



Strategic Progress of Ford+ Growth Plan, Solid Financials in '21 Position Company for Connected EV Leadership in 2022, Beyond

- Fourth-quarter results include revenue of \$37.7 billion, net income of \$12.3 billion, adjusted EBIT of \$2.0 billion
- Full-year net income was \$17.9 billion; company adjusted EBIT of \$10.0 billion at midpoint of \$9.6 billion to \$10.6 billion guidance range, after reclassifying Q1 Rivian gain
- Global production capacity of iconic, high-volume BEVs to be at least 600,000 by 2023
- Full-year 2022 adjusted EBIT expected to be \$11.5 billion to \$12.5 billion, up 15% to 25%

DEARBORN, Mich., Feb. 3, 2022 – Ford today announced solid fourth-quarter and full-year operating results for 2021 despite persistent supply chain disruptions – a year the company said is most notable for rapid progress carrying out the ambitious Ford+ plan for growth and value creation, and establishing itself as a leader in must-have connected, electric vehicles.

“Financial performance is obviously critical,” said President and CEO Jim Farley. “We’re also proud that customers see how Ford is taking EVs mainstream, and have already ordered or reserved more than 275,000 all-electric Mustang Mach-E SUVs, F-150 Lightning pickups and E-Transit commercial vehicles – and we’re breaking constraints to deliver every one of them as fast as we can.”

Customers made Ford the No. 2 seller of electric vehicles in the U.S. in 2021, what Farley called “an important early step toward eventually being the true EV leader.” Earlier, he said that the company will double worldwide EV manufacturing capacity to at least 600,000 by 2023 – and for fully electric vehicles to represent at least 40% of its product mix by 2030.

Company Key Metrics Summary

	Fourth Quarter			Full Year		
	2020	2021	H / (L)	2020	2021	H / (L)
Market Share (%)	5.4 %	5.4 %	(0.1) ppts	5.8 %	5.1 %	(0.6) ppts
Wholesale Units (000)	1,238	1,104	(11) %	4,187	3,942	(6) %
GAAP						
Cash Flows From Op. Activities (\$B)	\$ 4.5	\$ 3.5	\$ (1.0)	\$ 24.3	\$ 15.8	\$ (8.5)
Revenue (\$B)	36.0	37.7	5 %	127.1	136.3	7 %
Net Income / (Loss) (\$B)	(2.8)	12.3	\$ 15.1	(1.3)	17.9	\$ 19.2
Net Income / (Loss) Margin (%)	(7.8) %	32.6 %	40.4 ppts	(1.0) %	13.2 %	14.2 ppts
EPS (Diluted)	\$ (0.70)	\$ 3.03	\$ 3.73	\$ (0.32)	\$ 4.45	\$ 4.77
Non-GAAP						
Company Adj. Free Cash Flow (\$B)	\$ 1.9	\$ 2.3	\$ 0.5	\$ 1.3	\$ 4.6	\$ 3.3
Company Adj. EBIT (\$B)	1.7	2.0	0.3	2.5	10.0	7.5
Company Adj. EBIT Margin (%)	4.8 %	5.4 %	0.6 ppts	2.0 %	7.3 %	5.3 ppts
Adjusted EPS (Diluted)	\$ 0.34	\$ 0.26	\$ (0.08)	\$ 0.36	\$ 1.59	\$ 1.23
Adjusted ROIC (Trailing Four Qtrs)	0.7 %	9.8 %	9.1 ppts	0.7 %	9.8 %	9.1 ppts

Fourth-quarter revenue (\$37.7 billion), net income (\$12.3 billion) and adjusted earnings before interest and taxes (\$2.0 billion) all were up from 2020. So, too, was Ford's performance against each of those measures for all of 2021. Full-year net income was \$17.9 billion; company adjusted EBIT for the year was \$10.0 billion.

Adjusted EBIT was squarely within the guidance range of \$9.6 billion to \$10.6 billion that Ford provided on Oct. 27, after [reclassifying its first-quarter 2021 gain on its investment in Rivian](#) following Rivian's Nov. 10 initial public offering. Automotive EBIT from outside North America was the company's highest in four years.

"Our team did a fantastic job working with partners to maximize component availability," said John Lawler, Ford's CFO. "We allocated those volumes to in-demand new vehicles like the Bronco (SUV) and Maverick (small pickup), profitable models like F-Series (trucks) and Transit, and customer orders."

For example, Ford worked with LG Energy Solution to improve battery supply for the Mustang Mach-E, expanding capacity three times over the past 10 months. Benefits from those increases will continue to accrue – to more than double originally contracted volumes by 2023.

Meanwhile, Lawler said, full-year benefits from strong mix and net pricing, as well as lower warranty costs, more than offset the effects of the production losses and higher commodity costs. As a result, automotive EBIT of \$7.4 billion and margin of 5.9% for 2021 were both significantly higher than in 2020.

Ford ended the quarter with more than \$36 billion in cash and \$52 billion in liquidity. Both measures included the company's investment in Rivian, which was valued at \$10.6 billion at the end of 2021. At the close of trading on Feb. 2, the value was \$6.6 billion.

During the fourth quarter, Ford, consistent with its focus on creating value for shareholders, reinstated a regular dividend of 10 cents per share.

The company's balance sheet was further strengthened in the quarter by repurchasing and redeeming \$7.6 billion in high-cost debt – also significantly reducing ongoing interest expenses. Around the same time, Ford introduced the North America auto industry's first fully integrated sustainable financing framework, which spans both the auto business and Ford Credit. In November, Ford issued its first green bond, the \$2.5 billion in proceeds from which are helping to fund BEV investments.

Business Unit Highlights

Ford's business in **North America** vividly illustrates how the company is winning customers and reaping benefits from, according to Farley, "without question, the most exceptional product lineup I've seen in my 30-plus years in this industry." The North America EBIT margin was 7.1% for the quarter and 8.4% for the year.

In Q4, strong demand for Bronco and Maverick – the North America SUV and truck of the year, respectively – along with Mustang Mach-E and Bronco Sport contributed to a two-point U.S. share gain, to 15%, making Ford the country's top-selling automaker.

A semiconductor-related supply shortfall accounted for a quarterly EBIT loss in **Europe**. Nonetheless, the underlying trajectory of the business continues to improve.

