

# Sustainable Financing Framework

## Ford and Ford Credit

November 2021



All F-150 images are computer generated.



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# Speakers



- Dave Webb - Vice President, Treasurer

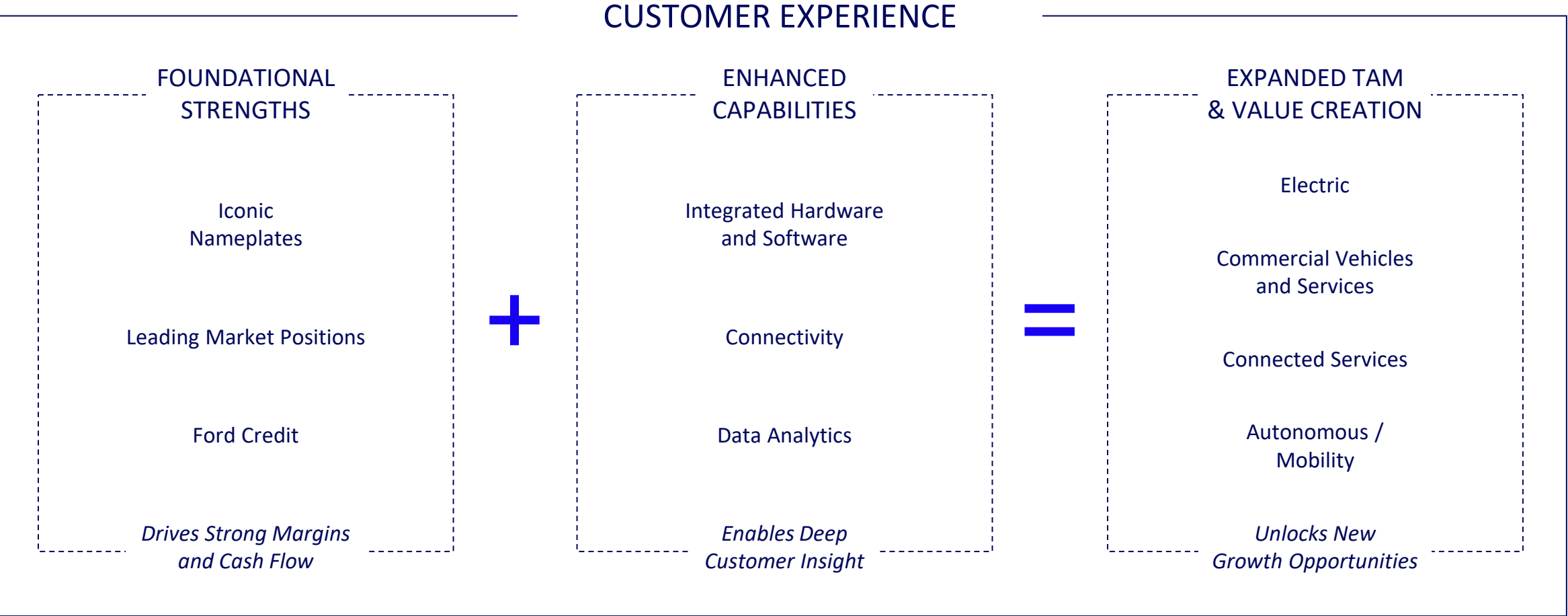


- Bob Holycross - Vice President, Sustainability,  
Environment & Safety Engineering



# Ford+ Investment Thesis

Disruptive Technology Allows Us to Leverage Foundational Strengths to Build New Capabilities – Enriching Customer Experiences and Deepening Loyalty



# Executing The Investment Thesis To Deliver Ford+

Disruptive Technology Allows Us to Leverage Foundational Strengths to Build New Capabilities – Enriching Customer Experiences and Deepening Loyalty

