

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)	FY20		FY21				FY22*		FY22 (Plan)*	
	1Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year	
売上高 Net Sales	2,295	14,555	4,319	4,587	5,255	6,228	20,389	5,287	23,500	
Japan	784	4,221	755	1,009	868	1,307	3,939	1,123	5,800	
North America	195	1,946	845	872	980	1,275	3,972	1,062	5,200	
Europe	259	1,833	528	677	751	621	2,577	274	1,100	
Asia	386	3,369	1,079	948	1,332	1,469	4,828	1,263	6,100	
China and others	34	192	45	40	38	44	167	22	150	
ASEAN	352	3,177	1,034	908	1,294	1,425	4,661	1,241	5,950	
Australia/NZ	312	1,733	578	490	626	853	2,547	748	2,800	
Others	359	1,453	534	591	698	703	2,526	817	2,500	
営業利益 Operating Profit	-533	-953	106	146	307	314	873	308	1,100	
(Margin)	-23.2%	-6.5%	2.5%	3.2%	5.8%	5.0%	4.3%	5.8%	4.7%	
Japan	-105	-295	-18	-12	-30	-42	-102	-71		
North America	-112	-333	24	49	65	103	241	160		
Europe	-93	-200	-5	0	-12	-10	-27	8		
Asia	-89	63	71	58	110	109	348	86		
China and others	-19	-30	9	8	7	3	27	12		
ASEAN	-70	93	62	50	103	106	321	74		
Australia/NZ	-49	-74	50	27	102	107	286	108		
Others	-85	-114	-16	24	72	47	127	17		
経常利益 Ordinary Profit	-587	-1,052	112	159	340	399	1,010	495	1,200	
(Margin)	-25.6%	-7.2%	2.6%	3.5%	6.5%	6.4%	5.0%	9.4%	5.1%	
親会社株主に帰属する当期純利益 Profit attributable to owners of parent	-1,762	-3,123	61	156	230	293	740	386	900	
(Margin)	-76.8%	-21.5%	1.4%	3.4%	4.4%	4.7%	3.6%	7.3%	3.8%	
売上レート (円)										
USD	108	105	110	110	113	115	112	127	125	
EUR	118	124	132	130	130	129	130	137	135	
THB	3.34	3.41	3.51	3.39	3.37	3.47	3.44	3.72	3.81	
ネット・キャッシュ・フロー Net Cash Flow		450					669			
Operating		-415					1,181			
Investing		-1,013					-691			
Financing		1,683					-102			
現金の期末残高 Cash Balance*		4,466					5,115			
フリー・キャッシュ・フロー Free Cash Flow		-1,428					490			

* 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)
(FY21: 281, FY20: 195, FY19: -126)

(億円, JPY 100M)	FY20		FY21				FY22*	
	Jun. 20		Jun. 21	Sep. 21	Dec. 21	Mar. 22	Jun. 21	
総資産 Total Assets	17,241		17,361	17,392	18,623	19,284	19,148	
負債 Liabilities	11,052		12,092	12,016	12,876	12,981	12,112	
自己資本比率 Equity ratio (%)	35.0		29.3	29.8	29.7	31.5	35.4	
純資産 Net Assets	6,189		5,269	5,376	5,747	6,303	7,036	
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	

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)	FY20		FY21				FY22*		FY22 (Plan)*	
	1Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year	
Japan	41	232	33	33	51	45	63	192	47	299
Non-Mini	4	30	6	6	8	8	14	36	10	
Mini	6	40	9	9	10	8	12	39	9	
OEM	31	162	18	18	33	29	37	117	28	
North America	9	93	34	33	37	37	47	151	32	164
US	6	62	19	19	24	24	28	90	19	
OEM	0	2	1	2	1	1	3	7	1	
Europe	13	90	24	29	32	25	25	110	9	43
Western Europe	11	69	16	21	22	17	17	76	9	
OEM	0	0	0	0	0	0	0	0	0	
Russia and others	2	21	8	8	10	8	8	34	0	
Asia	34	258	77	78	87	90	90	332	71	366
China and others	18	89	19	20	18	14	14	71	14	67
China	13	67	13	17	12	8	50	10	10	
ASEAN	16	169	58	58	69	76	261	57	299	
Thailand	7	51	12	9	15	16	52	12	12	
Indonesia	2	40	22	34	29	33	118	18	18	
Philippines	1	32	7	7	12	10	36	12	12	
OEM	0	0	0	2	0	1	3	0	0	
Australia/NZ	12	70	21	21	25	29	29	96	23	90
Australia	10	58	16	15	17	25	73	16	16	
Others	18	81	29	33	38	35	135	39	128	
Latin America	2	25	13	15	15	14	57	18	18	
Middle East and Africa	16	56	16	18	23	21	78	21	21	
Grand Total	127	824	218	245	264	289	1,016	221	1,090	

