

Profile

At Isuzu, our goal of being a “Global Leader in Commercial Vehicles and Diesel Engines” is built on a history as an automobile manufacturer that dates back to 1916. Since our modest beginnings, Isuzu has grown into one of the world’s leading manufacturers of commercial vehicles and diesel engines. Today, we contribute to the well-being of people in over 120 countries around the world, with sales of ¥1,662,925 million in FY2007.

In “Growing our potential”, Isuzu is unique amongst commercial vehicle and diesel engine manufacturers in having an integrated network of research and development, manufacturing, sales and support facilities to provide localized products, support and service that spans the globe. Our manufacturing facilities on four continents are supported by research centers in the United States, Germany, Thailand and Japan, which together with our advanced technologies, make us well placed to be a global leader.

“Growing closer to our customers”, in 2006 we launched our first “global model”, the ELF light-duty truck. Already No. 1 in its category in Japan and 21 other countries around the world, the new “global ELF” is available with a range of highly efficient, advanced diesel engines that meet the strictest emission standards in the world. Its global production enables us to offer outstanding quality and excellent cost performance to customers around the world.

“Growing our commitment” to the environment. Our research and development into new technologies to reduce the environmental impact of our products is being applied to a range of advanced diesel engines that boost fuel efficiency while minimizing emissions.

Together, these initiatives and our ability to rise to the challenges of the market, form the cornerstone of our plan for continuous growth.

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Our Corporate Vision

Isuzu will always mean the best

A leader in transportation, commercial vehicles and diesel engines, supporting our customers and respecting the environment

Our Corporate Mission

Trust, Action, Excellence

A global team delivering inspired products and services committed to exceeding expectations

Our Corporate Statement

Trucks for life

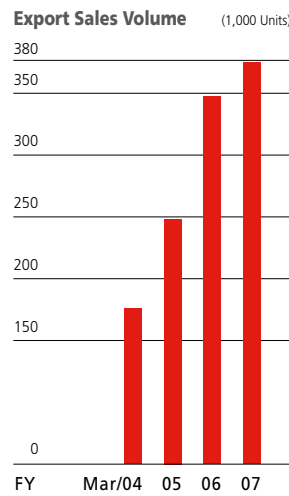
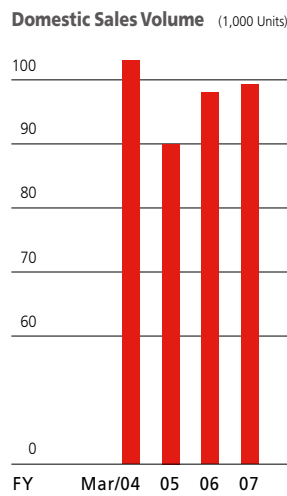
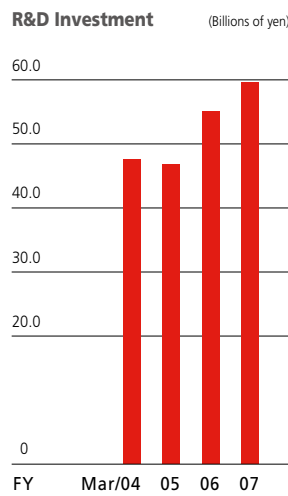
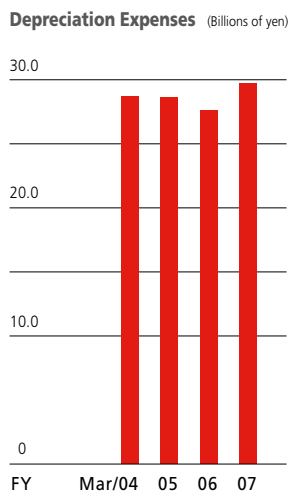
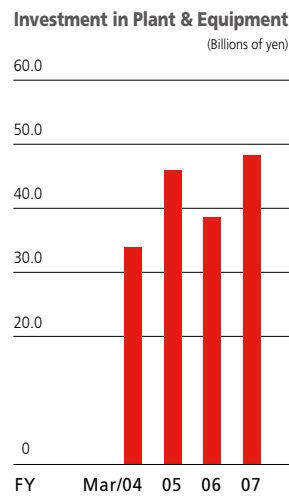
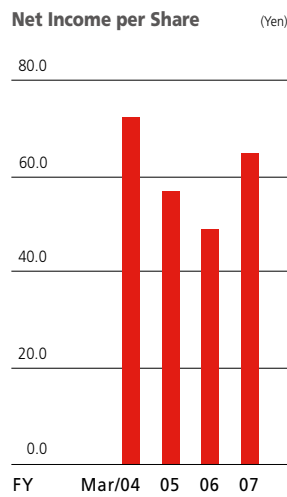
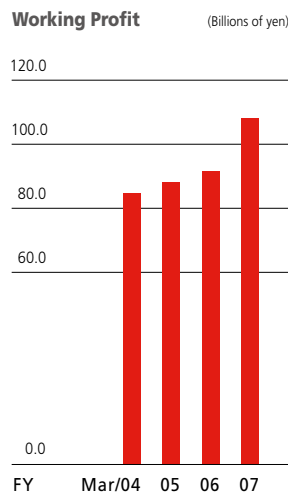
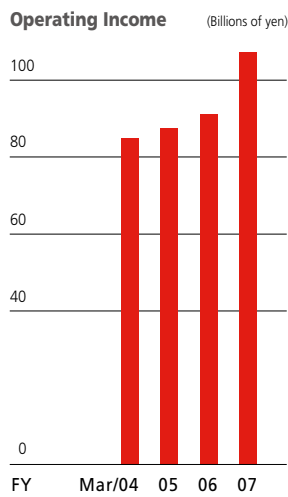
ISUZU

