Q4 2019 And Full Year Earnings Review

February 4, 2020

All-Electric Mustang Mach-E

Information Regarding This Presentation

Forward-Looking Statements

This presentation includes forward-looking statements. 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. For a discussion of these risks, uncertainties, and other factors, please see the "Cautionary Note on Forward-Looking Statements" at the end of this presentation and "Item 1A. Risk Factors" in our most recent Annual Report on Form 10-K, as updated by additional factors in subsequent filings with the United States Securities and Exchange Commission.

GAAP and Non-GAAP Financial Measures

This presentation includes financial measures calculated in accordance with generally accepted accounting principles ("GAAP") and non-GAAP financial measures. The non-GAAP financial measures are intended to be considered supplemental information to their comparable GAAP financial measures. The non-GAAP financial measures are defined and reconciled to the most comparable GAAP financial measures in the Appendix to this presentation.

Additional Information

Calculated results may not sum due to rounding. N / M denotes "Not Meaningful." All variances are year-over-year unless otherwise noted.

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	Metrics
Operating Leverage Build, Partner, Buy Capital Efficiency Strong Balance Sheet	Free Cash Flow Growth EBIT and EBIT Margin ROIC

OUR PEOPLE	**Culture & Trust**

Company
Financial Results

Adjusted Free Cash Flow

Q4	FY
$0.5B	$2.8B
Down 67%	Flat

Cash Balance $22B; Liquidity $35B

Adjusted EBIT

Q4	FY
$0.5B	$6.4B
Down 67%	Down 9%

Revenue

Q4	FY
$40B	$156B
Down 5%	Down 3%

Adjusted EPS

Q4	FY
$0.12	$1.19
Down $0.18	Down $0.11

Adjusted EBIT Margin

Q4	FY
1.2%	4.1%
Down 227 bps	Down 27 bps

Strategic Focus – 2019 Highlights

Winning Portfolio

- North America: Fortified franchise strengths with new products; 43 consecutive years of F-Series sales leadership in the U.S.; best total pickup sales since 2005; Ford and Lincoln both ranked in Top 5 in J.D. Power 2019 U.S. Initial Quality Survey; 5 best-in-segment APEAL awards; Transit remained America's best-selling van
- China: Announced 30+ new products over 3 years; aggressive launch cadence including new Ford Escape, Explorer, Mustang Mach-E and Mondeo and Lincoln Corsair, Aviator and Nautilus
- Europe: Announced comprehensive rollout of electrified portfolio – 17 new hybrid and all-electric vehicles

Fitness

- New alliance with VW drives scale across commercial vehicles, medium pickups and VW's MEB electric platform
- Forming new JV in India with Mahindra, providing complementary capabilities to strengthen position in India
- Restructured Russia JV to focus on higher-return commercial vehicle opportunities
- Took equity position in Rivian; developing all-new battery electric vehicle on Rivian's flexible platform

Global Redesign

- Reduced management layers and increased spans of control globally
- Europe:
  - Optimized manufacturing footprint – reduced facilities from 24 to 18
  - Rationalized product portfolio – strengthened leadership in LCVs, targeted passenger vehicle portfolio, iconic imports
  - Cost and efficiency actions – announced headcount reductions in Europe of 12,000
- South America: Lower cost, asset-light footprint – 40% reduction in total workforce over the past three years; exited heavy truck production; discontinued Fiesta and Focus production
- China: Built out an experienced local leadership team; began local production of first Lincoln in China

Smart Vehicles For A Smart World

- Expanded AV business operations and commercial deployment in the U.S. from one to three cities
- Revealed all-new Mustang Mach-E BEV SUV with all-new electric architecture and ability for over-the-air updates; introduced largest public charging network in North America

Ford’s Strong Nameplates

F-Series

#1 full-size pickup globally

Ranger

#2 medium-size pickup globally

Transit

#1 cargo van globally

Explorer

#1 America’s all-time best-selling SUV

Mustang

#1 sports coupe globally

Bronco

Re-introduction of iconic nameplate

Winning Portfolio

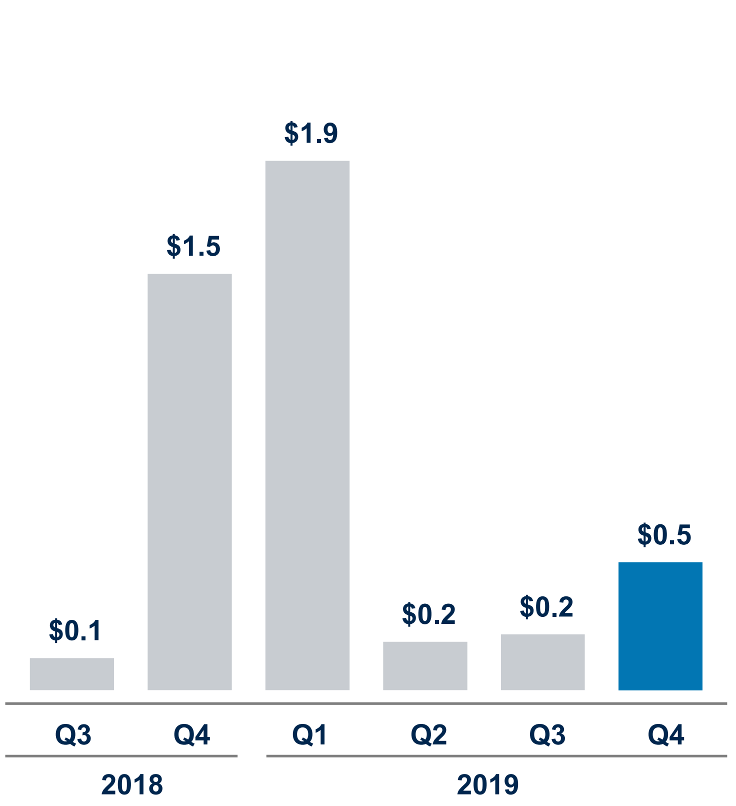
Portfolio Transformation Underway With Significant New Introductions From Late 2018 Through Early 2021

Not Yet In Showrooms | North America | South America | Europe | China | Asia Pacific Ops | Middle East & Africa | Hybrid / Electric Offering

Company

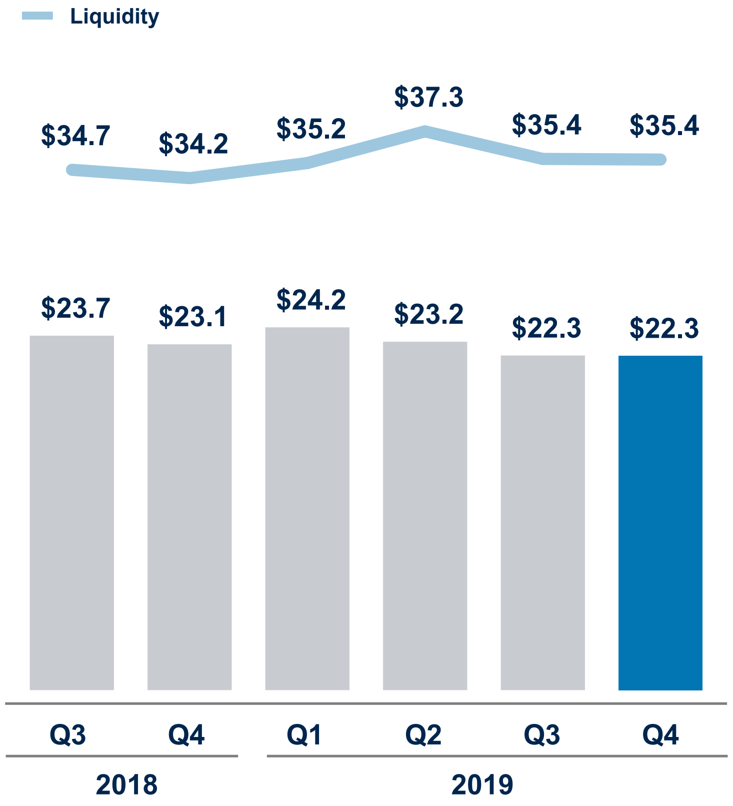
Cash Flow, Cash Balance & Liquidity ($B)

Adjusted Free Cash Flow (FCF)



YoY	108%	(32)%	(36)%	111%	80%	(67)%

Cash Balance & Liquidity

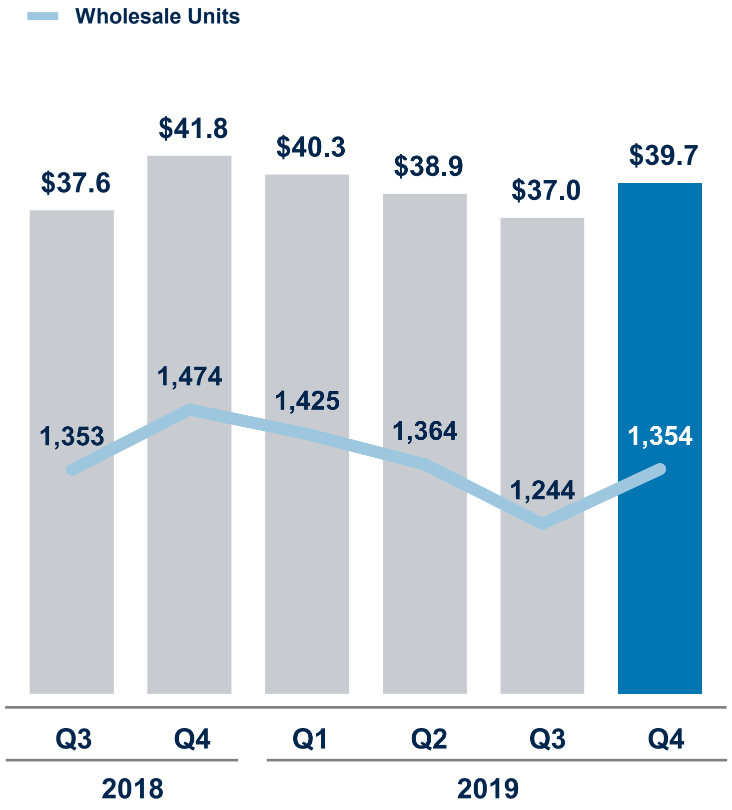


- Q4 Adj. FCF of $0.5B, down 67%, driven by $0.6B UAW contract-related bonuses, lower Ford Credit distributions and higher capital spending
- FY Adj. FCF of $2.8B, flat YoY; improvements in working capital and lower capital spending, offset by UAW contract-related bonuses
- Cash balance and liquidity remain strong and above targets of $20B and $30B

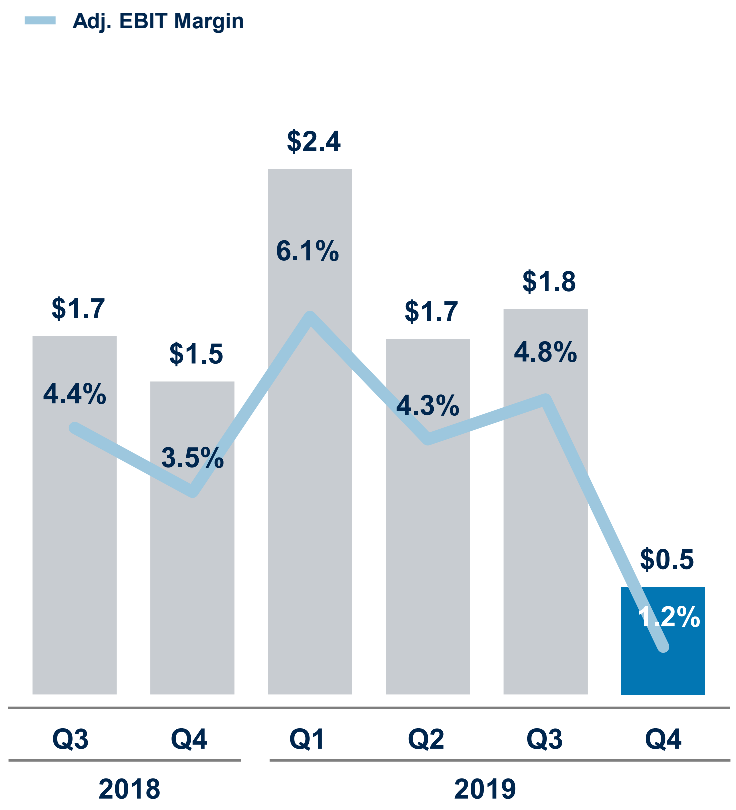
Company

Revenue & EBIT Metrics

Revenue ($B) & Wholesale Units (000)



Adjusted EBIT ($B) & EBIT Margin (%)



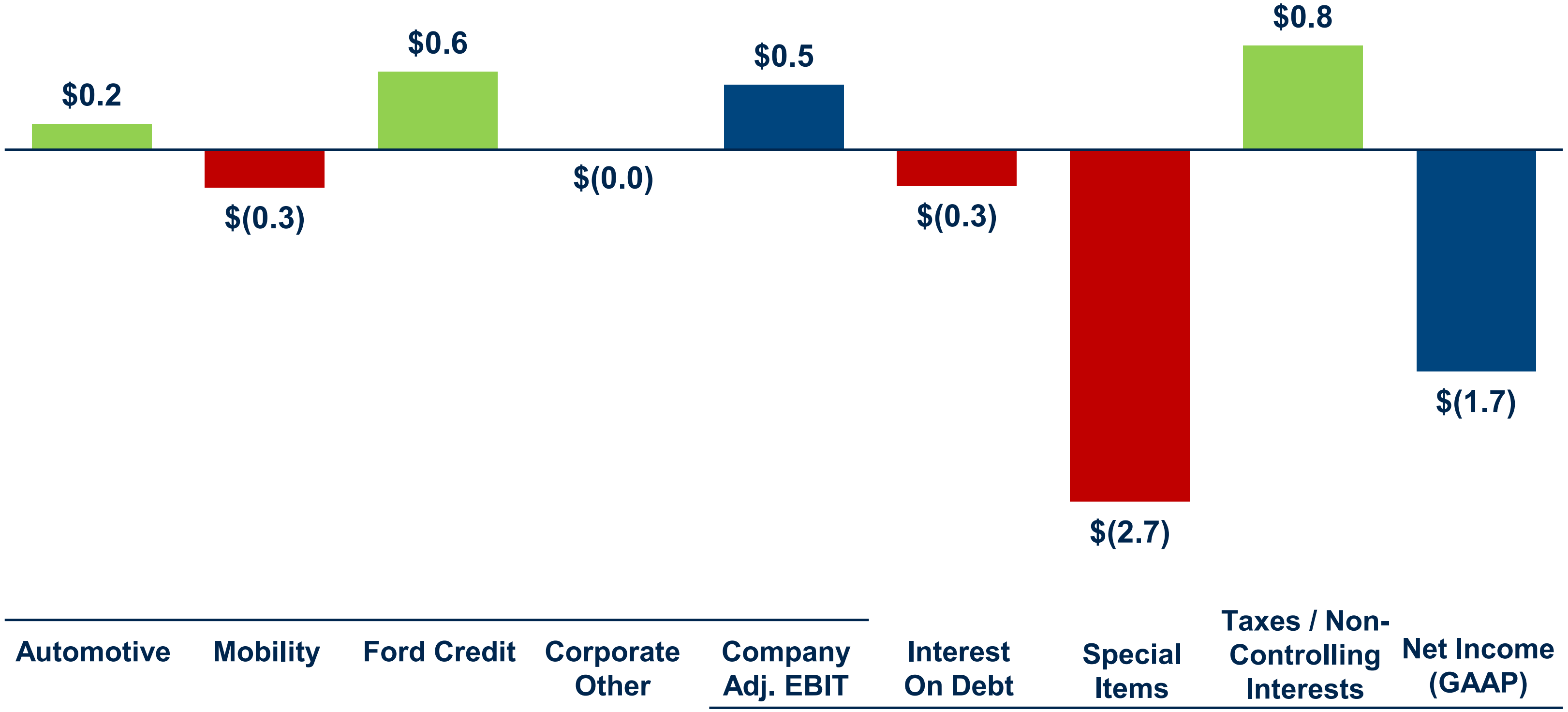
YoY:

Revenue	3%	1%	(4)%	(0)%	(2)%	(5)%
Wholesales	(10)%	(16)%	(14)%	(9)%	(8)%	(8)%
Adj. EBIT	(27)%	(28)%	12%	(2)%	8%	(67)%
Adj. Margin	(194) bps	(142) bps	87 bps	1 bps	42 bps	(227) bps

- Q4 revenue of $40B, down 5%, driven by lower volume in all regions; FY revenue of $156B, down 3%
- Q4 wholesale units down 8%, driven by North America; FY wholesale units down 10%
- Q4 Adj. EBIT down 67% and Adj. EBIT margin down 227 bps, including impact of UAW contract-related bonuses
- FY Adj. EBIT of $6.4B, down 9%; FY Adj. EBIT margin of 4.1%, down 27 bps

Company

Q4 2019 Results ($B)



B / (W)	Automotive	Mobility	Ford Credit	Corporate Other	Company Adj. EBIT	Interest On Debt	Special Items	Taxes / Non-Controlling Interests	Net Income (GAAP)
Q4 2018	$(0.9)	$(0.1)	$(0.0)	$0.1	$(1.0)	$0.0	$(1.5)	$0.9	$(1.6)
Q3 2019	(1.1)	(0.1)	(0.1)	(0.0)	(1.3)	0.0	(1.1)	0.3	(2.1)

- Company Adj. EBIT down 67%, driven by lower Automotive EBIT and increased investment in Mobility
- Pre-tax Special Items reflect primarily $(2.2)B mark-to-market adjustments for global pension and OPEB plans; no cash flow impact from these adjustments in 2019 and 2020

Company

FY 2019 Results ($B)

	Automotive	Mobility	Ford Credit	Corporate Other	Company Adj. EBIT	Interest On Debt	Special Items	Taxes / Non-Controlling Interests	Net Income (GAAP)
B / (W) FY 2018	$(0.5)	$(0.5)	$0.4	$0.0	$(0.6)	$0.2	$(4.6)	$1.4	$(3.6)

- Company Adj. EBIT down 9%, driven by higher investment in Mobility and lower Automotive EBIT, offset partially by improved Ford Credit EBT
- Pre-tax Special Items reflect primarily $(3.2)B of Global Redesign, including European restructuring, and mark-to-market adjustments for global pension and OPEB plans
- Taxes / Non-Controlling Interests impact of $0.7B, $1.4B favorable YoY driven by tax impact from Special Items
- Adj. effective tax rate of 11.2%

Automotive

Q4 2019 EBIT ($B)

	North America	South America	Europe	China	Asia Pacific Operations	Middle East & Africa	Automotive
Q4 2018	$ 2.0	$ (0.2)	$ (0.2)	$ (0.5)	$ 0.2	$ (0.0)	$ 1.1
Volume / Mix	$ (0.3)	$ (0.0)	$ 0.1	$ 0.0	$ (0.1)	$ 0.0	$ (0.4)
Net Pricing	0.1	0.2	(0.0)	(0.0)	0.0	(0.0)	0.2
Cost	(0.5)	(0.1)	0.0	0.2	(0.0)	(0.1)	(0.5)
Exchange	(0.1)	(0.0)	0.0	(0.0)	(0.1)	(0.0)	(0.2)
Other / JVs	(0.5)	0.0	0.1	0.2	0.0	0.0	(0.1)
Total Change	$ (1.3)	$ 0.0	$ 0.2	$ 0.3	$ (0.2)	$ (0.0)	$ (0.9)
Q4 2019	$ 0.7	$ (0.2)	$ 0.0	$ (0.2)	$ (0.0)	$ (0.1)	$ 0.2

- Total Automotive EBIT down $0.9B
- Cost increase driven by higher material cost; structural costs about flat, excluding past service pension / OPEB
- North America Other / JVs reflects primarily UAW contract-related bonuses

Automotive

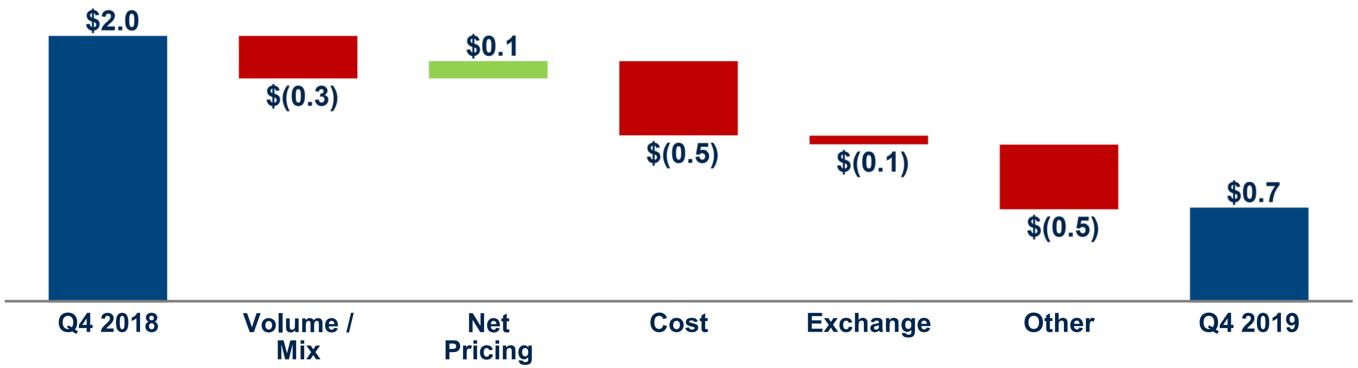
FY 2019 EBIT ($B)

	North America	South America	Europe	China	Asia Pacific Operations	Middle East & Africa	Automotive
FY 2018	$ 7.6	$ (0.7)	$ (0.4)	$ (1.5)	$ 0.4	$ (0.0)	$ 5.4
Volume / Mix	$ (0.2)	$ (0.2)	$ (0.1)	$ 0.0	$ (0.2)	$ 0.1	$ (0.7)
Net Pricing	1.9	0.6	0.5	0.1	(0.0)	0.1	3.1
Cost	(1.9)	(0.3)	(0.0)	0.6	0.1	(0.0)	(1.6)
Exchange	(0.2)	(0.2)	(0.2)	0.1	(0.3)	(0.2)	(0.9)
Other / JVs	(0.6)	0.1	0.3	(0.0)	(0.1)	(0.0)	(0.4)
Total Change	$ (1.0)	$ (0.0)	$ 0.4	$ 0.8	$ (0.5)	$ (0.1)	$ (0.5)
FY 2019	$ 6.6	$ (0.7)	$ (0.0)	$ (0.8)	$ (0.0)	$ (0.1)	$ 4.9

- Total Automotive EBIT down $0.5B
- Higher net pricing in all regions except APO
- Cost increase driven by higher material and warranty costs; structural costs were lower
- Other / JVs unfavorable driven by UAW contract-related bonuses

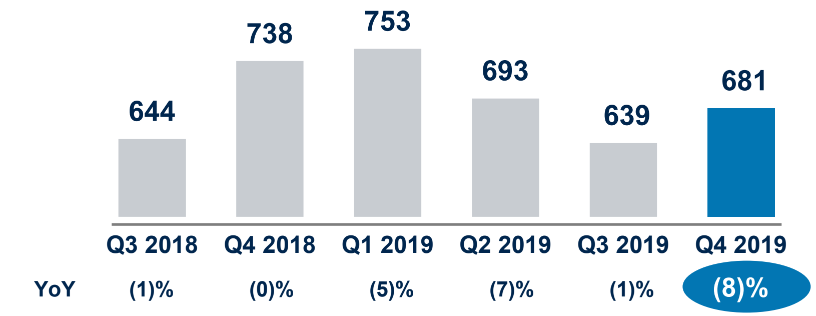
North America

EBIT YoY Bridge ($B)

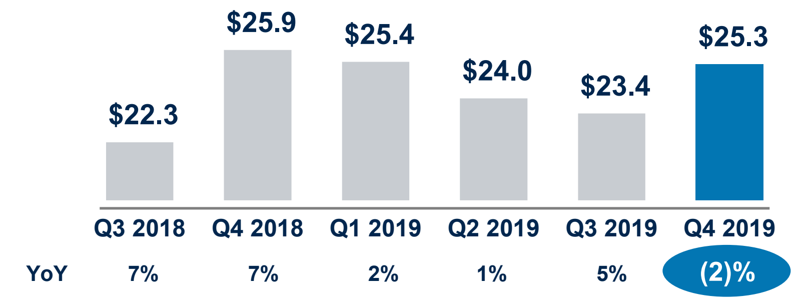


- Q4 wholesale units down 8%, driven by launch impacts of 2020 MY Super Duty and Escape and the planned discontinuation of Fiesta and Taurus
- Revenue down 2%, driven by lower volume, offset partially by improved mix and higher net pricing
- EBIT down 64%, driven by UAW contract-related bonuses and lower wholesales
- FY EBIT of $6.6B, down 13%, driven by UAW contract-related bonuses, higher warranty and lower wholesales, offset partially by higher net pricing and favorable mix

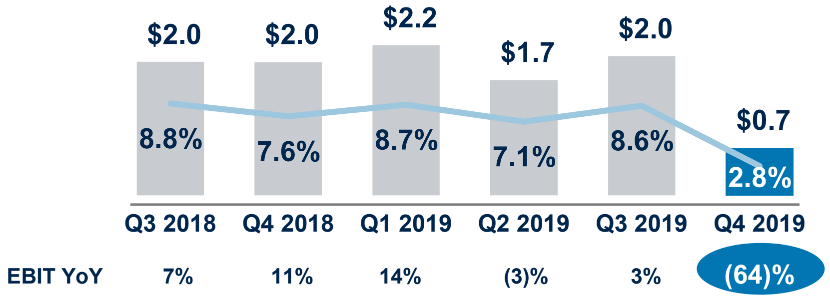
Wholesale Units (000)



Revenue ($B)



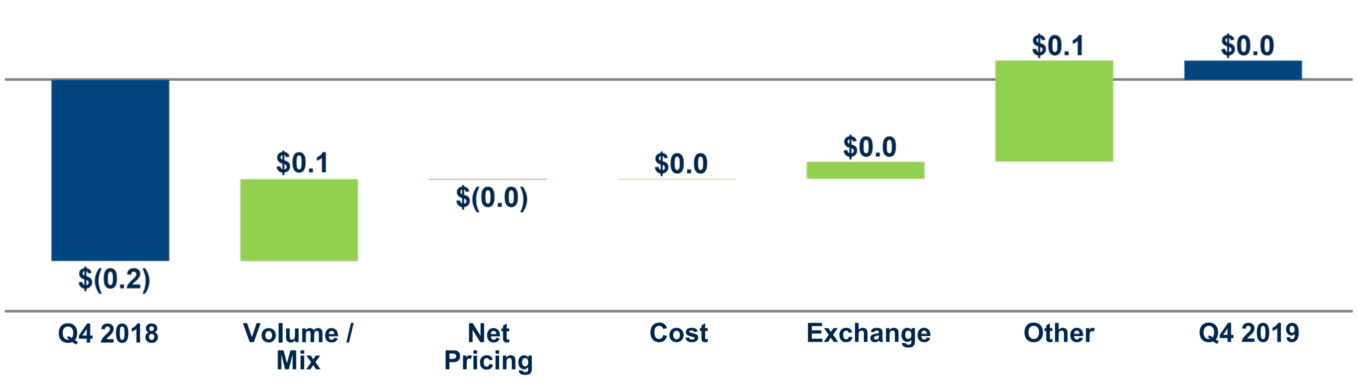
EBIT ($B) & EBIT Margin (%)



Business Unit Results

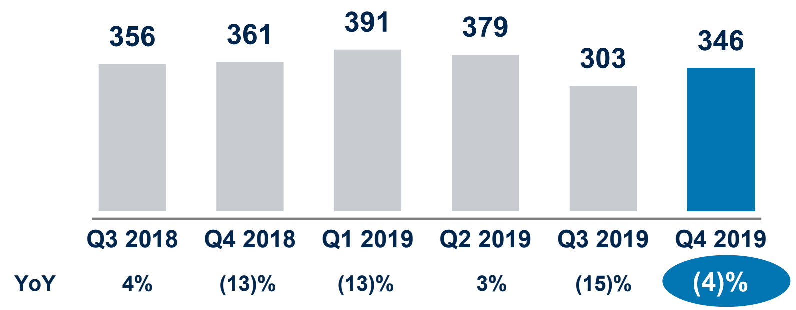
Europe

EBIT YoY Bridge ($B)

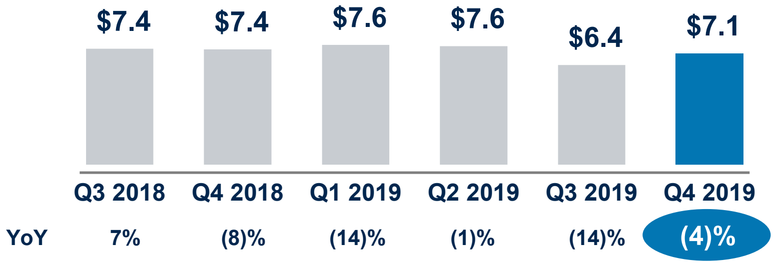


- Q4 wholesale units down 4%, driven by the planned discontinuation of low-margin products
- Revenue down 4%, 1% excluding exchange
- EBIT up 111%, driven by business redesign, including stronger product mix, restructuring benefits and other profit improvement actions
- FY EBIT loss of $47M, a YoY improvement of $351M, driven by higher net pricing and lower structural costs

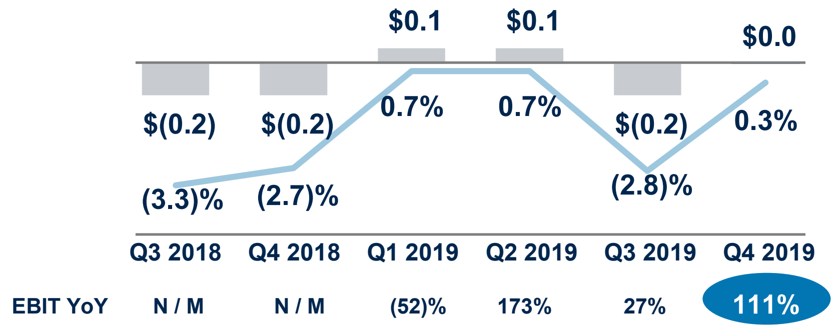
Wholesale Units* (000)



Revenue ($B)



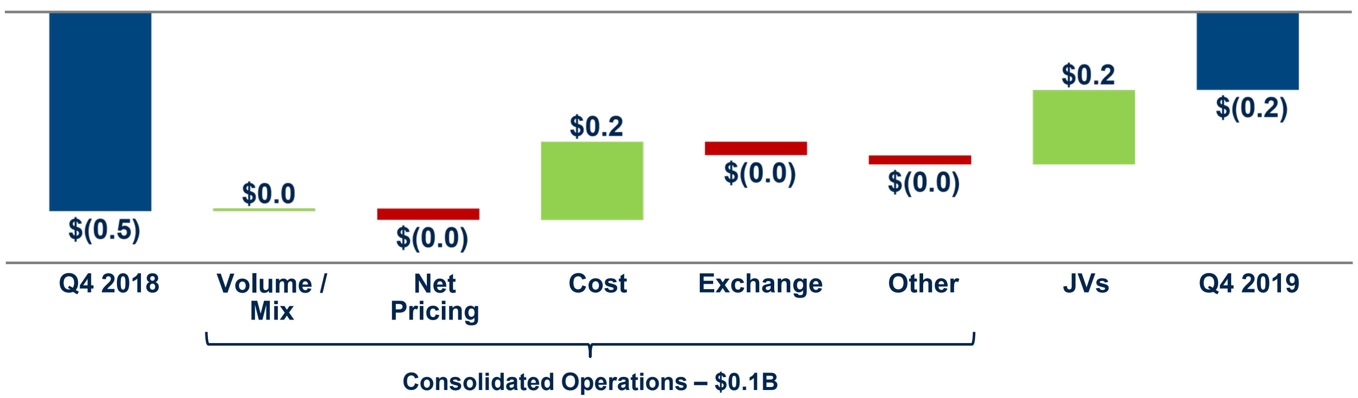
EBIT ($B) & EBIT Margin (%)



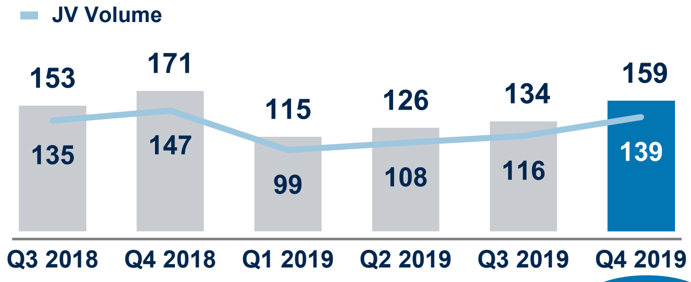
* Includes Ford brand vehicles produced and sold by our unconsolidated affiliate in Turkey (about 9K units in Q4 2018 and 15K units in Q4 2019). Revenue does not include these sales

Business Unit Results
China

EBIT YoY Bridge ($B)

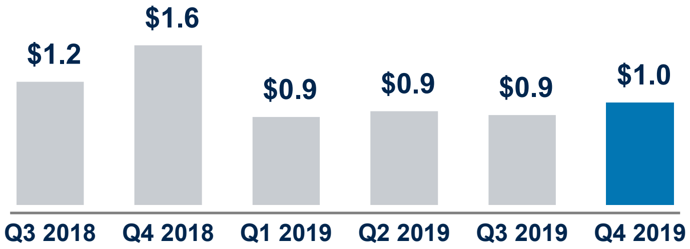


Wholesale Units* (000)



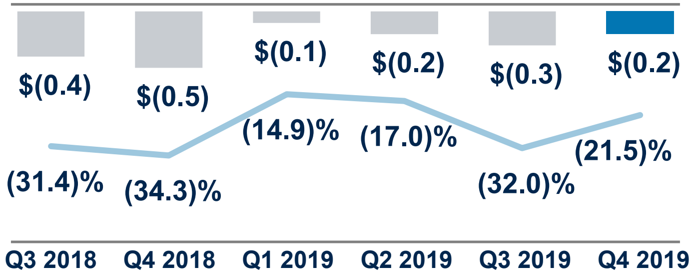
	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
Total China YoY	(48)%	(54)%	(48)%	(32)%	(12)%	(7)%

Consolidated Revenue ($B)



	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
YoY	(30)%	(20)%	(31)%	48%	(27)%	(38)%

EBIT ($B) & EBIT Margin (%)



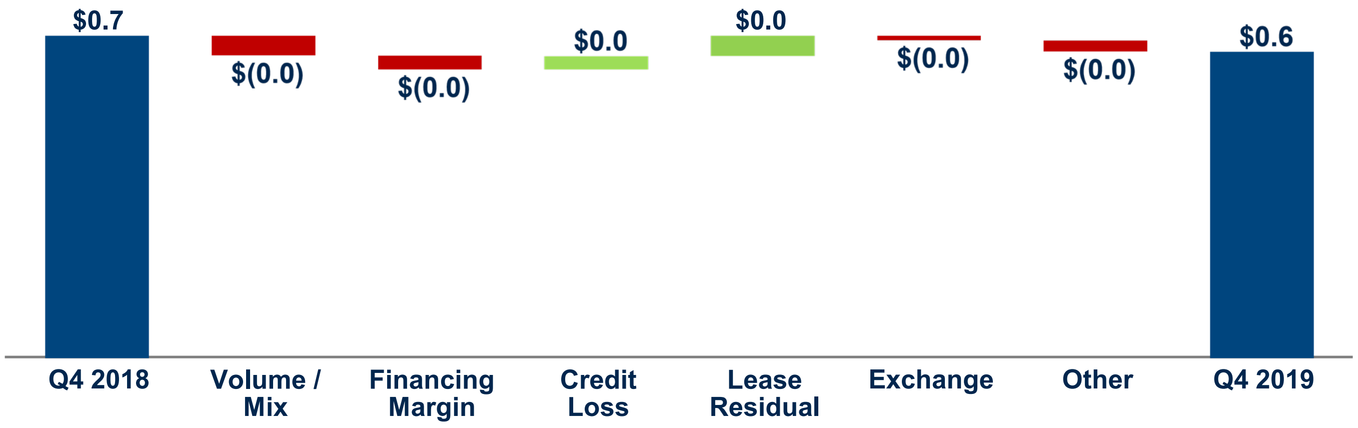
	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
EBIT YoY	N / M	N / M	15%	68%	26%	61%
Ford Equity Income	(0.0)	(0.2)	(0.0)	0.0	(0.1)	(0.0)

- Q4 wholesale units down 7%, but improved sequentially for the third consecutive quarter
- Consolidated revenue down 38%, driven mainly by lower volume and component sales to JVs
- EBIT loss narrowed by $0.3B, or 61%, driven by lower costs, mainly structural, and improved JV results
- FY EBIT loss of $0.8B narrowed by 50%, driven by lower structural costs, favorable exchange and tariffs and higher net pricing

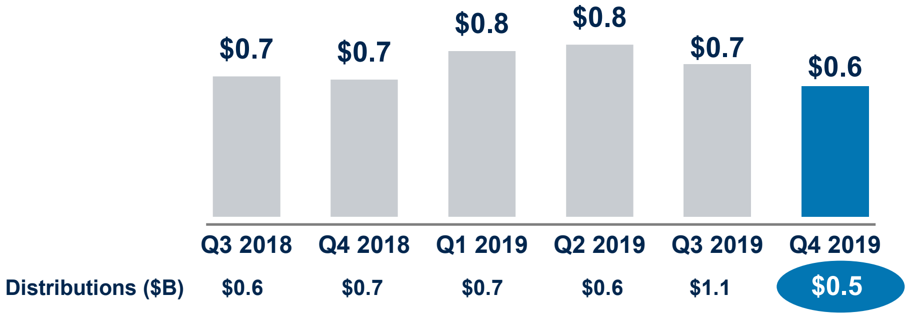
* Wholesale units include Ford brand and Jiangling Motors Corporation (JMC) brand vehicles produced and sold in China by our unconsolidated affiliates. Revenue does not include these sales

Ford Credit

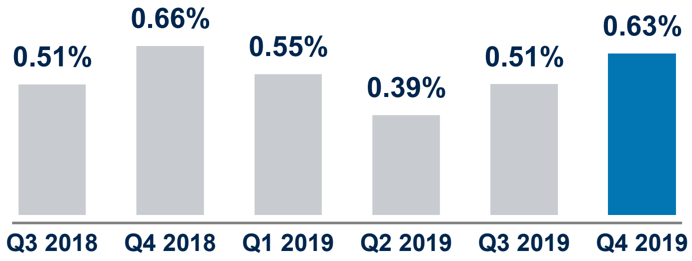
EBT YoY Bridge ($B)



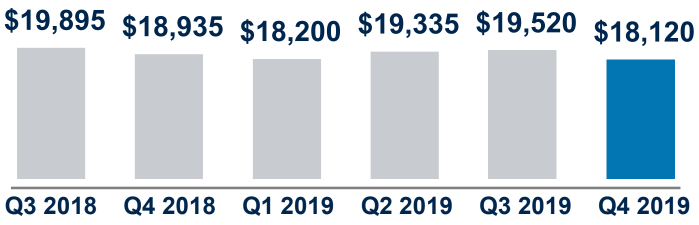
EBT ($B)



U.S. Retail LTR Ratios* (%)



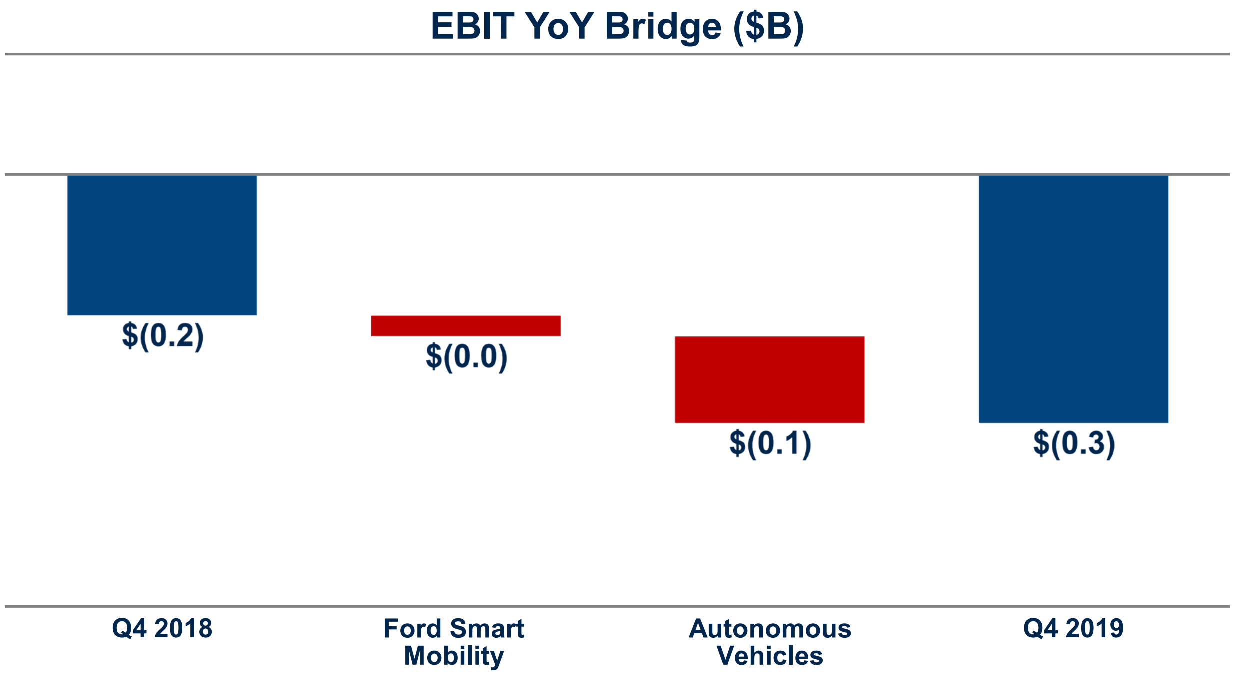
Auction Values (Per Unit)**



- Continued strong EBT
- Healthy U.S. consumer credit metrics; LTR reflects normal seasonality and improvement YoY
- FY auction values down 2% YoY. Expect 2020 FY auction values to be down about 5% YoY based on third-party assessments
- Balance sheet and liquidity remain strong; managed leverage within target range of 8:1 to 9:1
- FY EBT of $3B, up 14% YoY, driven by favorable lease residuals, credit losses and derivatives performance

* LTR = Loss-to-Receivables
** U.S. 36-month off-lease auction values at Q4 2019 mix

Mobility



- Continued investment in mobility, connected services and autonomous vehicle business

Company

Cash Flow And Balance Sheet ($B)

	FOURTH QUARTER 2018	FOURTH QUARTER 2019	FULL YEAR 2018	FULL YEAR 2019
Company Adj. EBIT excl. Ford Credit	$ 0.8	$ (0.1)	$ 4.4	$ 3.4
Capital spending	$ (2.1)	$ (2.3)	$ (7.7)	$ (7.6)
Depreciation and tooling amortization	1.4	1.4	5.4	5.5
Net spending	$ (0.7)	$ (0.8)	$ (2.4)	$ (2.1)
Changes in working capital	0.4	0.4	(0.9)	(0.6)
Ford Credit distributions	0.7	0.5	2.7	2.9
All other and timing differences	0.3	0.6	(1.1)	(0.8)
Company Adjusted FCF	$ 1.5	$ 0.5	$ 2.8	$ 2.8
Global Redesign (incl. separations)	(0.1)	(0.2)	(0.2)	(0.9)
Changes in debt	(1.2)	0.4	(1.8)	1.1
Funded pension contributions	(0.2)	(0.1)	(0.4)	(0.7)
Shareholder distributions	(0.6)	(0.6)	(3.1)	(2.6)
All other (incl. acquisitions & divestitures)	(0.0)	0.0	(0.7)	(0.3)
Change in cash	$ (0.6)	$ (0.0)	$ (3.4)	$ (0.8)

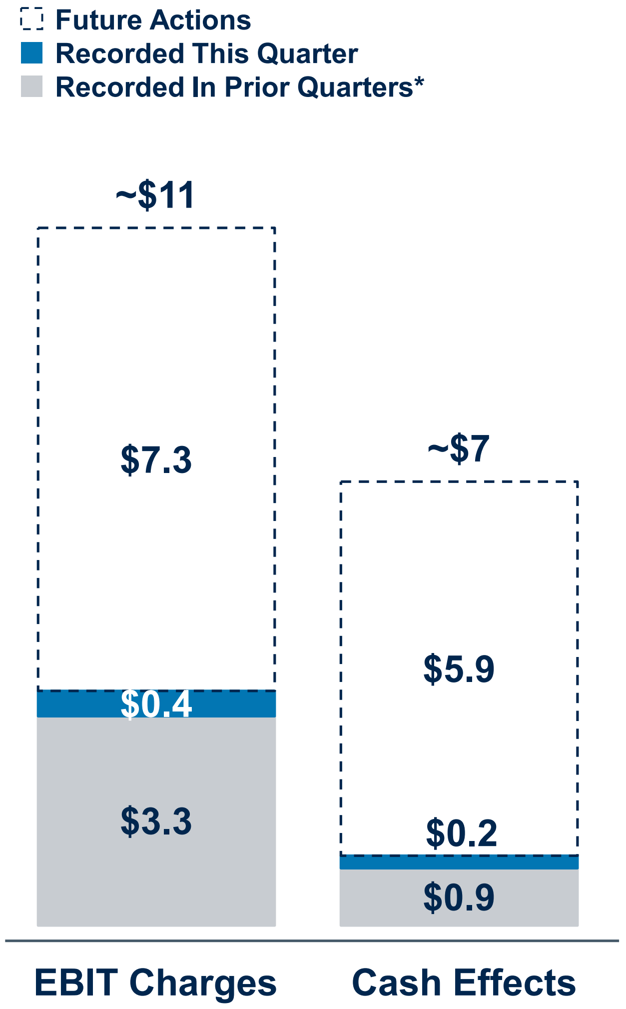
BALANCE SHEET	2018 Dec 31	2019 Dec 31
Company Excluding Ford Credit		
Company Cash Balance	$ 23.1	$ 22.3
Liquidity	34.2	35.4
Debt	(14.1)	(15.3)
Cash Net of Debt	8.9	7.0
Pension Funded Status		
Funded Plans	$ (0.3)	$ (0.4)
Unfunded Plans	(6.0)	(6.4)
Total Global Pension	$ (6.3)	$ (6.8)
Total Funded Status OPEB	$ (5.6)	$ (6.1)

- Q4 Adj. FCF down 67%, FY flat
- Cash and liquidity above target
- Committed to investment-grade credit ratings and a strong balance sheet

Company
Special Items ($B)

	FOURTH QUARTER		FULL YEAR	
	2018	2019	2018	2019
Global Redesign				
Europe excl. Russia	$ (0.2)	$ (0.2)	$ (0.3)	$ (1.2)
India	-	(0.0)	-	(0.8)
South America	(0.0)	(0.1)	(0.1)	(0.6)
Russia	-	(0.0)	-	(0.4)
China	-	(0.1)	-	(0.1)
Separations and Other (not included above)	(0.0)	(0.0)	(0.2)	(0.1)
Subtotal Global Redesign	$ (0.3)	$ (0.4)	$ (0.5)	$ (3.2)
Other Items				
Focus cancellation	$ -	$ -	$ (0.0)	$ (0.1)
Other, incl. Transit Connect customs ruling and Chariot	(0.0)	(0.0)	(0.0)	(0.2)
Subtotal Other Items	$ (0.0)	$ (0.0)	$ (0.1)	$ (0.3)
Pension and OPEB Gain / (Loss)				
Pension and OPEB remeasurement	$ (0.9)	$ (2.2)	$ (0.9)	$ (2.5)
Pension curtailment	-	(0.0)	0.0	(0.0)
Subtotal Pension and OPEB Gain / (Loss)	$ (0.9)	$ (2.3)	$ (0.8)	$ (2.5)
Total EBIT Special Items	$ (1.2)	$ (2.7)	$ (1.4)	$ (6.0)
Cash effect of Global Redesign (incl. separations)	$ (0.1)	$ (0.2)	$ (0.2)	$ (0.9)

Global Redesign ($B)



* Since Q1 2018

Ford 2020 Dynamics

TAILWINDS

Full-year sales of all-new Explorer

Improved product mix and pricing from other new products

Improved fitness and benefits from global redesign

Non-repeat of UAW bonus

HEADWINDS

Back-end loaded cadence of product launches, including F-150

Cost of CO_2 compliance

Increased investments in Mobility

Lower EBT from Ford Credit

Higher effective tax rate

	2019	2020*
ADJ. FCF	$2.8B	$2.4 - $3.4B
ADJ. EBIT – FY	$6.4B	$5.6 - $6.6B
– Q1	$2.4B	>$1.1B Lower YoY
ADJ. EPS	$1.19	$0.94 - $1.20
Capital Spending	$7.6B	$6.8 - $7.3B
Pension Contributions	$0.7B	$0.6 - $0.8B
Regular Dividend	$0.15 / Quarter	$0.15 / Quarter**
Adjusted Effective Tax Rate	11.2%	Mid-To-High Teens
Global Redesign EBIT Charges	$(3.2)B	$(0.9) - $(1.4)B
Global Redesign Cash Effects	$(0.9)B	$(0.8) - $(1.3)B

* Our guidance for 2020 assumes no material change in the current economic environment, including commodities, foreign exchange, and tariffs, and does not include any assumptions for the effects of the coronavirus. Our actual results could differ materially from our guidance due to risks, uncertainties, and other factors, including those detailed in our Cautionary Note on Forward-Looking Statements

** Subject to approval of Board of Directors

Summary

- First, our customers are informing and driving everything we do
  - That is why 2019 was – and 2020 will continue to be – such robust launch years for us
  - We are bolstering our Winning Portfolio of vehicles based on what consumers want and need – reallocating capital to those higher-return growth opportunities and carrying out changeovers of our highest-volume and most profitable vehicles
- Second, we are determined to always get better – to persistently improve our fitness and our operational execution
  - We have abundant opportunities across our business to drive improvements in free cash flow, along with long-term growth in revenue and profitability, including adjusted EBIT margins of 8 percent or better
  - We remain committed to maintaining a strong balance sheet and investment-grade credit ratings
- And third, as we look ahead, we are optimistic
  - We have many opportunities to improve our operational execution, drive growth, strengthen our financial results – including cash flow – and, in the process, earn the confidence of our stakeholders

Q & A

Closing Thoughts

- ✓ Our Global Redesign is on track, and we are focused on operational execution and decisive actions to strengthen our business, including the rigorous allocation of capital to higher-return investments to optimize long-term value creation
  - This year we will have our strongest lineup of electrified vehicles yet. New products include battery-electric vehicles for the U.S., Europe and China, with a full range of BEVs, PHEVs and HEVs to support compliance with new European emissions standards
  - All-new and refreshed products are transforming our portfolio – we will start to fully benefit from this transformation in 2021
- ✓ We are committed to investment-grade credit ratings and a strong balance sheet
- ✓ We begin this decade with optimism and the conviction that we are taking the right steps to redesign and restructure our business, improve our fitness and prepare the company to compete and win in the future

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 filings with the United States Securities and Exchange Commission.

Appendix

Automotive

Key Metrics

WHOLESALE UNITS (000)

	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
North America	644	738	753	693	639	**681**
South America	94	89	68	75	79	**74**
Europe	356	361	391	379	303	**346**
China	153	171	115	126	134	**159**
Asia Pacific Ops.	80	82	76	70	65	**67**
Middle East & Africa	25	32	22	21	24	**27**
Total Automotive	**1,353**	**1,474**	**1,425**	**1,364**	**1,244**	**1,354**

MARKET SHARE (%)

	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
North America	13.3 %	12.8 %	13.6 %	13.8 %	12.6 %	**12.8 %**
South America	8.4	7.6	7.7	7.4	7.1	**6.9**
Europe	7.0	7.3	7.2	6.7	6.7	**6.8**
China	2.9	2.3	2.1	2.3	2.3	**2.0**
Asia Pacific Ops.	1.9	2.0	1.7	1.8	1.7	**1.7**
Middle East & Africa	3.2	2.9	2.8	3.1	3.3	**3.4**
Total Automotive	**6.3 %**	**5.9 %**	**6.0 %**	**6.2 %**	**6.0 %**	**5.7%**

REVENUE ($B)

	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
North America	$ 22.3	$ 25.9	$ 25.4	$ 24.0	$ 23.4	**$ 25.3**
South America	1.3	1.2	0.9	1.0	1.0	**1.0**
Europe	7.4	7.4	7.6	7.6	6.4	**7.1**
China	1.2	1.6	0.9	0.9	0.9	**1.0**
Asia Pacific Ops.	1.9	2.0	1.8	1.8	1.7	**1.7**
Middle East & Africa	0.6	0.7	0.6	0.6	0.6	**0.6**
Total Automotive	**$ 34.7**	**$ 38.7**	**$ 37.2**	**$ 35.8**	**$ 33.9**	**$36.7**

REVENUE CHANGE (%)

	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
North America	7 %	7 %	2 %	1 %	5 %	**(2) %**
South America	(19)	(28)	(30)	(33)	(19)	**(22)**
Europe	7	(8)	(14)	(1)	(14)	**(4)**
China	(30)	(20)	(31)	48	(27)	**(38)**
Asia Pacific Ops.	(2)	10	(13)	(1)	(12)	**(14)**
Middle East & Africa	(6)	(12)	(6)	(26)	(2)	**(7)**
Total Automotive	**3 %**	**1 %**	**(5) %**	**(0) %**	**(2) %**	**(5)%**

Automotive

Key Metrics

	EBIT ($B)						EBIT CHANGE (%)					
	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	**Q4 2019**	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	**Q4 2019**
North America	$ 2.0	$ 2.0	$ 2.2	$ 1.7	$ 2.0	**$ 0.7**	7 %	11 %	14 %	(3) %	3 %	**(64) %**
South America	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	**(0.2)**	(1)	(5)	(6)	(15)	(9)	**11**
Europe	(0.2)	(0.2)	0.1	0.1	(0.2)	**0.0**	N / M	N / M	(52)	173	27	**111**
China	(0.4)	(0.5)	(0.1)	(0.2)	(0.3)	**(0.2)**	N / M	N / M	15	68	26	**61**
Asia Pacific Ops.	0.2	0.2	0.0	0.0	(0.0)	**(0.0)**	(20)	N / M	(40)	(66)	(118)	**(126)**
Middle East & Africa	0.0	(0.0)	0.0	(0.0)	(0.0)	**(0.1)**	184	26	126	(193)	(157)	**(70)**
Total Automotive	**$ 1.4**	**$ 1.1**	**$ 2.0**	**$ 1.4**	**$ 1.3**	**$0.2**	**(25) %**	**(31) %**	**16 %**	**19 %**	**(5) %**	**(81)%**

	EBIT MARGIN (%)						EBIT MARGIN CHANGE (ppts)					
	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	**Q4 2019**	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	**Q4 2019**
North America	8.8 %	7.6 %	8.7 %	7.1 %	8.6 %	**2.8 %**	0.0 ppts	0.2 ppts	0.9 ppts	(0.3) ppts	(0.2) ppts	**(4.8) ppts**
South America	(11.8)	(16.4)	(17.0)	(21.0)	(15.9)	**(18.4)**	(2.4)	(5.2)	(5.8)	(8.8)	(4.1)	**(2.1)**
Europe	(3.3)	(2.7)	0.7	0.7	(2.8)	**0.3**	(2.5)	(3.8)	(0.6)	1.7	0.5	**3.0**
China	(31.4)	(34.3)	(14.9)	(17.0)	(32.0)	**(21.5)**	(37.3)	(33.3)	(2.8)	61.0	(0.6)	**12.9**
Asia Pacific Ops.	8.9	7.6	1.0	1.7	(1.9)	**(2.3)**	(2.0)	4.8	(0.5)	(3.3)	(10.8)	**(9.9)**
Middle East & Africa	7.7	(7.0)	2.4	(8.1)	(4.4)	**(13.1)**	16.4	1.3	10.9	(14.7)	(12.2)	**(6.1)**
Total Automotive	**4.0 %**	**2.9 %**	**5.4 %**	**3.8 %**	**3.9 %**	**0.6%**	**(1.6) ppts**	**(1.4) ppts**	**1.0 ppts**	**0.6 ppts**	**(0.1) ppts**	**(2.3) ppts**

Automotive

Key Metrics – FY

	WHOLESALE UNITS (000)						MARKET SHARE (%)					
	Q4 2018	Q4 2019	2019 B / (W) 2018	2018 FY	2019 FY	2019 B / (W) 2018	Q4 2018	Q4 2019	2019 B / (W) 2018	2018 FY	2019 FY	2019 B / (W) 2018
North America	738	681	**(57)**	2,920	2,765	**(155)**	12.8 %	12.8 %	**0.0** ppts	13.4 %	13.2 %	**(0.2)** ppts
South America	89	74	**(15)**	365	295	**(70)**	7.6	6.9	**(0.7)**	8.3	7.2	**(1.1)**
Europe	361	346	**(15)**	1,533	1,418	**(115)**	7.3	6.8	**(0.5)**	7.2	6.8	**(0.4)**
China	171	159	**(12)**	732	535	**(197)**	2.3	2.0	**(0.3)**	2.9	2.2	**(0.7)**
Asia Pacific Ops.	82	67	**(15)**	323	279	**(44)**	2.0	1.7	**(0.3)**	1.9	1.7	**(0.2)**
Middle East & Africa	32	27	**(5)**	109	94	**(15)**	2.9	3.4	**0.5**	3.0	3.2	**0.2**
Total Automotive	**1,474**	**1,354**	**(120)**	**5,982**	**5,386**	**(596)**	**5.9 %**	**5.7 %**	**(0.2) ppts**	**6.3 %**	**6.0 %**	**(0.3) ppts**

	REVENUE ($B)						EBIT MARGIN (%)					
	Q4 2018	Q4 2019	2019 B / (W) 2018	2018 FY	2019 FY	2019 B / (W) 2018	Q4 2018	Q4 2019	2019 B / (W) 2018	2018 FY	2019 FY	2019 B / (W) 2018
North America	$ 25.9	$ 25.3	**$ (0.5)**	$ 96.6	$ 98.1	**$ 1.4**	7.6 %	2.8 %	**(4.8)** ppts	7.9 %	6.7 %	**(1.1)** ppts
South America	1.2	1.0	**(0.3)**	5.3	3.9	**(1.4)**	(16.4)	(18.4)	**(2.1)**	(12.8)	(18.1)	**(5.2)**
Europe	7.4	7.1	**(0.3)**	31.3	28.6	**(2.6)**	(2.7)	0.3	**3.0**	(1.3)	(0.2)	**1.1**
China	1.6	1.0	**(0.6)**	4.6	3.6	**(1.0)**	(34.3)	(21.5)	**12.9**	(33.4)	(21.3)	**12.1**
Asia Pacific Ops.	2.0	1.7	**(0.3)**	7.8	7.0	**(0.8)**	7.6	(2.3)	**(9.9)**	5.7	(0.3)	**(6.0)**
Middle East & Africa	0.7	0.6	**(0.1)**	2.7	2.4	**(0.3)**	(7.0)	(13.1)	**(6.1)**	(0.3)	(5.9)	**(5.6)**
Total Automotive	**$ 38.7**	**$ 36.7**	**$ (2.0)**	**$ 148.3**	**$ 143.6**	**$(4.7)**	**2.9 %**	**0.6 %**	**(2.3) ppts**	**3.7 %**	**3.4 %**	**(0.2) ppts**

Company
Results ($M)

	2018					2019				
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
North America	$ 1,935	$ 1,753	$ 1,960	$ 1,959	$ 7,607	$ 2,205	$ 1,696	$ 2,012	$ 700	$ 6,612
South America	(149)	(178)	(152)	(199)	(678)	(158)	(205)	(165)	(176)	(704)
Europe	119	(73)	(245)	(199)	(398)	57	53	(179)	21	(47)
China	(150)	(483)	(378)	(534)	(1,545)	(128)	(155)	(281)	(207)	(771)
Asia Pacific Operations	31	89	170	153	444	19	30	(31)	(40)	(23)
Middle East & Africa	(54)	49	47	(49)	(7)	14	(45)	(27)	(83)	(141)
Automotive	$ 1,732	$ 1,157	$ 1,402	$ 1,131	$ 5,422	$ 2,009	$ 1,373	$ 1,329	$ 215	$ 4,926
Mobility	(102)	(181)	(196)	(195)	(674)	(288)	(264)	(290)	(344)	(1,186)
Ford Credit	641	645	678	663	2,627	801	831	736	630	2,998
Corporate Other	(86)	71	(216)	(142)	(373)	(75)	(286)	18	(16)	(359)
Adjusted EBIT	$ 2,185	$ 1,692	$ 1,668	$ 1,457	$ 7,002	$ 2,447	$ 1,654	$ 1,793	$ 485	$ 6,379
Interest on Debt	(289)	(301)	(343)	(295)	(1,228)	(245)	(244)	(276)	(255)	(1,020)
Special Items (excl. tax)	23	(42)	(231)	(1,179)	(1,429)	(592)	(1,205)	(1,536)	(2,666)	(5,999)
Taxes	(174)	(280)	(101)	(95)	(650)	(427)	(55)	442	764	724
Less: Non-Controlling Interests	9	3	2	4	18	37	2	(2)	-	37
Net Income Attributable to Ford	$ 1,736	$ 1,066	$ 991	$ (116)	$ 3,677	$ 1,146	$ 148	$ 425	$ (1,672)	$ 47
Company Adjusted Free Cash Flow ($B)	$ 3.0	$ (1.8)	$ 0.1	$ 1.5	$ 2.8	$ 1.9	$ 0.2	$ 0.2	$ 0.5	$ 2.8
Adjusted Free Cash Conversion	55 %	26 %	46 %	40 %	40 %	24 %	51 %	52 %	44 %	44 %
Revenue ($B)	$ 42.0	$ 38.9	$ 37.6	$ 41.8	$ 160.3	$ 40.3	$ 38.9	$ 37.0	$ 39.7	$ 155.9
Company Adjusted EBIT Margin (%)	5.2 %	4.3 %	4.4 %	3.5 %	4.4 %	6.1 %	4.3 %	4.8 %	1.2 %	4.1 %
Net Income Margin (%)	4.1	2.7	2.6	(0.3)	2.3	2.8	0.4	1.1	(4.2)	0.0
Adjusted ROIC (Trailing Four Quarters)	10.9	9.2	8.2	7.1	7.1	8.0	8.2	9.0	7.8	7.8
Adjusted EPS	$ 0.43	$ 0.27	$ 0.29	$ 0.30	$ 1.30	$ 0.44	$ 0.28	$ 0.34	$ 0.12	$ 1.19
EPS (GAAP)	0.43	0.27	0.25	(0.03)	0.92	0.29	0.04	0.11	(0.42)	0.01

Company
Results ($M)

	Q4			FULL YEAR		
	2018	2019	2019 B / (W) 2018	2018	2019	2019 B / (W) 2018
North America	$ 1,959	$ 700	$ (1,259)	$ 7,607	$ 6,612	$ (995)
South America	(199)	(176)	23	(678)	(704)	(26)
Europe	(199)	21	220	(398)	(47)	351
China	(534)	(207)	327	(1,545)	(771)	774
Asia Pacific Operations	153	(40)	(193)	444	(23)	(466)
Middle East & Africa	(49)	(83)	(34)	(7)	(141)	(134)
Automotive	$ 1,131	$ 215	$ (916)	$ 5,422	$ 4,926	$ (496)
Mobility	(195)	(344)	(148)	(674)	(1,186)	(512)
Ford Credit	663	630	(33)	2,627	2,998	371
Corporate Other	(142)	(16)	126	(373)	(359)	14
Adjusted EBIT	$ 1,457	$ 485	$ (972)	$ 7,002	$ 6,379	$ (623)
Interest on Debt	(295)	(255)	40	(1,228)	(1,020)	208
Special Items (excl. tax)	(1,179)	(2,666)	(1,487)	(1,429)	(5,999)	(4,570)
Taxes	(95)	764	859	(650)	724	1,374
Less: Non-Controlling Interests	4	-	(4)	18	37	19
Net Income Attributable to Ford	$ (116)	$ (1,672)	$ (1,556)	$ 3,677	$ 47	$ (3,630)
Company Adjusted Free Cash Flow ($B)	$ 1.5	$ 0.5	$ (1.0)	$ 2.8	$ 2.8	$ 0.0
Adjusted Free Cash Conversion	40.0 %	44.0 %	400 bps	40.0 %	44.0 %	400 bps
Revenue ($B)	$ 41.8	$ 39.7	$ (2.1)	$ 160.3	$ 155.9	$ (4.4)
Company Adjusted EBIT Margin (%)	3.5 %	1.2 %	(227) bps	4.4 %	4.1 %	(27) bps
Net Income Margin (%)	(0.3)	(4.2)	(380)	2.3	0.0	(226)
Adjusted ROIC (Trailing Four Quarters)	7.1	7.8	0.7 ppts	7.1	7.8	0.7 ppts
Adjusted EPS	$ 0.30	$ 0.12	$ (0.18)	$ 1.30	$ 1.19	$ (0.11)
EPS (GAAP)	(0.03)	(0.42)	(0.39)	0.92	0.01	(0.91)

Business Unit Reporting Structure

2019 Structure		2020 Structure
Automotive Segment		**Automotive Segment**
North America		North America
South America		South America
Europe		Europe (excl. Russia JV)
China (incl. Taiwan)	Russia JV	China (incl. Taiwan)
Asia Pacific Operations		International Markets Group (IMG)
Middle East & Africa		
Mobility Segment		**Mobility Segment**
Ford Credit		**Ford Credit**
Corporate Other		**Corporate Other**

Note: The 2019 reporting structure includes the consolidated results of Argo AI and Ford India in the Mobility and Automotive segments, respectively. In connection with plans to form unconsolidated joint ventures in 2020 that will hold Ford's ownership interests in Argo AI and portions of Ford India's operations, the 2020 reporting structure will continue to include these investments in the Mobility and Automotive segments, respectively, but are expected to be reported using the equity method of accounting when finalized

Company

Results – 2020 Reporting Structure ($M)

	2018					2019				
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
North America	$ 1,935	$ 1,753	$ 1,960	$ 1,959	$ 7,607	$ 2,205	$ 1,696	$ 2,012	$ 700	$ 6,612
South America	(149)	(178)	(152)	(199)	(678)	(158)	(205)	(165)	(176)	(704)
Europe (excl. Russia)	158	(56)	(176)	(136)	(211)	85	110	(144)	72	123
China	(150)	(483)	(378)	(534)	(1,545)	(128)	(155)	(281)	(207)	(771)
International Markets Group*	(62)	121	148	40	248	5	(72)	(93)	(174)	(334)
Automotive	$ 1,732	$ 1,157	$ 1,402	$ 1,131	$ 5,422	$ 2,009	$ 1,373	$ 1,329	$ 215	$ 4,926
Mobility	(102)	(181)	(196)	(195)	(674)	(288)	(264)	(290)	(344)	(1,186)
Ford Credit	641	645	678	663	2,627	801	831	736	630	2,998
Corporate Other	(86)	71	(216)	(142)	(373)	(75)	(286)	18	(16)	(359)
Adjusted EBIT	$ 2,185	$ 1,692	$ 1,668	$ 1,457	$ 7,002	$ 2,447	$ 1,654	$ 1,793	$ 485	$ 6,379
Interest on Debt	(289)	(301)	(343)	(295)	(1,228)	(245)	(244)	(276)	(255)	(1,020)
Special Items (excl. tax)	23	(42)	(231)	(1,179)	(1,429)	(592)	(1,205)	(1,536)	(2,666)	(5,999)
Taxes	(174)	(280)	(101)	(95)	(650)	(427)	(55)	442	764	724
Less: Non-Controlling Interests	9	3	2	4	18	37	2	(2)	-	37
Net Income Attributable to Ford	$ 1,736	$ 1,066	$ 991	$ (116)	$ 3,677	$ 1,146	$ 148	$ 425	$ (1,672)	$ 47
Company Adjusted Free Cash Flow ($B)	$ 3.0	$ (1.8)	$ 0.1	$ 1.5	$ 2.8	$ 1.9	$ 0.2	$ 0.2	$ 0.5	$ 2.8
Adjusted Free Cash Conversion	55 %	26 %	46 %	40 %	40 %	24 %	51 %	52 %	44 %	44 %
Revenue ($B)	$ 42.0	$ 38.9	$ 37.6	$ 41.8	$ 160.3	$ 40.3	$ 38.9	$ 37.0	$ 39.7	$ 155.9
Company Adjusted EBIT Margin (%)	5.2 %	4.3 %	4.4 %	3.5 %	4.4 %	6.1 %	4.3 %	4.8 %	1.2 %	4.1 %
Net Income Margin (%)	4.1	2.7	2.6	(0.3)	2.3	2.8	0.4	1.1	(4.2)	0.0
Adjusted ROIC (Trailing Four Quarters)	10.9	9.2	8.2	7.1	7.1	8.0	8.2	9.0	7.8	7.8
Adjusted EPS	$ 0.43	$ 0.27	$ 0.29	$ 0.30	$ 1.30	$ 0.44	$ 0.28	$ 0.34	$ 0.12	$ 1.19
EPS (GAAP)	0.43	0.27	0.25	(0.03)	0.92	0.29	0.04	0.11	(0.42)	0.01

* Contains Asia Pacific Ops, Middle East & Africa, and Russia

Company

Net Income Reconciliation To Adjusted EBIT ($M)

	Q4 2018	Q4 2019	FY 2018	FY 2019
Net income / (loss) attributable to Ford (GAAP)	$ (116)	$ (1,672)	$ 3,677	$ 47
Income / (Loss) attributable to noncontrolling interests	4	-	18	37
Net income / (loss)	$ (112)	$ (1,672)	$ 3,695	$ 84
Less: (Provision for) / Benefit from income taxes	(95)	764	(650)	724
Income / (Loss) before income taxes	$ (17)	$ (2,436)	$ 4,345	$ (640)
Less: Special items pre-tax	(1,179)	(2,666)	(1,429)	(5,999)
Income / (Loss) before special items pre-tax	$ 1,162	$ 230	$ 5,774	$ 5,359
Less: Interest on debt	(295)	(255)	(1,228)	(1,020)
Adjusted EBIT (Non-GAAP)	$ 1,457	$ 485	$ 7,002	$ 6,379
Memo:				
Revenue ($B)	$ 41.8	$ 39.7	$ 160.3	$ 155.9
Net income margin (GAAP) (%)	(0.3) %	(4.2) %	2.3 %	0.0 %
Adjusted EBIT margin (Non-GAAP) (%)	3.5 %	1.2 %	4.4 %	4.1 %

Company

Net Cash Provided By / (Used In) Operating Activities Reconciliation To Company Adjusted FCF ($M)

	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2018	FY 2019
Net cash provided by / (used in) operating activities (GAAP)	$ 4,972	$ 5,179	$ 1,357	$3,544	$6,463	$4,732	$2,900	$ 15,022	$17,639
Less: Items Not Included in Company Adjusted Free Cash Flows									
Ford Credit operating cash flows	5,907	3,811	(1,232)	1,118	5,267	4,523	623	8,171	11,531
Funded pension contributions	(72)	(123)	(153)	(294)	(106)	(211)	(119)	(437)	(730)
Global Redesign (including separations)	(18)	(45)	(117)	(136)	(222)	(334)	(219)	(196)	(911)
Other, net	(112)	163	(21)	(22)	175	(124)	361	83	390
Add: Items Included in Company Adjusted Free Cash Flows									
Automotive and Mobility capital spending	(1,898)	(1,968)	(2,102)	(1,620)	(1,911)	(1,787)	(2,262)	(7,737)	(7,580)
Ford Credit distributions	450	600	660	675	650	1,100	475	2,723	2,900
Settlement of derivatives	114	109	70	(26)	86	16	31	132	107
Pivotal conversion to a marketable security	263	-	-	-	-	-	-	263	-
Company Adjusted Free Cash Flow (Non-GAAP)	$ (1,804)	$ 115	$ 1,507	$ 1,907	$ 174	$ 207	$ 498	$ 2,781	$ 2,785
Cash Conversion Calculation									
Company Adj. Free Cash Flow (Non-GAAP) (sum of Trailing Four Qtrs)	$ 2,089	$ 3,519	$ 2,781	$ 1,725	$ 3,703	$ 3,795	$ 2,785		
Adj. EBIT (Non-GAAP) (sum of Trailing Four Qtrs)	$ 8,190	$ 7,573	$ 7,002	$ 7,263	$ 7,226	$ 7,351	$ 6,379		
Adj. free cash conversion (Non-GAAP) (Trailing Four Qtrs)*	26%	46%	40%	24%	51%	52%	44%		
Net Cash Provided By / (Used In) Operating Activities divided by Net Income Attributable to Ford (Trailing Four Qtrs)	241%	266%	409%	488%	763%	1,004%	37,530%		

* Most comparable GAAP Measure: Net Cash Provided By / (Used In) Operating Activities divided by Net Income Attributable to Ford

Earnings Per Share Reconciliation To Adjusted Earnings Per Share

	Q4		FY	
	2018	2019	2018	2019
Diluted After-Tax Results ($M)				
Diluted after-tax results (GAAP)	$ (116)	$ (1,672)	$ 3,677	$ 47
Less: Impact of pre-tax and tax special items	(1,320)	(2,171)	(1,517)	(4,676)
Less: Noncontrolling interests impact of Russia restructuring	-	-	-	(35)
Adjusted net income – diluted (Non-GAAP)	$ 1,204	$ 499	$ 5,194	$ 4,758
Basic and Diluted Shares (M)				
Basic shares (average shares outstanding)	3,970	3,960	3,974	3,972
Net dilutive options, unvested restricted stock units and restricted stock	27	39	24	32
Diluted shares	3,997	3,999	3,998	4,004
Earnings per share – diluted (GAAP)	$ (0.03)	$ (0.42)	$ 0.92	$ 0.01
Less: Net impact of adjustments	(0.33)	(0.54)	(0.38)	(1.18)
Adjusted earnings per share – diluted (Non-GAAP)	$ 0.30	$ 0.12	$ 1.30	$ 1.19

Company

Effective Tax Rate Reconciliation To Adjusted Effective Tax Rate

	2019		Memo:
	Q4	FY	FY 2018
Pre-Tax Results ($M)			
Income / (Loss) before income taxes (GAAP)	$ (2,436)	$ (640)	$ 4,345
Less: Impact of special items	(2,666)	(5,999)	(1,429)
Adjusted earnings before taxes (Non-GAAP)	$ 230	$ 5,359	$ 5,774
Taxes ($M)			
(Provision for) / Benefit from income taxes (GAAP)	$ 764	$ 724	$ (650)
Less: Impact of special items	495	1,323	(88)
Adjusted (provision for) / benefit from income taxes (Non-GAAP)	$ 269	$ (599)	$ (562)
Tax Rate (%)			
Effective tax rate (GAAP)	31.4 %	113.1 %	15.0 %
Adjusted effective tax rate (Non-GAAP)	(117.1) %	11.2 %	9.7 %

