

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)		FY17					FY18*					FY19					
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
売上高	Net Sales	21,924	5,600	6,093	6,248	7,205	25,146	5,362	5,918	5,389	6,034	22,703					
	Japan	3,494	902	1,030	1,063	1,292	4,287	1,120	984	1,221	1,280	4,605					
	North America	3,525	943	919	779	1,237	3,878	734	700	709	1,008	3,151					
	Europe	4,548	1,047	1,301	1,336	1,457	5,141	1,089	1,248	1,140	1,270	4,747					
	Asia	5,916	1,533	1,533	1,734	1,839	6,639	1,545	1,685	1,571	1,135	5,936					
	China and others	854	276	243	278	217	1,014	147	127	79	64	417					
	ASEAN	5,062	1,257	1,290	1,456	1,622	5,625	1,398	1,558	1,492	1,071	5,519					
	Australia/NZ	2,410	596	543	526	551	2,216	459	448	431	430	1,768					
	Others	2,031	579	767	810	829	2,985	415	616	554	911	2,496					
営業利益	Operating Profit	982	281	288	281	268	1,118	39	63	-66	92	128					
	(Margin)	4.5%	5.0%	4.7%	4.5%	3.7%	4.4%	0.7%	1.1%	-1.2%	1.5%	0.6%					
	Japan	-141	-1	-14	-3	59	41	-34	-3	-114	25	-126					
	North America	10	-27	17	0	45	35	-51	-42	-49	-40	-182					
	Europe	109	25	-6	-24	-38	-43	-24	-55	-64	-38	-181					
	Asia	641	191	181	217	184	773	112	157	205	147	621					
	China and others	161	48	31	34	18	131	-3	-3	-2	-7	-15					
	ASEAN	480	143	150	183	166	642	115	160	207	154	636					
	Australia/NZ	186	50	36	18	29	133	17	6	-43	-24	-44					
	Others	177	43	74	73	-11	179	19	0	-1	22	40					
経常利益	Ordinary Profit	1,101	334	349	241	275	1,199	-14	26	-39	-11	-38					
	(Margin)	5.0%	6.0%	5.7%	3.9%	3.8%	4.8%	-0.3%	0.4%	-0.7%	-0.2%	-0.2%					
親会社株主に帰属する当期純利益	Profit attributable to owners of parent	1,076	282	237	173	637	1,329	93	-67	-144	-140	-258					
	(Margin)	4.9%	5.0%	3.9%	2.8%	8.8%	5.3%	1.7%	-1.1%	-2.7%	-2.3%	-1.1%					
売上レート (円)	USD	111	108	111	113	110	111	111	108	109	109	109					
	EUR	130	130	129	130	126	128	123	120	120	121	121					
	THB	3.38	3.42	3.35	3.45	3.48	3.42	3.46	3.50	3.58	3.53	3.52					
ネット・キャッシュ・フロー	Net Cash Flow	31					-695					-899					
	Operating	1,196					1,461					188					
	Investing	-971					-1,449					-1,057					
	Financing	-232					-750					96					
現金の期末残高	Cash Balance*	5,590					4,895					3,996					
フリー・キャッシュ・フロー	Free Cash Flow	225					12					-869					

* 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)
(FY19: -126, FY18: 43, FY17: 38)

(億円, JPY 100M)		FY17					FY18					FY19				
		Mar. 18	Jun. 18	Sep. 18	Dec. 18	Mar. 19	Jun. 19	Sep. 19	Dec. 19	Mar. 20	Jun. 19	Sep. 19	Dec. 19	Mar. 20		
総資産	Total Assets	16,553	18,085	18,423	18,781	20,103	19,096	19,278	19,276	19,276	19,381					
負債	Liabilities	8,587	10,183	10,195	10,619	11,291	10,446	10,725	10,850	11,497						
自己資本比率	Equity ratio (%)	47.2	43.3	44.2	43.0	43.4	44.8	43.9	42.9	39.9						
純資産	Net Assets	7,966	7,902	8,228	8,162	8,812	8,650	8,553	8,426	7,884						
発行済み普通株式数	(千株)	1,490,282	1,490,282	1,490,282	1,490,282	1,490,282	1,490,282	1,490,282	1,490,282	1,490,282						
Total number of issued shares (000shares)																

