

## 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		FY20 (Plan)	
		Full Year						1Q	2Q	3Q	4Q	Full Year	1Q
売上高 Net Sales		25,146	5,362	5,918	5,389	6,034	22,703	2,295					14,800
	Japan	4,287	1,120	1,221	984	1,280	4,605	784					3,870
	North America	3,878	734	700	709	1,008	3,151	195					1,900
	Europe	5,141	1,089	1,248	1,140	1,270	4,747	259					1,270
	Asia	6,639	1,545	1,685	1,571	1,135	5,936	386					4,320
	China and others	1,014	147	127	79	64	417	34					
	ASEAN	5,625	1,398	1,558	1,492	1,071	5,519	352					
	Australia/NZ	2,216	459	448	431	430	1,768	312					1,650
	Others	2,985	415	616	554	911	2,496	359					1,790
営業利益 Operating Profit		1,118	39	63	-66	92	128	-533					-1,400
(Margin)		4.4%	0.7%	1.1%	-1.2%	1.5%	0.6%	-23.2%					-9.5%
	Japan	41	-34	-3	-114	25	-126	-105					
	North America	35	-51	-42	-49	-40	-182	-112					
	Europe	-43	-24	-55	-64	-38	-181	-93					
	Asia	773	112	157	205	147	621	-89					
	China and others	131	-3	-3	-2	-7	-15	-19					
	ASEAN	642	115	160	207	154	636	-70					
	Australia/NZ	133	17	6	-43	-24	-44	-49					
	Others	179	19	0	-1	22	40	-85					
経常利益 Ordinary Profit		1,199	-14	26	-39	-11	-38	-587					-1,600
(Margin)		4.8%	-0.3%	0.4%	-0.7%	-0.2%	-0.2%	-25.6%					-10.8%
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					-3,600
(Margin)		5.3%	1.7%	-1.1%	-2.7%	-2.3%	-1.1%	-76.8%					-24.3%
売上レート (円)	USD	111	111	108	109	109	109	108					107
	EUR	128	123	120	120	121	121	118					120
	THB	3.42	3.46	3.50	3.58	3.53	3.52	3.34					3.47
ネット・キャッシュ・フロー Net Cash Flow		-695						-899					
	Operating	1,461					188						
	Investing	-1,449					-1,057						
	Financing	-750					96						
現金の期末残高 Cash Balance*		4,895					3,996						
フリー・キャッシュ・フロー Free Cash Flow		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)

(億円, JPY 100M)		FY18						FY19		FY20		
		Mar. 19		Jun. 19		Sep. 19		Dec. 19		Mar. 20		Jun. 20
総資産 Total Assets		20,103	19,096	19,278	19,276	19,276	19,381	17,241				
負債 Liabilities		11,291	10,466	10,725	10,850	10,850	11,497	11,052				
自己資本比率 Equity ratio (%)		43.4	44.8	43.9	42.9	42.9	39.9	35.0				
純資産 Net Assets		8,812	8,650	8,553	8,426	8,426	7,884	6,189				
発行済み普通株式数 (千株) Total number of issued shares (000 shares)		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		FY20 (Plan)	
		Full Year						1Q	2Q	3Q	4Q	Full Year	1Q
Japan		251	69	67	59	69	264	41					238
	Non-Mini	47	10	12	7	11	40	4					6
	Mini	59	15	13	10	15	53	6					6
	OEM	145	44	42	42	43	171	31					
North America		187	37	34	34	53	158	9					87
	US	127	24	23	22	38	107	6					
	OEM	11	4	2	2	3	11	0					
Europe		243	54	61	58	65	238	13					48
	Western Europe	192	42	48	48	57	195	11					
	OEM	5	3	1	1	2	7	0					
	Russia and others	51	12	13	10	8	43	2					
Asia		540	126	131	114	91	462	34					308
	China and others	211	42	38	32	28	140	18					
	China	179	34	33	25	21	113	13					
	ASEAN	329	84	93	82	63	322	16					
	Thailand	89	21	23	21	15	80	7					
	Indonesia	140	33	37	24	24	118	2					
	Philippines	63	15	15	20	13	63	1					
	OEM	3	5	4	5	1	15	0					
Australia/NZ		104	21	22	23	20	86	12					64
	Australia	90	18	19	20	17	74	10					
Others		155	22	34	32	47	135	18					87
	Latin America	67	10	15	10	19	54	2					
	Middle East and Africa, etc.	88	12	19	22	28	81	16					
Grand Total		1,480	329	349	320	345	1,343	127					832

