



Deutsche Bank Global Automotive Conference

Ford Motor Company
January 16, 2019

Important Notice Regarding This Presentation

- This presentation includes our preliminary view of 2018 results. Our actual results could differ materially from the preliminary results included in this presentation. We will provide additional detail on 2018 results in our earnings presentation on January 23, 2019. Our Annual Report on Form 10-K, which will be filed in February, will include our audited financial results.
- This presentation also 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, 2017, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.





Jim Hackett

Chief Executive Officer



Creating Tomorrow, Together

**Our
Belief**

Freedom of movement drives human progress.

**Our
Aspiration**

**To become the world's most trusted company,
designing smart vehicles for a smart world.**

**Our Plan for
Value Creation**

Passion for Product & Deep Customer Insight

**Winning
Portfolio**

**Propulsion
Choices**

**Autonomous
Technology**

**Mobility
Experiences**

Fitness

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

Metrics

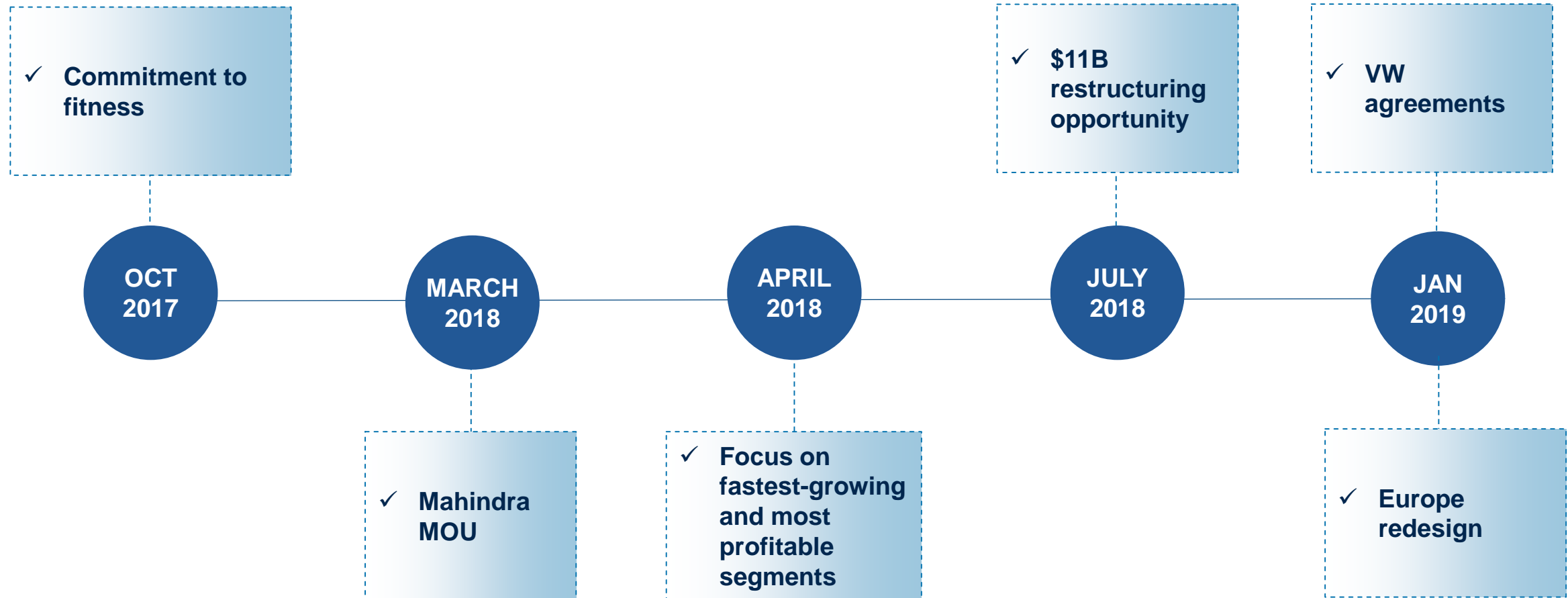
**Growth
EBIT Margin
ROIC
Cash Flow**

Our People

Culture & Values



Reshaping And Transforming Company – Sharpening Competitiveness While Improving Results



Global Redesign Provides Roadmap To Improve Competitiveness, Profitability And Returns

Winning Portfolio	✓ Shifting our vehicle portfolio to better meet our customers' needs, focusing on our product strengths
Propulsion Choices	✓ Re-deploying capital into electrification to create exciting iconic high-end products
Autonomous Technology	✓ Scale production deployment of autonomous vehicles by 2021
Mobility Experiences	✓ Investing in new mobility businesses to build a suite of data-driven transportation services
Fitness	✓ Attacking costs and capital inefficiencies, while reducing complexity to deliver what customers want when they want it
Culture	✓ Developing a high-performance culture that will win

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Global Redesign Provides Roadmap To Improve Competitiveness, Profitability And Returns

