

Summary of Consolidated Financial Statements for the First Half of the 102th Term
(Six months ended September 30, 2003)

November 20, 2003

Company name : Isuzu Motors Ltd.
 Stock exchanges on which the shares are listed : Tokyo Stock Exchange in Japan
 Code number : 7202
 Location of the head office : 6-26-1 Minami-oi, Shinagawa, Tokyo
 URL : <http://www.isuzu.co.jp/investor/index.html>
 Representative person : Yoshinori Ida, President
 Contact person : Yoshifumi Tsuchiya, General manager,
 General Affairs & HR Department
 Tel. (03) 5471 - 1141
 Date of the meeting of the Board of Directors for FY2004 semi-annual financial results : November 20, 2003

1. Results of FY2004 semi-annual period (April 1, 2003 through September 30, 2003)

<1> Results of consolidated operations

	Net sales		Operating profit		Working profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%
First half FY2004	722,924	14.3	35,699	-	35,615	-
First half FY2003	632,494	(23.9)	(21,350)	-	(34,597)	-
FY2003	1,349,449		15,462		(4,200)	

	Net income		Net income per share	Net income per share after dilution of potential stock
	Millions of yen	%	Yen	Yen
First half FY2004	24,920	-	33.39	9.64
First half FY2003	(84,234)	-	(65.96)	-
FY2003	(144,301)		(131.34)	-

Note 1: Income(loss) attributable to investment in affiliates
 First half FY2004 6,450 Millions of yen
 First half FY2003 (1,818) Millions of yen
 FY2003 (726) Millions of yen

Note 2: Average number of shares issued and outstanding in each period

Common Stock: First half FY2004 746,096,895 Shares
 First half FY2003 1,277,127,555 Shares
 FY2003 1,098,725,929 Shares

Note 3: No change in accounting treatment method.

Note 4: Regarding net sales, operating profit, working profit and net income, percent indications show percentage of changes from the previous semi-annual period.

<2> Consolidated financial position

	Total assets	Shareholders' equity	Ratio of shareholders' equity	Shareholders' equity per share
	Millions of yen	Millions of yen	%	Yen
First half FY2004	1,050,408	59,255	5.6	(54.60)
First half FY2003	1,190,797	(28,306)	(2.4)	(22.17)
FY2003	1,028,844	26,434	2.6	(98.64)

Note 1: Number of shares issued and outstanding at the end of each period

Common Stock: First half FY2004 746,395,156 Shares
 First half FY2003 1,277,080,406 Shares
 FY2003 745,904,751 Shares

<3> Cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
First half FY2004	53,529	(4,259)	(56,321)	46,165
First half FY2003	25,603	3,471	(40,173)	58,475
FY2003	49,997	(16,506)	(50,029)	52,951

<4> Number of subsidiaries and companies accounted for by the equity method

Consolidated subsidiaries ;	56
Nonconsolidated subsidiaries ;	27
Affiliates ;	53

<5> Change in the scope of consolidation and of the equity method of accounting

Newly included consolidation ;	3
Excluded from consolidation ;	1
Number of companies newly accounted for by the equity method ;	1
Number of companies excluded from the equity method of accounting ;	6

2.Consolidated forecast for FY2004 (April 1, 2003 through March 31, 2004)

	Net sales	Working profit	Net income
	Millions of yen	Millions of yen	Millions of yen
FY2004	1,400,000	67,000	40,000

Reference : Forecast of Net income per share (yen) 53.59

Attachment

1. Average number of shares issued and outstanding in each period

	First half FY2004	First half FY2003	FY2003
	shares	shares	shares
Common stock	746,096,895	1,277,127,555	1,098,725,929
Preferred Stock			
Class 1 preferred stock	37,500,000	-	12,500,000
Class 2 preferred stock	37,500,000	-	12,500,000
Class 3 preferred stock	25,000,000	-	8,333,333
Class 4 preferred stock	25,000,000	-	8,333,333

2. Number of shares issued and outstanding at the end of each period

	First half FY2004	First half FY2003	FY2003
	shares	shares	shares
Common stock	746,395,156	1,277,080,406	745,904,751
Preferred Stock			
Class 1 preferred stock	37,500,000	-	37,500,000
Class 2 preferred stock	37,500,000	-	37,500,000
Class 3 preferred stock	25,000,000	-	25,000,000
Class 4 preferred stock	25,000,000	-	25,000,000

