the vehicle is in reverse and traveling at a speed above 1 mile per hour (mph) but below 7 mph. A message and warning indicator will appear when the system automatically applies the brakes. Currently, over 80% of our North American nameplates are available with the Reverse Brake Assist technology.

KEEPING OCCUPANTS SAFE

Precompetitive Research Partnerships
Ford collaborates globally with other automotive manufacturers, suppliers, policy makers, associations, research institutions, and universities. The goal: enhancing the safety of vehicle occupants, maintaining competitiveness and leadership, and supporting our aspiration to be the most trusted company,

For example, as a member of the U.S. Council for Automotive Research (USCAR), Ford provides technical leadership and safety expertise to the USCAR Safety Technical Leadership Council (TLC) with a scope to identify safety challenges, technical issues, and vehicle accident safety research needs. In 2025, the USCAR Safety TLC is continuing its focus on conducting precompetitive vehicle safety research to understand the effects that new and emerging vehicle technologies and safety requirements will have on vehicle safety. We are also working under the USCAR Safety TLC umbrella on precompetitive projects on next-generation Anthropomorphic Test Devices (ATDs), or crash dummies, to assess their repeatability, reproducibility, durability, and ease of use to better understand their response characteristics as they relate to potential future regulations and vehicle design. The research outcome is being leveraged to help shape future regulations proposed by NHTSA that lead to real-world safety enhancements.

As a member of the Alliance for Automotive Innovation, we are collaborating with other automotive manufacturers on generating responses to regulatory agencies such as the NHTSA and IIHS and precompetitive research on Large Truck Safety and biomechanics for Head Injury criteria. Other collaborations include the European Automobile Manufacturers Association, the Society of Automotive Engineers, the International Organization for Standardization (ISO), the Global Human Body Modeling Consortium, and the Canadian Vehicle Manufacturers' Association.

Ford has funded and executed precompetitive safety research projects with universities such as University of Michigan Dearborn, University of Michigan Transportation Research Institute, Michigan State University, Wayne State University, and Tsinghua University in China. We often publish the research results in peer-reviewed journals and scientific publications.

We have been a member of the Driver Alcohol Detection System for Safety (DADSS) program, since it was established. This cooperative research partnership is developing an alcohol detection technology that passively detects driver impairment and prevents the car from moving. Ford provided an active lead in both the technical and policy working groups developing

Product Safety and Quality
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the alcohol sensing technology. Ford collaborated with DADDS on implementing passive breath sensors in two Mach-E vehicles in Connecticut for fleet evaluation.

We are a member of the Partnership for Analytics Research in Traffic Safety (PARTS). Participants in this partnership between automakers and the U.S. Department of Transportation's NHTSA voluntarily share safety-related data for collaborative safety analysis. The goal of this government-industry initiative, which is operated by an independent third party, is to gain real-world insights into the safety benefits and opportunities of emerging advanced driver assistance systems (ADAS) — and one day, automated driving systems. This initiative provides anonymized data for all participants and allows each participating member to compare themselves to an aggregate of the other participants in the group. The data provided can be used for competitive benchmarking purposes, and cannot be used for any external marketing efforts.

In January 2025, PARTS released results of its second study — the largest government-automaker study to date — about the real-world effectiveness of ADAS in passenger vehicles[56]. According to this study, vehicles fitted with automatic emergency braking are 49% less likely to be involved in front-to-rear crashes. The study also found a 9% reduction in single-vehicle frontal crashes with non-motorists for vehicles equipped with pedestrian automatic emergency braking systems. Ford is actively studying this report to better understand how we can build upon areas of strength and identify areas for improvement with our ADAS systems. Additionally, we are currently engaged with the partnership to define and shape the studies for 2025.

We also support Ford Philanthropy's work to promote affordable, reliable, and safe mobility for those experiencing transportation insecurity.

Safety Research Partnerships	
Technical challenges of self-driving vehicles	In addition to the American Center for Mobility, Ford is a member of the Autonomous Vehicle Industry Association and is working toward a world where safe and trusted autonomous vehicles increase road safety and improve mobility opportunities for all.
Vehicle-to-Vehicle (V2V) safety communication systems	Ford is a member of the 5G Automotive Association to advance connected technology for automotive applications. Ford is also a member of the Leadership Circle for Mcity to shape all aspects of the future of mobility.
Cybersecurity	Ford is a member of the AutoISAC, an industry-driven community to share and analyze intelligence about emerging cybersecurity risks to the vehicle, and to collectively enhance vehicle cybersecurity capabilities.
Driver distraction and Advanced Driver Assistance technologies	Ford is a board member of the Automotive Coalition for Traffic Safety and is funding research on developing a passive blood alcohol content detection system to reduce drunk driving. In 2023 Ford joined the Partnership for Analytics, Research, and Traffic Safety, a data sharing partnership that serves as a source for real-world data-driven traffic safety information.

Ford Philanthropy's safety efforts include philanthropic grantmaking to a variety of organizations that prioritize safety for vulnerable road users, such as cyclists and scooter-drivers, in low-income communities, as well as the long-running Driving Skills For Life program.

A signature program of Ford Philanthropy, Ford Driving Skills for Life teaches newly licensed and teen drivers the necessary skills for safe driving beyond what they learn in standard driver education programs.

For over two decades, the Ford Driving Skills for Life program has provided free, advanced driver education in countries across the globe. The program has been hosted in states all around the U.S., and in dozens of countries around the world, supporting the instruction of thousands of teenage drivers each year since 2003. Hands-on driver training clinics pair newly licensed drivers with professional instructors, focusing on the issues and obstacles drivers face that cause crashes, including hazard recognition, vehicle handling, speed management, space management, and distracted and impaired driving.

The U.S. Department of Transportation has recognized Ford as an Ally in Action for our commitment to improving road safety, citing Ford Philanthropy for the Driving Skills For Life program and its 2024 plans to expand its focus on safety for vulnerable road users and the Safe Systems Approach to road safety.

Post-Crash Response

Ford's 911 assist feature does more than help occupants call for assistance after an accident. It can also give first responders potentially life-saving information, quickly and efficiently. Using SYNC or our Ford and Lincoln Digital Experience infotainment system, 911 Assist shares a GPS location with the operator and relays data on impact velocity, crash type, safety belt use, and airbag deployment, helping emergency services respond appropriately. 911 Assist requires a cell phone to function.

The majority of our vehicles also carry the SOS Post-Crash Alert System, which alerts passers-by and first responders to a vehicle's location. In addition, many of our vehicles around the globe are equipped with e-Call, a modem-based, automatic-crash-notification feature.

Electric Vehicle Health and Safety

Ensuring the safety and quality of electric vehicle batteries is crucial to building trust in our fleet of electric vehicles. Every Ford electric vehicle includes a battery quality operating system. Quality checks and tight process controls are integrated throughout the battery cell manufacturing and battery pack screening during vehicle assembly. Once a vehicle is built, Ford leverages cloud-based vehicle monitoring and detection and, using established processes, can communicate with connected customers if a voltage anomaly is detected.

Ford has established internal engineering requirements that exceed global Thermal Propagation regulatory requirements and is developing risk mitigation features to provide a safer environment for vehicle egress. Ford also provides high voltage safety publications including a Workshop Manual for vehicle technicians. An Emergency Responders Guide for first responders is posted on our website and includes lifting/stabilization guidelines, proper extraction procedures, and high-voltage system disabling protocols for Ford electric vehicle and hybrid vehicles.

Ford electric vehicles are subjected to crash testing that far exceeds the stringency of regulatory requirements. For example, we conduct front, side, and rear impact crash tests at 5 mph above the speeds required by safety regulations, which translates to increased impact energy and severity as compared to what is required by law.

Product Safety and Quality
— continued

We also conduct crash tests beyond what is required by regulations and consumer testing, enhancing robustness, and furthering the high level of safety of our electric vehicles.

We certify our hybrid and internal combustion engine police interceptor vehicles at 75 mph speed with 50% offset rear impact crash tests — which is a stringent rear impact test that exceeds legal requirements. This internal commitment provides robustness to the battery and structural design in police interceptors.

Ford has executed a number of battery safety projects funded by the U.S. Department of Transportation National Highway Traffic Safety Administration and the U.S. Department of Energy to support governmental and industry priorities in electrified vehicles. We are also sponsoring and funding precompetitive battery safety research projects related to electric vehicle and battery safety such as Lithium-ion Multiphysics Modeling, Post Crash HV/LV (high voltage and low voltage) Components, and Connectors and Intrusion Effects on HV (high voltage) Batteries.

MONITORING PRODUCT QUALITY AND BRAND ADVOCACY

Our mission is to make product quality one of the principal reasons why customers buy Ford the first time — and every time.

We consult both internal and external standards when creating our quality and engineering processes and requirements. We actively evaluate quality and aim to deliver continuous improvement of our products and services.

We use several metrics including, warranty repairs, customer advocacy, and customer excitement to understand how consumers perceive the quality experience from our products.

Our Corporate Net Promoter Score (CNPS) metric, which measures the ownership experience at three, 12, and 36 months in service, helps us understand and improve our consumers' quality perceptions and advocacy over their ownership cycle. CNPS has provided a comprehensive and holistic view of quality by capturing both customers' "likes" (e.g., "Things Gone Right") and items customers "like least" about our products. CNPS provides timely and actionable insights that align with various industry performance indicators of quality, such as the annual studies conducted by J.D. Power.

We leverage external, industry benchmarking data to understand the relative strength of our quality performance and our improvement opportunities. This also provides us credibility with external stakeholders and audiences. All Ford plants are accredited to ISO 9001:2015.

2024 Quality Achievements by Ford Motor Company
The J.D. Power 2024 Initial Quality Study (IQS) ranks automotive OEMs and their brands based on problems per 100 (PP100). The Initial Quality Study (IQS) is based on feedback from customers of 2024 vehicles after three months of vehicle ownership[57]. The corporation achieved both ranking improvements and one award:

- Ford Motor Company's rank improved to 4th in the corporate rankings
- Lincoln Nameplate also improved, moving up to 25th
- Ford Name rose to 9th in ranking, performing 16 points better than the industry average and tied with Hyundai as the most improved mass market brand rising 14 ranked positions overall
- 2024 Bronco Sport won the 2024 IQS Award for Small SUV for best new vehicle quality in the small SUV segment, beating 18 other vehicle lines
- 2024 Explorer, Maverick, and Super Duty ranked second in their respective segments

The J.D. Power 2024 Automotive Performance, Execution and Layout (APEAL)[58] measures new-vehicle owners' experiences with design, performance, safety, usability, comfort, perceived quality, and other factors. Several notable achievements include:

- Ford Motor Company received one award for the Ford Super Duty, which ranked first overall in the Large Heavy Duty Pickup segment
- Lincoln improved one ranking up to 6th overall within the Premium segment, four points above the "Premium" average
- Mustang launch improved 14 points year-over-year and placed at the top of its segment. However, the segment is not award eligible this year

IMPROVING OUR QUALITY PROCESSES WITH DATA AND TECHNOLOGY

Advanced data analytics and machine learning help us improve vehicle quality, customer safety, and customer satisfaction by detecting potential issues across our vehicle portfolio earlier — even before delivering the vehicle to the customer. Our Early Quality Issue Suite accelerates the investigative process by drawing on multiple data sources, from connected vehicles to customer service calls. This tool minimizes time from detection to correction by combining this information with automatic anomaly detection and root cause analysis.

We are expanding the numbers of parts and subsystems that we can precisely trace to vehicle-specific builds when an issue arises. By precisely identifying recall populations we can avoid issuing wider recalls, which in turn limits the number of customers who are inconvenienced, and optimizes the number of remedy parts needed.

Human Capital Management and Diversity, Equity, and Inclusion

Overview

Aspirations

Diversity, Equity, and Inclusion

Salient Issues

Fair Work

Harassment/ Discrimination

UN Sustainable Development Goals

Our employees move the world and make the future. They are the reason we strive to create an employee experience that enables an inclusive environment of excellence, focus, and collaboration among team members; one that allows us to deliver short- and long-term business success.

At Ford, we understand that inclusion is more than just bringing diverse groups of people together, but rather finding ways to amplify the voices of everyone in the room. Every member of our Ford team deserves to be respected, valued, and heard. That means we don't just talk about what's important, we take clear actions to make a difference.

POLICIES RELATED TO OUR WORKFORCE

We have set the sustainability objective to support a respectful, safe, and inclusive workplace where each person is valued.

Ford's Code of Conduct includes our 17 Corporate Policies which 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 policies and practices regarding hiring and other aspects of the employment relationship require 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.

We recognize and respect employees' rights to freedom of association and collective bargaining. We will 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. All employees and external stakeholders have opportunities for their concerns to be heard, and union represented employees also have their union for that purpose.

Our We Are Committed to Protecting Human Rights and the Environment policy states that we are committed to opposing harassment or discrimination of any form, supporting diversity and women's rights, providing a healthy and safe working environment, protecting consumer and employee data privacy, and prohibiting bribery, even in countries where it may be tolerated or condoned. These policies are described in more detail in the policy.

The Code of Conduct lists all the channels available for employees to report any type of concern. A link to our internal We Are Committed to Speaking Up and Eliminating Retaliation policy is included in the Code of Conduct. Employees can file reports in person, online, or via email, QR code, or toll-free hotline, and may report anonymously if desired.

WORKFORCE AND TALENT DEVELOPMENT

Our transition to electric vehicles, essential for achieving our business and sustainability goals, involves reshaping how we operate and requires building new skills across our workforce. We are dedicated to supporting our employees through this transformation by investing in their future readiness and providing resources to create pathways to new opportunities, reflecting our commitment to the people who drive our business.

As we advance towards carbon neutrality, we are actively supporting a just transition for our workforce, supply chain partners, and the communities where we operate. This includes investing in the new skills and learning needed to prepare for the changes and opportunities this transformation brings, fostering equitable participation in the future of mobility.

Our success depends on our ability to continue to attract, develop, grow, and reward talented employees with domain expertise in engineering, software, technology (including digital capabilities and connectivity), integrated services, supply chain, marketing, and finance, among other areas.

While we have been successful in attracting talent in recent years, as with any company, the ability to continue to attract talent is important, particularly in growth areas vital to our success such as software, electrification, and integrated services.

Talent Acquisition

Tomorrow's opportunities call for candidates with experiences of all kinds. We seek talent that is looking for a job with purpose and a culture of lifelong learning.

We supported our talent acquisition strategy in 2024 with the launch of a new Ford Careers website with improved user experience and agile content management capabilities. This self-managed site gives us the ability to highlight upcoming and relevant recruiting events and people stories and tailor our content to the type of talent we're seeking.

One of the most important metrics we measure is candidate experience, which is the impression potential hires have of Ford Motor Company from their initial visit to our website up to the point of hire.

Human Capital Management and Diversity, Equity, and Inclusion
— continued

Talent Development
Ford is committed to providing hourly and salaried employees with the opportunity to upskill and reskill with supportive training programs. We are dedicated to the principles of lifelong learning, embracing a growth mindset and career development. Engineers who previously developed state-of-the-art internal combustion engines (ICE) and emissions systems are now applying those same modeling and experimental testing skill sets to design industry-leading electric vehicle battery safety systems, optimize fuel cell system components, and improve eMachine manufacturing processes.

Early Career Opportunities
We recognize the value of a robust talent pipeline that includes people of all experience levels. Our early career programs put current college students and recent graduates on the road to success at Ford.

The Ford Summer Intern Program provides students with hands-on, career-specific experience during summer break. Our 2024 summer intern program presented over 500 college students with meaningful work experiences in technical and business-related fields ranging from marketing to engineering to supply chain. Many of these interns will be joining us in 2025 as full-time employees to begin their careers in our developmental Ford College Graduate program, a full-time rotational program that provides recent college graduates with a variety of assignments during their first years with Ford Motor Company.

The Ford Business Leader Program puts recent MBA graduates to work with an exceptional team of industry innovators and visionaries. This cross-functional rotational program provides accelerated professional development for Ford's future leaders.

We also actively recruit military veterans for career opportunities. In 2024, we built on the success of the Army Partnership for Your Success (PaYS) Agreement we signed the previous year. Ford guarantees an interview to soldiers transitioning between their military service and civilian employment. We've hired many of those we've interviewed to work in areas like traditional manufacturing, electric vehicle battery production, and cybersecurity.

Employee Learning and Development
Learning plays a pivotal role in unlocking the potential of Ford's employees. All Ford employees have access to robust learning opportunities in our learning experience platform, enabling them to take ownership of their professional development. We're committed to modernizing learning to meet employees where they are.

New People Leadership development experiences are grounding our leaders in solid management and leadership principles and techniques. Leading with Ford OS Workshops were facilitated for global LL3/4/5/6 audiences in 2024. Global implementation of our new common New Employee Orientation Day One experience is underway and will continue in 2025.

ENGAGING WITH LABOR UNIONS
Ford has a longstanding history of working with unions, and we remain committed to the agreed collective bargaining process. Ford engages in collective bargaining around the globe with our respective union counterparts.

EMPLOYEE ENGAGEMENT
Employee engagement is a catalyst for our success. We leverage a multi-channel open dialogue to keep our employees informed, engaged, and vested in the company's success. Our regular cadence of communications provides opportunities to frequently share information and business updates. It includes global Town Halls, our intranet and websites, corporate publications and reports, social media, webcasts, executive Q&A sessions with senior management, and committee meetings, as well as Employee Resource Group initiatives led by the Global Diversity, Equity, and Inclusion Office.

EMPLOYEE FEEDBACK
Understanding our employees' concerns is essential. We seek feedback from our employees via our annual engagement survey and always-on shorter pulse surveys. Results are shared with senior leadership. Moderated discussions with senior leadership on the feedback received and potential actions to take then drives action planning and goals.

Other opportunities to share feedback include direct interaction with communication coordinators and leaders.

Continuous Feedback Via Always-On Survey
Measuring employee sentiment via an always-on survey ensures leadership understands the general pulse of employees and can respond in a timely fashion to issues and concerns. Results of all of our employee surveys are presented to senior leaders in dashboard formats that support better and faster data-informed decisions.

Employee Sentiment Survey
Our annual 2024 employee Voice survey, which measures employee sentiment, was sent to all salaried employees via an email which explains the data governance process. To ensure individual employee confidentiality, no results for any group of less than five is shown. Our privacy policy and confidentiality disclosures are shared with all employees.

Overall, salaried employees reported meaningful year-over-year improvements of more than three percentage points in how Ford prioritizes quality in the work we do and our efforts to continuously find ways to improve efficiency and reduce waste. Both are key organizational objectives for the company.

Employees expressed high levels of satisfaction with their managers and manager relationships. Of note:

- 92% reported that their people leaders hold their teams to very high standards, consistent with 2023
- 89% felt that their people leaders create inclusive work environments that make it easy for everyone to share their ideas in team discussions (new question for 2024 survey)
- 84% said that their people leader checks in on them and seems to genuinely care about them (new question)

In 2025, the People Analytics team will focus on streamlining and improving the ways we connect with and measure the employee voice globally for all of our employees. This includes more focused and strategic efforts to hear from employees in our plants and depots.

EQUAL PAY FOR EQUAL WORK
We are committed to equal pay for equal work. This commitment applies to all forms of pay, including base salary, incentives, bonuses, and other forms of compensation.

Our We Are Committed to Protecting Human Rights and the Environment policy mandates that we "Comply with applicable laws regulating hours of work and support a living wage by providing competitive compensation and benefits that meet or exceed legal requirements."

In 2024, a global review of workforce compensation was completed. This initiative is part of our commitment to providing fair and competitive pay for our employees across all regions. The review involved an analysis of salary data, national legislation, and cost of living indices in each of the countries where Ford operates. The results confirmed that all Ford employees are compensated above the established adequate wage benchmarks for their respective regions, ensuring alignment

Human Capital Management and Diversity, Equity, and Inclusion
— continued

with the overarching mission to be a leader in the automotive industry.

Ford reviews and updates people processes on a regular basis, and may make pay adjustments to ensure that all employees are paid appropriately in accordance with their skills, responsibilities, and qualifications.

EMPLOYEE BENEFITS

We are committed to meeting our employees' needs while balancing the needs of the business. We take a global, holistic approach to employee support and care that encompasses the physical, mental, and financial needs of our employees. Foundational to our employee care philosophy is providing a broad array of benefits and helping employees understand how to optimize those benefits to meet their individual needs and goals.

Ford offers a full suite of benefits to support our employees' professional goals. Depending on location and country-specific practices, the packages may include pension plans, medical plans, life and accident insurance, disability protection, and paid vacations and holidays. Ford team members experience a work experience that puts health, safety, and wellness at the forefront — regardless of their work location.

For U.S. employees, benefits include access to highly competitive medical plans, immediate medical, dental, and prescription drug coverage, and access to a health savings account included with all salaried medical plans.

Our family benefits package supports our U.S. salaried employees along their unique journey to parenthood. It includes comprehensive fertility, surrogacy, and adoption assistance; parental leave; and a four-week new parent ramp-up program with a part-time schedule and full-time pay.

Ford employees also have access to a broad suite of financial programs — including retirement, savings, and life insurance — to help build a secure future.

Job sharing programs and mechanisms are available for those who want to work reduced hours. Employees in North America, Europe, and India who are interested in job sharing can create a profile on our JobShare Connect app, search for matches, and reach out to potential partners.

Mental health

We continue to promote mental health support to our employees around the world. In partnership with the UAW, we conducted the Campaign of Hope 2.0 in our manufacturing plants, with the goal of reducing the stigma associated with seeking help for addiction and mental health. This campaign also directed employees to the behavioral health benefits provided by the company.

We've also continued our partnership with Lyra to provide U.S. salaried employees and their eligible family members with an enhanced mental health benefit. This includes expanded access to evidence-based therapy and coaching, as well as additional tools and resources.

Ford partners with meQuilibrium to provide U.S. salaried employees and their eligible family members with a personal resilience building and stress management program as part of their benefits.

During Mental Health Awareness month in May 2024, we focused on resilience and adaptability. More than 3,300 U.S. salaried employees engaged with offerings including a dedicated SharePoint page with resources, workshops for both employees and People Leaders, a webinar highlighting the available mental health benefits, yoga, and mindfulness sessions.

During 2024, we also supported employees' mental health with the following initiatives:

- In Australia and Thailand, we celebrated RUOK Day, which encourages individuals to have a conversation about mental health and to seek help if needed.
- Ford of India held a four-day Flourish Yoga Fest that brought yoga directly to employees' workstations. Overall, the event, which included a session for FSB India's leadership team, attracted more than 2,600 employees. In addition, India's Flourish at Ford program provides specific campaigns such as healthy cooking workshops, and parenting support.
- The Ford Mindfulness Club provided 26 weekly sessions in nine countries and six languages. Over 3,000 employees are members of the Club.
- We've simplified our hourly Employee Assistance Program (EAP) by using a single vendor, making it easier for hourly employees and their dependents to access support.
- To help employees with financial stressors, Ford partners with Tuition.io and Edelman Financial Engines to provide U.S. salaried active employees with educational financial wellness platforms.

Case Study

Enhancing the Onboarding Experience
A collaborative effort is leveraging the power of technology to create a seamless and engaging onboarding process designed to empower new hires with the tools and resources they need to succeed.

The highlight of this collaboration between the L&D and Enterprise Technology (ET) teams is the creation of a pop-up tech lounge where new hires can get hands-on experience with our systems, software, and tools in a safe and supportive environment. The ET team is on hand to answer questions and provide personalized assistance, ensuring any tech-related hurdles are addressed quickly and efficiently. The lounge allows new hires to connect with their colleagues, building relationships and fostering a sense of belonging and community.

A curated learning experience provides new hires with a comprehensive overview of the technology tools, systems, and applications they will encounter throughout their journey at Ford. The planned future deployment of laptops to new hires on their first day will allow them to hit the ground running and begin contributing to the team right away.

New hires have shared positive feedback highlighting the opportunity to get hands-on experience with the technology they'll be using and expressing appreciation for the tech lounge.

Human Capital Management and Diversity, Equity, and Inclusion
— continued

GRIEVANCE MECHANISMS AND REMEDIATION

We are committed to speaking up and preventing retaliation. We encourage our employees to speak up if something doesn't seem right or might violate our policies, our Code of Conduct, or the law. Speaking up about good-faith concerns honors our commitment to integrity, fairness, and continuous improvement.

If there are violations of the Code of Conduct, our policies, or the law, Ford wants to know in order to address the situation and continue to improve our business.

Ford has a process in place to review and respond to reports as appropriate. We keep information related to reports confidential on a need-to-know basis for individuals designated to carry out an investigation and its resultant actions.

Ford will support and protect anyone who raises a good-faith concern in connection with a potential violation of the Code of Conduct, company policies, or the law. Ford strictly prohibits retaliation against anyone for reporting in good faith a suspected violation or for assisting with an investigation.

The online platform, SpeakUp.ford.com, is a confidential and secure channel to report concerns related to Corporate Policies, the 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 the Code of Conduct and the We Are Committed to Speaking up and Eliminating Retaliation policy include an explanation of the process after a report is filed. The OGC uses a third-party vendor to track SpeakUp complaints.

Once a report has been filed, the report is logged into the system and then routed to the appropriate internal resource. When warranted, an investigation plan is

Grievance Mechanisms: What Happens After You Make a Report?

1. **You make a credible report.**
   - You may choose to report anonymously, where applicable laws allow, but it helps the investigation if you provide your name and/or contact information.
2. **Your report is logged in the system.**
3. **Your report is routed to the appropriate internal resource.**
   - Compliance Office
   - People Matters
   - Office of the General Counsel
   - Corporate Security
   - Others as Appropriate
4. **We develop an investigation plan.**
5. **The investigation proceeds.**
   - It's your responsibility to participate fully in an investigation if you are asked.
   - It may not be apparent to you that an investigation is proceeding.
6. **The allegations are verified or found to be without merit.**
7. **The appropriate action is taken.**
   - Determine if any process or program enhancements are needed.
   - Determine if policies or procedures need alteration.
   - Determine if discipline is needed.
   - Other actions as appropriate.
   - For confidentiality reasons, we may or may not be able to make you aware of the outcome of an investigation or any actions taken.

We do not tolerate retaliation in any form against someone who makes a good faith report or participates in an investigation.

Human Capital Management and Diversity, Equity, and Inclusion
— continued

developed and the investigation proceeds. The allegations are then verified or found to be without merit. The process concludes with the appropriate action being taken.

There are specific channels for handling employee-related matters including work-related issues relating to 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 Policy.

To mitigate risks and pursue opportunities, we provide Integrity Training to the salaried workforce. We also include relevant questions in the Integrity Training survey and in our employee Voice survey.

GLOBAL DIVERSITY, EQUITY, AND INCLUSION

At Ford, we believe that when we make a commitment, it is not just about the words we use, it is about the actions we take every day. So, when we say we are committed to fostering a respectful, safe, and inclusive working environment, we know that means showing up for our employees, customers, and communities in ways that matter, today and in the future.

We support equal opportunity and equal pay. This global promise of helping people move forward and upward traces back more than a century to the "five-dollar workday" — a living wage — for all. We design vehicles and services for a broad global audience, with an inclusive workforce, dealer body, and supply chain that serves customers around the world.

Our values — the values that have defined our dedication to our teams, customers, communities, and the planet for over a century — including our commitment to fostering a diverse, inclusive, and global workforce, remain as steadfast today as they have been throughout our history. 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.

Building a Diverse and Inclusive Workplace
Ford is enriched by a world-class team made of people with different backgrounds, perspectives, and experiences which enables us to learn from each other, innovate, and to create some of the most iconic vehicles in history and afford millions of people the freedom of mobility.

Another aspect of our workplace is the support and evolution of Employee Resource Groups (ERGs) which have been a part of Ford for decades. All 10 global ERGs are open to all employees and serve as places for employee learning, collaboration, and development. ERGs are instrumental in providing a voice to our global workforce, while also providing valuable insights into the employee experience and product and service development. ERGs represent various dimensions of our employee population, including disability, gender, generation, LGBTQ+, race and ethnicity, religion, and Veterans.

ERGs support our culture of respect and inclusion by focusing on three strategic pillars:

- People — Offer all employees opportunities to connect, collaborate, and access resources for personal development and networking
- Community — Promote and participate in the company's commitment to philanthropy and to building a better world
- Business — To act as brand advocates and support the company's transformation

Engaging With Our Stakeholders
As we craft the policies that support Ford's culture and support our employees to thrive, now and in the future, we regularly seek guidance and feedback from outside experts and stakeholders, including institutional investors, government agencies and elected officials, civil rights organizations, and community partners. This includes As You Sow, a shareholder representative organization that supports and encourages sustainable corporate business practices, as well as Whistle Stop Capital, a sustainability research consultancy; they have prepared the following analysis on Ford's commitment to building the best possible workforce.

Case Study

Message from As You Sow
Since the invention of the Model T, Ford's products have shaped how Americans live, and in many ways, what it means to be American. We support Ford in defending one of the most American of ideals: that America has long been, and continues to be, the land of opportunity.

Ford strives to attract employees who are resilient problem-solvers, dedicated to quality, collaboration, and excellence. These employees, while seeking to improve their own lives, help to ensure the success of Ford.

Successful companies hire and promote diverse employees because doing so brings a range of benefits. Diverse and inclusive workplaces bring wider access to top talent, a broader understanding of consumer preferences, new leadership skills, and improved risk management, among other advantages. Research has shown that companies with diverse hiring practices outperform those without, across a range of metrics.

We encourage Ford to continue to foster a respectful and inclusive workplace and to provide opportunities to talented and motivated people globally as they develop and advance their careers. We also encourage Ford to continue to share information on the effectiveness of its diversity and inclusion programs.

We stand firm with Ford in its understanding that diversity of ideas, beliefs, and perspectives has always been one of America's greatest strengths.

Human Capital Management and Diversity, Equity, and Inclusion
— continued

BUILDING INCLUSIVE CULTURES IN DEALERSHIPS

We are empowering our global dealer network to strengthen a culture of inclusion that enables team members to thrive and positions every dealership to more effectively engage guests and offer an exceptional experience.

Our global dealer engagement effort is focused on two pillars: enhancing dealership culture and developing dealership leadership talent. Enhancing dealership culture includes fostering an inclusive workplace where every team member knows they are valued by the organization, and they have an opportunity to build a career. Overall, these efforts are designed to improve team member retention and performance, which ultimately translates to even higher customer engagement and improved customer satisfaction scores.

These efforts also complement the existing Ford Guest Experience Immersion which offers learning opportunities to help dealers build cultural competency and to better connect with the communities they serve.

SUPPLIER DIVERSITY AND INCLUSION

A diverse supply base creates a competitive edge, as we deliver must-have products and services. Ford's Supplier Diversity and Inclusion initiative is designed to strengthen the supplier network by identifying additional qualified businesses to include in the sourcing process. The program seeks to identify qualified companies that are also certified as U.S. small businesses, Veteran-, women- and minority-owned businesses, enterprises led by individuals with disabilities, and LGBTQ+ entrepreneurs so that these potential suppliers can be given an equal opportunity to compete on a level playing field. The program also embraces certified global women-owned businesses and Canadian Indigenous-owned enterprises.

We also encourage our Tier 1 suppliers to use inclusive sourcing practices to help ensure they find the most qualified and efficient resources. Inclusive sourcing practices not only diversify sourcing options but also bolster supply chain resilience by promoting competition among vendors, driving improved service and pricing. Furthermore, Ford has supported strategic alliances and joint ventures among diverse suppliers, enhancing their capabilities and fostering growth.

These collaborations empower businesses to enhance capacity, acquire new skills, and fortify the supply chain locally and regionally. Sourcing from a broad array of businesses creates an economic ripple effect that stimulates economic empowerment and uplifts communities through job creation, local spending, and personal/business taxes.

Ford's Supplier Diversity and Inclusion program has consistently earned recognition as a benchmark by esteemed certifying organizations and advocacy partners in the U.S. Ford Supplier Diversity & Inclusion 2024 recognitions include:

- Canadian Aboriginal Minority Supplier Council — Corporation of the Year
- Great Lakes Women's Business Council — Excellence in Supplier Diversity: Best in Class
- Michigan Minority Supplier Development Council — Corporation of the Year
- Mid-South Minority Business Continuum — Chairman's Award
- Women's Business Enterprise National Council — Top 10 Global Champions in Supplier Diversity

EQUAL EMPLOYMENT OPPORTUNITY

Our updated EEO-1 report, scheduled to be filed in June 2025, will provide a snapshot of our U.S. demographics as of year-end 2024, based on occupational categories prescribed by the federal government that aggregate jobs with widely varying skill requirements. Approximately 95% of all Ford Motor Company hourly and salaried positions fall into just four of the 10 categories. The usefulness of this data for making direct comparisons to other companies or other industries with different job structures, is therefore extremely limited.

To address these shortcomings, Ford will develop a more robust report to supplement the June 2025 filing by disaggregating technical jobs in fields such as engineering and information technology, which pose recruiting challenges that are very distinct from non-technical roles. The supplemental report also will provide more nuanced breakdowns of demographics at various managerial levels.

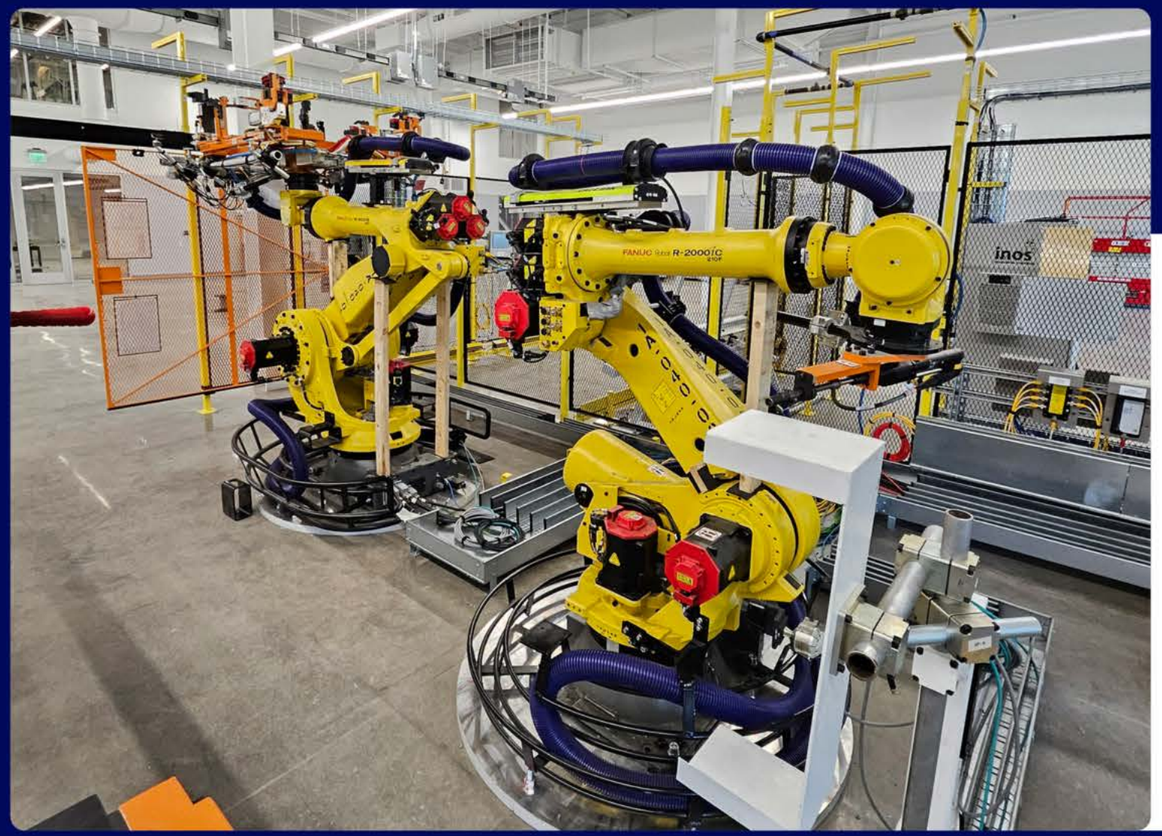
We are committed to equal pay for equal work. Employee compensation in each market should be fair and equitable, irrespective of gender, race, or similar personal characteristics. Equal pay for equal work applies to all forms of pay, including base salary, incentives, bonuses, and other forms of compensation.

Read More: In the EEO-1 report

Case Study

Advancing Sustainability and Community Engagement at BlueOval City

As the company that helped create the American middle class, Ford wants West Tennessee residents to benefit from the growth that BlueOval City will bring.



$9m

Investment commitment in Ford's Good Neighbor Plan will help address resident needs in Tennessee

Ford is prioritizing workforce development, environmental protection, and local engagement as the massive project comes to life.

Ford's BlueOval Learning Initiative will help develop local talent for jobs at the Tennessee Electric Vehicle Center. Comprehensive online, classroom, and hands-on training will prepare employees to operate, maintain, and troubleshoot the latest Ford manufacturing equipment in their areas — all in time to support customer deliveries of a next-gen electric truck.

The Tennessee Electric Vehicle Center will use the latest Ford manufacturing equipment.

Employees will train on machine vision systems for robot guidance and quality assurance, automated pick-and-place material handling, sealer and adhesive dispensing systems, and various automated mechanical joining technologies, among several other manufacturing processes. The BlueOval Learning Center Initiative will help community members get a chance to be a part of the opportunities that BlueOval City will provide the region.

Additionally, Ford's Good Neighbor Plan is a $9 million community investment commitment that will help address resident needs in Tennessee.

Understanding and responding to the community's needs is a critical element of our work at BlueOval City. Ford's Equitable Growth Advisory Council brings together community leaders from across West Tennessee to share their insights and study barriers that might prevent residents and local businesses from participating in upcoming economic growth. Ford has spent over 2,500 hours of listening in the community to gather resident feedback. To date, Ford and Ford Philanthropy have invested $30 million in West Tennessee.

Employee Health and Safety

Overview

Aspirations

Safety

Salient Issues

Health/Safety

UN Sustainable Development Goals

Our most valuable asset is our people. Their safety and wellness continues to be a priority. Whether we're working at one of our collaboration centers or at our manufacturing facilities, we put health, safety, and wellness at the forefront.

Many of our internal standards go beyond applicable laws and regulations to meet our commitment to protecting the safety of our workforce in all our locations.

To ensure that our employees understand the strength and importance of our commitment, in 2024:

- We updated the global Health and Safety Commitment poster
- We conducted a safety bus tour with our global safety leads planning and discussing safety processes and practices
- We held our first-ever global safety Gemba during the Global Safety Leadership Conference
- Global Safety Leadership completed Gembas to manufacturing and non-manufacturing locations within southeast Michigan

We benchmark our safety programs with other companies through the Automotive Safety Forum, American Society of Safety Professionals, Executive Leadership Council, and Michigan Safety Conference. In South America, we continue to benchmark with other companies through the Automotive Safety Forum, ADEFA, John Deere, Suppliers Gestamp, Honda, and 3M.

HEALTH AND SAFETY POLICIES

We have set the sustainability aspirational goal to work towards a future that is free from workplace injuries.

Our commitment to employee health and safety is stated in our corporate Code of Conduct and internal Workplace Health and Safety policy, We Are Committed to a Safe and Healthy Working Environment. Our We Are Committed to Protecting Human Rights and the Environment policy also states that Ford commits to providing a healthy and safe working environment.

According to our Code of Conduct, our operations and team members are expected to:

- Participate in all required safety training
- Understand and follow our policies, processes, and requirements
- Plan and test responses to potential emergency situations that may arise in our operations through business continuity planning
- Work together to develop health and safety objectives and adequate plans to continuously improve health and safety at our locations
- Speak up immediately if they see unsafe behavior or hazardous conditions

U.S. locations are governed by OSHA and the requirements established in the Code of Federal Regulations (Standards — 29 CFR), General Industry (Part 1910), and Construction (Part 1926). Additionally, ISO standards and select nationally recognized standards organizations such as the NFPA, ANSI, and ASME form part of our compliance requirements.

Internally, we have a structure of health and safety standards that align requirements established by OSHA, other applicable global regulations and applicable industry standards. The structure of the Safety Operating System (SOS) is based on these requirements.

The scope of the SOS is Ford's majority-owned facilities. Joint ventures are encouraged to adopt Ford standards.

Promotion of Worker Health

For non-occupational services, consultation is provided for employees who seek advice, but the employee is referred to their personal medical doctor for the treatment of non-occupational conditions (unless temporary care is required to relieve an emergency condition). Ford medical staff do not treat non-occupational medical conditions except in an emergency.

Employees in most manufacturing locations, both hourly and salaried, have access to employee support service programs that include weight management, free counseling referrals, and on-site or near-site fitness facilities. In addition, those employees have access to Quarterly Wellness Programs that include blood pressure evaluations, lipid profile, and glucose monitoring where available.

SAFETY PERFORMANCE

Any loss of life or serious injury in the workplace is unacceptable and deeply regretted. We're proud to report that there were zero employee fatalities globally in 2024. We continue to encourage accurate and detailed reporting of safety issues to reduce risk and improve workplace safety.

Our Health and Safety Commitment, "Our most valuable asset is our people. There can be no compromise," drives our safety culture. It applies to all employees, contractors, and visitors performing work at our locations globally.

Employee Health and Safety
— continued

Safety performance is managed by Senior Leadership through Plant Operation Reviews, Manufacturing Safety Councils, and Safety Process Review Board meetings.

Unions representing production workers, skilled trades, and engineers play a critical role in improving health and safety for our employees and workplaces. We are committed to supporting these unions and collective bargaining to ensure the health and safety of our union represented employees and locations.

Open communications and collaboration help us work through contractual requirements. Designated members of management interact and partner with local, national, and global union representatives to support our health and safety initiatives; together they address issues as they arise.

SAFE CONDITIONS AT NEW AND EXISTING FACILITIES

We rely on robust standards and procedures, along with dedicated resources in our manufacturing engineering teams, to assure safe conditions and a safe workplace at every Ford facility. Our engineered systems are designed and installed to provide safe operations for our employees.

Safety for high-risk construction contractors working on Ford projects continues to be a priority as we build new plants and update existing facilities. In 2023, we held focus group and benchmarking discussions with our key construction prime contractors to share best practices associated with pre-apprentice trades and the abnormally higher injury rates within that group. The outcome of the sessions included improved alignment on how those persons working in that space can be better protected, as well as updated language within our own construction safety standards. In 2024, there were zero contractor fatalities at our sites.

In 2024, a presentation by team members at the American Society for Safety Professionals executive leadership forum highlighted Ford's robust contractor safety program and the multi-year renovation of Michigan Central Station, a new mobility innovation district located in Corktown, Detroit's oldest neighborhood.

SAFETY OPERATING SYSTEM

As stated in our Workplace Health and Safety policy, Ford is committed to fostering a safe and healthy working environment in each of our locations worldwide. The global SOS helps ensure the work environment within our facilities is safe for our employees and meets or exceeds all regulatory and company requirements. This internal tool enables comprehensive self-assessments of our corporate safety standards and validates each facility's capability and adherence to meet our safety requirements. The SOS is designed to prevent and reduce incidents by implementing elements including incident investigation and analysis, training, risk assessment, and emergency preparedness.

In 2024 we expanded the SOS to our non-manufacturing locations. We also linked the SOS to a dashboard that provides global, regional, manufacturing director, and plant specific self-assessment results.

This tool, which is integrated with the SOS, has simplified data review by allowing us to quickly identify issues by location, region, or globally to ensure allocation of resources. Our internal Global Data Insights and Analytics (GDIA) team, which developed the dashboard, continues to improve the SOS dashboard to ensure the necessary data is mined from the new application globally, regionally, locally, by question, etc.

SAFE OBSERVATION INDEX

The Safe Observation Index (SOI) is a leading indicator tool that enables team members to evaluate tasks and physical conditions in the workplace. A new SOI mobile application, allows our teams to be more efficient and enables real-time data entry with no redundant work.

Linked to a dashboard, the SOI mobile app was launched globally in 2024 to all manufacturing and non-manufacturing facilities and includes the necessary translations by region for the question sets. It is now a global KPI. In South America, for example, the local SOI tool exceeded adherence and data utilization targets in 2024.

REPORTING TOOLS

We continue to utilize the Global Event Reporting Tool, which enables us to quickly notify locations of significant events which may affect their operations. Together with the Corrective Action Issuance process, it provides a forum for Ford to communicate significant incidents when they occur, and then proactively provide instruction and guidance to our facilities through Immediate and Permanent Corrective Actions. These corrective actions require facilities to make changes and improvements and implement controls to prevent recurrence of these significant incidents.

A new Global Safety Language Translation System, introduced in 2024, assists in translating global safety corrective actions for timely corrective action implementation.

SAFETY TRAINING

Safety training plays an essential role in our efforts to achieve a future that is free from workplace injuries. We use a safety training matrix that lists all safety topics, the frequency for each training course, the personnel that are required to complete training, and who manages the training and training format. AI is helping us provide timely feedback to standard questions regarding safety and ergonomics standards thanks to an ALSA chat bot.

We conduct regular communications and promotions on key safety issues to promote occupational health and safety. For example, our BlueOval Now communications platform is helping improve our safety culture by pushing messaging related to at-home and work safety to our employees. Our South America operations continue to provide weekly safety communications which include event findings and people messaging to advance the safety culture.

We also share safety best practices via multi-industry groups, within and outside the automotive sector, and collaborate to address common issues. In 2024, a joint conference with the UAW-Ford featured health and safety training around people development, team building, and people skills. In South America, our union partnership with El Sindicato de Mecánicos y Afines del Transporte Automotor (SMATA) includes monthly committee meetings focused on Safety, Health, and Ergonomics.

In China, our Ford of China team held a Safety Symposium and Cross Audit in 2024 that promoted collaboration and sharing of best practices between the China locations.

Employee Health and Safety
— continued

HUMAN-CENTERED DESIGN FOR HEALTH, SAFETY, AND WELLNESS

Human-centered design can transform the auto industry's approach to manufacturing. By focusing on environmental stewardship and social equity, we can play a leading role. We aim to address the occupational demands specific to manufacturing and improve the working conditions and health of our essential workers through the following five priorities:

Health Equity
Everyone has a fair and just opportunity to be as healthy as possible.

Learning and Growth
Encourage exploration and development of soft skills and lifelong learning

Engagement and Choice
Empower choice of how to work, rest, and play when possible and appropriate

Culture and Understanding
Advocate work-life integration and understanding of individual differences

Environmental Impact
Align our operations to our organizational values

REDUCING INJURIES THROUGH ERGONOMICS

Our focus on ergonomics is helping us reduce injuries among our hourly workforce. Each Ford plant has a Local Ergonomics Committee dedicated to managing current production ergonomics risk factors to reduce the risk of repetitive strain injuries. In 2024, Ford U.S. Ergonomics Committees collectively resolved over 400 ergonomics issues resulting in cost avoidance. All our U.S. Committee members participated in an ergonomics Gemba visit to the Kentucky Truck Plant to share best practices.

We endeavor to continually share our ergonomics learnings and best practices by hosting quarterly meetings where our Ergonomics Committees highlight effective solutions for shared problems. In 2024, Ford team members delivered the keynote address and other session presentations at the Applied Ergonomics Conference where two Ford employees were externally recognized as Ergonomics Practitioners of the Year.

In 2025, Corporate Ergonomics will pilot an advanced ergonomics toolset that leverages computer vision and AI to deliver a streamlined and lower cost platform for ergonomics data collection and analysis.

SAFETY IN BATTERY MANUFACTURING

Safety is critical during electric vehicle production at new sites and existing locations. The Battery Electric Safety Core Team reviews training requirements, emergency response procedures, best practices, and internal and external incidents to better understand and prepare our workforce. They share their knowledge and collaborate with engineering, product development, and manufacturing locations to support our safety culture.

Staying at the forefront of electric vehicle manufacturing and safety is crucial. Our Medical and Industrial Hygiene and Toxicology teams support new processes globally and review new materials for manufacturing electric vehicles. Their knowledge helps ensure that we anticipate, identify, analyze, and measure potential occupational exposures and monitor our employees as needed.

In 2024, we updated health and safety measures at BlueOval City in Tennessee and the Ion Park facility in Michigan. Emergency Response Plans now include the use of fire blankets for thermal runaway events associated with battery electric vehicles. We also continued the development of a Process Safety Management program for chemicals used at the battery manufacturing facilities.

