

**Ford Motor Company A/S**

**Annual Report for 2019**

**Borupvang 5 D-E  
2750 Ballerup**

**CVR-nr. 62 53 23 19**



The Annual Report was presented and  
adopted at the Annual General Meeting  
of the company.

Copenhagen, 31st of August 2020

Jacob Ørskov Rasmussen  
Chairman

**Ford Motor Company A/S**  
**INTERNATIONAL FINANCIAL REPORTING STANDARDS**  
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## **Ford Motor Company A/S DIRECTORS' REPORT**

The Directors present their annual report and audited financial statements for the year ended 31 December 2019 for Ford Motor Company A/S (the "Company") prepared under International Financial Reporting Standards as adopted by the European Union.

### **Directors**

The directors of the company who were in office during the year and up to the date of signing the financial statements were:

Frank Skjærbæk Pedersen

Erling Kaas

Bence Gabor

### **Principal activities and review of the business**

The Company is engaged in importing and distributing Ford motor vehicles and ancillary products in Denmark. In addition, the company also sells vehicles to one dealership located in Iceland.

The Company's revenue for 2019 was MDKK 3.038 an increase of 3,5% versus the previous year. Profit before income tax for 2019 was a loss of MDKK 7 compared with a profit of MDKK 2 in 2018.

The company sold 12.550 passenger cars in 2019 which is a decrease of 5% compared to 2018. This caused Ford's market share for passenger cars to decrease from 6,1% in 2018 to 5,5% in 2019. Ford closed the year as the sixth best-selling brand in respect of passenger cars in 2019.

The company's sale of vans amounted to 8.007 units which was 5% higher than in 2018. This confirmed Ford's position further as the best-selling brand for vans with a 20,3 % market share.

The total market share held by Ford was thus 7,8% in 2019 compared to 8,1% in 2018.

Sales were in line with 2019's expectations.

### **Future developments**

The Danish car market is expected to 20% lower level settling at a total of app. 225.500 sold units in 2020. The market will be impacted by CO2 regulations and potentially governmental changes. This means that in the Danish car market passenger vehicles will go down 20% to 185.500 units and Commercial Vehicles will go down 10% at approximately 40.000 units.

The company expects that in 2020 will show a decrease in sales due to change with Covid19.

Ford Denmark expects to increase its market share to approximately 9% in 2020 (7,8% in 2019) and the profit before tax for 2020 to be on a similar level as 2019.

## Ford Motor Company A/S DIRECTORS' REPORT

### Financial Highlights

Set over a five year period, the development of the Company is shown below:

<b>Key figures</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
	<b>TDKK</b>	<b>TDKK</b>	<b>TDKK</b>	<b>TDKK</b>	<b>TDKK</b>
<b>Income Statement:</b>					
Revenue	3,038,244	2,935,595	2,781,242	2,718,312	2,383,399
Operating (loss)/ profit	1,929	3,460	13,189	8,021	3,662
Net Profit/(Loss) from financial items	(3,154)	(2,845)	(3,537)	(3,000)	(1,494)
Net Profit/(Loss) for the year after tax	(4,133)	890	10,468	5,385	2,327
<b>Statement of Financial Position</b>					
Total Assets	884,678	702,475	481,413	483,076	422,156
Equity	110,612	199,144	119,290	108,773	102,868
<b>Investment in property, plant and equipment</b>	-	-	6,383	6,622	6,243
<b>Number of employees at the end of the financial year</b>	47	49	49	48	45

### Proposed Dividend

The Board of Directors proposes to declare a zero dividend out of 2019 profit for the year. (2018: 85 MDKK)

### Political donations

There were no contributions to political parties (2018: nil).

### Financial risks

The company's operations expose it to a variety of financial risks that include price risk, credit risk and liquidity risk. The company has in place a risk management programme that sets out the guidelines to manage these risks and the circumstances where it would be appropriate to use financial instruments to manage these.

Changes in interest rates or exchange rates do not have a material impact to the financial position of Ford Motor Company A/S.

### Post balance sheet events

On March 11, 2020, the World Health Organization characterized the outbreak of the coronavirus disease known as COVID-19 as a global pandemic and recommended containment and mitigation measures. Subsequently, there have been extraordinary and wide-ranging actions taken by public health and governmental authorities throughout the world to contain and combat the outbreak and spread of COVID-19, including quarantines, "stay-at-home" orders, and similar mandates to substantially restrict daily activities for individuals and to curtail or cease normal operations for many businesses.

As a result, in March 2020, Ford Motor Company A/S began requiring its employees, except those in business-critical roles, to work from home.

Although the potential magnitude and duration of the business and economic impacts from the unprecedented public health efforts to contain and combat the spread of COVID-19 are uncertain, this situation is expected to have a negative impact on the company's financial condition and results of operations in 2020 that may be material. The full impact, though, cannot be reasonably estimated at this time.

The company operates as distributor of vehicles within the Ford Motor Company. To ensure sufficient cash reserves are maintained, Ford Motor Company took several actions including suspending the regular quarterly dividend, drawing supplemental revolving credit facilities of \$15.4 billion, and issuing an additional \$8 billion of unsecured debt. With these actions taken, there is sufficient liquidity to fund the operations for at least the next twelve months from the issuance of these financial statements.

## **Ford Motor Company A/S DIRECTORS' REPORT**

### **Statement of Corporate Social Responsibility**

With reference to section 99a(7) of the Danish Financial Statements Act and to the Sustainability Report of Ford Motor Company, the Company has not disclosed this information in its own Management's Review.

The report is available on the Group's website:

[www.sustainability.ford.com](http://www.sustainability.ford.com)

### **Diversity**

Ford Motor Company A/S is a sales company characterised by high numbers of vehicles sold through the company and with a limited number of employees. Ford Motor Company A/S pursues a policy of providing equal opportunities for both genders at all levels.

When choosing between equally qualified candidates, the diversity among the employees will be taken into consideration, as it is the aim that both genders attain a representation at management levels of at least 25%. The Board of Directors currently consists of three male members. Ford has defined a target that by 2020, at least one member of the Board of Directors must belong to the under-represented gender. This will however only be possible whenever a replacement in any of the three mentioned positions becomes relevant, and the goal is therefore presently not fulfilled. This target must not rank above the other competency requirements in the nomination of board candidates. On other management levels Ford Motor Company A/S has equal distribution between genders according to the guidelines from the Danish Business Authority.

### **Management's Statement**

The Board of Directors and Executive Board have today considered and adopted the Annual Report of Ford Motor Company A/S for the financial year 1 January – 31 December 2019.

The Annual Report is prepared in accordance with International Financial Reporting Standards as adopted by the European Union and further requirements in the Danish Financial Statements Act.

In our opinion, the Annual Report gives a true and fair view of the financial position at 31 December 2019 of the Company and of the results of the Company operations and cash flows for the financial year 1 January - 31 December 2019.

In our opinion, the Director's report includes a true and fair account of the development in the operations and financial circumstances of the Company, of the results for the year and of the financial position of the Company as well as a description of the most significant risks and elements of uncertainty facing the Company.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Copenhagen, 31st of August 2020

### **Executive Board**

Frank Skjærbæk Pedersen  
CEO

### **Board of Directors**

Frank Skjærbæk Pedersen  
*CEO*

Erling Kaas  
*FCSD  
Manager*

Bence Gabor  
*Chairman*

**Ford Motor Company A/S**  
**INCOME STATEMENT**  
(in DKK thousands)

	Note	For the years ended December 31,	
		2019	2018
<b>Revenues</b>			
Automotive	5	3,038,244	2,935,595
Total revenues		3,038,244	2,935,595
<b>Cost of sales and other expenses</b>			
Cost of sales	6	2,877,430	2,728,761
Selling, administrative, and other expenses	6	158,885	203,374
Total costs and expenses		3,036,315	2,932,135
Dividends received		-	-
Other interest expense and finance cost, net	7	(3,154)	(2,845)
Other income, net	8	1,501	1,536
<b>Profit/(Loss) before income tax</b>		276	2,151
Income tax (benefit)/expense	10	4,409	1,261
<b>Net profit/(loss)</b>		<u>(4,133)</u>	<u>890</u>

**STATEMENT OF COMPREHENSIVE INCOME**  
(in DKK thousands)

	Note	For the years ended December 31,	
		2019	2018
<b>Net profit/(loss)</b>		(4,133)	890
<b>Other comprehensive income/(loss), net of tax</b>			
<b>Recognition of actuarial gains/losses</b>			
Remeasurement of the liability for the post-employment benefit	16	(1,938)	(359)
Interest income/(expense) impact on irrecoverable surplus	16	(73)	7
Movement in pension asset	16	2,620	3,321
<b>Total other comprehensive income/(loss), net of tax</b>	21	609	2,969
<b>Comprehensive income/(loss)</b>		<u>(3,524)</u>	<u>3,859</u>

The accompanying notes are part of the financial statements.

