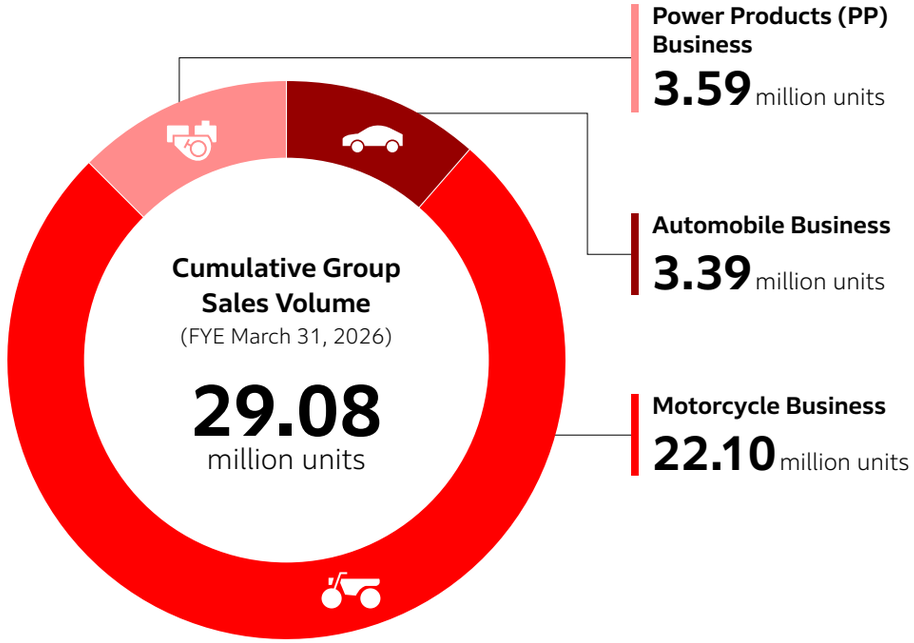
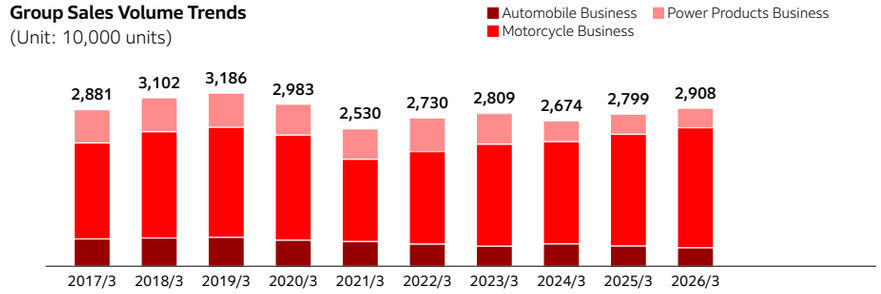
Diverse Array of Businesses Delivering the Joy and Freedom of Mobility through 29 Million Products

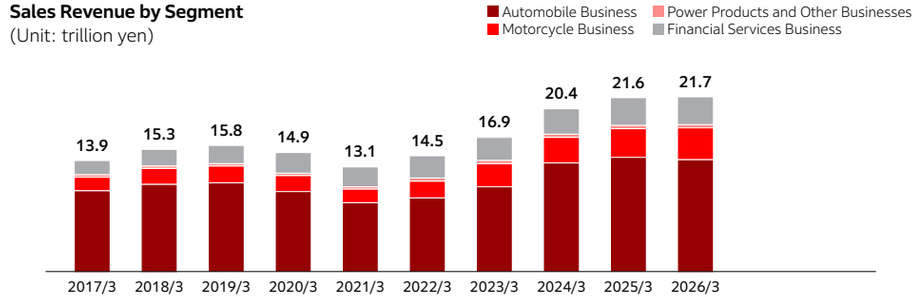
As a comprehensive mobility company, Honda operates a diversity of businesses including motorcycles, automobiles, and power products. While flexibly and swiftly responding to changes in the external environment, such as environmental regulations and trade policies in various countries, we will formulate growth strategies leveraging our unique strengths to increase the joy of our customers.



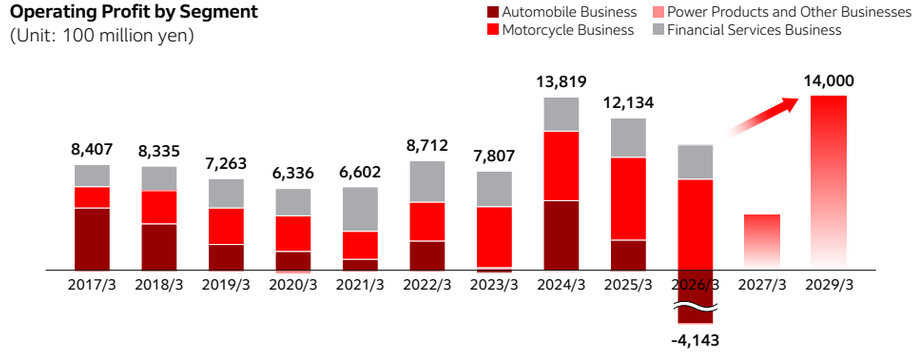
Group Sales Volume Trends
(Unit: 10,000 units)



Sales Revenue by Segment
(Unit: trillion yen)



Operating Profit by Segment
(Unit: 100 million yen)



