



2020

PERFORMANCE DATA



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PERFORMANCE DATA

FINANCIAL

	2017	2018	2019
Worldwide Income Taxes Paid			
Income taxes paid/(refunded)	\$586m	\$821m	\$599m
Financial Highlights			
Revenue	\$156.8b	\$160.3b	\$155.9b
Net income attributable to Ford Motor Company	\$7.7b	\$3.7b	\$47m
Company adjusted EBIT ¹	\$9.6b	\$7.0b	\$6.4b
Company adjusted EBIT margin ¹	6.1%	4.4%	4.1%
Company adjusted free cash flow ¹	\$4.2b	\$2.8b	\$2.8b
Adjusted earnings per share ¹	1.78	1.30	1.19

INNOVATION

	2017	2018	2019
Utility Patents Issued (number of patents issued)			
Global utility patents issued	3,035	3,950	4,884
U.S. utility patents issued to Ford and subsidiaries	1,868	2,142	2,521

PRODUCT QUALITY AND CUSTOMER SATISFACTION

	2017	2018 ²	2019
GQRS “Things Gone Wrong” (TGW) (three months in service) by Region (total TGW per 1,000 vehicles)			
North America	1,132	768	865
South America	1,082	1,257	1,331
Europe	1,295	1,006	1,214
Asia Pacific	842	1,658	N/A
Asia Pacific (excluding China and Taiwan)	N/A	N/A	1,506
China (including Taiwan)	N/A	N/A	1,254
Middle East & Africa	802	1,710	1,335
GQRS Customer Satisfaction (three months in service) by Region (percent highly satisfied)			
North America	83	78	80
South America	69	59	61
Europe	72	65	66
Asia Pacific	69	48	N/A
Asia Pacific (excluding China and Taiwan)	N/A	N/A	66
China (including Taiwan)	N/A	N/A	58
Middle East & Africa	64	53	60

WORKFORCE PROFILE

	2017	2018	2019
Global Workforce by Region (percent)³			
North America	49	50	52
South America	7	6	5
Europe	27	26	24
Asia Pacific	11	11	N/A
Asia Pacific (excluding China and Taiwan)	N/A	N/A	5
China (including Taiwan)	N/A	N/A	2
Middle East & Africa	2	2	3
Employment by Business Unit (average number of people employed)⁴			
Automotive	193,931	190,267	173,472
Financial Services	7,641	7,561	6,782
Ford Smart Mobility	703	1,135	3,130
Corporate and Other	N/A	N/A	7,051
Total	202,275	198,963	190,435

Note: In 2019, we updated our regional business units in alignment with the Annual Financial Report. The regions have changed. China (including Taiwan) has been separated from Asia Pacific. The new Asia Pacific (excluding China and Taiwan) is shown as Asia Pacific (excluding China and Taiwan). Historical data for China (including Taiwan) for 2017 and 2018 is included as part of the Asia Pacific figure.

¹ See Form 10-K, pages 60–63 for definitions and reconciliations to GAAP (U.S. Generally Accepted Accounting Principles).

² Reflects GQRS 2018 onward. China (including Taiwan) became a new business unit in 2019. Numbers reflected under Asia Pacific are not equal to the sum of Asia Pacific (excluding China and Taiwan) and China (including Taiwan) as numbers are volume weighted by region.

³ Regions do not add up to 100% as they represent automotive only.

⁴ 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	
Total Workforce by Hourly and Salaried (2019)				
Total company	123,590	66,843	190,433	

	Hourly	Salaried	Total	Percent
Total Workforce by Hourly and Salaried, by Region (2019)				

Automotive

The Americas

North America	68,901	29,865	98,766	52
South America Operations	7,193	2,851	10,044	5
Total Americas	76,094	32,716	108,810	57

Europe

Total Europe	35,784	10,423	46,207	24
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Asia Pacific, China, Middle East & Africa

Asia Pacific (excluding China and Taiwan)	6,813	3,403	10,216	5
China (including Taiwan)	546	2,864	3,410	2
Middle East & Africa	4,005	825	4,830	3
Total Automotive	123,242	50,230	173,472	91

Financial Services

Total	N/A	6,782	6,782	4
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Ford Smart Mobility

Total	348	2,782	3,130	2
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Ford Business Solution

Total	N/A	6,348	6,348	3
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Corporate Governance

