

Helping Build a Better World



Integrated Sustainability and Financial Report Summary 2022
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Helping Build a Better World

We've been building the future for 118 years now. But you don't have to go back 118 years to witness how we have transformed the ways people move and connect.

In Ford's second Integrated Report, we're building on more than two decades of leadership in sustainability reporting to share the progress we've made to help build a better world, where every person is free to move and pursue their dreams. We'll show how we've electrified our most popular, iconic vehicles, helping to shape the future of zero-emissions transportation. You'll see unprecedented investments in sustainable manufacturing and jobs to help drive progress. You'll see the continued impact of the Ford Fund to strengthen communities around the world. And you'll see how we're investing in the talent and technologies that will help build sustainable growth for Ford and for our shared future.

➔ [Read our full Integrated Sustainability and Financial Report for more information on any of the data or stories in this summary.](#)

To supplement this report, we are also publishing our first [Human Rights Report](#) and our first narrative [Task Force on Climate-related Financial Disclosures \(TCFD\) Report](#).

You can also find all our indexes in our [ESG Data Book](#) and [Additional Downloads page](#).



What makes this company different is that Ford has a higher purpose. We serve others and improve lives... we try to make the world a better place.”

Jim Farley, President and Chief Executive Officer

Sustainability Aspirations

Our sustainability strategy is to make a positive contribution to society and the environment. A better world for all requires a future that's inclusive, equitable and sustainable. And building that future means taking bold and urgent action to address the climate crisis.

We have developed a number of specific strategies to address them and achieve our Sustainability Aspirations outlined below:

Climate Change
Achieve carbon neutrality no later than 2050

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

Air
Attain zero emissions from our vehicles and facilities

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

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

Our Sustainability Aspirations

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

Our Purpose in Action

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

This purpose has set us apart as a company for more than a century.

We are committed to making our purpose evident in every part of our business, from the way we source our materials, to the vehicles we create, to the services we provide, to the interactions we have with our customers, employees, and communities.

Everyone imagines an ideal future - and Ford is in business to help make it real. In this section, we'll bring to life the four pillars of our purpose with tangible examples of how we're building a better world today.

Building a Better World

\$50B

planned global investment in EVs, including battery production, from 2022 through 2026



100%

of our passenger vehicles in Europe are expected to be fully electric by 2030, and all commercial vehicles will be zero emission by 2035

\$11.4B

planned investment in BlueOval City to build Ford's next generation F-Series vehicles and two mega-sites in Tennessee and Kentucky with SK Innovation

Every Person

First

major U.S. automaker to sign the Action Pledge for the UN's International Year for the Elimination of Child Labor, which outlines steps companies can take to end child labor by 2025

4 years

in a row, Ford has been recognized as part of the Bloomberg Gender-Equality Index



#1

automotive company and 20th overall on Just Capital annual ranking

Free to Move

50%

of Ford's global sales to be electric vehicles (EVs) by 2030

Launched **Ford Pro**



Introduced the **all-electric Ford E-Transit Van and Ford F-150 Lightning truck**



Pursue Dreams

Teamed with Redwood Materials to help localize the battery supply chain network and ramp up lithium-ion battery recycling in the U.S.



\$525M

investment in the U.S. to train skilled technicians to service connected, electric zero-emission vehicles

Issued **\$2.5B**

inaugural Green Bond, helping raise funds for our EV portfolio



Significant Progress on Our Ford+ Plan

Ford+ is our plan for growth, intended to transform our company to win in this new era of electric and connected vehicles. It's our roadmap to determine Ford's trajectory for the next 10-15 years – creating the single biggest opportunity to create value for the company since Henry Ford scaled the Model T. Ford+ serves as our roadmap for the future as we move with speed and ambition to fulfill our Purpose to build a better world.

We've made significant progress in 2021 in strengthening our always-on relationships with customers, leading the electrification revolution and focusing on our commercial customers.

We're now accelerating this with the formation of two distinct, but strategically interdependent, auto businesses – Ford Blue and Ford Model e – together with the Ford Pro business, will help unleash the full potential of the Ford+ plan, driving growth and value creation and positioning Ford to outperform both legacy automakers and new EV competitors.