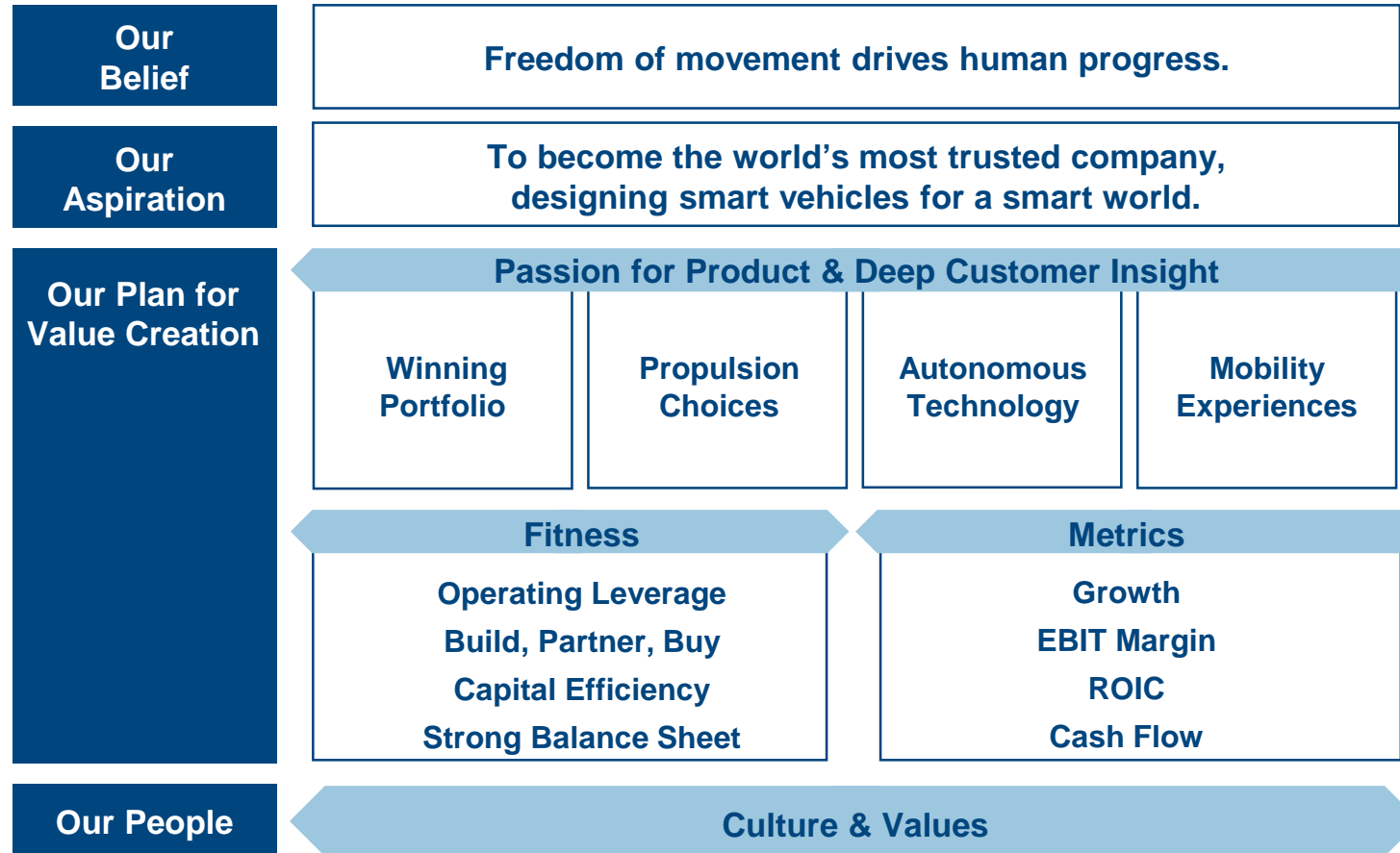
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Creating Tomorrow, Together



- Confident in our plan to redesign our business
- Approaching smart redesign efforts in a thoughtful and human-centered way
- Committed to allocating capital to its best and highest use



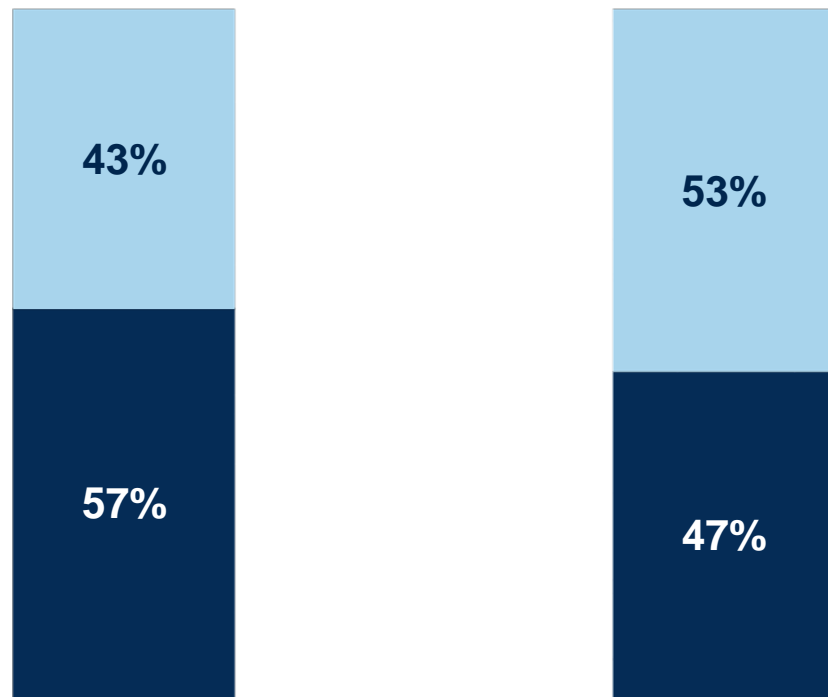
Jim Farley

President, Global Markets

Global Segmentation Shift Toward Trucks And Utilities Plays To Strengths And Informs Capital Allocation

Global Industry Segmentation (% Of Total)

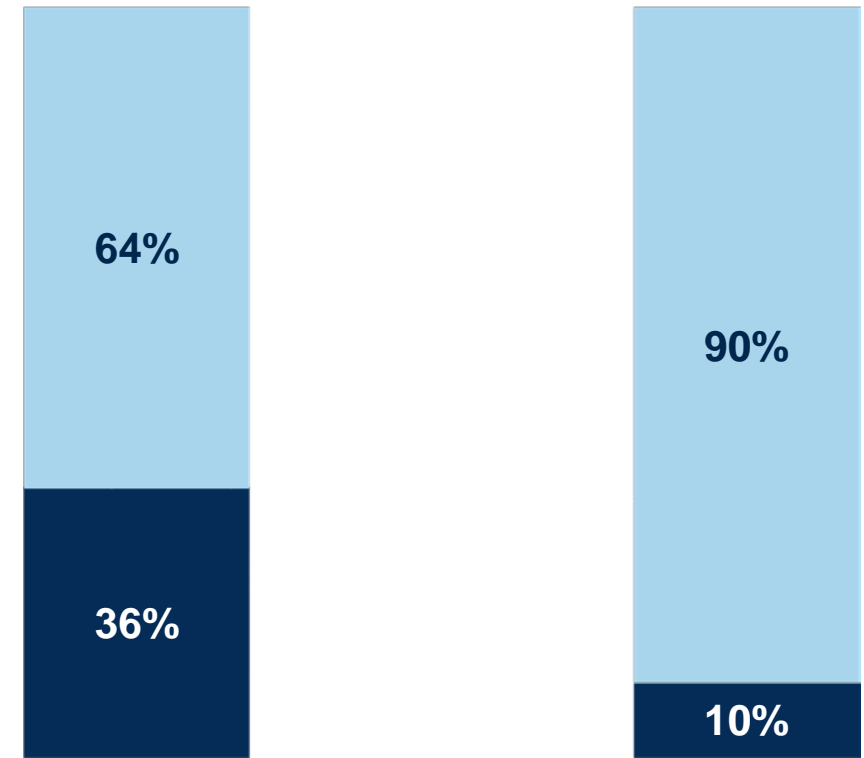
Truck / Utilities
Car



2015

2019

Capital Allocation Shift (% Of Total)



