



***THIRD QUARTER
EARNINGS REVIEW***

***NOVEMBER 8, 2007
(PRELIMINARY RESULTS)***



BUSINESS OVERVIEW

Alan Mulally
President and Chief Executive Officer

TOTAL COMPANY

2007 THIRD QUARTER FINANCIAL RESULTS



	<u>Third Quarter</u>		<u>First Nine Months</u>	
	<u>2007</u>	<u>O / (U)</u> <u>2006</u>	<u>2007</u>	<u>O / (U)</u> <u>2006</u>
Wholesales (000)	1,487	20	4,910	(119)
Revenue (Bils.)	\$ 41.1	\$ 4.0	\$128.3	\$ 8.5
<u>Continuing Operations (Excluding Special Items)*</u>				
Pre-Tax Profits (Mils.)	\$ 194	\$1,300	\$ 746	\$1,971
After-Tax Profits (Mils.)	(24)	826	63	809
Earnings Per Share**	(0.01)	0.44	0.03	0.43
<u>Special Items Pre-Tax (Mils.)</u>	\$ (350)	\$4,908	\$ (20)	\$8,135
<u>Net Income</u>				
After-Tax Profits (Mils.)	\$ (380)	\$4,868	\$ 88	\$7,076
Earnings Per Share**	(0.19)	2.60	0.05	3.78
<u>Automotive Gross Cash (Bils.)***</u>	\$ 35.6	\$ 12.0	\$ 35.6	\$ 12.0

* See Slide 7 and Appendix for reconciliations to GAAP

** Earnings per share is calculated on a basis that includes pre-tax profit, provision for taxes, and minority interest; see Appendix for method of calculation

*** Automotive Gross Cash includes cash and cash equivalents, net marketable securities, loaned securities and short-term Voluntary Employee Beneficiary Association (VEBA) assets



TOTAL COMPANY THIRD QUARTER 2007 PROGRESS

- **Committed to executing the four priorities of our plan -- restructuring the Company, accelerating product development, funding our plan and improving our balance sheet, and working effectively as one team**
- **Significant improvement in Automotive Operations compared with the same period a year ago**
- **Ford North America reported a loss of \$1 billion, a \$1.1 billion improvement compared with 2006**
- **Profitable at Ford South America, Ford Europe, Ford Asia Pacific & Africa, and Mazda**
- **Premier Automotive Group reported a loss but results were substantially improved from a year ago**
- **Ford Credit continues to be profitable**
- **Continued to explore potential sale of Jaguar and Land Rover**
- **Have been conducting a strategic review of Volvo**



TOTAL COMPANY THIRD QUARTER / FIRST NINE MONTHS HIGHLIGHTS

- **North America**
 - Ford posted 11% improvement in the 2007 Third Quarter U.S. Global Quality Research System (GQRS) study
 - Ford Taurus, Taurus X and Mercury Sable earned Top Safety Pick ratings from the Insurance Institute for Highway Safety (IIHS)
 - Ford Mustang convertible earned five star ratings in crash test and rollover categories from the National Highway Traffic and Safety Administration (NHTSA)
 - Ford SYNC received *Popular Mechanics* “Breakthrough Award”
- **South America**
 - Ford South America sales up 19% in First Nine Months
- **Europe and PAG**
 - Ford Europe sales up more than 5% in First Nine Months
 - Kuga, Ford’s planned C-segment 4x4 crossover, received strong reviews
 - Best-ever quarter for Land Rover sales
- **Asia Pacific & Africa**
 - Ford China sales up 27% year to date
 - Nanjing Assembly Plant opened in China



FINANCIAL RESULTS

Don Leclair
Chief Financial Officer



TOTAL COMPANY 2007 THIRD QUARTER INCOME FROM CONTINUING OPERATIONS COMPARED WITH NET INCOME

	<u>Third Quarter</u>		<u>First Nine Months</u>	
		B / (W)		B / (W)
	<u>2007</u>	<u>2006</u>	<u>2007</u>	<u>2006</u>
Revenue (Bils.)	\$41.1	\$ 4.0	\$128.3	\$ 8.5
<u>Income (Mils.)</u>				
Pre-Tax Income from Continuing Operations (Excl. Special Items)	<u>\$ 194</u>	\$1,300	\$ 746	\$ 1,971
Special Items*	<u>(350)</u>	<u>4,908</u>	<u>(20)</u>	<u>8,135</u>
Pre-Tax Income from Continuing Operations	<u>\$ (156)</u>	\$6,208	\$ 726	\$10,106
Minority Interest	(62)	(14)	(205)	(79)
Taxes	(162)	(1,322)	(467)	(2,973)
Net Income from Continuing Operations	<u>\$ (380)</u>	<u>\$4,872</u>	<u>\$ 54</u>	<u>\$ 7,054</u>
Discontinued Operations	<u>0</u>	<u>(4)</u>	<u>34</u>	<u>22</u>
Net Income	<u>\$ (380)</u>	<u>\$4,868</u>	<u>\$ 88</u>	<u>\$ 7,076</u>

* See Slide 7 for detail of Third Quarter 2007 Special Items



TOTAL COMPANY 2007 THIRD QUARTER SPECIAL ITEMS

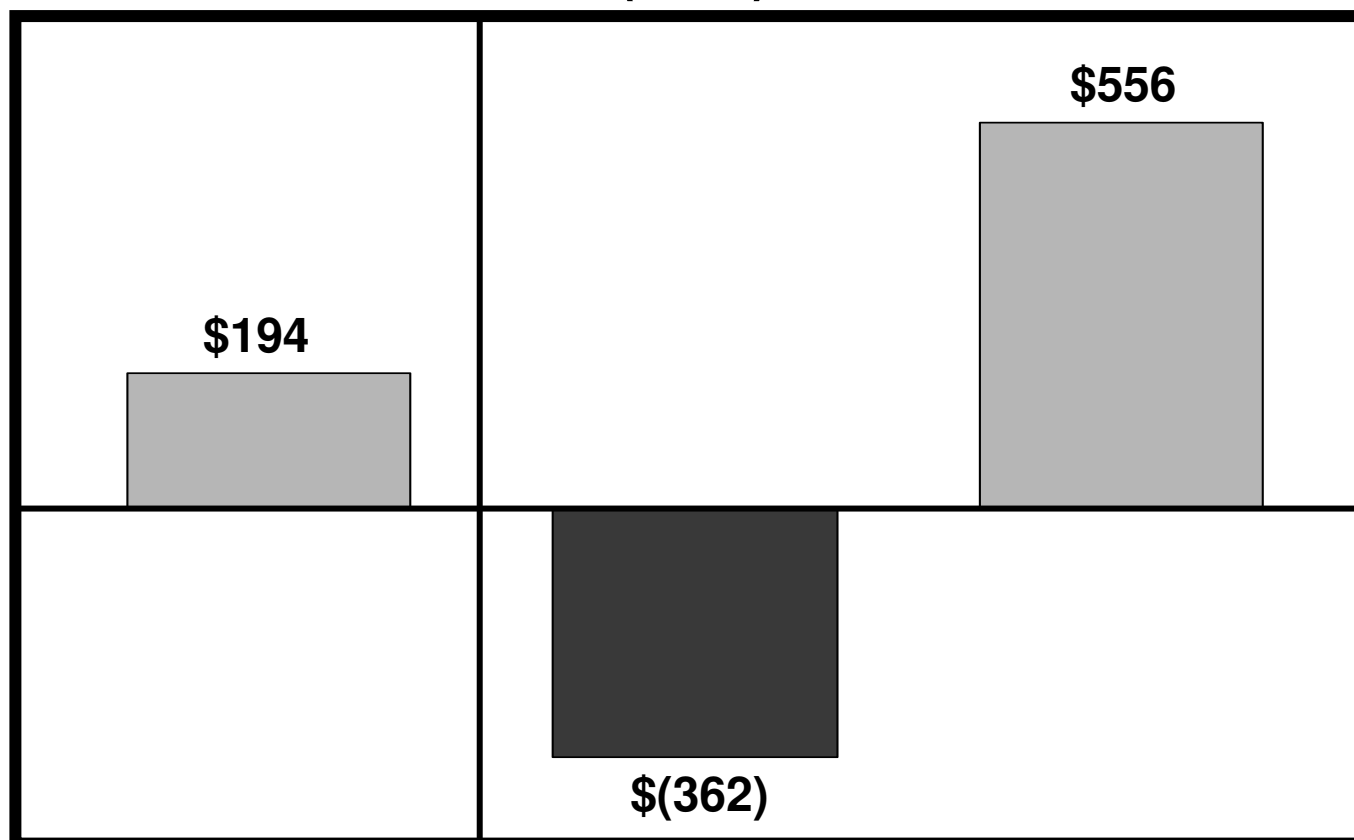
	Third Quarter (Mils.)	First Nine Months (Mils.)
Ford North America Separation Programs	\$ 110	\$ (709)
Related OPEB Curtailment	213	1,321
Related Pension Curtailment	0	(175)
Gain on Sale of an ACH Operation	5	5
Subtotal Ford North America	<u>\$ 328</u>	<u>\$ 442</u>
PAG Sale of Aston Martin	(1)	213
PAG Net Gains on Certain Undesignated Hedges	37	219
PAG Personnel Reduction Programs / Other	(32)	(113)
Ford Europe Personnel Reduction Programs / Other	(39)	(128)
Ford Asia Pacific and Africa Personnel Reduction Programs / Other	(1)	(11)
Ford Asia Pacific and Africa Joint Venture Equity Impairment	(10)	(10)
Loss on Conversion of Trust Preferred Securities	(632)	(632)
Total Pre-Tax Special Items	<u>\$ (350)</u>	<u>\$ (20)</u>
Memo: Special Items Impact on Earnings Per Share*	\$(0.18)	\$ 0

* Earnings per share from continuing operations is calculated on a basis that includes pre-tax profit, provision for taxes, and minority interest; see Appendix for method of calculation



**TOTAL COMPANY
2007 THIRD QUARTER PRE-TAX PROFIT / (LOSS)
BY SECTOR***

(Mils.)



**Memo:
B / (W) 2006**

Total

\$1,300

Automotive

\$1,494

**Financial
Services**

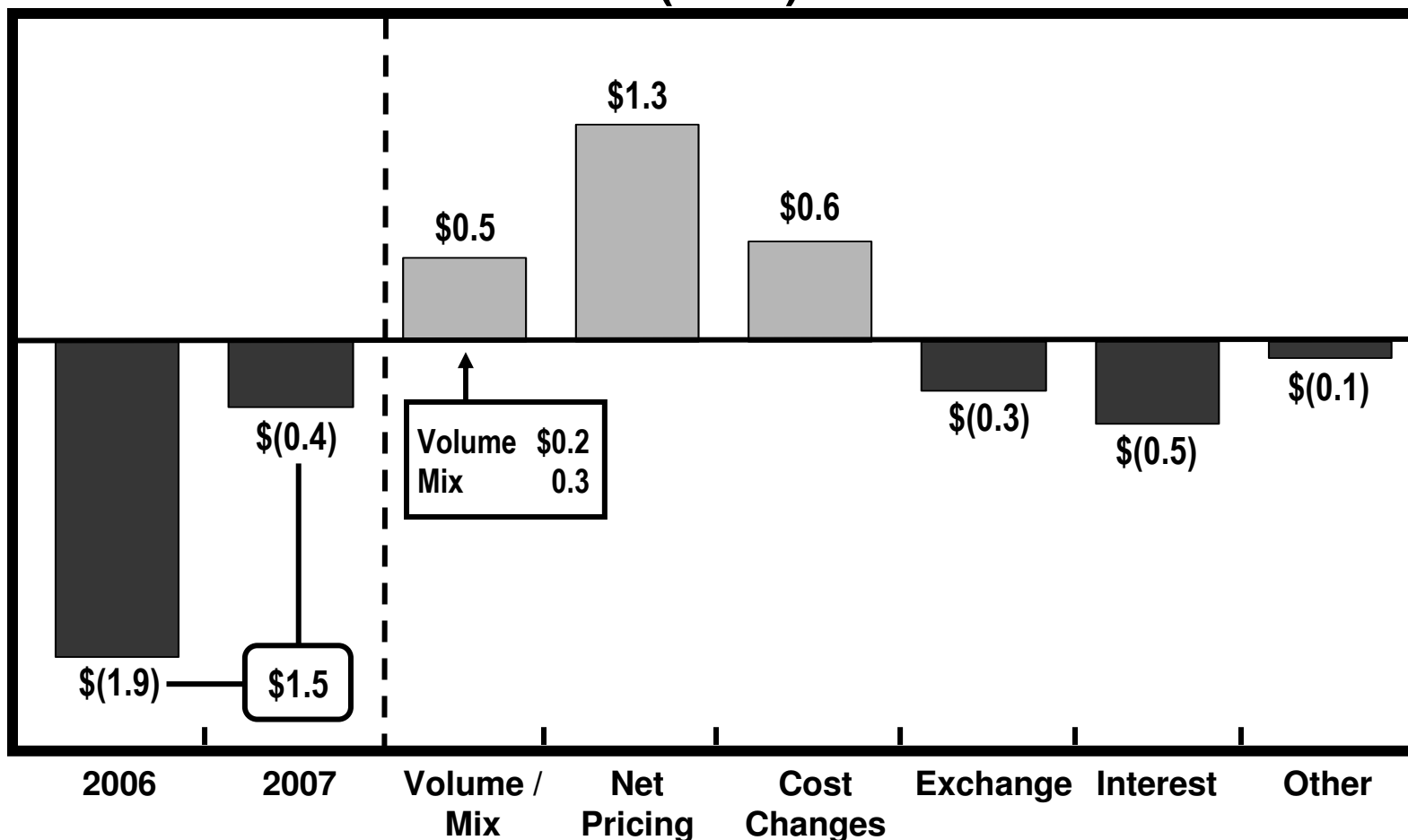
\$(194)

* Excludes special items; see Slide 6 and Appendix for reconciliation to GAAP



AUTOMOTIVE SECTOR 2007 THIRD QUARTER AUTOMOTIVE PRE-TAX PROFITS COMPARED WITH 2006*

(Bils.)



