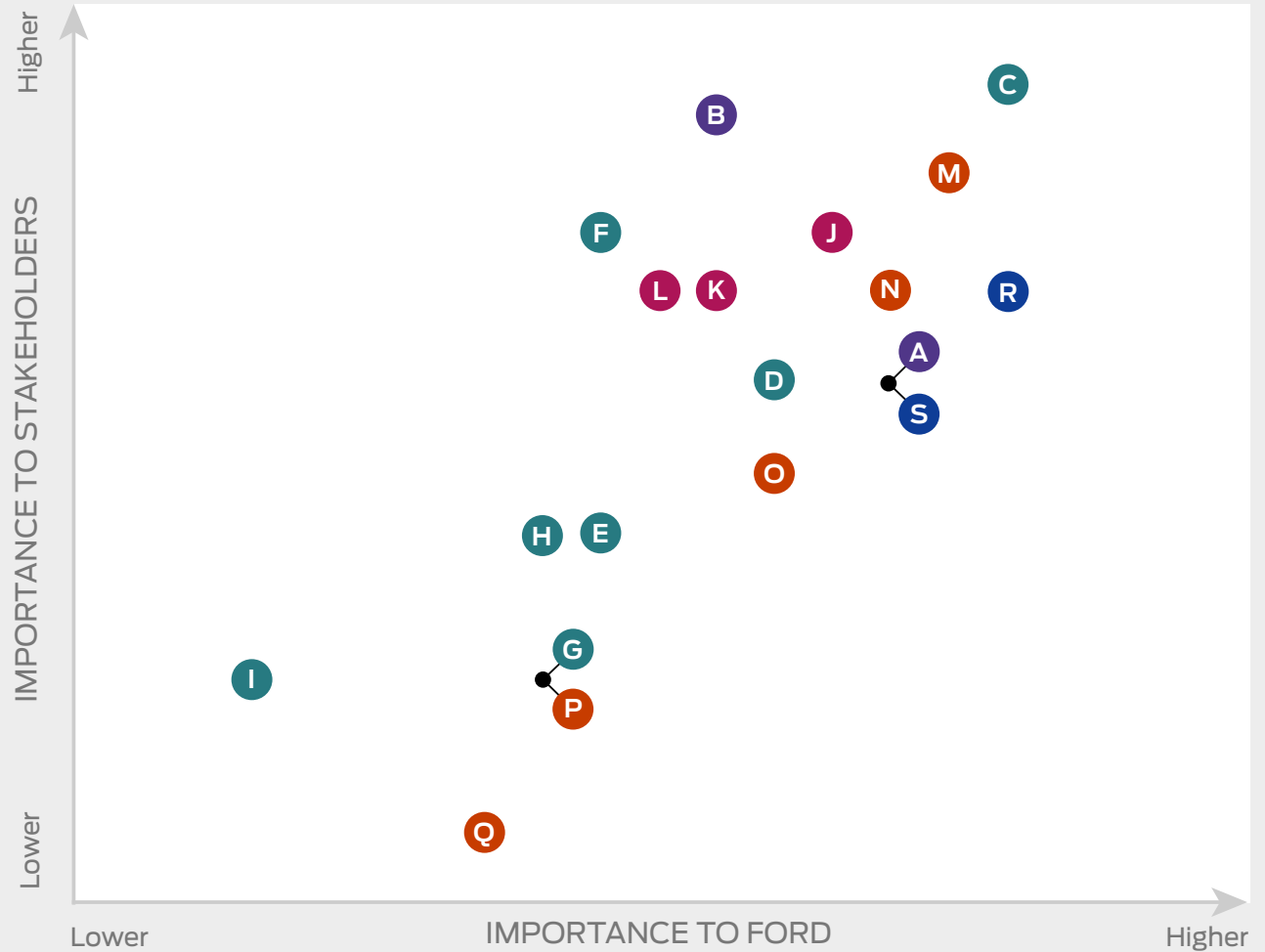


MATERIALITY MATRIX

- A** Financial health, intellectual property protection and brand perception
- B** Mobility, product and service innovation
- C** Product carbon footprint and fuel economy
- D** Air quality
- E** Operations and logistics energy use and GHG emissions
- F** Climate change resilience strategy and energy future
- G** Water use
- H** Sustainable materials and waste management
- I** Environmental management, process innovation and biodiversity
- J** Human rights
- K** Human capital
- L** Employee wellness, health and safety
- M** Supply chain management, assessment, capacity building and performance
- N** Customer satisfaction, product quality and safety
- O** Customer privacy, data protection and understanding consumer behavior
- P** Sustainable cities and infrastructure
- Q** Socio-economic contribution and community engagement
- R** Ethical business practices
- S** Government regulation and policy



