Honda
ESG Report
2026

HONDA

1

General Disclosures

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Editorial Policy

■ Organizations covered
This report covers the entire Honda Group, which consists of Honda Motor Co., Ltd. and its 346 group companies in and outside of Japan (comprising 282 consolidated subsidiaries and 64 affiliated companies accounted for by the equity method). Sections that do not cover the entire Honda Group are indicated as such with a reference to the specific scope.

■ Period covered
Primarily, this report focuses on the activities undertaken from April 1, 2025 to March 31, 2026, including past background information and activities conducted up to the time of publication, as well as related matters, and future outlook and plans.

■ Reference guidelines
- European Sustainability Reporting Standards (ESRS)
- Sustainability Standards Board of Japan (SSBJ) Standards
- Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
- Task Force on Nature-related Financial Disclosures (TNFD) Recommendations
- Global Reporting Initiative (GRI) Standards

■ Assurance
The environment- and social-related data indicated with ☑ for the fiscal year ended March 31, 2026 in the Japanese version of this report, received the independent practitioner's assurance.

■ Date of publication
Publication of this report: June 2026
Honda releases Honda ESG Report every year.

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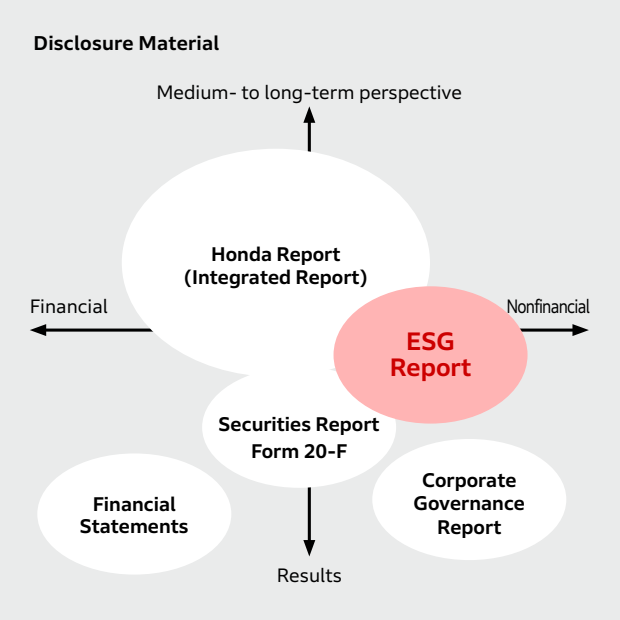
Disclaimer
This report contains past and current factual data of Honda Motor Co., Ltd. as well as plans and outlooks for future projections based on its management policies and strategies as of the date of publication. These future projections consist of assumptions or decisions derived from the information available at the time this report was produced. Please note that the results of future business activities and events may vary depending on changes in conditions and circumstances. This report may also contain corrections, restatements, or significant changes to the information provided in previous reports. We would like to kindly ask our readers to acknowledge the above.



How to use this report
- Links to external websites
- Relevant pages within this report
- External materials

Basic Approach

The Honda Philosophy consists of Fundamental Beliefs (including "Respect for the Individual" and "The Three Joys"), the Company Principle, and Management Policies. It forms the values shared by all Honda Group companies and all of their associates and serves as the basis for corporate management and business activities as well as associates' behavior and decision-making.

Honda Global Brand Slogan – The Power of Dreams – expresses that the dreams of each and every one of us working together at Honda have always been the driving force of Honda. Our creative power fueled by our dreams will generate the value which we provide customers. Such value we offer will move people, inspire people and become the "power" to support people who take one step closer to their dreams. As the "power" of people who embarked on their dream-filled journeys gains momentum and spreads to the people around them, it will create new connections and realize an expanse of dreams throughout our society.

Honda always believes in the power of such infinite dreams that people pursue all around the world, and we want to be the "power" to help people realize their dreams. With these aspirations for the future, we have added a new tagline – How we move you. – which follows the "The Power of Dreams" in our Global Brand Slogan.

In specific corporate management and business activities, it is important to meet stakeholders' expectations and needs by providing value through its products and services. Equally important is to fulfill its corporate social responsibility, including consideration of the impact on the environment and society, and to contribute to social sustainability by solving social issues.

To put these ideas into practice, Honda must consciously sidestep any notion of trade-off with our pursuit of economic value. Instead, we are committed to intensifying our endeavors guided by the principle of trade-on, aiming to enhance economic value through the pursuit of social value. This strategy paves the way for a fresh path of growth for the Company.

Honda's corporate management and business activities that move people, inspire people, and spread dreams throughout the world contribute to sustainability, and the Company aims to continue to be a company people and society want to exist into the future.

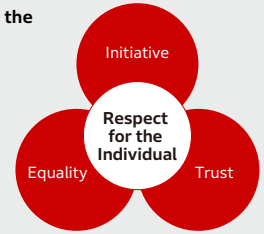
HONDA
The Power of Dreams

How we move you.
CREATE ▸ TRANSCEND, AUGMENT

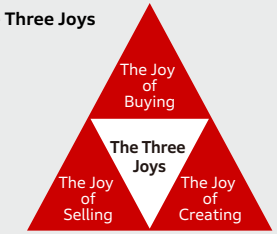
Honda Philosophy https://global.honda/en/about/philosophy/

Fundamental Beliefs

Respect for the Individual



The Three Joys



Initiative: Initiative means not to be bound by preconceived ideas, but to think creatively and act on your own initiative and judgment, while understanding that you must take responsibility for the results of those actions.

Equality: Equality means to recognize and respect individual differences in one another and treat each other fairly. Our company is committed to this principle and to creating equal opportunities for each individual. An individual's race, sex, age, religion, national origin, educational background, and social or economic status have no bearing on the individual's opportunities.

Trust : The relationship among associates at Honda should be based on mutual trust. Trust is created by recognizing each other as individuals, helping out where others are deficient, accepting help where we are deficient, sharing our knowledge, and making a sincere effort to fulfill our responsibilities.

The Joy of Buying: The joy of buying is achieved through providing products and services that exceed the needs and expectations of each customer.

The Joy of Selling: The joy of selling occurs when those who are engaged in selling and servicing Honda products develop relationships with a customer based on mutual trust. Through this relationship, Honda associates, dealers and distributors experience pride and joy in satisfying the customer and in representing Honda to the customer.

The Joy of Creating: The joy of creating occurs when Honda associates and suppliers involved in the design, development, engineering and manufacturing of Honda products recognize a sense of joy in our customers and dealers. The joy of creating occurs when quality products exceed expectations and we experience pride in a job well done.

Company Principle

Maintaining a global viewpoint, we are dedicated to supplying products of the highest quality yet at a reasonable price for worldwide customer satisfaction.

Management Policies

- **Proceed always with ambition and youthfulness.**
- **Respect sound theory, develop fresh ideas and make the most effective use of time.**
- **Enjoy your work and encourage open communications.**
- **Strive constantly for a harmonious flow of work.**
- **Be ever mindful of the value of research and endeavor.**

Governance

Sustainability Management Structure

Governance Bodies

Honda is promoting corporate activities grounded in the Honda Philosophy. The Honda Philosophy consists of three components: the Fundamental Beliefs, the Company Principle, and the Management Policies. Honda's long-term management policies and medium-term management plan are approved and resolved by the Executive Council and the Board of Directors.

The Board of Directors is the final supervisory body for important matters, covering actions to address sustainability issues, including climate change issues. The Executive Council deliberates in advance on matters to be resolved by the Board of Directors and discusses important management matters within the scope of authority delegated to it by the Board of Directors.

We also designate "ESG and Sustainability" as one of the required skills for our directors, from the perspective of addressing diverse risks associated with business activities and overseeing business operations for the sustainable development of society and Honda. Aiming to sustainably deliver the "joy and freedom of mobility," we are pursuing two key challenges to be achieved by 2050: achieving carbon neutrality across all Honda products and corporate activities, and eliminating traffic-collision fatalities. To advance these objectives, we consider it essential for our directors to have expertise in ESG and Sustainability themes—including the environment (such as climate-change issues), safety, and human rights, and we appoint directors taking into consideration these qualifications.

With respect to development of directors' skills in this area, initiatives related to our Priority Issues —such as the realization of a "Zero Environmental Impact Society" and a "Zero Traffic Collision Society"—through regular reporting to the Board of Directors, as well as other ongoing opportunities for engagement and discussion.

In addition, the Office of the Board of Directors supports directors, primarily to outside directors, to help them fully perform their functions. For details, pleas refer to "Corporate Governance" (➡ p. 162).

With respect to non-financial management indicators*, we generally review progress once a year at the Board of Directors level and approximately one to three times a year at the Executive Council level.

In making decisions with respect to our long-term management policies and medium-term management plan and in overseeing our risk-management processes and related policies, we take into consideration our "Priority Issues", including the realization of a "Zero Environmental Impact Society" and a "Zero Traffic Collision Society." In doing so, the Executive Council and the Board of Directors conduct multidimensional deliberations balancing responses to social issues, such as reducing environmental impact, and profitability and other management priorities, and they reflect these considerations in decision-making.

The Board of Directors is responsible for supervising key goal indicators (KGIs) and the Executive Council is responsible for executing key performance indicators (KPIs), and they regularly monitor the progress of these to improve management governance. Please refer to Item 6 B. "Compensation." in the Form-20F for details of the executive remuneration system linked to financial and non-financial indicators.

* Management indicators: KGIs for which the Board of Directors is responsible for supervision and KPIs for which the Executive Council is responsible for execution.

Form-20F https://global.honda/en/investors/library/form20_f.html

Governance

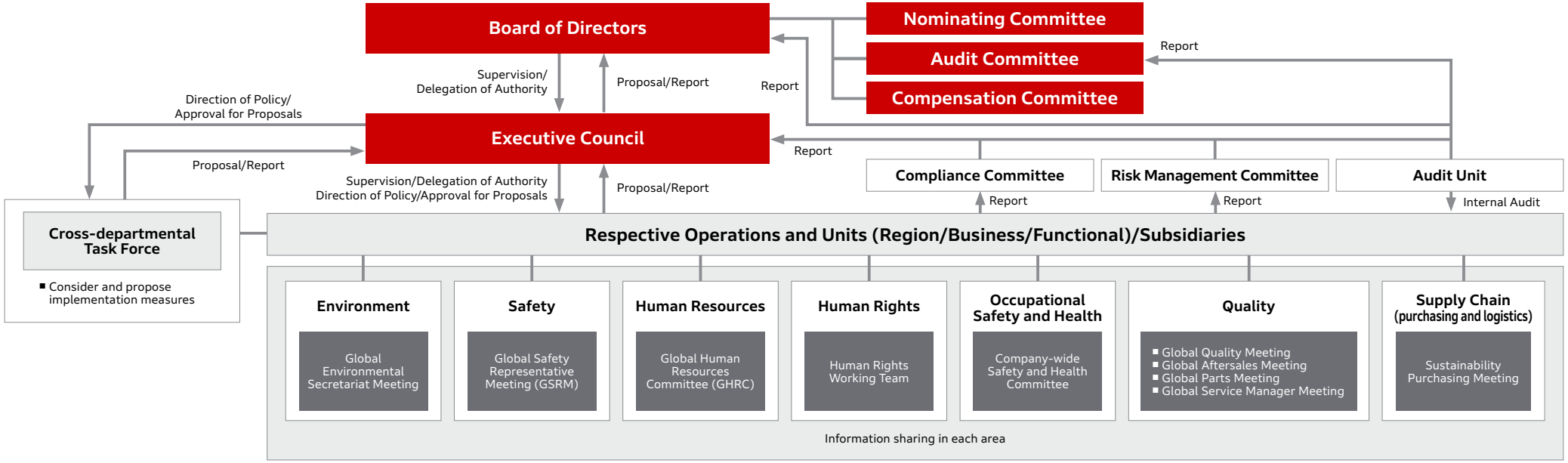
Management's role

Each Operation and Unit and subsidiary formulates and promotes action plans and measures based on the company-wide long-term management policies and medium-term management plan, and important matters are reported and approved at the Executive Council as appropriate.

In each area of environment, safety, human resources, human rights, occupational safety and health, quality, and supply chain (purchasing and logistics), conference bodies have been established to promote global management through information sharing and discussions. For important cross-departmental issues such as addressing climate change issues, a cross-departmental task force is formed under the direct supervision of management members to consider and propose action plans and measures as appropriate, and important matters are reported and approved at the Executive Council.

Compliance and risk management related to each area are operated by the Company's basic policies for the development of internal control systems.

Sustainability management structure



Governance

Overview of sustainability-related meetings

Area		Meeting structure		Details
Environment		Global Environmental Secretariat Meeting		Share the Group's latest policies on initiatives in light of international trends and management discussions, and discuss global issues to achieve medium- to long-term targets
Safety		Global Safety Representative Meeting (GSRM)		Discuss inter-regional safety issues, including sharing details of the initiatives toward the new safety goals and discussing how to strengthen efforts to achieve zero traffic collision fatalities
Human Resources		Global Human Resources Committee (GHRC)		HR managers from around the world gather to discuss HR issues specific to each region, to develop global HR strategies and their deployment across the Company
Human Rights		Human Rights Working Team		Promote human rights due diligence, including assessments targeting our Group's domestic and overseas business sites and suppliers, as well as awareness-raising activities, to strengthen our initiatives and encourage the adoption of these practices among associates.
Occupational Safety and Health		Company-wide Safety and Health Committee		Under the Safety and Health Principles of "No safety, no production," direct the development and implementation of company-wide policies on safety and health, and strengthen governance in the area of safety and health
Quality	Quality related	Motorcycle/Automobile/Power products	Global Quality Meeting	Set challenges based on the quality targets established in company-wide policy, add region-specific issues to these, and regularly share the management methods and information on the contents of the formulated countermeasures
	Aftersales business	Automobile	Global Aftersales Meeting	Share policies and measures globally between headquarters and regional managers, with the aim to set as global benchmark levels to enable the provision of higher-quality services on-site
		Spare parts	Global Parts Meeting	
		Power products	Global Service Manager Meeting	
Supply Chain (purchasing and logistics)		Sustainability Purchasing Meeting		To strengthen low-carbon initiatives and human rights and compliance efforts throughout the global supply chain, discuss and coordinate policies and means of achieving globally unified measures among working level staff from each region

Stakeholder Engagement

Basic Approach

To be a company society wants to exist, Honda needs to put into practice the communication cycle. This means to: (1) appropriately and accurately convey to society the value that it seeks to provide; (2) grasp and understand the demands and expectations of diverse stakeholders toward Honda; (3) translate these into concrete measures and implement them; and (4) listen to stakeholders' evaluations of its activities.

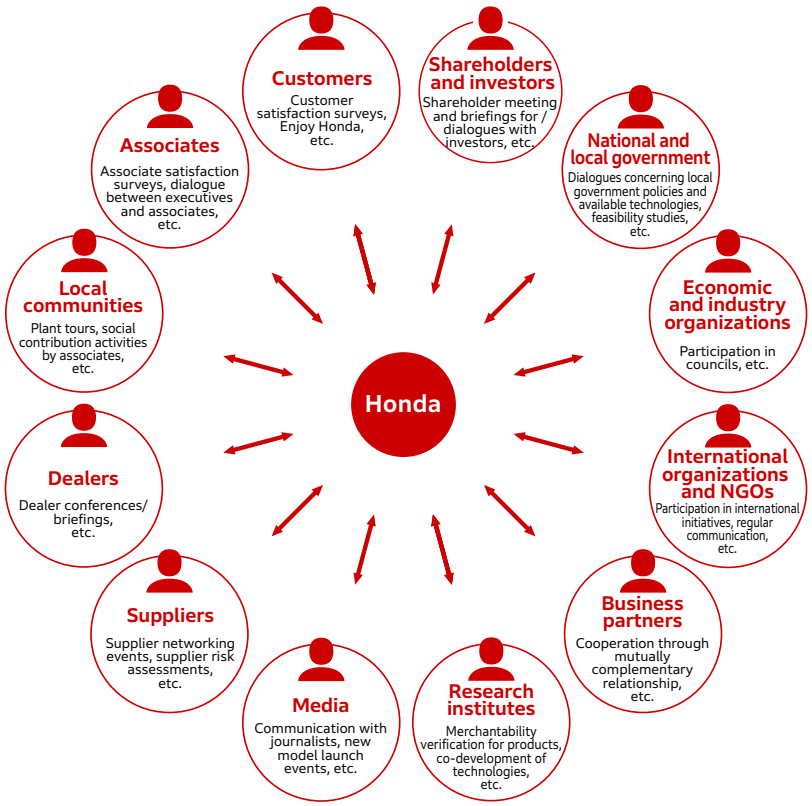
Especially in recent years, the growing scale and globalization of companies, along with the rapid proliferation of IT, have heightened the impact of companies on society, and vice-versa. As this process continues to accelerate, Honda considers that dialogue with stakeholders is a beneficial tool that leads to a proper understanding of stakeholders regarding the Company's initiatives while also giving the Company an understanding of changes and risks in the social environment.

Based on this understanding, Honda engages in dialogues globally through various opportunities. These dialogues are conducted between key stakeholders (who are either impacted by Honda's business activities or whose activities impact Honda's business activities) as shown in the diagram at the right and respective divisions within Honda.

For example, in engagements with shareholders and investors, Honda holds dialogues to help them better understand the Company through shareholder relations and investor relations.

In addition, opinions gained from dialogues with leading ESG rating organizations and NGOs are used to consider corporate activities that Honda should undertake.

Stakeholder engagement



Stakeholder Engagement

Examples of initiatives in the Fiscal Year Ended March 31, 2026

Stakeholder	Key means of dialogue	Overview	Frequency	Divisions	Reference
Customers	Customer satisfaction survey	To ensure customer satisfaction worldwide, we conduct a customer satisfaction survey for customers who have received service at a dealer around the world and engage in improvement activities to provide high-quality service operations.	Annually	Customer-related divisions	➡ p. 143
Shareholders and investors	Financial results meeting	We hold web conferences with simultaneous interpretation for investors and analysts in Japan and overseas on the overview of our financial results and various initiatives. For those unable to attend meetings due to time differences or other reasons, the minutes are posted on the website in both Japanese and English.	4 times/year	Finance divisions	https://global.honda/en/investors/
	Dialogue via individual sessions, conferences, and briefing sessions for individual investors	We hold sessions and opinion exchange meetings to explain our financial conditions as well as production, R&D, and business strategies. We use the valuable feedback we receive to further enhance our corporate value.	Year round		
Suppliers	Suppliers conferences	We hold periodic conferences to share with suppliers the direction of our business and the substance of our initiatives and to communicate Honda's company-wide policies and purchasing policies. We also present Supplier Awards to recognize those suppliers who have achieved outstanding results in each aspect of QCDDE*. At the end of a conference, we conduct a questionnaire survey for participants to identify their level of satisfaction and what can be improved for the next event as an effort to further enhance this activity.	Annually	Purchasing divisions	➡ p. 194
	ESG inspection of suppliers	We conduct an ESG assessment for key suppliers to confirm the status of their initiatives to prevent compliance violations and risks related to human rights, and to reduce our environmental impact in accordance with the Honda Supplier Sustainability Guidelines. (➡ p. 187) If a problem is likely to occur or has occurred in this process, we communicate with suppliers and implement activities for improvement.	Annually		➡ p. 190
Economic and industry associations	Participation in activities of industry associations	To identify societal expectations and demands through industry association activities and contribute to society by developing a sustainable business environment, we participate in various forums.	Year round	Government and industryrelations divisions	➡ p. 10
International organizations and NGOs	Participation in international initiatives	To identify societal expectations and demands and contribute to the realization of a sustainable society, we participate in various forums.	Year round	Sustainability planning divisions	
Local communities	Driving safety promotion activities	Honda adheres to the global safety slogan "Safety for Everyone" and takes an active role in promoting traffic safety for all members of society who participate in transportation, from children to the elderly. This is achieved through the principles of "safety handed down from person to person" and "participatory experiential education," as well as the use of safe driving support technology to prevent accidents. Honda is currently engaged in traffic safety promotion activities in 43 countries and regions worldwide.	Year round	Traffic safety promotion-related divisions	➡ p. 130
	Helping people with disabilities who want to resume driving	We aim to reduce the gap in social participation by expanding transportation options, and we support the establishment of a support system in the local community for people who wish to resume driving by providing welfare vehicles (driving support devices) and supporting occupational therapists and others.	Year round		https://global.honda/jp/safetyinfo/rehabilitation/ (Japanese only)
	Beach clean-up project	We undertake joint activities among members of the Honda Group and local residents to clean up the beaches across Japan using our originally developed equipment. Since the launch of the project in 2006, we have conducted the activities 484 times, and the cumulative total of beach trash collected by the project amounts to approximately 592 tons.		Social contribution activity divisions	https://global.honda/en/philanthropy/
	Activities to conserve Satoyama landscapes	We have concluded an agreement with Hachioji City, Tokyo, in which Honda associates and their families carry out Satoyama landscape conservation activities within the Kamikawa no Sato Special Green Space Conservation District.	Year round		
National and local governments	Support for disaster affected areas	As support for damages caused by heavy rainfall from August 6, and from September 2, 2025, as well as Typhoon No. 15 in 2025, we donated 17 high-pressure cleaners to respective affected municipalities.		Social contribution activity-related divisions	https://global.honda/en/philanthropy/
Associates	Measurement of associate vitality	We measure the level of associates' engagement and take initiatives according to the results for creating a more comfortable and conducive work environment.	Annually	Human resources divisions	➡ p. 102

* Quality, cost, delivery, development, and environment

Stakeholder Engagement

Cooperation with External Organizations

To carry out its responsibility as a global mobility company, Honda engages in dialogues with government, economic and industry organizations and also cooperates with external organizations. For example, in Japan, Honda executives serve as vice chairman and committee head within the Japan Automobile Manufacturers Association (JAMA); and committee head in the Japan Business Federation (Keidanren), among other roles.

Furthermore, out of Japan, Honda contributes to initiatives related to sustainability through its involvement in organizations such as the World Business Council for Sustainable Development (WBCSD).

Honda has delegated the authority to Regional Operations within a certain scope when executing business in respective regions in order to enhance local autonomy and enable speedy decision-making. Political contributions* can be made following required internal procedures based on the laws and regulations of respective countries.

* Political contributions were made in the amounts of ¥25 million in FYE Mar. 31, 2023, ¥25 million in FYE Mar. 31, 2024, and ¥25 million in FYE Mar. 31, 2025.

Appropriate Advertising and Publicity

To continue to live up to the trust and expectations of customers and society, Honda engages in advertising, publicity, and sales promotion activities in good faith, avoiding misleading expressions and explanations about products and product characteristics, and refraining from exaggerated advertising.

When expressing or explaining the superiority of Honda products or services over those of other competitors, Honda will not make exaggerated advertising without substantiation, based on rational and objective evidence and in accordance with applicable laws and regulations.

Honda will not engage in advertising or marketing activities that excessively incite desire to purchase or encourage inappropriate consumer behavior, especially for customers including children and the elderly for whom special consideration is required.

Honda is committed to correctly advertising and promoting its products so as not to mislead all customers.

Honda's Initiatives and the SDGs

Contribution to SDGs

Honda aims to sustainably create "the joy and freedom of mobility" and to empower people to take action toward their dreams. Toward this vision, Honda strives to achieve both the pursuit of economic value and the creation of social value, enhancing the sustainability of both Honda and society. To this end, Honda contribute to the SDGs through its corporate activities.

Initiatives and the SDGs

Honda's initiatives		Related pages	SDGs Goals supported by Honda
Environment	Climate Change	➡ p. 21	1, 7, 12, 13
	Pollution	➡ p. 43	3, 11, 12
	Water	➡ p. 48	6, 12, 14
	Biodiversity and Ecosystems	➡ p. 52	6, 15
	Resource Use and Circular Economy	➡ p. 56	9, 11, 12
Social	Own Workforce	➡ p. 68	3, 4, 5, 8, 10, 16
	Workers in the Value Chain	➡ p. 117	4, 5, 8, 16
	Consumers and End-users	➡ p. 119	3
	Social Contribution Activities	➡ p. 153	1, 3, 4, 11, 14, 15, 17
Governance		➡ p. 161	16

External Evaluations

Selected as an "A-List" Company in the Category of Climate Change, the Highest Rating in CDP's Environmental Information Disclosure for the Third Consecutive Year

Honda was selected by CDP, an international non-profit organization for environmental information disclosure, as an "A-List" company in the climate change category for 2025, the highest rating in recognition of its efforts against climate change and the transparency of its information disclosure. This is the third consecutive year that Honda has been selected.

Every year, each company discloses environmental information in accordance with the CDP's questionnaire on the categories such as climate change, water security, and forests. CDP evaluates the information disclosed by companies on a scale from A to D- and recognizes companies with particularly outstanding efforts as "A-List" companies. For categories other than climate change, Honda received an A- rating for water security and a C rating for forests.

2

Environment

Governance

Environmental Management Structure

Honda is promoting Group-wide efforts to realize a society with zero environmental impact throughout its life cycle.

Honda's long-term management policies and medium-term management plan are approved and resolved by the Executive Council and the Board of Directors.

The Board of Directors is the final supervisory body for important matters, covering actions to address climate change issues. The Executive Council deliberates in advance on matters to be resolved by the Board of Directors and discusses important management matters within the scope of authority delegated to it by the Board of Directors.

In response to the need to address various risks associated with business activities and to oversee business operations for the sustainable development of society and Honda, Honda has designated knowledge in ESG and Sustainability, including ability in addressing climate change issues, as one of the necessary skills and appointed directors accordingly.

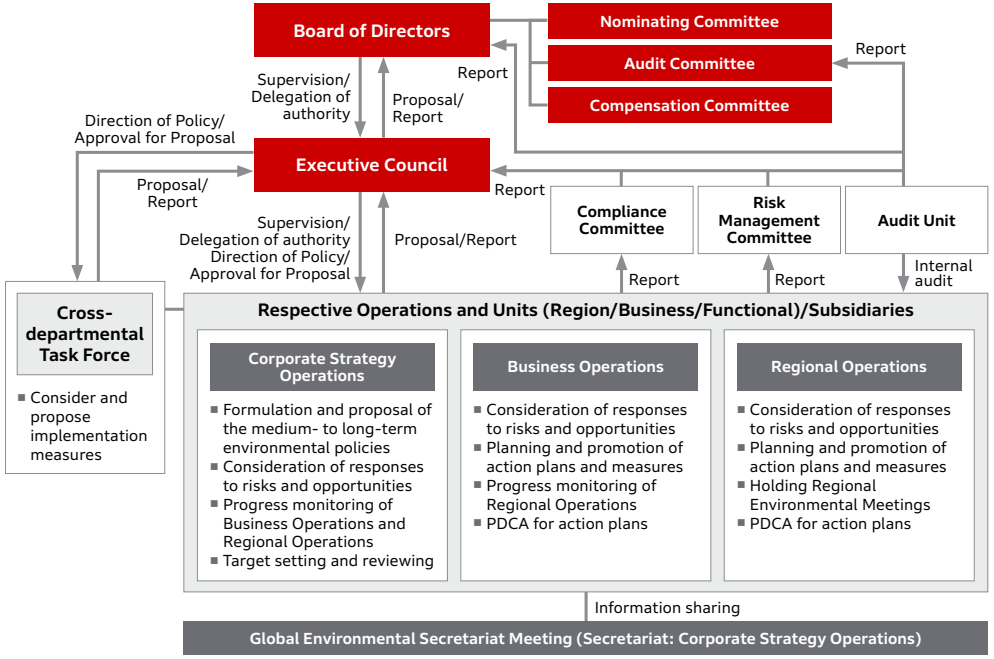
Each Operation, Unit and subsidiary formulates and promotes action plans and measures based on the company-wide long-term management policies and medium-term management plan, and important matters are reported and approved at the Executive Council as appropriate. Respective Business Operations and Regional Operations formulate action plans and promote measures based on the global medium- to long-term environmental policies, based on information shared at the Global Environmental Secretariat Meeting (Secretariat: Corporate Strategy Operations). Each Regional Operations holds a Regional Environmental Meeting to promote the PDCA cycle within Regional Operations. Each Business Operations monitors regional progress and promotes the PDCA cycle within Business Operations. The Corporate Strategy Operations monitors the progress at Business Operations and Regional Operations and considers revisions to the medium- to long-term environmental policies and targets as necessary. Important matters are reported and approved at the Executive Council and reported and resolved at the Board of Directors. For important cross-departmental issues such as addressing climate change issues, a cross-departmental task force is formed to consider and propose action plans and measures as appropriate, and important matters are reported and approved at the Executive Council.

Compliance and risk management related to the environment, including climate change, are operated based on the Company's basic policies for the development of internal control systems. (➡ p. 162)

Toward the realization of a society with zero environmental impact, Honda's Board of Directors and Executive Council regularly monitor the progress of KGIs for which the Board of Directors is responsible for supervision and KPIs for which the Executive Council is responsible for execution, thereby reinforcing management governance. Please refer to Item 6 B. "Compensation." in the Form-20F for details of the executive remuneration system linked to financial and non-financial indicators.

Form-20F https://global.honda/en/investors/library/form20_f.html

Environmental Management Structure



Governance

Environmental Management System

Honda's existing global vehicle assembly and product assembly plants have acquired ISO 14001, an international certification for environmental management systems (as of March 2026). Therefore, the coverage of environmental management systems is virtually 100%.

Honda will continue to promote activities to acquire this certification.

Current Status of Compliance with Environmental Regulations

In accordance with Honda's Environment Statement, the Company has introduced environmental management systems at all business sites and in each division. Along with promoting continuous efforts to improve environmental performance, it strives to comply with its own voluntary environmental standards, which are more stringent from an environmental perspective than any national or local regulations.

In the last five years, Honda has not committed any serious noncompliance with environmental laws and regulations, paid substantial fines/sanctions in breach thereof, or recorded any major chemical releases.

In addition, no environment-related complaints were received through the official complaint resolution program.

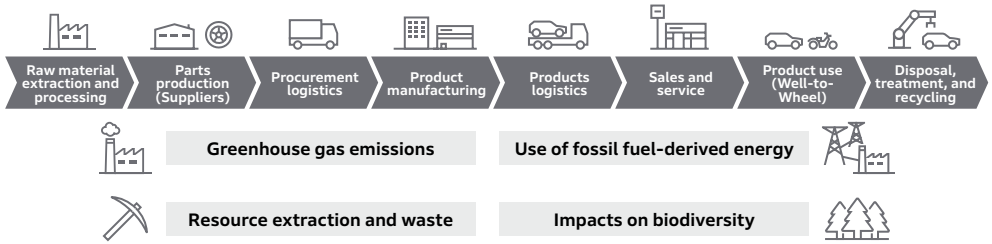
Strategy

Actions to Take Towards Achieving a Zero Environmental Impact Society

Environmental Impacts Recognized by Honda

Honda recognizes that all business activities have environmental impacts. To address these challenges, it is important to consider the environmental impacts of each stage of the product lifecycle. Honda identifies the main environmental impacts as: greenhouse gas (GHG) emissions, use of fossil fuel-derived energy, extensive resource extraction and waste, and impacts on biodiversity.

Main Environmental Impacts in the Product Lifecycle



Honda, aiming for sustainable business practices, has set achieving a "Zero Environmental Impact Society" as one of its company-wide priority issues. To comprehensively reduce interlinked environmental impacts, Honda has established four materialities* to guide its efforts.

* We select "Priority Issues" by comprehensively analyzing social issues from the perspective of sustainability, aligning them with Honda's strategic direction, and defining the particularly focused issues for each priority issue as "materialities".

Priority issue
- Achieving a Zero Environmental Impact Society

Materialities
- Addressing Climate Change
- Addressing Energy Issues
- Efficient Utilization of Resources
- Biodiversity Conservation

Strategy

Triple Action to ZERO

In our efforts to achieve a Zero Environmental Impact Society, we are working towards our vision of achieving CO_2 emissions neutrality, 100% utilization of carbon-free energy, and 100% use of sustainable materials in 2050. This vision is encapsulated in the concept of Triple Action to ZERO, a concept that consolidates three key initiatives: Carbon Neutrality, Clean Energy, and Resource Circulation. We position Triple Action to ZERO as the core concept guiding our efforts.

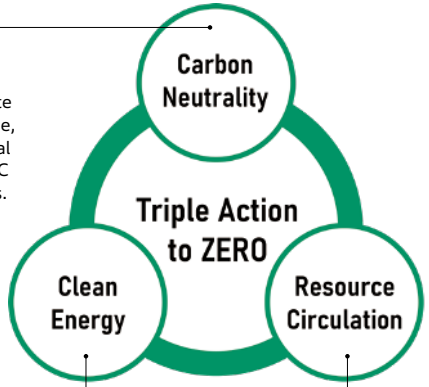
The three initiatives of Triple Action to ZERO are closely related and we aim to maximize synergistic benefits by considering their linkages.

The Triple Action to ZERO initiatives are also linked to the international demand for preserving biodiversity and fostering harmony with nature. In advancing these initiatives, we will consider Nature-based Solutions* as well.

* Nature-based Solutions (NbS) involve advancing societal challenges while conserving and restoring natural ecosystems.

CO_2 emissions neutrality

In "addressing climate change," we aim to achieve CO_2 emissions neutrality from both our corporate activities and the product lifecycle, with the goal of limiting the global average temperature rise to 1.5°C compared to pre-industrial levels.



100% utilization of carbon-free energy

In "addressing energy issues," we aim to use clean energy during product use and corporate activities.

100% use of sustainable materials

In addressing the "efficient utilization of resources," we will strive to develop products and establish systems that use sustainable materials with no environmental impact. In corporate activities, we aim to achieve zero industrial water intake and zero industrial waste at Honda plants by 2050.

Key Initiatives and Milestones for Achieving Materiality

Honda supports the Paris Agreement* and, with the goal of realizing a Zero Environmental Impact Society, aims to achieve carbon neutrality across all products and corporate activities involving Honda by 2050.

Of the four materialities in the environmental domain, we are prioritizing efforts toward "addressing climate change issues" and "addressing energy issues" for achieving carbon neutrality.

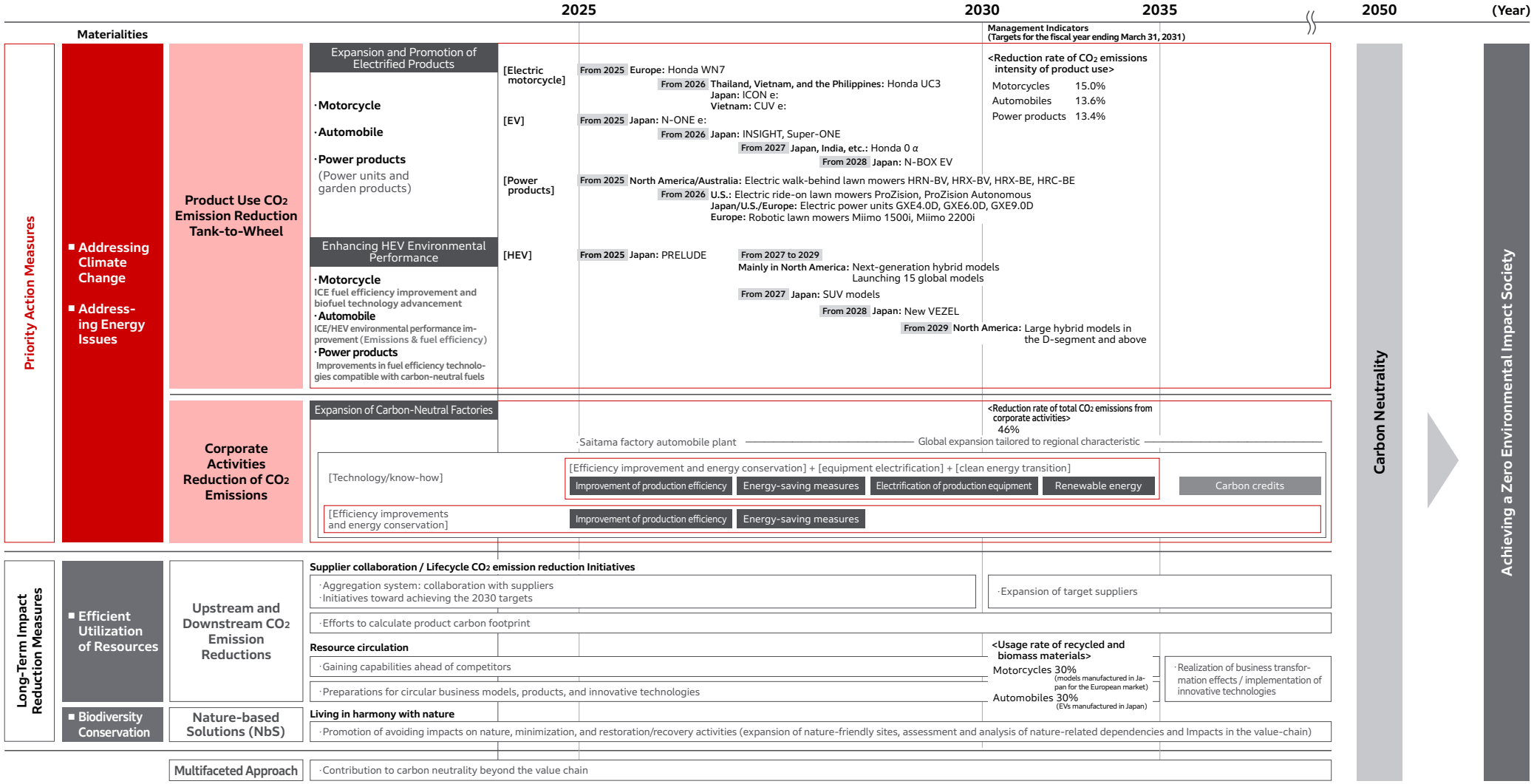
As priority actions, the Company is working on reducing CO_2 emissions from product use and corporate activities, breaking these efforts down into more specific initiatives that the Company plans to implement as concrete actions. Specifically, CO_2 emissions are tracked for various product groups within each business segment, as well as for individual production plants and manufacturing equipment. This approach helps in quantifying CO_2 reduction amounts for each product and factory. Honda will accelerate a multifaceted approach that combines EVs, hybrid vehicles (HEVs), carbon-neutral fuels, and carbon offset technologies, while carefully assessing market conditions and demand trends in each region.

For long-term impact reduction measures related to the materiality of "efficient utilization of resources," there are initiatives that may require business transformation beyond existing frameworks. Honda is currently in the preparatory phase for reducing future CO_2 emissions across the entire product lifecycle from resource extraction (upstream) to disposal (downstream). We also recognize the importance of advancing these initiatives while considering our impact on nature, such as the materiality of "biodiversity conservation." Honda is aiming not only to achieve "carbon neutrality by 2050" but also to pursue a long-term perspective toward realizing a "Zero Environmental Impact Society."

* The Paris Agreement sets as a global long-term goal to keep the rise in average global temperatures well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5°C.

Strategy

Roadmap Towards Carbon Neutrality by 2050



Strategy

Approach to Just Transition

To realize a Zero Environmental Impact Society, Honda aims to achieve carbon neutrality across all products and corporate activities involving Honda by 2050.

We recognize that this process affects a wide range of stakeholders, including our associates, suppliers, and local communities. We will promote initiatives aimed at realizing a Zero Environmental Impact Society under the concept of a “just transition,” carefully balancing the implementation of measures that contribute to carbon neutrality—such as the electrification of products—with consideration for any potential negative impacts on stakeholders.

In addition, Honda has established a working group comprising related divisions, including Human Resources, Procurement, Environment, and IR.

Through cross departmental collaboration, the Company will advance multifaceted discussions related to a “just transition.”

Basic Approach

Towards the "Joy and Freedom of Mobility" and a "Sustainable Society Where People Can Enjoy Life"

Honda Environmental and Safety Vision / Honda Environment Statement

Ever since the 1960s, Honda has actively addressed environmental issues. In the 1970s, we developed the low-emission "CVCC*1 engine," which reduced emissions of carbon monoxide, hydrocarbons, and NOx*2 and became the first in the world to meet the U.S. Clean Air Act (the Muskie Act), which was considered the most stringent automobile emission regulation in the world at the time. In 1992, Honda established the "Honda Environment Statement," which serves as the guiding framework for all our environmental initiatives. This statement organizes and clarifies our fundamental stance on reducing environmental impact throughout the entire product lifecycle, including material procurement, design, development, production, transportation, sales, usage, and disposal.

To further advance our environmental initiatives and remain a company that the world values and looks to with expectations, Honda established the "Honda Environmental and Safety Vision" in 2011. This vision aims to achieve the "joy and freedom of mobility" and a "sustainable society where people can enjoy life." Across our global operations, Honda is committed to reducing all forms of environmental impact. Our efforts include reducing CO_2 emissions, which are considered one of the causes of climate change, as well as lowering energy consumption, improving resource efficiency for water and minerals, proper waste management and reduction, and preserving biodiversity as part of our commitment to protecting the global environment.

Honda will share this Environment Statement not only within the Company and its group companies but also with suppliers, dealerships, and all other stakeholders associated with Honda. By doing so, we aim to achieve our vision through collaborative efforts with all involved parties.

*1 CVCC: Compound Vortex Controlled Combustion
*2 NOx: Nitrogen Oxides

Honda Environmental and Safety Vision

Realizing the joy and freedom of mobility and a sustainable society where people can enjoy life.

Established in 2011

Honda Environment Statement

"As a responsible member of society whose task lies in the preservation of the global environment, the Company will make every effort to contribute to human health and the preservation of the global environment in each phase of its corporate activity. Only in this way will we be able to count on a successful future not only for our company, but for the world."

We should pursue our daily business under the following principles:

1. We will make efforts to recycle materials and conserve resources and energy at every stage of our products' lifecycle – from research, design, production and sales to services and disposal.
2. We will make every effort to minimize and find appropriate methods to dispose of waste and contaminants that are produced through the use of our products, and in every stage of the lifecycle of these products.
3. As both a member of the company and of society, each associate will focus on the importance of making efforts to preserve human health and the global environment and will do his or her part to ensure that the company as a whole acts responsibly.
4. We will consider the influence that our corporate activities have on the regional environment and society, and endeavor to improve the social standing of the company.

Established and announced in June 1992

Basic Approach

Global Environmental Slogan — BLUE SKIES FOR OUR CHILDREN —

"We want to pass on the joy and freedom of mobility to the next generation (for our children), and that's why we are committed to realizing a sustainable society (blue skies) where people can enjoy life." This slogan symbolizes Honda's unwavering commitment to environmental efforts, reflecting both our past and future aspirations.

Global Environmental Symbol

The design features a round globe motif that represents the natural blessings essential for achieving a "sustainable society where people can enjoy life." It includes the sun and blue skies (clean air), clean water, and lush green land. The central white line symbolizes the pathways for free mobility, while the heart represents Honda's commitment and passion for environmental efforts.

BLUE SKIES FOR
OUR CHILDREN

Metrics and Targets

List of Company-wide Environmental Targets (KGI/KPI)

KGI/KPI	Management Indicators	Scope	Targets*1	
			Fiscal Year Ending Mar. 31, 2026 (2025 targets)	Fiscal Year Ending Mar. 31, 2031 (2030 targets)
KGI	Reduction rate of CO_2 emissions from corporate activities*2 (compared to FYE Mar. 31, 2020)	Honda Group	(Not disclosed)	46%
	Total CO_2 emissions from products*3	Honda Group	(Not disclosed)	(Not disclosed)
	Reduction rate of industrial water withdrawal*4 (compared to FYE Mar. 31, 2020)	Honda Group	-	12%
	Reduction rate of industrial waste*5 (incineration and landfill disposal) (compared to FYE Mar. 31, 2020)	Honda Group	-	20%
KPI	Reduction rate of product CO_2 emissions per unit*3 (compared to FYE Mar. 31, 2020)	Motorcycles	(Not disclosed)	15.0%
		Automobiles	(Not disclosed)	13.6%
		Power Products	(Not disclosed)	13.4%
	Usage rate of recycled and biomass materials	Motorcycles	-	30% (Models manufactured in Japan for the European market)
		Automobiles	-	30% (EVs manufactured in Japan)

*1 A dash ("–") indicates items for which no targets have been set, as the relevant metrics were newly established.
*2 The target applies to Honda's Scope 1 and Scope 2 GHG emissions (market-based).
*3 This target covers CO_2 emissions included in Honda's Scope 3 (Category 11).
*4 Industrial water withdrawal: The annual amount of water withdrawn that is directly used in product development and manufacturing in corporate activities. This indicator excludes domestic water use, such as drinking water and handwashing facilities for associates, which are provided as safe water, sanitation facilities, and hygiene practices (WASH: water, sanitation, and hygiene) under the Alliance for Water Stewardship (AWS) standard, which requires the provision of hygienic water and facilities.
*5 Industrial waste: The annual amount of waste generated in product development and manufacturing in corporate activities. This indicator excludes resources to be reused because of their small environmental impact.

During the reporting period and the period from the end of the reporting period to the date of issuance of this report, we reviewed our targets with a target year of the fiscal year ending March 31,2031.

With respect to the reduction rates of product CO_2 emissions intensity, the targets were revised from 34.0% to 15.0% for the motorcycle business, from 27.2% to 13.6% for the automobile business, and from 28.2% to 13.4% for the power products business. These revisions reflect our reassessment of our powertrain portfolio and product launch plans in response to changes in market conditions and developments in trade policies.

In addition, while we have previously used the sales ratio of electrified products as a management indicator, we determined—after taking into account the increasing complexity of market conditions, customer needs, and business viability—to shift from using the sale of electrified products as a measurement toward contributing to the reduction of greenhouse gas emissions across society as a whole, which is a more fundamental approach. Based on this approach, we will proceed with the assessment of specific target levels for the fiscal year ending March 31,2036, on the premise of shifting our management indicators from the sales ratio of electrified products to the reduction rate of total greenhouse gas emissions across the entire life cycle.

Furthermore, we have established more fundamental and challenging targets aligned with our desired 2050 state related to efficient utilization of resources. For the fiscal year ending March 31, 2031, we revised our KGI from "waste reduction rate (compared to BAU*)" to "reduction rate of industrial waste (incineration and landfill disposal) (compared to FYE Mar. 31, 2020)" and from "water intake reduction rate (compared to BAU)" to "reduction rate of industrial water withdrawal (compared to FYE Mar. 31, 2020)". In addition, we newly established "usage rate of recycled and biomass materials" as a KPI and set a corresponding target level.

* Business As Usual: Estimated values assuming that no reduction measures or initiatives are implemented, based on the production plan for the fiscal year ending March 31, 2031.

Strategy

Reduction of CO_2 Emissions from Product Use

CO_2 emissions from the use of Honda products are primarily attributable to the combustion of fossil fuels in ICE (internal combustion engine) vehicles and HEVs (hybrid electric vehicles), which are equipped with internal combustion engines.

To achieve carbon neutrality by 2050, Honda considers the widespread adoption and expansion of electrified products to be an effective means of reducing CO_2 emissions from the use of Honda products. However, because the Company plans to continue selling products equipped with internal combustion engines over the short to medium term, Honda will also continue to enhance the environmental performance of its motorcycle, automobile, and power products in order to reduce CO_2 emissions from the use of Honda products.

While the electrification of products will advance CO_2 emissions reductions, CO_2 emissions from the use of electrified products may remain depending on the extent to which renewable energy is adopted and applied in each country and region. In addition, with respect to products equipped with internal combustion engines, Honda recognizes the need to support the broader adoption of carbon-neutral fuels.

Therefore, Honda will work to reduce CO_2 emissions during the product-use stage while not only expanding its own use of renewable energy but also engaging in external affairs activities aimed at promoting the transition to clean energy. Honda will contribute to the broader expansion of clean energy across society, while also considering the possibility of becoming directly involved in supplying clean energy to customers.

Reduction of CO_2 Emissions from Corporate Activities

CO_2 emissions from corporate activities primarily result from direct CO_2 emissions during product manufacturing at production sites and indirect CO_2 emissions from the use of fossil fuel-based energy in the manufacturing and processing phases. We aim to reduce these emissions by improving production efficiency, electrifying equipment, and substituting energy sources with renewable energy.

Basic Approach

Toward Carbon Neutrality and Clean Energy

For the fiscal year ended March 31, 2026, the majority of Honda's CO_2 emissions consisted of CO_2 emissions from the use of Honda products. The remainder consisted of direct emissions from corporate activities, indirect emissions, upstream emissions associated with activities such as resource extraction, and downstream emissions related to activities such as resource disposal.

Based on the Honda Environmental Statement, Honda has established milestones and is prioritizing efforts to reduce CO_2 emissions from the use of Honda products, which have a significant impact, as well as CO_2 emissions from corporate activities, which fall within the Company's direct area of responsibility, toward achieving carbon neutrality by 2050.

As a comprehensive mobility company, Honda believes that calculating and disclosing emissions across the entire supply chain is essential in order to actively promote initiatives to reduce CO_2 emissions. Therefore, the Company calculates and discloses its emissions based on the GHG Protocol*, the most widely used emissions accounting standard in the world.

* The Greenhouse Gas Protocol: Developed primarily by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI).

Honda Environmental and Safety Vision / Honda's Environment Statement ➡ p. 18

Initiatives

Initiatives for Reduction of CO_2 Emissions from Product Use

Expansion and Promotion of Electric Products and Improvement of its Environmental Performance

As part of its approach to achieve carbon neutrality by 2050, Honda considers electrification to be the most effective solution for small mobility, including motorcycles and automobiles. To work toward reducing CO_2 emissions from product use, it is important to expand the lineup of electrified products and hybrid vehicles, while offering attractive products and value that meet customer and stakeholder expectations.

In the motorcycle business, Honda unveiled its first electric motorcycle, the Honda WN7, at EICMA (held at the Fiera di Milano) in November 2025 and began supplying it to the European market. In January 2026, the Honda UC3 equipped with a fixed battery was launched in Thailand and Vietnam. In both countries, Honda will expand charging infrastructure by installing CHAdeMO charging stations for fixed-battery electric motorcycles, while also advancing the deployment of battery-swapping stations.

In the automobile business, to achieve carbon neutrality by 2050, Honda is promoting the steady adoption of EVs and reliable CO_2 reduction through HEVs, while responding flexibly to changes in the market environment.

In the EV sector, we will steadily expand our lineup, beginning with the launch of the N-ONE e: in September 2025, followed by the rollout of the Super-ONE in Japan, the United Kingdom, and other Asian countries starting in 2026. Furthermore, the global strategic model Honda 0 α will be launched primarily in Japan and India, further strengthening the lineup in 2027. At the same time, to maximize environmental contributions during the transition to EVs, Honda is strengthening the use of highly efficient hybrid technologies. In addition to the PRELUDE launched in September 2025, the Company will apply next-generation hybrid system technologies developed in-house, expanding their use particularly in mid-size and large vehicle segments, where demand is high in the North American market.

In the power products business, Honda is positioning the power unit and garden sectors as key domains for electric products and will accelerate its efforts towards electrification.

Honda, whose products encompass motorcycles, automobiles, and power products, is enhancing its product development capabilities and cost competitiveness through synergies among different business segments. This includes improving technological capabilities through horizontal deployment of technologies and increasing production efficiency by sharing product parts. This approach is also true for the electrification of its products, and Honda will continue to leverage its strength in having a diverse range of mobility products.

Initiatives for Reduction of CO_2 Emissions from Corporate Activities

Expansion of Carbon-Neutral Factories

The starting point for reducing CO_2 emissions lies in improving production efficiency and implementing energy-saving measures.

Honda is actively working to reduce direct emissions and indirect emissions in corporate activities.

CO_2 Emissions Reduction through Three Key Technologies / Experience and Expertise:

(1) Improving production efficiency and implementing energy-saving measures
(2) Electrification of production equipment
(3) Utilization of renewable energy

In the production process, Honda prioritizes improving production efficiency through process enhancements and implementing energy-saving measures. Additionally, the electrification of factory equipment is actively pursued during equipment upgrades or automation. Furthermore, to address CO_2 emissions from the use of fossil fuel-based electricity, we are working on reductions through the utilization of renewable energy, including the installation of solar panels on factory premises.

Initiatives

Carbon Neutrality Achieved at Saitama Factory Automobile Plant in the Fiscal Year Ended March 31, 2026

Honda is implementing CO_2 emissions reductions from its corporate activities using three key technologies / experience and expertise and defines production sites that have effectively achieved zero CO_2 emissions as "carbon neutral factories." Honda has designated its Saitama Factory Automobile Plant as a leading facility for carbon neutrality and applied three key technologies / experience and expertise. Through these initiatives, the Company has established and has been operating Honda's first carbon-neutral factory since the fourth quarter of the fiscal year ended March 2026. The technologies / experience and expertise accumulated through these efforts will be shared across other sites and expanded to achieve carbon neutrality tailored to regional characteristics. Honda will work towards realizing carbon-neutral factories at all its automobile production sites worldwide.

Saitama Factory Automobile Plant

Technologies / Experience and Expertise (1): Improving Production Efficiency and Implementing Energy-Saving Measures

Honda believes that the key actions for reducing CO_2 emissions from its corporate activities are improving production efficiency and implementing energy-saving measures. To enhance production efficiency, we are reviewing production processes and reducing the number of steps and procedures involved in production.

For energy-saving measures, we are implementing practices such as the utilization of surplus heat, among other strategies, to reduce energy consumption and lower CO_2 emissions.

For example, we are advancing efforts to recover waste heat generated in the painting process and utilize it in other equipment. These efforts are not limited to the painting process and are continuously applied across various processes.

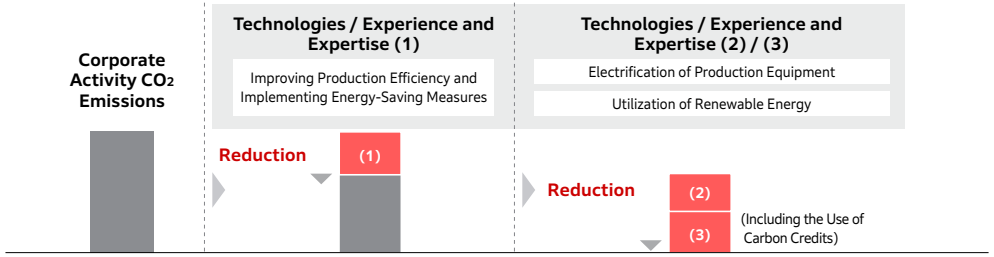
Technologies / Experience and Expertise (2): Electrification of Production Equipment

Electrifying equipment is an effective measure to reduce CO_2 emissions from production processes. For example, we have electrified gas-burning equipment used for drying, which has helped reduce CO_2 emissions from the process.

Additionally, by substituting the electricity used for electrified equipment with renewable energy sources instead of fossil fuels, we are achieving further reductions in CO_2 emissions.

Going forward, we will continue to focus on electrifying equipment tailored to the characteristics of our production processes.

Conceptual Diagram of CO_2 Emission Reduction from Corporate Activities



Initiatives

Technology/Experience and Expertise (3): Utilization of Renewable Energy

To reduce CO_2 emissions from its corporate activities, Honda is actively promoting the global use of renewable energy, including solar and wind power generation. The amount of renewable electricity utilized* in the fiscal year ended March 31, 2026 was 2,830 GWh.

Honda is actively installing solar panels in spaces such as buildings, parking areas, and retention ponds within its premises. In addition, the Company is installing stationary storage batteries and other equipment in order to maximize the use of renewable energy generated on-site.

Honda is also advancing the procurement of renewable energy sourced from external suppliers.

As part of its efforts in Japan, Honda has signed a Virtual Power Purchase Agreement (PPA) with Rusutsu Wind LLC in September 2024 and has acquired non-fossil fuel certificates for electricity generated since December 2025.

Rusutsu Wind Power Plant (Rusutsu Wind LLC) (Japan)

Going forward, Honda will continue to promote and expand the global use of renewable energy by advancing renewable energy initiatives tailored to the conditions of each region.

* Volume of renewable energy utilization, including self-consumption and procurement

Kumamoto Factory (Japan)

No.2 Plant, Honda Motorcycle & Scooter India Pvt. Ltd. (India)

Hosoe Outboard Engine Plant (Japan)

Boiling Springs Wind Farm (North America)

Utilization of Carbon Credits

Honda is implementing various strategies and innovations to reduce and mitigate CO_2 emissions. However, even with these efforts, we anticipate that achieving complete zero CO_2 emissions may still be challenging. Therefore, regarding CO_2 emissions that cannot be avoided, we consider the use of high-quality carbon credits, among other options, as part of our strategy to address climate change.

Initiatives

Initiatives for Reduction of CO_2 Emissions Across the Product Lifecycle

Advancement in Aggregating CO_2 Emissions from Corporate Activities

While the expansion and adoption of electric products are advancing the reduction of CO_2 emissions from product use, CO_2 emissions associated with the manufacturing of materials and components required for these electric products are expected to increase if current trends continue.

To identify the major sources of CO_2 emissions (hotspots), Honda has developed and implemented a method for calculating CO_2 emissions for each component by breaking down approximately 20,000 parts into about 50 types of constituent materials.

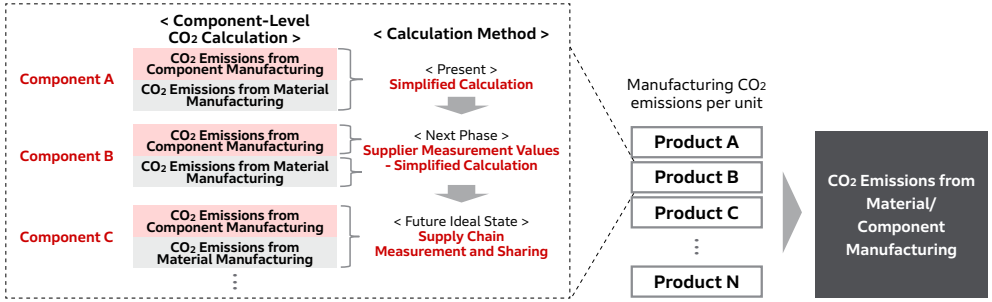
Currently, CO_2 emissions during the manufacturing of materials and components are calculated using simplified methods based on industry averages. However, moving forward, it will be possible to more accurately assess CO_2 emissions reduction efforts by measuring the actual energy consumption during the manufacturing process.

Ultimately, it is the suppliers who can accurately calculate CO_2 emissions during the production of materials and components, as they are directly involved in the manufacturing process. As an ideal approach for the future, we aim for our suppliers to share CO_2 emission data calculated by them throughout the supply chain. This will enable us to more accurately assess the CO_2 emissions of Honda products and, based on this assessment, collaborate with our suppliers on further reduction efforts and initiatives.

Based on the belief that accurate assessment of CO_2 emissions enables more effective measures, we are advancing the implementation of a system that can collectively aggregate and analyze CO_2 emissions data not only from corporate activities, but also across Honda's entire value chain.

We will leverage the insights gained from our analysis to further drive strategies and initiatives for CO_2 emissions reduction, aiming to achieve carbon neutrality.

Aggregation of CO_2 emissions from purchased products and services: conceptual diagram



Initiatives

Initiatives to Calculate Product Carbon Footprint (CFP)

To achieve carbon neutrality by 2050, we aim to reduce CO_2 emissions through the electrification of products, while pursuing manufacturing with lower carbon intensity and reduced environmental impact.

To this end, we are quantifying the product carbon footprint across the entire lifecycle and examining areas such as material and component manufacturing, which may result in higher emissions compared to traditional products. We are also developing technologies and improving product specifications to enable the emission reductions.

In the fiscal year ended March 31, 2026, Honda strengthened its calculation infrastructure by updating the product carbon footprint calculation methodology, developing IT systems, and initiating their operation.

1. Revision of Calculation Methodology in Line with Industry Standards

To further enhance the objectivity and reliability of calculation data, Honda has transitioned its calculation methodology from its proprietary method to the Carbon Footprint Guideline for Automobile Products (2024 Edition) issued by the Japan Automobile Manufacturers Association. The Company will continue to promptly incorporate the latest industry-standard methodologies and strive for ongoing improvements in data transparency.

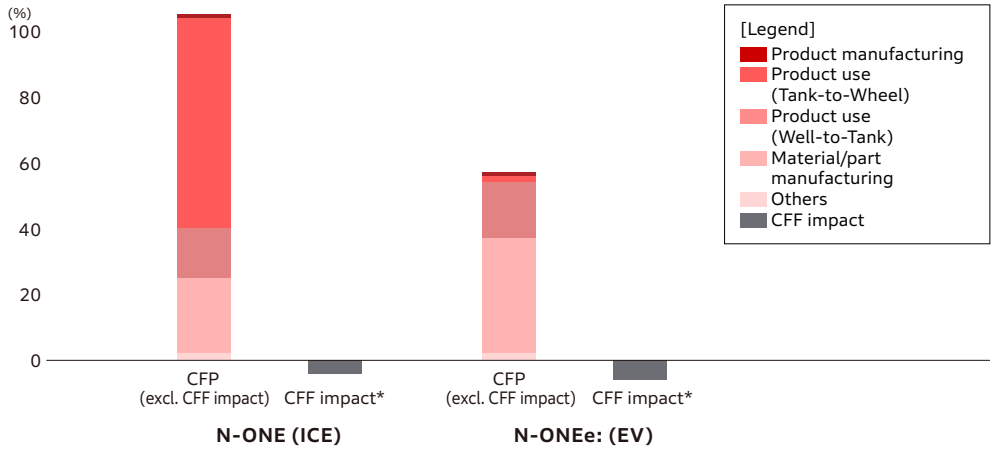
2. Strengthening Data Governance Through the Launch of IT System Operations

Honda has introduced and begun operating a new IT system designed to accurately and efficiently process vast amounts of components and material data.

By enhancing data processing capabilities, the Company has improved the accuracy and reproducibility of calculation data across various products.

Going forward, Honda will continue to apply the results obtained from carbon footprint calculations to product development, while striving to enhance transparency of information provided to stakeholders.

Carbon Footprint Comparison of N-ONE (ICE) and N-ONE e: (EV)



* CFF (Circular Footprint Formula) impact: The amount of GHG emissions reduction credited through the recycling of materials and components

Initiatives for Internal Carbon Pricing (ICP)

Honda has started operating ICP system from 2023 to further accelerate the reduction of CO_2 emissions at its Japanese business sites. (Carbon price: 15,000 yen per metric ton of CO_2)

The amount of carbon reduction is converted into a monetary value that can be used as one of the factors when making capital investment decisions.

At overseas sites, Honda has selected representative sites in each region and begun the operation of ICP system mainly in production sites.

Initiatives

Initiatives for Reduction of CO_2 Emissions in the Logistics Domain

Honda positions logistics within its supply chain as one of the core areas for CO_2 emissions reduction and is addressing this as a management priority in order to realize a carbon-neutral society.

Procurement logistics and product logistics for motorcycles, automobiles, and repair parts are areas where CO_2 emissions are significantly affected by transport distances, transport frequency, and the choice of transport modes. Recognizing that fundamental reductions are difficult to achieve through incremental, locally optimized measures alone, Honda is advancing company-wide, cross-departmental initiatives to address this challenge.

Specifically, Honda is advancing decarbonization in the logistics domain through two key pillars: logistics efficiency improvements and the carbon-free transition of logistics methods (vehicles and fuels), promoting these efforts strategically from both short-term and medium- to long-term perspectives.

In terms of logistics efficiency improvements, Honda is reducing inefficiencies across the entire logistics network by optimizing transportation routes and improving load factors, thereby curbing overall transport volumes and reducing energy consumption.

At the same time, recognizing that efficiency improvements alone have limits, Honda is also advancing the carbon-free transition of logistics methods. In addition to shifting to electric vehicles and rail transport, the Company is progressively introducing alternative fuels—such as hydrogen, ammonia, LNG, and ethanol—while taking into account regional characteristics and levels of technological maturity.

The following section introduces specific examples of initiatives based on this approach.