2016 - 2020

2019 - 2023






Ford Is The Best-Selling Truck And Van Brand In The World



Note: 2017 Results

Broad Truck And Van Franchises Lead Globally

#1 #1 F-Series Full-size Pickup Globally 	#2 Ranger: #2 Medium Pickup Outside U.S. 	#1 Transit: #1 Cargo Van Globally 
F-Series (+series, cab, powertrain option etc.)	Medium / Small Pickup	Van
F-750 Super Duty	Ranger Chassis Cab	Transit Chassis Cab
F-650 Super Duty	Ranger Raptor	Transit Bus
F-550 Super Duty Chassis Cab	Ranger - Wild Track	2T Transit
F-450 Super Duty Chassis Cab	Ranger - Limited	Transit Tourneau
F-450 Super Duty Pickup	Ranger – XLT	Transit Custom
F-350 Super Duty Chassis Cab	Ranger - XLS	Econoline
F-350 Super Duty Pickup	Ranger - XL	JMC Legacy Transit
F-250 Super Duty Pickup	JMC Pickups	Transit Connect
F-150 Raptor		Transit Courier
F-150		

What's Next

New Super Duty

U.S. Adds Ranger Plus
Future VW Alliance

2T Transit Freshening
Future VW Alliance

Note: 2017 Results

Global Truck And Van Business Is Large And Delivers Compelling Returns



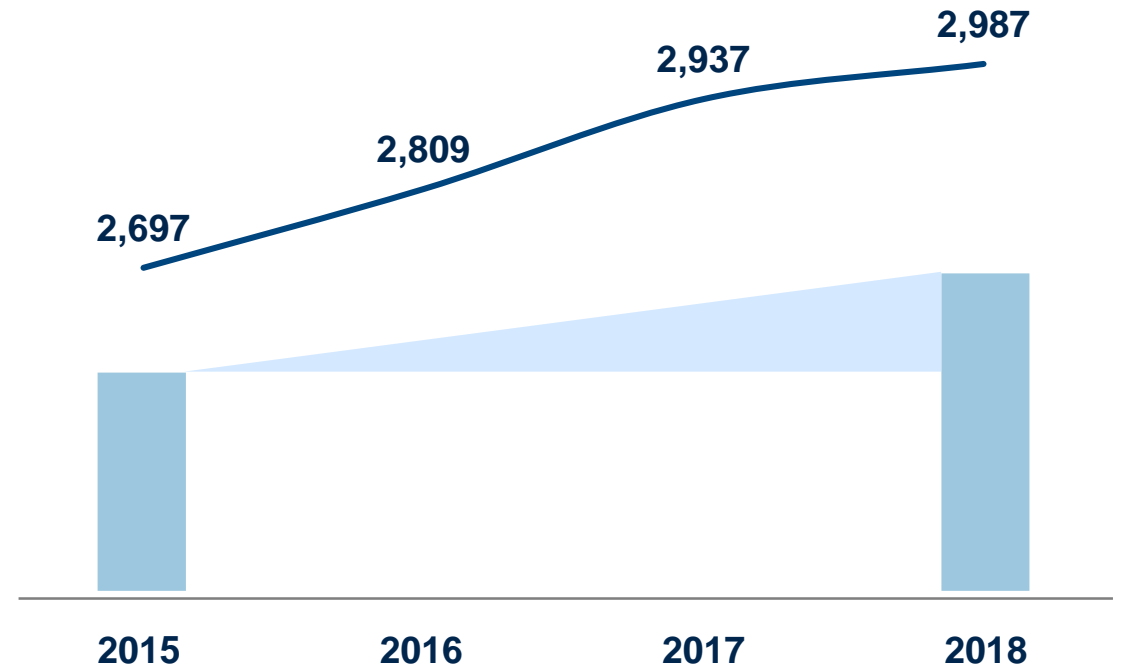
Expanding Van Business To Capitalize On Segment Growth

Transit Family



Global Industry Market Light Commercial Bus / Van

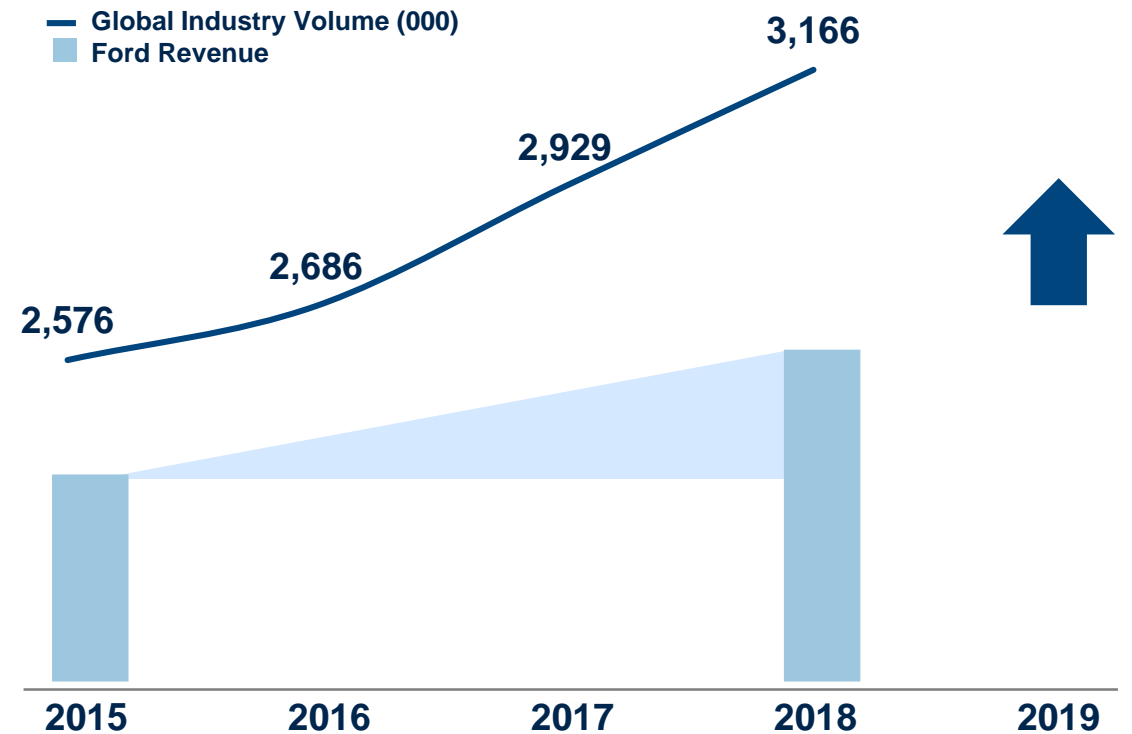
— Global Industry Volume (000)
■ Ford Revenue