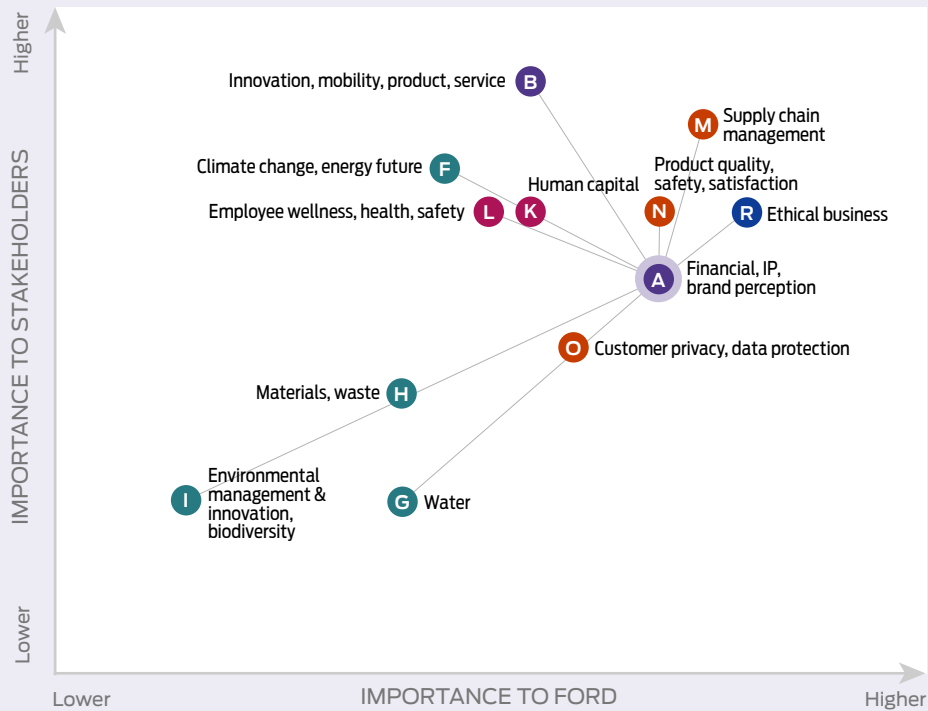
In some instances, two material issues have received the same rating and are therefore shown at the same location on the matrix.

Material issues are grouped by focus area:

- Financial
- Environment
- Human
- Social
- Governance

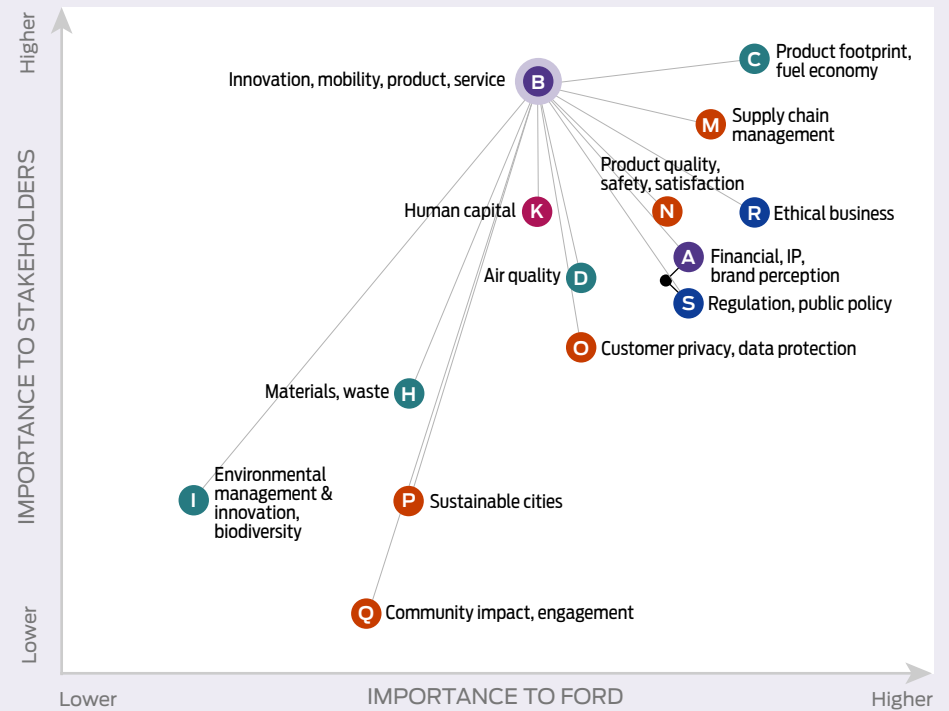
Financial health, intellectual property protection and brand perception

Ensuring profitable operations with effective cost and risk management, including intellectual property protection, and positive brand perception of the company and its products.



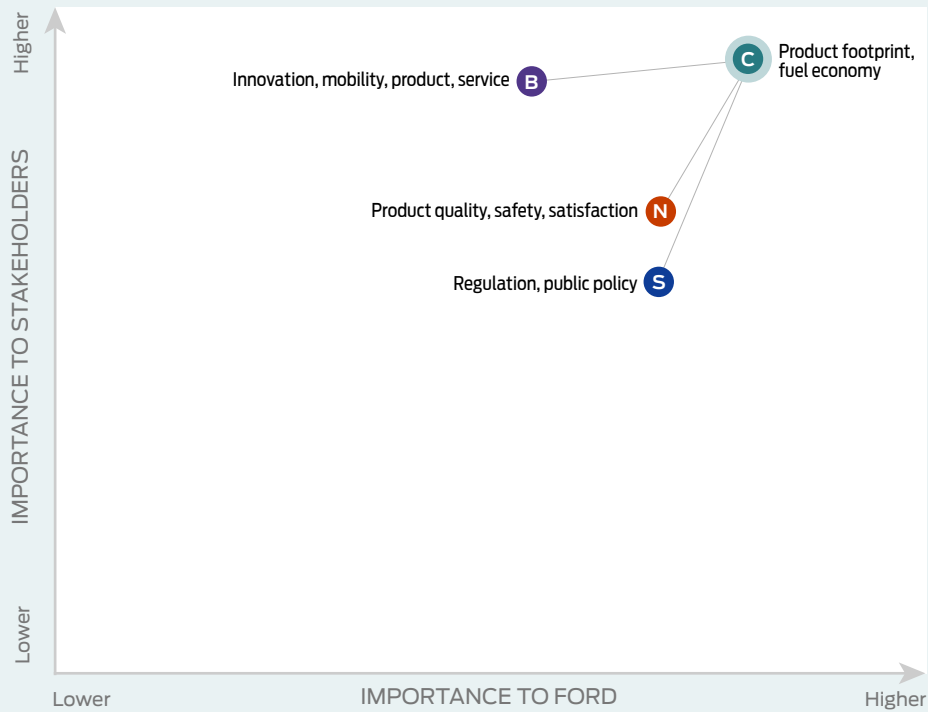
Mobility, product and service innovation

Develop and explore new models for sustainable mobility, including vehicle-to-infrastructure communications, non-vehicles or multimodal mobility systems, and new ownership models. Introduce lower-carbon vehicles capable of using lower-carbon fuels.



