On The Road to Better

Helping Build a Better World

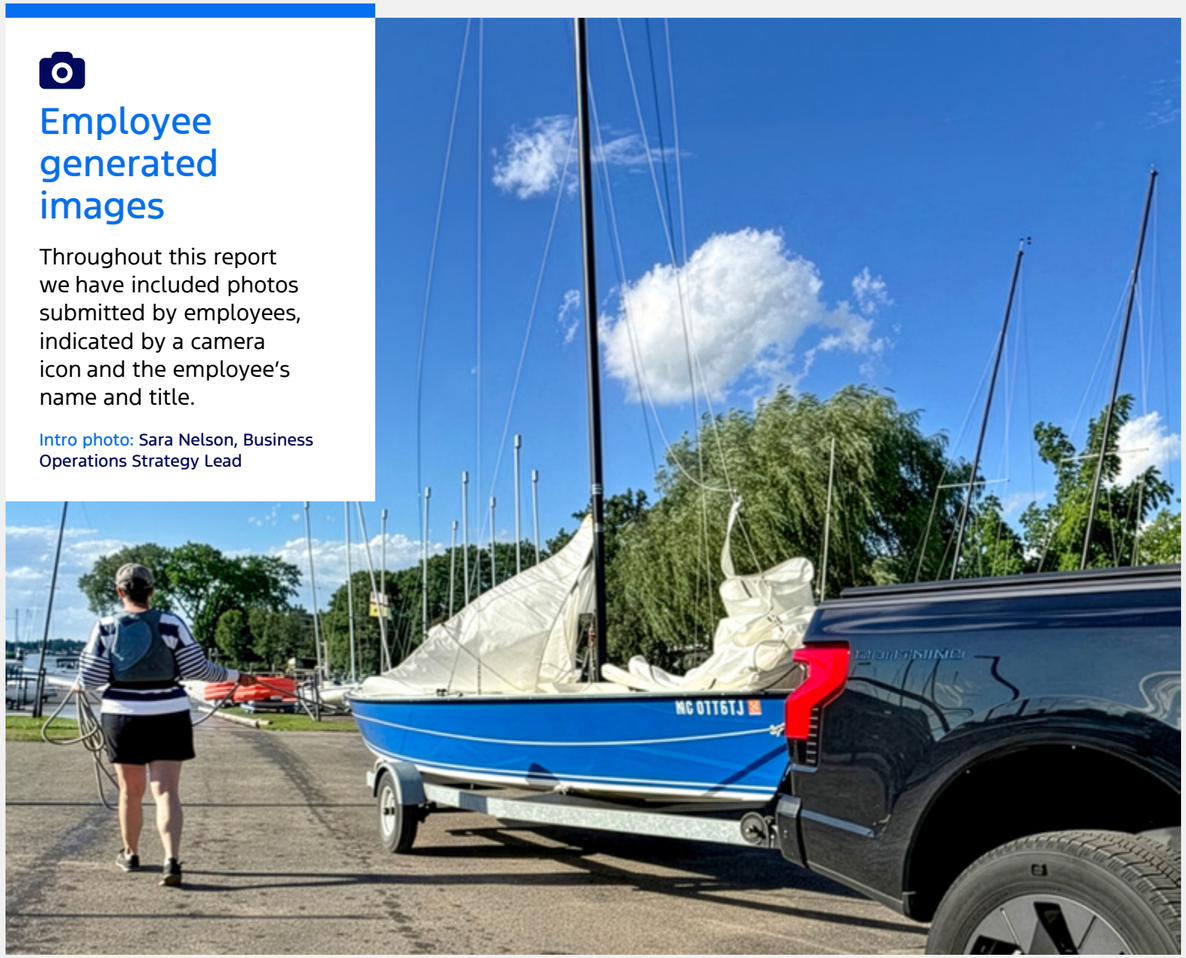
2026 Integrated Sustainability and Financial Report

Contents

Employee generated images

Throughout this report we have included photos submitted by employees, indicated by a camera icon and the employee's name and title.

Intro photo: Sara Nelson, Business Operations Strategy Lead



About This Report

This year marks our 27th annual sustainability report and sixth Integrated Sustainability and Financial Report, and we are committed to maintaining our leadership position in sustainability reporting. We have published a separate Sustainability Statement 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 International Financial Reporting Standard (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 year we are also including an index for the International Sustainability Standards Board (ISSB) new IFRS Sustainability Disclosure Standards for the first time.

Covering our activities and progress in 2025, this Integrated Report examines our business, and our commitment to sustainability, through three lenses: 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

How to use this report

There are three main components to this year's report:

- The Integrated Report summarizes our overall progress and presents key performance indicators (KPIs) for ESG topics and financial highlights
- The Sustainability Statement is the primary source for detailed disclosure against our material topics, as defined by the Double Materiality Assessment. Structured to align with the EU's CSRD which requires disclosures against the European Sustainability Reporting Standards (ESRS), it presents a detailed look at our governance, policies, methodologies, and impacts, risks, and opportunities (IROs)
- An ESRS Index in the Sustainability Statement outlines all disclosure requirements reported against in the Sustainability Statement

Throughout the Integrated Report, "Read More" prompts direct readers to the precise sections within this report or the Sustainability Statement for more detailed information. Additionally, external links are underlined throughout.

Photo by Diana Robledo, ESG Reporting & VHC Planning Tools

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.

Letter from Bill Ford and Jim Farley

Bill Ford
Executive Chair

Jim Farley
President and
Chief Executive Officer

"Ford stayed focused on our core mission: creating distinctive products, improving quality, developing innovative technologies, and deepening customer relationships."

For 123 years, Ford's enduring values have guided our company through change and challenges. We strive to help build a better world where every person is free to move and pursue their dreams. This 2026 Integrated Sustainability and Financial Report shows how we continue to create lasting impact for our customers, employees and communities, manage risk, and invest for the long term.

In a year marked by shifting regulatory and trade policies, supply chain disruptions, and intense global competition, Ford stayed focused on our core mission: creating distinctive products, improving quality, developing innovative technologies, and deepening customer relationships. Our progress in sustainability helped drive this work through more efficient manufacturing, cleaner energy, and reduced waste.

That focus is evident in how we are evolving our electrified vehicle strategy to match changing customer needs and market conditions. In late 2025, we adjusted our approach, focusing on providing customers choice across a range of lower-emission hybrids, extended-range electric vehicles (EREVs), electric vehicles, and traditional internal combustion offerings.

Last year we announced the Universal Electric Vehicle platform, which will enable a family of affordable vehicles with the capabilities customers want most. The first vehicle from this platform will be a new mid-sized truck assembled in our Louisville Assembly Plant beginning in 2027. To support it, we have reinvented the automotive assembly process with the new ultra-efficient Ford Universal EV Production System.

At the same time, we showed leadership where Ford is strongest: highly capable vehicles for work. The Ranger pickup remains one of our most important global vehicles, sold in more than 180 markets. In 2025, we launched the Ranger plug-in hybrid, adding capability and efficiency for customers around the globe. We also announced plans to shift F-150 Lightning to an extended-range electric vehicle with more than 700 miles of expected range while maintaining the capability customers expect, and we confirmed that the next generation Super Duty will offer multi-energy powertrains.

In Europe, we are focusing on our strengths by growing Ford Pro and defending our brand leadership in the commercial vehicle segment. We are also driving scale and cost-competitiveness in the European passenger vehicle market, partnering with Renault Group to expand our electric vehicle lineup with two affordable, Ford-branded EVs designed by Ford and based on Renault Group's Ampere platform.

Sustainability remains central to our plan as we upgrade and modernize facilities around the world, with 90% of our global employees working in new or renovated facilities by 2027. Our new World Headquarters in Dearborn anchors a campus that runs on the equivalent of 100% carbon-free electricity, delivers zero waste to landfill, and features native landscaping. DTE Energy's new solar park in Coldwater, Michigan, that broke ground in 2025, will help us on the path to 100% carbon-free electricity in our Michigan manufacturing operations by 2027 and our global manufacturing facilities by 2035. We're also leveraging existing capacity at our Michigan battery plant and repurposing our Kentucky battery plant to produce lithium iron phosphate (LFP) battery cells and large-scale battery energy storage systems starting in 2027. These systems are critical to the clean energy transition because they improve renewable energy reliability, stabilize grids, reduce consumer costs, and help serve carbon neutrality goals.

Ford continues to show up for our communities around the world, in good times and bad. In 2025, we launched "Ford Building Together," an initiative that leverages the power of our entire enterprise to help build and rebuild communities. Alongside our partners at the Red Cross, Feeding America, Habitat for Humanity, Team Rubicon, and World Central Kitchen, we've rolled up our sleeves globally when communities needed us most.

In the wake of natural disasters, growing food insecurity, and an urgent need for housing, we stood by our partners and helped increase their capacity to deliver essential services.

Building community also means addressing the needs of the "Essential Economy": the businesses and workers, including tradespeople, farmers, and emergency responders, who build, run, and repair our vital infrastructure and keep our towns and neighborhoods running. Solving the critical shortage of skilled workers in these fields is both a national imperative and a business priority. We are building pathways to these careers and convening leaders to develop lasting solutions.

Finally, we remain steadfast in our allegiance to American innovation, manufacturing, and employment. This year, in a nationwide America 250 survey commissioned by TIME magazine, Ford was named America's most iconic company. We view these honors less with pride than with sincere and sober commitment to new and larger opportunities to make a positive difference for society. In the pages of this report, we hope you see that commitment is as strong as ever.

Bill Ford and Jim Farley

Ford at a Glance

30%
increase in total electrified sales, including full electric, hybrid, and plug-in hybrid vehicles, from 2024

1M+
charging plugs on the BlueOval Charge Network in Europe, and 180,000+ chargers on the BlueOval Charge Network in North America

53%
greenhouse gas (GHG) reduction in our global manufacturing since 2017

71.4%
carbon-free electricity used in our global manufacturing operations

24.8%
reduction in absolute freshwater usage since 2019, exceeding our 15% target

84
zero waste to landfill sites globally

Ford At A Glance
continued

Ford was the #1 automaker
for Human Rights in Lead the Charge Coalition's 2025 Leaderboard report, which evaluates the efforts of major automakers to ensure their supply chains are equitable and sustainable

Ford ranked 1st out of 20
automotive manufacturers in human rights by the World Benchmarking Alliance's Automotive and Transportation Manufacturers Benchmark in 2025

Strengthened
our Supplier Code of Conduct in the areas of human rights, environmental performance, and supply chain transparency, including integrating sustainability metrics prior to sourcing

$86.2M
in charitable contributions from Ford and Ford Philanthropy to strengthen communities worldwide

2025 Top Safety Pick+ award
winners in the U.S. include: Mustang Mach-E, Nautilus, and Explorer

Our Leadership in Sustainability

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

2003 **Adopted** the Code of Human Rights/Basic Working Conditions for our company and suppliers

2004 **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

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

Launched 2008 Ford Mustang with the first soy foam based seats

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 full electric Focus

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

2015 **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)

2018 **Met** our 2010 goal to reduce operational GHG emissions per vehicle produced by 30% (eight years early)

Conducted first UN human rights saliency assessment, the first automaker to do so

Announced support for Paris Agreement

2019 **Launched** Sustainability Aspirations, including supporting CO_2 reductions consistent with the Paris Agreement

2020 **Updated** aspiration to be carbon neutral no later than 2050

Launched Mustang Mach-E

Designed and produced a new powered air-purifying respirator and ventilators, in collaboration with the UAW

Signed UN Women's Empowerment Principles

Achieved 75% absolute reduction in water use since 2000

2021 **Launched** Ford Pro

Issued $2.5B inaugural Green Bond

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

2022 **Launched** F-150 Lightning and 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 and Tennessee Truck Plant

Committed to supporting a living wage

Mapped and audited our electrified product battery raw material supply chains

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

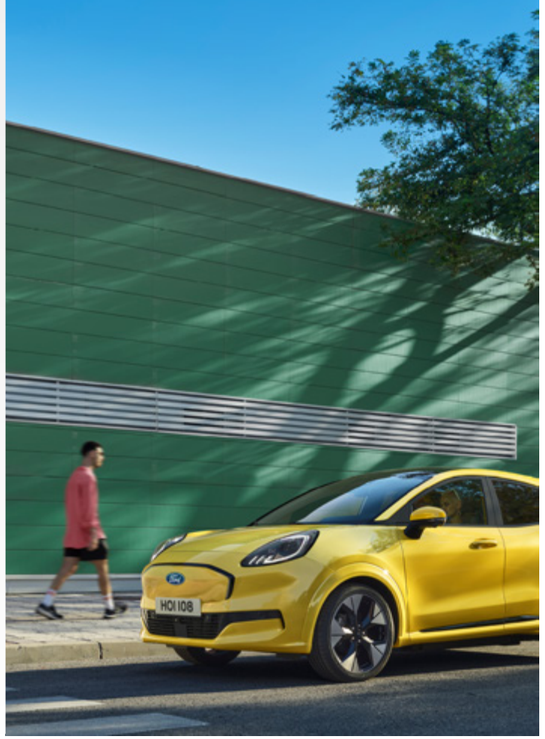
Launched Transform: Auto in North America to support suppliers in procuring renewable electricity

2025 **Opened** Ford's new World Headquarters

Announced new Universal EV Platform to create a family of affordable, electric, software-defined vehicles

Published first limited assured Sustainability Statement in accordance with CSRD, a first for a U.S. company

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.



Our Business

Customer Focused Business Segments

Since 2023, we have operated in three distinct but interconnected business segments that meet the unique needs of customers and offer freedom of choice across powertrains. Ford Blue, Ford Model e, and Ford Pro are central to unleashing the full potential of the Ford+ plan. This 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.

Additionally, all segments benefit from Ford's global scale, reputation, and investment in new capabilities. Ford's industrial platform is responsible for engineering, supply chain, and manufacturing. Our integrated services team creates and markets innovative technologies by integrating hardware software and services. The electrical architecture and digital platforms teams develop innovative electrical architectures and digital platforms for all Ford vehicles.

Ford Blue

Ford Blue leverages the strength of Internal Combustion Engine (ICE) and hybrid vehicles and strong brands such as Mustang, Bronco, F-150, and Raptor. In 2025, we further improved our position in trucks, commanding the highest share of revenue in the U.S. pickup segment. Raptor and off-road trims also accounted for more than 20% of the U.S. sales mix, giving us earnings power and a strong position to satisfy growing unfulfilled customer demand.

Ford Model e

We are committed to driving mass-market adoption of electrified vehicles with embedded software that defines always-on digital experiences for customers. Consistent with market, customer, and regulatory realities, we are focusing pure electric vehicle development on our new Universal EV Platform (UEV) for smaller, more affordable electrified products.

As we do so, we're building on a strong electrified product foundation. Our electrified product lineup continues to generate demand as reflected in our 25% year-over-year growth in global hybrid sales.

In 2025, Ford announced a strategic partnership with Renault Group aimed at expanding Ford's electric vehicle offerings to European customers while enhancing competitiveness in a rapidly evolving automotive landscape.

Ford also launched Ford Energy in 2025, a battery energy storage system business focused on utility-scale battery energy storage systems for large customers while also offering battery cells for residential energy storage solutions. Ford expects to bring initial capacity online by the end of 2027, positioning the Company to capture share in the growing U.S. battery energy storage systems market.

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.

Ford's software and services capability is growing across the Company, led by Ford Pro. In 2025, Ford Pro deepened its competitive moat by expanding its specialized dealer network and forming partnerships, with companies such as ServiceTitan, to broaden our reach and integrate directly with the trades. Ford Pro's paid software subscriptions grew by 30% in 2025. Throughout the Company, 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.

+ **Read More:** In Driving Energy Savings with Ford Pro

+ **Read More:** In Ford Pro: Leveraging Technology to Improve Efficiency and Productivity

Ford Ranger Plug-In Hybrid Crowned International Pickup of the Year

Our Ford Ranger PHEV (Plug-in Hybrid Electric Vehicle) was named the International Pick-up Award (IPUA) winner for 2026/27. This is the fourth time in 15 years that Ranger has taken this top honor, and the first time a hybrid vehicle has clinched it, marking the beginning of a new era for tough, capable trucks.

From its impressive performance in rigorous on- and off-road testing to its capable Pro Power Onboard, the Ranger PHEV stood out as a no compromise, iconically tough and hard-working truck.

Ford Credit

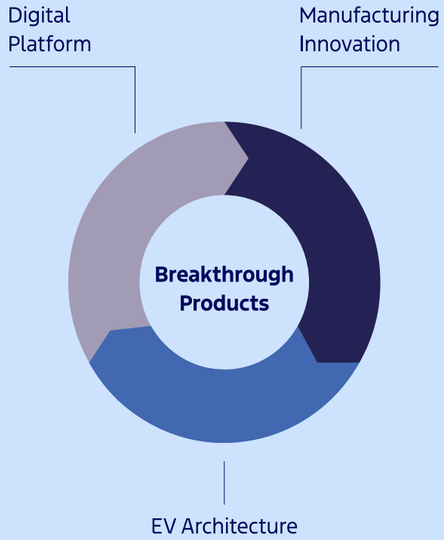
Ford Credit, our financing arm, is a strategic asset and competitive advantage for Ford, driving customer satisfaction and loyalty through all economic cycles.

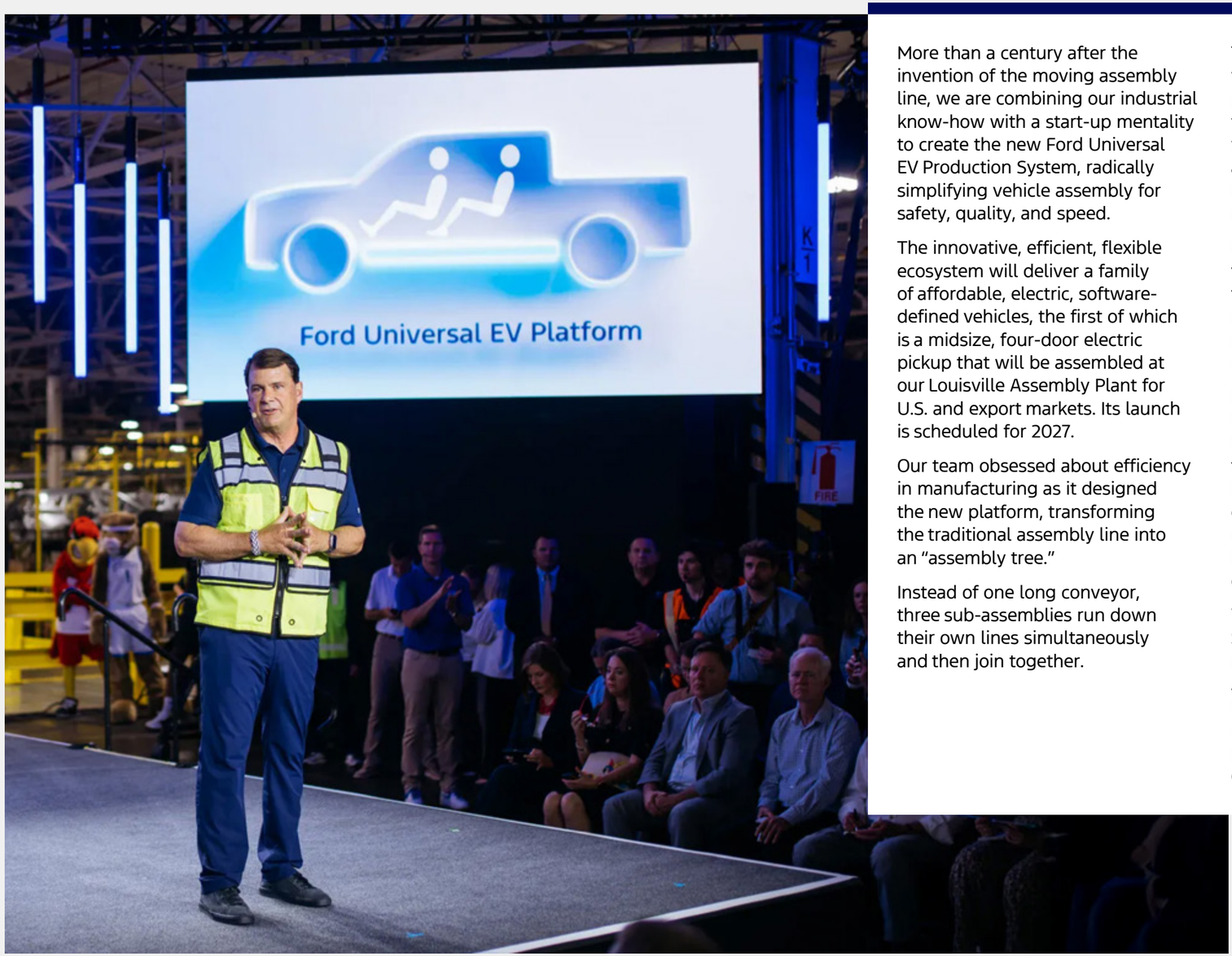
Reinventing the Assembly Line for an Electric Future

Key Takeaways

New Universal EV Platform to deliver a family of affordable, electric, software-defined vehicles

$5B investment is creating or securing 4,000 jobs





More than a century after the invention of the moving assembly line, we are combining our industrial know-how with a start-up mentality to create the new Ford Universal EV Production System, radically simplifying vehicle assembly for safety, quality, and speed.

The innovative, efficient, flexible ecosystem will deliver a family of affordable, electric, software-defined vehicles, the first of which is a midsize, four-door electric pickup that will be assembled at our Louisville Assembly Plant for U.S. and export markets. Its launch is scheduled for 2027.

Our team obsessed about efficiency in manufacturing as it designed the new platform, transforming the traditional assembly line into an "assembly tree."

Instead of one long conveyor, three sub-assemblies run down their own lines simultaneously and then join together.

To deliver an affordable electric vehicle without compromising performance, we became hyper-focused on efficiency, including weight reduction, aerodynamics, advanced manufacturing, and battery enhancements — doing more with less.

Every Ford engineer working on this project was tasked to make the truck as efficient as possible, implementing countless small improvements that add up to longer range and lower cost for customers.

Not only will the Ford Universal EV Production System reduce parts by 20% versus a typical vehicle thereby decreasing assembly time, but it also dramatically improves ergonomics for employees by reducing twisting, reaching, and bending, allowing them to focus on the job at hand.

We are investing approximately $5 billion and creating or securing nearly 4,000 jobs across Louisville Assembly Plant and BlueOval Battery Park Michigan to deliver the new pickup and produce advanced prismatic cobalt- and nickel-free LFP (lithium iron phosphate) batteries.

Bringing a Vehicle-to-Grid Future to Life

Bringing vehicle-to-grid (V2G) technology to customers has been a focus at Ford for years. In 2025 that ambition became a reality as we successfully deployed one of the nation's first residential V2G application that used F-150 Lightning trucks at multiple customers' homes, opening the door for broader adoption. V2G proves that electric vehicles can do more than move people — they can be active, value-creating assets for utilities, energy providers, and consumers alike. We are working with utilities to pilot these V2G capabilities so customers can transform their parked vehicle into dispatchable grid resources that utilities could use during peak demand.

Accomplishing V2G takes teamwork. Our partnership with Sunrun and our close collaboration with utilities across the nation plays an essential role.

With the introduction of Home Power Management, we can work with utilities to schedule energy to be sent from vehicle batteries to the grid. In this pilot program, customers automatically sent energy from their F-150 Lightning trucks to the grid during weekday evening peaks, when demand and prices are highest. In turn, their vehicles recharged overnight when electricity demands are low and energy costs are at their cheapest, and often most sustainable.

From a customer perspective, it's an opportunity for your vehicle to earn you money. Owners participating in the pilot received financial compensation based on the energy they shared, with opportunities to earn up to meaningful monthly payments or bill reductions for their participation. Looking ahead, this achievement marks the beginning of an exciting future. With supportive policies, expanding grid-service markets, and continued innovation in vehicle energy management, we are well-positioned to scale V2G capabilities.

Key Takeaways

- Ford and partners launched the first F-150 Lightning residential V2G application
- Customers can send energy from their F-150 Lightning trucks to the grid when demand and prices are highest, and recharge when demand is low and costs are cheapest

Hybrid Vehicles Electrify Ford Sales

Key Takeaways

Ford notched record hybrid vehicle retail sales globally in 2025, a nearly 25% increase over the prior year

Ford cemented its position as America's best-selling large and mid-size hybrid pickup brand

In 2025, Ford delivered one of its strongest sales performances in recent history, driven in large part by exceptional growth in hybrid vehicle demand. Ford sold a record 444,000 hybrid vehicles globally in 2025, representing a nearly 25% increase over the prior year and marking the best year ever for hybrids. This performance contributed to a full-year sales increase and supported overall market share gains.

The growth in hybrid sales underscores the continued customer appeal of hybrid technology as a practical and compelling choice for a broad range of buyers. Models such as the F-150 Hybrid and Maverick Hybrid achieved record sales, delivering the capability, fuel efficiency, and everyday utility customers expect. As America's best-selling full- and mid-size hybrid pickup brand, these vehicles expand access to electrified powertrains while maintaining the performance and versatility core to Ford.

We view hybrids as a stepping stone for many customers on the path to full electrification. They provide an accessible entry point for customers who are seeking improved fuel efficiency and lower emissions, while retaining the convenience, range confidence, and refueling familiarity of traditional internal combustion vehicles. By offering hybrid options across key segments, including trucks, we are doubling down on hybrids as a powertrain that customers want.

Looking ahead, our hybrid momentum only strengthens our long-term electrification strategy. Strong hybrid vehicle offerings will position us to meet diverse consumer needs today while continuing to advance toward an increasingly electric future.

Driving Energy Savings With Ford Pro

We gleaned valuable insights into the opportunities and challenges associated with managed charging for electric commercial fleet operations and its impact on the electric grid thanks to a 2025 pilot program with Ford Pro and Atlanta-based energy provider Southern Company.

Leveraging data from Ford F-150 Lightning trucks and Ford Pro chargers, the pilot demonstrated how Southern Company can shift charging for its fleet into lower cost periods, respond to grid signals, and maintain operational readiness.[1] These learnings can help develop a framework to assist commercial customers with electrification at scale, inform future EV customer programs, and bolster energy reliability.

Intelligent energy management played an important role during the six-month pilot.

Our Ford Pro software became a strategic tool for Southern Company, allowing them to control when their chargers were available and to see the impact on energy usage when charging abilities were managed during specific peak-charging timeframes.

The impact was immediate. Ford Pro managed strategic demand response tests that leveraged its charging software to schedule charging pauses at specified times of high demand and peak pricing. Southern Company's fleet maintained operational continuity throughout, demonstrating that dynamic fleet charging has the ability to respond to utility signals while protecting business-critical uptime.

By combining data straight from Ford vehicles and chargers with our software solutions, we are empowering companies like Southern Company to envision potential EV charging efficiency and savings for EV fleet customers, and grid reliability for all.

Key Takeaways from Southern Company Pilot

Total Reduced Charging Demand
0.25 MWh
Saved during a 30-minute demand response event

Savings Per Charger
~10 kW per charger
Individual charger efficiency improvement

Financial Highlights

Revenue
$187.3B
(2024: $185.0B)

Adjusted EBIT margin [2]
3.6%
(2024: 5.5%)

Net income/(loss)
$(8.2)B
(2024: $5.9B)

Adjusted free cash flow [2]
$3.5B
(2024: $6.7B)

Adjusted EBIT [2]
$6.8B
(2024: $10.2B)

Adjusted earnings per share [2]
$1.09
(2024: $1.84)

In 2025, Ford continued to strengthen its core business and establish the foundation for a higher growth, higher margin, more capital efficient, and more durable company.

In a dynamic and often volatile macro environment, we leveraged the Ford+ plan for growth and value creation to make significant progress on controllable factors within the business, including lowering costs, improving quality, and making strategic, customer-focused capital allocation decisions.

For the fifth consecutive year, we reported full-year revenue growth, with 2025 being a record year. The Company reached $187.3 billion in revenue, up 1% year-over-year. The persistent growth demonstrates the strength of our diverse truck and off-road lineup in Ford Blue, and the diversifying revenue streams in Ford Pro. Ford Pro's software and physical services EBIT grew 10% year-over-year and contributed 19% of Ford Pro's EBIT last year. The Maverick Lobo also won the North American Truck of the Year, claiming the award for Ford for the sixth consecutive year. As our products and services continue to excite customers around the world, our corporate reputation continues to improve: TIME Magazine named Ford America's Most Iconic Company in early 2026.

Ford's full-year adjusted EBIT was $6.8 billion with a margin of 3.6%. This was lower than the Company expected, and a decrease compared to the previous year due to a $2 billion headwind from late-year fires at a supplier facility and a net tariff impact of $2 billion.

While we delivered roughly $1.5 billion, excluding tariffs, in total cost reductions driven by material and warranty cost reductions, external factors negatively impacted full-year results. Adjusted free cash flow (FCF) for 2025 was $3.5 billion; the Company ended the year with nearly $29 billion in cash and $50 billion in liquidity, providing the financial flexibility necessary to invest in growth opportunities and adjust to market realities.

In 2025, we continued to prove that our underlying business is strong and that we are delivering exceptional value to our customers and stakeholders. We demonstrated capital discipline and improved cost, excluding tariffs, and our top line remained healthy despite intense external pressures on our business.

Financial Highlights
continued

Sustainable Financing Framework

Ford's Sustainable Financing Framework, introduced in 2021, is supporting the financing of our clean transportation projects and can also support 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 net proceeds of two green bonds, had been fully allocated to the design, development, and manufacture of the Company's electrified product lineup, as well as other development activities that will benefit our entire electrified product portfolio.

+ **Read More:** In Sustainable Financing Report

+ **Read More:** In Sustainable Financing Framework

Corporate Revolvers

In 2025, Ford's corporate, supplemental, and 364-day credit agreements ($18 billion in total) continued to include certain sustainability-linked key performance indicators (KPIs), pursuant to which the applicable margin and facility fees were adjusted lower because Ford achieved the specified KPIs related to global manufacturing facility greenhouse gas emissions, carbon-free electricity consumption, and Ford Europe CO_2 tailpipe emissions.

Ford Pro: Leveraging Technology To Improve Efficiency and Productivity

Innovation has always been part of our heritage. Today we're an automaker, data scientist, and software developer all rolled into one with a specialized Ford Pro ecosystem that delivers robust benefits to businesses. It is that ecosystem that allows Ford Pro to deliver insights and customized services that enhance our customers' businesses and make their operations more efficient.

That ecosystem is fueled by data. Our Ford Pro Intelligence platform monitors and analyzes extensive data from Ford commercial vehicles for business customers. It is the connective thread that links vehicles, hardware, parts, services, and software to more than 700 certified commercial vehicle centers around the world. And it includes the nation's largest network of mobile service vans to simplify the repair process by servicing customers where they are.

The outcome is a cohesive experience that proactively helps our customers anticipate problems, make swift data-driven decisions, and boost efficiency. This complex behind-the-scenes work is made simple for customers to integrate into their tools and business processes, ensuring that they experience the greatest possible uptime and have vehicles that are always ready for the day's jobs.

This commitment to maximizing uptime and operational readiness extends to addressing the specific needs of small and medium-sized businesses, and tradespeople, often through strategic collaborations. An example is our collaboration with ServiceTitan, the leading software company developing tools to help vocational trades such as HVAC, plumbing, carpentry, construction, and agriculture manage job scheduling, dispatching, invoicing, payment processing, repair parts ordering, and much more.

The data captured from Ford commercial vehicles via our embedded modems and Data Services solution combined with ServiceTitan's Fleet Pro Software will provide the trades industry with a comprehensive, real-time view of fleet vehicle data and operations. These customers will also be able to leverage the Ford Pro ecosystem to achieve greater efficiency and improved productivity, thanks to proactive vehicle maintenance, access to mobile service and genuine Ford parts, and simplified repairs.

Our overarching goal is to help Ford Pro customers improve productivity. By avoiding costly downtime, reducing repair costs, and lowering the total cost of ownership, we are enabling them to put time and money back into other key areas of their businesses. Our vehicles, software, and services are designed to help them make the most of it.

In this section

Sustainability at Ford

Sustainability Approach

→ Sustainability Approach
Creating Sustainable Value
Accelerating Progress

Ford's Commitment To Sustainability

We are driven by a desire to build a better world, where every person is free to move and pursue their dreams. We strive to enhance the lives of our people, strengthen the communities we call home and protect the planet we all share.

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.

We remain focused on achieving our aspiration of carbon neutrality across our vehicles, operations, and supply chain by 2050, and we're making real progress.

Overall, our sustainability strategy concentrates on better products, better business practices, and working better together with our partners, suppliers, industry peers, and local communities to drive progress.

Our approach is practical and customer-driven: expanding customer choice, growing hybrid options, and working closely with suppliers to reduce emissions. Sustainability isn't just a trend for us, it's a long-term strategy built on collaboration and innovation.

Our Aspirations

Climate Change
Achieve carbon neutrality no later than 2050

+ Read More: In Climate Change

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

Air
Attain zero emissions from our vehicles and facilities

+ **Read More:** In Air, Water, and Soil Pollution

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

+ **Read More:** In Climate Change

Water
Shrink water footprint in manufacturing processes
Use freshwater only for human consumption

+ **Read More:** In Water Resources

Materials
Utilize only recycled or renewable content in vehicle plastics

+ **Read More:** In Circular Economy and End-of-life

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

+ **Read More:** In Product Safety and Quality and Employee Health and Safety

Human Rights
Source only raw materials that are responsibly produced

+ **Read More:** In Human Rights and Responsible Sourcing

Access
Drive human progress by providing mobility and accessibility for all

+ **Read More:** In Integrated Services

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

+ **Read More:** In Human Capital Management

Sustainability Approach
continued

→ Sustainability Approach
Creating Sustainable Value
Accelerating Progress

Board Oversight of Sustainability Matters

The Sustainability, Innovation and Policy Committee of the Board of Directors 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 advises on the development of strategies, policies, and practices related to energy consumption, climate change, greenhouse gas and other criteria pollutant emissions, waste disposal, water use, social well-being including human rights, working conditions, and responsible sourcing, and the safety and quality of the Company's products.

+ **Read More:** In Sustainability Governance

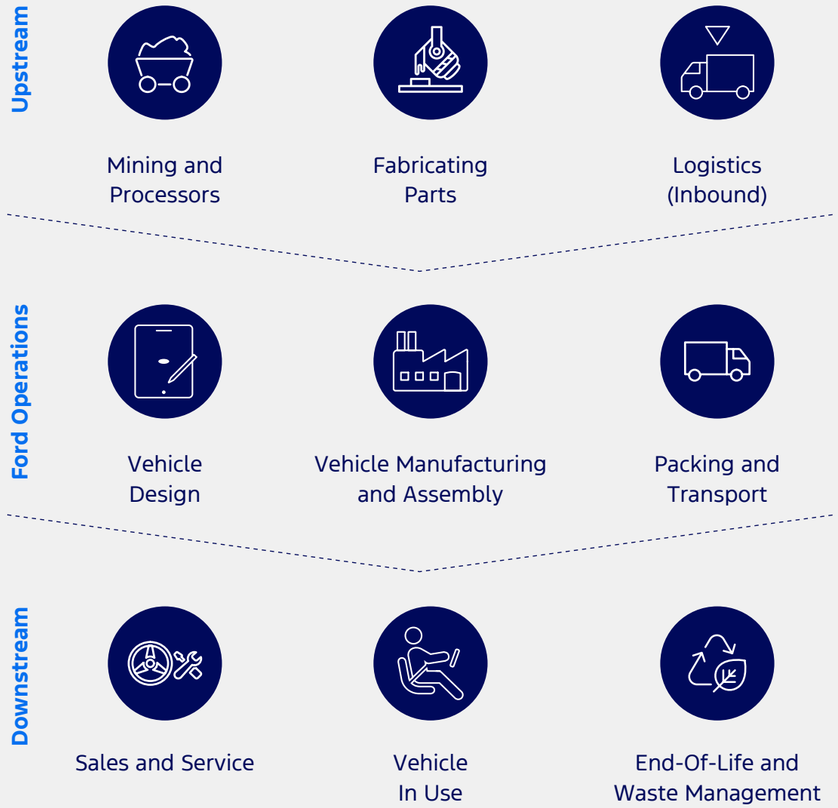
Sustainability Business Activities and Value Chain

Ford considers sustainability at every stage of our business, ensuring that environmental and social consciousness is integrated from the earliest design phases through to the end of a vehicle's life cycle.

We recognize that our impact extends far beyond our own walls, and we remain committed to fostering responsibility across our entire value chain, encompassing our suppliers, our internal operations, and the long-term use of our products.

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

Our Business and Value Chain



Sustainability Approach
continued

→ Sustainability Approach
Creating Sustainable Value
Accelerating Progress

Our Material Topics

Our value chain serves as the foundation for our CSRD-aligned Double Materiality Assessment.

By understanding the specific intersections where our business activities meet societal and environmental needs, we can identify the topics that are most significant to our stakeholders and our long-term business resilience.

This value-chain-driven approach ensures that our sustainability strategy remains focused on the areas where we can make the greatest positive impact, informing the material topics we prioritize and report on each year.

Our material topics from the latest Double Materiality Assessment are listed to the right. Further details and methodology can be found in the Sustainability Statement.

+ **Read More:** In Sustainability Statement

- → Climate Change
- → Pollution
- → Water and Marine Resources
- → Resources Use and Circular Economy
- → Own Workforce
- → Workers in the Value Chain
- → Affected Communities
- → Consumers and End Users
- → Vehicle and Product Development

Our Stakeholders

Ford is committed to direct, open, transparent, and frequent engagement with each of our key stakeholder groups. We employ a variety of channels, including face-to-face meetings, online platforms, and quarterly earnings calls to share information, foster dialogue, and support connectivity.

Throughout each year, management meets with institutional investors to discuss various matters, including long-term strategy, financial and operating performance, risk management, 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.

Sustainability Focused Engagement

Hosted by Ceres, a nonprofit advocacy organization that works with companies to advance responsible business practices, a stakeholder engagement was held to gather recommendations on sustainability reporting and strategy. The stakeholder team represented a range of constituencies and expertise, and their feedback focused on the sustainability disclosure landscape and Ford's decarbonization manufacturing strategy.

Blue Table Forum

This stakeholder advocacy program, started in 2022, is focused on building a trusted community of stakeholders from a diverse group of non-governmental organizations (NGOs), nonprofits, and academic institutions. The goal is to initiate dialogue around critical issues and how we can work together to build a carbon neutral transportation future.