Ford Pro continues to figure prominently in the region, where Ford has now been the top commercial-vehicle brand for seven straight years. Ford gained CV share in both the fourth-

	North America	South America	Europe	China	IMG	Total Auto
Q4 Automotive Results						
Market Share (%)	14.3 %	2.4 %	6.1 %	2.5 %	1.7 %	5.4 %
H / (L) Q4 20	2.2 ppts	(3.7) ppts	(1.0) ppts	0.1 ppts	(0.3) ppts	(0.1) ppts
Wholesales (000)	599	26	213	186	80	1,104
H / (L) Q4 20	11 %	(59) %	(37) %	(8) %	(15) %	(11) %
Revenue (\$B)	\$ 25.8	\$ 0.8	\$ 5.7	\$ 0.6	\$ 2.4	\$ 35.3
H / (L) Q4 20	17 %	(8) %	(19) %	(27) %	(7) %	6 %
EBIT (\$M)	\$ 1,822	\$ 36	\$ (159)	\$ (150)	\$ 92	\$ 1,641
H / (L) Q4 20	\$ 739	\$ 141	\$ (568)	\$ (85)	\$ 154	\$ 381
EBIT Margin (%)	7.1 %	4.5 %	(2.8) %	(25.8) %	3.9 %	4.7 %
H / (L) Q4 20	2.2 ppts	16.7 ppts	(8.6) ppts	(17.6) ppts	6.3 ppts	0.9 ppts
FY Automotive Results						
Market Share (%)	12.0 %	2.6 %	6.4 %	2.4 %	1.8 %	5.1 %
H / (L) FY 20	(1.2) ppts	(3.7) ppts	(0.8) ppts	(0.0) ppts	0.0 ppts	(0.6) ppts
Wholesales (000)	2,006	81	891	649	315	3,942
H / (L) FY 20	(4) %	(56) %	(13) %	5 %	11 %	(6) %
Revenue (\$B)	\$ 87.8	\$ 2.4	\$ 24.5	\$ 2.5	\$ 9.0	\$ 126.1
H / (L) FY 20	10 %	(3) %	8 %	(20) %	19 %	9 %
EBIT (\$M)	\$ 7,377	\$ (121)	\$ (154)	\$ (327)	\$ 622	\$ 7,397
H / (L) FY 20	\$ 3,667	\$ 369	\$ 697	\$ 172	\$ 786	\$ 5,691
EBIT Margin (%)	8.4 %	(5.1) %	(0.6) %	(12.8) %	6.9 %	5.9 %
H / (L) FY 20	3.8 ppts	14.8 ppts	3.2 ppts	2.8 ppts	9.1 ppts	4.4 ppts

quarter and full-year 2021 – the latter approaching 15% – and presently has a record order bank for its Transit vans. E-Transit will be launched there in early 2022.

Ford Liive, the connected uptime system for commercial customers, is now available in nine European national markets. The application enabled an additional 28,000 days of vehicle availability in Q4.

In **China**, Ford recorded a fourth-quarter operating loss, but is expected to improve profitability in 2022.

Locally built Lincoln-brand vehicles are a huge part of Ford's turnaround there, positioning the company to be a significant player in the world's largest luxury car market. For the first time, Lincoln volumes in China were larger than those in the U.S. Full-year sales of Lincoln models were up nearly 50% from 2020, with the launch of the Lincoln Zephyr set for first-quarter 2022 and other new products from the brand forthcoming.

Ford's restructured, asset-light business unit in **South America** was again profitable and is now on a path toward growth. The company's profitable **International Markets Group**, which operates in about 100 markets in Asia, the Middle East and elsewhere, is preparing to introduce a next-generation version of its Ranger midsize pickup later this year.

Ford Credit, which will play a vital role in delivering exceptional customer value in the era of connected, zero-emission vehicles and services, again posted solid results in Q4, driving full-year earnings before taxes to \$4.7 billion.

Unfolding Ford+ Plan for Growth, Value Creation

Ford is relentlessly adding to Ford+ capabilities for connectivity and EVs. Since the company last announced quarterly results on Oct. 27, developments have included:

- The [launch of VIIZR](#), a field-service tool for small-business customers built on the Salesforce platform
- [Introduction of Ford Pro Charging](#), to provide commercial customers of all sizes a complete, seamless solution for charging their electric vehicles
- An initiative that allows plug-in EV owners in California to opt into [carbon-neutral charging at home](#), a program of the California Air Resource Board's Low Carbon Fuel Standard
- A [five-year agreement with Stripe](#), the economic-infrastructure company, to scale Ford's always-on, e-commerce capabilities for customers
- [Formation of Canopy](#), a joint venture with ADT, for professional security monitoring and artificial intelligence-based camera technology that strengthens security of customers' new and existing vehicles of all makes.
- [Creation of Ford Pro Intelligence](#), a cloud-based platform powering digital services to support commercial customer fleets.

Outlook

Strong customer appeal of Ford's new vehicles is driving optimism about 2022 – the first full production year for the award-winning Bronco and Maverick. So are the E-Transit and, soon, the F-150 Lightning, which are joining the Mustang Mach-E in the company's high-volume lineup of battery electric vehicles.

Lawler said Ford expects full-year 2022 adjusted EBIT to be even stronger – \$11.5 billion to \$12.5 billion, an increase of 15% to 25% over 2021. The high end of the adjusted EBIT range equates to a margin of 8% which, if achieved, would be one year earlier than the company's previous target. Adjusted free cash flow for the year is expected to be \$5.5 billion to \$6.5 billion.

Underlying assumptions for 2022 include:

- Significantly higher profits in North America, along with collective profitability in the rest of the world as the company benefits from its extensive global redesign
- Continued variability in supplies of key components, with full-year vehicle wholesales nonetheless being up about 10% to 15%, with a high single- to low double-digit decline in Q1, reflecting supplier shortages related to COVID shutdowns and semiconductors
- A strong pricing environment, though with a dynamic relationship between vehicle volumes and pricing
- Increased commodity costs, along with possible inflationary effects on a broad range of other expenses
- EBT from Ford Credit that remains strong, but lower than in 2021, and
- Ongoing investment in the Ford+ plan.

Ford plans to report its first-quarter 2022 financial results on Wednesday, April 27.

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About Ford Motor Company

Ford Motor Company (NYSE: F) is a global company based in Dearborn, Michigan, that is committed to helping build a better world, where every person is free to move and pursue their dreams. The company's Ford+ plan for growth and value creation combines existing strengths, new capabilities and always-on relationships with customers to enrich experiences for and deepen the loyalty of those customers. Ford designs, manufactures, markets and services a full line of connected, increasingly electrified passenger and commercial vehicles: Ford trucks, utility vehicles, vans and cars, and Lincoln luxury vehicles. The company is pursuing leadership positions in electrification, connected vehicle services and mobility solutions, including self-driving technology, and provides financial services through Ford Motor Credit Company. Ford employs about 183,000 people worldwide. More information about the company, its products and Ford Motor Credit Company is available at corporate.ford.com.

