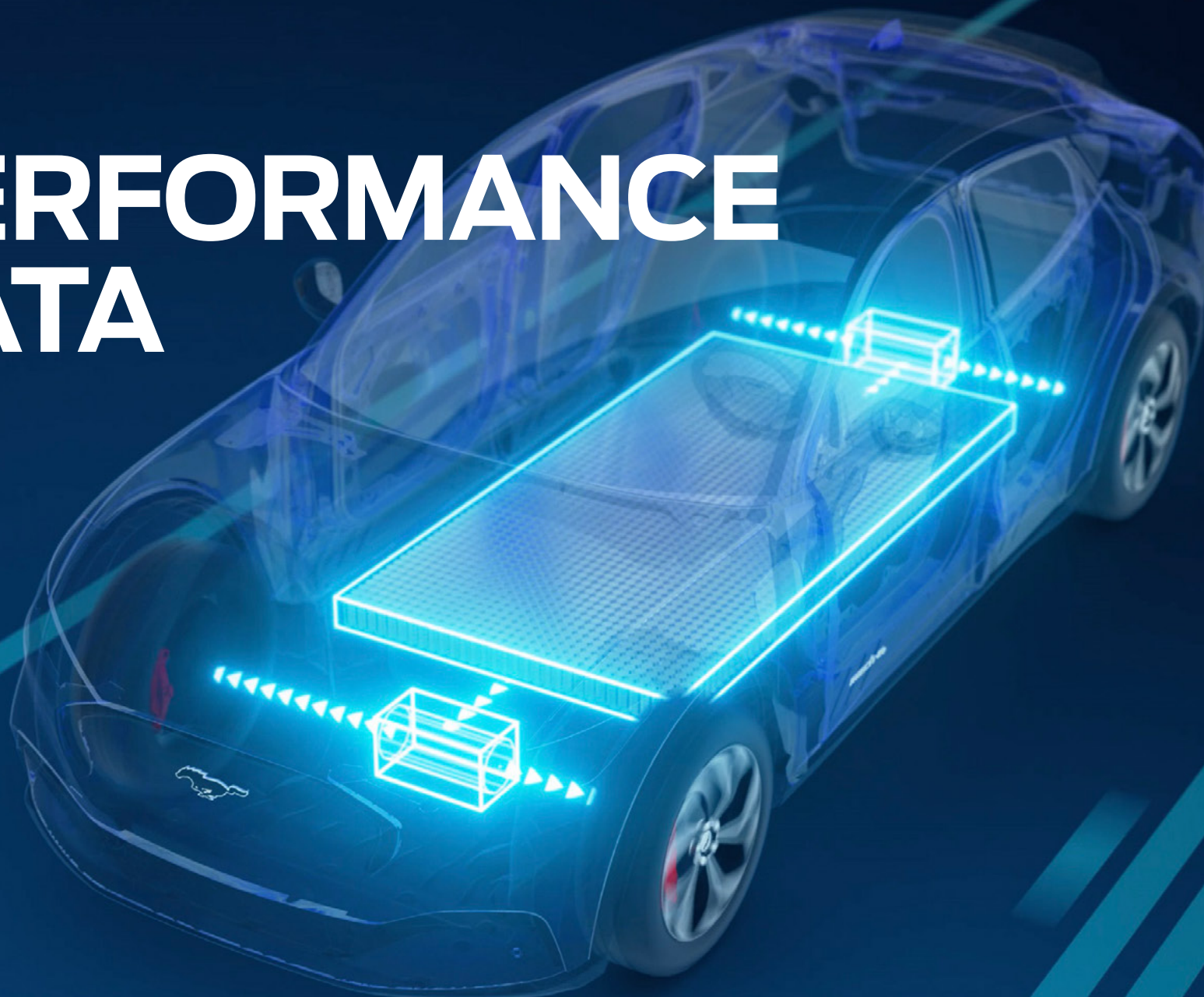


2021

PERFORMANCE DATA



Our Sustainability Aspirations

We are working to revolutionize mobility, fueled by new challenges and the desire to help build a better world for everyone.



