

Real-World Cases
When Accounting Makes the News

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This slide deck is in progress.

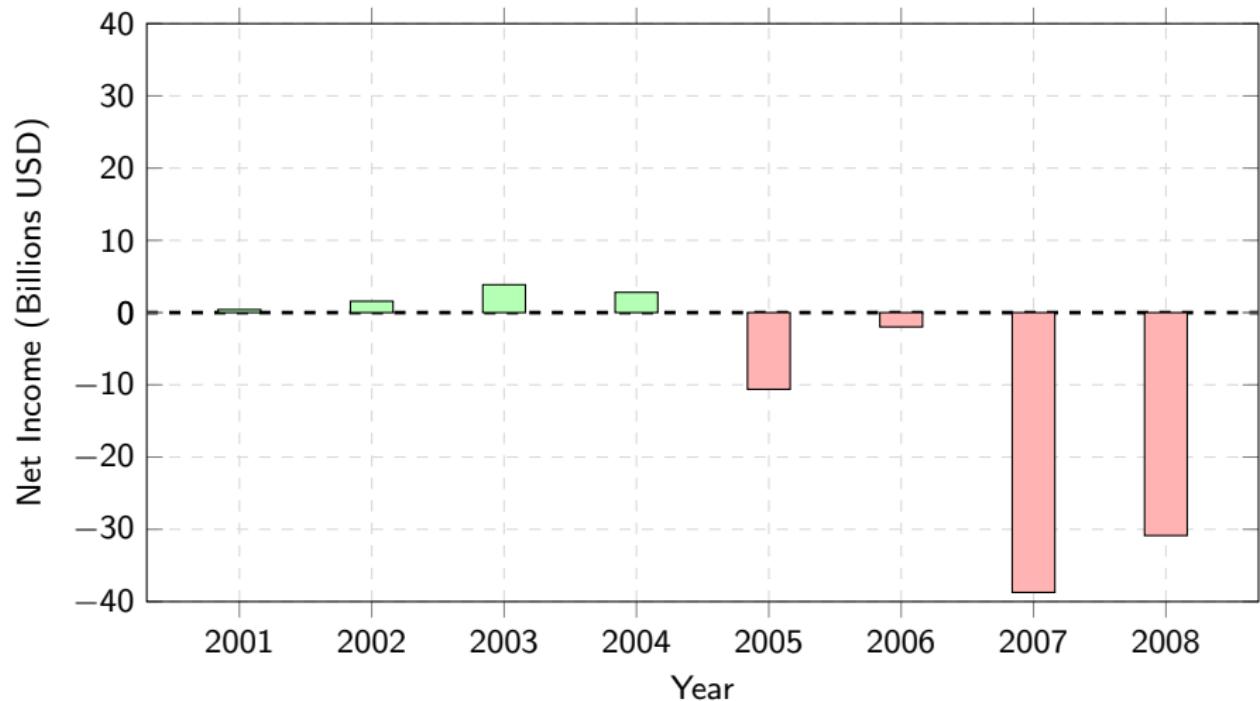
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- General Motors (GM) is a major automaker that filed for bankruptcy in 2009.
- GM was the largest automaker in the world at the time.
- GM's bankruptcy was the fourth-largest in U.S. history.¹
- CIK change: 40730 to 1467858.
 - ▶ Old GM's Annual Reports with the last 10-K filed on 2009-03-05..
 - ▶ New GM's Annual Reports with the first 10-K filed on 2010-04-07.).

¹after Lehman Brothers, Washington Mutual, and WorldCom.

What Happened?



What Happened?