Case Study: Modal Shift in Procurement Logistics for Electric Components (IPU) (Japan)

With the arrival of the full-scale EV era in mind, Honda is advancing initiatives in the logistics of EV-related components that balance decarbonization with business feasibility, while taking into account product characteristics and supply stability.

In particular, for components and products that require long-distance transportation, the choice of transport mode has a significant impact on CO_2 emissions. Recognizing this, Honda positions the shift to rail transport—which has a lower environmental impact—as one of the key options and is actively promoting modal shift initiatives.

CO_2 emissions reduction through modal shift to rail transport for logistics of electric components (IPU) (Japan)

For large and heavy electric components (IPU: intelligent Power Unit), which are core EV components whose domestic production began in 2024, Honda collaborated with logistics companies, railway operators, and component suppliers to shift the transportation method from conventional truck transport to rail transport, while addressing constraints such as ensuring stable supply and maintaining product quality.

Through this initiative, Honda achieved an annual reduction of approximately 700 tons of CO_2 emissions, equivalent to about 75%, while establishing an effective low-carbon logistics model for the early phase of EV production.

Case Study: Demonstration Tests of Fuel Cell Trucks and Technical Verification Toward Commercialization (Japan/China)

As part of its medium- to long-term efforts to transition logistics methods to carbon-free solutions, Honda recognizes that establishing next-generation logistics capable of supporting long-distance and heavy-load transportation is essential. Based on this understanding, the Company is advancing technological development and verification aimed at the practical application of fuel cell trucks.

Fuel-cell vehicles, which emit no CO_2 during operation, are considered a promising technology for future long-distance transportation due to their advantages in driving range and payload capacity. However, challenges such as infrastructure development and pricing remain significant, making verification in real-world logistics operations essential.

Taking these challenges into account, Honda is conducting driving demonstration tests under real-world logistics conditions in Japan through joint development with Isuzu Motors Limited.

In addition, in China, Honda is collaborating with Dongfeng Motor Group to conduct operational demonstration tests on actual logistics delivery routes.

Through these initiatives, Honda is verifying the technical effectiveness and practical feasibility of fuel cell trucks, expanding future options for reducing CO_2 emissions in the logistics domain, and accumulating knowledge to support the social implementation of next-generation logistics solutions.

Fuel cell truck demonstration vehicle (Japan)

Fuel cell truck demonstration vehicle (China)

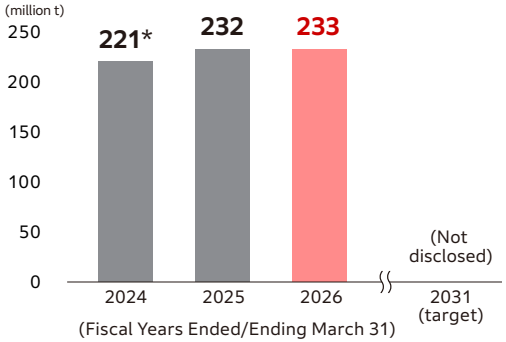
Metrics and Targets

Reduction of CO_2 Emissions from Product Use

	Management Indicator	Scope	Target Fiscal Year Ending March 31, 2031
KGI	Total CO_2 emissions from products*	Honda Group	(Not disclosed)

* This target covers CO_2 emissions included in Honda's Scope 3 (Category 11). The target has been set with reference to the principles of the Paris Agreement and the Science Based Targets initiative (SBTi) Sectoral Decarbonization Approach.

Total CO_2 emissions from products



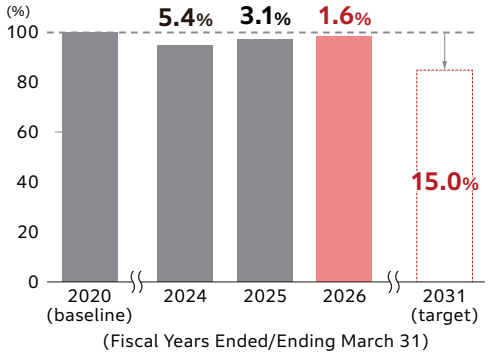
* Figures for prior years have been restated due to a revision in the calculation method.

	Management Indicator	Scope	Target Fiscal Year Ending March 31, 2031
KPI	Reduction rate of CO_2 emissions intensity of product use* (compared to FYE Mar. 31, 2020)	Motorcycles	15.0%
		Automobiles	13.6%
		Power products	13.4%

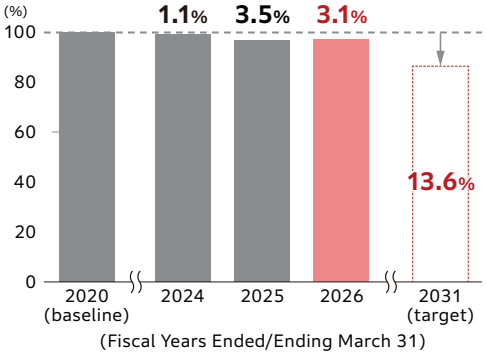
* This target covers CO_2 emissions included in Honda's Scope 3 (Category 11). The target has been set with reference to the principles of the Paris Agreement and the SBTi Sectoral Decarbonization Approach. See Approach to Measuring GHG Emissions (➡ p. 33) for the measurement method.

Reduction rate of CO_2 emissions intensity of product use

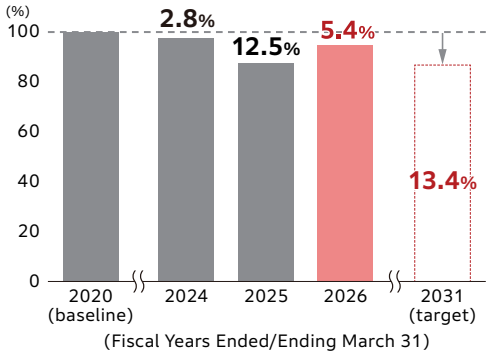
Motorcycles



Automobiles



Power products



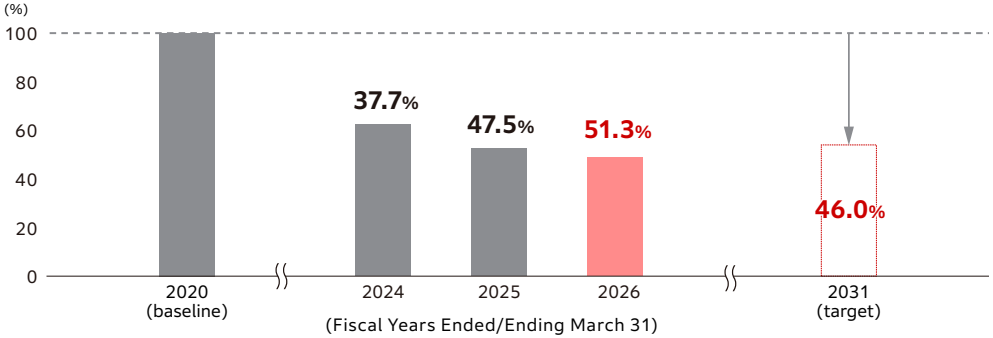
Metrics and Targets

Reduction of CO_2 Emissions from Corporate Activities

	Management Indicator	Scope	Target
			Fiscal Year Ending March 31, 2031
KGI	Reduction rate of total CO_2 emissions from corporate activities* (compared to FYE Mar. 31, 2020)	Honda Group	46%

* This target is set as an absolute target based on the gross emission amount from Honda. In line with the Paris Agreement, this target aims to achieve 46% reduction in GHG emissions compared with the fiscal year ended March 31, 2020. The target applies to Honda's Scope 1 GHG emissions—including CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3—and Scope 2 GHG emissions (market-based).
In establishing this target, we did not apply the SBTi sectoral decarbonization approach; instead, the target was calculated using the SBTi cross-sector absolute contraction approach.

Reduction rate of total CO_2 emissions from corporate activities (compared to FYE Mar. 31, 2020)



	Fiscal Year Ended March 31, 2024	Fiscal Year Ended March 31, 2025	Fiscal Year Ended March 31, 2026
Total CO_2 emissions from corporate activities (million t-CO_2e)	3.13	2.64	2.45

Metrics and Targets

GHG Emissions

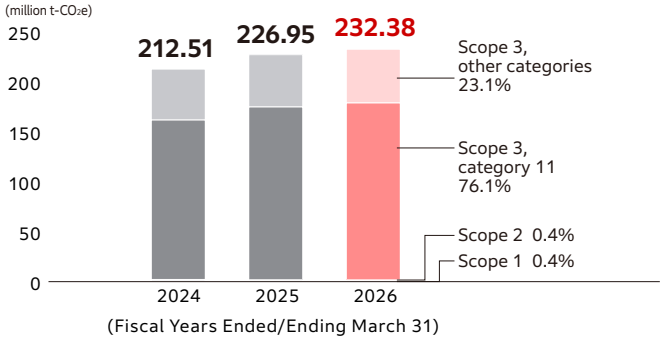
As a responsible company operating in the mobility industry, Honda believes in the importance of calculating and disclosing GHG emissions in order to drive progress in initiatives to reduce global emissions.

As the first milestone in this endeavor, in August 2012, Honda disclosed estimates of GHG emissions for the fiscal year ended March 31, 2012 across its entire value chain based on the GHG Protocol, currently the world's most widely used accounting standard. The Company became the world's first mobility company to release estimates of emissions not only from its own corporate activities (Scopes 1 and 2) but also from all upstream and downstream activities (Scope 3), extending from the procurement of raw materials to the transportation and customer use of Honda products and ending with the treatment of end-of-life products.

Honda continues to calculate and report the emissions from its entire value chain and is making improvements to obtain more accurate emissions data. Specifically for Scope 3 (other indirect emissions), the Company is working to widen the boundaries of data collection for categories that account for the largest proportion of estimated emissions, and by improving the accuracy of the calculation methods.

For Scope3 Category 11, the scope of calculation has been extended from approximately 90% of global sales to volume to nearly 100%. The conditions used in calculating figures such as annual distance traveled and lifetime years of use have been changed and are now based on the IEA Mobility Model (MoMo) instead of the conventional IEA SMP Model.

Total GHG Emissions (Scope 1, 2 & 3)*



- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Rounded to two decimal places.

* For details on the measurement methods and calculation criteria for GHG emissions, please refer to Approach to Measuring GHG Emissions (➡ p. 33)

Metrics and Targets

GHG emissions

(million t-CO_2e)

				FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
GHG emissions from the entire Honda value chain			Total of Scopes 1, 2 (market-based), and 3	212.51	226.95	**232.38**
Breakdown	Direct emissions	All businesses	Scope 1	0.936	0.882	**0.892** ☑
	Indirect emissions	All businesses	Scope 2 (market-based)	1.26	1.10	**1.04** ☑
			Scope 2 (location-based)	1.82	1.74	**1.64** ☑
	Emissions within the consolidated scope	All businesses	Total of Scopes 1 and 2 (market-based)	2.19	1.98	**1.93** ☑
	Purchased goods and services	Motorcycle, automobile, and power products businesses	Scope 3, category 1	40.90	41.72	**41.13**
	Capital goods	All businesses	Scope 3, category 2	1.12	1.55	**2.17**
	Fuel and energy related activities not included in the total of Scopes 1 and 2 (market-based)	All businesses	Scope 3, category 3	0.65	0.60	**0.59**
	Transportation and distribution (upstream)	Motorcycle, automobile, and power products businesses	Scope 3, category 4	2.55	2.71	**4.03**
	Waste generated from business operations	All businesses	Scope 3, category 5	0.09	0.07	**0.08**
	Business travel	All businesses	Scope 3, category 6	0.30	0.29	**0.29**
	Employee commuting	All businesses	Scope 3, category 7	0.16	0.16	**0.15**
	Leased assets (upstream)	-	Scope 3, category 8	-	-	**-**
	Transportation and distribution (downstream)	Automobile business	Scope 3, category 9	0.65	0.58	**0.56**
	Processing of sold products	Power products business	Scope 3, category 10	0.02	0.02	**0.02**
	Use of sold products	Motorcycle, automobile, power products, and aircraft businesses	Scope 3, category 11	159.39	172.68	**176.74** ☑
	End-of-Life treatment of sold products	Motorcycle, automobile, and power products businesses	Scope 3, category 12	3.94	4.18	**4.32**
	Leased assets (downstream)	Motorcycle business	Scope 3, category 13	0.00	0.00	**0.00**
	Franchises	-	Scope 3, category 14	-	-	**-**
	Investments	All businesses	Scope 3, category 15	0.55	0.40	**0.35**
	Emissions in the value chain outside the consolidated scope		Total of Scope 3	210.32	224.97	**230.45**

• Organizations covered: Honda Motor Co., Ltd. and its consolidated subsidiaries
• Scope 1 and 2 are expressed in three significant digits. Scope 3 and the total of Scopes 1, 2 (market-based), and 3 are rounded to two decimal places.
• See Approach to Measuring GHG Emissions (➡ p. 33) for the calculation targets for each category in Scope 1, 2, and Scope 3.

Metrics and Targets

GHG emissions (Scope 1 and 2)

Scope 1 emissions by region (million t-CO_2e)

	Fiscal Year Ended March 31, 2024	Fiscal Year Ended March 31, 2025	**Fiscal Year Ended March 31, 2026**
Japan	0.232	0.226	**0.232**
North America	0.408	0.380	**0.386**
South America	0.0407	0.0439	**0.0469**
Europe, Africa and the Middle East	0.0172	0.0149	**0.0140**
Asia & Oceania	0.211	0.199	**0.199**
China	0.0271	0.0182	**0.0141**
(Total)	0.936	0.882	**0.892** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Expressed in three significant digits.
- See Approach to Measuring GHG Emissions (➡ p. 33) for the measurement method.

Scope 2 (market-based) emissions by region (million t-CO_2e)

	Fiscal Year Ended March 31, 2024	Fiscal Year Ended March 31, 2025	**Fiscal Year Ended March 31, 2026**
Japan	0.363	0.354	**0.289**
North America	0.198	0.113	**0.175**
South America	0.00166	0.00141	**0.00153**
Europe, Africa and the Middle East	0.00206	0.00217	**0.00183**
Asia & Oceania	0.537	0.508	**0.472**
China	0.156	0.120	**0.0979**
(Total)	1.26	1.10	**1.04** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Expressed in three significant digits.
- See Approach to Measuring GHG Emissions (➡ p. 33) for the measurement method.

Scope 2 (location-based) emissions by region (million t-CO_2e)

	Fiscal Year Ended March 31, 2024	Fiscal Year Ended March 31, 2025	**Fiscal Year Ended March 31, 2026**
Japan	0.470	0.468	**0.447**
North America	0.584	0.568	**0.545**
South America	0.0273	0.0230	**0.0202**
Europe, Africa and the Middle East	0.00739	0.00892	**0.00692**
Asia & Oceania	0.555	0.542	**0.511**
China	0.172	0.129	**0.114**
(Total)	1.82	1.74	**1.64** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Expressed in three significant digits.
- See Approach to Measuring GHG Emissions (➡ p. 33) for the measurement method.

Scope 1 and Scope 2 (market-based) emissions by region (million t-CO_2e)

	Fiscal Year Ended March 31, 2024	Fiscal Year Ended March 31, 2025	**Fiscal Year Ended March 31, 2026**
Japan	0.594	0.580	**0.521**
North America	0.606	0.493	**0.561**
South America	0.0423	0.0453	**0.0484**
Europe, Africa and the Middle East	0.0193	0.0171	**0.0158**
Asia & Oceania	0.748	0.707	**0.671**
China	0.183	0.139	**0.112**
(Total)	2.19	1.98	**1.93** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Expressed in three significant digits.

GHG emissions per unit of revenue (million t-CO_2e / million yen)

	Fiscal Year Ended March 31, 2026
GHG emissions per unit of revenue	**0.0000000885**

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: GHG emissions per unit of revenue = {Scope 1 + Scope 2 (market-based) emissions} ÷ Revenue.
- Expressed in three significant digits.

Metrics and Targets

Approach to GHG Emissions Measurement

In measuring GHG emissions based on the GHG Protocol Corporate Accounting and Reporting Standard (2004) (hereafter "GHG Protocol (2004)"), Honda applies the operational control approach as its measurement approach to consolidate emissions, as this enables the planning and execution of effective reduction initiatives.

Under this approach, the scope covers Honda Motor Co., Ltd. and entities over which the Company has operational control (consolidated subsidiaries). This allows emissions to be aggregated within the boundaries where Honda holds decision-making authority and can directly implement emission reduction measures, thereby enabling effective emissions management.

Measurement Methodology for GHG Emissions

Honda measures GHG emissions using the following methods.
Please note that the quantification of Scope 1 and Scope 2 GHG emissions is subject to uncertainties related to the measurement of activity data, the determination of emission factors, and scientific uncertainties associated with the determination of global warming potentials.

<Scope 1 GHG Emissions>*1
At Honda, the primary sources of Scope 1 GHG emissions are the combustion of fuels such as city gas and natural gas, as well as emissions from work vehicles and company-owned vehicles.

For domestic sites in Japan, Scope 1 GHG emissions for the fiscal year ended March 31, 2026 are measured based on activity data for the same fiscal year, based on the GHG Protocol. Emission factors available as of the fiscal year ended March 31, 2026 under Japan's Act on Promotion of Global Warming Countermeasures (hereafter "Global Warming Countermeasures Act") are applied, and global warming potential factors from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report are measure calculate Scope 1 GHG emissions based on estimation methods.

For overseas sites, Scope 1 GHG emissions for the fiscal year ended March 31, 2026 are measured based on activity data for the same fiscal year, based on the GHG Protocol. Emission factors based on the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, with global potential factors applied from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report are used to calculate Scope 1 GHG emissions based on estimation methods. It should be noted that non-energy-related GHG emissions include certain estimated values.
Figures for GHG emissions from non-energy sources include some estimated values.
Calculation method: Emissions = Σ (Fuel consumption x CO_2 emission factor) + CO_2 emissions from non-energy sources + Σ (Volume of non-CO_2 GHG emissions x Global Warming Potential (GWP))

<Scope 2 GHG Emissions>*1
At Honda, the primary source of Scope 2 GHG emissions is the use of electricity at factories and offices.

(Location-based Method)
For domestic sites in Japan, Scope2 GHG emissions are measured using the location-based method based on the GHG Protocol (2004). Emissions are calculated based on estimation methods by multiplying the electricity consumption at each site for the fiscal year ended March 31, 2026 and country-specific emission factors published in IEA Emissions Factors 2025 by the International Energy Agency.
Calculation method: Emissions = Σ (Purchased electricity consumption, etc.*2 x CO_2 emission factor)

(Market-based Method)
Honda measures Scope 2 GHG emissions using the market-based method based on the GHG Protocol (2004). Emissions are calculated by multiplying the electricity consumption for each power contract in the fiscal year ended March 31, 2026 by the corresponding emission factor for each contract, in principle those applicable to the same fiscal year.

For domestic sites, Honda measures market-based Scope 2 GHG emissions using basic emission factors from the Emission Factors by Electric Utility Operators (for FY2026 reporting) published by the Ministry of the Environment Japan pursuant to the Global Warming Countermeasures Promotion Act. For overseas sites, the market-based Scope2 GHG are calculated using emission factors specific to each electricity supplier, or the latest emission factors available in each region. When such data are difficult to obtain, country-specific emission factors from IEA Emissions Factors 2025 published by the International Energy Agency are applied, with emissions measured based on estimation methods.
Calculation method: Emissions = Σ (Purchased electricity consumption, etc.*2 x CO_2 emission factor)

<Scope 3 GHG Emissions>*1
For Scope 3 GHG emissions, Honda classifies and calculates emissions by Scope 3 category based on the Corporate Value Chain (Scope 3) Standard (2011) of the GHG Protocol. Among the 15 categories, the Company is focusing on enhancing the accuracy of calculations for Category 1 and Category 11, which account for a large proportion of Honda's total emissions.

Category 1 refers to all upstream GHG emissions from the production of goods and services purchased or acquired by Honda in the fiscal year ended March 31, 2026, and is measured using the following estimation methods.

For GHG emissions associated with the materials and components purchased by Honda for use in the manufacturing of motorcycles, automobiles, and power products, representative products are selected for each business, and different calculation methods are applied for representative products and non-representative products. For representative products, emissions are calculated by using the weight of constituent materials as the activity data and multiplying it by GHG emission factors. These emission factors are based on the carbon footprint of products (CFP) calculation guidelines established by the Japan Automobile Manufacturers Association (JAMA), using either values by material type derived from AIST-IDEA Ver. 3.2 or specific values defined for individual components.

For non-representative products, emissions are estimated based on product weight, assuming that the GHG emissions per unit weight are equivalent to those of representative products with similar characteristics.

For indirect purchases, both tangible and intangible, emissions are calculated by multiplying the purchase amount for each category and industry input-output-based emission factors from the "Emission Factor Database for Calculating GHG Emissions through the Supply Chain ver. 3.6" published by the Ministry of the Environment. The total amount of GHG emissions from indirect purchases are estimated based on the GHG emissions from indirect purchases per employee in representative companies, assuming other companies within the calculation boundary have similar characteristics. This is to improve calculation efficiency rather than comprehensively collecting indirect purchase data.

For motorcycles, automobiles, and power products, product weight as well as component and material weight that make up each product are based on values managed by the Company, and primary data is used except for weight data relating of certain products. For purchased items used for indirect purchases, purchase amounts by item category are primary data. These primary data are internally verified and used for calculations in accordance with established guideline procedures. However, the calculations are subject to uncertainty because the emission factors represent upstream emissions arising from the production of purchased items. There is additional uncertainty because the results are based on assumptions that the emissions characteristics of representative products and representative companies are equivalent to those of other products and companies.

Category 11 refers to GHG emissions from the use of motorcycles, automobiles, power products, and aircraft sold and leased by Honda in the fiscal year ended March 31, 2026, from product delivery to final disposal. Emissions are measured using the following estimation methods.

Emissions are calculated by multiplying the number of units sold for each Honda product by the CO_2 emissions intensity and lifetime usage (average annual driving distance or operating time × average years of use). The CO_2 emissions intensity represents the CO_2 emissions per unit of driving distance or operating time of a product and consists of emission factors for Tank-to-Wheel (direct emissions during product use) and , Well-to-Tank(indirect emissions from fuel extraction and refining, and from electricity generation). For the former, emissions are calculated based on the assumption that customer usage is equivalent to the driving cycle used for emissions testing, using the fuel or electricity consumption rates measured under that cycle together with CO_2 emission factors for fuels such as gasoline. For the latter, CO_2 conversion factors for various energy sources—including electricity, gasoline, and hydrogen—defined in databases such as the IEA Mobility Model (MoMo) and IEA Emissions Factors 2025 published by the International Energy Agency are used.

For motorcycles and automobiles, lifetime usage assumptions—specifically annual driving distance and average years of use—are based on scenario values provided in the IEA Mobility Model (MoMo). Where regulations in the product's country of sale limit lifetime usage, values consistent with those regulations are applied. For power products, product-specific values established for each product category and class are used.

In measuring Category 11, calculations by product model are conducted for "target countries" accounting for more than 90% of unit sales within each region. Emissions from the remaining units are estimated based on the assumption that they are equivalent to the weighted average emissions per unit for each region. For products subject to measurement, the number of units sold for each Honda product and, as well as the fuel or electricity consumption rates representing Tank-to-Wheel (direct emissions during product use) CO_2 emissions intensity, are product-specific values and thus primary data. These primary data are internally verified and used for calculations in accordance with established guideline procedures.

However, the calculation results are subject to uncertainty because the CO_2 emissions intensity assumes uniform customer usage across products, and lifetime usage assumptions are based on future scenarios.

For Scope 3 categories other than Category 1 and Category 11, Honda defines the scope of GHG emissions to be calculated as described below and measures emissions based on estimation methods.

- Category 2: Capital investment activities of Honda
- Category 3: Upstream emissions and transmission/distribution losses from purchased energy
- Category 4: Transportation of parts and products from Honda suppliers to dealers
- Category 5: Disposal of waste generated by Honda's business activities
- Category 6: Business travel of employees of Honda
- Category 7: Commuting of employees of Honda and its subsidiaries
- Category 9: Energy used at Honda's automobile dealers
- Category 10: Processing of power product engines sold by Honda to other companies into finished products
- Category 12: Disposal of motorcycles, automobiles, and power products sold and leased by Honda
- Category 13: Energy used in Honda's battery sharing service business
- Category 15: Scope 1 and Scope 2 emissions attributable to Honda's affiliated and investee companies.

Categories 8 and 14 are excluded from the calculation scope, as they are either not included in Honda's corporate activities or are accounted for under other categories.

In addition, for investee companies under Category 15, only companies in which Honda holds an equity share of 5% or more are included in the calculation scope considering Honda's level of influence.

Following changes to the aggregation scope and calculation methodologies in the fiscal year ended March 31, 2026, Honda has recalculated and disclosed historical results for Scope 3 Categories 1, 3, 4, 5, 9, 10, 11, 12, 13, and 15.

*1 Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries.
*2 Includes steam and hot water

Metrics and Targets

Energy Consumption

Direct energy consumption (TJ)

	Fiscal Year Ended March 31, 2024	Fiscal Year Ended March 31, 2025	**Fiscal Year Ended March 31, 2026**
Japan	4,170	4,070	**4,160**
North America	7,380	7,040	**7,200**
South America	699	750	**805**
Europe, Africa and the Middle East	310	268	**257**
Asia & Oceania	3,710	3,540	**3,530**
China	505	381	**266**
(Total)	16,800	16,000	**16,200** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: Consumption = Σ (Fuel consumption x Unit calorific value)
  Unit calorific value:
  - Japan: Unit calorific value based on the GHG Emissions Calculation, Reporting, and Disclosure System under the Act on Promotion of Global Warming Countermeasures
  - Regions outside of Japan: Based on the 2006 IPCC Guidelines for National GHG Inventories
- A terajoule (TJ) is a unit of energy, with 'tera' denoting 10^{12}.
- Expressed in three significant digits

Indirect energy consumption (TJ)

	Fiscal Year Ended March 31, 2024	Fiscal Year Ended March 31, 2025	**Fiscal Year Ended March 31, 2026**
Japan	3,690	3,680	**3,660**
North America	6,170	6,250	**6,260**
South America	992	1,050	**1,040**
Europe, Africa and the Middle East	119	126	**118**
Asia & Oceania	3,250	3,180	**3,110**
China	1,050	829	**813**
(Total)	15,300	15,100	**15,000** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: Consumption = Σ (Purchased electricity consumption etc.* x Unit calorific value)
  Purchased electricity is converted to gigajoules (GJ) using the international standard 3.6 GJ/MWh.

* Including steam and hot water

- Unit calorific value:
  - Japan: Unit calorific value based on the GHG Emissions Calculation, Reporting, and Disclosure System under the Act on Promotion of Global Warming Countermeasures
  - Regions outside of Japan: 2006 IPCC Guidelines for National GHG Inventories
- Expressed in three significant digits

Total energy consumption (TJ)

	Fiscal Year Ended March 31, 2024	Fiscal Year Ended March 31, 2025	**Fiscal Year Ended March 31, 2026**
Japan	7,860	7,740	**7,820**
North America	13,500	13,300	**13,500**
South America	1,690	1,800	**1,840**
Europe, Africa and the Middle East	429	394	**375**
Asia & Oceania	6,970	6,720	**6,640**
China	1,560	1,210	**1,080**
(Total)	32,100	31,200	**31,200** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: Total energy consumption = Direct energy consumption + Indirect energy consumption
- Expressed in three significant digits

Renewable electricity consumption (GWh)

	Fiscal Year Ended March 31, 2026
Amount of renewable electricity utilized	**1,950**
Amount of self-consumed renewable electricity*	**134**

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries

* Self-consumed amount: Amount of self-generated renewable electricity consumed in-house

Other Initiatives

Advocacy Activities on Climate Change Issues

Basic Approach to Advocacy Activities

Honda conducts its business and corporate activities guided by the following company principle.

Company Principle

We are committed to a global perspective, dedicating ourselves to providing high-quality products at reasonable prices to ensure the satisfaction of customers worldwide.

Honda aims to be a company that society wants to exist by delivering the "Joy of Expanding Life's Potential" to people around the world and contributing to the realization of a sustainable society. The Company engages in advocacy activities as one of the means to carry out business and corporate activities that enable it to be a company that society wants to exist.

Our Advocacy Efforts on Environmental Issues

"Global perspective" of the Corporate Principle signifies that, based on an awareness of the Earth's finite nature, Honda recognizes that its own activities can have significant negative impacts on society, including environmental issues, and is committed to taking on the challenge of addressing such global-scale issues.

To be a company that society wants to exist, each business site of Honda is working to reduce environmental impacts across all areas under the Honda Environment Statement. These initiatives include reducing CO_2 emissions and lowering energy consumption, as well as promoting the efficient use of resources such as water and minerals, and ensuring the proper treatment and reduction of waste—all aimed at conserving the global environment, including biodiversity. Honda shares the Environment Statement not only within the Company and its group companies, but also with all stakeholders involved with Honda—including suppliers and sales companies—and works together with them to advance these initiatives. This collaboration extends beyond the value chain to include a wide range of stakeholders, such as industry associations and government bodies.

Our Initiatives on Climate Change Issues

Honda supports the Paris Agreement and has set a target of achieving carbon neutrality across all products and corporate activities by 2050, and is working toward its realization. To address challenges that are difficult for Honda to tackle alone in achieving a carbon-neutral society, the Company collaborates with external organizations in various countries and regions and engages in advocacy activities, such as promoting public policy initiatives. Advocacy activities are conducted in accordance with the Honda Environment Statement, while taking into account international agreements such as the Paris Agreement, as well as the laws and policies of the countries where the Company operates.

Our Stance on Climate Change Policies

Item	Stance
Paris Agreement and Carbon Neutrality	The Paris Agreement aims to limit the global average temperature rise to 1.5°C above pre-industrial levels by reducing GHG emissions. Honda supports the Paris Agreement and, in alignment with its principles, aims to achieve carbon neutrality across all products and corporate activities involving Honda by 2050, to realize a Zero Environmental Impact Society. As part of its multifaceted approach toward achieving carbon neutrality by 2050—which combines EVs, hybrid vehicles, carbon-neutral fuels, and carbon offset technologies—Honda is working to promote the acceptance and wider adoption of electrified products by providing attractive products and value that customers will choose, while also engaging in external affairs activities such as advocacy related to public policy. Additionally, in our corporate activities, we are addressing the entire lifecycle—from material and parts procurement to design, development, production, transportation, sales, use, and disposal—not only within our own operations but also in collaboration with numerous global partners to implement CO_2 reduction initiatives.
Renewable Energy	As part of its multifaceted approach toward achieving carbon neutrality by 2050—which combines EVs, hybrid vehicles, carbon-neutral fuels, and carbon offset technologies—Honda is engaging in external affairs activities, including advocacy related to public policy, with the aim of promoting the wider adoption of renewable energy. Honda will contribute to the realization of a renewable energy–based society, while also considering the possibility of becoming directly involved in supplying energy to customers. In addition, Honda is advancing the introduction of renewable energy to reduce CO_2 emissions from its corporate activities. Beyond procuring electricity generated from renewable sources externally, the Company is also installing solar panels on-site—such as on buildings and parking areas—along with stationary battery storage systems, thereby accelerating the implementation of renewable energy solutions.

Other Initiatives

Review of Affiliated Organizations

We reviewed the alignment between the stances of the organizations Honda is affiliated with and its stance regarding climate change policies. The review items and criteria are as follows:

- Support for the Paris Agreement and carbon neutrality
- Recognition of the need to expand the adoption of renewable energy

In selecting affiliated organizations for review, the following factors were taken into consideration.

- Whether the organization has publicly stated its stance on climate change policies
- Whether the organization operates in Honda's key markets
- Whether Honda's executive-level members participate in the organization

Based on the above criteria, we selected the following seven organizations for the fiscal year ended March 31, 2026.

- Japan Automobile Manufacturers Association, Inc. (JAMA)
- European Automobile Manufacturers' Association (ACEA)
- The European Association of Motorcycle Manufacturers (ACEM)
- Society of Motor Manufacturers and Traders (SMMT)
- Associação Nacional dos Fabricantes de Veículos Automotores (ANFAVEA)
- Associação Brasileira de Fabricantes de Motocicletas, Ciclomotores, Motonetas, Bicicletas e Similares (ABRACICLO)
- World Business Council for Sustainable Development (WBCSD)

The scope of review and the review results will be reviewed annually. If any affiliated organization is found not to be aligned with the stance of Honda, including support for the Paris Agreement, we will continue to encourage them to reconsider their stance through dialogue and other means.

Review Results

Japan Automobile Manufacturers Association, Inc. (JAMA)

Item	Position
Participation of Our Members	Vice Chairman: Toshihiro Mibe (President and Representative Executive Officer, Honda Motor Co., Ltd.) Chairman of the Environmental Technology and Policy Committee: Toshihiro Akiwa (Executive Officer, Honda Motor Co., Ltd.)

Item	Result	Stance
Paris Agreement and Carbon Neutrality	Aligned	JAMA is committed to the challenge of achieving carbon neutrality by 2050 and advocates promoting carbon neutrality through a multi-pathway approach, in which diverse mobility options, including electrified vehicles, are widely adopted. In addition, JAMA asserts that strong support through policy and financial measures for the transportation sector is essential to achieving carbon neutrality by 2050.
Renewable Energy	Aligned	JAMA identifies the availability of affordable and stable carbon-neutral electricity as a fundamental prerequisite for achieving carbon neutrality by 2050. It also emphasizes the need for stable supplies of low-cost renewable energy and hydrogen as part of national energy policy.

Reference materials: https://www.jama.or.jp/operation/ecology/carbon_neutral_data/pdf/CNMaterial_01.pdf (Japanese only)
https://www.jama.or.jp/release/docs/release/2025/20250107_JAMA_vision2035.pdf (Japanese only)

European Automobile Manufacturers' Association (ACEA)

Item	Position
Participation of Our Members	Sherpa: Ian Howells (Executive Vice President, Honda Motor Europe Ltd.)

Item	Result	Stance
Paris Agreement and Carbon Neutrality	Aligned	ACEA supports the Paris Agreement and the EU 2050 Climate Neutrality Goal. In line with the EU's climate policy framework, ACEA emphasizes the need for comprehensive policy measures to decarbonize the transportation sector.
Renewable Energy	Aligned	ACEA considers electrification to be the primary pathway for decarbonization and advocates placing policy emphasis on expanding the adoption of battery electric vehicles (BEVs). It supports a technology-neutral decarbonization approach, promoting the deployment of renewable energy and other solutions while utilizing powertrain technologies that can play practical roles in the transition.

Reference materials: https://www.acea.auto/files/ACEA-policy-paper-EU-regulatory-framework-for-the-decarbonisation-of-road-transport.pdf
https://www.acea.auto/files/ACEA_10-point_plan_European_Green_Deal.pdf

Other Initiatives

The European Association of Motorcycle Manufacturers (ACEM)

Item	Position
Participation of Our Members	Vice President: Vito Cicchetti (Business Transformation Planning Lead & ACEM Representative, Honda Motor Europe Ltd.)

Item	Result	Stance
Paris Agreement and Carbon Neutrality	Aligned	ACEM recognizes the EU targets based on the Paris Agreement and aims to achieve carbon neutrality by 2050. In line with the EU's climate policy framework, ACEM emphasizes the need for comprehensive policy measures to decarbonize the transportation sector.
Renewable Energy	Aligned	ACEM recognizes that electric mobility will play an important role in the future transportation sector and stresses the need for policies that promote electrification. At the same time, it advocates a technology-neutral decarbonization approach that includes the use of sustainable fuels.

Reference materials: https://www.acem.eu/vision-2030/climate/
https://acem.eu/wp-content/uploads/2021/10/ACEM_Position_Paper_Decarbonisation_2021.pdf

Society of Motor Manufacturers and Traders (SMMT)

Item	Position
Participation of Our Members	Member of CARS Committee: Rebecca Adamson (General Manager, Customer Engagement & Head of Automobile, Honda Motor Europe Ltd.)

Item	Result	Stance
Paris Agreement and Carbon Neutrality	Aligned	SMMT supports the targets of the Paris Agreement, as well as the UK net zero target 2050 to reduce the United Kingdom's carbon emissions by at least 100% by 2050 and related climate policies.
Renewable Energy	Aligned	SMMT highlights the need for investment in zero-emission vehicles and batteries. It also points out that the generation and supply of renewable energy are key elements in achieving net zero, and indicates that the industry is actively investing in these areas.

Reference materials: https://www.smmt.co.uk/automotive-intelligence/supporting-sustainability/
https://smmtweb.lon1.cdn.digitaloceanspaces.com/wp-content/uploads/2025/07/2025-SMMT-Automotive-Sustainability-Report.pdf

Associação Nacional dos Fabricantes de Veículos Automotores (ANFAVEA)

Item	Position
Participation of Our Members	Vice-Presidente: Alexandre Cury (Board of Director, Vice President, Honda Automóveis do Brasil Ltda.)

Item	Result	Stance
Paris Agreement and Carbon Neutrality	Aligned	ANFAVEA supports the environmental policies of the Brazil government and initiatives toward carbon neutrality based on the Paris Agreement. It also emphasizes the need for comprehensive policy measures to decarbonize the transportation sector.
Renewable Energy	Aligned	ANFAVEA advocates a multi-pathway approach to expanding the use of renewable energy in the transportation sector, combining electrification with the use of biofuels.

Reference materials: https://www.anfavea.com.br
https://anfavea.com.br/site/wp-content/uploads/2024/09/Anfavea-Avancando-nos-Caminhos-da-Descarbonizacao-2024-Publicacao.pdf (Portuguese only)

Associação Brasileira de Fabricantes de Motocicletas, Ciclomotores, Motonetas, Bicicletas e Similares (ABRACICLO)

Item	Position
Participation of Our Members	Presidente: Marcos Bento (Board of Director, President, Moto Honda da Amazonia)

Item	Result	Stance
Paris Agreement and Carbon Neutrality	Aligned	ABRACICLO is promoting the reduction of environmental impacts and the advancement of sustainable mobility in the transportation sector in line with the environmental policies of the Brazil government based on the Paris Agreement.
Renewable Energy	Aligned	ABRACICLO recognizes that the use of renewable energy—including biofuels—contributes to reducing environmental impacts and enhancing sustainability in the transportation sector.

Reference materials: https://www.abraciclo.com.br (Portuguese only)
https://abraciclo.com.br/wp-content/uploads/2026/02/Manifesto-abraciclo-pdf-sit.pdf (Portuguese only)

Other Initiatives

World Business Council for Sustainable Development (WBCSD)

Item	Position
Participation of Our Members	Council Member: Toshihiro Mibe (President and Representative Executive Officer, Honda Motor Co., Ltd.)

Item	Result	Stance
Paris Agreement and Carbon Neutrality	Aligned	WBCSD has established its vision and transformation pathway in alignment with the Sustainable Development Goals (SDGs) and the targets of the Paris Agreement. Its vision envisions a world in which global anthropogenic GHG emissions reach net zero and global warming is stabilized at +1.5°C above pre-industrial levels.
Renewable Energy	Aligned	WBCSD identifies the transition to renewable energy as one of the key pathways to achieving a sustainable energy system that provides reliable and affordable net-zero carbon energy to all. It also highlights that a sustainable energy system will be characterized by a high degree of electrification and digitalization.

Reference materials: https://www.wbcsd.org/wp-content/uploads/2023/08/WBCSD_Vision_2050_Time-To-Transform.pdf

Affiliated Organizations in Key Markets

We have compiled a list of the seven organizations reviewed, along with some of our affiliated organizations that have publicly stated their climate change policy stances.

Honda actively participates in the activities of these organizations and will continue to work toward achieving carbon neutrality.

Country/Region	Organization	Business Segment
Japan	Japan Automobile Manufacturers Association, Inc. (JAMA)	Motorcycles, Automobiles
	Japan Business Federation	Motorcycles, Automobiles, Power Products
	Tokyo Chamber of Commerce and Industry	Motorcycles, Automobiles, Power Products
United States	National Association of Manufacturers (NAM)	Automobiles
	Alliance for Automotive Innovation (Auto Innovators)	Automobiles
Europe	European Automobile Manufacturers' Association (ACEA)	Automobiles
	The European Association of Motorcycle Manufacturers (ACEM)	Motorcycles
United Kingdom	Society of Motor Manufacturers and Traders (SMMT)	Automobiles
	Motorcycle Industry Association (MCIA)	Motorcycles
Brazil	Associação Nacional dos Fabricantes de Veículos Automotores (ANFAVEA)	Automobiles
	Associação Brasileira de Fabricantes de Motocicletas, Ciclomotores, Motonetas, Bicicletas e Similares (ABRACICLO)	Motorcycles
Global	World Business Council for Sustainable Development (WBCSD)	Motorcycles, Automobiles, Power Products

Other Initiatives

Climate Change-Related Disclosures (Response to the TCFD Recommendations)

Honda has declared its support to the Task Force on Climate related Financial Disclosures (TCFD), established by the Financial Stability Board (FSB), and discloses information in line with the TCFD-recommended disclosure framework.

Governance

Please refer to Environmental Management Structure. (➡ p. 13)

Risk Management

Honda has established the Risk Management Committee to identify, check and discuss the status of company-wide priority risks which are deemed important for the entire corporate entity. Climate-related risks such as risks related to environmental regulations and natural disasters caused by climate change are also managed and monitored by the Committee, which leads to promoting more effective risk management activities while considering the characteristics of respective Operations. The Corporate Strategy Operations evaluates and identifies climate-related risks by conducting scenario analysis in line with TCFD recommendations, reflecting external and internal risk information which includes company-wide priority risks. The results of the scenario analysis of climate change-related risks are shared with the Risk Management Committee. Climate-related risks are mainly addressed by the Corporate Strategy Operations, Business Operations and Regional Operations as well as by each respective Operation, Unit, subsidiary and cross-departmental task force. Important matters related to risk management including the responses to the climate change-related risks are discussed by the Committee, and details of their activities are reported to the Executive Council as appropriate. For more explanation of the risk assessment and management process, please refer to Risk Management (➡ p. 182).

Strategy

Identification of Climate-Related Risks and Opportunities

Honda has identified climate-related risks and opportunities that can reasonably be expected to affect our business activities and outlook by reference to a 1.5°C scenario, which assumes a rapid transition to a low-carbon society, and a 4°C scenario, which assumes insufficient progress in climate change mitigation measures, as set out below.

Key risks

Classification/ Scenarios		Risk	Time horizons*1	Potential Impact*2
Transition Risk	1.5°C	Payment of fines or suspension of vehicle sales due to failure to meet fuel efficiency regulations	Medium-term/ Long-term	High
		Drop in unit sales of internal combustion engine (ICE) vehicles due to more stringent fuel efficiency regulations etc.	Long-term	High
		Increased costs due to the introduction of carbon tax and Emissions Trading System (ETS).	Medium-term/ Long-term	Medium
Physical Risk	4°C	Operational impacts on production bases and the supply chain, including potential asset damage, resulting from natural disasters	Long-term	High

Key Opportunities

Scenarios	Opportunity	Time horizons	Potential Impact
1.5°C	Expansion sales of electrified products	Long-term	High
	Reduction of business operation costs through introducing the higher energy efficiency production facilities and utilization of renewable energy	Medium-term/ Long-term	
	Expansion sales of fuel-efficient vehicles, including HEVs	Medium-term/ Long-term	
4°C	Rising demand for products that can be converted into emergency power sources during disasters	Long-term	

*1 The time horizons are defined in alignment with the planning periods used in Honda's strategic decision-making processes. Honda defines the time horizons based on when the impacts of risks and opportunities are reasonably expected to occur, as follows:
Short-term: Within one year from the end of the reporting period (aligned with the annual action plan period)
Medium-term: The period after the end of short-term through the fiscal year ending March 31, 2031 (aligned with Honda's medium-term management plan period)
Long-term: The period after the end of medium-term through 2050 (2050 being the benchmark year for Honda's carbon neutrality goals).

*2 In assessing the magnitude of impacts of risks and opportunities, Honda applies quantitative monetary thresholds where financial impacts can be quantified and qualitative thresholds in other cases. Based on these criteria, the impacts are classified as follows:
High: JPY 100 billion or more, or impacts at the company-wide level
Medium: JPY 10 billion or more but less than JPY 100 billion, or impacts spanning multiple regions
Low: JPY 2.5 billion or more but less than JPY 10 billion, or impacts limited to a specific region

Other Initiatives

Impacts on the Business Model and Value Chain

■ Areas where climate-related risks and opportunities are concentrated

The majority of our greenhouse gas emissions are attributable to CO_2 emissions generated during the use phase of our products. As a result, among climate-related transition risks, we recognize that, with respect to the risk of penalty payments or sales suspension due to failure to meet fuel economy regulations, climate-related risks and opportunities are concentrated in our automobile business, and that the risk of a decrease in new internal combustion engine (ICE) vehicle sales due to the tightening of fuel economy and other regulations is concentrated in both our motorcycle and automobile businesses. Accordingly, we consider that climate-related risks and related opportunities are concentrated in these businesses.

The remainder of our greenhouse gas emissions arise from direct emissions from our corporate activities, indirect emissions from energy use, as well as emissions related to activities such as resource extraction and waste disposal. These areas are where climate-related risks and opportunities are concentrated, particularly the risk of increased costs resulting from the introduction of carbon pricing mechanisms, such as carbon taxes and emissions trading schemes (ETS).

In addition, because our business model involves the use of water in our manufacturing processes, we recognize water-related risks associated with natural disasters as key climate-related physical risks. Among the regions where our vehicle assembly plants are located, we recognize India, Thailand, Vietnam, and Mexico as regions where physical risks are concentrated, given their elevated exposure to flood risk.

■ Current and future impacts of climate-related risks and opportunities

Honda is working toward achieving carbon neutrality by 2050 and has set up milestones to prioritize the reduction of CO_2 emissions from the use of sold products, which account for a significant portion of our total emissions, as well as the reduction of CO_2 emissions from our own corporate activities, which falls within our operational responsibility.

The operating environment surrounding the automotive industry is changing rapidly, and uncertainty in our business environment is increasing due to factors such as changes in environmental regulations and developments in trade policy. Over the medium to long-term, if fuel-efficiency regulations or regulations promoting zero-emission vehicles (ZEVs) are strengthened, there is a possibility that Honda could face risks such as a decline in sales volumes of new ICE vehicles and the payment of penalties or the suspension of sales if regulatory requirements are not met. While carefully assessing market conditions and demand trends in each region, Honda will accelerate a multifaceted approach to carbon neutrality by combining EVs, hybrid vehicles, carbon-neutral fuels, and carbon offset technologies.

With respect to CO_2 emissions arising from our own corporate activities, we recognize a risk of financial impacts—such as increased tax burdens—associated with the expected introduction or expansion of carbon taxes and ETS. We intend to reduce CO_2 emissions from corporate activities within our area of responsibility via three main categories of technologies, experience and expertise: 1) improving production efficiency and implementing energy-saving measures, 2) electrification of production equipment, and 3) utilization of renewable energy.

Beyond our own corporate activities, we are advancing CO_2 reduction initiatives across the entire product life cycle—from the procurement of materials and components through design, development, production, logistics, sales, use, and end-of-life processing—in collaboration with a broad range of global partners.

Impacts on Strategy and Decision-Making

■ Addressing climate-related transition risks and opportunities

Honda positions electrification, including EVs, as a long-term climate-related opportunity in achieving carbon neutrality by 2050. At the same time, in light of current demand trends, we are reviewing our powertrain portfolio and have made decisions to reallocate development and production resources, with a near-term focus on hybrid vehicles, which are experiencing strong demand, in order to enhance environmental performance. In making these decisions, we have taken into account the trade-offs between accelerating CO_2 reductions through electrification and responding to the market environment.

Taking into account region-specific market environments and demand trends, we will accelerate a multi-faceted approach to achieving carbon neutrality by combining EVs, hybrid vehicles, carbon-neutral fuels, and carbon offset technologies. With respect to EVs, we plan to continue to introduce more competitive EV hardware platforms and advance research and development of next-generation batteries, including all-solid-state batteries in the long-term. In the short to medium-term, as we plan to continue sales of products equipped with internal combustion engines, we will also continue to improve the environmental performance of our motorcycle, automobile, and power products.

While electrification contributes to reducing CO_2 emissions during the use phase of our products, CO_2 emissions may still remain depending on the level of renewable energy adoption and application across countries and regions. In addition, we recognize the need to address the adoption and expansion of carbon-neutral fuels for ICE vehicles, including the vehicles owned.

Other Initiatives

Accordingly, Honda is committed not only to reducing CO_2 emissions during the product-use phase but also to promoting the broader decarbonization of energy, through both increased use of renewable energy in our own operations and engagement in external policy and stakeholder initiatives.

Furthermore, Honda will consider opportunities to contribute more directly to the supply of clean energy to customers. Through these efforts, we aim to support the expansion of clean energy across society as a whole.

Honda designates production sites that have effectively achieved zero CO_2 emissions from our corporate activities as "carbon-neutral factories," and we are promoting initiatives to reduce CO_2 emissions across our corporate activities. At the Saitama Factory Automobile Plant, one of our automobile production bases, in the fourth quarter of the fiscal year ending March 31, 2026, Honda achieved its first carbon-neutral factory, which is currently in operation, through the application of three key elements: (1) improvements in production efficiency and the implementation of energy-saving measures, (2) electrification of production equipment, and (3) utilization of renewable energy.

We will continue working toward realizing carbon-neutral factories at all of our automobile production sites worldwide.

For the transition plan toward achieving carbon neutrality by 2050, please refer to Key Initiatives and Milestones for Achieving Materiality. (➡ p. 15)

■ Key initiatives and progress by business segment

In the motorcycle business, Honda unveiled its first electric motorcycle, the Honda WN7, at EICMA (held at the Fiera di Milano) in November 2025 and began supplying it to the European market. In January 2026, the Honda UC3 equipped with a fixed battery was launched in Thailand and Vietnam. In both countries, Honda will expand charging infrastructure by installing CHAdeMO charging stations for fixed-battery electric motorcycles, while also advancing the deployment of battery-swapping stations.

In the automobile business, to achieve carbon neutrality by 2050, Honda is promoting the steady adoption of EVs and reliable CO_2 reduction through HEVs, while responding flexibly to changes in the market environment.

In the EV sector, we will steadily expand our lineup, beginning with the launch of the N-ONE e: in September 2025, followed by the rollout of the Super-ONE in Japan, the United Kingdom, and other Asian countries starting in 2026. Furthermore, the global strategic model Honda 0 α will be launched primarily in Japan and India, further strengthening the lineup in 2027. At the same time, to maximize environmental contributions during the transition to EVs, Honda is strengthening the use of highly efficient hybrid technologies. In addition to the PRELUDE launched in September 2025, the Company will apply next-generation hybrid system technologies developed in-house, expanding their use particularly in mid-size and large vehicle segments, where demand is high in the North American market.

■ Physical Climate-Related Risks and Adaptation Measures

We assess flood and other water-related operational risks by using external water-risk assessment tools such as WRI's "AQUEDUCT" and WWF's "Water Risk Filter," supplemented by adjustments based on inundation analyses (including CaMa-Flood*) and hazard maps. The assessment results are used to inform site-specific countermeasures and improvement plans.

At production sites located in regions with high physical risk, we implement measures to reduce potential impacts on our business operations, including securing elevation during site construction, installing backflow-prevention mechanisms for sewer lines during high-water events, and enhancing drainage capacity to prevent inland flooding. In addition, for regions exposed to water-scarcity or depletion risks, we implement water-saving measures and introduce recycling systems in areas where water-intake or discharge regulations are stringent. Through these initiatives, we work to reduce operation-related risks at each site.

* CaMa-Flood: A global-scale flood analysis model used to estimate river discharge and flooding.

Other Initiatives

Climate Resilience

We conduct climate-related scenario analysis annually as part of our climate-related risk assessment process for the relevant reporting period. The disclosures presented in this report are based on the results of the analysis conducted during the latest reporting period.

■ Scenario Analysis Overview

To assess and consider the potential impacts of climate change on our business, we have selected the following climate-related scenarios for our scenario analysis: (1) a 1.5°C scenario that reflects significant policy transitions aligned with the Paris Agreement goal of limiting global temperature rise to below 1.5°C; and (2) a 4°C scenario in which environmental regulations do not strengthen and physical risks become more pronounced.

Our scenario analysis covers our motorcycle, automobile, and power products operations, as well as the operational sites associated with these businesses. We assess climate-related transition risks, physical risks, and opportunities, and we quantify—where reasonably possible—the potential medium- to long-term financial impacts under each scenario. In quantifying the potential impacts, we apply a medium-term and long-term time horizon for transition risks and a long-term time horizon for physical risks.

The key assumptions under each scenario are as follows.

(1.5°C Scenario)

Under the 1.5°C scenario, Honda refers to the International Energy Agency's "Net Zero Emissions by 2050 Scenario (NZE)" and the Intergovernmental Panel on Climate Change (IPCC) AR6 "SSP1-1.9" pathway. This scenario assumes that, over the long-term, global measures toward achieving carbon neutrality by 2050 will advance, leading to the wider development and use of new technologies, broader adoption of carbon-free products, and increased utilization of renewable energy.

Although uncertainty in the business environment is increasing due to factors such as changes in environmental regulations that affect the pace of EV market expansion across regions and developments in trade policy trends, this scenario assumes that, over the long-term, fuel-efficiency regulations and zero-emission vehicle regulations will be further strengthened. As a result, demand for EVs and fuel cell electric vehicles (FCEVs) is expected to increase, particularly in developed markets.

(4°C Scenario)

Under the 4°C scenario, we referred to the IPCC AR6 "SSP3-7.0" pathway. In this scenario, continued high levels of greenhouse-gas emissions lead to further temperature increases. As a result, the scenario assumes an increased frequency and severity of extreme weather events—such as typhoons and flooding—along with changes in rainfall patterns and rising sea levels, which collectively contribute to the heightened manifestation of physical climate-related risks.

Metrics and Targets

For GHG emissions, which are used as key metrics, please refer to GHG emissions (➡ p. 31), and for climate-related targets and their performance, please refer to Reduction of CO_2 Emissions from Product Use (➡ p. 28) and Reduction of CO_2 Emissions from Corporate Activities (➡ p. 29)

Target Setting, Review, and Monitoring Methods

Honda has identified "Priority Issues" that it must focus on in order to achieve its ambitious goals for 2050 and realize its long-term vision. Based on these priority issues, we establish goals that look ten years ahead and are updated every five years, while also setting annual goals and formulating, executing, and evaluating strategies each fiscal year as part of our management processes.To monitor progress toward these targets, we set management indicators, including KGIs overseen by the Board of Directors and KPIs for which the Executive Council holds execution responsibility. Both bodies regularly monitor progress, thereby strengthening our governance and oversight of target achievement. In addition, the Board of Directors and the Executive Council exercise their monitoring functions to assess, as necessary, whether adjustments to the targets are warranted in light of changes in the business environment.We have not obtained third-party assurance for these targets or for the methodologies used to establish them.

Basic Approach

In accordance with the Honda Environment Statement, Honda will comply with all laws, regulations, and ordinances related to air pollution, water pollution, soil pollution, and other hazardous substances, and will strive to prevent environmental pollution and control the emission of pollutants and contaminants.

Honda Environmental and Safety Vision / Honda's Environment Statement ➡ p. 18

Initiatives

Air Pollution

Honda recognizes the importance of efforts to protect clean air since the 1960s when the pollution problem became serious. The Company, therefore, has been working to protect the clean air through the development of technologies that reduce the gases emitted from its products.

In product areas, Honda has reduced exhaust emissions from motorcycles by switching the engines of all its motorcycles on the market to four strokes, with the Honda Programmed Fuel Injection (PGM-FI) system being applied to more than 91% of models sold worldwide for better combustion efficiency.

With regard to automobiles, the Accord Plug-in Hybrid has become the first in the world to meet the California Low Emission Vehicle (LEV) III and Super Ultra Low Emission Vehicle (SULEV) 20 standards in the United States, which are regarded as among the toughest emissions regulations in the world. In addition, Honda has introduced technologies to reduce emissions in advance of other advanced emission regulations, such as Euro 6 in Europe and Stage 6 of Particulate Matter (PM) emissions in China.

As for power products, Honda has cleared compliance with United States Environmental Protection Agency (US EPA) Phase 3 regulations, the most stringent in the world, through engine enhancement technology without using a catalyst.

In the area of corporate activities, Honda is working to reduce the emissions of volatile organic compounds (VOCs), which are solvent components in paint and thinner used in the paint processes and cause photochemical oxidants.

In the automobile business, Honda will continue advancing initiatives to promote the adoption of EVs, while also striving to further improve the efficiency of existing hybrid systems and enhance the environmental performance of internal combustion engine (ICE) technologies during the transition period toward full-scale adoption.

In the motorcycle and power products businesses, Honda will contribute to preventing air pollution by advancing electrification and reducing exhaust emissions.

In addition, in the motorcycle business, Honda will further strengthen its initiatives by expanding flex-fuel models capable of using high-concentration ethanol-blended fuels, tailored to region-specific conditions.

Initiatives

Environmentally Friendly Products

Motorcycle

Honda WN7

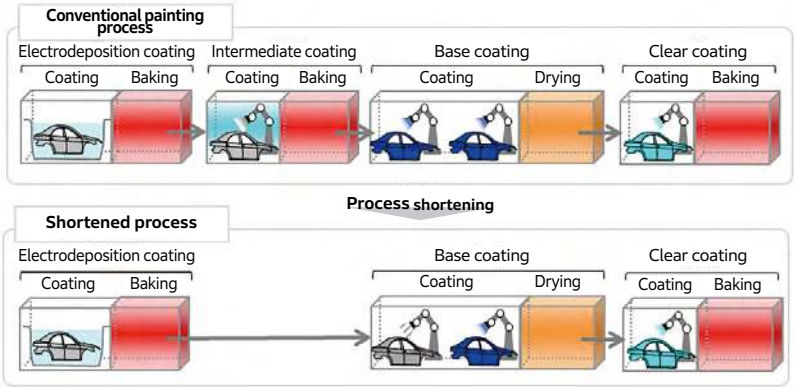
Automobile

N-ONE e:

Power product

ProZision Autonomous

Efforts to Reduce VOC Emissions



To prevent air pollution, Honda is working to suppress the generation of and reduce emissions of VOCs.

In particular, in the production of automobiles, the Company is globally implementing the short-process, high-functionality coating technology, starting from the Saitama Factory Automobile Plant.

With the aim of reducing the use of organic solvents, which are a major source of VOCs, the reduction of the amount used is being promoted by using water-based coating materials and shortening the coating process.

In addition, Honda employs a combustion exhaust system (RTO: Regenerative Thermal Oxidizer) to burn and deodorize the VOCs contained in the exhaust air before releasing it into the atmosphere.

Initiatives

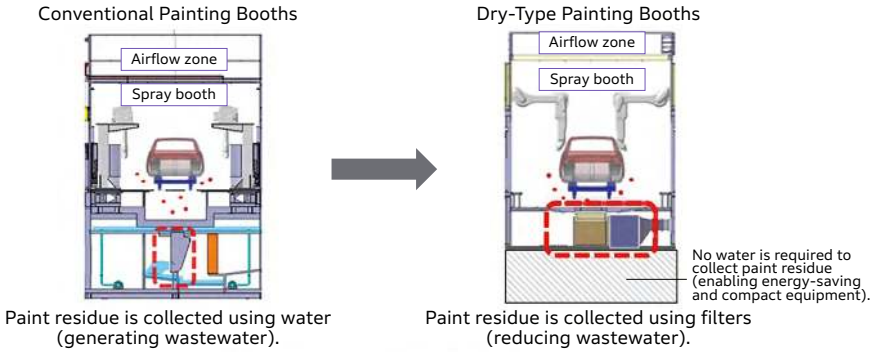
Water Pollution

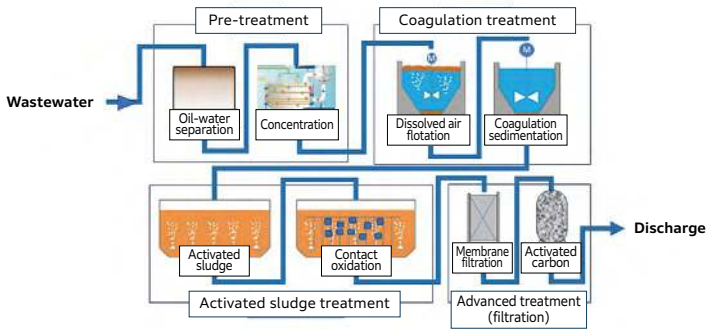
Honda selects areas where it can operate in harmony with the surrounding water resources and conducts its corporate activities in accordance with the environmental assessment laws and regulations of each country. To prevent water pollution and reduce environmental impact, Honda works to suppress the generation of wastewater and ensure its proper management.

Honda promotes initiatives to reduce the risk of water pollution, including the recycling of wastewater for reuse and the reduction of wastewater volume by using dry booths in the painting process.

Regarding water discharge, Honda treats wastewater appropriately and discharges treated water in accordance with applicable laws and regulations of each country and region. To prevent any impact of wastewater on the water environment, Honda thoroughly manages wastewater quality while also controlling water withdrawal volumes, and strives to ensure proper management and provide information, including the disclosure of water quality test findings.

Efforts to Address Water Pollution





Soil Pollution

Honda properly conducts soil management in accordance with the relevant laws and regulations of each country. When necessary, Honda also conducts soil contamination surveys and remediation measures.

Initiatives

Harmful Substances

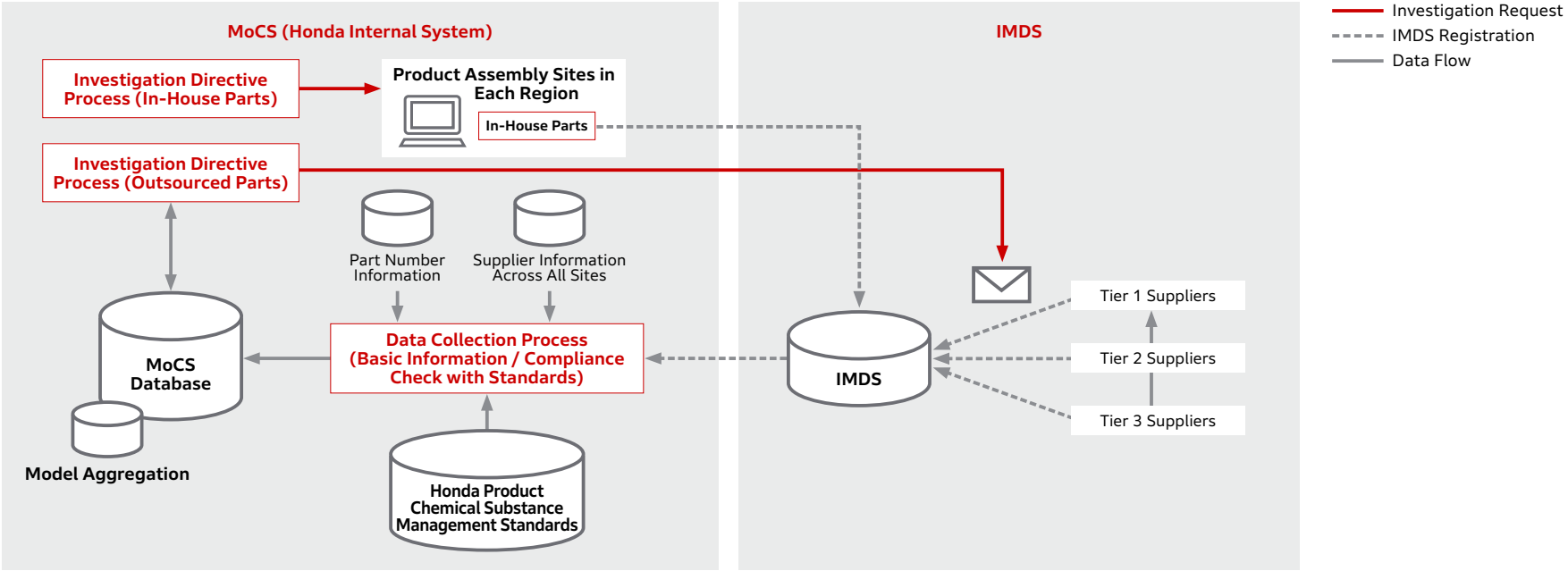
Honda works to ensure the appropriate management and reduction of the chemical substances contained in automotive components from the product design and development stages in order to reduce those materials that may impact the environment and human health.

