

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	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
売上高 Net Sales	22,703	2,295	3,454	5,749	3,779	5,027	14,555	4,319	4,587	8,906	20,100
Japan	4,605	784	1,014	1,798	1,094	3,299	4,221	755	1,009	1,764	4,000
North America	3,151	195	462	657	454	835	1,946	845	872	1,717	3,800
Europe	4,747	259	546	805	431	597	1,833	528	677	1,205	2,650
Asia	5,936	386	825	1,211	1,104	1,054	3,369	1,079	948	2,027	4,650
China and others	417	34	64	98	39	55	192	45	40	85	150
ASEAN	5,519	352	761	1,113	1,065	999	3,177	1,034	908	1,942	4,500
Australia/NZ	1,768	312	372	684	476	573	1,733	578	490	1,068	2,400
Others	2,496	359	235	594	220	639	1,453	534	591	1,125	2,600
営業利益 Operating Profit	128	-533	-293	-826	-41	-86	106	146	252	600	600
(Margin)	0.6%	-23.2%	-8.5%	-14.4%	-1.1%	-1.7%	-6.5%	2.5%	3.2%	2.8%	3.0%
Japan	-126	-105	-123	-228	-21	-46	-295	-18	-12	-30	
North America	-182	-112	-38	-150	-46	-137	-333	24	49	73	
Europe	-181	-93	-62	-155	-42	-3	-200	-5	0	-5	
Asia	621	-89	27	-62	83	42	63	71	58	129	
China and others	-15	-19	-14	-33	6	-3	-30	9	8	17	
ASEAN	636	-70	41	-29	77	45	93	62	50	112	
Australia/NZ	-44	-49	-66	-115	-11	52	-74	50	27	77	
Others	40	-85	-31	-116	-4	6	-114	-16	24	8	
経常利益 Ordinary Profit	-38	-587	-283	-870	-59	-123	-1,052	112	159	271	580
(Margin)	-0.2%	-25.6%	-8.2%	-15.1%	-1.6%	-2.4%	-7.2%	2.6%	3.5%	3.0%	2.9%
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	-2,099	-341	-683	-3,123	61	156	217	400
(Margin)	-1.1%	-76.8%	-9.8%	-36.5%	-9.0%	-13.6%	-21.5%	1.4%	3.4%	2.4%	2.0%
売上レート (円)	USD	109	108	106	107	105	105	110	110	110	110
	EUR	121	118	124	122	124	128	124	132	130	131
	THB	3.52	3.34	3.37	3.35	3.35	3.50	3.41	3.51	3.39	3.45

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	Sep. 21		
総資産 Total Assets	17,241	17,323	17,905	18,563	17,361	17,392		
負債 Liabilities	11,052	11,533	12,382	13,310	12,092	12,016		
自己資本比率 Equity ratio (%)	35.0	32.6	30.0	27.4	29.3	29.8		
純資産 Net Assets	6,189	5,790	5,523	5,253	5,269	5,376		
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	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	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
Japan	264	41	54	95	62	75	232	33	51	84	
Non-Mini	40	4	5	9	8	13	30	6	8	14	
Mini	53	6	9	15	9	16	40	9	10	19	
OEM	171	31	40	71	45	46	162	18	33	51	
North America	158	9	22	31	21	41	93	34	33	67	
US	107	6	13	19	14	29	62	19	19	38	
OEM	11	0	1	1	0	1	2	1	2	3	
Europe	238	13	24	37	22	31	90	24	29	53	
Western Europe	195	11	19	30	16	23	69	16	21	37	
OEM	7	0	0	0	0	0	0	0	0	0	
Russia and others	43	2	5	7	6	8	21	8	8	16	
Asia	462	34	71	105	75	78	258	77	78	155	
China and others	140	18	34	52	17	20	89	19	20	39	
China	113	13	31	44	10	13	67	13	17	30	
ASEAN	322	16	37	53	58	58	169	58	58	116	
Thailand	80	7	15	22	18	11	51	12	9	21	
Indonesia	118	2	4	6	12	22	40	22	34	56	
Philippines	63	1	8	9	10	13	32	7	7	14	
OEM	15	0	0	0	0	0	0	0	2	2	
Australia/NZ	86	12	27	21	21	22	70	21	21	42	
Australia	74	10	12	22	17	19	58	16	15	31	
Others	135	18	14	32	12	37	81	29	33	62	
Latin America	54	2	3	5	5	15	25	13	15	28	
Middle East and Africa	81	16	11	27	7	22	56	16	18	34	
Grand Total	1,343	127	200	327	213	284	824	218	245	463	1,059

