



PERFORMANCE DATA

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PERFORMANCE DATA

Financial

	2016	2017	2018
Worldwide Income Taxes Paid (\$ million)			
Income taxes paid/(refunded)	740	586	821
Financial Highlights (in billions, except for percentages and per share amounts)			
Revenue	151.8	156.8	160.3
Net income attributable to Ford Motor Company	4.6	7.7	3.7
Company adjusted EBIT ¹	11.3	9.6	7.0
Company adjusted EBIT margin ¹	7.5%	6.1%	4.4%
Company adjusted operating cash flow ¹	6.3	4.2	2.8
Adjusted earnings per share ¹	1.76	1.78	1.30

Innovation

	2016	2017	2018
Utility Patents Issued (Number of patents issued)			
Global Utility Patents Issued	N/A	3,035	3,950
U.S. Utility Patents Issued to Ford and Subsidiaries	1,542	1,868	2,142

Product Quality and Customer Satisfaction

	2016	2017	2018 ²
GQRS “Things Gone Wrong” (TGW) (3 Months in Service) by Region (Total “Things Gone Wrong” per 1,000 vehicles)			
North America	1,273	1,132	768
South America	1,119	1,082	1,257
Europe	1,379	1,295	1,006
Asia Pacific	788	842	1,658
Middle East & Africa	510	802	1,710
GQRS Customer Satisfaction (3 Months in Service) by Region (Percent highly satisfied)			
North America	81	83	78
South America	68	69	59
Europe	73	72	65
Asia Pacific	68	69	48
Middle East & Africa	70	64	53

Workforce Profile

	2016	2017	2018
Global Workforce by Region (Percent)			
North America	50	49	50
South America	7	7	6
Europe	26	27	26
Asia Pacific	12	11	11
Middle East & Africa	2	2	2
Financial Services	4	4	4
Employment by Business Unit (Average number of people employed)			
Automotive	194,000	193,931	190,267
Financial Services	7,000	7,641	7,561
Ford Smart Mobility	N/A	703	1,135
Total	201,000	202,275	198,963

¹ See pages 27, 74 and 75 of the 2018 Ford Motor Company Annual Report for definitions and reconciliations to GAAP.

² Reflects GQRS3 2018 onward.

PERFORMANCE DATA CONTINUED

Workforce Profile (continued)

	Hourly	Salaried	Total	
Total Workforce by Hourly and Salaried				
Total Company	129,346	69,618	198,964	
	Hourly	Salaried	Total	Percent
Total Workforce by Hourly and Salaried, by region				
Automotive				
The Americas				
North America	67,605	32,179	99,784	50
South America Operations	9,009	3,270	12,279	6
Total Americas	76,614	35,448	112,062	56
Europe, Middle East & Africa				
Europe	40,820	11,827	52,646	26
Middle East & Africa	3,014	899	3,913	2
Asia Pacific				
Asia Pacific with GBS	8,461	13,186	21,647	11
Total Automotive	128,909	61,359	190,267	96
Financial Services				
Total Financial Services	-	7,561	7,561	4
Ford Smart Mobility				
Total Ford Smart Mobility	437	698	1,135	1
Total Company	129,346	69,618	198,964	100

Diversity

	Number	Percent	
Total Global Salaried Workforce by gender			
Male	46,378	71.8	
Female	18,235	28.2	
Total	64,613	100	
	2016	2017	2018
Global Salaried Employees by Gender (percent)			
Male	73	73	72
Female	27	27	28
Corporate Officers by Gender and Minorities (percent)			
Male	84.1	85.4	81
Female	15.9	14.6	19
Minorities	22.7	16.7	17
Board of Directors Composition by Gender and Minorities (percent)			
Male	86.7	75	85
Female	13.3	25	15
Minorities	13.3	16.7	15
Women in Middle Management and Above Positions by Region (percent)			
North America	22.1	21.7	23.4
South America	16.0	17.4	17.2
Asia Pacific	14.6	16.2	17.3
Middle East & Africa	18.4	18.7	18.3
Europe	13.5	14.1	14.8
Financial Services	24.8	25.1	25.8
Global Auto and Financial Services	18.8	19.1	20.4

Diversity (continued)

