

Ford Reports Second Quarter 2025 Financial Results

- Second-quarter revenue reached a record \$50.2 billion; incurred a net loss of \$36 million as a result of special items
- Adjusted EBIT was \$2.1 billion, including \$0.8 billion of adverse net tariff-related impacts; operating cash flow was \$6.3 billion, adjusted free cash flow was \$2.8 billion
- Company declares a third quarter regular dividend of 15 cents per share
- Reinstated full-year 2025 guidance includes adjusted EBIT of \$6.5 billion to \$7.5 billion, adjusted free cash flow of \$3.5 billion to \$4.5 billion, capital spending of about \$9 billion, and a net tariff-related headwind of about \$2 billion

DEARBORN, Mich., July 30, 2025 – Ford Motor Co. (NYSE: F) today announced its second-quarter 2025 financial results.

“Our second-quarter performance shows the power of the Ford+ plan and continued execution on cost and quality,” said Jim Farley, Ford president and CEO. “Ford Pro is a unique competitive advantage driving both top and bottom-line growth while creating new high-margin revenue streams from software and physical services. Ford Blue delivered profitable market share gains, and we continue to improve the efficiency of our Ford Model e business. We have scheduled an event on Aug. 11 in Kentucky where we will share more about our plans to design and build breakthrough electric vehicles in America.”

Added Ford CFO Sherry House: “We recorded our fourth consecutive quarter of year-over-year cost improvement, excluding the impact of tariffs, building on progress we made last year when we closed roughly \$1.5 billion of our competitive cost gap in material cost. Our balance sheet keeps getting stronger, further enabling our ability to invest in areas of strength. We are remaking Ford into a higher-growth, higher-margin and more durable business – and allocating capital where we can compete, win and grow.”

Total Company Highlights

	Second Quarter			First Half		
	2024	2025	Change	2024	2025	Change
Wholesale Units (000)	1,142	1,185	4 %	2,187	2,155	(1)%

GAAP Financial Measures

Cash Flows from Op. Activities (\$B)	\$ 5.5	\$ 6.3	\$ 0.8	\$ 6.9	\$ 10.0	\$ 3.1
Revenue (\$B)	47.8	50.2	5 %	90.6	90.8	— %
Net Income / (Loss) (\$B)	1.8	(0.0)	(1.9)	3.2	0.4	(2.7)
Net Income / (Loss) Margin (%)	3.8 %	(0.1)%	(3.9) ppts	3.5 %	0.5 %	(3.0) ppts
EPS (Diluted)	\$ 0.46	\$ (0.01)	\$ (0.47)	\$ 0.79	\$ 0.11	\$ (0.68)

Non-GAAP Financial Measures

Company Adj. Free Cash Flow (\$B)	\$ 3.2	\$ 2.8	\$ (0.4)	\$ 2.8	\$ 1.3	\$ (1.4)
Company Adj. EBIT (\$B)	2.8	2.1	(0.6)	5.5	3.2	(2.4)
Company Adj. EBIT Margin (%)	5.8 %	4.3 %	(1.5) ppts	6.1 %	3.5 %	(2.6) ppts
Adjusted EPS (Diluted)	\$ 0.47	\$ 0.37	\$ (0.10)	\$ 0.97	\$ 0.51	\$ (0.46)
Adjusted ROIC (Trailing Four Qtrs)	11.1 %	10.1 %	(1.0) ppts			

The company reported **second-quarter revenue** of \$50.2 billion, a 5% increase from the same period a year ago, which outpaced wholesale growth. Net loss was \$36 million, which primarily includes special charges related to a field service action and expenses related to a previously announced cancellation of an electric vehicle program; **adjusted earnings before interest and taxes** was \$2.1 billion, including \$0.8 billion of adverse net tariff-related impacts.

Cash flow from operations in the second quarter was \$6.3 billion, and **adjusted free cash flow** was \$2.8 billion. At quarter end, Ford had \$28.4 billion in **cash** and \$46.6 billion in **liquidity**.

The company also declared a **third-quarter regular dividend** of 15 cents per share, payable on Sept. 2 to shareholders of record at the close of business on Aug. 11.

Business Segment Highlights

	Second Quarter			First Half		
	2024	2025	Change	2024	2025	Change
<u>Ford Blue Segment</u>						
Wholesales (000)	741	696	(6)%	1,367	1,284	(6)%
Revenue (\$B)	\$ 26.7	\$ 25.8	(3)%	\$ 48.4	\$ 46.8	(3)%
EBIT (\$M)	1,167	661	\$ (506)	2,068	757	\$ (1,311)
EBIT Margin (%)	4.4 %	2.6 %	(1.8) ppts	4.3 %	1.6 %	(2.7) ppts
<u>Ford Model e Segment</u>						
Wholesales (000)	26	60	128 %	36	91	151 %
Revenue (\$B)	\$ 1.2	\$ 2.4	105 %	\$ 1.3	\$ 3.6	184 %
EBIT (\$M)	(1,150)	(1,329)	\$ (179)	(2,477)	(2,178)	\$ 299
EBIT Margin (%)	(99.9)%	(56.4)%	43.6 ppts	(195.5)%	(60.5)%	135.0 ppts
<u>Ford Pro Segment</u>						
Wholesales (000)	375	429	15 %	783	781	(0)%
Revenue (\$B)	\$ 17.0	\$ 18.8	11 %	\$ 35.0	\$ 34.0	(3)%
EBIT (\$M)	2,562	2,318	\$ (244)	5,568	3,627	\$ (1,941)
EBIT Margin (%)	15.1 %	12.3 %	(2.7) ppts	15.9 %	10.7 %	(5.2) ppts