Climate Change

Achieve carbon neutrality by 2050



Air

Attain zero emissions from our vehicles and facilities



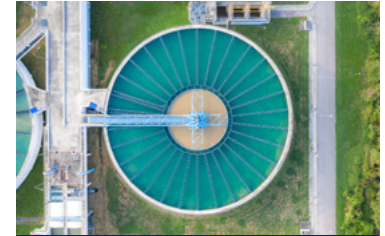
Energy

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



Waste

Reach true zero waste to landfill across our operations
Eliminate single-use plastics from our operations by 2030



Water

Make zero water withdrawals for manufacturing processes
Use freshwater only for human consumption



Materials

Utilize only recycled or renewable content in vehicle plastics



Safety

Work toward a future that is free from vehicle crashes and workplace injuries



Human Rights

Source only raw materials that are responsibly produced



Diversity, Equity and Inclusion

Create a truly diverse culture where everyone feels like they belong



Access

Drive human progress by providing mobility and accessibility for all

Performance Data

Financial

	2018	2019	2020
Revenue	\$160.3b	\$155.9b	\$127.1b
Net income attributable to Ford Motor Company	\$3.7b	\$47m	\$(1.3)b
Company adjusted EBIT ¹	\$7.0b	\$6.4b	\$2.8b
Company adjusted EBIT margin ¹	4.4%	4.1%	2.2%
Company adjusted free cash flow ¹	\$2.8b	\$2.8b	\$0.7b
Adjusted earnings per share ¹	\$1.30	\$1.19	\$0.41
Income taxes paid/(refunded)	\$821m	\$599m	\$421m

Innovation

	2018	2019	2020
Global utility patents issued	3,950	4,884	3,782
U.S. utility patents issued to Ford and subsidiaries	2,142	2,521	2,075

Product Quality and Customer Satisfaction

	2018 ²	2019	2020
GQRS “Things Gone Wrong” (TGW) (three months in service) by Region (total TGW per 1,000 vehicles)			
North America	768	865	1,013
South America	1,257	1,331	1,426
Europe	1,006	1,214	988
Asia Pacific	1,658	N/A	N/A
Asia Pacific (excluding China and Taiwan)	N/A	1,506	N/A
China (excluding Taiwan) ³	N/A	1,254	1,380
Middle East & Africa	1,710	1,335	N/A
International Markets Group (IMG)	N/A	N/A	1,130
GQRS Customer Satisfaction (three months in service) by Region (percent highly satisfied)			
North America	78	80	79
South America	59	61	63
Europe	65	66	65
Asia Pacific	48	N/A	N/A
Asia Pacific (excluding China and Taiwan)	N/A	66	N/A
China (excluding Taiwan) ³	N/A	58	51
Middle East & Africa	53	60	N/A
International Markets Group (IMG)	N/A	N/A	68

Workforce Profile

	2018	2019	2020
Global Workforce by Region (percent)⁴			
North America	50	52	54
South America	6	5	4
Europe	26	24	23
Asia Pacific	11	N/A	N/A
Asia Pacific (excluding China and Taiwan)	N/A	5	N/A
China (including Taiwan)	N/A	2	2
Middle East & Africa	2	3	N/A
International Markets Group (IMG)	N/A	N/A	8
Employment by Business Unit⁵			
Automotive	190,267	173,472	169,732
Ford Credit	7,561	6,782	6,258
Ford Smart Mobility	1,135	3,130	2,554
Corporate and Other	N/A	7,051	7,858
Total	198,963	190,435	186,401
Total Workforce by Hourly and Salaried (number)			
	2019	2020	
Hourly	123,590	116,317	
Salaried	66,843	70,085	
Total company	190,433	186,401	

Note: In both 2019 and 2020, we updated our regional business units as explained in each of our 2019 and 2020 Annual Financial Reports (10-K). In 2019, China (including Taiwan) was separated from Asia Pacific. Data for China (including Taiwan) is included as part of Asia Pacific for 2018. Beginning in 2020, our International Markets Group (IMG) includes Asia Pacific, Middle East & Africa and our joint venture in Russia (which was previously included in Europe).

¹ See Form 10-K, pages 69–72 for definitions and reconciliations to GAAP (U.S. Generally Accepted Accounting Principles).

