

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)		FY18	FY19				FY20				FY21 (Plan)		
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	
売上高 Net Sales		25,146	5,362	5,918	5,389	6,034	22,703	2,295	3,454	3,779	5,027	14,555	20,600
Japan		4,287	1,120	1,221	984	1,280	4,605	784	1,014	1,094	1,329	4,221	4,650
North America		3,878	734	700	709	1,008	3,151	195	462	454	835	1,946	3,750
Europe		5,141	1,089	1,248	1,140	1,270	4,747	259	546	431	597	1,833	2,250
Asia		6,639	1,545	1,685	1,571	1,135	5,936	386	825	1,104	1,054	3,369	5,500
China and others		1,014	147	127	79	64	417	34	64	39	55	192	150
ASEAN		5,625	1,398	1,558	1,492	1,071	5,519	352	761	1,065	999	3,177	5,350
Australia/NZ		2,216	459	448	431	430	1,768	312	372	476	573	1,733	2,350
Others		2,985	415	616	554	911	2,496	359	235	220	639	1,453	2,100
営業利益 Operating Profit		1,118	39	63	-66	92	128	-533	-293	-41	-86	-953	300
<i>(Margin)</i>		4.4%	0.7%	1.1%	-1.2%	1.5%	0.6%	-23.2%	-8.5%	-1.1%	-1.7%	-6.5%	1.5%
Japan		41	-34	-3	-114	25	-126	-105	-123	-21	-46	-295	
North America		35	-51	-42	-49	-40	-182	-112	-38	-46	-137	-333	
Europe		-43	-24	-55	-64	-38	-181	-93	-62	-42	-3	-200	
Asia		773	112	157	205	147	621	-89	27	83	42	63	
China and others		131	-3	-3	-2	-7	-15	-19	-14	6	-3	-30	
ASEAN		642	115	160	207	154	636	-70	41	77	45	93	
Australia/NZ		133	17	6	-43	-24	-44	-49	-66	-11	52	-74	
Others		179	19	0	-1	22	40	-85	-31	-4	6	-114	
経常利益 Ordinary Profit		1,199	-14	26	-39	-11	-38	-587	-283	-59	-123	-1,052	260
<i>(Margin)</i>		4.8%	-0.3%	0.4%	-0.7%	-0.2%	-0.2%	-25.6%	-8.2%	-1.6%	-2.4%	-7.2%	1.3%
親会社株主に帰属する当期純利益 Profit attributable to owners of parent		1,329	93	-67	-144	-140	-258	-1,762	-337	-341	-683	-3,123	100
<i>(Margin)</i>		5.3%	1.7%	-1.1%	-2.7%	-2.3%	-1.1%	-7.6%	-9.6%	-9.0%	-13.6%	-21.5%	0.5%
売上レート (円)													
USD		111	111	108	109	109	109	108	106	105	105	105	106
EUR		128	123	120	120	121	121	118	124	124	128	124	131
THB		3.42	3.46	3.50	3.58	3.53	3.52	3.34	3.37	3.35	3.50	3.41	3.50
ネット・キャッシュ・フロー Net Cash Flow		-695					-899					450	
Operating		1,461					188					-415	
Investing		-1,449					-1,057					-1,013	
Financing		-750					96					1,683	
現金の期末残高 Cash Balance*		4,895					3,996					4,446	
フリー・キャッシュ・フロー Free Cash Flow		12					-869					-1,428	

* 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)
(FY20: 195, FY19: -126, FY18: 43, FY17: 38)

(億円, JPY 100M)	FY19				FY20			
	Jun. 19	Sep. 19	Dec. 19	Mar. 20	Jun. 20	Sep. 20	Dec. 20	Mar. 21
総資産 Total Assets	19,096	19,278	19,276	19,381	17,241	17,323	17,905	18,563
負債 Liabilities	10,446	10,725	10,850	11,497	11,052	11,533	12,382	13,310
自己資本比率 Equity ratio (%)	44.8	43.9	42.9	39.9	35.0	32.6	30.0	27.4
純資産 Net Assets	8,650	8,553	8,426	7,884	6,189	5,790	5,523	5,253
発行済み普通株式数 (千株) Total number of issued shares (1000shares)	1,490,282	1,490,282	1,490,282	1,490,282	1,490,282	1,490,282	1,490,282	1,490,282

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)		FY18	FY19				FY20				FY21 (Plan)		
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	
Japan		251	69	67	59	69	264	41	54	62	75	232	244
Non-Mini		47	10	12	7	11	40	4	5	8	13	30	
Mini		59	15	13	10	15	53	6	9	9	16	40	
OEM		145	44	42	42	43	171	31	40	45	46	162	
North America		187	37	34	34	53	158	9	22	21	41	93	169
US		127	24	23	22	38	107	6	13	14	29	62	
OEM		11	4	2	2	3	11	0	1	0	1	2	
Europe		243	54	61	58	65	238	13	24	22	31	90	113
Western Europe		192	42	48	48	57	195	11	19	16	23	69	
OEM		5	3	1	1	2	7	0	0	0	0	0	
Russia and others		51	12	13	10	8	43	2	5	6	8	21	
Asia		540	126	131	114	91	462	34	71	75	78	258	373
China and others		211	42	38	32	28	140	18	34	17	20	89	78
China		179	34	33	25	21	113	13	31	10	13	67	
ASEAN		329	84	93	82	63	322	16	37	58	58	169	295
Thailand		89	21	23	21	15	80	7	15	18	11	51	
Indonesia		140	33	37	24	24	118	2	4	12	22	40	
Philippines		63	15	15	20	13	63	1	8	10	13	32	
OEM		3	5	4	5	1	15	0	0	0	0	0	
Australia/NZ		104	21	22	23	20	86	12	15	21	22	70	95
Australia		90	18	19	20	17	74	10	12	17	19	58	
Others		155	22	34	32	47	135	18	14	12	37	81	112
Latin America		67	10	15	10	19	54	2	3	5	15	25	
Middle East and Africa		88	12	19	22	28	81	16	11	7	22	56	
Grand Total		1,480	329	349	320	345	1,343	127	200	213	284	824	1,106