Building On Global Medium Pickup Strength With Ranger Raptor And Relaunch Of Ranger In North America



Global Industry Market
Medium Pickup Segment Trend (000)



Unique F-Series DNA Creates Formidable Competitive Moat



**Product Capability
and Durability**



Large and Loyal Owner Base



Built Ford Tough Brand Strength



Experienced Dealer Network



**Deep Customer Knowledge and
Insights**



Continuous Innovation



**Breadth of Product
and Service Offerings**



**Trusted Fleet and Commercial
Relationships**

Dominant Full-size Pickup Truck Position And U.S. Results Demonstrate Deep Understanding Of Customer Needs



U.S. Results

	Average Transaction Price	Share	Sales Advantage Over Chevy
2018	\$46,700	37.6%	324K
	↑	↑	↑
2015	\$42,000	35.7%	180K

All-new
F-150
launched
September
2014

All-new
Super Duty
launched
September
2016

Extending Leadership In Trucks And Vans

- Electrifying F-Series and Transit
- Increasing connectivity
- Expanding network and digital services
- Growing high-end and affordable derivatives
- Building global alliances



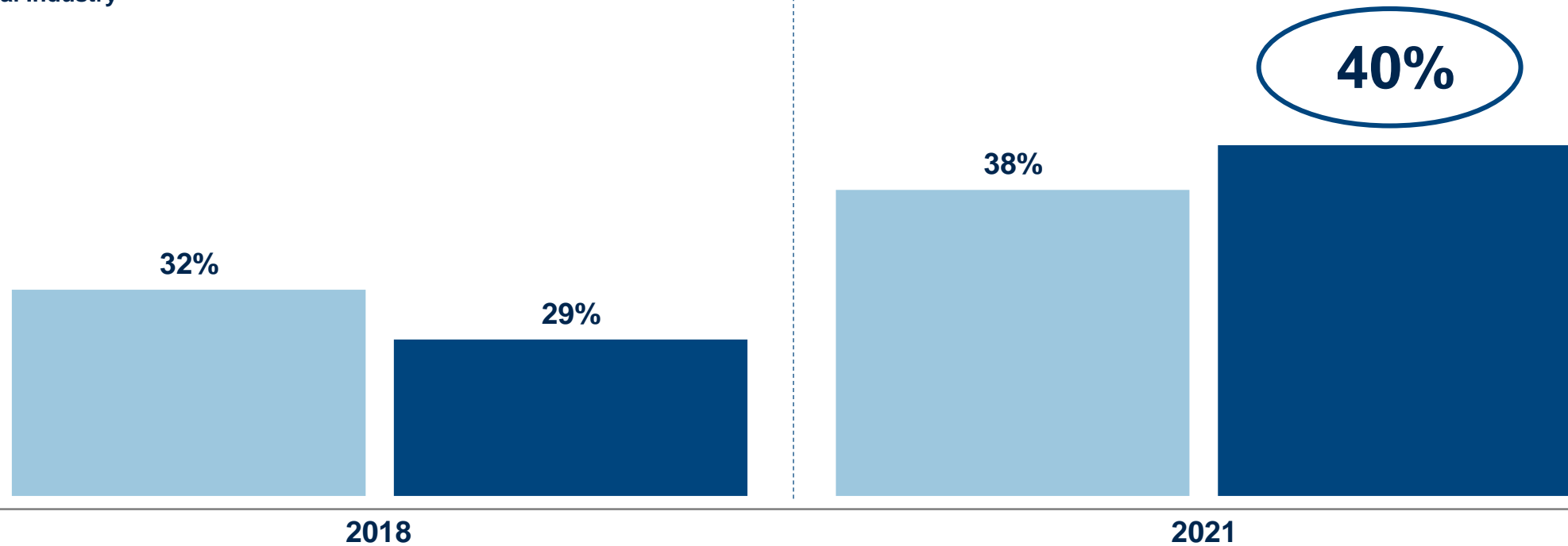
Ford Global Utilities



Growing Utility Mix With Exciting, New Product Lineup

Global Utility (Percent Of Total Volume)

