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Calculating Sustainable Cash Flow

A Study of the S&P 100 Using 2003 Data

Reconciliation Appendix

Detailed reconciliations of reported operating cash flow to adjusted operating cash flow for the S&P 100 in 2000, 2001, 2002, and 2003.

October 26, 2004

**Georgia Tech Financial Analysis Lab
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Georgia Tech Financial Analysis Lab

The Georgia Tech Financial Analysis Lab conducts independent stock market research. Independent and unbiased information is vital to effective investment decision-making. Accordingly, we think that independent research organizations, such as our own, have an important role to play in providing information to market participants.

Because our Lab is housed within a university, all of our research reports have an educational quality, as they are designed to impart knowledge and understanding to those who read them. Our focus is on issues that we believe will be of interest to a large segment of stock market participants. Depending on the issue, we may focus our attention on individual companies, groups of companies, or on large segments of the market at large.

A recurring theme in our work is the identification of reporting practices that give investors a misleading signal, whether positive or negative, of corporate earning power. We define earning power as the ability to generate a sustainable stream of earnings that is backed by cash flow. Accordingly, our research may look into reporting practices that affect either earnings or cash flow, or both. At times our research may look at stock prices, generally though from a fundamental and not technical point of view.

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Legend: Cash Flow Adjustments

Reported operating cash flow:

Cash provided by operating activities as reported on the statement of cash flows.

Adjustments:**(Cash provided by discontinued operations):**

Operating cash flow provided by discontinued operations is deducted. Cash used is added.

(Tax benefits from stock options):

Tax benefits from stock options are deducted.

Taxes on nonoperating gains / (losses):

Taxes paid on property and investment-related gains are added. Taxes received are deducted.

A/R securitization (increase) / decrease – CF:

Operating cash flow provided by an increase in securitized A/R is deducted. Cash used by a decrease is added.

A/R securitization (increase) / decrease – Note:

Operating cash flow provided by an increase in securitized A/R is deducted. Cash used by a decrease is added.

(Increased vendor reliance):

Operating cash flow provided by an outsized increase in A/P is deducted.

After tax nonrecurring operating items (gain) / loss:

Operating cash flow consumed by restructuring/severance/merger/litigation is added. Cash provided nonrecurring items is deducted. In addition, adjustments for customer-related notes receivables reported in the investing section of the cash flow statement are included here, but are not tax-effected like the other items.

Net increase / (decrease) in trading investments in operating section:

Operating cash flow provided by sales of investments is deducted. Cash used by purchases is added.

(Increase) / decrease in overdrafts in operating section:

Operating cash flow provided by increases in overdrafts included in operating cash flow is deducted. Cash used by decreases is added.

(Capitalized operating costs) in investing section:

Capitalized operating costs reported as investing uses of cash are deducted from operating cash flow.

(Capitalized interest):

Capitalized interest reported as investing use of cash is deducted from operating cash flow.

Adjusted operating cash flow:

Cash provided by operating activities after incorporating all adjustments

A more detailed explanation of the adjustments and their calculations can be found in the Calculating Sustainable Cash Flow report available on our website.

http://mgt.gatech.edu/fac_research/centers_initiatives/finlab.html

S & P 100 Company List

Company Name	Symbol	Company Name	Symbol
Alcoa Inc.	AA	Intel Corp.	INTC
American Electric Power	AEP	International Paper Company	IP
The AES Corporation	AES	Johnson & Johnson	JNJ
American International Group, Inc.	AIG	J.P. Morgan Chase & Co.	JPM
The Allstate Corporation	ALL	The Coca-Cola Company	KO
Amgen Inc.	AMGN	Lehman Brothers Holdings Inc.	LEH
Allegheny Technologies Inc.	ATI	The Limited, Inc.	LTD
Avon Products, Inc.	AVP	Lucent Technologies, Inc.	LU
American Express Company	AXP	The May Department Stores Company	MAY
The Boeing Company	BA	McDonald's Corporation	MCD
Bank of America Corporation	BAC	MedImmune, Inc.	MEDI
Baxter International Inc.	BAX	Medtronic, Inc.	MDT
Boise Cascade Corp	BCC	Merrill Lynch & Co., Inc.	MER
The Black & Decker Corporation	BDK	Minnesota Mining and Manufacturing Company	MMM
Baker Hughes Incorporated	BHI	Merck & Co., Inc.	MRK
Bristol-Myers Squibb Company	BMJ	Altria Group	MO
Burlington Northern Santa Fe Corporation	BNI	Microsoft Corp.	MSFT
Anheuser-Busch Companies, Inc.	BUD	Morgan Stanley Dean Witter & Co.	MWD
Citigroup Inc.	C	Norfolk Southern Corporation	NSC
Clear Channel Communications, Inc.	CCU	National Semiconductor Corporation	NSM
CIGNA Corporation	CI	Nextel Communications, Inc.	NXTL
Colgate-Palmolive Company	CL	Bank One Corporation	ONE
Campbell Soup Company	CPB	Oracle Corporation	ORCL
Computer Sciences	CSC	Pepsico Inc.	PEP
Cisco Systems, Inc.	CSCO	Pfizer Inc.	PFE
Delta Air Lines, Inc.	DAL	The Procter and Gamble Co.	PG
E.I. du Pont De Nemours and Company	DD	Rockwell International Corporation	ROK
The Walt Disney Company	DIS	RadioShack Corporation	RSH
The Dow Chemical Co.	DOW	Raytheon Company	RTN
Eastman Kodak Company	EK	Sears, Roebuck and Co.	S
EMC Corporation	EMC	SBC Communications Inc.	SBC
El Paso Corporation	EP	Schlumberger N.V.	SLB
Entergy Corporation	ETR	Sara Lee Corporation	SLE
Exelon Corporation	EXC	The Southern Company	SO
Ford Motor Company	F	AT&T Corp.	T
FedEx Corporation	FDX	Toys "R" Us, Inc.	TOY
The Gillette Company	G	Texas Instruments Incorporated	TXN
General Dynamics Corporation	GD	Time Warner Inc.	TWX
General Electric Company	GE	Tyco International Ltd.	TYC
General Motors Corporation	GM	Unisys Corporation	UIS
The Goldman Sachs Group, Inc.	GS	U.S. Bancorp	USB
Halliburton Company	HAL	United Technologies Corporation	UTX
HCA Inc.	HCA	Viacom Inc.	VIA.B
Home Depot Inc.	HD	Verizon Communications Inc.	VZ
Harrah's Entertainment, Inc.	HET	Wells Fargo & Company	WFC
The Hartford Financial Services Group, Inc.	HIG	The Williams Companies, Inc.	WMB
H.J. Heinz Company	HNZ	Wal-Mart Stores, Inc.	WMT
Honeywell International Inc.	HON	Weyerhaeuser Company	WY
Hewlett-Packard Company	HPQ	Exxon Mobil Corporation	XOM
International Business Machines Corporation	IBM	Xerox Corporation	XRX

