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

IMPORTANCE TO STAKEHOLDERS

Higher

Lower

IMPORTANCE TO FORD

Lower — Higher
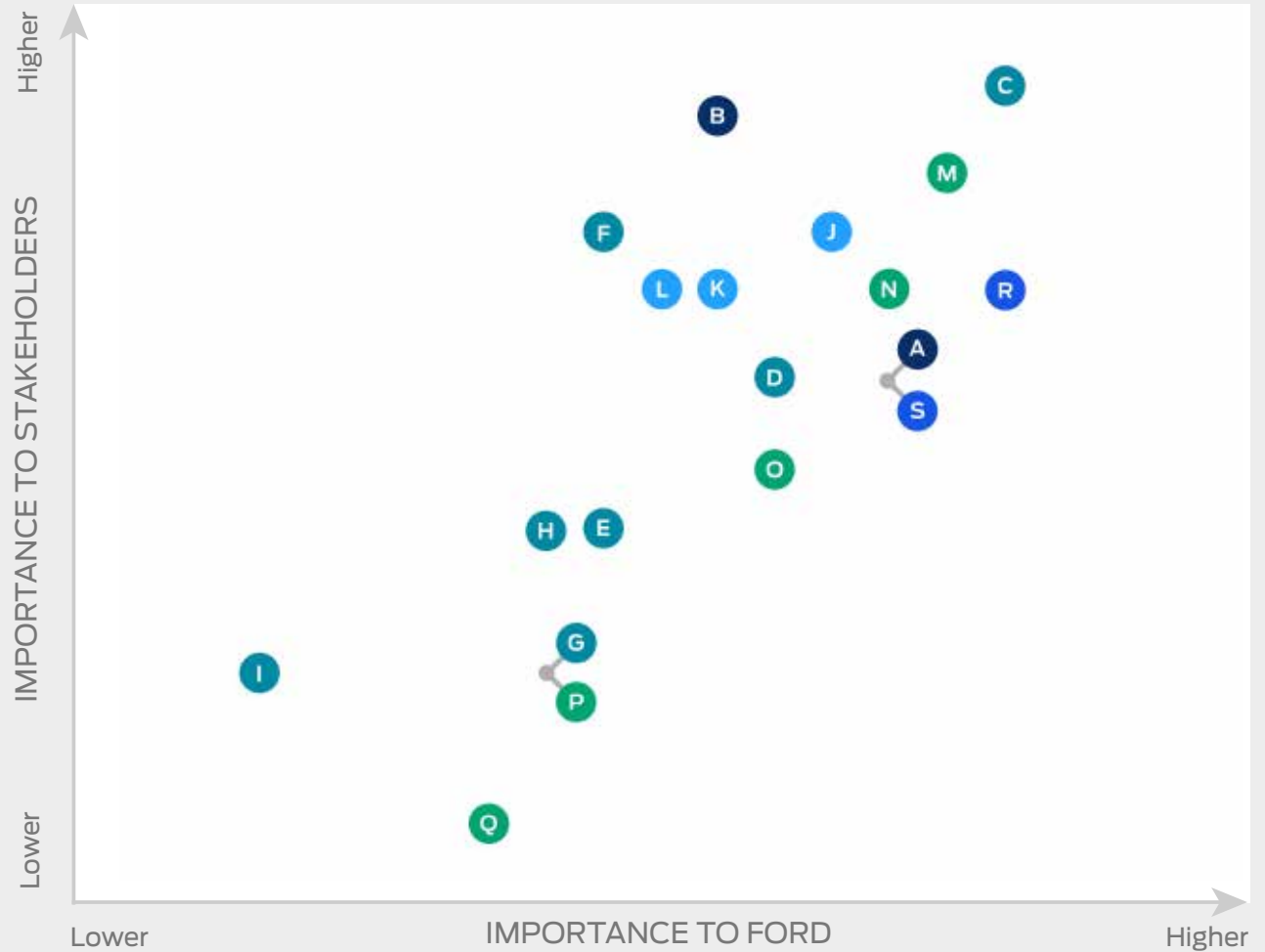
The materiality matrix plots each issue and the ratings accorded to it. The y-axis represents the importance to stakeholders and the x-axis represents increasing importance to Ford from left to right. Issues found closer to the upper right-hand corner of the matrix are of higher importance to Ford and stakeholders.
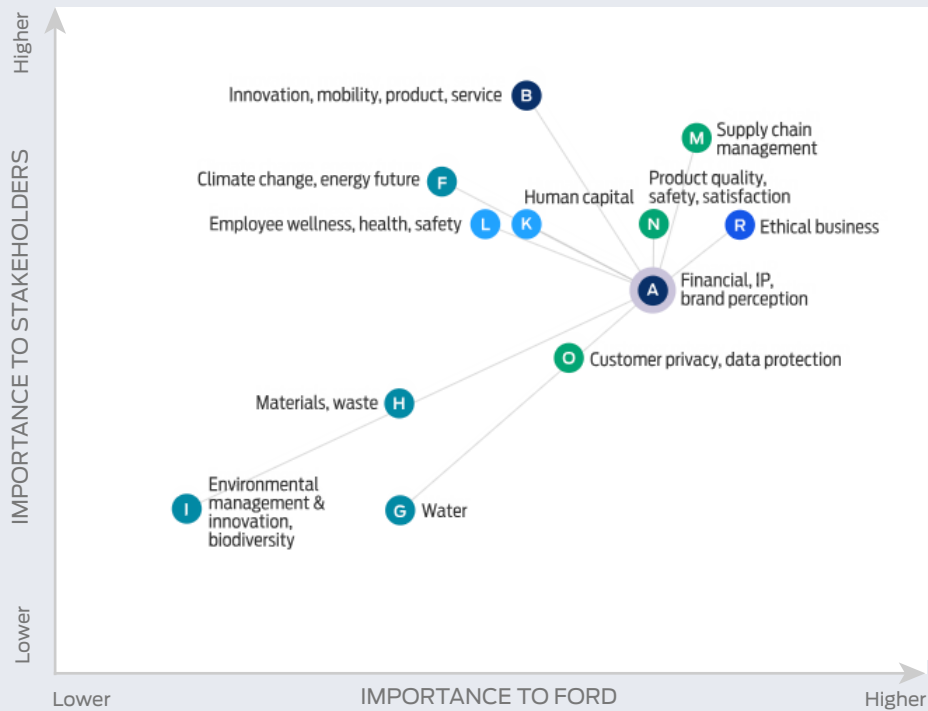
In some instances, two material issues have received the same rating and are therefore shown at the same location on the matrix.