■ Global Industry
■ Ford



U.S. Utility Portfolio Freshens Significantly Over Next Two Years

U.S. Ford and Lincoln Utilities
Refreshed Products Compared With 2018



EXPLORER



BRONCO



SMALL RUGGED UTILITY



MUSTANG INSPIRED BEV



ESCAPE



LINCOLN AVIATOR



LINCOLN UTILITY

7 New Entries / Major Refreshes

36%

2019

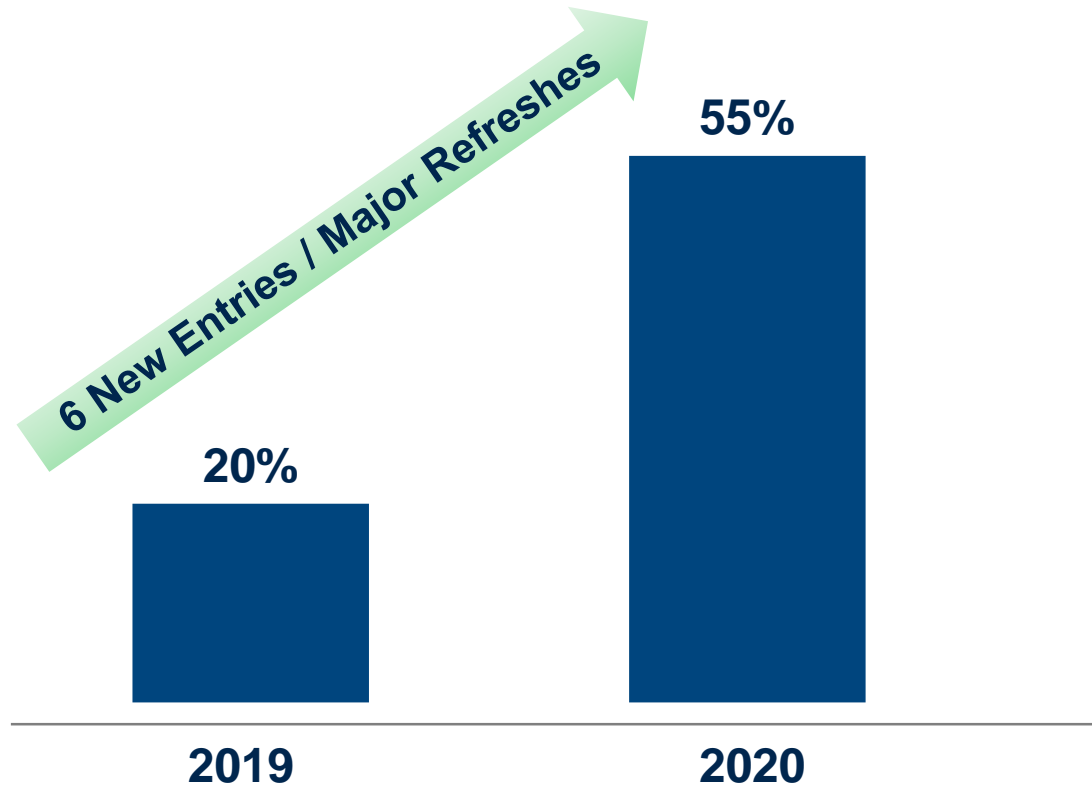
50%

2020



China Utility Portfolio Freshens Significantly Over Next Two Years

China Ford and Lincoln Utilities
Refreshed Products Compared With 2018



EXPLORER



KUGA



TERRITORY



NEW SUV



LINCOLN AVIATOR



LINCOLN UTILITY

Early Results Of SUV Product Offensive Are Positive, Exemplified By The Success Of All-New Expedition



**All-new
Expedition launched
November 2017**

U.S. Results

	Average Transaction Price	Share	Conquest From GM
2018	\$63,600	18%	21%
	↑	↑	↑
2017	\$51,000	12%	18%

All-New Explorer Raises The Bar Again In Large Utilities



- All-new RWD architecture
- Smarter and more capable
- Broadest-ever lineup with richer mix

Ford Will Define The Future Of SUVs Again With New Mustang-inspired Electric Performance Utility



Continue To Strengthen Utility Position Through Innovation

- Electrifying
- Increasing connectivity and digital services
- Expanding driver assist technologies
- Innovating silhouettes
- Building global alliances for developing markets



North America
profitable and
growing;
remake of
overseas
operations
begins in 2019

Redesigning Regional Businesses



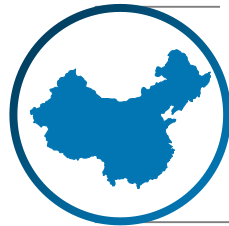
North America

- “Return to 10” margin objective
- Deep reorganization of salary workforce to enhance effectiveness and reduce costs
- Significant wave of new truck and SUV product launches in 2019



Europe

- Fundamental redesign of Europe business in-process
- Actions underway to improve profitability and reduce structural costs
- Product portfolio built around three customer-focused business groups – commercial vehicles, passenger vehicles and imports



China

- Redesigning China operating model to return to profitable growth
- Right-sizing inventories and addressing dealer profitability
- On track to launch more than 30 new products by 2021



South America

- Committed to the region with an optimized footprint, targeted to Ford’s strengths
- Taking action to redesign the business; implementation begins this year
- Leveraging product strengths to focus on profitable trucks and utilities

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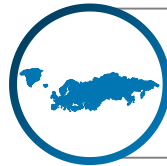
Redesigning Regional Businesses

North America



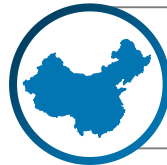
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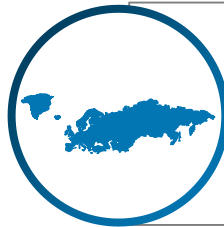
Redesigning Regional Businesses



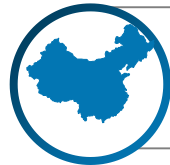
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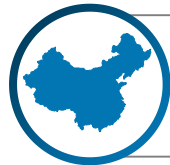
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Alliances Are Catalysts For Global Redesign: VW And Mahindra



VOLKSWAGEN

- Alliance to deliver medium pickup trucks for global customers starting in 2022, and follow with commercial vans
- Positions for market leadership in Light Commercial Vehicles
- Continuing discussions to explore additional areas of opportunity
- Does not involve cross-ownership between the two companies



MAHINDRA








- Will co-develop midsize compact sport utility vehicle for India; opportunities in other emerging markets
- Will enhance market offerings and deliver engineering and commercial synergies
- Continue to explore further engineering and commercial opportunities in cross-sharing of platforms and geographies



