We are changing the way the world moves to make people’s lives better.
Contributing to a better world always has been a core value at Ford, and our commitment to sustainability is a key part of our company DNA. Ultimately, our vision is to make people’s lives better by changing the way the world moves, just as Henry Ford did more than a century ago.

That’s why, in one of the most significant strategic shifts in our history, we are expanding our business model to be both an auto and a mobility company. Our strategy involves continually strengthening and investing in our core automotive business, while aggressively pursuing new emerging opportunities through Ford Smart Mobility – our plan to be a leader in connectivity, mobility, autonomous vehicles, the customer experience, and data and analytics. As we continue to produce world-class vehicles, we are using innovative thinking and advanced technology to solve tomorrow’s biggest transportation challenges today.

While our industry – and the world around us – continues to evolve faster than ever, our entire team remains fully committed to keeping sustainability at the heart of our strategy. To achieve our sustainability goals, we will continue to drive innovation in every part of our business and maximize our environmental performance. For example, we continue to lead industry efforts to tackle the issue of human rights and enhance working conditions throughout our supply chain.

We also know that our sustainability efforts today can bring about a better tomorrow:

- We are investing $4.5 billion in electrified vehicle (EV) solutions and will add 13 new EVs to our portfolio by 2020.
- Our continued investment in lightweighting technologies is helping us reduce overall vehicle weight and improve fuel economy.
- Ford is the only automaker named to the World’s Most Ethical Company® list by Ethisphere Institute, and we have made the list for seven consecutive years.
- Ford also was named one of the world’s Best Global Brands in 2015 by Interbrand.
- We earned an ‘A’ grade for our water conservation efforts from CDP.
- By sharing best practices through our Partnership for A Cleaner Environment (PACE) program, we are lowering the collective environmental footprint of our entire supply chain.
- We celebrated the 10-year anniversary of the Ford Volunteer Corps with a Global Month of Caring, and launched new programs to develop our next generation of philanthropic leaders and to offer employees funding for new community projects.

With sustainability deeply embedded in our overall strategy, we remain committed to running a strong and responsible business that treats our customers, our employees, our communities and our planet with respect.

Changing the Way the World Moves

We are using innovative thinking and advanced technology to solve tomorrow’s biggest transportation challenges today. Since launching our Ford Smart Mobility plan early in 2015, we have made significant progress in connectivity, mobility, autonomous vehicles, customer experience and data analytics.

Investing in New Mobility Services

In March 2016, Ford Smart Mobility LLC was established as a subsidiary of Ford Motor Company to design, build, grow and invest in new mobility services.

SYNC®: Connecting Consumers with Their World

There are more than 15 million vehicles on the road today with SYNC, the industry’s most popular entertainment and communications system.

Tripling Engineering Investment

We’re tripling our engineering investment in driver assist and semi-autonomous vehicle technology during the next five years.
Customer Experience

We launched FordPass®, a free platform that offers members a mobility services marketplace; FordGuides, to help consumers move more efficiently; recognition for loyalty; and FordHubs, where consumers can experience Ford’s latest innovations.

Autonomous Vehicles (AV)

We are tripling our fully autonomous fleet from 10 to 30 vehicles, the largest publicly announced by any automotive OEM. We are also the first to test autonomous vehicles in the snow and are tripling our engineering investment in AV during the next five years.

Connectivity

Extensions to SYNC add more ways to connect consumers with their world. With new SYNC Connect, owners can remotely access vehicle features on a smartphone, while SYNC with AppLink enables voice control of smartphone apps from the driver’s seat. We are looking to use new SYNC Connect technology to link vehicles with the Amazon cloud-based voice service Alexa, which would allow customers to access their vehicle from inside their home.

Data Analytics

Data science and analytics are the foundations of our Ford Smart Mobility plan. We’re increasing research funding and collaborating with leading tech companies on approaches that will enable us to rapidly innovate and iterate on new applications and mobility solutions.

Dida CityRide Carpooling

Ford’s partnership with Dida Pinche, China’s largest carpooling app, paired drivers of Ford vehicles with users of the app to enable carpooling on morning and evening commutes in Beijing and Shanghai. Ford drivers using Dida Pinche completed 170,000 rides totaling more than 2.56 million kilometers over the month-long pilot, helping to reduce carbon dioxide emissions by 700,000 kilograms.

Mobility

Mobility pilots include GoPark, a predictive parking system to direct drivers to likely on-street spaces; GoDrive, a car-sharing program that provides vehicles with guaranteed parking at busy locations; and Dynamic Shuttle, allowing on-demand rides at our Dearborn, Michigan, campus.

