

4

Social

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Social

Safety

Material issues

- Significantly reducing traffic fatalities
- Applying automation and information technologies to everyday life

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Basic Approach

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.

* 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.

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.

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Basic Approach

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

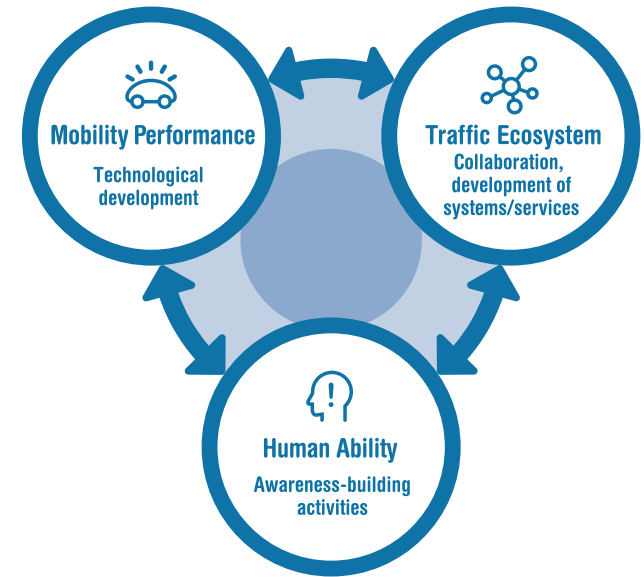
The traffic environment is subject to constant change due to traffic congestion, bad weather and various other factors. Honda believes that preventing accidents or mitigating their damage in such a traffic environment requires dynamically understanding its holistic picture (the traffic ecosystem). This 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 an individual basis, as well as by combining each of them.

Three elements of safety

Development of technology to capture human intention and complement/enhance sensory abilities and/or skills

Contribution to creating environment and systems to bring people and mobility into harmony



Support for the enhancement of knowledge, awareness and experience of everyone involved in traffic society

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Basic Approach

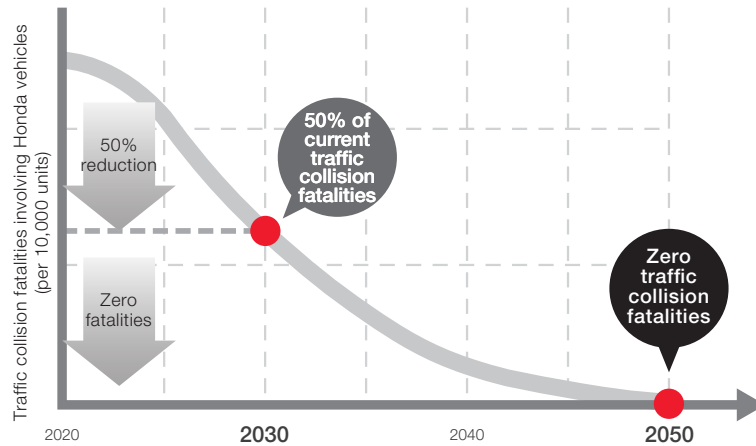
Aiming for Zero Traffic Collision Fatalities Involving Honda Motorcycles and Automobiles Worldwide by 2050

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.

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.

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.

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Safety Initiatives

Human Ability

Honda's Approach

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.

Countries and regions engaged in traffic safety activities



* 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



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Safety Initiatives

FY2023 Activities

Development of Activities in Asian Countries

■ Held the 1st ASIA-OCEANIA Honda Safety Instructor Competition

The 1st ASIA-OCEANIA Honda Safety Instructor Competition was held in Thailand on February 2 to 4, 2023.

The purpose of this competition is to share the basic concept of safety driving promotion activities through the improvement of driving knowledge/skills and mutual exchange among the instructors. Its scope of coverage has been expanded from that of the former competition, held since 2001 for Honda instructors in Thailand, to include safety driving instructors from the Asia-Oceania region.