Total	N/A	703	703	0
Total company	123,590	66,843	190,433	100

DIVERSITY⁵

	Number	Percent
Total Global Salaried Workforce by Gender (2019)		
Male	39,970	72.5
Female	15,198	27.5
Total	55,168	100

	2017	2018	2019
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Global Salaried Employees by Gender (percent)

Male	73	72	72.5
Female	27	28	27.5

Board of Directors Composition by Gender and Minorities (percent)

Male	75	85	78.6
Female	25	15	21.4
Minorities	16.7	15	14.3

Executive Officers by Gender and Minorities (percent)⁶

Male	82.4	70.0	77.8
Female	17.6	30.0	22.2
Minorities	23.5	22.2	22.2

Corporate Officers by Gender and Minorities (percent)⁷

Male	85.4	81	84.6
Female	14.6	19	15.4
Minorities	16.7	17	20.5

DIVERSITY CONTINUED

	2017	2018	2019
Women in Senior Management by Region (percent) ⁸			
North America	16.6	18.5	18.6
South America	12.0	5.3	0.0
Europe	7.3	8.3	7.8
Asia Pacific (excluding China and Taiwan)	4.4	15.8	12.5
China (including Taiwan)	3.6	5.6	11.9
Middle East & Africa	0.0	0.0	0.0
Financial Services	23.1	20.0	27.3
Total	13.2	14.7	15.8

Women in Middle Management by Region (percent)

North America	22.2	23.3	25.0
South America	18.3	18.5	16.6
Europe	14.9	15.4	16.4
Asia Pacific (excluding China and Taiwan)	12.8	13.0	15.4
China (including Taiwan)	21.8	25.8	30.9
Middle East & Africa	20.2	20.0	13.4
Financial Services	24.8	26.5	26.9
Total	19.7	20.8	22.2

Note: In 2019, we updated our regional business units in alignment with the Annual Financial Report. The regions have changed. China (including Taiwan) has been separated from Asia Pacific. The new Asia Pacific (excluding China and Taiwan) is shown as Asia Pacific (excluding China and Taiwan). Historical data for China (including Taiwan) for 2017 and 2018 is included as part of the Asia Pacific figure.

⁵ The Total Global Salaried Workforce by Gender includes all EU workforces. All other categories include only UK and Germany.

⁶ Executive Officers is a new category representing the named officers in Form (10-K).

⁷ Corporate Officers is a historical category that includes Executive Officers.

⁸ Women in Senior Management is a new category that includes Corporate Officers.

DIVERSITY CONTINUED

	2017	2018	2019
Women in Supervisory Positions by Region (percent)			
North America	23.5	24.3	24.4
South America	20.8	21.2	22.5
Europe	16.5	16.9	17.2
Asia Pacific (excluding China and Taiwan)	15.4	14.9	15.1
China (including Taiwan)	35.5	36.1	37.5
Middle East & Africa	25.5	25.5	25.4
Financial Services	37.6	38.5	37.7
Total	22.5	23.1	23.1

	Number	Total population	Percent
Women in Senior Management by Region (2019)			
North America	66	354	18.6
South America	0	16	0.0
Europe	7	89	7.9
Asia Pacific (excluding China and Taiwan)	3	24	12.5
China (Including Taiwan)	5	42	11.9
Middle East & Africa	0	3	0.0
Financial Services	6	22	27.3
Total	87	550	15.8

Women in Middle Management by Region (2019)

North America	471	1,887	25.0
South America	29	175	16.6
Europe	120	733	16.4
Asia Pacific (excluding China and Taiwan)	68	442	15.4
China (Including Taiwan)	82	265	30.9
Middle East & Africa	9	67	13.4
Financial Services	68	253	26.9
Total	847	3,822	22.2

DIVERSITY CONTINUED

	Number	Total population	Percent
Women in Supervisory Position by Region (2019)			
North America	1,524	6,252	24.4
South America	97	431	22.5
Europe	397	2,313	17.2
Asia Pacific (excluding China and Taiwan)	195	1,290	15.1
China (Including Taiwan)	191	510	37.5
Middle East & Africa	48	189	25.4
Financial Services	233	618	37.7
Total	2,685	11,603	23.1

	Number	Percent
Board of Directors – Demographic data (2019)		
Male	11	78.6
Female	3	21.4
Minorities	1 Puerto Rican 1 African American	14.3
Total	14	