- GM was financially vulnerable before the automotive industry crisis of 2008–2010.
- In 2005, GM posted a **loss of \$10.6 billion**.²
- In 2007, GM posted a **loss of \$38.7 billion**; sales dropped by 45%.³
- In 2008, GM reported a **loss of \$30.8 billion**.⁴
- Its balance sheet included:
 - ① \$91 billion in Assets
 - ② \$176 billion in Liabilities
 - ③ \$85+ billion in Shareholders' **deficit** (incl. \$70+ billion in Accumulated deficit)⁵
- On Nov 7, 2008, GM reported it had projected it would run out of cash in 2009 without government aid.
- GM filed for Chapter 11 **bankruptcy** on June 1, 2009.
- GM received \$33 billion in debtor-in-possession financing. debt.

²GM-2005-10K

³GM – countdown to collapse, the Guardian.;
The Big Question: Why is General Motors in such trouble and can it be saved?, the Independent.

⁴GM-2008-10K

⁵Accumulated deficit is the cumulative loss of the company, the opposite of retained earnings.

- Big companies can go bankrupt.
- Recording net losses can turn retained earnings (and even Shareholders' equity) into negative.
- It's a new GM that is emerging from bankruptcy in 2009.

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What happened to Ford?

Why is Ford's net income fluctuating so much?

| I/S items | 2020 | 2021 | 2022 |
|-----------------------------------|---------|---------------|----------------|
| Total revenues | 127,144 | 136,341 | 158,057 |
| Total costs and expenses | 131,552 | 131,818 | 151,781 |
| Operating income/(loss) | (4,408) | 4,523 | 6,276 |
| ... | ... | ... | ... |
| Other income/(loss), net (Note 5) | 4,899 | <u>14,733</u> | <u>(5,150)</u> |
| Income/(Loss) before income taxes | (1,116) | <u>17,780</u> | <u>(3,016)</u> |
| ... | ... | ... | ... |
| Net income/(loss) | (1,276) | <u>17,910</u> | <u>(2,152)</u> |

Units: \$ million

What happened to Ford?

- Ford owned a significant stake in Rivian, a major automaker that invested in Ford.
- Rivian went public in 2021 and its stock price increased.
 - Reflected as **other income** in Ford's income statement in 2021.
- But then, Rivian's stock price dropped significantly in 2022.
 - Reflected as **other loss** in Ford's income statement in 2022.
- The fluctuation in Ford's net income is due to the fluctuation in Rivian's stock price.

Gain/Loss on Investment in Rivian

Ford disclosed the following information in its 2022 10-K (p.38):⁶

| | 2021 | 2022 |
|----------------------------------|--------------|----------------|
| Gain/(loss) on Rivian investment | <u>9,096</u> | <u>(7,377)</u> |

Gain/(loss) on Rivian investment is not reflected in operating income but income before income taxes through other income/(loss), net.

⁶Ford-2022-10K

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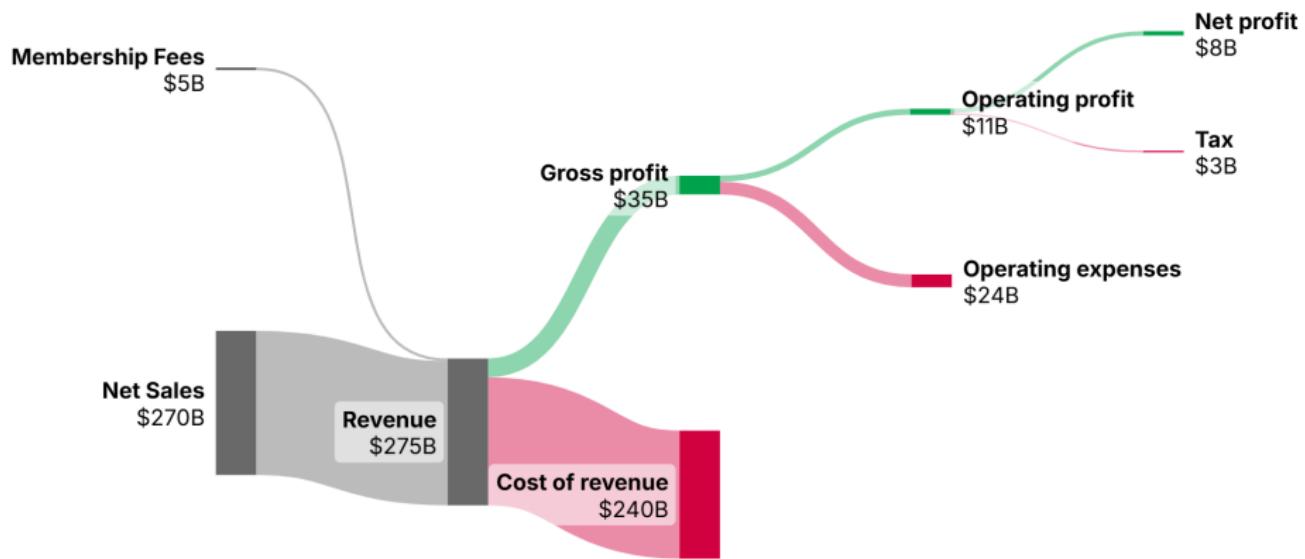
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Costco's Income Statement