Safety Riding Park of Thai Honda Co., Ltd. in Phuket was the venue for this competition, with a total of 116 participants from 12 countries and regions, including instructors from Traffic Education Centers in each country and instructors from local subsidiaries. The competition consisted of three motorcycle and three automobile categories in the area of safety driving techniques, and a presentation on improving educational methods to reduce traffic accidents in the area of instructional skills. In each category, the participants from each country competed against each other. Through this competition, the participated pledged to maintain and improve their instruction skills, and to do their utmost to promote safety driving in order to realize zero traffic collision fatalities by 2050.



Competitions



■ Driving Training and Education Facility Opened by Honda India Foundation in Collaboration with the Haryana State Government

On August 6, 2022, Honda India Foundation, in cooperation with the state government, opened a driving training and education facility in Karnal, Haryana.

Honda India Foundation is the CSR division of Honda Group companies in India.

Atsushi Ogata from the Foundation, stated, "Today's opening of the driving training and education facility in Karnal is new step forward in turning citizens into responsible drivers and riders. I would like to thank the Haryana State Government for helping us realize our global vision of zero traffic collision fatalities and carbon neutrality by 2050."

The facility provides drivers and riders with training programs that combine theory training, simulator training, and practical skills training. The state-of-the-art educational equipment allows participants to experience multiple driving conditions before driving on the road, and the facility also offers safety driving lessons according to customer requirements.



Overall view of facilities



Theory training

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Safety Initiatives

Collaboration with Traffic Education Centers

In Japan, Honda provides participatory experiential education matched to the needs of companies, organizations, and individuals.

At Honda's seven Traffic Education Centers across Japan, expert instructors train traffic safety leaders. In order to increase safety awareness and improve riding/driving skills, they also provide theory training and safety training using actual vehicles for companies, organizations, schools and individuals in dedicated training courses. In FY2023, Honda provided education to some 50,000 persons.

In Asian countries, traffic education was provided to approximately 3.33 million persons to raise safety awareness. Honda will continue to offer support matched to local needs, including its traffic safety know-how amassed in Japan and human resources development.

Collaboration with Local Communities

■ Development of materials for continuous education

In Japan, Honda offers educational programs and teaches instruction techniques to traffic safety instructors for conveying traffic safety in each local community.

Last year, Honda validated whether the use of its educational programs has led to changes in participants' behavior. The results showed that with the passage of time, participants' behavior returned to the level observed before the educational programs were provided, and therefore, continuous education is necessary.

Based on this fact, Honda considered developing educational materials that kindergarten or nursery/ elementary school teachers can provide short traffic safety education sessions, during morning and afternoon meetings. In the development of materials, for making children to aware safety behavior with fun, Honda asked for the opinions from teachers. Then, Honda developed education materials named "Sing, Dance and 'Stop, Meow!'" for kindergarten and nursery school children, and "Digital Traffic Safety Karuta (traditional Japanese playing cards)" for elementary school children.

Raising Traffic Safety Awareness among New Target Groups

■ Hands-on Safety Education Using Digital Technology

Honda has been conducting safe driving promotion activities for more than 50 years.

Among these activities, Honda has continued to focus on hands-on safety education and participatory experiential education. In recent years, with the spread of the Internet, we have created an environment in which we can disseminate information to an even greater number of people than ever before.

Last year, Honda utilized a web-based environment that facilitates customer participation and rolled out a YouTube program to promote safety awareness among the increasing number of riders with a Class 2 moped license, and delivery service providers in response to the increasing demand for deliveries. To date, the program has been viewed more than 90,000 times and has helped spread safety awareness in a new way. Honda will continue to evolve its activities to meet the needs of the times.

Honda Traffic Safety Information Paper SJ No,512 Spring 2023
Teaching Materials for Continuing Education (Japanese only)

■ https://www.honda.co.jp/safetyinfo/sj/pdf/2023_SPRING/SJ_2023_SPRING_01.pdf



Utilizing education materials, "Digital Traffic Safety Karuta" and "Sing, Dance and 'Stop, Meow!'"

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Safety Initiatives

Development of Educational Equipment

Honda leverages its know-how on riding/driving safety and hazard prediction training (kiken yosoku training – KYT) it has accumulated over the years as well as develops and promotes the widespread use of educational equipment, such as simulators, which mimics actual traffic conditions and enables people to experience hazards in a safe environment.

