

## Ford Motor Co. (F-PD)

NYSE; consumer durables; SIC 3711, Motor Vehicles & Passenger Car Bodies; CIK 0000037996

| Ford Motor Co.<br>F-PD; consumer durables |                                                                                                                                                                                                                                                                               |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grade                                     | <div><div>D</div><div><div></div><div></div><div></div><div></div><div></div></div><div><div>A</div><div>B</div><div>C</div><div>D</div><div>E</div></div><div>fourth fifth of 460 graded peers<br/>percentile 64.2; sampling error 2.3 points; lower is stronger</div></div> |
| Rank                                      | 293 of 460                                                                                                                                                                                                                                                                    |
| Profitability                             | <div><div>D</div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div>percentile 64.9</div></div>                                                                                         |
| Solvency                                  | <div><div>D</div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div>percentile 69.4</div></div>                                                                                         |
| Growth and financing                      | <div><div>B</div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div>percentile 31.8</div></div>                                                                                         |
| Reliability                               | 0.94 AUC<br>filers with over \$2.67B assets; 95% interval 0.88 to 0.97; 61 events, 2020 to 2025                                                                                                                                                                               |
| Peer failure rate                         | 0.52% a year<br>Item 1.03 bankruptcies, same asset band, 2012 to 2025                                                                                                                                                                                                         |
| Size band                                 | over \$2.67B assets<br>total assets \$289.2B                                                                                                                                                                                                                                  |
| Standard universe                         | inside<br>revenue above \$1M and assets above \$10M                                                                                                                                                                                                                           |
| Warnings                                  | none active<br>not computable: dilution, distress, fortress balance sheet                                                                                                                                                                                                     |
| Inputs computable                         | 7 of 14                                                                                                                                                                                                                                                                       |
| Graded from                               | filings received through Feb 11, 2026<br>240 days before the rescan; latest periodic filing 10-Q received Jul 29, 2026                                                                                                                                                        |
| Price used in grade                       | None                                                                                                                                                                                                                                                                          |



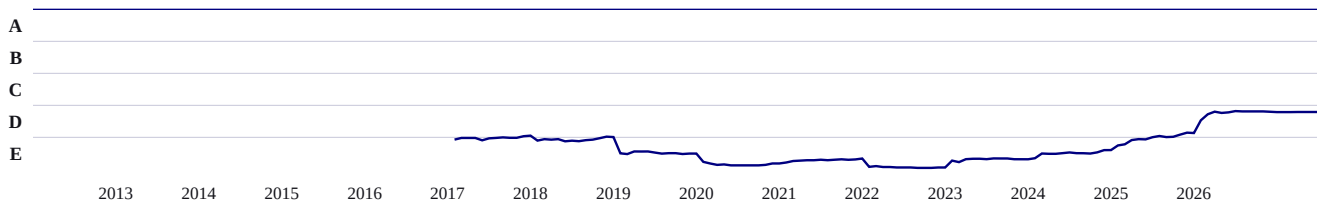
D, the sloth

fourth fifth of its sector; letters are fifths of the 460 graded peers

Rescans on file: D/E from Feb 21, 2017, E from Feb 21, 2019, D/E from Apr 21, 2019

## Letter at every rescan

*Jan 21, 2012 to Oct 9, 2026; sector percentile, stronger toward the top; facts filed by each date only*



## Business, in the company's words

opening of Item 1 of the 10-K received Feb 11, 2026

Sales, industry volume, and market share in certain key markets during the past three years were as follows: (in millions of units)(in millions of units)(as a percentage) (a)Represents primarily sales by dealers, sales to the government, and leases to Ford management, and is based, in part, on estimated vehicle registrations; includes medium and heavy trucks. (b)Industry volume is an internal estimate based on publicly available data collected from various government, private, and public sources around the globe; includes medium and heavy trucks. (c)Market share represents reported retail sales of our brands as a percent of total industry volume in the relevant market or region.