Unleashing the Ford+ Plan

Ford Model e Division

Delight customers with truly incredible electric and connected vehicles and services, and build the future as Ford's center of innovation and growth

Ford Blue Division

Inspire customers to pursue their dreams and passions in life with iconic Ford vehicles and experiences, and serve as the engine that supports and powers Ford's future

Vehicle shown with optional equipment

Our Iconic EV Line-up Leading Our Customers Into the Future



The All-Electric F-150 Lightning Pickup

America's best-selling truck for 45 years¹, and now with an array of innovative technologies and connected features.

320 miles EPA-estimated range on LARIAT and XLT with the available extended range battery*



The All-Electric Mustang Mach-E SUV

Already a huge hit with customers, this beauty was named North America's SUV of the Year and Best Car to Buy in 2021. The Mustang Mach-E also was Consumer Reports' 2022 Electric Vehicle Top Pick of the year.

314 miles EPA-estimated range with extended-range battery and RWD*



The E-Transit Commercial Van

The all-electric version of the best-selling cargo van in the world² optimizes fleet performance thanks to in-vehicle data architecture and cloud-based services.

126 miles targeted range in the low-roof cargo van configuration**

*Based on full charge. Actual range varies with conditions such as external environment, vehicle use, vehicle maintenance, lithium-ion battery age and state of health.
 **Based on full charge. USA targeted range reflecting current capability based on analytical projection consistent with US EPA MCT drive cycle methodology. Actual range varies with conditions such as external elements, driving behaviors, vehicle maintenance, and lithium-ion battery age.

Driving Innovation and Sustainable Growth



Ford is building the future of zero-emissions vehicles and breaking constraints to lead the electric revolution, investing \$50 billion from 2022 to 2026 in electric vehicles and the batteries that power them. We are building always-on relationships with our customers and providing differentiated, ever-improving user experiences.

Our Sustainability Aspirations



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

Financing Our Future

Our 2021 results show that our Ford+ plan is working. We're seeing real traction and making tremendous progress in both our financial performance and the strategic direction of the business. Revenue, net income, and adjusted earnings before interest and taxes were all up, despite selling nearly 250,000 fewer vehicles than we did in 2020 because of industry-wide semiconductor shortages and supply chain disruptions.

Guided by our ambitious plan for growth and environmental and social goals, Ford issued the largest green bond to date by a U.S. corporation raising \$2.5 billion via a 10-year issuance and tied our Corporate and Supplemental Revolvers to sustainability-linked KPIs.

Ford's green bond was the first transaction from our new Sustainable Financing Framework which guides how projects in four different areas – clean transportation, clean manufacturing, making lives better, and community revitalization – are selected, evaluated, governed, and reported. The net proceeds from the inaugural bond offering will be used exclusively for the design, development, and manufacturing of our new electric vehicle lineup and for projects that prioritize disadvantaged communities in the transition to electrification.

Announced on the fifth anniversary of the Paris Agreement, the framework further aligns our financing actions with our commitment to operate a safe, sustainable, and successful business.

Leading the Electrification Revolution

We are electrifying our icons, including F-150 Lightning, Mustang Mach-E, E-Transit, and rapidly scaling up production to meet customer demand. We're not only electrifying our signature nameplates in areas where millions of customers already rely on Ford vehicles, we're also working to close the loop on battery manufacturing, re-use valuable materials, and help make electric vehicles more affordable.



2021 Full Year Financial Highlights

Revenue:

\$136.3B

(2020: \$121.7B)

Net income:

\$17.9B

(2020: \$(1.3B))

Adjusted EBIT*:

\$10.0B

(2020: \$2.5B)

Adjusted EBIT margin*:

7.3%

(2020: 2.0%)

Adjusted free cash flow:

\$4.6B

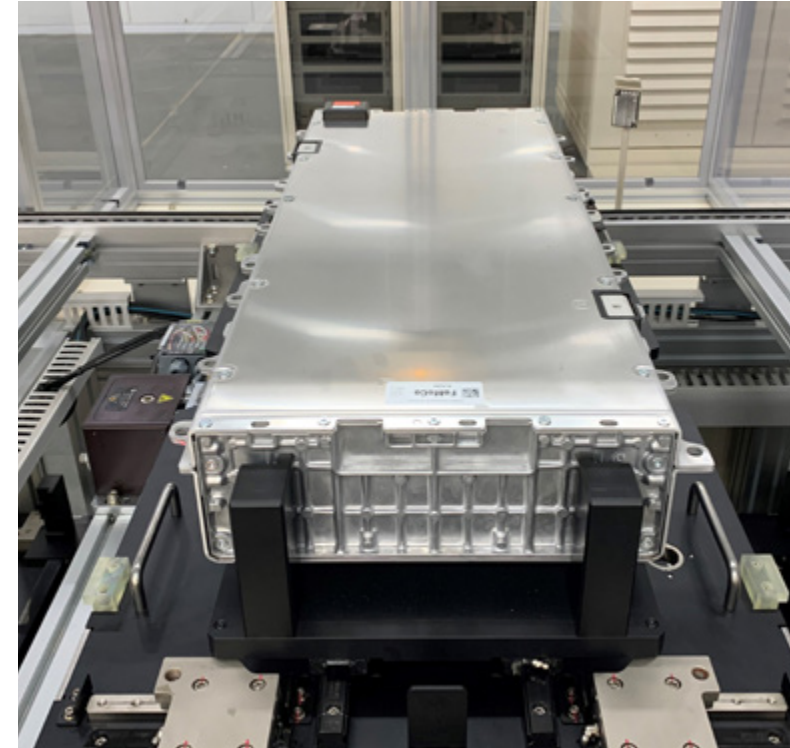
(2020: \$1.3B)

Adjusted earnings per share*:

\$1.59

(2020: \$0.36)

*See Form 10-K, pages 75 – 78 for definitions and reconciliations to GAAP (U.S. Generally Accepted Accounting Principles).



Creating an Ultra-Efficient, Carbon-Neutral Electric Vehicle Manufacturing Ecosystem

We're reimagining how EVs – and the batteries that power them – are designed, manufactured, and recycled, creating an all-new electric vehicle manufacturing ecosystem. And creating good jobs and a growing business that delivers value for everyone who relies on Ford.

In 2021, we announced plans to bring electric vehicles at scale to American customers by expanding production capacity at the Rouge Electric Vehicle Center and building two new massive, environmentally and technologically advanced campuses in Tennessee and Kentucky.

To build these campuses, we are making the largest single U.S. investment in electric vehicles at one time by any automotive manufacturer. Along with our partner, SK Innovation, we will invest \$11.4 billion and create nearly 11,000 new jobs at these two mega-sites.

BlueOval City in Tennessee will become a vertically integrated ecosystem to assemble an expanded lineup of electric F-Series vehicles and will include a BlueOval SK battery plant. The new Tennessee assembly plant, together with the twin battery plants in Kentucky, are designed to be carbon neutral and send zero-waste to landfill once fully operational.

And to transform America's auto technician industry, we're investing \$90 million in Texas, part of \$525 million being invested across the United States. The investment will go toward job training and career readiness initiatives to develop highly skilled technicians that can support our growing portfolio of connected electric vehicles.

\$11.4B
invested to create nearly
11,000
new jobs in Tennessee
and Kentucky

\$90M
investment in Texas to transform
America's auto technician industry

Expanding Mobility and Access

We're building mobility capabilities and autonomous vehicles to help make movement safer, more accessible and seamless. Ford SYNC technology is designed to minimize distractions with hands-free voice commands to make common tasks, like placing phone calls and changing music, easier; and BlueCruise offers driver-assist technologies, including true hands-free driving on the highway.³

We're also collaborating with cities and other key stakeholders to expand mobility and access to transportation, improve safety, and reduce traffic and congestion. And Ford is working on deployment of autonomous vehicles for ride-hailing to move people and deliver goods across multiple U.S. cities. In 2021, we announced our deployment of Ford autonomous vehicles, with safety drivers, on the Lyft network in Miami and Austin. As vehicles are deployed, Lyft users within defined service areas will be able to select a Ford autonomous vehicle powered by Argo AI's Self-Driving System.



Putting People First



Our commitment to care for each other shapes how we operate, because people are, and have always been, the backbone of our business. As we take action to address the climate crisis, and make the transformation to electrification, we are dedicated to making sure that all feel welcome and valued.

Our Sustainability Aspirations



DEI: Create a truly diverse culture where everyone feels like they belong



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



Human Rights: Source only raw materials that are responsibly produced

Human Capital and Diversity, Equity and Inclusion

Ford is a family company in more ways than one. Our culture is anchored in shared beliefs and ideals. We foster a sense of belonging – so everyone feels welcomed, valued and supported – and create a fair and equal playing field for all.