Sustainability Approach continued

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Our Stakeholders	How We Engage	
Communities By engaging with our communities, we can help people in need and understand what our customers and neighbors want. Through our Community Relations team, we focus on the communities in which we have manufacturing facilities. Through our philanthropic arm, Ford Philanthropy, we help build more resilient communities by partnering with nonprofits around the world where Ford has roots.	• Neighborhood Advisory Councils • Interactions with governments and regulators • Membership associations • Dialogue with NGOs	• Partnerships with community leaders, grassroots and nonprofit organizations, and local Ford dealers • Employee volunteerism and strategic grantmaking driven by Ford Philanthropy • Participation in and sponsorship of community events
Customers Without customers, Ford would not exist. It's vital that we do everything we can to nurture these relationships and provide the products and services they want, need, and can't live without. We work with our dealers to create a better purchase and ownership experience for our customers that helps build trust and satisfaction.	• Customer experience measurement platform • Market research • Loyalty and membership rewards programs • Ford service Pickup & Delivery and Mobile Service experiences • Dealer interactions	• Ford App • Ford.com website • Ford From the Road news hub • Ford Owners magazine • Friends of Ford
Dealers Dealers (sales and service people) are a direct link between our products and services and our customers. An essential part of Ford, dealers may be the only direct connection customers have with the Company. Dealers also play an essential role in strengthening their local communities and are integral to Ford's commitment to the communities we serve.	• 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 • Ford and Ford Dealer volunteer and philanthropic giving partnerships
Employees Ford employees are the heartbeat of the Company. We rely on their commitment and dedication. Our employees are the key to delivering our Ford+ transformation plan and are our company's competitive advantage. We strive to create a workplace where our team can do their best work with excellence, focus, and collaboration, delivering short- and long-term business success.	• @Ford Intranet site • BlueOvalNow app • Global quarterly town halls with executive leadership • Union representatives • Webcasts, videos, blogs, and executive Q&A sessions with senior management • Joint labor-management committees	• Listening sessions • Employee surveys • Employee Resource Groups • Test drive and vehicle reveal events • Ford Volunteer Corps
Investors Shareholders, including institutional investors and financial analysts, are instrumental in providing capital to maintain and grow our business.	• Investment community forums • Quarterly earnings communications • Annual shareholders' meeting • Integrated Sustainability and Financial Report • Investor website • Non-deal ESG Roadshow	• Proxy Statement • SEC filings • Sustainable Financing Framework • Sustainable Financing Report • Ratings and rankings
Suppliers Suppliers play a critical role throughout the product life cycle, from sourcing raw materials to helping ramp up production, thereby making a significant contribution to our value, growth, and development. We rely on suppliers and their employees and maintain stringent standards and rules to make sure our products are of the highest quality.	• Supplier Code of Conduct • Global Terms and Conditions • Supplier Engage webinars with leadership team • Supplier training • Best-practice program for suppliers, Secaro (formerly manufacture 2030)	• 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

Creating Sustainable Value

Sustainability Approach
→ Creating Sustainable Value
Accelerating Progress

Our Purpose

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

Our Enablers

Human Capital
- 166,179 employees[3]
- 8,000+ dealerships
- Suppliers

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 electrified product 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

Manufacturing Capital
- 42 manufacturing and assembly plants[4]
- Product Development Centers
- Modernizing electrified product production

Intellectual Capital
- 2,135 global patents issued
- 402 patents issued in electric vehicle technology
- Connectivity and Connected Services
- FordPass network
- Global Data Insight and Analytics

Natural Capital
- 10,869,498 MWh of energy used for global operations[5]
- 3,247,791 MWh of carbon-free electricity used at manufacturing facilities[6]
- 14.5 million cubic meters of freshwater used globally
- Multiple renewable materials used

Our Business and Value Chain

Our Impact in 2025

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

Customers
- 4.4 million wholesale vehicles sold globally
- 699,200 electrified products sold globally
- Access to electrified product charging networks
- Remote Pickup & Delivery and Mobile Service vans
- Improved vehicle safety and driver assist technologies

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 to support responsible sourcing
- Social responsibility audits performed at highest risk suppliers as determined by risk-based prioritization

Communities and Society
- Invested $86.2 million in charitable contributions
- 1.9 million employee volunteer hours since 2005 through the Ford Volunteer Corps

Planet
- 338 million metric tons of greenhouse gases (GHGs) emitted total (Scope 1, 2, and 3)[7]
- 43% reduction in absolute global operations GHG emissions[8] since 2017
- 21% reduction in total Scope 3 GHG emissions since 2019[9]
- 24.8% reduction in freshwater usage since 2019
- 84 true zero waste to landfill sites
- Millions of pounds of aluminum recycled 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

Sustainability Approach
Creating Sustainable Value
→ Accelerating Progress

Sustainability Aspirations	Targets and Key Performance Indicators	Progress
Climate Change Achieve carbon neutrality no later than 2050 7 AFFORDABLE AND CLEAN ENERGY · 8 DECENT WORK AND ECONOMIC GROWTH · 11 SUSTAINABLE CITIES AND COMMUNITIES · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION + **Read More:** In Climate Transition Plan: Progress	**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 6% reduction in our vehicle use GHG emissions per kilometer since 2019
	Continue to grow and scale our electrified-product business in line with customer demand, adjusting volume responsibly as the market evolves	• Sold 699,200 electrified vehicles (electric, hybrid, and plug-in hybrid vehicles) globally • Introduced 20 new electric models, including EVs and PHEVs, from 2020 through the end of 2025 • Announced our flexible Universal EV platform focusing on smaller, more affordable electrified products
	Offer lower-carbon alternative fuel options	• All our gasoline vehicles are compatible with low-level ethanol blends, and 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%)
	Operations Reduce GHG emissions[8] in line with a 1.5°C pathway, from 2017 baseline by: • 46% by 2028 in global manufacturing • 76% by 2035 in global operations (SBTi)	• Achieved absolute GHG emission reductions[8] since 2017: – 53% in our global manufacturing – 43% in our global operations
	Suppliers Reduce supply chain GHG emissions 25% by 2030, relative to a 2023 baseline	• Achieved 6% reduction in our global supply chain emissions since 2023
	Work with suppliers to reduce our collective environmental footprint	• Received GHG emissions data from suppliers using CDP Supply Chain program's Climate Change Questionnaire • Continued to see an increase in the number of supplier participants in our climate best-practice program Secaro (formerly M2030) in 2025 • Initiated the Transform: Auto renewable electricity program in North America, Europe, Türkiye, and Morocco to support suppliers by providing training and tools to explore and procure renewable electricity options
	Address highest emitting materials used in our vehicles	• Completed a low-carbon aluminum production trial using breakthrough technologies for F-150 box side inner stampings for approximately 10,000 vehicles • Signed non-binding memorandums of understanding with strategic steel suppliers in Europe

Accelerating Progress Towards our Aspirations continued

Sustainability Approach
Creating Sustainable Value
→ Accelerating Progress

Sustainability Aspirations	Targets and Key Performance Indicators	Progress
Energy Use 100 percent carbon-free electricity in all manufacturing[9] by 2035 + **Read More:** In Climate Transition Plan: Progress	Achieve 77% carbon-free electricity by 2028	• In 2025 our global manufacturing operations used[6, 10]: – 71.4% Carbon-free electricity – 50.0% Renewable electricity • All of our purchased grid electricity for manufacturing facilities in Europe, Mexico, and Ohio[11] is carbon free
Water Shrink water footprint in manufacturing processes Use freshwater only for human consumption + **Read More:** In Water Resources	Reduce absolute freshwater use by 15% by 2025 (2019 baseline)	• 24.8% reduction in absolute freshwater use since 2019, exceeding 15% target • Nearly 225 billion gallons of water saved since 2000 • Established a new target to reduce absolute freshwater consumption by 10% by 2030 (2025 baseline)
	Continue to work toward using freshwater sources only for human consumption	• Use of off-site alternative water was 8.0% in water scarce areas • Established a new target to reduce absolute freshwater use at water stressed sites by 25% by 2030 (2025 baseline)
	Work with Ford suppliers to reduce our collective environmental footprint	• Updated our Supplier Code of Conduct to require our suppliers to set water reduction targets and reduce freshwater usage in their own operations and along the upstream and downstream value chain, prioritizing but not limited to water stress areas • Increased number of suppliers participating in the best-practice program for suppliers, Secaro (formerly manufacture 2030) helping suppliers establish science-based targets, and measure, manage, and reduce water usage
Air Attain zero emissions from our vehicles and facilities + **Read More:** In Air, Water, and Soil Pollution	Reduce air emissions in addition to CO_2	• Worked to reduce vehicle emissions of non-CO_2 pollutants, in accordance with increasingly stringent standards around the world • Monitored global assembly plant volatile organic compounds (VOC) emissions, averaging approximately 18.5 g/m^2, from the four major painting processes: e-coat, guidecoat, topcoat, and purge and cleaning

Accelerating Progress Towards our Aspirations continued

Sustainability Approach
Creating Sustainable Value
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Sustainability Aspirations	Targets and Key Performance Indicators	Progress
Materials Use only recycled or renewable content in vehicle plastics 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION + **Read More:** In Circular Economy and End-of-Life	Expand our use of sustainable materials focusing on recycled or renewable plastics, battery recycling, and sustainable sourcing	• Over 85%[12] of vehicle materials are recyclable and reusable at their end-of-life • Specify 20% renewable and recycled plastics in new vehicle designs for North America, Europe, and Türkiye, and 10% in China • Scaled our end-of-life batteries recycling program in Canada to a nationwide program in 2025 • Recovered up to 20 million pounds of high-strength aluminum alloy per month through the closed loop recycling system • Use multiple plant-based materials in our production vehicles
Waste Reach true zero waste to landfill across our operations Eliminate single-use plastics from our operations 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION + **Read More:** In Circular Economy and End-of-Life	Global reduction of waste generated from manufacturing by 5% by 2027 (absolute volume) (2022 baseline)	• 84 zero waste to landfill (ZWTL) sites • 78% of manufacturing facilities are true ZWTL
	Global reduction of waste disposed from manufacturing by 20% by 2027 (absolute volume) (2022 baseline)	• 25% reduction in waste disposed since 2022
Diversity, Equity, and Inclusion Support a respectful, safe, and inclusive workplace where each person is valued 3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES + **Read More:** In Human Capital Management and Diversity, Equity, and Inclusion	Create an environment of respect and inclusion	• 88% of global salaried Voice participants stated they are proud to work for Ford, and 79% said they would recommend Ford as a great place to work

Accelerating Progress Towards our Aspirations continued

Sustainability Approach
Creating Sustainable Value
→ Accelerating Progress

Sustainability Aspirations	Targets and Key Performance Indicators	Progress
Safety Work toward a future that is free from vehicle crashes and workplace injuries + **Read More:** In Product Safety and Quality + **Read More:** In Employee Health and Safety	**Product Safety and Quality** Deliver continuous improvement in the safe design of our products and services	• For the 2025 model year, multiple Ford and Lincoln nameplates were rated with 5-Star Overall Vehicle ratings by New Car Assessment Programs (NCAP), including 11 in the U.S., 10 in Europe, 8 in China, and 5 in the International Markets Group (IMG)
	Design and manufacture vehicles that offer innovative driver assist technologies, and play a leading role in vehicle safety and driver assist research and innovation	• Our product designs include a variety of features to help keep drivers, passengers, pedestrians, and cyclists safe including Automatic Emergency Braking, Rear Occupant Alert System, Exit Warning, and Driver Alert System
	Employee Health and Safety Achieve zero workplace fatalities and zero serious injuries, attain industry competitive lost time, and drive continuous improvement	• There were zero employee fatalities globally in 2025 • Our global Lost-Time Case Rate (LTCR) was 0.41

Accelerating Progress Towards our Aspirations continued

Sustainability Approach
Creating Sustainable Value
→ Accelerating Progress

Sustainability Aspirations	Targets and Key Performance Indicators	Progress
Human Rights Source only raw materials that are responsibly produced  **+Read More:** In Responsible Sourcing	Ensure that everything we do, or that others do for us, is consistent with local laws and our own commitment to human rights	• Ranked number 1 in the Human Rights category and second overall in Lead the Charge Coalition's annual Leaderboard report, which evaluates major automakers on their efforts to eliminate emissions, environmental harms, and human rights violations from their supply chains • Ranked first out of 20 automotive manufacturers in human rights by the World Benchmarking Alliance's Automotive and Transportation Manufacturers Benchmark in 2025 • Expanded our human rights risk analysis to include Ford Customer Service Division
	Align and monitor suppliers' ESG performance, programs, and practices with our Supplier Code of Conduct, and international third-party standards and best practices	• Strengthened our Supplier Code of Conduct in the areas of human rights, environmental performance, and supply chain transparency, including integrating sustainability metrics prior to sourcing • Conducted 60 on-site audits with the Responsible Business Alliance (RBA) and Responsible Supply Chain Initiative (RSCI) to confirm compliance with our Supplier Code of Conduct
	Help suppliers build their capacity to responsibly source and produce to third-party standards, and manage supply chain sustainability matters	• Engaged with over 1,600 external suppliers, providing training and education on Ford's requirements and legal obligations, including those related to forced labor, child labor, recruitment fees, and minerals due diligence • Expanded our Responsible Materials Sourcing program to include natural graphite and recycled lead • Implemented a mica pre-sourcing due diligence framework, including mandatory supply chain mapping, risk analysis, and independent third-party audits for mica processors and mines as a prerequisite for contract award • Supported RCS Global Better Mining project in the Democratic Republic of the Congo to build capacity for artisanal and small-scale cobalt mining
	Increase transparency, traceability, and due diligence in our electrified product battery material supply chains to avoid operational disruptions, comply with regulations, and contribute to a more ethical and sustainable material supply chain	• Mapped and audited the sources of the cobalt, nickel, lithium, graphite, and electrolyte battery material used in our electrified products, including hybrid electric (PHEV/FHEV/MHEV) products • Evolved our approach to battery material due diligence by developing a supplier risk assessment process to enable the rating of each identified supplier in Ford's electrified product battery supply chains • Conducted due diligence site visits to a battery material supplier in Australia, and an Indonesian nickel processing facility
Access Drive human progress by providing mobility and accessibility for all  **+Read More:** In Integrated Services	Advance Ford Level 2 and Level 3 Advanced Driver Assistance Systems (ADAS) systems	• Put more than half a million new BlueCruise-equipped vehicles on the road across Ford and Lincoln, an 80% increase from 2024 • Started deploying BlueCruise 1.4 from the factory, which improves the hands-free highway drive time in a variety of driving conditions • Dedicated to incorporating technology into daily life and providing peace of mind to customers, demonstrated through the launch of the Ford Security Package

In this section

Environment

Climate Change

Climate Transition Plan — Overview

→ Climate Change
Air, Water, and Soil Pollution
Water Resources
Biodiversity and Ecosystems
Circular Economy and End-of-Life

Ford's Aspirations

Climate Energy

Focus

- Take steps each year toward achieving carbon neutrality globally — focusing on our vehicles, operations, and supply chain
- Continue to grow and scale our electrified vehicle business in line with customer demand, adjusting volume responsibly as the market evolves
- Collaborate with our partners to decarbonize technologies and the grid to reduce emissions across the vehicle life cycle
- Minimize negative impacts while maximizing positive outcomes for the people and environments where we operate

Ford is committed to reducing greenhouse gas emissions, striving to achieve our aspiration of carbon neutrality by 2050, and addressing our impact on the climate.

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

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

Ford's total Scope 1, 2, and 3 GHG emissions of approximately 338 million metric tons[7] across the value chain in 2025 are equivalent to about 1% of the total world energy-related CO_2 emissions.

Our Global Greenhouse Gas Reduction Targets

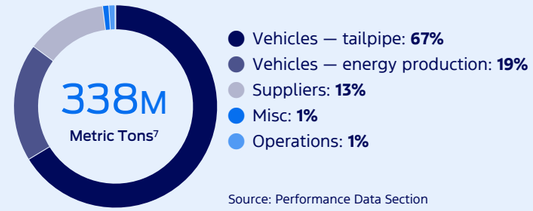
Currently, we are focusing on three areas globally that account for approximately 95% of our CO_2e emissions — our vehicles, operations, and supply chain. Our global greenhouse gas targets for reducing Scope 1, 2, and 3 emissions in line with science and as defined by the GHG Protocol include:

- 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. These GHG reduction targets do not include the use of offsets.

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

2025 Ford GHG Emissions



Source: Performance Data Section

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

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

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

The target boundary diverges from the global GHG inventory, covering only the regulated vehicle fleets in our key markets: the U.S., the EU and U.K., and China.

Climate Transition Plan — Overview continued

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

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

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

An overview of our approach to reach these targets is summarized on the following pages.

+ **Read More:** In Climate Transition Plan: Metrics

Governance

Management's Role

Our Vice President, Chief Sustainability, Environment and Safety Officer ("Chief Sustainability Officer" (CSO)), and their team are responsible for delivering our sustainability aspirational goals and strategies, including achieving carbon neutrality no later than 2050 globally. Our Executive Director, Environmental Quality Office and Sustainability/ESG, leads Ford's carbon neutrality strategy, driving cross-functional integration, climate disclosure, and stakeholder engagement.

The leaders of the Global Sustainability & ESG Meeting (GSM) approve our carbon neutrality strategy and monitor progress by biannually tracking our GHG emissions targets for our vehicles, supply chain, and operations, as well as our manufacturing carbon-free electricity target.

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

Board Oversight

The Sustainability, Innovation and Policy Committee of the Board of Directors oversees the climate transition plan, including, at a minimum, an annual report on our climate-related metrics.

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.

+ **Read More:** In Accountable and Inclusive Governance

Remuneration

The corporate performance goals for determining the cash awards for 2025 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 2025 metrics under the Plan include the growth in global retail electrified vehicle volume (excluding China), which is weighted 20% in determining the payout under the Plan. The inclusion of global electrified vehicle retail volume to customers as a performance objective in 2025 emphasizes Ford's commitment to transitioning our portfolio to electrified vehicles and creating environmental benefits in this transition 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 cash bonus 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 a percentage of salary, stock, and a salary increase. These compensation incentive amounts are discretionary and vary 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, 6% of the remuneration for the Sustainability, Innovation and Policy Committee Chair is linked to chairing the Board body charged with the oversight of the Company's development of sustainability-related policy considerations.

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

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

+ **Read More:** 2025 Proxy Statement

Climate Transition Plan — Overview continued

→ Climate Change
Air, Water, and Soil Pollution
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Reducing Our Emissions

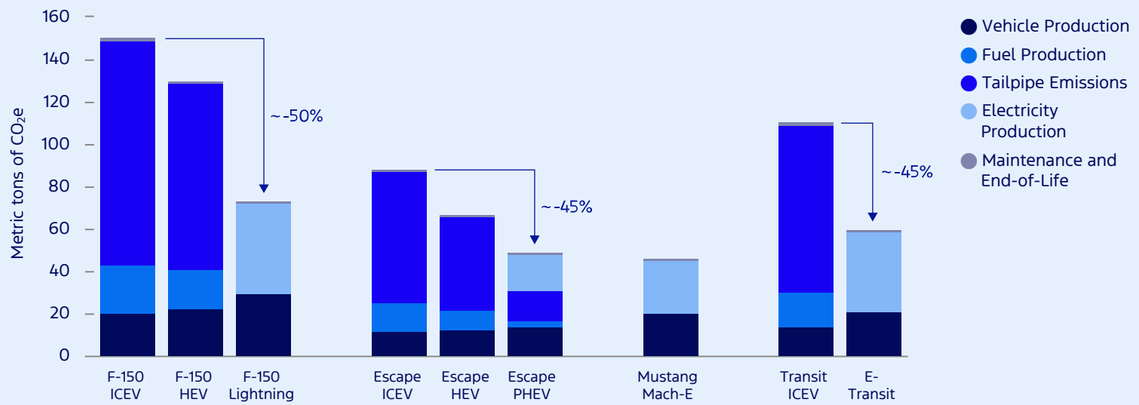
Understanding Emissions Over the Life Cycle — LCA
Emissions avoidance and reductions are Ford's top climate change priorities. Understanding the potential environmental impacts of our vehicles and services over their life cycle aids this effort, allowing the Company to focus on key GHG sources.

Life cycle assessment (LCA) is a structured method to calculate environmental impacts such as 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.

Our publicly available LCAs also support our customers' increasing requests for life cycle information, particularly in Europe. While it is currently not appropriate to compare results between different manufacturers as there is not a standard for methodology and assumptions, the results do provide relative life cycle emissions between Ford powertrains. The increased transparency informs customers' vehicle purchases, supporting their decarbonization efforts.

+ **Read More:** Life Cycle Assessment Reports

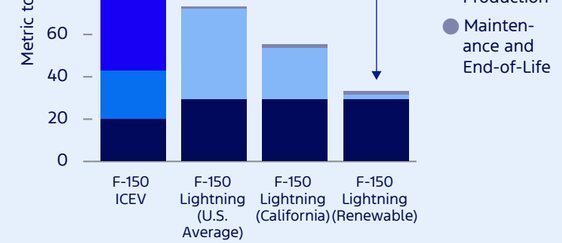
Life Cycle GHG Emissions: Comparing Vehicle Types



A Comparison Of Vehicle Life Cycle Emissions[13]
The graphs above 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.[14] Compared to driving an Escape ICEV, Ford Escape electrified vehicles can potentially provide improvements in life cycle GHG emissions from about 20% for a hybrid electric vehicle (HEV) to about 45% for a plug-in hybrid electric vehicle (PHEV) charged with U.S. grid average electricity.[15]

The graph, Life Cycle GHG Emissions: 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, the use phase 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 Electricity Sourcing



The graph, Life Cycle GHG Emissions: Comparing Electricity Sourcing, shows that additional GHG reductions in the use phase are possible when electric vehicles are charged in regions using lower-carbon electricity, such as the state of California. The maximum benefit comes from charging exclusively with carbon-free electricity, including from solar, wind, and other renewable sources.

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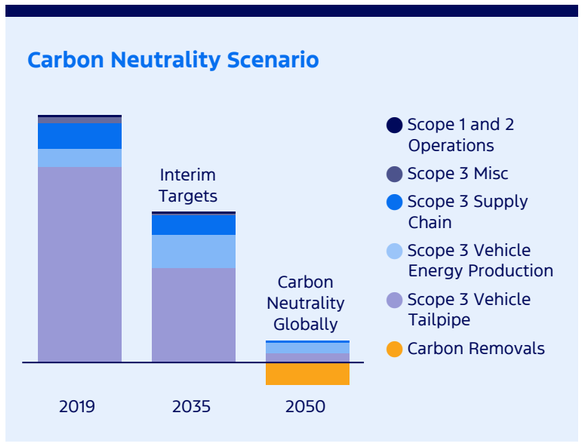
Decarbonization Levers and Actions

As shown in the life cycle discussion above, vehicle use and vehicle production, which includes emissions from our supply chain and our own operations, are key emission sources. The graphic, Decarbonization Levers and Actions Overview shows an overview of our decarbonization levers to reduce emissions in each of these areas along with example actions.

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. Examples of our actions are discussed in the case study.

The Carbon Neutrality Scenario graph to the right 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.

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



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

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

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.

+ **Read More:** In Performance Data

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Decarbonization Levers and Actions Overview[1]

Key Decarbonization Levers

Vehicle Use CO_2e Emissions

~85%

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

Operations CO_2e Emissions

~1%

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

Supply Chain CO_2e Emissions

>10%

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

Key Actions

Carbon-free Energy — Across the Value Chain

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

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

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

1. These categories represent approximately 95% of Ford's CO_2 equivalent (CO_2e) emissions: our vehicles (~85%), operations (~1%), and supply chain (>10%). Additional miscellaneous categories covering the remaining emissions (<4%) are not detailed in this report.

Case Study

Prioritizing Renewable Energy

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Some may ask 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 aspiration of carbon neutrality across our vehicles, operations, and supply chain by 2050.

Vehicle Use — Electric Vehicles

Ford has implemented smart charging and vehicle-to-grid controls to individually optimize each vehicle's energy management to meet the needs of the EV customer as well as changing conditions on the grid.

Owners of compatible EV models simply need to plug in and input their desired state-of-charge, departure time, and minimum state-of-charge (for discharging) using the Ford mobile app, and Ford's automated energy management takes care of the rest.

Our smart charging assures vehicle readiness and optimizes for cost-efficiency and a lower carbon footprint, where possible using renewable energy.

Utilities and energy providers are able to align EV charging and discharging to help maximize the use of renewable energy for other grid conditions or constraints.

Operations

Over the past decade, Ford and our partners have worked diligently to decarbonize electricity via on-site renewable projects[11], power purchase agreements, and carbon-free market instruments. Overall, in 2025, we used more than 70% carbon-free electricity and 50% renewable electricity.

This past year, we have added new on-site solar projects, including expanded installations at the Valencia Plant in Spain, Ford Thailand Manufacturing, and Changan Ford plants in China. See overview in Global Renewable Projects.

Carbon-free Electricity in Michigan

Looking ahead, Ford has entered into an agreement with our utility partner in Michigan that will supply the equivalent of 100% carbon-free electricity to our Michigan manufacturing facilities, eight years ahead of our global goal. Our agreement, signed in 2022, was the largest renewable energy purchase by a corporation from a utility in U.S. history.

Under this agreement, DTE Energy is developing up to 650 MW of new renewable energy capacity, including three new solar farms in Michigan dedicated to Ford, to expand our existing clean energy purchases, together supplying 1.47 million Renewable Energy Credits to Ford facilities annually.

The purchase is a strategic investment in Michigan through DTE's MIGreenPower program. Ford's purchase will serve to improve the local environment and add resiliency to the local grid, benefiting the communities where we operate.

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 and expanded to Europe, Türkiye, and Morocco in 2025, this innovative industry collaboration aims to drive the adoption of renewable energy across the automotive supply chain, a key lever in tackling supplier Scope 2 emissions.

The 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, Suppliers Partnership for the Environment, and other OEMs/Tier 1 Suppliers.

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.

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Ford's Road to Carbon Neutrality

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.

2018 **Announced** support for the Paris Agreement

2019 **Launched** Sustainability Aspirations, including supporting CO_2 reductions consistent with the Paris Agreement

2020
Updated aspiration to be carbon neutral no later than 2050
Signed the UN's Business Ambition pledge to reach net zero no later than 2050[17]
Launched all-electric Mustang Mach-E

2021
Set 2035 SBTi targets for our operations and vehicles
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

2022
Launched all-electric F-150 Lightning and E-Transit
Issued a second Green Bond of $1.75 billion
Achieved sourcing all of our purchased grid electricity for manufacturing facilities in Europe, Mexico, and Ohio with carbon-free energy
Joined coalition to accelerate the adoption of low-carbon aluminum and near-zero steel (First Movers Coalition)

2023
Overachieved 18% GHG emissions reduction target, delivering 48% versus 2017 base year
Announced Ford Pro and Xcel Energy charging infrastructure collaboration for fleets

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 in procuring renewable electricity

2025
Launched all-new electric Puma Gen-E, E-Transit Courier, E-Tourneo Courier, and Ranger PHEV in Europe
Announced Transform: Auto in Europe, Türkiye, and Morocco
Opened new World Headquarters, sourcing all purchased grid electricity with 100% carbon-free energy
Began specifying new vehicle designs in North America, Europe, and Türkiye use 20% recycled and renewable content in vehicle plastics, and 10% in China

2026 **Assemble** batteries at BlueOval Battery Park (Marshall, MI)

2027 **Target** 100% carbon-free electricity at all Michigan manufacturing facilities

2028
Target 46% emissions reductions in our global manufacturing facilities
Target 77% carbon-free electricity in our global manufacturing facilities

2029 **Target** use of recovered heat for building heat at Tennessee Truck Plant

2030
Target 50% electrified vehicles globally
Target emission reductions
- Vehicle use (28%)
- Operations (55%)
- Supply chain (25%)

2031 **Target** 10% reduction in energy intensity from our U.S. manufacturing facilities (Better Plants Challenge, 2020 baseline)

2035
Target our SBTi-approved emissions reductions for operations (76%) and vehicles (50%)*
Target 100% carbon-free electricity in all manufacturing

2050 Carbon Neutrality Global Aspiration

* We are in process of reassessing our SBTi targets

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Transition Plan Investments

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 business segment structure provides transparency over the performance and progress of spending, revenue, and profitability of pure electric vehicles (without an internal combustion engine), our most important decarbonization lever to mitigate GHG emissions. An overview of some of our key investments, including those in Model e, are summarized in the table to the right.

+ **Read More:** In Ford's 2025 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: 2023 — Expenses (in Billions): $8.2 2024 — $8.0 2025 — $9.4	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 2025, our Model e capital spending was $3.5 billion • Our commitment to electric vehicle manufacturing continues. Some key initiatives we have taken through 2025 include: – Cologne Electric Vehicle Center producing the Ford Explorer, our first European-assembled all-electric passenger car, and the 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 will assemble prismatic LFP batteries in 2027 – Universal EV Platform aims to create a family of affordable, electric, software-defined vehicles — the first of which is a midsize, four-door electric pickup in 2027 • We formed a strategic partnership with Renault Group, starting with two affordable Ford-branded electric cars in Europe based on Renault Group's Ampere platform • We also continue to invest in electrified and hybrid powertrains to help reduce emissions from our vehicles over time. Total Ford electrified vehicle sales (hybrid, plug-in hybrid, and electric) again hit a record in 2025 in the U.S. — up over 9% from 2024	

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Implementation Progress

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

The average GHG intensity of the vehicles we sold in 2025 is approximately 6% lower than for the vehicles we sold in 2019. While this progress is lower than initially planned, from an absolute perspective our data shows a higher reduction than initially expected with a 40% reduction compared to our base year due to the improved fleet GHG intensity as well as lower total sales.

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

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

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

Increasing the percentage of carbon-free electricity consumed in Ford's global manufacturing plants, a key enabler to decarbonizing our operations, is on track. This includes carbon-free electricity that was generated on-site, as well as carbon-free electricity purchased in the form of Energy Attribute Certificates or similar market mechanisms. The status in 2025 for our global manufacturing plants was 71% carbon-free electricity, similar to the results in 2024.

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

Actions in Europe, supporting the above progress and our accelerated pathway, are highlighted in our case study Progress in Europe on the next page.

+ **Read More:** In Ford's Road to Carbon Neutrality

+ **Read More:** In Climate Transition Plan: Metrics

+ **Read More:** In Performance Data

Case Study

Progress in Europe

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Accelerated Progress

While we aspire 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, offering customers the choice of full electrification or hybrid powertrains. 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:** Puma Gen-E, 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

Furthermore, in 2025 we announced a strategic partnership with Renault Group to jointly develop two Ford-branded passenger electric vehicles on Renault's Ampere platform, arriving in showrooms in 2028.

On the commercial vehicles side of the business, we are exploring joint development and manufacture of Ford and Renault branded light commercial vehicles, leveraging common platforms to drive industrial scale.

We continue to focus on our journey to carbon neutrality by reducing emissions. Examples include:

- **Facilities:** Efficient Cologne Electric Vehicle Center, on-site renewable energy projects, and energy efficiency actions
- **Supply chain:** Five MOUs with steel suppliers signaling the need for low-carbon steel, expanded Transform: Auto to Europe, Türkiye, and Morocco to support suppliers in their adoption of renewable electricity
- **Logistics:** LNG vessel carriers, packaging density optimization, HVO (Hydrotreated Vegetable Oil) road trial, battery electric truck trial to transport finished vehicles from plant to compound, Ford-owned battery electric terminal tractors for internal shunting of trailers, swap bodies, and containers

Electric Car Grant Scheme

The U.K. government's new Electric Car Grant announced in 2025 aims to accelerate the adoption of electric vehicles.

Ford applauds the U.K. government for taking this step. We were on the frontline of the conversation, highlighting the urgent need for consumer-based incentives for electric vehicles.

Ford was the first manufacturer to receive the government's full electric vehicle grant, awarded in recognition of its strong and proven sustainability performance. Puma Gen-E and E-Tourneo Courier were recognized as eligible Band 1 vehicles receiving the full discount. Customers can benefit directly from these savings through their Ford dealer, with no additional paperwork required.

Combine this price reduction with lower electric vehicle running costs and Ford's industry-leading Power Promise (that provides new electric vehicle customers with a free electric vehicle home charger and more), and the switch to electric just became a lot more enticing for Britain's drivers.

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Policy

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 covers 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.

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 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).

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, 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.

Collaboration

Making real progress to mitigate the worst consequences of climate change requires collaboration with multiple partners and organizations in the public and private sectors. 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.

Ford partners with organizations to help secure stable 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.

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 pathway. We will be evaluating SBTi's final standard when available.

+ **Read More:** In Government Regulations, Policy, and Engagement

Community Engagement

Addressing climate change is more than decarbonizing our business, it is also about communities. We are working to minimize negative impacts while also 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 an example, Ford's Good Neighbor Plan for West Tennessee seeks to collaborate 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 partners with grassroots organizations to address community and environmental issues, such as connecting kids with nature, improving the tree canopy, protecting bird habitat, conducting river and park cleanups, completing residential repairs for increased energy efficiency, and supporting school greenhouses. Our scale and resources amplify the impact of local initiatives, providing funding, volunteers, and convening key stakeholders.

+ **Read More:** In Community Engagement

We also support government 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.

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Climate Transition Plan: Metrics

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, decarbonization levers, performance, and an outlook. More details on our target methodology can be found in our Sustainability Statement. An overview of our investments can be found in Transition Plan Investments.

Our carbon neutrality-related metrics help guide the decarbonization of our business and manage climate risks and opportunities. The table Targets Summary — Greenhouse Gas Emissions Reductions 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

Targets Summary — Greenhouse Gas Emissions Reductions[5]

	Vehicle Use 2035 SBTi Intensity[1]	Vehicle Use 2030 Absolute Reference[1]	Global Operations[3] 2035 SBTi Absolute	Global Operations[3] 2030 Absolute Reference	Global Manufacturing[3] 2028 Absolute	Supply Chain[4] 2030 Absolute
Reduction Target	50%	28%	76%	55%	46%	25%
Pathway	well-below 2°C	well-below 2°C	1.5°C	1.5°C	1.5°C	1.5°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)[2]	331 (M metric tons CO_2e)[2]	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)
2025 Status — Emissions	309 (g CO_2e/km)[2]	199 (M metric tons CO_2e)[2]	2.63 (M metric tons CO_2e)	2.63 (M metric tons CO_2e)	1.88 (M metric tons CO_2e)	41.4 (M metric tons CO_2e)
2025 Status — Reductions	6%	40%	43%	43%	53%	6%
Impacts Addressed	I-1	I-1	I-2	I-2	I-2	I-3

1. The vehicle use target boundary covers our key markets (the U.S., the EU and U.K., and China), a subset of the global Scope 3 Category 11 boundary. The target also includes emissions from vehicles sold by our unconsolidated investees reported in Scope 3 Category 15.
2. Vehicle emissions status includes tailpipe (tank-to-wheels) CH_4 and N_2O and GHGs from air conditioner refrigerant leakage. Prior to 2024, including the 2019 base year, emissions excluded these GHGs. Including the other GHGs in 2019 increases emissions by less than our 5% threshold for restatement. Note that CH_4 and N_2O emissions from well-to-tank fuel production are included in all years.
3. Operations includes consolidated manufacturing and non-manufacturing facilities (Scope 1 and 2 emissions) as well as unconsolidated investee facilities (Scope 1 and 2 emissions from Scope 3 Category 15). Our manufacturing target has the same scope, but excludes consolidated non-manufacturing facilities. Scope 2 emissions are market-based.
4. The supply chain target scope is global and covers emissions related to vehicle production and centrally controlled non-production. Certain service components procured from non-Ford suppliers and vehicle components sourced through other OEMs have been excluded from the target.
5. See pages 129-130, and 133 for Methodology and Assumptions.

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Vehicles

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.

Decarbonization Levers

Our decarbonization levers are the technical opportunities for the transition of our vehicle portfolio. The use-phase CO_2 emissions on a WTW basis depend on the levers of vehicle design (including more efficient powertrains), lower-carbon energy sources, and how the vehicles are used by our customers. Volume fluctuations can also affect absolute progress. See overview in table Vehicle Decarbonization Levers.

Long-term, we 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.

In the transition we will continue to improve fuel economy and reduce GHG emissions across our global vehicle portfolio, while we invest in lower-carbon technologies.

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, particularly in markets where the electric vehicle infrastructure is not mature.

We plan to expand hybrid and extended-range electric options across our portfolio with nearly every vehicle featuring a hybrid or multi-energy powertrain choice by the end of the decade. This includes extended-range electric vehicles (EREVs) that provide the seamless, instant power of an electric powertrain and the freedom of a high-power generator enabling longer range.

For our medium- and heavy-duty vehicles, our efforts also include the development of hydrogen fuel cell technology. In partnership with the U.S. Department of Energy (DOE) we developed and plan to 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 can offer payload, towing, cold-weather performance, and refueling times that are approaching those of conventional gasoline and diesel trucks.

Vehicle Decarbonization Levers

Vehicle Design	Lower-carbon Energy Options	Support Customers
• Electric vehicles • Extended-range electric vehicles • Plug-in hybrid vehicles • Hybrid vehicles • Fuel cell 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

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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.

For conventional powertrains, we offer our customers many vehicles that are capable of using reduced-GHG fuels. See table Ford Vehicles Powered by Alternative Fuels to the right.

All of our gasoline vehicles are compatible with low-level ethanol blends up to E10 globally and up to E15 in the U.S., Canada, and Mexico, E20 in Thailand, and E30 in Brazil. In addition, the Kuga is offered with flex fuel capability up to E85 in France.

All our diesel vehicles are compatible with low-level biodiesel blends including B7 in Europe and B20 in the U.S. and elsewhere. Also in Europe, our Transit, Transit Custom, Transit Courier, Transit Connect, and Ranger are compatible with renewable paraffinic diesel fuels such as HVO (Hydrotreated Vegetable Oil), renewable diesel, and e-diesel, and can use higher blends, typically from 33% to 100%.

Ford Vehicles Powered by Alternative Fuels

Conventional Fuel	Alternative Fuel(s) & Common Blend Shares	Ford Vehicle Models
Gasoline	Ethanol (low and high level blends) 10%, 15%, 28%, or up to 85% in gasoline[18]	**Low-level blends** compatible in conventional vehicles for each region **E15 (U.S., Canada, Mexico):** All gasoline models **E20 (Thailand)**: All gasoline models **E30 (Brazil):** Bronco Sport, Maverick, Mustang, F-150, Territory, Ranger Raptor **E85 FFV (France):** Kuga
Diesel	Biodiesel 5%, 7%, 20% in diesel fuel[19]	**B7 (Europe):** All diesel models **B15 (Brazil)**: Ranger, Transit **B20 (U.S., Canada, Mexico):** F-250, F-350, F-450, F-550, F-600, Super Duty Pickups, and Chassis Cabs **B20 (Philippines, Indonesia, Malaysia)**: Ranger, Everest
	Paraffinic diesel (renewable diesel) 33% to 100% in diesel fuel	**R33 (Europe):** All diesel models **R100 (Europe):** Transit, Transit/Tourneo Custom, Transit/Tourneo Connect, Transit/Tourneo Courier, Ranger
Other	Compressed Natural Gas (CNG, also biomethane, e-methane)	**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, E-Series Cutaway, F-59, F-53 RV Stripped Chassis

Climate Transition Plan — Progress continued

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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.

For example, in 2025, Ford's Power Promise program offered new electric vehicle buyers or lessees in many regions complimentary home chargers and installation.

Additionally, bi-directional capability, such as Ford's Home Power Management, can reduce total cost of ownership and improve return on investment as customers have the ability to save money on their monthly electricity bills through time-of-use rate arbitrage. This same capability will also enable our customers to feed power back to the grid, known as vehicle-to-grid (V2G). We first started to demonstrate Home Power Management and the V2G feature with customers in 2025.

Supporting our electric vehicle customers away from home, the BlueOval™ Charge Network in North America provides full integration (including pricing, real-time charger availability, and the ability to activate and pay for charging sessions, all via a single app) with nearly 90% of all public DC fast chargers, including access to more than 27,500 Tesla Superchargers across the U.S. and Canada. Additionally, the Ford Charge network of DC fast chargers is available at select Ford dealerships. In Europe, through BlueOval Charge Network x Octopus Electroverse, customers can easily access over 1,200 charge point operators with more than 1 million public chargers.

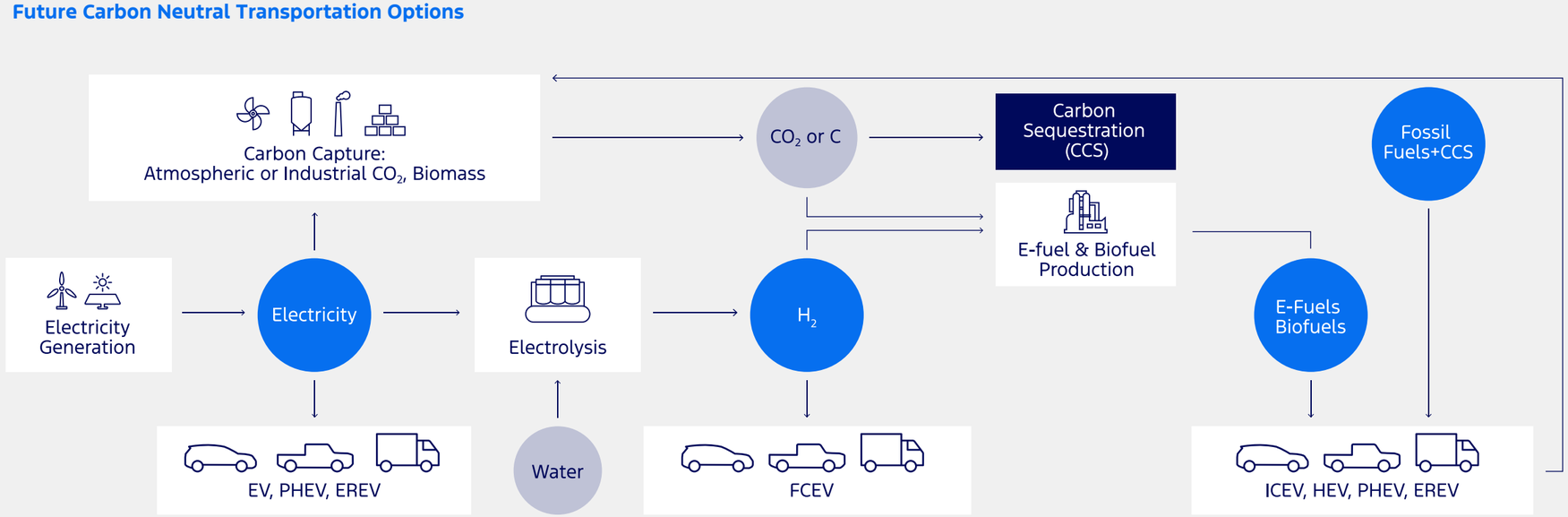
To meet our commercial customers' growing demand for value and productivity as well as sustainable products, Ford Pro combines digital and physical services to help optimize and maintain customer fleets while offering public, depot, and employee home charging of electric vehicles, including the use of carbon-free energy.

Our advanced telematics systems help 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 Bringing a Vehicle-to-Grid Future to Life

+ Read More: In Driving Energy Savings with Ford Pro

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; **EREV:** extended-range electric vehicle

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Ford's Performance

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

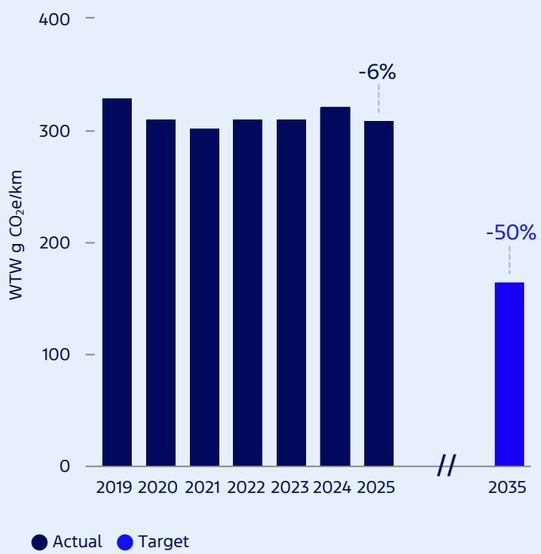
From an absolute perspective, our data shows a higher reduction than initially expected, with a 40% reduction compared to our base year due to the improved fleet GHG intensity as well as lower total sales. See graph Target and Progress — Vehicle Use — Absolute.

Outlook: Vehicles

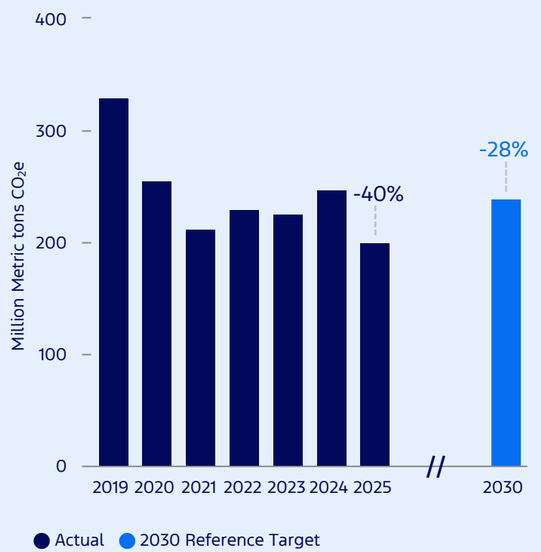
As we navigate a complex global environment and align with the normal SBTi five-year target review process, we are reassessing our decarbonization strategies and targets, and putting greater emphasis on customer choice. Ford is committed to a full range of electrified vehicles, including hybrids and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

We are concentrating pure electric vehicle development on our flexible Universal EV Platform, a family of affordable, electric, software-defined vehicles. This slower-than-expected transition will affect the pace toward achieving our intensity target. In absolute terms, our progress may fluctuate as volumes fluctuate.

Target and Progress — Vehicle Use — Intensity



Target and Progress — Vehicle Use — Absolute



Climate Transition Plan — Progress continued

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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 emissions from our consolidated manufacturing and non-manufacturing facilities as well as unconsolidated investee facilities.

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

Target — Global Manufacturing GHG

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.

Target — Manufacturing Carbon-Free

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

Decarbonization Levers

Our primary lever to reduce our emissions in our operations is the use of carbon-free electricity while the energy efficiency and conservation lever plays a much smaller role.

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[10]. It 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 progress with all of our purchased grid electricity for manufacturing facilities in Europe, Mexico, and Ohio already using carbon-free sources. We will continue to invest and partner with utilities going forward to secure carbon-free electricity globally.

Ford and our partners have also implemented several on-site renewable projects in 2025, including a new solar carport at our Nanjing Research and Engineering Center and a 20 MWp (Megawatt peak) carport expansion for the Changan Ford Chongqing assembly operations in China. In Europe, we completed the fourth expansion of solar panels in Valencia in Spain and have nearly completed the installation of solar panels in Lommel, Belgium. In the U.S., Ford and our utility partner broke ground on a new solar farm near Coldwater, Michigan, which will support 100% carbon-free electricity for Michigan manufacturing plants by 2027. See Global Renewable Projects for an overview and the Case Study on activities across the value chain.