To date, Honda has developed educational equipment, such as Riding Simulator and Driving Simulator, that provides hazard prediction training for motorcycle riders and automobile drivers. Such training is difficult to conduct on public roads in the process of obtaining a driver's license, and these simulators are being used at driving schools nationwide. Besides, Honda offers a lineup of equipment matched to diverse participants, such as Bicycle Simulator to learn safety bicycle riding; Movie KYT, which enables a large group of persons to experience hazard prediction; and Riding Trainer*1, which offers hazard perception training for motorcycle riders, who operate the equipment themselves, and can be easily relocated to overseas facilities.

In this context, Movie KYT has been renewed to provide training for not only motorcycle riders and automobile drivers, but also bicycle riders, who are often the perpetrators or victims of traffic accidents. Honda will continue to promote its educational equipment for all traffic participants.



Training scene with Movie KYT



Bicycle hazard prediction experience video

Activities in the Welfare Field

Honda not only develops welfare vehicles, but also offers program*2 to train physically disabled people to return to driving in actual vehicles, as well as provides simple simulators and evaluation software to evaluate driving ability at hospitals and other facilities.

In 2023, in addition to the simple simulators, Honda started selling DB Model-A, a full-fledged driving simulator for driving schools with driving ability evaluation support software.

Furthermore, Honda supports hospitals and facilities that provide assistance to those seeking to return to driving in each regional unit. This activity has become a project, starting in Shikoku area and expanding to the western Japan area, and is currently widening its circle of activities with the goal of nationwide expansion.

At Traffic Education Centers, Honda also offers a safety driving training program*3 for drivers who transport elderly and disabled persons to and from welfare facilities.



DB Model-A

*1 Available in 24 languages, approximately 6,000 units of the Riding Trainer are used worldwide, with some 3,000 units in Asia and Oceania alone.

*2 A program offered at Honda Traffic Education Centers as a means to evaluate the driving competence of people with higher cerebral dysfunction who wish to resume driving. It is used to check their current ability to drive an actual vehicle and to train them to overcome the identified issues.

*3 A program offered at Honda Traffic Education Centers for welfare facility drivers providing pickup and drop-off services. During these services, it provides advice on preventing accidents as well as training to facilitate an understanding of the importance of giving due consideration to their passengers.



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Performance of Mobility

Honda's Approach

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 omni-directional 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.



Pedestrian dummy



Indoor omni-directional crash test facility



SRS Airbag System



Advanced Compatibility Engineering (ACE) body structure



Collision Mitigation Braking System (CMBS)



Mass-produced airbag system for motorcycles

*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.

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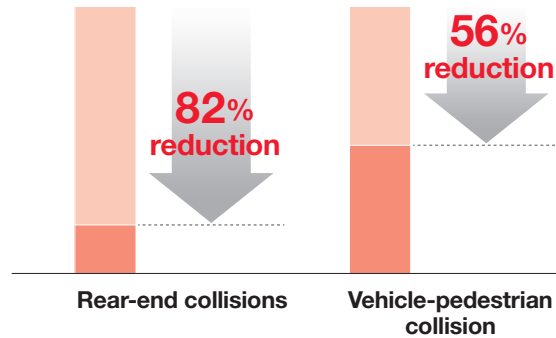
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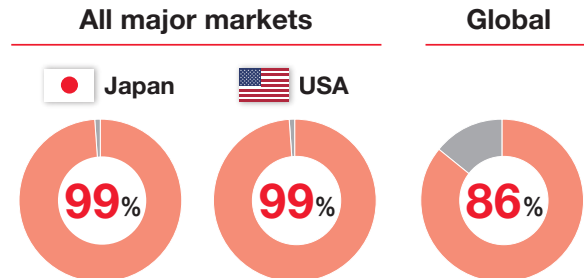
FY2023 Activities

Toward the realization of zero traffic collision fatalities involving Honda motorcycles and automobiles worldwide by 2050, the widespread use and functional evolution of Honda SENSING and Acura Watch are of critical importance in Honda's efforts concerning automobiles.