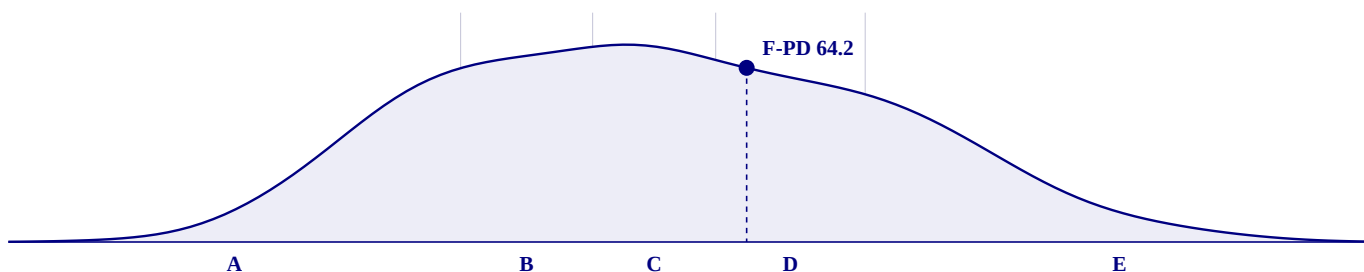
## The fourteen inputs

lower percentile is stronger; equal-weighted sleeves

| Input                                               | Percentile, 0 to 100 | Value          | Peer median | Percentile | Peers | Period end                                                                                                              |
|-----------------------------------------------------|----------------------|----------------|-------------|------------|-------|-------------------------------------------------------------------------------------------------------------------------|
| <b>Profitability, sleeve percentile 64.9</b>        |                      |                |             |            |       |                                                                                                                         |
| Gross profitability                                 |                      | 4.4%           | 34.4%       | 93.2       | 476   | 2025-12-31                                                                                                              |
| Return on invested capital                          |                      | not computable | 8.9%        |            |       | one or more required annual facts are missing                                                                           |
| Accruals ratio                                      |                      | (10.3%)        | (5.1%)      | 23.8       | 525   | 2025-12-31                                                                                                              |
| Gross margin stability, five years                  |                      | 3.3 pts        | 1.7 pts     | 77.7       | 407   | 2025-12-31                                                                                                              |
| <b>Solvency, sleeve percentile 69.4</b>             |                      |                |             |            |       |                                                                                                                         |
| Twelve-month failure probability                    |                      | not computable | 0.04%       |            |       | firm-wide XBRL shares cannot be assigned to one ticker class                                                            |
| Altman Z double-prime                               |                      | 0.38           | 2.11        | 66.0       | 402   | 2025-12-31                                                                                                              |
| Net debt to EBITDA                                  |                      | not computable | 2.11x       |            |       | one or more required annual facts are missing latest aligned inputs end 2023-12-31; latest annual assets end 2025-12-31 |
| Interest coverage                                   |                      | not computable | 2.57x       |            |       |                                                                                                                         |
| Current ratio                                       |                      | 1.07x          | 1.55x       | 72.9       | 541   | 2025-12-31                                                                                                              |
| <b>Growth and financing, sleeve percentile 31.8</b> |                      |                |             |            |       |                                                                                                                         |
| Revenue growth, three-year compound                 |                      | 5.8%           | 1.4%        | 26.7       | 482   | 2025-12-31                                                                                                              |
| Free cash flow growth, three-year compound          |                      | not computable | 8.3%        |            |       | current FCF must be positive and base FCF must exceed \$100,000 NOPAT must exceed \$100,000                             |
| Reinvestment rate                                   |                      | not computable | 12.0%       |            |       |                                                                                                                         |
| Asset growth, three years                           |                      | 4.2%           | 2.0%        | 36.9       | 487   | 2025-12-31                                                                                                              |
| Net share issuance, one year                        |                      | not computable | (0.3%)      |            |       | firm-wide XBRL shares cannot be assigned to one ticker class                                                            |

## Among 460 peers

consumer durables; letters are fifths of this list



Composite score of every graded peer, smoothed; vertical rules are the letter band edges; stronger to the left.

