

## 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	10-3Q	4Q	Full Year	1Q	2Q	3Q	10-3Q	Full Year
売上高 Net Sales		25,146	5,362	5,918	5,389	16,669	6,034	22,703	2,295	3,454	3,779	9,528	14,600
Japan		4,287	1,120	1,221	984	3,325	1,280	4,605	784	1,014	1,094	2,892	4,280
North America		3,878	734	700	709	2,143	1,008	3,151	195	462	454	1,111	2,000
Europe		5,141	1,089	1,248	1,140	3,477	1,270	4,747	259	546	431	1,236	1,770
Asia		6,639	1,545	1,685	1,571	4,801	1,135	5,936	386	825	1,104	2,315	3,440
China and others		1,014	147	127	79	353	64	417	34	64	39	137	180
ASEAN		5,625	1,398	1,558	1,492	4,448	1,071	5,519	352	761	1,065	2,178	3,260
Australia/NZ		2,216	459	448	431	1,338	430	1,768	312	372	476	1,160	1,650
Others		2,985	415	616	554	1,585	911	2,496	359	235	220	814	1,460
営業利益 Operating Profit		1,118	39	63	-66	36	92	128	-533	-293	-41	-867	-1,000
(Margin)		4.4%	0.7%	1.1%	-1.2%	0.2%	1.5%	0.6%	-23.2%	-8.5%	-1.1%	-9.1%	-6.8%
Japan		41	-34	-3	-114	-151	25	-126	-105	-123	-21	-249	
North America		35	-51	-42	-49	-142	-40	-182	-112	-38	-46	-196	
Europe		-43	-24	-55	-64	-143	-38	-181	-93	-62	-42	-197	
Asia		773	112	157	205	474	147	621	-89	27	83	21	
China and others		131	-3	-3	-2	-8	-7	-15	-19	-14	6	-27	
ASEAN		642	115	160	207	482	154	636	-70	41	77	48	
Australia/NZ		133	17	6	-43	-20	-24	-44	-49	-66	-11	-126	
Others		179	19	0	-1	18	22	40	-85	-31	-4	-120	
経常利益 Ordinary Profit		1,199	-14	26	-39	-27	-11	-38	-587	-283	-59	-929	-1,200
(Margin)		4.8%	-0.3%	0.4%	-0.7%	-0.2%	-0.2%	-0.2%	-25.6%	-8.2%	-1.6%	-9.8%	-8.2%
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	-118	-140	-258	-1,762	-337	-341	-2,440	-3,300
(Margin)		5.3%	1.7%	-1.1%	-2.7%	-0.7%	-2.3%	-1.1%	-7.6%	-9.8%	-9.0%	-25.6%	-22.6%
売上レート (円)	USD	111	111	108	109	109	109	109	108	106	105	106	105
	EUR	128	123	120	120	121	121	121	118	124	124	122	123
	THB	3.42	3.46	3.50	3.58	3.52	3.53	3.52	3.34	3.37	3.35	3.35	3.38
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	Sep. 20	Dec. 20		
総資産 Total Assets		20,103	19,096	19,278	19,276	19,381	17,241	17,323	17,905		
負債 Liabilities		11,291	10,446	10,725	10,850	11,497	11,052	11,533	12,382		
自己資本比率 Equity ratio (%)		43.4	44.8	43.9	42.9	39.9	35.0	32.6	30.0		
純資産 Net Assets		8,812	8,650	8,553	8,426	7,884	6,189	5,790	5,523		
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		

## 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	10-3Q	4Q	Full Year	1Q	2Q	3Q	10-3Q	Full Year
Japan		251	69	67	59	195	69	264	41	54	62	157	240
Non-Mini		47	10	12	7	29	11	40	4	5	8	17	
Mini		59	15	13	10	38	15	53	6	9	9	24	
OEM		145	44	42	42	128	43	171	31	40	45	116	
North America		187	37	34	34	105	53	158	9	22	21	52	95
US		127	24	23	22	69	38	107	6	13	14	33	
OEM		11	4	2	2	8	3	11	0	1	0	1	
Europe		243	54	61	58	173	65	238	13	24	22	59	90
Western Europe		192	42	48	48	138	57	195	11	19	16	46	
OEM		5	3	1	1	5	2	7	0	0	0	0	
Russia and others		51	12	13	10	35	8	43	2	5	6	13	
Asia		540	126	131	114	371	91	462	34	71	75	180	260
China and others		211	42	38	32	112	28	140	18	34	17	69	
China		179	34	33	25	92	21	113	13	31	10	54	
ASEAN		329	84	93	82	259	63	322	16	37	58	111	
Thailand		89	21	23	21	65	15	80	7	15	18	40	
Indonesia		140	33	37	24	94	24	118	2	4	12	18	
Philippines		63	15	15	20	50	13	63	1	8	10	19	
OEM		3	5	4	5	14	1	15	0	0	0	0	
Australia/NZ		104	21	22	23	66	20	86	12	15	21	48	70
Australia		90	18	19	20	57	17	74	10	12	17	39	
Others		155	22	34	32	88	47	135	18	14	12	44	81
Latin America		67	10	15	10	35	19	54	2	3	5	10	
Middle East and Africa, etc.		88	12	19	22	53	28	81	16	11	7	34	
Grand Total		1,480	329	349	320	998	345	1,343	127	200	213	540	836

