

NCG Motor Company A/S

Annual Report for 2024

**Borupvang 1
2750 Ballerup**

CVR-nr. 62532319

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

Copenhagen, 27th of June 2025

Steffen Thomsen Schultz

NCG Motor Company A/S
INTERNATIONAL FINANCIAL REPORTING STANDARDS

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NCG Motor Company A/S DIRECTORS' REPORT

The Directors present their annual report and audited financial statements for the year ended 31 December 2024 for NCG 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 ³	Erling Kaas ¹	Charlotte Lone Jensen ²
Zsofia Kiss-Torocsik ² ₃	Sine Norin Sejer ^{2 3}	Jakob Themberg ¹
Thomas Jöhncke ³	Thomas Rode Madsen ³	Jens Bisgaard Thomsen ³
Lars Huttunen van het Erve ³		

1 At General Assembly 4th June 2024, Jakob Themberg is appointed as new member of the Board of Directors. He will replace the resigning member Erling Kaas.

2 At Extraordinary General Meeting 6th December 2024, Charlotte Lone Jensen and Zsofia Kiss-Torocsik resign from the Company's board of directors and Sine Norin Sejer is elected as a new member of the Company's board of directors.

3 At 3rd January 2025, Frank Skjærbæk Pedersen, Sine Norin Sejer and Jakob Themberg resign from the Company's board of directors and Thomas Jöhncke, Thomas Rode Madsen, Jens Bisgaard Thomsen and Lars Huttunen van het Erve are elected as a new member of the Company's board of directors.

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 Faroe Island and one dealership located in Iceland.

The market came out higher than expected with a total market of 207,275 units, with an increase in both, commercial and passenger cars.

The company's sale of passenger cars and Vans in 2024 was lower than expected by management after changes in production capacity and allocation.

The company sold 5.811 passenger cars in 2024 which is a decrease of 23,54% compared to 2023. This caused Ford's market share for passenger cars to decrease from 4,40% in 2023 to 3,36% in 2024. Ford closed the year as the 11th best-selling brand in respect of passenger cars in 2024.

The market share on vans in 2024 was higher than 2023, our share went down to 19,38% from 17,54% in 2023. The company sale of vans amounted to 6.639 units which was 16,97% higher than in 2023. Ford closed the year as the 2nd best-selling brand in respect of Vans in 2024.

Ford was the fifth most sold brand in 2024.

**NCG Motor Company A/S
DIRECTORS' REPORT**

During the year, an extraordinary non-cash dividend was transferred to Ford Netherland BV, measured at the fair value determined by an independent company. This corresponded to the investment in Ford Motor Norge A/S. This value was established at 39.400.000 Danish Kroners. This resulted in Other Income of 13.668 thousand Danish Kroners.

During 2024, a Purchase Agreement was signed between Ford Nederland B.V. and NCG Distribution A/S for the sale and transfer of the full ownership of the Shares of Ford Motor Company A/S from 1st January 2025. A number of actions were taken prior to the sale which affected the Balance Sheet.

The Company reverted back to the entrepreneurs (Ford Werke GmbH and Ford Motor Company Limited UK) the finished vehicles that were in transit at the end of the year.

In addition, a Warranty Transfer Agreement was signed with Ford-Werke GmbH and both the deferred revenue balances related to the Extended Service Business and Warranty Provisions were transferred to Ford-Werke GmbH.

Furthermore, the Company settled all intercompany receivables and payables with other Ford Group entities. After these actions, the remaining balance in the cash-pooling account with FILM (Ford International Liquidity Management) was moved to cash.

During 2024, Ford Motor Norge A/S was moved to Ford Nederland B.V. via a dividend in kind at fair value. Valuation was performed by an independent party.

Future developments

The Danish car market is expected to be on a level of 180.000 registered passenger units in 2025. The market will be impacted by consumer confidence, financial situation in general, interest increase and inflation.

For vans, sales are also expected to be on a higher level in 2025 corresponding to approximately 35.000 units.

The company expects that 2025 will be at the same level as 2024 performance.

*The figures for the number of registered units are based on statistics from the Danish Car Importers Association (De danske bilimportører).