Executive Officers – Demographic data (2019)⁹

Male	7	77.8
Female	2	22.2
Minorities	1 Asian 1 African American	22.2
Total	9	

Corporate Officers – Demographic data (2019)¹⁰

Male	33	84.6
Female	6	15.4
Minorities	3 Asian 5 African American	20.5
Total	39	

DIVERSITY CONTINUED

		2017	2018	2019
U.S. Employment of Minority-Group Personnel and Women at Year-End (percent) ¹¹				
Minority-group personnel	Total	31	31.5	32.6
	Salaried	26.4	27	27.9
	Hourly	33.5	34	35.2
Women	Total	23.6	24	24.3
	Salaried	27.2	28	27.4
	Hourly	21.7	22	22.6

		Number	U.S. Total Population	Percent
U.S. Demographic data (2019) ¹²				
Minority-group personnel	Total	28,555	87,529	32.6
	Salaried	8,693	31,105	27.9
	Hourly	19,862	56,424	35.2
Women	Total	21,262	87,529	24.3
	Salaried	8,513	31,105	27.4
	Hourly	12,749	56,424	22.6

Note: Definition updated from previous years to include only Executive Officers listed in Form 10-K.

Note: In 2019, we updated our regional business units in alignment with the Annual Financial Report. The regions have changed. China (including Taiwan) has been separated from Asia Pacific. The new Asia Pacific (excluding China and Taiwan) is shown as Asia Pacific (excluding China and Taiwan). Historical data for China (including Taiwan) for 2017 and 2018 is included as part of the Asia Pacific figure.

⁹ Executive Officers is a new category representing the named officers in Form (10-K).

¹⁰ Corporate Officers is a historical category that includes Executive Officers.

¹¹ Includes Ford Credit.

¹² U.S. Only (Salaried and Hourly), including Ford Credit and Mobility.

HEALTH AND SAFETY

	2017	2018	2019
Global Lost-Time Case Rate (per 100 employees) (cases with one or more days away from work per 200,000 hours)			
Ford Motor Company (global)	0.38	0.41	0.39
Lost-Time Case Rate by Region (per 100 employees) (cases with one or more days away from work per 200,000 hours)			
North America	0.63	0.67	0.66
South America	0.42	0.52	0.46
Europe	0.42	0.38	0.32
Asia Pacific	0.024	0.017	N/A
Asia Pacific (excluding China and Taiwan)	N/A	N/A	0.006
China (including Taiwan)	N/A	N/A	0.004
Middle East & Africa	0.1	0.09	0.05
Global Fatalities			
	2 ¹³	1 ¹⁴	0 ¹⁵

COMMUNITIES

	2017	2018	2019
Charitable Contributions (\$ million)			
Ford Motor Company Fund	40.6	43.9	46.4
Corporate	22.4	23.8	15.8
Total	63.0	67.7	62.2
Volunteer hours (per thousand)			
Volunteer Corps	237	149	117

EMPLOYEE ENGAGEMENT

	2017	2018	2019
Voluntary Quit Rate by Major Markets (salaried employees) (percent)			
United States	2.3	2.7	3.1
Canada	1.1	2.1	6
Mexico	6.1	5.9	4.9
Brazil	1.7	3.7	3.9
Germany	0.5	0.2	0.56
United Kingdom	1.8	1.7	4.5
China	7.2	11.7	6.9
India	5.2	5.9	9
Thailand	7.4	7.6	4.6

	North America	South America	Europe	Asia Pacific (excluding Taiwan and China)	China (including Taiwan)	Middle East & Africa
Confirmed Harassment Allegations (2019)						
Number of confirmed harassment allegations ¹⁶	136	2	1	5	0	6
Percentage of confirmed harassment allegations by region ¹⁷	0.38	0.06	0.11	0.05	0.00	0.69

Note: In 2019, we updated our regional business units in alignment with the Annual Financial Report. The regions have changed. China (including Taiwan) has been separated from Asia Pacific. The new Asia Pacific (excluding China and Taiwan) is shown as Asia Pacific (excluding China and Taiwan). Historical data for China (including Taiwan) for 2017 and 2018 is included as part of the Asia Pacific figure.

¹³ We experienced two fatalities, one to a Ford employee and the other involving a contractor.

¹⁴ 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.

¹⁵ In 2019, there were no employee or contractor fatalities.

¹⁶ Confirmed harassment cases (when the respondent is a salaried employee) that involves: sex-related, race, hostile, demeaning/ belittling behavior, whether it is physical, verbal or both.

