Ⅰ Current Conditions

Ⅱ Management and Corporate Information

Ⅲ Business

Ⅳ Overall Chronology

Notes

1. The contents and data in this document cover, in principle, the period from the start of the company's foundation and the start of the activities of each business or organization up to March 2023.However, some information on later periods is also included as appropriate.
2. In general, the contents and data in this report are based on the previously published ESG Data Book, Annual Securities Report, and news releases, etc., and the use of terminology is also based on these documents, although there may be exceptions.
3. In general, honorific titles are omitted from the names of persons, and titles are as they were at that time.
4. Names of companies, business fields, divisions, factories, products, etc., are as they were at that time.
5. Company names are written in full on the first occurrence, and abbreviated from the second appearance.
6. In general, symbols are used for units.
7. Some model names in this publication may indicate different models and specifications depending on their destinations, even if the names are identical.
8. Major products listed in the "Overall Chronology" are listed according to the year of release. Company and organization names are listed in full or are abbreviated.

   Operations site names are abbreviated.

   For details of major production bases, see "III Business 1. Production 1-12 Expansion of Major Overseas Production Bases".

■WGP: FIM Road Racing World Championship Grand Prix.
FIM: Fédération Internationale de Motocyclisme

■F1: FIA Formula One World Championship.
FIA: Fédération Internationale de l'Automobile

■IMSA: INTERNATIONAL MOTOR SPORTS ASSOCIATION, LLC.

I

Current Conditions

1. Corporate Profile

1-1 : Company Overview

Company Name
Honda Motor Co., Ltd.

Head Office
2-1-1, Minami-Aoyama, Minato-ku, Tokyo
107-8556, Japan
Tel: +81-(0)3-3423-1111 (main)

Established
September 1948

Director, President and Representative Executive Officer
Toshihiro Mibe

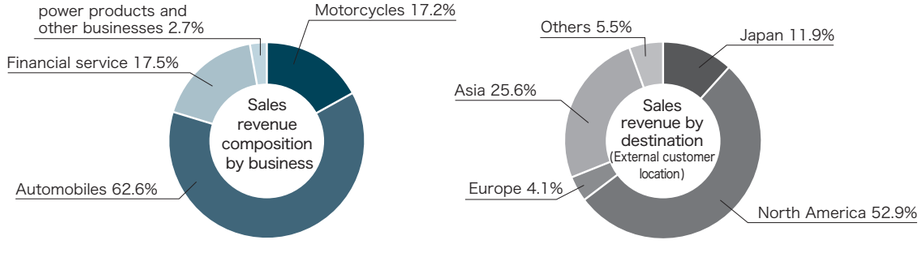
Main Products
Motorcycles, automobiles,and power products

Capital (As of March 31,2023)
86Billion yen

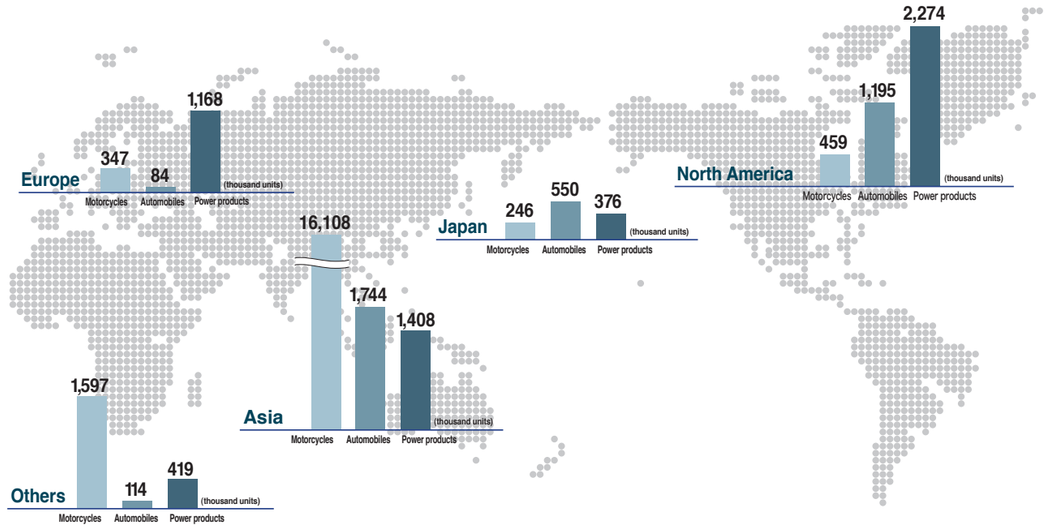
Number of Associates (As of March 31,2023)
Consolidated:197,039
Non consolidated:33,065

Companies (As of March 31,2023)
Consolidated subsidiaries:313
Equity-method affiliated companies:69

Consolidated financial results (for the fiscal year ended March 31,2023)
Consolidated sales revenue 16,907.7 billion yen
Consolidated operating profit 839.3 billion yen



Worldwide unit sales (for the fiscal year ended March 31,2023)
Motorcycles 18,757,000 units Automobiles 3,687,000 units Power products 5,645,000 units
Worldwide unit sales 28,089,000 units



1-2 : Articles of Incorporation

Chapter I. General Provisions

Article 1. (Corporate name)

The Company is called Honda Giken Kogyo Kabushiki Kaisha, which is written in English as HONDA MOTOR CO., LTD.

Article 2. (Objects)

The object of the Company shall be to carry on the following business:

1. Manufacture, sale, lease and repair of motor vehicles, ships and vessels, aircraft and other transportation machinery and equipment.
2. Manufacture, sale, lease and repair of prime movers, agricultural machinery and appliances, generators, processing machinery and other general machinery and apparatus, electric machinery and apparatus and precision machinery and apparatus.
3. Manufacture and sale of fiber products, paper products, leather products, lumber products, rubber products, chemical industry products, ceramic products, metal products and other products.
4. Overland transportation business, marine transportation business, air transportation business, warehousing business, travel business and other transport business and communication business.
5. Sale of sporting goods, articles of clothing, stationery, daily sundries, pharmaceuticals, drink and foodstuffs and other goods.
6. Financial business, nonlife insurance agency business, life insurance agency business, construction business including building construction work and real estate business including real estate brokerage.
7. Publishing business, advertising business, translation business, interpretation business, management consultancy business, information services including information processing, information communication and information provision, industrial planning and design, comprehensive security business and labor dispatch services.
8. Management of parking garages, driving schools, training and education facilities, racecourses, recreation grounds,
sporting facilities, marina facilities, hotels, restaurants and other facilities.
9. Electricity generation and supply and sale of electricity
10. Manufacture, sale and licensing of equipment, parts and supplies and all other relevant business activities and investments
relating to each of the foregoing items.

Article 3. (Location of head office)

The Company shall have its head office in Minato-ku, Tokyo.

Article 4. (Governance components)

The Company shall have the following governance components as well as General Meetings of Shareholders and Directors, respectively.

1. Board of Directors
2. Nominating Committee, Audit Committee, and Compensation Committee (“Nominating Committee, Etc.”)
3. Executive Officers
4. Accounting Auditors

Article 5. (Method of giving public notices)

The public notices of the Company shall be given by way of electronic public notice; provided, however, that, if any public notice is unable to be given by electronic public notice due to an accident or for any other unavoidable reason, public notice of the Company shall be made by publishing such notice in the Nihon Keizai Shimbun (newspaper) published in Tokyo.

Chapter II. Shares

Article 6. (Total number of shares authorized to be issued by the Company)

The total number of shares authorized to be issued by the Company shall be 7,086,000,000 shares.

Article 7. (Number of shares constituting one voting unit)

The number of shares constituting one voting unit in the Company consists of one hundred (100) shares.

Article 8. (Request for sale of Shares Less Than One Voting Unit)

A shareholder of the Company may, in accordance with the provisions of the Share Handling Regulations, make a request to the effect that such number of shares should be sold to it that will, when added to the Shares Less Than One Voting Unit already held by that shareholder, constitute one voting unit of shares.

Article 9. (Procedures relating to shares, etc.)

Entries in the shareholders’ register, purchase and request for sale of Shares Less Than One Voting Unit and other procedures and fees relating to shares shall be governed by the Share Handling Regulations established by the Board of Directors.

Article 10. (Shareholders’ Register Manager)

The Company shall have a Shareholders’ Register Manager.

The Shareholders’ Register Manager and its place of business shall be decided by resolution of the Board of Directors, and a public notice thereof shall be given.

Preparation and storage of the shareholders’ register of the Company, the register of stock acquisition rights and any other business relating to shares and stock acquisition rights shall be delegated to the Shareholders’ Register Manager and not conducted by the Company.

Article 11. (Record date)

The shareholders appearing or recorded on the shareholders’ register as of the end of each business year shall be the shareholders entitled to exercise the rights of shareholders at the ordinary general meeting of shareholders for such business year.

If it is necessary in addition to the preceding paragraph, the shareholders or registered pledgees appearing or recorded on the shareholders’ register as of a specific date of which advance public notice is given in accordance with the resolution of the Board of Directors may be deemed the shareholders or registered pledgees entitled to exercise the rights of shareholders or registered pledgees.

Chapter III. General Meeting of Shareholders

Article 12. (Time of convocation)

The ordinary general meeting of shareholders shall be convened within three months from the day following the end of each business year.

In addition to the above, an extraordinary general meeting of shareholders shall be convened whenever necessary.

Article 13. (Persons to convene meeting)

Except as otherwise provided by laws and regulations , a general meeting of shareholders shall be convened by the Director who also serves as President and Executive Officer, based upon the resolution of the Board of Directors. If such position is vacant or such Director is prevented from so doing, one of the other Directors in the order fixed in advance by the Board of Directors shall convene the meeting.

Article 14. (Chairperson)

Chairpersonship of a general meeting of shareholders shall be assumed by the Chairperson of the Board of Directors or the Director who also serves as President and Executive Officer pursuant to a resolution made in advance by the Board of Directors. If both the Chairperson of the Board of Directors and the President and Executive Officer are prevented from so doing, one of the other Directors or Executive Officers shall do so in the order fixed in advance by the Board of Directors.

Article 15. (Provision of documents for general meeting of shareholders in electronic format)

Upon convening a general meeting of shareholders, the Company shall take the electronic provision measure provided for in Article 325-2 of the Company Law.

Among matters for which the electronic provision measure will be taken, the Company is not required to state all matters prescribed by the Ministry of Justice Order in the document that will be issued to shareholders who requested the issuance of the document stated in Article 325-5 of the Company Law by the record date.

Article 16. (Resolutions)

Except as otherwise provided by laws and regulations or by the Articles of Incorporation, resolutions at a general meeting of shareholders shall be adopted by a majority vote of the shareholders present who are entitled to exercise their voting rights thereat.

The special resolution provided for in Article 309, Paragraph 2 of the Company Law shall be adopted by two-thirds or more of the votes of the shareholders present at a meeting, who must hold one-third or more of the voting rights of shareholders who are entitled to exercise their voting rights.

Article 17. (Exercise of voting rights by proxy)

Any shareholder or the legal representative may delegate the power to exercise the voting rights to proxy, provided that such proxy shall be one shareholder of the Company who is entitled to voting rights. Such shareholder or proxy shall present to the Company a document evidencing the proxy’s power of representation for each general meeting of shareholders.

Article 18. (Minutes)

The minutes of general meetings of shareholders shall record the substance of the proceedings at the meetings, the results thereof and other matters as prescribed by laws and regulations and such minutes shall be kept on file for ten years at the head office of the Company and the certified copies thereof shall be kept on file for five years at each of the branches of the Company.

Chapter IV. Directors and Board of Directors

Article 19. (Number of Directors)

Directors of the Company shall be not more than fifteen in number.

Article 20. (Appointment of Directors)

Directors shall be appointed by the resolution of a general meeting of shareholders. Resolution of such appointments shall be adopted by a majority of the votes of the shareholders present, who must hold one-third or more of the votes of all shareholders who are entitled to exercise their voting rights. A resolution for the appointment of Directors shall not be made by cumulative voting.

Article 21. (Term of Office)

The term of office of Directors shall expire at the close of the ordinary general meeting of shareholders relating to the business year ending within one year after their appointment to office.

Article 22. (Directors with titles)

The Board of Directors may elect, pursuant to its resolutions, from among the Directors one Chairperson of the Board of Directors.

Article 23. (Board of Directors)

Except as provided by laws and regulations or by the Articles of Incorporation, matters relating to the Board of Directors shall be governed by the Regulations of the Board of Directors established by the Board of Directors.

Article 24. (Notice of meetings of the Board of Directors)

Notice of convocation of a meeting of the Board of Directors shall be sent to each Director three days prior to the date of the meeting, provided, however, that such period may be shortened in case of urgent necessity.

If the consent of all Directors is obtained in advance, a meeting may be held without following the procedures for convening a meeting.

Article 25. (Omission of the resolution of the Board of Directors)

The Company shall deem that there was a resolution of the Board of Directors, if the conditions of Article 370 of the Company Law are satisfied.

Article 26. (Remuneration of Directors, etc.)

Remuneration, bonus and other proprietary benefits provided by the Company as compensation for the duties of Directors shall be determined by resolution of the Compensation Committee.

Article 27. (Exemption of Directors’ Liabilities, etc.)

Pursuant to the provisions of Article 426, Paragraph 1 of the Company Law, the Company may, by a resolution of the Board of Directors, exempt Directors (including former Directors) that are set forth in Article 423, Paragraph 1 of the Company Law, from liability for damages to the extent permitted by laws and regulations

Pursuant to the provisions of Article 427, Paragraph 1 of the Company Law, the Company may execute agreements with Outside Directors which limit the liability for damages of such Outside Directors that is set forth in Article 423, Paragraph 1 of the Company Law; provided, however, that the maximum amount of the liability under such agreements shall be the minimum liability amount prescribed by the relevant laws and regulations.

Chapter V. Nominating Committee, Etc.

Article 28. (Nominating Committee, Etc.)

Members of Nominating Committee, Etc. shall be elected from among the Directors by a resolution of the Board of Directors.

Except as provided by laws and regulations or by the Articles of Incorporation, matters relating to the Nominating Committee, Etc. shall be governed by the Regulations of the Nominating Committee, Regulations of the Audit Committee, and Regulations of the Compensation Committee established by the resolution of the Board of Directors.

Chapter VI. Executive Officers

Article 29. (Appointment of Executive Officers)

Executive Officers shall be appointed by the resolution of the Board of Directors.

Article 30. (Term of Office)

The term of office of Executive Officers shall expire at the close of the first meeting of the Board of Directors called after the close of the ordinary general meeting of shareholders relating to the business year ending within one year after their appointment to office.

Article 31. (Executive Officers with titles)

The Board of Directors shall elect, pursuant to its resolutions, from among the Executive Officers, one President and Executive Officer and may elect several Vice Presidents and Executive Officers, Senior Managing Executive Officers and Managing Executive Officers.

Article 32. (Representative Executive Officers)

The President and Executive Officer shall represent the Company.

In addition to the preceding paragraph, the Board of Directors may elect, pursuant to its resolutions, from among the Executive Officers, Executive Officers who shall each represent the Company.

Article 33. (Remuneration of Executive Officers)

Remuneration, bonus and other proprietary benefits provided by the Company as compensation for the duties of Executive Officers shall be determined by resolution of the Compensation Committee.

Article 34. (Exemption of Executive Officers’ Liabilities)

Pursuant to the provisions of Article 426, Paragraph 1 of the Company Law, the Company may, by a resolution of the Board of Directors, exempt Executive Officers (including former Executive Officers) that are set forth in Article 423, Paragraph 1 of the Company Law, from liability for damages to the extent permitted by laws and regulations.

Chapter VII. Accounts

Article 35. (Business year)

The business year of the Company shall commence on the first day of April each year and end on the last day of March the following year.

Article 36. (Governance Component deciding dividends from surplus, etc.)

The Company may determine such matters which are described in each item in Paragraph 1, Article 459 of the Company Law by a resolution of the Board of Directors.

Article 37. (Record date for dividend from surplus)

The record date for the dividends shall be September 30 and March 31 of each year.

In addition to the above, the Company may distribute dividends from surplus by determining any record date.

Article 38. (Limitation period for dividend)

The Company shall be relieved of the obligation to pay dividend upon expiration of three full years from the day they became due and payable.

Supplementary Provisions

Article 1. (Transitional measures for exemption from liability of Corporate Auditors prior to transition to a company with an Audit and Supervisory Committee)

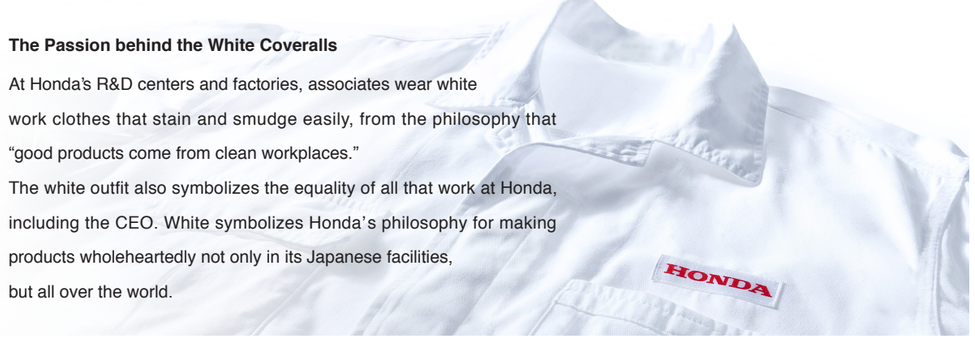
The exemption from liability for the acts of Corporate Auditors (including former Corporate Auditors) provided in Article 423, Paragraph 1 of the Company Law and liability limitation agreements executed with Outside Corporate Auditors prior to the close of the ordinary general meeting of shareholders relating to the business year ending on March 31, 2017 shall continue to be governed by Article 35 of the Articles of Incorporation as before its amendment effective from the close of the aforementioned ordinary general meeting of shareholders.

(As of March,2023)

2. Corporate Philosophy

2-1 : Corporate Philosophy

The Honda Philosophy consists of Fundamental Beliefs (including "Respect for the Individual" and "The Three Joys"), the Company Principle, and Management Policies. This philosophy is not only shared by all associates, but also forms the basis for all company activities and sets the standard for the conduct and decision-making of all associates throughout the Honda Group. Driven by its dreams and reflecting its values, Honda will continue taking on challenges to share joys and excitement with customers and communities around the world to strive to become a company society wants to exist.



The Passion behind the White Coveralls

At Honda's R&D centers and factories, associates wear white work clothes that stain and smudge easily, from the philosophy that "good products come from clean workplaces."
The white outfit also symbolizes the equality of all that work at Honda, including the CEO. White symbolizes Honda's philosophy for making products wholeheartedly not only in its Japanese facilities, but all over the world.

2-2 : Fundamental Beliefs

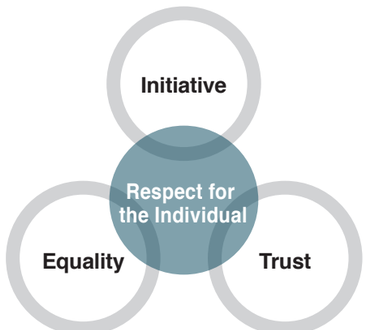
■Respect for the Individual

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, gender, age, religion, national origin, educational background, social or economic status has 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.

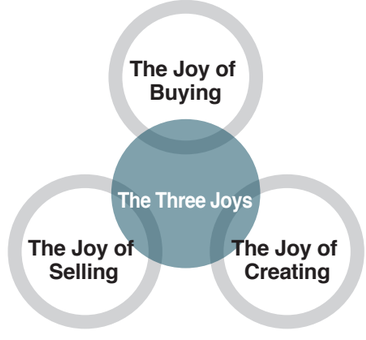
■The Three Joys

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.

2-3 : Company Principle (Mission Statement)

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

2-4 : 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.

3. Main Business Strategy

3-1 : Motorcycle Business Strategy

Unveiling New Possibilities in the Motorcycle Market

The motorcycle business is foundational to Honda, deeply rooted in its origins. Through a manufacturing approach tailored to each country and region, Honda has grown into a premier manufacturer with a global network of over 30,000 dealers and 35 manufacturing bases for finished products. With an annual worldwide sales volume of approximately 20 million units, we capitalize on this extensive network, platform design and a global supply complementation system. This has enabled us to craft products that showcase Honda's unique appeal and exceptional cost competitiveness, thereby maintaining a notably profitable business framework.By addressing the universal "mobility needs" of customers and uncovering new opportunities within the motorcycle market, we aim to lead the industry and become the foremost global motorcycle company.

Towards a Business for the New Era

The motorcycle market is anticipated to sustain its expansion, particularly in emerging countries characterized by burgeoning young populations. Additionally, global environmental regulations are undergoing tightening, and environmental awareness is growing as governments establish electrification targets not only in developed nations but also in emerging economies like India and Southeast Asian countries.
The electrification of mobility is expected to be a solution, while on the other hand, the demand for electric vehicles in emerging countries is significantly influenced by government incentives. Moreover, challenges persist on the infrastructure side, including stable power supply and the development of charging networks. Amidst the uncertainties related to the shift to electric vehicles, we will optimize resource allocation by identifying markets where demand for ICE vehicles persists and where electrification is progressing. We will harness Honda's strengths to distinguish ourselves from emerging electric vehicle manufacturers.

3-2 : Automobile Business Strategy

Delivering Attractive Products and Services to the World

"Let's change the landscape of the automobile industry." In 1963, inspired by this rallying cry, Honda's automobile business began and has since expanded to offer products to customers in diverse regions worldwide. Evolving the cultivated "joy of driving" that Honda embodies, aligning with the changing times and relentlessly pursuing the development of innovative technologies within the "Five Key Factors," our goal is to achieve the realization of value in delivering "the transcendence of various constraints of movement and the augmentation of people's possibilities."
In the BEV market, it's not just traditional automobile companies making a mark. Various manufacturers from different industries are now introducing a wide variety of BEVs, ranging from budget-friendly to premium models. As customer needs and values diversify, it's becoming increasingly challenging for Honda to differentiate its BEVs by traditional strengths like engine performance and other.
This highlights an urgent need for Honda to carve out a distinct identity in the BEV market, rooted in its unique value and UX.
With electrification on the rise, there's an anticipated surge in demand for minerals like nickel, lithium and cobalt, all essential for battery production. This has raised concerns about potential skyrocketing battery prices due to possible shortages in these raw materials. Honda is taking proactive measures against such risks, especially in parts procurement, including batteries. Our focus is on promoting recycling, reusing materials and incorporating sustainable materials, aligning with the vision of a resource circulation.Moreover, we recognize the imperative to cultivate a flexible and resilient organizational structure for more rapid decision-making in order to swiftly transition our business focus towards electrification.

3-3 : Power Products Business Strategy

Providing Products for Work and Daily Life

The power products business was inaugurated in 1953 with the introduction of versatile general-purpose engines. These engines, serving as power sources, found utility in diverse work equipment applications. Alongside this, we embarked on the development, manufacturing and commercialization of complete machines (work equipment) featuring these engines.Our diverse product lineup garners widespread adoption across global clientele, culminating in the noteworthy milestone of surpassing 170 million units in cumulative power product production, commemorating our 70th anniversary in 2023.
Expanding beyond engine-centric offerings, our present power products business is set to encompass portable batteries and product electrification, broadening its horizons to become a business that "bestows novel value upon mobility and the everyday lives of individuals."

Toward Realizing a Work Environment "Beneficial to Humanity and the Planet"

Against the backdrop of increasing environmental regulations, there is a growing shift towards electrification in the domain of small-scale construction equipment and gardening, particularly in the realm of "small-scale" and "short- duration operation" products.
Conversely, the demand for internal combustion engine (ICE) products persists, fueled by their attributes such as "high power output and extended operation hours" and their "cost-effectiveness," well-suited to specific applications. Thus, Honda comprehends the imperative to cater to the diversified market demands, adroitly steering its environmental endeavors in the ICE sphere even as it maintains an unwavering focus on electrification.Escalating labor shortages have instigated an ongoing quest for enhanced operational efficiency through mechanization, elevating the imperative for "attaining superior work efficiency of high quality," irrespective of the power source at hand. In this light, there emerges a tangible necessity for products and services that cater to this scenario, presenting improvements in precision and technological advancements in work equipment, including automation.

3-4 : Aviation

Providing freedom of mobility in the sky has been a dream of Honda since its inception. To realize this dream, Honda began the research and development of jet engines in 1986. In 2013, the HF120 Turbofan Engine acquired a Type Certification from the Federal Aviation Administration (FAA) of the US. And in 2015, 29 years since it began research in the field, HondaJet was released. Despite its compact and light design, HondaJet provides a spacious and comfortable cabin, revolutionizing the light business jet.
Expanding into the skies, Honda will continue its challenge to provide the joy of freedom of mobility to all.

HondaJet

The HondaJet is a very light business jet with excellent fuel efficiency, high flight performance and a spacious cabin. HondaJet, realizing a long-held dream of Honda to create mobility that roams the skies freely, has been the most delivered aircraft in its category for five consecutive years since 2017.

Aero Engines

In 1986, Honda initiated research and development of jet engines. In 2004, Honda achieved to develop the HF118 turbofan engine, which lead to a joint business and development with General Electric Company (GE). In 2013, GE and Honda developed the HF120 Turbofan Engine, which achieved the best-in-class fuel efficiency, environmental performance, and durability, acquired a Type Certification from the Federal Aviation Administration (FAA) of the US. Since the entry into service, HF120 has been installed in more than 200 aircraft* and is in use around the world.

* Honda announced the delivery of the 200th HondaJet aircraft in December 2021.

4. Electrification Business Strategy

4-1 : Strengthening Competitiveness in Electrification Technologies at Honda

We are vigorously promoting electrification in all areas of motorcycle, automobile and power products. In pursuit of the early independence of our electrification business, we have established a specialized organization for swift decision-making in 2023. With this organizational structure at its core, we will further enhance Honda's unique appeal, cultivated through the pursuit of advanced and innovative technologies in the "Five Key Factors." By providing competitive products and services that realize "transcend various constraints associated with mobility and the augment people's possibilities," we aim to further enrich the lives of our customers.

Honda will Continue to Promote Electrification through Unique Products and Services

We have always embodied the "joy of driving" in all categories of automobiles, from family cars to sports cars. We've refined our technology by serving as a "driving laboratory" and by participating in various races, including F1. As a result, we have honed our technologies and fostered a corporate culture that prioritizes uncompromised driving and meets challenges head-on. Electrification is not a loss of the identity of "Honda, the engine specialist," but rather a "steppingstone" that elevates the joy of controlling at will, a pleasure we have built up thus far, to a higher level. To deliver the joy that comes from transcending constraints of movement and the augmenting people's possibilities that beyond electrification, Honda will never stop challenging ourselves.

4-2 : Electrification Business Strategy in Motorcycle

Honda strives to meet diverse customer needs as the world's top manufacturer of motorcycles in a carbon-neutral society that emphasizes electrification. Our mission is to deliver the joy of mobility to global customers who require versatility, from daily commuting to long-range touring and beyond. We aim to address their needs with innovative ideas and technologies. As we navigate the era of electrification, Honda is actively addressing technological challenges, ensuring that batteries and charging methods will cater to all user profiles.

Direction of Electrification Business Strategy

Honda motorcycles address the global "mobility needs" of a diverse clientele and enjoy widespread use. Leveraging our competitive manufacturing technologies and the expertise amassed through the development of internal combustion engine (ICE) vehicle platforms, we will embark on crafting an array of electric motorcycle platforms catering to the demands of customers across different nations. Through streamlined manufacturing processes, we are committed to leading the worldwide electric motorcycle electrification movement, ensuring that electric vehicles provide the same exhilarating "joy of mobility" as their ICE counterparts, all at a more accessible cost.

To cater to the myriad needs across the globe, we are not only focusing on electric products intended for business use within somewhat restricted contexts but are also actively designing solutions for personal use across a multitude of scenarios. For personal-use models, the ability to select the most suitable battery type in accordance with usage environments and convenience holds paramount importance. To empower customers to opt for their preferred battery type, we are poised to offer two options, including swappable and plug-in battery, catering to a diverse range of demands.

Advancing Electrified Product Development

We entered the market with business models, for which demand is increasing from the perspective of SDGs (Sustainable Development Goals) and ESG (Environmental, Social, and Governance) management, and in addition launched models for personal use in Japan.

Our plans include expanding its presence into Europe and Indonesia, along with unveiling a new model in India. Our focus remains on accelerating the development and launch of electric motorcycles tailored for individuals, particularly in the burgeoning Asian region where demand for electric motorcycles is on the rise.

4-3 : Electrification Business Strategy in Automobile

The advancement of electric mobility is an initiative that stands as the cornerstone of our mission to achieve a society where "all individuals can feel the joy and freedom of mobility." As we amplify our endeavors to realize "zero environmental impact and zero traffic collision fatalities", addressing mobility- related challenges, our commitment to the "Joy of Driving" – a principle Honda has cherished since its founding – remains unwavering. Moreover, we aim to offer every customer "Surprise, Excitement and Trust" by introducing fresh mobility experiences. It is sustained by the "Joy of Using" and the "Joy of Connection," facilitated by connectivity and intelligence that align with the ever-evolving.

Medium- to Long-term Targets

By 2030, our goal is to set up a global BEV production system that produces over 2 million units annually. By 2040, we aim for a sales ratio where 100% of our global sales comprise EVs and FCVs.

The Direction of the Product Lineup and Future Product Development Strategy

We view the shifts in business structure, value propositions and production processes in the BEV era as an opportunity to deliver a new value through UX in tune with diversifying customer values. As we pioneer new value propositions for electrified vehicles, our products will reflect the "spirit of sporty car-making" inherent in Honda's DNA. Furthermore, by globalizing our product lineup, we aim to drive product development with a compelling brand message.

In the lineup, we will introduce BEVs in succession, that is, tailored to each regional characteristics beginning in 2024. We will efficiently and vigorously promote electrification on a global scale, launching a global model founded on our original platform beyond 2025. We will continue to diversify our offerings, introducing flagship and sports models and producing highly competitive BEVs from our "state-of-the-art BEV manufacturing facility." Moreover, our vision extends beyond the traditional hardware-centric value of automobiles. We aim to introduce new and unique value through digital services, energy solutions and enhanced car interiors, leveraging advanced software technology.

4-4 : Electrification Business Strategy in Power Products

We' ve consistently delivered products that enhance the work and lives of individuals globally, echoing our founder's vision of deriving joy from aiding others. As we look to the future, we will our commitment remains steadfast: to provide a diverse range of products that drive people while embracing the electrification challenge in domains like small-scale construction equipment, gardening and marine equipment, all in pursuit of a carbon-neutral society. Additionally, we are exploring new value avenues within Honda's electrification business strategy, including the automation technology for work equipment.

Direction of Electrification Business Strategy

The electrification business strategy underscores the power products business' resolve to address societal challenges by introducing Honda's innovative value through product electrification. This commitment is poised to enhance both people's "work quality" and "life quality."Within the realm of electric product development, our focal point resides in the electrification of small- scale construction equipment and gardening domain. Additionally, we are set to extend the reach of the "Honda Mobile Power Pack e:," a portable and interchangeable battery introduced in the motorcycle business, to the sphere of power products.In the small-scale construction equipment domain, our strategy revolves around leveraging our established B2B customer base from the core business to promote electrification. We will support the electrification of finished equipment manufacturers through the sale and installation assistance of the electric power unit "eGX." Beyond existing clientele, our efforts encompass the expansion of product integration to regions anticipated to adopt electrification in the future.

5. Product Lineup

5-1 : Motorcycles

Over 401cc


Gold Wing Tour


CB1300 SUPER FOUR


CB1300 SUPER BOL D'OR


CB1100 EX Final Edition


CB1100 RS Final Edition


CRF1100L Africa Twin


CRF1100L Africa Twin Adventure Sports ES


NT1100


HAWK 11


Rebel 1100


Rebel 1100 T


CBR1000RR-R FIREBLADE


CB1000R


XL750 TRANSALP


NC750X


X-ADV


CBR650R


CB650R


CBR600RR


CL500


Rebel 500


CRF450R


CRF450RX

251 to 400cc


CB400 SUPER FOUR


CB400 SUPER BOL D'OR


CBR400R


400X


GB350


GB350 S

126 to 250cc


CBR250RR


CB250R


CRF250 RALLY


CRF250L


CL250


Rebel 250


FORZA


ADV160


PCX160


CRF250R


CRF250RX


CRF150R

51 to 125cc


CB125R


PCX


LEAD125


Dio110


Super Cub C125


CT125 Hunter Cub


Super Cub 110


Super Cub 110 PRO


CROSS CUB 110


Dax125


Monkey125


GROM


BENLY 110


BENLY 110 PRO


BENLY e: II


BENLY e: II PRO


CRF125F


CRF110F

Under 50cc


Super Cub 50


Super Cub 50 PRO


CROSS CUB 50


GIORNO


TACT


Dunk


BENLY


BENLY PRO


BENLY e: I


BENLY e:1 PRO


GYRO X


GYRO e:


GYRO CANOPY


GYRO CANOPY e:


CRF50F

＊Products launched in Japan as of the end of March 2023 (includes some announced products).

5-2 : Automobiles

K-cars


N-VAN


N-BOX


N-WGN


N-ONE

Compact cars


FIT


Honda e

Minivan


STEP WGN


FREED

SUV


VEZEL


ZR-V

Hatchbacks / Sports cars


CIVIC


CIVIC TYPE R

Welfare Vehicles


N-BOX
Wheelchair mobility vehcle


N-WGN
Passenger side swivel seat vehicles


FIT
Passenger side swivel seat vehicles

FIT
Honda Techmatic System


FREED+
Wheelchair mobility vehcle


FREED
Side lift-up seat vehicles


FREED
Passenger side lift-up seat vehicles


STEP WGN
Wheelchair mobility vehcle


STEP WGN
Side lift-up seat vehicles

5-3 : Power Products

Snow Throwers


Yukios e!
SB800e(J)


Yukios
SB800(JVT)


HSS655c(JE1)


HSS655c(J1)


HSS760n(J)


HSS970n(J)


HSS760n(JX)


HSS970n(JX)


HSS1170n(JX)


HSS1170i(J)


HSM1380i(JN)


HSM1390i(JN)


HSM1380i(JR)


HSM1390i(JR)


HSM1590i(JRG)


HSL2511(JR)


HSL2511(JRG)

Tillers


Pianta
FV200(JT2)


Putina
FG201(JT)


Comame
F220(JT)


Comame
F220(JAST)


Punch
F503(JH)


Salad CG
FFV300


Salad
FF300(LT2)


Salad
FF500(JRE)


Lucky boy
FU400


Lucky multi
FU700(JR)


Lucky multi
FU700(JRM)


Lucky
FU655


Lucky
FU755(L)


Power Tillers
FR316(J2)


Power Tillers
F530(LH)

Generators


EU9iGB(Enepo)


EU9i entry


EU9i


EU18i


EU26iJ


EU26i


EU24i with wheel


EU24i


EU28is with wheel


EU28is


EU55is


EG25i


EU9iGP


EU15iGP


EX22 with wheel


EX22


EB23


EM23


EB26


EM26


EP900


EBR2300CX


EXT4000


ET4500

Portable Battery Inverter Power Source


LiB-AID E500(JN1)


LiB-AID E500 for Work(JNW)

＊Products launched in Japan as of the end of March 2023 (includes some announced products).

Robotic Utility Mowers / Robotic Lawnmowers


Grass Miimo HRM3000


Miimo HRM520

Trimmers


HHT36AXB


UMK425(UVJT)


UMK425(UWJT)


UMK425H(UVHT)


UMK435(UWJT)


UMK425H(UTHT)


UMK435(UTJT)


UMK425(UVJT)


UMK425H(LVHT)


UMR425(LWJT)


UMR425(LTJT)

Lawnmowers


HRG466XB


HRG416


HRG466


HRX537


HRC536


HF2417

Utility Mowers


UM2160(J2)


UM2460(J2)

Blowers


HHB36AXB


HHB25

Water Pumps


WX10T


WX15T


WL20XH


WB20XT


WB30XT


WH15XT


WH20XT

Pressure Washers


WS1010


WS1513

General Purpose Engines


M4 Series


GX Series


V Twin Series


GP Series


GXV Series

Electrified Power Unit


GXE2.0H


GXE2.0S

External power feeding device


Power Exporter 9000

Portable and swappable battery


Honda Mobile Power Pack e:

5-4 : Outboard Engines

POTABLES


2 horsepower (BF2)


5 horsepower (BF5)


6 horsepower (BF6)


8 horsepower (BF8)


9.9 horsepower (BF9.9)


15 horsepower (BF15)


20 horsepower (BF20)

MID-RANGE


25 horsepower (BF25)


30 horsepower (BF30)


40 horsepower (BF40)


50 horsepower (BF50)


60 horsepower (BF60)


75 horsepower (BF75)


80 horsepower (BF80)


90 horsepower (BF90)


100 horsepower (BF100)

HIGH POWER


115 horsepower (BF115)


135 horsepower (BF135)


150 horsepower (BF150)


175 horsepower (BF175)


200 horsepower (BF200)


225 horsepower (BF225)


250 horsepower (BF250)

5-5 : Aviation

HondaJet Elite II

＊Products launched in Japan as of the end of March 2023 (includes some announced products).

6. Corporate Activities

6-1 : Environmental Initiatives

Ever since the 1960s, Honda has actively endeavored to solve environmental issues. In the 1970s, Honda developed the low-pollution CVCC* engine, which successfully reduced carbon monoxide, hydrocarbon and nitrogen oxide (NOx) emissions, making Honda the world's first automaker to comply with the U.S. Clean Air Act – a regulation considered to be the most stringent in the world at the time.

In 1992, Honda established the Honda Environment Statement, serving as the Company's guideline for all environmental initiatives. The statement articulates the basic stance towards reducing the environmental impact at every stage in the life cycle of its products, from product procurement to the design, development, production, transportation, sale, use and disposal stages.

In addition, for Honda to further promote the above-mentioned environmental initiatives and continue to be a company society wants to exist, the Honda Environmental and Safety Vision was established in 2011. Aimed at the realization of the joy and freedom of mobility and a sustainable society where people can enjoy life, as is declared in this vision, each of Honda's global business sites is engaging in the reduction of an array of environmental impacts. Such initiatives include the reduction of greenhouse gas (GHG) emissions, which are considered to be a cause of climate change, as well as energy use; the efficient use of resources, including water and minerals; and the appropriate treatment and reduction of waste, with the aim of conserving the global environment and biodiversity.

Honda will realize this vision by conducting these activities while sharing Honda's Environment Statement with everyone associated with Honda, including suppliers and distributors in addition to Honda Group companies.

* CVCC: Compound Vortex Controlled Combustion

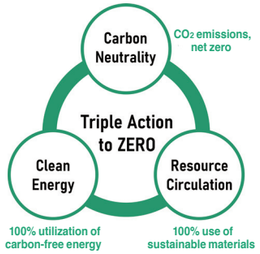
Triple Action to ZERO

In order for people to live on Earth in a sustainable manner, Honda seeks to realize a society with zero environmental impact. Accordingly, the Company established the Triple ZERO initiative, a concept for environmental initiatives, and in 2021, it set Triple Action to ZERO, which defines specific target years and actions.

Efforts will be centered around the Triple Action to ZERO, which integrates three elements, namely carbon neutrality, clean energy and resource circulation, into one concept. Under this concept, Honda is considering and implementing measures while taking into account a linkage of the three elements. The Company recognizes that this will lead to the acceleration of initiatives in international frameworks and to Nature-based Solutions (NbS)* that are attracting increasing interest from stakeholders.

* Nature-based Solutions (NbS): Initiatives that address social issues while preserving and restoring natural ecosystems

Honda's Goal of Realizing a Recycling-oriented Society with Zero Environmental Impact



CO_2 emissions, net zero by 2050

To address climate change issues, Honda will work toward a target of limiting the global average temperature rise to 1.5°C above pre-industrial levels by reducing carbon emissions from corporate activities and throughout the product life cycle.

100% utilization of carbon-free energy by 2050

To address energy issues, Honda will go a step beyond its conventional initiative of reducing energy risks and aim to use clean energy both during product use and in corporate activities.

100% use of sustainable materials by 2050

To address the effective utilization of resources, Honda will go beyond its previous initiative aimed at reducing the risks related to resources and waste disposal by taking on the additional challenge of developing products and creating systems that use sustainable materials and have zero environmental impact.

In the area of corporate activities, Honda aims to achieve "zero" industrial water intake and industrial waste at Honda plants by 2050.

6-2 : Safety Initiatives

Based on the concept of "Safety for Everyone," Honda aims for a collision-free mobile society, where not only drivers and riders, but indeed everyone sharing the road, can safely and confidently enjoy the freedom of mobility.

In April 2021, Honda declared its goal of zero traffic collision fatalities* involving Honda motorcycles and automobiles worldwide by 2050 and is accelerating its safety initiatives.

Honda's safety initiatives began in the 1960s with its safe driving promotion activities, the first of their kind among motorcycle and automobile manufacturers. Honda's safety initiatives have now expanded to include everyone involved in traffic society, from drivers to pedestrians, from children to the elderly, and are being actively promoted not only in Japan but also in countries and regions around the world. In the area of technology, Honda has pioneered several new technologies across the world, based on the concepts of "setting higher targets exceeding regulatory requirements" and "if it does not exist, we will make it." In addition to these initiatives by individual Honda companies, Honda is also actively collaborating with governments, local communities, and individual companies to improve the road environment, among other things.

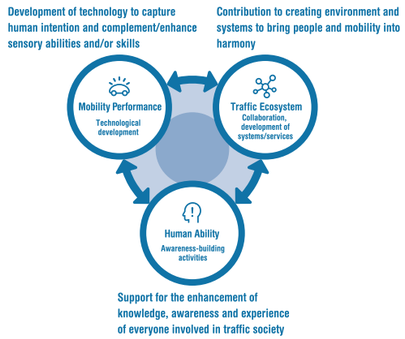
With the advancement of online services and other technologies, it is now possible to lead a life without moving around. However, Honda believes that people's curiosity will continue to drive them to expand their sphere of activities and enjoy the real world with its rich sensibilities. Ensuring safety is an important initiative to expand freedom of movement. Honda will continue to pursue safety that not only protects people, but also encourages their curiosity and enhances the joy of mobility.

* Traffic accidents involving Honda motorcycles and automobiles: Traffic accidents involving Honda motorcyclists and automobile riders, as well as pedestrians and bicyclists (i.e., all traffic participants, except for intentional and malicious violators of the rules, and persons who are incapable of fulfilling their responsibilities)

Global Safety Slogan

Safety for Everyone

Honda dreams of a collision-free mobile society where our customers, and everyone sharing the road, can safely and confidently enjoy the freedom of mobility.



Direction of Activities

Honda is working on traffic safety with a focus on the three elements of human ability (awareness-building activities), performance of mobility (technological development) and traffic ecosystem (collaboration, and development of systems/services).

Human Ability

Honda believes that efforts are needed to support the enhancement of human ability,ranging from driving skills to psychological and mental aspects, such as cognition,judgment, and compassion toward others, for all people involved in traffic society. Honda will translate these efforts into awareness-building activities matched to individual awareness, experience levels and physical capabilities.

Performance of Mobility

Honda believes that a mix of capabilities is needed to appropriately complement or augment human ability. These include the capability to protect the human body, the capability to avoid collisions to the greatest extent possible, and the capability to capture the intention of a person and convey it to the vehicle and other people. Honda intends to gain an even deeper understanding of the human body and consciousness and evolve its efforts to develop more people-oriented technologies.

Traffic Ecosystem

The traffic environment is subject to constant change due to traffic congestion, bad weather and various other factors. Honda believes that preventing accidents or mitigating their damage in such a traffic environment requires dynamically understanding its holistic picture (the traffic ecosystem). This encompasses the interrelation between the diverse elements, including pedestrians, motorcycles, and automobiles, that constitute the traffic environment as well as roads, telecommunications, and other infrastructure, and letting these elements connect organically. Honda will proactively work toward this goal through an open approach, including cooperation with various countries and regions and collaboration with other companies, thereby contributing to the healthy functioning of traffic society.

6-3 : Social Contribution Initiatives

Since its founding, Honda has provided society and customers with a variety of joys by creating quality products and technologies. In the 1960s, while the Company was still in a period of early growth, Honda began to launch philanthropic initiatives designed to strengthen ties with local communities, based on its idea that a company must be rooted in and integrated with the local community. Currently, Honda undertakes various social contribution activities in the seven regions in which the Company conducts operations worldwide, aiming to share joy with people all around the world and to be a company society wants to exist. Honda also strives to support initiatives that reflect local circumstances in its corporate activities. Honda will continue to pursue various social contribution activities while communicating with customers and local residents.

Basic Approach

In 1998, 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 Social Contribution Activities to make a unified effort with the aim of creating future societies in which everyone can pursue their dreams. Since revising the policy in 2018 in response to a changing environment, Honda has been engaging in activities to realize its 2030 Vision to "serve people worldwide with the joy of expanding their life's potential." Based on its fundamental principles of "Respect for the Individual" and "the Three Joys," Honda seeks to improve the quality of people's daily lives around the world. In order to share this joy, the Company hopes that its associates will strive to accelerate their initiatives worldwide.

7. Japanese and Overseas Offices

7-1 : Japanese Business Offices

Honda Motor Co., Ltd.
Established : 1948/9
Address : 2-1-1 Minami-Aoyama, Minato-ku, Tokyo, 107-8556, Japan
Tel : 03-3423-1111

Honda Motor Co., Ltd. Wako Building
Address : 8-1 Hon-cho, Wako-shi, Saitama
Tel : 048-452-1000

Honda Motor Co., Ltd. Shirako Building
Address : 2-25-3 Shirako, Wako-shi, Saitama
Tel : 048-462-5940

Quality Innovation Center Tochigi
Address : 52-1 Haga-machi, Haga-gun, Tochigi
Tel : 028-687-2111

Production Supervisory Unit・Powertrain Production Supervisory Unit
Address : 2900 Kamitakanezawa, Takanezawa-machi, Shioya-gun, Tochigi
Tel : 028-687-2345

7-2 : Overseas Business Offices

■Americas

America
American Honda Motor Co., Inc.
Activities : Regional HQ function and Sales of Honda Products
Established : 1959/6
Address : 1919 TORRANCE BLVD., TORRANCE, CA 90501-2746

Brazil
Honda South America Ltda.
Activities : Coordination of Honda operations in South America
Established : 2000/4
Address : Rua Dr. Jose Aureo Bustamante 377, Santo Amaro,Sao Paulo, SP CEP. 04710-090, Brazil

■Europe

U.K.
Honda Motor Europe Ltd.
Activities : Coordination of Honda operations in Europe Sales of Honda Products in U.K.
Established : 1989/10
Address : Cain Road,Bracknel,BerkshireRGl2lHL,U.K.

■Africa & the Middle East

United Arab Emirates
Honda Africa and the Middle East Representative Office
Activities : Coordination of Honda sales operations in Africa and the Middle East
Established : 2014/4（1993 Middle East Office established）
Address : P.O. BOX 262024, Plot No. S10703 Jebel Ali Free Zone South, DUBAI, U.A.E.

■Asia Oceania

People's Republic of China
Honda Motor (China) Investment Co., Ltd.
Activities : Coordination of Honda operations in China
Established : 2004/1
Address : ROOM 301 BEIJING FORTUNE BUILDING, 5 DONG SAN HUANBEI-LU CHAO YANG DISTRICT BEIJING 100004 CHINA

Thailand
Asian Honda Motor Co.,Ltd.
Activities : Coordination of Honda operations in Asia and Oceania Sales of Honda Products
Established : 1964/10
Address : 14 SARASIN BUILDING,SURASAK ROAD,SILOM,BANGRAK,BANGKOKl0500

8. Japanese and Overseas Manufacturing Facilities (Assembly)

8-1 : Japanese Manufacturing Facilities (Assembly)

■Japan

Saitama Factory Automobile Plant
Address : Yorii-machi, Osato-gun, Saitama

Saitama Factory Engine Plant
Address : Ogawa-machi, Hiki-gun, Saitama

Saitama Factory Sayama Plant
Address : Sayama-shi, Saitama

Suzuka Factory
Address : Suzuka-shi, Mie

Honda Auto Body Co., Ltd.
Address : Yokkaichi-shi, Mie

Kumamoto Factory
Address : Ozu-machi, Kikuchi-gun, Kumamoto

Outboard Engine Plant
Address : Hamamatsu-shi, Shizuoka

Transmission Factory
Address : Hamamatsu-shi, Shizuoka

Powertrain Unit Factory
Address : Moka-shi, Tochigi

8-2 : Overseas Manufacturing Facilities (Assembly)

■Americas

United States of America
Honda Development and Manufacturing of America, LLC
Address : Marysville,Ohio(MAP)(Performance Manufacturing Center)
/East Liberty(ELP)

American Honda Motor Co., Inc.
Address : Timmonsville, South Carolina

Honda North Carolina Manufacturing
Address : Swepsonville, North Carolina

Canada
Honda Canada Inc.
Address : Markham, Ontario (Head Office)
Alliston, Ontario (Factory)

Mexico
Honda de Mexico S.A. de C.V.
Address : El Salto,Jalisco

Brazil
Honda Automoveis do Brasil Ltda.
Address : No.1 Plant Sumare, Sao Paulo
No.2 Plant Itirapina, Sao Paulo

Moto Honda da Amazonia Ltda.
Address : Manaus, Amazonas

Honda Componentes Da Amazonia Ltda.
Address : Manaus, Amazonas

Argentina
Honda Motor de Argentina S.A.
Address : Buenos Aires

Peru
Honda Selva del Peru S.A.
Address : Iquitos, Loreto

■Europe

France
HONDA FRANCE MANUFACTURING S.A.S.
Address : Ormes

Italy
Honda Italia Industriale, S.P.A.
Address : Atessa, Abruzzo

C.I.A.P. S.P.A.
Address : Bologna

Spain
Montesa Honda, S.A.U.
Address : Barcelona

■Africa & the Middle East

Kenya
Honda Motorcycle Kenya Limited
Address : Nairobi

Nigeria
Honda Automobile Western Africa Ltd.
Address : Manufacture: Ogun,
Sales: Lagos

Honda Manufacturing (Nigeria) Ltd.
Address : Ogun

Ghana
Honda Manufacturing Ghana Ltd.
Address : Tema

■Asia Oceania

People's Republic of China
Dongfeng Honda Automobile Co., Ltd.
Address : Wuhan, Hubei

GAC Honda Automobile Co., Ltd.
Address : Guangzhou, Guangdong

Honda Power Products (China) Co., Ltd.
Address : Chongqing

Honda Power Products (Fuzhou) Co., Ltd.
Address : Fuzhou

Sundiro Honda Motorcycle Co., Ltd.
Address : Shanghai

Wuyang-Honda Motors (Guangzhou) Co., Ltd.
Address : Guangzhou, Guangdong

Dongfeng Honda Auto Parts Co., Ltd.
Address : Guangdong, Huizhou

Dongfeng Honda Engine Co., Ltd.
Address : Guangzhou, Guangdong

Honda Auto Parts Manufacturing Co., Ltd.
Address : Foshan, Guangdong

Thailand
Honda Automobile (Thailand) Co.,Ltd.
Address : No.1 Plant: Ayutthaya
No.2 Plant: Purachinburi

Thai Honda Co., Ltd.
Address : Bangkok

Asian Parts Manufacturing Co., Ltd.
Address : Ayutthaya

Bangladesh
Bangladesh Honda Private Limited
Address : Munshiganj

India
Honda Cars India Ltd.
Address : No.1 plant: Greater Noida, Uttar Pradesh
No.2 plant: Tapukara, Rajasthan

Honda Motorcycle And Scooter India Pvt. Ltd.
Address : No.1 plant: Manesar, Gurgaon, Haryana
No.2 plant: Tapukara, Alwar, Rajastan
No.3 plant: Narsapura, Bengaluru, Karnataka
No.4 plant: Vithalapur, Ahmedabad, Gujrat

Honda India Power Products Ltd.
Address : Greater Noida, Uttar Pradesh

Indonesia
P.T. Astra Honda Motor
Address : Jakarta

P.T. Honda Prospect Motor
Address : Jakarta

P.T.Honda Power Products Production
Address : Jakarta

P.T. Honda Precision Parts Manufacturing
Address : Jawa Barat

Malaysia
Boon Siew Honda Sdn. Bhd.
Address : Penang

Honda Malaysia Sdn. Bhd.
Address : Malacca

Honda Assembly (Malaysia) Sdn. Bhd.
Address : Malacca

Pakistan
Atlas Honda Limited
Address : Karachi

Honda Atlas Cars (Pakistan) Limited
Address : Lahore

Philippines
Honda Philippines Inc.
Address : Batangas

Honda Parts Manufacturing Corp.
Address : Binan Laguna

Vietnam
Honda Vietnam Co., Ltd.
Address : motorcycle plant : No.1/No.2 Vin Phuk, No.3 Hunnam
automobile plant : Vin Phuk

Vietnam Autoparts Co., Ltd.
Address : Hung Yen

Australia
Honda Australia M.C. & P.E. Pty Ltd.
Address : Victoria

Chinese Taipei
Honda Taiwan Motor Co., Ltd.
Address : Pingdong

9. Japanese and Overseas R&D Bases

9-1 : Japanese R&D Bases

■Japan

Honda R&D Co., Ltd.
Established : 1960/7
Address : Wako-shi, Saitama

Honda Research Institute Japan Co., Ltd.
Established : 2003/1
Address : Wako-shi, Saitama

Sony Honda Mobility Inc.
Established : 2022/9
Address : Akasaka, Minato-ku, Tokyo

9-2 : Overseas R&D Bases

■Americas

United States of America
Honda Development and Manufacturing of America, LLC
Established : 1984/9
Address : Los Angels

Honda Research Institute USA, Inc.
Established : 2003/1
Address : California and Ohio

Honda Engineering North America, Inc.
Established : 1988/4
Address : Marysville,Ohio

Drivemode, Inc.
Established : 2013/10
Address : Redwood City, California

■Europe

United Kingdom
Honda R&D Europe (U.K.) Ltd.
Established : 1992/12
Address : Reading, Berkshire

Honda Engineering Europe Ltd.
Established :1990/5
Address : Swindon, Wiltshire

Germany
Honda R&D Europe (Deutschland) G.M.B.H.
Established : 1988/4
Address : Offenbach/Main

Honda Research Institute Europe G.M.B.H.
Established : 2003/1
Address : Offenbach/Main

Italy
Honda R&D Europe (Italia) S.R.L.
Established : 2000/7
Address : Roma

■Asia Oceania

People's Republic of China
Honda Motorcycle R&D China Co., Ltd.
Established : 2002/2
Address : Shanghai

Honda Motor (China) Technology Co., Ltd.
Established : 2013/11
Address : Guangzhou

Honda Engineering China Co., Ltd.
Established : 2004/7
Address : Guangzhou

Thailand
Honda R&D Asia Pacific Co., Ltd.
Established : 2005/12
Address : Bangkok

Honda R&D Southeast Asia Co.,Ltd.
Established : 1997/11
Address : Bangkok

Honda Engineering Asian Co., Ltd.
Established : 1999/1
Address : Ayutthaya

India
Honda R&D (India) Private Limited.
Established : 2003/6
Address : Haryana

Indonesia
Pt. Honda R&D Indonesia
Established : 2013/2
Address : Jakarta

P.T. HPP Energy Indonesia
Established : 2018/2
Address : Jakarta

10. Japanese and Overseas Manufacturing Facilities (Components)

10-1 : Japanese Manufacturing Facilities (Components)

Aikitec Co., Ltd.
Category : Affiliate
Address:1-1Sakaehigashi,Morioka,Higashiura-cho,Chita-gun,Aichi

Atsumitec Co., Ltd.
Category : Affiliate
Address : 4-6-1 Takaokanishi,Nkaka-ku,Hamamatsu-shi,Shizuoka

Blue Energy Co., Ltd.
Category : Affiliate
Address : 1-37 Osadano-cho,Fukuchiyama-shi,Kyoto

F.C.C. Co., Ltd.
Category : Affiliate
Address : 7000-36 Nakagawa,Hosoe-cho,Kita-ku,Hamamatsu-shi,Shizuoka

Goshi Giken Co., Ltd.
Category : Subsidiary
Address : 1280 Toyooka,Goshi-shi,Kumamoto

G-Tekt Corporation
Category : Affiliate
Address : Omiya JP Building 18F,
1-11-20, Sakuragi-cho, Omiya-ku, Saitama-shi,Saitama

Hitachi Astemo Electric Motor Systems, Ltd.
Category : Affiliate
Address : 2477 Takaba, Hitachinaka-shi, Ibaraki

Honda Foundry Co., Ltd.
Category : Subsidiary
Address : 1620 Matoba,Kawagoe-shi,Saitama

Honda Sun Co., Ltd.
Category : Subsidiary
Address : 3968 Kawasaki,Hiji-cho,Hayami-gun,Oita

H-One Co.,Ltd.
Category : Affiliate
Address : 1-11-5 Sakuragi-cho,Omiya-ku,Saitama-shi,Saitama

Kaneta Kogyo Co., Ltd.
Category : Affiliate
Address : 3-18-5 Takaokahigashi,Nkaka-ku,Hamamatsu-shi,Shizuoka

Kibounosato Honda Co., Ltd.
Category : Subsidiary
Address : 2832 Toyofuku,Matsuhashi-cho,Uki-shi,Kumamoto

Map Co., Ltd.
Category : Subsidiary
Address : 320-9 Itabashi,Niisato-cho,Kiryu-shi,Gunma

Metts Corporation
Category : Subsidiary
Address : 1620 Matoba,Kawagoe-shi,Saitama

Musashi Seimitsu Co., Ltd.
Category : Affiliate
Address : 39-5 Daizen, Ueta-Cho, Toyohashi-shi, Aichi

Shinnichi Kogyo Co., Ltd.
Category : Subsidiary
Address : 2-1-6 Sawakihama,Mito-cho,Toyokawa-shi,Aichi

Steel Center Co., Ltd.
Category : Affiliate
Address : Urbannet Kanda Building 6F,3-6-2,Uchikanda,Chiyoda-ku,Tokyo

Sumilex Co., Ltd.
Category : Subsidiary
Address : 3917-30 Miyakoda-cho,Kita-ku,Hamamatsu-shi,Shizuoka

Tanaka Seimitsu Kogyo Co., Ltd.
Category : Affiliate
Address : 328 Shimada, Fuchu-machi, Toyama-shi, Toyama

Ts Tech Co., Ltd.
Category : Affiliate
Address : 3-7-27 Sakae-cho, Asaka-shi, Saitama

Tsushima Die-Engineering Corp.
Category : Subsidiary
Address : 30-1 Azashinden,Koshizu-cho,Tsushima-shi, Aichi

Tsuzuki Manufacturing Co., Ltd.
Category : Affiliate
Address : 6649-1 Sakaki, Sakaki-machi, Hanishina-gun, Nagano

Uemura Tec Co., Ltd.
Category : Subsidiary
Address : 777 Ueminami,Asagiri-cho,Kuma-gun,Kumamoto

Yachiyo Industry Co., Ltd.
Category : Subsidiary
Address : 393, Kashiwabara, Sayama-shi, Saitama

Yamada Seisakusho Co., Ltd.
Category : Affiliate
Address : 2-1296, Koubayashi-cho, Isesaki-shi, Gunma

Yutaka Giken Co., Ltd.
Category : Subsidiary
Address : 508-1, Yutaka-cho, Gigashi-Ku, Hamamatsu-shi,Shizuoka

Hitachi Astemo Ueda, Ltd.
Category : Affiliate
Address : 840 Kokubu,Ueda-shi,Nagano

Hitachi Astemo, Ltd.
Category : Affiliate
Address(Headquarters) : Shin-Otemachi Building, 2-1, Otemachi 2-chome,
Chiyoda-ku, Tokyo

11. Japanese and Overseas Sales and Other Offices

11-1 : Japanese Sales and Other Offices

Brain Science Foundation
Activities : Promotion and support of neuroscience research
Category : Public Interest Incorporated Foundation
Established : 1986/11

Honda Access Corporation
Activities : Development, manufacture and sales of products to enhance automobile and motorcycle use and enjoyment
Category : Subsidiary
Established : 1976/8

Honda Airways Co., Ltd.
Activities : Airline company
Category : Subsidiary
Established : 1964/3

Honda Commtec Inc.
Activities : In-house Advertising Agency
Category : Subsidiary
Established : 1989/9

Honda Sales Operations Japan Co., Ltd.
Activities : Provides online automobile sales, management consulting
Category : Subsidiary
Established : 2021/4

Honda Finance Co., Ltd.
Activities : Financing for the sales and leasing of Honda products
Category : Subsidiary
Established : 1999/4

Honda Foundation
Activities : Undertake activities for the advancement of ecotechnology
Category : Public Interest Incorporated Foundation
Established : 1977/12

Honda Kaihatsu Co., Ltd.
Activities : Insurance agents and management of real estate
Category : Subsidiary
Established : 1959/4

Honda Logistics Inc.
Activities : Overland/marine transportation and warehousing
Category : Subsidiary
Established : 2006/10

Honda Motorcycle Japan Co., Ltd.
Activities : Sales and marketing of motorcycles
Category : Subsidiary
Established : 2001/8

Honda Power Products Japan Co., Ltd.
Activities : Whole sales and after market service of power products
Category : Subsidiary
Established : 2017/10

Honda Racing Corporation
Activities : Development, manufacture and sales of racing motorcycles and automobiles. Manufacture and sales of racing parts
Category : Subsidiary
Established : 1982/9

Honda Staffing Service Corp.
Activities : Staffing, translation and interpretation business
Category : Subsidiary
Established : 1997/1

Honda Technical College
Activities : Technical School of automobile
Category : School Corporation
Established : 1976/2

Honda Techno Fort Co., Ltd.
Activities : Research and development support
Category : Subsidiary
Established : 1987/3(Registered company name changed : 2014/7)

Honda Trading Corporation
Activities : Import and export of materials, parts, machinery and equipment for Honda products, optimizes stock, logistics and costs for customers
Category : Subsidiary
Established : 1972/3

Honda U-Tec Co.,Ltd.
Activities : Sales of used cars
Category : Subsidiary
Established : 1992/2

International Association of Traffic And Safety Sciences
Activities : Traffic and safety-related research,
hosting of research conferences and related activities
Category : Public Interest Incorporated Foundation
Established : 1974/9

Honda Mobilityland Corporation
Activities : Operation of amusement parks and racing circuits
Category : Subsidiary
Established : 1961/2

Honda Rainbow Motor School Co., Ltd.
Activities : Driving and riding school,
driving safety promotion and motorsports promotion
Category : Subsidiary
Established : 1972/6

SOGO JIMU SERVICE CO., LTD.
Activities : Support internal operation of Honda Motor CO., Ltd. and Honda group companies
Category : Affiliate
Established : 1985/6

Honda Mobility Solutions Co., Ltd.
Activities : Planning and operating mobility service (MaaS) business
Category : Subsidiary
Established : 2020/2

Sony Honda Mobility Inc.
Activities : Sales of AFEELA products
Category : Affiliate
Established : 2022/9

11-2 : Overseas Sales and Other Offices

■Americas

United States of America

American Honda Finance Corp.
Activities : Wholesale and retail financing to Honda/Acura automobiles, motorcycles and power equipment dealers and customers in the U.S.
Category : Subsidiary
Established : 1980

GE Honda Aero Engines LLC
Activities : Certification, sales, customer support and related activities of aero engine business
Category : Affiliate
Established : 2004/10

Honda Aero.,Inc.
Activities : Management of aero engine business including engine production
Category : Subsidiary
Established : 2004/7

Honda Aircraft Company, LLC
Activities : Development, sales promotion and production of aircraft
Category : Subsidiary
Established : 2006/10

Honda Performance Development Inc.
Activities : Technical operations center for Honda's IndyCar engine program / Coordinates American Honda's participation in the IRL IndyCar Series
Category : Subsidiary
Established : 1992/12

Honda Innovations, Inc.
Activities : Open innovation and transformative collaboration with leading startups and innovators for all areas within Honda
Category : —
Established : 2017/4

Canada

Honda Canada Inc.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1969/9

Mexico

Honda de Mexico S.A. de C.V.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1985/9

Brazil

Honda Automoveis do Brasil Ltda.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1996/5

Moto Honda da Amazonia Ltda.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1977/12

Honda Energy Do Brasil Ltda.
Activities : Power generation business
Category : Subsidiary
Established : 2013/3

Banco Honda S.A.
Activities : Wholesale and retail financing to Honda automobiles, motorcycles and power equipment dealers and customers.
Category : Subsidiary
Established : 2000

Argentina

Honda Motor de Argentina S.A.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1978/8

Chile

Honda Motor De Chile S.A.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1998/9

Peru

Honda Del Peru S.A.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1974/1

Honda Selva del Peru S.A.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 2006/9

■Europe

United Kingdom

Honda Motor Europe Ltd.
Activities : Coordination of Honda operations in Europe Sales of Honda Products in U.K.
Category : Subsidiary
Established : 1989/10

Honda Finance Europe PLC
Activities : Wholesale and retail financing to Honda automobiles, motorcycles and power equipment dealers and customers in the Europe.
Category : Subsidiary
Established : 1996

France

Honda Motor Europe Ltd.(France)
Activities : Sales of Honda Products
Category : Branch
Established : 1964/5

Germany

Honda Motor Europe Ltd.(Germany)
Activities : Sales of Honda Products
Category : Branch

Honda Bank GmbH
Activities : Wholesale and retail financing to Honda automobiles, motorcycles and power equipment dealers and customers in the Germany.
Category : Subsidiary
Established : 1998

Italy

Honda Motor Europe Ltd.(Italy)
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1990/7

Spain

Honda Motor Europe Iberia Branch
Activities : Sales of Honda Products
Category : Branch
Established : 1988/3

Honda Bank GmbH, Spain Branch
Activities : Wholesale and retail financing to Honda's products in Spain
Category : Subsidiary
Established : 2006/4

Austria

Honda Motor Europe Ltd. Central Europe Branch
Activities : Sales of Honda Products
Category : Branch
Established : 1982/3

Belgium

Honda Motor Europe BENELUX BRANCH
Activities : Sales of Honda Products
Category : Branch
Established : 2007/4

Honda Motor Europe Logistics NV
Activities : Import and distribution of Honda parts and products
Category : Subsidiary
Established : 1978/4

Honda Access Europe N.V.
Activities : Development and sales of Honda car accessories and merchandise towards Honda importers
Category : Subsidiary
Established : 1991/10

Czech Republic
Honda Motor Europe Ltd.(Czech)
Activities : Sales of Honda Products
Category : Branch
Established : 1993/8

Denmark
Honda Motor Europe Ltd. (Denmark)
Activities : Sales of Honda Products
Category : Branch

Estonia
Honda Motor Europe Ltd. (Estonia)
Activities : Sales of Honda Products
Category : Branch

Finland
Honda Motor Europe Ltd. (Finland)
Activities : Sales of Honda Products
Category : Branch

Hungary
Honda Motor Europe Ltd.(Hungary)
Activities : Sales of Honda Products
Category : Branch
Established : 1993/12

Lithuania
Honda Motor Europe Ltd. (Lithuania)
Activities : Sales of Honda Products
Category : Branch

Luxembourg
Honda Motor Europe Ltd. (Luxembourg)
Activities : Sales of Honda Products
Category : Branch
Established : 2007/4

Netherlands
Honda Motor Europe Ltd.(Netherlands)
Activities : Sales of Honda Products
Category : Branch
Established : 1985/3

Norway
Honda Motor Europe Ltd. (Norway)
Activities : Sales of Honda Products
Category : Branch

Poland
Honda Motor Europe Ltd.(Poland)
Activities : Sales of Honda Products
Category : Branch
Established : 1992/12

Portugal
Honda Motor Europe Ltd.(Portugal)
Activities : Sales of Honda Products
Category : Branch
Established : 1986/3

Russia
Honda Motor RUS LLC
Activities : Sales of Honda Products
Category : Subsidiary
Established : 2004/2

Slovakia
Honda Motor Europe Ltd.(Slovakia)
Activities : Sales of Honda Products
Category : Branch
Established : 1994/5

Sweden
Honda Motor Europe Nordic Branch
Activities : Sales of Honda Products
Category : Branch
Established : 1974/2

Switzerland
Honda Motor Europe SWITZERLAND BRANCH
Activities : Sales of Honda Products
Category : Branch
Established : 1974/3

■Africa & the Middle East

Kenya
Honda Motorcycle Kenya Limited
Activities : Production and sales of motorcycles
Category : Subsidiary
Established : 2013/3

Nigeria
Honda Automobile Western Africa Ltd.
Activities : Manufacture automobiles,Sales of Honda Products
Category : Subsidiary
Established : 2013/4

Honda Manufacturing (Nigeria) Ltd.
Activities : Manufacture motorcycles,Sales of Honda Products
Category : Subsidiary
Established : 1979/7

South Africa
Honda Motor Southern Africa (Pty.) Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 2000/6

Turkey
Honda Turkiye A. S.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1992/2

United Arab Emirates
Honda Gulf Fze
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1994/3

■Asia Oceania

People's Republic of China
Honda Motor (China) Co., Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1993/2

Dongfeng Honda Automobile Co., Ltd.
Activities : Sales of Honda Products
Category : Affiliate
Established : 2004/4

Guangqi Honda Automobile Co., Ltd.
Activities : Sales of Honda Products
Category : Affiliate
Established : 1998/7

Honda Power Products (China) Co., Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1993/1

Honda Power Products (Fuzhou) Co., Ltd.
Activities : Manufacture of Power Products
Category : Subsidiary
Established : 2021/1

Sundiro Honda Motorcycle Co., Ltd.
Activities : Sales of Honda Products
Category : Affiliate
Established : 2001/11

Wuyang-Honda Motors (Guangzhou) Co., Ltd.
Activities : Sales of Honda Products
Category : Affiliate
Established : 1992/8

Thailand
Honda Automobile (Thailand) Co., Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 2000/12

Bangladesh
Bangladesh Honda Private Limited
Activities : Manufacture motorcycles,Sales of Honda Products
Category : Subsidiary
Established : 2012/12

India
Honda Cars India Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established :1995/12

Honda Motorcycle And Scooter India Pvt. Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1999/8

Honda India Power Products Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1985/5

Honda Power Pack Energy India Private Limited.
Activities : Battery sharing service
Category : Subsidiary
Established : 2021/11

Indonesia
P.T. Astra Honda Motor
Activities : Sales of Honda Products
Category : Affiliate
Established : 2001/1

P.T. Honda Prospect Motor
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1999/3

P.T. Honda Power Products Indonesia
Activities : Sales of Honda Products
Category : Subsidiary
Established : 2006/6

Korea
Honda Korea Co., Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 2001/1月

Malaysia
Boon Siew Honda Sdn. Bhd.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 2009/1

Honda Malaysia Sdn. Bhd.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 2000/11

Pakistan
Atlas Honda Limited
Activities : Sales of Honda Products
Category : Affiliate
Established : 1962/10

Honda Atlas Cars (Pakistan) Limited
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1992/11

Honda Atlas Power Product (Private) Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1998/4

Philippines
Honda Cars Philippines, Inc.
Activities : Manufacture automobiles Sales of Honda Products
Category : Subsidiary
Established : 1990/10

Honda Philippines Inc.
Activities : Sales of Honda Products
Category : Subsidiary
Established : 1973/6

Singapore
Bukit Batok Driving Centre Ltd.
Activities : Driving and riding school
Category : Affiliate
Established : 1988/4

Singapore Safety Driving Centre Ltd.
Activities : Driving and riding school
Category : Affiliate
Established : 1983/7

Vietnam
Honda Vietnam Co., Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established :1996/3

Honda Vietnam Power Products Co., Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established :2014/6

Australia
Honda Australia M.C. & P.E. Pty Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established :1987/2

Honda Australia Pty., Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established :1969/2

New Zealand
Honda New Zealand Limited
Activities : Sales of Honda Products
Category : Subsidiary
Established :1988/6

Chinese Taipei
Honda Taiwan Co., Ltd.
Activities : Sales of Honda Products
Category : Subsidiary
Established :2002/2

Hong Kong, China
Honda Motor(China) Co., Ltd.
Activities : Import/Export and distribution of motorcycles and after-service parts,
Import/Export of automobile knockdown parts
Category : Subsidiary
Established :1993/2

Ⅱ

Management and Corporate Information

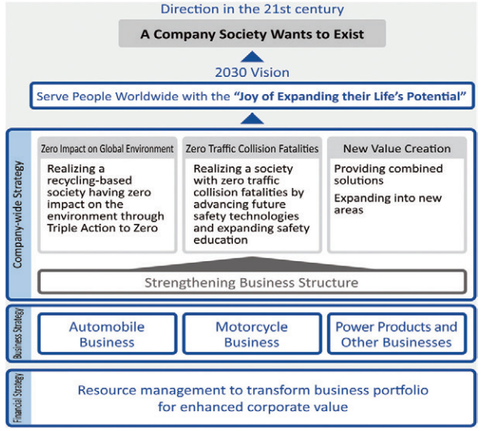
1. Management

1-1 :Business Conditions

(1) Management Policies and Strategies

Honda has two fundamental beliefs: “Respect for the Individual” and “The Three Joys” (the Joy of Buying, the Joy of Selling, and the Joy of Creating). “Respect for the Individual” calls on Honda to nurture and promote these characteristics in Honda by respecting individual differences and trusting each other as equal partners. “The Three Joys” is based on “Respect for the Individual”, and is the philosophy of creating joy with everyone involved in Honda’s activities, with the joy of our customers as the driving force. Based on these fundamental beliefs, Honda strives to improve its corporate value by sharing joy with all people, and with our shareholders in particular, by practicing its mission statement: “Maintaining a global viewpoint, we are dedicated to supplying products of the highest quality, yet at a reasonable price for worldwide customer satisfaction”.

To remain “a company society wants to exist”, Honda is undertaking corporate activities to “serve people worldwide with the ‘joy of expanding their life’s potential’”, as stated in its 2030 Vision. As the world’s largest power unit manufacturer with annual sales of approximately 30 million units, Honda has been fully focusing on the environment and safety, and for the creation of new value, making company-wide efforts to expand its combined solutions business while taking on challenges in new areas. We will also strengthen our business structure further to generate the investment resources needed for the transformation of our business portfolio.



(2) Management Challenges

The business environment surrounding Honda has come to a major turning point. Values are diversifying, the population is aging, urbanization is accelerating, climate change is worsening, and the industrial structure is changing due to progress in technologies such as the use of electric-powered motors, autonomous driving and IoT, all on a global basis. Daily living environment and customs have changed dramatically due to the impact of COVID-19, while global fragmentation has accelerated and geopolitical risks have also become apparent.Furthermore, Honda needs to build positive relationships with all stakeholders involved in our corporate activities to solve long-term social issues. Working to improve the quality of the value we provide is essential to achieve future growth.

In the Automobile business, Honda has entered a transformation period that occurs only once in a century through technological innovations in connectivity, automation, shared & services and electrification. Even automobiles are required to offer integrated services and new, customized experiences in addition to their universal value, namely, the freedom of mobility with a sense of security. With increasingly tighter environmental regulations being adopted across the world, an expansion of the EV (electric vehicle) business in the automobile industry is expected to intensify competition for resources. Under such an uncertain environment, we will take more concerted efforts to strengthen our business structure in order to steadily promote electrification and initiatives for safety.

With more stringent environmental regulations being enforced across the world, some emerging countries have followed the move in developed countries and announced their respective governmental targets of electrification, and accordingly, the Motorcycle business is beginning to show signs of change. Facing such changes in the business environment and regional characteristics, Honda needs to take a multifaceted and multidimensional approach aiming to achieve carbon neutrality in the area of motorcycles. In addition, for safety, Honda will increase the application of safety technologies to motorcycles themselves, while at the same time connecting more motorcycles to social infrastructure and further reinforcing our activities to spread safe riding practices.

The Power products and other businesses need to evolve work equipment to become safer and more userfriendly due to a decline in the working population and an increase in older workers. As an effort to simultaneously evolve equipment and advance sensor and AI technologies, Honda will gather the know-how of experts and skilled workers, aggregate the collected know-how into data and improve the quality of work. Additionally, Honda will look into a variety of possible approaches for decarbonization while considering what is best for customers, going beyond merely replacing engines with batteries for electrification.

(3) Challenges to be Addressed Preferentially

Considering the business environment, Honda will work on the following issues to provide value unique to Honda with a view to contributing to the solving of various social issues including climate change, while continuing to achieve sustainable growth.

“Initiatives for Value Creation”

1. Zero impact on the global environment

Honda will strive for zero impact on the global environment of not only its products but the entire product life cycle, including its corporate activities, by 2050. Honda will focus on the three-pillars of “carbon neutrality”, “clean energy” and “resource circulation” (Triple Action to ZERO).

Carbon neutrality

In order to realize a carbon-free society, the Automobile business aims to increase the ratio of electric vehicles (EVs) and fuel cell vehicles (FCVs) in overall unit sales in developed countries combined to be 40% by 2030, 80% by 2035 and then 100% globally by 2040. Tailoring product lineup to market changes and stable procurement of the amount of batteries are important issues to realize the carbon-free society. During the stage of increasing the use of EVs, from the present to the second half of the 2020s, Honda will release products matched to the respective characteristics of major markets such as North America, China and Japan.

Region	EVs to be released
North America	Plan to introduce two models jointly developed with General Motors Company(GM) in 2024 (Honda brand: Prologue, and Acura brand: ZDX) Plan to launch a mid- to large-size EV based on Honda’s proprietary EV platform in 2025
China	Plan to introduce ten new EV models by 2027
Japan	Plan to introduce a commercial-use mini-EV model based on N-VAN in early 2024 Plan to launch an EV model based on N-ONE in 2025, and two small-size EV models in 2026

From the second half of the 2020s onward, when EVs are expected to enter a stage of more widespread popularity, we will evolve our strategy from introducing the “best EVs matched to each region” to releasing the“best EVs from a global perspective”. By 2030, Honda is planning to launch a full lineup from commercial-use mini-EVs to flagship-class models, and achieve annual production volume of more than 2 million units. Honda aims to secure a stable procurement volume of liquid lithium-ion batteries by strengthening external partnerships from now to the second half of 2020s.

Region	Procurement policy
North America	Procure Ultium batteries from GM Procure batteries from a joint venture company for EV battery production with LG Energy Solution Ltd.
China	Further strengthen collaboration with Contemporary Amperex Technology Co., Ltd. (CATL)
Japan	Procure batteries for mini-EVs from Envision AESC Japan Ltd.

In the late 2020s, Honda will take on the challenge of independently developing next-generation battery technology in line with the EV expansion phase. In the cooperative relationship with GS Yuasa International Ltd., as the next stage of our ten years collaboration on the hybrid batteries, we will start development of highcapacity, high-output lithium-ion batteries for EVs. Honda is promoting the joint development of semi-solid-state batteries through our investment in SES AI Corporation, and also proceeding with research toward proprietary development of solid-state batteries, build a demonstration line in 2024 and further accelerate its efforts. In addition to these procurement and development areas, Honda works to create a new value chain, including securing resources and resource circulation, from a long-term perspective. Honda has partnerships with HANWA Co., Ltd. and POSCO Holdings Inc. in securing critical minerals, and Ascend Elements Inc. and Cirba Solutions in terms of recycling. In battery-related areas, Honda forms strategic partnerships in each area, seeking to “build a strong value chain with Honda as its hub,” and build a sustainable business foundation and strengthen our competitiveness by achieving co-existence and co-prosperity with each partner.

To achieve carbon neutrality by 2050, the Motorcycle business has defined phased targets for the ratio of electrified products in global unit sales and will seek to accelerate initiatives accordingly. Specifically, Honda aims for unit sales of 1 million electrified products by 2026 and 3.5 million by 2030, which accounts for 15% of all unit sales. Ultimately, we will strive to make 100% of our products carbon free during the 2040s through the advancement of internal combustion engines (ICEs) and electrification. Emerging countries constitute the primary market for motorcycles and have the complex mix of social needs of each country and region, such as energy supply and demand, employment and convenience of life. As such, it is an issue to strike a fine balance between the convenience of motorcycles and carbon neutrality. In addition to the development of electrified vehicles, Honda will take a multifaceted and multidimensional approach toward carbon neutrality, such as applying technology for significantly improving the fuel efficiency of ICE vehicles. For electric vehicles, Honda will develop electric products by category according to the characteristics of each market.

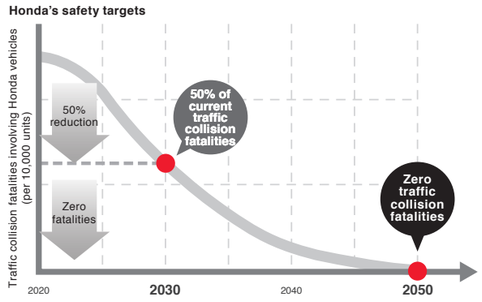
Product	Initiatives
Commuter EVs	Two personal-use smart EVs adopting connectivity and battery-as-a-service (BaaS) technologies scheduled to become commercially available in Asia, Europe and Japan between 2024 and 2025
Commuter EMs / EBs*	Plan to release more compact, reasonably priced electrified vehicles in China, Asia, Europe and Japan, which will be adapted to the respective market characteristics and respond to the need to use such motorcycles more affordably A total of five EM/EB models to be released by 2024
FUN EVs	Develop a platform for large FUN EV models Plan to release three models in Japan, the United States and Europe between 2024 and 2025

* EM: Electric Moped with a maximum speed ranging from 25 km/h to 50 km/h
EB: Electric Bicycle with a maximum speed of 25 km/h or slower Excluding battery-assisted bicycles

Honda plans to introduce a total of more than ten new commuter and FUN electric vehicles by 2025.For ICE vehicles, Honda has been developing technologies to improve the fuel efficiency of the engine on a standalone basis, including technologies to improve thermal efficiency and reduce friction, as well as technologies to achieve even higher fuel efficiency for the entire vehicle. Furthermore, taking into consideration the local characteristics of each region, Honda will work to develop a technology to use carbon-neutral fuels, which are gasoline mixed with ethanol and other substances. In the Power products business, Honda aims to establish a presence by launching electric products targeting developed countries. Honda promotes the electrification of assembled products, such as engine-powered lawnmowers with a strong presence and offers strengths equivalent to those of engine-powered products. To corporate customers in the construction industry, who account for a large share of our engine sales, we will sell electrified power units and provide support for mounting the unit in machinery. By doing so, we will assist small construction machinery manufacturers in electrifying their products. As for the promotion of electrified products, we will go a step beyond conventional sales and after-sales services and seek to contribute to the business operation of corporate customers by promoting an improvement in their operational efficiency and helping them to reduce required investment.

2. Zero traffic collision fatalities

Honda will strive for zero traffic collision fatalities involving Honda motorcycles and automobiles globally by 2050. In achieving this goal, Honda has also set a milestone of reducing global traffic collision fatalities involving Honda motorcycles and automobiles by half globally by 2030 compared to calendar year 2020.
To achieve zero traffic collision fatalities, Honda considers traffic safety education activities, developing required infrastructure and engaging the local government to be a challenge, in addition to implementing future safety technologies and strengthening development. We will lead the way in realizing an accident-free society in terms of both hardware and software by promoting the Honda SENSING 360, omni-directional safety and driver-assistance system, and by engaging in activities to provide safety education opportunities for all people.



3. Creating new value

・Providing combined solutions

Honda aims to offer greater value not only with each of its products, but also by linking various products to realize connectivity beyond product domains. For that purpose, Honda considers it an issue to establish technologies and a framework to regard electrified and other products as “user terminals” and seek to connect energy and information stored in each product with the users and society. Honda will work on the establishment of a cross-domain connected platform and creating value. In the areas of electrification technologies, including batteries, as well as software and connectivity technologies, we aim to accelerate development in the future and will make efforts to enhance our development capabilities, which will include strengthening recruitment from outside Honda.

・Expanding into new areas

Honda R&D Co., Ltd., Honda’s research and development subsidiary, is making progress with research on technologies in the skies, the ocean, outer space, and the area of robotics to expand mobility into the 3rd and 4th dimensions, in addition to its advanced technologies aimed at realizing a zero environmental impact society and a collision-free society. We are tackling three specific research themes: eVTOL, Avatar Robot, and taking on a challenge in the space domain. Utilizing our group’s core technologies, such as combustion, electrification,control, and robotics technology, we will take on the challenge of realizing the joy of expanding the possibilities of people’s lives in new areas.

4. Financial strategy

Honda accelerates transformation of our business portfolio through appropriate resource allocation to achieve enhanced corporate value. Honda views the following three themes as issues to realize what we endeavor to do: strengthening business structure, resource investments to accelerate new value creation, and higher capital efficiency.

・Strengthening business structure

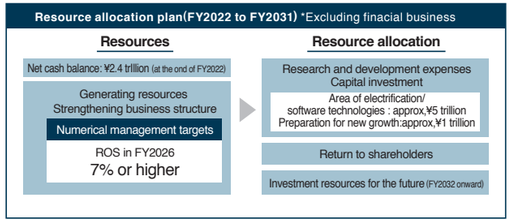
To realize the transformation of its business portfolio, Honda as a whole has worked as one team to strengthen our business structure. The Automobile business has adopted the Honda Architecture, which is designed to integrate platform layouts and share parts, endeavored to optimize our production capacity, and reduced the total number of variations for our global models.
The Motorcycle business strives to standardize specifications and parts beyond categories, displacements and motorcycle classes. These efforts have led to a steady improvement in the earnings structure. The future outlook in the business environment still remains uncertain, with the impact of COVID-19 infections and escalation of geopolitical risks. Nonetheless, by further reinforcing the earnings structure built to date, we aim to achieve return on sales (ROS) (operating margin) of 7.0% or higher in FY2026.

・Resource investments to accelerate new value creation

Honda plans to allocate roughly ¥8 trillion for research and development expenses over the next 10 years from the fiscal year ended March 31, 2022 as a resource investment for the transformation of its business portfolio. This mainly includes about ¥3.5 trillion in the area of electrification and software technologies and about ¥1 trillion for preparation for new growth. In the area of electrification and software technologies, we currently have a plan to invest about ¥1.5 trillion over the next decade from the fiscal year ended March 31, 2022 for the construction of dedicated EV plants, establishment of a battery production joint venture for stable procurement of the amount of batteries, and for other purposes. We expect that the total amount of resource investment in this area, combined with the research and development expenses, will amount to ¥5 trillion.

・Higher capital efficiency

In order to ensure appropriate resource management to support the business portfolio transformation, we will utilize the return on invested capital (ROIC) figures to strengthen our management with a focus on capital cost. In each business, we will utilize optimum management indicators matching the corresponding business structure and work to continuously generate returns exceeding the capital cost. In our business domains other than financing, such as motorcycles, automobiles and power products, we will utilize ROIC to lead the generation of resources for the transformation from the viewpoint of financial management. We aim to maximize profit, which is the numerator of ROIC, while optimizing capital invested, which is its denominator, by thoroughly utilizing assets we own and carefully identifying necessary investments. Through these efforts, we aim to increase the capital efficiency and generate a maximum amount of resources to support our transformation. In distributing profit, we regard returning profit to shareholders as one of the most important management tasks and will make related decisions from a long-term perspective, while taking into consideration internal reserves for future growth and consolidated business results. We will work to pay dividends stably and continuously at the consolidated dividend payout ratio of about 30% and buy back our own shares as appropriate with the goal of improving our capital efficiency and implementing a flexible capital policy.



