



***THIRD QUARTER 2007  
FIXED INCOME PRESENTATION  
NOVEMBER 8, 2007  
(PRELIMINARY RESULTS)***

# 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
<b><u>Continuing Operations (Excluding Special Items)*</u></b>				
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
<b><u>Special Items Pre-Tax (Mils.)</u></b>	<b>\$ (350)</b>	<b>\$4,908</b>	<b>\$ (20)</b>	<b>\$8,135</b>
<b><u>Net Income</u></b>				
After-Tax Profits (Mils.)	\$ (380)	\$4,868	\$ 88	\$7,076
Earnings Per Share**	(0.19)	2.60	0.05	3.78
<b><u>Automotive Gross Cash (Bils.)***</u></b>	<b>\$ 35.6</b>	<b>\$ 12.0</b>	<b>\$ 35.6</b>	<b>\$ 12.0</b>

\* See 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 2007 THIRD QUARTER SPECIAL ITEMS**

	<b>Third Quarter (Mils.)</b>	<b>First Nine Months (Mils.)</b>
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>
<b>Memo: Special Items Impact on Earnings Per Share*</b>	<b>\$(0.18)</b>	<b>\$ 0</b>

\* 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



# **AUTOMOTIVE SECTOR**

## **2007 THIRD QUARTER CASH\***

	<u>Third Quarter</u> (Bils.)	<u>First Nine Months</u> (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 2 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>
<b>Operating Cash Flow</b>		
- Accelerate Subvention Payments to Ford Credit	\$ (2)	\$ (5)
- Other Operating Cash Flow	(8)	(2) - (3)
<b>Total Operating Cash Flow</b>	<u>\$(10)</u>	<u>\$ (7) - (8)</u>
<b>Restructuring Expenditures</b>	<u>(7)</u>	<u>(5) - (6)</u>
<b>Total Operating and Restructuring Cash Flow</b>	<u>\$(17)</u>	<u>\$(12) - (14)</u>
<b>Memo:</b>		
- Operating and Restructuring Cash Flow Excl. Change in Subvention	\$ (15)	\$ (7) - (9)
- Ford Credit Distributions (not incl. above)	0	5