Alcoa Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,851	\$ 2,411	\$ 1,839	\$ 2,430
Adjustments:				
(Cash provided by discontinued operations)	\$ (16)	\$ (19)	\$ 72	\$ (4)
(Tax benefits from stock options)	\$ -	\$ (27)	\$ (34)	\$ (23)
Taxes on nonoperating gains / (losses)	\$ 2	\$ 41	\$ 19	\$ 13
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 53	\$ 33	\$ 84	\$ 83
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (13)	\$ (14)	\$ (14)	\$ (13)
Adjusted operating cash flow	\$ 2,877	\$ 2,425	\$ 1,967	\$ 2,486

American Electric Power

	2000	2001	2002	2003
Reported operating cash flow	\$ 1,141	\$ 2,818	\$ 2,067	\$ 2,308
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ (560)	\$ 106	\$ 69
(Increased vendor reliance)	\$ (1,480)	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ 6	\$ 64
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ (339)	\$ 2,258	\$ 2,179	\$ 2,441

The AES Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 506	\$ 1,691	\$ 1,444	\$ 1,576
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (57)	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 50	\$ 7	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 1	\$ 15	\$ 292	\$ (80)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ (2)
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (144)	\$ (176)	\$ (150)	\$ (72)
Adjusted operating cash flow	\$ 356	\$ 1,537	\$ 1,587	\$ 1,422

American International Group, Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 9,081	\$ 8,801	\$ 19,093	\$ 36,155
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 618	\$ 144	\$ 8
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (45)	\$ (46)	\$ (39)	\$ (34)
Adjusted operating cash flow	\$ 9,036	\$ 9,373	\$ 19,198	\$ 36,130

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

The Allstate Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 1,731	\$ 2,285	\$ 4,418	\$ 5,691
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 185	\$ 15	\$ -	\$ 68
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 46	\$ 3	\$ 82	\$ 7
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 1,962	\$ 2,303	\$ 4,500	\$ 5,766

Amgen Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 1,635	\$ 1,480	\$ 2,249	\$ 3,567
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (358)	\$ (223)	\$ (188)	\$ (269)
Taxes on nonoperating gains / (losses)	\$ 11	\$ -	\$ -	\$ 3
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ (67)	\$ -
After tax nonrecurring operating items (gain) / loss	\$ (47)	\$ -	\$ (79)	\$ (17)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ (57)	\$ 101	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (8)	\$ (8)	\$ (6)	\$ (15)
Adjusted operating cash flow	\$ 1,176	\$ 1,350	\$ 1,910	\$ 3,269

Allegheny Technologies Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 136	\$ 123	\$ 204	\$ 82
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 4	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 10	\$ -	\$ 5	\$ 10
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ (2)
Adjusted operating cash flow	\$ 151	\$ 123	\$ 209	\$ 90

Avon Products, Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 324	\$ 755	\$ 565	\$ 745
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (9)	\$ (18)	\$ (11)	\$ -
Taxes on nonoperating gains / (losses)	\$ 2	\$ -	\$ -	\$ 0
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 2	\$ (10)	\$ 18	\$ 41
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (1)	\$ -	\$ (1)	\$ (1)
Adjusted operating cash flow	\$ 318	\$ 727	\$ 572	\$ 785

A Study of the S&P 100 Using 2003 Data, October 2004.

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American Express Company

	2000	2001	2002	2003
Reported operating cash flow	\$ 6,353	\$ 4,996	\$ 8,500	\$ 2,538
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ 100
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ (2,045)	\$ -
After tax nonrecurring operating items (gain) / loss	\$ (65)	\$ 81	\$ 234	\$ 173
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 6,288	\$ 5,077	\$ 6,689	\$ 2,811

The Boeing Company

	2000	2001	2002	2003
Reported operating cash flow	\$ 5,942	\$ 3,735	\$ 4,236	\$ 3,881
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ (2)	\$ -
Taxes on nonoperating gains / (losses)	\$ 13	\$ 8	\$ 15	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 204	\$ 18	\$ (1,095)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (51)	\$ (50)	\$ (53)	\$ (72)
Adjusted operating cash flow	\$ 5,904	\$ 3,897	\$ 4,215	\$ 2,714

Bank of America Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 3,509	\$ (13,618)	\$ (14,443)	\$ 24,313
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ (80)	\$ (187)	\$ (443)
Taxes on nonoperating gains / (losses)	\$ 9	\$ 174	\$ 231	\$ 343
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ (309)	\$ (61)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 3,518	\$ (13,524)	\$ (14,709)	\$ 24,153

Baxter International Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 1,214	\$ 1,181	\$ 1,193	\$ 1,425
Adjustments:				
(Cash provided by discontinued operations)	\$ 19	\$ 95	\$ 58	\$ (1)
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ 7	\$ 15
A/R securitization (increase) / decrease - CF	\$ (195)	\$ (118)	\$ (57)	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ (34)	\$ 16	\$ 40	\$ 50
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (8)	\$ (14)	\$ (19)	\$ (24)
Adjusted operating cash flow	\$ 995	\$ 1,160	\$ 1,222	\$ 1,465

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

Boise Cascade Corp	2000	2001	2002	2003
Reported operating cash flow	\$ 549	\$ 408	\$ 308	\$ 335
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 38	\$ 2	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ (100)	\$ -	\$ -	\$ (50)
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 3	\$ 21	\$ 10	\$ 6
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (1)	\$ (1)	\$ (3)	\$ (0)
Adjusted operating cash flow	\$ 489	\$ 430	\$ 316	\$ 291

The Black & Decker Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 350	\$ 380	\$ 452	\$ 571
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ (11)	\$ (13)	\$ (9)
(Tax benefits from stock options)	\$ (1)	\$ -	\$ (5)	\$ (1)
Taxes on nonoperating gains / (losses)	\$ 7	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 8	\$ 16	\$ 25	\$ 26
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 364	\$ 385	\$ 459	\$ 587

Baker Hughes Incorporated	2000	2001	2002	2003
Reported operating cash flow	\$ 557	\$ 748	\$ 708	\$ 663
Adjustments:				
(Cash provided by discontinued operations)	\$ (43)	\$ (95)	\$ (79)	\$ (2)
(Tax benefits from stock options)	\$ -	\$ (6)	\$ (1)	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 10	\$ 3	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ 14	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 538	\$ 650	\$ 628	\$ 661