In the second quarter, **Ford Pro** generated \$2.3 billion in EBIT with a margin of 12.3% on \$18.8 billion in revenue. Software and physical services contributed 17% of Ford Pro's EBIT on a trailing 12-month basis. In the quarter, Ford Pro paid subscriptions grew 24% year-over-year to 757,000.

Ford Model e reported a second-quarter EBIT loss of \$1.3 billion, a \$179 million higher loss than the same quarter a year ago. Second quarter results reflect net tariff-related cost, strategic investments in next-generation electric vehicles and expenses related to the launch of Ford's new battery plant in Marshall, Mich. The segment doubled revenue to \$2.4 billion; EBIT performance for first-generation products, Mustang Mach-E and F-150 Lightning, was essentially flat year-over-year, excluding the impact of tariffs, underscoring gains in operating leverage and cost reduction.

Ford Blue reported \$661 million in EBIT, which reflected profitable market share gains, higher net pricing and cost improvement. This was more than offset by the non-recurrence of last year's F-150 stock build following the new-model launch and tariff-related headwinds. Segment revenue declined 3% to \$25.8 billion.

Ford Credit reported second-quarter earnings before taxes (EBT) of \$645 million, an 88% increase compared to a year ago.

Full-Year 2025 Outlook

Ford now anticipates full-year adjusted EBIT of \$6.5 billion to \$7.5 billion, which includes a net tariff-related headwind of about \$2 billion, and to generate \$3.5 billion to \$4.5 billion in adjusted free cash flow, with capital expenditures of about \$9 billion. In February, the company initially provided adjusted EBIT guidance for the year of \$7.0 billion to \$8.5 billion and then withdrew that guidance in May due to tariff-related uncertainty.

The company's updated guidance reflects the strong underlying first half performance across Ford Blue, Ford Model e, Ford Pro and Ford Credit, and continued improvement in cost.

The net tariff-related headwind of about \$2 billion reflects a \$3 billion gross adverse adjusted EBIT impact, offset partially by \$1 billion of recovery actions.

The company is only providing Total Company outlook for the remainder of the year.

Conference Call Details

At 5:00 p.m. ET today, Ford and Ford Credit management will hold a conference call to discuss these financial results. For the webcast, [click here](#). It will be available for replay for approximately one week following the call at the same link.

Analysts will be able to ask questions on the call. [Registration](#) beforehand is strongly recommended to expedite access to the call.

#

About Ford Motor Company

Ford Motor Company (NYSE: F) is a global company based in Dearborn, Michigan, 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 customers and deepen their loyalty. Ford develops and delivers innovative, must-have Ford trucks, sport utility vehicles, commercial vans and cars and Lincoln luxury vehicles, along with connected services. The company offers freedom of choice through three customer-centered business segments: Ford Blue, engineering iconic gas-powered and hybrid vehicles; Ford Model e, inventing breakthrough electric vehicles ("EVs") along with embedded software that defines always-on digital experiences for all customers; and Ford Pro, helping commercial customers transform and expand their businesses with vehicles and services tailored to their needs. Additionally, the Company provides financial services through Ford Motor Credit Company. Ford employs about

169,000 people worldwide. More information about the company and its products and services is available at corporate.ford.com.

Contacts:	<u>Media</u>	<u>Equity Investment Community</u>	<u>Fixed Income Investment Community</u>	<u>Shareholder Inquiries</u>
	Ian Thibodeau	Lynn Antipas Tyson	Jessica Vila- Goulding	1.800.555.5259 or
	1.313.268.6056	1.203.616.5689	1.313.248.3896	1.313.845.8540
	ithibode@ford.com	ltyson4@ford.com	jvila5@ford.com	stockinf@ford.com

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. Revenue does not include vehicles produced and sold by our unconsolidated affiliates. Wholesales and revenue exclude transactions between the Ford Blue, Ford Model e and Ford Pro business segments