Financial Highlights

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

Key figures	2024	2023	2022	2021	2020
	TDKK	TDKK	TDKK	TDKK	TDKK
Income Statement:					
Revenue	3.602.717	3.520.581	3.192.110	3.876.394	3.619.231
Operating (loss)/ profit	7.078	17.824	18.469	12.108	7.441
Net Profit/(Loss) from financial items	30.501	24.261	1.771	(888)	(935)
Net Profit/(Loss) for the year after tax	46.521	32.235	19.620	16.492	10.220
Statement of Financial Position					
Total Assets	596.664	1.234.359	1.036.890	1.298.741	1.372.917
Equity	197.753	194.235	159.223	136.328	121.127
Investment in property, plant and equipment	—	—	—	268	1.942
Number of employees at the end of the financial year	49	49	49	47	48
Proposed Dividend	—	—	—	—	—

The Board of Directors proposes declare a dividend of 84.000.000 Danish Kroners.

Political donations

There were no contributions to political parties (2023: nil).

Financial risks

The company's operations expose it to a variety of financial risks that include price risk and liquidity risk. The company has in place a risk management program 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 NCG Motor Company A/S.

Post balance sheet events

On January 1st 2025, upon the terms and subject to the conditions set forth in the Purchase Agreement, Ford Nederland B.V. sold and transferred the full ownership of the Shares to NCG Distribution A/S.

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: <https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2025-integrated-sustainability-and-financial-report.pdf>

Data Ethics

With reference to section 99d(3) 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 Sustainability Report includes a section for Data Protection, Privacy and Cyber Security, which also applies for NCG Motor Company A/S.

The report is available on the Group's website: <https://corporate.ford.com/content/dam/corporate/us/en-us/documents/reports/2024-integrated-sustainability-and-financial-report.pdf>

Management's Statement

The Board of Directors and Executive Board have today considered and adopted the Annual Report of NCG Motor Company A/S for the financial year 1 January – 31 December 2024.

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 2024 of the Company and of the results of the Company operations and cash flows for the financial year 1 January - 31 December 2024.

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, 27th of June 2025

Executive Board

Frank Skjærbæk Pedersen
CEO

Board of Directors

Steffen Thomsen Schultz
Chairman

Thomas Rode Madsen Jens Bisgaard Thomsen Lars Huttunen van het Erve

NCG Motor Company A/S

INCOME STATEMENT
(in DKK thousands)

	Note	As at December 31,	
		2024	2023
Revenues			
Automotive	5	3.602.717	3.520.581
Total revenues		3.602.717	3.520.581
Cost of sales and other expenses			
Cost of sales		3.450.035	3.297.814
Selling, administrative, and other expenses		145.604	204.943
Total costs and expenses	6	3.595.639	3.502.757
Other income	8	15.426	1.830
Other interest income	7	36.939	29.909
Other interest expense and finance cost	7	(6.438)	(5.648)
Profit/(Loss) before income tax		53.005	43.915
Income tax (benefit)/expense	10	6.484	11.680
Net profit/(loss)		46.521	32.235

STATEMENT OF COMPREHENSIVE INCOME
(in DKK thousands)

	Note	As at December 31,	
		2024	2023
Net profit/(loss)		46.521	32.235
Other comprehensive income/(loss), net of tax			
Recognition of actuarial gains/(losses)			
Remeasurement of the asset / (liability) for the post-employment benefit	16	(4.817)	2.195
Interest income/(expense) impact on irrecoverable surplus		1.060	484
Total other comprehensive income/(loss), net of tax	21	(3.757)	2.679
Comprehensive income/(loss)		42.764	34.914

The accompanying notes are part of the financial statements.

NCG Motor Company A/S

STATEMENT OF FINANCIAL POSITION (in DKK thousands)

	Note	As at December 31,	
		2024	2023
ASSETS			
Cash and cash equivalents		335.442	202.332
Trade and other receivables	11	222.686	838.124
Inventories	12	10.787	133.922
Other assets	13	869	8.230
Total current assets		569.784	1.182.608
Property, plant and equipment	14/23	2.603	3.904
Investment in subsidiaries	15	—	25.732
Pension Asset	16	10.112	14.527
Deferred income taxes	10	13.545	6.980
Other assets	13	620	608
Total non-current assets		26.879	51.751
Total assets		596.663	1.234.359
LIABILITIES			
Accounts payable	17	219.678	574.304
Deferred revenue and other liabilities	18	10.015	34.269
Provisions	19	155.790	209.853
Income taxes payable	10	11.988	12.012
Debt - current	23	1.142	1.086
Total current liabilities		398.613	831.524
Deferred revenue and other liabilities	18	—	6.608
Provisions	19	—	200.554
Debt – non-current	23	297	1.438
Total non-current liabilities		297	208.600
Total liabilities		398.910	1.040.124
EQUITY			
Common stock	20	108.000	108.000
Capital in excess of par value of stock		474	320
Accumulated other comprehensive income/(loss)	21	—	—
(Accumulated losses)/Retained Earnings		89.279	85.915
Total equity		197.753	194.235
Total liabilities and equity		596.663	1.234.359

The accompanying notes are part of the financial statements.