Forward-Looking Statements

This annual report contains forward-looking statements about Isuzu Motors Limited's plans, strategies, beliefs and future performance. These forward-looking statements are based on current expectations, estimates, forecasts and projections about the industries in which Isuzu Motors Limited operates, and management's beliefs and assumptions. As the expectations, estimates, forecasts and projections are subject to a number of risks, uncertainties and assumptions, actual results may differ materially from those projected. Isuzu urges readers to exercise due diligence when making investment decisions.

A truly global company

From its base in Japan, Isuzu has grown into a global company, with its commercial vehicles and diesel engines available in over 120 countries around the world. As we embrace globalization with the development of our advanced diesel engines and launch of our first global trucks, the ELF and FORWARD, Isuzu continues to aggressively invest in its manufacturing and R&D facilities around the world. At the same time as we are boosting our distribution, sales and service network, we strive to ensure "Isuzu always mean the best" wherever in the world our customers who rely on Isuzu everyday live and work.





Trucks

Isuzu trucks are trusted around the world for their reliability and durability, even under the most testing conditions. We are the world's leading manufacturer of light-duty trucks, and one of the top three in medium- and heavy-duty trucks. Our new generation trucks integrate Isuzu's leading SEE technology, encompassing Safety, Economy, and Environment, and surpass the world's strictest emission standards.

Truck Lineup

Truck Type	Region	Series
Heavy-duty trucks	Japan	• GIGA series
	Overseas	• C&E series
Medium-duty trucks	Japan	• FORWARD series
	Overseas	• F series
Light-duty trucks	Japan	• ELF series
	Overseas	• N series



Buses

Isuzu's ERGA and ERGA Mio buses are powered by fuel-efficient, low-emission Isuzu diesel engines. CNG power plants are available on some models. They comply with the latest, stringent emission regulations as well as meeting tough European standards for vehicle roll-over performance. The Isuzu GALA HD-9 large sightseeing bus underwent a full model change in 2006, and meets Japan's New Long-Term Emissions regulations.

Bus Lineup

Capacity	Series
Large-capacity buses	• ERGA series (route buses)
	• GALA series (sightseeing buses)
Medium-capacity buses	• ERGA Mio series (route buses)
	• GALA Mio series (sightseeing buses)
Microbuses	• JOURNEY series
	• COMO series



Pickup Trucks, AUVs and SUVs

Isuzu pickup trucks are top sellers in many markets. The D-MAX pickup has been the untested market leader in Thailand for 11 straight years, and a new generation model launched in August 2006 ensures this record will continue to grow. Cumulative production of Isuzu pickups in Thailand exceeds 1.5 million units, and the D-MAX is exported to many countries around the world.

Pickup Truck, AUV and SUV Lineup

Category	Series
Pickup truck	• Isuzu D-MAX
	• Isuzu i series
AUV (Asian Utility Vehicle)	• PANTHER
SUVs	• ASCENDER
	• MU-7



Powertrains

Isuzu powertrains have come to symbolize unsurpassed quality. Diesel engines are more fuel efficient and emit less CO₂ than gasoline engines, and our next generation diesel engines build on these inherent qualities. They are in demand by several automobile manufacturers in the United States and Europe for trucks, pickup and cars.