Bob Shanks

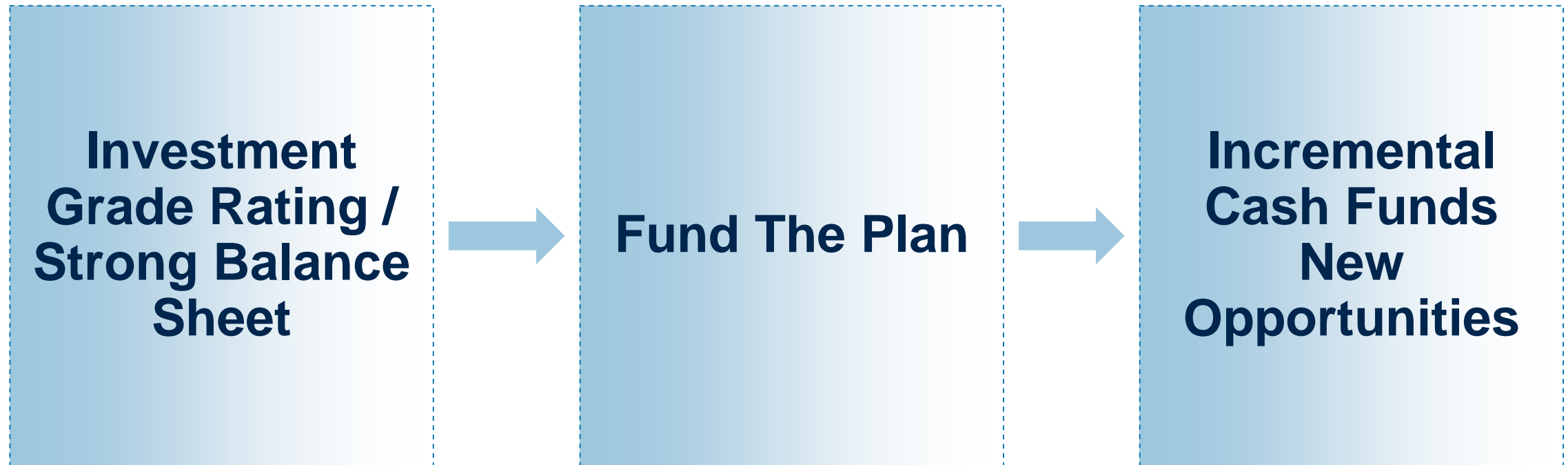
Chief Financial Officer

Full Year 2018 Preliminary Results

	Company Revenue	\$160.3B ↑2.0% Driven by strong mix and net pricing
	Company Adj. EBIT* Company Adj. EBIT Margin*	\$7.0B 4.4% \$2.6B lower YoY, mainly China and Europe
	NA EBIT Margin	7.9% Strong mix and net pricing
	Ford Credit EBT	\$2.6B Best result in 8 years
	Company Adj. Op. Cash Flow*	\$2.8B \$1.4B lower YoY
	Company Cash* Liquidity	\$23.1B \$34.2B Cash and liquidity balances remain strong
	Adj. EPS*	\$1.30

* See Appendix for detail, reconciliation to GAAP and definitions

An Investment Grade Rating And A Strong Balance Sheet Remain The Foundation Of Ford's Financial Strategy

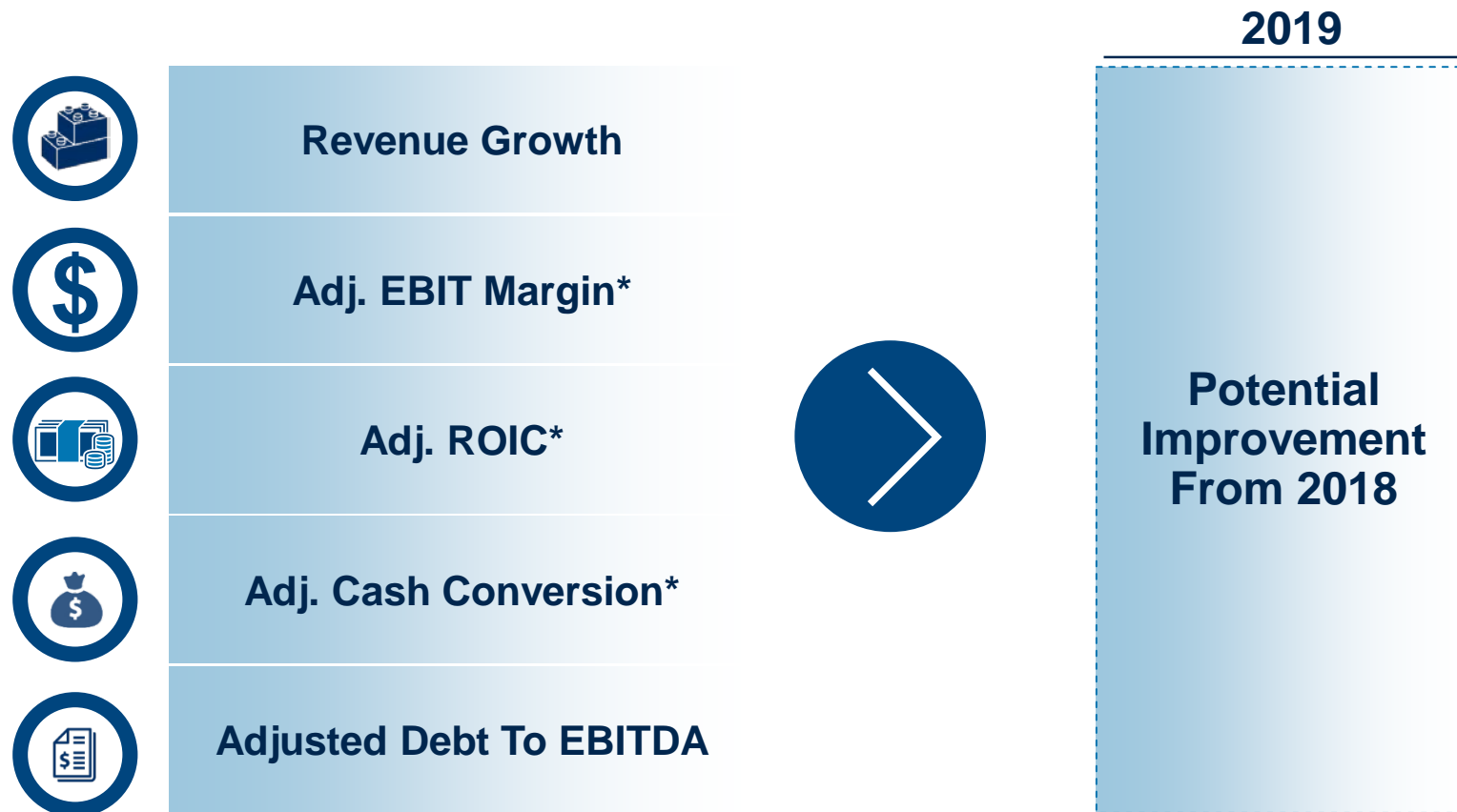


Ford's Key Financial Targets Focus On Growth, Operating And Capital Efficiency, Cash Flow And Balance Sheet Strength*

	Revenue Growth	> Global GDP
	Adj. EBIT Margin*	8%+
	Adj. ROIC*	High Teens+
	Adj. Cash Conversion*	65%+
	Adjusted Debt To EBITDA	<2.5

* See Appendix for detail and definitions

For 2019, We See The Potential For YoY Improvement Across All Key Metrics



* See Appendix for detail and definitions

For 2019, Our Outlook For GDP Growth And Industry Volume Suggests Neutral To Modestly Negative Headwinds

Metric	2018*	2019 Assumption
Global GDP (% Change)	3.7%	Flat
U.S.	2.9%	Decelerating
Brazil	1.5%	Accelerating
Europe	2.0%	Decelerating
China	6.6%	Decelerating

Metric	2018*	2019 Assumption
Global Industry Volume (Mils.)	95.2	Flat
U.S.	17.7	Low 17s Incl medium-heavy trucks
Brazil	2.6	Increasing slightly
Europe	20.1	Flat
China	25.9	Decreasing modestly