The United Nations has set international goals aimed at minimizing the adverse effects of chemical substances on people and the environment. In response, laws and regulations have been introduced in each country and region to promote the appropriate management of chemical substances and the reduction of harmful substances contained in automotive components. Against the backdrop of this trend, the International Material Data System (IMDS) was developed, largely by the German Association of the Automotive Industry, as a mechanism for sharing and managing information throughout the supply chain on the materials and chemical substances contained in components making up a vehicle.

Honda collects chemical substance information from the supply chain through IMDS, and aggregates and manages such information via its independently developed global management system, called the Management System of Chemical Substances (MoCS). Through these systems, Honda works to comply with the Regulation concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) and other chemical substance regulations in each country and region.

In addition, Honda has been continuously reducing the use of four types of heavy metals in its products (lead, mercury, hexavalent chromium, and cadmium), which may have impacts on the environment, in accordance with the European Directive on End-of-Life Vehicles (ELV Directive).

Efforts in Chemical Substance Management



Metrics and Targets

Air Pollutant Emissions

NOx and SOx emissions (t)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
SOx emissions	83	79	**81**
NOx emissions	829	703	**693**

■ SOx emissions
- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: SOx emissions = Σ (Fuel consumption x Density x Sulfur content x 64/32*)
- Calculations are based on fuel consumption.
- Expressed in three significant digits.
- Density: Based on the conversion factor list in Statistics Information by Japan Petroleum Energy Center (JPEC)
- Sulfur content: Specified by mandatory standards under the Act on the Quality Control of Gasoline and Other Fuels for gasoline, diesel, kerosene, and heavy oil, and by the LP gas standard (JIS K 2240) for LP gas.

■ NOx emissions
- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: NOx emissions = Σ (Fuel consumption x Emission factor for each fuel)
- Calculations are based on fuel consumption.
- Expressed in three significant digits.
- Emission factor for each fuel: Based on the NOx emissions calculation table for non-measured combustion facilities in the Eco-Action 21 program (Ministry of the Environment).

Basic Approach

Water resources as a form of natural capital are becoming increasingly important globally due to factors such as more frequent floods and droughts caused by the effects of climate change and the increase in water demand associated with the growth of the world's population. In light of these circumstances, Honda believes that the conservation and sustainable use of water resources are among the important issues in its corporate activities.

Honda recognizes that water withdrawal and discharge associated with its corporate activities have the potential to impact local communities and downstream water resources in areas where Honda draws water. Based on the Honda Environment Statement, the Company is engaged in corporate activities that give due consideration to the conservation of water resources.

In selecting locations for each site and operating them, Honda considers harmony with surrounding water resources and conducts responsible corporate activities.

Particularly in manufacturing processes, where freshwater consumption is high, Honda positions it as a priority management target. With an eye to 2050, Honda has set a vision of aiming for zero industrial water withdrawal and promotes initiatives to minimize water withdrawal.

At each business site, Honda implements measures taking into account local water conditions, such as advancing wastewater recycling and introducing water-saving technologies.

In addition, Honda recognizes as important issues the business continuity risks posed by constraints on water resource supply and the impact of water resource depletion on local communities.

Going forward, Honda will work to reduce the total amount of water withdrawn not only in manufacturing processes but across all Honda corporate activities, thereby contributing to the sustainable use of water resources.

Honda Environmental and Safety Vision / Honda Environment Statement ➡ p. 18

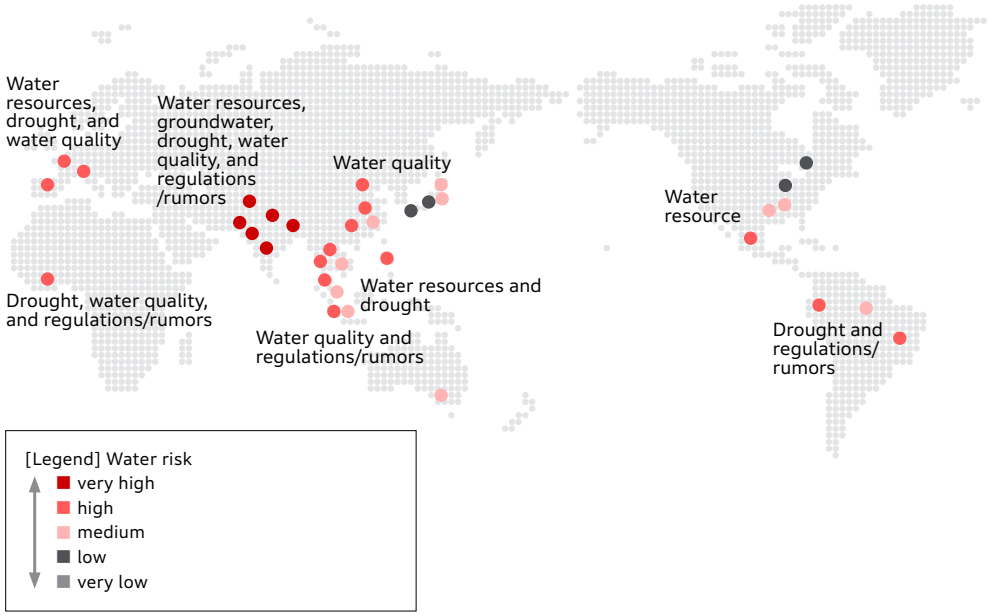
Initiatives

Water Risk Assessment

Because water is a resource that is unevenly distributed by region, season, and other factors, Honda identifies and assesses water risks mainly at its production sites that use a large amount of water. In conducting assessments, Honda verifies and identifies risks such as water resources, groundwater, drought, water quality, and regulations/reputational concerns in the site areas using external assessment tools such as AQUEDUCT and Water Risk Filter.

Based on the assessment results, Honda promotes initiatives tailored to the risk characteristics of each site.

Operational risk: Water heat map



Initiatives

Initiatives in Regions with High Water Risk

Honda positions minimizing water consumption and discharge as an important issue at product assembly sites located in regions with high dependence on water resources and significant water shortage risk. Honda has introduced a wastewater recycling system at the Celaya Auto Plant of Honda de Mexico S.A. de C.V. in Mexico, the Tapukara Plant of Honda Cars India Ltd. in India, and the No. 2 Plant of GAC Honda Automobile Co., Ltd. in China, working to conserve local water resources.

Wastewater recycling facility at the Tapukara Plant (India)

In particular, at the Tapukara Plant in India, all generated wastewater is collected and treated, and no liquid effluent is discharged outside the premises. Residues generated in the treatment process are recovered as solids containing no free water and are properly treated.

Since January 2026, sludge derived from domestic wastewater has been composted as organic fertilizer and recycled.

In addition, treated water is reused for toilet flushing and greening purposes, while rainwater collected on the premises is returned to groundwater through groundwater recharge facilities. Through these initiatives, the plant has virtually achieved a 100% wastewater recycling rate.

Furthermore, since 2025, a wastewater recycling system has also been introduced at the Manaus Plant of Moto Honda da Amazonia Ltda. in Brazil. Honda will continue introducing its water recycling systems around the world, particularly in regions with high water risk, and strive to reduce the environmental impact and support the sustainable use of water resources.

Metrics and Targets

	Management Indicator	Scope	Target
			FYE Mar. 31, 2031
KGI	Reduction rate of industrial water withdrawal (compared to FYE Mar. 31, 2020)	Honda Group	12%

Metrics and Targets

Water Withdrawal

Water withdrawal by region (million m³)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	6.42	6.30	**6.05**
North America	5.18	5.80	**5.73**
South America	1.77	1.77	**1.69**
Europe, Africa, and the Middle East	0.105	0.118	**0.126**
Asia and Oceania	6.10	5.65	**5.28**
China	0.950	0.728	**0.645**
Total	20.5	20.4	**19.5** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: Water withdrawal = Σ (Purchased from water utilities + Groundwater withdrawal + Withdrawal of surface water such as from rivers, etc.)
- Expressed in three significant digits

Water withdrawal by water source (million m³)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Surface water	0.479	0.350	**0.324**
Groundwater	8.74	8.44	**8.26**
Seawater	0.00	0.00	**0.00**
Process-generated water	0.00	0.00	**0.00**
Third-party water	11.3	11.6	**10.9**
Total	20.5	20.4	**19.5** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Expressed in three significant digits

Actual water withdrawal from regions under water stress* (million m³)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Water withdrawal from regions under water stress	1.68	2.77	**2.67**

- Scope of aggregation: Manufacturing sites of Honda Motor Co., Ltd. and its consolidated subsidiaries that are located in regions subject to water stress
- Expressed in three significant digits

* Regions under water stress: areas rated "very high" on the Operational risk: Water heat map.
Water Risk Assessment ➡ p. 48

Revenue per unit of water withdrawal (million yen/million m³)

	FYE Mar. 31, 2026
Revenue per unit of water withdrawal	**1,120,000**

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: Revenue per unit of water withdrawal (overall water withdrawal efficiency) = Revenue ÷ Water withdrawal volume.
- Expressed in three significant digits

Metrics and Targets

Water Discharge

Water discharge by region (million m³)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	3.91	3.91	**3.62**
North America	3.32	3.66	**3.40**
South America	0.659	0.653	**0.571**
Europe, Africa, and the Middle East	0.0698	0.0736	**0.0816**
Asia and Oceania	2.95	2.72	**2.62**
China	0.554	0.424	**0.354**
Total	11.5	11.4	**10.7** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: Water discharge = Σ (Wastewater processed through sewerage systems or other treatment facilities + Discharge directly into public waters)
- Expressed in three significant digits
- Figures include some estimated values.

Water discharge by receiving water body (million m³)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Surface water	3.01	3.06	**2.95**
Groundwater	0.00	0.00	**0.00**
Seawater	0.0133	0.0137	**0.0186**
Third-party water	8.45	8.36	**7.68**
Total	11.5	11.4	**10.7** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Expressed in three significant digits

Water Consumption

Water consumption (million m³)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Water consumption	7.58	8.94	**8.87**

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: Water consumption = Water withdrawal volume – Wastewater discharge volume
- Expressed in three significant digits

Recycled Water Consumption

Recycled water consumption

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Recycled water consumption (million m³)	1.90	2.06	**1.88**
Recycled water consumption rate (%)	11.4%	12.5%	**11.8%**

- Scope of aggregation: Manufacturing sites of Honda Motor Co., Ltd. and its consolidated subsidiaries
- Expressed in three significant digits

Strategy

Priority Site Assessment

In concretizing biodiversity initiatives at our product assembly sites, we use indicators from the Integrated Biodiversity Assessment Tool (IBAT) to perform a comprehensive assessment of biodiversity risks at these sites.

Specifically, the assessment was conducted from the following six perspectives: "number of Protected Areas," "number of Key Biodiversity Areas (KBAs)," "number of endangered species on land," "number of endangered species in watersheds," "potential to reduce extinction risk through conservation activities," and "effectiveness of environmental restoration / nature rehabilitation through conservation activities." We then identified sites with relatively high risk.

Based on the results, we identify priority sites and consider specific measures for biodiversity conservation.

The assessment and identification of priority sites is conducted with the support of BirdLife International Tokyo, a specialized organization in biodiversity assessment.

We also believe that water risk is also crucial to biodiversity conservation and will consider initiatives linked to water risk.

Priority Site Assessment: Heat Map

[Legend] ● High-risk sites (highest priority) ● Medium-risk sites (next priority) ● Low-risk sites (other)

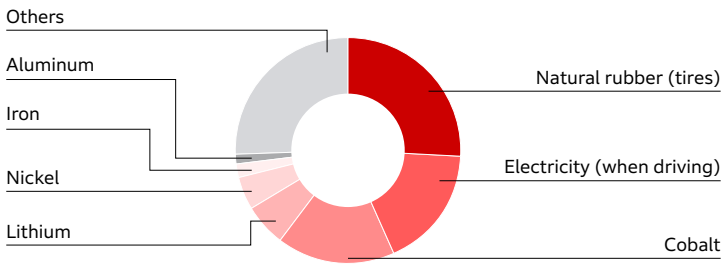
Product Evaluation

Products incorporate a variety of materials, some of which may impact biodiversity. Therefore, Honda is undertaking initiatives to conduct a preliminary assessment of the potential impacts of materials used in its products on biodiversity.

The assessment is conducted using the biodiversity footprint developed in the "Development and demonstration project of Nature Footprint for promoting Nature-related Financial Disclosures by investors and financial institutions and international standardization," one of the Cabinet Office's programs for Bridging the gap between R&D and the IDeal society (society 5.0) and Generating Economic and social value (BRIDGE).

Based on the assessment results, Honda will conduct more detailed analyses for materials that have a potential for significant impact and consider measures to reduce the effects of its products on biodiversity. Honda will continue to explore responses that take into account both climate change and biodiversity.

Biodiversity assessment results for products



[Calculation Conditions]
- Vehicles evaluated: EVs (kei car class)
- Energy consumption during production: in Japan in 2025
- Lifetime mileage: 100,000 km
- Inventory data: IDEA v3.3, JAMA
- Assessment method: nature footprint assessment ver. 1.0 developed under BRIDGE
- Biodiversity footprint: E/MSY (impact indicator based on species extinction risk)

Basic Approach

In promoting nature symbiosis initiatives toward Nature Positive, Honda has set "biodiversity conservation" as a materiality.

Honda operates its business with the benefit of natural and mineral resources. Honda recognizes that it depends on and affects a great deal of natural capital not only in the procurement of raw materials, but also in the entire value chain from R&D, manufacturing, use, and disposal after use. Based on the basic concept of harmonizing natural capital and corporate activities, the Company is promoting initiatives to achieve this objective.

In line with the Honda Biodiversity Guidelines established in 2011, Honda is working to avoid or minimize impacts on nature, including air, water, and biodiversity, as well as to restore and rehabilitate them.

Honda Environmental and Safety Vision / Honda Environment Statement ➡ p. 18

Honda Biodiversity Guidelines

Basic Statement

We recognize, under the Honda Environment Statement, that biodiversity conservation initiatives are an essential part of our commitment to the preservation of the global environment. We will continue to work toward harmony between this commitment and our activities.

Priority Activities

1. Development of Environmental Technology
   We will contribute to the conservation of biodiversity by developing and disseminating technologies for fuel-efficient vehicles, nextgeneration cars, and energy-production and other technologies for the reduction of environmental impacts.
2. Initiatives Based on Corporate Activities
   We will work to reduce environmental impacts and ensure the effective use of resources through efficiency improvements.
3. Cooperation with Communities
   We will implement community-based activities in cooperation with stakeholders, using expertise accumulated by Honda through its initiatives to protect ecosystems, such as the Community Forests and Hello Woods initiatives.
4. Disclosure and Sharing of Information
   We will share information with society by disclosing the outcomes of our activities.

Established in May 2011

Initiatives

Japan: Biodiversity Conservation Activities

In April 2022, Honda joined the "30by30 Alliance for Biodiversity," led by the Ministry of the Environment in Japan, and is working towards obtaining certification for areas recognized as "Nature Symbiosis Sites*," where biodiversity conservation is achieved.

Since its opening in 1997, Mobility Resort Motegi has been conducting corporate activities in harmony with the environment under the theme of symbiosis between people, nature, and mobility, and was certified as a Nature Symbiosis Site in October 2023.

In addition, the Saitama Factory Automobile Plant (Yorii Plant), which has been maintaining a natural environment in consideration of biodiversity and preserving endangered species by installing a biotope on the plant site, was also certified as a Nature Symbiosis Site in September 2024.

Moving forward, in addition to the above two locations, Honda aims to obtain Nature Symbiosis Site certification at other priority domestic sites based on biodiversity assessments, and to promote biodiversity restoration and regeneration activities.

In the future, Honda plans to establish internal standards equivalent to the Nature Symbiosis Site certification and expand these efforts to its overseas facilities.

Saitama Factory Automobile Plant (Yorii Plant) Nature Symbiosis Site Certification

Rice planting activity by local residents and associates (Yorii Plant)

* Nature Symbiosis Sites: Areas that the government certifies as "areas where biodiversity is being conserved through private sector efforts, etc."

U.S.A.: Honda Power of Dreams Forest

On the premises of its product assembly site in Union County, Ohio (Honda Development & Mfg. of America, LLC), the Company planted 85,000 trees in April 2024 to establish the "Honda Power of Dreams Forest." This is an extensive 40.5-hectare project along Flat Branch Creek near Honda's Marysville Auto Plant and East Liberty Auto Plant. It is intended to improve riparian buffers and increase biodiversity by providing habitat for a variety of animals, birds, insects, and plants.

Tree planting activities

Belgium: Biodiversity Conservation at a Logistics Base

At Honda Motor Europe Logistics NV's logistics base in Aalst, the Company has expanded its greenbelt by planting black poplars, which are threatened due to habitat degradation and a lack of genetic diversity. The Company is also contributing to the maintenance of biodiversity by creating habitats such as ponds, insect hotels, and feeding stations for living creatures.

Insect hotel

Initiatives

Brazil: Nature Conservation at a Test Course

Moto Honda da Amazonia Ltda.'s motorcycle test course in Rio Preto da Eva is in the Amazon rainforest. In harmony with the environment, approximately 80% (802 hectares) of the site is maintained as a legally protected area. Outside the protected area, meanwhile, agricultural projects are carried out, including the planting of fruits and vegetables as well as the restoration of endangered species such as mahogany, rosewood, and Brazil nuts.

Test course

Indonesia: Conservation of Flora and Fauna with Emphasis on Biodiversity

P.T. Honda Prospect Motor, an automobile production plant, is working with the local community to conserve biodiversity on its premises.

Sixty-five animal species have been identified, including native species such as the Javanese black chicken and a variety of endangered species. In addition, as part of its plant conservation efforts, the Company has established a plant nursery on its premises to cultivate and conserve local plant species, further strengthening the efforts to conserve the rich biodiversity of the region.

Protection and breeding of animals

Conserving Water Resources

Recognizing the potential for its business activities to impact biodiversity and water resources, Honda is also committed to the conservation of water resources.

Since Honda seeks out communities where harmonious coexistence with nearby water sources is viable as potential plant locations and builds plants in compliance with host countries' environmental assessment laws and regulations, no water sources are significantly impacted by the Company's water withdrawal.

In addition, no water sources are affected by wastewater from Honda facilities since it treats wastewater and discharges treated water in accordance with applicable laws and regulations of each country, region-specific rules, and other relevant requirements.

Honda appropriately manages the amount of water withdrawal and works to manage and provide information on wastewater, which includes thorough quality control and the disclosure of water quality test findings.

Honda has also continuously undertaken conservation activities for forest watersheds since 1999 as part of its social contribution activities. In the conservation activities, product assembly sites protect and manage the forest watersheds from which they receive benefits and implement optimal initiatives tailored to each region.

Aware of the fact that water is an indispensable resource supporting its business, Honda will continue implementing the activities.

The Company's lineup of engines for outboard motors consists solely of four-stroke engines, with the aim of reducing water pollution by outboard motors around the world. Honda is also conducting demonstration tests of electric propulsion systems to reduce the environmental impact during product usage.

Forest Conservation Activities (Japanese only) https://global.honda/jp/philanthropy/forest/

Strategy

Environmental Impact of Mining Scarce Resources Associated with Product Electrification

Our lives involve production, consumption, and disposal, relying on various resources. Driven by global population growth and economic development, the demand for resources continues to rise, and extensive resource extraction has become a societal issue. Electrification of products is an effective means of reducing CO_2 emissions during product use. However, compared to traditional internal combustion engine vehicles, electric vehicles use larger amounts of scarce resources such as copper, nickel, cobalt, lithium, and rare earth elements.

The extraction of scarce resources not only involves substantial energy consumption and significant CO_2 emissions but also affects natural capital such as biodiversity and water through land alteration.

To move away from these environmental impacts caused by resource consumption, "resource circulation (efficient utilization of resources)" is crucial.

Currently, approximately 90% of the resources used in new car manufacturing rely on newly mined materials. Although about 70% of the resources from dismantled vehicles are recycled and reused, they are usually subjected to cascade use* in other industries, with the remaining approximately 30% either incinerated for heat recovery or landfilled. Advancing the electrification of products increases the demand for scarce resources, leading to potential risks of rising resource prices and supply constraints, which could affect the availability of products and services.

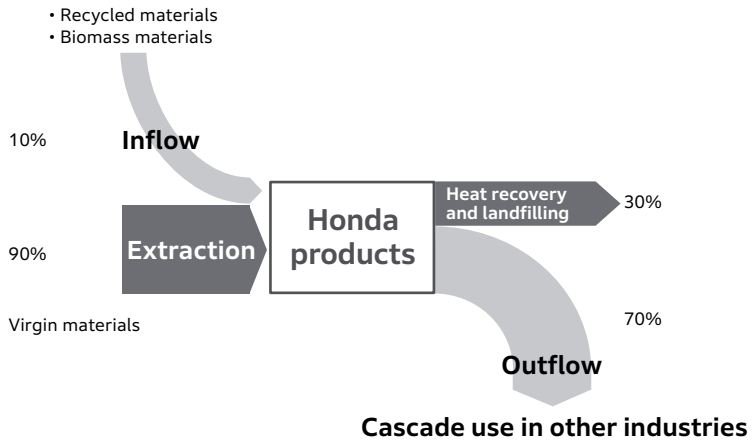
In addition, since the quality requirements for materials in today's automobiles are high, using recycled materials increases costs. Therefore, it is essential to implement resource circulation initiatives with economic feasibility to make recycled materials more viable.

In a traditional linear business model based on production and disposal, the recycling process is not included in the supply chain. Honda is working to go beyond the conventional business model and achieve resource circulation by collaborating with relevant industries. Alongside its efforts towards carbon neutrality, Honda is addressing societal challenges related to resource utilization, striving to continuously provide the "joy and freedom of mobility" through its mobility solutions.

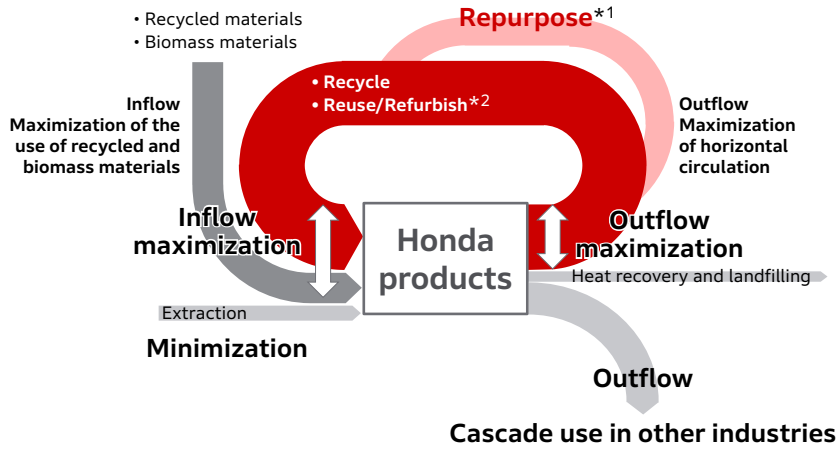
Honda has set "efficient utilization of resources" as a materiality and aims to achieve a "100% use of sustainable materials" by 2050. To achieve this, it is necessary to maximize the use of recycled and biomass materials in the inflow during the product manufacturing stage and to maximize horizontal circulation in the outflow after the end of the product lifespan.

* Cascade use: A method of using resources and energy in stages to maximize their use while allowing for a decline in quality.

Traditional Material Flow



Ideal Circular Material Flow



*1 Repurpose: Secondary use of own products for other purposes after primary use
*2 Refurbish: To add new value to used vehicles by improving performance and service through the latest updates

Strategy

Achieving Horizontal Recycling by Maximizing the Use of End-of-Life Products

Honda aims to achieve resource circulation through horizontal recycling*, which maximizes the use of End-of-Life Vehicles (ELVs). This approach requires the development of a new "circular value chain." To build this value chain, Honda is working to acquire capabilities beyond its current corporate activities. The insights and technologies gained from this effort are expected to support the preparation of new businesses and products designed with a circular economy in mind, as well as the innovative technologies to achieve them. Consequently, Honda focuses on transforming its business from a mass consumption model to a circular one.

* Horizontal recycling: Recycling used products back into resources and using them again for the same purpose

Creating Economic Viability in Resource Circulation

Fully utilizing the value of products and parts during their lifecycle and highly efficient recycling of used products while ensuring economic viability throughout a product are both vitally important for resource circulation.

To fully utilize the value of products and components, we will focus on reusing and repurposing them.

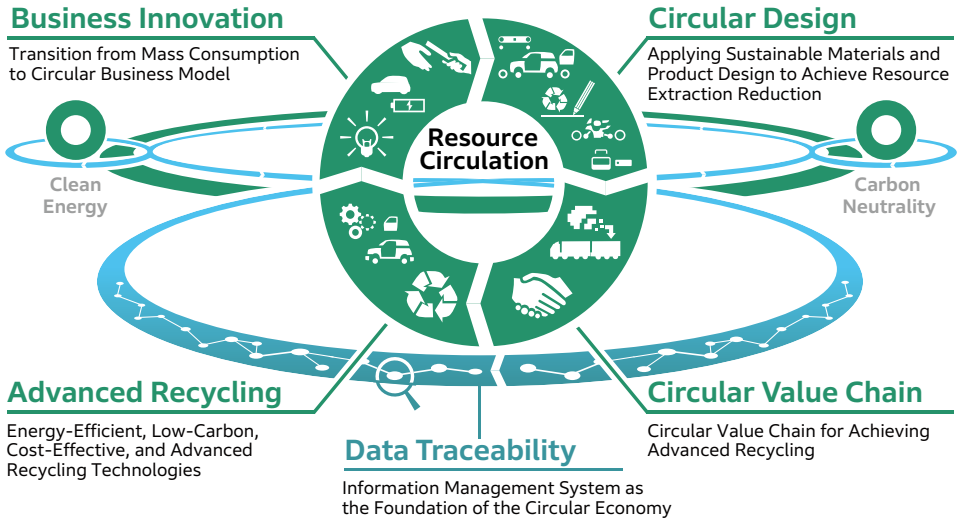
We will also utilize data to "visualize value" throughout the product lifecycle, facilitating regulatory compliance, proper transactions of products and components, and promoting their effective use.

To efficiently recycle used products, it is crucial to incorporate "circular-oriented materials and design" into the products. For the products currently under development, we are advancing the replacement of materials with those designed for circularity, integrating material types, and adapting material specifications and manufacturing methods to accommodate the use of recycled materials. Additionally, we are working on designs that facilitate easy disassembly of ELVs and transforming components made of multiple materials into structures that allow for easy separation into single materials, avoiding the inclusion of contaminants during the recycling process.

In addition to embedding these preparations into products, we will also focus on expanding future horizontal recycling efforts. For this purpose, we are working with our partners to develop advanced recycling technologies, including those for dismantling, shredding, sorting, and reprocessing materials, all aimed at achieving both environmental impact reduction and economic viability.

Five Key Concepts of Resource Circulation

Resource Circulation Concept Diagram



Business Innovation
Honda is committed to shifting to a circular business that uses up products and parts throughout their entire life cycle and recycles them with high efficiency.

Advanced Recycling
Honda is committed to the research and development of advanced technologies that enable energy-saving, low-carbon, and low-cost recycling.

Data Traceability
Honda will work on visualization of social values such as lifecycle CO_2 emissions and recycling rate to prove compliance with laws and regulations and to promote appropriate trade and use of recycled materials. The Company is committed to proving maintenance history and improving resource recovery rates through the extensive use of digital technologies.

Circular Design
Honda is committed to establishing a system premised on recycling, which includes the selection of materials suitable for recycling, easy disassembly and separation design that enables the removal of high-quality scrap, and stable procurement of recycled materials.

Circular Value Chain
Honda will work on optimizing specifications across the entire supply chain involved in resource circulation, including material manufacturers and dismantling and shredding industries, to build a circular value chain that maximizes economic efficiency.

Strategy

Path to Business Transformation Considering the Product Lifecycle

Honda has set “efficient utilization of resources” as a materiality and aims to achieve a “100% use of sustainable materials” by 2050.

Generally, automobiles, after being manufactured and sold, reach customers and undergo around a decade of use before reaching the end of their lifecycle. Therefore, efforts related to resource circulation require time to realize their benefits. To achieve a “100% use of sustainable materials” by 2050, it is essential to implement initiatives with the entire product lifecycle in mind.

Honda is addressing the realization of product resource circulation by dividing the period up to 2050 into two major phases. Specifically, until the early 2030s Honda is focused on “acquisition of pioneering capabilities” and “preparation of circular business models, products, and innovative technologies.” The latter half from late 2030s is anticipated to be the period when the effects of these preparations begin to manifest, focusing on “business transformation effects and the implementation of innovative technologies.” Recognizing that achieving the envisioned 2050 goals requires more than just in-house business areas and technology development, Honda is collaborating with partners in fields outside its current business scope. This approach aims to acquire capabilities to expand business areas ahead of competitors. Additionally, Honda is engaging in technology development with various manufacturers of materials, components, and parts, focusing on circular business models and innovative technologies. The goal is for these preparations to result in business transformation effects in the latter half of the 2030s and to enable further implementation of innovative technologies.

Strategy

Acquisition of Pioneering Capabilities and Preparation of Circular Business Models, Products, and Innovative Technologies

Looking ahead to the period when the effects of upcoming business transformations will manifest in over a decade, we are considering collaborations with various partners to construct a circular value chain.

Acquisition of Pioneering Capabilities

To acquire capabilities to build a circular value chain, we have established a joint venture, ALTNA Co., Ltd., with Mitsubishi Corporation.

ALTNA not only engages in smart charging and repurposed energy storage businesses but also offers leasing products using Honda EVs. During the lease period, we monitor the battery's usage and collect batteries that are no longer in use. By continuously monitoring the battery's condition from vehicle use, we leverage the data obtained to maximize the utility of collected batteries, contributing to long-term and stable operations. The leasing prices are set with the premise of long-term utilization of batteries from vehicle to stationary use, which helps reduce the economic burden for EV owners.

Additionally, batteries that have completed their use in vehicles and stationary applications will be recycled as part of our efforts to achieve a circular value chain.

Honda, together with DENSO CORPORATION, Toray Industries, Inc., Nomura Research Institute, Ltd., MATEC Inc., and REVER CORPORATION, has established the BlueRebirth Council. This council promotes initiatives to expand the use of recycled materials in automotive recycling and to build a manufacturing and recycling integrated value chain. Specifically, the council engages in discussions and research, as well as advances technology development and demonstration tests together with participating companies, research institutions, and other stakeholders, starting with the automated precision dismantling of ELVs. In addition, the council makes recommendations to relevant companies and organizations. Through these initiatives, the council will promote resource circulation toward a Car-to-Car model, contributing to the realization of a circular economy in the automotive industry.

For information on the establishment of ALTNA, please refer to
https://global.honda/en/newsroom/news/2024/c240613aeng.html

Six Companies Establish BlueRebirth Council to Expand Use of Recycled Materials in New Vehicles
https://global.honda/en/topics/2025/c_2025-06-30eng.html

Preparation of Circular Business Models, Products, and Innovative Technologies

Honda is advancing initiatives with manufacturers handling a wide range of materials and components as part of its efforts to develop businesses, products, and innovative technologies premised on circularity.

Achieving horizontal recycling in the synthetic resin field is extremely challenging due to significant constraints, including ensuring economic viability, securing the quality and stable supply of recovered raw materials, and meeting required product performance standards. To address these challenges, Honda is pursuing initiatives such as the following.

Together with Idemitsu Kosan Co., Ltd., Honda conducted a demonstration test related to the chemical recycling of plastics derived from end-of-life vehicles. Leveraging the results of this demonstration, the companies developed Japan's first chemically recycled resin compound material made from 100% end-of-life vehicle–derived plastics in February 2025 (using the mass balance approach), and applied it to the front panel of a platform-type autonomous mobility test vehicle.

In partnership with Toray Industries, Inc., we have successfully developed a technology to return nylon resin to its monomer state. This technology uses subcritical water as a solvent, eliminating the need for traditional acid catalyst waste treatment and allowing for the conversion of recycled materials into products with performance and quality equivalent to virgin materials with high yield in a short time. The reduction in reaction time has enabled continuous processing equipment, which helps lower capital investment costs. A pilot plant with an annual production capacity of 500 tons has been completed at the Nagoya Plant of Toray Industries, Inc. We began joint demonstration testing in April 2026.

In addition, Honda has developed chemical sorting technology that dissolves resin to separate and remove solid contaminants. This technology increases the purity of waste plastics to 99% or higher, improving recycling efficiency, while also helping reduce processing cost burden through process simplification.

Honda is committed to developing advanced recycling technologies that achieve both low energy consumption and economic feasibility.

Idemitsu Kosan Co., Ltd.
(Plastics)

Toray Industries, Inc.
(Nylon resins)

Initiatives

Initiatives for Motorcycles

From the perspective of reducing environmental impact, we have undertaken efforts in motorcycles, including reducing material usage through lightweight design, adopting recycled materials, and designing structures with recyclability in mind.

In addition to using recycled materials such as iron and aluminum, which can reduce land alteration during raw material extraction and CO_2 emissions during material production, we are pursuing new initiatives by applying bio-based materials and recycled resins that contribute to reducing the extraction of fossil resources.

Application of Pre-Consumer Recycled Materials to Products
(Circular Design)

As part of our efforts to expand the use of recycled resins, we began applying pre-consumer recycled polypropylene materials* in 2024 and expanded their application to the CB1000F and CB1000GT (European market model) sold in 2025.

Pre-consumer recycled materials, due to their known material properties, allow for physical property adjustments equivalent to virgin materials while mitigating the risk of regulated chemical substance contamination.

We will continue to apply pre-consumer recycled materials to other models in the future.

* Pre-consumer recycled materials are derived from scraps generated during the manufacturing or molding processes of products such as automobiles and home appliances.

Application of components (highlighted in green)

CB1000F

Application of Post-Consumer Recycled Materials to Products
(Circular Design)

To further expand the use of recycled resins, Honda applied post-consumer recycled polypropylene materials* to exterior parts of the CB750 HORNET and XL750 TRANSALP sold in 2025.

Because post-consumer recycled materials utilize used plastic products collected from the market, they are more difficult to control than pre-consumer recycled materials. Accordingly, by implementing controls at the procurement stage of waste materials to prevent the mixing of regulated chemical substances, and by adjusting material formulations to ensure the required properties, Honda made it possible to apply these materials to its products.

Honda plans to continue expanding their application to other models.

* Post-consumer recycled materials are derived from used waste plastic products from general consumers and product end users.

Application of components (highlighted in blue)

CB750 HORNET

XL750 TRANSALP

Initiatives

Application of Recycled Automobile Bumper Materials to Motorcycles (Circular Design, Circular Value Chain)

We have previously utilized recycled materials made from discarded bumpers of Honda vehicles collected from dealerships, applying them to undercovers and other parts of automobiles.

Through design optimization, we have successfully applied recycled bumper materials from automobiles—previously challenging to use in motorcycles—to components such as the luggage box of the NC series* sold in 2024.

This initiative leverages Honda's distinctive strengths, including the diversity of our sales products and our established recovery scheme.

* Applicable models: NC750X, FORZA 750, and X-ADV

Example of applicable model

X-ADV

Example of applied parts

X-ADV: Luggage Box

Application of Bio-Engineering Plastics to Products (Circular Design)

As part of our efforts to expand the use of the bio-engineering plastic "DURABIO™"*1, we applied it to the colored exterior parts of the NC series sold in 2024, marking the first such application in motorcycles.

By using colored DURABIO™ with high aesthetic quality, painting becomes unnecessary, contributing to CO_2 reduction.

Additionally, Honda expanded the application of DURABIO™, first adopted in the world*2 for the transparent front screen of the CRF1100L Africa Twin launched in March 2024, to the CB1000GT (European market model) released in 2025.

Honda plans to continue expanding the application to other models.

*1 DURABIO™ is a registered trademark of Mitsubishi Chemical Corporation.
*2 Based on Honda's research (as of October 2023).

Examples of applied parts

NC750X
Colored exterior parts (green sections)

X-ADV
Applied part

FORZA 750
Applied part

CB1000GT
Windscreen

Application of Recycled Aluminum Materials (Circular Design)

We have been applying small-diameter wheels, which are made from market scrap using the High-Pressure Die Casting (HPDC) method to compact models, such as scooters and Cubs in Vietnam, Thailand, Brazil, and China.

Meanwhile, large-diameter wheels, which had previously been difficult to apply due to technical challenges, have also begun to be applied to large models produced in Japan and released from 2024 onward.

With this application to large models, wheels made from recycled materials are now used across our entire product line, from compact to large models.

We plan to expand the use of recycled aluminum wheels to global models in a phased manner.

Initiatives

Initiatives for Automobiles

For its automobiles, Honda has been promoting conventional 3R (reduce/reuse/recycle) activities as well as ensuring proper processing when disposing of used products.

The Company will engage in new businesses and services such as horizontal recycling, repurposing, and refurbishing as part of its shift to a circular business.

This section describes the resource circulation efforts related to new and used vehicle sales.

Initiatives for Battery Lifetime Management Commercialization (Business Innovation)

For batteries installed in the N-VAN e: released in 2024 and the N-ONE e: released in September 2025, Honda works to maximize battery value by upgrading battery monitoring functions and conducting lifetime management through conversion from on-board use to stationary use.

The battery monitoring function, which determines the state of deterioration of components and other factors, enables efficient utilization of resources and reduces the economic burden on automobile users.

Honda and MC Sign MoU to Explore New Businesses in EV Age
https://global.honda/en/newsroom/news/2023/c231012eng.html

Expanded Use of Sustainable Materials for Floor Carpet Mats (Circular Design, Circular Value Chain)

Starting in April 2024, Honda adopted a sustainable material, recycled PET material, for the floor carpet mats, a Honda genuine accessory for the N-VAN light vehicle. It is significantly lighter than conventional mats. The use of sustainable materials is an effort to consider recyclability after use and to contribute to a circular society in the future. As of the fiscal year ended March 31, 2026, the application of this sustainable material has been expanded to five models: CR-V, N-WGN, N-ONE, PRELUDE, and N-ONE e:.

Expanded Use of Recycled Materials from Automobile Bumpers for Parts of New Vehicles (Circular Design)

For the N-VAN e: released in 2024, Honda collected and crushed discarded bumpers from Honda vehicles, revitalized them as sustainable materials, and reused them as accessories for vehicle exteriors and other parts.

For the front grille parts, a technology was applied to randomly mix the bumper paint of past Honda models, leaving a rough finish, so that the pattern is unique and attractive.

Honda | SUSTAINABLE MATERIALS | N-VAN e: | Light Vehicle (Japanese only)
https://www.honda.co.jp/N-VAN-e/susmate/?msockid=3ffe3b2f158a6ff40f3d2e8414f06e2c

Front grille parts made of “recycled bumper material”

Launch of Services Related to Refurbishing Used Vehicles (Business Innovation)

In September 2023, Honda’s Japanese used vehicle business launched Imakore+ (Plus), a program to install new Honda genuine accessories to used vehicles.

In its North American used vehicle business, in addition to the Wireless Apple CarPlay/Android Auto Upgrade released in January 2024, Honda launched an upgrade service to retrofit Blind Spot Information in September 2025.

These initiatives contribute to the efficient use of resources by restoring and enhancing product value through refurbishment and the provision of usage services, thereby creating new added value, enabling products to be used throughout their full lifecycle, and increasing opportunities to recover vehicles at the end-of-life stage.

Honda’s official used vehicle search site | Imakore+ (Japanese only)
https://ucar.honda.co.jp/LP/ImakorePlus

Initiatives

Launch of Horizontal Recycling to Recirculate Aluminum Sheet Offcuts
(Advanced Recycling)

In March 2026, the Saitama Factory Automobile Plant began horizontal recycling that reuses press offcuts from aluminum hoods as aluminum sheet for vehicle bodies. This initiative has been adopted for the aluminum hood of PRELUDE.

While aluminum reduces energy consumption during driving through weight reduction and lowers environmental impact, producing primary aluminum requires a large amount of energy. In addition, one challenge was that press offcuts are easily affected by impurities and are difficult to reuse.

This initiative has optimized the sorting and collection methods for offcuts and improved impurity removal, achieving closed-loop recycling. As a result, offcuts that had previously been sold as scrap can now be reused as high-quality raw material, helping reduce the use of new aluminum ingots and contributing to lower CO_2 emissions in the manufacturing stage.

Going forward, Honda will leverage the know-how gained through this initiative to consider expanding applicable parts and deploying it to other plants, aiming for further advancement of aluminum resource circulation.

PRELUDE

Mass Production of Horizontally Recycled Acrylic Resin from ELVs
(Circular Value Chain, Advanced Recycling)

Honda has adopted recycled acrylic resin recovered and regenerated from ELVs for door visors and has been selling them since September 2025 as Honda genuine accessories for the new N-ONE e: kei car class passenger EV. The use of recycled acrylic resin makes them items aimed at reducing CO_2 emissions and environmental impact.

Conventionally, the majority of resin derived from ELVs has been used for fuel and other purposes due to the technical challenges of sorting and recycling, and has not been recycled into products.

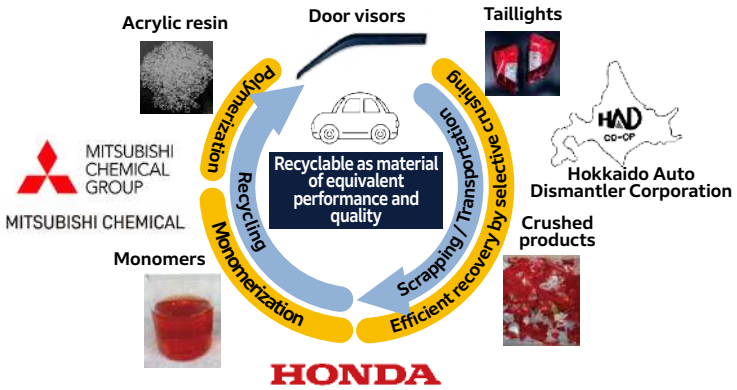
Honda, in collaboration with Hokkaido Auto Dismantler Corporation and Mitsubishi Chemical Corporation, conducted a demonstration test on the horizontal recycling of acrylic resin (from August 2021 to February 2022), establishing an efficient scheme for the entire operation.

Through this test, we developed a recovery method that prevents contamination by foreign materials and a regeneration technology equivalent to virgin materials, paving the way for the world's first* mass production of horizontally recycled products.

This initiative will enable a reduction in the use of virgin materials and a 50% reduction in CO_2 emissions during the production and disposal of acrylic resin.

Moving forward, we will continue to research and develop advanced recycling technologies that support the creation of value chains and sustainable resource circulation to realize a circular society, and work with partner companies to implement these technologies in society.

* Based on Honda's research (as of April 2025)



Initiatives

Other Initiatives

Realizing Resource Circulation through Co-Creation with Customers

To realize resource circulation, Honda has been conducting activities to communicate and promote resource circulation at regional environmental events since the launch of N-VAN e: in October 2024, with the aim of promoting customer understanding and empathy for the initiative.

At the events, in addition to showcasing products to which sustainable materials are applied, we introduced services for product use based on resource circulation principles and our upcycling initiatives that effectively utilize spare parts scheduled for disposal. We also explained that products and services that make efficient use of resources not only reduce environmental impacts through waste reduction but also lead to new value provision.

Honda sees this initiative as an opportunity to encourage customers to consider how products should be handled after use. By fostering understanding and empathy for Honda's resource circulation philosophy and initiatives, as well as deepening mutual understanding between our customers and Honda, we aim to realize a sustainable society based on resource circulation.

Honda's Vision for a Circular Business (Conceptual Diagram)

Upcycled products

uppar | Honda Upcycle Project | Honda Japan Product Information Site
https://www.honda.co.jp/upcycle/ (Japanese only)

Co-Creation of Circular Value by Expanding Options for Recycled Resources

Honda works to maximize resource value based on the principle of vehicle-to-vehicle circulation.

As a result of advancing collaboration and co-creation with companies that support Honda's vision for a circular society, products have now been launched that use recycled materials derived from discarded bumpers supplied by Honda as part of the raw materials and achieve a recycled polypropylene usage rate of 92% to 94%.

This initiative expands the potential uses of recycled materials and contributes to broadening the scope of resource circulation.

Since the 1990s, Honda has been collecting and recycling bumpers replaced during repairs at dealerships and circulating them as recycled materials.

While maintaining circulation for automotive applications as the basic principle, Honda will maximize resource value and contribute to realizing a sustainable circular society by selecting optimal applications according to the characteristics of recycled materials, based on quality standards and material properties.

Ryohin Keikaku Co., Ltd., Recycled Polypropylene Sturdy Storage Box, Shallow, Dark Gray
https://www.ryohin-keikaku.jp/news/articles/2026_0107_01 (Japanese only)

Recycled polypropylene sturdy storage box (shallow, dark gray)

Strategy

Efficient Utilization of Resources in Corporate Activities

To reduce environmental impact throughout the product lifecycle, Honda has set “efficient utilization of resources” as a materiality. To realize this, Honda has defined waste reduction and water resource conservation as priority activity areas in its corporate activities and engages in resource circulation.

Waste Reduction and Promotion of the 3Rs

With a view to effective use of resources and reduction of environmental impact, Honda implements company-wide 3R initiatives, including reducing scrap materials in production processes (Reduce), as well as Reuse and Recycle. Regarding waste reduction, even in the absence of globally or industry standardized indicators, Honda has continuously established a voluntary management system. Honda strengthens its efforts to minimize the amount of waste and other materials generated through its corporate activities.

Water Resource Conservation

Honda also regards water resource conservation as an important element of efficient utilization of resources and ensures thorough management.

Honda promotes optimal water use tailored to regional characteristics, such as reducing water withdrawal through water-saving and recycled water utilization, striving to minimize the use of water resources.

As a result of steadily implementing these 3R and water resource conservation initiatives, Honda has consistently maintained and continued reduced levels in both waste generation and water withdrawal since the fiscal year ended March 31, 2020. Going forward, Honda will continue its activities to further improve resource efficiency.

Metrics and Targets

	Management Indicator	Scope	Target
			FYE Mar. 31, 2031
KGI	Reduction rate of industrial waste (incineration and landfill disposal) (compared to FYE Mar. 31, 2020)	Honda Group	20%
KPI	Usage rate of recycled and biomass materials	Motorcycles	30% of motorcycles produced in Japan, for Europe market
		Automobiles	30% in EVs produced in Japan

Waste generated by region (thousand t)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	202	196	**202**
North America	355	347	**342**
South America	58.5	60.1	**61.1**
Europe, Africa, and the Middle East	14.3	15.7	**17.7**
Asia and Oceania	250	242	**230**
China	92.0	67.2	**56.8**
Total	972	928	**910** ☑

- Scope of aggregation: Honda Motor Co., Ltd. and its consolidated subsidiaries
- Calculation method: Amount generated = Σ (Industrial waste + General business waste + Valuable materials)
- Expressed in three significant digits

3

Social

3

Social

Own Workforce

Human Rights

Human Resources

Occupational Health and
Safety and Health Management

Governance

To sustainably implement initiatives to respect human rights, Honda has clarified the officers responsible for the initiatives, and established a Human Rights Working Team. The Team is led by the human resources and labor affairs divisions, and collaborates with many divisions involved in human rights, including the purchasing divisions and the divisions in charge of sustainability planning.

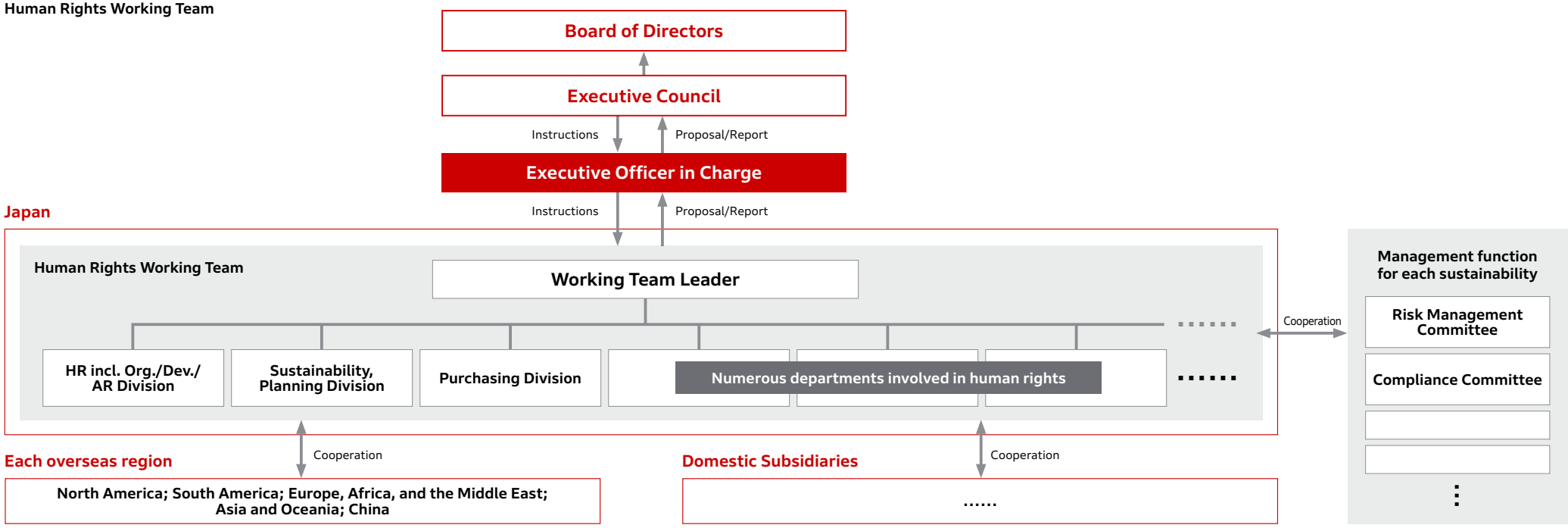
The Human Rights Working Team is working to strengthen the initiatives and encourage associates to take appropriate action through human rights due diligence measures, including assessments for Honda Group domestic and overseas business sites and suppliers, as well as awareness-raising activities.

The Team has also established a system to prevent and mitigate negative impacts and risks related to human rights in cooperation with the Compliance Committee and the Risk Management Committee.

These activities are reported annually to the Executive Council and the Board of Directors and are linked to the Company's sustainability management strategy.

Sustainability Management Structure ➡ p. 05
Cooperate Governance Structure ➡ p. 162
Risk Management Structure ➡ p. 182

Honda's Human Rights Initiatives
Human Rights Working Team



Basic Approach

Honda upholds the idea of "Respect for the Individual" in the Honda Philosophy and includes "Respect of Human Rights" in the Honda Code of Conduct to show its policy to "maintain its stance as a company committed to practicing fairness and sincerity and respecting human rights."

Also in the Code, Honda specifically requires its associates to "respect fellow associates, interact with them in a sincere and appropriate manner, and never engage in any form of harassment or unjust, discriminatory remarks or conduct in the workplace."

Accordingly, based on "Respect for the Individual" in the Honda Philosophy, Honda has formulated the Honda Human Rights Policy to fulfill its responsibility to respect the human rights of stakeholders affected by its business activities.

This policy applies to all executives and associates of the Honda Group (Honda Motor Co., Ltd. and its subsidiaries, including overseas subsidiaries).

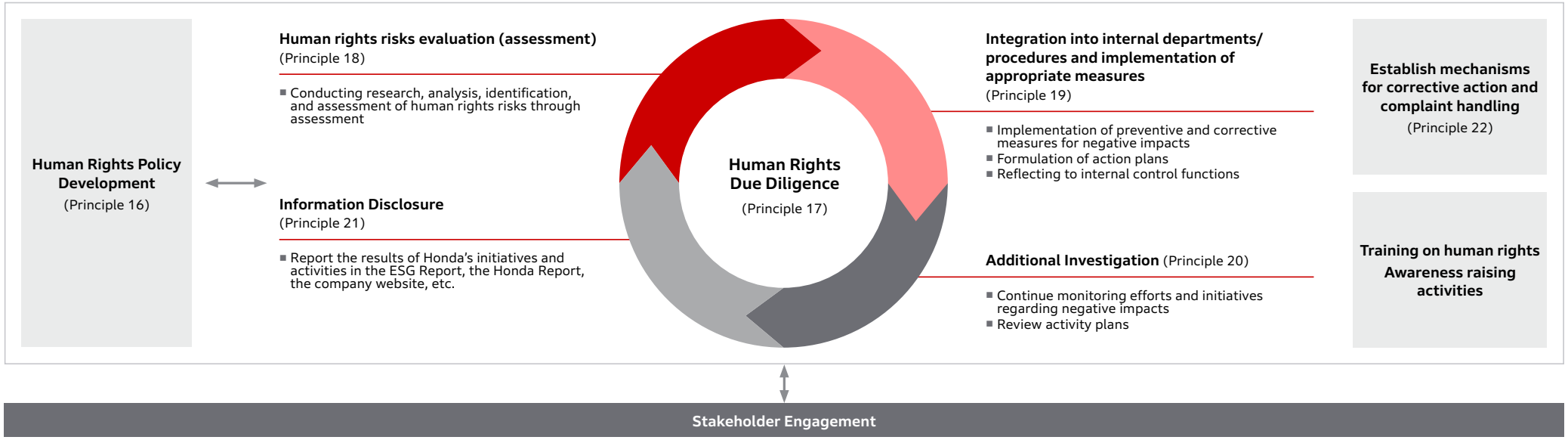
Honda is committed to respecting human rights that are set out in the International Bill of Human Rights and the ten ILO core conventions as set out in the Declaration on Fundamental Principles and Rights at Work. In addition, the Company supports the United Nations Guiding Principles on Business and Human Rights.

To respect the human rights of all people involved in its business activities, Honda has identified the following items, in particular, as human rights issues that the Company must actively address: "prohibition of forced labor and child labor," "elimination of discrimination and harassment, respect and acceptance of diversity," "creation of a free, open-minded dialogue environment," and "maintenance of a safe working environment." The Company is working to put them into practice.

Honda Supplier Sustainability Guidelines
https://global.honda/sustainability/cq_img/report/pdf/supply-chain/supplier-sustainability-guidelines.pdf

Human Rights Policy ➡ p. 71
Associate Relations Policies ➡ p. 76
Rules on Conflict Minerals ➡ p. 195

Honda's Human Rights Initiatives Framework



Basic Approach

Human Rights Policy

Based on the Company's basic approach, Honda formulated the Honda Human Rights Policy in June 2022.

Honda Human Rights Policy

Since our founding in 1948, Honda has continuously worked to provide value to help people and create a better society through our technologies, ideas and designs. The starting point of such efforts is our desire to "help people and society" and "expand the potential of people's lives." The underlying basis of these efforts is the concept of "Respect for the Individual," which constitutes Honda's Fundamental Beliefs.
Honda believes that human beings are born as free and unique individuals with the capacity to think, reason and create — and the ability to dream. Our wish is to nurture and promote these characteristics in Honda by respecting individual differences, trusting each other as equal partners, exercising abilities to the fullest and sharing joy. From this standpoint, we adopt Respect for the Individual, consisting of the three elements of initiative, equality and trust, as one of our Fundamental Beliefs. We believe this spirit should permeate all our relationships with everyone.
Based on the concept of Respect for the Individual, Honda has formulated the Honda Human Rights Policy ("the Policy") to fulfill our responsibility to respect the human rights of stakeholders who may be affected by our business activities.
By putting the Policy into practice, we will cooperate with our stakeholders to undertake business activities in a sustainable manner in order to continue to be "a company society wants to exist."

1. Commitment to the "respect for human rights"
   Honda recognizes that our business activities may impact the human rights of internal and external stakeholders. We are committed to respecting human rights that are set out in the International Bill of Human Rights and the ILO core conventions as set out in the Declaration on Fundamental Principles and Rights at Work. In addition, we endorse the United Nations Guiding Principles on Business and Human Rights and endeavor to practice these principles in business activities.
   We also comply with applicable laws and regulations of each of the countries and regions in which our business activities are conducted. If requirements of the local laws and regulations are in conflict with internationally recognized human rights, we will seek ways to honor the internationally recognized human rights to the greatest extent possible.
2. Scope of responsibility
   The Policy applies to all executives and associates of the Honda Group (Honda Motor Co., Ltd. and its subsidiaries). In addition, we expect all of our business partners to understand the Policy.
3. Governance
   Honda positions respect for human rights as one of our key management issues, and we will also establish an adequate internal structure to reflect the Policy in necessary business policies and procedures while clearly specifying the Director responsible for the formulation and execution of the Policy.
4. Human rights due diligence
   Honda will establish and continuously implement a system of human rights due diligence, which will identify adverse impacts on human rights and prevent or mitigate such impacts.
5. Remedy
   We commit to take appropriate measures to remediate any adverse impact on human rights which Honda clearly caused or contributed to. In addition, we will work to establish a practical grievance mechanism to enable appropriate remedies.
6. Engagement with stakeholders
   In enhancing and improving its efforts to respect human rights, Honda will leverage external knowledge and engage with relevant stakeholders.
7. Education
   Honda will undertake appropriate education and awareness-raising activities to facilitate an understanding of the Policy and put it into practice.
8. Information disclosure
   Honda will make disclosure of its efforts to respect human rights through our corporate website and other means on a regular basis.

* The Policy has been approved by the Executive Council and Board of Directors of Honda Motor Co., Ltd.

Established: June 1, 2022
Revised: June 1, 2023

Honda Motor Co., Ltd.
Director, President and Representative Executive Officer, Chief Executive Officer

Basic Approach

[Human Rights Policy Appendix: Human Rights Issues Addressed by Honda]

Honda proactively addresses human rights issues, including those listed below, in order to respect the human rights of all people with whom we engage through our business activities.
The human rights issues included in this appendix will be reviewed periodically based on changes in societal demand, including legal requirements, and in our businesses.

(1) Prohibiting forced labor and child labor
We respect each individual's fundamental human rights and do not allow forced labor or child labor of any form, including human trafficking.

(2) No discrimination and harassment, respect for diversity & inclusion
Based on the principle that all human beings are equal, we respect diversity & inclusion and prohibit any discrimination and do not tolerate harassment of any form on the basis of an individual's race, ethnicity, national origin, religion, gender, gender identity, sexual orientation, age or disabilities, among other characteristics.

(3) Creating an environment of free, open-minded dialogue
- The associates and the company respect each other's views and endeavor to promote mutual understanding. Maintaining a relationship of mutual trust, the associates and the company make every effort to engage in sincere discussions about any issues that might arise or exist.
- Respecting freedom of association, or not to associate, and collective bargaining, the company attempts to resolve issues in line with the laws, conventions and customs of each respective country and region.

(4) Maintaining a working environment where each associate can work with a sense of security
The company provides a safe and healthy workplace where all associates can concentrate on work with a sense of security.

Initiatives

Initiatives for Human Rights Due Diligence

Human rights-specific assessments are conducted annually at Honda, its subsidiaries, and each overseas local affiliate to identify and assess any potential or actual negative human rights impacts that may be entailed by corporate activities and transactions.

Furthermore, Honda periodically checks internal control functions once a year to ensure that each department is taking appropriate measures based on the Honda Human Rights Policy.

Also, in its company-wide risk assessment activities, Honda has set up a category on human rights, and conducts a risk assessment once a year, in accordance with the Honda Group's common criteria. The priority risks are then identified based on the assessment results and appropriate responses are implemented accordingly.

In 2025, Honda reorganized and communicated the standards and routes for information sharing in the event of labor risk incidents, including human rights issues, at overseas subsidiaries, including joint ventures. To make an appropriate response if a risk concern is identified, Honda has in place a system to share and discuss the issue through meetings with regional human resources officers.

Through human rights assessments for the fiscal year ended March 31, 2026, no serious incidents of human rights violations requiring remediation were identified. Meanwhile, as there are differences in the status of initiatives related to human rights among subsidiaries, including overseas subsidiaries, Honda is working to further reduce risks by understanding the current situation through interviews and sharing the status of other companies' initiatives to further standardize these initiatives at a higher level.

Initiatives

Human rights assessment

Objectives	Identify and assess the potential or actual negative human rights impacts (human rights risks) that may be entailed by corporate activities and transactions
Scope	Honda Group companies covered by the Honda Human Rights Policy
Details	■ Confirmation of the status of efforts to address each human rights issue ■ Confirmation of the occurrence or non-occurrence of violation cases related to each human rights issue
Items of questions	■ Prohibition of forced labor (no trafficking in any form, including human trafficking, etc.) ■ Prohibition of child labor (e.g., confirmation of age for employment) ■ Elimination of discrimination and harassment ■ Dialogue with associates ■ Respect and acceptance of diversity (promoting women's participation in the workplace, employment of people with disabilities, etc.) ■ Wages (compliance with minimum wage standards, efforts to realize equal pay for equal work, etc.) ■ Working hours (limiting overtime work, encouraging the use of paid leave, etc.) ■ Safe and healthy working environment (consideration for childbirth, childcare, and nursing care, support for balancing work and childcare, etc.)

Stakeholder Engagement

To be a company society wants to exist, Honda grasp and understand the demands and expectations of diverse stakeholders toward the Company including Human Rights Initiatives.

Stakeholder Engagement ➡ p. 09

Remedial and Corrective Actions

Honda is striving to create an open organizational culture that allows associates to report any violation related to human rights to their respective superiors or resolve the issue within the workplace. At the same time, Honda will receive consultation in a fair and neutral manner through Business Ethics Kaizen Proposal Line in Japan and other regions overseas.

The Company has various counseling hotlines for associates to build an even healthy work environment.

Counseling Hotlines for Associates ➡ p. 94
Business Ethics Kaizen Proposal Line ➡ p. 180
Establishing a Hotline to Receive Suggestions and Consultation Requests from Suppliers ➡ p. 189

Indicators and Targets

Education and Awareness-raising Initiatives

Honda provides training on the Honda Philosophy all around the world. The Company publicizes the Code of Conduct as best one can by distributing leaflets, posting relevant information on the corporate intranet, and providing training. Additionally, at the pre-assignment training conducted by job level, Honda provides overseas subsidiary managers and human resources managers with information on regional and country-specific trends and past labor disputes to promote good labor-management relations. For all expatriate associates, the Company raises their awareness of the importance of local labor management in accordance with the Associate Relations Policies, which is applied to daily corporate activities.

Furthermore, since 2022, Honda has been conducting awareness-raising initiatives through e-learning on human rights on a regular annual basis for all associates, including overseas expatriates, to enhance their understanding of norms set by the international community, the latest trends, Honda's initiatives, and Human Rights Policy. Since 2025, the scope of awareness-raising initiatives on human rights has been expanded to include local associates at overseas subsidiaries.

For each subsidiary, Honda also recommunicates Honda's human rights initiatives at the annual general affairs managers' meeting and provides content for awareness-raising initiatives at Honda to expand such activities.

