

**ANNUAL REPORT 2000**  
January 1, 2000 - December 31, 2000

**mitsui & co. (u.s.a.), inc.**



To the Board of Directors of Mitsui & Co. (U.S.A.), Inc.:


We have audited the accompanying consolidated balance sheets of Mitsui & Co. (U.S.A.), Inc. and subsidiaries (collectively, the "Company") as of December 31, 2000 and 1999, and the related consolidated statements of income, shareholder's equity and cash flows for the years then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, such consolidated financial statements present fairly, in all material respects, the financial position of the Company at December 31, 2000 and 1999, and the results of their operations and their cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.


*Deloitte & Touche LLP*

New York, NY  
April 30, 2001


**MITSUI & CO. (U.S.A.), INC. AND SUBSIDIARIES  
 CONSOLIDATED BALANCE SHEETS**

|   | December 31,       |                    |
|---|--------------------|--------------------|
|   | 2000               | 1999               |
|   | (In Thousands)     |                    |
| <b>ASSETS</b>   |                    |                    |
| <b>CURRENT ASSETS:</b>  |                    |                    |
| Cash and cash equivalents (Note 1) . . . . .                                  | \$ 216,176         | \$ 255,178         |
| Marketable securities (Notes 1, 2 and 10) . . . . .                           | 19,833             | 91,349             |
| Accounts and notes receivable:  |                    |                    |
| Customers . . . . .   | 683,037            | 896,230            |
| Parent and affiliated companies—net . . . . .                                 | 736,510            | 518,730            |
| Allowance for doubtful receivables . . . . .                                  | (28,814)           | (32,453)           |
| Inventories (Note 1) . . . . .  | 443,124            | 398,794            |
| Advance payments to suppliers . . . . .                                       | 29,609             | 100,421            |
| Other current assets (Note 5) . . . . .                                       | 77,747             | 220,766            |
| Total current assets . . . . .  | <u>2,177,222</u>   | <u>2,449,015</u>   |
| <b>INVESTMENTS:</b>   |                    |                    |
| Investments in and advances to associated companies (Notes 1 and 2) . . . . . | 278,878            | 264,921            |
| Financing leases (Note 2) . . . . .   | 279,375            | 187,937            |
| Other investments (Notes 1, 2 and 10) . . . . .                               | 161,593            | 194,386            |
| Total investments . . . . .   | <u>719,846</u>     | <u>647,244</u>     |
| PROPERTY AND EQUIPMENT—NET (Notes 1, 3 and 6) . . . . .                       | <u>323,234</u>     | <u>302,161</u>     |
| NONCURRENT ADVANCES, RECEIVABLES AND OTHER—NET (Note 10) . . . . .            | 72,944             | 257,302            |
| Total . . . . .   | <u>\$3,293,246</u> | <u>\$3,655,722</u> |

See Notes to Consolidated Financial Statements.


**MITSUI & CO. (U.S.A.), INC. AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS**

|   | December 31,       |                    |
|---|--------------------|--------------------|
|   | 2000               | 1999               |
|   | (In Thousands)     |                    |
| <b>LIABILITIES AND SHAREHOLDER'S EQUITY</b>                                     |                    |                    |
| <b>CURRENT LIABILITIES:</b>   |                    |                    |
| Notes, acceptances and accounts payable—trade:                                  |                    |                    |
| Trade creditors . . . . .   | \$ 803,633         | \$ 821,728         |
| Other . . . . .   | 236                | 2,304              |
| Notes and loans payable (Notes 4 and 10) . . . . .                              | 488,462            | 201,108            |
| Advances received on contracts . . . . .  | 21,462             | 116,187            |
| Current maturities of long-term debt (Notes 4 and 10) . . . . .                 | 112,807            | 523,490            |
| Accrued taxes on income (Note 5) . . . . .                                      | 22,593             | 26,173             |
| Accrued expenses and sundry . . . . .   | 62,833             | 78,996             |
| Total current liabilities . . . . .   | <u>1,512,026</u>   | <u>1,769,986</u>   |
| LONG-TERM DEBT, LESS CURRENT MATURITIES (Notes 4 and 10) . . . . .              | <u>984,745</u>     | <u>868,094</u>     |
| CAPITAL LEASE OBLIGATIONS (Note 6) . . . . .                                    | <u>46,982</u>      | <u>48,165</u>      |
| DEFERRED INCOME TAXES (Note 5) . . . . .  | <u>115,388</u>     | <u>140,684</u>     |
| OTHER LIABILITIES . . . . .   | <u>38,241</u>      | <u>161,345</u>     |
| MINORITY INTEREST IN SUBSIDIARIES . . . . .                                     | <u>62,633</u>      | <u>66,464</u>      |
| <b>SHAREHOLDER'S EQUITY:</b>  |                    |                    |
| Capital stock, no par value, authorized and outstanding, 1,000 shares . . . . . | 350,000            | 350,000            |
| Retained earnings . . . . .   | 177,950            | 202,401            |
| Accumulated other comprehensive income (Notes 1 and 2) . . . . .                | 5,281              | 48,583             |
| Shareholder's equity . . . . .  | <u>533,231</u>     | <u>600,984</u>     |
| <b>COMMITMENTS AND CONTINGENCIES (Notes 6, 8, 9 and 10)</b>                     |                    |                    |
| Total . . . . .   | <u>\$3,293,246</u> | <u>\$3,655,722</u> |

See Notes to Consolidated Financial Statements.