3. Calculation for "1. Results of FY2004 semi-annual period"

$$\text{Net income per share} = \frac{\text{Net income} - \text{Accounts not belonging to common stock}}{\text{Average number of common shares issued and outstanding in each period}}$$

$$\text{Net income per share after dilution of potential stock} = \frac{\text{Net income} - \text{Accounts not belonging to common stock}}{\text{Average number of common shares issued and outstanding in each period} + \text{Number of shares after conversion of potential stock}}$$

$$\text{Shareholders' equity per share} = \frac{\text{Total assets} - \text{Number of preferred shares issued and outstanding at the end of each period} \times \text{Amount per share} - \text{Other accounts not belonging to common stock}}{\text{Number of common shares issued and outstanding at the end of each period}}$$

4. Calculation for "2. Non-consolidated forecast for FY04"

$$\text{Forecast of Net income per share} = \frac{\text{Forecast of Net income}}{\text{Number of common shares issued and outstanding at the end of each period}}$$

Isuzu Motors Limited and Subsidiaries

CONSOLIDATED STATEMENTS OF OPERATIONS

The following information has been prepared in accordance with accounting principles and practices generally accepted in Japan.

(Yen in millions)

	First half FY2004	First half FY2003	Change	FY2003
Net sales	722,924	632,494	90,430	1,349,449
Cost of sales	614,922	558,194	56,727	1,171,366
GROSS PROFIT	108,002	74,299	33,702	178,083
Selling, general and administrative expenses	72,303	95,650	(23,346)	162,621
OPERATING PROFIT	35,699	(21,350)	57,049	15,462
Non-operating income	9,195	4,566	4,628	10,112
Interest and dividend income	1,232	1,448	(216)	2,724
Equity in income of unconsolidated subsidiaries & affiliates	6,450	—	6,450	—
Other	1,513	3,118	(1,605)	7,388
Non-operating expenses	9,278	17,813	(8,534)	29,774
Interest expense	6,791	9,052	(2,260)	18,026
Equity in loss of unconsolidated subsidiaries & affiliates	—	1,818	(1,818)	726
Other	2,487	6,942	(4,455)	11,021
WORKING PROFIT	35,615	(34,597)	70,212	(4,200)
Extraordinary profit	1,178	15,466	(14,287)	28,990
Income on disposal of PP&E	773	1,440	(666)	3,838
Income on disposal of marketable securities	188	108	79	9,947
Income on return of substituted portions of employee pension fund	—	13,437	(13,437)	13,437
Other	216	479	(262)	1,766
Extraordinary loss	14,063	34,767	(20,704)	136,317
Loss on sale of PP&E	3,516	2,710	806	4,343
Unrealized holding loss on non-consolidated subsidiaries & affiliates	3,995	2,856	1,138	4,450
Loss on sale of securities - investment	1,865	1,578	287	1,887
Loss on revaluation of investments	—	859	(859)	5,088
Severance benefit of early retirement plan	—	22,906	(22,906)	24,808
Restructuring charge	—	—	—	12,201
Affiliates in North America adjustments	—	—	—	76,752
Other	4,686	3,857	828	6,785
PRETAX INCOME	22,731	(53,898)	76,629	(111,527)
Corporation tax	1,575	1,148	426	5,103
Corporation tax adjustments	(4,049)	28,113	(32,163)	25,348
Minorities interest in consolidated subsidiaries	285	1,073	(788)	2,323
NET INCOME	24,920	(84,234)	109,154	(144,301)

Isuzu Motors Limited and Subsidiaries

CONSOLIDATED BALANCE SHEET

The following information has been prepared in accordance with accounting principles and practices generally accepted in Japan.

(Yen in millions)

