

Business Performance for the Interim Period Ended September 30, 2003

TOYO TIRE & RUBBER CO., LTD.

November 12, 2003

Outline of Business Performance for the Interim Period Ended September 30, 2003

Business Activities in the Interim Period Ended September 30, 2003

Prospects for Business Performance in the Fiscal Year Ending March 2004

Future business forecasts are provided for the purpose of assisting individuals in making investment decisions. They are based on management's assumptions in light of the information currently available, and involve risks and uncertainties. The forecasts are not intended as an assurance or guarantee.

Please keep in mind that actual results may differ from the forecasts described herein.

**Outline of Business Performance
for the Interim Period Ended
September 30, 2003**

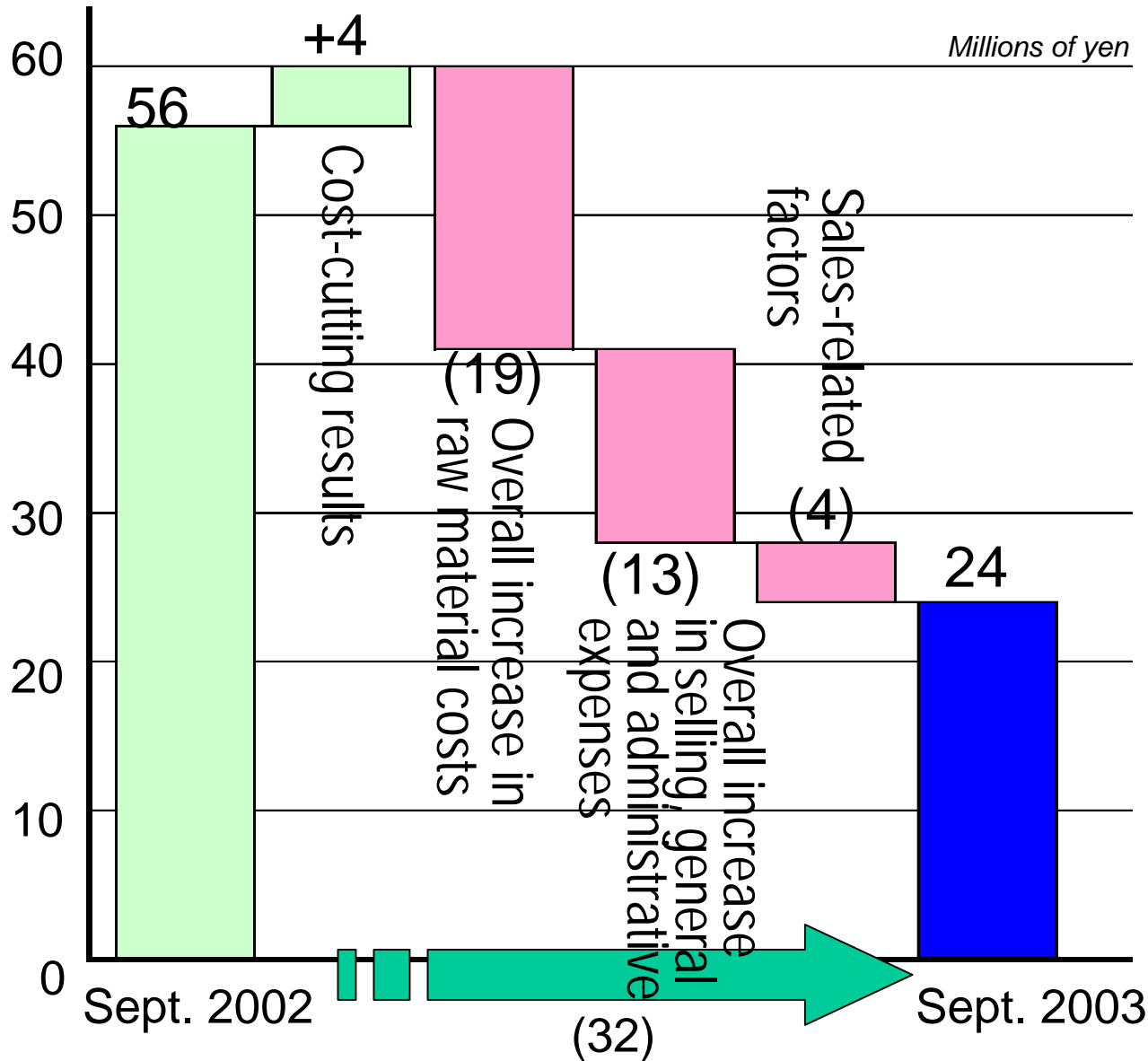
Consolidated Business Results for the Interim Period Ended September 30, 2003