¹⁷ Refers to confirmed harassment complaints as a percent of the total population by region.

SUPPLIER DIVERSITY

	2017	2018	2019
Total Purchases (\$ billion)			
From minority-owned businesses – United States	8.88	8.56	8.49
From veteran-owned businesses – United States	0.56	0.41	0.179
From women-owned businesses – United States	2.56	2.28	1.53

VEHICLE SAFETY

	2019
Ford and Lincoln Nameplates With 5-Star Overall Rating (number)	
U.S. NCAP	13
Euro NCAP	10
China NCAP	9

Available Ford and Lincoln Nameplates With 5-Star Overall Rating (percent)

U.S. NCAP	76
Euro NCAP	71
China NCAP	82

	2017	2018	2019
U.S. Safety Recalls			
Number of safety recalls ¹⁸	37	31	37
Number of passenger vehicle recalls (million)	3.79	5.94	7.1

SUPPLY CHAIN MANAGEMENT

	Americas	Europe	Asia Pacific (excluding China and Taiwan)	China (including Taiwan)	Middle East & Africa	Global Total
Working Conditions Assessments (as of 12/31/2019)						
Assessments completed to date	412	121	255	348	50	1,186
Follow-up assessments completed to date (third party and/or internal)	593	181	361	418	59	1,612
Working Conditions Training (as of 12/31/2019)						
Training sessions conducted to date	92	36	32	39	12	211
Total number of attending companies	1,084	485	536	591	106	2,802
Total number of trained managers (attendees)	1,778	775	700	831	174	4,258

	Global Total	2017	2018	2019
Working Conditions Training (Scope of Impact: Supplier-Submitted Data as of 12/31/2019)				
Training cascade to management (individuals trained)	42,139	Total supplier sites trained/retrained in sustainability management (cumulative, since 2005)		
Training cascade to workforce (individuals trained)	891,748	3,549	3,696	3,792
Communication to suppliers (number of sub-tier companies)	166,017	Total purchase from Tier 2 suppliers (\$ billion)		
		3.81	3.9 ¹⁹	4.2 ¹⁹

Note: In 2019, we updated our regional business units in alignment with the Annual Financial Report. The regions have changed. China (including Taiwan) has been separated from Asia Pacific. The new Asia Pacific (excluding China and Taiwan) is shown as Asia Pacific (excluding China and Taiwan). Historical data for China (including Taiwan) for 2017 and 2018 is included as part of the Asia Pacific figure.

¹⁸ Includes TAKATA Airbag and DPS6 transmission related recalls.

¹⁹ This data is self-reported by suppliers to Ford. Only includes certified diverse businesses.

SUPPLY CHAIN MANAGEMENT CONTINUED

	2019		2019		2019
Supplier Audit Findings – Prevalence of non-conformances in 2019 initial audits conducted (percent of audits issue in which finding appeared)					
Labor – Total	100	Environment – Total	74	Management System – Total	100
Prevalence of Child Labor	0	Air Emissions	30	Audits and Assessments	65
Child Labor Avoidance Policies and Management Systems	52	Energy Consumption and Greenhouse Gas Emissions	48	Communication	43
Freedom of Association	43	Environmental Permits and Reporting	17	Company Commitment	22
Presence of Forced Labor	0	Hazardous Substances	61	Corrective Action Process	26
Freely Chosen Employment Policies and Management Systems	74	Materials Restrictions	9	Documentation and Records	26
Humane Treatment	13	Pollution Prevention and Resource Reduction	22	Improvement Objectives	57
Non-Discrimination	70	Solid Waste	17	Legal and Customer Requirements	61
Wages and Benefits	70	Water Management	17	Management Accountability and Responsibility	65
Working Hours	100		65	Risk Assessment and Risk Management	74
	100	Ethics – Total		Supplier Responsibility	96
Health & Safety – Total		Business Integrity	35	Training	39
Emergency Preparedness	96	Disclosure of Information	22	Worker Feedback and Participation	30
Food, sanitation and housing	35	Fair Business, Advertising and Competition	22		
Health and Safety Communication	26	Intellectual Property	17		
Industrial Hygiene	22	No Improper Advantage	39		
Machine Safeguarding	17	Privacy	26		
Occupational Injury and Illness	65	Protection of Identity and Non-Retaliation	22		
Occupational Safety	91	Responsible Sourcing of Minerals	17		
Physically Demanding Work	17				