NCG Motor Company A/S

STATEMENT OF CASH FLOWS
(in DKK thousands)

	As at December 31,	
	2024	2023
Cash flows from operating activities		
Net profit/(loss)	46.521	32.235
Depreciation	1.242	1.200
Share-based payment expense/(income)	154	98
Pension/OPEB expense/(income)	(3.757)	2.679
Foreign currency adjustments	(33)	(104)
Decrease/(Increase) in inventory	123.135	(6.234)
Decrease/(Increase) in trade and other receivables and other assets	(108.072)	(14.795)
(Decrease)/Increase in provisions	(254.617)	25.930
(Decrease)/Increase in accounts payable and other liabilities	(385.671)	126.495
Cash flows from taxes	(24)	11.052
Other	(15.462)	(6.103)
Net cash provided by/(used in) operating activities	(596.584)	172.453
Cash flows from investing activities		
Group undertakings	730.860	12.156
Net cash provided by/(used in) investing activities	730.860	12.156
Cash flows from financing activities		
Lease payments	(1.166)	(1.143)
Net cash provided by/(used in) financing activities	(1.166)	(1.143)
Net increase/(decrease) in cash and cash equivalents	133.110	183.466
Cash and cash equivalents at January 1	202.332	18.866
Net increase/(decrease) in cash and cash equivalents	133.110	183.466
Cash and cash equivalents at December 31	335.442	202.332

The accompanying notes are part of the financial statements.

NCG 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
Balance at January 1, 2023	108.000	222	—	51.001	159.223
Comprehensive income/(loss)	—	—	—	—	—
Net profit/(loss)	—	—	—	32.235	32.235
Other comprehensive income/(loss)	—	—	2.679	—	2.679
Reclassifications	—	—	(2.679)	2.679	—
Comprehensive income/(loss)	—	—	—	34.914	34.914
Transactions with shareholders	—	—	—	—	—
Dividends	—	—	—	—	—
Share-based compensation	—	98	—	—	98
Total transactions with shareholders	—	98	—	—	98
Balance at December 31, 2023	108.000	320	—	85.915	194.235
Balance at January 1, 2024	108.000	320	—	85.915	194.235
Comprehensive income/(loss)	—	—	—	—	—
Net profit/(loss)	—	—	—	46.521	46.521
Other comprehensive income/(loss)	—	—	(3.757)	—	(3.757)
Reclassifications	—	—	3.757	(3.757)	—
Comprehensive income/(loss)	—	—	—	42.764	42.764
Transactions with shareholders	—	—	—	—	—
Dividends	—	—	—	(39.400)	(39.400)
Share-based compensation	—	154	—	—	154
Total transactions with shareholders	—	154	—	(39.400)	(39.246)
Balance at December 31, 2024	108.000	474	—	89.279	197.753

The accompanying notes are part of the financial statements.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

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NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

NOTE 1. BACKGROUND AND BASIS OF PREPARATION

Background

NCG 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. NCG Motor Company A/S operates in Denmark and has sales externally to one dealership in Iceland and one dealership in Faroe Island.

NCG Motor Company A/S's registered office is Borupvang 1, 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. MATERIAL ACCOUNTING POLICY INFORMATION

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.

NCG 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 NCG 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.

Other receivables relate to deposits with other group entities. These receivables are initially recorded at the nominal amount of the deposit and are short term in nature. Each reporting period, we evaluate the collectability of these receivables. There is no history of uncollectible receivables against group undertakings in the past and we do not foresee such an occurrence in the future; therefore, no allowance for doubtful accounts has been recorded related to these receivables.

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.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

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.

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 consideration.

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 different governmental authorities 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 nominal 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.

Lease Accounting

A lease asset and a corresponding lease liability are recognised in the balance sheet when a lease has been concluded and the lease asset has been made available.

