

## Consolidated Balance Sheet

### Ford Motor Company and Subsidiaries (in millions)

	December 31, 2008	December 31, 2007
<b>ASSETS</b>		
Cash and cash equivalents .....	\$ 22,049	\$ 35,283
Marketable securities (Note 3) .....	17,411	5,248
Loaned securities (Note 3) .....	—	10,267
Finance receivables, net .....	93,484	109,053
Other receivables, net .....	6,073	8,210
Net investment in operating leases (Note 5) .....	25,738	33,255
Retained interest in sold receivables (Note 7) .....	92	653
Inventories (Note 8) .....	8,618	10,121
Equity in net assets of affiliated companies (Note 9) .....	1,592	2,853
Net property (Note 12) .....	28,565	36,239
Deferred income taxes .....	3,108	3,500
Goodwill and other net intangible assets (Note 14) .....	1,593	2,069
Assets of discontinued/held-for-sale operations (Note 20) .....	198	7,537
Other assets .....	9,807	14,976
<b>Total assets</b> .....	<b>\$ 218,328</b>	<b>\$ 279,264</b>
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>		
Payables .....	\$ 14,772	\$ 20,832
Accrued liabilities and deferred revenue (Note 15) .....	63,386	74,738
Debt (Note 16) .....	154,196	168,787
Deferred income taxes .....	2,035	3,034
Liabilities of discontinued/held-for-sale operations (Note 20) .....	55	4,824
<b>Total liabilities</b> .....	<b>234,444</b>	<b>272,215</b>
Minority interests .....	1,195	1,421
<b>Stockholders' equity</b>		
Capital stock (Note 21)		
Common Stock, par value \$0.01 per share (2,341 million shares issued of 6 billion authorized) .....	23	21
Class B Stock, par value \$0.01 per share (71 million shares issued of 530 million authorized) .....	1	1
Capital in excess of par value of stock .....	9,076	7,834
Accumulated other comprehensive income/(loss) .....	(10,085)	(558)
Treasury stock .....	(181)	(185)
Retained earnings/(Accumulated deficit) .....	(16,145)	(1,485)
<b>Total stockholders' equity</b> .....	<b>(17,311)</b>	<b>5,628</b>
<b>Total liabilities and stockholders' equity</b> .....	<b>\$ 218,328</b>	<b>\$ 279,264</b>

The accompanying notes are part of the financial statements.