Company

Adjusted ROIC

Adjusted Net Operating Profit After Cash Tax	Four Quarters Ended Q4 2018 ($B)		Four Quarters Ended Q4 2019 ($B)	
Net income attributable to Ford	$	3.7	$	0.0
Add: Noncontrolling interest		0.0		0.0
Less: Income tax		(0.7)		0.7
Add: Cash tax		(0.8)		(0.6)
Less: Interest on debt		(1.2)		(1.0)
Less: Total pension / OPEB income / (cost)		(0.4)		(2.6)
Add: Pension / OPEB service costs		(1.2)		(1.0)
Net operating profit after cash tax	$	4.0	$	1.4
Less: Special items (excl. pension / OPEB) pre-tax		(0.6)		(3.5)
Adj. net operating profit after cash tax	$	4.6	$	4.8
Invested Capital				
Equity	$	36.0	$	33.2
Redeemable noncontrolling interest		0.1		-
Debt (excl. Ford Credit)		14.1		15.3
Net pension and OPEB liability		11.9		12.9
Invested capital (end of period)	$	62.1	$	61.4
Average invested capital	$	64.0	$	61.7
ROIC *		6.2%		2.2%
Adjusted ROIC (Non-GAAP)**		7.1%		7.8%

* Calculated as the sum of net operating profit after cash tax from the last four quarters, divided by the average invested capital over the last four quarters

** Calculated as the sum of adjusted net operating profit after cash tax from the last four quarters, divided by the average invested capital over the last four quarters

Financial Statement Leverage Reconciliation To Managed Leverage ($B)

	2017 Dec 31	2018 Dec 31	2019 Dec 31
Leverage Calculation			
Debt*	$ 137.8	$ 140.1	$ 140.0
Adjustments for cash**	(11.8)	(10.2)	(11.7)
Adjustments for derivative accounting***	-	0.2	(0.5)
Total adjusted debt	$ 126.0	$ 130.1	$ 127.8
Equity****	$ 15.9	$ 15.0	$ 14.3
Adjustments for derivative accounting***	(0.1)	(0.2)	(0.0)
Total adjusted equity	$ 15.8	$ 14.8	$ 14.3
Financial statement leverage (to 1) (GAAP)	8.7	9.4	9.8
Managed leverage (to 1) (Non-GAAP)	8.0	8.8	8.9

* Includes debt issued in securitization transactions and payable only out of collections on the underlying securitized assets and related enhancements. Ford Credit holds the right to receive the excess cash flows not needed to pay the debt issued by, and other obligations of, the securitization entities that are parties to those securitization transactions

** Cash and cash equivalents, and Marketable securities reported on Ford Credit's balance sheet, excluding amounts related to insurance activities

*** Related primarily to market valuation adjustments to derivatives due to movements in interest rates. Adjustments to debt are related to designated fair value hedges and adjustments to equity are related to retained earnings

**** Total shareholder's interest reported on Ford Credit's balance sheet

Non-GAAP Financial Measures That Supplement GAAP Measures

- We use both GAAP and non-GAAP financial measures for operational and financial decision making, and to assess Company and segment business performance. The non-GAAP measures listed below are intended to be considered by users as supplemental information to their equivalent GAAP measures, to aid investors in better understanding our financial results. We believe that these non-GAAP measures provide useful perspective on underlying business results and trends, and a means to assess our period-over-period results. These non-GAAP measures should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with GAAP. These non-GAAP measures may not be the same as similarly titled measures used by other companies due to possible differences in method and in items or events being adjusted.

- Company Adjusted EBIT (Most Comparable GAAP Measure: Net income attributable to Ford) – Earnings before interest and taxes (EBIT) excludes interest on debt (excl. Ford Credit Debt), taxes and pre-tax special items. This non-GAAP measure is useful to management and investors because it allows users to evaluate our operating results aligned with industry reporting. Pre-tax special items consist of (i) pension and OPEB remeasurement gains and losses, (ii) significant personnel expenses, dealer-related costs, and facility-related charges stemming from efforts to match production capacity and cost structure to market demand and changing model mix, and (iii) other items that we do not necessarily consider to be indicative of earnings from ongoing operating activities. When we provide guidance for adjusted EBIT, we do not provide guidance on a net income basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end, including pension and OPEB remeasurement gains and losses.

- Company Adjusted EBIT Margin (Most Comparable GAAP Measure: Company Net Income Margin) – Company Adjusted EBIT margin is Company Adjusted EBIT divided by Company revenue. This non-GAAP measure is useful to management and investors because it allows users to evaluate our operating results aligned with industry reporting.

- Adjusted Earnings Per Share (Most Comparable GAAP Measure: Earnings Per Share) – Measure of Company's diluted net earnings per share adjusted for impact of pre-tax special items (described above), tax special items and restructuring impacts in noncontrolling interests. The measure provides investors with useful information to evaluate performance of our business excluding items not indicative of the underlying run rate of our business. When we provide guidance for adjusted earnings per share, we do not provide guidance on an earnings per share basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end, including pension and OPEB remeasurement gains and losses.

- Adjusted Effective Tax Rate (Most Comparable GAAP Measure: Effective Tax Rate) – Measure of Company's tax rate excluding pre-tax special items (described above) and tax special items. The measure provides an ongoing effective rate which investors find useful for historical comparisons and for forecasting. When we provide guidance for adjusted effective tax rate, we do not provide guidance on an effective tax rate basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end, including pension and OPEB remeasurement gains and losses.

Non-GAAP Financial Measures That Supplement GAAP Measures

- Company Adjusted Free Cash Flow (FCF) (Most Comparable GAAP Measure: Net Cash Provided By / (Used In) Operating Activities) – Measure of Company's operating cash flow excluding Ford Credit's operating cash flows. The measure contains elements management considers operating activities, including Automotive and Mobility capital spending, Ford Credit distributions to its parent, and settlement of derivatives. The measure excludes cash outflows for funded pension contributions, global redesign (including separations), and other items that are considered operating cash flows under GAAP. This measure is useful to management and investors because it is consistent with management's assessment of the Company's operating cash flow performance. When we provide guidance for Company Adjusted FCF, we do not provide guidance for net cash provided by/(used in) operating activities because the GAAP measure will include items that are difficult to quantify or predict with reasonable certainty, including cash flows related to the Company's exposures to foreign currency exchange rates and certain commodity prices (separate from any related hedges), Ford Credit's operating cash flows, and cash flows related to special items, including separation payments, each of which individually or in the aggregate could have a significant impact to our net cash provided by/(used in) our operating activities.

- Adjusted Free Cash Flow Conversion (Most Comparable GAAP Measure: Net Cash Provided By / (Used In) Operating Activities divided by Net Income Attributable to Ford) – Company Adjusted Free Cash Flow Conversion is Company Adjusted FCF divided by Company Adjusted EBIT. This non-GAAP measure is useful to management and investors because it allows users to evaluate how much of Ford's Adjusted EBIT is converted into cash flow.

- Adjusted ROIC – Calculated as the sum of adjusted net operating profit after cash tax from the last four quarters, divided by the average invested capital over the last four quarters. This calculation provides management and investors with useful information to evaluate the Company's after-cash tax operating return on its invested capital for the period presented. Adjusted net operating profit after cash tax measures operating results less special items, interest on debt (excl. Ford Credit Debt), and certain pension/OPEB costs. Average invested capital is the sum of average balance sheet equity, debt (excl. Ford Credit Debt), and net pension/OPEB liability.

- Ford Credit Managed Receivables – (Most Comparable GAAP Measure: Net Finance Receivables plus Net Investment in Operating Leases) – Measure of Ford Credit's Total net receivables and Held-for-sale receivables, excluding unearned interest supplements and residual support, allowance for credit losses, and other (primarily accumulated supplemental depreciation). The measure is useful to management and investors as it closely approximates the customer's outstanding balance on the receivables, which is the basis for earning revenue.

- Ford Credit Managed Leverage (Most Comparable GAAP Measure: Financial Statement Leverage) – Ford Credit's debt-to-equity ratio adjusted (i) to exclude cash, cash equivalents, and marketable securities (other than amounts related to insurance activities), and (ii) for derivative accounting. The measure is useful to investors because it reflects the way Ford Credit manages its business. Cash, cash equivalents, and marketable securities are deducted because they generally correspond to excess debt beyond the amount required to support operations and on-balance sheet securitization transactions. Derivative accounting adjustments are made to asset, debt, and equity positions to reflect the impact of interest rate instruments used with Ford Credit's term-debt issuances and securitization transactions. Ford Credit generally repays its debt obligations as they mature, so the interim effects of changes in market interest rates are excluded in the calculation of managed leverage.

Definitions And Calculations

Automotive Records

- References to Automotive records for EBIT margin and business units are since at least 2009

Wholesale Units and Revenue

- Wholesale unit volumes include all Ford and Lincoln badged units (whether produced by Ford or by an unconsolidated affiliate) that are sold to dealerships, units manufactured by Ford that are sold to other manufacturers, units distributed by Ford for other manufacturers, and local brand units produced by our China joint venture, Jiangling Motors Corporation, Ltd. ("JMC"), that are sold to dealerships. Vehicles sold to daily rental car companies that are subject to a guaranteed repurchase option (i.e., rental repurchase), as well as other sales of finished vehicles for which the recognition of revenue is deferred (e.g., consignments), also are included in wholesale unit volumes. Revenue from certain vehicles in wholesale unit volumes (specifically, Ford badged vehicles produced and distributed by our unconsolidated affiliates, as well as JMC brand vehicles) are not included in our revenue

Industry Volume and Market Share

- Industry volume and market share are based, in part, on estimated vehicle registrations; includes medium and heavy duty trucks

SAAR

- SAAR means seasonally adjusted annual rate

Company Cash

- Company cash includes cash, cash equivalents, marketable securities and restricted cash; excludes Ford Credit's cash, cash equivalents, marketable securities and restricted cash

Market Factors

- Volume and Mix – primarily measures EBIT variance from changes in wholesale volumes (at prior-year average contribution margin per unit) driven by changes in industry volume, market share, and dealer stocks, as well as the EBIT variance resulting from changes in product mix, including mix among vehicle lines and mix of trim levels and options within a vehicle line
- Net Pricing – primarily measures EBIT variance driven by changes in wholesale prices to dealers and marketing incentive programs such as rebate programs, low-rate financing offers, special lease offers and stock accrual adjustments on dealer inventory
- Market Factors exclude the impact of unconsolidated affiliate wholesales

Earnings Before Taxes (EBT)

- Reflects Income before income taxes