The lease asset is initially measured at cost equivalent to the value of the lease liability added prepaid lease payments. The lease liability is initially measured at the net present value of future lease payments discounted at the interest rate implicit in the lease or the Company's incremental borrowing rate if the interest rate implicit in the lease is not available. The right-of-use assets and lease liabilities are reported in Property, plant, and equipment and Other Financial Liabilities, respectively, on our balance sheet.

Subsequently, the asset is measured at cost less accumulated depreciation and impairment losses. The lease asset is depreciated over the lease term. Depreciation is recognised on a straight-line basis in the income statement.

Leases with terms of less than 12 months are not recognised in the balance sheet. This also applies to leases of low-value assets. Lease payments are instead recognised in the income statement on a straight line basis over the lease term. No leases subject to variable payments have been concluded.

When assessing the expected lease term, the non-cancellable lease term is identified. If the lease includes an extension option which Management is reasonably certain to exercise, this is added to the noncancellable lease term.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

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 6 to 14.5 years. The estimated useful lives generally are 14.5 years for machinery and equipment

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.

Curtailment 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.

NCG 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.

NCG 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.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

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).

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.

Non-Cash Dividend

The Company accounts for distributions of non-cash assets to shareholders as dividends in kind. Specifically, when the Company distributes 100% of the shares of a subsidiary to its shareholders as a dividend, the dividend is measured at the fair value of the shares distributed as of the date of declaration. The fair value is determined by an independent company. The dividend is recognized as a reduction of investment in the statement of financial position at its fair value, with any difference between the previous carrying amount and the fair value of the dividend recognized directly in Other Income.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

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.

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.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

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).

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 recognizes 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 utilize 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.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

NOTE 4. IMPLEMENTATION OF NEW STANDARDS, AMENDMENTS, AND INTERPRETATIONS

Adoption of New Accounting Standards

We adopted the following amendments during 2024, which did not have a material impact on our financial statements or financial statement disclosures:

Amendments	Effective Date
Lease Liability in a Sale and Leaseback (Amendments to IFRS 16)	January 1, 2024
Non-current liabilities with Covenants (Amendments to IAS 1 and IFRS Practice Statement 2)	January 1, 2024
New disclosure requirements for supplier finance arrangements (Amendments to IAS 7 & IFRS 7)	January 1, 2024

Accounting Standards Issued But Not Yet Adopted

The following represent the standards and amendments that are applicable to Ford. None of them are expected to have a material impact to our financial statements or financial statement disclosures, excepting for IFRS 18, which its effects are under review:

Amendments	Effective Date
Lack of Exchangeability (Amendments to IAS 21)	January 1, 2025
Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7)	January 1, 2026
IFRS 18 Presentation and Disclosure in Financial Statements	January 1, 2027

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

NOTE 5. REVENUES

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

	As at December 31,	
	2024	2023
Sales of new vehicles, parts, and accessories (a)	3.591.203	3.507.406
Other (b)	11.514	13.176
Total revenues	3.602.717	3.520.581

(a) Risk wise (all sold to dealers) and business wise (spare parts supporting the vehicle sales)

(b) Other includes extended service plan revenue of MDKK 11,5 for the year ended December 31, 2024 (2023: MDKK 13,2)

All of our new vehicles were sold to the dealers in 2024 and financed by Santander. There are three dealer groups that had the majority of sales in 2024 (three dealers during 2023).

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

	2024	2023
Domestic	3.482.895	3.365.837
Iceland	92.196	131.023
Faroe Island	27.626	23.722
Total company	3.602.717	3.520.581

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.

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 a third party (Santander Consumer Bank A/S), the dealer pays the third party 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.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

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. We don't 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, 2024. At December 31, 2024, the unearned amount was MDKK 8,1. We expect to recognize approximately MDKK 6,2 of the unearned amount in 2025, MDKK 1,7 in 2025. 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 7,2 in deferred costs as of December 31, 2024, and recognized MDKK 8,1 of amortization during the year ended December 31, 2024.