**Ford Motor Company A/S**  
**STATEMENT OF FINANCIAL POSITION**  
(in DKK thousands)

	Note	as at December 31, 2019	as at December 31, 2018
<b>ASSETS</b>			
Cash and cash equivalents		55,084	26,787
Trade and other receivables, net	11	668,218	568,901
Inventories	12	118,567	63,426
Other assets	13	5,554	7,079
<b>Total current assets</b>		<b>847,423</b>	<b>666,193</b>
Property, plant, and equipment	14 / 23	1,944	569
Investment in subsidiaries	15	25,732	25,732
Pension Asset	16	5,588	2,968
Deferred income taxes	10	3,036	6,000
Other assets	13	955	1,013
<b>Total non-current assets</b>		<b>37,255</b>	<b>36,282</b>
<b>Total assets</b>		<b>884,678</b>	<b>702,475</b>
<b>LIABILITIES</b>			
Accounts payable	17	553,465	281,614
Deferred revenue and other liabilities	18	23,989	24,578
Provisions	19	168,535	161,120
Income taxes payable	10	1,459	1,261
Debt - current	23	1,515	-
<b>Total current liabilities</b>		<b>748,963</b>	<b>468,573</b>
Deferred revenue and other liabilities	18	-	221
Provisions	19	25,033	34,537
Debt - non current	23	70	-
<b>Total non-current liabilities</b>		<b>25,103</b>	<b>34,758</b>
<b>Total liabilities</b>		<b>774,066</b>	<b>503,331</b>
<b>EQUITY</b>			
Common stock	20	108,000	108,000
Capital in excess of par value of stock		104	112
Accumulated other comprehensive income/(loss)	21	-	-
(Accumulated losses)/Retained Earnings		2,508	91,032
<b>Total equity</b>		<b>110,612</b>	<b>199,144</b>
<b>Total liabilities and equity</b>		<b>884,678</b>	<b>702,475</b>

The accompanying notes are part of the financial statements.

Penneo document key: 7LYUV-300GF-K54B7-IQ551-8E718-QBV5X

**Ford Motor Company A/S**  
**STATEMENT OF CASH FLOWS**  
(in DKK thousands)

	For the years ended December 31,	
	2019	2018
<b>Cash flows from operating activities</b>		
Net profit/(loss) excluding cash dividends	(4,133)	890
Depreciation	3,155	259
Share-based payment expense/(income)	(8)	22
Pension/OPEB expense/(income)	609	2,969
Foreign currency adjustments	(580)	300
Decrease/(Increase) in inventory	(55,141)	40,988
Decrease/(Increase) in trade and other receivables and other assets	(97,792)	(181,636)
(Decrease)/Increase in provisions	(2,089)	75,257
(Decrease)/Increase in accounts payable and other liabilities	271,239	60,887
Other	982	-
<b>Net cash provided by/(used in) operating activities</b>	<b>116,242</b>	<b>(64)</b>
<b>Cash flows from investing activities</b>		
Capital spending	-	-
Proceeds from sale of Property, plant and equipment	-	-
<b>Net cash provided by/(used in) investing activities</b>	<b>-</b>	<b>-</b>
<b>Cash flows from financing activities</b>		
Lease payments	(2,945)	-
Cash dividends	(85,000)	-
<b>Net cash provided by/(used in) financing activities</b>	<b>(87,945)</b>	<b>-</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>28,297</b>	<b>(64)</b>
<b>Cash and cash equivalents at January 1</b>	<b>26,787</b>	<b>26,851</b>
Net increase/(decrease) in cash and cash equivalents	28,297	(64)
<b>Cash and cash equivalents at December 31</b>	<b>55,084</b>	<b>26,787</b>

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**Ford Motor Company A/S**  
**STATEMENT OF CHANGES IN EQUITY**  
(in DKK thousands)

	Common Stock	Cap. In Excess of Par Value of Stock	Accum. Other Comprehensive Income/(Loss)	(Accumulated losses)/ Retained Earnings	Total
<b>Balance at January 1, 2018</b>	108,000	90	-	87,173	195,263
Comprehensive income/(loss)					
Net profit/(loss)	-	-	-	890	890
Other comprehensive income/(loss)	-	-	2,969	-	2,969
Reclassifications	-	-	(2,969)	2,969	-
Comprehensive income/(loss)	-	-	-	3,859	3,859
Transactions with shareholders					
Dividends	-	-	-	-	-
Share-based compensation	-	22	-	-	22
Total transactions with shareholders	-	22	-	-	22
<b>Balance at December 31, 2018</b>	<b>108,000</b>	<b>112</b>	<b>-</b>	<b>91,032</b>	<b>199,144</b>
<b>Balance at January 1, 2019</b>	108,000	112	-	91,032	199,144
Comprehensive income/(loss)					
Net profit/(loss)	-	-	-	(4,133)	(4,133)
Other comprehensive income/(loss)	-	-	609	-	609
Reclassifications	-	-	(609)	609	-
Comprehensive income/(loss)	-	-	-	(3,524)	(3,524)
Transactions with shareholders					
Dividends	-	-	-	(85,000)	(85,000)
Share-based compensation	-	(8)	-	-	(8)
Total transactions with shareholders	-	(8)	-	(85,000)	(85,008)
<b>Balance at December 31, 2019</b>	<b>108,000</b>	<b>104</b>	<b>-</b>	<b>2,508</b>	<b>110,612</b>

The accompanying notes are part of the financial statements.

**Ford Motor Company A/S**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

## NOTE 1. BACKGROUND AND BASIS OF PREPARATION

### Background

Ford Motor Company A/S was founded in 1919. The company operates as an importer and wholesaler of passenger and commercial vehicles as well as spare parts and accessories. Ford Motor Company A/S operates in Denmark and has sales externally to one dealership in Iceland.

Ford Motor Company A/S's registered office is Borupvang 5 D-E, Ballerup, 2750, Denmark.

### Basis of Preparation

#### *Statement of Compliance*

We prepared our financial statements in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB") and in conformity with IFRS as adopted by the European Union, together with any additional Danish disclosure requirements for large enterprises. We present the financial statements on the going concern basis.

With reference to section 112 of the Danish Financial Statements Act, the company has not prepared consolidated financial statements.

#### *Presentation*

The financial statements are presented in Danish Kroners, being the functional currency of the company. All financial information has been rounded to the nearest thousand, except where otherwise indicated.

The statement of financial position differentiates between current and non-current assets and liabilities. Assets and liabilities are classified as current if they mature within one year.

#### *Recognition and Measurement*

The financial statements have been prepared under the historical cost basis except when IFRS explicitly requires use of fair value.

## NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### Revenue Recognition

Revenue is generated primarily by sales of vehicles, parts and accessories. Revenue is recorded when obligations under the terms of a contract with our customer are satisfied; generally, this occurs with the transfer of control of our vehicles, parts or accessories. Revenue is measured as the amount of consideration we expect to receive in exchange for transferring goods. When we give our dealers the right to return eligible parts for credit, we reduce the related revenue for expected returns.

### Sales and Marketing Incentives

Sales and marketing incentives generally are recognised as revenue reductions in *Revenues*. The incentives generally take the form of cash payments to dealers and dealers' customers. The reduction to revenue is accrued at the later of the date the related vehicle is sold or the date the incentive program is both approved and communicated. We generally estimate these accruals using incentive programs that are approved as of the balance sheet date and are expected to be effective at the beginning of the subsequent period.

Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

### Foreign Currency Revaluation

We re-measure monetary assets and liabilities denominated in a currency that is different from Ford Motor Company A/S's functional currency.

The effect of this remeasurement process is reported in *Cost of sales, Selling, administrative, and other expenses, and Other interest income/(expense) and finance income/(cost), net.*

### Trade Receivables

*Trade receivables* consist primarily of receivables from contracts with our customers for the sale of vehicles, parts, and accessories. Trade receivables initially are recorded at the transaction amount and are typically outstanding for less than 30 days. Each reporting period, we evaluate the collectability of the receivables and record an allowance for doubtful accounts representing our estimate of the expected losses that result from all possible default events over the expected life of a receivable. Expected bad debt loss rates are applied to receivables that are grouped based on their number of days past due (aging buckets) to calculate the overall allowance. Default occurs when a receivable is 90 days or more past due. The allowance for doubtful accounts is measured using a provision matrix method based on the number of days a receivable is past due. Separate provision matrices are developed for each major type of receivable for each country. A receivable is written-off when it is deemed uncollectible and all collection efforts have been exhausted. Additions to the allowance for doubtful accounts are made by recording charges to bad debt expense reported in *Selling, administrative, and other expenses.*

Ford's exposure to credit risk arising from trade receivables is influenced primarily by the default risk of customer base and the risk associated with the industry and the country in which the customers operate. Our credit policy requires that credit limits be established for each external customer before the first shipment is released. The process of establishing or reaffirming credit limits considers the financial conditions and creditworthiness of the customer based on information such as current and historical financial statements, credit agency reports, and trade references. The credit limits are monitored and reviewed at least annually. Sales exceeding the limits are placed on hold if necessary to limit risk.