The Honda SENSING and Acura Watch, safety and driver-assistive systems Honda currently applies to its mass-production models are installed to 99% of Honda's new automobile models sold in Japan and the U.S. and 86% globally as of 2022. Cumulative sales of vehicles equipped with Honda SENSING now tops 14 million units. N-BOX mini-vehicles equipped with Honda SENSING, which are on the market in Japan, have shown an 82% reduction in rear-end collisions and a 56%* reduction in accidents involving pedestrians, confirming the effectiveness of this technology in reducing traffic accidents.



Collision reduction effect of vehicles equipped with Honda SENSING (N-BOX)



Sales ratio of models equipped with Honda SENSING and Acura Watch (2022)

* The difference in the number of traffic accident fatalities and injuries per registered vehicle between N-BOX vehicles without AEB and vehicles equipped with Honda SENSING. Based on data from the Institute for Traffic Accident Research and Data Analysis, according to Honda's research.

To address motorcycle accidents in emerging countries, the application of Honda SENSING with a motorcycle detection function is also being expanded.

In terms of functional evolution, in September 2022, a new feature of Honda SENSING, Sudden Acceleration Suppression Function, which is effective in reducing the number of accidents caused by a mistaken step on the gas pedal instead of the brake, was installed in N-WGN, which underwent a minor model change in Japan. In addition, utilizing the knowledge and know-how accumulated through the research and development of Level 3 autonomous car technologies, Honda has recently developed Honda SENSING 360, which has evolved into an omni-directional safe driving support system, and is being installed in the new CR-V model launched in China in December 2022.



Honda SENSING with motorcycle detection function



Sudden Acceleration Suppression Function (N-WGN, Japan)

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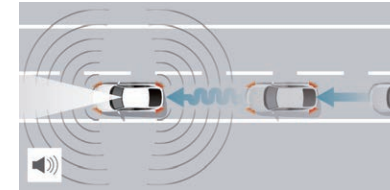
Safety Initiatives

Furthermore, in December 2022, as the next evolution of Honda SENSING 360, the Company announced new functions, and its plan to begin applying the functions sequentially on a global basis from 2024.

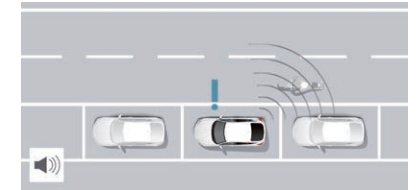


Announced Honda SENSING 360 new functions

The new functions include the Advanced Lane Change Assist Function with Hands-off Function and the Advanced In-Lane Driving Assist Function to reduce the driving load, as well as the following functions to improve safety: the Driver Emergency Support System, when the driver is unresponsive to the system's requests for a handover (the transfer of control back to the driver), the system assists deceleration and stopping of the vehicle within the same lane; the Exit Warning, while the vehicle is parked, when the system detects a vehicle approaching from the rear, the indicator on the front pillar or side mirror lights up to assist occupants to recognize an approaching vehicle; and the technology that detects the driver's condition and the risk ahead and provides "collision avoidance technology using" the Driver Attention Warning and Collision Warning, In-Lane Collision Avoidance Assist Technology, Emergency Steering Support Technology, etc.



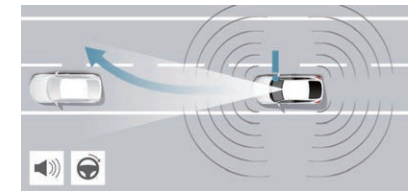
Driver Emergency Support System



Exit Warning



Driver Emergency Support System "Warning"



Emergency Steering Support Technology

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Safety Initiatives

Traffic Ecosystem

Honda's Approach

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.