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 recognize 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):

	As at December 31,	
	2024	2023
Purchase of new vehicles, parts and accessories	3.439.921	3.291.293
Depreciation	1.242	1.200
Warranty	59.720	112.381
Advertising	29.942	35.247
Wages and salaries (note 27)	33.941	32.717
Fixed Marketing	5.883	6.430
Other	24.990	23.489
Total cost of sales and selling, administrative, and other	3.595.639	3.502.757

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):

	As at December 31,	
	2024	2023
Interest income	3.557	2.066
Interest income from related parties	33.382	27.843
Interest (expense)	(6.438)	(5.648)
Total other interest (expense)/income, net	30.501	24.261

NOTE 8. OTHER INCOME/(EXPENSE), NET

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

	As at December 31,	
	2024	2023
Subsidiary reevaluation	13.668	—
Commission	1.757	1.830
Total	15.426	1.830

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

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

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

	As at December 31,	
	2024	2023
Net foreign currency exchange (losses)/gains	33	104
	33	104

NOTE 10. INCOME TAX BENEFIT/(EXPENSE)

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

	As at December 31,	
	2024	2023
Current		
Current tax on (loss)/profits for the year	(11.989)	(12.012)
Change in estimates related to prior years	—	—
Total current	(11.989)	(12.012)
Deferred		
Origination and reversal of temporary differences	(2.262)	2.978
Changes in tax losses carried forward	5.698	(577)
Write down	2.069	(2.069)
Total deferred	5.505	332
Income tax benefit/(expense)	(6.484)	(11.680)

NCG Motor Company A/S' applicable tax rate is 22,0%. No income tax prepaid during 2024 nor 2023. The final income tax paid during 2024 was TDKK 11.989 (TDKK 12.012 during 2023).

The amount of reported income taxes in the statement of comprehensive income reconciled with income taxes calculated using NCG Motor Company A/S' applicable tax rate at December 31 was as follows in TDKK.

	As at December 31,	
	2024	2023
(Loss)/Income before income taxes	53.005	43.915
Tax calculated at domestic tax rates applicable to profits (2024 – 22,0 % and 2023 – 22,0 %).	(11.661)	(9.661)
Tax effects of:		
Expenses/(Income) not (taxable)/deductible for tax purposes	16.776	50
Non-Taxable Income from Reevaluation of non-cash Dividends	(13.668)	—
Change in tax rates	—	—
Change in estimate related to prior years	—	—
Write down	2.069	(2.069)
Income tax benefit/(expense)	(6.484)	(11.680)
Effective tax rate	(12)%	(27)%

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NOTES TO THE FINANCIAL STATEMENTS

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

	As at December 31,	
	2024	2023
Deferred tax assets	13.624	7.284
Deferred tax liabilities	(79)	(304)
Net deferred tax assets	13.545	6.980

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

	As at December 31,	
	2024	2023
Deferred tax assets		
Tax losses carried forward	5.698	—
Dealer and customer claims	7.311	8.025
Reserve for doubtful debts	14	6
Compensation accruals	601	2.500
Remeasurement Effects Recognized in OCI	—	(1.178)
Deferred tax assets	13.624	9.353
Less: Write down	—	(2.069)
Total deferred tax assets	13.624	7.284
Deferred tax liabilities		
Depreciation and amortization (excluding leasing transactions)	(79)	(304)
Total deferred tax liabilities	(79)	(304)
Net deferred tax assets	13.545	6.980

At December 31, 2024, NCG Motor Company A/S had pre-tax operating loss carry-forwards for income tax purposes in the amount of TDKK 0. 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 circumstances.

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):

	As at December 31,	
	2024	2023
Deferred tax assets		
Current portion	2.000	2.000
Non-current portion	11.624	5.284
Total deferred tax asset	13.624	7.284
Deferred tax liabilities		
Current portion	(79)	(304)
Non-current portion	—	—
Total deferred tax liabilities	(79)	(304)
Net deferred tax assets	13.545	6.980

In December 2021 the OECD has issued guidelines for a new global minimum taxation. The EU member states transformed this into a new EU directive in December 2022. Locally, in Denmark, this was adopted 1/1/2024. The Danish NSC is formally affected by the rules and expects no material impact.

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NOTES TO THE FINANCIAL STATEMENTS

NOTE 11. TRADE AND OTHER RECEIVABLES, NET

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

	As at December 31,	
	2024	2023
Trade receivables	9.978	105.779
Amounts owed by group undertakings	212.709	1.486
Cashpooling	—	730.860
Total	222.686	838.124
Current	222.686	838.124
Non-current	—	—
Total	222.686	838.124

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. There is no history of uncollectivity.

Receivables are denominated in the functional currency (DKK) with no currency impact.

