

Ford Motor Company

Presented by
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Agenda

1. Industry Overview
2. Ford and GM Summary
3. Quantitative Analysis
4. Evaluation and Recommendation



Industry Overview

- **Electrification of Vehicles**
 - Significant growth in the electric vehicle (EV) market
 - Continuous advancements in battery technology improving range and efficiency
 - Increasing regulatory pressures for reduced emissions and environmental sustainability
- **Autonomous and Connected Vehicles**
 - Rapid development and deployment of self-driving technologies
 - Enhanced vehicle connectivity features, such as real-time traffic updates and remote diagnostics
- **Supply Chain and Economic Challenges**
 - Persistent parts shortages affecting production schedules and delivery times
 - Rising production costs due to inflation and increased raw material prices



Industry Overview

- **UAW Strike 2023**

- The UAW strike led to significant production halts at Ford, particularly affecting the Kentucky Truck Plant, which is one of Ford's most profitable facilities
- The strike affected all "Detroit Three" automakers—Ford, General Motors, and Stellantis—leading to a reduction in domestic light motor vehicle production by an estimated 600,000 units in September and 1.8 million units in October 2023

- **Lasting Impact**

- The strike resulted in substantial wage increases for UAW workers, with all members expected to be in the top wage tier by 2027
- Ford's CEO, Jim Farley, indicated that the strike has prompted the company to reconsider its manufacturing locations
- The strike has contributed to a scarcity of new vehicles, which in turn has increased demand for used cars



Industry Overview

- **New Competition from China**

- Chinese electric vehicle (EV) manufacturers, such as BYD, offer significantly lower-priced vehicles compared to traditional automakers, including Ford. For instance, models like the BYD Seagull are priced as low as \$10,000
- Chinese automakers are rapidly expanding their global presence, exporting over 5 million vehicles in 2023, surpassing Japan as the top car exporter
- China's government has played a crucial role in the rapid growth of its EV industry through generous subsidies, tax breaks, and incentives for both manufacturers and consumers
- The strategic focus on EVs as a key industry has allowed China to build a robust domestic market, which serves as a testing ground for new technologies



Ford Motor Company

Overview of Ford

- Ford designs, manufactures, markets, and services a full line of Ford cars, trucks, SUVs, and electrified vehicles. They also provide financial services through Ford Motor Credit Company. Additionally, Ford is actively involved in the development of autonomous vehicles and mobility solutions.

Mission and Values

- Ford's mission is to build a better world where every person is free to move and pursue their dreams. Their values emphasize putting people first, doing the right thing, and being a force for good. Ford is committed to sustainability, innovation, and creating a positive impact on communities and the environment.



Ford Motor Company

Business Model

- Diverse Product Portfolio:** Ford offers a wide range of vehicles, including ICE vehicles, hybrids, EVs, and luxury cars under the Ford and Lincoln brands.
- Focus on Electrification:** Ford is investing over \$30 billion in electric vehicles by 2025, with models like the Mustang Mach-E, F-150 Lightning, and E-Transit van.
- Segmented Business Approach:** Ford operates through three main segments: Ford Blue (ICE and hybrid vehicles), Ford Model e (EVs and software-defined experiences), and Ford Pro (commercial vehicles and services).
- Financial Services and Mobility Solutions:** Ford generates revenue through vehicle sales, financial services (loans, leases, insurance), and mobility solutions such as ride-sharing and autonomous vehicles

Year Founded	1903	Headquarters	Dearborn, MI	Employees	177,000
CEO	Jim Farley	Brands	 		
Top-selling Vehicle	Ford F-Series		Market Cap (2024)	\$48.6 billion	
Manufacturing Plants	50+	Product Categories	Passenger Cars, Trucks, SUVs, Electric Vehicles, Commercial Vehicles		



Ford Motor Company

- **Revenue Growth and Commercial Success:** Despite challenges, Ford's overall revenue grew by 3%, with the Ford Pro commercial unit achieving a 17% margin on \$18 billion in revenue.
- **Focus on Profitable and Sustainable Models:** Ford is concentrating on more profitable and sustainable vehicle models, which is expected to improve free cash flow and reduce capital expenditures.
- **Future Outlook:** Analysts anticipate Ford's adjusted earnings for the current fiscal year to improve, reflecting potential recovery and growth.
- **Quality Control Measures:** Ford is prioritizing stringent quality control, resulting in delayed shipments but aiming to enhance long-term brand loyalty and reduce warranty costs.



General Motors Company

- **Strong Financial Performance:** GM has seen a significant increase in net income, driven by stable pricing and high demand, achieving record revenue highs in North America.
- **Optimistic Financial Forecasts:** GM's financial outlook is positive, with projected strong earnings and automotive free cash flow, indicating robust future growth.
- **Expansion in EV Production:** GM is significantly expanding its electric vehicle (EV) production capabilities, positioning itself well for future market demands and growth in the EV sector.
- **Market Confidence:** GM's strong performance metrics and optimistic forecasts suggest continued success and robust investor confidence.



General Motors



Business Model

- Diverse Vehicle Portfolio:** GM offers a wide range of vehicles, including ICE vehicles, EVs, and luxury cars, under brands like Chevrolet, GMC, Buick, and Cadillac
- Focus on Electric Vehicles (EVs):** GM is investing heavily in EV development, with models like the Cadillac LYRIQ and Chevrolet Equinox EV, utilizing Ultium battery technology
- Financial Services and Aftermarket Business:** GM Financial provides financing and leasing options, while the aftermarket business supports vehicle maintenance through parts and services
- Technological Innovation and Partnerships:** GM advances in software-defined vehicles and autonomous driving via its subsidiary Cruise and forms strategic technology partnerships.

