



Ford

2025 Ford Maverick

MOTORTREND
TRUCK OF THE YEAR®

Q4 & Full Year 2025 Earnings



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Delivering Ford+

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2026 Ford Kuga

Safe Harbor Statement And Disclosures

Forward-Looking Statements

This presentation includes forward-looking statements. 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. For a discussion of these risks, uncertainties, and other factors, please see the “Cautionary Note on Forward-Looking Statements” in this presentation and “Item 1A. Risk Factors” in our most recent Annual Report on Form 10-K, as updated by our subsequent filings with the United States Securities and Exchange Commission.

CY 2026 Guidance

The guidance is based on our expectations and best estimates as of February 10, 2026, and assumes no material change to our current assumptions for inflation, logistics issues, production, or macroeconomic conditions. Moreover, our guidance has not factored in any new policy changes by the administration in the United States, including future or revised tariffs or related offsets, that have not been announced or tariffs or other policy changes that may be announced by other governments after February 10, 2026.

GAAP & Non-GAAP Financial Measures

This presentation includes financial measures calculated in accordance with Generally Accepted Accounting Principles (“GAAP”) and non-GAAP financial measures. The non-GAAP financial measures are intended to be considered supplemental information to their comparable GAAP financial measures. The non-GAAP financial measures are reconciled to the most comparable GAAP financial measures in the Appendix to this presentation.

Additional Information

Calculated results may not sum due to rounding. N/M denotes “Not Meaningful.” All variances are year-over-year unless otherwise noted. Visit ford.com for vehicle information.

Customer-Focused Segments Unleash Full Potential Of Ford+ Plan

Three distinct but interconnected **business segments** meet the unique needs of customers and offer **Freedom of Choice** across powertrains



All segments benefit from Ford's global scale, reputation and investment in new capabilities

Industrial Platform
Engineering, supply chain and manufacturing expertise

Ford Brand & Iconic Nameplates
Blue Oval halo with leading vehicle brands, such as F-150, critical to the success of each business

Integrated Services
Creates and markets innovative technologies by integrating hardware, software and services

Electrical Architecture & Digital Platforms
Develops the electrical architecture and digital platform for all vehicles

Full Year 2025 Highlights

Higher Growth

- + Record revenue of \$187.3B – 5th consecutive year of growth
- + ‘Power of Choice’ underpinned record global hybrid sales, up nearly 25% year-over-year
- + U.S. market share 13.2%, up 0.6 percentage points; best sales performance since 2019
- + Ford brand leads industry in U.S. retail revenue share

Higher Margin

- + Delivered \$1.5B, excluding the impact of tariffs, in total cost reductions, overachieving initial \$1B target by \$0.5B, driven by material costs and warranty
- + Raptor and performance trims account for more than 20% of U.S. sales mix – up 2 pts.
- + F-Series 49th consecutive year as America’s best-selling truck, up 8.3%, outselling nearest competitor by 250K units

More Efficient

- + Leveraging partners to lower capital intensity and accelerate speed-to-market – e.g., Renault for European passenger EVs
- + Rationalized role of pure EVs in near-term product portfolio while positioning for scalable, affordable and profitable EVs starting in 2027
- + Announced Ford Energy, a high-margin battery energy storage system business
- + Roughly 75% of total capital directed toward higher-return, larger truck and multi-energy portfolios

More Durable

- + Class 1-7 U.S. vehicle market share is over 42%; roughly the size of our two largest competitors combined
- + Ford Pro’s software and physical services now contribute 19% of Ford Pro’s EBIT (trailing twelve months)
- + Exceeded 1.3M total paid subscriptions (up 53% year-over-year), with software business generating gross margins in excess of 50%

Historically strong balance sheet with nearly \$29B in cash and nearly \$50B in total liquidity

Q4 Financial Results

Revenue	Adj. EBIT	Adj. EBIT Margin	Adj. FCF	Adj. EPS
\$45.9B	\$1.0B	2.3%	\$(2.1)B	\$0.13
▼ 5%	▼ 52%	▼ 2.2 pts	▼ \$2.9B	▼ \$0.26

Ford Blue		Ford Model e		Ford Pro	
EBIT	EBIT Margin	EBIT	EBIT Margin	EBIT	EBIT Margin
\$0.7B	2.8%	\$(1.2)B	(94.6)%	\$1.2B	8.2%

Full Year Financial Results

Revenue	Adj. EBIT	Adj. EBIT Margin	Adj. FCF	Adj. EPS
\$187.3B	\$6.8B	3.6%	\$3.5B	\$1.09
▲ 1%	▼ 34%	▼ 1.9 pts	▼ \$3.2B	▼ \$0.75

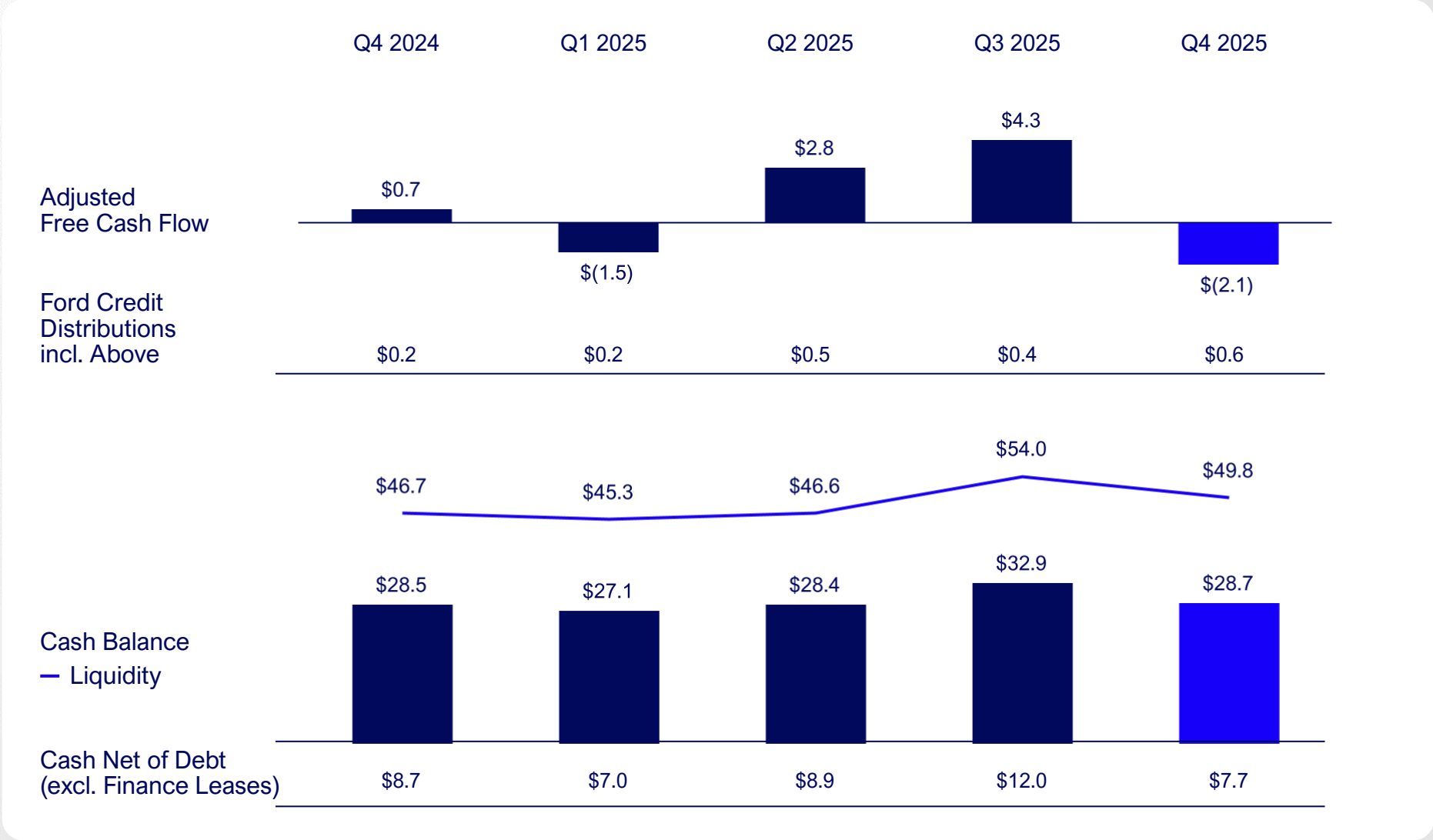
Ford Blue		Ford Model e		Ford Pro	
EBIT	EBIT Margin	EBIT	EBIT Margin	EBIT	EBIT Margin
\$3.0B	3.0%	\$(4.8)B	(72.1)%	\$6.8B	10.3%