The carrying amount of trade receivables represents the maximum credit exposure. Ford may require a mortgage collateral from certain dealers for vehicle sales. In a few markets, we may require bank guarantees for direct sales or service parts for certain trade receivables. Ford does not have trade receivables and contract assets for which no loss allowance is recognized because of collateral.

### Income Taxes

Income tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in the income statement except to the extent that it relates to a business combination, items recognised directly in equity, or items recognised in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. Current tax payable also includes any tax liability arising from the declaration of dividends.

### Deferred Taxes

Deferred tax is recognised for temporary differences that exist between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

In determining the amount of current and deferred tax the company has no uncertain tax positions to take into

A deferred tax asset is recognised for unused tax losses, tax credits, and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

### **Presentation of Sales and Sales-Related Taxes**

We collect and remit taxes assessed by the Danish government that are both imposed on and concurrent with a revenue-producing transaction between us and our customers. These taxes may include, but are not limited to, sales, use, value-added, and some excise taxes. We report the collection of these taxes on a net basis (excluded from revenues).

### **Cash and Cash Equivalents**

*Cash and cash equivalents* consist of cash held in local bank accounts available upon demand and are recognised at fair value.

### **Inventories**

*Inventories* are measured at the lower of cost and net realisable value. The cost of inventories is determined by methods approximating the first-in first-out ("FIFO") principle, and includes expenditures incurred in acquiring the inventories, production or conversion costs, and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

### **Right-of-Use Assets and Lease Commitments**

We determine the classification of leases as operating or finance at the inception of the lease. A lease that transfers substantially all risks and rewards of ownership of the asset to the lessee is classified as a finance lease. All other leases are classified as operating leases.

Leases are recognized as a right-of-use asset and a corresponding liability at the date in which the leased asset is available for use. The right-of-use assets and lease liabilities are reported in Property, plant, and equipment and Other Financial Liabilities, respectively, on our balance sheet.

### **Property, Plant, and Equipment**

*Property, plant, and equipment* are recorded at cost, net of accumulated depreciation and impairments. We capitalise new assets when we expect to use the asset for more than one year. Routine maintenance and repair costs are expensed when incurred.

Depreciation is recognised in the income statement on a straight-line basis over the estimated useful lives of the property, plant, and equipment, taking into consideration our best estimate of its residual value.

Property and equipment are depreciated primarily using the straight-line method over the estimated useful life of the asset. Useful lives range from 1 year to 14.5 years. The estimated useful lives generally are 14.5 years for machinery and equipment and 1 year for vehicles.

Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

### Investments in subsidiaries

*Investments in subsidiaries* are stated at cost less provisions for impairment.

### Employee Benefits

We provide short-term and long-term benefits to our employees. Short-term employee benefit obligations generally take on the form of salaries, bonuses and profit sharing and are measured on an undiscounted basis. We generally expense short-term benefits in the period the related benefit is provided. Long-term employee benefit obligations generally take on the form of post-employment benefits.

Defined benefit pensions are measured based on the present value of projected future benefit payments for all participants for services rendered to-date. The measurement of projected future benefits is dependent on the provisions of each specific plan, demographics of the group covered by the plan, and other key measurement assumptions. For plans that provide benefits dependent on salary assumptions, we include a projection of salary growth in our measurements. No assumption is made regarding any potential changes to benefit provisions beyond those to which we are presently committed (e.g., in existing labour contracts).

The net periodic benefit costs associated with the company's defined benefit pension plans are determined using assumptions regarding the benefit obligation and the plan assets (where applicable) as of the beginning of each year. Net periodic benefit costs are recorded in *Cost of sales* and *Selling, administrative, and other expenses*.

The funded status of the benefit plans, which represents the difference between the benefit obligation and fair value of plan assets, is calculated on a plan-by-plan basis. The benefit obligation and related funded status are determined using assumptions as of the end of each year. The impact of plan amendments and actuarial gains and losses are recorded in *Accumulated other comprehensive income/(loss)*, and then reclassified to retained earnings at the end of the year.

Curtailement gains or losses are recorded when an event occurs that significantly reduces the number of employees covered by the plan. We record a curtailment gain when the employees who are entitled to the benefits terminate their employment; we record a curtailment loss when it becomes probable a loss will occur.

Ford Motor Company A/S shall recognise a settlement gain or loss in the period in which a transaction that permits derecognition of the net defined benefit liability. The gain or loss on a settlement shall comprise: (a) the present value of the obligation being settled, as determined on the date of the settlement; and (b) the settlement price, including any assets transferred and/or payments made.

Ford Motor Company A/S shall re-measure the plan as of the date of the action if there is a significant curtailment or settlement.

Our policy for funded pension plans is to contribute annually, at a minimum, amounts required by applicable laws and regulations. We may make contributions beyond those legally required.

When the benefits of a plan are improved, the portion of the increased benefit relating to past service by employees is recognised in profit or loss on a straight-line basis over the average period until the benefits become vested. To the extent that the benefits vest immediately, the expense is recognised immediately in profit or loss.

The net pension asset is limited to the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan (asset ceiling).

Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

### Provisions

A *provision* is recognised if, as a result of a past event, we have a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. We record provisions for warranty, dealer and customer claims and similar matters.

Due to the inherent uncertainty of the amount and timing of expected payments, we measure our provisions using patterned estimation models that take into consideration historical experience with similar matters, recent facts and circumstances, as well as assumptions about current trends. Each measurement reflects our best assumptions at each reporting period but the ultimate outcome of any matter could result in an amount different than the amount we have accrued and/or disclosed.

Provisions expected to be paid in a period of greater than one year are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as interest expense in *Other interest income/(expense) and finance income/(cost), net*.

### Warranties

We accrue obligations for warranty costs and field service actions (i.e., safety recalls, emission recalls, and other product campaigns) at the time of sale. We establish estimates for warranty and field service action obligations using a patterned estimation model using historical information regarding the nature, frequency, and average cost of claims for each vehicle line by model year. We re-evaluate the adequacy of our accruals on a regular basis and any revisions to our estimated obligation for warranties and field service actions are reported as *Changes in accrual related to pre-existing warranties*.

### Dealer and Customer Claims

We accrue for dealer and customer claims related to incentive programs that are approved as of the reporting date and are expected to be effective at the beginning of the subsequent period.

### Share-Based Payments

*Share-based payment arrangements* include awards that will be settled by the delivery of shares. The shares are measured at fair value on the grant date. The fair value of the awards that employees are expected to earn is recognised as compensation cost over the vesting period. Changes in the number of awards that employees are expected to earn are recognised in profit or loss over the vesting period.

We measure the fair value of stock options using an option-pricing model and the fair value of restricted stock units using the closing market price of our Common Stock on the grant date.

## NOTE 3. CRITICAL ACCOUNTING JUDGMENTS, ESTIMATES, AND ASSUMPTIONS

The preparation of financial statements in conformity with IFRS requires management to make judgments, estimates, and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income, and expenses. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

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We consider an accounting estimate to be significant if: 1) the accounting estimate requires us to make assumptions about matters that were highly uncertain at the time the accounting estimate was made, and 2) changes in the estimate that are reasonably likely to occur from period to period, or use of different estimates that we reasonably could have used in the current period, would have a material impact on our financial condition or results of operations.

The Management of the ultimate parent company has discussed the development and selection of these critical accounting estimates with the Audit Committee of our Board of Directors. In addition, there are other items within our financial statements that require estimation, but are not deemed critical as defined above. Changes in estimates used in these and other items could have a material impact on our financial statements.

### **Warranty and Product Recalls**

*Nature of Estimates Required.* We provide warranties on the products we sell. Separately, we also periodically perform field service actions related to safety recalls, emission recalls, and other product campaigns. Pursuant to these warranties and field service actions, we will repair, replace or adjust all parts on a vehicle that are defective in factory-supplied materials or workmanship. We accrue the estimated cost of both basic warranty coverages and field service actions at the time of sale.

