

## Consolidated Financial Results for FY2000

(1 April 2000 through 31 March 2001)

18 May 2001

### Mitsubishi Motors Corporation

Code No: 7211 Listed on: Tokyo, Osaka, Nagoya, Fukuoka, Kyoto and Sapporo stock exchanges

Head office: Tokyo

Contact: Toshio Gima, Project Leader

Public Relations Department

Tel: 03-5232-7176

Meeting of Board of Directors for FY2000 financial results: 17 May 2001

Parent company name: Code No.: Parent company holding: %

US- GAAP: No

## 1. Consolidated financial highlights (1 April 2000 through 31 March 2001)

### (1) Consolidated financial results

	Sales		Operating Profit		Ordinary Income	
	Million yen	%	Million yen	%	Million yen	%
FY2000	3,276,716	- 1.7	- 73,865	—	- 94,057	—
FY1999	3,334,974	- 5.1	22,473	-	- 3,758	—

	Net income		Net income per share – basic	Net income per share – diluted	Return on shareholders' equity	Ratio of ordinary income to total assets	Ratio of ordinary income to sales
	Million yen	%	Yen	Yen	%	%	%
FY2000	- 278,139	—	- 232.77	—	- 92.2	- 3.3	- 2.9
FY1999	- 23,331	—	- 24.87	—	- 6.7	- 0.1	- 0.1

Note 1: Equity in income of affiliates accounted for by equity method: FY2000 3,164 million yen  
FY1999 9,132 million yen

Note 2: Average number of shares issued and outstanding during term (consolidated): FY2000 1,194,900,315  
FY1999 937,963,021

Note 3: Accounting policy changes: None

Note 4: Sales, operating profit and ordinary income percentages indicate changes over previous fiscal year.

### (2) Consolidated financial position

	Total assets	Shareholders' equity	Ratio of shareholders' equity	Shareholders' equity per share
	Million yen	Million yen	%	Yen
FY2000	2,981,668	256,068	8.6	174.18
FY1999	2,784,119	347,363	12.5	357.99

Note: Average number of shares issued and outstanding at year-end: FY2000 1,470,163,553  
FY1999 970,307,437

### (3) Consolidated cash flows

	Cash flow from operating activities	Cash flow from investing activities	Cash flow from financing activities	Ending balance of cash & cash equivalents
	Million yen	Million yen	Million yen	Million yen
FY2000	127,289	- 91,441	- 14,567	115,863
FY1999	215,140	- 86,943	- 162,392	89,590

### (4) Scope of consolidation and equity method

Consolidated subsidiaries:	184
Non-consolidated subsidiaries accounted for by equity method:	-
Affiliates accounted for by equity method:	34

### (5) Changes in scope of consolidation and equity method

Consolidation: Addition	9	Equity method: Addition	-
Deletion	14	Deletion	4

## 2. FY2001 consolidated financial results forecast (1 April 2001 through 31 March 2002)

	Sales	Ordinary income	Net income
	Million yen	Million yen	Million yen
1st half	1,650,000	-50,000	-50,000
Full year	3,500,000	0	0

FY1: Forecast net income per share for full term: ¥0.0-

# I Management policy

## 1. Basic management policy

Mitsubishi Motors Corporation's management policy stands on the following three principles:

- (1) To adopt the customer's viewpoint and win and retain long-running customer loyalty through excellence in product and service;
- (2) To be innovative with a global perspective;
- (3) To act with integrity as an open and clean corporation

In view of the situation the Company finds itself in today, certain fundamental changes must be made. To ensure that we supply vehicles and services that inspire full confidence in our customers, and to show that Mitsubishi Motors really has changed for the better, the following three principles will be driven home throughout the whole organization:

- To provide customers with products and service of the highest quality, allowing no room for compromise;
- To ensure that all corporate investments result in higher levels of customer satisfaction, and generate a profit;
- To conduct our business in a fair and rational manner, and always in obedience with laws and regulations.

## 2. Management structure

The Company implemented major reforms in its management structure last year. In a step designed to speed up management and revitalize the board, the number of board directors was reduced, with more seats being given to outside directors. The Company also introduced a system of Executive Officers.