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’s long-term success depends on delivering the Ford+ plan, including improving cost and competitiveness;
- Ford’s vehicles could be affected by defects that result in recall campaigns, increased warranty costs, or delays in new model launches, and the time it takes to improve the quality of our vehicles and services and reduce the costs associated therewith could continue to have an adverse effect on our business;
- Ford is highly dependent on its suppliers to deliver components in accordance with Ford’s production schedule and specifications, and a shortage of or inability to timely acquire key components or raw materials can disrupt Ford’s production of vehicles;
- Ford’s production, as well as Ford’s suppliers’ production, and/or the ability to deliver products to consumers could be disrupted by labor issues, public health issues, natural or man-made disasters, adverse effects of climate change, financial distress, production difficulties, capacity limitations, or other factors;
- Ford may not realize the anticipated benefits of existing or pending strategic alliances, joint ventures, acquisitions, divestitures, or business strategies or the benefits may take longer than expected to materialize;
- Ford may not realize the anticipated benefits of restructuring actions and such actions may cause Ford to incur significant charges, disrupt our operations, or harm our reputation;
- Failure to develop and deploy secure digital services that appeal to customers and grow our subscription rates could have a negative impact on Ford’s business;
- Ford’s ability to maintain a competitive cost structure could be affected by labor or other constraints;

- Ford's ability to attract, develop, grow, support, and reward talent is critical to its success and competitiveness;
- Operational information systems, security systems, vehicles, and services could be affected by cybersecurity incidents, ransomware attacks, and other disruptions and impact Ford, Ford Credit, their suppliers, and dealers;
- To facilitate access to the raw materials and other components necessary for the production of electric vehicles, Ford has entered into and may, in the future, enter into multi-year commitments to raw material and other suppliers that subject Ford to risks associated with lower future demand for such items as well as costs that fluctuate and are difficult to accurately forecast;
- With a global footprint and supply chain, Ford's results and operations could be adversely affected by economic or geopolitical developments, including protectionist trade policies such as tariffs, or other events;
- Ford's new and existing products and digital, software, and physical services are subject to market acceptance and face significant competition from existing and new entrants in the automotive and digital and software services industries, and Ford's reputation may be harmed based on positions it takes or if it is unable to achieve the initiatives it has announced;
- Ford may face increased price competition for its products and services, including pricing pressure resulting from industry excess capacity, currency fluctuations, competitive actions, or economic or other factors, particularly for electric vehicles;
- Inflationary pressure and fluctuations in commodity and energy 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's results are dependent on sales of larger, more profitable vehicles, particularly in the United States;
- Industry sales volume can be volatile and could decline if there is a financial crisis, recession, public health emergency, or significant geopolitical event;
- The impact of government incentives on Ford's business could be significant, and Ford's receipt of government incentives could be subject to reduction, termination, or clawback;
- 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, asset portfolios, or other factors;
- 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 OPEB 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 and facilities to comply with safety, emissions, fuel economy, autonomous driving technology, environmental, and other regulations;
- Ford and Ford Credit could be affected by the continued development of more stringent privacy, data use, data protection, data access, and artificial intelligence 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, and expressly disclaim to the extent permitted by law, 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 Annual Report on Form 10-K for the year ended December 31, 2024, as updated by our subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

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

	For the periods ended June 30,			
	2024	2025	2024	2025
	Second Quarter		First Half	
	(unaudited)			
Revenues				
Company excluding Ford Credit	\$ 44,811	\$ 46,943	\$ 84,701	\$ 84,365
Ford Credit	2,997	3,241	5,884	6,478
Total revenues	47,808	50,184	90,585	90,843
Costs and expenses				
Cost of sales	40,489	44,245	76,965	79,433
Selling, administrative, and other expenses	2,678	2,706	5,054	5,137
Ford Credit interest, operating, and other expenses	2,758	2,722	5,458	5,443
Total costs and expenses	45,925	49,673	87,477	90,013
Operating income/(loss)	1,883	511	3,108	830
Interest expense on Company debt excluding Ford Credit	270	297	548	585
Other income/(loss), net	628	577	1,126	1,073
Equity in net income/(loss) of affiliated companies	197	(250)	364	(156)
Income/(Loss) before income taxes	2,438	541	4,050	1,162
Provision for/(Benefit from) income taxes	605	570	883	718
Net income/(loss)	1,833	(29)	3,167	444
Less: Income/(Loss) attributable to noncontrolling interests	2	7	4	9
Net income/(loss) attributable to Ford Motor Company	<u>\$ 1,831</u>	<u>\$ (36)</u>	<u>\$ 3,163</u>	<u>\$ 435</u>
EARNINGS/(LOSS) PER SHARE ATTRIBUTABLE TO FORD MOTOR COMPANY COMMON AND CLASS B STOCK				
Basic income/(loss)	\$ 0.46	\$ (0.01)	\$ 0.79	\$ 0.11
Diluted income/(loss)	0.46	(0.01)	0.79	0.11
Weighted-average shares used in computation of earnings/(loss) per share				
Basic shares	3,985	3,980	3,982	3,974
Diluted shares	4,022	3,980	4,022	4,018