*Assumptions and Approach Used.* We establish estimates for warranty and field service action obligations using a patterned estimation model. We use historical information regarding the nature, frequency, and average cost of claims for each vehicle line by model year. We re-evaluate our estimate of warranty and field service obligations on a regular basis. Experience has shown that the initial data for any given model year may be volatile; therefore, our process relies on long-term historical averages until sufficient data are available. As actual experience becomes available, we use the data to modify the historical averages in order to ensure that the estimate is within the range of likely outcomes. We then compare the resulting accruals with present spending rates to ensure that the balances are adequate to meet expected future obligations. Based on these data, we revise our estimates as necessary. Warranty coverages vary; therefore, our warranty accruals vary depending on the type of product and the geographic location of its sale for specific periods of time and/or mileage. Field service actions are distinguishable from warranties in that they may occur in periods beyond the basic warranty coverage period. Our best estimate of the obligation related to field service actions includes expected future payments related to vehicles produced in the most recent eight model years and announced field service actions for vehicles produced before this period.

Due to the uncertainty and potential volatility of these factors, changes in our assumptions could materially affect our financial condition and results of operations. See Note 19 of the Notes to the Financial Statements for information regarding warranty and product recall related costs.

### **Pensions**

*Nature of Estimates Required.* The estimation of our defined benefit pension plan obligations and expenses requires that we make use of estimates of the present value of projected future payments to all participants, taking into consideration the likelihood of potential future events such as demographic experience and health care cost increases. Plan obligations and expenses are based on existing retirement plan provisions. No assumption is made regarding any potential future changes to benefit provisions beyond those to which we are presently committed (e.g., in existing labour contracts).



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*Assumptions and Approach Used.* The assumptions used in developing the required estimates include the following key factors:

- *Discount rates.* Our discount rate assumption is based primarily on the results of a cash flow matching analysis, which matches the future cash outflows for each major plan to a yield curve based on high-quality bonds specific to the country of the plan. Benefit payments are discounted at the rates on the curve and a single discount rate specific to the plan is determined.
- *Salary growth.* Our salary growth assumption reflects our long-term actual experience, outlook, and assumed
- *Inflation.* Our inflation assumption is based on an evaluation of external market indicators, including real gross domestic product growth and central bank inflation targets.
- *Expected contributions.* Our expected amount and timing of contributions is based on an assessment of minimum requirements, cash availability, and other considerations (e.g., funded status, avoidance of regulatory premiums and levies, and tax efficiency).
- *Retirement rates.* Retirement rates are developed to reflect actual and projected plan experience.
- *Mortality rates.* Mortality rates are developed to reflect actual and projected plan experience.

Assumptions are set at each year end and are generally not changed unless there is a major plan event such as a significant curtailment or settlement that would trigger a plan remeasurement.

The effects of actual results differing from our assumptions and the effects of changing assumptions are recognised in *Accumulated Other Comprehensive Income/(Loss)* on our balance sheet.

See Note 16 for more information regarding pension costs and assumptions.

### **Income Taxes**

*Nature of Estimates Required.* We must make estimates and apply judgment in determining the provision for income taxes for financial reporting purposes. We make these estimates and judgments primarily in the following areas: (i) the calculation of tax credits, and (ii) the calculation of differences in the timing of recognition of revenue and expense for tax and financial statement purposes that will ultimately be reported in tax returns. Changes in these estimates and judgments may result in a material increase or decrease to our tax provision, which would be recorded in the period in which the change occurs.

*Assumptions and Approach Used.* We are subject to the income tax laws and regulations of the Danish tax jurisdiction. We must assess the likelihood that we will be able to recover our deferred tax assets against future sources of taxable income. IFRS recognises deferred tax assets to the extent that it is more likely than not (defined as a likelihood of more than 50%) that sufficient taxable profits will be available to utilise the deductible temporary difference or unused tax losses.

Changes in our judgment regarding the ability to recover our deferred tax assets are reflected in our tax provision in the periods in which the changes occur.

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**NOTE 4. NEW STANDARDS AND INTERPRETATIONS NOT YET ADOPTED**

**Adoption of New Accounting Standards**

International Financial Reporting Standard 16 Leases. On January 1, 2019 we adopted the new accounting standard IFRS 16, Leases (“new lease standard”) using the modified retrospective method. We recognized the cumulative effect of initially applying the new lease standard as an adjustment to the opening balance of retained earnings. The comparative information has not been restated and continues to be reported under the lease accounting standard in effect for those periods. We do not expect the adoption of the new standard to have a material impact to our net income on an ongoing basis.

The new standard requires all leases to be reported on the Statement of Financial Position as right-of-use assets and lease obligations. We elected the practical expedients permitted under the transition guidance of the new standard that allow us to apply a single discount rate for a portfolio of leases with similar characteristics and to exclude initial direct costs from the measurement of the right-of-use asset at the date of initial application. We did not reassess whether any contracts entered into prior to adoption are leases or contain leases.

The following reconciliation to the opening balance for the lease liabilities at January 1, 2019 is based upon the operating lease obligations at December 31, 2018:

Finance lease liabilities at December 31, 2018	-
Undiscounted operating commitments as of December 31, 2018	1,720
Impact of discounting at January 1, 2019	(6)
Other changes	-
<b>Total lease liabilities at January 1, 2019</b>	<b>1,714</b>

The weighted average discount rate applied to future cash flows in order to determine the lease liabilities recognized at the date of initial application is 0,2%.

*Long-term Interests in Associates and Joint Ventures (effective January 1, 2019).* The standard provides guidance related to the treatment of equity method losses that exceed the basis. The standard will be adopted prospectively, and early adoption is permitted.

We also adopted the following amendments during 2019, none of which had a material impact to our financial statements or financial statement disclosures:

Amendments	Effective Date (a)
Plan Amendment, Curtailment or Settlement (Amendments to IAS 19)	January 1, 2019

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### Accounting Standards Issued But Not Yet Adopted

The following represents the standards and amendments that are applicable to Ford, none of which are expected to have a material impact to our financial statements or financial statements disclosures:

*Interest Rate Benchmark Reform - Amendments to IFRS 9 and IFRS 7 (effective January 1, 2020).* The new standard applies to all hedges of interest rate risk before interbank offered rates (e.g., LIBOR) are replaced by alternative benchmark interest rates. It provides exceptions from applying specific hedge accounting requirements, including prospective assessment, during the transition. Replacement issues that arise when an existing benchmark rate is replaced will be addressed in Phase 2 of the IASB project.

*Insurance Contracts (effective January 1, 2021).* The new standard is meant to address the differences in accounting treatment across jurisdictions and insurance products which made it difficult for investors and analysts to understand and compare insurers' results. The majority of the change relates to long duration contracts

The International Accounting Standards Board ("IASB") has also issued the following amendments, which are not expected to have a material impact to our financial statements or financial statement disclosures:

Amendments	Effective Date
Definition of a Business (Amendments to IFRS 3)	January 1, 2020
Disclosure Initiative – Definition of Material (Amendments to IAS 1 and IAS 8)	January 1, 2020

### NOTE 5. REVENUES

Amounts included in *Revenues* on our income statement were as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
Sales of new vehicles, parts, and accessories (a)	3,028,651	2,927,896
Sales of vehicles previously leased under operating leases	-	-
Other (b)	9,593	7,699
Total revenues	<u>3,038,244</u>	<u>2,935,595</u>

(a) Risk wise (all sold to dealers) and business wise (spare parts supporting the vehicle sales) it is kind of the same.

(b) Other includes extended service plan revenue of MDKK 9,6 for the year ended December 31, 2019 (2018: MDKK 7,7)

The 98% of the total revenue has been sold to Forso Nordic Ab. There are three dealer groups that Forso Nordic Ab had the majority of sales to in 2019 (four dealers during 2018): Andersen Biler A/S, Autohuset Vestergaard A/S Personvogne and Via Biler A/S

Revenue is recognized when obligations under the terms of a contract with our customer are satisfied; generally this occurs with the transfer of control of our vehicles, parts, accessories, or services. Revenue is measured as the amount of consideration we expect to receive in exchange for transferring goods or providing services. The transaction price is allocated to each performance obligation based on the relative standalone selling price at contract inception for each performance obligation. Sales, value add, and other taxes we collect concurrent with revenue-producing activities are excluded from revenue. The expected costs associated with our base warranties and field service actions continue to be recognized as expense when the products are sold (see Note 19). We recognize revenue for vehicle service contracts that extend mechanical and maintenance coverages beyond our base warranties over the life of the contract. We do not have any material significant payment terms as payment is received at or shortly after the point of sale.

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*Vehicles, Parts, and Accessories.* For the majority of vehicles, parts, and accessories, we transfer control and recognize a sale when we ship the product from our manufacturing facility to our customer (dealers and distributors). We receive cash equal to the invoice price for most vehicle sales at the time of wholesale. When the vehicle sale is financed by Forso Nordic Ab, the dealer pays Forso Nordic Ab when it sells the vehicle to the retail customer (see Note 17). Payment terms on part sales to dealers, distributors, and retailers range from 30 to 120 days. The amount of consideration we receive and revenue we recognize varies with changes in marketing incentives and returns we offer to our customers and their customers. When we give our dealers the right to return eligible parts and accessories, we estimate the expected returns based on an analysis of historical experience. We adjust our estimate of revenue at the earlier of when the most likely amount of consideration we expect to receive changes or when the consideration becomes fixed.

