



FORD MOTOR COMPANY AND SUBSIDIARIES
CONSOLIDATED STATEMENT OF INCOME
For the Periods Ended September 30, 2008 and 2007
(in millions, except per share amounts)

| | Third Quarter | | First Nine Months | |
|--|----------------------|------------------|--------------------------|----------------|
| | 2008 | 2007 | 2008 | 2007 |
| | (unaudited) | | (unaudited) | |
| Sales and revenues | | | | |
| Automotive sales | \$ 27,733 | \$ 36,270 | \$ 103,907 | \$ 115,006 |
| Financial Services revenues | 4,312 | 4,808 | 13,178 | 13,333 |
| Total sales and revenues | 32,045 | 41,078 | 117,085 | 128,339 |
| Costs and expenses | | | | |
| Automotive cost of sales | 24,999 | 33,238 | 100,450 | 104,135 |
| Selling, administrative and other expenses | 4,574 | 4,904 | 16,974 | 15,828 |
| Interest expense | 2,382 | 2,733 | 7,339 | 8,210 |
| Financial Services provision for credit and insurance losses | 399 | 194 | 1,341 | 374 |
| Total costs and expenses | 32,354 | 41,069 | 126,104 | 128,547 |
| Automotive interest income and other non-operating income/(expense), net | (244) | (216) | (344) | 672 |
| Automotive equity in net income/(loss) of affiliated companies | 13 | 51 | 109 | 262 |
| Income/(Loss) before income taxes | (540) | (156) | (9,254) | 726 |
| Provision for/(Benefit from) income taxes | (462) | 162 | (811) | 467 |
| Income/(Loss) before minority interests | (78) | (318) | (8,443) | 259 |
| Minority interests in net income/(loss) of subsidiaries | 51 | 62 | 262 | 205 |
| Income/(Loss) from continuing operations | (129) | (380) | (8,705) | 54 |
| Income/(Loss) from discontinued operations | - | - | 9 | 34 |
| Net income/(loss) | <u>\$ (129)</u> | <u>\$ (380)</u> | <u>\$ (8,696)</u> | <u>\$ 88</u> |
| AMOUNTS PER SHARE OF COMMON AND CLASS B STOCK | | | | |
| Basic income/(loss) | | | | |
| Income/(Loss) from continuing operations | \$ (0.06) | \$ (0.19) | \$ (3.89) | \$ 0.03 |
| Income/(Loss) from discontinued operations | - | - | - | 0.02 |
| Net income/(loss) | <u>\$ (0.06)</u> | <u>\$ (0.19)</u> | <u>\$ (3.89)</u> | <u>\$ 0.05</u> |
| Diluted income/(loss) | | | | |
| Income/(Loss) from continuing operations | \$ (0.06) | \$ (0.19) | \$ (3.89) | \$ 0.03 |
| Income/(Loss) from discontinued operations | - | - | - | 0.02 |
| Net income/(loss) | <u>\$ (0.06)</u> | <u>\$ (0.19)</u> | <u>\$ (3.89)</u> | <u>\$ 0.05</u> |

The Notes to the Financial Statements in the Form 10-Q Report are an integral part of the Financial Statements.