Year Founded

1908

Headquarters

Detroit, MI

Employees

163,000

CEO

Mary Barra

Brands



Top-selling Vehicle



Market Cap (2024)

\$50.46 Billion

Manufacturing Plants

70+

Product Categories

Passenger Cars, Trucks, SUVs, Crossovers, Electric Vehicles, Commercial Vehicles

Strengths

- Strong Brand Identity: Recognized globally for reliability and performance
- Extensive Product Line including trucks, SUVs, and EVs
- Significant investments in EVs and autonomous driving technology
- Substantial global footprint with diversified revenue streams
- Strong financial performance with substantial revenue and profits

Weaknesses

- Higher production costs compared to some competitors
- Recalls and Quality Issues
- Dependence on North American Market
- High Legacy Costs associated with pensions and healthcare
- Slow Adaptation to Market Changes

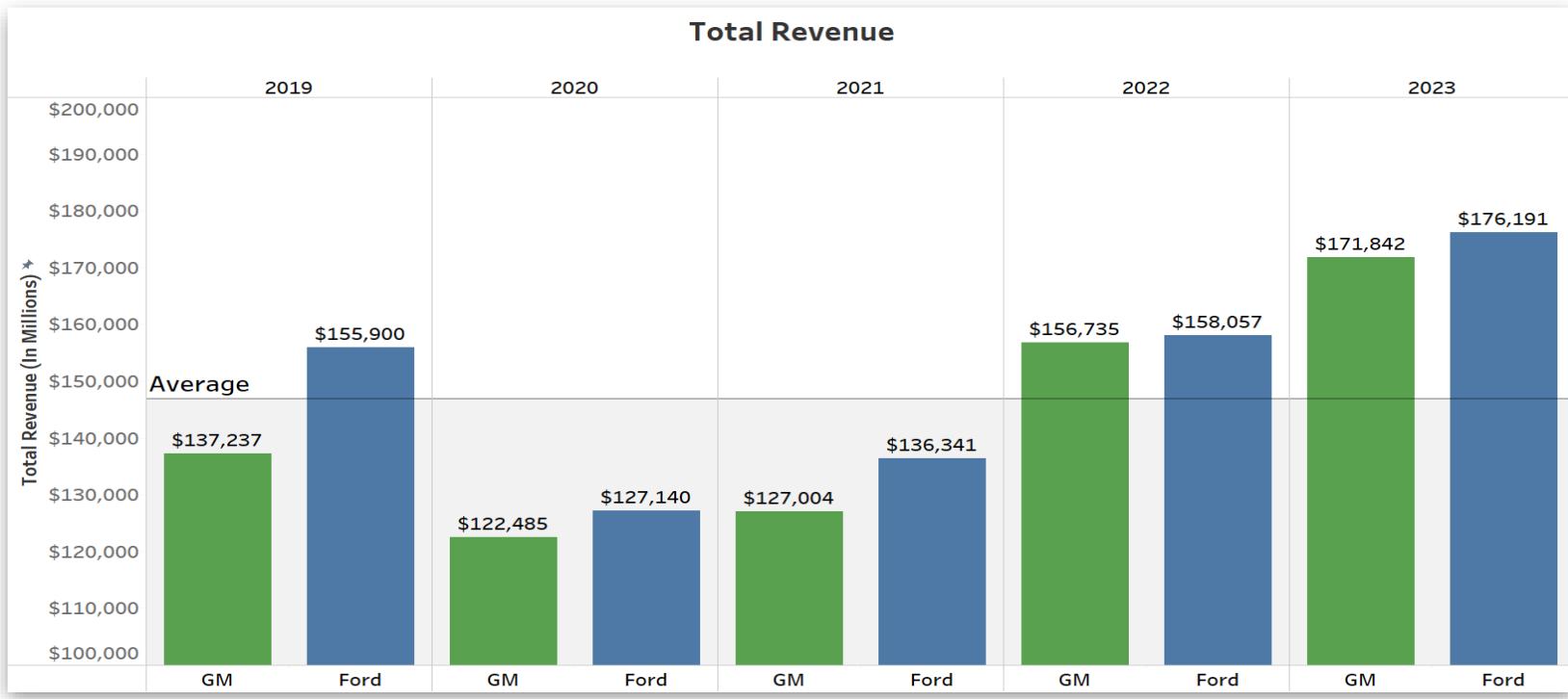
Opportunities

- Growing demand for EVs
- Autonomous Driving Technology
- Expansion into Emerging Markets
- Sustainability Initiatives
- Partnerships and Collaborations: Strategic partnerships with tech companies

Threats

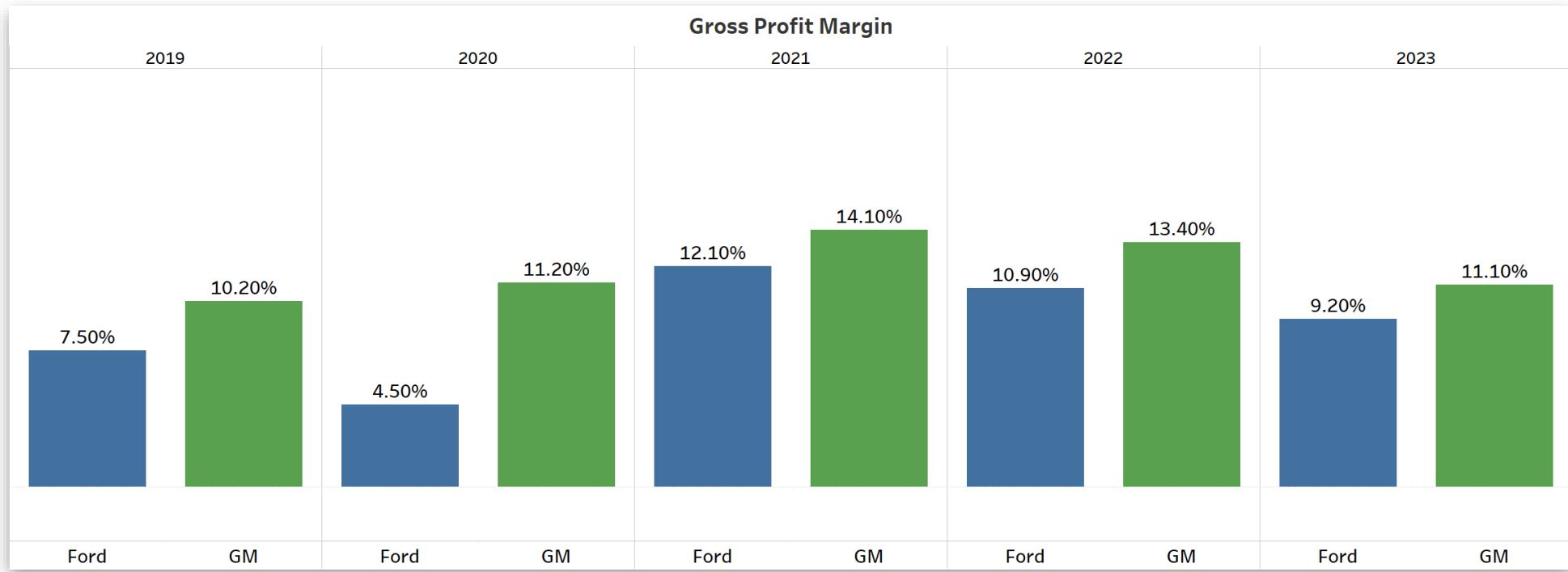
- Highly competitive automotive industry
- Economic Instability
- Regulatory Challenges concerning Emissions
- Supply Chain Disruptions
- Changing Consumer Preferences towards fuel-efficient vehicles
- Increased Cybersecurity Risks