*Used Vehicles.* We sell used vehicles both at auction and/or through our dealers. Proceeds from the sale of these vehicles are recognised in revenues upon transfer of control of the vehicle to the customer and the related vehicle carrying value is recognised in Cost of sales.

*Extended Service Contracts.* We sell separately-priced service contracts that extend mechanical and maintenance coverages beyond our base warranty agreements to vehicle owners. The separately priced service contracts range from 12 to 24 months. We receive payment at the inception of the contract and recognize revenue over the term of the agreement in proportion to the costs expected to be incurred in satisfying the obligations under the contract. At January 1, 2019 we dont have any unearned revenue associated with outstanding contracts that was reported in Other Liabilities and deferred revenue and neither was any revenue recognized as revenue during the year ended December 31, 2019. At December 31, 2019, the unearned amount was MDKK 4,9. We expect to recognize approximately MDKK 4,2 of the unearned amount in 2020, MDKK 0,6 in 2021, and nothing thereafter. We record a premium deficiency reserve to the extent we estimate the future costs associated with these contracts exceed the unrecognized revenue. Amounts paid to dealers to obtain these contracts are deferred and recorded as Other assets. These costs are amortized to expense consistent with how the related revenue is recognized. We had a balance of MDKK 4,6 in deferred costs as of December 31, 2019, and recognized MDKK 6,2 of amortization during the year ended December 31, 2019.

*Other revenue.* Other revenue consists primarily of net commissions received for serving as the agent in facilitating the sale of a third party's products or services to our customers. We transfer control and recognise the net commission when the products are delivered to our customer (dealer and distributor).

**NOTE 6. TOTAL COST OF SALES AND SELLING, ADMINISTRATIVE, AND OTHER EXPENSES**

Amounts included in *Cost of sales and selling, administrative, and other expenses* on our income statement were as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
Purchase of new vehicles, parts and accessories	2,873,536	2,725,186
Depreciation	2,105	259
Warranty	44,772	90,780
Advertising	47,265	55,032
Other	68,637	60,878
<b>Total cost of sales and selling, administrative, and other</b>	<b>3,036,315</b>	<b>2,932,135</b>

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**NOTE 7. OTHER INTEREST INCOME/(EXPENSE) AND FINANCE INCOME/(COST), NET**

Amounts included in *Other interest income/(expense) and finance income/(cost), net* on our income statement were as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
Interest income	-	-
Interest expense	(3,154)	(2,845)
<b>Total other interest (expense)/income, net</b>	<b>(3,154)</b>	<b>(2,845)</b>

**NOTE 8. OTHER INCOME/(EXPENSE), NET**

Amounts included in *Other income/(expense), net* on our income statement were as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
Commission	1,501	1,536
<b>Total</b>	<b>1,501</b>	<b>1,536</b>

**NOTE 9. NET FOREIGN CURRENCY EXCHANGE GAINS/(LOSSES)**

*Net foreign currency exchange gains/(losses)* recognised on our income statement were as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
Cost of sales	580	(300)
<b>Net foreign currency exchange (losses)/gains</b>	<b>580</b>	<b>(300)</b>

**NOTE 10. INCOME TAX BENEFIT/(EXPENSE)**

The *Income tax benefit/(expense)* on our income statement was estimated as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
<b>Current</b>		
Current tax on (loss)/profits for the year	(1,481)	(1,261)
Change in estimates related to prior years	14	-
<b>Total current</b>	<b>(1,468)</b>	<b>(1,261)</b>
<b>Deferred</b>		
Origination and reversal of temporary differences	4,658	4,387
Changes in tax losses carried forward	(4,067)	(3,658)
Valuation Allowance	(3,533)	(729)
<b>Total deferred</b>	<b>(2,942)</b>	<b>-</b>
<b>Income tax benefit/(expense)</b>	<b>(4,409)</b>	<b>(1,261)</b>

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The amount of reported income taxes in the statement of comprehensive income reconciled with income taxes calculated using Ford Motor Company A/S' applicable tax rate at December 31 was as follows (in TDKK). Ford Motor Company A/S' applicable tax rate is 22.0%. There is no income tax prepaid during the years ended December 31, 2019 and 2018. The final income tax paid during 2019 was TDKK 1.248 (no tax payment during 2018).

	For the years ended December 31,	
	2019	2018
(Loss)/Income before income taxes	276	2,151
Tax calculated at domestic tax rates applicable to profits (2019 - 22.0% and 2018 – 22.0%).	(61)	(473)
Tax effects of:		
Expenses/(Income) not (taxable)/deductible for tax purposes	(829)	(59)
Change in tax rates	-	-
Change in estimate related to prior years	14	-
Valuation allowances	(3,533)	(729)
<b>Income tax benefit/(expense)</b>	<b>(4,409)</b>	<b>(1,261)</b>
Effective tax rate	22%	59%

The deferred tax amounts shown on the balance sheet at December 31 were as follows (in TDKK):

	2019	2018
Deferred tax assets	3,036	6,000
Deferred tax liabilities	-	-
<b>Net deferred tax assets</b>	<b>3,036</b>	<b>6,000</b>

Deferred taxes by major category at December 31 were as follows (in TDKK):

	2019	2018
<b>Deferred tax assets</b>		
Tax losses carried forward	4,135	8,218
Dealer and customer claims	9,287	7,253
Reserve for doubtful debts	-	-
Compensation accruals	2,979	384
Deferred tax assets	16,401	15,855
Less: valuation allowance	(13,338)	(9,805)
<b>Total deferred tax assets</b>	<b>3,064</b>	<b>6,050</b>
<b>Deferred tax liabilities</b>		
Depreciation and amortization (excluding leasing transactions)	(28)	(50)
<b>Total deferred tax liabilities</b>	<b>(28)</b>	<b>(50)</b>
<b>Net deferred tax assets</b>	<b>3,036</b>	<b>6,000</b>

At December 31, 2019, Ford Motor Company A/S had pre-tax operating loss carry-forwards for income tax purposes in the amount of DKK 24.069.503. Tax benefits of operating loss carry-forwards are evaluated on an ongoing basis, including a review of historical and projected future operating results, the eligible carry forward period, and other

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The current and non-current portions of deferred income taxes expected to be recovered or settled within and after one year at December 31 were as follows (in TDKK):

	2019	2018
<b>Deferred tax assets</b>		
Current portion	2,000	2,000
Non-current portion	1,036	4,000
<b>Total deferred tax asset</b>	<b>3,036</b>	<b>6,000</b>
<b>Deferred tax liabilities</b>		
Current portion	-	-
Non-current portion	-	-
<b>Total deferred tax liabilities</b>	<b>-</b>	<b>-</b>
<b>Net deferred tax assets</b>	<b>3,036</b>	<b>6,000</b>

#### NOTE 11. TRADE AND OTHER RECEIVABLES, NET

Trade and other receivables, net on our statement of financial position were as follows (in TDKK):

	December 31, 2019	December 31, 2018
Trade receivables	25,174	1,643
Amounts owed by group undertakings	642,504	566,801
Amounts owed by joint ventures of the ultimate parent	-	-
Other	539	457
<b>Total</b>	<b>668,217</b>	<b>568,901</b>
Current	668,217	568,901
Non-current	-	-
<b>Total</b>	<b>668,217</b>	<b>568,901</b>

Amounts owed by group undertakings are unsecured; elements bear interest at a variable rate which is capitalised monthly and are repayable on demand.

The fair value of all trade and other receivables is approximate to the carrying value. Amounts overdue do not have a material impact on these financial statements.

Excess liquidity is placed with a finance centre within the Ford Group and carries interest. In the Financial Statements this item is classified as part of receivables from group undertakings of MDKK 635 (2018: MDKK 566). The deposit in the finance centre ranks subordinate in relation to the debt of the finance centre to Ford Motor Company, to debt to certain other companies in the Ford Motor Company group and to debt to certain external lenders.

#### NOTE 12. INVENTORIES

Inventories on our statement of financial position were as follows (in TDKK):

	December 31, 2019	December 31, 2018
Finished products	110,489	57,388
Company service vehicles	8,078	6,038
<b>Total</b>	<b>118,567</b>	<b>63,426</b>

There was no impairment of inventories for the years ended December 31, 2019 and 2018.

