



Environmental, Social, and Governance Review

November 2019

Outline

Introduction	3
Environmental	10
Social	14
Governance	20
Questions and Feedback	32





Introduction

Our ESG Commitment

Environmental, social, and governance (ESG) initiatives are a **top priority** at Ford Motor Company, as we seek to become the world's most trusted company

In addition to being the right thing to do, we believe our ESG investments will both **decrease downside risk** and **increase upside value** over the long term

In 2019, we took the next step in our **sustainability strategy** by announcing new aspirational goals in areas such as climate change, human rights, and diversity

ESG risks and opportunities are being integrated into our **core strategy**, through efforts like our first Task Force on Climate-related Financial Disclosures (TCFD) scenario analysis

We are building a smarter and more sustainable Ford Motor Company by **Creating Tomorrow Together**





CREATING TOMORROW TOGETHER

OUR BELIEF

Freedom of movement drives human progress

OUR ASPIRATION

To become the world's most trusted company

OUR PLAN FOR VALUE CREATION

Customer-Centric & Passion For Product

WINNING PORTFOLIO

NEW PROPULSION

AUTONOMOUS TECHNOLOGY

CONNECTED SERVICES

Customer Experience

Create customer advocates by delivering owner and user experiences with honesty, expertise and care.

Fitness

Operating Leverage
Build, Partner, Buy
Capital Efficiency
Strong Balance Sheet

Metrics

Free Cash Flow
Growth
EBIT and EBIT Margin
ROIC

OUR PEOPLE

Culture & Trust

ESG Factors Are At The Heart Of Our Strategy



ESG Highlights

Environmental

- Reaffirmed commitment to deliver CO₂ reductions consistent with the Paris Climate Accord
- Announced agreement with California for increasing YOY vehicle CO₂ standards through 2026
- Investing at least \$11 billion by 2022 to put new hybrid and fully electric vehicle models on the road

Social

- Named to the Bloomberg Gender-Equality Index for commitment to workplace equality
- Donated \$67 million through Ford Fund in 2018 to support 575 projects in 41 countries
- Ranked among top 5 automotive brands in 2019 J.D. Power U.S. Initial Quality study

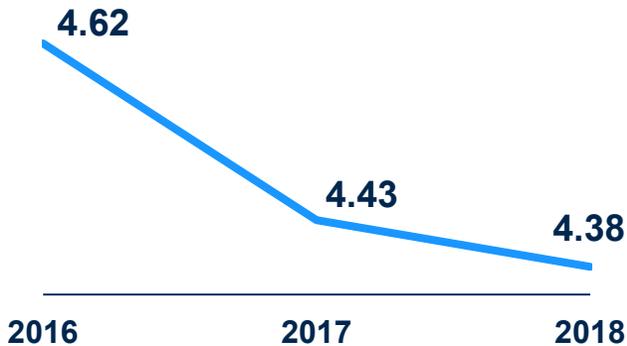
Governance

- Signed Business Roundtable's Statement on the Purpose of a Corporation focused on stakeholders
- Enterprise risk management capability shared by Board and senior management
- Highly qualified, independent Board with complementary skills and experience to advance Ford's strategy

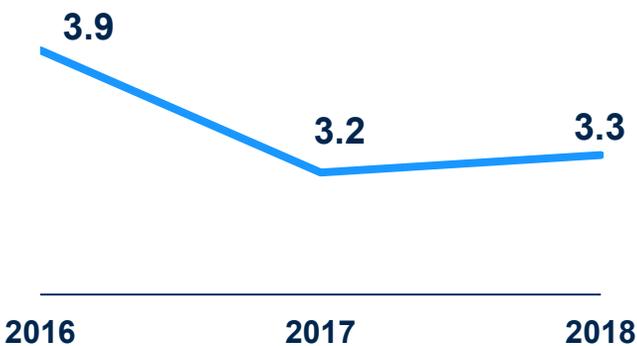


ESG Key Metric Trends

Climate: Total Worldwide Facility CO₂ Emissions (Million Metric Tons)



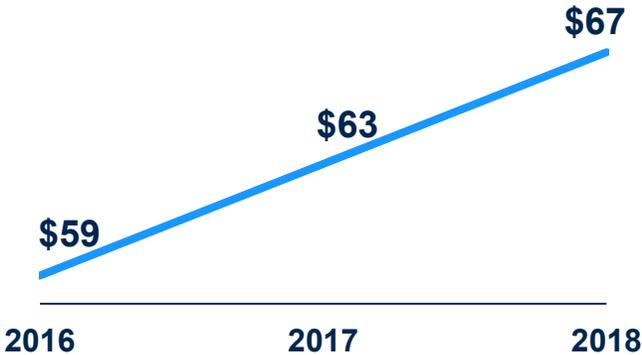
Waste: Waste-to-landfill per Vehicle (Kilograms)