	Number	Total Population	Percent
Women in Middle Management and Above Positions (Total/Regional)			
Business Unit			
North America (Auto)	547	2,336	23.4
South America (Auto)	40	232	17.2
Europe (Auto)	130	877	14.8
ME&A (Auto)	15	82	18.3
Asia Pacific (Auto)	150	868	17.3
Finance Service	77	298	25.8
Global Auto and Financial Service	961	4,716	20.4
	Number	Percent	
Corporate Officers - Demographic data			
Male	39	81.3	
Female	9	18.8	
Minorities	3 Asian 5 African American	16.7	
Total	48		
Board of Directors - Demographic data			
Male	11	85.0	
Female	2	15.0	
Minorities	1 Puerto Rican 1 African American	15.0	
Total	13		

PERFORMANCE DATA CONTINUED

Diversity (continued)

		2016	2017	2018
U.S. Employment of Minority-Group Personnel and Women at Year-End (percent)				
Minority-group personnel	Total	30.3	31	31.5
	Salaried	25.1	26.4	27
	Hourly	33.3	33.5	34
Women	Total	23.6	23.6	24
	Salaried	27.1	27.2	28
	Hourly	21.6	21.7	22

		Percent	Number	U.S Total Population
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U.S. Demographic data

Minority-group personnel	Total	31.5	27,373	86,788
	Salaried	27.1	8,705	31,348
	Hourly	33.7	18,668	55,440
Women	Total	23.8	20,533	86,171
	Salaried	27.6	8,482	30,731
	Hourly	21.7	12,051	55,440

Employee Engagement

	2016	2017	2018
Employee Satisfaction, Pulse Survey (percent of favorable responses)			
Employee engagement	88	84	81

Voluntary Quit Rate by Major Markets (Salaried Employees) (percent)

United States	1.8	2.3	2.7
Canada	1.4	1.1	2.1
Mexico	5.0	6.1	5.9
Brazil	2.1	1.7	3.7
Germany	0.2	0.5	0.2
United Kingdom	1.1	1.8	1.7
China	5.4	7.2	11.7
India	6.2	5.2	5.9
Thailand	5.8	7.4	7.6

	Asia Pacific	Europe	MIA	North America	South America
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Confirmed Harassment Allegations

Number of confirmed harassment ³ allegations	12	6	2	305	4
Percentage of confirmed harassment allegations by region	0.09	0.03	0.20	0.96	0.11

Health and Safety

	2016	2017	2018
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)	0.39	0.38	0.41

Lost-Time Case Rate by Region (per 100 Employees) (Cases with one or more days away from work per 200,000 hours)

North America	0.65	0.63	0.67
South America	0.42	0.42	0.52
Middle East & Africa	0.32	0.1	0.09
Asia Pacific	0.03	0.024	0.017
Europe	0.43	0.42	0.38

Global Fatalities	3 ⁴	2 ⁵	1 ⁶
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Communities

	2016	2017	2018
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Charitable Contributions (\$ million)

Ford Motor Company Fund	38.9	40.6	43.9
Corporate	20	22.4	23.8
Total	58.9	63.0	67.7

(Thousand volunteer hours)

Volunteer Corps	204	237	149
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3 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.

4 One contractor fatality in North America, two employee fatalities: EU – one, North America – one. Non-work-related act of violence.

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

6 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.

PERFORMANCE DATA CONTINUED

Supplier Diversity

	2016	2017	2018
(\$ billion)			
Total Purchases From Minority-Owned Businesses – United States	8.8	8.88	8.56
Total Purchases From Veteran-Owned Businesses – United States	1.1	0.56	0.41
Total Purchases From Women-Owned Businesses – United States	2.4	2.56	2.28

Vehicle Safety

	2018
Ford and Lincoln Nameplates With 5-Star Overall Rating (Number of nameplates)	
US NCAP	13
Euro NCAP	7
China NCAP	5
Percent of Available Ford and Lincoln Nameplates With 5-Star Overall Rating (percent)	
US NCAP	59
Euro NCAP	50
China NCAP	36

	2016	2017	2018
U.S. Safety Recalls			
Number of safety recalls	33	37	31
Number of units (million)	5.97	3.79	5.94

Supply Chain Management

	Americas	Asia Pacific	Europe	Middle East & Africa	Global Total
Working Conditions Assessments (as of 12/31/2018)					
Assessments completed to date	410	585	118	50	1,163
Follow-up assessments completed to date (third party and/or internal)	590	742	174	58	1,564
Working Conditions Assessments (as of 12/31/2018)					
Training sessions conducted to date	87	68	32	9	196
Total number of attending companies	1,084	1,098	457	105	2,743
Total number of trained managers (attendees)	1,771	1,468	747	169	4,155

	Global Total
Working Conditions Training (Scope of Impact: Supplier-Submitted Data as of 12/31/2018)	
Training cascade to management, individuals trained	39,930
Training cascade to workforce, individuals trained	836,858
Communication to suppliers, number of sub-tier companies	161,393

	2016	2017	2018
(Cumulative, since 2005)			
Total Supplier Sites Trained/Retrained in Sustainability Management	3,302	3,549	3,696
(\$ billion)			
Total Purchases From Tier 2 Suppliers	3.44	3.81	3.9 ⁷

⁷ This data is self reported by suppliers to Ford. Only includes certified diverse businesses.