## CUSTOMER EXPERIENCE

### EXPANDED TAM & VALUE CREATION

#### Electric

Commercial Vehicles  
and Services

Connected Services

Autonomous /  
Mobility

*Unlocks New  
Growth Opportunities*



- Ford and SK Innovation plan to invest \$11.4B in Tennessee and Kentucky
  - Ford's \$7B is the largest one-time U.S. electrification investment by an auto manufacturer:
    - » Tennessee: \$2.5B F-Series plant; \$1.6B BlueOval SK battery JV plant
    - » Kentucky: \$2.9B for two BlueOval SK battery JV plants
  - Brings U.S. battery capacity to 141GWh, in line with *current* target; 1M+ batteries per year
- Doubled annual F-150 Lightning production to 80K to meet growing demand
- Collaboration with Redwood Materials for closed-loop battery recycling
- Began construction on new \$1B Electrification Center in Cologne; JV in Turkey invests \$2.4B to produce electrified Transit vans and battery packs; investments in U.K. for first electric vehicle components in Europe

# Sustainability at Ford

At Ford, the value of our business is rooted in our purpose to help build a better world. That means creating a future that's inclusive, equitable and sustainable, setting the pathway for a continued strong business for decades to come.

To achieve this, we are focused on investments in clean transportation, clean manufacturing and support for communities:

- **Electrifying Our Icons** to reduce the carbon emissions of our vehicles
- **Investing in Electric Vehicle Technology** to remove obstacles to electrification
- **Investing in Clean Manufacturing** to design, develop and manufacture zero-emissions vehicles and improve the environmental footprint of our operations
- **Supporting Communities** to expand mobility and access to essential services and opportunity



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



# Sustainability Governance

We have robust management processes, systems and governance designed to help us improve our sustainability performance, act responsibly and ethically and take responsibility for the effects our activities have on society and the world around us. Key groups include:

- **Sustainability, Innovation and Policy Committee**
  - Assesses the company's progress on strategic economic, environmental and social issues, as well as the degree to which sustainability principles have been integrated into the various skill teams
- **Executive Management: Vice President, Chief Sustainability, Environment and Safety Officer**
  - Leads a multidisciplinary senior-level team to oversee our actions related to sustainability
- **Functional Areas**
  - Coordinates our companywide sustainability strategy and activities
- **Sustainable Finance Committee**
  - Supports our responsibility to investors in respect of the policies and practices related to sustainable financing



# Our Sustainability Aspirations



## Climate Change

Achieve **carbon neutrality** no later than 2050



## Air

Attain **zero emissions** from our vehicles and facilities no later than 2050



## Energy

Use **100 percent local, renewable electricity** in all manufacturing by 2035



## Water

Make **zero water withdrawals** for manufacturing processes

Use **freshwater only** for human consumption



## Waste

Reach **true zero waste to landfill** across our operations

**Eliminate single-use plastics** from our operations by 2030



## Materials

Utilize only **recycled or renewable content** in vehicle plastics



## Diversity, Equity and Inclusion

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



## Access

**Drive human progress** by providing mobility and accessibility for all



# Addressing the Urgency of Climate Change

- At COP26, joined a global coalition of public and private sector leaders taking bold action on zero-emission vehicles by signing the *RouteZero pledge* to work towards 100% zero-emission cars and vans globally by 2040, and in leading markets no later than 2035
- Committed to achieving carbon neutrality no later than 2050, backed by science-based targets:
  - Reduce Scope 1 and 2 greenhouse gas (GHG) emissions in our operations by 76 percent by 2035, from a 2017 baseline
  - Reduce Scope 3 GHG emissions from use of products we sell by 50 percent per vehicle km by 2035 from a 2019 baseline
- Incorporated three sustainability-linked key performance indicators into our Corporate and Supplemental Revolvers tied to global manufacturing emissions, manufacturing renewable energy and scope 3 passenger vehicle emissions in Europe



**Ford was the first full-line U.S. automaker to commit to achieving carbon neutrality no later than 2050, in line with the Paris Climate Agreement and to stand with California for stronger vehicle greenhouse gas emission standards.**

# Taking our Best, Making them Electric

We plan to lead the electrification revolution because it is good for customers, good for business and good for the planet.