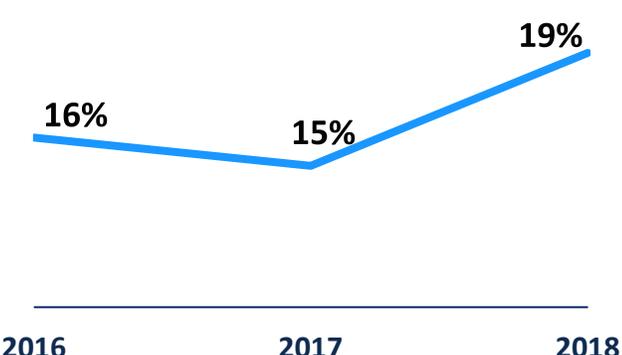
Quality: Total “Things Gone Wrong” per 1,000 vehicles in N. America



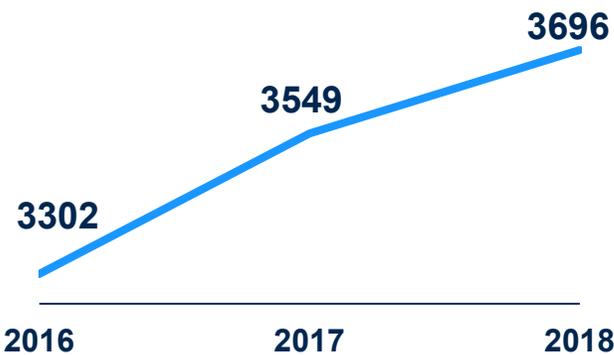
Social: Ford Fund Charitable Contributions (\$ Million)



Diversity: Female Corporate Officers (Percent)



Supply Chain: Total Supplier Sites Trained in Sustainability Management



E and S Aspirational Goals



Energy

We will use 100% renewable energy for all manufacturing plants globally by 2035



Climate Change

We support CO₂ reductions consistent with the Paris Climate Accord



Materials

We aspire to only use recycled and renewable plastics in our vehicles globally



Waste

We will achieve true zero waste to landfill across our operations

We will eliminate single-use plastics from our operations by 2030



Water

We will make zero water withdrawals from manufacturing

We aspire to use freshwater for human consumption only



Air

We aspire to achieve zero air emissions from our facilities



Access

We aspire to drive human progress by providing mobility and accessibility for all



Human Rights

We aspire to responsibly source all raw materials used within our vehicles globally



Diversity

We aspire to become the most inclusive and diverse global company

ESG Disclosure



Task Force on Climate-Related Financial Disclosures (TCFD)

2019 Climate Change Scenario Report provides scenario planning across climate change and technology dimensions

Sustainability Accounting Standards Board (SASB)

2019 Sustainability Report marks the first time that Ford has reported to the SASB framework against the Transportation Standards

Global Reporting Initiative (GRI)

2019 GRI Index responds to material issues across planet, people, innovation, and governance categories

Carbon Disclosure Project (CDP)

2019 CDP Response is an important tool for managing the risks and opportunities presented by climate change and water security

UN Sustainable Development Goals (SDG)

Promoting the UN 2030 Agenda for Sustainable Development by communicating how our products and operations contribute toward the SDGs

**Robust Disclosures Provide Consistent And Reliable
ESG Information To Our Investors**



Environmental

Reducing Our Vehicle Footprint

Climate Change Strategy

Committed to following a 2-degree CO₂ stabilization glide path and delivering on reductions consistent with the Paris Climate Accord

Strategic focus areas include vehicle electrification, improved efficiency of internal combustion engines, and efficient manufacturing

Announced agreement with California and three other automakers to regulate vehicle CO₂ through 2026 with increasing YOY standards; committed to meeting new standards in Europe and China

Using Sustainable Materials

Plant-based renewable materials have been used in over 20 million Ford vehicles, reducing cost and CO₂ versus petroleum-based material

Recycled materials comprise up to 20% of Ford vehicles, diverting waste from landfills without impacting quality

Awarded the Environmental Innovation Award in 2018 for using a tree-based cellulose hybrid material to reduce weight and cost compared to traditional materials in the Lincoln Continental

Combatting Climate Change Is A Strategic Priority



Sustainable Operations

Energy and Emissions

Achieved the goal of a 30% reduction in CO₂ per vehicle from operations in 2017, leading to a new goal for a further 18% reduction by 2023

Announced procurement of 500,000 MWh of locally-sourced wind energy, the largest in Ford's history