The Board retains responsibility for formulation of management strategy, for key management decisions, and for supervision of execution of operations. Executive officers are responsible for the execution of business operations. This has helped clarify responsibilities and authority in individual areas of operation.

As a result of these reforms, at the end of March this year the Board comprised 11 members, with three outside directors, and there were 38 executive officers.

These reforms to the management structure will speed up the decision-making process and bring greater clarity to issues of accountability, and realize a structure that is better able to focus on delivering results faster.

## 3. Policy on Dividend payment

MMC considers returning profits to shareholders to be a management objective of the first order. The Company makes the maintenance of a stable dividend its first principle, giving due consideration to the need to achieve a balance between this and to securing sufficient funds for the future development of its business. Such monies are required for the development of new products, of environmental technologies and for funding other avenues through which the Company may fortify its operational base, and thereby enable it to maintain and boost its fighting strength in the intensely competitive automotive industry. Company policy is to apportion the fruits of its operations to its shareholders, taking into account developments in the consolidated results.

## 4. Mid- and long-term management strategy

The Company announced "The MMC Turnaround Plan" in February this year. Based around the Company's strategic alliance with DaimlerChrysler, this new management vision charts a path to stable growth, and thereby the restoration of customer trust and confidence. Implementation of specific measures and initiatives detailed under the Plan commenced at the beginning of April.

In its commercial vehicle operations, the Company is working to maximize the effective utilization of managerial resources in order to build up its business base. The Company is striving to achieve its targets in this sector against a backdrop of a sluggish domestic economy and increasingly stringent emission regulations, which include a new NOx law as well as local ordinances introduced by the Tokyo metropolitan government.

In April this year, the Company unified its strategic alliance relationships in the commercial vehicle sector when it formed a new and exclusive partnership with DaimlerChrysler. As a result, the Company is now working hand-in-hand with its alliance partner as it pushes forward its passenger car and commercial vehicle opera-

tions. The Company will not be spinning off its commercial vehicle business into a separate company by the end of the year, as originally planned, but will be working out the scope and other details of its collaboration with DaimlerChrysler in this area as quickly as possible.

## 5. Issues to be addressed

The Company apologizes deeply for its betrayal of customer and public trust stemming from the series of events related to the processing of customer claims, and which resulted in the imposition of an administrative ruling by the competent authorities in October last year, and in criminal proceedings in the form of a summary order in May this year.

Viewing the whole incident with the utmost gravity and with a deep sense of remorse, the Company and all members of the MMC group are currently making every effort to introduce sweeping reforms in order to prevent any recurrence. These efforts include: a strengthening of internal supervisory functions; improvements to the customer claim processing system; and the establishment of a Quality Matters Advisory Committee that includes experts from outside the Company among its members.

In addition, the Company has given absolute priority to working to restore public trust and ensure it never again loses sight of the importance of conducting its operations in a law-abiding manner.

Towards this end, the Company is currently making an exhaustive reexamination of the fundamentals of car building and, adopting the customer's standpoint in an uncompromising approach to quality, is devoting all its energies to supplying products and services that win genuine customer satisfaction.

The MMC Turnaround Plan currently being energetically promoted by the MMC group of companies sets a target of achieving an operating profit margin of 4.5% in FY2003. The following are some of the Plan's major initiatives:

- Introduction of sweeping structural reforms in June 2001: including clearer identification of duties and accountability; fewer layers in the management hierarchy; establishment of a human resources and remuneration committee
- Abolition of the Executive Advisory System in June 2001
- 15% lowering of material costs through the creation of unified purchasing, combining global sourcing and implementation of the Common Supplier and MMC Operation System (COSMOS) concept to strengthen fair and result-oriented cooperation with suppliers
- 14% reduction of the MMC group headcount (equivalent to approximately 9,500 persons) by the end of FY2003 to realize a substantial reduction in fixed costs;
- Implementation of a new quality control system, in which vehicles undergo rigorous audits at quality check gates throughout the development-to-production chain, to ensure customers are supplied with products of the highest quality
- Provision of the highest levels of customer service by building up stronger and closer with sales companies
- 20% reduction in production capacity by FY2003 (first step in this program will be the closing down of the Nagoya Plant Oye body assembly line in September 2001)
- Reduce number of platforms by half and cut model lineup to optimize the balance with the development process
- Concentrate on core business through outsourcing of non-core operations

To achieve target of the MMC Turnaround Plan the company will make major investments in such areas as IT (information technology), human resource training, and development of new technologies.