Financials

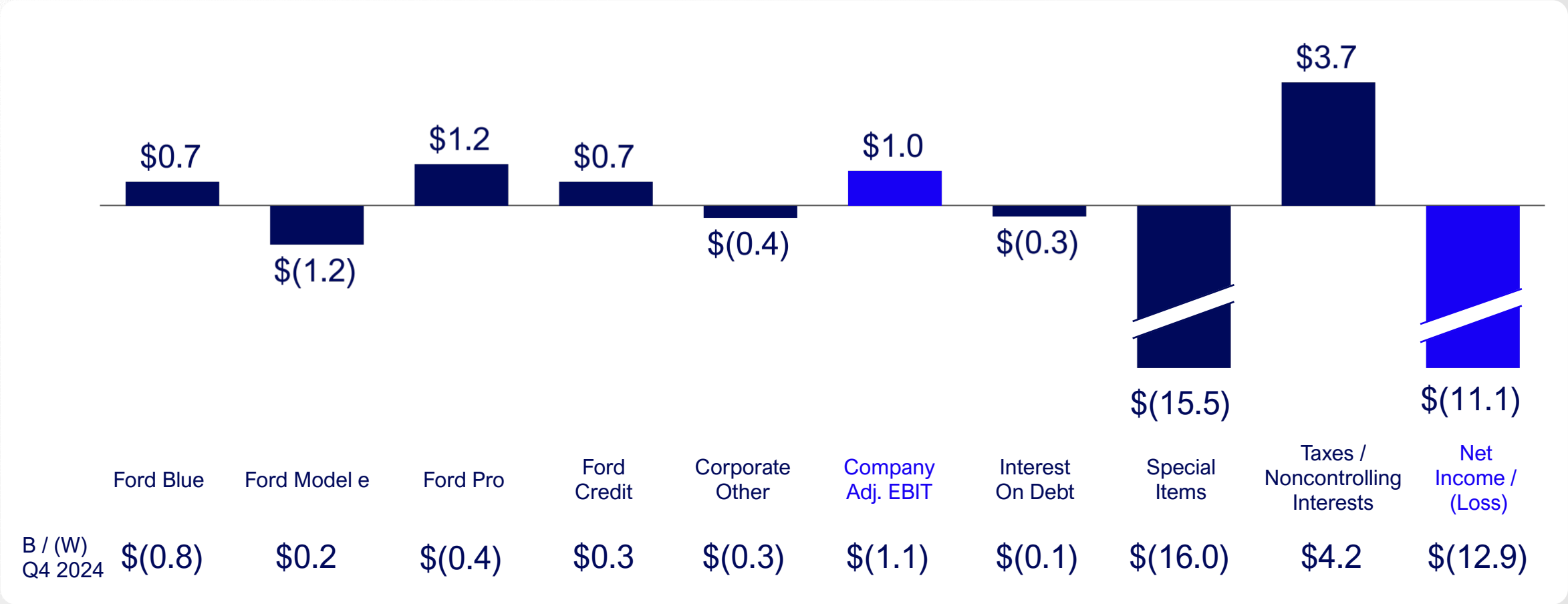


2027 Ford Bronco RTR

Q4 Cash Flow, Cash Balance & Liquidity (\$B)



Q4 2025 Results (\$B)



Q4 2025 Adjusted EBIT (\$B)

	Ford Blue	Ford Model e	Ford Pro	Ford Credit	Corporate Other	Total Company
Q4 2024	\$ 1.6	\$ (1.4)	\$ 1.6	\$ 0.4	\$ (0.1)	\$ 2.1
YoY Change:						
Volume / Mix	\$ (0.9)	\$ 0.2	\$ (0.7)	\$ —	\$ —	\$ (1.4)
Net Pricing	0.5	(0.1)	(0.0)	—	0.0	0.4
Cost	(0.7)	0.1	0.1	—	(0.1)	(0.6)
Exchange	0.0	0.0	0.1	—	(0.0)	0.1
Other	0.2	(0.0)	0.1	0.3	(0.2)	0.4
Total Change	\$ (0.8)	\$ 0.2	\$ (0.4)	\$ 0.3	\$ (0.3)	\$ (1.1)
Q4 2025	\$ 0.7	\$ (1.2)	\$ 1.2	\$ 0.7	\$ (0.4)	\$ 1.0

VOLUME
Aluminum supply constraints, primarily on F-Series, partially offset by improved EV product mix

NET PRICING
Strong pricing partially offset by industry-wide pricing pressure on EVs

COST
Sixth consecutive quarter of year-over-year improvement, primarily material cost and warranty, excluding the impact of tariffs

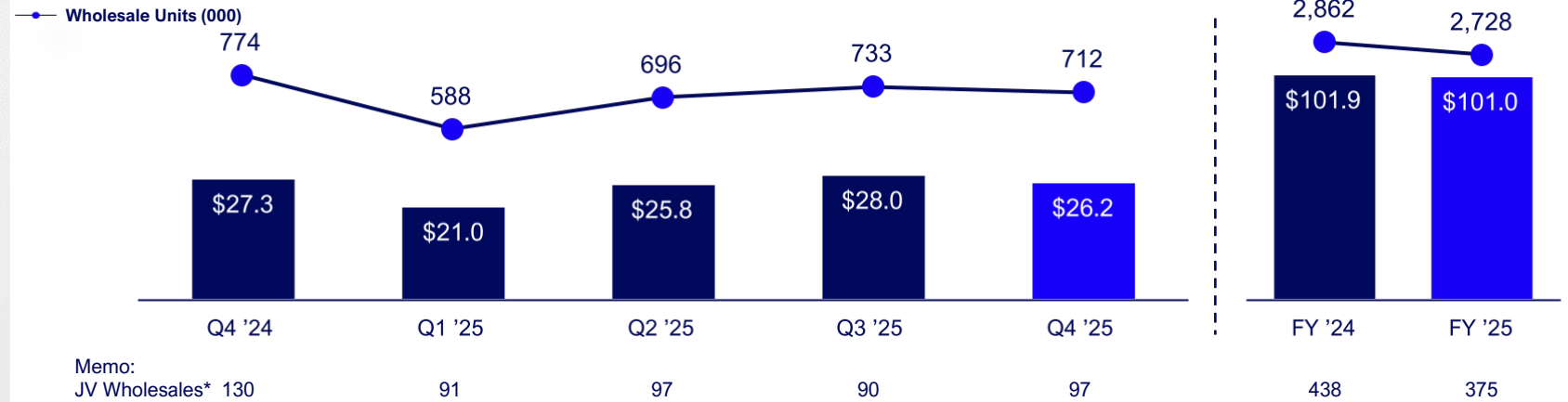
Ford Blue

- Volume down 5% full year on lower dealer stocks and Novelis fires impact; revenue about flat
- Full year EBIT of \$3.0B, down \$2.2B:
 - Volume
 - Tariffs
 - Exchange
 - + Pricing
 - + Warranty