Water Use

One of only 31 publicly listed companies to appear in the Carbon Disclosure Project Water Security "A List"

Reduced absolute operational water use by 65% since 2000, increasing operational resiliency in water-stressed areas globally

Waste Reduction

Achieved true zero waste-to-landfill status at 54 of our 80 manufacturing plants (67%) around the world

Reduced waste-to-landfill by 49% on a per-vehicle basis over the past 5 years

Recycling and reuse practices support circular economy and supply valuable resources

We Are Striving To Make Positive Environmental Contributions From Operations



Innovating Future Motion

Electrification Strategy

Investing at least \$11 billion for new hybrid and fully electric vehicle (EV) models by 2022; strengthened plan with VW and Rivian alliances

Offering EV customers North America's largest public charging network with more than 35,000 charge plugs – more than any other automotive manufacturer

Mobility Solutions

Operating electric-scooter company Spin in nearly 50 cities with significant future expansion plans to address the growing micro-mobility market

Building the Transportation Mobility Cloud as an open platform to capture value from connected vehicles

Self-Driving Vehicles

Investing more than \$4 billion through 2023 to develop self-driving vehicles in collaboration with Argo AI and Volkswagen

Working to earn public trust by prioritizing safety, reliability, and customer experience

Innovative New Products And Services Will Reduce Air Pollution And Congestion





Social

Respecting Human Rights

Vehicle Safety and Quality

Committed to creating vehicles with high levels of safety that meet or exceed applicable laws and regulations

Ranked among top five automotive brands in 2019 J.D. Power U.S. Initial Quality study; won five awards in APEAL study, the most of any company

Human Health and Safety

Continuing to drive a robust safety culture to reduce workplace injuries, supported by effective communication, reporting, and external benchmarking

Introducing advanced technology to reduce lost time, such as the EksoVest wearable technology at 15 plants in seven countries

Human Rights Partnerships

Signatory of the United Nations Global Compact to align operations with ten universally accepted human rights principles

First automaker to join the Responsible Business Alliance to improve social, environmental, and ethical conditions in supply chains

We Are Empowering Our People To Create A Better World



Responsible Sourcing of Raw Materials

Supply Chain

Committed to the procurement of materials that do not contribute to human rights abuses, including child and forced labor, bribery and corruption, or environmental concerns

Launched the Raw Materials Observatory with the Drive Sustainability partnership to mitigate such risks in material sourcing

Conflict Minerals

Partnering with suppliers to ensure tin, tungsten, tantalum, and gold (3TG) are sourced responsibly using due diligence frameworks by the OECD

Ford's SEC conflict minerals disclosure was highest-ranked of any automaker in the "Mining the Disclosures 2018" report from Responsible Sourcing Network

Battery Raw Materials

Reducing supply risk of cobalt, lithium, and nickel through strategic partnerships, supply chain investment, and recycling research; visibility at board level

Founding member of the Responsible Sourcing Blockchain Network (RSBN) to trace & validate ethically sourced minerals using blockchain; partnered with IBM, LG Chem, Huayou Cobalt, & RCS Global

Committed To Sourcing Materials In A Safe And Responsible Way



Empowering Our People

Employee Engagement and Satisfaction

Launched a grassroots cultural-evolution initiative titled “Our Truths” to encourage engagement and attract top talent

Employee satisfaction levels reached 83% in a 2018 employee survey, surpassing the benchmark index

Diversity, Equity, and Inclusion

Included in the 2019 Bloomberg Gender-Equality Index for our commitment to transparent gender reporting and workplace equality

Signed the CEO Action for Diversity and Inclusion pledge with a focus on creating a diverse workforce and inclusive culture

Investing in the Next Generation

Sponsored FIRST Robotics teams at 223 schools to inspire students and strengthen the pipeline of future talent

Awarded 100 Ford Blue Oval STEAM Scholarships in 2018 worth \$10,000 each to support high-achieving students

Our People-First Approach Is Vital To Attract And Retain Top Talent



Building Sustainable Communities

Ford Fund

Ford Fund oversees and coordinates volunteering and philanthropic investments, supporting initiatives across community life, education, and driver safety

Donated \$67 million in 2018 and \$2 billion since 1949 to civic organizations to strengthen communities globally

Employee Volunteering

Volunteerism is an integral part of our business with 13,000 employees participating in 575 projects across 41 countries in 2018

Awarded \$450,000 to two community support projects in 2018 focused on water security through the Bill Ford Better World Challenge

Supporting Social Enterprises

Launched the SHE-MOVES grant program in 2019 to support community ventures that benefit women and children in India, South Africa, and Nigeria

Program combines philanthropy with social enterprise incubation models to drive positive change and mobility access

