

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	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
売上高 Net Sales		25,146	5,362	5,918	11,280	5,389	6,034	22,703	2,295	3,454	5,749	14,800
Japan		4,287	1,120	1,221	2,341	984	1,280	4,605	784	1,014	1,798	4,160
North America		3,878	734	700	1,434	709	1,008	3,151	195	462	657	2,050
Europe		5,141	1,089	1,248	2,337	1,140	1,270	4,747	259	546	805	1,690
Asia		6,639	1,545	1,685	3,230	1,571	1,135	5,936	386	825	1,211	3,870
	China and others	1,014	147	127	274	79	64	417	34	64	98	170
	ASEAN	5,625	1,398	1,558	2,956	1,492	1,071	5,519	352	761	1,113	3,700
Australia/NZ		2,216	459	448	907	431	430	1,768	312	372	684	1,650
Others		2,985	415	616	1,031	554	911	2,496	359	235	594	1,380
営業利益 Operating Profit		1,118	39	63	102	-66	92	128	-533	-293	-826	-1,400
(Margin)		4.4%	0.7%	1.1%	0.9%	-1.2%	1.5%	0.6%	-23.2%	-8.5%	-14.4%	-9.5%
Japan		41	-34	-3	-37	-114	25	-126	-105	-123	-228	
North America		35	-51	-42	-93	-49	-40	-182	-112	-38	-150	
Europe		-43	-24	-55	-79	-64	-38	-181	-93	-62	-155	
Asia		773	112	157	269	205	147	621	-89	27	-62	
	China and others	131	-3	-3	-6	-2	-7	-15	-19	-14	-33	
	ASEAN	642	115	160	275	207	154	636	-70	41	-29	
Australia/NZ		133	17	6	23	-43	-24	-44	-49	-66	-115	
Others		179	19	0	19	-1	22	40	-85	-31	-116	
経常利益 Ordinary Profit		1,199	-14	26	12	-39	-11	-38	-587	-283	-870	-1,600
(Margin)		4.8%	-0.3%	0.4%	0.1%	-0.7%	-0.2%	-0.2%	-25.6%	-8.2%	-15.1%	-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	26	-144	-140	-258	-1,762	-337	-2,099	-3,600
(Margin)		5.3%	1.7%	-1.1%	0.2%	-2.7%	-2.3%	-1.1%	-76.8%	0.0%	0.0%	-24.3%
売上レート (円)	USD	111	111	108	109	109	109	109	108	106	107	106
	EUR	128	123	120	122	120	121	121	118	124	122	122
	THB	3.42	3.46	3.50	3.48	3.58	3.53	3.52	3.34	3.37	3.35	3.38

ネット・キャッシュ・フロー Net Cash Flow		FY18		FY19				FY20				FY20 (Plan)
		Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
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	Sep. 20	Dec. 20	Mar. 21	Jun. 21	Sep. 21
総資産 Total Assets		20,103	19,096	19,278	19,276	19,381	17,241	17,323	17,241	17,323	17,323	17,323
負債 Liabilities		11,291	10,446	10,725	10,850	11,497	11,052	11,533	11,052	11,533	11,533	11,533
自己資本比率 Equity ratio (%)		43.4	44.8	43.9	42.9	39.9	35.0	32.6	35.0	32.6	32.6	32.6
純資産 Net Assets		8,812	8,650	8,553	8,426	7,884	6,189	5,790	6,189	5,790	5,790	5,790
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	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	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
Japan		251	69	67	136	59	69	264	41	54	95	244
	Non-Mini	47	10	12	22	7	11	40	4	5	9	9
	Mini	59	15	13	28	10	15	53	6	9	15	15
	OEM	145	44	42	86	42	43	171	31	40	71	71
North America		187	37	34	71	34	53	158	9	22	31	94
	US	127	24	23	47	22	38	107	6	13	19	19
	OEM	11	4	2	6	2	3	11	0	1	1	1
Europe		243	54	61	115	58	65	238	13	24	37	86
	Western Europe	192	42	48	90	48	57	195	11	19	30	30
	OEM	5	3	1	4	1	2	7	0	0	0	0
	Russia and others	51	12	13	25	10	8	43	2	5	7	7
Asia		540	126	131	257	114	91	462	34	71	105	271
	China and others	211	42	38	80	32	28	140	18	34	52	52
	China	179	34	33	67	25	21	113	13	31	44	44
	ASEAN	329	84	93	177	82	63	322	16	37	53	53
	Thailand	89	21	23	44	21	15	80	7	15	22	22
	Indonesia	140	33	37	70	24	24	118	2	4	6	6
	Philippines	63	15	15	30	20	13	63	1	8	9	9
	OEM	3	5	4	9	5	1	15	0	0	0	0
Australia/NZ		104	21	22	43	23	20	86	12	15	27	65
	Australia	90	18	19	37	20	17	74	10	12	22	22
Others		155	22	34	56	32	47	135	18	14	32	78
	Latin America	67	10	15	25	10	19	54	2	3	5	5
	Middle East and Africa, etc.	88	12	19	31	22	28	81	16	11	27	27
Grand Total		1,480	329	349	678	320	345	1,343	127	200	327	838

