

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)		FY23 Full Year	FY24*				Full Year	FY25				Full Year	FY26 (Plan) Full Year
			1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q		
売上高 Net Sales		27,896	6,275	6,799	6,819	7,989	27,882	6,091	6,522	7,152	9,200	28,965	32,600
	Japan	6,091	1,246	1,483	1,693	1,894	6,316	1,492	1,328	1,683	2,091	6,594	7,650
	North America	7,111	1,794	1,888	1,617	2,043	7,342	1,486	1,489	1,606	2,036	6,617	7,100
	Europe	2,194	307	227	224	513	1,271	308	426	561	825	2,120	2,700
	Asia	5,370	1,161	1,510	1,546	1,482	5,699	1,277	1,522	1,580	1,867	6,135	7,200
	China and others	60	8	10	7	10	35	7	10	32	62	111	100
	ASEAN	5,310	1,153	1,500	1,539	1,472	5,664	1,270	1,512	1,548	1,805	6,135	7,100
	Australia/NZ	3,190	903	709	738	861	3,211	612	739	658	851	2,860	3,350
	Others	3,940	864	982	1,001	1,196	4,043	916	1,018	1,064	1,530	4,528	4,600
	営業利益 Operating Profit (Margin)	1,910 6.8%	355 5.7%	552 8.1%	139 2.0%	342 4.3%	1,388 5.0%	56 0.9%	117 1.8%	143 2.0%	439 4.8%	755 2.6%	900 2.8%
	Japan	-131	-34	-22	-30	12	-74	22	27	54	75	178	
	North America	1,119	207	269	26	267	769	-30	-9	2	228	191	
	Europe	84	6	39	10	10	65	22	17	18	14	71	
	Asia	216	41	119	83	-39	204	56	54	53	84	247	
経常利益 Ordinary Profit (Margin)	China and others	13	0	2	1	3	6	1	2	2	13	18	
	ASEAN	203	41	117	82	-42	198	55	52	51	71	229	
	Australia/NZ	240	82	72	37	61	252	-31	-11	-18	-15	-75	
	Others	382	53	75	13	31	172	17	39	34	53	143	
	2,090 7.5%	424 6.8%	268 3.9%	93 1.4%	201 2.5%	986 3.5%	48 0.8%	110 1.7%	168 2.3%	463 5.0%	789 2.7%	800 2.5%	
	親会社株主に帰属する当期純利益 Profit attributable to owners of parent (Margin)	1,547 5.5%	295 4.7%	85 1.3%	-48 -0.7%	78 1.0%	410 1.5%	7 0.1%	-99 -1.5%	47 0.7%	145 1.6%	100 0.3%	250 0.8%
売上レート (円)	USD	144	155	154	149	154	153	145	147	154	155	151	154
	EUR	156	168	166	161	160	163	163	171	179	184	176	183
	THB	4.10	4.23	4.30	4.44	4.52	4.37	4.35	4.51	4.74	4.96	4.65	4.97
ネット・キャッシュ・フロー Net Cash Flow		783					-2,241						-112
	Operating	1,409					1,747						358
	Investing	-1,389					-1,148						-1,224
	Financing	377					-2,748						469
現金の期末残高 Cash Balance*		6,742					4,501						4,389
フリー・キャッシュ・フロー Free Cash Flow		20					599						-866

- * 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)
(FY24:285, FY24~92)

(億円, JPY 100M)		FY24					FY25				
		Jun. 24	Sep. 24	Dec. 24	Mar. 25		Jun. 25	Sep. 25	Dec. 25	Mar. 26	
総資産 Total Assets		23,837	23,568	22,897	22,459		21,490	21,588	23,242	24,181	
負債 Liabilities		12,919	12,828	12,763	12,723		12,332	12,509	13,873	14,548	
自己資本比率 Equity ratio (%)		44.2	44.0	42.4	41.6		40.6	40.2	38.4	38.0	
純資産 Net Assets		10,918	10,740	10,134	9,736		9,158	9,079	9,369	9,633	
発行済み普通株式数 (千株) Total number of issued shares (000shares)		1,490,282	1,490,282	1,460,477	1,460,477		1,460,477	1,460,477	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)		FY23 Full Year	FY24*				Full Year	FY25				Full Year	FY26 (Plan) Full Year
			1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q		
Japan		265	51	65	70	73	259	63	45	74	83	265	304
	Non-Mini	43	9	11	14	14	48	12	14	7	17	50	
	Mini	68	13	19	18	16	66	23	12	21	20	76	
	OEM	154	29	35	38	43	145	28	19	46	46	139	
North America		183	42	51	44	55	192	39	37	38	51	165	158
	U.S.A.	99	23	32	25	32	112	21	20	21	27	89	
	Canada	10	11	11	9	12	43	9	8	9	10	36	
	OEM	40	0	0	0	0	0	0	0	0	2	2	
Europe		80	10	5	6	10	31	7	9	11	16	43	57
	China and others	258	52	69	66	65	252	56	66	63	74	259	266
	ASEAN	17	4	2	1	1	8	1	0	2	4	7	7
	Thailand	241	48	67	65	64	244	55	66	61	70	252	259
Asia		28	7	5	7	7	26	7	7	6	8	28	
	Indonesia	75	9	16	16	18	59	17	23	14	20	74	
	Philippines	84	22	24	24	22	92	21	22	20	24	87	
	Vietnam	30	9	12	13	10	44	8	9	19	13	49	
Australia/NZ		3	1	1	0	1	3	1	1	0	1	3	
	Australia	89	22	19	20	23	84	18	19	17	20	74	73
	OEM	74	18	16	17	20	71	15	14	13	14	56	
		154	31	36	35	41	143	32	36	35	51	154	154
Others		57	14	15	15	18	62	17	16	15	20	68	
	Latin America	69	17	21	20	23	81	15	20	20	31	86	
	Middle East and Africa	97	17	21	20	23	81	15	20	20	31	86	
	Grand Total	1,029	208	245	241	267	961	215	212	238	295	960	1,012