Fired by an indomitable resolve, the Company is fully aware that regeneration will come only through achievement of the Turnaround Plan's targets and goals. In order to realize maximum market effectiveness and maximum corporate benefits, all members of the MMC group of companies are working hand-in-hand to execute the MMC Turnaround Plan speedily and faithfully, and to reap the synergistic benefits flowing from the DaimlerChrysler alliance.

## II Consolidated results

### 1. Fiscal 2000 results: overview

Overall, the world economy in fiscal 2000 presented a picture of good health. While there may be some uncertainty as to the future of the United States economy, which has enjoyed an extended period of strong and firm growth, the European economies continued to grow at a steady pace.

In Japan, the government's package of stimulatory measures helped promote a gentle improvement in the general state of the economy. Towards the end of fiscal 2000, however, the economy appeared to be marking time with record levels of unemployment and personal consumption remaining flat.

In the Japanese automotive industry in fiscal 2000, the launch of a number of new models saw total vehicle sales grow to 5,970,000 units, an increase of 2% over fiscal 1999. Sales of domestically produced vehicles were 5,690,000 units, 2% up, while sales of imports were 280,000 units, 1% up on fiscal 1999.

Japan's auto makers exported 4,380,000 units in fiscal 2000, an increase of 1% over the previous year. While shipments to Europe were significantly impacted by the weakness of the Euro and while shipments to North America started to decline in the second half of the fiscal year, shipments to Asia remained firm.

In this market environment, the Company introduced several new models with distinctive personalities. The Company also worked to strengthen and improve its sales and after-sales service organization in order to reflect better the needs and requirements of the customer. In October 2000, the Company launched the Mitsubishi Care-free Support Program, offering free vehicle inspections to the owners of all Mitsubishi passenger car models.

In its consolidated operations in fiscal 2000, MMC reports total sales volume of 1,444,000 units, a 3.6% decrease on fiscal 1999. Consolidated sales were ¥3,276.7 billion, a 1.7% decrease over fiscal 1999.

In terms of profits, group-wide efforts were made to reduce costs and to otherwise improve the financial standing of MMC consolidated companies. However, the cost reductions achieved were more than countered by a one-time charge for liabilities of retirement benefits, by restructuring costs and by costs incurred due to the implementation of recall-related measures. As a result, MMC reports an operating loss of ¥73.9 billion, an ordinary loss of ¥94 billion and a net loss of ¥278.1 billion for fiscal 2000.

Looking at cash flows for fiscal 2000: cash flows from operating activities were inflow of ¥127.3 billion, while cash flows from investing activities, such as acquisition or disposal of tangible fixed assets and other investing activities were ¥91.5 billion. As to cash flows from financing activities, subtracting the increase in funds stemming from the issue of new shares to DaimlerChrysler from the larger disbursements stemming from repayment of borrowing and bond issues saw a ¥14.6 billion decrease in total disbursements. The balance of cash and cash equivalents at the end of fiscal 2000 was ¥115.9 billion, a ¥26.2 billion increase over the position at the end of fiscal 1999.

### 2. Segment information

#### (1) By business

Sales from the automotive business for fiscal 2000 were ¥3,194.1 billion, producing an operating loss of ¥70.5 billion.

Revenues from the financial services business were ¥94 billion, producing an operating profit of ¥400 million.

#### (2) By geographical region

Sales in Japan were ¥2,437 billion, a decrease of ¥22.4 billion over fiscal 1999. Operating loss was ¥61.2 billion, a deterioration of ¥64 billion.

Sales in North America were ¥911.2 billion, an increase of ¥175 billion over fiscal 1999. Operating profit stood at ¥33.6 billion, an increase of ¥16 billion.

Sales in Europe were ¥395.3 billion, a decrease of ¥108.8 billion in fiscal 1999. Operating loss was ¥30.3 billion, a deterioration of ¥28.5 billion.

Sales in Asia were ¥152.9 billion, an increase of ¥13.2 billion over fiscal 1999. Operating loss was ¥1.9 billion, an deterioration of ¥5.7 billion.