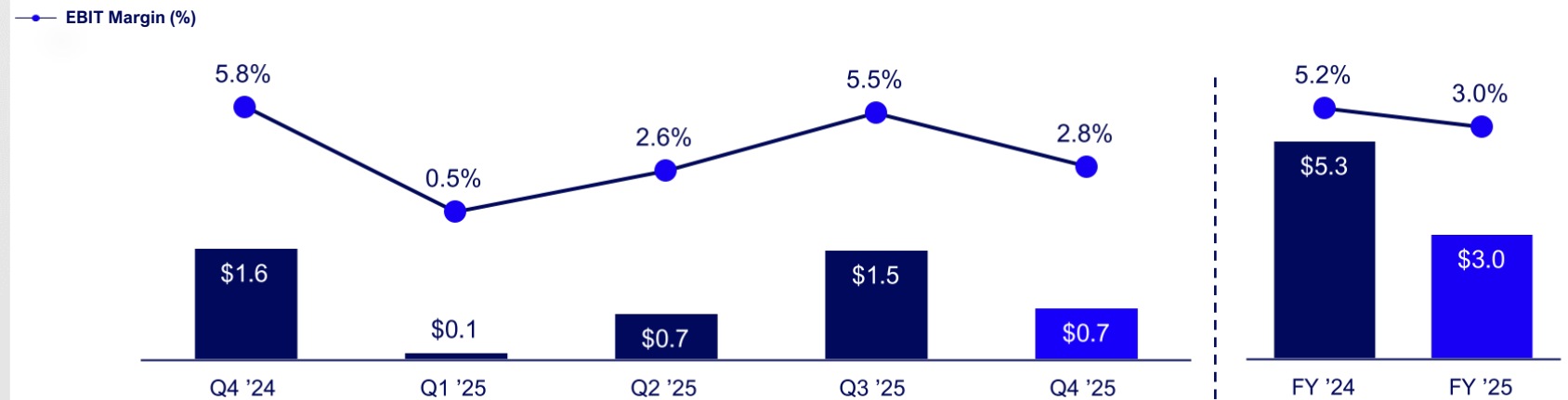


2025 Ford F-150 Tremor

Revenue (\$B)



EBIT (\$B)



* Includes Ford and Lincoln brand and Jiangling Motors Corporation (JMC) brand vehicles produced and sold in China by our unconsolidated affiliates

Ford Model e

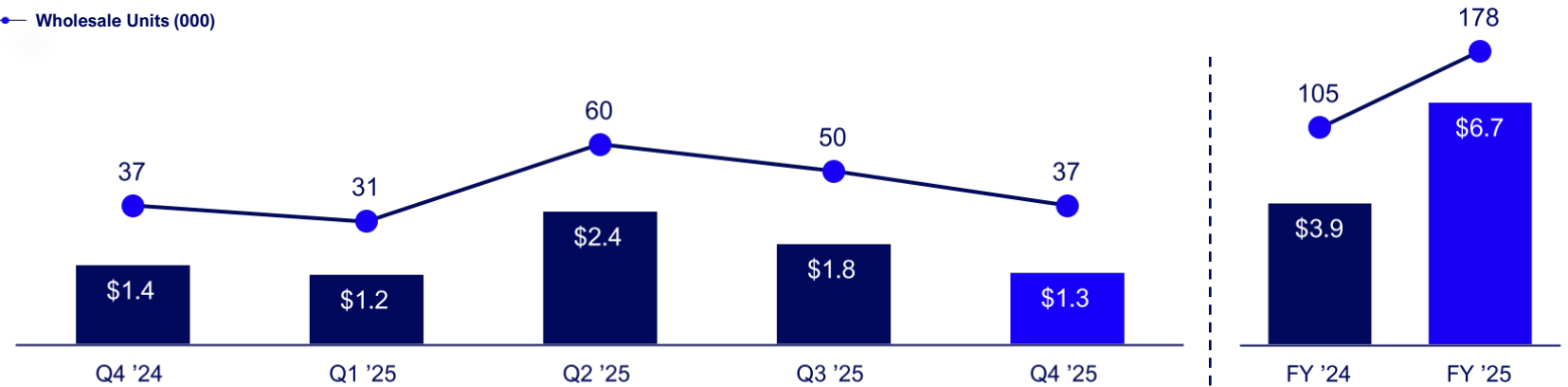
- Revenue and volume growth, driven by full year of European products
- Full year EBIT loss of \$(4.8)B, \$0.3B better:
 - + Volume and mix
 - + Material cost
 - Investment in next-gen products



2025 Ford Mustang Mach-E

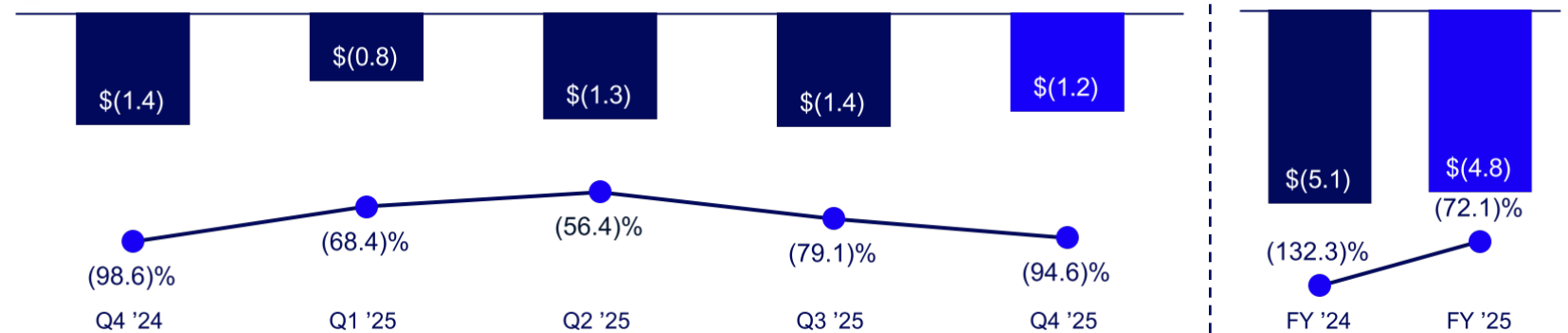
Revenue (\$B)

— Wholesale Units (000)



EBIT (\$B)

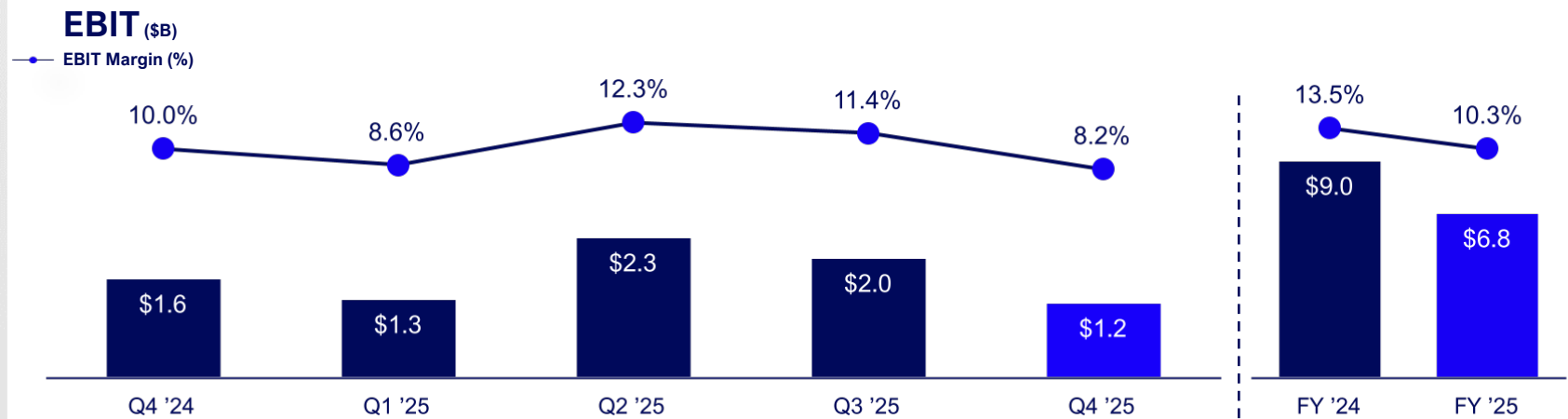
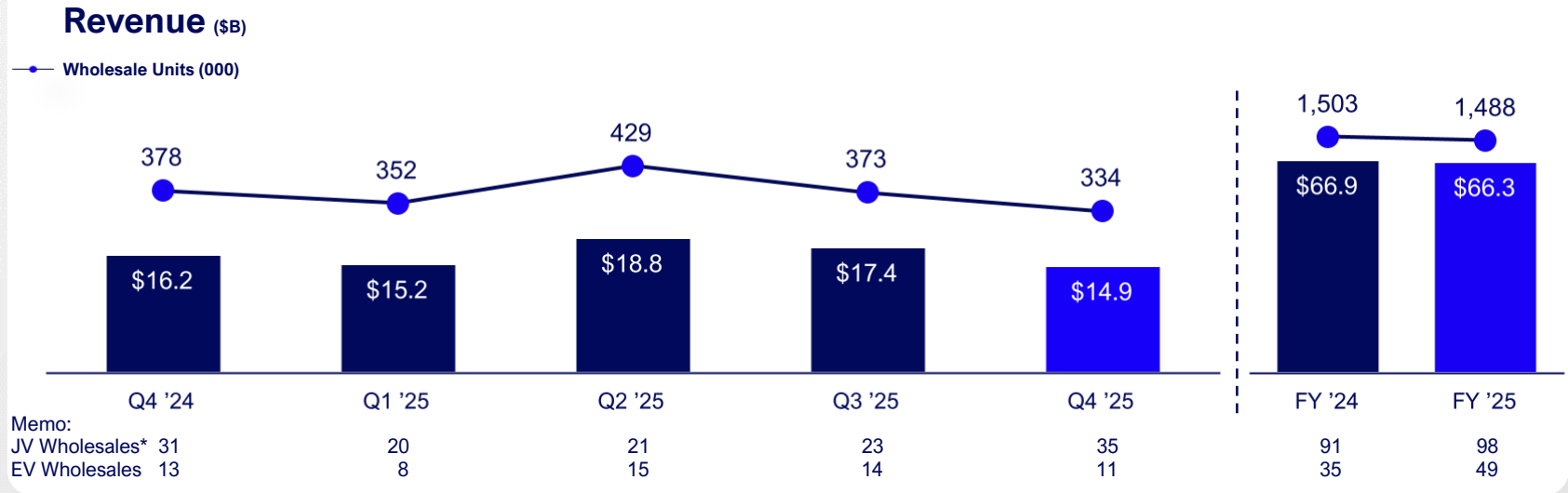
— EBIT Margin (%)



