



FUSO

Press Conference

June 18, 2003

Today's Agenda

- Wilfried Porth President and CEO Welcoming Remarks
- Takashi Usami Chairman FY2002 Results
- Wilfried Porth President and CEO FY2003 Forecast
Road Map for the Future
- Q&A Session
- Coffee Break

Wilfried Porth

President and CEO

Takashi Usami

Chairman

Consolidating strengths to remain in the lead and expand



- Mitsubishi Fuso launched as an independent company
- DaimlerChrysler purchases a 43 % stake
- Two strong players combine forces to remain ahead as a leading alliance in a tough global marketplace



Success in a sluggish financial year 2002/03



- **Highlights**

- New Canter
- New Canter CNG
- Fighter with CNG-Technology
- Rosa with CNG-Technology
- Non-Step MK Medium Bus



Success in a sluggish financial year 2002/03



- Unit sales up 10 % to 155,000 units
- Maintained leading market share in Japan
 - Trucks 30.5 %
 - Buses 36.1 %
- Secured leading position in other key markets, with overall exports up 18 %:
 - Indonesia 75 %
 - Taiwan 65 %
 - ASEAN countries 40 %



Undisputed market leader for ten consecutive years

Analysis of Results FY2002 in billion Yen

	FY2002		FY2001
Operating Profit	8.6	-0.9	9.5
Ordinary Profit	6.8	-1.6	8.4
Net Income	1.5	+1.4	0.1
Net Sales	724.3	+43.6	680.7
Equity / Asset Ratio	31%	+9%	22%
Debt / Equity Ratio	x 1	+0.7	x 1.7

A solid basis for expansion

Wilfried Porth

President and CEO

Turning potential into value

We created an alliance that fits

- with complimentary **regional strengths**:
 - Mitsubishi Fuso Strong in Japan and Asia
 - DaimlerChrysler Strong in Europe and the Americas
- with complimentary **product strengths**:
 - Mitsubishi Fuso leader in light segment
 - DaimlerChrysler strong above 6 tons

...and now, a road map for the future:

**Better quality, lower costs,
smarter organization, higher growth**



Fuso is taking the next steps

16 project teams, started in February this year:

- in all areas covering products, markets, finance, processes, people, and strategy
- Cross-boarder initiative directly involving more than 200 employees
- with the ambition to achieve financial impact and benefit for customers



The transition has already begun

The way forward



We have the optimal measures in place to prepare for the challenges of tomorrow

The key objectives

Mitsubishi Fuso – a stronger, more international company with a clear set of goals:

- Material costs reduced by 20 % by 2005
- International Business up 20 % in next 5 years
- Investment of ¥200 billion by 2005 into people, processes, products and facilities – up 50 %



Forecast for FY 2003

Total Market in units	FY2003		FY2002
Heavy & Medium Duty Trucks	100,000	+21,402	78,598
Light Duty Trucks	150,000	+29,240	120,760
Truck Total	250,000	+50,642	199,358
Bus Total	11,700	+424	11,276
MFTBC in units			
Domestic	79,000	+14,062	64,938
Overseas	81,000	-9,502	90,502
Total Sales	160,000	+4560	155,440

Forecast for FY 2003 in billion Yen

	FY2003		FY2002
Net Sales	790.0	+65.7	724.3
Operating Profit	13.0	+4.4	8.6
Net Income	5.0	+3.5	1.5
Equity / Asset Ratio	↑		31%
Debt / Equity Ratio	↓		x 1



FUSO - The success story continues

- Healthy platform of heritage and solid finances
- Roadmap for growth and profitability
- A dedicated workforce,
and a multi-cultural management
- Clear, ambitious yet feasible goals



Taking Mitsubishi Fuso to new frontiers



FUSO