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

| | September 30, 2008 (unaudited) | December 31, 2007 |
|--|--------------------------------------|----------------------|
| ASSETS | | |
| Cash and cash equivalents | \$ 24,894 | \$ 35,283 |
| Marketable securities | 16,907 | 5,248 |
| Loaned securities | - | 10,267 |
| Finance receivables, net | 100,883 | 109,053 |
| Other receivables, net | 7,529 | 8,210 |
| Net investment in operating leases | 29,179 | 33,255 |
| Retained interest in sold receivables | 154 | 653 |
| Inventories | 12,048 | 10,121 |
| Equity in net assets of affiliated companies | 3,065 | 2,853 |
| Net property | 30,253 | 36,239 |
| Deferred income taxes | 3,032 | 3,500 |
| Goodwill and other net intangible assets | 1,805 | 2,069 |
| Assets of discontinued/held-for-sale operations | - | 7,537 |
| Other assets | 12,316 | 14,976 |
| Total assets | \$ 242,065 | \$ 279,264 |
| LIABILITIES AND STOCKHOLDERS' EQUITY | | |
| Payables | \$ 20,358 | \$ 20,832 |
| Accrued liabilities and deferred revenue | 62,931 | 74,738 |
| Debt | 156,793 | 168,787 |
| Deferred income taxes | 2,514 | 3,034 |
| Liabilities of discontinued/held-for-sale operations | - | 4,824 |
| Total liabilities | 242,596 | 272,215 |
| Minority interests | 1,458 | 1,421 |
| Stockholders' equity | | |
| Capital stock | | |
| Common Stock, par value \$0.01 per share (2,304 million shares issued) | 23 | 21 |
| Class B Stock, par value \$0.01 per share (71 million shares issued) | 1 | 1 |
| Capital in excess of par value of stock | 8,910 | 7,834 |
| Accumulated other comprehensive income/(loss) | (571) | (558) |
| Treasury stock | (183) | (185) |
| Retained earnings/(Accumulated deficit) | (10,169) | (1,485) |
| Total stockholders' equity | (1,989) | 5,628 |
| Total liabilities and stockholders' equity | \$ 242,065 | \$ 279,264 |

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FORD MOTOR COMPANY AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS
For the Periods Ended September 30, 2008 and 2007
(in millions)

| | First Nine Months | |
|--|--------------------------|-------------------|
| | 2008 | 2007 |
| | (unaudited) | |
| Cash flows from operating activities of continuing operations | | |
| Net cash (used in)/provided by operating activities | \$ 3,269 | \$ 13,242 |
| Cash flows from investing activities of continuing operations | | |
| Capital expenditures | (4,875) | (4,215) |
| Acquisitions of retail and other finance receivables and operating leases | (36,932) | (42,827) |
| Collections of retail and other finance receivables and operating leases | 32,278 | 34,509 |
| Purchases of securities | (49,881) | (9,085) |
| Sales and maturities of securities | 47,852 | 14,805 |
| Settlements of derivatives | 1,753 | 716 |
| Proceeds from sales of retail and other finance receivables and operating leases | - | 705 |
| Proceeds from sale of businesses | 6,293 | 1,236 |
| Cash paid for acquisitions | (13) | - |
| Transfer of cash balances upon disposition of discontinued/held-for-sale operations | (925) | (83) |
| Other | 421 | 185 |
| Net cash (used in)/provided by investing activities | (4,029) | (4,054) |
| Cash flows from financing activities of continuing operations | | |
| Sales of Common Stock | 663 | 152 |
| Purchases of Common Stock | - | (31) |
| Changes in short-term debt | (4,422) | (2,558) |
| Proceeds from issuance of other debt | 27,565 | 24,018 |
| Principal payments on other debt | (32,768) | (32,457) |
| Other | (531) | 151 |
| Net cash (used in)/provided by financing activities | (9,493) | (10,725) |
| Effect of exchange rate changes on cash | (136) | 64 |
| Net increase/(decrease) in cash and cash equivalents from continuing operations | (10,389) | (1,473) |
| Cash flows from discontinued operations | | |
| Cash flows from operating activities of discontinued operations | - | 16 |
| Cash flows from investing activities of discontinued operations | - | - |
| Cash flows from financing activities of discontinued operations | - | - |
| Net increase/(decrease) in cash and cash equivalents | <u>\$ (10,389)</u> | <u>\$ (1,457)</u> |
| Cash and cash equivalents at January 1 | \$ 35,283 | \$ 28,896 |
| Cash and cash equivalents of discontinued/held-for-sale operations at January 1 | - | (2) |
| Net increase/(decrease) in cash and cash equivalents | (10,389) | (1,457) |
| Less: cash and cash equivalents of discontinued/held-for-sale operations at September 30 | - | - |
| Cash and cash equivalents at September 30 | <u>\$ 24,894</u> | <u>\$ 27,437</u> |

The Notes to the Financial Statements in the Form 10-Q Report are an integral part of the Financial Statements.



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