

補足資料：Additional Information Material.

1. 連結主要数値の推移 Primary consolidated financial figures

| (億円, JPY 100M)   |                  | FY22*     | FY23  |       |       |       |           | FY24* |       |       |        |           | FY25 (Plan) |
|--|------------------|-----------|-------|-------|-------|-------|-----------|-------|-------|-------|--------|-----------|-------------|
|  |                  | Full Year | 1Q    | 2Q    | 3Q    | 4Q    | Full Year | 1Q    | 2Q    | 3Q    | 4Q     | Full Year | Full Year   |
| 売上高 Net Sales  |                  | 24,581    | 6,358 | 6,950 | 7,331 | 7,257 | 27,896    | 6,275 | 6,799 | 6,819 | 7,989  | 27,882    | 29,500      |
|  | Japan            | 5,527     | 1,306 | 1,398 | 1,668 | 1,719 | 6,091     | 1,246 | 1,483 | 1,693 | 1,894  | 6,316     | 6,600       |
|  | North America    | 5,380     | 1,697 | 1,760 | 1,692 | 1,962 | 7,111     | 1,794 | 1,888 | 1,617 | 2,043  | 7,342     | 6,450       |
|  | Europe           | 1,542     | 496   | 564   | 736   | 398   | 2,194     | 307   | 227   | 224   | 513    | 1,271     | 2,250       |
|  | Asia             | 5,970     | 1,307 | 1,439 | 1,253 | 1,371 | 5,370     | 1,161 | 1,510 | 1,546 | 1,482  | 5,699     | 6,700       |
|  | China and others | 124       | 17    | 13    | 11    | 19    | 60        | 8     | 10    | 7     | 10     | 35        | 50          |
|  | ASEAN            | 5,846     | 1,290 | 1,426 | 1,242 | 1,352 | 5,310     | 1,153 | 1,500 | 1,539 | 1,472  | 5,664     | 6,650       |
|  | Australia/NZ     | 2,819     | 615   | 732   | 901   | 942   | 3,190     | 903   | 709   | 738   | 861    | 3,211     | 3,300       |
|  | Others           | 3,343     | 937   | 1,057 | 1,081 | 865   | 3,940     | 864   | 982   | 1,001 | 1,196  | 4,043     | 4,200       |
|  |                  |           |       |       |       |       |           |       |       |       |        |           |             |
| 営業利益 Operating Profit<br>(Margin)                                      |                  | 1,905     | 452   | 590   | 559   | 309   | 1,910     | 355   | 552   | 139   | 342    | 1,388     | 1,000       |
|  |                  | 7.7%      | 7.1%  | 8.5%  | 7.6%  | 4.3%  | 6.8%      | 5.7%  | 8.1%  | 2.0%  | 4.3%   | 5.0%      | 3.4%        |
|  | Japan            | -61       | -29   | -18   | -41   | -43   | -131      | -34   | -22   | -30   | 12     | -74       |             |
|  | North America    | 819       | 257   | 307   | 300   | 255   | 1,119     | 207   | 269   | 26    | 267    | 769       |             |
|  | Europe           | 68        | 27    | 46    | 24    | -13   | 84        | 6     | 39    | 10    | 10     | 65        |             |
|  | Asia             | 490       | 65    | 96    | 65    | -10   | 216       | 41    | 119   | 83    | -39    | 204       |             |
|  | China and others | 24        | 3     | 0     | 3     | 7     | 13        | 0     | 2     | 1     | 3      | 6         |             |
|  | ASEAN            | 466       | 62    | 96    | 62    | -17   | 203       | 41    | 117   | 82    | -42    | 198       |             |
|  | Australia/NZ     | 372       | 36    | 58    | 85    | 61    | 240       | 82    | 72    | 37    | 61     | 252       |             |
|  | Others           | 217       | 96    | 101   | 126   | 59    | 382       | 53    | 75    | 13    | 31     | 172       |             |
| 経常利益 Ordinary Profit<br>(Margin)                                       |                  | 1,820     | 618   | 591   | 451   | 430   | 2,090     | 424   | 268   | 93    | 201    | 986       | 900         |
|  |                  | 7.4%      | 9.7%  | 8.5%  | 6.2%  | 5.9%  | 7.5%      | 6.8%  | 3.9%  | 1.4%  | 2.5%   | 3.5%      | 3.1%        |
| 親会社株主に帰属する当期純利益<br>Profit attributable to owners of parent<br>(Margin) |                  | 1,687     | 479   | 196   | 353   | 519   | 1,547     | 295   | 85    | -48   | 78     | 410       | 400         |
|  |                  | 6.9%      | 7.5%  | 2.8%  | 4.8%  | 7.2%  | 5.5%      | 4.7%  | 1.3%  | -0.7% | 1.0%   | 1.5%      | 1.4%        |
|  |                  |           |       |       |       |       |           |       |       |       |        |           |             |
| 売上レート (円)  | USD              | 136       | 136   | 144   | 149   | 148   | 144       | 155   | 154   | 149   | 154    | 153       | 145         |
|  | EUR              | 142       | 148   | 157   | 159   | 161   | 156       | 168   | 166   | 161   | 160    | 163       | 162         |
|  | THB              | 3.82      | 3.96  | 4.13  | 4.15  | 4.17  | 4.10      | 4.23  | 4.30  | 4.44  | 4.52   | 4.37      | 4.30        |
|  |                  |           |       |       |       |       |           |       |       |       |        |           |             |
| ネット・キャッシュ・フロー<br>Net Cash Flow   |                  | 844       |       |       |       |       | 783       |       |       |       | -2,241 |           |             |
|  | Operating        | 1,736     |       |       |       |       | 1,409     |       |       |       | 1,747  |           |             |
|  | Investing        | -531      |       |       |       |       | -1,389    |       |       |       | -1,148 |           |             |
|  | Financing        | -619      |       |       |       |       | 377       |       |       |       | -2,748 |           |             |
| 現金の期末残高<br>Cash Balance*   |                  | 5,959     |       |       |       |       | 6,742     |       |       |       | 4,501  |           |             |
| フリー・キャッシュ・フロー<br>Free Cash Flow  |                  | 1,205     |       |       |       |       | 20        |       |       |       | 599    |           |             |