Ford & GM Total Revenue



- **Ford's Revenue Edge:** Ford consistently outperformed GM in revenue from 2019 to 2023, peaking at \$176,191 million in 2023.
- **GM's Growth:** GM's revenue showed steady growth from 2021, reaching \$171,842 million in 2023, but it remained lower than Ford's throughout the period.
- **Impact of 2020:** Both companies saw a dip in 2020 due to global disruptions, but GM was more significantly impacted compared to Ford.
- **Average Revenue Comparison:** Ford's revenue consistently remained above the average of \$150,000 million for the period, particularly strong in 2019 and 2023.
- **Ford's Stronger Recovery:** Ford demonstrated a robust recovery post-2020, maintaining its revenue dominance over GM, suggesting better market strategies and product appeal.

Ford & GM Gross Profit Margin



- The industry trend for gross profit margin is about 14%
- Overall, both companies experienced a consistent decline in their gross margin over time
- GM consistently maintained higher margins than Ford
- Ford's declining margins, especially the notable drop from 2022 to 2023, could indicate increasing challenges in operations or market conditions that were more difficult to navigate compared to GM

Free Cash Flow



	2021	2022	2023	2021	2022	2023
Free Cash Flow	9,560	-13	6,682	7,679	6,805	9,960
Free Cash Flow Margin	7%	0%	4%	6%	4%	6%

- Ford's free cash flow is more volatile compared to GM, showing significant swings, especially in 2022. GM on the other hand demonstrates more consistency, with a significant improvement in 2023.
- While both companies faced challenges in 2022, GM's recovery in 2023 was more pronounced, reaching highest free cash flow in the period and returning a solid margin. Ford also recovered in 2023 but did not reach the 2021 levels and showed more inconsistency.

Short-Term Liquidity



	2021	2022	2023	2021	2022	2023
Cash Flow Liquidity	0.72	0.53	0.54	0.59	0.52	0.5
Current Ratio	1.2	1.2	1.2	1.1	1.1	1.08
Days Inventory Held	38.41	38.24	37.94	40.28	38.3	36.69
Quick Ratio	1.07	1.06	1.06	0.93	0.93	0.9
Cash Flow From Operating Activities	15,787	6,853	14,918	15,188	16,403	20,930

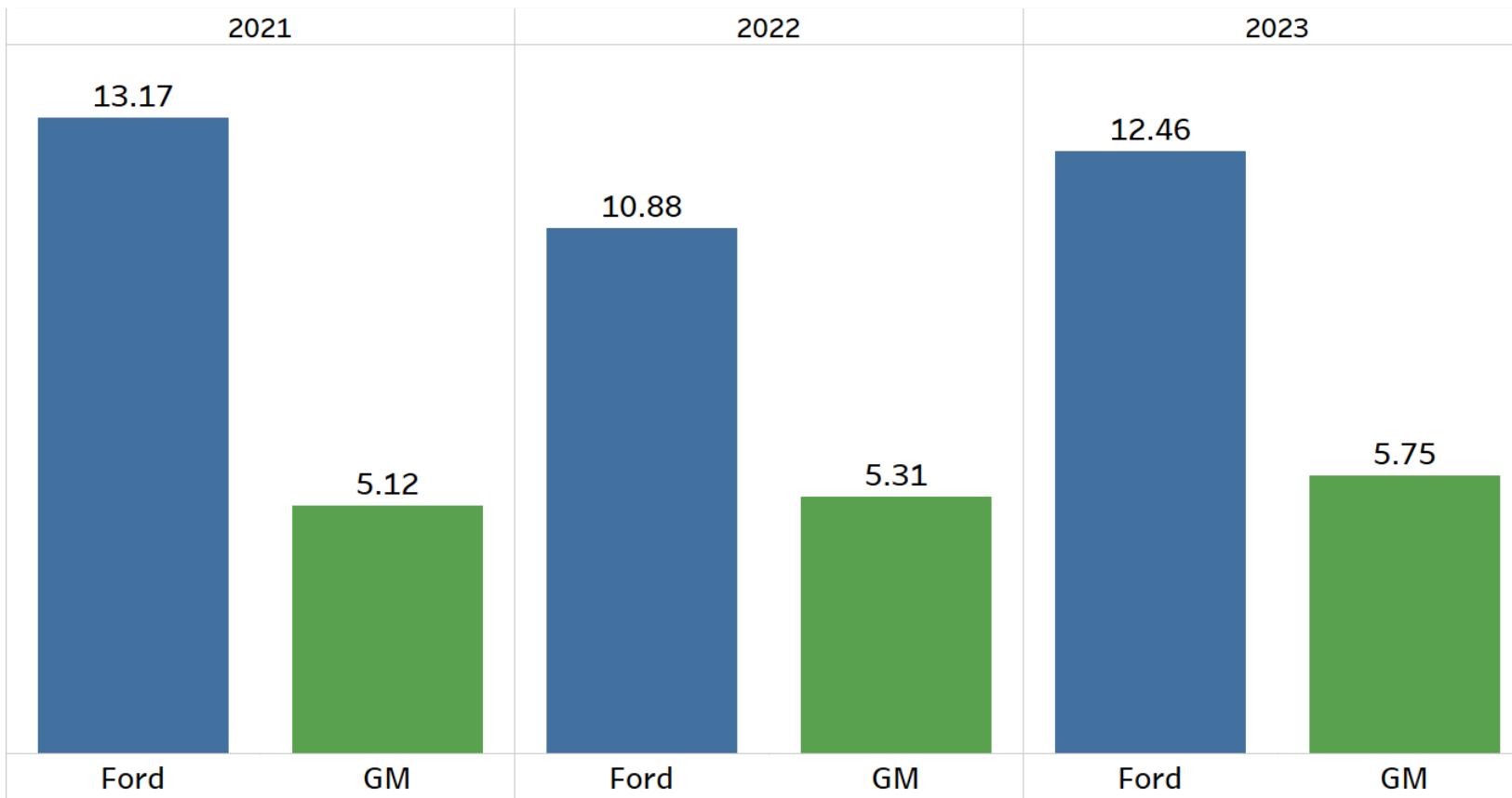
Ford:

- Ford's cash flow liquidity ratio has decreased from 2021-2023, with a slight improvement in 2023 from 2022. A decreasing cash flow suggests that Ford is may be generating less cash from operations.
- Their Current Ratio remained steady over the last three years. Their ratio is above one meaning they have more current assets than liabilities.
- Overall, Ford's liquidity ratios have been stable throughout the last three years.

GM:

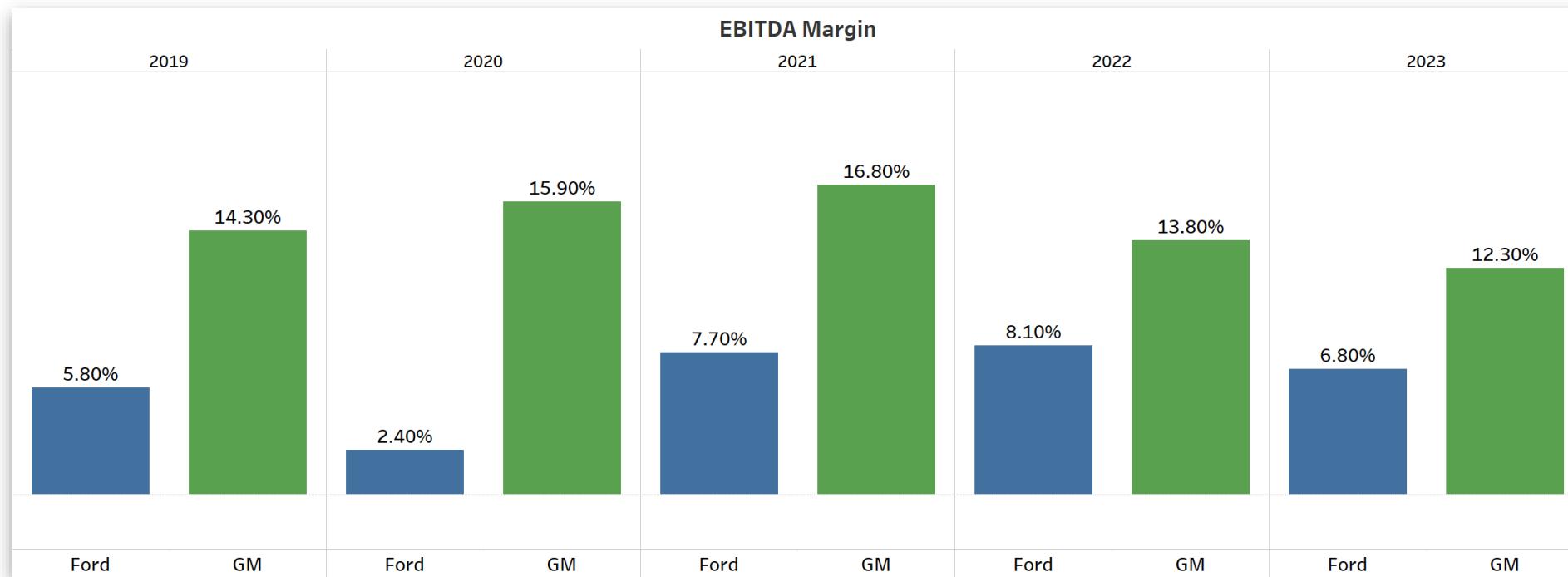
- GM's liquidity ratios are slightly weaker compared to Ford, with a lower cash flow liquidity and quick ratios, indicating they may have a tighter liquidity situation. However, GM shown improvement in managing its inventory more efficiently, which is a positive aspect for liquidity.

Debt to EBITDA



- Ford consistently has a higher debt to EBITDA ratio compared to GM
- GM's ratios show more stability with only minor increases over the years
- Ford's high debt-to-EBITDA suggests that they are facing more significant leverage challenges.

EBITDA Margin



- GM has demonstrated great stability and higher EBITDA margin than Ford across all five years. GM's margin peaked in 2021, while Ford's best performance in 2022 was still below GM's lowest margin in the period.
- GM consistently outperforms Ford in terms of EBITDA margin indicating better profitability and operating efficiency. Even In challenging years, GM managed to maintain a strong margin, while Ford's margin fluctuated more significantly.