Bristol-Myers Squibb Company	2000	2001	2002	2003
Reported operating cash flow	\$ 4,652	\$ 5,372	\$ 945	\$ 3,512
Adjustments:				
(Cash provided by discontinued operations)	\$ (560)	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ (45)	\$ -
Taxes on nonoperating gains / (losses)	\$ 239	\$ -	\$ 1,955	\$ 1
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 6	\$ 132	\$ 109	\$ 442
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ (10)	\$ (23)
Adjusted operating cash flow	\$ 4,337	\$ 5,504	\$ 2,955	\$ 3,932

Burlington Northern Santa Fe Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,317	\$ 2,197	\$ 2,106	\$ 2,285
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (6)	\$ (2)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 11	\$ 4	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ (25)	\$ 31	\$ (31)
(Increased vendor reliance)	\$ (51)	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 36	\$ 34	\$ 34	\$ 43
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (21)	\$ (7)	\$ (7)	\$ -
Adjusted operating cash flow	\$ 2,286	\$ 2,201	\$ 2,164	\$ 2,297

Anheuser-Busch Companies, Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,258	\$ 2,361	\$ 2,765	\$ 2,971
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (29)	\$ (8)	\$ (72)	\$ (30)
Taxes on nonoperating gains / (losses)	\$ -	\$ 7	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ 20	\$ 12	\$ 5	\$ (24)
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (20)	\$ (17)	\$ (11)	\$ (15)
Adjusted operating cash flow	\$ 2,229	\$ 2,355	\$ 2,687	\$ 2,902

Citigroup Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,878	\$ 26,761	\$ 26,029	\$ (14,854)
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (601)	\$ (674)	\$ (368)	\$ (363)
Taxes on nonoperating gains / (losses)	\$ 540	\$ 169	\$ -	\$ 235
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 320	\$ 230	\$ 117	\$ 384
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 3,137	\$ 26,486	\$ 25,778	\$ (14,599)

Clear Channel Communications, Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 755	\$ 610	\$ 1,748	\$ 1,677
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ (23)	\$ (21)
Taxes on nonoperating gains / (losses)	\$ 295	\$ 2	\$ 15	\$ 261
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 25	\$ 47	\$ 9	\$ 4
Net increase / (decrease) in trading investments in operating section	\$ -	\$ 13	\$ (12)	\$ 14
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 1,075	\$ 672	\$ 1,737	\$ 1,935

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

CIGNA Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 1,671	\$ 1,063	\$ 1,378	\$ 2,308
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 38	\$ 28	\$ -	\$ 29
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 4	\$ 40	\$ 57
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 1,709	\$ 1,095	\$ 1,418	\$ 2,394

Colgate-Palmolive Company	2000	2001	2002	2003
Reported operating cash flow	\$ 1,536	\$ 1,504	\$ 1,611	\$ 1,768
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ (54)	\$ (51)	\$ (34)
Taxes on nonoperating gains / (losses)	\$ 45	\$ 4	\$ 1	\$ 38
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 10	\$ 6	\$ -	\$ 4
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (3)	\$ (9)	\$ (5)	\$ (3)
Adjusted operating cash flow	\$ 1,588	\$ 1,451	\$ 1,557	\$ 1,774

Campbell Soup Company	2000	2001	2002	2003
Reported operating cash flow	\$ 1,165	\$ 1,106	\$ 1,017	\$ 873
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ 2	\$ 6
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ (128)	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 1	\$ 10	\$ 12
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (4)	\$ (2)	\$ (1)	\$ (1)
Adjusted operating cash flow	\$ 1,161	\$ 978	\$ 1,029	\$ 890

Computer Sciences	2000	2001	2002	2003
Reported operating cash flow	\$ 854	\$ 1,305	\$ 1,148	\$ 1,678
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 9	\$ 77	\$ 7	\$ 15
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 863	\$ 1,382	\$ 1,155	\$ 1,693

A Study of the S&P 100 Using 2003 Data, October 2004.

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Cisco Systems, Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 6,141	\$ 6,392	\$ 6,587	\$ 5,240
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (2,495)	\$ (1,397)	\$ (61)	\$ (132)
Taxes on nonoperating gains / (losses)	\$ 34	\$ -	\$ 40	\$ 64
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ (157)	\$ -	\$ -	\$ (125)
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 177	\$ 133	\$ 46
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 3,522	\$ 5,172	\$ 6,698	\$ 5,092

Delta Air Lines, Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,898	\$ 236	\$ 285	\$ 453
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 116	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ (38)	\$ 38
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ (512)	\$ (72)	\$ (351)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (28)	\$ (32)	\$ (15)	\$ (12)
Adjusted operating cash flow	\$ 2,986	\$ (308)	\$ 160	\$ 128

E.I. du Pont De Nemours and Company

	2000	2001	2002	2003
Reported operating cash flow	\$ 5,070	\$ 2,454	\$ 2,439	\$ 2,589
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ 2,251	\$ 48	\$ 33
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ (610)	\$ 142	\$ 23	\$ 445
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 59	\$ 413	\$ 326	\$ 144
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ (56)	\$ 68	\$ 9	\$ (21)
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (45)	\$ (39)	\$ (30)	\$ (17)
Adjusted operating cash flow	\$ 4,418	\$ 5,289	\$ 2,815	\$ 3,173

The Walt Disney Company

	2000	2001	2002	2003
Reported operating cash flow	\$ 3,755	\$ 3,048	\$ 2,286	\$ 2,901
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (197)	\$ (48)	\$ -	\$ (5)
Taxes on nonoperating gains / (losses)	\$ 196	\$ 9	\$ 94	\$ 6
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 119	\$ -	\$ 2
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (79)	\$ (54)	\$ (22)	\$ (21)
Adjusted operating cash flow	\$ 3,675	\$ 3,074	\$ 2,358	\$ 2,883

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

The Dow Chemical Co.	2000	2001	2002	2003
Reported operating cash flow	\$ 1,691	\$ 1,789	\$ 2,108	\$ 3,780
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ (44)
Taxes on nonoperating gains / (losses)	\$ 159	\$ 103	\$ 48	\$ 41
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ 20	\$ (277)	\$ (39)	\$ (418)
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ (24)	\$ 393	\$ 55	\$ (8)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (64)	\$ (35)	\$ (33)	\$ (31)
Adjusted operating cash flow	\$ 1,783	\$ 1,973	\$ 2,139	\$ 3,320