In 2021, we created DEI Aspirational Goals to increase the gender and racial diversity of our senior leadership, and we expanded our DEI audit globally to assess our progress. These goals are tracked quarterly by every Skill Team and Business Unit Leader.

For the first time in our history, and in the U.S. auto industry, Ford has developed a stand-alone Human Rights Report to present the company’s commitment and approach to human rights, the salient issues, and how they are managed.



and Analysis, Training, Risk Assessment, Emergency Preparedness and other areas that incorporate employee health and safety. The SOS continues to adjust as new standards and processes are added to our facilities and the use of technology is expanded.

Beyond physical health and safety programs, our employees’ mental health and wellbeing are a priority as well, encompassing their financial, social, mental, emotional, physical, and professional needs. As such, we provide a broad array of resources and services to educate employees and meet individual and organizational wellbeing needs and goals.

Human Rights within Ford and Our Supply Chain

Our commitment to respect human rights starts with our employees through our policy, [We Are Committed to Human Rights and the Environment](#). We strive to maintain a safe and healthy work environment, prohibiting harassment and discrimination, and follow ethical recruitment practices. Across Ford, we act with integrity, creating safe, inclusive workplaces.

Our commitment to human rights extends to our business partners and supply chain. In 2021 we established a formal [Supplier Code of Conduct](#) that applies clear requirements and expectations for all Ford suppliers in such areas as human rights, the environment, responsible material sourcing, and responsible business practices.

For the first time in our history, and in the U.S. auto industry, Ford has developed a stand-alone [Human Rights Report](#) (a supplement to our 2021 Integrated Report) to present the company’s commitment and approach to human rights, the salient issues, and how they are managed.



For the fourth year in a row, Ford was recognized on the Bloomberg GEI which tracks the performance of public companies in the areas of inclusive culture, anti-sexual harassment policies, pay equity, female leadership and talent pipeline, and pro-woman brand. We also ranked first among U.S. auto companies and 20th among all companies in the 2022 JUST Capital 100 for our work in a range of issues, ranging from ethics to diversity and inclusion.

Employee Health, Safety and Wellbeing

Promoting safety, health and wellbeing is a key priority and everyone at Ford plays an essential role.

We continually monitor and improve workplace safety through our internal Safety Operating System (SOS). The SOS is designed to prevent and reduce incidents through the implementation of Incident Investigation



→ CASE STUDY

COVID-19 Response

Supporting communities as they continue to battle the ongoing consequences of the pandemic remained a focus in 2021. We were one of the first automakers to continuously make personal protective equipment for our workforce, healthcare workers, first responders, and the public, donating 120 million masks to communities with limited access to PPE.

We also brought together some of the nation's leading organizations that support and advocate for multicultural communities in a vaccine awareness Public Service Announcement to provide trusted information about the COVID-19 vaccine and ensured vaccine availability for our employees when they were struggling to get access to them.

We have continued to rely on our best-in-class COVID-19 playbook to guide our response to the ongoing pandemic, and the protocols we developed remain in place. Our goal is to keep all of our people safe and help limit the spread of the virus in the communities in which we live and work. We continue to monitor and follow health and wellness guidance from experts around the world.

Community Engagement

Spearheaded by the Ford Fund, the company's philanthropic arm, we invested \$74.4 million in charitable contributions in 2021 to help strengthen and serve communities around the world. Our initiatives have included empowering nurses to run their own mobile healthcare centers, serving communities that need health services the most, providing vocational training to Thai children living on the street, supporting literacy and STEM activities for students in the United Kingdom, and more.

More than just donating needed funds, our Ford Volunteer Corps is a global network of thousands of Ford employees and retirees who have logged more than 1.7 million hours volunteering across six continents since 2005 — building homes or gardens, renovating schools, feeding the hungry, installing clean water systems and more. In 2021, Ford Fund awarded \$700,000 in grants to support the humanitarian efforts of 149 employee-nominated community organizations in 34 countries.

Improving Vehicle Safety Ratings

In 2021, 20 Ford and Lincoln nameplates have received New Car Assessment Program (NCAP) 5-star ratings in one or more markets globally. Ford doubled the number of TOP SAFETY PICK awards in the U.S. from the Insurance Institute for Highway Safety, bringing the total number of awards to 10. The TOP SAFETY PICK award requires top scores in six categories, as well as superior or advanced front crash prevention for vehicle-to-vehicle and vehicle-to-pedestrian accident avoidance systems.