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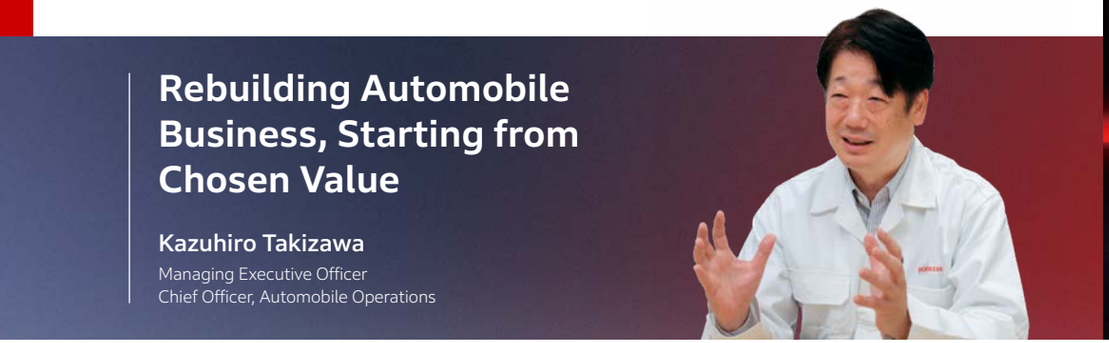
Automobile Business Strategy



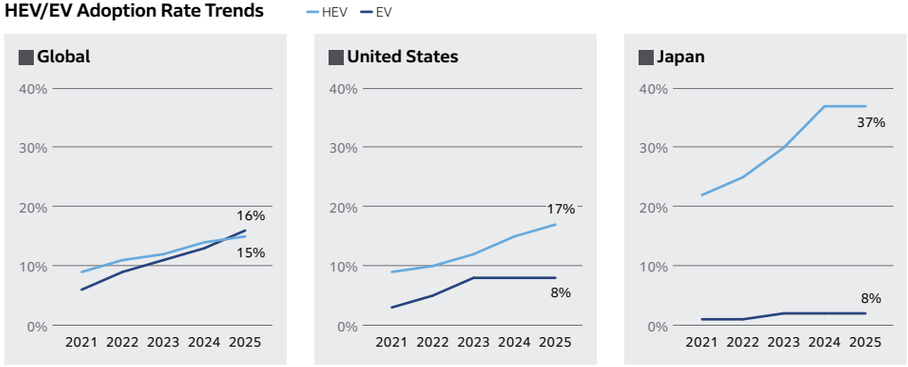
Rebuilding Automobile Business, Starting from Chosen Value

Kazuhiro Takizawa
Managing Executive Officer
Chief Officer, Automobile Operations

Changes in the Business Environment

Looking at the global automobile market currently, electrification centered on EVs and hybrid electric vehicles (HEVs) is making steady progress, but the rate of adoption and customer needs vary by region. In North America, the pace of expansion in EV demand has slowed, while demand for HEVs remains solid in North America and Japan. In light of these market changes, Honda decided to cancel the launch of three EV models in North America.

HEV/EV Adoption Rate Trends



Source: UK-based market research company GlobalData, analyzed independently by Honda

In addition, rising geopolitical risks are having a major impact on the earnings structure of the automobile business. In North America, an increased burden from tariffs is weighing on earnings, making it difficult to fully absorb through the earnings structure built in North America alone.

Furthermore, emerging brands are rising rapidly in China and the ASEAN region, and competition is intensifying not only in price competitiveness but also in areas that offer new value, such as automated driving, advanced driver assistance, and software-related services. As a result, Honda has been unable to effectively compete in certain markets and is facing a decline in unit sales.

Recognizing this, Honda will proceed with the rebuilding of its automobile business. The starting point is always with our customers. By accurately grasping the different needs of each region and delivering the value that customers seek more quickly, at a reasonable price, and as attractive products, Honda will strive to offer the “joy and freedom of fun mobility” and the “joy of changing and enriching lives.” While maintaining a diverse range of technological options, including EVs and HEVs, Honda will evolve into an automobile business that achieves both sustainable growth and profitability.

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Business Automobiles
News Release Summary of 2026 Honda Business Briefing

Strategies to Meet Customer Expectations

To rebuild its automobile business, Honda will work on the following three strategic pillars.

The first is the strategic reallocation of corporate resources. We will propose products and powertrains tailored to changes in customer lifestyles and region-specific needs. To this end, we will reallocate development and production resources to HEVs and draw up growth strategies with North America, Japan, and India as priority regions.

The second is the thorough strengthening of our manufacturing structure. To deliver valuable products to customers at reasonable prices in a timely manner, we will fundamentally overhaul our development, production, and procurement mechanisms themselves. By strengthening our ability to create products, we will establish a business foundation which is resilient to change.

The third is the strategic utilization of external resources. While honing the core parts of our own competitiveness in-house, we will proactively leverage external competitiveness and incorporate resources in areas determined suitable for enhancing speed, flexibility, and cost competitiveness to strengthen overall competitiveness.

Through these three pillars, by responding faster to region-specific customer needs, we will expand sales opportunities and lead to improvements in profitability and capital efficiency.

Initiatives for Rebuilding the Automobile Business

Strategy 01

Strategic Reallocation of Corporate Resources

- Reassessment of the powertrain portfolio with an eye on future demand trends
- Expansion of the product lineup in each of our priority regions

Strategy 02

Thorough Strengthening of Our Manufacturing Structure

- Strengthening cost structure, improving development and production efficiency

Strategy 03

Strategic Utilization of External Resources

Strategy 01

Strategic Reallocation of Corporate Resources

Honda will advance the strategic reallocation of corporate resources toward the restructuring of our automobile business.

As mentioned above, the starting point for Honda's automobile business restructuring is always with our customers. We will stay close to the changing lives of our customers and propose cars that allow them to feel the joy of free and fun mobility.

While the pace of growth for EV demand varies by region, HEV demand is expanding globally. Based on our approach to each market and the required powertrains, we will strategically reallocate development and production resources to HEVs, for which customer demand is high.