E-learning on human rights (in the fiscal year ended March 31, 2026)

Japan, including subsidiaries	68,604 participants
Overseas, including expatriates and local associates	85,398 participants

3

Social

Own Workforce

Human Rights

Human Resources

Occupational Health and
Safety and Health Management

Governance

Human Resource Management Promotion Structure

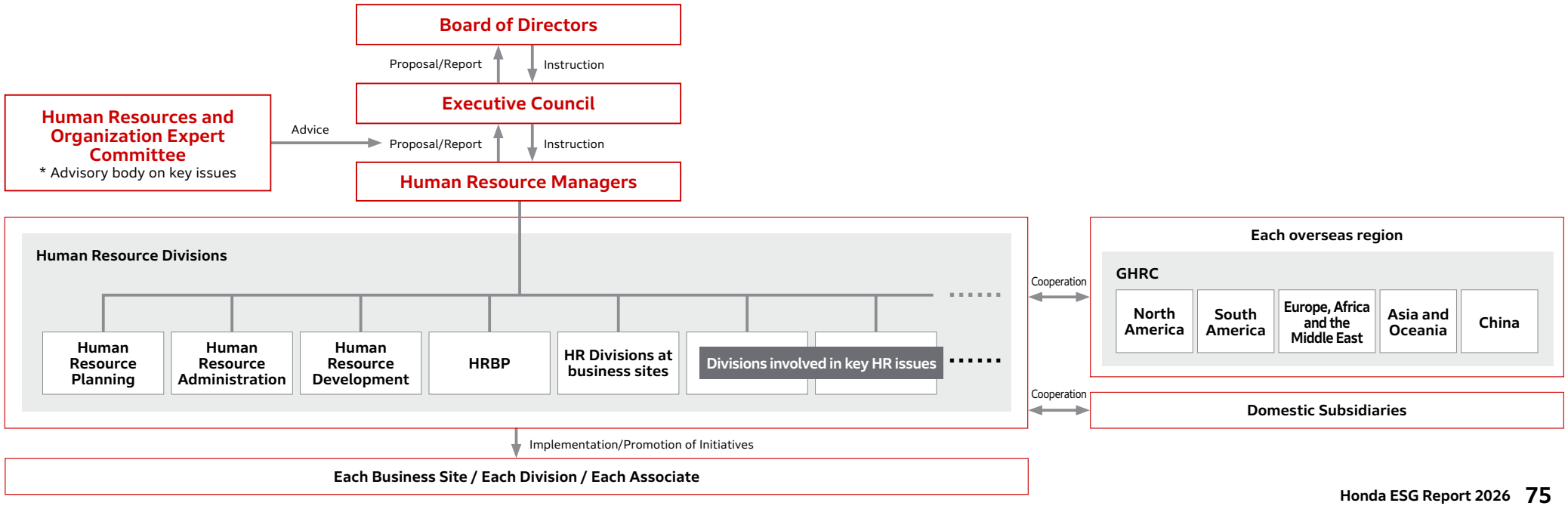
In accordance with its Company Principle, "maintaining a global viewpoint, Honda is dedicated to supplying products of the highest quality yet at a reasonable price for worldwide customer satisfaction," Honda has expanded its business into global markets since its foundation. We position human resource management, which forms the foundation of our business expansion, as a key priority that supports the creation of sustainable corporate value. Our human resource management is promoted on a company-wide basis under the supervision of the Board of Directors and the Executive Council.

Matters of significant importance related to human resources are reported and proposed to the Board of Directors, where deliberations and decision-making are conducted as necessary. At the Executive Council, the progress of human resource strategies and key themes is shared, and oversight is carried out at the management level. In addition, the Human Resources and Organization Expert Committee conducts deliberations and provides advice from a professional perspective. On the execution side, under the overall supervision of Human Resource Managers, the Human Resource Divisions are responsible for ensuring alignment with company-wide policies and managing the framework of personnel systems. Each function—including Human Resource Planning, Human Resource Administration, Human Resource Development, HRBP, and HR Divisions at business sites —works in coordination to implement initiatives.

Furthermore, for each overseas region, we have established a forum known as the GHRC (Global HR Committee), where regional Human Resource Managers and relevant divisions share and discuss key themes and mutually confirm policies and their implementation status. Through this framework, regions including Japan, North America, South America, Europe, Africa and the Middle East, Asia and Oceania, and China collaborate in a two-way manner, thereby promoting globally aligned human resource management.

Sustainability Management Structure ➡ p. 05
Cooperate Governance Structure ➡ p. 162
Risk Management Structure ➡ p. 182

Human Resource Management Promotion Structure



Basic Approach

Fundamental Beliefs for Human Resources Based on the Honda Philosophy

Honda believes that human beings are born as free and unique individuals with the capacity to think, reason and create – and the ability to dream. The Company's wish is to be a company where people with dreams of "I want to be this way" or "I want to do this" gather together, respect individual differences, trust each other as equal partners, exercise abilities to the fullest and share joy together.

From this standpoint, Honda adopts Respect for the Individual, consisting of the three elements of Initiative, Equality, and Trust, as one of the Fundamental Beliefs of the Honda Philosophy. Honda believes this spirit should permeate all its relationships, not only with those in the Honda Group but with everyone in all companies with which Honda does business.

In the associate survey conducted for the fiscal year ended March 31, 2026, the question regarding "Empathy with the Honda Philosophy" received a score of 4.12 out of 5, indicating a high level of empathy among associates.

The Company follows the Three Principles of Personnel Management, specifically "Respecting Initiative", "Ensuring Fairness" and "Encouraging Mutual Trust", when managing its human resources in areas such as recruitment, training, assignment and utilization, evaluation and treatment. Honda endeavors to build an environment in which all associates are self-motivated and can fully demonstrate their abilities, individuality, and creativity, thereby supporting each individual's willingness to take on new challenges.

As Honda's business activities expand into various parts of the world, it established Associate Relations Policies in March 2012 that are applied to Honda's daily corporate actions, putting these Three Principles of Personnel Management into practice while taking into account "the Universal Declaration of Human Rights" as well as "the ILO Declaration on Fundamental Principles and Rights at Work."

Our Fundamental Beliefs

Honda Philosophy: Respect for the Individual

Initiative	Equality	Trust
Respecting Initiative Respecting the individuality, creative thinking and judgment of each associate.	**Ensuring Fairness** Providing every person with equal employment opportunities. An individual's age, educational background, race, gender, religion, national origin and social or economic status have no impact on the individual's opportunities.	**Encouraging Mutual Trust** Respecting, trusting and recognizing each other as individuals and making sincere efforts to fulfill our responsibilities.

Three Principles of Personnel Management

Associate Relations Policies

To put these Three Principles into practice, Honda has established the following Associate Relations Policies:

1. Respecting individual human rights
- We accept the individual characteristics and differences of our associates and respect their willingness and initiative.
- We will always respect each individual's basic human rights and will not allow forced labor or child labor.

2. No discrimination
- Based on the principle that all human beings should have equal employment opportunities, we will strive to create opportunities for free and fair competition.
- We will not tolerate discrimination or harassment of any form in the workplace on the basis of an individual's race, ethnicity, national origin, religion, gender or age, among other characteristics.

3. Complying with laws and ordinances
- We will respect the social norms, customs and culture of each country.
- We will comply with the laws, regulations and ordinances enacted in each country and region.

4. Creating an environment of free, open-minded dialogue
- The associates and the Company will respect each other's views and endeavor to promote mutual understanding. Maintaining a relationship of mutual trust, the associates and the Company will make every effort to engage in sincere discussions about any issues that might arise or exist.
- Respecting freedom of association, or not to associate, and collective bargaining, the Company will attempt to resolve any and all issues in line with the laws, conventions and usages of each respective country and region.

5. Maintaining a working environment where each associate can work with a sense of security
- The Company will provide a safe and healthy workplace where all associates can concentrate on work with a sense of security.

Basic Approach

Human Resource Systems Based on Three Principles

Respecting Initiative

Respecting Initiative means respecting the individuality, creative thinking, and judgment of each associate. For example, Honda has introduced human resource evaluation programs tailored to the characteristics of each region. In Japan, Honda places emphasis on two-way communication with supervisors in associate development and evaluation. Through at least five interviews with supervisors each year, associates come out with their career and future vision, work out their individual role and action targets based on the organization's business goals, and look back on their performance to receive objective and fair evaluations.

Percentage of associates going through the evaluation programs ➡p. 101

Ensuring Fairness

Ensuring Fairness means that every person has equal employment opportunities, regardless of age, educational background, race, gender, religion, national origin, and social or economic status. Here, fairness does not mean that all associates are treated the same regardless of their motivation; rather, it means providing motivated associates with equal opportunities to demonstrate their abilities. For example, the Company has established a uniform, company-wide compensation system that does not take job type or educational background into account. The Company has also adopted a hiring system for new graduates that omits school name fields from application forms, placing greater emphasis on the individual rather than educational background. The same applies to job assignments, where all associates are offered fair opportunities.

Encouraging Mutual Trust

Encouraging Mutual Trust means respecting, trusting and recognizing each other as individuals, and making sincere efforts to fulfill our responsibilities. This is exemplified by the culture of using the honorific "-san" regardless of position or qualification, and the "Waigaya" culture that promotes free and vigorous dialogue.

Associates and the Company respect each other's views and make every effort to engage in sincere discussions about any issues that might arise or exist to promote mutual understanding. The Company is also taking measures such as establishing an appropriate notification period in advance of implementing important corporate policies that may significantly affect associates.

This facilitates team building and communication, enhances collaboration among associates, and ultimately leads to better outcomes.

In addition to our human resource initiatives based on these Fundamental Beliefs, we also identify and organize key issues from the perspective of the impact of corporate activities on associates and their importance to business operations.

In particular, the themes of working conditions, human resource development, and diversity & inclusion form the foundation for creating an environment in which each associate can fully demonstrate their abilities and continue working with peace of mind. We recognize these as important themes that must be appropriately managed by the Company. These areas influence associates' sustained engagement, as well as talent acquisition and retention, and are also closely linked to the Company's credibility and the sustainability of the organization. We are advancing initiatives in these areas.

■ Working Conditions

In terms of working conditions, in addition to fair system operations based on compliance with laws and regulations, we place importance on developing an environment that enables diverse working styles suited to various life stages. We believe that establishing a foundation that allows associates to continue working with peace of mind, including support for balancing work with childcare and caregiving, is important not only for ensuring stable organizational operations but also from the perspective of securing talent.

■ Human Resource Development

With regard to human resource development, we recognize that continuously providing opportunities for capability development and skills enhancement supports the growth of associates and contributes to maintaining and strengthening an organizational foundation capable of responding to changes in the business environment.

■ Diversity & Inclusion

Respect for diversity & inclusion and the creation of an inclusive environment are important themes in realizing a workplace where associates have equitable access to opportunities and can fully demonstrate their abilities. We position these efforts as key elements that support the soundness and sustainability of the organization.

Initiatives

Fundamental Philosophy Behind Initiatives Regarding Working Conditions

Working Styles Focused on Maximizing Output Quality and Time Value

Honda has long promoted the creation of a work environment in which associates can feel both secure and fulfilled in their work, based on the philosophy of "Work hard, play hard."

In recent years, we have thoroughly enforced appropriate time management based on compliance with laws and regulations and the prevention of excessive working hours. At the same time, we place importance on establishing ways of working that make effective use of limited time and enhance the quality of output. Rather than simply managing working hours, we believe it is important to achieve a balance between how time is used and the results delivered.

In addition, from the perspective of maximizing the performance of both individuals and the organization, we adopt in-person collaboration as the basic approach while enabling flexible working arrangements tailored to the nature of the work and individual circumstances.

Through the development of work environments tailored to diverse life stages, we are building a foundation that enables associates to continuously demonstrate their abilities.

Furthermore, we are enhancing management systems to improve the accuracy of time management and reduce labor-related risks, while also establishing a range of working options tailored to the characteristics of different roles.

Through these initiatives, we aim to achieve both appropriate labor management and flexible working styles, and to establish ways of working that maximize results within limited time. Going forward, we will continue to review our working styles in light of changes in the business environment and societal expectations.

Specific Initiatives

Category	Programs	Systems
Thorough management of appropriate working hours	Management of working hours in one-minute increments using PC log data	By using PC startup and shutdown log data and managing time and attendance in one-minute increments, Honda improves the accuracy of working hours management and ensures tracking of actual working hours.
	Adjustment of start times on the day following late-night work	When associates work past 10:00 p.m., Honda ensures an 11-hour rest period before the start of work on the following day to safeguard their health and manage appropriate working hours.
Development of workstyles to drive value creation	Promotion of annual paid leave utilization	To create an environment where associates can take leave with peace of mind, Honda implements a Zero Expiry of Annual Paid Leave initiative to prevent the loss of annual paid leave due to carryover expiration.
	Introduction of a discretionary work system	By adopting a workstyle that emphasizes the quality of work and output rather than hours worked, Honda drives value creation through the exercise of each associate's autonomy and creativity.
	Adoption of a flextime system without core hours	Through a flextime system without core hours, Honda enables flexible workstyles tailored to work requirements and individual circumstances.
Development of workstyles based on diverse life stages	Implementation of flexible remote work arrangements	To support associates in balancing their work and work requirements with childcare, nursing care, medical treatment for illnesses or disabilities, or other personal circumstances, Honda implements flexible remote work arrangements.
	Expansion of work-life balance support systems	To support associates in balancing work with childcare, nursing care, medical treatment for illnesses, or other personal circumstances, Honda expands various systems such as leave and shorter working hours.
	Enhancement of employment and working environments for associates aged 60 or older	For associates aged 60 or older, Honda enhances the working environment to enable them to continue working with peace of mind, including the introduction of systems for shorter working days and shorter working hours.

Initiatives

Initiatives Regarding Working Conditions

Support for Balancing Life Events and Career Development

In modern society, there are an increasing number of situations that require assistance at different stages of life, such as childcare, nursing care, treatment due to unexpected illness, health issues, and infertility treatment. To address these issues, Honda focuses on creating an environment in which each associate can balance the diverse lifestyles and career development they desire and, subsequently, diverse human resources can play an active role, as well as enhancing its support systems. For example, Honda promotes understanding of the systems by publishing a handbook on support for work-life balance and disseminating information through an in-house portal site. We have created original videos incorporating perspectives that support the balance between lifestyle and career and have made them available year-round on its internal learning platform as a Childcare Support Video Seminar. Through this initiative, the Company encourages proactive career development from the childcare stage, regardless of gender.

Additionally, by strengthening initiatives to promote male participation in childcare, taking childcare leave regardless of gender has become established across the Company. This has contributed to workstyle reforms and improved productivity, and as a result, has also supported the advancement of women in the workplace. Furthermore, Honda will provide support and improve the environment for diverse issues such as balancing work with nursing care and medical treatment. Honda aims to provide a safe working environment for its associates and to achieve growth and development of the Company as a whole.

Received the Minister of Health, Labour and Welfare Award in Hataraku Yell 2026

In the Hataraku Yell program, which comprehensively assesses organizations based on six evaluation criteria, including the quality and operation of welfare benefits, as well as responses to management challenges, Honda received particularly high recognition among applicant organizations and was awarded the Minister of Health, Labour and Welfare Award as the most outstanding company.

This recognition reflects the utilization of welfare benefits aligned with management strategy, the application of welfare systems to diverse associates, and the effective implementation of these initiatives.

List of major systems to support balancing life events and career development

Category	Programs and systems
Childcare	■ Childcare leave system * Available until the end of April immediately following the child's third birthday ■ Postpartum partner leave ■ Remote work system for childcare * For children up to the end of the 6th grade of elementary school (starting April 2026) ■ Shorter working hour system * For children up to the end of the 6th grade of elementary school (starting April 2026) ■ Fixed work schedule for one shift in the manufacturing area * For children up to the end of the 6th grade of elementary school (starting April 2026) ■ Company full-time nurseries (Tochigi district, Wako district) ■ Temporary nursery / school-age childcare services and subsidy program for associates working on public holidays ■ Child nursing care leave * For children up to the end of the 6th grade of elementary school (starting April 2026), and paid up to 5 days per child (maximum 10 days) * Hourly acquisition in working hours ■ Childcare expense subsidy system ■ Childcare allowances
Nursing care	■ Nursing care leave system * Up to 3 years ■ Nursing care time-off system * Paid up to 5 days per year ■ Remote work system for nursing care ■ Shorter working hour system ■ Fixed work schedule for one shift in the manufacturing area ■ Nursing care allowances
Disease treatment	■ Leave for disease treatment ■ Remote work system for disease treatment ■ Shorter working days / working hours for disease treatment
Fertility treatment	■ System of short-term/long-term leave for fertility treatment ■ Shorter working hour system for fertility treatment (starting April 2026)
Women's health issues	■ Implementation of e-learning using educational videos and in-person training for management ■ Establishment of consultation services staffed by in-house and external healthcare professionals
Transfer of spouses	■ Leave system for associates to accompany their spouses being transferred ■ Transfer system for associates to accompany their spouses being transferred

Initiatives

Initiatives Regarding Working Conditions (Overseas)

Initiatives by Region: North America

Strengthening Frontline Leaders in Response to Increasing Business Complexity

In the North America region, in order to ensure the stability and effectiveness of business operations, we are focusing on coaching, role clarification, and strengthening leadership for Frontline Leaders (FLLs), who are closest to the production site. As the business environment becomes increasingly complex, FLLs play a critical role in reliably connecting organizational expectations with on-site operations. At the same time, however, unclear roles, inconsistencies in leadership approaches, and insufficient coaching capabilities can lead to lower associate engagement.

New Leader Experience program

As part of FLL development, Production Managers—equivalent to frontline supervisors—participate in the New Leader Experience program, where they receive practical leadership training focused on communication, problem-solving, and human resource management. Through this program, they strengthen their ability to proactively address on-site issues and effectively support their team members. In addition, by clarifying roles, decision-making authority and areas of responsibility are defined more clearly, helping to reduce overlap and confusion within the organization.

As a result, associates gain a clear understanding of their expected roles, teamwork is strengthened, and leaders are able to deliver stable performance, contributing to the creation of a positive workplace culture. In the fiscal year ended March 31, 2026, training was completed for 151 newly appointed managers, while 269 managers completed refresher training.

Initiatives by Region: Europe, Africa, and the Middle East

Support for Associates Considering Retirement

In the Europe, Africa, and Middle East region, anticipating that many associates will reach retirement age over the next 5 to 10 years, we have introduced a new initiative called “Transition to Retirement” to support them. Based on the Honda Philosophy of “Respect for the Individual” and in light of changes in the social environment, Honda Motor Europe believes that associates should be able to continue working for as long as they wish. At the same time, it is anticipated that many associates will choose to retire in the coming years, and the purpose is to respect and support those decisions. For the Company as well, this approach provides the benefit of securing sufficient time to advance business planning and succession planning in a more systematic manner. This new initiative has currently been introduced in 10 countries, enabling associates to proactively plan their retirement and share their intentions at an early stage, while also contributing to the visualization of new employment opportunities for the next generation.

POLICY SUMMARY	
Eligibility criteria	**Reward**
Give 12- month notice	Gift payment
Age 60+ 5 yrs service	Workdays phase down

Summary of the “Transition to Retirement” Policy

Initiatives

Initiatives by Region: Asia and Oceania

Providing Diverse Welfare Benefits Initiatives Tailored to Individual Needs

In many local subsidiaries across the Asia and Oceania region, we have introduced a Flexible Benefits system as part of our welfare benefits programs.

Under this system, a portion or all of conventional welfare benefits systems are restructured into a Flexible Benefits budget, which associates can allocate to eligible categories according to their individual needs and life stages. Participation is optional, and associates may also choose to retain conventional welfare benefits systems.

As associates' workstyles and values diversify, this system aims to support their physical and mental health and quality of life across various areas, including health, finance and asset building, lifestyle, education, career, social activities, and self-development support.

The introduction of this system helps enhance associate satisfaction and engagement, respond flexibly to diversifying needs, optimize the budget management of welfare benefits costs, promote health and preventive care, and address other related matters.

Initiatives by Region: China

Maximizing Organizational and Individual Performance Through the Adoption of Flexible Work Styles

We have long emphasized the principles of "Three Reality Principle" (the actual place, the actual thing, and the actual situation) as a manufacturing company, as well as face-to-face "Waigaya" discussions, placing high importance on in-person communication. On the other hand, an associate satisfaction survey conducted at the Beijing office of Honda Motor (China) Investment Co., Ltd. (HMCI), which oversees corporate functions in the China region, revealed a challenge related to insufficient flexibility in working styles.

Since its establishment, HMCI has adopted a work style centered on in-person communication. However, in recent years, delays in introducing flexible working styles compared with other companies have led to challenges such as talent outflow and difficulties in securing new hires.

Accordingly, with the aim of maximizing both organizational and individual performance, HMCI launched an initiative to introduce flexible working arrangements while maintaining its manufacturing culture. The company first began implementing the initiative on a trial basis, optimized the system design based on the results, and then proceeded with full-scale implementation. In addition, to prevent inconsistencies in operation across departments, HMCI clarified approval criteria for managers and thoroughly supported the rollout by presenting application cases and holding multiple alignment meetings to ensure a shared understanding.

As a result, more than 90% of both associates and managers have evaluated the system positively. Going forward, Honda will continue to provide an environment that enables autonomous and flexible working styles, and further promote the creation of a workplace where both the organization and individuals can maximize their performance.

Initiatives

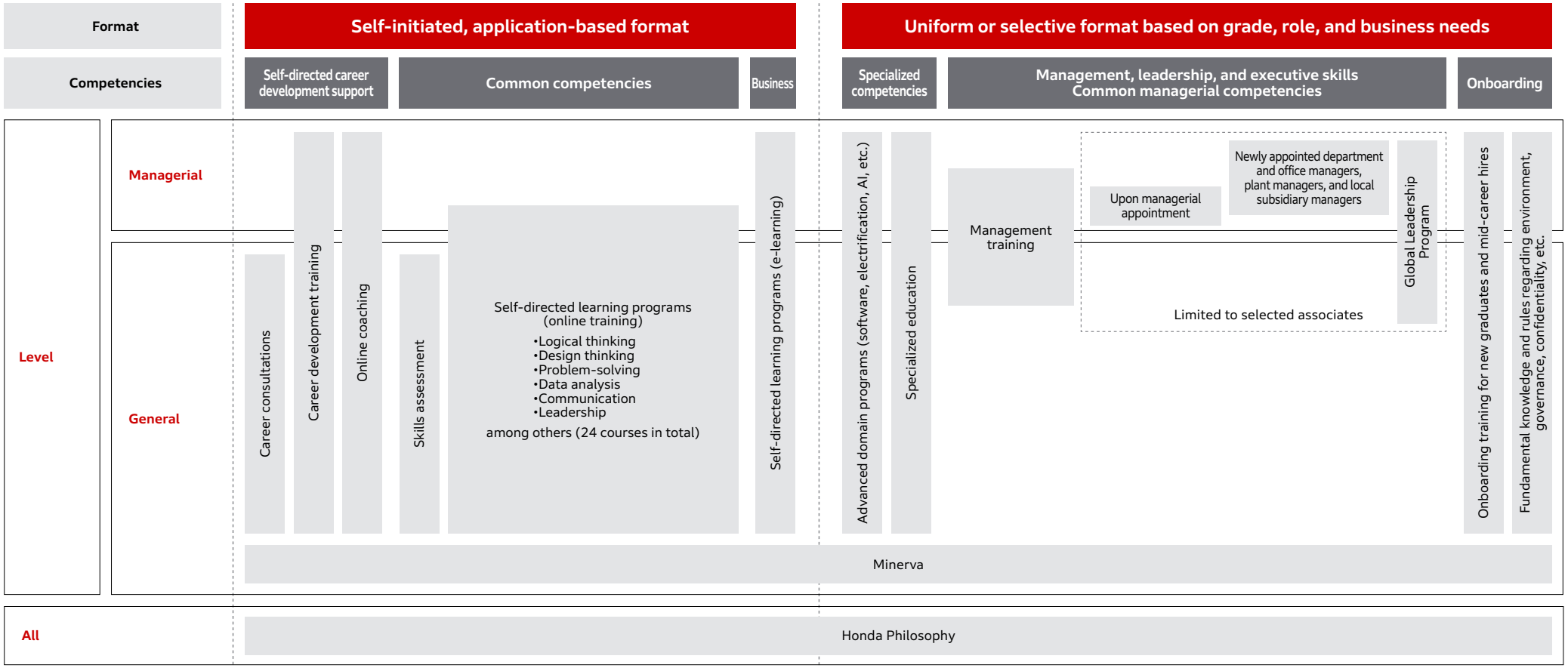
Fundamental Philosophy Behind Human Resource Development Initiatives

Strengthening "Skill Development to Encourage Career-Focused Self-Improvement"

Honda places emphasis on the initiative and willingness of each associate to take on challenges, and promotes skill development centered on on-the-job training (OJT), through which associates enhance their expertise and job performance capabilities while gaining practical experience.

At the same time, we are implementing systematic initiatives to enable associates to pursue self-improvement toward realizing their self-directed career aspirations, and to further encourage supervisors to support the development of each individual's capabilities.

Human Resource Development Structure



Initiatives

Human Resource Development Initiatives

Specific Initiatives
Passing on the Honda Philosophy

Honda believes that, in order to sustain a Honda-like corporate culture, it is essential to share with associates around the world the standards that guide business decisions and actions, namely, values such as the Honda Philosophy.

Honda provides opportunities, tailored to the career stage of associates, to revisit the Honda Philosophy and to promote its practice and transmission in the workplace through training and related initiatives.

In addition, to make the contents of this initiative more practical, we utilize case studies that illustrate how senior executives and regional top management thought and made decisions based on the Honda Philosophy, when they reached their conclusions in actual management and business decisions.

Furthermore, in April 2023, Honda added the statement "How we move you." as a tagline to its global brand slogan "The Power of Dreams," thereby redefining its purpose and the value it provides in today's environment.

Currently, Honda is promoting multifaceted initiatives—including messages from senior management—so that all associates can understand this aspiration and take action toward their own dreams.

In November 2025, to implement initiatives for developing instructors who will carry forward the Honda Philosophy, Honda promoted globally consistent efforts, including collaboration with each region to develop implementation plans.

Building a Foundation for the Next Generation of Talent
— New Associate Training to Internalize the Honda Philosophy —

Honda conducts new associate training with the aim of ensuring that associates develop a solid foundation to thrive in an era of rapid change, where past precedents may no longer apply.

For new graduate hires in the fiscal year ended March 31, 2026, Honda set the training theme as "From being supported to supporting others," with the goal of shifting mindsets from student to working professional and internalizing the Honda Philosophy so it can be reflected in daily actions. Over a four-month period following entry, associates participate in a combination of in-person and online group training, along with on-site practical training at factories and dealerships across Japan.

In group training, associates acquire fundamental skills as working professionals and deepen their understanding of the Company's philosophy through business mindset training, lectures on the Honda Philosophy, and visits to the Honda Collection Hall.

In on-site training, associates gain work experience at factories and dealerships across Japan, experiencing Honda's core values, such as the Three Reality Principle —which emphasizes going to the actual place, knowing the actual situation, and being realistic—and the "Three Joys of Buying, Selling, and Creating." Through these hands-on experiences, Honda fosters a foundation for associates to develop empathy with the Honda Philosophy and translate it into practice.

For mid-career hires, starting in the fiscal year ended March 31, 2026, Honda provides opportunities to revisit and deepen their understanding of the Honda Philosophy by combining classroom-based learning with several months of practical work experience, followed by visits to production sites of factories to observe operations firsthand. Through group work and presentations, these programs contribute to a deeper understanding of Honda's values and decision-making standards.

With these initiatives, the Company supports associates in adapting to Honda's culture at an early stage so they can perform effectively.

Initiatives

Major Training Programs and Content

Content		Details
Management and Leadership Development Training		■ A program designed to strengthen the will and capabilities of associates responsible for management functions to lead transformation, through continuous reflection and practical application in their respective workplaces. ■ It fosters intrinsic motivation as leaders, enhances capabilities in strategy formulation as well as human resources management and organizational management, and contributes to the application of learning in workplace actions. ■ In addition, training is provided for specific role appointees—such as newly certified managerial personnel, newly appointed department, office, and factory heads, and heads of overseas operations—with the aim of deepening their understanding of roles and responsibilities from a management perspective and equipping them with the knowledge and skills necessary to perform their duties. These initiatives contribute to strengthening management capabilities and leadership that can respond to changes in the business environment. ■ A total of 1,237 participants attended in the fiscal year ended March 31, 2026.
Advanced Domain Program	Software and Electrification Domain	■ Since 2024, Honda has provided e-learning programs that compile the fundamental knowledge all associates should acquire—regardless of business or job function—in preparation for challenges in advanced domains such as software and electrification. In 2025, in addition to updating the course content, the same programs were also expanded to associates overseas.
	Python Training, Statistics and Data Analysis, and Machine Learning	■ Honda offers company-wide programs—including hands-on, in-person Python training as well as courses in statistics, data analysis, and machine learning. To support the acquisition of fundamental skills and knowledge required for operations in new domains, the Company has established an environment in which associates can take these courses at their own initiative and timing. ■ A total of 721 participants attended in the fiscal year ended March 31, 2026.
	Promotion of AI Utilization	■ Honda has introduced an environment to promote the use of AI, where associates can assess their own AI skill levels and access e-learning programs that include mandatory governance training as well as level-specific content. In addition, to provide opportunities to apply what has been learned, the Company has established an environment in which various generative AI tools can be used on a trial basis. Although the initiative was positioned as a pilot introduction in the fiscal year ended March 31, 2026, a total of 2,000 associates participated in the program.
Skill Assessment		■ An online assessment designed to measure the skills and competencies commonly required of associates, enabling them to understand their own strengths and areas for improvement. ■ It visualizes each associate's level both internally and externally, and the results are used to support capability development and inform the selection of next steps, including learning opportunities. ■ The assessment was conducted for 897 participants in the fiscal year ended March 31, 2026.
Self-Directed Learning Programs (Online Training and E-Learning)		■ Elective online training programs to enhance the skills and competencies commonly required of associates, along with e-learning courses that allow associates to freely select from a wide range of courses covering general business skills. ■ By enabling each individual to select learning opportunities based on their own strengths and areas for improvement, these programs contribute to the autonomous acquisition of transferable skills.

Initiatives

Career Development Initiatives

Supporting Self-Directed Career Development

Honda regards self-directed career development—in which each associate has dreams, refines their expertise through their own initiative, and connects it to self-fulfillment—as a key driving force for advancing change. In a rapidly changing business environment, Honda is promoting a range of initiatives to foster a mindset of career self-direction and encourage behavioral change, in order to support associates who are motivated to take proactive action based on intrinsic motivation.

Specifically, we offer online career counseling available at any time with experienced in-house or external career consultants who hold national qualifications. We also provide age-specific career training that enables associates to reflect on their career paths while engaging with peers at key milestones in their career development. Additionally, we offer up to four months of online coaching by external professional coaches* to help clarify initiatives and build habits toward achieving their goals and ideal state.

We are continuously developing systems and frameworks to ensure that each associate can take initiative, regardless of diverse circumstances such as age, life stage, health, or family situation.

* Professionals holding the Professional Certified Coach qualification, a credential awarded by the International Coaching Federation to coaches with proven experience

Achievements in the Fiscal Year Ended March 31, 2026

Content	Details
Career Development Training	■ Provides opportunities for associates to develop a sense of ownership over their careers, deepen self-understanding, and take proactive steps toward realizing the careers they envision. ■ Includes age-specific e-learning for all associates, as well as online training by age group. In the age-based programs, interaction and dialogue with peers of the same age help participants clarify their own values and aspirations. ■ Through both types of training, associates set medium- to long-term career goals and develop the ability to articulate concrete plans for achieving them in their own words. ■ The training programs were attended by 1,987 associates in the fiscal year ended March 31, 2026.
Career Consultation	■ To help associates become aware of their own career-related challenges and take action, certified career consultants—both internal and external—provide support. In addition to internal resources, external options are also available, ensuring an environment where associates can receive the most appropriate support tailored to their individual circumstances and career stage. ■ A total of 1,628 associates received consultations in the fiscal year ended March 31, 2026.
Online Coaching	■ A maximum four-month online coaching program in which associates work with external professional coaches to clarify their initiatives and build sustainable habits, enabling proactive career development based on intrinsic motivation and supporting the realization of their goals and desired future state. ■ For both associates and managers, the program encourages regular reflection on daily actions and initiatives, supporting behavioral and habit transformation toward achieving their desired outcomes. A total of 315 participants attended.

Initiatives

Creativity Development Initiatives

Minerva: Exploratory and Creative Program to Foster a Honda-Like Innovative Corporate Culture

Minerva, Exploratory and Creative Program, is an associate program launched in March 2024 by Honda, aimed at deepening the creative corporate culture that Honda has long valued while enabling each associate to explore their own values through fieldwork and "Waigaya" discussions.

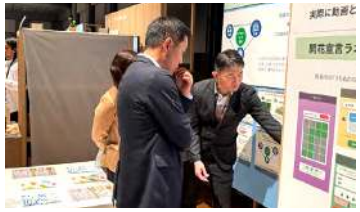
In this program, with the support of external partners, associates visit unfamiliar fields and refine their sensitivity through all five senses. The program emphasizes experiences in which participants bring back the insights they have gained and, through repeated "Waigaya" discussions with others, surface and clarify their own core values.

The program also aims for associates to bring back the perspectives gained through moving between field experiences and dialogue into their daily work, and to leverage them together with their colleagues to create new values.

In the second phase in the fiscal year ended March 31, 2026, under Honda's founding belief that "technology is for people," the program adopted the theme "Explore the relationship between people and technology." From three distinct perspectives of "hunting," "water and care," and "making," a total of nine teams, comprising 39 associates, engaged in exploration activities over a period of approximately six and a half months. Each team, guided by free and open thinking, deepened its own unique perspective on the relationship between people and technology.

To share the questions and insights that emerged through this process with both internal and external audiences, Honda held an exhibition titled " to, to, to ten: Exploring the Relationship Between People and Technology with Honda."

In this exhibition, participants shared not only perspectives on "people" and "technology," but also diverse viewpoints such as "living beings," "care," and "making," presenting the learning and struggles they experienced through their own perspectives. Over the three-day exhibition period, approximately 1,000 visitors attended, creating an opportunity for them to retrace the program experience and reflect together on the relationship between people and technology.


Final presentation

Team "Waigaya" discussions

Meat processing experience

Initiatives

Successor Development Initiatives

Global Succession Plan and Leadership Development
Developing a Global Succession Plan

Honda has been developing a Global Succession Plan to systematically develop and appoint competent and motivated talents regardless of an individual's attributes (such as nationality and gender). More specifically, Honda has developed a Global Competency Model (GCM), which represents behavioral traits required of a global leader. The Company has implemented a GCM-based assessment in the Global Leadership Programs as part of its efforts to promote the development of successor candidates on a global basis. At the same time, Honda has defined the preconditions and capabilities required of major global positions and facilitates matching with talent information.

The above-mentioned talent and position information is shared and discussed with management at the Global Talent Board (GTB). In addition, with the establishment of the GTB Working Group to discuss talents with a wider range of target groups and the Talent Board for each business operation and function, Honda is promoting company-wide strategic personnel development.

Talent Board Overview

Global Talent Board (GTB)	Discussion on appointment and succession planning for global leadership positions (including current and potential executives)
GTB Working Group	Discussion on the selection and development of candidates for future executive positions
Business Operations HR Board	Discussion on the selection and development of candidates for leadership positions within each business operation and region
Areas / Regions	Discussion on the appointment, development, and talent identification for key positions within each business operation and region

Development of Leaders on a Global Basis and in Each Region

Along with the launch of the Global Succession Plan, Honda has implemented the Global Leadership Program in accordance with the GCM.

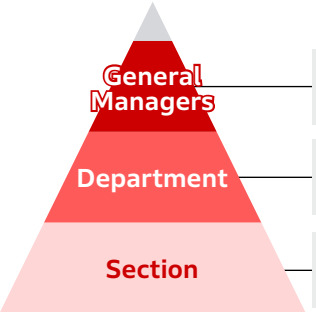
- **Global Leadership Program (GLP) -Transformation**
  Program for General Manager to complete their foundation as global executives
- **GLP-Exploration**
  Program for department manager to form the core competencies as the next generation of global leaders
- **GLP-Discovery**
  Program for younger associates to create grounds for becoming global leaders

In each region, Honda is also promoting the personnel development based on GCM. Going forward, the Company will continue to develop further measures in cooperation with the HR members of each business operation and region, while holding GCM as a common indicator across Honda.

Global Competency Model

- Seizes change
- Shows the way to the future
- Has a global viewpoint
- Makes decisions with courage
- Seeks new challenges
- Perseveres to the end
- Believes in people
- Overcomes our past limitations

Overview of the GLPs



General Managers	GLP-Transformation: Complete the foundation as a global executive
Department	GLP-Exploration: Form the core competencies as a next-generation global leader
Section	GLP-Discovery: Develop leadership qualities as a global leader

Number of participants since FYE March 31, 2014
1,033

Number of non-Japanese participants
436

Succession Readiness*
157% (As of March 31, 2026)

* Successor readiness = the number of potential successors currently available for appointment / the number of key positions defined by the Company

Initiatives

Human Resource Development Initiatives (Overseas)

Initiatives by Region: North America

Transformation of the Talent Foundation for the "Second Founding" and Next-Generation Mobility

The partnership between Honda and The Ohio State University is an advanced industry–academia collaboration initiative, built on a 25-year history of cooperation and cumulative joint investments exceeding $132 million. This partnership aims to achieve both cutting-edge research and human resource development toward creating next-generation mobility. At the core of this initiative is the Honda Launchpad Program. This program adopts a development approach that goes beyond conventional recruitment methods by consistently supporting students from learning through to growth, and is structured around the following three pillars.

1. Exploration: Students are exposed to diverse career paths at Honda—including research and development, manufacturing, and business operations—enabling them to identify paths that align with their interests and values.
2. Development: Through practical activities based on real-world industrial challenges, students demonstrate not only technical expertise but also universally required skills such as problem-solving and initiative. This allows recruiters to observe performance in situations close to actual work in real time, enabling more accurate assessments of aptitude and leadership than conventional interviews.
3. Connection: By fostering continuous relationships between students and Honda associates, the program deepens mutual understanding and trust, thereby significantly improving offer acceptance rates while also helping those hired as full-time employees prepare for long-term success.

By integrating these three pillars into a new approach, Honda and The Ohio State University are jointly building a sustainable and competitive talent foundation to support next-generation mobility technologies.

Members of the Honda Launchpad Program who participated in the Motocompacto demonstration and obstacle course experience day conducted with associates from the Auto Development Center (ADC)

Initiatives by Region: South America

Launch of the Honda Circle Next Challenges (HCNC) Program

Since 2025, Honda has launched the Honda Circle Next Challenges (HCNC) program in the South America region, aimed at strengthening project management and innovation skills.

This program consists of two learning paths. Specifically, it includes programs related to "Triple Action to ZERO"—centered on new business domains (including digital transformation, traffic safety, carbon neutrality, clean energy, and resource circulation)—and programs built around the themes of Q (Quality), C (Cost), D (Delivery), M (Management), and S (Safety). Approximately 10,000 associates, forming 1,926 teams, have participated in the program, driving active engagement.

During the program period, outstanding projects were showcased at project fairs and presented to senior executives at the South America HCNC Conference, promoting knowledge sharing across locations.

In the fiscal year ending March 31, 2027, these presentations are planned to be made available to all associates through the internal learning platform.

Initiatives

Initiatives by Region: Asia and Oceania

Strengthening Talent and Sustaining Competitiveness through Region-wide, Level-specific Leadership Development

As the business environment, technologies, and customer needs evolve, the need to systematically develop talented individuals with high potential has been growing to sustain competitiveness over the long term. Against this background, the Asia and Oceania region has established the A&O Leadership Development Program to systematically develop future leaders of Honda.

This program provides structured, phased development opportunities for associates across all levels, from supervisors to executives. By strengthening the key skills required of future leaders and supporting both leadership capability enhancement and career development, the program contributes to the retention of high-potential talent. Particularly among executives, in addition to focused development based on assessment results, the program combines group learning, individual coaching, and mentoring to support associates in preparing for greater responsibilities, while also addressing leadership development needs for long-term business operations.

Since its launch in 2013, a total of more than 700 associates in the Asia and Oceania region have participated in the program as of 2025.

Group photo of participants with certificates

Training session

Initiatives by Region: China

Development and Empowerment of Local Talent to Drive Business Transformation

To achieve sustainable growth in the China business, Honda is promoting the development and empowerment of local associates who will drive business transformation, with the aim of accelerating corporate transformation in line with “China Cost,” “China Speed,” and “China Tech.”

With regard to the localization of management positions, Honda is implementing systematic development through trainee programs and next-generation leadership initiatives, while formulating and operating succession plans for candidates for department head positions across divisions and sites. As a result, the localization rate of management has steadily increased, and substantive delegation of authority has progressed, including secondments to joint ventures with Honda and appointments as leaders responsible for new model development.

Furthermore, with the aim of early identification of high-potential talent and contributing to local communities, Honda is promoting industry–academia co-creation in collaboration with science, engineering, and arts universities. Through initiatives such as internships, concept styling courses, and interim reviews and selection sessions, the Company provides practical learning opportunities.

Through these efforts, Honda is strengthening its ability to attract high-quality talent and enhance its medium- to long-term competitiveness.

External networking event for the next-generation development program

Industry–academia co-creation: students observing actual vehicles

Initiatives

Fundamental Philosophy Behind Diversity & Inclusion Initiatives

Honda, based on its philosophy of Respect for the Individual, views each associate as a "unique individual" and is committed to creating an environment where everyone can express their individuality and fully demonstrate their abilities.

Rather than targeting specific groups, Honda has positioned this as a theme relevant to all associates and, since establishing a dedicated organization in 2015, has accelerated its initiatives.

Initially, Honda began by addressing the expansion of women's advancement, which was a priority issue for Honda in Japan. It then broadened its efforts to include challenges common to all associates, such as working styles and support for balancing work and personal responsibilities. Since 2018, the Company has further advanced its diversity & inclusion management initiatives, and is developing a foundation that enables a diverse range of talent—including age diversity & inclusion (veteran associates), LGBTQ+ individuals, and persons with disabilities—to thrive.

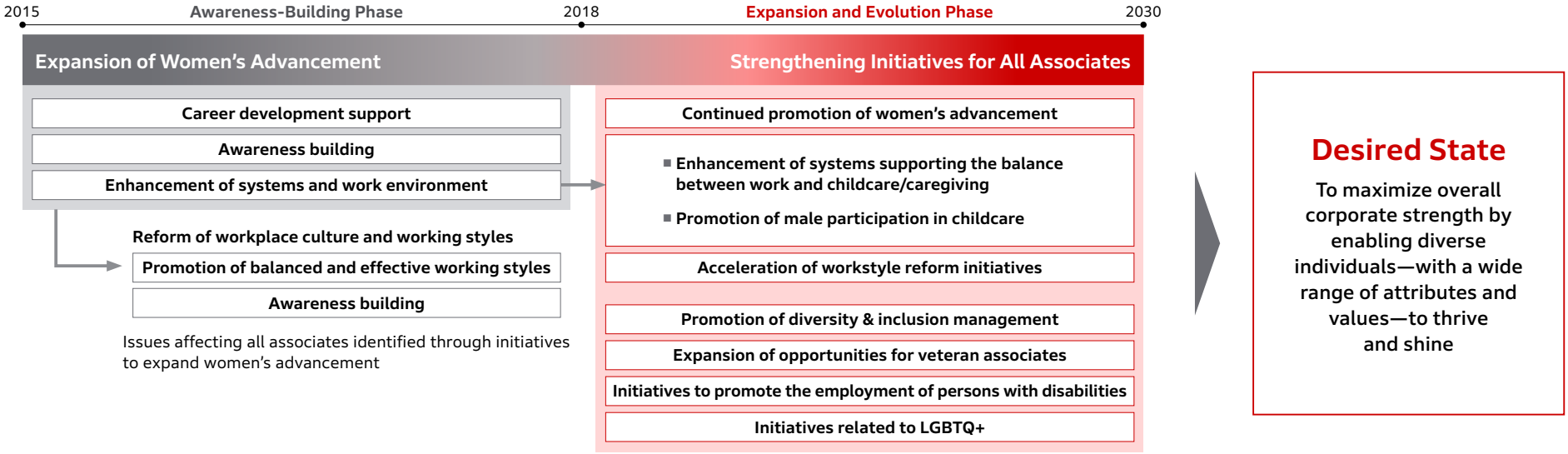
Regarding women's advancement, which was the initial focus of these initiatives, Honda continues to expand the pipeline for women and strengthen development to promote women into management positions.

In terms of working styles and work–life balance support, Honda has strengthened childcare support regardless of gender and has also initiated initiatives related to caregiving that extend beyond associates currently facing such responsibilities to include those who may do so in the future. In addition, support for self-directed career development has been expanded to all associates regardless of gender or age, encouraging growth that leverages individual strengths and uniqueness.

Now, more than 10 years after the establishment of a dedicated organization, Honda has expanded its initiatives beyond "surface-level diversity & inclusion," such as gender and age, to include "deep-level diversity & inclusion," encompassing values and ways of thinking.

In addition, overseas operations are also advancing diversity & inclusion related initiatives tailored to regional characteristics. By enabling diverse individuals to thrive and shine and delivering new value, the Company aims to continuously create innovation.

Diversity & Inclusion Roadmap



Initiatives

Diversity & Inclusion Initiatives

Specific Initiatives
Initiatives to Promote Women's Advancement

Recognizing the expansion of women's advancement as a key priority, Honda has, since 2015, promoted initiatives under three pillars—awareness and cultural reform, career development support, and enhancement of systems and work environment—with the aim of realizing a society in which everyone can pursue their careers equally, regardless of gender. To ensure the continuous development of women in managerial positions, in 2021, the Company revised its targets set in 2015 and established a goal of increasing the number of women in management positions by fourfold by 2030 compared with the fiscal year ended March 31, 2021. To achieve this, it is advancing the expansion of systems and a range of related initiatives. By 2025, the number had reached 2.1 times the baseline, demonstrating steady progress in developing women for managerial roles. For candidates expected to be appointed in the near future, Honda implements positive action measures. In the short term, in addition to foundational management training, a mentoring system led by newly appointed female managers has been introduced. Through dialogue, this initiative supports the resolution of concerns and anxieties, while enhancing motivation and readiness for management roles. In the medium term, supervisors will plan and implement development and assignments that support capability growth while taking life events into account. Under workplace management, the Company is also promoting appropriate job assignments and utilization, thereby building a strong pipeline of candidates for women in managerial positions.

Initiatives to Promote Male Participation in Childcare

Honda has been fostering a workplace culture in which taking childcare leave for male associates is naturally accepted as a normal choice. Based on the belief that insights gained and shifts in values resulting from childcare experiences can enhance individual inner diversity & inclusion—leading to new sensibilities, viewpoints, and the creation of innovations that improve the value the Company provides—Honda has set a goal of achieving "100% utilization rate of childcare leave by male associates" and is implementing various related initiatives.

Specifically, Honda provides supervisors with guidance on the importance of supporting associates taking childcare leave, along with explanations of work–life balance support programs, while also promoting awareness using posters and digital signage. In addition, Honda communicates encouragement of participation in childcare and appreciation for workplaces that support colleagues taking parental leave.

Action Plan for Promoting Women's Participation and Advancement in the Workplace

1. Plan Period

July 1, 2025 – March 31, 2028

2. Company Challenges

(1) Low proportion of women in managerial positions
(2) Male associates have not yet reached 100% utilization rate of childcare leave

3. Goals

(1) Increase the number of female managers to four times the fiscal year ended March 31, 2021 level by the fiscal year ending March 31, 2031
(2) Achieve 100% utilization rate of childcare leave by male associates by March 31, 2028

4. Initiatives and Implementation Periods

Initiative 1: Fostering a Culture that Embraces Diversity & Inclusion
- Continuous communication through messages from management and the internal website (January 2015 – present)
- Deployment of practical support measures for supervisors in the workplace (October 2025 – present)

Initiative 2: Strengthening the Development of Female Managers and Building a Long-Term Candidate Pool
- Training programs for female managerial candidates (August 2024 – present)
- Networking support through meetings with current female managers (September 2024 – present)
- Continuous enhancement of long-term development of female associates by supervisors through OJT/Off-JT (April 2015 – present)

Initiative 3: Strengthening Female Recruitment
- Strengthening female recruitment for new graduates to meet or exceed the proportion of women in the relevant labor market
  - Focused recruitment and publicity targeting female students in STEM fields (March 2015 – present)
  - Activities to encourage STEM choices among middle and high school students (March 2015 – present)
- Focused publicity and recruitment targeting female mid-career candidates (April 2024 – present)

Initiative 4: Promoting Male Participation in Childcare and Strengthening Measures to Encourage Childcare Leave Taking
- Raising awareness of work–childcare balance programs and tracking eligible associates using the Work & Childcare Navigator (April 2022 – present)
- Enhanced promotion of childcare leave taking (February 2024 – present)

Initiatives

Initiatives for LGBTQ+ in Japan

Honda is working to create a corporate culture and environment that respect diverse individuals regardless of gender identity, sexual orientation, and gender expression, so that everyone can fully demonstrate their abilities and feel fulfilled in their work.

So far, seminars and e-learning programs have been conducted for all levels, from management to general associates. In addition, Ally* seminars have been held to deepen understanding of LGBTQ+ issues and encourage proactive actions. In 2024, seminars were also conducted for HR personnel at each business site to share the latest social trends and key points for handling consultations.

In December 2025, a program was conducted for frontline leaders, providing an opportunity to reframe workplace challenges as their own through a talk session by LGBTQ+ associates and a lecture by experts. In addition, awareness-raising videos were shown and posters and digital signage were displayed, ensuring continuous communication to all associates.

In the area of personnel and welfare systems, Honda allows associates' same sex partners to be treated as spouses, as well as the use of working names according to the transgender person's self-identified gender. Honda has also set up a consultation service, which is available at any time. Additionally, as part of promotion of corporate activities to facilitate society's understanding of LGBTQ+, Honda is supporting LGBTQ+-related events, and Business for Marriage Equality, a campaign to make visible companies that support marriage equality. As a result of these efforts, Honda has received the highest Gold rating in the PRIDE Index, which was created by work with Pride Association, for six consecutive years since 2020.

* An ally refers to an associate who has basic knowledge of LGBTQ+, considers LGBTQ+ issues as their own, and voluntarily thinks and acts as a supporter.

Promoting Employment of People with Disabilities

Under Honda's fundamental principle of Respect for People, Honda has been a pioneer in society's efforts in promoting the employment of people with disabilities, guided by the idea of normalization. Regardless of their disability, Honda aims to enable every associate to leverage their unique strengths as autonomous individuals and contribute to society through their work. The Company is also improving the workplace environment so that people with disabilities can work alongside able-bodied people, while taking into consideration each person's disability status.

Honda has established its special subsidies to empower and provide employment opportunities to people with disabilities: Honda Sun Co., Ltd. in 1981, Kibounosato Honda Co., Ltd. in 1985, and Honda R&D Sun Co., Ltd.*1 in 1992. Since 2024, the Company has expanded proactive recruitment activities, including holding information sessions to increase opportunities for many people with disabilities to learn about a wide range of work at Honda, from research and development to production and administrative functions.

In terms of systems, Honda is focusing on the development and enhancement of a comfortable work environment. The Company has begun flexible operation of full remote work systems and reviewed systems for shorter working hours and shorter working days to increase the range of working options tailored to the specific needs of people with disabilities. In addition, Honda utilizes its proprietary HCAS*2 technology to support two-way communication from a technical standpoint.

At the workplace level, Honda fosters a supportive and inclusive culture through initiatives such as messages from management and e-learning tailored to specific associate groups. For assigned departments, pre-assignment briefings and department-specific video content are provided.

Most recently, in December 2025, Honda held a practical seminar to "Create Organizations Where Diverse Individuals Thrive" for group leader-level associates at domestic sites. Through group work and Q&A sessions designed with the acceptance of associates with disabilities in mind, participants gained practical insights. The program also encouraged behavioral changes among managers to expand workplaces that can accommodate associates with disabilities.

*1 Merged with Honda Sun Co., Ltd. in 2021.
*2 HCAS (Honda Communication Assistance System) is a system developed to achieve barrier-free communication between associates with and without hearing impairments at Honda. It converts spoken language into text for display and enables associates with hearing impairments to communicate text, hand-drawn illustrations, and other information, serving as a two-way communication tool.

Initiatives

Special Subsidiary Honda Sun and Employment of People with Disabilities

Origins of the Company: The Meeting of Two Persons and the Vision Behind Honda Sun

It all began in 1978 when Honda's founder, Soichiro Honda, visited Dr. Hiroshi Nakamura's "House of the Sun" and was deeply moved by the dedication of people with disabilities at work. Driven by the strong desire to create a society where everyone can thrive regardless of disability, Honda Sun Co., Ltd. was established in 1981. Its core philosophy is "People First – Dreams, Hope, and Smiles." Associates are valued not as people with disabilities but as individuals contributing to society and living independently through Honda's manufacturing. We aspire to be a company where those who continue to challenge themselves in pursuit of their dreams take center stage.

Fundamental Philosophy Behind Employment of People with Disabilities

Honda Sun considers the employment of people with disabilities not as "special treatment" but as "creating an environment that leverages individual strengths."

Work is designed to match each associate's characteristics and abilities, with supportive workplace arrangements and mutual understanding among team members, aiming to create a setting where everyone can maximize their potential.

In addition to deepening understanding of disabilities, the focus is on respecting each person's values and individuality while driving results as a team.

Specific Initiatives

■ New Manufacturing Driven by Universal Design

Honda Sun promotes workplace design based on the principles of universal design. This includes visualizing work processes, providing clear information displays, and designing equipment to reduce physical strain, creating an environment where everyone can easily understand tasks and work safely.

Workplace environment based on universal design

These initiatives benefit not just specific individuals but all associates, enhancing overall work efficiency and quality. Involving a diverse workforce helps reveal previously overlooked challenges, creating opportunities for improvement.

■ Support Systems and Communication

For a diverse workforce to work with confidence, not only the environment but also interpersonal relationships are crucial.

At Honda Sun, regular consultations and support systems—both within the company and with external organizations—allow individual associates' conditions and challenges to be shared, enabling timely support.

Communication with associates with hearing impairments (sign language and written communication)

Honda Sun also values a culture where not only the designated staff but also team members at the workplace understand and support one another.

By deepening mutual understanding through communication, individual growth and team development reinforce each other, contributing to stronger organizational performance.

Initiatives

Counseling Hotlines for Associates

Honda supports associates by operating a variety of counseling hotlines as a way to foster a supportive workplace environment.

Examples of counseling hotlines in Japan

Hotlines	Outline of counseling
Counseling hotlines dedicated to balancing work, parenting, family life responsibilities and medical treatment	Honda operates a counseling hotline at each worksite's human resources and general affairs department to accommodate counseling requests from associates striving to balance work and family responsibilities, and to promote awareness and utilization of the Company's support programs. Each hotline is staffed by counselors, who field counseling requests from associates themselves and from their supervisors.
Harassment counseling hotline	Honda operates a harassment counseling hotline for all associates in order to prevent any harassment in the workplace and to facilitate the rapid and appropriate resolution of incidents. In cooperation with the personnel in charge of human resources and general affairs department at each office, contact and responses will be made with the person asking for counseling service.
LGBTQ+ counseling hotline	Honda operates a hotline for LGBTQ+ associates to accommodate requests for advice on their worries and problems and inquiries about support programs. The hotline also provides advice to other parties concerned, who are unsure of how to respond to LGBTQ+ associates, and aims to prevent negative consequences of unintended outing.
Life planning seminar hotline	Honda offers life planning seminars for associates to consider their purpose in life, health, and financial planning so that they can retire at the optimum timing for themselves. Seminars are also open to associates' spouses, and individual consultations with a financial planner are also available after the seminar.
Counseling hotline for people with disabilities	Honda operates a counseling hotline for all associates to resolve work and daily life problems related to disabilities. The person in charge will coordinate with the appropriate consulting parties to contact and respond to the person asking for counseling service.

Initiatives to Prevent Harassment

Honda's Fundamental Beliefs include "Respect for the Individual," which means respecting individual differences, trusting each other as equal partners, exercising abilities to the fullest and sharing joy. The Associate Relations Policies (➡ p. 76), which are based on the Beliefs, clearly states that "we will not tolerate any form of harassment in the workplace," and Honda is committed to creating a workplace environment and corporate management that prevents harassment from occurring.

Examples of specific initiatives

- The employment regulations clearly state harassment of third parties or associates as a reason for disciplinary action.
- The Honda Code of Conduct clearly states that the Company will not tolerate any form of harassment in the workplace.
- Leaflets for properly understanding harassment are distributed to all associates at the time they join the Company.
- Educational activities to prevent harassment are conducted at all offices and affiliated companies.

Initiatives

External Evaluations of Honda's Initiatives for Promoting Diversity & Inclusion

"L-boshi" Certification

In August 2018, Honda received the "L-boshi" certification from the Japanese Minister of Health, Labour and Welfare, which recognizes the company as a business promoting female participation.

"Kurumin" Certification

In July 2012, Honda received the "Kurumin" certification from the Japanese Minister of Health, Labour and Welfare, which recognizes the company as supporting child-rearing.

PRIDE Index 2025

In November 2025, Honda received the highest Gold rating in the PRIDE Index – an index that evaluates companies' initiatives regarding sexual minorities, including LGBTQ+, in the workplace, for the sixth consecutive year.

Initiatives

Diversity & Inclusion Initiatives (Overseas)

Initiatives by Region: North America

Strengthening the Supplier Network

Strengthening inclusion among suppliers is a critically important element at Honda. We believe that by promoting supplier inclusion, we can enhance the business environment while contributing to the economic growth of communities. One of the key initiatives in this effort is the Honda Partnership Network (HPN).

Honda Partnership Network

The 2025 HPN was hosted by the North American Procurement Inclusion & Diversity Team. During the event, Honda's Tier 1 suppliers met throughout the day with prospective Tier 2 suppliers. Through this inclusive matchmaking format, participating companies showcased their manufacturing, logistics, and service capabilities, resulting in a total of 120 meetings that helped build new connections and create future sourcing opportunities.

Initiatives by Region: South America

Strengthening Employment and Expanding Opportunities for Persons with Disabilities

At Honda's automobile plant in Brazil, a plant-specific initiative has been implemented, resulting in the hiring of 15 persons with disabilities (PwD). In addition, at the motorcycle plant in Brazil, efforts have been made to expand the hiring of PwD into technical roles, with 32% of the 53 newly hired associates assigned to technical positions.

To enhance the accessibility of training, a dedicated online training track with subtitles and support for Brazilian Sign Language (LIBRAS) has been introduced, along with in-person training sessions that include interpreters. These initiatives ensure that associates with hearing impairments have access to all factory training programs. In addition, the automobile plant provides unconscious bias training for supervisors, chiefs, and team leaders.

In 2025, the motorcycle plant launched the "Sakura Women's Social Project," an eight-month training program aimed at supporting 30 young women who face barriers to employment. A total of 52 associate volunteers participate as instructors, and the program is expected to lead to the creation of employment opportunities upon completion.

Initiatives by Region: Europe, Africa, and the Middle East

Education and Awareness Initiatives to Promote Inclusion

To enable all associates to embrace and practice inclusion, a dedicated project team has been established within the Human Resources Division with the aim of identifying effective D&I initiatives that remove both physical and psychological barriers. Through this project, a perspective on promoting inclusion was incorporated into the foundational components of existing management training, with inclusion identified as a priority focus area. Accordingly, a new training program titled "Inclusive Leadership" was introduced for all management-level associates in the sales divisions across the European region.

Embrace Inclusion logo for internal communication

Learning Objectives of the Training Program

- Understanding inclusive leadership
- Understanding the link between inclusion and performance
- Early identification of risks
- Learning simple, practical actions that can be applied in daily work

Indicators and Targets

Employment and Personnel Composition

Consolidated number of associates

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	61,420	61,935	**63,150**
North America	50,610	50,539	**50,418**
South America	16,267	17,220	**18,972**
Europe/Africa/Middle East	3,725	2,985	**4,119**
Asia & Oceania	50,508	50,175	**48,985**
China	12,463	10,198	**9,465**
Total	194,993	193,052	**195,109**

• Scope of aggregation: 5 companies*1, domestic consolidated subsidiaries*2, overseas consolidated subsidiaries*3
• Associate count as of March 31
*1 5 companies: the following five companies subject to the labor agreement of Honda Motor Co., Ltd.: Honda Motor Co., Ltd. / Honda R&D Co., Ltd. / Honda Racing Corporation / Honda Technical College / Honda Access Corporation
*2 Domestic consolidated subsidiaries: Consolidated subsidiaries of Honda Motor Co., Ltd.
*3 Overseas consolidated subsidiaries: Consolidated subsidiaries of Honda Motor Co., Ltd.

Number of associates by gender

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan		43,064	43,312	**43,684**
	Male	38,718	38,789	**39,011**
	Female	4,346	4,523	**4,673**

• Scope of aggregation: 5 companies
• Associate count as of March 31: Number of regular and non-regular associates by gender

Number of associates by employment contract and type

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	By contract*1			
	Permanent	40,207	40,220	**40,781**
	Nonpermanent	2,857	3,092	**2,903**
	By type*2			
	Full-time	43,032	43,285	**43,660**
	Part-time	32	27	**24**

• Scope of aggregation: 5 companies
*1 Associate count as of March 31: Number of associates by employment contract type
*2 Associate count as of March 31: Number of associates by full-time and part-time status
* The definitions of full-time and part-time were revised from the fiscal year ended March 31, 2026.

Associate ratio by age group (%)

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	10s	0.5	0.5	**0.4**
	20s	15.3	15.7	**16.0**
	30s	23.4	23.4	**23.8**
	40s	23.7	24.0	**24.3**
	50s	25.5	24.3	**23.6**
	Over 60	11.6	12.0	**11.8**

• Scope of aggregation: 5 companies
• Calculation: Number of regular and non-regular associates by age group as of March 31 ÷ Number of regular and non-regular associates as of March 31

Indicators and Targets

Average age

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	43.4	43.5	**43.7**

• Scope of aggregation: 5 companies
• Average age of regular and non-regular associates as of March 31

Average years of service (years)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	20.7	21.1	**21.6**

• Scope of aggregation: 5 companies
• Average years of service for regular managers and general associates as of March 31

Number of associates with disabilities and percentage of employment of individuals with disabilities

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Number of associates*	994	1,070	**1,112**
Percentage of employment*	2.35	2.54	**2.60**

* Laws governing the employment of people with disabilities stipulate that employment of one individual with a serious disability is equivalent to employing two less severely disabled individuals for purposes of calculating the number of associates with disabilities and percentage of employment.
• Scope of aggregation: Honda Motor Co., Ltd. / Honda R&D Co., Ltd. / Honda Access Corporation / Honda Sun Co., Ltd. / Kibounosato Honda Co., Ltd.