	Sep.30, 2003	March 31, 2003	Change	Sep.30, 2002
[ASSETS]				
CURRENT ASSETS	456,970	433,170	23,800	496,510
Cash on cash equivalents	56,172	63,389	(7,216)	65,018
Trade notes and accounts receivable	233,295	204,371	28,924	204,809
Inventories	121,389	108,972	12,417	135,381
Deferred income tax	21,688	16,614	5,074	15,164
Other	32,472	48,155	(15,683)	82,648
Allowance for doubtful accounts	(8,047)	(8,331)	284	(6,511)
FIXED ASSETS	593,437	595,673	(2,235)	694,287
Property, plant & equipment	458,579	477,191	(18,611)	533,670
Buildings and structures	105,877	110,739	(4,862)	123,880
Machinery & equipment	60,192	68,917	(8,724)	105,546
Land	274,726	281,873	(7,146)	283,752
Construction in progress	6,117	3,938	2,178	6,189
Other	11,665	11,722	(56)	14,300
Intangible assets	6,050	5,739	310	5,694
Consolidation adjustment account	338	416	(77)	215
Other	5,711	5,323	388	5,479
Investments & other assets	128,807	112,741	16,065	154,922
Securities-Investment	63,417	45,703	17,714	54,040
Long-term loans receivable	30,464	28,799	1,665	29,801
Deferred income tax	9,066	10,697	(1,630)	11,980
Other	42,229	42,478	(248)	74,990
Allowance for doubtful accounts	(16,371)	(14,937)	(1,433)	(15,890)
TOTAL ASSETS	1,050,408	1,028,844	21,564	1,190,797

(Yen in millions)

	Sep.30, 2003	March 31, 2003	Change	Sep.30, 2002
[LIABILITIES]				
CURRENT LIABILITIES	668,100	660,857	7,243	875,356
Trade notes and accounts payable	282,955	247,257	35,698	233,986
Short-term borrowings	260,463	299,869	(39,406)	478,584
Commercial paper	1,200	—	1,200	—
Current maturities of bonds	15,000	15,500	(500)	28,500
Income tax payable	1,813	1,633	180	816
Accrued expenses	40,010	42,024	(2,013)	65,636
Accrued bonus cost	8,830	7,311	1,519	11,711
Accrued warranty cost	3,803	3,261	541	3,486
Deposits received	17,516	13,912	3,603	21,401
Other	36,506	30,087	6,419	31,232
LONG-TERM LIABILITIES	319,453	338,776	(19,323)	339,044
Bonds	15,000	15,000	—	30,000
Long-term debt	163,763	187,551	(23,788)	141,124
Deferred income tax	5,145	2,107	3,038	4,775
Deferred income tax related to land revaluation	55,738	56,296	(557)	56,314
Accrued retirement and severance benefits	60,108	58,487	1,620	88,876
Long-term deposits received	2,854	3,100	(245)	2,958
Other	16,841	16,233	607	14,994
TOTAL LIABILITIES	987,553	999,633	(12,080)	1,214,400
[MINORITY INTEREST]				
Minority Interest	3,599	2,775	824	4,703
[SHAREHOLDERS' EQUITY]				
Common stock and preferred stock	55,545	55,545	—	90,329
Capital surplus	55,480	131,850	(76,369)	101,741
Retained earnings	(139,990)	(242,546)	102,556	(297,269)
Variance of land revaluation	89,164	90,064	(900)	90,034
Unrealized holding gain on securities	8,376	896	7,480	(569)
Foreign currency translation adjustment	(8,821)	(8,883)	61	(12,096)
Treasury stock	(500)	(492)	(8)	(477)
TOTAL SHAREHOLDERS' EQUITY	59,255	26,434	32,820	(28,306)
TOTAL LIABILITIES & MINORITY INTEREST & SHAREHOLDERS' EQUITY	1,050,408	1,028,844	21,564	1,190,797

Isuzu Motors Limited and Subsidiaries

Consolidated Statement of Retained Earning

The following information has been prepared in accordance with
accounting principles and practices generally accepted in Japan.

(Yen in millions)

	First half FY2003	First half FY2002	Change	FY2002	
(Capital Surplus)					
I	Capital surplus at beginning of period	131,850	101,741	30,108	101,741
II	Capital surplus increase	—	—	—	54,954
	New issue of stocks	—	—	—	54,954
III	Capital surplus deduct	76,369	—	76,369	24,846
	Recovery of loss	76,369	—	76,369	24,846
IV	Capital surplus at end of period	55,480	101,741	(46,260)	131,850
(Retained earnings)					
I	Retained earnings at beginning of period	(242,546)	(213,562)	(28,984)	(213,562)
II	Increase in retained earnings	102,642	1,252	101,389	115,991
	Increases of retained earnings caused by companies newly included consolidation	48	—	48	—
	Increases of retained earnings caused by companies excluded from equity method	—	—	—	47
	Reversal of land revaluation	1,304	1,252	51	1,268
	Reduction of capital	—	—	—	89,829
	Reduction of capital reserve	76,369	—	76,369	24,846
	Net income	24,920	—	24,920	—
III	Decrease in retained earnings	86	84,960	(84,874)	144,975
	Decreases of retained earnings caused by companies excluded from consolidation	—	489	(489)	425
	Decreases of retained earnings caused by companies newly applied equity method	—	4	(4)	241
	Decreases of retained earnings caused by companies excluded from equity method	77	224	(147)	—
	Directors' bonuses	8	7	1	7
	Net loss	—	84,234	(84,234)	144,301
IV	Retained earnings at end of period	(139,990)	(297,269)	157,279	(242,546)