**MITSUI & CO. (U.S.A.), INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF INCOME**

|   | Year Ended December 31, |              |
|---|-------------------------|--------------|
|   | 2000                    | 1999         |
|   | (In Thousands)          |              |
| TOTAL TRADE TRANSACTIONS (Notes 1 and 11) . . . . .   | \$ 8,726,126            | \$ 7,740,518 |
| GROSS TRADING PROFIT (Notes 1 and 11) . . . . .   | \$ 332,458              | \$ 321,092   |
| SELLING, GENERAL AND ADMINISTRATIVE EXPENSES . . . . .  | (252,348)               | (222,055)    |
| INTEREST (NET OF INTEREST EXPENSE OF \$115,701,000 and \$107,054,000<br>for the Years Ended December 31, 2000 and 1999, respectively) . . | 9,005                   | 158          |
| OTHER INCOME (EXPENSE)—NET (Note 2) . . . . .   | 53,458                  | (3,663)      |
| INCOME BEFORE INCOME TAXES AND EQUITY IN (LOSS) EARNINGS OF<br>ASSOCIATED COMPANIES . . . . .   | 142,573                 | 95,532       |
| PROVISION FOR INCOME TAXES (Notes 1 and 5) . . . . .  | 60,965                  | 46,396       |
| INCOME BEFORE EQUITY IN (LOSS) EARNINGS OF<br>ASSOCIATED COMPANIES . . . . .  | 81,608                  | 49,136       |
| EQUITY IN (LOSS) EARNINGS OF ASSOCIATED COMPANIES—NET<br>(AFTER INCOME TAX EFFECT) (Note 1) . . . . .                                     | (730)                   | 17,170       |
| NET INCOME . . . . .  | \$ 80,878               | \$ 66,306    |

See Notes to Consolidated Financial Statements.



■ MITSUI & CO. (U.S.A.), INC. AND SUBSIDIARIES  
■ CONSOLIDATED STATEMENTS OF SHAREHOLDER'S EQUITY

Years Ended December 31, 2000 and 1999  
(In Thousands)

|  | Comprehensive<br>Income | Capital<br>Stock | Retained<br>Earnings | Accumulated<br>Other<br>Comprehensive<br>Income | Total<br>Shareholder's<br>Equity |
|--|-------------------------|------------------|----------------------|---|----------------------------------|
| Balance, January 1, 1999 . . . . .   |                         | \$350,000        | \$186,470            | \$ 5,437  | \$541,907                        |
| Comprehensive income:  |                         |                  |                      |   |                                  |
| Net income . . . . .   | \$ 66,306               |                  | 66,306               |   | 66,306                           |
| Other comprehensive income (loss):   |                         |                  |                      |   |                                  |
| Foreign currency translation<br>adjustments . . . . .                                      | (311)                   |                  |                      | (311)   | (311)                            |
| Unrealized gain on securities, net<br>of reclassification adjustments<br>and tax . . . . . | 43,457                  |                  |                      | 43,457  | 43,457                           |
| Comprehensive income . . . . .   | <u>\$109,452</u>        |                  |                      |   |                                  |
| Dividends paid . . . . .   |                         |                  | (45,000)             |   | (45,000)                         |
| Reorganization of certain subsidiaries,<br>etc. . . . .                                    |                         |                  | (5,375)              |   | (5,375)                          |
| Balance, December 31, 1999 . . . . .   |                         | 350,000          | 202,401              | 48,583  | 600,984                          |
| Comprehensive income:  |                         |                  |                      |   |                                  |
| Net income . . . . .   | \$ 80,878               |                  | 80,878               |   | 80,878                           |
| Other comprehensive income (loss):   |                         |                  |                      |   |                                  |
| Foreign currency translation<br>adjustments . . . . .                                      | 137                     |                  |                      | 137   | 137                              |
| Unrealized loss on securities, net<br>of reclassification adjustments<br>and tax . . . . . | (43,439)                |                  |                      | (43,439)  | (43,439)                         |
| Comprehensive income . . . . .   | <u>\$ 37,576</u>        |                  |                      |   |                                  |
| Dividends paid . . . . .   |                         |                  | (105,000)            |   | (105,000)                        |
| Reorganization of certain subsidiaries,<br>etc. . . . .                                    |                         |                  | (329)                |   | (329)                            |
| Balance, December 31, 2000 . . . . .   |                         | <u>\$350,000</u> | <u>\$177,950</u>     | <u>\$ 5,281</u>                                 | <u>\$533,231</u>                 |

See Notes to Consolidated Financial Statements.