In 2024, we conducted a Facility Emergency Response Plan Exercise based on an alternate fuel fire response scenario. (i.e. lithium-ion battery). During the exercise, operational leads evaluated facilities' emergency response and disaster response capabilities during a multi-shift disruption.

PROACTIVE APPROACH TO EMERGENCY RESPONSE

Comprehensive planning, testing and drills at our global locations help ensure quick and strategic responses to emergency situations and natural disasters. For example, the International Market Group (IMG) team's commitment to employee safety and wellness extends beyond the daily operations to include a robust emergency preparedness program. This company-wide initiative ensures consistent and effective emergency response across all facilities through standardized emergency response plans, regular training, monthly Emergency Response Team (ERT) drills, comprehensive fire evacuation drills, and maintenance of fire protection systems and emergency equipment. Active employee participation is crucial to the program's success, reflecting our dedication to a safe and resilient work environment.

HEALTH AND SAFETY AWARDS

Ford Thailand Manufacturing (FTM) has won the prestigious national-level "Outstanding Model Workplace for Occupational Safety, Health, and Working Environment" award for the 11th consecutive year.

Customer Experience

Overview

UN Sustainable Development Goals

Ford's commitment to customer service dates back over 120 years. It continues today as Ford employees and dealers listen to customers and respond with exciting vehicles and innovative services to meet their needs. We're wired to exceed expectations with products, services, and experiences that our customers can't live without.

POLICIES RELATED TO CUSTOMER EXPERIENCE

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." Ford provides many channels for customers to engage with the company directly. Customers engage with the company in our dealerships, on our websites and social media, at our contact centers, and inside our vehicles. We invite them to provide their sentiment on touchpoint satisfaction and their likelihood to advocate for the brand as they proceed along the customer experience journey. Our internal customer experience measurement platform provides actionable insights to our dealers and touchpoint owners to drive enhanced experiences.

The Global Contact Centers actively use survey feedback via a closed loop process that 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." They reopen cases if required, provide feedback to customers, and review improvement opportunities with agents.

Ford is committed to making our website accessible for all of our site visitors. The contact center website is ADA compliant, and Customer Support is available to help with accessibility issues.

PROACTIVE CUSTOMER SUPPORT

In 2024 we continued to grow and scale our Proactive Customer Support and outreach globally to support our vision of making discovering, testing, buying, and owning Ford products simpler and more satisfying. Our customer support and outreach programs cover the entire customer experience from building and pricing vehicles onward through the ownership journey.

For example, we utilize Welcome Calls in the U.S., EU, and our IMG to onboard and educate customers about their vehicle or features. We further support customers by helping to address concerns before and as they happen through programs such as Vehicle Health Alert support and Roadside/Vehicles Off Road support in the U.S., EU, South America, and IMG.

Ford customers in the U.S. continue to enjoy complimentary Pickup & Delivery and Mobile Service from participating dealers. With Pickup & Delivery, the customer's preferred Ford dealer will come to their home or place of business, pick up their vehicle and return it when the repair has been completed. This adds convenience and choice to the service experience while minimizing downtime. For light repairs and routine maintenance, a Mobile Service van can be dispatched with a trained technician to perform service at an eligible location of the customer's choice.

The Mobile Service van fleet and mobile repair order business continues to grow, with over 1,000 mobile service units added in 2024 alone[59]. This was driven in part by strong growth in our U.S. mobile service repair orders, which have risen by 114% in 2024. The network now boasts over 4,100 deployed mobile service units in the U.S.

Our remote services continue to be popular with customers. We delivered over 3.8 million remote experiences in 2024, an increase of 91% over 2023. And customers are responding positively. The Net Promoter Score (NPS) on Mobile Service repair order outperforms overall service scores by over 11 percentage points.

LOYALTY AND MEMBERSHIP REWARDS

FordPass® Rewards drives long-term customer loyalty and engagement by offering opportunities to earn and redeem Points on a diverse range of Ford products and services. The program's U.S. membership has grown to over 15.7 million, with more than 2 million new members joining in 2024. Points may be earned and redeemed throughout the Ford ecosystem, including online purchases of accessories and parts, select Connected Services, vehicle service, vehicle purchases, SiriusXM subscriptions, and participation in exclusive events such as the Bronco Off-Roadeo.

Case Study

Electric Expo

Customer outreach and education are an important part of the transition to electric vehicles, and first-hand experience can be the key to breaking electric vehicle adoption barriers. Ford met hundreds of electric vehicle enthusiasts and potential adopters as we toured the U.S. with the Electrify Expo 2024. North America's largest e-mobility festival, Electrify Expo attracted attendees to stops all across the country. With demos, walkthroughs, and Ford experts on hand, Electrify Expo was an incredible opportunity to see what Ford has in store for the future of driving.

Customer Experience
— continued

RAISING CONCERNS VIA GLOBAL CONTACT CENTERS

Approximately 3,500 agents in our Global Contact Centers are available to help our customers and dealers with any questions or concerns related to Ford or Lincoln products and services. We offer multiple ways to engage with the Global Contact Centers, capturing all inbound and outbound contacts via phone, chat, SMS, Apple Business Chat, email, postal mail, and our website. In addition, we actively engage in selected social media forums and directly interact with customers who flag issues and concerns on key social media platforms.

In 2024, Contact Centers expanded their reach from Concern-focused reporting to All Contacts reporting. This extended focus will help us improve our Concern case handling and make progress on all other cases which are addressed during the initial agent/dealer contact.

Our attention to customer experience and product safety and quality is showing results. We use internal metrics to help monitor inquiries raised and how they are addressed or resolved. For example, cases which cannot be solved during the initial contact with the Global Contact Centers and are open for more than 24 hours are classified as Concern Cases. The quality of resolution of these cases is known as the Concern NPS. In 2024, Concern NPS improved from +26 to +39. During the same time period, Customer Experience increased from 73% to 78% and Concern Resolution grew from 81% to 85%.

Proactive Customer Support Initiatives in 2024 contributed to customer experience improvements. The Global Contact Centers proactively engaged over 533,000 customers in 2024, representing over 8.8% of the total annual inbound contact volume. This is in contrast to 612,000 proactive engagements in 2023. We have also put more emphasis on customer self-help, increasing our monthly self-help interactions from 4.0 million to 4.6 million with a task success that increased year-over-year from 61% to 72%.

CUSTOMER FEEDBACK AND PROCESS TO REMEDIATE NEGATIVE IMPACTS

Our One-CX experience measurement platform, the new AI-driven Call Analytics tools, and the CX-Hub system continue to help us manage customer feedback and remediation of negative impacts.

All Contact Centers in all regions (excluding China) utilize OneCX. Covering all contact channels, and using globally consistent surveys, the platform serves as the consolidated resource for customer feedback. Consistency in surveying and reporting contributed to the strong customer experience (CX) Metrics improvements in 2024 thanks to global best practice sharing.

Complementing the CX Surveys, an AI-driven Call Analytics tool provides key insights into the customer/agent interactions, giving Product Development and Quality access to very specific customer feedback.

AI Analytics are now available to all parts of the company and enable us to better understand customer pain points by delivering self-help and knowledge-base gaps for the team to address. AI Call Analytics also provide deeper insight into agent behavior, driving agent training opportunities.

After a 2023 pilot in our Houston Contact Center, CX-Hub was extended to most of our North America retail agents in 2024 with the remainder to be onboarded in Q1 2025. CX-Hub delivers a fully integrated agent case management to our customer- and dealer-facing agents with integrations into all Ford key systems, enabling the agents to help customers and dealers more comprehensively and quicker. The system is a key enabler for the increase in our customer experience metrics.

INCENTIVES FOR PLUG-IN VEHICLES

Many of Ford's electric vehicles, as well as our plug-in hybrids, have been eligible for U.S. federal tax credits for retail consumers of up to $7,500. In order to qualify for this credit, among other requirements, the vehicle MSRP be at or below $80,000, and the purchaser must meet certain income limits. Going forward, Ford will continue to maximize eligibility for federal tax credits for our customers.

Commercial and tax-exempt commercial customers of Ford E-Transit, F-150® Lightning, and other Ford commercial electric vehicles may qualify for U.S. tax credits of up to $7,500 per electric vehicle purchased. Ford Pro is helping to give customers no-cost information to learn about U.S. tax credits for which they may qualify.

We also anticipate that the EU Green Deal will have a positive impact for our customers and the green electrification of mobility in the covered regions. We expect European mandates for more electric vehicle charging infrastructure will support European customers in migrating to fully electric vehicles.

GLOBAL DEALER ENGAGEMENT

Ford's dealer network, encompassing over 8,000 dealers around the globe, is a competitive asset for Ford. The Global Dealer Engagement (GDE) team focuses on enhancing dealers' ability to deliver for the customer with a strategy centered around three key pillars: People, Processes, and Premises.

GDE empowers People by educating dealership employees on Guest Centricity, Inclusivity, and developing a high-performance Culture, while modernizing and scaling on-demand training through Ford University. GDE amplifies the impact of dealers in their communities through partnerships and community-focused initiatives, along with recognizing the

Case Study

SupportBelt for Breast Cancer Patients

Lynn Simoncini never thought of herself as an innovator when she received her breast cancer diagnosis in 2022. However, after a double mastectomy, she found herself grappling with an unexpected source of pain during a routine activity — driving. The pressure of wearing a tightly fastened seatbelt across her still-healing chest was agonizing, making even short trips a challenge. It was a problem, she thought, that must be common, but there were no real solutions.

That's when Simoncini, a creative director at VML — a marketing partner of Ford — and a self described "car girl," started sketching out ideas. Simoncini's initiative led to the creation of the Ford SupportBelt™, a device designed to address a need for cancer patients who undergo a mastectomy, or the removal of breast tissue, as part of their treatment plan.

Developed and designed by Ford with the input of patients and doctors, the contoured SupportBelt provides a comfortable solution for patients to wear their seatbelts on either the driver and passenger sides of the vehicle. The concave design of the SupportBelt allows it to conform to various body types, providing a more personalized fit that reduces the risk of chafing or irritation.

The SupportBelt is a continuation of decades of Ford support aimed at helping and inspiring in the fight against breast cancer, Ford has filed a patent for SupportBelt and plans to open it to other manufacturers so production can be scaled across the globe.

Customer Experience
— continued

outstanding performers by improving dealer awards and recognition programs.

GDE also streamlines Processes and enables dealers to spend more time serving customers by modernizing systems to simplify interactions, reduce costs, and increase efficiency. Increasing the effectiveness of dealer councils enables Ford to better understand and respond to consumer preferences and market nuances while deepening connection with the entire dealer body.

Finally, GDE modernizes Premises, developing plans for spaces that enhance the customer and dealer employee experience while enabling success with existing and emerging businesses.

Through these initiatives, GDE strives to create a best-in-class distribution network where customers, dealers, and Ford build meaningful relationships and achieve shared success.

REIMAGINING THE CUSTOMER JOURNEY IN EUROPE

We are taking customer experiences in Europe to new levels, integrating processes from discovery to servicing for seamless simplicity, starting with electric vehicles. In May 2023, we unveiled a new vision to make discovering, testing, buying, and owning Ford products not only simpler, but also more satisfying — starting with Ford electric vehicles.

In partnership with our retail partners across Europe, we are entirely reimagining the customer journey to electric vehicle ownership, with online access and touchpoints available every step of the way. The new approach introduces online showrooms and virtual test drives for exploring products and services. Transparent pricing means no surprises. And customers will be able to personalize their vehicle handover, access charging, and arrange pickup and delivery for servicing with a few clicks on their smartphone.

We are also tackling the single most frustrating factor for car-buyers according to the New Car Buyers Survey — uncertainty about when their new car will arrive. Clear communication, online visibility of the order status, and the ability to book delivery slots online will help customers plan ahead and put time back on their calendars.

The new Ford customer experience is designed to continue making life easier for owners even after purchase. Ongoing support includes access to one of Europe's largest charging networks, with more than 500,000 chargers, at-home charging solutions, as well as pick-up and delivery for servicing that can be scheduled online, with ultra-convenient fast-track options.

RESPONSIBLE MARKETING

Representing the diversity and perspective of our customer base in our marketing materials is important to us.

We are committed to ensuring that our marketing, product offerings, and services meet the needs of our diverse current and future customers. We do not specifically target vulnerable consumers and users. Our marketing is aimed at those intending to purchase vehicles, with demographics and needs differing depending on which product and/or service we are advertising. While mass market advertising will reach a broad population group, ad placements are based on our target demographics and needs.

We make a conscious effort to work with a diverse group of creative professionals to develop and produce our content across multiple channels. In addition to engaging content creators from underrepresented groups, we strive to offer training and mentorship through the marketing process.

Case Study

Ford University

Car buyers want the shopping experience to be as transparent and simple as purchasing any other product, as they seek specialized support on the latest vehicle technologies. Meanwhile, many dealers have expressed the challenge of managing the swift pace of new products and technology developments.

This mutual desire for specialized support and guidance has led to the inception of Ford University, a new digital and video-based dealer training and productivity platform designed to empower our dealers to become the product specialists for our customers.

We've assembled a team of video producers, content creators, and training specialists dedicated to creating engaging content that reinforces complex topics and information.

This helps ensure that our dealers are not just salespeople, but trusted advisors equipped with stories, insights, and the knowledge needed to make genuine connections with customers.

Ford University features a personalized, data-driven dashboard for each dealer employee, gamified learning experiences, 24/7 on-demand AI-supported virtual coaching, and a cinematic-style content library produced by award-winning producers and creatives who have spent all or portions of their careers creating popular television shows and feature films across major networks and streaming services.

We began rolling out Ford University to Ford dealers across the United States in 2024. This platform represents our commitment to providing customers with even more knowledgeable and skilled dealers, enhancing the value of every customer experience.

We follow industry standards for responsible marketing practices including customer privacy and email contact rules, etc., with routine monitoring of our marketing work for legality and compliance. We strive to apply best practices in sustainability as we produce our marketing assets. Ford Motor Company follows all federal and state requirements applicable to the manufacturer for product certification and service information and labeling of our vehicles. Ford Motor Company follows all federal and state guidelines regarding marketing and advertising communications and abides by the Ford Marketing Standards Manual.

Community Engagement

Overview

UN Sustainable Development Goals

Our commitment to help make the world a better place begins in the communities where we live and work. But we can't do it alone. We partner with local businesses, schools, nonprofit and environmental organizations, as well as local residents and community leaders to effect change.

For 122 years, Ford and our dealers have shown up for communities in good times and bad. We build up communities by empowering them with the tools and resources to thrive and prosper. In times of crisis, we respond and rebuild, working shoulder-to-shoulder with communities for the long haul. The need to support our communities has never been greater — and our commitment to them has never been stronger.

FORD PHILANTHROPY

As the global philanthropic arm of Ford Motor Company, Ford Philanthropy's mission is to move people forward and upward. Previously known as Ford Motor Company Fund, Ford Philanthropy rebranded in 2024 — with a new name to better reflect the work it does in close collaboration with local communities and nonprofit partners.

Since its founding by Henry Ford II in 1949, Ford Philanthropy, together with Ford Motor Company, has contributed more than $2.4 billion to a host of innovative programs and partnerships around the globe. For more than 75 years, Ford Philanthropy has remained unwavering in its commitment to addressing community needs at the local level.

Ford Philanthropy partners with nonprofits in communities where Ford has roots, co-creating and investing in local programs that build equity and expand access to essential services and education. Whether connecting people with fresh food, helping communities rebuild after disasters, or training students for jobs in the automotive industry, Ford Philanthropy harnesses Ford's scale, resources, and mobility expertise to amplify community impact.

In 2024, Ford and Ford Philanthropy invested more than $76.8 million in philanthropic contributions to help strengthen communities and build a better world.

Ford Philanthropy partnerships and programming are focused on the following areas:

- Essential services: Expanding access to food, transportation, healthcare, disaster relief, and other critical services that allow communities to thrive
- Education for the future of work: Building skills and pathways to education for careers in mobility, technology, and the trades through access to scholarships, technical training, mentorship, and career-readiness programs
- Mobility: Investing in solutions that use transportation and technology to connect people with the resources and opportunities they need to move forward

Ford is committed to uplifting communities wherever we live and work. Outside of the US, our partner, GlobalGiving, helps ensure that we support trusted, community-led organizations. Together, we're driving meaningful progress.

Mobilizing Employees to Help Build a Better World
Volunteers fuel Ford Philanthropy's mission by bringing their unique skills, connections, and heart for service to help build a better world.

Through the Ford Volunteer Corps, we empower Ford employees to make a difference in the communities where they live and work. Founded by Executive Chair Bill Ford in 2005, the Volunteer Corps celebrates its 20th Anniversary in 2025, with a legacy of more than 1.8 million volunteer hours contributed across six continents.

In 2024 in the U.S., Ford Philanthropy launched Deed, a new volunteer tool that makes it easier for employees to get involved; a global rollout is planned for 2025. Ford also extended the company's Volunteer Paid Time Off policy from 16 hours to 56 hours to allow for more flexibility for employees to deploy with our disaster relief partner, Team Rubicon, and other select longer-term opportunities.

Participation in annual volunteering efforts — including National Volunteer Week in the U.S., Vibrant Volunteer Week in Europe, and Global Caring Month — increased in 2024, with Ford employees volunteering more than 80,000 hours for community service projects across the globe.

Charitable Contributions Made by Ford and Ford Philanthropy in 2024	
Total contributions	$76.8M
Total given to disaster relief	$3M
Volunteer hours in reporting year	>80,000

Expanding Access to Food
Demand for food is at an all-time high. Ford Philanthropy collaborates with local organizations such as Feeding America food banks and the Salvation Army to help more people access nutritious foods and pantry staples. Whenever possible, Ford Philanthropy engages mobility solutions, like delivery services, to help connect food directly to people and communities in need.

In 2024, Ford Philanthropy grants to Feeding America helped fund pilot solutions for fresh food access, including at Dare to Care Food Bank in Louisville, which provides nutritious meals to school kids and families

Community Engagement
— continued

across Kentucky and Indiana. Ford Philanthropy also worked together with Feeding America to launch its first-ever nationwide food bank volunteering initiative, in partnership with food banks in areas where Ford has a strong employee presence. During the lead up to Hunger Action Month in September, more than 200 Ford employees supported about 20 nonprofits across 14 states, providing nutritious meals to children while they were out of school.

We also support programs to enhance access to nutritious and affordable food internationally. For example, in 2024, Scholars of Sustenance Bangkok collected surplus food and redistributed it to vulnerable communities in Thailand, serving over 13.4 million meals. Of this total, nearly 120,000 meals were provided to schools and child centers through the Healthy School Meal Program, aimed at improving nutrition and decreasing obesity rate for schoolchildren.

Ford Community Centers
Ford Community Centers bring nonprofits, residents, and community leaders together to expand access to essential services, education, and economic opportunities and provide coordinated support for local neighborhoods. Since we opened our first Ford Community Center in Southwest Detroit in 2013, we've built a global network of centers — each designed to meet the unique needs of the community it serves.

Building Community in BlueOval City and the U.K.
Construction is underway at the historically significant Stanton School that will house the newest Ford Community Center in Stanton, Tennessee after the building undergoes a full renovation. The Center will offer a collaborative space for nonprofits, community members, and local leaders to support long-term residents of Stanton and nearby communities. Anchored by United Way of West Tennessee, the Center's temporary unit is already providing access to fresh food, utility and rent payment support, transportation solutions and other resources to help ensure that the community thrives as BlueOval City develops. This unique partnership is the result of many hours spent listening and learning about the needs and hopes of people living in the region. Uniting nonprofit resources and volunteers, the Center will serve as a "front door" to the rich diversity of services already available in the area, add others that are needed, and serve as a hub for connection and community for years to come.

In the U.K., near Ford's Halewood facility, the New Hutte Neighbourhood Centre is being transformed into a haven where local residents and children can socialize and play. Ford Philanthropy is helping its partner in the Centre, the Torrington Drive Community Association (TDCA), renovate the site and provide food and services for people that need it. This effort is part of a multi-year commitment to support Halewood and the wider Liverpool city region in partnership with GlobalGiving. It includes providing services that help people access food and preparing young people for the future of work.

Education for the Future of Work
We are experiencing a period of historic technological change within the modern workforce, and this shift is requiring new skills and competencies. The automotive industry in particular faces a significant skills shortage. Through scholarships, workforce training, and career readiness programs, we are preparing people for the future of work. In 2024:

- Making a significant investment in future auto technicians, the Ford Auto Tech scholarship program, co-funded by Ford Philanthropy and Ford Dealers in partnership with TechForce Foundation, doubled its investment in 2024 — awarding scholarships to 400 students across 10 markets in the U.S. The program is beginning to show results as nearly 23% of students have already obtained positions at dealerships, many prior to their graduation. Beyond the U.S., Ford also provides support for auto technician scholarships and programming in Germany, the Philippines, and Thailand.
- Science2Go, a mobile science learning initiative designed to enhance science and technology education in South Africa, completed its first three-year project cycle, equipping more than 200 teachers with essential skills and benefiting over 8,000 learners. Using a Ford Ranger as a mobile classroom, the project delivers hands-on science education to 15 schools across four districts and provides teachers with professional development in experimental science, coding, and robotics. Looking ahead, the project will expand to new schools in 2025.
- The University for Life program in Germany, a collaboration between Ford Philanthropy and the University of Cologne, is an innovative initiative specifically designed to address the challenges faced by underrepresented students, aiming to equip them with a robust set of critical skills, practical knowledge, and valuable experiences essential for thriving in today's rapidly changing world.
- The <Ford Enter> program in South America focuses on equipping students with vital technology skills through free training and certification. In 2024, this impactful initiative expanded to Bahia, Brazil; Argentina; Peru; Colombia; and Chile. Demonstrating its significant community impact, <Ford Enter> was recognized by the Top Employer Institute as the best innovative practice in 'Social Impact and Community Engagement' in Latin America.

Bridging the Transportation Gap
Transportation is often one of the biggest barriers to progress. Without access to reliable and affordable transportation, it can be difficult for people to obtain essentials like food and healthcare or pursue educational and work opportunities. In support of Ford's purpose to help build a better world where every person is free to move and pursue their dreams, Ford and Ford Philanthropy invested over $6.6 million in 2024 to provide safe, affordable and reliable transportation solutions to communities surrounding its manufacturing facilities in southeastern Michigan; Louisville, Kentucky; Kansas City, Missouri; Chicago, Illinois; Ohio; west Tennessee; and Buffalo, New York.

A new phase of partnership with Vision to Learn kicked off in 2024, providing mobile vision services — including approximately 2,200 screenings, 622 new prescription glasses and 780 eye exams — for students living near Ford plants in Northeast Ohio and Detroit, Michigan. This program ensures that kids who might not otherwise have access get the glasses they need to succeed in school.

Creating Opportunities on a Global Scale
Ford's commitment to education, empowerment, and uplifting communities worldwide remains strong. The following global projects are examples of our dedication to making a lasting impact, and proof of what can be achieved when businesses, nonprofit organizations, and governments come together with a shared vision of creating a better world.

India
Ford's Sanand Engine Plant partnered with the Indian Red Cross Society in 2024 for a blood drive event that marked the 10th year of this initiative. In this milestone year, the initiative saw 85 units of blood donated, contributing over 4,000 units since the program's inception in 2014. This effort not only addresses critical blood shortages in local hospitals but also fosters a culture of giving and community support among employees.

South Africa
In celebration of its 100th anniversary, Ford South Africa, in partnership with Ford Philanthropy, Gift of the Givers Foundation, Maersk South Africa, and the Department of

Community Engagement
— continued

Basic Education, equipped 100 under-resourced primary schools across the country with state-of-the-art math and science labs. Providing resources for STEM education, the labs currently benefit thousands of primary school students, helping to guide them towards potential career paths in science, medicine, and engineering. As new students enter these schools, the total impact is expected to serve hundreds of thousands of learners in the future.

What began as a small effort to craft mobility aids quickly grew into a Ford South Africa manufacturing-driven movement when skilled welders and the manufacturing team at the Silverton plant joined forces and volunteered to make steel frame walkers for children in underprivileged communities. The collaboration has resulted in the production of over 50 steel frame walkers, with a vision to produce 150 more. The walking aids will be distributed to clinics across South Africa, providing life-changing support to those in need. Each walker symbolizes the workers' commitment to improving the lives of children who would otherwise have limited access to such essential mobility aids.

Spain

Ford Impulsando Sueños is a Spanish educational program empowering 14-18 year olds to become community changemakers. Students are selected for the program based on their socio-economic circumstances and their talent and motivation to achieve their highest potential. The objective is to develop their key skills so they can obtain future high-quality jobs, improve living conditions within their communities, and promote a fair, sustainable, and peaceful world. This initiative has been actively fostering social entrepreneurship. It has achieved this by offering training to a large number of students and educators, providing support for hundreds of student-led projects, and successfully embedding social entrepreneurship education into the curriculum of schools across Madrid and Valencia

Thailand

The "Give to Grow" program — a partnership between Ford Philanthropy and the Sati Foundation — connects children with resources and opportunities, empowering them with skills for future success. During Ford Philanthropy's 2024 Global Caring Month, Ford volunteers helped "Give to Grow" improve under-resourced schools in Chonburi and Rayong provinces. Volunteers from Ford, its manufacturing facilities, dealerships, and private sector partners made substantial infrastructure upgrades and provided crucial life skills workshops focused on social skills, gender awareness, and career exploration.

In collaboration with the Yuwapat Foundation and Teach for Thailand, Ford Philanthropy expanded the Auto-Technician Apprenticeship program by awarding 10 scholarships and providing a 2.0-liter bi-turbo diesel engine, the type used in the Ford Ranger and Ford Everest, to teach the latest automotive technology at Nonthaburi Technical College. This program is in its seventh consecutive year, and since its founding in 2017, 32 graduates have entered the automotive industry.

Türkiye

In Türkiye, where women are underrepresented in tech roles, the Future Role Models: Women in Tech program is making a real difference. It empowers participants to confidently pursue their career goals. In 2024, the technical and social skills training program connected many female university students with tech leaders through a substantial period of free training, supporting them as they developed into well-rounded future leaders. Ford Philanthropy partners with Ford Otosan, Young Guru Academy, and UP School on this program.

Case Study

Lending a Hand When Disaster Strikes

Ford and its network of dealers are committed to showing up for our communities in good times and bad. For decades, this commitment has included helping people rebuild following natural disasters. As severe weather events become more frequent, preparedness and recovery has become essential. Ongoing partnerships with disaster relief organizations around the globe help ensure that food, supplies, transportation, and more reach impacted communities — when and where they're needed.

An important, longstanding partner in our disaster relief efforts is Team Rubicon, a veteran-led disaster relief organization. In 2024 we celebrated our first anniversary of the launch of Team Rubicon Powered by Ford, a unique multi-year, multi-million dollar commitment to supporting communities in need. Powered by philanthropic donations, a fleet of Ford vehicles, and the support of the Ford Volunteer Corps, Team Rubicon Powered by Ford has made a tangible difference in disaster preparedness and recovery efforts — helping our neighbors facing trying times rebuild their lives and communities.

After Hurricanes Helene and Milton wreaked havoc on parts of the Southeast in 2024, Ford responded with grants, mobility expertise, and volunteer efforts, as Team Rubicon deployed operations in Florida, North and South Carolina, Georgia, and Tennessee.

Ford Philanthropy also provided grants to the Hispanic Federation, Asheville Area Habitat for Humanity, United Way of Citrus County Florida, United Way of East Tennessee Highlands, and Habitat for Humanity International to help address immediate local needs in severely impacted areas from the hurricanes. A Hurricane Relief Matching Gift Donation Challenge was initiated by Ford Philanthropy in 2024 to drive added support for Team Rubicon, the American Red Cross, and Feeding America.

Ford dealers stepped up as well, creating dedicated fleets of loaner vehicles to ensure Team Rubicon had the resources necessary to assist local communities. In addition to hauling equipment and volunteers to and from worksites, these vehicles were equipped with Pro Power Onboard, allowing Team Rubicon to power worksites, have lights and fans at their forward operating bases, plug in power tools and equipment, and keep perishable food refrigerated.

Ford's disaster relief initiatives are also active around the world. In 2024, Ford Philanthropy worked to help many of our international communities prepare for and recover from disasters. We aided recovery efforts in Spain, Brazil, South Africa, Thailand, and the Philippines. Following floods, landslides, and other disasters, we committed grants to local organizations providing relief, assisted Ford employees and dealers in delivering on-the-ground support, and hosted prevention and response trainings.

Community Engagement
— continued

United Kingdom
Since 2017, Ford Philanthropy and Loughborough University have partnered to offer a four-day Athena STEM residential program for 14-to-15-year-old girls. The program features hands-on workshops covering design, computer science, robotics, and sustainability, culminating in a project presentation. Many of the participants pursue advanced qualifications after completing the program.

Vietnam
When Typhoon Yagi hit the Lào Cai and Hai Duong provinces, Ford Vietnam demonstrated its commitment to helping communities rebuild stronger. Supported by Ford Philanthropy, Ford dealership representatives and Ford Owner Clubs transported essential goods including food and clothing and fertilizer to remote, affected communities, ensuring timely support for those in urgent need. In addition to assisting with repairs to damaged roads, clearing debris, and stabilizing infrastructures, Ford Vietnam donated warm clothes, school supplies, and playground equipment, and also provided crucial funds to help 23 families rebuild their homes.

COMMUNITY ENGAGEMENT POLICIES

Ford's human rights policy commitments extend to affected communities. We do not engage in unlawful eviction or taking of land, forests, and waters securing the livelihood of human beings. We work to minimize negative impacts on both human beings and the environment while striving for positive impact. In support of this goal, we have instituted to a variety of initiatives to mimic ecosystem performance, eliminate waste, and divert waste from landfill to products, reduce freshwater usage, reduce single-use plastic, and support safe and accessible drinking water in our manufacturing operations and communities.

→ **Read More: In Environment on p.43**

Supporting impactful community institutions, programs, and endeavors is woven into the fabric of our culture. We take pride in our role as an active and valuable member of the communities in which we operate. Not only do we encourage our employees to be involved in community initiatives and contribute to charitable, educational, and civic causes, but Ford supports nonprofit organizations focused on education, community development, social services, safe/smart mobility, and civic/cultural initiatives. We follow the global approval process, as well as any local requirements set up by operations for contributions or other support provided by Ford.

→ **Read More: In Ford Philanthropy on p.125**

We integrate due diligence findings in our business planning and decision-making, considering the environment, human rights, public health, Indigenous populations, and the communities where we operate. We engage constructively with suppliers, local communities, governments, non-governmental organizations, and other stakeholders, including Indigenous Peoples.

We strive to prevent and mitigate human rights and environmental impacts. To accomplish these goals, we provide appropriate remedies if non-compliance occurs and bring any violation to an end.

We report suspected violations of our We Are Committed to Protecting Human Rights and the Environment policy. Ford takes reports seriously. Reporting inappropriate behavior helps us maintain a positive culture and compliance with the law and allows us to educate and counsel. Information on how to report grievances is presented in our Code of Conduct which is available on our corporate website. External stakeholders may report via the SpeakUp reporting website or by emailing SpeakUp@ford.com. Violations of our We Are Committed to Protecting Human Rights and the Environment policy may lead to disciplinary action up to and including termination.

In addition, regular interactions with community stakeholders and elected officials in our manufacturing communities also provide opportunities to learn of any impacts. We review any impacts received through these channels with cross-functional experts to determine what mitigation steps are required.

STRENGTHENING COMMUNITY RELATIONS

We are committed to being active members of the communities in which we do business. We engage with the community through business organization memberships, regular interactions with government officials at all levels of government that represent the facility, as well as presence at community events and philanthropic endeavors.

Ford tracks community sentiment through various forms including: surveys; listening sessions; monitoring of media articles and social media posts; and discussions with government, community leaders, and residents on what they are hearing.

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, a dedicated community relations email, or through our on-the-ground representatives in the community.

When Ford has a change in its manufacturing footprint that may impact residents, we host listening sessions and provide updates on our website.

Managing Impacts in our Communities
There have been limited incidents in communities that Ford has remedied by working in partnership with government agencies and the community.

Ford has a 120+ year history of operating safely in communities across the world. There is no evidence that these communities are at a greater risk of harm. We meet or exceed all air emissions regulations for our manufacturing facilities.

If a material impact is identified, Ford works closely with the community and government officials and agencies to mitigate the negative impacts and determine the appropriate remedy for those affected.

We take resident concerns very seriously as Ford prides itself on being a good neighbor as one of our company's core values. Ford will continue to listen and respond and work in good faith toward an acceptable outcome for all stakeholders involved.

Various processes are used to manage impacts depending on their scope and scale. If it is a perceived or potential negative impact, Ford will proactively engage with the community through resident Town Halls, listening sessions with government and community leaders, civic groups, educators, nonprofits, environmental groups, etc., depending on the potential issue. These sessions allow Ford to provide additional information to address any questions or concerns. In addition, obtaining community feedback on concerns allows Ford to assess what mitigation steps, if any, are needed.

Tracking our Performance
Our targets include improved community sentiment, ensuring community investment is made in all manufacturing locations and supporting ongoing engagement by hosting regular town halls and responding to resident concerns. We are proud to have sponsored 264 community events in the U.S. in 2024.

Case Study

Michigan Central Station Reopens as Heart of a Culture and Tech Hub

Following an extensive six-year renovation by Ford Motor Company, The Station is open for business.

Ford embarked on the preservation project after acquiring the abandoned Detroit train station in 2018 to be the centerpiece of a 30-acre technology and cultural hub, Michigan Central.

Michigan Central brings Ford employees together with partners, entrepreneurs, students, government leaders, and community members to co-create new products, services, and technologies that not only add value to a new generation of Ford customers but also help build a better world for people everywhere.

A PLACE OF POSSIBILITY

Enabled by Ford's commitment, momentum across Michigan Central grew in 2024, including expansion of its innovation ecosystem, but the main feature was the historic reopening of The Station — a symbol of development and opportunity for the company, the community, and the world.

Now, The Station consists of 640,000 square feet of cultural, technology, community, and convening spaces designed to inspire creative collaboration and create connection.

Hundreds of thousands visitors from near and far visited The Station since its opening in June 2024. The Station also welcomed the first office tenants in July with students from Google's Code Next immersive computer science education program, followed by members from Ford's Model e and Integrated Services teams last fall.

RENOVATION MIXES OLD AND NEW

Ford and Michigan Central assembled a dream team to breathe new life into the stunning Beaux-Arts building. Since renovations began in late 2018, approximately 1.7 million hours were spent meticulously returning The Station to its original architectural grandeur, while retrofitting it with modern technology and infrastructure to support its next chapter.

With many pieces created as part of the building's renovation mark Ford's first use of polymer additive manufacturing for architectural construction, highlighting the company's innovative spirit and dedication to maintaining the building's rich heritage.

640k

square feet of cultural, technology, community, and convening spaces provided by the innovation hub

Governance

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Governance Overview

Our corporate officers and Board of Directors are entrusted with creating long-term value and serving the interests of our stakeholders. Driven by our purpose, values, and business strategy, our officers and directors provide expert oversight and guidance to ensure we are well-positioned to respond to an evolving global business environment. Our culture of compliance and ethical behavior is formalized in company policies, reinforced by leadership, and guided by our purpose.

GOVERNANCE PRACTICE

Our commitment to transparency, integrity, and honesty is fundamental to our commitment to build a more sustainable, inclusive, and equitable transportation future.

- We rely on solid principles of accountable and inclusive corporate governance to maintain the trust of our investors, our customers, and our people
- We equip our people with the necessary tools to comply with legal obligations and policies that maintain the highest levels of integrity
- We are committed to maintaining state-of-the-art corporate governance policies and practices that are reflective of current rules and regulations
- We employ a variety of governance systems and processes to manage different aspects of sustainability across our business

DATA PROTECTION, PRIVACY, AND SECURITY

Data privacy and cybersecurity are key components of our software-driven business. We are committed to managing data responsibly and protecting the privacy of our customers and employees

SUPPLY CHAIN MANAGEMENT

By cultivating and maintaining mutually beneficial supplier relationships rooted in operational excellence, transparency, and trust, we can unlock value for Ford and our suppliers

UN Sustainable Development Goals

We are contributing to the following UN Sustainable Development Goals through actions outlined in this chapter:

Supply Chain Management

Overview

UN Sustainable Development Goals

Our sustainability standards and corporate sustainability commitments cascade down to inform our supply chain management strategy and our sourcing decisions.

MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS

Ford values our relationships with suppliers. In 2024, we launched a new supplier relationship model — Engage — with the goal of cultivating and maintaining mutually beneficial supplier relationships rooted in operational excellence, transparency, and trust that unlocks value for Ford and our suppliers. This includes working diligently to ensure we are ethically sourcing and tracking the value chains and the raw materials that move through them. The Supplier Scorecard, introduced in 2023, provides transparency as it helps us evaluate supplier performance across compliance, quality, delivery, and cost metrics.

PAYMENT POLICY

Ford's Global Terms & Conditions identify how we work with suppliers to initiate payments for goods and services. Ford's payment policy is outlined in both our Production and Indirect Payment Schedule Supplier Guides. Payments are processed automatically according to the Purchase Order payment terms and upon evidence of approved Purchase Order, invoice, and receipt of goods and/or service date, and may be subject to audit.

PAYMENT TERMS

Understanding terms of payment may be different for our diverse supply base. The standard method of payment for all supplier liabilities is by Electronic Funds Transfer. However, we negotiate various alternative methods for suppliers. These methods are outlined in our Global Terms & Conditions and further explained in both our Production and Indirect Payment Schedule Supplier Guides.

SUPPLY CHAIN RISK

Tools and processes are in place to manage risk and drive resiliency in our supply chain. For example, by continuously monitoring our supply base we can effectively and quickly respond to ongoing geographical and geopolitical risks and support our suppliers' contingency plans. The Supplier Performance and Risk dashboard, established in 2023, offers real-time visibility into our suppliers' financial health, quality, and delivery performance, enabling proactive management of value chain impacts.

SUPPLIER COMPLIANCE

Suppliers are required to comply with Ford's Supplier Code of Conduct. Through collaborative efforts, we engage suppliers to ensure alignment with these goals. We use the industry-standard Drive Sustainability (DS) Sustainability Assessment Questionnaire (SAQ) to assess suppliers' policies for compliance. Our sourcing decisions and ongoing performance evaluations are informed by these assessments, emphasizing the importance of suppliers' commitment to compliance throughout our sourcing process.

→ **Read More: In Human Rights on p.94**

Transparency, Business Ethics, and Integrity

Overview

UN Sustainable Development Goals

We take a rigorous approach to ethics, integrity, and transparency that extends beyond compliance. It is fundamental to our commitment to build a more sustainable, inclusive, and equitable transportation future where every person is free to move and pursue their dreams.

Our values infuse all levels of our company. Acting with transparency, integrity, and honesty is the basis of the trust we build with our employees, our customers and suppliers, our shareholders, and our communities.

Compliance with existing laws, regulations, and policies underpins our business practice. Clear policies, effective communication, and engaging training give our employees the tools they need to do the right thing.

As we move forward, we remain committed to maintaining state-of-the-art corporate governance policies and practices and ensuring they are reflective of current rules and regulations, including U.S. Department of Justice expectations for corporate compliance programs.

UPHOLDING THE HIGHEST LEVELS OF INTEGRITY

Our Compliance, Ethics, and Integrity Office provides appropriate training and communications tools to ensure that our people are equipped to comply with legal obligations and policies that maintain the highest levels of integrity.

REGULAR AND OPEN COMMUNICATION

Clear and open communication is a fundamental component of our corporate governance framework. Ford outperforms our industry as we work to maintain open communication channels that include monthly reports on vehicle production, dealer inventory, and retail sales. This is in contrast to the quarterly reporting typical of others in the automotive industry.

Social media is an increasingly important component of our outreach to our customers. We use Ford Motor Company corporate accounts and the Chief Executive Officer's social media accounts to share information and insights on a regular basis.

ADHERING TO OUR CODE OF CONDUCT

Employee Code of Conduct

When it comes to business ethics and integrity it's imperative that our employees understand what is expected of them. It's also important that our customers, suppliers, and other stakeholders understand our standards and hold us accountable to them. Our reputation as a global leader in corporate ethics and social responsibility depends on it.

Our Employee Code of Conduct covers important topics including human rights, the environment, privacy, and lawful business practices — as well as information on how to report violations. It is available in 11 languages on our corporate website.

We made minor updates to our Employee Code of Conduct and Corporate Policies in 2024. This was a regular refresh of the existing materials and none of the underlying rules changed. However, we did remove the Russian translation of the Corporate Policies and Code of Conduct.

Supplier Code of Conduct

Thousands of companies around the globe make up our supply chain. As the focus on human rights and climate change becomes sharper, we are committed to holding our suppliers to the same high standards we require of ourselves. Our Supplier Code of Conduct, introduced in 2021, formalizes the standards we expect our suppliers to achieve. Our Supplier Code of Conduct applies to the company's Tier 1 suppliers and cascades through the supply chain to their suppliers. It is available in eight languages and is accessible on our corporate website to suppliers, our employees, and the general public.

Our Supplier Code of Conduct requires our suppliers to maintain responsible business practices. Suppliers must protect and respect human rights, protect the environment, and responsibly source materials. The Supplier Code of Conduct also mandates that they conduct business free from bribery and corruption, maintain effective privacy and cybersecurity practices, and comply with applicable trade and customs rules.

→ **Read More: In Human Rights on p.94**

Anti-Bribery and Anti-Corruption

We maintain the highest ethical standards wherever we operate. As a global company, our facilities must comply with a wide range of national laws and governmental enforcement practices with regard to bribery and corruption, no matter where they are located. Bribery and corruption are forbidden, even in locations where they may be tolerated or condoned.

COMPLIANCE TRAINING

Maintaining our high standard of ethical conduct requires a robust and comprehensive training program. Mandatory online training courses for all Ford salaried full-time, part-time, and agency workers, including an annual Code of Conduct course, ensure our policies are understood and reinforce their importance. We periodically refresh and review the courses to keep the content relevant and appropriate.

REPORTING VIOLATIONS

Our compliance program allows people to confidentially report known or potential violations of the law or of our policies. Team members can report violations directly to Human Resources or the Compliance, Ethics, and Integrity Office as well as the Office of the General Counsel. Violations can also be reported using the SpeakUp reporting website, telephone hotlines, or email, some of which allow for anonymous reporting. The SpeakUp site is also available to external stakeholders at www.speakup.ford.com. Translated into 12 languages, the site features local language hotlines, an enhanced anonymous reporting system, and an improved intake form. When a violation is reported, a cross-functional committee reviews allegations and oversees any investigations and subsequent corrective or disciplinary actions.

For human rights and environmental issues involving suppliers, Ford has an external site to report supplier grievances. Available in 19 languages, the external site enables suppliers to report feedback. Employees of our suppliers can also provide feedback and file grievances directly via the Responsible Business Alliance (RBA) Worker Voice app.

→ **Read More: In Human Capital Management and Diversity, Equity, and Inclusion on p.115**

→ **Read More: In Human Rights on p.97**

Accountable and Inclusive Governance

Our business conduct is based on solid principles of accountable and inclusive corporate governance. We rely on them to maintain the trust of our investors, our customers, and our people.

ACCOUNTABLE AND INCLUSIVE GOVERNANCE

Along with the people of Ford around the world, our leadership is committed to serving all of our stakeholder groups. Like generations of leaders before them, they recognize that our efforts to create a world with fewer obstacles and limits help people move forward and upward.

Our long history of operating under sound corporate governance practices is a critical element as we aim to be trusted by all who rely on us to help build a better world. The processes and systems in place serve as a framework as we manage our business, drive performance, create value — and deliver on our sustainability strategy.

COMPOSITION OF BOARD OF DIRECTORS

Our Board's diversity of skills, experience, and background strengthen our competitive advantage. 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, CEO leadership, international experience, government experience, risk management, finance, and technology.

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

In 2024, Ford Motor Company expanded the Board to 15 directors with the election of Adriana Cisneros, CEO of Cisneros Group, as a director. Cisneros serves on the Board's Nominating and Governance, and Sustainability, Innovation and Policy committees.

Additional information on the unique qualifications and demographic backgrounds of our Board members can be found in the Director Skills and Diversity Matrix and director biographies included in our most recent Proxy Statement.

BOARD OF DIRECTORS

Board Committees

- A — Audit Committee
- C — Compensation, Talent and Culture Committee
- F — Finance Committee
- N — Nominating and Governance Committee
- S — Sustainability, Innovation and Policy Committee
- ● — Chair

Board Members

Kimberly A. Casiano
A N S

William Clay Ford, Jr.
F S

Beth E. Mooney
A N

Adriana Cisneros
N S

William W. Helman IV
F N S

Lynn Vojvodich Radakovich
C N S

Alexandra Ford English
F S

Jon M. Huntsman, Jr.
S

John L. Thornton
C F N

James D. Farley, Jr.

William E. Kennard
F N S

John B. Veihmeyer
A N

Henry Ford III
F S

John C. May
C N F

John S. Weinberg
C F N S

Accountable and Inclusive Governance
— continued

DEMOGRAPHICS

Of our 15 Board members, five are women, one is Black/African American, and two are Hispanic/Latino(a). Our Board includes two executive and 13 non-executive members. Ten of our directors are independent, and our Audit Committee, Compensation, Talent and Culture Committee, and Nominating and Governance Committee are fully independent.

Board of Directors	
Men	66.7%
Women	33.3%
Underrepresented minorities	20%
Corporate Officers	
Men	73%
Women	27%
Underrepresented minorities	10%
Global salaried employees	
Men	72%
Women	28%

GOVERNANCE PRINCIPLES AND PRACTICES

Solid principles of corporate governance are key to maintaining our investors' and our stakeholders' trust in our company's direction, relationships, and goals. Our corporate governance practices drive the effective functioning of our Board, its committees, and the Company.

Corporate Governance Principles

The Board has adopted a set of corporate governance principles that include: a limitation on the number of boards on which a director may serve, qualifications for directors (including a requirement that directors be prepared to resign from the Board in the event of any significant change in their personal circumstances that could affect the discharge of their responsibilities), director orientation and continuing education, and a requirement that the Board and each of its committees perform an annual self-evaluation.

Our corporate governance principles, along with the charters of the Audit Committee; the Compensation, Talent and Culture Committee; the Sustainability, Innovation and Policy Committee; the Finance Committee; and the Nominating and Governance Committee, provide the framework for the governance of Ford Motor Company. They can all be found on our corporate website.

Sound corporate governance practices and trust go hand in hand. Ford's adoption of the following practices has played a critical role as we strive to be trusted by all who rely on us to help build a better world:

- Annual Election of all Directors
- Majority Vote Standard. Each director must be elected by a majority of votes cast
- Independent Board. 67% of the directors are independent
- Lead Independent Director. Ensures management is adequately addressing the matters identified by the Board
- Independent Board Committees. Each of the Audit Committee, Compensation, Talent and Culture Committee, and Nominating and Governance Committee is comprised entirely of independent directors
- Committee Charters. Each standing committee operates under a written charter that has been approved by the Board and is reviewed annually
- Independent Directors Meet Regularly Without Management and Non-Independent Directors
- Regular Board and Committee Self-Evaluation Process. The Board and each committee evaluates its performance each year
- Mandatory Retirement Age and Term Limits. Fifteen-year term limits for independent directors appointed after 2019 and mandatory retirement age of 72 provide regular opportunities for Board refreshment
- Mandatory Deferral of Compensation for Directors. In 2024, approximately 68% of annual director fees were mandatorily deferred into Restricted Stock Units, which strongly links the interests of the Board with those of shareholders
- Separate Chair of the Board and CEO. The Board of Directors has chosen to separate the roles of CEO and Chair of the Board of Directors
- Confidential Voting at Annual Meeting
- Special Meetings. Shareholders have the right to call a special meeting
- Shareholders May Take Action by Written Consent
- Strong Codes of Ethics. Ford is committed to operating its business with the highest level of integrity and has adopted codes of ethics that apply to all directors and senior financial personnel, and a Code of Conduct that applies to all employees
- Insider Trading Policy, Including Hedging and Pledging. Ford's consolidated insider trading policy includes prohibition on officers hedging their exposure to, and limitations on pledging, Ford common stock
- Overboarding. We limit the number of outside public company boards on which our directors and officers may serve

BOARD ROLE AND RESPONSIBILITIES

The Board continuously 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 Chief Executive Officer (CEO) and oversight of the Board, to enhance the long-term value of the Company for its shareholders.