Material issues are grouped by focus area:

- Financial
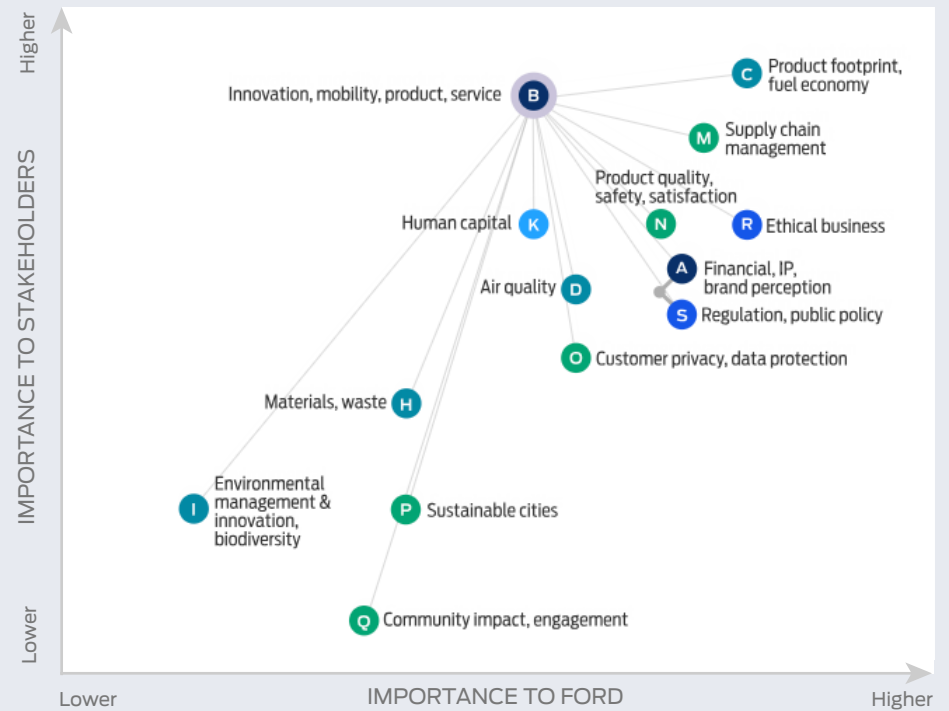- Environment
- Human
- Social
- Governance

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.

IMPORTANCE TO STAKEHOLDERS (Higher / Lower) vs IMPORTANCE TO FORD (Lower / Higher)

- B — Innovation, mobility, product, service
- M — Supply chain management
- F — Climate change, energy future
- Human capital
- N — Product quality, safety, satisfaction
- L, K — Employee wellness, health, safety
- R — Ethical business
- A — Financial, IP, brand perception
- O — Customer privacy, data protection
- H — Materials, waste
- I — Environmental management & innovation, biodiversity
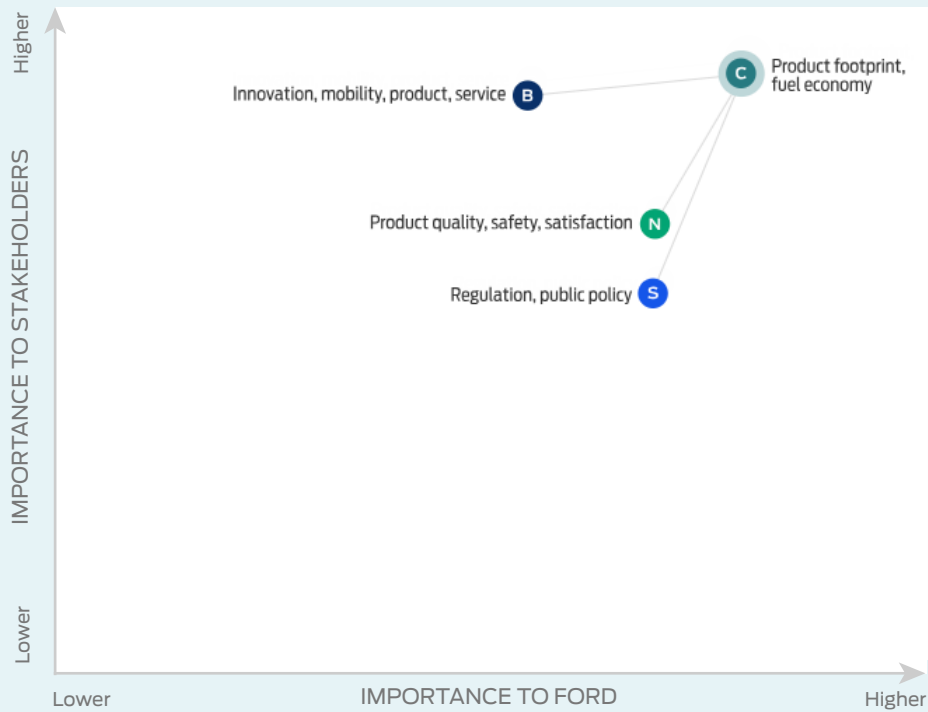- G — Water

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.