Initiatives to Support Value Creation

1. Intellectual Capital

Honda aligns development efforts, businesses and activities concerning intellectual properties and standardization and makes strategic resource investments related to intellectual capital in the value creation story. In our intellectual capital utilization process, we invest intellectual capital based on our perception and analysis of the external environment and our own strategies and work to enhance our patent portfolio in new areas. Leveraging our present portfolio, we plan and execute various intellectual property strategies and aim to improve the quality of the value we provide and that of initiatives we undertake.

2. Initiatives Related to Quality

Honda aims for realizing products that offer a new level of outstanding quality. The industry is heading toward an unprecedented turning point concerning response to the environment, safety and intelligence. Honda will accelerate powertrain electrification as well as the introduction of driverassistance technologies for the realization of a collision-free mobile society. We are now working to create new value through open innovation. Moving ahead, Honda aims to reduce problems at all points of customer contact in step with an evolution in mobility and living. Through the pursuit of quality in each domain, we have been advancing our initiatives to realize a new level of outstanding quality.

3. Supply Chain Management

Honda will actively promote sustainable initiatives in cooperation with all its business partners around the world. By doing so, we are seeking to realize a supply chain where Honda co-exists and co-prospers with local communities as “a company society wants to exist”. We have implemented initiatives with consideration for the environment, safety, human rights, compliance and social responsibility, among others, in partnership with our suppliers worldwide. Based on the Honda Philosophy, we engage in business that is fair and equitable with transparency. In addition, we have formulated the Environmental Purchasing Grand Design, which shows the steps toward our priority of attaining a low-carbon society.

Source: 99th period Annual Securities Report Part1 Item 4- Information on the Company

1-2 : Successive Presidents, Vice Presidents, and Chairmen

Successive Presidents

1st President
Soichiro Honda
September 1948-October 1973

2nd President
Kiyoshi Kawashima
October 1973-October 1983

3rd President
Tadashi Kume
October 1983-June 1990

4th President
Nobuhiko Kawamoto
June 1990-June 1998

Successive Vice Presidents

1st Vice Presidents
Takeo Fujisawa
April 1964-October 1973

Kihachiro Kawashima
1974-1979

Michihiro Nishida
1976-1980

Shigeru Shinomiya
1979-1984

Noboru Okamura
1980-1985

Shoichiro Irimajiri
1990-1992

Yoshihide Munekuni
1990-1997

Hideo Sugiura
1979-1982

Shigeru Shinomiya
1979-1984

Koichiro Yoshizawa
1983-1990

Satoshi Okubo
1986-1987

Hiroyuki Yoshino
1992-1998

Koichi Amemiya
1997-2005

Noboru Okamura
1980-1985

Masami Suzuki
1982-1983

Fujio Ishikawa
1986-1988

Hirobumi Nakamura
1989-1990

Kazuo Nakagawa
1989-1990

Successive Chairmen

Hideo Sugiura
1982-1985

Noboru Okamura
1985-1987

Satoshi Okubo
1987-1990

Koichiro Yoshizawa
1990-1993

Successive Presidents

5th President
Hiroyuki Yoshino
June 1998-June 2003

6th President
Takeo Fukui
June 2003-June 2009

7th President
Takanobu Ito
June 2009-June 2015

8th President
Takahiro Hachigo
June 2015-March 2021

9th President
Toshihiro Mibe
April 2021-

Successive Vice Presidents

Koichi Amemiya
1997-2005

Koichi Amemiya
1997-2005

Koichi Kondo
2007-2011

Tetsuo Iwamura
2012-2016

Seiji Kuraishi
2016-2022

Satoshi Aoki
2005-2007

Akio Hamada
2011-2012

Seiji Kuraishi
2016-2022

Kohei Takeuchi
2022-2023

Koichi Kondo
2007-2011

Tetsuo Iwamura
2012-2016

Shinji Aoyama
2023-

Successive Chairmen

Yoshihide Munekuni
1997-2004

Satoshi Aoki
2007-2010

Koichi Kondo
2011-2012

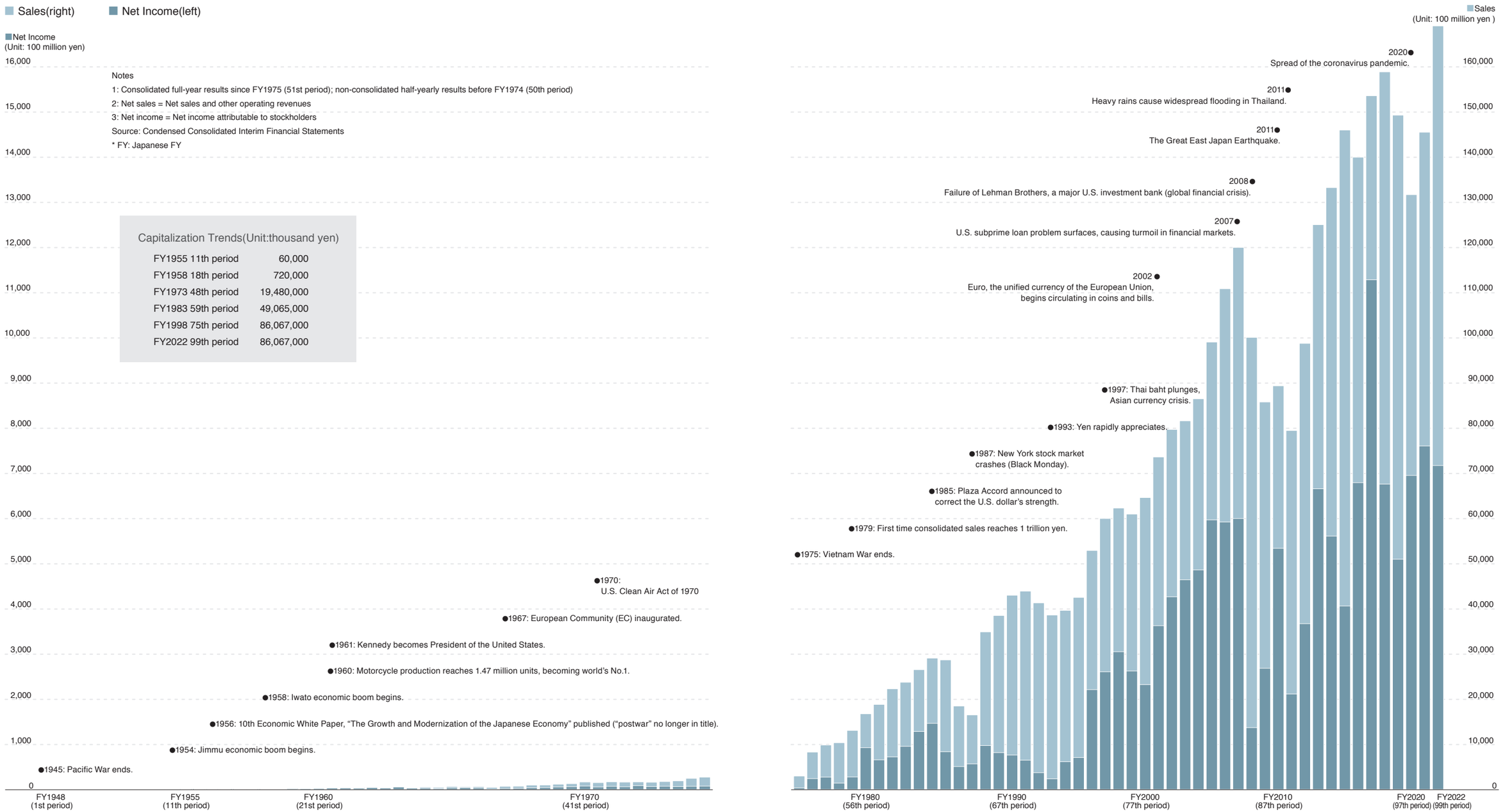
Fumihiko Ike
2013-2016

Toshiaki Mikoshiba
2019-2022

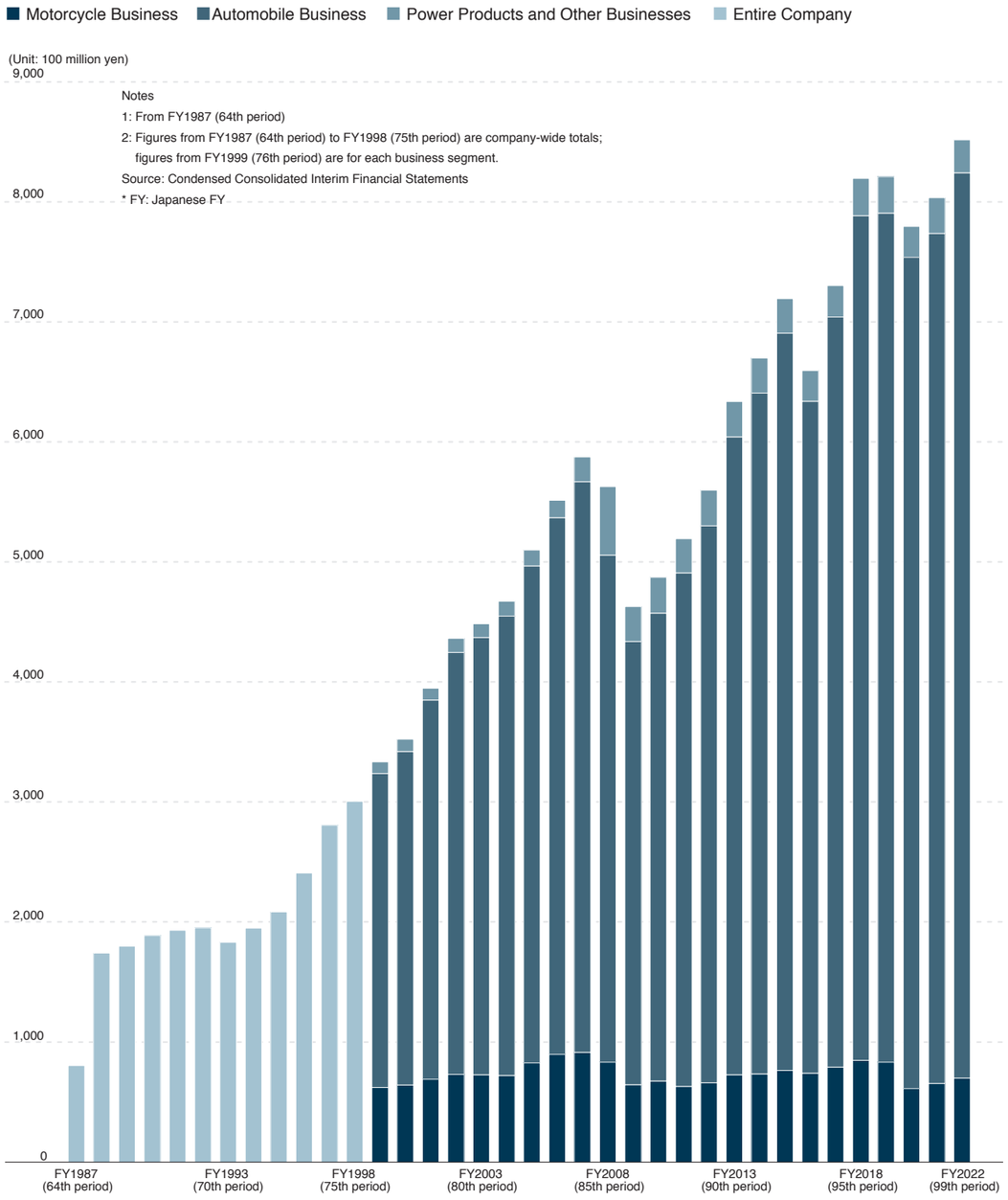
Seiji Kuraishi
2022-

2. Financials

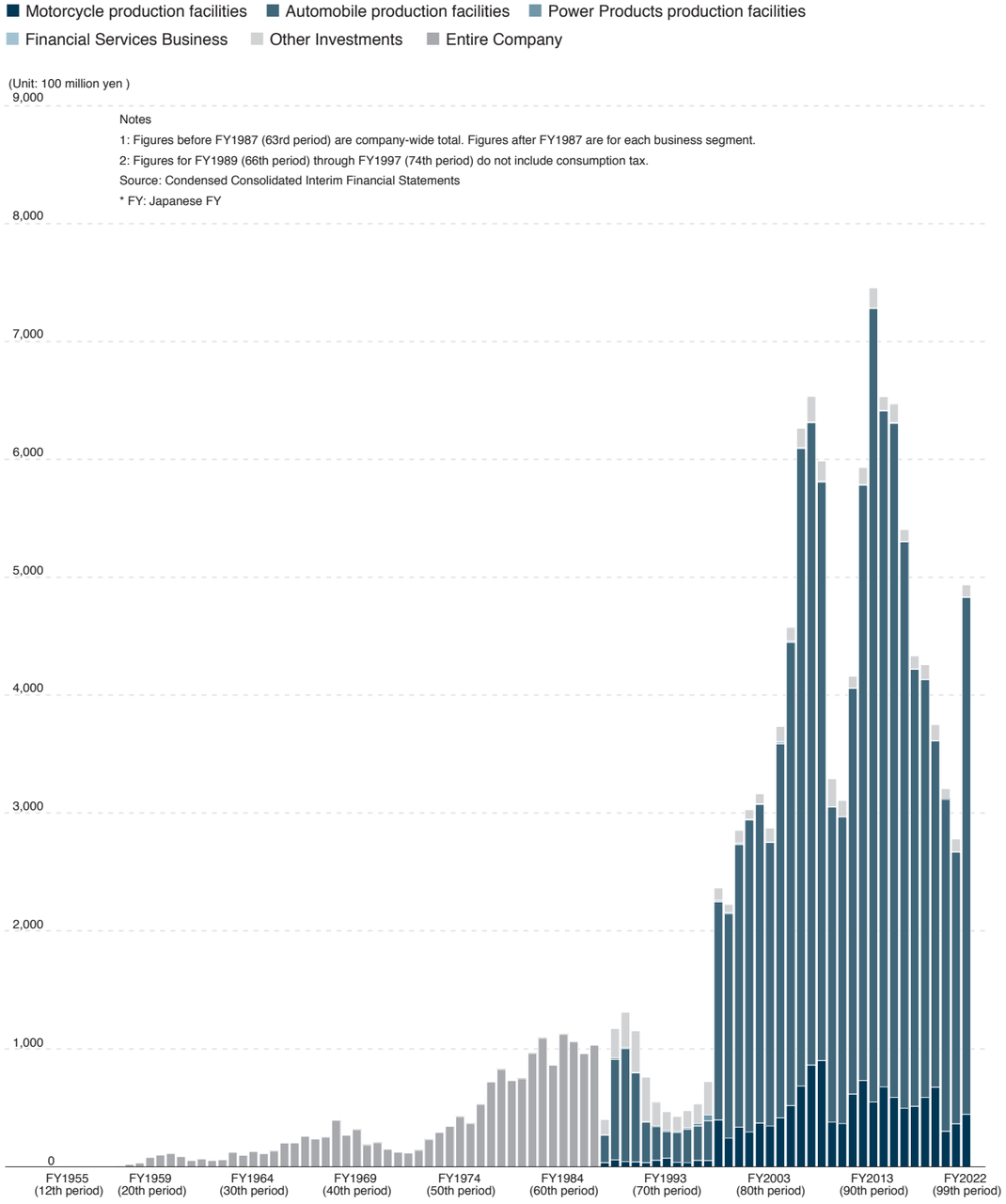
2-1 : Sales/Net Income/Capitalization Trends



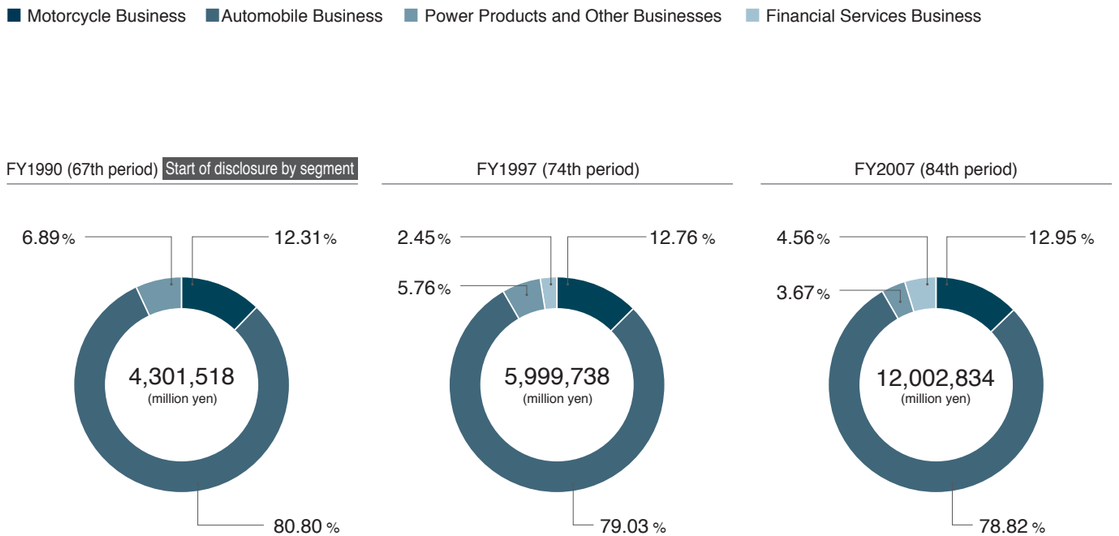
2-2 : Honda Group R&D Expenses

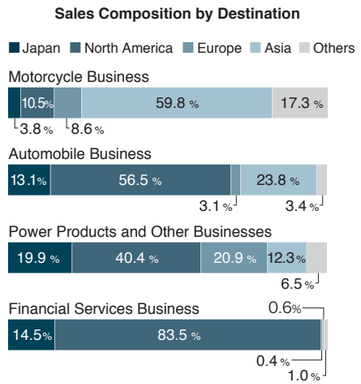


2-3 : Honda Group Capital Expenditure



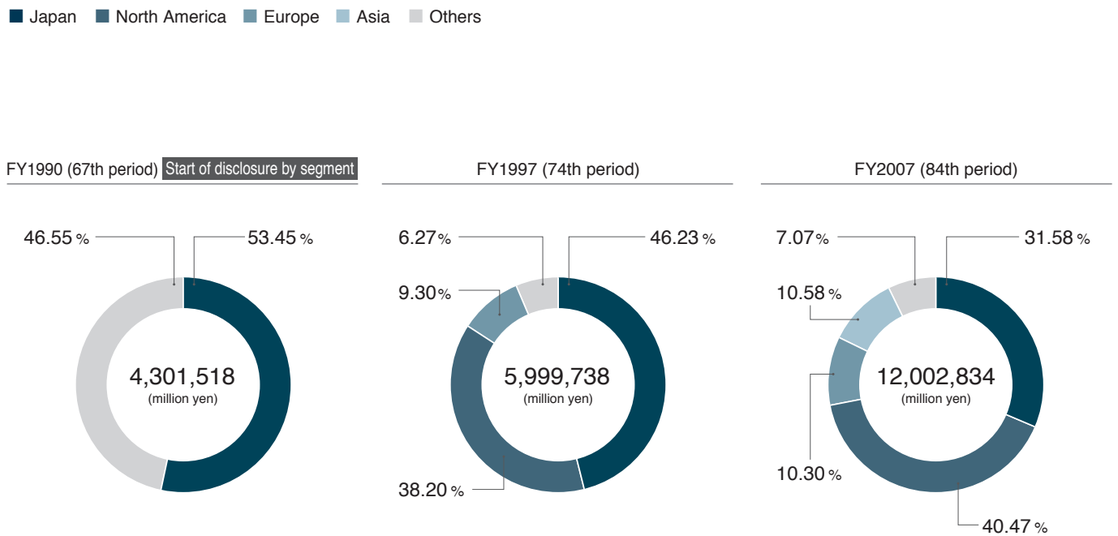
2-4 : Sales Composition by Business Segment





Source: Condensed Consolidated Interim Financial Statements
* FY: Japanese FY

2-5 : Sales Composition by Geographic Segment

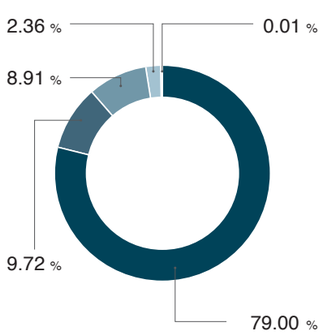


Source: Condensed Consolidated Interim Financial Statements
* FY: Japanese FY

2-6 : Shareholder Trends

■ Individuals and Others ■ Financial Institutions ■ Securities Firms ■ Other Domestic Corporations
■ Foreigners ■ Government and Regional Public Entities

FY1957(16th period)

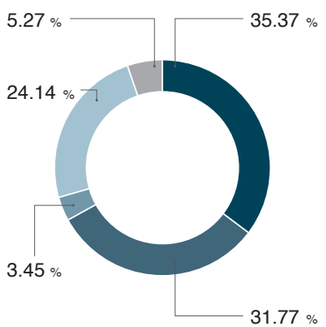


Total number of shares issued 7,200 (thousands)

Major shareholders

Shareholders	Number of Shares Held (thousands)	Percentage
Soichiro Honda	1,181,300	16.41
Takeo Fujisawa	653,300	9.07
Mitsubishi Bank, Ltd.	400,000	5.56
Giichi Masuda	392,700	5.45
Benjiro Honda	340,500	4.73
Yamaichi Securities Co., Ltd.	237,400	3.30
Tokio Marine & Fire Insurance Co., Ltd.	150,000	2.08
Sumitomo Marine & Fire Insurance Co., Ltd.	120,000	1.67
Masahiro Yamada	80,000	1.11
Honda Sales Co.,Ltd	70,000	0.97

FY1972(46th period)

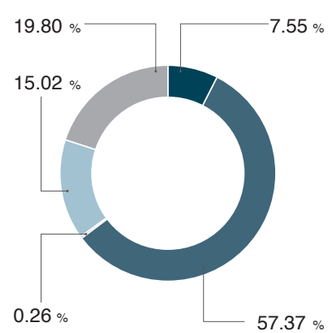


Total number of shares issued 363,600 (thousands)

Major shareholders

Shareholders	Number of Shares Held (thousands)	Percentage
Honda Kosan Co., Ltd.	21,500	5.9
Mitsubishi Bank, Ltd.	16,000	4.4
Mitsubishi Trust and Banking, Ltd.	14,220	3.9
Tokio Marine & Fire Insurance Co., Ltd.	12,000	3.3
Soichiro Honda	9,030	2.5
The Tokai Bank, Ltd.	8,500	2.4
Japan Securities Finance Co.,Ltd.	7,834	2.2
Honda Kaihatsu Kogyo Co.,Ltd.	7,630	2.1
Industrial Bank of Japan, Ltd	7,400	2.0
The Bank of Tokyo, Ltd.	7,300	2.0

FY1997(74th period)

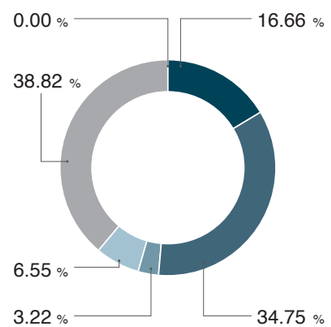


Total number of shares issued 974,414 (thousands)

Major shareholders

Shareholders	Number of Shares Held (thousands)	Percentage
Mitsubishi Trust and Banking, Ltd.	52,766	5.42
Tokyo-Mitsubishi Bank, Ltd.	48,565	4.98
Tokio Marine & Fire Insurance Co., Ltd.	39,271	4.03
The Tokai Bank, Ltd.	37,674	3.87
Asahi Bank, Ltd.	33,013	3.39
Sanwa Bank, Ltd.	33,005	3.39
Meiji Life Insurance Company	28,567	2.93
Japan Securities Finance Co., Ltd.	26,251	2.69
Yasuda Fire and Marine Insurance Co., Ltd.	23,830	2.45
Industrial Bank of Japan, Ltd	22,489	2.31

FY2022(99th period)



Total number of shares issued 1,811,428 (thousands)

Major shareholders

Shareholders	Number of Shares Held (thousands)	Percentage
The Master Trust Bank of Japan, Ltd. (Trust Account)	260,025	15.61
Moxley & Co. LLC	116,835	7.02
Custody Bank of Japan, Ltd. (Trust Account)	103,468	6.21
Meiji Yasuda Life Insurance Company	49,492	2.97
SSBTC CLIENT OMNIBUS ACCOUNT	43,631	2.62
Tokio Marine & Nichido Fire Insurance Co., Ltd.	31,915	1.92
STATE STREET BANK WEST CLIENT – TREATY 505234	29,327	1.76
Nippon Life Insurance Company	28,666	1.72
Northern Trust CO. (AVFC) Re Silchester International Investors International Value Equity Trust	26,328	1.58
JPMorgan Chase Bank 385781	22,752	1.37

Notes

1: Tokyo-Mitsubishi Bank, Ltd. and UFJ Bank, Ltd. merged on January 1, 2006 to become Mitsubishi-UFJ Bank, Ltd.

2: Moxley & Company LLC is the nominee for shares of JPMorgan Chase Bank, the depositary for ADRs (American Depository Receipts)

3: Shares in the name of Japan Securities Depository Center, Inc. are included in the column “Other corporations“

4: Treasury stock is included in the column “Individuals and others”

Source: Condensed Consolidated Interim Financial Statements

* FY: Japanese FY

2-7 : Balance Sheet 1955-1971(Unconsolidated)

Source: Condensed Consolidated Interim Financial Statements

(Unit:thousand yen)

Fiscal Term		11	12	13	14	15	16	17	18	19	20
Fiscal Year		1955		1956		1957		1958		1959	
		55.2.21-8.31	55.9.1-56.2.29	56.3.1-8.31	56.9.1-57.2.28	57.3.1-8.31	57.9.1-58.2.28	58.3.1-8.31	58.9.1-59.2.28	59.3.1-8.31	59.9.1-60.2.29
Assets	Current assets	2,755,029	2,888,814	2,593,810	2,592,348	2,897,768	2,562,812	3,146,039	3,646,577	5,875,898	6,410,379
	Non-fixed assets	1,239,379	1,172,893	1,123,204	1,134,968	1,302,076	1,466,315	1,849,040	2,542,976	3,778,241	5,706,515
	Deferred assets	—	—	—	—	—	—	—	—	—	—
Total assets		3,994,408	4,061,707	3,717,014	3,727,316	4,199,844	4,029,127	4,995,079	6,189,553	9,654,139	12,116,894
Liabilities	Current liabilities	3,458,245	3,256,695	2,825,651	2,799,345	2,864,330	2,744,922	2,912,166	3,053,207	4,585,905	6,306,849
	Non-fixed liabilities	89,534	277,853	231,870	205,018	246,846	102,796	266,289	914,497	1,205,200	1,206,357
	Specific reserves	—	—	—	—	—	—	—	—	—	—
	Total liabilities	3,547,779	3,534,548	3,057,521	3,004,363	3,111,176	2,847,718	3,178,455	3,967,704	5,791,105	7,513,206
Equity	Common stock	60,000	120,000	120,000	120,000	360,000	360,000	720,000	720,000	1,440,000	1,440,000
	Capital surplus	—	28	28	28	92	92	92	92	92	92
	Retained earnings	386,629	407,131	539,465	602,925	728,576	821,317	1,096,532	1,501,757	2,422,942	3,163,596
	Other surplus	—	—	—	—	—	—	—	—	—	—
	Treasury stock	—	—	—	—	—	—	—	—	—	—
	Total valuation and translation adjustments	—	—	—	—	—	—	—	—	—	—
	Total equity	446,629	527,159	659,493	722,953	1,088,668	1,181,409	1,816,624	2,221,849	3,863,034	4,603,688
Total liabilities and equity		3,994,408	4,061,707	3,717,014	3,727,316	4,199,844	4,029,127	4,995,079	6,189,553	9,654,139	12,116,894

(Unit:thousand yen)

Fiscal Term		21	22	23	24	25	26	27	28	29	30
Fiscal Year		1960		1961		1962		1963		1964	
		60.3.1-8.31	60.9.1-61.2.28	61.3.1-8.31	61.9.1-62.2.28	62.3.1-8.31	62.9.1-63.2.28	63.3.1-8.31	63.9.1-64.2.29	64.3.1-8.31	64.9.1-65.2.28
Assets	Current assets	10,214,694	11,535,675	19,001,145	16,735,898	21,244,056	20,533,885	28,131,577	30,741,220	38,870,263	42,033,835
	Non-fixed assets	9,533,345	12,128,198	13,704,476	15,381,311	16,182,585	17,696,779	18,168,560	19,647,400	23,181,691	26,612,517
	Deferred assets	—	—	—	—	—	205,982	102,315	464,739	409,119	360,635
Total assets		19,748,039	23,663,873	32,705,621	32,117,209	37,426,641	38,436,646	46,402,452	50,853,359	62,461,073	69,006,987
Liabilities	Current liabilities	9,613,284	11,417,605	11,392,478	10,810,342	17,829,972	15,392,029	17,275,857	18,876,222	24,119,749	28,197,976
	Non-fixed liabilities	1,412,962	1,860,106	5,255,389	4,553,864	931,507	1,148,532	3,609,187	7,512,648	12,062,621	14,105,924
	Specific reserves	—	—	—	—	—	—	257,000	333,000	545,000	650,500
	Total liabilities	11,026,246	13,277,711	16,647,867	15,364,206	18,761,479	16,540,561	21,142,044	26,721,870	36,727,370	42,954,400
Equity	Common stock	4,320,000	4,320,000	8,640,000	8,640,000	8,640,000	9,090,000	9,090,000	9,090,000	9,090,000	9,090,000
	Capital surplus	92	92	92	92	92	2,068,686	2,068,686	2,068,686	2,068,686	2,068,686
	Retained earnings	4,401,701	6,066,070	7,417,662	8,112,911	10,025,070	10,737,399	14,101,722	12,972,803	14,575,017	14,893,901
	Other surplus	—	—	—	—	—	—	—	—	—	—
	Treasury stock	—	—	—	—	—	—	—	—	—	—
	Total valuation and translation adjustments	—	—	—	—	—	—	—	—	—	—
	Total equity	8,721,793	10,386,162	16,057,754	1,675,003	18,665,162	21,896,085	25,260,408	24,131,489	25,733,703	26,052,587
Total liabilities and equity		19,748,039	23,663,873	32,705,621	32,117,209	37,426,641	38,436,646	46,402,452	50,853,359	62,461,073	69,006,987

(Unit:thousand yen)

Fiscal Term		31	32	33	34	35	36	37	38	39	40
Fiscal Year		1965		1966		1967		1968		1969	
		65.3.1-8.31	65.9.1-66.2.28	66.3.1-8.31	66.9.1-67.2.28	67.3.1-8.31	67.9.1-68.2.29	68.3.1-8.31	68.9.1-69.2.28	69.3.1-8.31	69.9.1-70.2.28
Assets	Current assets	49,698,338	52,360,127	50,647,930	52,918,983	58,255,639	67,023,358	81,408,087	90,012,336	93,621,966	102,630,868
	Non-fixed assets	29,728,678	30,637,584	37,638,025	42,291,113	51,973,425	61,209,413	62,681,418	67,675,191	77,631,571	80,465,739
	Deferred assets	278,680	236,537	197,447	624,713	661,157	864,857	881,117	1,911,292	3,209,324	3,116,143
Total assets		79,705,696	83,234,248	88,483,402	95,834,809	110,890,221	129,097,628	144,970,622	159,598,819	174,462,861	186,212,750
Liabilities	Current liabilities	34,563,454	33,790,704	33,752,825	29,530,721	38,868,532	48,046,317	52,544,732	53,792,130	61,213,283	66,320,014
	Non-fixed liabilities	15,373,147	17,567,800	20,264,732	32,938,732	37,629,907	45,977,950	46,894,340	57,120,982	60,684,862	63,313,487
	Specific reserves	1,017,400	1,148,900	1,971,900	1,481,900	2,287,900	2,413,900	2,666,900	2,464,900	1,296,000	1,296,000
	Total liabilities	50,954,001	52,507,404	55,989,457	63,951,353	78,786,339	96,438,167	102,105,972	113,378,012	123,194,145	130,929,501
Equity	Common stock	9,090,000	9,090,000	9,090,000	9,090,000	9,090,000	9,090,000	18,180,000	18,180,000	18,180,000	18,180,000
	Capital surplus	2,068,686	2,068,686	2,068,686	2,068,686	2,068,686	2,068,685	2,076,187	2,076,187	2,076,187	2,076,187
	Retained earnings	17,593,009	19,568,158	21,335,259	20,724,770	20,945,196	21,500,776	22,608,463	25,964,620	31,012,529	35,027,062
	Other surplus	—	—	—	—	—	—	—	—	—	—
	Treasury stock	—	—	—	—	—	—	—	—	—	—
	Total valuation and translation adjustments	—	—	—	—	—	—	—	—	—	—
	Total equity	28,751,695	30,726,844	32,493,945	31,883,456	32,103,882	32,659,461	42,864,650	46,220,807	51,268,716	55,283,249
Total liabilities and equity		79,705,696	83,234,248	88,483,402	95,834,809	110,890,221	129,097,628	144,970,622	159,598,819	174,462,861	186,212,750

(Unit:thousand yen)

Fiscal Term		41	42	43	44
Fiscal Year		1970		1971	
		70.3.1-8.31	70.9.1-71.2.28	71.3.1-8.31	71.9.1-72.2.29
Assets	Current assets	126,184,925	135,942,478	142,578,657	146,782,028
	Non-fixed assets	82,734,165	87,861,547	90,701,592	102,431,915
	Deferred assets	2,861,278	2,681,558	2,457,625	2,063,968
Total assets		211,780,368	226,485,583	235,737,874	251,277,911
Liabilities	Current liabilities	83,622,496	89,714,962	84,940,618	94,409,050
	Non-fixed liabilities	66,053,944	70,870,325	79,674,521	82,164,290
	Specific reserves	1,417,300	1,828,600	1,459,400	1,546,200
	Total liabilities	151,093,740	162,413,887	166,074,539	178,119,540
Equity	Common stock	18,180,000	18,180,000	18,180,000	18,180,000
	Capital surplus	2,076,187	2,076,187	2,076,187	2,076,187
	Retained earnings	40,430,441	43,815,509	49,407,148	52,902,184
	Other surplus	—	—	—	—
	Treasury stock	—	—	—	—
	Total valuation and translation adjustments	—	—	—	—
	Total equity	60,686,628	64,071,696	69,663,335	73,158,371
Total liabilities and equity		211,780,368	226,485,583	235,737,874	251,277,911

* Fiscal Year:Japanese Fiscal Year

Balance Sheet 1972-2022(Unconsolidated)

Source: Condensed Consolidated Interim Financial Statements

(Unit:million yen)

Fiscal Term		45	46	47	48	49	50	51	52	53	54
Fiscal Year		1972		1973		1974		1975	1976	1977	1978
		72.3.1-8.31	72.9.1-73.2.28	73.3.1-8.31	73.9.1-74.2.28	74.3.1-8.31	74.9.1-75.2.28	75.3.1-76.2.29	76.3.1-77.2.28	77.3.1-78.2.28	78.3.1-79.2.28
Assets	Current assets	142,709	130,144	145,932	171,575	192,346	204,480	220,041	226,403	253,574	246,635
	Non-fixed assets	100,570	104,347	113,381	127,744	139,134	149,776	171,980	200,828	234,650	267,879
	Deferred assets	1,279	1,150	1,342	1,404	1,314	1,111	196	136	97	79
Total assets		244,558	235,641	260,655	300,723	332,794	355,367	392,217	427,367	488,321	514,593
Liabilities	Current liabilities	86,031	77,702	90,897	103,346	126,027	135,558	152,933	185,774	233,023	237,841
	Non-fixed liabilities	78,727	73,788	80,668	89,090	94,641	102,800	114,979	90,242	73,204	84,155
	Specific reserves	1,967	1,808	2,171	2,738	3,207	4,404	4,172	4,854	5,305	5,268
	Total liabilities	166,725	153,298	173,736	195,174	223,875	242,762	272,084	280,870	311,532	327,264
Equity	Common stock	18,180	18,180	18,180	19,480	19,480	24,350	24,350	25,500	29,600	29,600
	Capital surplus	2,076	2,076	2,076	16,376	16,376	11,506	11,506	25,651	39,407	39,407
	Retained earnings	57,577	62,087	66,663	69,693	73,063	76,749	5,389	5,908	6,475	7,041
	Other surplus	—	—	—	—	—	—	78,888	89,438	101,307	111,281
	Treasury stock	—	—	—	—	—	—	—	—	—	—
	Total valuation and translation adjustments	—	—	—	—	—	—	—	—	—	—
	Total equity	77,833	82,343	86,919	105,549	108,919	112,605	120,133	146,497	176,789	187,329
Total liabilities and equity		244,558	235,641	260,655	300,723	332,794	355,367	392,217	427,367	488,321	514,593

(Unit:million yen)

Fiscal Term		55	56	57	58	59	60	61	62	63	64
Fiscal Year		1979	1980	1981	1982	1983	1984	1985	1986	1987	
		79.3.1-80.2.29	80.3.1-81.2.28	81.3.1-82.2.28	82.3.1-83.2.28	83.3.1-84.2.29	84.3.1-85.2.28	85.3.1-86.2.28	86.3.1-87.2.28	87.3.1-9.30	87.10.1-88.3.31
Assets	Current assets	318,064	320,684	406,394	410,995	460,653	413,749	487,957	489,270	526,865	559,367
	Non-fixed assets	288,173	343,923	393,061	474,954	511,811	550,033	623,044	660,323	662,762	672,102
	Deferred assets	51	36	106	186	219	173	130	91	67	51
Total assets		606,288	664,643	799,561	886,135	972,685	963,956	1,111,131	1,149,685	1,189,695	1,231,521
Liabilities	Current liabilities	307,799	320,303	386,789	399,941	422,847	410,126	471,961	486,170	519,422	547,091
	Non-fixed liabilities	72,782	70,037	120,346	141,595	176,725	145,943	193,313	172,522	153,573	141,606
	Specific reserves	4,455	4,138	3,998	—	—	—	—	—	—	—
	Total liabilities	385,036	394,478	511,133	541,537	599,572	556,070	665,274	658,692	672,995	688,698
Equity	Common stock	31,070	36,744	36,907	39,220	49,065	54,582	55,781	57,804	60,133	63,312
	Capital surplus	7,616	8,098	8,867	9,597	10,323	11,296	12,369	13,447	13,996	14,644
	Retained earnings	128,808	151,854	167,756	193,531	208,014	229,774	262,973	293,156	310,054	326,943
	Treasury stock	—	—	—	—	—	—	—	—	—	—
	Total valuation and translation adjustments	—	—	—	—	—	—	—	—	—	—
	Total equity	221,252	270,165	288,428	344,598	373,112	407,886	445,857	490,992	516,699	542,823
Total liabilities and equity		606,288	664,643	799,561	886,135	972,685	963,956	1,111,131	1,149,685	1,189,695	1,231,521

(Unit:million yen)

Fiscal Term		65	66	67	68	69	70	71	72	73	74
Fiscal Year		1988	1989	1990	1991	1992	1993	1994	1995	1996	1997
		88.4.1-89.3.31	89.4.1-90.3.31	90.4.1-91.3.31	91.4.1-92.3.31	92.4.1-93.3.31	93.4.1-94.3.31	94.4.1-95.3.31	95.4.1-96.3.31	96.4.1-97.3.31	97.4.1-98.3.31
Assets	Current assets	565,223	558,297	564,155	565,658	508,109	585,985	609,975	583,563	649,741	656,562
	Non-fixed assets	733,800	812,267	900,394	915,758	923,589	909,083	845,937	847,598	862,877	907,093
	Deferred assets	27	16	10	4	—	—	—	—	—	—
Total assets		1,299,051	1,370,582	1,464,559	1,481,421	1,431,699	1,495,068	1,455,912	1,431,161	1,512,618	1,563,655
Liabilities	Current liabilities	510,951	517,772	504,634	531,610	432,895	397,640	470,659	450,528	525,205	533,926
	Non-fixed liabilities	190,034	190,193	255,525	226,562	258,601	356,658	236,250	218,794	149,043	80,115
	Specific reserves	—	—	—	—	—	—	—	—	—	—
	Total liabilities	700,985	707,966	760,159	758,172	691,496	754,298	706,910	669,322	674,249	614,042
Equity	Common stock	68,894	80,824	85,289	85,359	85,719	85,758	85,964	86,020	86,028	86,067
	Capital surplus	145,044	157,977	162,433	162,503	162,863	162,902	163,107	163,165	163,175	163,214
	Retained earnings	15,772	17,102	18,459	19,820	21,204	21,439	21,491	21,491	21,505	21,508
	Other surplus	368,352	406,711	438,218	455,564	470,415	470,669	478,439	491,160	567,660	678,823
	Treasury stock	—	—	—	—	—	—	—	—	—	—
	Total valuation and translation adjustments	—	—	—	—	—	—	—	—	—	—
	Total equity	598,065	662,615	704,399	723,249	740,202	740,770	749,002	761,838	838,369	949,612
Total liabilities and equity		1,299,051	1,370,582	1,464,559	1,481,421	1,431,699	1,495,068	1,455,912	1,431,161	1,512,618	1,563,655

(Unit:million yen)

Fiscal Term		75	76	77	78	79	80	81	82	83	84
Fiscal Year		1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
		98.4.1-99.3.31	99.4.1-00.3.31	00.4.1-01.3.31	01.4.1-02.3.31	02.4.1-03.3.31	03.4.1-04.3.31	04.4.1-05.3.31	05.4.1-06.3.31	06.4.1-07.3.31	07.4.1-08.3.31
Assets	Current assets	662,098	744,346	659,466	766,973	829,444	964,590	1,011,979	1,119,392	1,150,148	1,151,720
	Non-fixed assets	994,145	1,014,242	1,106,348	1,170,832	1,231,887	1,312,176	1,343,114	1,405,931	1,481,669	1,528,390
	Deferred assets	—	—	—	—	—	—	—	—	—	—
Total assets		1,656,243	1,758,588	1,765,814	1,937,805	2,061,331	2,276,766	2,355,093	2,525,323	2,631,818	2,680,111
Liabilities	Current liabilities	502,989	507,022	496,162	523,785	525,315	586,800	634,227	684,523	718,935	664,950
	Non-fixed liabilities	87,895	38,666	32,965	71,372	114,761	148,865	169,327	105,962	130,783	144,238
	Specific reserves	—	—	—	—	—	—	—	—	—	—
	Total liabilities	590,884	545,689	529,127	595,157	640,077	735,666	803,554	790,486	849,718	809,189
Equity	Common stock	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067
	Capital surplus	163,829	163,829	163,829	168,912	168,912	170,504	170,316	170,313	170,313	170,313
	Retained earnings	21,516	21,516	21,516	21,516	1,201,333	1,393,806	1,274,318	1,438,645	1,511,984	1,657,978
	Other surplus	793,946	941,486	930,061	1,040,337	—	—	—	—	—	—
	Treasury stock	—	—	—	△ 49	△ 56,766	△ 151,665	△ 19,441	△ 29,352	△ 44,769	△ 78,877
	Total valuation and translation adjustments	—	—	35,212	25,864	21,707	42,387	40,278	69,163	58,503	35,439
	Total equity	1,065,359	1,212,899	1,236,686	1,342,648	1,421,254	1,541,100	1,551,538	1,734,837	1,782,099	1,870,921
Total liabilities and equity		1,656,243	1,758,588	1,765,814	1,937,805	2,061,331	2,276,766	2,355,093	2,525,323	2,631,818	2,680,111

(Unit:million yen)

Fiscal Term		85	86	87	88	89	90	91	92	93	94
Fiscal Year		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
		08.4.1-09.3.31	09.4.1-10.3.31	10.4.1-11.3.31	11.4.1-12.3.31	12.4.1-13.3.31	13.4.1-14.3.31	14.4.1-15.3.31	15.4.1-16.3.31	16.4.1-17.3.31	17.4.1-18.3.31
Assets	Current assets	925,520	880,494	966,667	1,070,034	1,004,300	1,013,451	1,154,033	1,233,512	1,225,972	1,209,404
	Non-fixed assets	1,595,760	1,658,790	1,509,316	1,539,801	1,559,023	1,608,002	1,613,421	1,594,763	1,597,082	1,639,623
	Deferred assets	—	—	—	—	—	—	—	—	—	—
Total assets		2,521,280	2,539,284	2,475,984	2,609,835	2,563,324	2,621,454	2,767,455	2,828,275	2,823,055	2,849,028
Liabilities	Current liabilities	705,826	463,604	449,239	710,748	626,429	556,707	571,639	764,085	688,444	619,422
	Non-fixed liabilities	167,081	239,334	234,889	164,540	173,413	169,538	211,294	202,543	186,966	151,405
	Specific reserves	—	—	—	—	—	—	—	—	—	—
	Total liabilities	872,907	702,938	684,129	875,288	799,843	726,245	782,933	966,628	875,410	770,828
Equity	Common stock	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067
	Capital surplus	170,313	170,313	170,313	170,313	170,313	170,314	170,314	170,314	170,314	170,314
	Retained earnings	1,458,562	1,629,466	1,536,491	1,474,633	1,499,582	1,620,128	1,692,842	1,586,153	1,657,030	1,866,271
	Other surplus	—	—	—	—	—	—	—	—	—	—
	Treasury stock	△ 78,854	△ 78,872	△ 26,209	△ 26,215	△ 26,222	△ 26,247	△ 26,263	△ 26,276	△ 26,286	△ 113,369
	Total valuation and translation adjustments	12,284	29,371	25,192	29,747	33,740	44,945	61,560	45,389	60,519	68,916
	Total equity	1,648,373	1,836,346	1,791,854	1,734,546	1,763,480	1,895,208	1,984,521	1,861,647	1,947,645	2,078,199
Total liabilities and equity		2,521,280	2,539,284	2,475,984	2,609,835	2,563,324	2,621,454	2,767,455	2,828,275	2,823,055	2,849,028

(Unit:million yen)

Fiscal Term		95	96	97	98	99
Fiscal Year		2018	2019	2020	2021	2022
		18.4.1-19.3.31	19.4.1-20.3.31	20.4.1-21.3.31	21.4.1-22.3.31	22.4.1-23.3.31
Assets	Current assets	1,354,578	1,547,561	1,520,594	2,092,288	2,375,832
	Non-fixed assets	1,627,528	1,578,859	1,862,838	1,828,468	1,940,811
	Deferred assets	—	—	—	—	—
Total assets		2,982,107	3,126,421	3,383,432	3,920,756	4,316,643
Liabilities	Current liabilities	689,288	701,632	703,766	723,467	814,414
	Non-fixed liabilities	131,475	204,762	208,982	483,857	510,966
	Specific reserves	—	—	—	—	—
	Total liabilities	820,763	906,395	912,748	1,207,324	1,325,381
Equity	Common stock	86,067	86,067	86,067	86,067	86,067
	Capital surplus	170,314	170,314	170,314	170,936	170,936
	Retained earnings	2,034,202	2,210,434	2,438,715	2,735,630	3,150,456
	Other surplus	—	—	—	—	—
	Treasury stock	△ 177,925	△ 274,037	△ 273,883	△ 328,401	△ 485,023
	Total valuation and translation adjustments	48,683	27,246	49,469	49,198	68,825
	Total equity	2,161,343	2,220,025	2,470,683	2,713,431	2,991,262
Total liabilities and equity		2,982,107	3,126,421	3,383,432	3,920,756	4,316,643

* Fiscal Year:Japanese Fiscal Year

Balance Sheet 1975-2013(Consolidated)

Source: Condensed Consolidated Interim Financial Statements

(Unit:million yen)

Fiscal Term		51	52	53	54	55	56	57	58	59	60
Fiscal Year		1975	1976	1977	1978	1979	1980	1981	1982	1983	1984
		75.3.1-76.2.29	76.3.1-77.2.28	77.3.1-78.2.28	78.3.1-79.2.28	79.3.1-80.2.29	80.3.1-81.2.28	81.3.1-82.2.28	82.3.1-83.2.28	83.3.1-84.2.29	84.3.1-85.2.28
Assets	Current assets	389,202	380,449	422,485	459,204	593,275	616,072	746,912	783,939	852,471	818,425
	Non-current assets	—	—	—	—	—	—	—	—	—	—
	Long-term receivables	6,224	7,672	8,314	10,593	9,233	10,594	12,087	13,342	13,612	10,216
	Investments and loans receivable	29,162	34,245	39,101	48,184	48,814	56,103	61,429	73,364	82,269	193,285
	Equipment on operating leases	—	—	—	—	—	—	—	—	—	—
	Property, plant and equipment	130,881	147,661	179,817	213,897	238,219	288,741	346,662	443,631	472,499	520,452
	Deferred assets	1,941	2,062	3,117	3,076	—	—	—	—	—	—
	Other Assets	—	—	—	—	—	—	5,149	7,752	6,824	7,490
Total assets		557,410	572,089	652,834	734,954	893,247	976,005	1,172,239	1,322,028	1,427,675	1,549,868
Liabilities	Current liabilities	331,710	337,586	396,223	456,477	586,558	548,987	648,873	669,643	641,891	618,809
	Non-Current liabilities	—	—	—	—	—	—	—	—	—	—
	Long-term debt	114,522	90,352	72,333	88,938	79,357	82,648	133,868	160,887	198,189	181,855
	Allowance for retirement benefits	1,236	1,408	1,435	1,555	1,686	2,288	2,394	2,975	3,155	4,006
	Other liabilities	—	—	—	—	—	—	—	—	—	—
	Deferred tax	5,340	4,242	5,143	1,520	312	4,882	5,740	8,030	11,963	17,155
	Total liabilities	452,808	433,588	475,134	548,490	667,913	638,805	790,875	841,535	855,198	821,825
Equity	Common stock	24,350	25,500	29,600	29,600	31,070	36,744	36,907	39,220	49,065	54,582
	Capital surplus	11,506	24,496	37,060	37,060	52,110	72,140	73,602	101,384	104,931	110,781
	Retained earnings	5,452	5,994	6,598	7,192	7,783	8,289	9,164	9,912	10,654	11,617
	Retained earnings	63,294	82,511	104,442	112,612	134,371	220,027	277,481	341,574	427,308	545,126
	Treasury stock	—	—	—	—	—	—	—	—	—	—
	Other components of equity	—	—	—	—	—	—	—	—	—	—
	Non-controlling interests	—	—	—	—	—	—	—	—	—	—
	Foreign currency translation adjustments	—	—	—	—	—	—	△ 15,790	△ 11,597	△ 19,481	5,937
	Unrealized gains on equity securities	—	—	—	—	—	—	—	—	—	—
	Minimum pension liability adjustments	—	—	—	—	—	—	—	—	—	—
	Accumulated other comprehensive income	—	—	—	—	—	—	—	—	—	—
	Total equity	104,602	138,501	177,700	186,464	225,334	337,200	381,364	480,493	572,477	728,043
Total liabilities and equity		557,410	572,089	652,834	734,954	893,247	976,005	1,172,239	1,322,028	1,427,675	1,549,868
Equity attributable to owners of the parent		—	—	—	—	—	—	—	—	—	—

(Unit:million yen)

Fiscal Term		61	62	63	64	65	66	67	68	69	70
Fiscal Year		1985	1986	1987		1988	1989	1990	1991	1992	1993
		85.3.1-86.2.28	86.3.1-87.2.28	87.3.1-9.30	87.10.1-88.3.31	88.4.1-89.3.31	89.4.1-90.3.31	90.4.1-91.3.31	91.4.1-92.3.31	92.4.1-93.3.31	93.4.1-94.3.31
Assets	Current assets	841,737	862,290	902,625	934,115	1,269,160	1,539,738	1,442,950	1,496,333	1,368,844	1,420,089
	Non-current assets	—	—	—	—	—	—	—	—	—	—
	Long-term receivables	11,088	10,652	9,222	—	—	—	174,995	301,545	376,779	328,861
	Investments and loans receivable	170,083	119,799	129,790	138,578	117,447	156,578	200,060	200,387	212,294	208,224
	Equipment on operating leases	—	—	—	—	—	—	—	—	—	—
	Property, plant and equipment	639,704	687,817	684,072	689,769	866,095	1,076,000	1,077,461	1,096,908	1,008,196	919,610
	Deferred assets	—	—	—	—	—	—	—	—	—	—
	Other Assets	12,738	13,927	13,554	22,353	31,747	71,359	57,862	49,983	46,783	44,300
Total assets		1,675,350	1,694,485	1,739,263	1,784,815	2,284,449	2,843,675	2,953,328	3,145,156	3,012,896	2,921,084
Liabilities	Current liabilities	669,572	708,545	740,305	803,335	1,047,370	1,332,203	1,317,217	1,348,999	1,308,831	1,243,192
	Non-Current liabilities	—	—	—	—	—	—	—	—	—	—
	Long-term debt	213,083	202,585	183,927	169,461	301,572	379,716	501,183	589,899	569,479	612,511
	Allowance for retirement benefits	2,635	2,436	2,335	—	—	—	—	—	—	—
	Other liabilities	—	—	—	—	—	—	—	63,283	74,368	76,995
	Deferred tax	28,582	27,955	32,926	32,342	34,049	47,180	47,221	40,245	29,351	21,041
	Total liabilities	913,872	941,521	959,493	1,005,138	1,382,991	1,759,099	1,865,621	2,042,426	1,982,029	1,953,739
Equity	Common stock	55,781	57,804	60,133	63,312	68,894	80,824	85,289	85,359	85,719	85,758
	Capital surplus	116,787	127,665	130,925	147,714	155,790	167,483	171,886	171,903	171,952	171,948
	Retained earnings	12,700	13,689	14,317	—	16,543	18,020	19,605	21,838	23,537	24,173
	Retained earnings	679,814	751,730	796,445	852,014	936,471	1,003,383	1,064,507	1,113,534	1,130,226	1,139,658
	Treasury stock	—	—	—	—	—	—	—	—	—	—
	Other components of equity	—	—	—	—	—	—	—	—	—	—
	Non-controlling interests	—	—	—	—	—	—	—	—	—	—
	Foreign currency translation adjustments	△ 103,604	△ 197,924	△ 222,050	△ 283,363	△ 276,240	△ 185,134	△ 253,580	△ 289,904	△ 380,567	△ 454,192
	Unrealized gains on equity securities	—	—	—	—	—	—	—	—	—	—
	Minimum pension liability adjustments	—	—	—	—	—	—	—	—	—	—
	Accumulated other comprehensive income	—	—	—	—	—	—	—	—	—	—
	Total equity	761,478	752,964	779,770	779,677	901,458	1,084,576	1,087,707	1,102,730	1,030,867	967,345
Total liabilities and equity		1,675,350	1,694,485	1,739,263	1,784,815	2,284,449	2,843,675	2,953,328	3,145,156	3,012,896	2,921,084
Equity attributable to owners of the parent		—	—	—	—	—	—	—	—	—	—

(Unit:million yen)

Fiscal Term		71	72	73	74	75	76	77	78	79	80
Fiscal Year		1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
		94.4.1-95.3.31	95.4.1-96.3.31	96.4.1-97.3.31	97.4.1-98.3.31	98.4.1-99.3.31	99.4.1-00.3.31	00.4.1-01.3.31	01.4.1-02.3.31	02.4.1-03.3.31	03.4.1-04.3.31
Assets	Current assets	1,367,377	1,636,695	1,961,249	2,297,402	2,369,853	2,455,711	2,598,936	3,088,344	3,292,360	3,653,254
	Non-current assets	—	—	—	—	—	—	—	—	—	—
	Long-term receivables	369,217	519,498	750,891	923,353	1,026,360	878,242	1,304,994	1,808,861	2,230,020	2,265,874
	Investments and loans receivable	342,547	369,008	376,602	364,188	377,116	389,094	376,187	395,495	412,971	541,066
	Equipment on operating leases	—	—	—	—	—	—	—	—	—	—
	Property, plant and equipment	886,650	926,953	1,036,482	1,163,980	1,147,361	1,121,040	1,254,623	1,389,713	1,394,343	1,435,531
	Deferred assets	—	—	—	—	—	—	—	—	—	—
	Other Assets	48,619	63,959	66,070	66,342	113,557	54,341	132,669	258,382	351,597	433,043
Total assets		3,014,410	3,516,113	4,191,294	4,815,265	5,034,247	4,898,428	5,667,409	6,940,795	7,681,291	8,328,768
Liabilities	Current liabilities	1,262,282	1,517,537	1,808,702	2,212,789	2,265,196	2,202,311	2,761,257	3,110,059	3,122,390	3,334,819
	Non-Current liabilities	—	—	—	—	—	—	—	—	—	—
	Long-term debt	589,537	656,461	734,255	677,750	673,084	574,566	368,173	716,614	1,140,182	1,394,612
	Allowance for retirement benefits	—	—	—	—	—	—	—	—	—	—
	Other liabilities	73,563	120,236	259,907	316,812	332,112	191,178	307,688	540,181	788,999	724,937
	Deferred tax	71,566	77,339	—	—	—	—	—	—	—	—
	Total liabilities	1,996,948	2,371,573	2,802,864	3,207,351	3,270,392	2,968,055	3,437,118	4,366,854	5,051,571	5,454,368
Equity	Common stock	85,964	86,020	86,028	86,067	86,067	86,067	86,067	86,067	86,067	86,067
	Capital surplus	171,917	171,910	171,910	171,914	172,529	172,529	172,529	172,529	172,529	172,719
	Retained earnings	24,664	25,125	25,668	26,404	26,828	27,545	27,929	28,969	29,391	32,418
	Retained earnings	1,187,057	1,243,759	1,450,744	1,694,070	1,977,613	2,218,848	2,428,293	2,765,600	3,161,664	3,589,434
	Treasury stock	—	—	—	—	—	—	—	△ 49	△ 56,766	△ 151,665
	Other components of equity	—	—	—	—	—	—	—	—	—	—
	Non-controlling interests	—	—	—	—	—	—	—	—	—	—
	Foreign currency translation adjustments	△ 494,924	△ 421,784	△ 320,440	△ 314,885	—	—	—	—	—	—
	Unrealized gains on equity securities	42,784	57,850	34,218	21,135	—	—	—	—	—	—
	Minimum pension liability adjustments	—	△ 18,340	△ 59,698	△ 76,791	—	—	—	—	—	—
	Accumulated other comprehensive income	—	—	—	—	△ 499,182	△ 574,616	△ 484,527	△ 479,175	△ 763,165	△ 854,573
	Total equity	1,017,462	1,144,540	1,388,430	1,607,914	1,763,855	1,930,373	2,230,291	2,573,941	2,629,720	2,874,400
Total liabilities and equity		3,014,410	3,516,113	4,191,294	4,815,265	5,034,247	4,898,428	5,667,409	6,940,795	7,681,291	8,328,768
Equity attributable to owners of the parent		—	—	—	—	—	—	—	—	—	—

(Unit:million yen)

Fiscal Term		81	82	83	84	85	86	87	88	89	90
Fiscal Year		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
		04.4.1-05.3.31	05.4.1-06.3.31	06.4.1-07.3.31	07.4.1-08.3.31	08.4.1-09.3.31	09.4.1-10.3.31	10.4.1-11.3.31	11.4.1-12.3.31	12.4.1-13.3.31	13.4.1-14.3.31
Assets	Current assets	4,008,742	4,575,603	5,192,609	5,231,568	4,621,178	4,613,724	4,690,047	4,739,086	5,323,053	5,771,266
	Non-current assets	—	—	—	—	—	—	—	—	—	—
	Long-term receivables	2,623,909	2,982,425	3,039,826	2,707,820	2,400,282	2,361,335	2,348,913	2,364,393	2,788,135	3,317,553
	Investments and loans receivable	614,590	707,453	751,947	771,922	639,069	642,681	639,932	623,607	668,790	817,927
	Equipment on operating leases	—	—	336,209	918,972	1,287,799	1,308,147	1,357,632	1,472,757	1,843,132	2,236,721
	Property, plant and equipment	1,584,252	1,815,267	2,078,728	2,201,299	2,147,721	2,086,663	1,939,356	1,973,458	2,399,530	2,818,432
	Deferred assets	—	—	—	—	—	—	—	—	—	—
	Other Assets	485,477	550,652	637,181	783,962	722,868	616,565	594,994	614,298	612,717	660,132
Total assets		9,316,970	10,631,400	12,036,500	12,615,543	11,818,917	11,629,115	11,570,874	11,787,599	13,635,357	15,622,031
Liabilities	Current liabilities	3,748,564	3,493,667	4,287,527	4,672,336	4,237,368	3,419,130	3,568,192	3,579,759	4,089,004	4,711,329
	Non-Current liabilities	—	—	—	—	—	—	—	—	—	—
	Long-term debt	1,559,500	1,879,000	1,905,743	1,836,652	1,932,637	2,313,035	2,043,240	2,235,001	2,710,845	3,234,066
	Allowance for retirement benefits	—	—	—	—	—	—	—	—	—	—
	Other liabilities	719,612	1,045,523	1,237,712	1,414,270	1,518,568	1,440,520	1,376,530	1,454,937	1,630,085	1,563,238
	Deferred tax	—	—	—	—	—	—	—	—	—	—
	Total liabilities	6,027,676	6,418,190	7,430,982	7,923,258	7,688,573	7,172,685	6,987,962	7,269,697	8,429,934	9,508,633
Equity	Common stock	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067
	Capital surplus	172,531	172,529	172,529	172,529	172,529	172,529	172,529	172,529	171,117	171,117
	Retained earnings	34,688	35,811	37,730	39,811	43,965	45,463	46,330	47,184	47,583	49,276
	Retained earnings	3,809,383	4,267,886	4,654,890	5,106,197	5,099,267	5,304,473	5,666,539	5,758,641	6,001,649	6,431,682
	Treasury stock	△ 19,441	△ 29,356	△ 41,439	△ 71,927	△ 71,712	△ 71,730	△ 26,110	△ 26,117	△ 26,124	△ 26,149
	Other components of equity	—	—	—	—	—	—	—	—	—	—
	Non-controlling interests	—	—	—	—	123,056	127,790	132,937	125,676	161,923	194,419
	Foreign currency translation adjustments	—	—	—	—	—	—	—	—	—	—
	Unrealized gains on equity securities	—	—	—	—	—	—	—	—	—	—
	Minimum pension liability adjustments	—	—	—	—	—	—	—	—	—	—
	Accumulated other comprehensive income	△ 793,934	△ 407,187	△ 427,166	△ 782,198	△ 1,322,828	△ 1,208,162	△ 1,495,380	△ 1,646,078	△ 1,236,792	△ 793,014
	Total equity	3,289,294	4,125,750	4,482,611	4,550,479	4,130,344	4,456,430	4,582,912	4,517,902	5,205,423	6,113,398
Total liabilities and equity		9,316,970	10,631,400	12,036,500	12,615,543	11,818,917	11,629,115	11,570,874	11,787,599	13,635,357	15,622,031
Equity attributable to owners of the parent		—	—	—	—	—	—	—	—	—	39.5%

* Fiscal Year:Japanese Fiscal Year

Balance Sheet　2014-2022(Consolidated)

Source: Condensed Consolidated Interim Financial Statements　(Unit:million yen)

Fiscal Term		91	92	93	94	95	96	97	98	99
Fiscal Year		2014 14.4.1-15.3.31	2015 15.4.1-16.3.31	2016 16.4.1-17.3.31	2017 17.4.1-18.3.31	2018 18.4.1-19.3.31	2019 19.4.1-20.3.31	2020 20.4.1-21.3.31	2021 21.4.1-22.3.31	2022 22.4.1-23.3.31
Assets	Current assets	6,296,140	6,241,626	6,555,467	6,925,288	7,347,294	7,301,010	7,579,091	8,841,425	9,578,348
	Non-current assets	12,129,697	11,987,668	12,402,656	12,423,876	13,071,828	13,160,455	14,341,939	15,131,728	15,091,719
	Long-term receivables	—	—	—	—	—	—	—	—	—
	Investments and loans receivable	—	—	—	—	—	—	—	—	—
	Equipment on operating leases	—	—	—	—	—	—	—	—	—
	Property, plant and equipment	—	—	—	—	—	—	—	—	—
	Deferred assets	—	—	—	—	—	—	—	—	—
	Other Assets	—	—	—	—	—	—	—	—	—
Total assets		18,425,837	18,229,294	18,958,123	19,349,164	20,419,122	20,461,465	21,921,030	23,973,153	24,670,067
Liabilities	Current liabilities	5,301,054	5,470,351	5,428,842	5,624,099	5,981,124	5,790,088	5,715,457	6,004,399	6,652,124
	Non-Current liabilities	5,741,962	5,727,155	5,959,655	5,490,970	5,872,208	6,385,354	6,832,734	7,196,208	6,515,652
	Long-term debt	—	—	—	—	—	—	—	—	—
	Allowance for retirement benefits	—	—	—	—	—	—	—	—	—
	Other liabilities	—	—	—	—	—	—	—	—	—
	Deferred tax	—	—	—	—	—	—	—	—	—
	Total liabilities	11,043,016	11,197,506	11,388,497	11,115,069	11,853,332	12,175,442	12,548,191	13,200,607	13,167,776
Equity	Common stock	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067	86,067
	Capital surplus	171,118	171,118	171,118	171,118	171,460	171,823	172,049	185,495	185,589
	Retained earnings	—	—	—	—	—	—	—	—	—
	Retained earnings	6,083,573	6,194,311	6,712,894	7,611,332	7,973,637	8,142,948	8,901,266	9,539,133	9,980,128
	Treasury stock	△ 26,165	△ 26,178	△ 26,189	△ 113,271	△ 177,827	△ 273,940	△ 273,786	△ 328,309	△ 484,931
	Other components of equity	794,034	336,115	351,406	178,292	214,383	△ 114,639	196,710	990,438	1,417,397
	Non-controlling interests	274,194	270,355	274,330	300,557	298,070	273,764	290,533	299,722	318,041
	Foreign currency translation adjustments	—	—	—	—	—	—	—	—	—
	Unrealized gains on equity securities	—	—	—	—	—	—	—	—	—
	Minimum pension liability adjustments	—	—	—	—	—	—	—	—	—
	Accumulated other comprehensive income	—	—	—	—	—	—	—	—	—
	Total equity	7,382,821	7,031,788	7,569,626	8,234,095	8,565,790	8,286,023	9,372,839	10,772,546	11,502,291
Total liabilities and equity		18,425,837	18,229,294	18,958,123	19,349,164	20,419,122	20,461,465	21,921,030	23,973,153	24,670,067
Equity attributable to owners of the parent		38.6%	37.1%	38.5%	41.0%	40.5%	39.2%	41.4%	43.7%	45.3%

* Fiscal Year:Japanese Fiscal Year

Notes

1: Unit: thousands of yen for FY1955 (11th period) through FY1971 (44th period)
Unit: millions of yen from FY1972 (45th period) (consolidated financial statements are from the 51st period)

3: No consolidated financial statements for periods after FY1975 (51st period) for which the consolidated balance sheets are blank.

4: From FY2014 (91st period), information on the transition date and FY2013 (90th period), which are compared with FY2014 (91st period), are also prepared in accordance with IFRS.

5: “Retained earnings” in the consolidated “Shareholders Equity” for FY1975 (51st period) and FY1986 (52nd period) is the sum of appropriated and unappropriated retained earnings.

6: “Total liabilities and equity (net assets)” in the consolidated FY2005 (82nd period) to FY2007 (84th period) include minority interests.

* FY: Japanese FY

2-8 : Income Statement 1955-2022(Unconsolidated)

Source: Condensed Consolidated Interim Financial Statements

(Unit:thousand yen)

Fiscal Term	11	12	13	14	15	16	17	18	19	20
Fiscal Year	1955		1956		1957		1958		1959	
	55.2.21-8.31	55.9.1-56.2.29	56.3.1-8.31	56.9.1-57.2.28	57.3.1-8.31	57.9.1-58.2.28	58.3.1-8.31	58.9.1-59.2.28	59.3.1-8.31	59.9.1-60.2.29
Sales revenue / Net sales	2,803,876	2,720,811	3,817,094	4,065,155	4,956,490	4,827,254	5,840,558	8,347,074	11,341,319	14,824,060
Operating profit	172,425	105,138	439,071	348,917	401,578	334,215	670,061	1,034,659	1,612,516	1,860,300
Ordinary profit	—	—	—	—	—	—	—	—	—	—
Profit before income taxes	—	—	—	—	—	—	—	—	—	—
Profit for the year / Net Income	105,188	86,716	243,003	219,337	291,609	274,952	580,165	899,647	1,505,999	1,615,257

(Unit:thousand yen)

Fiscal Term	21	22	23	24	25	26	27	28	29	30
Fiscal Year	1960		1961		1962		1963		1964	
	60.3.1-8.31	60.9.1-61.2.28	61.3.1-8.31	61.9.1-62.2.28	62.3.1-8.31	62.9.1-63.2.28	63.3.1-8.31	63.9.1-64.2.29	64.3.1-8.31	64.9.1-65.2.28
Sales revenue / Net sales	21,061,660	28,065,894	30,212,136	27,700,410	33,886,051	30,666,382	41,329,925	41,876,369	52,583,946	45,352,442
Operating profit	2,601,291	3,897,231	3,870,295	3,174,400	4,770,257	3,559,804	5,716,652	4,632,757	4,844,764	2,747,303
Ordinary profit	—	—	—	—	—	—	—	—	—	—
Profit before income taxes	—	—	—	—	—	—	5,419,365	4,357,257	4,350,852	2,469,988
Profit for the year / Net Income	2,191,655	3,263,612	3,364,396	2,696,096	4,052,594	3,341,497	5,419,365	2,977,257	3,114,852	1,859,988

(Unit:thousand yen)

Fiscal Term	31	32	33	34	35	36	37	38	39	40
Fiscal Year	1965		1966		1967		1968		1969	
	65.3.1-8.31	65.9.1-66.2.28	66.3.1-8.31	66.9.1-67.2.28	67.3.1-8.31	67.9.1-68.2.29	68.3.1-8.31	68.9.1-69.2.28	69.3.1-8.31	69.9.1-70.2.28
Sales revenue / Net sales	65,476,321	58,270,367	61,091,337	45,754,021	69,501,583	71,678,022	96,121,789	97,749,106	116,397,368	128,498,095
Operating profit	6,204,776	5,870,267	4,626,870	659,802	3,724,685	4,962,715	7,493,722	7,937,636	6,786,294	10,048,334
Ordinary profit	—	—	—	—	—	—	—	—	—	—
Profit before income taxes	5,622,579	5,691,203	4,378,955	△ 79,785	2,554,878	3,617,686	5,238,313	5,319,815	6,176,309	7,446,733
Profit for the year / Net Income	3,612,579	3,946,203	3,504,955	△ 79,785	2,394,878	2,672,686	3,980,313	4,459,815	5,597,309	6,129,733

(Unit:thousand yen)

Fiscal Term	41	42	43
Fiscal Year	1970		1971
	70.3.1-8.31	70.9.1-71.2.28	71.3.1-8.31
Sales revenue / Net sales	164,818,622	151,513,047	169,876,508
Operating profit	10,388,526	8,024,368	8,155,963
Ordinary profit	—	—	—
Profit before income taxes	9,852,483	6,579,632	8,687,169
Profit for the year / Net Income	7,695,483	5,624,632	8,006,517

(Unit:million yen)

Fiscal Term	44	45	46	47	48	49	50	51	52	53
Fiscal Year	1971	1972		1973		1974		1975	1976	1977
	71.9.1-72.2.29	72.3.1-8.31	72.9.1-73.2.28	73.3.1-8.31	73.9.1-74.2.28	74.3.1-8.31	74.9.1-75.2.28	75.3.1-76.2.29	76.3.1-77.2.28	77.3.1-78.2.28
Sales revenue / Net sales	163,055	166,718	160,984	174,936	191,841	245,553	274,344	563,805	668,677	849,635
Operating profit	7,210	9,659	8,500	5,964	6,329	7,014	10,977	26,930	37,983	40,133
Ordinary profit	—	—	—	—	—	—	—	24,760	32,947	35,978
Profit before income taxes	7,687	10,870	9,597	8,612	7,126	9,067	11,202	23,394	30,779	33,648
Profit for the year / Net Income	5,969	8,523	6,578	7,163	6,476	7,053	7,476	11,954	15,545	17,509

(Unit:million yen)

Fiscal Term	54	55	56	57	58	59	60	61	62	63
Fiscal Year	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987
	78.3.1-79.2.28	79.3.1-80.2.29	80.3.1-81.2.28	81.3.1-82.2.28	82.3.1-83.2.28	83.3.1-84.2.29	84.3.1-85.2.28	85.3.1-86.2.28	86.3.1-87.2.28	87.3.1-9.30
Sales revenue / Net sales	922,280	1,069,442	1,344,892	1,544,149	1,746,919	1,846,028	1,929,519	2,245,743	2,334,597	1,400,340
Operating profit	29,277	50,860	45,974	46,688	53,792	64,278	70,702	71,513	82,780	48,459
Ordinary profit	29,563	48,872	50,152	47,249	50,603	53,421	65,549	78,112	85,602	46,806
Profit before income taxes	26,893	47,054	47,999	45,485	44,916	48,155	57,534	67,650	78,591	42,411
Profit for the year / Net Income	16,003	23,674	30,137	24,254	31,320	24,553	32,679	45,232	42,276	23,138

(Unit:million yen)

Fiscal Term	64	65	66	67	68	69	70	71	72	73
Fiscal Year	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996
	87.10.1-88.3.31	88.4.1-89.3.31	89.4.1-90.3.31	90.4.1-91.3.31	91.4.1-92.3.31	92.4.1-93.3.31	93.4.1-94.3.31	94.4.1-95.3.31	95.4.1-96.3.31	96.4.1-97.3.31
Sales revenue / Net sales	1,249,737	2,636,769	2,748,863	2,800,199	2,911,044	2,694,836	2,505,258	2,469,150	2,447,502	2,846,192
Operating profit	21,145	74,151	100,407	65,464	54,106	33,881	18,871	31,964	44,035	161,167
Ordinary profit	47,423	89,273	90,512	85,024	66,936	50,185	22,708	30,829	47,180	166,621
Profit before income taxes	44,679	83,806	85,157	80,271	61,580	46,459	20,827	30,323	45,838	165,976
Profit for the year / Net Income	24,135	53,930	53,224	46,667	32,566	30,075	14,319	21,616	26,530	90,344

(Unit:million yen)

Fiscal Term	74	75	76	77	78	79	80	81	82	83
Fiscal Year	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
	97.4.1-98.3.31	98.4.1-99.3.31	99.4.1-00.3.31	00.4.1-01.3.31	01.4.1-02.3.31	02.4.1-03.3.31	03.4.1-04.3.31	04.4.1-05.3.31	05.4.1-06.3.31	06.4.1-07.3.31
Sales revenue / Net sales	3,077,427	2,962,170	2,919,840	3,042,022	3,211,186	3,322,719	3,319,793	3,489,106	3,757,087	4,030,881
Operating profit	199,256	215,768	139,226	117,010	185,829	144,838	184,773	147,554	239,891	201,719
Ordinary profit	212,946	259,787	201,440	137,374	218,987	242,680	311,244	211,249	321,925	306,145
Profit before income taxes	208,989	249,349	189,689	37,441	175,270	232,018	308,273	204,473	405,525	241,382
Profit for the year / Net Income	127,988	135,944	135,322	11,326	134,925	170,035	226,494	144,489	301,735	214,106

(Unit:million yen)

Fiscal Term	84	85	86	87	88	89	90	91	92	93
Fiscal Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
	07.4.1-08.3.31	08.4.1-09.3.31	09.4.1-10.3.31	10.4.1-11.3.31	11.4.1-12.3.31	12.4.1-13.3.31	13.4.1-14.3.31	14.4.1-15.3.31	15.4.1-16.3.31	16.4.1-17.3.31
Sales revenue / Net sales	4,088,029	3,404,554	2,717,736	2,915,416	2,740,052	3,244,070	3,488,369	3,331,187	3,303,606	3,456,118
Operating profit	140,490	△ 158,447	△ 71,594	13,994	△ 136,757	103,932	125,604	96,343	△ 191,421	36,559
Ordinary profit	351,154	△ 3,244	241,391	229,769	40,388	193,825	345,920	347,632	60,822	350,051
Profit before income taxes	353,385	△ 80,003	238,680	172,413	42,422	194,750	338,183	331,498	63,710	332,311
Profit for the year / Net Income	298,594	△ 59,666	232,600	86,657	46,280	154,714	262,928	264,686	51,912	233,082

(Unit:million yen)

Fiscal Term	94	95	96	97	98	99
Fiscal Year	2017	2018	2019	2020	2021	2022
	17.4.1-18.3.31	18.4.1-19.3.31	19.4.1-20.3.31	20.4.1-21.3.31	21.4.1-22.3.31	22.4.1-23.3.31
Sales revenue / Net sales	3,787,337	4,077,564	3,642,679	3,092,866	3,454,263	3,586,448
Operating profit	108,542	1,012	△ 60,260	△ 150,932	△ 11,215	△ 5,355
Ordinary profit	484,060	534,031	512,028	359,362	613,644	642,766
Profit before income taxes	465,857	485,973	469,683	380,421	577,926	647,422
Profit for the year / Net Income	383,461	362,203	373,027	373,372	488,046	630,759

* Fiscal Year:Japanese Fiscal Year

Income Statement 1975-2022(Consolidated)

Source: Condensed Consolidated Interim Financial Statements

(Unit:million yen)

Fiscal Term	51	52	53	54	55	56	57	58	59	60
Fiscal Year	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984
	75.3.1-76.2.29	76.3.1-77.2.28	77.3.1-78.2.28	78.3.1-79.2.28	79.3.1-80.2.29	80.3.1-81.2.28	81.3.1-82.2.28	82.3.1-83.2.28	83.3.1-84.2.29	84.3.1-85.2.28
Net sales	298,520	828,510	985,065	1,035,726	1,307,747	1,675,804	1,883,060	2,230,001	2,373,957	2,652,193
Operating profit	—	—	—	—	—	—	—	192,429	235,426	298,796
Profit before income taxes	8,433	50,074	55,314	32,454	59,663	172,227	124,514	147,043	202,087	272,720
Net Income	3,741	24,142	27,494	14,092	27,762	92,577	65,691	72,240	95,580	128,508

(Unit:million yen)

Fiscal Term	61	62	63	64	65	66	67	68	69	70
Fiscal Year	1985	1986	1987		1988	1989	1990	1991	1992	1993
	85.3.1-86.2.28	86.3.1-87.2.28	87.3.1-9.30	87.10.1-88.3.31	88.4.1-89.3.31	89.4.1-90.3.31	90.4.1-91.3.31	91.4.1-92.3.31	92.4.1-93.3.31	93.4.1-94.3.31
Net sales	2,909,574	2,868,305	1,847,750	1,650,781	3,489,258	3,852,905	4,301,518	4,391,864	4,132,435	3,862,716
Operating profit	305,531	169,645	—	—	—	—	146,833	153,345	108,756	78,328
Profit before income taxes	302,064	165,566	93,623	100,993	172,089	152,132	132,021	130,756	88,564	46,890
Net Income	146,502	83,689	50,834	56,676	97,299	81,684	76,273	64,877	37,157	23,699

(Unit:million yen)

Fiscal Term	71	72	73	74	75	76	77	78	79	80
Fiscal Year	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
	94.4.1-95.3.31	95.4.1-96.3.31	96.4.1-97.3.31	97.4.1-98.3.31	98.4.1-99.3.31	99.4.1-00.3.31	00.4.1-01.3.31	01.4.1-02.3.31	02.4.1-03.3.31	03.4.1-04.3.31
Net sales	3,966,164	4,252,250	5,293,302	5,999,738	6,231,041	6,098,840	6,463,830	7,362,438	7,971,499	8,162,600
Operating profit	107,916	143,633	401,447	462,313	548,698	426,230	406,960	639,296	724,527	600,144
Profit before income taxes	94,287	115,134	390,722	443,351	520,511	416,063	384,976	551,342	609,755	641,927
Net Income	61,525	70,801	221,168	260,625	305,045	262,415	232,241	362,707	426,662	464,338

(Unit:million yen)

Fiscal Term	81	82	83	84	85	86	87	88	89	90
Fiscal Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
	04.4.1-05.3.31	05.4.1-06.3.31	06.4.1-07.3.31	07.4.1-08.3.31	08.4.1-09.3.31	09.4.1-10.3.31	10.4.1-11.3.31	11.4.1-12.3.31	12.4.1-13.3.31	13.4.1-14.3.31
Net sales	8,650,105	9,907,996	11,087,140	12,002,834	10,011,241	8,579,174	8,936,867	7,948,095	9,877,947	12,506,091
Operating profit	630,920	868,905	851,879	953,109	189,643	363,775	569,775	231,364	544,810	823,864
Profit before income taxes	656,805	829,904	792,868	895,841	161,734	336,198	630,548	257,403	488,891	933,903
Net Income	486,197	597,033	592,322	600,039	137,005	268,400	534,088	211,482	367,149	665,911

(Unit:million yen)

Fiscal Term	91	92	93	94	95	96	97	98	99
Fiscal Year	2014	2015	2016	2017	2018	2019	2020	2021	2022
	14.4.1-15.3.31	15.4.1-16.3.31	16.4.1-17.3.31	17.4.1-18.3.31	18.4.1-19.3.31	19.4.1-20.3.31	20.4.1-21.3.31	21.4.1-22.3.31	22.4.1-23.3.31
Net sales	13,328,099	14,601,151	13,999,200	15,361,146	15,888,617	14,931,009	13,170,519	14,552,696	16,907,725
Operating profit	670,603	503,376	840,711	833,558	726,370	633,637	660,208	871,232	780,769
Profit before income taxes	806,237	635,450	1,006,986	1,114,973	979,375	789,918	914,053	1,070,190	879,565
Net Income	561,098	406,358	679,394	1,128,639	676,286	509,932	695,444	760,701	717,309

* Fiscal Year:Japanese Fiscal Year

Notes

1: Figures for FY1955 (11th period) through FY1971 (43rd period) are in thousands of yen.

2: Figures for FY1971 (44th period) and later are in millions of yen.

3: No consolidated financial statements for periods after FY1975 (51st period) for which the consolidated balance sheets are blank.

4: From FY2014 (91st period), information on the transition date and FY2013 (90th period), which are compared with FY2014 (91st period), are also prepared in accordance with IFRS.

