

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

	December 31, 2013	December 31, 2012
ASSETS		
Cash and cash equivalents	\$ 14,468	\$ 15,659
Marketable securities	22,100	20,284
Finance receivables, net (Note 6)	77,481	70,991
Other receivables, net	9,828	10,878
Net investment in operating leases (Note 7)	19,984	15,303
Inventories (Note 9)	7,708	7,362
Equity in net assets of affiliated companies (Note 10)	3,679	3,248
Net property (Note 12)	27,616	24,942
Deferred income taxes (Note 22)	13,315	15,185
Other assets	5,647	5,556
Total assets	\$ 202,026	\$ 189,406
LIABILITIES		
Payables	\$ 19,531	\$ 19,308
Other liabilities and deferred revenue (Note 13)	40,462	46,259
Debt (Note 15)	114,668	105,058
Deferred income taxes (Note 22)	508	470
Total liabilities	175,279	173,095
Redeemable noncontrolling interest (Note 17)	331	322
EQUITY		
Capital stock (Note 24)		
Common Stock, par value \$.01 per share (3,913 million shares issued of 6 billion authorized)	39	39
Class B Stock, par value \$.01 per share (71 million shares issued of 530 million authorized)	1	1
Capital in excess of par value of stock	21,422	20,976
Retained earnings	23,658	18,077
Accumulated other comprehensive income/(loss) (Note 18)	(18,231)	(22,854)
Treasury stock	(506)	(292)
Total equity attributable to Ford Motor Company	26,383	15,947
Equity attributable to noncontrolling interests	33	42
Total equity	26,416	15,989
Total liabilities and equity	\$ 202,026	\$ 189,406

The following table includes assets to be used to settle liabilities of the consolidated variable interest entities ("VIEs"). These assets and liabilities are included in the consolidated balance sheet above. See Note 11 for additional information on our VIEs.

	December 31, 2013	December 31, 2012
ASSETS		
Cash and cash equivalents	\$ 4,198	\$ 2,911
Finance receivables, net	45,796	47,515
Net investment in operating leases	8,116	6,308
Other assets	5	4
LIABILITIES		
Other liabilities and deferred revenue	\$ 68	\$ 134
Debt	40,728	40,245

The accompanying notes are part of the financial statements.

Ford Company Balance Sheet In File

**United States. Congress. Senate.
Committee on Interstate Commerce**

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The Partnership Charles D. Ellis, 2008-10-07 The inside story of one of the world's most powerful financial Institutions Now with a new foreword and final chapter The Partnership chronicles the most important periods in Goldman Sachs's history and the individuals who built one of the world's largest investment banks Charles D Ellis who worked as a strategy consultant to Goldman Sachs for more than thirty years reveals the secrets behind the firm's continued success through many life threatening changes Disgraced and nearly destroyed in 1929 Goldman Sachs limped along as a break even operation through the Depression and WWII But with only one special service and one improbable banker it began the stage by stage rise that took the firm to global leadership even in the face of the world wide credit crisis **Automobile Trade Journal and Motor Age** ,1929 Automobile Trade Journal ,1929 Accounting for Business Roger Hussey, Audra Ong, 2021-01-25 This book is written for those who may be responsible for or are generally interested in the activities of organizations but do not have the knowledge to interpret the financial information that is available As an owner of a business or a manager you will deal with numbers of various types This book is written for those who may be responsible for or are generally interested in the activities of organizations but do not have the knowledge to interpret the financial information that is available The book identifies the types of organizations that generate financial information and explains how you can use it for your benefit The early chapters focus on the information that is publicly available for large companies and demonstrate how to select and analyze the figures for decision making The later chapters concentrate on the detailed management accounting information that is available internally for managers so that they can make decisions investigate problems and set performance targets The final chapter explores emerging and very pertinent issues such as Can the organization obtain the basic resources to stay in business and Are its activities harmful to the environment *Money and Power* William D. Cohan, 2011-04-12 The bestselling author of the acclaimed *House of Cards* and *The Last Tycoons* turns his spotlight on to Goldman Sachs and the controversy behind its success From the outside Goldman Sachs is a perfect company The Goldman PR machine loudly declares it to be smarter more ethical and more profitable than all of its competitors Behind closed doors however the firm constantly straddles the line between conflict of interest and legitimate deal making wields significant influence over all levels of government and upholds a culture of power struggles and toxic paranoia And its clever bet against the mortgage market in 2007 unknown to its clients may have made the financial ruin of the Great Recession worse *Money and Power* reveals the internal schemes that have guided the bank from its founding through its remarkable windfall during the 2008 financial crisis Through extensive research and interviews with the inside players including current CEO Lloyd Blankfein William Cohan constructs a nuanced timely portrait of Goldman Sachs the company that was too big and too ruthless to fail *Commerce and Finance* ,1925 United States Investor ,1920 **Federal Register** ,1975-03-10 Investigations of Railroads, Holding Companies, and Affiliated Companies, and Related Matters United States. Congress.

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