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

	December 31, 2024	June 30, 2025
	(unaudited)	
ASSETS		
Cash and cash equivalents	\$ 22,935	\$ 23,020
Marketable securities	15,413	14,484
Ford Credit finance receivables, net of allowance for credit losses of \$247 and \$258	51,850	47,593
Trade and other receivables, less allowances of \$84 and \$98	14,723	19,709
Inventories	14,951	17,270
Other assets	4,602	4,536
Total current assets	124,474	126,612
Ford Credit finance receivables, net of allowance for credit losses of \$617 and \$632	59,786	59,867
Net investment in operating leases	22,947	25,336
Net property	41,928	43,877
Equity in net assets of affiliated companies	6,821	5,038
Deferred income taxes	16,375	17,320
Other assets	12,865	14,675
Total assets	<u>\$ 285,196</u>	<u>\$ 292,725</u>
LIABILITIES		
Payables	\$ 24,128	\$ 27,756
Other liabilities and deferred revenue	27,782	30,360
Debt payable within one year		
Company excluding Ford Credit	1,756	3,591
Ford Credit	53,193	53,281
Total current liabilities	106,859	114,988
Other liabilities and deferred revenue	28,832	30,242
Long-term debt		
Company excluding Ford Credit	18,898	16,742
Ford Credit	84,675	84,113
Deferred income taxes	1,074	1,559
Total liabilities	240,338	247,644
EQUITY		
Common Stock, par value \$0.01 per share (4,129 million shares issued of 6 billion authorized)	41	41
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	23,502	23,715
Retained earnings	33,740	32,352
Accumulated other comprehensive income/(loss)	(9,639)	(8,242)
Treasury stock	(2,810)	(2,810)
Total equity attributable to Ford Motor Company	44,835	45,057
Equity attributable to noncontrolling interests	23	24
Total equity	44,858	45,081
Total liabilities and equity	<u>\$ 285,196</u>	<u>\$ 292,725</u>

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

	For the periods ended June 30,	
	2024	2025
	First Half	
	(unaudited)	
Cash flows from operating activities		
Net income/(loss)	\$ 3,167	\$ 444
Depreciation and tooling amortization	3,795	3,747
Other amortization	(772)	(929)
Provision for credit and insurance losses	317	323
Pension and other postretirement employee benefits ("OPEB") expense/(income)	201	187
Equity method investment (earnings)/losses and impairments in excess of dividends received	(124)	261
Foreign currency adjustments	173	62
Net realized and unrealized (gains)/losses on cash equivalents, marketable securities, and other investments	8	(43)
Stock compensation	275	275
Provision for/(Benefit from) deferred income taxes	206	212
Decrease/(Increase) in finance receivables (wholesale and other)	(1,865)	2,927
Decrease/(Increase) in accounts receivable and other assets	(1,603)	(3,500)
Decrease/(Increase) in inventory	(1,845)	(1,476)
Increase/(Decrease) in accounts payable and accrued and other liabilities	5,269	7,293
Other	(309)	213
Net cash provided by/(used in) operating activities	6,893	9,996
Cash flows from investing activities		
Capital spending	(4,194)	(3,906)
Acquisitions of finance receivables and operating leases	(29,542)	(24,438)
Collections of finance receivables and operating leases	22,530	22,542
Purchases of marketable securities and other investments	(6,069)	(4,440)
Sales and maturities of marketable securities and other investments	6,812	5,593
Settlements of derivatives	(237)	(104)
Capital contributions to equity method investments	(1,299)	(138)
Returns of capital from equity method investments	16	1,700
Other	62	180
Net cash provided by/(used in) investing activities	(11,921)	(3,011)
Cash flows from financing activities		
Cash payments for dividends and dividend equivalents	(1,925)	(1,793)
Purchases of common stock	(244)	—
Net changes in short-term debt	(1,008)	(1,110)
Proceeds from issuance of long-term debt	28,960	20,469
Payments of long-term debt	(25,145)	(24,828)
Other	(254)	(146)
Net cash provided by/(used in) financing activities	384	(7,408)
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	(240)	483
Net increase/(decrease) in cash, cash equivalents, and restricted cash	\$ (4,884)	\$ 60
Cash, cash equivalents, and restricted cash at beginning of period	\$ 25,110	\$ 23,190
Net increase/(decrease) in cash, cash equivalents, and restricted cash	(4,884)	60
Cash, cash equivalents, and restricted cash at end of period	\$ 20,226	\$ 23,250

SUPPLEMENTAL INFORMATION

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

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

	For the period ended June 30, 2025		
	Second Quarter		
	Company excluding Ford Credit	Ford Credit	Consolidated
Revenues	\$ 46,943	\$ 3,241	\$ 50,184
Total costs and expenses	46,951	2,722	49,673
Operating income/(loss)	(8)	519	511
Interest expense on Company debt excluding Ford Credit	297	—	297
Other income/(loss), net	464	113	577
Equity in net income/(loss) of affiliated companies	(263)	13	(250)
Income/(Loss) before income taxes	(104)	645	541
Provision for/(Benefit from) income taxes	468	102	570
Net income/(loss)	(572)	543	(29)
Less: Income/(Loss) attributable to noncontrolling interests	7	—	7
Net income/(loss) attributable to Ford Motor Company	\$ (579)	\$ 543	\$ (36)

