

COMPANY KEY METRICS

The table below shows our full year 2021 key metrics for the Company compared with full year 2020.

	2020	2021	H / (L)
GAAP Financial Measures			
Cash Flows from Operating Activities (\$B)	\$ 24.3	\$ 15.8	\$ (8.5)
Revenue (\$M)	127,144	136,341	7 %
Net Income/(Loss) (\$M)	(1,279)	17,937	\$ 19,216
Net Income/(Loss) Margin (%)	(1.0) %	13.2 %	14.2 pts
EPS (Diluted)	\$ (0.32)	\$ 4.45	\$ 4.77
Non-GAAP Financial Measures (a)			
Company Adj. Free Cash Flow (\$B)	\$ 1.3	\$ 4.6	\$ 3.3
Company Adj. EBIT (\$M)	2,536	10,000	7,464
Company Adj. EBIT Margin (%)	2.0 %	7.3 %	5.3 pts
Adjusted EPS (Diluted)	\$ 0.36	\$ 1.59	\$ 1.23
Adjusted ROIC (Trailing Four Qtrs)	0.7 %	9.8 %	9.1 pts

(a) See *Non-GAAP Financial Measure Reconciliations* section for reconciliation to GAAP.

In 2021, our diluted earnings per share of Common and Class B Stock was \$4.45 and our diluted adjusted earnings per share was \$1.59.

Net income/(loss) margin was 13.2% in 2021, up from negative 1.0% in 2020. Company adjusted EBIT margin was 7.3% in 2021, up from 2.0% in 2020.

The table below shows our full year 2021 net income/(loss) attributable to Ford and Company adjusted EBIT by segment (in millions).

	2020	2021	H / (L)
Automotive	\$ 1,706	\$ 7,397	\$ 5,691
Mobility	(1,052)	(1,030)	22
Ford Credit	2,608	4,717	2,109
Corporate Other	(726)	(1,084)	(358)
Company Adjusted EBIT (a)	2,536	10,000	7,464
Interest on Debt	(1,649)	(1,803)	154
Special Items	(2,003)	9,583	(11,586)
Taxes / Noncontrolling Interests	(163)	157	(320)
Net Income/(Loss)	\$ (1,279)	\$ 17,937	\$ 19,216

(a) See *Non-GAAP Financial Measure Reconciliations* section for reconciliation to GAAP.

The year-over-year increase of \$19.2 billion in net income/(loss) in 2021 includes the effect of special items, including the Rivian IPO and mark-to-market gain, as well as higher Automotive EBIT and Ford Credit EBT. The year-over-year increase of \$7.5 billion in Company adjusted EBIT was driven by higher Automotive EBIT and Ford Credit EBT.