

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

	For the years ended December 31,		
	2013	2012	2011
Cash flows from operating activities of continuing operations			
Net cash provided by/(used in) operating activities (Note 25)	\$ 10,444	\$ 9,045	\$ 9,784
Cash flows from investing activities of continuing operations			
Capital spending	(6,597)	(5,488)	(4,293)
Acquisitions of finance receivables and operating leases	(45,822)	(38,445)	(35,239)
Collections of finance receivables and operating leases	33,966	31,570	33,337
Purchases of securities	(119,993)	(95,135)	(68,723)
Sales and maturities of securities	118,247	93,749	70,795
Cash change due to initial consolidation of businesses	9	191	—
Proceeds from sale of business	—	66	333
Settlements of derivatives	(217)	(737)	353
Proceeds from sales of retail finance receivables (Note 23)	495	—	—
Elimination of cash balances upon disposition of discontinued/held-for-sale operations	—	—	(69)
Other	181	(61)	465
Net cash provided by/(used in) investing activities	(19,731)	(14,290)	(3,041)
Cash flows from financing activities of continuing operations			
Cash dividends	(1,574)	(763)	—
Purchases of Common Stock	(213)	(125)	—
Changes in short-term debt	(2,927)	1,208	2,841
Proceeds from issuance of other debt	40,543	32,436	35,921
Principal payments on other debt	(27,953)	(29,210)	(43,095)
Other	257	159	92
Net cash provided by/(used in) financing activities	8,133	3,705	(4,241)
Effect of exchange rate changes on cash and cash equivalents	(37)	51	(159)
Net increase/(decrease) in cash and cash equivalents	\$ (1,191)	\$ (1,489)	\$ 2,343
Cash and cash equivalents at January 1	\$ 15,659	\$ 17,148	\$ 14,805
Net increase/(decrease) in cash and cash equivalents	(1,191)	(1,489)	2,343
Cash and cash equivalents at December 31	\$ 14,468	\$ 15,659	\$ 17,148

The accompanying notes are part of the financial statements.