- \* 現金の期末残高は連結キャッシュ・フロー計算書の現金及び現金同等物の期末残高。  
Cash balance refers to the end of period cash and cash equivalents balance on the consolidated statement of cash flows.
- \* 現金に係る換算差額、適用範囲変更増減を含む (億円)。  
Contains a cash related translation adjustment (JPY 100M)  
(FY24:-92, FY23:386, FY22:258)

| (億円, JPY 100M)  |                | FY23      |           |           |           |  | FY24      |           |           |           |  |
|---|----------------|-----------|-----------|-----------|-----------|--|-----------|-----------|-----------|-----------|--|
|   |                | Jun. 23   | Sep. 23   | Dec. 23   | Mar. 24   |  | Jun. 24   | Sep. 24   | Dec. 24   | Mar. 25   |  |
| 総資産 Total Assets  |                | 22,361    | 22,959    | 23,436    | 24,545    |  | 23,837    | 23,568    | 22,897    | 22,459    |  |
|   | 負債 Liabilities | 13,363    | 13,677    | 13,962    | 14,100    |  | 12,919    | 12,828    | 12,763    | 12,723    |  |
| 自己資本比率 Equity ratio (%)                                     |                | 38.8      | 39.0      | 39.1      | 41.2      |  | 44.2      | 44.0      | 42.4      | 41.6      |  |
| 純資産 Net Assets  |                | 8,998     | 9,282     | 9,474     | 10,445    |  | 10,918    | 10,740    | 10,134    | 9,736     |  |
| 発行済み普通株式数 (千株)<br>Total number of issued shares (000shares) |                | 1,490,282 | 1,490,282 | 1,490,282 | 1,490,282 |  | 1,490,282 | 1,490,282 | 1,460,477 | 1,460,477 |  |