- 40% to 50% of Ford's global vehicle volume is expected to be all-electric by 2030, electrifying our most popular name plates with no compromise:
  - **Mustang Mach-E:** 60% of Mach-E purchasers are new Ford customers
  - **F-150 Lightning:** The all-electric version of the America's best-selling truck for the last 44 years offers the most torque of any F-150 ever, a smooth, quiet and exhilarating drive, a high-tech front trunk, and the ability to power your home if needed
  - **E-Transit:** The worlds #1 cargo van will be the first all-electric, competitively priced cargo van in North America and is part of a connected electric solution for commercial customers
  - **All-in push on hybrid-electrics** includes recent launches of the all-new Ford Explorer and Ford Escape Hybrid and Plug-In Hybrid and new F-150 Hybrid Powerboost vehicles



**Ford is investing \$30+ billion by 2025 in electrification, including our \$7 billion investment in BlueOval City and BlueOval SK Battery Park, the largest one-time U.S. electrification investment by an auto manufacturer.**



# Investing in Electric Vehicle Technology

We are investing in electric vehicle technology to remove obstacles to electrification.

- Three new BlueOval SK battery JV plants – two in Kentucky and one in Tennessee – will enable 129 gigawatt hours (GWh) a year of U.S. production capacity for Ford
  - Brings U.S. battery capacity to 141GWh, in line with current target; 1M+ batteries per year
- Created North America's largest public charging network, BlueOval Charge, with more than 63,000 charge plugs
- FordPass offers built-in charging solutions that route customers to nearby charging stations, recommend where to charge and provide easy access and payment for a seamless customer experience
- Investing \$90 million in Texas – \$525 million total in the U.S. to train skilled technicians to service connected, electric zero-emission vehicles



**Ford's recent acquisition of Electrifi completes our purpose-built charging ecosystem, providing our commercial customers with seamless charging and energy management.**

# Investing in Clean Manufacturing

We are investing in the design, development and manufacturing of zero-emissions vehicles and improving the environmental footprint of our operations, reducing the effects of our operations and supply chains through world-class facilities.

- First OEM to join the *Better Climate* initiative by committing to reduce greenhouse gas emissions from our manufacturing facilities in the U.S. by 50% over the next nine years, in line with our global commitment to power our facilities with 100% local renewable energy by 2035
- Broadly embedding sustainability across our entire value chain to change how our products are made -- from design to the end-of-life disposal
- Directly managing the impacts of our own facilities and helping our suppliers reduce their environmental footprint

The assembly plant at BlueOval City is designed to have as minimal an impact as possible on the surrounding environment – and even to generate positive impacts.

- Ford's new Tennessee assembly plant is designed to be carbon neutral with zero waste to landfill once fully operational
- The plant aspires to make zero freshwater withdrawals for assembly processes by incorporating water reuse and recycling systems



**“This is a transformative moment where Ford will lead America’s transition to electric vehicles and usher in a new era of clean, carbon-neutral manufacturing.”**

***Bill Ford, Ford Executive Chair***



# Making Lives Better

We are supporting communities to expand mobility and access to essential services and opportunity and to ensure that the communities who can benefit the most from electrification are first.

- Making zero-emissions transportation more affordable by offering equitable and non-discriminatory financing products that support underserved borrowers
- Widening our supplier diversity network, creating opportunities for diverse suppliers running minority-, women-, veteran- and disability-owned businesses
- Ford's Lend a Hand program offered up to six months of payment relief for eligible new car customers in the U.S. in response to the COVID-19 pandemic



**Ford is restoring Michigan Central to create a new mobility innovation district in Detroit's oldest neighborhood and launch new urban transportation solutions.**

# Summary of the Sustainable Financing Framework

- Joint framework for Ford and Ford Credit, and their affiliates, with separate eligible project categories
- **Advanced** rating from V.E in Second Party Opinion (SPO)
- Aligned with the International Capital Market Association Green Bond Principles, 2021, the ICMA Social Bond Principles, 2021, the ICMA Sustainability Bond Guidelines, 2021 and the Loan Market Association Green Loan Principles, 2021

## Use of Proceeds

- Projects related to clean transportation, clean manufacturing, making lives better, and/or community revitalization
- A significant portion of the net proceeds of any Sustainable Financing is expected to be allocated to Clean Transportation

## Project Evaluation and Selection

- A Sustainable Finance Committee will oversee the project evaluation and selection process
- Intend to fully allocate the net proceeds of each Sustainable Financing within 24 months of its issuance
- Lookback period of 24 months

## Management of Proceeds

- Eligible Projects or Eligible Receivables will be tracked internally in a register comprising Eligible Projects for each Sustainable Financing
- Separate portfolios will be tracked for Ford and Ford Credit