Eastman Kodak Company	2000	2001	2002	2003
Reported operating cash flow	\$ 982	\$ 2,206	\$ 2,204	\$ 1,645
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ 7	\$ 14	\$ (19)
(Tax benefits from stock options)	\$ -	\$ (3)	\$ -	\$ (1)
Taxes on nonoperating gains / (losses)	\$ 24	\$ 7	\$ 8	\$ 4
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 8	\$ (1)	\$ 184	\$ 161
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (25)	\$ (8)	\$ (2)	\$ (1)
Adjusted operating cash flow	\$ 989	\$ 2,207	\$ 2,408	\$ 1,789

EMC Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 2,109	\$ 1,631	\$ 1,446	\$ 1,521
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (206)	\$ (138)	\$ (34)	\$ (17)
Taxes on nonoperating gains / (losses)	\$ -	\$ 15	\$ -	\$ 7
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 38	\$ 38	\$ 91	\$ 49
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ (103)	\$ (121)	\$ (127)	\$ (113)
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 1,838	\$ 1,425	\$ 1,376	\$ 1,446

El Paso Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 99	\$ 4,120	\$ 436	\$ 2,329
Adjustments:				
(Cash provided by discontinued operations)	\$ (13)	\$ (191)	\$ 271	\$ 46
(Tax benefits from stock options)	\$ (60)	\$ (31)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ 49	\$ 93
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ (1,296)	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 72	\$ 437	\$ 174	\$ 368
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (7)	\$ (63)	\$ (21)	\$ (22)
Adjusted operating cash flow	\$ 91	\$ 2,976	\$ 910	\$ 2,814

A Study of the S&P 100 Using 2003 Data, October 2004.

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Entergy Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 1,968	\$ 2,216	\$ 2,182	\$ 2,006
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 1	\$ 36	\$ 34	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ (396)	\$ -	\$ (343)	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ 2	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 1,573	\$ 2,252	\$ 1,875	\$ 2,006

Exelon Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 1,096	\$ 3,615	\$ 3,642	\$ 3,384
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 2	\$ -	\$ 18	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ (225)	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ (597)	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 3	\$ 44	\$ 48	\$ 25
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (1)	\$ (10)	\$ (12)	\$ (10)
Adjusted operating cash flow	\$ 1,100	\$ 3,424	\$ 3,099	\$ 3,400

Ford Motor Company

	2000	2001	2002	2003
Reported operating cash flow	\$ 33,367	\$ 21,780	\$ 18,513	\$ 20,195
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ (6,715)	\$ 11,305	\$ (5,816)	\$ (2,534)
Net increase / (decrease) in trading investments in operating section	\$ (6,980)	\$ (1,263)	\$ 6,229	\$ (1,807)
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 19,672	\$ 31,822	\$ 18,926	\$ 15,854

FedEx Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 1,625	\$ 2,044	\$ 2,228	\$ 1,871
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 4	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ (7)	\$ 3	\$ (85)	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (22)	\$ (17)	\$ (17)	\$ (10)
Adjusted operating cash flow	\$ 1,600	\$ 2,030	\$ 2,126	\$ 1,861

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

The Gillette Company	2000	2001	2002	2003
Reported operating cash flow	\$ 1,604	\$ 2,092	\$ 2,077	\$ 2,640
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ 11	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ (203)	\$ -
After tax nonrecurring operating items (gain) / loss	\$ (5)	\$ 90	\$ 39	\$ 79
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (15)	\$ (7)	\$ (3)	\$ (1)

Adjusted operating cash flow	\$ 1,584	\$ 2,175	\$ 1,922	\$ 2,718
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General Dynamics Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 1,071	\$ 1,101	\$ 1,125	\$ 1,723
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ (2)	\$ 1	\$ 9
(Tax benefits from stock options)	\$ (35)	\$ (21)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ 13	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -

Adjusted operating cash flow	\$ 1,036	\$ 1,078	\$ 1,139	\$ 1,732
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General Electric Company	2000	2001	2002	2003
Reported operating cash flow	\$ 22,690	\$ 32,892	\$ 30,001	\$ 30,289
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 1,458	\$ 790	\$ 449	\$ 131
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ (3,756)	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ (70)	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (81)	\$ (64)	\$ (34)	\$ (28)

Adjusted operating cash flow	\$ 24,067	\$ 29,862	\$ 30,346	\$ 30,392
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General Motors Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 21,445	\$ 12,180	\$ 15,482	\$ 7,600
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 713	\$ 29	\$ 343	\$ 384
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ (3,006)	\$ 11,413	\$ (5,879)	\$ (4,058)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (89)	\$ (107)	\$ (117)	\$ (27)

Adjusted operating cash flow	\$ 19,063	\$ 23,515	\$ 9,830	\$ 3,899
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The Goldman Sachs Group, Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 1,607	\$ 2,865	\$ (10,077)	\$ (15,655)
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (116)	\$ (34)	\$ -	\$ (103)
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ 97
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 1,491	\$ 2,831	\$ (10,077)	\$ (15,661)

Halliburton Company

	2000	2001	2002	2003
Reported operating cash flow	\$ (57)	\$ 1,029	\$ 1,562	\$ (775)
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 32	\$ -	\$ 9	\$ 19
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ (180)	\$ 180
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ (382)
After tax nonrecurring operating items (gain) / loss	\$ 13	\$ 6	\$ 70	\$ 199
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ (7)	\$ (19)	\$ (11)	\$ (17)
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ (19)	\$ 1,016	\$ 1,450	\$ (776)

HCA Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 1,547	\$ 1,413	\$ 2,750	\$ 2,166
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ (60)	\$ (77)	\$ -
Taxes on nonoperating gains / (losses)	\$ 63	\$ 76	\$ 2	\$ 33
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 31	\$ 581	\$ 34	\$ 550
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (13)	\$ (9)	\$ (22)	\$ (30)
Adjusted operating cash flow	\$ 1,628	\$ 2,001	\$ 2,686	\$ 2,720

Home Depot Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,796	\$ 5,963	\$ 4,802	\$ 6,545
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ (1)	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ 12	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ (1,122)	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (45)	\$ (52)	\$ (37)	\$ (31)
Adjusted operating cash flow	\$ 2,751	\$ 4,801	\$ 4,764	\$ 6,514