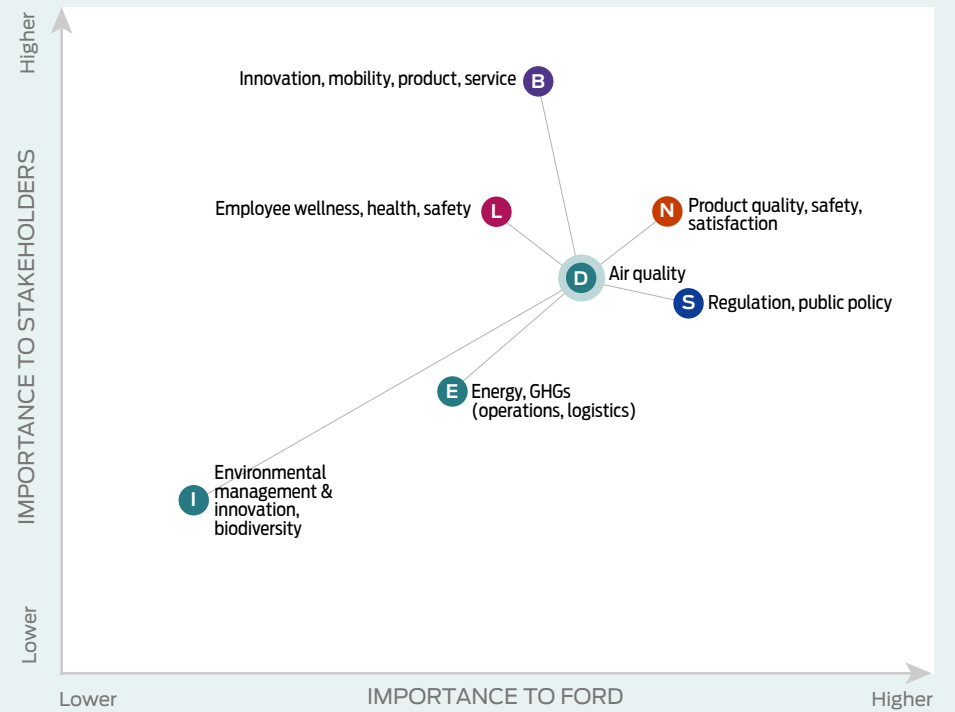
Product carbon footprint and fuel economy

Fuel use and greenhouse gas (GHG) emissions from Ford vehicles in use.



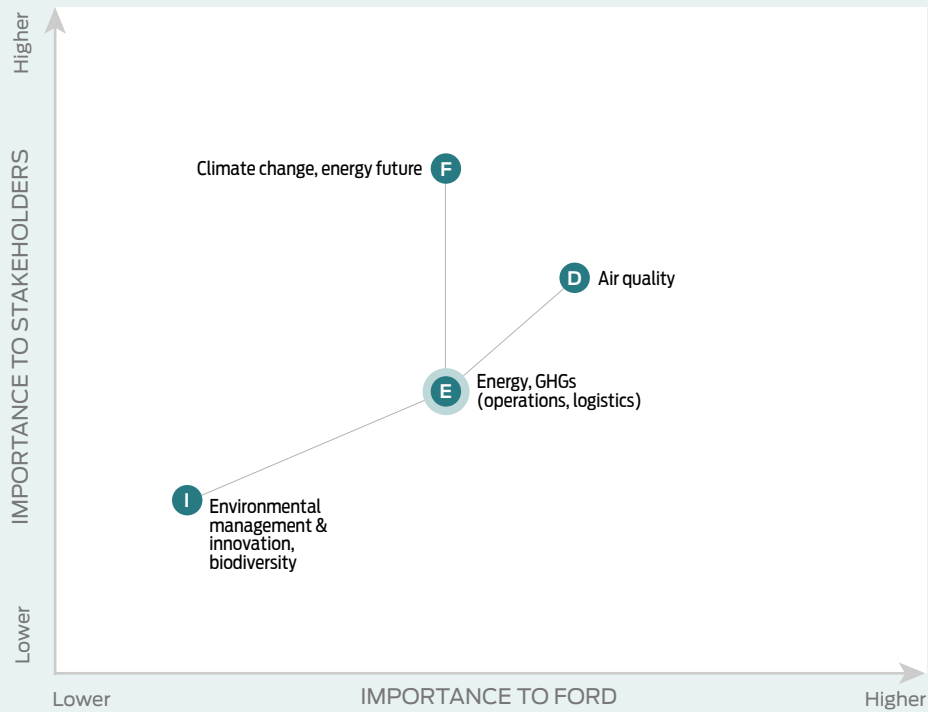
Air quality

Impacts of Ford's products and operations on local air quality, including smog-forming emissions.



