



Honda R&D TOP Message

Transforming Technology into Value to Support Honda's Present and Future

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Using Technology to Help People— The Starting Point for Everything

Technology does not exist only to support our pride. We continue to create technology to help society and to help customers. What's

important is to connect technology to questions like "What kinds of problems does this solve for customers?" and "What new kinds of value have customers not yet imagined?" Starting from the research and development stage, we consider how customers will use technology and in what

conditions they will perceive its value. That is what it means to use technology to help people.

If you look at Honda's history, you will see that many of our products and technologies were created out of nowhere, simply by starting with the desire to help society and our customers. Times have changed, and the scope of technology has increased greatly. We live in an age in which not only manufacturing, but also software and data greatly influence value. Despite this, our founding principle of helping guide our customers' lives and society in a more positive direction through our products and technologies remains unchanged.

To describe the role of Honda R&D in simple terms, it's to create products that ensure that Honda can handle any situation that arises. This does not simply mean researching future technologies. Because Honda R&D is a research institute that exists within a company, we do not just research aimlessly without a goal in mind. However, at the same time, if we only focus on the next step for the company, nothing novel will ever be created. If we expand our perspective one, or even two, steps beyond our current reality, Honda will be able to create technologies that will continue delivering value to customers into the future. I believe that is our mission at Honda R&D.

Accelerating the Implementation of Technology into Products to Support Our Current Business

Honda is currently working to reinforce our business foundation while simultaneously creating the technologies and value that will lead to future growth. The business

environment surrounding the automobile business is becoming increasingly challenging. Due to changes in the EV market, fluctuating trade policies, and the rise of emerging manufacturers, we are entering a phase in which we'll no longer be competitive if we simply maintain the status quo.

What's important in this process is turning the technologies that Honda has developed over the years into product value that makes customers choose Honda. Our hybrid system is one of the best examples of this kind of technology. Throughout the years, Honda has combined engine technology and electrification technology and honed their value into a form that is both realistic and easily usable for our customers. Even amid changes in the market environment, having continued to develop our hybrid technology has now given us a broader range of options.

At the same time, this does not mean we will suspend EV technology development. While calmly assessing the pace of market growth, we will continue to develop competitive technologies to serve a future wave of demand. We will continue to hone our technology in a way that leads to future value for our customers, including battery technology, vehicle control technology, energy management, and software.

Automated driving/advanced driver assistance systems (AD/ADAS) are also important technologies that dramatically increase vehicle attractiveness. Through our Level 3 automated driving (hands-off, eyes-off) technology that balances convenience and safety, in addition to evolving technology through AI, we aim to support driving in a greater number of environments, from highways to urban areas. Our goal is to create value that continues to be chosen by our customers by combining electrification

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technology, vehicle control, and software to improve safety, peace of mind, comfort, and usability.

To implement these technologies into products as quickly as possible, in April 2026 at Honda R&D, we integrated the research and development functions of the Automobile Development Operations and the SDV Business Development Unit. This new system will facilitate easier decision-making to accelerate the implementation of technologies customers are urgently demanding through unified management of the division responsible for building leading technology and the development division, which is closer to mass production.

Another current focus is updating our development process itself. Initiatives to reduce the development timeframe and workload are not simply about cutting

development time. Rather than one division simply passing the baton to the next division like we've done in the past, relevant divisions will run alongside one another, racing toward the finish line together. This does not mean lowering our required quality or decision-making standards but accelerating decision-making and changing how we proceed with development.

What we want to accelerate is the speed at which we deliver innovative technology to our customers. We want to prioritize the time spent thinking about and developing technology. Therefore, by reducing the time it takes to create a final product, we will be able to deliver more up-to-date technology and value that meets our customers' needs at a faster pace. Delivering the value required by our customers at a faster pace not only improves our product appeal but also acts as

a business foundation to continuously deliver value.

On the other hand, having time to engage in thorough evaluation is also essential in creating innovative technology. Using all-solid-state batteries as an example, in the Tochigi pilot line, we've reached the stage where we are thoroughly refining both specifications and the production technology to achieve them. Our goal is to fundamentally increase the value of EVs and to realize a world in which they are the natural choice for customers.