	For the period ended June 30, 2025		
	First Half		
	Company excluding Ford Credit	Ford Credit	Consolidated
Revenues	\$ 84,365	\$ 6,478	\$ 90,843
Total costs and expenses	84,570	5,443	90,013
Operating income/(loss)	(205)	1,035	830
Interest expense on Company debt excluding Ford Credit	585	—	585
Other income/(loss), net	906	167	1,073
Equity in net income/(loss) of affiliated companies	(179)	23	(156)
Income/(Loss) before income taxes	(63)	1,225	1,162
Provision for/(Benefit from) income taxes	460	258	718
Net income/(loss)	(523)	967	444
Less: Income/(Loss) attributable to noncontrolling interests	9	—	9
Net income/(loss) attributable to Ford Motor Company	\$ (532)	\$ 967	\$ 435

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

	June 30, 2025			
	Company excluding Ford Credit	Ford Credit	Eliminations	Consolidated
Assets				
Cash and cash equivalents	\$ 14,551	\$ 8,469	\$ —	\$ 23,020
Marketable securities	13,730	754	—	14,484
Ford Credit finance receivables, net	—	47,593	—	47,593
Trade and other receivables, net	8,373	11,336	—	19,709
Inventories	17,270	—	—	17,270
Other assets	3,331	1,205	—	4,536
Receivable from other segments	581	2,038	(2,619)	—
Total current assets	57,836	71,395	(2,619)	126,612
Ford Credit finance receivables, net	—	59,867	—	59,867
Net investment in operating leases	1,977	23,359	—	25,336
Net property	43,550	327	—	43,877
Equity in net assets of affiliated companies	4,896	142	—	5,038
Deferred income taxes	16,944	422	(46)	17,320
Other assets	12,383	2,292	—	14,675
Receivable from other segments	82	—	(82)	—
Total assets	\$ 137,668	\$ 157,804	\$ (2,747)	\$ 292,725
Liabilities				
Payables	\$ 26,795	\$ 961	\$ —	\$ 27,756
Other liabilities and deferred revenue	27,740	2,620	—	30,360
Debt payable within one year	3,591	53,281	—	56,872
Payable to other segments	2,619	—	(2,619)	—
Total current liabilities	60,745	56,862	(2,619)	114,988
Other liabilities and deferred revenue	28,713	1,529	—	30,242
Long-term debt	16,742	84,113	—	100,855
Deferred income taxes	929	676	(46)	1,559
Payable to other segments	—	82	(82)	—
Total liabilities	\$ 107,129	\$ 143,262	\$ (2,747)	\$ 247,644

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

	For the period ended June 30, 2025			
	First Half			
	Company excluding Ford Credit	Ford Credit	Eliminations	Consolidated
<u>Cash flows from operating activities</u>				
Net income/(loss)	\$ (523)	\$ 967	\$ —	\$ 444
Depreciation and tooling amortization	2,514	1,233	—	3,747
Other amortization	27	(956)	—	(929)
Provision for credit and insurance losses	5	318	—	323
Pension and OPEB expense/(income)	187	—	—	187
Equity method investment (earnings)/losses and impairments in excess of dividends received	272	(11)	—	261
Foreign currency adjustments	139	(77)	—	62
Net realized and unrealized (gains)/losses on cash equivalents, marketable securities, and other investments	(24)	(19)	—	(43)
Stock compensation	265	10	—	275
Provision for/(Benefit from) deferred income taxes	17	195	—	212
Decrease/(Increase) in finance receivables (wholesale and other)	—	2,927	—	2,927
Decrease/(Increase) in intersegment receivables/payables	(158)	158	—	—
Decrease/(Increase) in accounts receivable and other assets	(3,429)	(71)	—	(3,500)
Decrease/(Increase) in inventory	(1,476)	—	—	(1,476)
Increase/(Decrease) in accounts payable and accrued and other liabilities	7,122	171	—	7,293
Other	185	28	—	213
Interest supplements and residual value support to Ford Credit	(1,750)	1,750	—	—
Net cash provided by/(used in) operating activities	<u>\$ 3,373</u>	<u>\$ 6,623</u>	<u>\$ —</u>	<u>\$ 9,996</u>
<u>Cash flows from investing activities</u>				
Capital spending	\$ (3,844)	\$ (62)	\$ —	\$ (3,906)
Acquisitions of finance receivables and operating leases	—	(24,438)	—	(24,438)
Collections of finance receivables and operating leases	—	22,542	—	22,542
Purchases of marketable securities and other investments	(4,238)	(202)	—	(4,440)
Sales and maturities of marketable securities and other investments	5,417	176	—	5,593
Settlements of derivatives	110	(214)	—	(104)
Capital contributions to equity method investments	(138)	—	—	(138)
Returns of capital from equity method investments	1,700	—	—	1,700
Other	180	—	—	180
Investing activity (to)/from other segments	700	—	(700)	—
Net cash provided by/(used in) investing activities	<u>\$ (113)</u>	<u>\$ (2,198)</u>	<u>\$ (700)</u>	<u>\$ (3,011)</u>
<u>Cash flows from financing activities</u>				
Cash payments for dividends and dividend equivalents	\$ (1,793)	\$ —	\$ —	\$ (1,793)
Purchases of common stock	—	—	—	—
Net changes in short-term debt	192	(1,302)	—	(1,110)
Proceeds from issuance of long-term debt	1	20,468	—	20,469
Payments of long-term debt	(926)	(23,902)	—	(24,828)
Other	(94)	(52)	—	(146)
Financing activity to/(from) other segments	—	(700)	700	—
Net cash provided by/(used in) financing activities	<u>\$ (2,620)</u>	<u>\$ (5,488)</u>	<u>\$ 700</u>	<u>\$ (7,408)</u>
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	\$ 212	\$ 271	\$ —	\$ 483