With North America, Japan, and India as priority regions, we will develop cars that customers will actively choose by deepening our understanding of market characteristics and customers.

Next-generation Hybrid System Honed with Technologies that Resonate with the Five Senses

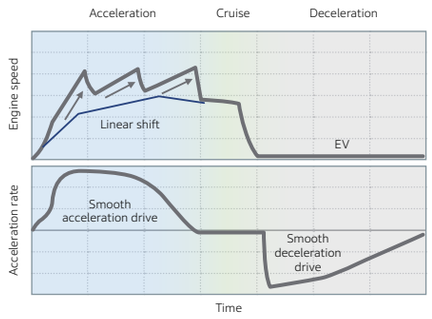
Honda Hybrid

Honda will renew component parts—including the engine and drive unit—and control technologies of its hybrid system, aiming to further enhance environmental performance and deliver a high-quality, exhilarating driving experience. We have named this next-generation hybrid system Honda Hybrid, and will apply it sequentially starting with a new model to be launched within the Fiscal Year Ending March 31, 2027.

The Honda Hybrid has a nimble response time, smooth acceleration, and is extremely quiet, all delivered by a high-output traction motor, while improving fuel economy by 10% in combination with

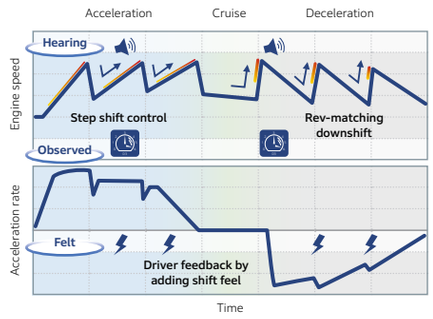
Base Control (Conventional e:HEV)

Refined, exhilarating driving resonating with the senses



Honda S+ Shift

Joy of driving created by unifying the driver and the vehicle



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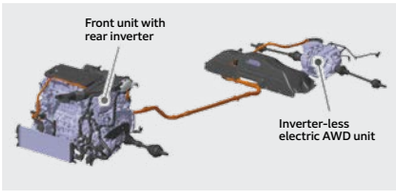
platform evolutions such as weight reduction. Furthermore, we apply Honda S+ Shift, which controls shift-up and shift-down operations during acceleration and deceleration to realize the "joy of driving" as if driving a vehicle with a stepped transmission, providing a sense of unity where the driver and the vehicle synchronize through technologies that resonate with the five senses.

Moreover, a high-quality and exhilarating driving experience can only be realized through excellent driving stability that allows the car to respond to driver steering and accelerator input exactly as the driver intends. One approach to achieving this is all-wheel drive (AWD).

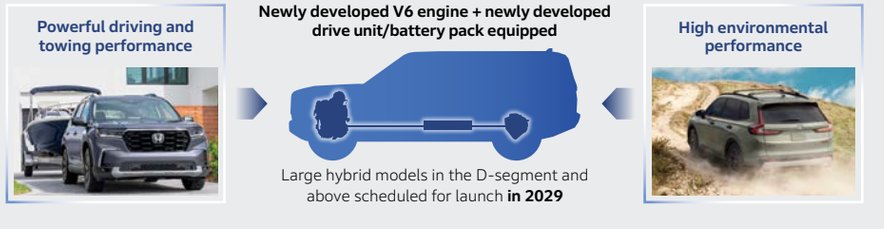
For the Honda Hybrid, we have newly developed a rear drive unit that drives the rear wheels with an electric motor, leveraging the motor and control technologies cultivated through Honda's EV development to date. This electric AWD, which adds the driving force of the rear drive unit to that of the front drive unit, enables even more powerful starting acceleration. In addition, the excellent response unique to motors enables precise front and rear driving force control according to the grip of each tire, which contributes to further stability improvements when starting on slippery road surfaces or turning.

Furthermore, by downsizing the rear motor control unit and integrating it into the front drive unit, we contribute to expanding cargo space.

Hybrid System for Next-Generation Midsize Models



New V6 engine-equipped hybrid system for the North American market



For the North American market, which is the largest business foundation supporting Honda's automobile business, we will expand our lineup of D-segment and larger vehicles equipped with the Honda Hybrid from 2029 onward.

In order to achieve both the powerful driving and towing performance and the high environmental performance demanded in North America, these large models with the Honda Hybrid in D-segment and above will be equipped with a newly developed V6 engine, drive unit, and battery pack. Compared to currently sold gasoline-powered models in the same segment, we aim to improve wide-open throttle acceleration performance by 10% or more and fuel economy by 30% or more.

Concept Behind the New H Mark Logo and Future Rollout

Starting with models launched this fiscal year, including the evolved Honda Hybrid-equipped models described earlier, we will apply the refreshed H mark logo, which embodies our determination to continue evolving toward the future.

This new H mark will also be applied sequentially starting this fiscal year to dealerships in each country, which serve as touchpoints with customers. Starting this fiscal year, dealerships will use AI and digital technologies in ways that are optimal for each country, aiming for operational evolution that supports customers throughout their lives with cars—including the period of ownership, not just sales, and stays close to them over the long term.

In this way, Honda will continue to aim not only to deliver the "joy and freedom of mobility" through the evolution of mobility, but also to remain an existence that supports the daily lives of individual customers around the world by enhancing, through Honda, the value of customer experiences.

