

ISUZU

FY2007 Financial Results

Apr. '06 – Mar. '07



May 14, 2007

ISUZU MOTORS LIMITED

Contents

- I. President and Representative Director: Yoshinori Ida**
FY2007 Overview

- II. Executive Vice President: Susumu Hosoi**
 - 1. Business Status
 - 2. FY2007 Financial Summary
 - 3. FY2008 Full-year outlook
 - 4. Mid-term Business Plan Status

- III. Q&A Session**

Statements contained in this presentation, except for historical or current facts, are based on certain assumptions and our management's judgment in light of currently available information. Therefore, these statements may be susceptible to various factors, such as uncertainty contained in the assumptions and management's judgment and economic changes in the future, which may cause to bring about different results in Isuzu's future earnings and operating results.

Moreover, this presentation is not intended to solicit investment in Isuzu. Isuzu assumes no responsibility for any losses and liabilities that may be incurred because of the information in this presentation.

FY07 Consolidated Results

- Year-on-year Comparison -

(JPY Bil.)	FY07	FY06	Changes
Sales Revenue	1,662.9	1,581.9	+ 81.0
Operating Profit	107.0	90.7	+ 16.3
Working Profit	114.7	93.8	+ 20.9
Net Income	92.4	59.0	+ 33.4

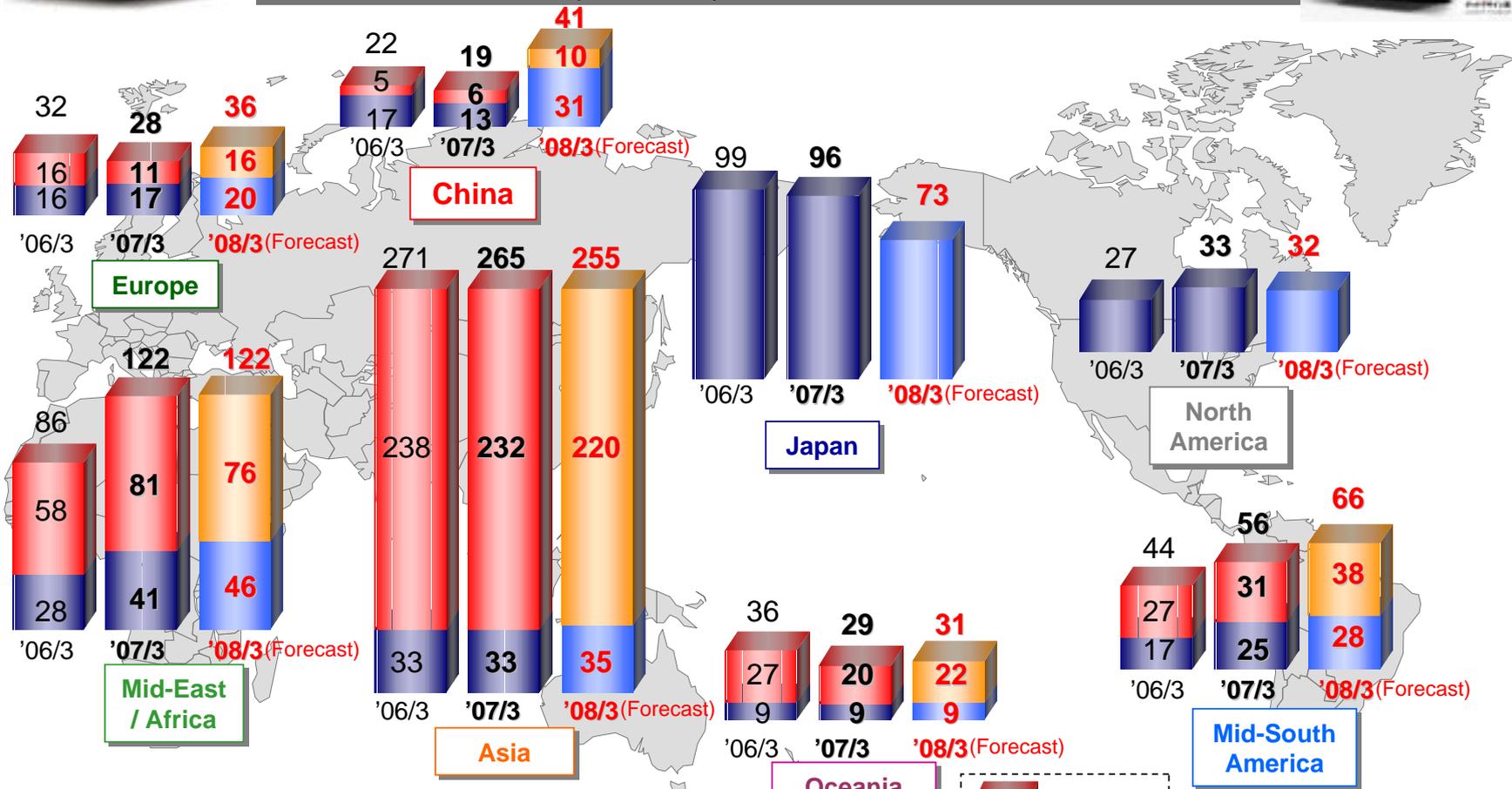
* FX: FY07 = 115JPY/US\$
FY06 = 111JPY/US\$

1-1. Global Business



ISUZU Global Shipment

- Vehicle(CV, LCV), KD-SET, etc.: K-units -



Shipment	'06/3	'07/3	'08/3
LCV	371,923	380,712	382,000
CV	246,813	266,112	274,000
Vehicle Total	618,736	646,824	656,000

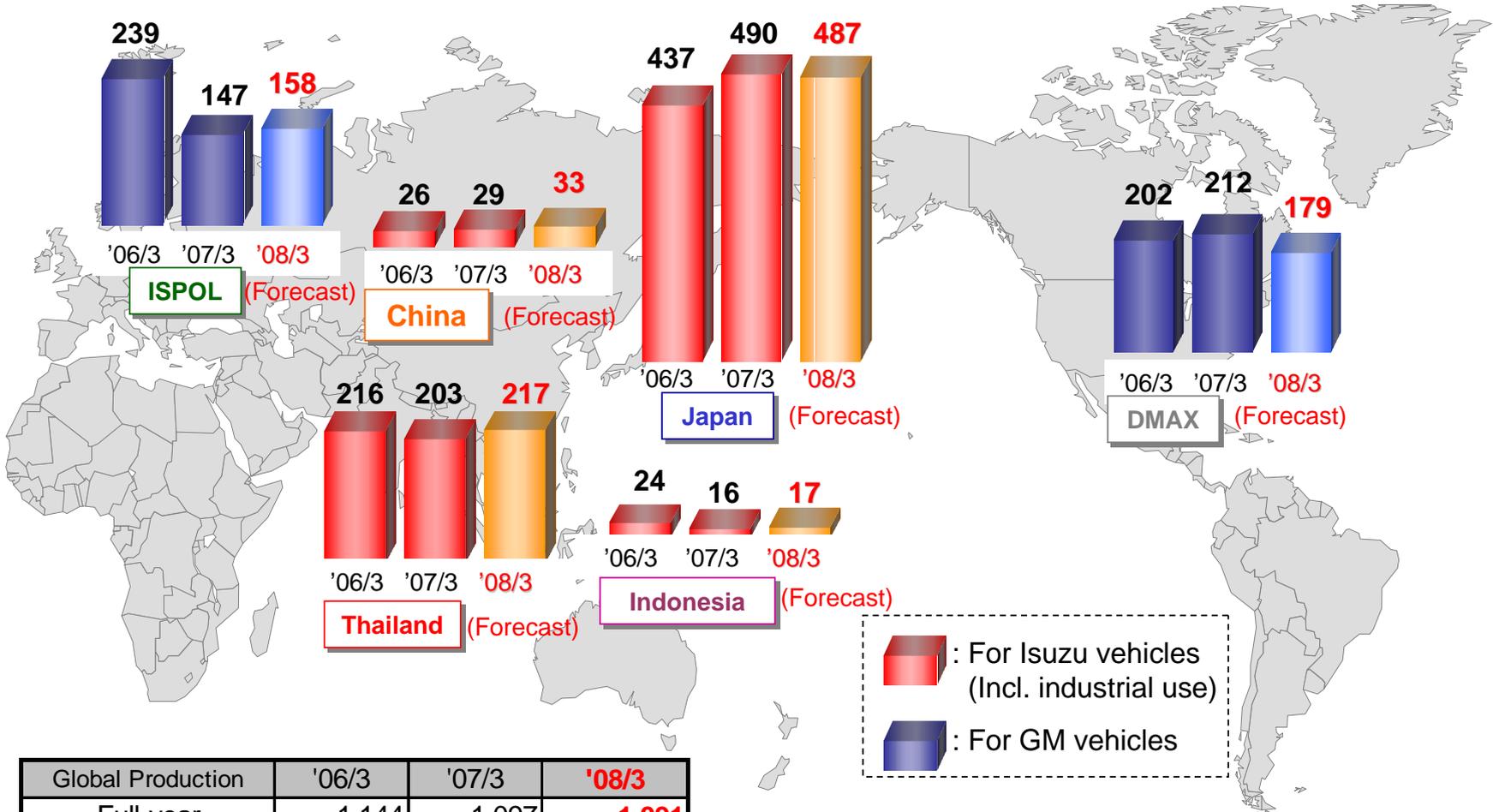
(Forecast)

