

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

	December 31, 2015	December 31, 2014
ASSETS		
Cash and cash equivalents	\$ 14,272	\$ 10,757
Marketable securities	20,904	20,393
Finance receivables, net (Note 5)	90,691	81,111
Other receivables, net	11,284	11,708
Net investment in operating leases (Note 6)	27,093	23,217
Inventories (Note 8)	8,319	7,870
Equity in net assets of affiliated companies (Note 9)	3,224	3,357
Net property (Note 10)	30,163	30,126
Deferred income taxes (Note 21)	11,509	14,024
Other assets	7,466	6,052
Total assets	\$ 224,925	\$ 208,615
LIABILITIES		
Payables	\$ 20,272	\$ 20,035
Other liabilities and deferred revenue (Note 11)	42,546	44,032
Automotive debt (Note 13)	12,839	13,824
Financial Services debt (Note 13)	120,015	105,347
Deferred income taxes (Note 21)	502	570
Total liabilities	196,174	183,808
Redeemable noncontrolling interest (Note 14)	94	342
EQUITY		
Capital stock (Note 23)		
Common Stock, par value \$.01 per share (3,960 million shares issued of 6 billion authorized)	40	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	21,421	21,089
Retained earnings	14,414	9,422
Accumulated other comprehensive income/(loss) (Note 17)	(6,257)	(5,265)
Treasury stock	(977)	(848)
Total equity attributable to Ford Motor Company	28,642	24,438
Equity attributable to noncontrolling interests	15	27
Total equity	28,657	24,465
Total liabilities and equity	\$ 224,925	\$ 208,615

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 15 for additional information on our VIEs.

	December 31, 2015	December 31, 2014
ASSETS		
Cash and cash equivalents	\$ 3,949	\$ 2,094
Finance receivables, net	45,902	39,522
Net investment in operating leases	13,309	9,631
Other assets	85	27
LIABILITIES		
Other liabilities and deferred revenue	\$ 19	\$ 22
Debt	43,086	37,156

The accompanying notes are part of the financial statements.