Ford Pro

- Full year volume and revenue about flat, despite the impact of the Novelis fires
- Full year EBIT of \$6.8B, down \$2.2B:
 - Market factors (including industry pricing normalization)
 - Tariffs
 - + Material cost and warranty
 - + Software and physical services growth
- Software and physical services grew 10%; contributed 19% of segment EBIT (trailing twelve months)

Ford F-350 Super Duty



* Includes Ford brand vehicles produced and sold by our unconsolidated affiliate Ford Otosan in Türkiye

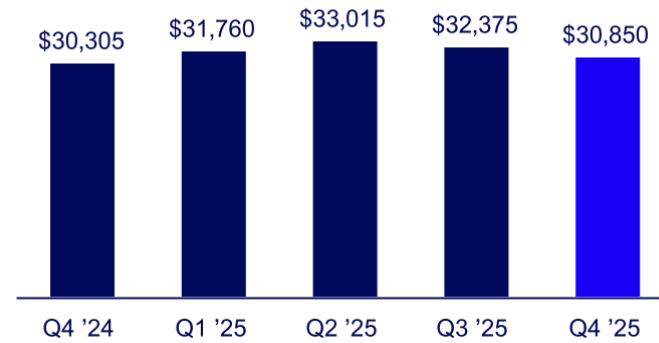
Ford Credit

- Full year EBT of \$2.6B, up \$0.9B:
 - + Financing margin improvement
 - + Higher receivables
 - Higher credit losses
- Average full year auction values up 3% YoY; expect auction values to decline in 2026
- Distributions of \$1.7B in 2025



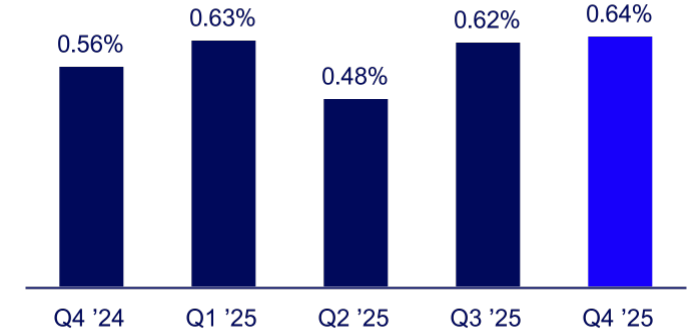
2025 Lincoln Aviator

Auction Values* (Per Unit)

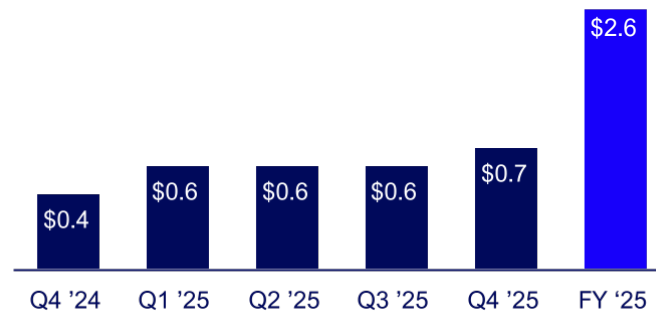


* U.S. 36-month off-lease auction values at Q4 2025 mix

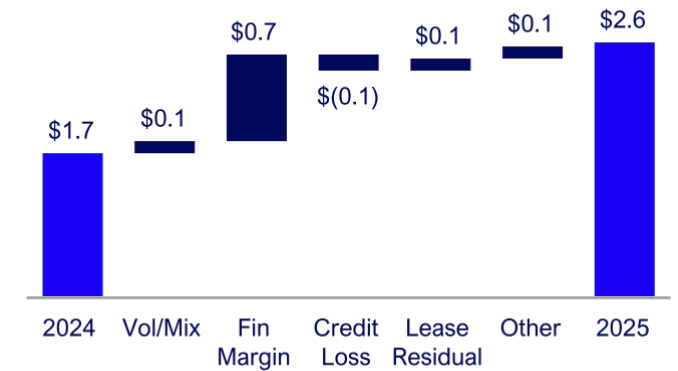
U.S. Retail Loss-to-Receivables ("LTR") Ratio (%)



EBT (\$B)



FY EBT YoY (\$B)



Cash Flow And Balance Sheet (\$B)

	Fourth Quarter		Full Year	
	2024	2025	2024	2025
Company Adj. EBIT excl. Ford Credit	\$ 1.7	\$ 0.3	\$ 8.6	\$ 4.2
Capital Spending	\$ (2.5)	\$ (2.8)	\$ (8.6)	\$ (8.7)
Depreciation and Tooling Amortization	1.3	1.4	5.0	5.2
Net Spending	\$ (1.2)	\$ (1.4)	\$ (3.6)	\$ (3.5)
Receivables	\$ (0.3)	\$ 0.8	\$ (0.3)	\$ (1.3)
Inventory	2.4	1.2	0.1	0.5
Trade Payables	(3.1)	(3.7)	(1.3)	0.0
Changes in Working Capital	\$ (1.0)	\$ (1.7)	\$ (1.5)	\$ (0.8)
Ford Credit Distributions	\$ 0.2	\$ 0.6	\$ 0.5	\$ 1.7
Interest on Debt and Cash Taxes	(0.4)	(0.4)	(2.1)	(1.7)
All Other and Timing Difference (a)	1.5	0.4	4.7	3.6
Company Adjusted FCF	\$ 0.7	\$ (2.1)	\$ 6.7	\$ 3.5
Restructuring	\$ (0.1)	\$ (0.2)	\$ (0.8)	\$ (0.1)
Changes in Debt Excl. Finance Lease Payments	0.2	0.1	0.6	0.9
Finance Lease Payments	(0.0)	(0.0)	(0.1)	(0.1)
Funded Pension Contributions	(0.1)	(0.0)	(1.1)	(0.7)
Shareholder Distributions	(0.7)	(0.6)	(3.5)	(3.0)
All Other	0.7	(1.2)	(2.0)	(0.3)
Change in Cash	<u>\$ 0.7</u>	<u>\$ (4.1)</u>	<u>\$ (0.3)</u>	<u>\$ 0.2</u>