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**NOTE 13. OTHER ASSETS**

*Other assets* on our statement of financial position were as follows (in TDKK):

	December 31, 2019	December 31, 2018
Prepayments	6,509	8,092
<b>Total</b>	<b>6,509</b>	<b>8,092</b>
Current	5,554	7,079
Non-current	955	1,013
<b>Total</b>	<b>6,509</b>	<b>8,092</b>

**NOTE 14. PROPERTY, PLANT, AND EQUIPMENT**

*Property, plant, and equipment* includes machinery and equipment, vehicles and other assets that we use in our normal operations. Depreciation is recognised in the income statement on a straight-line basis over the estimated useful lives of the property, plant, and equipment, taking into consideration our best estimate of its residual value.

Useful lives range from 1 year to 14,5 years. The estimated useful lives generally are 14,5 years for machinery and equipment and 1 year for vehicles.

Changes in *Property, plant, and equipment* balances on our statement of financial position were as follows (in TDKK):

	For the year ended December 31, 2019		
	Leasehold improvements	Machinery, Equipment, and Other	Total
<b>Cost</b>			
Beginning balance at January 1	-	5,407	5,407
Reclassifications (a)	-	-	-
Additions	-	-	-
Disposals	-	-	-
Ending balance at December 31	-	5,407	5,407
<b>Accumulated depreciation and impairment</b>			
Beginning balance at January 1	-	(4,838)	(4,838)
Depreciation	-	(210)	(210)
Disposals	-	-	-
Ending balance at December 31	-	(5,048)	(5,048)
<b>Total</b>	<b>-</b>	<b>359</b>	<b>359</b>

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	For the year ended December 31, 2018		
	Leasehold improvements	Machinery, Equipment, and Other	Total
<b>Cost</b>			
Beginning balance at January 1	-	5,407	5,407
Reclassifications (a)	-	-	-
Additions	-	-	-
Disposals	-	-	-
Ending balance at December 31	-	5,407	5,407
<b>Accumulated depreciation and impairment</b>			
Beginning balance at January 1	-	(4,579)	(4,579)
Depreciation	-	(259)	(259)
Disposals	-	-	-
Ending balance at December 31	-	(4,838)	(4,838)
<b>Total</b>	-	<b>569</b>	<b>569</b>

There are no assets under finance lease arrangements included in *Property, plant, and equipment*.

#### NOTE 15. INTERESTS IN SUBSIDIARIES

##### Ownership Percentage and Investment Balances

*Investment in subsidiaries* on our statement of financial position was as follows (in TDKK, except percentages):

	Ownership Percentage	Investment Balance		
	December 31, 2019	December 31, 2019	December 31, 2018	January 1, 2018
	Ford Motor Norge A/S (Jurisdiction: Norway)	100.0%	25,732	25,732
		<b>25,732</b>	<b>25,732</b>	<b>25,732</b>

The investment in Ford Motor Norge A/S is held at historical cost, no impairment has been recorded against the investment value. According to the latest filed accounts dated 31st December 2018, the net profit was TNOK 18.748 and equity was TNOK 57.864.

#### NOTE 16. EMPLOYEE BENEFITS

We provide retirement benefits including the following:

*Defined Benefit Pension Plans.* We have defined benefit pension plans covering salaried employees. Our defined benefit plans are closed to new participants. Our defined benefit pension plans are funded (i.e., have restricted assets from which benefits are paid).

*Defined Contribution and Savings Plans.* We have also established defined contribution and savings plans for our employees. Contributions to these plans, if any, are made from general Company cash and are expensed as incurred. The expense for our defined contribution and savings plans was MDKK 1,8 in 2019 ( MDKK 1,8 in 2018)

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### Assumptions

The assumptions used to determine expense and benefit obligations were as follows (in TDKK):

	Pension Plans (Funded)	
	Pension Plans (Unfunded)	
	2019	2018
<b>Assumptions used to determine net benefit cost for the year ended December 31</b>		
Discount rate	0,50 %	2,00 %
Average rate of increase in compensation	2,00 %	2,00 %

### Benefit Plans - Expense and Status

The net expense/(income) and rereasurement cost for our defined benefit pension plan for the years ended December 31, were as follows (in TDKK):

	Pension Plans (Funded)	
	2019	2018
<b>Income/(Expense)</b>		
Current service cost	1,938	2,376
Net expense	1,938	2,376
<b>Remeasurements</b>		
Return on plan assets (greater)/less than discount rate	(33,721)	939
(Gain)/loss from changes in financial assumptions	31,762	-
Experience (gains)/losses	(435)	(1,143)
Total rereasurements	(2,394)	(204)
<b>Total</b>	<b>(456)</b>	<b>2,172</b>

The year-end status of the plan was as follows (in TDKK):

	Pension Plans (Funded)	
	2019	2018
<b>Change in benefit obligation</b>		
Benefit obligation at January 1	148,067	150,433
Current service cost	1,938	2,376
Interest expense	2,922	2,977
Plan participant contributions	336	387
Benefits paid	(7,568)	(7,747)
(Gain)/loss from change in financial assumptions	31,762	-
(Gain)/loss from change in demographic assumptions	-	784
Experience (gains)/losses	(435)	(1,143)
<b>Benefit obligation at December 31</b>	<b>177,022</b>	<b>148,067</b>
<b>Change in plan assets</b>		
Fair value of plan assets at January 1	151,035	150,654
Interest income	-	2,984
Return on plan assets greater/(less) than discount rate	33,721	(939)
Company contributions	5,086	5,696
Plan participant contributions	336	387
Benefits paid	(7,568)	(7,747)
Fair value of plan assets at December 31	182,610	151,035
<b>Total</b>	<b>5,588</b>	<b>2,968</b>

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**Change in asset ceiling/minimum funding requirement**

Asset ceiling/minimum funding requirement at January 1	-	(221)
Change in asset ceiling, excluding amounts included in interest cost/(income)	(2,922)	228
Interest expense/(income)	2,922	(7)
Asset ceiling/minimum funding requirement at December 31	-	-
<b>Total at December 31</b>	<b>5,588</b>	<b>2,968</b>

**Pension Plan Contributions**

In 2019, we contributed MDKK 5,1 to our fully funded pension plans (most of which were mandatory contributions). During 2020, we expect to contribute about MKK 6,1 from cash and cash equivalents.

**Estimated Future Benefit Payments**

Estimated future gross benefit payments were as follows (in TDKK):

	<b>Pension Plans (Funded)</b>
2020	7,355
2021	7,031
2022	6,737
2023	6,828
2024	7,241
2025-2029	36,204

There are no current expectations to receive a refund from the defined benefit scheme.

The defined benefit pension scheme's obligations and assets are covered by the Danica Pension Plan.

**Risks**

*Substantial pension liabilities impairing liquidity or financial condition.* If our cash flows and capital resources were insufficient to fund our pension obligations, we could be forced to suspend dividend payments or seek additional capital.

*Worse-than-assumed economic and demographic experience for postretirement benefit plans (e.g., discount rates).* The measurement of our obligations, costs, and liabilities associated with benefits pursuant to our postretirement benefit plans requires that we estimate the present value of projected future payments to all participants. We use many assumptions in calculating these estimates, including assumptions related to discount rates and demographic experience (e.g., mortality and retirement rates). To the extent actual results are less favourable than our assumptions, there could be a substantial adverse impact on our financial condition and results of operations.

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Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

**Pension Plan Asset Information**

*Investment Objective and Strategies.* All assets are externally managed and most assets are actively managed. Managers are not permitted to invest outside of the asset class (e.g., fixed income, public equity, alternatives) or strategy for which they have been appointed. We use investment guidelines and recurring audits as tools to ensure investment managers invest solely within the investment strategy they have been provided.

*Fair Value of Plan Assets.* Pension assets are recorded at fair value, and include primarily fixed income and equity securities, derivatives, and alternative investments, which include hedge funds, private equity, and real estate.

**Sensitivity Analysis**

There are no material sensitivities to disclose.

**NOTE 17. ACCOUNTS PAYABLE**

*Accounts payable* on our statement of financial position were as follows (in TDKK):

	December 31, 2019	December 31, 2018
Trade Payables	73,629	48,156
Amounts owed to group undertakings	434,903	212,128
Amounts owed to joint ventures of the ultimate parent	-	-
Social security and other taxes	44,933	21,330
<b>Total</b>	<b>553,465</b>	<b>281,614</b>

The fair value of *accounts payable* is approximate to the carrying value and measured at amortized cost.