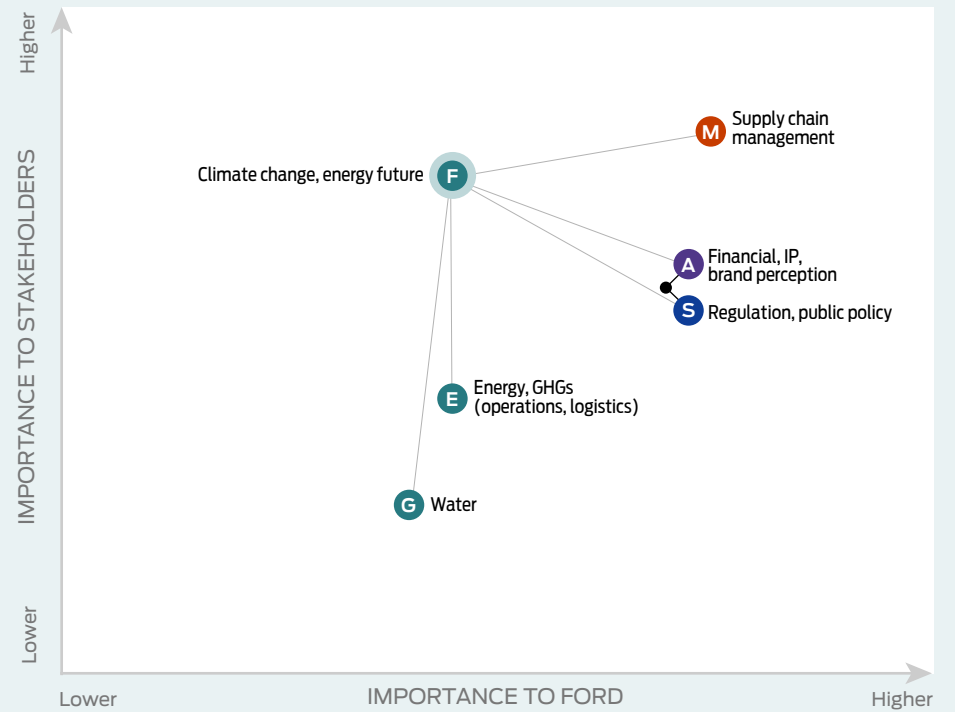
Operations and logistics energy use and GHG emissions

Energy used and greenhouse gas (GHG) emissions generated by Ford's own direct and indirect operations and logistics.



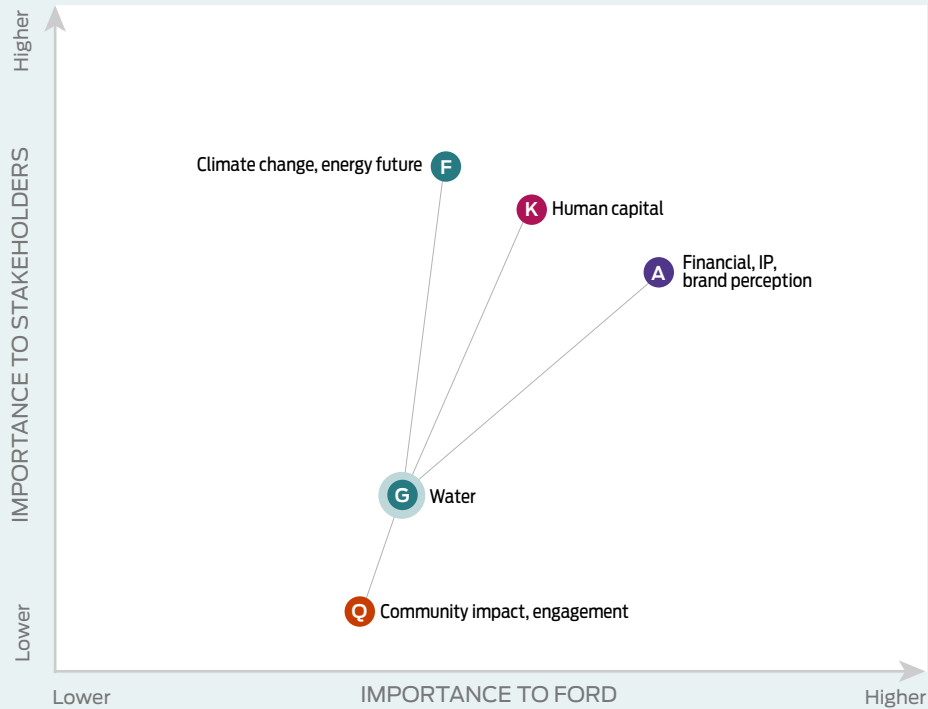
Climate change resilience strategy and energy future

Assessing and responding to climate-related risks to product strategy, facilities and physical infrastructure, supply chain, regulatory environment, consumer demand, etc., and ensuring access to affordable, reliable and sustainable energy for our business and customers.