Industrial Engines

The sophisticated features of Isuzu industrial diesel engines have enabled Isuzu diesels to meet the changing demands of industry and an increasing number of companies around the world. They value Isuzu diesels for their combination of power, performance and reliability in industrial applications, and sure-starting dependability in marine use. In Japan, Isuzu leads the market in sales of stand-alone diesel engines to other companies.

Automotive

• 4EH2-TC 1.7-liter diesel engine
• 6DE1 3.0-liter diesel engine
• 8GF1 6.6-liter diesel engine (Duramax 6600)
• 6HK1-TC 7.8-liter diesel engine (Duramax 7800)

Industrial

• B-Series 4&6 cyls. 4.3-6.5 liter 45-140kW
• H-Series 4&6 cyls. 5.2-8.0 liter 147-203kW

World Ranking of Truck Production

Rank	Manufacturer	2005 Production		
		Medium-duty	Heavy-duty	Total
1	Freightliner	45,824	77,288	123,112
2	DaimlerChrysler	29,054	76,977	106,031
3	Isuzu	80,264	15,714	95,978
4	Navistar	57,109	30,087	87,196
5	Mitsubishi Fuso	65,755	13,770	79,525
6	Hino	41,911	26,703	68,614
7	Ford	49,791	0	49,791
8	MAN	0	46,475	46,475
9	GM	42,081	0	42,081
10	Mack	0	36,538	36,538

Isuzu Global Production of Diesel Engines by Country Segment

	2004	2005	2006
Japan	432,000	437,000	490,000
China	26,000	26,000	29,000
Thailand	171,000	216,000	203,000
Indonesia	23,000	24,000	16,000
ISPOL	317,000	239,000	147,000
D-MAX	173,000	202,000	212,000
Total	1,143,000	1,144,000	1,097,000

Vehicle Sales in Overseas (Units in thousands)

	2005	2006
North America	27	33
ASEAN	271	265
Europe	32	28
Central & South America	44	56
Middle East/Africa	86	122
Oceania	36	29
China	22	19
Total	518	552

Sales by Business Area (Billions of yen)

	Parent	Japanese dlrs.	North America	ASEAN	Others	Consolidated Adjustment
FY2005	880	475	199	296	197	-553
FY2006	918	519	170	444	214	-683
FY2007	974	515	162	471	288	-746

Operating Income by Business Area (Billions of yen)

	Parent	Japanese dlrs.	North America	ASEAN	Others	Consolidated Adjustment
FY2005	61	6	0	15	5	0
FY2006	54	4	5	21	8	-1
FY2007	62	4	5	22	11	4

Vehicle Export Trends by Category (Units)

	2004	2005	2006
Heavy-duty vehicles	21,217	19,786	23,884
Light-duty vehicles	108,732	100,891	124,956
KD & Component	358,190	401,253	387,885
Total	488,139	521,930	536,725

Number of Employees (FY)

	Mar/04	05	06	07
Male	7,034	7,037	7,107	7,292
Female	275	261	264	279
Total	7,309	7,298	7,371	7,571
Average age (yrs.)	38.8	39.3	39.5	39.4
Working experience (yrs.)	17.0	17.6	17.7	17.6

Retracing the brilliant evolution of the ELF

ELF light-duty trucks have remained at the cutting edge throughout every stage of their history, pioneering numerous technologies that would go on to become standard in the industry. The history of the ELF is the history of light-duty trucks in Japan. Here's a brief look back at the evolution of the ELF, from its initial launch in 1959 to the current sixth-generation design.

Pioneering the light-duty cab-over-engine design

The ELF was the first domestically produced light-duty truck with a full cab-over-engine design. The new configuration allowed for a larger bed, dramatically improving cargo-loading efficiency.

1959 First-generation ELF

- First cab-over-engine design in its class
- 1.5-liter engine

1968 Second-generation ELF

Featuring a swirl chamber-type diesel engine (DE)

- Change from preheating combustion to swirl chamber type engine
- Full-synchrom, 4-speed manual transmission and standard brake hydromaster

1972 ELF Mypack, Japan's first FWD light-duty truck

1975 Third-generation ELF

- Redesigned ergonomic cab
- Compliant with revised safety standards
- Advertisements featured "Tora-san" actor Kiyoshi Atsumi.