² Reflects GQRS 2018 onward. International Markets Group became a new business unit in 2020. Numbers reflected under previous reporting business units are not equal to the sum of previous business units as numbers are volume weighted by region.

³ Prior to 2020, China data included Taiwan.

⁴ Regions do not add up to 100% as they represent automotive only.

⁵ In 2019, we updated our Employment by Business Unit figures by adding Corporate and Other to match the Form 10-K.

Workforce Profile (continued)

	Hourly	Salaried	Total	Percent
Total Workforce by Hourly and Salaried, by Region (2020)				
Automotive				
North America	70,630	30,559	101,189	54
South America	5,228	2,653	7,881	4
Europe	29,524	13,118	42,642	23
China (including Taiwan)	692	2,915	3,607	2
International Markets Group (IMG)	10,004	4,410	14,414	8
Ford Credit	N/A	6,258	6,258	3
Ford Smart Mobility	239	2,315	2,554	1
Ford Business Solution	N/A	7,116	7,116	4
Corporate Governance	N/A	742	742	–
Total company	116,317	70,085	186,403	100

Diversity

	2018	2019	2020
Salaried Employees by Gender (number)⁶			
Male		39,970	40,578
Female		15,198	15,566
Global Salaried Employees by Gender (percent)			
Male	72	72.5	72.3
Female	28	27.5	27.7
Board of Directors Composition by Gender and Minorities (percent)			
Male	85	78.6	78.6
Female	15	21.4	21.4
Minorities	15	14.3	14.3
Corporate Officers by Gender and Minorities (percent)⁷			
Male	81	84.6	83.8
Female	19	15.4	16.2
Minorities	17	20.5	18.9

Note: In both 2019 and 2020, we updated our regional business units as explained in each of our 2019 and 2020 Annual Financial Reports (10-K). In 2019, China (including Taiwan) was separated from Asia Pacific. Data for China (including Taiwan) is included as part of Asia Pacific for 2018. Beginning in 2020, our International Markets Group (IMG) includes Asia Pacific, Middle East & Africa and our joint venture in Russia (which was previously included in Europe).

6 Does not include Europe.

7 Corporate Officers includes Executive Officers.

8 Women in Senior Management includes Corporate Officers.

9 Corporate and Other was broken out in 2020. Prior to 2020 this was included in the regions.

Diversity (continued)

	2018	2019	2020
Executive Officers by Gender and Minorities (percent)			
Male	70.0	77.8	80
Female	30.0	22.2	20
Minorities	22.2	22.2	30

	2018	2019	2020
Women in Senior Management by Region (percent)⁸			
Automotive			
North America	18.5	18.6	20.6
South America	5.3	0.0	9.1
Europe	8.3	7.8	10.5
Asia Pacific (excluding China and Taiwan)	15.8	12.5	N/A
China (including Taiwan)	5.6	11.9	12.1
Middle East & Africa	0.0	0.0	N/A
International Markets Group (IMG)	N/A	N/A	8.3
Ford Credit	20.0	27.3	42.9
Corporate and Other⁹	N/A	N/A	38.5
Mobility	N/A	N/A	23.1
Global	14.7	15.8	19.8

	2018	2019	2020
Women in Middle Management by Region (percent)			
Automotive			
North America	23.3	25	30.9
South America	18.5	16.6	8.8
Europe	15.4	16.4	16.5
Asia Pacific (excluding China and Taiwan)	13.0	15.4	N/A
China (including Taiwan)	25.8	30.9	49.7
Middle East & Africa	20.0	13.4	N/A
International Markets Group (IMG)	N/A	N/A	20.9
Ford Credit	26.5	26.9	51.7
Corporate and Other⁹	N/A	N/A	24.6
Mobility	N/A	N/A	29.0
Global	20.8	22.2	26.1

Diversity (continued)

	2018	2019	2020
Women in Supervisory Positions by Region (percent)			
Automotive			
North America	24.3	22.5	31.6
South America	21.2	17.2	20.8
Europe	16.9	15.1	17.9
Asia Pacific (excluding China and Taiwan)	14.9	37.5	N/A
China (including Taiwan)	36.1	25.4	62.2
Middle East & Africa	25.5	37.7	N/A
International Markets Group (IMG)	N/A	N/A	27.3
Ford Credit	38.5	37.7	60.3
Corporate and Other⁹	N/A	N/A	25.3
Mobility	N/A	N/A	44.1
Global	23.1	23.1	29.8

