

Statement of Cash Flows

In millions

	Year Ended December 31		
	1999	2000	2001
Net cash flows from operating activities	\$ 608	\$ 984	\$ 639
Cash flows from investing activities:			
Purchases of property, plant and equipment	(807)	(662)	(425)
Purchases of assets to be leased	(480)	(191)	(50)
Acquisitions	(18)	(511)	(21)
Divestitures	36	571	236
Changes in investments and other assets	(155)	(183)	1
Loans made to customers and partnerships	(259)	(643)	(68)
Payments received on leases	200	146	48
Proceeds from sales of certain assets	45	41	132
Proceeds from sales of leased assets	135	82	60
Payments received on loans	206	561	180
Other	(4)	(5)	(14)
Net cash flows - investing activities	(1,101)	(794)	79
Cash flows from financing activities:			
Net change in short-term debt	(341)	577	(888)
Issuance of long-term debt	1,396	368	847
Payments on long-term debt	(376)	(504)	(501)
Dividends paid	(206)	(187)	(140)
Shares repurchased	(100)	(381)	
Other	1	5	(16)
Net cash flows - financing activities	374	(122)	(698)
Net increase (decrease) in cash and cash equivalents	(119)	68	20
Cash and cash equivalents - beginning of year	230	111	179
Cash and cash equivalents - end of year	\$ 111	\$ 179	\$ 199
Reconciliation of net income (loss) to net cash flows from operating activities:			
Net income (loss)	\$ 513	\$ 334	\$(298)
Depreciation and amortization	519	523	548
Unremitted earnings of affiliates	(37)	(54)	4
Deferred income taxes	74	57	(116)
Minority interest	6	10	4
Asset impairment	62	27	206
Change in accounts receivable	(528)	327	137
Change in inventories	(207)	108	166
Change in other operating assets	(11)	(58)	(31)
Change in operating liabilities	300	(144)	78
Additions to lease and loan loss reserves	8	18	(9)
Gains on divestitures	(5)	(106)	(10)
Other	(86)	(58)	(40)
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The accompanying notes are an integral part of the financial statements.