 : LCV
 : CV



ISUZU Global Production

- Country Segment, Diesel Engine: K-units -



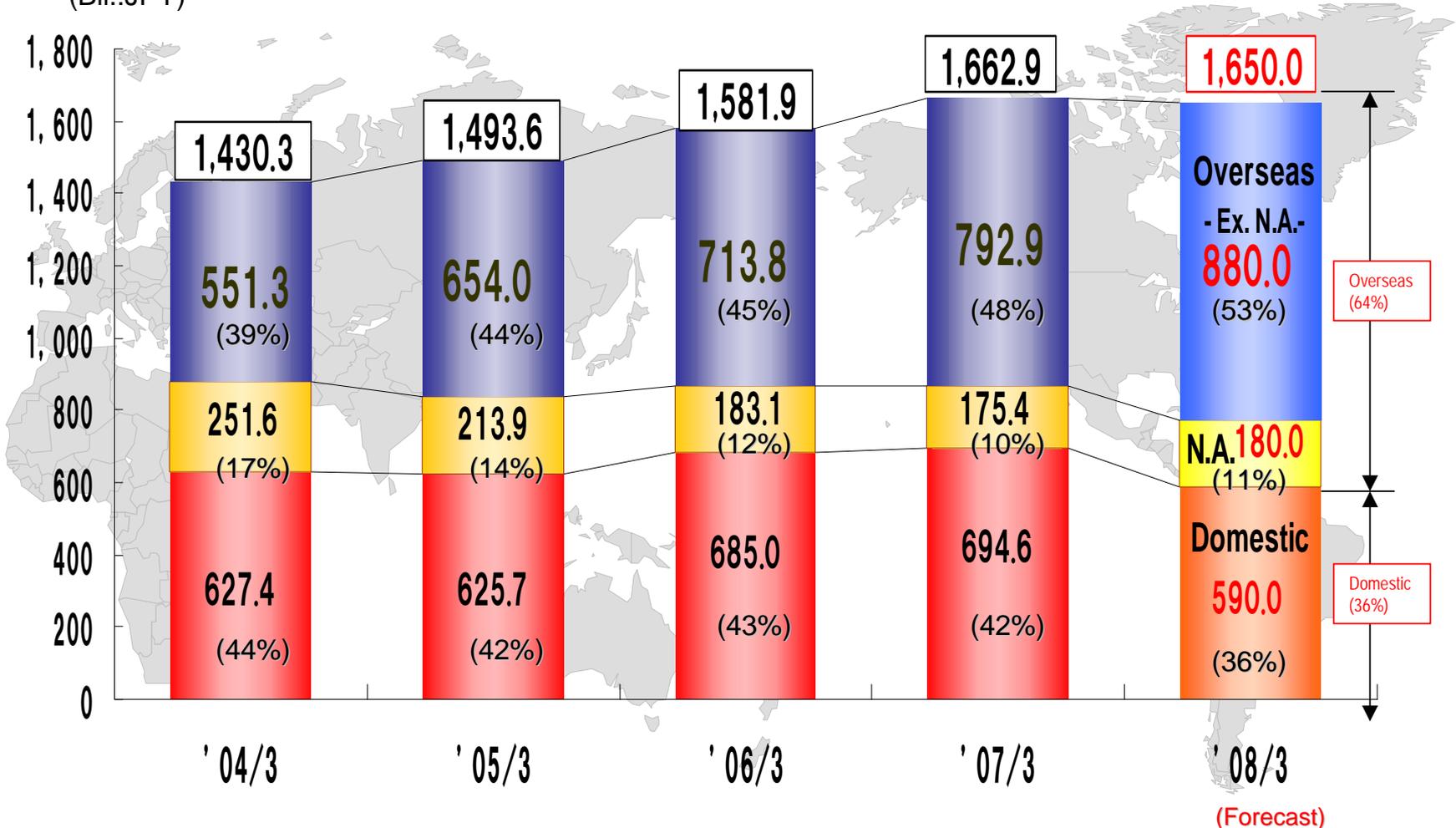
 : For Isuzu vehicles (Incl. industrial use)
 : For GM vehicles

Global Production	'06/3	'07/3	'08/3
Full-year	1,144	1,097	1,091

(Forecast)

Consolidated Revenue: Overseas vs. Domestic

(Bil.:JPY)