IMPORTANCE TO STAKEHOLDERS (Higher / Lower) vs IMPORTANCE TO FORD (Lower / Higher)

- B — Innovation, mobility, product, service
- C — Product footprint, fuel economy
- M — Supply chain management
- K — Human capital
- N — Product quality, safety, satisfaction
- R — Ethical business
- A — Financial, IP, brand perception
- D — Air quality
- S — Regulation, public policy
- O — Customer privacy, data protection
- H — Materials, waste
- I — Environmental management & innovation, biodiversity
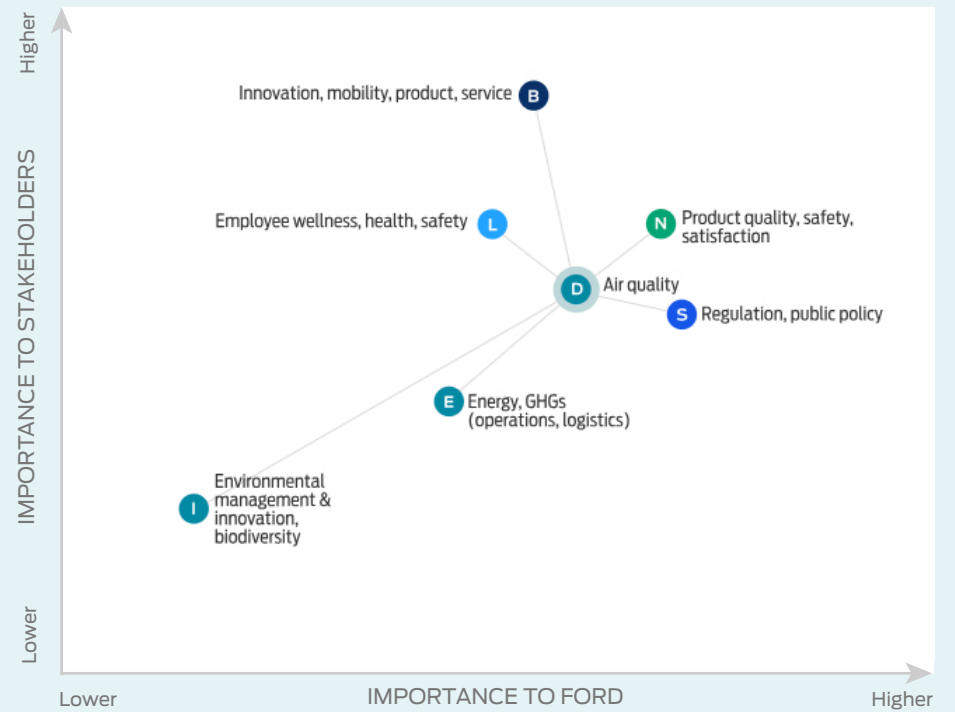- P — Sustainable cities
- Q — Community impact, engagement

Product carbon footprint and fuel economy

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

Innovation, mobility, product, service **B**

C Product footprint, fuel economy

Product quality, safety, satisfaction **N**

Regulation, public policy **S**

Higher / Lower — IMPORTANCE TO STAKEHOLDERS

Lower — IMPORTANCE TO FORD — Higher

Air quality

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

Innovation, mobility, product, service **B**

Employee wellness, health, safety **L**

N Product quality, safety, satisfaction

D Air quality

S Regulation, public policy

E Energy, GHGs (operations, logistics)