The Board of Directors has chosen to separate the roles of CEO and Chair of the Board of Directors, which allows the CEO to focus on leading the organization to deliver product excellence, while the Chair leads the Board in its pursuit to provide the Company with direction on company-wide issues such as sustainability, mobility, and stakeholder relationships.

The Board of Directors monitors the performance of the CEO and other members of senior management to ensure that the long-term interests of the shareholders are being served.

DIRECTOR REMUNERATION

The Board of Directors agreed that the following compensation will be paid to non-employee directors of the Company:

- Annual Board membership fee: $315,000
- Annual Lead Independent Director fee: $50,000
- Annual Audit Committee chair fee: $30,000
- Annual Compensation, Talent and Culture Committee chair fee: $25,000
- Annual other committee chair fees: $20,000

Accountable and Inclusive Governance
— continued

Approximately 68% of the Annual Board membership fee is paid in Restricted Stock Units (RSUs), and certain directors choose to receive all or a portion of their fees, in addition to the mandatory portion, in RSUs.

Directors who are also company employees are not separately compensated for their service on the Board.

SUSTAINABILITY GOVERNANCE

We employ a variety of governance systems and processes to manage different aspects of sustainability across our business, as summarized throughout this report.

The Sustainability, Innovation and Policy Committee reviews and advises on the Company's pursuit of innovative policies and technologies that promote product safety, improve environmental and social sustainability, and seek to enrich our customers' experiences, increase shareholder value, and lead to a better world.

The Committee is responsible for assessing the Company's progress on strategic economic, product safety, environmental, and social issues, as well as the degree to which sustainability principles have been integrated into various skill teams. The Committee reviews the Company's Integrated Sustainability and Financial Report as well as any company initiatives related to sustainability and innovation. It assesses annually the adequacy of the Sustainability, Innovation and Policy Committee Charter, and reports to the Board of Directors about these matters.

The Audit Committee also reviews the Company's Integrated Sustainability and Financial Report.

The Compensation, Talent and Culture Committee reviews and discusses key people-related business strategies, including leadership succession planning, culture, diversity and inclusion, and talent development programs.

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 extensive 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 (NYSE) 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 development, environmental and social sustainability, capital allocation, management development, retention and compensation, competitive developments, and geopolitical developments

Sustainability Governance

Accountable and Inclusive Governance
— continued

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 Forecast, Controls and Risk Review, and Special Attention Review process where the 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 enterprise risks through engagement with senior management and the Board of Directors. Once identified, the risks are validated and assigned risk owners who are responsible for overseeing risk assessment, developing and implementing mitigation plans, and providing regular updates. The Enterprise Risk Management process also engages Business Segments and Skill Teams to determine which of the enterprise risks are most relevant to their specific objectives and identify any additional 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.

Management Processes

Board Committees	**Sustainability, Innovation and Policy Committee** • Meets at least three times a year • Primary responsibility for assessing the Company's progress on strategic economic, product safety, and environmental and social issues, as well as the degree to which sustainability principles have been integrated into the various skill teams • Reviews and advises on the Company's pursuit of innovative policies and technologies that promote product safety, improve environmental and social sustainability, and seek to enrich our customers' experiences, increase shareholder value, and lead to a better world • Reviews the Integrated Sustainability and Financial Report as well as any Company initiatives related to sustainability and innovation Read the Charter of the Sustainability, Innovation and Policy Committee **Other Board committees:** Audit; Compensation, Talent and Culture; Nominating and Governance; and Finance
Executive Management	**Vice President, Chief Sustainability, Environment and Safety Officer** • Primary responsibility for sustainability matters • Oversees the Sustainability and Vehicle Environmental Matters group, the Environmental Quality Office, the Vehicle Homologation and Compliance group, and the Automotive Safety Office • Leads a multi-disciplinary executive-level team that oversees actions in response to our sustainability strategies and integration and issues related to our We Are Committed to Protecting Human Rights and the Environment policy • Human Rights Policy Officer **Other executive and group vice presidents** across our functional areas also have responsibility for sustainability-related issues. These include our Chief People and Employee Experience Officer and our Chief Diversity Officer
Function Areas	**Sustainability and Vehicle Environmental Matters** • Coordinates our company-wide sustainability strategy and activities • Leads our sustainability reporting and stakeholder engagement • Collaborates with other functional areas and skill teams to integrate sustainability throughout the Company

Oversight of Risk Management

	Compliance and Reporting	Operating and Strategic
Ford Board Oversight	Audit Committee	Sustainability, Innovation and Policy Committee Compensation, Talent and Culture Committee Finance Committee Audit Committee
Ford Management Day to Day	Compliance Reviews SEC, NYSE, and Sarbanes-Oxley Compliance Internal Controls Disclosure Committee	Business Segments and Skill Team Governance Forums Forecast, Controls, and Risk Review Special Attention Review Industrial Platform, Software and Tech Platform, Global Product and Services, Strategy, Business Ops Review, and People Forums

Accountable and Inclusive Governance
— continued

The full Board of Directors has overall responsibility for the oversight of risk management at Ford and oversees operating risk management with reviews at each of its regular 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 itself. The Audit Committee receives regular updates on cybersecurity practices, as well as cybersecurity and information technology risks from the Chief Information Security Officer.

The Sustainability, Innovation and Policy Committee assists the Board of Directors in overseeing environmental and social sustainability risks. 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 periodically review other policies related to personnel matters, including those related to harassment, discrimination, and anti-retaliation policies.

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

RISK FACTORS

For a list of identified corporate risks, uncertainties, and other factors see "Item 1A. Risk Factors" in Ford's 2024 Form 10-K Report, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

Government Regulations, Policy, and Engagement

We strive to align our advocacy with our values. By transparently engaging with government officials and agencies, we can help shape the legislation, regulations, and policies to advance the Ford+ plan for growth and value creation.

Ford uses its voice to help inform policies that are economically, environmentally, and socially sustainable for our company, customers, and communities. We strive to provide clarity on our efforts and activities by communicating Ford's company policies regarding employee political participation, disclosing company memberships in organizations that seek to inform policy, and sharing political contributions and lobbying reports. Ford's Policy team works globally to educate policymakers and stakeholders about our business operations, participating openly and transparently in the political process to support local, state, national and international policies. We continually work to increase our transparency with all stakeholders.

Engagement with governmental officials and agencies plays a key role in shaping the regulations and legislation that govern our business now and into the future. We engage with the U.S. Congress and the White House, as well as international governments, on a wide range of policy issues, including but not limited to: safety, emissions standards, vehicle electrification and charging initiatives, autonomous and connected vehicle technologies, data access, taxes, trade, manufacturing, transportation, and labor.

We advocate for consistent policies at all levels to help us achieve our business, environmental, and employment objectives. It's important that our management team keeps informed on governmental matters affecting Ford's interests. Where appropriate, they are expected to help formulate and present company positions on relevant public issues. They also are expected to contribute to fulfilling Ford's responsibilities as a corporate citizen, including participation in constructive governmental activities on behalf of the Company. Ford remains committed to transparency about the principles that govern our participation in the political process.

In recognition of the best-in-class nature of Ford's transparency, Ford achieved "Trendsetter" status for the fourth consecutive year in the 2024 Center for Political Accountability Zicklin Index which benchmarks political disclosure and accountability policies and practices of leading U.S. public companies.

POLICY FRAMEWORK

Ford's Policy framework was created in 2021 to advance Ford's business objectives while vindicating the Company's values. The framework leverages the entire policy team, which is comprised of:

- Environmental and Safety Compliance
- Government Affairs
- Office of General Counsel

This structure empowers the teams to function as one, contributing the expertise of their respective professional disciplines, unified throughout the policy organization. Ford's ambitious Ford Policy Agenda, which sets forth detailed policy missions to defend and advance Ford Motor Company's interests, reflects this integration.

POLITICAL SPENDING PROCESS

Ford does not contribute corporate funds directly to political candidates, campaigns, or political organizations in the United States; nor does the Company employ its resources to help elect candidates to public office, even when permitted by law. In addition, Ford does not contribute to political candidates or organizations outside of the United States.

Ford Expenditures on Ballot Initiatives in 2024:

- Ford did not contribute to ballot initiatives in 2024

Ford Expenditures on Section 527 Organizations:

- Ford did not contribute to Section 527 organizations in 2024

Ford Expenditures on 501(c)(4) Organizations:

- Ford may contribute corporate funds to 501(c)4 social welfare organizations if the organization is working on an issue of significant interest or importance to Ford. In 2024, Ford contributed $25,000 to Center Forward, a group that brings together policymakers, business and thought leaders, and administration officials from all sides of the political spectrum to engage in honest and thoughtful dialogue about the most significant challenges facing our nation. 0% of these membership dues were spent on lobbying.

Ford does not generally take a position for partisan political purposes, i.e., specifically for the purpose of advancing the interest of a political party or candidate for public office. However, with the approval of the Office of the Chief Executive, contributions may be made to support or oppose a state or local ballot proposal if the issue is of significant interest or importance to Ford and provided that such contributions are permitted by law.

Ford's Chief Government Affairs Officer has final authority over contributions to Section 527 and 501(c)(4) social welfare organizations, 501(c)(6) association memberships, and other political spending permitted by Company policy. These organizations may engage in political activity in certain circumstances.

The Nominating and Governance Committee of Ford's Board of Directors, composed entirely of directors determined to be "independent" in accordance with the rules of the NYSE, has responsibility for evaluating, monitoring, and making recommendations to the full Board with respect to all corporate governance policies and procedures, including governance of political engagement. The Committee annually reviews contributions and membership decisions made by the Company in the following areas: local, state, federal, and international memberships representing affiliations with key coalitions and industry associations supporting the Company's policy agenda; and corporate contributions to philanthropic and policy-related organizations supported by the Company.

The employee-led Political Contributions Committee of Ford's political action committee (Ford PAC) oversees PAC spending. We encourage U.S. employees to become engaged in their communities and participate in the political process as private individuals. We respect the right of each employee to use personal time as they choose and to decide the extent and direction of their political activities. Collective bargaining agreements govern on this issue with respect to hourly employees. Except for administrative expenses associated with the Ford PAC in the U.S., the use of corporate funds to support or oppose the election of any candidate for office is not permitted.

→ **Read More: In previous Political Engagement Reports**

LOBBYING ACTIVITIES

Our advocacy efforts are guided by our Chief Policy Officer. In the United States, we submit all lobbying reports as required by the U.S. House of Representatives and the U.S. Senate. These reports are publicly available. All PAC donations are documented through FEC regulations. Our day-to-day Government Affairs activities are not reported. However, we regularly meet with elected officials on the federal, state, and local levels, and participate in trade organizations.

Government Regulations, Policy, and Engagement
— continued

MEMBERSHIPS IN COALITIONS, ASSOCIATIONS, AND ORGANIZATIONS

To advance our voice on key issues, Ford collaborates with a broad range of coalitions, industry groups, and trade associations. We work with our partners to develop and promote sensible policies that benefit our company, our industry, and society. These organizations often bring diverse viewpoints to the debate, and sometimes their views are not shared by Ford. The following table includes 501(c)(6) organizations of which Ford is a member that promote or address a specific common business interest.

Ford 2024 Dues to Coalitions and Associations that Informed Federal and State Policy

USD Range	Coalition	% of nondeductible dues
$1 million or more	Alliance for Automotive Innovation	18%
$500,000-999,999	American Automotive Policy Council	13%
$100,000-499,999	American Financial Services Association	40%
	American Property & Casualty Insurance Association	43%
	Autonomous Vehicle Industry Association	20%
	National Association of Manufacturers	28%
$50,000-99,999	Detroit Regional Chamber of Commerce	6%
	Michigan Manufacturers Association	25%
$25,000-49,999	Advanced Energy United	0%
	Council of the Americas	5%
	Electric Drive Transportation Association	52%
	Illinois Chamber of Commerce	20%
	National Foreign Trade Council	25%
	U.S. — ASEAN Business Council	1%
	U.S. — China Business Council	10%

Ford is a member of various tort reform groups and technical/research forums nationally that are not the subject of this report. This report does not include all organizations or associations Ford supports under a threshold of $25,000 annually.

Membership Alignment

Ford maintains membership in several organizations that are involved with climate and sustainability issues. When working with these partners, Ford conducts internal reviews of associations' lobbying positions, noting any discrepancies with our positions, and our actions in response. The results of these reviews are shared with management. If an association's position does not align with our criteria, we respond appropriately, at times advocating for our position independently or taking an alternate path. A list of major organizations and a description of Ford's alignment, where applicable, is included in the following pages.

Alliance for Automotive Innovation

Mission	Climate Change Position	Where We Align
A broad coalition of automotive manufacturers and suppliers operating in the U.S., representing a sector supporting 10 million American jobs and 5% of the economy. The association is committed to a cleaner, safer, and smarter personal transportation future.	The industry has consistently called for year-over-year fuel economy and greenhouse gas (GHG) improvements. Automakers need a policy environment that reduces GHG, improves fuel economy, and accelerates the transition to electrified vehicles. Looking to the future, we need policies that support a customer-friendly shift toward electrified technologies.	Ford's position within the Alliance is consistent with our public view that comprehensive standards, including California's, provide the best path forward to accelerate the internal combustion engine (ICE) to electric vehicle transition, reduce carbon emissions, and meet customer needs and expectations.

American Automotive Policy Council

Mission	Climate Change Position	Where We Align
Although primarily focused on trade issues and the common public policy interests of its member companies — Ford, General Motors, and Stellantis N.V. — AAPC also engages on a broad range of related technology, safety, fuels, and fuel economy issues, and pursues regulatory harmonization with other markets around the world.	AAPC, coordinating with Ford, GM, and Stellantis, is taking a comprehensive, all-inclusive approach to "going green." Combining innovation, engineering, and ingenuity, U.S. automakers have implemented environmentally friendly measures from the start of production to the final sale of the vehicle.	Ford continues to promote alignment with U.S. standards in global export markets to ensure harmonization with fuel economy and safety initiatives.

Government Regulations, Policy, and Engagement
— continued

National Association of Manufacturers (NAM)

Mission	Climate Change Position	Where We Align
NAM's work is centered around the success of the more than 13 million people who make things in America, and is focused on four values: free enterprise, competitiveness, individual liberty, and equal opportunity.	NAM has called on Congress to address climate change. NAM testified before the House Subcommittee on Environment & Climate Change and shared what the manufacturing sector is doing to reduce emissions. Over the past decade, manufacturers have reduced the carbon footprint of their products by 21% while increasing their value to the economy by 18%.	Ford continues to highlight the importance of climate change through: • Product actions (e.g., electrifying iconic brands like Ford Mustang, F-150, E-Transit) • Facilities (zero air emissions, and use of 100% renewable energy for all manufacturing plants)

U.S. Chamber of Commerce

Mission	Climate Change Position	Where We Align
The U.S. Chamber of Commerce is the world's largest business organization, representing the interests of more than 3 million businesses of all sizes, sectors, and regions. Ford is primarily engaged with the Chamber as part of its Institute of Legal Reform and with respect to its international outreach efforts.	The Chamber recognizes that our climate is changing, and humans are contributing to these changes. Inaction is simply not an option, and American businesses will play a vital role in creating innovative solutions to protect our planet.	Ford continues to highlight the importance of climate change at the Chamber.

Climate Leadership Council/Americans for Carbon Dividends

Mission	Climate Change Position	Where We Align
An international policy institute founded in collaboration with a who's who of business, opinion, and environmental leaders to promote a carbon dividends framework as the most cost-effective, equitable, and politically viable climate solution. If the CLC plan is enacted into law, U.S. carbon dioxide emissions would be cut in half by 2035 while providing all families a carbon dividend of approximately $2,000 per year.	CLC advocates for a specific carbon fee/dividend solution with the following elements: • A gradually increasing carbon fee ($40 per ton increasing every year at 5% above inflation) • Carbon dividends for all American families (approximate $2,000 dividend in first year) • Regulatory simplification (but vehicle fuel economy and GHG programs would continue) • Border carbon adjustment to ensure companies do not move emissions overseas	Ford believes that comprehensive, industry-wide policies that protect our environment in the near term and promote technological innovation are critical. A carbon border adjustment will encourage other countries to implement similar policies by leveling the playing field for U.S. manufacturers.

Government Regulations, Policy, and Engagement
— continued

Electric Drive Transportation Association

Mission	Climate Change Position	Where We Align
The Electric Drive Transportation Association (EDTA) is a trade association promoting battery, hybrid, plug-in hybrid, and fuel cell electric drive technologies and infrastructure. It conducts public policy advocacy, education, industry networking, and conferences that engage industry, academia, policymakers, and the public. EDTA's membership includes the entire electric drive value chain, including vehicle, battery and component manufacturers, electricity providers, and smart grid and infrastructure developers. Collectively, its members are developing and deploying technologies that advance the electrification of transportation.	• Achieving net zero emissions transportation for all Americans is a critically important goal that requires a comprehensive effort across multiple sectors of the economy to electrify transportation • U.S. leadership in this effort to electrify transportation will secure our economic future while driving innovation that reduces emissions, creates jobs, and boosts investment opportunities in our communities and across all segments of the economy • To secure our leadership, the U.S. should implement an aggressive five-year plan that catalyzes growth with significant, long-term investments in market expansion and accelerates technology development and deployment for cross-sector adoption of e-mobility	Ford believes extending/expanding electric vehicle incentives — including consumer tax credits, commercial incentives for electric vehicle, electric vehicle charging, and investment tax credits for U.S. facilities for electric vehicle components like batteries — is necessary to accelerate the ICE to electric vehicle transition.

Case Study

Ford Motor Company Civic Action Fund — Ford PAC
Ford does not contribute corporate funds directly to candidates, campaigns, or political organizations in the U.S. even if the law allows it. Ford's Board of Directors has authorized the Company to participate in the political process through voluntary employee and shareholder contributions to the Ford Motor Company Civic Action Fund, known as the "Ford PAC." The Ford PAC rigorously adheres to state, local, and federal law, and all Federal Election Commission guidelines.

Voluntary contributions to the Ford PAC may be solicited from Ford management, employees, and shareholders who are U.S. citizens or legal permanent residents. Contributions to the Ford PAC are distributed at the discretion of the Ford PAC's Political Contributions Committee, comprised of Ford employees who are Ford PAC donors. Ford's Government Affairs staff, under the direction of the Chief Government Affairs Officer, is the group responsible for PAC administration. The Ford PAC makes expenditures in federal, state, and local races deemed relevant to the Company, but generally does not contribute to presidential candidates.

Neither Ford nor the Ford PAC contributes to independent expenditure-only political action committees (so-called Super PACs), which are not subject to donation limits. Candidates and committees to whom the Ford PAC might contribute are evaluated on a nonpartisan basis and without regard to the private political preferences of any contributor, manager, employee, or shareholder. This viewpoint on nonpartisan giving also applies to Ford corporate spending permitted by corporate policy.

To receive a contribution from the Ford PAC, candidates and committees are evaluated against the following principles:

- Champion manufacturing, mobility, and innovation policies of interest to Ford
- Represent districts or states with a large Ford presence or participate on a key committee relevant to Ford and/or its partners
- Serve in a leadership role or show potential as a future leader
- Maintain a track record of supporting Ford employees and operations
- Demonstrate public service consistent with building trust and acting with competence, integrity, and service to others

The Ford PAC is governed by a set of bylaws.

View copies of the PAC's filings with the Federal Election Commission, detailing expenditures on federal candidates as required by law on page 301. State and local contributions are included in the FEC reports.

Data Protection, Privacy, and Cybersecurity

Overview

UN Sustainable Development Goals

We take our responsibilities concerning the privacy and security of customer data seriously. Our company-wide governance drives a holistic approach, which includes policies and directives focused on transparency, responsible data handling and use, and choice where appropriate.

DATA PRIVACY AND PROTECTION POLICIES

Privacy refers to the right to exercise control over one's personal information and to have interactions protected from public exposure and other unwarranted intrusions. Data privacy focuses on personal information and how it is collected, stored, used, managed, and shared. It is a key component of our software-driven business and continues to be important to our customers, our employees, and our business.

Policies and procedures are in place to address data management and to protect the privacy of our customers and employees.

STRENGTHENING OUR GLOBAL DATA PRIVACY AND PROTECTION INITIATIVES

We adhere to the Automotive Consumer Privacy Protection Principles developed by the Alliance for Automotive Innovation.

Association memberships support our efforts to strengthen cybersecurity and data privacy. We are a founding member of the Board of the Automotive Information Sharing and Analysis Center (Auto-ISAC), which gathers, analyzes, and shares information to combat cyber-related threats and weaknesses. Auto-ISAC also facilitates collaboration with global partners to identify and assess cybersecurity threats, provide best practices for auto manufacturers, and ensure a safe user experience for consumers. Our current board seat ensures that we preserve relationships that help to protect ourselves against both enterprise and in-vehicle security risks.

CYBER THREATS

As the scope and severity of risks presented by cyber threats continue to evolve, we take those threats very seriously. No organization can eliminate cybersecurity risk entirely; nonetheless we devote significant resources to our security program. Our multi-layered cybersecurity risk management program is designed to protect our information systems and assets and protect against, and mitigate the effects of, cybersecurity incidents.

Our Chief Information Security Officer supervises our cybersecurity risk management program and provides periodic updates to the Audit Committee. As part of its oversight responsibilities, the Audit Committee receives updates related to cybersecurity practices, cyber risks, and risk management processes.

→ **Read More: On our website**

Reporting Scope, Boundaries, and Data Assurance

REPORTING SCOPE AND BOUNDARIES

Consistent with GRI guidance on boundary setting, the data in this report covers all of Ford Motor Company's wholly and majority-owned operations globally, unless otherwise noted, and spans 2024 operations and vehicles. Boundaries for each material issue are noted in our GRI Content Index.

The EU Corporate Sustainability Reporting Directive (CSRD) requires disclosures against the European Sustainability Reporting Standards (ESRS). We have included a Sustainability Statement that includes all of Ford's 2024 CSRD compliant disclosures based on our Double Materiality Assessment.

Where relevant, data measurement techniques, the bases of calculations, and changes in the basis for reporting or reclassifications of previously reported data are included as footnotes.

For this report, we have followed the International <IR> Framework of the International Integrated Reporting Council (IIRC) to provide a cohesive and comprehensive approach to our corporate reporting. However, we remain flexible and open to new approaches as the dynamic reporting environment continues to evolve.

DATA ASSURANCE

Data in this report is subject to various forms of assurance, as outlined below and noted in the data tables. This report has been reviewed by Ford's top senior executives, as well as the Sustainability, Innovation and Policy Committee and the Audit Committee of the Board of Directors.

Some of the data in our reports has been subject to internal and third-party verification.

The consolidated financial statements in our 2024 Form 10-K Report have been audited by our independent registered public accounting firm.

The Sustainability Statement has been subject to limited assurance by PricewaterhouseCoopers LLP, For more information see the assurance conclusion on page 229.

Ford's 2024 greenhouse gas inventory (including Scope 1, Scope 2 and Scope 3 Categories 11 and 15) undergoes third-party verification by an organization with a Certification of Accreditation to ISO 14065:2013 by the ANSI National Accreditation Board and will become available at a later date. In addition, GHG emissions for some manufacturing operations are also third-party verified, separately from this Sustainability Statement, in accordance with the local emission trading scheme regulatory requirements.

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Sustainability Statement

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Sustainability Reporting Approach

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 2025 due to CSRD not being adopted into Luxembourg law by December 31, 2024. Ford is continuing with ESRS disclosures in this Sustainability Statement on a voluntary basis.

We have included an ESRS Index on page 222 outlining all disclosure requirements reported against in this Sustainability Statement. The information included within this Sustainability Statement stems from our material impacts, risks, and opportunities as identified by the double materiality assessment.

Reporting Boundaries
This is the first year Ford is reporting against the ESRS and as such there are no changes from previous years to report or comparative information from previous years included.

This report has been prepared on a global consolidated basis for Ford Motor Company and its consolidated subsidiaries. The scope of consolidation for this sustainability statement mirrors Ford's 2024 Form 10-K Report. No subsidiaries that are included in the annual financial filing are exempt from this 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 1 year), medium term (up to 5 years), and long term (5+ 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
- Targets and metrics for E1 Risk 1: Meeting stringent emissions and emerging regulatory standards may require substantial investments
- Targets and metrics for E1 Risk 2: Failing to comply with emissions regulations and meet zero emission vehicle (ZEV) thresholds may result in purchasing credits from competitors, curtailing vehicle sales, or paying fines
- Targets for Entity Specific Risk 10, addressed in E1: Over-investment in electrification and uptake not occurring at the same scale presents a financial risk
- Targets for S4 Risk 8 and 9: Ford may incur significant costs due to product recalls, and poor product quality could damage Ford's reputation
- Actions for Entity Specific Opportunity 1: Connected vehicles generate significant amounts of data, which can enhance customer experiences and optimize vehicle performance

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 on our value chain, see page 152.

As per the transitional provisions outlined in the ESRS, certain details regarding our value chain have been excluded when reliable data was not accessible 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 accounted for 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. 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 Ford's 2024 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 on page 229.

REFERENCES USED

References to "business partners" throughout this Statement and Ford policies referenced 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 products and services.

Incorporation by Reference
Throughout the Sustainability Statement we have referenced Ford's 2024 Form 10-K Report for some information. The following disclosures reference this report:

- ESRS 2 Revenue
- EU Taxonomy Eligible Economic Activities and Minimum Safeguards
- E1 Transition Plan Investments

Sustainability Governance

CORPORATE GOVERNANCE

Role of the Administrative, Management, and Supervisory Bodies

In 2024, Ford expanded its Board of Directors to 15 members with the election of Adriana Cisneros, CEO of Cisneros Group, as a director. Cisneros serves on the Board's Nominating and Governance and Sustainability, Innovation and Policy Committees.

Our Board includes two executive and 13 non-executive members. 10 of our directors are independent (about 67%), 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, 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
Composition by Gender (percent)		GOV - 1	
Men			66.7%
Women			33.3%
Composition by Gender (number)		GOV - 1	
Men			10
Women			5
Total			**15**
Composition by Underrepresented Minorities		GOV - 1	
Underrepresented Minorities (percent)			20.0%
Underrepresented Minorities (number)	1		3
Executive and Non-Executive Members of Administrative, Management, and Supervisory Bodies		GOV - 1	
Non-Executive members (Men)	2		8
Non-Executive members (Women)	2		5
Executive members (Men)	3		2
Executive members (Women)	3		0
Independent Members of Administrative, Management, and Supervisory Bodies		GOV - 1	
Independent members (number)			10
Non-Independent members (number)			5
Percentage of Independent members			67%

Methodology and Assumptions

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.

Footnotes

1. For 2024, the Underrepresented 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

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 Chief Executive Officer (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 and the broader Integrated Sustainability and Financial Report 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, executive-level 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. They also act 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. They provide updates to the Audit Committee and the Sustainability, Innovation and Policy Committee of the Board on reporting progress at least once annually and follow 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. SEC and New York Stock Exchange (NYSE) 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 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 Forecast, Controls and Risk Review, and Special Attention Review process where the 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 also engages Business Segments and Skill Teams to determine which of the enterprise risks are most relevant to their specific objectives and identify any additional 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.

In 2024 the Enterprise Risk Management process occurred independently from the DMA process done in alignment with ESRS requirements. The results of the Enterprise Risk Management process fed into the identification of potential impacts, risks, and opportunities for consideration in the DMA, the Enterprise Risk Management team was included as internal stakeholders in the DMA process.

Board Oversight of Risk

The full Board of Directors has overall responsibility for the oversight of risk management at Ford and oversees operating risk management with reviews 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 itself.

The Sustainability, Innovation and Policy Committee assists the Board of Directors in overseeing environmental and social sustainability risks.

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.

Sustainability Governance
— continued

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

Internal Control Process
The Integrated Sustainability and Financial Report and Sustainability Statement are both 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, six percent 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:

- Discuss and advise 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
- Discuss and advise management on sustainability strategies that enhance shareholder value and social wellbeing, including human rights, working conditions, and responsible sourcing
- Review 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. Directors who are also Company employees are not separately compensated for their service on the Board.

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 p.149 Sustainability Related Performance Incentives p.150 Double Materiality Assessment p.156-158
Engaging affected stakeholders	Stakeholder Engagement p.153-155
Identifying and assessing negative impacts on people and the environment	Double Materiality Assessment p.156-158
Taking action to address negative impacts on people and the environment	Environment p.197-199 Social p.204, 207-212, 215-218
Tracking the effectiveness of these efforts	Environment p.197-199 Social p.204, 207-212, 215-218

Sustainability Strategy and Business Model

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.

Additionally, the Ford Integrated Services team is creating and marketing software-enabled customer experiences across our business segments. 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 ICE and hybrid 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 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, 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 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 both in the "Notes to the Financial Statements" of Ford's 2024 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 sustainable financing
- Manufactured Capital — Our manufacturing facilities and development centers
- Intellectual Capital — Our services, data, design process, and research and development
- Natural Capital — Our energy, water, and material usage

Our Impact
Ford's business has the potential to impact employees, customers, investors, suppliers, communities, and the planet.

Our sustainability strategies and the actions outlined throughout this statement address our material potential and actual impacts as well as potential risks and opportunities.

OUR SUSTAINABILITY STRATEGIES

We have developed these strategies to work towards achieving our Sustainability Aspirations and address our material impacts, risks and opportunities as defined in our Double Materiality Assessment.

Climate Change Strategy
To achieve our carbon neutrality aspiration, we are focusing on three areas of our business that account for approximately 95% of our carbon dioxide emissions — our vehicles, our operations, and our supply chain. Ford's investment in electric vehicles is a core element of our climate change strategy, addressing our largest emissions source, vehicle use.

Energy Strategy
We are committed to sourcing 100% carbon-free electricity for our global manufacturing operations by 2035 through a mix of renewable and, in some cases, nuclear sources[5]. We are using our purchasing power to invest in renewable electricity, including in southeast Michigan.

Sustainable Materials Strategy
Using recycled and renewable materials helps reduce waste and lower need for new materials. We aspire to use only recycled or renewable content in vehicle plastics. Our strategy is to use 20% recycled and renewable content in our vehicle plastics for new vehicle designs for North America, Europe, and Türkiye starting in 2025, and 10% in China, also starting in 2025.

Water Strategy
Ford aspires to make zero water withdrawals for manufacturing processes in order to support freshwater availability in local communities.

Sustainability Strategy and Business Model
— continued

Human Rights Strategy
Ford is committed to respecting human rights, including the right to clean air and clean water, across our business and value chain. This commitment guides our decision-making and our actions, and extends to our suppliers and business partners, from the origin of the raw materials used to make our products to the end-of-life of these products. Our goal is to ensure that everything we do, or that others do for us, meets or exceeds the minimum regulatory requirements.

Inclusion Strategy
We remain committed to a respectful, safe, and inclusive workplace for everyone at Ford. The foundation of our strategy is respect, empathy, and listening to each other. This approach helps to ensure that voices are heard and inclusion, which requires action and commitment, is always top of mind. All of these principles are embedded in Ford OS behaviors. We think of diversity in the broadest sense — it's about sharing our similarities and respectfully discussing our differences.

OUR VALUE CHAIN

Ford has an extensive value chain, including close to 1,600 Tier 1 suppliers and even more Tier 2+ suppliers upstream, and over 8,000 dealers and countless customers and global communities downstream. Tier 1 suppliers are production suppliers that have a direct contractual agreement with Ford, while Tier 2+ suppliers do not have a direct contract with Ford.

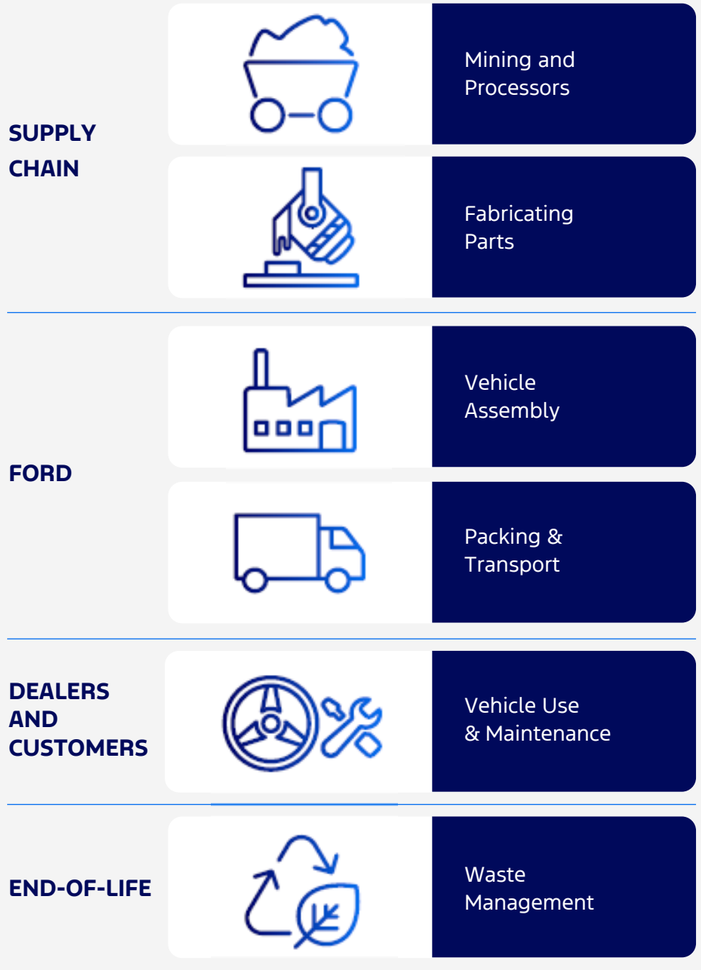
Our Workforce

	Footnote	2024
Employment Data	1	
United States		87,000
Rest of World		78,000
Company Excluding Ford Credit		165,000
Ford Credit		6,000
Total company		**171,000**

Methodology and Assumptions
The approximate number of individuals employed by us and entities that we consolidated as of December 31 (in thousands)

Footnotes
1. Workforce data is reported as Full-Time Equivalent (FTE) and includes consolidated joint ventures in Ford's 2024 Form 10-K Report

VALUE CHAIN MAP



Stakeholder Engagement

Ford is committed to direct, open, 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, who is responsible for advising on strategies in the sustainability space.

BLUE TABLE FORUM

We established the Blue Table Forum in 2022. This stakeholder advocacy program is focused on creating and building a trusted community of organizational and institutional stakeholders from a diverse group of non-governmental organizations (NGOs), nonprofits, and academic institutions. The goal is to initiate a dialogue around critical issues faced and how we can work together to build a carbon neutral transportation future. Ford has also partnered with members of the Blue Table Forum to advocate for shared policy positions on GHG emissions and fuel economy standards, clean and low-carbon aluminum, electric vehicle charging infrastructure, and more.

Key Stakeholders

Stakeholder	Importance	How we engage
Communities Through our Community Relations team, we focus on the communities in which we have manufacturing facilities. We engage with these communities in multiple ways to understand the community sentiment. Through our philanthropic arm, Ford Philanthropy, we've been giving back and helping build strong communities for more than 75 years. Ford Philanthropy partners with nonprofits in communities around the world where Ford has roots, co-creating and investing in local programs that build equity and expand access to essential services and education for the future of work. Whether we're connecting people with fresh food through innovative mobility solutions, helping communities rebuild after disasters, or training students for jobs as auto technicians, we harness Ford's scale, resources, and expertise to amplify our impact.	By engaging with our communities, we can help people in need and understand what our customers and neighbors want.	• Neighborhood Advisory Councils • Interactions with governments and regulators • Membership associations • Dialogue with NGOs • Government relations — supporting policy that benefits our communities • Partnerships with community leaders, grassroots and nonprofit organizations, and local Ford dealers • Employee volunteerism, grantmaking, and philanthropic initiatives through Ford Philanthropy • Participation in and sponsorship of community events

Stakeholder Engagement
— continued

Stakeholder	Importance	How we engage
Customers We work with our dealers to create a better purchase and ownership experience for our customers that helps build trust and satisfaction. 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. We use our internal customer experience measurement platform and market research to listen and respond to customer feedback. This increases our understanding of their needs, concerns, and preferences, and provides insights to our dealers and touchpoint owners.	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.	• Customer experience measurement platform • Market research • Loyalty and membership rewards programs • Dealer interactions • Ford service Pickup & Delivery and Mobile Service experiences • FordPass app • Ford.com website • Ford Owners magazine • Friends of Ford
Dealers Dealers (sales and service people) are often the first Ford representatives that our customers come in contact with. We rely on their expertise and dedication, engaging and collaborating through Dealer Councils and roundtables, as well as the creation of advertising and public service announcements. The Dealer Attitude Survey provides us with useful information and insights. Our annual Salute to Dealers awards recognizes dealer excellence.	Dealers are a direct link between our products and services and our customers. An essential part of Ford, dealers may be the only connection customers have with the Company.	• Intranet communications • Brand sales and service representatives • Brand Dealer Councils • Dealer roundtables • Ford Guest Experience dealer training • President's Circle • Salute to Dealers • Advertising and public service announcements • Dealer Attitude Survey
Employees To maintain contact with our employees around the world, we use tools and opportunities including our intranet platform, social media sites, facilities visits, business meetings (online and in person), and executive Q&A sessions/Town Halls with senior management. We strengthen employee relations by maintaining an ongoing dialogue with union representatives and through joint labor-management committees. And we gain valuable insights through employee surveys. The initiatives implemented by our Global Diversity, Equity, and Inclusion Office in collaboration with our Employee Resource Groups (ERGs) also help foster a culture of inclusion.	Ford employees run the organization at every level. We rely on their strength, commitment, and dedication to the company.	• Intranet site • Monthly Town Halls with executive leadership • Integrated Sustainability and Financial Report • Social media applications • Union representatives • Joint labor-management committees • Webcasts, videos, blogs, and executive Q&A sessions with senior management • Listening sessions • Employee surveys • ERGs • Test drive and vehicle reveal events • Ford Volunteer Corps

Stakeholder Engagement
— continued

Stakeholder	Importance	How we engage
Shareholders and Sell-side Analysts We value transparent and timely communications and ongoing engagement with our institutional and individual investors — our shareholders. To believe that Ford will continue to succeed financially, shareholders also tend to rely on the opinions and research done by sell-side analysts who study the company in great detail. To make sure we communicate effectively with all our financial stakeholders, we provide a broad range of materials, including our Integrated Sustainability and Financial Report, Proxy Statements, our Annual Report on Form 10-K (SEC filing), and quarterly earnings releases. These published documents, available on our shareholder website, provide vital information on the company that supplement our annual shareholder meetings, investor conferences, investor day events, and annual ESG roadshow as well as regular calls, meetings, and emails.	Shareholders, including institutional investors, and the financial analysts who influence them, are instrumental in providing capital to maintain and grow our business. And since they are profit oriented, they insist that capital is invested efficiently and funds are managed properly.	• Investment community forums • Quarterly earnings communications • Annual shareholders' meeting • Integrated Sustainability and Financial Report • Investor website • Proxy Statement • SEC filings (e.g., 10-K, 10-Q, 8-K) • Sustainable Financing Framework • Sustainable Financing Report • Ratings and rankings
Suppliers Thousands of businesses, large and small, provide Ford with the materials, technologies, and services needed to produce vehicles. We rely on suppliers and their workers from all over the world and maintain stringent standards and rules to make sure our products are of the highest quality. In addition to holding meetings with individual suppliers as required, we also share best practices to help them with everything from improving workplace safety, treating their employees fairly and without prejudice, and reducing their impact on the environment. We also share best practices related to ethical recruitment, and the avoidance of forced and child labor. To strengthen these initiatives and relationships, we are also supporters and members of a wide range of external supplier organizations, coalitions, and associations.	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.	• Supplier Code of Conduct • Global Terms and Conditions • Supplier Engagement webinars with leadership team • Manufacture 2030 • Supplier quality roundtables • Supplier training • Supplier Diversity Development Networking • 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

We have performed a Double Materiality Assessment in accordance with the European Sustainability Reporting Standards.

INTRODUCTION TO THE DOUBLE MATERIALITY ASSESSMENT

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

This was Ford's first year completing a full Double Materiality Assessment, and as such the results cannot be compared to materiality assessments completed in prior years using other methodologies.

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 materiality 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 overall topic-level score. An ESG topic can be material from an impact materiality perspective, a financial materiality perspective, or both.

Ford Process

Phase 1	Phase 2	Phase 3	Phase 4
Evaluating Ford's business context	Identification of potentially significant topics and IROs	Assessment of IROs and prioritization of material topics	Validation of results

FORD PROCESS

1. Evaluating Ford's Business Context

This assessment reviewed sustainability topics in the context of Ford's own 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 on page 152 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 long list of sustainability matters and related IROs, comparing these with the full list of ESRS topics, sub-topics, and sub-sub topics for completeness. 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 transactions with suppliers, regulators, and employees, with additional focus around activities related to anti-corruption laws, political engagements, conflict minerals, supplier relationships, and protection of whistleblowers.

The identification of IROs was performed through desk research, using internal documentation, external reports and frameworks, as well as stakeholder insights and expert judgement.

Stakeholder Engagement

We engaged with internal and external stakeholders and Ford subject matter experts to support us in both identifying relevant IROs and determining impact and financial materiality. Internal subject matter experts were engaged through topic-specific focus groups. 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 expert 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 expertise of Ford employees and subject matter experts that engage with global site locations on environmental and social issues.

Double Materiality Assessment
— continued

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 (covering the reporting year), medium-term (up to five years), and long-term (more than five years).

The assessment incorporated the inherent design and attributes of our operations, including existing actions, when evaluating the materiality of impacts, risks, and opportunities.

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

- Scale assesses the impact's extent on the environment or people
- Scope evaluates the impact's reach, such as the percentage of sites or employees affected
- Irremediable character assesses the difficulty of reversing the damage, considering factors such as cost and time

For negative actual impacts, each of the three dimensions were 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 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 below 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 from those that are non-material. IROs that exceeded this threshold for one of the two materiality perspectives were considered material. In consultation with Ford's global sustainability, risk, finance, and internal control colleagues, the threshold was set at "significant" and above. The thresholds set as part of the DMA are not static, and may be subject to periodic review and adjustment.

4. Validation
To validate the outcome of 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.

RESULTS REVIEW
All IROs, their scoring, and the rationale for the scoring was reviewed with subject matter experts at the Company. The final list of material IROs was reviewed by the CSO and Chief Accounting Officer before being shared with the Audit Committee and Sustainability, Innovation and Policy Committee of the Board.

The results of this assessment will be reviewed and updated as needed in the 2025 calendar year for reporting in 2026.

MATERIAL TOPICS
Our material topics are presented in the visual on the following page, while the material IROs are presented in tables found on pages 159-161.

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 2024 DMA.

INVESTMENT IN MATERIAL TOPICS
These topics were deemed material in our DMA and scored significant because they involved multiple regions, sources of capital and/or had long term effects (more than five years).

Ford regularly reports engineering, research, and development cost, which was reported at $8.0 billion in 2024. This cost is 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 2024 Form 10-K Report. Ford also regularly reports capital spending, which was $8.7 billion in 2024, and is detailed in Note 25 Segment Information in the "Notes to the Financial Statements" of Ford's 2024 Form 10-K Report.

This reflects a continued commitment to our plan, which is underpinned by resources of over $28 billion in cash and nearly $47 billion in total liquidity at the end of 2024, as disclosed in Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations – Liquidity and Capital Resources of Ford's 2024 Form 10-K Report.

Since the auto industry is highly competitive, we cannot provide a comprehensive planned spending by specific product, project, or technology. However, we did disclose in Note 25 Segment Information in the "Notes to the Financial Statements" of our 2024 Form 10-K Report that our 2024 capital spending on electric vehicles was $4.7 billion, up $0.9 billion vs prior year.

Beyond this investment, there are no measurable current financial effects related to our material topics.

Double Materiality Assessment
— continued

NON-MATERIAL TOPICS

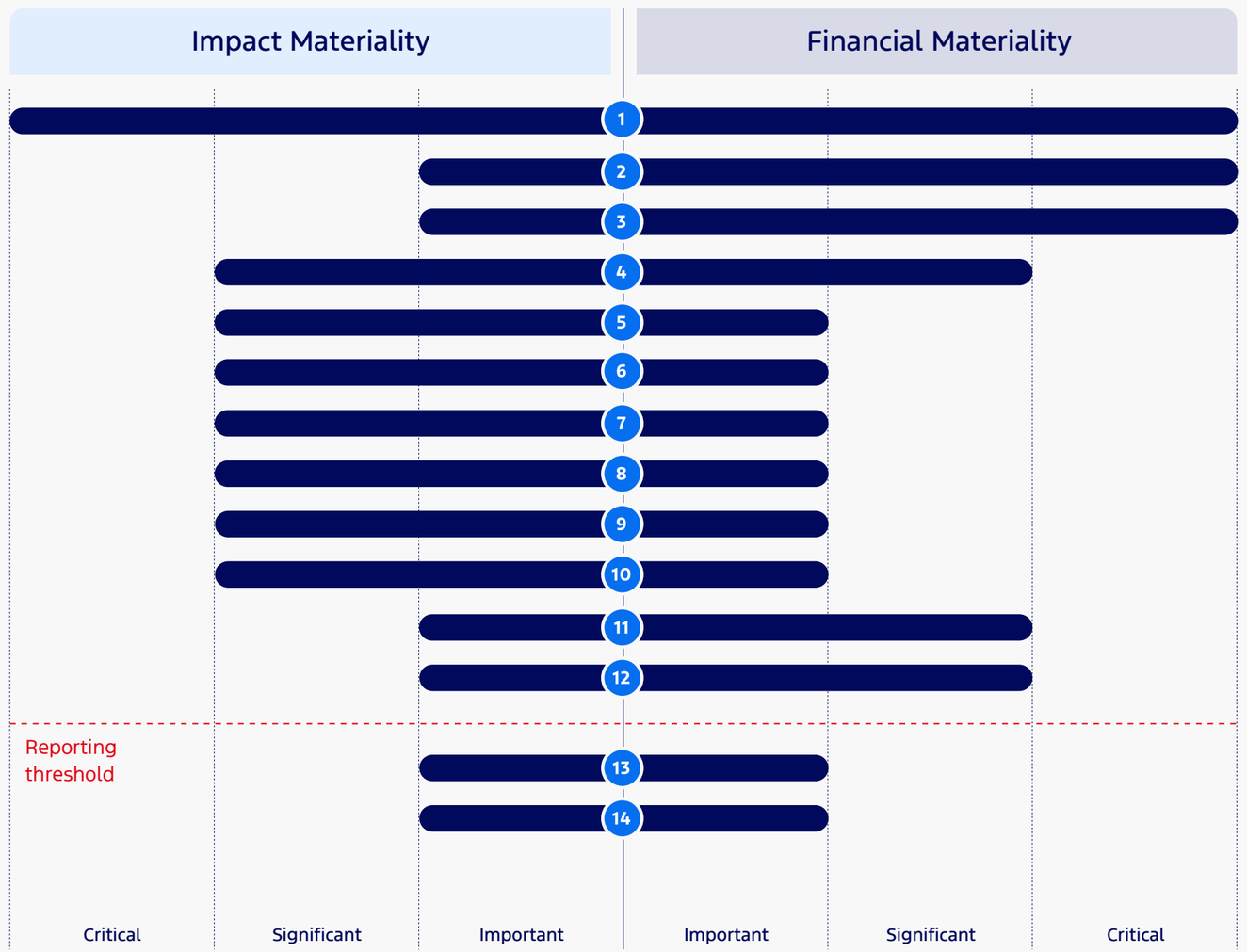
Two topics were deemed to be not material during this assessment: Biodiversity and Ecosystems and Business Conduct.

A lack of known or historical issues led to low scope and magnitude scores for impacts and risks related to Biodiversity and Ecosystems, resulting in no material scores.