## **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***	
Net Income	Loss, but improved vs. 2006	Better

\* Excluding market valuation adjustments from derivatives

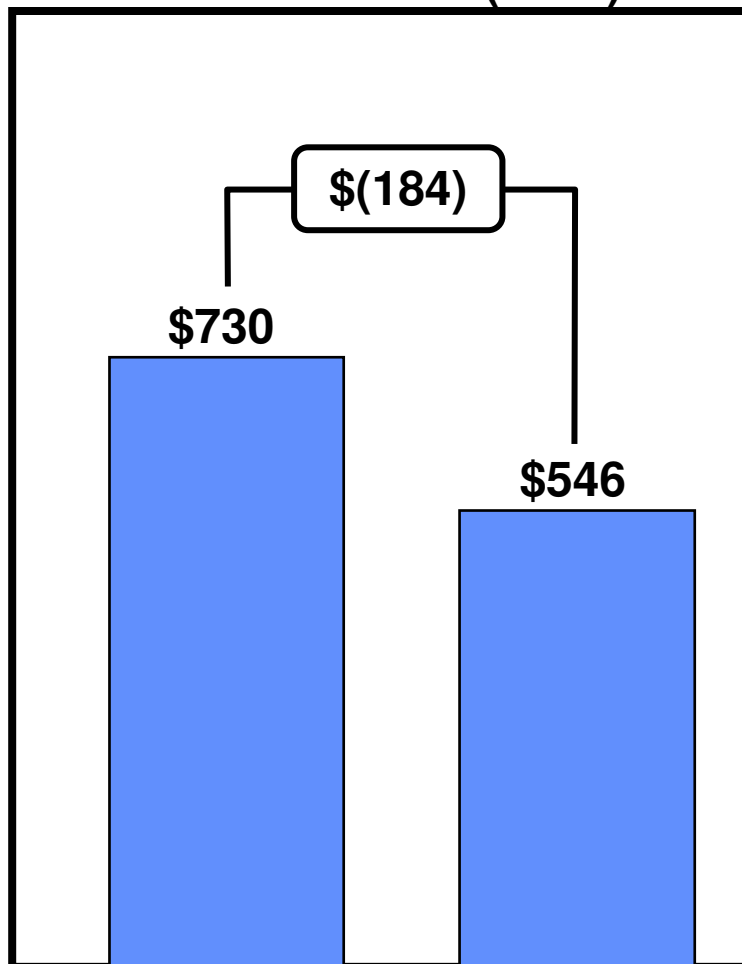
\*\* Excluding Special Items

\*\*\* Excluding gain / loss associated with future divestitures

# FORD CREDIT RESULTS AND METRICS – 2007 THIRD QUARTER



## Pre-Tax Profits (Mils.)



3rd Qtr.  
2006

3rd Qtr.  
2007

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

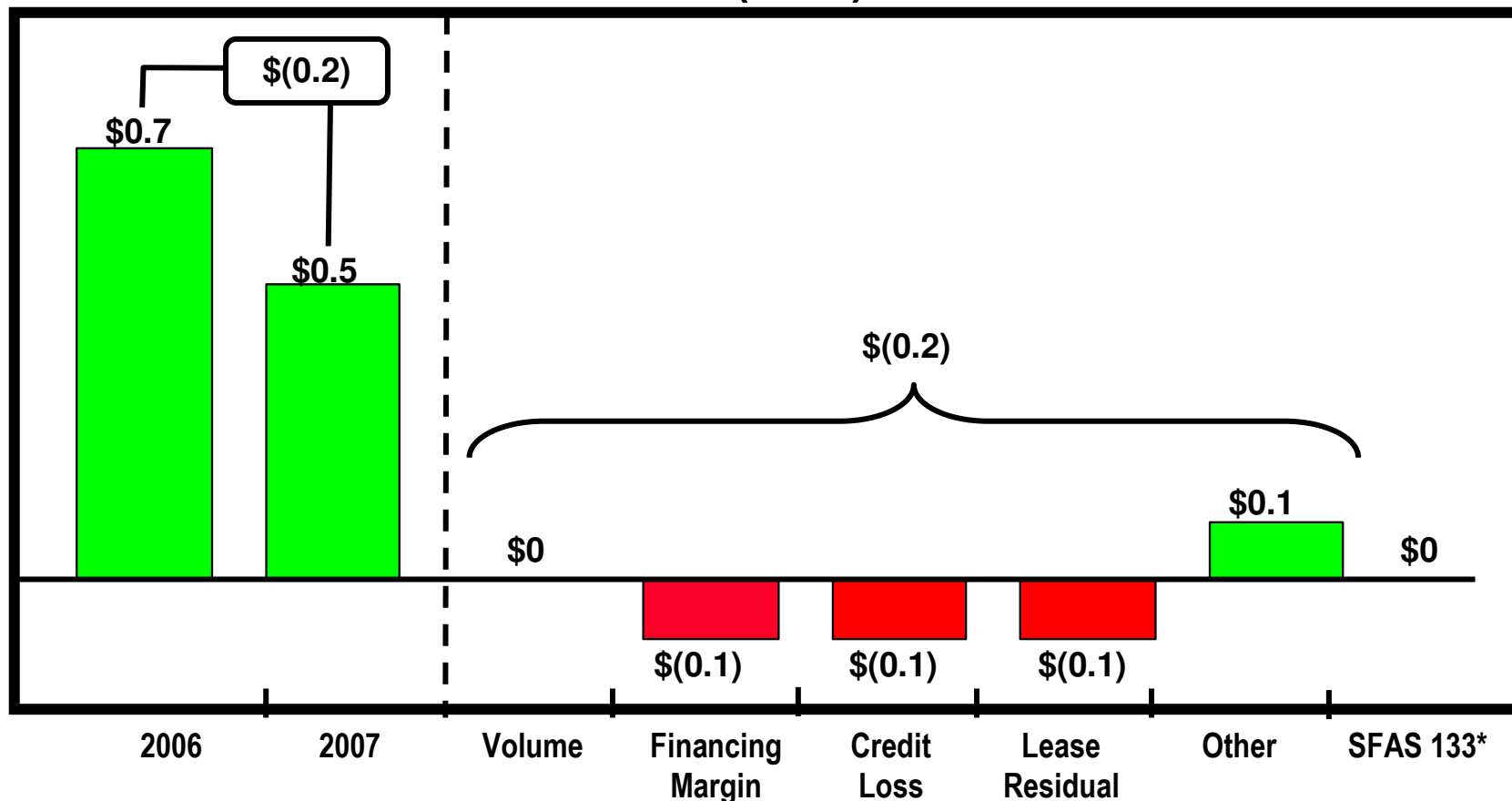
## Key Metrics\*

	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



# 2007 THIRD QUARTER FORD CREDIT PRE-TAX PROFIT COMPARED WITH 2006

(Bils.)



Memo:  
Excl. SFAS 133\*  
(Mils.)

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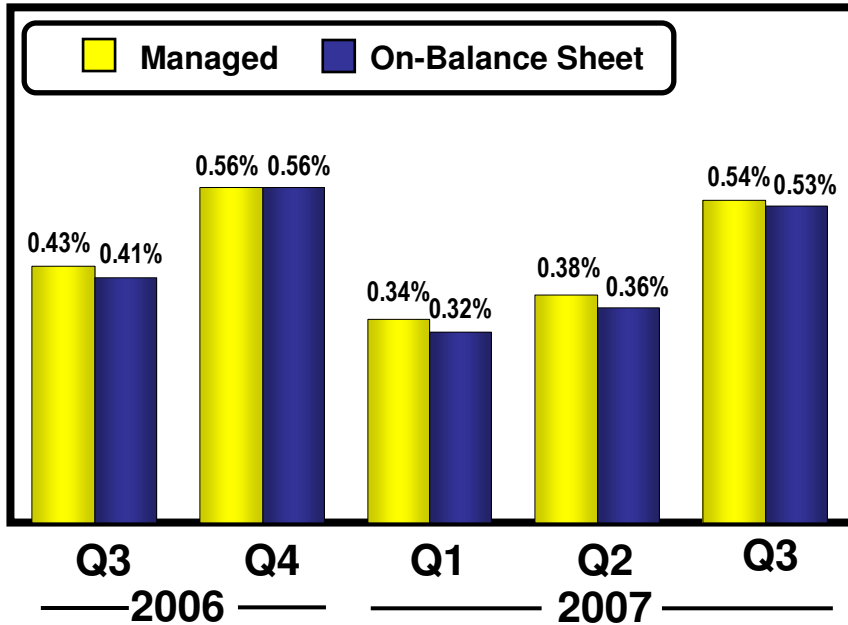
\* Market valuation adjustments from derivatives