**MITSUI & CO. (U.S.A.), INC. AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**

|  | Year Ended December 31, |                   |
|--|-------------------------|-------------------|
|  | 2000                    | 1999              |
|  | (In Thousands)          |                   |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>   |                         |                   |
| Net income   | \$ 80,878               | \$ 66,306         |
| Adjustments to reconcile net income to net cash (used in) provided by operating activities:                |                         |                   |
| Depreciation, depletion and amortization   | 53,648                  | 64,904            |
| Provision for (net recovery of) losses on receivables, etc.  | 10,015                  | (2,609)           |
| Gain on sales of marketable securities and other—net   | (70,685)                | (3,863)           |
| Financing leases   | (19,458)                | (20,878)          |
| Equity in (loss) earnings of associated companies—net (after income tax effect), net of dividends received | 14,044                  | (10,551)          |
| Deferred income taxes  | (3,930)                 | (763)             |
| Minority interest in subsidiaries  | 7,575                   | 4,919             |
| Other  | 8,328                   | (1,584)           |
| Changes in operating assets and liabilities:   |                         |                   |
| Decrease (increase) in accounts and notes receivable   | 95,229                  | (32,143)          |
| (Increase) decrease in inventories   | (56,837)                | 66,172            |
| Decrease in advance payments to suppliers  | 70,812                  | 13,137            |
| Increase in other current assets   | (239,391)               | (38,353)          |
| Decrease in noncurrent advances, receivables and other   | 106,015                 | 885               |
| Increase in notes, acceptances and accounts payable  | 110,142                 | 165,893           |
| Decrease in advances received on contracts   | (94,725)                | (42,160)          |
| Decrease in accrued taxes on income  | (2,594)                 | (3,080)           |
| Decrease in accrued expenses and sundry  | (16,163)                | (2,200)           |
| (Decrease) increase in noncurrent other liabilities  | (123,104)               | 84,704            |
| Net cash (used in) provided by operating activities  | <u>(70,201)</u>         | <u>308,736</u>    |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>   |                         |                   |
| Decrease in marketable securities and other investments  | 88,212                  | 38,661            |
| Decrease in investments in and advances to associated companies  | 9,519                   | 9,198             |
| Proceeds from financing leases   | 37,724                  | 48,192            |
| Issuance of financing leases   | (115,058)               | —                 |
| Capital expenditures—net   | (54,443)                | (35,621)          |
| Other  | 137                     | (311)             |
| Net cash (used in) provided by investing activities  | <u>(33,909)</u>         | <u>60,119</u>     |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>   |                         |                   |
| Increase (decrease) in short-term notes and loans payable  | 311,666                 | (192,477)         |
| Issuance of long-term debt   | 395,428                 | 237,028           |
| Payments on long-term debt   | (525,328)               | (384,213)         |
| Payments on capital lease obligations  | (7,767)                 | (8,957)           |
| Minority interest in subsidiaries  | (3,891)                 | (5,081)           |
| Dividends paid   | (105,000)               | (45,000)          |
| Net cash provided by (used in) financing activities  | <u>65,108</u>           | <u>(398,700)</u>  |
| <b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>   | <u>(39,002)</u>         | <u>(29,845)</u>   |
| <b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>  | <u>255,178</u>          | <u>285,023</u>    |
| <b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>  | <u>\$ 216,176</u>       | <u>\$ 255,178</u> |
| <b>SUPPLEMENTAL CASH FLOW INFORMATION:</b>   |                         |                   |
| Interest paid  | <u>\$ 143,036</u>       | <u>\$ 114,170</u> |
| Income taxes paid—net  | <u>\$ 68,475</u>        | <u>\$ 52,797</u>  |

See Notes to Consolidated Financial Statements.

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### CONSOLIDATION

The consolidated financial statements include the accounts of Mitsui & Co. (U.S.A.), Inc., a wholly-owned subsidiary of Mitsui & Co., Ltd. (“Mitsui Japan”) (a Japanese corporation), and all of its significant subsidiaries (collectively, the “Company”). Significant intercompany items have been eliminated in consolidation. The Company’s operations are principally in the following industries: steel, metals, machinery, chemicals, foods, energy, textiles, real estate and financial services, each having a diverse customer base.

### USE OF ESTIMATES

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make certain estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

### CASH EQUIVALENTS

Cash equivalents are highly liquid short-term investments with an original maturity of three months or less and are readily convertible to cash.

### INVENTORIES

Inventories are generally stated at the lower of cost (principally identified cost) or market. Commodities inventories that are able to be hedged using a terminal (futures) market (principally aluminum, precious metals, grain, cocoa, coffee, copper and sugar) are stated at market value. At December 31, 2000 and 1999, commodities inventories stated at market comprise approximately 26 percent and 20 percent, respectively, of total inventories.

### FUTURES CONTRACTS

The Company enters into commodity futures contracts principally as a means of hedging transactions in inventories and trading commitments. Changes in the market value of the futures contracts are recognized in earnings.

### INVESTMENTS AND MARKETABLE SECURITIES

The Company classifies certain investments as “available-for-sale,” which are carried at fair value, with any unrealized gains and losses excluded from earnings and reported as a separate component of accumulated other comprehensive income on a net-of-tax basis. Investments in associated companies are accounted for by the equity method; otherwise, other investments are carried at cost.

### FINANCIAL INSTRUMENTS

The Company enters into interest rate swap agreements principally as a means of managing their interest rate exposure. Interest differentials on the swaps are accrued as interest rates change over the contract period. The Company also enters into foreign exchange forward contracts, including currency swap agreements, to hedge foreign exchange exposures on obligations, receivables or payables and identifiable commitments denominated in foreign currencies. Gains and losses on forward contracts, except contracts associated with identifiable commitments, are recognized based on changes in exchange rates and are offset against foreign exchange gains or losses on the hedged obligations and receivables or payables. Gains and losses on forward contracts that are intended to hedge identifiable commitments denominated in foreign currencies are deferred and included in the measurement of the related transactions.

### PROPERTY AND EQUIPMENT

Property and equipment is recorded at cost. Depreciation and amortization are provided over the estimated useful lives of the property using primarily the straight-line method.



#### RECOVERABILITY OF LONG-LIVED ASSETS

The Company periodically evaluates the carrying values and periods over which long-lived tangible and intangible assets are depreciated or amortized to determine if events have occurred which would require modification to the useful lives. In evaluating useful lives and carrying values of long-lived assets, the Company reviews certain indicators of potential impairment, such as undiscounted projected cash flows, profitability and other factors such as its business plans. In the event that an impairment seems likely, the fair value of the related asset is determined, and the Company would record a charge to earnings calculated by comparing the asset's carrying value to the estimated fair value. The Company estimates fair value based on the best information available, making whatever estimates, judgments and projections are considered necessary.