## Reporting







- Annually, until full allocation of the net proceeds in the case of Ford, or until maturity in the case of Ford Credit
- Allocation reporting and expected impact metrics, where feasible



# Use of Proceeds – Ford Categories

Eligible Green Categories	Eligibility Criteria and Example Projects	Targeted SDGs
<b>Clean Transportation</b>	<p>Investments and expenditures (including acquisition costs, research and development, and licensing costs) for the design, development and manufacturing of zero-emission vehicles that are battery electric vehicles (BEV), fuel cell electric vehicles (FCEV) or other future carbon-neutral transportation.</p> <ul style="list-style-type: none"> <li>• Research and development dedicated to zero-emission vehicles and technology, which includes testing, development of facilities, tooling and manufacturing of zero-emission vehicles</li> <li>• Manufacturing facilities, including new facilities and upgrading or modifying current manufacturing facilities, to produce zero-emission vehicles</li> <li>• Projects related to the manufacturing and/or procurement of components for EVs such as batteries and powertrains, as well as remanufacturing and/or recycling of batteries</li> <li>• Projects related to electric scooters and e-bikes</li> <li>• Projects related to the development and installation of vehicle charging infrastructure</li> </ul>	  
<b>Clean Manufacturing</b>	<p>Investments and expenditures related to improving the environmental footprint of our operations, including but not limited to:</p> <ul style="list-style-type: none"> <li>• <b>Renewable energy</b> New or existing investments in, or expenditures related to, the construction, development, acquisition, maintenance and operation of renewable energy projects, including wind, solar, geothermal, hydropower and biomass</li> <li>• <b>Sustainable Water and Wastewater Management</b> Investments and expenditures related to water conservation, water efficiency and improved water quality in production and office facilities including recycling, reuse and sustainable water management in industrial processes</li> <li>• <b>Waste Management and Circular Economy</b> Expenditures related to projects that decrease waste generation, increase waste diversion from landfill and reduce consumption of natural resources and energy, including: <ul style="list-style-type: none"> <li>–Increasing the use of renewable, recycled or reused materials</li> <li>–Improving the separation and recovery of commodities from materials</li> <li>–Reducing the hazards of the waste generated in our operations</li> </ul> </li> </ul>	    

# Use of Proceeds – Ford Categories Continued

Eligible Social Categories	Eligibility Criteria and Example Projects	Targeted SDGs
<b>Making Lives Better</b>	<p>Expenditures focused on advancing economic opportunity and equity for underrepresented and/or disadvantaged populations. Examples include:</p> <ul style="list-style-type: none"> <li>• Expenditures related to widening the supplier diversity network – creating opportunities for diverse suppliers running minority-, women- and veteran-owned businesses</li> <li>• Expenditures related to expanding our minority-owned dealer network</li> <li>• Social enterprises that benefit women (for example, the SHE-MOVES program)</li> </ul>	   
<b>Community Revitalization</b>	<p>Expenditures and investment in internal and external projects that provide support or uplift to disadvantaged communities through creating and renovating spaces to provide opportunities for economic employment and access to essential services. Examples include:</p> <ul style="list-style-type: none"> <li>• Expenditures related to new development and community projects in Detroit's Corktown</li> <li>• Expenditures related to redeveloping Michigan Central Station to become the centerpiece of the new Corktown campus</li> </ul>	 








Ford is investing to support programs that benefit people living in the development area around Michigan Central Station, including:

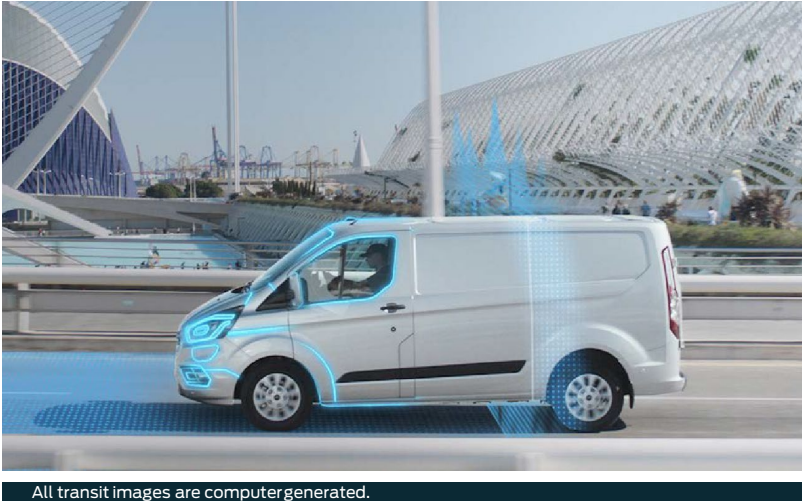
- Housing affordability
- Workforce development
- Mobility solutions
- Parks preservation
- Neighborhood safety
- Preserving Corktown's culture



# Use of Proceeds – Ford Credit

Eligible Green Categories	Eligibility Criteria and Example Projects or Receivables	Targeted SDGs
Clean Transportation	<p>Offering automotive financing products and wholesale loans for vehicles that are purchased, in whole or in part, by Ford Credit and that meet the below eligibility criteria:</p> <ul style="list-style-type: none"> <li>• BEV, FCEV or other future carbon-neutral transportation vehicles</li> <li>• Plug-in hybrid vehicles (PHEVs) with tailpipe CO<sub>2</sub> emissions at or below 50 grams of CO<sub>2</sub> per passenger kilometer traveled (g CO<sub>2</sub>/km)*</li> <li>• Financings related to establishing or improving charging station infrastructure for individual customers or dealers</li> </ul>	  
Eligible Social Categories	Eligibility Criteria and Example Projects or Receivables	Targeted SDGs
Making Lives Better	<p>Expanding access to essential services by providing automotive financing products and advancing economic opportunity and equity for all. Examples include:</p> <ul style="list-style-type: none"> <li>• Supporting underserved populations by providing affordable, equitable and non-discriminatory access to credit for credit-worthy borrowers with lower FICO scores</li> <li>• Payment extensions offered to provide relief to customers impacted by events such as public health emergencies, natural disasters or other extenuating circumstances</li> </ul>	 

In the case of a securitization by Ford Credit, either the proceeds will be allocated by the sponsor to finance or refinance Eligible Projects or the receivables underlying the securitization (the “Eligible Receivables”) will meet the eligibility criteria in the Framework.



All transit images are computer generated.

\* Ford Credit’s Clean Transportation is expected to migrate over time to include a greater majority of BEVs versus qualifying PHEV models. By 2025, only BEV models are expected to be included as eligible models.

# Project Evaluation and Selection

- We established a **Sustainable Finance Committee** to ensure selected projects comply with the eligibility criteria set forth in the framework and are aligned with our corporate sustainability strategy
- The Committee is made up of senior leadership and other representatives from each of our Treasury, Sustainability, Corporate Finance, Investor Relations, Ford Credit and Office of the General Counsel teams
  - Meets at least twice per year
- The Committee is responsible for:
  - Approving the Sustainable Financing Framework and any subsequent amendments
  - Evaluating and approving the selection of Eligible Projects or Eligible Receivables
  - Monitoring Eligible Projects throughout the life of the Sustainable Financing(s)
  - Replacing any projects that no longer meet the eligibility criteria
  - Reviewing and validating the impact and allocation reports



# External Review and Verification

## Second Party Opinion

- We have obtained a Second Party Opinion (SPO) from Vigeo Eiris (“V.E”) on the environmental and social benefits of the Sustainable Financing Framework as well as the alignment to the Principles, SBG and GLP\*
  - V.E considers the potential positive impact of the eligible projects on environmental and social objectives to be **Advanced**, which is their highest possible rating
  - The SPO will be available on V.E’s website and our website