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 (excluding 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 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 remeasurement gains and losses, (ii) significant personnel expenses, supplier- and 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 (iii) other items that we do not generally 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 remeasurements 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 earnings from ongoing operating activities. 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 remeasurement 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 remeasurement 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 Company excluding Ford Credit capital spending, Ford Credit distributions to its parent, and settlement of derivatives. The measure excludes cash outflows for funded pension contributions, restructuring actions, 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 (excluding Ford Credit Debt), and certain pension / OPEB costs. Average invested capital is the sum of average balance sheet equity, debt (excluding 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)

	Second Quarter		First Half		Memo:
	2024	2025	2024	2025	FY 2024
Net Income / (Loss) Attributable to Ford (GAAP)	\$ 1,831	\$ (36)	\$ 3,163	\$ 435	\$ 5,879
Income / (Loss) Attributable to Noncontrolling Interests	2	7	4	9	15
Net Income / (Loss)	\$ 1,833	\$ (29)	\$ 3,167	\$ 444	\$ 5,894
Less: (Provision For) / Benefit From Income Taxes	(605)	(570)	(883)	(718)	(1,339)
Income / (Loss) Before Income Taxes	\$ 2,438	\$ 541	\$ 4,050	\$ 1,162	\$ 7,233
Less: Special Items Pre-Tax	(49)	(1,302)	(922)	(1,412)	(1,860)
Income / (Loss) Before Special Items Pre-Tax	\$ 2,487	\$ 1,843	\$ 4,972	\$ 2,574	\$ 9,093
Less: Interest on Debt	(270)	(297)	(548)	(585)	(1,115)
Adjusted EBIT (Non-GAAP)	<u>\$ 2,757</u>	<u>\$ 2,140</u>	<u>\$ 5,520</u>	<u>\$ 3,159</u>	<u>\$10,208</u>
Memo:					
Revenue (\$B)	\$ 47.8	\$ 50.2	\$ 90.6	\$ 90.8	\$ 185.0
Net Income / (Loss) Margin (GAAP) (%)	3.8 %	(0.1)%	3.5 %	0.5 %	3.2 %
Adjusted EBIT Margin (Non-GAAP) (%)	5.8 %	4.3 %	6.1 %	3.5 %	5.5 %

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

	Second Quarter		First Half	
	2024	2025	2024	2025
<u>Diluted After-Tax Results (\$M)</u>				
Diluted After-Tax Results (GAAP)	\$ 1,831	\$ (36)	\$ 3,163	\$ 435
Less: Impact of Pre-Tax and Tax Special Items	(79)	(1,535)	(732)	(1,616)
Adjusted Net Income / (Loss) – Diluted (Non-GAAP)	<u>\$ 1,910</u>	<u>\$ 1,499</u>	<u>\$ 3,895</u>	<u>\$ 2,051</u>
<u>Basic and Diluted Shares (M)</u>				
Basic Shares (Average Shares Outstanding)	3,985	3,980	3,982	3,974
Net Dilutive Options, Unvested Restricted Stock Units, Unvested Restricted Stock Shares, and Convertible Debt	37	45	40	44
Diluted Shares	<u>4,022</u>	<u>4,025</u>	<u>4,022</u>	<u>4,018</u>
Earnings / (Loss) Per Share – Diluted (GAAP) (a)	\$ 0.46	\$ (0.01)	\$ 0.79	\$ 0.11
Less: Net Impact of Adjustments	(0.01)	(0.38)	(0.18)	(0.40)
Adjusted Earnings Per Share – Diluted (Non-GAAP)	<u>\$ 0.47</u>	<u>\$ 0.37</u>	<u>\$ 0.97</u>	<u>\$ 0.51</u>

- a. In the second quarter of 2025, there were 45M shares excluded from the calculation of diluted earnings / (loss) per share, due to their anti-dilutive effect