Energy Efficiency and Conservation

Energy efficiency and conservation are integral as we modernize existing plants and design new ones. Our Energy Management Operating System, launched in 2013, establishes a process for delivering energy efficiency and conservation measures, with Plant Energy Teams assigned at each plant to set priorities and implement measures. Our past actions have focused on improvements to lighting, compressed air, rotating equipment (fans, pumps, and motors), heating systems, and process system optimization.

We also participated in the U.S. Department of Energy's (DOE'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 approach has been integrated into our Energy Management Operating System.

These efforts translate into real climate and financial benefits. At the Livonia Transmission Plant (LTP) in Michigan, we have heightened our focus on energy reduction actions through operational discipline and data.

In 2024, LTP began a structured, two-year energy reduction effort. What started with simple weekly audits and weekend shutdown routines has grown into a more advanced, real-time monitoring system that alerts teams when equipment is running unnecessarily. Combined with improvements such as chilled water resets, free cooling, and compressed air adjustments, the plant has already conserved more than 2.3 million kWh. The Livonia Transmission Plant's progress shows how meaningful results can come from giving teams the tools and data they need to manage energy smarter.

We are also making significant investments in our plants to reduce and eventually eliminate Scope 1 natural gas emissions which present a significant challenge.

The transformation of our Cologne plant into the Cologne Electric Vehicle Center is a good example where we made production facility updates including the implementation of energy-efficient solutions and paint shop upgrades. Building on this progress, we are planning additional paint shop upgrades across the globe.

Natural gas used to heat our buildings is another important emissions source. Our new Tennessee Truck Plant, when operational in 2029, will use recovered heat from the site's utility infrastructure and geothermal system to provide heat for the assembly plant. See Decarbonizing Building Heat on the next page for more details on actions related to building heat.

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Decarbonizing Building Heat

As we look to the future, working toward our carbon neutrality aspiration requires a heightened focus on reducing fuel used for building heat. Historically, Ford's facilities have relied upon distributed natural gas-fired equipment for providing building and process heat.

As we modernize, we are implementing central utility plants to centralize utilities and reduce our carbon footprint at Ford Research & Engineering Center, Tennessee Truck Plant, and BlueOval Battery Park Michigan.

This innovative design centers around leveraging reclaimed heat to minimize natural gas required for building heat. These locations also have a mix of complementary technologies, such as heat pump chillers, geothermal, and thermal storage tanks.

Furthermore, at our BlueOval Battery Park Michigan facility, we are using this same heat recovery technology to reduce natural gas consumption from the manufacturing process.

The Central Utility Plant design, coupled with carbon-free electricity procurement, is ensuring that as we modernize and build new facilities, we are implementing building design changes to progress toward our 2050 aspiration.

Ford's Performance

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

Our 2025 results were primarily influenced by fluctuations in energy consumption due to weather variability and new operations. Methodology changes are discussed in the Performance Data section.

The status in 2025 of carbon-free electricity for our global manufacturing operations was[5]:

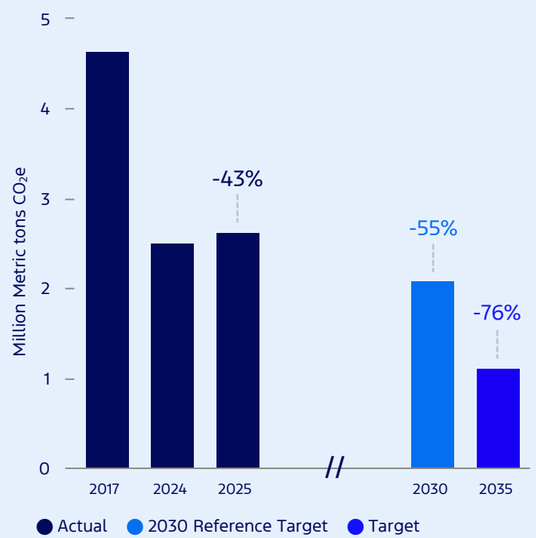
- Carbon-free electricity — 71.4%
- Renewable electricity — 50.0%

Outlook: Operations

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

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

Target and Progress — Operations



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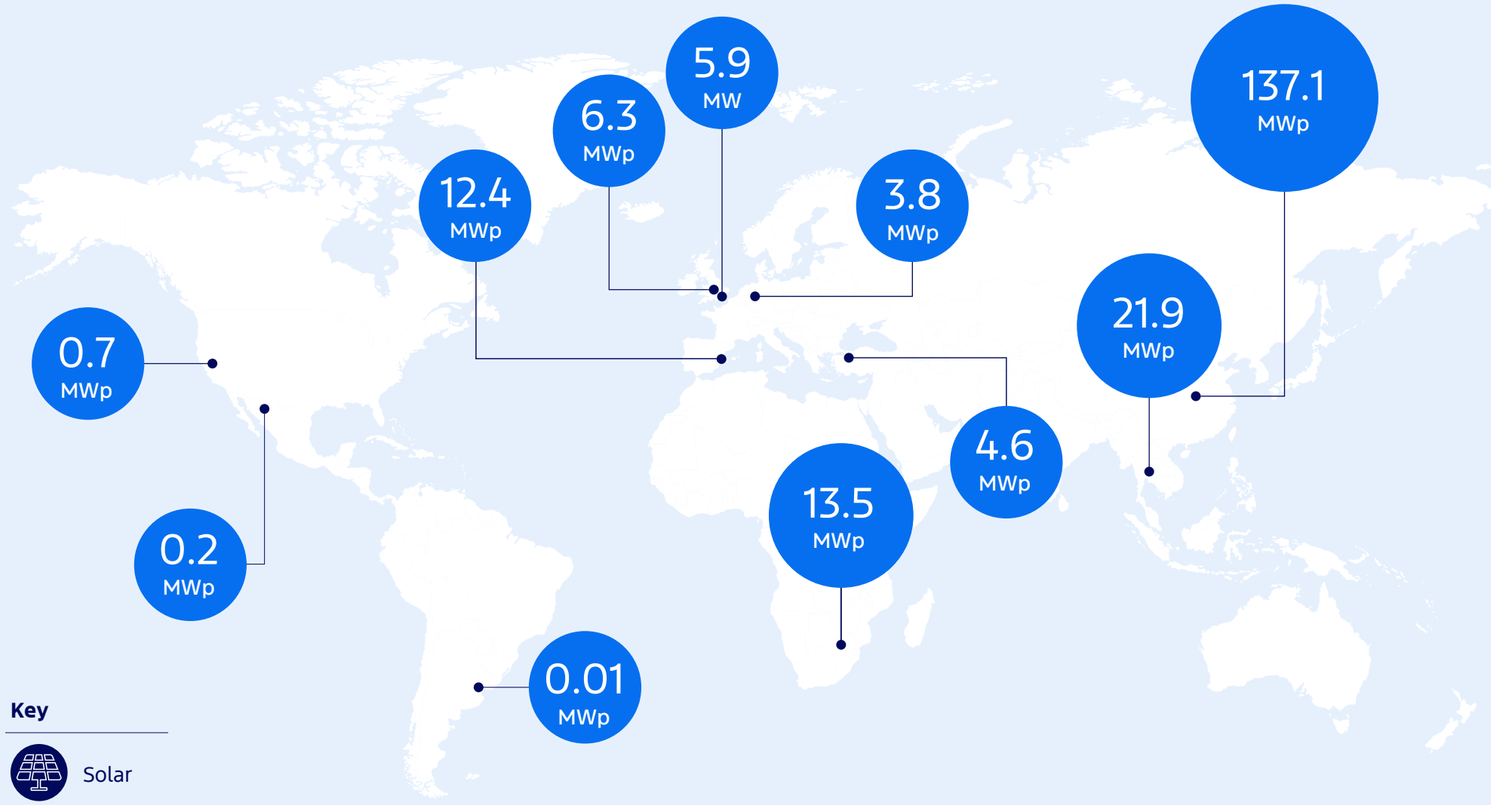
Global Renewable Projects

On-site generated renewable energy production[20] was 210,544 MWh in 2025. Values in the map and the table reflect installed capacity. Projects include solar carports, roof-top installations, and ground-mounted panels, along with wind turbines.



0.7 MWp
United States
California
Sacramento HVC/HCC Regional Distribution Center

0.2 MWp
Mexico
Hermosillo Assembly Plant

0.01 MWp
Argentina
Pacheco Assembly Plant

3.8 MWp
Germany
Merkenich Campus

12.4 MWp
Spain
Valencia Assembly Plant

6.3 MWp
U.K.
Daventry Parts Distribution Center, Dunton Technical Center

5.9 MW
U.K.
Dagenham Engine Plant

137.1 MWp
China — Ford
Ford Nanjing Research & Engineering Center

China — Joint Ventures
Changan Ford facilities, Jiangling Ford

21.9 MWp
Thailand — Ford
Ford Thailand Manufacturing

Thailand — Joint Venture
AutoAlliance Thailand

13.5 MWp
South Africa
Ford Silverton Assembly Plant

4.6 MWp
Türkiye — Joint Venture
Ford Otosan

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 is partnering with our utility provider to develop up to 650 MW of new renewable energy capacity dedicated to Ford to expand our existing clean energy purchases. See the Case Study on Prioritizing Renewable Energy.

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Supply Chain

Targets

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

Decarbonization Levers

Our main lever is supplier engagement, including sourcing requirements and decarbonization support. The remaining reductions are expected to be achieved through the low-carbon materials lever.

Supplier Engagement — Sourcing Requirements

The Supplier Code of Conduct requires Ford suppliers to establish science-based GHG reduction targets, action plans, and transparent reporting mechanisms aligned to support the aspiration of 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.

We factor our Tier 1 production suppliers' long-term carbon neutrality targets into our production sourcing strategy. Building on this commitment, in 2025, we mandated suppliers to set 2030 emissions reduction targets, and we are actively reviewing their roadmaps to ensure progress on our journey toward carbon neutrality.

Supplier Engagement — Best Practice Programs

Ford has a long history of working with suppliers to increase best practice adoption. Current key examples include decarbonization support and renewable electricity programs, along with collaboration on Catena-X to improve GHG emissions data collection.

Decarbonization Support

Ford was among the first American automakers to include our global supply chain on the Secaro, formerly Manufacture 2030 (M2030), platform. This climate best-practice program provides support for our suppliers with measurement, management, and reduction of carbon emissions, as well as water and waste.

This program also provides support to our suppliers in building an action plan toward carbon neutrality, helping Ford prioritize key focus areas and suppliers requiring extra support.

In 2023, we opened, and strongly recommended, the platform to all of our Tier 1 global production supplier sites, including suppliers who have yet to establish science-based targets. Currently around 30% of Tier 1 suppliers have been onboarded. Furthermore, a number of our large Tier 1 suppliers engage on the platform and require their suppliers to participate. This is an important step in addressing Tier 2 emissions.

Renewable Electricity Programs

The Transform: Auto program represents a commitment in tackling supplier Scope 2 emissions by Ford, Suppliers Partnership For the Environment, other OEMs, and Tier 1 Suppliers.

The program was launched in 2024 with our production suppliers in the U.S., Canada, and Mexico. We announced in 2025 that it is expanding to serve European markets. The program is being rolled out across the European Union, as well as in the United Kingdom, Türkiye, and Morocco.

Transform: Auto is 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. Through this program we support our suppliers in procuring renewable electricity through green tariffs, on-site solar, community solar, utility-scale renewable energy power purchase agreements, and environmental attribute certificates. The program offers a market-specific education and engagement opportunities. For suppliers operating in Europe, for example, it is grounded in reporting standards such as the Corporate Sustainability Reporting Directive (CSRD).

Data Quality and Availability

To enhance transparency across our supply chain, Ford actively engages in collaborative industry initiatives that drive sustainability and efficiency throughout the automotive value chain. By supporting uniform standards for data and information exchange through our participation in the Catena-X Automotive Network, we are working with partners across the industry to advance digital collaboration and trusted data sharing.

A key focus of these efforts is the calculation and exchange of product carbon footprint (PCF) data, which supports a deeper understanding of embedded emissions and helps inform our reduction strategies. In 2023, Ford initiated a beta testing phase to conduct a PCF data-sharing study with selected partners spanning up to Tier 4 suppliers. This project was completed in 2024.

In 2025, Ford continued its engagement by extending the PCF use case, emphasizing advanced PCF calculation capabilities and a more robust exchange of primary data across suppliers. These efforts further strengthen our contribution to a transparent, data-driven, and sustainable automotive ecosystem.

+Read More: In Human Rights

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Low-carbon Materials
Ford is actively working with our suppliers researching, investing in, and developing future opportunities for 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 Representative Electric Vehicle Material Supply Chain Emissions chart to the right. Note that this is only illustrative; the relative amounts will vary depending on the vehicle.

Batteries

The most significant opportunity for decarbonizing battery production is using low-carbon electricity during material refining, active material synthesis, and cell manufacturing. The decarbonizing potential further depends on battery design and material selection.

Transparency of this emerging key emissions source is also important to Ford from an environmental and human rights perspective. Since 2023, Ford has been working diligently to comply with the new requirements for our battery electric and hybrid electric vehicles.

+ **Read More:** In Responsible Sourcing

Steel and Aluminum

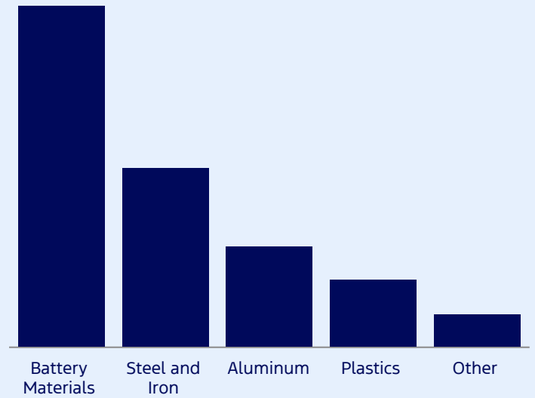
Decarbonizing steel and aluminum requires a fundamental transformation in production technology and energy sourcing. The case study to the right is an example of pioneering technology in the aluminum space.

For steel, some producers are moving away from coal-dependent blast furnaces toward green hydrogen-based Direct Reduced Iron (DRI) and renewable-powered Electric Arc Furnaces (EAF). In parallel, aluminum production is being redefined through the use of carbon-free electricity, such as hydropower, and emerging inert anode technologies. Underpinning both strategies is circularity: increasing the use of high-quality recycled scrap to reduce energy intensity and embodied carbon.

Ford has signed non-binding memorandums of understanding (MOUs) with strategic steel suppliers, signaling the need for near-zero emissions steel. We continue to meet with strategic suppliers to understand the transformation, including the increase in demand for carbon-free electricity and hydrogen.

We also continue to review lower-carbon options that can help progressively decarbonize metals during the transition to near-zero.

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



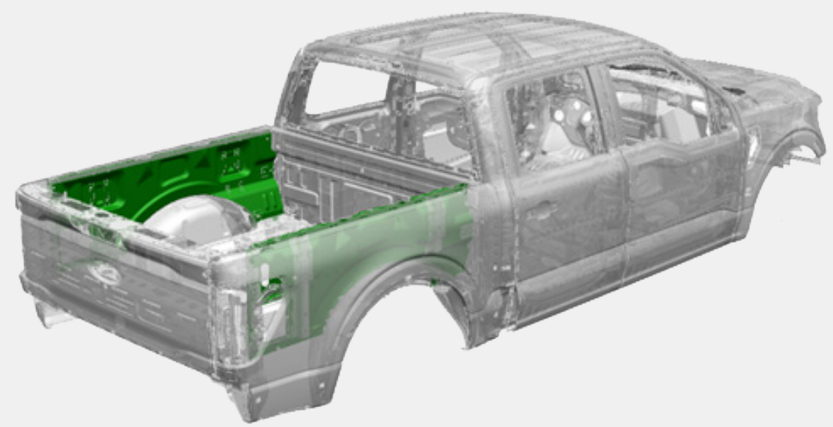
Pioneering Low-carbon Aluminum

Ford is helping to drive the automotive industry toward a sustainable future by pioneering the use of low-carbon aluminum in the F-150 through a strategic multi-tiered supplier engagement. As part of our broader commitment to achieving carbon neutrality, we are actively demonstrating breakthrough technologies for mass production that drastically lower emissions.

In 2025, we completed a successful production trial manufacturing F-150 box side inner stampings for over 10,000 vehicles. In the pilot, approximately 15% of the primary used in the aluminum sheet consisted of a blend of the lowest carbon intensity primary aluminum currently available — produced using cutting-edge inert anode technology — along with conventionally produced primary aluminum made with largely carbon-free energy.

This lower-carbon primary aluminum blend had a carbon intensity of 2.96 metric tons CO_2/metric ton of aluminum, significantly less than the North American primary aluminum average of 8.5 metric tons CO_2/metric ton of aluminum.

The lower-carbon primary aluminum that was trialed along with Ford's existing closed loop scrap system has the potential to reduce the product's carbon footprint while meeting every strict quality and durability standard required for our vehicles. While this new technology will take time to scale, by validating these advanced supply chains in real-world production, Ford is demonstrating that we are on the road to better.



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Plastics

Recognizing the important role the circular economy plays in reducing emissions embedded in our vehicles, we have set a specification to use 20% recycled and renewable plastics in new vehicle designs for North America, Europe, and Türkiye while our requirement for China is 10%. As of 2025, this has been integrated into company deliverables and procedures for new programs, and will apply to future vehicle designs.

+ **Read More:** In Circular Economy and End-of-Life

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.

Ford's Performance

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

Outlook: Supply Chain

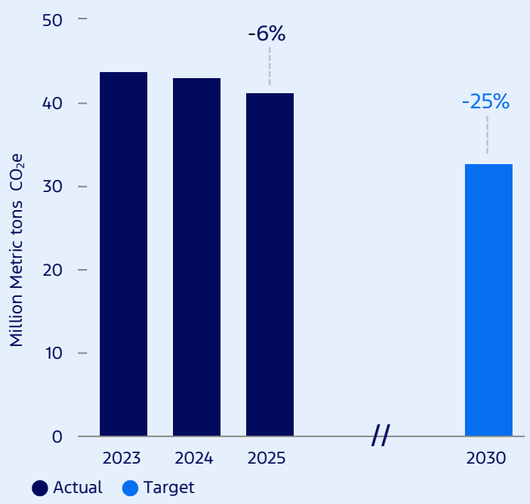
Decarbonizing the supply chain is increasingly important as we electrify our portfolio, and it remains a complex undertaking. Progress depends on close collaboration across the value chain to reduce the GHG emissions associated with materials and parts in a cost-effective manner. Steel is a prime example,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

While scaling lower-carbon materials will take time, we will continue working with our supply base to advance near-zero steel and other materials, along with lower-carbon options during the transition. We expect that increasing recycled material content will play a significant role in reducing emissions, as using recycled aluminum compared to virgin sources can reduce GHG emissions by up to 95%.[21]

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

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

Target and Progress — Supply Chain



Climate Transition Plan — Impact, Risks, and Opportunities

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Impacts, Risks, and Opportunities Identification and Assessment Process

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

+ **Read More:** In the Sustainability Statement

+ **Read More:** In Scenario and Resilience Analysis Process

Climate Impacts

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

+ **Read More:** In Transition Plan Investment

+ **Read More:** In Performance Data

Climate Risks and Opportunities

Introduction

Climate-related risks are divided into two categories:

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

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

Three scenarios were analyzed to identify transition and physical risks:

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

NZE helps expose transition risks, and while physical risks are covered by all scenarios, the RCP8.5 scenario represents the most severe physical risks in terms of timing and magnitude. See Scenario and Resilience Analysis Process in our Sustainability Statement for more details on the scenarios.

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

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

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

Transition Risks

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

Physical Risk — Our Own Operations

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

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

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

Physical Risk — Our Supply Chain

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

Climate Transition Plan — Impact, Risks, and Opportunities continued

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Our Climate-Related Risks

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

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 Material Climate-Related Risks to the right provides an overview of climate-related material risks identified through our DMA; it is not a complete listing of risks we examined. Examples are provided in the table Climate-Related Risks: Examples.

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 provides an overview of various opportunities identified in the key categories but is not a complete listing of our pursuits. Examples are provided in the table Climate-Related Opportunities: Examples.

Material Climate-Related Risks

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

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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 **Primary Potential Financial Impact:** Decreased revenues due to reduced production capacity	Ford's production and 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.	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. We also aim to reduce fresh water use by re-using wastewater. We are implementing a wastewater treatment process that will allow us to re-circulate the treated wastewater into our industrial water • To help slow water flow and increase infiltration, as well as mitigate high heat impacts and increase biodiversity, the plant has implemented an ecological upgrade of open areas These actions are ongoing in their implementation with several more planned within the next four 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 Transition Plan — Impact, Risks, and Opportunities continued

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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 **Primary Potential Financial Impact:** Decreased revenues due to reduced production capacity	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 prediction tool allows us to mitigate potential supply disruptions. In 2025, Ford built upon these existing capabilities with a new AI prediction model that continuously learns and refines its forecasts, improving its accuracy. When the platform identifies risks, the team immediately engages with suppliers through our digital collaboration platform to verify the impact and status. In 2025, the scaling of the platform enabled high-speed communication, reducing alert and response times to just hours. For weather-related events, when a risk is detected, inventory is automatically adjusted for the affected geo-fenced area, and digital "War Rooms" are established to optimize cross-functional collaboration and communication, proactively mitigating potential impacts.
Scaling Electrification **Risk Type:** Transition Risk — Market **Time Horizon:** Medium-term **Primary Potential Financial Impact:** Decreased revenues due to reduced demand for products and services	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: • We modify our 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 are planning to expand hybrid and extended-range vehicles across our portfolio with nearly every vehicle featuring a hybrid or multi-energy powertrain choice by the end of the decade. Our Electric Vehicle development will focus on our new Universal EV Platform enabling a family of affordable vehicles to be produced at scale for customers — and sustaining Mustang Mach-E, E-Transit vans, and our European passenger car and commercial vehicle models • We are expanding public networks and home charging opportunities • We are offering Ford Pro's end-to-end solutions including electric vehicles, charging, and software that will help facilitate businesses of all sizes to decarbonize, meet emerging regulations, improve productivity, and lower total cost of ownership

Climate Transition Plan — Impact, Risks, and Opportunities continued

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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, extended-range 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. Leveraging wholly owned plants and leading LFP technology to provide solutions for energy infrastructure and growing data center demand is another opportunity in the battery space.
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	Consumers in some regions 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 improve its environmental reputation with customers based on our electrification plans, supplemented with improved customer experience and our broader sustainability efforts. These include manufacturing decarbonization, circular economy actions, and renewable energy projects.
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.

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Climate-Related Opportunities: Examples

Climate-Related Opportunities	Description of Opportunity	Description of Response
Battery Energy Storage Business **Opportunity Type:** Products and services **Time Horizon:** Short-term **Primary Potential Financial Impact:** Returns on investment in low-emission technology	There is a rapidly growing battery energy storage systems market. Battery energy storage systems are critical to the clean energy transition because they can help improve renewable energy reliability, stabilize grids, reduce consumer costs, and help support carbon neutrality goals. Simultaneously, there is a large demand for battery energy storage from data centers.	Ford recently launched a new business under a wholly-owned subsidiary, Ford Energy LLC, to capitalize on this opportunity while our electric vehicle business scales. This strategic initiative will leverage currently underutilized electric vehicle battery capacity to create a new, diversified, and profitable revenue stream for Ford. Ford Energy will leverage wholly owned plants in Kentucky and Michigan and leading LFP technology to build a business focused first on utility-scale battery energy storage systems for large customers. For example, the Kentucky site will be converted to manufacture 5 MWh+ advanced battery energy storage systems. These systems are at the heart of the energy storage solution market for data centers, utilities, and large-scale industrial and commercial customers. We plan to invest roughly $2 billion in the next two years to scale the business. Production is planned to begin in late 2027.
Move to More Efficient Buildings **Opportunity Type:** Resource efficiency **Time Horizon:** Short-term **Primary Potential Financial Impact:** Reduced indirect (operating) costs	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, we have a 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 delivering energy efficiency at our facilities, including setting annual energy targets for our global manufacturing locations. Plant Energy Teams are assigned at each plant to set priorities and implement operational efficiency actions. Past actions have focused on improvements to lighting, compressed air, rotating equipment (fans, pumps, and motors), heating systems, and process system optimization. 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. These efforts translate into real climate and financial benefits. For example, starting in 2024 at the Livonia Transmission Plant in Michigan, we began a structured, two-year energy reduction effort with our utility partner. The plant has already saved more than 2.3 million kWh, which also results in financial savings.

Climate Transition Plan — Scenario and Resilience Analysis

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Scenario and Resilience Analysis

Scenario and Resilience Analysis Process

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

A team of internal subject matter experts qualitatively evaluated our corporate strategies, including our carbon neutrality strategy with associated mitigation actions and investments, assessing our resilience to each scenario. Each scenario requires a high-level qualitative assessment of the potential impact of the scenario and climate-related issues on Ford's financial performance (revenues and costs) and financial position (assets and liabilities). The team reviewed the scenario assumptions, brainstormed scenario implications to industry and Ford, and considered whether our strategies and investments are resilient to future business environments. The results presented below are an update to our prior year's published analysis and were finalized in March of 2026.

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

Each climate scenario was assessed for three time horizons:

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

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

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

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

Introduction to the Scenarios

These three scenarios cover conditions from high climate ambition to status quo to significant climate impacts, providing a useful range of circumstances to cover relevant risks and uncertainties in Ford's value chain.

The three scenarios:

- The NZE Scenario shows an ambitious global pathway for the energy sector to achieve net zero CO_2 emissions by 2050
- STEPS is an exploratory scenario of the current government policy landscape, mapping out a trajectory of policies that are in place or under development by global governments
- The IPCC's RCP8.5 considers a case with high energy demand and GHG emissions growth in the absence of climate policies, leading to high temperature increase

More details on the scenarios can be found in our Sustainability Statement. Industry and Ford implications are highlighted for important scenario factors over the three time horizons on the subsequent pages. 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).

The Results — Scenario Implications

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

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

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

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

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

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

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

Due to the above challenges and complexities, we expect that the transformation will take decades, going beyond the time horizons of this assessment. Ford has building blocks in place to be able to respond to various scenarios. Our ability to respond for the different parts of the value chain is outlined in our Sustainability Statement.

+ **Read More:** In Sustainability Statement

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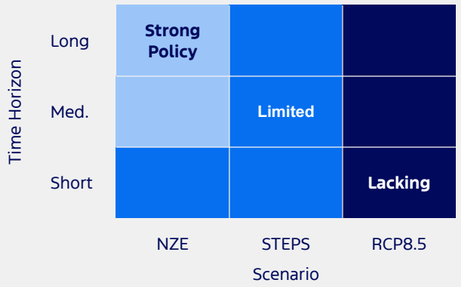
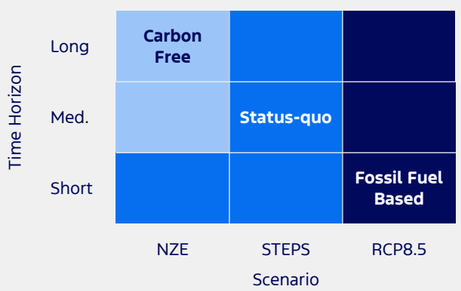
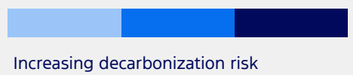
Scenario Summary

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. 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 Transition Plan — Scenario and Resilience Analysis continued

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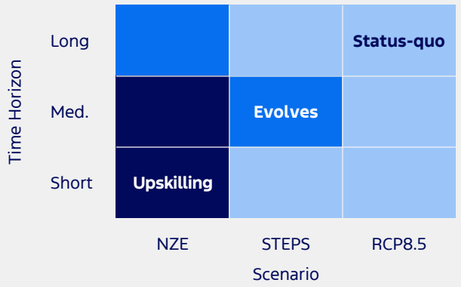
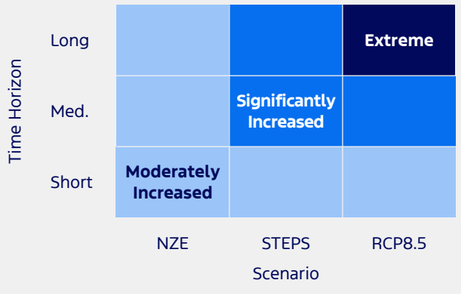
Scenario Summary — continued

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 this 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, but also through 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 Transition Plan — Scenario and Resilience Analysis continued

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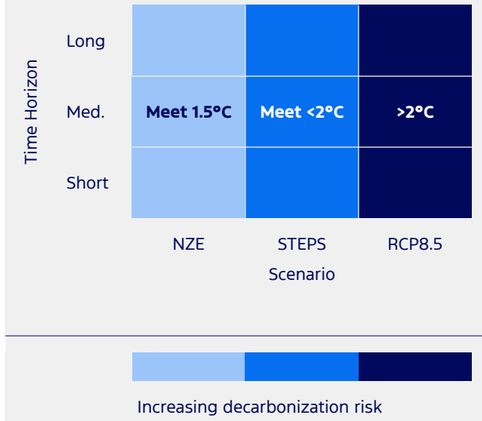
Scenario Summary — continued

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.

Case Study

Redefining the Work Experience

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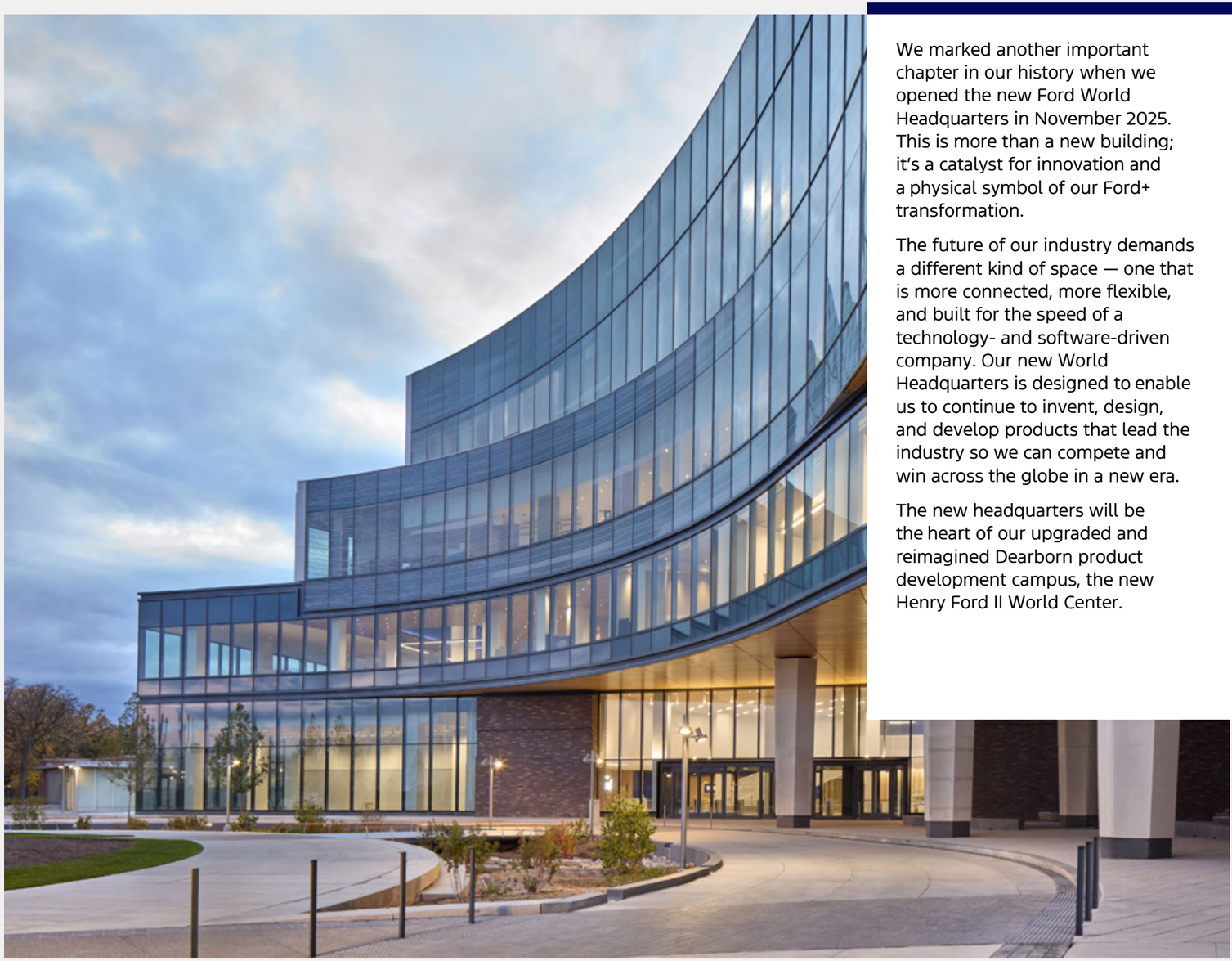
Key Takeaways

New Ford World Headquarters design is focused on sustainability, technology, and spaces for collaboration. The new building is targeted to use around 50% less energy.

More than 20 acres dedicated to open spaces, walking paths, and outdoor gathering areas.



We marked another important chapter in our history when we opened the new Ford World Headquarters in November 2025. This is more than a new building; it's a catalyst for innovation and a physical symbol of our Ford+ transformation.

The future of our industry demands a different kind of space — one that is more connected, more flexible, and built for the speed of a technology- and software-driven company. Our new World Headquarters is designed to enable us to continue to invent, design, and develop products that lead the industry so we can compete and win across the globe in a new era.

The new headquarters will be the heart of our upgraded and reimagined Dearborn product development campus, the new Henry Ford II World Center.

Designed for collaboration and sustainability, the new building will bring thousands of our engineering, design, and technology team members together in one collaborative space to innovate and solve problems faster than ever before.

World-class workspaces and modern technology, along with wellness rooms, prayer rooms, and mothers' rooms, give employees the best tools to do their life's best work, from our global offices to our manufacturing floors.

Repurposing the Glass House Site for Sustainability

Since 1956, the most recent Ford headquarters, known as the Glass House, has inspired generations of great innovators and birthed a long lineage of incredible products. Our new HQ will continue that legacy, while the Glass House will be sustainably decommissioned so that the site can be repurposed.

Continued on the next page →

Redefining the Work Experience
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Circular Economy and End-of-Life

Sustainability Highlights

The new building's design was informed by leading sustainability practices and is targeted to use around 50% less energy than our previous product development center. Our Headquarters is supported by a dual energy strategy that combines the efficiency and resilience of the on-site Central Energy Plant (CEP) with the carbon-free electricity supplied through Ford's long-term MIGreenPower agreement with DTE Energy. The innovative design centers around recovering heat that would otherwise be lost for building heat, minimizing natural gas used for this purpose.

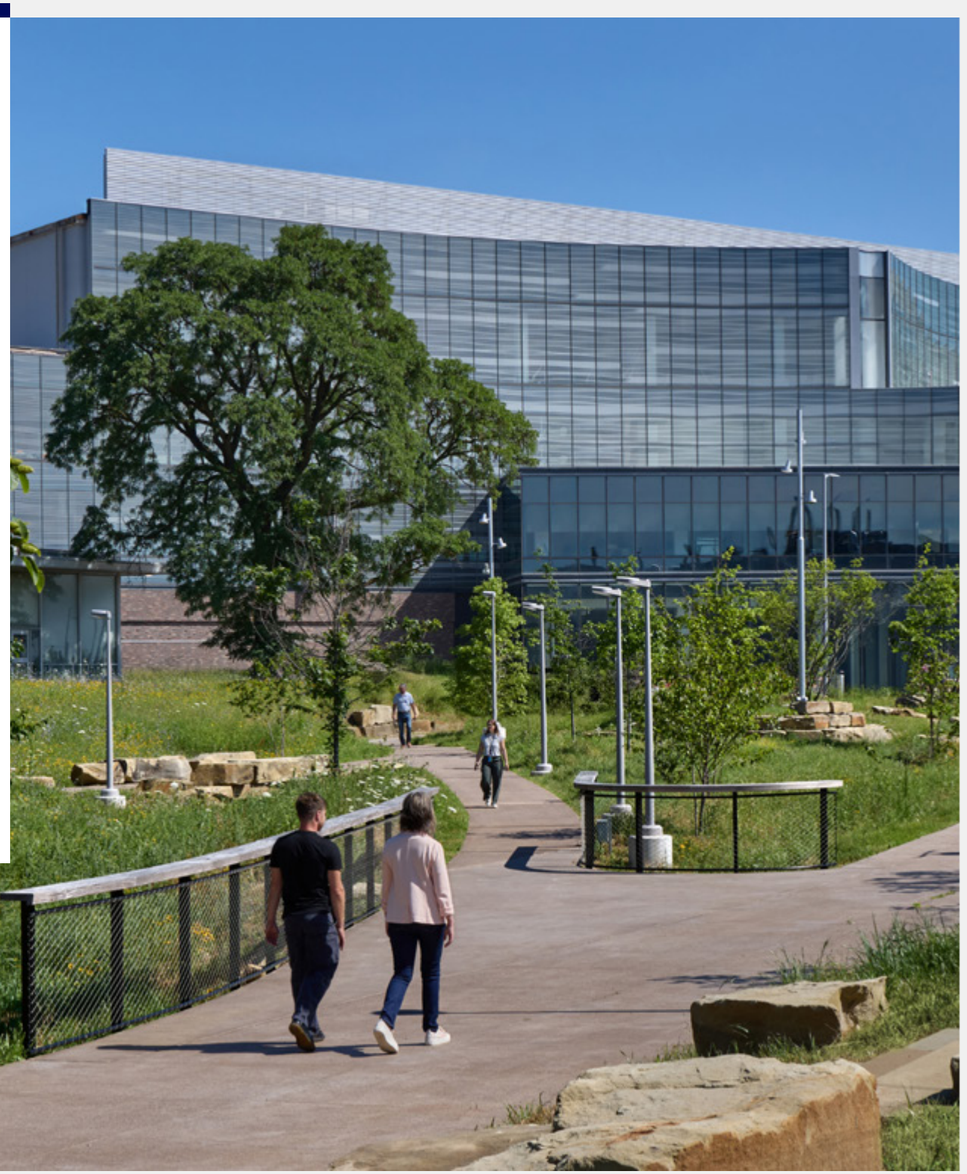
The design approach also focuses on enhanced walkability, promoting urban biodiversity, and advancing our sustainability goals. More than 20 acres of the campus will be dedicated to open spaces and will include a network of walking paths and outdoor gathering areas, many of which will be bordered by plants native to Southeast Michigan that require less water, help filter stormwater, and provide a home for pollinators.

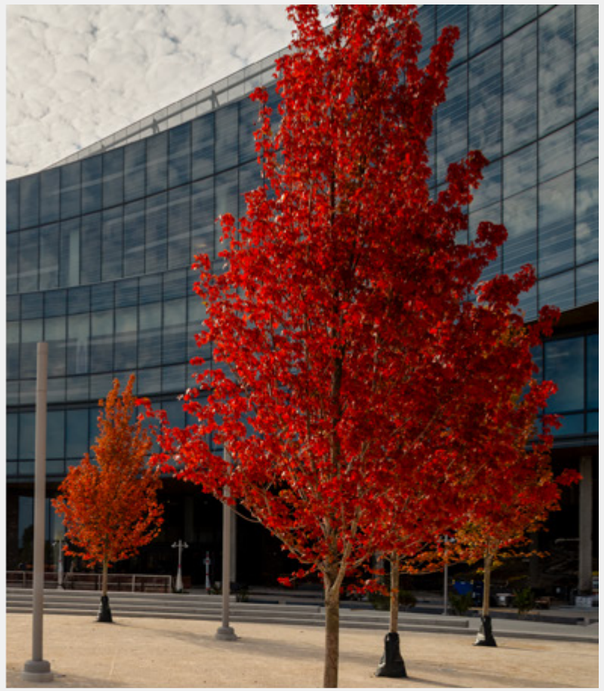
Additionally, as part of a major waste-reduction effort across the Company globally, the site is a zero waste to landfill facility.

A Pivotal Moment

Our new World Headquarters is part of a larger investment in our people and our facilities across the globe. At this pivotal movement, we are not just building the next generation of vehicles; we are building the next generation of Ford.

When a final section of the site is complete, thousands of employees will be able to walk through the open spaces between campus buildings, enabling greater collaboration in practice and proximity.





Air, Water, and Soil Pollution

Ford's Aspirations

Air

Focus

- Continue to work to reduce air emissions in addition to CO_2
- Work with Ford suppliers to reduce our collective environmental footprint

Ford's Commitment to Reducing Air, Water, and Soil Pollution

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

We are committed to meeting, and where possible, exceeding, regulatory requirements for facility-related air emissions, water emissions, and remediation of contaminated soil sites.

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

Management Approach

Our We Are Committed to Protecting Human Rights and the Environment policy mandates that we work to reduce emissions and requires us 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.

Tracking Our Performance

Vehicle Emissions

Ford complies with all emissions standards in jurisdictions where vehicles are sold. See a summary of these standards in our Sustainability Statement.

Our electrified product strategy will help reduce air pollutants emitted by internal combustion engine vehicles such as hydrocarbons, carbon monoxide, nitrogen oxides, and particulate matter, which can affect air quality.

Plant Air Emission Reductions

We meet or exceed all air emissions regulations for our manufacturing facilities. Ford manufacturing plants around the globe are required to meet specific air pollutant requirements as part of their air permits. However, our efforts go beyond simply meeting regulatory requirements. Ford tracks plant-specific emissions of volatile organic compounds (VOCs) for global assembly plants. Ford considers changes in abatement, changes in paint usage, the launch of new products, and production and line speed when monitoring this data.

At each Ford plant, a data-driven 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.

Ford also 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.

All of our manufacturing plants are certified to the ISO 14001 environmental standard.

Supply Chain

Ford employs a risk-based approach to analyze potential pollution impacts and risks from our suppliers. Suppliers with higher overall potential risk scores are directly engaged to evaluate their pollution mitigation strategies.

+ **Read More:** In Sustainability Statement

Our Initiatives

Ensuring Compliance with Upcoming Regulations

Planning is underway to ensure compliance with recent or pending air quality regulations affecting stationary sources that will begin to take effect in 2026 and beyond. These regulations include reduced emission limits, enhanced monitoring, and reporting requirements.

Employing Nature-Based Solutions

At the Kansas City Assembly Plant, we successfully implemented nature-based ecological solutions, such as a natural wetland system and eco-friendly drainage, to address stormwater challenges.