Ford has limited manufacturing sites located near biodiversity-sensitive areas as shown in our 2024 biodiversity risk assessment utilizing the World Wildlife Fund (WWF) online tool. Our initial review of these sites does not indicate that Ford's activities deteriorate natural habitats, disturb protected species, or require biodiversity mitigation measures to be implemented.

Ford's strong existing Code of Conduct, global policies, governance principles, and the underlying activities and controls that embed these into our business led to low likelihood scores for identified impacts and risks related to Business Conduct, ultimately resulting in no material scores.

Both topics, as well as many sub-topics deemed not material, remain important to Ford and related information can be found voluntarily reported in the main Integrated Sustainability and Financial Report.



Topic / Sub-Topic

1. Climate Change (E1)
2. Personal Safety — Consumers and End Users (S4)
3. Vehicle/Product Development (ES*)
4. Child & Forced Labor — Workers in the Value Chain (S2)
5. Pollution (E2)
6. Water and Marine Resources (E3)
7. Resource Use and Circular Economy (E5)
8. Secure Employment — Own Workforce (S1)
9. Working Conditions & Labor Rights — Workers in the Value Chain (S2)
10. Affected Communities (S3)
11. Working Conditions & Labor Rights — Own Workforce (S1)
12. Diversity — Own Workforce (S1)
13. Biodiversity and Ecosystems (E4)
14. Business Conduct (G1)

*Entity-specific topic for Ford

Material Impacts, Risks, and Opportunities

Impacts

(Ordered by ESRS topic and Sustainability Statement order of appearance)

Key
●●● Upstream ●●● Own Operations ●●● Downstream | Short-term Medium-term Long-term

Serial #	Material impact	ESRS	Topic	Sub-topic	Positive/ Negative	Actual/ Potential	Value Chain	Affected Stakeholders	Time Horizon
I-1	The combustion of fossil fuels in ICE vehicles produces GHGs contributing to Ford's Scope 3 emissions	E1	Climate Change	Climate change mitigation	Negative	Actual	○○●	All	Long-term
I-2	Raw material extraction, processing, and assembly are energy intensive processes contributing to Ford's Scope 3 emissions	E1	Climate Change	Energy	Negative	Actual	●○○	All	Medium-term
I-3	The use of energy at Ford's consolidated manufacturing and non-manufacturing facilities contribute to Ford's Scope 1 and 2 emissions along with Scope 3 category 15 for unconsolidated investee manufacturing facilities	E1	Climate Change	Energy	Negative	Actual	○●○	All	Short-term
I-4	Inbound and outbound transportation and logistics contribute to Ford's Scope 1 and 3 emissions	E1	Climate Change	Climate change mitigation	Negative	Actual	●●●	All	Long-term
I-5	Internal combustion engine (ICE) vehicles emit hydrocarbons, carbon monoxide, nitrogen oxides, volatile organic compounds (VOCs), and particulate matter during combustion affecting air quality	E2	Pollution	Pollution of air	Negative	Actual	○○●	All	Long-term
I-6	Waste from mining may pollute local water resources	E2	Pollution	Pollution of water	Negative	Actual	●○○	Nature; Local communities; Indigenous communities	Long-term
I-7	Critical minerals mining requires significant water use which may impact limited freshwater supplies	E3	Water and Marine Resources	Water	Negative	Actual	●○○	Local communities; Indigenous communities	Medium-term
I-8	Heavy reliance on a range of natural resources may contribute to resource depletion and associated impacts	E5	Resource Use and Circular Economy	Resource inflows, including resource use	Negative	Actual	●○○	Nature	Long-term

Material Impacts, Risks, and Opportunities
— continued

Serial #	Material impact	ESRS	Topic	Sub-topic	Positive/ Negative	Actual/ Potential	Value Chain	Affected Stakeholders	Time Horizon
I-9	The transition to electrified vehicles will require different skills and qualifications in our workforce	S1	Own Workforce	Working conditions	Negative	Potential	○●○	Employees	◔
I-10	Mined materials are associated with higher risks of child labor	S2	Workers in the Value Chain	Other work-related rights	Negative	Actual	●○○	Workers in the supply chain	◔
I-11	Suppliers may be complicit of exploitative and forced labor	S2	Workers in the Value Chain	Other work-related rights	Negative	Actual	●○○	Workers in the supply chain	◔
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	S2	Workers in the Value Chain	Working conditions	Negative	Potential	●○●	Workers in the supply chain	All
I-13	Activities such as mining and smelting negatively impact biodiversity, ecosystem health, and local communities	S3	Affected Communities	Communities' economic, social, and cultural rights	Negative	Actual	●○○	Local communities	◔

Material Impacts, Risks, and Opportunities
— continued

Risks
(Ordered by ESRS topic and Sustainability Statement order of appearance)

Serial #	Material Risk	ESRS	Topic	Sub-topic	Value Chain	Time Horizon
R-1	Meeting stringent emissions and emerging regulatory standards may require substantial investments	E1	Climate Change	Climate change mitigation	○●○	All
R-2	Failing to comply with emissions regulations and meet ZEV thresholds may result in purchasing credits from competitors, curtailing vehicle sales, or paying fines.	E1	Climate Change	Climate change mitigation	○●○	All
R-3	Heightened occurrences of extreme weather events can disrupt Ford's direct operations	E1	Climate Change	Climate change adaptation	○●○	All
R-4	Heightened occurrences of extreme weather events can disrupt Ford's supply chain	E1	Climate Change	Climate change adaptation	●○●	All
R-5	Worker/union partner dissatisfaction and conflicts could potentially result in higher costs, less operational flexibility and operational disruption	S1	Own Workforce	Working conditions	○●○	All
R-6	As the legal environment continues to evolve, Diversity, Equity, and Inclusion efforts in the U.S. are under public scrutiny	S1	Own Workforce	Equal treatment and opportunities for all	○●○	◔
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	S2	Workers in the Value Chain	Other work-related rights	●○○	All
R-8	Ford may incur significant costs due to product recalls	S4	Consumers and End Users	Personal safety	○●○	◑
R-9	Poor product quality could damage Ford's reputation	S4	Consumers and End-Users	Personal safety	○●●	◑
R-10	Over-investment in electrification and uptake not occurring at the same scale presents a financial risk	ES	Entity Specific (reporting in E1)		○●○	◑

Opportunities

Serial #	Material Opportunity	ESRS	Topic	Sub-topic	Value Chain	Time Horizon
O-1	Connected vehicles generate significant amounts of data, which can enhance customer experiences and optimize vehicle performance	ES	Entity Specific	Climate change mitigation	○●●	All

Policies to Manage Impacts, Risks, and Opportunities

Policies to Manage Material Impacts, Risks, and Opportunities

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Implementation and Process for Monitoring	Third-party Standards Included in Policy	Stakeholder Consideration
Code of Conduct The Code of Conduct helps show what our values look like in action. It provides high-level guidance, including in areas that can carry ethical and legal risk.	**Impacts**: All material impacts **Risks**: All material risks **Opportunities**: All material opportunities	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."	Chief Compliance Officer Ford's Code of Conduct and Corporate Policies are reviewed at least every other year to ensure the content is updated to reflect regulatory and/or business environment changes.	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"	The Code of Conduct is publicly available at corporate.ford.com
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.	**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), Affected Communities (I-13) **Risks**: Climate Change (R-1, R-2), Own Workforce (R-5) **Opportunities**: N/A	From the policy: "This policy applies 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." "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."	Organizational Leader of Environmental and Safety Compliance Ford's Corporate Policies are reviewed at least every other year to ensure the content is updated to reflect regulatory and/or business environment changes. Our Chief Executive Officer approves, and the Sustainability, Innovation and Policy Committee of the Board of Directors provides oversight of this policy.	• United Nations (UN) Guiding Principles on Business and Human Rights • UN Global Compact • UN Sustainable Development Goals • UN Framework Convention on Climate Change (Paris Climate 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)	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

Policies to Manage Material Impacts, Risks, and Opportunities
— continued

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Implementation and Process for Monitoring	Third-party Standards Included in Policy	Stakeholder Consideration
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.	**Impacts**: N/A **Risks**: Own Workforce (R-6) **Opportunity**: N/A	From the policy: "This policy applies to all personnel who work at Ford. This includes all regular, part-time, supplemental, and temporary employees, agency resources, on-site Purchase 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." Additionally, Ford's subsidiaries are expected to adopt this policy or similar compliance policies that align with Ford's principles and values.	Organizational Leader of Human Resources Ford's Corporate Policies are reviewed at least every other year to ensure the content is updated to reflect regulatory and/or business environment changes.	Not applicable	This is an internal Ford policy.
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.	**Impacts**: N/A **Risks**: N/A **Opportunity**: N/A This policy is included in S1: Own Workforce disclosures not related to any specific IRO.	From the policy: "This policy applies to all personnel who work at Ford. This includes all regular, part-time, supplemental, and temporary employees, agency resources, on-site Purchase 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." Additionally, Ford's subsidiaries are expected to adopt this policy or similar compliance policies that align with Ford's principles and values.	Organizational Leader of Compliance Ford's Corporate Policies are reviewed at least every other year to ensure the content is updated to reflect regulatory and/or business environment changes.	Not applicable	This is an internal Ford policy.

Policies to Manage Material Impacts, Risks, and Opportunities
— continued

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Implementation and Process for Monitoring	Third-party Standards Included in Policy	Stakeholder Consideration
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.	**Impacts**: N/A **Risks**: Climate Change (R-3) **Opportunity**: N/A	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 This policy is assessed every three years to determine the need for change.	The program leverages external guidance, referencing the ACGIH's Threshold Limit Value (TLV) for Heat Stress and adhering to relevant local regulations.	This is an internal Ford policy.
Emergency Response Plans This internally available policies address responses to severe weather events and other emergencies to support business continuity at our facilities.	**Impacts**: N/A **Risks**: Climate Change (R-3) **Opportunity**: N/A	These requirements apply to all Company owned and leased facilities including subsidiaries of Ford Motor Company. Where 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.	Ford Corporate Fire Protection Engineering, Corporate Security and Fire This policy is monitored through several methods, including needs assessments every three years, or whenever there is a change in process at the site, or when the community response agency has a change in operational response. Furthermore, immediately after any incident, training, or drill a post incident analysis form shall be completed.	Ford's emergency response plans reference several National Fire Protection Association (NFPA) standards, specifically: • 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 1600 ("Standard on Disaster/ Emergency Management and Business Continuity Programs") • NFPA 1620 ("Pre-Incident Planning") • OSHA 1910 Subpart E ("Exit Routes and Emergency Planning")	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.

Policies to Manage Material Impacts, Risks, and Opportunities
— continued

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Implementation and Process for Monitoring	Third-party Standards Included in Policy	Stakeholder Consideration
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.	**Impacts**: Climate Change (I-2), 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), and Affected Communities (I-13) **Risks**: Climate Change (R-4), and Workers in the Value Chain (R-7) **Opportunity**: N/A	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."	Chief Supply Chain Officer Our Supplier Code of Conduct is reviewed annually and updated as needed to reflect changes in regulatory requirements and stakeholder expectations.	• 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 • United Nations (UN) Guiding Principles on Business and Human Rights (2011) • OECD Guidelines for Multinational Enterprises (2011 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 • Automotive Industry Guiding Principles (2022)	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. This Supplier Code is publicly available at sustainability.ford.com
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).	**Impacts**: Workers in the Value Chain (I-11, I-12) **Risks**: Workers in the Value Chain (R-7) **Opportunity**: N/A	We explicitly require our suppliers and expect our business partners to adopt and enforce similar policies and extend them to their supply chains	Chief Sustainability Officer Global Sustainability owns and maintains this document. A review of this statement will be conducted on an annual and ad-hoc basis; updates will be made as necessary. Final review and approval will be conducted by the German Board of Directors.	From the policy: "We respect human rights in accordance with the United Nations (UN) Guiding Principles on Business and Human Rights."	We provide supplier trainings and notify suppliers any time the policy is updated. This policy is publicly available at sustainability.ford.com

Policies to Manage Material Impacts, Risks, and Opportunities
— continued

Policy and Description	Related Impacts, Risks, and Opportunities	Scope	Senior Level Accountable for Implementation and Process for Monitoring	Third-party Standards Included in Policy	Stakeholder Consideration
Responsible Materials Sourcing Policy This policy outlines Ford's aspiration to source only raw materials that are responsibly produced.	**Impacts**: Affected Communities (I-13) **Risks**: N/A **Opportunity**: N/A	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."	Chief Supply Chain Officer This policy is reviewed annually, and updated to reflect evolving issues in responsible material sourcing.	This policy reflects the guidance provided in Organization for Economic Co-operation and Development ("OECD") Due Diligence Guidance for Responsible Supply Chains of Minerals from CAHRAs ("OECD Guidance") and the related supplements for 3TG.	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

Sustainability Statement

Environment

168 EU Taxonomy
174 E1: Climate Change
197 E2: Pollution
199 E3: Water and Marine Resources
200 E5: Resource Use and Circular Economy

EU Taxonomy

INTRODUCTION OF EU TAXONOMY

The European Union (EU) has recognized the role of investments in achieving sustainability objectives. The EU has also aspired to reach carbon neutrality globally no later than 2050 with timing outlined in EU Regulation (EU) 2021/1119 (European Climate Law). The EU passed regulations (Regulation (EU) 2020/852 and others collectively referred to as the "Delegated Acts") requiring companies, which meet certain characteristics, to report under the EU Taxonomy. EU Taxonomy is a system that classifies economic activities that may be environmentally sustainable. In doing so, 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 expenditure, and operating expenditure that contribute to these activities. In EU Taxonomy, an economic activity takes place when resources such as capital goods, labor, manufacturing techniques, or intermediary products are combined to produce specific goods or services. EU Taxonomy disclosures intend to provide external stakeholders with greater visibility 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 EU Taxonomy when it contributes substantially to one or several of the six objectives, without causing significant harm to the others, and at the same time meets certain defined minimum safeguards.

Ford has reported on a subset of EU Taxonomy KPIs, including revenue and capital expenditure, for its Spanish operations since 2021. A report of EU Taxonomy on a global basis for Ford Motor Company will help us provide information that more closely parallels how our financial information has been reported for years.

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 Ford's financial reporting and how 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 2024 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 Motor Credit Company LLC ("Ford Credit").

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

- Climate Change Mitigation 3.3 (CCM 3.3), Manufacture of low-carbon technologies for transport, in connection with the production of automobiles
- 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 included 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 occurring after the vehicle wholesale but where the Company still retains ownership of the underlying vehicle.

Revenue, capital expenditure, and operating expenditure for each activity were determined as follows:

Revenue
The denominator for revenue is the same as the reported Total Revenues shown in our consolidated income statements. It represents "net" revenue derived from the sale of products and the provision of services after deducting sales rebates and value added tax and other taxes directly linked to revenue. The revenue in the denominator primarily represents the sale of new and used vehicles, related financing and leasing revenue, and parts, accessories, and services listed in Note 4 Revenue in the "Notes to the Financial Statements" of Ford's 2024 Form 10-K Report.

The revenue eligibility numerator consists of a subset of revenue derived from products or services, including intangibles, associated with economic activities that potentially could be taxonomy aligned. 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.

Capital Expenditure
The denominator for capital expenditure primarily consists of additions to property, plant and equipment and right-of-use assets from leases during the financial year under review, which can be found in Note 25 Segment Information and Note 17 Lease Commitments, respectively, both in the "Notes to the Financial Statements" of Ford's 2024 Form 10-K Report. The eligibility numerator includes capital expenditure related to vehicle design, manufacturing, and distribution. Therefore, all these costs align with CCM 3.3.

Operating Expenditure
The denominator 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;

EU Taxonomy
— continued

- Direct costs relating to the day-to-day servicing of assets, such as maintenance and repair; and
- New vehicle launch costs that are not capitalized.

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

Ford has determined the eligibility KPIs for each of the listed activities. Consistent with the identification of economic activities, the eligible revenue, capital expenditure, and operating expenditure are calculated using amounts found in or derived from our financial statements.

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 activities 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 across multiple economic activities.

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 judgments and therefore may affect our future reporting.

Economic Activities	Code(s)	Enabling or Transitional	Description	Environmental Objectives	Taxonomy Aligned/Eligible for Reporting Period
Manufacture of low-carbon technologies for transport	CCM 3.3, CCA 3.3	Enabling	The design, production, and distribution of automobiles, excluding: • The supply of components for production to third parties • Extended service contracts	"Climate change mitigation" "Climate change adaptation"	Taxonomy Eligibility
Transport by motorbikes, passenger cars, and light commercial vehicles	CCM 6.5, CCA 6.5	Transitional	The leasing of automobiles	"Climate change mitigation" "Climate change adaptation"	Taxonomy Eligibility

SUBSTANTIAL CONTRIBUTION

An electric vehicle meets the substantial current tailpipe emission limit value of 0g CO_2/km per vehicle. Consequently, the design, manufacture, and distribution of electric vehicles makes a substantial contribution to the CCM environmental objective for activities CCM 3.3 (Manufacture of low-carbon technologies for transport) and CCM 6.5 (Transport by motorbikes, passenger cars, and light commercial vehicles). The vehicles we sold in 2024 that meet this standard include Mustang Mach-E, F-150 Lightning, E-Transit and in European markets the Explorer, Capri, 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 CO_2/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 determined that only electric vehicles are candidates for substantial contribution.

TECHNICAL SCREENING CRITERIA — DO NO SIGNIFICANT HARM

Ford is investigating the specific screening criteria of the "Do No Significant Harm" (DNSH) requirements to identify any gaps and ensure proper evidence for eventual alignment.

MINIMUM SAFEGUARDS

Ford is investigating the specific screening criteria of the 'minimum safeguards' related to human rights, corruption, science and technology, taxation, and fair competition. We have long-established policies and procedures, such as Ford's Code of Conduct, Supplier Code of Conduct, We Are Committed to Protecting Human Rights and the Environment policy, and Policy Statement on Ford's Human Rights Strategy, Policies and Processes that explain our commitments to these topics.

While our electric vehicle design, manufacturing, and distribution activity makes a substantial contribution toward the objective of Climate Change Mitigation, we cannot yet meet all the requirements to demonstrate DNSH and Minimum Safeguards. Consequently, Ford is reporting 0% alignment for its electric vehicle revenue, capital expenditure, and operating expenditure KPIs.

However, we believe our greater level of transparency on electric vehicles, including the reporting of our electric vehicle capital spending, detailed in Note 25 Segment Information in the "Notes to the Financial Statements" of Ford's 2024 Form 10-K Report, and revenue generation, primarily through Model e, continues to make significant steps toward a sustainable future.

As we work through the Technical Screening Criteria, we believe the work we are doing with electric vehicles will enable us to report alignment scores in the future.

DISCLOSURES ON NUCLEAR AND FOSSIL GAS RELATED ACTIVITIES

The additional economic activities specified in Delegated Regulation (EU) 2022/1214 of 9 March 2022 (regarding nuclear energy and gaseous fossil fuels) are not relevant to Ford. Accordingly, specific reporting tables for these activities are not included.

EU Taxonomy
— continued

2024 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 (CCM).

For example, in 2024, our total electric vehicle capital spending was $4.7 billion, up approximately $0.9 billion over 2023 reflecting a third consecutive year of growth. The majority of our electric vehicles are manufactured and sold by our Model e business segment that operates in North America, Europe, and China. Model e saw revenue of $3.9 billion in 2024, which was down from the prior year driven primarily by lower net pricing and lower wholesales, which were due to competitive market conditions.

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 $8.0 billion for engineering, research, and development expenses in 2024, and a portion of that relates to electrification based on either specific product lines for direct costs or volume for indirect cost.

Outlook for 2025

Although we continue to invest in our electric vehicle strategy, we have observed lower than anticipated industrywide electric vehicle adoption rates and near-term pricing pressures, which has led us, and may in the future lead us, to adjust our investing, spending, production, and/or product or future technology launches to better match the pace of electric vehicle adoption.

While continued industry pricing pressure remains, we plan to increase our global volume of electric vehicles, driven by the full-year impact of European launches. We have increased investment in our battery facilities and next-generation products. We're diligently working on our next generation of mass-market electric vehicles that we believe will have a positive impact on our business. In 2025, we plan to continue Ford's Power Promise to improve access to charging and further increase adoption of our electric vehicles.

EU Taxonomy
— continued

Taxonomy Eligible and Aligned Revenues for Ford

		2024		Substantial contribution criteria						Does Not Significantly Harm (DNSH) Criteria									
Economic Activities	Codes	Revenues	Proportion of Revenues	Climate Change Mitigation	Climate Change Adaption	Water	Pollution	Circular Economy	Biodiversity and Ecosystems	Climate Change Mitigation	Climate Change Adaption	Water	Pollution	Circular Economy	Biodiversity and Ecosystems	Minimum Safeguard	Proportion of Taxonomy Aligned (A.1) or Eligible (A.2) revenue, 2023	Enabling Activity	Transitional Activity
		$ million	%	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of low-carbon technologies for transport	CCM 3.3	0	0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	E	
Transport by motorbikes, passenger cars, and light commercial vehicles	CCM 6.5	0	0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		T
Revenue of environmentally sustainable activities (Taxonomy-aligned)		**0**	**0%**	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Manufacture of low-carbon technologies for transport	CCM 3.3	176,064	95%																
Transport by motorbikes, passenger cars, and light commercial vehicles	CCM 6.5	4,565	2%																
Revenue of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)[60]		**180,628**	**98%**																
A. Revenue of Taxonomy-eligible activities (A.1+A.2)		**180,628**	**98%**																
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																			
Revenue of Taxonomy non-eligible activities		4,364	2%																
Total (A + B)		**184,992**	**100%**																

Notes: N/A - Not Available; N/EL - Not Eligible; 1 - Totals may not sum due to rounding

EU Taxonomy
— continued

Taxonomy Eligible and Aligned Capital Expenditures for Ford

		2024		Substantial Contribution Criteria						Does Not Significantly Harm (DNSH) Criteria									
Economic Activities	Codes	Capital Expenditure	Proportion of Capital Expenditure	Climate Change Mitigation	Climate change Adaption	Water	Pollution	Circular Economy	Biodiversity and Ecosystems	Climate Change Mitigation	Climate change Adaption	Water	Pollution	Circular Economy	Biodiversity and Ecosystems	Minimum Safeguard	Proportion of Taxonomy Aligned (A.1) or Eligible (A.2) Capital Expenditure, 2023	Enabling Activity	Transitional Activity
		$ million	%	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of low-carbon technologies for transport	CCM 3.3	0	0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	E	
Capital Expenditure of environmentally sustainable activities (Taxonomy-aligned) A.1		**0**	**0%**	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
A2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Manufacture of low-carbon technologies for transport	CCM 3.3	9,192	96%																
Capital Expenditure of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)		**9,192**	**96%**																
A. Capital Expenditure of Taxonomy-eligible activities (A.1+A.2)		**9,192**	**96%**																
B. Capital Expenditure of Taxonomy non-eligible activities (B)		354	4%																
Total (A + B)		**9,546**	**100%**																

Notes: N/A - Not Available; N/EL - Not Eligible

EU Taxonomy
— continued

Taxonomy Eligible and Aligned Operating Expenditures for Ford

		2024		Substantial contribution criteria						Does Not Significantly Harm (DNSH) Criteria									
Economic Activities	Codes	Operating Expenditure	Proportion of Operating Expenditure	Climate Change Mitigation	Climate Change Adaption	Water	Pollution	Circular Economy	Biodiversity and Ecosystems	Climate Change Mitigation	Climate Change Adaption	Water	Pollution	Circular Economy	Biodiversity and Ecosystems	Minimum Safeguard	Proportion of Taxonomy Aligned (A.1) or Eligible (A.2) Operating Expenditure, 2023	Enabling Activity	Transitional Activity
		$ million	%	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of low-carbon technologies for transport	CCM 3.3	0	0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	E	
Operating Expenditure of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0**	**0%**	Y	N/EL	N/EL	N/EL	N/EL	N/EL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
A2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Manufacture of low-carbon technologies for transport	CCM 3.3	10,954	100%																
Operating Expenditure of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)		**10,954**	**100%**																
A. Operating Expenditure of Taxonomy-eligible activities (A.1+A.2)		**10,954**	**100%**																
B. Operating Expenditure of Taxonomy non-eligible activities		0	0%																
Total (A + B)		**10,954**	**100%**																

Notes: N/A - Not Available; N/EL - Not Eligible

E1: Climate Change

INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

Remuneration
See "Sustainability-related Performance Incentives" on page 150.

TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION

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

Our Global Greenhouse Gas Reduction Targets
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 new publicly disclosed 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 page 176. These GHG reduction targets do not include the use of offsets.

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, reflecting the current softening of the electric vehicle market and expected short-term challenges. A 1.5°C pathway would entail a 46% reduction in absolute tons GHG at 2030.

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 global operations target includes Scope 1 and 2 GHG emissions from our consolidated manufacturing and non-manufacturing facilities along with our unconsolidated investee manufacturing facilities, and is aligned to a 1.5°C path. 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 is 25% reduction over seven years, which is 3.6% per year linearly 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 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 estimate.

Achieving our targets will depend on external factors such as policies, infrastructure development, and market readiness.

Decarbonization Levers and Actions
The graphic, Decarbonization Levers and Actions Overview on page 177 shows an overview of our decarbonization levers to achieve our targets along with example actions for our current focus of addressing the largest contributors — currently vehicle use and supply chain emissions — 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 sources[5]. Examples of our actions include investment in carbon-free electricity for our operations; public and home charging infrastructure; supporting our supply base via best practice programs (M2030) and renewable electricity procurement support (Transform: Auto); and advocating for the transformation of the electric grid.

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. 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 Scope 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 to reduce our global operations GHG emissions.

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 key decarbonization levers are related to improving energy efficiency and 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. Ford is developing a plan for how we might address GHG and energy-intensive assets, with a specific focus on increasing system-wide efficiency and reducing natural gas consumption.

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.

E1: Climate Change
— continued

Transition Plan Investments
Our business segment structure provides transparency over the performance and progress of spending, revenue, and profitability of our electric vehicles, our most important decarbonization lever to mitigate GHG emissions. For example in 2024, our total electric vehicle capital spending was $4.7 billion, up approximately $0.9 billion over 2023 reflecting a third consecutive year of growth. The eligible capital expenditure KPI reflects continuing investments in our low-carbon future, primarily in Model e. These include investments in our manufacturing sites to make battery electric vehicles such as Tennessee Electric Vehicle Center, Cologne Electric Vehicle Center, Halewood, BlueOval Battery Park Michigan, and others.

While we do not show taxonomy alignment this year, we anticipate future alignment to increase as we work through the Technical Screening Criteria and related reporting requirements. Currently, the capital expenditure for electric vehicles reflects 54% of the total capital expenditure reported for 2024. Our eligible operating expenditure is heavily driven by our engineering and research and development, which in 2024 totaled $8.0 billion. Similar to the past several years, it includes spending related to new technologies such as low-carbon propulsion and electrification[61].

We continue developing the supply chain for electric vehicles. An example is our electric vehicle battery JV, with BOSK. From inception through January 2025, we have contributed $2.4 billion (net of returns of capital) to BOSK.

As we continue to invest in our electric vehicle strategy, we have observed lower-than-anticipated industry wide electric vehicle adoption rates and near-term pricing pressures, which have led us, and may in the future lead us, to adjust our investments, spending, production, and/or product or future technology launches to better match the pace of electric vehicle adoption.

While ongoing industry pricing pressure remains, we plan to increase our global volume of electric vehicles, driven by the full-year impact of European launches. We have also increased investment in our battery facilities and next-generation products.

As outlined in Note 18 Debt and Commitments in the "Notes to the Financial Statements" of Ford's 2024 Form 10-K Report, Ford's corporate, supplemental, and 364-day credit agreements include certain sustainability-linked Key Performance Indicators (KPIs), pursuant to which the applicable margin and facility fees may be adjusted if Ford achieves, or fails to achieve, the specified KPIs related to global manufacturing facility GHG emissions, carbon-free electricity consumption, and Ford Europe CO_2 tailpipe emissions. Prior to 2024, the specified KPIs related to global manufacturing facility greenhouse gas emissions, renewable electricity consumption, and Ford Europe CO_2 tailpipe emissions.

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).

Implementation Progress
Our current status for global GHG reduction targets are shown in graphic GHG Emissions Reductions: Vehicles, Operations & Supply Chain to the right.

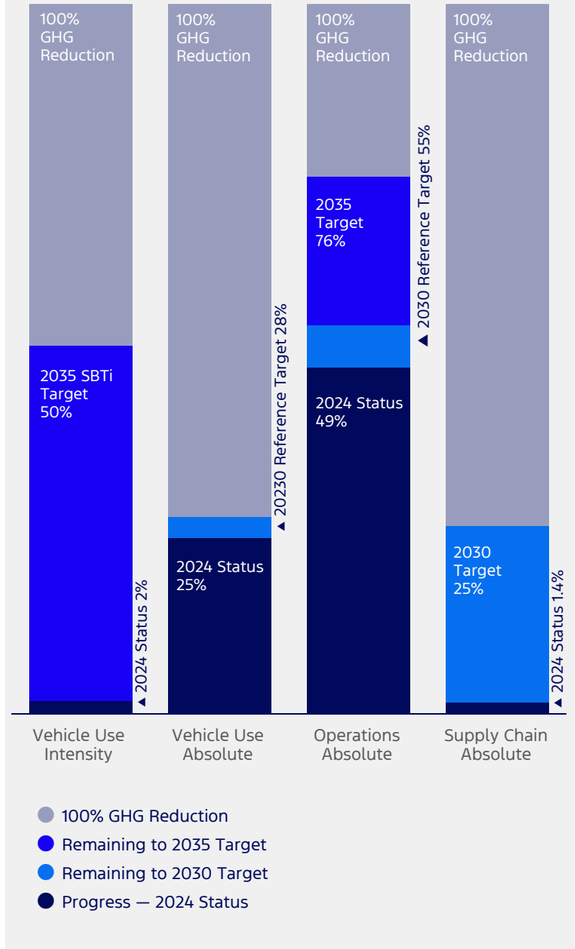
The average GHG intensity of the vehicles we sold in 2024 is approximately 2% lower than for the vehicles we sold in 2019. While this progress is lower than initially planned, from an absolute perspective, our data shows a higher reduction than initially expected with a 25% reduction compared to our base year.

By securing a carbon-free electricity supply and making our facilities even more efficient, we have achieved a 49% reduction in emissions. Our progress is on track, being close to two-thirds of the way to our 2035 76% reduction target. Contributing to this progress, we achieved a reduction of 51% in our global manufacturing GHG emissions, 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 2024 for our global manufacturing plants was 71.5% carbon-free electricity.

For our supply chain in 2024 we achieved 1.4% reduction. This is 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.

GHG Emissions Reductions: Vehicles, Operations & Supply Chain



E1: Climate Change
— continued

Targets Summary — Greenhouse Gas Emissions Reductions

	Vehicle Use 2035 SBTi Intensity	Vehicle Use 2030 Absolute Reference	Global Operations[iii] 2035 SBTi Absolute	Global Operations[iii] 2030 Absolute Reference	Global Manufacturing[iii] 2028 Absolute	Supply Chain[iv] 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_2e / km)[ii]	331 (M metric tons CO_2e)[ii]	4.64 (M metric tons CO_2e)	4.64 (M metric tons CO_2e)	3.98 (M metric tons CO_2e)	43.8 (M metric tons CO_2e)
2024 Status — Emissions	322 (g CO_2e / km)[ii]	248 (M metric tons CO_2e)[ii]	2.38 (M metric tons CO_2e)	2.38 (M metric tons CO_2e)	1.94 (M metric tons CO_2e)	43.2 (M metric tons CO_2e)
2024 Status — % Reduction	2%[ii]	25%	49%	49%	51%	1.4%
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 Split[i]	N/A	N/A	S1 — 78% S2 — 7% S3 — 15%	S1 — 50% S2 — 36% S3 — 14%	S1 — 45% S2 — 39% S3 — 17%	N/A
GHG Coverage	CO_2, CH_4, N_2O	CO_2, CH_4, N_2O	CO_2, CH_4, N_2O	CO_2, CH_4, N_2O	CO_2, CH_4, N_2O	CO_2, CH_4, N_2O
Impacts Addressed	I1	I1	I3	I3	I3	I2

i. The contribution of each emission scope at the target year.

ii. 2024 vehicle emissions include tailpipe (tank-to-wheels) CH_4 and N_2O and GHGs from air conditioner refrigerant leakage. Prior year emissions, including the 2019 base year, exclude these GHGs. Including the other GHGs in 2019 increases emissions by less than our 5% threshold for restatement. If the 2024 emissions use the same 2019 base year emissions assumptions, i.e., tailpipe (tank-to-wheels) CH_4 and N_2O and GHGs from air conditioner refrigerant leakage are excluded, the resulting percent reduction in g CO_2e/km is 3% for 2024. Note that CH_4 and N_2O emissions from well-to-tank fuel production are included in all years.

iii. Operations includes consolidated manufacturing and non-manufacturing facilities (Scope 1 and 2 emissions) and unconsolidated investee manufacturing facilities (Scope 1 and 2 emissions from Scope 3 category 15). Manufacturing is the same scope, but excludes consolidated non-manufacturing facilities. Scope 2 emissions are market based.

iv. 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 this estimate.

E1: Climate Change
— continued

Decarbonization Levers and Actions Overview

Key Decarbonization Levers

Vehicle use
~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
~1%

- **Energy-efficiency and Conservation**
- **Carbon-free Energy**

Supply Chain
~10%

- **Supplier Engagement**
  - Sourcing requirements for carbon neutrality targets
  - Decarbonization support
- **Low-carbon Materials**
  - Batteries, steel, aluminum, and plastics

Carbon Free Energy — Across the Value Chain

Key Actions

- A portfolio of low-carbon products
- Battery electric vehicles
  - Electrification of iconic vehicles
  - Europe — Electrification of passenger and commercial vehicles
  - Next-generation electric vehicles
    - Larger trucks, vans, SUVs, and a small, low-cost platform
- Lower emissions ICE vehicles
  - Improved fuel efficiency and compatibility with alternative fuels
  - Traditional and plug-in hybrids
- Hydrogen fuel cell
  - Technology development for our medium- and heavy-duty vehicles
- Addressing key electric vehicle adoption barriers
- Expanding the BlueOval Charge Network
- More affordable battery chemistries like LFP (Lithium Iron Phosphate)

- 100% carbon-free electricity for our global manufacturing by 2035
  - DTE's MIGreenPower program for our facilities in Michigan
  - Expanded solar installations, such as at the Valencia plant
- Global onsite renewable projects
  - New solar installations at the Dunton Campus, Ford Thailand Manufacturing, Ford Lio Ho plant and Changan Ford Powertrain Manufacturing Base along with extended capacity at Merkenich Technical Center
- Reduction or elimination of natural gas usage
  - Paint shop upgrades at Oakville and Ohio Assembly Plants and Cologne Electric Vehicle Center
  - No natural gas use for building heat when Tennessee Electric Vehicle Center (TEVC) begins operations
- Campus transformation
  - 100% carbon-free electricity by 2027 — Dearborn Hub and Michigan Central District

- 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
- Transform: Auto renewable electricity program — North America
  - Support suppliers by providing training and tools to explore and procure renewable electricity options
- Manufacture 2030 (M2030) — global Tier 1 supply chain initiative
  - Sharing decarbonization best practices, and providing training and access to green finance
  - Enabling site GHG emissions data collection
- Purchase low-carbon aluminum and near-zero steel (First Movers Coalition)
  - MOUs with five European steel suppliers signaling the need for low-carbon steel

E1: Climate Change
— continued

IMPACTS, RISKS, AND OPPORTUNITIES IDENTIFICATION AND ASSESSMENT PROCESS

Additional climate-specific details on the IROs identification and assessment process are provided below, complementing our overall Double Materiality Assessment (DMA) and scenario and resilience analysis disclosures.

See additional details in section Double Materiality Assessment on page 156 and in Scenario and Resilience Analysis Process on page 187.

Climate Impacts

We annually assess our entire value chain's impact on climate change by calculating corporate Scopes 1, 2, and 3 and total 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 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 TCFD guidelines and well-established, state-of-the-art science scenarios.

Three scenarios were analyzed to identify transition and physical risks: The IEA Net Zero Emissions (NZE) by 2050 Scenario, the IEA Stated Policies Scenario (STEPS), and the Intergovernmental Panel of 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. See Scenario and Resilience Analysis Process on page 187 for more details on the scenarios.

The range provided by these scenarios identifies likely risks and opportunities, as they cover a wide gamut of societal action, addressing future uncertainties related to policy, macroeconomic, energy systems, or technological developments. These scenarios are also compatible with the financial statement summaries on key climate risks including GHG and fuel economy regulations, carbon neutrality commitments, and disruptions to our operations and our supply chain.

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 our current interim 2035 SBTi Targets, Ford asset lifespans, strategic planning, and capital allocation. They differ from the time horizons identified for non-climate related IROs identified in our DMA.

Transition Risks

In 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 on page 179. The material risks are also provided in the Risks table in section Material Impacts, Risks, and Opportunities on page 161.

Also see the EU Taxonomy section for statements and details on our sustainable economic activities (as defined by EU Taxonomy) on page 168 and the results of the Resilience Analysis on page 189 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 in 16 countries were screened 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 climate scenarios from Intergovernmental Panel of Climate Change (IPCC) — 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

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 ZEV 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**	• Over investment in electrification and uptake not occurring at the same scale presents a financial risk
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 electric vehicles cover all three time horizons. In leading markets, we expect these risks to lessen over time as electric vehicle adoption becomes more widespread. Other markets will reach the electric 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 investments, stakeholder involvement, governance, performance, and an outlook.

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 the sustainability statement.

Scope of Climate-related Ford Actions

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

Impact I-1
The combustion of fossil fuels in ICE vehicles produces GHGs contributing to Ford's Scope 3 emissions.

Policies

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

- Do our part to minimize impact on climate change aligned with the United Nations Framework Convention on Climate Change (Paris Climate Agreement), striving towards carbon neutrality
- Minimize vehicle criteria and greenhouse gas emissions and increase energy efficiency, recognizing that life cycle performance is a function of vehicle technology, energy sources, and operating environment
- Consider environmental performance throughout the life of a vehicle and address in-service concerns in a timely, customer-driven manner."

For more information on the policy see the table "Policies to Manage Material Impacts, Risks, and Opportunities" on page 162.

Actions

The decarbonization levers and associated actions to reach our 2030 reference target support the implementation of the We Are Committed to Protecting Human Rights and the Environment policy. See Decarbonization Levers and Actions Overview on page 177 and Decarbonization Levers and Investments for this impact on page 180.

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.

Factors to achieving the target include technology solutions, policy support, customer adoption of new technologies, and economic conditions. Future technology solutions, such as electric vehicles, and supportive policies and regulations are important to achieve the target. Customer preferences and economic conditions may have either positive or negative GHG

E1: Climate Change
— continued

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.

This vehicle target diverges from the GHG inventory as reported in E1-6 in that we cover approximately 76% 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 (WTW) 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 and Investments

The use-phase CO_2 emissions on a WTW basis depend on vehicle design, the energy source, and how the vehicles are used by our customers. The expected contributions from these levers to achieve the 2030 reference target and achieved GHG reductions to date are shown in Decarbonization Levers — Vehicle Use.

Our decarbonization levers reflect the technical opportunities for the transition of our vehicle portfolio via design and more efficient powertrains, as well as the use of lower-carbon energy sources. As previously noted, volume fluctuations can affect the progress. Risks were evaluated in our climate scenario analysis, including a 1.5°C path, which consider policy, technology, and societal developments, and expected market penetration of electric vehicles. See Scenario and Resilience Analysis starting on page 187 for more details.

Implementation of the decarbonization levers and associated actions is part of Ford's financial planning process. For more information see Investment in Material Topics on page 157 and Transition Plan Investments on page 175.

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.

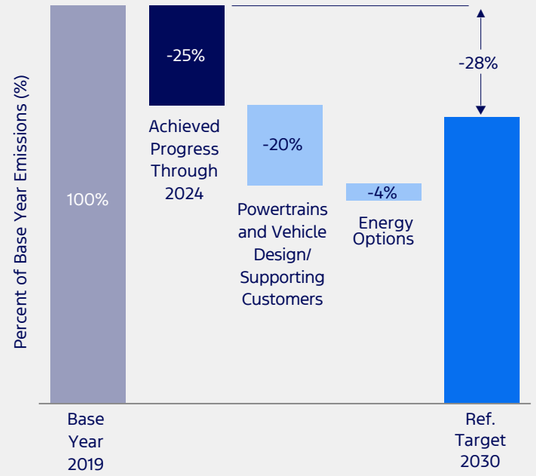
Target Governance

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.

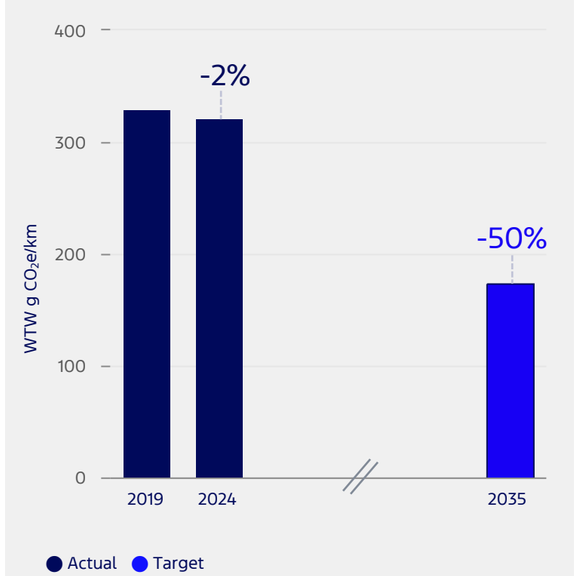
Target Performance

The average GHG intensity of the vehicles we sold in 2024 is approximately 2% lower than for the vehicles we sold in 2019, see graph, Target and Progress — Vehicle Use — Intensity. While this progress is lower than initially planned, from an absolute perspective, our data shows a higher reduction than initially expected with a 25% reduction compared to our base year. See graph Target and Progress — Vehicle Use — Absolute.

Decarbonization Levers — Vehicle Use

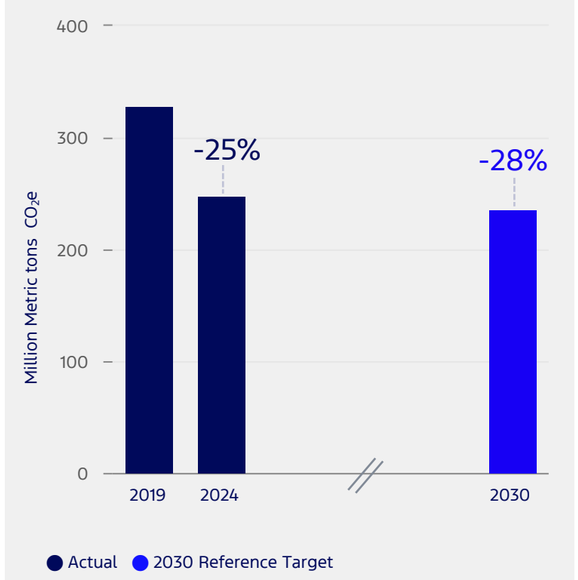


Target and Progress — Vehicle Use — Intensity



E1: Climate Change
— continued

Target and Progress — Vehicle Use — Absolute



Target Outlook
Electric vehicles are the core of our decarbonization strategy. We are committed to achieving growth and scale in electric vehicles but will modulate volume based on customer demand. We're adapting to industry pricing pressures, adding hybrids, and addressing adoption barriers by offering more charging solutions to customers. We're lowering our capex guidance, improving profitability through battery resourcing, and focusing on our next-generation electric vehicles which will be cost optimized.

Complementary to our electric vehicle strategy, we continue to offer customers broad choices with lower emissions during the transition to fully carbon neutral transportation. For example, fuel-efficient hybrids are growing in popularity, particularly in markets where electric vehicle infrastructure is not mature. Ford has been selling hybrid vehicles for more than two decades. Total Ford electrified vehicle sales (hybrid, plug-in hybrid and electric) hit a record 285,291 this year in the US — up 38% from 2023.

Impact I-2
Raw material extraction, processing, and assembly are energy intensive processes contributing to Ford's Scope 3 emissions.

Policies
This supply chain impact is addressed by our We Are Committed to Protecting Human Rights and the Environment policy that states "we:

- Do our part to minimize impact on climate change aligned with the United Nations Framework Convention on Climate Change (Paris Climate Agreement), striving towards carbon neutrality."

All Ford operations are covered by this policy and we require our suppliers and expect partners and joint ventures to adopt and enforce similar policies and extend them to their own supply chain.

Furthermore, Ford's Supplier Code of Conduct outlines Ford's requirements and expectations for supplier relationships, including the same requirement to minimize their impact on climate change and strive towards carbon neutrality.

For more information on these policies see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Actions
The decarbonization levers and associated actions to reach our 2030 target support the implementation of the We Are Committed to Protecting Human Rights and the Environment policy and Ford's Supplier Code of Conduct. See Decarbonization Levers and Actions Overview on page 177 and Decarbonization Levers and Investments for this impact on this page.

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, policy support, and economic conditions. Importantly, as the portfolio shifts to electric 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 100% 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 with U.S. Environmentally-Extended Input-Output (USEEIO) emission factors applied at a commodity level. 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.

Decarbonization Levers and Investments
Decarbonization Levers — Supply Chain on page 182 shows achieved GHG reductions to date and expected contributions from the levers to achieve the target. Note that in the graphic, low-carbon materials are also accounted for in the expected supplier engagement reductions.

We are increasing supplier engagement across the supply chain by leveraging the requirements of our Supplier Code of Conduct and engaging in initiatives such as Ford's best practice climate programs with Manufacture 2030 (global) and the new Transform: Auto renewable electricity program (North America). We are also working on decarbonizing key components and materials such as batteries, steel, and aluminum.

E1: Climate Change
— continued

Our decarbonization levers are based on known key emitters and technical opportunities to reduce those emissions. Risks were evaluated in our climate scenario analysis, including a 1.5°C path, which considers policy, technology, and societal developments, and expected market penetration of electric vehicles. See Scenario and Resilience Analysis Process starting on page 187 for more details.

Implementation of the decarbonization levers and associated actions is part of Ford's financial planning process. For more information see Investment in Material Topics on page 157 and Transition Plan Investments on page 175.

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 2024 we achieved 1.4% reduction. This is 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.

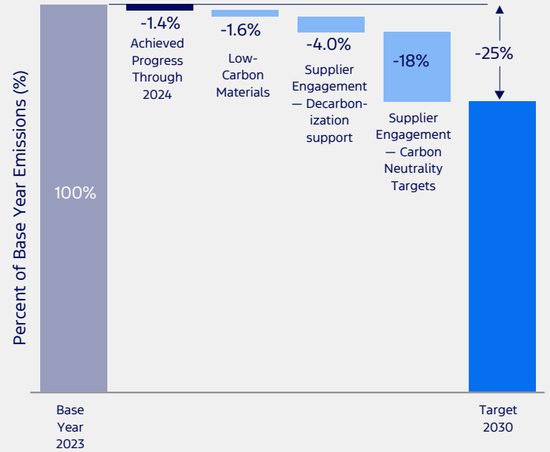
We have seen improvements in supplier engagement in 2024, particularly for M2030 responses. It is also encouraging to see a number of our large Tier 1 suppliers engaging on the M2030 platform and requiring their suppliers to participate, which is an important step in tackling our Tier 2 emissions.

Integrating carbon neutrality into our sourcing decisions was a key step in changing how we do business. This, along with our continued engagement with suppliers to understand their commitments, is important to help support future progress.

Ford has signed non-binding memorandums of understanding (MOUs) with strategic steel suppliers, signaling the need for near-zero emissions steel. In 2024 we signed two new MOUs in Europe for a total of five and met with strategic suppliers to understand the transformation, including the significant increase in demand for carbon-free electricity and hydrogen.

We are also making progress on improving data availability and quality with initiatives such as Catena-X. For the first time in 2024, OEMs, Tier-1, and Tier-2 suppliers exchanged product carbon footprint (PCF) primary data across tiers — while using the IT solution of their choice. The implementation of this Catena-X PCF use case increases CO_2e data accuracy at a part level.