	Balance Sheet	
	2024 Dec. 31	2025 Dec. 31
Company Excl. Ford Credit		
Company Cash Balance	\$ 28.5	\$ 28.7
Liquidity	46.7	49.8
Debt Excluding Finance Leases	(19.9)	(21.0)
Cash Net of Debt Excluding Finance Leases	8.7	7.7
Pension Funded Status		
Funded Plans	\$ 3.4	\$ 3.7
Unfunded Plans	(3.9)	(3.9)
Total Global Pension	<u>\$ (0.5)</u>	<u>\$ (0.2)</u>
Total Funded Status OPEB	\$ (4.4)	\$ (4.4)

a. Includes differences between accrual-based EBIT and associated cash flows (e.g., marketing incentive and warranty payments to dealers, JV equity income, compensation payments, and pension and OPEB income or expense)

Special Items (\$B)

Restructuring (by Geography)

Europe

North America Hourly Buyouts

China

Subtotal Restructuring

Other Items

Model e Asset Impairment and EV Program Cancellations

BlueOval SK JV Disposition

All-electric Three-row SUV Program Cancellation and Resulting Actions

Fuel Injector Field Service Action

Ford Share of Equity Method Investment's Asset Impairment / Other

Ford Share of BlueOval SK's Asset Write Down / Other

Legal Matter

Gain on Investment in Equity Security

Extended Oakville Assembly Plant Changeover

Other

Subtotal Other Items

Pension and OPEB Gain / (Loss)

Pension and OPEB Remeasurement

Pension Settlements, Curtailments, and Separations Costs

Subtotal Pension and OPEB Gain / (Loss)

Total EBIT Special Items

Fourth Quarter		Full Year	
2024	2025	2024	2025
\$ (0.0)	\$ (0.4)	\$ (0.7)	\$ (0.7)
—	—	(0.3)	—
(0.0)	—	(0.0)	—
<u>\$ (0.1)</u>	<u>\$ (0.4)</u>	<u>\$ (1.0)</u>	<u>\$ (0.7)</u>
\$ —	\$ (10.7)	\$ —	\$ (10.7)
—	(3.2)	—	(3.2)
(0.2)	(0.8)	(1.2)	(1.2)
—	0.1	—	(0.5)
—	(0.0)	—	(0.3)
—	(0.0)	—	(0.2)
—	(0.1)	—	(0.1)
—	0.3	—	0.3
0.1	—	(0.2)	—
0.0	—	0.0	—
<u>\$ (0.1)</u>	<u>\$ (14.4)</u>	<u>\$ (1.3)</u>	<u>\$ (15.9)</u>
\$ 0.7	\$ (0.6)	\$ 0.7	\$ (0.6)
0.0	(0.1)	(0.2)	(0.1)
<u>\$ 0.7</u>	<u>\$ (0.7)</u>	<u>\$ 0.5</u>	<u>\$ (0.7)</u>
<u><u>\$ 0.5</u></u>	<u><u>\$ (15.5)</u></u>	<u><u>\$ (1.9)</u></u>	<u><u>\$ (17.4)</u></u>

2026 Guidance



Ford Returns to Formula 1 Racing in 2026

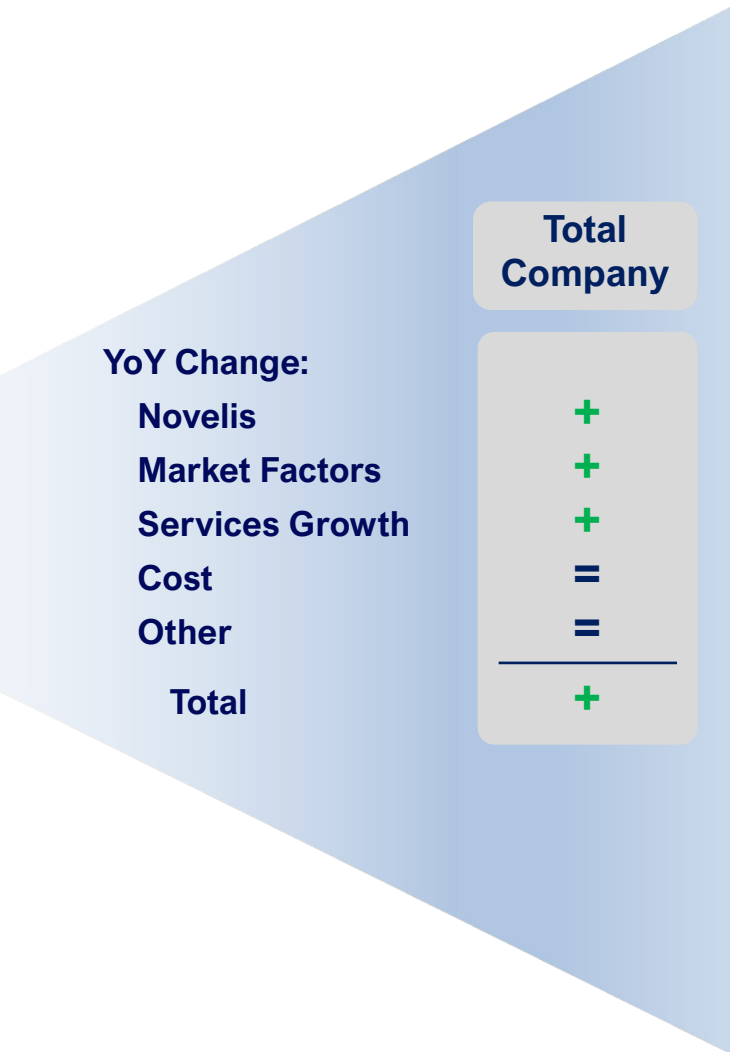
2026 Guidance

	2026 Outlook	2025 Actuals
Adjusted EBIT	\$8.0B - \$10.0B	\$6.8B
Adjusted FCF	\$5.0B - \$6.0B	\$3.5B
Capital Spending	\$9.5B - \$10.5B	\$8.7B
Ford Blue EBIT	\$4.0B - \$4.5B	\$3.0B
Model e EBIT	\$(4.0)B - \$(4.5)B	\$(4.8)B
Ford Pro EBIT	\$6.5B - \$7.5B	\$6.8B
Ford Credit EBT	~ \$2.5B	\$2.6B

Special charges of ~\$7.0B expected in 2026 and 2027 related to updated EV strategy and expected disposition of BOSK investment

2026 Outlook Industry Assumptions:

- U.S. industry sales at 16.0M to 16.5M
- Flat U.S. industry pricing



NOVELIS

- + Higher volume, enabled by capacity actions
- Cost due to temporary alternative aluminum sources

MARKET FACTORS

- + Product mix
- + Regulatory related mix optimization (series / powertrain mix)

SERVICES GROWTH

- + Growth in high-margin software and physical services

COST

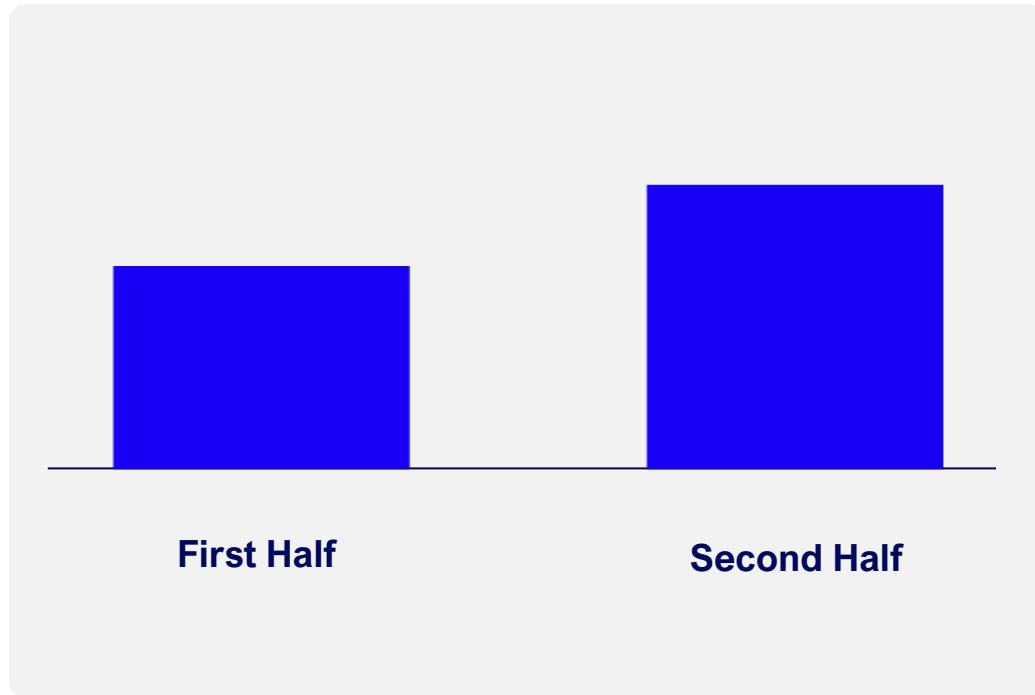
- + Material and warranty cost reductions
- + Tariff improvement
- Commodity cost
- Incremental investment (including Universal EV platform, Ford Energy, accretive cycle plan actions)