I Environmental management & innovation, biodiversity

Higher / Lower — IMPORTANCE TO STAKEHOLDERS

Lower — IMPORTANCE TO FORD — Higher

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.
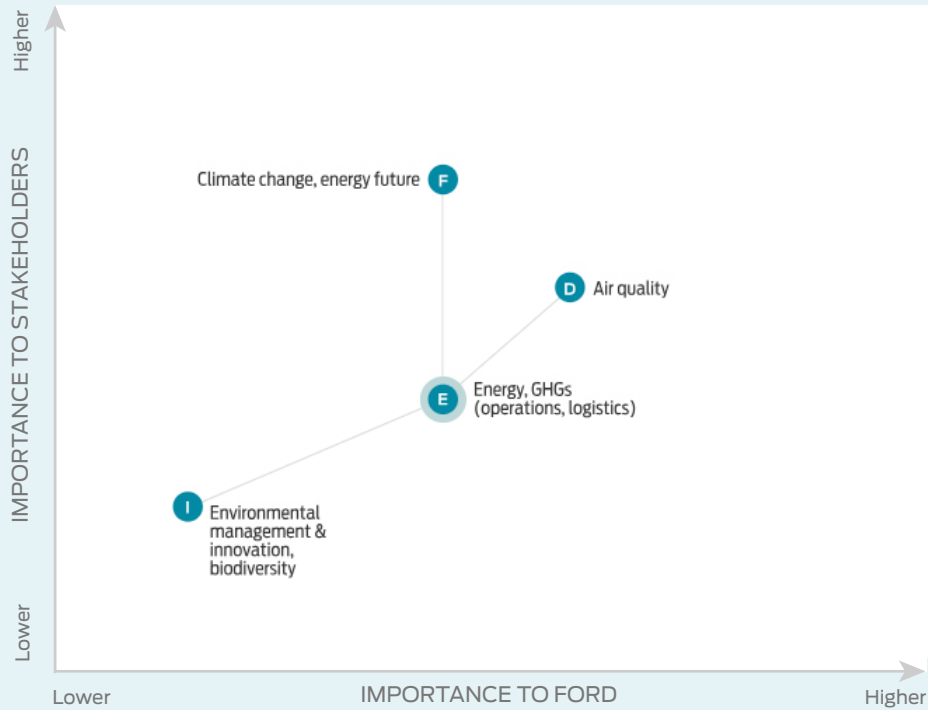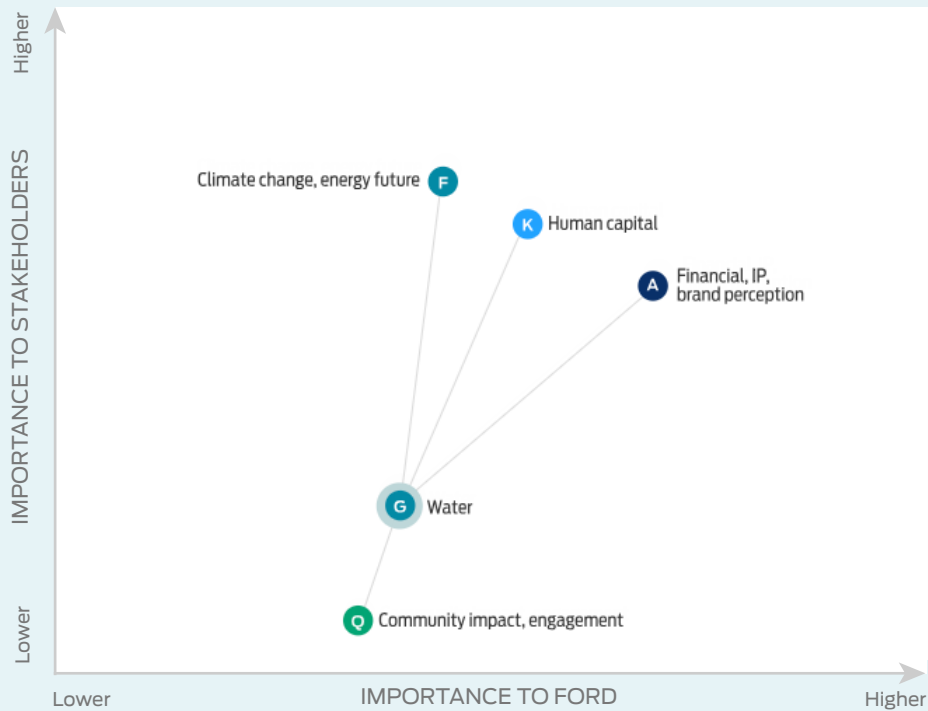

Climate change resilience strategy and energy future

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.
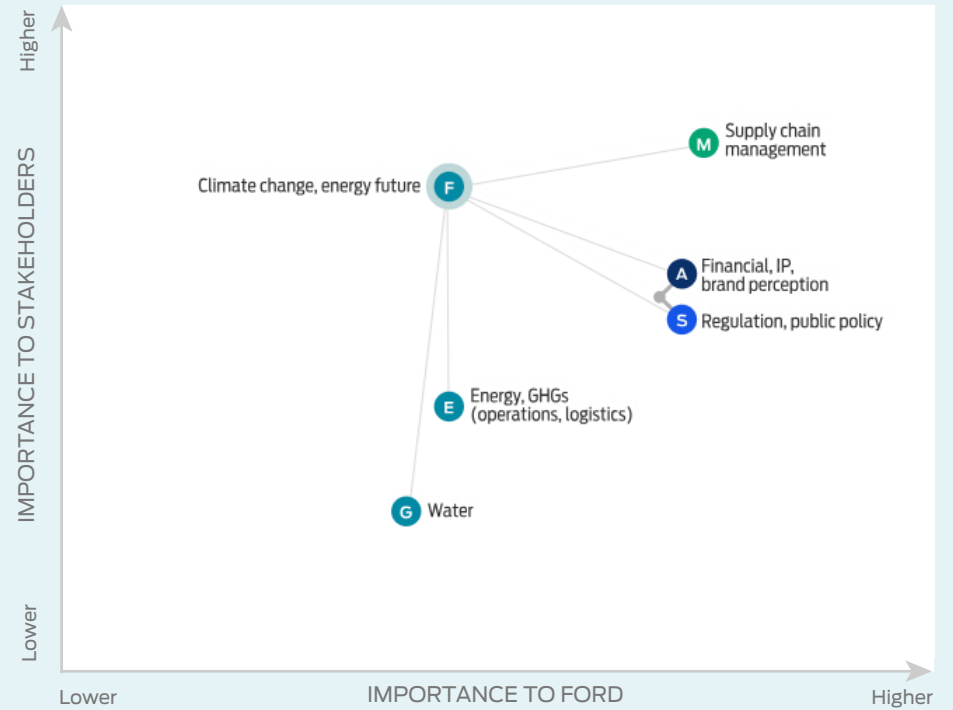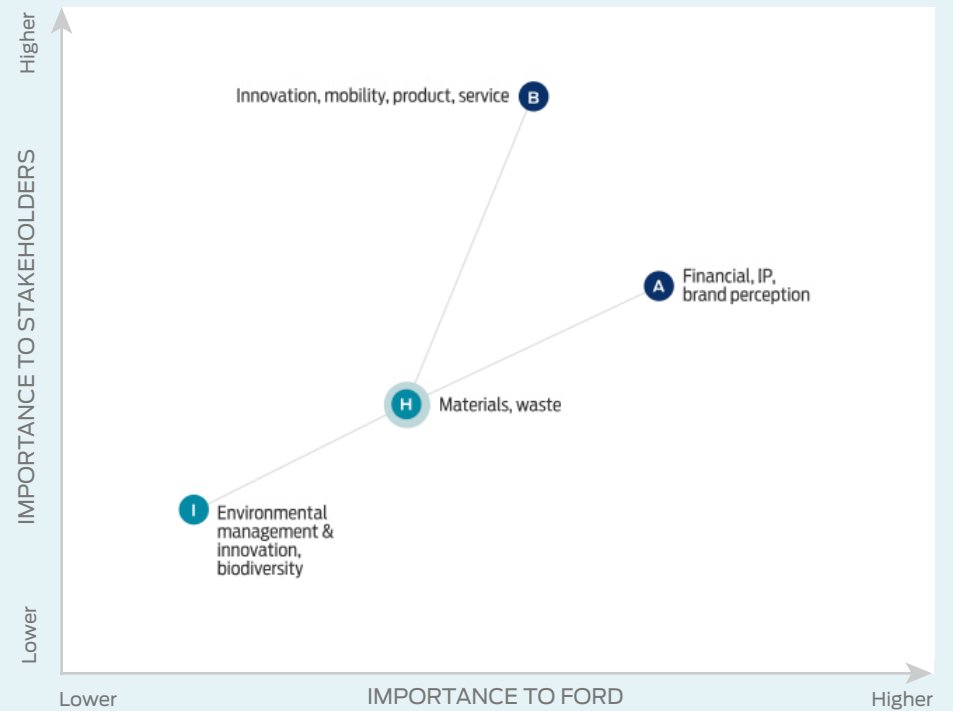
Water use