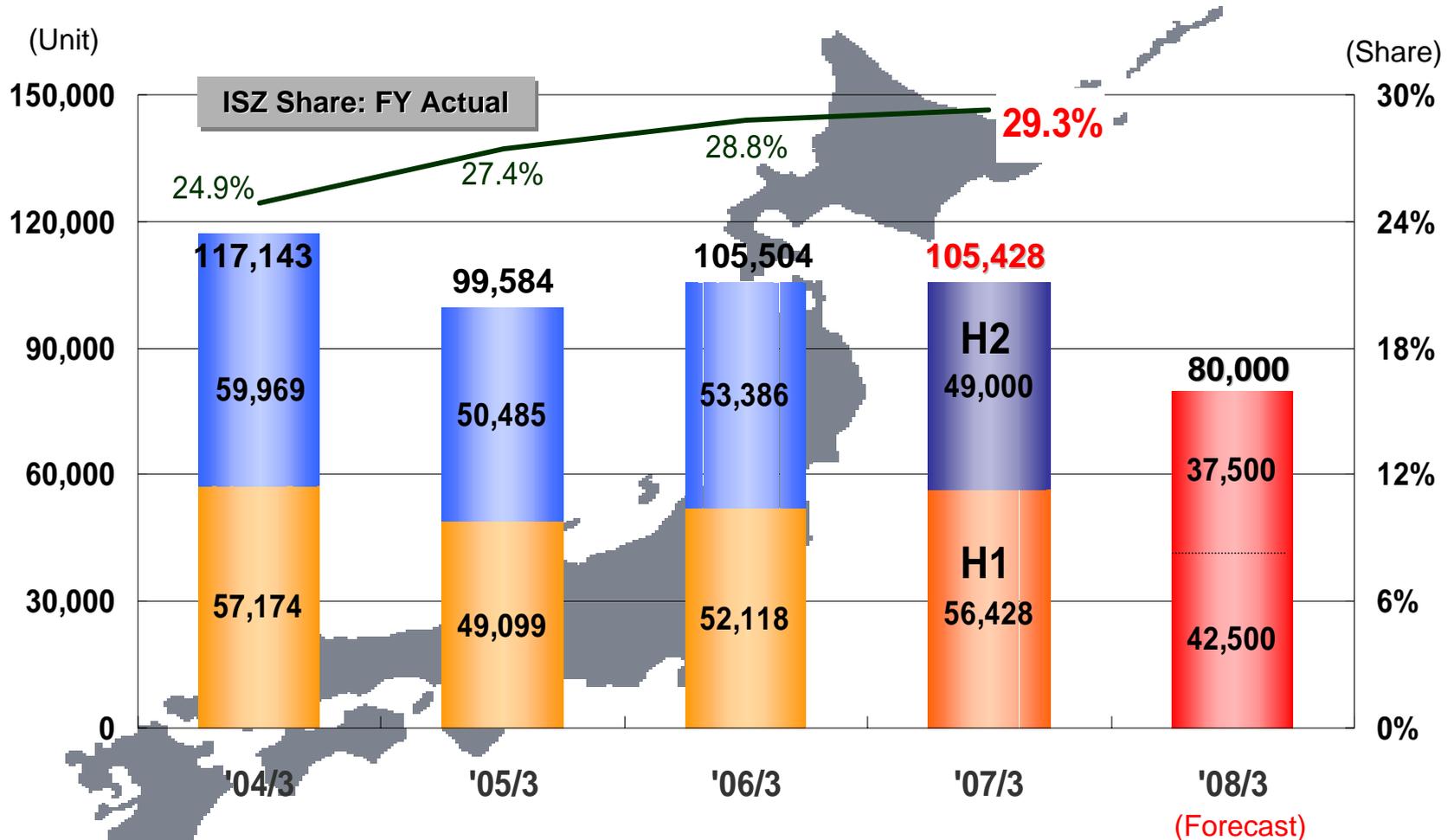


1-2. Main Markets



Japan Industry Sales and Isuzu Share

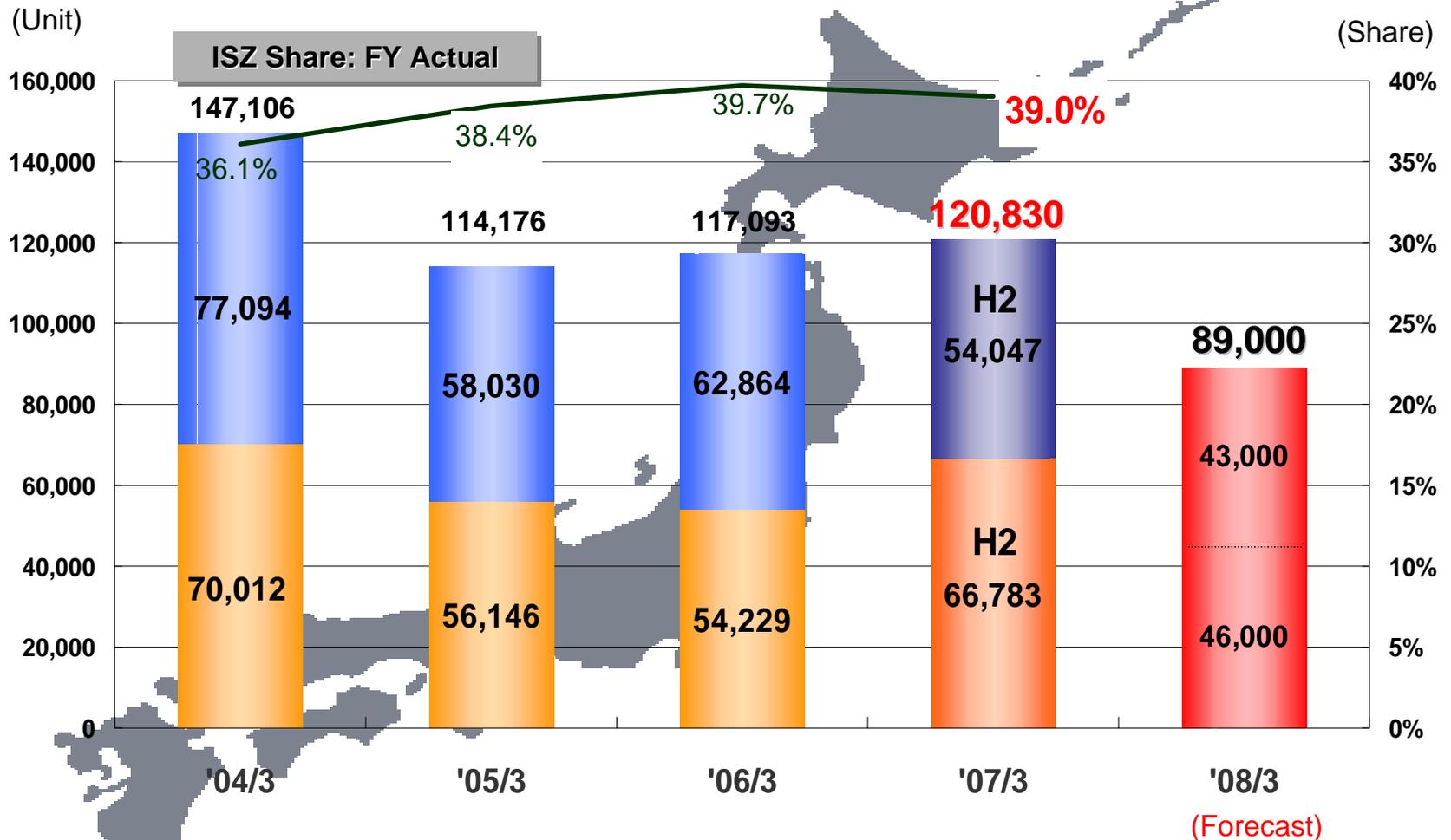
- H/D, M/D Truck: 4ton or above -





Japan Industry Sales and Isuzu Share

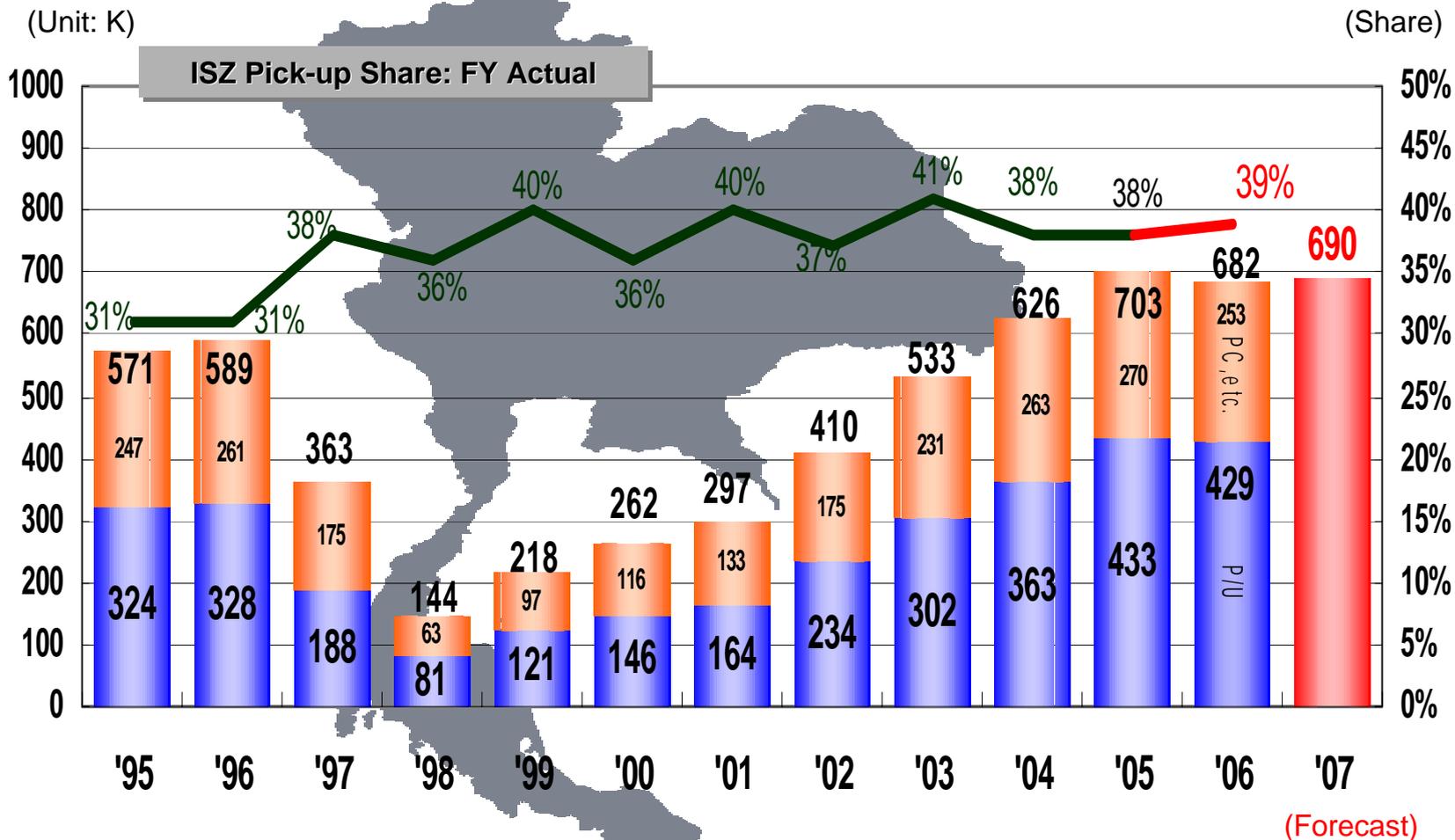
- L/D(2-3ton) Truck -





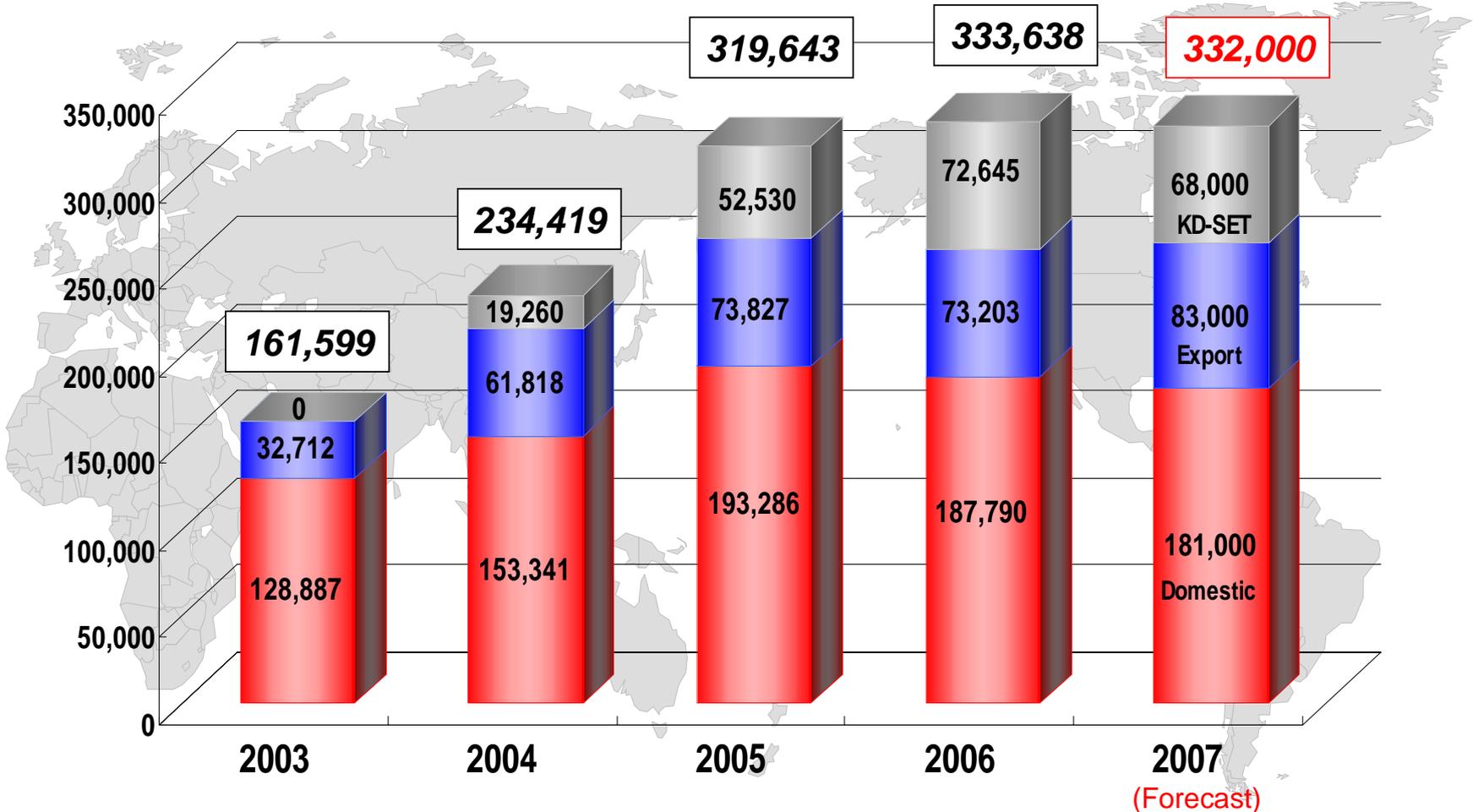
Thailand Industry Sales

- Total market, pickup, and Isuzu share -





Thailand LCV Production - Thai Domestic / Export Markets -



2. FY2007 Financial Summary

April 2006 - March 2007

FY07 Consolidated Results

- Year-on-year Comparison -

(JPY Bil.)	FY07	FY06	Changes
Sales Revenue	1,662.9	1,581.9	+ 81.0
Operating Profit	107.0	90.7	+ 16.3
Working Profit	114.7	93.8	+ 20.9
Net Income	92.4	59.0	+ 33.4

* FX: FY07 = 115JPY/US\$
FY06 = 111JPY/US\$

FY07 Consolidated Results

- Sales Revenue: Year-on-year by Segment -

(JPY Bil.)	FY07	FY06	Changes
Sales Revenue	1,662.9	1,581.9	+ 81.0
Operating Profit	107.0	90.7	+ 16.3
Working Profit	114.7	93.8	+ 20.9
Net Income	92.4	59.0	+ 33.4

	FY07	FY06	Changes	
Sales Revenue by Segment	Parent: Domestic	467.0	485.6	- 18.6