VEHICLE FUEL ECONOMY AND CO₂ EMISSIONS

	2017	2018	2019
Ford U.S. Corporate Average Fuel Economy (miles per gallon)			
Cars (domestic and import)	35.2	35.7	35.6 ²⁰
Trucks	26.1	26.3	26.8 ²¹
Combined car and truck fleet	29.6	28.9	29.0 ²²
Ford U.S. CO ₂ Tailpipe Emissions per Vehicle (grams per mile)			
Combined car and truck fleet average CO ₂ emissions	306	312	309 ²³
Ford Europe CO ₂ Tailpipe Emissions per Passenger Vehicle (grams per kilometer)			
	120.798	127.464 ²⁴	N/A ²⁵
Ford Europe CO ₂ Tailpipe Emissions per Light Commercial Vehicle (grams per kilometer)			
	164.521	169.849 ²⁶	N/A ²⁵
Ford Switzerland CO ₂ Tailpipe Emissions per Passenger Vehicle (grams per kilometer)			
	133.08 ²⁷	135.521	134.852 ²⁸

NON-CO₂ TAILPIPE EMISSIONS

	2017	2018	2019
Ford U.S. Average NOx and NMOG Emissions (grams per mile)			
Passenger cars ²⁹	0.086	0.069	0.074
All light duty ³⁰	0.124	0.092	0.083

OPERATIONAL ENERGY USE AND CO₂ EMISSIONS

	2017	2018	2019
Worldwide Facility Energy Consumption (billion kilowatt hours)			
Direct	7.2	7.2	6.74
Indirect	6.6	6.56	6.23
Total	13.8	13.8	12.97
Worldwide Facility Energy Consumption per Vehicle (kilowatt hours per vehicle)			
Direct	1,089	1,236	1,259
Indirect	1,003	1,121	1,165
Total	2,092	2,358	2,424
Worldwide Facility CO ₂ Emissions (million metric tons)			
Direct	1.32	1.27	1.14
Indirect	3.12	3.11	2.60
Total	4.43	4.38	3.74
Worldwide Facility CO ₂ Emissions per Vehicle (metric tons per vehicle)			
Direct	0.20	0.21	0.21
Indirect	0.47	0.52	0.49
Total	0.67	0.73	0.70

20 Includes 0.2 mpg FFV credit. Does not include A/C or Off-Cycle credits. The decline in car fuel economy 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 the Improving Fuel Economy section of the Sustainability Report 2020.

21 Includes 0.2 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 EEA/EU COM publication still pending. CO₂ fleet performance including Correction Factor 1.035. Fleet performance including Eco-Innovation without FFV and Super Credits.

EMISSIONS (VOC AND OTHER)

	2017	2018	2019
Volatile Organic Compounds Released by Assembly Facilities (grams per square meter)			
	23.2	22.3 ³¹	22.1
Ford U.S. TRI Releases (million pounds)			
	3.42	3.31	3.30
Ford U.S. TRI Releases per Vehicle (pounds per vehicle)			
	1.41	1.35	1.40
Ford Canada NPRI Releases (metric tons)			
	341	423 ³²	376
Ford Canada NPRI Releases per Vehicle (metric tons per vehicle)			
	0.0013	0.0017 ³²	0.0016

25 Official final data not available at the time of the report publication.

26 EEA/EU COM publication still pending. Fleet performance without FFV, Eco-Innovation and Super credits.

27 Fleet performance without FFV, Eco-Innovation and Super credits.

28 Swiss Ministry of Environment (BFE) published final 2019 CO₂ data. Fleet performance without FFV, Super credit and Eco-Innovation.

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 Revised due to typographical error.

32 Revised due to calculation error.

WASTE

	2017	2018	2019
Regional Waste to Landfill (million kilograms)			
North America	16.8	16.3	22.3
South America	0.05	0.05	0.04
Europe	1.7	1.3	0.5
Asia Pacific	0.7	0.5	N/A
Asia Pacific (excluding China and Taiwan)	N/A	N/A	0.5
China (including Taiwan)	N/A	N/A	0.07
Middle East & Africa	1.8	1.7	1.7
Waste to Landfill per Vehicle (kilograms)			
	3.2	3.3	4.3 ³³
Regional Hazardous Waste Generation (million kilograms)			
North America	11.4	14.1	13.1
South America	2.5	2.0	1.9
Europe	25.4	22.1	20.8
Asia Pacific	15.3	11.2	N/A
Asia Pacific (excluding China and Taiwan)	N/A	N/A	3.3
China (including Taiwan)	N/A	N/A	3.0
Middle East & Africa	2.5	2.3	2.1
Hazardous Waste Generation per Vehicle (kilograms)			
	8.6	8.7	8.5