* Estimate

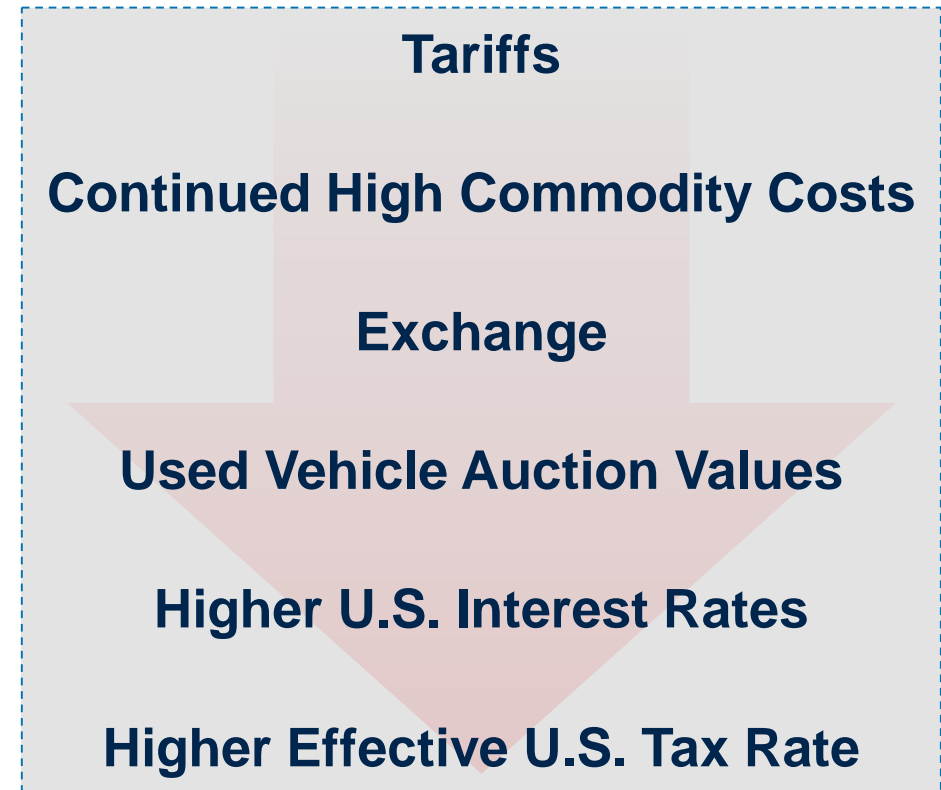


Our 2019 Performance Will Depend On Many Factors

TAILWINDS



HEADWINDS

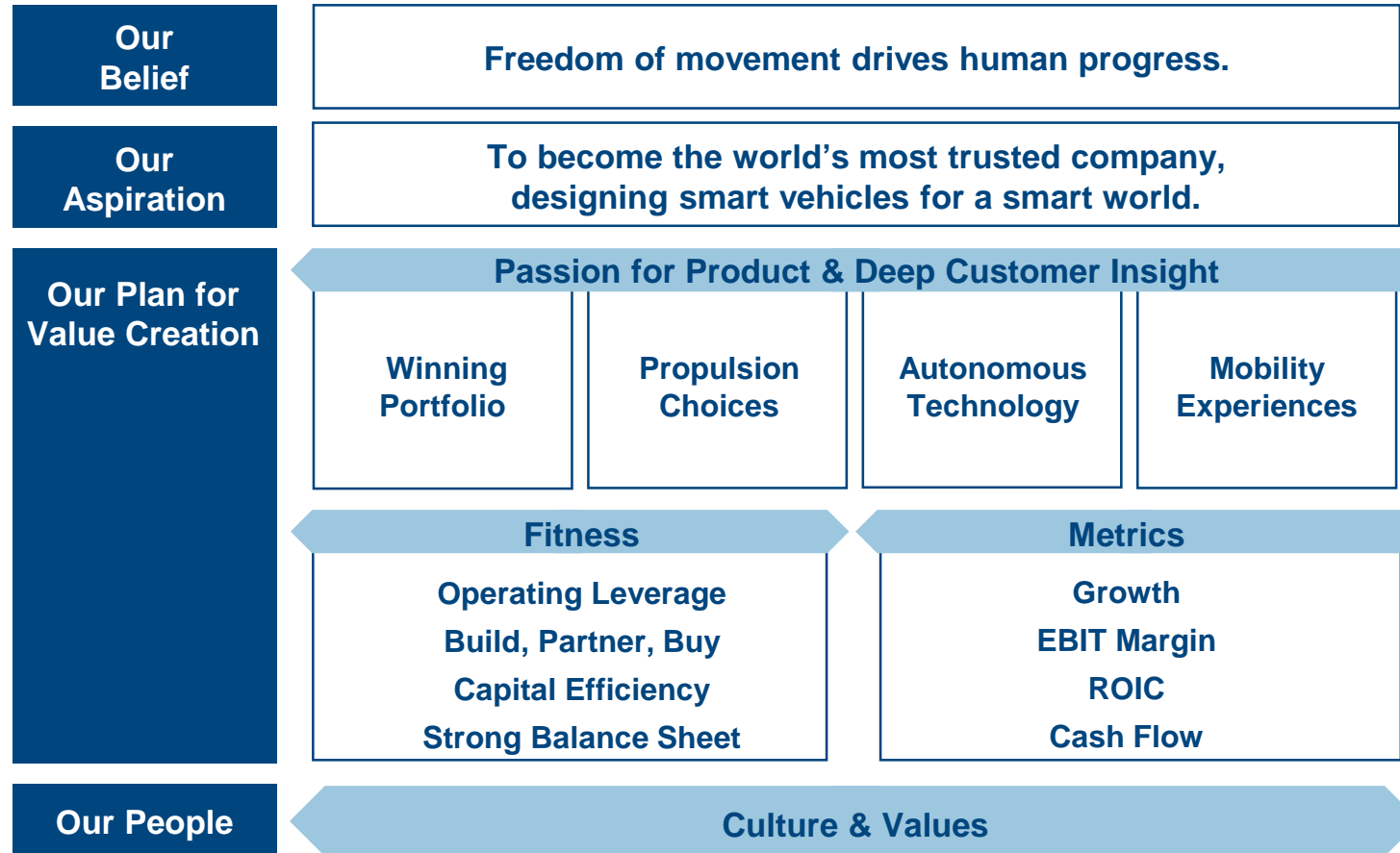


Other Assumptions

Soft Brexit
New UAW Agreement
Minimal Redesign Disruptions



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Q&A

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, 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;
- 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;
- Safety, emissions, fuel economy, and other regulations affecting Ford may become more stringent;
- 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 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, 2017, as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.



