

## 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)

|                         | FY11      |       | FY12  |       |       |           | FY13  |       |       |       |           | FY14 (FC) |        |           |
|-------------------------|-----------|-------|-------|-------|-------|-----------|-------|-------|-------|-------|-----------|-----------|--------|-----------|
|                         | Full Year | 1Q    | 2Q    | 3Q    | 4Q    | Full Year | 1Q    | 2Q    | 3Q    | 4Q    | Full Year | 1H        | 2H     | Full Year |
| 売上高 Net Sales           | 18,073    | 4,193 | 4,407 | 4,226 | 5,325 | 18,151    | 4,094 | 5,196 | 5,897 | 5,747 | 20,934    | 10,900    | 12,100 | 23,000    |
| Japan                   | 3,571     | 745   | 804   | 708   | 1,038 | 3,295     | 842   | 1,184 | 1,218 | 1,497 | 4,741     |           |        | 5,000     |
| North America           | 1,952     | 430   | 368   | 326   | 453   | 1,577     | 443   | 637   | 684   | 530   | 2,294     |           |        | 2,200     |
| Europe                  | 4,748     | 981   | 1,128 | 873   | 1,025 | 4,007     | 849   | 1,101 | 1,465 | 1,428 | 4,843     |           |        | 5,500     |
| Asia                    |           |       |       |       |       |           |       |       |       |       | 4,157     |           |        | 5,400     |
| Others                  | 7,802     | 2,037 | 2,107 | 2,319 | 2,809 | 9,272     | 1,960 | 2,274 | 2,530 | 2,292 | 4,899     |           |        | 4,900     |
| 営業利益 Operating Income   | 637       | 149   | 159   | 101   | 265   | 674       | 160   | 348   | 455   | 271   | 1,234     | 550       | 800    | 1,350     |
| (Margin)                | 3.5%      | 3.6%  | 3.6%  | 2.4%  | 5.0%  | 3.7%      | 3.9%  | 6.7%  | 7.7%  | 4.7%  | 5.9%      | 5.0%      | 6.6%   | 5.9%      |
| Japan                   | 68        | -28   | -56   | -131  | -61   | -276      | -58   | 45    | -8    | 30    | 9         |           |        | 30        |
| North America           | -262      | -74   | -57   | -47   | -22   | -200      | -23   | -9    | 10    | -16   | -38       |           |        | 0         |
| Europe                  | -156      | -41   | -48   | -36   | 55    | -70       | 47    | 51    | 206   | 68    | 372       |           |        | 480       |
| Asia                    |           |       |       |       |       |           |       |       |       |       | 598       |           |        | 570       |
| Others                  | 987       | 292   | 320   | 315   | 293   | 1,220     | 194   | 261   | 247   | 189   | 293       |           |        | 270       |
| 経常利益 Ordinary Income    | 609       | 142   | 174   | 208   | 415   | 939       | 223   | 387   | 554   | 131   | 1,295     | 560       | 820    | 1,380     |
| (Margin)                | 3.4%      | 3.4%  | 3.9%  | 4.9%  | 7.8%  | 5.2%      | 5.4%  | 7.4%  | 9.4%  | 2.3%  | 6.2%      | 5.1%      | 6.8%   | 6.0%      |
| 四半期 (当期) 純利益 Net Income | 239       | 200   | 101   | -128  | 207   | 380       | 164   | 303   | 417   | 163   | 1,047     | 430       | 670    | 1,100     |
| (Margin)                | 1.3%      | 4.8%  | 2.3%  | -3.0% | 3.9%  | 2.1%      | 4.0%  | 5.8%  | 7.1%  | 2.8%  | 5.0%      | 3.9%      | 5.5%   | 4.8%      |