Strategy 02

Thorough Strengthening of Our Manufacturing Structure

Honda will pursue three initiatives: fundamental cost reduction, thorough improvement of development efficiency, and establishment of a manufacturing structure which is resilient to changes in its business environment. These initiatives, designed to deliver products with strong competitiveness by strengthening our lean and agile manufacturing structure, go beyond mere cost-cutting. Our customers are always our starting point. Our aim is to deliver value that meets their needs more quickly and at reasonable prices. By steadily building on these efforts, we will expand sales opportunities and improve profitability.

For fundamental cost reduction, we will review Honda-specific standards, and proactively utilize global, standardized components as well as actively incorporate the strong cost competitiveness cultivated in growing markets such as China and India. Through these measures, we will establish a foundation for delivering valuable products at reasonable prices.

To thoroughly improve development efficiency, we will pursue our "Triple Half" approach, aiming to halve development cost, development timeframe, and development workload compared to their respective 2025 levels. We will improve efficiency in design, testing, and initial production through the use of a cutting-edge digital environment and AI technology. In addition to strengthening our manufacturing structure, these initiatives will enable us to introduce up-to-date products to customers more quickly and continuously.

For establishment of a manufacturing structure which is resilient to changes in its business environment, we aim to improve production efficiency by approximately 20% over the next five years by efficiently allocating resource investments in new models and facilities, as well as making operations more efficient and rapid through digital utilization.

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Strategy 03

Strategic Utilization of External Resources

Toward building future competitiveness, while honing technologies that form the core of our in-house sustainable competitiveness, Honda will proactively incorporate external competitiveness and resources in areas that enhance development speed, flexibility, and cost competitiveness to strengthen overall competitiveness. Specifically, in addition to strategically utilizing the cost competitiveness and speed of China and India, we will promote the use of industry-standard components. Under the premise of meeting the standards demanded by Honda, we will enhance development efficiency and product competitiveness by utilizing external expertise.

In the Chinese market, where we require further radical strengthening of competitiveness, we are considering launching models that leverage the expertise of local partners in 2027. We will respond to the electrification and intelligence needs demanded in China.

In addition, as previously announced, we are steadily considering collaborations and developing them into concrete plans with a wide range of partners globally across various fields. We aim to generate synergistic effects with our partners and capture new business opportunities.

Toward Future Growth

Honda positions the next three years as an intensive period to focus on rebuilding the structure of its automobile business.

Through the thorough strengthening of our manufacturing structure (Strategy 02) and the strategic utilization of external resources (Strategy 03), we will improve our cost structure and increase development efficiency. We will also proceed with reallocating resources to HEVs with an eye on future demand trends and introducing compelling products into each of our priority regions (Strategy 01). Specifically, starting in 2027, we will introduce next-generation HEVs, and from 2028 onward, we will deploy strategic vehicles for India and models equipped with next-generation ADAS. By the Fiscal Year Ending March 31, 2030, we plan to introduce 15 next-generation HEV models globally.

While Honda will strategically reallocate development and production resources to HEVs, this does not mean we are withdrawing from EVs. We will continuously make preparations for region-specific EV demand.

Super-ONE* offers an exciting and exhilarating driving experience by combining the "joy of driving" brought about by the nimble performance unique to small EVs with sensory effects that stimulate the five senses, such as sight and sound. Super-ONE has been well received in Japan and countries around the world. Starting in 2027, we will sequentially launch mass-production models of the Honda 0 α globally, which achieve sophisticated design and high comfort with a spacious interior.

In the medium to long term, amid a highly uncertain business environment, we will maintain flexibility and a range of options while steadily laying the groundwork for technologies that will enable us to reliably meet demand when it emerges. In addition to enhancing the application of intelligent technologies to provide new value to customers in a timely manner, as a comprehensive mobility company, we aim to achieve carbon neutrality through a multi-faceted approach—including EVs, HEVs, carbon-neutral fuels, and carbon-offset technologies—while carefully assessing the market environment and demand trends in each region. We do this to provide new value to customers in a timely manner beyond just strengthening our application of intelligence technology.

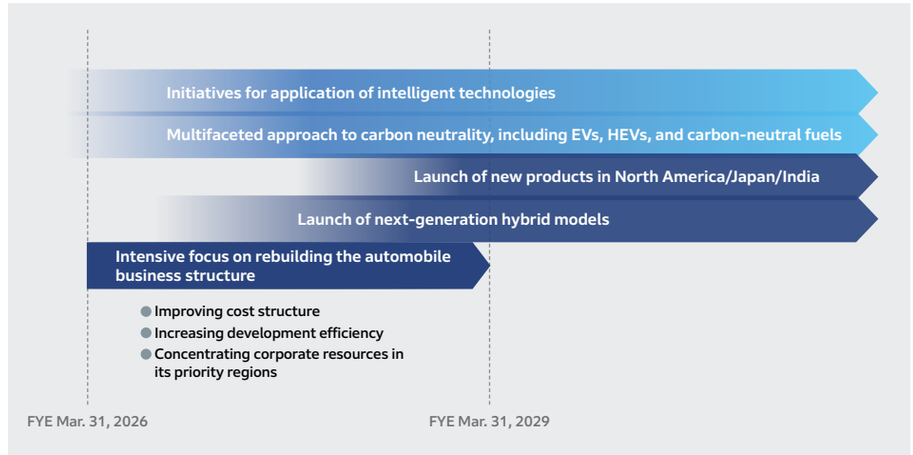
Results for the first quarter of the Fiscal Year Ending March 31, 2027 were solid due to strong sales in North America, among other factors. By continuing to accurately grasp region-specific needs and delivering the value customers seek more quickly, at reasonable prices, and as attractive products, we will evolve into an automobile business that achieves both sustainable growth and profitability.

Super-ONE* (left)

Honda 0 α (Prototype)

* Sold under the name Super-N depending on the sales region/country.