Customer Experience

We launched FordPass®, a free platform that offers members a mobility services marketplace; FordGuides, to help consumers move more efficiently; recognition for loyalty; and FordHubs, where consumers can experience Ford’s latest innovations.
President’s Health and Safety Awards
In recognition of the important contribution made by individuals to a safety-first culture, we honored 105 employees with an award in 2015.

Reducing facility CO₂ emissions
Per vehicle produced, we reduced manufacturing CO₂ emissions by 26.5 percent between 2010 and 2015, and average energy use by 25 percent.

Top Global Rating for Water Stewardship
Ford is the only North American company to earn CDP’s highest honor for corporate water stewardship. More than 400 companies were considered for CDP recognition, with eight ultimately receiving recognition.

Collective Bargaining Agreement with the UAW
In 2015, we entered into a four-year collective bargaining agreement with the UAW in the United States.

Delivering Our One Ford Plan
To achieve our goals, we need to compete for skilled and talented people by making Ford an employer of choice globally. We have increased our efforts in recruitment, integrated talent management, and training and professional development. Harnessing leading-edge technology to support workforce flexibility and collaboration is also key. With this in mind, we’re developing Genesis, a new HR platform to help us better meet the needs of our people and support decision-making. Ford employee satisfaction scores have strengthened year over year and compare well against Fortune 500 companies.

Inspiring the Next Generation
“Powered by Ford” STEM Academies for high-school students are designed to inspire the next generation of technology, design, engineering and manufacturing innovators – not only through core academic learning but also through involvement in projects with Ford.
## Integrating Sustainability Across the Organization

Integrated sustainability strategies help us create economic, social and environmental value. With this in mind, we're working on engagement and alignment across the organization, starting with an inventory of sustainability initiatives to determine where we can go further together.

## Engaging With Our Supply Chain

Ford is committed to encouraging positive change in the automotive supplier base. Early in 2016, we became the first automaker to join the Electronic Industry Citizenship Coalition – a nonprofit organization dedicated to improving social, environmental and ethical conditions. Joining the coalition strengthens our commitment to respect human rights, improve basic working conditions at supplier facilities, and hold suppliers accountable to the principles and standards we require.

Through our environmental supply chain program, the Partnership for A Cleaner Environment (PACE), we continue to engage across our supply base to address sustainability-related challenges and reduce the collective environmental footprint of the company and its supply chain.

## Preserving and Enhancing Environmental Value

Preventing or reducing the potential for harm due to climate change is a high priority at Ford. We do our share to stabilize atmospheric greenhouse gas (GHG) emissions by increasing the efficiency of our products and processes, and by being smarter and more thoughtful about how we use energy and natural resources.

By investing in Ford facilities, we’re driving environmental sustainability alongside product excellence, quality and safety. China is now home to some of Ford’s most advanced facilities and in 2015, we opened the last of 10 new plants to support growth in the region. Our $2.6 billion investment has transformed our plant in Valencia, Spain, into one of the most flexible and productive in the world.

## Building Partnership for A Cleaner Environment (PACE)

Ford has introduced PACE to the G7 Alliance on Resource Efficiency in order to share best practices and foster innovation and collaboration.
Great Products

We remain committed to deliver world-class vehicles that use safe and sustainable technologies and that give our customers the freedom to live, work and play where they want.

Investing in Electrified Vehicles
We’re investing $4.5 billion in electrified vehicles by 2020.

Quality and Customer Satisfaction
Best-ever levels of quality and customer satisfaction in all our regions in 2015.

Our Electric Vehicle Strategy
Building on Ford’s leadership as the top seller of plug-in hybrid vehicles and the second-largest electrified vehicle (HEV/PHEV/BEV) seller in the U.S., we are expanding research and development in Europe and Asia. Our portfolio will include an additional 13 new electrified vehicles by 2020, by which time more than 40 percent of our nameplates will be electrified. The transition to a low carbon economy calls for collective efforts and collaboration to share knowledge and drive progress. This is why Ford is investing $2.1 million in a state-of-the-art facility at the University of Michigan to boost research and development in advanced battery technology.

Recognition for the All-New Ford F-150 Pickup
- Insurance Institute for Highway Safety: “Top Safety Pick” for SuperCrew and SuperCab configurations – the only large pickup to earn this recognition
- Green Truck of the Year Award 2016

Greener, Smarter Ways to Move
Our vehicle GHG emission-reduction goals are set according to regional “glide paths” which reflect our strategy of doing our share to stabilize the atmospheric concentration of carbon dioxide. By working closely with policymakers around the world, we ensure our strategy and goals align with national and international regulations and priorities.