Effective Tax Rate Reconciliation To Adjusted Effective Tax Rate

	2025		Memo:
	Q2	First Half	Full Year 2024
Pre-Tax Results (\$M)			
Income / (Loss) Before Income Taxes (GAAP)	\$ 541	\$ 1,162	\$ 7,233
Less: Impact of Special Items	(1,302)	(1,412)	(1,860)
Adjusted Earnings Before Taxes (Non-GAAP)	<u>\$ 1,843</u>	<u>\$ 2,574</u>	<u>\$ 9,093</u>
Taxes (\$M)			
(Provision For) / Benefit From Income Taxes (GAAP)	\$ (570)	\$ (718)	\$ (1,339)
Less: Impact of Special Items	(233)	(204)	323
Adjusted (Provision For) / Benefit From Income Taxes (Non-GAAP)	<u>\$ (337)</u>	<u>\$ (514)</u>	<u>\$ (1,662)</u>
Tax Rate (%)			
Effective Tax Rate (GAAP)	105.4 %	61.8 %	18.5 %
Adjusted Effective Tax Rate (Non-GAAP)	18.3 %	20.0 %	18.3 %

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

	2024				2025		First Half	
	Q1	Q2	Q3	Q4	Q1	Q2	2024	2025
Net Cash Provided By / (Used In) Operating Activities (GAAP)	\$ 1,385	\$ 5,508	\$ 5,502	\$ 3,028	\$ 3,679	\$ 6,317	\$ 6,893	\$ 9,996
Less: Items Not Included in Company Adjusted Free Cash Flows								
Ford Credit Operating Cash Flows	1,181	685	1,296	438	4,106	2,517	1,866	6,623
Funded Pension Contributions	(550)	(83)	(334)	(106)	(234)	(281)	(633)	(515)
Restructuring (Including Separations) (a)	(176)	(289)	(226)	(108)	(163)	(46)	(465)	(209)
Ford Credit Tax Payments / (Refunds) Under Tax Sharing Agreement	(33)	—	—	18	—	—	(33)	—
Other, Net	(608) (b)	4	14	(287)	(141)	(144)	(605)	(285)
Add: Items Included in Company Adjusted Free Cash Flows								
Company Excluding Ford Credit Capital Spending	(2,073)	(2,078)	(1,970)	(2,469)	(1,790)	(2,054)	(4,151)	(3,844)
Ford Credit Distributions	—	150	175	175	200	500	150	700
Settlement of Derivatives	23	(26)	230	(52)	1	109	(3)	110
Company Adjusted Free Cash Flow (Non-GAAP)	<u>\$ (479)</u>	<u>\$ 3,237</u>	<u>\$ 3,187</u>	<u>\$ 727</u>	<u>\$ (1,478)</u>	<u>\$ 2,826</u>	<u>\$ 2,758</u>	<u>\$ 1,348</u>

- a. Restructuring excludes cash flows reported in investing activities
b. Includes a \$365M settlement payment for the Transit Connect customs matter

Adjusted ROIC (\$B)

	Four Quarters <u>Ending Q2 2024</u>	Four Quarters <u>Ending Q2 2025</u>
Adjusted Net Operating Profit / (Loss) After Cash Tax		
Net Income / (Loss) Attributable to Ford	\$ 3.8	\$ 3.2
Add: Noncontrolling Interest	(0.0)	0.0
Less: Income Tax	0.2	(1.2)
Add: Cash Tax	(1.2)	(0.7)
Less: Interest on Debt	(1.2)	(1.2)
Less: Total Pension / OPEB Income / (Cost)	(2.6)	(0.1)
Add: Pension / OPEB Service Costs	(0.6)	(0.5)
Net Operating Profit / (Loss) After Cash Tax	\$ 5.7	\$ 4.4
Less: Special Items (excl. Pension / OPEB) Pre-Tax	(2.0)	(2.7)
Adj. Net Operating Profit / (Loss) After Cash Tax	\$ 7.7	\$ 7.1
Invested Capital		
Equity	\$ 43.6	\$ 45.1
Debt (excl. Ford Credit)	20.4	20.3
Net Pension and OPEB Liability	6.0	4.3
Invested Capital (End of Period)	\$ 70.0	\$ 69.7
Average Invested Capital	\$ 69.1	\$ 70.2
ROIC (a)	8.2 %	6.3 %
Adjusted ROIC (Non-GAAP) (b)	11.1 %	10.1 %

- 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
- 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)

	Second Quarter		First Half	
	2024	2025	2024	2025
<u>Restructuring (by Geography)</u>				
Europe	\$ (0.2)	\$ (0.0)	\$ (0.5)	\$ (0.1)
North America Hourly Buyouts	—	—	(0.3)	0.0
Subtotal Restructuring	\$ (0.2)	\$ (0.0)	\$ (0.8)	\$ (0.1)
<u>Other Items</u>				
Fuel Injector Field Service Action	\$ —	\$ (0.6)	\$ —	\$ (0.6)
EV Program Cancellation	—	(0.3)	—	(0.4)
Ford Share of Equity Method Investment's Asset Impairments	—	(0.2)	—	(0.2)
Ford Share of BlueOval SK's Asset Write Down / Other	—	(0.2)	—	(0.2)
Extended Oakville Assembly Plant Changeover	0.0	—	(0.2)	—
Other	0.0	—	0.0	0.0
Subtotal Other Items	\$ 0.1	\$ (1.3)	\$ (0.2)	\$ (1.3)
<u>Pension and OPEB Gain / (Loss)</u>				
Pension and OPEB Remeasurement	\$ 0.2	\$ —	\$ 0.2	\$ 0.0
Pension Settlements, Curtailments and Separations Costs	(0.0)	(0.0)	(0.1)	(0.0)
Subtotal Pension and OPEB Gain / (Loss)	\$ 0.1	\$ (0.0)	\$ 0.1	\$ (0.0)
Total EBIT Special Items	\$ (0.0)	\$ (1.3)	\$ (0.9)	\$ (1.4)