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Conference Call Details

Ford Motor Company (NYSE: F) and Ford Motor Credit Company released their 2021 fourth-quarter and full-year financial results at 4:05 p.m. ET on Thursday, Feb. 3. Following the release, Jim Farley, Ford president and chief executive officer; John Lawler, Ford chief financial officer; and Marion Harris, CEO, Ford Motor Credit, will host a conference call at 5:00 p.m. ET to discuss the results. The presentation and supporting materials will be available at shareholder.ford.com. Representatives of the investment community will have the opportunity to ask questions on the call.

Ford Fourth-Quarter Earnings Call: Thursday, Feb. 3, at 5:00 p.m. ET

Toll-Free: 877.930.5753
International: +1.409.983.9656
Registration Link (option, speeds login): [Ford Earnings Call](#)
Conference ID: 9318248
Webcast: shareholder.ford.com

Replay

Available after 8:00 p.m. ET on Feb. 3 and through Feb. 9
Webcast: shareholder.ford.com
Toll-Free: 855.859.2056
International: +1.404.537.3406
Conference ID: 9318248

The following applies to the information throughout this release:

- See tables later in this release for the nature and amount of special items, and reconciliations of the non-GAAP financial measures designated as “adjusted” to the most comparable financial measures calculated in accordance with U.S. generally accepted accounting principles (“GAAP”).
- Wholesale unit and production volumes include Ford and Lincoln brand vehicles produced and sold by Ford or our unconsolidated affiliates and Jiangling Motors Corporation (“JMC”) brand vehicles produced and sold in China by our unconsolidated affiliate, and from Q2 2021 Ford brand vehicles produced in Taiwan by Lio Ho Group. Revenue does not include vehicles produced and sold by our unconsolidated affiliates. See materials supporting the Feb. 3, 2022, conference call at shareholder.ford.com for further discussion of wholesale unit volumes.

Cautionary Note on Forward-Looking Statements

Statements included or incorporated by reference herein may constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on expectations, forecasts, and assumptions by our management and involve a number of risks, uncertainties, and other factors that could cause actual results to differ materially from those stated, including, without limitation:

- Ford and Ford Credit’s financial condition and results of operations have been and may continue to be adversely affected by public health issues, including epidemics or pandemics such as COVID-19;
- Ford is highly dependent on its suppliers to deliver components in accordance with Ford’s production schedule, and a shortage of key components, such as semiconductors, or raw materials can disrupt Ford’s production of vehicles;
- Ford’s long-term competitiveness depends on the successful execution of Ford+;
- Ford’s vehicles could be affected by defects that result in delays in new model launches, recall campaigns, or increased warranty costs;
- Ford may not realize the anticipated benefits of existing or pending strategic alliances, joint ventures, acquisitions, divestitures, or new business strategies;
- Operational systems, security systems, vehicles, and services could be affected by cyber incidents, ransomware attacks, and other disruptions;
- Ford’s production, as well as Ford’s suppliers’ production, could be disrupted by labor issues, natural or man-made disasters, financial distress, production difficulties, capacity limitations, or other factors;
- Ford’s ability to maintain a competitive cost structure could be affected by labor or other constraints;
- Ford’s ability to attract and retain talented, diverse, and highly skilled employees is critical to its success and competitiveness;
- Ford’s new and existing products, digital and physical services, and mobility services are subject to market acceptance and face significant competition from existing and new entrants in the automotive, mobility, and digital services industries;
- Ford’s near-term results are dependent on sales of larger, more profitable vehicles, particularly in the United States;
- With a global footprint, Ford’s results could be adversely affected by economic, geopolitical, protectionist trade policies, or other events, including tariffs;
- Industry sales volume in any of Ford’s key markets can be volatile and could decline if there is a financial crisis, recession, or significant geopolitical event;
- Ford may face increased price competition or a reduction in demand for its products resulting from industry excess capacity, currency fluctuations, competitive actions, or other factors;
- Inflationary pressure and fluctuations in commodity prices, foreign currency exchange rates, interest rates, and market value of Ford or Ford Credit’s investments, including marketable securities, can have a significant effect on results;
- Ford and Ford Credit’s access to debt, securitization, or derivative markets around the world at competitive rates or in sufficient amounts could be affected by credit rating downgrades, market volatility, market disruption, regulatory requirements, or other factors;
- Ford’s receipt of government incentives could be subject to reduction, termination, or clawback;
- Ford Credit could experience higher-than-expected credit losses, lower-than-anticipated residual values, or higher-than-expected return volumes for leased vehicles;

- Economic and demographic experience for pension and other postretirement benefit plans (e.g., discount rates or investment returns) could be worse than Ford has assumed;
- Pension and other postretirement liabilities could adversely affect Ford's liquidity and financial condition;
- Ford and Ford Credit could experience unusual or significant litigation, governmental investigations, or adverse publicity arising out of alleged defects in products, services, perceived environmental impacts, or otherwise;
- Ford may need to substantially modify its product plans to comply with safety, emissions, fuel economy, autonomous vehicle, and other regulations;
- Ford and Ford Credit could be affected by the continued development of more stringent privacy, data use, and data protection laws and regulations as well as consumers' heightened expectations to safeguard their personal information; and
- Ford Credit could be subject to new or increased credit regulations, consumer protection regulations, or other regulations.

We cannot be certain that any expectation, forecast, or assumption made in preparing forward-looking statements will prove accurate, or that any projection will be realized. It is to be expected that there may be differences between projected and actual results. Our forward-looking statements speak only as of the date of their initial issuance, and we do not undertake any obligation to update or revise publicly any forward-looking statement, whether as a result of new information, future events, or otherwise. For additional discussion, see "Item 1A. Risk Factors" in our most recent Annual Report on Form 10-K, as updated by subsequent filings with the United States Securities and Exchange Commission.