1979

- Quick on System (QOS, a system for reducing preheating time at startup)

1984 Fourth-generation ELF

Featuring a white, urban-inspired design

- Fuel injection for all models

Pioneering white as a body color

The fourth-generation ELF combined a linear design with a white body color. Other manufacturers followed Isuzu's lead, and white became the standard color for light-duty trucks in Japan.

1990 First front independent suspension in its class

1993 Fifth-generation ELF

Featuring the "Aero Cube" look

- People- and environment-friendly design with enhanced safety



1959 First-generation ELF



1968 Second-generation ELF



1975 Third-generation ELF



1984 Fourth-generation ELF



1993 Fifth-generation ELF



2006 Sixth-generation ELF

1995 Total production surpasses 3 million

1999 ELF reaches No. 1 market share

V30 achieved

- Compliant with 1998 Japanese emission regulations
- Compliant with mid-term brake safety regulations
- Standard drivers-side airbag

2001

- Standard dual-mode manual transmission in most models
- Mechanism for eliminating unnecessary idling

2002

- ELF KR
- Common rail ultra-high-pressure fuel injection
- PM catalytic converter
- First model in Japan to meet 2003 emissions regulations

2004

- Proprietary next-generation "Smoother E" transmission
- Ultra-low PM Emissions Diesel Vehicle certification

ELF leads in environmental performance and safety

ELF contributed to the evolution of the light-duty truck with ideas that consistently prove to be well ahead of their time, including a wide cab, front independent suspension, common rail electronically-controlled fuel injection, and the "Smoother E" transmission.

2006 Sixth-generation ELF

Evolving along with the DE

Isuzu took the lead in using the DE as a power plant for light-duty trucks, and the ELF evolved along with DE technologies such as direct injection. ELF models also delivered dramatically improved starting performance with features like Isuzu's Quick on System (QOS).

Total production passes 5 million

Since its launch in 1959, the ELF has met the demands of the times and the needs of the market with innovative technologies. Brisk sales at home in Japan and in 120 countries worldwide have pushed total production past 5 million. With No. 1 market share in Japan and many other countries, this bestselling truck plays an important supporting role in international distribution.

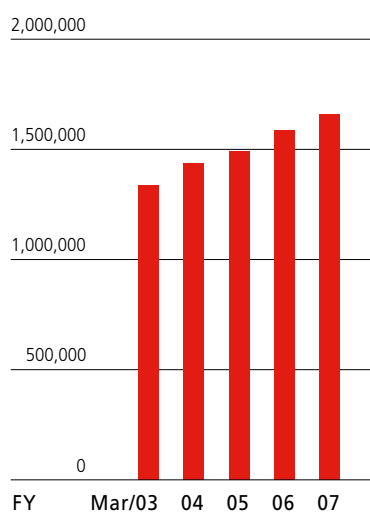
Year ended March 31	Millions of yen			Thousands of U.S. dollars
	2007	2006	2005	2007
For the Year:				
Net sales	¥1,662,925	¥1,581,857	¥1,493,567	\$14,086,620
Net income	92,394	58,956	60,037	782,670
At Year End:				
Total assets	¥ 1,232,181	¥ 1,168,697	¥ 1,142,580	\$10,437,792
Shareholders' equity	389,061	244,350	158,463	3,295,734

Per Share:	Yen			U.S. dollars
	2007	2006	2005	2007
Net income – primary	¥ 64.83	¥ 48.75	¥ 56.64	\$ 0.55

Note: U.S. dollar figures have been calculated at the rate of ¥118.05=U.S.\$1, the approximate rate of exchange prevailing on the Foreign Exchange Market on March 30, 2007.

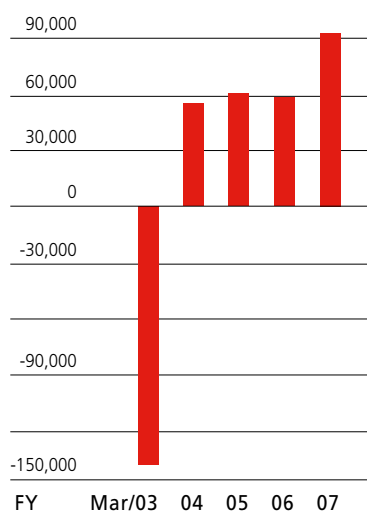
Net Sales

(Millions of yen)



Net Income (Loss)

(Millions of yen)



Total Assets

(Millions of yen)