	Export	506.9	432.3	+ 74.6
	Domestic Dealers	514.5	519.0	- 4.5
	North America	162.2	170.0	- 7.8
	ASEAN	471.0	443.6	+ 27.4
	Others	287.7	213.7	+ 74.0
	Consl. Adj.	- 746.4	- 682.3	- 64.1
	Total	1,662.9	1,581.9	+ 81.0

FY07 Consolidated Results

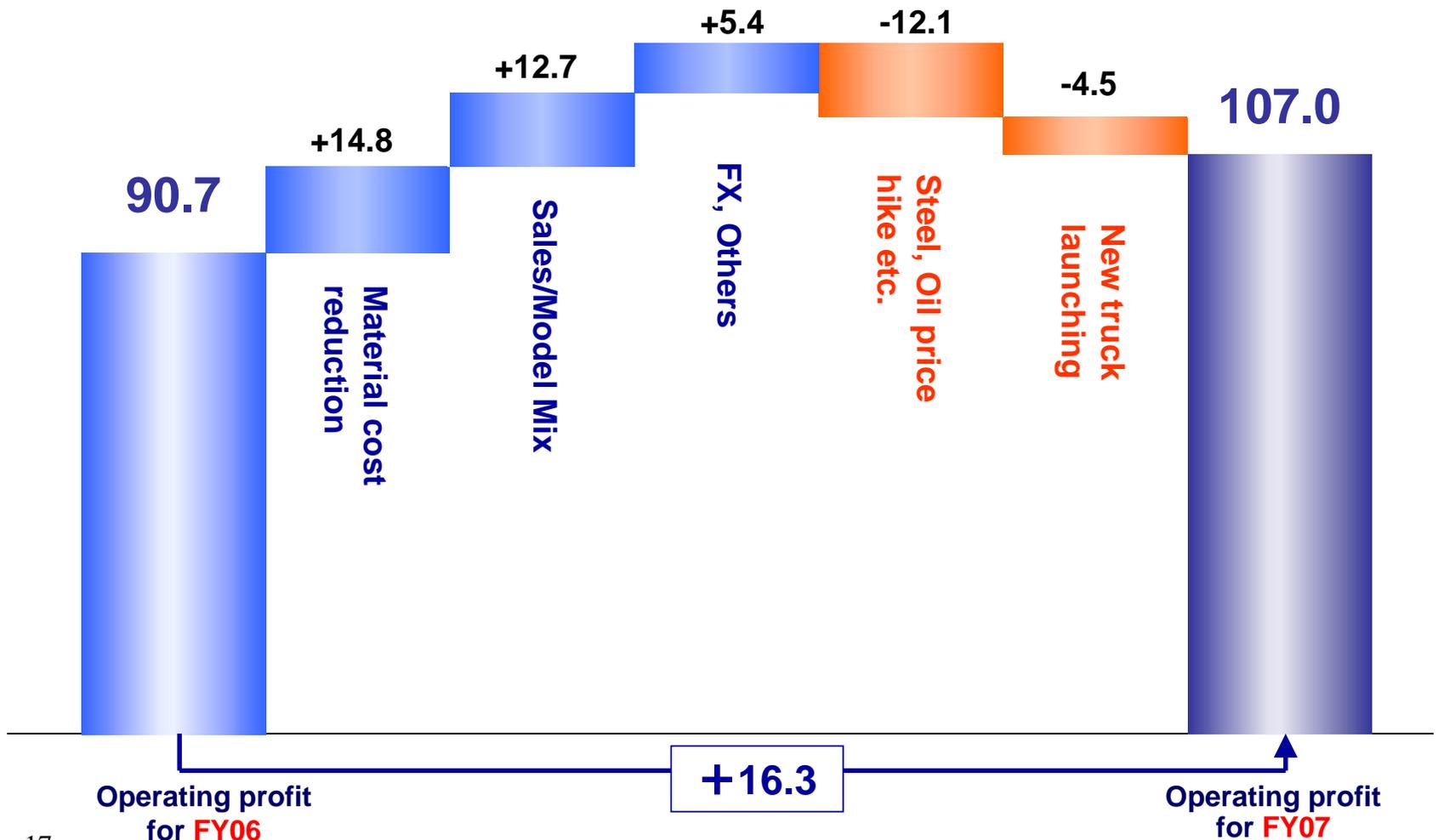
- Operating profit: Year-on-year by Segment -

(JPY Bil.)	FY07	FY06	Changes
Sales Revenue	1,662.9	1,581.9	+ 81.0
Operating Profit	107.0	90.7	+ 16.3
Working Profit	114.7	93.8	+ 20.9
Net Income	92.4	59.0	+ 33.4

OP by Segment		FY07	FY06	Changes
	Parent: Domestic	30.4	27.9	+ 2.5
	Export	31.1	25.6	+ 5.5
	Domestic Dealers	4.3	4.4	- 0.1
	North America	4.8	5.1	- 0.3
	ASEAN	22.1	21.0	+ 1.1
	Others	10.8	8.1	+ 2.7
	Consl. Adj.	3.5	- 1.4	+ 4.9
	Total	107.0	90.7	+ 16.3

FY06 vs. FY07 Expense fluctuations

- Consolidated operating profit: analysis of change, JPY: Bil. -



FY07 Consolidated Results

- Working profit, Net income: Year-on-year -

(JPY Bil.)	FY07	FY06	Changes
Sales Revenue	1,662.9	1,581.9	+ 81.0
Operating Profit	107.0	90.7	+ 16.3
Working Profit	114.7	93.8	+ 20.9
Net Income	92.4	59.0	+ 33.4