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

Harrah's Entertainment, Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 548	\$ 787	\$ 732	\$ 737
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (16)	\$ (18)	\$ (24)	\$ (16)
Taxes on nonoperating gains / (losses)	\$ -	\$ 12	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ (26)	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (4)	\$ (6)	\$ (2)	\$ (1)
Adjusted operating cash flow	\$ 528	\$ 750	\$ 706	\$ 720
<hr/>				
The Hartford Financial Services Group, Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 2,435	\$ 2,261	\$ 2,577	\$ 3,896
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ (25)	\$ -
Taxes on nonoperating gains / (losses)	\$ 51	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ (60)	\$ (35)	\$ (17)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 2,486	\$ 2,201	\$ 2,517	\$ 3,879
<hr/>				
H.J. Heinz Company	2000	2001	2002	2003
Reported operating cash flow	\$ 543	\$ 260	\$ 714	\$ 906
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 172	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 56	\$ 51	\$ 5	\$ 91
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ (5)	\$ -	\$ -
Adjusted operating cash flow	\$ 771	\$ 305	\$ 719	\$ 997
<hr/>				
Honeywell International Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 1,989	\$ 1,996	\$ 2,380	\$ 2,199
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ (38)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 97	\$ 42	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 248	\$ 550	\$ 593	\$ 969
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (10)	\$ (9)	\$ (13)	\$ (15)
Adjusted operating cash flow	\$ 2,324	\$ 2,540	\$ 2,960	\$ 3,153

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Hewlett-Packard Company

Reported operating cash flow

Adjustments:

(Cash provided by discontinued operations)

(Tax benefits from stock options)

Taxes on nonoperating gains / (losses)

A/R securitization (increase) / decrease - CF

A/R securitization (increase) / decrease - Note

(Increased vendor reliance)

After tax nonrecurring operating items (gain) / loss

Net increase / (decrease) in trading investments in operating section

(Increase) / decrease in overdrafts in operating section

(Capitalized operating costs) in investing section

(Capitalized interest)

	2000	2001	2002	2003
Reported operating cash flow	\$ 3,705	\$ 2,573	\$ 5,444	\$ 6,057
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (479)	\$ (16)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 87	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ (993)	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 2	\$ 468	\$ 715	\$ 876
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -

Adjusted operating cash flow

	\$ 2,322	\$ 3,025	\$ 6,159	\$ 6,933
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International Business Machines Corporation

Reported operating cash flow

Adjustments:

(Cash provided by discontinued operations)

(Tax benefits from stock options)

Taxes on nonoperating gains / (losses)

A/R securitization (increase) / decrease - CF

A/R securitization (increase) / decrease - Note

(Increased vendor reliance)

After tax nonrecurring operating items (gain) / loss

Net increase / (decrease) in trading investments in operating section

(Increase) / decrease in overdrafts in operating section

(Capitalized operating costs) in investing section

(Capitalized interest)

	2000	2001	2002	2003
Reported operating cash flow	\$ 8,837	\$ 13,966	\$ 13,788	\$ 14,569
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (422)	\$ (502)	\$ -	\$ (202)
Taxes on nonoperating gains / (losses)	\$ 270	\$ 122	\$ 123	\$ 99
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ (457)	\$ 356	\$ 80
(Increased vendor reliance)	\$ (1,730)	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 95	\$ 127	\$ 417	\$ 911
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (13)	\$ (21)	\$ (22)	\$ (10)

Adjusted operating cash flow

	\$ 7,038	\$ 13,235	\$ 14,662	\$ 15,447
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Intel Corp.

Reported operating cash flow

Adjustments:

(Cash provided by discontinued operations)

(Tax benefits from stock options)

Taxes on nonoperating gains / (losses)

A/R securitization (increase) / decrease - CF

A/R securitization (increase) / decrease - Note

(Increased vendor reliance)

After tax nonrecurring operating items (gain) / loss

Net increase / (decrease) in trading investments in operating section

(Increase) / decrease in overdrafts in operating section

(Capitalized operating costs) in investing section

(Capitalized interest)

	2000	2001	2002	2003
Reported operating cash flow	\$ 12,827	\$ 8,789	\$ 9,129	\$ 11,515
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (887)	\$ (435)	\$ (270)	\$ (204)
Taxes on nonoperating gains / (losses)	\$ 1,434	\$ 172	\$ 57	\$ 13
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ (815)	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ 283	\$ -
Net increase / (decrease) in trading investments in operating section	\$ (38)	\$ (898)	\$ 444	\$ 511
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (4)	\$ (3)	\$ (1)	\$ -

Adjusted operating cash flow

	\$ 12,517	\$ 7,625	\$ 9,642	\$ 11,835
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International Paper Company

Reported operating cash flow

Adjustments:

(Cash provided by discontinued operations)

(Tax benefits from stock options)

Taxes on nonoperating gains / (losses)

A/R securitization (increase) / decrease - CF

A/R securitization (increase) / decrease - Note

(Increased vendor reliance)

After tax nonrecurring operating items (gain) / loss

Net increase / (decrease) in trading investments in operating section

(Increase) / decrease in overdrafts in operating section

(Capitalized operating costs) in investing section

(Capitalized interest)

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,430	\$ 1,714	\$ 2,094	\$ 1,822
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 246	\$ 7	\$ 8	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 195	\$ 271	\$ 300	\$ 115
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (17)	\$ (8)	\$ (10)	\$ (9)

Adjusted operating cash flow

	\$ 2,855	\$ 1,983	\$ 2,392	\$ 1,927
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Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

Johnson & Johnson	2000	2001	2002	2003
Reported operating cash flow	\$ 6,903	\$ 8,864	\$ 8,176	\$ 10,595
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 42	\$ 67	\$ -	\$ (145)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (62)	\$ (61)	\$ (63)	\$ (68)
Adjusted operating cash flow	<u>\$ 6,883</u>	<u>\$ 8,870</u>	<u>\$ 8,113</u>	<u>\$ 10,382</u>
J.P. Morgan Chase & Co.	2000	2001	2002	2003
Reported operating cash flow	\$ (13,676)	\$ (3,107)	\$ (25,134)	\$ 14,601
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 1,272	\$ 576	\$ -	\$ 513
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 639	\$ 1,519	\$ 922	\$ 228
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	<u>\$ (11,765)</u>	<u>\$ (1,012)</u>	<u>\$ (24,212)</u>	<u>\$ 15,342</u>
The Coca-Cola Company	2000	2001	2002	2003
Reported operating cash flow	\$ 3,585	\$ 4,110	\$ 4,742	\$ 5,456
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (61)	\$ (33)	\$ -	\$ (11)
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 291	\$ 224	\$ 76	\$ 156
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (7)	\$ (5)	\$ (1)	\$ (1)
Adjusted operating cash flow	<u>\$ 3,808</u>	<u>\$ 4,296</u>	<u>\$ 4,817</u>	<u>\$ 5,600</u>
Lehman Brothers Holdings Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ (13,531)	\$ 301	\$ 6,017	\$ 2,547
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (373)	\$ (426)	\$ (347)	\$ (214)
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	<u>\$ (13,904)</u>	<u>\$ (125)</u>	<u>\$ 5,670</u>	<u>\$ 2,333</u>

