

## 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)				
		1Q-3Q	Full Year	1Q	2Q	3Q	1Q-3Q	4Q	Full Year	1Q	2Q	3Q	1Q-3Q	Full Year
売上高 Net Sales		16,669	22,703	2,295	3,454	3,779	9,528	5,027	14,555	4,319	4,587	5,255	14,161	20,000
Japan		3,325	4,605	784	1,014	1,094	2,892	1,329	4,221	755	1,009	868	2,632	3,850
North America		2,143	3,151	195	462	454	1,111	835	1,946	845	872	980	2,697	3,850
Europe		3,477	4,747	259	546	431	1,236	597	1,833	528	677	751	1,956	2,500
Asia		4,801	5,936	386	825	1,104	2,315	1,054	3,369	1,079	948	1,332	3,359	4,750
	China and others	353	417	34	64	39	137	55	192	45	40	38	123	150
	ASEAN	4,448	5,519	352	761	1,065	2,178	999	3,177	1,034	908	1,294	3,236	4,600
Australia/NZ		1,338	1,768	312	372	476	1,160	573	1,733	578	490	626	1,694	2,400
Others		1,585	2,496	359	235	220	814	639	1,453	534	591	698	1,823	2,650
営業利益 Operating Profit		36	128	-533	-293	-41	-867	-86	-953	106	146	307	559	700
(Margin)		0.2%	0.6%	-23.2%	-8.5%	-1.1%	-9.1%	-1.7%	-6.5%	2.5%	3.2%	5.8%	3.9%	3.5%
Japan		-151	-126	-105	-123	-21	-249	-46	-295	-18	-12	-30	-60	
North America		-142	-182	-112	-38	-46	-196	-137	-333	24	49	65	138	
Europe		-143	-181	-93	-62	-42	-197	-3	-200	-5	0	-12	-17	
Asia		474	621	-89	27	83	21	42	63	71	58	110	239	
	China and others	-8	-15	-19	-14	6	-27	-3	-30	9	8	7	24	
	ASEAN	482	636	-70	41	77	48	45	93	62	50	103	215	
Australia/NZ		-20	-44	-49	-66	-11	-126	52	-74	50	27	102	179	
Others		18	40	-85	-31	-4	-120	6	-114	-16	24	72	80	
経常利益 Ordinary Profit		-27	-38	-587	-283	-59	-929	-123	-1,052	112	159	340	611	700
(Margin)		-0.2%	-0.2%	-25.6%	-8.2%	-1.6%	-9.8%	-2.4%	-7.2%	2.6%	3.5%	6.5%	4.3%	3.5%
親会社株主に帰属する当期純利益 Profit attributable to owners of parent		-118	-258	-1,762	-337	-341	-2,440	-683	-3,123	61	156	230	447	500
(Margin)		-0.7%	-1.1%	-7.6%	-9.8%	-9.0%	-25.6%	-13.6%	-21.5%	1.4%	3.4%	4.4%	3.2%	2.5%
売上レート (円)	USD	109	109	108	106	105	106	105	105	110	110	113	111	112
	EUR	121	121	118	124	124	122	128	124	132	130	130	130	130
	THB	3.52	3.52	3.34	3.37	3.35	3.35	3.50	3.41	3.51	3.39	3.37	3.42	3.44
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	Dec. 21
総資産 Total Assets		17,241	17,323	17,905	18,563	17,361	17,392	18,623
負債 Liabilities		11,052	11,533	12,382	13,310	12,092	12,016	12,876
自己資本比率 Equity ratio (%)		35.0	32.6	30.0	27.4	29.3	29.8	29.7
純資産 Net Assets		6,189	5,790	5,523	5,253	5,269	5,376	5,747
発行済み普通株式数 (千株) Total number of issued shares (000's 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)		FY19		FY20			FY21			FY21 (Plan)				
		1Q-3Q	Full Year	1Q	2Q	3Q	1Q-3Q	4Q	Full Year	1Q	2Q	3Q	1Q-3Q	Full Year
Japan		195	264	41	54	62	157	75	232	33	51	45	129	
	Non-Mini	29	40	4	5	8	17	13	30	6	8	8	22	
	Mini	38	53	6	9	9	24	16	40	9	10	8	27	
	OEM	128	171	31	40	45	116	46	162	18	33	29	80	
North America		105	158	9	22	21	52	41	93	34	33	37	104	
	US	69	107	6	13	14	33	29	62	19	19	24	62	
	OEM	8	11	0	1	0	1	1	2	1	2	1	4	
Europe		173	238	13	24	22	59	31	90	24	29	32	85	
	Western Europe	138	195	11	19	16	46	23	69	16	21	22	59	
	OEM	5	7	0	0	0	0	0	0	0	0	0	0	
	Russia and others	35	43	2	5	6	13	8	21	8	8	10	26	
Asia		371	462	34	71	75	180	78	258	77	78	87	242	
	China and others	112	140	18	34	17	69	20	89	19	20	18	57	
	China	92	113	13	31	10	54	13	67	13	17	12	42	
	ASEAN	259	322	16	37	58	111	58	169	58	58	69	185	
	Thailand	65	80	7	15	18	40	11	51	12	9	15	36	
	Indonesia	94	118	2	4	12	18	22	40	22	34	29	85	
	Philippines	50	63	1	8	10	19	13	32	7	7	12	26	
	OEM	14	15	0	0	0	0	0	0	0	2	0	2	
Australia/NZ		66	86	12	15	21	48	22	70	21	21	25	67	
	Australia	57	74	10	12	17	39	19	58	16	15	17	48	
Others		88	135	18	14	12	44	37	81	29	33	38	100	
	Latin America	35	54	2	3	5	10	15	25	13	15	15	43	
	Middle East and Africa	53	81	16	11	7	34	22	56	16	18	23	57	
Grand Total		998	1,343	127	200	213	540	284	824	218	245	264	727	1,047