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.

Chart — IMPORTANCE TO STAKEHOLDERS (Higher/Lower) vs IMPORTANCE TO FORD (Lower/Higher):
- F Climate change, energy future
- K Human capital
- A Financial, IP, brand perception
- G Water
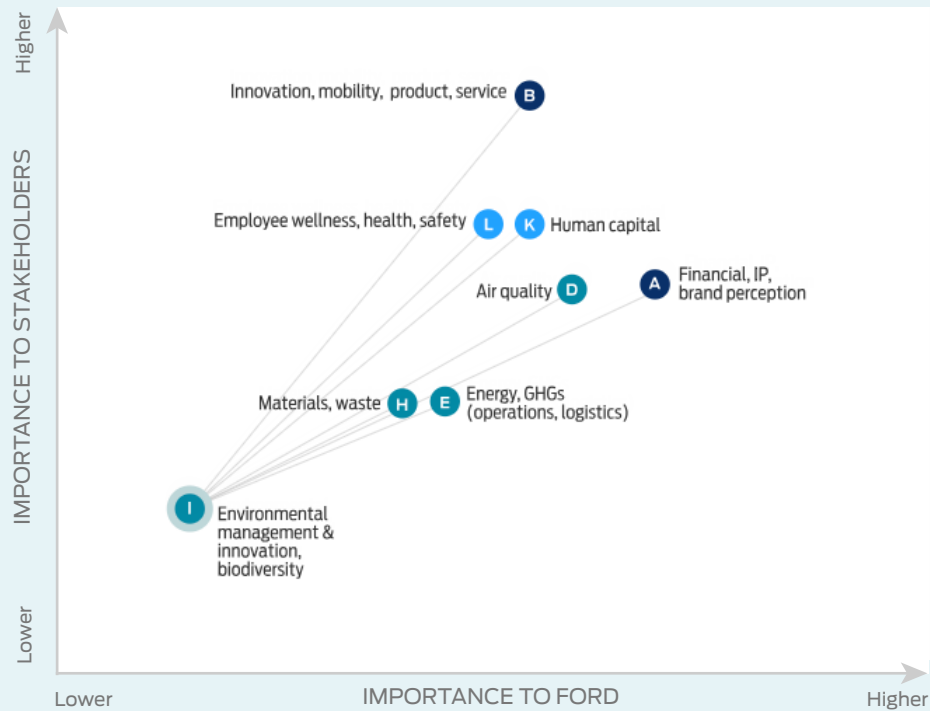- Q Community impact, engagement

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.

Chart — IMPORTANCE TO STAKEHOLDERS (Higher/Lower) vs IMPORTANCE TO FORD (Lower/Higher):
- B Innovation, mobility, product, service
- A Financial, IP, brand perception
- H Materials, waste
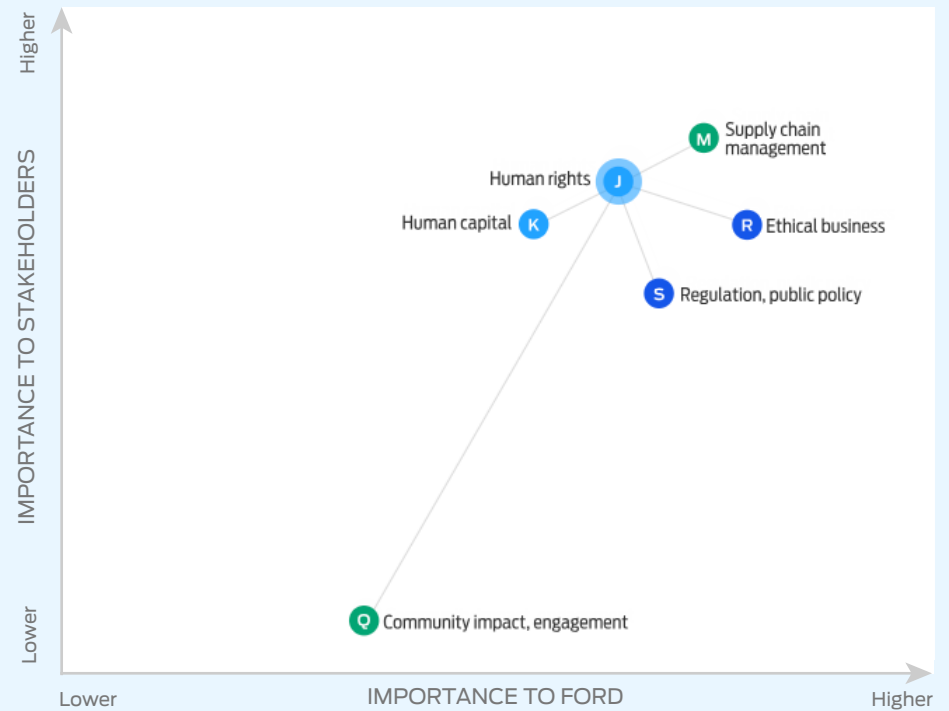- I Environmental management & innovation, biodiversity