| 売上レート (円) | USD  | 79   | 80   | 79   | 80   | 90   | 82   | 98   | 98   | 100  | 103  | 100 |  |  | 100  |
|-----------|------|------|------|------|------|------|------|------|------|------|------|-----|--|--|------|
| EURO      | 111  | 106  | 98   | 101  | 120  | 105  | 127  | 130  | 135  | 141  | 134  |     |  |  | 138  |
| AUD       | 83   | 82   | 81   | 83   | 93   | 85   | 99   | 89   | 93   | 92   | 93   |     |  |  | 90   |
| THB       | 2.59 | 2.56 | 2.51 | 2.64 | 3.11 | 2.70 | 3.31 | 3.15 | 3.17 | 3.15 | 3.19 |     |  |  | 3.28 |

| ネット・キャッシュ・フロー<br>Net Cash Flow |       | -55 |  |  |  |  | 502    |  |  |  |  |  | 505   |  |  |
|--------------------------------|-------|-----|--|--|--|--|--------|--|--|--|--|--|-------|--|--|
| Operating                      | 1,194 |     |  |  |  |  | 1,722  |  |  |  |  |  | 2,104 |  |  |
| Investing                      | -691  |     |  |  |  |  | -1,143 |  |  |  |  |  | -814  |  |  |
| Financing                      | -526  |     |  |  |  |  | -83    |  |  |  |  |  | -821  |  |  |
| 現金の期末残高<br>Cash Balance*       | 3,110 |     |  |  |  |  | 3,612  |  |  |  |  |  | 4,117 |  |  |

\* 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 100Mil.)

(FY13 : 36、FY12 : 6、FY11 : -32)

(億円, JPY 100M)

|  | FY11    |         | FY12    |         |         |         | FY13    |         |         |  |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|--|
|  | Mar. 12 | Jun. 12 | Sep. 12 | Dec. 12 | Mar. 13 | Jun. 13 | Sep. 13 | Dec. 13 | Mar. 14 |  |
| 総資産 Total Assets                                       | 13,213  | 12,320  | 12,574  | 13,024  | 14,528  | 13,991  | 13,981  | 15,050  | 15,439  |  |
| 負債 Debt  | 10,557  | 9,740   | 9,852   | 10,023  | 11,016  | 10,300  | 10,021  | 10,582  | 9,939   |  |
| 自己資本比率 Capital ratio (%)                               | 19.5    | 20.2    | 20.9    | 22.2    | 23.4    | 25.6    | 27.6    | 29.0    | 35.0    |  |
| 純資産 Net Assets   | 2,656   | 2,580   | 2,722   | 3,001   | 3,512   | 3,691   | 3,960   | 4,468   | 5,500   |  |
| 発行済み普通株式数 (千株)<br>Outstanding common shares(000shares) | 553,796 | 553,796 | 571,247 | 600,776 | 608,090 | 617,894 | 622,894 | 622,894 | 983,662 |  |

2013年8月1日に、普通株式10株を1株の割合で併合しておりますが、2011年度期首に当該株式併合が行われたと仮定して算定しております。

Ten shares of common stock were consolidated into one share on August 1, 2013.

Outstanding common shares were counted as if the consolidation of shares had been carried out on April 1, 2011.

## 2. 地域別の状況 Regional performance

卸売台数 Wholesale volume

(千台 000 units)