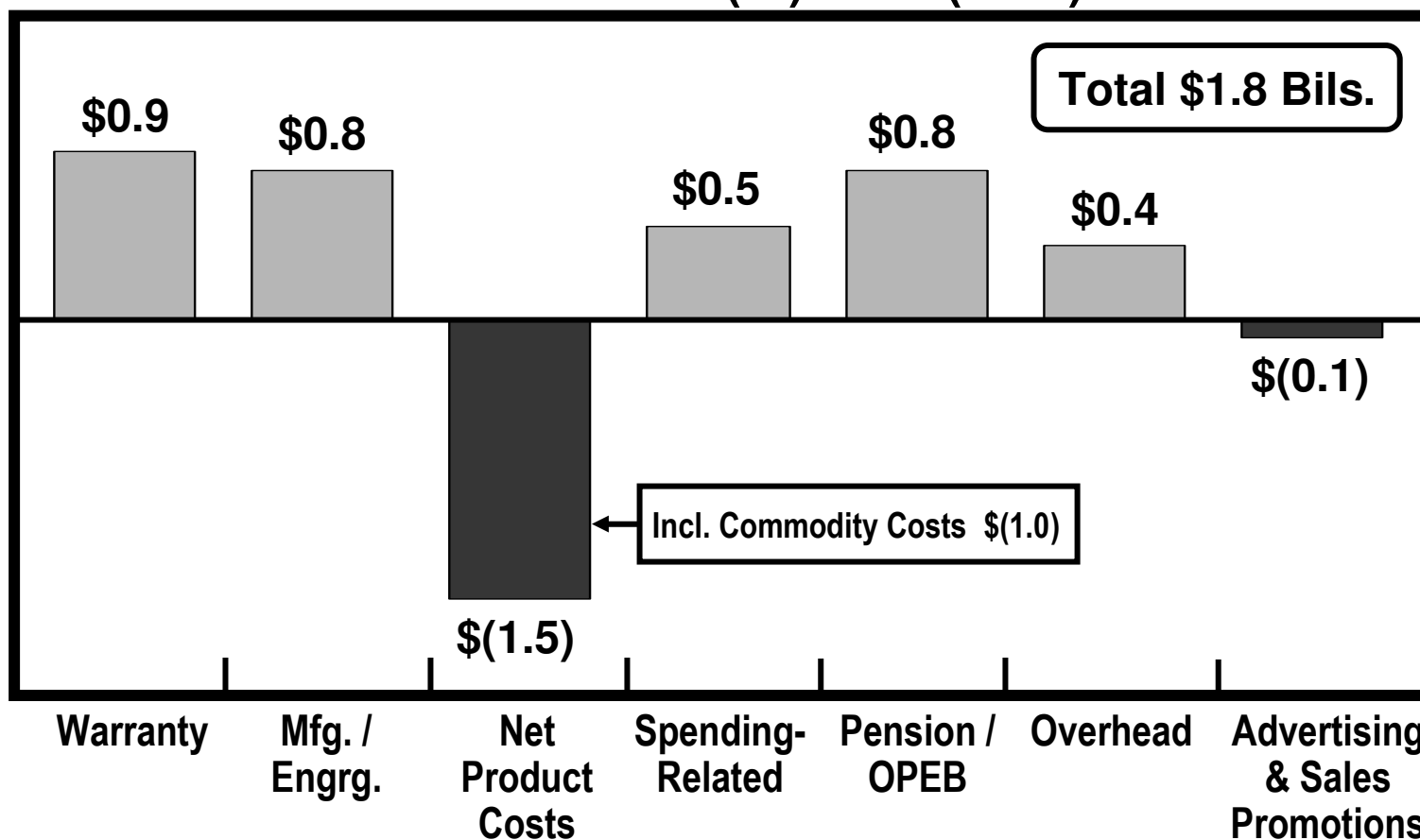
* Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP



AUTOMOTIVE SECTOR

2007 FIRST NINE MONTHS COST CHANGES*

2007 Costs B / (W) 2006 (Bils.)



Memo:
Third Quarter

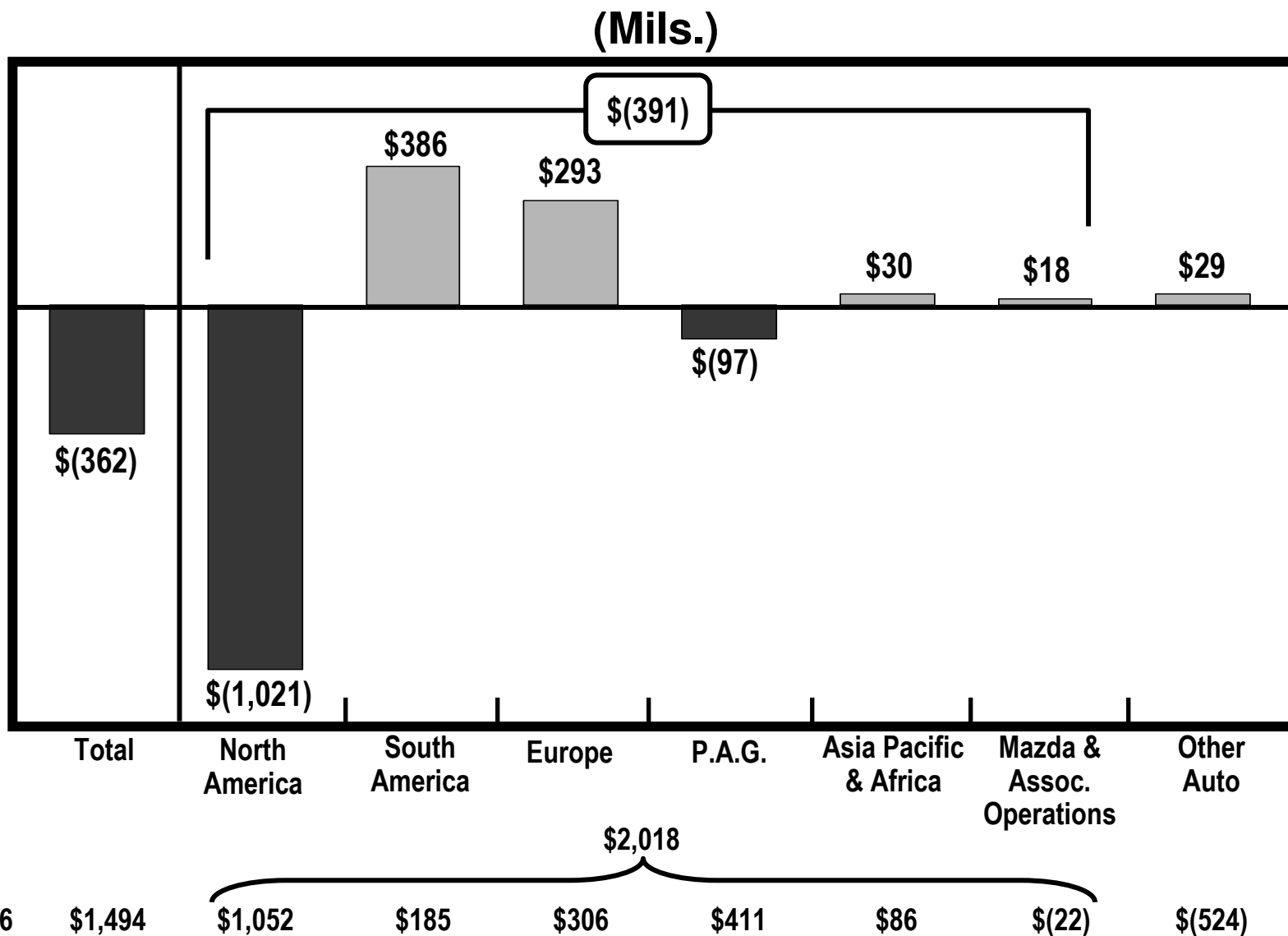
Warranty	\$0.2	Mfg. / Engrg.	\$0.2	Net Product Costs	\$(0.2)	Spending-Related	\$0.2	Pension / OPEB	\$0	Overhead	\$0.2	Advertising & Sales Promotions	\$0
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* At constant volume, mix, and exchange; excludes special items