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The Limited, Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 822	\$ 1,005	\$ 795	\$ 1,062
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ 91	\$ -	\$ 76
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 3	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 822	\$ 1,099	\$ 795	\$ 1,138

Lucent Technologies, Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ (703)	\$ (3,421)	\$ (756)	\$ (948)
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (399)	\$ (18)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 139	\$ 796	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ (286)	\$ 271	\$ (324)
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 11	\$ 359	\$ 1,280	\$ 619
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (13)	\$ (10)	\$ (4)	\$ -
Adjusted operating cash flow	\$ (964)	\$ (2,580)	\$ 791	\$ (653)

The May Department Stores Company

	2000	2001	2002	2003
Reported operating cash flow	\$ 1,346	\$ 1,644	\$ 1,460	\$ 1,675
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ 36	\$ 4
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (10)	\$ (13)	\$ (15)	\$ (10)
Adjusted operating cash flow	\$ 1,336	\$ 1,631	\$ 1,481	\$ 1,670

McDonald's Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,752	\$ 2,688	\$ 2,890	\$ 3,269
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (26)	\$ (69)	\$ (61)	\$ -
Taxes on nonoperating gains / (losses)	\$ 32	\$ 42	\$ 42	\$ 21
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 55	\$ 51	\$ 120
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (10)	\$ (9)	\$ (9)	\$ (5)
Adjusted operating cash flow	\$ 2,748	\$ 2,706	\$ 2,913	\$ 3,404

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

MedImmune, Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 173	\$ 251	\$ 264	\$ 358
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ (4)	\$ (1)	\$ (8)
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ (3)	\$ (12)	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ 5	\$ (1)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ 0	\$ -	\$ (1)	\$ (2)
Adjusted operating cash flow	\$ 173	\$ 245	\$ 256	\$ 347

Medtronic, Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 1,026	\$ 1,832	\$ 1,590	\$ 2,078
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (66)	\$ -	\$ -	\$ (48)
Taxes on nonoperating gains / (losses)	\$ -	\$ 8	\$ 15	\$ 0
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 32	\$ 161	\$ 189	\$ 7
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ (3)	\$ -	\$ -
Adjusted operating cash flow	\$ 993	\$ 1,998	\$ 1,793	\$ 2,037

Merrill Lynch & Co., Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 1,827	\$ 8,549	\$ 19,947	\$ 9,484
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (800)	\$ (505)	\$ (118)	\$ (430)
Taxes on nonoperating gains / (losses)	\$ 46	\$ 9	\$ 123	\$ 204
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 146	\$ 605	\$ 21
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 1,073	\$ 8,198	\$ 20,558	\$ 9,278

Minnesota Mining and Manufacturing Company	2000	2001	2002	2003
Reported operating cash flow	\$ 2,326	\$ 3,078	\$ 2,992	\$ 3,773
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 18	\$ 8	\$ 2	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 18	\$ 104	\$ 200	\$ 29
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (20)	\$ (16)	\$ (13)	\$ (6)
Adjusted operating cash flow	\$ 2,342	\$ 3,174	\$ 3,181	\$ 3,797

A Study of the S&P 100 Using 2003 Data, October 2004.

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Merck & Co., Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 7,687	\$ 8,343	\$ 8,711	\$ 8,427
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (538)	\$ (10)	\$ (83)	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ 31
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ (22)	\$ (3)	\$ (5)	\$ (3)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 7,127	\$ 8,330	\$ 8,623	\$ 8,455

Altria Group

	2000	2001	2002	2003
Reported operating cash flow	\$ 11,044	\$ 8,893	\$ 10,612	\$ 10,816
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 103	\$ -	\$ 935	\$ 11
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 325	\$ 237	\$ 19
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ 4	\$ (6)	\$ (6)	\$ (6)
Adjusted operating cash flow	\$ 11,151	\$ 9,212	\$ 11,778	\$ 10,840

Microsoft Corp.

	2000	2001	2002	2003
Reported operating cash flow	\$ 11,426	\$ 13,422	\$ 14,509	\$ 15,797
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (5,535)	\$ (1,574)	\$ (1,596)	\$ (935)
Taxes on nonoperating gains / (losses)	\$ 606	\$ 1,111	\$ 833	\$ 318
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 6,497	\$ 12,959	\$ 13,746	\$ 15,180

Morgan Stanley Dean Witter & Co.

	2000	2001	2002	2003
Reported operating cash flow	\$ (2,383)	\$ (25,175)	\$ (5,013)	\$ 2,355
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ (460)	\$ (261)	\$ (333)
Taxes on nonoperating gains / (losses)	\$ 13	\$ -	\$ 35	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ 77
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ (2,370)	\$ (25,635)	\$ (5,239)	\$ 2,099

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

Norfolk Southern Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 1,342	\$ 654	\$ 803	\$ 1,054
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 61	\$ 23	\$ 18	\$ 18
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ (388)	\$ 88	\$ 270	\$ 30
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ 40
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (11)	\$ (10)	\$ (7)	\$ (7)
Adjusted operating cash flow	\$ 1,004	\$ 755	\$ 1,085	\$ 1,134

National Semiconductor Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 400	\$ 492	\$ 108	\$ 221
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 101	\$ 3	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ (35)	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 12	\$ 24	\$ 16
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 501	\$ 506	\$ 97	\$ 237

Nextel Communications, Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 576	\$ 1,129	\$ 2,523	\$ 3,312
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (10)	\$ (16)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 25	\$ 85	\$ 11	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (88)	\$ (127)	\$ (48)	\$ (35)
Adjusted operating cash flow	\$ 503	\$ 1,071	\$ 2,486	\$ 3,277

Bank One Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 16,824	\$ 2,342	\$ 5,399	\$ 174
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 1	\$ -	\$ 23	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (6)	\$ (3)	\$ (1)	\$ (1)
Adjusted operating cash flow	\$ 16,819	\$ 2,339	\$ 5,421	\$ 173

A Study of the S&P 100 Using 2003 Data, October 2004.