COSTCO WHOLESALE CORPORATION
CONSOLIDATED STATEMENTS OF INCOME
 (amounts in millions, except per share data)

| | 52 Weeks Ended August 31, 2025 | 52 Weeks Ended September 1, 2024 | 53 Weeks Ended September 3, 2023 |
|-------------------------------------|--------------------------------------|--|--|
| REVENUE | | | |
| Net sales | \$ 269,912 | \$ 249,625 | \$ 237,710 |
| Membership fees | <u>5,323</u> | <u>4,828</u> | <u>4,580</u> |
| Total revenue | <u>275,235</u> | <u>254,453</u> | <u>242,290</u> |
| OPERATING EXPENSES | | | |
| Merchandise costs | <u>239,886</u> | <u>222,358</u> | <u>212,586</u> |
| Selling, general and administrative | <u>24,966</u> | <u>22,810</u> | <u>21,590</u> |
| Operating income | <u>10,383</u> | <u>9,285</u> | <u>8,114</u> |
| OTHER INCOME (EXPENSE) | | | |
| Interest expense | <u>(154)</u> | <u>(169)</u> | <u>(160)</u> |
| Interest income and other, net | <u>589</u> | <u>624</u> | <u>533</u> |
| INCOME BEFORE INCOME TAXES | | | |
| 10,818 | <u>10,818</u> | <u>9,740</u> | <u>8,487</u> |
| Provision for income taxes | <u>2,719</u> | <u>2,373</u> | <u>2,195</u> |
| NET INCOME | | | |
| | <u>\$ 8,099</u> | <u>\$ 7,367</u> | <u>\$ 6,292</u> |

Costco FY25 Income Statement



- Costco has **two sources of revenue**: membership fees (\$5B) and net sales (\$270B).
- Cost of revenue is very close to net sales.
 - Gross profit margin is very low.
 - An extra \$1 of net sales does not contribute to the net income by much.
- **Membership fees (\$5B)** are the key contributor to **net income (\$8B)**.

Click an item to open the link.

- ① Costco-2025-10K
- ② Check this out if you would like to see more Sandkey Diagrams.

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BUSINESS | EARNINGS

Lyft Shares Surge as Strong Earnings Report Offsets Typo Confusion

Company's earnings release accidentally added an extra zero to a key number; shares hit 52-week high

By [Preetika Rana](#) [Follow](#)

Updated Feb. 14, 2024 6:14 pm ET

Profit Margin

- The profit margin is the percentage of revenue that is profit, calculated as:

$$\text{Profit Margin} = \frac{\text{Profit}}{\text{Revenue}}, \text{ or}$$

$$\text{Profit Margin (\%)} = \frac{\text{Profit}}{\text{Revenue}} \times 100$$

- Companies use various profit margins to measure their profitability, including:
 - Operating Profit Margin
 - Net Profit Margin
 - Adjusted Profit Margin

What Happened?