Roadmap for Rebuilding the Automobile Business



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Motorcycle Business Strategy

Meeting Regional Expectations to Expand the Joy and Freedom of Mobility

Minoru Kato
Managing Executive Officer
Chief Officer, Motorcycle and Power Products Operations

CB400 SUPER FOUR-E-Clutch

Changes in the Market Environment Surrounding the Business

Motorcycles support daily mobility in many parts of the world. While rooted in daily life as a means of transportation for commuting to work or school and traveling for work, they are also enjoyed as a means of recreation and self-expression. In the fiscal year Ended March 31, 2026, Honda's motorcycle sales reached 22.1 million units, representing approximately a 40% share of the global market, and in 2025, Honda achieved record-high sales in 33 countries and regions. Looking at motorcycle demand over the medium to long term, further expansion is expected, driven by population growth and rising incomes, particularly in the Global South, including India, the largest market. The global market is projected to grow from the current scale of 50 million units to around 60 million units by 2030.

In parallel with this market growth, the current competitive environment is also undergoing significant changes. Chinese manufacturers, backed by their strong cost competitiveness, are introducing high-spec products and advanced technologies one after another, rapidly increasing their presence in overseas markets, including Europe. Indian manufacturers are also accelerating their global rollout by utilizing prominent European brands and technological capabilities to enhance product appeal and brand recognition. Furthermore, the progress of electrification varies by region, and policy uncertainties, such as tariffs and local production requirements, are increasing.

Honda will accurately grasp this market growth and the changes in the market environment to meet the expectations of customers in each region and expand the joy and freedom of mobility.

Strategy to Meet Customer Expectations

Honda is advancing its motorcycle business operations aligned with the needs of customers in each region. The core pillars of this effort are initiatives centering on growth markets, mature markets, and electrification. We will identify the value required in each market and swiftly reflect it in our products, technologies, production systems, and services.

In our initiatives centering on growth markets, to meet expanding daily mobility needs, we will increase production capacity while promoting local sourcing and improving production efficiency. By delivering products that meet customer needs at reasonable prices, we will establish a supply foundation that supports customers' daily lives.

In our initiatives centering on mature markets, we will introduce high-value-added models and advanced technologies to enhance riding pleasure and comfort. At the same time, by advancing safety and environmental initiatives in all markets, we will expand the value that enables motorcycles to continue evolving alongside society.

In our initiatives centering on electrification, we will assess demand and regulations in each region and introduce products to the regions where they are needed first. By combining the fundamental performance cultivated through internal combustion engines (ICE) with the unique value of electric motorcycles, we will deliver an electric motorcycle experience that is unique to Honda.

Through these initiatives to establish a business foundation for continuing to provide products and services chosen by customers, we will achieve sustainable growth in our motorcycle business and contribute to enhancing Honda's overall corporate value.

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Business Motorcycles

Strategy 01

Strengthening Product Supply Systems in Growth Markets

In growth markets, demand for daily mobility is expanding. Honda is advancing the expansion of production capacity, primarily in India, to stably deliver required products.

In India, we plan to expand current annual production capacity from 6.25 million units to approximately 8 million units in 2028. India is an important market for Honda's motorcycle business, and its role as a supply hub to other regions is also increasing. By expanding local sourcing and driving automation in our own factories, we will enhance the balance of quality and price, delivering products chosen by customers.

In growth markets such as Latin America and Africa, agile product introduction matched to market growth is required. Honda will utilize the cost competitiveness and development efficiency cultivated in India to deliver products at reasonable prices, thereby responding to daily mobility demand. We are also advancing our expansion of production capacity in Brazil.

In addition, by starting production in Turkey, we will expand our supply structure. Building products close to regional demand leads to a stable supply. It also makes it easier to respond to fluctuations in logistics and exchange rates, leading to the development of a business foundation that continues to deliver value to customers.

In product development, we will establish a system that can deploy a diverse range of models from a single platform. By efficiently introducing products tailored to regional usage and preferences, we will not only respond to expanding demand, but also expand a product lineup that continues to be chosen by customers.

Honda Motorcycle & Scooter India Pvt. Ltd. (HMSI) Second Plant

Strategy 02

Enhancing Product Value in Mature Markets

In mature markets, increased value is being demanded from motorcycles. Honda is introducing high-value-added models to enhance riding pleasure, comfort, and ease of handling, thereby responding to replacement demand. The foundation for continuing to be chosen in mature markets is to deliver products that make customers feel they want to continue riding safely for a long time.

As new value, we will expand the range of models equipped with Honda RoadSync and Honda RoadSync Duo. Honda RoadSync is a connected feature that enhances information retrieval and convenience during travel. Going forward, we will also expand its functionality and broaden it to a more secure and comfortable mobility experience.

In highly competitive markets such as Europe, the value of proprietary technologies is crucial. Dual Clutch Transmission (DCT) and Honda E-Clutch reduce the burden of clutch operation while achieving sporty and smooth riding. In addition, we are continuing development of advanced models, exemplified by the V3 engine, to continuously refine the driving performance and reliability we have cultivated.

To ensure the healthy development of the motorcycle market, initiatives for safety and the environment are indispensable. Through increasing the application rate of safety equipment, reducing CO_2 emissions at each factory, and adopting sustainable materials, we will enhance the value of motorcycles so that they continue to be accepted together with society.

Additionally, through collaborations with Sanrio and Onitsuka Tiger, among others, we will deliver the appeal of motorcycles to people who previously had little connection with them. Through these initiatives, we will broaden the market base and execute long-term value creation.