	2019	2020
Board of Directors – Demographic data		
Male	11	11
Female	3	3
Minorities	1 Puerto Rican, 1 African American	1 Puerto Rican, 1 African American
Total	14	14
Corporate Officers – Demographic data		
Male	33	31
Female	6	6
Minorities	3 Asian, 5 African American	3 Asian, 4 African American
Total	39	37
Executive Officers – Demographic data		
Male	7	8
Female	2	2
Minorities	1 Asian, 1 African American	3 Asian
Total	9	10

Diversity (continued)

	2018	2019	2020
U.S. Diversity Performance Data (percent) ¹⁰			
Minority-group personnel			
Total	31.2	32.6	34.4
Asian	4.8	5.0	5.2
African American	20.5	21.5	22.8
Hispanic/Latino	4.0	4.0	4.2
Other Minority ¹¹	1.9	2.0	2.2
Salaried	26.8	27.9	28.1
Asian	12.8	13.4	14
African American	8.7	8.6	8.6
Hispanic/Latino	4.1	4.2	4.2
Other Minority ¹¹	1.5	1.6	1.7
Hourly	33.7	35.2	37.9
Asian	0.4	0.4	0.4
African American	27.3	28.6	30.7
Hispanic/Latino	3.9	4.0	4.2
Other Minority ¹¹	2.2	2.3	2.5
Women			
Total	24	24.3	25.1
Salaried	28	27.4	27.4
Hourly	22	22.6	23.8

	2019	2020
U.S. Only (Salaried and Hourly), including Ford Credit and Mobility (number)		
Minority-group personnel		
Total	28,555	30,764
Salaried	8,693	8,931
Hourly	19,862	21,833
Women		
Total	21,262	22,446
Salaried	8,513	8,707
Hourly	12,749	13,739

Health and Safety

	2018	2019	2020
Global Lost-Time Case Rate (per 100 employees) (cases with one or more days away from work per 200,000 hours)			
Ford Motor Company	0.41	0.39	0.31
Lost-Time Case Rate by Region (per 100 employees) (cases with one or more days away from work per 200,000 hours)			
North America	0.67	0.66	0.53
South America ¹²	0.52	0.46	N/A
Europe	0.38	0.32	0.28
Asia Pacific	0.017	N/A	N/A
Asia Pacific (excluding China and Taiwan)	N/A	0.006	N/A
China (including Taiwan)	N/A	0.004	0.01
Middle East & Africa	0.09	0.05	N/A
International Markets Group (IMG)	N/A	N/A	0.09
Global Fatalities	1 ¹³	0 ¹⁴	0 ¹⁴

Employee Engagement

	2018	2019	2020
Voluntary Quit Rate by Major Markets (salaried employees) (percent)			
United States	2.7	3.1	2.3
Canada	2.1	6	3.1
Mexico	5.9	4.9	2.7
Brazil	3.7	3.9	2.9
Germany	0.2	0.56	0
United Kingdom	1.7	4.5	0.3
China	11.7	6.9	4.8
India	5.9	9	5.5
Thailand	7.6	4.6	2.3

	North America	South America	Europe	China (including Taiwan)	International Markets Group (IMG)
Confirmed Harassment Allegations (2020)					
Number of confirmed harassment allegations ¹⁵	91	8	2	0	4
Percentage of confirmed harassment allegations by region ¹⁶	0.25	0.27	0.22	0.00	0.03

Note: In both 2019 and 2020, we updated our regional business units as explained in each of our 2019 and 2020 Annual Financial Reports (10-K). In 2019, China (including Taiwan) was separated from Asia Pacific. Data for China (including Taiwan) is included as part of Asia Pacific for 2018. Beginning in 2020, our International Markets Group (IMG) includes Asia Pacific, Middle East & Africa and our joint venture in Russia (which was previously included in Europe).

¹⁰ Includes Ford Credit.

¹¹ Other racial minority groups include Native Hawaiian Or Pacific Islander, Native American/American Indian, and Two or More Races.