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

(千台 000 units)		FY23 Full Year	FY24*				Full Year	FY25				Full Year	FY26 (Plan) Full Year
			1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q		
Japan		111	23	30	31	34	118	28	30	27	37	122	140
	Non-Mini	44	9	11	14	14	48	11	14	9	14	48	57
	Mini	67	14	19	17	20	70	17	16	18	23	74	83
	OEM	163	40	51	46	49	186	42	38	40	45	165	157
North America		95	23	31	27	32	113	22	20	21	27	90	84
	U.S.A.	37	9	12	9	8	38	11	10	8	9	38	37
	Canada	59	16	9	14	12	51	15	8	11	8	42	55
	OEM	262	62	69	68	63	262	57	60	73	66	256	281
Europe		23	3	4	2	3	12	3	2	2	4	11	15
	China and others	239	59	65	66	60	250	54	58	71	62	245	266
	ASEAN	29	7	6	7	7	27	7	6	6	8	27	34
	Thailand	78	17	19	18	17	71	15	17	21	19	72	72
Asia		81	22	23	23	24	92	21	21	21	21	84	84
	Indonesia	30	9	13	13	8	43	8	9	19	12	48	60
	Philippines	64	22	20	21	23	86	18	18	17	18	71	69
	Vietnam	69	18	17	18	20	73	15	14	14	14	57	55
Australia/NZ		136	31	35	36	37	139	34	36	37	34	141	155
	Australia	55	13	15	16	15	59	17	17	16	15	65	78
	Latin America	81	18	20	20	22	80	17	19	21	19	76	77
	Middle East and Africa	69	17	18	18	19	70	15	16	16	16	69	77
Others		815	194	214	216	218	842	194	190	205	208	797	857
	Grand Total												

- * 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 FY24.

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

(千台 000 units)		FY23	FY24				Full Year	FY25				Full Year
		Full Year	1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q	
Japan	Okazaki	223	50	50	50	53	205	52	53	52	61	218
	Mizushima	268	56	66	66	70	260	59	41	82	82	264
Overseas	MMTH (Thailand)	275	47	57	57	56	201	41	42	46	50	179
	MMKI (Indonesia)	143	27	40	40	39	147	37	47	42	45	171
	MMPC (Philippines)	42	11	10	10	11	42	10	12	7	6	35

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)	FY23	FY24				Full Year	FY25				Full Year	FY26 (Plan)
	Full Year	1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q		Full Year
減価償却費 Depreciation	677	180	184	186	190	740	189	205	211	221	826	880
設備投資* Capital expenditure*	936	111	240	218	437	1,006	121	242	212	278	853	1,400

* 計上ベース Accrual basis.

5. 研究開発費 R&D expenses

(億円 JPY 100M)	FY23	FY24				Full Year	FY25				Full Year	FY26 (Plan)
	Full Year	1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q		Full Year
研究開発費 R&D expenses	1,146	293	313	320	341	1,267	301	276	297	294	1,168	1,170

連結ベース Consolidated basis.

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

	FY24				FY25			
	Jun. 24	Sep. 24	Dec. 24	Mar. 25	Jun. 25	Sep. 25	Dec. 25	Mar. 26
連結子会社 Consolidated subsidiaries	34	34	34	34	35	35	35	35
持分法適用会社 Equity-method associates	17	17	17	17	16	15	16	16

7. 有利子負債の状況 Interest bearing debt

(億円 JPY 100M)	FY24				FY25			
	Jun. 24	Sep. 24	Dec. 24	Mar. 25	Jun. 25	Sep. 25	Dec. 25	Mar. 26
MMC 単独 Non-consolidated								
MMC Group	1,203	1,202	3	19	17	21	120	118
連結調整 Consolidation Adjustment	3,605	3,427	3,678	3,179	3,890	3,864	4,146	4,263
Grand Total	-685	-570	-205	-50	-638	-208	-52	-427
	4,123	4,059	3,476	3,148	3,269	3,677	4,214	3,954

8. 主な経営指標 Management Index

(円 JPY)	FY23	FY24				Full Year	FY25				Full Year	FY26 (Plan)
	Full Year	1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q		Full Year
総資産経常利益率 (ROA)	9.0%					4.2%					3.4%	
自己資本当期純利益率 (ROE)	17.1%					4.2%					1.1%	
1 株当たり当期純利益 (EPS)	103.97					28.70					7.48	18.68
普通配当 Ordinary dividend	10.0					15.0					10.0	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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