OTHER

- + Fewer compliance credit purchases in the U.S.
- Adverse exchange
- All other

Note: “+” is a tailwind; “-” is a headwind; and “=” is neutral

2026 EBIT Calendarization



Key Drivers

First Half

- Temporary alternative aluminum sources cost (Novelis)
- Commodity costs
- + Market factors

Second Half

- + Volume stabilization
- + Additional truck capacity
- + Normalizing aluminum supply cost

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 competitiveness;
- Ford’s products have been and could continue to 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 products 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 has previously disrupted and may, in the future, disrupt Ford’s operations;
- 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, commercial relationships, 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, retain existing subscribers, 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, products, 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 manufacture of electrified products, 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 have been and could continue to 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, legal and policy changes, or economic or other factors, particularly for electrified 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 has been and could continue to 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 have experienced and could continue to 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 respond to shifting consumer sentiment and competitive dynamics as a result of policy changes affecting, or otherwise 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 most recent Annual Report on Form 10-K, as updated by our subsequent filings with the United States Securities and Exchange Commission.



Appendix

2025 Ford Ranger PHEV MS-RT Special Edition

Key Metrics

	EBIT (\$B)						Revenue (\$B)					
	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Ford Blue	\$ 1.6	\$ 1.6	\$ 0.1	\$ 0.7	\$ 1.5	\$ 0.7	\$ 26.2	\$ 27.3	\$ 21.0	\$ 25.8	\$ 28.0	\$ 26.2
Ford Model e	(1.2)	(1.4)	(0.8)	(1.3)	(1.4)	(1.2)	1.2	1.4	1.2	2.4	1.8	1.3
Ford Pro	1.8	1.6	1.3	2.3	2.0	1.2	15.7	16.2	15.2	18.8	17.4	14.9
Ford Credit*	0.5	0.4	0.6	0.6	0.6	0.7	3.1	3.3	3.2	3.2	3.3	3.4
Corporate Other	(0.2)	(0.1)	(0.1)	(0.2)	(0.2)	(0.4)	0.0	0.0	0.0	0.0	0.0	0.0
Total Company (Adjusted)	\$ 2.6	\$ 2.1	\$ 1.0	\$ 2.1	\$ 2.6	\$ 1.0	\$ 46.2	\$ 48.2	\$ 40.7	\$ 50.2	\$ 50.5	\$ 45.9

	EBIT Margin (%)						Wholesales (000)					
	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Ford Blue	6.2 %	5.8 %	0.5 %	2.6 %	5.5 %	2.8 %	721	774	588	696	733	712
Ford Model e	(104.8)	(98.6)	(68.4)	(56.4)	(79.1)	(94.6)	32	37	31	60	50	37
Ford Pro	11.6	10.0	8.6	12.3	11.4	8.2	342	378	352	429	373	334
Total Company	5.5 %	4.4 %	2.5 %	4.3 %	5.1 %	2.3 %	1,095	1,188	971	1,185	1,156	1,083

* Ford Credit EBT							Memo: EV Wholesales	46	57	49	89	75	68
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Key Metrics

	EBIT (\$B)						Revenue (\$B)					
	Q4 2024	Q4 2025	2025 B / (W) 2024	2024 FY	2025 FY	2025 B / (W) 2024	Q4 2024	Q4 2025	2025 B / (W) 2024	2024 FY	2025 FY	2025 B / (W) 2024
Ford Blue	\$ 1.6	\$ 0.7	\$ (0.8)	\$ 5.3	\$ 3.0	\$ (2.2)	\$ 27.3	\$ 26.2	\$ (1.1)	\$ 101.9	\$ 101.0	\$ (0.9)
Ford Model e	(1.4)	(1.2)	0.2	(5.1)	(4.8)	0.3	1.4	1.3	(0.1)	3.9	6.7	2.8
Ford Pro	1.6	1.2	(0.4)	9.0	6.8	(2.2)	16.2	14.9	(1.3)	66.9	66.3	(0.6)
Ford Credit*	0.4	0.7	0.3	1.7	2.6	0.9	3.3	3.4	0.2	12.3	13.3	1.0
Corporate Other	(0.1)	(0.4)	(0.3)	(0.6)	(0.8)	(0.2)	0.0	0.0	0.0	0.0	0.0	0.0
Total Company (Adjusted)	\$ 2.1	\$ 1.0	\$ (1.1)	\$ 10.2	\$ 6.8	\$ (3.4)	\$ 48.2	\$ 45.9	\$ (2.3)	\$ 185.0	\$ 187.3	\$ 2.3

	EBIT Margin (%)						Wholesale Units (000)					
	Q4 2024	Q4 2025	2025 B / (W) 2024	2024 FY	2025 FY	2025 B / (W) 2024	Q4 2024	Q4 2025	2025 B / (W) 2024	2024 FY	2025 FY	2025 B / (W) 2024
Ford Blue	5.8 %	2.8 %	(3.0) ppts	5.2 %	3.0 %	(2.2) ppts	774	712	(62)	2,862	2,728	(133)
Ford Model e	(98.6)	(94.6)	4.0	(132.3)	(72.1)	60.3	37	37	0	105	178	73
Ford Pro	10.0	8.2	(1.8)	13.5	10.3	(3.1)	378	334	(43)	1,503	1,488	(14)
Total Company	4.4 %	2.3 %	(2.2) ppts	5.5 %	3.6 %	(1.9) ppts	1,188	1,083	(105)	4,470	4,395	(75)

* Ford Credit EBT							Memo: EV Wholesales	57	68	11	158	280	122
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Q4 Results (\$M)

	Fourth Quarter			Full Year		
	2024	2025	2025 B / (W) 2024	2024	2025	2025 B / (W) 2024
Ford Blue	\$ 1,577	\$ 727	\$ (850)	\$ 5,269	3,024	\$ (2,245)
Ford Model e	(1,397)	(1,218)	179	(5,105)	(4,806)	299
Ford Pro	1,626	1,231	(395)	9,007	6,843	(2,164)
Ford Credit	441	701	260	1,654	2,557	903
Corporate Other	(109)	(406)	(297)	(617)	(838)	(221)
Adjusted EBIT	\$ 2,138	\$ 1,035	\$ (1,103)	\$ 10,208	\$ 6,780	\$ (3,428)
Interest on Debt	(295)	(348)	(53)	(1,115)	(1,254)	(139)
Special Items (excl. tax)	471	(15,497)	(15,968)	(1,860)	(17,356)	(15,496)
Taxes	(483)	3,756	4,240	(1,339)	3,668	5,007
Less: Noncontrolling Interests	7	10	3	15	20	5
Net Income / (Loss) Attributable to Ford	<u>\$ 1,824</u>	<u>\$ (11,064)</u>	<u>\$ (12,888)</u>	<u>\$ 5,879</u>	<u>\$ (8,182)</u>	<u>\$ (14,061)</u>
Company Adjusted Free Cash Flow (\$B)	\$ 0.7	\$ (2.1)	\$ (2.9)	\$ 6.7	\$ 3.5	\$ (3.2)
Revenue (\$B)	48.2	45.9	(2.3)	185.0	187.3	2.3
Company Adjusted EBIT Margin (%)	4.4 %	2.3 %	(2.2) pts	5.5 %	3.6 %	(1.9) pts
Net Income / (Loss) Margin (%)	3.8	(24.1)	(27.9)	3.2	(4.4)	(7.6)
Adjusted ROIC (Trailing Four Quarters) (%)	12.9	8.8	(4.2)			
Adjusted EPS	\$ 0.39	\$ 0.13	\$ (0.26)	\$ 1.84	\$ 1.09	\$ (0.75)
EPS (GAAP)	0.45	(2.77)	(3.22)	1.46	(2.06)	(3.52)