Regarding Lyft's Adjusted Profit Margin on Feb 13, 2024:

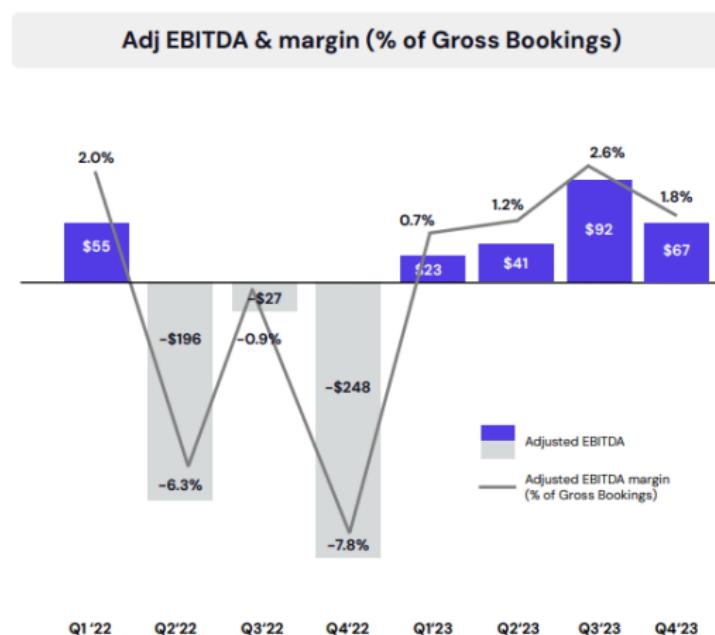
- ① Lyft disclosed the margin in 2023: 1.6%.
- ② Lyft disclosed the margin in 2024 to be expanded by 500 basis points (i.e., 5%).
- ③ Its stock soared after the news - 60%+ increase in stock price!
- ④ But, the correction indicated the expansion to be only: 50 basis points (i.e., 0.5%)
- ⑤ Its CFO said it was a "typo" during the earnings release.⁷



⁷CNBC-LYFT-20240213 includes the conversation between an analyst and Lyft's CFO.

What Happened?

How impressive a **"5% point expansion"** would have been if it had actually happened!



Click an item to open the link.

- ① Earnings-Release-by-Lyft-2023Q4
- ② Earnings-Call-Transcript-by-Lyft-2023Q4
- ③ Presentation-Slides-by-Lyft
- ④ WSJ-LYFT-20240214
- ⑤ CNBC-LYFT-20240214
- ⑥ Youtube-YF-LYFT-20240214
- ⑦ Youtube-CNBC-LYFT-20240213

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Trump's Tax Cuts Are Exposing Companies to Biden's Tax Hike

Democrats' older alternative minimum tax claws back billions of dollars in savings from newer GOP law

By [Richard Rubin](#) [Follow](#)

Nov. 8, 2025 9:00 pm ET

- The Inflation Reduction Act of 2022 created the corporate alternative minimum tax (CAMT).
- CAMT imposes a **15%** minimum tax on the adjusted financial statement income (AFSI) of large corporations for taxable years beginning after Dec. 31, 2022.
- CAMT requires companies with average income exceeding \$1 billion to measure tax liability twice and pay whichever is greater.
- Due to CAMT, large companies are not allowed to fully enjoy the tax cuts that the Republican Congress passed earlier 2025.⁸

⁸The WSJ-CAMT-20251108 article provides a detailed explanation of CAMT.

What Happened?