| Rank | Company                           | Percentile | Letter | Warnings                               |
|------|-----------------------------------|------------|--------|----------------------------------------|
| 291  | Edible Garden AG Inc. (EDBL)      | 63.8       | D      | late filer                             |
| 292  | Edible Garden AG Inc. (EDBLW)     | 63.8       | D      | late filer                             |
| 293  | Ford Motor Co. (F)                | 64.2       | D      |                                        |
| 294  | Ford Motor Co. (F-PB)             | 64.2       | D      |                                        |
| 295  | Ford Motor Co. (F-PC)             | 64.2       | D      |                                        |
| 296  | Ford Motor Co. (F-PD) <           | 64.2       | D      |                                        |
| 297  | Duluth Holdings Inc. (DLTH)       | 64.2       | D      |                                        |
| 298  | NU Skin Enterprises, Inc. (NUS)   | 64.6       | D      | distress,<br>fortress<br>balance sheet |
| 299  | A.K.A. Brands Holding Corp. (AKA) | 65.0       | D      |                                        |
| 300  | Peloton Interactive, Inc. (PTON)  | 65.0       | D      |                                        |
| 301  | O Reilly Automotive Inc. (ORLY)   | 65.4       | D      |                                        |

## What the price implies

at the 2026-10-09 close; none enters the grade

| Measure                                                 | Value          | Peer median | Percentile |
|---------------------------------------------------------|----------------|-------------|------------|
| Twelve-month price change, skipping the latest month    | not computable | (0.2%)      |            |
| Distance from 52-week high                              | not computable | (25.6%)     |            |
| EBIT to enterprise value                                | not computable | 5.0%        |            |
| Free cash flow yield                                    | not computable | 4.6%        |            |
| Book value to price                                     | not computable | 0.45        |            |
| Sales to price                                          | not computable | 1.49        |            |
| Composite equity issuance, five years                   | not computable | (16.0%)     |            |
| Relative strength against the sector, log excess return | not computable | (0.01)      |            |

## Diagnostics

not in the grade

| Measure                                                   | Value                           |
|-----------------------------------------------------------|---------------------------------|
| <b>Piotroski F-score None of 9, period end 2025-12-31</b> |                                 |
| Return on assets above zero                               | fail                            |
| Operating cash flow above zero                            | pass                            |
| Return on assets improved                                 | fail                            |
| Operating cash flow exceeds net income                    | pass                            |
| Long-term leverage fell                                   | fail                            |
| Current ratio improved                                    | fail                            |
| No new shares issued                                      | fail                            |
| Gross margin improved                                     | fail                            |
| Asset turnover improved                                   | fail                            |
| <b>Cash, filings, liquidity</b>                           |                                 |
| Cash and equivalents                                      | \$17.6B                         |
| Operating cash flow, four quarters                        | \$18.9B                         |
| Months of runway                                          | not finite                      |
| Days since last periodic filing                           | 72 (10-Q received Jul 29, 2026) |