2. 地域別の状況 Regional performance  
主要国別卸売台数 Wholesale volume by major country

| (千台 000 units) |                        | FY22*     | FY23 |     |     |     |           | FY24* |     |     |     |           | FY25 (Plan) |
|----------------|------------------------|-----------|------|-----|-----|-----|-----------|-------|-----|-----|-----|-----------|-------------|
|                |                        | Full Year | 1Q   | 2Q  | 3Q  | 4Q  | Full Year | 1Q    | 2Q  | 3Q  | 4Q  | Full Year | Full Year   |
| Japan          |                        | 246       | 51   | 62  | 75  | 77  | 265       | 51    | 65  | 70  | 73  | 259       | 283         |
|                | Non-Mini               | 50        | 12   | 10  | 10  | 11  | 43        | 9     | 11  | 14  | 14  | 48        |             |
|                | Mini                   | 45        | 10   | 16  | 20  | 22  | 68        | 13    | 19  | 18  | 16  | 66        |             |
|                | OEM                    | 151       | 29   | 36  | 45  | 44  | 154       | 29    | 35  | 38  | 43  | 145       |             |
| North America  |                        | 149       | 43   | 47  | 43  | 50  | 183       | 42    | 51  | 44  | 55  | 192       | 150         |
|                | U.S.A.                 | 87        | 23   | 27  | 22  | 27  | 99        | 23    | 32  | 25  | 32  | 112       |             |
|                | Canada                 | 24        | 10   | 8   | 10  | 12  | 40        | 11    | 11  | 9   | 12  | 43        |             |
|                | OEM                    | 8         | 1    | 4   | 3   | 2   | 10        | 0     | 0   | 0   | 0   | 0         |             |
| Europe         |                        | 53        | 16   | 20  | 27  | 17  | 80        | 10    | 5   | 6   | 10  | 31        | 49          |
| Asia           |                        | 328       | 66   | 70  | 61  | 61  | 258       | 52    | 69  | 66  | 65  | 252       | 291         |
|                | China and others       | 51        | 5    | 4   | 3   | 5   | 17        | 4     | 2   | 1   | 1   | 8         | 3           |
|                | ASEAN                  | 277       | 61   | 66  | 58  | 56  | 241       | 48    | 67  | 65  | 64  | 244       | 288         |
|                | Thailand               | 44        | 8    | 7   | 5   | 8   | 28        | 7     | 5   | 7   | 7   | 26        |             |
|                | Indonesia              | 103       | 19   | 22  | 19  | 15  | 75        | 9     | 16  | 16  | 18  | 59        |             |
|                | Philippines            | 63        | 21   | 21  | 19  | 23  | 84        | 22    | 24  | 24  | 22  | 92        |             |
|                | Vietnam                | 39        | 5    | 9   | 8   | 8   | 30        | 9     | 12  | 13  | 10  | 44        |             |
|                | OEM                    | 2         | 0    | 1   | 1   | 1   | 3         | 1     | 1   | 0   | 1   | 3         |             |
| Australia/NZ   |                        | 86        | 18   | 20  | 25  | 26  | 89        | 22    | 19  | 20  | 23  | 84        | 87          |
|                | Australia              | 68        | 13   | 17  | 22  | 22  | 74        | 18    | 16  | 17  | 20  | 71        |             |
| Others         |                        | 147       | 38   | 43  | 42  | 31  | 154       | 31    | 36  | 35  | 41  | 143       | 148         |
|                | Latin America          | 65        | 13   | 14  | 15  | 15  | 57        | 14    | 15  | 15  | 18  | 62        |             |
|                | Middle East and Africa | 82        | 25   | 29  | 27  | 16  | 97        | 17    | 21  | 20  | 23  | 81        |             |
| Grand Total    |                        | 1,009     | 232  | 262 | 273 | 262 | 1,029     | 208   | 245 | 241 | 267 | 961       | 1,008       |