WASTE CONTINUED

	2017	2018	2019
Hazardous Waste by Type and Disposal Method (million kilograms)			
Reuse	1.4	1.9	1.2
Recycling	14.0	15.7	14.3
Composting	0.1	0.1	0.1
Recovery, including energy recovery	9.6	10.0	8.7
Incineration (mass burn)	10.1	6.5	5.0
Deep well injection	0	0	0
Landfill	5.2	4.3	3.5
On-site storage	7.3	6.1	7.5
Other (packaging containing residues, etc.)	9.9	10.7	10.5
Non-hazardous Waste by Type and Disposal Method (million kilograms)			
Reuse	8.2	8.5	10.1
Recycling	1,270	1,199	1,070
Composting	4.7	5.4	5.5
Recovery, including energy recovery	28.9	27.3	21.6
Incineration (mass burn)	10.2	7.8	6.6
Deep well injection	0	0	0
Landfill	19.3	19.8	23.7
On-site storage	18.9	18.4	14.4
Other	17.9	16.9	14.1

WASTE CONTINUED

	2017	2018	2019
Total Waste by Type and Disposal Method (million kilograms)			
Reuse	9.6	10.4	11.3
Recycling	1,284.3	1,215.2	1,098.10
Composting	4.7	5.5	5.5
Recovery, including energy recovery	38.5	37.2	30.2
Incineration (mass burn)	20.3	14.3	11.6
Deep well injection	0.0	0.0	0.0
Landfill	24.5	24.1	27.2
On-site storage	26.2	24.5	22.0
Other (yard waste, etc.)	27.8	27.4	24.6
Total	1,435.9	1,358.7	1,230.5
Scrap metals (metric tons)			
US/Canada	519,377	498,782	518,413
Mexico	41,610	46,214	52,360
SA	59,410	57,203	45,667
EU/MEA	317,825	291,700	214,402
AP	149,674	111,389	85,714
Global (total)	1,087,856	1,005,288	916,556
Total Waste and Percent Recycled and Reused			
Total waste (million metric tons)	1.44	1.36	1.32
Percent recycled and reused	90	90	90

Note: In 2019, we updated our regional business units in alignment with the Annual Financial Report. The regions have changed. China (including Taiwan) has been separated from Asia Pacific. The new Asia Pacific (excluding China and Taiwan) is shown as Asia Pacific (excluding China and Taiwan). Historical data for China (including Taiwan) for 2017 and 2018 is included as part of the Asia Pacific figure.

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. Ford remains committed to delivering our ZWTL objectives and has since regained ZWTL status for all 43 facilities. In the process, 14 new facilities also acquired ZWTL status, bringing the total number of global ZWTL sites up to 102, from 88.

WATER

	2017	2018	2019
Global Water Use per Vehicle Produced (cubic meters per vehicle produced)			
	3.7	3.7	3.6
Global Water Use by Source (million cubic meters)			
City water	18.0	16.9	15.4
Surface water	0.6	0.5	0.3
Well water	5.5	4.9	3.7
Total	24.1	22.3	19.4
Regional Water Use (million cubic meters)			
North America	10.9	11.0	10.6
South America	1.4	1.3	0.81
Europe	6.4	5.7	4.6
Asia Pacific	4.9	3.8	N/A
Asia Pacific (excluding China and Taiwan)	N/A	N/A	1.4
China (including Taiwan)	N/A	N/A	1.6
Middle East & Africa	0.48	0.5	0.46
Reuse From On-Site Wastewater Treatment Plant (million cubic meters)			
	1.6	1.6	1.2
Process Wastewater Discharge (million cubic meters)			
	11.2	10.3	9.1

Note: In 2019, we updated our regional business units in alignment with the Annual Financial Report. The regions have changed. China (including Taiwan) has been separated from Asia Pacific. The new Asia Pacific (excluding China and Taiwan) is shown as Asia Pacific (excluding China and Taiwan). Historical data for China (including Taiwan) for 2017 and 2018 is included as part of the Asia Pacific figure.



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