Working Profit

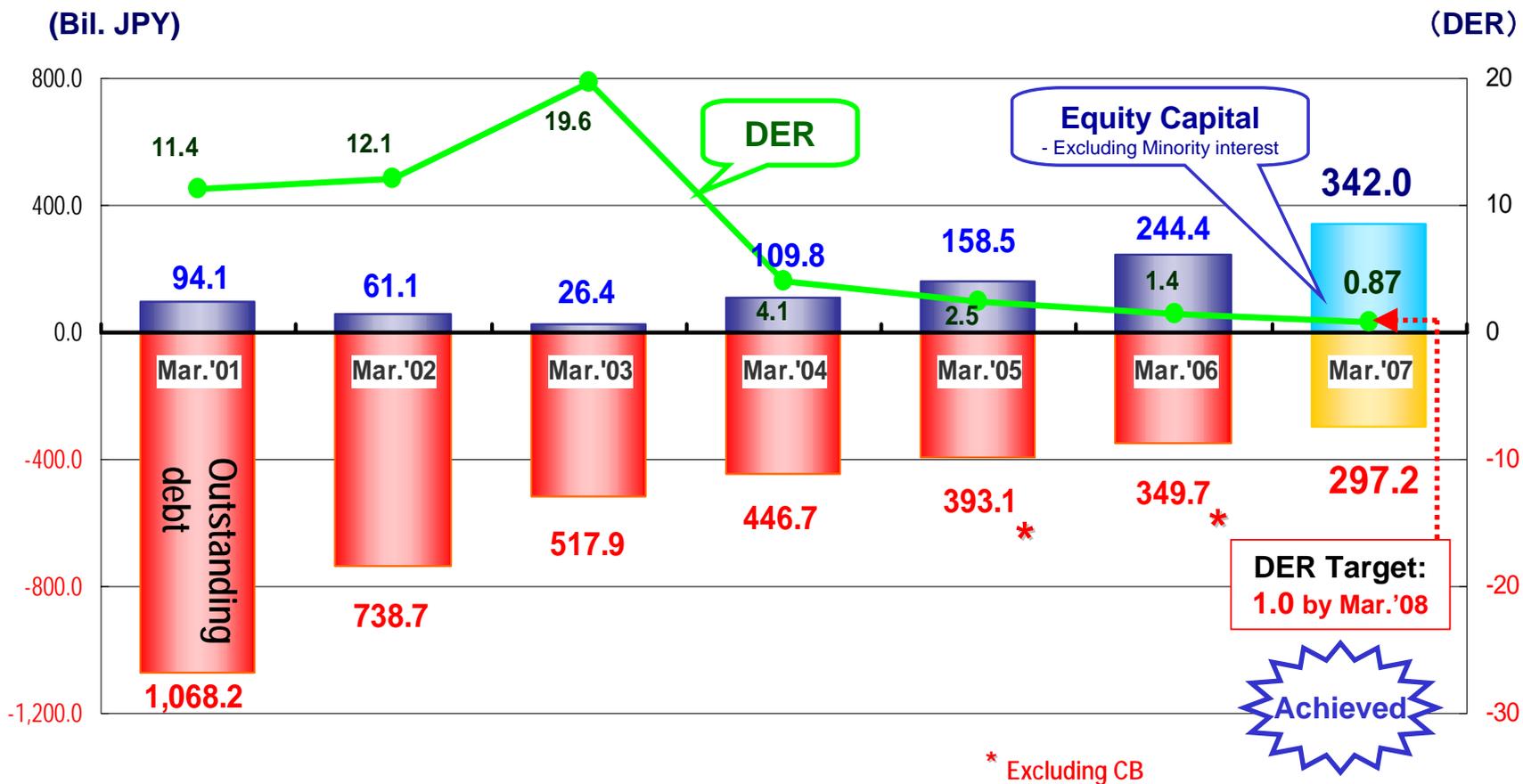
Operating Profit Change	+ 16.3
* Equity-method affiliates	+ 1.6
* Others	+ 3.0
Total	+ 20.9

Extra profit/
Loss etc.

Working Profit	114.7
* Property loss, etc.	- 7.2
* Tax, others	- 15.1
Net Income	92.4

Outstanding Debt and Equity Capital (Consolidated)

- Recent Trend -



3. FY2008 Full-year Outlook

April 2007 - March 2008

FY08 Full-year Outlook

- Consolidated, Year-on-year Comparison -

(JPY Bil.)	FY08	FY07	MTBP Target
Sales Revenue	1,650.0	1,662.9	1,600.0
Operating Profit	100.0	107.0	100.0
Working Profit	105.0	114.7	-
Net Income	80.0	92.4	-

* FX: FY08 = 115JPY/US\$
FY07 = 115JPY/US\$

FY08 Full-year Outlook

- Consolidated Sales Revenue, Year-on-year by Segment -

(JPY Bil.)	FY08	FY07	Changes
Sales Revenue	1,650.0	1,662.9	- 12.9
Operating Profit	100.0	107.0	- 7.0
Working Profit	105.0	114.7	- 9.7
Net Income	80.0	92.4	- 12.4

	FY08	FY07	Changes	
Sales Revenue by Segment	Parent: Domestic	410.0	467.0	- 57.0
	Export	540.0	506.9	+ 33.1
	Domestic Dealers	440.0	514.5	- 74.5
	North America	160.0	162.2	- 2.2
	ASEAN	500.0	471.0	+ 29.0
	Others	280.0	287.7	- 7.7
	Consl. Adj.	- 680.0	- 746.4	+ 66.4
	Total	1,650.0	1,662.9	- 12.9

FY08 Full-year Outlook

- Consolidated Operating profit, Year-on-year by Segment -

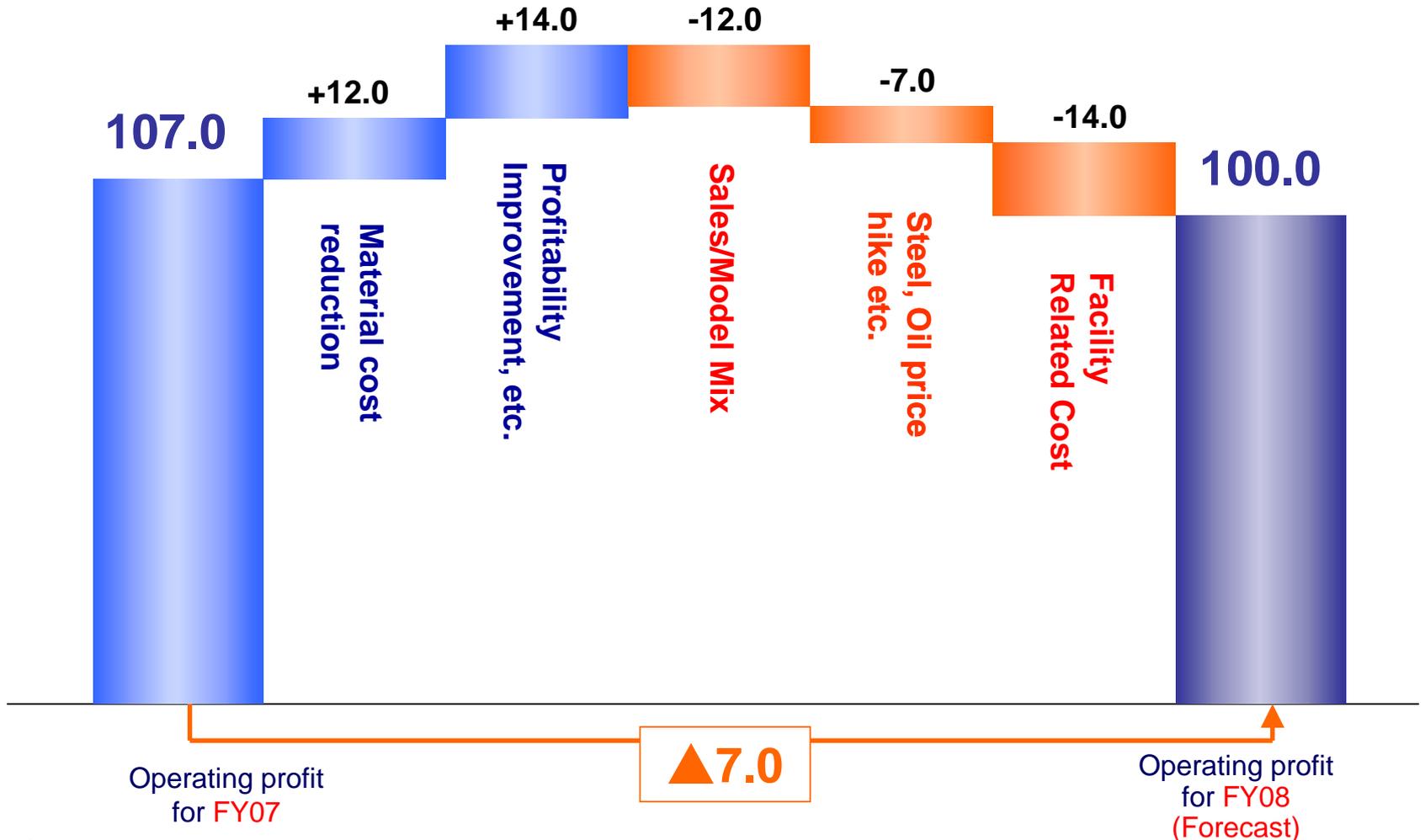
(JPY Bil.)	FY08	FY07	Changes
Sales Revenue	1,650.0	1,662.9	- 12.9
Operating Profit	100.0	107.0	- 7.0
Working Profit	105.0	114.7	- 9.7
Net Income	80.0	92.4	- 12.4

	FY08	FY07	Changes
Parent: Domestic	20.0	30.4	- 10.4
Export	34.0	31.1	+ 2.9
Domestic Dealers	6.0	4.3	+ 1.7
North America	5.0	4.8	+ 0.2
ASEAN	25.0	22.1	+ 2.9
Others	10.0	10.8	- 0.8
Consl. Adj.	0.0	3.5	- 3.5
Total	100.0	107.0	- 7.0

OP by Segment

FY07 vs. FY08 Expense fluctuations

- Consolidated operating profit: analysis of change, JPY: Bil. -



FY08 Full-year Outlook

- Working profit, Net income, Year-on-year -

(JPY Bil.)	FY08	FY07	Changes
Sales Revenue	16,500.0	16,629.0	- 129.0
Operating Profit	100.0	107.0	- 7.0
Working Profit	105.0	114.7	- 9.7
Net Income	80.0	92.4	- 12.4

Working Profit

Operating Profit Change	- 7.0
* Equity-method affiliates	- 2.3
* Others	- 0.4
Total	- 9.7

Extra profit/
Loss etc.