¹² For lost time case rate data only, South America is reported as part of International Markets Group (IMG) and included in the IMG number from 2020.

¹³ In 2018, we had a service contractor fatality at a North America Stamping Plant. Any loss of life or serious injury in the workplace is unacceptable and deeply regretted.

¹⁴ In 2019 and 2020, there were no employee or contractor fatalities.

¹⁵ Confirmed harassment allegations (when the respondent is a salaried employee) that involve: sex- or race-related, hostile, demeaning or belittling behavior, whether it is physical, verbal or both.

¹⁶ Refers to confirmed harassment allegations as a percentage of the total population by region.

Supplier Diversity

	2018	2019	2020
Total Purchases (\$billion)			
From minority-owned businesses – United States	8.56	8.49	6.30
From veteran-owned businesses – United States	0.41	0.18	0.16
From women-owned businesses – United States	2.28	1.53	1.16

Vehicle Safety

	2019	2020
Ford & Lincoln Nameplates With 5-star Overall Rating (number)		
U.S. NCAP	13	13
Euro NCAP	10	9
Available Ford and Lincoln Nameplates With 5-star Overall Rating (percent)		
U.S. NCAP	76	72
Euro NCAP	71	60

	2018	2019	2020
Safety Recalls			
Number of safety recalls (global) ¹⁷	N/A	90	107
Number of global passenger vehicles recalled (million)	N/A	11.05	7.48
Number of safety recalls (US) ¹⁷	31	37	45
Number of U.S. passenger vehicles recalled (million)	5.94	7.09	4.79

Supply Chain Management

	North America	South America	Europe	China (including Taiwan)	International Markets Group (IMG)	Global Total
Working Conditions Assessments (as of 12/31/2020)						
Assessments completed to date	174	240	123	353	313	1,203
Follow-up assessments completed to date (third party and/or internal)	220	373	181	434	436	1,644
Working Conditions Training (as of 12/31/2020)						
Training sessions conducted to date	48	44	40	39	44	215
Total number of attending companies	498	588	485	591	649	2,811
Total number of trained managers (attendees)	830	952	775	832	894	4,283

	Global Total
Working Conditions Training (scope of impact: supplier-submitted data as of 12/31/2020)	
Training cascaded to management (individuals trained)	43,948
Training cascaded to workforce (individuals trained)	916,911
Communication to suppliers (number of sub-tier companies)	182,351

	2018	2019	2020
Total supplier site trained/retained in sustainability management (cumulative since 2005)	3,696	3,792	3,816
Total purchase from Tier 2 suppliers (\$billion) ¹⁸	3.9	4.2	3.0

Note: In both 2019 and 2020, we updated our regional business units as explained in each of our 2019 and 2020 Annual Financial Reports (10-K). In 2019, China (including Taiwan) was separated from Asia Pacific. Data for China (including Taiwan) is included as part of Asia Pacific for 2018. Beginning in 2020, our International Markets Group (IMG) includes Asia Pacific, Middle East & Africa and our joint venture in Russia (which was previously included in Europe).

¹⁷ Includes Takata Airbag and DPS6 transmission-related recalls.

¹⁸ This data is self-reported by suppliers to Ford. Only includes certified diverse businesses.

Supply Chain Management (continued)

	2020		2020		2020
Supplier Audit Findings – Prevalence of non-conformances in 2020 initial audits conducted (percent of audits issued in which finding appeared)					
Labor – Total	100	Environment – Total	57	Management System – Total	86
Prevalence of child labor	0	Air emissions	14	Audits and assessments	64
Child labor avoidance policies and management systems	36	Energy consumption and greenhouse gas emissions	14	Communication	36
Freedom of association	21	Environmental permits and reporting	7	Company commitment	21
Presence of forced labor	0	Hazardous substances	36	Corrective action process	21
Freely chosen employment policies and management systems	57	Materials restrictions	7	Documentation and records	14
Humane treatment	14	Pollution prevention and resource reduction	14	Improvement objectives	50
Non-discrimination	50	Solid waste	21	Legal and customer requirements	43
Wages and benefits	57	Water management	21	Management accountability and responsibility	57
Working hours	86	Ethics – Total	50	Risk assessment and risk management	43
Health & Safety – Total	93	Business integrity	29	Supplier responsibility	86
Emergency preparedness	71	Disclosure of information	29	Training	29
Food, sanitation and housing	43	Fair business, advertising and competition	36	Worker feedback and participation	21
Health and safety communication	29	Intellectual property	21	Supplier Audit Scores – Initial and Closures (Average)	
Industrial hygiene	29	No improper advantage	36		2020
Machine safeguarding	7	Privacy	21	Initial audit score (average)	81
Occupational injury and illness	43	Protection of identity and non-retaliation	21	Closure audit score (average) ¹⁹	137
Occupational safety	71	Responsible sourcing of minerals	14		
Physically demanding work	21				

