

FORD MOTOR COMPANY AND SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
(in millions)

| | For the years ended December 31, | | |
|---|----------------------------------|-------------------|-------------------|
| | 2014 | 2013 | 2012 |
| Cash flows from operating activities of continuing operations | | | |
| Net income | \$ 3,186 | \$ 7,175 | \$ 5,612 |
| Depreciation and tooling amortization | 7,385 | 6,504 | 5,486 |
| Other amortization | 38 | 40 | (186) |
| Provision for credit and insurance losses | 305 | 210 | 83 |
| Pension and OPEB expense | 1,249 | 2,543 | 1,557 |
| Equity investment (earnings)/losses in excess of dividends received | 189 | (543) | 23 |
| Foreign currency adjustments | 825 | 228 | (116) |
| Net (gain)/loss on changes in investments in affiliates | 798 | 113 | (594) |
| Stock compensation | 180 | 159 | 140 |
| Net change in wholesale and other receivables | (2,208) | (3,044) | (1,178) |
| Provision for deferred income taxes | 1,063 | (848) | 1,754 |
| Decrease/(Increase) in accounts receivable and other assets | (2,897) | (2,040) | (2,508) |
| Decrease/(Increase) in inventory | (875) | (572) | (1,401) |
| Increase/(Decrease) in accounts payable and accrued and other liabilities | 5,734 | 1,231 | 599 |
| Other | (465) | (712) | (226) |
| Net cash provided by/(used in) operating activities | 14,507 | 10,444 | 9,045 |
| Cash flows from investing activities of continuing operations | | | |
| Capital spending | (7,463) | (6,597) | (5,488) |
| Acquisitions of finance receivables and operating leases | (51,673) | (45,822) | (38,445) |
| Collections of finance receivables and operating leases | 36,497 | 33,966 | 31,570 |
| Purchases of marketable securities | (48,694) | (119,993) | (95,135) |
| Sales and maturities of marketable securities | 50,264 | 118,247 | 93,749 |
| Change related to Venezuelan operations (Note 1) | (477) | — | — |
| Settlements of derivatives | 281 | (217) | (737) |
| Proceeds from sales of retail finance receivables (Note 22) | — | 495 | — |
| Other | 141 | 190 | 196 |
| Net cash provided by/(used in) investing activities | (21,124) | (19,731) | (14,290) |
| Cash flows from financing activities of continuing operations | | | |
| Cash dividends | (1,952) | (1,574) | (763) |
| Purchases of Common Stock | (1,964) | (213) | (125) |
| Net changes in short-term debt | (3,870) | (2,927) | 1,208 |
| Proceeds from issuance of other debt | 40,043 | 40,543 | 32,436 |
| Principal payments on other debt | (28,859) | (27,953) | (29,210) |
| Other | 25 | 257 | 159 |
| Net cash provided by/(used in) financing activities | 3,423 | 8,133 | 3,705 |
| Effect of exchange rate changes on cash and cash equivalents | (517) | (37) | 51 |
| Net increase/(decrease) in cash and cash equivalents | \$ (3,711) | \$ (1,191) | \$ (1,489) |
| Cash and cash equivalents at January 1 | \$ 14,468 | \$ 15,659 | \$ 17,148 |
| Net increase/(decrease) in cash and cash equivalents | (3,711) | (1,191) | (1,489) |
| Cash and cash equivalents at December 31 | \$ 10,757 | \$ 14,468 | \$ 15,659 |

The accompanying notes are part of the financial statements.