AUTOMOTIVE SECTOR

2007 THIRD QUARTER PROFIT / (LOSS) BY SEGMENT*

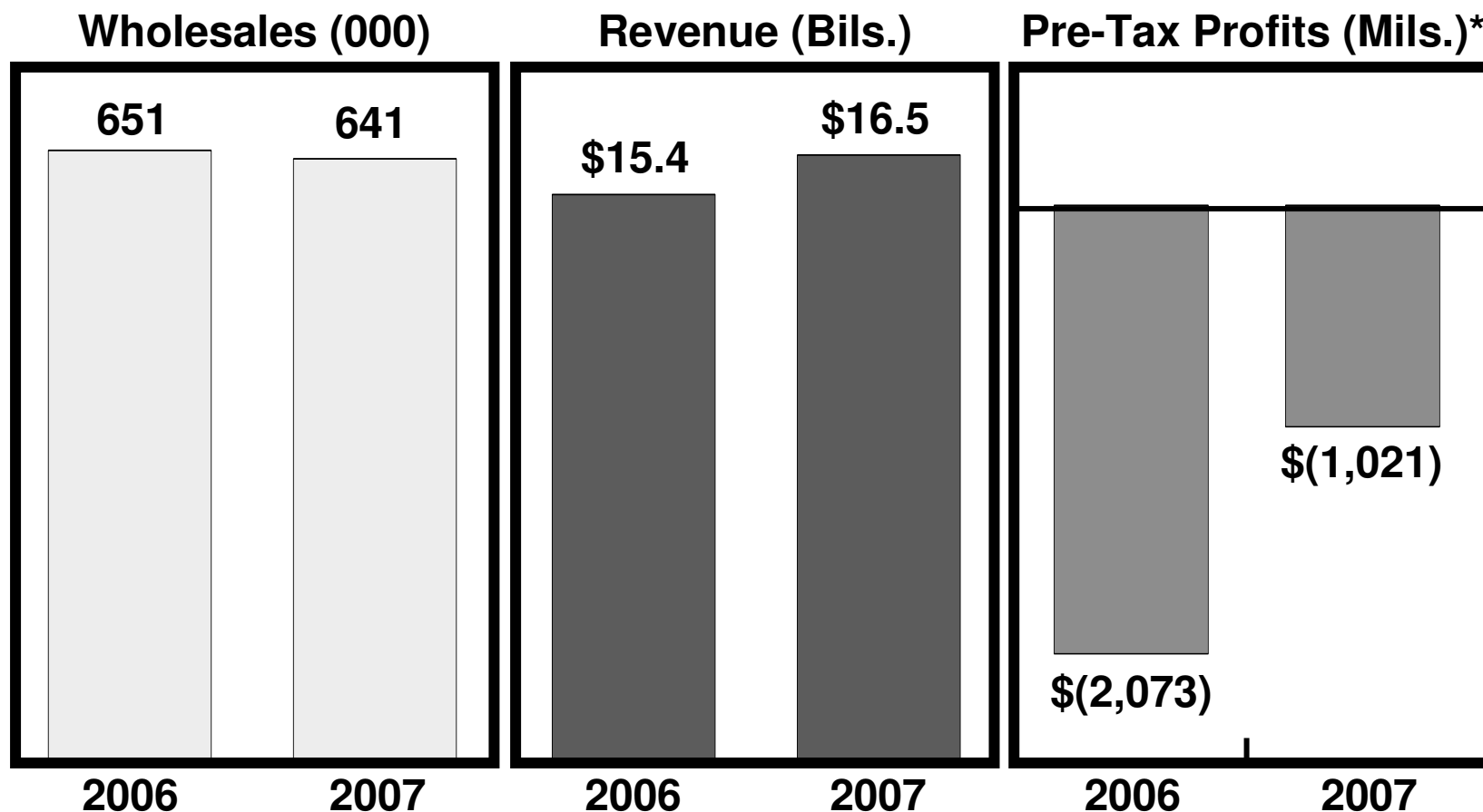


* Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP



AUTOMOTIVE SECTOR -- FORD NORTH AMERICA

THIRD QUARTER KEY METRICS -- 2007 vs. 2006



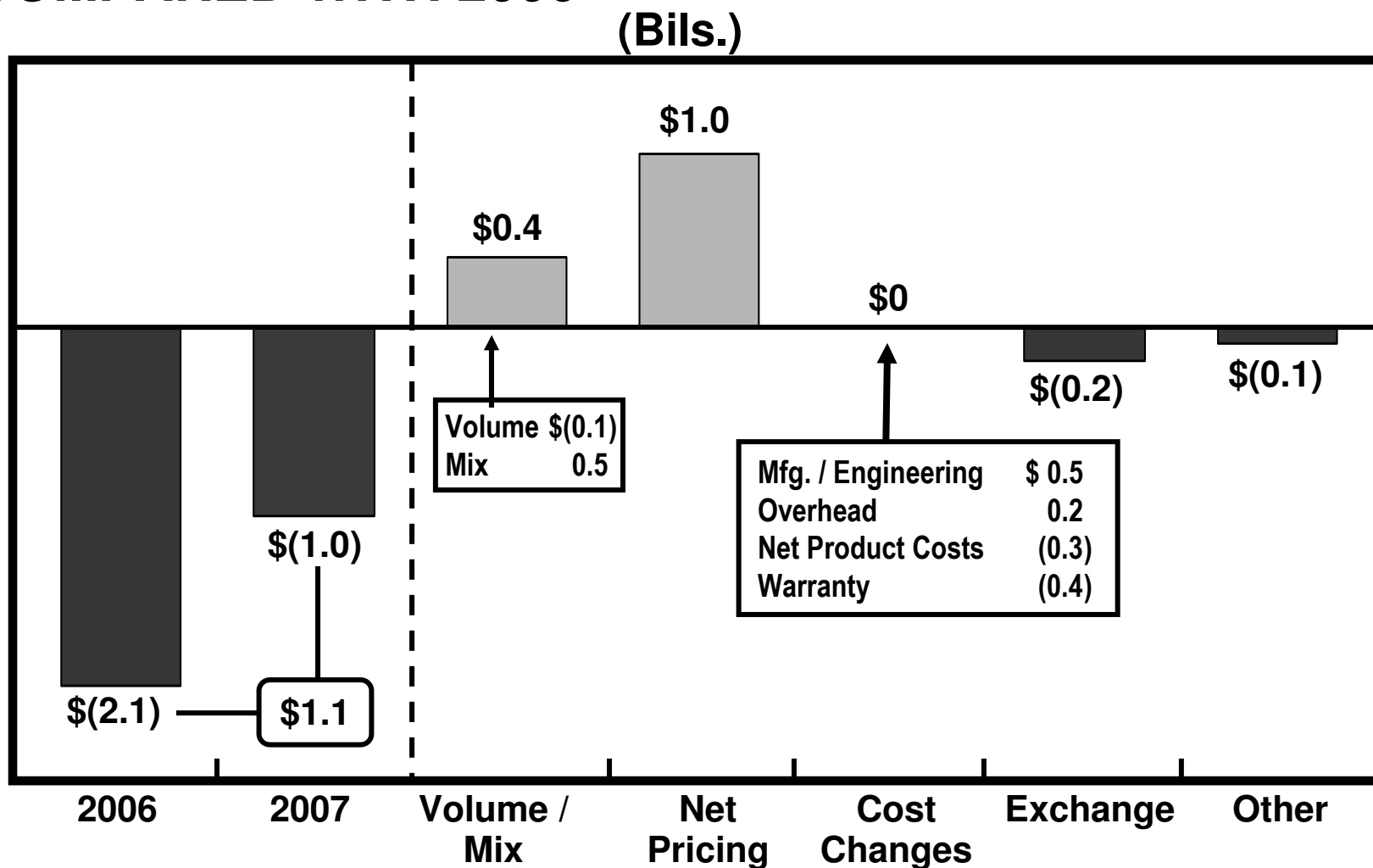
Memo:

U.S. Market Share	15.5%	13.4%
U.S. Dealer Inventories	652	538

* Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP



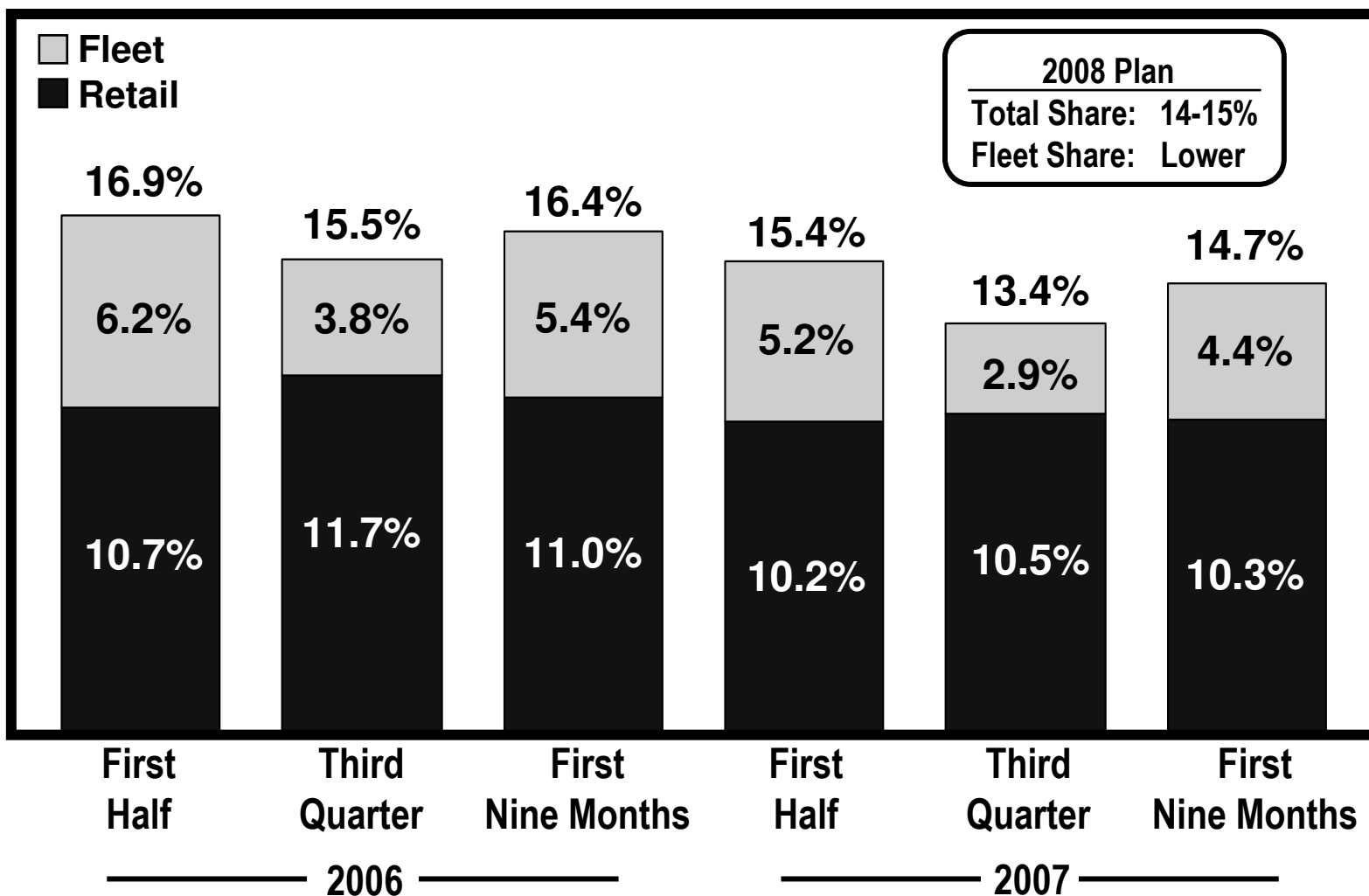
AUTOMOTIVE SECTOR -- FORD NORTH AMERICA 2007 THIRD QUARTER AUTOMOTIVE PRE-TAX PROFITS COMPARED WITH 2006*



* Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP

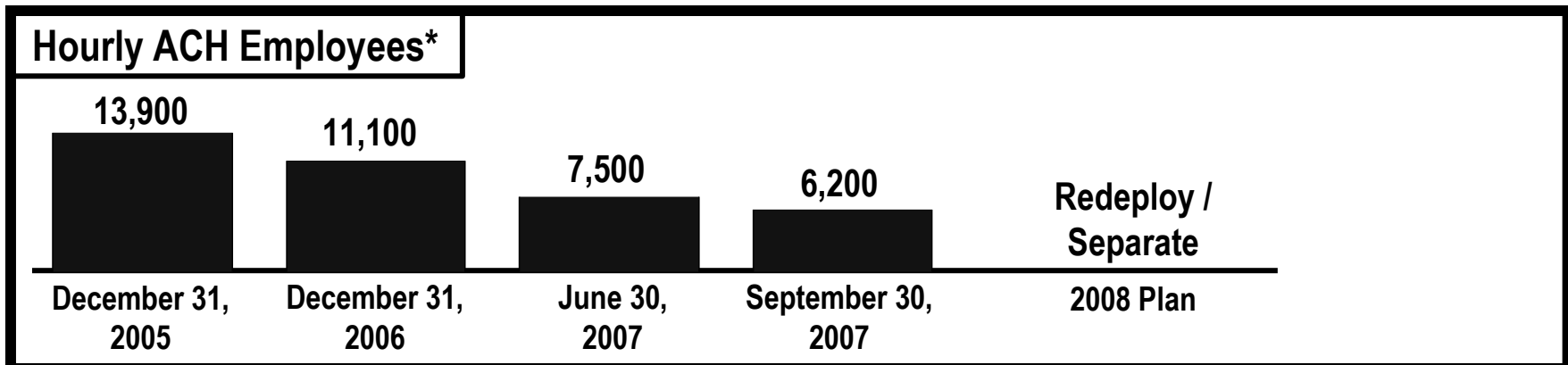
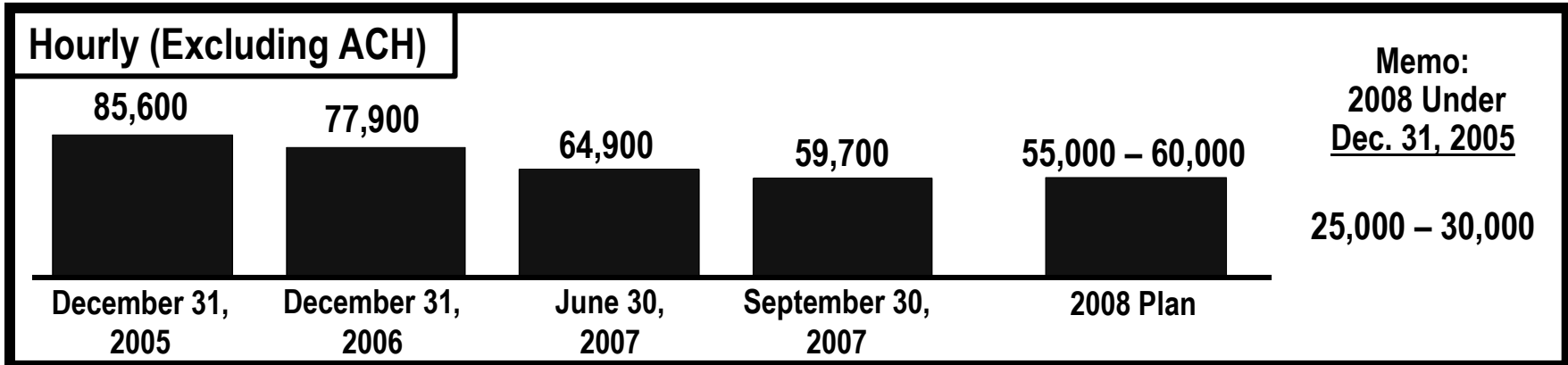
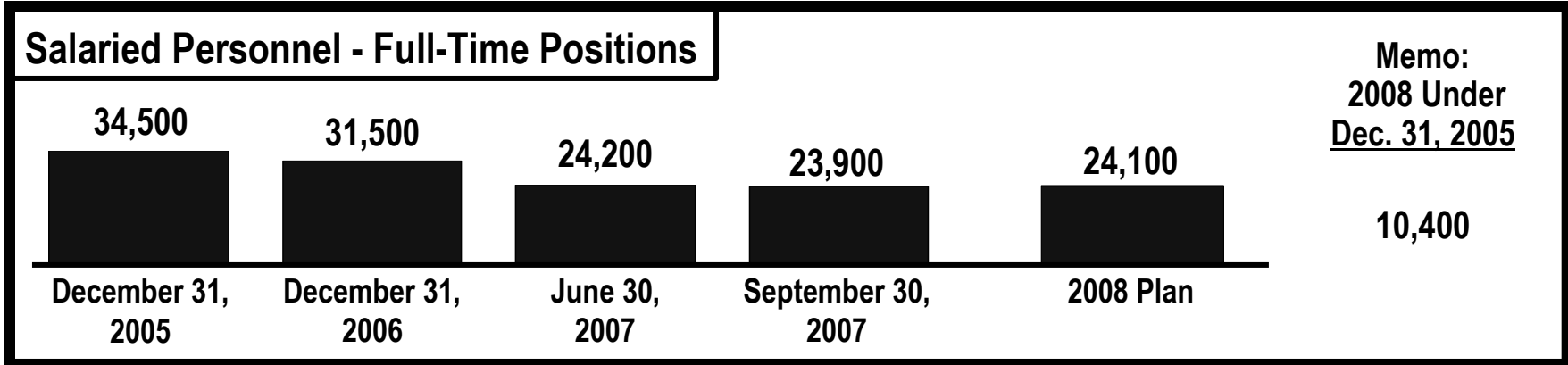