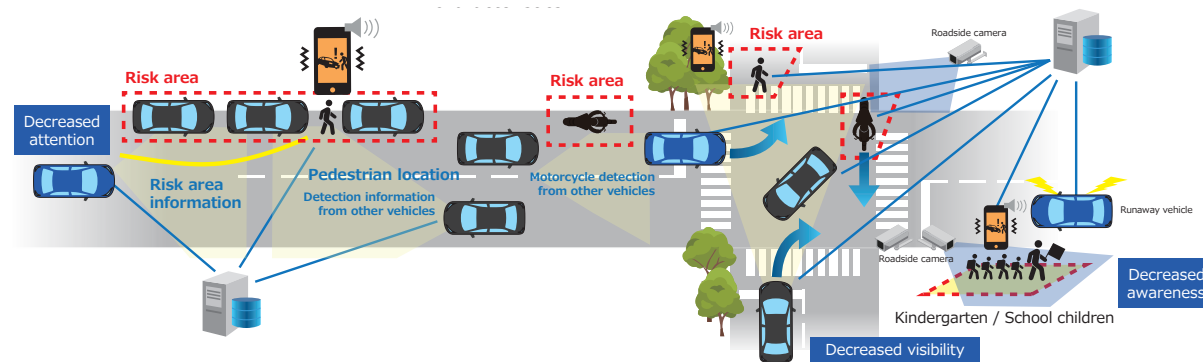
In 2013, Honda launched a Safety Map service that integrates and analyzes various information, such as emergency braking information collected through the Internavi system, information on traffic accidents provided by the police and local governments, and traffic information provided by local residents. 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 sector-led efforts toward social implementation of the technology from 2030 onward.



Safe and Sound Network

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

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FY2023 Activities

In Japan, Honda CONNECT, an in-vehicle telecommunication module produced exclusively for Honda vehicles, was first installed in the FIT model in 2020, and since then, it has been installed in six models as of 2022, including Honda e, VEZEL, CIVIC, Step WGN, and ZR-V. In the event of an accident or other emergency, the Honda CONNECT-equipped vehicle itself communicates with the Emergency Support Center, which collectively sends vehicle information and location data via an operator to the police, fire department, insurance company, etc., allowing them to respond quickly and accurately.

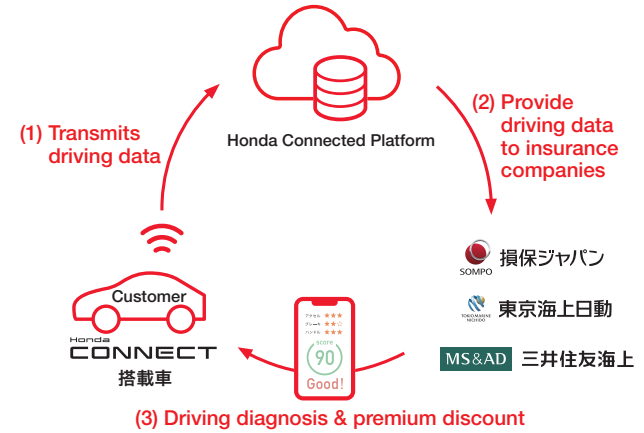
Furthermore, in October 2022, Honda began offering Honda Connect Insurance*1. Honda Connect Insurance is a telematics insurance linked to the driving behaviors and skills of the driver, which are scored monthly based on driving data acquired by telematics technology, and the premiums for the following year are discounted based on the score. This insurance is offered as a rider to automobile insurance products. Driving scores and advice are delivered monthly to policyholders in the form of driving reports, helping to improve their safety awareness in their daily driving.

In September 2022, at the 28th ITS World Congress*2 2022 (Los Angeles), Honda exhibited as its future technology research, the Safe and Sound Network Technology and 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 surrounding vehicles including motorcycles, and alerts them before passing the relevant area.

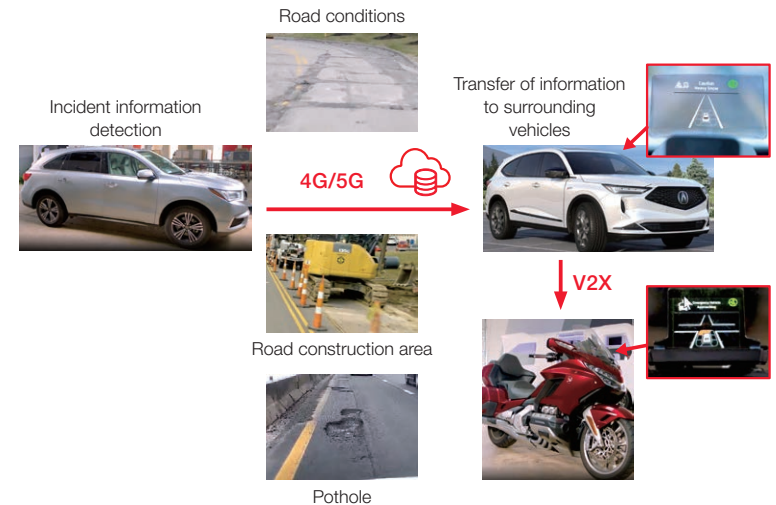
Regarding Honda's Safe and Sound Network Technology, the Company is working to realize flexible and expandable new DX infrastructure and applications based on the 5G network by utilizing traffic signals that are necessary for the construction of such a network. In order to realize the social implementation of the infrastructure and applications, in August 2022, Honda joined the Consortium for DX Promotion by Utilizing Traffic Management Infrastructure as an executive member, which aims to realize a safe, secure, and sustainable traffic society where people, mobility vehicles, and infrastructure work in harmony.

