

10-Year Summary

IFRS: (Unit: million yen)

Fiscal year ended March 31	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Profit or Loss										
Sales revenue	13,999,200	15,361,146	15,888,617	14,931,009	13,170,519	14,552,696	16,907,725	20,428,802	21,688,767	21,796,610
Operating profit	840,711	833,558	726,370	633,637	660,208	871,232	780,769	1,381,977	1,213,486	-414,346
Profit before income taxes	1,006,986	1,114,973	979,375	789,918	914,053	1,070,190	879,565	1,642,384	1,317,640	-403,300
Profit for the year attributable to owners of the parent	616,569	1,059,337	610,316	455,746	657,425	707,067	651,416	1,107,174	835,837	-423,941
Cash Flows (operating companies excluding financial services business)										
Net cash provided by operating activities	1,079,340	1,149,458	1,138,346	1,055,023	1,050,956	1,051,818	1,352,796	2,288,129	1,883,139	1,681,944
Net cash used in investing activities	-511,411	-589,344	-524,825	-584,351	-747,138	-373,695	-666,929	-827,156	-1,217,274	-623,941
Free cash flow	567,929	560,114	613,521	470,672	303,818	678,123	685,867	1,460,973	665,865	1,058,003
Net cash used in financing activities	-231,219	-369,094	-397,507	-302,557	-328,121	-81,812	-564,865	-712,572	-1,390,352	-608,456
Financial Position										
Total assets	18,958,123	19,349,164	20,419,122	20,461,465	21,921,030	23,973,153	24,670,067	29,774,150	30,775,867	33,509,285
Cash and cash equivalents	2,105,976	2,256,488	2,494,121	2,672,353	2,758,020	3,674,931	3,803,014	4,954,565	4,528,795	5,066,828
Financing liabilities (Non-current liabilities)	4,022,190	3,881,749	4,142,338	4,221,229	4,715,361	4,984,252	4,373,973	6,057,967	6,953,520	8,475,151
Equity attributable to owners of the parent	7,295,296	7,933,538	8,267,720	8,012,259	9,082,306	10,472,824	11,184,250	12,696,995	12,326,529	11,817,512
Shareholder Returns										
Share buybacks	12	87,083	64,557	96,284	6	62,758	157,001	250,513	722,365	670,933
Dividends per share (yen)	31	33	37	37	37	40	40	68	68	70
Dividend payout ratio	26.9%	16.9%	32.1%	43.1%	28.9%	29.2%	31.2%	30.1%	38.0%	—
Dividend on equity (DOE)	2.4%	2.4%	2.4%	2.4%	2.2%	2.1%	1.9%	2.8%	2.5%	2.4%
Other Financial Data										
Operating margin	6.0%	5.4%	4.6%	4.2%	5.0%	6.0%	4.6%	6.8%	5.6%	-1.9%
Operating cash flows from operating activities (CFO) after R&D adjustment	1,618,221	1,747,392	1,797,151	1,684,104	1,629,132	1,696,669	2,084,052	3,056,976	2,806,661	2,657,986
Return on invested capital (ROIC)	8.4%	9.0%	7.3%	5.6%	7.4%	6.9%	5.9%	9.1%	6.7%	-2.6%
Return on equity (ROE)	8.8%	13.9%	7.5%	5.6%	7.7%	7.2%	6.0%	9.3%	6.7%	-3.5%
Research and development expenses	659,918	730,734	820,037	821,478	780,065	804,025	852,067	976,366	1,210,620	1,174,848
Depreciation*	484,133	513,455	499,036	470,320	428,063	438,269	512,501	563,954	531,809	487,653
Capital investment	541,041	433,892	426,519	375,643	321,294	278,405	493,908	387,986	537,427	751,380
Average exchange rate for the period (yen per U.S. dollar)	108	111	111	109	106	112	136	145	153	151

* including right-of-use assets

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Company Overview

Company Overview (As of March 31, 2026)

Company Name	Honda Motor Co., Ltd.
Head Office	2-3, Toranomon 2-chome, Minato-ku, Tokyo *Relocated in June 2025
Established	September 1948
Capital	86 billion yen
Number of Associates	Consolidated: 195,109 Non-consolidated: 32,547
Consolidated Subsidiaries	282 companies
Affiliates Accounted for under the Equity Method	64 companies

Stock Information

Stock Exchange Listings	Domestic: Tokyo Stock Exchange Overseas: New York Stock Exchange
Securities Code Number	7267
Number of Shares per Trading	Unit 100
Transfer Agent for Common Stock	Mitsubishi UFJ Trust and Banking Corporation 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo

Breakdown of Shareholders by Type

Number of Shares Authorized	7,086,000,000
Total Number of Shares Issued	4,533,000,000



Major Shareholders

Individual or Organization	Number of Shares Held (thousands)	Percentage Against Total Shares Issued (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	682,319	17.50
Custody Bank of Japan, Ltd. (Trust Account)	275,945	7.08
Moxley & Co. LLC	222,860	5.72
Meiji Yasuda Life Insurance Company	138,237	3.55
STATE STREET BANK AND TRUST COMPANY 505001	97,407	2.50
Nippon Life Insurance Company	58,565	1.50
JPMorgan Securities Japan Co., Ltd.	58,145	1.49
JPMorgan Chase Bank 385781	56,917	1.46
The Nomura Trust and Banking Co., Ltd. (Investment Trust Account)	41,236	1.06
Custody Bank of Japan, Ltd. (Trust Account 4)	37,673	0.97

Honda's Capitals

Financial Capital*1	Human Capital*1	Manufacturing Capital	Intellectual Capital*1	Natural Capital*1	Social and Relationship Capital
A strong financial base that allows us to invest resources for transformation Net cash (excluding financial services) ¥3.3 trillion Total capital ¥12.1 trillion Interest-bearing debt (excluding financial services*2) ¥1.2 trillion	Support for individual and organizational growth that leads to value creation Number of associates Consolidated 195,109 associates Non-consolidated 32,547 associates	Evolution of production system to achieve high product appeal Number of product assembly sites 75 sites (At end of FYE May. 31, 2026) Capital investment*1,3 ¥751.4 billion	Enhancing the technological innovation capability to create compelling products and services R&D expenses ¥1,174.8 billion Number of domestic and overseas patents*4 More than 37,100 patents	Reduction of environmental impact for coexistence and co-prosperity with nature Energy inputs Direct 16,200 TJ Indirect 15,000 TJ Water withdrawal 19.5 million m³	Deepen and expand relationships of trust and cooperation with stakeholders Number of group companies*1 Consolidated subsidiaries 282 Affiliates accounted for under the equity method 64 } 346 companies Brand value*5 24,762 m USD (2025) Best Global Brands 2025 Automotive 5th in the world (2025)

*1 Fiscal year ended March 31, 2026
*2 Including 1.75 billion USD Green Bond issue

*3 Capital investment for the introduction of new models, expansion, rationalization, renewal of production facilities, and expansion of sales and R&D facilities, etc.

*4 Number of registered patents both domestically and internationally (excluding pending applications)
*5 According to Interbrand research

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