Working Profit	105.0
* Property loss, etc.	- 3.5
* Tax, others	- 21.5
Net Income	80.0

4. Mid-term Business Plan Status

April 2005 - March 2008

Positioning of Mid-Term Business Plan



- ❶ Development of globally strategic products
- ❷ Enhanced organizational capabilities whether by product or market

Progress against the Mid-term Business Plan

- Achieve the final targets of the Mid-term Business Plan by the end of FY March '07
- Will achieve the 100 Bil. OP under the tough situation of the domestic market shrink

	MTBP Targets	Actual		Forecast
		Mar. '06	Mar. '07	Mar. '08
Revenue (B yen)	1,600.0	1,581.9	1,662.9	1,650.0
OP (B yen)	100.0	90.7	107.0	100.0
%	6.0% or above	5.7%	6.4%	6.1%

Summary

- Achieve the final targets of the Mid-term Business Plan one year ahead of schedule
- Favorable progress for building the organizational capabilities and strength to establish solid business foundation not influenced by external environments

<p>Domestic</p>	<ul style="list-style-type: none"> ■ Achieve the target share in domestic CV market and established leading position ■ Complete profit structure improvement: *Fixed coverage ratio = 103% ■ Start a new company to step up life-cycle business in CV business
<p>Overseas</p>	<ul style="list-style-type: none"> ■ The improvement of our profit profile through the growth of overseas CV/LCV businesses in spite of extend the achievement of overseas CV volume target ■ Enhance new market development and get involve in main market business for further business expansion
<p>Globally Strategic Products</p>	<ul style="list-style-type: none"> ■ Introduce brand-new medium and light duty integrated trucks globally ■ Enhance global sales expansion through the real “Global standard truck” with advanced technologies

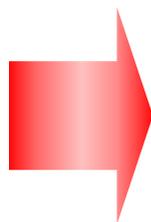
*Indicates how business is stable by showing the ratio of fixed income to sales expense.

Notice of Acquisition and Cancellation of the Class III and Class IV Preferred Stock

Completion of all preferred Stock processing

- Notice of Acquisition and Cancellation of the Class III and Class IV Preferred Stock -

Classes of Preferred Stock	
Class II	Par value: 30 bil. Latent shares: 550 mil. Shares Conversion: Oct., '08
Class I	Par value: 30 bil. Latent shares: 550 mil. shares Conversion: Oct., '06
Class III	Par value: 20 bil. Conversion: Oct., '10
Class IV	Par value: 20 bil. Conversion: Oct., '12
Total	JPY100 bil.



Scheme		
'05/1	ISZ re-purchased and canceled all Class-II stock	• Cancellation of fully-diluted shares
'06/10 ↓ '07/3	Strategic business partners and financial institutions hold stock after conversion	• Evasion of supply-and-demand aggravation
'07/6	ISZ will re-purchase and cancel all Class-III and Class-IV stock	• Cancellation of fully-diluted shares • Mitigation of a dividend burden

Outstanding stock after Class-III, Class-IV re-purchasing will be approx. 16.9 bil. stocks

Trucks for life

ISUZU

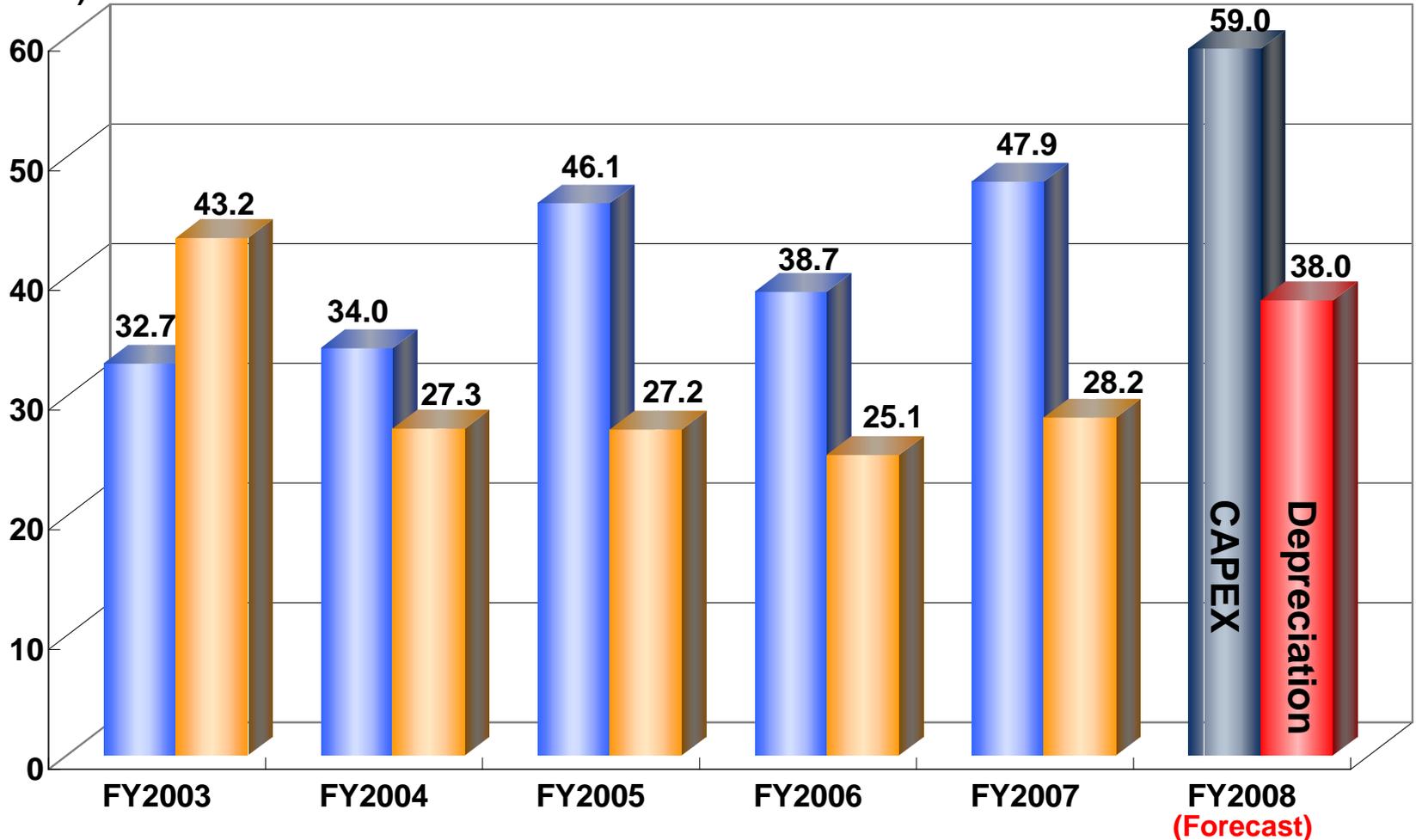
[Appendix]

Main Financial Index

CAPEX and Depreciation (Consolidated)