Electronically Controlled
Clutch Technology for Motorcycles: E-Clutch

CBR1000RR-R FIREBLADE design image of
SANRIO CHARACTERS × Honda Kumamoto Racing

Onitsuka Tiger Honda Mid Sports Concept

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Strategy 03

Promoting Electrification Tailored to Regional Demand

Honda aims to achieve carbon neutrality for all motorcycle products during the 2040s. As an important means to achieve this, we are promoting the rollout of electric motorcycles. However, since the progress of electrification varies by region, we will flexibly introduce products while also assessing changes in the demand and regulations of each region.

The electrification Honda aims for is not simply replacing ICE with electric power. While valuing the fundamental performance of "riding, turning, and stopping" cultivated with ICE, we combine it with the quietness, acceleration feel, and design flexibility unique to electric motorcycles. We aim to deliver electric motorcycles that anyone can handle with peace of mind and that stimulate individual senses.

In 2025, we established the brand promise "Expected Life. Unexpected discoveries." aiming to resonate with people toward a world filled with comfort and excitement, offering a life as envisioned and unexpected discoveries.

In addition, we have announced the Honda WN7 as a model that embodies this brand promise. Starting with the WN7, we have refreshed the visual identity (VI) of the motorcycle electrification business, adopting "Honda" as the product mark. Under the new electric brand, we have already announced the Honda UC3 in Thailand, Vietnam, and the Philippines, and the Honda QC3 in India. Going forward, we will continue to introduce products suited to regional usage into markets with demand for electrification.

Furthermore, in India, our largest market, we plan to establish a factory dedicated to electric motorcycles. While assessing the extent of market expansion, we will establish a production system matched to demand, aiming to balance the reduction of environmental impact with a new mobility experience.

Toward Future Growth

Over the next three years, to reliably capture expanding demand, we will steadily strengthen supply capacity in growth markets. By developing supply systems centered on India, and flexibly responding to demand in each region including Latin America, we will build a business foundation capable of stably delivering value to customers through expanding local sourcing and improving production efficiency.

In mature markets, we will advance the introduction of high-value-added models and advanced technologies, further enhancing riding pleasure and comfort.

In response to diversifying customer expectations, we will refine the reasons Honda continues to be chosen, while contributing to the healthy development of the motorcycle market through environmental and safety initiatives.

Regarding electrification, we will steadily introduce appropriate products into markets where the need for electric motorcycles has materialized while also assessing the demands of those regions. Under our brand promise, while expanding the value of electric motorcycles unique to Honda, we will flexibly determine investments and product introductions according to market changes, advancing the establishment of a sustainable business foundation. In the medium to long term, we will further evolve our sales and service networks and strengthen relationships with customers that go beyond product sales. By expanding customer touchpoints through connected functions and digital services and providing experiences that enable customers to continue feeling the value after purchase, we will create new demand. In addition to advancing safety and environmental technologies, we will collaborate with companies in other industries to broaden the appeal of motorcycles themselves and continue delivering the freedom of mobility and the joy of riding. Through these initiatives, we aim to be No. 1 in both ICE and electric motorcycles in every country.

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Power Products Business Strategy

Expanding the Joy of Useful Products to Work and Everyday Life

Minoru Kato
Managing Executive Officer
Chief Officer, Motorcycle and Power Products Operations

Power Unit and Finished Machinery Sectors

Changes in the Market Environment Surrounding the Business

Market needs are shifting, with the performance and roles expected of products varying by region and application. Demand for internal combustion engine (ICE) products is expected to continue in emerging countries, and demand for ICE products that require durability and reliability remains solid in developed countries as well, centered on commercial use in areas such as construction machinery and generators.

On the other hand, in the garden sector, electrification of small products is progressing including walk-behind lawn mowers and some handheld products. Customers are choosing electrified products based on the operating environment and application, thanks to unique features of electrification such as ease of use, user-friendliness, and quietness. Additionally, in response to population aging and labor shortages, it has become common to search for ways to reduce worker burden and introduce labor saving. In particular, at work sites where operations are carried out by a limited number of personnel, the importance of autonomous and intelligent technologies—which support efficient work and lead to maintaining stable work quality—is increasing.

In this way, market changes are progressing against the backdrop of continued ICE demand, the progress of electrification, and expectations for autonomous and intelligent technologies.

Strategies to Meet Customer Expectations

Under the slogan “Expanding the Joy of Being Useful,” Honda’s power products business globally rolls out products that support people’s work and daily lives. In order to quickly respond to diversifying customer needs, we changed our organizational structure starting this fiscal year to one that promotes the ICE business and electrification business in an integrated manner.

Under the new structure, we will optimally allocate corporate resources according to customer needs and market characteristics and promote product creation leveraging the respective strengths of ICE and electrification. Furthermore, while also utilizing technologies cultivated in the motorcycle business, we will steadily link high-priority initiatives to commercialization, contributing through our products to solving social issues such as reducing environmental impact and addressing labor shortages.

Through these initiatives, we aim to enrich our product lineup and continue to provide new value to customers, thereby aiming for further enhancement of business value.

Strategy 01

Product Evolution in Finished Machinery

In the finished machinery sector, we are pursuing product evolution that balances customer user-friendliness and improved work efficiency. In snow throwers, we rolled out a model equipped with Honda’s proprietary hybrid system and the cross auger* snow removal mechanism on a small model favored for its ease of storage and maneuverability. In addition to speed controlled according to

* Coaxial snow-clearing mechanism featuring simultaneous counter-rotation

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Business Power Products

workload and smooth travel, by enhancing capability to handle hard snow, it achieves both the maneuverability unique to a small model and high snow removal performance.

In addition, on the Komame F220 mini-tiller, "Silky Start"—which makes it easier to start the engine—is standard equipment, leading to reduced burden during work.