5: Profit before taxes = Net income, Net income = Net income after deduction of taxes such as corporate tax

6: Profit before taxes = Net income before taxes such as corporate tax

7: Profit before taxes = Net income before taxes

8: Net sales = Net sales and other operating revenues

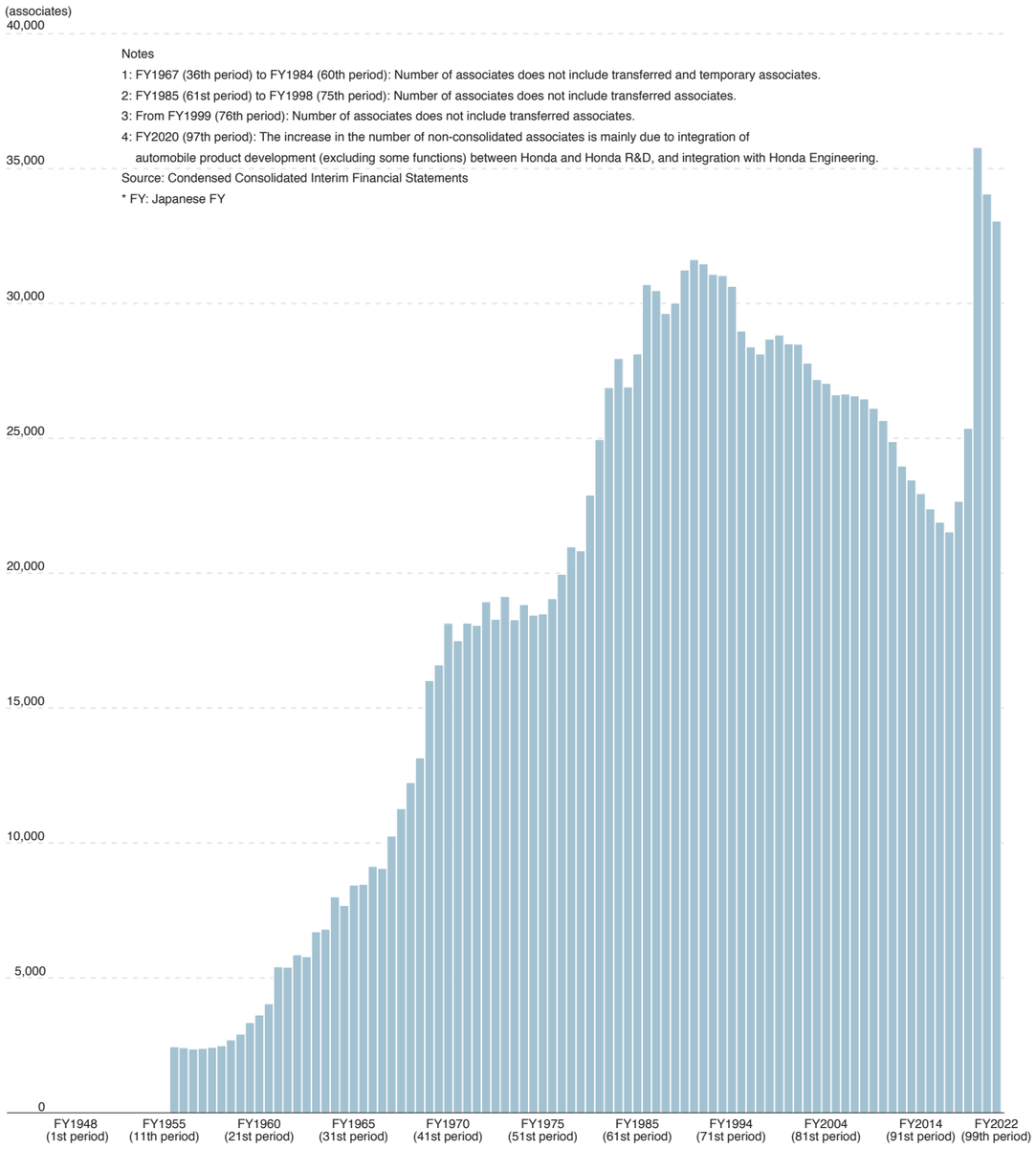
9: Profit before taxes = Net income before taxes

10: Net income = Net income attributable to Honda's shareholders

* FY: Japanese FY

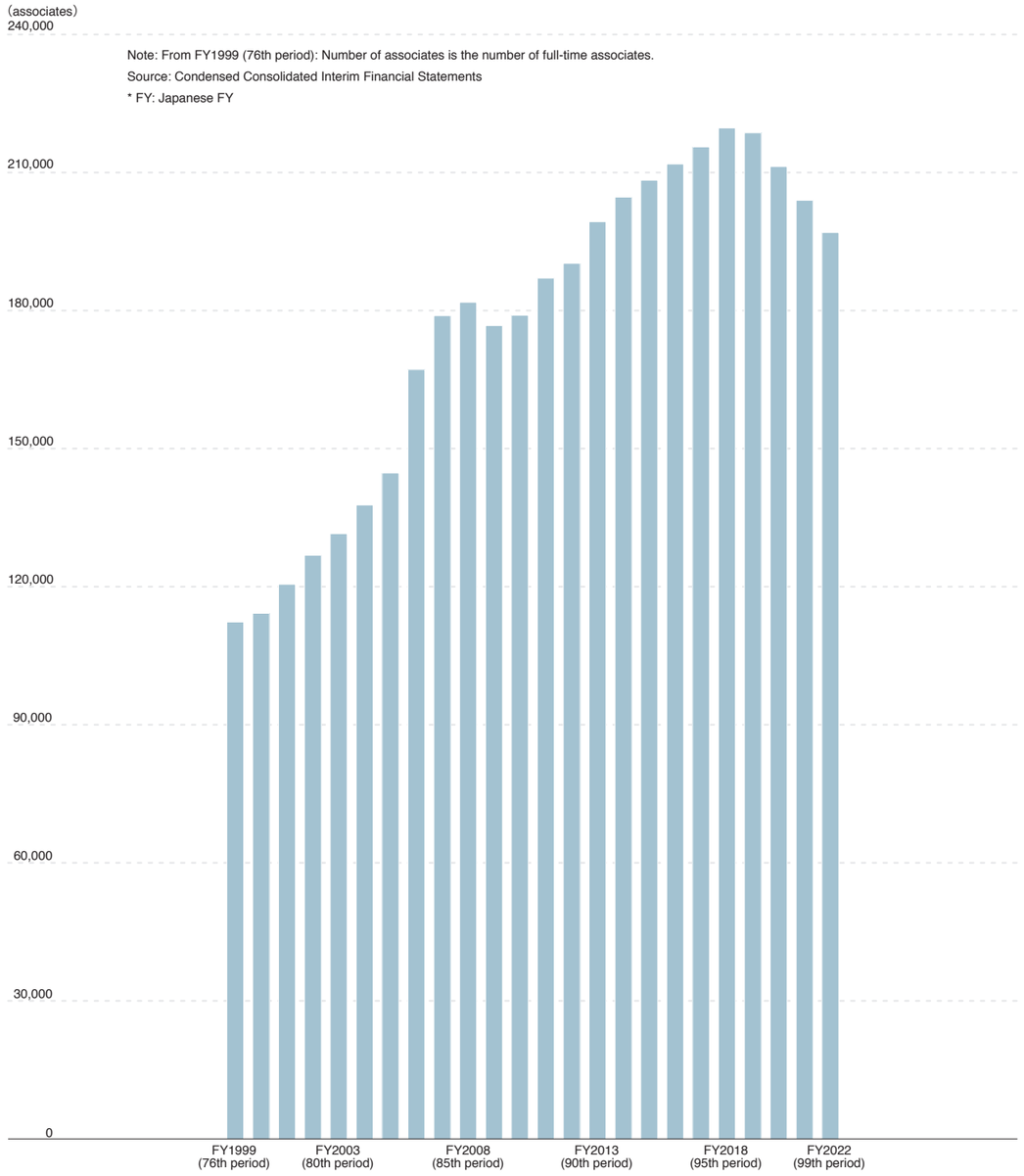
3. Human resources

3-1 : Number of associates (Unconsolidated)



Notes
1: FY1967 (36th period) to FY1984 (60th period): Number of associates does not include transferred and temporary associates.
2: FY1985 (61st period) to FY1998 (75th period): Number of associates does not include transferred associates.
3: From FY1999 (76th period): Number of associates does not include transferred associates.
4: FY2020 (97th period): The increase in the number of non-consolidated associates is mainly due to integration of automobile product development (excluding some functions) between Honda and Honda R&D, and integration with Honda Engineering.
Source: Condensed Consolidated Interim Financial Statements
* FY: Japanese FY

Number of associates (Consolidated)



Note: From FY1999 (76th period): Number of associates is the number of full-time associates.
Source: Condensed Consolidated Interim Financial Statements
* FY: Japanese FY

3-2 : Corporate Governance

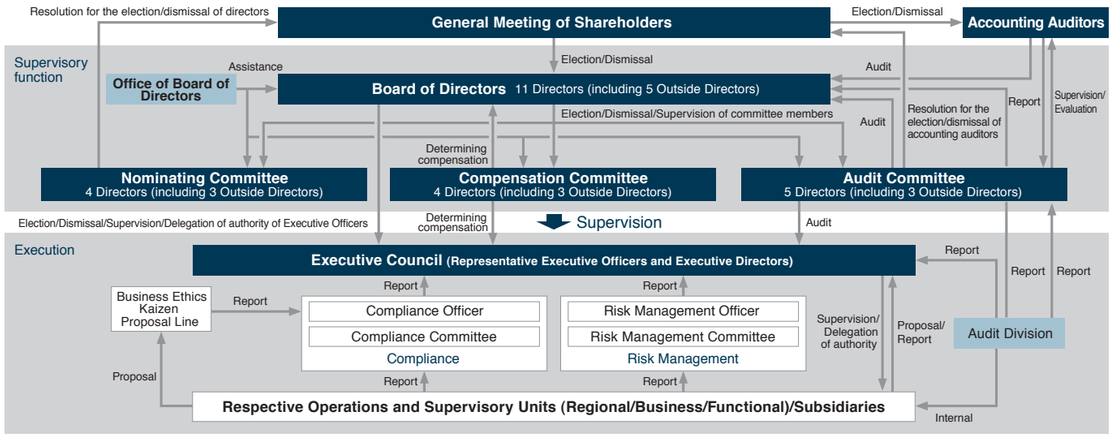
Basic Approach

As a key task for management, Honda strives to enhance its corporate governance based on the Company's basic principle to strengthen the trust of its shareholders/investors, customers, and society; encourage timely, decisive, and risk-considered decision-making; seek sustainable growth and enhance corporate value over the medium- to long-term; and 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, Honda has created a Nominating Committee, Audit Committee, and Compensation Committee, each of which is composed of over 50% Outside Directors.

Honda 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. Honda 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 and society.

Going forward, Honda will continue to strive to ensure the transparency of its management.

Corporate governance structure (as of June 21, 2023)



3-3 : 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 each and every associate through awareness-raising activities such as distribution of leaflets and posters, publication of in-house newsletters, 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

In-house newsletters

Compliance Committee

To improve compliance in the Honda Group, Honda has established a Compliance Committee, headed by a Compliance Officer designated by the Board of Directors.

This Committee is composed of the Compliance Officer as well as Executive Officers and other Executives 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 five times (four regular meetings and one extraordinary meeting) in FY2023 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. There were no major violations of laws or regulations in FY2023.

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, and issues that are difficult for associates to remedy or resolve in the workplace for some reason, 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 engages in fact checking related to such cases. Proposals are accepted by email, letter, telephone or fax from all subsidiaries and suppliers in Japan and overseas, as well as from the parent company. This hotline ensures protection of the Kaizen proposers and accepts also anonymous proposals. Moreover, the Company established a point of contact within an external law office to facilitate associates to submit 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 FY2023, 333 proposals and consultations were handled by the Business Ethics Kaizen Proposal Line (including points of contact outside the Company). Among these, 164 concerned the parent company, 160 concerned subsidiaries and 9 concerned other matters. Following investigations of the proposals and consultations submitted, disciplinary action was taken in four cases in the parent company and six cases in subsidiaries. There was no case involving the Company that resulted in punitive dismissal. None of the cases involved violations of the Honda Policy on the Prevention of Bribery. In order to raise internal awareness of the points of contact, Honda provides notice on its intranet, distributes information cards to all associates, including fixedterm 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 these points of contact are recognized through an annual associate vitality survey for all associates. For departments found in these surveys to have low recognition of the points 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 politicians or government officials entertainment or gifts (both monetary and non-monetary) that are prohibited by laws, regulations and company policies." Moreover, the Code stipulates that the associates "will not receive from or provide to business partners benefits in the form of goods (both monetary and non-monetary) or 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 about bribery and corruption, and the Honda Guideline for the Prevention of Bribery and Corruption, which stipulates specific compliance items 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 the bribery and corruption prevention through awareness-raising activities in accordance with the Honda Code of Conduct, and by providing training to personnel stationed overseas and newly appointed managers based on their positions and roles. Regarding its subsidiaries, Honda has launched training programs, matched to conditions in each company, aimed at raising awareness.

Initiatives for Prevention of Anti-Competitive Behavior

As a company engaged in business globally, Honda takes great care in its daily business activities to comply with competition laws in the countries where it operates. The Honda Code of Conduct states 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)" to ensure compliance with competition laws. As a part of its measures to strengthen compliance, Honda implements individual training for related departments on anti-competitive behavior. It also incorporates programs on the topic of anti-competitive behavior in training for personnel stationed overseas and for newly appointed managers. Additionally, Honda publishes awareness-raising content concerning anti-competitive behavior on the Company's intranet for its associates.

Rules on Conflict Minerals

The rules for disclosure on conflict minerals adopted by the U.S. Securities and Exchange Commission (SEC) and mandated by the Dodd-Frank Wall Street Reform and the Consumer Protection Act (Dodd-Frank Act) require corporations to confirm that the purchase and use of conflict minerals from the Democratic Republic of the Congo and adjoining countries are not contributing to the funding of armed groups or the abuse of human rights in the region. Honda aims to be 'conflict-free' by not using conflict minerals associated with illicit activities such as funding armed groups and human rights violations in conflict zones. Accordingly, Honda conducts surveys based on the standards prescribed in the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. To achieve this goal and help resolve the global problem of conflict minerals, the Company is actively engaged with domestic and international industry organizations and its suppliers.

To conduct the surveys, Japan Automobile Manufacturers Association, Inc. has created a manual for suppliers to help them complete the survey forms, as well as tools to tabulate the survey results. Also, in collaboration with entities such as the Japan Auto Parts Industries Association and the Japan Electronics and Information Technology Industries Association, Honda is examining efficient survey methods and is working to understand and analyze survey results while regularly implementing various working activities. In North America, Honda is working with the Responsible Minerals Initiative (RMI), an international initiative promoting responsible mineral procurement, to encourage smelters and refiners to participate in the Responsible Minerals Assurance Process (RMAP). Honda shares the Honda Supplier Sustainability Guidelines with its suppliers, which summarize what is expected of them regarding Sustainability activities, including how to deal with conflict minerals, and encourages procurement in line with the guidelines. Honda is encouraging its tier 1 suppliers to implement the same initiatives toward their sub-tier suppliers. Since 2013, Honda has surveyed its suppliers worldwide concerning the use of conflict minerals. In FY2023, Honda received responses from over 7,000 suppliers. In addition to reporting the survey results to the SEC, the Company also makes them publicly available on its website. If the survey reveals any minerals of concern, regardless of the source country, Honda works together with its suppliers to take appropriate measures. The Company is also working to improve the accuracy of its survey and requests further investigation when survey responses are insufficient.

Source: Honda Report 2023

4. Quality Assurance Activities

4-1 : Aiming to Bring Reassurance and Satisfaction to Customers

“We have to aim for 120% product quality. If 99% of the products we make are perfect it would seem like a pretty good record. However, the customers who become owners of the remaining 1% will surely consider their products 100% defective. It is unacceptable that even one customer in a thousand – even one customer in ten thousand – should receive a defective product. This is why we have to aim for 120%.” 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. Determined to meet or exceed the expectations of customers, Honda is undertaking new initiatives to meet high product quality standards. Adhering to these objectives, Honda’s commitment is to strengthen customer trust by offering products founded on safety and a new level of outstanding 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 basic principles of ‘Respect for the Individual’ and ‘The Three Joys’ (the joy of buying, the joy of selling, the joy of creating), Honda has confirmed being number one in customer satisfaction in all points of contact as a primary objective. Honda works in collaboration with dealers to satisfy customers at every stage, from sales to after-market service, so that customers can continue using and enjoying its products and services.

Offering a New Level of Outstanding Quality

Over the years, Honda has implemented a variety of dynamic activities aimed at realizing products that achieve a new level of outstanding quality. 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 introduce driver-assistance technologies for the realization of a collision-free mobile society. Furthermore, Honda is now working 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, Honda aims to reduce problems at all points of customer contact in step with innovations in mobility and living, in addition to ensuring the highest quality levels among the products and services that customers rely on. Through this pursuit of quality in each domain, Honda has allowed its activities to evolve and produce new standards along the way.


12月號　ホンダ月報　NO. 4　昭和26年12月1日

三つの喜び　本田宗一郎

私は、吾が社のモットーとして「三つの喜び」を揭げてゐる。即ち**三つの喜びとは、造つて喜び、賣つて喜び、買つて喜ぶ**といふ三つである。

第一の造る喜びとは、技術者にのみ與へられた喜びであつて、造物主がその無限に豊富な創作慾によつて宇宙自然の万物を作つたやうに、技術者がその獨自のアイデアによつて文化社会に貢献する製品を作り出すことは何物にも替へ難い喜びである。然もその製品が優れたもので社会に歓迎される時、技術者の喜びは絶対無上である。技術者の一人である私は、斯様な製品を作ることをつねに念願とし努力してゐる。

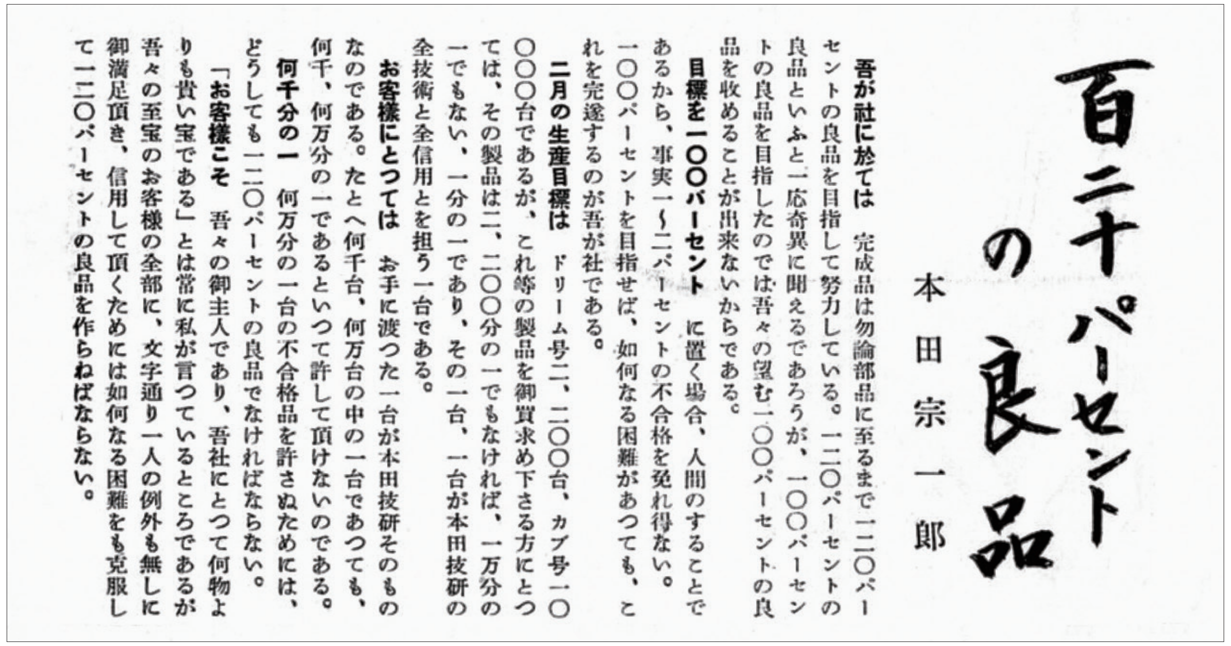
第二の喜びは、製品の販賣に當る者の喜びである。吾が社はメーカーである。吾が社で作つた製品は代理店や販賣店各位の協力と努力とによつて、需用者各位の手に渡るのである。この場合に、その製品の品質、性能が優秀で、價格が低廉である時、販賣に盡力される方々に喜こんで頂けることは言ふまでも無い。良くて安い品は必ず迎へられる。よく賣れるところに利潤もあり、その品を扱ふ誇りがあり喜びがある。賣る人に喜ばれないやうな製品を作る者は、メーカーとして失格者である。

第三の喜び—即ち買つた人の喜びこそ、最も公平な製品の價値を決定するものである。製品の價値を最も良く知り、最後の審判を與へるものはメーカーでもなければデーラーでもない。日常製品を使用する購買者その人である。「あゝこの品を買つてよかつた」といふ喜びこそ、製品の價値の上に置かれた榮冠である。私は、吾が社の製品の價値は、製品そのものが宣傳してくれるとひそかに自負してゐるが、これは買つて下さつた方に喜んで頂けることを信じてゐるからである。

三つの喜びは吾が社のモットーである。私は全力を傾けてこの實現に努力してゐる。

從業員諸君は、このモットーに背くことの無いやうに努力せられたく、又代理店各位におかれては私のこの念願を理解せられて協力を賜らむことを切にお願ひ申上げる。

Honda Monthly December 1951*


百二十パーセントの良品

本田宗一郎

吾が社に於ては　完成品は勿論部品に至るまで一二〇パーセントの良品を目指して努力している。一二〇パーセントの良品といふと一応奇異に聞えるであろうが、一〇〇パーセントの良品を目指したのでは吾々の望む一〇〇パーセントの良品を収めることが出来ないからである。

目標を一〇〇パーセント　に置く場合、人間のすることであるから、事実一〜二パーセントの不合格を免れ得ない。一〇〇パーセントを目指せば、如何なる困難があつても、これを完遂するのが吾が社である。

二月の生産目標は　ドリーム号二、二〇〇台、カブ号一〇〇〇〇台であるが、これ等の製品を御買求め下さる方にとつては、その製品は二、二〇〇分の一でもなければ、一万分の一でもない、一分の一であり、その一台、一台が本田技研の全技術と全信用とを担う一台である。

お客様にとつては　お手に渡つた一台が本田技研そのものなのである。たとへ何千台、何万台の中の一台であつても、何千、何万分の一であるといつて許して頂けないのである。

何千分の一　何万分の一台の不合格品を許さぬためには、どうしても一二〇パーセントの良品でなければならない。

「**お客様こそ**　吾々の御主人であり、吾社にとつて何物よりも貴い宝である」とは常に私が言つているところであるが吾々の至宝のお客様の全部に、文字通り一人の例外も無しに御満足頂き、信用して頂くためには如何なる困難をも克服して一二〇パーセントの良品を作らねばならない。

Honda Monthly March 1953*

Source:Honda Sustainability Report 2022

***Honda Monthly December 1951**

Honda Monthly **No. 4** **December 1, 1951**

The Three Joys **Soichiro Honda**

I am presenting "The Three Joys" as the motto for our company. **These are, namely, the joy of producing, the joy of selling, and the joy of buying.**

The first of these, the joy of producing, is a joy known only to the engineer. Just as the Creator used an abundant will to create in making all the things that exist in the natural universe, so the engineer uses his own ideas to create products and contribute to society. This is a happiness that can hardly be compared to anything else. Furthermore, when that product is of superior quality so that society welcomes it, the engineers joy is absolutely not to be surpassed. As an engineer myself, I am constantly working in the hope of making this kind of product.

The second joy belongs to the person who sells the product. Our company is a manufacturer. The products made by our company pass into the possession of the various people who have a demand for them through the cooperation and efforts of all our agents and dealers. In this situation, when the product is of high quality, its performance is superior, and its price is reasonable, then it goes without saying that the people who engage in selling it will experience joy. Good, inexpensive items will always find a welcome. What sells well generates profits, as well as pride and happiness in handling those items. A manufacturer of products that do not bring this joy to people who sell those products is disqualified from being a manufacturer worthy of the name.

The third, the joy of the person who buys the product, is the fairest determiner of the products value. It is neither the manufacturer nor the dealer that best knows the value of the product and passes final judgment on it. Rather, it is none other than the purchaser who uses the product in his daily life. There is happiness in thinking, "Oh, I'm so glad I bought this." This joy is the garland that is placed upon the products value. I am quietly confident that the value of our company's products is well advertised by those products themselves. This is because I believe that they give joy to the people who buy them.

The Three Joys form our company’s motto. I am devoting all my strength in order to bring them to reality.

It is my hope that all of you, as associates of the company, will exert every effort so that you never betray this motto. I also hope that our agents will understand my desires in this regard so that we may continue to benefit from cooperation.

***Honda Monthly March 1953**

120% Product Quality

Soichiro Honda

“**Our company** strives to achieve 120% quality, not only in finished products but also in parts. 120% quality may sound strange, but this is because we cannot achieve the 100% quality that we desire if we aim for 100% quality.

“**If we set our goal at 100%,** we will not be able to avoid one or two percent rejection, because this is a human activity. If we aim for 100%, we will accomplish this goal no matter how difficult it may be.

“**Our production target for February** is 2,200 units of the Dream and 10,000 units of the Cub, but for those who purchase these products, they are not one in 2,200, not one in 10,000, but one in one, and each and every one of them bears the entire technology and trust of Honda.

“**For our customers,** each product they receive is the very essence of Honda. Even if it is one out of thousands or tens of thousands, we cannot be forgiven for saying that it is one out of thousands or tens of thousands of units.

“In order to avoid rejection of products that are **one in thousands** or one in tens of thousands, we must produce products that are 120% as good as possible.

“I always say, ‘**Our customers** are our masters, and they are the most precious treasure for our company.’ In order to satisfy all of our most valuable customers, literally without exception, and to gain their trust, we must overcome all difficulties and produce 120% of the best products.”

4-2 : Quality Promotion Activities Chronology

1953
- Article titled “120% Product Quality” published in March issue of Honda’s Monthly Report.
- Introduced spot-checking system and developed complaint handling system.

1954
- Began 20,000 km endurance test.

1955
- Commenced in-house quality training.

1956
- Implemented one-year motorcycle warranty service system.

1958
- Established Arakawa high-speed test course.

1959
- Started quality improvement activities to “build quality into the process.”

1960
- Implemented quality evaluation of suppliers.
- Implemented Honda-unique standards. Established HES (Honda Engineering Standards)

1961
- Implemented precision control of measuring instruments.

1963
- Quality control (QC) self-development group activities

1964
- Implemented industry-first* long-term warranty system for motorcycles and automobiles, covering 50,000 km for two years (previously, 20,000 km for one year)* Honda research

1966
- Held “Zero Complaint” campaign.

1969
- N360 defect problem.
- Established AHQC (quality assurance system) committee and strengthened quality assurance system.
- Established recall response system in line with the launch of recall system.

1970
- Implemented CO measurement and adjustment service at the Honda Motor Show.
- Promoted safety improvements for modified vehicles.
- Established Quality Control Office and Quality Audit Office.
- Implemented exhaust gas measurement and adjustment service at Honda SF.

1971
- Held first QC contest.
- Conducted quality audits (QAV/QCV) in-house and at suppliers.
- Commenced Honda Quality Control Basic Training (HBC).
- Commenced quality control F/J course.

1972
- Established Quality Standards Committee.
- Launched company-wide quality reform project (NHP).
- Established PLP system to prevent product liability (PL) lawsuits.

1973
- QC contest renamed NH Circle
- Implemented Honda SF “Maintenance Warranty System.”
- Quality Control Department and Quality Audit Department merged to form Quality Assurance Department.
- Technology Department is separated into Production Technology Department and Product Technology Department.
- System created to prevent recurrence of complaints in the market.

1974
- Established Quality Control Department.

1976
- Held meeting to share suppliers' quality information.

1977
- Established process assurance management system.

1978
- Transferred Quality Control Department operations to Quality Assurance Department and Certified Technology Department.
- Established PQ flow that incorporates quality into the product development system.
- Inspected quality assurance workplaces.
- Reorganized quality control items.

1979
- Established project to verify and improve quality prior to mass production.
- Signed quality assurance contracts with suppliers.
- Conducted quality inventory by comparing actual products with drawings.

1980
- Launched project to reduce claim costs and establish quality that meets customer expectations.
- Implemented quality audits of suppliers (QAV1 and QAV2).
- Commenced electronic processing to transfer claim expenses.

1981
- Launched project for verification and improvement of manufacturing quality.
- Service Quality Information Department stationed at plants.
- Launch rust project.
- Established in-process quality assurance.

1982
- Established Quality Department as result of normalization of quality-related project organizations.

1983
- Launched project to establish a quality information system.

1984
- Developed “Customer Satisfaction No. 1” activities.
- Commenced Quality and Safety Declaration.
- Appointed inspection technicians at workplaces.
- Commenced regular examination of market information collected (in Japan and overseas)

1985
- Established Regulatory Affairs Department. (independent from Quality Assurance Department.)
- Commenced monthly meetings for delivery quality.
- Commenced monthly quality improvement meetings.
- Commenced monthly meetings for delivery quality.

1986
- Implemented activities for assurance of critical functional parts.
- Commenced quality and safety declaration at overseas KD plants.
- Commenced long-term warranty for specific parts of automobiles.
- Strengthened preventive measures using FTA/FMEA methods.
- CSI No. 1 rating by J.D. Power in the U.S.

1987
- Developed quality “difference” strategy to realize quality level clearly distinguishing Honda products from competitors.
- CSI No.1 worldwide operation

1988
- Divided Quality Assurance Department into Quality Department and Certification Department.
- Implemented BQ (Best Quality) initiative.
- IQS Recovery initiative.

1989
- Established BQ promotion committee and reviewed quality organizations related to company-wide BQ deployment activities.
- Implemented IQS No.1 strategy.
- Implemented long-term warranty for domestic automobiles.

1991
- Transferred Quality Department operations to the Quality Assurance Department in accordance with the business division system operations.

1992
- Started CST (Car Strategy Task Force) activities.

1993
- Established Completed Vehicle Business Department by incorporating Quality Control Office and Overseas Business Office into Saitama Factory and Suzuka Factory.
- Merged Quality Assurance Office (for automobiles) into the Quality Assurance Department, merged Saitama Certification Office and the Suzuka Certification Office into the Certification Department, and established Quality Supervision Department.
- Hamamatsu Factory’s power products plant obtained ISO9001 certification (first time for Honda).

1994
- Obtained HIA and ISO9002 certification in Italy.
- Motorcycle Quality Assurance moved from Motorcycle Operations’ Production Control Department to organization directly under Motorcycle Operations, and Quality Assurance Department transferred to Automobile Operations.
- Acquired HUM and ISO9002 certification in the U.K.
- Acquired MHSA and ISO 9002 certification in Spain.
- Tochigi Factory’s Moka Plant acquired ISO 9001 certification.
- Activities started at Technical Liaison Committee initiated by the Quality Division.
- Advocated “provision of top-class products and services” in QCD (QCD No. 1 initiative).

1995
- Saitama Factory’s Wako Plant and Sayama Plant acquired ISO9002 certification.
- HDA of Brazil acquired ISO9002 certification.
- HCM in Canada acquired ISO9002 certification.
- Prelude as a product, and Saitama Factory’s Sayama Plant as a production plant, won IQS No.1 from J.D. Power in the U.S.
- Manufacturing and Quality Subcommittee established as Manufacturing Technology Subcommittee.
- Suzuka Plant acquired ISO9002 certification.

1996
- Developed strategy to become No.1 in lifetime customer satisfaction.

1997
- HAM Marysville Plant in the U.S. wins IQS No.1, and Accord made in the U.S. wins No.1 in its class.
- Hamamatsu Plant acquired ISO9001 certification.
- HDM in Mexico acquired ISO9002 certification.
- Saitama Factory’s Sayama Plant wins IQS No. 1.
- HCPI in the Philippines acquired ISO9002 certification.
- HFJ Plant 1 in Indonesia acquired ISO 9002 certification.
- HLC-IT in Italy acquired ISO9002 certification.

1998
- Honda Sun’s Beppu and Hiji factories acquired ISO9002 certification.
- HAT in Turkey acquired ISO9002 certification.
- HACE in Belgium acquired ISO9001 certification.
- HAEM in Indonesia acquired ISO9002 certification.

1999
- Commenced quality system reform.

2001
- Established Quality Reform Promotion Center.
- Established Joint Motorcycle Analysis Office and Joint Motorcycle Analysis Office.
- Established SEDBQ joint analysis for market quality.
- Established Joint analysis blocks for Motorcycles, Automobiles, and Power Products quality assurance.

2002
- Commenced liability insurance system for power products.
- Accord manufactured by Guangzhou Honda Automobile Co. (GHAC) ranked first in China’s first passenger car customer satisfaction index survey.
- Life won first place in J.D. Power’s 2002 IQS for light vehicles.
- Quality Innovation Center Tochigi (QCT) opened on the site of Tochigi Factory’s Haga Plant.
- Started a new level of outstanding quality activities.

2003
- In order to establish an organizational structure capable of completing the quality improvement cycle, the Automobile Quality Assurance Department and the Automobile Analysis Office were merged to form the Automobile Quality Reform Department, the Motorcycle Quality Assurance Office and the Motorcycle Analysis Office were merged to form the Motorcycle Quality Reform Department, and the Power Products Quality Assurance Department was renamed the Power Products Quality Reform Department, and the Quality Reform Promotion Center was renamed the Quality Reform Center.
- Honda Taiwan was ranked first in all categories in J.D. Power’s sales, service, and quality survey for domestically produced vehicles.

2004
- Extended warranty period for Honda motorcycles to two years.
- The BF115, BF130, and BF225 4-stroke outboard motors won first place in the J.D. Power U.S. CSI 4-stroke outboard motor category.

2005

ISO: International standard for quality control and quality assurance by ISO (International Organization for Standardization)

・Quality Planning Center established in the Automobile Production Planning Office of the Production Operations, and Quality Planning Office in Tochigi R&D.
・Established a new level of outstanding quality Committee for DEB cross-divisional operations, chaired by the Representative Director.

2013
・Commenced operation of G-HQS*

* Global Honda Quality Standard

Foundational rules that support quality assurance and improvement activities in all areas based on the Honda Quality Cycle, incorporating Honda's unique know-how to improve quality and prevent the recurrence of defects, aimed at improving the quality of Honda brand products and services manufactured and sold around the world, based on ISO9001 certified domestic and overseas production sites. G-HQS can therefore conform to ISO certification.

2006
・Honda R&D Wako West and Honda Aero Inc. acquired AS9100 certification, an international aerospace quality standard.

2007
・Four-stroke outboard engine won first place in the U.S. CSI 4-stroke EFI outboard engine category by J.D. Power for the third consecutive year.
・Saitama Factory and Suzuka Factory Receive Bronze Plant Award at IQS in the U.S.

2008
・Reorganized Quality Assurance Department by independently strengthening quality assurance for motorcycles, automobiles, and power products.
Transferred Quality Control Department's regulatory management operations to Certification Department (renamed to the Certification Legal Department).

2009
・Opened the Critical Quality Issues Exhibition Hall in QCT.

2010
・Transferred Motorcycle Quality Reform Department to the Motorcycle Operations and renamed as Quality Reform Department.

2012
・Reorganized the Motorcycle, Automobile and Power Products Quality Reform Departments and transferred some functions from the Quality Assurance Department.
- Power Products Quality Reform Department transferred to Power Products Operations and renamed the Power Products Quality Assurance Department, Power Products Operations.
- Automobile Quality Reform Department integrated planning and notification operations of the Quality Assurance Department in the automobile business domain, renamed as Automobile Quality Assurance Department.
- Motorcycle Operations Quality Reform Department renamed as Motorcycle Operations Motorcycle Quality Assurance Department.

・CR-V ranked first in its segment in J.D. Power's U.S. IQS, and Suzuka Factory received Platinum Award.
・Automobile quality management system reform
- Quality planning of the Automotive Quality Assurance Department transferred to the Automobile Operations and renamed as Automotive Quality Assurance Department, Automobile Operations.
Japanese market quality and information management of the Automobile Business Operations Automobile Quality Assurance Department integrated into the Automobile Quality Service Department of the Regional Sales Operations(Japan).
-Monitoring of overseas market issues moved to Customer Service Operations Technical Service Department in order to identify and share critical quality issues around the world, and renamed as Customer Service Operations Global Quality Service Department.
-TAC* established at Automobile R&D Center in order to establish system enabling Automobile R&D Center to reproduce and analyze quality problems in the marketplace.

* Technical Analysis and Countermeasure

-Automobile Quality Assurance Department's Product Verification Office transferred to Automobile Operations, Automobile Production Control Department, Production Planning Control, Quality Planning Center.

2014
・Renamed to Global Quality Supervision Department to strengthen Quality Supervision Department's global operations.
・Strengthened quality assurance system* in response to frequent recalls.

*Quality assurance in technology and product development was strengthened by assigning executive officers in charge of quality reform to the Automobile Operatios to lead the company-wide quality assurance system reform to prevent recurrence of quality problems, and also to serve as the vice president of Honda R&D.

・Established Global Quality Council

2016
・Established automotive business EBQSv as a functional headquarters
-Eliminated the role of Quality Reform and centralized under Quality Manager, a role that encompasses all businesses.
-Global Quality Supervision Department renamed to Quality Supervision Department.

2017
・Commenced operation according to functional purchasing development procedure manual.

2019
・Established Technical Evaluation and Quality Reform Department for technical evaluation, market quality control reform, and development process reform, including production and manufacturing.

2020
・Changed organizational management system for quality reform: Established system to support "strong manufacturing."
-CF Operations Quality Assurance Department, Production Operations upstream improvement functions, and Honda R&D Automobile Center TAC merged to establish Quality Reform Division.
・Established Quality Assurance Department and Technical Analysis Promotion Department in Quality Reform Division.

5. Service Activities

5-1 : Origin of Service Activities

Since its foundation, Honda has sold products worldwide, and at the same time has been ahead of the times in various service areas to ensure that its products in customers' hands are able to fulfill their value. Honda's operations, developed over the years to embody Soichiro Honda's service policy of fixing "even the hearts of our customers," are expanding activities to the world along with the globalization of corporate activities.

Honda SF around 1970

Honda SF around 1973

5-2 : Global Service Development Initiatives

Global Meeting Structure

In order to ensure the strengthening of quality , 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.Regarding customer service, Honda has devised an action policy that is focused 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	Global Chief Inspecting Engineer Meeting	1
	Automobile		
	Power products		
	Automobile	Global Automobile Quality Meeting	3
Aftersales business	Motorcycle	Aftersales business	1
	Automobile	Aftersales business	2
	Power products		

Sharing 'Customer Voice' in a meeting

Sales and Service Initiatives

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. In addition to fulfilling customer expectations built up through past experience and information, the unit aims to be No.1 in customer satisfaction by providing exciting experiences that exceed customer expectations.

Customer Satisfaction Survey

Honda conducts a global customer satisfaction survey in relation to service operations for customers who have received aftersales service from a dealer. In FY2023, the survey was conducted in 21 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 FY2023, Honda attained top-level customer satisfaction in 19 countries.*

*Honda research

Improving service operations through customer satisfaction survey

Source:Honda Sustainability Report 2022

5-3 : Service Activities Chronology

1951
- Created Honda's first instruction manual for the Dream E-Type.

1952
- Established sales system centered on bicycle stores in conjunction with the launch of the Cub F-Type. Started service training on engine handling for bicycle stores.

1953
- Opened a service training center at the site of the Tokyo factory in Kami-Jujo, Kita-ku, Tokyo.
- Released Benly J-Type, divided operation and maintenance manuals, and developed the first portable tools and specialized tools.

1956
- Established Service Section in Head Office Sales Department.
- Started 1-year warranty service and established designated service dealers.

1958
- Established Parts Section in Head Office Sales Department.

1959
- Conducted F150 tiller technical training sessions for dealers at the Hamamatsu Training Center.
- Sent service and quality staff to Hong Kong, Thailand, Malaysia, Singapore, and Australia to provide guidance.

1960
- Conducted industry-first* free servicing of engine defects by American Honda. *Honda research

1961
- Flywheel magnet failure on Sport Cub C110 Takeo Fujisawa instructed the recovery of all Sport Cub C110s "before accidents occur" and to solve the problems. Many staff members and 100 million yen were invested in fixing 47,000 units. The issue was resolved without causing a single injury.

1962
- American Honda Motor Co. holds service school.

1963
- AHSF established, full-scale manufacturer service activities began. The following year, in 1964, SFs were established in eight regions nationwide.

1964
- Power Products specialists assigned to the Overseas Department Technical Section as a pioneer in overseas service.
- Established Parts Center.
- Introduced 2-year 50,000 km warranty for all motorcycles and automobiles.

1965
- Established standard maintenance time table (FRT).

1966
- Introduced computers (IBM 1440) for parts management.

1968
- Established Power Products Service Section in Hamamatsu Factory's Power Products Operations.

1969
- Established the Documentation Section in the Sales Division as a precursor to the Customer Service Office to address consumer issues.

1970
- Established Hamamatsu and Suzuka Export Centers to handle repair parts.

1971
- Established Honda Training Centers (service technical training centers) in 10 locations nationwide.
- Established ESO (Europe Service Office) in Belgium.
- Commenced centralized management of inventory by bringing domestic distribution bases online.

1973
- Introduced Honda Service Certification System to promote independence of dealership services.
- Held first HSTC (Honda Service Training Course). Enhanced training for overseas service staff in Japan.

1974
- Commenced Honda Motorcycle Mechanic Certification System.
- Began dispatching Honda SF staff overseas.
- Held first European Technical Conference.
- Established engineering section within Service Department Automobile Service Section to collect information on market quality and enhance early resolution of problems.

1975
- Established new parts warehouse in Kameyama.
- Provided operational guidelines for overseas service distributors. Published Service Policy and operations manual.
- Opened Honda International Technical School (HITS). Human resource development education. School Principal Soichiro Honda said that it was not enough to fix cars, but their role was to fix the customer's heart as well.

1976
- Began production of repair parts at Moka plant.
- Established Parts Center Kumamoto branch office.

1977
- Held first Honda European automobile service seminar.
- Established HELO (Honda European Liaison Office) to cover service in Europe.

1978
- Held first European motorcycle service seminar.
- Established European Parts Depot at Honda Europe in Belgium.
- Established HALOL (Honda Africa Liaison Office in London) in the U.K. to strengthen support for Africa.
- Launched Verno dealerships, strengthening SF maintenance through dealers being authorized to make warranty repair decisions to perform maintenance at their own sites.

1980
- Launched project to reduce market complaints and improve quality.
- Held first national competition for service personnel skills.

1982
- Introduced system for scrapping of spare parts and mold facilities based on the production period.
- Introduced computerized parts management system.
- Began availability of owner's manuals and service manuals in multiple languages.

1983
- AH proposed HONDA AUTOMOBILE SERVICEABILITY.
- Commenced order and delivery date management and operation by TOSS system.
- Held first parts service suppliers roundtable meeting.
- Held first World Service Conference.

1984
- Established Honda Singapore office to strengthen support for ASEAN region.
- Established overseas service training organization.
- Integrated domestic service, parts operations and SF into Honda Service Co., Ltd. (HSG).
- Began EDP of procurement standards table for repair parts.
- Established Re-Distribution Center (R-DC) in Ohio, U.S.A.

1985
- Commenced certification of Honda motorcycle and automobile best service dealerships.
- Commenced accreditation of Honda motorcycle, automobile and power products service dealerships.

1986
- Established HOPS-1, a global rapid response and delivery system for repair parts.
- Held Asian parts seminar.
- AH won J.D. Power's CSI No. 1 award and maintained the No.1 position for five consecutive years.

1987
- Converged HSGs and established technical centers in 11 locations nationwide.
- Launched Honda Motorcycle Service Shops (HSS) in Japan.
- Established online network for all parts sales offices in the Japan.

1988
- Established CWP (Centrailized Warranty Processing) system.
- Commenced online delivery date response system for suppliers.

1989
- Launched Honda Service Management Program.
- Established HAMER (Middle East Office) in Dubai.
- Established 24-hour supply system for repair parts in Japan.
- Established HME as European headquarters, covering motorcycles, automobiles and power products.
- Established Customer Service Department (independent from the Domestic Service Department).

1990
- Commenced on-the-job training for distributors in Eastern European countries.
- Introduced production term limits and consulting parts system (measures to maintain quality of stock in storage).
- Held first Asia Pacific service managers' conference.

1991
- Commenced nationwide rollout of the service front desk system.
- Commenced local printing of service manuals in Europe.
- Developed Service Operations Manual For Exported Models for power products.
- Held first Asia Automobile Technician Contest.

1992
- Held Honda International Technician Convention (HITEC) for automobiles.
- Established Parts Procurement Centers (PPC) in Europe.
- Introduced first generation diagnostic equipment, the PGM-Tester, for failure diagnosis.

1993
- Commenced international warranty for general-purpose OEM engines.
- Held first World Parts Conference.
- Established two-tier structure for overseas automobile service.
- Commenced Honda Automobile Service Skills Acquisition System (HAST).

1994
- Established Parts Business Operations.
- Commenced accreditation for designated body service factories.
- Held first Middle East, Africa, and Latin America Technical Contest.

1995
- Established Dubai Parts Depot.
- Established Parts Development Department.
- Commenced CD-ROM parts catalog operations.
- Commenced Honda Body Service training for sheet metal painting estimates.
  Commenced Body Service Study overseas student program, commenced Sheet metal technical consultation emergency hotline.

1996
- Established Overseas Parts Department.
- Established training center in Dubai.
- Held first European Motorcycle Technical Contest.

1997
- Established worldwide four-region parts supply system.

1998
- Yachiyo Industry Co., Ltd. began production of sheet metal and bumpers for repairs.
- Established Asia Parts Center (APC).
- Commenced sales of HAMP motorcycle parts in Thailand.

1999
- Commenced HAMP sales in Japan.

2000
- Introduced web-based service manuals.

2001
- Established and implemented new policy for annual supply of repair parts.
- Held first A&O technician contest (motorcycles).
- Commenced initial response meetings and SED initial response decisions (scrambling, HG promotion, etc.)
- Launched MaRIS (Maintenance Support Information System).
- Established Service Department and eight Service Technology Centers.
- Established Quality Innovation Center.

2003
- Launched New Warranty System (NWS1) to improve accuracy of warranty claim judgments and speed of quality information collection.

2004
- Established Customer Service Operations.

2005
- Reorganization completed as Customer Service Operations by merging motorcycle and power product divisions.
- Power Products Division commenced segregated service activities.
- Commenced HOPS3 and BEAM-SP operation.
- Implemented global W3W7 order rules.
- Consolidated domestic regional parts centers.
- Launched ECHO V2, updated from ECHO, a system that manages market quality information from launch to countermeasures, adding sequential and centralized management of quality information.

2006
- Service and parts divisions merged into the Customer Service Operations.
- Established HMI, a replacement parts business company in India. Commenced Greater Noida warehouse operations.

2007
- Commenced operation of service information distribution system. Commenced electronic distribution of service materials overseas (PP).
- Commenced operations at Suzuka Distribution Center (HBSL). Established next-morning delivery system (excluding Hokkaido and Okinawa).
- Established APM in Thailand.

2008
- Established AH 3-hub/9-parts centers system and commenced operation of next-day delivery system.

2009
- Odyssey Owner's Manual becomes industry-first to receive "Manual of the Year" award at Japan Manual Contest 2009.
- Launched FQS, a global centralized management system for motorcycle, automobile, and power products warranty information.
- Commenced Power Products Service Department VOC activities, expanding to major overseas countries.
- Launched service information portal site for overseas branches and distributors (motorcycles, automobiles and power products).
- Launched new model Insight, conducted special low-voltage training, commenced use of protective equipment and insulated tools.

2010
- Began production of sheet metal replacement parts at HTR in Turkey.

2011
- Provided reconstruction assistance to sales companies in the Tohoku region affected by the Great East Japan Earthquake over a period of four months.
- Held first Supplier Quality Awards.
- Commenced guidance to strengthen the leadership of dealers in India.
- Began providing electronic wiring diagrams (EWDs) to the market beginning with CR-V (Japan).

2013
- Began deployment of Mobile Service for manuals (MSI) (PP).
- Commenced operation of Inter-regional company parts order system (G-Ordering).
- Commenced operation of compliance database.
- Determined global direct shipment policy, and commenced operation of new export bases (India, China, Vietnam).
- Enhanced "a new level of outstanding quality" activities and commenced global SQ development.

2014
- Established CF Operations AS business and Japan Operations' Parts Departments.
- Responded through SED effort to Fit DCT recall.
- Responded on a global scale to Takata airbag recall. In Japan, Honda assisted through cooperation with the government to halt vehicle inspections, etc.

2015
- Web OM application commenced with S660.
- Held Global Parts Meeting (GPM).

2016
- Launched GiQ (Global Intelligence of Quality), a system to centrally manage and share quality information on motorcycles, automobiles, and power products worldwide.

2017
- Held first Dream Contest
- Commenced operation of Global Initial Parts Management System (GIOS).
- Commenced OTA for 18M Accord in North America.

2018
- Launched MOTOPUB, a motorcycle service information system for the general public.
- Launched Tech Line Support, a quality AI system. Launch information categorized into parts and events, and appropriate tech line advice is provided by presenting similar information. Launched in Japan.
- Commenced SQ system for Power Products Service Department and Quality Assurance Department.

2019
- Published Motorcycle Dealer Service Development Manual, which introduces standards for dealers' service facilities, etc., in response to the increase in the number of FUN models (medium and large motorcycles) being launched in developing countries.
- Held Honda World Skills Contest. 26 contestants from 17 countries were selected from global regional qualifying rounds (20,000 participants).

2020
- Established Cars Technical Center (CTC) for sales companies. Some STC functions were transferred to CTC to strengthen services for sales companies.

2021
- Responded to HUM/HTR closure in Europe (sheet metal parts transferred to APM/HDM).
- Responded to MHAP closure in Malaysia (transferred production of plastic parts to HATC).
- Established service system in conjunction with the launch of the Legend equipped with Level 3 automatic driving system in Japan.

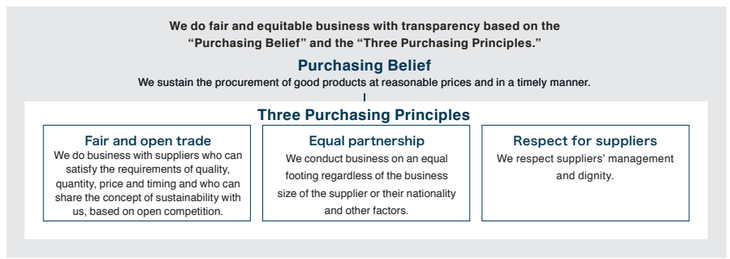
2023
- Held second World Technician Contest.

6. Purchasing

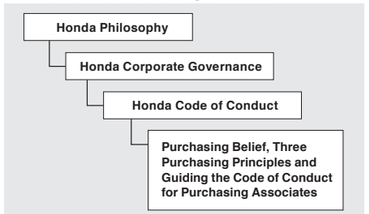
6-1 : Basic Approach to Purchasing

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 business that is fair and equitable with transparency.

Purchasing Belief and Three Purchasing Principles



Positioning of Purchasing Belief, Three Purchasing Principles and Guiding the Code of Conduct for Purchasing Associates

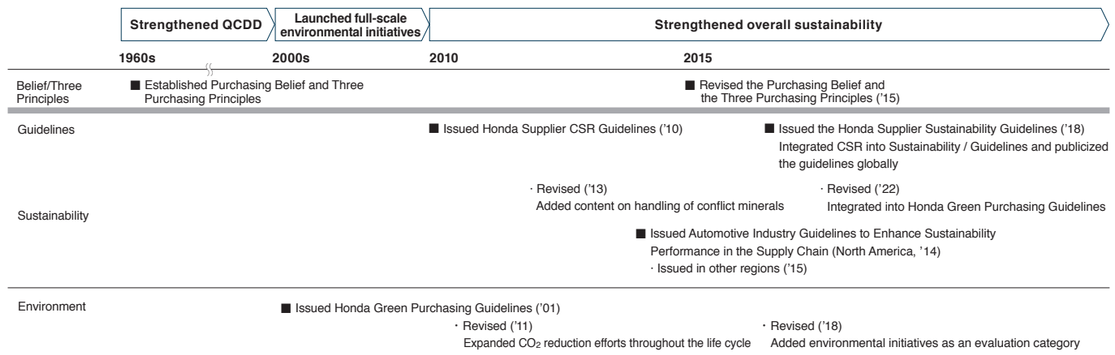


Engagement with Suppliers

In its global parts procurement activities, Honda has set forth its Sustainability Vision, which aims to promote sustainability initiatives together with its suppliers around the world and to realize a supply chain that can coexist and co-prosper with local communities. Furthermore, based on the vision, the Company has issued the Honda Supplier Sustainability Guidelines as a policy to share its approach to sustainability with its suppliers around the world and to promote it together. Through the Guidelines, Honda seeks to prevent compliance violations and other issues in advance, along with reducing its environmental impact. If a supplier fails to follow the Guidelines, Honda immediately receives a report from the supplier and works to prevent a recurrence by asking them to analyze the cause and draw up a corrective action plan. If the corrective action plan received from the supplier is determined to be inappropriate, Honda considers its future business relations with them, taking into account the social impact of the problem.

In addition, the Company is working to instill and promote the Guidelines throughout the entire supply chain by performing checks on the status of suppliers' related initiatives and utilizing sustainability-related check sheets for sub-tier suppliers. When selecting suppliers for components and raw materials based on these sustainability policies, Honda confirms their initiatives on Quality, Cost, Delivery, Development and Environment (QCDDE), human rights, labor, safety, compliance, risk, protection of information and other aspects to determine the best and most sustainable supplier.

Changes in purchasing operations

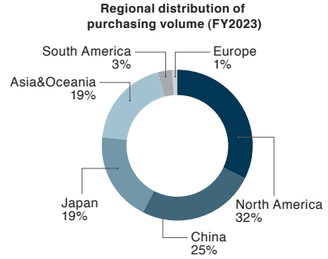


6-2 : Global Management of Purchasing

Promotion Structure

Honda conducts business in six regions worldwide and has respectively established purchasing functions. In line with Honda's corporate philosophy of "building products close to the customer," each region is encouraged to source locally. The rate of local procurement in the United States, Honda's primary production base, reaches 80% for major global models. A department in Japan supervises the overall, global purchasing function, 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. In addition, to discuss and examine the direction Honda should take globally over the medium to long term, Honda holds periodic meetings with the management teams of respective companies operating in each region and facilitates collaboration with them. The Environmental Purchasing Meeting was held from 2011 onwards and sought to strengthen initiatives aiming for a low-carbon society across the entire global supply chain. This meeting was composed of working-level staff from each region. It discussed and coordinated policies and methods of reducing CO_2 together with suppliers in each region worldwide. In FY2017, Honda added human rights and compliance initiatives and transformed the meeting into the Sustainability Purchasing Meeting.

Regional distribution of purchasing volume (FY2023)



Reducing the Environmental Impact Together with Suppliers

In the Honda Global Environmental Purchasing Vision, we have adopted the concept of coexisting in shared prosperity with local communities by reducing environmental impact together with Honda's suppliers worldwide in our component procurement operations. Based on this vision, we have also formulated the Environmental Purchasing Grand Design, which shows the steps toward our priority of attaining a low-carbon society. When launching new transactions, we share the guidelines and the grand design with all suppliers in each region, and with their consent, jointly work to realize a low-carbon supply chain.

Initiatives to Achieve Carbon Neutrality

Honda strives to realize carbon neutrality (net zero CO_2 emissions) for all products and corporate activities Honda is involved in by 2050. In Japan, in October 2021, Honda asked its suppliers to consider initiatives to reduce total CO_2 emissions, and in December 2022, shared its perspectives on measures to consider specific measures toward achieving carbon neutrality by 2050. Through close communication with each supplier, Honda aims to work together to realize carbon-neutral status.

Management of CO_2 Data

To increase the effectiveness of its efforts to reduce the environmental impacts in its supply chain, Honda established a system for the integrated management of data on CO_2 emissions reduction by suppliers in FY2012, which commenced full-scale operation in FY2015. Since FY2018, Honda has been taking part in CDP's supply chain program (an international initiative by institutional investors asking companies for their disclosure of information on climate change policies). Honda is using these tools to share goals and progress status towards total reduction and to implement the PDCA cycle with suppliers worldwide. As of 2022, approximately 1,700 companies, equating to more than 80% of purchasing value on a global level, are using these tools. Going forward, the Company will comprehensively analyze data to assist in activities to reduce CO_2 emissions at suppliers, including their efforts to achieve total emissions control targets.

Initiatives to Reduce the Environmental Impact in the Supply Chain

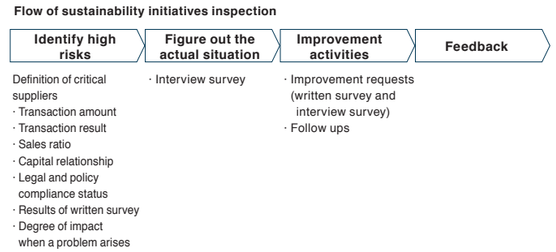
Honda promotes initiatives together with suppliers to reduce the environmental impact, that is, reduce CO_2 emissions and ensure the efficient use of resources in each region. In Japan, Honda sets specific numerical CO_2, water and waste targets for its Honda Group suppliers and promotes reduction initiatives in partnership with each of them. With regard to water and waste, having started undertaking measures for target management in FY2019, Honda set specific targets for FY2023 (below FY2020 results per unit of production) to collect accurate data. As part of this initiative, Honda has provided tools to these suppliers to analyze their respective progress and past performance and has been checking their activities to reduce the environmental impact as well as evaluate their stance in this area. By communicating and sharing information with Honda Group suppliers via the Internet, Honda actively collaborates with them to promote efforts to achieve the targets.

Sustainability Initiatives Inspection for Suppliers

Honda has distributed a checklist to suppliers requesting independent inspection in order to confirm the status of initiatives relative to the guidelines. Honda introduced a sustainability initiatives inspection in Japan in 2016 for suppliers with large business volumes and significant influence on the Company, in line with rising expectations worldwide to fulfill corporate social responsibility that also includes the supply chain. The inspection is now carried out globally. Following the flow diagram indicated on the right, in Japan, Honda performs this inspection periodically on suppliers who account for more than 80% of purchasing value. Based on the inspection results, the Company identifies high-risk suppliers that are prone to problems and may have a significant impact on Honda if a problem does occur. Recent examples of improvement include the management of working hours and the formulation of an internal rule to prohibit suppliers from retaining the ID documents of non-Japanese workers.

Going forward, Honda will work with overseas purchasing sites to promote the sustainability initiatives inspection globally while enhancing education for the associates responsible for the investigation to cultivate the required skills.There were no instances of issues bearing significant risk in FY2023.

Flow of sustainability initiatives inspection



6-3 : Purchasing Chronology

1953
- Concentrated purchasing functions in various locations to head office (Yaesu, Tokyo).
- Established Saitama Factory Procurement Section.
- Established Hamamatsu Factory Procurement Section.

1954
- Moved procurement functions from head office to the Shirako Factory.
- Established quarterly plan for cost reduction.

1955
- Changed incoming inspections from all items to samples.
- Declared no inspection policy to major customers at the Yamato Factory.
- Commenced cost reduction campaign.

1956
- Commenced organizational technical guidance to suppliers (Hamamatsu Materials)
- Established materials department at head office (factories concentrated on mass production).
- Implemented bulk purchasing of major materials.

1957
- Completed framework of material cost management system.
- Adopted diagram system to reduce inventory.

1959
- Cost targets set at international levels in anticipation of exports.
- Established a policy of “Cost is determined by selling price.”
- Categorized business partners as “specialized manufacturers” and “exclusive manufacturers.”
- Supported restoration of business partners in the wake of the Ise Bay typhoon disaster.

1960
- Adopted line-side inventory system at Suzuka Factory.
- Saitama and Hamamatsu material sections became part of the Head Office Material Division.
- Established Suzuka Branch Office (later to become the Direct Materials Section) of the Material Department at the Head Office.
- Material Department of the Head Office relocated to the Saitama Factory.

1961
- Cost Reduction Promotion Office established at Hamamatsu Factory.

1963
- Established automobile procurement system.

1970
- Consolidated motorcycle and automobile material sections of the Suzuka Plant into the Material Office.

1973
- Clarified roles of Head Office Procurement (legislative) and Manufacturing Procurement (administrative).
- Changed procurement organization of the Manufacturing Division from model-based to industry-based.
- Established office director system.
- Provided technical support to EG.
- Reinforced centralized purchasing of raw materials.

1977
- Held regular supplier round-table meeting in February.
- Began presenting awards of appreciation for excellence (quality, delivery, material cost)

1981
- Commenced direct packaging of motorcycle KD parts.

1982
- Integrated Cost Planning Department and Parts Planning Department.
- Commenced direct packaging of automobile KD parts.

1983
- Separated cost planning offices for motorcycles, automobiles, and power products parts.

1985
- Automobile Cost Planning Office moved from Wako to Tochigi.

1987
- Announced “5-Part Strategy” simultaneously in Japan and the U.S. Announced policy to expand local procurement.

1988
- Launched the first step of TARGET and IMPACT.

1991
- Relocated parts team of head office’s purchasing department to Tochigi.

1993
- Held affiliate company round-table meeting.
- Began Parts Department suppliers roundtable meetings.

1997
- Held the first four-region procurement quality conference.

1998
- Held the 50th Supplier Appreciation Gathering at Twin Ring Motegi.

2000
- Global Plaza completed in Tochigi R&D (later the Monozukuri Center) as a base for the Purchasing Department.

2001
- Issued Honda Green Purchasing Guidelines.
- Centralized quality planning and QCD functions for development origin.
- Participated in ML deliberations of the QD Department to improve supplier quality
- Implemented worldwide cost strategy for new motorcycles, automobiles, and power products.

2002
- Commenced a new level of outstanding quality initiatives.
- Revolutionized costs for large FUN motorcycle models.

2004
- Reformed production structure in Japan for large motorcycles, for high-diversity, low-volume production.
- Developed FI for COM in collaboration with motorcycle FI (fuel injection) related suppliers to reduce costs.

2005
- Began studies of disaster risk management.

2006
- Utilized competitiveness of parts produced in China and other Asian countries.

2007
- Expanded a new level of outstanding quality initiatives for automobiles overseas.
- Initiated project to reduce total costs related to domestic production of motorcycles and power products.

2008
- Improved model competitiveness of production bases for completed motorcycles Reorganized and strengthened global purchasing.

2010
- Published Honda Supplier CSR Guideline.

2011
- Established Purchasing Department at Kumamoto Factory.
- Disruptions in parts supply and response to the Great East Japan Earthquake and flooding in Thailand.

2012
- Established Automobile R&D Center Suzuka Branch (HGT-S) in the Suzuka Factory to strengthen competitiveness of the mini-vehicle business, and launched collaborative system with development, production, and purchasing on same floor.
- Reinforced cooperative framework for motorcycle development, engineering/production, and purchasing/buying (DEB) at Kumamoto Factory.

2015
- Revised Purchasing Philosophy and Three Purchasing Principles.

2016
- Reformed structure of motorcycle business, and revamped procurement structure.

2017
- Commenced batch planning consideration.

2018
- Published Honda Supplier Sustainability Guideline.

2019
- Motorcycle Monozukuri Center established by integrating Motorcycle Operations and Motorcycle R&D Center.

2020
- Merged Production Operations, Purchasing Operations, Honda R&D’s automobile mass-production development, and Honda Engineering’s automobile functions into Automobile Operations.

2022
- Merged automobile purchasing and supply chain management into Supply Chain Purchasing Department.

7. IT Systems

7-1 : Changes in IT Systems Domain

Honda Motor Co., Ltd.'s IT Department

Honda's IT system department began with the establishment of the Work Rationalization Office in the Administration Division at the Yaesu Head Office in 1964, to streamline office work. Since then, Honda has continued to implement IT in the three business areas of sales, manufacturing and administration, aiming to improve operational efficiency by reducing workload and time. The IT department started with individual departmental initiatives and gradually expanded its scope to include cross-departmental initiatives to consolidate and integrate information.

IT for Sales Support

- Established sales management and product logistics management systems to reduce lead-time from accepting product orders to delivery, and optimize product inventory.
- Established repair parts management system that mainly consists of forecasting, inventory, and warehouse management to enable a timely and stable supply of spare parts.
- Established system to support and streamline maintenance support information management, etc., which provide a high level of service to customers.

IT for Manufacturing

- Established production line management system that collects work progress information, issues work instructions, controls equipment, and gives shipping instructions, aiming to stabilize and increase the efficiency of manufacturing.
- Established drawing information management system that distributes drawings to factories, suppliers, and overseas subsidiaries as needed to shorten the time from finalization of development drawings to production.
- Managed master data common to, required for, all production management systems, such as a parts list representing the components for single vehicles and model database managing product codes.
- Planned optimum production considering efficiency, capacity, inventory status, etc.
- Managed ordering and delivery by calculating number of parts required for production, ordering the parts, and managing parts delivery at the manufacturing stage.
- Established IT system that supports and streamlines IT systems creation to support quality improvement by collecting quality information on products in the market and providing upstream feedback.

IT for Management

- For accounting and finance, IT system provides data necessary for management decision-making, rapidly processes transactions and efficiently issues vouchers.
- For human resources, IT system supports and realize the management and utilization of information related to associates, which requires efficiency and accuracy.

In recent years, with the development of the Internet and the sophistication of IT, the risk of corporate information leaks has increased, and since 2017 Honda has been working to minimize the risk by establishing a specialized system to promote its cybersecurity. Since its establishment, the IT department has been contributing to streamlining work efficiency, but now is expected to solve business issues and realize business reforms through the use of information and data. To this end, in 2012 Honda established the IT Operations as a headquarter to strengthen the organization, and in 2017 established a department to promote IT innovation to maximize business value through company-wide information utilization.

Honda R&D's IT Department

The history of Honda R&D's IT Systems Division began in the early 1970s as a group within the 8th Research Block (an organization related to electrical components), which used computers to perform physical calculations performed by designers. The Technical Computation Block was established to "provide in a timely manner software that allows R&D staff to maximize their infinite creativity." Its main tasks were:

- Prompt response to user (designers, etc.) needs and proactive operation
- Timely and accurate application of advanced technology and hardware
- All-Honda's "core" role in the area of computing technology

In 1995, the technical calculation, information systems and drawing management organizations were combined to form the CIS (Computer Integrated Systems) block for further streamlining. In 2019, its name was changed to the Digital Solution Center aiming to realize the creation of new value with a view to effectiveness and Honda as a whole through synergy between motorcycle, automobile and power products IT. Furthermore, in 2020, the Honda R&D's Digital Solution Center was integrated with Honda's connected IT and big data analysis, and renamed as the Digital Reform Management Department.

The purpose of promoting IT in R&D

- Flexibly promote further reinforcement of the information system and network infrastructure to support the transformation to a flexible structure of R&D center.
- To realize an integrated digital process from design to manufacturing and sales by creating a 3D digital data of a single model.
- Conducting various verifications and analyses in a digital environment during the initial design phase(Front loading development) to produce highly accurate drawings
- To produce accurate drawings quickly and with less rework by performing various verifications and analyses within the digital environment for early drawing maturity and design man-hours reduction.
- Calculating reasonable costs using 3D digital models

Honda and Honda R&D's IT departments have evolved and developed by utilizing the latest technologies of each era, such as mainframes, open networks, and cloud computing.
Since the 1980s, Honda has been working to share data and systems globally by connecting Honda bases around the world via a communications network in response to the company's expanding business overseas.
In the late 1990s, each person in the office had a PC, and a company-wide e-mail system was introduced as a new communication tool. In response to changes in work styles, Honda is enhancing functions to enable telecommuting, remote meetings, etc. on a global scale.

7-2 : Consolidation of IT Systems Division

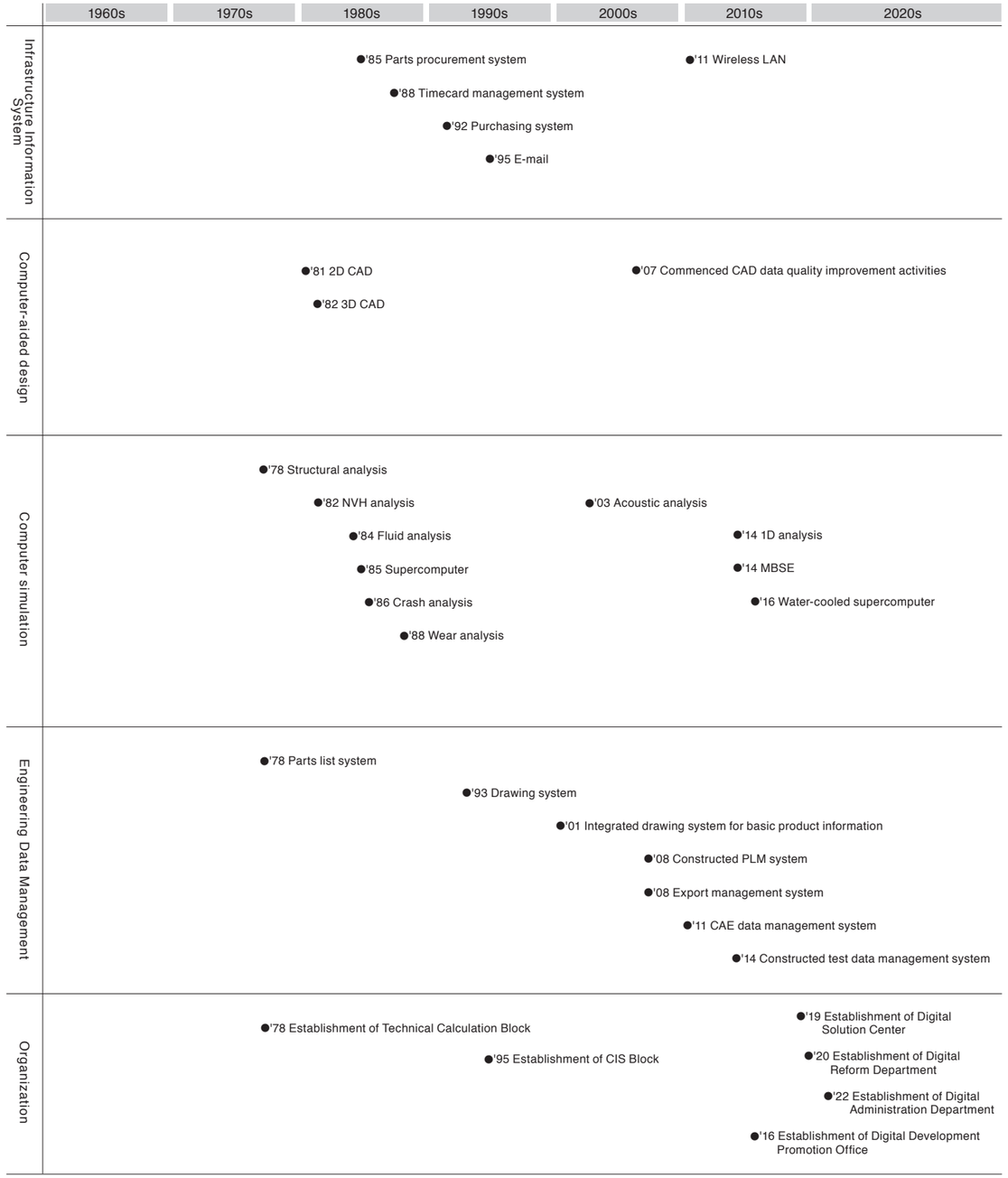
In order to improve IT system development, visualization of Honda's business, manufacturing efficiency, customer experience, day-to-day operational efficiency, and work environment, Honda's IT Operations and Honda R&D's Digital Reform Management Division were merged in April 2022, becoming the Digital Management Department

7-3 : Honda's IT Systems Division's Goals

The role of the Digital Management Department is to maintain Honda's competitive advantage by increasing business efficiency and speed of business transformation through reform of business processes using digital technology.
In addition to promoting reform by participating in business reform and digital transformation planning, the Digital Management Department aims to improve system quality and shorten delivery time and achieve efficient development by focusing on the initial process (front-end) in system development and investing resources intensively to improve quality at the specification stage, and reduce defects and rework.

7-4 : Honda Initiatives Chronology

7-5 : Honda R&D Initiatives Chronology



8. Environmental Initiatives

8-1 : Basic Approach

Honda Environmental and Safety Vision/Honda's Environment Statement

Ever since the 1960s, Honda has actively endeavored to solve environmental issues.

In the 1970s, Honda developed the low-pollution CVCC* engine, which successfully reduced carbon monoxide, hydrocarbon and nitrogen oxide (NOx) emissions, making Honda the world's first automaker to comply with the U.S. Clean Air Act – a regulation considered to be the most stringent in the world at the time. In 1992, Honda established the Honda Environment Statement, serving as the Company's guideline for all environmental initiatives. The statement articulates the basic stance towards reducing the environmental impact at every stage in the life cycle of its products, from product procurement to the design, development, production, transportation, sale, use and disposal stages. In addition, for Honda to further promote the above-mentioned environmental initiatives and continue to be a company society wants to exist, the Honda Environmental and Safety Vision was established in 2011. Aimed at the realization of the joy and freedom of mobility and a sustainable society where people can enjoy life, as is declared in this vision, each of Honda's global business sites is engaging in the reduction of an array of environmental impacts. Such initiatives include the reduction of greenhouse gas (GHG) emissions, which are considered to be a cause of climate change, as well as energy use; the efficient use of resources, including water and minerals; and the appropriate treatment and reduction of waste, with the aim of conserving the global environment and biodiversity. Honda will realize this vision by conducting these activities while sharing Honda's Environment Statement with everyone associated with Honda, including suppliers and distributors in addition to Honda Group companies.

* CVCC: Compound Vortex Controlled Combustion

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's 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 activities. Only in this way will we be able to count on a successful future, not only for our company, but also 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' life cycle—from research, design, production and sales to service and disposal.
2. We will make every effort to minimize and properly dispose of the waste and contaminants generated at every stage of a product's life cycle.
3. As a member of both the company and 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 local people's health, environment and society, and endeavor to improve the social standing of the company.

Established and announced in June 1992

8-2 : Honda's Material Issues

Through Honda's proprietary technologies and business activities, the Company will work to tackle climate change and energy issues, the effective utilization of resources and the preservation of clean air, which are outlined as challenges in the materiality matrix, aiming to realize a zero environmental impact society in the future.

Triple Action to ZERO

In order for people to live on Earth in a sustainable manner, Honda seeks to realize a society with zero environmental impact. Accordingly, the Company established the Triple ZERO initiative, a concept for environmental initiatives, and in 2021, it set Triple Action to ZERO, which defines specific target years and actions. Efforts will be centered around the Triple Action to ZERO, which integrates three elements, namely carbon neutrality, clean energy and resource circulation, into one concept. Under this concept, Honda is considering and implementing measures while taking into account a linkage of the three elements. The Company recognizes that this will lead to the acceleration of initiatives in international frameworks and to Nature-based Solutions (NbS)* that are attracting increasing interest from stakeholders.

* Nature-based Solutions (NbS): Initiatives that address social issues while preserving and restoring natural ecosystems

CO_2 emissions, net zero by 2050

To address climate change issues, Honda will work toward a target of limiting the global average temperature rise to 1.5ºC above pre-industrial levels by reducing carbon emissions from corporate activities and throughout the product life cycle.

100% utilization of carbon-free energy by 2050

To address energy issues, Honda will go a step beyond its conventional initiative of reducing energy risks and aim to use clean energy both during product use and in corporate activities.

100% use of sustainable materials by 2050

To address the effective utilization of resources, Honda will go beyond its previous initiative aimed at reducing the risks related to resources and waste disposal by taking on the additional challenge of developing products and creating systems that use sustainable materials and have zero environmental impact.

In the area of corporate activities, Honda aims to achieve "zero" industrial water intake and industrial waste at Honda plants by 2050.

8-3 : Environmental Initiatives Chronology

year	Outline	Related Matters
1948	・Honda Motor Co., Ltd. established.	
1959	・Implemented plan to recycle aluminum casting swarf (Yamato Factory).	
1963	・Installed an aluminum dust mining machine to recycle machining scraps(Suzuka Factory).	・U.S. enactment of the Clean Air Act.
1964	・Received the Minister of International Trade and Industry Award for "streamlining of electricity use," including improvement of power transmission facilities and streamlining of production facilities.	
1966	・Established the Air Pollution (AP) Laboratory in the Honda R&D, specializing in research on low-pollution engines.	・California Air Resources Board initiates emission controls. ・U.S. issued regulations to prevent air pollution. ・Department of Transportation implements emission regulations for new vehicles (3% CO concentration).
1967		・Enacted Basic Act on Pollution Control.
1968		・Enacted Clean Air Act, Noise Regulation Act, and Pollution Dispute Resolution Act.
1970	・Established Pollution control headquarters. ・Started a water circulation system that does not discharge industrial water to the outside (Sayama Factory).	
1971	・Announced outline of the low-pollution engine (CVCC).	・U.S. Environmental Protection Agency (EPA) enacted vehicle emission regulations in accordance with the U.S. Clean Air Act of 1970 (Muskie Act).
1972	・Concluded CVCC engine technology licensing agreement with Toyota Motor Corporation. ・CVCC engine becomes the first to pass the U.S. Clean Air Act of 1970 emission standards in 1975.	
1973	・Concluded a CVCC engine technology licensing agreement with Ford Motor Company of the U.S. ・Concluded a CVCC engine technology licensing agreement with Chrysler Corporation of the U.S. ・Concluded a CVCC engine technology licensing agreement with Isuzu. ・Launched the Civic (1500cc CVCC 3-door and 4-door).	
1974	・Export vehicles equipped with CVCC engines passed EPA (U.S. Environmental Protection Agency) emissions tests.	
1977	・Civic (CVCC) won first place in the U.S. Environmental Protection Agency (EPA) FEA77 fuel economy test for four consecutive years.	
1981	・Civic surpassed 40 miles per gallon in the 1982 model year vehicle fuel economy test conducted by the U.S. Environmental Protection Agency (EPA) (world record for a gasoline vehicle).	

year	Outline	Related Matters
1982	・Announced Super Cub 50, which achieves ultra-low fuel consumption of 150 km per liter.	
1990	・Established Recycling Committee.	
1991	・Established Environmental Council chaired by the Vice President. ・Became first Japanese auto manufacturer to collect and recycle used plastic bumpers on a large scale. Recycled used bumper materials into parts delivery boxes, started used bumper recycling (as recycling network test)	・Enacted law concerning the utilization of recyclable resources (Recycling Law).
1992	・Established the Honda Environmental Declaration, Honda's policy for environmental initiatives.	
1993	・Released the Voluntary Plan*, which outlines the direction of Honda's environmental initiatives. * Waste reduction plan in line with the voluntary action plan (Voluntary Plan) promoted by the Ministry of International Trade and Industry (MITI) and proposals for its formulation.	
1995	・First gasoline engine vehicle to meet ULEV (Ultra-Low Emission Vehicle) standards of the California emission regulations in the U.S. ・Established the World Environment Council. ・Achieved a reduction of waste emissions by half from the 1991 level.	
1996		・Revised Enforcement Order of the Waste Disposal and Public Cleaning Law.
1997	・Launched the New Recycling Project. ・Developed 100% recyclable instrument panels (using olefin resin). ・Announced policy to "convert all motorcycle engines to 4-stroke.	・Announced End-of-life Vehicle Recycling Initiative.
1998	・Developed Japan's first exhaust gas purification system for 4-stroke engines that complies with motorcycle exhaust gas regulations for light motorcycles. ・Launched the Green Dealer Project for automobile dealers. ・Announced the 1999 Accord, expanding the range of models compliant with the ULEV* standard, which significantly reduces emissions of hazardous substances. *Ultra Low Emission Vehicle.	・Announced law concerning promotion of measures to cope with global warming.
1999	・Published Honda's first annual environmental report. ・Announced Honda IMA System, Honda's unique hybrid system, and new lightweight aluminum body frame that significantly reduces body weight. First hybrid car to be named Insight. ・2000 ACCORD was certified as a Super Ultra Low Emission Vehicle (SULEV), the most stringent of the new "LEV II" vehicle emission regulations to be enforced in California, U.S.A. starting in 2004.	・Announced PRTR Law.
2000	・Published HONDA ECOLOGY environmental pamphlet. ・Introduced a green dealer certification system for automobile dealers nationwide. ・Insight hybrid car substantially breaks the Guinness Book of Records fuel economy record in the gasoline engine category.	・Announced Basic Act on Establishing a Recycling Society.
2001	・Civic natural gas vehicle becomes the first vehicle in the U.S. to receive Advanced Technology PZEV (Partial-Credit Zero Emission Vehicle) certification from the California Air Resources Board. ・Established Green Purchasing Guideline.	・Enacted PRTR Law.
2002	・Established the Honda LCA System to quantitatively assess the environmental impact of all business areas. ・FCX became the world's first vehicle to be certified by the Environmental Protection Agency (EPA) and the California Air Resources Board (CARB), which is a requirement for sales in the U.S.	・Announced Automobile Recycling Law.
2003	・Developed the world's first electronically controlled fuel injection system (PGM-FI) for 4-stroke 50cc scooters. ・Announced that majority of Honda motorcycles sold worldwide will be equipped with FI by 2010.	
2005		・Kyoto Protocol became effective, Automobile Recycling Law enacted.
2006	・Announced 2010 worldwide CO_2 emission reduction targets for motorcycles, automobiles, and power products and manufacturing (an industry first). ・Published CSR (Corporate Social Responsibility) Report 2006. ・Developed Flexible Fuel Vehicle (FFV) that can run on mixed fuel (ethanol mixed fuel) for Brazil, based on gasoline engine.	
2007	・CVCC engine and Cub F-Type recognized as Mechanical Heritage by the Japan Society of Mechanical Engineers.	
2011	・Revised Green Purchasing Guidelines and expanded application to suppliers worldwide. ・Signed "E-KIZUNA Project Agreement" with Saitama City, and announced the outline of the Honda Smart Home System demonstration experiment, aiming to reduce CO_2 emissions in households. ・Established Honda's Environmental Vision (target to reduce global CO_2 emissions by 30% from 2000 levels by 2020) and announced the global environmental slogan "Blue Skies for Our Children" and logo.	
2012	・First public showing of a test house equipped with Honda's Smart Home System - Verification of in-home energy management technology using gas, solar, and electrified mobility systems begins. ・First in the industry to disclose global CO_2 emissions from the use of Honda products (according to Honda research). ・First in the industry to disclose all greenhouse gas emissions from Honda's global business activities and customer use of its products (according to Honda research).	
2013	・Established the world's first system to recycle rare earths extracted from nickel-metal hydride batteries for hybrid vehicles. ・Disclosed environmental initiatives relating to the construction of the Saitama Factory's Yorii Plant (Yorii-machi, Osato-gun, Saitama Prefecture) prior to operations commencing in July. ・Commenced leasing Accord Plug-in Hybrid to individual customers (World's first SULEV20-compliant Accord PHEV).	
2015	・Honda's Annual Environmental Report 2014 won the Sustainability Reporting Excellence Award at the 18th Environmental Communication Awards. ・Published Honda Sustainability Report 2015 (integrating the information reported in the CSR Report and the Annual Environmental Report (Global Edition)). ・Announced the CLARITY FUEL CELL fuel cell vehicle.	
2017	・General Motors (GM) and Honda establish the industry's first joint venture to produce fuel cell systems in Michigan, U.S.A. - Both companies to use advanced fuel cell technology in their products. ・Established new company in the spring of 2018 for full-scale development of hydrogen stations.Eleven companies agreed to participate in the establishment of the new company.	
2019	・Developed high-efficiency electrification technology Honda e:TECHNOLOGY. ・Established consortium for swappable batteries for motorcycles.	
2020	・Isuzu and Honda concluded a joint research agreement on fuel cell (FC) trucks. ・Japan Post and Honda agreed to introduce Honda's electric motorcycle BENLY e: for mail delivery service.	・Enacted law concerning promotion of measures to cope with global warming.
2021	・Declared 100% use of sustainable materials by 2050. ・Announced Triple Action to ZERO concept in Sustainability Report (carbon neutral, clean energy, resource circulation) ・Began field testing of recycling acrylic resin.	
2022	・Published Honda Report (comprehensive report).	

9. Safety Initiatives

9-1 : Toward a Collision-Free Mobile Society

Based on the concept of “Safety for Everyone,” Honda aims for a collision-free mobile society, where not only drivers and riders, but indeed everyone sharing the road, can safely and confidently enjoy the freedom of mobility. In April 2021, Honda declared its goal of zero traffic collision fatalities* involving Honda motorcycles and automobiles worldwide by 2050 and is accelerating its safety initiatives. Honda’s safety initiatives began in the 1960s with its safe driving promotion activities, the first of their kind among motorcycle and automobile manufacturers. Honda’s safety initiatives have now expanded to include everyone involved in traffic society, from drivers to pedestrians, from children to the elderly, and are being actively promoted not only in Japan but also in countries and regions around the world. In the area of technology, Honda has pioneered several new technologies across the world, based on the concepts of “setting higher targets exceeding regulatory requirements” and “if it does not exist, we will make it.” In addition to these initiatives by individual Honda companies, Honda is also actively collaborating with governments, local communities, and individual companies to improve the road environment, among other things. With the advancement of online services and other technologies, it is now possible to lead a life without moving around. However, Honda believes that people’s curiosity will continue to drive them to expand their sphere of activities and enjoy the real world with its rich sensibilities. Ensuring safety is an important initiative to expand freedom of movement. Honda will continue to pursue safety that not only protects people, but also encourages their curiosity and enhances the joy of mobility.

Global Safety Slogan

Safety for Everyone

Honda dreams of a collision-free mobile society where our customers, and everyone sharing the road, can safely and confidently enjoy the freedom of mobility.

Not only does Honda’s slogan “Safety for Everyone” embrace its approach of pursuing safety in a way that matches each individual, but it also follows its belief that ensuring the safety of each member of society will consequently make society as a whole safer and mark a step forward to a collision-free mobile society.

* Traffic accidents involving Honda motorcycles and automobiles: Traffic accidents involving Honda motorcyclists and automobile riders, as well as pedestrians and bicyclists (i.e., all traffic participants, except for intentional and malicious violators of the rules, and persons who are incapable of fulfilling their responsibilities)

9-2 : Direction of Activities

Honda is working on traffic safety with a focus on the three elements of human ability (awareness-building activities), performance of mobility (technological development) and traffic ecosystem (collaboration, and development of systems/services).

Human Ability

Honda believes that efforts are needed to support the enhancement of human ability, ranging from driving skills to psychological and mental aspects, such as cognition, judgment, and compassion toward others, for all people involved in traffic society. Honda will translate these efforts into awareness-building activities matched to individual awareness, experience levels and physical capabilities.

Performance of Mobility

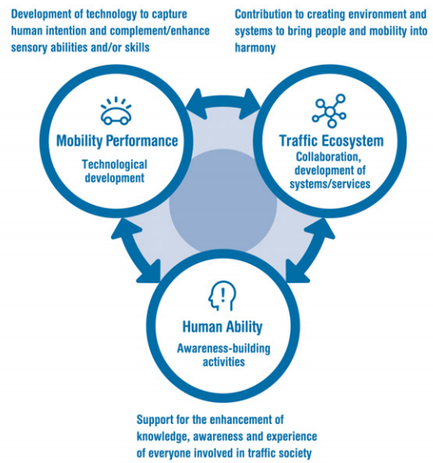
Honda believes that a mix of capabilities is needed to appropriately complement or augment human ability. These include the capability to protect the human body, the capability to avoid collisions to the greatest extent possible, and the capability to capture the intention of a person and convey it to the vehicle and other people. Honda intends to gain an even deeper understanding of the human body and consciousness and evolve its efforts to develop more people-oriented technologies.

Traffic Ecosystem

The traffic environment is subject to constant change due to traffic congestion, bad weather and various other factors. Honda believes that preventing accidents or mitigating their damage in such a traffic environment requires dynamically understanding its holistic picture(the traffic ecosystem). This encompasses the interrelation between the diverse elements, including pedestrians, motorcycles, and automobiles, that constitute the traffic environment as well as roads, telecommunications, and other infrastructure, and letting these elements connect organically. Honda will proactively work toward this goal through an open approach, including cooperation with various countries and regions and collaboration with other companies, thereby contributing to the healthy functioning of traffic society. Honda will address traffic accidents caused by various factors by evolving the technologies and activities of the three elements of safety on individual basis, as well as by combining each of them.

Honda will address traffic accidents caused by various factors by evolving the technologies and activities of the three elements of safety on individual basis, as well as by combining each of them.

Three elements of safety



Source:：Honda ESG Data Book 2023

9-3 : Honda’s Approach to Human Capabilities

In 1970, Honda established the Traffic Safety Promotion Operations in Japan and subsequently a department dedicated to promoting activities overseas within the Operations in 1972. Since then, Honda has been reinforcing its efforts overseas by establishing Traffic Education Centers* in various countries and cooperating with local dealers. As of March 2023, Honda is carrying out traffic safety promotion activities in 43 countries and regions throughout the world, including Japan. Honda’s activities are based on the ideas of “Safety handed down from person to person” by conveying the importance of traffic safety directly to customers at dealers and to provide “participatory experiential education” under the guidance of expert instructors. In Japan, Honda has developed activities to deliver safety for all ages, from children to seniors, and provided education and actual training on traffic safety to more than 6.72 million customers to date in cooperation with Honda Traffic Education Centers, motorcycle and automobile dealers, local corporations, and schools. Overseas, particularly in emerging countries, there are areas where regulations, traffic rules and road infrastructure are not yet fully developed even though motorization is rapidly progressing. As such, the increase in the number of fatal traffic accidents has become a social issue. Therefore, Honda is undertaking activities matched to the traffic situation of each country while collaborating with local governments and relevant organizations.

* Traffic Education Centers: Honda facilities where internal and external instructors on traffic safety are trained and driving safety education is provided to corporations, schools and individual customers

9-4 : Safety Initiatives Chronology

1964	Safety Driving Training Center opened at Suzuka Circuit and training for motorcycle policemen and patrol car drivers begins.
1966	Training expanded to include motorcycle police officers nationwide.
1970	Traffic Safety Promotion Operations established.
	Safety education booklet "Safety Driving: Safety Points (for motorcycles and automobiles)" distributed with all motorcycle models.
1971	National organization of Traffic Safety Promotion Operations established, with 2,500 instructors nationwide. Safety Club established.
1972	Overseas Driving Safety Promotion Committee established within Traffic Safety Promotion Operations. Prefectural branch instructors assigned.
1973	Rainbow Fukuoka traffic education center established. Launched campaign for driving safety instructors (10,000 driving safety instructors trained by 1974).
1978	Suzuka Circuit traffic education center renovated. Honda Motorcyclist School (HMS) established.
1980	“All Japan Safety Club Gathering,” a national organization of good riders established. Rainbow Saitama traffic education center established.
1982	In Brazil, Honda do Brasil opened traffic education centers in Sao Paulo and Rio de Janeiro. Rainbow Hamamatsu traffic education center established.
1985	Rainbow Osaka traffic education center established. Singapore Safety Driving Center (SSDC) opened in Singapore.
1988	Safety and New Challenge activities developed. In the U.S., AH established the Rider Education Center by Honda.
1989	A.P. Honda of Thailand established Traffic Safety Promotion Operations. Ladies Riding School established in Japan.
1990	Bukit Bato Driving Center (BBDC) established in Singapore. A.P. Honda Traffic Safety Education Center established in Thailand.
1991	Commenced training for safety and environmental promotion staff at automobile dealerships. Honda Driving School (HDS) held.
1992	Suzuka Mobility Study Group established. Driving Safety Management Forum (for corporate driving safety personnel) held.
1996	Honda motorcycle riding simulator announced. Rainbow Kumamoto traffic education center established.
	“Sharply Reading Traffic Conditions,” teaching material for predicting danger completed.
1997	Safety coordinators assigned within automobile sales companies. Active Safety Training Park Motegi established.
1998	Riding advisor training for motorcycle dealers commenced. Riding simulators installed in overseas traffic education centers.
1999	Ayatorii Hiyoko Edition completed. Honda Vietnam traffic education center opened.
2001	Honda automobile driving simulator announced. First National Driving School Instructor Safe Driving Competition held.
2002	Rainbow Hamanako traffic education center established. BBDC conducted first overseas safety coordinator training.
2003	Safe driving instructor training conducted at three Chinese motorcycle joint ventures (Chongqing, Guangzhou, Shanghai)
2007	Honda Healthy Driving School for the elderly opened. Suzuka Circuit Traffic Education Center renovated.
2009	Regional promotion blocks in Tochigi, Saitama, Hamamatsu, Suzuka, and Kumamoto established. Honda Safety Navigation System released.
2010	Honda Bicycle Simulator launched for sale. Honda Video KYT (Kiken yosoku training) launched for sale.
2011	“Traffic Safety Video Course” and “Silver Rakushu University” educational programs provided for the elderly.
2012	Driving ability evaluation support software for rehabilitation for Honda Safety Navigation System released for sale.
2016	Traffic safety education instruction manual for high school students provided. “Learn Traffic Safety with Dekiru-Nyan” for 4- to 5-year-old children provided.
2017	DSP (Driving Style Suggestion) program launched to visualize driving habits at the Suzuka Circuit Traffic Education Center.
2019	“Minna de Anshin (Safe Driving Behavior Diagnosis)” and “Honda SENSING Awareness Video” programs launched for automobile dealers’ customers.
2020	Astra Honda Motor Traffic Education Center launched in Indonesia.
2022	Educational videos for motorcycle users offered through webinars and YouTube.