Note: In both 2019 and 2020, we updated our regional business units as explained in each of our 2019 and 2020 Annual Financial Reports (10-K). In 2019, China (including Taiwan) was separated from Asia Pacific. Data for China (including Taiwan) is included as part of Asia Pacific for 2018. Beginning in 2020, our International Markets Group (IMG) includes Asia Pacific, Middle East & Africa and our joint venture in Russia (which was previously included in Europe).

19 Closure audit score is an average of all follow-up audit scores conducted after the initial audit. There are generally 1–3 closure audits per Initial audit.

Vehicle Fuel Economy and CO₂ Emissions

	2018	2019	2020
Ford U.S. Corporate Average Fuel Economy (mpg)			
Cars (domestic and import)	35.7	35.6	35.2 ²⁰
Trucks	26.3	26.8	28.4 ²¹
Combined car and truck fleet	28.9	29.0	29.9 ²²
Ford U.S. CO₂ Tailpipe Emissions per Vehicle (g/mi)			
Combined car and truck fleet average CO ₂ emissions	312	309	301 ²³
Ford Europe CO₂ Tailpipe Emissions per Passenger Vehicle (g/km)			
	123 ²⁴	131	110 ²⁵
Ford EU CO₂ Tailpipe Emissions per Light Commercial Vehicle (g/km)			
	170	170	166 ²⁶
Ford Switzerland CO₂ Tailpipe Emissions per Passenger Vehicle (g/km)			
	136	135	114 ²⁷
Ford Switzerland CO₂ Tailpipe Emissions per Light Commercial Vehicle (g/km)			
	N/A	N/A	180
Ford China Corporate Average Fuel Consumption (L/100km)			
Ford (China) Import ²⁸	8.72	8.63	8.61
Jiangling Motors Corporation (JMC) ²⁸	8.49	7.14	7.49
Changan Ford Automobile Corporation (CAF) ²⁸	6.89	6.34	7.18
Ford China Corporate Average Tailpipe Emissions (g CO₂/km)			
Ford (China) Import ²⁸	206.66	204.53	204.06
Jiangling Motors Corporation (JMC) ²⁸	201.21	169.22	177.51
Changan Ford Automobile Corporation (CAF) ²⁸	163.29	150.26	170.17

Non-CO₂ Tailpipe Emissions

	2018	2019	2020
Ford U.S. Average NOx and NMOG Emissions (g/mile)			
Passenger cars ²⁹	0.069	0.074	0.056
All light duty ³⁰	0.092	0.083	0.071

Operational Energy Use and CO₂ Emissions

	2018	2019	2020
Worldwide Facility Energy Consumption (billion kilowatt hours)			
Direct (Scope 1)	7.20	6.74	5.29
Indirect (Scope 2)	6.56	6.23	5.15
Total	13.76	12.97	10.44
Worldwide Facility Energy Consumption per Vehicle (kilowatt hours per vehicle)			
Direct (Scope 1)	1,236	1,259	1,291
Indirect (Scope 2)	1,121	1,165	1,257
Total	2,358	2,424	2,548
Worldwide Facility GHG Emissions (million metric tons CO₂e)			
Direct (Scope 1)	1.21	1.13	0.94
Indirect (Scope 2) ³¹	2.56	2.35	2.02
Total	3.77	3.48	2.96
Worldwide Facility GHG Emissions per Vehicle (metric tons CO₂e per vehicle)			
Direct (Scope 1)	0.20	0.21	0.23
Indirect (Scope 2) ³¹	0.43	0.44	0.49
Total	0.63	0.65	0.72