Number of subordinates per manager (persons)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	9.3	9.2	**9.4**

• Scope of aggregation: 5 companies
• Calculation: Number of regular general associates evaluated ÷ number of primary evaluators

Recruitment, Transfers, and Turnover

Number of new permanent associates

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan		1,489	1,910	**2,001**
	Male	1,254	1,638	**1,690**
	Female	235	272	**311**
North America		4,274	3,022	**6,253**
	Male	2,776	2,005	**5,124**
	Female	1,498	1,017	**1,129**
South America		2,420	1,532	**1,376**
	Male	1,974	1,265	**1,085**
	Female	446	267	**291**
Europe/Africa/ Middle East		221	322	**540**
	Male	154	229	**154**
	Female	67	93	**386**
Asia & Oceania		5,240	6,634	**3,600**
	Male	4,534	5,310	**2,874**
	Female	706	1,324	**726**
China		925	532	**855**
	Male	678	416	**686**
	Female	247	116	**169**

• Scope of aggregation: 5 companies / major overseas subsidiaries
• Number of regular managers and general associates hired between April 1 and March 31 among those employed as of March 31

Indicators and Targets

Number of global hires

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Number of people hired	77	104	**145**

- Scope of aggregation: 5 companies
- Number of regular managers and general associates hired between April 1 and March 31 among those employed as of March 31

Retention rate within one year of joining (%)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
New graduate hires	99.3	99.9	**99.1**
Mid-career hires	96.9	97.7	**-**

- Scope of aggregation: 5 companies
- New graduate hires: 1 – (Turnover rate within one year for regular general associates hired on April 1)
  -Mid-career hires: 1 – (Turnover rate within one year for regular managerial and general associates hired between April 1 and March 31)

Percentage of mid-career hires among total hires (%)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	49.5	56.5	**51.1**

- Scope of aggregation: 5 companies
- Calculation: Number of mid-career hires among regular managers and general associates between April 1 and March 31 ÷ Number of hires among regular managers and general associates during the same period

Number of days required for hiring

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Mid-career hiring	-	-	**121**

- Scope of aggregation: 5 companies
- Average number of days from job posting to offer acceptance for those who accepted offers between April 1 and March 31

Attrition rate (%) (including compulsory retirees)

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan		4.6	4.8	**3.6**
	Male	4.7	4.9	**3.6**
	Female	3.7	3.4	**3.1**
North America		10.6	6.1	**6.2**
South America		7.0	7.3	**8.0**
Europe/Africa/Middle East		5.3	4.0	**6.9**
Asia & Oceania		4.1	6.1	**4.6**
China		7.1	31.0	**8.9**

- Scope of aggregation: 5 companies / major overseas subsidiaries
- Turnover rate: Number of regular managers and general associates who left between April 1 and March 31 ÷ (Average number of regular associates as of April 1 and as of March 31)

Voluntary turnover rate (%)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	1.5	1.6	**1.4**

- Scope of aggregation: 5 companies
- Calculation: Number of regular associates who voluntarily left between April 1 and March 31 ÷ (Average number of regular associates as of April 1 and as of March 31)

Indicators and Targets

Diversity & Inclusion

Percentage of associates from local communities taking upper management positions

	Percentage of associates from local communities among members of the Regional Operating Boards		
	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
North America	50.0	50.0	**50.0**
South America	14.3	0.0	**0.0**
Europe/Africa/Middle East	25.0	20.0	**20.0**
Asia & Oceania	0.0	0.0	**0.0**
China	0.0	0.0	**0.0**

• Scope of aggregation: major overseas subsidiaries

Base salary and ratio of total compensation for males and females

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Management positions	Base salary (Female : Male)	1 : 1.03	1 : 1.03	**1 : 1.02**
	Total compensation (Female : Male)	1 : 1.06	1 : 1.06	**1 : 1.05**
General associates	Base salary (Female : Male)	1 : 1.18	1 : 1.16	**1 : 1.16**
	Total compensation (Female : Male)	1 : 1.26	1 : 1.25	**1 : 1.24**

* The same pay scale is applied to male and female associates. Gaps are due to differences in factors such as age distribution and the ratio of males and females in pay grades.
• Scope of aggregation: 5 companies

Ratio of women in the workplace (associates and managers) (%)

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	Women	9.3	9.6	**10.0**
	Women in management positions	2.4	2.9	**3.6**
North America	Women	27.3	27.4	**27.3**
	Women in management positions	18.8	18.8	**19.6**
South America	Women	14.3	14.7	**16.3**
	Women in management positions	13.0	14.8	**15.6**
Europe/Africa/ Middle East	Women	26.5	27.7	**27.2**
	Women in management positions	19.4	19.8	**20.3**
Asia & Oceania	Women	14.3	15.0	**14.2**
	Women in management positions	16.6	17.4	**13.4**
China	Women	12.2	14.2	**14.7**
	Women in management positions	24.5	24.4	**24.9**
(Overall)	Women	15.9	16.7	**16.8**
	Women in management positions	10.6	11.3	**11.2**

• Scope of aggregation: 5 companies / major overseas subsidiaries
• Ratio of female managers: Number of regular female managers as of March 31 ÷ Number of regular managers as of March 31
Ratio of female associates: Number of regular general female associates as of March 31 ÷ Number of regular general associates as of March 31

Indicators and Targets

Competency Development and Evaluation

Total training expenses (yen)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	5,194,915,666	5,581,032,187	**5,715,606,997**

• Scope of aggregation: 5 companies
• Total training expenses incurred between April 1 and March 31

Training attendance rate for newly appointed managers (%)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	100	100	**100**

• Scope of aggregation: 5 companies

Percentage of associates going through the evaluation programs

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
North America	100.0	100.0	**100.0**
South America	98.8	100.0	**92.9**
Europe/Africa/Middle East	99.9	99.8	**100.0**
Asia & Oceania	93.4	95.5	**86.9**
China	99.3	98.8	**100.0**

• Scope of aggregation: major overseas subsidiaries

Compensation

Percentage of performance-based remuneration

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Director, Executive Officer positions	50	50	**50**
Management positions	37	37	**37**

* A certain level of stock options is included in remuneration for Director and Executive Officer positions.
• Scope of aggregation: Honda Motor Co., Ltd.

Starting salary

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
High school	Monthly salary (yen)	203,400	210,600	**219,600**
	Compared to minimum wage (%)	113	112	**110**
Technical college and junior college	Monthly salary (yen)	229,200	236,500	**245,900**
	Compared to minimum wage (%)	127	125	**124**
Undergraduate	Monthly salary (yen)	262,300	270,000	**279,500**
	Compared to minimum wage (%)	145	143	**140**
Graduate school (master's degree)	Monthly salary (yen)	287,800	295,700	**327,800**
	Compared to minimum wage (%)	159	157	**165**

* Minimum wage is calculated based on 20.3 days per month, with 8 hours per day, using the minimum wage for the Tokyo metropolitan area (1,226 yen/hour). The salary system is grade-based, with no difference in salary by gender or region for the same qualification level. In addition, no associates are paid the minimum wage.
• Scope of aggregation: 5 companies

Average annual salary (thousand yen)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	8,311	8,955	**9,326**

• Scope of aggregation: Honda Motor Co., Ltd.

Indicators and Targets

Work Styles and Working Environment

Number of associates who utilize child/nursing care support

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Short working hours to facilitate child care		331	351	**357**
	Male	24	31	**24**
	Female	307	320	**333**
Administrative leave to facilitate child care		1,076	1,205	**1,364**
	Male	714	826	**952**
	Female	362	379	**412**
Nursing care leave for children		2,430	2,608	**3,436**
	Male	1,868	2,032	**2,802**
	Female	562	576	**634**
Childcare cost subsidy		156	182	**198**
	Male	40	62	**88**
	Female	116	120	**110**
Short working hours to facilitate nursing care		6	5	**6**
	Male	3	2	**3**
	Female	3	3	**3**
Administrative leave to facilitate nursing care		14	19	**19**
	Male	12	15	**17**
	Female	2	4	**2**
Nursing care leave		835	908	**779**
	Male	684	762	**670**
	Female	151	146	**109**

• Scope of aggregation: 5 companies

Reinstatement rate after taking childcare leave (%)

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Reinstatement rate		98.7	98.7	**99.0**
	Male	98.9	98.9	**99.4**
	Female	97.8	97.7	**98.9**

• Scope of aggregation: 5 companies

Percentage of men taking childcare leave (%)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Percentage of taking child care leave (1 day or more)	-	-	**116.8**
Percentage of taking child care leave (5 days or more)	-	-	**106.7**

• Scope of aggregation: 5 companies
* The calculation method was revised from the fiscal year ended March 31, 2026.

Total working hours per associate and average paid vacation days taken

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Total working hours per associate	2,023	2,010	**2,003**
Average paid vacation days taken	17.9	17.5	**17.2**

• Scope of aggregation: 5 companies

Associate vitality

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
All associates	3.50	3.52	**3.53**
Percentage of respondents for all associates	92.0	90.8	**93.6**

• Scope of aggregation: 5 companies
• Average score on a 5-point scale for responses to 24 questions in the associate survey covering six basic categories which define a work environment unique to Honda
* Six basic categories which define a work environment unique to Honda:
1. An open-minded workplace
2. Rewarding tasks
3. An environment that makes hard work worthwhile
4. Being proud to work at Honda
5. Trustworthy management
6. A pleasant work environment

Indicators and Targets

Leadership and Organizational Management

Associate trust score in leadership

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	-	3.42	**3.44**

• Scope of aggregation: 5 companies
• Average score on a 5-point scale for responses to the following question in the associate survey: "You trust your supervisor's management"

Associate net promoter score

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	-	3.20	**3.20**

• Scope of aggregation: 5 companies
• Average score on a 5-point scale for responses to the following question in the associate survey: "You would recommend the Company as a great place to work"

Number of days to fill key positions and internal promotion rate

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Number of days to fill key positions*1	No record	No record	**No record**
Internal promotion rate*2	100	100	**100**

• Scope of aggregation: 5 companies / major subsidiaries in Japan / major overseas subsidiaries
*1 Number of days required to appoint an individual to a key position at the Company after a vacancy arises
*2 Calculation: Number of internally promoted associates appointed to key positions at the Company ÷ Number of individuals appointed to key positions

Labor Practices

Disclosure topics in the transportation sector under the Sustainability Accounting Standards Board (SASB) Standards

<Labor practices>

Indicators	Category 1	Category 2	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Percentage of the active workforce covered by collective bargaining agreements*1	Union membership rate among associates	-	85.38	85.19	**85.40**
Indicators for assessing labor-management stability and workplace environment risks: (1) Number of work stoppages*2	-	-	0	0	**0**
Indicators for assessing labor-management stability and workplace environment risks: (2) Total days idle*2	-	-	0	0	**0**

*1 Transportation sector under the SASB Standards: Topics related to human capital disclosure in the automotive industry: TR-AU-310a.1
*2 Transportation sector under the SASB Standards: Topics related to human capital disclosure in the automotive industry: TR-AU-310a.2
• Scope of aggregation: 5 companies

Productivity

Various productivity indicators

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Revenue per associate (millions of yen)*1	104.8	111.7	**111.7**
EBIT per associate (millions of yen)*2	7.8	6.1	**-**
Labor cost return on investment (%)*3	76.4	63.4	**-**

*1 (Consolidated revenue ÷ Number of consolidated associates) for each fiscal year
*2 (Consolidated profit before tax + Consolidated interest paid – Consolidated interest received) ÷ Consolidated number of associates for each fiscal year
*3 ((Consolidated operating profit + Consolidated labor costs) ÷ Consolidated labor costs) – 1 for each fiscal year
* A dash ("-") indicates a calculation result of less than zero.
• Scope of aggregation: 5 companies / domestic consolidated subsidiaries / overseas consolidated subsidiaries

3

Social

Own Workforce

Human Rights

Human Resources

Occupational Health and Safety and Health Management

Governance

Governance Structure for Occupational Safety and Health and for Health and Productivity Management

Honda established a Company-wide Safety and Health Committee chaired by the Director, Executive Vice President and Representative Executive Officer in 2022 to promote the enhancement of occupational safety and health across the Honda Group by formulating company-wide policies and issuing instructions, including horizontal deployment of measures to prevent recurrence in the event of serious accidents.

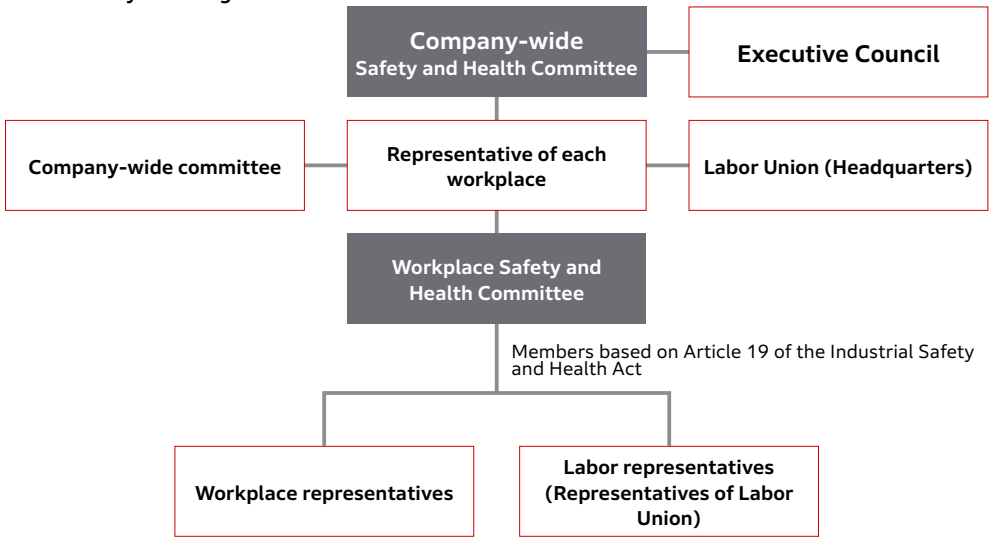
At each workplace, Honda has also established a Safety and Health Committee, led by the Safety and Health Management Division, to manage the governance structure. Labor and management work in collaboration to share and discuss issues and continuously promote initiatives to realize a safe and comfortable work environment.

In the fiscal year ended March 31, 2025, the Chairman of the Company-wide Safety and Health Committee issued company-wide instructions on the following items:

- Implementing measures expected to enhance company-wide standards based on good practices in mental health
- Developing an assessment flow and building a system to ensure proper health checkups based on the concept of autonomous chemical substance management

Additionally, occupational safety and health audits are conducted to confirm the operation of an Occupational Safety and Health Management System (OSHMS) and the implementation of compliance. The Company-wide Safety and Health Audit Committee, chaired by the vice-chairman of the Company-wide Safety and Health Committee, reviews the operation of the OSHMS and compliance with laws and regulations, thereby continuously enhancing safety and health standards and ensuring a high level of consistency across the Honda Group.

Committee system diagram



Basic Approach

Approach to Occupational Safety and Health and to Health and Productivity Management

Honda's approach to building a safe and secure work environment has its origin in the Company Principle formulated in 1956. At its foundation are the Fundamental Beliefs of "Respect for the Individual" and "The Three Joys."

Under the Safety and Health Principles of "No safety, no production," which has been passed on since its founding, Honda seeks to realize a safe work environment full of joy, where all people can work with a true sense of security.

Based on this principle, Group companies in all parts of the world have established basic policies for occupational safety and health in accordance with respective regional characteristics. With the aim of eliminating serious industrial accidents in Japan and overseas, Honda works to prevent industrial accidents and their recurrence for everyone who works for Honda, while also promoting activities to ensure the health of each associate from the perspective of health and productivity management.

In December 2022, Honda also formulated a medium- to long-term Safety and Health Policy, clarifying the direction of safety and health activities to be practiced by associates around the world. Based on this policy, Honda promotes the creation of a safe and healthy workplace, while each associate proactively works to maintain such a workplace and to prevent and minimize accidents.

Occupational Safety and Health Policy

Safety and Health Principles

Honda's safety principle of "No safety, no production," is based on the concept of how important and precious it is for each and every associate to be able to work safely and to the best of their ability in both physical and mental health, and the Company will strive to be progressive in its actions to achieve a safe workplace.

Safety and Health Policy

Aiming for a safe, healthy, and lively workplace, we will conduct safety and health management activities listed below, based on the company-wide safety policy with the aim of fostering and spreading a culture of safety among all associates: from "safety that is given to us" to "safety that we protect ourselves and safety that we create for ourselves."

1. We will perform the risk evaluation of work related business operations, and invest resources as much as necessary to prevent occupational accidents.
2. We will disseminate the Safety and Health Policy, and all associates will perform safe and secure workplace by implementing safety training and safety activities.
3. We will observe the related regulations and internal standards and work on all aspects of accident prevention and health maintenance promotion.
4. We will implement and operate this policy and the safety and health management manual accordingly and perform the improvement of safety awareness for all associates.
5. We will support mental and physical health maintenance and promotion positively and practice health management (wellbeing).
6. We will have the awareness and responsibilities as associates of Honda and eradicate four pernicious traffic violations and positively act on "Zero traffic accidents".

Establishment: December 8, 2022

Honda Motor Co., Ltd.
Director, President and Representative Executive Officer, Chief Executive Officer

Basic Approach

Grand Design for Health and Productivity Management

The health of associates is a key value shared across Honda. Under the top management message, "the basis of a strong individual is to be healthy, and each one of us should take on the challenge of maintaining and promoting good health," Honda promotes initiatives for health and productivity management by positioning the practice of well-being within its Safety and Health Policy.

Honda creates a comfortable work environment and emphasizes that associates proactively maintain and promote their physical and mental health for their own future. To become a company where associates are "able to work safely and to the best of their ability in both physical and mental health," Honda has set five management items and three pillars as its health and productivity management policy.

Five Management Items for Achieving Lifetime Health

Continuing to work energetically—that is, staying healthy—is crucial not only for individuals but also for the continuous development of the workplace and the Company. To achieve lifetime health, Honda has established five management items deeply related to lifestyle habits—(1) Rest, (2) Nutrition, (3) Exercise, (4) Smoking cessation, and (5) Alcohol consumption—and works to achieve behavioral goals.

Items	(1) Rest	(2) Nutrition	(3) Exercise	(4) Smoking cessation	(5) Alcohol consumption*
Management items	Enough good quality sleep	Nutritionally well-balanced meals	Habit of regular physical exercise	No smoking	Moderate drinking
Targets	Ensure sufficient rest through quality sleep	Eat breakfast	Have an exercise routine at least twice a week for at least 30 minutes each time	Do not smoke (including electronic cigarettes)	Do not drink, or keep to an appropriate amount and frequency*

* This does not encourage alcohol consumption for individuals without drinking habits. Appropriate amount and frequency refer to less than 3 gou (Japanese unit of volume, approximately 180 ml per gou) per week as a guideline, with a single serving up to 1 gou and two alcohol-free days per week.

Three Pillars for Achieving Health and Productivity Management

Built on building a foundation to work with joy, Honda implements initiatives through three pillars—individual, workplace, and company-wide/environment—to maximize corporate value and the joy of work.

Grand design for achieving health and productivity management (Three Pillars)

Initiatives

Initiatives for Occupational Safety and Health and for Health and Productivity Management

Achievements in Safety and Health Activities as Set Forth in the Safety and Health Policy

	Safety and health activities	Main activities			
1	We will perform the risk evaluation of work-related business operations, and invest resources as much as necessary to prevent occupational accidents.	■ Regular on-site inspections by the Equipment Safety Committee		■ Conducting risk assessment training for supervisors	
2	We will disseminate the Safety and Health Policy, and all associates will create a safe and secure workplace by implementing safety training and safety activities.	■ Basic safety training of machinery and actual equipment		■ Explosion and fire prevention training	
3	We will observe the related regulations and internal standards and work on all aspects of accident prevention and health maintenance promotion.	■ Safety and health audits of all workplaces		■ Health enhancement	
4	We will implement and operate this policy and the safety and health management manual accordingly and enhance safety awareness for all associates.	■ OSHMS training			
5	We will support mental and physical health maintenance promotion positively and practice health management.	■ Menopause roundtable discussion regardless of gender		■ Women's health seminar for managers	
6	We will have the awareness and responsibilities as associates of Honda and eradicate four pernicious traffic violations and positively act on "Zero traffic accidents".	■ Traffic safety education by instructors		■ Safe bicycle riding course	■ Experiential safe driving training

Initiatives

Initiatives for Occupational Safety and Health

Initiatives in Accordance with the Occupational Safety and Health Management System (OSHMS)

Honda implements and operates its Safety and Health Policy and its safety and health management manual accordingly and enhances the level of safety awareness among all associates. In particular, Honda promotes occupational safety and health in accordance with the Occupational Safety and Health Management System (OSHMS).

Domestic and Overseas Workplaces

To increase the effectiveness of safety management at each workplace in Japan and in each overseas region, Honda promotes the dissemination and implementation of risk assessment and the establishment of explosion and fire prevention measures as part of its priority measures based on the operation of the Occupational Safety and Health Management System. These initiatives are led by the Regional Operations and carried out in accordance with the characteristics of each site.

Honda also conducts occupational safety and health audits and reviews in a planned manner to share awareness of safety and health management. At the same time, Honda promotes continuous improvement of the management system and the development of personnel responsible for safety and health at each workplace and in each region across Japan and overseas.

Collaboration with Domestic Related Group Companies

Honda has established a safety hotline with related Group companies in Japan and conducts rapid information sharing and response in close collaboration. Through information exchange with each company, Honda works to enhance the quality of safety and health activities, while also preventing accidents and their recurrence.

Creating Working Environment Criteria

Honda stipulates workshop environmental criteria based on its Comfortable Workplace Guidelines and Hazardous Operations Management Regulations. In accordance with the three basic items of work and health management, the Company performs periodic inspections and improvements to appropriately maintain and manage its working environments on a continuous basis.

Emergency Response

Based on the Honda Global Risk Management Policy, response procedures for anticipated emergency situations have been developed for each workplace. In particular, in the event of serious accidents, explosions, fires, or similar incidents, Honda has established a communication system that prioritizes human life and carries out dissemination and drills for associates, related contractors, and others.

Honda has also established a self-defense firefighting organization and enhances emergency response capabilities through education and training activities, including initial firefighting in the event of a fire.

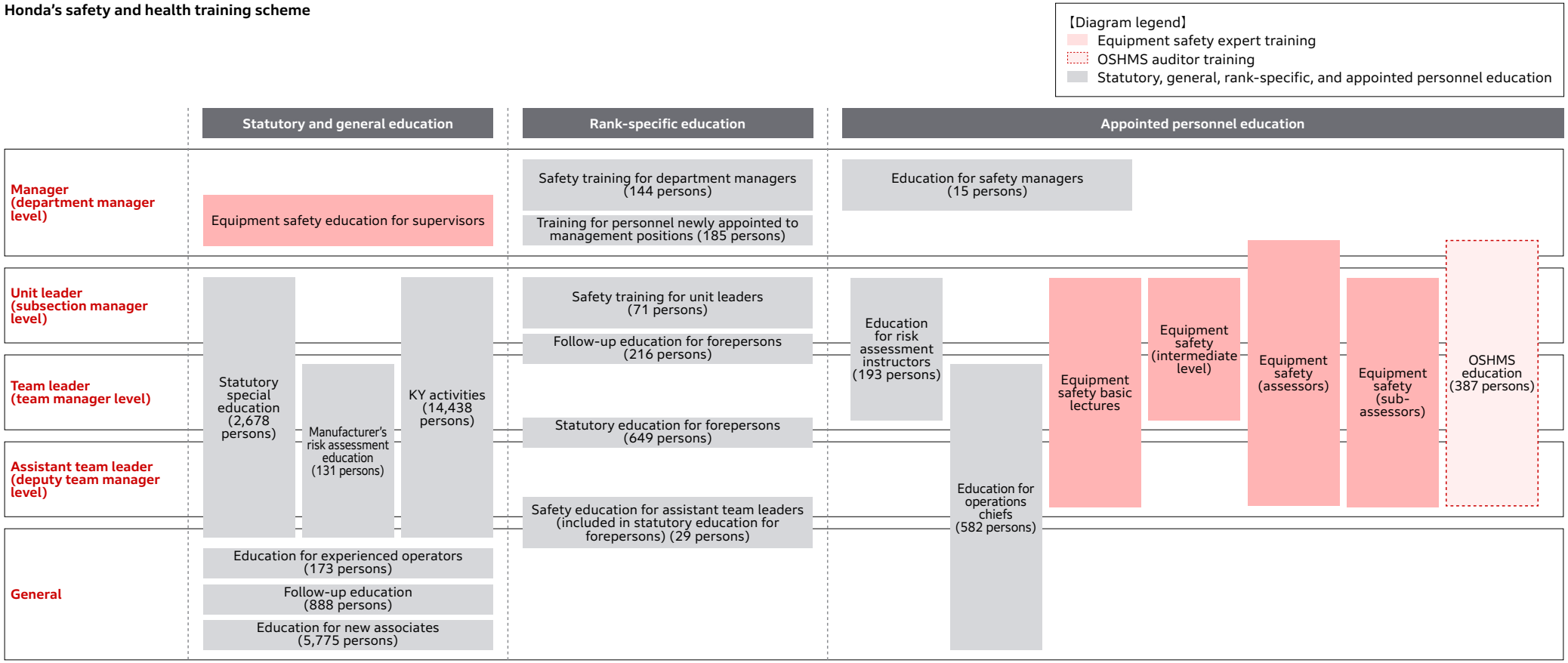
Initiatives

Safety and Health Education and Training (1)

The company-wide safety and health training system has established training and education programs that enable all associates to understand how to create a safe workplace, and every year, they receive safety and health education tailored to their individual roles.

In recent years, the Company has focused on equipment safety training that is deeply related to serious accidents and provides training that enables risk assessment management.

Honda's safety and health training scheme



* The numbers in parentheses indicate the number of participants in the fiscal year ended March 31, 2026.

Lost time injury frequency rate (LTIFR) ➡ p. 116

Initiatives

Safety and Health Education and Training (2)

The department responsible for supervising company-wide safety plays a key role in providing training for safety engineers in machinery and equipment (Safety Assessor* training) and other training programs aimed at developing safety and health experts, thereby steadily reducing the number of accidents and fires caused by machinery and equipment.

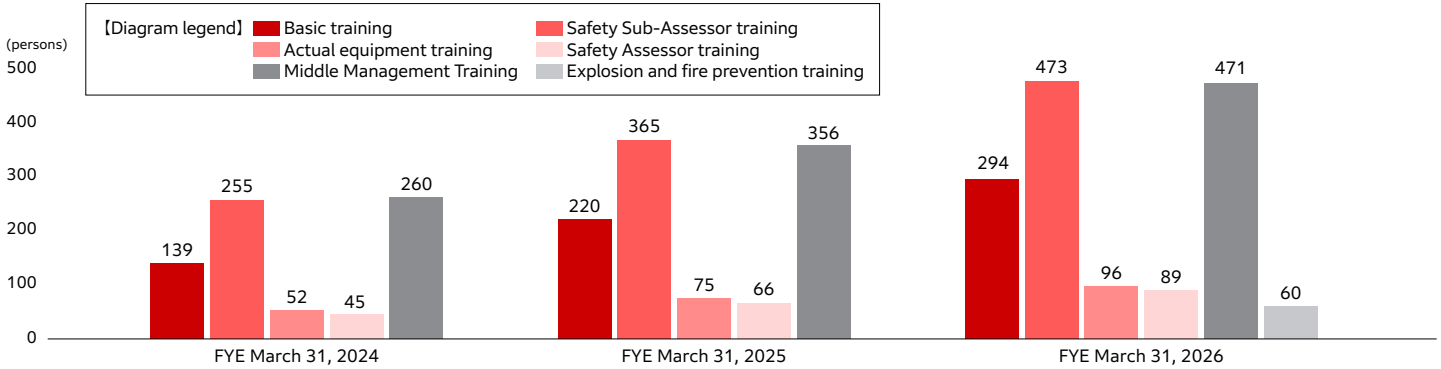
In addition, Honda develops managers and auditors at all levels through Occupational Safety and Health Management System training. Each workplace also provides various training programs for its associates.

* Assessor: A person who conducts evaluations and assessments.

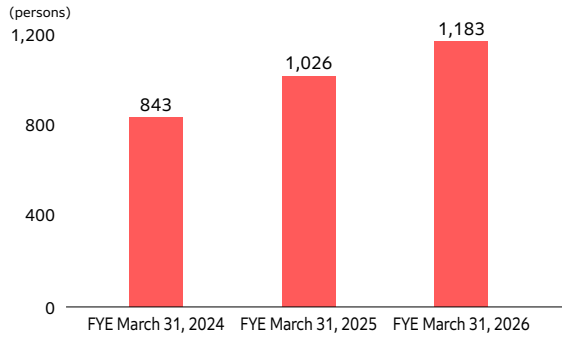
Training situation for safety and health

Training title	Trainees	Number of training days	Number of participants (those who passed) in FYE Mar. 31, 2026	Purpose of training	Outline of training
Basic training	Persons who have been engaged in the installation and maintenance of equipment for several years	3 days	74	Acquire skills to correctly identify hazardous sources	Basic machinery safety knowledge (standards, laws, risk assessment, etc.)
Safety Sub-Assessor (SSA) training	Engineers mainly involved in safety verification of installed equipment	6 days	108 (80)	Learn in-depth expertise in machinery safety Obtain SSA qualification certification	Acquire theoretical knowledge of machinery safety principles, essential safety design measures, and proper estimation of risks
Actual equipment training	Persons in charge of leading safety verifications on equipment	5 days	21	Acquire risk assessment skills based on ISO through group exercises	Develop an advanced ability to assess safety and verify machinery safety while using actual equipment for training purposes
Safety Assessor (SA) training	Persons seeking an advanced level of in-depth expertise in machinery safety	8 days	23 (15)	Obtain SA qualification certification	Acquire knowledge of safety certification, a wide range of risk reduction measure techniques, and verification knowledge at the performance level, including validation knowledge and verification capability of machinery safety
Middle Management Training	Newly certified management level persons and equipment related department leaders	1 day	115	Learn an overview of the concept of risk assessment and other related topics	Improve understanding of workplace safety and learn international standards and concepts related to machinery safety, the need for engineer ethics, and the concept of risk assessment
Explosion and fire prevention training	Equipment engineers who manage equipment with explosion and fire risks involving dust and vapor	3 days 2 days	60	Develop engineers who acquire knowledge of explosion prevention to help prevent explosions and fires at production sites	Two courses consisting of basic knowledge of explosions and fires and an overview of explosion prevention technology, and combustion safety training that includes practical handling of actual burner control equipment
Occupational Safety and Health Management System (OSHMS) training	Newly appointed supervisors, newly appointed safety and health promoters, newly appointed internal audit committee members, and others as needed	1 day	157	Understand the Occupational Safety and Health Management System and actively promote safety and health activities to prevent accidents	Status of occupational accidents, basics of Occupational Safety and Health Management System, safety and health regulations and company rules, and risk assessment exercise

Cumulative number of participants in equipment training related to safety and health



Cumulative number of participants in Occupational Safety and Health Management System training



* The figures for the fiscal years ended March 31, 2024 and March 31, 2025 have been corrected due to errors.

Initiatives

Initiatives for Health and Productivity Management

Initiatives Aligned with the Grand Design for Health and Productivity Management

Main Initiatives of the "Three Pillars"

■ (1) Individual: From protecting health to "creating" health

Honda's vision of health is a state where one maintains a good balance between mind and body and can fully commit to maximizing their potential with a positive attitude. To support individuals, Honda has introduced a 24-hour online consultation and medical service.

Scene from a health consultation

Additionally, Honda has evolved its health guidance, which serves as a follow-up to health checkups, moving beyond responding solely to illness or discomfort toward realizing lifetime health (wellness and well-being). This evolution includes "Wellcom" (health consultations), where associates engage in continuous dialogue with occupational health staff to design their envisioned state of health.

■ (2) Workplace: Focus on the individual

Honda does not view health as solely a personal responsibility, but positions it as a workplace issue. In two-way communication sessions where organizational policies and individual aspects such as roles, action goals, and career development are mutually aligned between members and supervisors, Honda supports safety considerations and autonomy regarding health, and places importance on dialogue that fosters mutual understanding.

Training on women's health issues

Honda also promotes the creation of a work environment where associates can work with joy despite various constraints, such as illness, disabilities, or the balance between medical treatment and work.

For example, to address women-specific health issues, Honda has established the Women's Health Room, where associates can consult with internal and external specialists. Additionally, Honda conducts seminars and roundtable discussions for managers to foster awareness and cultivate a supportive workplace culture.

■ (3) Company-wide/Environment: All strive and support each other

Honda has incorporated the practice of health and productivity management (well-being) into its Safety and Health Policy and works as a company to promote various initiatives with the aim of eliminating the number of people suffering from mental health issues.

For smoking cessation and the prevention of unwanted secondhand smoke, Honda promotes improvements in the internal environment by continuing to thoroughly enforce smoking bans during working hours and providing support for associates willing to quit smoking.

As part of its welfare benefits, Honda offers an app to support health consultations and medical services, enhances health-related seminars, provides points through the health insurance association based on daily step counts, and subsidizes costs for fitness and sports facility use, participation in sports events, and the purchase of sports equipment. Through these and other efforts, Honda creates an environment where associates can proactively engage in health-building activities.

Initiatives

Recognition as One of the 2026 Outstanding Organizations of KENKO Investment for Health

In the 2026 Outstanding Organizations of KENKO Investment for Health recognized by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, Honda was recognized as one of the White 500 awarded to the top 500 enterprises in the Large Enterprise Category.

Honda believes that this achievement reflects its emphasis on creating an environment in which each and every associate is able to work safely and to the best of their ability in both physical and mental health, as well as its efforts to implement health and productivity management based on the principle of "No safety, no production," through coordination across the individual, workplace, and management levels.

This approach leads to the embodiment of Honda's unique value creation—it is lively workplaces that give rise to quality products which bring a sense of joy to customers.

Initiatives to Promote Mental Health

In 2009, Honda announced a Mental Health Policy and has since been working on both creating vitality in associates and in the workplace and providing problem-solving support in an organized, systematic, and ongoing manner.

Honda-Wide Mental Health Policy

Basic approach

Based on its fundamental belief of Respect for the Individual, Honda embraces individual diversity and values communication, and by doing so, will make its utmost efforts to maintain well-being so that all associates dedicate themselves to their jobs with enthusiasm while drawing energy from and taking pride in their work.

Framework for Mental Health and Roundtable Discussion with External Experts

Roundtable discussion

To implement mental health activities, Honda has established a company-wide mental health promotion team specialized in activity planning and management. Each of Honda's business sites has also established its own workplace mental health promotion team and promotes activities in cooperation with the Company-wide Safety and Health Committee. At each business site, Honda implements activities tailored to local realities, focusing on the five key pillars of "preventative education," "improving work environments," "checking stress levels," "enhancing counseling programs and strengthening collaboration with medical institutions," and "support for those returning to work." Starting in 2024, Honda has engaged external experts as advisors to the company-wide mental health promotion team, actively pursuing education and support for managers to address challenges and support those providing assistance. Additionally, amidst the challenges of adapting to rapid societal changes, Honda has designated improving mental health issues as the top priority in occupational health. To this end, Honda held a roundtable discussion involving the chairperson of the Company-wide Safety and Health Committee (Director, Executive Vice President and Representative Executive Officer), occupational health professionals, and external experts.

Strengthening Recurrence Prevention of Mental Health Issues

Mental health measures include primary prevention (proactive prevention), secondary prevention (early detection and treatment), and tertiary prevention (recurrence prevention). While continuously implementing primary and secondary prevention, Honda places particular emphasis on tertiary prevention, or recurrence prevention.

Honda places the highest priority on enabling associates who once experienced mental health issues to recover their health and return to a state in which they can work with joy again. To this end, Honda has established a system at each business site to respond to various circumstances, such as differences in work environments and working arrangements, the period immediately after employment, and changes in organizational structure.

Through these initiatives, Honda aims to prevent the recurrence of mental health issues and provide an environment in which even more associates can work continuously, thereby leading to improved productivity of the Company as a whole.

Initiatives

Initiatives for Occupational Safety and Health and for Health and Productivity Management (Overseas)

Global Safety and Health Structure and Roles

Honda promotes safety activities centered on occupational safety, equipment safety, and explosion and fire prevention through a three-tier structure consisting of global, regional, and site levels. Through coordination across these tiers, with each tier fulfilling its respective role, Honda aims to enhance safety levels and prevent risks at sites worldwide.

Global Safety Management

The global safety management function is responsible for overseeing safety activities across Honda.

It promotes initiatives related to occupational safety, equipment safety education, and explosion and fire prevention, while also providing regional support and developing human resources. In addition, it enhances safety activities in each region and at each site through responses in the event of accidents, as well as the horizontal deployment of evaluations and their results at the global level.

Furthermore, it supports the deployment of initiatives to achieve safety management targets and enhance safety levels in each region, while also promoting company-wide sharing of safety issues and improvement activities by holding global safety conferences.

Regional Safety Management

Based on the Global Policy, the regional safety management function promotes and supports safety activities at each site within the region. It provides regional support for prevention activities and is responsible for the management and horizontal deployment of accident information within the region.

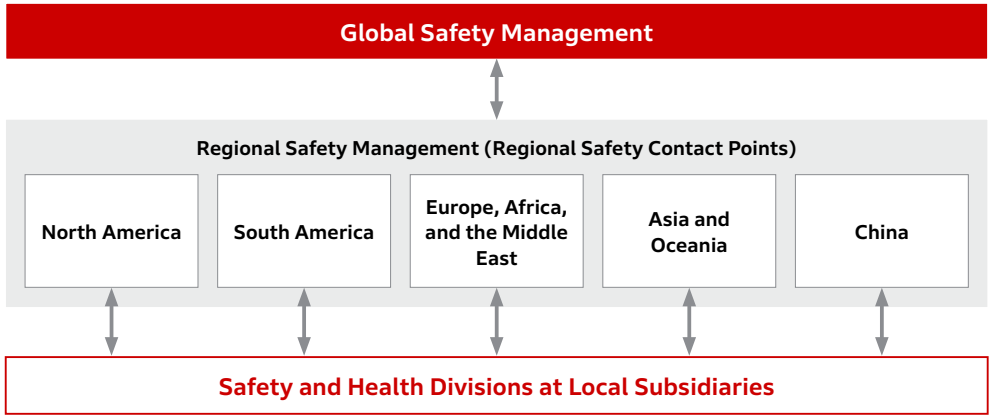
In addition, it implements regional safety management in accordance with global safety standards and takes corrective actions for unmet items. It also enhances safety levels across the region by holding regional safety conferences and participating in global safety conferences.

Local Subsidiaries and Safety and Health Divisions

Each site conducts education and prevention activities, and collects and shares accident information.

It also investigates the causes of accidents and develops measures to prevent recurrence, horizontally deploying this information across the region and globally to prevent similar incidents. In addition, in the event of an accident or fire, it promptly reports to the regional safety management function, contributing to information sharing and the strengthening of countermeasures at the global level.

Global safety and health structure



Initiatives

Safety and Health Activities in Overseas Regions

China Region

Cross-verification of Safety Culture

Honda conducts inter-site safety verification to assess the safety culture at each site.
Honda aims to improve the safety culture across the China region.

North America Region

Fire Response Drills for Battery-equipped Vehicles

At each site, Honda conducts firefighting drills assuming battery fires associated with the production of electric vehicles.

Europe, Africa, and Middle East Region

Health Support Activities

Honda holds a safety and health week to support associates' health through activities such as understanding their own body age and holding sports events.

Asia and Oceania Region

Equipment Safety and Risk Assessment Education

Honda educates representatives of the safety and health divisions at each site on the importance of equipment safety and risk assessment and implements horizontal deployment within each site.

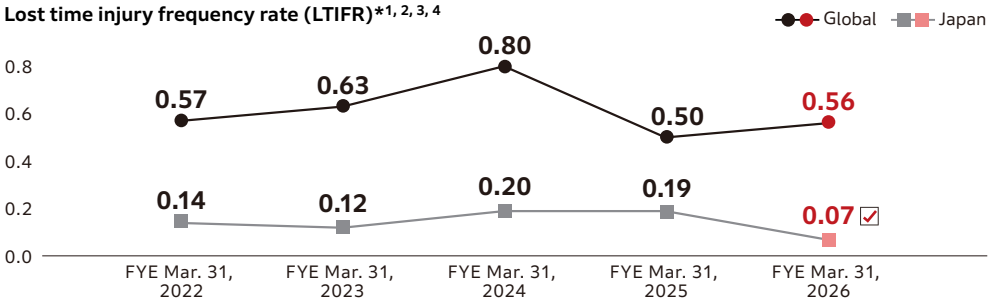
South America Region

Hazard Experience Drills

Honda creates devices that simulate actual hazards that can occur on-site. Using those devices, Honda provides education, mainly for new associates, to experience those hazards.

Metrics and Targets

Lost time injury frequency rate (LTIFR)*1, 2, 3, 4



Changes in the number of work accident fatalities (cases)*4

	FYE Mar. 31, 2022	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Global	1	0	0	0	**1**
Japan	0	0	0	0	**1** ☑

*1 Global LTIFR (Lost Time Injury Frequency Rate): The number of lost time injuries per 1,000,000 total working hours across Honda Motor Co., Ltd. production operations, covering 5 sites in Japan and 60 overseas sites.
*2 Domestic LTIFR (Lost Time Injury Frequency Rate): The number of lost time injuries per 1,000,000 working hours across Honda Motor Co., Ltd. companies to which the labor agreement applies.
*3 Including accidents similar to daily life (trips, falls, and missteps)
*4 Scope of lost time injury frequency rate and the number of work accident fatalities in Japan:
- Honda Motor Co., Ltd.
- Honda R&D Co., Ltd.
- Honda Racing Corporation
- Honda Technical College
- Honda Access Corporation

Trends in indicators of health management activities

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Score for subjective view of health*1	3.47	3.45	**3.47**
Score for commitment to health*2	3.64	3.61	**3.66**

- Scope of aggregation: 5 companies*3
- Average score on a 5-point scale for responses to the following questions in the associate survey:
  *1 "Your health (mental and physical) is in good condition for work and recreation"
  *2 "You engage in actions to maintain and improve your current state of health"
  *3 The following 5 companies covered by the labor agreement of Honda Motor Co., Ltd.:
  Honda Motor Co., Ltd. / Honda R&D Co., Ltd. / Honda Racing Corporation / Honda Technical College / Honda Access Corporation

Stress check participation rate (%)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	**FYE Mar. 31, 2026**
Japan	94.9	94.3	**94.6**

- Scope of aggregation: 5 companies
- Calculation: Number of participants ÷ Number of full-time associates employed as of July 1

3

Social

Workers in the Value Chain

Basic Approach

Human Rights in the Supply Chain

Honda has formulated the Honda Human Rights Policy to fulfill its responsibility to respect the human rights of stakeholders affected by its business activities. Honda also works to ensure that all business partners, including suppliers and dealers, understand this policy and collaborate to resolve issues together.

Honda's Human Rights Initiatives Framework ➡ p. 70
Honda Human Rights Policy ➡ p. 71

Initiatives

Human Rights Initiatives

Honda upholds the Honda Human Rights Policy and promotes respect for human rights throughout its corporate activities.

As part of the initiative, the Company shares the Honda Supplier Sustainability Guidelines with its suppliers, which cover international human rights requirements, such as the prohibition of child labor, forced labor, compliance with working hours, guarantee of a living wage, and dialogue with employees, among other things, and requires them to comply with the Guidelines.

Honda asks that the Guidelines be implemented throughout the entire supply chain via its primary suppliers.

Honda also verifies the status of its suppliers' human rights-related efforts through ESG surveys utilizing third-party organizations.

Using the surveys to check the status of necessary systems and evidence of initiative implementation, the Company identifies risks and requests improvements.

Additionally, Honda uses a supply chain mapping tool based on data mining to identify and mitigate human rights risks in the supply chain.

Supply Chain Management ➡ p. 185

3

Social

Consumers and End-users

Safety

Quality

Information Security

Governance

Process for Implementing Initiatives

Honda develops effective measures for each region, constructs traffic collision reduction scenarios, manages the progress of these measures, and monitors the number of fatalities.

Honda also conducts early analysis of potential collision risks due to changes in road environments and the introduction of new mobility options. When identifying issues that may occur in multiple regions, Honda addresses them as global common challenges and promptly considers countermeasures.

Information sharing and discussions between regions are conducted at the Global Safety Representative Meeting, which consists of safety representatives from each region. The PDCA (plan-do-check-act) cycle of measures, including management indicators (KGI and KPI), is conducted at the Safety Strategy Committee (a cross-departmental committee), where safety strategies are discussed and aligned with Business Operations. Important matters are reported to the Executive Council, where discussions are held by management members.

Strategy

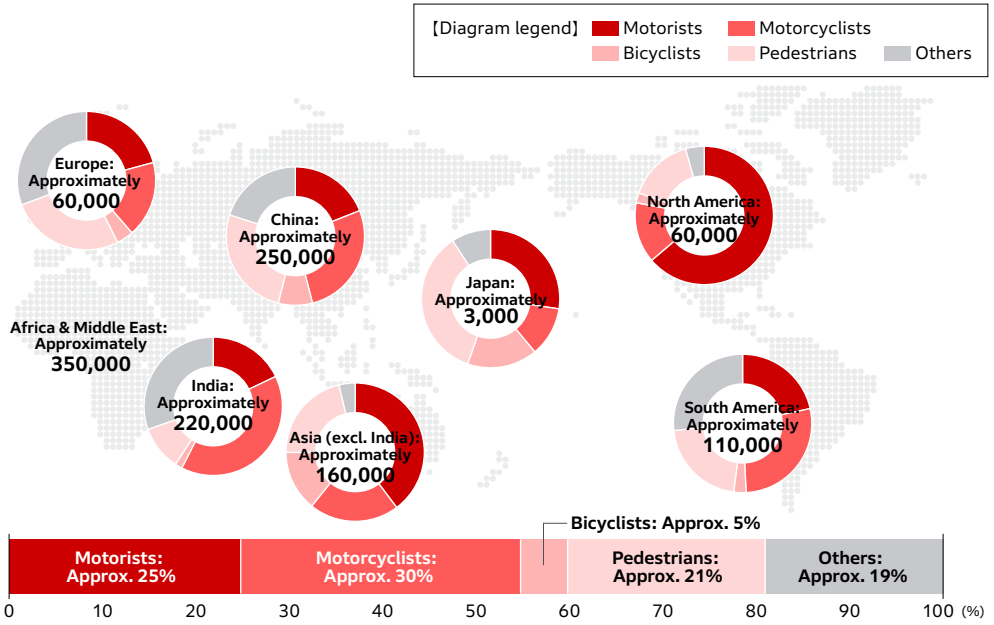
Environment Recognition

Global road traffic fatalities remain a serious issue, with approximately 1.19 million fatalities annually. By road user type, automobiles account for about 25%, motorcycles about 30%, cyclists about 5%, and pedestrians about 21%. Regionally, Southeast Asia accounts for about 28% and Africa about 19%*, indicating particularly high proportions and highlighting the crucial need to address the safety of vulnerable road users such as motorcyclists and pedestrians in emerging countries.

Eliminating traffic fatalities is a societal responsibility for mobility manufacturers. Honda, as the company selling the largest number of motorcycles, is particularly committed to spearheading safety initiatives for all road users, including motorcyclists.

* Source: WHO Global status report on road safety 2023

Global traffic accident statistics (WHO)



* Source: Honda's own estimates based on the WHO Global status report on road safety 2023

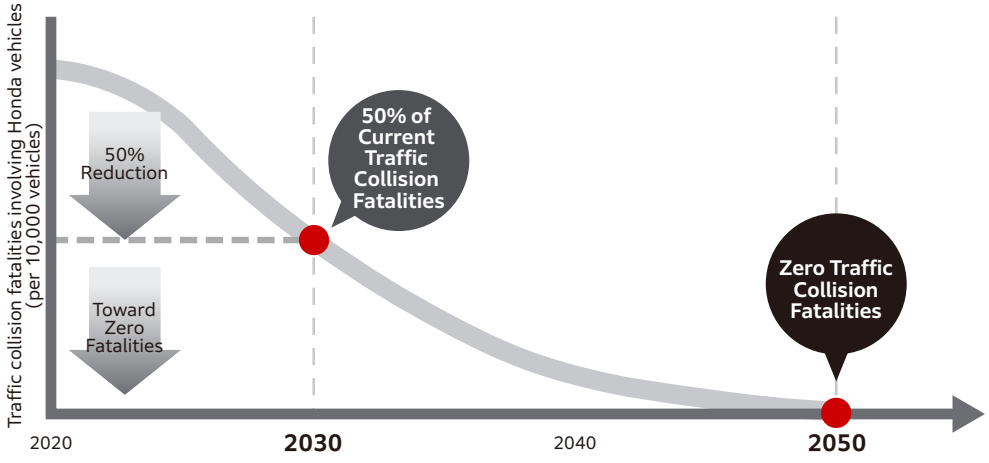
Strategy

Honda's Vision

Honda aims for zero traffic collision fatalities involving Honda motorcycles and automobiles*1 globally by 2050. As a milestone, Honda targets to halve the number of traffic collision fatalities involving its motorcycles and automobiles worldwide by 2030 compared to 2020 levels*2. This includes not only new vehicles but all registered Honda motorcycles and automobiles on the market.

*1 Traffic collision involving Honda motorcycles and automobiles (rider, driver and passengers), as well as pedestrians and bicycles and other involved parties (excluding intentional violation of traffic rules with malicious intent and cases of willful incapacitated status due to use of alcohol, drugs, or other substances).
*2 Halve the number of traffic collision fatalities per 10,000 vehicles involving Honda motorcycles and automobiles worldwide by 2030 compared to 2020 levels.

Honda safety goals scenario toward the realization of "zero traffic collision fatalities" by 2050



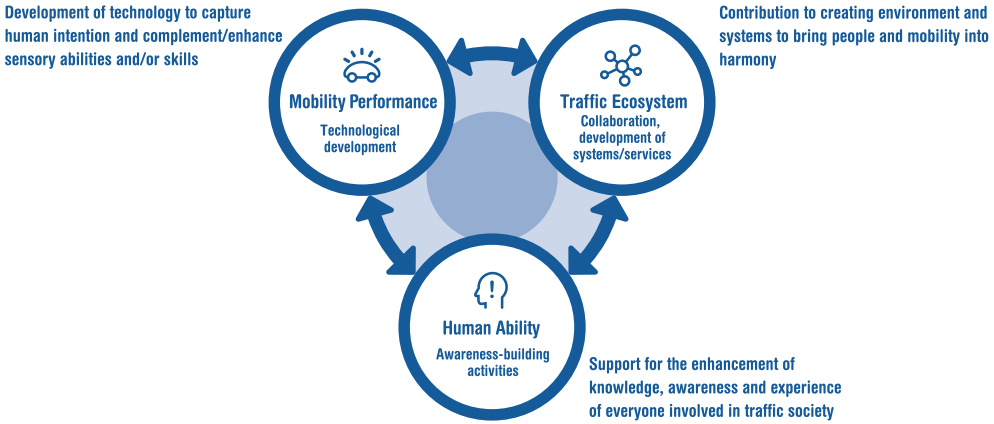
Honda has set "achieving a zero traffic collision society" as one of its important non-financial issues. As a key goal indicator (KGI) for tracking progress, Honda has adopted "traffic fatalities involving Honda automobiles in Japan and the United States" and is advancing efforts toward achieving the quantitative target (Not disclosed).

The focus is on these two countries due to insufficient accumulation of manufacturer-specific traffic collision data in other countries. The reason for limiting the scope to automobiles is the lack of data for certain types of motorcycles. However, Honda's safety efforts are not limited to these regions nor to vehicle types. Within Honda, the number of traffic fatalities involving its motorcycles and automobiles in each country is also estimated, and countermeasures are developed accordingly. On the other hand, accurate data, including traffic collision fatalities, is essential for planning countermeasures. Since acquiring these data is a significant challenge, Honda has communicated its importance to international organizations, national agencies, and industry stakeholders, and is working to encourage them to address it.

Approach Toward the Vision

Honda is addressing various factors leading to collisions by evolving and combining "Human Ability (awareness-building activities)," "Mobility Performance (technological development)," and "Traffic Ecosystem (collaboration, development of systems/services)"—collectively referred to as the Honda's three elements of safety. These measures align with the Safe System Approach recently recommended by the United Nations to various countries, which is to promote safety measures with technologies and activities in various areas in response to a single collision case. Additionally, Honda's three elements of safety are established as material issues to be addressed.

Honda's three elements of safety



Strategy

Toward 2030

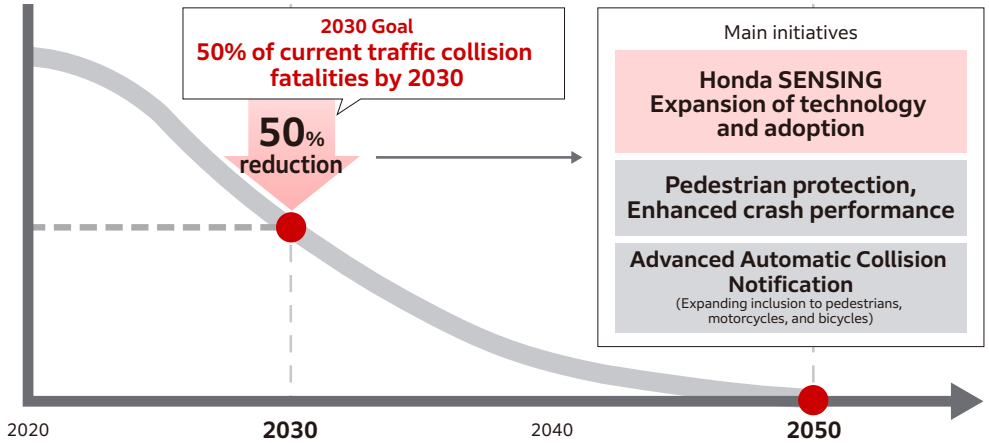
A key challenge toward 2030 is reducing fatal collisions involving motorcycles in emerging countries. To address this issue, Honda will actively develop instructor training programs, corporate training at Traffic Education Centers*, and schools for individuals under "Human Ability (awareness-building activities)." Under "Mobility Performance (technological development)," for motorcycles, Honda will expand the adoption of advanced braking systems such as ABS and CBS (Combined Braking System), as well as lights with high visibility for both riders and other road users. For automobiles, Honda will actively promote the functional evolution and widespread use of advanced driver-assistance systems (ADAS), such as "Honda SENSING" with a motorcycle detection function in emerging countries and "Honda SENSING 360" in developed countries, tailored to the local realities of each region.

Under "Traffic Ecosystem (collaboration, development of systems/services)," Honda is strengthening its collaboration with international organizations such as the United Nations in relation to traffic safety. Honda will support safety policies such as institutional reform, awareness-building, and infrastructure development by providing the knowledge and know-how cultivated through Honda's long-standing safety activities to countries around the world, with a focus on emerging countries, through such organizations.

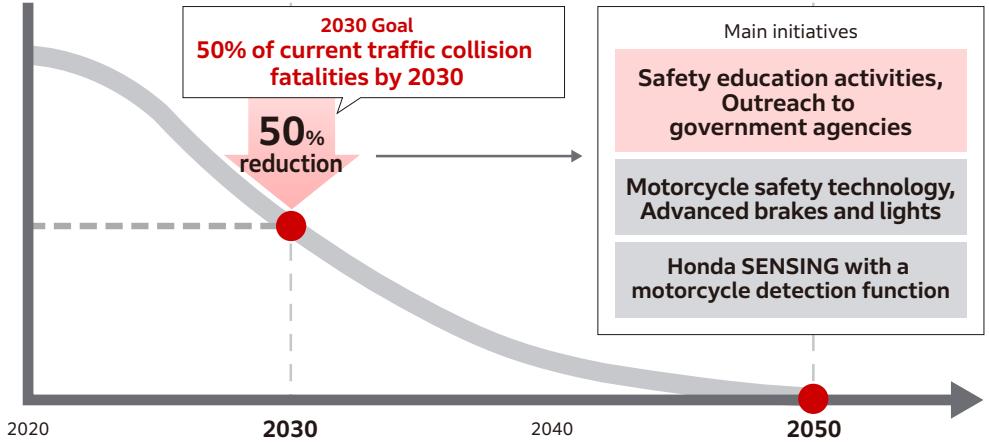
* Honda facilities where internal and external traffic safety instructors are trained and safe driving education is provided to corporations, schools, and individual customers.

Scenario for halving the number of traffic collision fatalities by 2030

Developed countries - Automobiles



Emerging countries - Motorcycles



Strategy

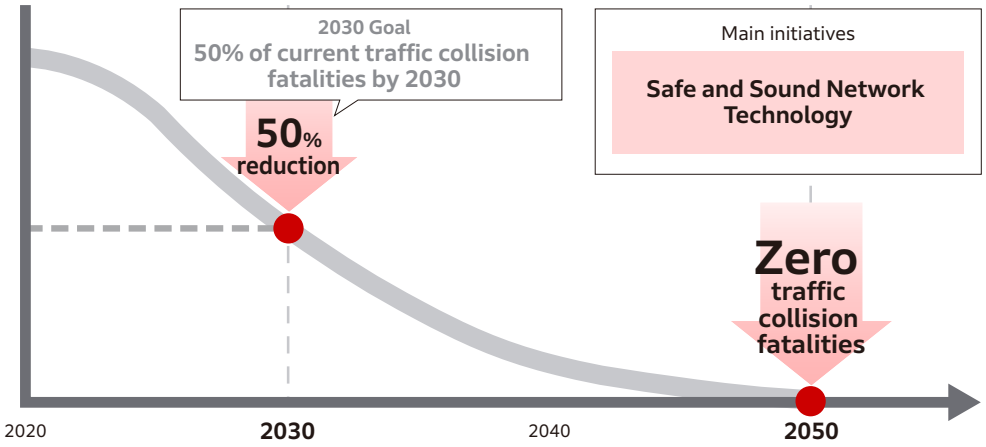
Toward 2050

A major challenge for 2050 is to reduce traffic collision fatalities among pedestrians, bicyclists, motorcyclists, and other vulnerable road users. To address this challenge, Honda will accelerate efforts related to the "Traffic Ecosystem (collaboration, development of systems/services)."

Specifically, Honda will promote research and development relating to Safe and Sound Network Technology and standardization of technologies for social implementation.

Safe and Sound Network Technology provides information through telecommunications to help all road users prepare for and avoid the risks of collision before they occur.

Scenario toward the realization of "zero traffic collision fatalities" by 2050



Basic Approach

A Society Where Everyone Can Enjoy Freedom of Mobility with Total Peace of Mind

For many people, mobility is essential for a better quality of life. Mobility, including motorcycles and automobiles, plays an important role in people's lives as tools for work and as social infrastructure. Meanwhile, recent technological advancements in online services mean that lifestyles that can be maintained without physical movement are becoming increasingly feasible.

However, Honda believes people's desire for mobility remains unchanged under these circumstances. This is because the joy of expanding one's range of activities, guided by curiosity and experiencing the real world with all five senses, is a natural part of life from childhood. A secure society for all people is always essential for this joy to flourish, and "Safety" serves as the foundation for such a society.

Honda's "Safety for Everyone" reflects its commitment to pursuing safety personalized to each individual and the belief that the accumulation of individual safety leads to overall social safety. Historically, Honda has pioneered new technologies in the world without waiting for societal demand, setting higher targets beyond regulatory requirements and creating what did not exist.

While restricting people's mobility could enhance their safety, it is not the kind of society Honda envisions. To promote the joy and freedom of mobility for all people, Honda will continue to actively pursue safety measures, as part of its social responsibility.

Honda Environmental and Safety Vision

Realizing the joy and freedom of mobility and a sustainable society where people can enjoy life.

Global Safety Slogan

Safety for Everyone

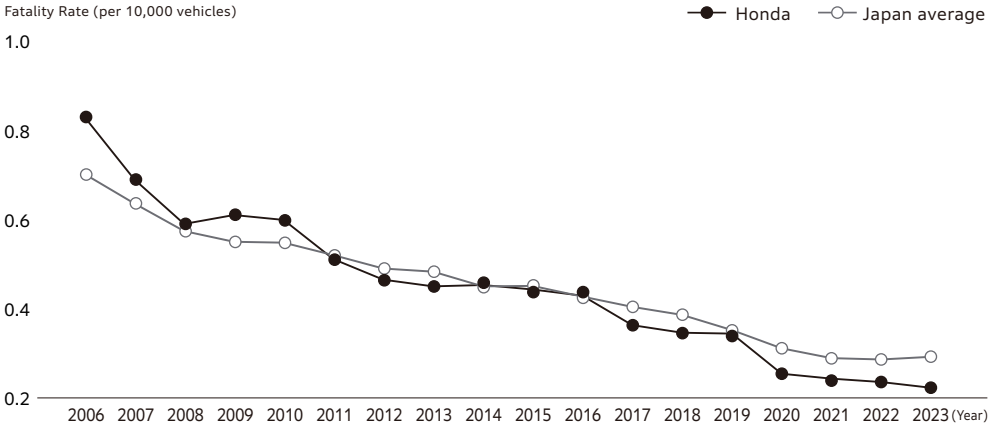
Honda wants to build a collision-free society where not only drivers and riders but everyone sharing the road can safely and confidently enjoy the freedom of mobility

Metrics and Targets

Traffic Fatalities Involving Honda Automobiles in Japan and the United States

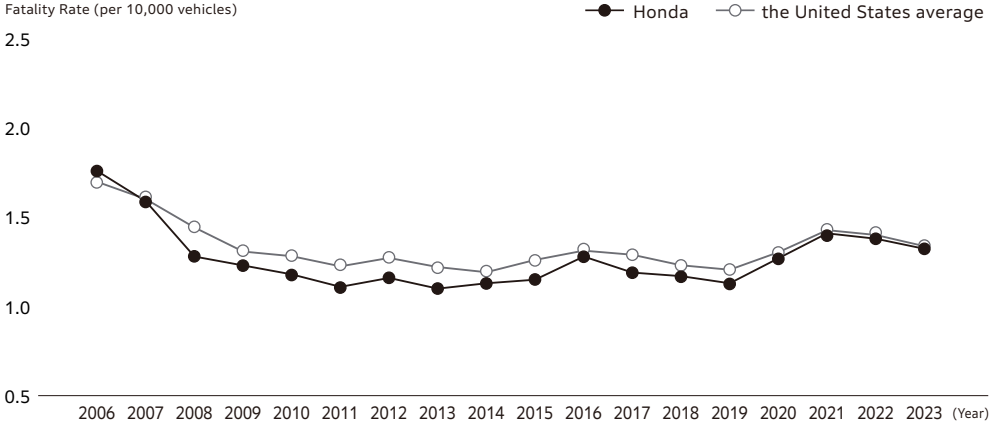
	Management Indicator	Scope	Target	
			Fiscal Year Ended March 31, 2026	Fiscal Year Ending March 31, 2031
KGI	Traffic fatalities involving Honda automobiles in Japan and the United States	Automobiles (Japan and the United States)	(Not disclosed)	

Trends in fatality rates involving automobiles per 10,000 registered vehicles in Japan



Source: Honda's analysis based on data from the Institute for Traffic Accident Research and Data Analysis (ITARDA). Japan average is based on annual traffic statistics for automobiles and motorized bicycles.

Trends in fatality rates involving automobiles per 10,000 registered vehicles in the United States



Source: Honda's analysis based on NHTSA Fatality Analysis Reporting System (FARS) data. The United States average is based on the Fatality Rate per 100,000 Registered Vehicles of the Traffic Safety Facts (TSF).

Metrics and Targets

Advanced Safety Technology Application Rate

Management Indicator		Scope		Target		Results
				Fiscal Year Ended March 31, 2026	Fiscal Year Ending March 31, 2031	Fiscal Year Ended March 31, 2026
KPI	Advanced safety technology application rate	Motorcycles (emerging countries)*1	Advanced Braking (ABS/CBS)	(Not disclosed)	100%	91%
		Automobiles (developed countries)*2	Honda SENSING (Honda SENSING 360)		100% (100%)	95% (1%)
		Automobiles (emerging countries)*3	Honda SENSING		100%	71%

*1 Representative measurement countries: India, Indonesia, Vietnam, Thailand, and Brazil
*2 Japan, the United States, China, and Europe
*3 Representative measurement countries: India, Indonesia, Malaysia, Thailand, and Brazil

External Evaluations

Third-Party Evaluations

In 2024, Honda became the first company in the automotive industry to receive the highest ranking of "3 stars," as part of the FIA*1 Road Safety Index, set forth by the FIA to enable businesses and organizations to measure their road safety footprint*2.

The FIA Road Safety (RS) Index is a new tool designed to enable companies and organizations to visualize and measure the impact of their operations on road safety and achieve more sustainable road traffic. The Index provides comprehensive assessment and evaluation of the safety footprint of each company/organization based on various factors such as their road safety goals, commitment, and the number of traffic collision fatalities and injuries across their entire value chain.

The FIA RS Index system contains two ratings: 1) the "supply chain rating," which covers a broad range of corporate activities from procurement of raw materials to development and production of products, and customer delivery of the products, and 2) the "product/service rating," which evaluates the safety aspects of products/services.

Honda has become the first company in the automotive industry to undergo audits for both ratings and has received the highest rating, 3 stars, in both ratings.