9-5 : Honda's Approach to Mobility Performance

Honda engages in technological development by fully understanding the real accident situations in a real-world traffic environment comprising multiple types of road users, including motorcycles and automobiles, and by conducting detailed analyses of accident mechanisms. To date, Honda has developed the world's first*1 pedestrian dummy, an anthropomorphic model used to reproduce the human body's kinematics during a collision with an automobile, and has established the world's first indoor omnidirectional crash test facility to conduct research into more realistic crash configurations. In addition, the Company has developed and introduced new technologies, such as the SRS Airbag System for the driver's seat, the Advanced Compatibility Engineering (ACE) body structure, and the Collision Mitigation Braking System (CMBS) (a world first) for automobiles*2, and the mass-produced airbag system for motorcycles (a world first). Since 2014, Honda has been expanding the application of Honda SENSING and Acura Watch, driving safety support systems that assist in accident avoidance, to each of its automobile models. In 2022, the Company launched Honda SENSING 360, which has evolved into an omni-directional safe driving support system based on the knowledge and know-how accumulated through the research and development of Level 3 autonomous car technologies. Since motorcycle accidents account for the majority of traffic accidents in emerging countries, Honda aims to expand the application of Honda SENSING with motorcycle detection function to all automobile models and equip more motorcycles with its advanced braking systems, such as ABS and CBS, and headlights that provide better visibility to riders and make them more visible to other road users in the future. In developed countries, the Company aims to apply these technologies, which cover a wide range of fatal collision situations envisioned by Honda, to all automobile models by 2030, including Honda SENSING 360, enhanced pedestrian protection and collision mitigation performance, and advanced automatic accident reporting systems.

*1 Based on Honda's research

*2 A safety-oriented body structure that efficiently disperses and absorbs collision energy in the engine compartment when automobiles collide with each other. It offers significantly greater occupant protection and reduces the damage to the other impacted vehicles.

9-6 : Safety Technology Chronology

1960s	Automobile	1963 Two-point seat belts as standard equipment (S500)
		1964 Three-point seat belts as optional equipment (S600) [Japan-first]
		1967 Monocoque body (N360)
		1968 Disc brakes (S800M)
	Motorcycle	1969 Disc brakes (Dream CB750 FOUR) [World-first for motorcycles]
1970s	Automobile	1971 Began research on radar including distance control
		1973 Honda ESV unveiled at the 4th International ESV Conference
		1976 Three-point ELR seat belt (Accord)
		1979 Halogen headlights (Civic)
1980s	Automobile	1981 Car navigation system "Electro-Gyrocator" [World-first]
		1982 Four-wheel antilock braking system (Prelude) [Japan-first]
		1986 Began research on automatic driving
		1987 Honda 4WS, a steering angle-responsive four-wheel steering system (Prelude) [World-first]
		Driver-side SRS airbag system (Legend) [Japan-first]
1990s	Automobile	1990 SRS airbag system for the front passenger seat, Honda's unique top-mounted system (Legend) [Japan-first]
		Seat belt pretensioner (Legend) [Japan-first]
		1993 Body designed for all-round collision safety (Accord, Ascot, Rafaga)
		1995 Advanced Safety Vehicle ASV-1 Automatic Braking
		1996 Automated driving road system public experiment
		1997 Vehicle Stability Assist VSA (Accord, Torneo)
		Highway driving support system HiDS announced
		Pre-tensioner ELR seat belt with load limiter (Accord, Torneo)
		1998 Pedestrian Injury Mitigation Body (HR-V) [World-first]
		i-SRS airbag system (Legend) [World-first]
		i-side airbag system with a front-passenger posture detection (Legend) [World-first]
		POLAR pedestrian dummy [World-first]
2000s	Automobile	2000 Public road tests of the HiDS highway driving support system begin
		Advanced Safety Vehicle ASV-2 rear-end collision speed reduction system
		Indoor omni-directional crash test facility [World-first]
		Second-generation pedestrian dummy POLAR II
		2002 HiDS highway driving support system (Accord)
		2003 AFS Adaptive Front Lighting System (Step Wagon)
		Rear-end collision mitigation brake system CMBS + E-pretensioner (Inspire) [World-first]
		Compatibility body (Life)
		2004 Intelligent night vision system with alarm (Legend) [World-first]
		SH-AWD four-wheel steering system (Legend) [World-first]
		2005 Advanced Safety Vehicle ASV-3 Inter-Vehicle Communication
		2008 Multi-view camera system
		Advanced Safety Vehicle ASV-4 Inter-vehicle and Roadside-to-vehicle communication
		DSSS Driving Safety Support System
		i-SRS airbag system (variable capacity) [World-first]
		Pop-up hood system (Legend)
		Third-generation pedestrian dummy POLAR III
	Motorcycle	2000 Advanced Safety Research Vehicle ASV-2 extended to motorcycles
		2005 Airbag system for motorcycles [World-first]
		ASV-3 advanced safety research vehicle completed (design for improved visibility, etc.)
		2008 Public road test of ASV-4 advanced safety research vehicle
		New brake system for supersports models - electronically controlled combined ABS [World-first]
2010s	Automobile	2010 Blind Spot Information
		2013 Lane Watch
		Emergency stop signal
		ELR seatbelts with rear 3-point load limiter
		CTBA City Brake Active System
		2014 Advanced Safety Driving Assist System Honda SENSING and Acura Watch announced
		SRS driver-side knee airbag system
		2015 Advanced Safety Vehicle ASV-5 inter-vehicle communication
		i-SRS internal pressure-retaining airbag for front passenger seat
		2016 Driving support system utilizing traffic signal information
		2018 Traffic jam assist (traffic jam driving assist)
	Motorcycle	2018 Electronically controlled combined ABS for large tourers (Gold Wing)
2020s	Automobile	2020 Front center airbag
		2021 Level 4 automatic driving compliant traffic jam pilot (Legend)
		Honda SENSING 360, an omnidirectional safe driving support system announced
		2022 Next-generation Honda SENSING 360 and Honda SENSING Elite technologies announced

9-7 : Honda's Approach to Traffic Ecosystems

In 1998, Honda started to offer "Internavi," a car navigation system in Japan that is equipped with communication functions to support safe driving by providing drivers with information on traffic congestion and disasters using driving data collected from Honda vehicles. In 2013, Honda launched a Safety Map service that integrates and analyzes various information, such as emergency braking information collected through the Internavi system, information on traffic accidents provided by the police and local governments, and traffic information provided by local residents. This service on Honda's website allows users to learn in advance about areas where accidents frequently occur. In addition to being used by ordinary people, the Safety Map has also been used by local governments and other organizations to improve roads by adding road markings, etc. The total number of road improvement measures taken since 2013 is over 150. These efforts have evolved since then, and in 2017 the Company launched Honda Drive Data Service, a data service that displays dangerous areas on a map in real time, aiming to address social issues, including disaster prevention and traffic accident prevention. Honda is also conducting a demonstration experiment of the Road Hazard Condition Monitoring System, which shares information on dangerous road conditions detected by ADAS cameras, such as road surface sinking and road construction, with other vehicles in the vicinity, including motorcycles. In addition, Honda is participating in D-Call Net®*, an emergency automatic notification system. This system utilizes vehicle-connected technology, commonly called AACN (Advanced Automatic Collision Notification), to estimate the probability of fatality and serious injury in the event of an accident, and automatically notifies the fire department and cooperating hospitals from the vehicle involved in the accident. In the future, the Company plans to develop a system that expands the scope of coverage to include accidents involving pedestrians and motorcycles to save even more lives. Looking toward the future, in 2021, Honda unveiled its Safe and Sound Network Technology, which connects all traffic participants, i.e., people and mobility vehicles, through telecommunications to predict risks before accidents occur and support accident avoidance. The Company is accelerating industry- and public-private sectorled efforts toward social implementation of the technology from 2030 onward.

* D-Call Net® is a registered trademark of the NPO Helicopter Emergency Medical Service Network (HEM-Net).

9-8 : Aiming for zero traffic fatalities involving Honda motorcycles and automobiles

Honda aims to achieve zero traffic collision fatalities involving Honda motorcycles and automobiles worldwide by 2050. To achieve this goal, Honda has also set a milestone of halving the number of global traffic collision fatalities involving Honda motorcycles and automobiles by 2030*1. This applies not just to new models but also to Honda motorcycles and automobiles already on the market. Therefore, it is important to promote activities that lead to safety as well as produce vehicle models equipped with safety technologies.

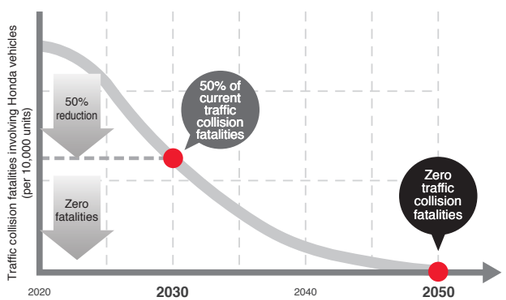
Toward 2030

In this context, the biggest challenge in achieving the 2030 milestone is fatal motorcycle accidents in emerging countries. Honda has a social responsibility as the manufacturer with the largest supply of motorcycles. To address this issue, Honda is employing educational activities in the hope of providing all people with opportunities to gain knowledge and skills in traffic safety, including safe driving. Honda also aims to expand to motorcycles the application of advanced braking systems such as ABS and CBS as well as headlights that provide better visibility to riders and make them more visible to other road users. Honda also aims to extend the application of Honda SENSING with a motorcycle detection function to all automobile models. In developed countries, as a further initiative, Honda is applying Honda SENSING 360, which has evolved into an omni-directional safe driving support system utilizing the knowledge and know-how accumulated through the research and development of Level 3 autonomous cars*2, to all automobile models. Honda will also work with other companies to develop technologies that utilize telecommunications and other transportation infrastructure that will lead to the reduction of fatal accidents.

Toward 2050

These efforts through 2030 will reduce many traffic fatalities, but in order to achieve zero traffic accident fatalities involving Honda motorcycles and automobiles worldwide by 2050, it will be necessary to address vulnerable road users, such as pedestrians and riders of two-wheeled vehicles, including bicycles. Therefore, we must ensure that these vulnerable road users are prepared at an earlier stage to avoid accidents in situations where they may occur. To realize this, Honda is promoting the research and development of Safe and Sound Network Technology, which connects all traffic participants (i.e., people and mobility vehicles) via telecommunications to predict risks before accidents occur and support accident avoidance.

Honda's safety targets



*1 Halve the number of traffic accident fatalities per 10,000 vehicles involving Honda motorcycles and automobiles worldwide in 2030 compared to 2020.

*2 A condition in which the automatic operation system replaces all driving operations in a limited area that meets specific driving environment conditions. However, during the operation of the automatic operation system, if there is a risk that the automatic operation system may not operate properly, an alarm will be issued to prompt the driver to perform driving operations, and the driver must respond appropriately.

10. Social Contribution Activities

10-1 : Honda's Social Contribution Activities

Since its founding, Honda has provided society and customers with a variety of joys by creating quality products and technologies. In the 1960s, while the Company was still in a period of early growth, Honda began to launch philanthropic initiatives designed to strengthen ties with local communities, based on its idea that a company must be rooted in and integrated with the local community.

Currently, Honda undertakes various social contribution activities in the seven regions in which the Company conducts operations worldwide, aiming to share joy with people all around the world and to be a company society wants to exist. Honda also strives to support initiatives that reflect local circumstances in its corporate activities. Honda will continue to pursue various social contribution activities while communicating with customers and local residents.

10-2 : Basic Approach

In 1998, 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 Social Contribution Activities to make a unified effort with the aim of creating future societies in which everyone can pursue their dreams. Since revising the policy in 2018 in response to a changing environment, Honda has been engaging in activities to realize its 2030 Vision to "serve people worldwide with the joy of expanding their life's potential." Based on its fundamental principles of "Respect for the Individual" and "the Three Joys," Honda seeks to improve the quality of people's daily lives around the world. In order to share this joy, the Company hopes that its associates will strive to accelerate their initiatives worldwide.

Global Policy for Social Contribution Activities

Corporate Philosophy

Honda will proactively exercise its initiatives for 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

Source: Honda Sustainability Report 2022

10-3 : Major Activities

Japan [Protecting the Global Environment]

Honda Beach Cleanup Project Implemented by the Honda Group Across Japan

In 2006, Honda launched the Honda Beach Cleanup Project, which was based on the desire to ensure that the next generation will be able to experience the joy of walking barefoot on sandy beaches. The project utilizes the Beach Cleaner, which Honda originally developed based on a desire to use its technologies to find a solution to clean the trash that ends up washed ashore. In 2022, we marked the 16th year of this project. In 2022, although still affected by the COVID-19 pandemic, the project was conducted in 17 locations (17 prefectures) throughout the country. Originally initiated by Honda associates and ex-associates, the project has now expanded its circle of cooperation to include the Honda Group as a whole and local residents across the country, with more than 7,000 participants per year. To date, the project has been conducted 406 times on beaches throughout Japan, and the total amount of trash collected has reached approximately 520 tons.

Honda Beach Cleaner that can dig up and collect trash in the sand.

North America [Supporting Our Youth for the Future]

Educational Support for Students of Color

For over 30 years, American Honda Motor Co., Inc. (AHM) has supported the success and dreams of Historically Black Colleges and Universities (HBCUs) students through initiatives including the Honda Campus All-Star Challenge and Honda Battle of the Bands. These programs provide unforgettable experiences and opportunities for HBCU students, including meeting and networking with peers from other HBCU schools. AHM has impacted the lives of more than 200,000 students and in FY2023, awarded more than USD 450,000 (over USD 14 million to date) in grants in support of HBCU education programs and facilities improvements. AHM also has partnered with the Thurgood Marshall College Fund to provide annual scholarship fund to support HBCU students pursuing an education in engineering, supply chain management and manufacturing-related fields.

HBCU students

South America [Promoting Traffic Safety]

Initiatives for Traffic Safety Workshops in Chile and Peru

Honda Motor de Chile S.A. has offered free motorcycle safety driving workshops in the city of Santiago, featuring motorcycles and safety equipment backed up by professional instructors to promote traffic safety among residents. In FY2023, seven volunteers from Honda provided guidance to 1,384 people. The activities involved were live-streamed via social networking sites and received 5,791 'Likes.' Honda also conducted a motorcycle drive safety seminar at Honda del Peru S.A. At the seminar, 25 Honda volunteers provided with both practical and theoretical training, instructing a total of 418 local residents and customers.

A drive safety seminar in Chile

A drive safety seminar in Peru

Europe [Addressing Local Community Needs and Disaster Relief]

Support for Earthquake Relief in Turkey and Syria

More than 200 generators have been donated by Honda Motor Europe Ltd. – our regional headquarters in Europe – to aid the areas affected by the earthquake that hit the Turkish and Syrian borders on February 6, 2023. Meanwhile, Honda Turkey A.S. donated approximately JPY 20 million in emergency relief supplies and humanitarian aid. Additionally, Honda Motor Co., Ltd. donated JPY 10 million in relief funds via the Japanese Red Cross Society. Also, the American Honda Motor Co., Inc. and Honda Development and Manufacturing of America, LLC conducted an associate donation program and made a matching donation from the Company.

Providing assistance on site

Asia and Oceania [Supporting Our Youth for the Future]

Establishment of a Girl's Senior Secondary School in India

In India, over 60% of the population lives in rural areas, so cultivating the next generation is critical for the development of villages. A government survey found that half of the students in the classroom were unable to read and write, which presents a challenge to the educational environment. Honda Cars India Ltd. has established a school for female students in Tapukara, Rajasthan, where the company's vehicle assembly plant is located. The aim is to aid the development of female students who have had limited educational opportunities compared to their male counterparts. We started the project by finding the land. The new building was completed in March 2020, fitted with spacious classrooms, a clean and well-equipped cafeteria, and restrooms. In terms of education, the program focuses on a wide range of areas, including classes that incorporate STEM education, together with moral and leadership training.In total, approximately INR 83 million has been provided so far, with 1,253 students enrolled in the program in FY2023.

Girl's Senior Secondary School in Tapukara

The award from the Education Minister

China [Protecting the Global Environment]

Long-Term Afforestation Activities in the Severe

Desertification of the Inner Mongolia Autonomous Region

For 15 years, since 2008, the Honda Group in China has been conducting treeplanting activities in the Inner Mongolia Autonomous Region. To date, more than 2,000 Honda associates have participated in the project, planting 1.96 million trees over 14.33 million m^2 of land. Over the years, we have studied climatic and soil characteristics to accumulate knowledge of afforestation in arid regions, which has allowed us to meet afforestation survival rates well above the national standard. This project has been carried out for the past 3 terms of 15 years, with the fourth term set to begin in 2023. In the fourth term, the goal is to plant approximately 3.33 million square meters of forest area over a five-year period. The aim is to expand forest areas, manage water and soil loss, improve local environments, and contribute to sustainable development in rural areas and even in North China.

Land now covered with greenery as a result of the afforestation activities

Africa and the Middle East [Addressing Local Community Needs]

Food Program in the United Arab Emirates Special Economic Zone

There are about 9,000 companies operating in the Jebel Ali Free Zone (a special economic zone in the United Arab Emirates), where more than 30,000 people stay in workers' accommodations. As a member of this community, Honda Gulf FZE wishes to express its gratitude to those who work so hard to support local industries and businesses. To this aim, in July 2022, Honda Gulf FZE collected internal donations and its volunteer associates distributed 113 lunches to workers' accommodations in the neighborhood.
We plan to continue such activities in the future as we strive to be a company society wants to exist.

Distribution of food by associates

10-4 : Social Contribution Activities Chronology

1960	・Began accepting visitor tours at Saitama Factory and Suzuka Factory.
1969	・Began supporting NYPUM, an educational support program for youth through mini-bikes in the U.S.
1974	・Established International Association of Traffic and Safety Sciences (IATTS).
1976	・Established Furusato-no-Mori Executive Committee.
1977	・Established Honda Foundation.
1978	・Established Honda Sun.
1980	・Established Honda Foundation of Belgium.
1981	・Launched Econopower fuel efficiency competition (now Honda Eco Mileage Challenge)
1984	・Established American Honda Foundation.
1985	・Established Honda Kibo-no-Sato.
	・Held IATTS Forum, an international training program for young people who can contribute to the future development of ASEAN countries.
1986	・Kumamoto Factory's "Hometown Forestation" project won the Minister of International Trade and Industry Award at the National Plant Greening Promotion Convention.
1988	・Kumamoto Factory's "Hometown Forestation" project received the Prime Minister's Award.
1990	・Began sponsorship of the Oita International Wheelchair Marathon.
1991	・Special sponsorship of "Ride for Kids," a charity touring event for the American Honda Pediatric Brain Tumor Foundation.
1993	・Donated Honda products to support the Hokkaido Southwest Offshore Earthquake disaster relief efforts.
	・Began "Hot Air Balloon Honda Grand Prix," a community activity to surprise and inspire people
	・American Honda Motor established "Eagle Rock School," which values children's individuality and creativity.
1995	・Donated Honda products (generators and motorcycles) and made monetary donation to support the Great Hanshin-Awaji Earthquake disaster relief efforts.
	・Began "Honda C-Card" charity activities for the Japan Committee for UNICEF and the Japanese Red Cross Society.
1997	・Established Social Activity Promotion Office.
	・Donated Honda products for disaster relief following the Nakhodka oil spill.
1998	・Established Social Activity Philosophy.
	・Special sponsorship of "DREAM CUP Solar Car Race" to support next-generation manufacturing (until 2021).
1999	・Began "Suigen No Mori Conservation Activity" in Saitama (now Forest Conservation Activity).
	・Began "Traffic Safety Caravan," a fun way to learn the basics of traffic safety.
	・Held "H-Kids Project," a hands-on experience for children centered on international exchange.
2000	・Established "Social Activity Liaison Council" to promote activities at business sites.
	・Began "Forest of Joy Project" tree-planting activities in the Horqin Desert in China (until 2006).
	・Donated Honda products (generators and motorcycles) as logistical support for landmine clearance activities in Cambodia and Thailand.
	・Began "Environment Wagon" onsite classes for children to learn about the environment through nature in a fun way.
2001	・Began "Elephant Patrol for Forest Protection" in Thailand.
	・Established "Meister Club" of Honda alumni to pass on skills to students, and began activities to support student formula.
2002	・Began "Children's Idea Contest" for elementary school students nationwide.
	・Began special co-sponsorship of NHK's "Idea Showdown: National Robot Contest for Technical Colleges."
	・Began Hello Woods "Discovery and Experiential Learning" and "30 Nights and 31 Days Camp."
	・Established Honda Thailand Fund.
2003	・Began co-sponsoring "Student Formula Japan" with Society of Automotive Engineers of Japan.
	・Began special sponsorship of "Tokyo Hakone University Ekiden Race" sponsored by NHK (until 2010) to promote student sports.
	・Began "Environmental Wagon," "Traffic Safety Caravan," and "Water Source Forest Conservation Activities" programs at business locations.
	・Began "Forest Reserve Tour" to convey the importance of the Amazon in Brazil.
2004	・Participated in the Khao Phra Vihan Global Reconstruction Assistance Project for landmine clearance. Donated Honda products (motorcycles, generators, Trimmers)
	・Donated Honda products (generators, floodlights, and Snow Throwers) and relief supplies, as well as monetary donations, to support the Niigata Chuetsu Offshore Earthquake disaster relief efforts.

- Donated Honda products (generators) and relief supplies for the Sumatra Earthquake and Tsunami Disaster and deposited donations to the Japanese Red Cross Society.

2005
- Donated relief supplies and relief money for the aftershocks of the Sumatra Earthquake and Tsunami Disaster.

2006
- Began Honda Beach Cleanup Activities using independently developed Towable Beach Cleaner.
- Established global policy" for social activities.
- Began “Dream Hands,” a program to convey the joy of craftsmanship through original cardboard craft.

2007
- Conducted the first overseas beach cleanup activity in Portugal.
- Donated Honda products (motorcycles and automobiles) to Niigata Prefecture and made a monetary donation to the Japanese Red Cross Society as disaster relief for Niigata Prefecture Chuetsu-oki Earthquake Disaster.
- Donated to the Japanese Red Cross Society for disaster relief for cyclone damage in southwestern Bangladesh.

2008
- Donated Honda products (generators and automobiles) as disaster relief for large-scale earthquake damage in Sichuan Province, China, and made donations to the Red Cross Society of China, the Red Cross Society of Sichuan Province, and the Japanese Red Cross Society.
- Donated to the Thai Red Cross Society and the Japanese Red Cross Society to support disaster relief for cyclone damage in Myanmar.
- Honda Group in China started Tree-planting activities in Inner Mongolia.

2010
- Donated to China Reconstruction Assistance Organization and the Japanese Red Cross Society for disaster relief for earthquake damage in Yushu County, Yushu Tibetan Autonomous Prefecture, Qinghai Province, China.
- Donated supplies and funds to support disaster relief for flood damage in Pakistan caused by heavy rainfall.

2011
- Donated to the Japanese Red Cross Society for disaster relief for earthquake damage near Christchurch, South Island, New Zealand.
- Donated Honda products (generators, motorcycles, etc.) to Iwate, Miyagi, and Fukushima prefectures and their disaster response headquarters as relief for damage caused by the Great East Japan Earthquake, and made a donation to the Japanese Red Cross Society.
- Associates of 14 joint venture companies in China conducted tree-planting activities in Xinghe County, Inner Mongolia Autonomous Region.
- Donated Honda products (power products) and funds to the Thai Red Cross Society and the Japanese Red Cross Society for disaster relief for flooding damage by heavy rain in Thailand.
- Began “ASIMO Special Classes” to support the Great East Japan Earthquake (until 2016).
- Began Volunteer Program for Disaster Relief.

2012
- Donated Honda products (Pressure Washers) to Kumamoto, Oita, and Fukuoka prefectures as disaster relief for torrential rain damage in northern Kyushu, and made a donation to the Central Community Chest of Japan.
- Donated funds to support disaster relief efforts in the Philippines following torrential rains in Metro Manila and other areas.
- Sold products made in Fukushima Prefecture to Honda associates and provided support for handicrafts as part of disaster relief for the Great East Japan Earthquake (until 2012).
- Donated funds for disaster relief for earthquake damage in Sichuan Province, China.
- Donated Honda products (Pressure Washers) to Yamaguchi and Shimane prefectures as disaster relief for heavy rain damage in Yamaguchi and Shimane prefectures.
- Donated funds to the Tokyo Metropolitan Government Bureau of Social Welfare and Public Health for disaster relief for Typhoon No. 26 in Izu Oshima Island.
- Donated funds for disaster relief for typhoon damage in the Philippines.

2014
- Began “HondaWoods,” a program to coexist with local communities and create new forests that bring joy to people (modified Furusato-no-Mori to match the current local environment)
- Donated Honda products (Pressure Washers) to Nagano and Yamagata prefectures as disaster relief for damage from storms and heavy rain caused by typhoon No. 8 in Nagano and Yamagata prefectures.
- Donated Honda products (generators and water pumps) and made a donation to support disaster relief for earthquake damage in Yunnan Province, China.
- Donated Honda products (Pressure Washers) to Kyoto and Hyogo prefectures as disaster relief for heavy rain damage in Kyoto and Hyogo prefectures.
- Donated to the Hiroshima branch of the Japanese Red Cross Society for disaster relief for damage caused by heavy rainfall in Hiroshima Prefecture.

2015
- The TOMODACHI Initiative and Honda launched the “TOMODACHI Honda Cultural Exchange Program 2015” (through 2019).
- Donated to the Japanese Red Cross Society, Embassy of Nepal in Thailand, and Embassy of Nepal in India for disaster relief for earthquake damage in Nepal.
- Donated Honda products (Pressure Washers) and made a donation to the Japanese Red Cross Society to support disaster relief for Typhoon No. 18 storm and heavy rain damage in Ibaraki, Tochigi, and Miyagi prefectures.

2016
- Donated Honda products (motorcycles, automobiles, and generators) and made a donation to Kumamoto Prefecture as disaster relief for damage caused by the Kumamoto Earthquake.
- Donated Honda products (Pressure Washers) to Hokkaido and Iwate prefectures as disaster relief for heavy rain damage by Typhoon No. 10 in Hokkaido and Iwate.
- Began “Honda Week of Service,” an associate volunteer program in North America.

2017
- Donated Honda products (Pressure Washers) and made a donation to the Japanese Red Cross Society as disaster relief for damage from torrential rains in northern Kyushu.
- Began “Petit Bora,” a volunteer activity in which associate can easily participate.

2018
- Revised global policy for social contribution activities.
- Donated to the Japanese Red Cross Society as disaster relief for damage from the July 2008 torrential rains.
- Began “Forestation of Mt. Fuji.”
- Donated relief funds to the Hokkaido branch of the Japanese Red Cross Society to support the victims of the 2008 Hokkaido Iburi-Tobu Earthquake.

2019
- Donated to the Japanese Red Cross Society, Saitama Prefecture, and Tochigi Prefecture for disaster relief for damage caused by Typhoon No. 19 in 2019.
- Donated Honda products (Pressure Washers) to Chiba Prefecture as disaster relief for damage from heavy rain that began on October 25, 2019.
- Began special sponsorship of Elementary School Robot Contest sponsored by NHK Enterprises and Science Museum.
- Announced Kakeru, a Honda-brand wheelchair racer.

2020
- Donated to the Hokkaido Branch of the Japanese Red Cross Society to support measures against coronavirus infection.
- Provided 168 Honda vehicles (modified vehicles) for transporting people infected with COVID-19 to local governments. Manufactured face shields and donated to medical facilities through local governments.
- Donated Honda products (power sprayers) for disinfection of public areas to the central and state government relief funds in states where Honda Group companies have manufacturing plants, and made a donation.
- Donated to food banks, meal programs, and medical organizations in the U.S., Canada, and Mexico.
- Donated relief funds to the Central Committee of the Vietnam Fatherland Front.
- Began supporting wheelchair athletes.
- Donated Honda products (Pressure Washers, generators) and hygiene products for infection prevention to the Japanese Red Cross Society as disaster relief for torrential rain damage in July 2020.
- Began “The Power of Teen” program to convey the power of dreams to teenagers in the wake of the COVID-19 disaster.
- Began preservation activities in Satochi-satoyama, Hachioji Kamigawa-no-sato.

2021
- Donated Honda products (Pressure Washers) as disaster relief for heavy rain damage since July 1, and deposited a donation to the Japanese Red Cross Society.
- Donated Honda products (power products) and funds to Henan Provincial Red Cross Society, Henan Provincial Charity General Assembly, and Zhengzhou Red Cross Society as disaster relief for flood damage in Henan Province, China.
- Donated Honda products (Pressure Washers) and funds to the Japanese Red Cross Society as disaster relief for damage from heavy rain that began on August 11.
- Hello Woods certified as a place of experience by Tochigi Prefecture.

2022
- Donated to the Japanese Red Cross Society as humanitarian aid for the situation in Ukraine.
- Implemented the Beach Clean Universal Project, a project to commemorate the 15th anniversary of the beach cleanup activities and the 40th anniversary of Honda Taiyo, with the participation of people with disabilities.
- Began dispatching expert lecturers to technical college schools nationwide.
- Participated in the 30 by 30 Alliance for Biodiversity.

11. Motor Sports Activities

11-1 : History of Honda Motor Sports

More than 60 years of racing activities are Honda's history of pursuing people's joy.

Since its foundation, Honda has grown by competing in the world's premier categories to hone its technologies and aim to be No. 1, driven by big dreams and high aspirations. Motorsports activities symbolize Honda's challenging spirit, and the advanced technology gained through winning harsh competition supports the creation of products that are uniquely Honda.

In March 1954, six years after the company was established, Honda declared its intention to participate in the Isle of Man TT races on the Irish Sea in England. As the first Japanese manufacturer to participate in racing, Honda took on the challenge of entering the unknown, despite it being considered a reckless dream. The combined racing spirit of each and every Honda associate led to its first victory, seven years after its declaration. Honda's passion was unwavering, leading to its participation in the Formula One World Championship. For Honda, racing is venue to hone its technological capabilities, and it is also the foundation for the creation of many original mobility products to follow. At the same time, Honda aims to share with as many people as possible the joys and emotions through motorsports activities, such as the joy of winning, achieving goals, participating, and sharing emotions, as well as the joy of customers who are able to own commercial products that reflect the technology cultivated through racing.

The construction of Japan's first road racing circuit, Suzuka Circuit, in 1962 was not only a venue for development as a manufacturer, but also a sincere effort to contribute to the development of motorsports, safety awareness, and ultimately, Japanese motorization. In the 1960s, Honda also established mobility facilities in Tama, Suzuka, Ikoma, and Asaka, based on the Tech Concept, which was designed to promote wide recognition of vehicles and their technology.

Furthermore, in 1997, Twin Ring Motegi, with its 1.5mile long oval course and 4.8km long road course, was completed. Honda believes that its corporate stance and mission for more than 60 years is to reflect the experience and know-how gained through enduring motorsports activities in a wide range of products for motorcycles and automobiles, as well as in various forms as a means to contribute to society.

1962 The first All Japan Championship Road Race Meeting

1963 The First Japanese Grand Prix Car Race

11-2 : Motor Sports Categories

In motorcycle racing, there are two main categories: road racing on circuits and off-road racing on natural terrain. Honda continues to compete in the FIM Road Racing World Championship (MotoGP), the world's premier road racing category, as well as the FIM Motocross World Championship, FIM Trial World Championship and Rally Raid in off-road racing, both in Japan and overseas. In car racing, Honda competes in formula car races such as F1 and the IndyCar Series, as well as sports car and touring car races.

FIM Road Racing World Championship

FIM Motocross World Championship

FIM Trial World Championship

Dakar Rally

FIA Formula One World Championship

IndyCar Series

IMSA WeatherTech SportsCar Championship

FIA World Touring Car Cup

11-3 : Suzuka Circuit and Mobility Resort Motegi

In addition to manufacturing products and developing technologies that bring joy to customers, Honda is also actively involved in activities such as the promotion of safe driving and motorsports, and as part of these efforts, has built and operates racing tracks. Honda has played a major role as a place for motorsports enthusiasts to challenge themselves and chase their dreams, including hosting international races such as the F1 Japanese Grand Prix and the Suzuka 8 Hours Endurance Road Race (Suzuka 8 Hours). In 1997, Twin Ring Motegi (now Mobility Resort Motegi) was established as a place where people can experience the joy of driving in a more enjoyable way, based on the theme of "coexistence between people, nature, and mobility," focused on presenting a new motorsports culture and promoting safe driving.

Suzuka Circuit on completion (1962)

The current Suzuka Circuit (2023)

Twin Ring Motegi on completion (1997)

Honda Collection Hall

11-4 : Motorcycle and Automobile Motor Sports Human Resource Training Program

Honda is committed to developing human resources with the goal of producing riders and drivers from Japan who can compete on the world stage in motorsports.

Motorcycle Rider Training Program

Honda's rider development project aims to discover and nurture Asian riders who can compete at the world's top level, and to foster a motorsports culture in the Asian region.

Car Driver Training Program

Through the Honda Formula Dream Project (HFDP), Honda is preparing seats for drivers in European formula categories and Japanese FIA-F4 and Super Formula Lights, to create an environment for drivers to step up to the next level.

Honda Racing School Suzuka (HRS)

In 1992, Honda opened the Suzuka Circuit Racing School (SRS) as a motorcycle school. Since then, Honda added karting and formula racing schools, and has become a racing school that offers both motorcycle and automobile courses. In 2022, the Suzuka Circuit Racing School was renamed as the Honda Racing School Suzuka.

Instructional Formula Car HRS-F24

11-5 : The Future of Honda Motor Sports and its Initiatives

The mobility industry is currently undergoing a major transition in terms of carbon neutrality and automated driving. The racing industry cannot avoid the trend toward carbon neutrality, and is being urged to change not only hardware such as carbon neutral fuel and electrification, but also the way in which people participate in and watch races. Honda is actively promoting research and development of carbon neutral technology in the field of motorsports, and will strengthen its efforts toward practical application in racing activities in the future. HRC, established in 1982, has been responsible for Honda's motorcycle racing activities. Since 2023, it also handles the company's car racing activities. This has led to the integration of motorcycle and car racing activities, creating synergy through the exchange of both human resources and technologies.

Honda will continue to focus on motorsports activities to deliver dreams and excitement to motorsports fans, Honda enthusiasts, and customers around the world, and to meet their expectations.

11-6 : Challenging the World's Premier Motorcycle Race: Participation in the Isle of Man TT Races

Declaration of Participation in the Isle of Man TT Races

Honda had been in business for only six years at the time it declared its intention to participate in the world championship motorcycle race.

> "Since I was a small child, one of my dreams has been to compete in motor vehicle races all over the world with a vehicle of my own making, and to win. … It goes without saying that the winner of this race will be known across the globe, but the same is also true for any vehicle that completes the entire race safely. It is said, therefore, that the fame of such an achievement will assure a certain volume of exports, and that is why every major manufacturer in Germany, England, Italy, and France is concentrating on preparations with all its might. … We must gauge the true worth of the Japanese machine industry, and raise it to a point where we can display it proudly to the entire world. The mission of our Honda Motor Co. is to enlighten Japanese industry. With this, I announce my determination, and pledge with you that I will put my entire heart and soul, and turn all my creativity and skills to the task of entering the TT Races and winning them." (Soichiro Honda, March 1954)

Historical Background

Honda's business had been growing steadily since its founding in 1948, but in 1954, the economy, which had begun to recede the previous year, worsened and the company entered a period of recession. Furthermore, Honda faced a sudden business crisis due to problems with four of its mainstay models. Through the concerted efforts of all associates and related partners, crisis was averted, but even so, Honda's efforts to realize its dream proceeded with a global perspective, despite lingering business uncertainties.

Purpose of Entry

In 1954, Soichiro Honda visited the Isle of Man TT races and stated his purpose for participation: "I would like to participate in the TT races next year and win without fail, and show the world that Japanese industry is not inferior to that of Europe. In order to achieve this, I would like to ask for the cooperation of our associates, customers, distributors, and dealers." (Honda Monthly Report No.35, July 1954, "Regarding the TT Races")

Results of Racing

In 1961, in its third year since declaring participation in the Isle of Man TT races, Honda claimed its first 125cc victory in the opening round in Spain, and its first 250cc victory in the second round in West Germany, winning the manufacturers' titles in both classes. Soichiro Honda said, "We still have to race. Racing will give us a chance to find out where we stand in the world in terms of competence and technology, and it will help us decide where we should base our business operations. The racer is a product's "sharp-shooter," so you have to go back-and-forth between the racer and the product."
(Honda Company Newsletter No.102, May 1964, "The President's Views on Racing").

1961 Road Racing World Championship: First victory (Round 1, Spain GP) Tom Phyllis

1961 Road Racing World Championship: First victory by Japanese rider (Round 2, West Germany GP) Kunimitsu Takahashi #100

11-7 : Participation in the F1 World Championship

Declaration of Entry

In January 1964, Honda declared its entry in the F1 World Championship.

> "Participation in the 1964 Formula 1 race"
> "Honda has decided to participate in the 1964 Formula 1 race for the first time from Japan."
> (Honda Company Newsletter No. 99, February 1964)

Significance of First Entry

Honda's 1964 company newsletter explained the significance of its participation:
"The popularity of this race in other countries, especially in Europe, is so great that it attracts attention from all quarters every year. It is even said that if you do not win this race, you will not be able to conquer the automobile industry. … Honda has built high-performance motorcycles in a very short period of time and has quickly become the world's leading manufacturer in the motorcycle industry, partly because it paid attention to the significance of racing from early on and took the sport seriously. The Honda racers, the first Japanese entries in this year's event, will be the culmination of Honda technology and will make a significant contribution to the advancement of Honda's, Japan's, and the world's automotive technology." (Honda Company Newsletter No.99, February 1964, "Participation in the 1964 Formula 1 Race")

First Entry, First Victory

Honda debuted at the German GP in August 1964, and won the Mexican GP in 1965.

Honda's Gains from its First Phase

"F1 is not a competition, nor is it a publicity stunt. We race as a laboratory on wheels and incorporate the knowledge we gain from these races into our next cars. I believe that F1 is a preparation for creating a car that only Honda, the world's No. 1 manufacturer, can make."
(Honda Company Newsletter No. 121, October 1967, Soichiro Honda, "Conditions to leap forward")

1964 First entry into F1 World Championship (Round 6, German GP)

Honda's Second Phase

Honda returned to the F1 World Championship, the world's pinnacle and most grueling racing series, to respond to the support of motorsports fans around the world and to take on the challenge of new technology. (1983-1992)

Honda's Third Phase

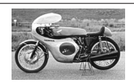
Honda re-entered the F1 series with the intention of developing young engineers and accumulating cutting-edge technology by taking on the challenge of testing the most demanding limits. (2000-2008)

Honda's Fourth Phase

As an automobile manufacturer, Honda re-entered F1 to test and hone its technologies on the world stage, in light of the need for further technological evolution in the environmental field and the introduction of environmental technologies into F1, the pinnacle of automobile racing. (2015-)
At the request of Red Bull Group, since 2022, HRC has been supporting Red Bull Powertrains, which supplies PUs using Honda technology to Red Bull Group F1 teams Scuderia AlphaTauri and Oracle Red Bull Racing.

11-8 : Motor Sports Activities Chronology

FIM* Road Racing World Championship Grand Prix (WGP) Activities

Year	Topics	Racing bike(s)	Class	Riders' title	Manufacturers' title (Races won/entered)
1954	・Mikio Omura finishes 13th in the São Paulo City Fourth Centennial Celebration International Motor Race (Honda's first overseas motorsports event*). ・Declared intention to participate in the Isle of Man TT Races.	R125 (125cc 1-cylinder)  R125 * Not part of WGP but included as a major race.			
around 1956	・Honda Speed Club (HSC) established.				
1959	・Raced in the Isle of Man TT Races (Honda's first WGP entry), finished 6th, 7th, and 11th in 125cc class and won the manufacturers' team prize (Awarded only for the Isle of Man TT Races) ・Raced in the 3rd the Asama Volcano Race. Dominates 1st through 3rd places in 250cc class.	RC142 (125cc 2-cylinders) RC160 (250cc 4-cylinders)  RC142  RC160			
1960	・Raced in the Isle of Man TT races 125cc and 250cc classes, and a total of seven WGP races.	RC161 (250cc 4-cylinders) RC143 (125cc 2-cylinders)  RC161  RC143			
1961	・Participated in full WGP season. ・First win in Round 1, Spain (125cc Tom Phyllis) ・First Japanese rider to win in West Germany GP (250cc Kunimitsu Takahashi)	RC162 (250cc 4-cylinders) RC144 (125cc 2-cylinders) 2RC143 (125cc 2-cylinders)  RC162  2RC143	250cc 125cc	Mike Hailwood Tom Phillis	10/11 8/11
1962	・Won three classes in the Dutch GP ・Won the Italian GP 250cc class for 19 consecutive years from1961. ・Completed construction of Suzuka Circuit ・Won first 50cc race at the Finnish GP. ・First All Japan Road Race Championship race held at Suzuka Circuit.	RC170 (350cc 4-cylinders) RC171 (350cc 4-cylinders) RC163 (250cc 4-cylinders) RC145 (125cc 2-cylinders) RC110 (50cc 1-cylinder) RC111 (50cc 1-cylinder)  RC171  RC145	350cc 250cc 125cc	Jim Redman Jim Redman Luigi Taveri	5/6 9/9 10/10
1963	・Raced the 50cc 2-cylinder RC113 and 125cc 4-cylinder RC146 at the Japanese GP.	RC172 (350cc 4-cylinders) RC164 (250cc 4-cylinders) RC145 (125cc 2-cylinders) RC146 (125cc 4-cylinders) RC113 (50cc 2-cylinders)  RC172  RC164	350cc 250cc	Jim Redman Jim Redman	5/7 4/10
1964	・Won all four classes for the first time, at the Dutch GP. ・Raced the 6-cylinder 3RC164 in the 250cc class at the Italian GP.	RC172 (350cc 4-cylinders) 2RC164 (250cc 4-cylinders) 3RC164 (250cc 6-cylinders) RC165 (250cc 6-cylinders) 2RC146 (125cc 4-cylinders) RC114 50cc 2-cylinders) 2RC114 (50cc 2-cylinders)  RC165  2RC146  RC114	350cc 125cc	Jim Redman Luigi Taveri	8/8 7/11
1965	・Raced the 5-cylinder RC148 in the 125cc class at the Japanese GP.	2RC172 (350cc 4-cylinders) RC165 (250cc 6-cylinders) RC148 (125cc 5-cylinders) 4RC146 (125cc 4-cylinders) RC115 (50cc 2-cylinders)  4RC146  RC115	350cc 50cc	Jim Redman Ralph Bryans	4/9 5/7
1966	・Won first 500cc class race at the West German GP ・Won manufacturers' titles in all five classes for the first time in WGP history.	RC181 (500cc 4-cylinders) RC173 (350cc 4-cylinders) RC166 (250cc 6-cylinders) RC149 (125cc 5-cylinders) RC116 (50cc 2-cylinders)  RC173  RC149	500cc 350cc 250cc 125cc 50cc	 Mike Hailwood Mike Hailwood Luigi Taveri 	5/9 6/7 10/11 5/9 3/5
1967	・Announced temporary withdrawal from WGP.	RC181 (500cc 4-cylinders) RC174 (350cc 6-cylinders) RC166 (250cc 6-cylinders)  RC181  RC166	350cc 250cc	Mike Hailwood Mike Hailwood	7/8 7/13

Year	Topics	Racing bike(s)	Class	Riders' title	Manufacturers' title (Races won/entered)
1977	・Announced return to WGP.				
1978	・NR block established in Asaka R&D Center.				
1979	・Announced NR500 (500cc 4-stroke V4). ・Raced in the British GP (returned to the WGP).	NR500  NR500			
1980	・Raced 3 rounds and completed 2 in WGP.	NR500  NR500			
1981	・Raced 6 rounds and completed 1 in WGP. ・NR500 won the Suzuka 200km.	NR500  NR500			
1982	・2-stroke 3-cylinder NS500 raced in addition to the NR500. ・Won first WGP race since 1967, at the Belgian GP. ・HRC established.	NR500 NS500  NR500  NS500			
1983	・Won first riders' title in the WGP 500cc class. Won first manufacturers' title since 1966.	NS500  NS500	500cc	Freddie Spencer	6/12
1984	・Raced 2-stroke V-4 NSR500.	NSR500 NS500  NSR500  NS500	500cc		8/12
1985	・Newly raced in the 250cc class, won the championship with the RS250RW. ・Freddie Spencer becomes the first rider in WGP history to win the 500cc and 250cc titles in the same year.	NSR500 RS250RW  NSR500  RS250RW	500cc 250cc	Freddie Spencer Freddie Spencer	8/12 9/12
1986	・Six NSR250s raced in the 250cc class.	NSR500 NSR250  NSR500	250cc		4/11
1987	・NSR500 powered by new engine with 112° V-bank angle. ・Newly raced in the 125cc class with the RS125R.	NSR500 NSR250 RS125R  NSR500  RS125R	500cc 250cc	Wayne Gardner Anton Mang	12/15
1988	・Won the riders' and manufacturers' titles in the 250cc class.	NSR500 NSR250 RS125R  NSR500  NSR250	250cc	Sito Pons	10/15
1989	・NSR500 equipped with curved swingarm ・Won riders' and manufacturers' titles in 500, 250 and 125cc classes.	NSR500 NSR250 RS125R  NSR500  NSR250	500cc 250cc 125cc	Eddie Lawson Sito Pons	6/15 11/15 6/12
1990	・NSR500 powered by 180-degree "Screamer" engine. ・Won riders' and manufacturers' titles with 2-stroke for the first time in the 125cc class.	NSR500 NSR250 RS125R  NSR500  NSR250	125cc	Loris Capirossi	11/14
1991	・Honda won tenth 250cc riders' title.	NSR500 NSR250 RS125R  NSR500  NSR250	250cc 125cc	Luca Cadalora Loris Capirossi	13/15 11/13

*Fédération Internationale de Motocyclisme

Year	Topics	Racing bike(s)		Class	Riders' title	Manufacturers' title (Races won/entered)
1992	・NSR500 equipped with 68° "Big-Bang" engine, NSR250 with single-sided cantilevered swingarm ・Honda won its 300th WGP race at the Dutch GP.	NSR500 NSR250 RS125R	 NSR500  NSR250	500cc 250cc 125cc	Luca Cadalorai	7/13 7/13 10/13
1993	・NSR500 experimentally equipped with electronically controlled fuel injection (EFI).	NSR500 NSR250 RS125R	 NSR500  NSR250	250cc 125cc	Dirk Raudies	7/14 13/14
1994	・NSR500 equipped with exhaust cylinder water injection and electronically controlled variable damping.	NSR500 NSR250 RS125R	 NSR500  NSR250	500cc 250cc 125cc	Mick Doohan	9/14 8/14 10/14
1995	・Won riders' and manufacturers' titles in the 500cc and 125cc classes.	NSR500 NSR250 RS125R	 NSR500  NSR250	500cc 125cc	Mick Doohan Haruchika Aoki	9/13 10/13
1996	・V-twin NSR500V raced in addition to NSR500. ・Dominated 1st through 4th places in 500cc class.	NSR500 NSR500V NSR250 RS125R	 NSR500  NSR250	500cc 250cc 125cc	Mick Doohan Haruchika Aoki	13/15 5/15
1997	・Won 15 out of 15 races, dominating 500cc class championship.	NSR500 NSR500V NSR250 RS125R	 NSR500  NSR250	500cc 250cc	Mick Doohan Max Biaggi	15/15 12/15
1998	・Won 22 consecutive 500cc races, at the Dutch GP. ・Dominated 1st to 5th places in the 500cc class. ・Mick Doohan won his fifth consecutive championship.	NSR500 NSR500V NSR250 RS125R	 NSR500  NSR500V  NSR250	500cc 125cc	Mick Doohan	13/14 10/14
1999	・Won 500cc manufacturers' title for the tenth time.	NSR500 NSR500V NSR250 RS125R	 NSR500  NSR500V  NSR250	500cc 125cc	Àlex Crivillé Emirio Alzamora	9/16 11/16
2000	・Two GPs held in Japan in single season: Suzuka, Japan (Japan GP) and Motegi (Pacific GP).	NSR500 NSR500V NSR250 RS125R	 NSR500	125cc		3/16
2001	・500th WGP win at the Japanese GP.	NSR500 NSR500V NSR250 RS125R	 NSR500  NSR250  RS125R	500cc 250cc 125cc	Valentino Rossi Daijiro Kato	12/16 11/16 4/16

Year	Topics	Racing bike(s)		Class	Riders' title	Manufacturers' title (Races won/entered)
2002	・First MotoGP class season, raced the 4-stroke V-5 RC211V(900cc) ・Won inaugural MotoGP riders' and manufacturers' titles.	RC211V NSR500 RS250RW RS125R	 RC211V  NSR500	MotoGP	Valentino Rossi	14/16
2003	・Dominates 1st through 3rd in MotoGP class.	RC211V RS250RW RS125R	 RC211V	MotoGP 125cc	Valentino Rossi Dani Pedrosa	15/16
2004	・Won third consecutive MotoGP manufacturers' title.	RC211V RS250RW RS125R	 RC211V  RS125R	MotoGP 250cc 125cc	Dani Pedrosa Andrea Dovizioso	7/16 9/16
2005	・600th WGP win at the Australian GP.	RC211V RS250RW RS125R	 RC211V  RS250RW	250cc 125cc	Dani Pedrosa Thomas Luthi	9/16
2006	・Won riders' and manufacturers' titles in final 900cc MotoGP season. ・200th 250cc class win at the German GP.	RC211V RS250RW	 RC211V	MotoGP	Nicky Hayden	8/17
2007	・MotoGP engine displacement reduced to 800cc. Raced with V-4 RC212V.	RC212V RS250RW RS125R	 RC212V			
2008	・RC212V engine equipped with pneumatic valves.	RC212V RS250RW RS125R	 RC212V			
2009	・Honda celebrates 50 years of WGP. ・Won riders' and manufacturers' titles in final year of 250cc class.	RC212V RS250RW RS125R	 RC212V	250cc	Hiroshi Aoyama	4/16
2010	・Moto2 class begins. Honda supplies all teams with CBR600RR engines as the official engine supplier.	RC212V RS125R	 RC212V			
2011	・Won riders', constructors' and teams' titles in final year of MotoGP 800cc class.	RC212V	 RC212V	MotoGP	Casey Stoner	13/18
2012	・MotoGP class engine displacement expanded to 1000cc. ・125cc class moved to Moto3 class, raced with NSF250R. ・Won constructors' and teams' titles.	RC213V NSF250R	 RC213V  NSF250R	MotoGP		12/18
2013	・Marc Marquez becomes youngest premier class champion. ・Won riders', constructors' and teams' titles.	RC213V NSF250R	 RC213V	MotoGP	Marc Marquez	8/18

Year	Topics	Racing bike(s)	Class	Riders' title	Manufacturers' title (Races won/entered)
2014	・Marc Marquez won ten consecutive races from opening round, Honda won riders', constructors' and teams' titles.	RC213V NSF250RW  RC213V	MotoGP Moto3	Marc Marquez Alex Marquez	14/18
2015	・700th WGP victory at Indianapolis GP in the U.S. ・Won riders' and constructors' titles in Moto3 class.	RC213V NSF250RW  RC213V	Moto3	Danny Kent	11/18
2016	・Won riders' and constructors' titles.	RC213V  RC213V	MotoGP	Marc Marquez	9/18
2017	・Won riders', constructors' and teams' titles in MotoGP class. ・Won riders' and constructors' titles in Moto3 class.	RC213V NSF250RW  RC213V	MotoGP Moto3	Marc Marquez Joan Mir	8/18 17/18
2018	・Won riders', constructors' and teams' titles in MotoGP class. ・Won riders' and constructors' titles in Moto3 class. ・Final season as official engine supplier for Moto2.	RC213V NSF250RW  RC213V	MotoGP Moto3	Marc Marquez Jorge Martin	10/18 11/18
2019	・Marc Marquez won sixth MotoGP riders' title, Honda won riders', constructors' and teams' titles. ・Won riders' and constructors' titles in Moto3 for third consecutive year.	RC213V NSF250RW  RC213V	MotoGP Moto3	Marc Marquez Lorenzo Dalla Porta	12/19 4/19
2020	・800th WGP victory at Teruel GP in Spain. ・COVID-19 causes rescheduling, season contested over 15 rounds.	RC213V NSF250RW  RC213V			
2021	World Championship ・Rider: Marc Marquez 7th ・Constructor: Honda 4th ・Team: Repsol Honda Team 5th	RC213V NSF250RW  RC213V	Moto3		6/15
2022	World Championship ・Rider: Marc Marquez 13th ・Constructor: Honda 6th ・Team: Repsol Honda Team 9th	RC213V NSF250RW  RC213V			
2023	・Honda participation in WGP from 1959-1967, and from 1982 onwards.	RC213V NSF250RW  RC213V			

FIA* Formula One World Championship (F1™GP) Activities

First phase (1964 - 1968): 2 wins / 35 races Participated as full factory team, including engine and chassis

Year	Month	Topics	Racing car	Engine/ Power Unit (PU)	
1964	Janualy	・Announced entry into F1 World Championship, in company newsletter. (Honda Company Newsletter No. 99 "Participation in the '64 Formula 1 race")			
	August	・Raced for the first time in F1 with RA271 in Round 6, Germany, finished 13th.	RA271	RA271E	 RA271
1965	May	・Raced two RA272s in Round 2, Monaco.	RA272	RA272E	
	June	・First points finish in Round 3, Belgium (Richie Ginther).			
	October	・Won first race in Round 10, Mexico (Richie Ginther).			
		・1965 season marked the end of the F1 World Championship with 1.5L engines.			 RA272
1966	September	・Raced with RA273 equipped with 3L water-cooled longitudinally mounted V12 RA273E engine in Round 7, Italy.(Did not race in Rounds 1 through 6)	RA273	RA273E	 RA273
1967	Janualy	・Raced with RA273 in Round 1, South Africa (3rd place).	RA273	RA273E	
	September	・Raced with new lightweight RA300 chassis and wins Round 9, Italy (John Surtees, Honda's second win).	RA300	RA273E	 RA300
1968	Janualy	・Raced with RA300 in Round 1, South Africa.	RA300	RA273E	
	May	・Raced with RA301 with newly designed chassis and 3L water-cooled longitudinal V12 RA273E engine in Round 2, Spain.	RA301	RA301E	 RA301
	July	・Raced with RA302 with 3L air-cooled V8 longitudinal RA302E engine in Round 6, France (Retired).	RA302	RA302E	 RA302
		・Second place in Round 6, France (John Surtees RA301).			
	September	・Honda's first pole position in Round 9, Italy (John Surtees RA301).			
	October	・3rd place in Round 11, U.S.A. (John Surtees RA301).			
		・Ended participation at the end of the 1968 season.			
Second phase (1983 - 1992): 69 wins / 151 races Participated as engine supplier					
1983	Janualy	・Announced participation in F1 World Championship	Spirit-Honda 201C	RA163E	
	July	・Raced as Spirit-Honda with RA163E 1.5L V6 turbo engine in Round 9, Britain.			
	August	・Teamed up with Williams Grand Prix Engineering.			
	October	・Raced with Williams FW09 in Round 15, South Africa (5th).			 Spirit-Honda 201C
		・Williams-Honda 11th in Constructors' Championship.			
		・Keke Rosberg 5th in Drivers' Championship.	Williams-Honda FW09	RA163E	
1984	April	・Supplied RA164E engine.	Williams-Honda FW09	RA164E	
	July	・First win for Williams-Honda in Round 9, Dallas (Keke Rosberg) First win as engine supplier			
		・Raced with Williams-Honda FW09B from Round 10, Britain.	Williams-Honda FW09B	RA164E	 Williams-Honda FW09
	October	・Williams-Honda 6th in Constructors' Championship.			
		・Keke Rosberg 8th in Drivers' Championship.			
1985	April	・Supplied RA165E engine.	Williams-Honda FW10	RA165E	
	November	・Won three consecutive races from Round 14, Europe to the final round in Australia.			
		・Williams-Honda 3rd in the Constructors' Championship.			
		・Keke Rosberg 3rd in the Drivers' championship.			 Williams-Honda FW10

Year	Month	Topics	Racing car	Engine/ Power Unit (PU)	
1986	March	・Supplied RA166E engine. Introduced telemetry system to transmit engine status to the pits.	Williams-Honda FW11	RA166E	 Williams-Honda FW11
	October	・Williams-Honda won 9 out of 16 races.			
		・Honda won its first Constructors' Championship.			
		・Nigel Mansell 2nd in Drivers' Championship.			
1987	April	・Supplied RA167E engine.	Williams-Honda FW11B	RA167E	
		・Began RA167E engine supply to Team Lotus Internationala.	Lotus-Honda 99T	RA167E	 Williams-Honda FW11B  Lotus-Honda 99T
	July	・Honda's first 1-2-3-4 finish in Round 7, Britain.			
	September	・Williams Honda won Round 13, Spain. Honda won second consecutive Constructors' Championship.			
	November	・Nelson Piquet (Williams-Honda) won the Drivers' Championship in Round 15, Japan, held at Suzuka Circuit, for the first time.			
1988	April	・Began RA168E engine supply to Team Lotus Internationala, compliant with fuel economy regulations.	Lotus-Honda 100T	RA168E	
		・Began engine supply to McLaren Racing.	McLaren-Honda MP4/4	RA168E	 Lotus-Honda 100T  McLaren-Honda MP4/4
	August	・McLaren-Honda won Round 11, Belgium. Constructors' Champion			
	October	・Ayrton Senna won Round 15, Japan. First Drivers' Championship.			
	November	・McLaren-Honda won the Australian Grand Prix, the final race of the season, with 15 wins from 16 races.			
1989	March	・Supplied RA109E 3.5L V10 naturally-aspirated engine.	McLaren-Honda MP4/5	RA109E	
	October	・Alain Prost won the Drivers' Championship in Round 15, Japan.			
	November	・McLaren-Honda won 10 out of 16 races.			 McLaren-Honda MP4/5
		・Won second consecutive Constructors' Championship.			
1990	March	・Supplied RA100E engine.	McLaren-Honda MP4/5B	RA100E	
	October	・Ayrton Senna won second Drivers' Championship in Round 15, Japan. Won Drivers' Championship			
	November	・McLaren-Honda won 6 out of 16 races.			 McLaren-Honda MP4/5B
		・Won third consecutive Constructors' Championship.			
1991	March	・Supplied 3.5L V12 RA121E engined to McLaren.	McLaren-Honda MP4/6	RA121E	
		・Supplied 3.5L V10 RA101E engine to Tyrrell.	Tyrrell-Honda 020	RA101E	 McLaren-Honda MP4/6
	May	・Won 4 consecutive races from the opening round, U.S.			
	October	・Ayrton Senna won his third Drivers''Championship in Round 15, Japan. Won the Drivers' Championship			 Tyrrell-Honda 020
	November	・McLaren-Honda won the final round in Australia, winning 8 out of 16 races.			
		・McLaren-Honda won fourth consecutive Constructors' Championship.			
1992	March	・Supplied RA122E/B engine.	McLaren-Honda MP4/7	RA122E/B	
	November	・McLaren-Honda won the final round in Australia 5 wins out of 16 races			
		・McLaren-Honda 2nd in Constructors' Championship.			 McLaren-Honda MP4/7
		・Ayrton Senna 4th in Drivers' Championship.			
		・Honda withdrew from F1 after 1992 season.			

*Fédération Internationale de l'Automobile

Third phase (2000 - 2008): 1 win / 153 races — **2000 - 2005: Engine supplier, joint chassis development**
2006 - 2008: Full factory team, including engine and chassis

Year	Month	Topics	Racing car	Engine/ Power Unit (PU)	
1999	May	・Decided to enter 2000 F1 World Championship as BAR Honda through joint project with British American Racing (BAR).			
2000	March	・Supplied 3L V10 RA000E engine to BAR. ・4th place in Round 1, Australia.	B・A・R Honda 002	RA000E	 B・A・R Honda 002
	June	・Decided to supply engines to Jordan Grand Prix beginning in 2001.			
2001	March	・Supplied RA001E engine. ・In addition to B-A-R, supplied V10 RA001E engine to Jordan Grand Prix.	B・A・R Honda 003 Jordan Honda EJ11	RA001E RA001E	 Jordan Honda EJ11
2002	March	・Supplied RA002E engine.	B・A・R Honda 004 Jordan Honda EJ12	RA002E RA002E	 Jordan Honda EJ12
2003	March	・Supplied RA003E engine.	B・A・R Honda 005	RA003E	 B・A・R Honda 005
2004	March	・Supplied RA004E engine.	B・A・R Honda 006	RA004E	 B・A・R Honda 006
2005	March	・Supplied RA005E engine.	B・A・R Honda 007	RA005E	 B・A・R Honda 007
	November	・Acquired all shares of BAR H Ltd., a joint venture with British American Tobacco Plc (BAT).			
2006	March	・Raced with RA106 as Honda Racing F1 Team, a full constructor team for the first time since 1968. ・Introduced the RA806E 2.4L V8 engine. ・Supplied RA806E engine to SUPER AGURI F1 TEAM for their SA05, raced in Round 1, Bahrain.	Honda RA106 Super Aguri SA05	RA806E RA806E	 Honda RA106
	July	・SUPER AGURI F1 TEAM races with SA06, improved version of SA05, in Round 12, Germany.	Super Aguri SA06	RA806E	
	August	・Jenson Button wins Round 13, Hungary in RA106.			
2007	March	・Introduced RA807E engine.	Honda RA107 Super Aguri SA07	RA807E RA807E	 Honda RA107  Super Aguri SA07
2008	March	・Introduced RA808E engine. ・Withdrew from F1 at the end of the 2008 season.	Honda RA108 Super Aguri SA08	RA808E RA808E	 Honda RA108

Fourth phase (2015 -): — **2015 - 2021: Power Unit (PU) supplier**
2022 - : Technical support provided by HRC

Year	Month	Topics	Racing car	Engine/ Power Unit (PU)	
2013	May	・Announced joint project with McLaren as Power Unit (PU) supplier for the 2015 F1 World Championship.			
2015	March	・Supplied RA615H, a hybrid PU combining a 1.6L internal combustion engine (ICE) and energy regeneration system (ERS).	McLaren-Honda MP4-30	RA615H	 McLaren-Honda MP4-30
2016	March	・Supplied RA616H engine.	McLaren-Honda MP4-31	RA616H	 McLaren-Honda MP4-31
2017	March	・Supplied RA617H engine.	McLaren-Honda MCL32	RA617H	 McLaren-Honda MCL32
	September	・Ended partnership with McLaren at the end of the 2017 season. ・Announced agreement with Scuderia Toro Rosso to supply PUs for the 2018 season and beyond.			
2018	March	・Supplied RA616H engine.	Toro Rosso STR13	RA618H	 Scuderia Toro Rosso Honda STR13
	June	・Agreed to supply PUs to Red Bull Group and Red Bull Racing for two years from the 2019 season.			
2019	March	・Supplied RA619H engine.	Red Bull RB15 Toro Rosso STR14	RA619H RA619H	 Aston Martin Red Bull Racing RB15  Scuderia Toro Rosso Honda STR14
	June	・First win for Aston Martin Red Bull Racing in Round 9, Austria. (Max Verstappen)			
2020	March	・Supplied RA620H engine. ・Scuderia Toro Rosso changes its constructor name to Scuderia AlphaTauri Honda.	Red Bull RB16 AlphaTauri AT01	RA620H RA620H	 Aston Martin Red Bull Racing RB16  Scuderia AlphaTauri Honda AT01
	September	・Scuderia AlphaTauri won for the first time in Round 8, Italy (Pierre Gasly).			
	October	・Honda announced it will no longer participate as PU supplier after 2021 season.			
	December	・Aston Martin Red Bull Racing second in the Constructors' Championship, Max Verstappen 3rd in Drivers' Championship.			
2021	March	・Supplied RA621H engine.	Red Bull RB16B AlphaTauri AT02	RA621H RA621H	 Red Bull Racing RB16B  Scuderia AlphaTauri Honda AT02
	December	・Red Bull Racing Honda: 11 wins out of 22 races, 2nd in Constructors' Championship. ・Max Verstappen (Red Bull Racing Honda) wins his first Drivers' Championship with 10 wins. ・Honda ends participation as PU supplier.			
2022	March	・HRC provided assembly and technical support to Red Bull Powertrains, which supplies PUs to Scuderia AlphaTauri and Red Bull Racing.	Red Bull RB18 AlphaTauri AT03	RBPTH001	 Oracle Red Bull Racing RB18  Scuderia AlphaTauri AT03
	November	・Oracle Red Bull Racing won Constructors' Championship with 17 wins in 22 races. ・Max Verstappen (Oracle Red Bull Racing) won Drivers' Championship.			
2023	March	・HRC provided PU technical support to Honda Red Bull Powertrains, which supplies Honda RBPTH001, as team partner of Oracle Red Bull Racing and Scuderia AlphaTauri.	Red Bull RB19 AlphaTauri AT04	Honda RBPTH001	 Oracle Red Bull Racing RB19  Scuderia AlphaTauri AT04
	May	・HRC signed a factory partnership agreement with the Aston Martin Aramco Cognizant Formula One® Team to supply PUs based on the new 2026 regulations starting in 2026.			

III

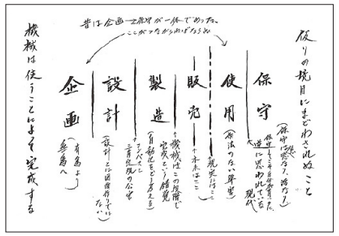
Business

1. Production

1-1 : Origin of Honda's Production Technology

"Honda Motor Company began by making machine tools.The basis of making things is machines, and Honda became what it is today by making those machines. I want those involved in production technologies to take the lead in many areas, rather than working based only on the opinions of the production plants or the R&D center." (Honda Engineering EG 50-year history, "Words of Soichiro Honda")

Pursue the Essence of Monozukuri (from Soichiro Honda's writings)

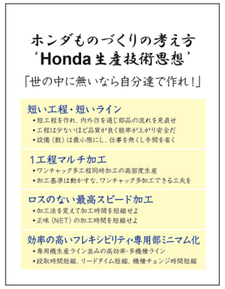


Equipment and products are complete only when they are used.
Do not be misled by the temporary boundaries of your job.

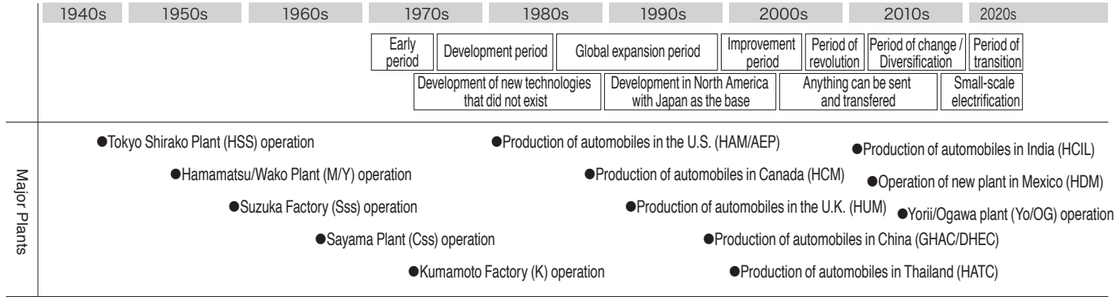
- When planning, do not get caught up in immediate problems, but plan in accordance with the principle: plan by pursuing unchanging truths based on analysis of the data currently in your possession.
- Design does not end when the drawings are completed.
- Manufacturing is not truly complete once equipment and products are manufactured. That is an illusion
- Equipment and products are truly complete when they are used in factories and by customers. In the past, planning was an integrated process from concept to design, manufacturing, sales, and maintenance.
- Equipment and products that are not well understood in terms of operation and use are a major hazard in terms of safety and quality. Usage must be clearly communicated.
- Maintenance is the prevention and repair of equipment and product failures, but it is not just repairing what is broken; it is also about preventing and repairing with the other person in mind. Maintenance work has allowed me to grow.

1-2 : Honda Production Technology Philosophy

Founder Soichiro Honda's philosophies of "shortest process and shortest line," "one-process multi-machining," "maximum speed machining without loss," "high efficiency flexibility," and "if it doesn't exist, make it ourselves" is at the heart of Honda's production technologies philosophy. In terms of development technology, universal and logical philosophies such as "world's fastest," "highest speed," "shorter idle time," "simultaneous machining" and "one-chuck multi-machining" are imprinted in Honda's DNA, and has reached the level where many associates in the Production Engineering Division do so unconsciously. Equipment and line systems have undergone various changes, starting with specialized machines, increasing versatility, and then changing to flexible systems, followed by tackling the challenge of electrification and intelligent systems incorporating digital technology.



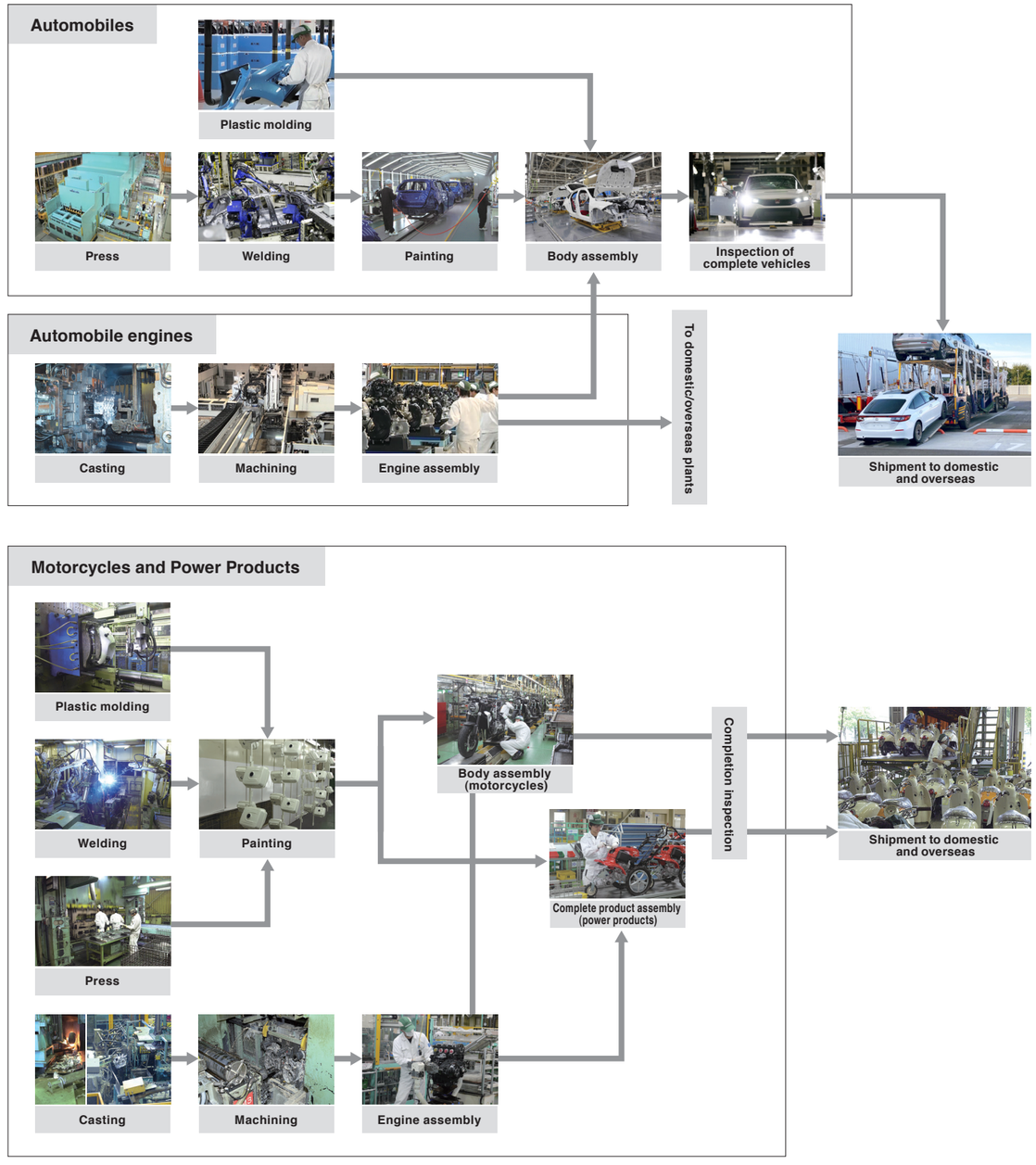
1-3 : Production Initiative Trends



Founded in1948, Honda began with machining at the Yamashita Factory in Hamamatsu City and engine assembly at the Noguchi Plant. In the 1950s, Honda began motorcycle production at its Hamamatsu, Tokyo, and Saitama plants. It developed unique machines to process modular components, and in 1962, established a machining factory to develop processing machines and facilities optimized for Honda's products. In 1978, Honda of America Manufacturing (HAM), a motorcycle manufacturing company, was established in the U.S., promoting localization. In the 1980s, Honda developed modular transfer lines and general welders (SM-GW) that enabled high-diversity, high-volume production, and from the latter half of the decade, worked to build a flexible structure that could respond quickly to an expanding global market. Since the late 2010s, Honda has been working on production and manufacturing technologies to respond to the shift to electrification and digitalization.

1-4 : Production Process

All of Honda's production lines use proprietary production technology to manufacture high-quality products quickly, inexpensively, and efficiently.



1-5 : Transitions in Global Production Entities, Honda Engineering History, and Changes in Major Technologies

1946-1950s

Global

Japan

1946	• Soichiro Honda begins activities as Honda Technical Research Institute at 30 Yamashita-cho, Hamamatsu, Shizuoka Prefecture (later to become Yamashita Plant). Yamashita Plant conducted research and manufacture of internal combustion engines and various machine tools.
1947	• Production of bicycle auxiliary engines (A-Type: 2-stroke 50 cc) begins at Yamashita Plant.
1948	• Noguchi Plant is established at 584 Noguchi-cho, Hamamatsu, Shizuoka Prefecture, and begins operations. • Succeeding Honda Technical Research Institute, Honda Motor Co., Ltd. is established at 257 Itaya-cho, Hamamatsu City, Shizuoka Prefecture, with capital of 1 million yen and 34 employees.
1950	• Purchased a sewing machine factory and established the Tokyo Plant at 5-35 Kamijujo, Kita-ku, Tokyo. • Began production of Dream D-Type chassis at Tokyo Plant. Began assembly with engines shipped from Hamamatsu and D-Type shipment.
1952	• Purchased a factory in Shirako, Yamato-cho, Adachi-gun, Saitama Prefecture, and opened the Shirako Plant (Saitama Plant). • Shirako Plant begins production of the H-Type general-purpose engine. • Tokyo Plant is closed and operations are transferred to the Shirako Plant.
1953	• First phase of construction of the Yamato Plant, under construction in Niikura, Yamato-machi, Kita-Adachi-gun, Saitama Prefecture, is completed. • Established Sumiyoshi Plant in Sumiyoshi-cho, Hamamatsu. • Yamashita, Noguchi, and Sumiyoshi plants merged to form Hamamatsu Factory. • Shirako Plant and Yamato Plant merged to form Saitama Factory.
1954	• Noguchi and Yamashita plants closed and production transferred to newly completed Hamamatsu Factory Aoi Plant.
1956	• Sumiyoshi Plant closed and production transferred to Aoi Plant.

Honda Engineering History / Major Technologies Developed

1962	• Honda Motor Co., Ltd. Die&Machinery Factory established in the Shirako Plant (September).
1963	• Automobile Production Special Planning Office established in the Shirako Plant.
1964	• Constructed Sayama Factory Industrial Machinery Plant in Sayama Industrial Park, relocated from Shirako and began operation (November).
1967	• New automated welding lines established using specialized welding machines (a warship-style main assembly line, a 3-post side panel line, and a multi-welding floor line) (N360)
1969	• 1300 body welding system (Slide GW)

Europe / Africa / Middle East

1962	• Honda Motor (later to become Belgium Honda (BH)), a motorcycle production and sales company, established in Belgium.
1963	• Production of motorcycles begins at Honda Motor in Belgium. First local production by a Japanese company in the European Economic Community (EEC) (*Honda research)"

Asia Oceania

1961	• Established San Yang Industry Co., Ltd. in Taiwan. • Began exporting parts sets from Suzuka Factory to Taiwan for knockdown* production of motorcycles (*KD: knock-down kit)
1962	• Through technical collaboration agreement with Honda, San Yang (SY) in Taiwan begins Honda's first* knockdown motorcycle production. (*Honda research) • Atlas Autos Limited established in Pakistan.
1963	• Kwang Yang Industrial Co., Ltd. established in Taiwan.
1965	• Thai Honda Manufacturing Co., Ltd. (TH) established, a joint venture with Honda to manufacture motorcycles and power products, is established in Thailand, and commences production of power products.
1967	• Production of motorcycles begins at TH.
1969	• Through technical collaboration agreement with Honda, BSW begins production of motorcycles in Malaysia. • Honda announces the start of knockdown production of automobiles (N600 and TN600) through technical collaboration agreement with SY in Taiwan (Honda's first overseas automobile production) • Through technical collaboration agreement with Kah Motor Sdn. Bhd (HKL), Honda begins knockdown production of automobiles (N360) at Oriental Assemblers (OA).

1960s

Global

1968	• Cumulative global motorcycle production: 10 million units (*Honda research)

Japan

1960	• Suzuka Factory opens and begins production of the Super Cub motorcycle.
1963	• Production of Honda's first automobile, the T360 k-truck, begins at Saitama Factory. • Production of the S500 begins at the Hamamatsu Factory.
1964	• Constructed Sayama Factory in Sayama City, Saitama Prefecture. Operation began at automobile production plant and tooling plant.
1967	• Production of Honda's first automobile, the TN360 light truck, begins at Suzuka Factory.

Honda Engineering History / Major Technologies Developed

1970	• Honda Machinery Co., Ltd. established. (September 1) • Soichiro Honda becomes the first president (~June 1973, replaced by Shinomiya)
1973	• In-house robot HRB1500 developed.
1974	• Honda Engineering Co., Ltd. established (July 1). • Mold division, new model production technology, and production technology R&D (R&D) integrated into HONDA ENGINEERING (PT We). • Developed Swing type GW machine.
1975	• Developed table-top TT spot welding machine.
1976	• Received the Safety Progress Award (Minister of Labor Award), established transient BL.
1978	• Developed CP-I (Stretched Pad Manufacturing Process) for Accord.

Europe / Africa / Middle East

1974	• Tizro Manufacturing Company (TIZRO) established in Iran.
1976	• Through technology agreement with Honda, motorcycle production begins at Industria Automotoagricola Produzione (IAP) in Italy (CB125S).
1979	• Honda Manufacturing (Nigeria) Ltd. (HMN) established in Nigeria. • Honda signs technology licensing agreement with British Leyland (BL) in the U.K. for Honda Ballade and TRIUMPH ACCLAIM.

Asia Oceania

1971	• Established P.T. Federal Motor in Indonesia • Through technology agreement with P.T. Federal Motor, Honda begins motorcycle knockdown production.
1973	• Established Mariwasa Honda, a motorcycle production and sales joint venture, in the Philippines. • Established P.T. Honda Federal in Indonesia (first plant specializing in overseas parts).
1975	• Through technology agreement with Honda, P.T. Prospect Motor (PM) in Indonesia begins automobile production.
1976	• Established Asian Auto Parts Co., Ltd. (AAP), a joint venture for motorcycle and power product component production, in Thailand. • Began Civic production at New Zealand New Zealand Motor Company (NZMC LIMITED).
1977	• Established P.T. Imora Honda (P.T. Imora Honda), an auto body parts company, in Indonesia.

1970s

Global

Japan

1970	• Saitama Factory Moka Plant established and started operation in Moka City, Tochigi Prefecture.
1973	• Saitama Factory and Sayama Factory merged and renamed Saitama Factory's Sayama Plant and Wako Plant.
1976	• Kumamoto Factory Begins operation.

Honda Engineering History / Major Technologies Developed

1980	• Established a design school (education for engineers) • Sub-main SMGW system introduced for the No.2 welding line at Suzuka.
1981	• Installed welding line at BL (U.K.) • Developed resin molding technology for large one-piece bumpers.
1982	• Newly established Electronics Production Technology (6) BL.
1983	• Automated Design BL established, introduced flexible manufacturing system, revamped car body assembly and painting areas. • Received the Technology Award from the Society of Precision Machinery Engineers of Japan for ENG modular component processing.
1984	• Developed FSR (functional POT welding robot) • Powder slush product rest molding mass production system • Kawagoe (Tool) Plant opened (closed in 1998). • New BL for new materials and factory automation (FA)
1985	• Developed Bell-type (high-voltage internally applied) painting gun. • Electronics Research Laboratory (3) BL established.
1986	• Received Okochi Prize for high efficiency car body welding line, BP (Best Position/Production) plan. • BL established for manufacturing functional parts for motorcycles and power products.
1988	• EGA subsidiary established (U.S.A.) • EGB tooling office established (Bangkok, Thailand) • Quality Control QEC BL established, mechanical 4WS production began.
1989	• BL established for development of functional parts production technology.

Europe / Africa / Middle East

1981	• Motorcycle production begins at HMN in Nigeria. • Honda Italia Industriale, S.P.A. (HII) established.
1982	• Sales and technology agreement signed with Montesa S.A. of Spain, established Montesa Honda S.A. (MHSA). • Ballard production begins at United Car and Diesel Distributors (UCDD) in South Africa.
1985	• Honda of the UK Manufacturing Ltd. established in U.K. • Honda France Industriale S.A.S. (HFI), a power products manufacturing company, established in France. • Rover of the U.K. produces Rover 800, a jointly developed model with Honda, at Rover's Cowley plant.
1986	• Merged with Montesa S.A.U. to form Montesa Honda, S.A.U. (MHSA).

Asia Oceania

1983	• Honda Philippines Inc. (HPI) established in the Philippines. (HPI), begins motorcycle production.
1984	• Hero Honda Motors Ltd. (HHML), a motorcycle production joint venture with India's Hero Group, is established. • Kinetic Honda Motor Ltd. established in India. • Consignment of automobile production begins at Bangchan General Assembly Co., Ltd (BGAC) in Thailand.
1985	• Shriram Honda Power Equipment (SHPL), a joint venture for the production of power products, is established in India. • HHML's motorcycle production plant begins operations. • Shriram Honda Power Equipment established in India.
1986	• P.T. Honda Prospect Engine Manufacturing (HOPE), a joint venture for the production of automobiles engines and power products parts, is established in Indonesia.
1987	• Honda Manufacturing Australia Pty. Ltd. (HMA) established in Australia. • Production of general-purpose engines begins at TH.
1988	• Honda New Zealand Limited (HNZ), an automobile production and sales company, is established in New Zealand.

1980s

Global

1983	• Total global automobile production: 10 million units (*Honda research)
1985	• Cumulative global power products production: 10 million units (*Honda research)

Japan

1982	• Saitama Factory Moka Plant begins engine assembly.
1983	• Power products plant completed at Hamamatsu Factory.
1984	• Motorcycle production ends at Sayama Plant (transferred to Hamamatsu Factory)
1986	• Saitama Factory Moka Plant established as Moka Factory.

Honda Engineering History Major Technologies Developed

Global

1990s		2000s	
1997	• Cumulative global motorcycle production: 100 million units (*Honda research)	2008	• Cumulative global motorcycle production: 200 million units (*Honda research)
		2011	• Cumulative global power products production: 100 million units (*Honda research)
		2014	• Cumulative global motorcycle production: 300 million units (*Honda research)

2010-2020s	
2016	• Cumulative global automobile production: 100 million units (*Honda research)
2017	• Super Cub series: Cumulative global production: 100 million units (*Honda research)
2019	• Cumulative global power products production: 150 million units (*Honda research)
	• Cumulative global motorcycle production:f 400 million motorcycles (*Honda research)
2021	• Honda delivers 200th HondaJet (*Honda research)

Japan

1990s		2000s	
1990	• Saitama Factory Tochigi Plant established, NSX production begins.	2001	• Hamamatsu Factory Hosoe Plant completed, begins production of BF series outboard engines.
1991	• Production of motorcycles at Suzuka Factory ends, transferred to Kumamoto Factory and Hamamatsu Factory.	2002	• Wako Plant is closed, transferred powertrain production to the Sayama Plant.
1992	• Saitama Factory Tochigi Plant renamed as Tochigi Factory Takanezawa Plant. Moka Parts Plant renamed Tochigi Factory Moka Plant.	2004	• Tochigi Factory Takanezawa Plant closed. • Suzuka Factory begins production of models (NSX, Insight, S2000) transferred from Takanezawa Plant.
1993	• Tochigi Factory Haga Plant established (production of differential gears for automobiles and 4WD rear differentials).	2005	• Kumamoto Factory Power Products Plant completed, begins production.
		2006	• Yachiyo Industry Co. becomes consolidated subsidiary to strengthen the mini-car business and global parts supply system. • Solar cell business subsidiary Honda Soltec Co. established.
		2009	• Motorcycle engine production at Hamamatsu Factory ends. Transfer of production to Kumamoto Factory completed (transfer of completed vehicles in 2008) • Saitama Factory Ogawa Plant begins operation.

2010-2020s	
2013	• Saitama Factory Yorii Plant begins operation. • Honda Soltec ends business, withdraws from the manufacture and sale of solar cells.
2018	• Yachiyo Industry Co., Ltd., a complete vehicle manufacturing company, becomes a wholly owned subsidiary and changes its name to Honda Autobody Co.. Ltd.
2021	• Honda decides to end production at Powertrain Unit Manufacturing Department (Moka City, Tochigi), which manufactures parts for automobile engines and transmissions, by the end of 2025. • Complete vehicle production at Saitama Factory Sayama Plant ends.