We Strive To Make A Positive Impact On The Communities Where We Live and Work



Cybersecurity and Data Privacy Leadership

Cybersecurity

Ford manages cyber risk with an industry-leading cybersecurity organization and capability

To ensure synergies, this capability is truly end-to-end, encompassing enterprise, vehicle, and mobility

The program is regularly assessed by industry experts such as Mandiant, Symantec, and PWC

Ford cybersecurity supports the full Ford ecosystem through industry partnerships, regulatory compliance, and strategic investments

Data Privacy

Information that customers provide helps us deliver great products, a personalized experience, and continued innovation

We take our responsibilities concerning the privacy and security of customer data seriously

Our companywide governance drives a holistic approach, which includes policies and directives focused on transparency, responsible data handling and use, and choice where appropriate

Ford Cybersecurity Actively Protects Data, Operations, And Reputation





Governance

Risk Management

- Ford has extensive and effective risk management processes relating to compliance, reporting, operating, and strategic risks
- Board and Senior Management deeply engaged in risk management, which is shown through top-down and bottom-up communication and cross-functional participation across Business Units and functional Skill Teams
- Board and its committees have responsibility for oversight over specific areas of risk management
- Critical risks are routinely reviewed by the Board and its committees as appropriate

OVERSIGHT OF RISK MANAGEMENT

	Compliance & Reporting	Operating & Strategic
Ford Board Oversight	Audit Committee	Sustainability & Innovation Committee Compensation Committee Finance Committee
Ford Management Day-to-Day	Compliance Reviews Sarbanes-Oxley Compliance Internal Controls Disclosure Committee	Business Units & Skill Teams Monthly Business Review Monthly Business Review Special Topics Product, Strategy, and People Forums

Board Maintains Effective Oversight Of Risk Management



Enterprise Risk Management

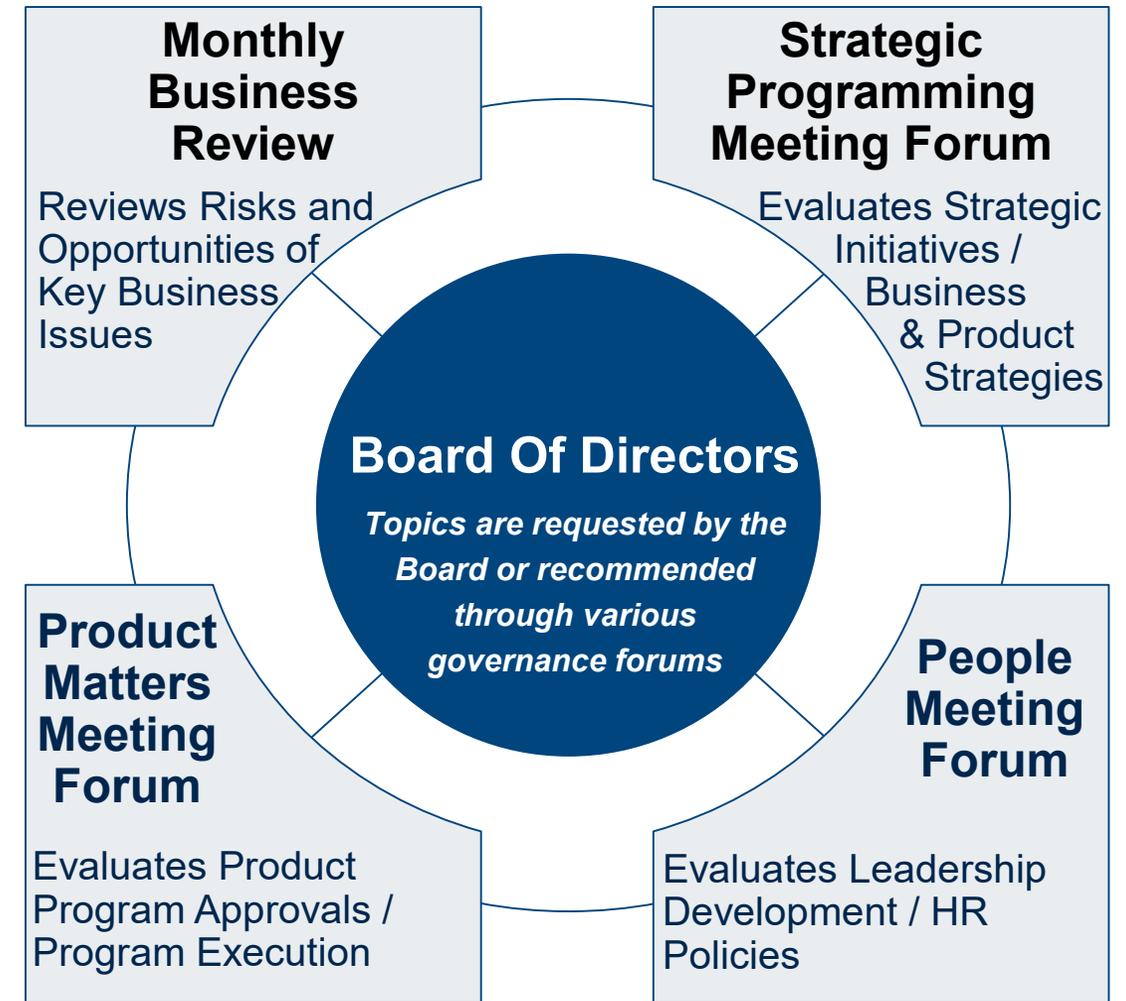
- Top 10 critical enterprise risks identified through survey process of Senior Management and Board
- Assigned risk owners oversee risk assessment, develop mitigation plans, and provide regular updates at Monthly Business Review
- Business Units and Skill Teams follow the same process for local risk identification and management; risks at all levels are shared and aligned for a top-down and bottom-up view and management of risk
- Annual risk review with Board to update list of critical risks and monitor risk movement and emerging trends