Millions of yen

	Interim period ended Sept. 30, 2002	Interim period ended Sept. 30, 2003	2003/2002 (%)
Net sales	121,763	120,050	98.6%
Operating income	6,511	1,893	29.1%
Recurring income	5,623	2,396	42.6%
Net income	2,554	864	33.8%

Factors Contributing to Increase/Decrease in Recurring Profit



Industry Segment Information

Net Sales and Operating Income

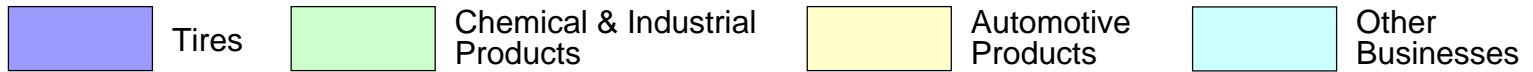
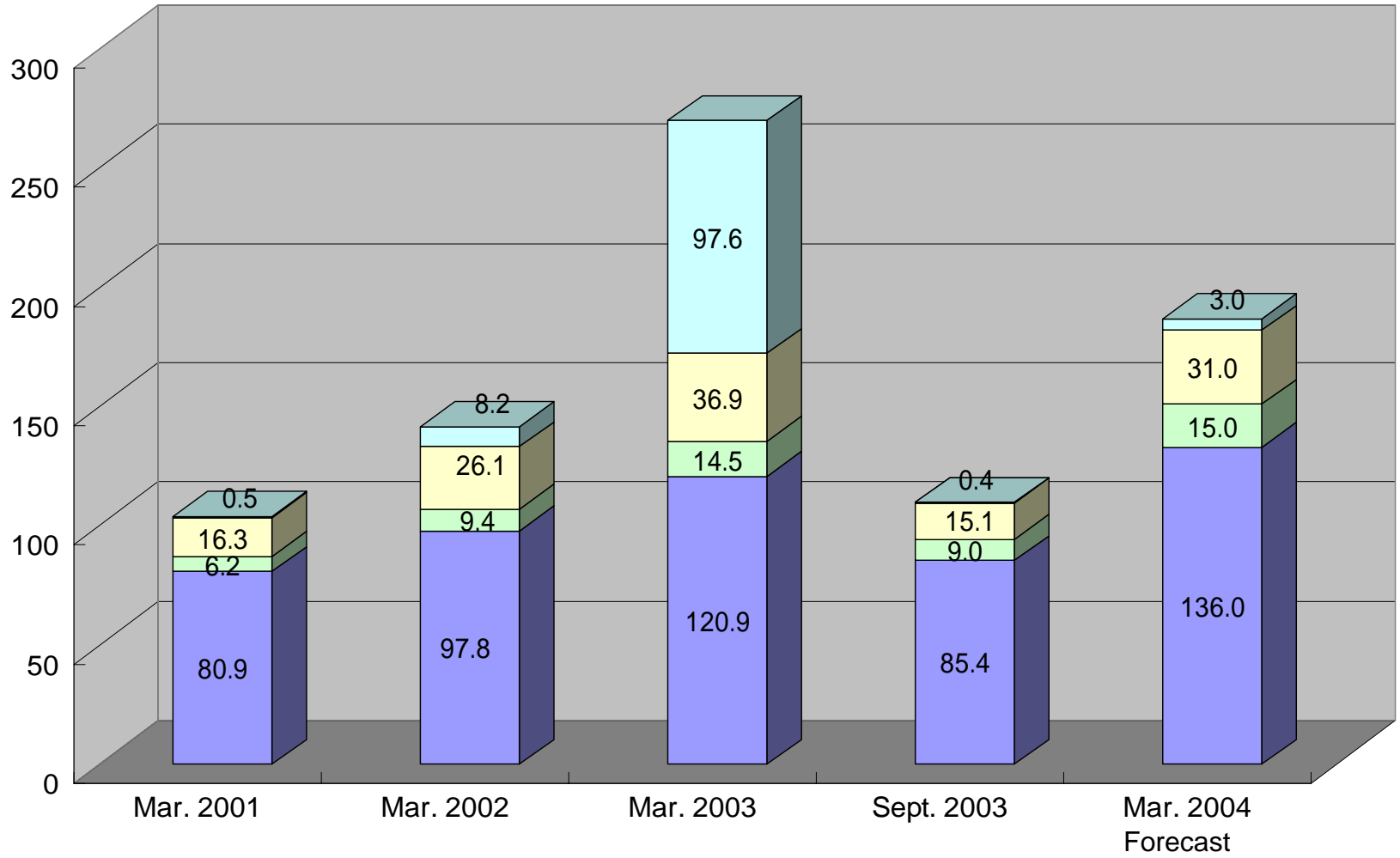
Millions of yen