Honda is striving to reduce the number of traffic collision fatalities involving Honda motorcycles and automobiles worldwide by 50% by 2030, then to achieve zero traffic collision fatalities by 2050. Becoming the first automaker to receive 3 stars as part of the FIA RS Index represents Honda's strong commitment to the pursuit of road safety. Safety initiatives Honda has been conducting based on its long-term safety strategy were highly evaluated, as well as the fact that Honda has been tracking the number of traffic collision fatalities and serious injuries across its value chain, by age and by type of road user, as its road safety footprint.

Honda will continue to actively participate in safety initiatives promoted by international organizations and contribute to solving the issues of the mobility society.

*1 Fédération Internationale de l'Automobile
*2 This evaluation of Honda covers operations related to the production and sales of motorcycles and automobiles in Japan.

Mobility Performance: Technological Development

To further elevate the safety of mobility, Honda believes that integrated performance that complements or expands human capabilities is necessary. Such capabilities include protecting the human body, avoiding collisions, and detecting and sharing driver intentions among vehicles and others.

Approach

Moving forward, Honda will particularly focus on enhancing collision safety performance and promoting the evolution and application of ADAS for automobiles. For motorcycles, Honda will expand the application of advanced braking systems such as ABS and CBS, as well as lights with high visibility for both riders and other road users.

To track the progress of these initiatives, Honda has defined KPIs for advanced safety technology application rates, including Honda SENSING 360 for automobiles in developed countries*1, Honda SENSING for automobiles in emerging countries*2, and advanced braking systems (ABS/CBS) for motorcycles in emerging countries*3, so as to set targets to ensure steady progress.

*1 Japan, the United States, China, and Europe
*2 Representative measurement countries: India, Indonesia, Malaysia, Thailand, and Brazil
*3 Representative measurement countries: India, Indonesia, Vietnam, Thailand, and Brazil

Initiatives

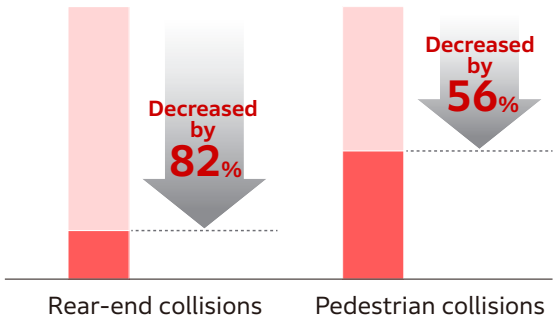
Honda SENSING: Expanding to Emerging Markets for Further Adoption

Honda SENSING, which has been offered since 2014, is a system that primarily senses the front of the vehicle, detecting pedestrians and other objects to support safe and comfortable driving and collision avoidance. In Japan, the mini-vehicle "N-BOX" equipped with Honda SENSING has shown 82% reduction in rear-end collisions and 56% reduction in pedestrian collisions*, confirming the effectiveness of the system.

To reduce the number of motorcycle traffic collision fatalities, Honda is gradually rolling out Honda SENSING with a motorcycle detection function, starting with 2021 models, and aims to expand this equipment to all automobile models worldwide by the fiscal year ending March 31, 2031.

* Difference in the survey results of the number of traffic collision fatalities and injuries per the number of registered vehicles between N-BOX models equipped with Honda SENSING and those without Autonomous Emergency Braking (AEB). Honda's analysis based on data from the Institute for Traffic Accident Research and Data Analysis (ITARDA).

Collision reduction effect of vehicles equipped with Honda SENSING (N-BOX)



Mobility Performance: Technological Development

Honda SENSING 360: Aiming to Expand to All Automobile Models in Developed Countries by the Fiscal Year Ending March 31, 2031

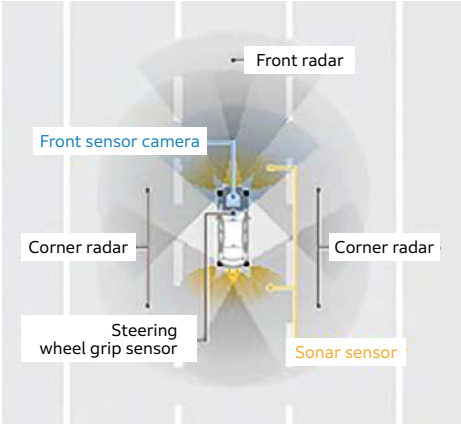
Honda is working to evolve and expand the Honda SENSING 360 omnidirectional safety and driver-assistive system as an advanced safety technology to help prevent collisions.

Honda SENSING 360 expands the sensing range to cover the entire area around the vehicle, in addition to the forward detection capabilities developed with previous Honda SENSING. This broader coverage helps address risks commonly encountered in everyday driving, such as cross traffic at intersections, pedestrians crossing during left or right turns, and approaching vehicles during lane changes. Multiple functions—including Collision Mitigation Braking System, Front Cross Traffic Warning, Cornering Speed Assist, Lane Change Collision Mitigation, and Active Lane Change Assist—work in coordination to support the driver's situational awareness and driving operations. Honda SENSING 360 is currently installed in CR-V and ACCORD in Japan and China, and in vehicles such as Acura MDX in the United States.

Furthermore, based on Honda SENSING 360, Honda is developing a next-generation ADAS that supports driving operations along the entire route to the destination set in the navigation system, on both surface roads and expressways. In driving situations spanning urban areas, arterial roads, and expressways, the next-generation ADAS reduces driver workload and achieves more stable driving by appropriately assisting acceleration and steering operations while recognizing the surrounding traffic environment.

In addition to understanding the surrounding environment through ADAS sensors and cameras, this next-generation ADAS is planned to incorporate driver-assistance technology that adjusts the type of support provided based on traffic conditions and the driver's state. On the premise that driving is primarily done by humans, the next-generation ADAS is designed to enhance safety in various traffic situations by complementing human judgment and operations.

Honda aims to realize support tailored to each individual driver by leveraging the knowledge it has cultivated through research into human cognition and behavioral characteristics. Through the rollout of Honda SENSING 360 across all models in developed countries and the phased introduction of next-generation ADAS, Honda will further enhance and expand the adoption of safety technologies.



Honda SENSING 360

Assists the driver with acceleration and steering operations throughout the entire route to the destination, whether on expressways or surface roads

Next-generation ADAS

Mobility Performance: Technological Development

Third-Party Evaluations

Activities in the Fiscal Year Ended March 31, 2026

Many of Honda's models have received the highest safety performance ratings in third-party evaluations in various regions.

Results of key third-party evaluations for automobiles*1

Country/Region		Third-party evaluation	Models	Number of models*5
Japan	JNCAP	5★	WR-V 2024	1/2
North America	IIHS*2 (U.S. models only)	2025 IIHS *TOP SAFETY PICK+*	Civic Hatchback 2025 / Accord 2025 / HR-V 2025 / Passport 2026	9/15
		2025 IIHS *TOP SAFETY PICK*	Civic Sedan 2025 / Pilot 2025 / Acura MDX 2025 / Acura ADX 2025 / Acura Integra 2025	
	U.S. NCAP*3	5★	Prologue 2025 / CR-V Hybrid 2025 / CR-V 2025 / HR-V 2025 / Civic Hatchback 2025 / Civic Sedan 2025 / Civic Si 2025 / Civic Sedan Hybrid 2025 / Civic Hatchback Hybrid 2025 / Odyssey 2025 / Pilot 2025 / Accord 2025 / Accord Hybrid 2025 / Passport 2025 / Ridgeline 2025 / Acura Integra 2025 / Acura MDX 2025 / Acura RDX 2025 / Acura TLX 2025 / Acura ZDX 2025 / Acura ADX 2025	21/21
Asia / Oceania	C-IASI*4	G (Good) ratings in the evaluation categories of occupant protection, pedestrian protection, preventive safety, and electrical safety for new energy vehicles	P7 2025	1/1
	TNCAP	5★	-	0/1
	KNCAP	5★	-	0/1
	Bharat NCAP	5★	-	0/1

*1 Period for announcement of third-party evaluation results: April 2025 to March 2026 (JNCAP), and January to December 2025 (Others)
*2 IIHS: Insurance Institute for Highway Safety
The organization conducts automobile assessments to test and evaluate the safety performance of various cars. IIHS only awards TOP SAFETY PICK and TOP SAFETY PICK+ to vehicles that achieved excellent test results.
*3 NCAP: New Car Assessment Program
This is a program that tests and evaluates the safety performance of automobiles and is performed by public organizations in various regions. Testing and evaluation methods are different in each region. Ratings range from 0★ to 5★ (5★+ is the highest rating in some regions).
*4 C-IASI: China Insurance Automotive Safety Index
This tests and assesses the safety performance of automobiles using the four grades of G (Good), A (Acceptable), M (Marginal), and P (Poor). In this evaluation, the highest rating is achieved by earning four "G" (Good) ratings across the evaluation categories of occupant protection, pedestrian protection, active safety, and electrical safety for new energy vehicles.
*5 Number of models that received the highest rating / number of models evaluated

Human Ability: Awareness-Building Activities

The cornerstone of traffic safety is "human." Since the establishment of the Traffic Safety Promotion Operations in 1970, Honda has been actively involved in traffic safety awareness activities targeting not only riders and drivers but also everyone sharing the road, from children to the elderly.

These activities are based on the principles of "passing safety education from person to person" to enable more people to empathize with and understand safety, and "providing participatory hands-on education" to effectively deepen understanding by experiencing potential hazards in a safe environment. They are designed to improve human abilities, not only in driving skills and cognitive judgment ability but also in aspects such as empathy and consideration for others.

Approach

Based on these principles, Honda is evolving its traffic safety awareness activities. As of March 2026, Honda actively provides instructor training, corporate training at its Traffic Education Centers, and schools for individuals in 43 countries and regions worldwide, including Japan. Additionally, Honda collaborates with local businesses, schools, and Honda dealerships to provide traffic safety education programs tailored to all age groups, from children to the elderly. In the fiscal year ended March 2026, approximately 4.6 million people attended our educational programs.

Moving forward, in addition to in-person awareness activities, Honda will use technologies such as digital tools and generative AI to evolve toward "safety education customized for each individual" that is tailored to each person's awareness, abilities, experience level, and physical capabilities.

Countries and regions engaged in traffic safety activities

Human Ability: Awareness-Building Activities

Initiatives

Building Traffic Safety Awareness Across Generations

Honda believes that helping children understand traffic rules from an early age and recognize potential risks helps foster safe behavior. Based on this belief, Honda is committed to traffic safety awareness activities for children who will become future road users.

Specifically, in Vietnam, in light of the social environment in which motorcycles are the primary means of transportation, Honda is working with the National Traffic Safety Committee and the Ministry of Education and Training to donate certified helmets to all first-grade elementary school students nationwide and provide traffic safety training for parents and children.

In the United States, recognizing that traffic fatalities involving young people have become a serious social issue, we are working closely with local communities and related organizations to promote the "Honda Safety Driven" program. The initiative fosters responsible driving habits and greater awareness of traffic safety among students. Since launching in October 2023, the program has reached 1 million students nationwide, contributing meaningfully to safer communities.

Going forward, Honda will continue to address region-specific challenges through these initiatives while sustaining and expanding awareness activities for a wide range of generations, from children to the elderly, and contributing to a safer mobility society over the long term.

Certified helmet donation activities in Vietnam

Strengthening Global Instructor Training

One of the key components of Honda's safety awareness initiatives is its Traffic Education Centers. Traffic Education Centers around the world are expected to play an increasingly important role in improving safety in local communities.

To strengthen collaboration among our globally deployed Traffic Education Centers and further improve the overall quality of education, it is essential to maintain a consistently high standard across all locations and establish global standards. To achieve this, Honda is enhancing instructor training programs and establishing systems to continuously improve their skills.

To further enhance their activities, the Traffic Education Centers also strive to improve instructors' safe riding and driving abilities as well as their instructional skills. As part of these efforts, they held the Safety Instructor Competition in the Asia and Oceania region and in China, where it was held for the first time this fiscal year. In this competition, each region implements initiatives tailored to the specific priorities of each year. Through initiatives such as improving instructors' riding and driving skills, enhancing their ability to provide practical guidance to customers, and sharing effective practices among participants from different countries, the competition helps enhance future safety awareness initiatives and strengthen instructor motivation.

Scenes from instructor training

Human Ability: Awareness-Building Activities

Strengthening Delivery Rider Awareness Activities Through Collaboration with Other Companies and Government Authorities

As the number of motorcyclists increases with the rapid expansion of delivery demand, Honda is strengthening safety awareness activities for riders in collaboration with companies and local communities.

As part of this effort, Honda supervised the production of interactive video learning materials for delivery riders of Uber, a company operating mobility and delivery service on a global scale. The materials have been distributed in 20 countries worldwide and have been viewed by more than half a million delivery riders.

In Japan, Honda also promoted greater safety awareness among delivery riders through webinars led by an instructor from Honda Traffic Education Centers.

Furthermore, in São Paulo, Brazil, Honda provides safety training programs for delivery riders tailored to local realities in collaboration with a major delivery service company and a nonprofit traffic safety organization. In Dubai, UAE, the Honda Africa and the Middle East Representative office (HAMER), Honda's regional base overseeing Africa and the Middle East, works with the Roads and Transport Authority to implement similar programs.

Going forward, Honda will continue to strengthen safety awareness activities in the delivery sector through initiatives tailored to the challenges in each country and region.

Interactive video learning materials for Uber delivery riders

Introducing Honda's Proprietary Technology, Intelligent Driving Circuit (IDC), in Singapore

In January 2026, Honda announced that it will introduce its next-generation driver training and testing platform (currently under development)—the Intelligent Driving Circuit (IDC)—at the Singapore Safety Driving Centre (SSDC), a Honda-affiliated driving school in Singapore.

The IDC incorporates Honda's proprietary safe-driving assessment technology, Driving Style Proposal (DSP), which enables the system to automatically and consistently evaluate a trainee's driving skills without requiring an instructor to be present at all times.

By providing objective, data-driven feedback based on assessment results, the platform helps learners improve their driving proficiency more efficiently and systematically. Through the deployment of IDC, Honda aims to standardize the quality of traffic safety education in Singapore and contribute to addressing the growing challenge of driving-instructor shortages.

IDC system configuration

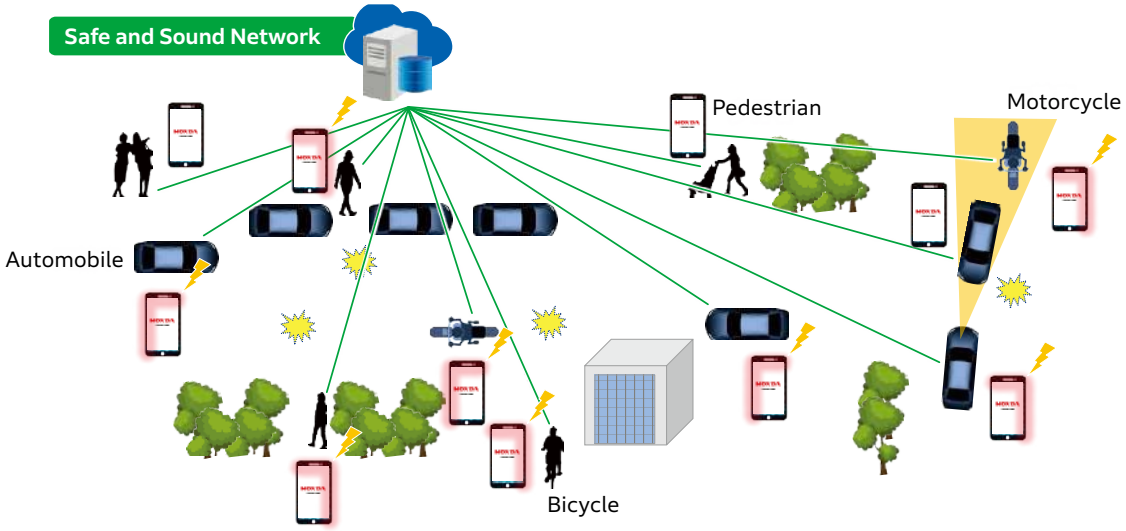
Traffic Ecosystem: Collaboration, Development of Systems/Services

The traffic ecosystem is a dynamic concept where people and mobility interact to create a seamless flow of traffic. Traffic conditions are ever-changing due to various factors such as weather, congestion, and traffic jams. Honda believes that preventing collisions in these conditions requires smooth interactions, considering the movements and circumstances of each road user.

Approach

In the future, ensuring the safety of everyone sharing the road, including vulnerable road users, will become increasingly important. For this reason, Honda is strengthening its collaboration with international organizations such as the United Nations toward the year 2030. Honda will support safety policies such as institutional reform, awareness activities, and infrastructure development by providing the knowledge and know-how accumulated through Honda's long-standing safety activities to countries around the world, with a focus on emerging countries, through such organizations.

Toward 2050, Honda will further enhance its connected technologies developed over the years and focus on Safe and Sound Network Technology. This technology aggregates data collected from roadside equipment, in-vehicle cameras, smartphones, and other sources in the cloud to recreate the traffic environment in a virtual space. Based on the conditions and characteristics of road users, it predicts dangerous behavior and derives optimal information to help prevent collisions. This information is conveyed through interfaces such as voice-based conversational AI, and by prompting drivers and pedestrians to take evasive action before an accident occurs, it helps prevent collisions before they happen.



Safe and Sound Network Technology (conceptual image)

Traffic Ecosystem: Collaboration, Development of Systems/Services

Initiatives

Honda Partners with United Nations Road Safety Fund (UNRSF) to Work Toward Reduction of Fatalities from Traffic Collisions

In November 2024, Honda became the first company in automotive industry to partner with the United Nations Road Safety Fund (UNRSF) to contribute to global initiatives to reduce fatalities from traffic collisions.

By combining the knowledge and know-how Honda has amassed through its long history of developing safety technologies and promoting safe driving/riding with the global network of the UNRSF, Honda and UNRSF will support traffic collision analysis and the road safety policies of various beneficiary countries. Honda and UNRSF have made emerging nations, particularly in Asia, as a focus area.

Regarding the traffic collision analysis in each selected beneficiary country, to enhance the effectiveness of initiatives taken to reduce traffic collision fatalities, Honda and other UNRSF partners will strive to establish a system for understanding the actual situations of traffic collisions and monitoring the effectiveness of road safety measures in each selected beneficiary country. In emerging countries, there is a lack of data necessary for the analysis of traffic collisions, making it difficult to analyze the causes of such incidents. To address this issue, Honda and other UNRSF partners will, inter alia, clarify the types of data that should be collected, based on international best practice, and encourage each selected beneficiary country to gather such data. Moreover, monitoring of the effects of road safety measures will be strengthened to enhance the practical effectiveness of the measures.

For the support for road safety policies in each country, Honda and UNRSF will provide aid for emerging countries, particularly in Asia. This will include advocating for legislation of appropriate speed limits, mandatory protective gear (helmets, seat belt use) and licensing systems, as well as assisting in strengthening the enforcement of traffic rules, proposing infrastructure improvements, and enhancing road safety awareness activities.

Furthermore, Honda will donate a total of US$3 million to the UNRSF over five years from 2025 to 2030 for the Honda-UNRSF collaboration in road safety initiatives.

Demonstration Tests through Industry-Government-Academia Collaboration for the Practical Implementation of Advanced Safety Technologies

In 2025, Honda participated in the Cabinet Office's Cross-ministerial Strategic Innovation Promotion Program (SIP) Phase 3 and conducted demonstration tests in Tsukuba City, Ibaraki Prefecture, to prevent traffic collisions. As part of efforts toward the real-world deployment of Safe and Sound Network Technology, which enables road users to share risk information with one another, these tests verified a system in which road users, including not only drivers and riders but also pedestrians and bicyclists, use smartphones to share information that helps prevent collisions.

The results showed that advance alerts function effectively even on public roads in situations that are likely to lead to collisions, such as pedestrians suddenly entering intersections with poor visibility and overlooking motorcycles during right turns.

In SIP Phase 3, discussions have also begun on the organizations responsible for developing and operating platforms that will be essential for promoting the real-world deployment of various technologies, including Safe and Sound Network Technology.

Honda is promoting measures that address these issues and other initiatives that take institutional design and standardization into account in collaboration with industry, government, academia, and other related stakeholders.

Scene from demonstration tests conducted under the Cross-ministerial Strategic Innovation Promotion Program (SIP) Phase 3

Traffic Ecosystem: Collaboration, Development of Systems/Services

Initiatives

Enhancing Road Infrastructure Management Through the Use of Vehicle Data

Since 2023, Honda has been conducting a demonstration project in collaboration with the Ohio Department of Transportation (ODOT) in the U.S. state of Ohio to enhance road infrastructure management.

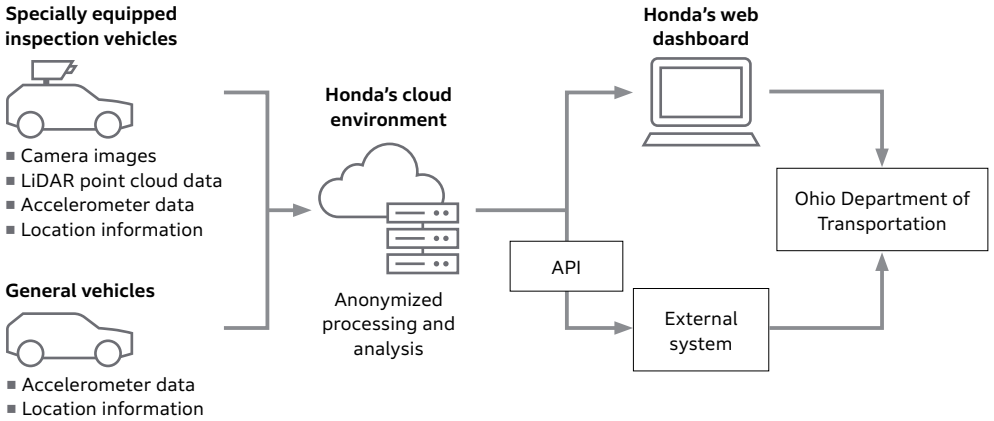
The project aims to evaluate the feasibility of using vehicle driving data to improve the efficiency and accuracy of road maintenance, as well as to apply these technologies to next-generation mobility.

In this project, large volumes of anonymized driving data collected from general vehicles are analyzed to comprehensively assess road surface conditions.

In addition, special inspection vehicles based on mass-production models and equipped with LiDAR and high-precision cameras are used to verify a system capable of detecting damage not only to pavement conditions but also to road signs, lane markings, guardrails, and other road infrastructure with high accuracy and in real time.

Through these initiatives, Honda aims to create new value in road infrastructure maintenance and management and, in the future, to contribute to more efficient road infrastructure systems that support the safe operation of automated vehicles.

System configuration for the demonstration test aimed at enhancing road infrastructure and vehicle management in Ohio, the United States



Inspection targets

3

Social

Consumers and End-users

Safety

Quality

Information Security

Governance

Quality Management System and Promotion Structure Underpinning "120% Product Quality"

Global Honda Quality Standard (G-HQS) Aimed at Increasing Quality of Honda Brand Products and Services

As Honda's production expands globally, alongside its parts and materials sourcing, maintaining a globally shared quality management system is essential to ensure that all facilities continue to remain consistent in generating 120% product quality. Established in April 2005, G-HQS serves as the foundation of this system.

Based on the Honda Quality Cycle (➡ p. 139), G-HQS is a set of fundamental standards supporting quality assurance and improvement activities in all sections. The aim is to improve the quality of Honda brand products manufactured and sold around the world as well as the services offered globally. G-HQS is also, in part, utilized as a means to reliably implement and certify process-based quality assurance focusing on rules, which has recently grown in importance following changes in laws, regulations, and the business environment.

In accordance with the Honda Quality Cycle, to enhance and improve quality, Honda clearly defines the roles and responsibilities between global and regional functions in such areas as planning/development, production, sales/service, and quality. With G-HQS, the goals and requirements integral to quality assurance activities for each function are stipulated by the Global Management Division. In line with local characteristics, the means for achieving these goals and requirements are specified by each operation base. This approach enhances the awareness of quality improvement and leads to the personal growth of local associates. The operational status of G-HQS within each operation base is confirmed by the Global Management Division on a regular basis to enhance quality improvement activities as a concerted effort alongside facilities.

Based on ISO 9001* criteria to which Honda production facilities in Japan and around the world have been certified, G-HQS represents the accumulation of knowledge that Honda has gathered independently to improve quality and prevent issues from recurring. As such, conforming to G-HQS is compatible with conforming to ISO certification standards.

As of February 28, 2026, 55 of the 60 Honda production facilities had acquired ISO 9001 certification.

* ISO 9001: An international quality control and quality assurance standard set by the International Organization for Standardization (ISO).

Management and Sharing Through Global Quality-Related Meetings

In order to ensure the strengthening of quality under this quality management system, Honda sets challenges based on quality targets established in company-wide policy, which are then modified to reflect those faced in different regions for which specific countermeasures are formulated. Regular Global Quality-related Meetings allow for this initiative to be managed and for information sharing to take place.

Global Quality Meeting

Regarding customer service, Honda has devised an action policy that focuses on each customer, via which value is created through service and the joy of continuing to use Honda products is prioritized. Those individuals responsible for quality-focused departments, from the headquarters down to the regions, hold joint Aftersales Business Meetings to share this policy and any other measures globally. Any productive measures and initiatives established within these meetings are set as global benchmark levels to enable the provision of higher-quality services on-site.

Global meeting structure

Meeting structure	Business	Meeting name	Times/year
Quality related	Motorcycle/Power products	Global Quality Meeting	3
		Global Motorcycle PP Quality Meeting	1
		Regional Quality Meeting	2
	Automobile	Global Chief Inspecting Engineer Meeting	1
		Global Quality Meeting	3
Aftersales business	Automobile	Global Aftersales Business Meeting	1
	Repair Parts	Global Parts Meeting	
	Power products	Global Service Manager Meeting	1

Basic Approach

Aiming to Bring Reassurance and Satisfaction to Customers

"We have to aim for 120% product quality, since even a 1% rejection is unacceptable." These words of founder Soichiro Honda define the Company's fundamental approach to quality, or more specifically, what it means to strive to be a company society wants to exist. It is also the identity of Honda, which has always strived to create products that exceed the expectations of customers.

Adhering to these objectives, Honda's commitment is to strengthen customer trust by offering products founded on safety and an outstanding level of quality. To this end, Honda has created the Honda Quality Cycle, which works continuously on quality enhancement and improvement, encompassing every stage in the process – from planning, development, production, and sales to after-sales service.

In order to realize the Fundamental Beliefs of "Respect for the Individual" and "The Three Joys (of Buying, Selling, and Creating)," Honda has set being "No.1 in customer satisfaction in all points of contact" as a primary objective of its activities. Honda works in collaboration with dealers to improve customer satisfaction at every stage, from sales to after-market service, so that customers can use its products safely and enjoy a high level of satisfaction for a long time.

Achieving an Outstanding Level of Quality

Over the years, Honda has implemented a variety of dynamic activities aimed at achieving an outstanding level of quality in its products. Meanwhile, the industry is heading toward an unprecedented turning point concerning responses to factors of environment, safety, and intelligence.

Honda will accelerate powertrain electrification to achieve carbon neutrality as well as introduction of driver-assistance technologies for the realization of a zero traffic collision society. Furthermore, Honda will work to create new value through open innovation by teaming up with other companies, including many from different industries, to address the challenge of creating new forms of mobility that incorporate the Internet of Things (IoT).

Moving ahead, in addition to ensuring the quality levels of its products and services provided to customers, Honda aims to provide reliable and safe quality at every stage of our customers' journey with Honda products, in step with innovations in mobility and lifestyle. Through this pursuit of quality in each domain, Honda will evolve its activities to achieve an outstanding level of quality along the way.

Initiatives

Quality Control Training

With the aim of improving the skills of associates involved in quality assurance, Honda offers four levels of quality control training based on in-house qualifications and quality control responsibility levels (See the table below).

The Quality Control Junior (QC-J) Course and the Quality Control Foreman (QC-F) Course are conducted as foundational training at Honda's sites worldwide, as well as at some suppliers. The Statistical Quality Control (SQC) and the Honda Quality Control Basic Course (HBC) are provided as specialized training at domestic sites. In particular, the HBC program spans eight months and places strong emphasis on developing quality management experts, including those from suppliers.

Through these training programs at each site based on G-HQS, Honda is creating an environment in which all associates can acquire and enhance the skills necessary to uphold Honda's product quality across the organization.

Training curriculum content

Category	Course name	Course content	Period
Basic training	QC Junior (QC-J) Course	Targets: associates during the six-month to one-year period after joining Honda Learn the basics of quality control techniques.	1 day
	QC Foreman (QC-F) Course	Targets: associates engaged in development, production, and quality duties Acquire the key quality control techniques and approaches required for robust quality assurance activities.	2 days
Specialized training	Statistical Quality Control (SQC)	Targets: associates whose principal responsibility is quality control and quality improvement activities Acquire the quality control techniques and approaches required for professional practice.	2 days
	Honda QC Basic Course (HBC)	Targets: associates responsible for the core of quality control activities Acquire skills to resolve difficult problems/issues with the aim of becoming quality control experts.	Total of 18 days

Best Quality Award

With the aim of elevating quality awareness, the Chief Officer of Quality Innovation Operations presents awards for themes that generate outstanding results in quality-related measures based on policy management. Divisions eligible for recognition include development, production, production technology, purchasing, certification, quality, parts/service, and IT.

Awards for divisions overseas were introduced in 2012, with the Chief Officer of Quality Innovation Operations presenting the awards on-site. From the fiscal year ended March 31, 2013, to the fiscal year ended March 31, 2026, visits were made to a total of 90 sites around the world to directly communicate with associates (employees).

On-site inspection and a group photo (FYE Mar. 31, 2026)

Initiatives

Honda Quality Cycle

Honda has created the Honda Quality Cycle to provide a continuous focus on quality enhancement and improvement at every stage, encompassing planning, development, production, sales, and after-sales service.

The aim of this initiative is to apply and reflect design and development expertise at the production preparation and production (mass production) stages. Ultimately, the goal is to achieve an outstanding level of quality by creating drawings designed to facilitate manufacturing and by developing manufacturing control techniques that limit process variability.

Honda Quality Cycle

I. Planning/Development

Implement quality assurance from the drawing stage by utilizing design and manufacturing expertise to create drawings designed to facilitate manufacturing.

II. Production Preparation

Prepare quality assurance in production processes by building manufacturing controls that limit process variability.

III. Production (Mass Production)

In addition to using drawings designed to facilitate manufacturing and implementing manufacturing controls that limit process variability, conduct rigorous inspections of parts and vehicles, and take steps to ensure no damage occurs during transport.

IV. Sales and Service

Market quality issues after sales are dealt with by dealerships, which collect quality information from customers in a timely manner.

V. Quality Information Collection/ Analysis and Quality Improvement

Quality information from customers and markets throughout the world is collected and analyzed with improvements quickly made to quality (market quality improvement system).

Global Honda Quality Standard (G-HQS)

Initiatives

Planning/Development and Production (Mass Production)

To ensure high quality, Honda conducts comprehensive quality assurance activities from the dual perspectives of planning/development and manufacturing. For example, drawings for objects that will be machine-processed include finished dimensions. However, when the same worker uses the same materials, equipment, and procedures to produce an item according to the dimensions specified on the relevant drawings as part of a given production process, small variations are inevitably found in the item's finished dimensions.

To address this complication, when designing drawings, R&D departments consider not only function and performance but also the ease of manufacture and minimization of variations. For their part, production departments implement manufacturing controls, based on the drawings, to keep variability within applicable standards and also develop production processes so that all workers can continue to achieve consistent quality levels in products.

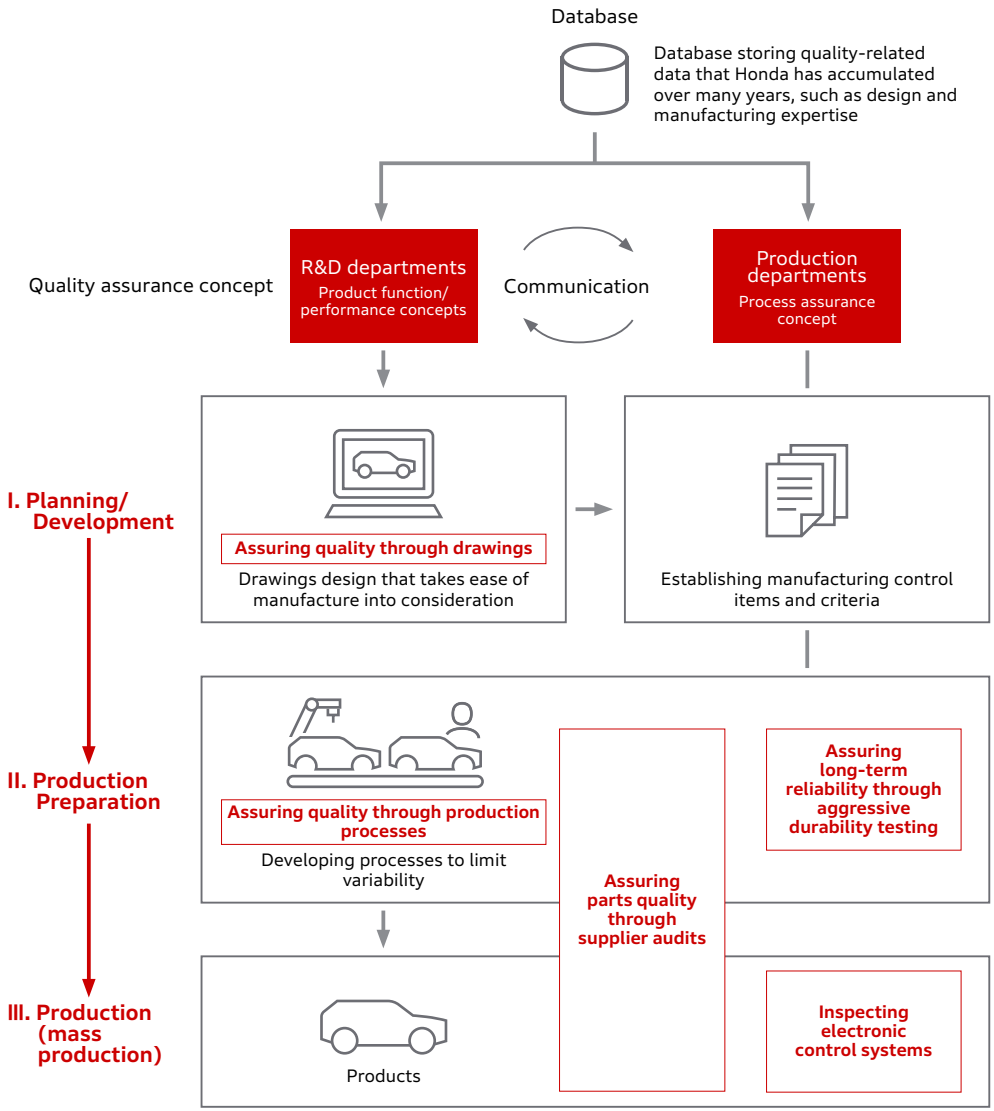
Improving Planning/Development Activities

At each stage of planning, development, production preparation, and production (mass production), Honda is working on improvement activities to reduce quality-related issues. This involves investigating any cause in the event of a major quality issue and introducing measures to prevent a recurrence.

To prevent specification-related issues, Honda identifies the impact of previously changed and changing points. Improvements are then implemented via a review committee that examines changing points and works through pending issues.

Additionally, the planning and development procedures at Honda have also been evolving. Indeed, Honda is strengthening its design review to enhance planning accuracy in the initial stages of new technology development. Furthermore, the Company has formulated evaluation conditions and standards in order to minimize deviation from the values expected by customers and society, as well as setting a sufficient verification timeframe.

Processes that create high quality products (automobiles)



Initiatives

I. Planning/Development

Assuring Quality through Drawings

Honda's R&D departments create drawings that take ease of manufacture into consideration in order to limit process variability and prevent human error during the manufacturing process. These drawings serve as the basis of Honda's quality assurance efforts.

Specifically, the R&D departments utilize a database of measures and techniques previously used to address market quality issues and other information. They communicate closely with manufacturing departments during the initial development stage, together with putting the concepts of product functionality, performance, and quality assurance in writing. These details are then shared to ensure coordination with production departments' concept of process assurance and quality assurance.

Establishment of Development Procedures with Suppliers

For many years, Honda has been committed to development based on "purchasing components with guaranteed performance," from which the Company presents its requirements to suppliers who design and test components for Honda products and also procures the components from them. Honda's R&D departments, purchasing departments, and other related departments have initiated a project to reduce critical quality issues within such components, which has included producing a manual for development based on "purchasing components with guaranteed performance." The manual is revised annually.

In the planning phase of advanced development, the technical challenges of the components to be developed are first organized. Accordingly then, the key development roles and responsibilities are determined to reflect the development experience and technical know-how of Honda and its suppliers. Essential development plan areas to focus on are then clarified, such as increasing the accuracy of Honda's requirements or taking a concrete approach toward verification.

In addition, quality assurance roles and responsibilities are clarified among Honda's departments/business sites and suppliers, based on logistics, distribution channels, and contractual agreements at the time of mass production. Areas requiring quality control in development, production preparation, and mass production are then conveyed to the relevant departments.

When a quality-related issue is found in the process of monitoring product quality defects based on the aforementioned procedures, an investigation into the cause is then conducted to ensure continuous improvement in development procedures.

II. Production Preparation

Assuring Quality through Production Processes

To prevent product quality issues, Honda's production departments establish manufacturing control items and criteria for each part, process, and operation. Engineers then use these manufacturing control items and criteria to verify manufacturing variability.

Honda's activities regarding parts procurement also cover parts materials.

Furthermore, by incorporating suggestions for enhancement from the work sites conducting actual operations and determining manufacturing control methods for each process, Honda develops processes that limit variability.

Assuring Parts Quality through Supplier Audits

Assuring the quality of procured parts is an important factor in delivering high-quality products.

Honda visits its suppliers' manufacturing facilities to conduct quality audits based on the Three Reality Principle, which emphasizes "going to the actual place," "knowing the actual situation," and "being realistic."

These audit activities are conducted for both the production preparation and mass production stages of supplier operations. Experts in the development and production of individual parts visit manufacturing facilities to conduct audits of suppliers' quality assurance systems and their implementations.

Honda then works to improve part quality through activities emphasizing communication with suppliers, for example, by sharing audit results and cooperating to identify quality improvement measures.

Initiatives

Assuring Reliability through Durability Testing

For new or redesigned models, Honda conducts rigorous long-distance durability testing before beginning mass production of such models to verify that no quality issues are present.

Honda also disassembles vehicles used in the test drives to verify that no parts show quality issues via a process consisting of several thousand check items. By accumulating data on the issues discovered via these test drives and detailed inspections, as well as associated countermeasures, the Company ensures a high level of quality and reliability.

Verification of parts following durability testing

III. Production (Mass Production)

Inspection of Electronic Control Systems

In recent years, the installation of electronic control systems in vehicles has increased dramatically in order to improve environmental friendliness, together with convenience and comfort. Inevitably, the implementation of efficient inspection is required to assure the quality of these systems.

To this end, Honda has installed Line End Tester (LET) – an inspection and diagnostic system developed in-house at production plants in Japan and overseas.

The LET was initially deployed to perform diagnostics of emission cleaning systems and parts in order to comply with U.S. emissions regulations. Then, in response to the recent evolution of electronic control systems, Honda extended the device's capabilities, allowing its use in the shipping quality inspection of all electronic control systems, from switches and instruments to air conditioner, audio, engine, and transmission operations. Doing so has enabled quantitative inspections through communication with electronically controlled components, which improves the accuracy and efficiency of inspections when compared to conventional methods dependent on human senses, such as smell, sight, and hearing.

To further enhance the precision and efficiency of sensory inspections, Honda is continuing to promote the quantification of shipping quality assurance for electronic control systems.

Inspection using the LET system

Initiatives

IV. Sales and Service

Honda has established the Customer First Supervisory Unit to realize optimal service operations in worldwide markets. The unit has set the key objective of being "No.1 in customer satisfaction in all points of contact" based on a "customer-first" policy.

"No.1 in customer satisfaction in all points of contact" refers to the realization of an environment in which customers feel satisfied with Honda in each and every situation they come into contact with the Company, including products, dealers, and online services. In addition to fulfilling customer expectations built up through past experience and information, the unit aims to be No.1 in customer satisfaction by continuously providing exciting experiences that exceed customer expectations.

Contact points between Honda and its customers

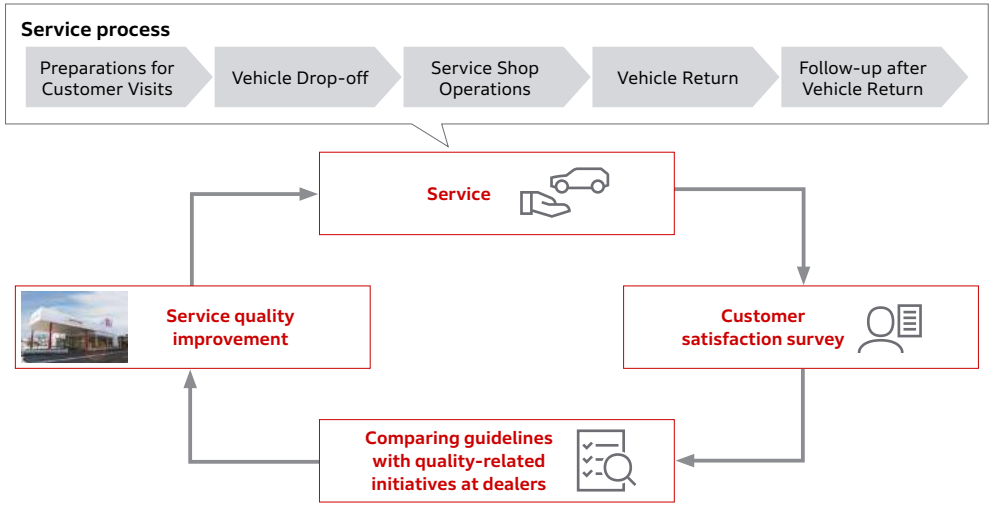
Customer Satisfaction Survey

Honda conducts a global customer satisfaction survey in relation to service operations for customers who have received service from a dealer. In the fiscal year ended March 31, 2026, the survey was conducted in 18 countries, including Japan and countries in North America, South America, Europe, Africa and the Middle East, Asia and Oceania, and China. The survey method enabled minute measurements of satisfaction for each part of the service process at a dealer, with the survey findings then used to provide guidelines for each dealer. By comparing these guidelines with other quality-related initiatives undertaken at dealers, activities are being undertaken toward better service quality at all points of customer contact by implementing a plan-do-check-act (PDCA) cycle.

In addition, once a year, Honda conducts a survey to make comparisons with manufacturers and brands considered as benchmarks in other countries. The results are then used as a reference to maintain and improve customer satisfaction at industry-leading levels. Consequently, in the fiscal year ended March 31, 2025, Honda attained top-level customer satisfaction in 15 countries*.

* Survey by Honda as of March 2025

Improving service operations through customer satisfaction survey



Initiatives

Honda Customer Relations Center

Honda Customer Relations Center, which directly communicates with customers in Japan, aims to enhance the satisfaction and joy of customers who use Honda products and services.

We collaborate across the entire Honda Group to respond to various inquiries from customers.

The Center received approximately 100,000 consultations from customers in the fiscal year ended March 31, 2026.

For the convenience of its customers, we strive to enrich the information on our website (link below) and provide content that meets our customers' needs.

Valuable feedback from customers, including questions, suggestions, and requests, is fed back into the Honda Group, enabling us to make improvements and thereby enhance our corporate value.

Q&A and Inquiry (Japanese only) https://www.honda.co.jp/customer/

Customer Car Life Support

Honda is providing services to support optimal car lifestyles for customers in global markets.

In Japan, for example, Honda is providing Honda Total Care as a membership service for Honda automobile users.

Members can access to the information that is useful for car maintenance and management, as well as make appointments for inspections via a dedicated Honda Total Care membership website and app. In addition, the Honda Total Care Emergency Support Center is accessible with the touch of a button in case of an emergency, as a part of the system that enhances customer convenience.

The Honda Total Care Emergency Support Center is a one-stop contact point for members facing problems, such as road collisions or vehicle breakdowns. In this manner, the service relieves members from the burden and confusion of having to undertake various correspondence with insurance companies, car dealers, and other parties. The Center is in service 24 hours a day, seven days a week, and makes smooth roadside assistance arrangements for members in need, as well as providing support for car operating instructions, among other services.

Honda has also entered into a business alliance with the Japan Automobile Federation (JAF) – a first in the automotive industry – to provide the industry's most expansive* roadside service as an optional addition. The Honda Total Care Premium connected service includes a function that allows for making an automatic call to an operator when an airbag is deployed, as well as providing an onboard emergency call button and trouble support button. By utilizing these features to eliminate the problems drivers face, Honda provides safer and more secure automobile lifestyles.

In addition, in the Accord model equipped with Honda SENSING 360+, released in May 2025, the Driver Emergency Support System assists in safely slowing down and stopping the vehicle within its lane if the system determines that the driver is unable to continue driving due to a sudden health issue while driving. The system alerts surrounding traffic using hazard lights and the horn, and automatically connects to an emergency support center to assist with arranging services such as an ambulance.

Honda aims to ensure the industry's highest level of customer support quality by strengthening relationships with customers through these services.

* Survey by Honda as of March 2026

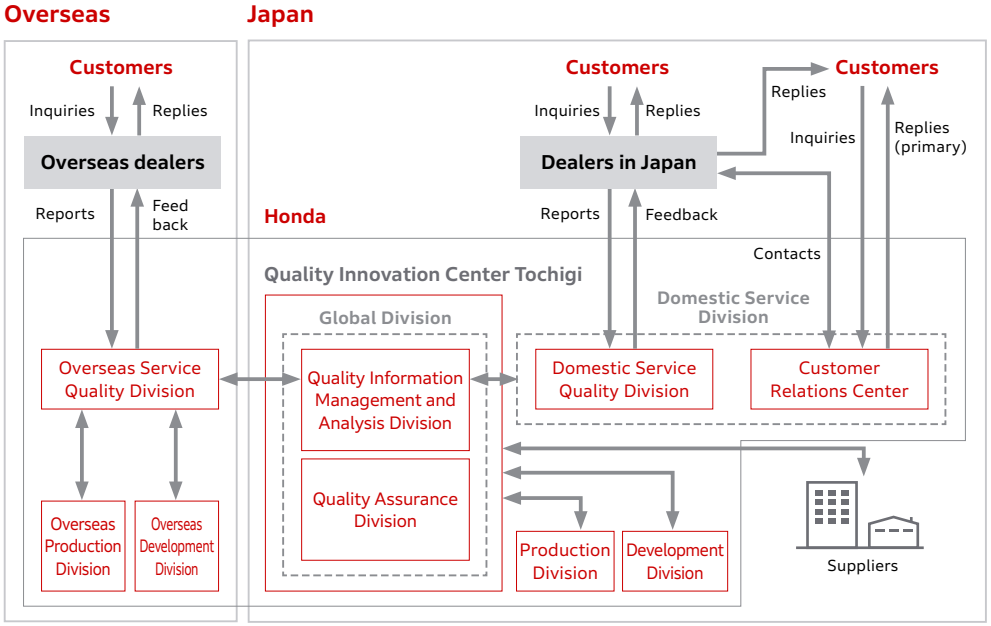
Initiatives

V. Quality Information Collection/Analysis and Quality Improvement

To enhance the functions of "preventing quality issues" and "quickly detecting and resolving quality issues when they occur" on a global scale, Honda has established the Quality Innovation Center Tochigi to bring together the various organization components concerned with product market quality information. The facility gathers quality-related information from dealers in Japan and overseas via domestic and overseas service departments and others. Measures and policies for preventing quality issues are developed based on the issues identified from this data, then provided as feedback to the development/production departments, including the design and production sections, and suppliers too.

Moreover, the Quality Innovation Center Tochigi operates a structure to increase collaboration between after-sales services and quality assurance activities and strengthen this feedback flow.

Market quality enhancement system (automobiles)

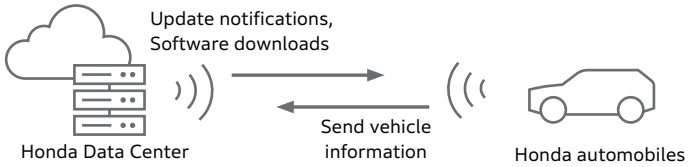


When a quality issue does occur, Honda works closely with development and production departments to identify the cause and implement countermeasures, while also appropriately assisting affected customers and taking action to prevent a recurrence. By leveraging big data and AI to further enhance these efforts, the Company will further accelerate its efforts to quickly resolve any quality issues that arise.

In addition to conventional quality issues related to automobiles, issues concerning connected services to onboard devices are also handled as quality issues under this market quality enhancement system. Software updates, including those related to defects, are handled using Over-The-Air (OTA)* and the number of OTA-compatible parts is being expanded sequentially.

* Over-The-Air: Technology for updating data via wireless communications

Overview of OTA



Prediction System

Honda has recognized the necessity of a system that provides peace of mind to customers in preparation for new environmental vehicles, such as fuel cell vehicles and electric vehicles.

With this system, vehicle information is sent to Honda's data center using telematics technology and then analyzed. Potential warning signs are identified from results prior to any trouble occurring, as a precautionary measure to safeguard customers.

Honda is utilizing this system to further provide customers with peace of mind.

Image of the prediction system

Initiatives

Quality Innovation Center Tochigi

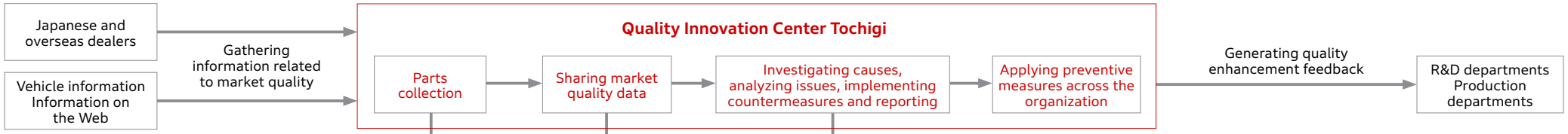
Quality Innovation Center Tochigi brings together all the key organizational components into a single facility, from the collection and analysis of market quality data to the consideration of countermeasures and providing quick and precise feedback to development and production departments.

Quality Improvement Operation Process

Quality enhancement operations at the Quality Innovation Center Tochigi, Japan, consist of pulling together market quality data and sharing information about collected parts and market quality issues. The personnel of this facility analyze collected parts, investigate causes, and develop countermeasures and improvements in a timely manner.

Specialized teams with extensive product knowledge are able to obtain detailed data using a range of analytical equipment. The operational process is configured to facilitate objective and appropriate decision-making based on gathered data.

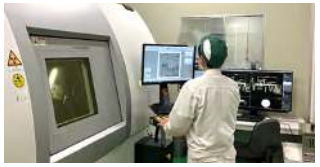
Quality improvement operation process



Parts collection
Parts collected from the market are classified by category and managed to facilitate quick analysis.

Sharing market quality information
Service, R&D and analysis departments gather and share information from the market.

Analyzing materials
Issues caused by materials are analyzed using the latest scientific equipment, including composition analysis and Xray diffraction analysis systems.



Non-disassembly CT inspection
Using a CT measuring device, the inside of a part is observed and measured without disassembly to locate the defective area.

Testing engine functionality and performance
The functionality and performance of assembled engines are verified on a bench.

Bench environment test
Analyses are conducted in road environments found around the world, from low temperatures to under the scorching sun, to humid conditions, traffic jams and high speeds.

Exhaust gas and mode driving verification
The compliance of exhaust gas components with emissions regulations and proper system operation during mode driving are verified.

Bench vibration test
Actual vehicle vibrations are reproduced on a testing bench together with analyzing issues.

Initiatives

Critical Quality Issues Exhibition Hall Presents Examples of Key Quality Issues

A critical quality issues exhibition hall was established at the Quality Innovation Center Tochigi in 2009. The purpose of this exhibition is to convey perspectives and knowledge gained from past failures through the display of actual items, so that the experience of market quality issues will not be forgotten and will be passed on to the future.

The hall provides key examples of past market quality issues. Many people visit the hall annually for training or as part of a tour. In the fiscal year ended March 31, 2026, training was mainly provided online to about 2,300 participants. The targets include not only Honda associates but also suppliers, overseas distributors, and service division personnel.

In particular, training for associates involved in product design and development is not only limited to new recruits, newly promoted chiefs or managers but to young associates in their fifth year with the Company and associates from Honda's overseas businesses as well to prevent market quality issues from being forgotten.

Rust on the body of a Honda Civic made in 1981

Cracked exhaust manifold of Honda Life mini-vehicle made in 1999

In-person training

Online training

Initiatives

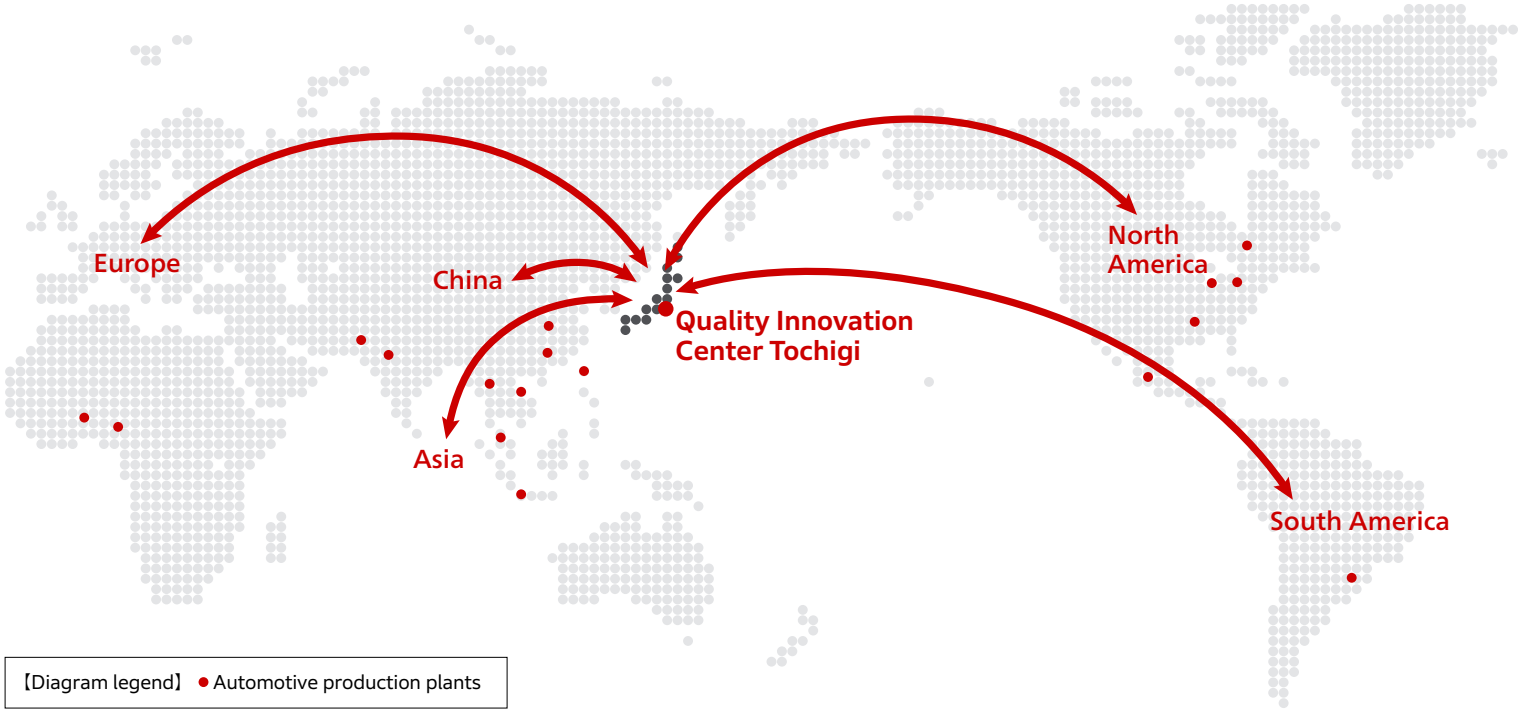
Analysis in Partnership with Overseas Entities

Overseas as well, production plants play a central role in promoting quality enhancement activities in collaboration with the Quality Innovation Center Tochigi.

When plants encounter a difficult market quality issue, the Center leads the investigation and analysis to ensure prompt corrective action is taken.

Quality Innovation Center Tochigi, Japan

Working with automotive production plants



Initiatives

Handling Major Quality Issues When They Occur

When Honda determines that an issue occurs with a product requiring a recall, it quickly notifies government authorities in accordance with individual countries' regulations and contacts the product owners by means of direct mail or telephone from dealers to provide information about how repairs can be received free of charge. In addition to Honda's website, recall information is provided through news media where possible.

As for recalls, a Global Quality Committee is quickly convened in accordance with G-HQS, and decisions concerning recalls are made in consultation with members of the relevant sales area, including experts from departments involved with quality issues who are capable of making objective decisions.

Annual recalls (FYE Mar. 31, 2026)

Segment	Times	Total units
Automobiles	25	1,102,477
Motorcycles	33	560,672
Power products	5	24,993

* These figures are sourced from internal data and, therefore, may differ from those publicly announced by authorities.

3

Social

Consumers and End-users

Safety

Quality

Information Security

Governance

To strengthen governance in cybersecurity, Honda has established a new organizational structure, with the control function launched in the fiscal year ended March 31, 2025 serving as the secretariat, to comprehensively and agilely oversee both IT and product domains. This structure consists of the Global Cybersecurity Strategy Meeting, chaired by the Chief Officer of Quality Innovation Operations, and the Global Cybersecurity Committee, chaired by the head of the secretariat department. By enabling related departments to collaborate across organizational boundaries, Honda is accelerating processes from issue sharing to the formulation of response policies. Timely reporting and recommendations to management ensure operations that are directly linked to management decision-making.

Basic Approach

In addition to Honda's diverse mobility offerings—motorcycles, automobiles, power products, and aircraft—the advancement of connected technologies is accelerating the convergence of products and IT. To continue delivering the new value created by these developments, Honda is strengthening robust protection against cyberattacks across all domains to ensure customer safety and peace of mind. To this end, everyone from top management to all associates recognizes cybersecurity as part of quality and puts appropriate measures into practice.

Initiatives

In addition to the policies that were previously established separately for the IT and product domains, Honda has issued a new overarching policy based on ISO 27001. This enables the promotion of cybersecurity measures under unified standards across domains. By operating this new policy in tandem with the governance framework, the Company is able to respond swiftly to increasingly diverse risks associated with the expansion of its services.

IT Security

Based on the Global IT Security Policy applicable across the entire Group, Honda defines security standards for business systems handling confidential and personal information, as well as production equipment systems and their underlying infrastructure. In addition to ensuring strict compliance by system administrators, the control function conducts annual monitoring (verification) of compliance, driving continuous improvement. Along with annual e-learning and training, Honda provides on-demand learning materials to deliver continuous security education. Furthermore, through its Security Operations Center (SOC), the Company monitors the Honda global network—including connected services—24 hours a day, 365 days a year, enabling risk mitigation and response.

Product Security

In compliance with the UN Regulation on automotive cybersecurity (UN-R155) and the international standard (ISO/SAE 21434), Honda implements appropriate measures throughout the entire lifecycle—from development to disposal. In addition, by participating in Auto-ISAC in both Japan and the United States, the Company gathers the latest information on threats and vulnerabilities and maintains a system to continuously monitor their impact on its products. In the event that an issue arises in its products, Honda combines anomaly data detected on the vehicle side with reporting lines based on its quality processes to enable swift root cause analysis and corrective actions. Based on the Global Product Cybersecurity Policy, the Company has established a structured framework, ensures compliance across relevant departments, and conducts annual status reviews by the control function. Furthermore, this robust management system is being progressively expanded to Honda products beyond automobiles.

Supply Chain

For consolidated subsidiaries, affiliates, and dealers with capital ties to Honda, efforts are made to maintain and enhance security levels by applying the Global IT Security Policy.

For business partners without capital ties, Honda strengthens risk management by, in Japan, utilizing the Automotive Industry Cybersecurity Guidelines established by the Japan Automobile Manufacturers Association and the Japan Auto Parts Industries Association to regularly assess the status of cybersecurity measures at partner companies. In North America, the Company supports the evaluation and improvement of suppliers' security levels.

3

Social

Social Contribution Activities

Governance

Honda's Global System for Social Contribution Activities

Based on its Global Policy for Social Contribution Activities, Honda engages in social contribution activities that value its bonds with local communities across the entire Group.

Honda has established systems to promote social contribution activities in each of the seven regions of the world. Regional contact points for social contribution activities are responsible for consolidating and sharing information, while local subsidiaries, foundations, and other organizations in each country take the lead in conducting social contribution activities.

Through this approach, Honda promotes social contribution activities that are tailored to the actual conditions and needs of each country and region, while taking maximum advantage of its resources.

Furthermore, to strengthen Honda's global networks, the Social Contribution Activities and Operations Office in the Corporate Affairs Division, Human Capital Unit, shares activity direction and gathers activity data in the seven regions worldwide.

When a large-scale disaster occurs, the Honda Group coordinates efforts globally to share information on the extent of the damage and each region's response initiatives, while promoting disaster relief activities tailored to local needs.

Going forward, Honda will continue, as a good corporate citizen, to work hand in hand with local residents to promote globally aligned social contribution activities, aimed at creating a society full of dreams for tomorrow.

Honda's Global System for Social Contribution Activities

Basic Approach

Striving to Create a Future Society Full of Dreams

Since its founding, Honda has provided society and customers with a variety of joy by creating quality products and technologies. Beginning in the 1960s, shortly after its founding, Honda has been engaged in social contribution activities designed to strengthen ties with local communities, based on its idea that a company must be rooted in and integrated with the local community.

In 1998, to formalize this stance, Honda devised the Philosophical Basis and Principles of the Honda Philanthropy for its social contribution activities. Thereafter, in 2006, the Company formulated its Global Policy for Philanthropic Initiatives to align the direction of its activities worldwide toward creating a society full of dreams for tomorrow. Furthermore, Honda revised the Policy in 2018 in light of changes in the times and environment.

Currently, under the four fields of activity: Supporting Our Youth for the Future, Protecting the Global Environment, Promoting Traffic Safety, and Addressing Local Community Needs, Honda is advancing a diverse range of social contribution activities tailored to the specific circumstances of each region. These activities are also aligned with Honda's 2050 goals, including achieving carbon neutrality across all products and corporate activities, as well as zero traffic collision fatalities. In its social contribution activities, Honda also strengthens initiatives to foster a mindset that values the environment, and to promote safety with a focus on people.

Based on its Fundamental Beliefs of "Respect for the Individual" and "The Three Joys," Honda will continue to further accelerate the proactive efforts of each associate and contribute to the realization of a society where we can share joy with people around the world.

Global Policy for Social Contribution Activities

Corporate Philosophy

Honda will proactively exercise its initiatives in social contribution, founded on the fundamental principles of "Respect for the Individual" and the "Three Joys," to support Honda's universal passion: to improve the quality of people's daily lives.

Objective

Honda will aspire to become "a company that society wants to exist," and will contribute to the realization of a sustainable society, by serving people worldwide with the joy of expanding their life's potential through its social contribution activities.

Activity Policy

- Honda will earn social acceptance by creating empathy and trust through active community engagement and by being a good corporate citizen.
- Honda will use its resources and workforce to contribute to society from a global point of view, while maintaining the importance of each region.
- Honda will promote and facilitate maximum associate participation in, and passion for, social contribution activities.