Board And Senior Management Collaborate For Effective Risk Management

Governance in Practice

- Ensures our business manages risk and operates in a transparent and accountable way
- Enables us to monitor the changing global business environment to inform and adjust our strategies as needed
- Creates accountability for setting, tracking, and reporting progress against our goals, objectives, revenue, and sustainability targets
- Helps ensure we implement sustainability-related risk assessments, planning, strategy implementation, and performance reviews consistently across the organization



Governance Framework Enables Us To Monitor Our Business, Make Long-Term Decisions, And Develop Strategic Inputs To The Board

Sound Governance Practices

Board Independence

- Majority independent board
- Separate Chairman of the Board and CEO with Lead Independent Director
- Independent audit, compensation, and nominating & governance committees

Board Practices

- Regular board and committee self-evaluation process
- Committee charters reviewed annually
- Independent directors meet regularly without management and non-independent directors

Compensation

- Robust stock ownership goals for executives
- Compensation for NEOs focused on performance
- Mandatory deferral of compensation for directors to link board and shareholder interests
- Clawback provision in our incentive grants

Accountability

- Annual election of all directors
- Majority vote standard
- Shareholders have the right to call special meetings
- Shareholders may take action by written consent

Board Has A Long History Of Operating Under Sound Corporate Governance Practices



Our Board's Evaluation and Refreshment Process

Process Overview

- Robust Board assessment and succession planning process in place
- Regularly evaluate mix of Board skills and experience in the context of our strategy and evolving industry and business trends
- Focus on director candidates who possess a multitude of skills, professional experience, and backgrounds aligned with our strategy
- Prioritization of diverse backgrounds and perspectives

Key Selection Criteria

- Possess the highest personal and professional ethical standards, integrity, and values
- Commitment to represent the long-term interests of all shareholders
- Practical wisdom and mature judgment
- Objective and inquisitive
- Advance goal of greater Board diversity
- Willing and able to devote sufficient time to carrying out their duties and responsibilities effectively
- Free from conflicts of interest

Our Process in Action

- Ford has strengthened its Board through recent refreshment



Lynn Vojvodich

Former Executive Vice President & Chief Marketing Officer, Salesforce

- Global technology executive who has built, grown, and transformed businesses for more than 20 years
- Recognized as one of Time's *Top 50 Women in Brand Marketing* and Harvard Business School's *Most Inspiring Women in Silicon Valley*



Beth E. Mooney

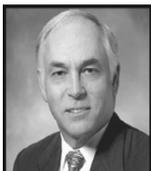
Chairman & CEO, KeyCorp

Former Vice Chair, Key Community Bank

- Over 35 years of experience in retail banking, commercial lending, and real-estate financing
- Recognized by Forbes as one of the *World's 100 Most Powerful Women* and by Fortune Magazine as one of the *Most Powerful Women in Business*

**Commitment To Regular Refreshment To Evolve Our Board
In Line With Our Strategy**

Directors



Stephen (Steve) Butler

I A N

*Retired Chairman & CEO, KPMG
Retired Chairman, KPMG International*

- Financial and risk management expertise guide the development and implementation of our strategy
- Leadership and international business experience improve our fitness and create greater cohesiveness



Kimberly (Kim) Casiano

I A N S

*President, Kimberly Casiano & Associates
President & COO, Casiano Communications*

- Marketing and sales expertise, particularly in the U.S. Hispanic community and Latin America
- Provides valuable insight in where to play and how to win analyses and enterprise risk management systems



Anthony (Tony) Earley, Jr.