FORD MOTOR COMPANY AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(in millions)

	For the years ended December 31,		
	2019	2020	2021
Cash flows from operating activities			
Net income/(loss)	\$ 84	\$ (1,276)	\$ 17,910
Depreciation and tooling amortization	9,689	8,751	7,318
Other amortization	(1,199)	(1,294)	(1,358)
Held-for-sale impairment charges	804	23	—
Brazil manufacturing exit non-cash charges (excluding accelerated depreciation of \$145 and \$322)	—	1,159	48
(Gains)/Losses on extinguishment of debt	55	1	1,702
Provision for/(Benefit from) credit and insurance losses	413	929	(298)
Pension and other post-retirement employee benefits ("OPEB") expense/(income)	2,625	1,027	(4,865)
Equity investment dividends received in excess of (earnings)/losses	203	130	116
Foreign currency adjustments	(54)	(420)	532
Net realized and unrealized (gains)/losses on cash equivalents, marketable securities, and other investments	(139)	(315)	(9,159)
Net (gain)/loss on changes in investments in affiliates	(29)	(3,446)	(368)
Stock compensation	228	199	305
Provision for deferred income taxes	(1,370)	(269)	(563)
Decrease/(Increase) in finance receivables (wholesale and other)	1,554	12,104	7,656
Decrease/(Increase) in accounts receivable and other assets	(816)	(63)	(1,141)
Decrease/(Increase) in inventory	206	148	(1,778)
Increase/(Decrease) in accounts payable and accrued and other liabilities	5,260	6,809	(36)
Other	125	72	(234)
Net cash provided by/(used in) operating activities	17,639	24,269	15,787
Cash flows from investing activities			
Capital spending	(7,632)	(5,742)	(6,227)
Acquisitions of finance receivables and operating leases	(55,576)	(55,901)	(48,379)
Collections of finance receivables and operating leases	50,182	48,746	52,094
Proceeds from sale of business	—	1,340	145
Purchases of marketable securities and other investments	(17,472)	(39,624)	(27,491)
Sales and maturities of marketable securities and other investments	16,929	32,395	33,229
Settlements of derivatives	(114)	(323)	(272)
Other	(38)	494	(354)
Net cash provided by/(used in) investing activities	(13,721)	(18,615)	2,745
Cash flows from financing activities			
Cash payments for dividends and dividend equivalents	(2,389)	(596)	(403)
Purchases of common stock	(237)	—	—
Net changes in short-term debt	(1,384)	(2,291)	3,273
Proceeds from issuance of long-term debt	47,604	65,900	27,901
Payments of long-term debt	(46,497)	(60,514)	(54,164)
Other	(226)	(184)	(105)
Net cash provided by/(used in) financing activities	(3,129)	2,315	(23,498)
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	45	225	(232)
Net increase/(decrease) in cash, cash equivalents, and restricted cash	\$ 834	\$ 8,194	\$ (5,198)
Cash, cash equivalents, and restricted cash at beginning of period	\$ 16,907	\$ 17,741	\$ 25,935
Net increase/(decrease) in cash, cash equivalents, and restricted cash	834	8,194	(5,198)
Cash, cash equivalents, and restricted cash at end of period	\$ 17,741	\$ 25,935	\$ 20,737

FORD MOTOR COMPANY AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENTS
(in millions, except per share amounts)

	<u>For the years ended December 31,</u>		
	2019	2020	2021
Revenues			
Automotive	\$ 143,604	\$ 115,894	\$ 126,150
Ford Credit	12,260	11,203	10,073
Mobility	36	47	118
Total revenues	<u>155,900</u>	<u>127,144</u>	<u>136,341</u>
Costs and expenses			
Cost of sales	134,693	112,752	114,651
Selling, administrative, and other expenses	11,161	10,193	11,915
Ford Credit interest, operating, and other expenses	9,472	8,607	5,252
Total costs and expenses	<u>155,326</u>	<u>131,552</u>	<u>131,818</u>
Operating income/(loss)	574	(4,408)	4,523
Interest expense on Company debt excluding Ford Credit	1,020	1,649	1,803
Other income/(loss), net	(226)	4,899	14,733
Equity in net income/(loss) of affiliated companies	32	42	327
Income/(Loss) before income taxes	<u>(640)</u>	<u>(1,116)</u>	<u>17,780</u>
Provision for/(Benefit from) income taxes	(724)	160	(130)
Net income/(loss)	<u>84</u>	<u>(1,276)</u>	<u>17,910</u>
Less: Income/(Loss) attributable to noncontrolling interests	37	3	(27)
Net income/(loss) attributable to Ford Motor Company	<u>\$ 47</u>	<u>\$ (1,279)</u>	<u>\$ 17,937</u>
EARNINGS/(LOSS) PER SHARE ATTRIBUTABLE TO FORD MOTOR COMPANY COMMON AND CLASS B STOCK			
Basic income/(loss)	\$ 0.01	\$ (0.32)	\$ 4.49
Diluted income/(loss)	0.01	(0.32)	4.45
Weighted-average shares used in computation of earnings/(loss) per share			
Basic shares	3,972	3,973	3,991
Diluted shares	4,004	3,973	4,034

FORD MOTOR COMPANY AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
(in millions)

	December 31, 2020	December 31, 2021
ASSETS		
Cash and cash equivalents	\$ 25,243	\$ 20,540
Marketable securities	24,718	29,053
Ford Credit finance receivables, net of allowance for credit losses of \$394 and \$282	42,401	32,543
Trade and other receivables, less allowances of \$84 and \$48	9,993	11,370
Inventories	10,808	12,065
Other assets	3,581	3,425
Total current assets	116,744	108,996
Ford Credit finance receivables, net of allowance for credit losses of \$911 and \$643	55,277	51,256
Net investment in operating leases	27,951	26,361
Net property	37,083	37,139
Equity in net assets of affiliated companies	4,901	4,545
Deferred income taxes	12,423	13,796
Other assets	12,882	14,942
Total assets	\$ 267,261	\$ 257,035
LIABILITIES		
Payables	\$ 22,204	\$ 22,349
Other liabilities and deferred revenue	23,645	18,686
Debt payable within one year		
Company excluding Ford Credit	1,374	3,175
Ford Credit	49,969	46,517
Total current liabilities	97,192	90,727
Other liabilities and deferred revenue	28,379	27,705
Long-term debt		
Company excluding Ford Credit	22,633	17,200
Ford Credit	87,708	71,200
Deferred income taxes	538	1,581
Total liabilities	236,450	208,413
EQUITY		
Common Stock, par value \$0.01 per share (4,050 million shares issued of 6 billion authorized)	40	40
Class B Stock, par value \$0.01 per share (71 million shares issued of 530 million authorized)	1	1
Capital in excess of par value of stock	22,290	22,611
Retained earnings	18,243	35,769
Accumulated other comprehensive income/(loss)	(8,294)	(8,339)
Treasury stock	(1,590)	(1,563)
Total equity attributable to Ford Motor Company	30,690	48,519
Equity attributable to noncontrolling interests	121	103
Total equity	30,811	48,622
Total liabilities and equity	\$ 267,261	\$ 257,035

2021 SUPPLEMENTAL INFORMATION

The tables below provide supplemental consolidating financial information. Company excluding Ford Credit includes our Automotive and Mobility reportable segments, Corporate Other, Interest on Debt, and Special Items. Eliminations, where presented, primarily represent eliminations of intersegment transactions and deferred tax netting.