	Net sales			Operating income (loss)		
	Interim period ended Sept. 30, 2002	Interim period ended Sept. 30, 2003	2003/2002 (%)	Interim period ended Sept. 30, 2002	Interim period ended Sept. 30, 2003	2003/2002 (%)
Tires	74946	74466	99.4%	6258	1671	26.7%
Chemical & Industrial Products	19425	18800	96.8%	(120)	183	-
Automotive Products	26883	25968	96.6%	330	(197)	-
Other Businesses	507	814	160.6%	44	234	531.8%
Total	121763	120050	98.6%	6511	1893	29.1%

Industry Segment Information

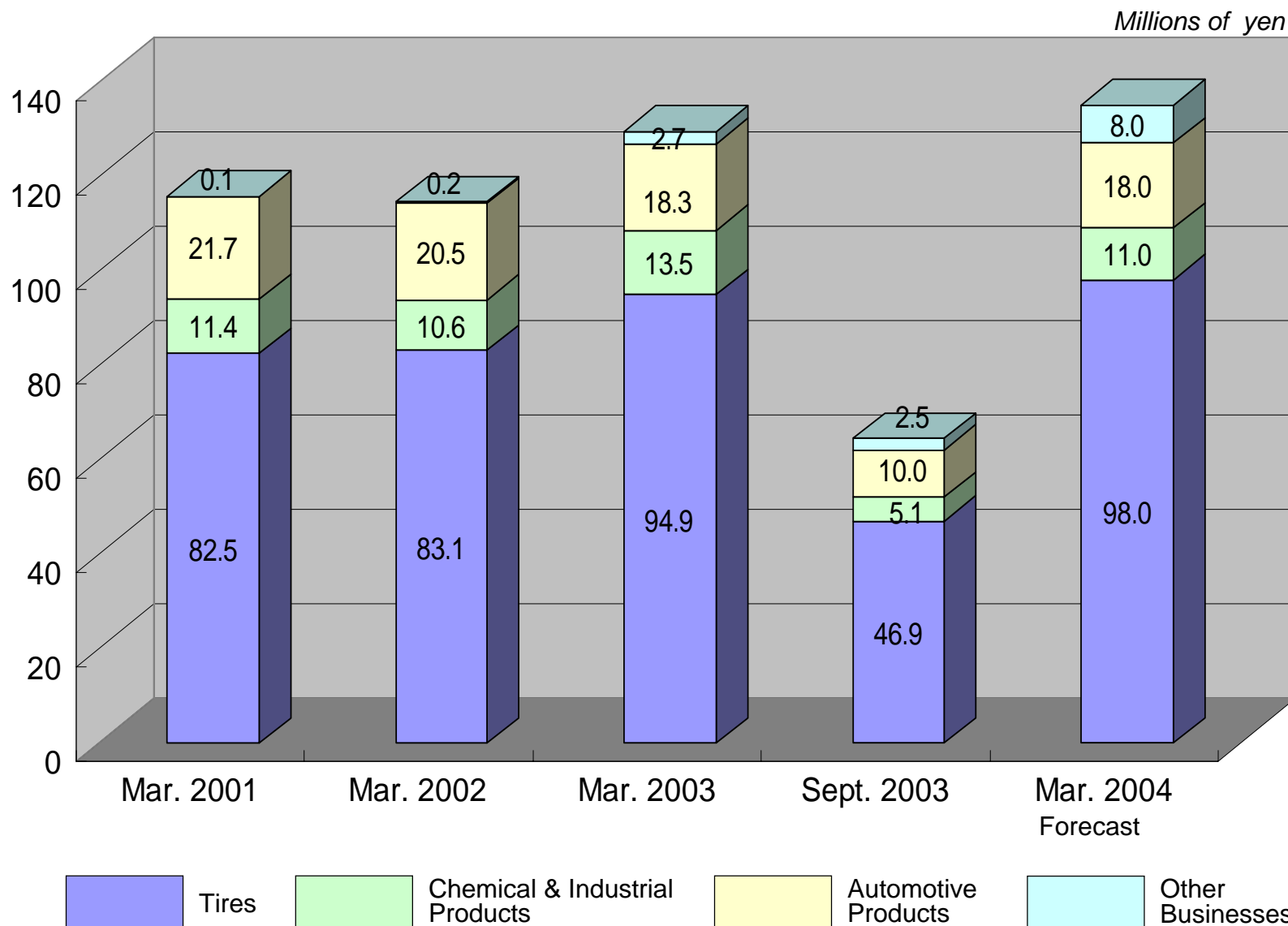
Capital investment (tangible)

