

October 9, 2026

### **Honda Issues Integrated Report – “Honda Report 2026” - Easy-to-understand Explanation of What Honda Is Changing and How It Aims to Return to a Growth Trajectory -**

TOKYO, Japan, October 9, 2026 - Honda Motor Co., Ltd. today issued the company’s integrated report, the “Honda Report 2026,” and made it available on the company website.

The annual Honda Report summarizes the initiatives pursued by Honda to ensure sustainable growth and medium- to long-term enhancement of its future corporate value. This report also introduces the unique value Honda provides, the value creation process that makes it possible, and how that process continues to evolve.

By issuing the annual integrated report, Honda aims to offer its shareholders, investors and all other stakeholders more information to deepen their understanding of Honda corporate activities, as well as to create more opportunities to enhance communications, through which Honda strives to further increase its corporate value.



URL: <https://global.honda/en/integratedreport/>

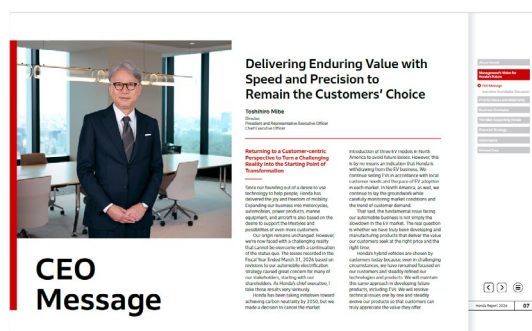
#### **<Key elements of the Honda Report 2026>**

This year’s report outlines what Honda is changing and how it aims to return to a growth trajectory—against the backdrop of a changing business environment and the challenges facing Honda—in order to more swiftly and reliably deliver the value that will ensure customers continue to choose Honda.

Honda remains steadfast in the values it has cherished since its founding—such as the desire to help people and willingness to take on challenges to create new value while being driven by dreams—as well as its strategic direction regarding the environment and safety for 2050. Honda communicates its commitment to taking on challenges in technology and value creation that are unique only to Honda, while clearly defining what should change and what must remain.

## ■Top Management Perspective and Strategic Direction to Return to a Growth Trajectory

Through a CEO message from Toshihiro Mibe (President and Representative Executive Officer) and a roundtable discussion featuring Mibe, Noriya Kaihara (Executive Vice President and Representative Executive Officer concurrently serving as the Culture Transformation Officer), and Mahito Shikama (Executive Officer concurrently serving as the Chief Transformation Officer), Honda management outlines how the company intends to transform its business structure, decision-making processes, and approaches to work—including how the company will reestablish a stronger earnings base for the automobile business.



CEO Message



Executive Roundtable Discussion

## ■Enhancing the competitiveness of each business and achieving sustainable growth

In addition to initiatives to enhance competitiveness in existing business areas—namely Automobile, Motorcycle, and Power Products—Honda introduces its initiatives to create new value as a comprehensive mobility company offering mobility solutions across land, sea, skies, and outer space.



Automobile Business Strategy



Motorcycle Business Strategy

## ■Financial Strategy and Governance Balancing Growth and Discipline

This section outlines the financial strategy and governance framework designed to balance growth with discipline. Executive Officer and CFO, Masao Kawaguchi, explains the approach to capital allocation based on the roles of each business, and Outside Directors Fumiya Kokubu, Yoichiro Ogawa, and Kazuhiro Higashi (chairpersons of the Nominating, Audit and Compensation Committees, respectively) discuss how they are involved in business strategy and investment decisions.



**CFO Message**

**Financial Strategy That Balances Growth with Discipline and Supports Sustainable Corporate Value Improvement**

**Masao Kawaguchi**  
Executive Officer and CFO

**Being Appointed as CFO**

Honda has chosen me to be the Chief Financial Officer, responsible for managing the company's financial strategy and corporate value. I am honored to have been appointed to this position, and I will work to contribute to the company's growth and sustainable corporate value improvement.

**Financial Strategy**

The management's financial strategy is to achieve sustainable growth by strengthening the company's financial foundation. This involves improving the company's operating performance, strengthening its balance sheet, and ensuring that the company has sufficient funds to support its growth and sustainable corporate value improvement.

**Capital Allocation**

The management's capital allocation strategy is to allocate funds to areas that will drive the company's growth and sustainable corporate value improvement. This includes investing in research and development, capital expenditures, and shareholder returns.

**Shareholder Returns**

The management's shareholder return strategy is to provide a steady and sustainable return to shareholders. This includes paying dividends and repurchasing shares.

**Conclusion**

I am confident that the management's financial strategy and capital allocation strategy will drive the company's growth and sustainable corporate value improvement, and I will work to contribute to the company's success.



**Roundtable with the Three Outside Director Committee Chairpersons**

**Connecting Honda's Dreams to Corporate Value by Strengthening the Twin Pillars of Governance and Execution**

**Fumiya Kokubu**  
Chairman of the Nominating Committee

**Yoichiro Ogawa**  
Chairman of the Audit Committee

**Kazuhiro Higashi**  
Chairman of the Compensation Committee

**Chairpersons' Views on Honda's Financial Strategy**

The chairpersons of the Nominating, Audit, and Compensation Committees discussed the company's financial strategy and capital allocation strategy. They expressed their support for the management's strategy and their commitment to overseeing the company's financial performance.

**Chairpersons' Views on Shareholder Returns**

The chairpersons discussed the company's shareholder return strategy and their commitment to ensuring that the company provides a steady and sustainable return to shareholders.

**Conclusion**

The chairpersons expressed their confidence in the management's financial strategy and capital allocation strategy, and their commitment to supporting the company's growth and sustainable corporate value improvement.

CFO Message

Roundtable with the Three Outside Directors Serving as Committee Chairpersons