Selected Cash Flow Information. The following tables provide supplemental cash flow information (in millions):

	For the Year Ended December 31, 2021			
Cash flows from operating activities	Company excluding Ford Credit	Ford Credit	Eliminations	Consolidated
Net income/(loss)	\$ 13,403	\$ 4,507	\$ —	\$ 17,910
Depreciation and tooling amortization	5,652	1,666	—	7,318
Other amortization	141	(1,499)	—	(1,358)
Brazil manufacturing exit non-cash charges (excluding accelerated depreciation of \$322)	48	—	—	48
(Gains)/Losses on extinguishment of debt	1,692	10	—	1,702
Provision for/(Benefit from) credit and insurance losses	3	(301)	—	(298)
Pension and OPEB expense/(income)	(4,865)	—	—	(4,865)
Equity investment dividends received in excess of (earnings)/losses	120	(4)	—	116
Foreign currency adjustments	406	126	—	532
Net realized and unrealized (gains)/losses on cash equivalents, marketable securities, and other investments	(9,174)	15	—	(9,159)
Net (gain)/loss on changes in investments in affiliates	(367)	(1)	—	(368)
Stock compensation	296	9	—	305
Provision for deferred income taxes	(710)	147	—	(563)
Decrease/(Increase) in finance receivables (wholesale and other)	—	7,656	—	7,656
Decrease/(Increase) in intersegment receivables/payables	(662)	662	—	—
Decrease/(Increase) in accounts receivable and other assets	(1,378)	237	—	(1,141)
Decrease/(Increase) in inventory	(1,778)	—	—	(1,778)
Increase/(Decrease) in accounts payable and accrued and other liabilities	187	(223)	—	(36)
Other	(180)	(54)	—	(234)
Interest supplements and residual value support to Ford Credit	(2,340)	2,340	—	—
Net cash provided by/(used in) operating activities	<u>\$ 494</u>	<u>\$ 15,293</u>	<u>\$ —</u>	<u>\$ 15,787</u>
Cash flows from investing activities				
Capital spending	\$ (6,183)	\$ (44)	\$ —	\$ (6,227)
Acquisitions of finance receivables and operating leases	—	(48,379)	—	(48,379)
Collections of finance receivables and operating leases	—	52,094	—	52,094
Proceeds from sale of business	145	—	—	145
Purchases of marketable securities and other investments	(19,477)	(8,014)	—	(27,491)
Sales and maturities of marketable securities and other investments	22,553	10,676	—	33,229
Settlements of derivatives	(255)	(17)	—	(272)
Other	(354)	—	—	(354)
Investing activity (to)/from other segments	7,478	(146)	(7,332)	—
Net cash provided by/(used in) investing activities	<u>\$ 3,907</u>	<u>\$ 6,170</u>	<u>\$ (7,332)</u>	<u>\$ 2,745</u>
Cash flows from financing activities				
Cash payments for dividends and dividend equivalents	\$ (403)	\$ —	\$ —	\$ (403)
Purchases of common stock	—	—	—	—
Net changes in short-term debt	(187)	3,460	—	3,273
Proceeds from issuance of long-term debt	4,800	23,101	—	27,901
Payments on long-term debt	(9,904)	(44,260)	—	(54,164)
Other	(42)	(63)	—	(105)
Financing activity to/(from) other segments	146	(7,478)	7,332	—
Net cash provided by/(used in) financing activities	<u>\$ (5,590)</u>	<u>\$ (25,240)</u>	<u>\$ 7,332</u>	<u>\$ (23,498)</u>
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	\$ (104)	\$ (128)	\$ —	\$ (232)

Selected Income Statement Information. The following table provides supplemental income statement information (in millions):

	For the Year Ended December 31, 2021		
	Company excluding Ford Credit	Ford Credit	Consolidated
Revenues	\$ 126,268	\$ 10,073	\$ 136,341
Total costs and expenses	126,566	5,252	131,818
Operating income/(loss)	(298)	4,821	4,523
Interest expense on Company debt excluding Ford Credit	1,803	—	1,803
Other income/(loss), net	14,868	(135)	14,733
Equity in net income/(loss) of affiliated companies	296	31	327
Income/(Loss) before income taxes	13,063	4,717	17,780
Provision for/(Benefit from) income taxes	(340)	210	(130)
Net income/(loss)	13,403	4,507	17,910
Less: Income/(loss) attributable to noncontrolling interests	(27)	—	(27)
Net income/(loss) attributable to Ford Motor Company	\$ 13,430	\$ 4,507	\$ 17,937

Selected Balance Sheet Information. The following tables provide supplemental balance sheet information (in millions):

	December 31, 2021			
Assets	Company excluding Ford Credit	Ford Credit	Eliminations	Consolidated
Cash and cash equivalents	\$ 9,577	\$ 10,963	\$ —	\$ 20,540
Marketable securities	26,880	2,173	—	29,053
Ford Credit finance receivables, net	—	32,543	—	32,543
Trade and other receivables, net	3,564	7,806	—	11,370
Inventories	12,065	—	—	12,065
Other assets	2,473	952	—	3,425
Receivable from other segments	55	1,333	(1,388)	—
Total current assets	54,614	55,770	(1,388)	108,996
Ford Credit finance receivables, net	—	51,256	—	51,256
Net investment in operating leases	1,194	25,167	—	26,361
Net property	36,915	224	—	37,139
Equity in net assets of affiliated companies	4,422	123	—	4,545
Deferred income taxes	13,606	190	—	13,796
Other assets	13,273	1,669	—	14,942
Receivable from other segments	—	29	(29)	—
Total assets	\$ 124,024	\$ 134,428	\$ (1,417)	\$ 257,035
Liabilities				
Payables	\$ 21,315	\$ 1,034	\$ —	\$ 22,349
Other liabilities and deferred revenue	17,394	1,292	—	18,686
Company excluding Ford Credit debt payable within one year	3,175	—	—	3,175
Ford Credit debt payable within one year	—	46,517	—	46,517
Payable to other segments	1,388	—	(1,388)	—
Total current liabilities	43,272	48,843	(1,388)	90,727
Other liabilities and deferred revenue	26,393	1,312	—	27,705
Company excluding Ford Credit long-term debt	17,200	—	—	17,200
Ford Credit long-term debt	—	71,200	—	71,200
Deferred income taxes	905	676	—	1,581
Payable to other segments	29	—	(29)	—
Total liabilities	\$ 87,799	\$ 122,031	\$ (1,417)	\$ 208,413

Non-GAAP Financial Measures That Supplement GAAP Measures

We use both GAAP and non-GAAP financial measures for operational and financial decision making, and to assess Company and segment business performance. The non-GAAP measures listed below are intended to be considered by users as supplemental information to their equivalent GAAP measures, to aid investors in better understanding our financial results. We believe that these non-GAAP measures provide useful perspective on underlying operating results and trends, and a means to compare our period-over-period results. These non-GAAP measures should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with GAAP. These non-GAAP measures may not be the same as similarly titled measures used by other companies due to possible differences in method and in items or events being adjusted.