Purchased Goods and Services CO₂ Emissions

	2020
Indirect (Scope 3 Purchased Goods and Services)³² (million metric tons CO₂e)	39.7

Emissions (VOC and Other)

	2018	2019	2020
Volatile Organic Compounds Released by Assembly Facilities (grams per square meter)			
	22.3	22.1	22.6
Ford U.S. TRI Releases (million pounds)			
	3.31	3.30	3.2
Ford U.S. TRI Releases per Vehicle (pounds per vehicle)			
	1.35	1.40	1.4
Ford Canada NPRI Releases (metric tons)			
	423	376	398
Ford Canada NPRI Releases per Vehicle (metric tons per vehicle)			
	0.0017	0.0016	0.0017

Note: In both 2019 and 2020, we updated our regional business units as explained in each of our 2019 and 2020 Annual Financial Reports (10-K). In 2019, China (including Taiwan) was separated from Asia Pacific. Data for China (including Taiwan) is included as part of Asia Pacific for 2018. Beginning in 2020, our International Markets Group (IMG) includes Asia Pacific, Middle East & Africa and our joint venture in Russia (which was previously included in Europe).

20 Includes 0.5 mpg FFV credit. Does not include A/C or Off-Cycle credits. The decline in car fuel economy of 1% YOY is due to customers purchasing larger cars and reduced CAFE FFV credits.

Despite the decrease in car CAFE, on an individual basis, our vehicles continue to make fuel economy improvements. See Improving Fuel Economy section of report.

21 Includes 0.5 mpg FFV credit. Does not include A/C or Off-Cycle credits.

22 Includes FFV credits. Does not include A/C or Off-Cycle credits.

23 Includes FFV credits and Advanced Technology Multipliers. Does not include A/C or Off-Cycle credits.

24 Number is calculated from original value of 127.464 g with correction factor to the homologated value of 123.15 g CO₂/km.

25 2020 EU numbers are provisional. Final fleet data will be available in June 2022. Ford is compliant to the 2020 CO₂ fleet targets that refer to 95% phase in of the fleet in the joint pool. Ford number provided is 100% fleet (NEDC).

26 2020 EU numbers are provisional. Final fleet data will be available in June 2022. Ford is compliant to the 2020 CO₂ fleet targets in the joint pool. Ford number provided is 100% fleet (NEDC).

27 Ford is compliant to the 2020 CO₂ fleet targets that refer to 85% phase in of the fleet in the joint pool. Ford number provided is 100% fleet (NEDC).

28 The China import and domestic (involving our joint ventures) fuel consumption values are reported separately.

29 Passenger Car fleet average FTP NMOG + NOx Emissions from Tier 3 reports.

30 LDT2, LDT3, LDT4 & MDPV fleet average FTP NMOG + NOx Emissions from Tier 3 reporting data.

31 Market-based value.

32 Data point may be subject to change as we continue to increase the quantity and quality of supplier-reported data.

Waste

	2018	2019	2020
Regional Waste to Landfill (million kilograms)			
North America	16.3	22.3	13.2
South America	0.05	0.04	0.1
Europe	1.3	0.5	1.3
Asia Pacific	0.5	N/A	N/A
Asia Pacific (excluding China and Taiwan)	N/A	0.5	N/A
China (including Taiwan)	N/A	0.07	0.05
Middle East & Africa	1.7	1.7	N/A
International Markets Group (IMG)	N/A	N/A	2.8
Waste to Landfill per Vehicle (kilograms)			
	3.3	4.3 ³³	3.6
Regional Hazardous Waste Generation (million kilograms)			
North America	14.1	13.1	9.9
South America	2.0	1.9	1.1
Europe	22.1	20.8	21
Asia Pacific	11.2	N/A	N/A
Asia Pacific (excluding China and Taiwan)	N/A	3.3	N/A
China (including Taiwan)	N/A	3.0	4.8
Middle East & Africa	2.3	2.1	N/A
International Markets Group (IMG)	N/A	N/A	2.8
Hazardous Waste Generation per Vehicle (kilograms)			
	8.7	9.5	9.7

Waste (continued)