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)		FY17					FY18*					FY19					
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
Japan		225	55	60	70	66	251	69	67	59	69	264					
	Non-Mini	43	9	11	10	17	47	10	12	7	11	40					
	Mini	56	13	15	15	16	59	15	13	10	15	53					
	OEM	126	33	34	45	33	145	44	42	42	43	171					
North America		182	45	41	35	66	187	37	34	34	53	158					
	US	110	27	29	24	47	127	24	23	22	38	107					
	OEM	22	3	1	3	4	11	4	2	2	3	11					
Europe		213	50	62	61	70	243	54	61	58	65	238					
	Western Europe	177	37	52	48	55	192	42	48	48	57	195					
	OEM	14	1	2	0	2	5	3	1	1	2	7					
	Russia and others	36	13	10	13	15	51	12	13	10	8	43					
Asia		434	130	128	150	132	540	126	131	114	91	462					
	China and others	164	56	47	66	42	211	42	38	32	28	140					
	China	134	47	41	57	34	179	34	33	25	21	113					
	ASEAN	270	74	81	84	90	329	84	93	82	63	322					
	Thailand	75	24	18	25	22	89	21	23	21	15	80					
	Indonesia	103	31	40	32	37	140	33	37	24	24	118					
	Philippines	72	15	15	16	17	63	15	15	20	13	63					
	OEM					3	3	5	4	5	1	15					
Australia/NZ		96	26	25	24	29	104	21	22	23	20	86					
	Australia	85	22	22	21	25	90	18	19	20	17	74					
Others		110	30	42	41	42	155	22	34	32	47	135					
	Latin America	54	12	20	17	18	67	10	15	10	19	54					
	Middle East and Africa	56	18	22	24	24	88	12	19	22	28	81					
Grand Total		1,260	336	358	381	405	1,480	329	349	320	345	1,343					

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

(千台 000 units)		FY17					FY18*					FY19					
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
Japan		98	21	27	21	36	105	23	29	16	27	95					
	Non-Mini	41	9	12	9	17	47	10	13	7	11	41					
	Mini	57	12	15	12	19	58	13	16	9	16	54					
North America		155	45	38	35	55	173	42	36	37	45	160					
	US	110	32	26	24	42	124	29	25	25	36	115					
Europe		193	55	57	56	68	236	58	54	50	53	215					
	Western Europe	160	45	45	41	56	187	48	44	38	43	173					
	Russia and others	33	10	12	15	12	49	10	10	12	10	42					
Asia		432	110	124	124	122	480	117	115	123	78	433					
	China and others	157	41	41	41	39	162	42	39	42	20	143					
	China**	136	36	35	36	34	141	37	34	37	15	123					
	ASEAN	275	69	83	83	83	318	75	76	81	58	290					
	Thailand	74	20	21	23	24	88	21	22	21	17	81					
	Indonesia	104	31	40	35	34	140	29	29	27	22	107					
	Philippines	75	13	17	17	15	62	15	15	18	13	61					
Australia/NZ		95	26	23	24	29	102	22	23	23	20	88					
	Australia																

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

(千台 000 units)		FY17					FY18					FY19					
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
Japan	Okazaki	248	60	61	58	55	234	43	50	50	56	199					
	Mizushima	242	67	75	93	74	309	84	79	82	87	332					
	PMC	74	19	19	23	24	85	13	16	18	16	63					
Overseas	MMTh (Thailand)	366	88	88	106	102	384	73	91	83	99	346					
	GMMC(China)	132	39	22	45	30	136	30	32	35	9	106					
	PCMA-Rus(Russia)	19	9	7	10	10	36	10	7	9	7	33					
	MMKI (Indonesia)	54	29	44	44	50	167	42	57	44	43	186					
	MMPC (Philippines)	37	9	5	5	4	23	5	6	8	7	26					

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)		FY17					FY18					FY19					
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
減価償却費 Depreciation		520	130	131	181	174	616	169	189	193	197	748					
設備投資*		999	342	212	273	550	1,377	195	220	246	378	1,039					
Capital expenditure*																	

* 計上ベース Accrual basis.

5. 研究開発費 R&D expenses

(億円 JPY 100M)		FY17					FY18					FY19					
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
研究開発費 R&D expenses		1,025	266	294	352	331	1,243	305	340	354	310	1,309					

連結ベース Consolidated basis.

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

	FY17					FY18					FY19				
	Mar. 18	Jun. 18	Sep. 18	Dec. 18	Mar. 19	Jun. 19	Sep. 19	Dec. 19	Mar. 20	Jun. 19	Sep. 19	Dec. 19	Mar. 20		
連結子会社 Consolidated subsidiaries	34	35	35	35	36	35	35	36	35						
持分法適用会社 Equity-method associates	21	20	20	20	20	20	20	19	19						

7. 有利子負債の状況 Interest bearing debt

(億円 JPY 100M)		FY17					FY18					FY19				
		Mar. 18	Jun. 18	Sep. 18	Dec. 18	Mar. 19	Jun. 19	Sep. 19	Dec. 19	Mar. 20	Jun. 19	Sep. 19	Dec. 19	Mar. 20		
MMC 単独 Non-consolidated		0	0	0	0	0	16	18	16	16						
MMC Group		300	2,840	2,952	3,147	3,151	3,519	3,426	3,210	3,450						
連結調整 Consolidation Adjustment		-34	-649	-824	-1,016	-864	-922	-695	-483	-472						
Grand Total		266	2,191	2,128	2,131	2,287	2,613	2,749	2,743	2,994						

FY19よりリース債務を含む。 Including lease obligations from FY2019.

8. 主な経営指標 Management Index

(円 JPY)		FY17					FY18					FY19					
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year
総資産経常利益率 (ROA)		7.0%					6.6%										-0.2%
自己資本当期純利益率 (ROE)		14.6%					16.1%										-3.1%
1株当たり当期純利益 (EPS)		72.23					89.26										-17.32
普通配当 Ordinary dividend		17.0					20.0										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

自己資本当期純利益率(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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