Full Year 2025 Adjusted EBIT (\$B)

	Ford Blue	Ford Model e	Ford Pro	Ford Credit	Corporate Other	Total Company
Full Year 2024	\$ 5.3	\$ (5.1)	\$ 9.0	\$ 1.7	\$ (0.6)	\$ 10.2
YoY Change:						
Volume / Mix	\$ (1.7)	\$ 0.3	\$ (0.7)	\$ —	\$ —	\$ (2.0)
Net Pricing	1.5	(0.0)	(1.0)	—	0.0	0.5
Cost	(1.1)	0.1	(0.5)	—	(0.1)	(1.6)
Exchange	(0.8)	(0.0)	0.1	—	(0.0)	(0.7)
Other	(0.2)	(0.1)	(0.1)	0.9	(0.1)	0.4
Total Change	\$ (2.2)	\$ 0.3	\$ (2.2)	\$ 0.9	\$ (0.2)	\$ (3.4)
Full Year 2025	\$ 3.0	\$ (4.8)	\$ 6.8	\$ 2.6	\$ (0.8)	\$ 6.8

Quarterly Results (\$M)

	2024					2025				
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Ford Blue	\$ 901	\$ 1,167	\$ 1,624	\$ 1,577	\$ 5,269	\$ 96	\$ 661	\$ 1,540	\$ 727	\$ 3,024
Ford Model e	(1,327)	(1,150)	(1,231)	(1,397)	(5,105)	(849)	(1,329)	(1,410)	(1,218)	(4,806)
Ford Pro	3,006	2,562	1,813	1,626	9,007	1,309	2,318	1,985	1,231	6,843
Ford Credit	326	343	544	441	1,654	580	645	631	701	2,557
Corporate Other	(143)	(165)	(200)	(109)	(617)	(117)	(155)	(160)	(406)	(838)
Adjusted EBIT	\$ 2,763	\$ 2,757	\$ 2,550	\$ 2,138	\$ 10,208	\$ 1,019	\$ 2,140	\$ 2,586	\$ 1,035	\$ 6,780
Interest on Debt	(278)	(270)	(272)	(295)	(1,115)	(288)	(297)	(321)	(348)	(1,254)
Special Items (excl. tax)	(873)	(49)	(1,409)	471	(1,860)	(110)	(1,302)	(447)	(15,497)	(17,356)
Taxes	(278)	(605)	27	(483)	(1,339)	(148)	(570)	630	3,756	3,668
Less: Noncontrolling Interests	2	2	4	7	15	2	7	1	10	20
Net Income / (Loss) Attributable to Ford	<u>\$ 1,332</u>	<u>\$ 1,831</u>	<u>\$ 892</u>	<u>\$ 1,824</u>	<u>\$ 5,879</u>	<u>\$ 471</u>	<u>\$ (36)</u>	<u>\$ 2,447</u>	<u>\$ (11,064)</u>	<u>\$ (8,182)</u>
Company Adjusted Free Cash Flow (\$B)	\$ (0.5)	\$ 3.2	\$ 3.2	\$ 0.7	\$ 6.7	\$ (1.5)	\$ 2.8	\$ 4.3	\$ (2.1)	\$ 3.5
Revenue (\$B)	42.8	47.8	46.2	48.2	185.0	40.7	50.2	50.5	45.9	187.3
Company Adjusted EBIT Margin (%)	6.5 %	5.8 %	5.5 %	4.4 %	5.5 %	2.5 %	4.3 %	5.1 %	2.3 %	3.6 %
Net Income / (Loss) Margin (%)	3.1	3.8	1.9	3.8	3.2	1.2	(0.1)	4.8	(24.1)	(4.4)
Adjusted ROIC (Trailing Four Quarters) (%)	12.7	11.1	11.4	12.9	12.9	10.9	10.1	10.1	8.8	8.8
Adjusted EPS	\$ 0.49	\$ 0.47	\$ 0.49	\$ 0.39	\$ 1.84	\$ 0.14	\$ 0.37	\$ 0.45	\$ 0.13	\$ 1.09
EPS (GAAP)	0.33	0.46	0.22	0.45	1.46	0.12	(0.01)	0.60	(2.77)	(2.06)

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

	Fourth Quarter		Full Year	
	2024	2025	2024	2025
Net Income / (Loss) Attributable to Ford (GAAP)	\$ 1,824	\$ (11,064)	\$ 5,879	\$ (8,182)
Income / (Loss) Attributable to Noncontrolling Interests	7	10	15	20
Net Income / (Loss)	\$ 1,831	\$ (11,054)	\$ 5,894	\$ (8,162)
Less: (Provision For) / Benefit From Income Taxes	(483)	3,756	(1,339)	3,668
Income / (Loss) Before Income Taxes	\$ 2,314	\$ (14,810)	\$ 7,233	\$ (11,830)
Less: Special Items Pre-Tax	471	(15,497)	(1,860)	(17,356)
Income / (Loss) Before Special Items Pre-Tax	\$ 1,843	\$ 687	\$ 9,093	\$ 5,526
Less: Interest on Debt	(295)	(348)	(1,115)	(1,254)
Adjusted EBIT (Non-GAAP)	\$ 2,138	\$ 1,035	\$ 10,208	\$ 6,780

Memo:

Revenue (\$B)	\$ 48.2	\$ 45.9	\$ 185.0	\$ 187.3
Net Income / (Loss) Margin (GAAP) (%)	3.8 %	(24.1)%	3.2 %	(4.4)%
Adjusted EBIT Margin (%) (Non-GAAP)	4.4 %	2.3 %	5.5 %	3.6 %

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

	2024				2025				Full Year	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2024	2025
Net Cash Provided By / (Used In) Operating Activities (GAAP)	\$ 1,385	\$ 5,508	\$ 5,502	\$ 3,028	\$ 3,679	\$ 6,317	\$ 7,402	\$ 3,884	\$15,423	\$21,282
Less: <u>Items Not Included in Company Adjusted Free Cash Flows</u>										
Ford Credit Operating Cash Flows	1,181	685	1,296	438	4,106	2,517	1,741	4,567	3,600	12,931
Funded Pension Contributions	(550)	(83)	(334)	(106)	(234)	(281)	(187)	(18)	(1,073)	(720)
Restructuring (Including Separations) (a)	(176)	(289)	(226)	(108)	(163)	(46)	(22)	(205)	(799)	(436)
Ford Credit Tax Payments / (Refunds) Under Tax Sharing Agreement	(33)	–	–	18	–	–	–	–	(15)	–
Other, Net	(608) (b)	4	14	(287)	(141)	(144)	(189)	(522)	(877)	(996)
Add: <u>Items Included in Company Adjusted Free Cash Flows</u>										
Company Excluding Ford Credit Capital Spending	(2,073)	(2,078)	(1,970)	(2,469)	(1,790)	(2,054)	(2,099)	(2,751)	(8,590)	(8,694)
Ford Credit Distributions	–	150	175	175	200	500	350	600	500	1,650
Settlement of Derivatives	23	(26)	230	(52)	1	109	(1)	(55)	175	54
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>\$ 4,309</u>	<u>\$(2,144)</u>	<u>\$ 6,672</u>	<u>\$ 3,513</u>

- a. Restructuring excludes cash flows reported in investing activities`
b. Includes \$365M settlement of Transit Connect matter