Elsewhere in the garden sector, in addition to electrification, we are rolling out products incorporating autonomous and intelligent technologies. The ProZision Autonomous electric automatic lawn mower announced in North America memorizes set mowing paths and patterns, realizing highly precise mowing operations through automated driving. This contributes to improved work efficiency in landscaping management, addressing labor shortages, and reducing worker burden. Moreover, a wireless model of the Miimo robotic lawn mower announced in Europe reduces the hassle and time associated with lawn maintenance, bringing more time and ease to daily life.

Hybrid Snow Thrower
HSS1370i

Mini-Tiller
Komame F220

Robotic Lawn Mower
Miimo 1500i

Strategy 02

Product Evolution in Power Units

In the power unit sector, leveraging our technology and product strength cultivated as a top manufacturer of general-purpose engines operating globally, we are strengthening product competitiveness in both ICE and electrification.

In ICE, based on the GX430, which has the largest displacement among Honda's single-cylinder general-purpose engines, we exhibited in Japan a concept model equipped with FI technology and an electronic governor. While achieving both higher output and improved fuel economy performance, by enhancing basic performance such as startability, we will further pursue the reliability and user-friendliness required at professional on-site.

Furthermore, to respond to future electrification needs, we are also advancing the deployment of electric power units featuring low noise and high maintainability, in addition to zero exhaust emissions during use. For the eGX electric power unit designed with compatibility with the GX engine series in mind, we newly added three models that enable high output, backing electrification by finished machinery manufacturers. Moreover, through the deployment of electrified products that respond to diverse needs, including the utilization of Honda Mobile Power Pack e:, we will lead market electrification.

Strategy 03

Strengthening Customer Touchpoints Supporting Competitiveness

Toward strengthening the business foundation supporting competitiveness, we are expanding sales and service systems tailored to market characteristics.

As an example, in India, we are expanding our product lineup in the construction machinery, agricultural machinery, and fishery sectors to promote the expansion of our customer base. At the same time, we are conducting initiatives to inspect and service Honda power products collected through authorized dealers and sell performance-verified reconditioned products with a warranty. As a result, customers can choose products from a wide range of options based on their budget and product use. Furthermore, through after-sales service by authorized dealers, we provide an environment where products can be used with peace of mind over a long period.

Moreover, we are working to strengthen dealership and customer touchpoints utilizing the "Honda Power Mobile App," to leverage sales data, and to establish service training centers for dealerships across five regions in India, thereby strengthening sales and service foundations from both digitization and human resource development aspects to enhance sustained, community-rooted competitiveness.

Toward Future Growth

The power products business operates globally with power units and generators as business pillars, aiming for stable growth and further enhancement of competitiveness centered on these. Positioning the next three to five years as an important period to connect the results of business transformation to growth, in the ICE sector, we will further strengthen our business structure toward establishing a stable revenue base. Amid continued solid demand, through higher output, improved fuel economy performance, and evolved user-friendliness, we will enhance our product competitiveness as a top manufacturer of general-purpose engines.

For electrified products, on the other hand, in addition to expanding power sources utilizing the eGX series and Honda Mobile Power Pack e:, we will promote product development of finished machinery incorporating autonomous and intelligent technologies, aiming to create new growth opportunities.

ProZision Autonomous electric automatic lawn mower.

Honda will continue to provide value that supports people's work and daily lives in the power products business, while aiming to enhance business value as a business chosen by customers. Furthermore, while enhancing competitiveness on the twin pillars of ICE and electrification, we will also contribute to realizing carbon neutrality through the deployment of diverse technologies, including electrification.

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Marine Sector

Changes in the Market Environment Surrounding the Business

The marine leisure sector is evolving, reflecting the increasingly diverse ways our customers interact with the water. From oceans to inland waterways, applications range from recreational fishing and cruising to commercial use—each usage scenario possessing unique performance and experience demands. Consequently, the value customers expect has evolved; it now extends beyond individual product performance to the enrichment of the time they spend on the water.

In addition, as boats become larger, steering assistance technologies and features required for handling are becoming more sophisticated. Furthermore, the base of marine leisure is broadening, with a wide range of customers, including beginners, coming to enjoy the water. As a result, expectations for enabling anyone to operate a boat safely, comfortably, and with peace of mind are higher than ever.

Amid these shifts, a significant growth opportunity for our future marine business lies in expanding our perspective: beyond the value of the outboard motor alone, we must focus on delivering a safe and comfortable experience for the entire vessel.

Strategies to Meet Customer Expectations

Honda's marine business is evolving from a business that provides outboard motors individually to one that supports the entire marine experience of our customers. Our goal is to enhance the value of the entire boat, allowing anyone to safely and confidently enjoy marine experiences with peace of mind, and to deliver experiences that make time spent on the water richer and freer to customers around the world. With the aim of achieving these goals, Honda will undertake the following three initiatives:

Strategy 01 Enhancing Outboard Motor Lineup

Honda offers a wide lineup of outboard motors ranging from 2 horsepower to 350 horsepower globally. In 2024, we introduced the flagship model BF350, and in 2025, we updated seven large outboard motor models. Going forward, we will continue to enrich our lineup, primarily focusing on the extra-large segment where demand is growing, while strengthening product competitiveness in each horsepower range. At the same time, we will strengthen development and supply systems for peripheral equipment that maximizes outboard motor performance. By enhancing product strength for both outboard motors and peripheral equipment, we will support increasing the value of the entire boat.

Strategy 02 Evolving Integrated Control Systems

Honda will advance the development of integrated control systems that optimally control the entire boat, not just outboard motors. While enhancing hull stability and boat handling performance, consolidating electronic control units (ECUs) improves connectivity with peripheral equipment, enabling a flexible system configuration aligned with customers' applications and needs. Through such integrated control, we will realize an experience where anyone can operate a boat comfortably and with peace of mind.