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.

IMPORTANCE TO STAKEHOLDERS — Lower / Higher
IMPORTANCE TO FORD — Lower / Higher

B Innovation, mobility, product, service
L Employee wellness, health, safety
K Human capital
D Air quality
A Financial, IP, brand perception
H Materials, waste
E Energy, GHGs (operations, logistics)
I Environmental management & innovation, biodiversity

Human rights

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

IMPORTANCE TO STAKEHOLDERS — Lower / Higher
IMPORTANCE TO FORD — Lower / Higher

M Supply chain management
J Human rights
K Human capital
R Ethical business
S Regulation, public policy
Q Community impact, engagement

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.
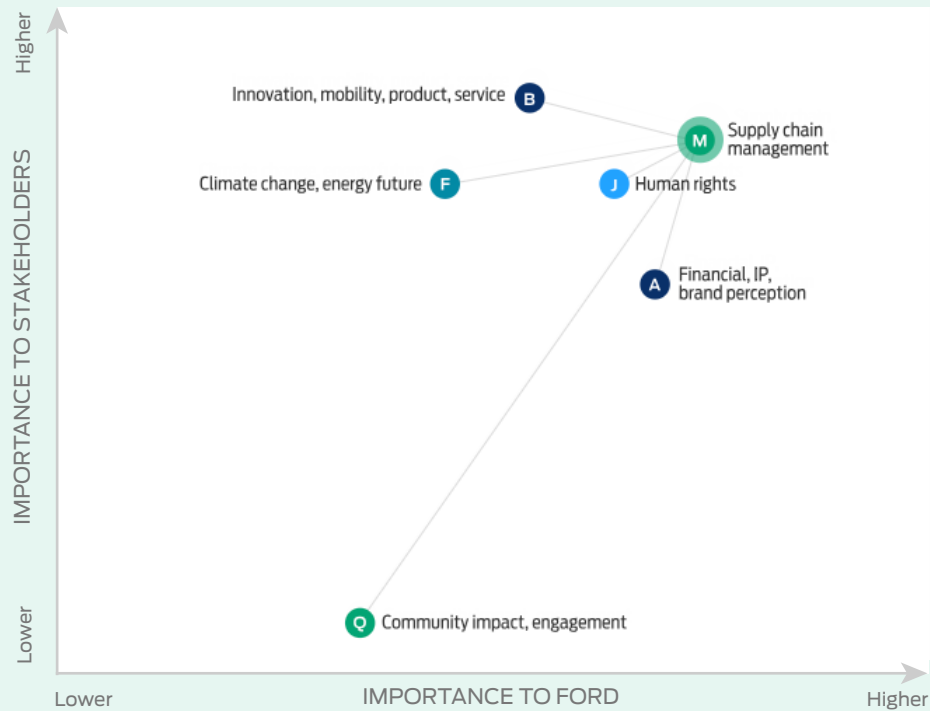