L C N S

*Retired Chairman, CEO & President, PG&E
Former Chairman, CEO, President & COO, DTE*

- Seasoned public company executive with strong transactional experience
- Electrical infrastructure expertise brings product development insights to electrification strategy



Edsel Ford II

F S

*Consultant, Ford Motor Company
Former President & COO, Ford Motor Credit*

- Adds value in various stakeholder relationships, including with dealers, NGOs, employees, and others
- Creative / technology-driven marketing expertise helps develop marketing and vehicle distribution strategies



William (Bill) Clay Ford, Jr.

F S

*Executive Chairman, Ford Motor Company
Former CEO, Ford Motor Company*

- Long-term perspective and history with Ford add value to stakeholder relationships and corporate culture
- Recognized as a leader in advancing mobility, connectivity, and electrification in the auto industry



James (Jim) Hackett

*President & CEO, Ford Motor Company
Former CEO, Steelcase*

- Consumer-focused visionary, he transformed Steelcase into a global leader and industry innovator
- Focused on the evolving needs of consumers, he is transforming Ford into the world's most trusted company

L Lead Independent **I** Independent **A** Audit **C** Compensation **F** Finance **N** Nominating & Governance **S** Sustainability & Innovation

Directors Bring Diverse Experience And Qualifications To Deliver Accountability, Strong Risk Oversight, And Strategic Direction



Directors (Cont'd)



William (Bill) Helman IV I F N S

General Partner, Greylock Partners

- Experience investing in new technologies provides critical perspectives as Ford continues to invest in connectivity and mobile technologies
- Expertise in finance, investing, and M&A



William (Bill) Kennard I F N S

*Chairman, Velocitas Partners
Former US Ambassador to the EU
Former Chairman of the U.S. FCC*

- Diverse experience in private equity, law, and public policy
- Technological regulatory landscape expertise helps innovative work in connectivity & mobility solutions



John Lechleiter I C N

Retired Chairman & CEO, Eli Lilly

- Science and R&D expertise provide meaningful insight as Ford accelerates the development of new products
- Executive experience in highly regulated industry assists Ford as it navigates a dynamic environment



Beth Mooney I A N

*Chairman & CEO, KeyCorp
Former Vice Chair, Key Community Bank*

- Public executive experience in finance and commercial lending
- Banking and business expertise enhances the Board during a transformational time for Ford and the industry



John Thornton I C F N

*Executive Chairman, Barrick Gold
Former Co-CEO, Goldman Sachs International*

- International business (especially in China), emerging markets, and financial expertise
- Offers insight in financing the strategic plan, improving the balance sheet, and creating profitable growth



John Veihmeyer I A N

*Retired Chairman & CEO, KPMG
Retired Chairman, KPMG International*

- International business expertise and he has been recognized for his leadership in diversity and inclusion
- Financial and risk management skills add value at an unprecedented time of disruption in the auto industry



Lynn Vojvodich I A N S

Former Executive Vice President & Chief Marketing Officer, Salesforce

- Marketing technology, innovation, and market analysis expertise guides how Ford markets and positions itself
- Start-up and growth-stage technology expertise helps Ford as it invests in new technologies