Strategy 03 Strengthening Collaboration with Boat Builders

To bring out the full inherent performance of a boat, collaboration with boat builders, who design and manufacture the boats, is indispensable. Honda will strengthen collaboration with boat builders in major markets to optimize outboard motors and systems according to the characteristics of each boat, thereby maximizing its inherent performance. Application engineers playing a core role in this effort will realize optimal combinations for each boat through performance evaluation and setting.

Toward Future Growth

Honda will extend its aspiration to create the joy and freedom of mobility to the water. In the marine business, we aim to accurately understand customers' changing values and needs and make the time people spend on the water richer and more liberating by enhancing the value delivered by each boat as a complete product.

To accelerate initiatives toward achieving this, over the next three to five years, we will enhance our outboard motor lineup, evolve integrated control systems, and strengthen collaboration with boat builders. Rather than merely manufacturing and selling outboard motors, we will evolve into a business that co-creates the value of the entire boat together with our customers.

Time spent on the water is an irreplaceable time enjoyed with loved ones. Precisely for this reason, Honda will strive to realize marine experiences where everyone can spend time comfortably and with peace of mind, aiming for a marine business that continues to be chosen by customers.

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- Global Brand Campaign MARINE
- Business Marine
- Honda Stories Developing the BF350, Honda's First V8-Powered Outboard Motor

Honda's Efforts Encompass Land, Sea, Air, and Space

Honda is combining our long-standing and diverse technologies and expertise to expand possibilities for people and society and to continuously create new value as a comprehensive mobility company.

HondaJet

Realizing high fuel efficiency and comfort through unique engine placement and aerodynamics

Honda eVTOL

Developing a vertical take-off and landing aircraft as a mode of transportation that makes air travel more accessible using Honda's unique electric hybrid system

Sustainable Rocket

Making space more accessible through rocket development based on reusability

Circulative Renewable Energy System

Supporting sustainable living in space through hydrogen-based energy circulation

Avatar Robots

Augmenting human capabilities to facilitate work in remote locations and activities in dangerous environments

Multi-fingered Hand

Building a society that is co-created by people and robots starting with industrial automation by realizing the same delicacy and power of human hand movement

Stationary Fuel Cell Power Station

Supporting data centers and infrastructure with hydrogen-based stationary fuel cell power station

Power Products (Marine)

Power Products (Power Units and Finished Machinery)

Automobiles

Motorcycles

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Honda R&D

Honda's Efforts to Expand Possibilities for People and Society

HondaJet

In HondaJet, Honda has connected our long-standing aircraft research to our business. We are currently pursuing the next stage of growth in the aircraft business through HondaJet Echelon and our expansion into the service sector. Leveraging the technologies that we have developed and our business foundation, we will deliver new aircraft mobility value to our customers.

Honda eVTOL

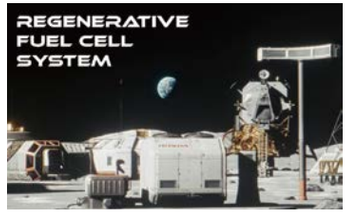
Honda eVTOL represents the challenge of combining different technologies that Honda has developed in diverse fields, including aircraft technology, electric hybrid technology, and control technology. The goal is not only to build aircraft, but also to pursue technological evaluation aimed at connecting the land and the sky and realizing new forms of mobility that broaden people's mobility choices.

Multi-fingered Hand Technology

The goal of Honda's multi-fingered hand technology is to enable a single hand to perform the variety of tasks that humans currently do, so that robots can work alongside people and serve them. Honda has accumulated robotic technologies starting with the development of ASIMO. Our multi-fingered hand technology research has focused on balancing the ability of a human hand to delicately handle small objects with the force needed to grip objects strongly. We are challenging ourselves to achieve this balance between the dexterity and strength of a human hand by combining mechatronics systems, drive systems, and precision controls with AI.

Sustainable Rocket

Honda is pursuing research and development in proprietary reusable small-scale rockets focused on compatibility and applications with our core technologies. The goal of this project is to remove the bottleneck of space transportation to expand the scope of human activities and make life on earth more abundant by using space.



Circulative Renewable Energy System

To facilitate long-term human activities in space, Honda is working to build a system that creates and circulates oxygen, hydrogen, and electricity using sunlight and water. The system continuously creates oxygen, hydrogen, and electricity from solar energy and water by combining Honda's proprietary high-differential pressure water electrolysis system and fuel cell system. In this initiative, Honda is leveraging our long-standing fuel cell and hydrogen technologies to expand development into technologies that support activities in space, including manned space locations and space transport vehicles.

Avatar Robots

To recreate movements in machines that humans unconsciously perform such as grabbing, changing grip, and using tools, extremely delicate controls are required. Honda is pursuing research in multi-fingered hand technology that combines the dexterity and strength of a human hand. Cooperation between humans and robots supports tasks performed by humans and expands the places where work can be performed and the possibilities for Honda as a company.

Stationary Fuel Cell Power Station

Honda is expanding the hydrogen and fuel cell technologies that we have researched and developed for more than 30 years beyond the mobility sector into the power supply sector. Honda has defined four core domains for the use of fuel cell modules. In addition to fuel cell electric vehicles (FCEV), these include commercial vehicles, stationary fuel cell power station, and construction equipment. We are working to expand our business opportunities in each of these domains. In our stationary fuel cell power station initiative, in addition to accommodating the diverse power needs of our customers, we are offering end-to-end service from installation to after-sales service, aiming to contribute to the decarbonization initiatives of our customers.

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