Millions of yen

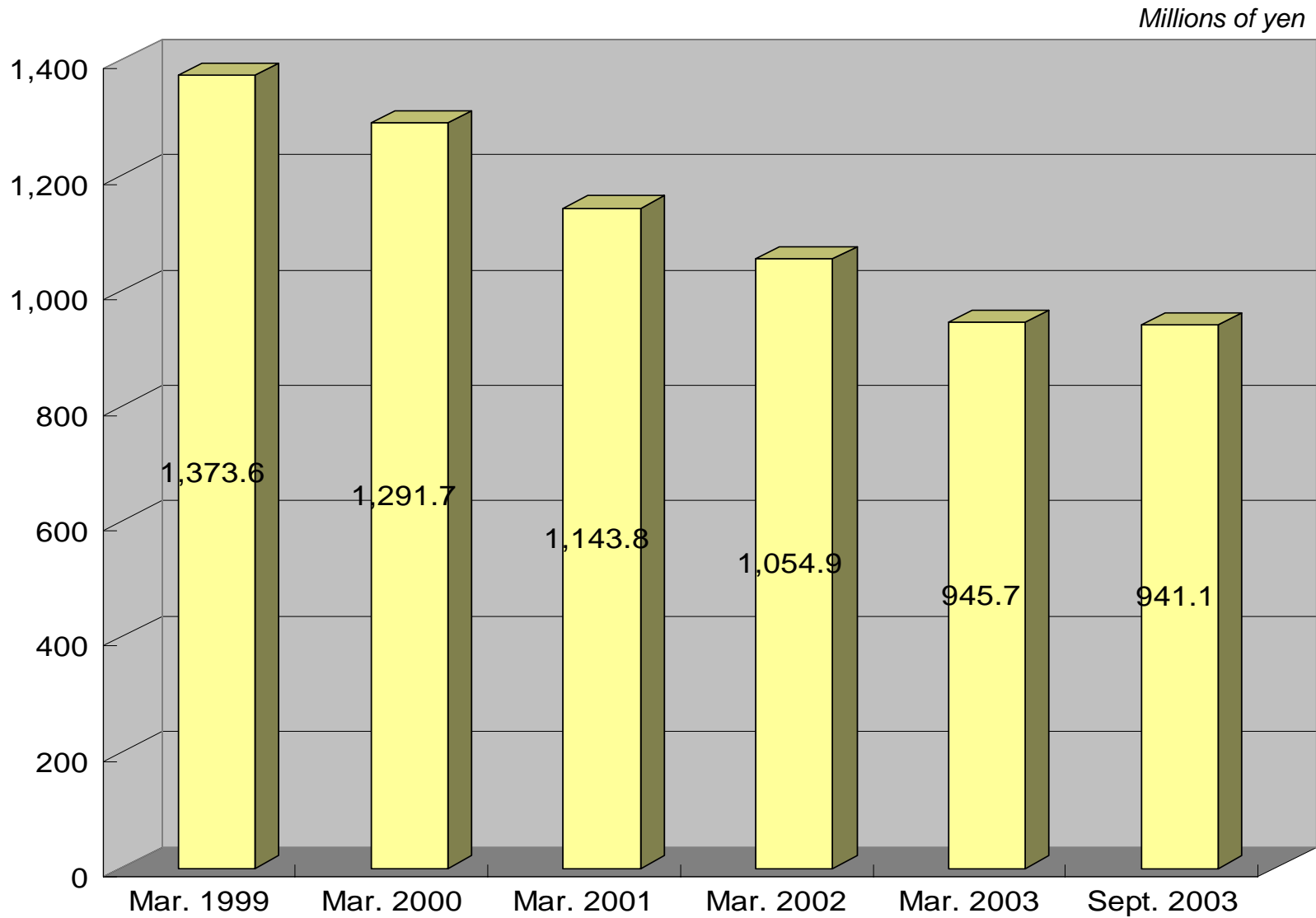


Industry Segment Information

Depreciation



Change in Interest-Bearing Debt



**Business Activities
in the Interim Period Ended
September 30, 2003**

I. Strengthening the Domestic Replacement Tire Business

- 1) Improving the brand image through unified logos and positive TVCF development
- 2) Increasing the ratio of specialized tires for specific vehicle types, centering on the Tranpath MP3
- 3) Implement a product and business mix focused on profitability

II. Implementing Global SCM

- 1) Introducing a weekly production planning system
- 2) Investigating global SCM

III. Strengthening the Technology and Production Systems

- 1) Promoting practical use of the new production systems
- 2) Preparing for increased production

IV. Strategies for Priority Markets

- 1) Launching ultra high performance tires for passenger cars and SUVs and lift-up light truck tires in the North American market
- 2) Increasing production capacity at the Kunshan JV
- 3) Accelerating construction of the Xiamen JV Plant
- 4) Setting up a sales company and starting marketing activities in China

I. Strengthening the “Select-and-Focus” Capabilities of Each Business Unit

- 1) Starting complete profit management-oriented business assessments of each business unit
- 2) Integrating the functions of production sites

II. Improving Technology and Production Response Capabilities

- 1) Introducing the TPS
- 2) Improving productivity by applying new production systems

III. Strengthening Sales and Marketing Capabilities

- 1) Acquiring SUB and improving profit-earning capacity
- 2) Implementing education programs for salespersons

IV. Accelerating Overseas Operations

- 1) Setting up a sales company in China (Hong Kong) to expand parts sales for OA equipment
- 2) Expanding business opportunities in the area of air springs for railroad vehicles
- 3) Winning project contracts for refining nickel, where a sharp demand increase is expected

I. Global Strategy

- 1) Responding to increased orders for anti-vibration rubber products in North American market

II. Further Improving the Quality Assurance System

- 1) Developing a “zero-major-quality-issue” system by taking aggressive preventive action