Decarbonization Levers — Supply Chain

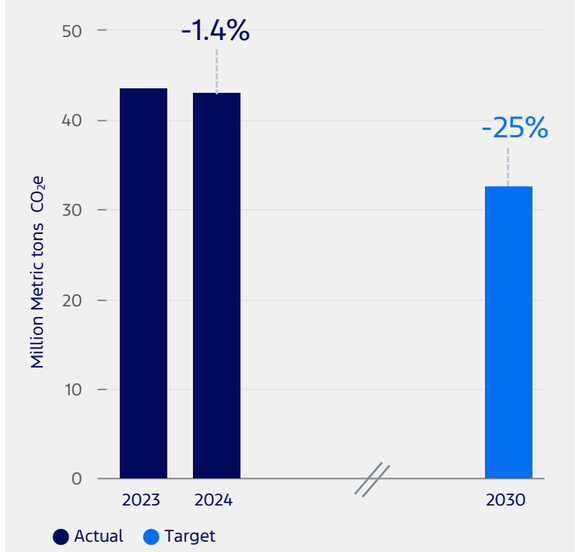


Target Outlook
Decarbonizing the supply chain is a complex task of growing importance as we electrify our portfolio. Increasing collaboration and policy support is important to cost-effectively reduce the GHG emissions of our materials and parts.

A prime example is steel where there are technological, economic, infrastructural, policy, and supply chain challenges that need to be addressed to accelerate the adoption of near-zero steel in order to meet our 2030 First Movers Coalition pledge.

We are continuing to explore opportunities for steel and other low-carbon materials.

Target and Progress — Supply Chain



Impact I-3
The use of energy at Ford's consolidated manufacturing and non-manufacturing facilities contribute to Ford's Scope 1 and 2 emissions along with Scope 3 category 15 for unconsolidated investee manufacturing facilities.

Policies
This operations impact is addressed by our We Are Committed to Protecting Human Rights and the Environment policy, which states that "we:

- Do our part to minimize impact on climate change aligned with the United Nations Framework Convention on Climate Change (Paris Climate Agreement), striving towards carbon neutrality

E1: Climate Change
— continued

- Reduce emissions, increase energy efficiency, and utilize renewable energy in our manufacturing operations.

For more information on the policy see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Actions
The decarbonization levers and associated actions to reach our 2030 reference target support the implementation of the We Are Committed to Protecting Human Rights and the Environment policy. See Decarbonization Levers and Actions Overview on page 177 and Decarbonization Levers and Investments for this impact on page 184.

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 our consolidated manufacturing and non-manufacturing facilities and unconsolidated investee manufacturing 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 CO_2e 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 use of carbon-free electricity and implementation of energy efficiency and conservation actions at our global manufacturing plants.

It is estimated that Scope 1 will account for 78%, Scope 2 7%, and Scope 3 category 15 (unconsolidated investee manufacturing facilities) 15% of the emissions in the target year 2035. Similarly for our 2030 reference target, it is estimated that Scope 1 will account for 50%, Scope 2 36%, and Scope 3 category 15 (unconsolidated investee manufacturing facilities) 14% of the emissions in the target year. These estimates are based on current year emissions and known decarbonization levers.

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 emissions. 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.

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 Gross Scopes 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.

Ford also has voluntary external agreements related to this target. This includes:

- U.S. DOE Better Climate Challenge to reduce our U.S. absolute manufacturing emissions by 50% by 2030, relative to a 2017 baseline
- U.S. DOE's Better Plants Challenge to reduce energy intensity from our U.S. manufacturing facilities by 10% by 2030, relative to a 2020 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 to just manufacturing sites translates into 84% of the Scope 1, 75% of Scope 2 and 100% 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.

Targets — Manufacturing Carbon-free Electricity
In pursuit of our aspirations 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[5].

In setting the target, Ford considered known impacts 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.

This absolute global target includes consolidated and unconsolidated investee manufacturing facilities.

Global carbon-free electricity is the ratio of carbon-free electricity consumption and the total electricity consumption at our global plants. Energy 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 based on the market-based approach. We first apply on-site renewable consumption and consumption related to carbon-free

E1: Climate Change
— continued

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.

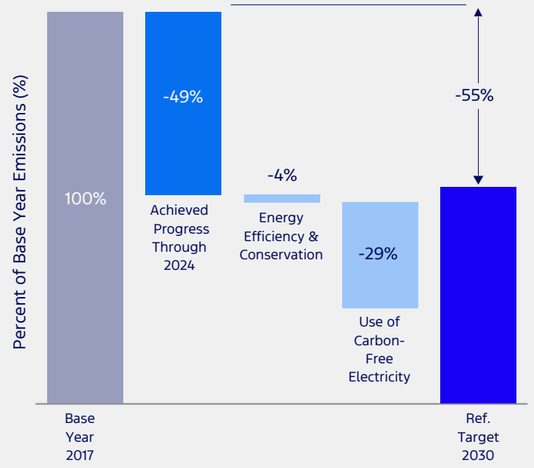
The same inventory management plan and associated GHG inventory approach as previously discussed in Methodology — GHG Reductions — Global Operations is applied here. See Table Target — Carbon Free Electricity for additional details.

Decarbonization Levers and Investments
The expected relative contributions of the different decarbonization levers to reach our 2030 reference target are shown in chart Decarbonization Levers — Operations.

Our decarbonization levers are based on known key emitters and technical opportunities to reduce those emissions. Risks were evaluated in our climate scenario analysis, including a 1.5°C path, which considers policy, technology, and societal developments, and expected market penetration of electric vehicles. See Scenario and Resilience Analysis starting on page 187 for more details.

Implementation of the decarbonization levers and associated actions is part of Ford's financial planning process. For more information see Investment in Material Topics on page 157 and Transition Plan Investments on page 175.

Decarbonization Levers — Operations



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 securing a carbon-free electricity supply and making our facilities even more efficient, we have achieved a 49% reduction in emissions. Our progress is on track, being close to two-thirds of the way to our 2035 76% reduction target. Contributing to this progress, we achieved a reduction of 51% in our global manufacturing GHG emissions, in line with expected progress.

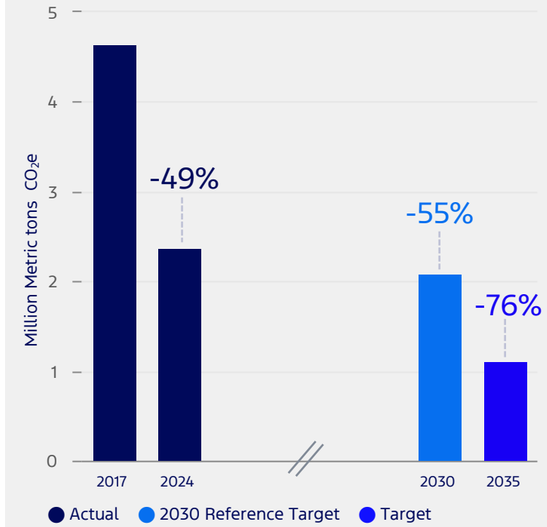
The table below summarizes the 2028 carbon-free electricity target for our global manufacturing operations, including status in 2024:

Target — Carbon-free Electricity

	ESRS Metric	
Percentage in Target Year	MDRT 80b	77%
Target Year	MDRT 80e	2028
Percentage in Base Year[62]	MDRT 80d	N/A
Base Year[62]	MDRT 80d	N/A
Status in current year (%)	MDRT 80j	71.5%

Regionally, we have made progress with all of our purchased grid electricity for manufacturing facilities in Europe, Mexico, and Ohio using carbon free sources. Ford and our partners have also implemented several on-site renewable projects this year, including installing a solar carport at Ford Thailand Manufacturing and roof panels at the Ford Lio Ho plant and the Changan Ford Powertrain Manufacturing Base. In Europe, a ground mounted system was installed at the Dunton Campus and capacity was extended at our Merkenich Technical Center and Valencia plant

Target and Progress — Operations



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

E1: Climate Change
— continued

Battery production for the electrification of our fleet 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-4
Inbound and outbound transportation and logistics contribute to Ford's Scope 1 and 3 emissions.

Policies
Our We Are Committed to Protecting Human Rights and the Environment policy states that we will "do our part to minimize impact on climate change aligned with the United Nations Framework Convention on Climate Change (Paris Climate Agreement), striving towards carbon neutrality."

For more information on the policy see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Actions
Ongoing actions that will reduce logistics GHG emissions include:

- Bio-LNG (Liquefied Natural Gas) vessels that move vehicles from Ford Otosan in Türkiye to Ford of Europe and U.K. destinations
- Road trial in Europe with HVO (Hydrotreated Vegetable Oil), replacing diesel fuel, e.g, carrier moving components to our assembly plants
- Ongoing logistics network and packaging density optimization globally

These actions support the implementation of the We Are Committed to Protecting Human Rights and the Environment policy.

Implementation of these and similar actions is considered in Ford's financial planning process. See Investment in Material Topics on page 157.

Targets
Ford does not currently have quantitative targets related to inbound and outbound transportation and logistics. 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 to measure progress.

We will continue to investigate the use of targets for our logistics Scope 1 and 3 emissions as we collaborate with our partners toward improved emissions data quality, more cost-effective technologies and supporting governmental policies.

Risk R-1 (Transition)
Meeting stringent emissions and emerging regulatory standards may require substantial investments.

Policies
Our We Are Committed to Protecting Human Rights and the Environment policy states "Regarding human rights and the environment, we follow all Ford policies and comply with or exceed all applicable laws and regulations, including all applicable due diligence laws."

Ford has no policies directly related to investments resulting from regulatory standards.

For more information on the policy see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

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 refine our product cycle plan multiple times a year, including improving the fuel economy of our internal combustion vehicles and offering more propulsion choices, such as hybrid and 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.

Implementation of these and similar actions is considered in Ford's financial planning process. See Investment in Material Topics on page 157.

Targets
The Company manages this risk, however, our approach, including targets and the process to track the effectiveness of policies and actions, is proprietary to the company and is not disclosed for competitive reasons.

Risk R-2 (Transition)
Failing to comply with emissions regulations and meet ZEV thresholds may result in purchasing credits from competitors, curtailing vehicle sales, or paying fines.

Policies
Our We Are Committed to Protecting Human Rights and the Environment policy states "Regarding human rights and the environment, 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 the policy see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

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 emissions credit. 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 emissions credit.

In the fourth quarter of 2024, we entered into agreements for the purchase of about $500 million of regulatory compliance credits, and for full year 2024, we entered into agreements for the purchase of about $4.3 billion of such credits. As of December 31, 2024, our outstanding purchase obligations under our compliance credit purchase agreements totaled about $4.2 billion. During 2024, we recorded about $200 million of expense for our estimated utilization of regulatory compliance credits related to current compliance period volumes (e.g., model year, calendar year), which was allocated to Ford Blue and Ford Pro results.

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Targets
The Company manages this risk, addressing regional differences, via a complex fleet assessment and target setting approach. However, our approach, including targets and the process to track the effectiveness of policies and actions, is proprietary to the company and is 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.

For more information on these policies see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Actions
Ford works to protect 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.

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 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.
- To help prevent flooding by slowing water flow and increasing infiltration, as well as mitigating high heat impacts and increasing biodiversity, the plant is implementing an ecological upgrade of open areas.

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

Implementation of these and similar actions is considered in Ford's financial planning process. See Investment in Material Topics on page 157.

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

We do, however, have 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.

As we continue to improve our understanding of the potential effects of climate change on our operations, we will be investigating adaptation targets.

Risk R-4 (Physical)
Heightened occurrences of extreme weather events can disrupt Ford's supply chain.

Policies
This supply chain risk is addressed by Ford's Supplier Code of Conduct, which 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."

For more information on the policy see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Actions
Ford strongly encourages suppliers to participate in our best practice climate program with M2030, which facilitates sharing of best 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 on page 181 and water use impact I-6 on page 198.

Implementation of these and similar actions is considered in Ford's financial planning process. See Investment in Material Topics on page 157.

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 best practice climate program with M2030. Currently, there is no defined level of ambition.

As we continue to improve our understanding of the potential effects of climate change on our own and supplier operations, we will be investigating adaptation targets.

Risk R-10 (Transition, Entity Specific)
Over-investment in electrification and uptake not occurring at the same scale presents a financial risk.

Policies
Ford does not currently have policies related to this risk. Although we continue to invest in our electric vehicle strategy, we have observed lower-than-anticipated industrywide electric vehicle adoption rates and near-term pricing pressures, which has led us, and may in the future lead us, to adjust our investments, spending, production, and/or product or future technology launches to better match the pace of electric vehicle adoption.

Actions
Ford is committed to scaling a profitable electric vehicle business, and we are taking the following actions to mitigate the financial risks of fluctuations in electric vehicle demand:

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- Ford 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). The automotive industry is subject to regulations worldwide that govern product characteristics and that differ by global region, country, and sometimes within national boundaries. We 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 electrified vehicles.
- In 2024, we announced additional actions to deliver a profitable, capital-efficient, and growing electric vehicle business and add even more propulsion choices for customers that generate lower CO_2 emissions.
- Our plan includes adjusting the company's North America vehicle roadmap to offer a range of electrification options designed to speed customer adoption — including lower prices and longer ranges. In its fully electric portfolio, Ford will continue to introduce new digitally advanced commercial vans and trucks, along with other future lower cost vehicles.
- Ford also realigned its U.S. battery sourcing plan to reduce costs, maximize capacity utilization, and support current and future electric vehicle production.

Implementation of these and similar actions is considered in Ford's financial planning process. See Investment in Material Topics on page 157.

Targets
While the Company manages this risk, our approach, including targets and the process to track the effectiveness of policies and actions, is proprietary to the company and is not disclosed for competitive reasons.

SCENARIO AND RESILIENCE ANALYSIS
Scenario and Resilience Analysis Process
The 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 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 were finalized in March of 2025 and are an update to the 2024 published analysis.

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: 2025-2030 (0-5 years)
- Medium Term: 2030-2035 (5-10 years)
- Long Term: 2035+ (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.

Note that these scenarios are not predictions of the future and do not represent forecasts.

The results of the climate scenarios used here are compatible with climate-related risks included in Item 1A. Risk Factors of Ford's 2024 Form 10-K Report.

Introduction to the Scenarios
We use the International Energy Agency's (IEA) 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 socio-economic 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 the global energy sector achieving net zero CO_2 emissions by 2050, with advanced economies reaching NZE ahead of others.
- STEPS is a pragmatic exploration of the current 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 Scenarios[48]
Many assumptions are common between the STEPS and NZE scenarios as described by the WEO:

- The global economy is assumed to grow by ~3% per year on average over the period to 2050, with large variations by region and over time
- GDP per capita in emerging market 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 8.5 billion in 2030 and 9.7 billion in 2050
- Improvements in health, diet, and living conditions have gradually lifted life expectancy of the global population by a decade since the 1980s. Coupled with declining fertility rates, this translates into a rising share of older people in the global population. An older population uses more energy at home than the average population, but less for transport
- 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 policy support and extent of deployment

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Scenario Comparison Overview

	Net Zero Emissions by 2050 Scenario (NZE)	Stated Policies Scenario (STEPS)	High Emissions/Temperature Scenario (RCP8.5)
Temperature Increase (2040 est.)	1.5°C	~1.8°C	2°C
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) 2023 to 2040	632 to 538, -16.5% (electricity supply: +29%)	632 to 692, +9.5% (electricity supply: +18%)	650 to 1,000, +54%
Energy Mix	58% renewables & biomass	28% renewables & biomass	18% renewables & biomass
Energy Prices in 2030s	Oil averages $42/bbl	Oil averages $85/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	3% average annual growth	3% 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

The Net Zero Emissions (NZE) by 2050 Scenario[48]
This is a normative IEA scenario that shows a narrow but theoretically achievable pathway for the global energy sector to achieve net zero CO_2 emissions by 2050, with advanced economies reaching net zero emissions ahead of others. This scenario also meets key energy-related UN SDGs in particular, by achieving universal access to energy by 2030. This effort requires increased investment in clean energy and infrastructure output, in both emerging markets and developing economies. 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 global temperature rise to 1.5°C by 2100 without a temperature overshoot (with a 50% probability).

The Stated Policies Scenario (STEPS)[48]
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 2.4°C by 2100 (with a 50% probability). 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 policies and measures but also those that are under development. STEPS explores where the energy system might go without a major additional steer from policy makers.

High Emissions/Temperature Scenario (RCP8.5)[49]
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 on industry and Ford.

Net Zero Emissions by 2050 (NZE)
Zero-emission vehicles (ZEVs — electric vehicles and fuel cell electric vehicles (FCEVs)) scale 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 policy for grid decarbonization and the circular economy while cross-sector collaboration addresses common challenges throughout the value chain.

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 FordPro 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 extended-range

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electric vehicles (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 out-pace 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 impact 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)[48]
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 ICEV focus for decades due to insufficient 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 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 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.

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 environmentally friendly 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, public 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
We are committed to building a profitable, enduring electric vehicle business for the long term. This will help

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us address the largest source of our GHG emissions and successfully compete in a low-carbon economy. To reach this goal, we are currently focused on building a profitable electric vehicle business that aligns investment and manufacturing capacity with customer demand. This includes:

- Scaling and reducing costs of electric vehicles in market today (as of the end of 2024)
  - Mustang Mach-E, F-150 Lightning, E-Transit, and in Europe the newly launched Explorer, Capri, E-Transit Custom, and E-Tourneo Custom
- Next-gen electric vehicles take a system-level approach
  - Ford's next-generation electric vehicle platform takes a system-level approach to designing, sourcing, and manufacturing with outcomes aimed at changing customer expectations. Ford's Advanced Electric Vehicle Development team is questioning previous assumptions rather than using an evolutionary approach that builds upon existing designs
- Increasing demand by removing barriers to adoption
  - Our U.S. customers have access to Tesla's Supercharger network and complimentary home charging and installation for new buyers or leases
- 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 (Lithium Iron Phosphate) and accelerating U.S. manufacturing and creating an electric vehicle supply chain that upholds Ford's ESG values

Along this journey we anticipate that electric vehicle technology will continue to advance and become more affordable, while the grid will continue to decarbonize, bolstering our confidence in achieving GHG reductions.

During the transition period to fully carbon neutral transport, our approach of offering a broad choice of lower emission powertrains also provides us with resilience. For example, hybrids will be a key product offering during the transition to electric vehicles, particularly in markets where the electric vehicle infrastructure is not mature.

We will partner when necessary to address key enablers, leverage scale, and avoid capital destruction. For example, Ford Pro is an integrated partner helping customers decarbonize their fleets, not just with vehicles but also charging solutions and productivity software. Additionally, Ford electric vehicle customers have access to more than 20,000 Tesla Superchargers across the U.S. and Canada through the BlueOval Charge Network.

Ford's response to the various scenarios will require different solutions, but the building blocks are in place as discussed above. Our electric vehicle foundation will allow us to scale as the market grows, and we will continue to address key enablers. Our lower-emission ICEVs, including traditional hybrids and alternative fuel-compatible vehicles, help decarbonize the business in the transition or in the high temperature scenario.

Supply Chain

Decarbonizing the supply chain is a complex task of growing importance as we electrify our portfolio. We have put a number of enablers in place to reach our near-term decarbonization target and long-term goals. Collaboration with our suppliers, governments, and other stakeholders is essential in the transition.

Integrating supplier carbon neutrality status into production sourcing decisions, requiring our suppliers to increase energy efficiency and their use of carbon-free electricity, and supporting suppliers with best 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 policy support in place will likely be important to facilitate these developments.

Operations

Ford also recognizes the need to ensure resiliency of our operations, by redeploying, 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, Ford is planning paint shop upgrades at Oakville and Ohio Assembly Plants 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 goal of achieving carbon neutrality no later than 2050, Ford is also developing a long-term plan for how we might best address GHG and energy-intensive assets, with a specific focus on reducing emissions from our production processes. Implementation of this plan is expected to extend into the long term.

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. In the transition to affordable low-carbon technology, Ford is working on projects such as the examples listed below:

- Bio-LNG vessels that move vehicles from Ford Otosan in Türkiye to Ford of Europe and U.K. destinations
- Road trial in Europe with HVO (Hydrotreated Vegetable Oil), replacing diesel fuel, e.g., carrier moving components to our assembly plants
- Ongoing logistics network and packaging density optimization globally

Also important to success here is policy support to help facilitate the transition.

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, such as our work to train future employees on advanced batteries at Tennessee Electric Vehicle Center and BlueOval SK Battery Park.

Securing Finances

Ford's Sustainable Financing Framework, introduced in 2021, is supporting the financing of our clean transportation projects and efforts to create positive social and environmental benefits as we move towards a carbon neutral transportation future.

By June 30, 2023, $4.21 billion, the total of the net proceeds of the two bonds, had been fully allocated to the design, development, and manufacture of the company's electric vehicle lineup as well as other development activities that will benefit our entire electric vehicle portfolio.

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Energy Consumption and Mix

	Footnote	ESRS Metric	2024
Energy Consumption and Mix	3	E1-5 AR 34	
Total fossil energy consumption (megawatt hours)		E1-5 37a	**6,544,477**
Share of fossil sources in total energy consumption (percent)			**68%**
Fuel consumption from coal and coal products (megawatt hours)		E1-5 38a	38,550
Fuel consumption from crude oil and petroleum products (megawatt hours)		E1-5 38b	71,031
Fuel consumption from natural gas (megawatt hours)		E1-5 38c	4,632,615
Fuel consumption from other fossil sources (megawatt hours)		E1-5 38d	0
Consumption of purchased/acquired electricity, heat, steam, cooling from fossil sources (megawatt hours)		E1-5 38e	1,802,282
Consumption from nuclear sources (megawatt hours)		E1-5 37b	**1,055,338**
Share of consumption from nuclear sources in total energy consumption (percent)			**10.9%**
Total renewable energy consumption (megawatt hours)		E1-5 37	**2,066,374**
Share of renewable sources in total energy consumption (percent)			**21%**
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
Consumption of purchased/acquired electricity, heat, steam, cooling from renewable sources (megawatt hours)		E1-5 37c	2,023,634
The consumption of self-generated non-fuel renewable energy (megawatt hours)		E1-5 37c	42,739
Total energy consumption (megawatt hours)		E1-5 37	**9,666,189**

	Footnote	ESRS Metric	2024
Energy Generation			
The generation of non-renewable energy (megawatt hours)		E1-5 39	127,043
The generation of renewable energy (megawatt hours)		E1-5 39	42,739

	Footnote	ESRS Metric	2024
Energy Intensity	1		
Energy Intensity (total energy consumption per net revenue) associated with activities in high climate impact sectors (megawatt hours/billion USD)	2	E1-5 40	52,252
Total Energy Consumption in high climate impact sectors (megawatt hours)		E1-5 41	9,666,189
Net revenue from activities in high climate impact sectors used to calculate energy intensity (billion USD)		E1-5 43 AR 38	$ 185.0B
Net revenue (other) (billion USD)		E1-5 43 AR 38	$ 0.0
Total Net Revenue (billion USD)		E1-5 43 AR 38	$ 185.0B

Methodology and Assumptions

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. In 2024, energy consumption and mix are reported for the consolidated accounting group only and include manufacturing and non-manufacturing facilities. 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 or Energy Attribute Certificates, and on-site non-renewable generation via combined heat and power facilities; and U.S. EPA eGRID and International Energy Agency (IEA) grid mixes for grid electricity. Ford's current renewable energy 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 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.

Ford is not reporting Ford's energy consumption of our unconsolidated investee manufacturing facilities in this table.

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 2024 Form 10-K Report. 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).

Footnotes

1. Net revenue is reported in Ford's 2024 Form 10-K Report, page 108.
2. Intensity calculation reflects actual net revenue versus rounded value shown
3. Values have been rounded. Totals may not sum due to rounding

E1: Climate Change
— continued

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

	Footnote	ESRS Metric	2024
Global Scope 1 GHG Emissions (metric tons CO_2e)			
Gross Scope 1 GHG emissions	2	E1-6 44a & 48a	870,091
Consolidated accounting group		E1-6 50a	870,091
Unconsolidated, where Ford has operational control		E1-6 50b	0
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	1, 3	E1-6 48b	12%
Scope 1 GHG Emissions — Disaggregated by Activity	2		
Consolidated Manufacturing Plants		E1-6 AR 41	730,630
Consolidated Non-Manufacturing Facilities		E1-6 AR 41	139,461

	Footnote	ESRS Metric	2024
Global Scope 2 GHG Emissions (metric tons CO_2e)	4, 5		
Gross location-based GHG emissions		E1-6 49a	2,076,700
Consolidated accounting group		E1-6 50a	2,076,700
Unconsolidated, where Ford has operational control		E1-6 50b	0
Gross market-based GHG emissions		E1-6 49b	1,183,244
Consolidated accounting group		E1-6 50a	1,183,244
Unconsolidated, where Ford has operational control		E1-6 50b	0
Scope 2 GHG Emissions — Disaggregated by Activity			
Gross location-based GHG emissions			
Consolidated Manufacturing Plants		E1-6 AR 41	1,622,549
Consolidated Non-Manufacturing Facilities		E1-6 AR 41	454,151
Gross market-based GHG emissions			
Consolidated Manufacturing Plants		E1-6 AR 41	890,346
Consolidated Non-Manufacturing Facilities		E1-6 AR 41	292,897

Methodology and Assumptions
Refer to page 194 for details.

Footnotes
1. Data is preliminary, pending local regulatory reporting.
2. Ford uses U.S. EPA emission factors for all Scope 1 fuel combustion sources.
3. 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 2024, 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 2024, Ford was subject to the European Union ETS, United Kingdom ETS, and Ontario Emission Performance Standard (EPS). ETS Scope 1 GHG emissions are third-party verified in accordance with local requirements, separately from this Sustainability Statement.
4. Ford uses U.S. EPA eGRID and International Energy Agency (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 world. 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. Ford used an electricity emission factor as a proxy for purchased steam at Ford's Rouge complex.
5. Values have been rounded. Totals may not sum due to rounding.

E1: Climate Change
— continued

	Footnote	ESRS Metric	2024
Significant Scope 3 GHG Emissions (metric tons CO_2e)	1, 2, 4		
Total gross indirect Scope 3 GHG emissions	5	E1-6 44c	354,140,000
Category 1 — Purchased goods and services — supply chain emissions	6	E1-6 51	43,167,000
Category 4 — Upstream transportation and distribution		E1-6 51	2,873,000
Category 11 — Use of sold products — vehicle use (WTW)		E1-6 51	292,127,000
Category 15 — Investments	3	E1-6 51	15,972,000
Scope 1 and 2 (market-based) Emissions from Unconsolidated Investee Facilities			322,000
Scope 3 Vehicle Use Emissions from Vehicles Sold by Unconsolidated Investees			15,650,000

	Footnote	ESRS Metric	2024
Total Global Scope 1, 2, and 3 GHG Emissions (metric tons CO_2e)	4, 5		
Total Scope 1, 2, and 3 GHG emissions — location-based		E1-6 52a	357,087,000
Total Scope 1, 2, and 3 GHG emissions — market-based		E1-6 52a	356,193,000

Methodology and Assumptions
Refer to the next page for Scope 3 methodology details.

Footnotes
1. 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.
2. Primary data obtained from suppliers or value chain partners has been used to calculate 7% of significant scope 3 GHG emissions (E1-6 AR 46g).
3. Includes Scope 1, Scope 2 (market-based) and Scope 3 vehicle use emissions from unconsolidated investees where Ford does not have operational control. These emissions were reported in Scope 1, Scope 2 and Scope 3, Category 11 in prior years.
4. All values have been rounded to nearest thousand for simplicity. Totals may not sum due to rounding.
5. Only includes significant Scope 3 categories
6. 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 data, Ford applies US Environmentally-Extended Input-Output (USEEIO) 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 and vehicle components sourced through other OEMs have been deemed immaterial and excluded from this estimate.

E1: Climate Change
— continued

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 CO_2, CH_4, and N_2O emission factors and applying Global Warming Potentials to convert to CO_2 equivalent emissions.

Scope 1 and Scope 2: Energy consumption for Ford's facilities is obtained from utility 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. 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 Ford's SBTi Scope 1 and 2 target, include certain unconsolidated investee manufacturing facilities, which manufacture Ford-badged products. These are included in Ford's operations targets, covering Scope 1 and 2 emission sources, as Ford sees investees as key partners in delivering Ford's carbon neutrality goals for its operations. In 2024, Ford is reporting emissions for unconsolidated investee manufacturing facilities as a disaggregation under Scope 3, Category 15, to allow for comparison against Ford's 2035 SBTi target and 2030 reference target for 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 data, Ford applies US Environmentally-Extended Input-Output (USEEIO) 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 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 CO_2, N_2O, and CH_4. We include an additional 10% contingency factor to account for other elements including premium freight.

Category 11 Use of sold products — vehicle use (WTW): The emissions include all vehicles sold by Ford Motor Company and its consolidated subsidiaries. (In prior years, emissions from vehicles sold by Ford's unconsolidated investees were included but are now reported in Category 15, Investments.) Ford uses compliance data in regions where vehicle fuel economy and CO_2 are regulated. 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. In 2024, tailpipe emissions of CH_4 and N_2O were added to the Scope 3 vehicle emissions inventory. GHGs from mobile air conditioning refrigerant leakage are also included. Biogenic CO_2 emissions from combustion of biofuel are reported separately.

Category 15 Investments: This category includes the Scope 1, Scope 2 and Scope 3 (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. Scope 3 GHG emissions from vehicles sold by Ford's unconsolidated investees are calculated following the same methods as Category 11 but are scaled by Ford's share of equity investment in the investee that sells the vehicles.

E1: Climate Change
— continued

	Footnote	ESRS Metric	2024
Total GHG Emissions Intensity	1		
Total location-based GHG emissions per net revenue (tons of CO_2e/billion USD)	2	E1-6 53/54	1,930,282
Total market-based GHG emissions per net revenue (tons of CO_2e/billion USD)	2	E1-6 53/54	1,925,452
Net revenue used to calculate GHG intensity (billion USD)		E1-6 55	$ 185.0B
Net revenue (other) (billion USD)		E1-6 55	$ 0.0
Total net revenue (in financial statements) (billion USD)		E1-6 55	$ 185.0B

	Footnote	ESRS Metric	2024
Biogenic Emissions of CO_2 (metric tons of CO_2e)			
From combustion or bio-degradation of biomass not included in Scope 1		E1-6 AR 43c	0
From combustion or bio-degradation of biomass not included in Scope 2		E1-6 AR 45e	0
From combustion or bio-degradation of biomass not included in Scope 3		E1-6 AR 46j	16,515,636

Methodology and Assumptions

Total GHG Emissions Intensity: In 2024, Ford is reporting emissions for unconsolidated investee manufacturing facilities as a disaggregation under Scope 3, Category 15 instead of Scope 1 and 2. Prior year data has not been recalculated with this disaggregation and is therefore not shown. 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 2024 Form 10-K Report. Net revenue used to calculate GHG intensity is equal to total net revenue from Ford's 2024 Form 10-K Report.

Biogenic Emissions of Scope 1 and 2 CO_2: In 2024, Biogenic Emissions of CO_2 are reported for the consolidated accounting group only. Ford is not reporting our unconsolidated investee manufacturing facilities' biogenic emissions. Ford's Scope 2 calculations use the U.S. EPA eGRID and International Energy Agency (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.

Biogenic Emissions of Scope 3 CO_2: Scope 3 biogenic CO_2 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 in 2024 (150,000 miles, assumed) and assume regional prevailing biofuel blend shares in gasoline and diesel fuel is 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 UK Department for Transport.

Footnotes

1. Net revenue from Ford's 2024 Form 10-K Report, page 108.
2. Intensity calculation reflects actual net revenue versus rounded value shown.

E1: Climate Change
— continued

	Footnote	ESRS Metric	2024
Energy Attribute Certificates (EACs)		E1-6 AR45	
Guarantees of Origin			
Unbundled (total megawatt hours)			499,812
Unbundled (percent of total electricity)			10.8%
International Renewable Energy Certificates (iRECs)			
Unbundled (total megawatt hours)			309,691
Unbundled (percent of total electricity)			6.7%
Renewable Energy Certificates (RECs)			
Unbundled (total Megawatt hours)			0
Unbundled (percent of total electricity)			0%
Bundled (total megawatt hours)			340
Bundled (percent of total electricity)			0%
Utility Renewable and Nuclear Portfolio			
Bundled (total megawatt hours)			267,262
Bundled (percent of total electricity)			5.8%
Emission Free Energy Certificates (EFECs)			
Unbundled (total megawatt hours)			455,542
Unbundled (percent of total electricity)			9.9%
Purchase Power Agreement (PPA)			
Bundled (total megawatt hours)			479,293
Bundled (percent of total electricity)			10.4%
Retail Green Electricity			
Bundled (total megawatt hours)			96,460
Bundled (percent of total electricity)			2.1%

	Footnote	ESRS Metric	2024
Total Electricity Consumption Covered by			
Bundled EACs (percent)		E1-6 49b	18.3%
Unbundled EACs (percent)		E1-6 49b	27.4%
Total (bundled and unbundled) EACs (percent)		**E1-6 AR 45d**	**45.7%**

Methodology and Assumptions

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.

In 2024, use of energy attribute certificates is reported for the consolidated accounting group only, including both manufacturing and non-manufacturing facilities. Ford is not reporting energy consumption of our unconsolidated investee manufacturing facilities in this table.

Footnotes

Footnotes are not applicable to this page

E2: Pollution

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES RELATED TO POLLUTION

Impact I-5
ICE 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 states that "to protect the environment, we:

- Minimize vehicle criteria and greenhouse gas emissions and increase energy efficiency, recognizing that life cycle performance is a function of vehicle technology, energy sources, and operating environment."

For more information on this policy, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Actions

Actions Ford is taking to manage this impact include:

- Transition to Electric Vehicles: The transition to electric vehicles is expected to reduce greenhouse gas emissions and criteria pollutants from vehicles, leading to improved air quality.

  The long-term outlook for air pollution considers the global shift towards electric vehicles, acknowledging the impact's severity will decrease as ICE vehicles are phased out.

- Improving ICE Vehicle Efficiency and Emissions: We manage emissions from ICE vehicles through improvement in after-treatment technologies and recommending cleaner fuel options where feasible, including broadening hybrid powertrain offerings. This is expected to reduce air pollution from ICE vehicles during the electric vehicle transition.

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.

Implementation of these actions is considered in Ford's financial planning process. For more information see Investment in Material Topics on page 157.

Targets

Ford meets or exceeds all emissions standards globally, therefore we do not have additional internal targets. We track non-CO_2 air pollutants in accordance with local regulatory requirements.

The automotive industry is subject to regulations worldwide that govern product characteristics and differ by region, country, and sometimes within national boundaries. Regulators have enacted and are proposing standards to address concerns regarding the environment (including concerns about air quality). These regulations vary, but generally require that over time motor vehicles and engines emit less air pollution, including oxides of nitrogen, hydrocarbons, 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	• EPA Tier 3 standards • California's LEV III standards	• Euro 6e real driving emission (RDE)	• National stage-6a (China 6a) LDV and HDV emissions standards nationwide • National stage-6b (China 6b) LDV emissions standards in five cities and provinces	• **Argentina and Uruguay:** Euro 5 • **Australia:** Euro 5 • **Brazil:** L7 PROCONVE L7 + OBDBr3 +RDE Monitoring • **Cambodia:** Euro 4 • **Chile:** Euro 6b or U.S. Tier 3 Bin 125 • **Colombia:** Euro 6b or U.S. Tier 3 Bin 125 (diesel), Euro 4 (Gasoline) • **Costa Rica:** Euro 4; U.S. Tier 2	• **Middle East:** Standards based on Euro 2, Euro 3, Euro 4, Euro 5, and Euro 6 • **New Zealand:** Euro 6b; 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 • **Thailand:** Euro 5b
Being Phased In	• California's Advanced Clean Cars II	• Euro 7	• National stage-6b (China 6b) LDV and HDV emissions standards nationwide	• **Australia:** Euro 6d • **Brazil:** PROCONVE L8 Fleet Average Emissions + OBDBr3 + RDE Compliance • **Cambodia:** Euro 5 • **Chile:** Euro 6c or U.S. Tier 3 Bin 70	• **Costa Rica:** Euro 6.1 or U.S. Tier 3 • **Colombia:** Euro 6c or U.S. Tier 3 Bin 70 (diesel) • **Peru:** Euro 6b or U.S. Tier 3 Bin 125 • **South Africa:** Euro 5 • **Thailand:** Euro 6b

E2: Pollution
— continued

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 our manufacturing operations and communities.

The Supplier Code of Conduct also requires our suppliers, including raw material and mining 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."

For more information on these policies, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Actions
Actions Ford is taking to support waste management in our supply chain include:

- Promoting Responsible Water Use: Ford promotes closed loop water systems and responsible tailings management, integrating water pollution into supply chain due diligence.
- Supplier Training: Training programs educate suppliers on responsible water management, waste reduction, and environmental impact mitigation, incorporating best practices and international standards.
- 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: We are increasing the number of suppliers participating in our best practice program with M2030. M2030 supports suppliers in establishing science-based targets and measuring, managing, and reducing water use and waste. M2030 participants are expected 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 and Supplier Code of Conduct.

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 specific requirements tailored to local regulations. Affected stakeholder groups include Ford, our suppliers, and local communities near mining sites.

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

Implementation of these actions is considered in Ford's financial planning process. For more information see Investment in Material Topics on page 157.

Targets
Ford has policies related to waste management and supporting clean water in our Supplier Code of Conduct. We have not set targets related 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 M2030 to support suppliers in their water usage and waste reduction efforts. Currently, there is no defined level of ambition related to these processes.

E3: Water and Marine Resources

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 states that "to protect the environment, we:

- Mimic ecosystem performance, eliminate waste, divert waste from landfill to products, reduce freshwater usage, reduce single use plastic, and support safe and accessible drinking water in our manufacturing operations and communities."

All Ford operations are covered by this policy and we require our suppliers and expect partners and joint ventures to adopt and enforce similar policies and extend them to their own supply chain.

Our Supplier Code of Conduct outlines our due diligence and assurance requirements for suppliers, including mining suppliers and mineral processors. The Supplier Code of Conduct states "we require our suppliers to:

ó In alignment with the United Nations CEO Water Mandate, reduce freshwater usage in their operations and support access to clean and safe drinking water in local communities."

For more information on these policies, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Actions

Actions Ford is taking to support minimal freshwater usage in our supply chain include:

- Supplier Requirements: Ford incorporates contractual requirements for suppliers to maintain ESG management systems aligned with Ford's policies. Raw material suppliers must undergo an 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 onsite assessments.
- Supplier Assessments: Ford assesses supplier's 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.

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.

Implementation of these actions is considered in Ford's financial planning process. For more information see Investment in Material Topics on page 157.

Targets

Ford has policies related to water management in our Supplier Code of Conduct. We have not set targets related 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 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 M2030 to support suppliers in their water usage and waste reduction efforts. Currently, there is no defined level of ambition related to these processes.

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 may contribute to resource depletion and associated impacts

Policies

Our We Are Committed to Protecting Human Rights and the Environment policy states that "to protect the environment, we:

- Use recycled and renewable materials, reduce substances of concern, and improve recyclability of our products through material selection and product design."

All Ford operations are covered by this policy and we explicitly require our suppliers and expect partners and joint ventures to adopt and enforce similar policies and extend them to their own supply chain.

The Supplier Code of Conduct mandates adherence to environmental and social standards, including requiring suppliers to:

- "Use recycled and renewable materials where possible in packaging.
- Improve recyclability of Ford products through material selection and product design as approved by Ford.
- 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 on page 162.

Actions

Incorporating renewable and recycled materials in our vehicles allows us to reduce waste, conserve natural resources, and potentially improve vehicle quality and performance. Actions Ford is taking to manage our reliance on natural resources include:

- 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 cellulose, 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 is requiring new vehicle designs in North America, Europe and Türkiye to use 20% recycled and renewable content in vehicle plastics starting in 2025, and in China 10%.

  This has been integrated into company deliverables and procedures for new programs. To track the recycled and renewable plastic content in vehicles, a database 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 recycling infrastructure research to expand its 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/regulatory bodies.

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

Implementation of these actions is considered in Ford's financial planning process. For more information see Investment in Material Topics on page 157.

Targets

Ford did not have 2024 targets related to this impact.

However, starting in 2025, Ford is requiring new vehicle designs in North America, Europe and Türkiye to use 20% recycled and renewable content in vehicle plastics, and in China 10%.

Effectiveness of actions being taken to reduce reliance on natural resources are tracked within each responsible organization.

E5: Resource Use and Circular Economy
— continued

RESOURCE INFLOWS

Steel and Aluminum

Ford Motor Company sources steel and aluminum in the form of sheet coils, lineal extrusions, ingots, and billets 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 (ICME), 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 Motor Company 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 require 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.

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S1: Own Workforce

OUR WORKFORCE

The types of employees in Ford's workforce subject to material impacts and 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.

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.

Ford conducts an annual risk assessment of our global operations using the Responsible Business Alliance (RBA) Risk Landscape. In 2024 we identified 51 manufacturing and warehouse facilities within Ford's operations that have a heightened potential risk for forced labor and child labor based on the RBA Product Risk Landscape. We have measures in place that are evaluated and updated to mitigate risks of forced labor or child labor.

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 vehicles will require different skills and qualifications in our workforce.

Policies

Ford does not currently have policies related to this impact as lower-than-anticipated industrywide electric vehicle adoption rates and near-term pricing pressures have led us, and may in the future lead us, to adjust our investments, spending, production, and/or product or future technology launches to better match the pace of electric vehicle adoption.

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

Actions

Talent attraction at Ford is evolving with the transformation of our business.

- We are sourcing and attracting candidates from multiple industries and regions of the world.
- We continue to recruit talent from traditional industries, such as manufacturing and consulting, and have been successful in attracting talent from non-traditional industries, specifically the technology industry. This is important as we build our expertise in growth areas such as software, electrification, and integrated services.
- Ford provides select opportunities to employees based on business needs to reskill and/or upskill with programs designed to prepare them for evolving job requirements and technological advancements
- Ford's Learning & Development and Workforce Development teams continue to partner with schools and organizations to increase awareness of job opportunities and potential employment pathways

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 opportunities. The time horizon will depend on Ford's vehicle production plans.

Implementation of these actions is part of Ford's annual capital spending. For more information see Investment in Material Topics on page 157.

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 skillsets 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. We refine our product cycle plan to provide customers freedom to select the powertrain that best suits their needs and maintain manufacturing flexibility to meet shifting customer demand.

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 states that "to protect and respect human rights:

- We recognize and respect employees' rights to freedom of association and collective bargaining. We will work with recognized employee representatives to promote the interests of employees. We do not discriminate or retaliate against any employees, including those participating in a trade union. Even where there is no representation by unions, we provide opportunities for employee and external stakeholder concerns to be heard
- Comply with applicable laws regulating hours of work and support 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 on page 162.

Actions

Actions Ford is taking to mitigate this risk include:

- 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 2024, 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

Ford engages in collective bargaining across its global operations.

Implementation of this action is considered in Ford's financial planning process. For more information see Investment in Material Topics on page 157.

S1: Own Workforce
— continued

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.

However, we do track the amount of our workforce that is covered by collective bargaining agreements.

Collective Bargaining and Social Dialogue

	Collective Bargaining Coverage		Social Dialogue
Coverage Rate	**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]: (for countries with >50 employees representing >10% of total employees

In 2024, 93% of Ford employees in the 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 (regardless of status — active or on leave). Primarily, tariff and compensation agreements substantiate collective bargaining agreements in Germany. In Spain, works council and committees are used to agree worker statutes.

Risk R-6
As the legal environment continues to evolve, Diversity, Equity, and Inclusion efforts in the U.S. are under public scrutiny.

Policies
Per Ford's Code of Conduct, "we strive to provide an inclusive work environment in which different ideas, perspectives, and beliefs are respected. Violations of the company's equal opportunity policies may result in discipline, up to and including termination."

Ford's 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 on page 162.

Actions
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.

Ford is working to build a culture of inclusion and respect for all employees. Events like Respect Activations in our U.S. plants enable leaders and employees to discuss what respect means to them and why it is important to Ford. We plan to continue leveraging events and initiatives to create a respectful, safe, and inclusive workplace.

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

Actions taken at our U.S. plants involve employees at those manufacturing facilities and are ongoing, covering multiple time horizons.

Targets
Ford does not currently have quantitative targets related to this risk because the legal environment and stakeholder expectations around Diversity, Equity, and Inclusion are continuing to evolve. Ford continues to monitor these expectations.

POLICIES RELATED TO OWN WORKFORCE

Respecting the Rights of Our Workforce
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.

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.

Enabling Remedy for Human Rights Impacts
To enable 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
- Do not retaliate against good faith reports of violation of policy or law, per our Code of Conduct."

For more information on this policy, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Policy Alignment with International Frameworks
Our We Are Committed to Protecting Human Rights and the Environment policy is aligned with multiple International Frameworks, including the UN Guiding Principles on Business and Human Rights (UNGPBHR), the OECD Guidelines For Multinational Enterprises on Responsible Business Conduct, and the ILO Declaration on Fundamental Principles and Rights at Work. See the table Policies to Manage Material Impacts, Risks and Opportunities on page 162 for more information.

We commit to upholding labor rights and promoting safe and fair working conditions aligned with the ILO Declaration on Fundamental Principles and Rights at

S1: Own Workforce
— continued

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. Lastly, 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."

For more information on this policy, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

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.

For more information on this policy, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

PROCESSES FOR ENGAGING WITH OWN WORKFORCE

Direct Engagement with Employees
Ford's global salaried employees participate in an annual employee Voice survey through our internal survey platform. In 2024 we began piloting a Voice survey for non-salaried employees that will be cascaded globally to eligible non-salaried employees in 2025.

Ford also has a monthly DASH survey that gathers feedback from global salaried employees using convenience sampling. An anonymous version of the survey is available to U.S. non-salaried employees. The DASH survey is part of Ford's effort to expand employee listening capabilities aimed at improving the overall employee experience. Expansion to global non-salaried employees is planned for 2025.

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

Employee Engagement in Sustainability
As part of Ford's 2024 DMA, global salaried employees were invited to respond to a survey to indicate what sustainability topics Ford should prioritize.

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.

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.

Assessing Employee Engagement Results
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.

Engaging with Employee Perspectives
To gain insight into the perspectives of employee groups, results from the Voice survey can be cut 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.

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.

S1: Own Workforce
— continued

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. The policy also prohibits retaliation against anyone who raises a good-faith concern in connection with a potential violation of the Code of Conduct, company policies, or the law.

There are specific channels for handling employee-related matters including work-related issues relating to 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. When warranted, an investigation plan is developed and the investigation proceeds. The allegations are then verified or found to be without merit. The process concludes with the appropriate action being taken.

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," internal communications such as "What to Watch" emails, and employee surveys like the Voice and Quick Voice surveys, which also invite employees to report specific concerns using the SpeakUp platform.

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 assess 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.

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

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+ suppliers.

The material negative impacts related to workers in the value chain are systemic in contexts where Ford or our suppliers or business partners 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

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

Per our Supplier Code of Conduct, we require our 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
- Responsibly manage student workers by performing rigorous due diligence on educational partners, keeping appropriate student work records, and protecting student workers' rights
- 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
- Ensure that all recruitment efforts for workers, including recruitment performed by third-party contractors, include mechanisms to verify that the age of potential applicants complies with the ILO Minimum Age Convention (No. 138)
- 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.
- Enable appropriate measures to minimize risks, including risks related to the direct or indirect financing of armed conflict, serious violations of human rights such as child labor, forced labor and slavery, unethical business conduct, or environmental damage."

For more information on these policies, see the policy table on page 162.

Policies related to Forced Labor

Per our Supplier Code of Conduct, we strictly prohibit our suppliers from both 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
- Prohibit the use of bonded, indentured or exploitive prison labor
- 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
- 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 on page 162.