AUTOMOTIVE SECTOR -- FORD NORTH AMERICA U.S. MARKET SHARE*



* Ford, Lincoln, and Mercury

AUTOMOTIVE SECTOR -- FORD NORTH AMERICA PERSONNEL LEVELS FROM YEAR-END 2005

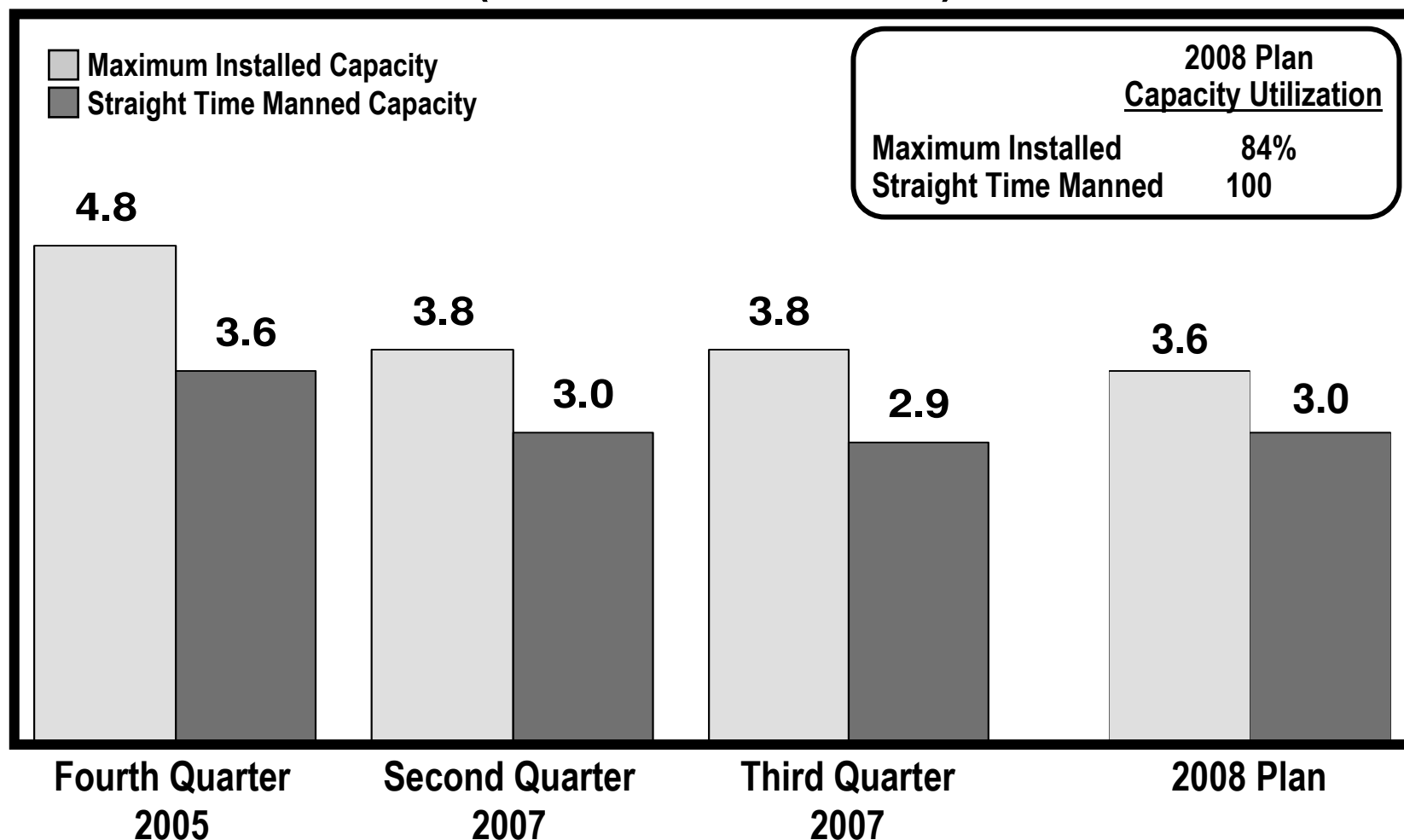


* Excludes Supplemental Replacement Personnel



AUTOMOTIVE SECTOR -- FORD NORTH AMERICA ASSEMBLY CAPACITY

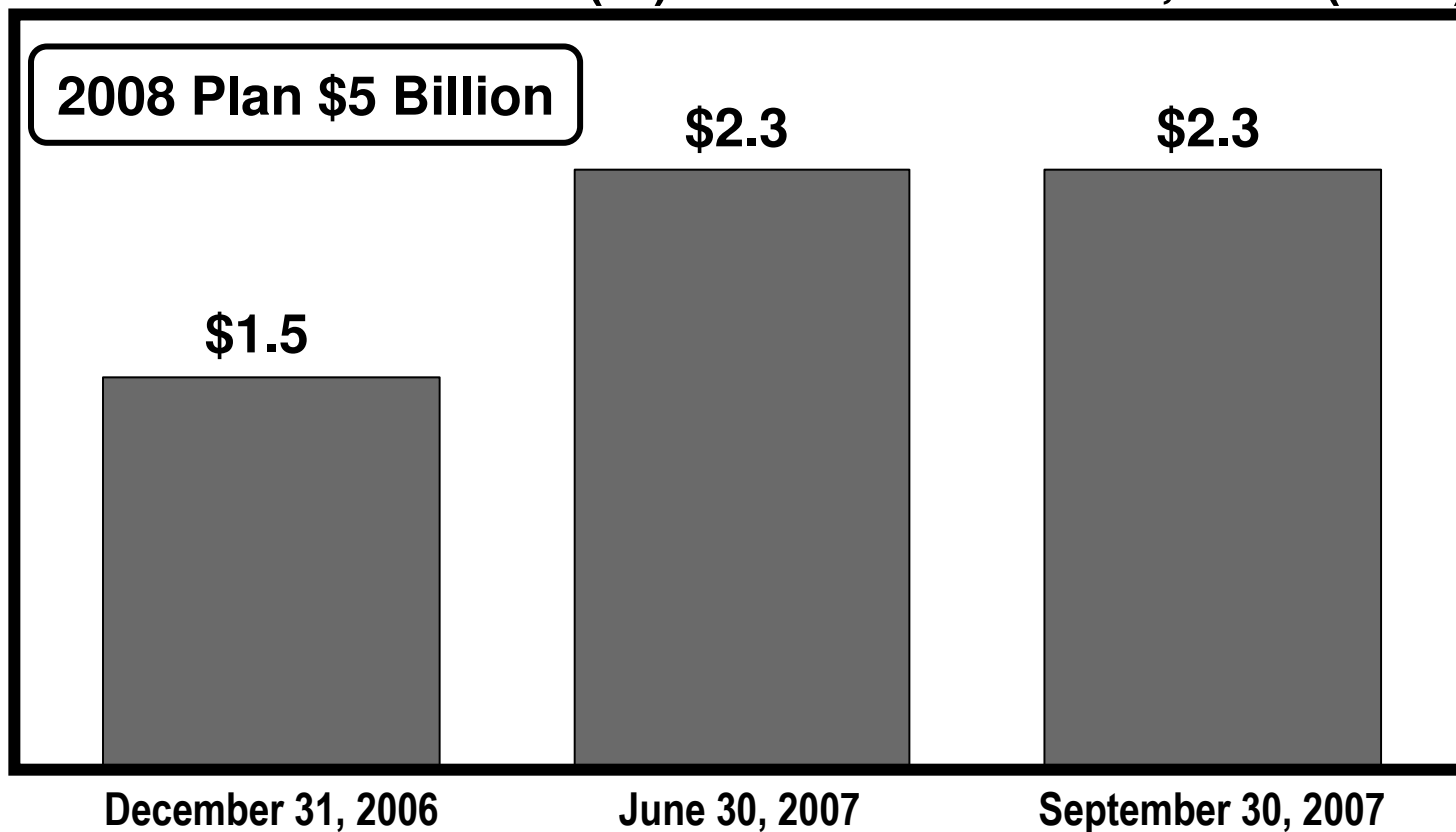
(Millions - Annualized)





AUTOMOTIVE SECTOR -- FORD NORTH AMERICA OPERATING COST REDUCTIONS*

Cumulative Costs B / (W) Than December 31, 2005 (Bils.)



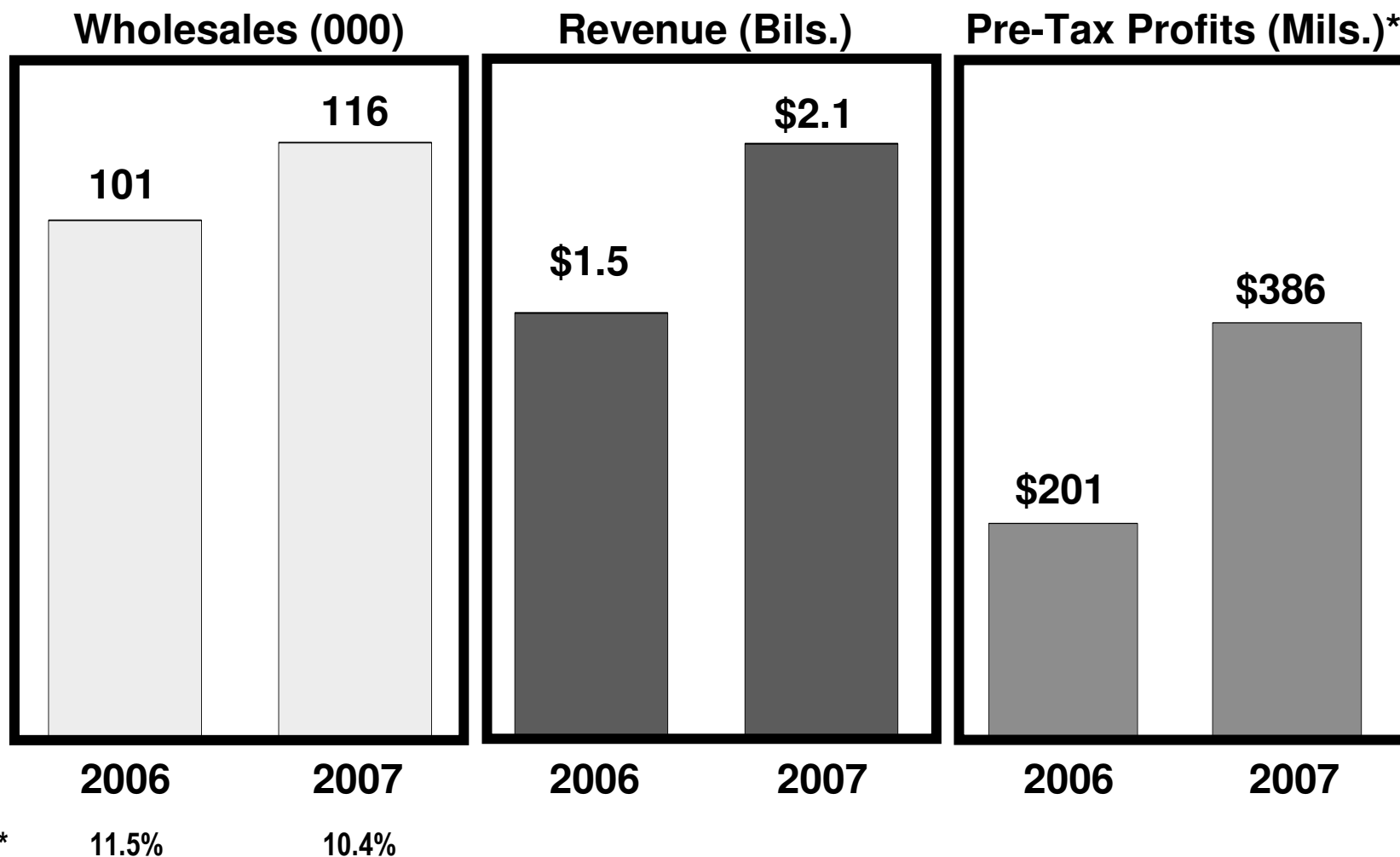
Memo:

Period Performance	\$1.5	\$0.8	\$0
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* At constant volume, mix and exchange; excludes special items



AUTOMOTIVE SECTOR -- FORD SOUTH AMERICA THIRD QUARTER KEY METRICS -- 2007 vs. 2006



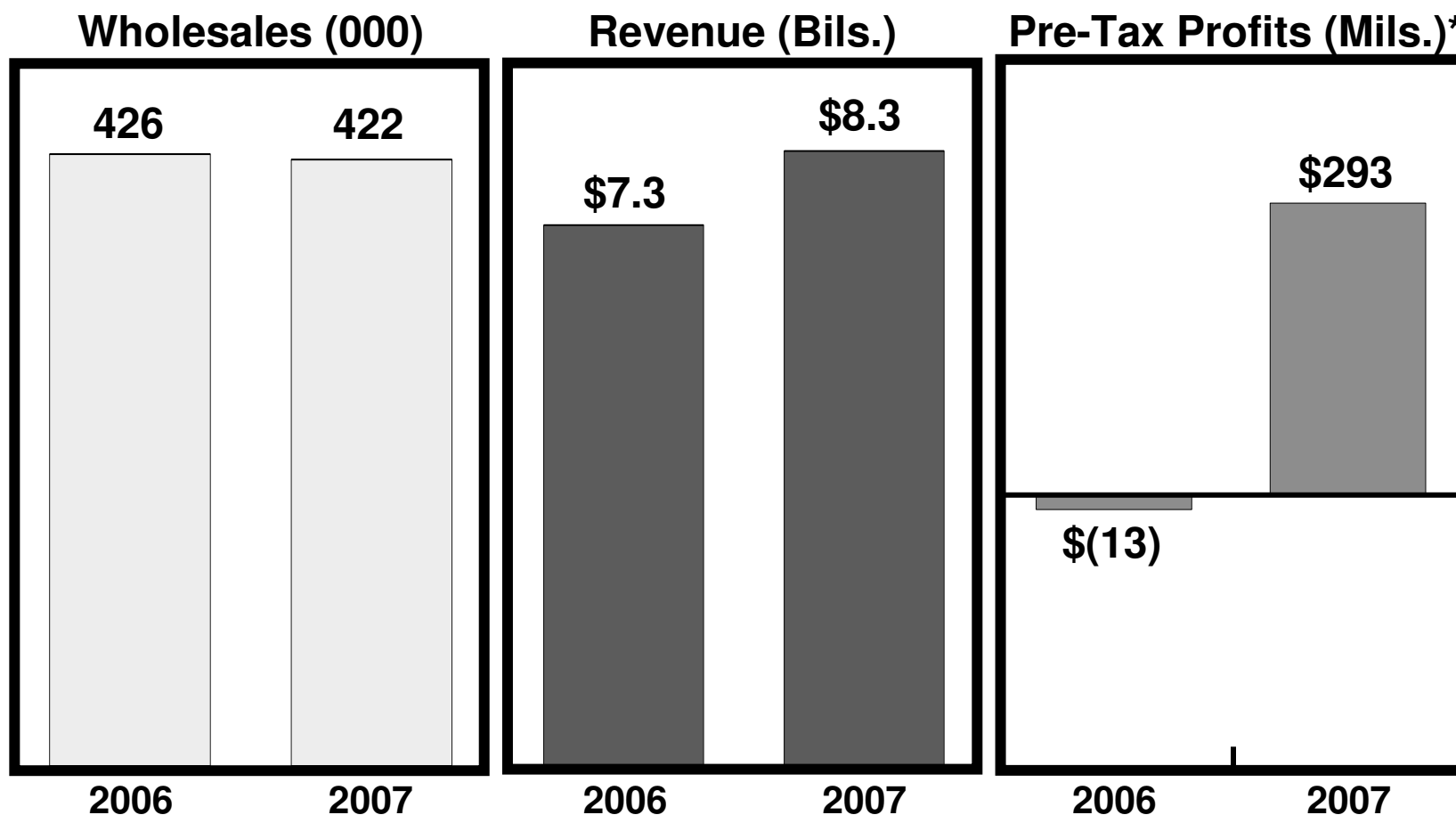
* Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP

** South American 2007 market share based on estimated vehicle retail sales for our six major markets in that region



AUTOMOTIVE SECTOR -- FORD EUROPE

THIRD QUARTER KEY METRICS -- 2007 vs. 2006



Memo:

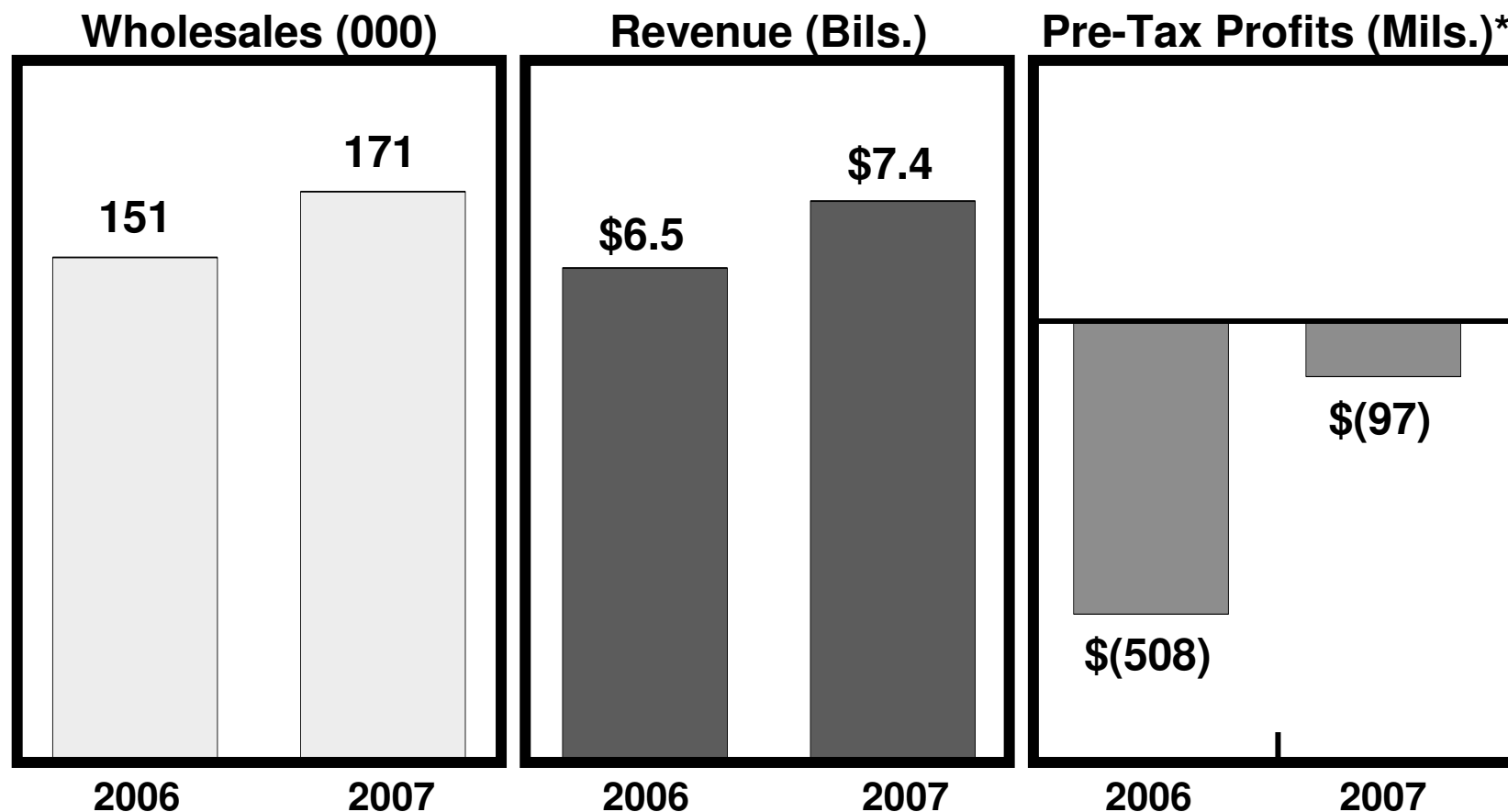
Market Share** 8.5% 8.7%

* Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP

** European 2007 market share for Ford Europe is based, in part, on estimated vehicle registrations for our 19 major European markets



AUTOMOTIVE SECTOR -- PREMIER AUTOMOTIVE GROUP THIRD QUARTER KEY METRICS -- 2007 vs. 2006



Memo: Market Share**

U.S.	1.0%	1.1%
Europe	2.1	2.2

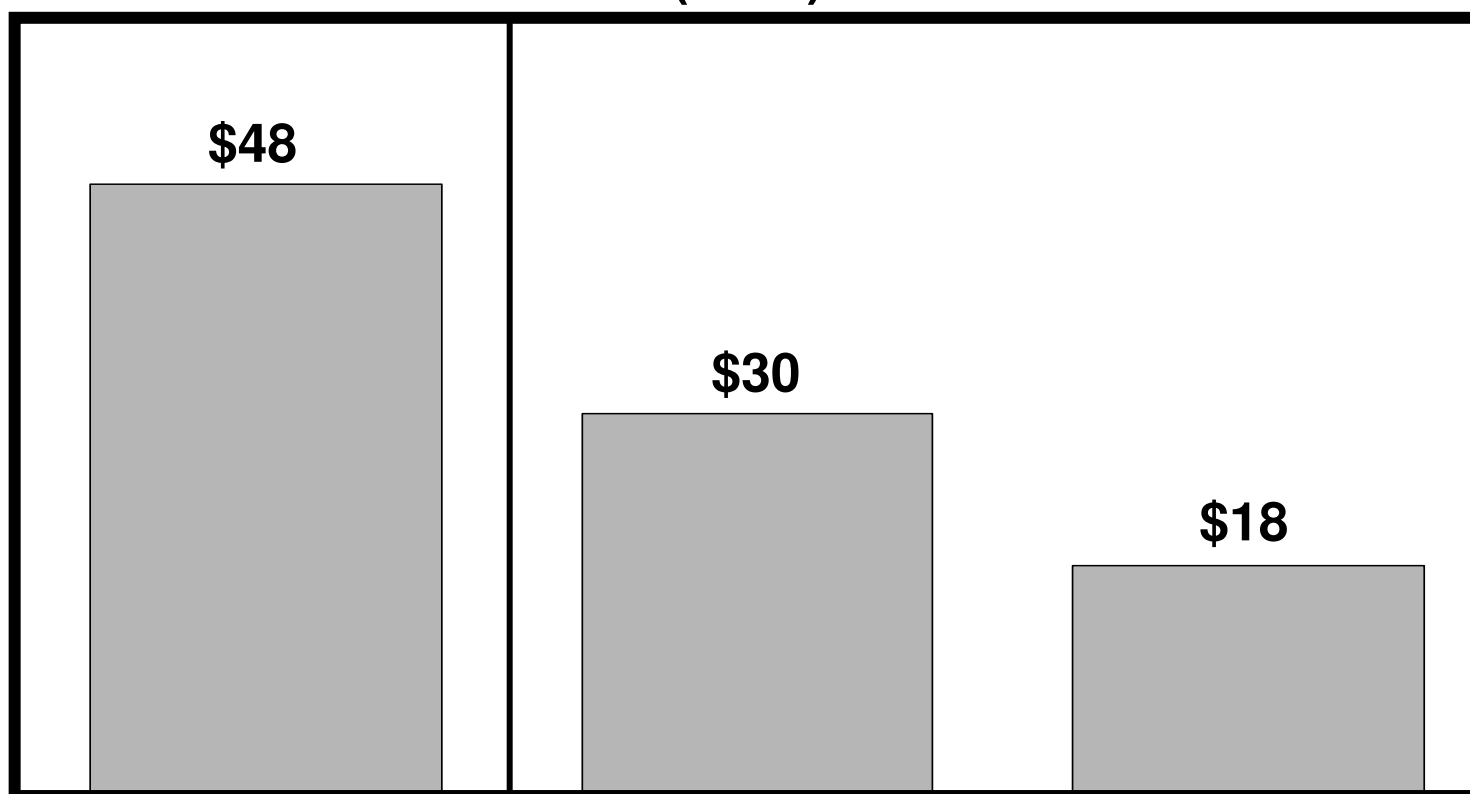
* Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP

** European 2007 market share for PAG is based, in part, on estimated vehicle registrations for our 19 major European markets



AUTOMOTIVE SECTOR -- FORD ASIA PACIFIC AND AFRICA / MAZDA 2007 THIRD QUARTER PRE-TAX PROFITS*

(Mils.)



**Asia Pacific and
Africa / Mazda**

**Asia Pacific
and Africa**

**Mazda and
Assoc. Operations**

Memo:

B / (W) 2006

\$64

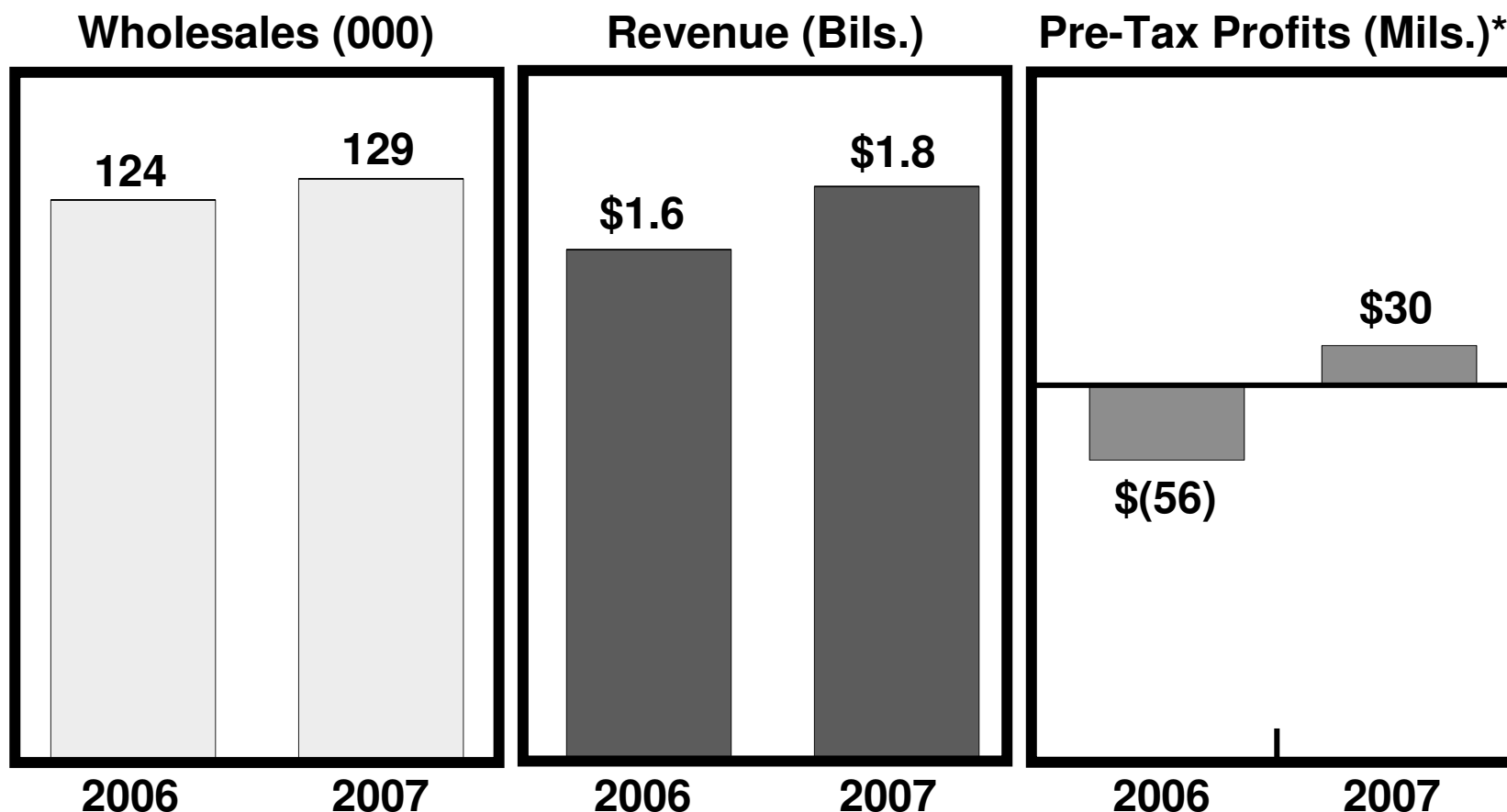
\$86

\$(22)

* Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP



AUTOMOTIVE SECTOR -- FORD ASIA PACIFIC AND AFRICA THIRD QUARTER KEY METRICS -- 2007 vs. 2006



Memo:
Market Share**

2.5%

2.4%

* Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP

** Asia Pacific and Africa 2007 market share is based on estimated vehicle sales for our twelve major markets in that region



AUTOMOTIVE SECTOR

2007 THIRD QUARTER CASH*

	Third Quarter (Bils.)	First Nine Months (Bils.)
<u>Cash, Net Marketable Securities, Loaned Securities, Short-Term VEBA Assets</u>		
September 30, 2007	\$35.6	\$35.6
June 30, 2007 / December 31, 2006	<u>37.4</u>	<u>33.9</u>
Change in Gross Cash	<u>\$ (1.8)</u>	<u>\$ 1.7</u>
<u>Operating-Related Cash Flow</u>		
Automotive Pre-Tax Profits**	\$ (0.4)	\$ (0.2)
Capital Spending	(1.6)	(4.2)
Depreciation and Amortization	1.6	5.1
Changes in Receivables, Inventory, and Trade Payables	(0.6)	0
Other -- Primarily Expense and Payment Timing Differences	<u>(0.3)</u>	<u>1.0</u>
Total Automotive Operating-Related Cash Flow	\$ (1.3)	\$ 1.7
<u>Other Changes in Cash</u>		
Cash Impact of Jobs Bank / Employee Separation Programs	(0.4)	(2.1)
Pension Contributions	(0.2)	(1.4)
Net Effect of VEBA on Cash	0.3	1.0
Tax Refunds, Tax Payments, and Tax Receipts from Affiliates	(0.2)	1.9
Divestitures	0.1	1.1
All Other -- Primarily Changes in Auto Sector Debt	<u>(0.1)</u>	<u>(0.5)</u>
Total Change in Gross Cash	<u>\$ (1.8)</u>	<u>\$ 1.7</u>

* See Appendix for reconciliation to GAAP

** Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP



AUTOMOTIVE SECTOR

2007 – 2009 OPERATING CASH FLOW AND RESTRUCTURING EXPENDITURES

	<u>Plan</u> <u>(Bils.)</u>	<u>Present</u> <u>Forecast</u> <u>(Bils.)</u>
Operating Cash Flow		
- Accelerate Subvention Payments to Ford Credit	\$ (2)	\$ (5)
- Other Operating Cash Flow	(8)	(2) - (3)
Total Operating Cash Flow	<u>\$(10)</u>	<u>\$ (7) - (8)</u>
Restructuring (Employee Separation)	<u>(7)</u>	<u>(5) - (6)</u>
Total Operating and Restructuring Cash Flow	<u><u>\$(17)</u></u>	<u><u>\$ (12) - (14)</u></u>
Memo:		
- Operating and Restructuring Cash Flow Excl. Change in Subvention	\$ (15)	\$ (7) - (9)
- Ford Credit Distributions (not incl. above)	0	5



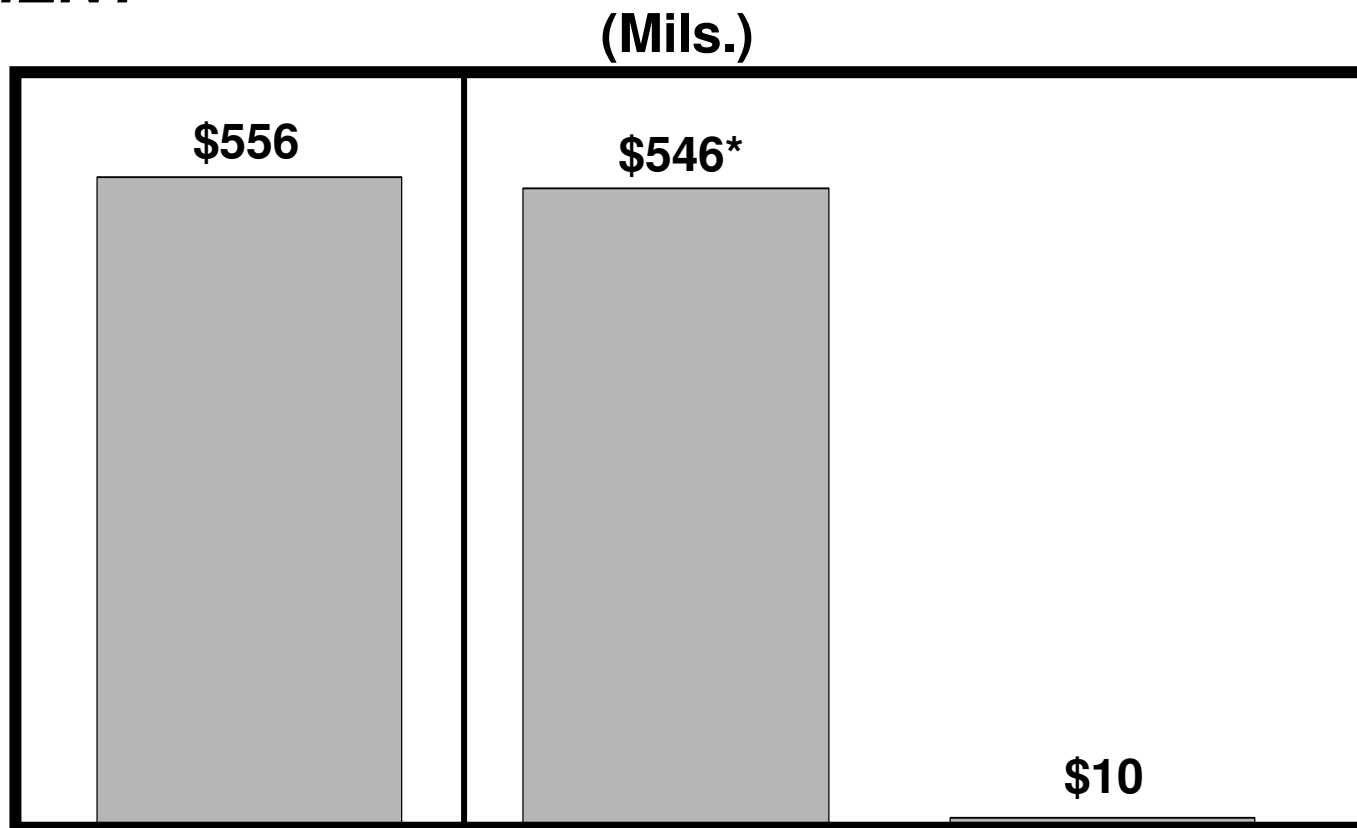
TOTAL COMPANY STRENGTHENING OUR BALANCE SHEET

- Trust Preferred Exchange for Ford Common Stock -- Completed
- Subvention Change
- U.S. Pension Fund Asset Allocation Change

	<u>Prior Target</u> (Pct.)	<u>2007 Target</u> (Pct.)	<u>Strategic Target</u> (Pct.)
Fixed Income	30	45	45
Public Equity	70	50	30
Alternative Investments	0	Up to 5	Up to 25



**FINANCIAL SERVICES SECTOR
2007 THIRD QUARTER PRE-TAX PROFIT / (LOSS)
BY SEGMENT**



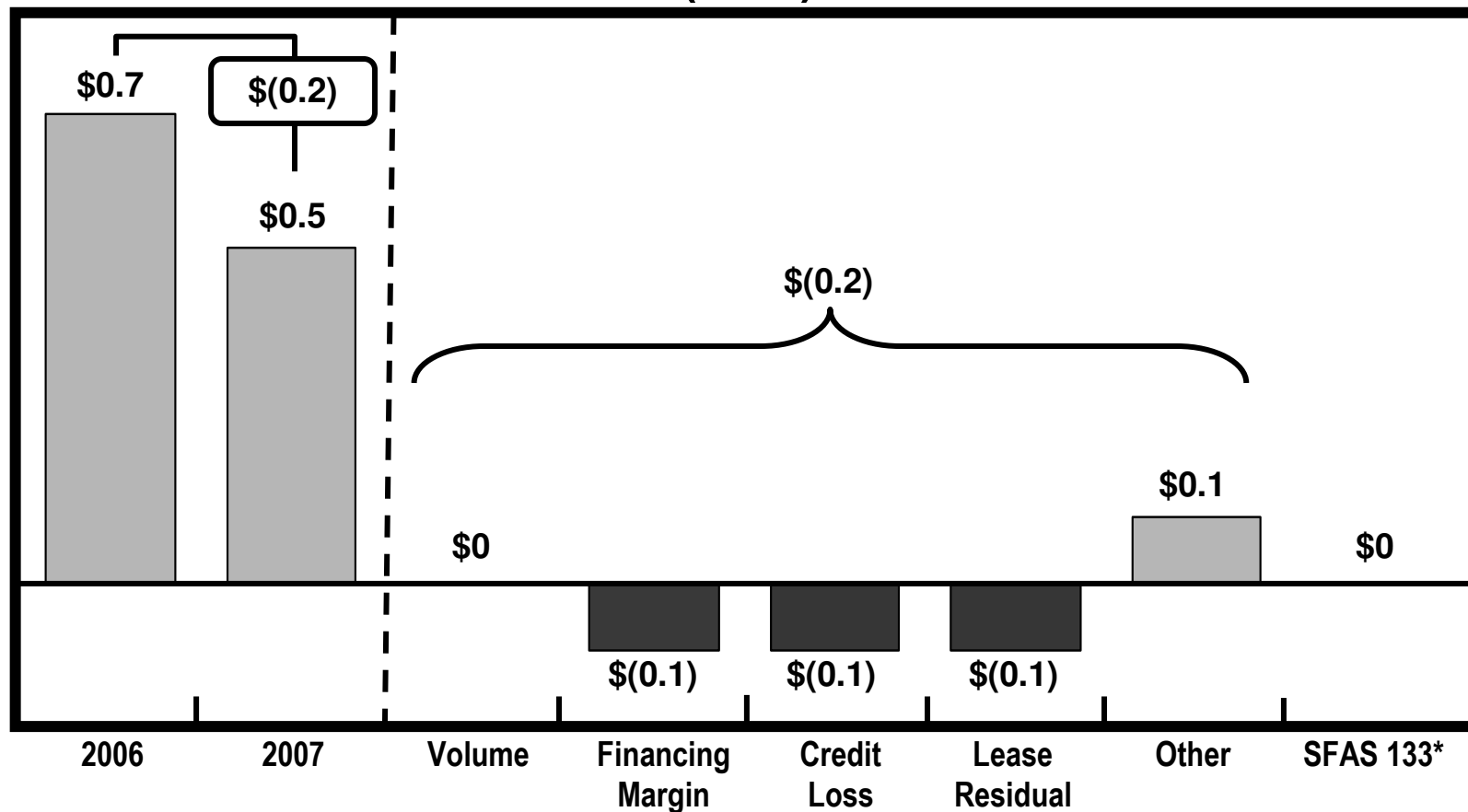
	Total	Ford Credit	Other
Memo:			
B / (W) 2006	\$(194)	\$(184)	\$(10)

* Includes net profit of \$205 million related to market valuation adjustments from derivatives



FINANCIAL SERVICES SECTOR 2007 THIRD QUARTER FORD CREDIT PRE-TAX PROFIT COMPARED WITH 2006

(Bils.)



Memo:
Excl. SFAS 133*
(Mils.)

\$521	\$341
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* Market valuation adjustments from derivatives



FINANCIAL SERVICES SECTOR LIQUIDITY HIGHLIGHTS

- **Diverse committed capacity provides funding flexibility and protects liquidity -- liquidity in excess of utilization remains \$27 billion**
- **Completed Third Quarter funding plan**
- **Ford Credit's Asset Backed Commercial Paper**
 - **We had several weeks in August and September where we issued overnight commercial paper at higher costs**
 - **Outstanding amount temporarily reduced**
- **Demand for Ford Credit's assets remains strong**



AUTOMOTIVE SECTOR 2007 PLANNING ASSUMPTIONS AND OPERATIONAL METRICS

	<u>Plan</u>	<u>First Nine Months</u>	<u>Full Year Outlook</u>
<u>Planning Assumptions</u>			
Industry Volume (SAAR) -- U.S. (Mils.)	16.8	16.5	16.3 - 16.5
-- Europe (Mils.)	17.6	17.9	17.7 - 17.8
<u>Operational Metrics</u>			
Compared with 2006			
- Quality	Improved	Improved	Improved
- Market Share			
» U.S.	Lower	Lower	Lower
» Other Regions	Higher	Mixed	Mixed
- Automotive Costs*	Better	\$1.8 Billion Better	Better
Absolute Amount			
- Operating-Related Cash Flow	Negative	\$1.7 Billion Positive	~ Breakeven
- Capital Spending	~ \$7 Billion	\$4.2 Billion	~ \$6 billion

* At constant volume, mix, and exchange; excludes special items



AUTOMOTIVE SECTOR PRODUCTION VOLUMES

	<u>Third Quarter Actual</u>		<u>Fourth Quarter Forecast</u>	
	<u>Units</u> (000)	<u>O / (U)</u> <u>2006</u> (000)	<u>Units</u> (000)	<u>O / (U)</u> <u>2006</u> (000)
North America	637	(5)	645	39
Europe	416	(8)	480	(2)
P.A.G.	160	24	188	9



TOTAL COMPANY 2007 OUTLOOK

	<u>Outlook</u>	<u>Comparison With Plan</u>
Automotive Operations	Loss, but improved vs. 2006	Better
Other Automotive -- Interest	\$(0.5) billion	Better
Financial Services	\$1.3 - \$1.4 billion profit*	Equal / Better
Pre-Tax Operating Results**	Small loss to breakeven	Better
After-Tax Operating Results**	Loss, but improved vs. 2006	Better
Special Charges	\$(1) - \$(2) billion***	Equal
Net Income	Loss, but improved vs. 2006	Better