PERFORMANCE DATA CONTINUED

Supply Chain Management (continued)

Audit Findings – Prevalence of non-conformances in 2018 initial audits conducted (percent)

Labor – Total	97
Presence of Child Labor	0
Child Labor Avoidance Policies and Management Systems	57
Freedom of Association	30
Presence of Forced Labor	0
Freely Chosen Employment Policies and Management Systems	80
Humane Treatment	13
Non-Discrimination	70
Wages and Benefits	60
Working Hours	80
Health & Safety – Total	97
Emergency Preparedness	93
Food, sanitation and housing	50
Health and Safety Communication	3
Industrial Hygiene	10
Machine Safeguarding	3
Occupational Injury and Illness	67
Occupational Safety	83
Physically Demanding Work	13

Audit Findings – Prevalence of non-conformances in 2018 initial audits conducted (percent)

Environment – Total	70
Air Emissions	27
Energy Consumption and Greenhouse Gas Emissions	40
Environmental Permits and Reporting	10
Hazardous Substances	53
Pollution Prevention and Resource Reduction	13
Solid Waste	10
Water Management	20
Ethics – Total	40
Business Integrity	13
Disclosure of Information	7
Fair Business, Advertising and Competition	13
Intellectual Property	7
No Improper Advantage	27
Privacy	13
Protection of Identity and Non-Retaliation	27
Responsible Sourcing of Minerals	13

Audit Findings – Prevalence of non-conformances in 2018 initial audits conducted (percent)

Management System – Total	90
Audits and Assessments	63
Communication	43
Company Commitment	7
Corrective Action Process	23
Documentation and Records	10
Improvement Objectives	37
Legal and Customer Requirements	30
Management Accountability and Responsibility	47
Risk Assessment and Risk Management	60
Supplier Responsibility	90
Training	23
Worker Feedback and Participation	10

PERFORMANCE DATA CONTINUED

Vehicle Fuel Economy and CO₂ Emissions

	2016	2017	2018
Ford U.S. Corporate Average Fuel Economy (Miles per gallon)			
Cars (domestic and import)	36.2	35.2	35.7 ⁸
Trucks	25.9	26.1	26.3 ⁸
Combined car and truck fleet	29.8	29.6	28.9 ⁹
Ford U.S. CO₂ Tailpipe Emissions per Vehicle (Grams per mile)			
Combined Car and Truck Fleet Average CO ₂ Emissions	308	306	312 ¹⁰
Ford Europe CO₂ Tailpipe Emissions per Passenger Vehicle (Grams per kilometer)			
	119.964	120.798 ¹¹	N/A ¹²
Ford Europe CO₂ Tailpipe Emissions per Light Commercial Vehicle (Grams per kilometer)			
	173.75	164.521 ¹¹	N/A ¹²
Ford Switzerland CO₂ Tailpipe Emissions per Passenger Vehicle (Grams per kilometer)			
	133.57 ¹³	133.08 ¹⁴	135.51 ¹⁵

Non CO₂ Tailpipe Emissions

	2017	2018
Ford U.S. Average NOx and NMOG Emissions (Grams per mile)		
Passenger cars ¹⁶	0.086	0.073
All light duty ¹⁷	0.124	0.091

Operational Energy Use and CO₂ Emissions

	2016	2017	2018
Worldwide Facility Energy Consumption (Billion kilowatt hours)			
Direct	7.2	7.2	7.2
Indirect	7	6.6	6.56
Total	14.2	13.8	13.8
Worldwide Facility Energy Consumption per Vehicle (Kilowatt hours per vehicle)			
Direct	1,080	1,089	1,236
Indirect	1,053	1,003	1,121
Total	2,133	2,092	2,358
Worldwide Facility CO₂ Emissions (Million metric tons)			
Direct	1.30	1.32	1.27
Indirect	3.31	3.12	3.11
Total	4.62	4.43	4.38
Worldwide Facility CO₂ Emissions per Vehicle			
Direct	0.2	0.2	0.21
Indirect	0.5	0.47	0.52
Total	0.69 ¹⁸	0.67	0.73

8 Includes 0.4 mpg FFV credit. Does not include A/C or Off-Cycle credits.

9 Includes FFV credits. Does not include A/C or Off-Cycle credits. The decline in combined car and truck fuel economy is primarily due to customers purchasing larger cars and more trucks and reduced CAFE FFV credits. Despite the decrease in combined car and truck CAFE, on an individual basis, our vehicles continue to make fuel economy improvements. See [Improving Fuel Economy](#).