- Recent Trend and Forecast -

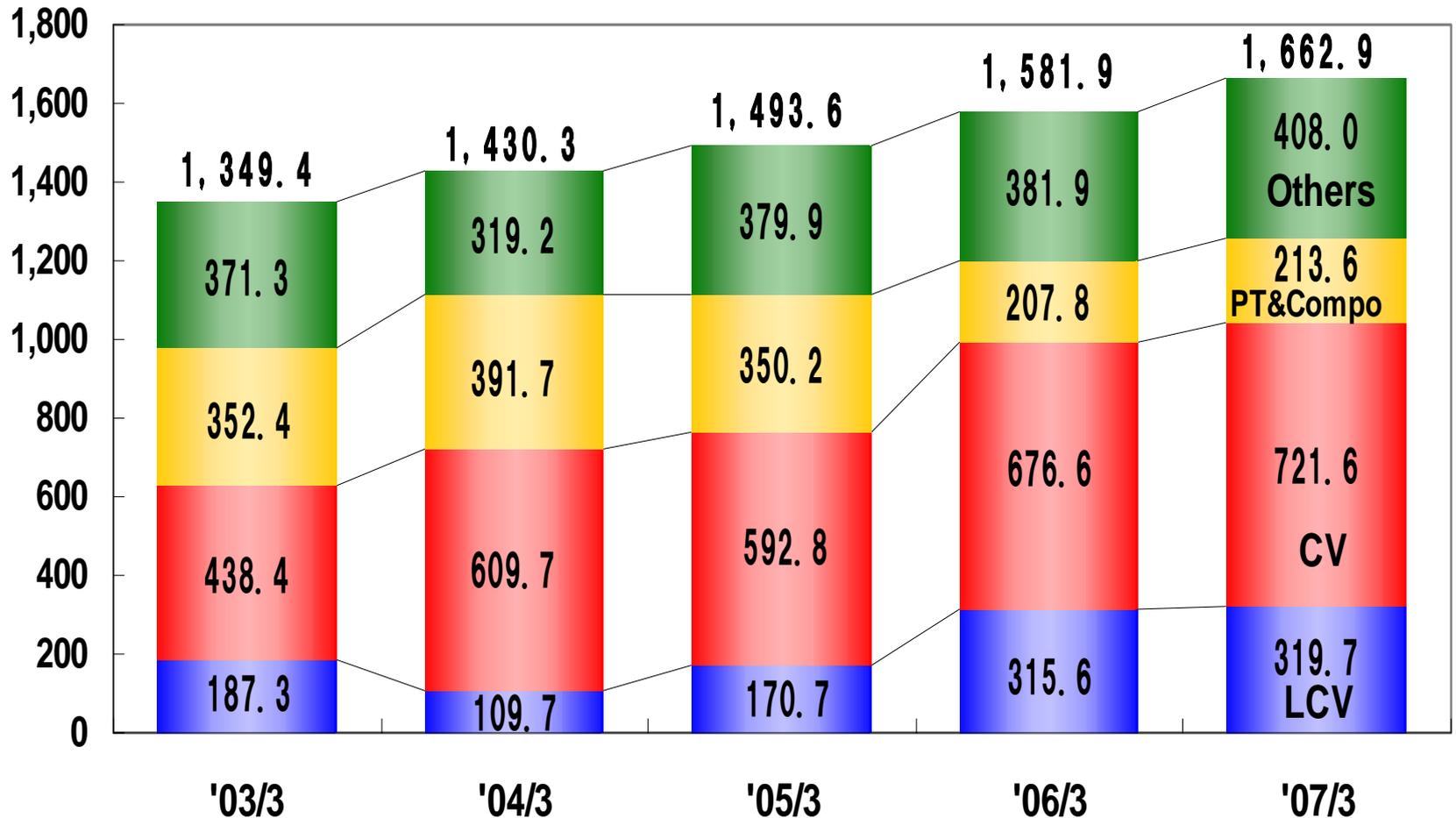
(Bil.JPY)



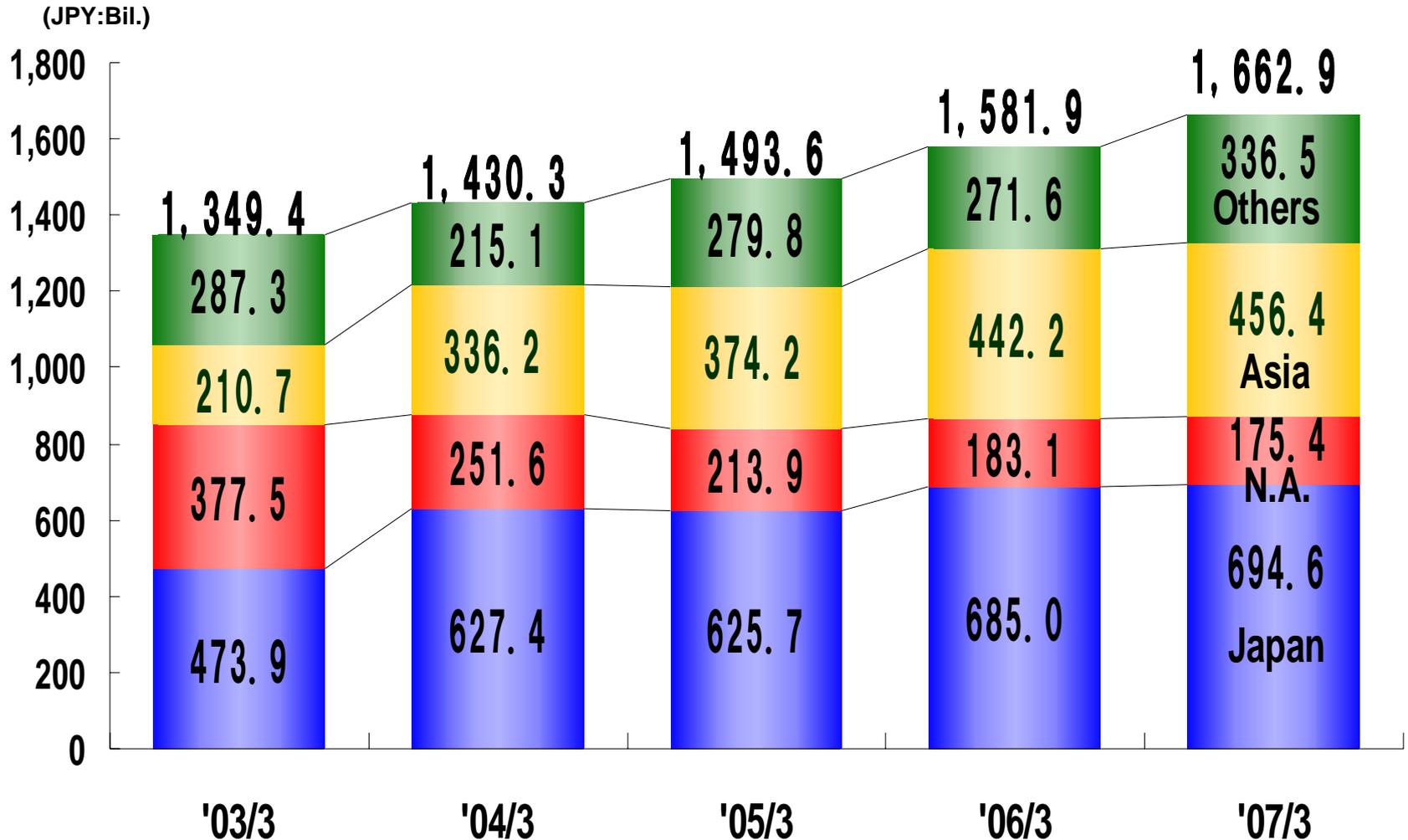
Consolidated Revenue by Segment

- LCV, CV, PT&Compo, Others(KD, parts, financing) -

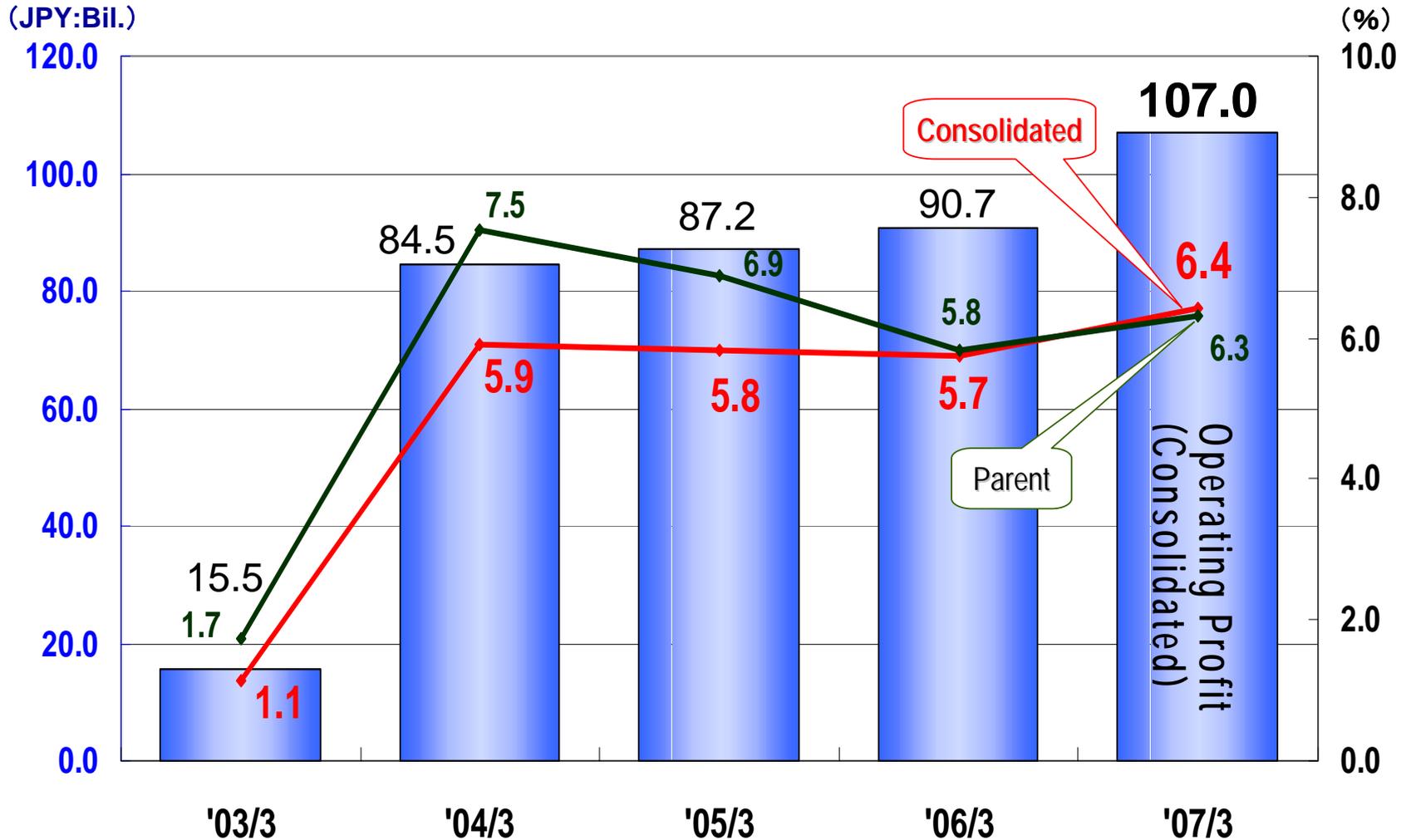
(JPY: Bil.)