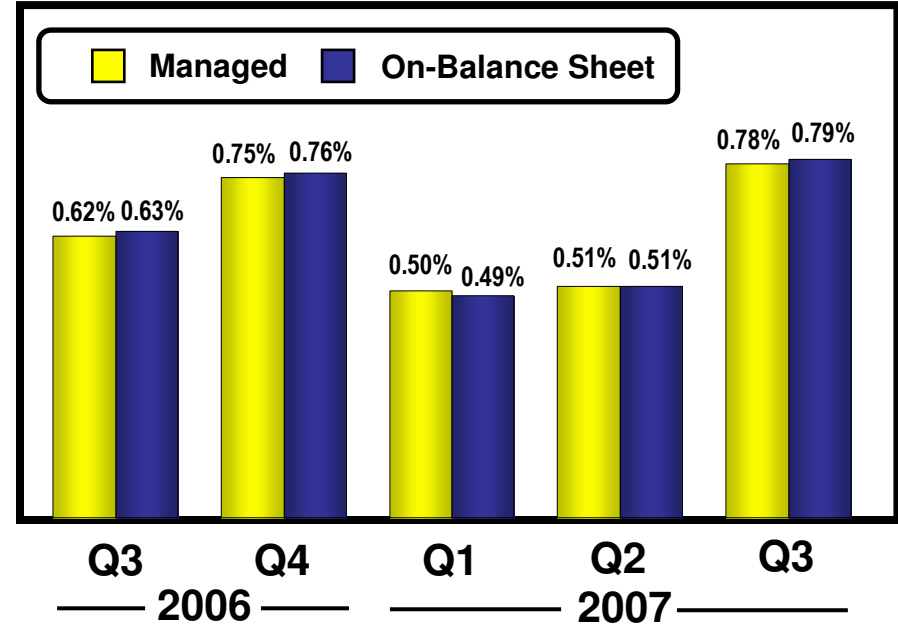
# CREDIT LOSS METRICS



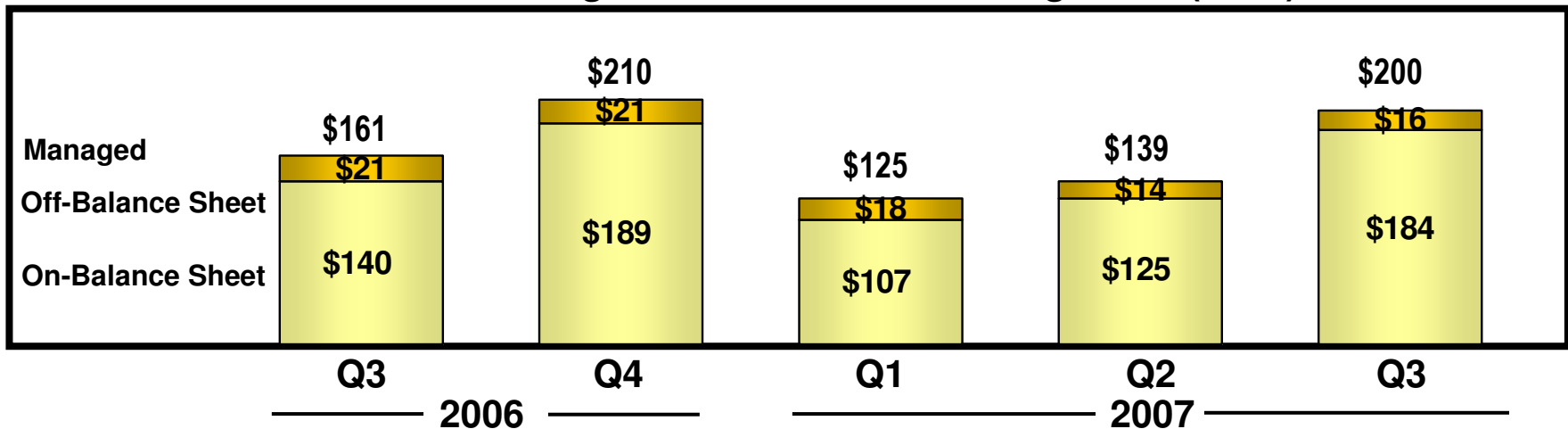
**Worldwide  
Loss-to-Receivables Ratio (Pct.)**



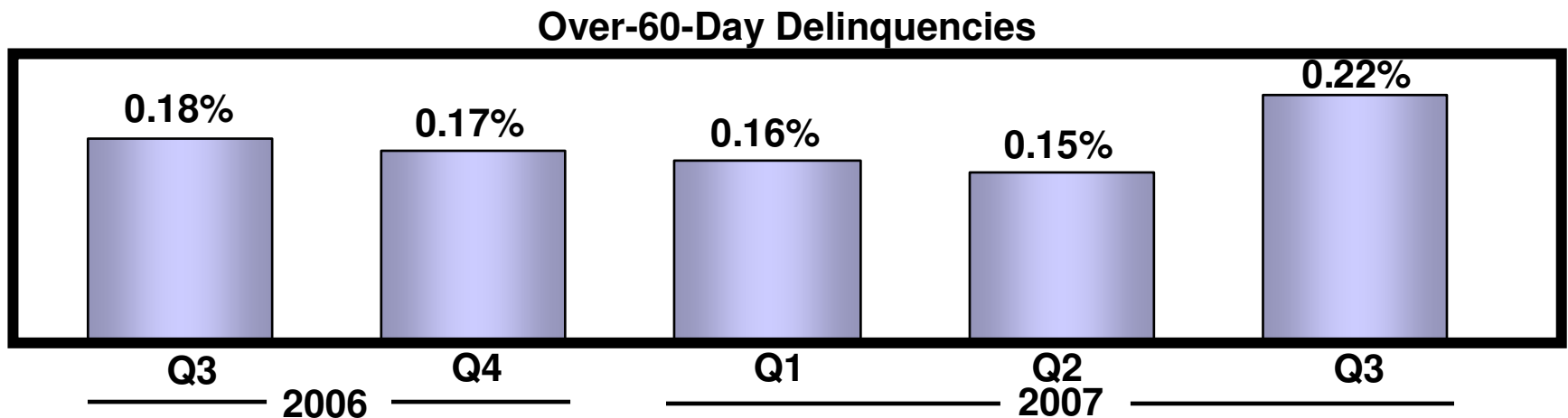
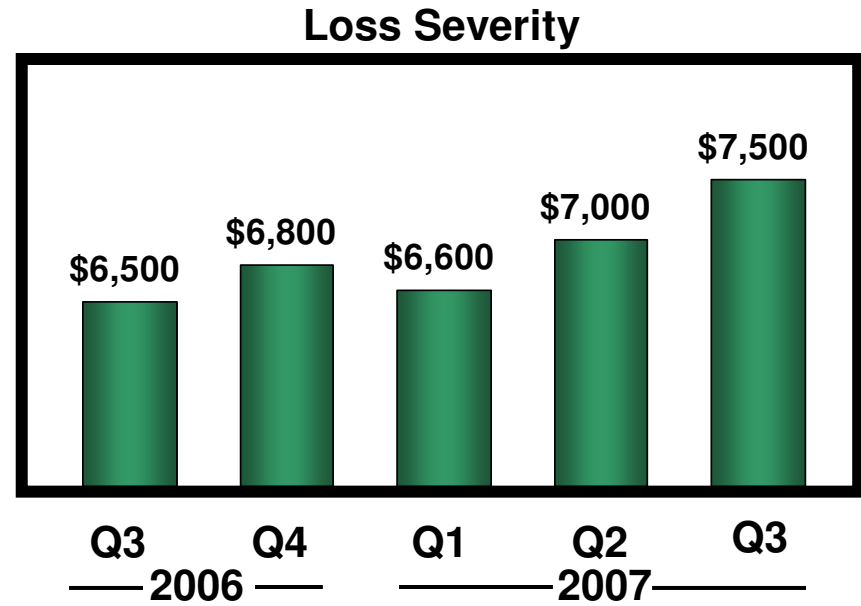
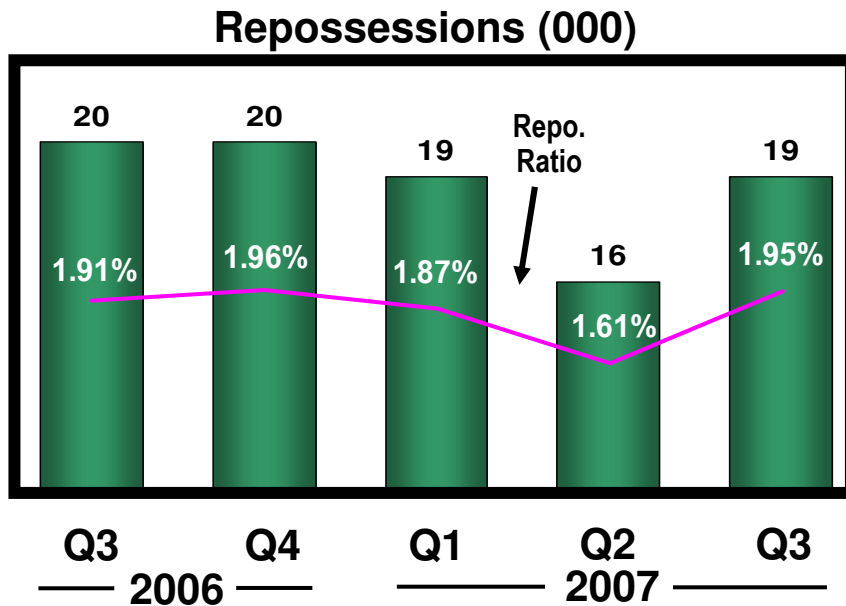
**Ford Lincoln Mercury U.S. Retail & Lease  
Loss-to-Receivables Ratio (Pct.)**