10 Includes FFV credits and Advanced Technology Multipliers. Does not include A/C or Off-Cycle credits. The increase in combined car and truck CO₂ is primarily due to customers purchasing larger cars and more trucks.

11 EEA/EU COMMISSION published final 2017 CO₂ data. Fleet performance without FFV, Eco-Innovation and Super credits.

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

Emissions (VOC and Other)

	2016	2017	2018
Volatile Organic Compounds Released by Assembly Facilities (grams per square meter)			
	23.8	23.2	22.8
	2015	2016	2017
Ford U.S. TRI Releases (Million pounds)			
	3.61	3.42 ¹⁹	3.31
Ford U.S. TRI Releases per Vehicle (Pounds per vehicle)			
	1.46	1.41 ¹⁹	1.35
Ford Canada NPRI Releases (Metric tons)			
	533	341 ²⁰	306
Ford Canada NPRI Releases per Vehicle (Metric tons per vehicle)			
Total	0.002	0.0013 ²⁰	0.0012

13 BFE preliminary 2016 data. Official 2016 data expected May 2017.

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

15 Swiss Ministry of Environment (BFE) published preliminary 2018 CO₂ data. Official data expected end of April 2019. Fleet performance without FFV, Eco-Innovation and Super credits.

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

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

18 Direct and indirect figures do not add up to the total stated due to rounding.

19 Revised due to typographical error.

20 Revised due to calculation error.

PERFORMANCE DATA CONTINUED

Waste

	2016	2017	2018
Regional Waste to Landfill (Million kilograms)			
Asia Pacific	1.1	0.7	0.5
Europe	1.9	1.7	1.3
North America	20.7	16.8	16.3
South America	0.8	0.05	0.05
Middle East & Africa	1.7	1.8	1.7
Waste to Landfill per Vehicle (Kilograms)			
	3.9	3.2	3.3
Regional Hazardous Waste Generation (Million kilograms)			
Asia Pacific	15.1	15.3	11.2
Europe	26.9	25.4	22.1
North America	11.6	11.4	14.1
South America	2.6	2.5	2.0
Middle East & Africa	2.5	2.5	2.3
Hazardous Waste Generation per Vehicle (Kilograms)			
	8.8	8.6	8.7

Waste (continued)

	2016	2017	2018
Hazardous Waste (million kilograms)			
Reuse	N/A	1.4	1.9
Recycling	N/A	14.0	15.6
Composting	N/A	0	0
Recovery, including energy recovery	N/A	9.6	10.0
Incineration (mass burn)	N/A	10.1	6.5
Deep well injection	N/A	0	0
Landfill	N/A	5.2	4.3
On-site storage	N/A	7.3	6.1
Other (packaging containing residues, etc.)	N/A	9.9	10.7
Total	N/A	57.5	55.1
Non-hazardous Waste (million kilograms)			
Reuse	N/A	8.2	8.5
Recycling	N/A	1,270	1,199
Composting	N/A	0	0
Recovery, including energy recovery	N/A	28.9	27.2
Incineration (mass burn)	N/A	10.2	7.6
Deep well injection	N/A	0	0
Landfill	N/A	19.3	19.8
On-site storage	N/A	18.9	18.2
Other (yard waste, etc.)	N/A	22.5	22.3
Total	N/A	1,378.0	1,302.6

Water

	2016	2017	2018
Global Water Use per Vehicle Produced (Cubic meters per vehicle produced)			
	3.7	3.7	3.7
Global Water Use by Source (Million cubic meters)			
City water	18.6	18.0	16.9
Surface water	0.6	0.6	0.5
Well water	5.5	5.5	4.9
Regional Water Use (Million cubic meters)			
Asia Pacific	5.2	4.9	3.8
Europe	6.4	6.4	5.7
North America	11.4	10.9	11.0
South America	1.3	1.4	1.3
Middle East & Africa	0.47	0.48	0.5
Reuse From On-Site Wastewater Treatment Plant (Million cubic meters)			
	1.4	1.6	1.6
Process Wastewater Discharge (Million cubic meters)			
	11.0	11.2	10.3



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