Employee wellness, health and safety

Providing a healthy and safe working environment for employees, contractors and visitors.
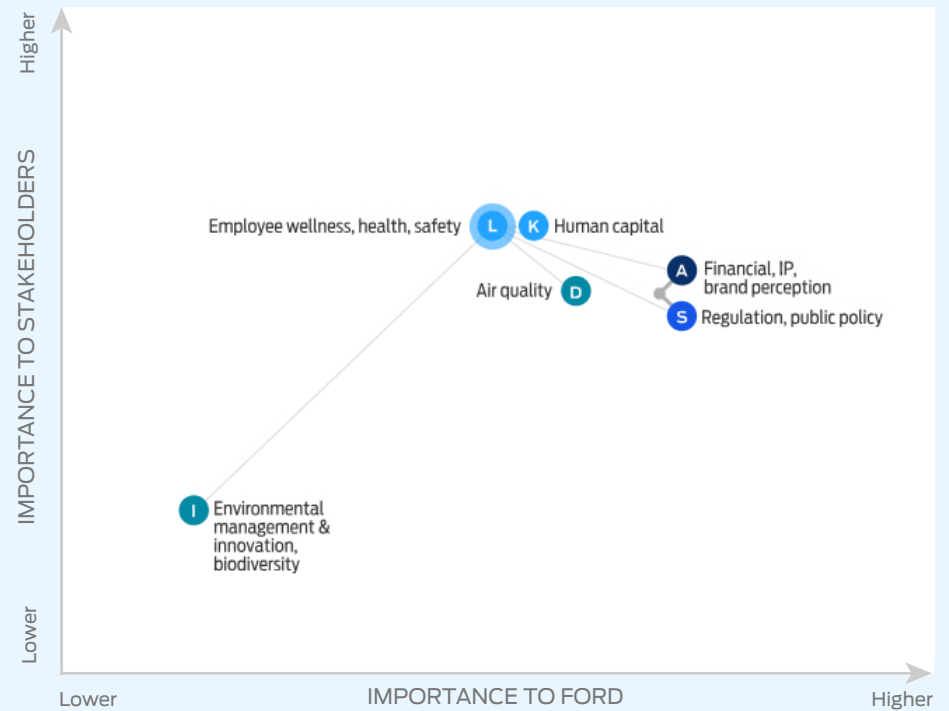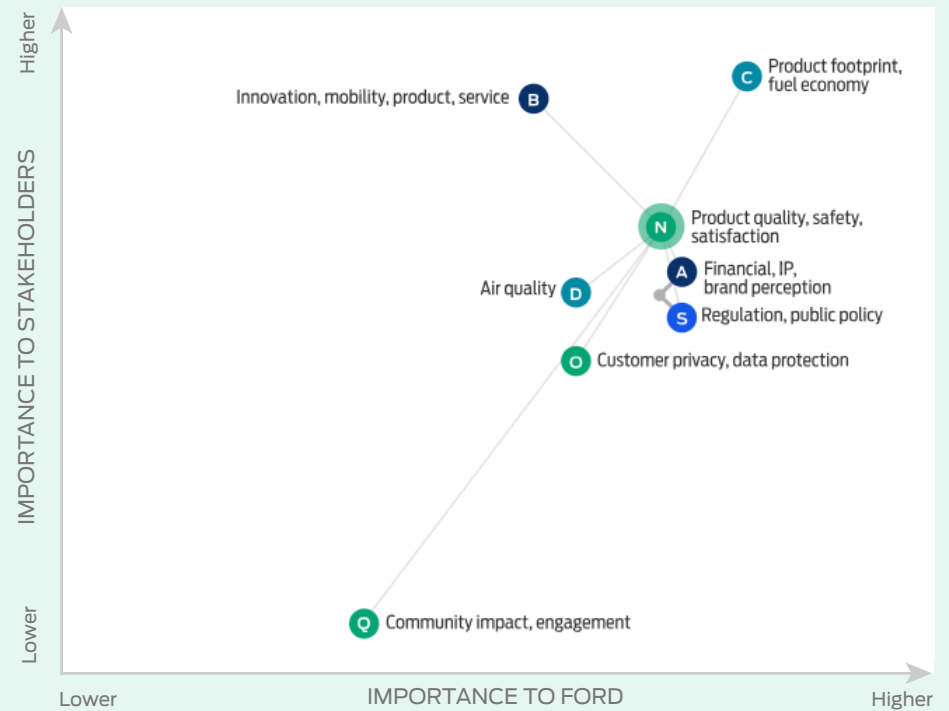
Supply chain management, assessment, capacity building and performance

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

IMPORTANCE TO STAKEHOLDERS (Higher / Lower)
IMPORTANCE TO FORD (Lower / Higher)

- B Innovation, mobility, product, service
- M Supply chain management
- F Climate change, energy future
- J Human rights
- A Financial, IP, brand perception
- Q Community impact, engagement

Customer satisfaction, product quality and safety

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

IMPORTANCE TO STAKEHOLDERS (Higher / Lower)
IMPORTANCE TO FORD (Lower / Higher)

- C Product footprint, fuel economy
- B Innovation, mobility, product, service
- N Product quality, safety, satisfaction
- A Financial, IP, brand perception
- D Air quality
- S Regulation, public policy
- O Customer privacy, data protection
- Q Community impact, engagement

Customer privacy, data protection and understanding consumer behavior

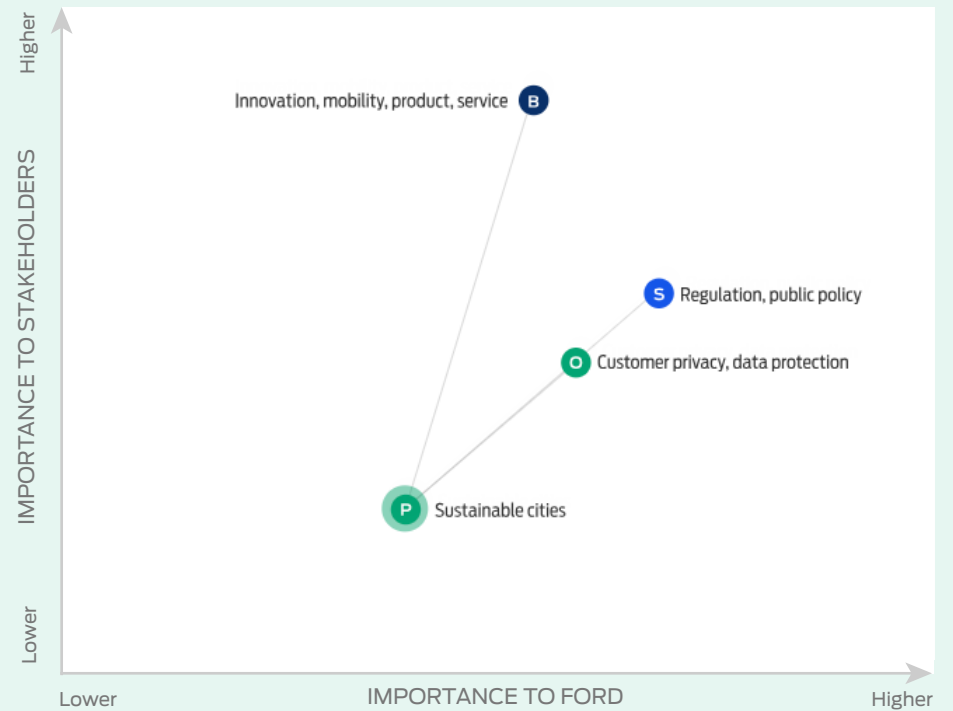Use of data science and analytics to better understand consumer behavior, while maintaining consumer privacy and security.