Asia Oceania

1990s		2000s	
1990	• Developed aluminum body technology for NSX • Established narrow shaft ENG valve molding method. • EGE (U.K.), a local subsidiary to manufacture electric power steering (EPS), established. • EG-T (Tochigi Technical Center) established (company-wide relocation in 2004).	2000	• CVT belt production (until the transfer to Sss in 2004)
		2001	• Developed offline teaching for welding spots. • Strengthened DE co-creation system and began ASIMO production.
		2002	• Wing 5 FC (fuel cell) building completed (FC parts and capacitor production). • DE one floor organization structure begins.
1992	• TQM (company-wide quality improvement activities) introduced. • Sales Service BL established (start of external sales).	2003	• Diesel engine production (ASCT casting)
1995	• Developed SR (spot welding robot).	2004	• Spray instrument panel manufacturing method developed. • EG head office moved to Tochigi, Wing 4 expanded. • EGCH (China) local subsidiary established to produce FC stacks in-house.
1996	• Acquired ISO9001 certification, production of EV-Plus motors and PDUs.		
1997	• Wing 2 building completed, acquired ISO 14001 certification.	2005	• Aluminum hot bulge molding technology • Sayama EG closed (July), Takanezawa SU building completed (November). • ELP body assembly: New multi-mount pallet equipment incorporated.
1998	• Wing 3 construction completed, began WorldSkills Competition activities. • PT experimental mass-production line (S2000 engine production)		
1999	• EGAS (Thailand) becomes a locally-incorporated company. • 3D bending and forming technology for aluminum extrusions • Developed electric servo gun • Welding line reform plan	2006	• CR-V bumper family molding technology • Suzuka: Development and introduction of i-CAS, a dual-arm robot for assembly body modification and AF sub-line. • EGE ATR (Advanced Technology Research) established (EU survey research). • Production of residential thin-film solar cells, pilot production of power modules
		2007	• Line-end tester 2.1 generation (in-house D development)
		2008	• Three-domain executive structure (PT, body, and functional parts planning center)"

2010-2020s	
2010	• Wing 6 completed, functional parts operations integrated into vehicle electrical components operations.
2011	• Three-step press die manufacturing method • Hot stamping process development and production
2012	• Hot runner stack mold for motorcycles • EGID (India) and EGA-X (Mexico) established. • EGAS Indonesia branch office and EGCH Wuhan branch office established.
2013	• New line at Yorii plant (press, welding, painting, vehicle assembly, VQ) established. • Roller hemming, smart GW, and inner frame facilities (Yorii) • AF manual and assembly robots for instrument panels, door removal, tire installation, and IPU mounting (Yorii)
2014	• Welding i-GW introduced (Suzuka)
2016	• ARC line for vehicle cell assembly (HATC#3) incorporated.
2017	• Automatic assembly of suspension mount G-SUMRUF (applied from ELP) • EGA-SV (Silicon Valley) installed, Wing 3 operation resumes.
2020	• Honda Engineering Co., Ltd. closed and integrated into Honda Motor Co., Ltd. (Transferred to Production Engineering Operations in April. 50th anniversary of Honda Machinery Co., Ltd. in September)

Europe / Africa / Middle East

1990s		2000s	
1992	• HFI France establishes Honda Europe Power Equipment S.A.S. (HEPE) to conduct power products business in Europe.(Administration later transferred to HME, became HFM.) • Anadolu Honda Otobilcilik A.S. (TAH) established in Turkey. • Honda agrees to dissolve capital alliance with Rover Group of the U.K.	2001	• HUM second plant completed, begins production of the Civic.
		2003	• TAH (motorcycle production and sales company) and HAT (automobile production and sales company) merged to establish Honda Turkiye A.S. (HTR) in Turkey.
1994	• HUM begins production of Accord. • Honda Anadolu Motorsiklet Uretim Ve Pazarlama A.S. (HAT) established in Turkey.	2008	• Honda France Manufacturing S.A.S. established in France.

2010-2020s	
2013	• Honda Motorcycle Kenya Ltd. (HMK) established in Kenya. • Honda Automobile Western Africa Ltd. (HAWA) established in Nigeria.
2015	• Hawa begins automobile production.
2019	• Llabor-management talks on terminating automobile production at HUM by the end of 2021 begin, and end of Civic sedan production at HTR in Turkey by the end of 2021 announced.
2022	• Honda Manufacturing Ghana Ltd. (HMG) established in Ghana.

Asia Oceania

1990s		2000s	
1990	• Honda Cars Philippines, Inc. (HCPI), an automobile production joint venture, established in the Philippines.	2000	• Honda Malaysia Sdn Bhd. (HMSB) established in Malaysia.
1991	• Honda Australia M.C. & P.E. Pty. Ltd. (AUH-MPE), a motorcycle sales and power products (lawnmower) production and sales company, established in Australia.	2001	• P.T. Astra Honda Motor (AHJ), a joint venture with P.T. Astra International to manufacture motorcycle parts, assemble engines and vehicle bodies, and conduct wholesale activities, established in Indonesia.
1992	• HCPI begins production of automobiles (Civic). • Honda Cars Manufacturing (Thailand) Co., Ltd (HCMT) established in Thailand. • Honda Atlas Cars (Pakistan) Ltd. (HACPL), a joint venture to produce and sell automobiles, established in Pakistan. • Honda Parts Manufacturing Corp. established in the Philippines.		• Merged HCMT and Honda Cars (Thailand) to form Honda Automobile (Thailand) Co., Ltd. (HATC)
		2002	• P.T. Honda Precision Parts Manufacturing (HPPM) established in Indonesia. • Honda Taiwan Co., Ltd. (HTW), an automobile production and sales company, established in Taiwan. • HTW begins automobile production.
		2003	• HMSB begins operations at new automobile plant (CR-V).
1995	• Honda Siel Cars India Ltd. (HSCI), automobile production and sales joint venture, established in India.		• Vietnam Autoparts Co., Ltd. (VAP), a motorcycle parts manufacturing company, established in Vietnam.
1996	• Honda Cars Manufacturing Thailand (HCMT) Ayutthaya Plant established and begins production of the CITY. • Honda Vietnam Co., Ltd. (HVN) established in Vietnam.	2004	• Oriental Assemblers (OA), an automobile manufacturing company, ends production, transfers production to HMSB (production spanned 35 years beginning with the N360 in December 1969).
	• P.T. Sinar Honda Jaya (SHJ), a power products production and sales company, established in Indonesia.	2005	• Third AHJ motorcycle plant begins operation in Indonesia.
1997	• HHML opens second plant. • HVN begins production of motorcycles. • HSCI begins production of the CITY.	2006	• Asian Parts Manufacturing Co., Ltd. (APM), a company to manufacture sheet metal repair parts for automobiles, established in Thailand. • P.T. Honda Power Products Indonesia (HPPI) established in Indonesia. • AHL of Pakistan started operation of a motorcycle production plant in Lahore.
1998	• Honda Siel Power Product Ltd. (HSPP) established in India.		
1999	• P.T. Honda Prospect Motor (HPM), a joint venture with P.T. Prospect Motor for production and sales of automobiles, established in Indonesia.	2007	• HTW spun off sales and manufacturing divisions, establishing Honda Taiwan Motor Co., Ltd. (HTW-M), an automobile manufacturing company.
	• Honda Motorcycle And Scooter India Pvt. Ltd. (HMSI), a motorcycle production and sales company, established in India.	2009	• Boon Siew Honda Sdn.Bhd (BSH) begins operations as production and sales company (Established in September 2008).

2010-2020s	
2011	• HMSI begins motorcycle production at its second plant n Tapukara, Rajastha.
2012	• HATC, which had production suspended due to flood damage in Thailand, resumes production. • HSCI changed its name to Honda Cars India Ltd. (HCIL) • Bangladesh Honda Private Limited (BHL) established in Bangladesh.
2013	• Honda Assembly (Malaysia) Sdn. (HASB), an automobile engine manufacturing company, established in Malaysia.
2014	• HCIL Tapukara Plant in Rajasthan begins complete automobile assembly production. • Third HVN motorcycle production plant begins operations.
2015	• P.T. Honda Power Products Production (HPPP) established in Indonesia.
2016	• Fourth HMSI scooter production plant begins operations. • Developed the Assembly Revolution Cell (ARC) line, the world's first* fluidized cell production line for the mass production of complete automobiles, incorporated in HATC Pratinpuri Plant. (*Honda research)
2018	• BHL motorcycle plant in Bangladesh begins operations.
2020	• HCPI complete automobile production ends in March 2020 (production began in February 1992).
2021	• Thai Honda Manufacturing Co., Ltd. (TH) was established in Thailand. Integrated production and sales of motorcycles and production of power products in Thailand.

	1946-1960s		1970-1980s	
North America			1978	• Honda of America Manufacturing, Inc. (HAM), a motorcycle production company, is established in the United States.
			1979	• HAM Marysville Motorcycle Manufacturing Plant (MMP), Honda's first production facility in North America, begins operations (CR250R)
			1981	• Bellemar Parts Industries, Inc. (BPI) an automobile parts manufacturing company, established in the U.S. *Invested by AH, Tokyo Seat Corporation, and Sankei Giken Kogyo Co., Ltd.
			1982	• First passenger car produced at HAM automobile plant (MAP), the Accord, rolls of the production line. (First Japanese automaker* to begin local passenger car production in the U.S.) (*Honda research)
			1983	• Honda Power Equipment Mfg., Inc. (HPE) established in the U.S.
			1984	• HPE begins operations and production of lawnmowers in the U.S.
				• Honda of Canada Mfg. (HCM) is established in Canada.
			1985	• HAM-Anna Engine Plant (AEP) begins operations (motorcycle engines for GL1200).
				• Honda de Mexico, S.A. de C.V. (HDM) established in Mexico.
			1986	• Second production line at HAM Marysville Automotive Plant (MAP) begins production.
			1987	• Five-part strategy is simultaneously announced in Japan and the U.S., including expansion of the development and production system in the U.S. and plans for export of U.S.-made vehicles.
			1988	• HDM begins motorcycle production.
			1989	• HAM-East Liberty Auto Plant (ELP), HAM's second automobile production plant, begins operations. (Civic)
South America			1971	• Honda Motor do Brasil Ltda (HDB) established as a local subsidiary in Brazil.
			1975	• Moto Honda da Amazonia S.A. (HDA), a motorcycle production joint venture, is established in Brazil.
			1976	• HDA begins motorcycle production (CG125).
			1978	• Honda Motor de Argentina S.A. (HAR) established in Argentina.
			1981	• HDA begins mass production of alcohol-powered motorcycles (CG125).
			1985	• Honda Componentes Da Amazonia Ltda. established in Brazil.
China			1982	• Honda and Jialing Industry (a state-run motorcycle production company) sign technology agreement and begin motorcycle production.

	1990-2000s		2010-2020s	
North America	1990	• U.S. HPE begins production of lawnmower engines for the European market.	2011	• HACI Completes HondaJet Production Plant.
	1995	• HDM's automobile production plant begins production of the Accord.	2012	• HACI begins mass production of the first HondaJet.
	1997	• Honda Transmission Mfg. of America, Inc. established in the U.S.	2014	• Honda de Mexico S.A. de C.V. Celaya Auto Plant (HDM-C), HDM's second automobile production plant, begins operations.
		• Honda of South Carolina Manufacturing Inc. established in the U.S.	2015	• Honda Aero Inc.' s aero engine plant acquires manufacturing certification from the Federal Aviation Administration (FAA).
	1998	• HCM's second production line begins operation, produces Odyssey exclusively for North America.	2016	• NSX mass production begins at Performance Manufacturing Center (PMC) in the U.S.
	1999	• Honda Manufacturing of Alabama, LLC (HMA), an automobile production plant, is established in the U.S.	2021	• Honda Development & Manufacturing of America, LLC (HDMA) established by integrating U.S. automobile manufacturing affiliates and the automobile development functions.
	2001	• HMA begins operations.	2022	• Renewal of production facilities at three existing plants in Ohio, U.S.A., announced for full-scale EV production, making the Ohio plant a hub for EV production in North America.
	2004	• Honda Aero, Inc. (HAInc) established in the U.S.		AEP begins battery case production.
	2005	• Honda Precision Parts of Georgia, LLC. established in the U.S.		Joint venture with LG Energy Solutions for EV battery production begins operations at plant.
	2006	• Honda Aircraft Company, LLC (HACI), a subsidiary for the development, manufacture, and sale of aircrafts, established in the U.S.		Battery modules installed in EVs produced at MAP and ELP.
	2007	• Honda Manufacturing of Indiana, LLC (HMIN) established in the U.S.	2023	• Established L-H Battery Company, Inc. (tentative), a joint venture with LG Energy Solutions (LGES) to produce Li-ion batteries for EVs.
	2009	• MMP motorcycle production ends.		• Honda announced changes in existing production at Ohio plants to evolve as a hub for North America, MAP and ELP to produce EVs, and AEP to produce IPUs and battery cases for EVs.
South America	1993	• HDA begins production of generators.	2011	• HAR's Kampana plant begins automobile production.
	1996	• Honda Automoveis do Brasil Ltda. (HAB), an automobile production and sales company, established in Brazil (August 1997: production begins).	2013	• Honda Motorcycle Kenya Ltd. (HMK), a motorcycle production and sales company, established in Kenya.
	2000	• Honda South America Ltda. (HSA), a South American business management company, is established.	2014	• Honda Energy do Brasil Ltda., a wind power generation company in Brazil, begins operation of the industry's first* wind power generation base (generating the annual amount of electricity needed for vehicle production from renewable energy). (*Honda research)
	2003	• HAB begins production of the Fit, Honda's first* overseas production of the Fit (*Honda research)	2019	• HAB begins production at its new automobile plant in Ichirapina, São Paulo.
	2006	• HAR's motorcycle production plant begins operations.		• HAR ends HR-V production at the end of 2020 and decides to concentrate on motorcycle production.
	2006	• Honda Selva del Peru S.A. (HSP), a motorcycle manufacturing company, established in Peru.		
China	1992	• Wuyang-Honda Motorcycle (Guangzhou) Co., Ltd.(WHM), a motorcycle production and sales joint venture, established.	2011	• JLH begins operation of a new power products manufacturing plant
		• Tianjing Honda Motorcycle Co., Ltd. (TJH) established.	2012	• WDHAC begins production at its second plant.
	1993	• Jialing-Honda Motor Co., Ltd. (JLH) established.	2015	• GHAC's third plant* and engine plant begin operation *Third plant operations began in September.
	1994	• Mindong-Honda Generator Co., Ltd. (FMH) established.	2017	• JLH and FMH merged to form JLH.
		• Dongfeng Honda Auto Parts Co., Ltd. (DHAC), a joint venture with Dongfeng Motor Corporation for the production of cast and forged parts, established.	2019	• WDHAC's third plant begins operation.
	1998	• GAC Group in China and Dongfeng Motor Corporation sign joint venture agreement for automobiles.	2020	• GHAC merged with CHAC to form GHAC.
		• Guangzhou Honda Automobile Co., Ltd., an automobile engine manufacturing company, established.		• JLH becomes a wholly owned subsidiary and changes name to Honda Power Products (China) Co., Ltd. (HPPC)
		• Dongfeng Honda Engine Co., Ltd. (DHEC), an automobile engine manufacturing company, established.	2022	• Honda Power Products (Fuzhou) Co., Ltd. (HPPF) established (renamed from HPPC).
	1999	• GHAC and DHEC begin production of Accord, Honda's first Chinese model. DHEC manufactures the engines.		
	2001	• TJH merges with Hainan Sundiro Holding Co., Ltd.'s motorcycle business division to form new joint venture Sundiro Honda Motorcycle Co., Ltd. (SDH)		
	2003	• Dongfeng Honda Automobile Co., Ltd. (WDHAC), a joint venture for the production and sale of automobiles, established in Wuhan City, Hubei Province.		
		• Honda Automobile (China) Co., Ltd. (CHAC), Honda's first automobile production and export joint venture in China, established as a joint venture between Honda, GAC Group and Dongfeng Motor Corporation.		
	2004	• WDHAC begins production of the CR-V.		
		• Honda Motor (China) Investment Co., Ltd. (HMCI), in charge of operations in China, begins operations.		
		• GHAC begins production of the Fit.		
	2005	• SDH's new plant in Tianjin begins operations.		
		• JLH agreed to change its business and concentrate its management resources on the power products business.		
		• CHAC began production of the Jazz, its first mass-produced vehicle for Europe (exports began in June).		
		• Honda Auto Parts Manufacturing Co., Ltd. (CHAM), a production company for automobile powertrain parts, established.		
	2006	• GHAC begins operations at Zengcheng Plant, its second plant for complete vehicles in Guangzhou.		
	2009	• GHAC changed its name from Guangzhou Honda Automobile Co., Ltd. to Guangqi Honda Automobile Co., Ltd.		

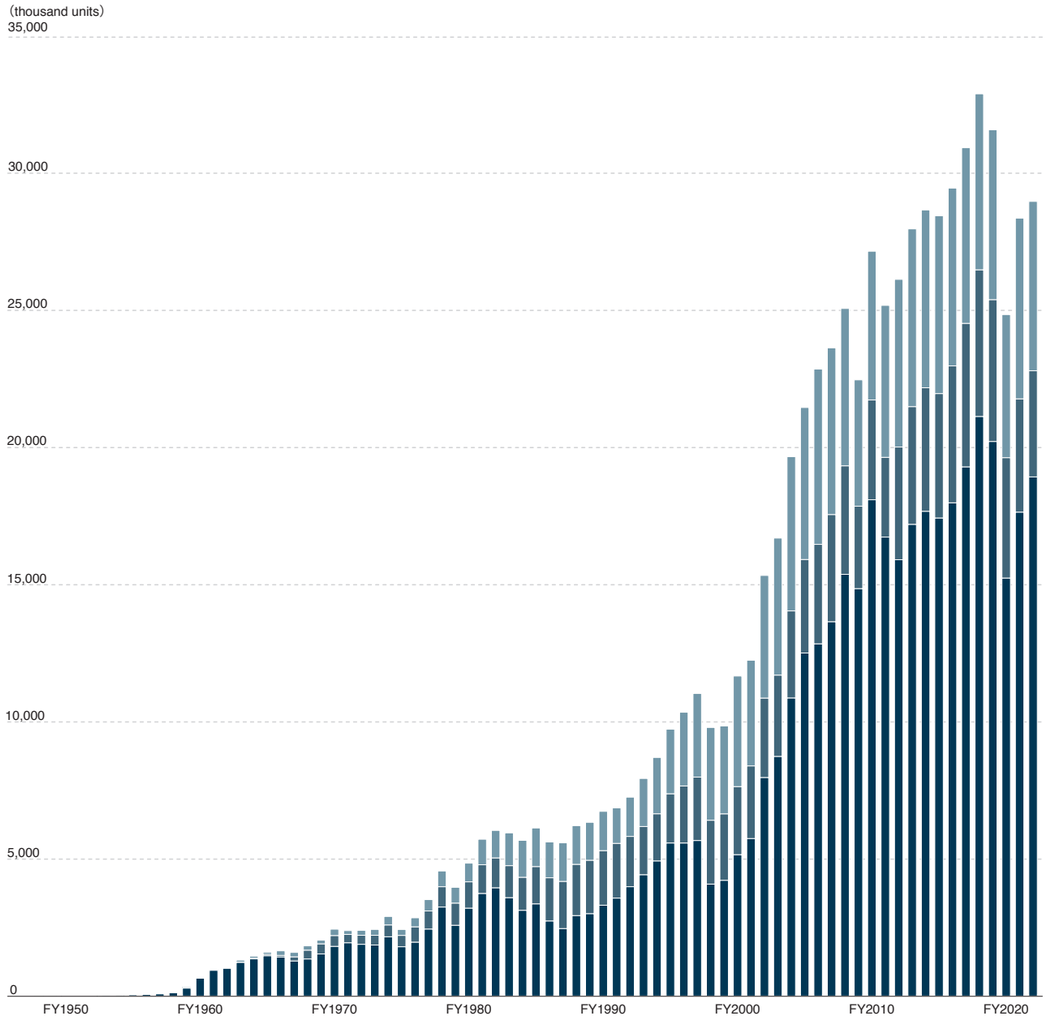
1-6 : List of Awards

Year	Award	Award details
1962	Minister of Labor Safety Excellence Award	Hamamatsu Factory
1963	Minister of Labor Safety and Progress Award	Suzuka Factory
	Minister of Labor Sanitation Excellence Award	Saitama Factory, Hamamatsu Factory
1965	Minister of Labor Safety Excellence Award	Suzuka Factory
1970	Minister of Labor Safety and Progress Award	Saitama Factory
	Minister of Labor Sanitation Effort Award	Suzuka Factory
1972	Minister of Labor Sanitation Excellence Award	Suzuka Factory
1973	Minister of Labor Safety Excellence Award	Saitama Factory Wako Plant
1976	Minister of Labor Safety and Progress Award	Honda Engineering
1982	Minister of International Trade and Industry Award	Kumamoto Factory energy conservation activities
1983	Japan Society of Precision Engineering Technology Award (Current Japan Society for Precision Engineering Technology Award)	Development of a highly efficient high-diversity mixed-flow production line (module transfer machine) for engine modules
1984	The Prize of Japan Society for the Promotion of Machine Industry	Rapid molding mass production system for slush products
1986	Okochi Memorial Production Prize	Highly integrated/high-density car body welding system
1991	Okochi Memorial Production Prize	Highly integrated/high-density car body painting system
	JSME Medal for the Development of New Techniques	Development of lightweight and compact engines through the use of fiber-reinforced composite materials
	Science and Technology Agency Notable Invention Award	Mold casting method and mold casting equipment
	The Japan Society of Colour Material Technology Award	Development of water-based base coat
	The Prize of Japan Society for the Promotion of Machine Industry	Development of high-precision/high-efficiency gear grinding machine for high-diversity/high-volume production
	Minister of Labor Effort Award	Occupational health activities at Saitama Factory Tochigi Plant (Moka Plant)
1992	JSME Medal for the Development of New Techniques	Development of high-added die casting system
	Japan Foundry Association Kobayashi Award	Development of lightweight compact engines using aluminum composite materials
	Science and Technology Agency Notable Invention Award	Direct resistance welding equipment
1993	Sokeizai Center Machine Information Industry Bureau, Ministry of International Trade and Industry Director-General's Award	Development of mold casting system for cast iron parts for automobiles
	Sokeizai Center President's Award	Development of mold casting system for cast iron parts for automobiles
1994	FISITA'94 Best Paper Award	Development of high-added die casting system
	Tochigi Manufacturing Corporation, Moka Plant, Tochigi Labor Standards Bureau Director's Award of Excellence	Development of high-added die casting system
1995	Japan Foundry Association Technology Award	Development of high-added die casting system
	Best Paper Award, Japan Society of Die and Mold Technology	Development of next-generation press die materials
1996	Best Paper Award, Japan Society of Die and Mold Technology	Development of high-efficiency machining tools
1997	Superplasticity Society of Japan Technology Award	Blow molding of motorcycle aluminum tanks
	JSTP Medal for Innovative Technology	Development and practical application of mass production technology for motorcycle aluminum fuel tanks using superplastic blow molding
1999	Sokeizai Center Minister of International Trade and Industry Award	Development of aluminum die-casting frame for scooters
	Oyamada Medal	Development of aluminum hybrid body for automobiles
2000	Japan Society for the Promotion of Machine Industry Award, Minister of International Trade and Industry Award	Development of high-precision bending system for aluminum frame members for automobiles
2002	Japan Aluminum Association Award, Development Award	Development of aluminum hard top for automobiles by superplastic blow molding
2004	Japan Aluminum Association Award, Technology Award	Development of 5000 series aluminum alloy materials for hot forming
2006	JSTP Excellence Award Aida Technology Encouragement Award	Development of hot tube bulge forming method and its application to sub-frames
2007	JSTP Medal for Innovative Technology	Development of technology for applying colored steel sheets to fuel tanks for general-purpose engines
2008	JSTP Medal for Innovative Technology	Development of weight reduction technology and high-efficiency production technology for aluminum wheels
2009	Encouragement Award, Japan Society of Die and Mold Technology	Development of molds for hot tube bulge forming method
	Sokeizai Center President's Award	Development of the world's fastest servo press line for automotive body panels
2010	Sokeizai Center Encouragement Award	Development of high performance and low cost production technology for ATV wheels
2011	Technology Award, Japan Society of Die and Mold Technology	Development of high-speed machining for car body molds
	Encouragement Award, Japan Society of Die and Mold Technology	Development of a vacuum forming mold process using AI precision casting
	Sokeizai Center President's Award	Development of simultaneous one-cycle, two-component molding technology using a composite molding die and mold control system
2013	Technology Award, Japan Society of Die and Mold Technology	Development of high-tensile strength tailored blank dies for car body exterior panels
	Die and Mold Technology Paper Award, Japan Society of Die and Mold Technology	Utilization of servo press in hot stamping in-die trim manufacturing method
	Sokeizai Center President's Award	Development of 3D lock seam technology for aluminum-steel hybrid doors
	Japan Institute of Invention and Innovation Kanto Region Commendation for Invention	Formation method of multi-layer coating film and manufacturing method of coated products
	Minister of Health, Labor and Welfare Award	Honda Taiyo as an excellent employer of people with disabilities
2014	Die and Mold Technology Paper Award, Japan Society of Die and Mold Technology	Development of 3D lock seam technology for new lightweight door structure in Acura's New RLX
	JSTP Medal for Innovative Technology	Development of new door manufacturing method 3D lock seam technology for New RLX
2015	Encouragement Award, Japan Society of Die and Mold Technology	Approach to Structural Optimization of Die Casting Molds
2016	Technology Award, Japan Society of Die and Mold Technology	Development of a one-process die for large stamped parts for automobiles
2017	Die and Mold Technology Paper Award, Japan Society of Die and Mold Technology	Innovations in blanking die structure to improve yield of tailored blanks made of high-tensile steel and thin steel
	Sokeizai Center Machine Information Industry Bureau, Ministry of International Trade and Industry Director-General's Award	Development of blanking technology using alternating cut blade switching dies
	Incentive Award, Commendation for Resource Recycling Technology and Systems	Reduction of by-products through yield improvement technology for outer blank materials
2018	Technology Award, Japan Society of Die and Mold Technology	Development of die technology for two-color integrated molding and thin-wall instrument panels
	Director-General of the Industrial Science and Technology Policy and Environment Bureau Award, Commendation for Resource Recycling Technology and Systems	Reduction of scrap by double-action dies and product beads
2019	Japan Coating Technology Association, Award for Excellence in Research Presentation	Research on elucidation of coating process phenomena
	Industrial Environmental Management Association of Japan, Award of Director-General of Industrial Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry	New technology to reduce burrs (scraps) in automotive crankshaft forging
	Minister of Economy, Trade and Industry Award Energy Conservation Grand Prize	Reduction of energy consumption by hybrid heat treatment heat sources at Kumamoto Factory
2021	Sokeizai Center Machine Information Industry Bureau, Ministry of International Trade and Industry Director-General's Award	Development of a new shear processing method for advanced CVT metal belt elements
2023	JSTP Medal for Innovative Technology	Development of a new shear processing method for advanced CVT metal belt elements

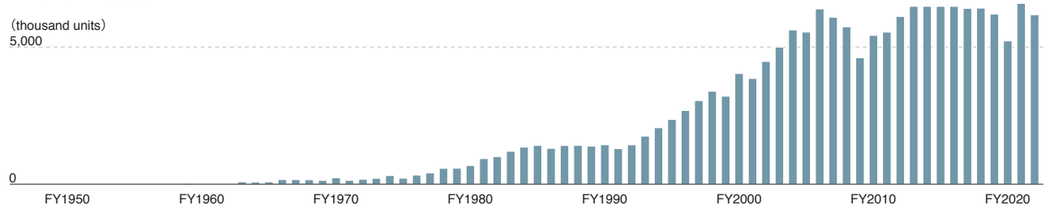
1-7 : Calendar Year Production Results by Category

Power Products
Automobile
Motorcycle

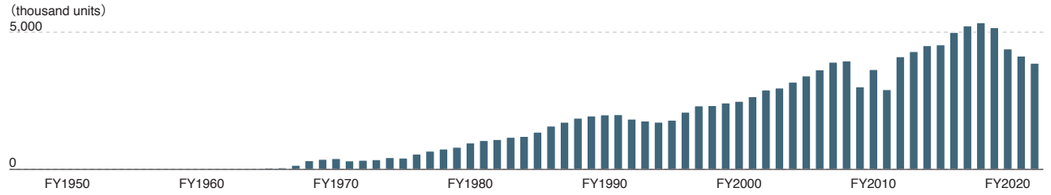
Notes
1: Number of units = number of completed units produced
2: Unit: thousand units
3: Global production volume for motorcycles, automobiles, and power products
4: Production volume of power products from FY2013 to FY2017 is the difference subtracted from the cumulative production
* FY: Japanese FY



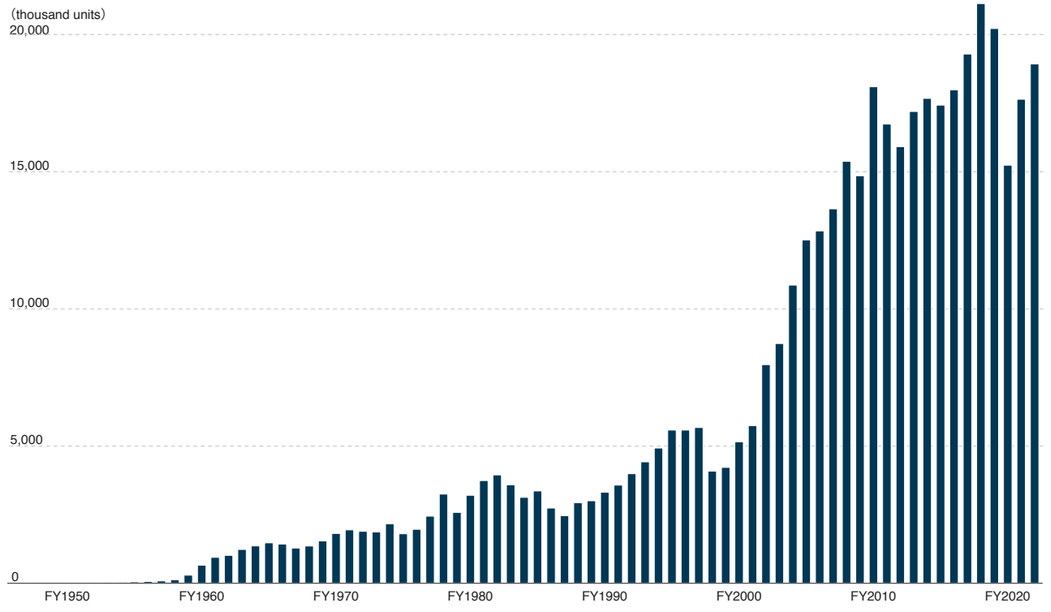
Power Products



Automobile



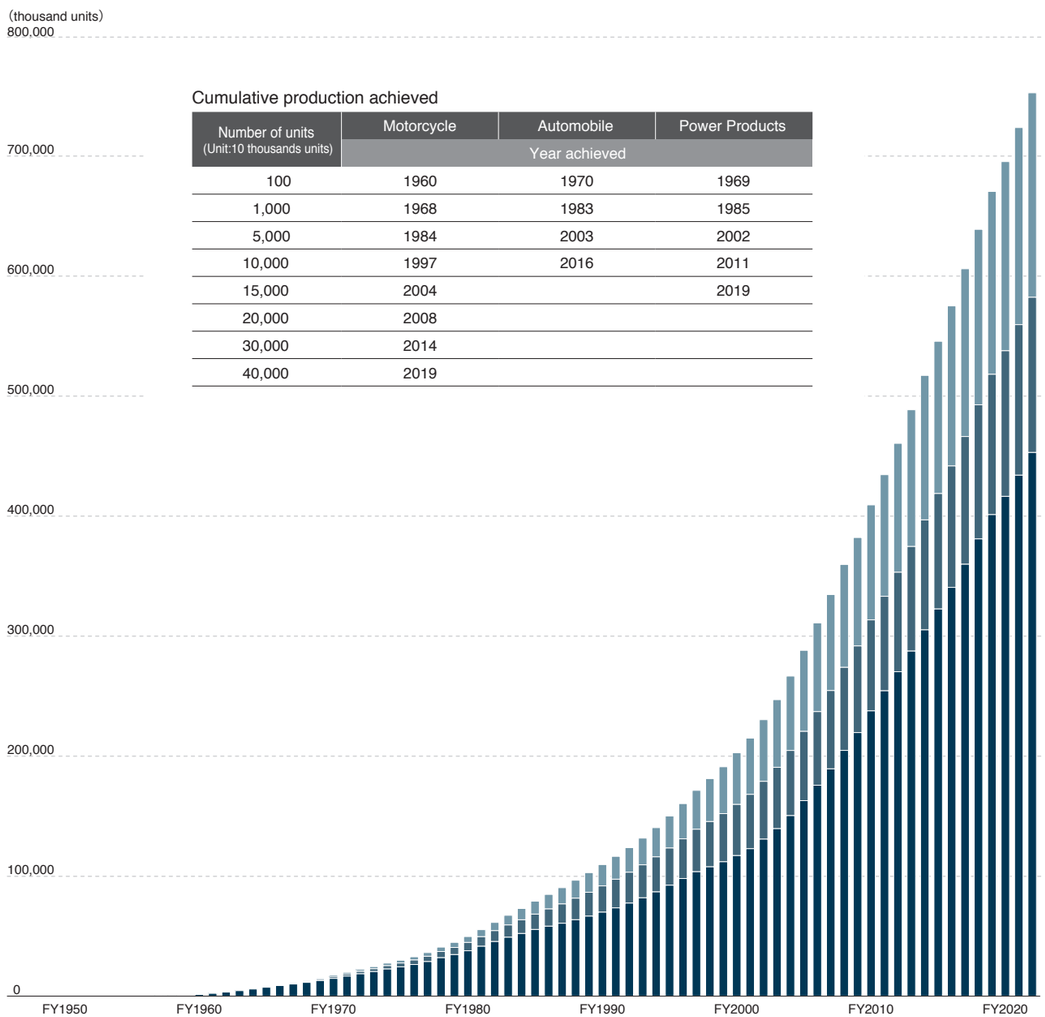
Motorcycle



1-8：Cumulative Production Results by Category

■ Power Products
■ Automobile
■ Motorcycle

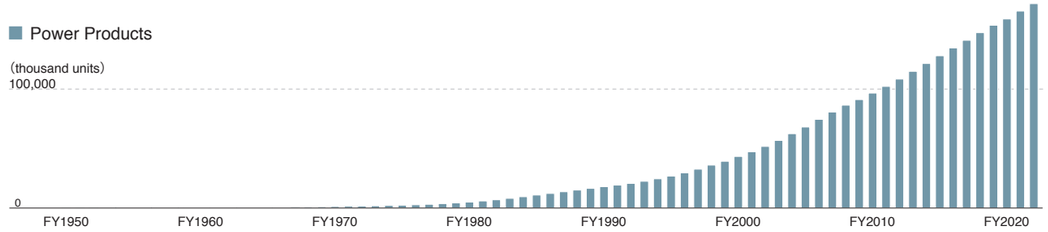
Notes
1: Number of units = number of completed units produced
2: Unit: thousand units
3: Global production volume for motorcycles, automobiles, and power products
* FY: Japanese FY



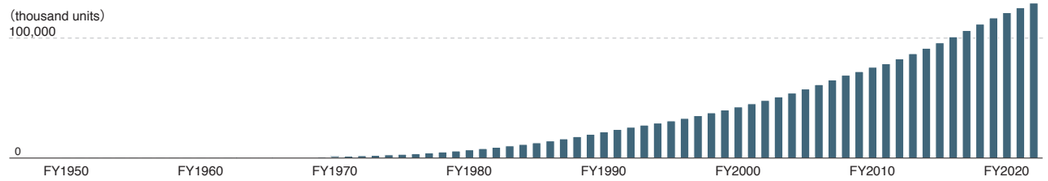
Cumulative production achieved

Number of units (Unit:10 thousands units)	Motorcycle	Automobile	Power Products
	Year achieved		
100	1960	1970	1969
1,000	1968	1983	1985
5,000	1984	2003	2002
10,000	1997	2016	2011
15,000	2004		2019
20,000	2008		
30,000	2014		
40,000	2019		

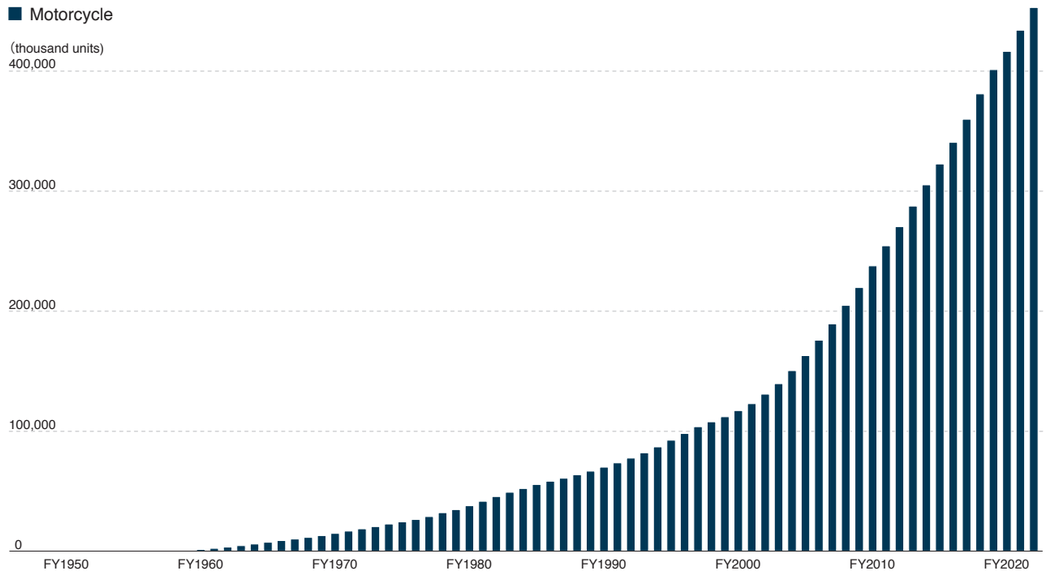
■ Power Products



■ Automobile



■ Motorcycle



1-9 : Transitions in Domestic Plants

Year	Outline	Activities
1946	・Soichiro Honda begins activities as Honda Technical Research Institute at 30 Yamashita-cho, Hamamatsu, Shizuoka, Japan (later the Yamashita Plant). Conducts research and manufacture of internal combustion engines and various machine tools.	Engine modification (bicycle auxiliary engines)
1947	・Production of auxiliary engines for bicycles (A-Type: 2-stroke 50cc) begins at Yamashita Plant.	Engine assembly (bicycle auxiliary engines)
1948	・Noguchi Plant is established at 584 Noguchi-cho, Hamamatsu City, and begins operations. ・Honda Technical Research Institute is succeeded by Honda Motor Co., Ltd. established at 257 Itaya-cho, Hamamatsu, Shizuoka, Japan. (Capital: 1 million yen, 34 associates)	Engine assembly (bicycle auxiliary engines)
1950	・Purchased sewing machine factory and established Tokyo Plant at 5-35 Kamijujo, Kita-ku, Tokyo.	Motorcycles (complete model assembly)
1952	・Purchased a factory in Shirako, Yamato-cho, Adachi-gun, Saitama Prefecture and opened the Shirako Plant (Saitama Plant). ・Closed the Tokyo Plant and transferred operations to the Shirako Plant.	Motorcycles (engine machining and assembly) Motorcycles (engine machining, assembly and complete model assembly)
1953	・Completed first phase construction of the Yamato Factory under construction in Niikura, Yamato-machi, Kita-Adachi-gun, Saitama Prefecture, Japan. ・Sumiyoshi Plant established in Sumiyoshi-cho, Hamamatsu City. ・Yamashita Plant, Noguchi Plant, and Sumiyoshi Plant merged to form Hamamatsu Factory. ・Shirako Plant and Yamato Plant merged to form Saitama Factory.	Motorcycles (engine machining, assembly and complete model assembly) Motorcycles (engine machining and assembly) Motorcycles (engine machining, assembly and complete model assembly) Motorcycles (engine machining, assembly and complete model assembly)
1954	・Hamamatsu Factory Aoi Plant completed. ・Noguchi Plant closed and production transferred to Aoi Plant. ・Yamashita Plant closed and production transferred to Aoi Plant.	Motorcycles (engine machining, assembly and complete model assembly)
1956	・Sumiyoshi Plant closed and production transferred to Aoi Plant.	
1960	・Suzuka Factory established, Super Cub production begins.	Motorcycles (Super Cub)
1962	・Saitama Plant Shirako Factory's Die&Machinery Division becomes independent and is established as the Die&Machinery Factory.	
1963	・Saitama Factory begins production of Honda's first automobile, the T360 k-truck. ・Hamamatsu Factory begins production of the S500.	Automobiles (T360) Automobiles (S500)
1964	・Sayama Factory established in Sayama City, Saitama Prefecture. Automobile and machinery plants begin operation.	Automobiles (S600, moved from Hamamatsu Factory)
1967	・Suzuka Factory begins production of TN360 automobile.	Automobiles (TN360)
1970	・Saitama Factory Moka Plant established in Moka City, Tochigi Prefecture, and begins operation.	Motorcycles / Automobiles (valves)
1973	・Saitama Factory and Sayama Factory merged to Saitama Factory's Sayama Plant and Wako Plant.	Motorcycles / Automobiles (valves)
1976	・Kumamoto Factory begins operations.	Motorcycles / Automobiles (valves)
1982	・Saitama Factory Moka Plant begins engine assembly.	
1983	・Power products plant completed in Hamamatsu Factory.	Power products
1984	・Motorcycle production ends at Sayama Plant (moved to Hamamatsu Factory).	
1986	・Saitama Factory Moka Plant launched as Moka Parts Factory.	Automobile components: Valves, driveshafts, crankshafts, aluminum wheels
1990	・Saitama Factory Tochigi Plant established, begins NSX production.	Automobiles (NSX)
1991	・Motorcycle production ends at Suzuka Factory, production moved to Kumamoto Factory and Hamamatsu Factory.	
1992	・Saitama Factory Tochigi Plant renamed to Tochigi Factory Takanezawa Plant, Moka Parts Factory renamed to Tochigi Factory Moka Plant.	Automobiles (complete / components)
1993	・Tochigi Factory Haga Plant established (automobile differential gear and 4WD rear differential gear production).	Automobiles (components)
2001	・Hamamatsu Factory Hosoe Plant completed, begins BF series outboard engine production.	Power products (outboard engine)
2002	・Wako Plant closes, powertrain production moved to Sayama Plant.	
2004	・Tochigi Factory Takanezawa Plant closed. ・Takanezawa Plant production (NSX, Insight, S2000) moved to Suzuka Factory.	Automobiles (complete)
2005	・Kumamoto Factory Power Products Plant established, begins production.	Power products
2006	・Yachiyo Industry Co. becomes consolidated subsidiary to strengthen the mini-car business and global parts supply system. ・Solar cell business subsidiary Honda Soltec Co. established.	Power products
2009	・Motorcycle engine production at Hamamatsu Factory ends. Transfer of production to Kumamoto Factory completed (transfer of completed vehicles in 2008) ・Saitama Factory Ogawa Plant begins operation.	Automobiles (engines)
2013	・Saitama Factory Yorii Plant begins operation.	Automobiles (complete)
2018	・Yachiyo Industry Co., Ltd., a complete vehicle manufacturing company, becomes a wholly owned subsidiary and changes its name to Honda Autobody Co.. Ltd.	Automobiles (complete)
2021	・Honda decides to end production at Powertrain Unit Manufacturing Department (Moka City, Tochigi), which manufactures parts for automobile engines and transmissions, by the end of 2025. ・Complete vehicle production at Saitama Factory Sayama Plant ends.	

1-10 : Overview of Domestic Plants

Saitama Factory Automobile Plant
Activities：Manufacture automobiles
Established:2013/7
Address:Yorii-machi, Osato-gun, Saitama
Start of production:2013/7
Production Capacity:250,000 units/year
Major production models:CIVIC, CIVIC TYPE-R, FREED, Honda e, STEPWGN, ZR-V

Saitama Factory Engine Plant
Activities:Manufacture automobile engines
Established:2009/4
Address:Ogawa-machi, Hiki-gun, Saitama
Start of production:2009/04
Production Capacity:250,000 units/year
Major production models:Automobile engines

Saitama Factory Sayama Plant
Activities:Manufacture automobile parts
Established:1964/11
Address:Sayama-shi, Saitama

Suzuka Factory
Activities:Manufacture automobiles
Established:1960/4
Address Suzuka-shi, Mie
Start of production:1960/4
Production Capacity:530,000 unit/year(No.1+No.2)
Major production models:No.1 Line: N-BOX, Fit, JAZZ, Vezel, HR-V
No.2 Line: N-BOX, N-VAN, N-WGN, N-ONE

Honda Auto Body Co., Ltd.
Activities:Manufacture automobiles
Established:2018/4
Address Yokkaichi-shi, Mie
Start of production:2018/4
Production Capacity:36,000 units/year
Major production models:N-VAN

Kumamoto Factory
Activities:Manufacture motorcycles and power products
Established:1976
Address Ozu-machi, Kikuchi-gun, Kumamoto
Start of production:Motorcycle: 1976/1
Power Products: 2002/1
Production Capacity:Motorcycle: 305,000 units/year
Power Products: Products 100,000 units/year, ENG 30,000 units/year
Major production models:Motorcycle: Mid-Large motorcycles(GoldWing, CB series, CBR series, AfricaTwin etc), 50cc scooters(Tact, Dank, Giorno, GyroX/Canopy), Super Cub series, Cross Cub etc
Power Products: Generators, Snow Blowers, Tillers, Battery Inverter Power Source

Outboard Engine Plant
Activities:Manufacture power products
Established:2001/9
Address Hamamatsu-shi, Shizuoka
Start of production:2001/08
Production Capacity:49,000 units/year
Major production models:Outboard Engines

Transmission Factory
Activities:Manufacture automobile transmissions
Established:1954/4
Address Hamamatsu-shi, Shizuoka
Start of production:1954/04
Major production models:Transmission parts, Motors

Powertrain Unit Factory
Activities:Manufacture automobile engine parts
Established:1970/12
Address Moka-shi, Tochigi
Start of production:1970/12
Major production models:Engine parts, chassis parts, transmission parts for automobile

1-11 : Overview of Overseas Plants

■Americas

United States of America
Honda Development and Manufacturing of America, LLC
Activities:Manufacture automobiles and engines
Established:1978/2
Address:Marysville,Ohio(MAP)(Performance Manufacturing Center)/East Liberty(ELP)
Start of production:Marysville Auto Plant No.1: 1982/11
Marysville Auto Plant No.2: 1985/12
East Liberty Auto Plant: 1989/12
Performance Manufacturing Center: 2016 Spring
Anna Engine Plant:1985/7
Indiana Auto Plant：2008/10
Alabama Auto Plant No.1:2001/11
Alabama Auto Plant No.2:2004/04
Alabama Engine Plant:2001/11
Transmission Plant-Georgia：2005/4
Transmission Plant-Ohio：1997/1
Production Capacity:Marysville Auto Plant No.1+No.2：440,000 units/year
East Liberty Auto Plant + Performance Manufacturing Center：240,000 units/year
Anna Engine Plant：1,180,000 units/year
Indiana Auto Plant：250,000 units/year
Alabama Auto Plant No.1+No.2：340,000 units/year
Alabama Engine Plant：340,000 units/year
Transmission Plant-Georgia：375,000 units/year
Transmission Plant-Ohio：1000,000 units/year AT,CVT and others
Major production models:Marysville Auto Plant No.1：Accord、Acura TLX、Acura ILX、CR-V
Marysville Auto Plant No.2：Accord
East Liberty Auto Plant：CR-V、Acura MDX、Acura RDX
Performance Manufacturing Center：Honda& Acura NSX、Acura TLX PMC Edition、Acura MDX PMC Edition
Anna Engine Plant：L4/V6 Engines、CVT Pulleys
Indiana Auto Plant：Civic Sedan、CR-V、Insight
Alabama Auto Plant No.1：Odyssey、Ridgeline
Alabama Auto Plant No.2：Pilot、Passport
Alabama Engine Plant：V6 Engin
Transmission Plant-Georgia：Automobile automatic transmissions
Transmission Plant-Ohio：Automobile automatic transmissions,Engine components

American Honda Motor Co., Inc.
Activities:Manufacture ATV and engines
Established:1997/4
Address:Timmonsville, South Carolina
Start of production:1998/7
Production Capacity:153,000 unit/year
Major production models:ATV Sport, ATV Utility, SXS Multi, SXS Sports

Honda North Carolina Manufacturing
Activities:Manufacture power products
Established:1983/8
Address:Swepsonville, North Carolina
Start of production:1984/8
Production Capacity:Products: 790,000 units/year
ENG: 2 million units/year
Major production models:GCV, Lawnmowers, Snow Throwers, Pumps, Tillers, Generators

Canada
Honda Canada Inc.
Activities:Manufacture automobiles and engines
Established:1969/9
Address:Markham, Ontario (Head Office)
Alliston, Ontario (Factory)
Start of production:Plant 1: 1986/11
Plant 2: 1998/9
Engine Plant: 2008
Production Capacity:Plant 1：195,000 units/year
Plant 2：195,000 units/year
Engine Plant：260,000 units/year
Major production models:Plant 1：CIVIC 4D/2D
Plant 2：CR-V
Engine Plant：automobile engines

Mexico
Honda de Mexico S.A. de C.V.
Activities:Manufacture automobiles, motorcycles and power products
Established:1985/9
Address:El Salto,Jalisco
Start of production:El Salto plant : 1995/11
Power Products plant: 2015/12
Celaya Auto Plant:2014/02
Celaya Transmission Plant:Second half of 2015
Production Capacity:El Salto plant : 130,000 units/year
Power Products plant: :50,000 units/year
Celaya Auto Plant:200,000 units
Celaya Transmission Plant:350,000 units
Major production models:El Salto plant:Motorcycle:CGL125, GL150, DIO, XR150L, XR190L, Wave110S, CB190R, CB125F, CB160F, NAVI
Power Products plant: Pumps
Celaya Auto Plant：HR-V
Celaya Transmission Plant：CVT

Brazil
Honda Automoveis do Brasil Ltda.
Activities:Manufacture automobiles
Established:1996/5
Address:No.1 Plant Sumare, Sao Paulo
No.2 Plant Itirapina, Sao Paulo
Start of production:Sumaré Plant: 1997
Itirapina Plant: 2019
Production Capacity:120,000 units/year
Major production models:Sumaré Plant:Fit, Civic, City
Itirapina Plant: Fit, WR-V, HR-V

Moto Honda da Amazonia Ltda.
Activities:Manufacture motorcycles and power products
Established:1977/12
Address:Manaus, Amazonas
Production Capacity:Motorcycle-No.1 Plant:1976 No.2 Plant: 2009/9
Power Products: 2001/6
Production Capacity:Motorcycle:1.2 million units/year
Power Products: ENG 39,000 units/year,
CBU 5,000 units/year
Major production models:Motorcycle:CG160, Biz110/125, POP110i, NXR160,Elite125, ADV150, PCX160, CB Twister, CRF250F, XRE190/300, CB500F/X, CB/CBR650R, NC750X, CRF1100, CB1000, TRX420 etc.
Power Products: GX mid, Pumps

Honda Componentes Da Amazonia Ltda.
Activities:Manufacture motorcycle parts
Established:1985/1
Address:Manaus, Amazonas

Argentina
Honda Motor de Argentina S.A.
Activities:Manufacture motorcycles
Established:1978/8
Address:Buenos Aires
Start of production:Motorcycle: 2006/6
Production Capacity:93,000 units/year
Major production models:Wave110, GLH150, CBF125, XR150, XR190, XR250, CB300

Peru
Honda Selva del Peru S.A.
Activities:Manufacture motorcycles
Established:2006/9
Address:Iquitos, Loreto
Start of production:2007/10
Production Capacity:35,000 units/year
Major production models:Wave110, NSC125, XR150L, XR190L, GL125, CB190R, CB125F, Navi, Dio

■Europe

France
HONDA FRANCE MANUFACTURING S.A.S.
Activities:Manufacture power products
Established:2008/4(1986/1 Honda Europe Power Equipment S.A.S established. From 2008/4~ current company.)
Address:Ormes
Start of production:1986/1(2008/4 current Honda France Manufacturing S.A.S. established)
Production Capacity:Products: 410,000 units/year
Major production models:Lawnmowers, Tillers

Italy
Honda Italia Industriale, S.P.A.
Activities:Manufacture motorcycles
Established:1971/9
Address:Atessa, Abruzzo
Start of production:1976
Production Capacity:130,000 units/year
Major production models:SH125/150/350, Forza125/250/350

C.I.A.P. S.P.A.
Activities:Manufacture motorcycle parts
Established:1988/7
Address:Bologna

Spain
Montesa Honda, S.A.U.
Activities:Manufacture motorcycles and after market parts for automobile and motorcycle
Established:1986/7
Address:Barcelona

■Africa & the Middle East

Kenya
Honda Motorcycle Kenya Limited
Activities:Manufacture motorcycles
Established:2013/3
Address:Nairobi
Start of production:2013/10(MC)
Production Capacity:35,000 units/year
Major production models:Ace110, Ace125, Ace125Tuff

Nigeria
Honda Automobile Western Africa Ltd.
Activities:Manufacture automobiles
Established:2013/4
Address:Manufacture: Ogun, Sales: Lagos
Start of production:2015/7
Production Capacity:1,000 units/year
Major production models:Accord, HR-V

Honda Manufacturing (Nigeria) Ltd.
Activities:Manufacture motorcycles
Established:1979/7
Address:Ogun
Start of production:1980/11
Production Capacity:153,000 units/year
Major production models:Ace110, Ace125, CGL125, Dream

Ghana
Honda Manufacturing Ghana Ltd.
Activities:Manufacture automobiles
Established:2022/9
Address:Tema

■Asia Oceania

People's Republic of China
Dongfeng Honda Automobile Co., Ltd.
Activities:Manufacture automobiles
Established:2004/4
Address:Wuhan, Hubei
Start of production:No.1 Plant: 2004/4
No.2 Plant: 2012/7
No.3 Plant: 2019
Production Capacity:No.1 Plant: 240,000 units/year
No.2 Plant: 240,000 units/year
No.3 Plant: 240,000 units/year
Major production models:No.1 Plant: CR-V, Inspire, UR-V, XR-V, X-NV, M-NV
No.2 Plant: Civic, Civic Hatchback, Envix, Life
No.3 Plant: CR-V, Elysion

GAC Honda Automobile Co., Ltd.
Activities:Manufacture automobiles
Established:1998/7
Address:Guangzhou, Guangdong
Start of production:HuangPu Factory (Guangqi Honda No.1 Plant): 1999/3
ZengCheng Factory (Guangqi Honda No.2 Plant): 2006/9
ZengCheng Factory (Guangqi Honda No.3 Plant): 2015/9
Guangzhou Development District Factory (Guangqi Honda No.4 Plant):2005/4
Production Capacity:HuangPu Factory (Guangqi Honda No.1 Plant): 240,000 units/year
ZengCheng Factory (Guangqi Honda No.2 Plant): 240,000 units/year
ZengCheng Factory (Guangqi Honda No.3 Plant): 240,000 units/year
Guangzhou Development District Factory (Guangqi Honda No.4 Plant):50,000 units/year
Major production models:HuangPu Factory (Guangqi Honda No.1 Plant): Crider, Breeze
ZengCheng Factory (Guangqi Honda No.2 Plant): Accord, Odyssey, Avancier, Acura CDX, Acura RDX
ZengCheng Factory
(Guangqi Honda No.3 Plant): Fit, Vezel, Crider, VE-1
Guangzhou Development District Factory
(Guangqi Honda No.4 Plant):Accord

Honda Power Products (China) Co., Ltd.
Activities:Manufacture power products
Established:1993/1
Address:Chongqing
Start of production:Chongqing plant:2002/8
Production Capacity:Products: 180,000 units/year
ENG: 1.62 million units/year
Major production models:Engines, Pumps, Lawnmowers, Tillers

Honda Power Products (Fuzhou) Co., Ltd.
Activities:Manufacture power products
Established:2021/1
Address:Fuzhou
Start of production:Fuzhou plant: 1995/6 *From the former Joint Ventures
Fuzhou plant: 2015/4 *From the former Joint Ventures
Production Capacity:Fuzhou plant:Products: 260,000 units/year
Fuzhou plant:Outboard Engines:60,000 units/year
Major production models:Fuzhou plant:Generators
Fuzhou plant:Outboard Engines

Sundiro Honda Motorcycle Co., Ltd.
Activities:Manufacture motorcycles
Established:2001/11
Address:Shanghai
Start of production:Taicang plant 2018/8
Production Capacity:Taicang plant:1.1 million units/year
Major production models:Taicang plant:China domestic models: NSS350, CM300, CL300, CBF150C(LMC), RX125/NS125LA(SC), CBF190 series, Honda Cross Cub
Export models:CGX125, CRF125/50, XR190/150, Wave etc.

Wuyang-Honda Motors (Guangzhou) Co., Ltd.
Activities:Manufacture motorcycles
Established:1992/8
Address:Guangzhou, Guangdong
Start of production:No.1 Plant: 1992/8
No.2 Plant: 2014/12
Production Capacity:No.1 Plant: 1.0 million units/year
No.2 Plant: 250,000 units/year
Major production models:China domestic models:GL150(MC), NSC125(SC), V-GO(EV), CB190(LMC), NX125(SC), NB-X(SC), V1(EV), V3(EV), H3(EB) etc
Export models:CCG125, CGL125, GL150, GLR125,CB190R, SCR110, Benly (50/110/Pro) ,Benly e etc

Dongfeng Honda Auto Parts Co., Ltd.
Activities:Manufacture engines parts and suspensions
Established:1994/12
Address:Guangdong, Huizhou

Dongfeng Honda Engine Co., Ltd.
Activities:Manufacture automobile engines
Established:1998/7
Address:Guangzhou, Guangdong

Honda Auto Parts Manufacturing Co., Ltd.
Activities:Manufacture automobile automatic transmissions
Established:2005/9
Address:Foshan, Guangdong

Thailand

Honda Automobile (Thailand) Co.,Ltd.
Activities:Manufacture automobiles
Established:2000/12
Address:No.1 Plant: Ayutthaya No.2 Plant: Purachinburi
Production Capacity:Ayutthaya Plant:150,000 units/year
Prachinburi Plant:120,000 units/year
Major production models:Ayutthaya Plant:Accord, BR-V, HR-V, CR-V, Civic
Prachinburi Plant:Civic Hatchback, Jazz,
City Sedan, City Hatchback

Thai Honda Co., Ltd.
Activities:Manufacture of motorcycles and power products and sales of motorcycles
Established:2021/3 (Initial Production: Motorcycle 1967/5, Power Products 1987/2)
Address:Bangkok
Start of production:Motorcycles: 1967/5
Power Products: 1987/2
Production Capacity:Motorcycles:1.7 million units/year
Power Products: Products: 180,000 units/year
ENG: 2.72 million units/year
Major production models:Motorcycles:Wave110 series, Click, Scoopy, CBR150R,
CBR300 series, CB500 series, CB650 series,
CBF125/150, Rebel series, MSX, PCX, Monkey 125,
C125, Forza, ZoomerX, ADV150
Power Products: GX small/mid/large, Pumps, Trimmers,
GXV, Power sprayer

Asian Parts Manufacturing Co., Ltd.
Activities:Manufacture after market parts for automobile
Established:2006/4
Address:Ayutthaya

Bangladesh

Bangladesh Honda Private Limited
Activities:Manufacture motorcycles
Established:2012/12
Address:Munshiganj
Start of production:2013/10
Production Capacity:120,000 units/year
Major production models:Dream110, Shine SP, X Blade, Livo, Hornet

India

Honda Cars India Ltd.
Activities:Manufacture automobiles
Established:1995/12
Address:No.1 plant: Greater Noida, Uttar Pradesh
No.2 plant: Tapukara, Rajasthan
Production Capacity:Tapukara Plant:180,000 units/year
Major production models:Amaze, City, Jazz, WR-V

Honda Motorcycle And Scooter India Pvt. Ltd.
Activities:Manufacture motorcycles
Established:1999/8
Address:No.1 plant: Manesar, Gurgaon, Haryana
No.2 plant: Tapukara, Alwar, Rajastan
No.3 plant: Narsapura, Bengaluru, Karnataka
No.4 plant: Vithalapur, Ahmedabad, Gujrat
Start of production:No.1 Plant: 2001/5
No.2 Plant 2011/7
No.3 Plant 2013/6
No.4 Plant:No.1 line 2016/2
No.2 line 2016/6
Production Capacity:No.1 Plant: 400,000 units/year
No.2 Plant:1.2 million units/year
No.3 Plant:2.4 million units/year
No.4 Plant:1.2 million units/year
Major production models:No.1 Plant:Activa、Dio、Activa125、X- Blade、Unicorn、
CB Twister、CD Dream、Dream Neo、
CB HORNET 160R、Hornet 2.0 CBR650R、
CBR250R、Africa Twin、CB300R、H'ness CB350
No.2 Plant:Activa、Dio、NAVI 、Shine、SP125、Livo
No.3 Plant:Activa、Dio、Shine、SP125、Livo、Dream Yuga
No.4 Plant:Activa、Dio、Activa125、Grazia

Honda India Power Products Ltd.
Activities:Manufacture power products
Established:1985/5
Address:Greater Noida, Uttar Pradesh
Start of production:1988/2
Production Capacity:Products: 110,000 units/year
ENG: 240,000 units/year
Major production models:ME, OHV100, Generators

Indonesia

P.T. Astra Honda Motor
Activities:Manufacture motorcycles
Established:2001/1
Address:Jakarta
Start of production:No.1 Plant: 1971(technical tie-up)
No.2 Plant: 1996
No.3 Plant: 2005
No.4 Plant: 2014/5
No.5 Plant: 2015/8
Production Capacity:No.1 Plant: 830,000 units/year
No.2 Plant: 470,000 units/year
No.3 Plant: 2.08 million units/year
No.4 Plant: 1.04 million units/year
No.5 Plant:990,000 units/year
Major production models:No.1 Plant:Scooter type (BeAT),Premium AT (PCX、ADV150)
No.2 Plant: Cub type (Supra X, Revo)
No.3 Plant: Scooter type (BeAT, Vario125, Scoopy, Genio)
No.4 Plant: Scooter type (Vario125/150, BeAT)
No.5 Plant:Sport type (CB150R, CBR150R, CBR250RR,
CRF150, SupraGTR, Sonic, Verza),
Scooter type (BeAT)

P.T. Honda Prospect Motor
Activities:Manufacture automobiles
Established:1999/03
Address:Jakarta
Start of production:No.1 Plant: 2003/02
No.2 Plant: 2014/1
Production Capacity:80,000 units/year
No.2 Plant:120,000 units/year
Major production models:No.1 Plant:CR-V, HR-V, Mobilio
No.2 Plant:Mobilio, Jazz, Brio RS, Brio Satya, BR-V

P.T.Honda Power Products Production
Activities:Manufacture power products
Established:2015/1
Address:Jakarta
Start of production:2015/6
Production Capacity:70,000 units/year
Major production models:Pumps, Hedge Trimmers

P.T. Honda Precision Parts Manufacturing
Activities:Manufacture and sales of automobile automatic transmissions
Established:2002/6
Address:Jawa Barat

Malaysia

Boon Siew Honda Sdn. Bhd.
Activities:Manufacture motorcycles
Established:2009/1
Address:Penang
Start of production:1957 (current company 1983/12 ～)
Production Capacity:320,000 units/year
Major production models:Vario、BeAT、RS150R、Dash125、Wave125、Wave Alpha

Honda Malaysia Sdn. Bhd.
Activities:Manufacture automobiles
Established:2000/11
Address:Malacca
Start of production:No.1: 2002/10
No.2: 2013/10
Production Capacity:No.1:50,000 units/year
No.2: 50,000 units/year
Major production models:No.1：Civic、Accord、CR-V
No. 2：City、Jazz、HR-V、BR-V

Honda Assembly (Malaysia) Sdn. Bhd.
Activities:Manufacture automobile engines
Established:2013/4
Address:Malacca

Pakistan

Atlas Honda Limited
Activities:Manufacture motorcycles
Established:1962/10
Address:Karachi
Start of production:Karachi Plant :1964
Sheikhupura Plant: 1982
Production Capacity:Karachi Plant :180,000 units/year
Sheikhupura Plant: 1.17 million units/year
Major production models:Karachi Plant :CD70
Sheikhupura Plant: CD70, CD70 Dream, Pridor, CG125,
CG125 Self, CB125F, CB150F

Honda Atlas Cars (Pakistan) Limited
Activities:Manufacture automobiles
Established:1992/11
Address:Lahore
Start of production:1994
Production Capacity:50,000 units/year
Major production models:CIVIC, CITY, BR-V

Philippines

Honda Philippines Inc.
Activities:Manufacture motorcycles
Established:1973/6
Address:Batangas
Start of production:1973 (current company1983/12 ～)
Production Capacity:620,000 units/year
Major production models:XRM125、XRM RS、Wave110、Wave110α、TMX125α、
TMX Supremo、XR150、BeAT

Honda Parts Manufacturing Corp.
Activities:Manufacture manual transmissions
Established:1992/12
Address:Binan Laguna

Vietnam

Honda Vietnam Co., Ltd.
Activities:Manufacture automobiles and motorcycles
Established:1996/3
Address:motorcycle plant: No.1/No.2 Vin Phuk, No.3 Hunnam
automobile plant: Vin Phuk
Start of production:Motorcycle-No.1 Plant: 1997/12
Motorcycle-No.2 Plant: 2008/8
Motorcycle-No.3 Plant: 2014/3(parts) 2014/11(CBU)
Automobile: 2006/7
Production Capacity:Motorcycle-No.1 Plant: 500,000 units/year
Motorcycle-No.2 Plant: 1 million units/year
Motorcycle-No.3 Plant:1 million units/year
Automobile:23,000 units/year
Major production models:Motorcycle-No.1 Plant: Wave Alpha, Wave RSX, Blade
Motorcycle-No.2 Plant: Wave Alpha, Future, Vision,
SH series, PCX, Winner-X
Motorcycle-No.3 Plant:LEAD, Vision, SH mode,
Air Blade series
Automobile:CITY

Vietnam Autoparts Co., Ltd.
Activities:Manufacture motorcycle parts
Established:2003/10
Address:Hung Yen

Australia

Honda Australia M.C. & P .E. Pty Ltd.
Activities:Manufacture power products
Established:1987/2
Address:Victoria
Start of production:1991/10
Production Capacity:120,000 units/year
Major production models:Trimmers, Lawnmowers

Chinese Taipei

Honda Taiwan Motor Co., Ltd.
Activities:Manufacture automobiles
Established:2007/3
Address:Pingdong
Start of production:2002/06
Production Capacity:30,000 units/year
Major production models:CR-V, HR-V, Fit

1-12 : Expansion of Major Overseas Production Bases

Year of Establishment	Region	Country / Location	Production site name	Abbreviation	Start of production	Activities
1961/9	Asia/Oceania	Chinese Taipei/Taipei	San Yang Industry Co., Ltd.	SY	1962/1	Manufacture motorcycles Manufacture automobiles
1962/9	Europe	Belgium/Aalst	Honda Motor S.A. (Honda Belgium Factory)	BH	1963/5	Manufacture motorcycles→Manufacture after market parts
1962/10	Asia/Oceania	Pakistan/Karachi	Atlas Autos Limited	AHL	1964/10	Manufacture motorcycles
1963/2	Asia/Oceania	Chinese Taipei/Kaohsiung	Kwang Yang Industrial Co.,Ltd	KY	1964/6	Manufacture motorcycles
1965/4	Asia/Oceania	Thailand/Bangkok	Thai Honda Manufacturing Co., Ltd.	TH	1967/5	Manufacture motorcycles Manufacture and sales of power products
1971/9	Europe	Italy/Abruzzo	Honda Italia Industriale, S.P.A.	HII	1976/2	Manufacture motorcycles
1973/5	Asia/Oceania	Philippines/Batangas	Mariwasa Honda Inc.	–	1973/6	Manufacture motorcycles
1973/7	Asia/Oceania	Indonesia/Jakarta	P.T. Honda Federal	HFJ	1974/5	Manufacture motorcycle parts
1974/9	Africa/Middle East	Iran/Qazvin	Tizro Manufacturing Company	TIZRO	1976/5	Manufacture motorcycles
1975/7	South America	Brazil/Amazonas	Moto Honda da Amazonia S.A.	HDA	1976/11	Manufacture motorcycles
1977/3	Asia/Oceania	Indonesia/Jakarta	P.T. Imora Honda	IH	1978/7	Manufacture motorcycle and Automobile parts
						Manufacture power products
1978/2	North America	United States of America/Ohio	Honda of America Mfg., Inc.	HAM	1979/9	Manufacture automobiles and engines
1978/8	South America	Argentina/Buenos Aires	Honda Motor de Argentina S.A.	HAR	2006/6	Manufacture motorcycles
1979/7	Africa/Middle East	Nigeria/ Ogun	Honda Manufacturing (Nigeria) Ltd.	HMN	1981/1	Manufacture motorcycles
1983/8	North America	United States of America/North Carolina	Honda Power Equipment Mfg., Inc	HPE	1984/8	Manufacture ATV and power products
1984/1	Asia/Oceania	India/Haryana	Hero Honda Motors Ltd.	HHML	1985/5	Manufacture motorcycles
1984/2	Asia/Oceania	India/Madhya Pradesh	Kinetic Honda Motor Ltd.	KHM	1986/4	Manufacture motorcycles
1984/11	North America	Canada/Ontario	Honda of Canada Mfg.	HCM	1986/11	Manufacture automobiles and engines
1985/2	Europe	United Kingdom/Swindon	Honda of the UK Manufacturing Ltd.	HUM	1989/7	Manufacture automobiles and engines
1985/6	Europe	France/Ormes	Honda France Industriale S.A.S	HFI	1986/1	Manufacture power products
1985/7	North America	United States of America/Ohio	HAM-Anna Engine Plant	AEP	1985/7	Manufacture motorcycle and automobile engines
1985/9	North America	Mexico/Jalisco	Honda de Mexico, S.A. de C.V.	HDM	1988/3	Manufacture motorcycles,automobiles and power products
1985/9	Asia/Oceania	India/Uttar Pradesh	Shriram Honda Power Equipment	SHPL	1988/2	Manufacture and sales of power products
1985/10	South America	Brazil/Amazonas	Honda Componentes Da Amazonia Ltda.	HCA	1986/6	Manufacture motorcycle parts
1986/7	Europe	Spain/Barcelona	Montesa Honda, S.A.U	MHSA	1983/2	Manufacture motorcycles
						Manufacture after market parts for automobile and motorcycle
1987/2	Asia/Oceania	Australia/Victoria	Honda Manufacturing Australia Pty. Ltd.	HMA	1988/2	Manufacture power products
1989/12	North America	United States of America/Ohio	HAM-East Liberty Auto Plant	ELP	1989/12	Manufacture automobiles
1990/10	Asia/Oceania	Philippines/Laguna	Honda Cars Philippines, Inc.	HCPI	1992/2	Manufacture automobiles
1991/10	Asia/Oceania	Australia/Victoria	Honda Australia M.C. & P.E. Pty. Ltd.	AUH-MPE	1988/2	Manufacture and sales of power products
1992/4	Europe	France/Ormes	Honda Europe Power Equipment S.A.S	HEPE	1986/1	Manufacture power products
1992/4	Europe	Turkey/Gebze	Anadolu Honda Otobilcilik A.S	TAH	1997/10	Manufacture automobiles
1992/7	China	People's Republic of China/Guangdong	Wuyang-Honda Motors (Guangzhou) Co., Ltd.	WHM	1992/8	Manufacture motorcycles
1992/8	Asia/Oceania	Thailand/Min Buri→Ayutthaya	Honda Cars Manufacturing (Thailand) Co., Ltd.	HCMT	1992/5	Manufacture automobiles
1992/11	Asia/Oceania	Pakistan/Lahore	Honda Atlas Cars (Pakistan) Ltd.	HACPL	1994/5	Manufacture automobiles Imoport and sales of automobiles
1992/12	Asia/Oceania	Philippines/Laguna	Honda Parts Manufacturing Corp.	HPMC	1994/4	Manufacture manual transmissions
1992/12	China	People's Republic of China/Sundiro	Sundiro Honda Motorcycle Co., Ltd.	TJH	1993/4	Manufacture motorcycles
1993/1	China	People's Republic of China/Chongqing	Jialing-Honda Motor Co., Ltd.	JLH	1994/10	Manufacture motorcycles Manufacture power products
1994/10	China	People's Republic of China/Fuzhou	Mindoug-Honda Generator Co.,Ltd.	FMH	1995/10	Manufacture power products
1994/12	China	People's Republic of China/Guangdong	Dongfeng Honda Auto Parts Co., Ltd.	DHAC	1995/11	Manufacture engines parts and suspensions
1995/3	Europe	Turkey/Istanbul	Honda Anadolu Motorsiklet Uretim Ve Pazarlama A.S	HAT	1996/7	Manufacture motorcycles
1995/12	Asia/Oceania	India/Uttar Pradesh	Honda Siel Cars India Ltd.	HSCI	1997/12	Manufacture automobiles
1996/3	Asia/Oceania	Vietnam/Vin Phuk,Hunnam	Honda Vietnam Co., Ltd.	HVN	1997/12	Manufacture motorcycles and automobiles
1996/5	South America	Brazil/Sao Paulo	Honda Automoveis do Brasil Ltda.	HAB	1997/10	Manufacture automobiles
1996/10	Asia/Oceania	Indonesia/Jawa Barat	P.T. Sinar Honda Jaya	SHJ	1997/6	Manufacture power products
1997/1	North America	United States of America/Ohio	Honda Transmission Mfg. of America,Inc.	HTM	1982/10	Manufacture automobile automatic transmissions
1997/4	North America	United States of America/South Carolina	Honda of South Carolina Manufacturing Inc.	HSC	1998/7	Manufacture ATV and engines
1998/7	China	People's Republic of China/Guangdong	Guangqi Honda Automobile Co., Ltd.	GHAC	1999/3	Manufacture automobiles
1998/7	China	People's Republic of China/Guangdong	Dongfeng Honda Engine Co., Ltd.	DHEC	1999/3	Manufacture automobile engines
1998/8	Asia/Oceania	India/Uttar Pradesh	Honda Siel Power Product Ltd.	HSPP	1988/2	Manufacture power products
1999/3	Asia/Oceania	Indonesia/Karawang	P.T. Honda Prospect Motor	HPM	2003/2	Manufacture automobiles
1999/10	Asia/Oceania	India/Haryana ,Rajastan ,Karnataka ,Gujrat	Honda Motorcycle And Scooter India Pvt. Ltd.	HMSI	2001/4	Manufacture motorcycles
1999/12	North America	United States of America/Alabama	Honda Manufacturing of Alabama, LLC	HMA	2001/11	Manufacture automobiles
2000/11	Asia/Oceania	Malaysia/Malacca	Honda Malaysia Sdn. Bhd.	HMSB	2001/6	Manufacture automobiles
			*former DRB Oriental Honda			
2000/12	Asia/Oceania	Indonesia/Jakarta	P.T. Astra Honda Motor	AHJ	1971/10	Manufacture motorcycles
2001/9	China	People's Republic of China/Shanghai	Sundiro Honda Motorcycle Co., Ltd.	SDH	2001/11	Manufacture motorcycles
2002/6	Asia/Oceania	Indonesia/Jawa Barat	P.T. Honda Precision Parts Manufacturing	HPPM	2003/9	Manufacture of automobile automatic transmissions
2003/1	Europe	Turkey/Kocaeli	Honda Turkiye A.S.	HTR	1997/10	Manufacture automobiles and spare parts
2003/7	China	People's Republic of China/Hubei	Dongfeng Honda Automobile Co., Ltd.	WDHAC	2004/4	Manufacture automobiles
2003/9	China	People's Republic of China/Guangdong	Honda Automobile (China) Co., Ltd.	CHAC	2005/4	Manufacture automobiles
2003/10	Asia/Oceania	Vietnam/Hung Yen	Vietnam Autoparts Co., Ltd.	VAP	2004/1	Manufacture aluminum parts for motorcycle
2004/7	North America	United States of America/North Carolina	Honda Aero, Inc.	HAInc	2014/11	Management of aero engine business including engine production
2005/4	North America	United States of America/Georgia	Honda Precision Parts of Georgia, LLC.	HPPG	2006/5	Manufacture automobile automatic transmissions
2005/10	China	People's Republic of China/Guangdong	Honda Auto Parts Manufacturing Co., Ltd.	CHAM	2007/2	Manufacture automobile transmissions
2006/4	Asia/Oceania	Thailand/Ayutthaya	Asian Parts Manufacturing Co., Ltd.	APM	2007/6	Manufacture after market parts for automobile
2006/8	North America	United States of America/North Carolina	Honda Aircraft Company, LLC	HACI	2012/10	Development, sales promotion and production of aircraft
2006/9	South America	Peru/Loreto	Honda Selva del Peru S.A.	HSP	2007/10	Manufacture motorcycles
2007/3	Asia/Oceania	Chinese Taipei/Pingtung	Honda Taiwan Motor Co., Ltd.	HTW-M	2003/1	Manufacture automobiles
2007/6	North America	United States of America/Indiana	Honda Manufacturing of Indiana, LLC	HMIN	2008/10	Manufacture automobiles
2008/4	Europe	France/Ormes	Honda France Manufacturing S.A.S.	HFM	1986/1	Manufacture power products
2009/1	Asia/Oceania	Malaysia/Penang	Boon Siew Honda Sdn.Bhd	BSH	1969/5	Manufacture motorcycles
2012/12	Asia/Oceania	Bangladesh/Munshiganj	Bangladesh Honda Private Limited	BHL	2013/10	Manufacture motorcycles
2013/3	Africa/Middle East	Kenya/Nairobi	Honda Motorcycle Kenya Ltd.	HMK	2013/10	Manufacture motorcycles and power products
2013/4	Asia/Oceania	Malaysia/Malacca	Honda Assembly (Malaysia) Sdn. Bhd.	HASB	2013/9	Manufacture automobile engines
2013/4	Africa/Middle East	Nigeria/Lagos	Honda Automobile Western Africa Ltd.	HAWA	2015/7	Manufacture automobiles
2014/2	North America	Mexico/Guanajuato	Honda de Mexico S.A. de C.V. Celaya Auto Plant	HDM-C	2014/2	Manufacture automobiles
2015/1	Asia/Oceania	Indonesia/Jakarta	P.T. Honda Power Products Production	HPPP	2015/6	Manufacture power products
2016/4	North America	United States of America/Ohio	Performance Manufacturing Center	PMC	2016/4	Manufacture automobiles
2017/1	China	People's Republic of China/Chongqing	Honda Power Products (China) Co., Ltd.	HPPC	2001/12	Manufacture power products
2021/3	Asia/Oceania	Thailand/Bangkok	Thai Honda Manufacturing Co., Ltd.	TH	1967/5	Manufacture motorcycles Manufacture power products
2022/3	China	People's Republic of China/Fuzhou	Honda Power Products (Fuzhou) Co., Ltd.	HPPF	1995/6	Manufacture power products
2022/9	Africa/Middle East	Ghana/Accra	Honda Manufacturing Ghana Ltd.	HMG	2023/11	Manufacture automobiles

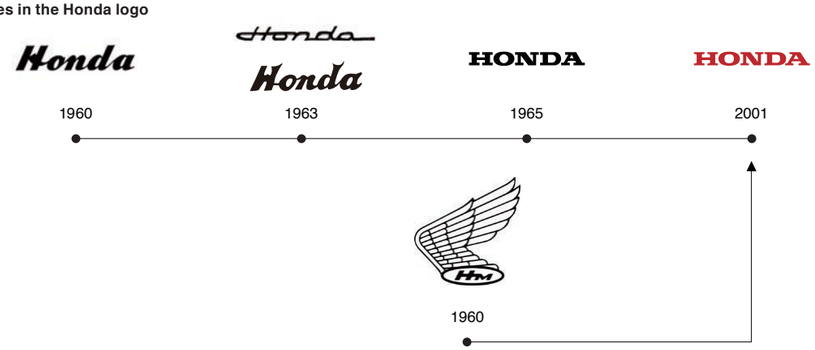
2. Changes in Corporate and Business Logos

2-1 : Changes in Corporate and Business Logos

Origin of the Honda logo

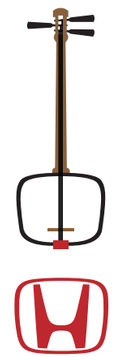
In 1947, the year before the establishment of Honda Motor, production began on the Honda A-Type (auxiliary vehicle engine), making it the very first product to be developed by Honda. The VI displayed on the tank was the very first Honda logo displayed on a Honda product, and the concept of using VI is said to have come from Honda's founder, Soichiro Honda. Just 5 letters of the alphabet can resonate with people in many different ways. This is the achievement and outcome of Honda's activities, which are underpinned by its fundamental beliefs -"Respect for the Individual" and "The Three Joys" –and encapsulates decades of joy and happiness which have resulted from Honda's relationship with people around the world. These five letters have been and will continue to be the symbol of the Honda brand across all of the individual Honda businesses such as the Motorcycle, Automobile, Power Products, and Parts businesses.
The Honda logo, introduced in 1965, was designed to convey "powerfulness, stability and reliability." And, in 2001, a new logo was created which still represents these qualities while also depicting the image of "innovation, a sense of speed and sophistication."

Changes in the Honda logo



Origin of the H mark

Soichiro Honda once said:
"There are only three shapes in the world. The circle, the triangle, and the square. The circle is associated with harmony, the triangle with innovation, and the square with solidity. A square gives a sense of solidity, doesn't it? With the management of a company, if you only pursue harmony, the company will go under. It is dangerous to pursue innovation alone. The basic principle is solidity, and to look carefully at the trends of the times and mix in just the right amount of amicableness and innovation."
As a Japanese automobile manufacturer aiming for the world, how could this unique idea be expressed in a logo? The designers, who had thought long and hard about the shape of the emblem with the circles, triangles and squares, came up with the "shamisen," an ancient Japanese musical instrument, which emanated a sense of relief amidst tension. By surrounding the letter "H" with the image of the shamisen's "taiko" (body), the prototype for the "H mark" now commonly known was created.



Transition of the H mark

Created in 1963, the H mark has evolved over the years.
The current mark was revised in 2001

Origin of the Wing mark

"Honda should not just aim to be number one in Japan but in the world. I want you to emphasize the image of flying across the globe." The Wing mark embodies this fervent wish expressed by Soichiro Honda.
A combination of the wings of an eagle, the king of birds, and the wings of the Greek sculpture Nike of Samothrace, this design is said to symbolize the image of Honda flying across the globe as it conveys a strong impression of flight. Designs representing the first person to fly and birds with both wings extended were considered, but the single wing style that could be described as the prototype of the current Wing mark first appeared on the 1955 Dream SA model. It was applied to both sides of the tank in the direction of travel to emphasize forward motion. Between 1968 and about 2000, the Wing mark was officially used as the trademark for Honda Motor Co., Ltd. Although several different versions followed, the mark has always given and continues to give the impression of flight, reliability, speed, tradition and honor.