Excess liquidity is placed with a finance center within the Ford Group and carries interest. In the Financial Statements this item is classified as cashpooling (2023: MDKK 731). The deposit in the finance center ranks subordinate in relation to the debt of the finance center to Ford Motor Company, to debt to certain other companies in the Ford Motor Company group and to debt to certain external lenders.

The Company settled all intercompany receivables and payables with other Ford Group entities. After these actions, the remaining balance in the cash-pooling account with FILM (Ford International Liquidity Management) was moved to cash.

NOTE 12. INVENTORIES

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

	As at December 31,	
	2024	2023
Parts/Accessories Inventory	—	—
Finished products	—	119.443
Company Service vehicles	10.787	14.479
Total	10.787	133.922

No impairment of inventories for the years ended December 31, 2024, nor December 31, 2023.

NOTE 13. OTHER ASSETS

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

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NOTES TO THE FINANCIAL STATEMENTS

	As at December 31,	
	2024	2023
Prepayments	1.489	8.838
Total	1.489	8.838
Current	869	8.230
Non-current	620	608
Total	1.489	8.838

NOTE 14. PROPERTY, PLANT, AND EQUIPMENT

Property, plant, and equipment includes machinery and equipment that we use in our normal operations. Depreciation is recognized 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 6 year to 14,5 years. The estimated useful lives generally are 14,5 years for machinery and equipment.

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

	December 31, 2024	
	Machinery, Equipment and Other	Total
Cost		
Beginning balance	2.686	2.686
Disposals	(494)	(494)
WIP	—	—
Ending balance	2.192	2.192
Accumulated depreciation and impairment		
Beginning balance	(994)	(994)
Depreciation	(208)	(208)
Disposals	340	340
Ending balance	(862)	(862)
Total	1.330	1.330

	December 31, 2023	
	Machinery, Equipment and Other	Total
Cost		
Beginning balance	2.915	2.915
Disposals	(227)	(227)
Ending balance	2.686	2.686
Accumulated depreciation and impairment		
Beginning balance	(1.003)	(1.003)
Depreciation	(218)	(218)
Disposals	227	227
Ending balance	(994)	(994)
Total	1.692	1.692

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

NOTE 15. INTERESTS IN SUBSIDIARIES

Ownership Percentage and Investment Balances

Investment in subsidiaries on our statement of financial position was as follows at the year ended December 31, (in TDKK, except percentages):

	Ownership percentage	Investment Balance	
		2024	2023
Ford Motor Norge A/S (Jurisdiction: Norway)	100%	—	25.732
		—	25.732

The investment in Ford Motor Norge A/S was transferred to Ford Netherland BV as a dividend.

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 2,4 in 2024 (MDKK 2,5 in 2023)

Assumptions

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

Assumptions used to determine net benefit cost for the year ended December 31	Pension Plans (Funded)	
	2024	2023
Discount rate %	3,50%	3,50%
Average rate of increase in compensation %	2,00%	2,00%

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

Benefit Plans - Expense and Status

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

	Pension Plans (Funded)	
	2024	2023
Income/(Expense)		
Current service cost	1.483	(11)
Interest expense/(income)	(525)	(14)
Net expense	958	(25)
Remeasurements		
Return on plan assets (greater)/less than discount rate	(12.067)	480
(Gain)/loss from changes in financial assumptions	12.216	(1.322)
Experience (gains)/losses	916	(3.999)
Other actuarial (gains)/losses	3.753	2.647
Total remeasurements	4.817	(2.195)
Total	5.775	(2.220)

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

	Pension Plans (Funded)	
	2024	2023
Change in benefit obligation		
Benefit obligation at January 1	93.613	102.105
Current service cost	1.482	(11)
Interest expense	3.228	3.469
Plan participant contributions	228	218
Benefits paid	(6.323)	(6.526)
(Gain)/loss from change in financial assumptions	12.216	(1.322)
Experience (gains)/losses	916	(3.999)
Expenses Paid from Assets	—	(322)
Benefit obligation at December 31	105.360	93.613
Change in plan assets		
Fair value of plan assets at January 1	108.140	111.115
Interest income	—	—
Return on plan assets greater/(less) than discount rate	12.067	(480)
Company contributions	1.359	3.812
Plan participant contributions	228	218
Benefits paid	(6.323)	(6.526)
Fair value of plan assets at December 31	115.472	108.140
Total	10.112	14.527
Change in asset ceiling/minimum funding requirement		
Asset ceiling/minimum funding requirement at January 1	—	—
Change in asset ceiling, excluding amounts included in interest cost/(income)	(3.228)	(3.469)
Interest expense/(income)	3.228	3.469
Asset ceiling/minimum funding requirement at December 31	—	—
Total at December 31	10.112	14.527