## Sources

each row links to the filing index on sec.gov

| #  | Concept                   | XBRL tag                                                                                     | Value    | Period end | Received   | Form | Accession            |
|----|---------------------------|----------------------------------------------------------------------------------------------|----------|------------|------------|------|----------------------|
| 1  | revenue                   | us-gaap:RevenueFromContractWithCustomerExcludingAssessedTax                                  | \$187.3B | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 2  | cost of revenue           | us-gaap:CostOfGoodsAndServicesSold                                                           | \$174.5B | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 3  | assets                    | us-gaap:Assets                                                                               | \$289.2B | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 4  | net income                | us-gaap:ProfitLoss                                                                           | -\$8.2B  | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 5  | operating cash flow       | us-gaap:NetCashProvidedByUsedInOperatingActivities                                           | \$21.3B  | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 6  | assets                    | us-gaap:Assets                                                                               | \$285.2B | 2024-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 7  | revenue                   | us-gaap:RevenueFromContractWithCustomerExcludingAssessedTax                                  | \$185.0B | 2024-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 8  | cost of revenue           | us-gaap:CostOfGoodsAndServicesSold                                                           | \$158.4B | 2024-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 9  | revenue                   | us-gaap:RevenueFromContractWithCustomerExcludingAssessedTax                                  | \$176.2B | 2023-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 10 | cost of revenue           | us-gaap:CostOfGoodsAndServicesSold                                                           | \$150.6B | 2023-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 11 | revenue                   | us-gaap:RevenueFromContractWithCustomerExcludingAssessedTax                                  | \$158.1B | 2022-12-31 | 2025-02-06 | 10-K | 0000037996-25-000013 |
| 12 | cost of revenue           | us-gaap:CostOfGoodsAndServicesSold                                                           | \$134.4B | 2022-12-31 | 2025-02-06 | 10-K | 0000037996-25-000013 |
| 13 | revenue                   | us-gaap:RevenueFromContractWithCustomerExcludingAssessedTax                                  | \$136.3B | 2021-12-31 | 2024-02-07 | 10-K | 0000037996-24-000009 |
| 14 | cost of revenue           | us-gaap:CostOfGoodsAndServicesSold                                                           | \$114.7B | 2021-12-31 | 2024-02-07 | 10-K | 0000037996-24-000009 |
| 15 | current assets            | us-gaap:AssetsCurrent                                                                        | \$123.5B | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 16 | current liabilities       | us-gaap:LiabilitiesCurrent                                                                   | \$114.9B | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 17 | retained earnings         | us-gaap:RetainedEarningsAccumulatedDeficit                                                   | \$22.5B  | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 18 | operating income          | us-gaap:OperatingIncomeLoss                                                                  | -\$9.2B  | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 19 | book equity               | us-gaap:StockholdersEquity                                                                   | \$36.0B  | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 20 | liabilities               | us-gaap:Liabilities                                                                          | \$253.2B | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 21 | operating income          | us-gaap:OperatingIncomeLoss                                                                  | \$5.5B   | 2023-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 22 | interest expense          | us-gaap:InterestExpense                                                                      | \$7.6B   | 2023-12-31 | 2024-02-07 | 10-K | 0000037996-24-000009 |
| 23 | capital expenditure       | us-gaap:PaymentsToAcquireProductiveAssets                                                    | \$8.8B   | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 24 | operating cash flow       | us-gaap:NetCashProvidedByUsedInOperatingActivities                                           | \$15.4B  | 2024-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 25 | capital expenditure       | us-gaap:PaymentsToAcquireProductiveAssets                                                    | \$8.7B   | 2024-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 26 | operating cash flow       | us-gaap:NetCashProvidedByUsedInOperatingActivities                                           | \$14.9B  | 2023-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 27 | capital expenditure       | us-gaap:PaymentsToAcquireProductiveAssets                                                    | \$8.2B   | 2023-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 28 | operating cash flow       | us-gaap:NetCashProvidedByUsedInOperatingActivities                                           | \$6.9B   | 2022-12-31 | 2025-02-06 | 10-K | 0000037996-25-000013 |
| 29 | capital expenditure       | us-gaap:PaymentsToAcquireProductiveAssets                                                    | \$6.9B   | 2022-12-31 | 2025-02-06 | 10-K | 0000037996-25-000013 |
| 30 | depreciation amortization | us-gaap:DepreciationDepletionAndAmortization                                                 | \$16.0B  | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 31 | pretax income             | us-gaap:IncomeLossFromContinuingOperationsBeforeIncomeTaxesExtraordinaryItemsDeductibleItems | \$11.8B  | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 32 | income tax                | us-gaap:IncomeTaxExpenseBenefit                                                              | -\$3.7B  | 2025-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 33 | current assets            | us-gaap:AssetsCurrent                                                                        | \$124.5B | 2024-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 34 | current liabilities       | us-gaap:LiabilitiesCurrent                                                                   | \$106.9B | 2024-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 35 | assets                    | us-gaap:Assets                                                                               | \$273.3B | 2023-12-31 | 2026-02-11 | 10-K | 0000037996-26-000015 |
| 36 | assets                    | us-gaap:Assets                                                                               | \$255.9B | 2022-12-31 | 2025-02-06 | 10-K | 0000037996-25-000013 |