Just Transition

Ford is taking leadership of the electric revolution, and we intend to do so in a way that has a positive impact on people and the environment. As we move towards carbon neutrality and electrification, we are mindful of the impacts on our employees, our supply chain, our communities, and our customers. We are addressing and evolving our Just Transition strategy for fair, equitable, and inclusive social and economic opportunities.



In the UK, we developed a Skill Sprint Program to enhance capability of the workforce to reskill and redeploy personnel, compete for talent against tech companies outside the automotive industry, and instill a continuous learning culture. The program, which has trained 1,400 people across disciplines and functions, was the i4cp Next Practice Award winner in 2021.

Supporting a just transition will take ongoing effort. We believe that our initiatives to create employment at BlueOval City, invest in job training and career readiness initiatives for the next generation of technicians, introduce a new learning strategy at Ford, and democratize electrification are steps in the right direction. We are working to increase electrified vehicles and charging access as well as to develop new mobility solutions.

Customer Experience

Everything we are doing — investing in electrification, enhancing connectivity, and developing new products and services — is to revolutionize and enrich the customer experience. We're showing customers the clear advantages of no-compromise electric vehicles — from sustainability to performance, power, and digital integration.

20

Ford and Lincoln nameplates have received New Car Assessment Program (NCAP) 5-star ratings

1,400

people trained through Skill Sprint Program to enhance capability of the workforce

- **Always-on:** Through new digital and physical capabilities, we are enhancing the customer experience throughout the vehicle ownership cycle.
- **Elevated by Electrification:** Electrification amplifies the attributes our customers love, such as performance, capability, and convenience. For example, the F-150 Lightning delivers a targeted 563 horsepower and 775 lb.-ft. of torque⁴ and a smooth, quiet, and exhilarating drive.
- **Charging Infrastructure:** We are delivering North America's largest public charging network, BlueOval Charge, with more than 20,500 charging stations and 70,000 individual charge plugs.⁵
- **Instilling Confidence:** Built-in charging solutions route customers to nearby charging stations, recommend where to charge on trips and provide easy access and payment via FordPass.⁶
- **Ford Pro:** This global business and brand is dedicated to government and commercial customers of all sizes to help them accelerate productivity, improve uptime, and lower operating costs through connected services.

Protecting the Environment

We're doing our part to address the urgency of climate change and accelerating our progress to carbon neutrality by electrifying our vehicles, reducing emissions from our operations, and pushing the boundaries of innovation and technologies needed for the future.

From water to energy and source materials, our commitment to environmental leadership and sustainability focuses on what we build and how we build it. We're reimagining how EVs – and the batteries that power them – are designed, manufactured, and recycled, creating an all-new electric vehicle ecosystem. And creating good jobs and a growing business that delivers value for everyone who relies on Ford.

Our Sustainability Aspirations

- 🌍
Climate Change: Achieve carbon neutrality no later than 2050
- ☁️
Air: Attain zero emissions from our vehicles and facilities
- 💧
Water: Make zero water withdrawals for manufacturing processes
Use freshwater only for human consumption
- ⚡
Energy: Use 100 percent carbon-free electricity in all manufacturing by 2035
- ♻️
Materials: Utilize only recycled or renewable content in vehicle plastics
- ♻️
Waste: Reach true zero waste to landfill across our operations
Eliminate single-use plastics from our operations by 2030



100%

of our passenger vehicles in Europe are expected to be fully electric by 2030, and all commercial vehicles will be zero emission by 2035

Achieving Carbon Neutrality and Path to 2050

Ford is committed to being carbon neutral worldwide across our vehicles, facilities, and suppliers no later than 2050, and we have also set interim science-based targets we will achieve by 2035.

We're acting now to ramp up production of our zero-emissions vehicles like the Mustang Mach-E, F-150 Lightning and E-Transit. We've pledged to work towards zero-emissions globally for all new cars and vans by 2040, and we're on track to have 50% of our global vehicle sales fully electric 10 years before that. In Europe, 100% of our passenger vehicles are expected to be fully electric by 2030, and all commercial vehicles will be zero emission by 2035.

Driving Progress and Policy Change

At COP26, the UN Climate Summit in November 2021, we joined with more than 50 businesses, cities and regions committed to rapidly accelerating the transition to zero-emission vehicles to achieve the goals of the Paris Agreement. We also became the first automaker to sign the Department of Energy's Better Climate Challenge aimed at reducing greenhouse gas emissions from our U.S. manufacturing facilities by at least half by 2030.