## Verification

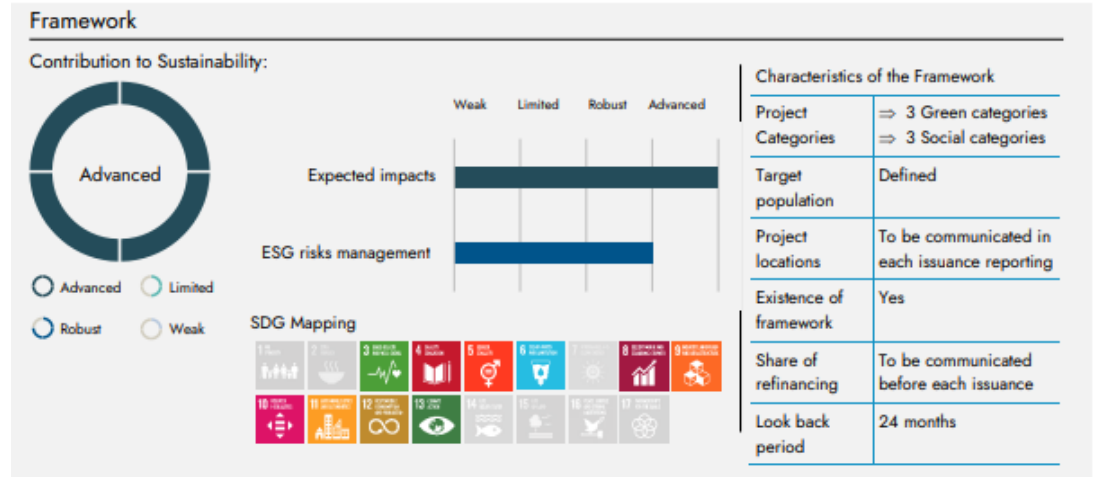
- The Sustainable Financing Report will be accompanied by:
  - Assertions by our management that an amount equal to the net proceeds of any Sustainable Financing has been allocated to Eligible Projects; and
  - A report from an independent third party who will examine and verify the management of the net proceeds and provide assurance as to the compatibility of the selected Eligible Projects with the Sustainable Financing Framework



## SECOND PARTY OPINION

on the sustainability of Ford’s Sustainable Financing Framework

V.E is of the opinion that Ford’s Sustainable Financing Framework is aligned with the four core components of the Green Bond Principles 2021 (“GBP”) and Social Bond Principles 2021 (“SBP”).



\* The Framework has been developed in alignment with the International Capital Market Association (the ICMA) Green Bond Principles, 2021, the ICMA Social Bond Principles, 2021 (together, the Principles), the ICMA Sustainability Bond Guidelines, 2021 (the SBG) and the Loan Market Association Green Loan Principles, 2021 (the GLP), all of which recommend transparency and disclosure and promote integrity with respect to “sustainable” financing.



# Potential Inaugural Issuance

We expect our inaugural issuance to be in the form of a Green Bond from Ford Motor Company.

- Ford expects to allocate the net proceeds from its inaugural offering exclusively to Clean Transportation projects and specifically to support the design, development, and manufacture of our battery electric vehicle (BEV) portfolio
- The majority of the project spending is expected to occur after the date of the inaugural offering and proceeds to be fully allocated prior to the end of 2022





# Summary

- At Ford, the value of our business is rooted in our purpose to help build a better world. To achieve this, we are focused on investments in clean transportation, clean manufacturing, making lives better and supporting our communities
- To support these investments, we have established a holistic Ford and Ford Credit Sustainable Financing Framework under which we can obtain financing through Green, Social and Sustainability transactions
- We plan to lead the electrification revolution for the same reasons we continue to set and achieve other sustainability goals: because it is good for customers, good for business and good for the planet



# Appendix

- Use of Proceeds
- Management of Proceeds
- Reporting



# Use of Proceeds

- An amount equal to the net proceeds from each Sustainable Financing will be used to finance or refinance, in whole or in part, new or existing green and/or social projects, assets or activities made by Ford or Ford Credit that meet the eligibility criteria described below
  - We intend to communicate our expectations of the split between new and existing Eligible Projects prior to each issuance
- Net proceeds raised will be allocated to the four categories listed in the following table
  - A significant portion of the net proceeds of any Sustainable Financing is expected to be allocated to Clean Transportation

Eligible Categories	Ford	Ford Credit
Green	Clean Transportation	Clean Transportation
	Clean Manufacturing	
Social	Making Lives Better	Making Lives Better
	Community Revitalization	