**Worldwide Managed Credit Losses -- Charge-Offs (Mils.)**



# CREDIT LOSS DRIVERS -- FORD LINCOLN MERCURY U.S. RETAIL AND LEASE\*



Memo: New Bankruptcy Filings (000)

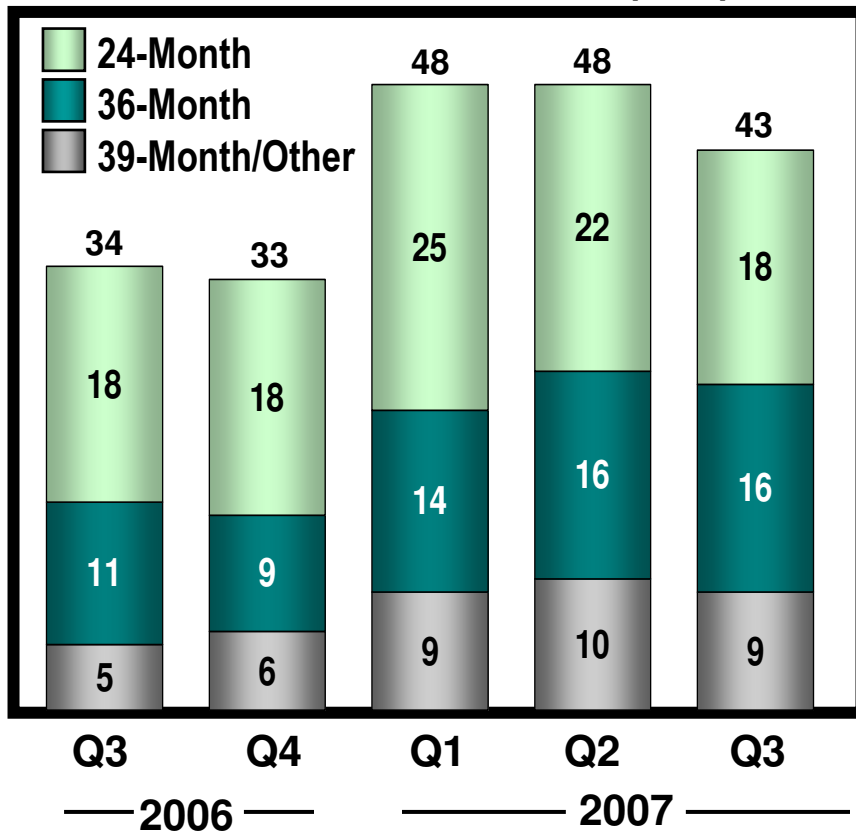
6	6	6	7	7
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\* On a serviced basis



# LEASE RESIDUAL PERFORMANCE -- FORD LINCOLN MERCURY U.S.

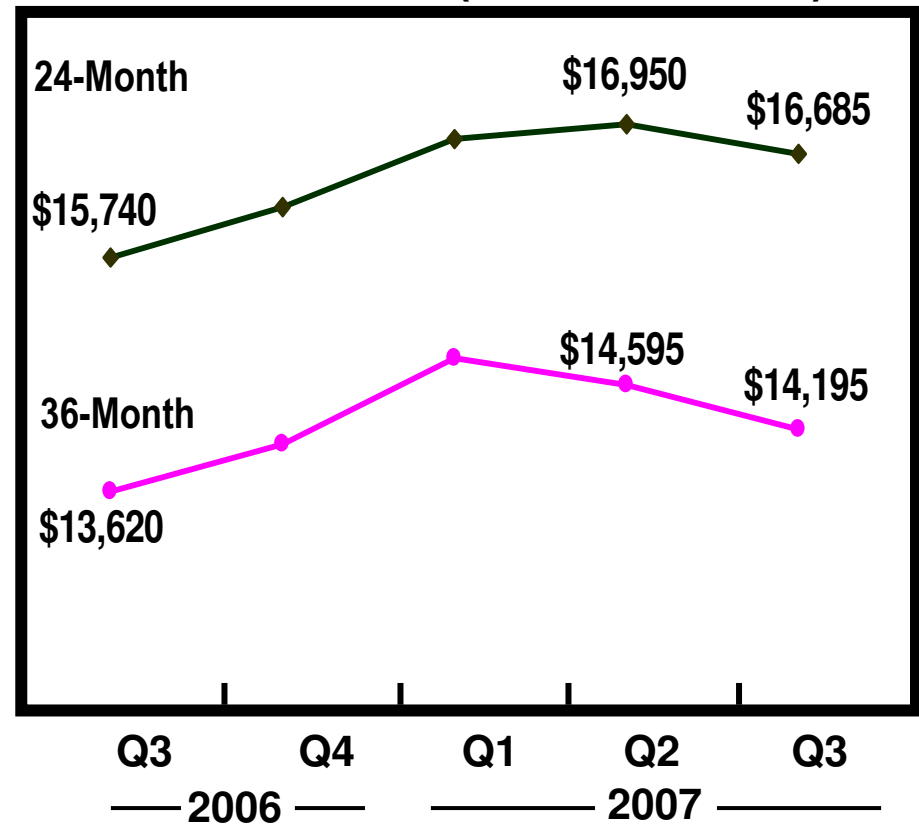
Lease Return Volume (000)



Memo: North America Return Rates

74%      75%      79%      78%      80%

Auction Values (At Q3 2007 Mix)



Memo: Worldwide Net Investment in Operating Leases in (Bils.)