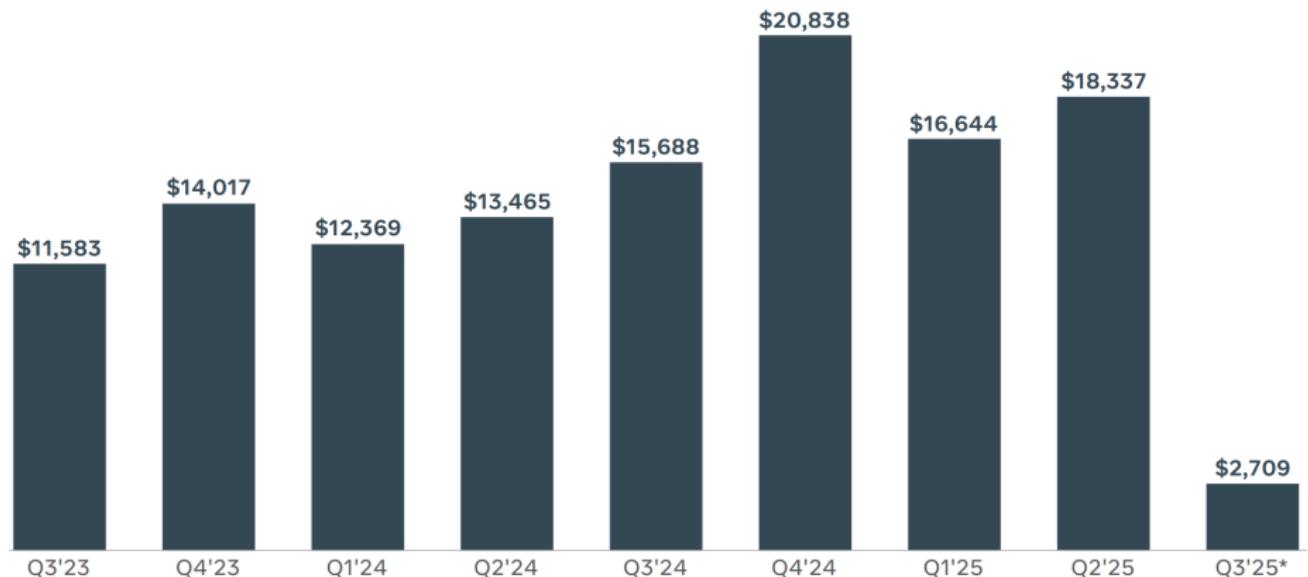
- Large companies try to claim some of the tax cuts that the Republican Congress passed earlier 2025.
- But, they can't escape the corporate tax increase that Democrats passed in 2022.
- Meta took a **\$15.9 billion** one-time hit in 2025Q3.
- This one-time, non-cash charge heavily affected Meta's net income and effective tax rate.

Effective Tax Rate: 87% in 2025Q3

| | Q3'23 | Q4'23 | Q1'24 | Q2'24 | Q3'24 | Q4'24 | Q1'25 | Q2'25 | Q3'25* |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Income before provision for income taxes | \$ 14,020 | \$ 16,808 | \$ 14,183 | \$ 15,106 | \$ 17,822 | \$ 23,553 | \$ 18,382 | \$ 20,534 | \$ 21,663 |
| Provision for income taxes | \$ 2,437 | \$ 2,791 | \$ 1,814 | \$ 1,641 | \$ 2,134 | \$ 2,715 | \$ 1,738 | \$ 2,197 | \$ 18,954 |
| Effective Tax Rate | 17 % | 17 % | 13 % | 11 % | 12 % | 12 % | 9 % | 11 % | 87 % |

\$18,954 billion provision for income taxes in 2025Q3 includes one-time, non-cash charge of \$15.9 billion.

Net Income: \$2.7 billion in 2025Q3



Net income in 2025Q3 is extremely low due to the one-time, non-cash charge.

Click an item to open the link.