Isuzu Motors Limited and Subsidiaries
CONSOLIDATED STATEMENTS OF CASH FLOWS
The following information has been prepared in accordance with
accounting principles and practices generally accepted in Japan.

(Yen in millions)

	First half FY2003	First half FY2002	Change	FY2002
I Cash Flows from Operating Activities				
Net loss before taxation	22,731	(53,898)	76,629	(111,527)
Depreciation and amortization	15,620	21,105	(5,484)	43,211
Amortization of goodwill	69	57	11	176
Equity in loss of unconsolidated subsidiaries and affiliates	(6,450)	1,818	(8,268)	726
Loss (Gain) on revaluation of securities-invest	-	859	(859)	5,088
Increase (Decrease) in retirement reserve	2,365	(9,755)	12,121	(40,150)
Increase (Decrease) in reserve - warranty for product	541	(134)	676	1,263
Increase (Decrease) in reserve - bonus payment	1,762	1,097	664	(3,307)
Increase (Decrease) in reserve for bad debt	1,180	2,060	(880)	2,999
Interest received and dividend received	(1,232)	(1,448)	216	(2,724)
Other interest payment	6,791	9,052	(2,260)	18,026
Gain on sales of property, plant and equipment	(773)	(1,440)	666	(3,838)
Loss on disposal of property, plant and equipment	3,516	2,710	806	4,343
Loss(Gain) on Sales of securities	1,676	1,469	207	(8,060)
Loss on adjustment of affiliated company	-	-	-	72,795
Decrease (Increase) in accounts receivable and others	(29,755)	13,622	(43,378)	8,313
Decrease (Increase) in inventory	(11,656)	14,915	(26,572)	29,163
Decrease (Increase) in other current assets	7,944	(3,379)	11,323	18,130
Increase (Decrease) in notes and accounts payable	35,098	2,955	32,143	29,325
Increase (Decrease) in accrued expenses	(475)	17,986	(18,461)	(3,004)
Increase (Decrease) in deposits received	3,545	(3,018)	6,564	(10,380)
Increase (Decrease) in other liabilities	7,018	18,105	(11,086)	17,507
Others	968	341	627	1,437
(Sub Total)	60,490	35,082	25,407	69,515
Interest received and dividend received (Cash base)	1,276	1,689	(413)	3,650
Interest paid (Cash base)	(6,843)	(9,426)	2,583	(18,466)
Tax paid and others	(1,392)	(1,742)	349	(4,702)
Sub Total	53,529	25,603	27,926	49,997
II Cash Flows from Investing Activities				
Payments for securities-invest	(3,618)	(817)	(2,800)	(50,247)
Proceeds from sales of securities-invest	164	9,006	(8,842)	16,934
Payments for property, plant and equipment	(8,753)	(16,592)	7,839	(34,703)
Proceeds from sales of property, plant and equipment	3,648	6,032	(2,383)	9,284
Payments of long-term loan	(2,563)	(4,054)	1,490	(8,735)
Proceeds from long-term loan	1,181	3,946	(2,764)	16,600
Decrease (Increase) in short-term loan	2,154	(1,113)	3,268	(245)
Increase (Decrease) in finance receivables held for investment	2,696	6,702	(4,005)	43,376
Others	829	362	466	(8,771)
Sub Total	(4,259)	3,471	(7,731)	(16,506)
III Cash Flows from Financing Activities				
Proceeds from issuance of common stock	-	-	-	9,999
Increase (Decrease) in short-term debt	(41,452)	19,054	(60,507)	(40,088)
Increase (Decrease) in commercial paper	1,200	-	1,200	-
Proceeds from long-term debt	18,000	6,310	11,690	136,453
Payments of long-term debt	(35,545)	(40,526)	4,980	(103,368)
Payments of bonds	(500)	(25,000)	24,500	(53,000)
Proceeds from minority	1,967	-	1,967	-
Payments of treasury stock	25	-	25	-
Payments of treasury stock	(7)	(5)	(2)	(15)
Others	(9)	(7)	(2)	(9)
Sub Total	(56,321)	(40,173)	(16,148)	(50,029)
IV Effect of Exchange Rate Changes on Cash and Cash Equivalents	202	(2,812)	3,014	(2,752)
V Increase in Cash and Cash Equivalent	(6,849)	(13,911)	7,061	(19,291)
VI Cash and Cash Equivalents at Beginning of the Year	52,951	72,284	(19,333)	72,284
VII Increase in Cash and Cash Equivalent from the Addition of Consolidated Companies	64	102	(37)	(42)
VIII Cash and Cash Equivalents at End of the Year	46,165	58,475	(12,309)	52,951