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

(千台 000 units)		FY19		FY20			FY21			FY21 (Plan)				
		1Q-3Q	Full Year	1Q	2Q	3Q	1Q-3Q	4Q	Full Year	1Q	2Q	3Q	1Q-3Q	Full Year
Japan		68	95	11	16	16	43	30	73	15	19	15	49	
	Non-Mini	30	41	4	5	7	16	14	30	6	8	8	22	
	Mini	38	54	7	11	9	27	16	43	9	11	7	27	
North America		115	160	17	34	24	75	38	113	39	37	40	116	
	US	79	115	12	25	15	52	28	80	25	24	25	74	
Europe		162	215	30	45	36	111	33	144	36	31	35	102	
	Western Europe	130	173	27	36	27	90	27	117	28	23	24	75	
	Russia and others	32	42	3	9	9	21	6	27	8	8	11	27	
Asia		355	433	49	72	92	213	81	294	79	70	95	244	
	China and others	123	143	25	25	31	81	24	105	21	21	23	65	
	China*	108	123	20	19	26	65	18	83	17	16	19	52	
	ASEAN	232	290	24	47	61	132	57	189	58	49	72	179	
	Thailand	64	81	9	15	16	40	13	53	11	10	14	35	
	Indonesia	85	107	5	11	17	33	21	54	26	27	30	83	
	Philippines	48	61	3	11	11	25	12	37	8	7	11	26	
Australia/NZ		68	88	13	17	19	49	23	72	25	20	20	65	
	Australia	59	76	12	13	16	41	18	59	20	14	16	50	
Others		108	136	19	28	31	78	27	105	36	35	40	111	
	Latin America	44	54	5	12	15	32	9	41	15	15	15	45	
	Middle East and Africa	64	82	14	16	16	46	18	64	21	20	25	66	
Grand Total		876	1,127	139	212	218	569	232	801	230	212	245	687	921

\* 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					
		1Q-3Q	Full Year	1Q	2Q	3Q	1Q-3Q	4Q	Full Year	1Q	2Q	3Q	1Q-3Q
Japan	Okazaki	143	199	6	14	22	42	34	76	36	37	55	128
	Mizushima	245	332	39	56	77	172	81	253	39	56	50	145
	PMC	47	63	2	3	5	10	12	22	9	5	1	15
Overseas	MMTh (Thailand)	247	346	23	45	64	132	89	221	60	70	94	224
	GMMC(China)	97	106	21	20	26	67	13	80	18	7	23	48
	PCMA-Rus(Russia)	26	33	2	3	4	9	5	14	5	4	8	17
	MMKI (Indonesia)	143	186	3	11	26	40	35	75	32	42	37	111
	MMPC (Philippines)	19	26	1	5	3	9	5	14	4	7	5	16

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)		
	1Q-3Q	Full Year	1Q	2Q	3Q	1Q-3Q	4Q	Full Year	1Q	2Q	3Q	1Q-3Q	Full Year
減価償却費 Depreciation	551	748	172	143	165	480	179	659	133	131	132	396	570
設備投資* Capital expenditure*	661	1,039	101	154	188	443	321	764	84	121	192	397	700

\* 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)		
	1Q-3Q	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	999	1,309	268	235	225	728	286	1,014	217	204	221	642	990

連結ベース Consolidated basis.

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

	FY19		FY20				FY21			
	Mar. 20	Jun. 20	Sep. 20	Dec. 20	Mar. 21	Jun. 21	Sep. 21	Dec. 21		
連結子会社 Consolidated subsidiaries	35	35	35	35	35	35	35	35		
持分法適用会社 Equity-method associates	19	19	20	20	19	18	18	19		

7. 有利子負債の状況 Interest bearing debt

(億円 JPY 100M)	FY19		FY20				FY21			
	Mar. 20	Jun. 20	Sep. 20	Dec. 20	Mar. 21	Jun. 21	Sep. 21	Dec. 21		
MMC 単独 Non-consolidated	16	2,013	2,012	2,011	2,010	2,008	2,007	2,006		
MMC Group	3,450	3,845	4,011	3,641	3,189	3,038	3,211	3,272		
連結調整 Consolidation Adjustment	-472	-477	-396	-319	-366	-348	-418	-235		
Grand Total	2,994	5,381	5,627	5,333	4,833	4,698	4,800	5,043		

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)
	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	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				-209.88					33.61	
普通配当 Ordinary dividend	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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