In 2024, we contributed DKK 1,4 mils to our fully funded pension plan (most of which were mandatory contributions). During 2025, the company expects to contribute about DKK 1,5 mils from cash and cash equivalents.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

Estimated Future Benefit Payments

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

	Pension Plans (Funded)
2025	5.976
2026	5.613
2027	5.311
2028	5.200
2029	5.406
2030-2034	26.389

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 favorable than our assumptions, there could be a substantial adverse impact on our financial condition and results of operations.

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.

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NOTES TO THE FINANCIAL STATEMENTS

NOTE 17. ACCOUNTS PAYABLE

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

	As at December 31,	
	2024	2023
Trade Payables	28.392	54.205
Amounts owed to group undertakings	156.182	472.808
Social security and other taxes	35.104	47.291
Total	219.678	574.304

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

	As at December 31,	
	2024	2023
Deferred Revenue	4.171	34.485
Social security and other taxes	—	—
Other	5.844	6.391
Total	10.015	40.876
Current portion	10.015	34.269
Non-current portion	—	6.608
Total	10.015	40.877

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 another than a straight-line basis. In those circumstances, revenue is recognized over the contract period in proportion to the costs expected to be incurred in performing services under the contract.

The fair value of deferred revenue 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):

	As at December 31,	
	2024	2023
Warranties	—	248.670
Dealer and customer claims	155.790	161.389
Other	—	349
Total	155.790	410.408
Current portion	155.790	209.853
Non-current portion	—	200.554
Total	155.790	410.408

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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.

A Warranty Transfer Agreement was signed with Ford-Werke GmbH and Warranty Provisions were transferred to Ford-Werke GmbH.

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

	As at December 31,	
	2024	2023
Beginning balance	248.670	177.576
Provisions made	65.306	122.675
Changes related to pre-existing provisions	—	—
Payments made	(78.640)	(51.581)
Other movements	(235.336)	—
Ending balance	—	248.670
Current portion	—	48.116
Non-current portion	—	200.554
Total	—	248.670

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):

	As at December 31,	
	2024	2023
Beginning balance	161.389	206.656
Provisions made	55.960	(19.281)
Changes related to pre-existing provisions	(28.397)	(500)
Payments made	(33.162)	(26.482)
Other movements	—	996
Ending balance	155.790	161.389
Current portion	155.790	161.389
Non-current portion	—	—
Total	155.790	161.389

NOTE 20. CAPITAL STOCK

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

	2024	2023
Beginning balance	900.000	900.000
Shares issued	—	—
Shares reacquired	—	—
Ending balance	900.000	900.000

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

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

NOTE 21. ACCUMULATED OTHER COMPREHENSIVE INCOME/(LOSS)

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

	As at December 31,	
	2024	2023
Pension and other postretirement benefits		
Beginning balance	—	—
Gains/(Losses) arising during the period	(4.817)	2.195
Less: Tax/(Tax benefit)	1.060	484
Other comprehensive income/(loss), net of tax	(3.757)	2.679
Reclassification to retained earnings, net of tax	3.757	(2.679)
Total AOCI ending balance at December 31	—	—

NOTE 22. SHARE-BASED PAYMENTS

NCG 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 NCG Motor Company A/S in relation to Share Based payments was TDKK 154 and TDKK 98 for the years ended December 31, 2024 and 2023, respectively.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

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.

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.

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

	2024		
	Land and Buildings	Machinery, Equipment and Other	Total
Cost	5.164	348	5.513
Accumulated depreciation	(3.990)	(249)	(4.239)
Accumulated impairment	—	—	—
Net carrying amount	1.174	100	1.273

	2023		
	Land and Buildings	Machinery, Equipment and Other	Total
Cost	5.164	259	5.423
Accumulated depreciation	(3.052)	(159)	(3.210)
Accumulated impairment	—	—	—
Net carrying amount	2.112	100	2.213

Minimum non-cancellable lease commitments were as follows (in TDKK):

	As at December 31,	
	2024	2023
Within 1 year	1.163	1.140
After 1 year and within 2 years	297	1.163
After 2 years and within 3 years	—	297
After 3 years and within 4 years	—	—
After 4 years and within 5 years	—	—
After 5 years	—	—
Total	1.460	2.600
Less: Present value discount	(21)	(75)
Total lease liabilities	1.439	2.525