|               | FY11      |     | FY12 |     |     |           | FY13 |     |     |     |           | FY14 (FC) |     |           |
|---------------|-----------|-----|------|-----|-----|-----------|------|-----|-----|-----|-----------|-----------|-----|-----------|
|               | Full Year | 1Q  | 2Q   | 3Q  | 4Q  | Full Year | 1Q   | 2Q  | 3Q  | 4Q  | Full Year | 1H        | 2H  | Full Year |
| Japan         | 184       | 40  | 48   | 37  | 51  | 176       | 51   | 83  | 84  | 95  | 313       | 157       | 164 | 321       |
| Non-Mini      | 60        | 10  | 17   | 17  | 20  | 64        | 8    | 11  | 13  | 17  | 49        |           |     |           |
| Mini          | 87        | 21  | 20   | 13  | 21  | 75        | 18   | 26  | 20  | 27  | 91        |           |     |           |
| OEM           | 37        | 9   | 11   | 7   | 10  | 37        | 25   | 46  | 51  | 51  | 173       |           |     |           |
| North America | 104       | 22  | 19   | 17  | 23  | 81        | 19   | 27  | 34  | 25  | 105       | 51        | 57  | 108       |
| US            | 76        | 15  | 13   | 11  | 14  | 53        | 12   | 19  | 25  | 16  | 72        |           |     |           |
| Europe        | 242       | 54  | 64   | 46  | 49  | 213       | 42   | 51  | 61  | 62  | 216       | 126       | 127 | 253       |
| Russia        | 73        | 22  | 28   | 17  | 23  | 90        | 15   | 16  | 20  | 18  | 69        |           |     |           |
| OEM           | 32        | 10  | 8    | 6   | 5   | 29        | 3    | 7   | 5   | 7   | 22        |           |     |           |
| Asia          | 323       | 93  | 88   | 116 | 105 | 402       | 79   | 85  | 98  | 92  | 354       | 204       | 238 | 442       |
| China         | 60        | 9   | 8    | 13  | 13  | 43        | 17   | 24  | 26  | 24  | 91        |           |     |           |
| Taiwan        | 51        | 12  | 8    | 11  | 7   | 38        | 11   | 5   | 8   | 9   | 33        |           |     |           |
| Thailand      | 75        | 33  | 34   | 48  | 39  | 154       | 15   | 21  | 23  | 17  | 76        |           |     |           |
| Indonesia     | 79        | 22  | 25   | 27  | 30  | 104       | 20   | 17  | 22  | 25  | 84        |           |     |           |
| Philippines   | 32        | 9   | 7    | 11  | 10  | 37        | 11   | 10  | 13  | 11  | 45        |           |     |           |
| Others        | 219       | 49  | 58   | 53  | 88  | 248       | 59   | 72  | 70  | 68  | 269       | 126       | 152 | 278       |
| Australia     | 61        | 14  | 14   | 12  | 21  | 61        | 20   | 17  | 15  | 18  | 70        |           |     |           |
| Brazil        | 67        | 13  | 16   | 13  | 19  | 61        | 13   | 18  | 16  | 9   | 56        |           |     |           |
| Grand Total   | 1,072     | 258 | 277  | 269 | 316 | 1,120     | 250  | 318 | 347 | 342 | 1,257     | 664       | 738 | 1,402     |

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

(千台 000 units)

|               | FY11      |     | FY12 |     |     |           | FY13 |     |     |     |           | FY14 (FC) |     |           |
|---------------|-----------|-----|------|-----|-----|-----------|------|-----|-----|-----|-----------|-----------|-----|-----------|
|               | Full Year | 1Q  | 2Q   | 3Q  | 4Q  | Full Year | 1Q   | 2Q  | 3Q  | 4Q  | Full Year | 1H        | 2H  | Full Year |
| Japan         | 152       | 30  | 33   | 29  | 42  | 134       | 28   | 38  | 31  | 46  | 143       | 70        | 77  | 147       |
| Non-Mini      | 61        | 10  | 16   | 14  | 21  | 61        | 9    | 12  | 13  | 18  | 52        | 25        | 29  | 54        |
| Mini          | 91        | 20  | 17   | 15  | 21  | 73        | 19   | 26  | 18  | 28  | 91        | 45        | 48  | 93        |
| North America | 106       | 23  | 20   | 19  | 23  | 85        | 23   | 22  | 25  | 27  | 97        | 53        | 56  | 109       |
| US            | 75        | 16  | 13   | 12  | 16  | 57        | 14   | 15  | 17  | 20  | 66        | 34        | 37  | 71        |
| Europe        | 218       | 46  | 44   | 45  | 46  | 181       | 47   | 44  | 58  | 53  | 202       | 107       | 118 | 225       |
| Russia        | 73        | 19  | 21   | 21  | 19  | 80        | 18   | 19  | 23  | 22  | 82        | 35        | 41  | 76        |
| Asia          | 299       | 84  | 85   | 93  | 95  | 357       | 81   | 82  | 97  | 84  | 344       | 195       | 236 | 431       |
| China         | 63        | 13  | 9    | 7   | 13  | 42        | 15   | 16  | 23  | 18  | 72        | 56        | 66  | 122       |
| Taiwan        | 36        | 9   | 8    | 5   | 7   | 29        | 8    | 6   | 8   | 7   | 29        | 13        | 15  | 28        |
| Thailand      | 74        | 27  | 36   | 43  | 36  | 142       | 21   | 23  | 24  | 17  | 85        | 41        | 61  | 102       |
| Indonesia     | 73        | 20  | 20   | 24  | 23  | 87        | 22   | 22  | 25  | 24  | 93        | 48        | 54  | 102       |
| Philippines   | 32        | 9   | 7    | 10  | 10  | 36        | 11   | 10  | 11  | 12  | 44        | 25        | 25  | 50        |
| Others        | 226       | 56  | 57   | 60  | 57  | 230       | 70   | 64  | 66  | 61  | 261       | 125       | 145 | 270       |
| Australia     | 62        | 16  | 13   | 14  | 16  | 59        | 22   | 17  | 17  | 14  | 70        | 34        | 39  | 73        |
| Brazil        | 56        | 15  | 17   | 16  | 13  | 61        | 15   | 15  | 16  | 13  | 59        | 29        | 30  | 59        |
| Grand Total   | 1,001     | 239 | 239  | 246 | 263 | 987       | 249  | 250 | 277 | 271 | 1,047     | 550       | 632 | 1,182     |