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

(千台 000 units)		FY18						FY19		FY20		FY20 (Plan)	
		Full Year						1Q	2Q	3Q	4Q	Full Year	1Q
Japan		105	23	29	16	27	95	11					75
	Non-Mini	47	10	13	7	11	41	4					22
	Mini	58	13	16	9	16	54	7					53
North America		173	42	36	37	45	160	17					105
	US	124	29	25	25	36	115	12					75
Europe		236	58	54	50	53	215	30					115
	Western Europe	187	48	44	38	43	173	27					92
	Russia and others	49	10	10	12	10	42	3					23
Asia		480	117	115	123	78	433	49					379
	China and others	162	42	39	42	20	143	25					143
	China*	141	37	34	37	15	123	20					123
	ASEAN	318	75	76	81	58	290	24					236
	Thailand	88	21	22	21	17	81	9					64
	Indonesia	140	29	29	27	22	107	5					77
	Philippines	62	15	15	18	13	61	3					55
Australia/NZ		102	22	23	23	20	88	13					65
	Australia	89	19	20	20	17	76	12					57
Others		148	36	37	35	28	136	19					106
	Latin America	61	15	14	15	10	54	5					39
	Middle East and Africa, etc.	87	21	23	20	18	82	14					67
Grand Total		1,244	298	294	284	251	1,127	139					845

\*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				FY20
		Full Year	1Q	2Q	3Q	4Q	Full Year
Japan	Okazaki	234	43	50	50	56	199
	Mizushima	309	84	79	82	87	332
	PMC	85	13	16	18	16	63
Overseas	MMTh (Thailand)	384	73	91	83	99	346
	GMMC(China)	136	30	32	35	9	106
	PCMA-Rus(Russia)	36	10	7	9	7	33
	MMKI (Indonesia)	167	42	57	44	43	186
	MMPC (Philippines)	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)

	FY18	FY19				FY20	FY20 (Plan)
	Full Year	1Q	2Q	3Q	4Q	Full Year	Full Year
減価償却費 Depreciation	616	169	189	193	197	748	172
設備投資* Capital expenditure*	1,377	195	220	246	378	1,039	101

\* 計上ベース Accrual basis.

5. 研究開発費 R&D expenses  
(億円 JPY 100M)

	FY18	FY19				FY20	FY20 (Plan)
	Full Year	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

連結ベース Consolidated basis.

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

	FY18	FY19				FY20
	Mar. 19	Jun. 19	Sep. 19	Dec. 19	Mar. 20	Jun. 20
連結子会社 Consolidated subsidiaries	36	35	35	36	35	35
持分法適用会社 Equity-method associates	20	20	20	19	19	19

7. 有利子負債の状況 Interest bearing debt

(億円 JPY 100M)	FY18	FY19				FY20
	Mar. 19	Jun. 19	Sep. 19	Dec. 19	Mar. 20	Jun. 20
MMC 単独 Non-consolidated	0	16	18	16	16	2,013
MMC Group	3,151	3,519	3,426	3,210	3,450	3,845
連結調整 Consolidation Adjustment	-864	-922	-695	-483	-472	-477
Grand Total	2,287	2,613	2,749	2,743	2,994	5,381

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				FY20	FY20 (Plan)
	Full Year	1Q	2Q	3Q	4Q	Full Year	Full Year
総資産経常利益率 (ROA)	6.6%					-0.2%	
自己資本当期純利益率 (ROE)	16.1%					-3.1%	
1株当たり当期純利益 (EPS)	89.26					-17.32	-241.88
普通配当 Ordinary dividend	20.0					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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