Global Recognition

Ford Global Technology and Business Center (GTBC) India received the Silver Award at the Confederation of Indian Industry (CII) Environmental Health and Safety (EHS) Excellence Awards in 2025.

Ford Thailand Manufacturing received the Green Industry Level 4 — Green Culture from the Thailand Ministry of Industry.

In 2025, the Cuautitlán Battery Assembly site in Mexico achieved its two-year Clean Industry certification.

Water Resources

Ford's Aspirations

Water

Focus

- Minimize our environmental impact and set new standards for responsible water use in the automotive industry
- Reduce our freshwater consumption and minimize our impact on local water resources
- Improve the quality of water leaving our sites
- Work with Ford suppliers to reduce our collective environmental footprint

Ford's Commitment to Water Resources

We recognize the critical importance of water conservation and are committed to responsible water management across our operations. We aim to minimize our environmental impact, support local communities, and set new standards for responsible water use in the automotive industry.

We have set the sustainability aspiration to shrink water footprint in manufacturing processes and use freshwater only for human consumption.

Management Approach

We take a holistic approach to water management to continuously reduce our water footprint and ensure our operations do not detrimentally impact people's access to fresh drinking water in the communities where we operate.

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. We have also signed the UN CEO Water Mandate.

Strengthening Water Stewardship Across Global Operations

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.

Launching in 2026 and continuing through 2030, the fourth generation of our Global Manufacturing Water Strategy strengthens our longstanding leadership in water stewardship by expanding beyond efficiency and conservation to meet emerging global expectations around transparency, discharge quality, and context-based targets.

Building on more than two decades of progress, the 2026–2030 strategy establishes a 10% global freshwater reduction target from a 2025 baseline and a 25% context-based reduction at facilities in water stressed regions.

To further strengthen our water stewardship, we are enhancing our internal monitoring of water flows and discharge quality. This proactive approach helps ensure our operations remain resilient in a changing regulatory landscape while continuing to safeguard local community resources.

Supply Chain

Ford has a long history of working with suppliers to increase best practice adoption. In 2025, we updated our Supplier Code of Conduct to require our suppliers to set water reduction targets and reduce freshwater usage in their own operations and along the upstream and downstream value chain, prioritizing but not limited to water stress areas.

Ford includes our global supply chain on the Secaro platform, which helps our suppliers with measurement, management, and reduction of water usage.

Tracking Our Performance

Metrics and Targets

The third phase our global water strategy concluded in 2025 with an astounding 24.8% reduction in absolute freshwater usage since 2019, exceeding our 15% target.

Since 2000, we have achieved a 77.1% reduction in annual water use, accounting for nearly 225 billion cumulative gallons of water avoided.

We have prioritized sites located in water-stressed areas, especially when seeking alternative sources of water. In 2025, our use of alternative water was 8.0% in water scarce areas.

Achieving Zero Freshwater for Manufacturing

Both the Irapuato Electric Power Center and Chihuahua Engine Facility continue to achieve zero freshwater for manufacturing status and only use potable water as a backup in exceptional cases.

In addition to improving water quality of any discharges at our sites, we continue to expand existing freshwater reduction initiatives at our sites.

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

Water Resources
continued

Climate Change
Air, Water, and Soil Pollution
→ Water Resources
Biodiversity and Ecosystems
Circular Economy and End-of-Life

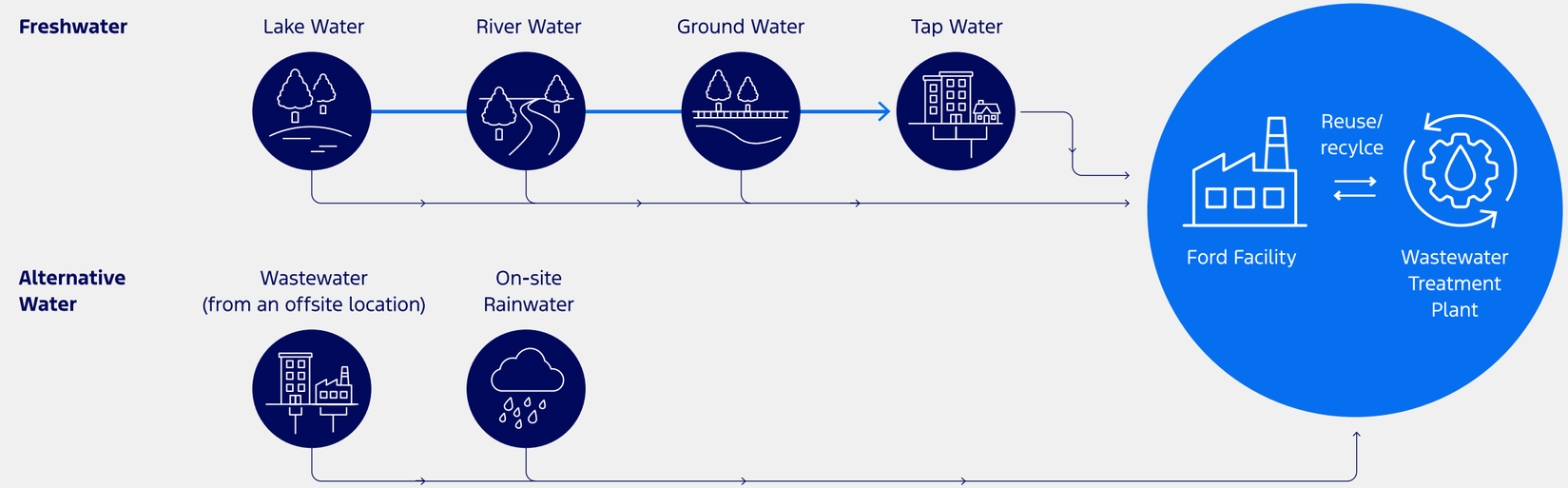
Our Initiatives

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 helps ensure a consistent, high level of environmental responsibility across our global operations.

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.

Emergency Preparedness
To safeguard against potential environmental incidents, all Ford manufacturing sites have comprehensive emergency response plans in place outlining prevention and mitigation methods, procedures, and actions. These emergency preparedness measures help us protect local water resources, comply with regulatory requirements, and uphold our commitment to environmental stewardship across all our manufacturing operations.

Water Use at Our Facilities



Water Resources
continued

Water Conservation

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 to our suppliers.

Ford's comprehensive water management policies apply universally across all our operations and facilities, regardless of their location or local water conditions.

Using 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 treated wastewater from municipal sources and 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 options that minimize our environmental impact and support local water resources.

Improve Clean Water Discharge

We recognize that responsible water management extends beyond our facilities and impacts the broader ecosystem and local communities. We strive to be a positive force in water conservation and quality improvement, contributing to the well-being of both the environment and the communities in which we operate.

Guided by our aspirational principle, "Improve Clean Water Discharge," we take a balanced and systems-based approach to water management — ensuring that water is appropriately stored, evaporated, infiltrated, treated, and released. A central focus of this approach is the quality of water leaving our sites, with particular emphasis on direct discharges to local streams and rivers.

"Improve Clean Water Discharge" encompasses three key elements:

- Minimizing pollutant loads and improving the quality of water returned to the environment
- Advancing water management practices that protect aquatic ecosystems and downstream users
- Strengthening data collection, monitoring, and transparency related to wastewater discharges

Through this evolution, Ford aims to further advance our water stewardship practices beyond compliance, supporting environmental protection, community well-being, and readiness for emerging regulatory and disclosure expectations.

Planting Trees to Mitigate Rainwater Runoff

Something as simple as planting a tree can have a positive impact on rainwater runoff. Volunteers from Ford's Irapuato Electric Powertrain Center, Hermosillo Stamping & Assembly Plant, and Cuautitlán Stamping and Assembly Plant demonstrated environmental stewardship when they participated in reforestation, tree planting, and agricultural activities that resulted in the planting of approximately 500 trees. Implementing ecological projects like this have several co-benefits, including carbon sequestration, water infiltration and filtering, and biodiversity support.

In 2025, Ford Motor Company also supported the spring tree planting event in Marshall, MI, helping to plant 60 new trees. This effort contributes to urban forestry initiatives and helps to reduce stormwater runoff.

Living Lands and Waters

One of Ford's core values is to take care of the communities in which we operate, which includes helping conserve and protect vital natural resources so that we can all enjoy a cleaner, healthier future. Our ongoing collaboration with Living Lands & Waters, a nonprofit dedicated to the protection, preservation, and restoration of the nation's major rivers and their watersheds, helps us put this value into action. Our partnership has resulted in Ford and community volunteers removing over 20,000 pounds of debris and waste from our nation's rivers and lakes. We completed five projects in 2025, including a cleanup of McKellar Lake in Memphis, Tennessee, near BlueOval City.

Executive Chairman Bill Ford at a cleanup along the Detroit River in 2025.

Biodiversity and Ecosystems

Focus

- Contribute positively to the health and resilience of the environments in which we operate
- Enhance our positive contributions to local ecosystems
- Align our biodiversity approach with recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) framework

Ford's Commitment to Biodiversity

Globally, our teams are fostering a better relationship with nature by minimizing our environmental footprint and striving for positive impact to ecosystems. Through these concerted efforts, we aim to mimic ecosystem performance.

Management Approach

Advancing Biodiversity Stewardship

We are advancing our environmental stewardship by conducting a biodiversity assessment aligned with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) framework. This moves us beyond broad environmental management toward a specific, location-aware approach that addresses nature as a distinct category of risk and opportunity.

Ford is not starting its journey from scratch. We are building upon an environmental legacy; leveraging existing governance structures, corporate policies, and manufacturing excellence.

Tracking Our Performance

Nature-Driven Methodology

We are adopting a methodology that represents a deliberate shift from traditional impact minimization toward a forward-looking, science-based site sustainability approach. This is designed to enhance the ecological value of our facilities by aligning site performance with, or exceeding, the benchmarks of local reference ecosystems.

Central to this methodology is a rigorous, quantifiable evaluation of ecosystem functions, including biodiversity support, to identify opportunities where facilities can deliver positive contributions to surrounding communities and ecosystems.

To operationalize across our global manufacturing portfolio, we are collaborating with a third-party consultant, whose nature-based methodologies and ecosystem intelligence tools enable standardized assessment, scoring, and scenario modeling. These assessments allow us to determine performance gaps, prioritize design interventions, and systematically integrate ecological solutions, ensuring each site contributes to Ford's broader positive impact goals.

Data-Driven Risk Management

We have integrated nature-related evaluations into our enterprise-wide risk management, notably conducting a specific biodiversity risk assessment in 2024 using the World Wildlife Fund Biodiversity Risk Filter and Key Biodiversity Areas Tool. The findings indicated that our current operational impact on biodiversity remains limited. Nonetheless, this finding underscores the importance of advancing our proactive positive impact strategy.

In addition, in 2025, our European Environmental Group launched a collaboration with the University of Cologne and the Technical University of Applied Sciences in Cologne to measure biodiversity status, climate impacts, and intervention results. These results can help inform the evaluation of our existing measures and support future sustainability efforts with greater precision.

Our Initiatives

Biodiversity Preservation at Our Sites

Biodiversity projects at our locations are part of our overall site sustainability plans, which also include specific actions for water management, carbon sequestration, and nature-based solutions.

The outdoor areas of many of our company premises offer potential for protecting biodiversity. For example, we have restored native plant life at the Cologne Electric Vehicle Center and will plan further measures once the newly developed biodiversity assessment has been completed.

Two ecological enhancement measures have been implemented at the Valencia, Spain, site through site- and climate-adapted replanting.

In the U.S., Ford is implementing a comprehensive plan for environmental safeguards at BlueOval Battery Park in Marshall, Michigan, with a strong focus on water. As construction continues at BlueOval Battery Park, Ford has 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.

+ **Read More:** In Water Resources

Biodiversity and Ecosystems continued

Bronco Wild Fund

The Bronco Wild Fund (BWF) program celebrated its fifth anniversary in 2025. This program exemplifies our unwavering commitment to promoting responsible access, preservation, and stewardship of America's cherished outdoor spaces.

By continuing to connect people to the outdoors responsibly, BWF aims to inspire a new generation of stewards and ensure that America's natural wonders remain vibrant and accessible for years to come.

To commemorate five years of impact, BWF announced significant new commitments to help restore lands and outdoor recreation spaces impacted by the recent devastating fires in California through:

- A $100,000 grant to the National Forest Foundation (NFF) to support vital wildfire restoration efforts across California, helping to re-establish critical ecosystems
- A $100,000 commitment to California State Parks through America's State Parks Foundation is specifically directed toward state parks impacted by the Pacific Palisades fire

Bronco Wild Fund is powered by a portion of the proceeds from every Bronco and Bronco Sport SUV sale. This funding allows us to inspire and enable outdoor enthusiasts to connect with nature responsibly.

The program's collaborative approach leveraging the Ford Dealer network and Team Bronco Ambassadors to impact local communities, while working with organizations such as America's State Parks, the NFF, and Outward Bound USA has been key to delivering on its core pillars: increasing access to outdoor experiences, preserving natural lands, and promoting responsible stewardship for the future.

For example, the robust reforestation work with NFF facilitated the planting of more than 2 million trees across the U.S. since 2020, which includes planting a tree for every Bronco and Bronco Sport sold through 2024. Our Ford dealer community events increased access through scholarship programs, trail projects, and clean-ups.

Since the Bronco Wild Fund program began in 2020, Ford has dedicated more than $10.3 million to the program to support the outdoors; an additional $8.2 million has been matched or unlocked by BWF contributions.

Ford Wildlife Foundation in South Africa

The Ford Wildlife Foundation (FWF) provides essential mobility solutions that enable groundbreaking environmental education, research, and urgent conservation efforts for South Africa's biodiversity. In 2025, Ford Ranger Double Cab 4x4s provided by the FWF helped power the vital work of conservation teams in South Africa in their efforts to protect endangered species. These partnerships are a powerful symbol of how local industry can directly contribute to safeguarding South Africa's most cherished species and ecosystems. Examples span across local wildlife, each with its own story of conservation utilizing locally assembled Ford Rangers:

- After South Africa's national bird, the iconic Blue Crane, was officially designated as "Vulnerable," a Ford Ranger is proving indispensable for Endangered Wildlife Trust teams as they conduct critical fieldwork
- A Ford Ranger is enabling Cape Leopard Trust teams to access elusive leopards' rugged mountainous habitats as they work to conserve leopards and promote biodiversity across the Western Cape
- As the Freshwater Research Centre works to reintroduce the endangered Witvis to the Berg River, a Ford Ranger allows conservation teams to access remote locations and transport fish safely

Established in 2014, FWF currently supports 28 projects across South Africa and one project in Mozambique. This comprises 17 conservation projects, seven research projects, and five environmental education projects. These efforts show that our people, products, and resources when put together can have a multiplier effect in supporting local wildlife and biodiversity.

+ Read more: www.ford.co.za/about-ford/wildlife-foundation/

Biodiversity and Ecosystems continued

Butterfly Effect: How Ford Employees Are Helping Save Monarchs

A visit to a butterfly garden by a Ford environmental control engineer planted seeds that have blossomed into a biodiversity project at the Essex Engine Plant in Windsor, Ontario.

Monarch butterflies are an endangered, pollinator species. Contributing to the problem, milkweed plants — the only plants that monarchs will lay their eggs in, and the only food source for their caterpillars — are in short supply. This is where passion meets action.

Led by Ford engineer Josh Ducharme and the founder of a monarch butterfly enthusiast group, a team of Ford employees, local volunteers, and community organizations harvested, prepared, and packaged more than 1 million milkweed seeds collected from the Essex Plant grounds and distributed them through 25+ local community events for planting. And that's just the beginning. Looking ahead, Ducharme would like to see the Essex Engine Plant site find ways to reestablish more native plants on the grounds to support the local ecosystem. Habitat restoration is a crucial effort in environmental stewardship, and our employees are taking flight for their local facilities and communities.

Biodiversity Efforts in India

Initiatives to preserve biodiversity in India include reforestation and water restoration and rejuvenation programs.

Ford Business Solutions India supported the restoration and rejuvenation of two lakes which had suffered severe degradation and decline in their water storage capacity.

As a part of the restoration efforts, the team cleared invasive weeds, removed silt and soil deposits, and strengthened an embankment. The result: the restoration of 111,720 kiloliters of water capacity in the lakes and irrigation support for over 130 acres of land. More than 2,000 people including farmers have benefited, and the rejuvenated ecosystems now support biodiversity in the region.

The initiative has also fostered community participation and environmental stewardship by engaging local stakeholders, demonstrating a holistic approach to sustainable water management.

India Sanand Engine Plant has taken significant strides in sustainability with its Green Area Development initiative. As part of this effort, the plant organized a Tree Plantation Drive in 2025, resulting in the planting of over 350 trees, adding approximately 3,000 square meters of green area. Consequently, the total green area within the plant premises now stands at 113,500 square meters.

Supply Chain Biodiversity

We expect our suppliers to contribute to the preservation of biodiversity. Our Supplier Code of Conduct requires suppliers to adhere to responsible sourcing policies, protect ecosystems, and mimic ecosystem performance, especially key biodiversity areas, in locations impacted by their operations.

Our Supplier Code of Conduct and responsible sourcing models, currently used for conflict minerals, provide a proven framework that we are actively adapting to address broader nature-related risks across our supply chain.

We require all Production and Ford Customer Service Division Suppliers to certify manufacturing sites that provide products to Ford to ISO 14001 through an accredited third-party registrar.

Reducing Deforestation

Ford acknowledges that forests are vital to both its operations and society, providing essential resources and ecosystem services. In recognition, we are dedicated to reducing deforestation and preventing forest degradation.

We require our suppliers to safeguard forests and promote responsible land use. We expect our suppliers to avoid illegal deforestation in accordance with international biodiversity and deforestation regulations and exclude the use of raw materials or products originating from deforested, degraded, or illegally logged forests.

Ford has implemented a solution to ensure compliance with European Union Deforestation Regulation 2023/1115, which aims to minimize the EU's contribution to global deforestation and forest degradation. We are engaging with our suppliers to ensure they understand these requirements and collaborating with them on compliance. These efforts underscore our commitment to compliance and global deforestation risk mitigation.

Circular Economy and End-of-Life

Ford's Aspirations

Focus

- Expand our use of sustainable materials focusing on recycled or renewable plastics, battery recycling, and sustainable sourcing
- Develop a timeline to further reduce use of substances of concern in Ford facilities

Ford's Commitment to Circular Economy and End-of-Life

Using renewable and recycled materials in our vehicles delivers multiple benefits including waste reduction, decreased utilization of natural resources, and reduced carbon footprint.

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

We have also 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.

Management Approach

Ford has multiple polices, strategies, and initiatives in place that support the development of the circular economy and advance our progress towards our aspirational goals.

To achieve our goals, we are focused on vehicle components, battery recycling, reducing substances of concern and substances of very high concern, and waste management.

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. The policy also calls on us to divert waste from landfill to products and reduce single-use plastic.

Life Cycle Assessment (LCA) Research and Regulations

Life Cycle Assessments show the lifetime GHG emissions of Ford electric, hybrid, and gas models. LCA-based studies help us evaluate potential environmental implications of vehicle raw materials, manufacturing, use, and end-of-life. We published third-party certificated LCA results for eight different vehicle nameplates in the EU in 2025.

We are monitoring LCA-based reporting regulations that are under development around the globe.

+ **Read More:** In Ford LCA Methodology Report

Supply Chain

Our Supplier Code of Conduct requires our suppliers to improve recyclability of Ford products, eliminate waste, divert waste from landfill to products, and work to eliminate single-use plastics.

Tracking Our Performance

Metrics and Targets

Ford specifies new vehicle designs in North America, Europe, and Türkiye use 20% recycled and renewable content in vehicle plastics, and 10% in China. As of 2025, this has been integrated into company deliverables and procedures for new programs, and will apply to future vehicle designs.

Achieving this internal requirement 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.

We are accelerating efforts to incorporate current and future requirements across our vehicle lineup.

Our Initiatives

Recycling and Remanufacturing Auto Parts

We collaborate with parts recyclers and remanufacturers to enable the use of recycled and remanufactured parts in vehicle repairs, reducing the need for new materials. Remanufacturing saves energy, uses less raw material compared to a new unit, and helps extend the life cycle of the vehicle product line. Reclaimed materials include steel and aluminum from transmission material and cast iron, steel, and aluminum from engine material.

+ **Read More:** In Sustainability Statement

Circular Economy and End-of-Life continued

Climate Change
Air, Water, and Soil Pollution
Water Resources
Biodiversity and Ecosystems
→ Circular Economy and End-of-Life

Plastics

Over 85%[12] of vehicle materials are recyclable and reusable at their end-of-life. While metals are highly recycled, we are committed to further improving recycling processes. 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 recycled and renewable content in plastics in our vehicles' designs, 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.

Using Recycled Materials for Vehicle Parts

While not every plastic part can easily incorporate 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 manufacturing plants are diverted from incineration and landfill to be captured and reprocessed into vehicle parts such as under storage bins.

We also derive value from waste material, using recycled ocean-bound 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 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, i.e., a raw material, 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 model year Mustang, has been used in every Ford North American assembled vehicle for seat cushions and backs for more than a decade, totaling over 26 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 has reduced GHG emissions by about 226 million pounds cumulatively, and continues to save an average of 3.9 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.

Other Components

Reducing dependencies on virgin materials is an important part of the circular economy. Our innovative approach includes a variety of initiatives such as converting CO_2 to polyurethane foam, closed-loop aluminum recycling, and battery recycling.

Converting CO_2 to Polyurethane Foam

Ford was the recipient of a $2.5 million grant from the U.S. Department of Energy (DOE) in 2022 for a three-year research project to use captured carbon dioxide (CO_2) as a feedstock to make more sustainable polyurethane (PU) foams for automotive applications. The goal of this work was to develop and validate the technology to produce an economically viable, sustainably sourced commercial foam product meeting all performance and durability requirements.

What Is in a Typical Vehicle?[22]

71%
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

According to the U.S. Office of Critical Minerals and Energy Innovation, 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.

In 2025, the project's final year, Ford and our partners successfully fabricated PU seat cushions containing up to 13.5% sustainable carbon from CO_2 and renewable feedstocks in an industrial molding facility. Compared to conventional foams, the CO_2-based foams showed potential to reduce embodied carbon by up to 15% and to reduce energy demand by up to 10%. These CO_2-based foams were shown to pass all materials and performance requirements for seating applications.

Closing the Loop in Aluminum Recycling

Ford operates the largest automotive aluminum closed-loop recycling system in the world. The system maximizes aluminum recycling in our plants while minimizing the need for primary metal.

+ **Read More:** In Sustainability Statement

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. We have a follow-on project with the University of Michigan to further develop our LCAs for steel and aluminum to be more generically representative of our sheet metal supply base. We've also funded and kicked off a similar project on developing an LCA for aluminum casting.

Expanding Aluminum Circularity

New initiatives are underway to expand aluminum circularity. In 2025, truck box inner panels on approximately 10,000 F-150s were produced with Ford aluminum sheet grade manufactured using low-carbon primary aluminum. This achievement demonstrates the technical feasibility of breakthrough technology to deliver future scale-ability for near-zero and low-carbon primary aluminum.

+ **Read More:** In Climate Change

Battery Recycling

In line with Ford's commitment to protecting the environment and advancing a circular economy, end-of-life vehicle 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 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 electrified products 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.

Efforts to recycle end-of-life batteries continue to grow in Canada as Ford has scaled its recycling program in 2025 to a nationwide program. And in the U.S. the volumes continue to grow nationwide.

Substances of Concern and Substances of Very High Concern

Ford's Restricted Substances Management Standard (RSMS) and associated Restricted Substances List 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.

Ford is actively working to phase out and reduce substances of concern in its products and manufacturing through RSMS.

Key initiatives include proactively engaging suppliers to eliminate certain substances ahead of regulatory bans, and utilizing the RSMS forecasting documentation to encourage suppliers to remove Substances of Concern from hard parts and chemicals. The Global Manufacturing Materials Strategy further expands these efforts to high-volume commodities like paints and adhesives, and we are working with suppliers of high-volume commodities to review current use of substances of concern and identify possible alternatives.

Ford requires global suppliers to report on substances of concern. We have initiated a comprehensive engagement strategy with our suppliers, encompassing three major material categories, including lubricants and paints. The primary objective of this outreach is to achieve a measurable reduction in the presence of substances of concern within our material inputs. Concurrently, we systematically track the chemical composition of materials used across our operations. Our ongoing analysis of this data indicates a reduction in the concentration of identified substances of concern.

Reducing Operational Impacts

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

Circular Economy and End-of-Life continued

Waste Management

Our approach to Waste Management is motivated by reducing long-term liability (through zero waste to landfill), reducing use of raw materials (through waste generation targets), and increasing reuse and recycling of materials that must be used (through waste disposal targets).

Reducing waste has multiple benefits. It promotes the efficient use of material resources and helps reduce impact on the planet. By reducing or recycling generated waste, we can reduce material sent to the landfill, lessen GHG emissions, and generate an additional supply of valuable resources.

We are in 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 20%. 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 Production and Ford Customer Service Division 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.

Metrics and Targets

We are on track to achieve our 2027 waste disposal target, with a nearly 25% reduction since 2022, despite an almost 5% increase in total waste generation. To realign with our goals, we are focusing cross-functional efforts on reducing non-returnable dunnage in domestic shipments — driving down generation while maintaining our 84 zero waste to landfill sites globally.

Waste Management 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.

Eliminating and Reducing 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.

A new initiative is helping reduce use of single-use plastics in packaging materials. By shipping the plastic packaging materials used to protect transmissions back to some originating plants, we can lessen the energy and GHG emissions associated with recycling compared to direct reuse.

Other projects initiated in 2025 focused on circularity by capturing plastic waste (caps, films, packaging, etc.) from manufacturing facilities to use as closed-loop recycled content via chemical or mechanical processes.

Going Paperless at Ford

Efforts to eliminate the use of paper continue. For example, Tatui Proving Ground in Brazil is using QR codes to reduce printing needs.

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.

Cologne EV Center Waste Reduction

We have implemented a waste segregation process at our Cologne VO plant to accurately quantify waste sources and identify opportunities for valorization, or the process of creating value from resources. For example, we are actively pursuing initiatives to reuse plastic (from caps) and cardboard, with the goal of achieving circularity for these materials.

In this section

Social

Human Capital Management and Diversity, Equity, and Inclusion

Ford's Aspirations

Diversity, Equity, and Inclusion

Focus

Create an environment of respect and inclusion

Ford's Commitment to Human Capital and Diversity, Equity, and Inclusion

Our employees are the key to delivering our Ford+ transformation plan and are our company's competitive advantage. We strive to create a workplace where our team can do their best work with excellence, focus, and collaboration, delivering short- and long-term business success.

We foster an environment of respect and inclusion at Ford, recognizing that the true value of bringing diverse groups together is listening to each of the voices in the room.

We set an aspirational goal to support a respectful, safe, and inclusive workplace where each person is valued.

Management Approach

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 We Are Committed to Protecting Human Rights and the Environment policy also includes commitments to employees such as prohibiting harassment or discrimination in any form and treating our workforce fairly, humanely, and with respect and dignity.

Our Board of Directors provides oversight on human capital matters. The Compensation, Talent and Culture Committee maintains responsibility to review, discuss, and set strategic direction for various people-related business strategies. Collective recommendations to the Board and its committees are an important part of how we proactively manage our human capital and create an employee experience that allows employees, and our organization, to thrive.

+ **Read More:** In Sustainability Statement

Our Initiatives

Workforce and Talent Development

For 123 years Ford has been shaped by values rooted in purpose and strengthened by the people who bring our mission to life. Generations of employees have chosen to build their careers here, because they believe in the impact of the work and have passion for the customers they serve.

Looking forward, we are focused on advancing the elements that define who we are — our people, our mission-driven culture, and our commitment to customer and performance excellence.

Our talent strategy is organized around the pillars of Attract, Develop, Reward, Manage, and Support — they guide how we build, engage, and enable our workforce.

Talent

We focus on attracting and developing talent with the expertise, skills, and experience necessary to deliver on our strategy and contribute to long-term organizational success.

We do this by recruiting experienced domain experts to deliver our strategy. To feed our talent pipeline, we maintain an early career and internship program, along with professional and community organization partnerships.

Ford's strong reputation and commitment to our customers enhances our ability to attract top talent across key functions.

We look to develop our internal talent while bringing in outside talent to build our overall capability. Our team focuses on robust succession planning, which helps prepare internal talent for future roles while supporting continuity.

All of our employees have access to on-the-job learning, coaching, and mentoring to strengthen functional and leadership capabilities.

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 2025 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 2026 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 partners 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.

Engaging With Labor Unions

Ford has a longstanding history of working with unions. We remain committed to the collective bargaining process, and to partnering on areas of common interest.

Human Capital Management and Diversity, Equity, and Inclusion continued

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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). 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. This includes global town halls, a company intranet and employee mobile application, corporate publications and reports, and executive listening sessions and Q&A events.

Employee Feedback

Understanding our employees' sentiments is essential. We seek feedback from our employees via our annual engagement survey and always-on shorter pulse surveys, as well as capturing real-time feedback following town halls and significant events, such as the opening of our new World Headquarters.

Employee Sentiment Survey

Our annual 2025 Employee Voice survey, which measures employee sentiment, was sent to all salaried employees via an email which includes explanations on the survey data governance and privacy process. To ensure individual employee confidentiality, no results for any group of less than five are shown.

Our privacy policy and confidentiality disclosures are shared with all employees.

As Ford moves through its largest transformation in company history, maintaining employee engagement is a key focus area. The 2025 survey showed that employees have sustained pride in the Company and recognize the overall efforts to reduce waste and improve efficiency.

- 88% stated they are proud to work for Ford, and 79% said they would recommend Ford as a great place to work
- 84% felt comfortable expressing concerns that may impact quality and efficiency objectives
- 82% reported driving out waste and increasing efficiency are an important part of their objectives

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, 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.

Total Rewards Programs

Ford's total rewards programs are an important part of the Company's overall value proposition. Our rewards are designed to attract, retain, and develop talented employees who are passionate about Ford's purpose and committed to delivering excellent products and services.

The program includes competitive compensation, benefits, challenging and rewarding work, empowerment, career development opportunities, and a supportive and diverse work environment.

Employee Benefits

Core to Ford's value proposition is providing a diverse range of benefits and guiding employees on how to best use these resources to achieve their personal needs and career objectives. Our 2025 Voice Survey showed that 83% of our global salaried workforce is aware of and understands the benefits Ford offers to support their physical, mental, and financial wellbeing.

Ford offers a complete spectrum of benefits that are tailored to adapt to specific locations and country regulations. Benefit packages often encompass retirement plans, medical coverage, life and accident insurance, disability protection, and paid time off for vacations and holidays.

Regardless of their work location, Ford team members are part of a work environment that places paramount importance on their health, safety, and overall well-being. In the U.S. this includes a medical plan option requiring zero monthly paycheck contributions; and immediate medical, dental, and prescription drug coverage.

U.S. salaried employees and their eligible family members have access to a broad array of mental health support, including up to 10 free in-person or virtual coaching or therapy sessions per person per year, with the option to continue treatment under the Ford medical plan; evidence-based therapy and coaching coverage; as well as additional tools and resources.

In 2025, Ford completed the rollout of a global recognition program. The program recognizes and rewards employees for exemplifying the Ford Operating System (OS) Behaviors and delivering on the Ford+ transformation plan.

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.

For our people leaders, we introduced the "Ready for Anything" leadership behaviors in 2025. Aligned with our Ford Operating System, the leadership behaviors have three areas of focus: lead excellence, drive focus, and build the best team. Ford will continue to embed these critical leadership skills for our people leaders through 2026.

Global Diversity, Equity, and Inclusion

We are committed to fostering a respectful, inclusive, and safe workplace for every single person at Ford.

That means showing up for our employees, customers, and communities in ways that matter, today and in the future.

Leveraging diverse teams is not only the right thing to do, but it's also smart business. This requires us to create and protect a culture in which all team members can do their best work. We are committed to cultivating respect across Ford; it is critical for effective collaboration and an inclusive workplace.

Respect and inclusion allow us to create space and opportunities for team members to share diverse perspectives and ideas that enable us to innovate and deliver excellence.

To deliver on this ongoing commitment, we actively engage and listen to employees, and provide the care, resources, and opportunities that show people they are valued, respected, and empowered to thrive.

Human Capital Management and Diversity, Equity, and Inclusion continued

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We prioritize ethical business practices to deliver results, considering the evolving social, regulatory, and legal landscapes in all countries in which we do business.

As the external environment evolves, we will hold true to our values and continue to cultivate a respectful and inclusive workplace, act as a good neighbor, and respect the communities where we live and work.

Global Salaried Employees by Gender	
Women	27.9%
Men	71.9%

Women in Management Globally	
Women on our Board of Directors	33.0%
Women in Top Management	26.5%
Women in Professional Level	28.0%
Women in Hourly/Production Positions	21.9%

ERGs Support a Culture of Respect and Inclusion

Employee Resource Groups (ERGs) have been a part of Ford for decades.

Global ERGs are open to all employees and serve as places for employee learning and collaboration. They are an instrumental voice to our global workforce and provide valuable insights into the employee experience.

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 and collaborate
- Community — Promote and participate in the Company's commitment to philanthropy and to building a better world
- Business — To act as brand advocates and be in alignment with the Company's transformation

Equal Employment Opportunity

Our EEO-1 report, filed annually, provides a snapshot of our U.S. demographics as of year-end, based on occupational categories prescribed by the federal government that aggregate jobs with widely varying skill requirements.

The usefulness of this data for making direct comparisons to other companies or other industries with different job structures, is limited.

To address these shortcomings, Ford has developed a supplemental report that disaggregates technical jobs in fields, such as engineering and information technology, that are very distinct from non-technical roles.

We are committed to equal pay for equal work for all forms of pay, irrespective of gender, race, or similar personal characteristics.

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. Overall, these efforts are designed to help our dealers improve team member retention and performance.

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

Ford's Supplier Diversity and Inclusion program is intended to strengthen underserved communities by expanding economic opportunity through engagement with qualified local and diverse businesses nationwide.

By creating access to broader sourcing opportunities, this approach supports job creation, income growth, and wealth generation, while encouraging innovation, quality, competition, and value.

Diverse suppliers often reinvest locally, stimulating neighborhood development, education, and entrepreneurship, and collectively contribute meaningfully to economic activity and employment across the broader U.S. economy.

Partnering with diverse businesses also drives innovation and competitiveness by introducing new perspectives, unlocking untapped markets, strengthening community relationships, enhancing brand trust, improving long-term financial performance, and aligning inclusive culture and fairness with measurable business outcomes, disciplined investment, risk diversification, and sustainable growth.

Speaking Up and Preventing Retaliation

Our environment of respect and inclusion is built on trust, integrity, and a commitment to doing the right thing, even when faced with a difficult choice. 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, sharing it only as needed to carry out an investigation by designated individuals. 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.

Human Capital Management and Diversity, Equity, and Inclusion continued

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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).

The Code of Conduct includes an explanation of the process after a report is filed.

There are specific channels for handling employee-related matters including work-related issues pertaining 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. 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 also include relevant questions in the Integrity Training survey and in our Employee Voice survey.

We use employee feedback to determine if processes and/or programs require enhancement, if policies or procedures need alteration, or if any other actions are needed as appropriate.

+ **Read More:** In Sustainability Statement

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.**
   - For confidentiality reasons, we may or may not be able to make you aware of the outcome of an investigation or any actions taken.
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.

We do not tolerate retaliation in any form against someone who makes a good faith report or participates in an investigation.

Strengthening America's Essential Economy

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Key Takeaways

Ford Pro brought together 300 leaders in a national forum to address critical workforce shortages

Ford has announced new workforce development investments for 2025–2026 that will benefit students and educators across the United States

On any given day, countless people are building, moving, powering, and repairing the country. They keep hospitals functioning, supply chains moving, and communities operating. These essential workers are central to America's progress, and progress around the globe, and yet there are significant skilled trade shortages in many of the fields that sustain the economy.

The U.S. is confronting significant workforce gaps across foundational sectors, including hundreds of thousands of open roles in manufacturing and construction. At the same time, skilled trades workers are reaching retirement age — more than half of tool and die makers are over the age of 50 according to the Bureau of Labor Statistics (BLS) — and federal spending on workforce services has dropped by two-thirds in inflation-adjusted terms since 1979. The result is a widening divide between the jobs America depends on and the talent required to fill them, a divide that threatens everything from infrastructure delivery to economic strength and competitiveness.

To address these challenges directly, Ford brought together leaders across manufacturing, utilities, transportation, construction, energy, and government at Ford Pro Accelerate: The Essential Economy, a national forum held in Detroit in September 2025.

The summit focused on understanding barriers that slow productivity and on honoring the workers who keep the country moving. As Ford President and CEO Jim Farley emphasized, "This summit addresses a fundamental challenge to America's prosperity: a growing productivity divide that holds back the very people who build, move, and fix our country … At Ford, we believe honoring these essential workers means equipping them to win."

Business and policy leaders from across industries echoed the urgency of the mission. They spoke about how essential careers, from the skilled trades to advanced manufacturing, remain undervalued despite growing demand.

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Strengthening America's Essential Economy continued

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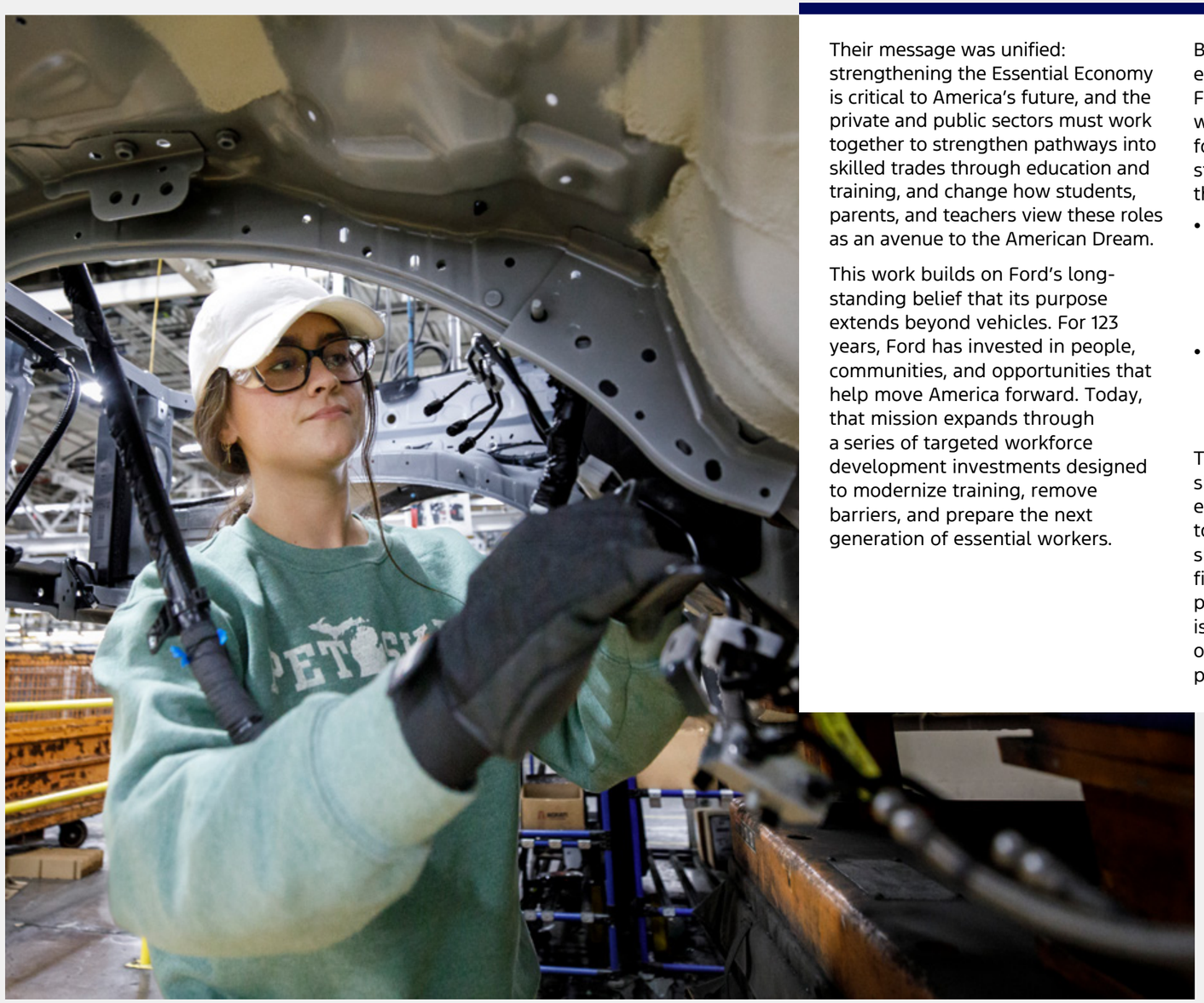


Their message was unified: strengthening the Essential Economy is critical to America's future, and the private and public sectors must work together to strengthen pathways into skilled trades through education and training, and change how students, parents, and teachers view these roles as an avenue to the American Dream.

This work builds on Ford's long-standing belief that its purpose extends beyond vehicles. For 123 years, Ford has invested in people, communities, and opportunities that help move America forward. Today, that mission expands through a series of targeted workforce development investments designed to modernize training, remove barriers, and prepare the next generation of essential workers.

Building on Ford Philanthropy's enduring commitment, Ford and Ford Philanthropy announced new workforce development investments for 2025–2026 that will benefit students and educators across the United States, including:

- Ford established 15 Ford Future Builders Labs in Michigan and Tennessee to bring hands-on, technology-enabled learning to K-12 students
- Ford launched a new partnership with SkillsUSA to expand advanced manufacturing and automotive programs for high school students

These investments reflect a belief shared throughout Ford: that essential workers are foundational to America's future. By modernizing skilled training pathways, removing financial barriers, and inspiring young people to enter essential fields, Ford is helping ensure the next generation of builders, movers, and fixers is prepared to lead the country forward.

Employee Health and Safety

Ford's Aspirations

Safety

Focus

Achieve zero workplace fatalities and zero serious injuries, attain industry competitive lost time, and drive continuous improvement

Create a world-class culture of safety that protects every person, promotes well-being, and drives operational excellence across all operations globally

Ford's Commitment to Employee Health and Safety

Our Health and Safety Commitment, "Our most valuable asset is our people. There can be no compromise," drives our safety culture and is embedded in everything we do. It applies to all employees, contractors, and visitors performing work at our locations globally. We are committed to creating a world-class culture of safety that protects every person, promotes well-being, and drives operational excellence across all operations globally.

We have set the sustainability aspirational goal to work towards a future that is free from workplace injuries.

Management Approach

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.

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.

Our facilities adhere to national and local regulatory requirements and nationally recognized standards. 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 SOS covers Ford's majority-owned facilities. Joint ventures are encouraged to adopt Ford standards.