*1 Developed by Honda jointly with Sampo Japan Insurance Inc., Tokio Marine & Nichido Fire Insurance Co., Ltd., and Mitsui Sumitomo Insurance Company, Limited

*2 International conference to present and discuss the results of research, development, and practical application of solutions to transportation problems



Honda Connect Insurance



Mechanism of the Road Hazard Condition Monitoring System

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Safety Initiatives

Third-Party Evaluations

FY2023 Activities

Many of Honda's models have received the highest safety ratings in third-party evaluations in various regions, including the IIHS*1 in the United States, where testing requirements have been tightened and new standards have been introduced.

Results of key third-party evaluations (tests conducted in FY2023)

| Country/Region | Third-party evaluation | | Models | Number of vehicles*4 |
|----------------|------------------------|------|---|----------------------|
| Japan | JNCAP*2 | 5★ | Step WGN | 1/1 |
| USA | IIHS | TSP+ | Civic Hatchback / Civic Sedan / Insight / Accord / Odyssey / HR-V / Acura TLX / Acura MDX / Acura RDX / Acura Integra | 10/10 |
| | | TSP | CR-V | 1/1 |
| | US NCAP | 5★ | Insight / HR-V / Accord / Odyssey / Civic Hatchback / Civic Sedan / Passport / CR-V / Pilot / Ridgeline / Acura RDX / Acura MDX / Acura ILX / Acura TLX | 14/14 |
| Europe | Euro NCAP | 5★ | Civic | 1/2 |
| China | C-IASI*3 | GGG | Integra / Civic | 2/2 |
| Southeast Asia | ASEAN NCAP | 5★ | HR-V / BR-V | 2/2 |

*1 IIHS: Insurance Institute for Highway Safety
The organization conducts the car assessment that tests and evaluates the safety performance of various cars. IIHS only awards TSP and TSP+ to vehicles that achieve excellent test results. TSP refers to Top Safety Pick.

*2 NCAP: New Car Assessment Program
This is a program that tests and evaluates the safety performance of cars and is performed by public organizations in various regions. Testing and evaluation methods are different for each region. Ratings range from 0★ to 5★ (5★+ is the highest rating in some regions).

*3 C-IASI: China Insurance Automotive Safety Index
This tests and assesses the safety performance of vehicles, in which the four grades of G (Good), A (Acceptable), M (Marginal) and P (Poor) are used.

*4 Number of vehicles that received the highest rank / number of vehicles that received a rating

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Quality

Material issues

- Assuring outstanding product quality

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Basic Approach

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 (➔ p. 51), 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.

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Global Management

Quality Management System and Quality Enhancement Promotion System

Global Honda Quality Standard (G-HQS) Aimed at Increasing Quality of Honda Brand Products and Services

As Honda's production expands globally, alongside its parts and materials sourcing, maintaining a shared global quality management system is essential to ensure that all facilities continue to remain consistent in generating 120% product quality. Established in April 2005, G-HQS serves as the foundation of this system.

Based on the Honda Quality Cycle, G-HQS is a set of fundamental standards supporting quality assurance and improvement activities in all sections. The aim is to improve the quality of Honda brand products manufactured and sold around the world as well as the services offered globally. G-HQS is also, in part, utilized as a means to reliably implement and certify process-based quality assurance focusing on rules, which has recently grown in importance following changes in laws, regulations, and the business environment.