Changes in the Wing mark

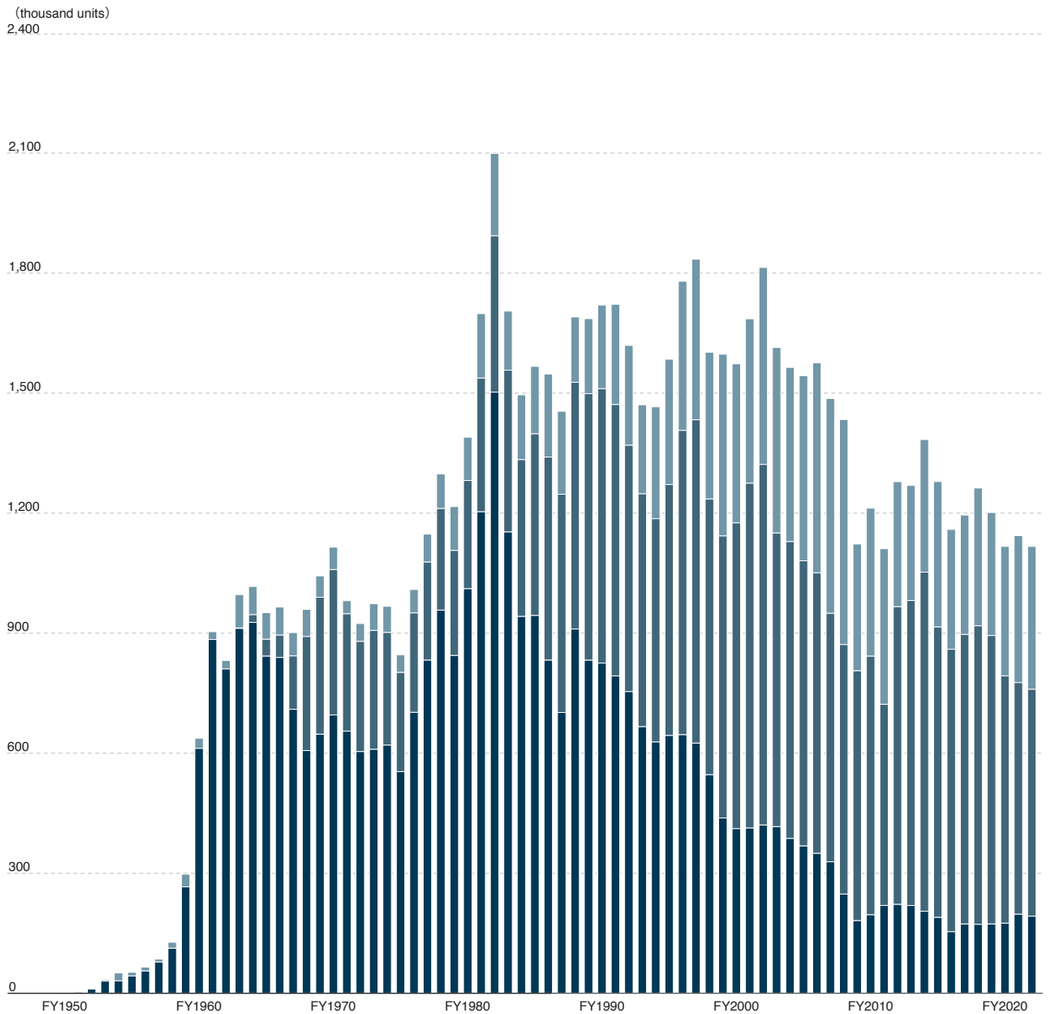
The current mark was revised in 2001

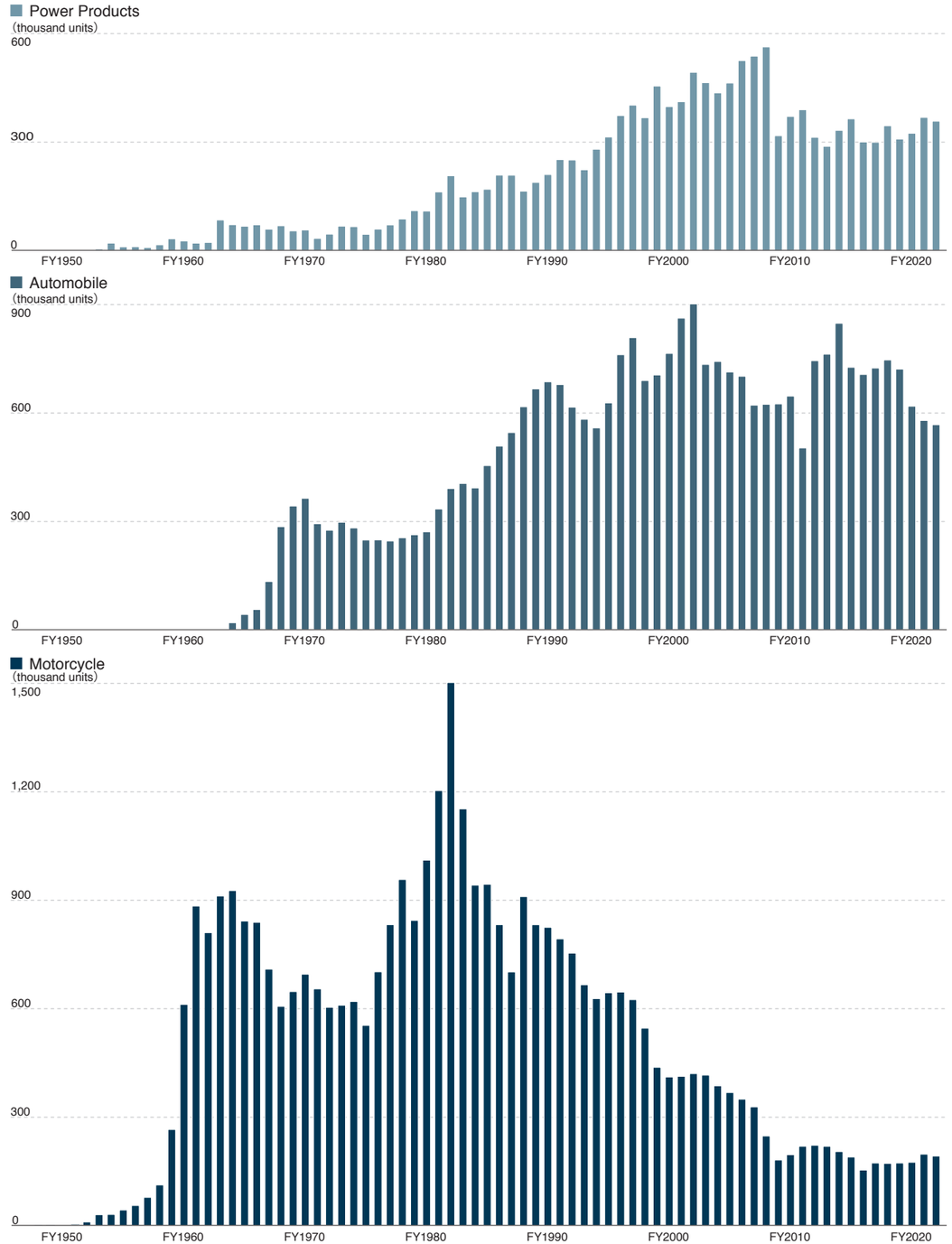
3. Sales

3-1 : Calendar Year Domestic Sales Results by Category

Power Products
Automobile
Motorcycle

Notes
1: Number of Units = Units sold
2: Unit: thousand units
* FY: Japanese FY





3-2 : Cumulative Domestic Sales Results by Category

Power Products

Automobile

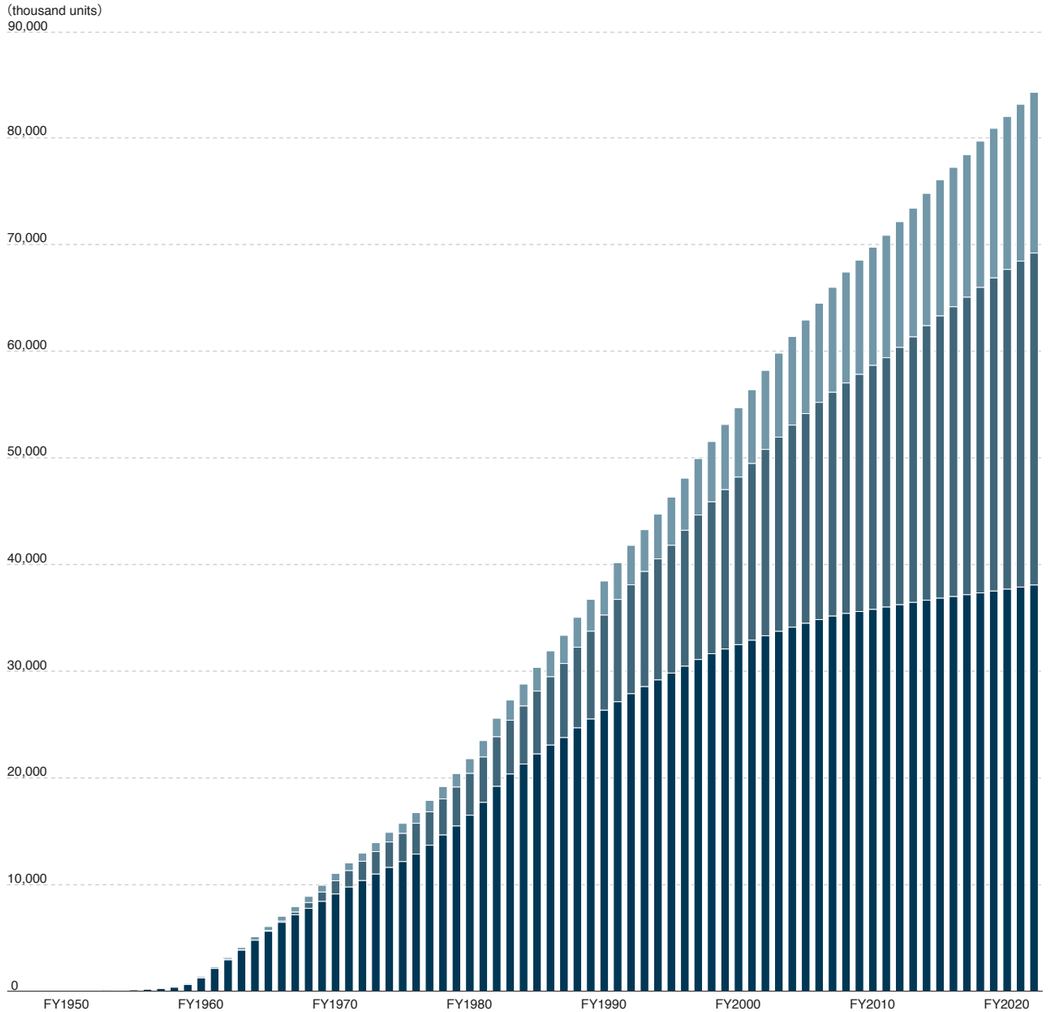
Motorcycle

Notes

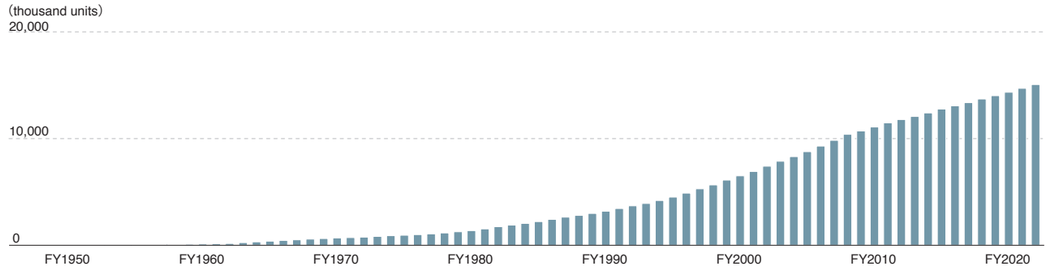
1: Number of Units = Units sold

2: Unit: thousand units

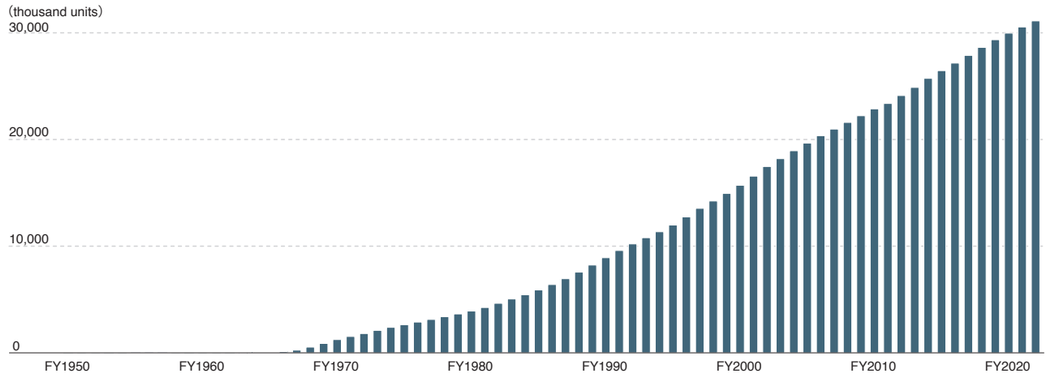
* FY: Japanese FY



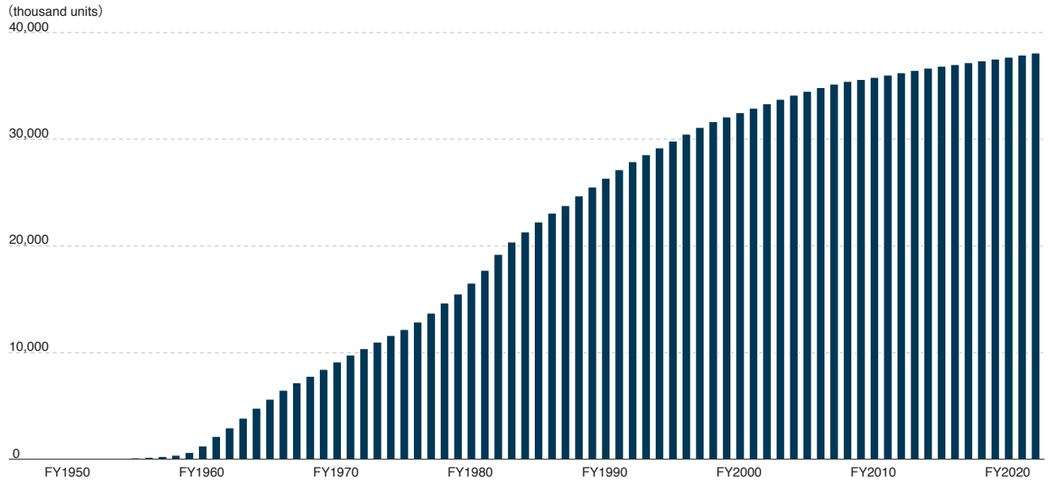
Power Products



Automobile



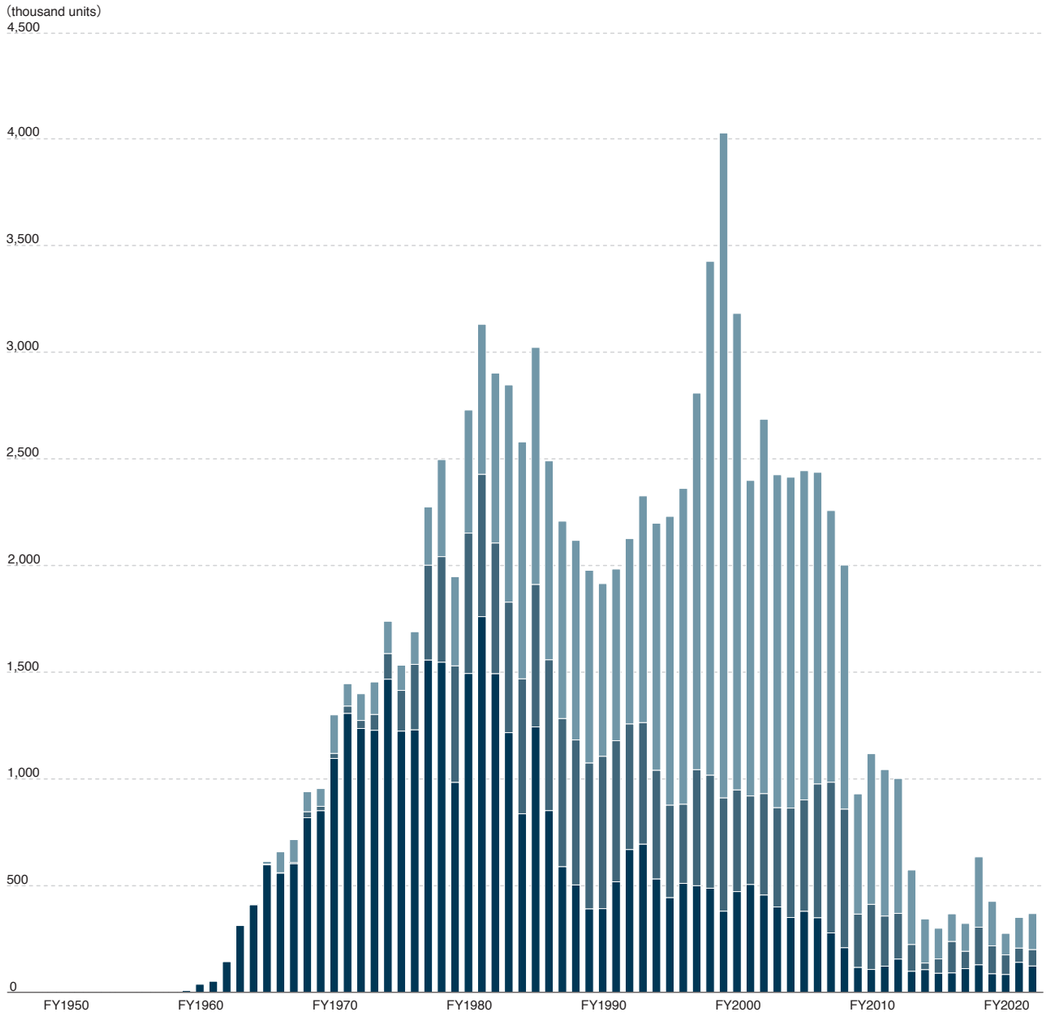
Motorcycle

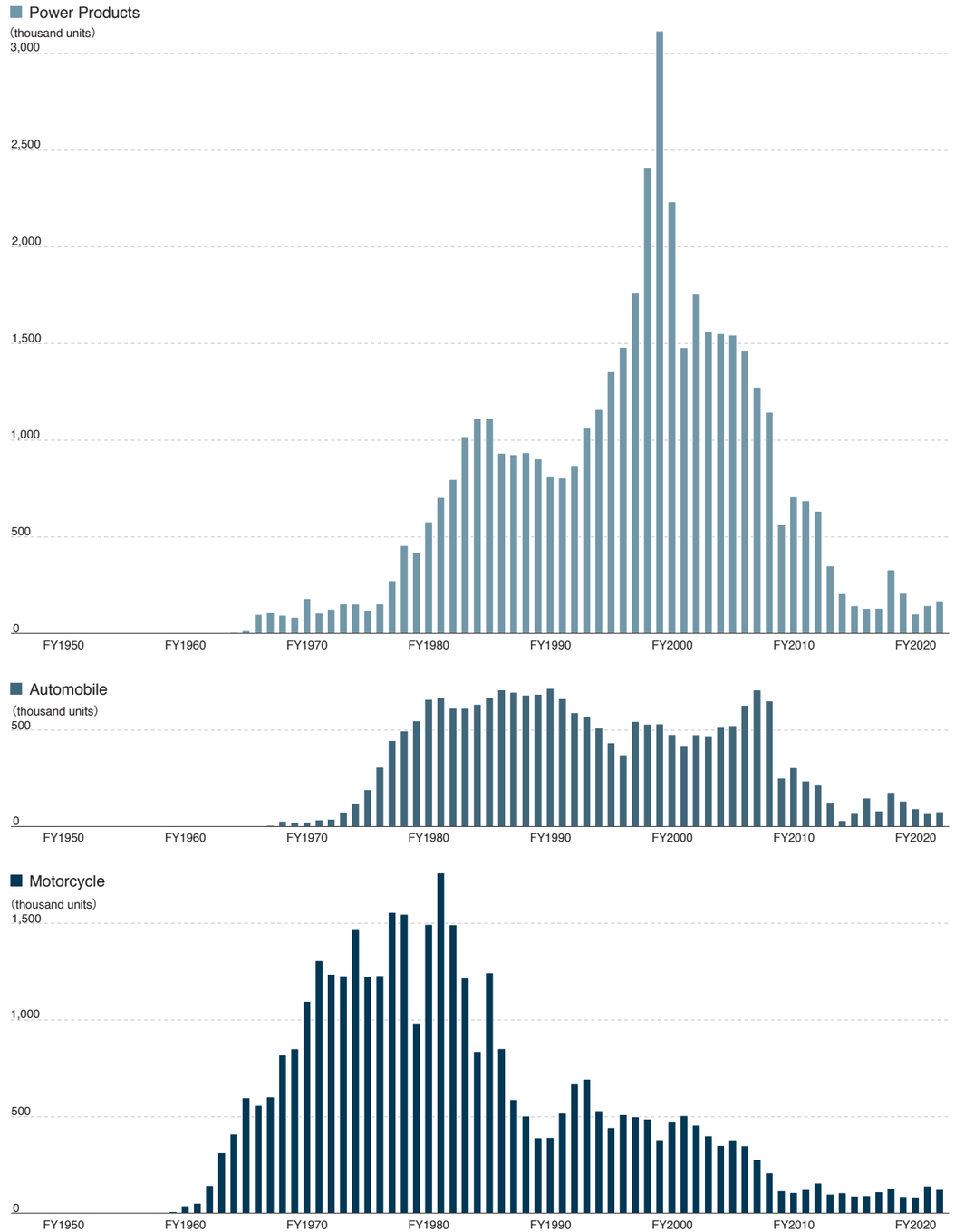


3-3 : Calendar Year Export Volume Results by Category

Power Products
Automobile
Motorcycle

Notes
1: Number of Units = Units sold
2: Unit: thousand units
* FY: Japanese FY





3-4 : Overseas Distributors

	Country / region	Company name
■Americas	Antigua and Barbuda	Antigua Motors
	Aruba	Jossy Motors N. V.
	Bahamas	Nassau Motor Co., Ltd.
	Barbados	Platinum Motors
	Belize	Benny's Enterprises LTD.
	Bermuda	Auto Solutions
	Bolivia	Agencias Generales S.A.
		VISAL IMPORT EXPORT S.R.L.
	Colombia	Energia & Potencia S.A.S
		FABRICA NATIONAL DE AUTOPARTES FANALCA S.A.
	Costa Rica	Franz Amrhein & Co., S.A.
		Sociedad Anonima de Vehiculos Automotores
	Curacao	AutoCity N.V.
	Dominican Republic	AGENCIA BELLA C. POR A.
	Ecuador	Indumot S.A.
		Recordmotor S.A.
	El Salvador	ENSAMBLADORA SALVADORENA, S.A.
		Grupo Q El Salvador S.A. DE C.V.
		Servicio Agricola Salvadoreno S.A. De C.V
	Cayman Islands	M.S.F. Agencies Ltd.
	Grenada	McIntyre Bros. Ltd.
	Guatemala	Distribuidora De Vehiculos Importados S.A.
		AGANCIA Y FABRICA HONDA, S.A.
	Guyana	Marics & Company Ltd.
		M.K.S. Import & Export
	Haiti	PERFECTA S.A.
		SunAuto S.A.
		Valerio Canez S.A.
	Honduras	Automundo Honduras
		Bombas y Motores de Honduras, S.A, de C.V.
		DIDEMO
	Jamaica	ATL Automotive Ltd. dba ATL Motors
		Motor Bike Sales and Service Ltd.
		Appliance Traders Limited
		STEWART'S AUTO SALES LIMITED
	Nicaragua	Automundo S.A.
		ENSAMBLADORA NICARAGUENESE DE MOTOCICLETAS S.A.
	Panama	Bahia Motors S.A.
		Comercial Forza S.A.
	Paraguay	DIESA S.A.
		Record Electric S.A.E.C.A.
		Vicar S.A.
	Puerto Rico	Bella Group
	St. Kitts	C&C Auto Services Ltd.
	St. Lucia	Honda Caribbean Ltd.
	St. Maarten	Motorworld
	Suriname	Fernandes Automotive (Fernandes Autohandel N.V.)
		FERNANDES & SON N.V.
	Trinidad and Tobago	Classic Motors Ltd.
		Trintrac Ltd.
	Uruguay	IWE S.A.
		NANVEL S.A.
		Corporation de Maquinaria S.A.
	Venezuela	Dipromuro C.A.

	Country / region	Company name
■Europe	Armenia	Grand Motors LLC
	Azerbaijan	Yeni Motor
	Belarus	Paritetservice Ltd.
		Scanlink Ltd.
	Bulgaria	Bultraco LTD
		Premium Motor
	Ceuta	Auto Ceuta Cars S.A.
	Croatia	Fred Bobek d.o.o.
		AS Power Equipment d.o.o.
		Ruting d.o.o
	Cyprus	Powerline Products Ltd
		Galatariotis Motors Limited
	Czech Republic	BG Technik cs.a.s.
	Denmark	Tima Products A/S
		VILH. NELLEMANN, HANDELSSELSKAB A/S
	Estonia, Latvia and Lithuania	NCG Import Baltics OÜ
	Finland	NCG Import Baltics AB
		OY Brandt AB
	Georgia	SENA Motors LTD.
	Gibraltar	A.Bassadone 1904 Limited
	Grand Canary, Ceuta and Melilla	HATOBITO SLU
		Greens Power Products S.L.
	Greece	Saracakis Brothers S.A
		TECHNELLAS
	Hungary	MP Motor Co., Ltd
	Iceland	TIMA PRODUCTS A/S
		Bilaumbodio ASKJA ehf
	Ireland	Two Wheels Ltd.
		Universal Honda Limited.
	Latvia	Honda Motor Europe Ltd. (Latvia)
		Nic Christiansen
	Macedonia	Makpetrol A.D Skopje
		AS Power Equipment d.o.o.
		Fred Bobek d.o.o.
	Malta	Gasan Zammit Motors Co., Ltd.
	Melilla	J.R.Lalchandani S.A.
	Norway	AS Kellox
		Berema AS
	Poland	Aries Power Equipment Ltd.
	Portugal	GROW IBERIA, LDA
		Sozo Portugal S.A
	Romania	Honda Trading Romania
		Agrisorg
	Serbia	AS Power Equipment d.o.o.
		Delta Automoto d.o.o.
		Fred Bobek d.o.o./Nautica Elco d.o.o.
	Slovenia	AS Power Equipment d.o.o.
		AC Mobil d.o.o.
		Fred Bobek d.o.o.
		As Domzale Moto Center d.o.o.
	Spain	Greens Power Products S.L.
	Sweden	HONDA MC SVENSKA AB
	Ukraine	Pride Motor LLC
		Dnipro Motor, LCC

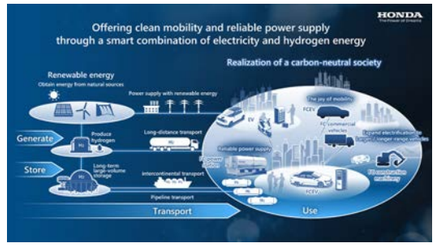
	Country / region	Company name
■Africa/Middle East	Angola	Auto Competição Angola (SU), Lda
		ECOMAR SA
		GRUPO AFRI-RUEPTEIS TRADING INTERNATIONAL
	Bahrain	National Motor Company W.L.L.
		UCA W.L.L
	Benin	Societe Sonam
		STE Amani Trading Company
		SHM Benin
	Burkina Faso	Sodirem
	Congo	TIEX SA
	Cote d'Ivoire	Societe Ivoirienne Farhat Freres (Siff)
	Egypt	El Sayad Trading Misr, S.A.E.
		Nile Trading and Engineering Co. S.A.E.
	Gabon	Geant 241 S.A.R.L.
	Ghana	Overseas Union Ltd.
		THP Ghana Ltd.
	Guinea	SHM Guinea
	Ile de la Réunion	SOGECORE
	Israel	Mayer's Cars and Trucks Co. Ltd.
	Jordan	Jordanian International Auto Trading Company
		The Arab Motors & Trading Company
	Kenya	Protech Industrial Equipment Ltd.
	Kuwait	Alghanim International for the Sale & Purchase of Cars Co. W.L.L.
		Alghanim Motors
	Lebanon	Unicart (Henri Tewtel & Co.) S.A.L.
	Madagascar	MADAGASCAR AUTOMOBILE
	Mauritius	E.A.L Man Hin & Sons Ltd.
	Malawi	VALBAR LIMITED
		Universal Trading Company
	Morocco	Univers Motors S.A.
	Mozambique	Ronil LDA
		Afritool (Pty) Ltd. - SWD
	Oman	Oman Marketing & Services Co.
	Qatar	Doha Marketing Services Company WLL
	Republic of Cameroon	Afritrade Partners (Premium Motors)
	Saudi Arabia	Abdullah Hashim Co., Ltd.
	Seychelles	EHW (Seychelles) Ltd.
	Sierra Leone	John Michael Motors
	Tanzania	AFRITOOL (T) LTD
	Togo	FASTMOTO Sarl
	Tunisia	Phonie Motors
		Japanese Motors Company (JMC) SARL
	Turkey	Anadolu Motor Uretim ve Pazarlama AS
	United Arab Emirates	Trading Enterprises
	Yemen	Ali Hussein Alwatary Engineering & Projects Co.

	Country / region	Company name
■Asia/Oceania	Bangladesh	Atlas Bangladesh Ltd.
		DHS Motors Limited
		HS ENTERPRISE LTD.
	Bhutan	DHEJUNG Motors
	Brunei Darussalam	Happy Motoring Co., Sdn. Bhd.
	Cambodia	NCX Co.,Ltd.
		Phnom Penh Honda Co., Ltd.
	Fiji	Carpenters Motors
	Guam	Triple J Motors
	Hong Kong SAR, China	Dah Chong Hong Industrial Machinery Co., Ltd.
	Korea	GS Global Corporation
		SDN Company Ltd.
		Seoul Motor Co., Ltd.
	Laos	NCX Co., Ltd.
	Malaysia	UMW Industrial Power Sdn. Bhd.
		VICTORMAX SDN.BHD.
	Maldives	SHEESHA. PVT. LTD
		MARINE VIBE PVT LTD
	Mongolia	B&G Motors LLC
		UNITRA LLC
		Max Motors LLC
	Myanmar	NCX Myanmar Co., Ltd.
	Nepal	Syakar Trading Company Pvt. Ltd.
	New Caledonia	S. G. I. A.
	New Zealand	Blue Wing Honda Limited
		Power & Marine Ltd.
	Saipan	Joeten Motors Corporation, Inc.
	Singapore	Boon Siew Singapore Pte Ltd.
		Kah Motor Co. SDN BHD
		Kah Power Products Pte. Ltd.
	Sri Lanka	Stafford Motor Co., (Pvt.) Ltd.
	Tahiti	AUTOTECH POLYNESIE

4. New Businesses

4-1 : Expansion of Hydrogen Utilization Toward a Carbon-Neutral Society

Honda is striving to realize carbon neutrality for all products and corporate activities Honda is involved in by 2050. Aiming for “zero environmental impact” of not only its products but the entire product lifecycle including its corporate activities, Honda is focusing on the following areas as the “three-pillars” of its initiatives: “carbon neutrality,” “clean energy,” and “resource circulation.” In its initiatives, Honda positions hydrogen as one of the high-potential energy carriers, along with electricity. The “hydrogen circulation cycle,” which starts with renewable energy, consists of three phases –“generate,” “store/transport” and “use.” To be more specific, with the use of water electrolysis technology, electricity derived from renewable energy sources can be converted into “green hydrogen*” making it less susceptible to fluctuations in power generation due to seasonality and weather conditions, and it becomes possible to transport the energy to where it is needed in the form of “green hydrogen” via appropriate methods such as transport by land, sea, and pipeline. Honda will expand the applications of its fuel cell system, the core of Honda hydrogen technology, not only to Honda FCEVs but also to various internal and external applications, thereby serving to stimulate demand for hydrogen and facilitating the carbon neutrality of society through the “use” of hydrogen.



*Hydrogen produced by electrolyzing water using renewable energy, which emits no CO_2 during the production process.

4-2: Further advancement of the fuel cell system ,the core of Honda hydrogen technology

Honda was one of the first companies to focus on the potential of hydrogen toward the realization of a carbon-neutral society and has been conducting research and development of hydrogen technologies and FCEVs for more than 30 years. Since 2013, Honda has been working with GM on the joint development of the next-generation fuel cell system.

Advancement of the fuel cell system

In 2024, in North America and Japan, Honda will launch an FCEV model equipped with the next-generation fuel cell system jointly developed with GM. While cost and durability are viewed as typical challenges that needed to be addressed to facilitate widespread use of fuel cell systems, this next-generation fuel cell system, which leverages the knowledge, know-how and economies of scale of both companies, will reduce the cost to one-third compared to the cost of the fuel cell system in the 2019 Honda Clarity Fuel Cell. This significant cost reduction was achieved by various measures including the adoption of innovative materials for electrodes, advancement of a cell sealing structure, simplification of the supporting equipment (‘balance of plant’) and the improvement of productivity. Moreover, the durability of the system was doubled by the application of corrosion-resistant materials and controlled suppression of deterioration, and low temperature resistance was also increased significantly.

Building on these achievements through co-development with GM, looking ahead to the future around 2030, when fuel cell use is expected to begin to advance toward full-fledged popularization, Honda has begun fundamental research on future fuel cell technologies with targets to halve the cost and double the durability compared to the fuel cell system co-developed with GM. In doing so, Honda is striving to realize usability and total cost which will enable the fuel cell system to be on par with conventional diesel engines.

Utilization of hydrogen technologies in the field of space technology

Honda is conducting advanced research and development of hydrogen technologies while envisioning use in outer space, another potential area where hydrogen technologies can be utilized. In addition to water and food, people need oxygen, as well as hydrogen for fuel and electricity for various activities supporting life in space. To enable sustainable space activities, it is necessary to reduce the need to resupply these resources from Earth as much as possible. One of the solutions to this challenge is to create a circulative renewable energy system, which combines a high differential pressure water electrolysis system that produces oxygen and hydrogen using solar energy to electrolyze water, and a fuel cell system that generates electricity and water from oxygen and hydrogen. To create such a system, Honda conducted joint research and development with the Japan Aerospace Exploration Agency (JAXA) during the 2021 and 2022 fiscal years (period ended March 31, 2022). Moreover, in 2022, Honda signed a research and development contract*1 with JAXA regarding the “circulative renewable energy system” that is designed to supply electricity to maintain the functionality of the living space and various systems of lunar rovers. Based on this contract, Honda will be commissioned by JAXA to first conduct concept studies, then to develop a “breadboard model*2,” an early-stage prototype, by the end of the 2024 fiscal year (ending March 31, 2024).

*1 “A contract regarding concept study and prototyping of functional elements for the regenerative fuel cell system for a manned pressurized rover.” A regenerative fuel cell system consists of a water electrolysis system and a fuel cell system. A water electrolysis system electrolyzes water to produce oxygen and hydrogen, and a full cell system generates electricity from hydrogen to oxygen. Hondaʼs regenerative fuel cell system is called “circulative renewable energy system” as it features Hondaʼs original high differential pressure water electrolysis system.

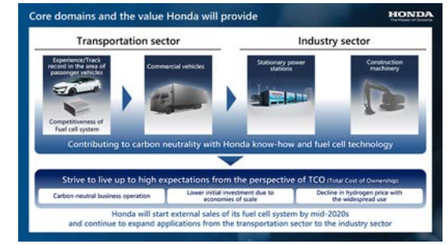
*2 Systems to be used in outer space are typically developed by building prototypes in stages, such as a “breadboard model,” “engineering model” and “flight model,” depending on the stage of development.

Starting external sales and expanding applications of the fuel cell system

In light of environmental trends in the world, Honda will continue expanding the application of its fuel cell systems, the core of Honda hydrogen technology, beyond its FCEVs in order to contribute to the realization of a carbon-neutral society. To this end, Honda will begin external sales of the next-generation fuel cell system modules in the mid-2020s. Honda is envisioning the initial sales level of 2,000 units per year and will strive to expand sales in stages, with goals to increase sales to 60,000 units in 2030, and to a few hundred thousand units per year by the second half of the 2030s.

Four core domains

Due to the unique characteristics of hydrogen, which can store and transport energy at high density and fill the tank quickly, the fuel-cell system is expected to be particularly effective as a power source for heavily used large-size mobility products and large-scale infrastructure as well as for mobility products that require quick refueling where it is difficult to be powered by batteries. Moreover, multiple units of the fuel cell system can be connected in parallel to achieve higher output. Based on these characteristics and strengths, Honda has identified four core domains for its fuel cell system applications for the early phase of its entry into hydrogen business: Honda FCEV models, commercial vehicles, stationary power stations and construction machinery and has begun developing hydrogen businesses targeting business-to-business (B2B) customers as well.



1) FCEVs

Honda is planning to begin sales of the all-new FCEV model in 2024 in North America and Japan. This model will be based on the CR-V introduced last year in North America and equipped with the next-generation fuel cell system. In addition to the advantages of FCEVs, which enables long-distance driving with short refueling time, this all-new FCEV model will feature a plug-in function that offers the convenience of EVs which can be recharged at home.

2) Commercial vehicles

In Japan, Honda is planning to start demonstration testing on public roads of a prototype fuel cell-powered heavy-duty truck being researched jointly with Isuzu Motors Limited, before the end of the upcoming fiscal year 2024 (ending March 31, 2024). In Hubei Province, China, in January 2023, Honda began demonstration test driving of commercial trucks equipped with the next-generation fuel cell system in collaboration with Dongfeng Motor Group Co., Ltd.

3) Stationary power stations

In recent years, the power requirements of data centers have been growing rapidly due to the expansion of cloud computing and big data utilization, and the need for backup power sources has been increasing from the perspective of business continuity planning (BCP). To accommodate such needs, Honda will propose the application of its fuel cell systems in the area of power generation, starting from the application as a clean and quiet backup power source. As the first step, a stationary fuel cell power station with an approximate capacity of 500kW, which reuses fuel cell systems from Honda Clarity Fuel Cell vehicles, was installed on the corporate campus of American Honda Motor Co., Inc. in California, U.S. The demonstration operation of the station as a backup power source for the data center will begin later this month. Subsequent to this testing, Honda will begin applying stationary fuel cell power station technologies to Honda factories and data centers around the world, through which Honda strives to reduce greenhouse gas emissions from its operation as well.

4) Construction machinery

Honda will take initiative to apply its fuel cell system first to excavators and wheel loaders, which account for a large segment of the construction machinery market, contributing to the realization of carbon neutrality for construction machinery. Concerning hydrogen supply for construction machinery which is considered difficult to handle with conventional stationary hydrogen stations alone, Honda will work with construction industry associations and related parties to work toward resolving the challenge.

Expansion of the value chain

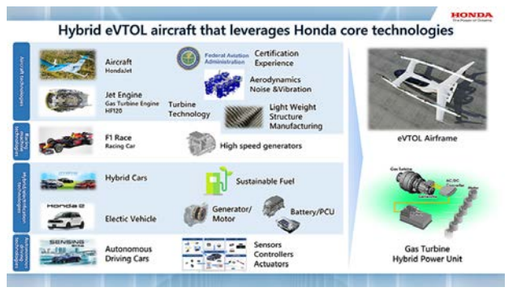
In order for more businesses to actively utilize fuel cell systems, it is important to solve issues such as reducing development investment and man-hours for installation, suppressing total cost and ensuring a stable and inexpensive supply of hydrogen. Honda will offer not only development support to adapt its fuel cell system to the customers’ products but also operational support such as after-sales maintenance and a stable supply of hydrogen, thereby making a one-stop contribution to the customers’ efforts toward carbon neutrality.

4-3 : Initiatives toward the establishment of hydrogen ecosystems

To achieve widespread utilization of fuel cell systems, it is critical to establish hydrogen ecosystems, that include hydrogen supply. Honda has been supporting the expansion of hydrogen station networks in Japan by participating in the Japan Hydrogen Station Network Joint Company (Japan H2 Mobility/JHyM) and in North America by supporting hydrogen station businesses such as Shell and FirstElement Fuel. From here forward, as a new area, Honda will take an active role in establishing hydrogen ecosystems which center around stationary power stations and start from where demand for hydrogen exists. Honda will also proactively participate in projects organized by national and local governments that utilize large volumes of imported hydrogen at ports and other locations. Through these initiatives, Honda will work to build partnerships with companies involved in this new area. In Japan, working toward the establishment of a hydrogen ecosystem, together with Marubeni Corporation and Iwatani Corporation, Honda has begun discussing the prospects for hydrogen supply and the utilization of fuel cell commercial vehicles. In Europe, Honda is currently planning for demonstration testing of an energy ecosystem that combines renewable energy and hydrogen.

4-4 : Honda eVTOL (electric vertical take-off and landing) aircraft: will make mobility in the skies more accessible for people

To make the mobility in the skies Honda realized with its original HondaJet even more accessible for more people, Honda is developing its eVTOL (electric Vertical Take-off and Landing) aircraft by taking advantage of a wide range of Honda's core technologies.
In addition to clean operation realized by electrification technologies, eVTOL features safety at a level equivalent to that of commercial passenger airplanes realized by its simple structure and decentralized propulsive system and quietness due to relatively small diameter of rotors. This makes it possible for eVTOL to take off and land in the middle of a city without causing noise issues. Because of such features, the development race for eVTOL aircraft is getting increasingly vigorous. However, all-electric eVTOL aircraft face a range issue due to limited battery capacity, therefore the realistic use area is limited to intra-city (inside city) transportation.To address this issue and realize user-friendly inter-city transportation with longer range, Honda will leverage its electrification technologies and develop Honda eVTOL equipped with a gas turbine hybrid power unit. Moreover, in addition to electrification technologies, Honda eVTOL will feature technologies Honda has amassed in a number of different areas such as combustion, aerodynamics and control technologies. Honda will strive to create new value for people by establishing a “mobility ecosystem” featuring eVTOL aircraft at its core, coordinated and integrated with mobility on the ground.



Honda eVTOL which leveraged Honda's core technologies

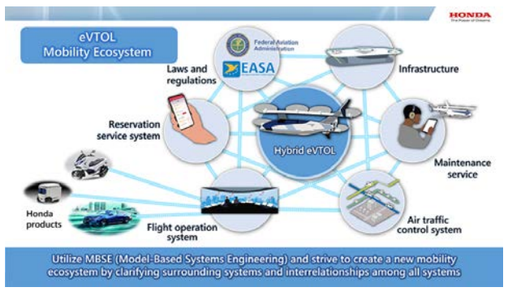


Image of “Mobility ecosystem”

4-5 : Honda Avatar Robot: will make virtual mobility possible

Striving to expand human potential and make people's lives without constraints and more enjoyable, Honda has been continuously working on robotics research, including the research and development of its bi-pedal robot ASIMO. As a part of next-generation Honda robotics, Honda is pursuing development for the practical applications of Honda's original avatar robot to expand the range of human ability virtually without the constraints of time and place.
The greatest merit of an avatar robot, which can act as a second self of the user, is that the user can perform tasks and experience things without being there in person, including the realistic sense of handling objects remotely. What will become the core of the realization of such an avatar robot is the multi-fingered robotic hand developed while leveraging Honda' strengths in robotics technologies and Honda's original AI-supported remote control function. Therefore, Honda strived for an avatar robot which is capable of using its multi-fingered hand to make full use of tools designed for human use and performs complex tasks quickly and accurately based on the AI-supported and more intuitive control by the user. To date, Honda has realized a multi-fingered hand with the ability to both delicately pick up a small object with the fingertips and the strength to open a tight jar lid, at the level of the human hand. This has long been a challenge in the field of robotics research. Moreover, in order to enable its multi-fingered hand to grasp an object smoothly in one sequence of moves and handle a tool with precise control of force, Honda is working on the further advancement of its original AI-supported remote control function.
Honda is currently working on downsizing the hardware and further improvement of the precision of robotic hand movements such as “grasping” and “manipulation.” Honda is striving to begin technology demonstration testing of the Honda Avatar Robot before the end of the fiscal year ending March 31, 2024, with a vision to put it into practical use in the 2030s.


Multi-fingered hand

4-6 : Taking on challenges in the field of space technology

Honda views the field of space technologies as a place to take on new challenges to realize the “dreams” and “potential” of people worldwide while leveraging its core technologies. By leveraging core technologies unique to Honda, such as combustion, guidance, fuel cell and robotics technologies, Honda is pursuing technology development with a goal to create new value in the ultimate environment of outer space.

Challenges on the lunar surface:
- Circulative renewable energy system- Application of Honda technologies to remote-controlled robots

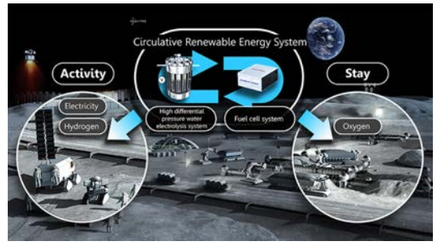
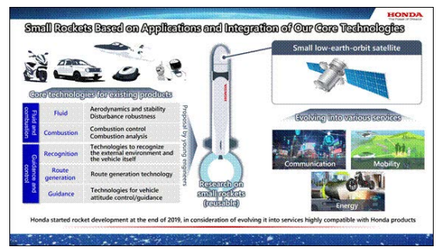


Image of utilizing a circulative renewable energy system on the lunar surface

As international momentum for expanding the range of human activities outside the Earth continues to grow, Honda began initiatives to strive for the expansion of human activities and development on the lunar surface. It is said that there is water on the Moon, and various possibilities for the use of water may open up are attracting attention. Honda is conducting a joint research with the Japan Aerospace Exploration Agency (JAXA) with a goal to build the circulative renewable energy system on the lunar surface by leveraging fuel cell technologies and high differential pressure water electrolysis technologies Honda has amassed to date.
By combining Honda's fuel cell technologies and high differential pressure water electrolysis technologies, and by using electricity from renewable energy sources, the system electrically decomposes water and stores hydrogen and oxygen. Then, using that hydrogen and oxygen, Honda's fuel cell technologies, can generate and supply electricity. The oxygen also can be used for people staying at living quarters on the lunar surface, and the hydrogen also will be used as fuel for rockets. By building such a circulative renewable energy system, Honda will strive to contribute to a wide range of human activities on the lunar surface.
Moreover, for the remotely-controlled robots on the lunar surface, which can minimize the risks astronauts will be exposed to and enable people to virtually enjoy the experience of being on the Moon from Earth, Honda is expecting to apply a number of its core technologies. This includes the multi-fingered robotic hand technology and AI-supported remote control technology being developed for the Honda Avatar Robot and the highly-responsive torque control technology for collision mitigation. These research themes were adopted by the JAXA Space Exploration Innovation Hub and the joint research began in February 2021.



Reusable small rocket being developed by leveraging the core technologies of Honda

Reusable small rocket which will apply Honda's core technologies

Honda also is working on the development of small rockets. This rocket development was initiated by the proposal made by young Honda engineers who wanted to build a small rocket by utilizing core technologies, such as combustion and control technologies, that Honda has amassed through the development of various products.
Artificial satellites are indispensable for various purposes including the observation of the global environment, such as global warming and abnormal weather conditions and also to enable wide-area communication, which is an effective means to provide connectivity to mobility products. However, currently, there are not enough rockets available to meet demand for satellite launches. To address this issue, Honda is developing a small rocket with a goal to use it as a launch vehicle for small low-earth orbit satellites. Moreover, Honda is conducting research with an assumption to make its rocket “reusable” by enabling at least some of the rocket components to land back on earth after the launching. For this challenge, Honda will strive to utilize control and guidance technologies Honda has amassed through the development of automated driving technologies.

Source: 2021 news release/2023 news release

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Overall Chronology

Year	Honda events	Major products	World events	Motorcycle	Automobile	Power Products
1945			・End of World War 2			
1946	・Soichiro Honda begins activities as Honda Technical Research Institute at 30 Yamashita-cho, Hamamatsu, Shizuoka Prefecture (later to become Yamashita Plant).Yamashita Plant conducted research and manufacture of internal combustion engines and various machine tools.		・Order for Enforcement of the Act on Emergency Measures for Revitalizing the Financial Functions was declared (closure of deposits and savings accounts, switching to the new yen). ・Japan Small Automobile Association, Electric Vehicle Manufacturers Association, and Japan Special Motor Vehicle Industry Association established. ・Committee for Liquidating Holding Companies established (zaibatsu dissolution measure). ・Keidanren (Japan Business Federation) established.			
1947	・Production of bicycle auxiliary engines (A-Type: 2-stroke 50 cc) begins at Yamashita Plant.	・A-Type (Honda's first product: Bicycle auxiliary engine)	・Society of Automotive Engineers of Japan, Inc. established. ・Basic Education Law and School Education Law announced. Provisions for compulsory 9-year education, coeducation, etc. ・Labor Standards Law announced. ・Constitution of Japan enacted. ・GHQ (General Headquarters of the Allied Powers) authorized production of small passenger cars. ・Antimonopoly Law enacted. ・Fair Trade Commission established. ・GATT signed. ・Road Traffic Control Law announced.	 A-Type		
1948	・Noguchi Plant is established at 584 Noguchi-cho, Hamamatsu, Shizuoka Prefecture, and begins operations. ・Succeeding Honda Technical Research Institute, Honda Motor Co., Ltd. is established at 257 Itaya-cho, Hamamatsu City, Shizuoka Prefecture, with capital of 1 million yen and 34 associates.	・B-Type (unreleased)	・All Japan Automobile Industry Labor Union established. ・Japan Automobile Manufacturers Association established. ・Blockade of Berlin begins. ・Economic Stability Headquarters announces Five-Year Plan for Economic Reconstruction. ・Proclamation of the establishment of the Republic of Israel, outbreak of the First Middle East War. ・GHQ establishes the Three Principles of Corporate Rationalization (ban on subsidies for wage increases and price differentials that affect deficit financing and prices).	 B-Type (unreleased)		
1949	・Takeo Fujisawa joins Honda. Appointed as Managing Director.	・C-Type ・Dream D-Type (Honda's first full-fledged motorcycle)	・Declaration of the Dodge Line (target for stabilizing and making the Japanese economy self-sustaining, tight fiscal and monetary policy) ・Exchange rate is fixed at 360 yen / dollar. ・North Atlantic Treaty Organization (NATO) signed. ・Japanese Industrial Standards (JIS) established. ・Land Improvement Law (unification of land improvement projects by farmers) announced. ・Dodge Line recession causes delayed wages and personnel cutbacks at companies in the industry. ・People's Republic of China established. ・German Democratic Republic (East Germany) established. ・Dr. Hideki Yukawa becomes Japan's first recipient of the Nobel Prize in Physics. ・Foreign Exchange and Foreign Trade Control Law announced	 C-Type  Dream D-Type		

* Honda research
WGP: FIM* Road Racing World Championship Grand Prix (*FIM: Fédération Internationale de Motocyclisme)
F1: FIA* Formula One World Championship (*FIA: Fédération Internationale de l'Automobile)

・Major products are listed according to the year of release.
・Same name models and specifications may differ depending on the destination.
・Company and organization names may be abbreviated.
・Honda office names may be abbreviated.
For details of major production bases, please refer to "Chapter III Business: Section 1 Production: Part 1-12 Expansion of Major Overseas Production Bases".

Year	Honda events	Major products	World events
1950	・Established Tokyo Sales Office in Kyobashi Maki-cho, Tokyo ・Purchased a sewing machine factory and established the Tokyo Plant at 5-35 Kamijujo, Kita-ku, Tokyo. ・Began production of Dream D-Type chassis at Tokyo Plant. Began assembly with engines shipped from Hamamatsu and D-Type shipment. ・Began A-Type engine exports to Taiwan (Honda's first exports)		・Transportation Business Law enacted. ・Public Office Election Law announced. ・Rationing control of automobiles (production materials, etc.) abolished. ・Official pricing of standard automobiles abolished. ・Outbreak of Korean War. ・Cabinet order on the establishment of tenant farmers announced. ・Census of Japan: Total population of Japan: 83.19 million.
1951	・Test ride of Dream E-Type prototype at Hakone ・Launched Honda Monthly Newsletter in-house magazine	・Dream E-Type (Honda's first 4-stroke engine-powered motorcycle)	・WHO (World Health Organization) approves Japan's participation. ・ILO (International Labor Organization) and UNESCO (United Nations Educational, Scientific and Cultural Organization) approve Japan's participation. ・Road Sign Ordinance announced. ・Commercial Code enacted (complete revision of the Companies Act). ・Vehicle Registration Order announced. ・Road Trucking Vehicle Law Safety Standards announced. ・Road Trucking Vehicle Enforcement Regulations announced, displacement of K-cars changed to 360 cc. ・San Francisco Peace Treaty signed. ・Japan-U.S. Security Treaty signed. ・Automobile Type Designation Regulations announced.
1952	・Dream E-Type with 3.5 million yen prize (total) is released to commemorate E-Type production exceeding 500 units/month ・Nagoya branch office opened in Miyade-cho, Naka-ku, Nagoya City. ・Purchased plant in Shirako, Yamato-cho, Adachi-gun, Saitama Prefecture and opened the Shirako Plant (Saitama Plant) (Dream E-Type engine production started in May) ・Head office relocated from Itaya-cho, Hamamatsu City to 3-3 Maki-cho, Chuo-ku, Tokyo ・Soichiro Honda awarded the Medal with Blue Ribbon. ・Shikoku branch office opened in 5-bancho, Takamatsu-shi, Shikoku ・Exported Cub F-Type to Taiwan, Philippines, U.S.A., etc. and started overseas business ・Opened Osaka branch in Kita-ku, Osaka City ・Decided to purchase imported machine tools totaling 450 million yen ・Exported Dream to Okinawa and the Philippines ・Monthly production of Cub F-Type exceeded 7,000 units. ・Tokyo Plant closed and operations transferred to Shirako Plant. ・Kyushu Branch opened in Hashiguchi-cho, Fukuoka City.	・Cub F-Type (Bicycle auxiliary engine) ・Dream 2E-Type	・Agricultural Land Law (regulations governing the sale and purchase of agricultural land for off-farm use) announced. ・Japan becomes official member of the International Monetary Fund (IMF). ・Road Traffic Control Ordinance enacted (moped bicycle license system replaced by a permit system). ・K-cars license established.
1953	・Head Office and Tokyo Sales Office moved to 2-5 Maki-cho, Chuo-ku, Tokyo. ・Honda Technical Training Center opened at the former Tokyo Plant ・First phase of construction at the Yamato Plant in Niikura, Yamato-cho, Kita-Adachi-gun, Saitama Prefecture completed. ・Held the 1st National Honda Meeting in Atami, Shizuoka Prefecture. ・Published Honda Newsletter In-house magazine. ・Established Honda Labor Union. ・Opened Sumiyoshi Plant in Sumiyoshi-cho, Hamamatsu City. ・Established Meiwa-kai, a recreational organization for associates, at the Saitama Factory and the head office. ・Yamashita, Noguchi, and Sumiyoshi plants merged to form Hamamatsu Factory. ・Shirako Plant and Yamato Plant merged to form Saitama Factory. ・Hamayu-kai, an associate recreation organization, established at the Hamamatsu Factory. ・Annual production of motorcycles ranked first in Japan*. ・Began improvement proposal system.	・Cub F II-Type ・Benly J-Type ・Dream 3E-Type ・General Purpose Engine H-Type（Honda's first power product)	・NHK Tokyo television station begins broadcasting. ・Japan-U.S. Friendship, Commerce and Navigation Treaty signed. ・Korean War armistice agreement signed at Panmunjom. ・NTV begins broadcasting (first commercial TV station). ・Law for Promotion of Agricultural Mechanization announced. ・Motorcycle production reaches 166,429 units, a postwar high. ・Scooter production reaches 54,713 units (2nd in the world)."

Motorcycle	Automobile	Power Products
 Dream E-Type		
 Cub F-Type  Dream 2E-Type		
 Cub F II-Type  Benly J-Type  Dream 3E-Type		 General Purpose Engine H-Type (Honda's first power product)

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1954	・Over the counter trading of Honda stock begins on the Tokyo Stock Exchange. ・Hokkaido Branch opened in Sapporo, Hokkaido. ・Participated in the International Auto Race commemorating the Sao Paulo's 400th anniversary. R125 finished in 13th place (rider: Mikio Omura). ・Soichiro Honda declared his intention to participate in the Isle of Man TT Races. ・Hamamatsu Factory Aoi Plant completed. ・Soichiro Honda travels to Europe for the Isle of Man TT races and a tour of Europe. ・Noguchi Plant closed and production transferred to Aoi Plant. ・Tokyo Branch opened at 6-5 Yaesu, Chuo-ku, Tokyo. ・Juno exported to the U.S. ・Aoi Koho, the Hamamatsu Factory publicity magazine, is published. ・Yamashita Plant closed and production transferred to Aoi Plant.	・Juno K-Type (Honda's first scooter) ・Juno KA-Type ・Dream 4E-Type ・Benly JA-Type ・General Purpose Engine T-Type	・First All Japan Auto Show held in Tokyo. ・First Five-Year Road Development Plan is approved. ・Self-Defense Forces established. ・MITI announces new export plan targeting exports of $1.74 billion in fiscal year 1957 (export promotion policy). ・Distinction between 2- and 4-stroke motorcycles abolished and streamlining measures are implemented. ・Classification of motorcycle licenses into Class 1 and Class 2 is standardized in accordance with international regulations. ・Jinmu economic boom begins.
1955	・Dream SA-Type won 3rd Mt. Fuji Ascent Motorcycle Race. ・Won 350cc/500cc classes in the 1st All Japan Motorcycle Endurance Road Race (Asama Highland Race).	・Dream SB-Type ・Dream SA-Type ・Dream 6E-Type ・Benly JB-Type ・Benly JC56-Type	・MITI determines New Policy for Domestic Production of Foreign Passenger Cars. ・Ministry of Transport announces Comprehensive Six-Year Transportation Plan. ・MITI announces the National Car Concept. ・Motorcycles up to 125 cc are designated as Class 2 motorcycles and are subject to a permit system. ・Soviet Union and seven Eastern European countries establish the Warsaw Pact. ・Automobile Damage Compensation Law announced and compulsory insurance introduced. ・First transistor radio is launched by SONY. ・Japan approved as a formal member of GATT. ・First All Japan Motorcycle Endurance Road Race held.
1956	・Established company principle. ・Over the counter trading of Honda stock begins on Osaka and Nagoya stock exchanges. ・Implemented one-year motorcycle warranty service system. ・Sumiyoshi Plant closed, production transferred to Aoi Plant.	・Honda200 EJ-Type ・Dream ME-Type ・Dream MF-Type ・General Purpose Engine VN-Type	・Automobile Damage Liability Guarantee Law enacted. ・Japan Highway Public Corporation established. ・The 10th Economic White Paper, "The Growth and Modernization of the Japanese Economy," released (no longer "postwar"). ・Japan joins the United Nations.
1957	・Announced first unified nationwide pricing in the Japanese motorcycle and automobile industries. ・R&D Center established as a design division within Saitama Factory No.1 Plant (Shirako Plant). ・Opened service training center in Saiwaicho, Hamamatsu City. ・Dominated 1st to 5th places in Junior class (350 cc) of the 2nd All Japan Motorcycle Endurance Road Race (Asama Volcano Race). ・Conducted first associate opinion survey. ・Listed on the Tokyo Stock Exchange.	・Dream C70 ・Dream C75 ・Benly JC58-Type ・Honda200 EK-Type	・Antarctic research expedition names base "Showa Base" in Antarctica. ・European Economic Community (EEC) Treaty signed. ・Cabinet approves the use of domestically produced cars. ・National Land Development Longitudinal Expressway Construction Law announced. ・Lingering recession (June 1957 - June 1958) ・World's second largest production of motorcycles (410,000 units) (including scooters)
1958	・Listed on the Osaka Stock Exchange. ・Listed on the Nagoya Stock Exchange. ・Opened high-speed test course on the banks of the Arakawa River in Saitama Prefecture.	・Dream CS71 ・Dream CS76 ・Super Cub C100 ・C95 ・Benly C90 ・General Purpose Engine VNC-Type	・Kanmon National Highway Tunnel opened. ・Bicycle tax abolished, tags eliminated. ・Bicycle cart tax abolished, new K-car tax established. ・Iwato economic boom begins. ・Nissin Foods launches world's first instant ramen noodles. ・Tokyo Tower completed.
1959	・Established Honda Fudosan (Real Estate) Kogyo. ・Entered the Isle of Man TT races for the first time, won the manufacturers' team prize in the 125cc class. ・Honda's first overseas subsidiary, American Honda Motor (AH), established in Los Angeles, U.S.A. ・RC160 (250 cc) dominated 1st to 3rd places in the 3rd All Japan Motorcycle Endurance Road Race (Asama Volcano Race). ・Decided to acquire land for construction of a new plant in Suzuka City, Mie Prefecture, Japan. ・Established Honda Kaihatu Kogyo Co.,Ltd. ・Super Cub C100 exported to the U.S.	・CB95 ・Dream CR71 Super Sports ・Benly CB92 Super Sports ・Benly CS92 ・Tiller F150 (Honda's first tiller)	・Metric system implemented replacing the Weights and Measures system. ・Japan Automobile Dealers Association established. ・Trade with the U.S. is in surplus for the first time since the end of World War II. ・The U.S. dollar - Yen exchange rate is floated. ・Ise Bay Typhoon causes extensive damage in many areas. ・Traffic accident fatalities exceed 10,000 for the first time.

Motorcycle


Juno K-Type


Juno KA-Type


Dream 4E-Type


Benly JA-Type

Automobile

Power Products


General Purpose Engine T-Type


Dream SB-Type


Dream SA-Type


Dream 6E-Type


Benly JB-Type


Benly JC56-Type


Honda200 EJ-Type


Dream ME-Type


Dream MF-Type


General Purpose Engine VN-Type


Dream C70


Dream C75


Benly JC58-Type


Honda200 EK-Type


Dream CS71


Dream CS76


Super Cub C100


C95


Benly C90


General Purpose Engine VNC-Type


CB95


Dream CR71 Super Sports


Benly CB92 Super Sports


Benly CS92


Tiller F150

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1960	・Completed construction of the head office building (nine stories high with two basement levels) at 6-5 Yaesu, Chuo-ku, Tokyo. ・Established Suzuka Factory and began Super Cub motorcycle production (automobile production began in 1967). ・Implemented companywide “My Record” reporting of thoughts, concerns and problems as step to and accumulation for professional system. ・Established Honda Engineering Standard (HES). ・R&D Center separated from Honda as Honda R&D Co., Ltd.	・Sports Cub C110 ・Dream CB72 Super Sports ・Dream CB77	・Government announces plans for trade and exchange liberalization. ・Japan-U.S. Security Treaty signed. ・Driver's license system for mopeds introduced. ・Organization of the Petroleum Exporting Countries (OPEC) formed. ・Cabinet meeting approves the National Income Doubling Plan, full-scale introduction of high-growth economic policies. ・Road Traffic Law enacted. ・Motorcycle production reaches 1.47 million units, ranked first in the world. ・20 Western nations sign a treaty establishing the Organization for Economic Cooperation and Development (OECD).
1961	・Established Motor Sports Land Co., Ltd. ・European Honda Motor (EH), a motorcycle sales company, established in Germany.(Honda's first local subsidiary in Europe) ・Dominates first five places in the 125cc/250cc classes of the Isle of Man TT races. ・Won manufacturers' title for the first time in the WGP 125cc/250cc classes. ・Tama Tech opens in Hino, Tokyo. ・Suzuka Factory exported parts sets for motorcycle knockdown kit production to Taiwan.	・CA100T Trail 50 (U.S. market) ・Hunter Cub C105H ・Juno M80 ・Dream CM72 ・Monkey Z100 (amusement park ride) ・Tiller F60 (Honda's first tiller)	・Kennedy elected as U.S. President. ・Excise Tax Law revised (reduced from 30% to 15% for 2000cc class). ・Soviet Union successfully launched and recovered the Vostok 1 human satellite ship. ・Ministry of International Trade and Industry (MITI) drafts the Temporary Measures Bill for the Promotion of Specified Industries (commonly known as the Specified Industry Promotion Bill), which calls for the creation of three groups of passenger car manufacturers (mass-produced cars, special passenger cars, and mini car production). ・East Germany constructs the Berlin Wall. ・Ministry of Finance tightens restrictions on overseas travel (to save foreign currency). ・Exports of motorcycles totaled 2.78 million units. Motorcycle manufacturers became more active in overseas markets. Automobile exports reach 2.57 million units.
1962	・Held contest for domestic light aircraft designs, organized by Asahi Shimbun, supported by the Ministry of International Trade and Industry and the Ministry of Transport, and co-sponsored by Honda R&D. ・Honda's first motorcycle knockdown production begins at San Yang Industry (SY) in Taiwan under a technical collaboration with Honda. ・Motor Sports Land Co., Ltd. renamed to Techniland Co., Ltd. ・Hamamatsu Factory received the Safety Excellence Award from the Minister of Labor. ・Began self-development fund system. ・Won manufacturers' championships in the WGP 125cc/250cc/350cc classes. ・Honda Motor (later Belgium Honda (BH)), a motorcycle production and sales company, established in Belgium. ・Saitama Factory Die&Machinery Division becomes independent company and is renamed Die&Machinery Factory ・Suzuka Circuit completed in Suzuka City, Mie Prefecture. ・SPORTS360/SPORTS500/T360 introduced at the 9th All Japan Motor Show. ・First All Japan Championship Road race Meeting held at Suzuka Circuit. Honda won 50cc/125cc/250cc/350cc classes. ・Representative office established in Singapore.	・CR110 Cub Racing (racing model with safety components) ・CR93 Benly Racing (racing model with safety components) ・C310 (Japan's first Europe-produced model - Belgium) ・Juno M85 ・Dream CL72 ・CR72Dream Racing (racing model) ・Port Cub C240	・Japan-U.S. GATT tariff agreement signed. ・YS11, a domestically produced airliner, completed. ・Technical Research Institute of the Ministry of Transportation conducts an experiment on safety belts for automobiles. National Police Agency and others consider legislation. ・MITI announces liberalization of trade in 230 items in its Import Disclosure (liberalization rate of 88%). ・Japan Automobile Federation (JAF) established. ・Ministry of Transport announces the number of automobiles owned in Japan exceeded 5 million. ・Tokyo is hit by a London-like high pollution smog.
1963	・Honda Kaihatsu's Automobile Department established Honda Driving School. ・EDR (European Depository Receipt) issued. ・Motorcycle production begins at Honda Motor in Belgium. First local production by a Japanese company in the European Economic Community (EEC)* ・Price-guessing quiz on the SPORTS500 compact sports car conducted in 16 newspapers nationwide (entries totaled 5,000). (Total number of applications received: 5,735,417) ・Saitama Factory begins production of Honda's first automobile, the T360 K-truck. ・Hamamatsu Factory begins production of the S500. ・Suzuka Factory received Minister of Labor's Safety and Progress Award. ・Sales of the T360, Honda's first production automobile, begins. ・Honda's 15th anniversary celebrated in Kyoto. ・Super Cub and Sports Cub received the Mode Cup in the U.K. as excellent products of the world. ・Saitama Factory and Hamamatsu Factory receive Minister of Labor's Health Excellence Award. ・Sales of the S500 (formerly SPORTS500 pre-sale) compact sports car begins. ・Recruited automobile distributors from motorcycle distributors nationwide.	・C200 ・Dream CP77 ・Monkey CZ100 (export model) ・T360 (Honda's first automobile-K-truck) ・S500 ・General Purpose Engine T10 (for engine classes) ・General Purpose Engine G20/G30	・Japan announces its intention to become a GATT Article 11 country (trade restrictions prohibited on the grounds of balance of payments). ・First Japanese Grand Prix car race held in Suzuka, Japan. ・Bill on Temporary Measures for the Promotion of Specific Industries is repealed. ・Meishin Expressway opens to traffic. ・Coastal Fisheries Promotion Act announced. ・President Kennedy assassinated in Dallas. ・Clean Air Act of 1963 enacted.

Motorcycle


Sports Cub C110


Dream CB72 Super Sports


Dream CB72 Super Sports


Hunter Cub C105H


Juno M80


Dream CM72


Monkey Z100

CR110 Cub Racing (racing model)

CR110 Cub Racing (with safety components)

CR93 Benly Racing (racing model)


CR93 Benly Racing (with safety components)


C310


Juno M85


Dream CL72


CR72Dream Racing


Port Cub C240

Automobile


T360


S500

Power Products


Tiller F60


General Purpose Engine T10


General Purpose Engine G30

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1964	・Announced entry in the Formula One World Championship (F1) in company newsletter. (Honda Company Newsletter No.99 “Participation in the 1964 Formula 1 Race”) ・AH“You Meet the Nicest People on a Honda” advertising campaign wins advertising award from the Western Advertising Association in the U.S. ・Honda France (FH), a sales company for motorcycles and power products, established in France. ・Recognized by the Ministry of International Trade and Industry as a company that contributes to exports. ・Honda SF (Service Factory) construction begins in locations throughout Japan. ・Entered F1 for the first time in Round 6, Germany, finished 13th with RA271. ・Asian Honda Motor (ASH) established in Thailand. ・Knockdown production of motorcycles begins at Atlas Autos (AHL) in Pakistan through technical collaboration. ・Techniland Suzuka Circuit Safe Driving Training Center opened, began training for motorcycle police officers and police car drivers. ・Implemented industry-first* two-year, 50,000 km long warranty system for motorcycles and automobiles. ・Opened Sayama Factory in Sayama City, Saitama Prefecture. Began operation of automobile production plant and industrial machinery plant. ・Honda Kaihatsu established car rental division (entered car rental business).	・CB160 ・Benly CB125 ・Super Cub C65 ・Sports Cub CS65 ・Super Cub CM90 ・Benly CS90 ・S600 ・T500 ・General Purpose Engine G45 ・Outboard Engine GB30 (Honda’s first outboard Engine) ・Generator E40 (Compact portable prototype, unreleased) ・Tiller F30	・Japan joins the OECD (Organization for Economic Cooperation and Development). ・IMF Executive Board approves Japan’s transition to an Article VIII country. ・Tokyo Olympics held. ・Tokaido Shinkansen begins service between Tokyo and Shin-Osaka. ・Yatabe High-Speed Testing Center in Yatabe, Ibaraki Prefecture, begins operations.
1965	・Automobile exports (S600) to Australia and Thailand begin. ・Thai Honda Manufacturing (TH), a joint venture for the production of motorcycles and power products, established in Thailand and begins production of power products (motorcycle production begins in 1967). ・Suzuka Factory achieves 6.2 million hours of Class 4 accident-free work. ・Suzuka Factory receives Minister of Labor’s Safety Excellence Award. ・Honda U.K. (HUK), a sales company, established in the U.K. ・Honda’s first F1 victory (RA272, Richie Ginther in Round 10, Mexico). ・Honda’s first showroom opened in Ikebukuro, Toshima-ku, Tokyo (inside the Tokyo Branch) as a business meeting room for dealers AHSSA (all Honda product sales service members).	・Dream CB450 ・Benly CD90 ・Benly CS50 ・L700 ・P700 ・S600 Coupe ・Generator E300 (Honda’s first generator) ・Generator E1000	・Basic Treaty between Japan and South Korea and four related agreements signed. ・Meishin Expressway opens to traffic, and construction of Tomei Expressway and Chuo Expressway begins. ・Installment Sales Act applied to automobiles. ・Number of driver’s license holders exceeds 20 million. ・Imports of complete passenger cars liberalized. ・Izanagi economic boom begins.
1966	・Honda Sales Research Co., Ltd. established as a “sales science company”. ・Honda Shinpan(Finance) CO.,Ltd. established. ・Honda Used Car Sales Co., Ltd. established. ・Won manufacturers’ championships in all five WGP classes* (first time in WGP history*): 50cc, 125cc, 250cc, 350cc, and 500cc. ・Braham Honda BT18 becomes first in F2 history* to win 11 consecutive races. ・S800 exports to North America, Europe, and other markets begin.	・Super Cub C50 ・Super Cub C90 ・Dream CL77 ・Benly CD125 ・Benly CL125 ・Benly CL90 ・Little Honda P25 ・L800 ・P800 ・S800 ・S800 Coupe ・Tiller F40 ・Tiller F50 ・General Purpose Engine GD90 (Diesel) ・Power Tiller F25 (Honda’s first Power Tiller) ・Tiller F90 (Diesel powered) ・Generator E3000(Diesel) ・Generator E80 ・General Purpose Engine G25 ・General Purpose Engine G40	・Total population of Japan surpasses 100 million according to the Ministry of Justice’s resident registration tally. ・Japan Automobile Appraisal Association established. ・First Three-Year Plan for Traffic Safety Facility Improvement Project focuses on safety and pollution issues. ・Automobile emission regulations implemented, including CO concentration of 3% or less.

Motorcycle


CB160


Benly CB125


Super Cub C65


Sports Cub CS65


Super Cub CM90


Benly CS90


Dream CB450


Benly CD90


Benly CS50

Super Cub C50


Super Cub C90


Dream CL77


Benly CD125


Benly CL125


Benly CL90


Little Honda P25

Automobile


S600


T500


L700


P700


S600 Coupe


L800


P800


S800


S800 Coupe

Power Products


General Purpose Engine G45


Outboard Engine GB30


Generator E40


Tiller F30


Generator E300


Generator E1000


Tiller F40


Tiller F50


General Purpose Engine GD90(Diesel)


Power Tiller F25


Tiller F90(Diesel powered)


Generator E3000(Diesel)


Generator E80


General Purpose Engine G25


General Purpose Engine G40

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1967	・N360, Honda's first k-car, is launched. ・N360 became the No.1* k-car in Japan within three months of its launch in May 1967. ・Motorcycle production begins at TH in Thailand. ・Honda's new RA300 with lightweight chassis wins F1 Round 9, Italy (John Surtees, Honda's second F1 victory). ・Suzuka Factory begins TN360 production (motorcycle production began in 1960). ・Honda withdraws from WGP at the end of the 1967 season.	・Monkey Z50M ・Benly CS125 ・Benly CL50 ・Benly SS50 ・N360 (Honda's first K-car) ・LN360 ・TN360 ・Water Pump W15A/W15B (Honda's first water pump) ・Generator E2000 ・Generator E600	・FMVSS (Federal Motor Vehicle Safety Standards) announced in the U.S. ・Alliance of Automobile Manufacturers and Japan Small Vehicle Manufacturers Association merge to form the Japan Automobile Manufacturers Association, Inc. ・The Kennedy Round of negotiations on tariff reductions is concluded among Japan, the U.S., the U.K., the EEC, and other major countries. ・Number of owned automobiles exceeds 10 million. ・European Community (EC) established. ・Basic Law on Pollution Control announced. ・Association of Southeast Asian Nations (ASEAN) formed. ・Automobile emission regulations (CO emissions of 25% or less) implemented for all vehicles. ・First Japan-U.S. Automotive Conference held. ・Japan overtakes West Germany to become the world's second largest automobile producer.
1968	・Cumulative motorcycle production reaches 10 million units (total since Dream D-Type production began in 1949). ・N360 exported to Italy, Southeast Asia, and other countries. ・Techniland Co., Ltd. renamed to Honda Land Co., Ltd. ・Honda Specialty Shop System launched. Approximately 4,000 Honda specialty dealers and 8,000 Honda shops established nationwide. ・Signed technical assistance agreement for local motorcycle assembly with Grubo Industrial Saltillo S.A. (Mexico) and Lambretta Locomotionales S.A. (Spain). ・Honda Specialty Shop Convention held at Suzuka Circuit, with 4,800 stores participating. ・N360/N600 exhibited at the Frankfurt Show and the Paris Auto Salon. ・Honda withdraws from F1 World Championship at the end of the 1968 season.	・Benly CD50/CD65 ・Dream CD250 ・Benly CD90 ・CT50 ・Benly CB125 ・Benly CL125 ・Dream CB250 ・Dream CB250 Export ・Dream CB350 ・Dream CB350 Export ・Dream CB450 ・Dream CL250 ・Dream CL350 ・Benly CL65 ・N360 AT ・N360 Sun roof ・N600E ・N360 T ・Tiller F40M ・Tiller F100 (Diesel powered) ・Tiller F80 ・General Purpose Engine GD100(Diesel) ・Water Pump W15 ・Outboard Engine GB40 ・Generator E1200/E1500	・Organization of Arab Petroleum Exporting Countries (OAPEC) formed. ・Basic Law on Consumer Protection announced. ・Air Pollution Control Law and Noise Regulation Law enacted. ・Automobile acquisition tax established (3% rate) ・Japan-U.S. automobile negotiations concluded.

Motorcycle


Monkey Z50M


Benly CS125


Benly CL50


Benly SS50

Automobile


N360


LN360


TN360

Power Products


W15A


E2000


E600


Benly CD50


Dream CD250


Benly CD90


N360 AT


N360 Sun roof


Tiller F40M


Tiller F100


CT50


Benly CB125


Benly CL125


N600E


N360 T


Tiller F80


General Purpose Engine GD100


Dream CB250


Dream CB250 Export


Dream CB350


Water Pump W15


Outboard Engine GB40


Dream CB350 Export


Dream CB450


Dream CL250


Dream CL350


Benly CL65

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1969	・Received approval from the Minister of Finance for the issuance of long-term Eurodollar bonds totaling $20 million. ・Established the “Maru-A” shop system, which specializes in Honda automobiles and mainly sells Honda products. ・Announced the start of knockdown production of the N600 and TN360 through a technical collaboration with San Yang Industry (SY) of Taiwan (Honda’s first overseas production of automobiles) ・Honda Australia (AUH), a sales company for Honda automobiles, established in Australia. ・Canadian Honda (CH), a sales company, established in Canada. ・CB750FOUR exports to the U.S. and Canada begin. ・Motorcycle production begins at Boon Siew (BSW) in Malaysia through a technical collaboration. ・Suzuka Circuit expands its safety driving school for government offices, companies, and schools to include public drivers. ・N360 knockdown production begins at Oriental Assemblers(OA) through a technical collaboration with Kah Motor(HKL) in Malaysia.	・Benly CL125 ・Benly CB125 ・Benly CD125 ・Little Honda PC50 ・Monkey Z50A ・Dream CB750FOUR ・Benly SL90 ・Dax Honda ST50 ・Dax Honda ST50 Export ・Dream CB450 Export ・Benly CS90 ・Super Cub C70 ・1300 77 / 1300 99 ・TN360 Snowla ・Tiller F28 ・Generator E100 ・Generator E800 ・General Purpose Engine G28 ・General Purpose Engine GT50/GT65	・Tomei Expressway opens. ・Foreign Capital Council decides to promote capital liberalization. ・Gross National Product (GNP) is announced as the world’s second largest, surpassing West Germany. ・U.S. Apollo 11 achieves the first manned moon landing. ・Ministry of Transport announces stricter emission regulations (CO_2 emissions of less than 2.5%). ・Ministry of Transportation enacts recall system into law.
1970	・200 CB750FOUR motorcycles used by the Metropolitan Police Department’s traffic riot police. ・First “Maru-A” store (Honda automobile specialty store) competition is held. ・Honda Used Car Sales Co., Ltd. renamed to Honda Chuhan Co., Ltd. ・Emission gas measurement and adjustment service conducted at Honda SFs throughout Japan. ・First Honda Idea Contest held at Suzuka Circuit. ・Honda Showroom Fukuoka opened. ・Export of N600 to U.S. mainland began (Hawaii in December 1969). ・The first 100% regular check-up campaign conducted (for automobiles). ・Open Point Operation concept, a system for selling automobiles, was announced. ・First export of 369 N360KF (French specification) to Italy announced ・Saitama Factory received the Safety and Progress Award from the Minister of Labor. ・Pollution Control Headquarters established. ・Honda Kaihatsu Kogyo Co., Ltd. renamed to Honda Kaihatsu Co.,Ltd ・Sayama Factory Machinery division becomes independent Honda Machinery Co., Ltd. ・AH begins donating 10,000 mini-trailers and other vehicles to the YMCA (Christian Youth Association) as part of its youth support activities. ・Traffic Safety Promotion Operations established. ・Suzuka Factory received the Health Effort Award from the Minister of Labor. ・Saitama Factory Moka branch established in Moka City, Tochigi Prefecture, and began operation.	・Dream SL350 ・Benly CB125S ・Benly CB90 ・Benly CD70 ・CB175 ・CL175 ・Benly CL90 ・Monkey 50Z ・Benly SL90 ・SL175 ・Benly CL50/CL70 ・Benly SS50 ・Dream CL450 ・Benly CB135 ・Benly CD125S ・Benly CL135 ・Benly SL125S ・US90 (U.S. market, Honda’s first 3-wheel buggy) ・NIII360 ・LNIII360 ・TNIII360 ・1300 Coupe 7/1300 Coupe 9 ・Z (water-cooled) ・Vamos Honda ・Binder T55 (dual direction dual-row) (manufactured by Honda affiliate Act Ace Co., Ltd.) ・General Purpose Engine G41	・World Exposition held in Osaka ・Photochemical smog became a social issue. ・Ministry of International Trade and Industry (MITI) decides to take measures against lead pollution (to achieve lead-free gasoline within five years). ・Government establishes Central Pollution Control Headquarters headed by the prime minister. ・HC regulations implemented (blow-by gas reducers became mandatory). ・Number of fatalities in traffic accidents reached a record high of 16,765. ・U.S. Clean Air Act of 1970 (commonly known as the Muskie Act) enacted.

Motorcycle


Benly CL125


Benly CB125


Benly CD125


Little Honda PC50


Monkey Z50A


Dream CB750FOUR


Benly SL90


Dax Honda ST50


Dax Honda ST50 Export


Dream CB450 Expor


Benly CS90


Super Cub C70


Dream SL350


Benly CB125S


Benly CB90


Benly CD70


CB175


CL175


Benly CL90


Monkey 50Z


Benly SL90


SL175


Benly CL50


Benly SS50


Dream CL450


Benly CB135


Benly CD125S


Benly CL135


Benly SL125S


US90

Automobile


1300 77


TN360 Snowla


NIII360


LNIII360


TNIII360


1300 Coupe 7


Z (water-cooled)


Vamos Honda

Power Products


Tiller F28


Generator E100


Generator E800


General Purpose Engine G28


General Purpose Engine GT50/GT65


Binder T55


General Purpose Engine G41

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1971	・Announced outline of the low-pollution CVCC (Combined Vortex-Controlled Combustion) engine. ・Suzuka Factory cumulative motorcycle production reached 10 million units in 10 years and 7 months. ・Completed Japan's first* comprehensive wastewater treatment plant using the activated sludge method at the Hamamatsu Factory. ・Established 10 Honda Training Centers nationwide for training in sales and service techniques. ・Participated in the Japan Experimental Safety Vehicle (ESV) development program. ・Established Honda Motor do Brasil (HDB) in Brazil. ・Developed and installed Japan's first* smokeless cupola (electrostatic precipitator to remove dust from casting furnaces) developed Sayama Factory ・Life equipped with water-cooled engine, wins the Car of the Year Award in the k-car category (organized by Motor Fan magazine). ・Motorcycle production begins through a technical collaboration with PT Federal Motor in Indonesia.	・Super Cub Deluxe C50DX/C70DX/C90DX ・News Cub 90 (newspaper delivery model) ・Dream CB500FOUR ・Benly CB50 --- ・Life ・Life(Automatic) ・Life Light Van ・Life Wagon ・Z (water-cooled) --- ・Outboard Engine 75TWIN/45TWIN	・Capital liberalization of automobiles and reduction of import tariffs begin. ・U.S. Department of Transportation announces mandatory use of airbags and other passive protection devices, or mandatory safety belt wearing warning devices. ・U.S. Environmental Protection Agency (EPA) determines automobile emission regulations in accordance with the U.S. Clean Air Act of 1970 (Muskie Act). ・Automobile Noise Regulation Law enacted. ・U.S. President Richard Nixon announces defense of the dollar's value. ・Smithsonian Agreement on the U.S. dollar / yen exchange rate revalued, fixed exchange rate ended. ・MITI requests measures to curb automobile exports to the U.S. ・Automobile weight tax newly established.
1972	・Overseas Safety Driving Promotion Committee established within the Traffic Safety Promotion Operations. ・ACT-A (ACT-L) and ACT-TRADING (ACT TRADING) established. ・Registered 9 programs / 17 projects as the New Honda Plan (NHP), aiming to strengthen the corporate structure to respond quickly to evolving times. ・Automobile specialty dealership system established, and compact specialty dealership system begins with the launch of the Civic. ・Honda SR becomes independent from Honda SF as Honda SR Co., Ltd. ・Honda driving school becomes independent from Honda Kaihatsu Co., Ltd. as Rainbow Motor School Co., Ltd. ・Full details of the CVCC engine announced. ・Suzuka Factory receives the Minister of Labor's Health Excellence Award. ・Civic 1200 exported to the United States. ・CVCC engine complies with U.S. Clean Air Act of 1970 (Muskie Act) emission standards in 1975 ・Signed CVCC engine technology licensing agreement with Toyota Motor Corporation. ・Honda SR (showroom) opens in Sapporo. ・Civic 1200GL receives Car of the Year award (organized by Motor Fan magazine).	・Dream SL250S ・Benly CB90JX ・Dream CB350FOUR ・Chaly ・Benly CB125 ・Elsinore CR250M (racing model) ・Mighty Dax Honda ST90 --- ・Life Touring ・TN-V ・Civic(2Door/3Door) ・Life Step Van ・145 ・145 Coupe ・Z(Hard Top) --- ・Binder Act (two-wheel single-row) (manufactured by Honda affiliate Act Ace Co., Ltd.)	・Sanyo Shinkansen service between Shin-Osaka and Okayama begins. ・Okinawa is returned to mainland Japan. ・Diplomatic relations between Japan and China established. ・Road Traffic Law revised, mandatory beginner's plate. ・Helmet use for motorcycles becomes mandatory. ・Federation of Automobile Manufacturers' Association established.

Motorcycle


Super Cub Deluxe C50DX


News Cub 90


Dream CB500FOUR


Benly CB50


Dream SL250S


Benly CB90JX


Dream CB350FOUR


Chaly


Benly CB125


Elsinore CR250M


Mighty Dax Honda ST90

Automobile


Life


Life(Automatic)


Life Light Van


Life Wagon


Z (water-cooled)


Life Touring


TN-V


Civic(2Door)


Life Step Van


145


145 Coupe


Z(Hard Top)

Power Products


Outboard Engine 75TWIN


Binder Act (two-wheel single-row)

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1973	・Saitama Factory and Sayama Factory merged as Saitama Factory's Sayama Plant and Wako Plant. ・Saitama Factory Wako Plant achieved 6.8 million hours of Class 4 accident-free operation. ・Auto-industry first* powder coating equipment begins operation at Saitama Factory Sayama Plant. ・Motor Recreation Promotion Center established. ・Honda ESV unveiled at the 4th International ESV Conference. ・CVCC engine developer receives the Science and Technology Agency Director-General's Award. ・Civic 145 and 145 Coupe equipped with continuously variable automatic transmission (CVT). ・First Motor Sports Festival held at Suzuka Circuit. ・RSC (Racing Service Center) established. ・Mariwasa Honda, a motorcycle production and sales joint venture, established in the Philippines. ・Suzuka Factory achieves 10.2 million hours of Class 4 accident-free operation. ・Rainbow Motor School opens Traffic Education Center in Fukuoka, Japan. (First Traffic Education Center.) ・P.T. Honda Federal (HFJ), a motorcycle parts production joint venture, established in Indonesia. ・Saitama Factory Wako Plant receives the Minister of Labor's Safety Excellence Award. ・25th anniversary events held at Arakawa Test Course and other locations. ・Act Maritime Co., Ltd., a car carrier shipping company, established. ・Soichiro Honda and Takeo Fujisawa retire and Kiyoshi Kawashima becomes Honda's second president. ・The first Honda Motor Recreation National Convention held at Suzuka Circuit, bringing together motorcycle users. ・Honda R&D's motorcycle development division becomes independent as Honda R&D Asaka R&D Center. ・Soichiro Honda, Chief Advisor, is awarded the Order of Honorary Citizen of Tenryu City, Shizuoka Prefecture. ・HSTC, a training program for service technicians from overseas, begins. ・Civic 1200GL AT won Car of the Year award (organized by Motor Fan magazine).	・Novio PM50 ・Bials TL125 ・Elsinore CR125M (racing model) ・Elsinore MT125 ・Elsinore MT250 ・Benly CD50/CD70/CD90/CD125 ・Nauty Dax Honda CY50 ・Dream CB250T ・Dream CB360T ・Life Pick Up ・Civic(4Door) ・Civic CVCC(4Door) ・Tiller F42 ・Binder Act (one-wheel single-row) (manufactured by Honda affiliate Act Ace Co., Ltd.) ・Generator ER1200 ・General Purpose Engine G42 ・General Purpose Engine GS65 ・Generator EM3000 ・Generator EM5000/ET5000 ・Generator EM300 ・Rice Transplanter Act (dual-row) (manufactured by Honda affiliate Act Ace Co., Ltd.) ・Water Pump W20/W30	・International currency crisis, Smithsonian monetary system collapses, yen surges, Japan moves to floating exchange rate system. ・Ministry of Transport implements 1973 emission regulations. ・Preferential taxation system for low-emission vehicles (excise tax, etc.) ・Inflation and economic recession caused by the first oil crisis. ・Vehicle inspection for k-cars mandated. ・Fourth Middle East War begins. ・Government decided on emergency oil measures (voluntary restraint on private car use, etc.).
1974	・Honda del Perú (HDP), a motorcycle sales company, established in Peru. ・Honda Switzerland (SH), a motorcycles and power products sales joint venture, established in Switzerland. ・Honda Sales Research Co., Ltd. consolidates operations to Honda and is dissolved. ・Honda Machinery Co., Ltd. expands, established as Honda Engineering Co., Ltd. ・Head office relocated from Yaesu, Chuo-ku to 6-27-8 Jingumae, Shibuya-ku, Tokyo. ・Honda SR (showroom) opens in Sendai, Japan. ・Honda Fujisawa Memorial Foundation International Association of Traffic and Safety Engineers established. ・Announced suspension of k-car production. ・Honda Used Car Sales Co., Ltd. renamed as Honda International Sales Co., Ltd. (HISCO) as Ford automobile sales begin. ・Export vehicles with CVCC engines pass EPA (U.S. Environmental Protection Agency) emissions tests. ・Civic CVCC exports to U.S. begin. ・Civic CVCC GF wins Car of the Year award (organized by Motor Fan magazine) for the third consecutive year.	・Dream CB550FOUR ・Monkey Z50J ・Novio ・Dream CB400FOUR ・Dream CB500T ・Civic RS(2Door/3Door) ・Civic Van	・Domestic automakers continue to raise sales prices due to soaring petroleum prices. ・Major increases in automobile acquisition tax and weight tax. ・Ministry of Transportation revises safety standards (mandatory 3-point seat belts for front seats, etc.).