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

(千台 000 units)	FY20		FY21				FY22*		FY22 (Plan)*	
	1Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year	
Japan	11	73	15	15	19	15	26	75	18	101
Non-Mini	4	30	6	6	8	8	15	37	10	49
Mini	7	43	9	9	11	7	11	38	8	52
North America	17	113	39	37	40	40	40	156	35	166
US	12	80	25	24	25	25	26	100	22	110
Europe	30	144	36	31	35	29	29	131	20	56
Western Europe	27	117	28	23	24	22	22	97	18	53
Russia and others	3	27	8	8	11	7	7	34	2	3
Asia	49	294	79	70	95	87	87	331	76	376
China and others	25	105	21	21	23	16	16	81	11	77
China**	20	83	17	16	19	12	12	64	7	58
ASEAN	24	189	58	49	72	71	250	65	299	
Thailand	9	53	11	10	14	14	49	13	68	
Indonesia	5	54	26	27	30	31	114	24	115	
Philippines	3	37	8	7	11	10	36	10	55	
Australia/NZ	13	72	25	20	20	20	32	97	24	97
Australia	12	59	20	14	16	16	73	18	80	
Others	19	105	36	35	40	36	147	44	142	
Latin America	5	41	15	15	15	14	59	17	61	
Middle East and Africa	14	64	21	20	25	22	88	27	81	
Grand Total	139	801	230	212	245	250	937	217	938	

* FY22より欧州の一部国を「その他」に地域区分を変更。

Changed the regional division of some countries in Europe from "Europe" to "Others" from FY22.

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

(千台 000 units)		FY20		FY21					FY22*	
		1Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year
Japan	Okazaki	6	76	36	37	55	42	170	37	37
	Mizushima	39	253	39	56	50	62	207	45	45
	PMC	2	22	9	5	1	6	21	0	0
Overseas	MMTh (Thailand)	23	221	60	70	94	83	307	61	61
	GMMC(China)	21	80	18	7	23	11	59	5	5
	PCMA-Rus(Russia)	2	14	5	4	8	6	23	0	0
	MMKI (Indonesia)	3	75	32	42	37	38	149	28	28
	MMPC (Philippines)	1	14	4	7	5	3	19	6	6

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)		FY20		FY21					FY22*		FY22 (Plan) Full Year
		1Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year	
減価償却費 Depreciation	172	659	133	131	132	140	536	144	590	590	
設備投資* Capital expenditure*	101	764	84	121	192	230	627	63	1,000	1,000	

* 計上ベース Accrual basis.

5. 研究開発費 R&D expenses

(億円 JPY 100M)		FY20		FY21					FY22*		FY22 (Plan) Full Year
		1Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year	
研究開発費 R&D expenses	268	1,014	217	204	221	265	907	255	1,020	1,020	

連結ベース Consolidated basis.

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

	FY20		FY21					FY22*	
	Jun. 20		Jun. 21	Sep. 21	Dec. 21	Mar. 22	Jun. 21		
連結子会社 Consolidated subsidiaries	35		35	35	35	35	35	35	
持分法適用会社 Equity-method associates	19		18	18	19	18	18	18	

7. 有利子負債の状況 Interest bearing debt

(億円 JPY 100M)		FY20		FY21					FY22*	
		Jun. 20		Jun. 21	Sep. 21	Dec. 21	Mar. 22	Jun. 21		
MMC 単独 Non-consolidated	2,013	2,008	2,007	2,006	2,006	1,505				
MMC Group	3,845	3,038	3,211	3,272	2,904	3,179				
連結調整 Consolidation Adjustment	-477	-348	-418	-235	-105	-350				
Grand Total	5,381	4,698	4,800	5,043	4,805	4,334				

8. 主な経営指標 Management Index

(円 JPY)		FY20		FY21					FY22*		FY22 (Plan) Full Year
		1Q	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year	
総資産経常利益率 (ROA)	-5.5%							5.3%			
自己資本当期純利益率 (ROE)	-48.8%							13.3%			
1株当たり当期純利益 (EPS)	-209.88							49.76		60.47	
普通配当 Ordinary dividend	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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