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Mazda Motor Corporation, established in 1920 and headquartered in Hiroshima, has become one of the leading automobile manufacturers in Japan. Manufacturing operations encompass two production plants in Japan and 16 overseas production facilities. Mazda's vehicles are now available in over 150 countries and territories around the world.

In November 2000, Mazda launched the Millennium Plan, a set of strategic imperatives directed toward strengthening our competitiveness and profitability. We have begun implementing proactive measures that will accelerate the rate of change and transformation in empowering Mazda as a different company, centering on four major pillars: Growing the Business, Restructuring and Reform, Creating Synergies with Ford and Enabling Our People.

The Mazda "spark" is back in our future products. As visualized through our "Emotion in Motion" design philosophy, every Mazda car will embody a spirit of "Zoom-Zoom" and continue to build an emotional connection with Mazda customers.

Mazda's vision is to create new value, excite and delight our customers through the best automotive products and services. By continually striving for this goal and aggressively accelerating the products and strategies in place, Mazda will be a formidable automotive competitor into the 21st century.

FINANCIAL HIGHLIGHTS

Mazda Motor Corporation and consolidated subsidiaries
Years ended March 31, 2001, 2000 and 1999

	Millions of yen			Thousands of U.S. dollars ¹
	2000 March 31, 2001	1999 March 31, 2000	1998 March 31, 1999	2000 March 31, 2001
For the year:				
Net sales	¥ 2,015,812	¥ 2,161,572	¥ 2,057,097	\$ 16,256,548
Net income (loss)	(155,243)	26,155	38,707	(1,251,960)
At the year-end:				
Total assets	1,743,627	1,469,533	1,479,032	14,061,508
Shareholders' equity	158,872	245,709	377,916	1,281,226
Amounts per share of common stock:				
	Yen			U.S. dollars
Net income (loss) ²	¥ (126.99)	¥ 21.39	¥ 31.66	\$ (1.024)
Cash dividends applicable to the year ³	-	2.00	4.00	-

Notes:

1. The translation of the Japanese yen amounts into U.S. dollars is presented solely for the convenience of readers, using the prevailing exchange rate at March 31, 2001, of ¥124 to US\$1.
2. The computations of net income (loss) per share of common stock are based on the average number of shares outstanding during each fiscal year.
3. Cash dividends per share represent actual amounts applicable to the respective years.