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

(千台 000 units)		FY18	FY19				FY20				FY21 (Plan)		
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q	Full Year	
Japan		105	23	29	16	27	95	11	16	16	30	73	94
Non-Mini		47	10	13	7	11	41	4	5	7	14	30	42
Mini		58	13	16	9	16	54	7	11	9	16	43	52
North America		173	42	36	37	45	160	17	34	24	38	113	154
US		124	29	25	25	36	115	12	25	15	28	80	107
Europe		236	58	54	50	53	215	30	45	36	33	144	124
Western Europe		187	48	44	38	43	173	27	36	27	27	117	89
Russia and others		49	10	10	12	10	42	3	9	9	6	27	35
Asia		480	117	115	123	78	433	49	72	92	81	294	377
China and others		162	42	39	42	20	143	25	25	31	24	105	100
China*		141	37	34	37	15	123	20	19	26	18	83	79
ASEAN		318	75	76	81	58	290	24	47	61	57	189	277
Thailand		88	21	22	21	17	81	9	15	16	13	53	78
Indonesia		140	29	29	27	22	107	5	11	17	21	54	98
Philippines		62	15	15	18	13	61	3	11	11	12	37	45
Australia/NZ		102	22	23	23	20	88	13	17	19	23	72	91
Australia		89	19	20	20	17	76	12	13	16	18	59	77
Others		148	36	37	35	28	136	19	28	31	27	105	117
Latin America		61	15	14	15	10	54	5	12	15	9	41	48
Middle East and Africa		87	21	23	20	18	82	14	16	16	18	64	69
Grand Total		1,244	298	294	284	251	1,127	139	212	218	232	801	957

* 中国の販売実績については、2019年度から小売販売台数の集計方法を変更しており、2019年度に計上する小売台数については、2018年度以前に計上した台数が含まれている場合がある。
Regarding the retail sales volume in China market, we changed the retail counting method in April 2019.
With this change, a part of retail units that were recognized before FY18 might be counted again in FY19.

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

(千台 000 units)		FY18	FY19				Full Year	FY20				
		Full Year	1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q	Full Year
Japan	Okazaki	234	43	50	50	56	199	6	14	22	34	76
	Mizushima	309	84	79	82	87	332	39	56	77	81	253
	PMC	85	13	16	18	16	63	2	3	5	12	22
Overseas	MMTh (Thailand)	384	73	91	83	99	346	23	45	64	89	221
	GMCC (China)	136	30	32	35	9	106	21	20	26	13	80
	PCMA-Rus (Russia)	36	10	7	9	7	33	2	3	4	5	14
	MMKI (Indonesia)	167	42	57	44	43	186	3	11	26	35	75
	MMPC (Philippines)	23	5	6	8	7	26	1	5	3	5	14

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)

	FY18	FY19				Full Year	FY20					FY21 (Plan)
	Full Year	1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q	Full Year	Full Year
減価償却費 Depreciation	616	169	189	193	197	748	172	143	165	179	659	580
設備投資* Capital expenditure*	1,377	195	220	246	378	1,039	101	154	188	321	764	900

* 計上ベース Accrual basis.

5. 研究開発費 R&D expenses
(億円 JPY 100M)

	FY18	FY19				Full Year	FY20					FY21 (Plan)
	Full Year	1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q	Full Year	Full Year
研究開発費 R&D expenses	1,243	305	340	354	310	1,309	268	235	225	286	1,014	990

連結ベース Consolidated basis.

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

	FY19					FY20				
	Jun. 19	Sep. 19	Dec. 19	Mar. 20		Jun. 20	Sep. 20	Dec. 20	Mar. 21	
連結子会社 Consolidated subsidiaries	35	35	36	35		35	35	35	35	
持分法適用会社 Equity-method associates	20	20	19	19		19	20	20	19	

7. 有利子負債の状況 Interest bearing debt

	FY19					FY20				
	Jun. 19	Sep. 19	Dec. 19	Mar. 20		Jun. 20	Sep. 20	Dec. 20	Mar. 21	
MMC 単独 Non-consolidated	16	18	16	16		2,013	2,012	2,011	2,010	
MMC Group	3,519	3,426	3,210	3,450		3,845	4,011	3,641	3,189	
連結調整 Consolidation Adjustment	-922	-695	-483	-472		-477	-396	-319	-366	
Grand Total	2,613	2,749	2,743	2,994		5,381	5,627	5,333	4,833	

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)

	FY18	FY19				Full Year	FY20					FY21 (Plan)
	Full Year	1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q	Full Year	Full Year
総資産経常利益率 (ROA)	6.6%					-0.2%					-5.5%	
自己資本当期純利益率 (ROE)	16.1%					-3.1%					-48.8%	
1株当たり当期純利益 (EPS)	89.26					-17.32					-209.88	6.72
普通配当 Ordinary dividend	20.0					10.0					0.0	0.0

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) = (当期純利益 / 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) = 当期純利益 / 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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