Motorcycle


Novio PM50


Bials TL125


Elsinore CR125M


Elsinore MT125


Elsinore MT250


Benly CD50


Nauty Dax Honda CY50


Dream CB250T


Dream CB360T

Automobile


Life Pick Up


Civic(4Door)


Civic CVCC(4Door)

Power Products


Tiller F42


Binder Act (one-wheel single-row)


Generator ER1200


General Purpose Engine G42


General Purpose Engine GS65


Generator EM3000


Generator ET5000


Generator EM300


Rice Transplanter Act (dual-row)


Water Pump W20


Dream CB550FOUR


Monkey Z50J


Monkey Z50J


Civic RS(3Door)


Civic Van


Dream CB400FOUR


Dream CB500T

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1975	・Automobile production begins at Prospect Motor (PM) in Indonesia through technical collaboration. ・World's first* U.S. dollar-denominated straight corporate bonds by a private company totaling $25 million issued in Beirut. ・CVCC comprehensive patent approved and published in the U.S. ・Moto Honda da Amazonia (HDA), a motorcycle production joint venture, established in Brazil. ・Gold Wing GL1000 launched in the U.S. (production began in 1974 at the Saitama Factory Sayama Plant).	・Elsinore CR250M (racing model) ・Bials TL250 (racing model) ・XL125 ・XL250 ・Benly CB125JX ・Dream CB550FOUR-II ・Dream CB750FOUR-II ・Gold Wing GL1000 (export model) ・Civic CVCC(2Door/3Door/4Door) ・TN -7 ・Tiller F20 ・Generator E800 ・General Purpose Engine G35/G80	・Unleaded gasoline begins. ・Ministry of Transportation implements 1975 emission regulations. ・Vietnam War ends. ・Motorcycle license system changes, restrictions to small and medium-sized motorcycles begins. ・First summit of industrialized nations held in France.
1976	・Kumamoto Factory begins operation. ・Motorcycle production begins with IAP Industriare(Italy) through technical collaboration. (CB125S) ・Asian Auto Parts (AAP), a joint venture for the production of motorcycles and power product parts, established in Thailand. ・Civic production begins at New Zealand Motor Co., Ltd. ・Honda International Technical School opens to foster basic knowledge and expertise in motorcycle and automobile maintenance techniques. ・Cumulative production of the Civic series reaches 1 million units in the four years since its launch. ・Established a mutually complementary system for overseas production parts in Southeast Asia. ・Honda Parts&Accessories R&D Co.,Ltd. established. ・Won all five rounds of the European Endurance Road Race Championship including the 24 Hours of Bol d'Or.	・Elsinore CR125M II (racing model) ・Bials TL50 ・Benly CB50JX ・Road Pal ・Dream CB400FOUR-I ・Dream CJ250T ・Dream CJ360T ・Nauty Dax ・XE50/XE75 ・CG125 (first regional model made in Brazil) ・Accord CVCC ・Civic CVCC(4Door) ・Civic CVCC GF-5 ・Combine TM500 (Honda's first combine) ・Harvester TM400 (Honda's first harvester) ・Tiller F400 ・Tiller F650 ・Snow Thrower Act Snow Sweeper S-8 (manufactured by Honda affiliate Act Ace Co., Ltd.) ・Water Pump WA20 ・Power Tiller F700 ・Generator E2800 ・ Act Wara-Cuba M01 rice straw compression molding machine (manufactured by Honda affiliate Act Ace Co., Ltd.) ・Act Flipper 19 outboard motor boat (manufactured by Honda affiliate Act Ace Co., Ltd.) ・GV35 general-purpose engine for lawnmowers (export model)	・Revision of safety standards for K-cars goes into effect (size increased to 550cc displacement). ・10-mode fuel economy announcement system begins. ・Automobile Fair Trade Council mandates manufacturers and dealers to clearly state standard price of new vehicles.

Motorcycle


Elsinore CR250M


Bials TL250


XL125


XL250


Benly CB125JX


Dream CB550FOUR-II


Dream CB750FOUR-II


Gold Wing GL1000


Elsinore CR125M II


Bials TL50


Benly CB50JX


Road Pal


Dream CB400FOUR-I


Dream CJ250T


Dream CJ360T


Nauty Dax


XE50


CG125

Automobile


Civic CVCC(3Door)


TN-7


Accord CVCC


Civic CVCC(4Door)


Civic CVCC GF-5

Power Products


Tiller F20


Generator E800


General Purpose Engine G35/G80


Combine TM500


Harvester TM400


Tiller F400


Tiller F650


Snow Thrower Act
Snow Sweeper S-8


Water Pump WA20


Power Tiller F700


Generator E2800


Act Wara-Cuba M01
rice straw compression
molding machine


Act Flipper 19
outboard motor boat

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1977	・Listed on the New York Stock Exchange (NYSE). Capital increased to 28.05 billion yen due to ADR (American Depository Receipts) issuance. ・Civic ranked first in the EPA/FEA (U.S. Environmental Protection Agency/Federal Energy Agency) 1977 model year vehicle fuel economy tests for four consecutive years. ・First consolidated financial results announced. ・The first Japan Safety Club Meeting 77 held, bringing together motorcycle users from all over Japan. (Suzuka Circuit) ・Announced construction of 217-acre (878,200 m2) motorcycle production plant in Ohio, U.S.A. ・Honda Foundation established by Soichiro Honda and younger brother Benjiro Honda. ・First NH Circle company-wide convention held.	・Benly CB125T-I ・Benly CD125T ・R&P ・Eara ・Dream CB550FOUR-K ・Dream CB750FOUR-II ・Dream CB750FOUR-K ・Varie ・Hawk II CB400T ・Hawk CB250T ・Wing GL500 ・Elsinore CR250R (racing model) ・TN-Acty ・Accord CVCC(Saloon) ・Outboard Engine 75/100 ・General Purpose Engine G150 ・General Purpose Engine G200 ・Tiller F400 ・Binder Act TB600 (two-wheel dual-row) (manufactured by Honda affiliate Act Ace Co., Ltd.) ・Act Snow Sweeper S35/S80 snow thrower (manufactured by Honda affiliate Act Ace Co., Ltd.) ・Generator E1200 ・Generator E800 ・Generator ER1200 ・Generator ES2800 ・Tiller F600 ・Water Pump WA30	・U.S. Motorcycle Emission Regulations begin. ・U.S. Department of Transportation announces fuel economy standards. ・200 nautical miles exclusive economic zone begins. ・Japan's first geostationary meteorological satellite Himawari launched. ・Exports of automobiles exceeded 4 million units, reaching a record high of 4.35 million units. Exports of motorcycles reached a record high of approximately 4 million units.

Motorcycle


Benly CB125T-I


Benly CD125T


R&P


Eara


Dream CB550FOUR-K


Dream CB750FOUR-II


Dream CB750FOUR-K


Varie


Hawk II CB400T


Hawk CB250T


Wing GL500


Elsinore CR250R

Automobile


TN-Acty


Accord CVCC(Saloon)

Power Products


Outboard Engine 75/100


General Purpose Engine G150


General Purpose Engine G150


Tiller F400


Binder Act TB600 (two-wheel dual-row)


Act Snow Sweeper S35 snow thrower


Generator E1200


Generator E800


Generator ER1200


Generator ES2800


Tiller F600


Water Pump WA30

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1978	・Honda of America Manufacturing (HAM), a motorcycle production company, established in the U.S. ・Honda Europe (HE), an automobile logistics company, established in Belgium. ・Honda Motor de Argentina S.A. (HAR) established in Argentina. ・Honda Verno, a new automobile sales channel in Japan, begins operations.	・Palfray ・Benly CM125T ・Hawk CB400T (with Hondamatic) ・Wing GL400 ・Benly CB125T ・Hawk IICB400T ・Hawk CB250T ・Chalet ・Paldin ・Palholiday ・XL250S ・Hawk III CB400N ・XL125S ・XR80 (racing model) ・CR125R (racing model) ・Gorilla ・CB750K ・Monkey ・Civic(2Door/3Door/5Door) ・Accord CVCC(Hatch Back/Saloon) ・Prelude ・Lawnmower HR21 (Honda's first lawnmower) ・General Purpose Engine G300 ・General Purpose Engine G400 ・Tiller F800 ・Tiller F850/F950 ・Generator E3600/E2000/E2800/ES2000/ ES2800/ET3600 (portable)	・MITI provides administrative guidance to curb automobile exports. ・1978 exhaust gas regulations (Japanese version of the Muskie Law) applied to new models. ・Tariffs on imported passenger cars eliminated. ・New Tokyo International Airport (Narita Airport) opens. ・China decides on reform and open-door policy (transition to a market economy).
1979	・Tochigi Proving Ground (PG), an automotive testing center, established. ・Honda R&D's power products development becomes independent, established as Honda R&D Asaka East R&D Center. ・Honda Manufacturing Nigeria (HMN), a motorcycle production company, established in Nigeria. ・Honda returns to WGP. NR500 debuts at the British GP. ・HAM Marysville motorcycle production plant in the U.S. begins operations. (CR250R) ・Honda wins first title in Motocross World Championship series 500cc class (RC500M, Graham Noyce) ・Technology licensing agreement signed with British Leyland (BL) in the U.K. for Honda Ballade and TRIUMPH ACCLAIM.	・CB650 ・Dax ・MB50 ・Wing GL400 Custom/GL500 Custom ・CB750F ・MT50 ・XL500S ・Hawk CB250N ・CM400T ・Caren ・CR80R (racing model) ・Civic(3Door/5Door) ・Civic Van ・Acty Van ・Generator EX400/EM400/ED300	・Second oil crisis ・U.S. and China establish diplomatic relations. ・Tokyo Summit of the European Union and the United States opens. ・Sony introduces the Walkman. ・Energy Conservation Law enacted.

Motorcycle


Palfray


Benly CM125T


Hawk CB400T


Wing GL400


Benly CB125T


Hawk IICB400T


Hawk CB250T


Chalet


Paldin


Palholiday


XL250S


Hawk III CB400N


XL125S


XR80


CR125R


Gorilla


CB750K


Monkey


CB650


Dax


MB50


Wing GL400 Custom


CB750F


MT50


XL500S


Hawk CB250N


CM400T


Caren


CR80R

Automobile


Civic(5Door)


Accord CVCC(Hatch Back)


Prelude


Civic


Civic Van


Acty Van

Power Products


Lawnmower HR21


General Purpose Engine G300


General Purpose Engine G400


Tiller F800


Tiller F850


Generator E3600


Generator EX400

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1980	・Accord achieves cumulative production of 1 Million Units. ・HAM announced plans to build an automobile production plant in the U.S. ・American Honda Finance Company (AHFC) established in the U.S. ・Sales (non-consolidated) reach 1,069.44 billion yen. ・Honda España, a motorcycle import and sales company, established in Spain. ・Civic 1300 equipped with a CVCC-II engine with maximum output of 72 hp. ・Rainbow Motor School established Traffic Education Center Rainbow Saitama. ・Honda wins first title in the motorcycle Endurance World Championship series. ・Honda Belgium Foundation established in Belgium.	・MB-8 ・CB250RS ・CB650 Custom ・XL50S ・XL80S ・Super Cub C90 ・Racoon ・CB125JX ・Humming ・750 Custom Exclusive ・Super Hawk III ・Super Hawk ・Tact ・Benly CD90 ・CM250T ・CR125R (racing model) ・CR250R (racing model) --- ・Civic Coutry ・Quint ・Accord(Hatch Back/Saloon) ・Prelude ・Ballad ・Civic --- ・General Purpose Engine G100 ・Mini Tiller Comame F200 ・Generator Denta EX400NT (for tea plantations) ・Snow Thrower HS35 (Honda's first snow thrower) ・Generator Denta EM400 (for shiitake mushrooms / Shirasu)	・Tariffs on auto parts imports eliminated in principle. ・MITI Sets guidelines for automobile exports to the U.S., requests voluntary restraint. ・JAMA announces automobile production has surpassed 10 million units, making Japan the world's largest producer of automobiles. ・Automobile exports reach 5.96 million units, world's largest, for sixth year in a row.

Motorcycle


MB-8


CB250RS


CB650 Custom


XL50S


XL80S


Super Cub C90


Racoon


CB125JX


Humming


750 Custom Exclusive


Super Hawk III


Super Hawk


Tact


Benly CD90


CM250T


CR125R (racing model)


CR250R (racing model)

Automobile


Civic Coutry


Quint


Accord(Hatch Back)


Prelude


Ballad


Civic

Power Products


General Purpose Engine G100


Mini Tiller Comame F200


Generator Denta EX400NT


Snow Thrower HS35


Generator Denta EM400

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1981	・Honda Manufacturing Nigeria (HMN) is established as a joint venture with Leventis in Nigeria. Production of motorcycles begins. ・Consorcio Nacional Honda (CNH) established (financing for dealers and users). ・Brazil HDA begins mass production of alcohol-powered motorcycles (CG125). ・Honda retirees form Honda Club. ・First domestic production of the Franz System, a driving aid for people with bilateral upper limb disabilities, is completed (Civic). ・Listed on the London Stock Exchange. ・The first Honda Econopower fuel economy competition held in Suzuka and Okegawa, Saitama Prefecture. Winning teams recorded 292.5 km/L (Suzuka) and 621.8 km/L (Okegawa). ・Honda Electro-Gyrocator announced (world's first* map-based car navigation system for automobiles). ・Civic exceeds 40-mile-per-gallon in the 1982 model year vehicle fuel economy test conducted by the EPA (U.S. Environmental Protection Agency). First time* for a gasoline vehicle. ・Honda Sun established as special-treatment subsidiary. ・Triumph Acclaim, a Ballade-based vehicle produced under license by BL in the U.K., launched in the U.K. ・Belmar Parts Industries (BPI), an automobile parts production company, established in the U.S., with capital investment from AH, Tokyo Seat Corporation, and Sankei Giken Kogyo Co., Ltd.	・Chaly 50/70 ・Super Cub 50 ・Silk Road ・Ihatovo ・CB750F ・CB750Custom ・Tact Fullmark ・CT110 ・Squash ・250T LA Custom/250T Master ・ATC110 (3-wheel buggy) ・ATC185S (3-wheel buggy) ・ATC200 (3-wheel buggy) ・ATC70 (3-wheel buggy) ・CBX400F ・XL250R ・Stream (Honda's first 3-wheel scooter) ・Motocompo ・CX500 TURBO (export model) ・CG125AL (made in Brazil - alcohol-powered model) ・CG125 (First Nigeria-manufactured regional model) ・Acty Van High roof ・Acty Street High roof ・Accord(Saroon/Hatch Back) ・Vigor(Saroon/ Hatch Back) ・Triumph Acclaim (made by BL as licensed mass-production model of the Ballade, sold in U.K.) ・City ・City Pro ・Outboard Engine BF75/BF100 ・Mini Tiller Comame F200M for Home / F200N for Paddy Fields / F200 P for tea Fields ・Generator EB1500/EB2000 ・Generator EM1500/EM2000 ・General Purpose Engine G100 (for seaweed pickers) ・Generator EC1500/EC2000 ・Snow Thrower Act Snow Sweeper S35A (Honda affiliate Act Trading product) ・Generator EB2800/EB3800 ・Generator EMS2800/EMS3800 ・Lawnmower HR17	・Voluntary regulation limiting exports of passenger cars to the U.S. to 1.68 million units per year begins. ・World's No. 1 automobile production for the second year in a row, and record-high motorcycle production of 7.41 million units. ・Automobile exports exceeded 6 million units, a record high. Motorcycle exports reached 4.36 million units, a record high.

Motorcycle


Chaly 50


Super Cub 50


Silk Road


Ihatovo


CB750F


CB750Custom


Tact Fullmark


CT110


Squash


250T LA Custom


ATC110


ATC185S


ATC200


ATC70


CBX400F


XL250R


Stream


Motocompo


CX500 TURBO


CG125AL

Automobile


Acty Van High roof


Acty Street High roof


Accord(Saroon)


Vigor(Saroon)


Triumph Acclaim


City


City Pro

Power Products


Outboard Engine BF75


Mini Tiller Comame F200M for Home


Generator EB1500


Generator EM1500


General Purpose Engine G100


Generator EC1500


Snow Thrower Act Snow Sweeper S35A


Generator EB2800


Generator EMS2800


Lawnmower HR17

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1982	・Motorcycle production begins through a technical collaboration with jaling machinery factory (a state-owned motorcycle production company). ・Kumamoto Factory receives the Minister of International Trade and Industry Award for its energy-saving activities. ・Honda R&D launches Wako R&D Tochigi Research Laboratory. ・Signed technology licensing agreement for motorcycles with Montesa S.A. of Spain. ・Saitama Factory Moka Plant begins engine assembly. ・Rainbow Motor School opens Traffic Education Center Rainbow Hamanatsu ・Honda Racing Corporation (HRC) established to manage Honda's racing activities. ・Cumulative domestic sales of the Mini-Tiller F200 Comame reach 100,000 units in the first two years and seven months after its launch*. ・Production of Ballade begins at United Car and Diesel Distributors (UCDD) in South Africa. ・Prelude is equipped with Honda's proprietary four-wheel antilock braking system, the first Japanese-made vehicle with the system*. ・The Accord, HAM's first vehicle products at the HAM production line in the U.S., rolls off the production line. (first passenger car produced locally in the U.S. by a Japanese automobile manufacturer*).	・CB650 Luxury Custom ・Runaway ・MBX50 ・MTX50 ・XL125R ・Lead 50 ・Lead 80 ・CB400 Luxury Custom ・CX-EURO ・VF750 Sabre ・VF750 Magna ・XL400R ・Super Cub50 ・Sky ・Spacy ・125T Master ・CB125T ・FT400/FT500 ・MCX50 ・VT250F ・Motra ・CBX400F Integra/CBX550F Integra ・XL250R(Paris-Dakar) ・CB750F Integra ・250T Master S・D ・Tact/Tact Fullmark ・CR250R/CR125R/CR80R (racing models) ・QR50 (racing model) ・XL200R ・Gyro X ・Spacy 80 ・MTX125R ・CB125JX ・CBX650 Custom ・NV750 Custom ・VF750F ・VF400F ・Lead 125 ・City Turbo ・Prelude ・Generator EV4000 (vehicle-mounted) ・Generator EX5000/ES6000 ・Snow Thrower HS50"	・Philips begins production of the world's first CD (jointly developed with Sony). ・Tohoku Joetsu Shinkansen begins service. ・Chuo Expressway opened.

Motorcycle


CB650 Luxury Custom


Runaway


MBX50


MTX50


XL125R


Lead 50


Lead 80


CB400 Luxury Custom


CX-EURO


VF750 Sabre


VF750 Magna


XL400R


Super Cub50


Sky


Spacy


125T Master


CB125T


FT400


MCX50


VT250F


Motra


CBX400F Integra


XL250R(Paris-Dakar)


CB750F Integra


250T Master S・D


Tact


CR250R (racing models)


QR50 (racing model)


XL200R


Gyro X


Spacy 80


MTX125R


CB125JX


CBX650 Custom


NV750 Custom


VF750F


VF400F


Lead 125

Automobile


City Turbo


Prelude

Power Products


Generator EV4000 (vehicle-mounted)


Generator EX5000


Snow Thrower HS50

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1983	・Honda announced entry into the F1 World Championship ・Suzuka Factory achieves 2.5 million hours without accident. ・Signed agreement with BL of the U.K. to jointly manufacture automobiles. (Honda Legend for Europe produced in the U.K. in 1985, the Rover 800 produced in the U.K. in 1986, and the Rover Stirling produced in Japan in 1987.) ・Hamamatsu Factory Power Products Plant completed. ・Singapore Safety Driving Center (SSDC) established in Singapore (training began in April 1985 for motorcycles and September 1985 for automobiles). ・Spirit-Honda 201C, powered by the RA163E 1.5-liter V6 turbo engine, competes in Round 9, Britain, in the F1 World Championship for the first time. ・Honda Power Equipment Manufacturing (HPE), a power products manufacturing company, established in the U.S. ・Honda Human Jamboree '83, an event commemorating Honda's 35th anniversary, held at Suzuka Circuit, attracting around 20,000 visitors. ・Honda Parts&Accessories R&D Co.,Ltd. renamed as Honda Accessories R&D. ・Development team for the module transfer machine received the 1983 Technical Award from the Japan Society of Precision Engineers. ・Kiyoshi Kawashima retires from the company and is appointed as the Chief Advisor to the Board of Directors. Tadashi Kume becomes Honda's third president. ・Civic / Ballade series win 1983-1984 Japan Car of the Year awards. ・Honda wins first riders' title in the WGP 500cc class. (NS500, Freddie Spencer)	・MTX200R/MTX80R/MTX50R ・MVX250F ・Super Cub 50 Super Custom/Super Cub 50 ・Tacty ・CBX400 Custom ・CX Custom ・MBX125F ・NV400 Custom ・NV400SP ・XL125R Paris-Dakar ・Spacy 125 Striker ・Tact Courreges ・TL125/TLR200 ・XLX250R ・Express ・Joy ・Leader ・CBX250RS ・Just ・MBX80 Integra ・VT250F Integra ・Wing Interstate ・Vocal ・XLV750R ・ATC200X/ATC110 (3-wheeled buggy) ・Eve ・CBR400F ・CBX750F ・GB250 Clubman ・TLM50 ・Beat ・Flush --- ・TN Acty/Acty Van(4WD) ・Ballade Sports CR-X ・Civic(3Door/4Door/5Door Shuttle) ・Civic Pro ・Ballade(4Door) ・City TurboII --- ・Generator EX750/EX750NT for tea fields ・General Purpose Engine GX110/GX140 ・Tiller F310 ・Generator EB1200X/EB1500X/EB2000X ・Generator EM1500X/EM2000X ・Generator ET5000Z ・Generator EW170 (welding / generator) ・Power Tiller F410/F510 ・Generator EC900X/EC1200X/EC1500X/EC2000X ・Tiller F610/F660 ・Water Pump WB20X/WB30X	・Chugoku Expressway opened. ・Road Trucking Vehicle Law with 3-year vehicle inspections enacted. ・High-octane unleaded gasoline goes on sale. ・Speed warning devices made mandatory for all Class 1 mopeds.

Motorcycle


MTX200R


MVX250F


Super Cub 50 Super Custom


Tacty


CBX400 Custom


CX Custom


MBX125F


NV400 Custom


NV400SP


XL125R Paris-Dakar


Spacy 125 Striker


Tact Courreges


TLR200


XLX250R


Express


Joy


Leader


CBX250RS


Just


MBX80 Integra


VT250F Integra


Wing Interstate


Vocal


XLV750R


ATC200X


Eve


CBR400F


CBX750F


GB250 Clubman


TLM50


Beat


Flush

Automobile


TN Acty(4WD)


Ballade Sports CR-X


Civic(3Door)


Civic(4Door)


Civic Pro


Ballade(4Door)


City TurboII

Power Products


Generator EX750


General Purpose Engine GX110


Tiller F310


Generator EB1200X


Generator EM1500X


Generator ET5000Z


Generator EW170


Power Tiller F410


Generator EC900X


Tiller F610


Water Pump WB30X

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1984	・Signed joint venture agreement with India's Hero Group to produce motorcycles, and established Hero Honda Motors Limited (HHML). ・Kinetic Honda Motor Ltd. (KHM), a joint venture for the production and sale of motorcycles (scooters), established with Kinetic Engineering Ltd. ・Motorcycle production at Sayama Plant ended, transferred to Hamamatsu Factory. ・Soichiro Honda, Chief Advisor, receives the Mie Prefecture Citizens Medal of Merit. ・Consignment production of automobiles begins at Bangchan General Assembly (BGAC) in Thailand. ・Honda Service Co.,Ltd. (HSG) is established by integrating the domestic service and parts supply functions and Honda SF Co., Ltd. ・Williams-Honda wins Round 9, Dallas, in the F1 World Championship (Williams-Honda FW09, Keke Rosberg). First victory as an engine supplier. ・Honda Clio, a new dealership sales channel for automobiles in Japan, begins operations. ・HPE in the U.S. starts operations, production of lawnmowers begins. ・Honda R&D North America (HRA) established as a research and development base for automobiles in North America. ・First NH Circle World Championship held at Suzuka Circuit. ・Honda of Canada Manufacturing (HCM) established in Canada. ・Honda SR Co.,Ltd. is dissolved.	・VF400F Integra ・CBX750 Horizon ・VT250F ・Eve Smile ・People ・CBX125F ・CBX125F Custom ・NS250F ・NS250R ・Tact/Tact Fullmark ・ATC70/110/200X (3-wheeled buggy) ・Road Fox ・CBR400F Endurance ・Spacy 250 Freeway ・VT250Z ・Lead Super Deluxe ・Monkey (gold-plated) ・ATC250R (3-wheeled buggy) ・City Cabriolet ・Civic Si ・Ballade Sports CR-X Si ・Civic Shuttle(4WD) ・Generator EX550 ・Mini Tiller Standard Comame F210(K)/ Comame F210(KS) with cell starter/ Rotary I Comame F210R1(KR1)/ Rotary II Comame F210R2(KR2)/ Comame F210(Q) for Orchards/ Comame F210(P) for Tea fields/ Comame F210(L) for making ridges ・Water Pump WB10/WB15 ・Outboard Engine BF20 ・Lawnmower HRA214 ・Water Pump WH15X/WH20X (high-pressure) ・Snow Thrower HS55 ・Snow Thrower HS70 ・Generator EC550 (with carrying handle) ・Generator EC550 (with full frame)	・Excise tax, automobile tax, and k-car tax raised. ・Number of automobile driver's license holders exceeds 50 million.

Motorcycle


VF400F Integra


CBX750 Horizon


VT250F


Eve Smile


People


CBX125F


CBX125F Custom


NS250F


NS250R


Tact


ATC70


Road Fox


CBR400F Endurance


Spacy 250 Freeway


VT250Z


Lead Super Deluxe


Monkey


ATC250R

Automobile


City Cabriolet


Civic Si


Ballade Sports CR-X Si


Civic Shuttle(4WD)

Power Products


Generator EX550


Mini Tiller Comame F210(KS) with cell starter


Comame F210(P) for Tea fields


Water Pump WB15


Outboard Engine BF20


Lawnmower HRA214


Water Pump WH20X


Snow Thrower HS55


Snow Thrower HS70


Generator EC550 (with carrying handle)


Generator EC550 (with full frame)

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1985	・Honda Primo dealership operations begin, bringing the number of domestic automobiles sales channels to three. ・Successful mass production and commercialization of FRM* aluminum connecting rods for automobiles. *Fiber-reinforced metal materials ・Honda of the UK Manufacturing (HUM) established in the U.K. ・Shriram Honda Power Equipment (SHPL), a joint venture for the production of power products, established in India. ・Honda France Industriale (HFI), a power products production company, established in France. ・Production begins at HAM Anna Motorcycle Engine Plant (AEP) in the U.S. ・Cumulative production of power products reaches 10 million units. ・Kibo-no-Sato Honda Co., Ltd. as special-treatment subsidiary, established. ・Production of the Acty series of k-commercial-cars consigned to Yachiyo Industry. ・Headquarters relocated to newly completed Honda Aoyama Building at 2-1-1 Minami-Aoyama, Minato-ku, Tokyo. ・Production begins at HHML motorcycle production plant in India. ・Honda de Mexico S.A. de C.V. (HDM) established in Mexico. ・Honda Fukuoka Building construction completed. ・Honda Components da Amazonia established in Brazil. ・The Accord / Vigor series win the 1985-1986 Japan Car of the Year award.	・MTX200R2 ・CBX250S ・TLM200R ・DJ-1 ・XLR250R ・XR250R (racing model) ・Rebel ・CBX750F Bol d'or ・NS400R ・Gorilla ・Monkey ・Eve Pax/Eve Pax S ・Lead 80SS ・GB400 Tourist Trophy/GB500 Tourist Trophy ・ATC250R/ATC200X (3-wheeled buggy) ・CBR400F ・GB400 Tourist Trophy MkII ・XL600R Pharaoh ・ATC125M (3-wheeled buggy) ・MTX50R ・Gyro Up ・TRX200SX/TRX70 (4-wheeled buggy) ・Quint Integra(3Door/ 5Door) ・Accord / Vigor ・Accord Aero Deck ・Today ・Legend ・Generator EX2000 ・Outboard Engine BF50 ・General Purpose Engine GX240 ・Generator EX900 ・Riding Lawnmower HT3810/HT3813 ・Utility Mower Karimaru UM17・SJ/UM17・PJ (Honda's first lawn cutter) ・Generator EM550 ・Tiller F310/F410 (with cell motor) ・Riding Lawnmower HT-R3009 ・Snow Thrower HS80 ・Lawnmower HR173 ・General Purpose Engine GX340 ・Power Carrier Rikimaru HP250 (Honda's first transporter) ・Generator EB3000/EB4500 ・Generator EB900 ・Generator EM3000/EM4500 ・Generator EW140/171 (welding / generator) ・Generator EX3000/EX4000 ・Riding Power Tiller Mighty 11 ・Utility Mower Karimaru UM-24/UM-28/UM-T12 ・Generator EXW140/171 (welding / generator)	・Number of k-cars owned exceeded 10 million. ・The G5 finance ministers and central bank governors agreed on coordinated market intervention to correct dollar appreciation (Plaza Accord). ・Road Traffic Law revised to require front seat belt use. ・Kan-etsu Expressway opened.

Motorcycle


MTX200R2


CBX250S


TLM200R


DJ-1


XLR250R


XR250R (racing model)


Rebel


CBX750F Bol d'or


NS400R


Gorilla


Monkey


Eve Pax


Lead 80SS


GB400 Tourist Trophy


ATC250R


CBR400F


GB400 Tourist Trophy MkII


XL600R Pharaoh


ATC125M


MTX50R


Gyro Up


TRX70

Automobile


Quint Integra(3Door)


Accord


Accord Aero Deck


Today


Legend

Power Products


Generator EX2000


Outboard Engine BF50


General Purpose Engine GX240


Generator EX900


Riding Lawn Mower HT3810


Utility Mower Karimaru UM17・SJ


Generator EM550


Tiller F310


Riding Lawn Mower HT-R3009


Snow Thrower HS80


Lawn Mower HR173


General Purpose Engine GX340


Power Carrier Rikimaru HP250


Generator EB3000


Generator EB900


Generator EM3000


Generator EW140


Generator EX4000


Riding Power Tiller Mighty 11


Utility Mower Karimaru UM-24


Generator EXW140

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1986	・Won the Paris-Dakar Rally in the motorcycle category (four consecutive wins until 1989) (NXR750) ・HFI begins operations in France. ・Motorcycle Sales and Motor Recreation Promotion Center launch MT(Motor Truck) Project. ・PT Honda Prospect Engine Manufacturing (HOPE), a joint venture for the production of automobile engines and power product parts, established in Indonesia. ・A.P. Honda (APH), a motorcycle sales joint venture, established in Thailand. ・Honda Motor de Portugal (HP), a motorcycle sales company, established in Portugal. ・ACURA, Honda's second automobile sales channel in the U.S., is established. ・Honda R&D Wako R&D Center established. ・Ballade consignment production contract by BL of the U.K. is concluded. ・Humanoid robot research begins. ・Aircraft and aircraft engine research begins. ・Saitama Factory Moka Plant reorganized as Moka Parts Manufacturing Co., Ltd. ・Production of Civic began at HAM in the U.S. ・Honda ranked No. 1 in the U.S. CSI survey (by J.D. Power and Associates) (Acura was No. 1 for three consecutive years 1987 - 1989) ・Williams-Honda wins first constructors' title in the F1 World Championship. ・Production of automobile engines (Civic) begins at HAM Anna Engine Plant in the U.S. ・World's first* steering angle-adaptive four-wheel steering system (4WS) introduced. ・Automobile production begins at Honda of Canada Manufacturing (HCM). ・Honda ranked third* in monthly passenger car sales in the U.S. for the first time (November), behind GM and Ford. ・Honda ranked third* in annual registered vehicle sales (including passenger cars, trucks, and buses, but excluding k-cars) in Japan for the first time, behind Toyota and Nissan.	・DJ・1R ・CBR250FOUR ・TLR250R ・VFR400R ・VFR400Z ・VFR750F ・VT250F ・Jazz ・Shadow ・Tact Ivy ・Fusion ・DJ・1L ・XR80R (racing model) ・CBR400R ・XR250R (racing model) ・NSR250R ・XLR250R ・FTR250 ・Civic Shuttle(Realtime4WD) ・Quint Integra(4Door) ・City ・Power Sprayer WJ150/WJ250/WJ300 (Honda's first power sprayer) ・Power Sprayer WJ250H (high pressure) ・Binder TB260 (one-wheel single-row) (Honda's first binder) ・Binder TB360 (2-wheel single-row) ・Binder TB560A/TB560B (2-wheel dual-row) ・Power Carrier Rikimaru HP400CJ/HP400BJ ・Utility Mower Karimaru UM-21 ・Riding Lawnmower HT-R3811 ・1Wheel Power Tiller FR215/FR315	・Equal Employment Opportunity Law enacted. ・Worker Dispatching Undertakings Act enacted. ・Tohoku Expressway opens. ・Helmets for mopeds now mandatory. ・Seat belt use while driving becomes mandatory. ・Number of automobiles owned exceeds 50 million.

Motorcycle


DJ・1R


CBR250FOUR


TLR250R


VFR400R


VFR400Z


VFR750F


VT250F


Jazz


Shadow


Tact Ivy


Fusion


DJ・1L


XR80R (racing model)


CBR400R


XR250R (racing model)


NSR250R


XLR250R


FTR250

Automobile


Civic Shuttle (Realtime4WD)


Quint Integra(4Door)


City

Power Products


Power Sprayer WJ150


Power Sprayer WJ250H (high pressure)


Binder TB260 (one-wheel single-row)


Binder TB360 (2-wheel single-row)


Binder TB560A (2-wheel dual-row)


Power Carrier Rikimaru HP400CJ


Utility Mower Karimaru UM-21


Riding Lawnmower HT-R3811


1Wheel Power Tiller FR215

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1987	・Honda Service Co., Ltd. (HSG) service division consolidated into Honda, begins supplying parts and supplies. ・SRS airbag system announced (first in Japan*, in Legend series) ・Production of general-purpose engines begins at TH in Thailand. ・Honda Sapporo Building completed. ・Honda North America (HNA), a North American business management company, established in Los Angeles. ・Honda Land Co., Ltd. changed its name to Suzuka Circuit Land Co. ・Honda Accessories R&D renamed Honda Access Corporation ・Five-part strategy, including expansion of development and production system in the U.S. and export plan for U.S.-produced vehicles, simultaneously announced in Japan and the U.S. ・Export of TH-made general-purpose engines from Thailand begins. ・HDA in Brazil achieves cumulative production of 1 million motorcycles*. ・Kumamoto Factory reaches cumulative production of 10 million motorcycles, ATVs, and power products*. ・Nelson Piquet (Williams Honda) wins drivers' championship in Round 15, the inaugural GP at Suzuka Circuit in Japan, in the F1 World Championship. ・Unified head office and branch functions of domestic sales (motorcycles, automobiles, and power products). ・Cumulative motorcycle production reaches 50 million units (according to the Japan Automobile Manufacturers Association). ・Honda begins its own CSI survey (Japan).	・Tact Fullmark ・CBR750 Super Aero ・GB250 Clubman ・NS50F Aero ・Spacy 125 ・CBR250R ・VFR400R ・Monkey R ・V45 Magna ・VTZ250 ・Transalp 600V ・Pal ・NSR50 ・NS125R (made in Italy) ・VFR750R ・XLR80R ・NSR80 ・TRX250R (4-wheel buggy) ・AX-1 ・XLR Baja --- ・Legend(2Door Hardtop) ・Prelude ・Accord CA ・Civic(3Door/4Door/5Door Shuttle) ・CR-X --- ・Riding Lawnmower HT4213 ・Water Pump WT20X/WT30X (for waste water) ・Lawnmower HRA216 ・Riding Rice Transplanter TPR40 (Honda's first rice transplanter) ・Harvester TH400/TH450 ・Water Pump WT40X (for waste water) ・Snow Thrower Snowfighter HS1075Z/HS1110Z ・Snow Thrower Yukimaru HS555/HS555S ・Generator EV6010 (vehicle-mounted) ・Generator EX300/EX300 with external tank ・Outboard Engine BF8A/BF9.9A/BF15A ・Rice Transplanter TP2/TPX2/TPX4 ・Generator HIPPO	・Japanese National Railways (JNR) split up and privatized. ・F1 Japanese Grand Prix held at Suzuka Circuit ・Black Monday: The New York Stock Market crashes.

Motorcycle


Tact Fullmark


CBR750 Super Aero


GB250 Clubman


NS50F Aero


Spacy 125


CBR250R


VFR400R


Monkey R


V45 Magna


VTZ250


Transalp 600V


Pal


NSR50


NS125R


VFR750R


XLR80R


NSR80


TRX250R


AX-1


XLR Baja

Automobile


Legend(2Door Hardtop)


Prelude


Accord CA


Civic(3Door)


Civic(4Door)


Civic Shuttle


CR-X

Power Products


Riding Lawnmower HT4213


Water Pump WT20X


Lawnmower HRA216


Riding Rice Transplanter TPR40


Harvester TH400


Water Pump WT40X


Snow Thrower Snowfighter HS1075Z


Snow Thrower Yukimaru HS555


Generator EV6010

Generator EX300


Outboard Engine BF9.9A


Rice Transplanter TP2


Generator HIPPO

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1988	・Power products production begins at Shriram Honda Power Equipment (SHPL) in India. ・Lawnmower production begins at Honda Manufacturing Australia (AUH-MPE) in Australia. ・Honda Automobil España (HAESA), an automobile sales company, is established in Spain. ・Motorcycle production begins at Honda de Mexico (HDM) in Mexico. ・Honda R&D's representative office in Germany (HRE) becomes a locally-incorporated company. ・Honda Direct Marketing Co., Ltd. established. ・Honda Leasing Co., Ltd. established. ・Accord Coupe / Gold Wing manufactured by HAM in the U.S. exported to and sold in Japan. ・Bukit Batok Driving Center (BBDC) established as a joint venture in Singapore (opened in April 1990). ・Honda Shinpan Co., Ltd. renamed to Honda Finance Co., Ltd. ・Honda Engineering America Branch (EG-A) becomes a locally incorporated company, Honda Engineering North America (EGA) is established. ・Act Trading Co., Ltd. renamed to Honda Trading Co., Ltd. ・Honda New Zealand (HNZ), an automobile production and sales company, is established in New Zealand. ・Honda announced a variable valve timing lift mechanism (VTEC), a variable wing turbo system, and a high-efficiency technology, for automobile engines. ・Ayrton Senna (McLaren-Honda) wins his first drivers' title in Round 15, Japan, in the F1 World Championship. ・McLaren-Honda wins the final round of the F1 World Championship in Australia, winning 15 out of 16 races. ・Mobility World Motegi (tentative) concept announced. ・Chief Advisor Takeo Fujisawa passes away (December 30, at age 78).	・CBR400RR ・NSR250R/NSR250R SP ・Steed ・Bros Product 1/Product 2 ・Dio ・CRM50 ・DJ・1RR ・Press Cub 50 ・CRM80 ・NX125 ・TLM220R ・CD250U ・Gold Wing (made in U.S.A.) ・Super Cub 30th anniversary model ・Pax Club ・Lead/Lead 90 ・CBR250R ・Africa Twin ・Cub 100EX (made in Thailand) ・CR250R (racing model) ・VT250 Spada ・Today (k-car) ・Accord Coupe (made in U.S.A.) ・Acty Street ・Acty Van Pro ・Concerto(4Door/5Door) ・Tiller Comame Punch F310 ・Riding Power Tiller Mighty 13R ・General Purpose Engine GD320/GD410(Diesel) ・Tractor TX18/ TX20 (Honda's first tractor) ・General Purpose Engine GD1100/GD1250(Diesel)	・Seikan Tunnel, the world's longest tunnel at the time, opened. ・Freon Control Law enacted. ・Traffic accident fatalities exceeded 10,000 (again).

Motorcycle


CBR400RR


NSR250R SP


Steed


Bros Product 1


Dio


CRM50


DJ・1RR


Press Cub 50


CRM80


NX125


TLM220R


CD250U


Gold Wing


Super Cub
30th anniversary model


Pax Club


Lead


CBR250R


Africa Twin


Cub 100EX


CR250R


VT250 Spada

Automobile


Today


Accord Coupe


Acty Street


Acty Van Pro


Concerto(5Door)

Power Products


Tiller Comame Punch F310


Riding Power Tiller Mighty 13R


General Purpose Engine
GD320


Tractor TX18


General Purpose Engine
GD1100

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1989	・Announced world-first* TCS (Traction Control System), a driving force control system for FWD vehicles. ・Rainbow Motor School opens HSR Kyushu and Traffic Education Center Rainbow Kumamoto. ・Chief Advisor Soichiro Honda becomes the first Japanese inductee into the U.S. Automotive Hall of Fame. ・Honda Automobil de Portugal (HAP), an import and sales company for automobiles and parts, established in Portugal. ・Strengthened alliance with the Rover Group and signed a memorandum of understanding for the construction of the HUM automobile plant in the U.K. ・Honda Motor Europe (HME), the European headquarters, is established in the U.K. ・Accord becomes the best-selling passenger car in the U.S. in 1989. ・HAM's second automobile production plant in the U.S. (East Liberty Plant ELP) begins operations.	・G' ・VFR400R ・NSR250R ・CB-1 ・Tact (upright) ・CRM250R ・NSR250R SP ・Cub 100EX (made in Thailand) ・NSR125F (made in Italy) ・Freeway ・CR250R/CR125R (racing model) ・GB250 Clubman ・Gyro X ・Dio ・CG125NR (made in Nigeria / regional model) ・Integra(3 Door/4 Door Hardtop) ・Accord ・Ascot ・Accord Inspire ・Vigor ・Tiller Comame F210 ・Tiller F410/F510 ・Harvester TH40A/TH45A ・Riding Lawnmower H3011H/H3013H ・Snow Thrower HS1190 ・Power Tiller F1100/Tiller F1150 ・Power Tiller F810/Tiller F860 ・Snow Thrower HS870S/HS660S	・Showa emperor passes away, Crown Prince Akihito crowned as new emperor, and the “Heisei” era begins. ・Consumption tax introduced for the first time (3%, excise tax abolished). ・The Berlin Wall collapses. ・Domestic production of automobiles reaches all-time high of 13,025,741 units, making Japan the world's largest automobile manufacturing nation for the 10th consecutive year.

Motorcycle


G'


VFR400R


NSR250R


CB-1


Tact


CRM250R


NSR250R SP


Cub 100EX


NSR125F


Freeway


CR125R


GB250 Clubman


Gyro X


Dio

Automobile


Integra(3 Door)


Accord


Ascot


Accord Inspire


Vigor

Power Products


Tiller Comame F210


Tiller F410


Harvester TH45A


Riding Lawnmower H3011H


Snow Thrower HS1190


Power Tiller F1100


Tiller F860


Snow Thrower HS870S

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1990	・HPE in the U.S. begins production of engines for lawnmowers for the European market. ・Signed a capital alliance agreement with the Rover Group. ・Honda Engineering Euro Office (EG-E) in the U.K. becomes a locally-incorporated company, Honda Engineering Europe (EGE) established ・Saitama Factory's Tochigi Plant established and begins NSX production. ・Tadashi Kume retires and Nobuhiko Kawamoto becomes Honda's fourth president. ・Honda becomes first* Japanese manufacturer to develop SRS airbag system and seatbelt pretensioner for front passenger seat. ・NSX sales begin through the ACURA channel in the U.S. ・Honda Engineering's Tochigi Technical Center (EG-T) begins operations. ・Honda Cars Philippines, Inc. (HCPI), an automobile production joint venture, established in the Philippines. ・AH moves from Gardener, Los Angeles to Torrance, California. ・Chief Advisor Soichiro Honda receives the Suzuka City Medal of Honor from the City of Suzuka.	・XR100R (racing model) ・NSR250R ・Zook ・CBR250RR ・CBR400RR ・VFR750F ・Africa Twin ・NSR250R SP ・EZ-9 ・Pacific Coast ・Gold Wing SE (10th anniversary of U.S. manuacturing) ・Gyro Canopy ・Dio --- ・Accord Coupe (made in U.S.A.) ・Acty Truck ・Acty Van ・Street ・Today ・NSX (US ACURA Channel) ・NSX ・Legend --- ・Lawnmower HRC216 (made in U.S.A.) ・Lawnmower HR173 (made in U.S.A.) ・Lawnmower HRA215 (made in U.S.A.) ・Tiller FU600 ・Riding Lawnmower H4514H	・K-car standards revised (overall length increased, displacement increased to 660cc). ・Law for Securing Automobile Storage Space announced, requiring garage for K-cars to be registered (in the 23 wards of Tokyo and Osaka City). ・Unification of East and West Germany, birth of the Federal Republic of Germany. ・New vehicle registrations exceeded 7 million units (7,777,665 units).

Motorcycle


XR100R


NSR250R


Zook


CBR250RR


CBR400RR


VFR750F


Africa Twin


NSR250R SP


EZ-9


Pacific Coast


Gold Wing SE


Gyro Canopy


Dio

Automobile


Accord Coupe


Acty Truck


Acty Van


Street


Today


NSX(ACURA)


NSX


Legend

Power Products


Lawnmower HRC216


Lawnmower HR173


Lawnmower HRA215


Tiller FU600


Riding Lawnmower H4514H

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1991	・Honda R&D Wako Fundamental Technology Research Center (HGF) established. ・Signed a memorandum of understanding with the Rover Group for a new cooperative relationship, including the development of the Accord/Concerto. ・Honda Parking Co., Ltd. established. ・Honda's Osaka building completed. ・Announced VTEC-E engine for automobiles. ・Installed Honda Riding Simulator for safe motorcycle riding education at Traffic Education Center Suzuka. ・Chief Advisor Soichiro Honda passed away on August 5 at the age of 84. ・Motorcycle production at Suzuka Plant ended, transferred to Kumamoto Factory and Hamamatsu Factory. ・Soichiro Honda meetings to express gratitude to Honda founder held at Tokyo, Tochigi, Hamamatsu, Suzuka, Kumamoto and Saitama. A total of 62,000 people visited. ・Honda Australia M.C. & P.E. Pty. Ltd. (AUH-MPE), a motorcycle sales and power product (lawnmower) production and sales company, established in Australia. ・Prague Office (HPR), an import and sales office, is established in Czechoslovakia. ・First Japanese automaker* to begin full-scale collection and recycling of used plastic bumpers in the market. ・Civic won the 1991-1992 Japan Car of the Year award.	・XR200R (racing model) ・NS-1 ・Monkey Baja ・CRM250R ・Jade ・XL Degree ・NSR250R・SE ・CR250R (racing model) ・Night Hawk 750 ・Xelvis ・Transalp 400V ・EZ Snow (for snow) ・Jeep Cherokee (made by Chrysler in U.S.) ・Jeep Wrangler(made by Chrysler in U.S.) ・Legend Coupe ・Accord Coupe/Accord Wagon (made in U.S.A.) ・Beat ・Civic ・Civic Ferio ・Prelude ・Utility Mower UM2460/UM2160 ・1 Wheel Power Tiller FR315 ・Generator EG2300X/EB2300X/EM2300X ・Power Tiller Punch 2F501/F805 ・1 Wheel Power Tiller FR415/FR615 ・Snow Thrower SB665 (blade) ・Generator EX2200	・Bubble economy ends (51 months from December 1986 to February 1991). ・Recycling Law enacted. ・Automatic driver's license system begins. ・10-15 mode fuel efficiency standards introduced.

Motorcycle


XR200R


NS-1


Monkey Baja


CRM250R


Jade


XL Degree


NSR250R・SE


CR250R


Night Hawk 750


Xelvis


Transalp 400V


EZ Snow

Automobile


Jeep Cherokee


Jeep Wrangler


Legend Coupe


Accord Coupe


Beat


Civic


Civic Ferio


Prelude

Power Products


Utility Mower UM2460


1 Wheel Power Tiller FR315


Generator EG2300X


Power Tiller Punch 2F501


1 Wheel Power Tiller FR615


Snow Thrower SB665


Generator EX2200

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1992	・Revised company principles to “Maintaining an international viewpoint, we are dedicated to supplying products excellent in quality, yet at reasonable prices, for worldwide customer satisfaction.” ・Automobile production began at HCPI in the Philippines. (Civic) ・Total Quality Management (TQM) implemented company-wide. ・Anadolu Honda Otobilcilik A.S (TAH), a joint venture for sales of automobiles, established in Turkey. ・Honda Environmental Declaration set as company policy on environmental initiatives. ・Saitama Factory Tochigi Plant renamed to Tochigi Factory Takanezawa Plant, Moka Parts Plant renamed to Tochigi Factory Moka Plant. ・Honda R&D Sun Co., Ltd. established as special-treatment subsidiary of Honda R&D Co., Ltd. ・Wuyang-Honda Motorcycle (Guangzhou) Co., Ltd. (WHM), a motorcycle production and sales joint venture, established in China. ・Honda Cars Manufacturing (Thailand) (HCMT) established in Thailand. ・Announced withdrawal from F1 World Championship at the end of the 1992 season. ・HUM automobile plant in the U.K. begins operations and production of the Accord. ・Honda Atlas Cars Pakistan (HACPL), an automobile production and sales joint venture, established in Pakistan. ・Tianjing Honda Motorcycle Co., Ltd. (WHM), a motorcycle production and sales joint venture, established in China. ・Cumulative production of power products reached 20 million units*.	・Dio ZX ・CB750 ・Giorno ・Night Hawk 250 ・CB400 SUPER FOUR ・NR ・CBR600F ・CB1000 SUPER FOUR ・Z50R(racing model) ・Inspire ・Vigor ・CR-X Del Sol ・Ascot Innova ・NSX-R ・Domani ・Lawnmower HL164 (reel) ・Outboard Engine BF35A/BF45A ・Lawnmower HRE350 (electric - made in Italy) ・Power Carrier Rikimaru HP500H ・Pressure Washer WS70 (Honda’s first pressure washer)	・Japanese government agrees to limit passenger car exports to the U.S. to 1.65 million units / automobile exports to the EC to 1.26 million units. ・Yamagata Shinkansen begins service. ・U.S., Canada, and Mexico sign North American Free Trade Agreement (NAFTA).

Motorcycle


Dio ZX


CB750


Giorno


Night Hawk 250


CB400 SUPER FOUR


NR


CBR600F


CB1000 SUPER FOUR


Z50R

Automobile


Inspire


Vigor


CR-X Del Sol


Ascot Innova


NSX-R


Domani

Power Products


Lawnmower HL164


Outboard Engine BF45A


Lawnmower HRE350


Power Carrier Rikimaru HP500H


Pressure Washer WS70

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1993	・Established a motorcycle riding safety training center in Spain. ・Jialing-Honda Motor Co., Ltd. (JLH), a motorcycle production and sales joint venture, established in China. ・GX120 general-purpose engine becomes the first to be approved by CARB for the world's first general-purpose engine emission regulations to take effect in California, U.S.A. ・Honda Motor China (HMC), a motorcycle and automobile sales company, established in Hong Kong. ・Signed a basic agreement with Isuzu Motors Limited for mutual complementation of products. ・Tochigi Factory Haga Plant established (production of differential gears for automobiles). ・Generator production begins at HDA in Brazil. ・Honda Collection Hall opened at Suzuka Circuit. ・Eagle Rock School* established in the U.S. with investment from AH (*Residential high school with scholarship) ・Hamamatsu Factory's power product plant acquired ISO 9001 certification (Honda's first for domestic factory). ・Honda Tokuso Co., Ltd. established. ・Participated in the World Solar Challenge* 1993 across Australia, setting a new record. (*Solar car racing) ・Accord wins the 1993-1994 Japan Car of the Year award. ・Middle East office (HAMER) in the UAE.	・Tact ・CBR1000F ・Africa Twin ・Gyro UP ・XLR125R/XLR200R ・Magna ・NSR250R ・NSR250R SP ・Today ・Civic Coupe (made in U.S.A.) ・Today Associe（4 Door） ・Integra（3 Door/4 Door Hardtop） ・Accord ・Ascot/Rafaga ・Jazz (made by Isuzu) ・Crossroad (made by Rover UK) ・Jeep Grand Cherokee (made by Chrysler U.S.) ・Utility Mower UM1760 (for causeways) ・Pressure Washer WS60/WS110/WS150 ・Pressure Washer WSE60 (electric) ・Lawnmower HRB215 (made in U.S.A.) ・Mini Tiller Mini Comame F110 ・Tiller Lucky FU650/FU450 ・General Purpose Engine GX610/GX620	・Fuel efficiency standards for gasoline passenger vehicles revised (target for FY2000) ・European Union (EU) established (Maastricht Treaty enacted). ・Basic Environment Law enacted.

Motorcycle


Tact


CBR1000F


Africa Twin


Gyro UP


XLR125R


Magna


NSR250R


NSR250R SP

Automobile


Today


Civic Coupe


Today Associe（4 Door）


Integra（3 Door）


Accord


Rafaga


Jazz


Crossroad

Power Products


Utility Mower UM1760


Pressure Washer WS110


Pressure Washer WSE60


Lawnmower HRB215


Mini Tiller Mini Comame F110


Tiller Lucky FU650


General Purpose Engine GX620

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1994	・Opened Safety Driving Education Center in Thailand. ・Vietnam office (HVO) established. ・Saitama Factory Sayama Plant achieved a Ministry of Labor record of 15.8 million hours of Class 3 accident-free operation. ・Honda established its first automobile showroom in Beijing, China. ・Automobile production began at HACPL in Pakistan. ・Honda agrees to dissolve capital alliance with Rover Group. ・HMC Shanghai Office (HMC-S) opened in China. ・New organizational management system implemented, four regions (Americas, Europe, Asia, and Japan) made independent. ・Mick Doohan wins WGP 500cc class championship (five consecutive titles until 1998). ・Saitama Factory Sayama Plant achieves cumulative production of 10 million automobiles. ・Hamamatsu Factory achieved a Ministry of Labor record 15.8 million hours of Class 3 accident-free operation. ・Mindong-Honda Generator Co., Ltd. (FMH), a joint venture for the production and sale of small generators, established in China. ・Achieved total abolition of the use of ozone-depleting substances (specified CFCs and trichloroethane) in domestic development and production processes. ・Dongfeng Honda Auto Parts Co., Ltd. (DHAC), a joint venture with Dongfeng Motor Corp. of China for the production of cast and forged parts.	・RVF ・RVF/RC45 ・Super Cub 100 (made in Thailand) ・Dio ・Gold Wing SE 20th anniversary model (made in U.S.A.) ・Rebel ・CRM250R ・CUV ES (electric scooter for government lease) ・Dio XR Baja ・Four Trax 300EX/Four Trax 90 (4-wheel buggy) ・V-TWIN Magna ・CB1000 SUPER FOUR・T2 ・Magna RS ・Cabina (50/90) ・Horizon (made by Isuzu) ・Accord Coupe/Accord Wagon (made in U.S.A.) ・Odyssey ・Civic 5Door (made in U.K. for Europe) ・Snow Thrower HS980 ・Pressure Washer WSX110/WSX150 ・Utility Mower Azemaru 2UM135/Azemaru 1UM643 (for causeways) ・Floodlight EM4002 ・Generator EG900/EB1500 ・Tractor Mighty 130D (diesel - jointly developed with Kubota) ・Riding Lawnmower H1011 (made in U.S.A.) ・Tractor TX160/TX240/TX260/TX280/TX300/TX320 (made by Kubota) ・Lawnmower HRF464 ・Snow Thrower HS870/HS970	・NAFTA (North American Free Trade Agreement) takes effect. ・MITI announces abolition of voluntary restrictions on passenger car exports to the U.S. ・MITI agrees with the EU Commission to export 984,000 automobiles. ・JAMA announces automobile production for 1993 totaled 10,849,827 units, making the U.S. the world's largest automaker for the first time in 14 years. ・Kansai International Airport opens. ・Japan-U.S. Comprehensive Talks reach agreement on three areas, excluding automobiles and parts.

Motorcycle


RVF


RVF/RC45


Super Cub 100


Dio


Gold Wing SE


Rebel


CRM250R


CUV ES


Dio XR Baja


Four Trax 300EX


V-TWIN Magna


CB1000 SUPER FOUR・T2


Magna RS


Cabina (50)

Automobile


Horizon


Accord Coupe


Accord Wagon


Odyssey


Civic 5Door

Power Products


Snow Thrower HS980


Pressure Washer WSX110


Utility Mower Azemaru 2UM135


Floodlight EM4002

Generator EG900


Tractor Mighty 130D


Riding Lawnmower H1011


Tractor TX320


Lawnmower HRF464


Snow Thrower HS870

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1995	・Commenced plan to achieve domestic automobile sales of 800,000 units. ・First gasoline engine* to meet the ULEV (Ultra-Low Emission Vehicle) emission standards of the State of California, U.S.A. ・Civic achieved cumulative global production of 10 million units*. ・Honda International Sales Co., Ltd. (HISCO) and direct sales companies (Clio / Verno) merged, Honda Used Car Sales Co., Ltd. established. ・Construction of Honda Sun Co., Ltd. and Honda R&D Sun Co., Ltd.' s Hiji plant in Hiji-machi, Oita Prefecture, Japan, completed. ・Developed 3-stage VTEC engine and Honda Multimatic (continuously variable automatic transmission). ・Five U.S.-made Civic models acquired LEV (Low Emission Vehicle) certification from the California Air Resources Board and the Environmental Protection Agency (world-first for mass-produced gasoline engine vehicles.) ・Developed the world's first* new brake system for motorcycles: M.A.-C. ABS for small motorcycles (including scooters) and T.R.-C. ABS for large motorcycles. ・Civic/Civic Ferio win 1995-1996 Japan Car of the Year award. ・Production of the Accord began at HDM's vehicle production plant in Mexico. ・Honda Siel Cars India (HSCI), a joint venture for production and sales of automobiles in India, established. ・Began test flights of small turbofan aircraft engines in the U.S. ・UAE Honda Gulf FZE (HBD) begins operation. ・Honda ASV (Advanced Safety Vehicle) announced.	・Broad ・NS-1 ・NSR50/NSR80 ・XR Baja ・XR250 ・XR250R(racing model) ・Dax ・Racoon (electrically-assisted bicycle) ・Degree ・CB400 SUPER FOUR version R ・Shadow American Classic Edition (made in U.S.A.) ・CBR600F ・Dio Cesta ・Topick ・Magna Fifty ・VRX Road Star ・Spacy 125 ・CR80R2 (racing model) ・Inspire ・Saber ・NSX typeT ・Civic ・Civic Ferio ・CR-V ・Integra TYPE R ・Tiller Super Lucky FU750 ・General Purpose Engine GX200 ・Multi-purpose in-wheel motor 24S/24L/48S/48L ・Utility Mower Karimaru Ace UM460 ・Outboard Engine BF90/BF75 ・Snow Thrower HS1180Z/HS1390Z ・Snow Thrower Snowfighter HS2512Z ・Riding Tiller Lucky Kururi FJ900 ・Generator EX4.5D-ATS (Auto-start, stationary)	・Great Hanshin-Awaji Earthquake occurred ・World Trade Organization (WTO) established. ・U.S. dollar breaks through 80-yen, reaching a postwar high (79.75 yen per dollar). ・Japan-U.S. auto parts talks reach final agreement, avoiding the imposition of sanctions under Super 301. ・Product Liability Law (PL Law) enacted. ・Revised Vehicle Law goes into effect, greatly reducing regular inspection items, etc. ・Number of automobiles owned surpassed 70 million.

Motorcycle


Broad


NS-1


NSR50


XR Baja


XR250


XR250R


Dax


Racoon


Degree


CB400 SUPER FOUR version R


Shadow American Classic Edition


CBR600F


Dio Cesta


Topick


Magna Fifty


VRX Road Star


Spacy 125


CR80R2

Automobile


Inspire


Saber


NSX typeT


Civic


Civic Ferio


CR-V


Integra TYPE R

Power Products


Tiller Super Lucky FU750


General Purpose Engine GX200


Multi-purpose in-wheel motor


Utility Mower Karimaru Ace UM460


Outboard Engine BF90


Snow Thrower HS1180Z


Snow Thrower Snowfighter HS2512Z


Riding Tiller Lucky Kururi FJ900


Generator EX4.5D-ATS

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1996	・Developed bumper-to-bumper recycling technology that does not require paint removal. ・Honda Vietnam (HVN), a motorcycle production and sales joint venture, established in Vietnam. ・Honda Cars Manufacturing Thailand (HCMT) Ayutthaya Plant opens in Thailand and begins production of automobiles (City). ・Honda Automoveis do Brasil Ltda. (HAB), automobile production and sales company, established in Brazil (production began in October 1997). ・Developed the Direct Yaw Control System, a driving force distribution system. ・Takasu Proving Center (HPG-T) opened in Hokkaido, Japan. ・HME establishes Honda Europe Motorcycle.s.r.l. (HEM) in Italy, a new company for motorcycle operations in Europe. ・Announced humanoid robot (P2) prototype that can walk autonomously.	・Steed VSE ・CB400 SUPER FOUR version S ・Hornet ・Benly 50S/Benly 90S ・V-Twin Magna S ・Dio ST ・XR70R (racing model) ・Valkyrie (made in U.S.A.) ・Joker/Joker 90 ・CR250R (racing model) ・Racoon CX (electrically-assisted bicycle) ・Dio ・ACURA CL (made in U.S.A. for North America) ・Civic Coupe (made in U.S.A.) ・Legend ・Today(3Door/ 5 Door) ・Integra SJ ・Orthia ・Partner ・City (made in Thailand, regional model) ・Day Tripper (cabin trailer, sold by Honda Tokuso) ・STEP WGN ・Odyssey Field Deck ・ACURA 1.6EL (made in Canada for Canadian market) ・Logo（3Door/5Door） ・S-MX ・Prelude ・Tiller Lucky Pro FUR750/FUR950 ・Generator EX500 ・Riding Lawnmower H2013 (made in U.S.A.) ・Snow Thrower Snowfighter　HS2011Z/HS1710Z ・Riding Snow Thrower Bobcat HPL553JC ・Honda motorcycle riding simulator for safe rider education.	・VICS (Vehicle Information and Communication System) available to drivers, car navigation market expands rapidly. ・New licenses for large motorcycles and standard motorcycles established. ・First general election based on primary election and proportional representation system.

Motorcycle


Steed VSE


CB400 SUPER FOUR version S


Hornet


Benly 50S


V-Twin Magna S


Dio ST


XR70R


Valkyrie


Joker


CR250R


Racoon CX


Dio


Honda motorcycle riding simulator for safe rider education

Automobile


ACURA CL


Civic Coupe


Legend


Today (3Door)


Integra SJ


Orthia


Partner


City


Day Tripper


STEP WGN


Odyssey Field Deck


ACURA 1.6EL


Logo（3Door）


S-MX


Prelude

Power Products


Tiller Lucky Pro FUR750


Generator EX500


Riding Lawnmower H2013


Snow Thrower Snowfighter HS2011Z


Riding Snow Thrower Bobcat HPL553JC

* Honda research　■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1997	・Announced the GX22/31, the world's first* ultra-compact, lightweight 4-stroke engines with 360-degree tilt operation. ・Honda Transmission Manufacturing of America, Inc. established in the U.S. ・Hero Honda Motor Limited (HHML) second plant opened in India. ・Production of Honda EV Plus electric vehicle began at Tochigi Plant Takanezawa Factory. ・Honda of South Carolina Manufacturing Inc. established in the U.S. ・HAM's Marysville plant received the world's top platinum award in the J.D. Power and Associates Initial Quality Study (IQS). ・Honda EV Plus, an electric vehicle, begins lease in the U.S. ・Export of City manufactured by HCMT of Thailand to Singapore began. ・Honda Leasing Co., Ltd. absorbs Honda Parking Co., Ltd. ・Announced 5-link double wishbone rear suspension, new EPS (electric power steering) with VGR (variable gear ratio), and VSA (vehicle stability assist). ・Twin Ring Motegi opened in Motegi, Tochigi Prefecture. ・Active Safety Training Park Motegi, a traffic education facility, is opened. ・Announced a new-generation Honda navigation system incorporating Internavi, etc. ・Announced Honda Integrated Motor Assist (IMA) system . ・Announced ZLEV (Zero Level Emission Vehicle, ultra-low emission gasoline engine technology). ・Announced Air Belt inflatable seat belt safety system. ・Honda achieves cumulative global motorcycle production of 100 million units achieved, commemorative ceremony held at Kumamoto Factory. ・Honda R&D Southeast Asia (HRS), a motorcycle subsidiary of Honda R&D, established in Thailand. ・GAC Group Ltd. and Dongfeng Motor Corporation. of China signed a basic agreement on a passenger car production joint venture. ・Announced policy of switching from 2-stroke to 4-stroke motorcycle engines. ・Motorcycle production began at HVN in Vietnam. ・Domestic automobile sales reached 800,000 units*.	・CRM250AR ・Dream 50 ・Monkey SP 30th anniversary model ・Racoon (electrically-assisted bicycle) ・X4 ・Shadow(400/750) ・CB400 FOUR ・SL230 ・Fire Storm ・Benly CL50 ・Dio Fit ・Foresight ・XR400R (racing model) ・Via (made in Italy) ・Little Cub ・CR125R (racing model) ・Domani ・NSX typeS ・Civic Ferio LEV ・Partner 1.6 LEV ・Life ・HONDA EV Plus(EV, leased in the U.S.) ・Accord (2Door/4Door) (made in U.S.A.,regional model) ・Step Wgn Almas(Welfare Vehicle) ・Logo Almas(Welfare Vehicle) ・HONDA EV Plus(EV, leased to domestic corporations) ・Accord/Accord Wagon ・Torneo ・Odyssey Prestige ・Legend/Legend Euro ・General Purpose Engine GX22/GX31 ・Power Carrier Mammy HPE100M (electric) ・Trimmer Karimaru 4UMK422/UMK431 (Honda's first trimmer) ・Power Sprayer WJR2210/WJR2215/WJR2225 (backpack) ・Power Sprayer WJ313/WJ423/ WJ634 (stationary) ・General Purpose Engine GC160/GCV160 ・Deep plow rotary for tractors R1000CD ・Water Pump WX10 ・General Purpose Engine GC135/GCV135	・Number of driver's license holders exceeds 70 million. ・Consumption tax raised to 5%. ・Ministry of Transportation announced motorcycle emission regulations. ・Environmental Impact Assessment Law enacted. ・United Kingdom returned Hong Kong to China. ・Thai baht plunged, causing the Asian currency crisis. ・New York stock market plunged, accelerating global stock market decline. ・Kyoto Conference on Climate Change Prevention held.

Motorcycle


CRM250AR


Dream 50


Monkey SP


Racoon


X4


Shadow(400)


CB400 FOUR


SL230


Fire Storm


Benly CL50


Dio Fit


Foresight


XR400R


Via


Little Cub


CR125R

Automobile


Domani


NSX typeS


Civic Ferio LEV


Partner 1.6 LEV


Life


HONDA EV Plus


Accord(made in U.S.A)


Step Wgn Almas


Logo Almas


Accord


Torneo


Odyssey Prestige


Legend

Power Products


General Purpose Engine GX22


Power Carrier Mammy HPE100M


Trimmer Karimaru 4UMK422


Power Sprayer WJR2210


Power Sprayer WJ423


General Purpose Engine GCV160


Deep plow rotary R1000CD


Water Pump WX10


General Purpose Engine GC135

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1998	・Announced high-efficiency household appliances based on clean energy technology (residential absorption heat pump air conditioner, gas engine GF160V, household cogeneration system). ・1998 FedEx Championship Series, Japan's first CART IndyCar series race, was held at Twin Ring Motegi. ・Honda Collection Hall opened at Twin Ring Motegi. ・HDB opened a traffic education center in Brazil. ・ISO 14001 certification acquired at all domestic production facilities. ・Announced voluntary action plan for recycling motorcycles and automobiles. ・Announced outline of Solar power Generation System technology. ・Nobuhiko Kawamoto retires, Hiroyuki Yoshino becomes Honda's fifth president. ・Construction of a comprehensive outboard engine test facility in Hosoe-cho, Shizuoka Prefecture completed. ・Guangzhou Honda Automobile Co., Ltd. (GHAC), an automobile production and sales company, established in China. ・Dongfeng Honda Engine Co., Ltd. (DHEC), an automobile engine production company, established in China. ・Green Dealer Project for automobile sales companies launched in Japan. ・Production of ATVs (All-Terrain Vehicles) began at Honda of South Carolina Manufacturing (HSC) in the U.S. ・Announced G-CON, Honda's original collision safety technology (new collision safety body for kei/compact cars, airbag system, and pedestrian injury mitigating body). ・HCM's second production line in Canada began operation and produced the Odyssey for North America. ・Honda Motor de Chile S.A. (HMDC), a sales company for motorcycles, automobiles, and power products, established in Chile. ・Honda celebrates its 50th anniversary (September 24). ・Held "Thank You Festa in Motegi" at Twin Ring Motegi to commemorate 50th anniversary. ・Established 2010 Vision: "Honda aims to be a company that society wants to exist by creating and expanding joy, and passing it on to the next generation." ・Honda Automobiles de Argentina, S.A. (HARG), an automobile sales company, established in Argentina. ・Honda Motor de Chile S.A. (HMDC), a sales company, established in Chile. ・Jointly developed the world's first* pedestrian dummy, POLAR I, with GESAC of the U.S.	・VTR ・Racoon 26LX-3L/3B ・Gorilla ・Super Dream (made in Vietnam,regional model) ・Lead 50 ・CB1300 SUPER FOUR ・Shadow Aero (made in U.S.A.) ・Steed VLS ・Hornet 600 ・Lead 100 ・VFR ・Tact ・Racoon Compo (electrically-assisted bicycle) ・CB400 SUPER FOUR version S 50th Anniversary Special ・Julio ・Dio ZX 50th Anniversary Special ・Little Cub 50th Anniversary Special ・CL400 ・Valkyrie Tourer ・Biz (made in Brazil,regional model) ・Step WGN Field Deck ・Logo Almas(Welfare Vehicle) ・Capa ・Civic GX (natural gas vehicle, made in U.S.A.) ・HR-V ・Inspire (made in U.S.A.) ・Saber (made in U.S.A.) ・Z ・Life ・Trimmer Karimaru 4UMR422/UMR431(backpack) ・Water Pump WN20/WN30 ・Mini Tiller FG100 ・Generator EN2100 ・Mini Tiller Super Punch FG400J2/FG500J2 ・Outboard Engine BF115/BF130 ・Generator EU9i/EU24i /EU28is ・Mini Tiller Mini Comame FG200 ・Power Carrier Nekomaru HPE60 (electrically assisted) ・Water Pump WX15 ・General Purpose Engine GXH50/GXV50 ・Outboard Engine BF2	・Selectable license plate number system began. ・Akashi Kaikyo Bridge opened. ・Law Concerning the Promotion of Measures to Cope with Global Warming enacted. ・Revised standards for k-cars (increased overall length and width) enforced. ・Worst recession of the postwar era continued. Government implements 24 trillion yen emergency economic measures.

Motorcycle


VTR


Racoon 26LX-3L


Gorilla


Super Dream


Lead 50


CB1300 SUPER FOUR


Shadow Aero


Steed VLS


Hornet 600


Lead 100


VFR


Tact


Racoon Compo


CB400 SUPER FOUR version S 50th Anniversary Special


Julio


Dio ZX 50th Anniversary Special


Little Cub 50th Anniversary Special


CL400


Valkyrie Tourer


Biz

Automobile


Step WGN Field Deck


Logo Almas


Capa


Civic GX


HR-V


Inspire


Saber


Z


Life

Power Products


Trimmer Karimaru 4UMR422


Water Pump WN20


Mini Tiller FG100


Generator EN2100


Mini Tiller Super Punch FG500J2


Outboard Engine BF130


Generator EU9i


Mini Tiller Mini Comame FG200


Power Carrier Nekomaru HPE60


Water Pump WX15


General Purpose Engine GXH50


Outboard Engine BF2

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
1999	・Developed HYPER VTEC valve control system for 4-stroke motorcycle engines ・Parts brand HAMP SYNERGY began sales in Japan (consumable / reconditioned parts). ・P.T. Honda Prospect Motor (HPM), a joint venture with P.T. Prospect Motor for the production and sale of automobiles, established in Indonesia. ・Developed 2L inline 4-cylinder DOHC VTEC engine with world's highest class output and cleanest exhaust emissions (S2000). ・Announced new open body structure technology that achieves rigidity and collision safety equivalent to that of a closed roof-structure (S2000). ・Production of the Accord began at Guangzhou Honda Automobile Co., Ltd. (GHAC) in China (Honda's first automobile model manufactured in China). Production of engines began at Dongfeng Honda Engine Co., Ltd. (DHEC). ・Saitama Factory achieves 13.4 million hours of Class 4 accident-free operation. ・Honda Finance Co., Ltd. established Honda Credit Co., Ltd. (Operations began in November) ・Dioxin control facility for incinerators installed at Saitama Factory. ・Reorganization of domestic motorcycle wholesale network begins (10 distributors merged into 3 locally-incorporated companies). ・AH announced construction of automobile production plant in Alabama, U.S.A. ・Decided to participate in the 2000 F1 World Championship as BAR Honda through joint project with British American Racing (BAR). ・Developed new type of electric power-assist unit for bicycles, common battery, and battery swapping stand. Exhibited as reference models at the 1999 Low Emission Vehicle Fair in June. ・New incineration system with dioxin control began operation at Kumamoto Factory. ・EG developed the H-VT6000 engine parts machining unit. ・Announced overview of Honda's unique hybrid system, Honda IMA system, and a new lightweight aluminum body frame technology (Insight). ・Six service centers and the domestic service division acquired ISO14001 certification for environmental management systems. ・Announced 2005 targets for fuel economy and cleaner emissions for motorcycles, automobiles, and power products. ・Announced expansion of electronically controlled fuel injection system (PGM-FI) for motorcycles down to 50cc engines. ・Achieved the automobile industry's first* zero landfill disposal of factory waste. ・Strengthened European business operations, established Honda Motor Europe (North) and Honda Motor Europe (South). ・Honda Motorcycle and Scooter India Pvt. Ltd. (HMSI), a motorcycle production and sales company, established in India. ・2000 Accord in North America acquired SULEV (Super Ultra Low Emission Vehicle) certification. ・Honda's Aoyama Building acquired ISO 14001 certification for environmental management system. ・Honda Manufacturing of Alabama (HMA), an automobile production plant, established in the U.S. ・Signed basic agreement with GM Group to supply engines to each other. Honda to supply V6 ULEV engines and transmissions, Isuzu Motors (a GM Group company) to supply diesel engines for the European market. ・Honda Access Co., Ltd. begins offering the Modulo brand of customization products. ・Honda Clio Kyoto became the first sales company in Japan* to acquire ISO 14001 certification. ・Cumulative sales of general-purpose products in the U.S. reached 10 million units.	・CB400 SUPER FOUR ・CBR600F ・Giorno Crea ・Giorcub ・CR125R (racing model) ・XR50R (racing model) ・X11 ・Accord/Torneo (LEV) ・S2000 ・Step WGN ・Acty Truck ・Acty Van ・Vamos ・Lagreat (made in Canada) ・Integra SJ LEV ・Civic LEV ・Domani LEV ・HR-V(5Door) ・S-MX ・NSX ・Legend ・Avancier ・Insight (Honda's first hybrid vehicle) ・Odyssey ・Generator EX6 ・General Purpose Engine GX670/GX620K1/GX610K1 ・Generator EB23/EB26、EM23/EM26、EX22 ・Electric 4-Wheel Scooter Monpal ML100 (Honda's first electric cart) ・Generator EX22 ・Snow Thrower Snowfighter HS1810ZJ/ HS2011ZK1J/HS2411ZJ	・The euro, the unified currency of the European Union (EU), introduced in 11 countries.

Motorcycle


CB400 SUPER FOUR


CBR600F


Giorno Crea


Giorcub


CR125R


XR50R


X11

Automobile


Accord


S2000


Step WGN


Acty Truck


Acty Van


Vamos


Lagreat


Integra SJ LEV


Civic LEV


Domani LEV


HR-V(5Door)


S-MX


NSX


Legend


Avancier


Insight


Odyssey

Power Products


Generator EX6


General Purpose Engine GX670


Generator EB23


Electric 4-Wheel Scooter Monpal ML100


Generator EX22


Snow Thrower Snowfighter HS2411ZJ

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2000	・Interceptor (VFR in Japan) becomes the world's first motorcycle to meet California Air Resources Board Tier 2 (2008) emission standards. ・Announces the termination of partnership with DaimlerChrysler South Africa (DCSA) and the end of local production by DCSA by the end of 2000. ・BAR Honda 002 finished 4th in the opening round of the F1 World Championship in Australia. ・Civic CVCC, launched in the U.S. in 1975 and meeting U.S. Clean Air Act of 1970(Muskie Act) emission standards in 1975, received the 1970s Superior Technology Vehicle of the 20th Century award from Automotive Engineering magazine, the monthly publication of the Society of Automotive Engineers of America (SAE). ・Completed the world's first* indoor all-weather vehicle-to-vehicle all-round collision test facility at Honda R&D's Tochigi R&D Center. ・Zero landfill disposal of plant waste achieved at Saitama Factory and Hamamatsu Factory. ・Introduced green dealer certification system for domestic automobile dealers. ・Honda South America Limitada (HSA), the regional Operations for South America, established in Brazil. ・Regional Operations reorganized, and Regional Operations(South America) established to create a five-region operations structure. (North America, South America, Asia & Oceania, Europe, and Japan) ・Began Honda Road Service, an emergency response service for new mini and small motorcycles owners in the event of a breakdown or accident. ・Developed POLAR II, a second-generation pedestrian dummy capable of measuring injures. ・Reached a basic agreement with OnStar Corporation of the U.S. (a wholly owned GM subsidiary) to provide OnStar, GM's in-vehicle communication service, to Honda/ACURA models. ・Completed reform of the Suzuka Factory No. 1 production line. ・Jointly developed with Matsushita Electric Industrial Co., Ltd. of Active Noise Control, an acoustic control technology to reduce vehicle interior noise. ・ Decided to supply engines for Jordan Grand Prix team from the 2001 F1 World Championship season. ・Honda South Africa Proprietary Ltd.(HSAF), a sales company for motorcycles, automobiles, and power products, established in South Africa. ・Signed a powertrain supply agreement with GM of the U.S., developing ULEV V6 engines and automatic transmissions, supplying approximately 90,000 units per year for five years starting with 2004 models. ・Achieved zero landfill disposal of waste at Tochigi and Kumamoto factories, realizing zero landfill disposal at all production facilities in Japan. ・Honda Engineering Co., Ltd. developed high-precision gas rate sensor (angular rate sensor) and wide dynamic range visual sensor using micromachine process. ・Announced consolidation of motorcycle assembly lines at Kumamoto Factory and Hamamatsu Factory from a total of seven to three. ・Cumulative ATV production at HAM in the U.S. reaches 1 million units. (HSC also producing ATVs since 1998) ・AH invested in FuelMaker Corporation (Toronto), a natural gas filling equipment manufacturer. ・Developed 2.0L DOHC i-VTEC engine with intelligent valve timing and lift mechanism. ・Began service to provide road traffic information to PCs via Internavi. ・Announced ASIMO, a humanoid robot. ・Civic/Civic Ferio/Stream win 2000-2001 Japan Car of the Year awards. ・Nippon Telegraph and Telephone Corporation (NTT) and Honda R&D started joint research on vehicle-network coordinated information distribution technology. ・Honda Malaysia Sdn. Bhd. (HMSB), an automobile production and sales company, established in Malaysia. ・DRB-Oriental-Honda Sdn. Bhd., a joint venture with DRB HICOM and Oriental Holdings, established to manufacture and sell automobiles and parts. ・Created global brand slogan "The Power of Dreams". ・P.T. Astra Honda Motor (AHJ), a joint venture with Indonesia's P.T. Astra International for the manufacture of motorcycle parts, engine and body assembly, and wholesale, established. ・Honda Cars Manufacturing (Thailand) and Honda Cars (Thailand) merged to establish Honda Automobile (Thailand) (HATC).	・VFR ・Shadow Slasher ・Racoon (electrically-assisted bicycle) ・Forza ・FTR ・Shadow Slasher 750 ・Accord EX (SULEV, made in the U.S.A. for North America) ・Vamos Turbo ・Life Almas(Welfare Vehicle) ・Accord/Torneo/Accord Wagon ・Accord Euro R/Torneo Euro R ・S2000 type V ・Odyssey Almas (Welfare Vehicle) ・Civic ・Civic Ferio ・Stream ・Life Dunk ・Power Sprayer WJ105 ・Power Sprayer WJR2210/ WJR2215/WJR2225 (backpack) ・Generator EM6000GN (Honda's first natural gas-powered generator, for Pakistan) ・Outboard Engine BF8/BF9.9	・Recycling Law for containers and packaging enacted. ・Road Traffic Law revised, mandating child restraint systems. ・Ministry of Transportation certified 37 models as low-emission vehicles for the first time.

Motorcycle


VFR


Shadow Slasher


Racoon


Forza


FTR


Shadow Slasher 750

Automobile


Accord EX


Vamos Turbo


Life Almas


Accord Wagon


Torneo Euro R


S2000 type V


Odyssey Almas


Civic


Civic Ferio


Stream


Life Dunk

Power Products


Power Sprayer WJ105


Power Sprayer WJR2225


Outboard Engine BF8

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2001	・Announced restructuring of production system for motorcycles and power products. Consolidated two motorcycle assembly lines to one at Kumamoto Factory. Transferred production of general-purpose engines from Hamamatsu Factory to Kumamoto Factory Transferred production of outboard engines from Hamamatsu Factory to the new Hosoe Plant. ・Announced the world's first V5 engine for the WGP. ・Started public road testing of FCX-V3 fuel cell vehicle with Honda FC Stack, participating in the California Fuel Cell Partnership (CaFCP), a U.S. public road testing project for fuel cell vehicles. ・Acquired ISO 14001 certification for environmental management systems at six regional Honda buildings where domestic automobile sales bases are located. ・Civic GX (natural gas-powered vehicle) becomes the first vehicle in the U.S. to be certified as an Advanced Technology PZEV by the California Air Resources Board (CARB). ・World's first* commercialized perovskite three-way catalyst system for automobiles, a new emission gas purification system that significantly reduces the use of palladium and other precious metals. ・First* Japanese automaker to achieve cumulative production of 10 million automobiles in North America (U.S., Canada, Mexico) ・Honda Motorcycle and Scooter India Private Limited (HMSI), a motorcycle production and sales company in India, began production. ・500th WGP victory in Round 1, Japan. ・Developed i-DSI, a 1.3L 4-cylinder gasoline engine that achieves both ultra-low fuel consumption and low emissions through rapid combustion. ・Honda R&D and Honda R&D America. began experimental operation of a hydrogen production and supply station for fuel cell vehicles that uses solar energy to generate hydrogen from water. ・HUM's second plant in the U.K. completed and begins production of the Civic. ・Released a fully revamped motorcycle riding simulator for safe riding education. ・Cumulative production of motorcycle, automobile and power products in Thailand reaches 10 million units. ・Began sales of Honda Recycled Parts for automobiles in Japan. ・Honda Motorcycle Japan (HMJ), a comprehensive motorcycle sales company, established to consolidate and control domestic motorcycle sales functions. ・New IMA system announced (adopted for the Civic Hybrid in December) ・Hamamatsu Factory Hosoe Plant completed, began production of BF series outboard engines. ・Tianjing Honda Motorcycle Co., Ltd., a motorcycle manufacturing and sales company in China, is merged with Sundiro Holding Co., Ltd. motorcycle operations to form a new joint venture company, Sundiro Honda Motorcycle Co., Ltd. (SDH). ・IMPACT-III, a data management system with suppliers, is established and introduced to 370 companies in Japan. ・Nippon Telegraph and Telephone Corporation (NTT) and Honda R&D Co., Ltd. developed a hands-free, next-generation in-vehicle information system for answering phone calls and e-mails and obtaining area information. ・Honda Motorcycle Korea Company Limited (HKO), a motorcycle sales subsidiary, established in Seoul, Korea. ・First automaker* to manufacture metal CVT belts in-house. ・Honda Cycle Partner, a system for the shared use of electrically power assisted bicycles, launched in Japan. ・China's Dongfeng Honda Engine Co., Ltd. (DHEC) begins automatic transmission production.	・Crea Scoopy ・Ape ・CBR1100XX ・CBR600F4i ・Dio ・Silver Wing(400/600) ・Step Compo (electrically-assisted bicycle) ・Zoomer ・Gold Wing (made in U.S.A.) ・CB400SS ・CB900 Hornet ・VTX ・CRF450R (racing model) ・Civiv GX (natural gas vehicle, made in U.S.A.) ・Step WGN/Step WGN Almas(Welfare Vehicle) ・Life/Life Almas(Welfare Vehicle) ・Fit/Fit Almas(Welfare Vehicle) ・HR-V ・Accord (made in India, regional model) ・Integra ・Vamos ・CR-V ・Stream ・Odyssey Absolute ・Civic TYPE R (made in U.K.) ・NSX ・Civic Hybrid ・Mobilio ・Tiller Comame F220/Holiday FH220 ・General Purpose Engine GX100 ・Tiller Lucky Boy FU400/ Holiday FUH400 ・Generator EU16i ・Generator EBR2300CX (made in China) ・Outboard Engine BF225/BF200 ・Snow Thrower i HS1390i ・Honda automobile driving simulator ・Honda motorcycle riding simulator	・Terrorist attacks on the U.S.