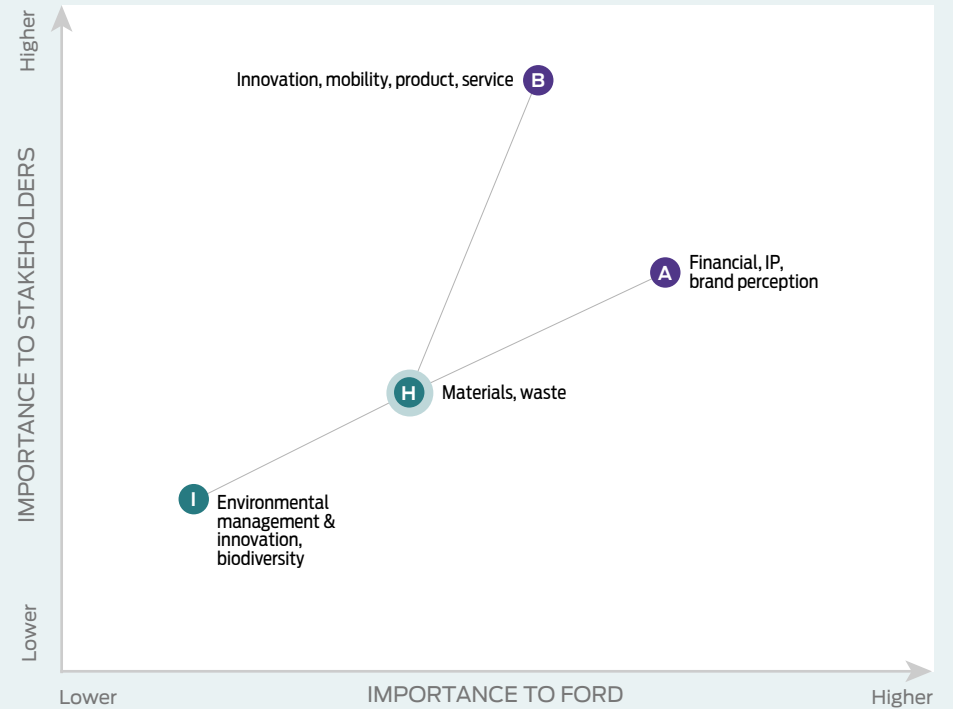
Water use

Water use, management, treatment and discharge by Ford's operations. Assessment and mitigation of regional impacts of Ford and Ford suppliers' water use on local communities based on levels of water stress, availability and quality.



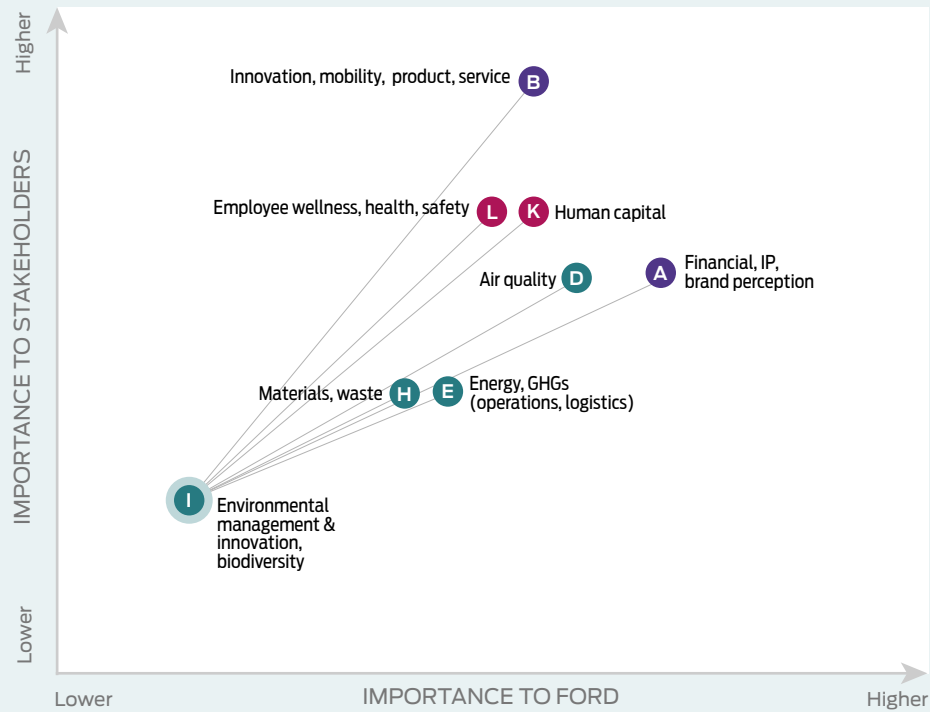
Sustainable materials and waste management

Use of sustainable materials in vehicles, including recycled, renewable and recyclable materials. Management of vehicle end-of-life and recycling, operational waste, and non-greenhouse gas emissions and effluents.



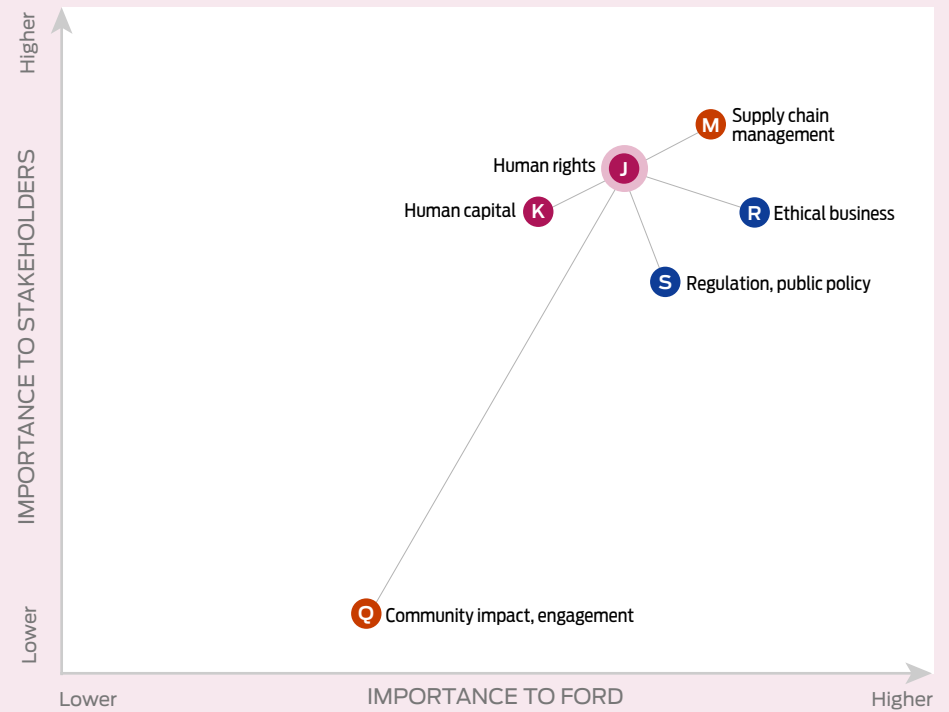
Environmental management, process innovation and biodiversity

Effective environmental management systems for production and product development, considering life cycle assessment of products and process innovations, and management of direct and indirect impact on habitats and ecosystems.