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Oracle Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,923	\$ 2,179	\$ 3,243	\$ 3,023
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (341)	\$ (1,149)	\$ (20)	\$ (79)
Taxes on nonoperating gains / (losses)	\$ 2,657	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ (6)	\$ 6	\$ 13	\$ (5)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 5,233	\$ 1,036	\$ 3,236	\$ 2,939

Pepsico Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 4,440	\$ 3,820	\$ 4,627	\$ 4,328
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 47	\$ 58	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ (389)	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 24	\$ 175	\$ 76	\$ 70
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (4)	\$ (2)	\$ (2)	\$ (3)
Adjusted operating cash flow	\$ 4,507	\$ 4,050	\$ 4,312	\$ 4,395

Pfizer Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 5,912	\$ 8,861	\$ 9,864	\$ 11,725
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (148)	\$ (339)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 93	\$ 6	\$ 53	\$ 1,390
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 2,013	\$ 480	\$ 424	\$ 833
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (30)	\$ (36)	\$ (18)	\$ (13)
Adjusted operating cash flow	\$ 7,841	\$ 8,971	\$ 10,323	\$ 13,936

The Procter and Gamble Co.

	2000	2001	2002	2003
Reported operating cash flow	\$ 4,675	\$ 5,804	\$ 7,742	\$ 8,700
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 205	\$ 220	\$ 496	\$ 233
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 4,880	\$ 6,024	\$ 8,238	\$ 8,933

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

Rockwell International Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 645	\$ 335	\$ 476	\$ 436
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 6	\$ 2	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 31	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (1)	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 650	\$ 368	\$ 476	\$ 436

RadioShack Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 117	\$ 776	\$ 522	\$ 652
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ (1)	\$ (12)
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ (115)	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 4	\$ (1)	\$ (10)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 117	\$ 780	\$ 406	\$ 630

Raytheon Company	2000	2001	2002	2003
Reported operating cash flow	\$ 980	\$ 155	\$ 1,039	\$ 1,569
Adjustments:				
(Cash provided by discontinued operations)	\$ 29	\$ 596	\$ 1,196	\$ 533
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 12	\$ 26	\$ 12	\$ 26
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 150	\$ (206)	\$ (648)	\$ 557
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ (110)	\$ (149)	\$ (138)	\$ (98)
(Capitalized interest)	\$ (1)	\$ (1)	\$ -	\$ -
Adjusted operating cash flow	\$ 1,060	\$ 422	\$ 1,461	\$ 2,587

Sears, Roebuck and Co.	2000	2001	2002	2003
Reported operating cash flow	\$ 2,685	\$ 2,315	\$ (505)	\$ 2,524
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ (14)	\$ (24)	\$ (25)
Taxes on nonoperating gains / (losses)	\$ 7	\$ 8	\$ 125	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 14	\$ 77	\$ 88	\$ 27
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (3)	\$ (7)	\$ (3)	\$ (1)
Adjusted operating cash flow	\$ 2,703	\$ 2,379	\$ (319)	\$ 2,524

A Study of the S&P 100 Using 2003 Data, October 2004.

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SBC Communications Inc.

	2000	2001	2002	2003
Reported operating cash flow	\$ 14,066	\$ 14,805	\$ 15,210	\$ 13,517
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 1,117	\$ 185	\$ 297	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 82	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (62)	\$ (73)	\$ (36)	\$ (37)
Adjusted operating cash flow	\$ 15,121	\$ 14,999	\$ 15,471	\$ 13,480

Schlumberger N.V.

	2000	2001	2002	2003
Reported operating cash flow	\$ 1,671	\$ 1,561	\$ 2,174	\$ 2,113
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ (18)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 29	\$ 106	\$ 33	\$ 14
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ (176)	\$ 21	\$ (69)
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 54	\$ 26	\$ 26	\$ 109
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ (223)	\$ (416)	\$ (345)	\$ (150)
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 1,531	\$ 1,083	\$ 1,909	\$ 2,017

Sara Lee Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 1,540	\$ 1,496	\$ 1,735	\$ 1,824
Adjustments:				
(Cash provided by discontinued operations)	\$ (84)	\$ 24	\$ -	\$ -
(Tax benefits from stock options)	\$ (65)	\$ -	\$ (13)	\$ (10)
Taxes on nonoperating gains / (losses)	\$ -	\$ 343	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ 18	\$ 49	\$ 3
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (6)	\$ (9)	\$ (5)	\$ (7)
Adjusted operating cash flow	\$ 1,385	\$ 1,872	\$ 1,767	\$ 1,810

The Southern Company

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,376	\$ 2,384	\$ 2,853	\$ 3,066
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ 58
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (27)	\$ (35)	\$ (37)	\$ (31)
Adjusted operating cash flow	\$ 2,349	\$ 2,349	\$ 2,816	\$ 3,093

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

AT&T Corp.	2000	2001	2002	2003
Reported operating cash flow	\$ 10,641	\$ 10,005	\$ 10,483	\$ 8,530
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 310	\$ 540	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ (150)	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 211	\$ 140	\$ 410	\$ 455
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (83)	\$ (68)	\$ (61)	\$ (35)
Adjusted operating cash flow	\$ 11,080	\$ 10,617	\$ 10,682	\$ 8,950

Toys "R" Us, Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ (151)	\$ 504	\$ 574	\$ 789
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 89	\$ -	\$ -	\$ 1
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 24	\$ 71	\$ -	\$ 3
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ (38)	\$ 575	\$ 574	\$ 793

Texas Instruments Incorporated	2000	2001	2002	2003
Reported operating cash flow	\$ 2,185	\$ 1,819	\$ 1,992	\$ 2,151
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (18)	\$ -	\$ (32)	\$ -
Taxes on nonoperating gains / (losses)	\$ 648	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 25	\$ 265	\$ 63	\$ 89
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (15)	\$ (13)	\$ (3)	\$ (2)
Adjusted operating cash flow	\$ 2,826	\$ 2,071	\$ 2,020	\$ 2,238

Time Warner Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 1,951	\$ 5,281	\$ 7,032	\$ 6,601
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ (1,446)	\$ (1,651)	\$ (845)
(Tax benefits from stock options)	\$ (724)	\$ (1,398)	\$ (265)	\$ (162)
Taxes on nonoperating gains / (losses)	\$ 184	\$ 12	\$ 48	\$ 323
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ (1,209)	\$ (268)	\$ 46	\$ 72
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 127	\$ 373	\$ 337	\$ (275)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 329	\$ 2,554	\$ 5,546	\$ 5,715

A Study of the S&P 100 Using 2003 Data, October 2004.

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Tyco International Ltd.