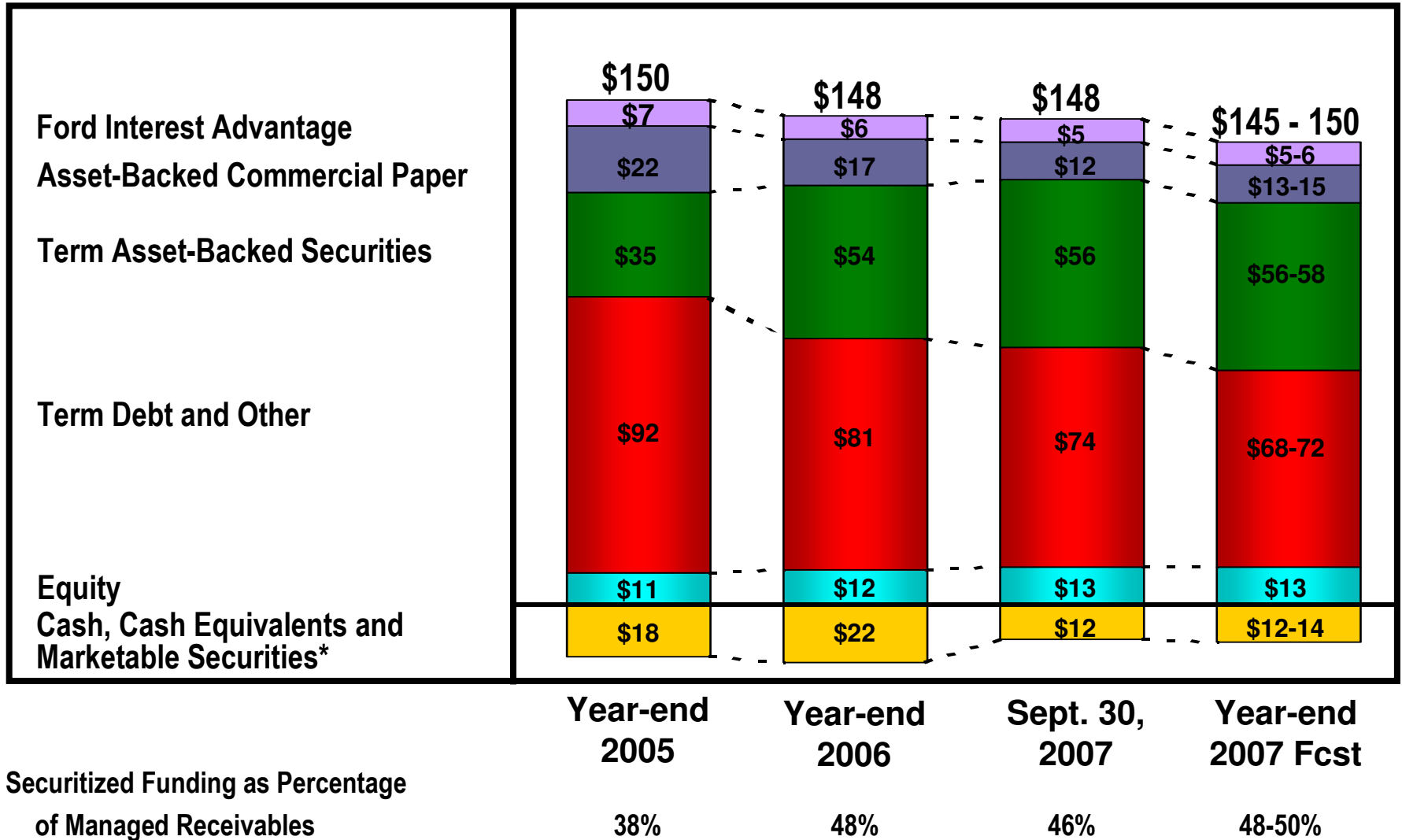
\$25.6      \$25.9      \$26.5      \$28.1      \$29.2

# FORD CREDIT FUNDING STRUCTURE

DRAFT



## Funding of Managed Receivables (Bils.)



\* Excludes marketable securities related to insurance activities

# **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**



# FORD CREDIT TERM FUNDING PLAN

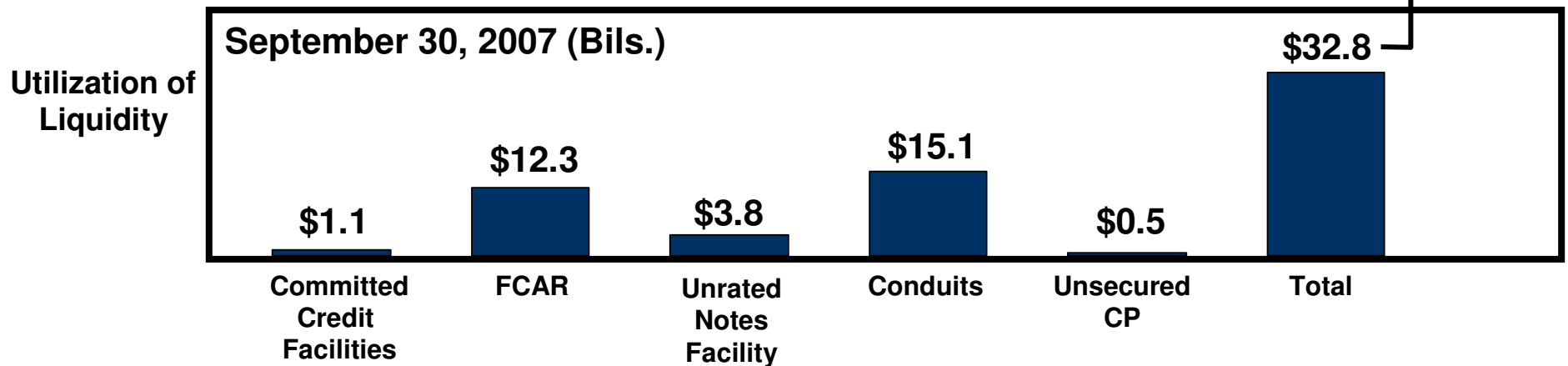
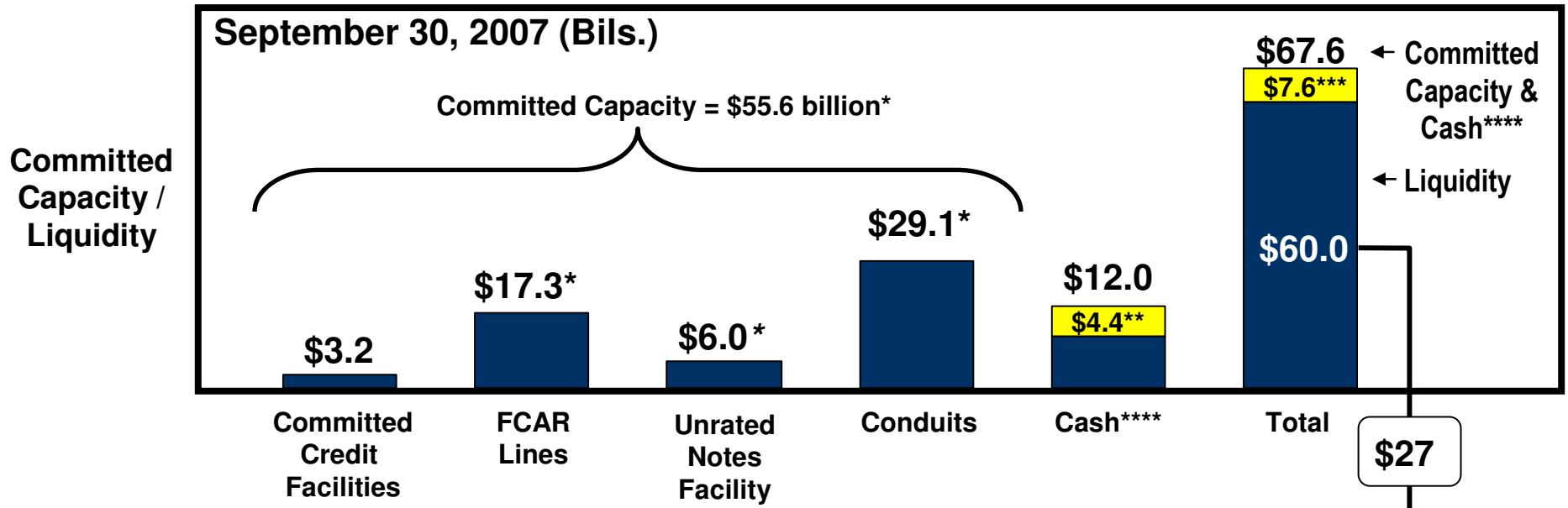
			2007	
	<u>2005</u> <u>Actual</u> (Bils.)	<u>2006</u> <u>Actual</u> (Bils.)	<u>Forecast</u> (Bils.)	<u>YTD</u> <u>Actual*</u> (Bils.)
<b><u>Public Transactions</u></b>				
Unsecured Term Debt	\$ 9	\$ 9	\$ 6 - 8	\$ 6
Term Securitizations**	12	14	6 - 7	6
<b>Total Public</b>	<u>\$21</u>	<u>\$23</u>	<u>\$12 - 15</u>	<u>\$ 12</u>
<b><u>Private Transactions***</u></b>	\$18	\$29	\$23 - 26	\$ 21