We benchmark our safety programs with other companies through multiple forums and councils. In South America, we also continue to benchmark through various programs.

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.

Regular safety updates are provided to Company leadership including the Board, for safety key performance indicators (KPIs), significant incidents, and high potential near misses.

Tracking Our Performance

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 2025. We continue to encourage accurate and detailed reporting of safety issues to reduce risk and improve workplace safety.

Safety performance is managed by Senior Leadership through Plant Operation Reviews, Manufacturing Safety Councils, and Safety Process Review Board meetings.

Our Initiatives

Ensuring Safety at Our 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.

Our commitment to health and safety is anchored in our robust SOS, which ensures a disciplined and systematic approach to protecting our workforce. This foundation is supported by a rigorous governance cadence, including daily safety meetings, the Safety Process Review Board, and specialized committees focused on ergonomics and Powered Material Handling Vehicle (PMHV) safety, etc. To drive continuous improvement, we utilize the Lean Maturity Model for periodic self-evaluations. This framework allows each plant to measure its progress against high-standard safety benchmarks, ensuring that our safety KPIs and operational maturity evolve and improve year over year.

A cornerstone of our strategy is the transition from reactive to proactive safety management through the Safe Observation Index. By conducting frequent safety audits to identify unsafe actions and conditions before they lead to incidents, we empower our teams to maintain a hazard-free environment. This culture of transparency is further reinforced by our Safety GEMBA walks — a core Lean management practice where leaders visit the "real place" of work to observe processes firsthand and engage directly with frontline employees. These walks facilitate a vital two-way exchange of knowledge, providing constructive feedback for improvement while allowing plants to showcase their best practices across the organization.

Employee Health and Safety
continued

Safety innovation plays a vital role in our journey, particularly in mitigating risks associated with PMHV operations. We have implemented the "Take a SEAT" program, an empathetic training initiative that allows employees to sit in a forklift to experience a driver's perspective, recognize critical blind spots, and raise overall awareness. Alongside these behavioral programs, we are exploring cutting-edge technologies, including red-light perimeter warnings and AI-powered anti-collision camera systems on forklifts. By integrating these advanced pedestrian-detection tools, we are proactively engineering a safer workspace and leveraging technology to prevent incidents before they occur.

The North America Parts Supply and Logistics Operations implemented standardized training for individuals who are authorized to use extended forks on lift trucks. Enhanced signage assists operators in determining the location of the pallet to ensure a safe lift.

New technology is also helping keep workers safe during demolition projects. In 2025, we began using a remote-controlled tool to break away brick in areas that are difficult to reach safely by personnel.

Safety for high-risk construction contractors working on Ford projects continues to be a priority as we build new plants and update existing facilities. As part of our efforts to reduce injury rates among pre-apprentice trades, in 2025 we incorporated pre-apprentice and apprentice program mentorship requirements into standards for our contractors. We also continued sharing best practices among our contract partners through our annual contractor safety summit. In 2025, there was one contractor fatality at our sites.

Safety Operating System

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.

Covering both manufacturing and non-manufacturing locations, the SOS is designed to prevent and reduce incidents by implementing elements including incident investigation and analysis, training, risk assessment, and emergency preparedness.

The SOS is linked to a dashboard that provides global, regional, manufacturing director, and plant-specific self-assessment results, allowing us to quickly identify issues by location, region, or globally to ensure allocation of resources. Our internal Global Data Insights and Analytics team continues to improve the SOS dashboard to ensure the necessary data is mined from the application globally, regionally, locally, by question, etc. We are planning SOS dashboard enhancements for 2026.

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, a company-wide initiative ensures consistent and effective emergency response across all facilities through standardized emergency response plans, regular training, monthly Emergency Response Team 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.

Reducing Injuries Through Ergonomics

Our focus on ergonomics is helping us reduce injuries among our 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.

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 2025, Corporate Ergonomics executed a six-month pilot across six sites in the U.S., Canada, and Mexico testing and refining an advanced ergonomics toolset that leverages computer vision and AI to deliver a streamlined and lower cost platform for ergonomics data and collection. An issue management system and dashboard was developed in-house and built allowing for advanced analysis of injury trends and a real time estimate of injury costs avoidance. This modernized system delivers time efficiency and a reduction in year-over-year costs and will go into production in 2026.

Global Recognition

Health and Safety Awards

Ford Thailand Manufacturing and AutoAlliance Thailand both won the prestigious national-level "Outstanding Model Workplace for Occupational Safety, Health, and Working Environment" award for the 12th and 9th consecutive year, respectively.

All Ford of Mexico facilities were recertified with the ELSSA Distinction (Entornos Laborales Seguros y Saludables) by the Government of Mexico's Mexican Social Security Institute for maintaining safe and healthy work environment. All four plants achieved the highest possible score.

In China, Jiangling Motors Corporation, Ltd. (JMC) was awarded National Safety Month Activities Winner by the National Union, the Ministry of Emergency Management, and the National Health Commission. JMC was also named the Model Plant for Safety Production Work by the Nanchung Municipal State-owned Assets Supervision and Administration Commission. Zhu Jingchun from the CAFCQ VO Plant was awarded the Occupational Health Master of Chongqing City from Chongqing Municipal Health Commission and Chongqing Federation of Trade Union.

Product Safety and Quality

Ford's Aspirations

Safety

Focus

- Deliver high-quality products and experiences to our customers
- Deliver continuous improvement in the safe design of our products and services
- Exceed safety and quality laws and regulations
- Design and manufacture vehicles that offer innovative driver assist technologies, and play a leading role in vehicle safety and driver assist research and innovation
- Achieve favorable ratings in safety performance in third-party ratings testing

Ford's Commitment to Safety and Quality

Our focus on safety and quality is at the core of our brand. Ford earns the trust of our customers by designing and manufacturing safe, quality products that contribute to a better world. Our products meet or exceed applicable laws and regulations, and we continue to improve upon their safe design.

We have set the sustainability aspirational goal to reduce vehicle crashes.

Management Approach

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. Per our Code of Conduct, we actively evaluate quality and aim to deliver continuous improvement in the safe design of our products and services. Automotive Procedures and Operations Quality Procedures that are relevant to safety are updated on an ongoing, as-needed basis, with a minimum update period of once every three years.

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.

Topics related to product safety and quality are reviewed by the Board's Sustainability, Innovation and Policy Committee on an ongoing basis with a yearly session focusing primarily on safety. In addition, the full Board of Directors reviews these topics annually.

Tracking Our Performance

Safety

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.

When potential issues arise we leverage Quality Early Detection and Connected Vehicle Data to identify them quickly, and measure the time to resolution with a "shot clock." 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 when the fix involves a software issue and can be performed OTA.

For repairs that cannot be completed OTA, Ford's Mobile Repair and Pick Up and Delivery options make vehicle service and recall repairs easier and more convenient for customers to complete.

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 reaffirmed our commitment to safety and compliance and is working to address the concerns raised by NHTSA.

Among other things, Ford is 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 have added additional team members to our staff to work closely with our Product Development partners to improve our execution and quality related to safety.

Product Safety and Quality
continued

Metrics and Targets

Ford and Lincoln 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. Starting in 2026, for example, future protocol changes will impact EU NCAP Commercial Vehicles ratings. Despite these changes, many of our vehicles receive top safety ratings globally. We continue to place considerable emphasis on our performance in these assessments.

2025 Vehicle Safety Highlights

United States: U.S. NCAP (NHTSA)

- Aviator, Expedition, Explorer, and Nautilus maintained a 5-Star rating after new models tests
- Navigator re-achieved a 5-Star rating after three years of non-assessment by NHTSA

United States: Insurance Institute for Highway Safety (IIHS)

- 2025 Mustang Mach-E, Nautilus, and Explorer earned TOP SAFETY PICK+ award

Europe: Euro NCAP Passenger

- Tourneo Courier and Tourneo Custom achieved a 5-Star rating on new model tests
- 5-Star rating is still valid for Capri (EV), Explorer (EV), Kuga, Mustang Mach-E, and Ranger

Europe: Euro NCAP Vans & Trucks

2025 was the first year of an updated commercial van protocol which introduced tougher Active Safety scenarios prioritizing vulnerable road users. Only standard equipment active safety features are eligible to be used during the testing.

- All four Transit vans (Transit, Courier, Connect, and Custom) achieved a 5-Star rating under the new protocol

China: China NCAP

- Edge, Equator, Explorer, Focus, Mondeo, Nautilus, Ranger, and Zephyr maintained 5-Star rating

China: C-IASI (China Insurance Automotive Safety Index)

- Edge L, Escape, Focus, Mondeo, Mustang Mach-E, and Ranger continued to maintain Good rating

Australia and New Zealand: ANCAP Star Ratings

- Everest, Escape, Mustang Mach-E, Puma, and Ranger continued to maintain 5-Star rating

Australia and New Zealand: ANCAP Driver Assist Gradings

- F-150 and Transit received the highest Platinum rating for their Driver Assist Grading Tests, which is a separate Active Safety protocol for commercial vehicles emphasizing crash avoidance in which only standard equipment active safety features can be utilized. They join the Transit Custom which received a Platinum rating in 2024

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.

Our team helps coordinate and complete field service actions more effectively, making sure customers receive support quickly and smoothly. By improving how we work with other groups across the Company, we have shortened the time needed to get production and service parts ready, so customer vehicles can be updated as soon as a repair is needed. Simpler dealer bulletin templates introduced in 2025 have also made information easier to understand, which helps dealers respond to customers faster and with higher quality.

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. We continue to expand and enhance system functionality with new data reports for early-stage investigations and integration of our problem reporting system and quality discipline analysis tools. Custom reports and metrics generated within the tool 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 NHTSA and other agencies.

Machine learning tools enable the 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.

Product Safety and Quality
continued

Our Initiatives

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.

Our pioneering work with virtual safety testing continues. We have developed a Total Human Body Model with internal organs to help us evaluate the biomechanics and biofidelity of next-generation crash dummies to support their future inclusions in testing protocols.

Our virtual testing activities extend to external collaborations. Ford has convened and contributed to the International Standard for Organization's (ISO) work on the role of virtual testing in passive safety assessment and developed and published the ISO standard of "Objective Metrics" that is currently used by safety researchers and safety application engineers around the globe.

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.

Safety and Driver Assist Features

Our product designs include a variety of features to help keep drivers, passengers, pedestrians, and cyclists safe.

U.S. Automatic Emergency Braking (AEB) Commitment

Ford's Automatic Emergency Brake (AEB) Pre-Collision Assist feature[23] is active at speeds equal to or greater than 5 kph. This feature scans the road ahead and can alert drivers to potential collisions with vehicles or pedestrians directly in the driver's path[24]. 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.

Combating Heatstroke in Vehicles

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.

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 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.

Keeping Vehicle Occupants Safe

Ford is taking vehicle occupant safety to the next level using virtual Human Body Models to enhance vehicle safety performance in crash scenarios. Human Body Models of various sizes, ages, and genders can potentially predict internal tissue level injuries such as traumatic brain injuries, liver punctures, and bone fractures in addition to the capabilities of existing crash dummies that register forces and deflection of various parts of the body during crashes.

This approach aligns with the auto industry and its policy makers' move towards virtual testing using Human Body Models' new next-generation crash dummies and AI digital twins.

We're also leveraging Machine Learning and Artificial Intelligence tools to build larger and more sophisticated data sets that help develop better injury risk curves and probabilistic injury models. This advanced technology helps develop more meaningful injury criteria to evaluate vehicle occupant safety performance.

Product Safety and Quality
continued

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).

Driver Alert System

The Driver Alert System (DAS) is a Driver Assist System designed to estimate the impairment level and attentiveness of the driver and inform the driver of impaired state and distracted events. Mustang Mach-E is the first vehicle in North America offering this feature. DAS detects drifting or oscillating within the lane using a forward-facing camera, prompting a warning, and it is also able to detect driver distraction using the Driver Facing Camera. If the driver looks away from the forward windshield toward any predefined attention zone for a calibrated number of seconds, a distracted driving warning will appear along with a chime that remains active on the cluster until the driver looks back to the front windshield. When activated, the feature functions in manual driving at speeds as low as 13 mph.

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.

Electrified Product Battery Safety

Ensuring the safety and quality of electrified product batteries is crucial to building trust in our fleet of electrified products. Every Ford electrified product 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 assembled, 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 electrified products and hybrid vehicles.

Ford electrified products are subject to crash testing that far exceeds the stringency of regulatory requirements. For example, we conduct Federal Electrolyte Spillage and Electrical Shock Protection testing at speeds higher than required for Front, Side, and Rear crash tests. This translates to increased impact energy and severity as compared to what is required by law.

We certify our hybrid and internal combustion engine police vehicles at 75 mph speed with 50% offset rear impact crash tests, a stringent rear impact test that exceeds legal requirements. This internal commitment provides robustness to the battery and structural design in police vehicles.

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 products. We are also sponsoring and funding precompetitive battery safety research projects related to electrified product 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.

Product Safety and Quality
continued

Precompetitive Research Partnerships

Ford collaborates globally with other automotive manufacturers, suppliers, policy makers, associations, research institutions, and universities. The goal is to enhance the safety of vehicle occupants and maintain competitiveness and leadership.

U.S. Council for Automotive Research

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 continued 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, 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.

Alliance for Automotive Innovation

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.

Association and Academic Collaborations

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.

Driver Alcohol Detection System for Safety

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 the alcohol sensing technology. Ford has collaborated with DADSS on implementing passive breath sensors in two Mustang Mach-E vehicles in Connecticut for fleet evaluation.

Safety Research Partnerships

Technical challenges of self-driving vehicles	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.
Cybersecurity	Ford is a member of the Automotive Information Sharing and Analysis Center, 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. Ford is also a member of 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.

Partnership for Analytics Research in Traffic Safety

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[25]. 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.

Product Safety and Quality continued

Quality

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.

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. While the overall number of safety recalls has increased since 2024, we continue to take action. As part of our continuously evolving suite of quality analytics we have developed tools that accelerate our ability to detect and identify root cause potential emerging issues by connecting and analyzing data across multiple sources such as connected vehicle data, and customer service calls.

We are expanding the numbers of components that we can trace to vehicle-specific assembly when an issue arises. By 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.

Quality Achievements by Ford Motor Company

Ford has significantly improved product quality. Our 2025 initial quality, as measured by warranty repairs at three months in service, was amongst our best in over 30 years. Ford was the most awarded brand in the J.D. Power 2025 Initial Quality Study (IQS) with four vehicles topping their segments. The J.D. Power IQS ranks automotive OEMs and their brands based on problems per 100 (PP100). The IQS is based on feedback from customers of 2025 vehicles after three months of vehicle ownership.[26]

Ford received four segment winners:
- 2025 Ford Escape for Small SUV
- 2025 Ford F-150 for Large Light Duty Pickup
- 2025 Ford Super Duty for Large Heavy Duty Pickup
- 2025 Ford Mustang for Sporty Car

Ford brand improved one spot among mass market brands, and the Lincoln brand climbed one spot to 5th overall in the premium segment.
- Nautilus showed significant improvement, moving to 4th in segment

The J.D. Power 2025 Automotive Performance, Execution and Layout (APEAL)[27] measures new-vehicle owners' experiences with design, performance, safety, usability, comfort, perceived quality, and other factors. Several notable achievements include:
- Ford Brand improved one position to 12th in Mass Market segment
- Lincoln Brand improved one position to 5th in Premium segment

Ford Motor Company received three segment winners:
- Ford Super Duty for Large Heavy Duty Pickup
- Ford Mustang for Sporty Car
- Lincoln Nautilus for Midsize Premium SUV

Human Rights

Ford's Aspirations

Human Rights

Focus

Ensure that everything we do, or that others do for us, is consistent with local laws and our own commitment to human rights

Ford's Commitment to Human Rights

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.

This commitment begins within our company and extends across our entire value chain, from our own employees to our suppliers and business partners.

We use a saliency assessment to identify and prioritize our most significant human rights risks, which include issues such as forced and child labor, the impacts of the electrified product transition, and the rights of Indigenous Peoples.

Management Approach

It's important that everything we do, or that others do for us, aligns with local laws and our own commitment to human rights. 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. We require our suppliers and expect our business partners to adopt and enforce similar policies.

+ **Read More:** In Sustainability Statement

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

Recognition For Human Rights

We are proud of the external recognition we have received for our human rights and supply chain work.

Ford was again the top-scoring automaker for Human Rights in Lead the Charge Coalition's 2025 Leaderboard report, which evaluates the efforts of major automakers to ensure their supply chains are equitable and sustainable. We also maintained our rank as the number 2 global automaker overall, and improved to number 3 in the Environment category with improved performance in all environmental areas. Lastly, we marked a 10% increase in the Battery category.

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 2025. Ford ranked first out of 20 automotive manufacturers as our score improved from 39.0 to 72.5 out of 100.

Human Rights
continued

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. We review and update the salient issues and key risks to the Company annually.

Saliency Assessment Process

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 as well as any emerging issues that ought to be monitored closely.

To identify human rights risks and assess their saliency to Ford, we engage internal and external subject matter experts, union representatives, and NGOs. We also conduct a review of Ford's internal documentation, relevant news sources, and NGO reports.

Our process includes four phases: identification, prioritization, validation, and reporting. (See diagram at right for details.)

The process is aligned with the United Nations Guiding Principles Reporting Framework (UNGPRF) and considered the four outlined criteria:

- Scale: the gravity of the impact on the human right(s); and/or
- Scope: the number of individuals that are or could be affected; and/or
- Remediability: the ease with which those impacted could be restored to their prior equivalent position before the impact occurred; and/or
- 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 2025. The DMA evaluates sustainability matters based on both impact materiality (on people/environment) and financial materiality (on the Company).

+ **Read More:** In Sustainability Statement

Determining Saliency

01 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

02 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

03 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

04 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
continued

Saliency Assessment Results

Our 2025 saliency assessment re-validated our list of human rights and environment-related salient topics. Read more about each of these topics and the work being done throughout the report. Salient topics are listed in alphabetical order.

Most Salient Human Rights Issues for Ford (Listed alphabetically)	Definition	Actions in Place
Climate Change and Environmental Health	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.	+**Read More:** In Climate Change +**Read More:** In Air, Water, and Soil Pollution +**Read More:** In Water Resources
Data Privacy and Use of AI	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 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, particularly generative 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.	+**Read More:** In Data Protection, Privacy, and AI
Fair and Decent Work	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, the provision of fair wages enabling them to meet basic needs, and protection from discrimination or dismissal when exercising their rights.	+**Read More:** In Human Capital Management and Diversity, Equity, and Inclusion
Forced Labor, Child Labor, and Human Trafficking	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.	+**Read More:** In Human Rights +**Read More:** In Responsible Sourcing

Human Rights
continued

Most Salient Human Rights Issues for Ford (Listed alphabetically)	Definition	Actions in Place
Harassment and Discrimination	Everyone has the right to a workplace free from violence and harassment, including any unwelcome behavior that is 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.	+**Read More:** In Human Capital Management and Diversity, Equity, and Inclusion
Impact of Electrified Product Transition	Ford's transition to electrified products 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 the need for different skills, and end user risks related to electrified product cost and charging infrastructure accessibility.	+**Read More:** In Human Capital Management and Diversity, Equity, and Inclusion +**Read More:** In Responsible Sourcing
Local Communities and Indigenous Peoples	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.	+**Read More:** In Human Rights +**Read More:** In Responsible Sourcing
Occupational Health, Safety and Wellness	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.	+**Read More:** In Employee Health and Safety +**Read More:** In Human Rights +**Read More:** In Responsible Sourcing
Product Safety	Ford's product safety and quality practices 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.	+**Read More:** In Product Safety and Quality

Human Rights
continued

Due Diligence for Our Human Rights Risk

Our Initiatives

Human Rights in Our Operations

Ford conducts due diligence and provides 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 and potential high-risk non-manufacturing facilities using the Responsible Business Alliance (RBA) online Self-Assessment Questionnaire (SAQ).

The RBA Facility Risk 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 2025, we conducted 48 assessments covering 61 manufacturing facilities. Additionally, we expanded the SAQs to include Ford Customer Service Division parts and distribution centers. We also developed a more powerful risk analysis tool which is capable of processing more facilities in less time while improving accuracy of the results. Improved timing allows for more due diligence activities to take place.

Respecting the Rights of Indigenous Peoples

Ford's Phase 1 assessment of new properties now includes a Free, Prior, and Informed Consent (FPIC) component to implement our policy commitment to respecting Indigenous Peoples' Rights in accordance with the UN Declaration on the Rights of Indigenous Peoples (UNDRIP). We have formalized and implemented a process that uses Environmental Site Assessment (ESA) to identify and assess the potential impact of newly acquired Ford properties on Indigenous Peoples. This includes collaborative engagement between our government affairs or delegated community liaisons and Indigenous Peoples to seek FPIC when necessary. We have also engaged with indigenous tribes around our facilities in the U.S. to better understand community needs and concerns. In addition, we continue to assess our directly sourced raw material suppliers on their engagement with Indigenous Peoples.

In 2025, none of Ford's corporate projects assessed identified impacts to Indigenous Peoples.

+ **Read More:** In Indigenous Peoples' Rights and Raw Materials

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, ethical standards, and compliance with our corporate policies, helping to maintain a positive work environment and uphold the Company's value. An outline of the SpeakUp grievance process is posted on our corporate website.

+ **Read More:** In Speaking Up and Preventing Retaliation

Human Rights in Our Supply Chain

To support our commitment to use materials in our vehicles that are sourced responsibly and respect human rights, it's important for us to understand where the materials come from.

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.

+ **Read More:** In Responsible Sourcing

Responsible Sourcing

Ford's Aspirations

Human Rights

Focus

Respect human rights, including the right to clean air and clean water, across our entire business and value chain

Align and monitor suppliers' ESG performance, programs and practices with our Supplier Code of Conduct, and international third-party standards and best practices

Help suppliers build their capacity to responsibly source and produce to third-party standards, and manage supply chain sustainability matters

Increase transparency, traceability, and due diligence in our electrified product battery material supply chains to avoid operational disruptions, comply with regulations, and contribute to a more ethical and sustainable material supply chain

Ford's Commitment To Responsible Sourcing

We are committed to using materials in our vehicles that are safe, sourced responsibly, and protect human rights. Therefore, it's important for us to understand where the materials come from. We place a sharp focus on responsible sourcing and are dedicated to respecting all applicable supply chain due diligence laws and aligning our due diligence processes with them.

We have set a sustainability aspirational goal to source only raw materials that are responsibly produced.

Management Approach

Ford is a global company with a vast and complex supply chain. We use our purchasing power to enable responsible sourcing 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.

Our Supplier Code of Conduct

We have set human rights and environmental expectations and requirements for our suppliers and updated them annually for more than 20 years. In 2021, we established a formal Supplier Code of Conduct that outlines 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.

Updates to Supplier Code of Conduct

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.

In 2025, updates to the Supplier Code of Conduct were made in the areas of human rights, environmental performance, and supply chain transparency. Key changes include prohibiting recruitment fees by employers' agents and sub-agents with repayment if fees are found, affirming freedom of association, expanding anti-discrimination protections, and requiring clear disciplinary policies. Environmental updates mandate near-term GHG reduction targets, increased use of carbon-free electricity, water reduction measures, and phasing out hazardous substances. Transparency requirements now include broader sub-tier and raw material disclosure and full cooperation with anti-bribery due diligence.

Updates were also made to strengthen our commitment to Free, Prior, and Informed Consent (FPIC) for Indigenous Communities. The revised Code now explicitly requires direct engagement with recognized Indigenous representatives and institutions to ensure meaningful consultation and participation in decision-making processes, moving beyond a general consent requirement.

We have also updated Policy and Supplier Guides in accordance with Supplier Code of Conduct updates.

+ **Read More:** In Sustainability Statement

Responsible Sourcing
continued

Tracking Our Performance

Supplier Assessment Process

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 the Supplier Code of Conduct and Corporate Policy reminders, training, and audit if required.

Our risk assessment process focuses on highest risk suppliers first and includes abstract and concrete risk analyses as well as an evaluation of suppliers' alignment with our Supplier Code of Conduct. For our Tier 1 suppliers we use the industry standard Drive Sustainability (DS) Sustainability Self Assessment Questionnaire (SAQ). Third-party audits are conducted on high-risk Tier 1 suppliers.

We identify material impacts on supply chain workers through third-party audits, grievance mechanisms, or via escalation to the buyers for the supplier.

+ **Read More:** In Sustainability Statement

Supplier Risk Assessment Process 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.

Audit Program	Ford Supply Chain Application	Purpose	Type of Audit
Drive Sustainability (DS) Sustainability Self 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
TDi Sustainability	Electrified product battery and other high-risk raw material suppliers	Evaluate supplier alignment with OECD Mineral Due Diligence Guidance and Ford's ESG requirements for policies and procedures	On-site
Initiative for Responsible Mining Assurance (IRMA)	Electrified product battery raw material suppliers	Evaluate mining companies' ESG performance and management systems. Leads to ESG certification	Desktop and On-site

Responsible Sourcing
continued

We are transitioning the concrete risk analysis that is employed by both corporate and supply chain sustainability teams to allow a more nuanced look at the responses suppliers provide in their SAQs.

Over the past few years, our risk analysis process, aligned with German Supply Chain Due Diligence Act (SCDDA) requirements, has significantly matured through multiple iterations. Each successive analysis has incorporated enhanced methodological maturity, reflecting our evolving and more sophisticated understanding of identifying human rights and environmental risks within our own business and with our direct suppliers.

On-Site Sustainability Audits

We use the Responsible Business Alliance (RBA) Validated Assessment Program (VAP) and the Responsible Supply Chain Initiative (RSCI) Assessment to regularly conduct on-site sustainability audits of high-risk Tier 1 supplier sites. Conducted by independent third-party audit firms accredited by the RBA, these audits evaluate supplier compliance with both local law and Ford's human rights expectations as communicated in our Supplier Code of Conduct. Audits can also include private in-person interviews with employees at the site, as required by the Ford Supplier Code of Conduct.

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.

Audit results are used to identify and prioritize needed improvements at the facility level. Our time-bound corrective action plans monitor compliance and prevent future risks. Closure audits take place after the corrective action plans (CAPs) are implemented. Along with resolved grievances, they measure the effectiveness of these actions.

In 2025, we conducted a total of 60 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 48 RBA and RSCI closure audits of our suppliers.

In 2025, the top three non-conformance questions in the audits related to working hours, consecutive working days, and as an extension of that, labor control processes.

Remediation of Audit Findings

We rely on cross-industry standard approaches and third-party time-bound corrective actions to respond to actual or potential negative impacts on supply chain workers, the environment, and community. 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.

In select regions (namely China and North America) we have begun using RBA's contracted services to manage all audit corrective action plans. Furthermore, on a case by case basis we may elect to choose RBA as the correction action process manager if the audit is in response to an allegation, risk from substantiated knowledge, etc.

We encourage our suppliers to use third-party ESG certifications, time-bound Corrective Action Plans and sourcing holds to 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.

Audits have shown instances of non-compliance to the Ford Supplier Code of Conduct regarding recruitment fees, which are prohibited by Ford. When these non-conformances are discovered, the supplier is required to investigate, identify the extent of the fees, and submit a reimbursement plan for current and departed workers for RBA compliance team approval. Suppliers will then reimburse employees, verified in a follow-up audit.

In 2025, we conducted training with over 125 supplier firms and 248 participants in Thailand to clarify the definition of recruitment fees and the importance of prohibiting supply chain workers from paying them.

Our Initiatives

Supply Chain Engagement

Supply 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.

In 2025, Ford enhanced its human rights due diligence framework by establishing a cross-functional Supply Chain Grievance Committee to ensure the ethical and compliant handling of all reported concerns. This interdisciplinary body harmonizes our response to potential risks, ensuring our grievance mechanisms remain aligned with evolving global standards such as the German SCDDA and the EU Corporate Sustainability Due Diligence Directive (CSDDD). By integrating lessons learned directly back into our risk management system, we continue to build a sustainable supply base and provide accessible remedy for those potentially impacted by our business activities.

Supplier engagement typically happens post-sourcing, in the form of reviews with buyers, direct engagements with our largest suppliers, or audits as a result of risk analysis, grievances, or substantiated knowledge. Supplier scorecards are sent out regularly to suppliers with various key performance indicators including overall sustainability scores. In specific business cases, we conduct enhanced due diligence prior to sourcing on suppliers as needed.

We recognize that some value chain workers may be more vulnerable to impacts. Our supplier assessment process includes a risk assessment process that analyzes industry/commodity and other associated risks (e.g., migrant workers) for impact on our value chain, including DS SAQs and third-party audits.

+ **Read More:** In Better Batteries

Responsible Sourcing
continued

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, child labor, recruitment fees, and minerals due diligence. We engaged with over 1,600 external suppliers in 2025, providing training and education on these important topics. Sourcing requirements have been incorporated into our general Supplier Sustainability Trainings.

Our Ford Supply Chain team is the first line of investigation into our suppliers. To increase our employees' understanding of sustainability matters, training modules are directed toward all of Ford's global Supply Chain employees.

Grievance Mechanisms and Remedies

A robust grievance mechanism supports our commitment to protecting human rights and the environment across our supply chain. Designed to identify, mitigate, and remediate identified risks, the mechanism is aligned with the UN Guiding Principles on Business and Human Rights and other global legislation.

We use the DS SAQ to confirm that suppliers have a grievance mechanism in place that is accessible to all employees, suppliers, and the public, along with instructions for its access and use. Suppliers must also provide appropriate remedies when non-compliance occurs. Details of the requirements are outlined in our Supplier Code of Conduct. 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.

Filing a Grievance

Our External Grievance Mechanism website ensures that every individual — from our own workforce to workers in all tiers of our supply chain — has a safe way to raise concerns. We offer multiple accessible channels including a dedicated webform, 24/7 country-specific hotlines, direct engagement via email, and mobile-first reporting via the Workers' Voice app.

To ensure no concern goes unaddressed, every report follows a Due Diligence Cycle that includes verification, investigation, and cross-functional oversight. After a violation has been confirmed, our Supply Chain Sustainability Team conducts plausibility checks and deep-dive investigations, often in collaboration with RBA and RMI experts. All cases are reviewed by our Supply Chain Grievance Committee. This interdisciplinary committee ensures that remediation efforts are effective, compliant, and integrated back into our broader risk management strategy. Lastly, we work with relevant parties to implement corrective actions, ensuring the violation is eliminated and the complainant is protected from retaliation.

The process is described in detail in our Procedure of the Grievance Mechanism document.

Supplier trainings now include the need of grievance mechanisms along with information on how to engage Ford.

External grievances were instituted as a KPI in 2025.

+ **Read More:** In Sustainability Statement

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 Sustainability Self-Assessment Questionnaire (DS SAQ) and share responses with Ford. With the 2025 launch of SAQ Corrective Action Plans (CAPs), suppliers must provide supporting evidence to address priority human rights policy gaps that are not compliant with Ford requirements
- Carbon Neutrality Target — suppliers must provide a target that is science-based and meets Ford's global 2050 carbon neutrality aspiration
- Sustainability Score — in addition to metrics stated above, score is calculated based on supplier compliance with all applicable sustainability reporting requirements including Supplier Audits and Responsible Minerals Sourcing

If a supplier has an unacceptable sustainability score, the decision to source must be reviewed at the Global Commodity Director level and a corrective action plan must be in place.

In 2025, we implemented a scorecard dashboard to help track metrics. A supplier guide to the dashboard is posted on our website.

Sustainability Self-Assessment Questionnaire

We use the industry standard Drive Sustainability SAQ (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.

Drive Sustainability has introduced a feature for non-production suppliers that is intended to better tailor assessments to supplier profiles, while maintaining alignment with Ford's human rights and sustainability standards.

Responsible Sourcing
continued

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 and responsibly source raw materials, upholding our commitment to human rights, compliance with international standards, and minimizing our environmental and community impact.

To further our aspiration to source responsibly produced raw materials, we identify and negotiate with raw material suppliers to secure materials meeting our ESG requirements. 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.

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 include our commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and requires raw material suppliers to ensure FPIC of communities is pursued and obtained prior to any project or activities that may affect their lands, resources, and rights.

We are active members of multiple industry alliance groups, including the Responsible Minerals Initiative (RMI), the Automotive Industry Action Group (AIAG), and the Responsible Mica Initiative. We participate in workgroups that focus on increasing the conformance of mineral smelters and refiners by participating in conflict-free, standard third-party audits; we also encourage collaboration between organizations.

We have expanded our Responsible Materials Sourcing program with the addition of new industry-relevant materials to our annual mineral due diligence campaigns: natural graphite and recycled lead. We are adding these to our existing list of high-risk minerals, utilizing cross-industry standard tools to conduct annual due diligence with our suppliers on Conflict Minerals (tin, tantalum, tungsten, gold), Electrified Product Battery Materials (cobalt, lithium, nickel), and mica to identify the potential smelters and refiners in Ford's supply chain. Once identified, we conduct additional due diligence and risk mitigation as needed to support Ford’s responsible sourcing of raw materials.

Indigenous Peoples’ Rights and Raw Materials

Ford remains committed to upholding the rights of Indigenous Peoples as a core component of our raw material sourcing strategy. In alignment with our policies, we require suppliers to respect these rights in accordance with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). This includes ensuring that Free, Prior, and Informed Consent (FPIC) is pursued and obtained before any projects or activities occur that may affect Indigenous lands, resources, or rights.

The UNDRIP emphasizes the right of Indigenous Peoples to live in dignity, maintain their unique cultures, and pursue self-determined development. FPIC serves as a critical mechanism for this, allowing communities to give, withhold, or withdraw consent at any stage, while also negotiating how projects are designed and monitored. To meet our commitment to respecting Indigenous Peoples’ rights, Ford has implemented a dedicated internal process to verify that our practices and supply chain remain aligned with FPIC principles.

Our commitment is furthered by requiring mining suppliers to seek certification through the Initiative for Responsible Mining Assurance (IRMA) or an equivalent third-party standard. IRMA mandates FPIC for new mine sites and requires existing mines to either demonstrate consent or prove they maintain positive relationships and provide remedies for past impacts. Importantly, IRMA recognizes that FPIC cannot be legitimately sought in situations where Indigenous or tribal peoples live in voluntary isolation, as these contexts are highly susceptible to external manipulation or coercion.

Potential FPIC breaches can be reported directly through Ford’s external grievance mechanism. If a breach is reported, we will investigate to determine if consent was properly secured and work with suppliers and sub-suppliers on necessary remediation plans. We recognize that any FPIC-related determinations must include appropriate Indigenous representation and consultation to be valid.

Responsible Sourcing
continued

We continue to be involved with the Catena-X Automotive Network with the aim of increasing 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.

As part of this network we are involved with Cofinity-X, one of the largest collaborative and open data network of partners in the automotive ecosystem for value creation and sustainability across the supply chain. 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.

+ **Read More:** About Catena-X in Climate Change

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 Responsible Minerals Initiative (RMI). As a result, we are currently focusing on the following materials.

Electrified Product Batteries Raw Minerals

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 (EMRT). Ford contributes to Better Mining's Cobalt in the DRC project.

Lithium is utilized in our lithium-ion electrified product batteries. The extraction of lithium requires vast quantities of water. which may harm local ecosystems and deplete groundwater resources, particularly in water scarce regions like Australia and Chile. To address this issue, we are mapping our lithium supply chains and conducting annual mineral due diligence with the RMI EMRT tool. Once identified, we conduct additional due diligence and reach out to processors in high-risk countries to encourage them to participate in the RMI RMAP assessment.

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. In 2025, Ford began mapping our graphite supply chains and conducted mineral due diligence utilizing the RMI EMRT. 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.

Nickel is used in stainless steel and newer electrified product battery chemistries. Mining and processing of nickel in countries such as Indonesia 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.

+ **Read More:** In Better Batteries

Conflict Minerals (3TG — Tin, Tantalum, Tungsten, Gold)

Both the U.S. Dodd-Frank Act and the EU Conflict Minerals Regulation mandate that companies conduct supply chain due diligence. In compliance with the U.S. Dodd-Frank Act, section 1502, we have filed an annual Conflict Minerals 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.

Since 2013, Ford utilizes the RMI Conflict Minerals Reporting Template (CMRT) to support our annual due diligence in alignment with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (CAHRA). We identify potential 3TG smelters and refiners in our supply chain, conduct additional due diligence, and conduct outreach as members of both RMI and AIAG's Smelter Engagement Teams to encourage them to participate in the RMI RMAP.

Tin is used throughout our vehicles, including in electronics, solder, as an alloy with other metals, or as an oxidation-resistant metal coating material. Many sustainability risks are associated with the artisanal and small-scale mining of tin in the Democratic Republic of Congo (9% of global production), including violence and conflict, corruption, pollution, community rights violations, and child labor.

Tantalum is largely used in vehicle electronics. Within the Democratic Republic of Congo, artisanally mined tantalum accounts for the largest share of tantalum production in the world (39%). Sustainability risks associated with tantalum are similar to those associated with tin.

Tungsten is primarily used in vehicle braking systems, engine parts, turbocharger blades, and electrical contacts for electrified vehicles. While most of the global supply of tungsten is produced in China (80%), a small percentage is artisanally mined in the Democratic Republic of Congo, where there are risks including child labor, human rights abuses, and conflict. However, the share of tungsten supply that is associated with these risks is relatively low.

Gold is used in vehicle electronics. It is strongly associated with many sustainability risks, including pollution, community rights violations, violence and conflict, labor rights, child labor, corruption, and non-payment of taxes. Gold's ability to move easily in small, high value amounts makes it far harder to trace than other 3TG minerals. These traceability gaps create significant challenges for downstream users trying to ensure their supply chains are free from gold linked to CAHRA risks.

Responsible Sourcing
continued

Mica
Mica is an essential material in our transition to an electric future, providing critical thermal management for EV components and high-quality finishes for our vehicle lines.

We recognize that the mica supply chain is associated with significant ESG risks, most notably child labor and hazardous working conditions. While these challenges are particularly acute in regions such as Madagascar and India, we maintain a global perspective on risk mitigation across our entire mica supply chains. To address these concerns, Ford takes a multi-layered approach. In addition to our active membership in the Responsible Mica Initiative, we have implemented a pre-sourcing due diligence framework and launched a dedicated on-the-ground assurance and traceability project in Madagascar. Our commitment is further reinforced by an annual due diligence process, utilizing the RMI EMRT, and the verification of responsible practices at the processor level through RMI RMAP assessments.

Mica Pre-Sourcing Investigation
To proactively address the ESG risks of mica mining at the earliest stages of procurement, Ford has implemented a pre-sourcing due diligence framework. This includes mandatory supply chain mapping, risk analysis, and independent third-party audits for processors and mines as a prerequisite for contract award.

+ **Read More:** In Sustainability Statement

Aluminum
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 is environmental damage caused by the mining of bauxite, the raw material required to make aluminum. We continued supply chain audits of our aluminum suppliers as necessary in 2025 to identify sub-tiers to determine and manage these risks.

Copper
Copper is a key material for electrified product batteries and electronics. Copper mining's negative impacts to the environment include pollution of air and water plus the degradation of landscape. 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 a Copper Mark member and participate on their Advisory Council. We also encourage our highest volume copper suppliers to source from ESG-certified processors and mines.

Natural Rubber
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 upcoming European Union's Deforestation Regulation (EUDR), which requires the reporting of agricultural operation locations to ensure that products are not produced from deforested land or contribute to forest degradation.

Recycled Lead
In 2025, Ford began the discovery process to examine where recycled lead originates from in our supply chain. We are requiring in-scope suppliers to complete the RMI Additional Materials Reporting Template (AMRT) to identify lead processors in Ford's supply chain. We are using this data to conduct additional due diligence where needed.

Industry Partnerships

Industry Collaboration on Due Diligence
As part of our commitment to industry collaboration, Ford has joined the UN Global Compact sector dialogue, actively engaging in strategic working groups to address systemic human rights challenges through data-driven collective action. Through these working groups, we are leveraging audit and grievance insights to proactively tackle excessive working hours in China and eliminate recruitment fees in Taiwan, ensuring our interventions are targeted toward the most critical risks identified within our value chain. Furthermore, we are strengthening worker rights and grievance accessibility within our Turkish joint venture operations, fostering an environment where every individual feels empowered to raise their hand and pursue remedy without fear of retaliation.

We also continued collaboration with five other North American automakers in 2025 to develop an aligned industry approach for conducting and reporting forced labor due diligence activities. The resulting Automotive Industry Action Group (AIAG) Forced Labor Due Diligence Program is an online marketplace that 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. Ford sent the Due Diligence Reporting Template to 26 suppliers in 2025, with plans to expand the rollout in 2026.

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 was the first OEM to join the RBA in 2016. 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.

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.

Responsible Sourcing
continued

Ford receives quarterly data reports from the Better Mining program detailing safety incidents and remediation progress at participating ASM sites.

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

Initiative for Responsible Mining Assurance

IRMA works to advance responsible mining practices through third-party verification and community engagement. 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. As active members of the IRMA Purchasers group, we presented our commitment to collaborative advancement of mining standards at a 2025 meeting. We also participated in IRMA's Indonesia National Level Forum.

In order to claim an IRMA Achievement Level of 50, 75, or 100, 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 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, providing an important tool to discuss best practices on responsible mining. This also helps key stakeholders like Ford better understand risks and areas of improvement. We encourage mining companies to provide feedback to IRMA to help improve engagement and adoption of the standard.

+ **Read More:** In Indigenous Peoples' Rights and Raw Materials

Responsible Minerals Initiative

The Responsible Mineral Initiative (RMI), a subgroup of the Responsible Business Alliance, is one of the most utilized resources for companies across sectors working to address responsible mineral sourcing issues. The RMI's Responsible Minerals Assurance Process (RMAP) offers companies and their suppliers a third-party audit that determines which smelters and refiners have systems in place to source minerals responsibly in line with global standards. We encourage mineral processors that are either confirmed or potentially in Ford's supply chain to participate in the RMAP to affirm their conformance to global due diligence standards.

RMI also maintains the Conflict Minerals and the Extended Minerals Reporting Templates which are cross-industry tools for smelter disclosure. More than 500 companies from over 30 industries participate in the RMI today.

Responsible Mica Initiative

The Responsible Mica Initiative is a global coalition working to build a fair, responsible, and sustainable mica supply chain in India and Madagascar, with the goal of eliminating unsafe working conditions and eradicating child labor by 2030. Ford joined the Responsible Mica Initiative in 2024 to support this cross-industry effort to formalize mica mining and improve labor practices. In 2025, the Responsible Mica Initiative launched five new projects in Madagascar, modeled on its community empowerment program in India, addressing the social, economic, and regulatory drivers of child labor.