- ① Earnings-Presentation-by-Meta-2025Q3
- ② WSJ-CAMT-20251108
- ③ WSJ-META-20251029
- ④ IRS-Corporate-Alternative-Minimum-Tax

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EXCLUSIVE

BUSINESS

Oracle, OpenAI Sign \$300 Billion Cloud Deal

The majority of new revenue revealed by Oracle will come from OpenAI deal, sources say

By [Berber Jin](#) [Follow](#)

Updated Sept. 10, 2025 4:08 pm ET

Oracle stock gains 36% to post best day since 1992, adding \$244 billion in value

PUBLISHED WED, SEP 10 2025 9:34 AM EDT | UPDATED WED, SEP 10 2025 4:28 PM EDT



Ashley Capoot

@IN/ASHLEY-CAPOOT/



Chris Eudaily

@CHRISUDAILY

SHARE



Remaining Performance Obligations (RPOs) is the total dollar amount of contracted revenue for products and services that are expected to be delivered in the future.

- ① **Deferred Revenue:** Cash received in advance for products and services that are expected to be delivered in the future.
→ on balance sheet as a liability.
- ② **Backlog:** Contracted revenues that haven't been invoiced or recognized. → not on balance sheet but included in the note to financial statements.

The case of **Oracle** belongs to the backlog category.

What Happened?

According to the Oracle's earnings release on Sep 9, 2025 and the related news:

- OpenAI signed a contract with Oracle to purchase \$300 billion in computing power over roughly five years.
- The database-software company has **\$455 billion** in outstanding contract revenue that it expects to collect for the latest quarter that ended in Aug. 31.
- The amount is massive given the company's total revenue in 2025 was **\$57.4 billion**.

What Happened?



Oracle shares surged by as much as 43% after the announcement!

Click an item to open the link.

- ① Earnings-Release-by-Oracle-2026Q1
- ② CNBC-ORCL-20250910
- ③ WSJ-ORCL-20250909
- ④ WSJ-ORCL-20250910

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CFO JOURNAL

MicroStrategy to Continue Buying Bitcoin Despite Market Tumble, CFO Says

The SEC recently told the software company to revise its disclosure on the crypto asset

By [Mark Maurer](#) [Follow](#)

Jan. 25, 2022 5:30 am ET

- MicroStrategy is a software company that develops business intelligence and analytics software.
- MicroStrategy has been heavily investing in cryptocurrencies since 2020.
- Before the adoption of FASB ASU 2023-08, cryptocurrency assets were considered **indifinite-lived intangible assets** under ASC 350. Impairment tests were required; but **unrealized gains were not recognized**.
- After the adoption of FASB ASU 2023-08, cryptocurrency assets are now measured at **fair value** at the end of each reporting period. **Both unrealized gains and losses** are recognized in the income statement.
- The case of MicroStrategy included in this section was under the **pre-FASB ASU 2023-08 regime**.
- The case illustrates how MicroStrategy adjusted impairment losses to make the firm look rosier; then how SEC intervened the firm's reporting.

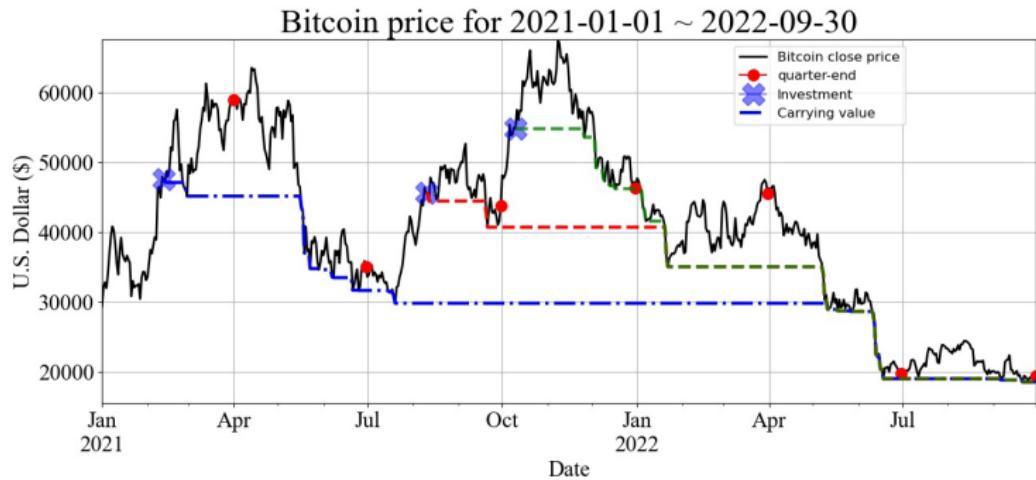
MicroStrategy's Cryptocurrency Assets

" MicroStrategy is one of the firms that have heavily invested in digital assets."