#### TOTAL TRADE TRANSACTIONS AND GROSS TRADING PROFIT

Total trade transactions consist of sales in which the Company acts as principal and transactions in which the Company serves as agent. Total trade transactions include the contract value of all transactions in which the Company participates regardless of the form of the transactions. Gross trading profit represents gross margin (sales less cost of sales) on transactions in which the Company acts as principal and commissions on transactions in which the Company serves as agent. A significant part of sales and cost of sales represents transactions in which title to and payment for the goods pass through the Company without physical acquisition or delivery through the Company's inventories. Most of such transactions are against counterparty orders.

#### INCOME TAXES

The Company uses the asset and liability method for financial accounting and reporting for income taxes. A valuation allowance is established, when necessary, to reduce deferred tax assets to their estimated realizable amounts.

The Company's Federal income tax return is prepared on a consolidated basis. Provision for income taxes on undistributed earnings of associated companies has been made on the assumption that the earnings were distributed on a current basis as dividends.

#### COMPREHENSIVE INCOME

In accordance with Statement of Financial Accounting Standards ("SFAS") No. 130, "Reporting Comprehensive Income," the Company has included amounts for comprehensive income (which consists of net income and other comprehensive income (loss)). Other comprehensive income (loss) consists of all changes to shareholder's equity other than those resulting from net income or shareholder transactions. For the Company, other comprehensive income (loss) consists of foreign currency translation adjustments and unrealized gains (losses) on marketable securities, net of taxes and reclassification adjustments. Accumulated other comprehensive income, which is the cumulative amount of other comprehensive income, is a separate component of consolidated shareholder's equity.

#### RECENT ACCOUNTING PRONOUNCEMENTS

Effective 1999, the Company adopted the American Institute of Certified Public Accountants' Statement of Position 98-1, "Accounting for the Costs of Computer Software Developed or Obtained for Internal Use." Accordingly, certain computer software project costs incurred during the application development stage have been capitalized and will be amortized on a straight-line basis over a period of five years beginning when the software is placed into service. Such costs include external direct costs of material and services consumed in developing internal-use software. The impact of adoption on the Company's consolidated financial statements was not significant.

In June 1998, the Financial Accounting Standards Board ("FASB") issued SFAS No. 133, "Accounting for Derivative Instruments and Hedging Activities," which established accounting and reporting standards for derivative instruments, including certain derivative instruments embedded in other contracts, and for hedging activities. SFAS No. 133, as amended by SFAS Nos. 137 and 138, was effective for the

Company as of January 1, 2001. The adoption of SFAS No. 133, as amended, did not have a material impact on the Company's financial position, results of operations or liquidity.

In September 2000, the FASB issued SFAS No. 140, "Accounting for Transfers and Servicing of Financial Assets and Extinguishments of Liabilities—a replacement of FASB Statement No. 125," which revised the criteria for accounting for securitizations and other transfers of financial assets and collateral, and introduced new disclosures effective for the year ended December 31, 2000. At December 31, 2000, the total balance of securitized accounts receivable was approximately \$100 million. The other provisions of SFAS No. 140 apply prospectively to transfers of financial assets and extinguishments of liabilities occurring after March 31, 2001. The Company does not expect the adoption of SFAS No. 140 to have any material impact on the Company's financial position, results of operations or liquidity.

## 2. INVESTMENTS AND MARKETABLE SECURITIES

Investments in and advances to associated companies are comprised of the following:

|   | December 31,     |                  |
|---|------------------|------------------|
|   | 2000             | 1999             |
|   | (In Thousands)   |                  |
| Investments in capital, at cost . . . . . | \$181,807        | \$170,916        |
| Share of equity earnings—net . . . . .    | 52,033           | 56,283           |
| Advances, etc. . . . .                    | 45,038           | 37,722           |
| Total . . . . .                           | <u>\$278,878</u> | <u>\$264,921</u> |

The Company has a 32.5 percent equity interest in a partnership which produces methyl tertiary butyl ether ("MTBE"). At December 31, 2000 and 1999, the Company's carrying value of its investment in the partnership (including notes receivable), net of guarantees and other items, approximated \$31 million and \$44 million, respectively. In March 1999, the Governor of California issued an executive order that called for the discontinuation of MTBE use in California by the year 2003. Since such time, there have been numerous other actions initiated that either call for the phasing-out or discontinuation of MTBE use in various states throughout the United States. Although there can be no assurance as to future events, the Company believes that, at this time, it will substantially recover the net remaining carrying value of its investment in the partnership.

Investments in financing leases (primarily collateralized by aircraft) are comprised of the following:

|  | December 31,     |                   |
|--|------------------|-------------------|
|  | 2000             | 1999              |
|  | (In Thousands)   |                   |
| Direct financing leases:   |                  |                   |
| Net minimum lease payments—(approximately \$237,000,000 collectible through December 31, 2005 on an approximately ratable annual basis; the remaining balance is collectible through 2020) . . . . .   | \$357,387        | \$ 244,399        |
| Estimated residual value of leased assets . . . . .  | 94,617           | 63,937            |
| Less—Unearned income . . . . .   | (160,701)        | (98,764)          |
| Allowance for doubtful accounts . . . . .  | (17,143)         | (15,043)          |
|  | <u>274,160</u>   | <u>194,529</u>    |
| Less—Current portion . . . . .   | (24,135)         | (17,625)          |
| Net investment in direct financing leases . . . . .  | <u>\$250,025</u> | <u>\$ 176,904</u> |
| Leveraged leases:  |                  |                   |
| Minimum lease payments—(net of principal and interest on third-party nonrecourse debt)—approximately \$3,000,000 collectible through December 31, 2005 on an approximately ratable annual basis; the remaining balance is collectible through 2016 . . . . . | \$ 5,807         | \$ 3,181          |
| Estimated residual value of leased assets . . . . .  | 33,703           | 10,924            |
| Less—Unearned income . . . . .   | (10,160)         | (3,072)           |
| Investment in leveraged leases . . . . .   | 29,350           | 11,033            |
| Less—Deferred tax liabilities arising from leveraged leases . . . .  | (8,773)          | (5,648)           |
| Net investment in leveraged leases . . . . .   | <u>\$ 20,577</u> | <u>\$ 5,385</u>   |

At December 31, 2000 and 1999, included in current assets and other noncurrent investments are marketable securities classified as available-for-sale with aggregate fair values of \$86,873,000 (cost of \$78,579,000) and \$185,843,000 (cost of \$98,929,000), respectively. The net unrealized gain of \$86,914,000 at December 31, 1999 consisted primarily of gains on investments in three high technology-related companies which became publicly traded in the latter part of 1999. During 2000, the Company sold a portion of its investments in two of these companies resulting in realized gains of approximately \$19 million, which are included in other income in the consolidated statement of income. There were no significant unrealized gains or losses on any individual marketable securities at December 31, 2000. Net unrealized gains on marketable securities are included as a component of accumulated other comprehensive income, net of taxes, in the consolidated statements of shareholder's equity.

### 3. PROPERTY AND EQUIPMENT

Property and equipment, including that held under capital leases (see Note 6), represents the following:

|  | December 31,      |                   |
|--|-------------------|-------------------|
|  | 2000              | 1999              |
|  | (In Thousands)    |                   |
| Property leased to others . . . . .                                | \$ 48,834         | \$ 49,184         |
| Land and land improvements . . . . .                               | 32,976            | 23,176            |
| Buildings and structures . . . . .                                 | 319,096           | 286,969           |
| Equipment and fixtures, including leasehold improvements . . . . . | 213,585           | 211,677           |
| Total . . . . .  | 614,491           | 571,006           |
| Less—Accumulated depreciation and amortization . . . . .           | (291,257)         | (268,845)         |
| Net . . . . .  | <u>\$ 323,234</u> | <u>\$ 302,161</u> |

### 4. DEBT AND OTHER FINANCING AGREEMENTS

At December 31, 2000 and 1999, the Company had short-term notes of approximately \$361 million and \$146 million, respectively, and loans payable of approximately \$127 million and \$55 million, respectively, at interest rates of approximately 2.0%.

Long-term debt is comprised of the following:

|  | December 31,      |                   |
|--|-------------------|-------------------|
|  | 2000              | 1999              |
|  | (In Thousands)    |                   |
| Parent and affiliated companies—maturing through 2004—6.1 to 7.4% . . . . .                                | \$ 9,813          | \$ 26,187         |
| Other:   |                   |                   |
| Financial institutions—maturing through 2010—at fixed or floating rates, principally 3.1 to 7.7% . . . . . | 319,128           | 175,593           |
| Medium Term Notes—maturing through 2011—principally 0.2 to 4.6% . . . . .                                  | 741,336           | 1,168,315         |
| Others—maturing through 2007—4.5 to 7.7% . . . . .   | 27,275            | 21,489            |
| Total principal amount . . . . .   | 1,097,552         | 1,391,584         |
| Less—Current maturities . . . . .  | (112,807)         | (523,490)         |
| Net . . . . .  | <u>\$ 984,745</u> | <u>\$ 868,094</u> |

Long-term debt matures during the following years ending December 31 as follows:

|                      | (In Thousands)     |
|----------------------|--------------------|
| 2001 . . . . .       | \$ 112,807         |
| 2002 . . . . .       | 230,192            |
| 2003 . . . . .       | 169,142            |
| 2004 . . . . .       | 125,920            |
| 2005 . . . . .       | 206,404            |
| Thereafter . . . . . | 253,087            |
| Total . . . . .      | <u>\$1,097,552</u> |

**5. INCOME TAXES**

In February 2001, the Company reached an agreement with the Internal Revenue Service (“IRS”) to settle the issues raised during the examination of the Company’s Federal tax returns for the periods from 1991 through 1994. The details of the agreement are being finalized and it has been determined that the final settlement will have no material effect on the Company’s financial position, results of operations or liquidity. The IRS has begun its examination of the Company’s Federal income tax returns for the periods from 1995 through 1997. While the outcome of this examination cannot be predicted with any certainty, the Company is of the opinion that, based on information presently available, the amounts accrued in the Company’s consolidated balance sheets are adequate to cover the amounts that may ultimately be payable for all open years.

At December 31, 2000 and 1999, net current deferred tax assets were \$6,310,000 and \$2,118,000, respectively, and net noncurrent deferred tax liabilities were \$115,388,000 and \$140,684,000, respectively. At December 31, 2000 and 1999, deferred tax assets consisted primarily of the tax effects of reserves recorded for financial statement purposes (principally losses on receivables and investments) that are not currently deductible for tax purposes. At December 31, 2000 and 1999, deferred tax liabilities consisted primarily of the tax effects of accelerated tax depreciation, financing leases, and net unrealized gains on marketable securities classified as available-for-sale.