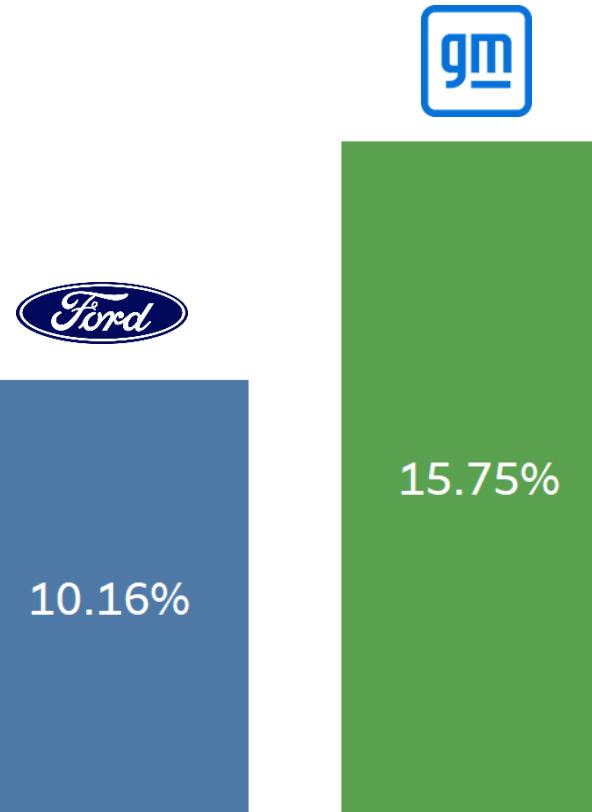
ROE Comparison

• **GM's Superior ROE:** General Motors (GM) has a significantly higher ROE of 15.75% compared to Ford's 10.16%. This suggests that GM is more effective at generating profit from its shareholders' equity than Ford.

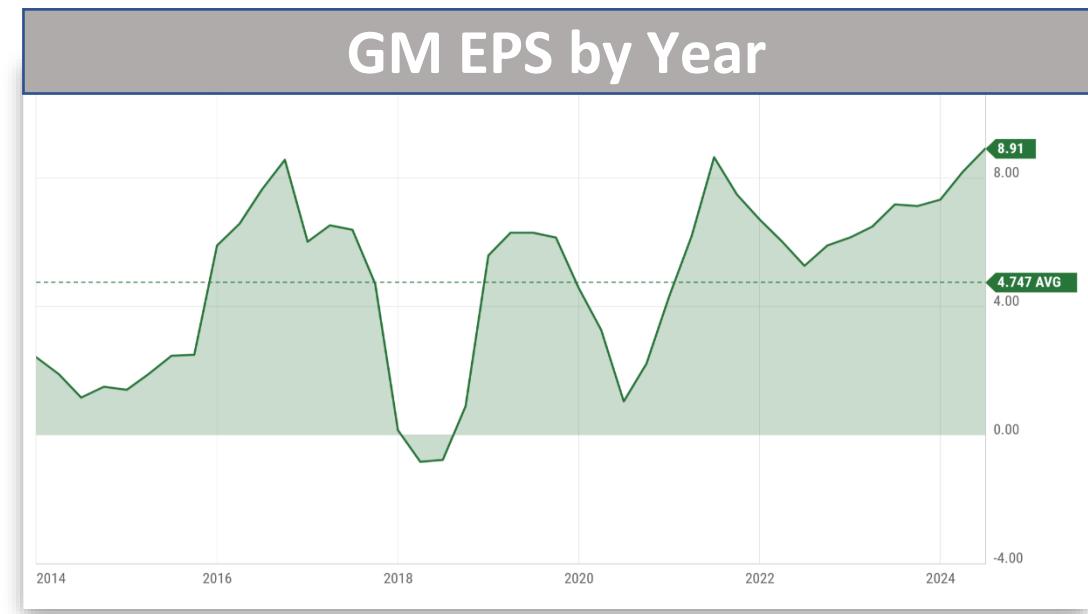
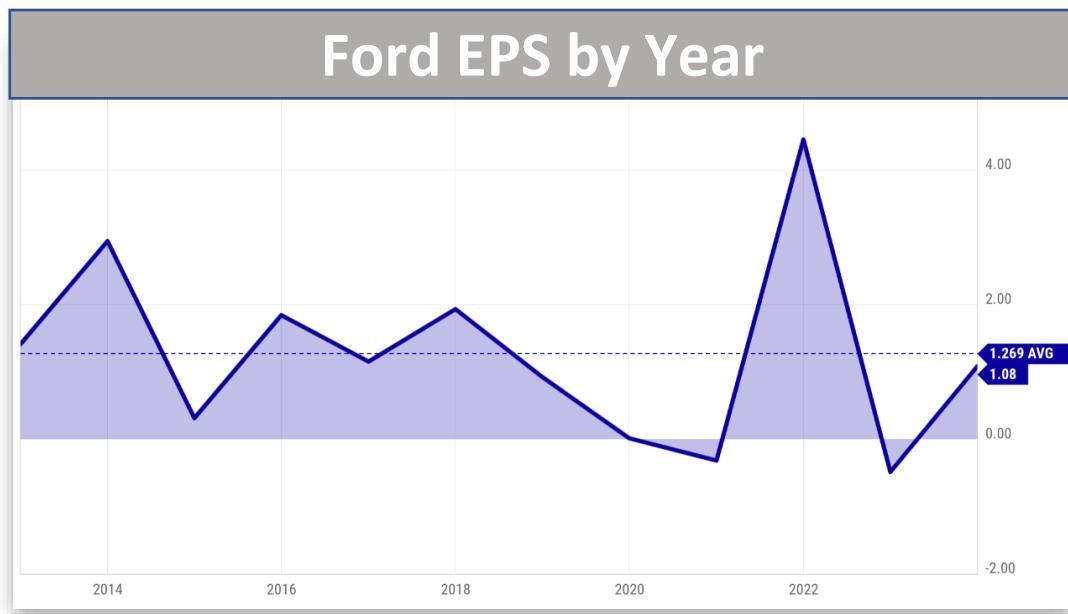
• **Efficiency in Equity Utilization:** A higher ROE indicates that GM is better at converting equity into net income, which could be attributed to more efficient management practices or better financial strategies in recent years.

• **Ford's Lower ROE:** While Ford's ROE is still positive, it lags behind GM. This lower figure may point to challenges in achieving the same level of profitability with its equity base or differences in the companies' operational efficiency.