主要国別小売台数 Retail volume by major country

| (千台 000 units) |                        | FY22*     | FY23 |     |     |     |           | FY24* |     |     |     |           | FY25 (Plan) |
|----------------|------------------------|-----------|------|-----|-----|-----|-----------|-------|-----|-----|-----|-----------|-------------|
|                |                        | Full Year | 1Q   | 2Q  | 3Q  | 4Q  | Full Year | 1Q    | 2Q  | 3Q  | 4Q  | Full Year | Full Year   |
| Japan          |                        | 92        | 21   | 27  | 27  | 36  | 111       | 23    | 30  | 31  | 34  | 118       | 130         |
|                | Non-Mini               | 48        | 11   | 11  | 10  | 12  | 44        | 9     | 11  | 14  | 14  | 48        | 50          |
| North America  | Mini                   | 44        | 10   | 16  | 17  | 24  | 67        | 14    | 19  | 17  | 20  | 70        | 80          |
|                |                        | 133       | 43   | 38  | 36  | 46  | 163       | 40    | 51  | 46  | 49  | 186       | 153         |
|                | U.S.A.                 | 80        | 25   | 22  | 19  | 29  | 95        | 23    | 31  | 27  | 32  | 113       | 84          |
| Europe         | Canada                 | 23        | 10   | 9   | 9   | 9   | 37        | 9     | 12  | 9   | 8   | 38        | 34          |
|                |                        | 61        | 12   | 11  | 13  | 23  | 59        | 16    | 9   | 14  | 12  | 51        | 60          |
| Asia           |                        | 310       | 69   | 66  | 67  | 60  | 262       | 62    | 69  | 68  | 63  | 262       | 300         |
|                | China and others       | 48        | 10   | 5   | 6   | 2   | 23        | 3     | 4   | 2   | 3   | 12        | 13          |
|                | ASEAN                  | 262       | 59   | 61  | 61  | 58  | 239       | 59    | 65  | 66  | 60  | 250       | 287         |
|                | Thailand               | 47        | 9    | 7   | 6   | 7   | 29        | 7     | 6   | 7   | 7   | 27        | 35          |
|                | Indonesia              | 90        | 20   | 19  | 19  | 20  | 78        | 17    | 19  | 18  | 17  | 71        | 80          |
|                | Philippines            | 61        | 19   | 21  | 21  | 20  | 81        | 22    | 23  | 23  | 24  | 92        | 97          |
|                | Vietnam                | 38        | 6    | 9   | 9   | 6   | 30        | 9     | 13  | 13  | 8   | 43        | 51          |
| Australia/NZ   |                        | 88        | 20   | 17  | 21  | 26  | 84        | 22    | 20  | 21  | 23  | 86        | 82          |
|                | Australia              | 69        | 14   | 15  | 18  | 22  | 69        | 18    | 17  | 18  | 20  | 73        | 70          |
| Others         |                        | 150       | 30   | 35  | 32  | 39  | 136       | 31    | 35  | 36  | 37  | 139       | 153         |
|                | Latin America          | 60        | 11   | 14  | 14  | 16  | 55        | 13    | 15  | 16  | 15  | 59        | 71          |
|                | Middle East and Africa | 90        | 19   | 21  | 18  | 23  | 81        | 18    | 20  | 20  | 22  | 80        | 82          |
| Grand Total    |                        | 834       | 195  | 194 | 196 | 230 | 815       | 194   | 214 | 216 | 218 | 842       | 878         |

- \* FY22、FY24より欧州の一部国を「その他」に地域区分を変更。  
Changed the regional division of some countries in Europe from "Europe" to "Others" from FY22 and FY24.

3. 主要な製作所別生産状況 Production volume by plant

| (千台 000 units) |                    | FY22      | FY23 |    |    |    |           | FY24 |    |    |    |           |  |
|----------------|--------------------|-----------|------|----|----|----|-----------|------|----|----|----|-----------|--|
|                |                    | Full Year | 1Q   | 2Q | 3Q | 4Q | Full Year | 1Q   | 2Q | 3Q | 4Q | Full Year |  |
| Japan          | Okazaki            | 215       | 57   | 55 | 60 | 51 | 223       | 50   | 50 | 52 | 53 | 205       |  |
|                | Mizushima          | 238       | 51   | 63 | 78 | 76 | 268       | 56   | 66 | 70 | 68 | 260       |  |
| Overseas       | MMTh (Thailand)    | 270       | 61   | 73 | 66 | 75 | 275       | 47   | 57 | 56 | 41 | 201       |  |
|                | GMMC(China)        | 27        | 0    | 0  | 0  | 0  | 0         | 0    | 0  | 0  | 0  | 0         |  |
|                | MMKI (Indonesia)   | 156       | 35   | 44 | 33 | 31 | 143       | 27   | 40 | 39 | 41 | 147       |  |
|                | MMPC (Philippines) | 43        | 9    | 10 | 9  | 14 | 42        | 11   | 10 | 10 | 11 | 42        |  |

最終組立地をベースにカウントしており、自工会の統計データとは異なる  
Production volume indicates number of vehicles locally produced based on MMC's counting method. (Different from JAMA.)

4. 連結減価償却費・設備投資 Consolidated depreciation & capital expenditure

| (億円 JPY 100M)              | FY22      | FY23 |     |     |     |           | FY24 |     |     |     |           |           | FY25 (Plan) |
|----------------------------|-----------|------|-----|-----|-----|-----------|------|-----|-----|-----|-----------|-----------|-------------|
|                            | Full Year | 1Q   | 2Q  | 3Q  | 4Q  | Full Year | 1Q   | 2Q  | 3Q  | 4Q  | Full Year | Full Year |             |
| 減価償却費 Depreciation         | 601       | 155  | 166 | 176 | 180 | 677       | 180  | 184 | 186 | 190 | 740       | 820       |             |
| 設備投資* Capital expenditure* | 786       | 146  | 144 | 280 | 366 | 936       | 111  | 240 | 218 | 437 | 1,006     | 1,000     |             |

\* 計上ベース Accrual basis.