	2018	2019	2020
Hazardous Waste by Disposal Method (million kilograms)			
Reuse	1.9	1.2	0.6
Recycling	15.7	14.3	10.5
Composting	0.1	0.1	0.0
Recovery, including energy reduction	10.0	8.7	8.7
Incineration (mass burn)	6.5	5.0	3.8
Deep well injection	0.0	0.0	0.0
Landfill	4.3	3.5	2.5
On-site storage	6.1	7.5	6.3
Other (yard waste, etc.)	10.7	10.5	7.2
Total	55.3	50.8	39.6
Non-Hazardous Waste by Disposal Method (million kilograms)			
Reuse	8.5	10.1	8.3
Recycling	1,199	1,070	873.6
Composting	5.4	5.5	2.9
Recovery, including energy reduction	27.3	21.6	23.9
Incineration (mass burn)	7.8	6.6	5.0
Deep well injection	0.0	0.0	0.0
Landfill	19.8	23.7	15
On-site storage	18.4	14.4	6.8
Other (yard waste, etc.)	16.9	14.1	10.9
Total	1,303.1	1,166	946.3

Waste (continued)

	2018	2019	2020
Total Waste by Type and Disposal Method (million kilograms)			
Reuse	10.4	11.3	8.9
Recycling	1,215.2	1,098.1	884.1
Composting	5.5	5.5	2.9
Recovery, including energy reduction	37.2	30.2	32.6
Incineration (mass burn)	14.3	11.6	8.8
Deep well injection	0.0	0.0	0.0
Landfill	24.1	27.2	17.5
On-site storage	24.5	22.0	13.1
Other (yard waste, etc.)	27.4	24.6	18.1
Total	1,358.7	1,230.5	986
Scrap metals (metric tons)			
North America	544,996	570,773	434,901
South America	57,203	45,667	26,484
EU/MEA	291,700	214,402	N/A
Asia Pacific	111,389	85,714	N/A
Europe	N/A	N/A	231,460
China	N/A	N/A	34,021
International Markets Group (IMG)	N/A	N/A	36,864
Global	1,005,288	916,556	763,731
Total Waste and Percent Recycled and Reused			
Total waste (million metric tons)	1.36	1.23	0.99
Percent recycled and reused	90	90	91

Note: In both 2019 and 2020, we updated our regional business units as explained in each of our 2019 and 2020 Annual Financial Reports (10-K). In 2019, China (including Taiwan) was separated from Asia Pacific. Data for China (including Taiwan) is included as part of Asia Pacific for 2018. Beginning in 2020, our International Markets Group (IMG) includes Asia Pacific, Middle East & Africa and our joint venture in Russia (which was previously included in Europe).

33 In 2019, 43 of our ZWTL facilities in the Detroit area lost their ZWTL status temporarily, as a result of the abrupt closure of a local waste-to-energy facility.

Water

	2018	2019	2020
Global Water Use per Vehicle Produced (cubic meters per vehicle produced)			
	3.7	3.6	3.8
Global Water Use by Source (million cubic meters)			
City water	16.9	15.4	12.5
Surface water	0.5	0.3	0.1
Well water	4.9	3.7	3.0
Total	22.3	19.4	15.6
Regional Water Use (million cubic meters)			
North America	11.0	10.6	8.7
South America	1.3	0.81	0.62
Europe	5.7	4.6	3.5
Asia Pacific	3.8	N/A	N/A
Asia Pacific (excluding China and Taiwan)	N/A	1.4	N/A
China (including Taiwan)	N/A	1.6	1.5
Middle East & Africa	0.5	0.46	N/A
International Markets Group (IMG)	N/A	N/A	1.4
Reuse From On-Site Wastewater Treatment Plant (million cubic meters)			
	1.6	1.2	0.9
Process Wastewater Discharge (million cubic meters)			
	10.3	9.1	6.3

Note: In both 2019 and 2020, we updated our regional business units as explained in each of our 2019 and 2020 Annual Financial Reports (10-K). In 2019, China (including Taiwan) was separated from Asia Pacific. Data for China (including Taiwan) is included as part of Asia Pacific for 2018. Beginning in 2020, our International Markets Group (IMG) includes Asia Pacific, Middle East & Africa and our joint venture in Russia (which was previously included in Europe).



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