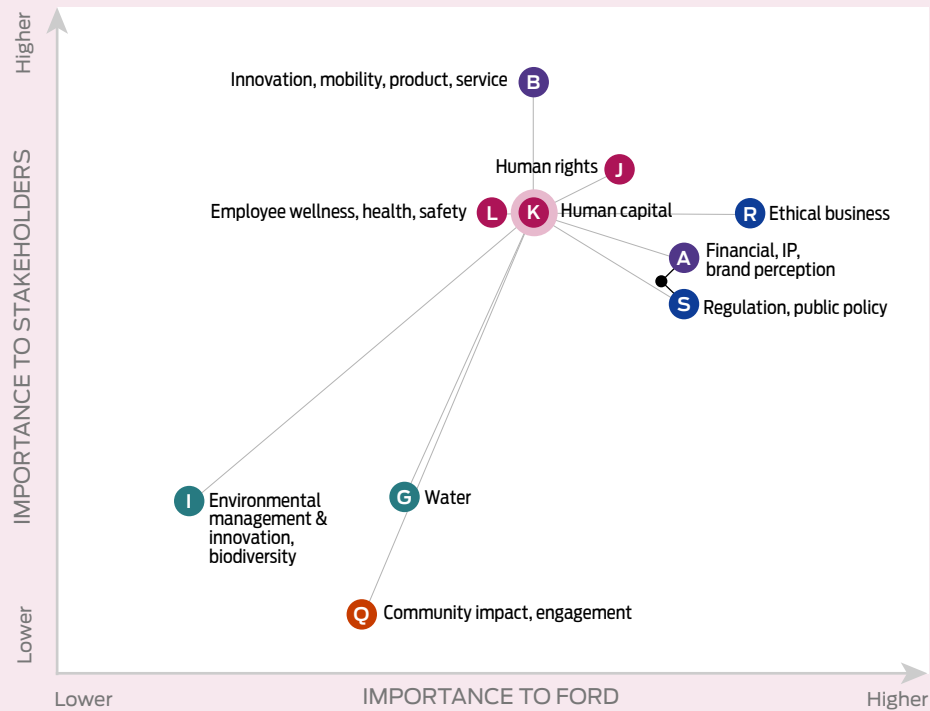
Human rights

Ensuring human rights are respected throughout our operations and supply chain in line with our expectations and local law.



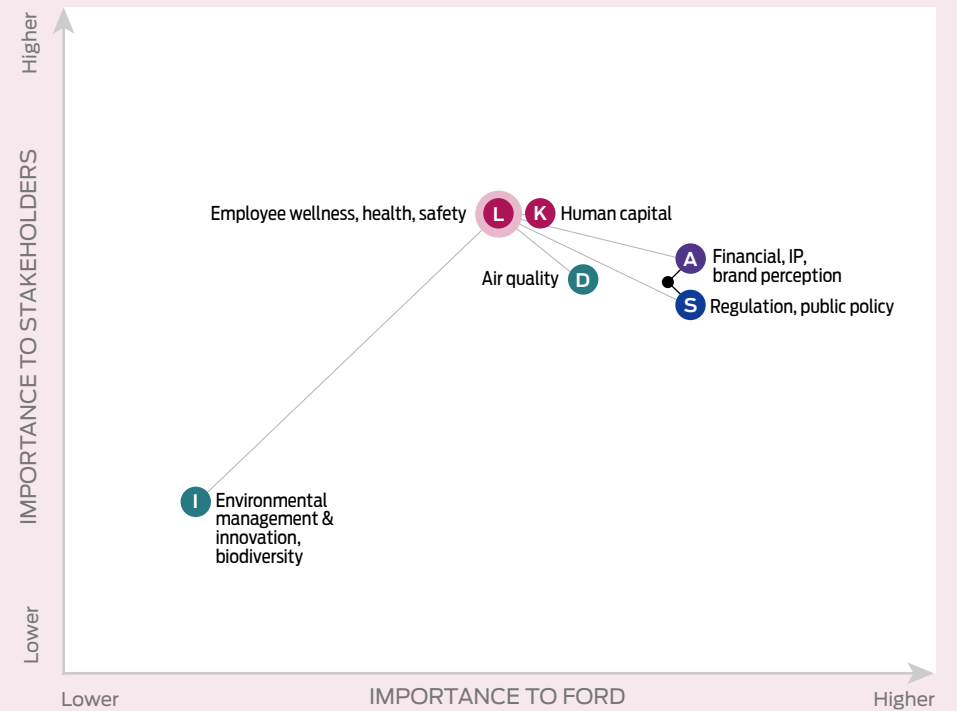
Human capital

Building an effective, diverse and capable workforce including talent attraction and retention, employee and leadership development, fostering a collaborative environment and corporate culture, employee engagement, workforce planning, compensation labor relations and collective bargaining, diversity and inclusion and decent work.