Return on Equity



Earnings Per Share by Company



- **Ford's** Earnings Per Share shows significant fluctuations over the years. The graph highlights periods of volatility, particularly around 2020, where EPS dropped sharply, likely due to global disruptions such as the COVID-19 pandemic. However, Ford's EPS rebounded in recent years, showing an upward trend towards 2023.
- **GM's** Earnings Per Share (EPS) has shown a generally consistent upward trend over the years. Notably, after some fluctuations earlier in the period, GM's EPS has seen substantial growth leading up to 2023, where it reached a value of 8.91. This indicates a strong recovery and growth trajectory in recent years, reflecting the company's improving financial health and profitability.

P/E Ratio



Price/Earnings Ratio

\$12.19	Stock Price (12/29/23)	\$35.92
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\$1.08	Diluted Share Price	\$7.32
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11.29	Price/Earnings Ratio	4.91
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Price/Earning/Growth Ratio

-216%	Avg. Annual EPS Growth Rate	5%
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-0.05	PEG Ratio	0.90
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Recommendation

Buy GM, Hold Ford: GM is a stronger investment due to superior profitability, stable financials, and leadership in EV and autonomous technologies.

- **Profit Margins:** GM consistently outperforms Ford with higher gross and EBITDA margins, and a better Return on Equity (15.75% vs. 10.16%).
- **Debt Management:** GM's lower debt-to-equity ratio indicates less financial risk compared to Ford's higher leverage.
- **EV & Autonomous Leadership:** GM leads in EV development with Ultium technology and autonomous vehicles through Cruise, giving it a competitive edge over Ford.
- **Operational Challenges:** Ford faces higher production costs and quality control issues, making it a riskier hold until these challenges are addressed.
- **Higher EBITDA Margin:** GM has maintained a higher EBITDA margin across the last five years, with GM's margin peaking in 2021. In contrast, Ford's best performance in 2022 was still below GM's lowest margin during this period. This indicates that GM has better operational efficiency and profitability.
- **Stable Free Cash Flow:** GM has shown consistent improvement in free cash flow, particularly with a significant recovery in 2023. Ford, on the other hand, has experienced more volatility in its free cash flow, which adds uncertainty to its financial health.

Appendix





	2021	2022	2023	2021	2022	2023
Accounts Receivable Turnover	11.99	10.05	11.29	17.18	11.76	13.88
Fixed Asset Turnover	3.67	4.24	4.32	3.09	3.46	3.41
Inventory Turnover	9.5	9.55	9.62	9.06	9.53	9.87
Payables Turnover	5.13	5.25	5.79	5.77	5.33	5.78
Total Asset Turnover	0.53	0.62	0.64	0.52	0.59	0.63

FORD MOTOR COMPANY AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENTS
(in millions, except per share amounts)

	For the years ended December 31,		
	2021	2022	2023
Revenues			
Company Excluding Ford Credit	\$ 126,268	\$ 149,079	\$ 165,901
Ford Credit	10,073	8,978	10,290
Total revenues (Note 4)	136,341	158,057	176,191
Costs and expenses			
Cost of sales	114,651	134,397	150,550
Selling, administrative, and other expenses	11,915	10,888	10,702
Ford Credit interest, operating, and other expenses	5,252	6,496	9,481
Total costs and expenses	131,818	151,781	170,733
Operating income/(loss)	4,523	6,276	5,458
Interest expense on Company debt excluding Ford Credit	1,803	1,259	1,302
Other income/(loss), net (Note 5)	14,733	(5,150)	(603)
Equity in net income/(loss) of affiliated companies (Note 14)	327	(2,883)	414
Income/(Loss) before income taxes	17,780	(3,016)	3,967
Provision for/(Benefit from) income taxes (Note 7)	(130)	(864)	(362)
Net income/(loss)	17,910	(2,152)	4,329
Less: Income/(Loss) attributable to noncontrolling interests	(27)	(171)	(18)
Net income/(loss) attributable to Ford Motor Company	\$ 17,937	\$ (1,981)	\$ 4,347
EARNINGS/(LOSS) PER SHARE ATTRIBUTABLE TO FORD MOTOR COMPANY COMMON AND CLASS B STOCK (Note 8)			
Basic income/(loss)	\$ 4.49	\$ (0.49)	\$ 1.09
Diluted income/(loss)	4.45	(0.49)	1.08
Weighted-average shares used in computation of earnings/(loss) per share			
Basic shares	3,991	4,014	3,998
Diluted shares	4,034	4,014	4,041



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

	December 31, 2022	December 31, 2023
ASSETS		
Cash and cash equivalents (Note 9)	\$ 25,134	\$ 24,862
Marketable securities (Note 9)	15,309	15,309
Ford Credit finance receivables, net of allowance for credit losses of \$255 and \$256 (Note 10)	35,720	46,425
Trade and other receivables, less allowances of \$105 and \$64	15,729	15,601
Inventories (Note 11)	14,080	15,651
Other assets	3,877	3,633
Total current assets	116,476	121,481
Ford Credit finance receivables, net of allowance for credit losses of \$590 and \$626 (Note 10)	49,903	55,650
Net investment in operating leases (Note 12)	22,772	21,384
Net property (Note 13)	37,265	40,821
Equity in net assets of affiliated companies (Note 14)	2,798	5,548
Deferred income taxes (Note 7)	15,552	16,985
Other assets	11,118	11,441
Total assets	\$ 255,884	\$ 273,310
LIABILITIES		
Payables	\$ 25,605	\$ 25,992
Other liabilities and deferred revenue (Note 16 and Note 25)	21,097	25,870
Debt payable within one year (Note 19)		
Company excluding Ford Credit	730	477
Ford Credit	49,434	49,192
Total current liabilities	96,866	101,531
Other liabilities and deferred revenue (Note 16 and Note 25)	25,497	28,414
Long-term debt (Note 19)		
Company excluding Ford Credit	19,200	19,467
Ford Credit	69,605	80,095
Deferred income taxes (Note 7)	1,549	1,005
Total liabilities	212,717	230,512
EQUITY		
Common Stock, par value \$0.01 per share (4,086 million shares issued of 6 billion authorized)	41	41
Class B Stock, par value \$0.01 per share (74 million shares issued of 535 million authorized)	1	1
Capital in excess of par value of stock	22,832	23,128
Retained earnings	31,754	31,029
Accumulated other comprehensive income/(loss) (Note 23)	(9,339)	(9,042)
Treasury stock	(2,047)	(2,384)
Total equity attributable to Ford Motor Company	43,242	42,773
Equity attributable to noncontrolling interests	(75)	25
Total equity	43,167	42,798
Total liabilities and equity	\$ 255,884	\$ 273,310

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 sheets above. See Note 24 for additional information on our VIEs.