# Management of Proceeds

- Ford or Ford Credit may decide to aggregate Eligible Portfolios of Sustainable Financings from the same issuer when issuing instruments with the same classification (Green Financings, Social Financings or Sustainable Financings)
- If the aggregate amount in each Eligible Portfolio is less than the total outstanding amount of each Sustainable Financing, the issuer will hold the net amount in cash, cash equivalents, and/or U.S. government or agency securities (i.e. investments exclude any high-emitting and controversial activities), or use it to repay short-term borrowings until the amount can be allocated to the relevant Eligible Portfolio

## Ford

- An amount equal to the net proceeds of any Sustainable Financing will be allocated to new projects or refinancing of Eligible Projects under the review of the Sustainable Financing Committee
- In the event that funds cannot be immediately and fully allocated – for example, in the case of divestment or if a project no longer meets the eligibility criteria listed above – Ford intends to reallocate the funds to other Eligible Projects

## Ford Credit

- The Asset-Liability Committee of each issuing entity of Ford Credit is responsible for supervising each Eligible Portfolio and the total aggregate amount issued in each Sustainable Financing by the applicable Ford Credit entity
- Ford Credit's Eligible Portfolios are dynamic, with new loans continually added and loans exiting the portfolio when they mature or if they cease to meet the eligibility criteria

# Reporting

Our Sustainable Financing Report will include:

- The amount of any Sustainable Financing that has been allocated to the relevant Eligible Portfolio by category
- The outstanding amount of net proceeds from the sale of any Sustainable Financing yet to be allocated to Eligible Projects
- Expected impact metrics, where feasible

Green Category	Ford Example Impact Metrics		Ford Credit Example Impact Metrics	
	Clean Transportation	<ul style="list-style-type: none"> <li>• Reduction in Scope 3 GHG emissions per vehicle kilometer from use of sold products</li> <li>• Expected/achieved new production capacity of EVs</li> <li>• Number of EVs manufactured</li> <li>• Number of electric scooters and e-bikes produced</li> <li>• Number of EV charging ports/stations installed</li> </ul>	Clean Manufacturing	<ul style="list-style-type: none"> <li>• Reduction in Scope 1 and 2 GHG emissions</li> </ul>
Social Category	Making Lives Better	<ul style="list-style-type: none"> <li>• Qualitative description of the projects</li> <li>• Number of beneficiaries</li> <li>• Number of diversity suppliers</li> </ul>	Community Revitalization	<ul style="list-style-type: none"> <li>• Qualitative description of the projects</li> <li>• Number of jobs expected to be created</li> </ul>
	Renewable Energy	<ul style="list-style-type: none"> <li>• Reduction in Scope 1 and 2 GHG emissions</li> </ul>	Sustainable Water and Wastewater Management	<ul style="list-style-type: none"> <li>• Volume of water saved, reduced or treated (m<sup>3</sup>)</li> <li>• Improved water-use efficiency expected/achieved compared to pre-investment (in percent)</li> </ul>
Social Category	Waste Management and Circular Economy	<ul style="list-style-type: none"> <li>• Waste recycled or diverted from landfill (metric tons)</li> <li>• Percentage recycled or renewable plastic content</li> </ul>	Waste Management and Circular Economy	<ul style="list-style-type: none"> <li>• Waste recycled or diverted from landfill (metric tons)</li> <li>• Percentage recycled or renewable plastic content</li> </ul>
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For Further Information:

- [Sustainable Financing Webpage](#)
- [Sustainable Financing Framework](#)
- [Second Party Opinion \(SPO\)](#)
- [Integrated Report](#)
- [sustainability.ford.com](https://sustainability.ford.com)
- [shareholder.ford.com](https://shareholder.ford.com)

We support and align with the world's leading sustainability reporting frameworks. You can find all our indexes on our [ESG Reporting Hub](#).

- [Global Reporting Initiative \(GRI\) Content Index](#)
- [Task Force on Climate-related Financial Disclosures \(TCFD\) Index](#)
- [Sustainability Accounting Standards Board \(SASB\) Index](#)
- [UN Global Compact \(UNGC\) Communication on Progress Index](#)
- [United Nations Sustainable Development Goals \(UN SDGs\) Index](#)
- [UN Guiding Principles Reporting Framework \(UNGPRF\) on Human Rights Index](#)
- [Bloomberg Gender-Equality Index \(GEI\)](#)