The Copper Mark

We are a partner of The Copper Mark, a nonprofit industry-initiated organization to ensure responsible production of copper. Ford joined The Copper Mark's multi-stakeholder Advisory Council in 2021. Ford conducted outreach to key suppliers to engage in The Copper Mark's mission to produce copper responsibly.

Responsible Sourcing
continued

Better Batteries

As we work to ensure that our battery supply chain upholds our sustainability and human rights commitments, we continue to increase transparency and due diligence in our electrified product battery supply chain to ensure ethical and responsible sourcing practices.

Battery Material Supply Chain Mapping

Our Supplier Code of Conduct and contractual obligations require suppliers to share sub-tier supply chain information upon request. Through the use of supply chain audits and value stream mapping, we have identified sub-tier suppliers in our electrified product battery supply chains.

To support our understanding of the risks in our battery material supply chains, we initiated a supply chain mapping and auditing initiative in 2021. Since then, we have mapped and audited the sources of the cobalt, nickel, lithium, graphite, and electrolyte battery material used in our electrified products, including hybrid electric (PHEV/FHEV/MHEV) products. These audits have led to the identification and mapping of suppliers and identified mine sites in Australia, Chile, China, the DRC, Indonesia, New Caledonia, Papua New Guinea, and Türkiye. Our process for identifying battery material suppliers is continuously evolving. The number of identified suppliers reflect currently identified suppliers, and we are actively enhancing our efforts to trace these supply chains back to the mine.

These independent audits included the use of the OECD Due Diligence Management System along Ford's supply chain from battery manufacturers to upstream mine sites. No critical risks, including child labor, were identified during any of these audits.

In 2025, we utilized the supply chain information collected in previous years to evolve our approach to battery material due diligence. Using the EU Battery Regulation as our guide, we worked with a global ESG and auditing consultant to develop a supplier risk assessment process to enable the rating of each identified supplier in Ford's electrified product battery supply chains. Mitigation strategies, such as audits, sustainability self-assessments, and training will be prioritized based on suppliers' risk profile. The goal of this approach is to give suppliers in our battery material supply chains tools to improve their ESG-related policies and performance, mitigate ESG risks, enable compliance with Ford's due diligence requirements, and work towards a third-party ESG certification. We also conduct outreach to participate in required third-party ESG assurance audits.

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 requirements, we require supply chain transparency down to the mine to enable appropriate sub-tier due diligence.

Battery Passport

Transparency is foundational to understanding and reducing the environmental and human rights impact of electrified product supply chains, particularly concerning their key emissions sources. Since 2023, Ford has been working diligently to comply with the new requirements for our Battery Electric and Hybrid Electric 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 initiated onboarding of high-voltage battery manufacturers and sub-tier suppliers into Ford's digital traceability tool, continued to align within our industry workgroups, and engaged with our supply base to raise awareness of the regulatory requirements.

Building Responsibly Produced Electrified Product

We are building a diverse electrified product 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, and our Responsible Material Sourcing Policy.

Our ESG Battery Material Management team manages ESG requirements in our manufactured electric battery material supply chains, including sub-tiers.

We recognize that some of the electrified product 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 to obtain transparency and strong commitments to sustainability matters along the electrified products' supply chains, and throughout the sourcing process.

Many global electrified product 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 elevate the ESG processing and mining practices in the communities where our suppliers and sub-tier suppliers operate, and to demonstrate how our purchasing power can create a positive impact throughout battery material supply chains. We have implemented a risk-based, pre-sourcing enhanced due diligence process for suppliers supporting our battery cell manufacturing facilities.

Mapping Ford Battery Supply Chains to the Mine Site

Supplier Type	Number of Identified Suppliers	Country of Operation
Battery	10	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	25	Australia, China, Indonesia, Japan, Luxembourg, New Caledonia, Republic of Korea, Singapore, Switzerland, U.S.
Refiner	43	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)	9	China, Indonesia, Papua New Guinea, Türkiye
Integrated TU and LSM	9	Australia, Chile, China, DRC, Indonesia, New Caledonia, Türkiye
Other[28]	1	China
Total	**121**	

Responsible Sourcing
continued

Ford's Enhanced Due Diligence For Ethical Battery Material Sourcing

We maintain a due diligence process for our electrified product suppliers to proactively identify risks, ensure regulatory compliance, and uphold our commitment to responsible sourcing. Our enhanced due diligence process for battery production and non-production suppliers for battery cell manufacturing facilities is designed to identify and mitigate risks associated with sourcing from high-risk suppliers.

Ford applies a risk-based approach to supplier due diligence, with the level of review and follow-up actions tailored to each supplier's risk profile. Prior to onboarding, Ford leverages a third-party risk intelligence platform to screen prospective production and non-production suppliers for compliance against regulations and global sanctions lists. Based on these screening outcomes and other assessments, suppliers may undergo due diligence measures, including Responsible Business Alliance (RBA) audits and/or submission of a value stream map to identify potential human rights and environmental risks.

Outcomes of the due diligence process determine supplier approval before sourcing, or disqualification if risks cannot be mitigated. A governance process reviews the due diligence, and cross-functional approval is documented for supplier acceptance.

Through this process, Ford aims to prevent operational disruptions, support regulatory compliance, and contribute to a more ethical and sustainable battery supply chain. Our commitment to proactive transparency and risk management aligns with the UN Guiding Principles on Business and Human Rights framework for respecting human rights.

+ **Read More:** In Sustainability Statement

Responsible Direct Sourcing and Meeting ESG Standards

By directly contracting with high-risk battery raw material suppliers, we enhance transparency and use our leverage to foster positive impacts throughout the supply chain and in surrounding communities. Ford has sourced the lithium and nickel needed to support our production of electrified products and build resilient battery supply chains. We have lithium agreements with global suppliers. We also have a three-party collaboration in Southwest Sulawesi, Indonesia, where we have directly engaged to advance sustainable nickel production. The collaboration will deliver materials to assemble more electrified products 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.

By directly contracting with battery raw material suppliers, we enhance transparency and use our leverage to foster positive impacts throughout the supply chain and in surrounding communities. These contracts mandate compliance with Ford's Supplier Code of Conduct and require suppliers to undergo third-party ESG assurance, such as the Initiative for Responsible Mining Assurance (IRMA) for mines or the Responsible Minerals Assurance Process (RMAP+) for processors. 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.

Our agreements require suppliers to respect human rights and the environment, including respecting Indigenous Peoples' rights according the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). This includes obtaining Free, Prior, and Informed Consent (FPIC) before beginning any activities that affect the lands or resources of local communities.

To verify compliance with requirements, we utilize an ESG management system to track contractual compliance, audit data, and time-bound corrective action plans. Beyond standard OECD mineral due diligence, we conduct our own on-site ESG assessments to proactively identify and mitigate broader environmental and social risks.

Due Diligence Process After Sourcing

After implementing ESG requirements in our directly sourced battery raw material agreements, we aim to align supplier performance with international standards and Ford's Supplier Code of Conduct. We work collaboratively with partners to assess and implement ESG management systems, gaining insight into risk processes and addressing gaps through monitored corrective action plans. This approach enables transparency and remediation throughout the electrified products battery supply chains, prioritizing continuous improvement rather than focusing solely on compliance.

Two key tools aid our on-site ESG Assessments. First, an ESG Mine/Processor Site Risk-Based Assessment Protocol establishes responsible mining/processing expectations informed by Ford's Supplier Code of Conduct and IRMA. Second, we have developed a Supplier Audit & Compliance Collaboration that manages and tracks supplier due diligence profiles and data collection throughout contract negotiation. The tool facilitates the ESG assessment process from pre-assessment to corrective action plan closure.

We maintain a continued focus on expanding due diligence efforts. This includes ongoing due diligence at our electrified product battery manufacturing facilities, monitoring sub-tier suppliers, supporting new electrified products programs, and visiting mine and processing sites for an on-site ESG Assessment using our risk-based protocol.

In 2025, Ford conducted on-site ESG due diligence at a directly sourced battery material supplier in Australia. The assessment showed exceptional ESG management and awareness, as well as in-depth collaboration with the local community organizations, schools, nonprofits, environmental organizations, and Indigenous Peoples. A site visit was also conducted at an Indonesia nickel processing facility. A review of the Environmental and Social Impact Assessment, ESG management system, and proposed technical designs such as tailings and processing facilities during the construction phase underscores the importance of a proactive approach to risk management. This includes continuous oversight and process improvements to ensure robust due diligence as the project progresses. The ESG assessment team addressed key ESG risks identified such as community engagement, environmental management (including appropriate tailings management), labor rights, and local training and hiring to support the local community.

Community Engagement

Focus

- Improve community sentiment, ensuring community investment is made in all manufacturing locations
- Harness Ford's scale, resources, and mobility expertise to amplify community impact through Ford Philanthropy

Ford's Commitment To Community Engagement

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 nonprofit organizations, schools, and residents to support the needs of local communities through our Community Relations team and Ford Philanthropy, our nonprofit organization.

Management Approach

Ford has a long history of building 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's Community Relations team engages in our U.S. manufacturing communities to maximize the benefits of having Ford in the community and to minimize any inconveniences to residents. Community Relations develops a holistic view for the Company on how and when to engage with residents.

Ford's We Are Committed to Protecting Human Rights and the Environment 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 impacts on both human beings and the environment while striving for positive outcomes.

+ **Read More:** In Sustainability Statement

Due Diligence

We integrate due diligence findings in our business planning and decision-making, considering the communities where we operate.

We provide appropriate remedies if non-compliance occurs and bring any violation to an end. Information on how to report grievances is available on our corporate website.

Strengthening Community Relations

Ford is an active member of the communities in which we do business. We engage with affected communities through multiple channels, both directly and through credible proxies.

+ **Read More:** In Sustainability Statement

Managing Impacts in Our Communities

Ford has a 120+ year history of operating safely in communities across the world.

There have been limited incidents in communities in which Ford operates. If a material impact is identified, Ford works closely with the community and government officials and agencies to determine the appropriate remedy.

We take resident concerns very seriously, as Ford prides itself on being a good neighbor which is 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 goals include improving 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. Ford tracks community sentiment through various mechanisms including surveys; monthly polling in manufacturing communities; community listening sessions; monitoring of media articles and social media posts; and discussions with government, community leaders, and residents.

In 2025, the Community Relations team sponsored 258 events across different communities in the U.S.

Community Engagement
continued

Our Initiatives

Accelerating Bird Conservation and Habitat Restoration

Ford is making an investment in a sustainable future as the Founding Sponsor of the Bird City Michigan initiative to accelerate bird conservation and habitat restoration across the state. The rigorous, science-based program supports communities in adopting bird-friendly practices, including controlling invasive species, reducing light pollution, using native plants, and educating residents.

This partnership between Ford and Michigan Audubon is a testament to our shared commitment to environmental stewardship, providing crucial funding and support of Michigan Audubon's efforts to rapidly expand the program's reach into cities, townships, and communities. The expansion aims to boost Michigan's growing ecotourism sector by promoting designated Bird Cities as prime destinations for birding and nature-focused travel. Ford will also help fund bird conservation projects for communities across the state where it has operations.

Neighborhood Advisory Council Meetings

Neighborhood Advisory Council meetings in our assembly plant communities bring community leaders and stakeholders together with Ford to listen and learn about community needs. For example, meetings of Tennessee's Equitable Growth Advisory Council, which covers our Tennessee Truck Plant, provide an opportunity for Ford to hear directly from the community about what issues the community is facing and if there are any concerns specific to Ford that we should be aware of. Discussions include what's working well in the community, what challenges they are facing, and how Ford Community Relations might be able to help.

Good Neighbor Plan

Implementation of Ford's Good Neighbor Plan continued in 2025 as Ford exceeded its $9 million commitment to the future of the West Tennessee communities that are home to BlueOval City, including the future Tennessee Truck Plant, with a total investment of approximately $11.7 million. Developed with input from the community, the Good Neighbor Plan is already helping positively transform the region and its people through the creation of new jobs, investments, and opportunities.

The Plan focuses on community collaboration, sustainability, transparency, and inclusive growth with an emphasis on investing in local communities and ensuring the benefits of BlueOval City are shared widely. In response to input from area residents, the Good Neighbor Plan outlines three pillars to address community needs: community investment, building a local talent pipeline, and environmental protection.

By collaborating with local partners, addressing critical needs, promoting inclusive access to opportunities, and gathering input from residents, we aim to empower individuals and families to thrive and prosper. We believe by working together, we can build a brighter future for West Tennessee and its residents.

+**Read more:** In Climate Change

Ford Philanthropy

As the global philanthropic arm of Ford Motor Company, Ford Philanthropy's mission is to move people forward and upward. Since its founding by Henry Ford II in 1949, Ford Philanthropy, together with Ford Motor Company, has contributed $2.5 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.

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 U.S., our partner, GlobalGiving, helps ensure that we support trusted, community-led organizations. Together, we're driving meaningful progress.

Philanthropic Contributions Made by Ford and Ford Philanthropy in 2025

Total contributions	$86.2M
Total given to disaster relief	$9.5M
Volunteer hours in reporting year	>110,000

+ **Read More:** In Ford Philanthropy 2025 Impact Report

Mobilizing Employees To Help Build a Better World

The commitment to strengthening communities comes to life through real action. 2025 marked the 20th anniversary of the Ford Volunteer Corps established by Ford Chairman Bill Ford, and it was inspiring to see how many employees took the opportunity to give back. A powerful example is Global Caring Month, our annual employee-led volunteering effort, which in 2025 engaged more than 4,100 Ford volunteers around the world, who supported diverse causes, from youth programs to environmental education to disaster preparedness.

In Europe, Ford's Cologne plant in Germany was recognized by the State Chancellery of North Rhine-Westphalia with the "Engagement-Friendly Company in North Rhine-Westphalia" distinction, honoring the site's long-standing culture of employee volunteerism and support for civic engagement.

Community Engagement
continued

Preparing the Next Generation for Future Careers

The Essential Economy — critical industries including manufacturing, utilities, transportation, construction, and energy, among many others — keep communities moving forward. And now more than ever, the next generation needs access to the tools, resources, and skills to succeed in these fields.

+ **Read More:** In Strengthening America's Essential Economy

Globally, we continued to expand partnerships that help young people prepare for future careers. Ford <Enter> is just one example: developed with Ford Brazil in partnership with Global Giving, SENAI, and Rede Cidadã, this free training program helps students get the skills and practical expertise needed to land jobs in South America's thriving tech sector.

As the job market continues to change, and key industries like manufacturing and automotive need skilled workers, our goal at Ford Philanthropy remains simple: to modernize hands-on learning, remove financial barriers to participation, and inspire students by showcasing exciting future careers within the advanced manufacturing and automotive sectors.

Mobility is a Superpower

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 Philanthropy leverages access to mobility and mobile resources as its superpower with partners.

Connecting to Fresh Food

In the U.S., 2.3 million households — that's 5.9 million people — live more than a mile from a grocery store and lack personal transportation. That's why Ford Philanthropy invested $4 million to support fresh food access.

While we cannot remove these barriers on our own, what we can do is use the strength and expertise of Ford to do our part to close that last mile to ensure fresh food reaches those who need it most. Building on Ford Philanthropy's longtime focus on fresh food access, we are helping organizations deliver food to homes, build mobile market vehicles, and run pop-up food distributions, connecting families with vital food and nutrition.

Ford Philanthropy's support is expected to help local food banks and nonprofit partners provide meals to over 365,000 individuals, including many students and seniors, across our plant communities, through several mobile food programs. Here are just a few examples:

- In Detroit, our partnership with DoorDash's Project DASH is delivering over 900 food boxes monthly from Gleaners Community Food Bank to families in Southeast Michigan
- In Louisville, Dare to Care expanded access to nutritious frozen meals through home delivery to low-income seniors, scaling monthly distribution from 300 to over 3,200 meals
- In Kansas City, Missouri, a retrofitted cargo van with refrigeration and customized storage is expanding Cultivate KC's Dotte Mobile Grocer delivery zone to reach more communities in Kansas and Missouri

Putting Essential Care on Wheels

Transportation barriers are a major obstacle to healthcare access. To help close that gap, Ford is putting our mobility expertise into action by supporting mobile health solutions that bring services directly to communities.

In the U.S., partnerships with Wayne Health Mobile Unit, Vision To Learn, and Henry Ford Health use Ford vehicles and mobility resources to deliver care such as screenings, vaccinations, and other preventive services, helping ensure people don't miss essential appointments simply because they lack a ride. In 2025, customized Ford cargo vans helped Vision To Learn provide free mobile eye screenings and new eyeglasses to thousands of schoolchildren across Michigan and Ohio, improving both learning and confidence.

Internationally, Ford's approach extends to rural and underserved areas, including Malaysia, where we partnered with Sime Darby Auto ConnecXion–Ford to launch a mobile health clinic that served over 2,000 patients in rural villages, alongside similar mobile health partnerships in Indonesia, India, South Africa, Romania, Argentina, and Mexico.

Getting People Where They Need To Go

Access to reliable transportation is essential for connecting people to jobs, education, and everyday necessities. Ford Philanthropy is helping advance mobility solutions that reduce barriers and expand opportunity, both in the U.S. and globally.

In 2025, Ford Philanthropy helped pioneer the use of mobility wallets with Catch a Ride Network, leveraging technology to make it easier for organizations and individuals in urban and rural communities to book and pay for transportation — whether ride shares, public transit, shuttles, and more — through a single app. As a result, thousands more people have options for getting to the doctor, the grocery store, school, and work.

Internationally, in South Africa, a Ford Philanthropy Mobility Fellowship supported innovator Amanda Tlotlisang Mokoena in creating MobiMom.com, a platform that connects mothers with vetted, trained women drivers who provide safe, reliable transportation, while also creating new pathways for women's financial independence and leadership.

Community Engagement
continued

Ford Building Together: A New Initiative To Deepen Community Impact

Since day one, we have been driven by strong values and a deep commitment to service and philanthropy, values shared by our employees and dealers. We know more is accomplished when everyone rallies around a common purpose, and that's at the heart of Ford Building Together.

Launched in 2025, Ford Building Together is an enterprise-wide initiative that brings the full power of Ford to support the critical work of nonprofits who are on the ground in local communities addressing today's changing needs. This means working alongside our expansive dealer network in communities across the globe, sharing the skills and expertise of its employees through volunteering, and lending technology and vehicles to scale the services of our nonprofit partners.

Ford Building Together launched in the U.S. in June 2025 with four national nonprofit partners — American Red Cross, Feeding America, Habitat for Humanity, and Team Rubicon — and expanded in September 2025 to include World Central Kitchen as part of the initiative's global rollout.

The initiative includes:

Partnering With Expert Nonprofit Organizations: Ford Philanthropy has built strong relationships with these key partners, providing them with grants to support critical community needs, as well as additional support to help them expand operations.

Working With Ford Dealer Network: Dealers are in every community across the country. With their help, we support our nonprofit partners by hosting local activations at our dealerships, including storm preparedness sessions, blood drives, and food-and-material collections. View our Volunteer Map and enter your location to find an activation near you.

Sharing the Skills and Expertise of Ford Employees Through Volunteerism: We have increased our Volunteer Paid Time Off policy to encourage Ford employees to lend their skills and expertise to our Ford Building Together nonprofit partners for extended periods of time. This builds on the Ford Volunteer Corps' 20-year legacy.

Lending Our Vehicles and Technologies in Times of Need: An expanded dealer loaner vehicle program in the U.S. allows our nonprofit partners to scale and strengthen their services, especially during a crisis when communities lose power and infrastructure is impacted.

Spotlighting the Impact of Nonprofit Partners: We amplify the vital work of our partners and raise awareness of critical community needs through our global outreach and communication channels.

Global Expansion

Following early momentum in the U.S., Ford Building Together expanded globally in September 2025, scaling our partner model, dealer activations, and employee engagement across key markets.

The expansion included:

Transforming Dealerships Into Food Drive Hubs: In a monumental effort that became the World's Largest Auto Dealer Food Drive, our global dealer network stepped up to address hunger.

In September 2025, Ford dealerships across more than 30 countries invited customers and employees to donate nonperishable items. This initiative successfully collected over 2 million pounds of food to support local food banks and pantries.

Partnering With World Central Kitchen: In September 2025, we welcomed World Central Kitchen as a key nonprofit partner for global disaster relief. This partnership builds on past collaborations, from aiding Valencia, Spain, flood victims to delivering meals after U.S. Hurricanes Ian and Fiona. Ford is donating three F-150s and a Super Duty F-350 to World Central Kitchen's fleet, combining our logistics and community reach with their culinary expertise for rapid food aid delivery.

Supporting Local Nonprofit Partners Globally: Ford Philanthropy is providing new funding to local nonprofit organizations for disaster relief and preparedness efforts, ensuring our assistance is both far-reaching and deeply rooted in local needs. This includes supporting the Red Cross' community resilience efforts in Canada and Australia, disaster preparedness and response programming through the AIP Foundation in Vietnam, youth education and technology training efforts with Rede Cidadã in Brazil and AIPC Pandora in Spain, and strengthening food security for families with the Felix Project in the United Kingdom.

Activating the Ford Volunteer Corps Around the World: To make it even easier for employees to participate in volunteer events all year long, the Ford Volunteer Corps Hub, our centralized volunteer sign-up platform, launched in eight new global markets, connecting employees with opportunities.

Ford Building Together: Spotlight on Central Texas

Torrential rainfall triggered catastrophic flash flooding across Central Texas in July 2025, causing rivers to rise with little warning, killing dozens of people, and devastating communities throughout the Hill Country.

Just weeks after Ford Building Together launched in June 2025, it was put into practice. Within 24 hours:

- Texas Ford dealers and Ford Philanthropy donated a combined $1.25 million to support local organizations in Central Texas, including the Community Foundation of the Texas Hill Country and local affiliates of our Building Together partners
- Ford dealers provided 17 loaner vehicles to the American Red Cross and Team Rubicon to power their response efforts
- Texas Ford volunteers and dealer employees packed more than 40,000 meals for Texas families at Feeding America's North Plano Food Bank
- Ford Volunteer Corps members deployed to Texas with Team Rubicon. Through the Extended Volunteer Paid Time Off Policy, our "Greyshirt" trained Ford volunteers joined Team Rubicon's mission on the ground as their recovery efforts began in Texas
- Ford Credit offered deferred payment to customers in FEMA-designated areas

Customer Experience

Focus

- Exceed customer expectations with products, services, and experiences that our customers can't live without
- Engage our customers in new and inclusive ways to get deeper knowledge of their wants and needs
- Ensure that our marketing, product offerings, and services meet the needs of our diverse current and future customers

Ford's Commitment to Customer Experience

Our 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.

Management Approach

Our approach 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."

The Board's Sustainability, Innovation and Policy Committee advises on the Company's strategies and practices used to enhance overall brand strength, reputation, favorability opinion, and customer sentiment through the development and integration of innovations and technologies that meet the mobility needs of consumers, fulfill their aspirations, capture their imaginations, and drive strong positive brand differentiation.

Our Initiatives

Engaging With Our Customers

Ford provides many channels for customers to engage with the Company directly: 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.

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 our site visitors. The "Contact Us" page of the Ford corporate website has been tested for accessibility compliance, and Customer Support is available to help with accessibility issues.

Proactive Customer Support

Ford is redefining brand loyalty through Remote Experiences, a powerful differentiator that combines the convenience of Pickup & Delivery with the flexibility of Mobile Service.

Through Pickup & Delivery, participating U.S. dealers provide a seamless valet-style experience by handling vehicle transport for repairs, effectively eliminating customer downtime. Complementing this is Mobile Service, which brings technicians directly to the customer for routine maintenance. This mobile segment has seen massive growth, with a U.S. network of 4,400 units completing 2.3 million repair orders in 2025 alone.

Globally, Ford delivered over 5.1 million combined remote experiences in 2025. The impact on customer satisfaction is measurable: the Net Promoter Score for Mobile Service outperforms overall service scores by nine percentage points, proving that this frictionless approach is a primary driver of long-term brand loyalty.

Loyalty and Membership Rewards

Ford 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 18 million, with more than 2.6 million new members joining in 2025. Points may be earned and redeemed throughout the Ford ecosystem, including vehicle service, vehicle purchases, online purchases of accessories and parts, Sirius XM subscriptions, Connected Services like BlueCruise and the Ford Connectivity Package, and exclusive events like the Bronco Off-Roadeo. Additionally, customers may earn Points on their everyday spending with the Ford Rewards Visa Signature Credit Card.

Incentives for Plug-In Vehicles

Navigating the universe of state and local incentives can be daunting. Between overlapping federal tax credits, state grants, and utility rebates, most organizations lack the time or resources to track what's available and struggle to identify and apply for those they're eligible for.

Ford Pro has responded with a new Electric Vehicle Incentive Consultation Service designed to help customers navigate available incentives and rebate programs for electrified products and charging purchases.

In a market where knowledge and proactive engagement can lead to meaningful savings and practices, Ford Pro's Electric Vehicle Incentive Consultation Service stands as a pillar of support for commercial customers navigating the path to electric.

Customer Experience
continued

In the EU, the EU Green Deal continues to drive the electrification of mobility in the covered regions. European mandates on charging infrastructure will support European customers in migrating to plug-in vehicles including fully electrified products, Plug-in Hybrids, and Extended-Range Electric Vehicles.

Global Dealer Engagement

With a footprint of more than 8,000 dealers worldwide, Ford's dealer body is the face of the brand in their communities. The Global Dealer Engagement (GDE) team champions a "Winning Together" philosophy, strengthening the bond between Ford and its dealers through three core pillars:

- Ensuring dealers feel the enduring strength of the Ford franchise
- Building enablers that allow dealers to get things done efficiently
- Empowering dealers to live the Ford brand in every interaction

Through multiple workstreams, including training, community engagement, and retail excellence, GDE enables a best-in-class dealership environment where meaningful relationships drive mutual growth and an unparalleled customer experience.

Rising Leaders Continue the Legacy

Many Ford dealerships across the country are family-owned and operated, carrying on a legacy of traditions. Ford created the new Rising Leaders program to develop the next generation of Ford and Lincoln dealers by supporting family members and others who will eventually take on management roles in dealerships. Rising Leaders offers leadership training, exposure to dealer forums, and unique Ford product and history experiences. Beginning in 2026, the program will be expanded to global markets.

Raising Concerns via Global Contact Centers

Approximately 3,000 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.

Contact Centers utilize All Contacts reporting to help 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 continues to show 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 2025, Concern NPS improved from +39 to +54. During the same time period, Customer Experience increased from 78% to 83% and Concern Resolution grew from 85% to 87%.

Proactive Customer Support Initiatives in 2025 contributed to customer experience improvements. The Global Contact Centers proactively engaged over 802,000 customers in 2025, representing over 10% of the total annual inbound contact volume. This is in contrast to 533,000 proactive engagements in 2024. Our monthly self-help interactions remained at 4.6 million with a task success that increased year over year from 72% to 77%.

Customer Feedback and Process To Remediate Negative Impacts

Thanks to our focus on innovation, AI is playing a role in customer experience. Our One-CX experience measurement platform, the 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 One-CX. 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 2025 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 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.

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. CX-Hub was fully integrated across our North America retail agents in 2025.

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 diverse groups, we strive to offer training and mentorship through the marketing process.

We follow industry standards for responsible marketing practices and safeguard customer privacy, honor individual marketing choices, and ensure legal compliance through routine monitoring of our marketing work. 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.

Ford's Four Core Principles for an Enhanced Retail Experience

We understand that how customers explore, purchase, and service their vehicles is constantly evolving. To meet those needs, we've worked with Ford dealers around the world to create a new, unified global retail experience that ensures that each step of the customer journey is effortless, from considering a vehicle to every service appointment thereafter.

The new retail experience is built on four core principles:

Hospitality First: Dealership staff serve as brand ambassadors with dedicated hospitality spaces for conversations and available refreshments.

Sales & Service Anywhere: Customers can choose where to conduct business, in a traditional purchase room or a hospitality space.

Operations Excellence: Efficient design enhances the guest experience.

Discover Ford: Immersive brand experiences allow customers to see, touch, and learn about products, accessories, and technology.

We're also ensuring that customers in the U.S. and several European markets can easily blend digital and in-person interactions, building, pricing, and continuing their purchase of any Ford nameplate online or offline with their local dealer. What hasn't changed is our commitment to seamless, convenient service with Ford Pickup & Delivery and Ford Mobile Service.

We provide guest experience training for dealership staff globally, focusing on service, communications, and anticipating customer needs.

Customer Experience — Integrated Services

Our approach to technology starts with the utility and joy it delivers: if it can't do that, it doesn't belong in our products. Whether it's hands-free highway driving with BlueCruise, using our newly designed Ford and Lincoln app, or our Ford Security Package to give customers peace of mind, we're integrating technology that can make life better, and doing it across as many of our vehicles as we can.

BlueCruise Usage in 2025 Surged

BlueCruise is our hands-free highway driving technology and is quickly moving from a "nice to have" to a "must have" Level 2 driver assistance feature to help make daily commutes and road trips easier.

In 2025 alone, we put more than half a million new BlueCruise-equipped vehicles on the road across Ford and Lincoln, an 80% increase from 2024[29] That brings our global total to 1.22 million vehicles.

But the real insight is how much customers are actually using the technology. BlueCruise usage in the U.S. surged in 2025, with an 88% increase in total hands-free highway miles driven and a 50% increase in BlueCruise trips taken by Ford and Lincoln owners compared to the previous year.

New Versions of BlueCruise Rolling Out

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 hands-free without interruption. Our goal is to always deliver the best version of BlueCruise hands-free highway driving software for each vehicle line and model year as it is ready, whether it's installed at the factory or delivered via an over-the-air software update.

In 2025, we started deploying one of our latest versions of software, BlueCruise 1.4, from the factory on the 2025 model year F-150, F-150 Lightning, Ford Expedition, and Lincoln Navigator. BlueCruise 1.4 improves the hands-free highway drive time in a variety of driving conditions such as smoothly adjusting the vehicle's speed around tight curves and greater in-lane stability.

Based on our internal testing with BlueCruise 1.4, drivers can stay engaged in hands-free mode on the highway an average of eight times longer compared to the first version of BlueCruise, and it reduces deviations from the center of the lane by nearly 80% from version 1.0.

We also rolled out the first software update to select model year F-150 and F-150 Lightning truck customers. Depending on the model year, the software update took eligible owners from BlueCruise 1.0 or 1.2 all the way to BlueCruise 1.4.

Additionally, we launched BlueCruise 1.5 with Automatic Lane Change on the 2025 Mustang Mach-E, which enables the system to smoothly and seamlessly initiate a lane change without any driver input. In 2026, BlueCruise 1.5 will expand to the first gasoline and hybrid-powered vehicles: the 2026 Ford Explorer, Lincoln Aviator, and Lincoln Nautilus SUVs.

BlueCruise Designed for Trust

BlueCruise is a Level 2 driver assistance system. This means that even though the drivers' hands can be off the wheel on designated highways while BlueCruise is activated, the vehicle requires the drivers' full attention and they must be ready to resume control at any time. We've made thoughtful, deliberate product development and marketing choices to help ensure our product is safe to use and easy to understand.

Collaborative Design: BlueCruise is collaborative to help keep drivers engaged and attentive. A driver can touch the steering wheel to make an adjustment, accelerate to pass another vehicle, or make a lane change and they won't be disengaged from the system while BlueCruise is active. Is there a pothole ahead? The driver can adjust the vehicle within the lane manually without deactivating the BlueCruise system.

Customer Experience — Integrated Services continued

Driver Notification: Our notification system further works to help drivers stay engaged and involved. Our guiding principle is clarity. BlueCruise turns the display on the digital instrument cluster blue, plus it utilizes a combination of easy-to-understand icons and text-based messages telling the driver when BlueCruise has been activated and when they need to put their hands back on the wheel. The first thing a driver sees as they activate the system? A notification reminding them to stay alert.

Driver Monitoring System: Every BlueCruise-equipped vehicle includes a dedicated driver monitoring system to track eye gaze and head position. This system reminds the driver to keep their eyes on the road, even while their hands are off the wheel.

New Ford and Lincoln App

In 2025, we rolled out the new Ford and Lincoln apps globally, formerly called FordPass® and Lincoln Way.[30] The apps now load faster, look cleaner, and give customers one-tap access to the things they use most: remote start, charge level, and vehicle health. We rolled out the following key features:

Lock Screen Controls: Customers can quickly lock, unlock, or remote start their vehicle directly from their phone's lock screen using iOS and Android widgets, without opening the app.

Wearables and More: Using their Apple Watch, drivers can unlock, remote start, check fuel/battery levels, view charging status, find their car, and activate the horn/lights.

Authorize Friends/Family To Drive: Customers can grant friends and family access to their vehicle right from the app so they can lock/unlock, start the vehicle, and view battery/fuel levels.

Schedule Software Updates + Dark Mode: The app also allows drivers to personalize their experience by easily scheduling and managing software updates directly through the app, plus Dark Mode for iOS users, which was highly requested by customers.

Passkeys Authentication: Ford has introduced Passkeys as a secure, passwordless sign-in method that allows access to Ford and Lincoln digital services using device-based authentication such as Face ID, fingerprint, or device PIN to improve account security. Passkeys improve account security while providing a faster, simpler login experience across Ford and Lincoln apps and other connected services.

We are on a journey to continue the apps' evolution from a nice-to-have feature to a central part of Ford and Lincoln ownership. Our app team's goal is to ensure we provide a consistent and excellent experience across a range of Ford and Lincoln vehicles with varying capabilities, including different app controls and tools, no matter if it is a Lincoln Navigator or an all-electric F-150 Lightning.

Ford Security Package

Ford's dedication to incorporating technology into daily life and providing peace of mind to customers is clearly demonstrated through its security offerings. In 2025, this commitment was highlighted by the February launch of the Ford Security Package.

Ford Security Package Launch

The Ford Security Package is designed to provide robust protection against theft and offer extensive support to owners in case of a theft event.

Start Inhibit

A cornerstone of the Ford Security Package and its proactive approach to protection is the Start Inhibit feature.

With Start Inhibit, owners can remotely prevent their vehicle from starting, even if a thief has the key. Accessible via the Ford app, owners can activate this feature with a simple on-off slider.

Once activated, Start Inhibit remains in effect until it is either switched off through the app or by inputting a unique one-time deactivation PIN on the vehicle's infotainment screen.

If Start Inhibit is activated while the vehicle is running, the vehicle will continue to operate until it is turned off, after which it cannot be restarted. This feature provides an added layer of security, especially when a vehicle is left unattended for extended periods or if a key is lost or stolen.

Theft Alerts

The Ford Security Package includes Theft Alerts, which provide customizable push notifications to the owner's Ford app. These alerts inform owners if tampering with their vehicle is detected, such as potential intrusion, unexpected changes in location, or attempts to access, move, or factory reset the truck. These real-time notifications enable owners to react promptly to suspicious activity.

Stolen Vehicle Services and Vehicle Recovery

In the event that the worst happens and a vehicle is stolen, Ford provides access to its Stolen Vehicle Services hotline, a dedicated 24/7 call center staffed by live agents. After the owner files a police report, these agents work directly with law enforcement to assist in the recovery of the stolen vehicle, utilizing the vehicle's GPS and cellular data connection. This coordinated effort with police has resulted in multiple vehicle recoveries in the United States and Canada.

Deductible Reimbursement

In cases where a vehicle is stolen and unable to be recovered, Ford offers a Deductible Reimbursement program for enrolled vehicles. This feature reimburses customers for deductible costs up to $2,500 and is available in U.S. states where permitted by law.

Dealer Security Package Launch

The Dealer Security Package brings some of the most popular features of the Ford Security Package to combat vehicle theft from dealer lots. All new and used Ford and Lincoln vehicles are eligible for coverage under the program, offered at no cost for Ford and Lincoln dealers in the United States and Canada.

Governance

In this section

Transparency, Ethics, and Integrity

Focus

Maintain state-of-the-art corporate governance policies and practices and ensure they are reflective of all applicable current rules and regulations

Ford's Commitment To Transparency, Ethics, and Integrity

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.

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.

Management Approach

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.

We are 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.

Board Oversight

The Audit Committee assists the Board of Directors' oversight of the reliability and integrity of the Company's accounting policies and financial reporting and disclosure practices. The Committee also exercises reasonable oversight on the implementation and effectiveness of the Company's compliance and ethics program, including establishing a code of ethics for the senior financial personnel of the Company in accordance with applicable law, rules, and regulations.

The Nominating and Governance Committee reviews management's monitoring of compliance with the Company's Standards of Corporate Conduct, considers any requests for waivers of the Company's codes of ethics by directors or executive officers, and reviews any proposed transactions between the Company and its directors or executive officers.

Our Initiatives

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.

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.

Our Employee Code of Conduct and Corporate Policies were last updated in 2024 in a regular refresh of the existing materials; none of the underlying rules changed.

Supplier Code of Conduct

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.

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 Responsible Sourcing

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 provides multiple channels for people to confidentially report known or potential violations of the law or of our policies. 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 grievances. Employees of our suppliers can also provide feedback and file grievances directly via the Responsible Business Alliance (RBA) Worker Voice app or RBA Voices Web form.

+ **Read More:** In Human Rights

+ **Read More:** In Human Capital Management and Diversity, Equity, and Inclusion

Accountable and Inclusive Governance

Focus

Maintain the trust of our investors, our customers, and our people through principles of accountable and inclusive corporate governance

Ford's Commitment To Accountable and Inclusive Governance

Our business conduct is based on solid principles of accountable and inclusive corporate governance. We rely on these principles to maintain the trust of our investors, our customers, and our people.

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.

Management Approach

Ford's Board of Directors continuously reviews our governance practices, assesses the regulatory and legislative environment, and adopts the governance practices that it believes best serve the interests of our stakeholders.

Ford's Nominating and Governance Committee conducts an annual corporate governance review. The Board and its committees also annually assess their effectiveness.

Board of Directors

Board Committees

- A — Audit Committee
- C — Compensation, Talent and Culture Committee
- F — Finance Committee
- N — Nominating and Governace 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 Radakovich
C N S

Alexandra Ford English
F S

Jon M. Huntsman, Jr.
S

John L. Thornton
C F N

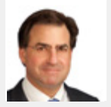
James D. Farley, Jr.

William E. Kennard
F N S

John B. Veihmeyer
A N

Henry Ford III
F S

John C. May
C F N



John S. Weinberg
C F N S

Accountable and Inclusive Governance
continued

Committee charters are reviewed annually and updated as needed. The Company's by-laws and corporate governance principles are reviewed and updated as needed.

Composition of Board of Directors

Our Board's diversity of skills, experience, and background strengthens 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.

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 Structure

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 risk oversight, business strategy, 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

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.

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:** 73% 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
- **Regular Board and Committee Self-Evaluation Process:** The Board and each committee evaluates its performance each year
- **Term Limits:** Fifteen-year term limits for independent directors appointed after 2019 provide regular opportunities for Board refreshment
- **Mandatory Deferral of Compensation for Directors:** In 2025, 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**

Accountable and Inclusive Governance
continued

- **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
- **Executive Sessions:** Regular executive sessions of non-employee and independent directors held without management present

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 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. Coordination between the committees has been refined over time such that the Audit Committee oversees ESG data integrity, while the Sustainability, Innovation and Policy Committee defines the ESG strategy.

Sustainability Governance

Accountable and Inclusive Governance
continued

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 and product development, environmental and social sustainability, capital allocation, management development, retention and compensation, competitive developments, and geopolitical developments

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; 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, including our Chief People and Employee Experience Officer
Function Areas	Environmental and Safety Compliance • 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 Financial Forecast Review, Internal Controls Meeting, Special Attention Review, Messaging Meeting Industrial/Electric Vehicles Digital & Design Forum, Platform Forum Global Product and Services, Strategy Forum, Business Ops Review, and People Forum

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 Financial Forecast Review, Internal Controls Meeting, 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 operational and functional teams, Business Segments, and Skill Teams to enable a consistent approach to risk management and facilitates an exchange of risk information. The Enterprise Risk Management team cascades enterprise risks, and teams escalate risks that 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.

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 2025 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

Focus

Advocate for consistent policies at all levels to help us achieve our business, environmental, and employment objectives

Ford's Commitment to Government Policy and Engagement

Ford strives to provide clarity on how the Company uses its voice to help inform policies that are economically, environmentally, and socially sustainable for our company, customers, and communities.

Management Approach

We achieve clarity 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 Government Affairs 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 strive 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. Ford participates in the political process to support policies on the local, state, national, and international level that are economically, environmentally, and socially sustainable for our company, our customers, and their communities. 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 fifth consecutive year in the 2025 Center for Political Accountability Zicklin Index, which benchmarks political disclosure and accountability policies and practices of leading U.S. public companies.

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 New York Stock Exchange, 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.

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
- Privacy
- Security

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.

Government Regulations, Policy, and Engagement continued

Ford Expenditures on Ballot Initiatives in 2025:

- Ford did not contribute to ballot initiatives in 2025

Ford Expenditures on Section 527 Organizations:

- Ford did not contribute to Section 527 organizations in 2025

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. For 2025, 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 dues were spent on lobbying
- $25,000 to Michigan State Society, a group that hosts social and cultural events and receptions, including the Cherry Blossom Princess ceremony, Inaugural Ball, Welcome Back reception, holiday party, and similar events in Alexandria, Virginia, that have ties to Michigan. Its mission is to provide cultural and social activities for its members. 0% of these dues were spent on lobbying
- $30,000 to Republican Main Street Partnership, a broad alliance of conservative, governing Republicans, including more than 95 sitting members in Congress. 0% of these dues were spent on lobbying

Ford does not generally take a position for partisan political purposes, that is, 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 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. Ford salaried employees may be granted a leave of absence or be allowed to rearrange work hours to enable them to run for office and serve as a full- or part-time elected official outside work, subject to local laws and work rules. 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.

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 Federal Election Commission (FEC) regulations. Our day-to-day Government Affairs activities are not reported. However, we consistently meet with elected officials on the federal, state, and local levels, and participate in trade organizations.

Ford Motor Company Civic Action Fund — Ford PAC

As previously stated, 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 PAC are distributed at the discretion of the PAC's Political Contributions Committee, comprised of Ford employees who are PAC donors. Ford's Government Affairs staff, under the direction of the Chief Government Affairs Officer, is the group responsible for PAC administration. The 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 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 by laws that can be viewed by clicking the link below.

Copies of the PAC's filings with the FEC, detailing expenditures on federal candidates as required by law, can be seen at the link below. State and local contributions are included in the FEC reports.

+ **Read More:** In Ford Motor Company Civic Action Fund Bylaws
+ **Read More:** In Ford Motor Company PAC Filings
+ **Read More:** In Political Engagement Report Archive

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.