Cultivating Our Unique Technologies as Seeds for Growth to Support Our Future Business

Up to this point, I've discussed technologies that support the present and prepare us for the near future. However, that is not the only role of Honda R&D. Another role of R&D is to expand our future options so that we can deliver new value to customers when society or the market changes.

Customers' mobility needs are expanding. They want to travel, to feel freer, and to experience the unknown. These are everyone's fundamental desires. As part of meeting these expanding needs, Honda R&D is advancing initiatives including Honda eVTOL, robotics, and sustainable rocket. Not all these initiatives will connect immediately to our numbers; however, they are still extremely important activities in terms of increasing the possibilities available to the world and expanding Honda's future options.

The vision for Honda electric vertical take-off and landing (eVTOL) aircraft is a completely novel form of mobility that fuses the gas turbine engine expertise cultivated

over many years, the electrification technology of our hybrid vehicles, the aerodynamic technologies developed in motorsports and HondaJet, and the Man Maximum, Machine Minimum (M/M) principle developed in our automobile business. In April 2026, we began flight testing of eVTOL with a full-scale technology demonstrator in California in the United States. We're moving forward step-by-step with our technology verification process toward the end goal of real-world implementation.

Our robotics initiative is also starting to take shape. Our multi-fingered hand



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technology aims to engineer a robotic hand that handles objects like a person does. We're working to apply this technology to the tools people use and the diverse tasks they perform by combining the sensitivity and strength of a human hand. By integrating this technology with collaborative AI, capable of understanding its surroundings and determining actions, we aim to create a core technology for robots that support humans in a wide range of environments. We have begun to evaluate actual manufacturing line applications at our own factories, including automotive part picking and battery pack assembly.

In June 2025, Honda R&D completed a successful launch and landing test of our sustainable rocket demonstrator as part of our continuing research aimed at realizing the technological capability of a suborbital launch by 2029.

These initiatives all share ambitious targets. They've required us to consider what's necessary to realize them and to create the technologies to do that by ourselves. This kind of work process is deeply ingrained in us as part of Honda's DNA.

All these endeavors also did not arise out of nowhere. I believe that Honda's unique

strength lies at the intersection of our knowledge in control technology, energy, mechatronics, and manufacturing developed through our motorcycle, automobile, and power products businesses. What is essential is that these don't remain as dream technologies. How do we evolve our technologies? How do we connect them to our business? At what stage do we assess real-world implementation and business viability? We must develop our research initiatives into more options for future growth while more deeply linking them to Honda's overall management and the functionality of our business planning.

engineer and led me to take on new challenges. I truly wish for young people to have the same experience of thinking for themselves, setting targets, and creating their own technologies.

Creating a World of Mobility That Inspires People to Dream

As I have outlined, we will draw on the technologies that support our current business, those that serve as seeds for the future, and the people who develop them to support Honda's present and future, even in an era of rapid change.

The role of Honda R&D is not just to create technologies. It is to transform innovative technologies into value for customers and deliver that value to the world more quickly and in better ways.

Through these efforts, we aim to create a world of mobility that enables people to transcend the constraints of time and place and inspires them to dream.

The challenge facing Honda is to create value that continues to be chosen by our customers, to contribute to the happiness of people throughout the world through our technologies, and to balance creativity and speed to deliver the value demanded by our customers in an even better format. Honda R&D will continue to create high hopes for the future of Honda by tackling this challenge.

I'd like Honda R&D to create a cycle through which we transform people's imagination into technology, transform that technology into value, and ultimately connect that value to businesses that can deliver it to the world.



Creating a Place Where Young Engineers Can Develop New Technologies Themselves

Honda has always been a company that has valued philosophies and approaches. Among these, "The Power of Dreams" is a phrase that truly demonstrates the unique nature of Honda. I'd like Honda R&D to create a cycle through which we transform people's imagination into technology, transform that technology into value, and ultimately connect that value to businesses that can deliver it to the world.

People are the source of this strength. They develop their skills by creating technologies, which in turn build Honda's strength. To do so, I'd like to create an environment in which young engineers can experience creating new technologies themselves. I was personally entrusted with important work from a young age, and I gained valuable experience seeing things through to completion even amid challenges. That experience gave me confidence as an

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