

Return on Invested Capital ("ROIC"). We analyze total Company performance using an adjusted ROIC financial metric based on an after-tax rolling four quarter average. The following table contains the calculation of our ROIC for the years shown (in billions):

	December 31, 2020	December 31, 2021	December 31, 2022
Adjusted Net Operating Profit/(Loss) After Cash Tax			
Net income/(loss) attributable to Ford	\$ (1.3)	\$ 17.9	\$ (2.0)
Add: Noncontrolling interest	—	—	(0.2)
Less: Income tax	(0.2)	0.1	0.9
Add: Cash tax	(0.4)	(0.6)	(0.8)
Less: Interest on debt	(1.6)	(1.8)	(1.3)
Less: Total pension / OPEB income / (cost)	(1.0)	4.9	0.4
Add: Pension / OPEB service costs	(1.1)	(1.1)	(1.0)
Net operating profit/(loss) after cash tax	\$ 0.1	\$ 13.0	\$ (3.9)
Less: Special items (excl. pension / OPEB) pre-tax	(0.4)	5.9	(11.7)
Adjusted net operating profit/(loss) after cash tax	\$ 0.5	\$ 7.1	\$ 7.8
Invested Capital			
Equity	\$ 30.8	\$ 48.6	\$ 43.2
Debt (excl. Ford Credit)	24.0	20.4	19.9
Net pension and OPEB liability	13.3	6.4	4.7
Invested capital (end of period)	\$ 68.1	\$ 75.4	\$ 67.8
Average invested capital	\$ 70.7	\$ 72.1	\$ 70.0
ROIC (a)	0.1 %	18.0 %	(5.6) %
Adjusted ROIC (Non-GAAP) (b)	0.7 %	9.8 %	11.2 %

(a) Calculated as the sum of net operating profit after cash tax from the last four quarters, divided by the average invested capital over the last four quarters.

(b) Calculated as the sum of adjusted net operating profit after cash tax from the last four quarters, divided by the average invested capital over the last four quarters.

Note: Numbers may not sum due to rounding.