FORD MOTOR COMPANY AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(in millions)

	For the years ended December 31,		
	2021	2022	2023
Cash flows from operating activities			
Net income/(loss)	\$ 17,910	\$ (2,152)	\$ 4,329
Depreciation and tooling amortization (Note 12 and Note 13)	7,316	7,642	7,690
Other amortization	(1,358)	(1,149)	(1,167)
(Gains)/Losses on extinguishment of debt (Note 5 and Note 19)	1,702	121	—
Provision for/(Benefit from) credit and insurance losses	(298)	46	438
Pension and other postretirement employee benefits ("OPEB") expense/(income) (Note 17)	4,865	(378)	3,052
Equity method investment dividends received in excess of (earnings)/losses and impairments	116	3,324	(33)
Foreign currency adjustments	532	(27)	(234)
Net realized and unrealized (gains)/losses on cash equivalents, marketable securities, and other investments (Note 5)	(9,159)	7,518	205
Net (gain)/loss on changes in investments in affiliates (Note 5)	(358)	147	(9)
Stock compensation (Note 6)	305	336	460
Provision for/(Benefit from) deferred income taxes	(563)	(1,910)	(1,649)
Decrease/(Increase) in finance receivables (wholesale and other)	7,656	(10,560)	4,827
Decrease/(Increase) in accounts receivable and other assets	(1,141)	(1,183)	(2,620)
Decrease/(Increase) in inventory	(1,778)	(2,576)	(1,219)
Increase/(Decrease) in accounts payable and accrued and other liabilities	(36)	7,268	9,829
Other	(186)	386	673
Net cash provided by/(used in) operating activities	15,787	6,853	14,918
Cash flows from investing activities			
Capital spending	(6,227)	(6,866)	(6,236)
Acquisitions of finance receivables and operating leases	(48,379)	(45,533)	(44,505)
Collections of finance receivables and operating leases	52,094	46,276	44,561
Proceeds from sale of business (Note 22)	145	449	—
Purchases of marketable securities and other investments	(27,491)	(17,458)	(8,590)
Sales and maturities of marketable securities and other investments	33,229	19,117	12,700
Settlements of derivatives	(272)	94	(138)
Capital contributions to equity method investments (Note 24)	(37)	(738)	(2,733)
Other	(297)	312	687
Net cash provided by/(used in) investing activities	2,745	(4,347)	(17,628)
Cash flows from financing activities			
Cash payments for dividends and dividend equivalents	(403)	(2,009)	4,995
Purchases of common stock	—	(484)	(335)
Net changes in short-term debt	3,227	5,460	(1,539)
Proceeds from issuance of long-term debt	27,901	45,470	51,659
Payments of long-term debt	(54,164)	(45,655)	(41,965)
Other	(105)	(271)	(241)
Net cash provided by/(used in) financing activities	(23,498)	2,511	2,584
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	(232)	(414)	(164)
Net increase/(decrease) in cash, cash equivalents, and restricted cash	\$ (5,198)	\$ 4,803	\$ (230)
Cash, cash equivalents, and restricted cash at beginning of period (Note 9)	\$ 25,935	\$ 20,737	\$ 25,340
Net increase/(decrease) in cash, cash equivalents, and restricted cash	(5,198)	4,803	(230)
Cash, cash equivalents, and restricted cash at end of period (Note 9)	\$ 20,737	\$ 25,340	\$ 25,110



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GENERAL MOTORS COMPANY AND SUBSIDIARIES

Item 8. Financial Statements and Supplementary Data

CONSOLIDATED INCOME STATEMENTS
 (In millions, except per share amounts)

	Years Ended December 31,		
	2023	2022	2021
Net sales and revenue			
Automotive	\$ 157,658	\$ 143,975	\$ 113,590
GM Financial	14,184	12,760	13,414
Total net sales and revenue (Note 3)	<u>171,842</u>	<u>156,735</u>	<u>127,004</u>
Costs and expenses			
Automotive and other cost of sales	141,330	126,892	100,544
GM Financial interest, operating and other expenses	11,374	8,862	8,582
Automotive and other selling, general and administrative expense	9,840	10,667	8,554
Total costs and expenses	<u>162,544</u>	<u>146,421</u>	<u>117,680</u>
Operating income (loss)	9,298	10,315	9,324
Automotive interest expense	911	987	950
Interest income and other non-operating income, net (Note 19)	1,537	1,432	3,041
Equity income (loss) (Note 8)	480	837	1,301
Income (loss) before income taxes	10,403	11,597	12,716
Income tax expense (benefit) (Note 17)	563	1,888	2,771
Net income (loss)			
Net loss (income) attributable to noncontrolling interests	9,840	9,708	9,945
Net income (loss) attributable to stockholders	287	226	74
Net income (loss) attributable to common stockholders	<u>\$ 10,127</u>	<u>\$ 9,934</u>	<u>\$ 10,019</u>
Earnings per share (Note 21)			
Basic earnings per common share	\$ 7.35	\$ 6.17	\$ 6.78
Weighted-average common shares outstanding – basic	1,364	1,445	1,451
Diluted earnings per common share	\$ 7.32	\$ 6.13	\$ 6.70
Weighted-average common shares outstanding – diluted	1,369	1,454	1,468