**NOTE 18. DEFERRED REVENUE AND OTHER LIABILITIES**

*Deferred revenue and other liabilities* on our statement of financial position were as follows (in TDKK):

	December 31, 2019	December 31, 2018
Deferred Revenue	7,322	9,342
Social security and other taxes	-	41
Other	16,667	15,416
<b>Total</b>	<b>23,989</b>	<b>24,799</b>
Current portion	23,989	24,578
Non-current portion	-	221
<b>Total</b>	<b>23,989</b>	<b>24,799</b>

Deferred revenue relates to revenue received in relation to Extended Service Plans. Revenue is deferred and recognized to income on a straight-line basis over the contract period except in those circumstances where sufficient historical evidence indicates that the costs of performing the services under the contract are incurred on an other than a straight-line basis. In those circumstances, revenue is recognised over the contract period in proportion to the costs expected to be incurred in performing services under the contract.

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Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

The fair value of *deferred revenue and other liabilities* is approximate to the carrying value and measured at amortized cost.

**NOTE 19. PROVISIONS**

*Provisions* on our statement of financial position were as follows (in TDKK):

	December 31, 2019	December 31, 2018
Warranties	75,767	86,592
Dealer and customer claims	116,326	108,315
Other	1,475	750
<b>Total</b>	<b>193,568</b>	<b>195,657</b>
Current portion	168,535	161,120
Non-current portion	25,033	34,537
<b>Total</b>	<b>193,568</b>	<b>195,657</b>

**Warranties**

We accrue obligations for warranty costs and field service actions (i.e., safety recalls, emission recalls, and other product campaigns) at the time of sale. We establish estimates for warranty and field service action obligations using a patterned estimation model using historical information regarding the nature, frequency, and average cost of claims for each vehicle line by model year. We re-evaluate the adequacy of our accruals on a regular basis and any revisions to our estimated obligation for warranties and field service actions are reported as *Changes in accrual related to pre-existing warranties* in the table below.

The changes in provisions for warranties were as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
Beginning balance	86,592	46,289
Provisions made	65,958	45,346
Changes related to pre-existing provisions	(13,397)	51,800
Payments made	(63,415)	(56,836)
Accretion of discounting	29	(7)
Ending balance	<b>75,767</b>	<b>86,592</b>
Current portion	50,734	52,055
Non-current portion	25,033	34,537
<b>Total</b>	<b>75,767</b>	<b>86,592</b>

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Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

**Dealer and Customer Claims**

We accrue for dealer and customer claims related to incentive programs that are approved as of the reporting date and are expected to be effective at the beginning of the subsequent period.

The changes in provisions for dealer and customer claims were as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
Beginning balance	108,315	73,611
Provisions made	44,200	207,939
Payments made	(36,189)	(173,235)
Ending balance	<b>116,326</b>	<b>108,315</b>
Current portion	116,326	108,315
Non-current portion	-	-
<b>Total</b>	<b>116,326</b>	<b>108,315</b>

**NOTE 20. CAPITAL STOCK**

The number of *Common stock* shares outstanding at December 31 was as follows:

	2019	2018
Beginning balance	900,000	900,000
Shares issued	-	-
Shares reacquired	-	-
Ending balance	<b>900,000</b>	<b>900,000</b>

Par value per share is DKK 120 and all shares are fully paid.

**NOTE 21. ACCUMULATED OTHER COMPREHENSIVE INCOME/(LOSS)**

The changes in the accumulated balances for each component of *Accumulated other comprehensive income/(loss)* attributable to Ford Motor Company A/S were as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
<b>Pension and other postretirement benefits</b>		
Beginning balance	-	-
Gains/(Losses) arising during the period	609	2,969
Less: Tax/(Tax benefit)	-	-
Other comprehensive income/(loss), net of tax	609	2,969
Reclassification to retained earnings, net of tax	(609)	(2,969)
<b>Total AOCI ending balance at December 31</b>	<b>-</b>	<b>-</b>

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Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

**NOTE 22. SHARE-BASED PAYMENTS**

Ford Motor Company A/S's ultimate parent company issues restricted stock units ("RSUs") to our employees, which consist of time-based and performance-based awards. RSUs provide the recipients with the right to shares of Common Stock following a specified performance period and/or vesting period. Time-based awards generally have a vesting feature whereby one-third of each grant of RSUs vests after the first anniversary of the grant date, one-third after the second anniversary, and one-third after the third anniversary. Performance-based RSUs vest at the end of the specified performance period, generally three years, assuming required metrics are met. Performance-based RSUs have two components: one based on Ford's internal financial performance metrics, and the other based on Ford's total shareholder return relative to total shareholder returns of an industrial and automotive peer group. We issue new shares of Common Stock upon vesting of RSUs. All awards issued under the incentive plan are equity settled.

The fair value of both the time-based and the portion of the performance-based RSUs pertaining to internal performance metrics is determined using the closing price of our Common Stock. The fair value of time-based RSUs is expensed over the shorter of the vesting period, using the graded vesting method, or the time period an employee becomes eligible to retain the award at retirement. The fair value of performance-based RSUs is expensed when it is probable and estimable as measured against the performance metrics over the shorter of the performance or required service periods. Expense is recorded in *Selling, administrative, and other expenses*.

The expense recorded in Ford Motor Company A/S in relation to Share Based payments was DKK (15.804) and DKK 22.312 for the years ended December 31, 2019 and 2018, respectively.

**NOTE 23. RIGHT-OF-USE ASSETS AND LEASE COMMITMENTS**

We lease land, office space and equipment under agreements with contractual periods ranging from less than one year to 3 years. Many of our leases contain one or more options to extend. We include options that we are reasonably certain to exercise in our evaluation of the lease term after considering all relevant economic and financial factors. These are used to maximise operational flexibility in terms of managing the assets used in the Company's operations.

For the majority of our leases commencing after January 1, 2019, we do not separate the non-lease components (e.g., maintenance and operating services) from the lease components to which they relate. Instead, non-lease components are included in the measurement of the lease liabilities.

The Company is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. All leases contain a variable element in form of a 0,78% index increase per year. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

We calculate the initial lease liability as the present value of fixed payments not yet paid and variable payments that are based on a market rate or an index (e.g. CPI), measured at commencement. The majority of our leases are discounted using our incremental borrowing rate because the rate implicit in the lease is not readily determinable. All other variable payments are expensed as incurred.

Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

Lease right-of-use assets at December 31 were as follows (in TDKK):

	2019		Total
	Land and Buildings	Machinery, Equipment, and Other	
Cost	4,307	223	4,530
Accumulated depreciation	(2,865)	(80)	(2,945)
Accumulated impairment	-	-	-
Net carrying amount (a)	<b>1,442</b>	<b>143</b>	<b>1,585</b>

(a) During 2019, the office rent has been extended for six additional months, i.e. additional TDKK 1.432 in terms of Right of used assets and corresponding commitments.

Minimum non-cancellable operating lease commitments at December 31, 2018 were as follows (in TDKK):

	Operating Lease Commitments
2019	1,580
2020	77
2021	63
2022	-
2023	-
Thereafter	-
<b>Total</b>	<b>1,720</b>

The amounts contractually due on our lease liabilities as of December 31, 2019 were as follows (in TDKK):

	Lease Commitments
Within 1 year	1,519
After 1 year and within 2 years	70
After 2 years and within 3 years	-
After 3 years and within 4 years	-
After 4 years and within 5 years	-
After 5 years	-
Total	1,589
Less: Present value discount	(4)
<b>Total lease liabilities</b>	<b>1,585</b>

Supplemental cash flow information related to leases for the year ended December 31 was as follows (in TDKK):

	2019
<b>Cash paid for amounts included in the measurement</b>	
Operating cash flows	-
Financing cash flows	(2,945)
<b>Total cash paid</b>	<b>(2,945)</b>

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Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

The components of lease expense for the year ended December 31 were as follows (in TDKK):

	2019
<b>Depreciation</b>	
Land and buildings	(2,865)
Machinery, equipment, and other	(80)
Total depreciation	(2,945)
<b>Other Expenses</b>	
Interest expense	-
Variable lease expense	-
Sublease income	-
Total lease expense	-

**NOTE 24. FINANCIAL RISK MANAGEMENT**

Ford Motor Company A/S is exposed to a variety of risks in the normal course of its business. Its financial condition depends on the extent to which it effectively identifies, assesses, monitors, and manages these risks. The principal types of risk to which the company is exposed include:

- Market risk
- Liquidity risk
- Credit risk

Ford Motor Company, the ultimate parent company of Ford Motor Company A/S, manages each of these types of risk on a global consolidated basis in the context of its contribution to its overall risk. It makes business decisions on a risk-adjusted basis and prices its services consistent with these risks. Ford's global risk management policies are established to identify and analyse the risk exposures, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies are reviewed regularly at a global consolidated level to reflect changes in market conditions and Ford's activities.

Changes in interest rates or exchange rates do not have a material impact to the financial position of Ford Motor Company A/S.