The provision (benefit) for income taxes consists of the following:

|                         | Year Ended<br>December 31, |                 |
|-------------------------|----------------------------|-----------------|
|                         | 2000                       | 1999            |
|                         | (In Thousands)             |                 |
| Current:                |                            |                 |
| Federal . . . . .       | \$54,409                   | \$38,910        |
| State . . . . .         | <u>10,486</u>              | <u>8,249</u>    |
| Total current . . . . . | 64,895                     | 47,159          |
| Deferred . . . . .      | <u>(3,930)</u>             | <u>(763)</u>    |
|                         | <u>\$60,965</u>            | <u>\$46,396</u> |

The effective tax rates for the reported amounts of income tax expense are higher than the domestic Federal statutory rate of 35 percent mainly due to state and local income taxes and non-deductible expenses.

**6. LEASES**

The following is a summary of property and equipment held under capital leases:

|  | December 31,     |                  |
|--|------------------|------------------|
|  | 2000             | 1999             |
|  | (In Thousands)   |                  |
| Property leased to others . . . . .                                | \$ 1,251         | \$ 1,251         |
| Equipment and fixtures, including leasehold improvements . . . . . | 43,222           | 43,222           |
| Total . . . . .  | 44,473           | 44,473           |
| Less—Accumulated amortization . . . . .                            | (21,128)         | (19,818)         |
| Net . . . . .  | <u>\$ 23,345</u> | <u>\$ 24,655</u> |

Future minimum payments, by year and in the aggregate, under capital leases and operating leases with initial or remaining terms of one year or more during the following years ending December 31 are as follows:

|   | Capital<br>Leases | Operating<br>Leases |
|---|-------------------|---------------------|
|   | (In Thousands)    |                     |
| 2001 . . . . .  | \$ 3,893          | \$ 20,218           |
| 2002 . . . . .  | 3,783             | 18,776              |
| 2003 . . . . .  | 12,333            | 17,615              |
| 2004 . . . . .  | 1,817             | 16,852              |
| 2005 . . . . .  | 1,817             | 14,029              |
| Thereafter . . . . .                                  | 43,680            | 16,317              |
| Total minimum payments required* . . . . .            | 67,323            | <u>\$103,807</u>    |
| Less—Amount representing interest . . . . .           | (19,158)          |                     |
| Present value of net minimum lease payments . . . . . | 48,165            |                     |
| Less—Current portion . . . . .                        | (1,183)           |                     |
| Long-term obligations . . . . .                       | <u>\$ 46,982</u>  |                     |

\* Minimum payments have not been reduced by minimum sublease rentals of \$14,139,000 under capital leases and \$4,201,000 under operating leases due in the future under noncancelable subleases.

Rental expense relating to operating leases was \$18,957,000 and \$14,624,000 and sublease rental income was \$3,543,000 and \$3,730,000 for the years ended December 31, 2000 and 1999, respectively.

**7. PENSION PLAN**

Net periodic pension cost is comprised of the following:

|                                       | Year Ended<br>December 31, |                 |
|---------------------------------------|----------------------------|-----------------|
|                                       | 2000                       | 1999            |
|                                       | (In Thousands)             |                 |
| Service cost . . . . .                | \$ 1,436                   | \$ 1,605        |
| Interest cost . . . . .               | 2,640                      | 2,415           |
| Expected return on assets . . . . .   | (2,474)                    | (2,188)         |
| Amortization of unrecognized amounts: |                            |                 |
| Transition obligation . . . . .       | 15                         | 15              |
| Prior service cost . . . . .          | 195                        | 195             |
| Net periodic pension cost . . . . .   | <u>\$ 1,812</u>            | <u>\$ 2,042</u> |

Changes in the projected benefit obligation, plan assets and funded status are comprised of the following:

|   | Year Ended<br>December 31, |                   |
|---|----------------------------|-------------------|
|   | 2000                       | 1999              |
|   | (In Thousands)             |                   |
| Changes in projected benefit obligation:                    |                            |                   |
| Projected benefit obligation at beginning of year . . . . . | \$ 35,365                  | \$ 35,139         |
| Service cost . . . . .                                      | 1,436                      | 1,605             |
| Interest cost . . . . .                                     | 2,640                      | 2,415             |
| Benefits paid . . . . .                                     | (1,241)                    | (1,144)           |
| Actuarial (gain) loss . . . . .                             | (622)                      | 500               |
| Change in discount rate . . . . .                           | —                          | (3,150)           |
| Projected benefit obligation at end of year . . . . .       | <u>\$ 37,578</u>           | <u>\$ 35,365</u>  |
| Changes in plan assets:                                     |                            |                   |
| Fair value of plan assets at beginning of year . . . . .    | \$ 29,202                  | \$ 26,374         |
| Actual return on plan assets . . . . .                      | (558)                      | 2,176             |
| Employer contributions . . . . .                            | 1,630                      | 1,796             |
| Benefits paid . . . . .                                     | (1,241)                    | (1,144)           |
| Fair value of plan assets at end of year . . . . .          | <u>\$ 29,033</u>           | <u>\$ 29,202</u>  |
| Funded status:  |                            |                   |
| Funded status at end of year . . . . .                      | \$ (8,545)                 | \$ (6,163)        |
| Unrecognized net loss (gain) . . . . .                      | 2,307                      | (103)             |
| Unrecognized prior service cost . . . . .                   | 1,440                      | 1,635             |
| Unrecognized transition obligation . . . . .                | 47                         | 61                |
| Accrued pension cost at end of year . . . . .               | <u>\$ (4,751)</u>          | <u>\$ (4,570)</u> |
| Assumption used in the computation are as follows:          |                            |                   |
| Discount rate . . . . .                                     | 7.75%                      | 7.75%             |
| Expected long-term rate of return on plan assets . . . . .  | 8.50%                      | 8.50%             |
| Rate of increase in future compensation levels . . . . .    | 3.00%-7.00%                | 3.00%-7.00%       |

## **8. COMMITMENTS AND CONTINGENCIES**

At December 31, 2000 and 1999, unused letters of credit amounted to approximately \$10 million and \$4 million, respectively.