\* YTD actual through October 31, 2007

\*\* Reflects new issuance; excludes whole-loan sales and other structured financings

\*\*\* Includes private term debt, securitizations, other structured financings and whole-loan sales; excludes sales to Ford Credit's on-balance sheet asset-backed commercial paper programs

# FORD CREDIT LIQUIDITY PROGRAMS



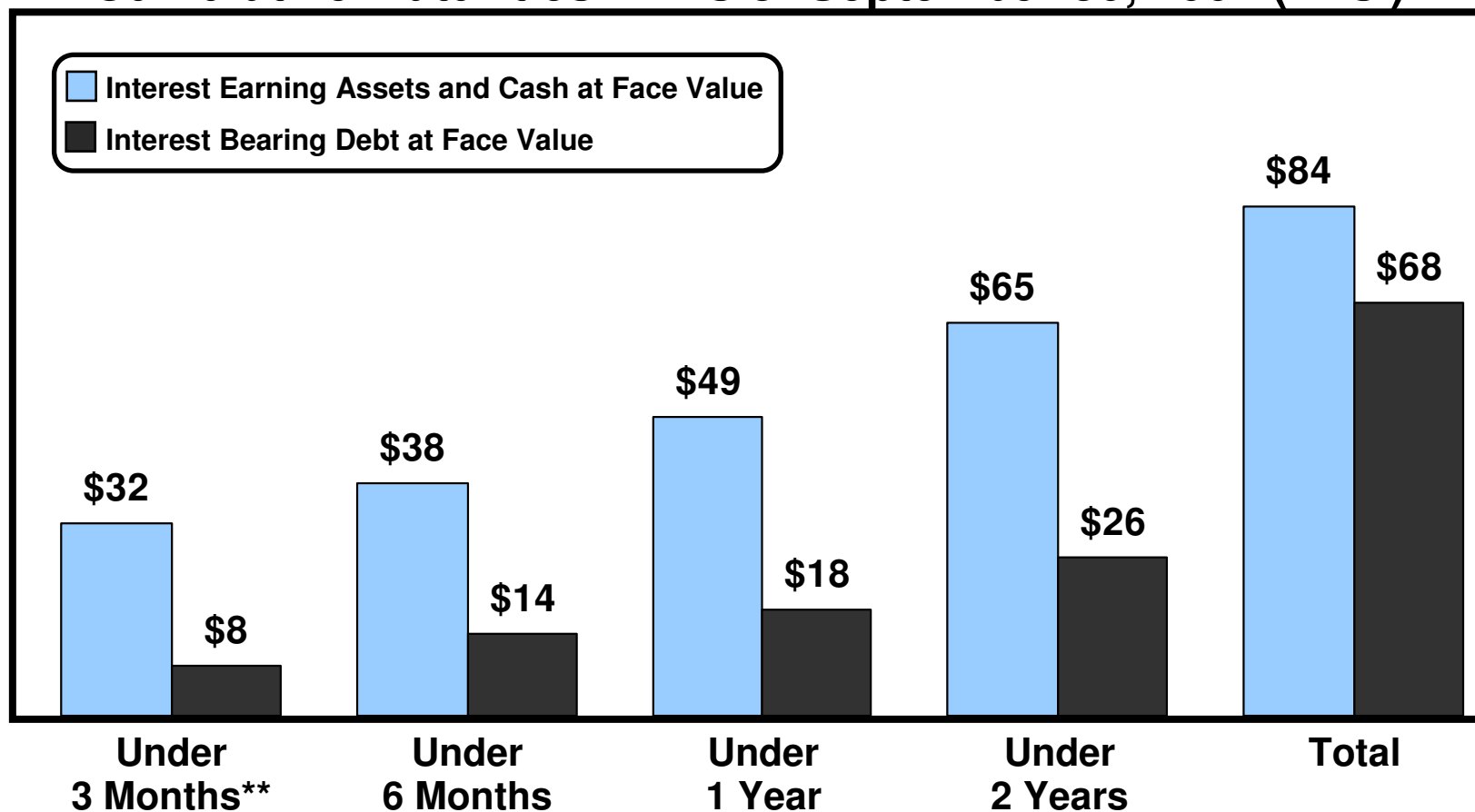
**Liquidity exceeds utilization by \$27 billion**