- **Company Adjusted EBIT (Most Comparable GAAP Measure: Net Income / (Loss) attributable to Ford)** – Earnings Before Interest and Taxes (EBIT) excludes interest on debt (excl. Ford Credit Debt), taxes and pre-tax special items. This non-GAAP measure is useful to management and investors because it focuses on underlying operating results and trends, and improves comparability of our period-over-period results. Our management ordinarily excludes special items from its review of the results of the operating segments for purposes of measuring segment profitability and allocating resources. Pre-tax special items consist of (i) pension and OPEB rereasurement gains and losses, (ii) gains and losses on investments in equity securities, (iii) significant personnel expenses, dealer-related costs, and facility-related charges stemming from our efforts to match production capacity and cost structure to market demand and changing model mix, and (iv) other items that we do not necessarily consider to be indicative of earnings from ongoing operating activities. When we provide guidance for adjusted EBIT, we do not provide guidance on a net income basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty, including gains and losses on pension and OPEB rereasurements and on investments in equity securities.
- **Company Adjusted EBIT Margin (Most Comparable GAAP Measure: Company Net Income / (Loss) Margin)** – Company Adjusted EBIT Margin is Company Adjusted EBIT divided by Company revenue. This non-GAAP measure is useful to management and investors because it allows users to evaluate our operating results aligned with industry reporting.
- **Adjusted Earnings / (Loss) Per Share (Most Comparable GAAP Measure: Earnings / (Loss) Per Share)** – Measure of Company's diluted net earnings / (loss) per share adjusted for impact of pre-tax special items (described above), tax special items and restructuring impacts in noncontrolling interests. The measure provides investors with useful information to evaluate performance of our business excluding items not indicative of the underlying run rate of our business. When we provide guidance for adjusted earnings / (loss) per share, we do not provide guidance on an earnings / (loss) per share basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end, including pension and OPEB rereasurement gains and losses.
- **Adjusted Effective Tax Rate (Most Comparable GAAP Measure: Effective Tax Rate)** – Measure of Company's tax rate excluding pre-tax special items (described above) and tax special items. The measure provides an ongoing effective rate which investors find useful for historical comparisons and for forecasting. When we provide guidance for adjusted effective tax rate, we do not provide guidance on an effective tax rate basis because the GAAP measure will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end, including pension and OPEB rereasurement gains and losses.
- **Company Adjusted Free Cash Flow (FCF) (Most Comparable GAAP Measure: Net Cash Provided By / (Used In) Operating Activities)** – Measure of Company's operating cash flow excluding Ford Credit's operating cash flows. The measure contains elements management considers operating activities, including Automotive and Mobility capital spending, Ford Credit distributions to its parent, and settlement of derivatives. The measure excludes cash outflows for funded pension contributions, global redesign (including separations), and other items that are considered operating cash flows under GAAP. This measure is useful to management and investors because it is consistent with management's assessment of the Company's operating cash flow performance. When we provide guidance for Company Adjusted FCF, we do not provide guidance for net cash provided by / (used in) operating activities because the GAAP measure will include items that are difficult to quantify or predict with reasonable certainty, including cash flows related to the Company's exposures to foreign currency exchange rates and certain commodity prices (separate from any related hedges), Ford Credit's operating cash flows, and cash flows related to special items, including separation payments, each of which individually or in the aggregate could have a significant impact to our net cash provided by / (used in) our operating activities.
- **Adjusted ROIC** – Calculated as the sum of adjusted net operating profit / (loss) after-cash tax from the last four quarters, divided by the average invested capital over the last four quarters. This calculation provides management and investors with useful information to evaluate the Company's after-cash tax operating return on its invested capital for the period presented. Adjusted net operating profit / (loss) after-cash tax measures operating results less special items, interest on debt (excl. Ford Credit Debt), and certain pension / OPEB costs. Average invested capital is the sum of average balance sheet equity, debt (excl. Ford Credit Debt), and net pension / OPEB liability.

Note: Calculated results may not sum due to rounding

Net Income / (Loss) Reconciliation To Adjusted EBIT (\$M)

	Fourth Quarter		Full Year	
	2020	2021	2020	2021
Net income / (loss) attributable to Ford (GAAP)	\$ (2,788)	\$ 12,282	\$ (1,279)	\$ 17,937
Income / (Loss) attributable to non-controlling interests	(3)	(9)	3	(27)
Net income / (loss)	\$ (2,791)	\$ 12,273	\$ (1,276)	\$ 17,910
Less: (Provision for) / Benefit from income taxes *	1,019	1,055	(160)	130
Income / (Loss) before income taxes	\$ (3,810)	\$ 11,218	\$ (1,116)	\$ 17,780
Less: Special items pre-tax	(5,053)	9,614	(2,003)	9,583
Income / (Loss) before special items pre-tax	\$ 1,243	\$ 1,604	\$ 887	\$ 8,197
Less: Interest on debt	(474)	(438)	(1,649)	(1,803)
Adjusted EBIT (Non-GAAP)	\$ 1,717	\$ 2,042	\$ 2,536	\$ 10,000
Memo:				
Revenue (\$B)	\$ 36.0	\$ 37.7	\$ 127.1	\$ 136.3
Net income / (loss) margin (GAAP) (%)	(7.8)%	32.6%	(1.0)%	13.2%
Adjusted EBIT margin (%)	4.8%	5.4%	2.0%	7.3%

* Full year 2021 includes the recognition of net deferred tax assets and changes in our valuation allowances, offset by tax consequences of unrealized gains on marketable securities

Earnings / (Loss) Per Share Reconciliation To Adjusted Earnings / (Loss) Per Share