Sales in other regions were ¥230.3 billion, a decrease of ¥15.3 billion over 1999. Operating loss was ¥9.1 billion, a deterioration of ¥4.1 billion.

### 3. Dividend payment

MMC regrets to announce that it intends once again to defer payment of year-end dividend. The Company apologizes sincerely to its shareholders and asks for their continuing understanding and patience.

### 4. Consolidated forecast for fiscal 2001

There are concerns that the Japanese economy will continue to perform sluggishly due: to a deterioration in corporate and consumer sentiment stemming from a weakening in economies of other countries and from a significant drop in prices on the Japanese stock markets; as well as to the deflationary pressures consequent to the disposal of non-performing loans.

In the automotive industry, the Company expects to find itself operating in an increasingly difficult business environment both at home and overseas, one that will require it to address speedily and efficiently such issues as diversifying market needs and the global environment.

While fluctuations in the major currencies, price reductions required by intensifying market competition, the degree to which domestic consumption in Japan will recover and other factors make accurate forecasting difficult, the Company offers the following forecast for its consolidated operations in fiscal 2001, based on data and information currently available.

<b>Consolidated forecast for fiscal 2001</b>			Billion yen
	1st half		Full year
Sales	¥1,650.0		¥3,500.0
Ordinary income	-¥50.0		¥0.0
Net income	-¥50.0		¥0.0

#### **Cautionary statement:**

The fiscal 2001 forecasts given above are based on management assumptions and predictions made in the light of the information currently available. Undue reliance should not be placed on these forecasts. A number of factors, including, but not limited to, changes in the business environment surrounding MMC operations, market trends and currency fluctuations could cause actual results to differ materially from those discussed in the forecasts.

### III Consolidated financial statements

#### (1) Consolidated statements of operations (1 April 2000 – 31 March 2001)

Millions of yen

	4/1/00 - 3/31/01	4/1/99 - 3/31/00	% change
Sales .....	3,276,716	3,334,974	- 1.7
Cost of sales .....	2,754,852	2,789,769	- 1.3
Gross profit before provision for unrealized profit on installment sales .....	521,863	545,204	- 4.3
Provision for unrealized profit on installment .....	239	802	
<b>Gross profit</b> .....	522,103	546,006	
Selling, general and administrative expenses .....	595,968	523,533	
<b>Operating profit</b> .....	- 73,865	22,473	—
Non-operating profit .....	23,265	42,833	
(Interest and dividends income) .....	(12,162)	(17,138)	
(Other income) .....	(11,102)	(25,695)	
Non-operating expenses .....	43,457	69,065	
(Interest expenses) .....	(35,784)	(44,996)	
(Other expenses) .....	(7,672)	(24,069)	
<b>Ordinary income</b> .....	- 94,057	- 3,758	—
Extraordinary gain .....	7,274	9,567	
Extraordinary loss .....	320,506	18,459	
<b>Income before taxes</b> .....	- 407,289	- 12,651	—
Income taxes .....	- 108,623	16,310	
Minority interests .....	* 20,527	* 5,629	
<b>Net income</b> .....	- 278,139	- 23,331	—

Note: \* indicates an addition

#### (2) Consolidated statements of retained earnings

Millions of Yen

	4/1/00 - 3/31/01	4/1/99 - 3/31/00	Change
Retained earnings at start of year .....	76,786	101,902	- 25,116
Retained earnings at start of year .....	(76,786)	(112,049)	(- 35,263)
Prior period adjustment for adoption of inter-period income tax allocation .....	(—)	(- 10,147)	(10,147)
Increase in retained earnings .....	1,165	—	1,165
Revaluation of assets .....	(1,165)	(—)	(1,165)
Decrease in retained earnings .....	117	1,783	- 1,666
Addition of subsidiaries .....	(117)	(1,029)	(- 912)
Others .....	(—)	(754)	(- 754)
Net income .....	- 278,139	- 23,331	- 254,808
Retained earnings at end of year .....	- 200,304	76,786	- 277,090