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

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

Cash paid for amounts included in the measurement of lease liabilities	2024	2023
Operating cash flows	—	—
Financing cash flows	(1.166)	(1.143)
Total cash paid	(1.166)	(1.143)

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

	2024	2023
Depreciation		
Land and buildings	(939)	(939)
Machinery, equipment, and other	(67)	(43)
Total depreciation	(1.006)	(982)
Other Expenses		
Interest expense	56	85
Variable lease expense	—	—
Sublease income	—	—
Total lease expense	56	85

NOTE 24. FINANCIAL RISK MANAGEMENT

NCG 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

NCG Motor Company A/S is embedded in the Ford Motor Company group. Ford Motor Company, the ultimate parent company of NCG 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.

The company's financial liabilities mainly consist of amounts owed to group undertakings.

There is no contractual maturity for the amounts owed to group undertakings, but the amounts are expected to be paid within 3 - 12 months.

NOTE 25. CONTROLLING PARTIES

The company's immediate parent company is Ford Nederland 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.

NCG 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):

	As at December 31,	
	2024	2023
Sales included in Revenue (a)	—	—
Purchases included in Cost of sales	3.439.921	3.291.293
Interest income from related parties	33.382	27.843

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):

	As at December 31,	
	2024	2023
Trade and other receivables	212.709	1.486
Trade and other payables	(156.182)	(472.808)

Transactions with key management personnel

	As at December 31,	
	2024	2023
Salaries and other short-term benefits	3.682	3.471
Retirement, and other post-employment and other long-term benefits - defined benefit scheme	183	166
Retirement, and other post-employment and other long-term benefits - other	—	—
Share-based compensation	154	98
Other compensation	—	—
Total compensation	4.020	3.735

During the year 0 Directors (2023: 0 Directors) exercised share options in the ultimate parent company and 1 Director (2023: 1 Director) was eligible to receive shares in the ultimate parent company under a long-term incentive program.

There were no other transactions with key management personnel during 2024. All transactions were on an arm's length basis.

NOTE 27. EMPLOYEE COSTS AND AUDITOR FEES

Employment costs

	As at December 31,	
	2024	2023
Wages and salaries	33.941	32.717
Social security costs	95	110
Pension costs	2.919	3.143
Other	1.092	(343)
Total	38.047	35.627

Total number of employees for the year ended December 31, 2024 and 2023 were 49 and 49 respectively.

Remuneration to the Executive Board has not been disclosed in accordance with section 98 B(3) of the Danish Financial Statements Act. The Board of Directors do not receive remuneration.

NCG Motor Company A/S
NOTES TO THE FINANCIAL STATEMENTS

Auditor's fees

Auditors' remuneration for the statutory audit of the company's annual financial statements was DKK 445.860 (2023: DKK 400.818). Remuneration for other services was DKK 28.750 (2023: DKK 25.000).

NOTE 28. BUSINESS COMBINATIONS

No transactions were undertaken in 2024 that would qualify as Business Combinations.

NOTE 29. EVENTS SUBSEQUENT TO THE REPORTING DATE

On January 1st 2025, upon the terms and subject to the conditions set forth in the Purchase Agreement, Ford Nederland B.V. sold and transferred the full ownership of the Shares to NCG Distribution A/S.

NOTE 30. PROPOSED DIVIDEND

The Board of Directors proposes declare a dividend of 84.000.000 Danish Kroners.

During the year, an extraordinary non-cash dividend was transferred to Ford Netherland BV, measured at the fair value determined by an independent company. This corresponded to the investment in Ford Motor Norge A/S. This value was established at 39.400.000 Danish Kroners.

Independent Auditor's Report

To the Shareholders of NCG 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 2024, and of the results of the Company's operations and cash flows for the financial year 1 January - 31 December 2024 in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

We have audited the Financial Statements of NCG Motor Company A/S for the financial year 1 January - 31 December 2024, which comprise income statement and statement of comprehensive income, balance sheet, statement of cash flows, statement of changes in equity and notes, including material accounting policy information ("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' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. 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 IFRS Accounting 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.

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.

Independent Auditor's Report

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism 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.

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, 27th June 2025

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab

CVR No 33 77 12 31

Martin Lunden
State Authorised Public Accountant
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