Actions for Preventing Child and Forced Labor

Actions Ford is taking to manage these impacts include:

- 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 our suppliers. To align with forced labor and supply chain due diligence legislation, in 2023 we updated our Supplier Code of Conduct and supplier contractual obligations to require suppliers to share sub-tier supply chain information upon request. We have utilized these updates to conduct supply chain audits for electric vehicle batteries, Value Stream Mapping, and traceability data. We are expanding our supply chain mapping capabilities by migrating them into 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. If a supplier does not have measures in place to prevent forced labor and child labor, they are prioritized for an audit and must implement corrective actions for any gaps.

S2: Workers in the Value Chain
— continued

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 in accordance with the Validated Assessment Program or Responsible Supply Chain Initiative Protocol. 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 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 RBA 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 (CAP) monitors compliance and prevents future risks. Closure audits take place after the corrective actions are developed 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 mica and cobalt 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 with RCS Global Group to determine our sub-tier suppliers for cobalt, lithium, and nickel to the mine to determine risks at the supplier level. In 2024, we expanded our supply chain auditing and mapping to include mica. 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.
- OECD due diligence: In compliance with the U.S. Dodd Frank Act, section 1502, we have filed an annual Conflict Minerals Disclosure 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 not knowingly provide 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; and formalized lithium and nickel due diligence since 2022.
- Participating in industry leadership: 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 both RMI and AIAG allows us to extend our capabilities to reach more eligible smelters to participate in third-party responsible sourcing audits.

Additional Actions for Preventing Child Labor in Mining

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

- Supporting Economic Opportunities for Women: Ford is addressing one of the root causes of child labor through a program that provides economic opportunities for women in the Democratic Republic of the Congo (DRC). Ford's supply chain team, in partnership with Ford Philanthropy, provides funding for the Oil and Mines Governance Center (OMGC) to implement a program that aims to break down barriers that prevent women in the DRC from equitably accessing opportunities that cobalt demand provides. The project's goal is to improve the working conditions of these women, increase their incomes, support the stability of their households, and reduce the presence of children in mining.
- 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. Better Mining aims for the contracted volume of mica to be traceable to the specific mines and sourced with demonstrable risk management in place. In 2024, this effort led to tangible risk management improvements, including expansion of the recently established grievance mechanism for the ASM site monitoring, the prevention of incidents of child labor and work by individuals without adequate personal protective equipment, as well as the improvement of work and safety conditions on mine sites.

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.

Implementation of these actions is considered in Ford's financial planning process. For more information see Investment in Material Topics on page 157.

S2: Workers in the Value Chain
— continued

Targets
Ford has policies 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 supplier's 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 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
- Provide required rest breaks to prevent excessive physical and mental fatigue
- Provide Personal Protective Equipment (PPE) at no cost to workers
- Implement an effective fire safety management system and emergency plan at every supplier worksite that safeguards employees and others by providing an appropriate number of clearly marked and unobstructed emergency exits and evacuation routes and providing first aid material and medical assistance/ procedures to workers
- Provide workers with clean toilet facilities, potable water, and sanitary eating facilities
- Keep worker dormitories clean and safe, with appropriate emergency exits and reasonable entry and exit privileges
- Encourage workers to openly raise health and safety concerns and provide safeguards against retaliation."

In addition, 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 on page 162.

Actions
Actions Ford is taking to protect workers in the supply chain:

- 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. If a supplier's health and safety management system does not meet the DS SAQ requirements, the supplier is prioritized for an audit.
- 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 CAP monitors 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.

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.

Implementation of these actions is considered in Ford's financial planning process. For more information see Investment in Material Topics on page 157.

Targets
Ford has policies related to working conditions in our Supplier Code of Conduct, and Ford has policies 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 supplier's 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.

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
Ford is committed to prohibiting forced labor in our business. We continue to work with our suppliers to confirm their policies align with the Ford Supplier Code of Conduct, which expressly mandates that our suppliers "neither use nor condone forced or compulsory labor in any form and do not employ any form of abusive disciplinary practices" and "follow ethical recruiting practices."

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.

For more information on this policy, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

S2: Workers in the Value Chain
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Actions
Actions Ford is taking to manage this risk include:

- 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 expanded our supply chain mapping capabilities by migrating into a third-party supply chain platform designed to integrate data across multiple Ford supply chain activities.

  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 providing parts to Ford. If confirmed, we will follow our due diligence procedures by working with our Tier 1 supplier to conduct an RBA audit to identify any critical non-conformances and work with the auditee to correct these issues, if needed. Ford will 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. The group worked together throughout 2024 to develop an aligned industry approach for conducting and reporting forced labor due diligence activities. AIAG negotiated agreements with world-class supply chain technology providers and created an online marketplace for common reporting tools and resources. Participating OEMs agreed to incorporate these elements into their own supplier due diligence practices. 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.

Implementation of these actions is considered in Ford's financial planning process. For more information see Investment in Material Topics on page 157.

Targets
Ford has policies 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 supplier's 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 2024 instances of non-respect, or violations of these guidelines 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.

Engaging with Value Chain Workers
Ford's Supplier Code of Conduct requires our suppliers to "Enable Ford to assess compliance with this Code and that requirements are met by completing questionnaires and/or participating in on-site assessments or audits conducted by an independent third party."

We evaluate suppliers' alignment with Ford's Supplier Code of Conduct utilizing the DS SAQ. Once the DS SAQs are received, we utilize the DS SAQ 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 on page 207.

Remediating Human Rights Impacts
Our Supplier Code of Conduct requires our suppliers:

- "Provide an operational-level grievance mechanism accessible to all employees, suppliers, and the public
- Transparently inform stakeholders on their grievance mechanism, including how to access and use
- To bring the violation or adverse impact to an end; provide appropriate remedies when non-compliance occurs
- Not retaliate against anyone who makes a good faith report of a violation of policy or law
- Report suspected wrongdoing and concerns, including concerns about product safety, to Ford at SpeakUp@ford.com.

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.

S2: Workers in the Value Chain
— continued

Ford takes the following measures to provide and enable remedy for human rights impacts. This is 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 also 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:
   a. Internal Reporting (SpeakUp): Ford's internal SpeakUp system allows employees to confidentially report suspected violations.
   b. Supply Chain Reporting (RBA Worker Voice, External Grievances): Ford enables its suppliers to utilize the RBA Worker Voice platform and Ford's own external grievances system, giving value chain workers direct access to reporting and redress mechanisms.
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.

Alignment with International Frameworks
The Supplier Code of Conduct is aligned with multiple International Frameworks, including the UN Guiding Principles on Business and Human Rights (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. For example:

- Remediation: Emphasizes the need for suppliers to report and remediate any non-compliance and transparently report their remediation progress
- Monitoring and Reporting: Requires suppliers to operationalize and document compliance, share supply chain information upon request, and demonstrate appropriate internal controls
- Stakeholder Engagement: Encourages suppliers to engage with relevant stakeholders and impacted groups, including through grievance mechanisms
- Grievance Mechanisms: Mandates that suppliers provide grievance mechanisms accessible to all employees, suppliers, and the public
- Respect for Indigenous Peoples: Requires suppliers to respect the rights of Indigenous Peoples and obtain FPIC for projects affecting their lands and resources
- Transparency and Accountability: Requires suppliers to provide timely and accurate information to stakeholders on ESG matters, be transparent in their operations, report non-compliance, and allow Ford to assess compliance through audits and documentation

We track performance through our external grievance mechanism.

PROCESS FOR ENGAGING WITH VALUE CHAIN WORKERS

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 able 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 the most 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 are conducted at upstream production suppliers. In 2024, we also conducted audits at the pre-sourcing stage for some 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:

S2: Workers in the Value Chain
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- Responsible Material 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 GSM.

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 as well as IndustrialALL. 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
- The Global Sullivan Principles of Social Responsibility

Within this Framework, Ford is committed to encouraging its business partners and suppliers to adopt similar human rights policies, a commitment reflected in its 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 onsite audit of a supplier via the RBA, we require any suppliers who 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 who 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, NQC Supplier Assurance. The DS SAQ allows Ford to analyze suppliers' policies and procedures surrounding sustainability.

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 which 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.

Ford is also working with women in artisanal cobalt mining in the DRC. Ford's supply chain team, in partnership with Ford Philanthropy, provides funding for the OMGC to implement a program that aims to support women in the DRC to access the same opportunities that cobalt mining provides men. The project has helped launch two women's cooperatives, formalization of long-term mining rights, personal protective equipment, safety training, access to banking services, and financial education. Direct insights of barriers that women face at artisanal cobalt mines is provided in an annual project update to help identify how to progress the project and serve the women most affected.

PROCESSES TO REMEDIATE NEGATIVE IMPACTS

Our Supplier Code of Conduct requires suppliers to provide grievance mechanisms as outlined previously in "Remediating Human Rights Impacts" on page 210.

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. Any corrective action plans required to rectify non-conformance to the Supplier Code of Conduct will be according to a mutually agreed timeline and at no cost to Ford. Ford prohibits any retaliation against its suppliers for bona fide reports of unethical or unlawful conduct by our employees or representatives.

We follow the following general process for external grievances:

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

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:

1. Worker's Voices 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.
2. 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.
3. 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

4. Postal address:
Department for Sustainability in the Supply Chain
c/o Ford Werke GmbH
Henry-Ford Street 1
50735 Cologne
Germany
5. 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.
6. 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:
   a. The complainant can borrow a cell phone, laptop, or tablet to access RBA Voice. Provided they note down or remember the login details, they can access the site from any phone, laptop, or tablet
   b. 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
   c. 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.

S2: Workers in the Value Chain
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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

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. By doing so, we aim to mitigate negative effects and enhance positive outcomes, working to contribute positively to the social and economic wellbeing of the communities we engage with.

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. For more details on this process, see page 156.

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. This engagement was implemented in an effort to foster transparency and build trust. 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 impact.

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 requires us to:

- "Minimize negative impacts, on both human beings and the environment, while striving for positive impact
- Mimic ecosystem performance."

All Ford operations are covered by this policy and we explicitly require our suppliers and expect partners and joint ventures to adopt and enforce similar policies and extend them to their own supply chain.

Ford's Supplier Code of Conduct requires our suppliers to:

- "Comply with or exceed Ford's environmental requirements and policies, including all relevant national, regional, environmental, and chemical legislation
- Mimic ecosystem performance
- 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. We require our 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 sub-tier and raw material supply chain actors and locations that provide material used in products to Ford, such as conflict minerals, cobalt, mica, lithium, nickel, graphite, copper, aluminum, steel, rare earth elements, rubber, leather or any other materials that Ford requests
- Participate in initiatives to support responsible material 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 on page 162.

S3: Affected Communities
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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 agree to undergo applicable ESG audits such as the Responsible Minerals Initiative ESG Standard, The Copper Mark, or IRMA. 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 Responsible Minerals Initiative's 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.

Implementation of these actions is considered in Ford's financial planning process. For more information see Investment in Material Topics on page 157.

Actions for remedying negative, actual impacts
If a material impact is identified, Ford works closely with the community and 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 supplier's practices is limited.

We track the effectiveness of our related policies and actions related through our supplier assessment processes and listening to stakeholder feedback. The CAP, which is part of our supplier assessment activities, monitors compliance and prevents future risks. Closure audits take place after the corrective audits 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 to track effectiveness of these policies and actions, however future targets are under development. Ford is developing targets for suppliers to implement management systems to reduce pollution from mining waste through third party ESG assurances.

POLICIES RELATED TO INDIGENOUS PEOPLES
Ford has policy provisions for preventing and addressing impacts on 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)
- Strive to ensure Free, Prior, and Informed Consent (FPIC) of Indigenous communities is pursued and obtained prior to projects or activities that may affect their lands, resources, and rights
- Integrate due diligence findings in our business planning and decision making, considering the environment, human rights, public health, indigenous populations, and the communities where we operate. We seek to align our business goals with respect for people and the environment
- Engage constructively with suppliers, local communities, governments, non-governmental organizations, and other stakeholders, including indigenous peoples."

Per our Supplier Code of Conduct, we require our suppliers to:

- "Integrate due diligence findings in business planning and decision making, considering the environment, human rights, public health, Indigenous people, and the communities where they operate
- Engage transparently and constructively with suppliers, local communities, governments, non-governmental and advocacy organizations, and other stakeholders, including Indigenous groups, regarding the matters covered in this Code
- When securing raw material, obtain Free, Prior, and Informed Consent of indigenous communities prior to projects or activities that may affect their lands, resources, and rights."

Per our Responsible Material Sourcing Policy, we require our suppliers to:

- "Respect the rights of Indigenous Peoples in accordance with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). In accordance with Supplier Code of Conduct, suppliers directly sourcing raw materials must not engage in any acts

S3: Affected Communities
— continued

constituting or aiding unlawful eviction or unlawful taking of land, forests, or waters securing the livelihood of human beings. Suppliers must also ensure Free, Prior and Informed Consent of communities is pursued and obtained prior to project or activities that may affect their lands, resources and rights."

As part of our commitment to transparency, our We Are Committed to Protecting Human Rights and the Environment policy and our Supplier Code of Conduct are posted on our corporate website along with Ford's Code of Conduct.

Policy on Engagement with Affected Communities
Per our We Are Committed to Respecting Human Rights and the Environment policy, we "engage constructively with suppliers, local communities, governments, non-governmental organizations, and other stakeholders, including indigenous people."

Policy on Remediating Human Rights Impacts
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
- Do not retaliate against good faith reports of violation of policy or law, per our Code of Conduct"

For more information on this policy, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Alignment with Internationally Recognized Standards
Ford's We Are Committed to Protecting Human Rights and the Environment policy aligns with several internationally recognized standards and frameworks, as listed in the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

By aligning with these internationally recognized standards, the We Are Committed to Protecting Human Rights and the Environment policy reinforces Ford's commitment to ethical business practices that prioritize human rights and environmental sustainability throughout its operations and supply chain.

Ford Motor Company aligns with the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises throughout our value chain.

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. To enhance our oversight, we are currently working to develop a process to better capture all validated concerns received through these various channels into a consolidated record. In 2024, we found no instances of non-respect or violations of these guidelines involving affected communities within our upstream value chain, as verified through our annual review of grievance reports and audit data.

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, interactions with government officials at multiple levels of government that represent the facility, as well as presence at community events and philanthropic endeavors.

Ford tracks community sentiment through various forms including: surveys; listening sessions; monitoring of media articles and social media posts; and discussions with government, community leaders, and residents on what they are hearing.

When Ford has a change in its manufacturing footprint that may impact residents, we host listening sessions and provide updates on our website.

Ford's Director of Community Relations is responsible for community engagements and that the results inform Ford's activities.

Effectiveness of Our Community Engagement
In 2024, Ford benchmarked our community engagement efforts in partnership with a third-party social responsibility consulting firm. In addition, Ford tracks community sentiment through various mechanisms which include monthly polling in manufacturing communities as well as periodic community listening sessions and surveys. We also monitor social media posts and media outlets for stories involving community sentiment.

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 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 without fear of retaliation. 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 in accordance with the UNDRIP and ensure FPIC of indigenous communities is pursued and obtained prior to projects or activities that may affect their lands, territories, resources, or rights including their cultural, intellectual, religious, and spiritual property. 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

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

CONSUMERS AND END USERS

Ford has defined our downstream value chain to include dealers, customers, and recyclers. Consumers are defined as Ford customers, meaning people that drive and use Ford vehicles and services.

For more information on Ford's value chain, including end users, see Our Value Chain on page 152.

MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES RELATED TO CONSUMERS AND END USERS

Risk R-8
Ford may incur significant costs due to product recalls

Risk R-9
Poor product quality could damage Ford's reputation

Policies

We are committed to safety and quality in our products and services. Per Ford's 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."

For more information on this policy, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

Actions

Actions Ford is taking to reduce potential recalls and quality issues include:

- 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 more efficiently. This enhanced 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.

  To track effectiveness and deliver the intended outcomes for consumers, we have developed an integrated data management system that tracks investigations through recall remedy implementation. In 2023, we further enhanced system functionality, with new data reports for early-stage investigations and integration of our problem reporting system and quality discipline analysis tools.

  We can generate custom reports and metrics within the tool to help track our progress. Customers can also 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.

Implementation of these actions is considered in Ford's financial planning process. For more information see Investment in Material Topics on page 157.

Targets

The Company manages this risk, however, our approach, including targets and the process to track the effectiveness of policies and actions, is proprietary to the company and is not disclosed for competitive reasons.

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."

Per Ford's 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 through our reporting mechanisms (described in Section 8 below); these are accessible to our employees, suppliers, and the public.
- Provide appropriate remedies when non-compliance occurs and bring any violation to an end.
- Do not retaliate against good faith reports of violation of policy or law, per our Code of Conduct.

Report suspected wrongdoing through Ford's reporting channels: We report suspected violations of this policy. Ford takes reports of potential violations seriously. See our reporting policy at We Are Committed to Speaking Up and Eliminating Retaliation. External stakeholders may report by visiting www.speakup.ford.com.

Violations of this We Are Committed to Protecting Human Rights and the Environment policy may lead to disciplinary action up to and including termination, we respect human rights in all our activities and seek to address concerns that may arise on a timely basis."

In 2024, we found no instances of non-respect or violations of these guidelines involving consumers within our downstream value chain.

For more information on these policies, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

S4: Consumers and End Users
— continued

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 or Lincoln 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 raised and how they are addressed or resolved. 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.

Questions include how satisfied they are with the overall experience with the agent on a scale of 1-5. If the customer rates their experience less than 5, the survey asks what can be done to improve their recent experience. With the survey information, the Contact Centers can act based on the score. Scores of 1 go into an internal Ford tool, and the customer can be further contacted to try to resolve their concerns, if they gave consent.

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.

Protection Against Retaliation
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.

Entity Specific

ENTITY SPECIFIC MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

Opportunity O-1
Connected vehicles generate significant amounts of data, which can enhance customer experiences and optimize vehicle performance.

Policies

Ford is committed to maintaining effective privacy practices. We consider applicable legal requirements as we collect, use, share, and store personal information (PI), including personal information 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. We collect and use PI in a manner compliant with applicable law.

Per our Code of Conduct, we:

- Are transparent about what PI we collect, how we use it, and with whom we share it
- Strive to provide customer choices about how we use and share PI, and honor their choices
- Limit data collected to that which is relevant for the purpose
- Maintain accurate PI
- Restrict access to PI to those who have a legitimate business need
- Properly manage and safeguard PI
- Report potential loss or disclosure of PI to www.speakup.ford.com, and report incidents involving European PI to dpeurope@ford.com
- Retain PI only as long as necessary for legitimate business purposes
- Enter into appropriate agreements when we share PI with a supplier or obtain PI from a third party

For more information on this policy, see the table Policies to Manage Material Impacts, Risks and Opportunities on page 162.

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.

Specific actions being taken to capitalize on this opportunity are proprietary to the company and not disclosed for competitive reasons.

Targets

Ford does not currently have quantitative metrics or targets related to this risk, nor are we tracking effectiveness of our policy, as this technology is still evolving.

However, Ford is subject to laws, rules, guidelines from privacy and other regulators, and regulations in the U.S. and other countries (such as the EU's and the U.K.'s General Data Protection Regulations and the California Consumer Privacy Act) relating to the collection, use, cross-border data transfer, and security of personal information of consumers. Our privacy notices for countries where Ford offers connectivity services are available at https://www.fordconnected.com/

ESRS Index

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 Roles and Responsibilities
GOV-3 — Integrated of sustainability-related performance in incentive schemes	Sustainability-related Performance
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	Description of the Processes to Identify and Assess Material Climate-related Impacts, Risks and Opportunities 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 Scopes 1, 2, 3 and Total GHG emissions	Gross Scopes 1, 2, 3 and Total GHG Emissions
E1-7 — GHG removals and GHG mitigation projects financed through carbon credits	Not material per 2024 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 first year of reporting
ESRS E2: Pollution	
E2 IRO-1 — Description of the processes to identify and assess material pollution-related impacts, risks, and opportunities	Double Materiality Assessment

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ESRS Disclosure	Location (section) and notes
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 2024 Double Materiality Assessment
E2-5 — Substances of concern and substances of very high concern	Not material per 2024 Double Materiality Assessment
E2-6 — Anticipated financial effects from pollution-related impacts, risks, and opportunities	Exempt in first year of reporting
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 2024 Double Materiality Assessment
E3-5 — Anticipated financial effects from water and marine resources-related impacts, risks, and opportunities	Exempt in first year of reporting
ESRS E4: Biodiversity and Ecosystems	Not material per 2024 Double Materiality Assessment
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 2024 Double Materiality Assessment
E5-6 — Anticipated financial effects from resource use and circular economy-related impacts, risks, and opportunities	Exempt in first year of reporting
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
S1-3 — Processes to remediate negative impacts and channels for own workers to raise concerns	Grievance Mechanisms and Remediation

ESRS Index
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ESRS Disclosure	Location (section) and notes
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 2024 Double Materiality Assessment
S1-7 — Characteristics of non-employee workers in the undertaking's own workforce	Not material per 2024 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 2024 Double Materiality Assessment
S1-10 — Adequate wages	Not material per 2024 Double Materiality Assessment
S1-11 — Social protection	Not material per 2024 Double Materiality Assessment
S1-12 — Persons with disabilities	Not material per 2024 Double Materiality Assessment
S1-13 — Training and skills development metrics	Not material per 2024 Double Materiality Assessment
S1-14 — Health and safety metrics	Not material per 2024 Double Materiality Assessment
S1-15 — Work-life balance metrics	Not material per 2024 Double Materiality Assessment
S1-16 — Compensation metrics (pay gap and total compensation)	Not material per 2024 Double Materiality Assessment
S1-17 — Incidents, complaints and severe human rights impacts	Not material per 2024 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
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

ESRS Index
— continued

ESRS Disclosure	Location (section) and notes
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 Consumers and End-Users About Impacts
S4-3 — Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Customer Feedback Processes
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	Not material per 2024 Double Materiality Assessment

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/BRR	Board of Directors Composition
	21 (e)	Percentage of board members who are independent	BRR	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/BRR	Reporting Boundaries
	40 (d) (ii)	Involvement in activities related to chemical production	SFDR/BRR	Reporting Boundaries
	40 (d) (iii)	Involvement in activities related to controversial weapons	SFDR/BRR	Reporting Boundaries
	40 (d) (iv)	Involvement in activities related to cultivation and production of tobacco	BRR	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/BRR	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/BRR	Gross Scopes 1,2,3 and Total GHG Emissions
	53-55	Gross GHG emissions intensity	SFDR/P3/BRR	Gross Scopes 1,2,3 and Total GHG Emissions
ESRS E1-7	56	GHG removals and carbon credits	EUCL	Not material per 2024 Double Materiality Assessment
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks	BRR	Exempt in first year of 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 in first year of reporting
	67 (c)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes	P3	Exempt in first year of reporting
	69	Degree of exposure of the portfolio to climate-related opportunities	BRR	Exempt in first year of 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 2024 Double Materiality Assessment
ESRS E3-1	9	Water and marine resources	SFDR	E3: Water and Marine Resources
	13	Dedicated policy	SFDR	Material Impacts, Risk, and Opportunities Related To Water and Marine Resources
	14	Sustainable oceans and seas	SDFR	Material Impacts, Risk, and Opportunities Related To Water and Marine Resources
ESRS E3-4	28 (c)	Total water recycled and reused	SDFR	Not material per 2024 Double Materiality Assessment
	29	Total water consumption in m^3 per net revenue on own operations	SDFR	Not material per 2024 Double Materiality Assessment

ESRS Data Points from Other EU Legislation
— continued

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 2024 Double Materiality Assessment
	16 9b)	Land degradation, desertification, or soil sealing	SDFR	Not material per 2024 Double Materiality Assessment
	16 (c)	Threatened species	SDFR	Not material per 2024 Double Materiality Assessment
ESRS E4-2	24 (b)	Sustainable land/agriculture practices or policies	SDFR	Not material per 2024 Double Materiality Assessment
	24 (c)	Sustainable oceans/seas practices or policies	SDFR	Not material per 2024 Double Materiality Assessment
	24 (d)	Policies to address deforestation	SDFR	Not material per 2024 Double Materiality Assessment
ESRS E5-5	37 (d)	Non-recycled waste	SDFR	Not material per 2024 Double Materiality Assessment
	39	Hazardous waste and radioactive waste	SDFR	Not material per 2024 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 2024 Double Materiality Assessment
	88 (e)	Number of days lost to injuries, accidents, fatalities, or illness	SFDR	Not material per 2024 Double Materiality Assessment
ESRS S1-16	97 (a)	Unadjusted gender pay gap	SFDR/BRR	Not material per 2024 Double Materiality Assessment
	97 (b)	Excessive CEO pay ratio	SFDR	Not material per 2024 Double Materiality Assessment
ESRS S1-17	103 (a)	Incidents of discrimination	SFDR	Not material per 2024 Double Materiality Assessment
	104 (a)	Non-respect of UNGPs on Business & Human Rights, ILO principles, or OECD guidelines	SFDR/BRR	Not material per 2024 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, Risk, 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, Risk, 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, Risk, and Opportunities Related To Workers in the Value Chain
ESRS S2-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	SFDR	Material Impacts, Risk, and Opportunities Related To Workers in the Value Chain
ESRS S3-1	16	Human rights policy commitments	SFDR	S2: Workers in the Value Chain
	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	Alignment with Internationally Recognized Standards

ESRS Data Points from Other EU Legislation
— continued

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, Risk and Opportunities Related to Costumers 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 2024 Double Materiality Assessment
	10 (b)	Protection of whistleblowers	SFDR	Not material per 2024 Double Materiality Assessment
ESRS G1-4	24 (a)	Fines for violation of anti-corruption and anti-bribery laws	SFDR/BRR	Not material per 2024 Double Materiality Assessment
	24 (b)	Standards of anti-corruption and anti-bribery	SFDR	Not material per 2024 Double Materiality Assessment

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"), included in the Sustainability Statement section of the Ford 2025 Integrated Sustainability and Financial Report, as of December 31, 2024 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.

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, including 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;
- 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 fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Practitioners' Limited Assurance Report
— continued

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.

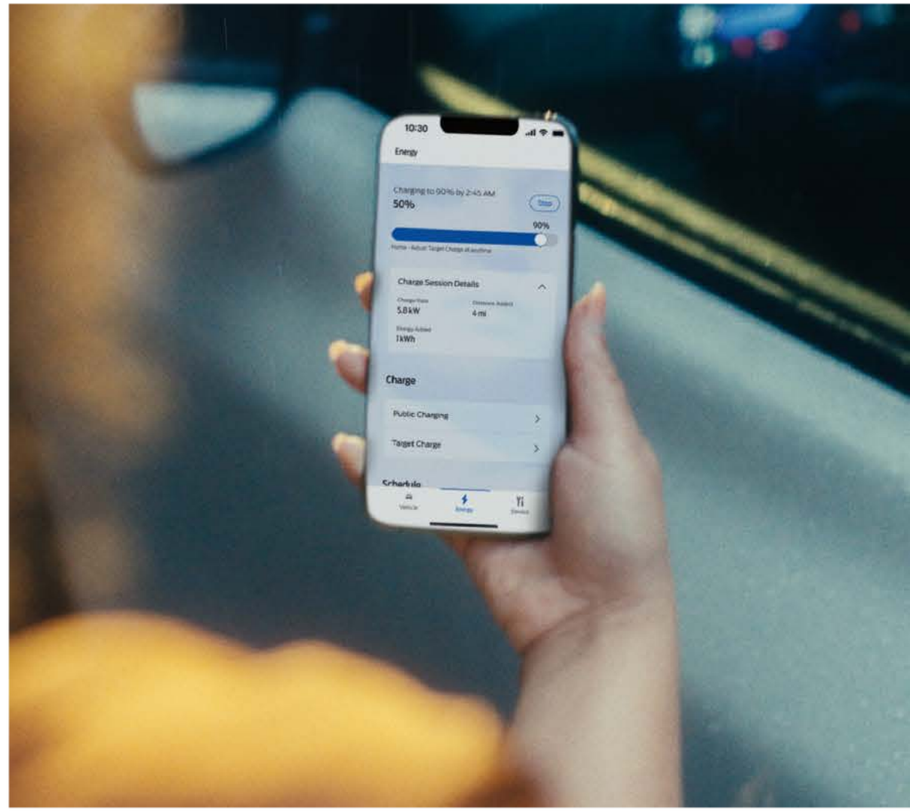
The nature, timing and extent of procedures selected depend on professional judgment, including the identification of disclosures where material misstatements are likely to arise in the Sustainability Statement, whether due to fraud or error.

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;
- 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;
- where applicable, compared selected disclosures in the Sustainability Statement with the corresponding disclosures in the financial statements and the Ford 2025 Integrated Sustainability and Financial Report;
- 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.

/s/ PricewaterhouseCoopers LLP

Detroit, Michigan
June 19, 2025



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Performance Data

Financial Highlights

	Footnote	2022	2023	2024
Financial Performance				
Revenue		$ 158.1B	$ 176.2B	$ 185.0B
Net income/(loss) attributable to Ford Motor Company		$ (2.0)B	$ 4.3B	$ 5.9B
Company adjusted earnings before interest and taxes (EBIT)		$ 10.4B	$ 10.4B	$ 10.2B
Company adjusted earnings before interest and taxes (EBIT) margin		6.6%	5.9%	5.5%
Company adjusted free cash flow		$ 9.1B	$ 6.8B	$ 6.7B
Adjusted earnings per share		$ 1.88	$ 2.01	$ 1.84
Income taxes paid/(refunded)		$ 801M	$ 1,027M	$ 1,218M

Methodology and Assumptions

Company adjusted EBIT, adjusted EBIT margin, adjusted free cash flow and adjusted earnings per share — see Ford's 2024 Form 10-K Report, pages 75-78 for definitions and reconciliations to GAAP (U.S. Generally Accepted Accounting Principles).

EU Taxonomy — refer to Ford's Sustainability Statement (pg 168) for global EU Taxonomy disclosures.

Footnotes

Footnotes are not applicable to this page.

Products and Services

Product Innovation

	Footnote	2022	2023	2024
Patents				
Global utility patents issued		2,883	2,133	1,737
U.S. utility patents issued to Ford and subsidiaries		1,327	1,287	1,108
Patents in electric vehicle technology		456	379	250

Performance Data
— continued

Products and Services — continued

Vehicle Sales

	Footnote	2022	2023	2024
Vehicles Sold Globally				
Wholesales	2	4.2M	4.4M	4.5M
Retail (Key Markets)	1, 3	3.4M	3.5M	3.6M
Vehicles Manufactured		4.3M	4.4M	4.4M
Electric and Hybrid Global Retail Sales (thousands)	1			
Electric Vehicle		109	131	185
Hybrid Electric Vehicle (HEV)		156	205	291
Plug-In Hybrid Electric Vehicle (PHEV)		80	72	65
Total		**345**	**407**	**541**

	Footnote	2023	2024
BlueCruise			
Miles driven hands free (number)	5	156,000,000 +	323,000,000 +
BlueCruise equipped vehicles (number)	5	290,000 +	675,000 +
Customer hours driven hands free (number)	5	2,300,000 +	4,700,000 +
Controlled access highways (percent)	4	97%	97%

Methodology and Assumptions

Our wholesale unit volumes are counted based on vehicle sales or shipments to dealerships and certain other customers. Revenue from certain vehicles included in wholesale volume (specifically, Ford badged vehicles produced and distributed by our unconsolidated affiliates, and JMC brand vehicles) is not included in our reported revenue. China figures, where presented, include Taiwan.

Footnotes

1. Represents retail sales as sales to end customers by dealers and through other sales channels (e.g., government, management leases) in certain key markets. This data is based, in part, on estimated vehicle registrations. Includes medium and heavy trucks.
2. All vehicles sold to dealers and other customers, regardless of the ultimate retail sale timing. Specifically including:
   - Medium and heavy trucks
   - All Ford and Lincoln badged units (whether produced by Ford, or unconsolidated affiliates)
   - Units manufactured by Ford sold to other manufacturers
   - Units distributed by Ford for other manufacturers
   - Local brand units produced by our unconsolidated Chinese joint venture, Jiangling Motors Corporation, Ltd. (“JMC”).
   - Ford badged vehicles produced in Taiwan by Lio Ho Group
   - Vehicles sold to daily rental car companies subject to a guaranteed repurchase option, and other sales where revenue recognition is deferred (e.g., consignments)
3. Consistent with our 2024 Ford Form 10-K Report, our retail sales figures reflect our key markets.
4. A controlled-access highway is a type of highway that has been designed for high-speed vehicular traffic with all traffic flow regulated (ingress and egress).
5. All data is cumulative, beginning from the launch of BlueCruise in 2021.

Performance Data
— continued

Climate Change

Value Chain Greenhouse Gas (GHG) Emissions

	Footnote	2022	2023	2024
Global Scope 1 GHG Emissions (metric tons CO_2e)				
Gross Scope 1 GHG emissions	2	—	—	870,091
Consolidated accounting group		—	—	870,091
Unconsolidated, where Ford has operational control		—	—	0
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	1, 3	—	—	12%
Scope 1 GHG Emissions — Disaggregated by Activity	2			
Consolidated Manufacturing Plants		—	—	730,630
Consolidated Non-Manufacturing Facilities		—	—	139,461
Global Scope 2 GHG Emissions (metric tons CO_2e)	4, 5			
Gross location-based GHG emissions				2,076,700
Consolidated accounting group		—	—	2,076,700
Unconsolidated, where Ford has operational control		—	—	0
Gross market-based GHG emissions				1,183,244
Consolidated accounting group		—	—	1,183,244
Unconsolidated, where Ford has operational control		—	—	0
Scope 2 GHG Emissions — Disaggregated by Activity				
Gross location-based GHG emissions				
Consolidated Manufacturing Plants		—	—	1,622,549
Consolidated Non-Manufacturing Facilities		—	—	454,151
Gross market-based GHG emissions				
Consolidated Manufacturing Plants		—	—	890,346
Consolidated Non-Manufacturing Facilities		—	—	292,897

Methodology and Assumptions
Refer to next page for details.

Footnotes

1. Data is preliminary, pending local regulatory reporting.
2. Ford uses U.S. EPA emission factors for all Scope 1 fuel combustion sources.
3. 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 2024, 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 2024, Ford was subject to the European Union ETS, United Kingdom ETS, and Ontario Emission Performance Standard (EPS). ETS Scope 1 GHG emissions are third-party verified in accordance with local requirements, separately from the Sustainability Statement.
4. Ford uses U.S. EPA eGRID and International Energy Agency (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 world. 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. Ford used an electricity emission factor as a proxy for purchased steam at Ford's Rouge complex.
5. Values have been rounded. Totals may not sum due to rounding.

Performance Data
— continued

Climate Change — continued

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 CO_2, CH_4, and N_2O emission factors and applying Global Warming Potentials to convert to CO_2 equivalent emissions. The IMP is supplemented with procedures for scope 3 emissions calculations.

Scope 1 and Scope 2: Energy consumption for Ford's facilities is obtained from utility 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. 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, include certain unconsolidated investee manufacturing facilities, which manufacture Ford-badged products. These are included in Ford's operations targets, covering Scope 1 and 2 emission sources, as Ford sees investees as key partners in delivering Ford's carbon neutrality goals for its operations. Starting in 2024, Ford is reporting emissions for unconsolidated investee manufacturing facilities as a disaggregation under Scope 3, Category 15, to allow for comparison against Ford's 2035 SBTi target and 2030 reference target for operations. Prior year data has not been recalculated with this disaggregation and is therefore not shown.

Performance Data
— continued

Climate Change — continued

	Footnote	2022	2023	2024
Significant Global Scope 3 GHG Emissions (metric tons CO_2e)	1, 2, 4, 5			
Total gross indirect Scope 3 GHG emissions	7, 8			354,140,000
Category 1 — Purchased goods and services — supplier emissions	7, 9		43,766,000	43,167,000
Category 4 — Upstream transportation and distribution		1,937,000	2,643,000	2,873,000
Category 11 — Use of sold products — vehicle use (WTW)	7			292,127,000
Category 15 — Investments	3	—	—	15,972,000
Scope 1 and 2 (market-based) Emissions from Unconsolidated Investee Facilities		—	—	322,000
Scope 3 Vehicle Use Emissions from Vehicles Sold by Unconsolidated Investees		—	—	15,650,000
Total Global Scope 1, 2, and 3 GHG Emissions (metric tons CO_2e)	4, 7, 8			
Total Scope 1, 2, and 3 GHG emissions — location-based		—	—	357,087,000
Total Scope 1, 2, and 3 GHG emissions — market-based		—	—	356,193,000
Not Significant Global Scope 3 GHG Emissions categories (metric tons CO_2e)	4, 5			
Total Not Significant Scope 3	1	8,150,000	7,019,000	6,744,000
Category 2 — Capital goods		3,658,000	2,397,000	2,335,000
Category 3 — Fuel and energy-related activities (not included in Scope 1 or 2)	10	749,000	494,000	428,000
Category 5 — Waste generated in operations	10	7,000	261,000	200,000
Category 6 — Business travel		16,000	18,000	18,000
Category 7 — Employee commuting		565,000	685,000	687,000
Category 8 — Upstream leased assets	1	—	—	—
Category 9 — Downstream transportation	1	—	—	—
Category 10 — Processing of sold products	1	—	—	—
Category 12 — End-of-life treatment of sold products		1,178,000	1,188,000	1,100,000
Category 13 — Downstream leased assets	1	—	—	—
Category 14 — Franchises		1,976,000	1,976,000	1,976,000
Absolute GHG Emissions Reductions				
Total Scope 3 GHG emission reductions since 2019 (percent)	6	22%	21%	16%

Methodology and Assumptions
Refer to next page for Scope 3 Methodology details.

Footnotes
1. 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.
2. Primary data obtained from suppliers or value chain partners has been used to calculate 7% of significant scope 3 GHG emissions.
3. Includes Scope 1, Scope 2 (market-based) and Scope 3 vehicle use emissions from unconsolidated investees where Ford does not have operational control. These emissions were reported in Scope 1, Scope 2 and Scope 3, Category 11 in prior years.
4. All values have been rounded to nearest thousand for simplicity. Totals may not sum due to rounding.
5. 2022 and 2023 data has been updated to reflect final values.
6. This reduction includes all significant and not significant Scope 3 categories. The methodology used to calculate the reduction differs from the methodologies used to calculate the 2024 inventory for Scope 3 Category 11 as follows: 1) biogenic CO_2 is included, 2) vehicle tailpipe N_2O and CH_4 are excluded, 3) 100% of emissions from vehicles sold by our unconsolidated investees are included, and 4) unconsolidated investees' Scope 1 and Scope 2 emissions are excluded (from Category 15).
7. Prior year data is not shown due to methodology changes, making data not comparable across years. See methodology and assumptions for more details
8. Only includes significant Scope 3 categories.
9. Includes 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 deemed immaterial and excluded from this estimate. Please refer to next page for more calculation details.
10. Beginning with 2023, the methodology for this metric has been revised to incorporate a different scope, please refer to next page.

Performance Data
— continued

Climate Change — continued

Methodology and Assumptions

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 data, Ford applies US Environmentally-Extended Input-Output (USEEIO) 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 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 CO_2, N_2O, and CH_4. We include an additional 10% contingency factor to account for other elements including premium freight.

Category 11 Use of sold products — vehicle use (WTW): The emissions include all vehicles sold by Ford Motor Company and its consolidated subsidiaries. (In prior years, emissions from vehicles sold by Ford's unconsolidated investees were included but are now reported in Category 15, Investments.) Ford uses compliance data in regions where vehicle fuel economy and CO2 are regulated. 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. In a 2024 methodology update, tailpipe emissions of CH_4 and N_2O were added to the Scope 3 vehicle emissions inventory. GHGs from mobile air conditioning refrigerant leakage were also added to the 2024 metric, but have been included in Ford's emissions inventory since 2019. Starting in 2024, biogenic CO_2 emissions from combustion of biofuel are reported separately.

Category 15 Investments: This category includes the Scope 1, Scope 2 and Scope 3 (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. Scope 3 GHG emissions from vehicles sold by Ford's unconsolidated investees are calculated following the same methods as Category 11 but are scaled by Ford's share of equity investment in the investee that sells the vehicles.

Scope 3 — Not Significant GHG Emissions

Category 2 Capital Goods: Emissions are estimated using a hybrid method of primary and secondary data. Primary data was used from suppliers participating in the 2024 CDP Supply Chain program that met data reliability criteria. A hybrid method of Ford spend and US EPA Environmentally-Extended Input-Output (USEEIO) database (V2), adjusted for currency inflation and electric grid decarbonization, is applied to the spend of CDP suppliers that did not meet the data reliability criteria and remaining capital goods spend.

Category 3 Fuel & Energy: Ford obtained upstream emission factors for fuels and purchased electricity from Argonne National Lab's GREET 2022 model and applied them to Ford's scope 1 and scope 2 energy consumption. The energy represents both Ford's manufacturing facilities and non-manufacturing locations globally. Electricity T&D loss rates are from the World Bank database.

Category 5 Waste: In 2024, Ford includes all waste types and disposition methods from Ford's manufacturing facilities. Previously only landfill waste GHG emissions were included. Ford uses US EPA 2025 emission factors for all locations. Scrap metal from the closed loop aluminum recycling process used in the production of Ford's trucks is not included because the scrap is returned to the supplier.

Category 6 Business Travel: Ford used total global booked air, rail and rental car miles travelled and hotel stay nights in 2024 provided by our business travel supplier. China rail travel data are not available. GHG emission factors came from the US EPA GHG Emissions Factor Hub or the UK GHG Conversion Factors ("Defra"). For air and rail Ford applied the distance-based method, while for rental cars the supplier used the fuel-based method.

Category 7 Employee Commuting: Emissions are calculated from 2019 employee survey data of commuting modes and distances, extrapolated to the 2024 workforce, and scaled to 2024 telecommuting work share based on building entry count data (electronic "badge swipes"). Emission factors: Vehicle efficiency are from www.fueleconomy.gov or UK Vehicle Certification Agency. Fuel factors are from Argonne National Laboratory's GREET model. Public transit mode factors are from UK DEFRA and US EPA. Electricity CO_2 factors are from US EPA eGRID.

Category 8 Upstream leased assets: Ford does not have any material/relevant emissions.

Category 9 Downstream transportation and distribution: Ford does not have any material/relevant emissions.

Category 10 Processing of sold products: This category is estimated to be not relevant. Most of our vehicles are finished products requiring no processing for customer use.

Category 12 End of life treatment of sold products: Ford calculates vehicles disposal emissions using a factor of 0.123 kg CO_2eq/kg vehicle weight from Argonne National Labs' GREET2024 model. Vehicle weights were available for the U.S. & Canadian Ford vehicles. For all other regions Ford assumed an average vehicle weight: 1444 kg for cars, 1761 kg for SUVs, 2037 kg for trucks (ref. GREET2024).

Category 13 Downstream leased assets: Emissions from Ford-owned facilities that Ford leases some or all to non-Ford tenants are estimated to be not relevant.

Category 14 Franchises: Ford has limited data for its independently owned and operated dealerships. Through two special energy efficiency programs Ford offered to our dealers in US and Germany around 2018, Ford is reporting 2.0 million metric tons CO_2e in those regions. It is highly uncertain to extrapolate the US and German emissions due to substantial variability in global dealership footprint and utility use based on region-specific weather. Based on 9006 dealerships in 2024, Ford estimates this category may be excluding about 3.2 million metric tons CO_2e, or 1% of total Scope 3 GHG emission.

Performance Data
— continued

Climate Change — continued

GHG Emissions Intensity

	Footnote	2022	2023	2024
Total GHG Emissions Intensity	1, 3			
Total location-based GHG emissions per net revenue (tons of CO_2e/billion USD)	2	—	—	1,930,282
Total market-based GHG emissions per net revenue (tons of CO_2e/billion USD)	2	—	—	1,925,452
Net revenue used to calculate GHG intensity (billion USD)		—	—	$ 185.0B
Net revenue (other) (billion USD)		—	—	$ 0.0
Total net revenue (in financial statements) (billion USD)		—	—	$ 185.0B

Biogenic Emissions of CO_2

	Footnote	2022	2023	2024
Biogenic Emissions of CO_2 (metric tons of CO_2)	3			
From combustion or bio-degradation of biomass not included in Scope 1		—	—	0
From combustion or bio-degradation of biomass not included in Scope 2		—	—	0
From combustion or bio-degradation of biomass not included in Scope 3		—	—	16,515,636

Methodology and Assumptions

Total GHG Emissions Intensity: Starting in 2024, Ford is reporting emissions for unconsolidated investee manufacturing facilities as a disaggregation under Scope 3, Category 15 instead of Scope 1 and 2. Prior year data has not been recalculated with this disaggregation and is therefore not shown. 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.

Biogenic Emissions of Scope 1 and 2 CO_2: Starting in 2024, Biogenic Emissions of CO_2 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 International Energy Agency (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.

Biogenic Emissions of Scope 3 CO_2: Scope 3 biogenic CO_2 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 in 2024 (150,000 miles, assumed) and assume regional prevailing biofuel blend shares in gasoline and diesel fuel is 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 UK Department for Transport.

Footnotes

1. Net revenue from Ford's 2024 Form 10-K Report, page 108.
2. Intensity calculation reflects actual net revenue rounded value shown.
3. Prior year data is not shown due to methodology changes, making data not comparable across years. See methodology and assumptions for more details.

Performance Data
— continued

Climate Change — continued

Vehicle Fuel Economy and CO_2 Emissions

	Footnote	2022	2023	2024
Ford U.S. Corporate Average Fuel Economy (mpg)	1			
Cars (domestic and import)		42.9	61.7	To Be Reported In 2026
Trucks		29.6	29.4	To Be Reported In 2026
Light duty fleet (combined car and truck)		30.7	31.0	To Be Reported In 2026
Ford U.S. CO_2 Tailpipe Emissions per Vehicle (g/mi)				
Light duty fleet (combined car and truck) average CO_2 emissions	1	292	288	To Be Reported In 2026
Europe CO_2 Tailpipe Emissions (g/km)	2			
Ford Europe CO_2 Tailpipe Emissions per Passenger Vehicle		113.71	115.44	To Be Reported In 2026
Ford Europe CO_2 Tailpipe Emissions per Light Commercial Vehicle		199.35	203.69	To Be Reported In 2026
Ford Switzerland CO_2 Tailpipe Emissions per Passenger Vehicle	3	113.35	112.61	To Be Reported In 2026
Ford Switzerland CO_2 Tailpipe Emissions per Light Commercial Vehicle	3	200.69	194.35	To Be Reported In 2026
Ford United Kingdom CO_2 Tailpipe Emissions per Passenger Vehicle	8	—	—	—
Ford United Kingdom CO_2 Tailpipe Emissions per Light Commercial Vehicle	8	—	—	—
Ford China Corporate Average Fuel Consumption (L/100km)	1, 4			
Ford (China) Import		11.11	11.95	9.25
Jiangling Motors Corporation (JMC)		8.83	8.46	9.00
Changan Ford Automobile Corporation (CAF)		7.09	7.77	7.59
Ford China Corporate Average Tailpipe Emissions (g CO_2/km)	1, 4			
Ford (China) Import		263.31	283.22	219.23
Jiangling Motors Corporation (JMC)		209.51	200.50	213.30
Changan Ford Automobile Corporation (CAF)		168.03	184.15	179.88
Global Fleet Efficiency (gCO_2e/km)	1			
Well-to-wheels intensity (LDV and HDV)	5	311	304	322
Well-to-wheels intensity (LDV)	6	250	251	257
Well-to-wheels intensity (HDV)	7	607	609	593
Percent reduction in well-to-wheels intensity (LDV and HDV) since 2019 (SBTi)	5	6%	8%	2%
Percent reduction/(increase) in well-to-wheels intensity (LDV only) since 2019		6%	1%	4%
Percent reduction/(increase) in well-to-wheels intensity (HDV only) since 2019		1%	8%	4%

Methodology and Assumptions

Ford U.S. Corporate Average Fuel Economy for Truck and combined Car and Truck fleets include flex fuel vehicle (FFV) credits where applicable.

Ford U.S. CO_2 Tailpipe Emissions per vehicle includes FFV credits.

Ford U.S. Car (domestic and import), Truck, and combined Car and Truck (mpg and CO_2) fleets do not include A/C, Off-Cycle credits, or Advanced Technology multipliers.