	2000	2001	2002	2003
Reported operating cash flow	\$ 5,156	\$ 6,430	\$ 6,876	\$ 5,366
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ 260	\$ (1,463)	\$ (20)
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 628	\$ 100	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ (100)	\$ (491)	\$ 56	\$ 119
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 57	\$ 165	\$ 158	\$ 145
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (7)	\$ (48)	\$ (64)	\$ (16)
Adjusted operating cash flow	\$ 5,734	\$ 6,415	\$ 5,564	\$ 5,594

Unisys Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 420	\$ 202	\$ 325	\$ 529
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (11)	\$ -	\$ (4)	\$ -
Taxes on nonoperating gains / (losses)	\$ 7	\$ 7	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ (232)	\$ 56	\$ (23)	\$ (26)
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 29	\$ 43	\$ 66	\$ 36
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (7)	\$ (7)	\$ (9)	\$ (9)
Adjusted operating cash flow	\$ 206	\$ 300	\$ 356	\$ 530

U.S. Bancorp

	2000	2001	2002	2003
Reported operating cash flow	\$ 4,443	\$ 2,182	\$ 3,786	\$ 8,682
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (70)	\$ (62)	\$ (72)	\$ (35)
Taxes on nonoperating gains / (losses)	\$ 18	\$ 162	\$ 154	\$ 112
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 229	\$ 414	\$ 252	\$ 29
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 4,620	\$ 2,696	\$ 4,119	\$ 8,787

United Technologies Corporation

	2000	2001	2002	2003
Reported operating cash flow	\$ 2,503	\$ 2,976	\$ 2,853	\$ 2,875
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ (91)	\$ (45)	\$ (111)
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ (562)
After tax nonrecurring operating items (gain) / loss	\$ (40)	\$ (74)	\$ (92)	\$ (216)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (12)	\$ (14)	\$ (10)	\$ (7)
Adjusted operating cash flow	\$ 2,451	\$ 2,797	\$ 2,706	\$ 1,979

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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Calculating Sustainable Cash Flow: Reconciliation Appendix

Viacom Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 2,323	\$ 3,509	\$ 3,124	\$ 3,497
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (219)	\$ (142)	\$ (210)	\$ (77)
Taxes on nonoperating gains / (losses)	\$ 8	\$ 121	\$ 24	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ (33)	\$ (400)	\$ (32)	\$ (18)
(Increased vendor reliance)	\$ (413)	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 110	\$ 63	\$ 74	\$ 22
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 1,775	\$ 3,150	\$ 2,980	\$ 3,424

Verizon Communications Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 15,827	\$ 19,526	\$ 22,099	\$ 22,482
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (66)	\$ -	\$ (31)	\$ -
Taxes on nonoperating gains / (losses)	\$ 1,947	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 366	\$ 167	\$ 217	\$ 556
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (140)	\$ (197)	\$ (185)	\$ (88)
Adjusted operating cash flow	\$ 17,934	\$ 19,497	\$ 22,100	\$ 22,949

Wells Fargo & Company	2000	2001	2002	2003
Reported operating cash flow	\$ 7,370	\$ (10,112)	\$ (15,458)	\$ 31,195
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ (112)	\$ (88)	\$ (50)	\$ -
Taxes on nonoperating gains / (losses)	\$ 488	\$ -	\$ 120	\$ 703
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ -	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 7,746	\$ (10,200)	\$ (15,388)	\$ 31,898

The Williams Companies, Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 584	\$ 1,829	\$ (515)	\$ 770
Adjustments:				
(Cash provided by discontinued operations)	\$ (260)	\$ (447)	\$ (549)	\$ (200)
(Tax benefits from stock options)	\$ (37)	\$ (48)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ (1,137)	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ 20
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ (57)	\$ 30
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (30)	\$ (23)	\$ (27)	\$ (46)
Adjusted operating cash flow	\$ (880)	\$ 1,311	\$ (1,148)	\$ 574

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Wal-Mart Stores, Inc.	2000	2001	2002	2003
Reported operating cash flow	\$ 9,604	\$ 10,519	\$ 13,005	\$ 15,996
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ (36)	\$ (82)	\$ (50)
(Tax benefits from stock options)	\$ (118)	\$ (106)	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ -	\$ -	\$ -	\$ 109
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ -	\$ -
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (58)	\$ (82)	\$ (79)	\$ (91)
Adjusted operating cash flow	\$ 9,428	\$ 10,295	\$ 12,844	\$ 15,963

Weyerhaeuser Company	2000	2001	2002	2003
Reported operating cash flow	\$ 1,454	\$ 1,118	\$ 1,510	\$ 1,814
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 2	\$ -	\$ 45	\$ 81
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ (70)	\$ (7)	\$ (10)
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 68	\$ 76	\$ 42	\$ (5)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ (11)	\$ (60)	\$ (8)
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (55)	\$ (51)	\$ (60)	\$ (44)
Adjusted operating cash flow	\$ 1,468	\$ 1,062	\$ 1,471	\$ 1,827

Exxon Mobil Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 22,937	\$ 22,889	\$ 21,268	\$ 28,498
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 719	\$ 77	\$ -	\$ 776
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ -	\$ -	\$ -	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ -	\$ -
After tax nonrecurring operating items (gain) / loss	\$ -	\$ -	\$ (947)	\$ (2,230)
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ -	\$ -	\$ -	\$ -
(Capitalized interest)	\$ (415)	\$ (334)	\$ (275)	\$ (318)
Adjusted operating cash flow	\$ 23,242	\$ 22,632	\$ 20,046	\$ 26,727

Xerox Corporation	2000	2001	2002	2003
Reported operating cash flow	\$ 207	\$ 1,754	\$ 1,980	\$ 1,879
Adjustments:				
(Cash provided by discontinued operations)	\$ -	\$ -	\$ -	\$ -
(Tax benefits from stock options)	\$ -	\$ -	\$ -	\$ -
Taxes on nonoperating gains / (losses)	\$ 98	\$ 283	\$ -	\$ -
A/R securitization (increase) / decrease - CF	\$ -	\$ -	\$ -	\$ -
A/R securitization (increase) / decrease - Note	\$ (328)	\$ 2	\$ 326	\$ -
(Increased vendor reliance)	\$ -	\$ -	\$ (183)	\$ -
After tax nonrecurring operating items (gain) / loss	\$ 274	\$ 299	\$ 299	\$ 222
Net increase / (decrease) in trading investments in operating section	\$ -	\$ -	\$ -	\$ -
(Increase) / decrease in overdrafts in operating section	\$ -	\$ -	\$ -	\$ -
(Capitalized operating costs) in investing section	\$ (211)	\$ (124)	\$ (50)	\$ (53)
(Capitalized interest)	\$ (2)	\$ -	\$ -	\$ -
Adjusted operating cash flow	\$ 37	\$ 2,215	\$ 2,372	\$ 2,048

Adjusting Operating Cash Flow to Obtain an Improved Measure of Corporate Performance, October 2004.

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