We offer a range of options to make low carbon choices as accessible as possible – from electrified vehicles to cars and trucks that run on clean diesel, renewable biofuels, natural gas and propane. We are also working to advance hydrogen fuel cell vehicle technologies.

Safety, Quality and Customer Satisfaction
Once again, in 2015, we received high marks and accolades for vehicle safety in a number of key crash-testing programs. In the U.S. New Car Assessment Program (NCAP), 16 of our 2016 model year vehicles earned five stars for overall safety. Alongside our product development, we encourage and support better, safer driving through our Driving Skills for Life program.
We are committed to running a strong and responsible business that treats our customers, our employees, our communities and our planet with respect.

**Supporting Our Communities**
Ford’s approach goes beyond just donating money to good causes; it’s about building long-lasting partnerships to address the challenges people in our neighborhoods face: meeting basic needs such as food and shelter, improving educational opportunities, and contributing to emergency relief and disaster response.

**$55.6 million**
of combined Ford Fund and direct corporate charitable giving in 2015.

**$1.5 billion**
invested globally to date by the Ford Fund, a nonprofit organization funded by contributions from Ford, which seeks to support programs that improve the quality of life in the communities in which we do business.

**$29 million**
in-kind investment over 10 years through the Ford Volunteer Corps.

**Better World**

**Ford Driving Skills for Life**
- 29 countries
- nearly 165,000 trained behind the wheel
- more than 650,000 trained online
- over $7.7 million invested globally

**Thirty Under 30: Inspiring Tomorrow’s Leaders**
Thirty Under 30 is a year-long pilot program, initially being trialed in the U.S. This will engage 30 employees under the age of 30 to learn more about civic engagement, leadership skills, philanthropy and volunteerism. The chosen employees will be paired with relevant NGOs so that both Ford and charitable non-profit organizations can benefit.

**Developing Our Next Generation of Philanthropic Leaders**
The Bill Ford Better World Challenge is a new program that will award up to $500,000 to community service projects identified by company employees. Jointly funded by the company and Executive Chairman Bill Ford, the scheme will work alongside the Ford Volunteer Corps.

**Ford Volunteer Corps: 10 Years of Building a Better World**
In 2015, the Ford Volunteer Corps celebrated with a Global Month of Caring and an increased focus on water-related community projects. The program reached sub-Saharan Africa for the first time in 2015, where 940 employees worked on 30 projects during the month.
### Financials
Pre-Tax Profits (excluding special items) ($ billion)

- 2013: $10.1
- 2014: $7.3
- 2015: $10.8

**Improved**

### Fuel Economy
U.S. Corporate Average Fuel Economy, Combined Car and Truck Fleet (miles per gallon)

- 2013: 29.5
- 2014: 30.1
- 2015: 30.0

**Declined**

### Vehicle Safety
U.S. New Car Assessment Program (NCAP) Five-Star Overall Vehicle Scores (percent of Ford Motor Company vehicles tested that achieved five stars, by model year)

- 2014: 65
- 2015: 62
- 2016: 64

**Declined**

### CO₂ Emissions
Worldwide Facility CO₂ Emissions per Vehicle Produced (metric tons)

- 2013: 0.78
- 2014: 0.76
- 2015: 0.72

**Improved**

### Water Use
Global Water Use per Vehicle Produced (cubic meters)

- 2013: 4.04
- 2014: 3.99
- 2015: 3.81

**Improved**

### Supply Chain
Total Supplier Sites Trained/Retrained in Sustainability Management (cumulative, since 2005)

- 2013: 2,670
- 2014: 2,948
- 2015: 3,156

**Improved**

### Employee Satisfaction
Pulse Survey Employee Satisfaction Index (percent satisfied)

- 2013: 75
- 2014: 76
- 2015: 76

**Unchanged**

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**Contact**
Preparing this summary offers a valuable opportunity for us to assess and improve upon our progress and performance. To continue to do so, we need your feedback.

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1. The decline in combined car and truck fuel economy is primarily due to customers purchasing larger cars and more trucks. Our combined fleet CO₂ emissions improved by 10% compared to 2009.

2. National Highway Traffic Safety Administration (NHTSA) does not test each new vehicle model every year; a sample of new vehicles predicted to have high sales volume or that have been structurally redesigned. It is therefore difficult to compare results to previous model years, particularly when many new models are launched. Even though our vehicles are safer than ever, our ratings are not necessarily comparable to previous years. For more detailed information, see www.safercar.gov and www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf.