

Q3 2022 Earnings



October 26, 2022



2024 Mustang Dark Horse

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 Annual Report on Form 10-K for the year ended December 31, 2021, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

GAAP AND NON-GAAP FINANCIAL MEASURES

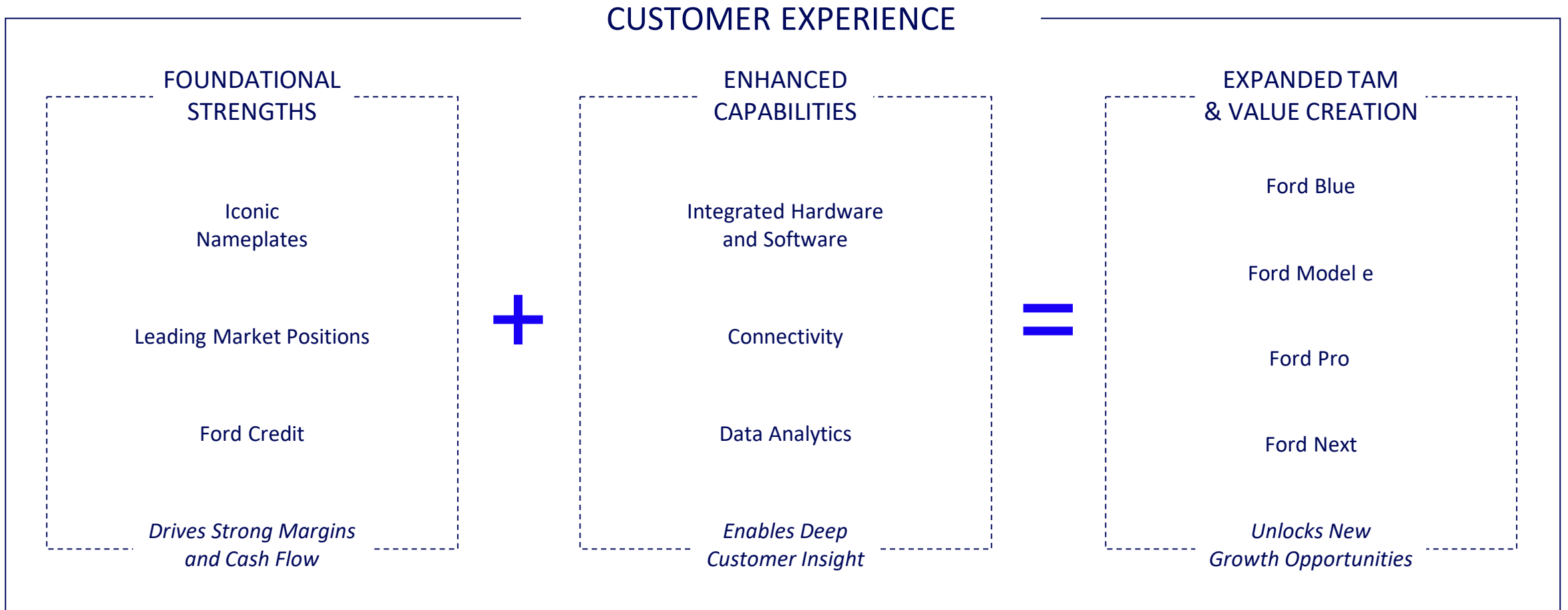
This presentation includes financial measures calculated in accordance with Generally Accepted Accounting Principles (“GAAP”) and non-GAAP financial measures. The non-GAAP financial measures are intended to be considered supplemental information to their comparable GAAP financial measures. The non-GAAP 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. Visit ford.com for vehicle information.

Ford+ Investment Thesis

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



Executing Our Investment Thesis To Deliver Ford+

FOUNDATIONAL
STRENGTHS



ENHANCED
CAPABILITIES



EXPANDED TAM
& VALUE CREATION

Iconic Nameplates



Expanding the successful Tremor franchise in 2023 with a highly anticipated Maverick derivative

Integrated Hardware & Software



Announced BlueCruise 1.2 offering three new features: hands-free lane changing, in-lane repositioning and predictive speed assist

Electrification



Broke ground at BlueOval City in Tennessee; the nearly 6-square mile-mega campus will open in 2025

Ford Credit



Reliable partner providing dealer and customer support to those impacted by Hurricane Ian

Connectivity



Continuing to scale always-on connectivity; delivered another 2M Ford Power-Up software updates in Q3

Ford Pro



Expect to have more than 1,200 mobile units in operation in North America and Europe by the end of the year

Executing Our 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*



- EV scaling on track to deliver global capacity of 600K units by the end of 2023
- #2 EV brand in the U.S. through third quarter
- Broke ground on BlueOval City in Tennessee
- Partnered with U.S. dealers to develop new dealership standards for EVs
- Ford Credit launched no purchase option EV leasing in the U.S. (all 50 states)
- Ford Pro unveiled the E-Transit Custom, an all-electric version of Europe's best-selling van
- Expect significant benefits from several aspects of the Inflation Reduction Act

Executing Our 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

ENHANCED
CAPABILITIES

**Integrated Hardware
and Software**

Connectivity

Data Analytics

*Enables Deep
Customer Insight*



- Remain positive on the long-term potential of L4 systems, but believe the road to full AV at scale, with a profitable business model, will be a long one
- Adoption curve of L2+/L3 systems is shorter than full autonomy with a larger addressable customer opportunity capable of providing highly accretive annuity-like SaaS revenue streams
- Given the change in our capital prioritization from L4 to L2+/L3, we impaired our investment in Argo
- Recorded a \$2.7B pre-tax special item in Q3 for the impairment of our investment in Argo AI reflecting the write down of our net cash investment of approximately \$0.5B and the non-cash gain recognized in 2020

U.S. Inflation Reduction Act

Expect the U.S. federal government's Inflation Reduction Act (IRA) to provide a wide range of positive implications to customers and our business beginning in 2023

POTENTIAL BENEFITS

ELECTRIFICATION

**Battery Production
Tax Credit**

**Commercial EV
Tax Credit**

**Retail EV
Tax Credit**

**Other Programs
& Incentives**

*Unlocks New
Growth Opportunities*



- Battery production tax credit could total more than \$7B between Ford and its battery partners between '23 and '26; large step up in annual credits in '27 as JV battery plants ramp to full production
- Ford is the #1 commercial vehicle brand in the U.S.; commercial customers can claim up to \$7,500 per vehicle without any restrictions on battery sourcing or manufacturing; estimate 55% to 65% of our customers will qualify for this credit
- Expect to meet the \$3,750 Critical Minerals credit requirement on certain Mustang Mach-E and F-150 Lightning models in '23. In '24 the Foreign Entity of Concern rules will further restrict this critical minerals credit; believe it's a fairly level playing field right now for all OEMs as the supply chain of critical minerals extracted or processed in the U.S. or Free Trade Agreement develops
- Exploring the wide array of other incentives and programs aimed at funding investment growth (e.g., the geothermal energy credit, low-cost Dept. of Energy loans, grants to convert domestic facilities to produce EVs, batteries, etc.)

Q3 Financial Results

Revenue

\$39.4B

Up \$3.7B

Adj. EBIT

\$1.8B

Down \$1.2B

Adj. EBIT Margin

4.6%

Down 3.8 pts

Adj. FCF

\$3.6B

Down \$4.2B

Adj. EPS

\$0.30

Down \$0.21

2023 F-350 Lariat Super Duty

Year-To-Date

\$114.1B

Up \$15.4B

\$7.9B

Down \$0.1B

6.9%

Down 1.2 pts

\$6.6B

Up \$4.4B

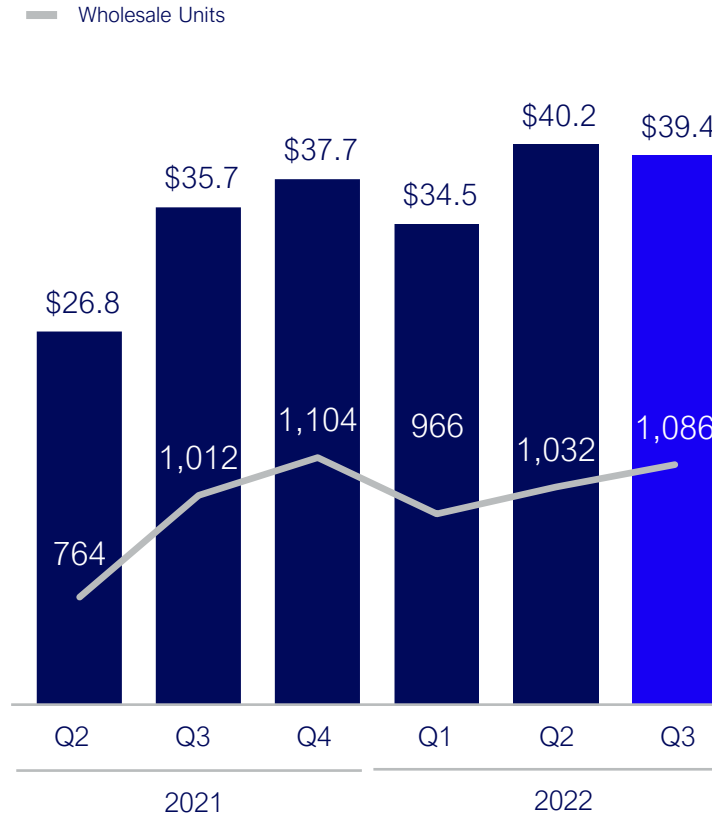
\$1.37

Up \$0.04

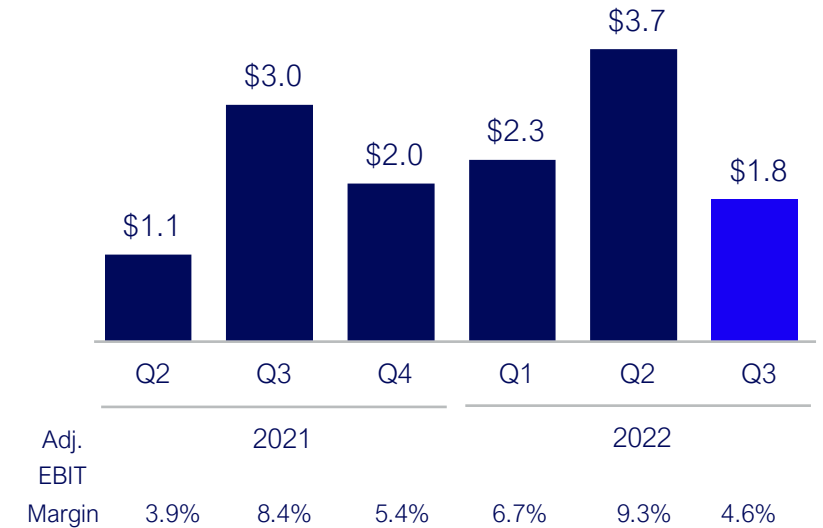
Q3 Revenue And Adjusted EBIT

- Q3 wholesales up 7%, driven by improvement in supply chain constraints and EV scaling
- Revenue up 10%, driven by higher net pricing and volume improvement, offset partially by weaker currencies
- Adjusted EBIT down \$1.2B, driven by higher inflationary and commodity cost increases, lower Ford Credit profits, and unfavorable product mix, offset partially by higher net pricing and volume

Wholesale Units (000)
& Revenue (\$B)



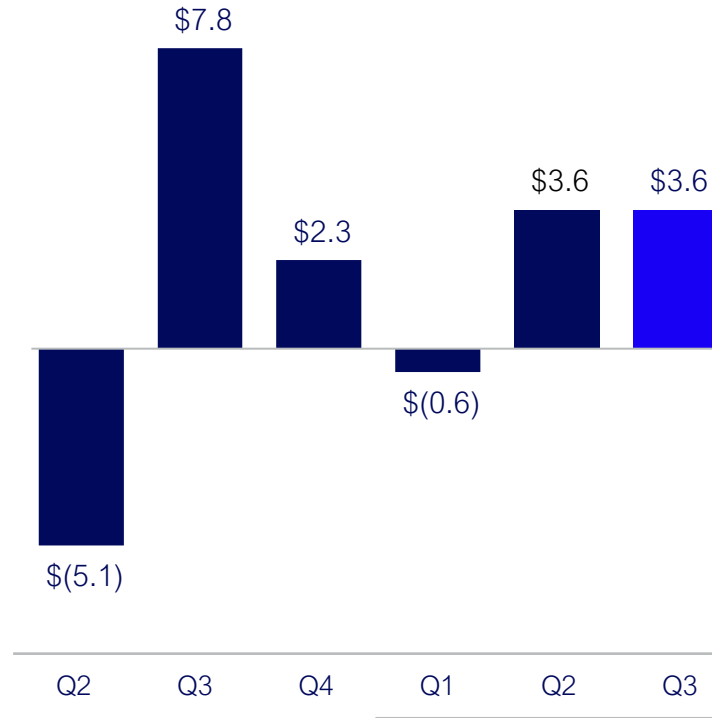
Adjusted EBIT (\$B)
& EBIT Margin (%)



Q3 Cash Flow, Cash Balance And Liquidity (\$B)

- Q3 Adjusted FCF of \$3.6B, driven by favorable working capital and automotive EBIT
- Strong cash and liquidity available to invest in growth

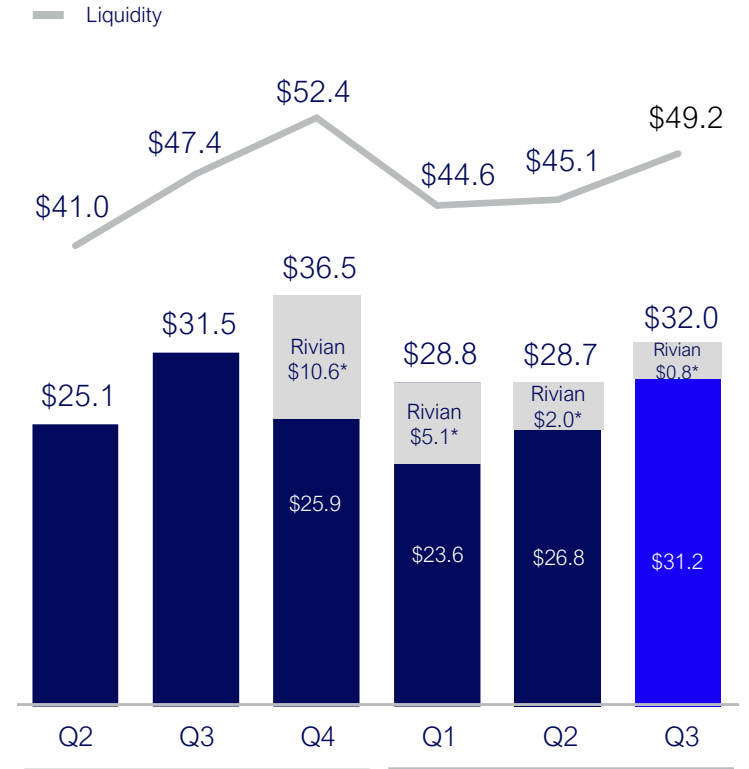
Adjusted Free Cash Flow



Ford Credit Distributions Incl. Above

	2021			2022		
	Q2	Q3	Q4	Q1	Q2	Q3
	\$4.0	\$1.5	\$1.0	\$1.0	\$0.6	\$0.5

Cash Balance & Liquidity



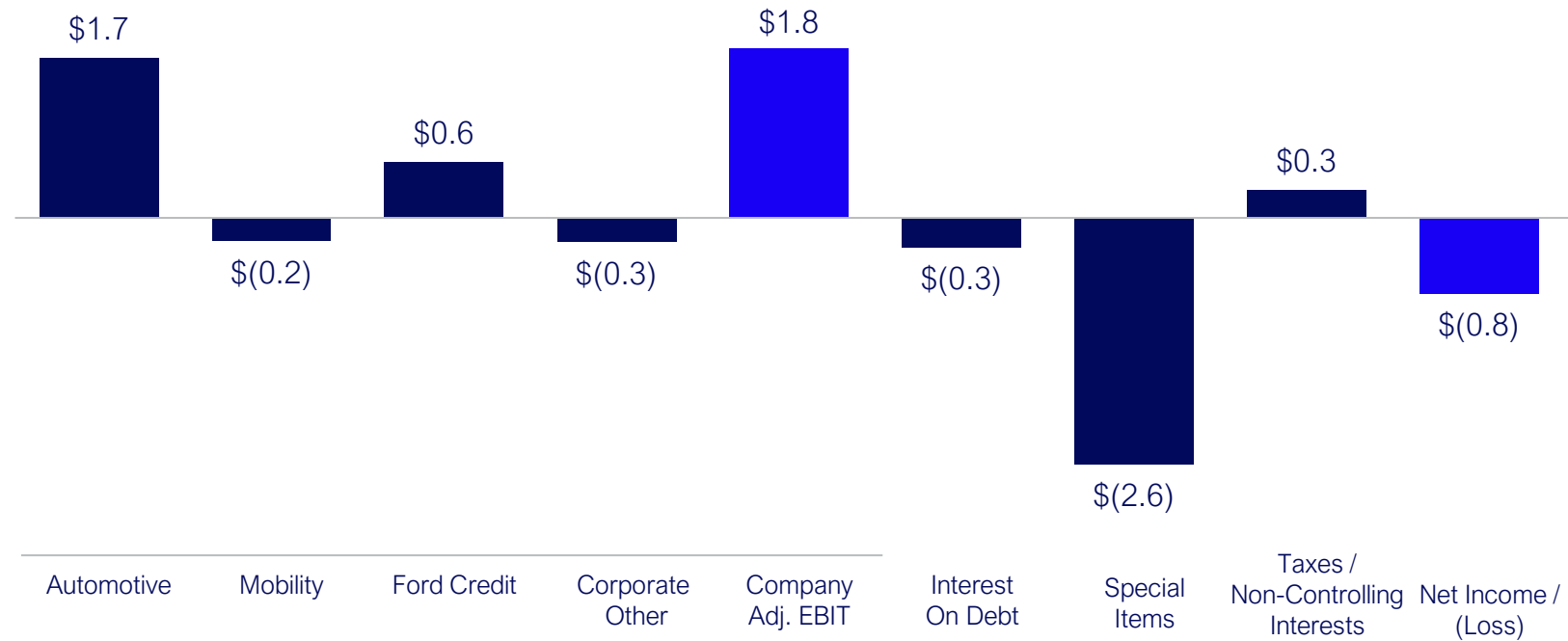
Cash Net of Debt

	2021			2022		
	Q2	Q3	Q4	Q1	Q2	Q3
	\$(0.8)	\$5.9	\$16.1	\$8.7	\$9.4	\$11.8

* At December 31, 2021 and September 30, 2022, Rivian common shares were valued at \$103.69 and \$32.91, respectively, per share. Our investment is marked to market on a recurring basis and gains and losses could be material in any period. In the third quarter of 2022, we sold 51.9 million of our Rivian common shares

Q3 2022 Results (\$B)

- Company Adjusted EBIT driven by Automotive and Ford Credit results
- Special Items include a \$2.7B impairment on Argo investment



B / (W)

	Automotive	Mobility	Ford Credit	Corporate Other	Company Adj. EBIT	Interest On Debt	Special Items	Taxes / Non-Controlling Interests	Net Income / (Loss)
Q3 2021	\$(0.8)	\$ 0.0	\$(0.5)	\$ 0.0	\$(1.2)	\$ 0.1	\$(1.9)	\$ 0.4	\$(2.7)
Q2 2022	(1.6)	(0.0)	(0.3)	0.1	(1.9)	(0.0)	0.0	0.4	(1.5)

Q3 2022 Adjusted EBIT (\$B)

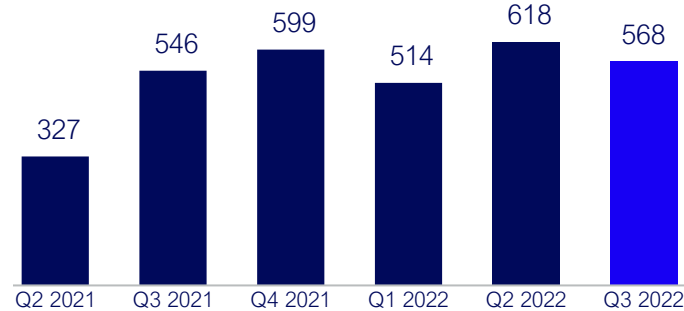
	North America	South America	Europe	China	IMG	Total Auto	Total Company	
Q3 2021	\$ 2.4	\$ 0.0	\$ (0.1)	\$ (0.0)	\$ 0.1	\$ 2.5	\$ 3.0	
YoY Change:								
Volume / Mix	\$ (0.7)	\$ (0.0)	\$ 0.3	\$ (0.1)	\$ 0.2	\$ (0.3)	\$ (0.3)	
Net Pricing	2.1	0.3	0.8	0.0	0.2	3.4	3.4	
Cost	(2.3)	(0.2)	(0.8)	(0.0)	(0.2)	(3.5)	(3.5)	Material / Freight \$(1.7)
Exchange	0.1	(0.0)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	Commodities (1.5)
JVs / Other	<u>(0.3)</u>	<u>0.0</u>	<u>0.1</u>	<u>(0.0)</u>	<u>(0.0)</u>	<u>(0.2)</u>	<u>(0.2)</u>	Structural (0.2)
Total Automotive	\$ (1.1)	\$ 0.1	\$ 0.3	\$ (0.2)	\$ 0.1	\$ (0.8)	\$ (0.8)	Pension / OPEB (0.1)
Mobility							0.0	JVs \$ 0.0
Ford Credit							(0.5)	Other (0.2)
Corporate Other							<u>0.0</u>	
Total Change							<u>\$ (1.2)</u>	
Q3 2022	\$ 1.3	\$ 0.1	\$ 0.2	\$ (0.2)	\$ 0.2	\$ 1.7	<u>\$ 1.8</u>	

North America

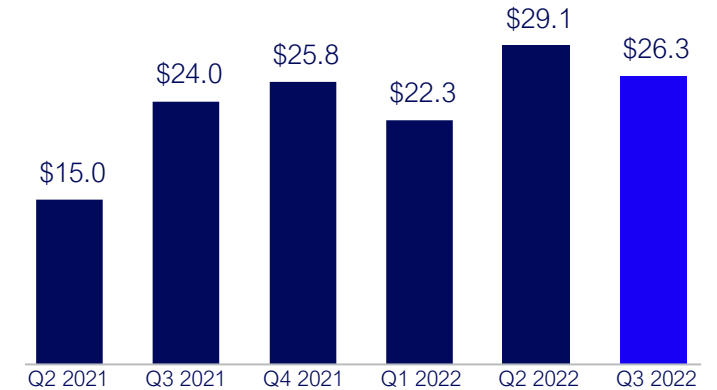
Leadership in trucks and Ford Pro commercial vehicles; plus, utilities and iconic nameplates

- Lower wholesales and adverse mix due to supply chain constraints and higher inflationary costs negatively impacted sequential profitability
- Order bank remains robust, up sequentially
- Commercial truck and SUV fleet sales outperformed the industry, up 15.1% sequentially vs. a 2.7% industry decline
- E-Transit at 90% share of the U.S. full-size EV van market YTD

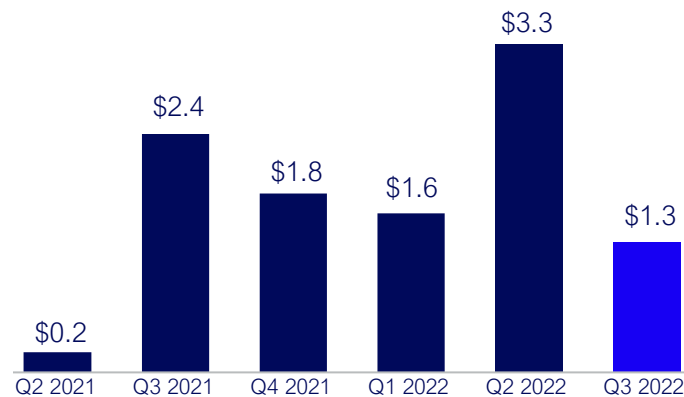
Wholesale Units (000)



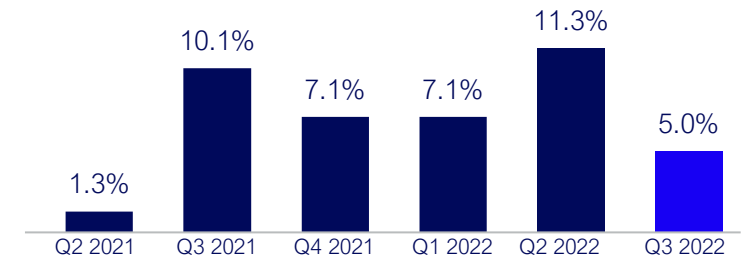
Revenue (\$B)



EBIT (\$B)



EBIT Margin (%)

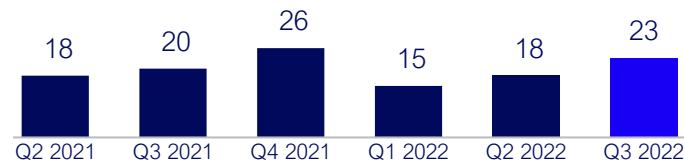


South America

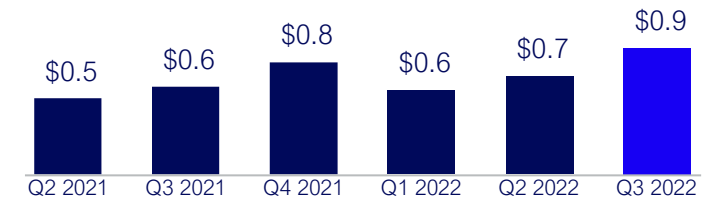
Lean, de-risked and asset-light business, focused on key franchises like Ranger and Transit

- Region continues to benefit from restructuring and asset-light footprint
- All markets profitable in the quarter

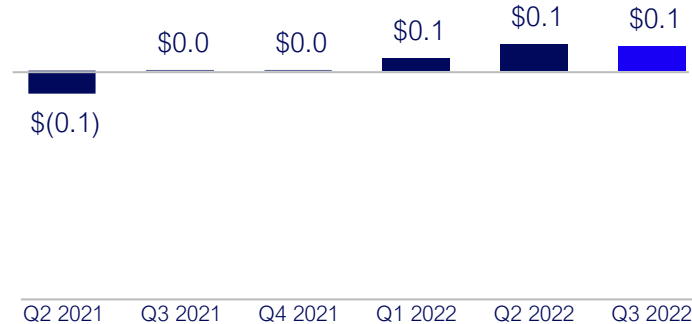
Wholesale Units (000)



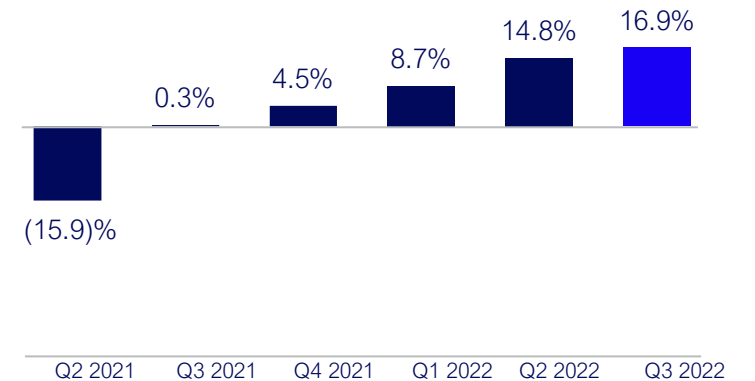
Revenue (\$B)



EBIT (\$B)



EBIT Margin (%)

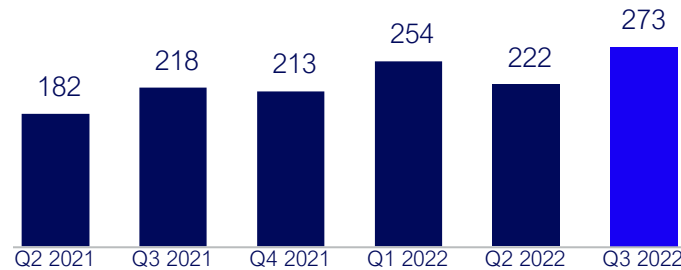


Europe

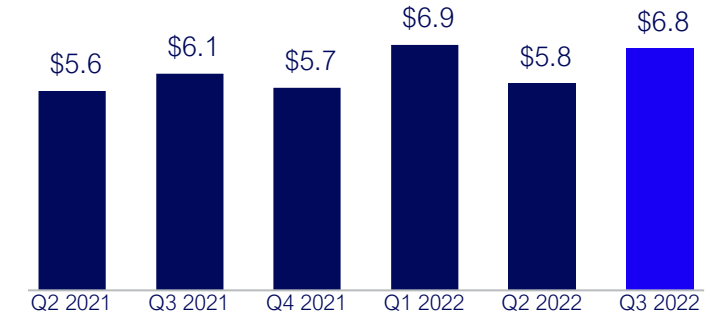
Commercial vehicle strength with Ford Pro, focused passenger portfolio with key imports

- Strengthened commercial vehicle leadership position to 15.2% market share YTD, up 0.3 ppts sequentially
- EU20 segment leader in the 1-tonne, 2-tonne and pickup segments
- Ford Pro delivering continued growth in software and services

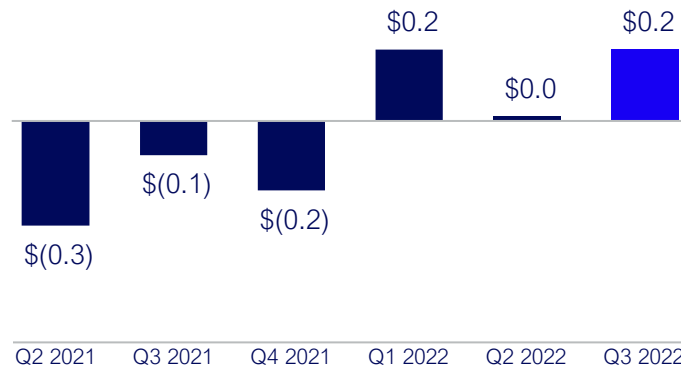
Wholesale Units (000)*



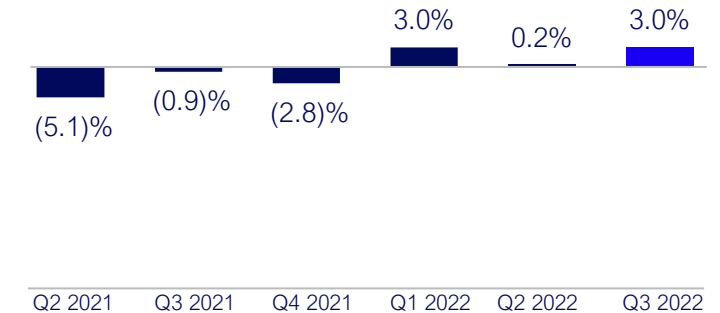
Revenue (\$B)



EBIT (\$B)



EBIT Margin (%)



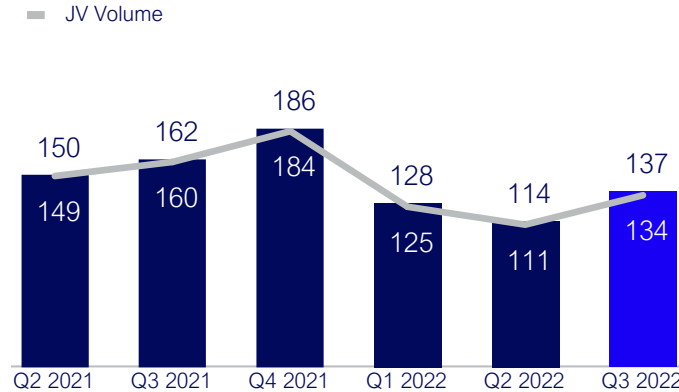
* Includes Ford brand vehicles produced and sold by our unconsolidated affiliate in Turkey (12K units in Q3 2021 and 18K units in Q3 2022). Revenue does not include these sales

China

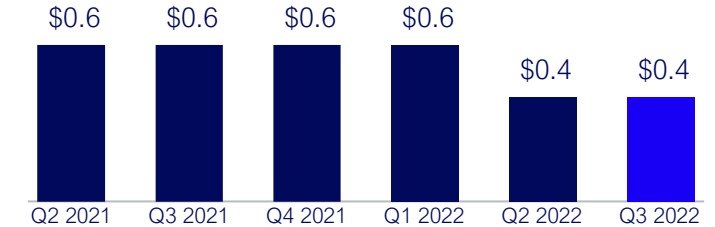
Focused on strength in Lincoln brand, commercial vehicles and Ford utility portfolio

- Restructured ICE business profitable YTD; more than offset by investment in EVs
- Lincoln continues to deliver sequential improvement in Premium ICE market share; profit pillar for the region

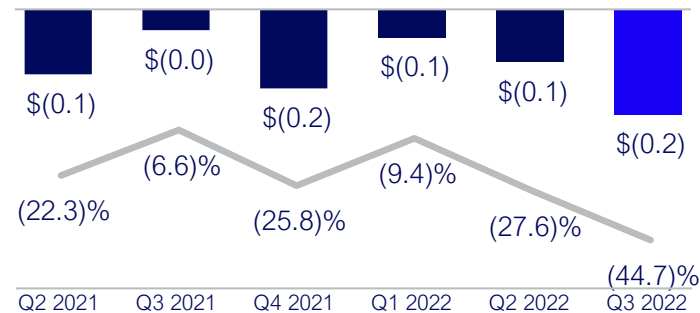
Wholesale Units (000)*



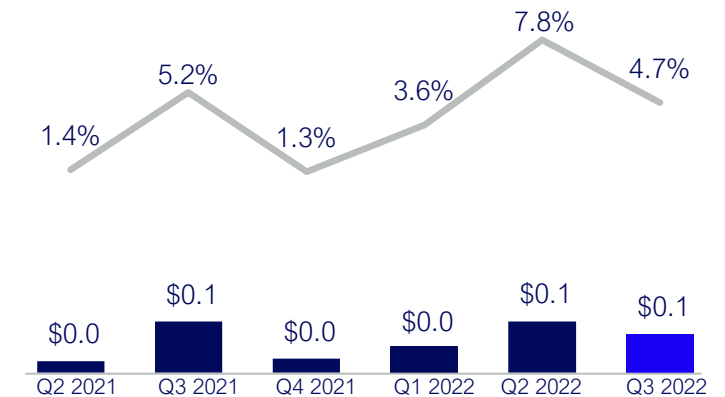
Revenue (\$B)



EBIT (\$B) and EBIT Margin (%)



JV Equity Income (\$B) and Equity Income (%)



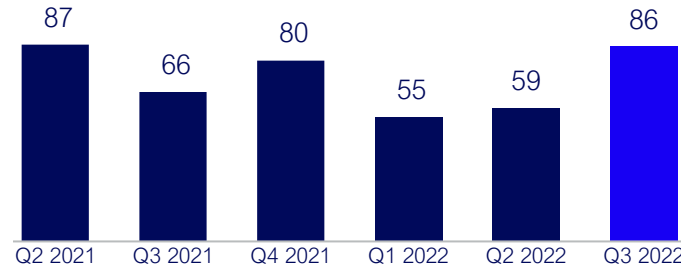
* Wholesale units include Ford and Lincoln brand and Jiangling Motors Corporation (JMC) brand vehicles produced and sold in China by our unconsolidated affiliates and Ford brand vehicles produced in Taiwan by Lio Ho Group. Revenue does not include these sales

International Markets Group

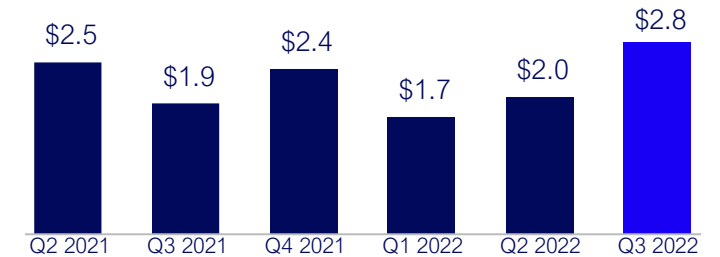
Portfolio strengths of Ranger pickup and Everest

- Launch of all-new Ranger completed at 3 of 4 plants; YTD Ranger share at 12.3%, up 1.3 ppts sequentially
- Customer order bank for all-new Ranger and Everest strong, especially high-series derivatives

Wholesale Units (000)*



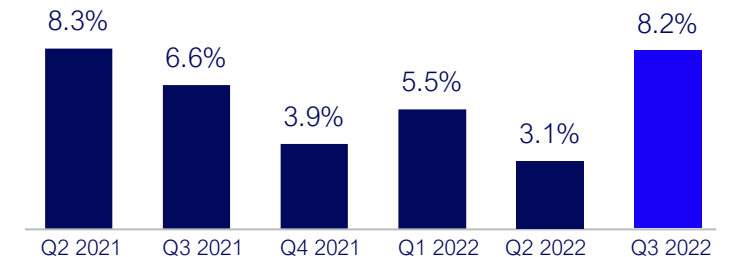
Revenue (\$B)



EBIT (\$B)



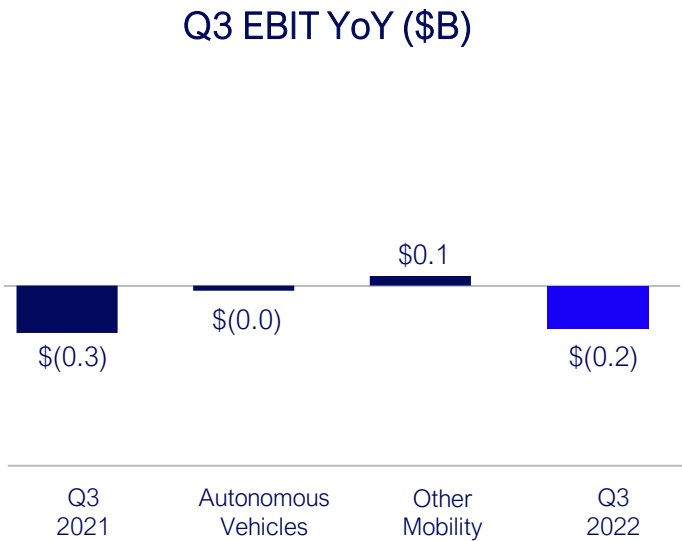
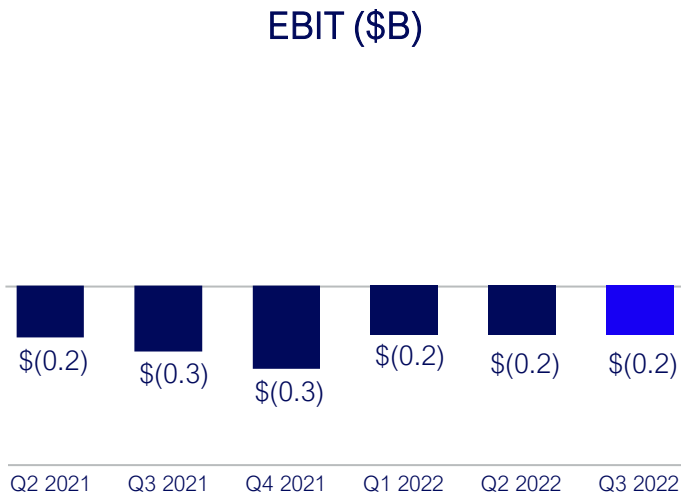
EBIT Margin (%)



* Includes Ford brand vehicles produced and sold by our unconsolidated affiliate in Russia (5K units in Q3 2021 and zero units in Q3 2022). Revenue does not include these sales

Mobility

- Launched pilot program in San Diego allowing qualified Uber drivers to digitally reserve and secure flexible leases for Mustang Mach-Es

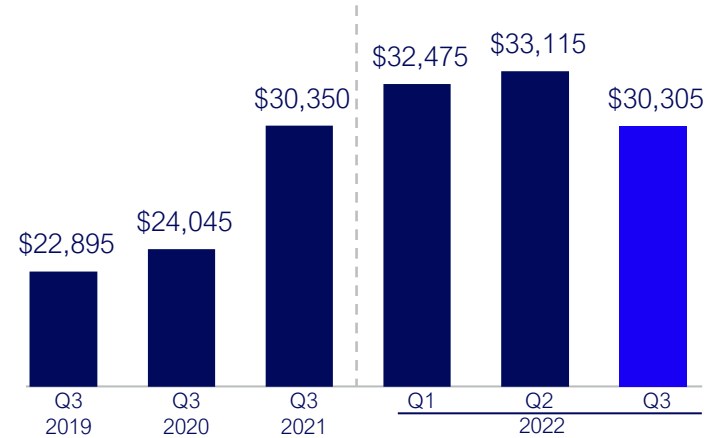


Ford Credit

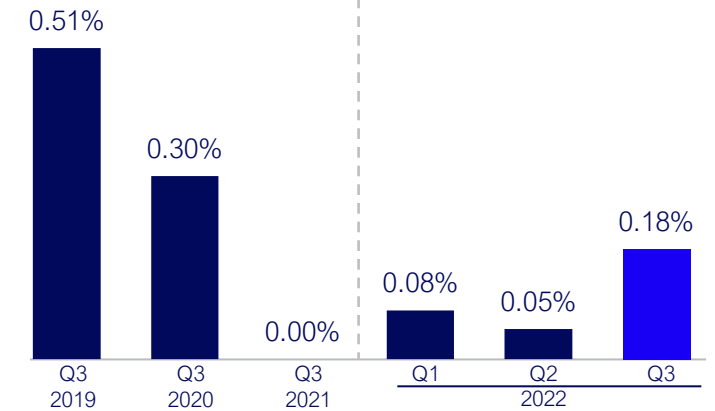
Best-in-class finance company is a strategic asset and competitive advantage

- Sequential profit decline driven by higher borrowing costs and the non-repeat of credit loss reserve adjustments
- Credit losses remain low; delinquencies have normalized to pre-pandemic levels, but strong equity values have resulted in low actual losses
- Expect auction values to remain strong, but modestly decline in Q4 as the supply of new vehicle inventory improves; expect return rates to remain low

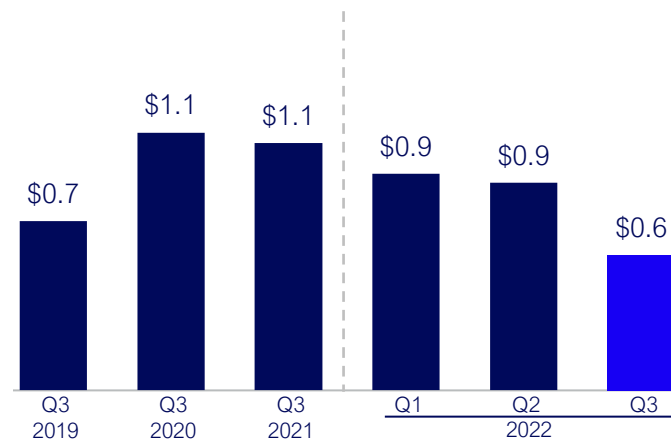
Auction Values (Per Unit)*



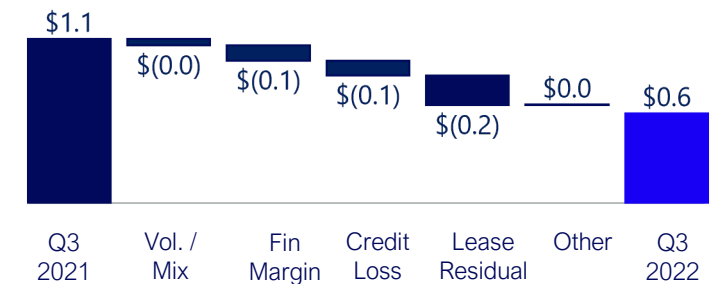
U.S. Retail Loss-to-Receivables ("LTR") Ratio (%)



EBT (\$B)



Q3 EBT YoY (\$B)



* U.S. 36-month off-lease auction values at Q3 2022 mix

Cash Flow And Balance Sheet (\$B)

	Third Quarter		Year-To-Date	
	2021	2022	2021	2022
Company Adj. EBIT excl. Ford Credit	\$ 1.9	\$ 1.2	\$ 4.3	\$ 5.4
Capital spending	\$ (1.6)	\$ (1.6)	\$ (4.4)	\$ (4.5)
Depreciation and tooling amortization	1.3	1.3	3.8	3.9
Net Spending	\$ (0.3)	\$ (0.3)	\$ (0.6)	\$ (0.6)
Receivables	\$ (0.1)	\$ (0.1)	\$ (0.7)	\$ (0.6)
Inventory	(0.2)	(1.7)	(3.2)	(4.1)
Trade payables	4.1	3.9	1.1	5.9
Changes in Working Capital	\$ 3.8	\$ 2.2	\$ (2.8)	\$ 1.1
Ford Credit distributions	1.5	0.5	6.5	2.1
Interest on debt and cash taxes	(0.4)	(0.3)	(1.5)	(1.2)
All Other and timing differences (a)	1.2	0.3	(3.6)	(0.2)
Company Adjusted FCF	\$ 7.8	\$ 3.6	\$ 2.3	\$ 6.6
Global Redesign (incl. Separations)	(0.3)	(0.2)	(1.6)	(0.0)
Changes in debt	(0.2)	1.0	1.8	0.1
Funded pension contributions	(0.2)	(0.1)	(0.6)	(0.5)
Shareholder distributions	-	(0.6)	-	(1.4)
All Other (b)	(0.7)	(0.3)	(1.1)	(9.3)
Change in Cash	\$ 6.4	\$ 3.3	\$ 0.7	\$ (4.5)

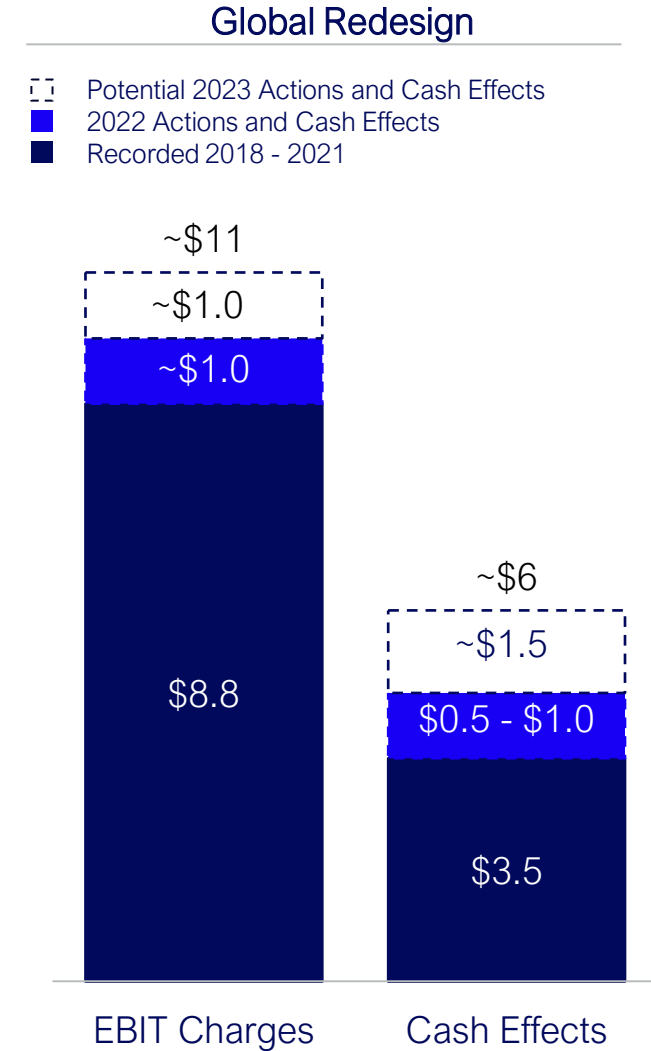
	Balance Sheet	
	2021 Dec. 31	2022 Sep. 30
<u>Company Excl. Ford Credit</u>		
Company Cash Balance (c)	\$ 36.5	\$ 32.0
Liquidity (c)	52.4	49.2
Debt	(20.4)	(20.3)
Cash Net of Debt	16.1	11.8
<u>Pension Funded Status</u>		
Funded Plans	\$ 5.8	\$ 7.2
Unfunded Plans	(6.1)	(6.0)
Total Global Pension	\$ (0.3)	\$ 1.2
Total Funded Status OPEB	\$ (6.0)	\$ (5.8)

Q3 Adjusted FCF Of \$3.6B, Driven By Favorable Working Capital And Automotive EBIT

- a. Includes differences between accrual-based EBIT and associated cash flows (e.g., pension and OPEB income or expense; compensation payments; marketing incentive and warranty payments to dealers)
- b. Includes a \$0.6B gain and a \$7.3B loss on our Rivian investment in the third quarter and first nine months of 2022, respectively
- c. At December 31, 2021 and September 30, 2022, Rivian common shares were valued at \$103.69 and \$32.91, respectively, per share. Our investment is marked to market on a recurring basis and gains and losses could be material in any period. In the third quarter of 2022, we sold 51.9 million of our Rivian common shares for about \$1.8 billion

Special Items (\$B)

	Third Quarter		Year-To-Date	
	2021	2022	2021	2022
<u>Global Redesign</u>				
India	\$ (0.4)	\$ (0.2)	\$ (0.4)	\$ (0.3)
North America	(0.0)	(0.2)	(0.0)	(0.2)
South America	(0.2)	(0.0)	(0.7)	(0.0)
Other	(0.1)	(0.0)	(0.2)	(0.1)
Subtotal Global Redesign	\$ (0.7)	\$ (0.4)	\$ (1.3)	\$ (0.6)
<u>Other Items</u>				
Gain / (loss) on Rivian investment	\$ -	\$ 0.6	\$ 0.9	\$ (7.3)
Argo Impairment	-	(2.7)	-	(2.7)
Other	-	(0.1)	0.0	(0.5)
Subtotal Other Items	\$ -	\$ (2.2)	\$ 0.9	\$ (10.5)
<u>Pension and OPEB Gain / (Loss)</u>				
Pension and OPEB remeasurement	\$ 0.0	\$ (0.0)	\$ 0.4	\$ (0.0)
Pension Settlements & Curtailments	(0.0)	-	(0.1)	-
Subtotal Pension and OPEB Gain / (Loss)	\$ 0.0	\$ (0.0)	\$ 0.3	\$ (0.0)
Total EBIT Special Items	\$ (0.7)	\$ (2.6)	\$ (0.0)	\$ (11.1)
Cash effect of Global Redesign (incl. separations)	\$ (0.3)	\$ (0.2)	\$ (1.6)	\$ (0.0)



Q3 EBIT Special Items Of \$(2.6)B Driven By Argo Impairment

2022 Outlook (\$B)

OPERATING ENVIRONMENT

- Full year wholesales up ~10% YoY; assumes no further deterioration in supply chain
- Continuation of a strong pricing environment – interplay between volume and pricing to remain dynamic
- Commodity and other inflationary headwinds expected to be ~\$9B YoY
- Demand remains robust despite emerging economic headwinds; strong orderbank mitigates potential impact
- Economic conditions in Europe continue to weaken. Assumes continuation of strong Dollar

BUSINESS UNITS

- Significantly higher profits in North America
- Markets outside of North America collectively profitable
- Strong but lower Ford Credit EBT at ~\$2.7B
- Modest improvement in Mobility and Corporate Other EBIT

	2022 Outlook	2021 Actual
Adjusted EBIT	~\$11.5	\$10.0
Adjusted FCF	\$9.5 - \$10.0	\$4.6
Capital Spending	~\$6.5	\$6.2
Pension Contributions	~\$0.6	\$0.8
Global Redesign EBIT Charges	~\$1.0	\$1.7
Global Redesign Cash Effects	\$0.5 - \$1.0	\$1.9

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 and Ford Credit’s financial condition and results of operations have been and may continue to be adversely affected by public health issues, including epidemics or pandemics such as COVID-19;
- Ford is highly dependent on its suppliers to deliver components in accordance with Ford’s production schedule, and a shortage of key components, such as semiconductors, or raw materials can disrupt Ford’s production of vehicles;
- Ford’s long-term competitiveness depends on the successful execution of Ford+;
- Ford’s vehicles could be affected by defects that result in delays in new model launches, recall campaigns, or increased warranty costs;
- Ford may not realize the anticipated benefits of existing or pending strategic alliances, joint ventures, acquisitions, divestitures, or new business strategies;
- Operational systems, security systems, vehicles, and services could be affected by cyber incidents, ransomware attacks, and other disruptions;
- Ford’s production, as well as Ford’s suppliers’ production, could be disrupted by labor issues, natural or man-made disasters, financial distress, production difficulties, capacity limitations, or other factors;
- Ford’s ability to maintain a competitive cost structure could be affected by labor or other constraints;
- Ford’s ability to attract and retain talented, diverse, and highly skilled employees is critical to its success and competitiveness;
- Ford’s new and existing products, digital and physical services, and mobility services are subject to market acceptance and face significant competition from existing and new entrants in the automotive, mobility, and digital services industries;
- Ford’s near-term results are dependent on sales of larger, more profitable vehicles, particularly in the United States;
- With a global footprint, Ford’s results could be adversely affected by economic, geopolitical, protectionist trade policies, or other events, including tariffs;
- Industry sales volume in any of Ford’s key markets can be volatile and could decline if there is a financial crisis, recession, or significant geopolitical event;
- Ford may face increased price competition or a reduction in demand for its products resulting from industry excess capacity, currency fluctuations, competitive actions, or other factors;
- Inflationary pressure and fluctuations in commodity prices, foreign currency exchange rates, interest rates, and market value of Ford or Ford Credit’s investments, including marketable securities, can have a significant effect on results;
- 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’s receipt of government incentives could be subject to reduction, termination, or clawback;
- Ford Credit could experience higher-than-expected credit losses, lower-than-anticipated residual values, or higher-than-expected return volumes for leased vehicles;
- 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;
- Pension and other postretirement liabilities could adversely affect Ford’s liquidity and financial condition;
- Ford and Ford Credit could experience unusual or significant litigation, governmental investigations, or adverse publicity arising out of alleged defects in products, services, perceived environmental impacts, or otherwise;
- Ford may need to substantially modify its product plans to comply with safety, emissions, fuel economy, autonomous vehicle, and other regulations;
- Ford and Ford Credit could be affected by the continued development of more stringent privacy, data use, and data protection laws and regulations as well as consumers’ heightened expectations to safeguard their personal information; and
- Ford Credit could be subject to new or increased credit regulations, consumer 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, 2021, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

Advancing The Ford+ Plan: Electrification



Structural Steel Is Erected At BlueOval City In Tennessee

Advancing The Ford+ Plan: Iconic Nameplates



The Stampede Reveal Of The All-New, Seventh-Generation Ford Mustang In Detroit

Advancing The Ford+ Plan: Ford Pro

PRO™

**ALL - NEW, ALL - ELECTRIC
E-TRANSIT CUSTOM**



Ford Pro Introduces 1-Tonne E-Transit Custom

Appendix



2023 Ford E-Transit

Key Metrics



	Wholesale Units (000)						Market Share (%)					
	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022
North America	327	546	599	514	618	568	10.4 %	11.2 %	14.3 %	12.0 %	12.9 %	12.8 %
South America	18	20	26	15	18	23	2.3	2.4	2.4	2.2	2.0	2.0
Europe	182	218	213	254	222	273	6.1	6.2	6.1	6.6	6.4	6.6
China	150	162	186	128	114	137	2.3	2.5	2.5	2.2	2.3	2.0
International Markets Group	87	66	80	55	59	86	1.8	1.8	1.7	1.2	1.2	1.4
Total Automotive	764	1,012	1,104	966	1,032	1,086	4.9 %	4.9 %	5.4 %	4.8 %	5.3 %	4.9 %

	Revenue (\$B)						Revenue Change (%)					
	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022
North America	\$ 15.0	\$ 24.0	\$ 25.8	\$ 22.3	\$ 29.1	\$ 26.3	37 %	(5) %	17 %	(3) %	94 %	10 %
South America	0.5	0.6	0.8	0.6	0.7	0.9	124	(1)	(8)	33	29	41
Europe	5.6	6.1	5.7	6.9	5.8	6.8	55	7	(19)	(2)	3	11
China	0.6	0.6	0.6	0.6	0.4	0.4	(31)	(41)	(27)	(32)	(20)	(27)
International Markets Group	2.5	1.9	2.4	1.7	2.0	2.8	141	(7)	(7)	(23)	(21)	47
Total Automotive	\$ 24.1	\$ 33.2	\$ 35.3	\$ 32.1	\$ 37.9	\$ 37.2	45 %	(4) %	6 %	(4) %	57 %	12 %

Key Metrics

	EBIT (\$B)						EBIT Change (%)					
	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022
North America	\$ 0.2	\$ 2.4	\$ 1.8	\$ 1.6	\$ 3.3	\$ 1.3	120 %	(24) %	68 %	(46) %	N/M %	(46) %
South America	(0.1)	0.0	0.0	0.1	0.1	0.1	48	102	134	169	N/M	N/M
Europe	(0.3)	(0.1)	(0.2)	0.2	0.0	0.2	57	88	(139)	(39)	103	N/M
China	(0.1)	(0.0)	(0.2)	(0.1)	(0.1)	(0.2)	9	32	(130)	N/M	2	N/M
International Markets Group	0.2	0.1	0.1	0.1	0.1	0.2	N/M	73	N/M	(52)	(70)	83
Total Automotive	\$ (0.1)	\$ 2.5	\$ 1.6	\$ 1.9	\$ 3.3	\$ 1.7	95 %	(8) %	30 %	(44) %	N/M %	(31) %

	EBIT Margin (%)						EBIT Margin Change (ppts)					
	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022
North America	1.3 %	10.1 %	7.1 %	7.1 %	11.3 %	5.0 %	9.9 ppts	(2.5) ppts	2.2 ppts	(5.7) ppts	10.0 ppts	(5.1) ppts
South America	(15.9)	0.3	4.5	8.7	14.8	16.9	52.2	17.4	16.7	25.4	30.7	16.6
Europe	(5.1)	(0.9)	(2.8)	3.0	0.2	3.0	13.4	6.9	(8.6)	(1.8)	5.3	3.9
China	(22.3)	(6.6)	(25.8)	(9.4)	(27.6)	(44.7)	(5.4)	(0.9)	(17.6)	(7.6)	(5.3)	(38.1)
International Markets Group	8.3	6.6	3.9	5.5	3.1	8.2	22.9	3.0	6.3	(3.4)	(5.2)	1.6
Total Automotive	(0.4) %	7.4 %	4.7 %	5.9 %	8.8 %	4.6 %	12.0 ppts	(0.3) ppts	0.9 ppts	(4.2) ppts	9.2 ppts	(2.8) ppts

Key Metrics

Wholesale Units (000)					
Q3 2021	Q3 2022	2022 B / (W) 2021	2021 YTD	2022 YTD	2022 B / (W) 2021

Market Share (%)					
Q3 2021	Q3 2022	2022 B / (W) 2021	2021 YTD	2022 YTD	2022 B / (W) 2021

North America	546	568	22	1,407	1,700	293	11.2 %	12.8 %	1.7 ppts	11.3 %	12.6 %	1.3 ppts
South America	20	23	3	55	57	1	2.4	2.0	(0.5)	2.8	2.1	(0.7)
Europe	218	273	55	678	749	71	6.2	6.6	0.4	6.5	6.5	0.0
China	162	137	(26)	463	378	(84)	2.5	2.0	(0.5)	2.3	2.2	(0.2)
International Markets Group	66	86	20	235	201	(34)	1.8	1.4	(0.4)	1.8	1.2	(0.5)
Total Automotive	1,012	1,086	74	2,838	3,084	246	4.9 %	4.9 %	(0.0) ppts	5.1 %	5.0 %	(0.1) ppts

Revenue (\$B)					
Q3 2021	Q3 2022	2022 B / (W) 2021	2021 YTD	2022 YTD	2022 B / (W) 2021

EBIT Margin (%)					
Q3 2021	Q3 2022	2022 B / (W) 2021	2021 YTD	2022 YTD	2022 B / (W) 2021

North America	\$ 24.0	\$ 26.3	\$ 2.3	\$ 62.0	\$ 77.7	\$ 15.7	10.1 %	5.0 %	(5.1) ppts	9.0 %	7.9 %	(1.1) ppts
South America	0.6	0.9	0.3	1.6	2.2	0.6	0.3	16.9	16.6	(9.8)	14.0	23.8
Europe	6.1	6.8	0.7	18.7	19.4	0.7	(0.9)	3.0	3.9	0.0	2.2	2.2
China	0.6	0.4	(0.2)	2.0	1.4	(0.5)	(6.6)	(44.7)	(38.1)	(9.0)	(25.6)	(16.6)
International Markets Group	1.9	2.8	0.9	6.6	6.5	(0.1)	6.6	8.2	1.6	8.0	5.9	(2.1)
Total Automotive	\$ 33.2	\$ 37.2	\$ 4.0	\$ 90.9	\$ 107.2	\$ 16.3	7.4 %	4.6 %	(2.8) ppts	6.3 %	6.4 %	0.1 ppts

Q3 Results (\$M)

	Third Quarter			Year-To-Date		
	2021	2022	2022 B / (W) 2021	2021	2022	2022 B / (W) 2021
North America	\$ 2,420	\$ 1,309	\$ (1,111)	\$ 5,555	\$ 6,169	\$ 614
South America	2	149	147	(157)	303	460
Europe	(52)	204	256	5	421	416
China	(39)	(193)	(154)	(177)	(367)	(190)
International Markets Group	125	229	104	530	385	(145)
Automotive	\$ 2,456	\$ 1,698	\$ (758)	\$ 5,756	\$ 6,911	\$ 1,155
Mobility	(271)	(244)	27	(688)	(707)	(19)
Ford Credit	1,077	599	(478)	3,662	2,466	(1,196)
Corporate Other	(269)	(250)	19	(772)	(819)	(47)
Adjusted EBIT	\$ 2,993	\$ 1,803	\$ (1,190)	\$ 7,958	\$ 7,851	\$ (107)
Interest on Debt	(439)	(321)	118	(1,365)	(941)	424
Special Items (excl. tax)	(669)	(2,607)	(1,938)	(31)	(11,092)	(11,061)
Taxes	(63)	195	258	(925)	771	1,696
Less: Non-Controlling Interests	(10)	(103)	(93)	(18)	(141)	(123)
Net Income / (Loss) Attributable to Ford	\$ 1,832	\$ (827)	\$ (2,659)	\$ 5,655	\$ (3,270)	\$ (8,925)
Company Adjusted Free Cash Flow (\$B)	\$ 7.8	\$ 3.6	\$ (4.2)	\$ 2.3	\$ 6.6	\$ 4.4
Revenue (\$B)	35.7	39.4	3.7	98.7	114.1	15.4
Company Adjusted EBIT Margin (%)	8.4 %	4.6 %	(3.8) ppts	8.1 %	6.9 %	(1.2) ppts
Net Income / (Loss) Margin (%)	5.1	(2.1)	(7.2)	5.7	(2.9)	(8.6)
Adjusted ROIC (Trailing Four Quarters) (%)	9.7	10.7	1.0	9.7	10.7	1.0
Adjusted EPS	\$ 0.51	\$ 0.30	\$ (0.21)	\$ 1.33	\$ 1.37	\$ 0.04
EPS (GAAP)	0.45	(0.21)	(0.66)	1.40	(0.81)	(2.21)

Year-To-Date 2022 Adjusted EBIT (\$B)

	North America	South America	Europe	China	IMG	Total Auto	Total Company	
Year-To-Date 2021	\$ 5.6	\$ (0.2)	\$ 0.0	\$ (0.2)	\$ 0.5	\$ 5.8	\$ 8.0	
YoY Change:								
Volume / Mix	\$ 3.0	\$ (0.0)	\$ 0.2	\$ (0.2)	\$ (0.0)	\$ 3.0	\$ 3.0	
Net Pricing	4.4	0.7	2.0	0.0	0.4	7.4	7.4	
Cost	(6.7)	(0.3)	(1.8)	0.0	(0.3)	(9.0)	(9.0)	Commodities \$(4.2)
Exchange	0.2	(0.0)	(0.2)	(0.0)	(0.1)	(0.1)	(0.1)	Material / Freight (2.7)
JVs / Other	(0.4)	0.1	0.3	0.0	(0.1)	(0.1)	(0.1)	Warranty (0.2)
Total Automotive	\$ 0.6	\$ 0.5	\$ 0.4	\$ (0.2)	\$ (0.1)	\$ 1.2	\$ 1.2	Structural (1.5)
Mobility							(0.0)	Pension / OPEB (0.4)
Ford Credit							(1.2)	
Corporate Other							(0.0)	
Total Change							\$ (0.1)	
Year-To-Date 2022	\$ 6.2	\$ 0.3	\$ 0.4	\$ (0.4)	\$ 0.4	\$ 6.9	<u>\$ 7.9</u>	JVs \$ 0.1
								Other (0.2)

Quarterly Results (\$M)

	2021					2022		
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3
North America	\$ 2,943	\$ 192	\$ 2,420	\$ 1,822	\$ 7,377	\$ 1,591	\$ 3,269	\$ 1,309
South America	(73)	(86)	2	36	(121)	50	104	149
Europe	341	(284)	(52)	(159)	(154)	207	10	204
China	(15)	(123)	(39)	(150)	(327)	(53)	(121)	(193)
International Markets Group	201	204	125	92	622	96	60	229
Automotive	\$ 3,397	\$ (97)	\$ 2,456	\$ 1,641	\$ 7,397	\$ 1,891	\$ 3,322	\$ 1,698
Mobility	(207)	(210)	(271)	(342)	(1,030)	(242)	(221)	(244)
Ford Credit	962	1,623	1,077	1,055	4,717	928	939	599
Corporate Other	(240)	(263)	(269)	(312)	(1,084)	(251)	(318)	(250)
Adjusted EBIT	\$ 3,912	\$ 1,053	\$ 2,993	\$ 2,042	\$ 10,000	\$ 2,326	\$ 3,722	\$ 1,803
Interest on Debt	(473)	(453)	(439)	(438)	(1,803)	(308)	(312)	(321)
Special Items (excl. tax)	503	135	(669)	9,614	9,583	(5,866)	(2,619)	(2,607)
Taxes	(680)	(182)	(63)	1,055	130	729	(153)	195
Less: Non-Controlling Interests	-	(8)	(10)	(9)	(27)	(9)	(29)	(103)
Net Income / (Loss) Attributable to Ford	<u>\$ 3,262</u>	<u>\$ 561</u>	<u>\$ 1,832</u>	<u>\$ 12,282</u>	<u>\$ 17,937</u>	<u>\$ (3,110)</u>	<u>\$ 667</u>	<u>\$ (827)</u>
Company Adjusted Free Cash Flow (\$B)	\$ (0.4)	\$ (5.1)	\$ 7.8	\$ 2.3	\$ 4.6	\$ (0.6)	\$ 3.6	\$ 3.6
Revenue (\$B)	36.2	26.8	35.7	37.7	136.3	34.5	40.2	39.4
Company Adjusted EBIT Margin (%)	10.8 %	3.9 %	8.4 %	5.4 %	7.3 %	6.7 %	9.3 %	4.6 %
Net Income / (Loss) Margin (%)	9.0	2.1	5.1	32.6	13.2	(9.0)	1.7	(2.1)
Adjusted ROIC (Trailing Four Quarters) (%)	6.6	10.3	9.7	9.8	9.8	7.8	11.6	10.7
Adjusted EPS	\$ 0.70	\$ 0.13	\$ 0.51	\$ 0.26	\$ 1.59	\$ 0.38	\$ 0.68	\$ 0.30
EPS (GAAP)	0.81	0.14	0.45	3.03	4.45	(0.78)	0.16	(0.21)

Net Income / (Loss) Reconciliation To Adjusted EBIT (\$M)

	Third Quarter		Year-To-Date		Memo:
	2021	2022	2021	2022	FY 2021
Net income / (loss) attributable to Ford (GAAP)	\$ 1,832	\$ (827)	\$ 5,655	\$ (3,270)	\$ 17,937
Income / (Loss) attributable to non-controlling interests	(10)	(103)	(18)	(141)	(27)
Net income / (loss)	\$ 1,822	\$ (930)	\$ 5,637	\$ (3,411)	\$ 17,910
Less: (Provision for) / Benefit from income taxes	(63)	195	(925)	771	130
Income / (Loss) before income taxes	\$ 1,885	\$ (1,125)	\$ 6,562	\$ (4,182)	\$ 17,780
Less: Special items pre-tax	(669)	(2,607)	(31)	(11,092)	9,583
Income / (Loss) before special items pre-tax	\$ 2,554	\$ 1,482	\$ 6,593	\$ 6,910	\$ 8,197
Less: Interest on debt	(439)	(321)	(1,365)	(941)	(1,803)
Adjusted EBIT (Non-GAAP)	<u>\$ 2,993</u>	<u>\$ 1,803</u>	<u>\$ 7,958</u>	<u>\$ 7,851</u>	<u>\$ 10,000</u>
Memo:					
Revenue (\$B)	\$ 35.7	\$ 39.4	\$ 98.7	\$ 114.1	\$ 136.3
Net income / (loss) margin (GAAP) (%)	5.1 %	(2.1) %	5.7 %	(2.9) %	13.2 %
Adjusted EBIT margin (%)	8.4	4.6	8.1	6.9	7.3

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

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Year-To-Date	
								2021	2022
Net cash provided by / (used in) operating activities (GAAP)	\$ 4,492	\$ 756	\$ 7,008	\$ 3,531	\$ (1,084)	\$ 2,947	\$ 3,812	\$ 12,256	\$ 5,675
Less: <u>Items Not Included in Company Adjusted Free Cash Flows</u>									
Ford Credit operating cash flows	4,998	9,638	(341)	998	(419)	(1,340)	(439)	14,295	(2,198)
Funded pension contributions	(229)	(164)	(209)	(171)	(174)	(154)	(130)	(602)	(458)
Global Redesign (including separations) *	(290)	(954)	(301)	(310)	(176)	(137)	(179)	(1,545)	(492)
Ford Credit tax payments / (refunds) under tax sharing agreement	4	-	-	11	-	-	22	4	22
Other, net	9	(279)	(5)	(146)	(20)	20	(150)	(275)	(150)
Add: <u>Items Included in Company Adjusted Free Cash Flows</u>									
Company excluding Ford Credit capital spending	(1,358)	(1,504)	(1,562)	(1,759)	(1,349)	(1,503)	(1,613)	(4,424)	(4,465)
Ford Credit distributions	1,000	4,000	1,500	1,000	1,000	600	500	6,500	2,100
Settlement of derivatives	(25)	(133)	(42)	(55)	64	(36)	26	(200)	54
Company adjusted free cash flow (Non-GAAP)	<u>\$ (383)</u>	<u>\$ (5,122)</u>	<u>\$ 7,760</u>	<u>\$ 2,335</u>	<u>\$ (580)</u>	<u>\$ 3,619</u>	<u>\$ 3,601</u>	<u>\$ 2,255</u>	<u>\$ 6,640</u>

* Global Redesign excludes cash flows reported in investing activities

Earnings / (Loss) Per Share Reconciliation To Adjusted Earnings / (Loss) Per Share

	Third Quarter		Year-To-Date	
	2021	2022	2021	2022
<u>Diluted After-Tax Results (\$M)</u>				
Diluted after-tax results (GAAP)	\$ 1,832	\$ (827)	\$ 5,655	\$ (3,270)
Less: Impact of pre-tax and tax special items	(209)	(2,063)	287	(8,819)
Adjusted net income – diluted (Non-GAAP)	<u>\$ 2,041</u>	<u>\$ 1,236</u>	<u>\$ 5,368</u>	<u>\$ 5,549</u>
 <u>Basic and Diluted Shares (M)</u>				
Basic shares (average shares outstanding)	3,995	4,021	3,989	4,017
Net dilutive options, unvested restricted stock units, unvested restricted stock shares, and convertible debt	41	38	38	42
Diluted shares	<u>4,036</u>	<u>4,059</u>	<u>4,027</u>	<u>4,059</u>
 Earnings / (Loss) per share – diluted (GAAP) *	\$ 0.45	\$ (0.21)	\$ 1.40	\$ (0.81)
Less: Net impact of adjustments	(0.06)	(0.51)	0.07	(2.18)
Adjusted earnings per share – diluted (Non-GAAP)	<u>\$ 0.51</u>	<u>\$ 0.30</u>	<u>\$ 1.33</u>	<u>\$ 1.37</u>

* In the third quarter and first nine months of 2022, there were 38 million and 42 million shares, respectively, excluded from the calculation of diluted earnings/(loss) per share, due to their anti-dilutive effect.

Effective Tax Rate Reconciliation To Adjusted Effective Tax Rate

	2022		Memo:
	Q3	Year-To-Date	Full Year 2021
<u>Pre-Tax Results (\$M)</u>			
Income / (Loss) before income taxes (GAAP)	\$ (1,125)	\$ (4,182)	\$ 17,780
Less: Impact of special items	(2,607)	(11,092)	9,583
Adjusted earnings before taxes (Non-GAAP)	<u>\$ 1,482</u>	<u>\$ 6,910</u>	<u>\$ 8,197</u>
<u>Taxes (\$M)</u>			
(Provision for) / Benefit from income taxes (GAAP)	\$ 195	\$ 771	\$ 130
Less: Impact of special items	544	2,273	1,924
Adjusted (provision for) / benefit from income taxes (Non-GAAP)	<u>\$ (349)</u>	<u>\$ (1,502)</u>	<u>\$ (1,794)</u>
<u>Tax Rate (%)</u>			
Effective tax rate (GAAP)	17.3 %	18.4 %	(0.7) %
Adjusted effective tax rate (Non-GAAP)	23.5	21.7	21.9

Adjusted ROIC (\$B)

	Four Quarters Ending Q3 2021	Four Quarters Ending Q3 2022
<u>Adjusted Net Operating Profit / (Loss) After Cash Tax</u>		
Net income / (loss) attributable to Ford	\$ 2.9	\$ 9.0
Add: Non-controlling interest	(0.0)	0.1
Less: Income tax	0.1	1.8
Add: Cash tax	(0.6)	(0.6)
Less: Interest on debt	(1.8)	(1.4)
Less: Total pension / OPEB income / (cost)	(0.4)	4.3
Add: Pension / OPEB service costs	(1.1)	(1.0)
Net operating profit / (loss) after cash tax	\$ 3.2	\$ 2.7
Less: Special items (excl. pension / OPEB) pre-tax	(3.6)	(4.9)
Adj. net operating profit / (loss) after cash tax	<u>\$ 6.9</u>	<u>\$ 7.6</u>
<u>Invested Capital</u>		
Equity	\$ 36.7	\$ 42.1
Debt (excl. Ford Credit)	25.6	20.3
Net pension and OPEB liability	10.6	4.6
Invested capital (end of period)	<u>\$ 73.0</u>	<u>\$ 66.9</u>
Average invested capital	<u>\$ 70.9</u>	<u>\$ 71.0</u>
ROIC (a)	4.6 %	3.8 %
Adjusted ROIC (Non-GAAP) (b)	9.7 %	10.7 %

- a. Calculated as the sum of net operating profit / (loss) after cash tax from the last four quarters, divided by the average invested capital over the last four quarters
b. Calculated as the sum of adjusted net operating profit / (loss) after cash tax from the last four quarters, divided by the average invested capital over the last four quarters

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 operating results and trends, and a means to compare 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 / (Loss) 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 focuses on underlying operating results and trends, and improves comparability of our period-over-period results. Our management ordinarily excludes special items from its review of the results of the operating segments for purposes of measuring segment profitability and allocating resources. Pre-tax special items consist of (i) pension and OPEB remeasurement gains and losses, (ii) gains and losses on investments in equity securities, (iii) significant personnel expenses, dealer-related costs, and facility-related charges stemming from our efforts to match production capacity and cost structure to market demand and changing model mix, and (iv) 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, including gains and losses on pension and OPEB remeasurements and on investments in equity securities.
- **Company Adjusted EBIT Margin (Most Comparable GAAP Measure: Company Net Income / (Loss) 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 / (Loss) Per Share (Most Comparable GAAP Measure: Earnings / (Loss) Per Share) – Measure of Company's diluted net earnings / (loss) 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 earnings from ongoing operating activities. When we provide guidance for adjusted earnings / (loss) per share, we do not provide guidance on an earnings / (loss) 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 Company excluding Ford Credit 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 ROIC – Calculated as the sum of adjusted net operating profit / (loss) 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 / (loss) 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.

Definitions And Calculations

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, and from the second quarter of 2021, Ford badged vehicles produced in Taiwan by Lio Ho Group. 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 (including cash held for sale); 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 unit 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 unit 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 wholesale units

Earnings Before Taxes (EBT)

- Reflects Income before income taxes

Records

- References to Company, Automotive segment and business unit records are since at least 2009