**NOTE 25. CONTROLLING PARTIES**

The company's immediate parent company is Ford Capital BV located in the Netherlands. The ultimate parent company and controlling party is Ford Motor Company, a company incorporated in the State of Delaware in the USA, which is the parent undertaking of the largest group to consolidate these financial statements. Copies of the ultimate parent company's financial statements may be obtained from: Ford Motor Company, One American Road, Dearborn, Michigan 48126 USA

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Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

**NOTE 26. RELATED PARTIES TRANSACTIONS**

Our related parties include group undertakings of the ultimate parent company and key management personnel.

**Transactions with our group undertakings of our ultimate parent company**

In the ordinary course of business we buy from/sell various products and services including vehicles, parts, and components to/from entities under the control of our ultimate parent company of the ultimate parent company.

The income statement effects of transactions with entities under the control of our ultimate parent company was as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
Sales included in <i>Revenue (a)</i>	2,977,261	2,843,735
Purchases included in <i>Cost of sales</i>	2,873,536	2,725,186
<i>(a) Sales to Forso Nordic AB</i>		

The effect of transactions with entities under the control of the ultimate parent company on the statement of financial position was as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
Trade and other receivables	642,504	566,801
Trade and other payables	(434,903)	(212,128)

**Transactions with key management personnel**

	For the years ended December 31,	
	2019	2018
Salaries and other short-term benefits	2,603	2,214
Retirement, and other post-employment and other long-term benefits - defined benefit scheme	30	379
Retirement, and other post-employment and other long-term benefits - other	-	-
Share-based compensation	(15)	22
Other compensation	-	-
<b>Total compensation</b>	<b>2,618</b>	<b>2,615</b>

During the year 0 Directors (2018: 0 Directors) exercised share options in the ultimate parent company and 1 Director (2018: 1 Director) was eligible to receive shares in the ultimate parent company under a long term incentive programme.

There were no other transactions with key management personnel during . All transactions were on an arm's length basis.

Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

**NOTE 27. EMPLOYEE COSTS AND AUDITOR FEES**

**Employment costs**

	For the years ended December 31,	
	2019	2018
Wages and salaries	26,861	26,482
Social security costs	91	130
Pension costs	3,258	6,052
Other	1,341	1,014
<b>Total</b>	<b>31,551</b>	<b>33,678</b>

Total number of employees for the year ended December 31, 2019 and 2018 were 47 and 49 respectively.

**Auditor's fees**

Auditors' remuneration for the statutory audit of the company's annual financial statements (which included technical assistance with financial statements) was DKK 315.000 (2018: DKK 398.500). Remuneration for provision of other services was split as follows: tax advisory (which included technical assistance with the tax return) was DKK 120.000 (2018: DKK 150.000) and fee for assurance engagements was DKK 81.250 (2018: DKK 88.750).

**NOTE 28. GEOGRAPHIC INFORMATION**

Total Company revenues and non-current assets, split geographically, for the years ended December 31 were as follows (in TDKK):

	December 31, 2019		December 31, 2018	
	Revenues	Long-Lived Assets (a)	Revenues	Long-Lived Assets (a)
Domestic	2,977,261	1,944	2,843,735	569
Iceland	60,983	-	91,860	-
<b>Total company</b>	<b>3,038,244</b>	<b>1,944</b>	<b>2,935,595</b>	<b>569</b>

(a) *Property, plant, and equipment.*

**NOTE 29. BUSINESS COMBINATIONS**

No transactions were undertaken in 2019 that would qualify as Business Combinations.

Ford Motor Company A/S  
NOTES TO THE FINANCIAL STATEMENTS

**NOTE 30. DISCONTINUED OPERATIONS, HELD-FOR-SALE OPERATIONS, AND OTHER DISPOSITIONS**

No transactions were undertaken in 2019 that would qualify as a discontinued operation, held-for-sale operation or other disposition.

**NOTE 31. EVENTS SUBSEQUENT TO THE REPORTING DATE**

On March 11, 2020, the World Health Organization characterized the outbreak of the coronavirus disease known as COVID-19 as a global pandemic and recommended containment and mitigation measures. Subsequently, there have been extraordinary and wide-ranging actions taken by public health and governmental authorities throughout the world to contain and combat the outbreak and spread of COVID-19, including quarantines, “stay-at-home” orders, and similar mandates to substantially restrict daily activities for individuals and to curtail or cease normal operations for many businesses.

As a result, in March 2020, Ford Motor Company A/S began requiring its employees, except those in business-critical roles, to work from home.

Although the potential magnitude and duration of the business and economic impacts from the unprecedented public health efforts to contain and combat the spread of COVID-19 are uncertain, this situation is expected to have a negative impact on the company’s financial condition and results of operations in 2020 that may be material. The full impact, though, cannot be reasonably estimated at this time.

The company operates as distributor of vehicles within the Ford Motor Company. To ensure sufficient cash reserves are maintained, Ford Motor Company took several actions including suspending the regular quarterly dividend, drawing supplemental revolving credit facilities of \$15.4 billion, and issuing an additional \$8 billion of unsecured debt. With these actions taken, there is sufficient liquidity to fund the operations for at least the next twelve months from the issuance of these financial statements.

**NOTE 32. PROPOSED DIVIDEND**

The Board of Directors proposes to declare a dividend as follows (in TDKK):

	For the years ended December 31,	
	2019	2018
Proposed dividend	-	85,000
	-	85,000

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**Ford Motor Company A/S**  
**REPORT OF THE INDEPENDENT AUDITORS**

***Independent Auditor's Report***

To the Shareholder of Ford Motor Company A/S

**Opinion**

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 31 December 2019, and of the results of the Company's operations and cash flows for the financial year 1 January - 31 December 2019 in accordance with International Financial Reporting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

We have audited the Financial Statements of Ford Motor Company A/S for the financial year 1 January - 31 December 2019, which comprise income statement and statement of comprehensive income, balance sheet, statement of cash flows, statement of changes in equity and notes, including a summary of significant accounting policies ("financial statements").

**Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Statement on Management's Review**

Management is responsible for Management's Review.

Our opinion on the financial statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement in Management's Review.

**Management's Responsibilities for the Financial Statements**

Management is responsible for the preparation of Financial Statements that give a true and fair view in accordance with International Financial Reporting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

**Ford Motor Company A/S**  
**REPORT OF THE INDEPENDENT AUDITORS**

In preparing the financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

**Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

**Ford Motor Company A/S**  
**REPORT OF THE INDEPENDENT AUDITORS**

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Copenhagen, 31 August 2020

**PricewaterhouseCoopers**

Statsautoriseret Revisionspartnerselskab

*CVR No 33 77 12 31*

Jan Boje Andreassen  
State Authorised Public Accountant  
Mne2338

Gösta Gauffin  
State Authorised Public Accountant  
Mne45821

# PENNEO

The signatures in this document are legally binding. The document is signed using Penneo™ secure digital signature. The identity of the signers has been recorded, and are listed below.

"By my signature I confirm all dates and content in this document."

## Erling Olaf Kaas

### Bestyrelsesmedlem

On behalf of: Ford Motor Company A/S  
Serial number: PID:9208-2002-2-009916319327  
IP: 136.8.xxx.xxx  
2020-08-31 04:43:56Z

NEM ID 

## Frank Skjærbæk Pedersen

### Adm. direktør

On behalf of: Ford Motor Company A/S  
Serial number: PID:9208-2002-2-888657653454  
IP: 136.8.xxx.xxx  
2020-08-31 06:00:09Z

NEM ID 

## Frank Skjærbæk Pedersen

### Bestyrelsesmedlem

On behalf of: Ford Motor Company A/S  
Serial number: PID:9208-2002-2-888657653454  
IP: 136.8.xxx.xxx  
2020-08-31 06:00:09Z

NEM ID 

## Bence Gabor

### Bestyrelsesformand

On behalf of: Ford Motor Company A/S  
Serial number: bgabor@ford.com  
IP: 136.8.xxx.xxx  
2020-08-31 07:38:43Z

*Gábor Bence*

## Jan Boje Andreassen

### Statsautoriseret revisor

On behalf of: PricewaterhouseCoopers Statsautoriseret  
Revisionspartnerselskab  
Serial number: CVR:33771231-RID:61973527  
IP: 83.136.xxx.xxx  
2020-08-31 08:57:45Z

NEM ID 

## Gösta Gauffin

### Statsautoriseret revisor

On behalf of: PricewaterhouseCoopers Statsautoriseret  
Revisionspartnerselskab  
Serial number: CVR:33771231-RID:93448161  
IP: 83.136.xxx.xxx  
2020-08-31 09:13:23Z

NEM ID 

## Jacob Ørskov Rasmussen

### Dirigent

On behalf of: Ford Motor Company A/S  
Serial number: PID:9208-2002-2-839145217006  
IP: 194.182.xxx.xxx  
2020-08-31 09:27:17Z

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