Motorcycle


Crea Scoopy


Ape


CBR1100XX


CBR600F4i


Dio


Silver Wing(600)


Step Compo


Zoomer


Gold Wing


CB400SS


CB900 Hornet


VTX


CRF450R


Honda motorcycle riding simulator

Automobile


Civiv GX


Step WGN


Step WGN Almas


Life


Life Almas


Fit


Fit Almas


HR-V


Accord


Integra


Vamos


CR-V


Stream


Odyssey Absolute


Civic TYPE R


NSX


Civic Hybrid


Mobilio


Honda automobile driving simulator

Power Products


Tiller Comame F220


General Purpose Engine GX100


Tiller Lucky Boy FU400


Generator EU16i


Generator EBR2300CX


Outboard Engine BF225


Snow Thrower i HS1390i

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2002	・Dongfeng Honda Auto Parts Co., Ltd. (DHAC) in China began operations at new plant. ・Honda Taiwan Co., Ltd. (HTW-M), an automobile production and sales company, established in Taiwan. ・Honda Motorcycle R&D China Co., Ltd. (HRCh) established in Shanghai, China. ・HRC contract rider Daijiro Kato received award for distinguished sports achievement. ・Honda Engineering independently developed next-generation thin-film solar cells and mass-production technology. ・Rainbow Motor School completed Traffic Education Center Rainbow Hamanako. ・HUM announced CR-V (for North America) exports. ・Powertrain production transferred from Wako Plant to Sayama Plant, and is closed. ・SDH in China begins production of the Wave , a 100cc motorcycle, at its Tianjin plant (branch factory). ・P.T. Honda Precision Parts Manufacturing (HPPM), a parts production subsidiary, is established in Indonesia. ・Children' s Idea Contest launched. ・Established the Honda LCA System, an environmental management system to quantitatively assess the environmental impact of all Honda business areas. ・Merged three domestic sales finance companies, Honda Finance, Honda Lease, and Honda Credit, and established a new company, Honda Finance Co., Ltd. ・FCX becomes the world's first fuel cell vehicle* to be certified by the U.S. Environmental Protection Agency (EPA) and the California Air Resources Board (CARB), required for sales in the U.S. ・Acura sales channel achieved cumulative sales in the U.S. of 2 million units (since its establishment in March 1986). ・Developed side curtain airbags. ・Jialing-Honda Motor Co., Ltd. (JLH) begins production of general-purpose engines. ・HII in Italy achieved cumulative motorcycle production of 1 million units and cumulative engine production of 2 million units. ・HDA in Brazil achieved cumulative production of 5 million motorcycles. ・Accord manufactured by Guangzhou Honda Automobile Co., Ltd. (GHAC) ranked first in China's first passenger car user satisfaction index survey (CCSI)*. *Conducted by the China Quality Association and the China Users Committee ・Developed the HiDS (Honda Intelligent Driver Support System), an expressway driving support system. ・Launched new generation information network service, Internavi Premium Club service (starting with the Accord). ・Accord/Accord Wagon won the 2002-2003 Japan Car of the Year Award. ・Established Quality Innovation Center Tochigi (QCT) at the site formerly Tochigi Factory's Haga Plant. ・Unveiled the new ASIMO with intelligent technology that enables autonomous behavior. ・Fit became the first Honda registered car to achieve the highest annual sales volume in Japan (250,790 units sold). ・Honda Thailand Foundation (HTF) established, funded by the Honda Group in Thailand. ・Annual domestic automobile sales reach 900,000 units (902,658 units). ・Cumulative production of power products reached 50 million units.	・Wave α (made in Vietnam, regional model) ・VFR ・XRM110 (made in the Philippines, regional model) ・Bite ・Ape 100 ・CBR954RR (racing base model) ・CBR954RR ・VTR1000SP-2 (racing base model) ・Dio Z4 ・XL230 ・Today (made in China) ・CGL125/CGL125 Classy (made in Negeria, regional model) ・That's/That's Almas(Welfare Vehicle) ・Stream Almas(Welfare Vehicle) ・Step WGN/Step WGN Almas(Welfare Vehicle) ・NSX-R ・Fit 1.5T/Fit 1.5T Almas(Welfare Vehicle) ・Mobilio Spike ・Accord/Accord Wagon ・FCX (fuel cell vehicle, leased to U.S. and Japanese government agencies) ・Fit Aria (made in Thailand) ・Pilot (made in Canada for North America) ・Tiller Putina FG201/FG201H ・Outboard Engine BF175 ・Lawnmower HRG415/HRG415H/HRG465/HRG465H (made in France) ・Outboard Engine BF15/BF20 ・General Purpose Engine GX25 ・Trimmer UMK425/UMK425H ・Snow Thrower i HS980i/HS1180i	・Euro, the European Union's unified currency, begins circulating in coin form. ・Office of the U.S. Trade Representative (USTR) report on trade barriers presses Japan to open its markets. ・Keidanren and Nikkeiren merge to form Nippon Keidanren (Japan Business Federation). ・Revised Vehicle Law enacted, recall regulations strengthened.

Motorcycle


Wave α


VFR


XRM110


Bite


Ape 100


CBR954RR (racing base model)


CBR954RR


VTR1000SP-2 (racing base model)


Dio Z4


XL230


Today

Automobile


That's


That's Almas


Stream Almas


Step WGN


Step WGN Almas


NSX-R


Fit 1.5T


Fit 1.5T Almas


Mobilio Spike


Accord


FCX


Fit Aria


Pilot

Power Products


Tiller Putina FG201


Outboard Engine BF175


Lawnmower HRG415


Outboard Engine BF15


General Purpose Engine GX25


Trimmer UMK425


Snow Thrower i HS1180i

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2003	・Honda Taiwan Co., Ltd. (HTW-M) began operation at its new automobile plant (CR-V) ・Honda Malaysia (HMSB) began operation at its new automobile plant (CR-V) ・Dongfeng Honda Engine Co., Ltd. (DHEC) completed construction of a new engine assembly plant. ・Anadolu Honda Otobilcilik A.S. (TAH), a motorcycle production and sales company, and Honda Anadolu Motorsiklet Uretim Ve Pazarlama A.S. (HAT), an automobile production and sales company, were merged to establish Honda Turkiye A.S. (HTR). ・HAM in the U.S. reached a cumulative production of 10 million automobile engines. ・Honda Transmission Manufacturing of America (HTM) reached a cumulative production of 5 million automatic transmissions. ・Indonesia P.T. Honda Prospect Motor (HPM) began operations at its new automobile plant in Karawang ・The Wave125i equipped with PGM-FI launched, making Honda the first company to produce a compact FI-equipped model in Thailand*. ・Cumulative global production of the Civic series reached 15 million units. ・HUM (U.K.) reached a cumulative production of 1 million automobiles and 1.5 million engines. ・Honda Motorcycle R&D China Co., Ltd. (HRCH) began operations. ・First overseas production of the Fit began at HAB in Brazil. ・Reorganized regional operations, established Regional Operations(China), and reorganized into six regional operations. (North America, South America, Asia & Oceania, Europe, Japan Sales operations, and China) ・Developed the world's first* rear-end collision mitigation brake (CMS) combined with the E-pretensioner, equipped on the new Inspire (launched in June). ・15 models / 17 types of outboard engines acquired certification as the industry's first* environmentally friendly gasoline outboard engines from Fishing Boat And System Engineering Association. ・Astra Honda Motor (AHJ) in Indonesia reached cumulative production of 10 million motorcycles. ・Civic Hybrid becomes the first hybrid vehicle to acquire Advanced Technology PZEV certification from the California Air Resources Board (CARB). ・Developed V6 3.0L i-VTEC engine with a variable cylinder system that switches the number of cylinders operating according to driving conditions, equipped on the new Inspire. ・Hiroyuki Yoshino retires and Takeo Fukui becomes Honda's sixth president. ・Became the world's first* company to deliver fuel cell electric vehicle to private company (FCX to Iwatani Corporation). ・Dongfeng Honda Automobile Co., Ltd. (WDHAC), a joint venture for the production and sale of automobiles, established in Wuhan, China. ・Cumulative global production of automobiles reached 50 million units*. ・Compatibility-body developed to provide protection in the event of a collision and reduce damage toward other vehicles, equipped from the new Life. ・Became the world's first* automaker to put Floating Car Information System* into practical use with the Internavi Premium Club. ＊Developed a system that generates road traffic information such as traffic flow by transmitting driving speed and other data from in-vehicle sensors to a data management center. ・Honda Automobile (China) Co., Ltd. (CHAC), Honda's first automobile production and export joint venture in China, established as a joint venture between Honda, GAC Group and Dongfeng Motor Corporation. ・Honda R&D India (HRID) unveiled Passion Plus, its first locally developed motorcycle. ・Cumulative sales in the U.S. reached 20 million units* (automobiles), and 50 million units including motorcycles (15 million units) and power products (15 million units)*. ・Honda R&D and Honda R&D Americas began experimental operation of a home energy station (HES) that combines hydrogen fuel supply and cogeneration. ・Developed the world's first* electronically controlled fuel injection system (PGM-FI) for 4-stroke 50cc scooters. ・Announced that majority of motorcycles sold worldwide will be equipped with PGM-FI by 2010. ・Imported the first HII-produced HORNET 600 to North America and began selling it as the 599. ・Developed the Honda FC Stack, a next-generation fuel cell stack capable of starting up at 20°C below zero, and began public road tests. ・HDM Mexico announced the establishment of Acura as its second sales channel. ・Developed the world's first* practical application of a traffic jam forecasting and adopted in Internavi Premium Club. ・Life cumulative sales in Japan reached 1 million units* (launched in April 1997). ・Vietnam Auto Parts (VAP), a motorcycle parts production company, established in Vietnam. ・Cumulative production of automobiles in the U.S. reached 10 million units (HAM MAP: 7.24 million units, ELP: 2.5 million units, HMA: 260,000 units) ・Developed the HondaJet, an experimental light business jet, and began flight tests at Piedmont Triad Airport in North Carolina, U.S.A., equipped with Honda's HF118 small turbofan aircraft engine. ・Honda of South Carolina Manufacturing (HSC) in the U.S. reached cumulative production of 1 million ATVs. ・Accord equipped with Honda's first diesel engine, i-CTDi, launched in Europe.	・CB1300 SUPER FOUR ・XR250/XR Baja ・Fusion ・CBR600RR (racing base model) ・Solo ・XR250 Motard ・CBR600RR ・Wave125i (made in Thailand, regional model) ・XR125L(made in Brazil, sales began in Europe) ・CRF50F/70F/100F (racing model) ・Spacy 100 (made in China) ・Passion Plus (made in India, regional model) ・599 (made in Italy, sales began in U.S.) ・Dio (made in China) ・CRF250R (racing model) ・CB400 SUPER FOUR ・Shadow（750） ・MDX (made in Canada) ・Element (made in U.S.A.) ・Vamos Hobio ・Step WGN/Step WGN Spada/Step WGN Almas（Welfare Vehicle） ・Inspire ・Accord Almas（Welfare Vehicle）/ Accord Wagon Almas（Welfare Vehicle） ・Mobilio Almas（Welfare Vehicle） ・Life ・Stream Absolute ・NSX ・Odyssey ・Accord (made in Taiwan, regional model) ・Jazz (made in Thailand, regional model) ・Generator EXK1200/EXK2000 (for India) ・Water Pump WB20XT (made in Thailand) ・Tiller Salad FF300/FF300H ・General Purpose Engine GX35 ・Outboard Engine BF150/BF135 ・Snow Thrower i HSS1170i/ HSS1170iH	・Japan Post Inaugurated. ・ETC (Electronic Toll Collection) system installed on 1 million cars.

Motorcycle


CB1300 SUPER FOUR


XR250


Fusion


CBR600RR (racing base model)


Solo


XR250 Motard


CBR600RR


Wave125i


XR125L


CRF100F


Spacy 100


Passion Plus


599


Dio


CRF250R


CB400 SUPER FOUR


Shadow（750）

Automobile


MDX


Element


Vamos Hobio


Step WGN


Step WGN Almas


Inspire


Accord Almas


Mobilio Almas


Life


Stream Absolute


NSX


Odyssey

Power Products


Water Pump WB20XT


Tiller Salad FF300/FF300H


General Purpose Engine GX35


Outboard Engine BF150


Snow Thrower i HSS1170i

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2004	• Honda Motor (China) Investment Co., Ltd. (HMCI) established to strengthen regional operations functions in China. • Vietnam Auto Parts (VAP) began production. • Wako Service Center (HSY) closed and Shirako Building opened as a service technology center. • Signed a basic agreement with General Electric Company (GE) of the U.S. to jointly commercialize turbofan engines for light jets. • Honda Engineering Asian (EGAS), Thailand, began die-cast mold manufacturing plant operation. • Oriental Assembler (OA), an automobile production company in Malaysia, ended production, transferred to HMSB (OA in operation for 35 years since the start of production of the N360 in December 1969). • HDM-made Accord began export to Mexico and Argentina. • Honda Motor Rus (HMR), an import and sales subsidiary for motorcycles, automobiles, and power products, established in Russia. • Cumulative production of motorcycles in Thailand reached 10 million units* (production started in May 1967). • Cumulative production at HAM in the U.S. of automobiles reaches 10 million units. • Tochigi Factory Takanezawa Plant closed. • Production of NSX, Insight, S2000 transferred from Takanezawa Plant to Suzuka Factory. • Odyssey becomes the first vehicle to be approved for pedestrian head protection by the Ministry of Land, Infrastructure, Transport and Tourism. • Honda R&D Wako West R&D Center (HGN) established as a research facility specializing in aero engines. • Honda Aero Inc., an aero engine business subsidiary, established in the U.S. • Honda Wako Building completed on the site of former Saitama Factory Wako Plant. • Developed fuel cell motorcycles, moped hybrid motorcycles, and moped electric motorcycles equipped with the Honda FC Stack, unveiled prototypes. • Developed pop-up bonnet to reduce pedestrian injury in the event of a collision. • Developed world's first nighttime driving support system with alerts, the Intelligent Night Vision System. • Honda Engineering China Co., Ltd. (EGCH), a subsidiary of EG, established in China. • Guangzhou Honda Automobile Co., Ltd. (GHAC) began production and sales of the Fit. • Takahisa Fujinami became the first Japanese rider to win the Trial World Championship. • U.S. aero engine subsidiary Honda Aero Inc. opens office in Reston, Virginia, and begins operations. • Developed the world's first* four-wheel driving system (SH-AWD), equipped in ACURA RL and Legend. • Developed the world's first* practical implementation of lane-by-lane VICS information at urban highway junctions and real-time weather information with InterNavi Weather. • GE Honda Aero Engines LLC, a joint venture with General Electric Company (GE), established in the U.S. to commercialize turbofan engines for light jets. • Small cogeneration unit for home use (heat and power supply) received the 2004 Gas Industry Innovation Award from the German Association for the Efficient and Environmentally Friendly Use of Energy(ASUE) (the first overseas award*). • Honda R&D Southeast Asia (HRS-T) began operations. • Hero Honda Motor Limited (HHML) in India reached cumulative production of 10 million motorcycles. • FCX equipped with Honda FC Stack, capable of starting in sub-zero temperatures, acquired certification from the Minister of Land, Infrastructure, Transport and Tourism • Introduced the e-Dealer System, an integrated system that links domestic automobile sales companies through a network and centrally manages all sales companies.	•Smart Dio Z4 •CBR1000RR (racing base model) •CBR1000RR •Forza •PS250 •Unicorn (made in India, regional model) •CRF450R (racing model) •e-Sai (made in China, regional model) •CR125R/CR250R (racing model) •Accord (made in U.K., regional model) •That's Almas(Welfare Vehicle) •Mobilio Almas(Welfare Vehicle) •Elysion •Step WGN •Fit •Edix •Fit (made in China, regional model) •CR-V •Legend •FCX (fuel cell vehicle) • Life with passenger side lift-up seat (Welfare Vehicle) •Accord Hybrid (made in U.S. for North America) •Inspire with passenger side swivel seat (Welfare Vehicle) •Step WGN with passenger side lift-up seat (Welfare Vehicle) •Step WGN with side lift-up seat(Welfare Vehicle) •Power Sprayer WJR1015/WJR1015H/WJR1515/WJR1515H/WJR2520/WJR2520H (backpack) •Generator EM45is/EM55is/EB45i/EB55i •Tiller Salad FF500/FF500H •Snow Thrower iHSS970i/HSS970iH	• Revised Worker Dispatching Act lifts ban on dispatching personnel to manufacturing operations. • Mandatory price labeling (pricing including consumption tax) • Revised Road Traffic Law announced, reviewing regulations on two-seater motorcycles on expressways, etc. • M9.3 earthquake off the coast of Sumatra in western Indonesia.

Motorcycle


Smart Dio Z4


CBR1000RR (racing base model)


CBR1000RR


Forza


PS250


Unicorn


CRF450R


e-Sai


CR125R

Automobile


Accord


That's Almas


Mobilio Almas


Elysion


Step WGN


Fit


Edix


CR-V


Legend


FCX


Accord Hybrid

Power Products


Power Sprayer WJR1015


Generator EM45is


Tiller Salad FF500


Snow Thrower iHSS970i

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2005	• Power products factory at Kumamoto Factory completed, began production. • HII in Italy reached cumulative production of 2 million general-purpose engines. • HPI in the Philippines reached cumulative production of 1 million motorcycles. • PGM-FI-equipped 4-stroke outboard engine won first place in customer satisfaction in the 4-stroke outboard engine category of J.D. Power's 2005 U.S. Marine Engine Competitive Intelligence Survey. • SDH's new plant in Tianjin, China began operations. • Announced that JAMA's target for reduction of environmentally hazardous substances (four heavy metal substances) in motorcycle and automobile models produced in Japan will be achieved by the end of 2005, ahead of schedule. • China's JLH agrees to change its business activities and concentrate management resources on the power products business. • AH launches Civic GX (natural gas vehicle) and Phill natural gas filling system for home use on the U.S. market. • AH in the U.S. reached a basic agreement with Climate Energy to commercialize a small cogeneration system for home use. • CHAC in China began production of the Jazz for the European market. • Honda Access launches Japan's first* motorcycle navigation system. • Global Honda Quality Standard (G-HQS) established. • Cumulative global production of motorcycles reached 150 million units. • FCX became the first fuel cell vehicle in Japan* to receive type certification from Japan's Ministry of Land, Infrastructure, Transport and Tourism. • FCX became world's first fuel cell vehicle* to begin leasing to the general public in the U.S. • Succeeded for the first time in the world in identifying a gene that increases rice yield, in collaboration with Nagoya University. • Developed Honda Hybrid System combining 3-stage i-VTEC engine and compact, high-efficiency IMA. • Developed 1.8L i-VTEC engine that delivers both powerful driving and low fuel consumption. • Kumamoto Factory began production of the TRX450R ATV, transferred from HAM motorcycle plant in the U.S. • HondaJet unveiled to the public at the EAA Air Venture air show in the U.S. • Established Honda Consulting Co., Ltd., a company specializing in human resource development. • Developed the world's first* airbag system for mass-produced motorcycles. • AHJ in Indonesia began operations at its third motorcycle plant. • Honda Auto Parts Manufacturing Co., Ltd. (CHAM), an automobile powertrain parts production company, established in China. • Civic/Civic Hybrid won Japan Automotive Hall of Fame Car of the Year award. • Acquired all shares of BAR H Ltd., a joint venture with BAT (British American Tobacco Co., Ltd.) in the F1 World Championship. • Announced the integration of its domestic sales channels into "Honda" in March 2006 and the introduction of the Acura premium brand in Japan in 2008. • Honda R&D established Honda R&D Asia Pacific Co., Ltd. (HRAP), an automobile R&D company, in Thailand. • Cumulative global production of the Super Cub series reached 50 million units. • Cumulative sales of power products in the U.S. reached 20 million units. • Production of general-purpose engines transferred from Hamamatsu Factory to Kumamoto Factory.	・CBR600RR (racing base model) ・CBR600RR ・XR50 Motard/XR100 Motard ・CB1300 SUPER BOL D'OR ・CB400 SUPER BOL D'OR ・XR230 ・XR400 Motard ・Siliver Wing (400, for riding schools) ・Spacy 125 (for riding schools) ・CRF250R (racing model) ・Airwave ・Step WGN ・Civic ・Accord/Accord Wagon ・Odyssey with passenger side lift-up seat (Welfare Vehicle) ・Civic Hybrid ・Fit ・Fit(Franz System・Welfare Vehicle) ・Lawnmower HRX537 (made in U.S.A.) ・Power Carrier Rikimaru HP350/HP450 ・Lawnmower HRC536 (made in U.S.A.) ・General Purpose Engine iGX440 ・Snow Thrower iHSM980i/HSM1180i/HSM1390i ・Snow Thrower iHSM1590i	• Automobile Recycling Law takes effect. • Kyoto Protocol takes effect. • Chubu Centrair International Airport opened. • Personal Information Protection Law enacted. • Automatic transmission limited motorcycle license began. • Four road-construction related public corporations privatized, six expressway companies established.

Motorcycle


CBR600RR (racing base model)


CBR600RR


XR50 Motard


CB1300 SUPER BOL D'OR


CB400 SUPER BOL D'OR


XR230


XR400 Motard


Siliver Wing (400, for riding schools)


Spacy 125 (for riding schools)


CRF250R

Automobile


Airwave


Step WGN


Civic


Accord


Civic Hybrid


Fit


Fit(Franz System)

Power Products


Lawnmower HRX537


Power Carrier Rikimaru HP350


Lawnmower HRC536


General Purpose Engine iGX440


Snow Thrower iHSM980i


Snow Thrower iHSM1590i

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2006	・Honda R&D Wako West R&D Center and Honda Aero, Inc. acquire AS9100 certification, an international aerospace quality standard. ・Honda Motorcycle Riding Trainer for safe riding education released for sale to authorized Honda motorcycle dealers and corporate customers. ・Primo, Clio, and Verno domestic automobile sales channels merged to form Honda Cars (2,400 locations nationwide) for all models. ・Internavi Floating Car Data reaches 100 million kilometers in accumulated data. First public release in Japan* of floating car data using Google Earth. ・Cumulative sales of power products in Spain reached 1 million units. ・Honda Used Car Sales Co., Ltd. renamed to Honda U-Tec Co., Ltd. ・Asian Parts Manufacturing (APM), an automobile sheet metal repair parts company, established in Thailand. ・Motorcycle, automobile, and power products sales companies in Portugal integrated to establish Honda Portugal S.A. (HP). ・Cumulative global production of power products reached 70 million units. ・Advanced Telecommunications Research Institute International (ATR) and Honda Research Institute Japan (HRI) announced basic technology to operate robots using brain activity. ・Honda Ukraine LLC.(HUA), a sales company for automobiles, power products, and parts, established in Ukraine. ・Developed a towable beach cleaner and began beach cleanup activities as part of social contribution activities. ・Announced 2010 CO_2 emission reduction targets for motorcycles, automobiles, and power products, and worldwide production (industry first) ・Honda Precision Parts of Georgia (HPPG), an automatic transmission production plant in the U.S., began operations. ・Suzuka Circuit Land and Twin Ring Motegi merge to form Mobilityland Corporation. ・Honda Motor do Argentina S.A. (HAR) began operation of a motorcycle production plant. ・AHL in Pakistan began operation of a motorcycle production plant in Lahore. ・Honda Motor China (HMC) signed multi-year business alliance agreement with Hong Kong Disneyland. ・Announced mass-production of HondaJet and entry into the aircraft business, and commencement of HondaJet sales by the end of 2010. *Sales were postponed to 2015. ・Honda Aircraft Company (HACI) established in the U.S. to develop, manufacture, and sell aircraft. ・Honda Racing F1 team won Round 13, Hungary in the F1 World Championship (RA106, Jenson Button). ・Honda Motor India Pvt Ltd (HMI), an aftermarket parts company, established in India. ・GHAC in China began operations at Zengcheng Plant, its second plant for complete vehicles, in Guangzhou. ・Developed the Honda Smart Parking Assist System (equipped in the October 2006 Life). ・Honda Selva del Peru S.A. (HSP), a motorcycle production company, established in Peru. ・GE Honda Aero Engines, Inc. of the U.S. reached an agreement with two aircraft manufacturers to provide the newly developed HF120 turbofan engine for the Freedom business jet and the mass-produced HondaJet. ・HACI began accepting orders for HondaJet at the National Business Aviation Association (NBAA) in the U.S. ・Honda Aircraft Company began accepting orders for HondaJet in the U.S. ・Zest becomes the first k-car to receive the highest rating of 6 stars for both driver and front passenger seats in collision safety performance tests in the 2006 automobile assessment. ・Yachiyo Kogyo Co., Ltd. became consolidated subsidiary to strengthen the k-car business and global parts supply system. ・HMA in the U.S. reached automobile production of one million units. ・Honda Soltec Co., Ltd., a solar cell business subsidiary, established. ・HMI in India began operations.	・Pleasure (made in India, regional model) ・CBR1000RR (racing base model) ・CBR1000RR ・Click (made in Thailand, regional model) ・Forza ・CBF150(made in China, regional model) ・Glamour FI (made in India, regional model) ・SCR110(made in China, regional model) ・CRF150R (racing model) ・Monkey 40th Anniversary Special ・Mobilio with side lift-up seat (Welfare Vehicle) ・Fit with passenger side swivel seat (Welfare Vehicle) ・Zest ・Partner ・Stream ・CR-V ・Civic FFV (flex-fuel vehicle, made in Brazil, regional model) ・Elysion Prestige ・Fit FFV (flex-fuel vehicle, made in Brazil, regional model) ・Electric 4-Wheel Scooter Monpal ML200 ・Cogeneration Unit MCHP1.0 ・Outboard Engine BF90/BF75 ・Generator EU55is ・Riding trainer	・Japan Post Holdings was established. ・The longest period of economic expansion since the end of World War II, surpassing the Izanagi economic boom (since February 2002)

Motorcycle


CBR1000RR (racing base model)


CBR1000RR


Forza


CBF150


Glamour FI


SCR110


Click


CRF150R


Monkey 40th Anniversary Special


Riding trainer

Automobile


Mobilio with side lift-up seat


Zest


Partner


Stream


CR-V


Civiv FFV


Elysion Prestige


Fit FFV

Power Products


Electric 4-Wheel Scooter Monpal ML200


Cogeneration Unit MCHP1.0


Outboard Engine BF90


Generator EU55is

* Honda research　* Google Earth is a trademark or registered trademark of Google LLC.　■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2007	・HMSB in Malaysia launched the Honda Dreams Fund, a scholarship program in collaboration with the United Nations Development Programme. ・Eagle Rock School in the U.S. received the John R. Chandler Award from CASE (Council for Advancement and Support of Education) for its support business. ・GHAC in China achieved automobile production of 1 million units. ・CHAM's new plant in Foshan, China, begins operations ・PGM-FI-equipped 4-stroke outboard engine ranked No. 1 in customer satisfaction in the 4-stroke EFI outboard engine category in J.D. Power's 2007 U.S. Marine Engine Competitive Intelligence Survey for the third year in a row. ・Honda Taiwan Motor Co., Ltd.(HTW-M), an automobile production company, established as Honda Taiwan's production branch. ・Launched the FreeWatt compact cogeneration system for home use in the northeastern U.S. in cooperation with Climate Energy, Inc. ・GHAC's Odyssey became the first minivan to receive a 5-star rating in the China Automotive Technology and Research Center (CATARC) crash safety performance test (C-NCAP). ・Guangzhou Honda Automobile Research & Development Co., Ltd. (GHRD), a research and development subsidiary of GHAC, established in China. ・Opened an Acura design studio at HRA in the U.S. ・Conducted Honda's first overseas beach cleanup in Portugal. ・Suzuka Distribution Center, a base for aftermarket parts for automobiles and power products, began operations. ・Honda Manufacturing of Indiana LLC (HMIN) established in the U.S. ・Developed the world's first* "real-time map update of major roads" that immediately reflects newly opened major roads in route guidance. ・HDA of Brazil reached cumulative motorcycle production of 10 million units. ・CVCC engine and Cub F-Type recognized as Mechanical Heritage by the Japan Society of Mechanical Engineers. ・Toni Bou wins Trial World Championship. ・Developed HFT (Human-Friendly-Transmission), a hydraulic-mechanical continuously variable automatic transmission for motorcycles. ・HHML of India reached cumulative motorcycle production of 20 million units. ・TH of Thailand's cumulative production of power products reached 10 million units. ・HUM of the U.K. reached cumulative Civic production of 1 million units. ・Cumulative domestic sales of the Fit reach 1 million units. ・HMA of the U.S. reached cumulative Odyssey production of 1 million units. ・HATC of Thailand reached cumulative automobile production of 1 million units.	・CBR600RR (racing base model) ・CBR600RR ・CRF80F (racing model) ・Gold Wing(Airbag) ・Today ・CB400 SUPER FOUR/CB400 SUPER BOL D'OR ・Forza Z ・Elysion with side lift-up seat(Welfare Vehicle) ・Elysion with passenger side lift-up seat (Welfare Vehicle) ・Crossroad ・Civic TYPE R ・Accord (made in the U.S., regional model) ・S2000 TYPE S ・Fit ・Step WGN Spada ・Inspire ・Tiller Punch X F402J/F402JH ・Thin-Film Solar Cell HEM125PA/HEM115PA (made and sold by Honda Soltec) ・Power Tiller F530/F730	・U.S. subprime loan problem surfaces, causing turmoil in financial markets.

Motorcycle


CBR600RR (racing base model)


CBR600RR


CRF80F


Gold Wing(Airbag)


Today


CB400 SUPER FOUR


Forza Z

Automobile


Elysion with side lift-up seat


Crossroad


Civic TYPE R


Accord


S2000 TYPE Sy


Fit


Step WGN Spada


Inspire

Power Products


Tiller Punch X F402J


Thin-Film Solar Cell HEM125PA


Power Tiller F530

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2008	・HUM (U.K.) achieved cumulative automobile production of 2 million units. ・HACI announced the start of HondaJet sales in Mexico and Canada. ・Honda Safety Driving Center opened in the Philippines. ・HACI in the U.S. began taking orders for the HondaJet in Europe at the EBACE (European Business Aviation Convention and Exhibition) aircraft show in Geneva. ・Developed the world's first* electronically controlled combined ABS, a new brake system for motorcycle supersports models. ・Kumamoto Factory held a ceremony to commemorate the 50th anniversary of the launch of the Super Cub. ・HVN of Vietnam achieved cumulative motorcycle production of 5 million units. ・Began joint testing of walking assist system with Kasumigaseki Minami Hospital (Kawagoe City, Saitama Prefecture). ・Step Wgn sales in Japan reached 1 million units. ・Honda Sun Hiji Plant began operations. ・Developed Motion Adaptive EPS which assists steering operation and improves driving stability. ・Developed pop-up bonnet system to reduce head impact on pedestrians in the event of a collision. ・Began crash tests using third-generation pedestrian dummy POLAR III, which can evaluate injuries to the lower back and thighs. ・Developed a multi-view camera system that supports safe and reliable driving by capturing images of the surrounding field of vision with a camera. ・Developed the world's first* driver's side i-SRS airbag system (continuously variable). ・Cumulative worldwide motorcycle production reached 200 million units. ・Honda Soltec Co., Ltd. began sales of thin-film solar cells for public and industrial use. ・Honda withdrew from F1 World Championship at the end of 2008. ・Cancelled plans to introduce Acura as a domestic sales channel. ・Reached a basic agreement with GS Yuasa to establish a joint venture for manufacturing, sales and R&D of lithium-ion batteries.	・Lead ・CBR1000RR (racing base model) ・Gyro Canopy ・DN-01 ・XR230 Motard ・Gyro X ・CB223S ・CBR1000RR ・Super Cub 50 50th Anniversary Special ・Little Cub 50th Anniversary Special ・CRF450R (racing model) ・Shadow Classic/Shadow Custom(400) ・Freed ・Accord ・Accord Tourer ・FCX Clarity (fuel cell vehicle, leased in U.S.) ・Legend ・City (made in Thailand, regional model) ・Odyssey ・FCX Clarity (fuel cell vehicle, leased in Japan) ・Odyssey with passenger side lift-up seat (Welfare Vehicle) ・Life ・Zest Spark ・Life with passenger side lift-up seat (Welfare Vehicle) ・1Wheel Power Tiller FR316/FR716 ・Tiller Lucky FU655L/FU755L/FU655LH/FU755LH ・Lawnmower HRG415C3/HRG465C3 (made in France) ・Outboard Engine BF50/BF40 ・Snow Thrower Yukios SB800 (blade)	・Lehman Brothers, a major U.S. investment bank, collapsed.

Motorcycle


Lead


CBR1000RR
(racing base model)


Gyro Canopy


DN-01


XR230 Motard


Gyro X


CB223S


CBR1000RR


Super Cub 50
50th Anniversary Special


Little Cub
50th Anniversary Special


CRF450R


Shadow Classic(400)

Automobile


Freed


Accord


Accord Tourer


FCX Clarity


Legend


City


Odyssey


Odyssey with
passenger side lift-up seat


Life


Zest Spark


Life with
passenger side lift-up seat

Power Products


1Wheel Power Tiller FR716


Tiller Lucky FU655L


Lawnmower HRG415C3


Outboard Engine BF50


Snow Thrower Yukios SB800

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2009	・Equipped Insight with newly developed 1.3L i-VTEC engine + IMA hybrid system. ・Odyssey reached 1 million units sold in Japan. ・Sold Honda Racing F1 Team (HRF1), a Formula 1 World Championship team, to team principal Ross Brawn. ・Jointly developed a compact home-use cogeneration system for the European market with Vaillant of Germany. ・HDA of Brazil launched the CG150 TITAN MIX equipped with the world's first* Flex Fuel technology Mix Fuel Injection system for motorcycles. ・ATR and Shimadzu Corporation jointly develop Brain-Machine Interface (BMI) to control robots by thinking. ・Production of motorcycle engines at Hamamatsu Factory ended, operations transferred to Kumamoto Factory (complete vehicle production was transferred in 2008) ・Established Blue Energy Corporation, a joint venture with GS Yuasa for manufacturing, sales, and R&D of high-performance lithium-ion batteries. ・Opened The Critical Quality Issues Exhibition Hall for market measures (critical quality issues) at the QCT Quality Innovation Center Tochigi. ・Guangzhou Honda Automobile Co., Ltd. (GHAC) renamed to Guangqi Honda Automobile Co., Ltd. ・Takeo Fukui retires and Takanobu Ito becomes Honda's seventh president. ・HAM Motorcycle Plant MMP in the U.S. ends motorcycle production. ・Received the Minister of Economy, Trade and Industry Award for Invention and the Meritorious Award for Invention Practice at the 2009 National Commendation for Invention, for the design of the Monpal ML200. ・DHAC of China opened an elementary school (Dongfeng Honda Motivational Elementary School) in Mao County, Sichuan Province, which was damaged by the Sichuan Earthquake. ・Increment P Corporation and Zenrin Datacom Co., Ltd. jointly established and began operating the Disaster Mobility Assistance Information Sharing System to share road information in the event of an earthquake. ・Anshin Plus, an industry-first* Snow Thrower theft compensation program, is launched. ・Developed CV-Matic, an automatic transmission that can be installed for Cub-type engines ・Developed the world's first* dual clutch transmission (DCT) for large motorcycle sports models. ・Developed and announced U3-X, a new personal mobility technology aimed at harmonizing with people. ・Saitama Factory's Ogawa Engine Plant began operations. ・Tama Tech closed (open for 48 years from October 1961). ・HRI-US succeeded in synthesizing high-purity metallic carbon nanotubes in collaboration with Purdue University and University of Louisville. ・Insight won the 2009-2010 Japan Automotive Hall of Fame Car of the Year Award. ・Guangqi Honda Automobile Co., Ltd. (GHAC) reached cumulative Accord production and sales volume of 1 million units. ・Internavi Premium Club members exceeded 1 million since the service started in October 2002. ・TH of Thailand produced and launched the new PCX scooter, and began exports in 2010. ・All Honda Trimmer models received the industry's first* Safety Certificate of Approval.	・CBR1000RR(ABS) ・CBR600RR(ABS) ・Monkey ・Silver Wing GT(400) /Silver Wing GT(600) ・CG150 TITAN MIX (made in Brazil, regional model) ・VTR ・Super Cub 110/Super Cub 110 Pro ・Faze ・CRF250R (racing model) ・NXR150MIX (made in Brazil, regional model) ・PCX (made in Thailand, regional model) ・VT1300CX ・Shadow Phantom 750 ・Insight ・Freed (made in Indonesia, regional model) ・City FFV (flex-fuel vehicle, made in Brazil, regional model) ・Step WGN ・Civic TYPE R EURO (made in U.K.) ・Acty Truck ・Tiller Pianta FV200 (household butane gas canister) ・Lawnmower HRX537C2 (made in U.S.A.) ・Outboard Engine BF60/BFP60 ・Outboard Engine BF225/BF200/BF175 ・Generator EU26i ・Snow Thrower Yukimaru HS655J1 ・Snow Thrower HS760JSE ・Trimmer UMR425 (backpack) ・Launched Honda Safety Navi, a simplified driving simulator.	・Tax reduction for eco-cars began. ・Solar power surplus power purchase program began.

Motorcycle


CBR1000RR(ABS)


CBR600RR(ABS)


Monkey


Silver Wing GT(400)


CG150 TITAN MIX


VTR


Super Cub 110


Faze


CRF250R


PCX


VT1300CX


Shadow Phantom 750

Automobile


Insight


City FFV


Step WGN


Civic TYPE R EURO


Acty Truck

Power Products


Tiller Pianta FV200


Lawnmower HRX537C2


Outboard Engine BF60


Outboard Engine BF225


Generator EU26i


Snow Thrower Yukimaru HS655J1


Snow Thrower HS760JSE


Trimmer UMR425

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2010	・Sales of Pianta FV200 gas-powered tiller reach 10,000 Units. ・Launched Link Up Free, the automobile industry's first* free communication service, for Internavi Premium Club members. ・The Singapore Safety Driving Center (SSDC) relocated and opened as Southeast Asia's first* full-scale driving school equipped with a multi-level practical driving course. ・Established the 2020 Vision to realize products that "maximize customer joy" quickly, cheaply, and with low carbon emissions. ・SDH in China reached a cumulative production of 1 million 50cc export-market scooters. ・HAM Marysville Plant (MAP) in the U.S. became Honda's first overseas automobile production plant to reach a cumulative production volume of 10 million units. ・Developed Honda's first 6-speed automatic transmission and the world's first* noise-reducing aluminum wheels (equipped on Legend released in October 2010) ・Fit Hybrid won the 2010-2011 Japan Automotive Hall of Fame Car of the Year Award. ・Launched "Honda Video KYT (Kiken yosoku training)," a safe driving education device. ・Mass-produced HondaJet successfully completed its first flight to obtain type certification in the U.S. ・Leasing of EV-neo, an electric two-wheeled vehicle, began. ・Internavi Link-Up Free received ATTT Award (Automobile Communication Technology Award, Grand Prize) ・Announced dissolution of joint venture Hero Honda Motor (HHM), a motorcycle production and sales joint venture in India, and future technology licensing. ・Announced plans for a next-generation personal mobility field test to be conducted jointly with Saitama and Kumamoto prefectures, unveiled the vehicle to be used and a solar charging station.	・CB Twister (made in India, regional model) ・Wave110i AT (made in Thailand, regional model) ・VFR1200F ・CB1100 ・PCX (made in Thailand) ・VT750S ・VT1300CR/ VT1300CS ・VFR1200F Dual Clutch Transmission ・VT400S ・EV-neo (electric scooter, leased to corporations and small businesses) --- ・CR-Z ・Freed Spike ・Fit Hybrid ・Civic TYPE R EURO ・Life with passenger side lift-up seat (Welfare Vehicle) --- ・Lawnmower HRS536 (made in U.S.A.) ・Generator Enepo EU9iGB (household butane gas canister) ・Outboard Engine BF150/BF135/BF115 ・Thin-Film Solar Cell HEM120PCA/HEM130PCA (made and sold by Honda Soltec) ・Power Conditioner HEP055S (sold by Honda Soltec) ・General Purpose Engine GX240/GX270/GX340/GX390 ・General Purpose Engine iGX240/iGX270/iGX340/iGX390 --- ・Honda bicycle simulator for safe riding training ・Automobile driving simulator for safe driving training	・Magnitude 8.8 earthquake strikes Chile. ・Ministry of Economy, Trade and Industry ended subsidies for eco-friendly cars. ・All lines of the Tohoku Shinkansen began service.

Motorcycle


CB Twister


Wave110 i AT


VFR1200F


CB1100


PCX


VT750S


VT1300CR


VFR1200F
Dual Clutch Transmission


VT400S


EV-neo


Honda bicycle simulator

Automobile


CR-Z


Freed Spike


Fit Hybrid


Civic TYPE R EURO


Life
with passenger side lift-up seat


Automobile driving simulator

Power Products


Lawnmower HRS536


Generator Enepo EU9iGB


Outboard Engine BF150


Thin-Film Solar Cell
HEM120PCA


Power Conditioner
HEP055S


General Purpose Engine
GX240


General Purpose Engine
iGX240

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2011	・On March 11, the Great East Japan Earthquake struck. Tochigi area offices, as well as suppliers and dealers in the Tohoku region, suffered extensive damage. ・Information on passable roads around the areas affected by the Great East Japan Earthquake was published on Google Maps*. ・Mass-produced HondaJet recorded a top speed of 425 knots (approx. 787 km/h). ・HAR's Campana Plant in Argentina began automobile production. ・Gas engine cogeneration units for residential use fully upgraded, and sales to gas utilities began. ・Announced target to reduce CO_2 emissions of products sold worldwide by 30% and established the global environmental slogan "Blue Skies for Our Children." ・Honda ranked 2nd overall (1st among volume brands), Acura ranked 3rd overall, 7 models ranked 1st by category, and the Indiana Plant ranked 1st by plant, in J.D. Power's U.S. Initial Quality Study (IQS). ・Associates of 14 joint venture companies in China planted trees in Xinghe County, Inner Mongolia Autonomous Region. ・WDHAC in China reached automobile production of one million units. ・GHAC ranked first and WDHAC second in the 2011 China Automotive After-Sales Service Satisfaction (CSI) survey conducted by J.D. Power. ・HondaJet production plant completed on HACI's site in the U.S. ・HMSI began operations at its second plant for motorcycle production in Tapukara, Rajasthan, India. ・Developed eSP engine for 125cc scooters with improved overall performance. ・HVN of Vietnam reached a cumulative motorcycle production of 10 million units. ・HATC in Thailand was flooded. ・JLH in China began operations at new plant. ・HSAF-K, an office for automobiles, opens in Nairobi, Kenya. ・Cumulative domestic production of power products reachesd100 million units (since the first H-Type general-purpose engine in 1953)	・Giorno ・Biz125Flex (made in Brazil, regional model) ・CBR250R ・Zoomer 10th Anniversary ・Dio 110 ・Ace CB125 Motorcycle Taxi / Ace CB125-D (made in Nigeria, regional model) ・Benly ・Kushi (made in China, regional model) ・CBR1000RR (racing base model) ・CBR1000RR ・Everus S1 (made in China, regional model) ・Civic (made in U.S, regional model) ・BRIO (made in Thailand, regional model) ・Fit Shuttle/Fit Shuttle Hybrid ・Freed Hybrid ・Insight Exclusive ・CR-V ・N-BOX ・Trimmer UMK425/UMK435/UMR425 ・Cogeneration Unit MCHP1.0K2 ・Snow Thrower HSS970n/HSS1170n/HSS1180i/HSM1380i/HSM1390i ・Outboard Engine BF250	・Magnitude 9.0 Great East Japan Earthquake and tsunami strikes Japan. ・JC08 mode fuel efficiency standards introduced. ・Flooding in Thailand caused by heavy rains spreads. ・New eco-car subsidy began.

Motorcycle


Giorno


CBR250R


Zoomer 10th Anniversary


Dio 110


Ace CB125 Motorcycle Taxi


Benly


Kushi


CBR1000RR
(racing base model)


CBR1000RR

Automobile


Everus S1


Civic


BRIO


Fit Shuttle


Freed Hybrid


Insight Exclusive


CR-V


N-BOX

Power Products


Trimmer UMK425


Cogeneration Unit
MCHP1.0K2


Snow Thrower HSS970n


Outboard Engine BF250

* Honda research　* Google Maps is a trademark or registered trademark of Google LLC.　■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2012	・Released software to rehabilitate drivers for Honda Safety Navi, a simplified automobile driving simulator. ・HATC in Thailand, which had been halted due to flood damage, resumed production. ・Installed solar-powered hydrogen station on the premises of Saitama Prefectural Office. Delivered FCX Clarity with power-supply feature to Saitama Prefecture. ・Launched Honda Moto LINC, a membership program for Honda motorcycle owners. ・Established the world's first* process for extracting rare earths from used Honda product parts in a recycling process, through joint development with Japan Metals & Chemicals Co., Ltd. ・First public showing of completed Demonstration house in Saitama City equipped with Honda Smart Home System (HSHS). ・Established Suzuka Factory Automobile R&D Center Suzuka Branch (HGT-S) to strengthen the competitiveness of the k-car business, and commenced cooperative development, production, and purchasing system operations. ・UNI-CUB personal mobility launched. ・Fit EV received the highest power efficiency rating in the U.S. from the EPA. ・Became industry-first company to disclose global CO_2 emissions of Honda products when used. ・WDHAC in China began operations at its second plant. ・TH in Thailand reached a cumulative production of 20 million power products. ・GHAC first and WDHAC second in China's 2012 CSI survey for the second consecutive year. ・HAB in Brazil reached cumulative automobile production of 1 million units. ・Acquired all shares of Honda Siel Cars India Ltd. (HSCI), an automobile production and sales subsidiary in India, renamed to Honda Cars India Limited (HCIL). ・Developed technology for joining steel and aluminum, and applied for the first time in the world* to the framework (front sub-frame) of automobiles produced in North America (Accord, U.S. model). ・Developed catalyst that reduces rhodium usage by 50% (Accord, U.S. model) ・Developed gas engine cogeneration unit for home use with stand-alone operation that can start up during power failure. ・Cumulative global sales of hybrid vehicles reach 1 million units*. ・HACI began mass production of the first HondaJet in the U.S. ・N-BOX+ won the 2012-2013 Japan Automotive Hall of Fame Car of the Year Award. ・Developed the SPORT HYBRID Intelligent Dual Clutch Drive, a lightweight and compact hybrid system. ・Cumulative exports of automobiles from the U.S. reached 1 million units. (In 1987, Honda became the first Japanese automobile manufacturer* to export automobiles from the U.S.)	・Click 125i (made in Thailand, export model) ・Benly 110 ・NC700X/NC700S ・Super Cub 110 (made in China) ・Integra ・CRF250L ・Super Cub 50 (made in China) ・Dream Yuga (made in India, export model) ・PCX150 ・Super Cub 50 Pro/Super Cub 110 Pro (made in China) ・CRF450R (racing model) ・Jazz Hybrid (made in Thailand, export model) ・N-BOX+ ・N-BOX+ (Wheelchair mobility vehicle・Welfare Vehicle) ・Fit EV (fuel cell vehicle for government and corporate lease) ・CR-Z ・BRIO AMAZE (made in Thailand, export model) ・N-ONE ・FIT twist (made in Brazil, export model) ・Tiller Punch X F502 ・General Purpose Engine GX120/GX160/GX200 ・Lawnmower Graspa HRE330/HRE370 (electric) ・Cogeneration Unit MCHP1.0R ・Thin-Film Solar Cell HEM140PCPB (made and sold by Honda Soltec)	・Renewable energy fixed purchase system began.

Motorcycle


Click 125i


Benly 110


NC700X


Super Cub 110


NC700S


Integra


CRF250L


Super Cub 50


Dream Yuga


PCX150


Super Cub 50 Pro


CRF450R

Automobile


Jazz Hybrid


N-BOX+


N-BOX+ (Wheelchair mobility vehicle)


Fit EV


CR-Z


BRIO AMAZE


N-ONE


FIT twist

Power Products


Tiller Punch X F502


General Purpose Engine GX120


Lawnmower Graspa HRE330


Cogeneration Unit MCHP1.0R


Thin-Film Solar Cell HEM140PCPB

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2013	・Honda R&D India established first wind tunnel testing facility in India, to strengthen motorcycle R&D capabilities. ・Honda Moto LINC service became available to all motorcycle owners. ・Established world's first* system to recycle rare earths extracted from nickel-metal hydride batteries used in hybrid vehicles. ・Honda Motorcycle Kenya Ltd. (HMK), a motorcycle production and sales company, established in Kenya. ・WHM in China reached cumulative motorcycle production of 10 million units. ・Honda Automobile Western Africa (HAWA), an import and sales company for automobiles and parts, established in Nigeria. ・Honda Assembly (Malaysia) Sdn. Bhd. (HASB), an automobile engine production company, established in Malaysia. ・Announced entry into the 2015 F1 World Championship through a joint project with McLaren as a power unit (PU) supplier. ・HMSI's third plant in Narsapur, Karnataka, India began operations. ・Jointly developed with the National Institute of Advanced Industrial Science and Technology (AIST), an independent administrative agency, a high altitude survey robot for remote-controlled surveys inside the buildings of TEPCO's Fukushima Daiichi Nuclear Power Station. ・Agreed with TDK Corporation and Nippon Heavy Chemical Industry Co., Ltd. to jointly promote initiative to reuse rare earths extracted from nickel-metal hydride batteries for hybrid vehicle motors. ・Agreed with GM to jointly develop next-generation fuel cell system (joint development of fuel cell system and hydrogen storage system for commercialization around 2020). ・Saitama Factory Yorii Plant began operations. ・Honda Sun received an award from the Minister of Health, Labour and Welfare for its excellence in employment of people with disabilities. ・Completed construction of the HondaJet Customer Service Center at HACI's headquarters in the U.S. ・Announced closure of Honda Soltec, a solar cell business subsidiary. ・Fit Hybrid won the 2013-2014 Japan Automotive Hall of Fame Car of the Year Award. ・Honda Motor (China) Technology Co., Ltd. (HMCT) established in China to strengthen automobile R&D, parts procurement, and production. ・Announced UNI-CUB β with improved usability. ・Developed VTEC TURBO direct injection gasoline turbo engine. ・Announced launch of the MC-β ultra-compact EV - Began social experiments with Kumamoto Prefecture, Saitama City, and Miyakojima City. ・GE Honda receives type certification for HF120 turbofan engine. ・HondaJet obtains Type Inspection Authorization (TIA) from the Federal Aviation Administration (FAA) of the U.S. ・Bangladesh Honda Private Limited (BHL) began sales of locally produced CD80 and five other models produced by HMSI. ・Established Honda Energy do Brasil Ltda. (HEN), a wind power generation company, in Brazil.	・MSX125 (made in Thailand, export model) ・Gold Wing F6B ・CBR600RR (racing base model) ・CBR600RR ・CBR400R ・CRF250M ・CB400F ・400X ・CBR125R ・Zoomer X ・Cross Cub (made in China) ・Grom ・CTX700 ・Forza Si (made in Thailand) ・Lead 125 ・CRF250R (racing model) ・Sh mode ・CRF125F ・Little Cub 55th Anniversary Special ・CG110 (made in Nigeria, export model) ・Accord Hybrid ・Accord Plug-In Hybrid (lease) ・Brio Satya (made in Indonesia, export model) ・Jade (made in China, export model) ・Fit/Fit Hybrid ・N-WGN/N-WGN Custom ・Odyssey ・Vesel ・Tiller Salad FF300 ・Tiller Salad CG FFV300 (household butane gas canister) ・General Purpose Engine GP160H (made in China) ・Robotic Lawnmower Miimo (made in Europe, export model) ・Snow Thrower HSL2511 ・Snow Thrower HSS760nJX/HSS970nJX/HSS1170nJX ・Outboard Engine BF90/BF75	・BOJ's extraordinary monetary easing commenced to end deflation, "Abenomics" in full swing.

Motorcycle


MSX125


Gold Wing F6B


CBR600RR (racing base model)


CBR600RR


CBR400R


CRF250M


CB400F


400X


CBR125R


Zoomer X


Cross Cub


Grom


CTX700


Forza Si


Lead 125


CRF250R


Sh mode


CRF125F


Little Cub 55th Anniversary Special


CG110

Automobile


Accord Hybrid


Accord Plug-In Hybrid


Brio Satya


Fit


N-WGN


Odyssey


Vesel

Power Products


Tiller Salad FF300


Tiller Salad CG FFV300


General Purpose Engine GP160H


Robotic Lawnmower Miimo


Snow Thrower HSL2511


Snow Thrower HSS760nJX


Outboard Engine BF90

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2014	・Joined the Open Automotive Alliance, a framework for promoting innovation in automotive technology that enables safe and intuitive operation. ・HPM in Indonesia commenced operations at second automobile plant. ・Developed the HEH55 standard charger for electric vehicles (PHEVs and EVs). ・HDM in Mexico commenced operations at second automobile plant in Celaya. ・HCIL in India commenced production of automobiles at its Tapukara plant. ・Cumulative automobile production in the U.S. reached 20 million units. ・Developed low-pressure LP gas generator for disaster preparation. ・Honda Vietnam Power Products Co., Ltd. (HVPP), an import and sales company for power products, established in Vietnam. ・N-WGN became the first K-car to receive the Five Star Award, the highest award in the new comprehensive safety performance evaluation, in the 2013 Japan National Car Assessment Program (JNCAP). ・GE Honda in the U.S. began shipment of the HF120 small turbofan engine. ・Super Cub shape approved for registration as a three-dimensional trademark in Japan. (First time for shape of an automaker's product to be registered as a three-dimensional trademark) ・Nippon Charge Service (NCS) established to build a charging infrastructure network for electric vehicles (PHVs, PHEVs, and EVs). ・First mass-produced HondaJet successfully completed first flight. ・HDA in Brazil reached cumulative motorcycle production of 20 million units. ・SDH in China reached cumulative motorcycle production of 10 million units. ・Jointly installed with Iwatani Corporation packaged smart hydrogen stations in Saitama City's Eastern Environmental Center (September) and Kitakyushu City's Eco-Town Center (December) that employ Honda's proprietary high-pressure water electrolysis system. ・Cumulative global motorcycle production reaches 300 million units* Commemorative ceremony held at Kumamoto Factory. ・Honda SENSING, an advanced driving safety support system, announced. ・HVN in Vietnam commenced operations at its third motorcycle production plant. ・HAI of the U.S. began shipment of the HF120 small turbofan engine. ・TH in Thailand reached combined production of motorcycles and power products of 50 million units. ・Honda Energy do Brasil (HEN) became the industry's first company* to operate a wind power generation plant (to generate the annual electricity needed for automobile production from renewable energy).	・NC750X / NC750S ・CB1100 EX ・CTX1300 ・Integra ・Dunk ・CB1300 SUPER FOUR/CB1300 SUPER BOL D'OR ・CB400 SUPER FOUR/CB400 SUPER BOL D'OR ・VFR1200X Dual Clutch Transmission ・CBR650F/CB650F ・CBR250R ・NM4-01 ・PCX/PCX150 ・VFR800F ・Gold Wing F6C ・Monkey Kumamon Version ・CB250F ・Gold Wing(40th Anniversary) ・VFR800X ・N-BOX SLASH ・Grace ・Water Pump WB20XT/WB30XT (made in Thailand) ・Lawnmower HRG416/HRG466 (made in France) ・Water Pump WL20XH/WL30XH ・Lawnmower HRX476 (made in France) ・Generator EU55is ・Generator EP900 ・Snow Thrower Yukios-e SB800e (electric blade)	・Consumption tax increased from 5% to 8% (first increase in 17 years). ・Takata airbag recall hearing held by U.S. Senate.

Motorcycle


NC750X


CB1100EX


CTX1300


Integra


Dunk


CB1300 SUPER FOUR


CB400 SUPER FOUR


VFR1200X
Dual Clutch Transmission


CBR650F


CBR250R


NM4-01


PCX


VFR800F


Gold Wing F6C


Monkey Kumamon Version


CB250F


Gold Wing


VFR800X

Automobile


N-BOX SLASH


Grace

Power Products


Water Pump WB20XT


Lawnmower HRG41


Water Pump WL20XH


Lawnmower HRX476


Generator EU55is


Generator EP900


Snow Thrower
Yukios-e SB800e

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2015	・Launched Legend with Sport Hybrid SH-AWD three-motor hybrid system. ・HACI of the U.S. installed a flight simulator at the HondaJet Training Center. ・Cumulative sales of N series (five models) exceed 1 million units. ・HAI's aeroengine plant in the U.S. received FAA manufacturing certification. ・Honda Electro-Gyrocator received the 8th "Denki no Ishizue (Cornerstone of Electricity)" award for electric technology. ・HondaJet received advance type certification from the Federal Aviation Administration (FAA) of the U.S. ・First Acura dealership in the Middle East opened in Kuwait. ・Takanobu Ito retired and Takahiro Hachigo became Honda's eighth president. ・HAWA in Nigeria commenced automobile production. ・Honda Walking Assist, a walking training device, announced and leased. ・Started verification tests of inverters for external power supply jointly with Tottori University. ・Honda selected for the first time for the Dow Jones Sustainability Asia/Pacific Index (DJSI), a leading index for socially responsible investment. ・Honda, Yamaha, and BMW Motorrad collaborate on the practical application of Cooperative Intelligent Transport System (C-ITS) equipment for motorcycles. ・Honda's Walking Assist obtained ISO13482 certification, the international safety standard for life support robots. ・GHAC in China commenced operations at third plant and engine plant. ・Jointly unveiled with LIXIL Housing Research Institute the next-generation resilient home "House + X" Powered by Honda. ・HACI received type certification for HondaJet from the Federal Aviation Administration (FAA) of the U.S., began delivery of HondaJet in the U.S.	・Tact ・Little Cub Special ・Dio 110 ・RC213V-S ・Benly /Benly Pro/Benly 110/ Benly 110 Pro ・Giorno ・CB125F (for driving schools) ・Jade (made in China) ・Legend ・S660 ・Step WGN/Step WGN Spada ・Shuttle ・N-ONE ・Step WGN/Step WGN Spada (Wheelchair mobility vehicle・Welfare Vehicle) ・Civic TYPE R (made in U.K.) ・Lawnmower HRS536 ・External Power Source Power Exporter 9000 ・Tiller Lucky Boy FU400 ・Trimmer UMK425H/UMK435/UMR425 (nylon cord-cutter) ・Water Pump WX10T/WX15T ・Cogeneration Unit MCHP1.0K3/ MCHP1.0PK3/MCHP1.0R1/MCHP1.0RP1 ・Outboard Engine BF100/BF80	・Hokuriku Shinkansen (Takasaki - Kanazawa) began service. ・Revised Electricity Business Act enacted, electricity sales are fully deregulated. ・Takata agrees to the U.S. Department of Transportation's National Highway Traffic Safety Administration's (NHTSA) airbag fines consent order. ・The 21st Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21) adopts the Paris Agreement, a new international framework to combat global warming.

Motorcycle


Tact


Little Cub Special


Dio 110


RC213V-S


Benly


Giorno


CB125F for driving schools

Automobile


Jade


Legend


S660


Step WGN


Shuttle


N-ONE


Step WGN (Wheelchair mobility vehicle)


Civic TYPE R

Power Products


Lawnmower HRS536


External Power Source Power Exporter 9000


Tiller Lucky Boy FU400


Trimmer UMK425H


Water Pump WX10T


Cogeneration Unit MCHP1.0K3


Outboard Engine BF100

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2016	・HMSI in India commenced operations of its fourth plant for scooter production. ・HATC Prachinburi Plant in Thailand commenced operations. ・HATC Prachinburi Plant in Thailand developed and introduced the Assembly Revolution Cell (ARC) line, the world's first* fluidized cell production line for the mass production of complete automobiles. ・Performance Manufacturing Center (PMC) in the U.S. began mass-production of the NSX. ・The 2016 Kumamoto Earthquake occurred. Kumamoto Factory, suppliers and dealers in Kumamoto Prefecture were severely damaged. ・GE Honda (U.S.A.) received type approval in Europe for HF120 small jet engine. ・HACI in the U.S. received type certification of HondaJet from the European Aviation Safety Agency. ・Commenced joint Artificial Intelligence (AI) research with Softbank Corp. to strengthen open innovation in AI technology. ・Adopted heavy rare earth-free magnets for hybrid vehicle motors (world-first*, equipped on the Freed). ・Cumulative motorcycle production in Vietnam reached 20 million units. ・Cumulative global production of automobiles reached 100 million units*. ・Commenced collaboration with Yamaha Motor Co. for Class 1 mopeds. ・Launched Honda Total Care, a car life support service (providing road services through a business alliance with JAF).	・NC750X ・400X ・CBR400R ・CRF1000L Africa Twin ・Grom ・CRF450R (racing model) ・Rebel 500/Rebel 300 (announced in North America) ・CBR250RR (made in Indonesia, export model) --- ・BR-V (made in Indonesia, export model) ・Clarity Fuel Cell (lease) ・Accord ・NSX (made in U.S.A.) ・Freed/Freed＋ --- ・Tiller Salad FF500 ・Tiller Comame F220 ・Tiller Putina FG201 ・Outboard Engine BF2 ・Blower HHB25 (Honda's first blower) ・Outboard Engine BF5/BF6 ・Generator EG25i	・Hokkaido Shinkansen commenced service between Shin-Aomori and Shin-Hakodate-Hokuto stations. ・Magnitude 7.3 Kumamoto Earthquake occurs.

Motorcycle


NC750X


400X


CBR400R


CRF1000L Africa Twin


Grom


CRF450R


Rebel 500


CBR250RR

Automobile


BR-V


Clarity Fuel Cell


Accord


NSX


Freed

Power Products


Tiller Salad FF500


Tiller Comame F220


Tiller Putina FG201


Outboard Engine BF2


Blower HHB25


Outboard Engine BF5


Generator EG25i

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2017	・Established Fuel Cell System Manufacturing, LLC, the industry's first* hydrogen fuel cell system production joint venture with General Motors (GM) in Michigan. ・JLH and FMH in China merge to become JLH. ・HPM in Indonesia reached automobile production of 1 million units. ・Honda Electro-Gyrocator recognized as an IEEE Milestone. *IEEE: The Institute of Electrical and Electronics Engineers, the world's largest academic society in the fields of electricity, electronics, information and communications, headquartered in the U.S. ・Began studying collaboration with Japan Post for the development of social infrastructure (verification experiments using electric motorcycles, etc.) ・Established the 2030 Vision which defines Honda's direction to provide the "Joy of expanding their life's potential" to all people. ・Commenced AI research in collaboration with Boston University in the area of artificial intelligence (AI) information security. ・Takuma Sato became the first Japanese driver to win the Indy 500. ・Established Hitachi Automotive Electric Motor Systems, Ltd. as a joint venture in the electric vehicle motor business. ・HRAP in Thailand opened Prachinburi Proving Ground, a test course to strengthen R&D in the Asia Pacific region. ・Announced ending partnership with McLaren at the end of the 2017 F1 World Championship season, and an agreement with Scuderia Toro Rosso to supply power units from the 2018 season onward. ・Honda Power Products Japan's domestic complete power products business reorganized, sales functions transferred to All Honda Sales Co., Ltd., renamed as Honda Power Products Japan Co., Ltd. (HPJ). ・Announced the evolution of domestic automobile production: 1. Evolution of domestic production bases 2. Establishment of a new function to advance global production technology in Japan ・Super Cub series reached cumulative worldwide production of 100 million units, commemorative ceremony held at Kumamoto Factory. ・N-BOX won the 2017-2018 Japan Automotive Hall of Fame Car of the Year Award. ・Launched EveryGo, a membership-based car rental service. ・Commenced joint research with SoftBank on connected car technology using 5G mobile communication systems. ・Honda R&D and SenseTime of China signed a joint research and development agreement on AI technology for automatic driving. ・HMCI in China invested in Reachstar, a Neusoft subsidiary, and entered into a car sharing business alliance.	・CB1100 / CB1100 EX / CB1100 RS ・CRF250 RALLY ・Monkey 50th Anniversary ・CBR1000RR/CBR1000RR SP ・CBR1000RR SP2 (racing base model) ・CB650F ・CBR650F ・X-ADV ・Rebel 250 ・Rebel 500 ・CBR250RR ・Monkey 50th Anniversary Special ・CBR1000RR SP2 ・CRF250R ・Ace110 (made in Nigeria, export model) ・Lead 125 ・Super Cub 50/Super Cub 110 / Super Cub 50 Pro / Super Cub 110 Pro ・WR-V (made in Brazil, export model) ・N-BOX ・Civic TYPE R (made in U.K.) ・Civic Sedan ・Civic Hatch Back (made in U.K.) ・Odyssey ・Tiller Punch F503 ・Outboard Engine BF50/BF40 ・Robotic Lawnmower Miimo HRM520 ・Snow Thrower Yukios SB800 (blade) ・Portable Battery Inverter Power Source LiB-AID E500 (Honda's first storage battery) ・Honda Riding Simulator	・British government formally notifies the EU of its withdrawal. ・The Ministry of Land, Infrastructure, Transport and Tourism announced revised safety standards, expanding the scope of seat belt reminders to all seats (installation of seat belt reminders mandatory for new models from September 2020). ・Innovation Network Corporation of Japan, Mitsubishi Electric Corporation, and automobile manufacturers invest in Dynamic Map Platform Co., Ltd. to develop high-precision 3D map data.

Motorcycle


CB1100 EX


CRF250 RALLY


Monkey 50th Anniversary


CBR1000RR


CBR1000RR SP2 (racing base model)


CB650F


CBR650F


X-ADV


Rebel 250


Rebel 500


CBR250RR


Monkey 50th Anniversary Special


CBR1000RR SP2


CRF250R


Ace110


Lead 125


Super Cub 50


Honda Riding Simulator

Automobile


N-BOX


Civic TYPE R


Civiv Sedan


Civic Hatch Back


Odyssey

Power Products


Tiller Punch F503


Outboard Engine BF50


Robotic Lawnmower Miimo HRM520


Snow Thrower Yukios SB800


Portable Battery Inverter Power Source LiB-AID E50

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2018	・Established Japan H_2 Mobility, LLC through collaboration of 11 companies to develop hydrogen stations. ・Signed basic agreement with ANA Holdings, Inc. on a strategic partnership to expand the business jet market. ・Restructured domestic motorcycle sales network, consolidating five sales channels to two, Honda Dream and Honda Commuter. ・Yachiyo Industry Co., Ltd.'s automobile completed vehicle production subsidiary became wholly-owned Honda subsidiary Honda Auto Body Co., Ltd. ・HACI in the U.S. received the 2018 Foundation Award for Excellence, the highest award from the American Institute of Aeronautics and Astronautics (AIAA). ・HACI in the U.S. unveiled HondaJet Elite at EBACE 2018, Europe's largest business air show. ・Cumulative automobile sales in China reached 10 million units. ・Agreed with GM Corporation to collaborate on next-generation battery components, including GM's battery cells and modules. ・Expanded operation of D-Call Net®, an automatic emergency call system, to nationwide, and began operation of system for rapid transmission of information from vehicles involved in accidents. ・Agreed to supply Red Bull Group and Red Bull Racing with PUs for two years starting with the F1 World Championship 2019 season. ・Agreed with GM Cruise Holdings and GM to collaborate on the development of vehicles for unmanned ride-sharing services. ・BHL in Bangladesh commenced operations at its motorcycle plant. ・Honda's walking training device, Honda Walk Assist, received medical device certification in the U.S.	・Cross Cub 50/Cross Cub 110 ・CB125R ・CB1000R ・PCX/PCX150 ・Gold Wing ・CB250R ・Forza ・Monkey 125 ・CRF450L ・PCX HYBRID ・Super Cub C125 ・Super Cub 50 60th Anniversary/ Super Cub 110 60th Anniversary ・PCX ELECTRIC (electric scooter, for corporate and small business lease) ・Legend ・N-VAN ・Clarity PHEV ・CR-V ・Insight ・Riding Lawnmower HF2417 ・Generator EU18i ・Snow Thrower HSM1390i/HSM1380i ・Snow Thrower HSS1170i ・Snow Thrower HSS760n(J2) ・Snow Thrower HSM1590i ・General Purpose Engine GCV145/GCV170/GCV200 ・Outboard Engine BF200/BF225/BF250	・WLTC mode fuel efficiency standards began. ・Trans-Pacific Partnership Agreement (TPP) began. ・Ministry of Land, Infrastructure, Transport and Tourism (MLIT) introduced certification system for the development of automatic driving systems.

Motorcycle


Cross Cub 50


CB125R


CB1000R


PCX


Gold Wing


CB250R


Forza


Monkey 125


CRF450L


PCX HYBRID


Super Cub C125


Super Cub 50
60th Anniversary


PCX ELECTRIC

Automobile


Legend


N-VAN


Clarity PHEV


CR-V


Insight

Power Products


Riding Lawnmower HF2417


Generator EU18i


Snow Thrower HSM1390i


Snow Thrower HSS1170i


Snow Thrower HSS760n(J2)


Snow Thrower HSM1590i


General Purpose Engine
GCV145


Outboard Engine BF200

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2019	・Labor-management talks on terminating automobile production at HUM by the end of 2021 began, and end of Civic sedan production at HTR in Turkey by the end of 2021 announced. ・HAB in Brazil transferred production from its Sumare automobile plant to a new plant in Ichilapina, São Paulo. ・Invested along with Hino Motors in MONET Technologies to enhance the value of the MaaS business and improve services for mobility service users. ・Four Japanese motorcycle manufacturers established consortium for the development of interchangeable batteries for electric motorcycles. ・WDHAC in China began operations at its third plant. ・Changes in the organizational structure of the Motorcycle, Automobile, and Power Products businesses. -Integrated the Motorcycle Operations and the Motorcycle R&D Center and established an integrated automobile center as the “Monozukuri Center.” - Energy business transferred to Power Products Operations and renamed to Life Creation Operations. ・Honda World Skills Contest, a contest to determine the world’s best automobile dealer service staff, held for the first time. ・Held ceremony in Assen, the Netherlands, to commemorate the 60th anniversary of entry in WGP. ・Announced renewal of domestic used car business, introduced Honda Certified Pre-Owned Vehicle U-Select brand, renamed used car sales channel Auto Terrace to Honda Cars U-Select, and introduced a system to network used car information. ・HAR in Argentina to end automobile production by the end of 2020, and concentrate on motorcycle production. ・HondaGO BIKE STAND and HondaGO BIKE CHALLENGE launched as part of the HondaGO project to revitalize the motorcycle market, offering realistic motorcycle riding experiences. ・Cumulative global production of power products reached 150 million units. ・Marc Marquez won his career-sixth, and fourth consecutive FIM Road Racing World Championship MotoGP class title. ・Won riders’ championships in the MotoGP, motocross, and trials premier classes within the same season for the second time (first time in 2016). ・Honda R&D acquired Drivemode, a smartphone app developer for drivers, as a wholly owned subsidiary. ・Announced Honda e:TECHNOLOGY as the generic name for Honda’s proprietary high-efficiency electrification technologies, and it will develop electrification technologies and related products for motorcycles, automobiles, and power products under the unified “e:” name. ・Launched Honda Total Care Premium, a connected service utilizing Honda Connect, an in-vehicle communication module exclusively for Honda vehicles. ・Signed basic agreement on business integration of Hitachi Automotive Systems, Keihin Corporation, Showa Corporation, and Nissin Kogyo Co., Ltd. ・Cumulative global motorcycle production reached 400 million units*.	・CRF110F/CRF125F (racing model) ・400X ・CB650R/CB650R ・CBR400R ・Genio (made in Indonesia, export model) ・Activa125 (made in India, export model) ・CRF1100L Africa Twin Adventure Sports ES ・N-WGN/N-WGN Custom ・Freed/Freed＋ ・General Purpose Engine GX50 ・Lawnmower HRX537 ・Outboard Engine BF250/BF225/BF200/BF175 ・General Purpose Engine iGX800/iGXV800/iGX700/iGXV700 ・Portable Battery Inverter Power Source LiB-AID E500 for Music	・Economic Partnership Agreement (EPA)- between Japan and the EU began, accounting for about 30% of the world’s GDP and 40% of global trade. ・The Ministry of Land, Infrastructure, Transport and Tourism (MLIT) certified 67 models with collision damage reduction brakes for the first time. ・Emperor Naruhito acceded to the throne, and the new Japanese imperial era was named “Reiwa”. ・Consumption tax raised from 8% to 10%. ・MLIT mandates the installation of emergency automatic brakes in new domestic passenger cars. (Effective from November 2021)

Motorcycle


CRF110F


400X


CB650R


CBR400R


Genio


Activa125


CRF1100L Africa Twin Adventure Sports ES

Automobile


N-WGN


Freed

Power Products


General Purpose Engine GX50


Lawnmower HRX537


Outboard Engine BF250


General Purpose Engine iGX800


Portable Battery Inverter Power Source LiB-AID E500 for Musi

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2020	・Signed joint research agreement with Isuzu on fuel cell heavy-duty trucks. ・Ricky Brabec won in the motorcycle category at the 2020 Dakar Rally (8 years since HRC's return to the Dakar Rally in 2013). ・Agreed to introduce BENLY e:, an electric scooter, for mail delivery service, and started using it at four post offices in Tokyo. ・Launched Honda Monthly Owner, a monthly fixed-rate mobility service, for used vehicles. ・Established Honda Mobility Solutions, Co., Ltd. as a mobility service company in Japan. ・HCPI ended automobile production in the Philippines (March). ・e:PROGRESS, an energy management service for EVs, to be launched in Europe by the end of 2020. ・Launched HondaGO BIKE RENTAL, a motorcycle rental service. ・Guangqi Honda Automobile Co., Ltd. absorbed Honda Automobile (China) Co., Ltd. ・Reorganized into a unified management structure that integrates all SEDB areas in the automobile business. Production Operations, Purchasing Operations, Honda R&D Center's automobile mass-production development, and Honda Engineering's automobile operations integrated into the Automobile Operations. Established Connected Business Division. ・Honda and GM agreed to jointly develop a next-generation EV for Honda that uses GM's Altium battery. ・Provided Odyssey, Step Wagon, and other vehicles equipped with partitions between the driver's seat and rear seat to transport infected people as part of coronavirus prevention activities. Delivered vehicles to Minato-ku and Shibuya-ku. Produced and supplied face shields. ・Provided Odysseys for transporting infected patients in the U.S. as part of activities to support coronavirus prevention, and began supporting the production of medical compressors. ・HMCI in China established Hinex Mobility Services Co., Ltd. as a joint venture with Neusoft Reach, to advance the next-generation connected services business. ・Began VFR750R (RC30) refresh plan and established a refresh center at Kumamoto Factory. ・JLH in China became a wholly owned subsidiary, renamed to Honda Power Products (China) Co., Ltd. (HPPC) ・Honda Siel Power Products Ltd. (HSPP) renamed to Honda India Power Products Ltd. ・Signed comprehensive strategic alliance agreement with CATL of China on batteries for new energy vehicles. ・Japan Sun Industries opened Taiyo Museum, a experience-style museum. ・Takuma Sato won his second Indy 500. ・Began sales of used cars on delivery from Honda Cars' nationwide used car inventory. ・Announced end of participation in the F1 World Championship as a power unit supplier after the 2021 season. ・800th WGP victory. ・HVN in Vietnam reached cumulative motorcycle production of 30 million units. ・Fit wins the 2020-2021 Japan Automotive Hall of Fame Car of the Year award, and the F1 RA272 is selected as the 2020 Japan Automotive Hall of Fame Heritage Car. ・Legend acquired Level 3 automatic driving type designation from Japan's Ministry of Land, Infrastructure, Transport and Tourism. ・Honda e: became the first Japanese car to win the German Car of the Year 2021 award.	・ADV150 ・CRF1100L Africa Twin ・CBR1000RR-R FIREBLADE ・BENLY e:I/BENLY e:II (electric scooter for corporations) ・CT125 Hunter Cub ・CBR250RR ・CBR600RR ・CRF450R/CRF450RX (racing model) ・CRF250L /CRF250 RALLY ・Accord ・Fit ・Honda e ・N-ONE ・Lawnmower HRG466/HRG416 ・Riding Lawnmower HF2417 ・Portable Battery Inverter Power Source LiB-AID E500 for Work	・The United Kingdom leaves the European Union. ・The spread of the coronavirus has major global impact. ・Ban on Level 3 automated vehicles lifted, and the Road Traffic Law, Road Trucking Vehicle Law, and other related laws and regulations are revised. ・Strict penalties for distracted driving, enforcement of revised Road Traffic Law.

Motorcycle


ADV150


CRF1100L Africa Twin


CBR1000RR-R FIREBLADE


BENLY e:I


CT125 Hunter Cub


CBR250RR


CBR600RR


CRF450R


CRF250L

Automobile


Accord


Fit


Honda e


N-ONE

Power Products


Lawnmower HRG466


Riding Lawnmower HF2417


Portable Battery Inverter Power Source LiB-AID E500 for Work

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2021	・Reached basic agreement with GM Cruise Holdings and GM to collaborate on self-driving mobility service business in Japan. ・Won second consecutive Dakar Rally in 2021 in the motorcycle category. ・Agreed with KTM, Piaggio, and Yamaha Motor to establish an interchangeable battery consortium for electric motorcycles and small electric mobility vehicles in Europe. ・Four Japanese motorcycle manufacturers agreed to standardization of interchangeable batteries for electric motorcycles to enable their mutual use. ・Takahiro Hachigo retires and Toshihiro Mibe becomes Honda's ninth president. ・Honda Development and Manufacturing of America (HDMA) established by integrating automobile production and development companies in the U.S. ・Merged APH, TH and HPD companies to establish Thai Honda Manufacturing Company Limited (THM) to integrate motorcycle and power products manufacturing operations in Thailand. ・Established Honda Sales Operation Japan Co., Ltd. as an online sales company for automobiles in Japan. ・Announced Honda's vision and direction of initiatives Targets 100% sales ratio of EVs and FCVs (fuel cell vehicles) globally by 2040 Aims to achieve zero fatalities in traffic accidents involving Honda motorcycles and automobiles worldwide by 2050. ・HACI in the U.S. announced HondaJet Elite S. ・Signed basic agreement with Komatsu for joint development of micro electric excavators powered by Honda Mobile Power Pack batteries and establishment of battery-sharing system for civil engineering and construction industries. ・Commenced company-wide rollout of IGNITION, a new business creation program to realize associates' ideas and dreams. ・Established Ashirase, Inc., the first venture company from IGNITION. ・Jointly began with JAXA feasibility study on circulating renewable energy system to build a living environment in space. ・FREED series sales exceeded 1 million units. ・Launched Travel Time Display Service drive data service. ・Won two awards for sales and service among mass-market domestic brands in J.D. Power domestic sales and service customer satisfaction survey. ・Announced development initiatives for eVTOL, avatar robots, recycling-based renewable energy systems, remote-operated robots, and small rockets. ・Opened Honda ON, the first online store for new vehicles by a Japanese automaker. ・Announced Honda SENSING 360, an omni-directional safe driving support system. ・Developed a dual power supply system for shared bicycles using mobile batteries. ・Announced initiatives to expand the use of renewable energy through the use of the Honda Mobile Power Pack, a removable, portable battery. ・Unveiled globally Honda's advanced future safety technology under development to achieve zero fatalities in traffic accidents by 2050. ・In the F1 World Championship, Max Verstappen (Red Bull Racing Honda) won 10 races and his first drivers' championship. ・Saitama Factory Sayama Plant ended production of complete vehicles.	・NC750X ・Dio 110 ・PCX/PCX160/PCX e:HEV ・X-ADV ・Grom ・Forza ・Gyro e: (electric 3-wheel scooter) ・CB125R ・GB350/GB350S ・CB1300 SUPER FOUR / CB1300 SUPER BOL D'OR ・Rebel 1100 ・CRF250R/CRF250RX (racing model) ・Super Cub C125 ・Monkey 125 ・CB1100 RS Final Edition/ CB1100 EX Final Edition ・Gyro Canopy e: (electric 3-wheel scooter) ・CBR400R ・400X ・Legend ・Vesel ・Civic ・Electrified Power Unit eGX GXE2.0H/GXE2.0S (Honda's first general purpose Electric power unit) ・Robotic Utility Mower Grass Miimo HRM3000 ・Blower HHB36AXB (electric) ・Trimmer HHT36AXB (electric) ・Lawnmower HRG466XB (electric)	・Global automobile production falls due to semiconductor shortage. ・Ministry of Land, Infrastructure, Transport and Tourism approves first Level 3 remote self-driving car. ・Four motorcycle manufacturers agreed to standardize removable batteries for EV motorcycles. ・Announced that number of traffic fatalities in 2020 fell below 3,000 for the first time (2,636). ・Revised Law Concerning the Promotion of the Measures to Cope with Global Warming enacted, including a target of virtually zero greenhouse gas emissions by 2050. ・MLIT revised safety standards, making rear-view monitors, etc. mandatory. ・The Tokyo Olympics and Paralympics are delayed one year due to the coronavirus (no spectators by default).

Motorcycle


NC750X


Dio 110


PCX160


X-ADV


Grom


Forza


Gyro e:


CB125R


GB350


CB1300 SUPER FOUR


Rebel 1100


CRF250R


Super Cub C125


Monkey 125


CB1100 RS Final Edition


Gyro Canopy e:


CBR400R


400X

Automobile


Legend


Vesel


Civic

Power Products


Electrified Power Unit eGX GXE2.0H


Robotic Utility Mower Grass Miimo HRM3000


Blower HHB36AXB


Trimmer HHT36AXB


Lawnmower HRG466XB

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2022	・Signed a joint development agreement with SES Holdings, a U.S. EV battery R&D company, for lithium metal rechargeable batteries. ・Established the Robot Delivery Association with Kawasaki Heavy Industries, ZMP, TIS, TIA4, Japan Post, Panasonic and Rakuten Group, to promote delivery services using automated delivery robots. ・Changed organizational and operational structure to transform into a service and solution-oriented mobility company that enables new growth and value creation. Launched the Business Development Operations, a new organization to strengthen new value creation by integrating hardware, software and services. Operational evolution of business and regional Operations in response to electrification and the digital age. Strengthening of the existing business structure through integration of business operation systems in existing areas. ・Signed basic agreement with Sony Group to form a strategic alliance in the field of mobility. ・Honda Mobile Power Pack e: swappable battery used in Komatsu's electric micro excavators. ・Established Gachaco, Inc. with five companies to provide battery sharing services for electric motorcycles with common specifications. ・Cumulative automobile production in Malaysia reached 1 million units. ・Honda Power Products (Fuzhou) Co., Ltd. (HPPF) established in China (renamed from HPPC). ・HRC to provide assembly and technical support for Red Bull Powertrains, which supplies PUs to Scuderia AlphaTauri and Red Bull Racing in the Formula 1 World Championship. ・Agreed with GM to jointly develop a series of global EVs in the mass-market price range. ・Announced initiatives for automobile electric business. Plans to launch 30 EV models globally by 2030, with annual EV production exceeding 2 million units Started a verification line for all-solid-state batteries, planning to invest about 43 billion yen to start up in the spring of 2024. ・Established Streamo, a venture company from IGNITION. ・Signed joint venture agreement with Sony Group to establish a new mobility business company, Sony Honda Mobility Inc. ・Tim Gajser won his fourth Motocross World Championship in the MXGP class. ・Agreed with LG Energy Solution to establish a joint venture for EV battery production in the U.S. ・Entered strategic partnership with Hanwa Co., Ltd. for stable procurement of rare metals. ・Announced activities focusing on electrification of motorcycle business. Commitment to continued evolution of the internal combustion engine (ICE) Launch more than 10 electric motorcycle models by 2025, sell 1 million units per year within 5 years, and 3.5 million units per year by 2030. ・Toni Bou won 32 consecutive Trial World Championship titles (16 consecutive titles each in TrialGP and X-Trial). ・Established HDG (Beijing) Trading Service Co., Ltd. as a new joint venture for EV battery procurement with Dongfeng Motor Corporation and GAC Group in China. ・HACI in U.S. announces HondaJet Elite II ・Oracle Red Bull Racing (power units supported by HRC) won the F1 World Championship constructors' title with 17 wins in 22 races. ・Gachaco launches sales of Honda Power Pack Exchanger e:, the first battery exchange station in Japan. ・Announced next-generation technologies of Honda SENSING 360 and Honda SENSING Elite, driving safety support systems.	・Lead 125 ・CBR1000RR-R FIREBLADE SP 30th Anniversary ・Dax 125 ・NT1100 ・Cross Cub 110 / Cross Cub 110 Kumamon Version ・Super Cub 110 / Super Cub 110 Pro ・NC750L (manual and automatic transmission, for riding schools) ・HAWK 11 ・CT125 Hunter Cub ・CB1300 SUPER FOUR SP 30th Anniversary/ CB1300 SUPER BOL D'OR SP 30th Anniversary ・ADV160 ・e:NS1 (electric vehicle, made in China, export model) ・Step WGN ・Civic e:HEV ・NSX Type S ・Civic TYPE R ・Fit ・Outboard Engine BF150/BF135/BF115 ・Tiller Salad FF500 ・Tiller Lucky Multi FU700JR/FU700JRM ・Generator EU26iJ ・Snow Thrower HSL2511	・Government announced launch of consortium (business alliance) to strengthen the semiconductor industry. ・Revised the High Pressure Gas Safety Act to unify FCV regulations (one-stop inspection at the time of vehicle inspection). ・METI and MOE established a new incentive system for collecting plastic and glass from end-of-life vehicles. ・Ministry of Land, Infrastructure, Transport and Tourism mandated installation of EDR (Event Data Recorder) in new vehicles. ・Ministry of Land, Infrastructure, Transport and Tourism lifted ban on Level 3 trucks and buses. ・The European Commission (EC) released a new EU emission regulation proposal, Euro 7.

Motorcycle


Lead 125


CBR1000RR-R FIREBLADE SP 30th Anniversary


Dax 125


NT1100


Cross Cub 110


Super Cub 110


NC750L(automatic transmission, for riding schools)


HAWK 11


CT125 Hunter Cub


CB1300 SUPER FOUR SP 30th Anniversary


ADV160

Automobile


e:NS1


Step WGN


Civic e:HEV


NSX Type S


Civic TYPE R


Fit

Power Products


Outboard Engine BF150


Tiller Salad FF500


Tiller Lucky Multi FU700JR

Generator EU26iJ


Snow Thrower HSL2511

* Honda research ■Major products are listed according to the year of release.

Year	Honda events	Major products	World events
2023	・Established L-H Battery Company, Inc. as a joint venture with LG Energy Solution Ltd. to produce lithium-ion batteries for EVs. ・Signed a research and development agreement with JAXA for a circulating renewable energy system to supply electricity to human living spaces during manned lunar exploration. ・Signed a basic agreement with GS Yuasa to collaborate on high-capacity, high-power lithium-ion batteries. ・Cumulative production of automobiles in the U.S. reached 30 million units. ・Announced initiatives in the hydrogen business. FCEV equipped with next-generation fuel cell system jointly developed with GM to be launched in Japan and the U.S. in 2024. FCEVs, commercial vehicles, stationary power sources, and construction machinery as the four core domains of fuel cell system utilization. Start of external sales of fuel cell systems and expansion of applications ・Former Chief Advisor Takeo Fujisawa was inducted into the U.S. Automotive Hall of Fame. ・Agreed to collaborate with Ascend Elements in the U.S. on stable procurement of recycled resources for lithium-ion batteries in North America. ・L-H Battery Company, Inc., a joint venture for EV battery production, began construction of a new plant. ・Concluded a basic agreement on a software development partnership with KPIT Technologies Limited of India. ・Announced EV production system in the U.S. Evolve production system of the existing plant in Ohio into a hub for EV production in North America. Production of EVs at MAP and ELP, and production of IPUs and battery cases for EVs at AEP ・Announced SmaChari, a service that converts bicycles into electric power assisted and connected bicycles (the first bicycle equipped with SmaChari was released by Y. International., inc.) ・Agreed to change the capital structure of Hitachi Astemo, Ltd with capital participation by JIC Capital, Ltd. ・Organizational restructuring to further accelerate electric business and realize new value creation. Establishment of the Electrification Business Development Operations Reorganization of Regional Operations: 6 Regional Operations consolidated into 3: North America, China, and Integrated. Reorganization in the corporate domain: Newly established Corporate Administration Operations ・Provide PU technical support to Honda Red Bull Powertrains (supplier of Honda RBPTH001) as team partner of Oracle Red Bull Racing and Scuderia Alpha Tauri in the Formula 1 World Championship. ・75th anniversary commemorative events held at 6 domestic offices. ・Signed factory team partnership agreement with Aston Martin Aramco Cognizant Formula One® Team to supply power units based on the new 2026 regulations from 2026.	・Cub e: /Dax e: /Zoomer e: (electric motorcycle, made in China, export model) ・CBR250RR ・CL250 ・CL500 ・XL750 Transalp ・Accord (made in U.S. for North America) ・ZR-V	・Electronic automobile inspection certificates announced by Ministry of Land, Infrastructure, Transport and Tourism. ・Cashless payment system for automobile weight tax introduced (MLIT) ・The European Union (EU) changed policy of banning the sale of engine-powered vehicles by 2035, and decided to allow sale on a conditional basis. ・(Effort to wear) Bicycle helmets became mandatory.

Motorcycle

Cub e:

CBR250RR

CL250

CL500

XL750 Transalp

Automobile

Accord

ZR-V

Power Products

* Honda research ■Major products are listed according to the year of release.

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