Field of Activities

- Supporting Our Youth for the Future
- Protecting the Global Environment
- Promoting Traffic Safety
- Addressing Local Community Needs

Initiatives

Supporting Our Youth for the Future

Supporting Our Youth for the Future

Support for the Promotion of Equity in STEM Fields in Canada

In Canada, recognizing that the participation in STEM fields remains limited among certain communities, we support initiatives to amplify the voices and unlock the potential of all people.

As part of this effort, we supported an annual national conference hosted by Toronto Metropolitan University that aims to celebrate and foster inclusivity in STEM fields. This conference, attended by approximately 250 students, enhances the participation of diverse talent across STEM fields through interaction and collaboration among students and professionals.

To further promote equity in STEM fields, we also support programs such as the Black Youth in STEM (BYiS) program at Queen's University. This program provides mentorship, financial support, and hands-on skill-building opportunities for Black youth, helping them make informed future pathway choices and develop their careers. We also support the Soaring Skills program in partnership with Skills Canada, which offers Indigenous youth opportunities to develop leadership skills and explore career pathways in technical fields.

Students participating in the conference hosted by Toronto Metropolitan University

Donation of Library Equipment and ICT Devices to Elementary Schools in Vietnam

In Vietnam, to foster children's self-learning and reading habits, we have been conducting the Honda Library Equipment Donation Program since 2008.

Through this initiative, Honda aims to improve educational facilities and enhance the quality of learning by donating books for elementary school students, teaching materials and resources for teachers, as well as desks, chairs, bookshelves, and ICT devices.

In the fiscal year ended March 31, 2026, we donated equipment to a total of 35 elementary schools nationwide. This included the provision of library equipment to 12 schools with limited educational resources and the establishment of computer rooms at 12 other schools to promote digital learning in school education.

For the remaining 11 schools in areas severely affected by the 2025 floods, we donated library equipment to support their recovery and improve their learning environment.

To date, we have donated library equipment to a cumulative total of 143 elementary schools and provided support for the establishment of computer rooms at 17 elementary schools.

Children reading donated books

Computer room developed with our support

Initiatives

Protecting the Global Environment

Protecting the Global Environment

Honda Beach Clean-up Activity Conducted by the Honda Group Throughout Japan

In 2006, we launched the Honda Beach Clean-up Activity, which was based on our desire to ensure that the next generation will be able to experience the joy of walking barefoot on sandy beaches.

The activity utilizes the Beach Cleaner, which can clean the beach without damaging the beach ecosystem. We originally developed the cleaner based on our desire to use Honda's technologies to find a solution to clean the trash that ends up washed ashore.

In the fiscal year ended March 31, 2026, we conducted the activity at 30 locations throughout Japan (28 prefectures) and collected approximately 25 tons of trash. We also cooperated with a reconstruction support event at Mitsuke Beach in Suzu City, Ishikawa Prefecture, which suffered tsunami damage in the 2024 Noto Peninsula Earthquake.

Originally initiated by our associates and former associates, the activity has now expanded its circle of cooperation to include the entire Honda Group and local residents across the country, with more than 7,000 participants per year. To date, the activity has been conducted 484 times on beaches throughout Japan, and the total amount of trash collected has reached approximately 592 tons.

Verification to reduce environmental impact through the trial introduction of Honda's small electric mobility vehicle

Activity at Mitsuke Beach in Suzu City, which suffered tsunami damage

Long-term Afforestation project in the Inner Mongolia Autonomous Region and Mangrove Ecological Protection Project

The Honda Group in China has continued Afforestation project since 2008 in the Inner Mongolia Autonomous Region, where severe desertification has progressed due to population growth and overgrazing.

This initiative aims to increase forest area, prevent water and soil loss, and improve the local ecological environment. In the fiscal year ended March 31, 2026, approximately 60,000 saplings were planted. To date, a total of 65 million CNY has been invested, with approximately 2.13 million saplings planted and a greening area exceeding 16.33 million square meters.

We are also collaborating with external organizations to implement a mangrove ecological protection project in Wenchang, Hainan, and Zhanjiang, Guangdong. In addition to biodiversity conservation, this project undertakes full-process development of blue carbon, which incorporates a comprehensive approach to blue carbon development, including the measurement and accounting of carbon absorbed and stored in mangrove ecosystems. Through this effort, we aim to achieve both ecosystem restoration and climate change mitigation and establish a system for a sustainable cycle of conservation activities.

Phase 1 (2023–2027) plans to conserve approximately 1.2 million square meters or more of mangroves, and to date, more than 660,000 square meters of mangroves have been protected and planted.

This mangrove ecological protection project was selected by the Environmental Education Center of the Ministry of Ecology and Environment of China as a 2025 Business and Biodiversity Conservation Best Practice. The project was also successfully included in the 2025 United Nations Ocean Conference's "Blue Partnership" Outstanding Cases of Marine Ecological Protection and Restoration.

Inner Mongolia Autonomous Region, 18 years after Afforestation project began

Planting mangrove saplings

Initiatives

Promoting Traffic Safety

Promoting Traffic Safety

Traffic Safety Awareness Activities for Children in Brazil: Clubinho Honda

In Brazil, we conduct the "Clubinho Honda" traffic safety awareness program for children aged 4 to 10, with the aim of helping them learn about traffic safety from an early age.

This initiative simulates urban traffic conditions and provides children with hands-on opportunities to learn traffic rules while riding mini electric scooters. In addition, by incorporating video materials, the program helps children learn traffic rules and the importance being considerate of pedestrians in a fun and engaging way.

Since its launch at local Traffic Education Centers in 2013, the program has expanded its activities to schools and community events in collaboration with educational boards in multiple cities. To date, the program has reached more than 250,000 children.

Experiencing everyday traffic scenarios in a setting that replicates an urban environment

Children learning traffic rules through animated videos and games

Motorcycle Safe Riding Education Programs in Indonesia: Safety Riding Lab

In Indonesia, we have established a safe riding education facility, the Safety Riding Lab, within high schools and offer motorcycle safe riding education program for students and institutions.

The Safety Riding Lab provides three-zone of educational programs, including simulation of Honda Riding Trainer as an experience to improve riding skills, audio visual zone as a traffic safety education using video materials, and practice zone as an actual riding using motorcycles and safety gear.

By engaging in regular activities under the guidance of instructors, we aim to establish traffic safety education as an extracurricular activity and make it a part of students' daily habits which become the main role of this safety riding agents in each school.

In addition, we held a competition for students belonging to the Safety Riding Lab to evaluate their knowledge and skills related to safe riding, as well as the creativity and ingenuity of their awareness-raising activities. The most creative safety riding agents are selected to participate in the Safety Riding Camp, which aims to develop future leaders capable of promoting traffic safety within their communities. Through such a system to evaluate initiatives undertaken at each school, we are working to improve the overall quality of these initiatives.

In the fiscal year ended March 2026, the programs reached 23,346 participants.

Students participating in Safety Riding Camp

Workshop for learning traffic rules

Initiatives

Addressing Local Community Needs

Addressing Local Community Needs

Support Aimed at Women's Empowerment in India and Nigeria

Honda is implementing initiatives tailored to the issues of each region, aiming to create a sustainable society through women's empowerment.

In India, many women find it difficult to access appropriate medical care due to insufficient medical infrastructure and social factors. In light of this situation, we have been implementing Project Swabhiman since 2021 to improve women's health.

Through the provision of free medical services, distribution of sanitary pads, home visits for pregnancy and childbirth registration, vaccination/immunization support, and health and hygiene awareness-raising activities, we have supported more than 86,000 women to date. Through the initiative, we aim to strengthen local healthcare systems and support women in leading healthier, more independent lives based on accurate information.

In Nigeria, while women play a vital role in agriculture, limited access to and utilization of agricultural equipment and knowledge has posed challenges to improving productivity and income. In light of this situation, we provided Honda products such as tillers to women working in rural areas and conducted training sessions on agricultural management. Through this initiative, we aim to foster the economic independence of women in rural areas while contributing to food security and sustainable regional development.

[India] Workshop teaching low-cost and nutritious recipes

[Nigeria] Women participating in agricultural training session

Support for Flood-affected Areas in the Asia and Oceania Region

In the Asia and Oceania region, large-scale floods have occurred frequently in recent years, causing severe damage to homes and motorcycles—an essential means of transportation for daily life—for many people.

In response to this situation, we launched the Thai Honda United Against Floods project in Thailand, as an initiative to support the early lifestyle recovery of flood victims.

This initiative, which has been ongoing since 2024, has provided free services—including inspections, cleaning, and repairs—for flood-damaged motorcycles, in cooperation with Honda authorized motorcycle dealers, specialist technicians, and volunteers across the country. In the fiscal year ended March 31, 2026, we restored more than 7,000 motorcycles to a condition that enables safe operation.

In Malaysia, in response to the two floods that occurred in 2025, we dispatched expert technical teams to provide free inspections and maintenance for motorcycles, regardless of their manufacturers.

Through these initiatives, Honda will support safe mobility for people in the disaster-affected areas while contributing to the recovery of these areas and strengthening community resilience.

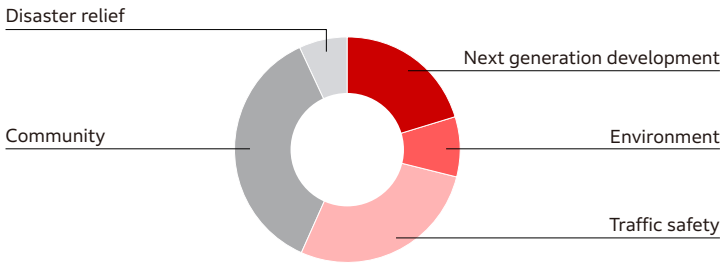
[Malaysia] Free inspection and repair of flood-damaged motorcycles

[Thailand] Donation of survival bags to disaster-affected areas

Metrics and Targets

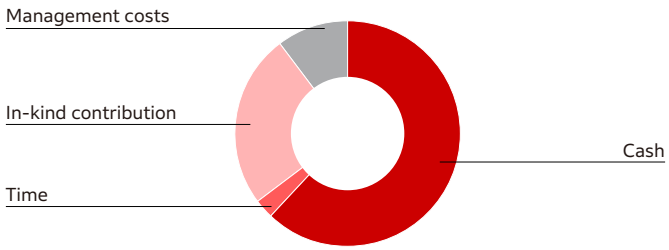
Expenditure related to social contribution activities (FYE March 31, 2026)

	Expenditure (million yen)
Next generation development	2,805
Environment	1,191
Traffic safety	3,853
Community	5,016
Disaster relief	942
Total	13,807



Breakdown by form of contribution (FYE March 31, 2026)

	Expenditure (million yen)
Cash	8,570
Time	367
In-kind contribution	3,470
Management costs	1,400
Total	13,807



Further details can be found at the following link.
Honda's Social Contribution Activities https://global.honda/en/philanthropy/

4

Governance

Basic Approach

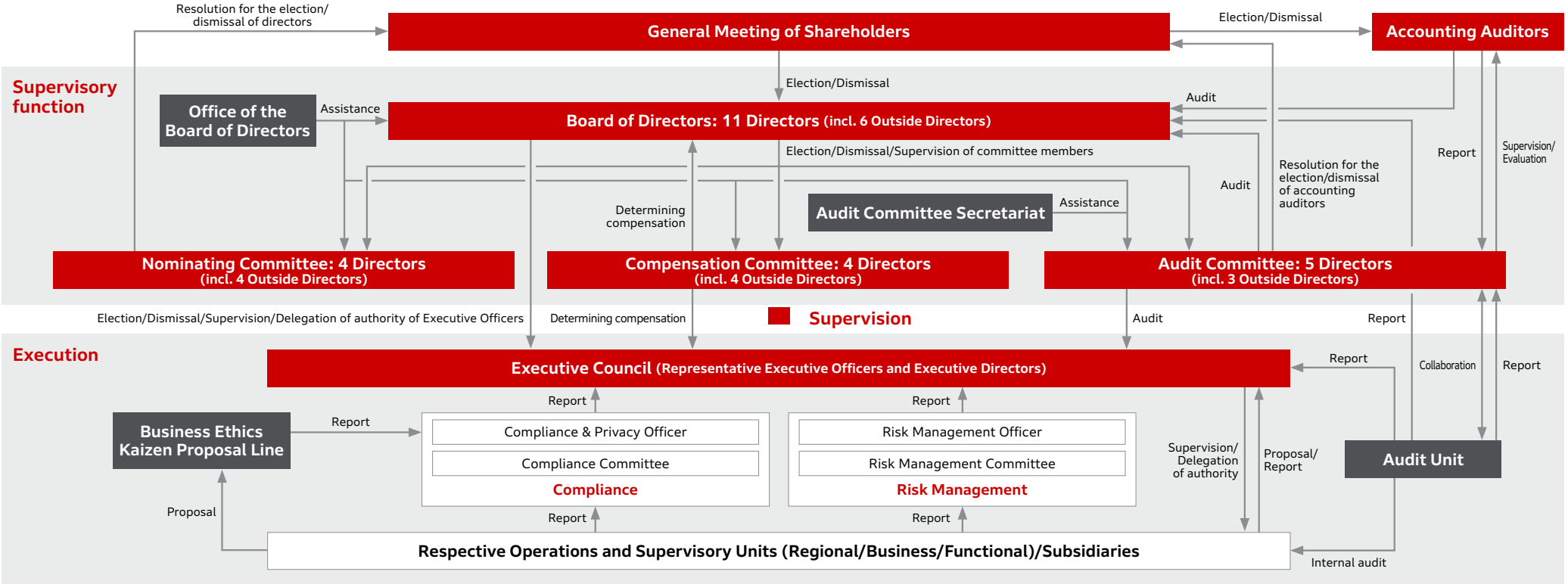
Based on its Fundamental Beliefs, the Company strives to enhance the trust of shareholders, investors, customers, and society, while encouraging prompt, decisive, and risk-conscious decision-making by the Company, thereby achieving sustainable growth and enhancing corporate value over the medium- to long-term. Through these efforts, the Company is working to enhance corporate governance as one of its key management priorities to become "a company society wants to exist."

To clearly segregate the supervisory and execution functions of management, strengthen the supervisory function, and enable prompt and flexible decisions, the Company has created a Nominating Committee, Audit Committee, and Compensation Committee, each of which is composed of over 50% Outside Directors. The Company has also adopted a "company with three committees" structure, which allows the broad delegation of the business execution authority from the Board of Directors to the Executive Officers.

The Company is making efforts to appropriately disclose corporate information including the release and disclosure of quarterly financial results and management policies in a timely and accurate manner to bolster the trust and appreciation of shareholders/investors, customers, and society. Going forward, the Company will continue to strive to ensure the transparency of its management. Please see the Honda Corporate Governance Basic Policies and the Corporate Governance Report (the link below) for information on Honda's corporate governance policy.

Honda Corporate Governance Basic Policies, Corporate Governance Report
https://global.honda/en/investors/policy/governance.html
Overview of Corporate Governance ➡ p. 177

Corporate governance structure (as of June 26, 2026)



Corporate Governance

Honda has adopted a "company with three committees" system to delegate the decision-making authority of the Board of Directors to execute important business matters to the Executive Officers in accordance with the provisions of the Company's Articles of Incorporation and resolutions approved by the Board. This system enables quick decision-making and prompt business execution while clearly separating the functions of management supervision and business execution so that the Board is focused on overseeing business execution.

The Board of Directors has established criteria for deliberation and has delegated some of its authority to the Executive Council, which, in turn, delegates some of its authority to the Business Operating Board.

The Executive Council conducts preliminary deliberations on matters to be resolved by the Board of Directors and deliberates on important management matters within the scope of authority delegated by the Board of Directors. The Business Operating Board deliberates important management matters in each area within the scope of authority delegated by the Executive Council.

Board of Directors

The Board of Directors is comprised of eleven Directors including six Outside Directors.

To respond to the mandate of shareholders, the Board of Directors makes decisions on basic management policies and other important management matters, and supervises the execution of duties by Directors and Executive Officers, with the aim of achieving the Company's sustainable growth and enhancing corporate value over the medium to long term. Additionally, the Board of Directors discusses and makes decisions concerning matters specified in the regulations of the Board of Directors, as well as matters set forth in the Articles of Incorporation and applicable laws. All other matters are delegated to the Representative Executive Officers or the Executive Officers.

Specific discussion topics at the Board of Directors in FY Ended Mar. 31, 2026
■ Business strategy and capital policy
■ Reassessment of the automobile electrification strategy
■ Quarterly consolidated financial statements and business outlook
■ Quarterly business execution status
■ Duty execution statuses of committees
■ Maintenance and operation of the internal control system
■ Internal audit results, etc.

To fulfill the above roles, the candidates for Director, regardless of gender, nationality, or other personal attributes, shall be persons of superior character and insight who are experts in company management, laws, politics, accounting, education, or the Company's business. The Nominating Committee shall consider the balance of gender, nationality, knowledge, and related experience among the candidates.

Nominating Committee, Audit Committee, and Compensation Committee

To reinforce its supervisory function, the Company has established the Nominating Committee, Audit Committee, and Compensation Committee, all of which are comprised of a majority of Outside Directors.

1. Nominating Committee

The Nominating Committee decides on the content of proposals to be submitted to the General Meeting of Shareholders concerning the election and dismissal of Directors and performs other duties as stipulated by law or the Articles of Incorporation. The Nominating Committee consists of four Outside Directors. The Chairperson of the Committee is elected from among the Independent Outside Directors.

Nominating Committee Members (as of June 26, 2026)
Fumiya Kokubu (Chairperson) (Outside Director)
Kunihiko Sakai (Outside Director)
Kazuhiro Higashi (Outside Director)
Mika Agatsuma (Outside Director)

Specific discussion topics at the Nominating Committee in FY Ended Mar. 31, 2026
■ Basic policy/annual activity plan
■ Next-generation management candidates
■ Prospective Director candidates, etc.

Corporate Governance

2. Audit Committee

To respond to the mandate of the shareholders, the Audit Committee conducts audits of the execution of duties by the Directors and Executive Officers and performs other duties as prescribed by laws and regulations and the Articles of Incorporation to ensure the sound and sustainable growth of the Company. The Audit Committee is composed of two Inside Directors and three Outside Directors. The Chairperson of the Audit Committee is selected from among Independent Outside Directors. To ensure the effectiveness of the audit, full-time members of the Audit Committee are elected by resolutions of the Board of Directors.

Audit Committee Members (as of June 26, 2026)
Yoichiro Ogawa (Chairperson) (Outside Director)
Asako Suzuki (Full-time Audit Committee Member)
Jiro Morisawa (Full-time Audit Committee Member)
Kunihiko Sakai (Outside Director)
Ryoko Nagata (Outside Director)

Mr. Yoichiro Ogawa, a Director, has abundant experience and considerable knowledge as a certified public accountant, and Mr. Jiro Morisawa, also a Director, has had sufficient work experience in the finance and accounting departments of the Company and its subsidiaries. Both qualify as “persons with considerable knowledge related to finance and accounting,” as specified under Article 121-9 of the Regulation for Enforcement of the Companies Act of Japan. Additionally, the Company’s Audit Committee has recognized Messrs. Yoichiro Ogawa and Jiro Morisawa as “specialists in finance in the Audit Committee” as specified in the regulations of the U.S. Securities and Exchange Commission, based on Article 407 of the U.S. Public Company Accounting Reform and Investor Protection Act of 2002 (Sarbanes-Oxley Act of 2002). All five members of the Audit Committee remain independent as specified by the regulations of the U.S. Securities and Exchange Commission.

Specific discussion topics at the Audit Committee in FY Ended Mar. 31, 2026
■ Basic policy/annual activity plan
■ Quarterly audit implementation status
■ Summary report on the status of annual audit and the results of consolidated financial statement review by the Accounting Auditor
■ Implementation status of internal audits, etc.

Each member of the Audit Committee audits the execution of duties by Directors and Executive Officers in accordance with the auditing criteria for the Audit Committee, auditing policies, division of duties, etc., as determined by the Audit Committee, and through the following main activities.

Main activities of the Audit Committee

Initiative	Details
Dialogue with Executive Officers	Exchange opinions with Executive Officers regarding the management and business environments (65 meetings in FYE Mar. 31, 2026; 39 meetings with the participation of Outside Directors (Audit Committee))
Attendance at important meetings	Monitor and verify the status of the execution of duties by Directors and Executive Officers by attending the Executive Council and expressing opinions as necessary (full-time members)
Implementation of on-site audits/inspections, etc.	Conduct on-site audits/inspections, etc. based on the annual audit plan. (FYE Mar. 31, 2026) Honda headquarters/business sites: 12 sites (11 sites with the participation of Outside Directors (Audit Committee)) Group companies in Japan: 10 companies (5 companies with the participation of Outside Directors (Audit Committee)) Group companies outside Japan: 20 sites (10 sites with the participation of Outside Directors (Audit Committee))
Collaboration with the Accounting Auditor / the Audit Unit	Exchange opinions regarding the accounting audit plan and results (13 meetings with the Accounting Auditor in FYE Mar. 31, 2026). Implement audits in collaboration with the Audit Unit, an internal audit division
Strengthening the Group’s governance structure	Maintain and strengthen the Group’s governance structure by sharing information and exchanging opinions with the auditors of Group companies in Japan and by hosting lectures by Outside Directors (Audit Committee)

Corporate Governance

Honda has formed the Office of the Board of Directors as a dedicated organization to support the Board of Directors, Nominating Committee, Audit Committee, and Compensation Committee in their duties. In addition, the Audit Committee Secretariat was established in April 2025 to further clarify that its members are dedicated associates who assist the Audit Committee.

Associates of the Office of the Board of Directors execute their duties under the supervision of the Board of Directors and the three committees. For associates belonging to the Audit Committee Secretariat, their performance evaluations, transfers, etc. require the consent of the Audit Committee to ensure independence from Executive Officers and the effective implementation of instructions by the Audit Committee.

The Standards for Audit Committee Reports have been established to ensure the Committee receives timely and accurate reports. Based on these Standards, reports are made periodically to the Audit Committee on the status of the business operations of the Company and its subsidiaries, the status of the implementation and operation of internal control systems, and other matters. Also, reporting is required whenever an issue arises that has a major impact on the Company.

The Audit Unit is composed of 62 members and functions as an independent internal audit department that reports directly to the Board of Directors and to the President. In addition to conducting internal audits of each department within the company, it also monitors and guides the internal audit departments established in major subsidiaries and conducts direct audits of subsidiaries as necessary. The enhancement of internal audits within the Honda Group contributes to ensuring the achievement of strategic goals and more effective risk management.

The Audit Unit regularly reports to the Audit Committee on audit policies, plans, and results. Additionally, when requested by the Audit Committee, it provides supplementary reports on audit results as needed. The Audit Committee and the Audit Unit collaborate to formulate and implement their respective audit plans.

3. Compensation Committee

The Compensation Committee makes determinations regarding the details of compensation for each Director and Executive Officer and carries out other duties as prescribed by laws and regulations and the Articles of Incorporation. The Compensation Committee is composed of four Outside Directors. The Chairperson is selected from among Independent Outside Directors.

Compensation Committee Members (as of June 26, 2026)
Kazuhiro Higashi (Chairperson) (Outside Director)
Fumiya Kokubu (Outside Director)
Yoichiro Ogawa (Outside Director)
Mika Agatsuma (Outside Director)

Specific discussion topics at the Compensation Committee in FY Ended Mar. 31, 2026
■ Basic policy/annual activity plan
■ Executive performance evaluation
■ Short-term incentive (STI) and long-term incentive (LTI) performance evaluation criteria
■ LTI and stock delivery regulations
■ Compensation standards, etc.

Corporate Governance

Evaluation of the Effectiveness of the Board of Directors

Each fiscal year, the Company evaluates the overall effectiveness of the Board of Directors, with the aim of confirming the current status of the Board's functions and leading to further improvement in the effectiveness of the Board of Directors and promotion of understanding among shareholders and stakeholders.

Evaluation process

Survey of all Directors (self-assessment) → External lawyers conduct hearings and collect the results. → Under the Chairperson's supervision, the Board of Directors discusses the evaluation results submitted by the Secretariat and issues a resolution.

Evaluation results

	P Initiative policy for FYE Mar. 31, 2026	D Main initiatives for FYE Mar. 31, 2026	C Evaluation / tasks for FYE Mar. 31, 2026	A Initiative policy for the future
Composition	Deepen discussions on the expertise and diversity of future directors (Continued)	Conducted discussions on the direction of the BOD	· The current composition of the BOD is generally appropriate. · Reinforcement of the BOD secretariat function is necessary.	· Strengthen the governance structure · Deepen discussions on the expertise and diversity of future directors (Continued) · Reinforce the BOD secretariat function
Shared information	Provide information and inspection opportunities with a greater focus (Continued)	· Improved opportunities for outside directors to inspect business sites and events · Conducted timely information sharing	Information sharing on important management issues should be conducted in a more timely manner.	Provide information and inspection opportunities with a greater focus (Continued)
Deliberation items	· Conduct discussions with a greater focus on the deliberation items listed for the BOD · Provide feedback on opinions of outside directors (Continued)	· Conducted focused discussions on the automobile business strategy · Conducted discussions with a greater focus on the deliberation items for the BOD	Focused discussions among directors were positively evaluated.	· Conduct focused discussions on management strategies, etc. (Continued) · Conduct discussions with a greater focus on the deliberation items listed for the BOD (Continued)
Deliberation at the BOD	Further activate discussions at the BOD based on the pre-briefings	Activated deliberations by introducing questions and answers from the pre-briefings	· The practice of introducing questions raised at the pre-briefings was positively evaluated. · Strengthening agenda setting from a supervisory perspective is necessary.	Strengthen agenda setting from a supervisory perspective under the leadership of the outside director serving as chairperson
Committees	· Set up opportunities for information sharing among outside directors only · Maintain and enhance coordination between the committees and the BOD (Continued)	Enhanced reporting on the status of the execution of duties to the BOD based on discussions at the committees	The deliberations at each committee are being properly reported to the BOD.	· Set up opportunities for information sharing among directors only · Maintain and enhance coordination between the committees and the BOD (Continued)

Summary of evaluation results

The results of the effectiveness evaluation confirmed that the effectiveness of the Board of Directors has generally been adequately ensured. However, in order to ensure the steady execution of each business strategy and achieve decisive and transparent decision-making, the Company strengthened its governance structure.

Going forward, the Company will further enhance the effectiveness of the Board of Directors by implementing timely and appropriate agenda setting, providing timely information on important management matters, and strengthening the secretariat function.

Corporate Governance

Outside Directors

Honda appoints Outside Directors who have abundant experience and deep insight, and who can oversee the overall management of the Company from an objective, highly sophisticated, and broad viewpoint, based on their independent position outside the Company. The Company has at least two Outside Directors, and at least one-third of the members of the Board of Directors are Independent Outside Directors who fulfill the Company's Criteria for the Independence of Outside Directors. All six Outside Directors currently in office satisfy the Criteria and none of them has any special interest in the Company. Therefore, we believe that there is no risk of a conflict of interest between them and the general shareholders. Based on this, all the six Outside Directors have been registered with the Tokyo Stock Exchange (TSE) as Independent Directors as stipulated in the TSE's rules and regulations.

Please see Annex 1 of "Honda Corporate Governance Basic Policies" for the Company's Criteria for Independence of Outside Directors. (the link below.) If any Outside Director concurrently serves as an officer at another listed company, such Director shall be limited to serving at no more than four other companies so that they can secure sufficient time to perform their duties for the Company.

Honda Corporate Governance Basic Policies
https://global.honda/en/investors/policy/governance.html

Support Systems for Outside Directors

At Honda, the Office of the Board of Directors plays a central role in providing the following support to Outside Directors to help them fulfill their functions as Outside Directors.

1. Orientation at the time of taking office
Honda provides training in industry trends, as well as the Company's history, business, finances, organizations, internal control system, and other matters to candidates for newly appointed Outside Directors.

2. Preliminary briefing and information sharing
Preliminary briefing sessions are held for Outside Directors in advance of each Board of Directors' meeting for the following purposes: to ensure that they fully understand the details and background of each agenda item to be submitted to the Board of Directors, its position in the medium- to long-term management plan, and other relevant information, and to ensure that the Board of Directors holds substantial deliberations. Honda also provides opportunities for information sharing and discussion among Directors on important matters such as the status of company-wide risk management and medium- to long-term strategies by business segment, as appropriate.

3. Opinion exchange meetings on matters of management concern
Honda holds opinion exchange meetings for Directors regarding matters of concern to management. These meetings aim to share with Outside Directors an awareness of the Honda Group's long-term challenges and directions to be pursued and to deepen their understanding of management initiatives. Such meetings are also intended to utilize the knowledge of Outside Directors in discussing future management policies.

4. Dialogue with Executive Officers / dialogue among Outside Directors
To facilitate forthright communication among Directors, Honda provides opportunities for dialogue between Outside Directors and Executive Officers or Inside Directors, as well as dialogue among Outside Directors as needed.

5. Inspection visits to business sites
Honda has conducted inspection visits to its production, development, and other business sites to promote Outside Directors' understanding of the Company's business.

Honda R&D Co., Ltd. (Sakura)
Inspection of the demonstration production line for all-solid-state batteries

Training for Executive Officers

Honda provides training on the Companies Act, corporate governance, and other management issues to newly appointed Executive Officers. After they assume the positions, the Company also provides them with opportunities to continually update their knowledge as necessary. Honda provides training on industry trends, as well as the Company's history, business, finances, organizations, internal control system, and other matters to newly appointed Outside Directors. After they assume the positions, the Company also provides them with additional opportunities, including visits to subsidiaries, to deepen their understanding of the Honda Group's business.

Tax Policy

The tax systems of each country and region, as well as international tax regulations, are subject to frequent change. In this environment, to ensure conduct of its business in a stable and proper manner, Honda carries out accurate and high-quality tax affairs and responds to tax risks associated with its business in accordance with the Honda Tax Policy set forth in (1) through (6) below.

The Honda Tax Policy prescribes the basic stance and approach to taxes for Honda Motor Co., Ltd. and its consolidated subsidiaries. The Policy aims to contribute to society as well as maintain and increase corporate value by complying with the tax laws and regulations, and their intent, for each country and region where Honda conducts business activities, and by making proper tax payments.

Honda Tax Policy

(1) Compliance
Honda complies with letter and intent of laws, regulations and rules of countries and regions in which it conducts business, as well as tax conventions and international standards such as OECD guidelines. Honda also adopts and complies with internal rules, including tax-related policies and guidelines such as this Policy and Honda Corporate Governance (HCG). Based on the foregoing, Honda makes proper tax payments consistent with the actual state of business.

(2) Prohibition of tax avoidance
Honda shall not engage in any transactions such as the use of tax havens aimed at tax avoidance but make proper tax payments consistent with the actual state of business in keeping with the concept of "returning profits to the communities where profits are earned," which has been Honda's basic stance.

(3) Transfer pricing
Honda shall establish proper pricing (Arm's Length Price (ALP)) by giving sufficient consideration to transfer pricing taxation systems for transactions carried out within Honda to ensure the proper payment of taxes corresponding to the value created by business activities.

(4) Ensuring transparency
Honda recognizes the importance of fulfilling accountability to tax authorities and other tax-related stakeholders through the timely and proper disclosure of tax-related information and properly responds by disclosing tax-related information based on laws and regulations.

(5) Relationships with governments and tax authorities
Honda shall make efforts to ensure transparency and continuously build relationships of trust through sincere responses to governments and tax authorities in the countries and regions where it conducts business by ensuring timely and proper provision of tax-related information based on laws and regulations and requests from governments and tax authorities.

(6) Corporate governance
Honda strives to enhance corporate governance as one of the most important tasks for its management, based on the Company's Fundamental Beliefs, in order to strengthen the trust of its shareholders/investors, customers and society; encourage timely, decisive and risk-considered decision-making; seek sustainable growth and the enhancement of corporate value over the mid- to long-term; and become "a company that society wants to exist." In the same manner, Honda shall establish governance on taxation based on this concept, framework and management policy.

The establishment and amendment of this policy shall be subject to the approval of the director in charge of accounting and finance supervision.

Executive Remuneration

Honda views executive remuneration, the cornerstone of corporate governance, as an important driving force for the realization of its Fundamental Beliefs, Management Policies, and Vision. The Compensation Committee has established the following decision-making policy to encourage appropriate risk-taking to promote speedy change toward the achievement of the company-wide vision amid a drastically changing environment and to ensure that the content of the system accurately reflects management responsibility.

The Company's executive remuneration system is designed to motivate executives to contribute not only in the short-term but also in the medium- to long-term to improve the Company's business performance so that it can continuously increase its corporate value. The system consists of monthly remuneration, which is a fixed amount paid monthly in compensation for the execution of duties, short-term incentive (STI), which is linked to the performance of the relevant fiscal year, and long-term incentive (LTI), which is linked to the performance of the medium- to long-term.

Monthly remuneration is a fixed monthly amount based on the remuneration criteria resolved by the Compensation Committee.

STI is determined and paid by resolution of the Compensation Committee, taking into consideration the performance of each fiscal year.

LTI is granted in the form of company shares and cash linked to medium- and long-term performance in accordance with the criteria and procedures approved by the Compensation Committee to serve as a sound incentive for sustainable growth.

The compensation of Executive Officers and Directors who concurrently serve as Executive Officers is composed of monthly compensation, STI and LTI, the composition of which is determined in accordance with the compensation criteria approved by the Compensation Committee. The composition ratio of variable compensation is increased in proportion to the severity of management responsibility for each position.

Compensation for Outside Directors and other Directors who do not concurrently serve as Executive Officers consists solely of monthly compensation.

Directors and Executive Officers who are not eligible for LTI also contribute a certain amount of their remuneration to the Directors' Shareholding Association to acquire their own shares. This is intended to realize shareholder-oriented management through the holding of the Company's shares, and to promote the Company's sustainable growth and medium- to long-term enhancement of corporate value.

Directors and Executive Officers are required to continue to hold the Company's shares acquired as LTI and through the Directors' Shareholding Association for one year after leaving office, in addition to their term of office, except where the Company permits the sale of such shares to secure funds for tax payments.

Please refer to Article 13 of the "Honda Corporate Governance Basic Policies" (link below) for the Company's policy for determining executive compensation.

Honda Corporate Governance Basic Policies https://global.honda/en/investors/policy/governance.html

Total Amount of Remuneration for Directors and Executive Officers ➡ p. 178
Annual total remuneration and bonuses of highest-paid individual (President and Representative Executive Officer, Chief Executive Officer) (Japan) ➡ p. 178
Rate of increase in annual total remuneration and bonuses of highest-paid individual (President and Representative Executive Officer, Chief Executive Officer) (Japan) ➡ p. 178

Remuneration of Accounting Auditors

The Company has had its financial statements audited in accordance with the Companies Act of Japan, the Financial Instruments and Exchange Act of Japan, the Securities Exchange Act of 1934 (United States) and the Exchange Act of 1933 (United States) by KPMG AZSA LLC. Within KPMG AZSA LLC, a total of 104 staff members conducted external audits of the Company's financial statements. These accounting firm staff members are composed of 3 certified public accountants (Takashi Kondo, Takeshi Kamada and Kohei Noma), who are in overall charge of the Outside Audits, and 101 professional staff members (including 27 certified public accountants and 74 other staff members).

In deciding the amount of remuneration for services rendered by the Accounting Auditor, various factors are taken into consideration in discussions with the accounting firm, including the Company's size/characteristics, the time schedule for the audit and other matters. In addition, to preserve the independence of the Accounting Auditor, remuneration to be paid is required to obtain the prior approval of the Audit Committee.

Directors (as of June 26, 2026)

Director, President and Representative Executive Officer

Toshihiro Mibe

- Chief Executive Officer

[Reasons for Board Appointment]
Mr. Toshihiro Mibe has broad experience primarily in the areas of R&D and production, and is familiar with the Company Group's business including overseas operations. In the fiscal year ended March 31, 2026, he has properly fulfilled his duties as Chairman of the Board of Directors through managing the Board of Directors and as Director, President and Representative Executive Officer, and Chief Executive Officer of the Company by demonstrating strong leadership and being responsible for the management of the entire Company Group, as well as overseeing business execution.

Apr. 1987	Joined Honda Motor Co., Ltd.
Apr. 2014	Operating Officer
Apr. 2014	Executive in Charge of Powertrain Business for Automobile Operations
Apr. 2014	Head of Powertrain Production Supervisory Unit of Automobile Production for Automobile Operations
Apr. 2015	Executive in Charge of Powertrain Business and Drivetrain Business for Automobile Operations
Apr. 2015	Head of Drivetrain Business Unit in Automobile Production for Automobile Operations
Apr. 2016	Senior Managing Officer and Director of Honda R&D Co., Ltd.
Apr. 2018	Managing Officer of the Company
Apr. 2018	Executive Vice President and Director of Honda R&D Co., Ltd.
Apr. 2019	President and Representative Director of Honda R&D Co., Ltd.
Apr. 2019	In Charge of Intellectual Property and Standardization of the Company
Apr. 2020	Senior Managing Officer
Apr. 2020	In Charge of Mono-zukuri (Research & Development, Production, Purchasing, Quality, Parts, Service, Intellectual Property, Standardization and IT)
Apr. 2020	Risk Management Officer
Jun. 2020	Senior Managing Director
Jun. 2020	Director in Charge of Mono-zukuri (Research & Development, Production, Purchasing, Quality, Parts, Service, Intellectual Property, Standardization and IT)
Apr. 2021	President and Representative Director
Apr. 2021	Chief Executive Officer (present)
Jun. 2021	Director, President and Representative Executive Officer (present)
Jun. 2021	Member of the Nominating Committee (present)
Apr. 2024	Chairman of the Board of Directors
Apr. 2026	Chief Transformation Officer

Director, Executive Vice President and Representative Executive Officer

Noriya Kaihara

- Compliance and Privacy Officer
- Culture Transformation Officer

[Reasons for Board Appointment]
Mr. Noriya Kaihara has broad experience primarily in the areas of service, quality, and purchasing, as well as abundant international experience, and is familiar with the Company Group's business including overseas operations. In the fiscal year ended March 31, 2026, he has properly fulfilled his duties as Director, Executive Vice President and Representative Executive Officer, Compliance and Privacy Officer, and Culture Transformation Officer by demonstrating strong leadership and contributing to the business of the entire Company Group, as well as overseeing business execution.

Apr. 1984	Joined Honda Motor Co., Ltd.
Apr. 2012	General Manager of Automobile Quality Assurance Division
Apr. 2013	Operating Officer
Apr. 2013	Chief Quality Officer
Jun. 2013	Operating Officer and Director
Apr. 2014	Chief Officer for Customer Service Operations
Apr. 2014	Head of Service Supervisory Unit for Automobile Operations
Apr. 2016	Chief Officer for Customer First Operations
Jun. 2017	Operating Officer (resigned from position as Director)
Apr. 2018	Managing Officer
Apr. 2018	Chief Officer for Purchasing Operations
Apr. 2020	Head of Business Supervisory Unit for Automobile Operations
Apr. 2021	Chief Officer for Customer First Operations
Apr. 2021	Risk Management Officer
Jun. 2021	Managing Executive Officer
Oct. 2021	Managing Officer
Oct. 2021	Chief Officer for Regional Operations (North America)
Oct. 2021	President, Chief Executive Officer and Director of American Honda Motor Co., Inc.
Apr. 2023	Senior Managing Executive Officer of the Company
Jun. 2023	Director, Senior Managing Executive Officer
Apr. 2024	Director, Executive Vice President and Representative Executive Officer (present)
Apr. 2024	Compliance and Privacy Officer (present)
Apr. 2025	Culture Transformation Officer (present)
Apr. 2026	Member of the Compensation Committee

Director, Executive Officer

Mahito Shikama

- Chief Transformation Officer
- Chief Officer, Corporate Strategy Operations
- Chief Officer, Traffic Safety Promotion Operations

[Reasons for Board Appointment]
Mr. Mahito Shikama has abundant experience in the area of automobile development, and is familiar with the Company Group's business, ranging from hybrid control development to advanced technology and product development in the era of intelligent and electrified mobility. In 2021, he played a key role in achieving the world's first commercialization of a conditional automated driving vehicle (Level 3). In the fiscal year ended March 31, 2026, he demonstrated strong leadership as Head of the Software Defined Mobility Development Supervisory Unit by leading the in-house development of a next-generation in-vehicle operating system, and contributed to the business from a future-oriented perspective to achieve results properly.

Apr. 2002	Joined Honda Motor Co., Ltd.
Apr. 2022	General Manager of Advanced Safety and Intelligent Solution Development Division of Software Defined Mobility Development Supervisory Unit for Business Development Operations
Apr. 2023	Operating Executive
Apr. 2023	Head of Software Defined Mobility Development Supervisory Unit of BEV Development Center for Electrification Business Development Operations
Apr. 2026	Managing Officer of Honda R&D Co., Ltd. Chief Operating Officer of SDV R&D Center of Honda R&D Co., Ltd.
Jun. 2026	Executive Officer of the Company (scheduled)
Jun. 2026	Chief Transformation Officer (present)
Jun. 2026	Chief Officer for Corporate Strategy Operations (present)
Jun. 2026	Chief Officer for Traffic Safety Promotion Operations (present)

Directors (as of June 26, 2026)

Director
Asako Suzuki
■ Member of the Audit Committee (Full-time)

[Reasons for Board Appointment]
Ms. Asako Suzuki has broad experience primarily in the areas of sales and marketing, accounting and finance, and human resources and corporate governance, as well as abundant international experience, and is familiar with the Company Group's business including overseas operations. In the fiscal year ended March 31, 2026, she has properly fulfilled her duties as Director and a Member of the Audit Committee by auditing and overseeing the execution of duties by Directors and Executive Officers.

Apr. 1987	Joined Honda Motor Co., Ltd.
Apr. 2014	President of Dongfeng Honda Automobile Co., Ltd.
Apr. 2016	Operating Officer of the Company
Apr. 2018	Vice Chief Officer for Regional Operations (Japan)
Apr. 2019	Chief Officer for Human Resources and Corporate Governance Operations
Apr. 2020	Operating Executive
Jun. 2021	Director (present)
Jun. 2021	Member of the Audit Committee (Full-time) (present)

Director
Jiro Morisawa
■ Member of the Audit Committee (Full-time)

[Reasons for Board Appointment]
Mr. Jiro Morisawa has broad experience primarily in the area of accounting and finance, as well as abundant international experience, and is familiar with the Company Group's business including overseas operations. In the fiscal year ended March 31, 2026, he has properly fulfilled his duties as Director and a Member of the Audit Committee by auditing and overseeing the execution of duties by Directors and Executive Officers.

Apr. 1989	Joined Honda Motor Co., Ltd.
Apr. 2016	General Manager of Regional Operation Planning Office for Regional Operations (Japan)
Apr. 2017	General Manager of Accounting Division for Business Management Operations
Apr. 2018	Vice Chief Officer for Business Management Operations and General Manager of Accounting Division for Business Management Operations
Apr. 2019	Operating Officer
Apr. 2019	Chief Officer for Business Management Operations
Apr. 2020	Operating Executive
Apr. 2020	Chief Officer for Business Management Operations
Apr. 2021	President and Director of American Honda Finance Corporation
Jun. 2024	Director of the Company (present)
Jun. 2024	Member of the Audit Committee (Full-time) (present)

Director
Kunihiko Sakai
■ Member of the Nominating Committee
■ Member of the Audit Committee

[Reasons for Board Appointment]
Mr. Kunihiko Sakai has high expertise and abundant experience as a legal affairs specialist having served as a Public Prosecutor and a lawyer, including posts of Superintending Prosecutor at the High Public Prosecutors' Offices from July 2014 to March 2017. He has properly fulfilled his duties as Outside Director who is an Audit and Supervisory Committee Member since June 2019, and as Outside Director and a Member of the Nominating Committee and the Audit Committee since June 2021, by auditing and overseeing the entire business management of the Company from an independent standpoint.

Apr. 1979	Public Prosecutor of Tokyo District Public Prosecutors' Office
Jul. 2014	Superintending Prosecutor of Takamatsu High Public Prosecutors' Office
Sep.2016	Superintending Prosecutor of Hiroshima High Public Prosecutors' Office (resigned in March 2017)
Apr. 2017	Registered with the Dai-Ichi Tokyo Bar Association
Apr. 2017	Advisor Attorney to TMI Associates (present)
Jun. 2018	Outside Audit & Supervisory Board Member of Furukawa Electric Co., Ltd. (resigned in June 2025)
Jun. 2019	Outside Director (Audit and Supervisory Committee Member) of the Company
Jun. 2021	Outside Director (present)
Jun. 2021	Member of the Nominating Committee (present)
Jun. 2021	Member of the Audit Committee (present)

Directors (as of June 26, 2026)

Director

Fumiya Kokubu

- Member of the Nominating Committee (Chairperson)
- Member of the Compensation Committee
- Chairman of the Board of Directors (present)

[Reasons for Board Appointment]
Mr. Fumiya Kokubu held positions of President and CEO, and Chairman of the Board of Marubeni Corporation from April 2013 to March 2025, and has abundant experience and deep insight regarding corporate management. He has properly fulfilled his duties as Outside Director since June 2020, and additionally as the Chairperson of the Nominating Committee and a Member of the Compensation Committee since June 2021 by overseeing the entire business management of the Company from an independent standpoint.

Apr. 1975	Joined Marubeni Corporation
Apr. 2013	President and CEO, Member of the Board of Marubeni Corporation
Apr. 2019	Chairman of the Board of Marubeni Corporation
Jun. 2019	Outside Director of Taisei Corporation (present)
Jun. 2020	Outside Director of the Company (present)
Jun. 2021	Member of the Nominating Committee (Chairperson) (present)
Jun. 2021	Member of the Compensation Committee (present)
May 2022	Chairperson of Japan Machinery Center for Trade and Investment (present)
May 2022	Chairman of Japan Foreign Trade Council, Inc. (resigned in May 2024)
Apr. 2025	Director, Member of the Board, Executive Corporate Advisor of Marubeni Corporation (resigned in June 2025)
Jun. 2025	Chairman of the Board of International University of Japan (present)
Jun. 2025	Executive Corporate Advisor of Marubeni Corporation (present)
Jun. 2026	Chairman of the Board of Directors of the Company (present)

Director

Yoichiro Ogawa

- Member of the Audit Committee (Chairperson)
- Member of the Compensation Committee

[Reasons for Board Appointment]
Mr. Yoichiro Ogawa has high expertise and abundant experience as an accounting specialist having served as a Certified Public Accountant for many years, including the post of CEO of Deloitte Tohmatsu Group from July 2015 to May 2018. He has properly fulfilled his duties as Outside Director, the Chairperson of the Audit Committee, and a Member of the Compensation Committee since June 2021 by auditing and overseeing the entire business management of the Company from an independent standpoint.

Oct. 1980	Joined Tohmatsu & Aoki Audit Corporation (currently Deloitte Touche Tohmatsu LLC)
Mar. 1984	Registered as Japanese Certified Public Accountant
Oct. 2013	Deputy CEO of Deloitte Touche Tohmatsu LLC
Oct. 2013	Deputy CEO of Tohmatsu Group (currently Deloitte Tohmatsu Group)
Jun. 2015	Global Managing Director for Asia Pacific of Deloitte Touche Tohmatsu Limited (United Kingdom) (resigned in May 2018)
Jul. 2015	CEO of Deloitte Tohmatsu Group
Jun. 2018	Senior Advisor of Deloitte Tohmatsu Group (resigned in October 2018)
Nov. 2018	Founder of Yoichiro Ogawa CPA Office (present)
Jun. 2020	Independent Audit and Supervisory Board Member of Recruit Holdings Co., Ltd. (present)
Jun. 2021	Outside Director of the Company (present)
Jun. 2021	Member of the Audit Committee (Chairperson) (present)
Jun. 2021	Member of the Compensation Committee (present)

Director

Kazuhiro Higashi

- Member of the Nominating Committee
- Member of the Compensation Committee (Chairperson)

[Reasons for Board Appointment]
Mr. Kazuhiro Higashi held positions of President and Chairman of Resona Holdings, Inc. from April 2013 to June 2022, and has abundant experience and deep insight regarding corporate management. He has properly fulfilled his duties as Outside Director, the Chairperson of the Compensation Committee, and a Member of the Nominating Committee since June 2021 by overseeing the entire business management of the Company from an independent standpoint.

Apr. 1982	Joined Resona Group
Apr. 2013	Director of Resona Holdings, Inc.
Apr. 2013	President and Representative, Executive Officer of Resona Holdings, Inc.
Apr. 2013	Representative Director, President and Executive Officer of Resona Bank, Limited
Jun. 2013	Chairman of Osaka Bankers Association (resigned in June 2014)
Apr. 2017	Chairman of the Board, President and Representative Director of Resona Bank, Limited
Jun. 2017	Chairman of Osaka Bankers Association (resigned in June 2018)
Apr. 2018	Chairman of the Board, President, Representative Director and Executive Officer of Resona Bank, Limited
Apr. 2020	Chairman and Director of Resona Holdings, Inc. (resigned in June 2022)
Apr. 2020	Chairman and Director of Resona Bank, Limited (resigned in June 2022)
Jun. 2020	Outside Director of Sompo Holdings, Inc. (present)
Jun. 2021	Outside Director of the Company (present)
Jun. 2021	Member of the Nominating Committee (present)
Jun. 2021	Member of the Compensation Committee (Chairperson) (present)
Jun. 2022	Senior Advisor of Resona Holdings, Inc. (present)
Jun. 2022	Senior Advisor of Resona Bank, Limited (present)
Nov. 2025	Independent Director of Ryohin Keikaku Co., Ltd. (present)

Directors (as of June 26, 2026)

Director

Ryoko Nagata

■ Member of the Audit Committee

[Reasons for Board Appointment]
Ms. Ryoko Nagata held positions of Executive Officer and Audit & Supervisory Board Member of Japan Tobacco Inc. from June 2008 to March 2023, and has abundant experience and deep insight regarding new business strategies and audit. She has properly fulfilled her duties as Outside Director and a Member of the Audit Committee since June 2021 by auditing and overseeing the entire business management of the Company from an independent standpoint.

Apr. 1987	Joined Japan Tobacco Inc.
Jun. 2008	Executive Officer of Japan Tobacco Inc.
Mar. 2018	Standing Audit & Supervisory Board Member of Japan Tobacco Inc. (resigned in March 2023)
Jun. 2021	Outside Director of the Company (present)
Jun. 2021	Member of the Audit Committee (present)
Mar. 2023	External Corporate Auditor of Medley, Inc. (present)
Jun. 2023	Outside Director of UACJ Corporation (present)

Director

Mika Agatsuma

■ Member of the Nominating Committee
■ Member of the Compensation Committee

[Reasons for Board Appointment]
Ms. Mika Agatsuma held the position of Managing Partner of IBM Japan, Ltd. from October 2022 until March 2024 and has abundant experience and deep insight regarding the area of IT. She has properly fulfilled her duties as Outside Director and a Member of the Nominating Committee since June 2024 by overseeing the entire business management of the Company from an independent standpoint.

Apr. 1987	Joined IBM Japan, Ltd.
Aug. 2017	Vice President of IBM Japan, Ltd.
Aug. 2017	In Charge of Cloud Application Innovation for Global Business Services of IBM Japan, Ltd.
Oct. 2022	Managing Partner of IBM Japan, Ltd. (resigned in March 2024)
Oct. 2022	In Charge of Hybrid Cloud Services for IBM Consulting of IBM Japan, Ltd.
Jun. 2023	In Charge of Hybrid Cloud Platform for IBM Consulting of IBM Japan, Ltd.
Jun. 2024	Outside Director of the Company (present)
Jun. 2024	Member of the Nominating Committee (present)
Jun. 2024	Outside Director of SQUARE ENIX HOLDINGS CO., LTD. (present)
Oct. 2024	Executive Corporate Officer of ID Holdings Corporation (present)
Jun. 2026	Member of the Compensation Committee of the Company (present)

Skills Matrix (as of June 26, 2026)

Name	Position	Committee * Chairperson indicated in red	Corporate management	Internationality	Industrial experience	New business strategies	HR	Accounting & finance	Legal & risk management	ESG & sustainability*
Toshihiro Mibe	Director, President and Representative Executive Officer	-	✓	✓	✓	✓	✓	✓	✓	✓
Noriya Kaihara	Director, Executive Vice President and Representative Executive Officer	-	✓	✓	✓		✓		✓	✓
Mahito Shikama	Director, Executive Officer	-		✓	✓	✓				✓
Asako Suzuki	Director (inside)	Audit		✓	✓		✓	✓	✓	
Jiro Morisawa	Director (inside)	Audit		✓	✓			✓		
Kunihiko Sakai	Director (outside)	Nominating/ Audit		✓					✓	✓
Fumiya Kokubu	Director (outside)	Nominating/ Compensation	✓	✓		✓	✓			
Yoichiro Ogawa	Director (outside)	Audit/ Compensation	✓	✓			✓	✓		
Kazuhiro Higashi	Director (outside)	Nominating/ Compensation	✓			✓	✓	✓	✓	
Ryoko Nagata	Director (outside)	Audit				✓	✓			✓
Mika Agatsuma	Director (outside)	Nominating/ Compensation		✓		✓			✓	

* ESG & sustainability include areas such as the environment, including climate change issues, safety, and human rights.

Executive Officers (as of June 26, 2026)

Senior Managing Executive Officer

Eiji Fujimura

- Chief Officer, Regional Operations (North America)
- President, Chief Executive Officer and Director, American Honda Motor Co., Inc.

Managing Executive Officer

Masayuki Igarashi

- Chief Officer, Regional Operations (China)
- President, Honda Motor (China) Investment Co., Ltd.
- President, Honda Motor (China) Technology Co., Ltd.

Managing Executive Officer

Kensuke Oe

- President and Director, Honda Development & Manufacturing of America, LLC

Managing Executive Officer

Hironao Ito

- Executive Vice President, Honda Motor (China) Investment Co., Ltd.
- Executive Vice President, Honda Motor (China) Technology Co., Ltd.

Managing Executive Officer

Ayumu Matsuo

- Chief Officer, Supply Chain & Purchasing Operations

Managing Executive Officer

Kazuhiro Takizawa

- Chief Officer, Automobile Operations
- Chief Officer, Regional Operations (Associated Regions)
- Risk Management Officer

Managing Executive Officer

Minoru Kato

- Chief Officer, Motorcycle and Power Products Operations

Executive Officer

Takashi Onuma

- Chief Officer, Automobile Production Operations

Executive Officer

Daiki Mihara

- Executive in charge of Regional Business & Customer First, Automobile Operations
- Head, Regional Business Unit, Automobile Operations

Executive Officer

Toshihiro Akiwa

- President and Representative Director, Honda R&D Co., Ltd.

Executive Officer

Ikuo Takeishi

- Chief Officer, Quality Innovation Operations (Officer in charge of Certification)

Executive Officer

Masao Kawaguchi

- Chief Financial Officer
- Chief Officer, Corporate Administration Operations

Executive Officer

Takashi Imai

- Executive in charge of Business Strategy, Automobile Operations
- Head, Business Strategy Unit, Automobile Operations

Governance Data

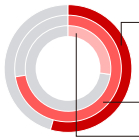
Overview of Corporate Governance (as of June 26, 2026)

Form of organization

Company with three committees

Board of Directors

Composition of members



Percentage of Outside Directors*
54.5%
(6 persons / 11 persons)

Percentage of non-Executive Directors
72.7%
(8 persons / 11 persons)

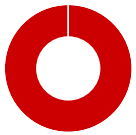
Percentage of female Directors
27.3%
(3 persons / 11 persons)

Term of office

Average term of office
4.54 years

0–4 years	3 persons
5–9 years	8 persons
10 years or longer	0 persons

Attendance rate (FYE Mar. 31, 2026)



100%
(Held 10 times)

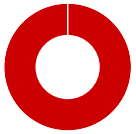
* All six Outside Directors currently in office are Independent Directors who satisfy the Company's Criteria for Independence of Outside Directors.

Nominating Committee

Ratio of Outside Directors

100%
(4 persons / 4 persons)

Attendance rate (FYE Mar. 31, 2026)



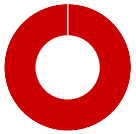
100%
(Held 11 times)

Audit Committee

Ratio of Outside Directors

60%
(3 persons / 5 persons)

Attendance rate (FYE Mar. 31, 2026)



100%
(Held 10 times)

Compensation Committee

Ratio of Outside Directors

100%
(4 persons / 4 persons)

Attendance rate (FYE Mar. 31, 2026)

100%
(Held 10 times)

Metrics and Targets

Total Amount of Remuneration for Directors and Executive Officers

Category of Directors	Total amount of remuneration (millions of yen)	Total amount by type of remunerations (millions of yen)			Number of eligible Directors (Number of persons)
		Basic remuneration	Performance-linked remuneration		
			STI (Short Term Incentive)	LTI (Long Term Incentive)	
Directors (excluding Outside Directors)	116	116	-	-	2
Outside Directors	107	107	-	-	6
Executive Officers	933	711	109	112	15
Total	1,158	935	109	112	23

- Directors in the table above does not include the five Directors who concurrently serve as Executive Officers.
- These amounts indicate remuneration paid to Directors during the fiscal year. The above includes the amount of basic remuneration paid to one Director who concurrently served as Executive Officer and stepped down due to resignation as of April 7, 2025.
- The amount of STI for Executive Officers was determined by the Compensation Committee held on May 11, 2026.
  The Compensation Committee resolved not to pay STI for the President and Representative Executive Officer and Executive Vice President and Representative Executive Officer to clarify responsibility for losses associated with the revision of the automobile electrification strategy.
- The total amount of LTI is the expenses recorded for stock delivery points granted during the fiscal year in relation to the Board Incentive Plan (BIP) trust and falls under non-monetary remuneration.
- Taking seriously the resignation of the Director concurrently serving as Executive Officer due to inappropriate conduct outside business activities, the President and Representative Executive Officer voluntarily forfeited 20% of his monthly basic remuneration for two months. The amount of basic remuneration shown above reflects this voluntary forfeiture.

Annual total remuneration and bonuses of highest-paid individual (President and Representative Executive Officer, Chief Executive Officer) (Japan)

Annual total remuneration and bonuses of highest-paid individual President and Representative Executive Officer, Chief Executive Officer (millions of yen)	173
Ratio to median annual total remuneration for all associates (%)	1,825

Rate of increase in annual total remuneration and bonuses of highest-paid individual (President and Representative Executive Officer, Chief Executive Officer) (Japan)

Rate of increase in annual total remuneration and bonuses of highest-paid individual President and Representative Executive Officer, Chief Executive Officer (%)	-59

Governance

Compliance Committee

To enhance compliance across the Honda Group, Honda has established a Compliance Committee, headed by a Compliance & Privacy Officer designated by the Board of Directors. This Committee is composed of the Compliance & Privacy Officer as well as Executive Officers and other business execution managers who are appointed by the Executive Council. The Committee determines important measures for the internal control system, including the formulation and revision of compliance policies, checks the status of the development and operation of the internal control system, supervises the proper operation of the Business Ethics Kaizen Proposal Line, and decides measures to prevent recurrences of serious compliance-related matters when they arise. When a particularly important compliance-related matter arises, it will be deliberated or reported at a meeting of the Executive Council or the Board of Directors, depending on the nature of the matter.

The Compliance Committee met seven times (four regular meetings, three extraordinary meetings) in the fiscal year ended March 31, 2026, to report on the status of development and operation of internal control systems as well as the operation status of the Business Ethics Kaizen Proposal Line, among other things.

Honda Code of Conduct

Intranet

Basic Approach

Basic Approach and Awareness-raising / Education Activities

Honda defines compliance as “not merely observing laws and regulations but also ensuring that every executive and associate acts with integrity and ethics toward customers and society, and this is the Company’s basic approach to compliance.

As specific systems to put the policies into practice, we have developed and implemented the following measures: formulation and dissemination of the Code of Conduct, appointment of the Compliance & Privacy Officer, establishment and operation of the Compliance Committee, and installation and operation of the Business Ethics Kaizen Proposal Line.

Also, through training for new associates, newly certified executives, newly appointed executives, and other rank-specific and division-specific training opportunities, we conduct awareness-raising and education activities related to compliance, including the contents of the Code of Conduct and various laws and regulations (anti-bribery, insider trading regulations, competition law, personal information protection law, amended subcontract law, etc.). Through these efforts, the Company is continuously fostering and improving awareness of compliance.

Honda Code of Conduct

To earn the trust of customers and society and achieve sustainable growth, we must not only comply with laws and regulations but also practice sincere and ethical conduct.

Recognizing this, Honda has formulated the Honda Code of Conduct, which summarizes the integrity of conduct to be practiced by all Honda associates around the world, and shares it throughout the Group, including subsidiaries in Japan and overseas.

The Company works to instill the Honda Code of Conduct in every executive and associate through awareness-raising activities, such as distribution of applications to smartphones and leaflets, display on posters, distributing educational videos, and introducing case studies and other information on the intranet, as well as conducting training sessions. The status of these activities is regularly reported to the Compliance Committee after confirmation by each division and subsidiary of the Company.

Honda Code of Conduct https://global.honda/en/about/codeofconduct.html

Initiatives

Business Ethics Kaizen Proposal Line

Honda established the Business Ethics Kaizen Proposal Line as a structure for improving corporate ethics issues. This hotline accepts proposals and provides consultation from a fair and neutral standpoint, for any violations of laws/ regulations or internal rules in the workplace, as well as issues that, for some reason, associates may find difficult to remedy or resolve, such as difficulties in consulting with their superiors.

Furthermore, in addition to cases of a clear violation of laws/regulations or internal rules, this hotline provides consultation and responds to inquiries about the details of internal rules when questionable cases have occurred and confirms the facts of such cases. Proposals are accepted by email, letter, telephone, fax, or other means from all subsidiaries and suppliers in Japan and overseas, as well as from Honda. This hotline ensures protection of the Kaizen proposers from any adverse treatment and accepts also anonymous proposals. Fact-finding investigations are conducted on accepted proposals, and if any issues are identified, they are addressed appropriately in cooperation with the relevant departments.

The Company also established a point of contact through an external law office to create an environment in which it is easier to make proposals. As for overseas, local points of contact have been established in all Regional Operations, while some subsidiaries set up their own points of contact.

In the fiscal year ended March 31, 2026, 441 proposals and consultations were handled by the Business Ethics Kaizen Proposal Line (including points of contact outside the Company). Among these, 188 concerned Honda, 238 concerned subsidiaries and 15 concerned other matters. Following investigations of the proposals and consultations submitted, disciplinary action was taken in three cases in Honda and five cases in subsidiaries. There were no cases involving the Company that resulted in punitive dismissal. None of the cases involved violations of the Honda Policy on the Prevention of Bribery and Corruption.

To raise internal awareness of the points of contact, Honda provides notice on its intranet, distributes information cards to all associates, including fixed term associates and temporary workers, and displays information posters in each workplace. These tools clearly state that the Kaizen proposers are protected. In addition, Honda observes how well the point of contact is recognized through an annual associate vitality survey for all associates. For departments found in these surveys to have low recognition of the point of contact, the Company makes additional efforts to increase their awareness.

Initiatives to Prevent Bribery and Corruption

Honda prohibits bribery and corruption.

The Honda Code of Conduct requires that the Company complies with laws and regulations, and states that “as an independent corporate entity, Honda maintains appropriate relationships with political entities (political organizations and politicians) and administrative entities (governmental agencies and government officials)” and “will interact with political and administrative entities in an appropriate manner in compliance with laws, regulations and company policies and will not offer both monetary and nonmonetary benefits including money, goods, and entertainment to politicians or government officials that prohibited by laws, regulations and company policies.” Moreover, the Code stipulates that the associates “will not receive from or provide to business partners both monetary and non-monetary benefits including money, goods, and entertainment, beyond what is generally considered appropriate by society.”

In addition to the above, the Company also established the Honda Policy on the Prevention of Bribery and Corruption, which stipulates basic policy on bribery and corruption, as well as the Honda Guideline for the Prevention of Bribery and Corruption, which stipulates specific compliance and prohibited items. These are posted on the intranet for Honda associates along with related educational content.