* Excluding market valuation adjustments from derivatives

** Excluding Special Items

*** Excluding gain / loss associated with future divestitures



TOTAL COMPANY FORWARD-YEAR KEY BUSINESS METRICS

	<u>Status</u>
• Profitable in North America and Total Automotive in 2009	On Plan
• \$5 billion cost reductions in North America by 2008 compared with 2005	On Plan
• 14 - 15% U.S. market share (Ford, Lincoln-Mercury)	On Plan
• \$17 billion cash outflow in 2007 – 2009 to fund operating losses and restructuring (employee separations)	Better than Plan



TOTAL COMPANY KEY PRIORITIES / OVERVIEW

- **We remain committed to our plan and are encouraged with our progress; recognize we have a long way to go**
- **Our plan remains the same:**
 - **Restructure the company; be profitable at lower volume and changed mix**
 - **Accelerate product development and reduce manufacturing complexity**
 - **Secure financing; improve the balance sheet**
 - **Leadership and teamwork**

SAFE HARBOR



Risk Factors

Statements included or incorporated by reference herein may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on expectations, forecasts and assumptions by our management and involve a number of risks, uncertainties, and other factors that could cause actual results to differ materially from those stated, including, without limitation:

- Continued decline in market share;
- Continued or increased price competition resulting from industry overcapacity, currency fluctuations or other factors;
- An increase in or acceleration of market shift away from sales of trucks, sport utility vehicles, or other more profitable vehicles, particularly in the United States;
- A significant decline in industry sales, particularly in the United States or Europe, resulting from slowing economic growth, geo-political events or other factors;
- Lower-than-anticipated market acceptance of new or existing products;
- Continued or increased high prices for or reduced availability of fuel;
- Currency or commodity price fluctuations;
- Adverse effects from the bankruptcy or insolvency of, change in ownership or control of, or alliances entered into by a major competitor;
- Economic distress of suppliers that has in the past and may in the future require us to provide financial support or take other measures to ensure supplies of components or materials;
- Labor or other constraints on our ability to restructure our business;
- Work stoppages at Ford or supplier facilities or other interruptions of supplies;
- Single-source supply of components or materials;
- Substantial pension and postretirement health care and life insurance liabilities impairing our liquidity or financial condition;
- Worse-than-assumed economic and demographic experience for our postretirement benefit plans (e.g., discount rates, investment returns, and health care cost trends);
- The discovery of defects in vehicles resulting in delays in new model launches, recall campaigns or increased warranty costs;
- Increased safety, emissions (e.g., CO₂), fuel economy, or other (e.g., pension funding) regulation resulting in higher costs, cash expenditures, and/or sales restrictions;
- Unusual or significant litigation or governmental investigations arising out of alleged defects in our products or otherwise;
- A change in our requirements for parts or materials where we have entered into long-term supply arrangements that commit us to purchase minimum or fixed quantities of certain parts or materials, or to pay a minimum amount to the seller ("take-or-pay" contracts);
- Adverse effects on our results from a decrease in or cessation of government incentives;
- Adverse effects on our operations resulting from certain geo-political or other events;
- Substantial negative Automotive operating-related cash flows for the near- to medium-term affecting our ability to meet our obligations, invest in our business or refinance our debt;
- Substantial levels of Automotive indebtedness adversely affecting our financial condition or preventing us from fulfilling our debt obligations (which may grow because we are able to incur substantially more debt, including additional secured debt);
- Inability of Ford Credit to access debt or securitization markets around the world at competitive rates or in sufficient amounts due to additional credit rating downgrades, market volatility, market disruption or otherwise;
- Higher-than-expected credit losses;
- Increased competition from banks or other financial institutions seeking to increase their share of financing Ford vehicles;
- Changes in interest rates;
- Collection and servicing problems related to finance receivables and net investment in operating leases;
- Lower-than-anticipated residual values or higher-than-expected return volumes for leased vehicles; and
- New or increased credit, consumer or data protection or other regulations resulting in higher costs and/or additional financing restrictions.

We cannot be certain that any expectation, forecast or assumption made by management in preparing forward-looking statements will prove accurate, or that any projection will be realized. It is to be expected that there may be differences between projected and actual results. Our forward-looking statements speak only as of the date of their initial issuance, and we do not undertake any obligation to update or revise publicly any forward-looking statement, whether as a result of new information, future events, or otherwise. For additional discussion of these risks, see "Item 1A. Risk Factors" in our 2006 Form 10-K Report.

APPENDIX



TOTAL COMPANY CALCULATION OF EARNINGS PER SHARE

	<u>Third Quarter 2007</u>		<u>First Nine Months 2007</u>	
	<u>Net Income (Mils.)</u>	<u>Cont. Ops. -- Excl. Special Items (Mils.)</u>	<u>Net Income (Mils.)</u>	<u>Cont. Ops. -- Excl. Special Items (Mils.)</u>
<u>Numerator</u>				
After-Tax Profits	\$ (380)	\$ (24)	\$ 88	\$ 63
Impact on Income from assumed exchange of convertible notes and convertible trust preferred securities	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Income for EPS	<u>\$ (380)</u>	<u>\$ (24)</u>	<u>\$ 88</u>	<u>\$ 63</u>
<u>Denominator</u>				
Average shares outstanding	2,003	2,003	1,930	1,930
Net issuable shares, primarily stock options	0	0	12	12
Convertible notes	0	0	0	0
Convertible trust preferred securities	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Average shares for EPS	<u>2,003</u>	<u>2,003</u>	<u>1,942</u>	<u>1,942</u>
EPS	\$ (0.19)	\$ (0.01)	\$ 0.05	\$ 0.03



TOTAL COMPANY
2007 THIRD QUARTER EFFECTIVE TAX RATE

	Continuing Operations					
	Excluding Special Items			Including Special Items		
	<u>PBT</u> (Mils.)	<u>Taxes</u> (Mils.)	<u>Tax Rate</u> (Pct.)	<u>PBT</u> (Mils.)	<u>Taxes</u> (Mils.)	<u>Tax Rate</u> (Pct.)
PBT	\$194			\$(156)		
Less: Unconsolidated Subsidiaries	<u>(53)</u>			<u>(53)</u>		
Adjusted PBT	<u>\$141</u>	\$ (49)	35.0%	<u>\$(209)</u>	\$ 73	(35.0)%
Tax Credits / Adjustments		<u>33</u>	<u>(23.4)</u>		<u>(208)</u>	<u>99.5</u>
Ongoing Tax Before Valuation Allowance		\$ (16)	11.6%		\$(135)	64.5%
Deferred Tax Asset Valuation Allowance		<u>(140)</u>	<u>99.0</u>		<u>(27)</u>	<u>13.5</u>
Tax Provision		<u>\$(156)</u>	<u>110.6%</u>		<u>\$(162)</u>	<u>78.0%</u>

TOTAL COMPANY
2006 – 2007 THIRD QUARTER PRE-TAX RESULTS*



	Pre-Tax Profits				Pre-Tax Profits	
	(Incl. Special Items)		Special Items		(Excl. Special Items)	
	<u>2006</u>	<u>2007</u>	<u>2006</u>	<u>2007</u>	<u>2006</u>	<u>2007</u>
	(Mils.)	(Mils.)	(Mils.)	(Mils.)	(Mils.)	(Mils.)
North America	\$ (5,740)	\$ (693)	\$ (3,667)	\$ 328	\$ (2,073)	\$ (1,021)
South America	<u>300</u>	<u>386</u>	<u>99</u>	<u>0</u>	<u>201</u>	<u>386</u>
Total Americas	\$ (5,440)	\$ (307)	\$ (3,568)	\$ 328	\$ (1,872)	\$ (635)
Europe	\$ (34)	\$ 254	\$ (21)	\$ (39)	\$ (13)	\$ 293
P.A.G.	<u>(2,177)</u>	<u>(93)</u>	<u>(1,669)</u>	<u>4</u>	<u>(508)</u>	<u>(97)</u>
Total Europe / P.A.G.	\$ (2,211)	\$ 161	\$ (1,690)	\$ (35)	\$ (521)	\$ 196
Asia Pacific and Africa	\$ (56)	\$ 19	\$ 0	\$ (11)	\$ (56)	\$ 30
Mazda & Assoc. Operations	<u>40</u>	<u>18</u>	<u>0</u>	<u>0</u>	<u>40</u>	<u>18</u>
Total AP and Africa / Mazda	\$ (16)	\$ 37	\$ 0	\$ (11)	\$ (16)	\$ 48
Subtotal Automotive Ops.	\$ (7,667)	\$ (109)	\$ (5,258)	\$ 282	\$ (2,409)	\$ (391)
Other Auto. (Primarily Interest)	<u>553</u>	<u>(603)</u>	<u>0</u>	<u>(632)</u>	<u>553</u>	<u>29</u>
Total Automotive	\$ (7,114)	\$ (712)	\$ (5,258)	\$ (350)	\$ (1,856)	\$ (362)
Financial Services	<u>750</u>	<u>556</u>	<u>0</u>	<u>0</u>	<u>750</u>	<u>556</u>
Total Company	<u>\$ (6,364)</u>	<u>\$ (156)</u>	<u>\$ (5,258)</u>	<u>\$ (350)</u>	<u>\$ (1,106)</u>	<u>\$ 194</u>

* From continuing operations

TOTAL COMPANY

2006 – 2007 FIRST NINE MONTHS PRE-TAX RESULTS*



	Pre-Tax Profits				Pre-Tax Profits	
	(Incl. Special Items)		Special Items		(Excl. Special Items)	
	<u>2006</u>	<u>2007</u>	<u>2006</u>	<u>2007</u>	<u>2006</u>	<u>2007</u>
	(Mils.)	(Mils.)	(Mils.)	(Mils.)	(Mils.)	(Mils.)
North America	\$ (9,972)	\$ (1,472)	\$ (6,668)	\$ 442	\$ (3,304)	\$ (1,914)
South America	547	754	110	0	437	754
Total Americas	\$ (9,425)	\$ (718)	\$ (6,558)	\$ 442	\$ (2,867)	\$ (1,160)
Europe	\$ 193	\$ 646	\$ (44)	\$ (128)	\$ 237	\$ 774
P.A.G.	(2,208)	764	(1,690)	319	(518)	445
Total Europe / P.A.G.	\$ (2,015)	\$ 1,410	\$ (1,734)	\$ 191	\$ (281)	\$ 1,219
Asia Pacific and Africa	\$ (50)	\$ 9	\$ 0	\$ (21)	\$ (50)	\$ 30
Mazda & Assoc. Operations	254	121	137	0	117	121
Total AP and Africa / Mazda	\$ 204	\$ 130	\$ 137	\$ (21)	\$ 67	\$ 151
Subtotal Automotive Ops.	\$ (11,236)	\$ 822	\$ (8,155)	\$ 612	\$ (3,081)	\$ 210
Other Auto. (Primarily Interest)	306	(1,051)	0	(632)	306	(419)
Total Automotive	\$ (10,930)	\$ (229)	\$ (8,155)	\$ (20)	\$ (2,775)	\$ (209)
Financial Services	1,550	955	0	0	1,550	955
Total Company	\$ (9,380)	\$ 726	\$ (8,155)	\$ (20)	\$ (1,225)	\$ 746

* From continuing operations



**TOTAL COMPANY
THIRD QUARTER EMPLOYMENT DATA BY
BUSINESS UNIT***

	<u>June 30, 2007</u> (000)	<u>Sept. 30, 2007</u> (000)
<u>Automotive</u>		
North America	104	96
South America	14	14
Total Americas	<u>118</u>	<u>110</u>
Europe	67	67
P.A.G	43	42
Total Europe / P.A.G.	<u>110</u>	<u>109</u>
Asia Pacific and Africa	17	17
Total Automotive Ops.	<u>245</u>	<u>236</u>
<u>Financial Services</u>	<u>12</u>	<u>12</u>
Total Company	<u><u>257</u></u>	<u><u>248</u></u>

* This slide includes the approximate number of individuals employed by us and our consolidated entities (including entities we do not control)

TOTAL COMPANY

2007 THIRD QUARTER SUMMARY



	Wholesales		Revenue		Pre-Tax Profits*	
	<u>2006</u>	<u>2007</u>	<u>2006</u>	<u>2007</u>	<u>2006</u>	<u>2007</u>
	(000)	(000)	(Mils.)	(Mils.)	(Mils.)	(Mils.)
North America	651	641	\$15,380	\$16,505	\$(2,073)	\$(1,021)
South America	101	116	1,523	2,064	201	386
Total Americas	<u>752</u>	<u>757</u>	<u>\$16,903</u>	<u>\$18,569</u>	<u>\$(1,872)</u>	<u>\$ (635)</u>
Europe	426	422	\$ 7,275	\$ 8,328	\$ (13)	\$ 293
P.A.G.	151	171	6,490	7,408	(508)	(97)
Total Europe / P.A.G.	<u>577</u>	<u>593</u>	<u>\$13,765</u>	<u>\$15,736</u>	<u>\$ (521)</u>	<u>\$ 196</u>
Asia Pacific and Africa**	124	129	\$ 1,622	\$ 1,782	\$ (56)	\$ 30
Mazda and Assoc. Operations***	14	8	251	183	40	18
Total AP and Africa / Mazda	<u>138</u>	<u>137</u>	<u>\$ 1,873</u>	<u>\$ 1,965</u>	<u>\$ (16)</u>	<u>\$ 48</u>
Subtotal Automotive Ops.	<u>1,467</u>	<u>1,487</u>	<u>\$32,541</u>	<u>\$36,270</u>	<u>\$(2,409)</u>	<u>\$ (391)</u>
Other Auto. (Primarily Interest)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>553</u>	<u>29</u>
Total Automotive	<u>1,467</u>	<u>1,487</u>	<u>\$32,541</u>	<u>\$36,270</u>	<u>\$(1,856)</u>	<u>\$ (362)</u>
Financial Services	<u>0</u>	<u>0</u>	<u>4,554</u>	<u>4,808</u>	<u>750</u>	<u>556</u>
Total Company	<u><u>1,467</u></u>	<u><u>1,487</u></u>	<u><u>\$37,095</u></u>	<u><u>\$41,078</u></u>	<u><u>\$(1,106)</u></u>	<u><u>\$ 194</u></u>