USD Range	Coalition	% of non-deductible dues
$1 million or more	Alliance for Automotive Innovation	21%
	American Automotive Policy Council	11%
$500,000-999,999	Automotive Coalition for Traffic Safety	1%
$100,000-499,999	American Financial Services Association	40%
	American Property and Casualty Insurance Association	43%
	Autonomous Vehicle Industry Association	25%
	National Association of Manufacturers	22%
$50,000-99,999	Detroit Regional Chamber	6%
	Michigan Manufacturers Association	25%
	U.S. Chamber of Commerce	40%
	Vehicle Grid Integration Council	0%
$25,000-49,999	Advanced Energy United	5%
	Electric Drive Transportation Association	52%
	Greater Louisville Inc.	5%
	National Foreign Trade Council	25%
	Tennessee Chamber of Commerce & Industry	13%
	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 below.

Government Regulations, Policy, and Engagement continued

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 about 5% of the country's GDP, responsible for supporting nearly 11 million jobs, and driving approximately $1.5 trillion in annual economic activity[31], the automotive industry is the nation's largest manufacturing sector.	The industry has consistently called for a stable regulatory environment coordinated across the whole of government and reasonable, achievable standards that preserve consumer choice and support innovation. In addition, the association has supported continued progress in emissions reductions and improved fuel economy.	Ford's position within the Alliance is consistent with our public view that a single, stable national emissions standard best enables us to offer a wide range of electrified solutions, supporting our efforts to reach our big picture sustainability goals while also meeting customers' needs and expectations.

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 has 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 at NAM and is pursuing a more progressive stance through: • Product actions (e.g., electrifying iconic brands like Mustang, F-150, and Transit) • Facilities (working towards zero air emissions, and use of 100 percent carbon-free electricity for all manufacturing plants)

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, and 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.

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 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 stands with every American seeking a cleaner, stronger environment, for today and tomorrow. 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: • Product actions (e.g., electrifying iconic brands like Mustang, F-150, and Transit) • Joint advocacy on intellectual property initiatives to support ongoing U.S. research and development on advanced vehicle and battery technologies

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	EDTA is aligned with Ford on the need to accelerate the ICE to BEV transition by extending/expanding EV incentives including: consumer tax credits, commercial incentives for BEV, EV charging, and investment tax credits for U.S. facilities for BEV components like batteries.

+ **Read More:** In Ford Corporate Code of Conduct

+ **Read More:** In Political Engagement Report Archive

Data Protection, Privacy, and AI

Focus

- Safeguard customer data and protect user privacy
- Strengthen cybersecurity and data privacy

Our Commitment to Data Protection, Privacy, and AI

Protecting user privacy is central to the relationship we have with our customers — and we value the trust they have in Ford. Consequently, we take our responsibilities concerning the privacy and security of customer data seriously.

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.

Management Approach

Policy Framework

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. Policies and procedures are in place to address data management and to protect the privacy of our customers and employees.

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.

Our Initiatives

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.

Artificial Intelligence

Artificial intelligence (AI) can enhance employee efficiency, productivity, and product innovation. We provide employees with access to AI tools and training resources to support responsible usage of AI in alignment with our internal guidelines.

We also innovate ethically and responsibly when using AI and Automated Decision Making Tools, including by protecting personal information.

+ **Read More:** In Sustainability Statement

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.

+ **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 2025 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 published a separate Sustainability Statement that includes Ford's 2025 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.

Some of the data in our reports has been subject to internal and third-party verification.

The consolidated financial statements in our 2025 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 in the Sustainability Statement.

GHG emissions for some manufacturing operations are third-party verified, separately from the Sustainability Statement, in accordance with the local emission trading scheme regulatory requirements.

Board Oversight

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.

Photo by John "Tanner" Gigas, Senior Manager, Customer Support

Performance Data

In this section

Performance Data

Financial Highlights

	Footnote	2023	2024	2025
Financial Performance				
Revenue		$ 176.2B	$ 185.0B	$ 187.3B
Net income/(loss) attributable to Ford Motor Company		$ 4.3B	$ 5.9B	$ (8.2)B
Company adjusted earnings before interest and taxes (EBIT)		$ 10.4B	$ 10.2B	$ 6.8B
Company adjusted earnings before interest and taxes (EBIT) margin		5.9%	5.5%	3.6%
Company adjusted free cash flow		$ 6.8B	$ 6.7B	$ 3.5B
Adjusted earnings per share		$ 2.01	$ 1.84	$ 1.09
Income taxes paid/(refunded)		$ 1,027M	$ 1,218M	$ 622M

Methodology and Assumptions

Company adjusted EBIT, adjusted EBIT margin, adjusted free cash flow, and adjusted earnings per share — see Ford's 2025 Form 10-K Report, pages 77-80 for definitions and reconciliations to GAAP (U.S. Generally Accepted Accounting Principles).

EU Taxonomy — refer to Ford's Sustainability Statement for global EU Taxonomy disclosures.

Products and Services

	Footnote	2023	2024	2025
Product Innovation				
Patents				
Global utility patents issued		2,133	1,737	2,135
U.S. utility patents issued to Ford and subsidiaries		1,287	1,108	940
Patents in electric vehicle technology		379	250	402

Footnotes

Footnotes are not applicable to this page.

Performance Data
continued

Products and Services — continued

	Footnote	2023	2024	2025
Vehicle sales				
Vehicles Sold Globally				
Wholesales	2	4.4M	4.5M	4.4M
Retail (Key Markets)	1, 3	3.5M	3.6M	3.7M
Vehicles Manufactured		4.4M	4.4M	4.4M
Electric and Hybrid Global Retail Sales (thousand)	1			
Electric Vehicle		131	185	256
Hybrid Electric Vehicle (HEV)		205	291	327
Plug-In Hybrid Electric Vehicle (PHEV)		72	65	117
Total		407	541	699
BlueCruise				
Miles driven hands-free (number)	5	156M +	323M +	617M +
BlueCruise equipped vehicles (number)	5	0.3M +	0.7M +	1.2M +
Customer hours driven hands-free (number)	5	2.3M +	4.7M +	8.9M +
Coverage of controlled access highways (percent)	4	97%	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 2025 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	2023	2024	2025
Global Scope 1 GHG Emissions (thousand metric tons CO_2e)	1			
Gross Scope 1 GHG emissions	2, 3	—	921	1,006
Consolidated accounting group	4	—	921	1,006
Unconsolidated investees, where Ford has operational control		—	—	—
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	5, 6	—	12%	7%
Scope 1 GHG Emissions — Disaggregated by Activity	2			
Consolidated Manufacturing Plants	4	—	747	782
Consolidated Non-Manufacturing Facilities	4	—	174	224

Footnotes

1. All values have been rounded to the nearest thousand. Totals may not sum due to rounding.
2. Ford uses U.S. EPA emission factors for all Scope 1 fuel combustion sources, with the exception of Spain and Australia where we have incorporated Spain's Ministry for the Ecological Transition and the Demographic Challenge (MITECO) emission factors and Australia's National Greenhouse Accounts (NGA) emission factors, starting with 2025 data reporting due to local reporting obligations. In 2025, Ford purchased biomethane certificates and is accounting for them using a CO_2 emission factor of zero and methane and nitrous oxide U.S. EPA emission factors for combustion.
3. Certain comparative prior year data points have been revised retrospectively. Gross Scope 1 GHG emissions changed from 870 thousand metric tons CO_2e to 921 thousand metric tons CO_2e for immaterial adjustments identified during the reporting period.
4. 2024 results revised due to changes noted in Footnote 3.
5. Data is preliminary, pending local regulatory reporting.
6. Percentage of Scope 1 GHG emissions from regulated emission trading schemes (ETS) is calculated by dividing the gross Scope 1 GHG emissions from regulated ETS by Ford's gross Scope 1 emissions. The calculation methodologies for each ETS program are based on the regional regulatory requirements. In 2025, Ford does not have operational control of any unconsolidated investee facilities subject to ETS. Therefore this metric is for Ford's consolidated facilities only. In 2025, Ford was subject to the European Union ETS and United Kingdom ETS. ETS Scope 1 GHG emissions are third-party verified in accordance with local requirements, separately from this Sustainability Statement. Ford's Ontario plant is not subject to the Ontario Emission Performance Standards (EPS) for 2025 since the plant was not operational.

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

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

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

Performance Data
continued

Climate Change — continued

Value Chain Greenhouse Gas (GHG) Emissions — continued

	Footnote	2023	2024	2025
Global Scope 2 GHG Emissions (thousand metric tons CO_2e)	1, 2			
Gross location-based GHG emissions	3	—	2,174	2,041
Consolidated accounting group	4	—	2,174	2,041
Unconsolidated investees, where Ford has operational control		—	—	—
Gross market-based GHG emissions	3		1,281	1,165
Consolidated accounting group	4	—	1,281	1,165
Unconsolidated investees, where Ford has operational control		—	—	—
Scope 2 GHG Emissions — Disaggregated by Activity				
Gross location-based GHG emissions				
Consolidated Manufacturing Plants	4	—	1,629	1,505
Consolidated Non-Manufacturing Facilities	4	—	545	536
Gross market-based GHG emissions				
Consolidated Manufacturing Plants	4	—	897	767
Consolidated Non-Manufacturing Facilities	4	—	383	398

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

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

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

Footnotes

1. 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, with the exception of Spain and Australia where we have incorporated Spain's MITECO and Australia's NGA emission factors, starting with 2025 data reporting due to local reporting obligations. It should be noted that since U.S. EPA eGRID and IEA treat biomass for electricity as a zero emissions source, Ford considers biomass for electricity to be a zero emissions source in its calculations under the location-based approach, consistent with the GHG Protocol guidance for using U.S. EPA eGRID and IEA average emission factors. Under the Scope 2 market-based approach, Ford uses an emission factor of zero for carbon-free electricity sources, based on contractual documents such as Energy Attribute Certificates. For sites where Energy Attribute Certificates are not used, the location-based approach is used to calculate market-based emissions.
2. All values have been rounded to the nearest thousand. Totals may not sum due to rounding.
3. Certain comparative prior-year data points have been revised retrospectively. Gross Scope 2 GHG location and market-based emissions changed from 2,076 thousand metric tons CO_2e to 2,174 thousand metric tons CO_2e and from 1,183 thousand metric tons CO_2e to 1,281 thousand metric tons CO_2e, respectively, for immaterial adjustments identified during the reporting period.
4. 2024 results revised due to changes noted in Footnote 3.

Performance Data
continued

Climate Change — continued

	Footnote	2023	2024	2025
Significant Scope 3 GHG Emissions (thousand metric tons CO_2e)	1,2,3,8			
Total gross indirect Scope 3 GHG emissions	7	—	354,140	335,383
Category 1 — Supply chain emissions	4	43,766	43,167	42,820
Purchased goods and services		43,766	43,167	41,359
Service Components — supply chain emissions		—	—	1,461
Category 4 — Upstream transportation and distribution	5,6	2,643	2,873	2,461
Category 11 — Use of sold products — vehicle use (WTW)		—	292,127	276,085
Category 15 — Investments	6	—	15,972	14,017
Scope 1 and 2 (market-based) Emissions from Unconsolidated Investee Facilities		—	322	462
Unconsolidated Investee Manufacturing Plants		—	—	330
Unconsolidated Investee Non-Manufacturing Facilities		—	—	132
Scope 3 Category 4 Emissions from Unconsolidated Investees	6	—	—	48
Scope 3 Category 11 Emissions from Vehicles Sold by Unconsolidated Investees		—	15,650	13,506

Methodology and Assumptions

Refer to page 133 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 8% of significant scope 3 GHG emissions.
3. All values have been rounded to the nearest thousand. Totals may not sum due to rounding.
4. Certain service components procured from non-Ford suppliers in NA and EU have been included in this value in 2025. Emissions from these purchases were determined to be immaterial in 2024 and are not reflected in the comparative prior period information.
5. In 2025 we updated our category 4 methodology as described on the next page. These changes have been determined to be immaterial and thus prior period comparative information has not been revised.
6. In 2025 we reclassified emissions from unconsolidated investees where Ford does not have operational control from category 4 to category 15. This change has been determined to be immaterial to both metrics and thus prior period comparative information has not been revised.
7. Only includes significant Scope 3 categories.
8. Some 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

	Footnote	2023	2024	2025
Total Global Scope 1, 2, and 3 GHG Emissions (thousand metric tons CO_2e)	1, 2, 5			
Total Scope 1, 2, and 3 GHG emissions — location-based		—	357,235	338,430
Total Scope 1, 2, and 3 GHG emissions — market-based		—	356,341	337,554
Not Significant Global Scope 3 GHG Emissions (thousand metric tons CO_2e)	1, 3			
Total Not Significant Scope 3	5	7,019	6,767	6,419
Category 2 — Capital goods		2,397	2,335	2,032
Category 3 — Fuel and energy-related activities (not included in Scope 1 or 2)	5	494	452	477
Category 5 — Waste generated in operations		261	200	217
Category 6 — Business travel		18	18	19
Category 7 — Employee commuting		685	687	710
Category 8 — Upstream leased assets		—	—	—
Category 9 — Downstream transportation		—	—	—
Category 10 — Processing of sold products		—	—	—
Category 12 — End-of-life treatment of sold products		1,188	1,100	988
Category 13 — Downstream leased assets		—	—	—
Category 14 — Franchises		1,976	1,976	1,976
Absolute GHG Emissions Reductions				
Total Scope 3 GHG emission reductions since 2019 (percent)	4	21%	16%	21%

Methodology and Assumptions

Refer to page 133 for Scope 3 Methodology details.

Footnotes

1. All values have been rounded to the nearest thousand. Totals may not sum due to rounding.
2. Only includes significant Scope 3 categories.
3. 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.
4. 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 2025 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).
5. Certain comparative period energy figures underlying the emissions calculations noted in the Global Scope 1 GHG Emissions and Global Scope 2 GHG Emissions tables' footnotes were revised retrospectively. All revisions to 2024 are immaterial.

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 CDP data, we include supplier facility-level Scope 1 and Scope 2 emission data captured in Secaro.. For suppliers without validated CDP data or Secaro data, Ford applies U.S. 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 in NA and EU have been included in this value. Service components procured from non-Ford suppliers in other regions and vehicle components sourced through other OEMs have been deemed immaterial and excluded from this estimate.

Category 4 Upstream Transportation and Distribution: Fuel-based calculations are made for some road transport where fuel efficiency estimates are applied. All other freight modes are distance-based. Emissions are calculated by geographical region and by freight mode using custom internal tools and the GHGP Transport Tool v 2.6 and v 2.7. Emission factors are from GHGP and the Global Logistics Emissions Council (GLEC), which in turn reference EPA, U.K. Defra, and GREET factors, and include CO_2, N_2O, and CH_4. In 2025, we updated our methodology in two areas. First, we eliminated a 10% contingency factor to account for other elements including premium freight due to improved activity-based data availability. Second, we reclassified emissions from unconsolidated investees where Ford does not have operational control from category 4 to category 15.

Category 11 Use of sold products — vehicle use (WTW): Ford uses compliance data in regions where vehicle fuel economy and CO_2 are regulated. Regulatory vehicle volumes are based on model year production in the U.S. and Canada and calendar year sales in other regions. Emissions from unregulated vehicle types and regions are calculated with average data from the regulated vehicle types and regions. Emissions are reported as well-to-wheels, which includes GHGs from both production and consumption of the energy used by the vehicles, and as on-road, which converts regulatory laboratory test tailpipe emission data to on-road emissions. Emission factors for energy production are sourced from the Argonne National Lab GREET model and the EU Joint Research Center/EUCAR/CONCAWE (JEC) WTW Study v5 for fuels and the IEA World Energy Outlook for electricity. Lifetime is defined as 150,000 miles (241,000 km) for light duty vehicles and 185,000 miles (298,000 km) for heavy duty vehicles. GHGs from mobile air conditioning refrigerant leakage are included, and biogenic 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 4 and Category 11) GHG emissions from unconsolidated investees where Ford does not have operational control. Scope 1 and Scope 2 emissions are calculated using the methods described above. Unconsolidated investees are accounted at 100% for Scope 1 and Scope 2. Scope 3 GHG emissions from vehicles sold by Ford's unconsolidated investees are calculated following the same methods as Category 11, and Scope 3 emissions from transportation and distribution paid for by unconsolidated investees are calculated using the same methods as Category 4. Both Scope 3 categories are scaled by Ford's share of equity investment in the investee that sells the vehicles or purchases transport services. In 2025, we reclassified emissions from unconsolidated investees where Ford does not have operational control from category 4 to category 15.

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 U.S. 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 from U.K. Defra (2025) and purchased electricity from Argonne National Lab's GREET 2025 model and applied them to Ford's Scope 1 and Scope 2 energy consumption. Electricity T&D loss rates are from IEA.

Category 5 Waste: Ford includes all waste types and disposition methods from Ford's manufacturing facilities. Ford uses U.S. 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 traveled and hotel stay nights in 2025 provided by our business travel supplier. China rail travel data are not available. GHG emission factors came from the U.S. EPA GHG Emissions Factor Hub or the U.K. 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 8 Upstream Leased Assets: Ford does not have any material/relevant emissions.

Category 7 Employee Commuting: Emissions are calculated from 2019 employee survey data of commuting modes and distances, extrapolated to the 2025 workforce, and scaled to 2025 telecommuting work share based on building entry count data (electronic "badge swipes"). Emission factors: Vehicle efficiency are from www.fueleconomy.gov or U.K. Vehicle Certification Agency. Fuel factors are from Argonne National Laboratory's GREET model. Public transit mode factors are from U.K. Defra and U.S. EPA. Electricity CO_2 factors are from U.S. EPA eGRID.

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 vehicle disposal emissions using a factor of 0.120 kg CO_2eq/kg vehicle weight from Argonne National Labs' GREET2025 model. Vehicle weights were available for the U.S. & Canadian Ford vehicles. For all other regions Ford assumed an average vehicle weight: 1,480 kg for cars, 1,554 kg for SUVs, 2,099 kg for trucks (ref. GREET2025).

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 U.S. and Germany around 2018, Ford is reporting 2.0 million metric tons CO_2e in those regions. It is highly uncertain to extrapolate the U.S. and German emissions due to substantial variability in global dealership footprint and utility use based on region-specific weather. Based on 8,226 dealerships in 2025, Ford estimates this category may be excluding about 2.7 million metric tons CO_2e, or 1% of total Scope 3 GHG emission.

Performance Data
continued

Climate Change — continued

GHG Emissions Intensity

	Footnote	2023	2024	2025
Total GHG Emissions Intensity	1			
Total location-based GHG emissions per net revenue (thousand tons of CO_2e/billion USD)	2, 3	—	1,931	1,807
Total market-based GHG emissions per net revenue (thousand tons of CO_2e/billion USD)	2, 3	—	1,926	1,803
Net revenue used to calculate GHG intensity (billion USD)		—	$ 185.0B	$ 187.3B
Net revenue (other) (billion USD)		—	$ 0.0	$ 0.0
Total net revenue (in financial statements) (billion USD)		—	$ 185.0B	$ 187.3B

Biogenic Emissions of CO_2

	2023	2024	2025
Biogenic Emissions of CO_2 (thousand metric tons of CO_2)			
From combustion or bio-degradation of biomass not included in Scope 1	—	0	6
From combustion or bio-degradation of biomass not included in Scope 2	—	0	0
From combustion or bio-degradation of biomass not included in Scope 3	—	16,516	15,246

Footnotes

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

Methodology and Assumptions

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

Biogenic Emissions of Scope 1 and 2 CO_2: 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 IEA grid average emission factors and mixes, in line with the GHG Protocol Scope 2 Guidance. These location-based emission factor sources treat biomass for electricity generation as a zero emissions source, consistent with the GHG Protocol guidance for using U.S. EPA eGRID and IEA average emission factors.

For the 2025 reporting period, Ford retired Scope 1 biomethane certificates via certificates of origin for the Cologne Estate; Biogenic CO_2 is calculated using the U.S. EPA emission factor for biomethane combustion.

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 each year (150,000 miles, assumed) and assume regional prevailing biofuel blend shares in gasoline and diesel fuel are constant over the lifetime. Biofuel blend shares are collected from governmental fuel and bioenergy databases and reports including U.S. Energy Information Administration, USDA Global Agricultural Information Network, and U.K. Department for Transport.

Performance Data
continued

Climate Change — continued

	Footnote	2023	2024	2025
Vehicle Fuel Economy and CO_2 Emissions				
Ford U.S. Corporate Average Fuel Economy (mpg)	1			
Cars (domestic and import)		61.7	43.0	To Be Reported in 2027
Trucks		29.4	29.6	To Be Reported in 2027
Light duty fleet (combined car and truck)		31.0	30.7	To Be Reported in 2027
Ford U.S. CO_2 Tailpipe Emissions per Vehicle (g/mi)	1			
Light duty fleet (combined car and truck) average CO_2 emissions		288	289	To Be Reported in 2027
Europe CO_2 Tailpipe Emissions (g/km)	1			
Ford Europe CO_2 Tailpipe Emissions per Passenger Vehicle	3	115.44	To Be Reported In 2027	To Be Reported In 2027
Ford Europe CO_2 Tailpipe Emissions per Light Commercial Vehicle	3	203.69	To Be Reported In 2027	To Be Reported In 2027
Ford Switzerland CO_2 Tailpipe Emissions per Passenger Vehicle	4	112.61	114.09	To Be Reported In 2027
Ford Switzerland CO_2 Tailpipe Emissions per Light Commercial Vehicle	4	194.35	187.04	To Be Reported In 2027
Ford United Kingdom CO_2 Tailpipe Emissions per Passenger Vehicle	5	—	—	—
Ford United Kingdom CO_2 Tailpipe Emissions per Light Commercial Vehicle	5	—	—	—

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. 2024 data has been updated to reflect final values. Data available subsequent to publication will be reported next year
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. 2025 to 2029 CO_2 emission targets cars and vans reduced by 15% vs. 2021.
3. EU Commission 2024 performance review delayed. 2025 provisional performance data published mid-2026.
4. Swiss 2025 provisional performance data published mid-2026.
5. Data for the United Kingdom will be reported when available from the U.K. government.

Performance Data
continued

Climate Change — continued

	Footnote	2023	2024	2025
Vehicle Fuel Economy and CO_2 Emissions — continued				
Ford China Corporate Average Fuel Consumption (L/100km)	1			
Ford (China) Import		11.95	9.25	11.82
Jiangling Motors Corporation (JMC)		8.46	9.0	5.28
Changan Ford Automobile Corporation (CAF)		7.77	7.59	7.66
Ford China Corporate Average Tailpipe Emissions (g CO_2/km)	1			
Ford (China) Import		283.22	219.23	296.98
Jiangling Motors Corporation (JMC)		200.50	213.30	128.22
Changan Ford Automobile Corporation (CAF)		184.15	179.88	181.54
Global Fleet Efficiency (g CO_2e/km)				
Well-to-wheels intensity (LDV and HDV)	2	304	322	309
Well-to-wheels intensity (LDV)	3	251	257	250
Well-to-wheels intensity (HDV)	4	609	593	634
Percent reduction in well-to-wheels intensity (LDV and HDV) since 2019 (SBTi)	2	8%	2%	6%
Percent reduction/(increase) in well-to-wheels intensity (LDV only) since 2019		1%	4%	6%
Percent reduction/(increase) in well-to-wheels intensity (HDV only) since 2019		8%	4%	(3)%

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. The China import and domestic (involving our joint ventures) fuel consumption values are reported separately.
2. 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.
3. LDV includes cars and light trucks in U.S., M1 and N1 vehicles in EU and U.K., and M1 vehicles in China.
4. HDV includes Class 2b-3 vehicles and light heavy duty and medium heavy duty vehicles in U.S.

Performance Data
continued

Financial Highlights
Products and Services
→ Climate Change
Water Resources
Circular Economy and End-of-Life
Human Capital Management
Employee Health and Safety
Product Safety and Quality
Human Rights and Responsible Sourcing
Community Engagement

Climate Change — continued

	Footnote	2023	2024	2025
Non-CO_2 Tailpipe Emissions				
Ford U.S. Average NOx and NMOG Emissions (g/mile)	1, 2			
Light Duty Vehicles & Light Duty Trucks (LDT1)		0.0250	0.0320	To Be Reported in 2027
Light Duty Trucks (LDT2-LDT4) & Medium Duty Passenger Vehicles		0.0480	0.0410	To Be Reported in 2027
Releases (Volatile Organic Compounds (VOC) Emissions and Other)				
VOCs released by assembly facilities (grams per meter squared)	3	—	—	18.5

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.
3. Global assembly plant VOC emissions from the four major painting processes: e-coat, guidecoat, topcoat, and purge and cleaning. Previous year data not reported.

Performance Data
continued

Climate Change — continued

	Footnote	2023	2024	2025
Global Manufacturing Renewable/Carbon-free Electricity	1, 2			
Total Carbon-Free Electricity (megawatt hours)		—	3,251,359	3,247,791
Percent Carbon-Free Electricity		72.4%	71.4%	71.4%
Percent Renewable Electricity		51.7%	50.4%	50.0%

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 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.

Scope 2 Greenhouse Gas (GHG) Contractual Instruments

	Footnote	2023	2024	2025
Total Electricity Consumption Covered by Environmental Attribute Certificates (EACs)	1, 2			
Bundled EACs (percent)		—	18.0%	25.7%
Unbundled EACs (percent)		—	27.0%	20.0%
Total (bundled and unbundled) EACs (percent)		—	45.0%	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, including renewable energy certificates, retail green electricity, power purchase agreements, and other utility renewable and nuclear portfolio arrangements. Unbundled Energy Attribute Certificates include guarantees of origin, renewable energy certificates, and emission-free energy certificates. Percentage shown in this table is the percent of total electricity consumption covered by EACs.

Use of energy attribute certificates is reported for the consolidated accounting group only, including both manufacturing and non-manufacturing facilities.

2025 results were primarily influenced by fluctuations in energy consumption due to weather variability and new operations, along with new renewable energy sources.

Read more about our greenhouse gas inventory and associated methodology in E1: Climate Change.

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

Performance Data
continued

Climate Change — continued

Operational Energy Use

	Footnote	2023	2024	2025
Energy Consumption and Mix	1			
Total fossil energy consumption (megawatt hours)	2	—	**7,124,219**	**7,669,810**
Share of fossil sources in total energy consumption (percent)	2, 3	—	**69%**	**71%**
Fuel consumption from coal and coal products (megawatt hours)		—	38,550	42,724
Fuel consumption from crude oil and petroleum products (megawatt hours)	2	—	209,048	216,631
Fuel consumption from natural gas (megawatt hours)	2	—	4,730,298	5,182,142
Fuel consumption from other fossil sources (megawatt hours)		—	0	0
Consumption of purchased/acquired electricity, heat, steam, cooling from fossil sources (megawatt hours)	2	—	2,146,323	2,228,313
Consumption from nuclear sources (megawatt hours)	2	—	**1,069,567**	**1,079,454**
Share of consumption from nuclear sources in total energy consumption (percent)	2, 3	—	**10%**	**10%**
Total renewable energy consumption (megawatt hours)	2	—	**2,082,126**	**2,120,234**
Share of renewable sources in total energy consumption (percent)	2, 3	—	**20%**	**20%**
Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (megawatt hours)		—	0	34,105
Consumption of purchased/acquired electricity, heat, steam, cooling from renewable sources (megawatt hours)	2	—	2,039,387	2,036,111
The consumption of self-generated non-fuel renewable energy (megawatt hours)		—	42,739	50,019
Total energy consumption (megawatt hours)	2	—	**10,275,911**	**10,869,498**

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, Energy Attribute Certificates, or biomethane certificates, and on-site non-renewable generation via combined heat and power facilities; and U.S. EPA eGRID and IEA grid mixes for grid electricity. Ford's renewable fuel consumption is calculated from the total energy usage associated with biomethane certificates purchased. Ford's current renewable electricity mix is calculated based on on-site renewable generation, renewable energy procurement, and U.S. EPA eGRID and IEA grid mixes for sites without on-site renewables or renewable energy procurement. The generation of renewable energy is calculated based on source documents for our on-site renewable installations. The generation of non-renewable energy is calculated based on source documents for our combined heat and power facilities.

2025 results were primarily influenced by fluctuations in energy consumption due to weather variability and new operations, along with new renewable energy sources.

Footnotes

1. 2023 data is not shown due to methodology changes, making data not comparable across years. See methodology and assumptions for more details.
2. Certain comparative period energy figures underlying the emissions calculations noted in the Global Scope 1 GHG Emissions and Global Scope 2 GHG Emissions tables' footnotes were revised retrospectively. All revisions to 2024 are immaterial.
3. All values have been rounded. Totals may not sum due to rounding.

Performance Data
continued

Climate Change — continued

Operational Energy Use — continued

	Footnote	2023	2024	2025
Energy Generation	3			
The generation of non-renewable energy (megawatt hours)		—	127,043	116,082
The generation of renewable energy (megawatt hours)		—	42,739	51,243
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, 4	—	55,548	58,043
Total Energy Consumption in high climate impact sectors (megawatt hours)	4	—	10,275,911	10,869,498
Net revenue from activities in high climate impact sectors used to calculate energy intensity (billion USD)		—	$ 185.0B	$ 187.3B
Net revenue (other) (billion USD)		—	$ 0.0B	$ 0.0B
Total Net Revenue (billion USD)	2	—	$ 185.0B	$ 187.3B

Methodology and Assumptions

Energy intensity is based on the "Total energy consumption" reported in the Energy Consumption and Mix table and the net revenue reported in Ford's 2025 Form 10-K. There is no net revenue excluded from this calculation, since Ford assumes that all energy consumption from Ford's operations is associated with High Climate Impact Sectors, including Sections C.29, C.30, C.33, G, H, L.64.2, and L.64.9 12 of Annex I to Regulation (EC) No 1893/2006 of the European Parliament and of the Council (as defined in Commission Delegated Regulation (EU) 2022/1288).

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

Footnotes

1. Net revenue is reported in Ford's 2025 Form 10-K Report, page 111.
2. Intensity calculation reflects actual net revenue versus rounded value shown.
3. 2023 data is not shown due to methodology changes, making data not comparable across years. See methodology and assumptions for more details.
4. Certain comparative period energy figures underlying the emissions calculations noted in the Global Scope 1 GHG Emissions and Global Scope 2 GHG Emissions tables' footnotes were revised retrospectively. All revisions to 2024 are immaterial.

Performance Data
continued

Water Resources

	Footnote	2023	2024	2025
Water				
Water Usage				
Global Water Use per Vehicle Produced (cubic meters)		3.36	3.36	3.27
Global Total Freshwater Usage (million cubic meters)		15.1	15.1	14.5
Consolidated Manufacturing Plants	1	—	—	10.9
Unconsolidated Investee Manufacturing Plants	1	—	—	3.6
Global Total Freshwater Usage (million cubic meters) — Disaggregated by Source				
City water		12.3	12.1	11.5
Surface water		0.1	0.2	0.3
Well water		3.2	2.8	2.7
Total Water Consumption and Intensity (million cubic meters)				
Total Freshwater Used in Areas at Water Risk		3.3	3.2	3.1
Total Water Recycled	2	0.61	0.72	0.76
Water Recycled (percent)		4%	5%	5%

Methodology and Assumptions

Ford views the terms Reuse and Recycle as equal.

Ford views the terms Consumption and Usage interchangeably.

Footnotes

1. Not reported in previous years.
2. Ford considers Recycled and Reused to be synonymous in terms of water management from our on-site wastewater treatment plant.

Performance Data
continued

Water Resources — continued

	Footnote	2023	2024	2025
Water — continued				
Process Wastewater Discharge				
Process Water Discharge (million cubic meters)	1	7.6	8.2	8.4
Freshwater Reduction				
Reduction in absolute freshwater use (percent from 2019)		19.4%	21.6%	24.8%
Reduction/(increase) in absolute freshwater use (percent from previous year)	1	(2.9)%	2.7%	4.1%
Reduction in annual freshwater consumption since 2000 (percent)		75.5%	76.2%	77.1%
Water saved since 2000 (billion gallons)		199.0	211.7	224.7
Amount of water use from an alternative water source in water scarce areas (percent)		9%	9%	8%

Methodology and Assumptions

Ford views the terms Reuse and Recycle as equal.

Ford views the terms Consumption and Usage interchangeably.

Footnotes

1. The previously reported figures for 2024 were reported in error and have been corrected.

Performance Data
continued

Circular Economy and End-of-Life

	Footnote	2023	2024	2025	Methodology and Assumptions
Waste					
Waste to Landfill per Vehicle (kilograms)					
		3.8	3.4	2.4	
Hazardous Waste Generation per Vehicle (kilograms)					
		8.7	10.4	10.1	
Total Waste and Percent Recycled and Reused					
Total waste (million metric tons)		1.04	0.83	0.91	
Consolidated Manufacturing Plants		—	—	0.65	
Unconsolidated Manufacturing Plants		—	—	0.26	
Percent Recycled and Reused		91%	88%	89%	

Footnotes
Footnotes are not applicable to this page.

Performance Data
continued

Circular Economy and End-of-Life — continued

	Footnote	2023	2024	2025	Methodology and Assumptions
Waste — continued					
Zero Waste to Landfill (ZWTL)					
ZWTL sites globally (number)		86	82	84	
Percentage of manufacturing facilities that are true ZWTL		77%	75%	78%	
Waste Diverted from/Directed to Disposal (million kilograms)					
Hazardous Waste Diverted from Disposal (Total)		15.78	15.35	18.42	
Non-Hazardous Waste Diverted from Disposal (Total)		955.78	743.64	810.82	
Hazardous Waste Directed to Disposal (Total)		21.90	29.73	32.84	
Non-Hazardous Waste Directed to Disposal (Total)		49.15	45.05	43.21	
Other Waste					
Non-Recycled Waste (percent)		9%	12%	11%	
Non-Recycled Waste (Total) (million kilograms)		96.59	99.91	103.46	
Amount of Radioactive Waste (Total) (kilograms)		0	0	0	

Footnotes
Footnotes are not applicable to this page.

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Workforce Profile

	Footnote	2023	2024	2025
Global Workforce by Region (percent)				
United States	1	51%	53%	53%
Mexico	1	9%	9%	9%
Canada	1	4%	3%	3%
South America		3%	3%	3%
Europe		19%	18%	17%
China		2%	2%	2%
International Markets Group (IMG)		13%	13%	13%
Total Workforce by Hourly and Salaried (number, thousand)				
Hourly		104	96	94
Salaried		69	72	73
Total company	2	**174**	**169**	**166**

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 is rounded to the nearest thousand.

Global Workforce values include all Ford business units.

Percentages may not sum to 100% due to rounding. Totals may not equal the sum of components due to rounding.

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 some consolidated joint venture employees in this report for all periods presented, while it is reported as Full-Time Equivalent (FTE) and includes some consolidated joint ventures in Ford's Form 10-K Report.

Performance Data
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Human Capital Management and Diversity, Equity, and Inclusion — continued

Workforce Profile — continued

	Footnote	Hourly	Salaried	Total
Total Workforce by Hourly and Salaried, by Region (number, thousand) (2025)				
United States		56	32	89
Mexico		9	6	15
Canada		2	2	5
South America		3	2	5
Europe		15	13	28
China		0	3	3
International Markets Group (IMG)		8	14	22
Total company	1	**94**	**73**	**166**

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 is rounded to the nearest thousand.

Global Workforce values include all Ford business units.

Percentages may not sum to 100% due to rounding. Totals may not equal the sum of components due to rounding.

Diversity

	Footnote	2023	2024	2025
Global Salaried Employees by Gender (number, thousand)	2			
Women		19	20	20
Men		50	52	52
Global Salaried Employees by Gender (percent)	2			
Women		28.0%	28.0%	27.9%
Men		71.9%	71.9%	71.9%

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.

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. Effective in 2023, Salaried Workforce data is reported as Headcount (number of heads) and does not include some consolidated joint venture employees in this report for all periods presented, while it is reported as Full-Time Equivalent (FTE) and includes some consolidated joint ventures in Ford's Form 10-K Report.
2. There is a small number of employees with Unknown, Non-Binary, or Non-Specific gender, thus Women and Men do not add up to 100%.

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U.S. Diversity Data

	Footnote	2023	2024	2025
U.S. Diversity Performance Data (percent)				
Total Minority Group Personnel				
Black/African American		23.7%	23.8%	23.8%
Asian		6.0%	6.6%	6.6%
Hispanic/Latino(a)		4.7%	5.0%	5.2%
Other Minorities	1	1.1%	1.1%	1.1%
White		61.7%	59.6%	59.2%
Total Minorities (Excluding White)	2	**35.4%**	**36.5%**	**36.7%**
Salaried Minority Group Personnel				
Black/African American		8.6%	8.3%	8.0%
Asian		16.6%	17.1%	17.2%
Hispanic/Latino(a)		5.0%	5.2%	5.5%
Other Minorities	1	1.2%	1.3%	1.3%
White		64.8%	63.1%	62.5%
Total Minorities (Excluding White)	2	**31.5%**	**31.9%**	**32.0%**

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.

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. Other Minorities include Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, and Two or More Races.
2. "Minority" is defined as Black/African American, Asian, Hispanic/Latino(a), Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, and Two or More Races. There is a small number of employees with Unknown and Not Disclosed ethnicity, thus Minority and White do not add up to 100%.

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U.S. Diversity Data — continued

	Footnote	2023	2024	2025
Hourly Minority Group Personnel				
Black/African American		31.5%	32.7%	32.8%
Asian		0.6%	0.6%	0.6%
Hispanic/Latino(a)		4.5%	4.8%	5.0%
Other Minorities	1	0.9%	1.0%	1.0%
White		60.0%	57.6%	57.3%
Total Minorities (Excluding White)	2	**37.5%**	**39.1%**	**39.4%**

	Footnote	2023	2024	2025
U.S. Women Salaried and Hourly Employees (number, thousand)				
Salaried		8	9	9
Hourly		14	14	14
Overall	3	**23**	**23**	**23**

	2023	2024	2025
U.S. Women Salaried and Hourly Employees (percent)			
Salaried	27.6%	27.2%	26.8%
Hourly	24.4%	24.8%	24.8%
Overall	**25.5%**	**25.7%**	**25.5%**

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.

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.

Overall Hourly and Salary data is rounded from exact headcount values.

Footnotes

1. Other Minorities include Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, and Two or More Races.
2. "Minority" is defined as Black/African American, Asian, Hispanic/Latino(a), Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, and Two or More Races. There is a small number of employees with Unknown and Not Disclosed ethnicity, thus Minority and White do not add up to 100%.
3. Totals may not sum due to rounding.

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Human Capital Management and Diversity, Equity, and Inclusion — continued

Women in Management

	Footnote	2023	2024	2025
Women in Top Management by Region (percent)	1			
United States		29.0%	28.6%	29.0%
Mexico	2	18.2%	20.8%	26.9%
Canada	2	12.1%	17.1%	22.9%
South America	2	11.8%	16.7%	19.4%
Europe		18.7%	18.8%	18.9%
China		31.0%	29.3%	28.9%
International Markets Group (IMG)		16.7%	20.3%	19.5%
Total		**25.6%**	**25.9%**	**26.5%**

	Footnote	2023	2024	2025
Women in Professional Level by Region (percent)	3			
United States		27.6%	27.2%	26.7%
Mexico		29.6%	29.8%	29.9%
Canada		29.7%	29.0%	29.2%
South America		29.3%	31.1%	31.2%
Europe		22.7%	24.1%	24.6%
China		43.6%	42.1%	42.6%
International Markets Group (IMG)		29.6%	29.5%	29.0%
Total		**27.9%**	**28.1%**	**28.0%**

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.

Women Percentage Metrics = Number of women in a group / the total known gender employees in the same group.

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. Significant year-over-year variances in Mexico, Canada, and South America are primarily attributable to the relatively small Top Management employee base in those regions. The fluctuations were driven by a nominal increase of one or two female employees within each respective market.
3. "Professional Level" refers to salaried employees (Women) who are not top management.

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Women in Management — continued

	Footnote	2023	2024	2025
Women in Hourly/Production by Region (percent)	1			
United States		24.4%	24.8%	24.8%
Mexico		25.1%	25.8%	25.2%
Canada		15.5%	18.3%	19.4%
South America		7.9%	7.9%	11.1%
Europe		11.0%	10.2%	9.4%
China	2	0.0%	0.0%	0.0%
International Markets Group (IMG)		22.4%	23.9%	24.7%
Total		**21.1%**	**21.7%**	**21.9%**

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.

Women Percentage Metrics = Number of women in a group / the total known gender employees in the same group.

Regional Workforce values include all Ford business units.

Footnotes

1. "Hourly/Production" refers to hourly employees (Women).
2. China has no employees classified as hourly.

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Employee Engagement

	Footnote	2023	2024	2025	Methodology and Assumptions
Voluntary Quit Rate by Major Markets (Salaried Employees) (percent)					Voluntary Quit Rate = Resignation Count / Average Headcount.
Australia	1	—	—	1.8%	
United States		7.5%	6.4%	5.1%	
Canada		3.6%	3.3%	3.3%	
Mexico		9.2%	4.3%	4.0%	
Brazil		0.4%	0.2%	0.3%	
Germany		11.6%	8.2%	7.6%	
United Kingdom		3.9%	3.6%	3.6%	
China		1.7%	3.1%	3.1%	
India		2.0%	3.6%	3.0%	
Thailand		3.6%	3.2%	4.1%	

Global Collective Bargaining

Collective Bargaining (percent)	2, 3			
Total EEA employees covered by collective bargaining agreements			93%	93%
Collective Bargaining Coverage in EEA Countries				
Germany			99%	99%
Hungary			0%	0%
Spain			97%	97%
Percentage of Employees Covered by Workers' Representatives				
Germany			99%	99%
Hungary			0%	0%
Spain			97%	97%

Footnotes

1. Australia is included beginning in 2025 to comply with local government reporting requirements.
2. The European Economic Area, abbreviated as EEA, consists of the Member States of the European Union (EU) and three countries of the European Free Trade Association (EFTA) (Iceland, Liechtenstein and Norway; excluding Switzerland).
3. In EEA countries, employees that are covered by workers' representatives are also covered by a collective bargaining agreement.

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Diversity

	Footnote	2023	2024	2025
Composition and Diversity of Board of Directors (percent)				
Men		71%	67%	67%
Women		29%	33%	33%
Minorities		14%	20%	20%
Demographic Data of Board of Directors (number)				
Men		10	10	10
Women		4	5	5
Minorities	1	2	3	3
Total		**14**	**15**	**15**
Executive and Non-Executive Members of Administrative, Management, and Supervisory Bodies (number)				
Non-Executive members (Men)	2	8	8	8
Non-Executive members (Women)	2	4	5	5
Executive members (Men)	3	2	2	2
Executive members (Women)	3	0	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 2025, the Minorities data includes 2 Hispanic/Latino(a) people and 1 African American.
2. Non-executive members are considered non-employee directors.
3. Executive members are considered employee directors.

