

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)		FY19	FY20				FY21	FY21 (Plan)	
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year
売上高 Net Sales		22,703	2,295	3,454	3,779	5,027	14,555	4,319	20,800
	Japan	4,605	784	1,014	1,094	1,329	4,221	755	4,650
	North America	3,151	195	462	454	835	1,946	845	3,800
	Europe	4,747	259	546	431	597	1,833	528	2,350
	Asia	5,936	386	825	1,104	1,054	3,369	1,079	5,250
	China and others	417	34	64	39	55	192	45	150
	ASEAN	5,519	352	761	1,065	999	3,177	1,034	5,100
	Australia/NZ	1,768	312	372	476	573	1,733	578	2,550
	Others	2,496	359	235	220	639	1,453	534	2,200
営業利益 Operating Profit		128	-533	-293	-41	-86	-953	106	400
(Margin)		0.6%	-23.2%	-8.5%	-1.1%	-1.7%	-6.5%	2.5%	1.9%
	Japan	-126	-105	-123	-21	-46	-295	-18	
	North America	-182	-112	-38	-46	-137	-333	-24	
	Europe	-181	-93	-62	-42	-3	-200	-5	
	Asia	621	-89	27	83	42	63	71	
	China and others	-15	-19	-14	6	-3	-30	9	
	ASEAN	636	-70	41	77	45	93	62	
	Australia/NZ	-44	-49	-66	-11	52	-74	50	
	Others	40	-85	-31	-4	6	-114	-16	
経常利益 Ordinary Profit		-38	-587	-283	-59	-123	-1,052	112	360
(Margin)		-0.2%	-25.6%	-8.2%	-1.6%	-2.4%	-7.2%	2.6%	1.7%
親会社株主に帰属する当期純利益 Profit attributable to owners of parent		-258	-1,762	-337	-341	-683	-3,123	61	150
(Margin)		-1.1%	-76.8%	-9.8%	-9.0%	-13.6%	-21.5%	1.4%	0.7%
売上レート (円)	USD	109	108	106	105	105	105	110	107
	EUR	121	118	124	124	128	124	132	131
	THB	3.52	3.34	3.37	3.35	3.50	3.41	3.51	3.50
ネット・キャッシュ・フロー Net Cash Flow		-899					450		
	Operating	188					-415		
	Investing	-1,057					-1,013		
	Financing	96					1,683		
現金の期末残高 Cash Balance*		3,996					4,446		
フリー・キャッシュ・フロー Free Cash Flow		-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)		FY20					FY21
		Jun. 20	Sep. 20	Dec. 20	Mar. 21		Jun. 21
総資産 Total Assets		17,241	17,323	17,905	18,563		17,361
負債 Liabilities		11,052	11,533	12,382	13,310		12,092
自己資本比率 Equity ratio (%)		35.0	32.6	30.0	27.4		29.3
純資産 Net Assets		6,189	5,790	5,523	5,253		5,269
発行済み普通株式数 (千株) Total number of issued shares (000shares)		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)		FY19	FY20				FY21	FY21 (Plan)	
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year
Japan		264	41	54	62	75	232	33	244
	Non-Mini	40	4	5	8	13	30	6	
	Mini	53	6	9	9	16	40	9	
	OEM	171	31	40	45	46	162	18	
North America		158	9	22	21	41	93	34	170
	US	107	6	13	14	29	62	19	
	OEM	11	0	1	0	1	2	1	
Europe		238	13	24	22	31	90	24	119
	Western Europe	195	11	19	16	23	69	16	
	OEM	7	0	0	0	0	0	0	
	Russia and others	43	2	5	6	8	21	8	
Asia		462	34	71	75	78	258	77	366
	China and others	140	18	34	17	20	89	19	75
	China	113	13	31	10	13	67	13	
	ASEAN	322	16	37	58	58	169	58	291
	Thailand	80	7	15	18	11	51	12	
	Indonesia	118	2	4	12	22	40	22	
	Philippines	63	1	8	10	13	32	7	
	OEM	15	0	0	0	0	0	0	
Australia/NZ		86	12	15	21	22	70	21	101
	Australia	74	10	12	17	19	58	16	
Others		135	18	14	12	37	81	29	116
	Latin America	54	2	3	5	15	25	13	
	Middle East and Africa	81	16	11	7	22	56	16	
Grand Total		1,343	127	200	213	284	824	218	1,116

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

(千台 000 units)		FY19	FY20				FY21	FY21 (Plan)	
		Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year
Japan		95	11	16	16	30	73	15	94
	Non-Mini	41	4	5	7	14	30	6	42
	Mini	54	7	11	9	16	43	9	52
North America		160	17	34	24	38	113	39	155
	US	115	12	25	15	28	80	25	107
Europe		215	30	45	36	33	144	36	130
	Western Europe	173	27	36	27	27	117	28	94
	Russia and others	42	3	9	9	6	27	8	36
Asia		433	49	72	92	81	294	79	370
	China and others	143	25	25	31	24	105	21	97
	China*	123	20	19	26	18	83	17	77
	ASEAN	290	24	47	61	57	189	58	273
	Thailand	81	9	15	16	13	53	11	64
	Indonesia	107	5	11	17	21	54	26	107
	Philippines	61	3	11	11	12	37	8	45
Australia/NZ		88	13	17	19	23	72	25	97
	Australia	76	12	13	16	18	59	20	77
Others		136	19	28	31	27	105	36	121
	Latin America	54	5	12	15	9	41	15	54
	Middle East and Africa	82	14	16	16	18	64	21	67
Grand Total		1,127	139	212	218	232	801	230	967

* 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)		FY19	FY20				Full Year	FY21
		Full Year	1Q	2Q	3Q	4Q	1Q	
Japan	Okazaki	199	6	14	22	34	76	
	Mizushima	332	39	56	77	81	253	
	PMC	63	2	3	5	12	22	
Overseas	MMTh (Thailand)	346	23	45	64	89	221	
	GMMC (China)	106	21	20	26	13	80	
	PCMA-Rus (Russia)	33	2	3	4	5	14	
	MMKI (Indonesia)	186	3	11	26	35	75	
	MMPC (Philippines)	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)		FY19	FY20				Full Year	FY21
		Full Year	1Q	2Q	3Q	4Q	1Q	
減価償却費 Depreciation		748	172	143	165	179	659	
設備投資*		1,039	101	154	188	321	764	
Capital expenditure*								

* 計上ベース Accrual basis.

5. 研究開発費 R&D expenses

(億円 JPY 100M)		FY19	FY20				Full Year	FY21
		Full Year	1Q	2Q	3Q	4Q	1Q	
研究開発費 R&D expenses		1,309	268	235	225	286	1,014	
連結ベース Consolidated basis.								

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

		FY20				FY21
		Jun. 20	Sep. 20	Dec. 20	Mar. 21	Jun. 21
連結子会社 Consolidated subsidiaries		35	35	35	35	35
持分法適用会社 Equity-method associates		19	20	20	19	18

7. 有利子負債の状況 Interest bearing debt

(億円 JPY 100M)		FY20				FY21
		Jun. 20	Sep. 20	Dec. 20	Mar. 21	Jun. 21
MMC 単独 Non-consolidated		2,013	2,012	2,011	2,010	2,008
MMC Group		3,845	4,011	3,641	3,189	3,038
連結調整 Consolidation Adjustment		-477	-396	-319	-366	-348
Grand Total		5,381	5,627	5,333	4,833	4,698

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