Higher

IMPORTANCE TO STAKEHOLDERS

Innovation, mobility, product, service **B**

Product quality, safety, satisfaction **N**   **R** Ethical business

A Financial, IP, brand perception

S Regulation, public policy

Customer privacy, data protection **O**

P Sustainable cities

Lower

Lower — IMPORTANCE TO FORD — Higher
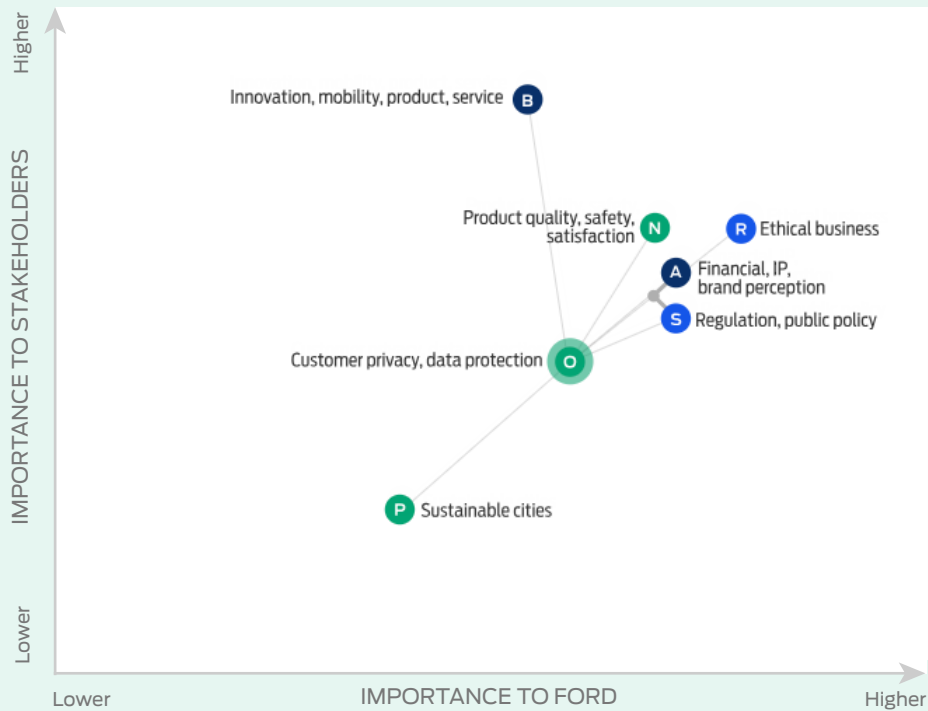
Sustainable cities and infrastructure

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

Higher

IMPORTANCE TO STAKEHOLDERS

Innovation, mobility, product, service **B**

S Regulation, public policy

O Customer privacy, data protection

P Sustainable cities

Lower

Lower — IMPORTANCE TO FORD — Higher

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.
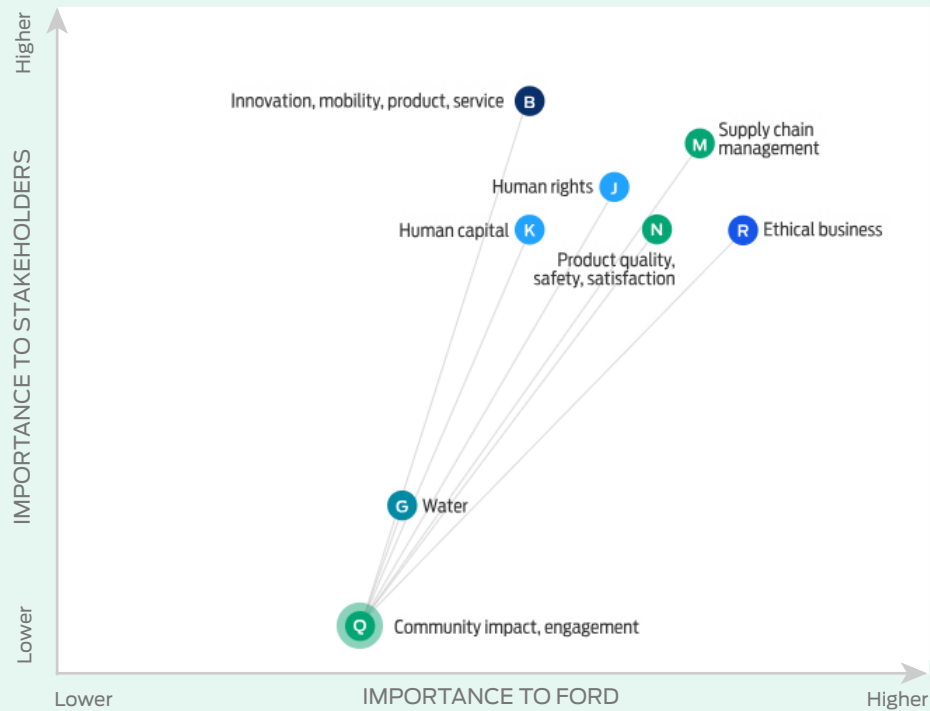
Ethical business practices

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.

IMPORTANCE TO STAKEHOLDERS

Higher

Lower

Higher

Lower

IMPORTANCE TO FORD

Lower

Higher

Innovation, mobility, product, service **B**

Product footprint, fuel economy **C**

Climate change, energy future **F**

Human rights **J**

Product quality, safety, satisfaction

Employee wellness, health, safety **L** **K**

N

R Ethical business

Human capital

Air quality **D**

S Regulation, public policy

Customer privacy, data protection **O**

P Sustainable cities