**(3) Consolidated balance sheets**

Millions of Yen

<b>Assets</b>	At 3/31/01	At 3/31/00	Change
<b>Current Assets</b> .....	(1,227,588)	(1,177,781)	(49,807)
Cash on hand and in banks .....	102,180	88,762	13,418
Notes and accounts receivable .....	444,279	516,638	- 72,359
Marketable securities .....	15,512	55,123	- 39,611
Inventories .....	350,807	341,443	9,364
Short-term loans receivable .....	18,045	27,713	- 9,668
Deferred tax assets .....	97,102	19,637	77,465
Other current assets .....	212,806	139,981	72,825
Allowance for doubtful accounts .....	- 13,147	- 11,517	- 1,630
<b>Fixed Assets</b> .....	(1,754,080)	(1,542,538)	(211,542)
Tangible fixed assets .....	1,270,179	1,219,286	50,893
Intangible fixed assets .....	11,024	26,560	- 15,536
Investment in securities .....	157,214	61,051	96,163
Long-term loans receivable .....	84,432	90,668	- 6,236
Investments and other non-current assets .....	253,074	160,136	92,938
Allowance for doubtful accounts .....	- 21,844	- 15,165	- 6,679
Translation adjustment .....	—	63,798	- 63,798
<b>Total assets</b>	2,981,668	2,784,119	197,549
<b>Liabilities &amp; shareholders' equity</b>			
<b>Current liabilities</b> .....	(1,945,179)	(1,680,749)	(264,430)
Notes and accounts payable .....	633,511	483,444	150,067
Short-term loans payable .....	839,170	872,402	- 33,232
Other accounts payable and accrued expenses .....	276,616	169,800	106,816
Income taxes payable .....	7,200	3,728	3,472
Warranty claims allowance .....	27,691	24,966	2,725
Other current liabilities .....	160,988	126,407	34,581
<b>Non-current liabilities</b> .....	(787,189)	(737,392)	(49,797)
Bonds .....	272,425	309,902	- 37,477
Long-term loans payable .....	215,063	290,976	- 75,913
Interest free loans .....	57,536	—	57,536
Accrued severance indemnities .....	—	89,814	- 89,814
Retirement benefit reserve .....	202,939	—	202,939
Deferred tax liabilities .....	19,062	24,651	- 5,589
Other fixed liabilities .....	20,161	22,046	- 1,885
<b>Total liabilities</b>	2,732,368	2,418,142	314,226
<b>Minority interests</b> .....	- 6,768	18,613	- 25,381
<b>Shareholders' equity</b>			
Common stock .....	252,201	150,730	101,471
Additional paid - in capital .....	220,816	119,846	100,970
Retained earnings .....	- 200,304	76,786	- 277,090
Unrealized gain on securities .....	36,400	—	36,400
Translation adjustment .....	- 53,045	—	- 53,045
<b>Total shareholders' equity</b>	256,068	347,363	- 91,295
<b>Total liabilities, minority interests &amp; shareholders' equity</b>	2,981,668	2,784,119	197,549