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GENERAL MOTORS COMPANY AND SUBSIDIARIES CONSOLIDATED BALANCE SHEETS <i>(In millions, except per share amounts)</i>			
	December 31, 2023	December 31, 2022	
ASSETS			
Current Assets			
Cash and cash equivalents	\$ 18,853	\$ 19,153	
Marketable debt securities (Note 4)	7,613	12,150	
Accounts and notes receivable, net of allowance of \$298 and \$260	12,378	13,333	
GM Financial receivables, net of allowance of \$906 and \$869 (Note 5; Note 11 at VIEs)	39,076	33,623	
Inventories (Note 6)	16,461	15,366	
Other current assets (Note 4; Note 11 at VIEs)	7,238	6,825	
Total current assets	<u>101,618</u>	<u>100,451</u>	
Non-current Assets			
GM Financial receivables, net of allowance of \$1,438 and \$1,227 (Note 5; Note 11 at VIEs)	45,043	40,591	
Equity in net assets of nonconsolidated affiliates (Note 8)	10,613	10,176	
Property, net (Note 9)	50,321	45,248	
Goodwill and intangible assets, net (Note 10)	4,862	4,945	
Equipment on operating leases, net (Note 7; Note 11 at VIEs)	30,582	32,701	
Deferred income taxes (Note 17)	22,339	20,539	
Other assets (Note 4; Note 11 at VIEs)	7,686	9,386	
Total non-current assets	<u>171,446</u>	<u>163,586</u>	
Total Assets	<u><u>\$ 273,064</u></u>	<u><u>\$ 264,037</u></u>	
LIABILITIES AND EQUITY			
Current Liabilities			
Accounts payable (principally trade)	\$ 28,114	\$ 27,486	
Short-term debt and current portion of long-term debt (Note 13)			
Automotive	428	1,959	
GM Financial (Note 11 at VIEs)	38,540	36,819	
Accrued liabilities (Note 12)	<u>27,364</u>	<u>24,910</u>	
Total current liabilities	<u>94,445</u>	<u>91,173</u>	
Non-current Liabilities			
Long-term debt (Note 13)			
Automotive	15,985	15,885	
GM Financial (Note 11 at VIEs)	66,788	60,036	
Postretirement benefits other than pensions (Note 15)	4,345	4,193	
Pensions (Note 15)	6,680	5,698	
Other liabilities (Note 12)	<u>16,515</u>	<u>14,767</u>	
Total non-current liabilities	<u>110,312</u>	<u>100,579</u>	
Total Liabilities	<u>204,757</u>	<u>191,752</u>	
Commitments and contingencies (Note 16)			
Noncontrolling interest - Cruise stock incentive awards (Note 20)	118	357	
Equity (Note 20)			
Common stock, \$0.01 par value	12	14	
Additional paid-in capital	19,130	26,428	
Retained earnings	55,391	49,251	
Accumulated other comprehensive loss	<u>(10,247)</u>	<u>(7,901)</u>	
Total stockholders' equity	64,286	67,792	
Noncontrolling interests	3,903	4,135	
Total Equity	<u>68,189</u>	<u>71,927</u>	
Total Liabilities and Equity	<u><u>\$ 273,064</u></u>	<u><u>\$ 264,037</u></u>	

Reference should be made to the notes to consolidated financial statements.
Amounts may not add due to rounding.

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GENERAL MOTORS COMPANY AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(In millions)

	Years Ended December 31,		
	2023	2022	2021
Cash flows from operating activities			
Net income (loss)	\$ 9,840	\$ 9,708	\$ 9,945
Depreciation and impairment of Equipment on operating leases, net	4,904	4,839	6,076
Depreciation, amortization and impairment charges on Property, net	6,984	6,451	5,975
Foreign currency remeasurement and transaction (gains) losses	349	172	(17)
Undistributed earnings of nonconsolidated affiliates, net	245	193	(517)
Pension contributions and OPEB payments	(1,100)	(790)	(838)
Pension and OPEB income, net	90	(1,189)	(1,605)
Provision (benefit) for deferred taxes	(1,041)	425	2,214
Change in other operating assets and liabilities (Note 24)	1,822	(2,977)	(3,366)
Other operating activities	(1,163)	(790)	(2,679)
Net cash provided by (used in) operating activities	20,930	16,043	15,188
Cash flows from investing activities			
Expenditures for property	(10,970)	(9,238)	(7,509)
Available-for-sale marketable securities, acquisitions	(4,429)	(11,837)	(8,962)
Available-for-sale marketable securities, liquidations	9,345	8,057	9,347
Purchases of finance receivables	(35,379)	(33,974)	(33,009)
Principal collections and recoveries on finance receivables	28,346	26,887	24,622
Purchases of leased vehicles	(13,640)	(11,949)	(14,602)
Proceeds from termination of leased vehicles	13,033	14,234	14,393
Other investing activities	(969)	(62)	(635)
Net cash provided by (used in) investing activities	(14,663)	(17,882)	(16,355)
Cash flows from financing activities			
Net increase (decrease) in short-term debt	(156)	373	2,912
Proceeds from issuance of debt (original maturities greater than three months)	50,963	45,813	45,300
Payments on debt (original maturities greater than three months)	(44,675)	(39,606)	(47,806)
Payments to purchase common stock (Note 20)	(11,115)	(2,500)	—
Issuance (redemption) of subsidiary stock (Note 20)	—	(2,121)	1,736
Dividends paid	(597)	(397)	(186)
Other financing activities	(774)	(1,178)	(212)
Net cash provided by (used in) financing activities	(6,353)	383	1,744
Effect of exchange rate changes on cash, cash equivalents and restricted cash	54	(138)	(152)
Net increase (decrease) in cash, cash equivalents and restricted cash	(31)	(1,594)	425
Cash, cash equivalents and restricted cash at beginning of period	21,948	23,542	23,117
Cash, cash equivalents and restricted cash at end of period	\$ 21,917	\$ 21,948	\$ 23,542
Significant Non-cash Investing and Financing Activity			
Non-cash property additions	\$ 6,013	\$ 5,376	\$ 4,305

Reference should be made to the notes to consolidated financial statements.
Amounts may not add due to rounding.



Sources

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