\* Subject to availability of sufficient assets; FCAR commercial paper must be supported by bank lines equal to at least 100% of the principal amount; conduits includes other committed securitization programs  
 \*\* To be used only to support on-balance sheet securitization transactions  
 \*\*\* Capacity in excess of eligible receivables as well as cash to support on-balance sheet securitization transactions  
 \*\*\*\* Cash, cash equivalents and marketable securities (excludes marketable securities related to insurance activities)



# LIQUIDITY PROFILE OF FORD CREDIT'S BALANCE SHEET

## Cumulative Maturities\* -- As of September 30, 2007 (Bils.)



\* Includes U.S., Europe, and Canada at scheduled maturities; interest earning assets excludes on-balance sheet securitized net of unsold assets; cash includes cash, cash equivalents and marketable securities (excludes marketable securities related to insurance activities); interest bearing debt excludes on-balance sheet securitized debt

\*\* Includes unsecuritized and retained wholesale, cash excluding cash to be used only to support on-balance sheet securitization transactions, and Ford Interest Advantage



# ***THIRD QUARTER 2007 SUMMARY\****



## **Ford**

- **Pre-tax profits from continuing operations of \$194 million, excluding special items**
- **Net loss of \$380 million, including special items**
- **Significant improvement in all of Ford's Automotive operations, compared with the same period a year ago**
- **Automotive gross cash of \$35.6 billion**

## **Ford Credit**

- **Pre-tax profit of \$546 million; net income of \$334 million**
- **North American operations transformation is on track**
- **Liquidity remains strong**
- **Completed \$33 billion of term funding year-to-date**

\* See Appendix for reconciliation to GAAP

# SAFE HARBOR



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:

## Automotive Related:

- Continued decline in Ford's market share;
- Continued or increased price competition for Ford vehicles 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 and our financing of those 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 Ford products;
- Continued or increased high prices for or reduced availability of fuel;
- 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 or may in the future require Ford to provide financial support or take other measures to ensure supplies of components or materials;
- Work stoppages at Ford or supplier facilities or other interruptions of supplies;
- Single-source supply of components or materials;
- The discovery of defects in Ford vehicles resulting in delays in new model launches, recall campaigns or increased warranty costs;
- Increased safety, emissions (e.g., CO<sub>2</sub>), 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 Ford products or otherwise;
- A change in Ford's requirements for parts or materials where it has entered into long-term supply arrangements that commit it 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 Ford's operations resulting from geo-political or other events;
- Substantial negative operating-related cash flows for the near- to medium-term affecting Ford's ability to meet its obligations, invest in its business or refinance its debt;
- Substantial levels of indebtedness adversely affecting Ford's financial condition or preventing Ford from fulfilling its debt obligations (which may grow because Ford is able to incur substantially more debt, including additional secured debt);

## Ford Credit Related:

- Inability 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;
- Collection and servicing problems related to our finance receivables and net investment in operating leases;
- Lower-than-anticipated residual values or higher-than-expected return volumes for leased vehicles;
- New or increased credit, consumer or data protection or other regulations resulting in higher costs and/or additional financing restrictions;
- Changes in Ford's operations or changes in Ford's marketing programs could result in a decline in our financing volumes;

## General:

- Labor or other constraints on Ford's or our ability to restructure its or our business;
- Substantial pension and postretirement healthcare and life insurance liabilities impairing Ford's or our liquidity or financial condition;
- Worse-than-assumed economic and demographic experience for postretirement benefit plans (e.g., discount rates, investment returns, and health care cost trends);
- Currency or commodity price fluctuations; and
- Changes in interest rates.

We cannot be certain that any expectations, forecasts or assumptions made by management in preparing these forward-looking statements will prove accurate, or that any projections 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 statements, whether as a result of new information, future events or otherwise. For additional discussion of these risk factors, see Item 1A of Part I of our 2006 10-K Report and Item 1A of Part I of Ford's 2006 10-K Report.



# ***APPENDIX***



**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
<b><u>Income (Mils.)</u></b>				
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	\$ (156)	\$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><u>\$ (380)</u></u>	<u><u>\$4,868</u></u>	<u><u>\$ 88</u></u>	<u><u>\$ 7,076</u></u>

\* See Slide 2 for detail of Third Quarter 2007 Special Items



# 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>
<b><u>Numerator</u></b>				
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>
<b><u>Denominator</u></b>				
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	<u>547</u>	<u>754</u>	<u>110</u>	<u>0</u>	<u>437</u>	<u>754</u>
Total Americas	\$ (9,425)	\$ (718)	\$(6,558)	\$ 442	\$(2,867)	\$(1,160)
Europe	\$ 193	\$ 646	\$ (44)	\$(128)	\$ 237	\$ 774
P.A.G.	<u>(2,208)</u>	<u>764</u>	<u>(1,690)</u>	<u>319</u>	<u>(518)</u>	<u>445</u>
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	<u>254</u>	<u>121</u>	<u>137</u>	<u>0</u>	<u>117</u>	<u>121</u>
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)	<u>306</u>	<u>(1,051)</u>	<u>0</u>	<u>(632)</u>	<u>306</u>	<u>(419)</u>
Total Automotive	\$(10,930)	\$ (229)	\$(8,155)	\$ (20)	\$(2,775)	\$ (209)
Financial Services	<u>1,550</u>	<u>955</u>	<u>0</u>	<u>0</u>	<u>1,550</u>	<u>955</u>
Total Company	<u>\$ (9,380)</u>	<u>\$ 726</u>	<u>\$(8,155)</u>	<u>\$ (20)</u>	<u>\$(1,225)</u>	<u>\$ 746</u>

\* From continuing operations





# **AUTOMOTIVE SECTOR**

## **GROSS CASH RECONCILIATION TO GAAP**

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



# **AUTOMOTIVE SECTOR GAAP RECONCILIATION OF OPERATING-RELATED CASH FLOWS**

	<u>2007</u>		First
	<u>Third</u>	<u>B / (W)</u>	Nine Months
	<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>\$ (1.3)</u>	<u>\$ 2.0</u>	<u>\$ 1.7</u>