**(4) Consolidated statements of cash flows**

Millions of yen

	4/1/00-3/31/01	4/1/99-3/31/00	Change
<b>Cash flows from operating activities</b>			
Net loss before income taxes .....	- 407,289	- 12,651	- 394,638
Depreciation.....	154,598	146,504	8,094
Amortization of goodwill .....	9,890	6,005	3,885
Change in allowance for doubtful accounts .....	8,089	3,254	4,835
Change in accrued severance indemnities.....	109,160	2,432	106,728
Interest and dividends income .....	- 12,162	- 17,138	4,976
Interest expenses .....	35,784	44,996	- 9,212
Foreign exchange loss.....	293	4,273	- 3,980
Equity in earnings of affiliates .....	- 3,164	- 9,132	5,968
Gain on sale and disposal of tangible fixed assets .....	3,629	- 4,268	7,897
Gain on sale of securities.....	—	- 13,572	13,572
Gain on sale of investment securities .....	- 7,750	—	- 7,750
Appraisal loss on investment in securities .....	5,706	—	5,706
Change in trade receivables .....	87,700	79,487	8,213
Change in inventory.....	7,131	29,294	- 22,163
Change in trade payables.....	87,050	- 2,096	89,146
Others .....	78,555	- 4,639	83,194
<b>Sub Total</b>	157,223	252,749	- 95,526
Interest and dividends received .....	12,404	17,072	- 4,668
Interest paid .....	- 35,441	- 45,558	10,117
Income tax paid .....	- 6,896	- 9,123	2,227
<b>Cash flows from operating activities</b>	127,289	215,140	- 87,851
<b>Cash flows from investing activities</b>			
Change in term deposits .....	79	- 284	363
Acquisition of securities .....	- 1,072	- 10,404	9,332
Sale of securities.....	2,887	23,024	- 20,137
Acquisition of tangible fixed assets .....	- 157,483	- 217,830	60,347
Disposition of tangible fixed assets.....	94,936	126,858	- 31,922
Acquisition of investment securities .....	- 2,259	- 5,781	3,522
Sale of investment securities .....	10,929	5,326	5,603
Acquisition of subsidiaries accompanying changes in scope of consolidation .....	- 15,650	- 338	- 15,312
Loans made .....	- 624,193	- 372,350	- 251,843
Loans recovered .....	605,508	367,668	237,840
Others .....	- 5,123	- 2,831	- 2,292
<b>Cash flows from investing activities</b>	- 91,441	- 86,943	- 4,498
<b>Cash flows from financing activities</b>			
Change in short-term borrowings and commercial paper .....	- 140,871	- 244,154	103,283
Addition to long-term loans payable.....	18,455	112,033	- 93,578
Repayment of long-term loans payable .....	- 70,773	- 67,275	- 3,498
Proceed for issuance of bonds .....	163,174	288,641	- 125,467
Redemption of bonds.....	- 186,218	- 280,439	94,221
Proceed from issuance of common stock .....	201,745	28,867	172,878
Others .....	- 78	- 65	- 13
<b>Cash flows from financing activities</b>	- 14,567	- 162,392	147,825
Effect of exchange rate changes on cash and cash equivalents .....	4,395	- 5,868	10,263
Net change in cash and cash equivalents .....	25,675	- 40,063	65,738
Cash and cash equivalents at beginning of year .....	89,590	123,294	- 33,704
Change in cash and cash equivalents due to changes in scope of consolidation	597	6,359	- 5,762
Cash and cash equivalents at end of year.....	115,863	89,590	26,273

## Notes to consolidated financial statements

### 1. Scope of consolidation

The consolidated financial statements include the accounts of Mitsubishi Motors Corporation and 184 of its subsidiaries, of which 125 are located in Japan and 59 outside Japan.

Subsidiaries located in Japan include:

- Tokyo Mitsubishi Motor Sales Co., Ltd.
- Tokyo Mitsubishi FUSO Sales Co., Ltd.
- Tokyo Mitsubishi Motor Parts Sales Co., Ltd.
- Pajero Manufacturing Co., Ltd.

Subsidiaries located outside Japan include:

- Mitsubishi Motor Sales of America, Inc.
- Mitsubishi Motor Manufacturing of America, Inc.
- Mitsubishi Motors Australia Ltd.

Addition for this closing: 9 companies, including:

- Okayama Mitsubishi Motor Sales Co., Ltd.
- Netherlands Car B.V.

Deletion for this closing: 14 companies, including:

- Toyama Mitsubishi FUSO Sales Co., Ltd.

### 2. Application of equity method

The consolidated financial statements include the accounts of 34 companies to which the equity method applies. They include:

- Mitsubishi Auto Credit & Lease Co., Ltd.
- PT Mitsubishi Krama Yudha Motors & Manufacturing

Deletion for this closing: 4 companies, including:

- Okayama Mitsubishi Motor Sales Co., Ltd.
- Netherlands Car B.V.

### 3. Segment information

#### (1) Business segment

Millions of yen

FY2000	Automobile	Financial services	Total	Eliminations or Corporate	Consolidated
<b>I Sales &amp; operating profit</b>					
Sales					
(1) External customers	3,191,943	84,772	3,276,716	—	3,276,716
(2) Intersegment & transfers	2,116	9,189	11,305	- 11,305	—
<b>Total</b>	<b>3,194,059</b>	<b>93,962</b>	<b>3,288,022</b>	<b>- 11,305</b>	<b>3,276,716</b>
Operating expenses	3,264,587	93,596	3,358,183	- 7,602	3,350,581
Operating profit	- 70,527	365	- 70,161	- 3,703	- 73,865
<b>II Assets, depreciation &amp; capital expenditure</b>					
Assets	2,587,864	448,104	3,035,968	- 54,300	2,981,668
Depreciation	113,648	40,949	154,598		154,598
Capital expenditure	75,102	111,251	186,353		186,353