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

| (千台 000 units) |                         | FY11      |    |     |     |     | FY12      |    |     |     |     | FY13      |    |    |    |    |           |
|----------------|-------------------------|-----------|----|-----|-----|-----|-----------|----|-----|-----|-----|-----------|----|----|----|----|-----------|
|                |                         | Full Year | 1Q | 2Q  | 3Q  | 4Q  | Full Year | 1Q | 2Q  | 3Q  | 4Q  | Full Year | 1Q | 2Q | 3Q | 4Q | Full Year |
| Japan          | Okazaki                 | 157       | 39 | 47  | 41  | 35  | 162       | 32 | 47  | 44  | 50  | 174       |    |    |    |    |           |
|                | Mizushima               | 326       | 68 | 59  | 46  | 58  | 232       | 71 | 93  | 103 | 83  | 350       |    |    |    |    |           |
|                | PMC                     | 68        | 12 | 13  | 11  | 14  | 50        | 9  | 18  | 20  | 19  | 67        |    |    |    |    |           |
| Overseas       | MMNA-manufacturing (US) | 31        | 7  | 10  | 14  | 17  | 48        | 14 | 19  | 17  | 19  | 70        |    |    |    |    |           |
|                | MMTh (Thailand)         | 223       | 75 | 111 | 126 | 123 | 434       | 90 | 100 | 96  | 105 | 391       |    |    |    |    |           |
|                | GMMC (China)            | 0         | 0  | 0   | 2   | 7   | 9         | 9  | 9   | 18  | 12  | 47        |    |    |    |    |           |
|                | PCMA-Rus (Russia)       | 15        | 4  | 1   | 1   | 5   | 10        | 5  | 5   | 8   | 7   | 25        |    |    |    |    |           |
|                | MMPC (Philippines)      | 13        | 3  | 4   | 4   | 3   | 14        | 4  | 4   | 4   | 4   | 16        |    |    |    |    |           |

\*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)      |  | FY11      |     |     |     |     | FY12      |     |     |     |     | FY13      |    |    |    |    | FY14 (FC) |     |     |           |
|--------------------|--|-----------|-----|-----|-----|-----|-----------|-----|-----|-----|-----|-----------|----|----|----|----|-----------|-----|-----|-----------|
|                    |  | Full Year | 1Q  | 2Q  | 3Q  | 4Q  | Full Year | 1Q  | 2Q  | 3Q  | 4Q  | Full Year | 1Q | 2Q | 3Q | 4Q | Full Year | 1 H | 2 H | Full Year |
| 減価償却費 Depreciation |  | 534       | 122 | 120 | 123 | 138 | 503       | 132 | 128 | 132 | 135 | 527       |    |    |    |    |           |     |     | 580       |
| 設備投資*              |  | 710       | 121 | 137 | 66  | 190 | 514       | 182 | 146 | 116 | 278 | 722       |    |    |    |    |           |     |     | 900       |

\* 計上ベース Accrual basis.

