

DATA TABLES

Our reporting includes an overview of the progress we have made against our goals and commitments, a summary of our performance in key areas, and a range of tables and charts providing more detailed performance data.

In this section

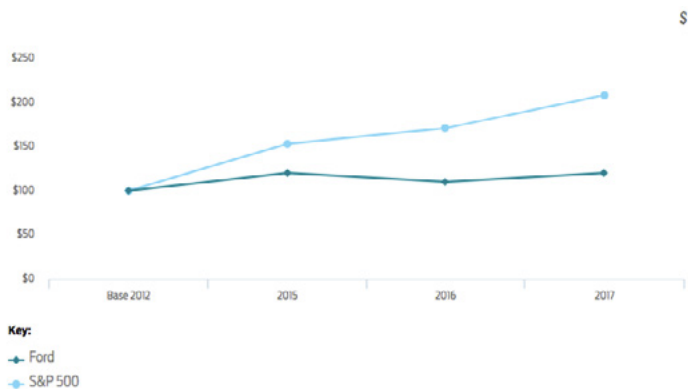
- [Financial and Innovation](#)
- [Customers and Products](#)
- [Operations](#)
- [People and Society](#)

FINANCIAL AND INNOVATION

FINANCIAL

As part of a review of our data collection and disclosure in line with materiality, we no longer report data on Profile of Ford Investors. For more information, please see [Ford's Annual Report](#).

A. Cumulative Shareholder Five-Year Return



	Base 2012	2015	2016	2017
Ford	100	120	110	120
S&P 500	100	153	171	208

Also see:

- [Our Sustainability Strategy](#)

B. Financial Highlights¹

	\$ billion, except for percentages		
	2015	2016	2017
Automotive Segment			
Revenue	140.6	141.5	145.7
Operating margin	6.8%	6.7%	5.0%
Operating cash flow	7.3	6.4	3.9
Ford Credit			
Pre-tax profit	2.1	1.9	2.3
Total Company			
Net income attributable to Ford Motor Company	7.4	4.6	7.6
Adjusted pre-tax profit ²	10.8	10.4	8.4

Data notes and analysis:

1. Effective January 1, 2018, our key financial metrics are Company Revenue, Company Adjusted Earnings Before Interest and Taxes ("EBIT"), Company Adjusted EBIT Margin, Company Operating Cash Flow, and Return on Invested Capital ("ROIC"). Also effective January 1, 2018, we changed our accounting method for U.S. inventories and applied this change to all prior periods. See our quarterly reports filed with the U.S. Securities and Exchange Commission for our revised results and additional information.
2. See pages 25 and 79 of Ford's 2017 Form 10-K for definition and reconciliation to GAAP.

Also see:

- [Our Sustainability Strategy](#)

C. Worldwide Income Taxes Paid

	\$ million		
	2015	2016	2017
Income taxes paid/(refunded)	585	740 ¹	586

1. For additional information on income taxes see Note 21 of Ford's 2016 Form 10-K on page FS-56

Also see:

- [Our Sustainability Strategy](#)

MARKET SHARE AND SALES

A. Summary of Total Company Wholesale Vehicle Unit Sales



Data notes and analysis:

Wholesale unit volume includes sales of medium and heavy trucks. Wholesale unit volume includes 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 for other manufacturers, and local brand units produced by our unconsolidated Chinese 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 volume. Revenue from certain vehicles in wholesale unit volume (specifically, Ford badged vehicles produced and distributed by our unconsolidated affiliates, as well as JMC brand vehicles) are not included in our revenue.

Also see:

- [2017 Annual Report](#)

INNOVATION

A. U.S. Utility Patents Issued to Ford and Subsidiaries



Also see:

> [2017 Annual Report](#)

B. Global Utility Patents Granted

	2015	2016	2017
	NA	NA	3,035

Data notes and analysis:

NA = Not available.

Also see:

> [2017 Annual Report](#)

CUSTOMERS AND PRODUCTS

VEHICLE FUEL ECONOMY AND CO₂ EMISSIONS

A. Ford U.S. Corporate Average Fuel Economy



Key:

- Cars (domestic and import)
- Trucks
- Combined car and truck fleet

Third-party rating

Data notes and analysis:

1. Domestic: Includes 1.0 mpg FFV credit. Import: No FFV's.
2. Includes 1.0 mpg FFV credit.
3. The decline in combined car and truck fuel economy is primarily due to customers purchasing larger cars and more trucks. Our combined fleet CO₂ emissions improved by 10% compared to 2009.
4. Includes 0.8 mpg FFV credit.
5. The decline in combined car and truck fuel economy is primarily due to customers purchasing larger cars and more trucks. Our combined fleet fuel economy improved by 10% compared to 2009.
6. Includes 0.6 mpg FFV credit. Does not include A/C or Off-Cycle credits.
7. The decline in car fuel economy is primarily 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.

8. Includes 0.6 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.
10. The decline in combined car and truck fuel economy of 1% YOY 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. Combined fleet fuel economy has improved by 9% compared to 2009.

Also see:

> [Improving Fuel Economy](#)

B. Ford U.S. CO₂ Tailpipe Emissions per Vehicle (Combined Car and Truck Fleet Average CO₂ Emissions)



Reported to regulatory authorities ([Environmental Protection Agency](#))

Data notes and analysis:

The GHG value includes FFV credits.

1. The increase in combined car and truck CO₂ is primarily due to customers purchasing larger cars and more trucks. Our combined fleet CO₂ emissions improved by 10% compared to 2009.
2. Includes Advanced Technology Multipliers. Does not include A/C or Off-Cycle credits.

Also see:

> [Alternative Fuels and Powertrains](#)

C. Ford Europe CO₂ Tailpipe Emissions per Passenger Vehicle



Data notes and analysis:

For 2015 data and onwards 100 percent of fleet is accountable, therefore we no longer report phase in data.

1. EEA/EU COMMISSION published preliminary 2017 CO₂ data. Official data expected in Q4 2018.
2. Fleet performance without FFV, Eco-Innovation and Super credits.

Also see:

> [Alternative Fuels and Powertrains](#)

D. Ford Europe CO₂ Tailpipe Emissions per Light Commercial Vehicle



Data notes and analysis:

1. EEA/EU COMMISSION published preliminary 2017 CO₂ data. Official data expected in Q4 2018.
2. Fleet performance without FFV, Eco-Innovation and Super credit.

Also see:

> [Alternative Fuels and Powertrains](#)

E. Ford Switzerland CO₂ Tailpipe Emissions per Passenger Vehicle



Reported to regulatory authority (Swiss Federal Office of Energy)

Data notes and analysis:

For 2015 data and onwards 100 percent of fleet is accountable, therefore we no longer report phase in data.

1. BFE preliminary 2016 data. Official 2016 data expected May 2017.
2. BFleet performance without FFV, Eco-Innovation and Super credits.

Also see:

> [Alternative Fuels and Powertrains](#)

NON CO₂ TAILPIPE EMISSIONS

We are no longer reporting separate NMOG and NO_x emissions standards for the 2017/18 report and beyond. The report has been completely phased into the Tier 3 compliance for NMOG and NO_x. The new standard has combined NMOG and NO_x, which is a new data tracker item for the 2017/18 Report.

A. Ford U.S. Average NO_x and NMOG Emissions



Reported to regulatory authorities (Environmental Protection Agency)

Data notes and analysis:

For 2015 data and onwards 100 percent of fleet is accountable, therefore we no longer report phase in data.

1. Passenger Car fleet average FTP NMOG + NO_x Emissions from Tier 3 reports.
2. LDT2, LDT3, LDT4 & MDPV fleet average FTP NMOG + NO_x Emissions from Tier 3 reporting data.

Also see:

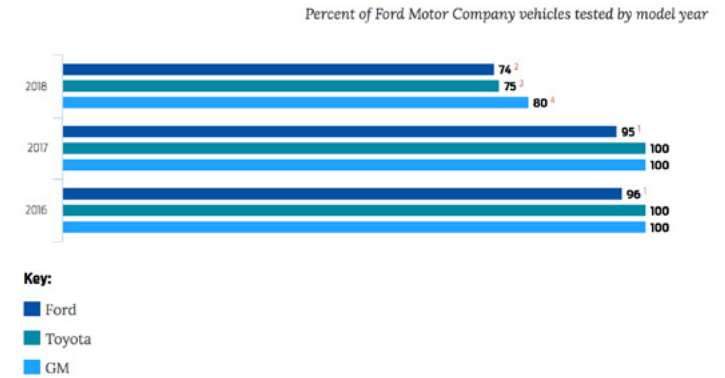
> [Addressing Non-CO₂ Emissions](#)

VEHICLE SAFETY

We no longer report Euro NCAP data. This is now contained within the new global assessment by SE&SE (U.S., Euro and China).

A. Percent of Nameplates Achieving 4-Star or Better NCAP Overall Vehicle Score (OVS)

Data is for the model year noted.



Third-party rated (NHTSA)

Data notes and analysis:

1. Transit Medium Roof earned a three-star rating.
2. Data includes Ford and Lincoln. 2018 MY Ford Transit Low Roof variant is rated 3 star overall.
3. Data is for Toyota only; Lexus not included because over half of its nameplates have not been tested by NHTSA.
4. Data includes Chevrolet, Buick, GMC and Cadillac.

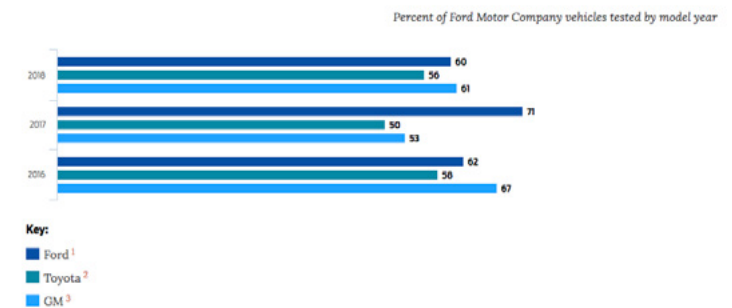
For detailed information on the NCAP system, see www.safercar.gov, and in particular www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf.

Also see:

> [Improving Vehicle Safety](#)

B. Percent of Nameplates Achieving 5-Star NCAP Overall Vehicle Score (OVS)

Data is for the model year noted.



Third-party rated (NHTSA)

Data notes and analysis:

1. This data includes Ford and Lincoln.
2. Data only includes Toyota; Lexus not included because over half of its nameplates have not been tested by NHTSA.
3. This data includes Buick, Cadillac, Chevrolet and GMC.

National Highway Traffic Safety Administration (NHTSA) does not test each new vehicle model every year, but a sample of new vehicles predicted to have high sales volumes or that have been structurally redesigned. It is therefore difficult to compare results to previous model years, particularly when many new models are launched. Even though our vehicles are safer than ever, our ratings are not necessarily comparable to previous years. For more detailed information, see www.safercar.gov and www.safercar.gov/staticfiles/toolkit/pdfs/faq.pdf

Also see:

> [Improving Vehicle Safety](#)

C. U.S. Safety Recalls



Reported to regulatory authorities (NHTSA)

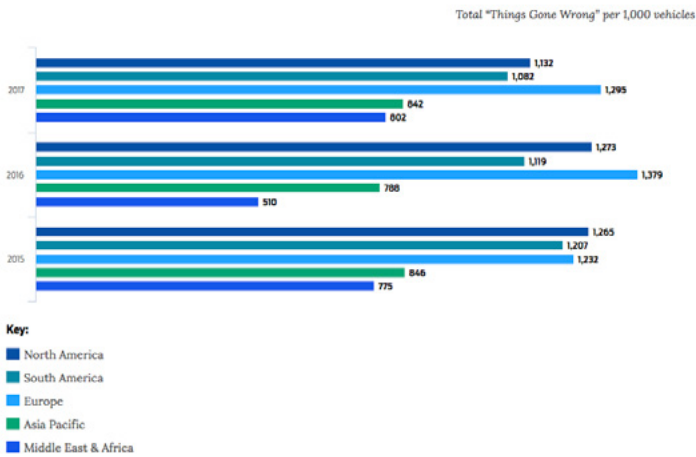
Also see:

> [Improving Vehicle Safety](#)

PRODUCT QUALITY AND CUSTOMER SATISFACTION

As part of a review of our data collection and disclosure in line with materiality, we no longer report data on Sales satisfaction with Dealer/Retailer or Service Satisfaction with Dealer/Retailer.

A. GQRS “Things Gone Wrong” (TGW) (3 Months in Service) by Region



Third-party rating

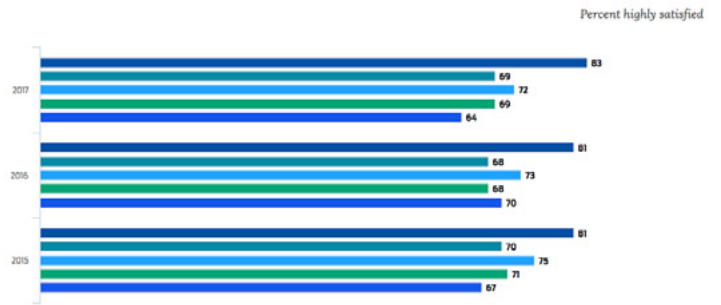
Data notes and analysis:

“Things Gone Wrong” data is based on model years.

Also see:

> [Product Quality and Customer Satisfaction](#)

B. GQRS Customer Satisfaction (3 Months in Service) by Region



Key:

- North America
- South America
- Europe
- Asia Pacific
- Middle East & Africa

Third-party rating

Data notes and analysis:

Customer satisfaction data is based on model years.

Also see:

> [Product Quality and Customer Satisfaction](#)

OPERATIONS

OPERATIONAL ENERGY USE AND CO₂ EMISSIONS

A. Worldwide Facility Energy Consumption



Also see:

> [Energy and Emissions](#)

B. Worldwide Facility Energy Consumption per Vehicle



Also see:

> [Energy and Emissions](#)

C. Worldwide Facility CO₂ Emissions



Data notes and analysis:

Third-party verified (North America and EU).

Reported to regulatory authorities (EU). Voluntarily reported to emissions registries or other authorities in Argentina, Brazil, Canada, China, Mexico, Taiwan and the United States.

Also see:

> [Energy and Emissions](#)

D. Worldwide Facility CO₂ Emissions per Vehicle

	Metric tons per vehicle		
	2015	2016	2017
Direct	0.22	0.2	0.2
Indirect	0.51	0.5	0.47
Total	0.72	0.69¹	0.67

Data notes and analysis:

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

Also see:

> [Energy and Emissions](#)

EMISSIONS (VOC AND OTHER)

A. North America Volatile Organic Compounds Released by Assembly Facilities



Also see:

> [Energy and Emissions](#)

B. Ford U.S. TRI Releases



Reported to regulatory authorities ([Environmental Protection Agency](#))

Data notes and analysis:

NA = Not available.

2016 is the most recent data available as reports are submitted to the government mid-year for the prior calendar year.

Also see:

> [Energy and Emissions](#)

C. Ford U.S. TRI Releases per Vehicle



Reported to regulatory authorities ([Environmental Protection Agency](#))

Data notes and analysis:

NA = Not available.

2016 is the most recent data available as reports are submitted to the government mid-year for the prior calendar year.

1. Figure corrected due to typographical error.

Also see:

> [Energy and Emissions](#)

D. Ford Canada NPRI Releases



Reported to regulatory authorities ([Environmental Canada](#))

Data notes and analysis:

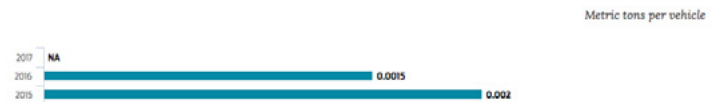
NA = Not available.

2016 is the most recent data available as reports are submitted to the government mid-year for the prior calendar year.

Also see:

> [Energy and Emissions](#)

E. Ford Canada NPRI Releases per Vehicle



Reported to regulatory authorities ([Environmental Canada](#))

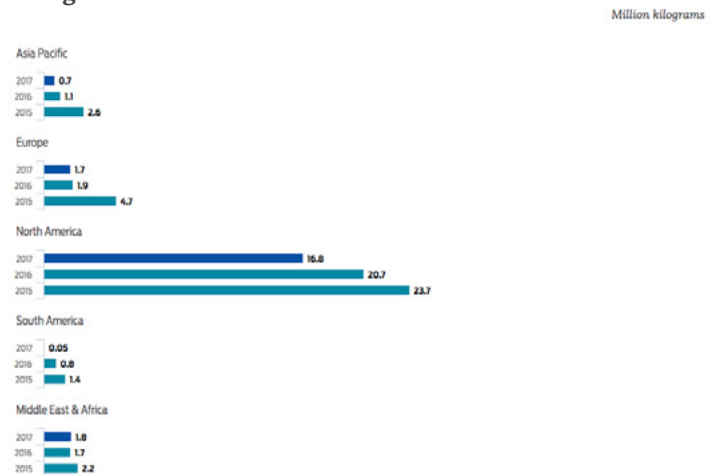
Data notes and analysis:

NA = Not available.

2016 is the most recent data available as reports are submitted to the government mid-year for the prior calendar year.

WASTE

A. Regional Waste to Landfill



Also see:

> [Waste Reduction](#)

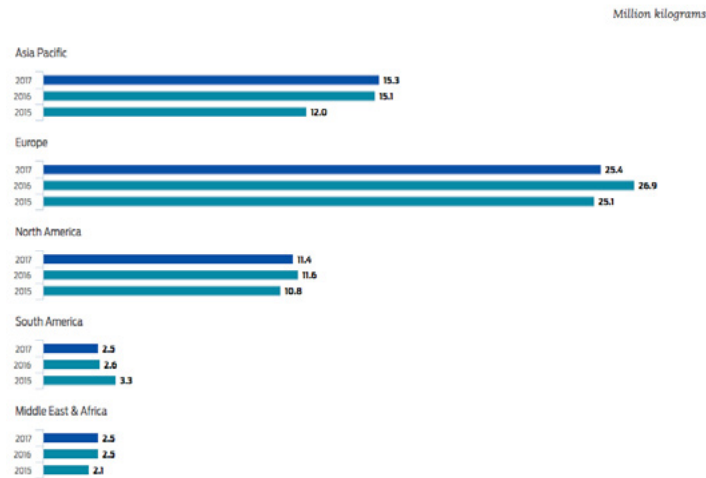
B. Waste to Landfill per Vehicle



Also see:

> [Waste Reduction](#)

C. Regional Hazardous Waste Generation



Also see:

> [Waste Reduction](#)

D. Hazardous Waste Generation per Vehicle



Data notes and analysis:

1. Corrected for typographical error.

Also see:

> [Waste Reduction](#)

WATER

A. Global Water Use per Vehicle Produced



Data notes and analysis:

1. Changes were due to water meter repairs at a few facilities.

Also see:

> [Water Use](#)

B. Global Water Use by Source



Key:

- City water
- Surface water
- Well water

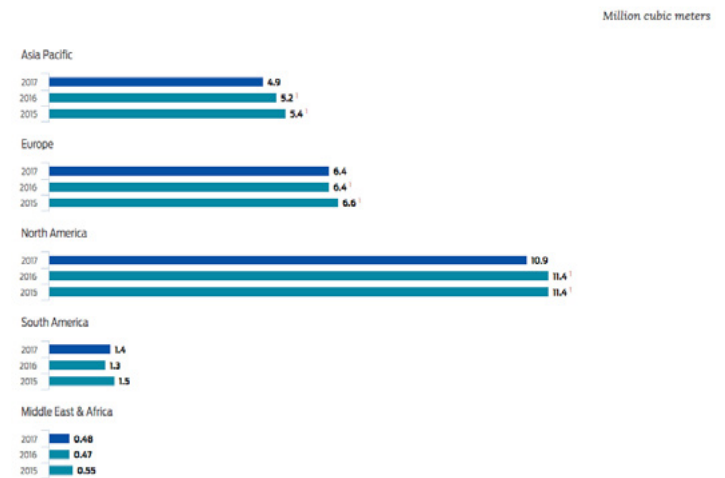
Data notes and analysis:

1. Changes were due to water meter repairs at a few facilities.

Also see:

> [Water Use](#)

C. Regional Water Use



Data notes and analysis:

1. Changes were due to water meter repairs at a few facilities.

Also see:

> [Water Use](#)

D. Reuse From On-Site Wastewater Treatment Plant



Also see:

> [Water Use](#)

E. Process Wastewater Discharge



Also see:

> [Water Use](#)

SUPPLY CHAIN MANAGEMENT

A. Working Conditions Training and Assessment

Working Conditions Assessments (as of 12/31/2017)	Americas	Asia Pacific	Europe	Middle East & Africa	Global Total
Assessments completed to date	407	563	113	50	1,133
Follow-up assessments completed to date (third party and/or internal)	584	697	170	57	1,508

Working Conditions Training (as of 12/31/2017)	Americas	Asia Pacific	Europe	Middle East & Africa	Global Total
Training sessions conducted to date	82	63	31	9	185
Total number of attending companies	1,067	1,039	420	104	2,630
Total number of trained managers (attendees)	1,741	1,357	702	169	3,969

Working Conditions Training (Scope of Impact: Supplier-Submitted Data as of 12/31/2017)	Global Total
Training cascade to management, individuals trained	36,917
Training cascade to workforce, individuals trained	769,857
Communication to suppliers, number of sub-tier companies	153,680

Also see:

> [Building Capacity in Our Supply Chain](#)

B. Total Supplier Sites Trained/Retrained in Sustainability Management



Also see:

> [Building Capacity in Our Supply Chain](#)

C. Total Purchases From Tier 2 Suppliers



Also see:

> [Environmental Impact of Our Suppliers](#)

D. Audit Findings – Prevalence of non-conformances in 2017 initial audits conducted

	Percent Global
Labor – Total	96
Presence of Child Labor	0
Child Labor Avoidance Policies and Management Systems	44

Percent

Global

Freedom of Association	33
Presence of Forced Labor	0
Freely Chosen Employment Policies and Management Systems	74
Humane Treatment	11
Non-Discrimination	67
Wages and Benefits	48
Working Hours	78
Health & Safety – Total	93
Emergency Preparedness	85
Food, sanitation and housing	22
Health and Safety Communication	4
Industrial Hygiene	33
Occupational Injury and Illness	48
Occupational Safety	59
Physically Demanding Work	26
Environment – Total	74
Air Emissions	7
Energy Consumption and Greenhouse Gas Emissions	26
Environmental Permits and Reporting	11
Hazardous Substances	63
Materials Restrictions	15
Pollution Prevention and Resource Reduction	11
Storm Water Management	37
Wastewater and Solid Waste	15
Ethics – Total	56
Business Integrity	7
Disclosure of Information	4
Fair Business, Advertising and Competition	41
No Improper Advantage	15
Privacy	15
Protection of Identity and Non-Retaliation	22
Responsible Sourcing of Minerals	22
Management System – Total	96
Audits and Assessments	81
Communication	30
Company Commitment	22
Corrective Action Process	33
Documentation and Records	7
Improvement Objectives	70
Legal and Customer Requirements	52
Management Accountability and Responsibility	81
Risk Assessment and Risk Management	85
Supplier Responsibility	85
Training	37
Worker Feedback and Participation	4

Also see:

> [Auditing Our Suppliers](#)

PEOPLE AND SOCIETY

We no longer report Dealer Attitude Survey data as it is no longer viewed as material to Ford.

WORKFORCE PROFILE

A. Global Workforce by Region

	Percent		
	2015	2016 ¹	2017
North America	48	50	49
South America	8	7	7
Europe	27	26	27
Financial Services	3	4	4
Asia Pacific	12	12	11
Middle East & Africa	2	2	2

Reported to regulatory authorities

Data notes and analysis:

1. 2016 figures do not add up to 100 due to rounding.

Also see:

> [Our People](#)

B. Employment by Business Unit



Reported to regulatory authorities

Data notes and analysis:

NA = Not available.

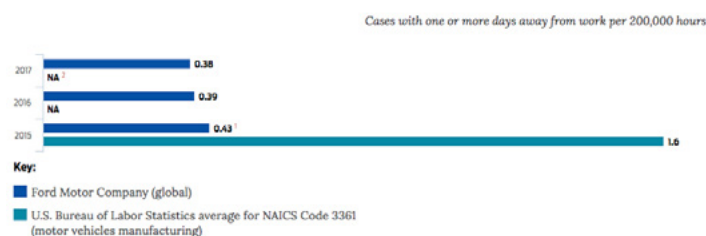
1. 2015 includes employees of Ford Sollers, our joint venture in Russia that was consolidated effective March 31, 2015.

Also see:

> [Our People](#)

HEALTH AND SAFETY

A. Global Lost-Time Case Rate (per 100 Employees)



Data notes and analysis:

NA = Not available.

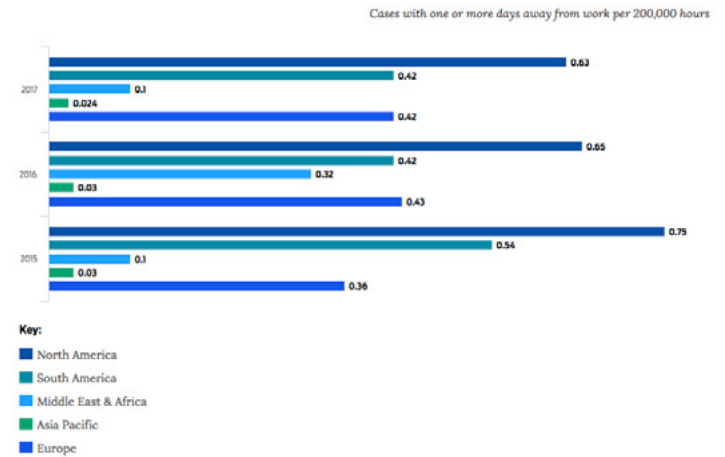
1. Includes South America record keeping adjustments.

2. Not available until late 2018.

Also see:

> [Health and Safety](#)

B. Lost-Time Case Rate by Region (per 100 Employees)



Reported to regulatory authorities

Also see:

> [Health and Safety](#)

C. Global Fatalities



Data notes and analysis:

1. Four contractor fatalities globally: Asia Pacific – two, EU – one, North America – one. There were zero employee fatalities.

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

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

Also see:

> [Health and Safety](#)

DIVERSITY

A. Global Salaried Employees by Gender



Also see:

> [Diversity and Inclusion](#)

B. Women in Middle Management and Above Positions by Region

	2015	2016	2017
North America	22	22.1	21.7
South America	13	16.0	17.4
Asia Pacific	14	14.6	16.2
Middle East & Africa	17	18.4	18.7
Financial Services	23	24.8	25.1
Europe	13	13.5	14.1
Global Auto and Financial Services	18	18.8	19.1
Europe	11.6	13	13.5

Also see:

> [Diversity and Inclusion](#)

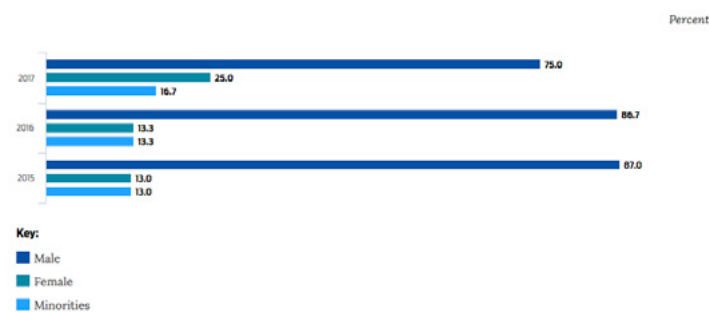
C. Corporate Officers by Gender and Minorities



Also see:

> [Diversity and Inclusion](#)

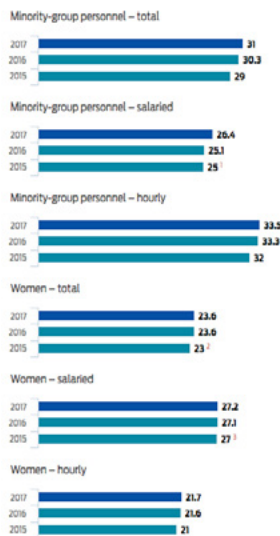
D. Board of Directors Composition by Gender and Minorities



Also see:

> [Diversity and Inclusion](#)

E. U.S. Employment of Minority-Group Personnel and Women at Year-End



Reported to regulatory authorities

Data notes and analysis:

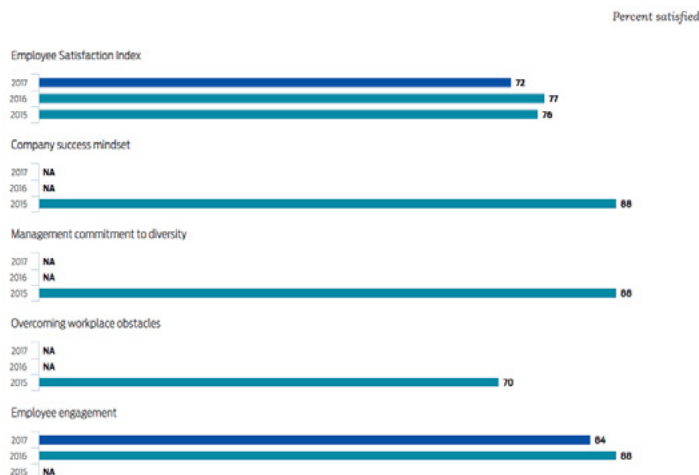
1. Was reported as 23, now updated to 25 including Ford Credit to be consistent.
2. Was reported as 22, now updated to 23 including Ford Credit to be consistent.
3. Was reported as 23, now updated to 27 including Ford Credit to be consistent.

Also see:

> [Diversity and Inclusion](#)

EMPLOYEE ENGAGEMENT

A. Employee Satisfaction, Pulse Survey



Data notes and analysis:

NA = Not available.

We made several changes to our survey in 2016, including many content changes. Some former dimensions are no longer measured.

Also see:

> [Unleashing the Best in Our People](#)

B. Voluntary Quit Rate by Major Markets (Salaried Employees)

	Percent		
	2015	2016	2017
United States	1.9	1.8	2.3
Canada	2.2	1.4	1.1
Mexico	5.2	5.0	6.1
Brazil	2.3	2.1	1.7
Germany	0.4	0.2	0.5
United Kingdom	1.2	1.1	1.8
China	4.2	5.4	7.2
India	5.4	6.2	5.2
Thailand	6.5	5.8	7.4

Also see:

> [Attraction and Retention](#)

C. Confirmed Harassment Allegations

	Relative ranking on a scale of 1-100 percent			
	Asia Pacific	EMEA	North America	South America
Number of confirmed harassment ¹ allegations	7	4	80	0
Percentage of confirmed harassment allegations by region	0.05	0.04	0.63	0

Data notes and analysis:

1. 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.

Also see:

> [Attraction and Retention](#)

COMMUNITIES

A. Charitable Contributions



Also see:

> [Our Contribution to Society](#)

B. Volunteer Corps



Also see:

> [Employee Volunteering](#)

SUPPLIER DIVERSITY

A. Total Purchases From Minority-Owned Businesses – United States



Also see:

> [Supplier Diversity](#)

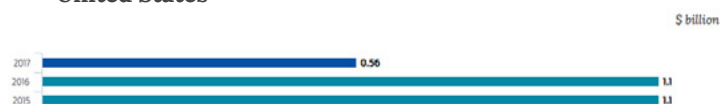
B. Total Purchases From Women-Owned Businesses – United States



Also see:

> [Supplier Diversity](#)

C. Total Purchases From Veteran-Owned Businesses – United States



Also see:

> [Supplier Diversity](#)