At December 31, 2000 and 1999, commitments to extend additional credit to or invest in various entities aggregated approximately \$64 million and \$64 million, respectively, through 2006.

The Company customarily enters into long-term purchase contracts (usually with related sales contracts) for certain inventories. At December 31, 2000 and 1999, long-term purchase contracts at fixed or basic purchase prices amounted to approximately \$384 million and \$255 million, respectively, through 2003.

It is a customary practice of the Company to guarantee, severally or jointly with others, indebtedness of certain of its customers, suppliers and affiliated companies, primarily in furtherance of its trading activities. At December 31, 2000 and 1999, the aggregate amount of such guarantees was approximately \$131 million and \$114 million, respectively. Also, at December 31, 2000 and 1999, as is customary, the Company had performance bond guarantees and stand-by letters of credit outstanding which aggregated approximately \$31 million and \$45 million, respectively.

## **9. LEGAL MATTERS**

The Company is a defendant in several legal actions, including civil antitrust action lawsuits arising from choline chloride pricing and marketing practices. As a result of various governmental investigations of market irregularities within the choline chloride product market, the Company is one of numerous defendants in civil antitrust action lawsuits (including potential class action lawsuits). The Company intends to vigorously defend this matter, as well as other legal actions. Although some actions are still in a preliminary stage and definitive conclusions cannot be made as to those legal actions, the Company is of the opinion that, based on information presently available, such legal actions will not have a material adverse effect on the Company's financial position, results of operations or liquidity.

The Company had been a defendant in a class action lawsuit filed in Louisiana arising out of a chemical leak and resulting tank car fire in New Orleans in 1987. In September 1997, a jury returned a verdict and a judgment was entered against the Company and several other defendants for significant compensatory and punitive damages. In October 1997, the Louisiana Supreme Court vacated the judgment and remanded the case back to the trial court for further proceedings. In October 1999, the Company and certain other defendants entered into a settlement agreement with the plaintiffs, which was approved by the trial court in March 2000 and the settlement was finalized in January 2001. The settlement did not have a material adverse effect on the Company's financial position, results of operations or liquidity.



## 10. RISK MANAGEMENT AND FAIR VALUE OF FINANCIAL INSTRUMENTS

The Company enters into derivative financial instruments to reduce the exposure to fluctuations in interest rates and foreign exchange rates. The primary categories of derivatives used are foreign exchange forward contracts, interest rate swaps, currency swaps, and options. Since most of the Company's derivative transactions are related to qualified hedges of underlying business exposures, market risk in those derivative instruments is basically offset by equal and opposite movements in the underlying exposure. The Company has a Market Risk Management Unit which independently monitors and analyzes the positions of derivative transactions and reports the analysis to management, strengthening the Company's ability to manage derivative risk comprehensively. In addition, the Company sets position limits based on accumulated notional amounts with each counterparty, and changes these limits based on the counterparty's current rating by independent institutions.

The following methods and assumptions are used in estimating the fair market value of derivatives and financial instruments:

*Current Financial Assets Other Than Marketable Securities and Current Financial Liabilities:* The fair market value approximates the carrying amounts reported in the consolidated financial statements because of their short-term maturities.

*Marketable Securities and Other Investments:* The fair market values of marketable securities and other investments are based on quoted market prices and, when available, cash flow analyses.

*Noncurrent Advances, Receivables and Other, and Advances to Associated Companies:* The fair market values of noncurrent trade receivables, including long-term loans receivable, except for loans with floating rates, are estimated by discounted cash flow analysis, using interest rates currently being offered for loans or accounts receivable with similar terms to borrowers or customers of similar credit quality and maturities. Carrying amounts of loans with floating rates approximate fair value.

*Long-Term Debt:* The fair market value of long-term debt, except for debt with floating rates, is estimated by discounted cash flow analysis, using interest rates currently available for similar types of borrowings with similar terms and maturities. Carrying amounts of borrowings with floating rates approximate fair value.

*Off-Balance Sheet Financial Commitments:* The Company has not estimated the fair market value of certain off-balance sheet commitments such as financial guarantees of indebtedness and financing commitments. Management believes that, because of uncertainty involved in attempting to assess the likelihood and timing of commitments being drawn upon, coupled with the lack of an established market, estimation of such fair market values is not practical. The Company is of the opinion that it is improbable that it will be required to satisfy these guarantees.

*Off-Balance Sheet Financial Instruments:* The fair market value of the Company's off-balance sheet financial instruments (i.e., interest rate swaps, currency swaps, options and foreign exchange forward contracts) is generally valued based on quoted market prices of comparable contracts or current termination values at the reporting date. To some extent, judgment is required to interpret certain market data to estimate fair market values for particular financial instruments.

At December 31, 2000 and 1999, the Company had outstanding interest rate swap agreements with notional/contract amounts totaling \$1.6 billion and \$2.4 billion, respectively, and foreign exchange forward contracts with notional/contract amounts totaling \$1.3 billion and \$1.5 billion, respectively, which expire on various dates principally through 2011. These notional/contract amounts do not represent amounts exchanged by the counterparties and, therefore, are not a measure of the Company's exposure through its use of these financial instruments. The Company's exposure to credit risks in the event of non-performance by counterparties to these financial instruments is considered to be minimal as the Company deals only with highly-rated counterparties.