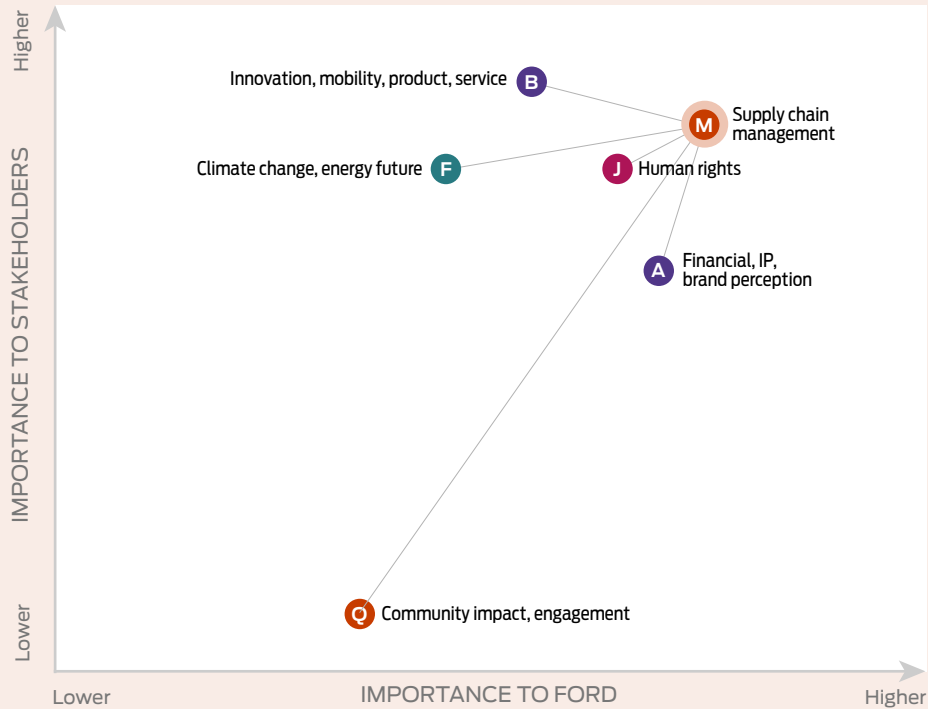
Employee wellness, health and safety

Providing a healthy and safe working environment for employees, contractors and visitors.



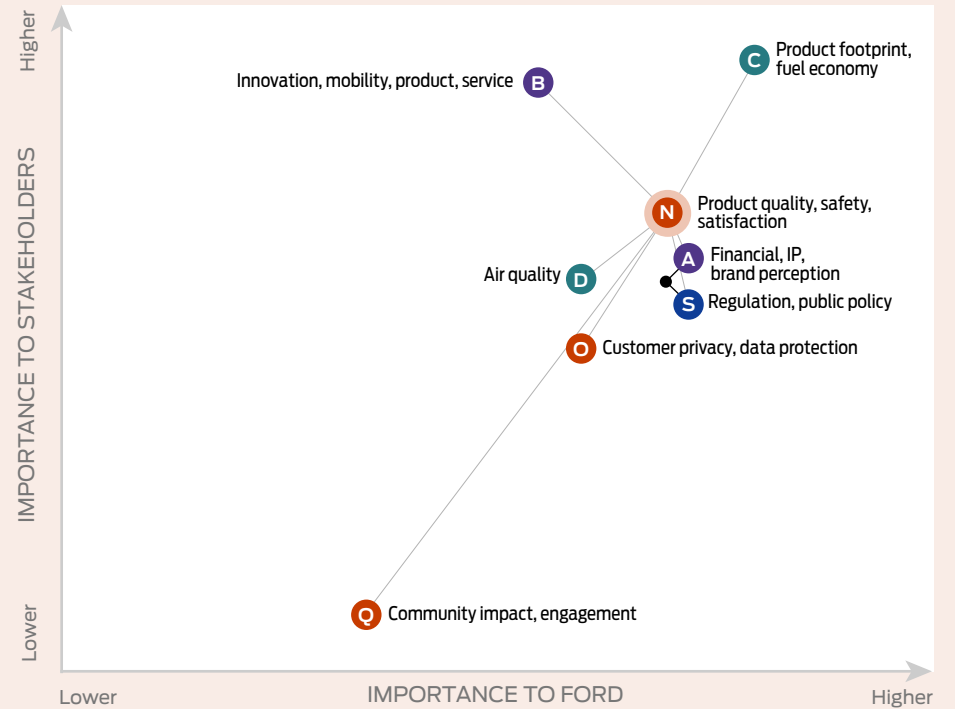
Supply chain management, assessment, capacity building and performance

Effective communication of expectations, understanding and mitigation of potential risks to ensure continuity of supply, capacity building and improved performance.



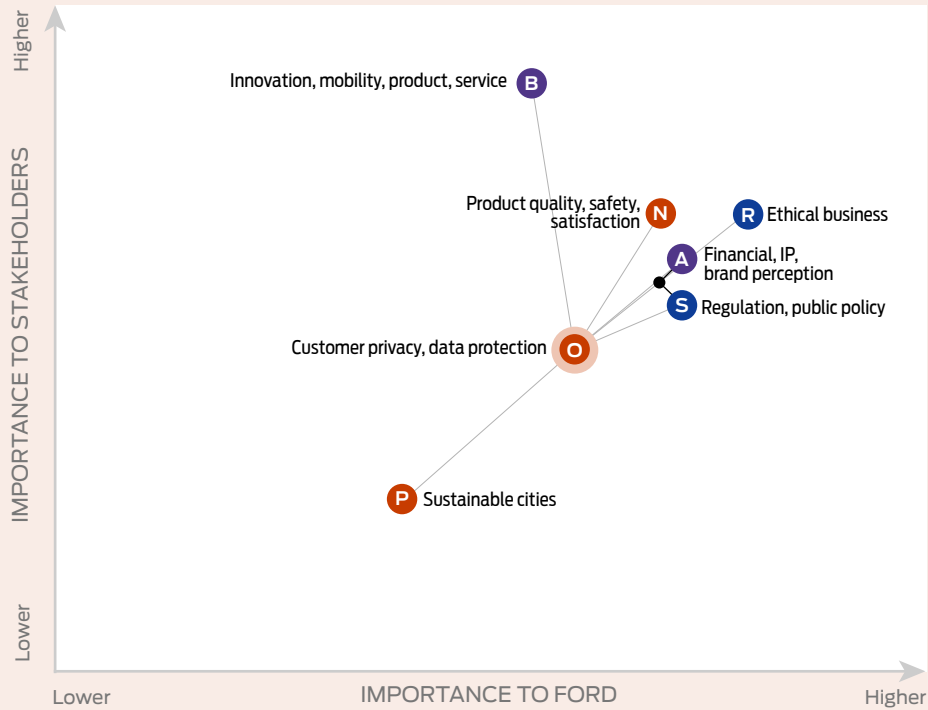
Customer satisfaction, product quality and safety

Customer satisfaction and the quality of Ford's products including safety, performance issues, recalls and third-party ratings.