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	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
Japan	95	11	16	27	16	30	73	15	19	34	
Non-Mini	41	4	5	9	7	14	30	6	8	14	
Mini	54	7	11	18	9	16	43	9	11	20	
North America	160	17	34	51	24	38	113	39	37	76	
US	115	12	25	37	15	28	80	25	24	49	
Europe	215	30	45	75	36	33	144	36	31	67	
Western Europe	173	27	36	63	27	27	117	28	23	51	
Russia and others	42	3	9	12	9	6	27	8	8	16	
Asia	433	49	72	121	92	81	294	79	70	149	
China and others	143	25	25	50	31	24	105	21	21	42	
China*	123	20	19	39	26	18	83	17	16	33	
ASEAN	290	24	47	71	61	57	189	58	49	107	
Thailand	81	9	15	24	16	13	53	11	10	21	
Indonesia	107	5	11	16	17	21	54	26	27	53	
Philippines	61	3	11	14	11	12	37	8	7	15	
Australia/NZ	88	13	17	25	19	23	72	25	20	45	
Australia	76	12	13	25	16	18	59	20	14	34	
Others	136	19	28	47	31	27	105	36	35	71	
Latin America	54	5	12	17	15	9	41	15	15	30	
Middle East and Africa	82	14	16	30	16	18	64	21	20	41	
Grand Total	1,127	139	212	351	218	232	801	230	212	442	903

- * 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			FY21			FY21 (Plan)			
		Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
Japan	Okazaki	199	6	14	20	22	34	76	36	37	73	
	Mizushima	332	39	56	95	77	81	253	39	56	95	
	PMC	63	2	3	5	5	12	22	9	5	14	
Overseas	MMTh (Thailand)	346	23	45	68	64	89	221	60	70	130	
	GMMC(China)	106	21	20	41	26	13	80	18	7	25	
	PCMA-Rus(Russia)	33	2	3	5	4	5	14	5	4	9	
	MMKI (Indonesia)	186	3	11	14	26	35	75	32	42	74	
	MMPC (Philippines)	26	1	5	6	3	5	14	4	7	11	

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			FY21			FY21 (Plan)			
		Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
減価償却費	Depreciation	748	172	143	315	165	179	659	133	131	264	570
設備投資*	Capital expenditure*	1,039	101	154	255	188	321	764	84	121	205	850

* 計上ベース Accrual basis.

5. 研究開発費 R&D expenses

(億円 JPY 100M)		FY19	FY20			FY21			FY21 (Plan)			
		Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
研究開発費	R&D expenses	1,309	268	235	503	225	286	1,014	217	204	421	990

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	Sep. 21
連結子会社	Consolidated subsidiaries	35	35	35	35	35	35
持分法適用会社	Equity-method associates	19	20	20	19	18	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	Sep. 21
MMC 単独	Non-consolidated	2,013	2,012	2,011	2,010	2,008	2,007
MMC Group		3,845	4,011	3,641	3,189	3,038	3,211
連結調整	Consolidation Adjustment	-477	-396	-319	-366	-348	-418
Grand Total		5,381	5,627	5,333	4,833	4,698	4,800

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			FY21			FY21 (Plan)			
		Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
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			-141.02			-209.88			14.57	26.88
普通配当	Ordinary dividend	10.0			0.0			0.0			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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