Footnotes

1. 2023 and 2022 data have been updated to reflect final values. Previous reporting based on preliminary data. 2024 data available in 2026.
2. From 2021 onwards the new European Worldwide Harmonized Light Vehicles Test Procedure (WLTP) standard is applied replacing the New European Driving Cycle (NEDC) standard applied prior 2021.
3. Swiss ministry (BFE) provisional CO_2 Performance data. 2023 values reflect compliance status with 100 percent (%) Fleet (WLTP).
4. The China import and domestic (involving our joint ventures) fuel consumption values are reported separately.
5. Global fleet efficiency intensity and reductions (our SBTi target) include both light duty (LDV) and heavy duty (HDV) vehicles in the U.S., EU and U.K., and China, representing the main regions where Ford operates.
6. LDV includes cars and light trucks in U.S., M1 and N1 vehicles in EU and U.K., and M1 vehicles in China
7. HDV includes Class 2b-3 vehicles and light heavy duty and medium heavy duty vehicles in U.S.
8. Data for the United Kingdom will be reported when available from the UK government.

Performance Data
— continued

Climate Change — continued

Non-CO_2 Tailpipe Emissions

	Footnote	2022	2023	2024
Ford U.S. Average NOx and NMOG Emissions (g/mile)	1, 2			
Light Duty Vehicles & Light Duty Trucks (LDT1)		0.0500	0.0250	To Be Reported In 2026
Light Duty Trucks (LDT2-LDT4) & Medium Duty Passenger Vehicles		0.0520	0.0480	To Be Reported In 2026

Methodology and Assumptions

U.S. Average Oxides of Nitrogen (NOx) and Non-Methane Organic Gases (NMOG) emissions are calculated as described by EPA Regulation (40 CFR 86.1811-17).

Footnotes

1. Data available subsequent to publication will be reported next year.
2. Light Duty vehicles, LDT1, LDT2-LDT4 and Medium Duty Passenger Vehicle (MDPV) fleet average Federal Test Procedure (FTP) NMOG + NOx Emissions from Tier 3 reports.

Performance Data
— continued

Climate Change — continued

Additional Scope 1 and Scope 2 Greenhouse Gas (GHG) Emissions Data

	Footnote	2022	2023	2024
Global Operations (Manufacturing and Non-Manufacturing) GHG Emissions (million metric tons CO_2e)	1			
Scope 1 (Direct)		1.20	1.09	1.00
Scope 2 (Indirect)	2	1.55	1.31	1.38
Total		**2.75**	**2.40**	**2.38**
Reduction in Operations Emissions since 2017 (%) (SBTi)		**41%**	**48%**	**49%**
Global Manufacturing Facility GHG Emissions (million metric tons CO_2e)	1			
Scope 1 (Direct)		0.97	0.91	0.86
Scope 2 (Indirect)	2	1.23	1.03	1.08
Total		**2.21**	**1.94**	**1.94**
Reduction in Manufacturing Emissions since 2017 (%)		**45%**	**51%**	**51%**

Methodology and Assumptions

The GHG metrics shown here are calculated by multiplying energy consumption by CO_2, CH_4, and N_2O emission factors and applying the IPCC Global Warming Potentials to convert to CO_2 equivalent emissions. Energy consumption for these facilities is obtained from invoices and other source documents or estimated using facility square footage if utility invoices are unavailable. Further discussion of GHG emission calculations is provided in the Scope 1 and 2 GHG tables on page 235.

Ford's targets include certain unconsolidated investee manufacturing facilities, which manufacture Ford-badged products. These are included in our operations targets, covering Scope 1 and 2 emission sources, as Ford sees its investees as key partners in delivering Ford's carbon neutrality goals for its operations. To allow for comparison against Ford's targets, Ford is reporting its investee manufacturing facilities' Scope 1 and 2 emissions under Ford's Scope 1 and 2 emissions in this table, rather than reporting them separately under Scope 3, Category 15.

Footnotes

1. 2022 and 2023 data has been updated to reflect final values.
2. Market-based value.

Performance Data
— continued

Climate Change — continued

	Footnote	2022	2023	2024
Global Manufacturing Renewable/Carbon-free Electricity	1			
Total Carbon-free Electricity (megawatt hours)		—	3,289,331	3,246,747
Percent Carbon-free Electricity		65.6%	72.4%	71.5%
Percent Renewable Electricity		45.8%	51.7%	50.5%

Methodology and Assumptions

Ford's carbon-free and renewable electricity calculation methodologies are defined in Ford's Inventory Management Plan, which considers the GHG Protocol and ISO 14064-1. The Inventory Management Plan defines Ford's organizational boundaries, emission sources, and associated methodologies for consistency from year to year. The carbon-free electricity and renewable electricity percent is the ratio of carbon-free and renewable electricity consumption divided by the total electricity consumption at Ford's global manufacturing plants. Energy 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 based on the 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.

Metrics in this table include data from consolidated manufacturing facilities and unconsolidated investee manufacturing facilities, which manufacture Ford-badged products. Although investees have been removed from some metrics for alignment with CSRD, Ford is continuing to report unconsolidated investee manufacturing facilities in its renewable and carbon-free metrics, as Ford considers its investees to be key partners in delivering Ford's carbon neutrality goals for its operations.

Footnotes

1. 2022 and 2023 data has been updated to reflect final values.

Performance Data
— continued

Climate Change — continued

Scope 2 Greenhouse Gas (GHG) Contractual Instruments

	Footnote	2022	2023	2024
Energy Attribute Certificates (EACs)	1			
Guarantees of Origin				
Unbundled (total megawatt hours)		—	—	499,812
Unbundled (percent of total electricity)		—	—	10.8%
International Renewable Energy Certificates (iRECs)				
Unbundled (total megawatt hours)		—	—	309,691
Unbundled (percent of total electricity)		—	—	6.7%
Renewable Energy Certificates (RECs)				
Unbundled (total Megawatt hours)		—	—	0
Unbundled (percent of total electricity)		—	—	0%
Bundled (total megawatt hours)		—	—	340
Bundled (percent of total electricity)		—	—	0%
Utility Renewable and Nuclear Portfolio				
Bundled (total megawatt hours)		—	—	267,262
Bundled (percent of total electricity)		—	—	5.8%
Emission Free Energy Certificates (EFECs)				
Unbundled (total megawatt hours)		—	—	455,542
Unbundled (percent of total electricity)		—	—	9.9%
Purchase Power Agreement (PPA)				
Bundled (total megawatt hours)		—	—	479,293
Bundled (percent of total electricity)		—	—	10.4%
Retail Green Electricity				
Bundled (total megawatt hours)		—	—	96,460
Bundled (percent of total electricity)		—	—	2.1%

Total Electricity Consumption Covered by Environmental Attribute Certificates (EACs)	1			
Bundled EACs (percent)		—	—	18.3%
Unbundled EACs (percent)		—	—	27.4%
Total (bundled and unbundled) EACs (percent)		—	—	45.7%

Methodology and Assumptions

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.

Starting in 2024, use of energy attribute certificates is reported for the consolidated accounting group only, including both manufacturing and non-manufacturing facilities. Ford is not reporting energy consumption of our unconsolidated investee manufacturing facilities in this table.

Read more about our greenhouse gas inventory and associated methodology in E1: Climate Change on pages 184.

Footnotes

1. Prior year data is not shown due to methodology changes, making data not comparable across years. See methodology and assumptions for more details.

Performance Data
— continued

Operational Energy Use

	Footnote	2022	2023	2024
Energy Consumption and Mix	3, 4			
Total fossil energy consumption (megawatt hours)		—	—	**6,544,477**
Share of fossil sources in total energy consumption (percent)		—	—	**68%**
Fuel consumption from coal and coal products (megawatt hours)		—	—	38,550
Fuel consumption from crude oil and petroleum products (megawatt hours)		—	—	71,031
Fuel consumption from natural gas (megawatt hours)		—	—	4,632,615
Fuel consumption from other fossil sources (megawatt hours)		—	—	0%
Consumption of purchased/acquired electricity, heat, steam, cooling from fossil sources (megawatt hours)		—	—	1,802,282
Consumption from nuclear sources (megawatt hours)		—	—	**1,055,338**
Share of consumption from nuclear sources in total energy consumption (percent)		—	—	**11%**
Total renewable energy consumption (megawatt hours)		—	—	**2,066,374**
Share of renewable sources in total energy consumption (percent)		—	—	**21%**
Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (megawatt hours)		—	—	0
Consumption of purchased/acquired electricity, heat, steam, cooling from renewable sources (megawatt hours)		—	—	2,023,634
The consumption of self-generated non-fuel renewable energy (megawatt hours)		—	—	42,739
Total energy consumption (megawatt hours)		—	—	**9,666,189**

Energy Generation	3			
The generation of non-renewable energy (megawatt hours)		—	—	127,043
The generation of renewable energy (megawatt hours)		—	—	42,739

Energy Intensity	1, 3			
Energy Intensity (total energy consumption per net revenue) associated with activities in high climate impact sectors (megawatt hours/billion USD)	2	—	—	52,252
Total Energy Consumption in high climate impact sectors (megawatt hours)		—	—	9,666,189
Net revenue from activities in high climate impact sectors used to calculate energy intensity (billion USD)		—	—	$ 185.0B
Net revenue (other) (billion USD)		—	—	$ 0.0
Total Net Revenue (billion USD)	2	—	—	$ 185.0B

Methodology and Assumptions

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. 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 or Energy Attribute Certificates, and on-site non-renewable generation via combined heat and power facilities; and U.S. EPA eGRID and International Energy Agency (IEA) grid mixes for grid electricity. Ford's current renewable energy 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 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.

Ford is not reporting energy consumption of our unconsolidated investee manufacturing facilities in this table.

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 2024 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).

Footnotes

1. Net revenue from Ford's 2024 Form 10-K Report, page 108.
2. Intensity calculation reflects actual net revenue versus rounded value shown
3. Prior year data is not shown due to methodology changes, making data not comparable across years. See methodology and assumptions for more details.
4. Values have been rounded. Totals may not sum due to rounding.

Performance Data
— continued

Circular Economy and End of Life

Waste

	Footnote	2022	2023	2024
Regional Waste to Landfill (million kilograms)				
North America		15.0	14.9	13.1
South America		0.0	0.0	0.0
Europe		1.0	0.2	0.2
China		0.0	0.0	0.0
International Markets Group (IMG)		2.3	1.2	1.3
Total		**18.3**	**16.3**	**14.7**

Waste to Landfill per Vehicle (kilograms)				
		4.4	3.8	3.4

Regional Hazardous Waste Generation (million kilograms)				
North America		7.5	9.1	7.8
South America		0.7	1.1	1.3
Europe		20.4	19.9	27.7
China		3.4	3.0	3.8
International Markets Group (IMG)		5.2	4.7	4.6

Hazardous Waste Generation per Vehicle (kilograms)				
		8.9	8.7	10.4

Hazardous Waste by Disposal Method (million kilograms)				
Reuse		0.8	0.8	0.7
Recycling		9.9	11.2	11.0
Composting		0.0	0.0	0.0
Recovery, including energy reduction		5.7	3.8	3.6
Incineration (mass burn)		2.7	3.2	4.4
Deep well injection		0.0	0.0	0.0
Landfill		2.1	0.6	0.9
On-site storage		6.1	5.3	4.2
Other (yard waste, etc.)		9.8	12.8	20.2
Total		**37.2**	**37.7**	**45.1**

Footnotes
Footnotes are not applicable to this page.

Performance Data
— continued

Circular Economy and End of Life — continued

Waste (continued)

	Footnote	2022	2023	2024
Non-Hazardous Waste by Disposal Method (million kilograms)				
Reuse		5.9	6.4	7.3
Recycling		1038.9	927.6	714.8
Composting		3.6	4.2	4.0
Recovery, including energy reduction		23.9	17.5	17.5
Incineration (mass burn)		3.4	3.1	3.5
Deep well injection		0.0	0.0	0.0
Landfill		16.3	15.7	13.8
On-site storage		5.6	6.5	6.2
Other (yard waste, etc.)		23.2	23.9	21.6
Total		**1120.8**	**1,004.9**	**788.7**

Total Waste by Type and Disposal Method (million kilograms)			
Reuse	6.7	7.2	8.0
Recycling	1,048.9	938.8	725.8
Composting	3.6	4.2	4.0
Recovery, including energy reduction	29.7	21.3	21.1
Incineration (mass burn)	6.1	6.3	7.9
Deep well injection	0.0	0.0	0.0
Landfill	18.4	16.3	14.7
On-site storage	11.7	11.8	10.4
Other (yard waste, etc.,)	33.0	36.6	41.8
Total	**1,158.0**	**1,043.0**	**833.8**

Scrap Metals (metric tons)			
North America	575,406	465,720	381,043
South America	6,078	6,280	7,043
Europe	259,254	269,690	157,180
China	31,957	7,311	31,966
International Markets Group (IMG)	46,019	50,572	11,791
Global	**918,714**	**799,573**	**589,023**

Total Waste and Percent Recycled and Reused			
Total waste (million metric tons)	1.13	1.04	0.83
Percent Recycled and Reused	91%	91%	88%

Footnotes
Footnotes are not applicable to this page.

Performance Data
— continued

Circular Economy and End of Life — continued

Waste (continued)

	Footnote	2022	2023	2024
Zero Waste to Landfill (ZWTL)				
ZWTL sites globally (number)		84	86	82
Percentage of manufacturing facilities that are true ZWTL		74%	77%	75%
Waste Reductions (absolute)				
Reduction/(increase) in waste sent to landfill since previous year (percent)		(4.4)%	8.0%	10%
Waste Diverted from/Directed to Disposal (kilograms)				
Hazardous Waste Diverted from Disposal (Total)		16,464,897	15,784,947	15,349,795
Non-Hazardous Waste Diverted from Disposal (Total)	1	1,072,313,247	955,779,936	743,637,006
Hazardous Waste Directed to Disposal (Total)		20,747,540	21,895,012	29,729,227
Non-Hazardous Waste Directed to Disposal (Total)		48,696,587	49,154,479	45,050,998
Other Waste				
Non Recycled Waste (percent)		—	9%	12%
Non Recycled Waste (Total) (kilograms)		—	96,587,333	99,911,470
Amount of Radioactive Waste (Total) (kilograms)		—	0	0

Footnotes

1. The previously reported figures for Non-Hazardous Waste Diverted from Disposal for 2022 and 2023 were reported in error and have been corrected.

Performance Data
— continued

Water Resources

Water

	Footnote	2022	2023	2024
Water Usage				
Global Water Use per Vehicle Produced (cubic meters)		3.51	3.48	3.36
Global Water Use by Source (million cubic meters)				
City water		12.1	12.3	12.1
Surface water		0.1	0.1	0.2
Well water		2.9	3.2	2.8
Total		**15.1**	**15.6**	**15.1**
Total Water Consumption and Intensity (million cubic meters)				
Total Freshwater Used in Areas at Water Risk		—	3.3	3.2
Total Water Recycled	2	0.89	0.61	0.72
Total Water Stored	1	—	—	—
Changes in Water Storage	1	—	—	—
Regional Water Use (million cubic meters)				
North America		8.6	8.7	8.7
South America		0.3	0.2	0.2
Europe		3.3	3.7	3.3
China		1.7	1.6	1.7
International Markets Group (IMG)		1.2	1.3	1.2
Process Wastewater Discharge				
Process Water Discharge (million cubic meters)		7.3	7.6	7.8
Freshwater Reduction				
Reduction in absolute freshwater use (percent from 2019)		21.7%	19.4%	21.6%
Reduction/(increase) in absolute freshwater use (percent from previous year)		(6.8)%	(2.9)%	(2.8)%
Reduction in annual freshwater consumption since 2000 (percent)		76.2%	75.5%	76.2%
Water saved since 2000 (billion gallons)		186.3	199.0	211.7
Amount of water use from an alternative water source in water scarce areas (percent)		8%	9%	9%
Water reused (percent)		6%	4%	5%

Methodology and Assumptions

Ford views the terms Reuse and Recycle as equal.

Ford views the terms Consumption and Usage interchangeably.

Footnotes

1. Ford does not store water of any significant amount.
2. Ford considers Recycled and Reused to be synonymous in terms of water management from our onsite wastewater treatment plant.

Performance Data
— continued

Human Rights

Corporate Human Rights Risk Assessments

	Footnote	2022	2023	2024
Human Rights Risk Assessments conducted (number)	1, 2	26	48	48
Human Rights Risk Assessments conducted (percent)	2	50%	100%	100%
Human Rights Risk Assessments conducted since 2004 (number)	1, 2, 3	99	147	195

Supply Chain CDP Response Summary

	Footnote	2022	2023	2024
Supplier Participation in CDP Questionnaires				
Suppliers that responded to CDP Water Security (number)		258	323	326
Suppliers that responded to CDP Climate Change (number)		313	377	366

Sustainability Training

	Footnote	2022	2023	2024
Supply Chain Sustainability Training (number)				
Ford Purchasing Employees Trained	7	844	406	831
Other Ford Employees Trained	7	2,647	400	27
Supplier Training (number)				
Suppliers Trained	4, 6	979	1632	804
Direct engagements with Suppliers	5, 7	60	48	1320
Ford led live webinars on responsible 3TG, cobalt, and mica due diligence		133	133	71

Methodology and Assumptions

To support our internal due diligence activities, we continue to rely on Self-Assessment Questionnaires from the Responsible Business Alliance (RBA) to assess human rights risk in a quantitative process. The facility assessments identify potential gaps in systems, policies, and practices related to labor, health and safety, environment, and ethics in addition to human rights. Assessments are conducted at Ford fully owned and majority owned joint venture manufacturing facilities. Facility responses are reviewed for accuracy by Global Sustainability, Labor Affairs, Office of General Counsel (OGC), People Matters, Environmental Quality Office (EQO), and Health and Safety.

Starting in 2023, the assessments became a key component of Ford's updated risk management system compliant with the German Supply Chain Due Diligence Act.

Footnotes

1. One assessment may encompass multiple facilities based on factors such as shared management and proximity.
2. Assessments are carried out at all of Ford's global manufacturing facilities, including majority-owned joint ventures.
3. The cumulative counts since 2004 include Ford and RBA assessments.
4. Includes all RBA Academy Supplier training.
5. Ford administered training to suppliers.
6. Starting in 2024, Drive Sustainability training numbers, which were previously reported separately, will be considered as part of the larger "Suppliers Trained" number.
7. Training priorities are subject to change year to year.

Performance Data
— continued

Human Rights — continued

Supply Chain Management — Human Rights Assessments

	Total
Percentage of total supply base audited to date (since 2003)	38%

	Footnote	Total
Initial Audit Assessments — (Cumulative since 2003) (number)		
North America		181
South America		246
Europe		153
China		440
IMG		374
Total	1	**1,394**

	Footnote	Total
Follow Up Audit Assessments — (Cumulative since 2003) (number)		
North America		225
South America		374
Europe		197
China		478
IMG		496
Total	1	**1,770**

	Footnote	2023	2024
Responsible Business Alliance (RBA) Supplier On-Site Audit Summary			
Sites audited in reporting year (number)		47	96
Percentage of total supply base audited this year	2	1.47%	1.13%

	Footnote	2023	2024
RBA Supplier On-Site Audit Results			
Average score improvement among audited sites (percent)	3	73%	58%

Methodology and Assumptions

Ford is assumed to be the third party for the Responsible Business Alliance (RBA) On-Site Audit Results.

RBA Supplier On-Site Audit Score Improvement percent (%) = (Average Closure Score — Average Initial Score) / Average Initial Score.

Audits are conducted onsite by a third party audit firm and measure labor, health safety, environment, business ethics, and management systems.

Footnotes

1. Totals include audits performed by Ford, RBA and RSCI since 2003.
2. Percentage of supply base audited refers to percent of tier-1 production suppliers receiving an initial audit in the reporting year.
3. Average score improvements are for VAP audits conducted in the reporting year.

Performance Data
— continued

Human Rights — continued

Supply Chain Management — Human Rights Assessments (continued)

	Footnote	2022	2023	2024
RSCI Supplier On-Site Audit Scores — Initial and Closures (Average)	2, 5			
Initial Audit Score (average)				36
Closure Audit Score (average)				71
RBA Supplier On-Site Audit Scores — Initial and Closures (Average)	1			
Initial Audit Score (average)		104	79	101
Closure Audit Score (average)		174	137	160
RBA Supplier On-Site Audit Findings — category non-conformances found in initial audits conducted (non-conformance type percent of total)				
Management Systems	3	28%	40%	56%
Labor	3	38%	28%	20%
Health and Safety	3	27%	18%	17%
Environment	3	6%	7%	7%
Ethics	3	1%	3%	0%

RBA Supplier On-Site Audit Findings — category non-conformances found in initial audits conducted (percent of non-conformance category)				
Management System	4			
Communication		6%	13%	8%
Company Commitment		2%	8%	1%
Control processes	5			30%
Performance review and continuous improvement	5			28%
Responsible sourcing of minerals	5			2%
Risk assessment	5			19%
Supplier Responsibility		30%	20%	13%

Methodology and Assumptions

In 2023, supplier audits include both Responsible Business Alliance (RBA) Validated Audit Procedure (VAP) and Responsible Supply Chain Initiative (RSCI).

Footnotes

1. VAP Audits are scored on a scale of 200 points.
2. RSCI audits are scored on a scale of 100.
3. Category non-conformance data reflects findings of initial VAP audits only.
4. Audit result categories are subject to change YoY and changed this year as the VAP code 8.0 was launched. This resulted in changes to how certain topics were reported, however to see what is covered in the VAP audit, the audit code can be found here.
5. Not reported in previous years.

Performance Data
— continued

Human Rights — continued

Supply Chain Management — Human Rights Assessments (continued)

	Footnote	2022	2023	2024
Labor	1			
Working hours		38%	36%	46%
Wages and Benefits		16%	22%	31%
Freely Chosen Employment Policies and Management Systems		25%	15%	16%
Non-Discrimination		11%	6%	5%
Freedom of Association		6%	3%	0%
Child Labor Avoidance Policies and Management Systems		3%	3%	2%
Humane Treatment		1%	3%	0%
Presence of Forced Labor		0%	0%	0%
Prevalence of Child Labor		0%	0%	0%
Health and Safety	1			
Emergency Preparedness		44%	50%	34%
Occupational Safety		22%	28%	36%
Occupational Injury and Illness		16%	15%	9%
Food, Sanitation and Housing		11%	9%	5%
Industrial Hygiene		3%	9%	9%
Machine Safeguarding		2%	8%	3%
Physically Demanding Work		1%	5%	2%
Health and Safety Communication		1%	3%	0%
Environment	1			
Hazardous Substances		59%	65%	19%
Air Emissions		9%	19%	16%
Materials Restrictions		5%	19%	8%
Energy Consumption and Greenhouse Gas Emissions		18%	14%	36%
Water Management		0%	8%	1%
Solid Waste		0%	10%	1%
Environmental Permits and Reporting		4%	0%	18%

Methodology and Assumptions

In 2023, supplier audits include both Responsible Business Alliance (RBA) Validated Audit Procedure (VAP) and Responsible Supply Chain Initiative (RSCI).

Footnotes

1. Category non-conformance data reflects findings of initial VAP audits only.

Performance Data
— continued

Human Rights — continued

Supply Chain Management — Human Rights Assessments (continued)

	Footnote	2022	2023	2024
Ethics	1			
No Improper Advantage		67%	25%	0%
Disclosure of Information	2	0%	25%	100%
Privacy		33%	17%	0%
Protection of Identity and Non-Retaliation		0%	17%	0%
Intellectual Property		0%	8%	0%
Fair Business, Advertising, and Competition		0%	8%	0%
Responsible Sourcing of Minerals		0%	8%	0%

Methodology and Assumptions
In 2023, supplier audits include both Responsible Business Alliance (RBA) Validated Audit Procedure (VAP) and Responsible Supply Chain Initiative (RSCI).

Footnotes
1. Category non-conformance data reflects findings of initial VAP audits only.
2. There was a single finding in the Ethics section of the audit this year which is included in Disclosure Information (i.e., shows as 100%).

Performance Data
— continued

Human Rights — continued

Supply Chain — Drive Sustainability Self-Assessment Questionnaire (SAQ) Results

	Footnote	2022	2023	2024
Supplier Policy Gaps Identified in SAQ (percent)	1, 3, 5			
Supply Chain Management			40%	41%
Environment			27%	26%
Working Conditions & Human Rights			11%	11%
Responsible Sourcing of Raw Materials			9%	9%
Business Ethics			5%	5%
Health & Safety			3%	3%
Company Management			5%	5%

	Footnote	2022	2023	2024
SAQ Findings — Supplier policy/practice gap identified (percent)	1, 3, 5			
Access to water and sanitation			47%	24%
Air quality			19%	22%
Child labor			8%	12%
Climate change — Greenhouse Gas (GHG) Emissions Reporting			51%	60%
Climate change — Energy Efficiency			17%	20%
Climate change — renewable energy			25%	31%
Fair and Decent Work			10%	19%
Forced labor and ethical recruitment	2		24%	29%
Harassment and discrimination			27%	29%
Health and Safety — Management System			10%	10%
Health and Safety — Employee Training			5%	7%
Health and Safety — Formal Policy			7%	11%
Health and Safety — Other			13%	17%
Data Privacy	4			16%
Impacts of electric vehicle transition	4			75%
Local Communities and Indigenous Peoples	4			52%

	Footnote	2022	2023	2024
SAQ Coverage				
Tier 1 production sites with a completed SAQ (cumulative number)	4			2,165

Methodology and Assumptions

We use the Drive Sustainability Self-Assessment Questionnaire (SAQ) as a key tool in our supply chain risk assessment to evaluate supplier alignment with our Supplier Code of Conduct. SAQ results inform our risk analysis to determine which suppliers require further due diligence, including prioritization for audits (see the Supply Chain Due Diligence section starting on page 98).

The SAQ topics listed are based on the most recent salient human rights assessment and are subject to change annually as a result of Ford's internal saliency assessment (see Human Rights Saliency Assessment starting on page 25).

Footnotes

1. Percent of suppliers with a policy/practice gap identified.
2. Forced labor and ethical recruitment includes human trafficking.
3. Current year data is cumulative and based on a risk assessment process to prioritize surveys of high-risk suppliers in known high-risk countries and industries with significant turnover. This approach could result in increased gap identification year over year. Additionally, increased gaps can result from SAQ question changes without updated supplier responses.
4. Not reported in previous years.
5. 2022 data is not shown due to methodology changes, making data not comparable across years.

Performance Data
— continued

Human Rights — continued

Supply Chain — Responsible Materials Sourcing

	Footnote	2022	2023	2024
Supplier Due Diligence and Reporting Response Rate (percent)				
Cobalt due diligence		100%	100%	100%
Mica due diligence		100%	100%	100%
Conflict mineral reporting		100%	100%	100%

Reported Smelter Conformance Rates by Mineral (number)	1			
Tin		64	70	54
Tungsten		39	35	36
Tantalum		34	34	34
Gold		109	95	99
Cobalt		42	45	60
Mica		3	4	6

Reported Smelter Conformance Rates by Mineral (percent)	1			
Tin		78%	81%	75%
Tungsten		77%	66%	66%
Tantalum		94%	94%	92%
Gold		62%	54%	54%
Cobalt		61%	59%	66%
Mica		19%	17%	22%

Footnotes

1. Read more in Ford's Conflict Minerals Report and Smelter and Refiner List.

Performance Data
— continued

Human Rights — continued

Map of Ford's Battery Material Supply Chains to the Mine Site

Supplier Type	Footnote	Number of Identified Suppliers	Country of Operation
Battery		9	China, Hungary, Japan, Poland, Republic of Korea, U.S.
Cathode		6	China, Japan, Republic of Korea
Anode		2	China, Japan
Electrolyte		3	China, Hungary, Japan
Manufacturer		8	China, Japan
Traders		27	Australia, China, Indonesia, Japan, Luxembourg, New Caledonia, Republic of Korea, Singapore, Switzerland, U.S.
Refiner		45	Chile, China, DRC, Finland, India, Indonesia, Japan, Papua New Guinea, Republic of Korea, South Africa
Treatment Unit (TU)		4	Australia, Indonesia
Large Scale Mine (LSM)		10	China, Indonesia, Papua New Guinea, Türkiye
Integrated TU/LSM		10	Australia, Chile, China, DRC, Indonesia, New Caledonia, Türkiye
Other	1	1	China
Recycler	2	1	Republic of Korea
Total		**126**	

Footnotes

1. "Other" includes unidentified types of suppliers.
2. Recyclers were included in "Other" category in previous reporting year.

Performance Data
— continued

Human Rights — continued

Supply Chain — RCS Global Audit Results of OECD Due Diligence Management systems

	Footnote	2022	2023	2024
Total battery material suppliers identified (number)	1	120	151	126
Identified battery material suppliers audited (percent)	2	25%	24%	22%
Electric Vehicle Battery Supply chain audits conducted in reporting year (number)		11	15	18
Results from Electric Vehicle Battery Supply Chain audits (non-conformance type percent of total)	3			
Management System		35%	46%	42%
Risk Assessment		23%	31%	31%
Risk Mitigation		23%	10%	11%
Public Reporting		9%	10%	8%
Third-party Audits		10%	4%	8%

Methodology and Assumptions
Suppliers in Ford's electric vehicle battery material supply chain were audited to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals form Conflict Affected and High Risk Areas (third edition). Audits were conducted by an independent third party at all levels of the supply chain to understand the sources of the cobalt, graphite, nickel, and lithium used in our electric vehicles. Read more on p. 99.

Footnotes
1. Number of suppliers identified in supply chain as of December 31, accounting for both newly identified and removed suppliers.
2. Percent of suppliers audited out of total identified suppliers as of December 31.
3. As defined by OECD Due Diligence Guidance for responsible supply chains of minerals from Conflict-Affected and High-Risk Countries.

Performance Data
— continued

Human Rights — continued

Supply Chain Grievances

	Footnote	2022	2023	2024
Reports from supply chain grievance mechanism: (number/region)	1			
Africa				6
Asia Pacific				6
Europe				2
North America				7
South America				1
Reports from supply chain grievance mechanism: (number/category)	1			
Compliance				2
Cross-topic				0
Environment				0
Other non-supply chain related topics				12
Social				8
Reports from supply chain grievance mechanism: (number/status)	1			
Escalated				1
In Progress				5
Rejected				14
Resolved				2
Reports from supply chain grievance mechanism: (number/origin)	1			
Direct Supplier				0
Indirect Supplier				1
Media				4
Others				14
Union/NGO				3
Reports from supply chain grievance mechanism Total	1			
Total Reports from supply chain grievance mechanism				22

Methodology and Assumptions
Our grievance metrics include all cases active within the reporting period, regardless of their initial reporting date. This accounts for resolutions, often involving investigations or validation, that may span multiple years.

Footnotes
1. Not reported in previous years.

Performance Data
— continued

Product Safety and Quality

Vehicle Safety

	Footnote	2022	2023	2024
Ford & Lincoln Nameplates With 5-star Overall Rating (number)				
U.S. NCAP		10	10	5
Euro NCAP		8	7	7
China NCAP	1	1	7	10
Australia ANCAP		—	5	10
Available Ford and Lincoln Nameplates With 5-star Overall Rating (percent)				
U.S. NCAP		56%	56%	59%
Euro NCAP		57%	64%	54%
China NCAP	2	81%	37%	50%
Australia ANCAP		—	71%	63%

Safety Recalls			
Number of safety recalls (Global)	114	109	120
Number of passenger vehicle recalls Global (million)	11.2	7.8	6.6
Number of safety recalls (U.S.)	72	54	67
Number of U.S. passenger vehicle recalls (million)	8.7	6.9	4.8

Methodology and Assumptions

In addition to meeting or exceeding applicable laws and regulations, we establish rating targets to achieve the desired performance in third-party New Car Assessment Programs (NCAP) testing.

Footnotes

1. For 2022 CY and earlier reports, we reported only nameplates that were awarded 5-star awards that calendar year. In 2023, we reported the number of nameplates that have a valid 5-star rating to be consistent with reporting for other regions.
2. For 2022 CY and earlier report, we only included the nameplates that were rated for China NCAP to determine percentage. In 2023, we updated the calculation to be based on all nameplates in the market to be consistent with reporting for other regions.

Performance Data
— continued

Human Capital Management and Diversity, Equity, and Inclusion

Workforce Profile

	Footnote	2022	2023	2024
Global Workforce by Region (percent)				
United States	1	50%	51%	53%
Mexico	1	7%	9%	9%
Canada	1	4%	4%	3%
South America		3%	3%	3%
Europe		20%	19%	18%
China		2%	2%	2%
International Markets Group (IMG)		13%	13%	13%

	Footnote	2022	2023	2024
Total Workforce by Hourly and Salaried (number)				
Hourly		103,000	104,000	96,000
Salaried		68,000	69,000	72,000
Total company	2	**171,000**	**174,000**	**169,000**

	Footnote	Hourly	Salaried	Total
Total Workforce by Hourly and Salaried, by Region (number) (2024)				
United States	1	57,000	32,000	89,000
Mexico	1	9,000	5,000	14,000
Canada	1	2,000	2,000	5,000
South America		3,000	2,000	5,000
Europe		17,000	13,000	31,000
China		0	3,000	3,000
International Markets Group (IMG)		8,000	14,000	22,000
Total company	2	**96,000**	**72,000**	**169,000**

Methodology and Assumptions

Starting in 2023, Human Capital Management data has been consolidated into a new analytics platform which improves the scalability and accuracy of employee related metrics.

Global Workforce by Region = Regional Headcount / Total Headcount.

Hourly and Salaried Workforce data headcount rounded to the nearest thousand.

Global Workforce values include all Ford business units.

Footnotes

1. North America is disaggregated to reflect North American countries (United States, Mexico, and Canada).
2. Effective in 2023, Salaried Workforce data is reported as Headcount (number of heads) and does not include consolidated joint venture employees in this report for all periods presented, while it is reported as Full-Time Equivalent (FTE) and includes consolidated joint ventures in Ford's 2024 Form 10-K Report.

Performance Data
— continued

Human Capital Management and Diversity, Equity, and Inclusion — continued

Diversity

	Footnote	2022	2023	2024
Global Salaried Employees by Gender (number)	1			
Women		19,000	19,000	20,000
Men		49,000	50,000	52,000
Global Salaried Employees by Gender (percent)	1			
Women		27.9%	28.0%	28.0%
Men		72.1%	71.9%	71.9%

U.S. Diversity Data

	Footnote	2022	2023	2024
U.S. Diversity Performance Data (percent)	4			
Total Underrepresented Minority Group Personnel				
Black/African American		23.6%	23.7%	23.8%
Asian		5.9%	6.0%	6.6%
Hispanic/Latino(a)		4.5%	4.7%	5.0%
Other Underrepresented Minorities	2	1.0%	1.1%	1.1%
White		63.5%	61.7%	59.6%
Total Underrepresented Minorities (Excluding White)	3	**35.0%**	**35.4%**	**36.5%**
Salaried Underrepresented Minority Group Personnel				
Black/African American		8.5%	8.6%	8.3%
Asian		16.6%	16.6%	17.1%
Hispanic/Latino(a)		4.7%	5.0%	5.2%
Other Underrepresented Minorities	2	1.1%	1.2%	1.3%
White		66.6%	64.8%	63.1%
Total Underrepresented Minorities (Excluding White)	3	**31.0%**	**31.5%**	**31.9%**
Hourly Underrepresented Minority Group Personnel				
Black/African American		31.2%	31.5%	32.7%
Asian		0.5%	0.6%	0.6%
Hispanic/Latino(a)		4.4%	4.5%	4.8%
Other Underrepresented Minorities	2	0.9%	0.9%	1.0%
White		61.0%	60.0%	57.6%
Total Underrepresented Minorities (Excluding White)	3	**37.1%**	**37.5%**	**39.1%**

Methodology and Assumptions

In 2023, Human Capital Management data has been consolidated into a new analytics platform which improves the scalability and accuracy of employee related metrics. Ford's 2021 and 2022 data shown has been updated to use data from this new platform.

Hourly and Salaried Workforce data headcount is rounded to the nearest thousand.

Women Percentage Metrics = Number of women in a group / the total known gender employees in the same group.

Footnotes

1. There are a small number of employees with Unknown, Non-Binary, or Non-Specific gender, thus Women and Men do not add up to 100%.
2. Other Underrepresented Minorities include Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, and Two or More Races.
3. "Underrepresented Minority" is defined as Black/Africa American, Asian, Hispanic/Latino(a), Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, and Two or More Races. There are a small number of employees with Unknown and Not Disclosed ethnicity, thus Underrepresented Minority and White do not add up to 100%.
4. In 2024, Ford launched a Self-ID campaign, giving employees the opportunity to review and update their diversity data. As a result of this initiative, the historical ethnicity data has been restated to ensure greater accuracy in the reporting.

Performance Data
— continued

Human Capital Management and Diversity, Equity, and Inclusion — continued

U.S. Diversity Data (continued)

	Footnote	2022	2023	2024
U.S. Women Salaried and Hourly Employees (number)				
Salaried		8,000	8,000	9,000
Hourly		14,000	14,000	14,000
Overall	1	**22,000**	**23,000**	**23,000**
U.S. Women Salaried and Hourly Employees (percent)				
Salaried		27.8%	27.6%	27.2%
Hourly		24.1%	24.4%	24.8%
Overall		**25.4%**	**25.5%**	**25.7%**

Methodology and Assumptions

Hourly and Salaried Workforce data headcount is rounded to the nearest thousand.

Overall Hourly and Salary data is rounded from exact headcount values.

Footnotes

1. 2023 total was greater than 22,500 and was rounded up to 23,000.

Performance Data
— continued

Human Capital Management and Diversity, Equity, and Inclusion — continued

Women in Management

	Footnote	2022	2023	2024
Women in Top Management by Region (percent)	1			
United States	4	29.0%	29.0%	28.6%
Mexico	4	28.6%	18.2%	20.8%
Canada	4	15.6%	12.1%	17.1%
South America		13.3%	11.8%	16.7%
Europe		16.2%	18.7%	18.8%
China		26.6%	31.0%	29.3%
International Markets Group (IMG)		15.8%	16.7%	20.3%
Total		**24.8%**	**25.6%**	**25.9%**

	Footnote	2022	2023	2024
Women in Professional Level by Region (percent)	2			
United States	4	27.8%	27.6%	27.2%
Mexico	4	29.1%	29.6%	29.8%
Canada	4	30.6%	29.7%	29.0%
South America		28.5%	29.3%	31.1%
Europe		22.4%	22.7%	24.1%
China		42.6%	43.6%	42.1%
International Markets Group (IMG)		28.1%	29.6%	29.5%
Total		**27.8%**	**27.9%**	**28.1%**

	Footnote	2022	2023	2024
Women in Hourly/Production by Region (percent)	3			
United States	4	24.1%	24.4%	24.8%
Mexico	4	21.6%	25.1%	25.8%
Canada	4	14.8%	15.5%	18.3%
South America		8.4%	7.9%	7.9%
Europe		10.6%	11.0%	10.2%
China	5	0.0%	0.0%	0.0%
International Markets Group (IMG)		20.1%	22.4%	23.9%
Total		**20.0%**	**21.1%**	**21.7%**

Methodology and Assumptions

In 2023, Human Capital Management data has been consolidated into a new analytics platform which improves the scalability and accuracy of employee related metrics. Ford's 2021 and 2022 data shown has been updated to use data from this new platform.

Women Percentage Metrics = Number of women in a group / the total known gender employees in the same group.

Women Workforce by Region = Regional Headcount / Total Headcount of only women.

Regional Workforce values include all Ford business units.

Footnotes

1. "Top Management" refers to salaried employees (Women) who are senior director level or above.
2. "Professional Level" refers to salaried employees (Women) who are not top management.
3. "Hourly/Production" refers to hourly employees (Women).
4. North America is now disaggregated to reflect North American countries (United States, Mexico, and Canada).
5. China does not have employees that are classified as hourly.

Performance Data
— continued

Human Capital Management and Diversity, Equity, and Inclusion — continued

Employee Engagement

	Footnote	2022	2023	2024
Voluntary Quit Rate by Major Markets (salaried employees) (percent)				
United States		5.7%	3.6%	3.2%
Canada		6.6%	3.6%	3.3%
Mexico		7.5%	3.9%	3.6%
Brazil		7.7%	7.5%	6.4%
Germany	1	0.5%	0.4%	0.2%
United Kingdom	1	3.5%	2.0%	3.6%
China		10.6%	9.2%	4.3%
India		18.8%	11.6%	8.2%
Thailand		3.5%	1.7%	3.1%

Global Collective Bargaining

	Footnote	2022	2023	2024
Collective Bargaining (percent)	2			
Total EEA employees covered by collective bargaining agreements				93%
Collective Bargaining Coverage in EEA Countries				
Germany				99%
Hungary				—%
Spain				97%
Percentage of Employees Covered by Workers' Representatives				
Germany				99%
Hungary				—%
Spain				97%

Methodology and Assumptions

Voluntary Quit Rate = Resignation Count / Average Headcount.

Footnotes

1. Previous Integrated Reports only reported the Quit Rate of Top Management in Europe. This year it includes all Salaried employees.
2. In EEA countries, employees that are covered by workers' representatives are also covered by a collective bargaining agreement.

Performance Data
— continued

Human Capital Management and Diversity, Equity, and Inclusion — continued

Diversity

	Footnote	2022	2023	2024
Composition and Diversity of Board of Directors (percent)				
Men		71.4%	71.4%	66.7%
Women		28.6%	28.6%	33.3%
Underrepresented Minorities		14.3%	14.3%	20.0%
Demographic Data of Board of Directors (number)				
Men		10	10	10
Women		4	4	5
Underrepresented Minorities	1	2	2	3
Total		**14**	**14**	**15**

	Footnote	2022	2023	2024
Executive and Non-Executive Members of Administrative, Management, and Supervisory Bodies (number)	4			
Non-Executive members (Men)	2		8	8
Non-Executive members (Women)	2		4	5
Executive members (Men)	3		2	2
Executive members (Women)	3		0	0

Methodology and Assumptions

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.

Footnotes

1. For 2024, the Underrepresented 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.
4. Not reported in previous years.

Performance Data
— continued

Employee Health and Safety

Employee Health and Safety

	Footnote	2022	2023	2024
Global Lost-Time Case Rate				
Ford Motor Company		0.39	0.40	0.40
Lost-Time Case Rate by Region				
North America		0.68	0.67	0.68
South America		—	0.32	0.22
Europe		0.34	0.29	0.28
China		0.01	0.01	0.01
International Markets Group (IMG)		0.02	0.05	0.01
Global Fatalities	1	2	1	0
Number of fatalities as a result of work-related injuries and work-related ill health of other workers working on Ford sites	2	—	3	0

Confirmed Harassment Allegations

	Footnote	2022	2023	2024
Number of confirmed harassment allegations	3			
North America	4	55	15	57
South America		1	2	2
Europe		10	3	0
China		0	1	0
International Markets Group (IMG)		12	1	4
Total		**78**	**22**	**63**
Percentage of confirmed harassment allegations by region	5			
North America	4	0.16%	0.04%	0.14%
South America		0.05%	0.08%	0.08%
Europe		1.15%	0.02%	0.00%
China		0.00%	0.03%	0.00%
International Markets Group (IMG)		0.11%	0.01%	0.03%
Total		**0.15%**	**0.03%**	**0.08%**

Methodology and Assumptions

Lost-Time Case Rate = per 100 employees (cases with one or more days away from work per 200,000 hours).

Footnotes

1. In 2022, we experienced two fatalities, both in our joint venture operations. Each loss of life is unacceptable. Consequently, cross-functional teams worked extensively to identify and implement controls to prevent recurrence of fatal hazards.
2. 3 contractor fatalities in China, Europe, and North America.
3. Confirmed harassment allegations (when the respondent is a salaried employee) that involve: sex- or race-related, hostile, demeaning, or belittling behavior, whether it is physical, verbal, or both.
4. In 2023, not all Manufacturing salaried cases were uploaded into the Case Management System, which is impacting the U.S. number.
5. Refers to confirmed harassment allegations as a percentage of the total population by region.

Performance Data
— continued

Community Engagement

Community Engagement

	Footnote	2022	2023	2024
Charitable Contributions				
Total Contributions (million USD)		$ 64.3	$ 73.7	$ 76.8
Total given to disaster relief efforts (million USD)		$ 2.3	$ 1.8	$ 3.0
Volunteer Hours — Total in reporting year		50,000+	55,000+	83,000+
Volunteer Hours — Total since 2005 (million)		1.7	1.7	1.8
Contributions — Total since 1949 (billion USD)		$ 2.2	$ 2.3	$ 2.4

Footnotes
Footnotes are not applicable to this page.

Performance Data
— continued

Supply Chain Management

Supply Chain Overview

	Footnote	2022	2023	2024
Supply Chain Size				
Suppliers globally — Tier 1 (Production) (number)	1	1,600+	1,600+	1,600
Countries that Ford has supplier production (number)		62	60	59
Supplier sites (Production) (number)	1	4500+	5,000	4,800
Supplier parts manufactured (Production) (number)	1	190,000+	170,000+	150,000+
Supplier commodities sourced (Production) (number)		531	547	529
Supplier companies (Non-Production) (number)	4	14,860	14,510	14,860
Supplier commodities (Non-Production) (number)		—	700	776
Suppliers (Production) with SBTi targets (percent)		—	4%	5%
Suppliers accredited to ISO 14001 — Tier 1 (Production) (percent)	2	—	85%	
Supplier sites (Production) onboarded to M2030 (number)	3			1,223

Methodology and Assumptions

Suppliers noted as Production provide parts, components, and systems for vehicle manufacturing.

Suppliers noted as Non-Production provide all purchased goods or services that are not related to vehicle manufacturing.

Footnotes

1. Values rounded for simplicity.
2. Data is temporarily unavailable due to system updates.
3. Not reported in previous years.
4. Supplier counts are presented by supplier company, transitioning from a previous count of supplier sites. Data for 2022 and 2023 has been restated accordingly.

Appendices

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GRI Index

This report is in accordance with the Global Reporting Initiative (GRI) Standards. To locate the topics and standards contained within the guidelines, and our responses to these standards, use the index below.
For a detailed explanation of the standards, visit the GRI website.