| (a) Quarter | (b) Carrying value, beg | (c) Purchased | (d) Impairment | (e) = (b) + (c) - (d) Carrying value, end |
|----------------|----------------------------|------------------|-------------------|--|
| 2020Q3 | - | 425 | 44 | 381 |
| 2020Q4 | 381 | 700 | 26 | 1,054 |
| 2021Q1 | 1,054 | 1,086 | 194 | 1,947 |
| 2021Q2 | 1,947 | 529 | 425 | 2,051 |
| 2021Q3 | 2,051 | 420 | 65 | 2,406 |
| 2021Q4 | 2,406 | 591 | 147 | 2,850 |
| 2022Q1 | 2,850 | 216 | 170 | 2,896 |
| 2022Q2 | 2,896 | 10 | 918 | 1,988 |

Table: Beginning balance to ending balance

MicroStrategy's Cryptocurrency Assets



Before the adoption of FASB ASU 2023-08, the carrying value of cryptocurrency assets was the **lower of cost or market**. Unrealized losses are recognized while unrealized gains are not.

Adjustments to Pretax Income

Over the quarters between 2020Q3 and 2022Q2, MSTR made adjustments to its pretax income by adding back the impairment losses. The adjustment turned the pretax income from **negative** to **positive** in some quarters.

| (a) Quarter | (b) Impairment loss | (c) Pretax Income | (d) = (b) + (c) Adj. Pretax Income |
|----------------|------------------------|----------------------|---------------------------------------|
| 2020Q3 | 44 | -23 | 21 |
| 2020Q4 | 26 | -4 | 22 |
| 2021Q1 | 194 | -184 | 10 |
| 2021Q2 | 425 | -420 | 5 |
| 2021Q3 | 65 | -59 | 6 |
| 2021Q4 | 147 | -127 | 19 |
| 2022Q1 | 170 | -179 | -9 |
| 2022Q2 | 918 | -926 | -8 |

Table: Impairment losses and income

Non-GAAP financial metrics (e.g., adj. income) can be described as the “**numbers management talks about once the auditor leaves the room.**”

97% of S&P 500 companies used non-GAAP figures in 2017,
up from 59% in 1996 (WSJ, Oct 18, 2019).

Non-GAAP earnings and SEC

- For 2020 Non-GAAP earnings, MicroStrategy **excluded** impairment losses.

| | Years Ended December 31, | |
|---|--------------------------|-----------------|
| | 2020 | 2019 |
| Reconciliation of non-GAAP income from operations: | | |
| Loss from operations | \$ (13,625) | \$ (1,002) |
| Share-based compensation expense | 11,153 | 10,209 |
| Digital asset impairment losses | 70,698 | 0 |
| Non-GAAP income from operations | <u>\$ 68,226</u> | <u>\$ 9,207</u> |

Figure: 2020 Non-GAAP earnings

- SEC didn't allow this for future filings.
- For 2021 Non-GAAP earnings, MicroStrategy did **NOT exclude** impairment losses.

| | Years Ended December 31, | |
|---|--------------------------|-------------------|
| | 2021 | 2020 |
| Reconciliation of non-GAAP loss from operations: | | |
| Loss from operations | \$ (784,527) | \$ (13,625) |
| Share-based compensation expense | 44,126 | 11,153 |
| Non-GAAP loss from operations | <u>\$ (740,401)</u> | <u>\$ (2,472)</u> |

Figure: 2021 Non-GAAP earnings

Click an item to open the link.