5. 研究開発費 R&D expenses

| (億円 JPY 100M)      |  | FY11      |     |     |     |     | FY12      |     |     |     |     | FY13      |    |    |    |    | FY14 (FC) |     |     |           |
|--------------------|--|-----------|-----|-----|-----|-----|-----------|-----|-----|-----|-----|-----------|----|----|----|----|-----------|-----|-----|-----------|
|                    |  | Full Year | 1Q  | 2Q  | 3Q  | 4Q  | Full Year | 1Q  | 2Q  | 3Q  | 4Q  | Full Year | 1Q | 2Q | 3Q | 4Q | Full Year | 1 H | 2 H | Full Year |
| 研究開発費 R&D expenses |  | 550       | 141 | 140 | 171 | 147 | 599       | 167 | 150 | 164 | 194 | 675       |    |    |    |    |           |     |     | 720       |

\*連結ベース Consolidated basis.

6. 子会社数・関連会社数 Number of subsidiaries & affiliates

|   | FY11    |         |         |         |         | FY12    |         |         |         |         | FY13    |         |         |         |         |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
|   | Mar. 11 | Jun. 12 | Sep. 12 | Dec. 12 | Mar. 13 | Mar. 12 | Jun. 13 | Sep. 13 | Dec. 13 | Mar. 14 | Mar. 13 | Jun. 14 | Sep. 14 | Dec. 14 | Mar. 15 |
| 連結子会社<br>Consolidated subsidiaries                    | 54      | 55      | 55      | 51      | 51      |         | 51      | 48      | 47      | 43      |         |         |         |         |         |
| 持分法適用会社<br>Equity-method subsidiaries<br>& affiliates | 26      | 26      | 27      | 25      | 24      |         | 24      | 24      | 22      | 22      |         |         |         |         |         |

7. 有利子負債の状況 Interest-bearing debt

| (億円 JPY 100M)                           |  | FY11    |         |         |         |         | FY12    |         |         |         |         | FY13    |         |         |         |         |
|---|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
|   |  | Mar. 12 | Jun. 12 | Sep. 12 | Dec. 12 | Mar. 13 | Mar. 12 | Jun. 13 | Sep. 13 | Dec. 13 | Mar. 14 | Mar. 13 | Jun. 14 | Sep. 14 | Dec. 14 | Mar. 15 |
| MMC 単独 (Automotive)<br>Non-consolidated |  | 2,200   | 1,810   | 1,651   | 1,584   | 2,299   |         | 1,532   | 1,240   | 1,228   | 701     |         |         |         |         |         |
| MMC Group                               |  | 1,385   | 1,296   | 1,616   | 1,709   | 1,472   |         | 1,750   | 1,710   | 1,736   | 1,649   |         |         |         |         |         |
| Automotive                              |  | 619     | 597     | 953     | 943     | 725     |         | 1,019   | 956     | 908     | 865     |         |         |         |         |         |
| Financial                               |  | 766     | 699     | 663     | 708     | 747     |         | 731     | 754     | 828     | 784     |         |         |         |         |         |
| 連結調整                                    |  | -104    | -102    | -112    | -123    | -127    |         | -139    | -134    | -123    | -126    |         |         |         |         |         |
| Consolidation Adjustment                |  |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| Grand Total                             |  | 3,481   | 3,004   | 3,155   | 3,170   | 3,644   |         | 3,143   | 2,816   | 2,841   | 2,224   |         |         |         |         |         |