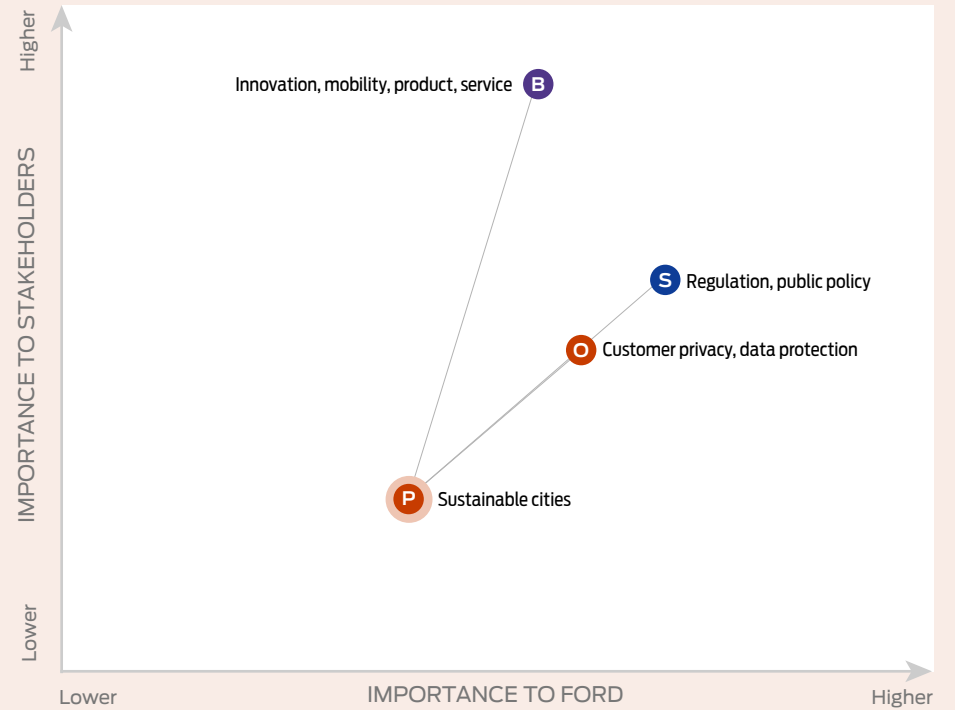
Customer privacy, data protection and understanding consumer behavior

Use of data science and analytics to better understand consumer behavior, while maintaining consumer privacy and security.



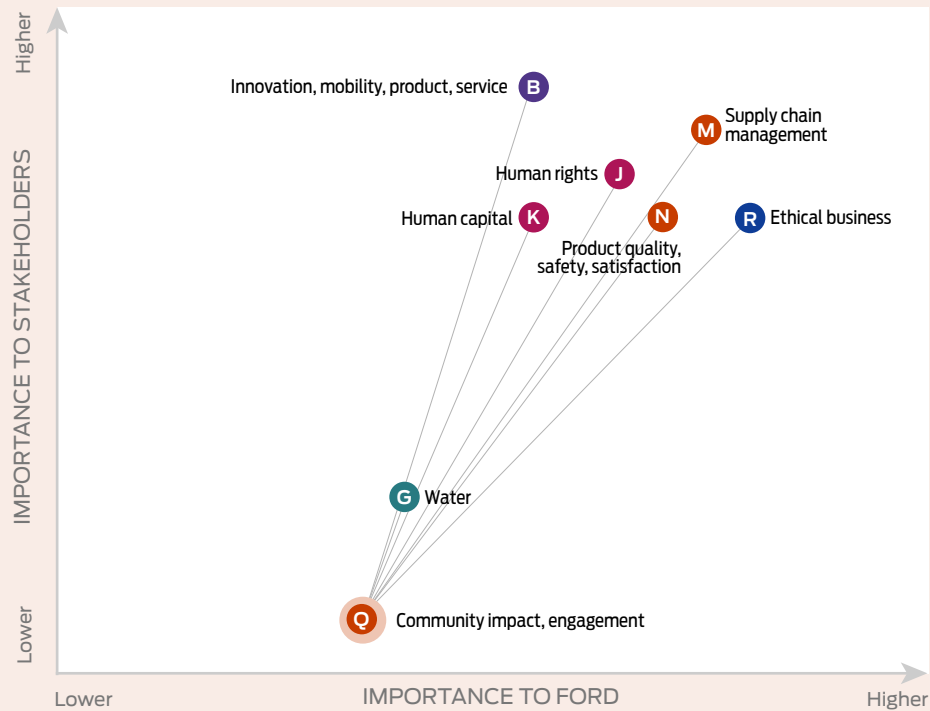
Sustainable cities and infrastructure

Meeting the demand and helping to shape sustainable transportation, cities and infrastructure.



Socio-economic contribution and community engagement

Supporting local communities through investment and constructive engagement, partnering for sustainable development and applying Ford's technology to help address societal challenges.



Ethical business practices

Effective corporate governance to manage corruption and bribery, conflicts of interest and implement the code of conduct. Ensuring transparency and disclosure on performance, goals and challenges.



Government regulation and policy

Ensuring compliance with government regulation, policy and expectations.