5. 研究開発費 R&D expenses

| (億円 JPY 100M)      | FY22      | FY23 |     |     |     |           | FY24 |     |     |     |           |           | FY25 (Plan) |
|--------------------|-----------|------|-----|-----|-----|-----------|------|-----|-----|-----|-----------|-----------|-------------|
|                    | Full Year | 1Q   | 2Q  | 3Q  | 4Q  | Full Year | 1Q   | 2Q  | 3Q  | 4Q  | Full Year | Full Year |             |
| 研究開発費 R&D expenses | 1,072     | 251  | 270 | 295 | 330 | 1,146     | 293  | 313 | 320 | 341 | 1,267     | 1,260     |             |

連結ベース Consolidated basis.

6 子会社数・関連会社数 Number of subsidiaries and associates

|                                  | FY23    |         |         |         |  | FY24    |         |         |         |  |
|----------------------------------|---------|---------|---------|---------|--|---------|---------|---------|---------|--|
|                                  | Jun. 23 | Sep. 23 | Dec. 23 | Mar. 24 |  | Jun. 24 | Sep. 24 | Dec. 24 | Mar. 25 |  |
| 連結子会社 Consolidated subsidiaries  | 35      | 34      | 34      | 34      |  | 34      | 34      | 34      | 34      |  |
| 持分法適用会社 Equity-method associates | 17      | 17      | 17      | 17      |  | 17      | 17      | 17      | 17      |  |

7. 有利子負債の状況 Interest bearing debt

| (億円 JPY 100M)                 | FY23    |         |         |         |  | FY24    |         |         |         |  |
|-------------------------------|---------|---------|---------|---------|--|---------|---------|---------|---------|--|
|                               | Jun. 23 | Sep. 23 | Dec. 23 | Mar. 24 |  | Jun. 24 | Sep. 24 | Dec. 24 | Mar. 25 |  |
| MMC 単独 Non-consolidated       | 1,502   | 1,502   | 1,502   | 1,503   |  | 1,203   | 1,202   | 3       | 19      |  |
| MMC Group                     | 3,335   | 3,166   | 3,449   | 3,531   |  | 3,605   | 3,427   | 3,678   | 3,179   |  |
| 連結調整 Consolidation Adjustment | -159    | -133    | -168    | -110    |  | -685    | -570    | -205    | -50     |  |
| Grand Total                   | 4,678   | 4,535   | 4,783   | 4,924   |  | 4,123   | 4,059   | 3,476   | 3,148   |  |

8. 主な経営指標 Management Index

| (円 JPY)                | FY22      | FY23 |    |    |    |           | FY24 |    |    |    |           |           | FY25 (Plan) |
|------------------------|-----------|------|----|----|----|-----------|------|----|----|----|-----------|-----------|-------------|
|                        | Full Year | 1Q   | 2Q | 3Q | 4Q | Full Year | 1Q   | 2Q | 3Q | 4Q | Full Year | Full Year |             |
| 総資産経常利益率 (ROA)         | 8.8%      |      |    |    |    | 9.0%      |      |    |    |    | 4.2%      |           |             |
| 自己資本当期純利益率 (ROE)       | 24.0%     |      |    |    |    | 17.1%     |      |    |    |    | 4.2%      |           |             |
| 1株当たり当期純利益 (EPS)       | 113.38    |      |    |    |    | 103.97    |      |    |    |    | 28.70     | 29.89     |             |
| 普通配当 Ordinary dividend | 5.0       |      |    |    |    | 10.0      |      |    |    |    | 15.0      | 10.0      |             |

総資産経常利益率(ROA)＝（経常利益／総資産（当・前年度末の平均値））×100  
Ratio of ordinary profit to total assets (ROA) = (Ordinary profit / Total assets (Average of year end and beginning))\*100  
自己資本当期利益率(ROE)＝（当期利益／自己資本（当・前年度末の平均値））×100  
Return on equity (ROE) = (Profit attributable to owners of parent / Shareholders' Equity (Average of year end and beginning))\*100  
1株当たり当期純利益(EPS) ＝ 当期利益／期中平均株式数  
Basic earnings per share (EPS) = Profit attributable to owners of parent / Average number of shares during the period

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