Appendix

Preliminary Company Net Income Reconciliation To Adjusted EBIT (Mils)

	4Q		FY	
	2017	2018	2017	2018
Net income / (Loss) attributable to Ford (GAAP)	\$ 2,520	\$ (116)	\$ 7,731	\$ 3,677
Income / (Loss) attributable to non-controlling interests	4	4	26	18
Net income / (Loss)	\$ 2,524	\$ (112)	\$ 7,757	\$ 3,695
Less: (Provision for) / Benefit from income taxes	652	(95)	(402)	(650)
Income / (Loss) before income taxes	\$ 1,872	\$ (17)	\$ 8,159	\$ 4,345
Less: Special items pre-tax	152	(1,179)	(289)	(1,429)
Income / (Loss) before special items pre-tax	\$ 1,720	\$ 1,162	\$ 8,448	\$ 5,774
Less: Interest on debt	(308)	(295)	(1,190)	(1,228)
Adjusted EBIT (Non-GAAP)	<u>\$ 2,028</u>	<u>\$ 1,457</u>	<u>\$ 9,638</u>	<u>\$ 7,002</u>
Memo:				
Revenue (Bils)	\$ 41.3	\$ 41.8	\$ 156.8	\$ 160.3
Net income margin (GAAP) (Pct)	6.1%	(0.3)%	4.9%	2.3%
Adjusted EBIT Margin (Pct)	4.9%	3.5%	6.1%	4.4%



Preliminary Company Net Cash Provided By / (Used In) Operating Activities Reconciliation To Adjusted Operating Cash Flow (Mils)

	4Q		FY	
	2017	2018	2017	2018
Company net cash provided by / (used in) operating activities (GAAP)	\$ 3,147	\$ 1,391	\$ 18,096	\$ 15,056
Less: <u>Items not included in Company Adjusted Operating Cash Flows</u>				
Ford Credit operating cash flows	(174)	(1,198)	9,300	8,205
Funded pension contributions	(714)	(153)	(1,434)	(437)
Separation payments	(181)	(117)	(281)	(179)
Other, net	(25)	(21)	(52)	65
Add: <u>Items included in Company Adjusted Operating Cash Flows</u>				
Automotive and Mobility capital spending	(2,103)	(2,102)	(7,004)	(7,737)
Ford Credit distributions	-	660	406	2,723
Settlement of derivatives	107	70	217	132
Pivotal conversion to a marketable security	-	-	-	263
Company adjusted operating cash flow (Non-GAAP)	<u>\$ 2,244</u>	<u>\$ 1,507</u>	<u>\$ 4,182</u>	<u>\$ 2,781</u>



Preliminary Company Earnings Per Share Reconciliation To Adjusted Earnings Per Share

	4Q		FY	
	2017	2018	2017	2018
<u>Diluted After-Tax Results (Mils)</u>				
Diluted after-tax results (GAAP)	\$ 2,520	\$ (116)	\$ 7,731	\$ 3,677
Less: Impact of pre-tax and tax special items	971	(1,320)	608	(1,517)
Adjusted net income – diluted (Non-GAAP)	<u>\$ 1,549</u>	<u>\$ 1,204</u>	<u>\$ 7,123</u>	<u>\$ 5,194</u>
<u>Basic and Diluted Shares (Mils)</u>				
Basic shares (average shares outstanding)	3,973	3,970	3,975	3,974
Net dilutive options, unvested restricted stock units and restricted stock	27	27	23	24
Diluted shares	<u>4,000</u>	<u>3,997</u>	<u>3,998</u>	<u>3,998</u>
Earnings per share – diluted (GAAP)*	\$ 0.63	\$ (0.03)	\$ 1.93	\$ 0.92
Less: Net impact of adjustments	0.24	(0.33)	0.15	(0.38)
Adjusted earnings per share – diluted (Non-GAAP)	<u>\$ 0.39</u>	<u>\$ 0.30</u>	<u>\$ 1.78</u>	<u>\$ 1.30</u>

* The 2018 fourth quarter calculation of Earnings Per Share - Diluted (GAAP) excludes the 27 million shares of net dilutive options, unvested restricted stock units and restricted stock due to their antidilutive effect

Preliminary Company Effective Tax Rate Reconciliation To Adjusted Effective Tax Rate

	2018		Memo:
	4Q	FY	FY 2017
<u>Pre-Tax Results (Mils)</u>			
Income / (Loss) before income taxes (GAAP)	\$ (17)	\$ 4,345	\$ 8,159
Less: Impact of special items	(1,179)	(1,429)	(289)
Adjusted earnings before taxes (Non-GAAP)	<u>\$ 1,162</u>	<u>\$ 5,774</u>	<u>\$ 8,448</u>
<u>Taxes (Mils)</u>			
(Provision for) / Benefit from income taxes (GAAP)	\$ (95)	\$ (650)	\$ (402)
Less: Impact of special items	(141)	(88)	897
Adjusted (provision for) / benefit from income taxes (Non-GAAP)	<u>\$ 46</u>	<u>\$ (562)</u>	<u>\$ (1,299)</u>
<u>Tax Rate (Pct)</u>			
Effective tax rate (GAAP)	(558.8)%	15.0%	4.9%
Adjusted effective tax rate (Non-GAAP)	(4.0)%	9.7%	15.4%

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) includes non-controlling interests and 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 and dealer-related costs stemming from our 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), and tax special items. The measure provides investors with useful information to evaluate performance of our business excluding items not indicative of 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 Operating Cash Flow (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, separation payments, and other items that are considered operating cash outflows under U.S. 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 operating cash flow, 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** – 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.
- **Adjusted Cash Conversion (Most comparable GAAP Measure: Cash Flows From Op. Activities / Net Income)** – Company Adjusted Cash Conversion is Company adjusted operating cash flow divided by 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.

Definitions And Calculations

Automotive Records

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

Wholesales 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

ROE

- Reflects an annualized return on equity. This metric is calculated by taking net income for the period divided by average equity for the period and annualizing the result by dividing by the number of days in the quarter and multiplying by 365.

Earnings Before Taxes (EBT)

- Reflects Income before income taxes