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

	Fourth Quarter		Full Year	
	2024	2025	2024	2025
<u>Diluted After-Tax Results (\$M)</u>				
Diluted After-Tax Results (GAAP)	\$ 1,824	\$ (11,064)	\$ 5,879	\$ (8,182)
Less: Impact of Pre-Tax and Tax Special Items	261	(11,592)	(1,537)	(12,581)
Adjusted Net Income / (Loss) – Diluted (Non-GAAP)	<u>\$ 1,563</u>	<u>\$ 528</u>	<u>\$ 7,416</u>	<u>\$ 4,399</u>
<u>Basic and Diluted Shares (M)</u>				
Basic Shares (Average Shares Outstanding)	3,970	3,988	3,978	3,979
Net Dilutive Options, Unvested Restricted Stock Units, Unvested Restricted Stock Shares, and Convertible Debt	50	81	43	56
Diluted Shares	<u>4,020</u>	<u>4,069</u>	<u>4,021</u>	<u>4,035</u>
Earnings / (Loss) Per Share – Diluted (GAAP) *	\$ 0.45	\$ (2.77)	\$ 1.46	\$ (2.06)
Less: Net Impact of Adjustments	0.06	(2.90)	(0.38)	(3.15)
Adjusted Earnings Per Share – Diluted (Non-GAAP)	<u>\$ 0.39</u>	<u>\$ 0.13</u>	<u>\$ 1.84</u>	<u>\$ 1.09</u>

* For the Fourth Quarter and Full Year 2025, there were 81M and 56M shares, respectively, 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:
	Q4	Full Year	Full Year 2024
<u>Pre-Tax Results (\$M)</u>			
Income / (Loss) Before Income Taxes (GAAP)	\$ (14,810)	\$ (11,830)	\$ 7,233
Less: Impact of Special Items	(15,497)	(17,356)	(1,860)
Adjusted Earnings Before Taxes (Non-GAAP)	<u>\$ 687</u>	<u>\$ 5,526</u>	<u>\$ 9,093</u>
<u>Taxes (\$M)</u>			
(Provision For) / Benefit From Income Taxes (GAAP)	\$ 3,756	\$ 3,668	\$ (1,339)
Less: Impact of Special Items	3,905	4,775	323
Adjusted (Provision For) / Benefit From Income Taxes (Non-GAAP)	<u>\$ (149)</u>	<u>\$ (1,107)</u>	<u>\$ (1,662)</u>
<u>Tax Rate (%)</u>			
Effective Tax Rate (GAAP)	25.4 %	31.0 %	18.5 %
Adjusted Effective Tax Rate (Non-GAAP)	21.7 %	20.0 %	18.3 %

Adjusted ROIC (\$B)

	Four Quarters Ending Q4 2024	Four Quarters Ending Q4 2025
<u>Adjusted Net Operating Profit / (Loss) After Cash Tax</u>		
Net Income / (Loss) Attributable to Ford	\$ 5.9	\$ (8.2)
Add: Noncontrolling Interest	0.0	0.0
Less: Income Tax	(1.3)	3.7
Add: Cash Tax	(1.2)	(0.6)
Less: Interest on Debt	(1.1)	(1.3)
Less: Total Pension / OPEB Income / (Cost)	(0.1)	(1.1)
Add: Pension / OPEB Service Costs	(0.6)	(0.4)
Net Operating Profit / (Loss) After Cash Tax	\$ 6.7	\$ (10.6)
Less: Special Items (excl. Pension / OPEB) Pre-Tax	(2.3)	(16.6)
Adj. Net Operating Profit / (Loss) After Cash Tax	<u>\$ 9.1</u>	<u>\$ 6.1</u>
<u>Invested Capital</u>		
Equity	\$ 44.9	\$ 36.0
Debt (excl. Ford Credit)	20.7	21.9
Net Pension and OPEB Liability	5.0	4.6
Invested Capital (End of Period)	\$ 70.5	\$ 62.5
Average Invested Capital	<u>\$ 70.1</u>	<u>\$ 69.2</u>
ROIC ^(a)	9.6 %	(15.3) %
Adjusted ROIC (Non-GAAP) ^(b)	12.9 %	8.8 %

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

Nameplate Segment Mix In 2025

North America	Ford Blue	Ford Model e	Ford Pro
Core Pro Vehicles			
Super Duty	—	—	100%
Transit Family (ICE and EV)	—	—	100%
E-Series	—	—	100%
F-650 / 750	—	—	100%
Stripped Chassis	—	—	100%
Non-Core Pro Vehicles			
F-150 (ICE and Hybrid)	80%	—	20%
F-150 Lightning	—	>80%	<20%
Ranger	>90%	—	<10%
Maverick	>80%	—	<20%
Expedition	>70%	—	<30%
Explorer	>70%	—	<30%
Escape	65%	—	35%
Territory	100%	—	—
Bronco	>95%	—	<5%
Bronco Sport	>90%	—	<10%
Mustang Mach-E	—	>95%	<5%
Mustang	>80%	—	<20%
Navigator	>85%	—	<15%
Aviator	>95%	—	<5%
Nautilus	>95%	—	<5%
Corsair	>95%	—	<5%

Europe	Ford Blue	Ford Model e	Ford Pro
Core Pro Vehicles			
Transit Family (ICE and EV)	—	—	100%
Ranger	—	—	100%
Heavy Truck	—	—	100%
Non-Core Pro Vehicles			
F-150 (ICE and Hybrid)	100%	—	—
Kuga	100%	—	—
Puma (ICE)	>90%	—	<10%
Focus	100%	—	—
Fiesta	100%	—	—
Explorer	100%	—	—
Bronco	100%	—	—
Mustang	100%	—	—
Mustang Mach-E	—	100%	—
Capri BEV	—	100%	—
Explorer BEV	—	100%	—
Puma BEV	—	>95%	<5%

Rest of World	Ford Blue	Ford Model e	Ford Pro
All Models	100%	—	—

Memo: Excludes company service vehicles. The information provided above will not be disclosed on an ongoing basis.

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.
- + 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.
- + 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.

Non-GAAP Financial Measures That Supplement GAAP Measures

- + 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.
- + 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. Adjusted Return on Invested Capital (“Adjusted ROIC”) 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.

When we provide guidance for adjusted EBIT, adjusted earnings / (loss) per share, and adjusted effective tax rate, we do not provide guidance for their respective most comparable GAAP measures as those GAAP measures will include potentially significant special items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end, including gains and losses on pension and OPEB remeasurement, and other items that are difficult to quantify. When we provide guidance for Company adjusted free cash flow, we do not provide guidance for its most comparable GAAP measure (net cash provided by / (used in) operating activities) as 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.

Definitions And Calculations

Wholesale Units and Revenue

- Wholesale unit volumes include all Ford and Lincoln badged units (whether produced by Ford or by an unconsolidated affiliate) that are sold to dealerships or others, units manufactured by Ford that are sold to other manufacturers, units distributed by Ford for other manufacturers, and local brand units produced by our China joint venture, Jiangling Motors Corporation, Ltd. ("JMC"), that are sold to dealerships or others. Vehicles sold to daily rental car companies that are subject to a guaranteed repurchase option (i.e., rental repurchase), as well as other sales of finished vehicles for which the recognition of revenue is deferred (e.g., consignments), also are included in wholesale unit volumes. Revenue from certain vehicles in wholesale unit volumes (specifically, Ford badged vehicles produced and distributed by our unconsolidated affiliates, as well as JMC brand vehicles) are not included in our revenue. Excludes transactions between Ford Blue, Ford Model e, and Ford Pro segments

Industry Volume and Market Share

- Industry volume and market share are based, in part, on estimated vehicle registrations; includes medium and heavy duty trucks

SAAR

- SAAR means seasonally adjusted annual rate

Company Cash

- Company cash includes cash, cash equivalents, marketable securities, and restricted cash (including cash held for sale); excludes Ford Credit's cash, cash equivalents, marketable securities, and restricted cash

Market Factors

- Volume and Mix – primarily measures EBIT variance from changes in wholesale unit volumes (at prior-year average contribution margin per unit) driven by changes in industry volume, market share, and dealer stocks, as well as the EBIT variance resulting from changes in product mix, including mix among vehicle lines and mix of trim levels and options within a vehicle line
- Net Pricing – primarily measures EBIT variance driven by changes in wholesale unit prices to dealers and marketing incentive programs such as rebate programs, low-rate financing offers, special lease offers, and stock adjustments on dealer inventory
- Market Factors exclude the impact of unconsolidated affiliate wholesale units

Earnings Before Taxes (EBT)

- Reflects income before income taxes

Software and Physical Services

- Includes software, extended service contracts, parts and accessories, and other services



Ford

2026 Ford Mustang Dark Horse SC

Q4 & Full Year 2025 Earnings