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	10-3Q	4Q	Full Year	1Q	2Q	3Q	10-3Q	Full Year
Japan		105	23	29	16	68	27	95	11	16	16	43	75
Non-Mini		47	10	13	7	30	11	41	4	5	7	16	30
Mini		58	13	16	9	38	16	54	7	11	9	27	45
North America		173	42	36	37	115	45	160	17	34	24	75	112
US		124	29	25	25	79	36	115	12	25	15	52	79
Europe		236	58	54	50	162	53	215	30	45	36	111	146
Western Europe		187	48	44	38	130	43	173	27	36	27	90	119
Russia and others		49	10	10	12	32	10	42	3	9	9	21	27
Asia		480	117	115	123	355	78	433	49	72	92	213	302
China and others		162	42	39	42	123	20	143	25	25	31	81	106
China*		141	37	34	37	108	15	123	20	19	26	65	85
ASEAN		318	75	76	81	232	58	290	24	47	61	132	196
Thailand		88	21	22	21	64	17	81	9	15	16	40	60
Indonesia		140	29	29	27	85	22	107	5	11	17	33	53
Philippines		62	15	15	18	48	13	61	3	11	11	25	38
Australia/NZ		102	22	23	23	68	20	88	13	17	19	49	70
Australia		89	19	20	20	59	17	76	12	13	16	41	59
Others		148	36	37	35	108	28	136	19	28	31	78	97
Latin America		61	15	14	15	44	10	54	5	12	15	32	39
Middle East and Africa, etc.		87	21	23	20	64	18	82	14	16	16	46	58
Grand Total		1,244	298	294	284	876	251	1,127	139	212	218	569	802

\*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			FY20 (Plan)				
		Full Year	1Q	2Q	3Q	1Q-3Q	4Q	Full Year	1Q	2Q	3Q	1Q-3Q	Full Year
Japan	Okazaki	234	43	50	50	143	56	199	6	14	22	42	
	Mizushima	309	84	79	82	245	87	332	39	56	77	172	
	PMC	85	13	16	18	47	16	63	2	3	5	10	
Overseas	MMTh (Thailand)	384	73	91	83	247	99	346	23	45	64	132	
	GMMC(China)	136	30	32	35	97	9	106	21	20	26	67	
	PCMA-Rus(Russia)	36	10	7	9	26	7	33	2	3	4	9	
	MMKI (Indonesia)	167	42	57	44	143	43	186	3	11	26	40	
	MMPC (Philippines)	23	5	6	8	19	7	26	1	5	3	9	

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	1Q-3Q	4Q	Full Year	1Q	2Q	3Q	1Q-3Q	Full Year
減価償却費 Depreciation	616	169	189	193	551	197	748	172	143	165	480	660
設備投資* Capital expenditure*	1,377	195	220	246	661	378	1,039	101	154	188	443	830

\* 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	1Q-3Q	4Q	Full Year	1Q	2Q	3Q	1Q-3Q	Full Year
研究開発費 R&D expenses	1,243	305	340	354	999	310	1,309	268	235	225	728	1,020

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	Dec. 20
連結子会社 Consolidated subsidiaries	36	35	35	36	35	35	35	35
持分法適用会社 Equity-method associates	20	20	20	19	19	19	20	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	Dec. 20
MMC 単独 Non-consolidated	0	16	18	16	16	2,013	2,012	2,011
MMC Group	3,151	3,519	3,426	3,210	3,450	3,845	4,011	3,641
連結調整 Consolidation Adjustment	-864	-922	-695	-483	-472	-477	-396	-319
Grand Total	2,287	2,613	2,749	2,743	2,994	5,381	5,627	5,333

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	1Q-3Q	4Q	Full Year	1Q	2Q	3Q	1Q-3Q	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					-221.89
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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