John Weinberg I F N S

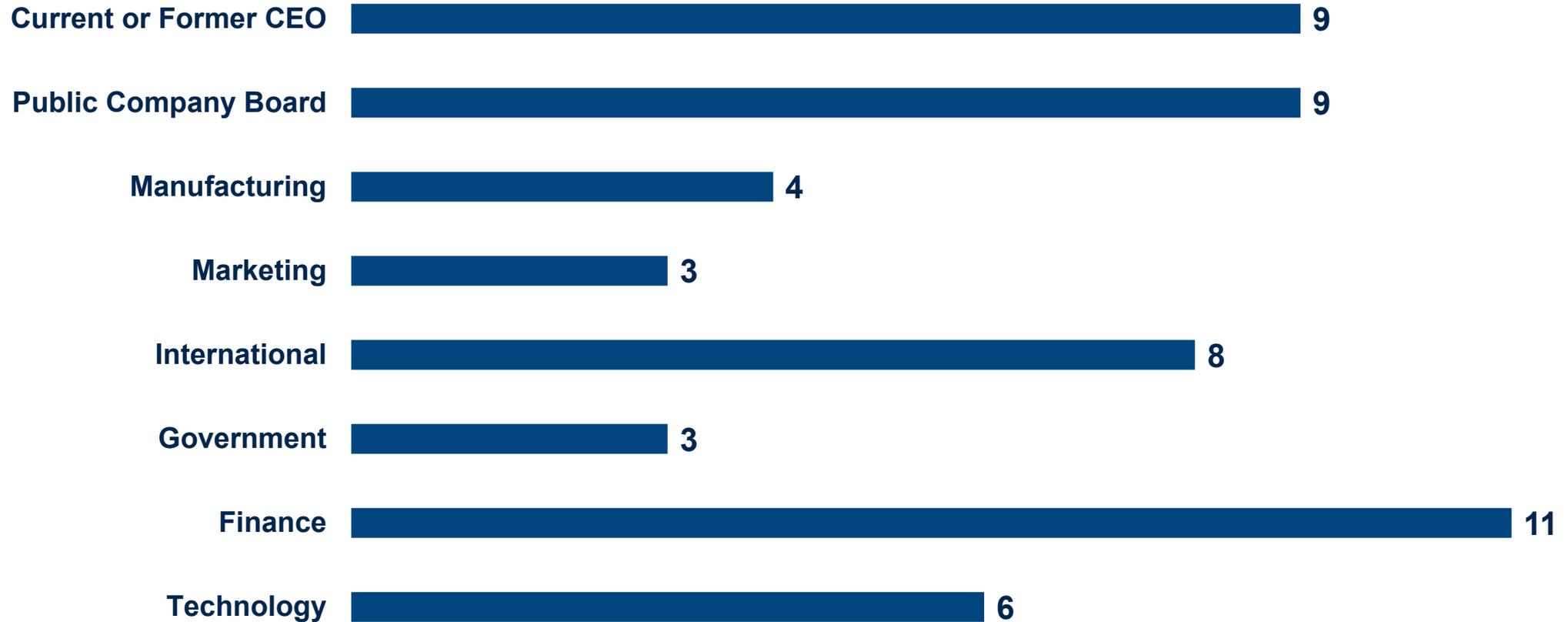
*Executive Chairman, Evercore Partners
Former Vice Chairman, Goldman Sachs*

- Finance, banking, and capital markets expertise with a deep understanding of Ford, its history, and its needs
- Financial expertise aids in rapidly improving fitness, reallocating capital, and financing the business

- L** Lead Independent
- I** Independent
- A** Audit
- C** Compensation
- F** Finance
- N** Nominating & Governance
- S** Sustainability & Innovation



Diverse and Relevant Experience on the Board



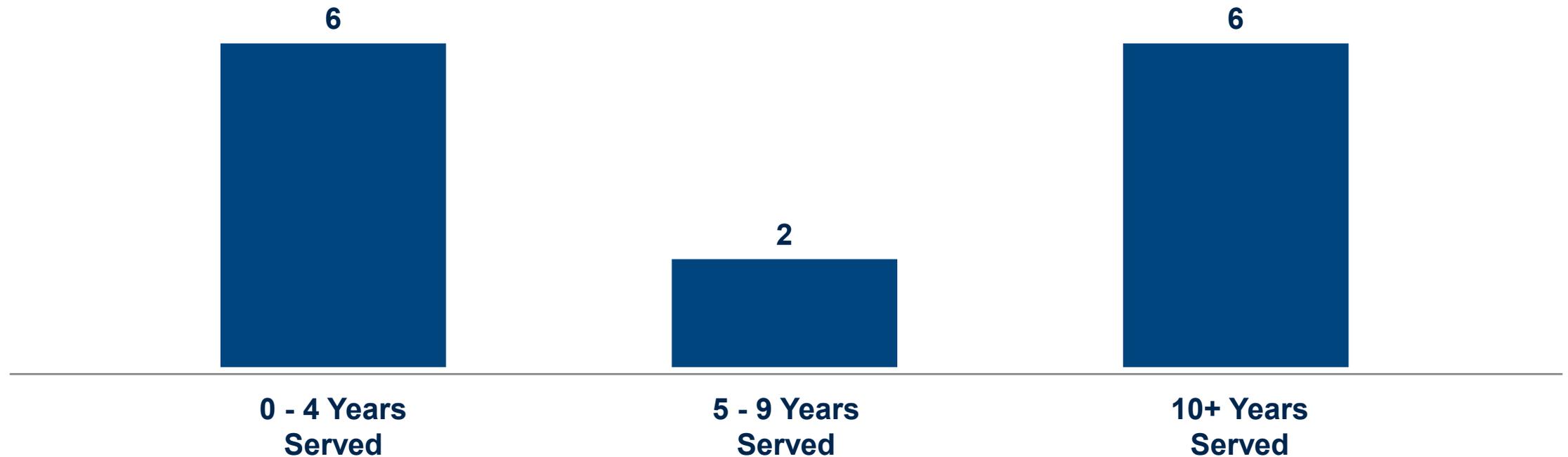
Industry Leaders Bring Unique Perspective And Insights To Advance Our Strategy