- ① FASB-ASU-2023-08-Crypto-Assets**
- ② WSJ-MSTR-20220125**
- ③ WSJ-Non-GAAP-Adjustments**

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BUSINESS | LOGISTICS

Companies Grapple With Post-Pandemic Inventories Dilemma

From undrunk beer to unfinished forestry equipment, businesses deliberate just-in-time or just-in-case inventories

By [Alistair MacDonald](#) [Follow](#) and [Georgi Kantchev](#) [Follow](#)

Nov. 7, 2021 8:00 am ET

Retailers Return to Bringing in Inventory ‘Just in Time’

Inventory levels that surged during the pandemic are down and companies are reluctant to build new stockpiles

By [Liz Young](#) [Follow](#)

Jan. 24, 2024 5:30 am ET

Retailers Bulk Up Inventories to Blunt Tariff Impact

Companies from Costco to Williams-Sonoma say they pulled forward merchandise to get ahead of President Trump's new tariffs

By [Liz Young](#) [Follow](#)

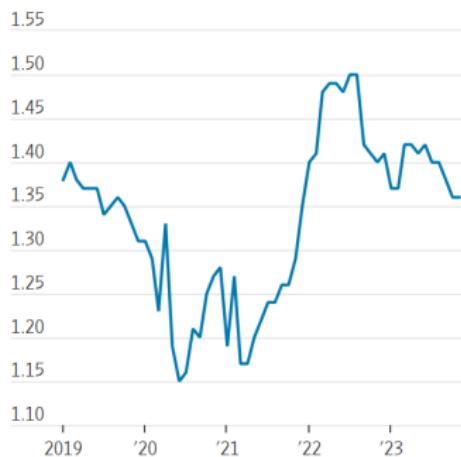
March 24, 2025 12:04 pm ET

- Companies need to manage their inventory carefully to avoid stockouts and overstocking.
- After the pandemic, companies were wrestling with how big their inventories should be, since the pandemic highlighted the dangers of having both too much and too little stored away.
- Companies on the S&P 500 increased their inventories by an average of 15% in the 2020Q2 versus 2019Q2.

What Happened? (WSJ, 2024)

- **Inventory** levels that surged during the pandemic are **down** and companies are reluctant to build new stockpiles.
- The shift marks a **return to the “just-in-time”** inventory management strategy many companies had employed before pandemic-driven product shortages and volatile shifts in consumer demand prompted a switch to a **“just-in-case”** stockpiling approach.

Inventory-to-sales ratio for general merchandise stores

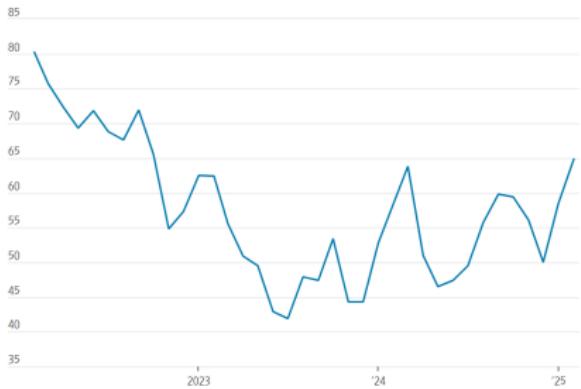


Source: U.S. Census Bureau via Federal Reserve Bank of St. Louis

- Companies from Costco to Williams-Sonoma are **holding more inventory** after placing unusually big orders to beat Trump's new tariffs.
- The strategy is a **hedge** against the costs of increased tariffs, but logistics experts say it opens up retailers to the **risk of getting stuck** with piles of unsold goods as consumer spending slows.

Stocking Up

The Logistics Managers' Index measuring U.S. inventory levels expanded in February.



Source: Logistics Managers' Index

Click an item to open the link.

- ① WSJ-Inventory-20211107**
- ② WSJ-Inventory-20240124**
- ③ WSJ-Inventory-20250324**