8. 主な経営指標 Management Index

| (円 JPY)                | FY11      |    |    |    |    | FY12      |    |    |    |    | FY13      |    |    |    |    | FY14 (FC) |     |     |           |
|------------------------|-----------|----|----|----|----|-----------|----|----|----|----|-----------|----|----|----|----|-----------|-----|-----|-----------|
|                        | Full Year | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q | 3Q | 4Q | Full Year | 1Q | 2Q | 3Q | 4Q | Full Year | 1 H | 2 H | Full Year |
| 総資産経常利益率 (ROA)         | 4.6%      |    |    |    |    | 6.8%      |    |    |    |    | 8.6%      |    |    |    |    |           |     |     |           |
| 自己資本当期純利益率 (ROE)       | 9.7%      |    |    |    |    | 12.7%     |    |    |    |    | 23.8%     |    |    |    |    |           |     |     |           |
| 1株当たり当期純利益 (EPS)       | 43.2      |    |    |    |    | 66.1      |    |    |    |    | 156.6     |    |    |    |    |           |     |     | 111.9     |
| 普通配当 Ordinary dividend | 0.0       |    |    |    |    | 0.0       |    |    |    |    | 15.0      |    |    |    |    |           | 7.5 | 7.5 | 15.0      |
| 特別配当 Bonus dividend    | -         |    |    |    |    | -         |    |    |    |    | 10.0      |    |    |    |    |           | -   | -   | -         |

2013年8月1日に、普通株式10株を1株の割合で併合しておりますが、1株当たり当期純利益は2011年度期首に当該株式併合が行われたと仮定して算定しております。

Ten shares of common stock were consolidated into one share on August 1, 2013.

Net income per share were calculated as if the consolidation of shares had been carried out on April 1, 2011.

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 income to total assets (ROA) = [ Ordinary income / Total assets (Average of year end and beginning) ] × 100

自己資本当期純利益率 (ROE) = [ 当期純利益 / 自己資本 (当・前年度末の平均値) ] × 100

Return on equity (ROE) = [ Net income / Shareholders' Equity (Average of year end and beginning) ] × 100

1株当たり当期純利益 (EPS) = 当期純利益 / 期中平均株式数

Net income per share (EPS) = Net income / Average number of shares during the period

本資料に記載されている将来に関する記述を含む歴史的事実以外のすべての記述は、現時点における当社の予測、期待、目標、想定、計画、評価等を基礎として記載されているものです。また、予想数値を算定するために、一定の前提（仮定）を用いています。これらの記述または前提（仮定）については、その性質上、客観的に正確であるという保証や将来その通りに実現するという保証はありません。これらの記述または前提（仮定）が、客観的には不正確であったり、将来実現しない原因となるリスク要因や不確定要因のうち、現在想定している主要なものとしては

- 本計画の各種目標・各種施策の実現可能性

- 金利・為替・石油価格の変動可能性

- 関係法令・規則の変更可能性

- 日本国内外の経済・社会情勢の変化可能性等があげられます。

なお、潜在的リスクや不確定要因はこれらに限られるものではありませんので、ご留意ください。また、当社は、将来生じた事象を反映するために、本資料に記載された情報を更新する義務を負っておりません。投資に関する最終的な決定は、投資家の皆様ご自身の責任をもってご判断下さい。本資料に記載されている情報に基づき投資された結果、何らかの損害が発生した場合でも、当社は責任を負いかねますので、ご了承ください。

All statements herein, other than historical facts, contain forward-looking statements and are based on MMC's current forecasts, expectations, targets, plans, and evaluations. Any forecasted value is calculated or obtained based on certain assumptions. Forward-looking statements involve inherent risks and uncertainties. A number of significant factors could therefore cause actual results to differ from those contained in any forward-looking statement. Significant risk factors include: Feasibility of each target and initiative as laid out in this material; Fluctuations in interest rates, exchange rates and oil prices; Changes in laws, regulations and government policies; and Regional and/or global socioeconomic changes. Potential risks and uncertainties are not limited to the above and MMC is not under any obligation to update the information in this material to reflect any developments or events in the future.

If you are interested in investing in Mitsubishi Motors, you are requested to make a final investment decision at your own risk, taking the foregoing into consideration. Please note that neither Mitsubishi Motors nor any third party providing information shall be responsible for any damage you may suffer due to investment in Mitsubishi Motors based on the information shown in this material.