Our Sustainability Aspirations
We are working to revolutionize mobility, fueled by new challenges and the desire to help build a better world for everyone.

Climate Change
Achieve carbon neutrality by 2050

Air
Attain zero emissions from our vehicles and facilities

Energy
Use 100 percent local, renewable electricity in all manufacturing by 2035

Waste
Reach true zero waste to landfill across our operations
Eliminate single-use plastics from our operations by 2030

Water
Make zero water withdrawals for manufacturing processes
Use freshwater only for human consumption

Materials
Utilize only recycled or renewable content in vehicle plastics

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

Human Rights
Source only raw materials that are responsibly produced

Diversity, Equity and Inclusion
Create a truly diverse culture where everyone feels like they belong

Access
Drive human progress by providing mobility and accessibility for all
## Governance

Disclose the organization’s governance around climate-related risks and opportunities.

### Disclosure

a) Describe the board’s oversight of climate-related risks and opportunities.

The Board’s Sustainability and Innovation Committee meets at least three times a year and is responsible for assessing the company’s progress on strategic economic, environmental and social issues, as well as the degree to which sustainability principles have been integrated into the various skill teams. It evaluates and advises on innovations and technologies that improve our environmental and social sustainability as well as reviewing the summary Integrated Sustainability and Financial Report.

See our current CDP Climate Change Response (C1.1)


Environmental, Social, and Governance Review

Charter of the Sustainability and Innovation (S&I) Committee of the Board of Directors

Integrated Sustainability and Financial Report 2021 > Board’s Role in Risk Management, page 20

### Response

Ford’s VP, Chief Sustainability, Environment and Safety Officer has primary responsibility for sustainability issues and oversees the Sustainability and Vehicle Environmental Matters group, the Environmental Quality Office, the Vehicle Homologation and Compliance group and the Automotive Safety Office. He leads a multi-disciplinary senior-level team to oversee our actions in response to our climate change and sustainable mobility strategies. Other executives across functional areas also have responsibility for sustainability-related issues.

**See our current CDP Climate Change Response (C1.2) (C1.2a) (C2.2) (C2.2a)**

**Integrated Sustainability and Financial Report 2021 > Sustainability Governance, page 19**

**Integrated Sustainability and Financial Report 2021 > Risks and Opportunities, page 21**
<table>
<thead>
<tr>
<th>Topic</th>
<th>Disclosure Focus Area</th>
<th>Disclosure</th>
<th>Response</th>
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</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.</td>
<td>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</td>
<td>The risks and opportunities associated with climate change are shaping the way we do business, from offering electric versions of our popular models to a global carbon reduction strategy focused on a move toward renewable electricity. Extreme weather events such as storms or floods can disrupt production or component supplies, while droughts can affect our access to water for our operations, especially in water-scarce areas. Integrated Sustainability and Financial Report 2021 &gt; Risks and Opportunities, page 21 See our current CDP Climate Change Response (C2) Climate Change Scenario Report, pages 11–17 Form 10-K, pages 8, 15–16, 18, 22–24 (Item 1a Risk Factors) b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</td>
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<td>Metrics and Targets</td>
<td>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.</td>
<td>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</td>
<td>The primary metrics used for vehicles are fuel economy, CO₂ tailpipe emissions, and fuel consumption. The primary metrics for our facilities are absolute tCO₂e and % renewable electricity. Additional metrics used are described in the documents below. Performance Data, pages 8–10 See our current CDP Climate Change Response (C1.3) (C2.3a) (C5) (C6) (C7) (C8) (C9) (C11) See our current CDP Water Response (4.1) Integrated Sustainability and Financial Report 2021 &gt; Climate Change: Toward Carbon Neutrality, pages 41–43</td>
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</table>
| Metrics and Targets continued | Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities. continued | Sales-weighted average fleet fuel economy, by region. | Ford U.S. corporate average fuel economy, combined car and truck fleet (miles per gallon): 29.9  
Ford U.S. CO₂ tailpipe emissions per vehicle (grams per mile): 301  
Ford Europe CO₂ tailpipe emissions per passenger vehicle (grams per kilometer): Preliminary data will be available in the Performance Data index in July 2021.  
Ford Switzerland CO₂ tailpipe emissions per passenger vehicle (grams per kilometer)*: 114.354  
Ford Switzerland CO₂ tailpipe emissions per light commercial vehicle (grams per kilometer)*: 180.295  
Ford (China) Import corporate average fuel consumption: 8.6L/100km  
Jiangling Motors Corporation (JMC) corporate average fuel consumption*: 7.50 L/100km  
Changan Ford Automobile Corporation (CAF) corporate average fuel consumption*: 7.18 L/100km | Performance Data, page 8  
* Switzerland data is provisional. Final data expected mid-May 2021.  
See our current CDP Climate Change Response (C4.3b) (C4.5a) (C2.4a) |
| | | Revenues/savings from investments in low-carbon alternatives (e.g., R&D, equipment, products or services). | See our current CDP Climate Change Response (C4.3b) (C4.5a) (C2.4a) |
| | | Vehicle sales (historical, current and projected) by category (e.g., gas vehicles, diesel vehicles, battery electric vehicles, plug-in hybrid electric vehicles, alternative-powered vehicles (LPG, CNG, fuel cells, compressed air). | Global vehicle sales:  
255 zero-emission vehicles  
74,496 hybrid vehicles  
8,064 plug-in hybrid vehicles | See our current CDP Climate Change Response (C2.4a) (C4.5a) (C-TO9.3/C-TS9.3)  
Form 10-K, page 5 |
| | | Expenditures (OpEx) for R&D for low-carbon transportation equipment or transportation services. | See our current CDP Climate Change Response (C2.3a) (C2.4a) (3.1b) (C4.5a) (C-TO9.6a/C-TS9.6a) |
**Topic** | **Disclosure Focus Area** | **Disclosure** | **Response**
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**Metrics and Targets continued** | Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities. *continued* | Road vehicles – geographic breakdown of GHG emissions: emissions and/or emission intensity of products for key geographies against regulatory requirements/targets. | See our current CDP Climate Change Response (C-T07.8) (C-T08.5) Performance Data, page 8
Ford Europe Goes All-In On EVs On Road To Sustainable Profitability
Investments (CapEx) in low-carbon transportation equipment or transportation services. | See our current CDP Climate Change Response (C2.3a) (C2.4a) (C3.1e) (C4.3c) Integrated Sustainability and Financial Report 2021 > Progress Against Our Aspirations, pages 12–14
Integrated Sustainability and Financial Report 2021 > Mobility Solutions, pages 32–33
Ford will be investing at least $22 billion in electrification through 2025, nearly twice what the company had previously committed to EVs

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1 Changan Ford (CAF) and Jiangling Motors Corp (JMC) are joint ventures with Ford Motor Company.