Honda strives to further reduce the risk of bribery and corruption by educating all associates on bribery and corruption prevention through awareness-raising activities for the Honda Code of Conduct, and by providing training to personnel stationed overseas and newly appointed managers based on their positions and roles. For subsidiaries, the Company has established training programs tailored to each company’s situation and is working to raise awareness of bribery and corruption prevention.

Initiatives

Initiatives for Prevention of Anti-Competitive Behavior

As a company engaged in business globally, Honda exercises the utmost care in its daily business activities to ensure compliance with the competition laws of each country.

The Honda Code of Conduct also stipulates, under "Compliance with Competition Laws," that "Honda will engage in free and open competition with competitors to maintain its stance as a company trusted by customers and society" and that each associate "will comply with competition laws (antitrust laws)."

Furthermore, as a part of its measures to strengthen compliance, Honda provides targeted training to related departments to prevent anti-competitive behavior. In addition, programs addressing anti-competitive conduct are incorporated into training for personnel stationed overseas and for newly appointed managers. Honda also publishes awareness-raising content concerning anti-competitive behavior on its intranet for its associates.

Initiatives for Information Management

To protect information assets, including confidential information and personal information, Honda has formulated the Global Confidentiality Policy and the Global IT Security Policy, the scope of which extends to Group subsidiaries. These policies stipulate the adoption of a systematic response structure, the use of Honda Group's common compliance items when handling confidential information and personal information, and the implementation of security standards for information systems and networks. They also specify the line of reporting in the event of an information leak.

In addition to its efforts to effectively implement these policies, Honda has established a global information management structure under the supervision of the Compliance Committee to ensure timely responses to changes in information flows and other issues.

Under this structure, globally common medium-term policies and an annual activity plan are determined. Based on this plan, each region promotes activities to safely handle information obtained through Honda's business activities, including personal information and confidential information.

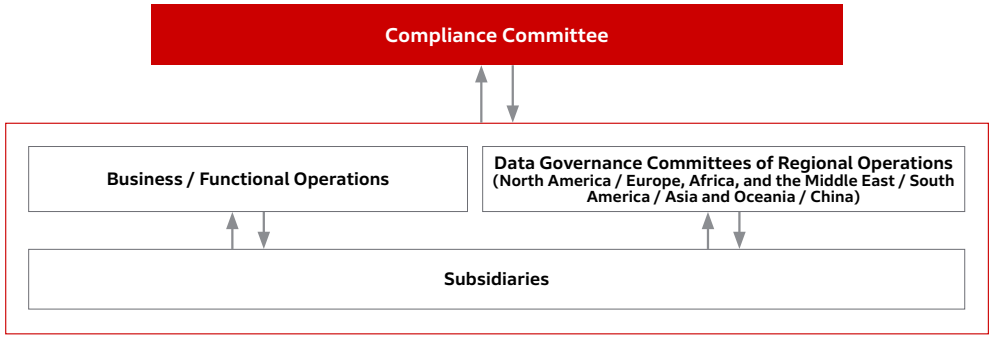
Honda also recognizes the importance of protecting personal information and regards prioritizing the protection of customer information as its social responsibility. To ensure the proper handling of customer information, Honda has formulated the Global Privacy Policy, which covers Group subsidiaries. The policy prescribes matters that must be universally complied with by Honda Group worldwide, as well as an implementation structure, and is operated accordingly.

The Company has appointed information supervisors and information managers in departments handling personal information and provides training on the protection of personal information. Moreover, Honda reports the methods for managing the personal information it holds and the information management status of outsourced contractors. To ensure the details of these reports are updated, the Company conducts a review of information security in all departments at least once a year.

Honda has built a structure for collaboration with each region under the aforementioned global information management structure to respond to national personal information protection regulations, which are being established at an accelerating pace. The Company is steadily formulating comprehensive responses to regulations while closely monitoring trends.

Meanwhile, Honda utilizes personal data to help solve social issues and provide its customers with even better products and services. Honda has formulated the Management Guidelines for Personal Data Utilization to handle personal data properly, reduce related risks, and promote effective personal data utilization. It has also established the Board for Judging Personal Data Utilization with the Head of the Governance and Compliance Unit serving as the decision-making authority. The board deliberates on the risk response status concerning the collection, storage management, and utilization of personal data from the perspective of each area of expertise and decides whether or not to implement relevant measures.

Honda is putting into place structures that will respond quickly to an information leak or request for the disclosure of personal information in accordance with the laws and regulations of the relevant country. In the fiscal year ended March 31, 2026, there were no major losses or leaks of personal information or serious complaints about customer privacy.



Governance

Establishing an Effective Risk Management Structure

Honda formulated the Honda Global Risk Management Policy with Group subsidiaries included in its scope of application.

The Policy aims to drive the Company's sustainable growth and stabilize management based on the Honda Philosophy, targeting all risks with the potential to impact operations on a global scale.

In implementing risk management activities, a company-wide Risk Management Officer, who is elected by the Board of Directors, plays a central role in establishing a relevant system and taking follow-up measures to ensure that the activities take root. Honda has established the Risk Management Committee to deliberate important matters related to risk management.

Each of the Operations and Units has appointed its Risk Management Officer of the Operation/Unit and set up a Risk Management Secretariat under the supervision of the Officer in accordance with the basic rules of the Policy. Thus, by establishing an independent risk management structure, they are promoting risk management activities under their own responsibility.

As a key initiative, they conduct risk assessment activities to identify, evaluate, and address risks in the business operations of the Operations and Units by using company-wide common methods.

Honda has also established a system to ensure a high level of global risk management structures in Operations and Units by providing training for all associates, disclosing policies and manuals on the Company's intranet, and conducting seminars for managers and the Risk Management Secretariats of overseas subsidiaries.

Additionally, when a crisis occurs, the Company establishes a Global Emergency Headquarters proportionate to the anticipated magnitude of the crisis's impact to manage the crisis response.

Such risk management efforts by the Company as a whole, as well as by the Operations and Units, are reported at the Audit Committee meetings. Also, in the fiscal year ended March 31, 2026, an internal audit was conducted by an independent internal audit department under the direct control of the President.

Risk Management Committee

The business environment has undergone drastic changes in recent years in all business categories. Accordingly, the complexity and uncertainty of risks are rising, which requires effective risk management activities. Honda set up the Risk Management Committee chaired by a company-wide Risk Management Officer (RMO), to identify, address, and monitor important risks from a holistic perspective. In the fiscal year ended March 31, 2026, the Risk Management Committee held a total of seven meetings.

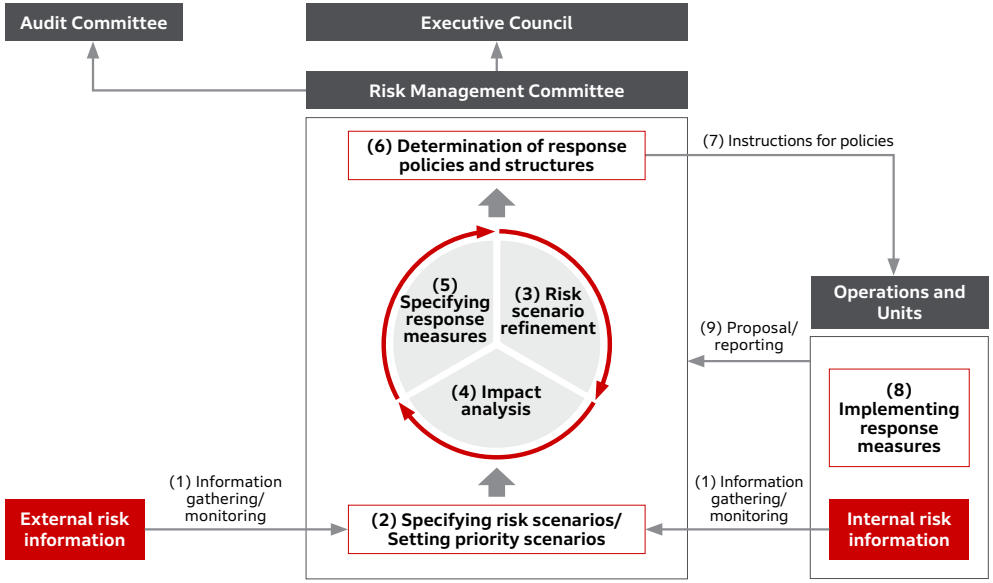
The Risk Management Committee not only identifies internal risks but also gathers and monitors information on external risk trends associated with changes in the external environment. The Committee uses internal and external information to ascertain specific risk scenarios and conduct impact analyses in relation to Honda's business strategies. Based on this objective risk analysis, management members engage in discussions to determine the response policies and structures for the company-wide risks linked to management strategies, which Honda should address.

Of these, risks that are particularly important in terms of business strategy are designated as company-wide priority risks, and the status of response to these risks is regularly checked and discussed.

The discussions and monitoring activities of the Risk Management Committee are reported to the Executive Council in a timely and appropriate manner.

Governance

Risk Management Committee



For various risks identified through analysis of external risk trends and risk assessment activities, Honda evaluates their risk levels in terms of the amount of their impact on Honda's business operations, their frequency of occurrence, etc. Risks judged to be high-level risks are discussed by the Risk Management Committee, and risks judged to have a particularly large impact on Honda's business operations are identified as company-wide priority risks in each fiscal year. The identified company-wide priority risks are addressed mainly by the responsible departments, and their progress is confirmed and discussed at the Risk Management Committee meetings.

Company-wide priority risks

Major risk items	Risk perspectives
Geopolitical risk	Stoppages or delays of business activities due to the strengthening of economic security policies and human rights laws and regulations, or the conflicts between nations or regions
Purchasing and procurement risk	Stoppages or delays of production activities due to difficulties in receiving parts from suppliers or increases in the prices of raw materials and parts, etc.; or quality defects caused by suppliers
Natural disaster risk	Stoppages or delays of business activities due to natural disasters (earthquakes, floods, etc.) or spread of infectious diseases
Information security risk	Suspension of important operations/services due to cyber attacks and other incidents; and leakage of confidential or personal information
Risk related to brand image	Business impact associated with damage to brand image
Market environmental change risk	Inability to keep pace with rapid changes in market environment and demand, such as the rise of emerging powers, changes in environmental policies, and expansion of trade wars
Business alliances and joint ventures risk	Conflicts of interest between parties in business alliances, etc., leakage of profits or technology, delays in decision-making, poor business performance of business partners, etc., or changes to or dissolution of alliances
Financial and economic risk	Business impact from economic trends, economic fluctuations, or currency fluctuations

Initiatives

Risk Assessment Activities

Honda globally carries out risk assessment activities.

The purpose of these activities is to foresee the potential risks to Honda's business and respond pre-emptively to minimize these risks.

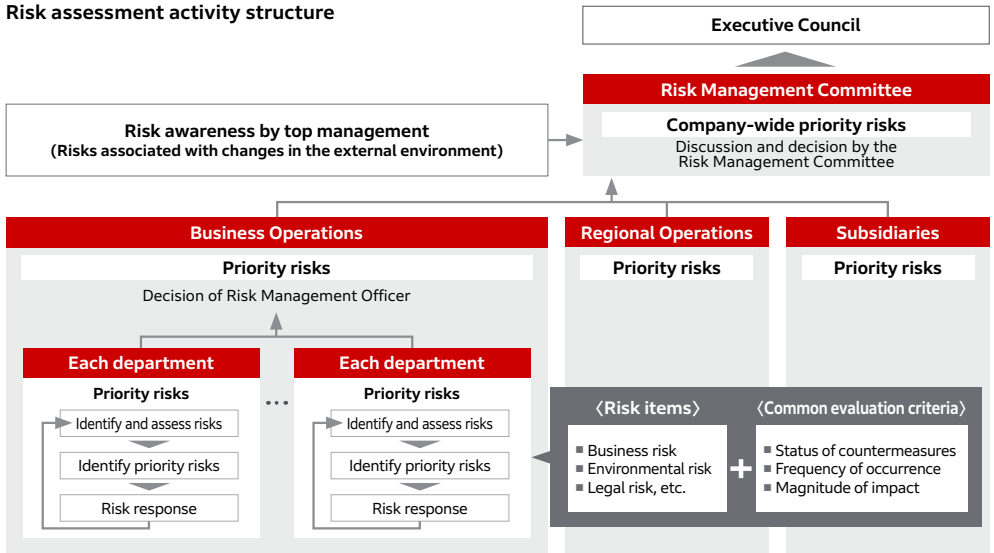
Each department performs a semiannual risk evaluation using the Group's common risk items and evaluation criteria to identify the divisional priority risks.

Each of the Operations and Units carries out repeated discussions based on the results of the risk assessments of each department. They then identify and respond to priority risks of the Operations and Units based on the judgment of the Risk Management Officers of the Operations and Units.

Additionally, the status of priority risks of the Operations and Units based on the risk awareness of the Operations and Units is reported to the Risk Management Committee. External risk trends are then considered in order to identify and respond to company-wide priority risks.

Through these efforts, Honda aims to firmly establish risk management activities within each Operations and Unit, reduce the risk faced by the entire Group, and raise the risk awareness of every associate.

Risk assessment activity structure



Crisis Response

Honda carries out risk-sensing activities to monitor and report on signs of a crisis. While collecting a wide range of crisis information that may have an impact on Honda, the Company has established an information coordination system in case a crisis becomes apparent.

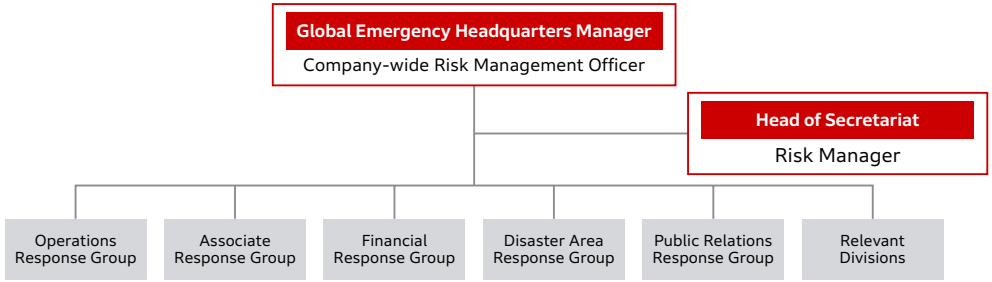
When a crisis occurs, a Global Emergency Headquarters is established according to the anticipated impact of the crisis, and a structure is in place to prevent the crisis from spreading and to quickly bring the situation under control as soon as possible.

Honda's Global Emergency Headquarters is working to strengthen its functions based on its initiatives to deal with crisis events and other situations experienced in the past.

Honda regularly coordinates information with each response group and reconfirms basic actions in crisis response (confirming the coordination among the groups).

Also, for disaster drills, besides ensuring the safety of human life and confirming associates' safety, the Company continuously conducts information coordination drills to quickly ascertain the crisis impact on business from a Business Continuity Plan (BCP) viewpoint.

Global Emergency Headquarters structure



Governance

Promotion Structure

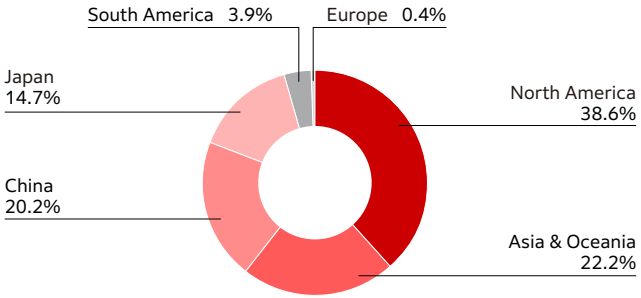
Honda conducts business in six regions worldwide and has established purchasing functions in each region. In line with Honda's corporate philosophy of "producing where there is demand," each region is encouraged to source locally.

To discuss and examine the global direction of Honda over the medium- to long-term, and to strengthen the collaboration of respective companies operating in each region, Honda holds periodic meetings of the management teams.

The Company also launched the Environmental Purchasing Meeting in 2011 to promote low-carbon initiatives across the entire global supply chain. In the fiscal year ended March 31, 2017, Honda expanded the agenda of this meeting to include human rights and compliance initiatives and developed it into the Sustainability Purchasing Meeting, which is held on a regular basis.

Through these initiatives, companies operating in each region are promoting collaborative activities while aligning their direction on a global basis.

Regional distribution of purchasing volume (FYE Mar. 31, 2025)



Responsibility for Promotion

In Japan, Honda has a department that supervises the overall global purchasing function, with the Chief Officer for Supply Chain Purchasing Operations (Managing Executive Officer) responsible for oversight. The department provides coordination across regions and businesses and formulates sustainability policies and goals. In 2016, the Company established a department dedicated to reinforcing and accelerating sustainability initiatives.

Sustainability initiatives in cooperation with suppliers are regularly reported to and approved by the Chief Officer for Supply Chain Purchasing Operations regarding policies and progress, including consistency with Honda's Purchasing Belief and the Three Purchasing Principles. In addition, important matters related to company-wide business policies and risk management are reported to the members of the Executive Council.

In the logistics field, Honda not only ensures logistics sustainability and compliance with relevant laws and regulations, but also recognizes logistics as a management risk area involving multiple factors, including supply continuity, labor and safety, cost structure, and social reputation.

Based on this recognition, Honda designates the Chief Officer for Supply Chain Purchasing Operations as the Chief Logistics Officer (CLO) to enable management-level decision-making on key logistics policies, priorities, and organizational structures, thereby establishing a framework to oversee logistics across Japan.

Under the oversight of the CLO, Honda develops policies and organizational structures across related divisions, covering the entire supply chain, including development, production, sales, and service parts, while also establishing a framework to manage and control logistics from a management perspective. Through these efforts, Honda drives company-wide initiatives to enhance logistics sustainability.

Basic Approach

Strengthening Supply Chain Sustainability

In order to provide customers with a timely, stable supply of better products and services, it is necessary to put significant effort into developing and optimizing supply chains with suppliers around the world while also taking into account environmental and human rights issues.

Honda is striving to strengthen supply chain sustainability, mainly in the areas of purchasing and logistics.

In the area of purchasing, Honda shares its sustainability policies with suppliers in the form of the Honda Supplier Sustainability Guidelines and works with suppliers on important issues such as product safety and quality, human rights and labor, the environment, responsible procurement, compliance, and information disclosure.

In the area of logistics, Honda aims to achieve carbon neutrality and is promoting efficiency in logistics and reduction of CO_2 emissions. Honda is also working with its suppliers to promote initiatives to optimize logistics and improve productivity, and to enhance sustainable logistics throughout the supply chain.

Honda strives to enhance sustainability in its supply chain by collaborating globally on these initiatives.

Workers in the Value Chain ➡ p. 117

Overview of supply chain

Initiatives

Basic Approach to Purchasing

Purchasing Belief, Three Purchasing Principles, and Code of Conduct for Purchasing Associates

Honda's goal is to achieve a sustainable society across the supply chain. The Company implements initiatives with consideration for the environment, safety, human rights, compliance and social responsibility, among others, in partnership with its suppliers worldwide. Based on the Honda Philosophy, the Company established the Purchasing Belief and Three Purchasing Principles and engages in fair, equitable, and highly transparent business practices.

Honda has also compiled points that should be followed by each and every associate engaging in purchasing activities as the Code of Conduct for Purchasing Associates. By following these Rules, the Company ensures trust both internally and externally and builds sound relationships with suppliers.

Purchasing Belief and Three Purchasing Principles

We do fair and equitable business with transparency based on the "Purchasing Belief" and the "Three Purchasing Principles."

Purchasing Belief

We sustain the procurement of good products at reasonable prices and in a timely manner.

Three Purchasing Principles

Fair and open trade
We do business with suppliers who can satisfy the requirements of quality, quantity, price and timing and who can share the concept of sustainability with us, based on open competition.

Equal partnership
We conduct business on an equal footing regardless of the business size of the supplier or their nationality and other factors.

Respect for suppliers
We respect suppliers' management and independence.

Supplier Sustainability Guidelines

The automotive industry, which is supported by a broad network of many suppliers, needs to pursue human rights and environmental impact reduction not only by individual companies but also throughout the entire supply chain.

Additionally, as awareness of compliance and human rights issues grows worldwide, companies are expected to verify working conditions and legal compliance not only for themselves but also for their suppliers, as well as make efforts to take corrective action if required.

Honda aims to achieve a sustainable supply chain in its global parts procurement activities in collaboration with its suppliers. Honda has set forth this mindset as its Sustainability Vision and issued the Honda Supplier Sustainability Guidelines (see the link below) as specific policies for working together with suppliers to realize this vision.

The Guidelines specify the basic items to be promoted together with primary suppliers regarding product safety and quality, human rights and labor, the environment, responsible mineral procurement, compliance, and information disclosure.

The Guidelines are based on international standards (the Supplier CSR Guidelines by the Japan Automobile Manufacturers Association (JAMA), the Sustainability Guiding Principles by the Automotive Industry Action Group (AIAG) and Drive Sustainability*, etc.) and reflect Honda's Fundamental Beliefs, and are revised as necessary according to social trends and regulatory changes.

* An industry collaborative initiative in which automakers collaborate to promote supply chain sustainability.

Honda Supplier Sustainability Guidelines
https://global.honda/en/sustainability/cq_img/report/pdf/supply-chain/supplier-sustainability-guidelines.pdf

Initiatives

Supplier Selection

In response to the international demand for corporate social responsibility throughout the supply chain, Honda shares its sustainability policies with its direct and indirect material suppliers and is working to strengthen responsible procurement throughout its business.

Particularly for direct material suppliers, Honda strictly requires them to comply with local competition laws, anti-bribery laws, and other laws and regulations in each country when conducting business since they have a significant impact on customers and business through the quality and safety of their products. The Company has also concluded with its suppliers the Basic Agreements on Component Procurement that specify considerations for safety, disaster prevention, environmental preservation, and the protection of resources, ensuring the transparency and sustainability of transactions.

In addition, as part of its sustainability promotion efforts, Honda confirms its suppliers' agreement to the Honda Supplier Sustainability Guidelines and works with them on important issues such as product safety and quality, human rights and labor, the environment, responsible procurement, compliance, and information disclosure.

Based on these policies, when selecting suppliers for components and raw materials, Honda confirms their initiatives on not only Quality, Cost, Delivery, Development and Environment (QCDDE) but also human rights, labor, safety, compliance, risk management, protection of information and other aspects to determine the best and most sustainable suppliers.

If a problem occurs after a transaction, Honda will immediately receive a report from the supplier, request the supplier to analyze the cause and submit a corrective action plan, set a response period, and work to prevent recurrence.

If the submitted corrective action plan is determined to be insufficient, Honda will consider whether or not to maintain business relations with the supplier in the future, including suspension of transactions, in consideration of the social impact of the problem.

Key Suppliers

For suppliers that have agreed to Honda's sustainability policies and have begun doing business with Honda, the Company comprehensively evaluates the amount of business with them, the importance of materials and components supplied by them, and the status of related risks and issues to strengthen ongoing sustainability efforts, and designates those suppliers with particularly large impacts as key suppliers.

These key suppliers include primary suppliers that account for about 80% of the total purchases, as well as a portion of secondary suppliers. Honda regularly shares its policies with these suppliers through supplier conferences and other means.

At sustainability policy briefings, Honda explains its ESG policies and initiatives to primary suppliers, including CO_2 emissions reduction targets, data management and evaluation systems, resource recycling, sustainable logistics, and ESG performance evaluations by external organizations, to promote understanding and deepen implementation among suppliers. In the logistics field, Honda also held a briefing for primary suppliers and logistics operators in December 2025 on initiatives to achieve sustainable logistics, including response to the Logistics Efficiency Act and the reduction of truck waiting and loading/unloading times. (➡ p. 194)

Sustainability policy briefing (July 2024)

Initiatives

Human Rights Initiatives

Honda has adopted the Honda Human Rights Policy and promotes respect for human rights throughout its corporate activities. As part of the initiatives in procurement, the Company shares the Honda Supplier Sustainability Guidelines with its suppliers, which cover international human rights issues such as the prohibition of child labor, forced labor, and human trafficking; compliance with working hours and the guarantee of a living wage; and dialogue with associates. Honda requests suppliers to comply with the Guidelines so that people working for suppliers are not affected by the labor and human rights risks described above.

In addition, Honda asks primary suppliers to disseminate these policies throughout the supply chain.

Honda verifies the status of suppliers' human rights initiatives through ESG surveys utilizing third-party evaluation organizations. The surveys are based on the following items to check the implementation status and evidence, identify risks, and request improvements.

- Safety and health and working conditions of associates (working hours, living wage, health management, safety in the work environment)
- Social dialogue, career management, and providing educational opportunities
- Prohibition of child labor, forced labor, and human trafficking
- Respect for diversity and prevention of discrimination and harassment
- Respect for human rights among external stakeholders (communities, business partners)

Furthermore, starting in 2024, Honda introduced a comprehensive supply chain risk mapping tool to enhance global supply chain visibility and risk management. It utilizes AI-based data mining technology to visualize the entire supply chain. Based on information on local laws and regulations, import/export restrictions, sanctions lists, and other factors of each country, Honda detects potential risks deep within the supply chain. Honda strives to minimize human rights risks throughout the supply chain by promoting initiatives such as real-time risk monitoring, enhancement of risk impact assessment, and formulation of risk mitigation measures.

Due Diligence

As social demands for sustainability increase, companies are required to conduct supplier due diligence not only to reduce environmental impact but also to address human rights. Legislation for supplier due diligence has also been implemented.

In the mobility field, as the electrification of vehicles progresses, there is a need to address environmental and human rights risks, particularly for batteries, and ensuring sustainable procurement has become an important issue.

In light of these social demands and regulatory trends, Honda is strengthening cooperation with relevant internal divisions and primary suppliers to promote transparency throughout the supply chain and responsible procurement.

To make these efforts more effective, the purchasing divisions are taking the lead in promoting environmental and human rights due diligence in the upstream of the supply chain with its target suppliers.

Initiatives for Human Rights Due Diligence ➡ p. 72

Establishing a Hotline to Receive Suggestions and Consultation Requests from Suppliers

Honda has established the Business Ethics Kaizen Proposal Line (➡ p. 180) to accept suggestions and requests for consultation from all suppliers from a fair and neutral standpoint.

Initiatives

Supplier Monitoring

ESG Surveys

Honda requests direct material suppliers in each global region to conduct voluntary inspections of their compliance with the Honda Supplier Sustainability Guidelines, and thereby promotes an understanding of the actual status of their sustainability initiatives.

In addition, for suppliers with large transaction volumes, periodic checks and evaluations of inspection results are conducted to identify high-risk suppliers based on the likelihood of a problem occurring and the degree of impact on the Company if a problem were to occur, and to take action toward improvement.

In Japan, Honda has, in the past, conducted its own ESG surveys for key suppliers accounting for more than 80% of total purchases. To further enhance objectivity, transparency, and comprehensiveness, the Company has initiated supplier ESG surveys utilizing a third-party evaluation organization.

A trial operation began in 2024, with full-scale implementation starting in April 2025.

Furthermore, Honda aims to expand these surveys to all direct material suppliers globally by the fiscal year ending March 31, 2028.

The third-party ESG surveys for suppliers will involve the following actions.

- Conduct SAQ (Self-Assessment Questionnaire) based on international standards and evaluation by a professional organization
- Provide information on industry benchmarks and suggest improvement items
- Jointly promote improvement activities with suppliers identified as high-risk suppliers

The SAQ verifies suppliers' efforts based on a broad range of evaluation items, including the environment, labor and human rights, ethics, and sustainable material procurement.

In addition to evaluating the performance of individual suppliers, the results of benchmark comparisons with industry standards are fed back to each supplier to identify their strengths and areas for improvement.

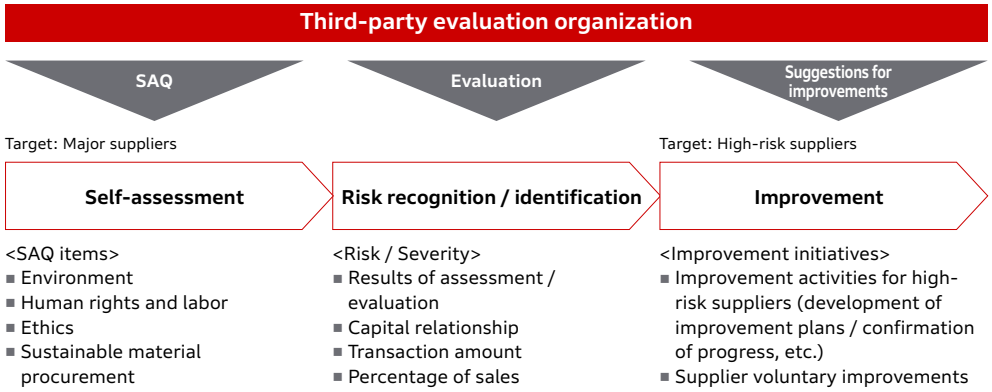
Based on the results of the surveys, risks are identified, and according to the degree of risks, interviews with suppliers, on-site inspections, and other activities are conducted as necessary.

The following checks and verifications are performed, and for issues identified in the improvement activities, the Company requests suppliers to make improvements and promote improvement activities together with them.

- Check relevant records, actual production processes and related facilities
- Request the formulation of an improvement plan and regularly verify the progress
- Conduct a follow-up assessment or audit (including an on-site check as necessary)

Honda will continue to conduct sustainability activities on a global basis in collaboration with its overseas purchasing bases, while enhancing training programs within the Company with the goal of strengthening internal capabilities in sustainability.

Sustainability monitoring flow



Initiatives

Measures to Counter Procurement Risk

Honda views all phenomena that can impact production as risks, including disasters, fires, supplier financial issues, labor issues, and cyber incidents. Accordingly, the Company works to reduce these risks and prevent the spread of any impact if they materialize throughout the supply chain, beginning with the procurement of components and materials. For example, Honda defines all components and materials whose procurement is dependent on a single facility as at-risk parts, and inspections and countermeasures are implemented continually around the world. As part of this initiative, Honda has established a scheme for suppliers in Japan starting in 2021 to promptly register information on new supply chains (production sites below Tier 2) in its procurement risk management system when such information is generated. Through the operation of this system, the Company established structures to ascertain in a short time the extent of damage to suppliers in the affected areas and whether production has been affected in the event of a major disaster. Honda also performs annual evaluations based on supplier surveys in order to minimize financial risk. In addition, the Company checks risk every month by referring to information from third-party organizations.

Training for Associates

To ensure that every associate involved in Honda's purchasing operations promotes fair, equitable, and transparent transactions in accordance with its purchasing philosophy, Honda has prepared manuals and training programs and promotes personnel development through on-the-job training (OJT).

In Japan, in addition to these initiatives, Honda has established training and e-learning programs to deepen understanding of Quality, Cost, Delivery, Development and Environment (QCDDE) operations, including programs to increase understanding of ESG initiatives in the supply chain area.

Furthermore, Honda regularly disseminates information on social trends regarding sustainability and its initiatives with suppliers to raise awareness throughout the organization. The latest information is shared within the purchasing divisions through the in-house news report, which helps instill a sustainability perspective in daily operations and builds knowledge among the divisions.

In this way, Honda has developed programs that take into account cultural and social backgrounds to promote capacity building for purchasing associates in each region of the world. To strengthen its sustainability initiatives throughout the supply chain, the Company also focuses on engagement with its suppliers and actively provides information and training opportunities for the suppliers (➡ p. 194).

Initiatives

Environmental Initiatives

Initiatives to Achieve Carbon Neutrality with Suppliers

Honda aims to achieve carbon neutrality (CO_2 emissions neutrality) for all its products and corporate activities by 2050.

In Japan, starting in October 2021, Honda asks its suppliers to consider initiatives to reduce total CO_2 emissions, and in December 2022, shared its perspectives on specific actions toward achieving carbon neutrality by 2050.

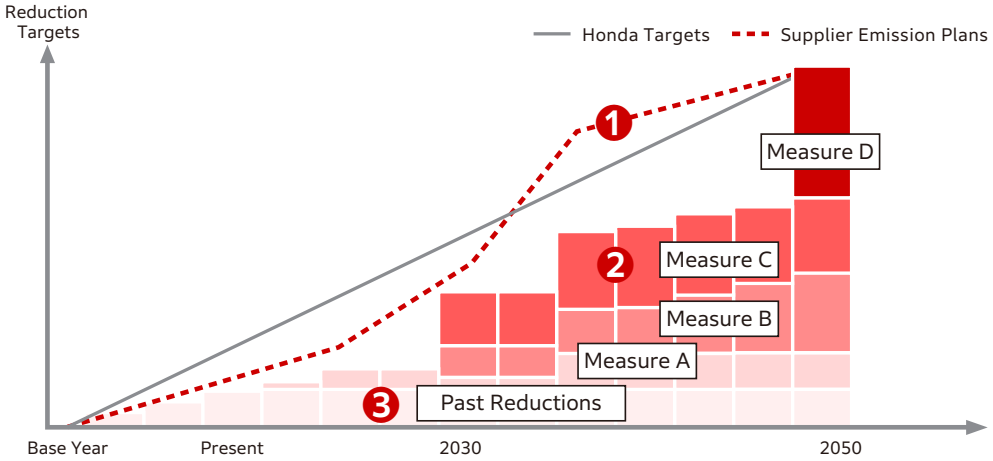
Furthermore, in March 2024, Honda communicated its interim target for 2030 to its suppliers in order to accelerate its efforts to achieve carbon neutrality by 2050. Honda has introduced a new data collection system that enables analysis of suppliers' CO_2 emissions reduction plans and performance since the fiscal year ended March 31, 2025, toward achieving carbon neutrality through co-creation with each supplier.

This system has been rolled out to suppliers with large transaction volumes, starting in Japan and expanding to each global region. Through this initiative, Honda is operating a PDCA cycle for reducing corporate CO_2 emissions together with suppliers worldwide.

Supplier CO_2 reduction visualization system

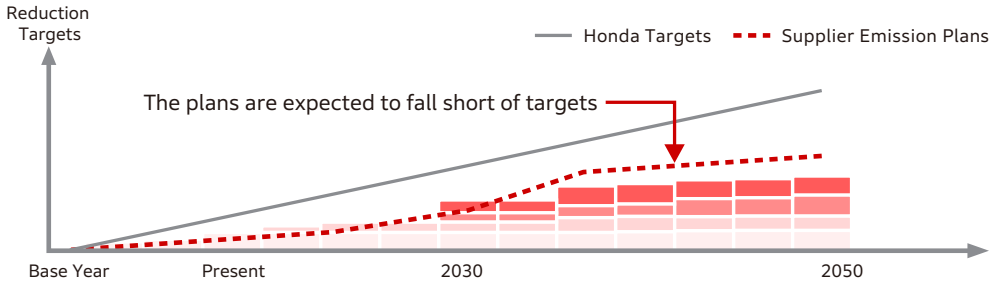
Comprehensive Overview of Supplier CO_2 Reduction Performance and Plans

❶ Visualization of the gap between Honda's targets and suppliers' plans
❷ Understanding of suppliers' reduction measures, including plans, steps, and items
❸ Reflection of suppliers' past reduction efforts from the base year to the present

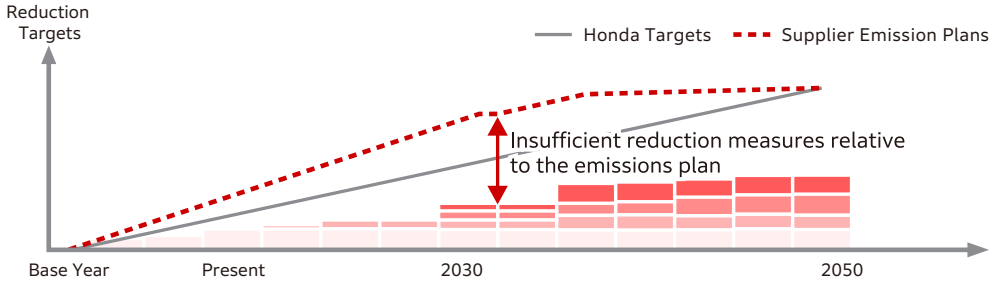


Promoting the Specification of Supplier CO_2 Reduction Plans (Reduction Amounts and Measures) Note: The following are examples

Expected Shortfall in CO_2 Reduction ➡ Promote revision of reduction plans



Insufficient Reduction Measures ➡ Promote the addition of measures



Initiatives

Initiatives with Group Suppliers

Honda monitors the CO_2 emissions performance of group suppliers under Scope 1 and 2 on a calendar-year basis.

Additionally, regarding water and waste, Honda has been working on target management since the fiscal year ended March 31, 2019. Starting in the fiscal year ended March 31, 2025, the scope of these targets is being narrowed to industrial water withdrawal and industrial waste, with goals set for the fiscal year ending March 31, 2031 and data collection underway.

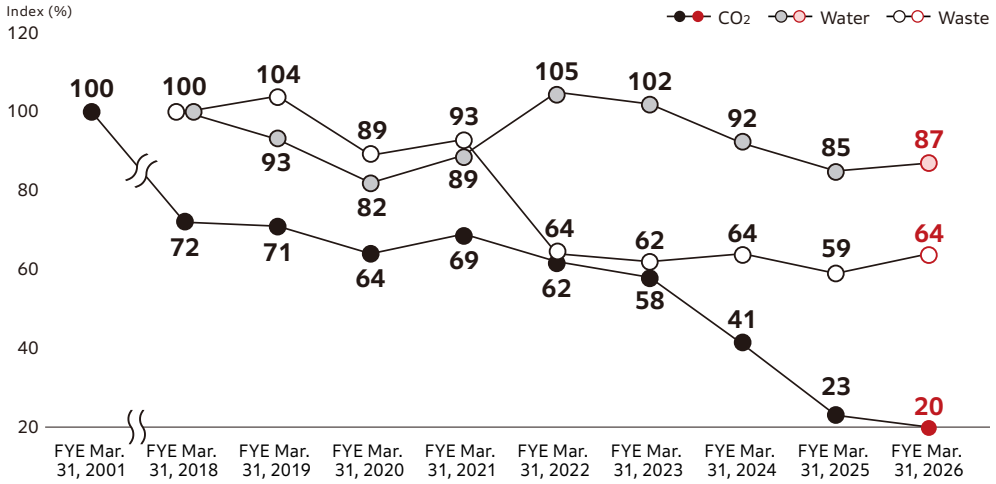
Initiatives at production sites in collaboration with suppliers

As part of these environmental impact reduction activities, Honda has deployed tools for analyzing the progress and performance of group suppliers, deepening engagement through regular strategy and information-sharing meetings, and implementing a PDCA cycle to collaboratively achieve these targets.

Chemical Substance Management

The Company has issued the Honda Chemical Substance Management Standard, which aims to ensure that all the components that make up Honda products comply with laws and regulations as well as to reduce their impact on the global environment and ecosystem. Honda asks suppliers around the world to establish a structure for managing chemical substances that meets the standard and to guarantee that the components they supply satisfy the standard. The Company also uses an industry standard management system for specific data on chemicals contained in components, which are evaluated prior to commencing mass production.

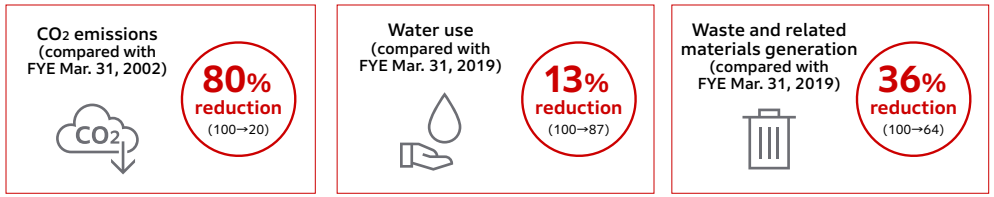
Performance in reducing the environmental impact
Index of CO_2 emissions/water use/waste and related materials generation per million yen



Category	FYE Mar. 31, 2022	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
CO_2 emissions (t/millions of yen)	0.93	0.86	0.62	0.35	0.31
Water use (m^3/millions of yen)	10.51	10.16	9.17	8.38	8.61
Waste and related materials generation (t/millions of yen)	0.38	0.37	0.38	0.35	0.38

- Scope of aggregation: All consolidated tier 1 suppliers in Japan
- Calculation method: Each performance (CO_2 emissions, water use, and waste and related materials generation) ÷ Value added (millions of yen)

Improvement Rate Compared with the Base Year (as of FYE Mar. 31, 2026)



Initiatives

Implementation of Supplier Briefings

With social demands in the ESG area further increasing, Honda has been holding briefings on ESG policies and measures since the fiscal year ended March 31, 2022 for suppliers accounting for more than 80% of total purchases.

In the fiscal year ended March 31, 2025, Honda held an in-person Sustainability Policy Briefing for approximately 320 suppliers in Japan. At the event, Honda presented its CO_2 emission reduction targets, data management and evaluation systems, resource recycling, sustainable logistics, and ESG performance evaluations by third-party evaluation organizations. In the fiscal year ended March 31, 2026, Honda also shared the status of each initiative at the Progress Briefing on Carbon Neutrality Development and ESG Performance Evaluations.

Implementation of ESG Measures Sharing Meetings

Honda holds regular ESG measures and information-sharing meetings with group suppliers beginning in the fiscal year ended March 31, 2024.

In the fiscal year ended March 31, 2026, through four sessions, Honda strengthened the ESG performance of the Honda Group by communicating the direction of ESG activities, sharing the status of initiatives between Honda and suppliers, and exchanging information with external speakers and other experts.

Policy sharing meeting

Collaboration with Industry Groups and Suppliers

Honda participates in four working groups established by the Automotive Industry Action Group (AIAG) to strengthen sustainability in the supply chain: the Responsible Materials working group, the Human Rights and Trade working group, the Greenhouse Gas working group, and the Chemical Management working group.

At the AIAG, training programs for suppliers are being conducted, and since 2012, Honda's Tier 1 and Tier 2 suppliers in the North American region have participated in training sessions covering topics such as corporate ethics, environmental regulations, working conditions, and human rights.

In addition, Honda participates in AIAG's Corporate Responsibility Steering Committee and Drive Sustainability* to proactively identify issues, needs, and trends in and outside the automotive industry.

In North America, e-learning programs using computer-based training (CBT) are also provided for suppliers to facilitate their understanding of sustainability, on sustainability themes including the environment, export control, social responsibility, safety and health, diversity, governance, and compliance and ethics.

* An industry collaborative initiative in which automakers collaborate to promote supply chain sustainability.

Awards for Suppliers

Honda also regularly holds conferences around the world to share with suppliers the direction of its business and the details of its initiatives. At the regional conferences, Honda presents Supplier Awards to recognize those suppliers who have achieved outstanding results in each aspect of QCDDE and others.

In Japan, Honda has held an annual conference since 1974. Senior management from about 300 suppliers attended the conference in the fiscal year ended March 31, 2026, which was held in person. At the conference, Honda communicated company-wide policies and measures for working with suppliers for the future. Since the fiscal year ended March 31, 2018, the Company has been presenting the Sustainability Award to suppliers for their outstanding efforts in all areas of ESG.

In North America, Honda presents the Sustainability Award to suppliers who have made the greatest contributions in areas such as compliance, safety and health, community contribution activities, the environment, diversity, and human rights.

Initiatives

Rules on Conflict Minerals

Under the Dodd-Frank Wall Street Reform and the Consumer Protection Act (Dodd-Frank Act), as well as the U.S. Securities and Exchange Commission (SEC)*1 final rule on conflict minerals disclosure regulations issued pursuant to it, corporations are required to confirm that the purchase and use of conflict minerals from the Democratic Republic of the Congo and its neighboring countries do not serve as a source of funding for armed groups or contribute to the abuse of human rights in conflict areas.

Honda has established a policy of aiming to be "conflict-free," meaning that it will not use conflict minerals associated with misconduct such as serving as a source of funding for armed groups or human rights violations in conflict areas.

In accordance with the standards prescribed in the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, we conduct surveys and, in collaboration with domestic and international industry organizations and suppliers, work toward resolving the conflict minerals issues.

In conducting the surveys, the Japan Automobile Manufacturers Association, Inc. has prepared a manual for suppliers on how to complete the survey forms, as well as tools for aggregating the survey results.

In collaboration with the Japan Auto Parts Industries Association, the Japan Electronics and Information Technology Industries Association, and other organizations, we are also conducting regular working activities to examine efficient survey methods and to monitor and analyze survey results.

In North America, Honda works in collaboration with the Responsible Minerals Initiative (RMI)*2, an international organization that promotes responsible mineral procurement, and encourages smelters and refiners to participate in the Responsible Minerals Assurance Process (RMAP)*3.

We share the Honda Supplier Sustainability Guidelines with our suppliers, which describe our initiatives related to sustainability, including responses to conflict minerals, and promote procurement in line with the Guidelines. We also encourage our first-tier suppliers to undertake similar initiatives toward their sub-tier suppliers.

Since 2013, Honda has conducted surveys on the use of conflict minerals, targeting its suppliers worldwide. In the fiscal year ended March 31, 2026, Honda received responses from approximately 7,000 suppliers. The results are reported to the SEC and are also disclosed on the website (see the link below: FORM SD/Conflict Minerals Report).

If, through these surveys, any minerals of concern are identified regardless of their country of origin, Honda collaborates with its suppliers to take appropriate measures. The Company also strives to improve the accuracy of the survey by requesting re-surveys when there are deficiencies in the responses.

*1 SEM: Abbreviation for the Securities and Exchange Commission (U.S. Securities and Exchange Commission).
*2 RMI: Abbreviation for the Responsible Minerals Initiatives.
*3 RMAP: Abbreviation for the Responsible Minerals Assurance Process.

Honda Supplier Sustainability Guidelines
https://global.honda/en/sustainability/cq_img/report/pdf/supply-chain/supplier-sustainability-guidelines.pdf

From the IR Library website "Form SD / Conflict Minerals Report"
https://global.honda/en/investors/library/cmr.html

6

Data

Assurance

To disclose environment- and social-related data to our diverse stakeholders in a more transparent and reliable manner, Honda obtained the independent practitioner's assurance of the environment- and social-related data indicated with ☑ for the fiscal year ended March 31, 2026 in this report by KPMG AZSA Sustainability Co., Ltd., a subsidiary of KPMG AZSA LLC, which is a member firm of KPMG International Limited.

Scope of Assurance

Environment-related data assured

	Item	Reference page
Greenhouse gas emissions	Scope 1	➡ p. 31, 32
	Scope 2 (Market-based)	➡ p. 31, 32
	Scope 2 (Location-based)	➡ p. 31, 32
	Scope 1 + Scope 2 (Market-based)	➡ p. 31, 32
	Scope 3, category 11	➡ p. 31
Energy consumption	Direct energy consumption	➡ p. 34
	Indirect energy consumption	➡ p. 34
	Total energy consumption	➡ p. 34
Water withdrawal / Water discharge		➡ p. 50, 51
Waste generated		➡ p. 66

Social-related data assured

Item	Reference page
Lost time injury frequency rate (LTIFR) in Japan	➡ p. 116
The number of work accident fatality in Japan	➡ p. 116

Assurance

Independent Practitioner's Limited Assurance Report

To the Director, President and Representative Executive Officer, Chief Executive Officer of Honda Motor Co., Ltd.

Conclusion

We have performed a limited assurance engagement on whether selected environmental and social performance indicators (the "subject matter information" or the "SMI") presented in Honda Motor Co., Ltd.'s (the "Company") Honda ESG Report 2026 (the "Report") for the year ended March 31, 2026 have been prepared in accordance with the criteria (the "Criteria"), which are established by the Company and are explained in the Report. The SMI subject to the assurance engagement is indicated in the Report with the symbol " ☑ ".

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's SMI for the year ended March 31, 2026 is not prepared, in all material respects, in accordance with the Criteria.

Basis for Conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, and International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI (hereafter referred to as "other information"). We have read the other information but have not performed any procedures with respect to the other information. We do not express any form of conclusion thereon.

Responsibilities for the SMI

Management of the Company are responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the SMI that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- preparing the SMI in accordance with the Criteria.

Inherent limitations in preparing the SMI

As described in the Report, GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection by management of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the management.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- assessing the suitability of the criteria applied to prepare the SMI;
- conducting interviews with the relevant personnel of the Company to obtain an understanding of the key processes, relevant systems and controls in place over the preparation of the SMI;
- performing analytical procedures including trend analysis;
- identifying and assessing the risks of material misstatements;
- evaluating whether the Company's process for developing estimates as well as its use of data, selection of the methods and assumptions were appropriate;
- performing site visits at two of the Company's sites which were determined through our risk assessment procedures;
- performing, on a sample basis, recalculation of amounts presented as part of the SMI;
- performing other evidence gathering procedures for selected samples; and
- evaluating whether the SMI was presented in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

/s/ Kazuhiko Saito

Kazuhiko Saito, Engagement Partner

KPMG AZSA Sustainability Co., Ltd.

Tokyo Office, Japan

June 19, 2026

Notes to the Reader of Independent Assurance Report: This is a copy of the Independent Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

GRI Content Index

Statement of use	Honda has reported in accordance with the GRI Standards for the period from April 1, 2025 to March 31, 2026.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure		Location and Notes
GRI 2: General Disclosures 2021	**1. The organization and its reporting practices**		
	2-1	Organizational details	Editorial Policy (➡ p. 03)
	2-2	Entities included in the organization's sustainability reporting	Editorial Policy (➡ p. 03)
	2-3	Reporting period, frequency and contact point	Editorial Policy (➡ p. 03)
	2-4	Restatements of information	Editorial Policy (➡ p. 03)
	2-5	External assurance	Editorial Policy (➡ p. 03) Assurance (➡ p. 197)
	2. Activities and workers		
	2-6	Activities, value chain and other business relationships	Supply Chain Management (➡ p. 186)
	2-7	Employees	Human Resources > Employment and Personnel Composition (➡ p. 97)
	2-8	Workers who are not employees	Human Resources > Employment and Personnel Composition (➡ p. 97)
	3. Governance		
	2-9	Governance structure and composition	Sustainability Management Structure (➡ p. 05) Corporate Governance (➡ p. 162)
	2-10	Nomination and selection of the highest governance body	Corporate Governance (➡ p. 162)
	2-11	Chair of the highest governance body	Corporate Governance > Directors (➡ p. 171)
	2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Management Structure (➡ p. 05)
	2-13	Delegation of responsibility for managing impacts	Sustainability Management Structure (➡ p. 05) Corporate Governance (➡ p. 162)
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Management Structure (➡ p. 05)
	2-15	Conflicts of interest	Corporate Governance (➡ p. 163)
	2-16	Communication of critical concerns	Corporate Governance (➡ p. 162) Risk Management (➡ p. 182)
	2-17	Collective knowledge of the highest governance body	Sustainability Management Structure (➡ p. 05) Corporate Governance (➡ p. 163) Corporate Governance > Skills Matrix (➡ p. 175)
	2-18	Evaluation of the performance of the highest governance body	Corporate Governance > Evaluation of the Effectiveness of the Board of Directors (➡ p. 166)
	2-19	Remuneration policies	Corporate Governance > Executive Remuneration (➡ p. 170) Corporate Governance > Amount of Remuneration for Directors and Executive Officers (➡ p. 178)

GRI Content Index

GRI Standard	Disclosure		Location and Notes
GRI 2: General Disclosures 2021	**2-20**	Process to determine remuneration	Corporate Governance > Nominating Committee, Audit Committee, and Compensation Committee (➡ p. 163) Corporate Governance > Metrics and Targets (➡ p. 178)
	2-21	Annual total compensation ratio	Corporate Governance > Metrics and Targets (➡ p. 178)
	4. Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	Honda Report 2025 p. 2-4 🌐 https://global.honda/en/sustainability/integratedreport/pdf/Honda_Report_2025-en-all.pdf#page=04
	2-23	Policy commitments	Environmental Management > Honda Environment Statement (➡ p. 18) Human Rights > Honda Human Rights Policy (➡ p. 71) Compliance > Honda Code of Conduct (➡ p. 179)
	2-24	Embedding policy commitments	Sustainability Management Structure (➡ p. 05) Human Rights (➡ p. 71) Compliance (➡ p. 179)
	2-25	Processes to remediate negative impacts	Human Rights (➡ p. 71) Compliance (➡ p. 179)
	2-26	Mechanisms for seeking advice and raising concerns	Human Resources > Counseling Hotlines for Associates (➡ p. 94) Compliance > Business Ethics Kaizen Proposal Line (➡ p. 180) Supply Chain Management > Establishing a Hotline to Receive Suggestions and Consultation Requests from Suppliers (➡ p. 189)
	2-27	Compliance with laws and regulations	Environmental Management > Current Status of Compliance with Environmental Regulations (➡ p. 14) Compliance (➡ p. 179)
	2-28	Membership associations	Stakeholder Engagement (➡ p. 08) Advocacy Activities on Climate Change Issues (➡ p. 35)
	5. Stakeholder engagement		
	2-29	Approach to stakeholder engagement	Stakeholder Engagement (➡ p. 08)
	2-30	Collective bargaining agreements	Human Resources > Labor Practices (➡ p. 103)
GRI 3: Material Topics 2021	**3-1**	Process to determine material topics	Honda Report 2025 p. 8-9 🌐 https://global.honda/en/sustainability/integratedreport/pdf/Honda_Report_2025-en-all.pdf#page=10
	3-2	List of material topics	Honda Report 2025 p. 10 🌐 https://global.honda/en/sustainability/integratedreport/pdf/Honda_Report_2025-en-all.pdf#page=12
	3-3	Management of material topics	Honda Report 2025 p. 10 🌐 https://global.honda/en/sustainability/integratedreport/pdf/Honda_Report_2025-en-all.pdf#page=12 * Please refer to “Form 20-F Concepts and Approaches to Sustainability p. 39” for KGI/KPI.

GRI Content Index

GRI Standard	Disclosure		Location and Notes
GRI 101: Biodiversity 2024	**101-1**	Policies to halt and reverse biodiversity loss	Environmental Management > Honda Environmental and Safety Vision / Honda Environment Statement (➡ p. 18) Biodiversity and Ecosystems > Honda Biodiversity Guidelines (➡ p. 53)
	101-2	Management of biodiversity impacts	Biodiversity and Ecosystems (➡ p. 52)
	101-3	Access and benefit-sharing	-
	101-4	Identification of biodiversity impacts	Biodiversity and Ecosystems (➡ p. 52)
	101-5	Locations with biodiversity impacts	Water (➡ p. 48) Biodiversity and Ecosystems (➡ p. 52)
	101-6	Direct drivers of biodiversity loss	Water > Water Withdrawal, Water Consumption (➡ p. 50)
	101-7	Changes to the state of biodiversity	-
	101-8	Ecosystem services	Water (➡ p. 48) Biodiversity and Ecosystems > Initiatives (➡ p. 54)
GRI 201: Economic Performance 2016	**201-1**	Direct economic value generated and distributed	IR Library 🌐 https://global.honda/en/investors/library.html
	201-2	Financial implications and other risks and opportunities due to climate change	Climate Change > Climate Change-Related Disclosures (Response to the TCFD Recommendations) (➡ p. 39)
	201-3	Defined benefit plan obligations and other retirement plans	Form 20-F F-54 to F-61 🌐 https://global.honda/en/investors/library/form20_f.html
	201-4	Financial assistance received from government	-
GRI 202: Market Presence 2016	**202-1**	Ratios of standard entry level wage by gender compared to local minimum wage	Human Resources > Compensation (➡ p. 101)
	202-2	Proportion of senior management hired from the local community	Human Resources > Diversity & Inclusion (➡ p. 100)
GRI 203: Indirect Economic Impacts 2016	**203-1**	Infrastructure investments and services supported	Safety > Traffic Ecosystem: Collaboration, Development of Systems/Services (➡ p. 132) Social Contribution Activities (➡ p. 153)
	203-2	Significant indirect economic impacts	Safety > Traffic Ecosystem: Collaboration, Development of Systems/Services (➡ p. 132) Social Contribution Activities (➡ p. 153)
GRI 204: Procurement Practices 2016	**204-1**	Proportion of spending on local suppliers	-
GRI 205: Anti-corruption 2016	**205-1**	Operations assessed for risks related to corruption	-
	205-2	Communication and training about anti-corruption policies and procedures	Compliance > Basic Approach and Awareness-raising / Education Activities (➡ p. 179) Compliance > Initiatives to Prevent Bribery and Corruption (➡ p. 180)
	205-3	Confirmed incidents of corruption and actions taken	Compliance > Business Ethics Kaizen Proposal Line (➡ p. 180)
GRI 206: Anti-competitive Behavior 2016	**206-1**	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Compliance (➡ p. 179)
GRI 207: Tax 2019	**207-1**	Approach to tax	Corporate Governance > Tax Policy (➡ p. 169)
	207-2	Tax governance, control, and risk management	Corporate Governance > Tax Policy (➡ p. 169)
	207-3	Stakeholder engagement and management of concerns related to tax	Corporate Governance > Tax Policy (➡ p. 169)

GRI Content Index

GRI Standard		Disclosure	Location and Notes
GRI 207: Tax 2019	**207-4**	Country-by-country reporting	-
GRI 301: Materials 2016	**301-1**	Materials used by weight or volume	-
	301-2	Recycled input materials used	Resource Use and Circular Economy > Usage rate of recycled and biomass materials (➡ p. 66)
	301-3	Reclaimed products and their packaging materials	-
GRI 302: Energy 2016	**302-1**	Energy consumption within the organization	Climate Change > Energy Consumption (➡ p. 34)
	302-2	Energy consumption outside of the organization	-
	302-3	Energy intensity	-
	302-4	Reduction of energy consumption	Climate Change > Initiatives for Reduction of CO_2 Emissions from Corporate Activities (➡ p. 22) Climate Change > Energy Consumption (➡ p. 34)
	302-5	Reductions in energy requirements of products and services	Climate Change > Reduction of CO_2 Emissions from Product Use (➡ p. 28)
GRI 303: Water and Effluents 2018	**303-1**	Interactions with water as a shared resource	Pollution > Water Pollution (➡ p. 45) Water (➡ p. 48)
	303-2	Management of water discharge-related impacts	Pollution > Water Pollution (➡ p. 45) Water (➡ p. 48)
	303-3	Water withdrawal	Water > Water Withdrawal (➡ p. 50)
	303-4	Water discharge	Water > Water Discharge (➡ p. 51)
	303-5	Water consumption	Water > Water Consumption (➡ p. 51)
GRI 305: Emissions 2016	**305-1**	Direct (Scope 1) GHG emissions	Climate Change > Reduction of CO_2 Emissions from Corporate Activities (➡ p. 29) Climate Change > GHG Emissions (➡ p. 30)
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Change > Reduction of CO_2 Emissions from Corporate Activities (➡ p. 29) Climate Change > GHG Emissions (➡ p. 30)
	305-3	Other indirect (Scope 3) GHG emissions	Climate Change > Reduction of CO_2 Emissions from Product Use (➡ p. 28) Climate Change > GHG Emissions (➡ p. 30)
	305-4	GHG emissions intensity	Climate Change > Approach to Measuring GHG Emissions (➡ p. 33)
	305-5	Reduction of GHG emissions	Climate Change > Metrics and Targets (➡ p. 28)
	305-6	Emissions of ozone-depleting substances (ODS)	-
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Pollution > Air Pollutant Emissions (➡ p. 47)
GRI 306: Waste 2020	**306-1**	Waste generation and significant waste-related impacts	Resource Use and Circular Economy (➡ p. 56)
	306-2	Management of significant waste-related impacts	Resource Use and Circular Economy (➡ p. 56)
	306-3	Waste generated	Resource Use and Circular Economy > Waste generated by region (➡ p. 66)
	306-4	Waste diverted from disposal	-
	306-5	Waste directed to disposal	Resource Use and Circular Economy > Waste generated by region (➡ p. 66)
GRI 308: Supplier Environmental Assessment 2016	**308-1**	New suppliers that were screened using environmental criteria	Supply Chain Management > Supplier Selection (➡ p. 188)
	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management (➡ p. 185)

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GRI Standard		Disclosure	Location and Notes
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Human Resources > Recruitment, Transfers, and Turnover (➡ p. 98)
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-
	401-3	Parental leave	Human Resources > Work Styles and Working Environment (➡ p. 102)
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Human Resources > Human Resource Systems Based on Three Principles (➡ p. 77)
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational Health and Safety and Health Management (➡ p. 105)
	403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety and Health Management > Initiatives for Occupational Safety and Health (➡ p. 109)
	403-3	Occupational health services	Occupational Health and Safety and Health Management > Initiatives for Occupational Safety and Health (➡ p. 109)
	403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety and Health Management > Governance (➡ p. 105)
	403-5	Worker training on occupational health and safety	Occupational Health and Safety and Health Management > Initiatives for Occupational Safety and Health (➡ p. 109)
	403-6	Promotion of worker health	Occupational Health and Safety and Health Management > Initiatives for Health and Productivity Management (➡ p. 112)
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Supply Chain Management (➡ p. 186)
	403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety and Health Management (➡ p. 105)
	403-9	Work-related injuries	Human Resources > Total working hours per associate (➡ p. 102) Occupational Health and Safety and Health Management > Lost time injury frequency rate, Changes in the number of work accident fatalities (➡ p. 116)
	403-10	Work-related ill health	Occupational Health and Safety and Health Management > Initiatives for Health and Productivity Management (➡ p. 112) Occupational Health and Safety and Health Management > Lost time injury frequency rate, Changes in the number of work accident fatalities (➡ p. 116)
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Human Resources > Competency Development and Evaluation (➡ p. 101)
	404-2	Programs for upgrading employee skills and transition assistance programs	Human Resources > Fundamental Philosophy Behind Human Resource Development Initiatives (➡ p. 82)
	404-3	Percentage of employees receiving regular performance and career development reviews	Human Resources > Competency Development and Evaluation (➡ p. 101)
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Corporate Governance > Governance Data (➡ p. 177)
	405-2	Ratio of basic salary and remuneration of women to men	Human Resources > Base salary and ratio of total compensation for males and females (➡ p. 100)
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	-
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Resources > Fundamental Beliefs for Human Resources Based on the Honda Philosophy (➡ p. 76)

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GRI Standard		Disclosure	Location and Notes
GRI 408: Child Labor 2016	**408-1**	Operations and suppliers at significant risk for incidents of child labor	Human Rights (➡ p. 68) Supply Chain Management (➡ p. 185)
GRI 409: Forced or Compulsory Labor 2016	**409-1**	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights (➡ p. 68) Supply Chain Management (➡ p. 185)
GRI 410: Security Practices 2016	**410-1**	Security personnel trained in human rights policies or procedures	-
GRI 411: Rights of Indigenous Peoples 2016	**411-1**	Incidents of violations involving rights of indigenous peoples	-
GRI 413: Local Communities 2016	**413-1**	Operations with local community engagement, impact assessments, and development programs	Stakeholder Engagement (➡ p. 08) Social Contribution Activities (➡ p. 153)
	413-2	Operations with significant actual and potential negative impacts on local communities	-
GRI 414: Supplier Social Assessment 2016	**414-1**	New suppliers that were screened using social criteria	Supply Chain Management > Supplier Selection (➡ p. 188)
	414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management (➡ p. 185)
GRI 415: Public Policy 2016	**415-1**	Political contributions	Stakeholder Engagement > Cooperation with External Organizations (➡ p. 10)
GRI 416: Customer Health and Safety 2016	**416-1**	Assessment of the health and safety impacts of product and service categories	Safety (➡ p. 119) Quality (➡ p. 135)
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Quality > Handling Major Quality Issues When They Occur (➡ p. 149)
GRI 417: Marketing and Labeling 2016	**417-1**	Requirements for product and service information and labeling	Stakeholder Engagement > Appropriate Advertising and Publicity (➡ p. 10)
	417-2	Incidents of non-compliance concerning product and service information and labeling	-
	417-3	Incidents of non-compliance concerning marketing communications	-
GRI 418: Customer Privacy 2016	**418-1**	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Compliance > Initiatives for Information Management (➡ p. 181)

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