GRI Standard	GRI Disclosure	Location and Notes
GRI 2: General Disclosures 2021		
The organization and its reporting practices		
2-1	Organizational details	2024 Form 10-K Report Contact us Worldwide Locations
2-2	Entities included in the organization's sustainability reporting	Reporting Scope, Boundaries, and Data Assurance 2024 Form 10-K Report
2-3	Reporting period, frequency and contact point	This annual Integrated Sustainability and Financial Report covers calendar year 2024. Publication date: Contact: sustaina@ford.com
2-4	Restatements of information	Performance Data
2-5	External assurance	Reporting Scope, Boundaries, and Data Assurance
Activities and workers		
2-6	Activities, value chain and other business relationships	Sector: Automotive How We Create Sustainable Value Stakeholder Engagement No significant changes from previous reporting year reported
2-7	Employees	Performance Data — Human Capital Management and Diversity, Equity and Inclusion No significant fluctuations recorded in reporting period
2-8	Workers who are not employees	Information not available
Governance		
2-9	Governance structure and composition	Accountable and Inclusive Governance Proxy Statement
2-10	Nomination and selection of the highest governance body	Proxy Statement
2-11	Chair of the highest governance body	Board Role and Responsibilities Proxy Statement
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance
2-13	Delegation of responsibility for managing impacts	Board Role and Responsibilities Sustainability Governance Risk Management and Internal Controls Management Processes
2-14	Role of the highest governance body in sustainability reporting	Management Processes Sustainability Governance

GRI Index
— continued

GRI Standard	GRI Disclosure	Location and Notes
2-15	Conflicts of interest	Code of Business Conduct and Ethics for Members of the Board of Directors Proxy Statement
2-16	Communication of critical concerns	Proxy Statement Total number and nature of critical concerns communicated are considered confidential.
2-17	Collective knowledge of the highest governance body	Charter of the Sustainability and Innovation Committee of the Board of Directors Proxy Statement
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Principles
2-19	Remuneration policies	Proxy Statement
2-20	Process to determine remuneration	Proxy Statement
2-21	Annual total compensation ratio	Proxy Statement
Strategy, policies, and practices		
2-22	Statement on sustainable development strategy	Letter From Bill Ford and Jim Farley
2-23	Policy commitments	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Transparency, Business Ethics, and Integrity
2-24	Embedding policy commitments	Code of Conduct Supplier Code of Conduct Sustainability Strategy Management Processes
2-25	Processes to remediate negative impacts	Grievance Mechanisms and Remedies Grievance Mechanisms and Remediation Reporting Violations
2-26	Mechanisms for seeking advice and raising concerns	Grievance Mechanisms and Remedies Grievance Mechanisms and Remediation Reporting Violations External Grievance Channel
2-27	Compliance with laws and regulations	2024 Form 10-K Report — Item 1. Governmental Standards; and Item 3. Legal Proceedings
2-28	Membership associations	Memberships in Coalitions, Associations and Organizations
Stakeholder engagement		
2-29	Approach to stakeholder engagement	Stakeholder Engagement
2-30	Collective bargaining agreements	Employee Health and Safety

GRI Index
— continued

GRI Standard	GRI Disclosure	Location and Notes
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Materiality Assessment
3-2	List of material topics	Materiality Assessment
3-3	Management of material topics	The management of each of our material topics is included in 3-3 of the topic disclosures within this GRI Index.
Material Topics		
GRI 200 Economic: Standard Series		
GRI 201: Economic Performance 2016		
3-3	Management of material topics	Financial Highlights How We Create Sustainable Value
201-1	Direct economic value generated and distributed	2024 Form 10-K Report — Ford Motor Company and Subsidiaries Financial Statements
201-2	Financial implications and other risks and opportunities due to climate change	Climate Transition Plan — Impacts, Risks, and Opportunities Risk Factors 2024 Form 10-K Report — Item 1A. Risk Factors
201-3	Defined benefit plan obligations and other retirement plans	2024 Form 10-K Report — Note 16. Retirement Benefits
201-4	Financial assistance received from government	2024 Form 10-K Report — Item 1A. Risk Factors — Financial Risks; and Note 2. Summary of Significant Accounting Policies — Government Incentives
GRI 202: Market Presence 2016		
3-3	Management of material topics	Fair and Decent Work Equal Pay for Equal Work
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Fair and Decent Work Equal Pay for Equal Work
202-2	Proportion of senior management hired from the local community	Information not available
GRI 203: Indirect Economic Impacts 2016		
3-3	Management of material topics	Community Engagement
203-1	Infrastructure investments and services supported	How We Create Sustainable Value BlueOval Battery Plant Collaborating to Strengthen Charging Infrastructure Transforming our Industrial System to Expand EV Production Carbon-free Electricity Biodiversity Preservation at Cologne Electric Vehicle Center BlueOval Battery Park Michigan Construction Progresses Alongside Environmental Protections Community Engagement
203-2	Significant indirect economic impacts	How We Create Sustainable Value Impacts of Electric Vehicle Transition Community Engagement United Nations Sustainable Development Goals Index

GRI Index
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GRI Standard	GRI Disclosure	Location and Notes
GRI 204: Procurement Practices 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Supplier Code of Conduct Responsible Material Sourcing Policy Human Rights in our Supply Chain Supplier Diversity and Inclusion Supply Chain Management
204-1	Proportion of spending on local suppliers	This information is considered confidential.
GRI 205: Anti-corruption 2016		
3-3	Management of material topics	Anti-Bribery and Anti-Corruption Code of Conduct Supplier Code of Conduct
205-1	Operations assessed for risks related to corruption	Ethics and Integrity
205-2	Communication and training about anti- corruption policies and procedures	Compliance Training
205-3	Confirmed incidents of corruption and actions taken	This information is considered confidential.
GRI 206: Anti-competitive Behavior 2016		
3-3	Management of material topics	Anti-Bribery and Anti-Corruption Code of Conduct
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2024 Form 10-K Report — Item 3. Legal Proceedings
GRI 207: Tax 2019		
3-3	Management of material topics	2024 Form 10-K Report — Note 7. Income Taxes Charter of the Finance Committee of the Board of Directors
207-1	Approach to Tax	2024 Form 10-K Report — Note 7. Income Taxes
207-2	Tax governance, control and risk management	Charter of the Finance Committee of the Board of Directors
207-3	Stakeholder engagement and management of concerns related to tax	This information is considered confidential.
207-4	Country-by-country reporting	2024 Form 10-K Report — Note 7. Income Taxes, Country-level details are considered confidential.
GRI 300 Environmental Standards Series		
GRI 301: Materials 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Sustainable Materials Strategy Circular Economy and End-of-Life
301-1	Materials used by weight or volume	We monitor materials used and recycled materials per model. However, we are not able to report the total materials used, as the model series mix is confidential.
301-2	Recycled input materials used	This information is considered confidential.

GRI Index
— continued

GRI Standard	GRI Disclosure	Location and Notes
301-3	Reclaimed products and their packaging materials	Remanufacturing Supports Sustainability Goals Our Approach to Waste Management
GRI 302: Energy 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Energy Strategy Climate Transition Plan Decarbonization Levers, Actions, and Investments
302-1	Energy consumption within the organization	Operations Performance Data — Value Chain Greenhouse Gas (GHG) Emissions Performance Data — Operational Energy Use CDP Climate Change Response
302-2	Energy consumption outside of the organization	Significant Global Scope 3 GHG Emissions — Vehicle Use Significant Global Scope 3 GHG Emissions — Purchased Goods and Services
302-3	Energy intensity	Performance Data — Operational Energy use
302-4	Reduction of energy consumption	Performance Data — Operational Energy use
302-5	Reductions in energy requirements of products and services	Significant Global Scope 3 GHG Emissions — Vehicle Use Significant Global Scope 3 GHG Emissions — Purchased Goods and Services
GRI 303: Water and Effluents 2018		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Water Strategy Water Resources
303-1	Interactions with water as a shared source	Water Resources CDP Water Security Response
303-2	Management of water discharge-related impacts	CDP Water Security Response (item W1.2b)
303-3	Water withdrawal	Performance Data — Water Resources CDP Water Security Response (item W1.2b)
303-4	Water discharge	CDP Water Security Response (item W1.2b)
303-5	Water consumption	Performance Data — Water Resources CDP Water Security Response (items W1.2 and W1.2b)
GRI 304: Biodiversity 2016		
3-3	Management of material topics	Biodiversity and Ecosystems
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Information not available.
304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity and Ecosystems
304-3	Habitats protected or restored	Information not available.

GRI Index
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GRI Standard	GRI Disclosure	Location and Notes
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information not available.
GRI 305: Emissions 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Climate Change Air, Water, and Soil Pollution
305-1	Direct (Scope 1) GHG emissions	Performance Data — Scope 1 GHG Emissions CDP Climate Change Response — C5, emissions methodology. C6.1, scope 1 emissions.
305-2	Energy indirect (Scope 2) GHG emissions	Performance Data — Scope 2 GHG Emissions CDP Climate Change Response — C5, emissions methodology. C6.3, scope 2 emissions.
305-3	Other indirect (Scope 3) GHG emissions	Performance Data — Significant Scope 3 GHG Emissions CDP Climate Change Response (item C6.5)
305-4	GHG emissions intensity	Performance Data — GHG Emissions Intensity CDP Climate Change Response (items C5, C6, C6.10, C7 and C-TO7.8)
305-5	Reduction of GHG emissions	Performance Data — Absolute GHG Emissions Reductions
305-6	Emissions of ozone-depleting substances (ODS)	Performance Data — Releases (Volatile Organic Compounds (VOC) Emissions and Other), page 144
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Performance Data — Non-CO_2 Tailpipe Emissions
GRI 306:Waste 2020		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Waste Management Policies Our Approach to Waste Management
306-1	Waste generation and significant waste- related impacts	Our Approach to Waste Management
306-2	Management of significant waste-related impacts	Our Approach to Waste Management
306-3	Waste generated	Performance Data — Waste
306-4	Waste diverted from disposal	Waste Diverted from/Directed to Disposal
306-5	Waste directed to disposal	Waste Diverted from/Directed to Disposal
GRI 308: Supplier Environmental Assessment 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Supplier Code of Conduct
308-1	New suppliers that were screened using environmental criteria	Sourcing for Sustainability
308-2	Negative environmental impacts in the supply chain and actions taken	Sourcing for Sustainability Performance Data — Supply Chain Management — Human Rights Assessments (continued) — Environment CDP Water Security Response CDP Climate Change Response

GRI Index
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GRI Standard	GRI Disclosure	Location and Notes
GRI 400 Social Standards Series		
GRI 401: Employment 2016		
3-3	Management of material topics	Human Rights Strategy Inclusion Strategy Human Capital Management and Diversity, Equity, and Inclusion, pages
401-1	New employee hires and employee turnover	Performance Data — Voluntary Quit Rate by Major Markets
401-2	Benefits provided to full-time employees that are not provided to temporary or part- time employees	Employee Benefits
401-3	Parental leave	Information not readily available
GRI 402: Labor/Management Relations 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Engaging with Labor Unions
402-1	Minimum notice periods regarding operational changes	Transparency, Business Ethics, and Integrity
GRI 403: Occupational Health and Safety 2018		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Employee Health and Safety
403-1	Occupational health and safety management system	Safety Operating System
403-2	Hazard identification, risk assessment and incident investigation	Safe Observation Index Reporting Tools
403-3	Occupational health services	Human-centered Design for Health, Safety, and Wellness
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety Performance Human-centered Design for Health, Safety, and Wellness
403-5	Worker training on occupational health and safety	Safety Training
403-6	Promotion of worker health	Employee Health and Safety Promotion of Worker Health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health and Safety Supply Chain Due Diligence
403-8	Workers covered by an occupational health and safety management system	Employee Health and Safety
403-9	Work-related injuries	Performance Data — Employee Health and Safety Data for occupational global injury breakdown is omitted as this information is considered confidential.
403-10	Work-related ill health	Performance Data — Employee Health and Safety Data for work-related ill health breakdown is omitted as this information is considered confidential.

GRI Index
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GRI Standard	GRI Disclosure	Location and Notes
GRI 404: Training and Education 2016		
3-3	Management of material topics	Supply Chain Sustainability Training Workforce and Talent Development Employee Learning and Development
404-1	Average hours of training per year per employee	Information not available
404-2	Programs for upgrading employee skills and transition assistance programs	Workforce and Talent Development
404-3	Percentage of employees receiving regular performance and career development reviews	All full-time, regular, salaried employees are subject to the performance review process. Performance reviews for hourly employees depend on their collective agreement.
GRI 405: Diversity and Equal Opportunity 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Global Diversity, Equity and Inclusion
405-1	Diversity of governance bodies and employees	Performance Data — Human Capital Management and Diversity, Equity, and Inclusion
405-2	Ratio of basic salary and remuneration of women to men	Equal Pay for Equal Work
GRI 406: Non-discrimination 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Harassment and Discrimination, page 24 Human Capital Management and Diversity, Equity, and Inclusion Policies
406-1	Incidents of discrimination and corrective actions taken	Performance Data — Confirmed Harassment Allegations
GRI 407: Freedom of Association and Collective Bargaining 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Fair and Decent Work
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights Policy Commitments Global Framework Agreements Human Capital Management and Diversity, Equity, and Inclusion Policies

GRI Index
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GRI Standard	GRI Disclosure	Location and Notes
GRI 408: Child Labor 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Responsible Material Sourcing Policy Forced Labor, Child Labor, and Human Trafficking
408-1	Operations and suppliers at significant risk for incidents of child labor	Forced Labor, Child Labor, and Human Trafficking Human Rights Policy Commitments Addressing Child Labor Through Economic Opportunities for Women Performance Data — Supply Chain Management — Human Rights Risk Assessments Performance Data — Drive Sustainability Self-Assessment Questionnaire (SAQ) Results (continued)
GRI 409: Forced or Compulsory Labor 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Responsible Material Sourcing Policy Forced Labor, Child Labor, and Human Trafficking
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Forced Labor, Child Labor and Human Trafficking Human Rights Our Supplier Code of Conduct Supply Chain Sustainability Training Performance Data — Supply Chain Management, Human Rights Risk Assessments Performance Data — Drive Sustainability Self-Assessment Questionnaire (SAQ) Results (continued)

GRI Index
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GRI Standard	GRI Disclosure	Location and Notes
GRI 413: Local Communities 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Community Engagement
413-1	Operations with local community engagement, impact assessments, and development programs	Community Engagement Ford Philanthropy
413-2	Operations with significant actual and potential negative impacts on local communities	2024 Form 10-K Report — Item 3. Legal Proceedings
GRI 414: Supplier Social Assessment 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Human Rights
414-1	New suppliers that were screened using social criteria	Performance Data — Supply Chain Management Human Rights Assessments
414-2	Negative social impacts in the supply chain and actions taken	Performance Data — Supply Chain Management Human Rights Assessments
GRI 415: Public Policy 2016		
3-3	Management of material topics	Code of Conduct Government Regulations, Policy and Engagement
415-1	Political contributions	Political Spending Process 2023 U.S. Political Engagement Report
GRI 416: Customer Health and Safety 2016		
3-3	Management of material topics	Code of Conduct Product Safety and Quality
416-1	Assessment of the health and safety impacts of product and service categories	Product Safety and Quality
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Performance Data — Vehicle Safety

GRI Index
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GRI Standard	GRI Disclosure	Location and Notes
GRI 417: Marketing and Labeling 2016		
3-3	Management of material topics	Code of Conduct Responsible Marketing
417-1	Requirements for product and service information and labeling	Customer Experience
417-2	Incidents of non-compliance concerning product and service information and labeling	This information is considered confidential.
417-3	Incidents of non-compliance concerning marketing communications	This information is considered confidential.
GRI 418: Customer Privacy 2016		
3-3	Management of material topics	Code of Conduct Data Protection, Privacy and Cyber Security
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	This information is considered confidential.
Connected Vehicles and Digital Services		
3-3	Management of material topics	Technology and Connected Services

TCFD Index

The table below identifies the actions taken by Ford in response to the 11 recommended disclosures of the Task Force on Climate-Related Financial Disclosures (TCFD).

TCFD recommended disclosure	Location (section, page reference)
GOVERNANCE: Disclose the organization's governance around climate-related risks and opportunities.	
a. Describe the board's oversight of climate-related risks and opportunities.	Climate Change — Governance Accountable and Inclusive Governance
b. Describe management's role in assessing and managing climate-related risks and opportunities.	Climate Change — Governance Accountable and Inclusive Governance
STRATEGY: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy, and financial planning where such information is material.	
a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Climate Change — Impacts, Risks, and Opportunities Risk Management and Internal Controls
b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate Transition Plan Achieving Carbon Neutrality Products and Services
c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate Change — Scenario / Resilience Analysis
RISK MANAGEMENT: Disclose how the organization identifies, assesses, and manages climate-related risks.	
a. Describe the organization's processes for identifying and assessing climate-related risks.	Climate Change — Impacts, Risks, and Opportunities Accountable and Inclusive Governance
b. Describe the organization's processes for managing climate-related risks.	Climate Change — Governance Accountable and Inclusive Governance
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Climate Change — Governance Accountable and Inclusive Governance
METRICS AND TARGETS: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	
a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Climate Transition Plan Achieving Carbon Neutrality
b. Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Performance Data Tables — Value Chain Greenhouse Gas (GHG) Emissions
c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Climate Transition Plan Achieving Carbon Neutrality Performance Data Tables — Value Chain Greenhouse Gas (GHG) Emissions

SASB Index

The Sustainability Accounting Standards Board (SASB) connects businesses and investors to the financial impacts of sustainability. Our Integrated Sustainability and Financial Report 2024 marks the sixth time that Ford has reported against the Automobiles Sustainability Accounting Standard under the SASB framework.

SASB Standard — Automobiles (TR-AU)

Topic	Accounting Metric	Category	Unit of Measure	Code	Response
Product Safety	Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region	Quantitative	Percentage (%)	TR-AU-250a.1	Performance Data — Available Ford and Lincoln Nameplates With 5-star Overall Rating (percent)
	Number of safety-related defect complaints, percentage investigated	Quantitative	Number, percentage (%)	TR-AU-250a.2	Performance Data — Safety Recalls Ford reviews 100% of NHTSA Vehicle Owner Questionnaire (VOQ) Complaints filed on Ford vehicles
	Number of vehicles recalled	Quantitative	Number	TR-AU-250a.3	Performance Data — Safety Recalls
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	Quantitative	Percentage (%)	TR-AU-310a.1	In 2024, 93% of Ford employees in the EEA were covered by collective bargaining agreements
	(1) Number of work stoppages and (2) total days idle	Quantitative	Number, days idle	TR-AU-310a.2	Not disclosed in 2024
Fuel Economy & Use-Phase Emissions	Sales-weighted average passenger fleet fuel economy, by region	Quantitative	Mpg, L/km, gCO_2/km, km/L	TR-AU-410a.1	Performance Data — Vehicle Fuel Economy and CO_2 Emissions
	Number of (1) zero-emission vehicles (ZEV), (2) hybrid vehicles and (3) plug-in hybrid vehicles sold	Quantitative	Number	TR-AU-410a.2	Performance Data — Electric and Hybrid Vehicles Sold Globally (retail)
	Discussion of strategy for managing fleet fuel economy, and emissions risks and opportunities	Discussion and Analysis	Not applicable	TR-AU-410a.3	Electric Vehicles, Batteries, and Charging Infrastructure ICE and Hybrid Vehicles Climate Transition Plan Achieving Carbon Neutrality

SASB Index
— continued

SASB Standard — Automobiles (TR-AU)

Topic	Accounting Metric	Category	Unit of Measure	Code	Response
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	Not applicable	TR-AU-440a.1	Circular Economy and End of Life Responsible Sourcing of Raw Materials Human Rights
Materials Efficiency & Recycling	Total amount of waste from manufacturing, percentage recycled	Quantitative	Metric tons (t), percentage (%)	TR-AU-440b.1	Performance Data — Total Waste and Percent Recycled and Reused
	Weight of end-of-life material recovered, percentage recycled	Quantitative	Metric tons (t), percentage (%)	TR-AU-440b.2	Performance Data — Total Waste by Type and Disposal Method (million kilograms)
	Average recyclability of vehicles sold	Quantitative	Percentage (%) by sales-weighted metric tons (t)	TR-AU-440b.3	Our Approach: A Focus on Plastics

Activity metric	Category	Unit of Measure	Code	Response
Number of vehicles manufactured	Quantitative	Number	TR-AU-000.A	Performance Data — Vehicles Sold Globally
Number of vehicles sold	Quantitative	Number	TR-AU-000.B	Performance Data — Vehicles Sold Globally

UNGPRF Index

The United Nations Guiding Principles Reporting Framework is a comprehensive guide for companies to report on human rights issues in line with their responsibility to respect human rights. This responsibility is outlined in the UN Guiding Principles on Business and Human Rights, the global standard in this field.

UNGPRF Questions	Location (section, page reference) and notes
Part A: Governance of respect for human rights	
Policy commitment	
A1 What does the company say publicly about its commitment to respect human rights?	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Our Human Rights Policy, Our Human Rights Strategy,
A1.1 How has the public commitment been developed?	Our Human Rights Policy Our Human Rights Strategy
A1.2 Whose human rights does the public commitment address?	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Our Human Rights Policy
A1.3 How is the public commitment disseminated?	Our Human Rights Policy
Embedding respect for human rights	
A2 How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	Our Human Rights Saliency Assessment Stakeholder Engagement Our Human Rights Policy Our Human Rights Strategy Due Diligence in Our Own Business Human Rights in Our Supply Chain Accountable and Inclusive Governance
A2.1 How is day-to-day responsibility for human rights performance organized within the company, and why?	Policy Statement on Ford's Human Rights Strategy, Policies and Processes Our Human Rights Policy Accountable and Inclusive Governance,
A2.2 What kinds of human rights issues are discussed by senior management and by the Board, and why?	Our Human Rights Saliency Assessment Our Human Rights Policy Our Supplier Code of Conduct Accountable and Inclusive Governance

UNGPRF Index
— continued

UNGPRF Questions	Location (section, page reference) and notes
A2.3 How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Our Human Rights Saliency Assessment Our Stakeholders Our Human Rights Policy Supply Chain Sustainability Training Employee Code of Conduct
A2.4 How does the company make clear in its business relationships the importance it places on respect for human rights?	We Are Committed to Protecting Human Rights and the Environment policy Supplier Code of Conduct Our Human Rights Saliency Assessment Stakeholder Engagement Human Rights in Our Supply Chain Our Supplier Code of Conduct Sourcing for Sustainability Supply Chain Due Diligence Direct Sourcing of Electric Vehicle Battery Raw Materials Supplier Code of Conduct
A2.5 What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?	Our Human Rights Saliency Assessment Our Human Rights Policy Our Human Rights Strategy Due Diligence in Our Own Business Sourcing for Sustainability Supply Chain Due Diligence Responsible Direct Sourcing & Meeting ESG Standards Direct Sourcing of Electric Vehicle Battery Raw Materials
Part B: Defining a focus of reporting	
Statement of salient issues	
B1 State the salient human rights issues associated with the company's activities and business relationships during the reporting period.	Our Human Rights Saliency Assessment
Determination of salient issues	
B2 Describe how the salient human rights issues were determined, including any input from stakeholders.	Our Human Rights Saliency Assessment
Choice of focal geographies (if any)	
B3 If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	Our Human Rights Saliency Assessment
Additional severe impacts (if any)	
B4 Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed.	Our Human Rights Saliency Assessment

UNGPRF Index
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UNGPRF Questions	Location (section, page reference) and notes
Part C: Management of salient human rights issues	
Specific policies	
C1 Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Policy Statement on Ford's Human Rights Strategy, Policies and Processes Our Human Rights Policy Our Human Rights Strategy
C1.1 How does the company make clear the relevance and significance of such policies to those who need to implement them?	Our Human Rights Policy Our Human Rights Strategy Accountable and Inclusive Governance
Stakeholder engagement	
C2 What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?	Our Human Rights Saliency Assessment Stakeholder Engagement
C2.1 How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?	Our Human Rights Saliency Assessment Stakeholder Engagement
C2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	Our Human Rights Saliency Assessment Stakeholder Engagement
C2.3 During the reporting period, how have the views of stakeholders influenced the company's understanding of each salient issue and/or its approach to addressing it?	Our Human Rights Saliency Assessment Stakeholder Engagement
Assessing impacts	
C3 How does the company identify any changes in the nature of each salient human rights issue over time?	Our Human Rights Saliency Assessment
C3.1 During the reporting period, were there any notable trends or patterns in impacts related to a salient issue and, if so, what were they?	Our Human Rights Saliency Assessment
C3.2 During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	Our Human Rights Saliency Assessment
Integrating findings and taking action	
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?	Policy Statement on Ford's Human Rights Strategy, Policies and Processes Our Human Rights Saliency Assessment Our Human Rights Policy Our Supplier Code of Conduct Accountable and Inclusive Governance
C4.1 How are those parts of the company whose decisions and actions can affect the management of salient issues involved in finding and implementing solutions?	Policy Statement on Ford's Human Rights Strategy, Policies and Processes Our Human Rights Saliency Assessment Our Human Rights Policy Our Supplier Code of Conduct Accountable and Inclusive Governance

UNGPRF Index
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UNGPRF Questions	Location (section, page reference) and notes
C4.2 When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?	Our Human Rights Policy Our Human Rights Strategy Our Supplier Code of Conduct Accountable and Inclusive Governance
C4.3 During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?	Human Rights Saliency Assessment
Tracking performance	
C5 How does the company know if its efforts to address each salient human rights issue are effective in practice?	Due Diligence in Our Own Business Supply Chain Due Diligence
C5.1 What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?	Human Rights Saliency Assessment
Remediation	
C6 How does the company enable effective remedy if people are harmed by its actions or decisions in relation to the salient human rights issues?	Corporate Grievance Mechanism Due Diligence in Our Own Business Grievance Mechanisms and Remedies Supply Chain Due Diligence Grievance Mechanisms and Remediation
C6.1 Through what means can the company receive complaints or concerns related to each salient issue?	Corporate Grievance Mechanism Due Diligence in Our Own Business Grievance Mechanisms and Remedies Supply Chain Due Diligence Grievance Mechanisms and Remediation
C6.2 How does the company know if people feel able and empowered to raise complaints or concerns?	Corporate Grievance Mechanism Due Diligence in Our Own Business Grievance Mechanisms and Remedies Supply Chain Due Diligence Grievance Mechanisms and Remediation Accountable and Inclusive Governance
C6.3 How does the company process complaints and assess the effectiveness of outcomes?	Corporate Grievance Mechanism Due Diligence in Our Own Business Grievance Mechanisms and Remedies Supply Chain Due Diligence Grievance Mechanisms and Remediation
C6.4 During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	Human Rights Saliency Assessment
C6.5 During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?	Human Rights Saliency Assessment

UN SDGs Index

Contributing to the United Nations Sustainable Development Goals (UN SDGs)

In 2015, the Member States of the United Nations adopted the 2030 Agenda for Sustainable Development. At the core of this agenda are 17 Sustainable Development Goals (SDGs) — and the 169 targets that support them are intended to end poverty, protect the planet, and ensure prosperity for all.

OUR PRIORITIES

Since 2016, Ford Motor Company has been a signatory to the UN SDGs and we remain committed to contributing to progress toward them. We have identified 10 SDGs and the related UN-defined targets and indicators where Ford can make the greatest impact. Achieving them will require multi-stakeholder collaboration at a local, national and international level, so we call on our stakeholders and partners to join us as we strive to meet these ambitions. The following pages include examples of how we are contributing to the SDGs and where further information on these efforts can be found.

→ Find Out More about the UN SDGs

UN SDGs Index
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SDG 3: Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all age

Why is this a priority for Ford?	Ford's material topics	Most relevant SDG targets	Examples of Ford's impact
We aspire to attain zero-emissions from our vehicles and facilities to help improve air quality, and work towards a future that is free from vehicle crashes and workplace injuries. A clean, healthy, and sustainable environment; health and safety; and rights of Indigenous Peoples are salient human rights issues for Ford. Ford cares about customer safety, and vehicle safety will always be one of our highest priorities. We understand that for our own employees and community members to reach their full potential, we must support their physical, mental, and emotional health and wellness and maintain the highest levels of safety throughout the value chain.	• Air, Water, and Soil Pollution • Employee Health and Safety • Human Rights • Product Safety and Quality	3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	Accelerating Progress (Air, Water) Accelerating Progress (Safety) Climate Transition Plan Air, Water, and Soil Pollution Water Resources Product Safety and Quality Employee Health and Safety Performance Data — Non-CO_2 Tailpipe Emissions Performance Data — Water Performance Data — Vehicle Safety Performance Data — Employee Health and Safety

UN SDGs Index
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SDG 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Why is this a priority for Ford?	Ford's material topics	Most relevant SDG targets	Examples of Ford's impact
Through continual, agile learning, we can support our employees, suppliers, dealers, and communities to keep pace with a rapidly evolving world. Education and training opportunities give people the best chance of fulfilling their potential, support capacity building in our supply chain, and prepare the next generation of designers, engineers, and technicians for the challenges and changes in technology that lie ahead.	• Human Rights • Socioeconomic Contribution and Community Engagement	4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship 4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development 4.b: By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrollment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries	Accelerating Progress (Human Rights) Workforce and Talent Development Community Engagement Performance Data — Community Engagement

UN SDGs Index
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SDG 5: Gender Equality

Achieve gender equality and empower all women and girls

Why is this a priority for Ford?	Ford's material topics	Most relevant SDG targets	Examples of Ford's impact
We aspire to support a respectful, safe, and inclusive workplace where each person is valued. Fair and decent work; forced labor, child labor, and human trafficking; and harassment and discrimination are salient human rights issues for Ford. Supporting and sustaining a diverse and inclusive workplace includes ensuring women are equally represented at all levels of our business and supporting initiatives that empower women and girls. The strongest businesses promote diversity, equity, and inclusion.	• Human Capital Management and Diversity, Equity and Inclusion • Human Rights	5.1: End all forms of discrimination against all women and girls everywhere 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life 5.b: Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	Accelerating Progress (Human rights) Accelerating Progress (Diversity, Equity, and Inclusion) Human Capital Management and Diversity, Equity and Inclusion Performance Data — Human Capital Management and Diversity, Equity, and Inclusion

UN SDGs Index
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SDG 6: Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all

Why is this a priority for Ford?	Ford's material topics	Most relevant SDG targets	Examples of Ford's impact
Water is critical to our manufacturing operations, so we manufacturing processes and use freshwater only for human consumption. A clean, healthy, and sustainable environment, which includes access to safe drinking water and adequate sanitation, is a salient human rights issue for Ford. We work with our supply chain, especially in water-stressed locations, to reduce water consumption.	• Air, Water, and Soil Pollution • Human Rights • Water Resources	6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally 6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity 6.5: By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate 6.6: By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes 6.b: Support and strengthen the participation of local communities in improving water and sanitation management	Accelerating Progress (Water) Air, Water, and Soil Pollution Water Resources Performance Data — Water Resources

UN SDGs Index
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SDG 7: Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all

Why is this a priority for Ford?	Ford's material topics	Most relevant SDG targets	Examples of Ford's impact
We aspire to use 100 percent carbon-free electricity in all manufacturing by 2035 through a mix of renewable and, in some cases, nuclear sources[5]. A clean, healthy, and sustainable environment, which includes climate change and energy use, is a salient human rights issue for Ford. As part of our commitment to address climate change, we recognize the need to maximize energy efficiency in our operations. This will be key to achieving carbon neutrality no later than 2050.	• Climate Change • Human Rights	7.2: By 2030, increase substantially the share of renewable energy in the global energy mix 7.3: By 2030, double the global rate of improvement in energy efficiency	Accelerating Progress (Energy) Climate Transition Plan Climate Transition Plan — Policies Climate Transition Plan — Achieving Carbon Neutrality Performance Data — Operational Energy Use

UN SDGs Index
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SDG 8: Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

Why is this a priority for Ford?	Ford's material topics	Most relevant SDG targets	Examples of Ford's impact
We aspire to source only raw materials that are responsibly produced. Fair and decent work; forced labor, child labor, and human trafficking; health and safety; and impacts of electric vehicle transition are salient human rights issues for Ford. With thousands of employees, and many more in our supply chain, we strive to ensure all our activities comply with local laws and our own commitments. We respect the different cultures and beliefs of our team members, customers, and the communities we serve.	• Climate Change • Community Engagement • Customer Experience and Responsible Marketing • Employee Health and Safety • Human Capital Management and Diversity, Equity, and Inclusion • Human Rights • Supply Chain Management	8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	Accelerating Progress (Climate Change) Accelerating Progress (Human Rights) Accelerating Progress (Safety) Accelerating Progress (Diversity, Equity, and Inclusion) Products and Services Human Rights Human Capital Management and Diversity, Equity, and Inclusion Employee Health and Safety Community Engagement Supply Chain Management Performance Data — Human Rights Performance Data — Global Collective Bargaining Performance Data — Diversity Performance Data — Community Engagement

UN SDGs Index
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SDG 10: Reduced Inequalities

Reduce inequality within and among countries

Why is this a priority for Ford?	Ford's material topics	Most relevant SDG targets	Examples of Ford's impact
We aspire to support a respectful, safe, and inclusive workplace where each person is valued. Fair and decent work; harassment and discrimination; and the rights of Indigenous Peoples are salient human rights issues for Ford. We respect the different cultures and beliefs of our team members, customers, and the communities we serve.	• Business Conduct • Human Capital Management and Diversity, Equity, and Inclusion • Human Rights	10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard 10.4: Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	Accelerating Progress (Human Rights) Accelerating Progress (Diversity, Equity and Inclusion) Human Capital Management and Diversity, Equity, and Inclusion Transparency, Business Ethics, and Integrity Accountable and Inclusive Governance Performance Data — Diversity

UN SDGs Index
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SDG 11: Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable

Why is this a priority for Ford?	Ford's material topics	Most relevant SDG targets	Examples of Ford's impact
We aspire to drive human progress by providing mobility and accessibility for all. A clean, healthy, and sustainable environment; health and safety; impacts of electric vehicle transition; and the rights of Indigenous Peoples are salient human rights issues for Ford. This will require innovative new technologies and services that will help address a host of challenges from congestion to poor air quality.	• Business Conduct • Climate Change • Community Engagement • Connected Vehicles and Digital Services • Data Protection, Privacy, and Cybersecurity • Employee Health and Safety • Human Rights • Product Safety and Quality	11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	Accelerating Progress (Access) Products and Services Climate Transition Plan Achieving Carbon Neutrality Our Approach to Waste Management Air, Water, and Soil Pollution Product Safety and Quality Data Protection, Privacy, and Cybersecurity Performance Data — Non-CO_2 Tailpipe Emissions Performance Data — Waste Performance Data — Vehicle Safety

UN SDGs Index
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SDG 12: Responsible Consumption and Production

Ensure sustainable consumption and production patterns

Why is this a priority for Ford?	Ford's material topics	Most relevant SDG targets	Examples of Ford's impact
We aspire to eliminate single-use plastics from our operations, reach true zero waste to landfill across our operations and utilize only recycled or renewable content in vehicle plastics. A clean, healthy, and sustainable environment and rights of Indigenous Peoples are salient human rights issues for Ford. Manufacturing vehicles requires the use of natural resources, some of which have a limited or finite supply.	• Biodiversity and Ecosystems • Circular Economy and End-of-Life • Climate Change • Human Rights	12.2: By 2030, achieve the sustainable management and efficient use of natural resources 12.4: By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities	Accelerating Progress (Materials, Waste) Accelerating Progress (Air, Water) Circular Economy and End-of-Life Air, Water, and Soil Pollution Biodiversity and Ecosystems Human Rights Supply Chain Management Performance Data — Non-CO_2 Tailpipe Emissions Performance Data — Waste

UN SDGs Index
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SDG 13: Climate Action

Action to combat climate change and its impacts

Why is this a priority for Ford?	Ford's material topics	Most relevant SDG targets	Examples of Ford's impact
We aspire to achieve carbon neutrality globally no later than 2050. A clean, healthy and sustainable environment and the impacts of an electric vehicle transitions are salient human rights issues for Ford. Climate change is a global challenge that affects us all. Emissions from our operations and the use of our vehicles contribute to climate change, negatively impacting people and communities.	• Climate Change • Human Rights	13.2: Integrate climate change measures into national policies, strategies and planning 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning 13.a: Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly $100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible	Financial Highlights — 2024 Sustainable Financing Framework Update Accelerating Progress (Climate Change) Climate Change Government Regulations, Policy, and Engagement Performance Data — Climate Change

Resource List

FORD SUSTAINABILITY REPORTING

Previous Year's Reports

Sustainable Financing Report 2023

Sustainable Financing Framework

CDP Climate and Water

OTHER DOCUMENTS AND RESOURCES

Automotive Industry Guiding Principles to Enhance Sustainability Performance in the Supply Chain

Board of Directors Code of Ethics and Charters

Code of Conduct

Global Modern Slavery Statement

Ford Philanthropy

Ford Production Purchasing Global Terms and Conditions

Ford's Responsible Materials Sourcing Policy

Ford's 2024 Form 10-K Report

Policy Statement on Ford's Human Rights Strategy, Policies and Processes

Proxy Statement

Supplier Code of Conduct

U.S. EEO-1 Report

We Are Committed to Protecting Human Rights and the Environment policy

FORD PAC FEC REPORTS

February Monthly Report (2024)

March Monthly Report (2024)

April Monthly Report (2024)

May Monthly Report (2024)

June Monthly Report (2024)

July Monthly Report (2024)

August Monthly Report (2024)

September Monthly Report (2024)

October Monthly Report (2024)

Pre-General Report (2024)

Post-General Report (2024)

Year-End Report (2024)

LOBBYING DISCLOSURE ACT REPORTS

Q1 Report (2024)

Q2 Report (2024)

Q3 Report (2024)

Q4 Report (2024)

Footnotes and Disclaimers

1. Based on 2021-2024 CY industry-reported total sales.
2. GHG emissions include Scope 1 and 2 (market-based) emissions for consolidated and unconsolidated investee facilities. Operations include manufacturing and non-manufacturing facilities.
3. See Form 10-K, pages 75-78 for definitions and reconciliations to GAAP (U.S. Generally Accepted Accounting Principles).
4. Excluding Tesla.
5. Electricity mix is calculated based on on-site renewable generation, renewable energy procurement via Energy Attribute Certificates, and U.S. EPA eGRID and International Energy Agency (IEA) grid mixes for sites without on-site renewables or Energy Attribute Certificates. Carbon-free electricity can include wind, solar, geothermal, hydro, and biomass, along with nuclear, per the IEA grid mix.
6. Effective in 2023, Salaried Workforce data is reported as Headcount (number of heads) and does not include consolidated joint venture employees in this report for all periods presented, while it is reported as Full-Time Equivalent (FTE) and includes consolidated joint ventures in the Ford 10-K.
7. Additional plants that support our automotive business are operated by unconsolidated joint ventures of which we are a partner. See "ITEM 2. Properties." in Ford's 2024 Form 10-K Report for more information.
8. Includes consolidated manufacturing and non-manufacturing facilities. Excludes unconsolidated investee facilities.
9. Includes consolidated and unconsolidated investee manufacturing facilities.
10. According to the EU End-of-Life Vehicle Directive and calculated based on ISO 22628.
11. Scope 2 emissions are market-based. Scope 3 emissions only includes significant categories.
12. This reduction is harmonized to the 2019 emissions calculation methodology across all years and includes both significant and not significant Scope 3 categories. The 2024 Scope 3 emissions used in this calculation differ from the reported inventory as follows: 1) include biogenic CO_2 and 100% of emissions from vehicles sold by our unconsolidated investees and 2) exclude vehicle tailpipe N_2O and CH_4 and unconsolidated investees' Scope 1 & 2 emissions.
13. Based on 2024 CY industry-reported total sales.
14. Light duty (vehicles under 10,000 pounds). Available as option on Super Duty XL which is a light duty vehicle.
15. Based on enrolled E-Transit™ van, F-150 Lightning® pickup, Mustang Mach-E® SUV data within Ford Pro™ E-Telematics from April 2022 through January 2025 in the U.S. and Canada.
16. Based on enrolled E-Transit™ van, F-150 Lightning® pickup, Mustang Mach-E® SUV data within Ford Pro™ E-Telematics from February 2023 through January 2025 in Europe.
17. Based on enrolled E-Transit™ van, F-150 Lightning® pickup, Mustang Mach-E® SUV data within Ford Pro™ E-Telematics combining gas and diesel CO_2 emissions from U.S., Canada, and Europe.
18. Based on full charge. 2024 Ford E-Transit™ Enhanced Range Cargo Van Low Roof model demonstrated range reflecting current capability based on testing consistent with US EPA MCT drive cycle methodology at ALVW (Adjusted Loaded Vehicle Weight). Medium Roof and High Roof models projected range reflecting capability based on CAE analytical adjustments from tested vehicle and adjusted for roof height. Actual driving range varies with conditions such as external environment, vehicle use, upfits and alternation, vehicle maintenance, high-voltage battery age and state of health.
19. Based on active charging stations in OCPI data from Ford's CMS partners, generated on 2/11/2025. Numbers subject to change. FordPass® App, compatible with select smartphone platforms, is available via download. Message and data rates may apply.
20. Incorporating Residential Smart Electric Vehicle Charging in Home Energy Management Systems from the National Renewable Energy Laboratory available here.
21. Octopus Energy blog — Where does our 100% green electricity come from?
22. Rationing power refers to limiting the number of devices and turning the truck off when not needed.
23. Ford survey was conducted by Mercury Analytics, a leading market research and consumer insights firm, with a total of 2,007 respondents in the U.S. from Sept 13-17, 2024.
24. Based on full charge of Explorer Select Extended Range battery. Estimated range using Worldwide Harmonised Light Vehicle Test Procedure (WLTP). Figures shown are for comparability purposes and should only be compared with other vehicles tested to the same technical procedures. Actual range varies with conditions such as external elements like temperature, driving behaviors, route profile, vehicle maintenance, and lithium-ion battery age and condition. 374 miles WLTP Overall Range reflects a combined driving cycle and the test is conducted in controlled conditions with an ambient temperature of 23 degrees Celsius and no climate or electrical load.
25. EPA-estimated rating of 42 city/35 hwy/38 combined mpg, 2.5L Hybrid engine/Automatic transmission/FWD drivetrain. Actual mileage will vary.
26. EPA-estimated rating of 40 city/34 hwy/37 combined mpg, 2.5L Hybrid engine/Automatic transmission/AWD drivetrain. Actual mileage will vary.
27. The average commute time for U.S. drivers is 16-29 minutes, according to Statista Consumer Insights Global.
28. Based on internal Ford data on BlueCruise engagement in the United States between January 1st, 2024 and December 31st, 2024.

Footnotes and Disclaimers
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29. Available feature on select vehicles. BlueCruise requires an active plan or trial — see ford.com/bluecruise or lincoln.com/technology/bluecruise for details. Terms apply. BlueCruise is a driver-assist feature and does not replace safe driving or driver's attention, judgment or need to control the vehicle. Only remove hands in a Hands-Free Blue Zone. Always watch the road and be prepared to resume control. See Owner's Manual for details and limitations.
30. BlueCruise service will be active for a minimum seven years (non-transferable to another VIN). No additional subscription purchase will be required to maintain BlueCruise service beyond the seven years if the service is available.
31. Highway hours driven are based on roads in North America and 15 European countries where BlueCruise is currently available.
32. Highway miles driven are based on roads in North America and 15 European countries where BlueCruise is currently available.
33. Don't drive while distracted or while using handheld devices. Use voice-operated systems when possible. Some features may be locked out while the vehicle is in gear. Cellular networks may limit functionality and prevent operation of connected features. Android Auto™ and Apple CarPlay®: Requires phone with active data service and compatible software. In-Vehicle Digital Experience does not control third-party products while in use. Third parties are solely responsible for their respective functionality.
34. SiriusXM trial subscription will stop at the end of the trial period. Trial is non-transferable. If you do not wish to enjoy your trial, cancel by calling the number below. Service subject to the SiriusXM Customer Agreement and Privacy Policy; visit www.siriusxm.com for full terms and how to cancel which includes online methods or calling 1-866-635-2349. Services, content, and features are subject to device capabilities, location availability, or active data connection. Fees, content, and features are subject to change. Available in the 48 contiguous United States, D.C., and Puerto Rico (with coverage limits and capable receiver). Visit listenercare.siriusxm.com for most current service area information. Radio features, content, and display may vary by vehicle. Some features may not be available while driving.
35. Lincoln Connect, the Lincoln Way App, and complimentary Connected Service are required for remote features, including over-the-air updates (see Lincoln Way Terms for details). Lincoln Way App is available via a download; message and data rates may apply. Connected Service and features depend on compatible AT&T network availability. Evolving technology/cellular networks/vehicle capability may limit functionality and prevent operation of connected features. Connected Service excludes Wi-Fi hotspot.
36. For example: Since April 2022, commercial customers with electric vehicles utilizing Ford Pro Intelligence have saved nearly 14.2 million gallons of gasoline in North America (based on enrolled E-Transit™ van, F-150 Lightning® pickup, Mustang Mach-E® SUV data within Ford Pro™ E-Telematics from April 2022 through January 2025 in the U.S. and Canada).
37. This total is lower than the preliminary value reported in the 2024 Integrated Report but agrees with the final GHG emissions reported in CDP in 2024.
38. In doing so we committed to achieve net zero, including our Scope 3 emissions, no later than 2050 and a 1.5°C pathway for our Scope 1 and 2 emissions.
39. https://www.energy.gov/eere/rd-greet-life-cycle-assessment-model
40. https://www.sciencedirect.com/science/article/pii/S2590174520300155
41. FVV Fuel Study IV: Future Fuels
42. Lower-carbon electricity sources are needed for sustainable e-fuels.
43. Blend levels noted at: https://afdc.energy.gov/fuels/ethanol-blends
44. Blend levels noted at: https://afdc.energy.gov/files/pdfs/47504.pdf
45. A vehicle's life cycle includes the vehicle's production (raw materials and component production, including high voltage battery production), use phase (production of propulsion fuel and/or electricity and tailpipe emissions from operation), and end-of-life. Vehicle production GHG emissions are estimated using key vehicle related inputs: internal bill of material part data, high voltage (HV) battery capacity, and assembly plant energy consumption. Actual lifecycle GHG reductions will vary with vehicle configuration and conditions such as external elements, vehicle maintenance, charging habits, and high-voltage battery age and state of health.

    The data are entered into a life cycle assessment model developed by Ford within LCA for Experts (LCAfE) modeling software. The HV battery footprints were estimated using a Sphera battery pack LCA model for use within LCAfE. While these LCA models were the same models used to produce Ford vehicle LCA studies that have been certified by TÜV Nord, the LCA GHG emissions reported in the figure here have not been third-party certified. Use phase GHG emissions for light duty vehicles are estimated using vehicle MPG and kWh/100 miles data from www.fueleconomy.gov.

    The estimated MPG for Transit and kWh/100 miles for E-Transit were analytically derived using models based on test procedures and calculations for light-duty gasoline-powered and electric vehicles, respectively, set forth in 40 CFR Part 600, with inputs reflecting vehicle attributes including Average Loaded Vehicle Weight Engineering Test Weight (ALVW ETW). Vehicle lifetime usage assumptions vary by category. Pickups' lifetimes are defined as 225,865 miles (ref. 40 CFR 86.1865-12(k)(4)), cars/SUVs are 195,264 miles (ref. 40 CFR 86.1865-12(k)(4)), and Transit and E-Transit models are 150,000 miles (ref. 49 CFR 535.5(a)(10)(ii)). For electric vehicle and PHEV battery charging, the assumed U.S. average electricity CO_2 emission factor is 416 grams CO_2 per kWh of electricity consumed, including upstream fuel feedstock production and electricity transmission losses (ref. 2024 EPA Automotive Trends Report, https://www.epa.gov/automotive-trends).

    End of life emissions GHG emissions are estimated based on vehicle shredding requiring 1.1 MJ of electricity per kg of vehicle mass required for vehicle shredding (Kelly et al., 2022 https://doi.org/10.2172/1875764) and the U.S. average electricity GHG emission factor.

Footnotes and Disclaimers
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46. https://www3.weforum.org/docs/WEF_First_Movers_Coalition_Impact_Brief_2024.pdf
47. Includes consolidated manufacturing and non-manufacturing facilities and unconsolidated investee manufacturing facilities.
48. Excerpts from "International Energy Agency I World Energy Outlook 2024", Chapter 2 and Annex B.
49. 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
50. Totals may not add to 100% due to rounding.
51. https://www.un.org/en/climatechange/science/climate-issues/biodiversity
52. Other includes recyclers and suppliers type unidentified.
53. Driver-assist features are supplemental and do not replace the driver's attention, judgment and need to control the vehicle. Pre-Collision Assist with Automatic Emergency Braking detects pedestrians, but not in all conditions, and can help avoid or reduce a collision. It does not replace safe driving. See Owner's Manual for details and limitations.
54. https://www.noheatstroke.org/
55. Driver-assist features are supplemental and do not replace the driver's attention, judgment and need to control the vehicle. It does not replace safe driving. See Owner's Manual for details and limitations.
56. A Study on Real-world Effectiveness of Model Year 2015-2023 Advanced Driver Assistance Systems.
57. Per 2024 J.D. Power 2024 Initial Quality Study (IQS) (dated 6/27/24): https://www.jdpower.com/business/press-releases/2024-us-initial-quality-study-iqs
58. Per 2024 J.D. Power 2024 U.S. Automotive Performance, Execution And Layout (APEAL) Study (dated 7/25/24): https://www.jdpower.com/business/press-releases/2024-us-automotive-performance-execution-and-layout-apeal-study
59. Ford Mobile Service is offered by participating dealers and may be limited based on availability, distance, or other dealer-specified criteria. Does not include parts or repair charges.
60. Totals may not sum due to rounding.
61. 2024 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).
62. 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.

Ford Motor Company
One American Road
Dearborn, MI 48126, U.S.A.

sustainability.ford.com
shareholder.ford.com