(1)Geographical Segment Information

Current 1st Term (Apr.1,2003 through Sep.30,2003)

(Yen in millions)

	Japan	North America	Asia	Other	Total	Eliminations	Consolidated
Sales and Operating profit							
Total sales							
Sales to third parties	485,042	126,489	98,419	12,973	722,924	—	722,924
Interarea sales and transfers	46,448	5,721	1,387	1	53,559	(53,559)	—
Total sales	531,491	132,210	99,806	12,974	776,483	(53,559)	722,924
Operating expenses	496,783	134,195	97,106	12,226	740,311	(53,085)	687,225
Operating profit	34,708	(1,985)	2,700	748	36,172	(473)	35,699
Assets	910,918	81,623	70,552	8,482	1,071,576	(21,167)	1,050,408

Previous 1st Term (Apr.1,2002 through Sep.30,2002)

	Japan	North America	Other	Total	Eliminations	Consolidated
Sales and Operating profit						
Total sales						
Sales to third parties	381,309	184,773	66,410	632,494	—	632,494
Interarea sales and transfers	75,276	5,585	4,442	85,303	(85,303)	—
Total sales	456,586	190,358	70,852	717,798	(85,303)	632,494
Operating expenses	469,671	198,189	68,599	736,459	(82,615)	653,844
Operating profit	(13,085)	(7,830)	2,253	(18,661)	(2,688)	(21,350)
Assets	888,020	208,715	92,888	1,189,623	1,173	1,190,797

Previous Term (Apr.1,2002 through Mar.31,2003)

	Japan	North America	Other	Total	Eliminations	Consolidated
Sales and Operating profit						
Total sales						
Sales to third parties	812,932	351,543	184,973	1,349,449	—	1,349,449
Interarea sales and transfers	129,523	8,664	7,030	145,218	(145,218)	—
Total sales	942,455	360,208	192,003	1,494,668	(145,218)	1,349,449
Operating expenses	923,139	371,727	188,863	1,483,729	(149,741)	1,333,987
Operating profit	19,316	(11,518)	3,140	10,938	4,523	15,462
Assets	901,618	84,043	64,082	1,049,744	(20,900)	1,028,844

1. This segmentation is based on the geographical area.

2. Major countries or areas included

(1) North America---USA

(2) Asia---Singapore, China, Philippines, Thailand

(3) Other---Australia

(2)Overseas Sales

Current 1st Term (Apr.1,2003 through Sep.30,2003)

(Yen in millions)

	North America	Asia	Other	Total
1 Overseas sales	138,473	157,389	110,777	406,641
2 Consolidated sales	-	-	-	722,924
3 Overseas sales per Consolidated net sales	% 19.2	% 21.8	% 15.3	% 56.2

Previous 1st Term (Apr.1,2002 through Sep.30,2002)

	North America	Asia	Other	Total
1 Overseas sales	192,782	73,156	152,572	418,510
2 Consolidated sales	-	-	-	632,494
3 Overseas sales per Consolidated net sales	% 30.5	% 11.6	% 24.1	% 66.2

Previous Term (Apr.1,2002 through Mar.31,2003)

	North America	Asia	Other	Total
1 Overseas sales	377,503	210,736	287,223	875,462
2 Consolidated sales	-	-	-	1,349,449
3 Overseas sales per Consolidated net sales	% 28.0	% 15.6	% 21.3	% 64.9

1.This segmentation is based on the geographical area.

2. Major countries or areas included

(1) North American---USA

(2) Asia---China, Thailand, Indonesia, Philippines

(3) Other---UK, Germany, Spain, Chile, South Africa, Australia

3.Overseas sales means the sales outside of Japan.