III. Strengthening the Profitable Foundation of the Anti-vibration Rubber Product Business

- 1) Integrating rubber mixing operation by expanding the Kuwana Plant, and securing space for the business transferred from Toyoda Gosei
- 2) Searching and narrowing down offshore metal fitting supplier candidates

IV. Improving Profitability of the Sheet Cushion Business

- 1) Restructuring the product lines of each production site

I. Efforts to realize Toyo as a technological leader

1) Production Navigation Project

Establishing globally competitive production plants (Innovation in production technologies)

Implementing SCM

Training production personnel

II. Further Promoting the Corporatewide Cost-cutting Program TCR30

1) Starting centralized purchasing by setting up the Purchasing Administration Headquarters

Introducing the Ariba Buyer

III. Evolution of the Company System

1) Trial introduction of a new performance management system TRVA

2) Promoting drawing-up of a mid-term IT grand design

IV. Strengthening Corporate Functions

1) Preparing and strengthening a risk management, disaster prevention, and safety organization

2) Re-formulating the personnel evaluation system

3) Starting the Marketing Navigation Project throughout the organization

Innovations in sales and marketing

(Tire Business)

- 1) Accelerating improvements of the product and business mix
- 2) Establishing the optimal production and inventory system by operating with the weekly production planning system
- 3) Completing the new production systems
- 4) Promoting the project to raise production capacity (UHP·SUV)
- 5) Expanding UHP-SUV sales in the North American market
- 6) Final preparation at the Xiamen JV for the launch of production in spring 2004

(Chemical & Industrial Products Business)

- 1) Promoting “Select-and-Focus” of targeted businesses
- 2) Expanding in-house production and increasing the business scale by re-organizing production sites
- 3) Increasing orders for highly functional OA equipment parts
- 4) Starting interchangeable product lines among production sites
- 5) Accelerating offshore projects

(Automotive Products Business)

- 1) Expanding orders and improving profitability in the anti-vibration rubber products business in North America
- 2) Making a smooth transition in succeeding Toyoda Gosei's anti-vibration rubber products business
- 3) Starting the project to complete the streamlining of operations in the sheet cushion business

(Administrative Division)

- 1) Integrating the Technology Navigation and Production Navigation projects
- 2) Starting to develop an approach to tire-automotive component modules
- 3) Realizing the results of implementing the TCR30 program
Operating the Ariba Buyer, and so forth
- 4) Responding to the evolution of the in-house company system
Changing the planning system as well as enhancing preparations to operate the TRVA in FY2004
- 5) Completing the Marketing Navigation Project and deploying it throughout the in-house companies

Prospects for Business Performance in the Fiscal Year Ending March 2004

Prospect for FY 2004

Millions of yen, except for cash dividends

	FY2003		FY2004 Forecast (announced on March 2003)		FY2004 Foecast (announced on November 2003)	
	Amount	FY2003/FY2002 (%)	Amount	FY2004/FY2003 (%)	Amount	FY2004/FY2003 (%)
Net sales	255,157	100.5%	256,000	100.3%	256,000	100.3%
Operating income	13,543	87.9%	10,500	77.5%	6,600	48.7%
Recurring income	12,082	97.2%	9,700	80.3%	7,800	64.6%
Net income	3,656	112.1%	4,100	112.1%	3,700	101.2%
Cash dividends (yen)	7.0		7.0		7.0	

Prospect for FY 2004 by Industry Segment

Millions of yen

	Net sales			Operating income		
	FY2003	FY2004	FY2004/FY2003 (%)	FY2003	FY2004	FY2004/FY2003 (%)
Tires	159,237	163,200	102.5%	12,541	5,000	39.9%
Chemical & Industrial Products	39,088	39,700	101.6%	208	1,000	480.8%
Automotive Products	55,314	51,400	92.9%	702	400	57.0%
Other Businesses	1,517	1,700	112.1%	88	200	227.3%
Total	255,157	256,000	100.3%	13,543	6,600	48.7%

Mobility & Amenity