FY1999	Automobile	Financial services	Total	Eliminations or Corporate	Consolidated
<b>I Sales &amp; operating profit</b>					
Sales					
(1) External customers	3,260,450	74,524	3,334,974	—	3,334,974
(2) Intersegment & transfers	1,953	10,420	12,373	- 12,373	—
Total	3,262,403	84,944	3,347,348	- 12,373	3,334,974
Operating expenses	3,239,044	84,468	3,323,512	- 11,011	3,312,501
Operating profit	23,359	476	23,835	- 1,362	22,473
<b>II Assets, depreciation &amp; capital expenditure</b>					
Assets	2,442,870	330,627	2,773,497	10,621	2,784,119
Depreciation	106,665	39,839	146,504		146,504
Capital expenditure	84,989	134,597	219,587		219,587

Note: 1. Operations are divided by sector and by market  
2. Major products by operation  
(1) Automobile: Passenger cars, trucks and buses  
(2) Financial services: Sales financing

## (2) Geographical segment

Millions of Yen

FY2000	Japan	North America	Europe	Asia	Others	Total	Eliminations or Corporate	Consolidated
<b>I Sales &amp; operating profit</b>								
Sales								
(1) External customers	1,705,427	904,871	393,491	69,437	203,488	3,276,716	—	3,276,716
(2) Intersegment	731,540	6,287	1,774	83,466	26,769	849,837	- 849,837	—
Total	2,436,967	911,158	395,265	152,903	230,257	4,126,553	- 849,837	3,276,716
Operating expenses	2,498,214	877,599	425,543	154,805	239,333	4,195,495	- 844,914	3,350,581
Operating profit	- 61,246	33,559	- 30,278	- 1,901	- 9,075	- 68,942	- 4,922	- 73,865
<b>II Assets</b>	2,289,550	701,803	255,638	90,144	118,919	3,456,055	- 474,386	2,981,668

1999FY	Japan	North America	Europe	Asia	Others	Total	Eliminations or Corporate	Consolidated
<b>I Sales &amp; operating profit</b>								
Sales								
(1) External customers	1,816,456	727,230	502,217	64,790	224,280	3,334,974	—	3,334,974
(2) Intersegment	642,907	8,905	1,851	74,914	21,297	749,875	- 749,875	—
Total	2,459,363	736,136	504,068	139,704	245,577	4,084,850	- 749,875	3,334,974
Operating expenses	2,456,602	718,625	505,832	135,907	250,519	4,067,488	- 754,986	3,312,501
Operating profit	2,760	17,510	- 1,763	3,796	- 4,941	17,361	5,111	22,473
<b>II Assets</b>	2,166,061	512,818	156,887	104,225	106,352	3,046,344	- 262,225	2,784,119

Note: 1. National and regional groupings are by geographical proximity  
2. Main countries and regions outside Japan are grouped as follows:  
(1) North America: United States of America  
(2) Europe: Holland  
(3) Asia: Thailand, Philippines  
(4) Others: Australia, New Zealand, Puerto Rico, U.A.E.

**(3) Overseas sales**

Millions of Yen

FY2000	North America	Europe	Asia	Others	Total
Overseas sales	911,481	404,920	312,038	354,847	1,983,287
Consolidated sales					3,276,716
Percentage in total sales	27.8%	12.4%	9.5%	10.8%	60.5%

FY1999	North America	Europe	Asia	Others	Total
Overseas sales	765,327	518,306	238,975	371,322	1,893,931
Consolidated sales					3,334,974
Percentage in total sales	22.9%	15.5%	7.2%	11.1%	56.8%

- Note: 1. National and regional groupings are by geographical proximity*
- 2. Main countries and regions outside Japan are grouped as follows:*
- (1) North America: United States of America*
- (2) Europe: Holland, Italy, Spain*
- (3) Asia: Thailand, Malaysia, Taiwan*
- (4) Other: Australia, New Zealand, Puerto Rico,*
- 3. Overseas sales include export sales of MMC and its consolidated subsidiaries and sales (other than exports to Japan) of its foreign consolidated subsidiaries*