Consolidated Revenue by Region



Operating Margin: Historical Trend

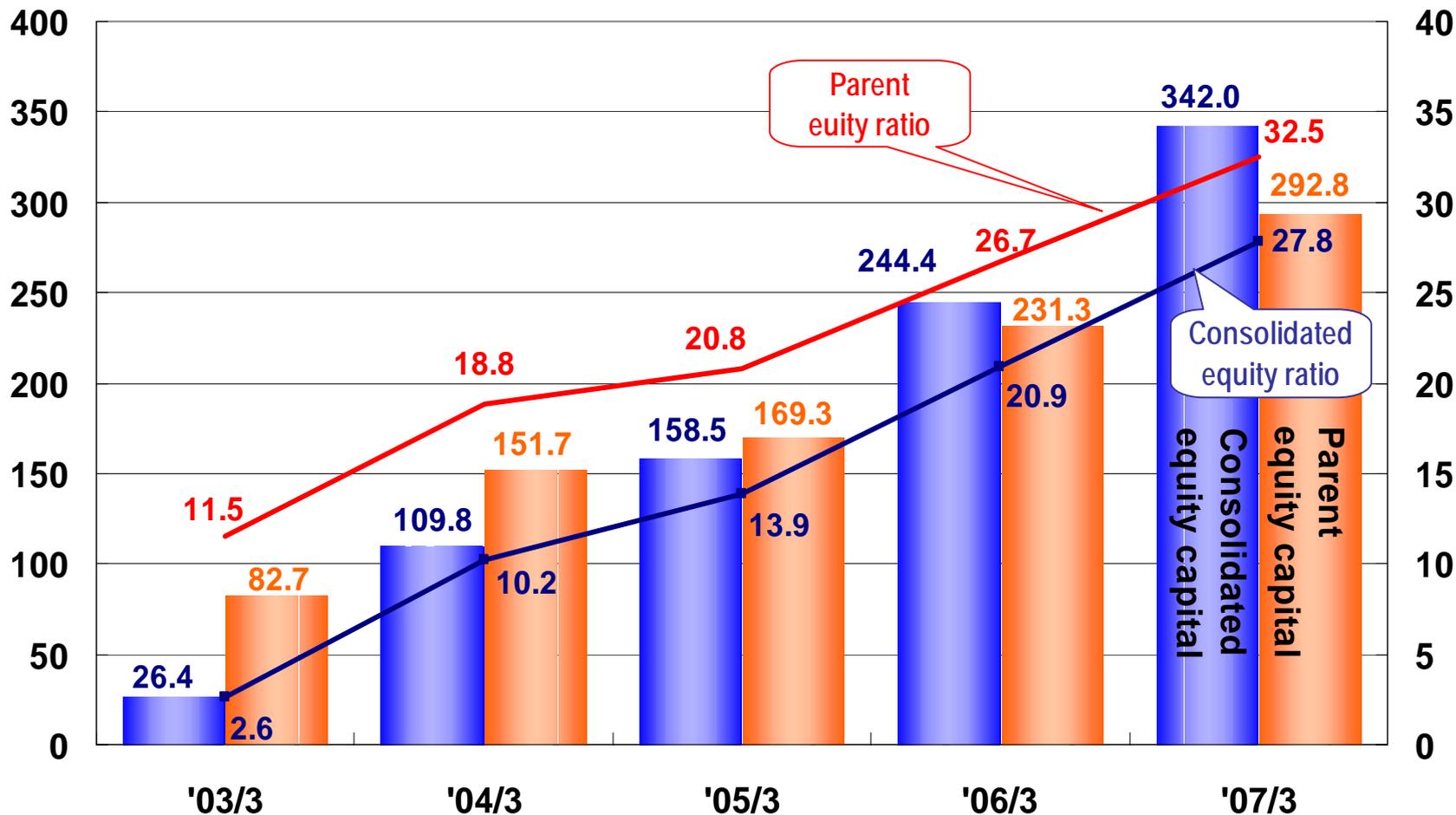


Net Worth Trend

- Consolidated and parent net worth -

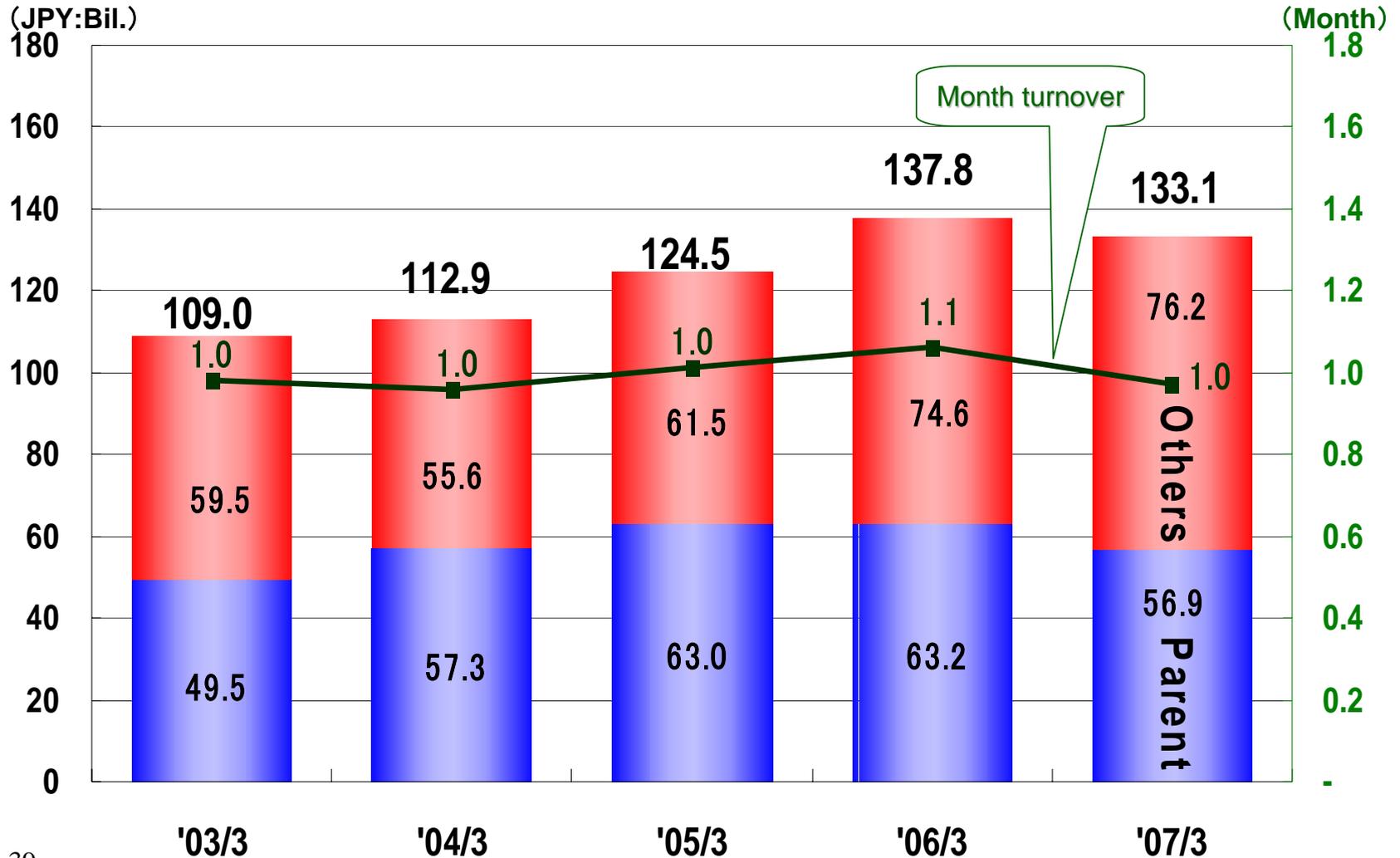
(JPY: Bil.)

(%)



Inventory Balance

- Consolidated -



Earnings Foundation

- Fixed cost to total revenue: Parent -

(JPY: Bil.)