# FORD CREDIT – OPERATING HIGHLIGHTS\*



	<u>Third Quarter</u>		<u>First Nine Months</u>	
	<u>2007</u>	<u>2006</u>	<u>2007</u>	<u>2006</u>
<b><u>Financing Shares</u></b>				
<b>United States</b>				
Financing share – Ford, Lincoln and Mercury				
Retail installment and lease	45%	56%	39%	48%
Wholesale	79	80	79	80
<b>Europe</b>				
Financing share – Ford				
Retail installment and lease	26%	28%	26%	26%
Wholesale	95	95	96	95
<b><u>Contract Volume – New and used retail/lease (in thousands)</u></b>				
<b>North America segment</b>				
United States	349	471	1,008	1,312
Canada	<u>54</u>	<u>55</u>	<u>148</u>	<u>146</u>
Total North America segment	403	526	1,156	1,458
<b>International segment</b>				
Europe	170	173	541	540
Other international	<u>53</u>	<u>60</u>	<u>159</u>	<u>181</u>
Total International segment	<u>223</u>	<u>233</u>	<u>700</u>	<u>721</u>
Total contract volume	<u><u>626</u></u>	<u><u>759</u></u>	<u><u>1,856</u></u>	<u><u>2,179</u></u>
<b><u>Borrowing Cost Rate**</u></b>	6.2%	5.7%	6.1%	5.4%

\* Continuing operations

\*\* On-balance sheet debt, includes the effects of derivatives and facility fees

# FORD CREDIT – CHARGE-OFFS\*



	<u>Third Quarter</u>		<u>First Nine Months</u>	
	<u>2007</u>	<u>2006</u>	<u>2007</u>	<u>2006</u>
<b><u>On-Balance Sheet Receivables (in millions)</u></b>				
Retail installment and lease	\$ 170	\$ 132	\$ 388	\$ 307
Wholesale	13	6	25	25
Other	1	2	3	2
<b>Total charge-offs – on-balance sheet receivables</b>	<b><u>\$ 184</u></b>	<b><u>\$ 140</u></b>	<b><u>\$ 416</u></b>	<b><u>\$ 334</u></b>
<b>Total loss-to-receivables ratio</b>	<b>0.53%</b>	<b>0.41%</b>	<b>0.40%</b>	<b>0.33%</b>
<b><u>Managed Receivables (in millions)</u></b>				
Retail installment and lease	\$ 186	\$ 153	\$ 436	\$ 372
Wholesale	13	6	25	25
Other	1	2	3	2
<b>Total charge-offs – managed receivables</b>	<b><u>\$ 200</u></b>	<b><u>\$ 161</u></b>	<b><u>\$ 464</u></b>	<b><u>\$ 399</u></b>
<b>Total loss-to-receivables ratio</b>	<b>0.54%</b>	<b>0.43%</b>	<b>0.42%</b>	<b>0.36%</b>

\* Continuing operations

# **FORD CREDIT NET FINANCE RECEIVABLES AND OPERATING LEASES**



	<b>Managed Receivables</b>		
	<u>On-Balance Sheet</u>	<u>Off-Balance Sheet</u>	<u>Total</u>
<b><u>September 30, 2007</u></b>			
Retail installment	\$ 74.3	\$ 7.6	\$ 81.9
Wholesale	34.0	-	34.0
Other finance receivables	3.3	-	3.3
Total finance receivables	<u>\$ 111.6</u>	<u>\$ 7.6</u>	<u>\$ 119.2</u>
Net investments in operating leases	29.2	-	29.2
Total net finance receivables and operating leases	<u><u>\$ 140.8</u></u>	<u><u>\$ 7.6</u></u>	<u><u>\$ 148.4</u></u>
<b><u>December 31, 2006</u></b>			
Retail installment	\$ 70.4	\$ 12.2	\$ 82.6
Wholesale	35.2	-	35.2
Other finance receivables	3.8	-	3.8
Total finance receivables	<u>\$ 109.4</u>	<u>\$ 12.2</u>	<u>\$ 121.6</u>
Net investments in operating leases	25.9	-	25.9
Total net finance receivables and operating leases	<u><u>\$ 135.3</u></u>	<u><u>\$ 12.2</u></u>	<u><u>\$ 147.5</u></u>
<b><u>September 30, 2006</u></b>			
Retail installment	\$ 71.0	\$ 12.9	\$ 83.9
Wholesale	34.3	-	34.3
Other finance receivables	4.1	-	4.1
Total finance receivables	<u>\$ 109.4</u>	<u>\$ 12.9</u>	<u>\$ 122.3</u>
Net investments in operating leases	25.6	-	25.6
Total net finance receivables and operating leases	<u><u>\$ 135.0</u></u>	<u><u>\$ 12.9</u></u>	<u><u>\$ 147.9</u></u>

# DEBT RATINGS – FORD & FORD CREDIT



	<u>S&amp;P</u>	<u>Moody's</u>	<u>Fitch</u>	<u>DBRS</u>
<b><u>Senior Long-Term Unsecured</u></b>				
Ford Motor	CCC+*	Caa1	B-	CCC (high)
Ford Credit	B*	B1	BB-	B
FCE Bank plc	B+*	B1	BB-	B
<b><u>Short-Term Unsecured</u></b>				
Ford Motor	N/A	N/A	N/A	R-5
Ford Credit	B-3	NP	B	R-4
<b><u>Secured Funding</u></b>				
Ford Motor	B+*	Ba3	BB	B (high)

\* Rating on CreditWatch with positive implications

# **FORD CREDIT PRE-TAX INCOME EFFECT OF RECEIVABLES SALES ACTIVITY**



	Third Quarter	
	2006 (Mils.)	2007 (Mils.)
<b>Investment and Other Income Related to Off-Balance Sheet Securitizations</b>		
Servicing Fees	\$ 45	\$ 28
Interest Income on Retained Interests	8	9
Net Gain on Sales of Receivables	30	-
Income on Residual Interest and Other	86	60
<b>Total Investment and Other Income Related to Sales of Receivables</b>	<u>\$ 169</u>	<u>\$ 97</u>
Less: Whole-loan Income	(15)	(10)
<b>Total Income Related to Off-Balance Sheet Securitizations</b>	<u>\$ 154</u>	<u>\$ 87</u>

	Third Quarter	
	2006 (Mils.)	2007 (Mils.)
<b>Earnings Impact if Reported on Balance Sheet</b>		
Retail Revenue	\$ 258	\$ 160
Borrowing Cost	(134)	(91)
Net Financing Margin	<u>\$ 124</u>	<u>\$ 69</u>
Net Credit Losses	(21)	(16)
Income Before Income Taxes	<u>\$ 103</u>	<u>\$ 53</u>
Memo: Recalendarization Impact of Off-Balance Sheet Securitizations	\$ 51	\$ 34



## ***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.





# 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**

	<u>Sept. 30,</u> <u>2006</u>	<u>Sept. 30,</u> <u>2007</u>
<u>Leverage Calculation</u>	<u>(Bils.)</u>	<u>(Bils.)</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 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