* Excludes special items; see Slide 7 and Appendix for reconciliation to GAAP

** Included in wholesales of Asia Pacific and Africa are Ford-badged vehicles sold in China and Malaysia by certain unconsolidated affiliates totaling about 51,000 and 38,000 units in 2007 and 2006, respectively. "Revenue" above does not include revenue from these units

*** Includes consolidation of Automotive Alliance International (AAI): wholesales and revenue from production of Mazda6 vehicles only; pre-tax profits include Ford's share of Mazda's results and profits from AAI's production of Mazda6 vehicles only

AUTOMOTIVE SECTOR

2007 THIRD QUARTER MARKET RESULTS



	<u>Third Quarter</u>		<u>First Nine Months</u>	
	<u>Absolute</u>	<u>B / (W)</u> <u>2006</u>	<u>Absolute</u>	<u>B / (W)</u> <u>2006</u>
<u>U.S.</u>				
Industry SAAR (Mils.)	16.2	(0.9)	16.5	(0.7)
Market Share (Pct.)				
- Ford and Lincoln Mercury	13.4%	(2.1) Pts.	14.7%	(1.7) Pts.
- P.A.G.	<u>1.1</u>	<u>0.1</u>	<u>1.0</u>	<u>(0.1)</u>
Total U.S. Market Share	<u>14.5%</u>	<u>(2.0) Pts.</u>	<u>15.7%</u>	<u>(1.8) Pts.</u>
<u>Europe</u>				
Industry SAAR (Mils.)	18.0	0.5	17.9	0.2
Market Share (Pct.)*				
- Ford	8.7%	0.2 Pts.	8.7%	0.2 Pts.
- P.A.G.	<u>2.2</u>	<u>0.1</u>	<u>2.2</u>	<u>0</u>
Total Europe Market Share	<u>10.9%</u>	<u>0.3 Pts.</u>	<u>10.9%</u>	<u>0.2 Pts.</u>
<u>Other Regions</u>				
Ford Brand Market Share (Pct.)				
- South America**	10.4%	(1.1) Pts.	10.8%	(0.8) Pts.
- Asia Pacific and Africa***	2.4	(0.1)	2.2	(0.2)

* European market share for Ford Europe and P.A.G. is based, in part, on estimated vehicle registrations for our 19 major European markets

** South American market share based on estimated vehicle retail sales for our six major markets in that region

*** Asia Pacific and Africa market share is based on estimated vehicle sales for our twelve major markets in that region



AUTOMOTIVE SECTOR COSTS AND EXPENSES

	<u>Third Quarter</u>		
	<u>2006</u> (Mils.)	<u>2007</u> (Mils.)	<u>2007</u> B / (W) <u>2006</u> (Mils.)
Total Costs and Expenses	\$40,343	\$36,254	\$4,089
		REVISÉD	
Select Cost Items:			
Depreciation and Amortization			
- Depreciation	\$ 967	\$ 812	\$ 155
- Amortization -- Special Tools	824	780	44
- Fixed Asset Impairment	3,800	0	3,800
Postretirement Expense	\$ 1,310	\$ 524	\$ 786



AUTOMOTIVE SECTOR

GROSS CASH RECONCILIATION TO GAAP

	Dec. 31, 2006 (Bils.)	Sept. 30, 2007 (Bils.)	Sept. 30, 2007 B / (W) Dec. 31, 2006 (Bils.)	Memo:	
				Sept. 30, 2006 (Bils.)	June 30, 2007 (Bils.)
Cash and Cash Equivalents	\$16.0	\$18.9	\$ 2.9	\$13.5	\$17.1
Marketable Securities	11.3	7.2	(4.1)	7.8	13.7
Loaned Securities	<u>5.3</u>	<u>7.8</u>	<u>2.5</u>	<u>0.6</u>	<u>4.6</u>
Total Cash / Market. and Loaned Securities	\$32.6	\$33.9	\$ 1.3	\$21.9	\$35.4
Securities-In-Transit	(0.5)	(0.4)	0.1	0	(0.3)
Short-Term VEBA Assets	<u>1.8</u>	<u>2.1</u>	<u>0.3</u>	<u>1.7</u>	<u>2.3</u>
Gross Cash	<u><u>\$33.9</u></u>	<u><u>\$35.6</u></u>	<u><u>\$ 1.7</u></u>	<u><u>\$23.6</u></u>	<u><u>\$37.4</u></u>

AUTOMOTIVE SECTOR GAAP RECONCILIATION OF OPERATING-RELATED CASH FLOWS

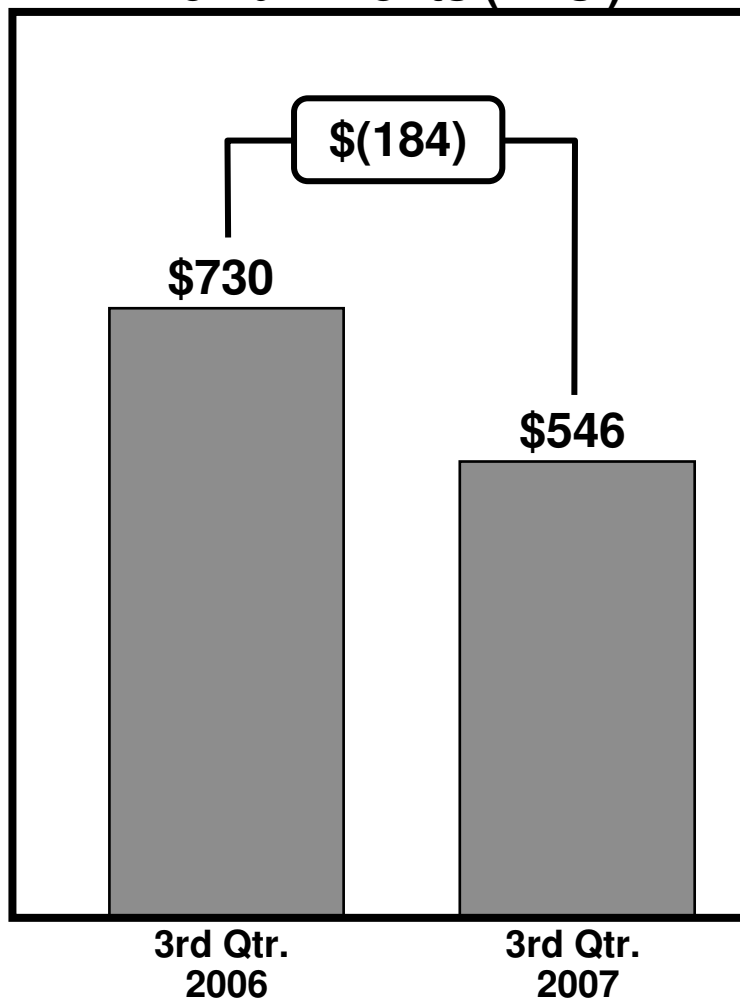


	<u>2007</u>		First
	<u>Third</u>	<u>B / (W)</u>	<u>Nine Months</u>
	<u>Quarter</u>	<u>Than 2006</u>	<u>of 2007</u>
	(Bils.)	(Bils.)	(Bils.)
Cash Flows from Operating Activities of Continuing Operations	\$ 3.1	\$ 3.4	\$ 5.9
Items Included in Operating-Related Cash Flows			
- Capital Expenditures	(1.6)	0.2	(4.2)
- Net Transactions Between Automotive and Financial Services Sector	(0.3)	(0.2)	(0.8)
- Net Cash Flows from Non-Designated Derivatives	0.2	0.2	0.7
Items Not Included in Operating-Related Cash Flows			
- Cash Impact of Jobs Bank Benefits & Separation Programs	0.4	0.2	2.1
- Net (Sales) / Purchases of Trading Securities	(3.4)	(3.3)	(1.9)
- Pension Contributions	0.2	0.1	1.4
- VEBA Cash Flows -- Net Reimbursement for Benefits Paid	(0.5)	0.8	(0.8)
- Tax Refunds and Tax Payments from Affiliates	0.2	0.5	(1.9)
Other	0.4	0.1	1.2
Operating-Related Cash Flows	<u><u>\$ (1.3)</u></u>	<u><u>\$ 2.0</u></u>	<u><u>\$ 1.7</u></u>

FINANCIAL SERVICES SECTOR FORD CREDIT RESULTS AND METRICS -- 2007 THIRD QUARTER



Pre-Tax Profits (Mils.)



Key Metrics*

	Third Quarter	
	2006	2007
<u>Receivables (Bils.)</u>		
On-Balance Sheet	\$135	\$141
Securitized Off-Balance Sheet	13	7
Managed	<u>\$148</u>	<u>\$148</u>
<u>Charge-Offs (Mils.)</u>		
On-Balance Sheet	\$140	\$184
Managed	161	200
<u>Loss-to-Receivables Ratio</u>		
On-Balance Sheet	0.41%	0.53%
Managed		
- U.S. Retail and Lease	0.62	0.78
- Worldwide Total	0.43	0.54
<u>Allow. for Credit Losses</u>		
Worldwide Amount (Bils.)	\$ 1.3	\$ 1.0
Pct. Of EOP Receivables	0.93%	0.71%
<u>Leverage (To 1)</u>		
Financial Statement	11.4	10.2
Managed	11.4	10.1
<u>Dividend/Distribution (Bils.)</u>	\$ 0.3	\$ 0
<u>Net Income (Mils.)</u>	\$452	\$334

SFAS 133** (Mils.)	\$209	\$205
Pre-Tax Profits Excl.		
SFAS 133** (Mils.)	521	341

* See Appendix for calculation, definitions and reconciliation to GAAP

** Market valuation adjustments from derivatives

FORD CREDIT KEY METRIC DEFINITIONS



In addition to evaluating Ford Credit's financial performance on a GAAP financial statement basis, Ford Credit management also uses other criteria, some of which were previously disclosed in this presentation and are defined below. Information about the impact of on-balance sheet securitization is also included below:

Managed Receivables -- receivables reported on Ford Credit's balance sheet and receivables Ford Credit sold in off-balance-sheet securitizations and continues to service

Serviced Receivables -- includes managed receivables and receivables Ford Credit sold in whole-loan sale transactions (i.e., receivables for which Ford Credit has no continuing exposure or risk of loss)

Charge-offs on Managed Receivables -- charge-offs associated with receivables reported on Ford Credit's balance sheet plus charge-offs associated with receivables Ford Credit sold in off-balance sheet securitizations and continues to service

Equity -- shareholder's interest and historical stockholder's equity reported on Ford Credit's balance sheet

Impact of On-Balance Sheet Securitization -- finance receivables (retail and wholesale) and net investment in operating leases reported on Ford Credit's balance sheet include assets included in securitizations that do not qualify for accounting sale treatment. These assets are available only for repayment of the debt or other obligations issued or arising in the securitization transactions; they are not available to pay the other obligations of Ford Credit or the claims of Ford Credit's other creditors. Debt reported on Ford Credit's balance sheet includes obligations issued or arising in securitizations that are payable only out of collections on the underlying securitized assets and related enhancements



FINANCIAL SERVICES SECTOR

FORD CREDIT RATIO DEFINITIONS

In addition to evaluating Ford Credit's financial performance on a GAAP financial statement basis, Ford Credit management also uses other criteria, some of which were previously disclosed in this presentation and are defined below:

$$\text{Loss-to-Receivables Ratio} = \frac{\text{Charge-offs}}{\text{Average Receivables}}$$

Leverage:

$$\text{- Financial Statement Leverage} = \frac{\text{Total Debt}}{\text{Equity}}$$

$$\text{- Managed Leverage} = \frac{\text{Total Debt} + \text{Securitized Off-Balance Sheet Receivables} - \text{Retained Interest in Securitized Off-Balance Sheet Receivables} - \text{Cash, Cash Equivalents \& Marketable Securities*} - \text{Adjustments for Hedge Accounting on Total Debt}}{\text{Equity} + \text{Minority Interest} - \text{Adjustments for Hedge Accounting on Equity}}$$

* Excludes marketable securities related to insurance activities

FINANCIAL SERVICES SECTOR
FORD CREDIT RECONCILIATIONS OF MANAGED
LEVERAGE TO FINANCIAL STATEMENT LEVERAGE



	Sept. 30, 2006	Sept. 30, 2007
	(Bils.)	(Bils.)
<u>Leverage Calculation</u>		
Total Debt*	\$134.5	\$133.1
Securitized Off-Balance Sheet Receivables Outstanding	12.9	7.6
Retained Interest in Securitized Off-Balance Sheet Receivables	(1.1)	(0.8)
Adjustments for Cash, Cash Equivalents and Marketable Securities**	(17.4)	(12.0)
Adjustments for Hedge Accounting	(0.2)	0
Total Adjusted Debt	<u>\$128.7</u>	<u>\$127.9</u>
Total Stockholder's Equity (incl. minority interest)	\$ 11.8	\$ 13.0
Adjustments for Hedge Accounting	(0.5)	(0.3)
Total Adjusted Equity	<u>\$ 11.3</u>	<u>\$ 12.7</u>
Managed Leverage (to 1)	11.4	10.1
Financial Statement Leverage (to 1)	11.4	10.2

* Includes \$52 billion and \$62 billion on September 30, 2006 and September 30, 2007, respectively of long-term and short-term asset-backed debt that is payable out of collections on these receivables and interests in operating leases and the related vehicles and is not the legal obligation of Ford Credit

** Excludes marketable securities related to insurance activities