

## Consolidated Statement of Cash Flows

### Ford Motor Company and Subsidiaries For the Years Ended December 31, 2008, 2007 and 2006 (in millions)

	2008	2007	2006
<b>Cash flows from operating activities of continuing operations</b>			
Net cash flows from operating activities (Note 24).....	\$ (179)	\$ 17,074	\$ 9,622
<b>Cash flows from investing activities of continuing operations</b>			
Capital expenditures .....	(6,696)	(6,022)	(6,848)
Acquisitions of retail and other finance receivables and operating leases .....	(44,562)	(55,681)	(59,793)
Collections of retail and other finance receivables and operating leases.....	42,061	45,498	41,502
Purchases of securities.....	(64,754)	(11,423)	(23,678)
Sales and maturities of securities.....	62,046	18,660	18,456
Settlements of derivatives .....	2,533	861	486
Proceeds from sales of retail and other finance receivables and operating leases.....	—	708	5,120
Proceeds from sale of businesses .....	6,854	1,236	56
Cash paid for acquisitions .....	(13)	—	—
Transfer of cash balances upon disposition of discontinued/held-for-sale operations .....	(928)	(83)	(4)
Other.....	316	(211)	(161)
Net cash (used in)/provided by investing activities .....	(3,143)	(6,457)	(24,864)
<b>Cash flows from financing activities of continuing operations</b>			
Cash dividends .....	—	—	(468)
Sales of Common Stock.....	756	250	431
Purchases of Common Stock.....	—	(31)	(183)
Changes in short-term debt.....	(5,120)	919	(5,825)
Proceeds from issuance of other debt.....	42,163	33,113	58,258
Principal payments on other debt.....	(46,299)	(39,431)	(36,601)
Other.....	(604)	(88)	(339)
Net cash (used in)/provided by financing activities .....	(9,104)	(5,268)	15,273
Effect of exchange rate changes on cash .....	(808)	1,014	464
<b>Net increase/(decrease) in cash and cash equivalents from continuing operations.....</b>	<b>(13,234)</b>	<b>6,363</b>	<b>495</b>
<b>Cash flows from discontinued operations</b>			
Cash flows from operating activities of discontinued operations .....	—	26	(11)
Cash flows from investing activities of discontinued operations .....	—	—	—
Cash flows from financing activities of discontinued operations .....	—	—	—
<b>Net increase/(decrease) in cash and cash equivalents .....</b>	<b>\$(13,234)</b>	<b>\$ 6,389</b>	<b>\$ 484</b>
<b>Cash and cash equivalents at January 1 .....</b>	<b>\$ 35,283</b>	<b>\$ 28,896</b>	<b>\$ 28,391</b>
Cash and cash equivalents of discontinued/held-for-sale operations at January 1.....	—	(2)	19
Net increase/(decrease) in cash and cash equivalents .....	(13,234)	6,389	484
Less: Cash and cash equivalents of discontinued/held-for-sale operations at December 31 .....	—	—	2
<b>Cash and cash equivalents at December 31.....</b>	<b>\$ 22,049</b>	<b>\$ 35,283</b>	<b>\$ 28,896</b>

The accompanying notes are part of the financial statements.