	Fourth Quarter		Full Year	
	2020	2021	2020	2021
<u>Diluted After-Tax Results (\$M)</u>				
Diluted after-tax results (GAAP)	\$ (2,788)	\$ 12,282	\$ (1,279)	\$ 17,937
Less: Impact of pre-tax and tax special items	(4,139)	11,220	(2,724)	11,507
Adjusted net income - diluted (Non-GAAP)	\$ 1,351	\$ 1,062	\$ 1,445	\$ 6,430
<u>Basic and Diluted Shares (M)</u>				
Basic shares (average shares outstanding)	3,977	3,999	3,973	3,991
Net dilutive options, unvested restricted stock units, unvested restricted stock shares, and convertible debt	36	56	29	43
Diluted shares	4,013	4,055	4,002	4,034
Earnings / (Loss) per share - diluted (GAAP) *	\$ (0.70)	\$ 3.03	\$ (0.32)	\$ 4.45
Less: Net impact of adjustments	(1.04)	2.77	(0.68)	2.86
Adjusted earnings per share - diluted (Non-GAAP)	\$ 0.34	\$ 0.26	\$ 0.36	\$ 1.59

* The Q4 and Full Year 2020 Calculation of Earnings Per Share - Diluted (GAAP) excludes the 36M and 29M shares respectively of net dilutive options, unvested restricted stock units and restricted stock due to their antidilutive effect

Effective Tax Rate Reconciliation To Adjusted Effective Tax Rate

	2021		Memo:
	Q4	Full Year	Full Year 2020
Pre-Tax Results (\$M)			
Income / (Loss) before income taxes (GAAP)	\$ 11,218	\$ 17,780	\$ (1,116)
Less: Impact of special items	9,614	9,583	(2,003)
Adjusted earnings before taxes (Non-GAAP)	<u>\$ 1,604</u>	<u>\$ 8,197</u>	<u>\$ 887</u>
Taxes (\$M)			
(Provision for) / Benefit from income taxes (GAAP)	\$ 1,055	\$ 130	\$ (160)
Less: Impact of special items *	1,606	1,924	(721)
Adjusted (provision for) / benefit from income taxes (Non-GAAP)	<u>\$ (551)</u>	<u>\$ (1,794)</u>	<u>\$ 561</u>
Tax Rate (%)			
Effective tax rate (GAAP)	(9.4)%	(0.7)%	(14.3)%
Adjusted effective tax rate (Non-GAAP)	34.4%	21.9%	(63.2)%

* Full year 2020 includes the establishment of valuation allowances against primarily U.S. tax credits. Full year 2021 includes the recognition of net deferred tax assets and changes in our valuation allowances, offset by tax consequences of unrealized gains on marketable securities

Net Cash Provided By / (Used In) Operating Activities Reconciliation To Company Adjusted Free Cash Flow (\$M)

	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Full Year	
						2020	2021
Net cash provided by / (used in) operating activities (GAAP)	\$ 4,539	\$ 4,492	\$ 756	\$ 7,008	\$ 3,531	\$24,269	\$ 15,787
Less: Items Not Included in Company Adjusted Free Cash Flows							
Ford Credit operating cash flows	3,010	4,998	9,638	(341)	998	21,592	15,293
Funded pension contributions	(141)	(229)	(164)	(209)	(171)	(570)	(773)
Global Redesign (including separations)	(127)	(345)	(970)	(293)	(327)	(503)	(1,935)
Ford Credit tax payments / (refunds) under tax sharing agreement	8	4	-	-	11	477	15
Other, net	(185)	64	(263)	(13)	(129)	(583)	(341)
Add: Items Included in Company Adjusted Free Cash Flows							
Company excluding Ford Credit capital spending	(1,520)	(1,358)	(1,504)	(1,562)	(1,759)	(5,702)	(6,183)
Ford Credit distributions	1,290	1,000	4,000	1,500	1,000	3,290	7,500
Settlement of derivatives	129	(25)	(133)	(42)	(55)	(171)	(255)
Company adjusted free cash flow (Non-GAAP)	<u>\$ 1,873</u>	<u>\$ (383)</u>	<u>\$ (5,122)</u>	<u>\$ 7,760</u>	<u>\$ 2,335</u>	<u>\$ 1,273</u>	<u>\$ 4,590</u>

Adjusted ROIC (\$B)

	<u>Four Quarters Ending Q4 2020</u>	<u>Four Quarters Ending Q4 2021</u>
<u>Adjusted Net Operating Profit / (Loss) After Cash Tax</u>		
Net income / (loss) attributable to Ford	\$ (1.3)	\$ 17.9
Add: Non-controlling interest	0.0	(0.0)
Less: Income tax	(0.2)	0.1
Add: Cash tax	(0.4)	(0.6)
Less: Interest on debt	(1.6)	(1.8)
Less: Total pension / OPEB income / (cost)	(1.0)	4.9
Add: Pension / OPEB service costs	(1.1)	(1.1)
	<hr/>	<hr/>
Net operating profit / (loss) after cash tax	\$ 0.1	\$ 13.0
Less: Special items (excl. pension / OPEB) pre-tax	(0.4)	5.9
	<hr/>	<hr/>
Adj. net operating profit / (loss) after cash tax	<u>\$ 0.5</u>	<u>\$ 7.1</u>
<u>Invested Capital</u>		
Equity	\$ 30.8	\$ 48.6
Redeemable non-controlling interest	-	-
Debt (excl. Ford Credit)	24.0	20.4
Net pension and OPEB liability	13.3	6.4
	<hr/>	<hr/>
Invested capital (end of period)	<u>\$ 68.1</u>	<u>\$ 75.4</u>
	<hr/>	<hr/>
Average invested capital	<u>\$ 70.7</u>	<u>\$ 72.1</u>
	<hr/>	<hr/>
ROIC ^(a)	0.1%	18.0%
Adjusted ROIC (Non-GAAP) ^(b)	0.7%	9.8%

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

Special Items (\$B)