Director Tenure

Number of Directors

Average Tenure (Years)	10.9
Average Tenure without Ford Family (Years)	7.6



Board Has Appropriate Mix Of Director Tenure To Ensure Diverse Perspectives

Executive Compensation

- Executive compensation is structured to ensure that there is appropriate balance among various forms of compensation
- The Compensation Committee strikes a balance by looking at the competitive market for executive talent, our business results and forecasts, and our key strategic goals for the year

Elements of Compensation Comparators

Salary 19%	Incentive Bonus Target 20%	Long-Term Incentives 61%
19%	20%	61%

Fixed vs. Variable Comparators

Fixed 19%	Variable 81%
19%	81%

Short-Term vs. Long-Term Comparators

Short-Term 39%	Long-Term 61%
39%	61%

Cash vs. Equity Comparators

Cash 39%	Equity 61%
39%	61%

Ford's Overall Executive Compensation Allocation Is In Line With Its Comparator Group's Mean

Executive Compensation

- In 2019, long-term incentive awards were granted in Time-Based Restricted Stock Units (40%) and Performance Units with a three-year performance period (60%)
 - Our Time-Based Units vest over three years at a rate of 33%-33%-34%
 - Our Performance Unit Program aligns executive interests with shareholder interests by awarding performance to internal financial metrics (75% weighting) and relative TSR performance against a peer group (25% weighting) over a three-year performance period

Performance Unit Program—Long-Term Alignment with Shareholders



Our Equity-Based Incentive Awards Are Tied To Our Performance And The Future Value Of Common Stock



Questions and Feedback

Cautionary Note On Forward-Looking Statements

Statements included or incorporated by reference herein may constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on expectations, forecasts, and assumptions by our management and involve a number of risks, uncertainties, and other factors that could cause actual results to differ materially from those stated, including, without limitation:

- Ford’s long-term competitiveness depends on the successful execution of fitness actions;
- Industry sales volume, particularly in the United States, Europe, or China, can be volatile and could decline if there is a financial crisis, recession, or significant geopolitical event;
- Ford’s new and existing products and mobility services are subject to market acceptance;
- Ford’s results are dependent on sales of larger, more profitable vehicles, particularly in the United States;
- Ford may face increased price competition resulting from industry excess capacity, currency fluctuations, or other factors;
- Fluctuations in commodity prices, foreign currency exchange rates, and interest rates can have a significant effect on results;
- With a global footprint, Ford’s results could be adversely affected by economic, geopolitical, protectionist trade policies, or other events, including Brexit;
- Ford’s production, as well as Ford’s suppliers’ production, could be disrupted by labor disputes, natural or man-made disasters, financial distress, production difficulties, or other factors;
- Ford’s ability to maintain a competitive cost structure could be affected by labor or other constraints;
- Pension and other postretirement liabilities could adversely affect Ford’s liquidity and financial condition;
- Economic and demographic experience for pension and other postretirement benefit plans (e.g., discount rates or investment returns) could be worse than Ford has assumed;
- Ford’s vehicles could be affected by defects that result in delays in new model launches, recall campaigns, or increased warranty costs;
- Ford may need to substantially modify its product plans to comply with safety, emissions, fuel economy, and other regulations that may change in the future;
- Ford could experience unusual or significant litigation, governmental investigations, or adverse publicity arising out of alleged defects in products, perceived environmental impacts, or otherwise;
- Ford’s receipt of government incentives could be subject to reduction, termination, or clawback;
- Operational systems, security systems, and vehicles could be affected by cyber incidents;
- Ford and Ford Credit’s access to debt, securitization, or derivative markets around the world at competitive rates or in sufficient amounts could be affected by credit rating downgrades, market volatility, market disruption, regulatory requirements, or other factors;
- Ford Credit could experience higher-than-expected credit losses, lower-than-anticipated residual values, or higher-than-expected return volumes for leased vehicles;
- Ford Credit could face increased competition from banks, financial institutions, or other third parties seeking to increase their share of financing Ford vehicles; and
- Ford Credit could be subject to new or increased credit regulations, consumer or data protection regulations, or other regulations.

We cannot be certain that any expectation, forecast, or assumption made in preparing forward-looking statements will prove accurate, or that any projection will be realized. It is to be expected that there may be differences between projected and actual results. Our forward-looking statements speak only as of the date of their initial issuance, and we do not undertake any obligation to update or revise publicly any forward-looking statement, whether as a result of new information, future events, or otherwise. For additional discussion, see “Item 1A. Risk Factors” in our Annual Report on Form 10-K for the year ended December 31, 2018, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