The following schedules are summaries of carrying amounts and fair market value of financial instruments as of December 31, 2000 and 1999:

|   | December 31, 2000                      |                         |
|---|--|-------------------------|
|   | Carrying<br>Amount                     | Estimated<br>Fair Value |
|   | Assets (Liabilities)<br>(In Thousands) |                         |
| Assets:   |  |                         |
| Marketable securities and other investments . . . . .       | \$ 86,873                              | \$ 86,873               |
| Noncurrent advances, receivables and other . . . . .        | 48,844                                 | 48,844                  |
| Liabilities:  |  |                         |
| Debt . . . . .  | (1,586,014)                            | (1,616,026)             |
| Interest rate swaps and foreign exchange forward contracts: |  |                         |
| Hedged assets . . . . .                                     | —                                      | (1,891)                 |
| Hedged liabilities . . . . .                                | (56,055)                               | (26,043)                |
|   |  |                         |
|   | December 31, 1999                      |                         |
|   | Carrying<br>Amount                     | Estimated<br>Fair Value |
|   | Assets (Liabilities)<br>(In Thousands) |                         |
| Assets:   |  |                         |
| Marketable securities and other investments . . . . .       | \$ 185,843                             | \$ 185,843              |
| Noncurrent advances, receivables and other . . . . .        | 114,078                                | 114,926                 |
| Liabilities:  |  |                         |
| Debt . . . . .  | (1,592,692)                            | (1,632,082)             |
| Interest rate swaps and foreign exchange forward contracts: |  |                         |
| Hedged assets . . . . .                                     | —                                      | 1,510                   |
| Hedged liabilities . . . . .                                | 134,889                                | 174,279                 |

## 11. BUSINESS SEGMENTS

The Company's principal business activities have been classified into the following operating segments: Iron and Steel, Non-Ferrous Metals, Machinery, Chemicals, Foods, Energy, Real Estate & Other and Corporate. Business segments are based on products and services for sale. The following are those amounts which are used by the Company in managing its business as of and for the years ended December 31, 2000 and 1999:

|                                     | Iron<br>and<br>Steel | Non-<br>Ferrous<br>Metals | Machinery   | Chemicals   | Foods       | Energy,<br>Real Estate<br>& Other | Corporate | Total       |
|-------------------------------------|----------------------|---------------------------|-------------|-------------|-------------|-----------------------------------|-----------|-------------|
| December 31, 2000<br>(In Thousands) |                      |                           |             |             |             |                                   |           |             |
| Trade Transactions . . . . .        | \$1,195,423          | \$1,257,149               | \$1,288,711 | \$1,942,351 | \$1,264,754 | \$1,777,738                       | \$ —      | \$8,726,126 |
| Gross Trading Profit . . . . .      | 78,986               | 31,894                    | 48,112      | 90,722      | 30,149      | 51,493                            | 1,102     | 332,458     |
| Net Income (Loss) . . . . .         | (2,342)              | 13,086                    | 43,135      | 1,703       | 9,505       | 10,583                            | 5,208     | 80,878      |
| Assets . . . . .                    | 312,233              | 165,385                   | 744,855     | 713,731     | 194,479     | 275,204                           | 887,359   | 3,293,246   |

|                                     | Iron<br>and<br>Steel | Non-<br>Ferrous<br>Metals | Machinery   | Chemicals   | Foods       | Energy,<br>Real Estate<br>& Other | Corporate | Total       |
|-------------------------------------|----------------------|---------------------------|-------------|-------------|-------------|-----------------------------------|-----------|-------------|
| December 31, 1999<br>(In Thousands) |                      |                           |             |             |             |                                   |           |             |
| Trade Transactions . . . . .        | \$1,433,238          | \$1,247,382               | \$1,375,330 | \$1,712,187 | \$1,251,676 | \$720,705                         | \$ —      | \$7,740,518 |
| Gross Trading Profit . . . . .      | 70,998               | 24,069                    | 50,577      | 89,705      | 32,508      | 50,833                            | 2,402     | 321,092     |
| Net Income . . . . .                | 10,808               | 7,068                     | 13,536      | 5,065       | 8,684       | 20,228                            | 917       | 66,306      |
| Assets . . . . .                    | 275,257              | 678,524                   | 801,108     | 650,279     | 182,810     | 168,134                           | 899,610   | 3,655,722   |

All of the Company's segments derive a significant portion of trade transactions from Mitsui Japan and its affiliates. For the years ended December 31, 2000 and 1999, trade transactions with Mitsui Japan and its affiliates represent approximately 37 percent and 35 percent, respectively, of total trade transactions. Other than trade transactions with Mitsui Japan and its affiliates, no other single customer represents a significant portion of the Company's total trade transactions.

The following table provides geographic information for total trade transactions, which is based on the location of customers:

|                                   | Year Ended<br>December 31, |                     |
|-----------------------------------|----------------------------|---------------------|
|                                   | 2000                       | 1999                |
|                                   | (In Thousands)             |                     |
| United States . . . . .           | \$3,824,262                | \$ 3,735,316        |
| Japan . . . . .                   | 2,587,791                  | 2,412,259           |
| Other foreign countries . . . . . | 2,314,073                  | 1,592,943           |
| Total . . . . .                   | <u>\$8,726,126</u>         | <u>\$ 7,740,518</u> |



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