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Employee Health and Safety

	Footnote	2023	2024	2025
Employee Health and Safety				
Global Lost-Time Case Rate				
Ford Motor Company		0.40	0.40	0.41
Lost-Time Case Rate by Region				
North America		0.67	0.68	0.69
South America		0.32	0.22	0.24
Europe		0.29	0.28	0.24
China		0.01	0.01	0.00
International Markets Group (IMG)		0.05	0.01	0.02
Global Fatalities		1	0	0
Number of fatalities as a result of work-related injuries and work-related ill health of other workers working on Ford sites	1	3	0	1

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. 1 contractor fatality occurred in IMG Region

Performance Data
continued

Employee Health and Safety — continued

	Footnote	2023	2024	2025	Methodology and Assumptions
Confirmed Harassment Allegations					
Number of confirmed harassment allegations	1				
North America	2	15	57	74	
South America		2	2	0	
Europe		3	0	7	
China		1	0	1	
International Markets Group (IMG)		1	4	10	
Total		**22**	**63**	**92**	
Percentage of confirmed harassment allegations by region	3				
North America	2	0.04%	0.14%	0.18%	
South America		0.08%	0.08%	0.00%	
Europe		0.02%	0.00%	0.06%	
China		0.03%	0.00%	0.03%	
International Markets Group (IMG)		0.01%	0.03%	0.07%	
Total		**0.03%**	**0.08%**	**0.12%**	

Footnotes

1. 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.
2. In 2023, not all Manufacturing salaried cases were uploaded into the Case Management System, which is impacting the U.S. number.
3. Refers to confirmed harassment allegations as a percentage of the total population by region.

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continued

Product Safety and Quality

Vehicle Safety

	Footnote	2023	2024	2025
Ford & Lincoln Nameplates With Highest Overall Rating (number)	1			
U.S. NCAP		10	10	11
Euro NCAP Passengers		7	7	6
Euro NCAP Vans	2	—	—	4
Euro NCAP Trucks	2, 3	—	—	0
China NCAP		7	10	8
ANCAP (Aus & NZ) Star Ratings		5	5	5
ANCAP (Aus & NZ) Driver Assist Gradings	2	—	—	3
Available Ford and Lincoln Nameplates With Highest Overall Rating (percent)				
U.S. NCAP		56%	59%	65%
Euro NCAP Passengers		64%	54%	60%
Euro NCAP Vans	2	—	—	100%
Euro NCAP Trucks	2, 3	—	—	0%
China NCAP		37%	50%	47%
ANCAP (Aus & NZ) Star Ratings		71%	63%	71%
ANCAP (Aus & NZ) Driver Assist Gradings	2	—	—	100%
Safety Recalls	4			
Number of safety recalls (Global)		109	120	222
Volume of Global Passenger Vehicles Recalled (million)		7.8	6.6	17.5
Number of safety recalls (U.S.)		54	67	149
Volume of U.S. Passenger Vehicles Recalled (million)		6.9	4.8	12.7

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. Please refer to the Product Safety and Quality section for a detailed breakdown of awards.
2. Not reported in previous years.
3. No vehicles assessed in 2025.
4. The increase in 2025 recalls was partly due to software-related recalls related to previously issued recalls, which accounted for approximately one-third of all Safety and Compliance actions during the period.

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Human Rights and Responsible Sourcing

	Footnote	2023	2024	2025
Corporate Human Rights Risk Assessments				
Human Rights Risk Assessments conducted (number)	1, 2	48	48	48
Human Rights Risk Assessments conducted (percent)	2	100%	100%	100%
Human Rights Risk Assessments conducted since 2004 (number)	1, 2, 3	147	195	243
Sustainability Training				
Supply Chain Sustainability Training (number)	4			
Ford Employees Trained		—	—	457
Suppliers Trained by Third Party		—	—	732
Direct Engagements and Trainings with Suppliers		—	—	909

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. Training focus has shifted towards educating Ford Supply Chain Employees and Suppliers on Supplier Requirements

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continued

Human Rights and Responsible Sourcing — continued

	Footnote	Total
Supply Chain — Human Rights Assessments		
Initial Audit Assessments — (Cumulative since 2003) (number)	1	
North America		194
South America		246
Europe		157
China		465
IMG		392
Total		**1,454**
Follow Up Audit Assessments — (Cumulative since 2003) (number)	1	
North America		226
South America		374
Europe		203
China		496
IMG		519
Total		**1,818**

Methodology and Assumptions

The Responsible Business Alliance is assumed to be the third party for on-site.

Audits are conducted on-site by a third party, RBA certified audit firm and measure labor, health & safety, environment, business ethics, and management systems.

Footnotes

1. Number of audits are determined based off annual risk analysis or ad hoc business need, and is subject to increase or decrease year over year.

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Human Rights and Responsible Sourcing — continued

	Footnote	2023	2024	2025
Supply Chain — Human Rights Assessments — continued				
RSCI Supplier On-Site Audit Scores — Initial and Closures (Average)	1, 2			
Initial Audit Score (average)			36	34
Closure Audit Score (average)			71	59
RBA Supplier On-Site Audit Scores — Initial and Closures (Average)	3			
Initial Audit Score (average)		79	101	65
Closure Audit Score (average)		137	160	136
RBA Supplier On-Site Audit Findings — category non-conformances found in initial audits conducted (non-conformance type percent of total)				
Management Systems	4	40%	56%	60%
Labor	4	28%	20%	16%
Health and Safety	4	18%	17%	17%
Environment	4	7%	7%	5%
Ethics	4	3%	0%	1%

Methodology and Assumptions

The audit finding metrics presented reflect the categorical distribution of all non-conformances identified.

Percentages are calculated based on the total volume of non-conformances found across the entire audited supply base. For example, a 60% result for "Management Systems" indicates that this category accounts for six out of every ten non-conformances identified overall, and not a percentage of individual suppliers.

Footnotes

1. RSCI audits are scored on a scale of 100.
2. Not reported in 2023.
3. VAP Audits are scored on a scale of 200 points.
4. Category non-conformance data reflects findings of initial VAP audits only.

Performance Data
continued

Human Rights and Responsible Sourcing — continued

	Footnote	2024	2025	Methodology and Assumptions
Supply Chain — Human Rights Assessments — continued				
Responsible Business Alliance (RBA) Supplier On-Site Audit Summary	1			Supplier sites audited include both Responsible Business Alliance (RBA) and Responsible Supply Chain Initiative (RSCI). RBA is assumed to be the third party for the Responsible Business Alliance (RBA) On-Site Audit Results.
Sites audited in reporting year (number)		96	60	
RBA Supplier On-Site Audit Results				RBA Supplier On-Site Audit Score Improvement percent (%) = (Average Closure Score — Average Initial Score) / Average Initial Score.
Average score improvement among audited sites (percent)	2	58%	109%	

	Footnote	2025	Methodology and Assumptions
Audit Findings Distribution — Labor Category	3		The metrics presented reflect the distribution of all findings in all audits related to specific questions in the labor section of the audit. Percentages are calculated based on the total volume of findings across the audited supply base. For example, a 41% result for “working hours” indicates that this category accounts for 41 out of every 100 labor findings overall, rather than the percentage of individual suppliers who were found to have this particular non-conformance. The sum of this table should add up to 100%.
Working hours		41%	
Wages and Benefits		30%	
Freely Chosen Employment Policies and Management Systems		21%	
Non-Discrimination/Non-Harassment/Humane Treatment		7%	
Freedom of Association		1%	
Child Labor Avoidance Policies and Management Systems		0%	
Presence of Forced Labor		0%	
Prevalence of Child Labor		0%	

Footnotes

1. Number of sites audited are determined based off annual risk analysis or ad hoc business need, and is subject to increase or decrease year over year.
2. Average score improvements are for VAP audits conducted in the reporting year.
3. Category non-conformance data reflects findings of initial VAP audits only.

Performance Data
continued

Human Rights and Responsible Sourcing — continued

Supply Chain — Drive Sustainability Self-Assessment Questionnaire (SAQ) Results

	Footnote	2023	2024	2025
Supplier Policy Gaps Identified in SAQ (percent)	1			
Supply Chain Management		40%	41%	40%
Environment		27%	26%	27%
Working Conditions & Human Rights		11%	11%	10%
Responsible Sourcing of Raw Materials		9%	9%	10%
Business Ethics		5%	5%	5%
Health & Safety		3%	3%	4%
Company Management		5%	5%	6%

	Footnote	2023	2024	2025
SAQ Coverage	2			
Tier 1 production sites with a completed SAQ (cumulative number)	3	—	2,165	3,094

Supply Chain — Responsible Materials Sourcing

	Footnote	2023	2024	2025
Supplier Due Diligence and Reporting Response Rate (percent)	4			
Cobalt due diligence		100%	100%	100%
Mica due diligence		100%	100%	100%
Conflict mineral reporting		100%	100%	100%

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.

The metrics presented reflect the categorical distribution of all policy gaps identified. Percentages are calculated based on the total volume of gaps found across the entire responding supplier base. For example, a 40% result for "Supply Chain Management" indicates that this category accounts for four out of every ten gaps identified overall, rather than a percentage of individual suppliers.

Footnotes

1. Percentages represent the share of all SAQ Gaps belonging in a particular category. Percentages may exceed 100 due to rounding.
2. SAQ Coverage number represents the number of in scope tier-1 production suppliers.
3. Not reported in previous years.
4. Read more in Ford's Conflict Minerals Report and Smelter and Refiner List.

Performance Data
continued

Financial Highlights
Products and Services
Climate Change
Water Resources
Circular Economy and End-of-Life
Human Capital Management
Employee Health and Safety
Product Safety and Quality
→ Human Rights and Responsible Sourcing
Community Engagement

Human Rights and Responsible Sourcing — continued

	Footnote	2023	2024	2025
Supply Chain — RCS Global Audit Results of OECD Due Diligence Management Systems				
Total battery material suppliers identified (number)	1	151	126	121

Methodology and Assumptions

Suppliers in Ford's electrified product battery material supply chain were audited to the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from 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 electrified products. Our process for identifying battery material suppliers (nickel, lithium, cobalt, and graphite) is continuously evolving. The figures presented reflect currently identified suppliers, and we are actively enhancing our efforts to trace these supply chains back to the mine. Read more on page 100.

Map of Ford's Battery Material Supply Chains To the Mine Site

Supplier Type	Footnote	Number of Identified Suppliers	Country of Operation
Battery		10	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		25	Australia, China, Indonesia, Japan, Luxembourg, New Caledonia, Republic of Korea, Singapore, Switzerland, U.S.
Refiner		43	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)		9	China, Indonesia, Papua New Guinea, Türkiye
Integrated TU/LSM		9	Australia, Chile, China, DRC, Indonesia, New Caledonia, Türkiye
Other	2	1	China
Recycler		1	Republic of Korea
Total		**121**	

Footnotes

1. Number of suppliers identified in supply chain as of December 31, accounting for both newly identified and removed suppliers.
2. "Other" includes unidentified types of suppliers.

Performance Data
continued

Human Rights and Responsible Sourcing — continued

Supply Chain Grievances

	Footnote	2023	2024	2025
Reports from supply chain grievance mechanism: (number/region)	1			
Africa			6	2
Asia Pacific			6	12
Europe			2	4
North America			7	24
South America			1	1
Reports from supply chain grievance mechanism: (number/category)				
Compliance			2	5
Cross-topic			0	5
Environment			0	1
Other non-supply chain related topics			12	16
Social			8	16
Reports from supply chain grievance mechanism: (number/status)	1			
Escalated			1	0
In Progress			5	14
Rejected			14	26
Resolved			2	3

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. The increase in supply chain grievance reports primarily reflects the enhanced presence and accessibility of our external grievance mechanism. This improved reporting demonstrates greater stakeholder awareness and aligns with the UN Guiding Principles on Business and Human Rights (UNGP) Effectiveness criteria for accessible mechanisms. It is important to note that not all grievances received pertain to human rights or environmental violations within our supply chain.

Performance Data
continued

Human Rights and Responsible Sourcing — continued

	Footnote	2023	2024	2025
Supply Chain Grievances — continued				
Reports from supply chain grievance mechanism: (number/origin)	1			
Direct Supplier			0	6
Indirect Supplier			1	2
Media			4	7
Others			14	24
Union/NGO			3	4
Reports from supply chain grievance mechanism: Total	1			
Total Reports from supply chain grievance mechanism			22	43

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. The increase in supply chain grievance reports primarily reflects the enhanced presence and accessibility of our external grievance mechanism. This improved reporting demonstrates greater stakeholder awareness and aligns with the UN Guiding Principles on Business and Human Rights (UNGP) Effectiveness criteria for accessible mechanisms. It is important to note that not all grievances received pertain to human rights or environmental violations within our supply chain.
2. "Other" category encompasses inquiries that do not pertain to human rights or environmental violations within our supply chain. Examples include, but are not limited to, concerns related to dealer operations, employee matters, or vehicle-specific issues.

Performance Data
continued

Financial Highlights
Products and Services
Climate Change
Water Resources
Circular Economy and End-of-Life
Human Capital Management
Employee Health and Safety
Product Safety and Quality
Human Rights and Responsible Sourcing
→ Community Engagement

Community Engagement

	Footnote	2023	2024	2025	Methodology and Assumptions
Community Engagement					
Charitable Contributions					
Total Contributions (million USD)		$ 73.7	$ 76.8	$ 86.2	
Total given to disaster relief efforts (million USD)		$ 1.8	$ 3.0	$ 9.5	
Contributions — Total since 1949 (billion USD)		$ 2.3	$ 2.4	$ 2.5	
Volunteer Hours — Total in reporting year		55,000 +	83,000 +	110,000 +	
Volunteer Hours — Total since 2005 (million)		1.7	1.8	1.9	

Footnotes
Footnotes are not applicable to this page.

Photo by Dan Bleitz, Engineering Supervisor FC

Appendices

In this section

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	2025 Form 10-K Report Worldwide Locations
2-2	Entities included in the organization's sustainability reporting	Reporting Scope, Boundaries, and Data Assurance 2025 Form 10-K Report
2-3	Reporting period, frequency and contact point	This annual Integrated Sustainability and Financial Report covers calendar year 2025. Publication date: April 30, 2026. 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 Creating Sustainable Value Our Stakeholders 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 Structure 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	Accountable and Inclusive Governance
2-14	Role of the highest governance body in sustainability reporting	Management Processes Sustainability Governance
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.

GRI Index
continued

GRI Standard	GRI Disclosure	Location and Notes
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, Ethics, and Integrity
2-24	Embedding policy commitments	Code of Conduct Supplier Code of Conduct Management Processes
2-25	Processes to remediate negative impacts	Grievance Mechanisms and Remedies Speaking Up and Preventing Retaliation Reporting Violations
2-26	Mechanisms for seeking advice and raising concerns	Grievance Mechanisms and Remedies Speaking Up and Preventing Retaliation Reporting Violations External Grievance Channel
2-27	Compliance with laws and regulations	2025 Form 10-K Report — Item 1. Governmental Standards; and Item 3. Legal Proceedings
2-28	Membership associations	Memberships in Coalitions, Associations, and Organizations

GRI Index
continued

GRI Standard	GRI Disclosure	Location and Notes
Stakeholder engagement		
2-29	Approach to stakeholder engagement	Our Stakeholders
2-30	Collective bargaining agreements	Employee Health and Safety
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Sustainability Statement – Double Materiality Assessment
3-2	List of material topics	Sustainability Statement – Double 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 Creating Sustainable Value
201-1	Direct economic value generated and distributed	2025 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 2025 Form 10-K Report — Item 1A. Risk Factors
201-3	Defined benefit plan obligations and other retirement plans	2025 Form 10-K Report — Note 16. Retirement Benefits
201-4	Financial assistance received from government	2025 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	Saliency Assessment Results — Fair and Decent Work Equal Pay for Equal Work
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Saliency Assessment Results — 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	Creating Sustainable Value Prioritizing Renewable Energy Transition Plan Investments Redefining the Work Experience Community Engagement

GRI Index
continued

GRI Standard	GRI Disclosure	Location and Notes
203-2	Significant indirect economic impacts	Creating Sustainable Value Community Engagement United Nations Sustainable Development Goals Index
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 Supplier Diversity and Inclusion Human Rights in Our Supply Chain Responsible Sourcing
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	Transparency, 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	2025 Form 10-K Report — Item 3. Legal Proceedings
GRI 207: Tax 2019		
3-3	Management of material topics	2025 Form 10-K Report — Note 7. Income Taxes Charter of the Finance Committee of the Board of Directors
207-1	Approach to Tax	2025 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	2025 Form 10-K Report — Note 7. Income Taxes, Country-level details are considered confidential.

GRI Index
continued

GRI Standard	GRI Disclosure	Location and Notes
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 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.
301-3	Reclaimed products and their packaging materials	Recycling and Remanufacturing Auto Parts Waste Management
GRI 302: Energy 2016		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Prioritizing Renewable Energy Climate Transition Plan — Overview Climate Transition Plan — Progress, Operations
302-1	Energy consumption within the organization	Climate Transition Plan — Progress, Operations Performance Data — Value Chain Greenhouse Gas (GHG) Emissions Performance Data — Operational Energy use
302-2	Energy consumption outside of the organization	Performance Data — Significant Scope 3 GHG Emissions
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	Performance Data — Significant Scope 3 GHG Emissions
GRI 303: Water and Effluents 2018		
3-3	Management of material topics	We Are Committed to Protecting Human Rights and the Environment policy Water Resources
303-1	Interactions with water as a shared source	Water Resources
303-2	Management of water discharge-related impacts	Water Resources
303-3	Water withdrawal	Performance Data — Water Resources
303-4	Water discharge	Performance Data — Water Resources
303-5	Water consumption	Performance Data — Water Resources

GRI Index
continued

GRI Standard	GRI Disclosure	Location and Notes
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.
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 — Global Scope 1 GHG Emissions
305-2	Energy indirect (Scope 2) GHG emissions	Performance Data — Global Scope 2 GHG Emissions
305-3	Other indirect (Scope 3) GHG emissions	Performance Data — Significant Scope 3 GHG Emissions
305-4	GHG emissions intensity	Performance Data — GHG Emissions Intensity
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)
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
306-1	Waste generation and significant waste-related impacts	Waste Management
306-2	Management of significant waste-related impacts	Waste Management
306-3	Waste generated	Performance Data — Waste
306-4	Waste diverted from disposal	Performance Data — Waste
306-5	Waste directed to disposal	Performance Data — Waste

GRI Index
continued

GRI Standard	GRI Disclosure	Location and Notes
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 — Human Rights Assessments
GRI 400 Social Standards Series		
GRI 401: Employment 2016		
3-3	Management of material topics	Human Capital Management and Diversity, Equity, and Inclusion
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, 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	Ensuring Safety at Our Facilities
403-2	Hazard identification, risk assessment and incident investigation	Ensuring Safety at Our Facilities
403-3	Occupational health services	Ensuring Safety at Our Facilities
403-4	Worker participation, consultation, and communication on occupational health and safety	Ensuring Safety at Our Facilities
403-5	Worker training on occupational health and safety	Ensuring Safety at Our Facilities
403-6	Promotion of worker health	Employee Health and Safety

GRI Index
continued

GRI Standard	GRI Disclosure	Location and Notes
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health and Safety
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 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 Human Capital Management and Diversity, Equity, and Inclusion
406-1	Incidents of discrimination and corrective actions taken	Performance Data — Confirmed Harassment Allegations

GRI Index
continued

GRI Standard	GRI Disclosure	Location and Notes
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 Saliency Assessment Results — Fair and Decent Work
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Engaging with Labor Unions
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 Saliency Assessment Results — Forced Labor, Child Labor, and Human Trafficking
408-1	Operations and suppliers at significant risk for incidents of child labor	Saliency Assessment Results — Forced Labor, Child Labor, and Human Trafficking Human Rights Responsible Sourcing Our Supplier Code of Conduct Performance Data — Supply Chain — Human Rights Assessments Performance Data — Drive Sustainability Self-Assessment Questionnaire (SAQ) Results
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 Saliency Assessment Results — Forced Labor, Child Labor, and Human Trafficking
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Saliency Assessment Results — Forced Labor, Child Labor, and Human Trafficking Human Rights Responsible Sourcing Our Supplier Code of Conduct Performance Data — Supply Chain — Human Rights Assessments Performance Data — Drive Sustainability Self-Assessment Questionnaire (SAQ) Results

GRI Index
continued

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	2025 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 Responsible Sourcing
414-1	New suppliers that were screened using social criteria	Performance Data — Supply Chain — Human Rights Assessments
414-2	Negative social impacts in the supply chain and actions taken	Performance Data — Supply Chain — 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
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
continued

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 AI
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	Customer Experience — Integrated 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 Transition Plan — Overview — Governance Accountable and Inclusive Governance
b. Describe management's role in assessing and managing climate-related risks and opportunities.	Climate Transition Plan — Overview — 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 Transition Plan — Impacts, Risks, and Opportunities
b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate Transition Plan — Overview Climate Transition Plan — Progress
c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate Transition Plan — Scenario and 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 Transition Plan — Impacts, Risks, and Opportunities Accountable and Inclusive Governance
b. Describe the organization's processes for managing climate-related risks.	Climate Transition Plan — Overview — Governance Climate Transition Plan — Progress 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 Transition Plan — Overview — 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 — Overview Climate Transition Plan — Progress
b. Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Climate Transition Plan — Progress Performance Data — 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 — Overview Climate Transition Plan — Progress Performance Data — Value Chain Greenhouse Gas (GHG) Emissions

ISSB Index

The International Sustainability Standards Board (ISSB) IFRS S2 General Requirements for Disclosure of Climate-related Financial Information was released in June 2023. Relevant information can be found in Ford's Sustainability Statement and Integrated Sustainability and Financial Report.

Pillar	IFRS S2 Reference	Description	Response
Governance			
	6a	Governance body(s) or individual(s) responsible for oversight of climate-related risks and opportunities	Climate Transition Plan — Overview — Governance Accountable and Inclusive Governance
	6b	Management's role in the governance processes, controls, and procedures used to monitor, manage, and oversee climate-related risks and opportunities	
Strategy			
Climate-related risks and opportunities	**10a**	Describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	Climate Transition Plan — Impacts, Risks, and Opportunities Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change
	10b	Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk	
	10c	Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons — short, medium or long term — the effects of each climate-related risk and opportunity could reasonably be expected to occur	
	10d	Explain how the entity defines "short term", "medium term" and "long term" and how these definitions are linked to the planning horizons used by the entity for strategic decision-making	Sustainability Statement — Impacts, Risks, and Opportunities Identification and Assessment Process
Business model and value chain	**13a**	A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain	Climate Transition Plan — Overview Climate Transition Plan — Progress Climate Transition Plan — Impacts, Risks, and Opportunities Sustainability Statement — Transition Plan for Climate Change Mitigation Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change
	13b	A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated	Climate Transition Plan — Overview Climate Transition Plan — Progress Climate Transition Plan — Impacts, Risks, and Opportunities Sustainability Statement — Transition Plan for Climate Change Mitigation Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change

ISSB Index
continued

Pillar	IFRS S2 Reference	Description	Response
Strategy and decision-making	**14a**	Information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making	Climate Transition Plan — Progress Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change
	14b	Information about how the entity is resourcing, and plans to resource, the activities disclosed	Climate Transition Plan — Overview Sustainability Statement — Investment in Material Topics Sustainability Statement — Transition Plan for Climate Change Mitigation Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change
	14c	Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods	Climate Transition Plan — Progress Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change
Financial position, financial performance and cash flows	**16a**	How climate-related risks and opportunities have affected its financial position, financial performance, and cash flows for the reporting period	Climate Transition Plan — Overview Sustainability Statement — Investment in Material Topics Sustainability Statement — Transition Plan for Climate Change Mitigation
	16b	The climate-related risks and opportunities identified in paragraph 16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements	Climate Transition Plan — Overview Climate Transition Plan — Impacts, Risks, and Opportunities Sustainability Statement — Transition Plan for Climate Change Mitigation Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change
	16c	How the entity expects its financial position to change over the short, medium, and long term, given its strategy to manage climate-related risks and opportunities	Climate Transition Plan — Overview Sustainability Statement — Investment in Material Topics Sustainability Statement — Transition Plan for Climate Change Mitigation
	16d	How the entity expects its financial performance and cash flows to change over the short, medium, and long term, given its strategy to manage climate-related risks and opportunities	Climate Transition Plan — Overview Sustainability Statement — Investment in Material Topics Sustainability Statement — Transition Plan for Climate Change Mitigation
Climate resilience	**22a**	The use of climate-related scenario analysis to assess climate resilience using an approach that is commensurate with the entity's circumstances and the assessment of its climate resilience	Climate Transition Plan — Scenario and Resilience Analysis Sustainability Statement — Scenario and Resilience Analysis
	22b	How and when the climate-related scenario analysis was carried out, including information about the inputs the entity used and the key assumption the entity made in the analysis	Climate Transition Plan — Scenario and Resilience Analysis Sustainability Statement — Scenario and Resilience Analysis

ISSB Index
continued

Pillar	IFRS S2 Reference	Description	Response
Risk Management			
Risk management	**25a**	Processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks	Climate Transition Plan — Overview Climate Transition Plan — Impacts, Risks, and Opportunities Climate Transition Plan — Scenario and Resilience Analysis Sustainability Statement — Double Materiality Assessment Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change Sustainability Statement — Scenario and Resilience Analysis
	25b	Processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities	Climate Transition Plan — Overview Climate Transition Plan — Impacts, Risks, and Opportunities Climate Transition Plan — Scenario and Resilience Analysis Sustainability Statement — Double Materiality Assessment Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change Sustainability Statement — Scenario and Resilience Analysis
	25c	The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process	Climate Transition Plan — Overview — Governance Sustainability Statement — Double Materiality Assessment Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change
Metrics and Targets			
Climate-related metrics	**29a**	Disclose greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO_2 equivalent, classified as: Scope 1 greenhouse gas emissions Scope 2 greenhouse gas emissions Scope 3 greenhouse gas emissions	Climate Transition Plan — Overview Climate Transition Plan — Progress Performance Data — Climate Change Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change Sustainability Statement — Performance Data — Energy and GHG Emissions
	29b	Climate-related transition risks—the amount and percentage of assets or business activities vulnerable to climate-related transition risks	Climate Transition Plan — Overview Climate Transition Plan — Scenario and Resilience Analysis Sustainability Statement — Investment in Material Topics Sustainability Statement — Transition Plan for Climate Change Mitigation Sustainability Statement — Scenario and Resilience Analysis

ISSB Index
continued

Pillar	IFRS S2 Reference	Description	Response
	29c	Climate-related physical risks—the amount and percentage of assets or business activities vulnerable to climate-related physical risks	Climate Transition Plan — Overview Climate Transition Plan — Scenario and Resilience Analysis Sustainability Statement — Investment in Material Topics Sustainability Statement — Transition Plan for Climate Change Mitigation Sustainability Statement — Scenario and Resilience Analysis
	29d	Climate-related opportunities—the amount and percentage of assets or business activities aligned with climate-related opportunities	Climate Transition Plan — Overview Climate Transition Plan — Scenario and Resilience Analysis Sustainability Statement — Investment in Material Topics Sustainability Statement — Transition Plan for Climate Change Mitigation Sustainability Statement — Scenario and Resilience Analysis
	29e	Capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	Climate Transition Plan — Overview Sustainability Statement — Investment in Material Topics Sustainability Statement — Transition Plan for Climate Change Mitigation
	29f	Whether and how the entity is applying a carbon price in decision-making	Sustainability Statement — Internal Carbon Pricing
	29g	Whether and how climate-related considerations are factored into executive remuneration	Climate Transition Plan — Overview — Governance Sustainability Statement — Sustainability-Related Performance Incentives
Climate-related targets	**33**	Disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets.	Climate Transition Plan — Overview Climate Transition Plan — Progress Sustainability Statement — Transition Plan for Climate Change Mitigation Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change
	34	Disclose information about approach to setting and reviewing each target, and how it monitors progress against each target	Climate Transition Plan — Overview Climate Transition Plan — Progress Sustainability Statement — Transition Plan for Climate Change Mitigation Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change
	35	Performance against each climate-related target and an analysis of trends or changes in the entity's performance	Climate Transition Plan — Overview Climate Transition Plan — Progress Performance Data — Climate Change Sustainability Statement — Transition Plan for Climate Change Mitigation Sustainability Statement — Material Impacts, Risks, and Opportunities Related to Climate Change Sustainability Statement — Performance Data — Energy and GHG Emissions

SASB Index

The Sustainability Accounting Standards Board (SASB) connects businesses and investors to the financial impacts of sustainability. Our 2025 Integrated Sustainability and Financial Report 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 — Vehicle Safety
	Number of safety-related defect complaints, percentage investigated	Quantitative	Number, percentage (%)	TR-AU-250a.2	Performance Data — Vehicle Safety 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 — Vehicle Safety
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	Quantitative	Percentage (%)	TR-AU-310a.1	In 2025, 93% of Ford employees in the European Economic Area (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
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 — Vehicle Sales
	Discussion of strategy for managing fleet fuel economy, and emissions risks and opportunities	Discussion and Analysis	Not applicable	TR-AU-410a.3	Climate Transition Plan — Overview Climate Transition Plan — Progress
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
Materials Efficiency & Recycling	Total amount of waste from manufacturing, percentage recycled	Quantitative	Metric tons (t), percentage (%)	TR-AU-440b.1	Performance Data — Waste
	Weight of end-of-life material recovered, percentage recycled	Quantitative	Metric tons (t), percentage (%)	TR-AU-440b.2	Performance Data — Waste
	Average recyclability of vehicles sold	Quantitative	Percentage (%) by sales-weighted metric tons (t)	TR-AU-440b.3	Circular Economy and End-of-Life

Activity metric	Category	Unit of Measure	Code	Response
Number of vehicles manufactured	Quantitative	Number	TR-AU-000.A	Performance Data — Vehicle Sales
Number of vehicles sold	Quantitative	Number	TR-AU-000.B	Performance Data — Vehicle Sales

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 Human Rights
A1.1 How has the public commitment been developed?	Human Rights
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 Human Rights
A1.3 How is the public commitment disseminated?	Human Rights
Embedding respect for human rights	
A2 How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	We Are Committed to Protecting Human Rights and the Environment policy Code of Conduct Supplier Code of Conduct Our Stakeholders Human Rights 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?	Code of Conduct Policy Statement on Ford's Human Rights Strategy, Policies and Processes Human Rights Accountable and Inclusive Governance
A2.2 What kinds of human rights issues are discussed by senior management and by the Board, and why?	Human Rights Human Rights Saliency Assessment 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 Stakeholders Human Rights 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 Stakeholders Human Rights Our Supplier Code of Conduct Supply Chain Sustainability Training Sourcing Sustainability 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?	Human Rights Sourcing Sustainability Responsible Direct Sourcing and Meeting ESG Standards
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.	Human Rights Saliency Assessment
Determination of salient issues	
B2 Describe how the salient human rights issues were determined, including any input from stakeholders.	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.	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.	Human Rights Saliency Assessment

UNGPRF Index
continued

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 Our Supplier Code of Conduct Policy Statement on Ford's Human Rights Strategy, Policies and Processes
C1.1 How does the company make clear the relevance and significance of such policies to those who need to implement them?	Human Rights 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 Stakeholders Human Rights Saliency Assessment
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 Stakeholders Human Rights Saliency Assessment
C2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	Our Stakeholders Human Rights Saliency Assessment
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 Stakeholders Human Rights Saliency Assessment
Assessing impacts	
C3 How does the company identify any changes in the nature of each salient human rights issue over time?	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?	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?	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 Human Rights Strategy Human Rights Saliency Assessment 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 Human Rights Strategy Human Rights Saliency Assessment Our Supplier Code of Conduct Accountable and Inclusive Governance
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?	Human Rights Strategy Our Supplier Code of Conduct Accountable and Inclusive Governance

UNGPRF Index
continued

UNGPRF Questions	Location (section, page reference) and notes
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?	Human Rights in Our Operations Human Rights in Our Supply Chain
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 Grievance Mechanisms and Remedies
C6.1 Through what means can the company receive complaints or concerns related to each salient issue?	Corporate Grievance Mechanism Grievance Mechanisms and Remedies
C6.2 How does the company know if people feel able and empowered to raise complaints or concerns?	Corporate Grievance Mechanism Grievance Mechanisms and Remedies Accountable and Inclusive Governance
C6.3 How does the company process complaints and assess the effectiveness of outcomes?	Corporate Grievance Mechanism Grievance Mechanisms and Remedies Accountable and Inclusive Governance
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.

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.

The following pages include examples of how we are contributing to the SDGs and where further information on these efforts can be found.

UN SDGs Index
continued

SDG 3: Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages

Why is this a priority for Ford?	Salient Human Rights Issues	Most relevant SDG targets	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. 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.	• Climate Change and Environmental Health • Local Communities and Indigenous Peoples • Occupational Health, Safety, and Wellness • Product Safety	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	Climate Transition Plan — Overview Air, Water, and Soil Pollution Water Resources Employee Health and Safety Product Safety and Quality Performance Data — Non-CO_2 Tailpipe Emissions Performance Data — Water Performance Data — Employee Health and Safety Performance Data — Vehicle Safety

UN SDGs Index
continued

SDG 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Why is this a priority for Ford?	Salient Human Rights Issues	Most relevant SDG targets	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 that lie ahead.	• Fair and Decent Work • Impact of Electrified Product Transition	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	Workforce and Talent Development Community Engagement

UN SDGs Index
continued

SDG 5: Gender Equality

Achieve gender equality and empower all women and girls

Why is this a priority for Ford?	Salient Human Rights Issues	Most relevant SDG targets	Ford's impact
We aspire to support a respectful, safe, and inclusive workplace where each person is valued. Supporting an inclusive workplace includes supporting initiatives that empower women and girls.	• Fair and Decent Work • Forced Labor, Child Labor, and Human Trafficking • Harassment and discrimination	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	Human Capital Management and Diversity, Equity and Inclusion Performance Data — Human Capital Management and Diversity, Equity, and Inclusion

UN SDGs Index
continued

SDG 6: Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all

Why is this a priority for Ford?	Salient Human Rights Issues	Most relevant SDG targets	Ford's impact
Water is critical to our manufacturing operations, so we aspire to shrink our water footprint in manufacturing processes and use freshwater only for human consumption. We work with our supply chain, especially in water-stressed locations, to reduce water consumption.	• Climate Change and Environmental Health	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	Air, Water, and Soil Pollution Water Resources Biodiversity and Ecosystems Performance Data — Water Resources

UN SDGs Index
continued

SDG 7: Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all

Why is this a priority for Ford?	Salient Human Rights Issues	Most relevant SDG targets	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]. 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 our aspiration to reach carbon neutrality no later than 2050.	• Climate Change and Environmental Health	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	Climate Transition Plan — Overview Climate Transition Plan — Policies Climate Transition Plan — Progress Performance Data — Operational Energy Use

UN SDGs Index
continued

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?	Salient Human Rights Issues	Most relevant SDG targets	Ford's impact
We aspire to source only raw materials that are responsibly produced. 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.	• Fair and Decent Work • Forced Labor, Child Labor, and Human Trafficking • Impact of Electrified Product Transition • Occupational Health, Safety, and Wellness	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	Human Capital Management and Diversity, Equity, and Inclusion Employee Health and Safety Human Rights Responsible Sourcing Community Engagement Performance Data — Human Capital Management and Diversity, Equity, and Inclusion Performance Data — Human Rights and Responsible Sourcing Performance Data — Community Engagement

UN SDGs Index
continued

SDG 10: Reduced Inequalities

Reduce inequality within and among countries

Why is this a priority for Ford?	Salient Human Rights Issues	Most relevant SDG targets	Ford's impact
We aspire to support a respectful, safe, and inclusive workplace where each person is valued. We respect the different cultures and beliefs of our team members, customers, and the communities we serve.	• Fair and Decent Work • Harassment and discrimination • Local Communities and Indigenous Peoples	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	Human Capital Management and Diversity, Equity, and Inclusion Transparency, Ethics, and Integrity Accountable and Inclusive Governance Performance Data — Human Capital Management and Diversity, Equity, and Inclusion

SDG 11: Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable

Why is this a priority for Ford?	Salient Human Rights Issues	Most relevant SDG targets	Ford's impact
We aspire to drive human progress by providing mobility and accessibility for all. This will require innovative new technologies and services that will help address a host of challenges from congestion to poor air quality.	• Climate Change and Environmental Health • Impact of Electrified Product Transition • Local Communities and Indigenous Peoples	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	Climate Transition Plan — Overview Climate Transition Plan — Progress Air, Water, and Soil Pollution Waste Management Product Safety and Quality Data Protection, Privacy, and AI Performance Data — Non-CO_2 Tailpipe Emissions Performance Data — Waste Performance Data — Vehicle Safety

UN SDGs Index
continued

SDG 12: Responsible Consumption and Production

Ensure sustainable consumption and production patterns

Why is this a priority for Ford?	Salient Human Rights Issues	Most relevant SDG targets	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. Manufacturing vehicles requires the use of natural resources, some of which have a limited or finite supply.	• Climate Change and Environmental Health • Local Communities and Indigenous Peoples	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	Air, Water, and Soil Pollution Biodiversity and Ecosystems Circular Economy and End-of-Life Responsible Sourcing Performance Data — Non-CO_2 Tailpipe Emissions Performance Data — Waste

UN SDGs Index
continued

SDG 13: Climate Action

Action to combat climate change and its impacts

Why is this a priority for Ford?	Salient Human Rights Issues	Most relevant SDG targets	Ford's impact
We aspire to achieve carbon neutrality globally no later than 2050. 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 and Environmental Health • Impact of Electrified Product Transition	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	Climate Transition Plan Government Regulations, Policy, and Engagement Performance Data — Climate Change

Resource List

Ford Sustainability Reporting

Sustainability Statement

Previous Year's Reports

Sustainable Financing Report 2023

Sustainable Financing Framework

Ford Political Disclosure Reporting

Ford Motor Company Civic Action Fund Bylaws

Ford Motor Company PAC Filings

Lobbying Disclosure Act Reports
Q1 Report (2025)

Q2 Report (2025)

Q3 Report (2025)

Q4 Report (2025)

Other Documents and Resources

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 2025 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

Footnotes and Disclaimers

1 Based on the results of a completed 6-month pilot that took place December 2024 to May 2025.

2 See Form 10-K, pages 77-80 for definitions and reconciliations to GAAP (U.S. Generally Accepted Accounting Principles).

3 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 Form 10-K.

4 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.

5 Includes consolidated manufacturing and non-manufacturing facilities. Excludes unconsolidated investee facilities.

6 Includes consolidated and unconsolidated investee manufacturing facilities.

7 Scope 2 emissions are market-based. Scope 3 emissions only includes significant categories.

8 GHG emissions include Scope 1 and 2 (market-based) emissions for consolidated and unconsolidated investee facilities. Operations include manufacturing and non-manufacturing facilities.

9 This reduction is harmonized to the 2019 emissions calculation methodology across all years and includes both significant and not significant Scope 3 categories. The 2025 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.

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

11 Excludes episodic construction-related grid electricity consumption for Ohio Assembly Plant during building expansion.

12 According to the EU End-of-Life Vehicle Directive and calculated based on ISO 22628.

13 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), maintenance (tire and fluid replacements), and end-of-life. Vehicle production GHG emissions are estimated using key vehicle related inputs: bill of material data; high voltage (HV) battery chemistry, battery capacity and energy density; and assembly plant energy consumption. 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, this analysis utilizes U.S. electricity and petroleum production emissions data to ensure regional accuracy. The LCA GHG emissions reported in the figure here have not been third-party certified. Actual life cycle GHG emissions and 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.

14 Life cycle GHG reductions are estimated using the methods described in footnote 13 and the following data sources and assumptions. 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)) and Transit and E-Transit models are 150,000 miles (ref. 49 CFR 535.5(a)(10)(ii)). For EV and PHEV battery charging, the assumed U.S. average electricity CO_2 emission factor is 401 grams CO_2 per kWh of electricity consumed, including upstream fuel feedstock production and electricity transmission losses (ref. R&D GREET 2025 DOI: 10.11578/GREET-Excel-2025/dc.20251202.1). Actual life cycle 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.

15 Life cycle GHG reductions are estimated using the methods described in footnote 13 and the following data sources and assumptions. Use phase GHG emissions for light duty vehicles are estimated using vehicle MPG and kWh/100 miles data from www.fueleconomy.gov. Vehicle lifetime usage assumption for cars/SUVs is 195,264 miles (ref. 40 CFR 86.1865-12(k)(4)). For PHEV battery charging, the assumed U.S. average electricity CO_2 emission factor is 401 grams CO_2 per kWh of electricity consumed, including upstream fuel feedstock production and electricity transmission losses (ref. R&D GREET 2025 DOI: 10.11578/GREET-Excel-2025/dc.20251202.1). Actual life cycle 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.

Footnotes and Disclaimers
continued

16 Includes consolidated and unconsolidated investee manufacturing facilities.

17 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.

18 Blend levels noted at: https://afdc.energy.gov/fuels/ethanol-blends

19 Blend levels noted at: https://afdc.energy.gov/files/pdfs/47504.pdf

20 Includes consolidated manufacturing and non-manufacturing facilities and unconsolidated investee manufacturing facilities.

21 international-aluminium.org

22 Totals may not add to 100% due to rounding.

23 Light duty (vehicles under 10,000 pounds). Available as option on Super Duty XL which is a light duty vehicle.

24 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.

25 A Study on Real-world Effectiveness of Model Year 2015-2023 Advanced Driver Assistance Systems. https://www.mitre.org/sites/default/files/2025-01/PR-25-0114-Study-Real-world-Effectiveness-Model-year-2015%E2%80%932023-ADAS.pdf

26 Per J.D. Power 2025 Initial Quality Study (IQS) (dated 6/26/25): https://www.jdpower.com/business/press-releases/2025-us-initial-quality-study-iqs

27 Per J.D. Power 2025 U.S. Automotive Performance, Execution And Layout (APEAL) Study (dated 7/24/25): https://www.jdpower.com/business/press-releases/2025-us-automotive-performance-execution-and-layout-apeal-study

28 Other includes recyclers and suppliers type unidentified.

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, driver's attention, judgment, and 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.

Based on internal Ford data on BlueCruise engagement in the United States between Jan. 1, 2025 and Dec. 31, 2025 [in comparison to 2024 (Jan 1. 2024 — Dec. 31, 2024)].

30 The Ford app, formerly known as the FordPass® app, compatible with select smartphone platforms, is available via a download. Message and data rates may apply. Terms apply. Evolving technology/cellular networks/vehicle capability may limit or prevent functionality. An activated vehicle modem and the Ford app are required for remote features. Remote features may vary by model. Visit ford.ca for our privacy notice. The Lincoln app, formerly known as the Lincoln Way® app, is compatible with select smartphone platforms and is available via a download. Message and data rates may apply. Terms and conditions apply. Visit LincolnCanada.com for our privacy notice.

31 https://www.autosinnovate.org/resources/insights

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