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	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
Japan		105	23	29	52	16	27	95	11	16	27	76
	Non-Mini	47	10	13	23	7	11	41	4	5	9	29
	Mini	58	13	16	29	9	16	54	7	11	18	47
North America		173	42	36	78	37	45	160	17	34	51	113
	US	124	29	25	54	25	36	115	12	25	37	80
Europe		236	58	54	112	50	53	215	30	45	75	143
	Western Europe	187	48	44	92	38	43	173	27	36	63	118
	Russia and others	49	10	10	20	12	10	42	3	9	12	25
Asia		480	117	115	232	123	78	433	49	72	121	325
	China and others	162	42	39	81	42	20	143	25	25	50	112
	China*	141	37	34	71	37	15	123	20	19	39	92
	ASEAN	318	75	76	151	81	58	290	24	47	71	213
	Thailand	88	21	22	43	21	17	81	9	15	24	70
	Indonesia	140	29	29	58	27	22	107	5	11	16	54
	Philippines	62	15	15	30	18	13	61	3	11	14	44
Australia/NZ		102	22	23	45	23	20	88	13	17	30	68
	Australia	89	19	20	39	20	17	76	12	13	25	58
Others		148	36	37	73	35	28	136	19	28	47	99
	Latin America	61	15	14	29	15	10	54	5	12	17	36
	Middle East and Africa, etc.	87	21	23	44	20	18	82	14	16	30	63
Grand Total		1,244	298	294	592	284	251	1,127	139	212	351	824

* 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	1H	3Q	4Q	Full Year	1Q	2Q	1H
Japan	Okazaki	234	43	50	93	50	56	199	6	14	20
	Mizushima	309	84	79	163	82	87	332	39	56	95
	PMC	85	13	16	29	18	16	63	2	3	5
Overseas	MMTh (Thailand)	384	73	91	164	83	99	346	23	45	68
	GMMC(China)	136	30	32	62	35	9	106	21	20	41
	PCMA-Rus(Russia)	36	10	7	17	9	7	33	2	3	5
	MMKI (Indonesia)	167	42	57	99	44	43	186	3	11	14
	MMPC (Philippines)	23	5	6	11	8	7	26	1	5	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)	FY18		FY19				FY20				FY20 (Plan)
	Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
減価償却費 Depreciation	616	169	189	358	193	197	748	172	143	315	655
設備投資* Capital expenditure*	1,377	195	220	415	246	378	1,039	101	154	255	1,000

* 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	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year
研究開発費 R&D expenses	1,243	305	340	645	354	310	1,309	268	235	503	1,140

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	Sep. 20			
連結子会社 Consolidated subsidiaries	36	35	35	36	35	35	35			
持分法適用会社 Equity-method associates	20	20	20	19	19	19	20			

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	Sep. 20			
MMC 単独 Non-consolidated	0	16	18	16	16	2,013	2,012			
MMC Group	3,151	3,519	3,426	3,210	3,450	3,845	4,011			
連結調整 Consolidation Adjustment	-864	-922	-695	-483	-472	-477	-396			
Grand Total	2,287	2,613	2,749	2,743	2,994	5,381	5,627			

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	1H	3Q	4Q	Full Year	1Q	2Q	1H	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			1.75			-17.32			-141.02	-241.88
普通配当 Ordinary dividend	20.0			10.0			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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