	Fourth Quarter		Full Year	
	2020	2021	2020	2021
Global Redesign				
South America	\$ (2.4)	\$ (0.1)	\$ (2.5)	\$ (0.8)
Europe	(0.3)	(0.2)	(0.7)	(0.5)
Russia	(0.0)	(0.0)	0.0	0.0
China (including Taiwan)	(0.0)	(0.0)	(0.1)	0.2
India	(0.0)	(0.1)	(0.0)	(0.5)
Separations and Other (not included above)	(0.1)	(0.0)	(0.1)	(0.1)
Subtotal Global Redesign	\$ (2.9)	\$ (0.5)	\$ (3.4)	\$ (1.7)
Other Items				
Gain on transaction with Argo AI	\$ -	\$ -	\$ 3.5	\$ -
Gain on Rivian IPO and mark-to-market	-	8.2	0.1	9.1
Gains and losses on investments in equity securities (excl. Rivian)	(0.0)	0.1	0.1	0.1
Debt extinguishment premium	-	(1.7)	-	(1.7)
Takata field service action	(0.6)	-	(0.6)	-
Ford Credit - Brazil and Argentina	-	0.0	-	0.0
Other	(0.0)	-	(0.2)	(0.0)
Subtotal Other Items	\$ (0.6)	\$ 6.6	\$ 2.9	\$ 7.5
Pension and OPEB Gain / (Loss)				
Pension and OPEB remeasurement	\$ (1.6)	\$ 3.5	\$ (1.4)	\$ 3.9
Pension settlements & curtailments	(0.0)	(0.0)	(0.1)	(0.1)
Subtotal Pension and OPEB Gain / (Loss)	\$ (1.6)	\$ 3.5	\$ (1.5)	\$ 3.8
Total EBIT Special Items	\$ (5.1)	\$ 9.6	\$ (2.0)	\$ 9.6
Cash Effects of Global Redesign (incl. separations)	\$ (0.1)	\$ (0.3)	\$ (0.5)	\$ (1.9)

FORD MOTOR CREDIT COMPANY LLC AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENTS
(in millions)

	For the Years Ended December 31,		
	2019	2020	2021
Financing revenue			
Operating leases	\$ 5,899	\$ 5,653	\$ 5,291
Retail financing	3,958	3,927	3,888
Dealer financing	2,265	1,474	774
Other financing	96	88	46
Total financing revenue	12,218	11,142	9,999
Depreciation on vehicles subject to operating leases	(3,635)	(3,235)	(1,626)
Interest expense	(4,389)	(3,402)	(2,790)
Net financing margin	4,194	4,505	5,583
Other revenue			
Insurance premiums earned	182	143	75
Fee based revenue and other	223	177	176
Total financing margin and other revenue	4,599	4,825	5,834
Expenses			
Operating expenses	1,416	1,330	1,325
Provision for/(Benefit from) credit losses	296	828	(310)
Insurance expenses	103	82	10
Total expenses	1,815	2,240	1,025
Other income/(loss), net	214	23	(78)
Income before income taxes	2,998	2,608	4,731
Provision for/(Benefit from) income taxes	378	270	210
Net income	\$ 2,620	\$ 2,338	\$ 4,521

FORD MOTOR CREDIT COMPANY LLC AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
(in millions)

	December 31, 2020	December 31, 2021
ASSETS		
Cash and cash equivalents	\$ 14,349	\$ 10,963
Marketable securities	4,860	2,173
Finance receivables, net		
Retail installment contracts, dealer financing, and other financing	97,043	85,347
Finance leases	8,027	7,003
Total finance receivables, net of allowance for credit losses of \$1,305 and \$925	105,070	92,350
Net investment in operating leases	26,655	25,167
Notes and accounts receivable from affiliated companies	853	703
Derivative financial instruments	2,601	1,065
Assets held-for-sale	36	—
Other assets	3,705	2,524
Total assets	\$ 158,129	\$ 134,945
LIABILITIES		
Accounts payable		
Customer deposits, dealer reserves, and other	\$ 1,087	\$ 1,051
Affiliated companies	490	425
Total accounts payable	1,577	1,476
Debt	137,677	117,717
Deferred income taxes	504	676
Derivative financial instruments	524	512
Other liabilities and deferred revenue	2,280	2,166
Total liabilities	142,562	122,547
SHAREHOLDER'S INTEREST		
Shareholder's interest	5,227	5,227
Accumulated other comprehensive income/(loss)	(478)	(690)
Retained earnings	10,818	7,839
Shareholder's interest attributable to Ford Motor Credit Company	15,567	12,376
Shareholder's interest attributable to noncontrolling interests	—	22
Total shareholder's interest	15,567	12,398
Total liabilities and shareholder's interest	\$ 158,129	\$ 134,945

FORD MOTOR CREDIT COMPANY LLC AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(in millions)

	For the Years Ended December 31,		
	2019	2020	2021
Cash flows from operating activities			
Net income	\$ 2,620	\$ 2,338	\$ 4,521
Provision for/(Benefit From) credit losses	296	828	(310)
Depreciation and amortization	4,427	3,984	2,349
Amortization of upfront interest supplements	(2,147)	(2,222)	(2,249)
Net change in finance and wholesale receivables held-for-sale	(300)	(74)	—
Net change in deferred income taxes	89	61	147
Net change in other assets	32	(64)	522
Net change in other liabilities	(207)	(321)	(185)
All other operating activities	103	94	168
Net cash provided by/(used in) operating activities	4,913	4,624	4,963
Cash flows from investing activities			
Purchases of finance receivables	(38,881)	(41,218)	(35,283)
Principal collections of finance receivables	42,011	40,102	41,382
Purchases of operating lease vehicles	(12,990)	(11,331)	(11,216)
Proceeds from termination of operating lease vehicles	9,332	9,508	11,469
Net change in wholesale receivables and other short-duration receivables	1,752	12,752	7,693
Proceeds from sale of business	—	1,340	—
Purchases of marketable securities	(5,883)	(10,976)	(8,014)
Proceeds from sales and maturities of marketable securities	3,931	9,436	10,676
Settlements of derivatives	(221)	(152)	(17)
All other investing activities	(56)	71	(190)
Net cash provided by/(used in) investing activities	(1,005)	9,532	16,500
Cash flows from financing activities			
Proceeds from issuances of long-term debt	44,522	41,743	23,101
Principal payments on long-term debt	(44,665)	(44,558)	(44,260)
Change in short-term debt, net	(1,278)	(2,495)	3,460
Cash distributions to parent	(2,900)	(3,290)	(7,500)
All other financing activities	(116)	(107)	(41)
Net cash provided by/(used in) financing activities	(4,437)	(8,707)	(25,240)
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	50	279	(128)
Net increase/(decrease) in cash, cash equivalents, and restricted cash	\$ (479)	\$ 5,728	\$ (3,905)
Cash, cash equivalents and restricted cash at beginning of period	\$ 9,747	\$ 9,268	\$ 14,996
Net increase/(decrease) in cash, cash equivalents and restricted cash	(479)	5,728	(3,905)
Cash, cash equivalents and restricted cash at end of period	\$ 9,268	\$ 14,996	\$ 11,091