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

	For the periods ended June 30,			
	2024	2025	2024	2025
	Second Quarter		First Half	
	(unaudited)			
Financing revenue				
Operating leases	\$ 1,030	\$ 1,176	\$ 2,047	\$ 2,307
Retail financing	1,364	1,539	2,655	3,049
Dealer financing	750	661	1,446	1,330
Other financing	43	45	83	83
Total financing revenue	3,187	3,421	6,231	6,769
Depreciation on vehicles subject to operating leases	(613)	(603)	(1,223)	(1,208)
Interest expense	(1,897)	(1,759)	(3,745)	(3,549)
Net financing margin	677	1,059	1,263	2,012
Other revenue				
Insurance premiums earned	42	42	78	90
Fee based revenue and other	54	23	80	47
Total financing margin and other revenue	773	1,124	1,421	2,149
Expenses				
Operating expenses	343	443	686	796
Provision for credit losses	95	114	183	254
Insurance expenses	97	47	127	64
Total expenses	535	604	996	1,114
Other income/(loss), net	105	125	244	190
Income before income taxes	343	645	669	1,225
Provision for/(Benefit from) income taxes	88	102	180	258
Net income	<u>\$ 255</u>	<u>\$ 543</u>	<u>\$ 489</u>	<u>\$ 967</u>

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

	December 31, 2024	June 30, 2025
	(unaudited)	
ASSETS		
Cash and cash equivalents	\$ 9,272	\$ 8,469
Marketable securities	706	754
Finance receivables, net		
Retail installment contracts, dealer financing, and other financing	114,069	111,518
Finance leases	7,881	8,846
Total finance receivables, net of allowance for credit losses of \$864 and \$890	121,950	120,364
Net investment in operating leases	21,689	23,359
Notes and accounts receivable from affiliated companies	836	657
Derivative financial instruments	784	1,642
Other assets	3,055	3,497
Total assets	\$ 158,292	\$ 158,742
LIABILITIES		
Accounts payable		
Customer deposits, dealer reserves, and other	\$ 961	\$ 961
Affiliated companies	723	969
Total accounts payable	1,684	1,930
Debt	137,868	137,394
Deferred income taxes	364	676
Derivative financial instruments	1,992	1,312
Other liabilities and deferred revenue	2,627	2,886
Total liabilities	144,535	144,198
SHAREHOLDER'S INTEREST		
Shareholder's interest	5,166	5,166
Accumulated other comprehensive income/(loss)	(1,217)	(697)
Retained earnings	9,808	10,075
Total shareholder's interest	13,757	14,544
Total liabilities and shareholder's interest	\$ 158,292	\$ 158,742

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

	For the periods ended June 30,	
	2024	2025
	First Half	
	(unaudited)	
Cash flows from operating activities		
Net income	\$ 489	\$ 967
Provision for credit losses	183	254
Depreciation and amortization	1,530	1,541
Amortization of upfront interest supplements	(1,126)	(1,287)
Net change in deferred income taxes	49	195
Net change in other assets	(460)	(56)
Net change in other liabilities	203	379
All other operating activities	145	13
Net cash provided by/(used in) operating activities	1,013	2,006
Cash flows from investing activities		
Purchases of finance receivables	(21,808)	(17,705)
Principal collections of finance receivables	18,900	20,025
Purchases of operating lease vehicles	(5,317)	(5,793)
Proceeds from termination of operating lease vehicles	3,918	3,193
Net change in wholesale receivables and other short-duration receivables	(1,853)	3,001
Purchases of marketable securities and other investments	(95)	(202)
Proceeds from sales and maturities of marketable securities and other investments	200	176
Settlements of derivatives	(234)	(214)
All other investing activities	(38)	(62)
Net cash provided by/(used in) investing activities	(6,327)	2,419
Cash flows from financing activities		
Proceeds from issuances of long-term debt	28,960	20,468
Payments of long-term debt	(25,066)	(23,902)
Net change in short-term debt	(1,429)	(1,302)
Cash distributions to parent	(150)	(700)
All other financing activities	(93)	(52)
Net cash provided by/(used in) financing activities	2,222	(5,488)
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	(150)	271
Net increase/(decrease) in cash, cash equivalents and restricted cash	\$ (3,242)	\$ (792)
Cash, cash equivalents, and restricted cash at beginning of period	\$ 10,795	\$ 9,360
Net increase/(decrease) in cash, cash equivalents, and restricted cash	(3,242)	(792)
Cash, cash equivalents, and restricted cash at end of period	\$ 7,553	\$ 8,568