

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.

Balance Sheet Ford Motor Company

Ensheng Dong



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