Changing How Our Products Are Made

We're reducing the impacts of our operations and supply chains through world-class facilities, including our commitment to sourcing 100% carbon-free electricity for our global operations by 2035.



Reducing Water Use

We have a responsibility to use and manage water sources efficiently and sustainably. Ford has already reduced its annual freshwater consumption by over 78% since 2000; that's over 12.5 billion gallons of water – equal to providing a year's worth of water to 1.4 million homes. Our 2025 Global Manufacturing Water Strategy aims to continue our position as a leader in water reduction and secure optimal freshwater availability in local communities.

Reducing Waste

Reducing waste reduces our impact on the planet – and optimizes efficiency in our resource-intensive industry. We reuse or recycle any waste we generate wherever possible, avoiding the landfill and providing us with an additional supply of valuable resources. We aspire to reach true zero waste-to-landfill across our operations and eliminate single-use plastics from our operations by 2030.

Fuel Economy

Focusing on vehicles with the greatest reach, our portfolio enhances the fuel efficiency of our light-and medium duty truck lines, and offers full electric and hybrid electric versions of our flagship nameplates. Our new Maverick hybrid truck, for example, achieves an EPA-estimated 42 miles per gallon.*

*2.5L Hybrid powertrain. Actual mileage will vary.

Sustainable Materials

Automobiles are among the world's most recycled consumer products, with more than 85%⁷ of vehicle parts and materials recycled and reused at their end of life. By using renewable and recycled materials in our vehicles, we're reducing waste and using fewer natural resources. We aspire to utilize only recycled or renewable content in vehicle plastics.

85%

of vehicles parts and materials recycled and reused at their end of life⁷



95%

of strategic materials such as nickel, cobalt, lithium, and copper can be recovered through recycling technology

Recycling Batteries with Redwood

We are collaborating with Redwood Materials to integrate battery recycling into our domestic battery strategy. Redwood's recycling technology can recover, on average, more than 95% of strategic materials such as nickel, cobalt, lithium, and copper. Together we will help localize the battery supply chain network and ramp up lithium-ion battery recycling in the U.S.

Suppliers

We also work closely with our suppliers to conserve energy and water, reduce carbon emissions, and help the people and communities around them thrive.

Since 2014, we're running our Partnership for a Cleaner Environment (PACE) program, which allows us to share successful initiatives with nearly 80 key suppliers cascading best practices through our supply chain. So far, our suppliers have implemented projects in at least 13 countries: United States, Argentina, Brazil, Canada, China, Czech Republic, Germany, India, Mexico, Poland, Serbia, South Africa, and Thailand. Around 182 million gallons of water savings are expected between 2020 and 2030 through PACE suppliers.

CASE STUDY →

Creating a Sustainable Manufacturing Ecosystem – BlueOval City

Another example of our commitment is the creation of our new BlueOval City plant in Tennessee. BlueOval City is being designed to achieve carbon neutrality, send zero waste to landfill, and use freshwater only for human consumption once fully operational. In addition to creating a sustainable American manufacturing ecosystem that also creates local jobs, building on Ford's position as America's leading employer of hourly autoworkers.



Disclaimers

1. Based on 1977-2021 CY total sales.
2. Based on IHS Markit New Registrations data CY2014-CYE 2020, which is compiled from government and other sources and captures 95% of global new vehicle volumes in more than 80 countries as reported in February 2021. Transit family-based volumes of vans, wagons, chassis cabs, and cutaways include Ford Transit, Transit Custom, Transit Classic, and Transit Kombi. Excludes Transit Connect and Transit Courier.
3. Driver-assist features are supplemental and do not replace the driver's attention, judgment, and need to control the vehicle. Ford BlueCruise is a hands-free highway driving feature. Only remove hands from the steering wheel when in a Hands-Free Blue Zone. Always watch the road and be prepared to resume control of the vehicle. It does not replace safe driving. See Owner's Manual for detail and limitations.
4. Based on manufacturer testing using computer engineering simulations. Calculated via peak performance of the electric motor(s) at peak battery power. Your results may vary.
5. Based on original equipment manufacturers (OEM)/automotive manufacturers that sell all-electric vehicles and have active charging networks. Department of Energy data used.
6. FordPass and Lincoln Way, compatible with select smartphone platforms, is available via a download. Message and data rates may apply.
7. For North America and the EU.



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