In accordance with the Honda Quality Cycle, to enhance and improve quality, Honda clearly defines the roles and responsibilities between global and regional functions in such areas as planning/development, production, sales/service, and quality. With G-HQS, the goals and requirements integral to quality assurance activities for each function are stipulated by global function. In line with local characteristics, the means for achieving these goals and requirements are specified by each operation base. This approach enhances the awareness of quality improvement and leads to the personal growth of local associates. The operational status of G-HQS within each operation base is confirmed by global function on a regular basis to enhance quality improvement activities as a concerted effort alongside facilities.

Based on ISO 9001* criteria to which Honda production facilities in Japan and around the world have been certified, G-HQS represents the accumulation of knowledge that Honda has gathered independently to improve quality and prevent issues from recurring. As such, conforming to G-HQS is compatible with conforming to ISO certification standards.

As of February 28, 2023, 56 of the 60 Honda production facilities had acquired ISO 9001 certification.

* ISO 9001: An international quality control and quality assurance standard set by the International Organization for Standardization (ISO).

Global Meeting Structure

In order to ensure the strengthening of quality under this quality management system, 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 | | |
| Aftersales business | Automobile | Global Automobile Quality Meeting | 3 |
| | Motorcycle | Aftersales Business Meeting | 1 |
| | Automobile | Aftersales Business Meeting | 2 |
| | Power products | | |



Global Automobile Quality Meeting

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Global Management

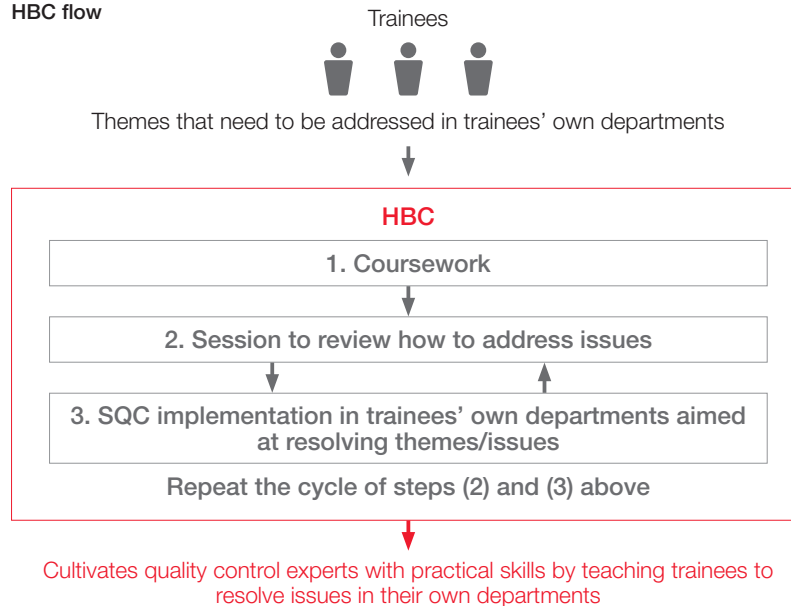
Quality Control Training

With the aim of improving associates' quality assurance skills, Honda offers quality control training based on in-house qualifications and quality control responsibility levels.

In Japan, Honda offers a training curriculum that consists of four courses divided into basic training and specialized training. As part of this curriculum, the Honda QC Basic Course (HBC) focuses on training experts in all aspects of Honda quality control and is open not only to Honda associates but also to suppliers.

Outside of Japan, the QC Junior (QC J) Course and the QC Foreman (QC F) Course are offered as basic training.

HBC flow



Training curricula content

| Category | Course name | Course content | Period |
|----------------------|--|---|------------------|
| Basic training | QC Junior (QC J) Course | Targets associates during the six-month to one-year period after joining Honda to teach the basics of quality control techniques. | 1 day |
| | QC Foreman (QC F) Course | Targets associates engaged in production and quality duties to teach the key quality control techniques and approaches required for robust quality assurance activities. | 2 days |
| Specialized training | Statistical Quality Control (SQC) Course | Targets the teaching of professional quality control techniques and approaches among those associates whose principal responsibility is quality control and the carrying out of quality improvement activities. | 2 days |
| | Honda QC Basic Course (HBC) | Targets associates responsible for the core of quality control activities to teach skills that allow them to resolve difficult problems/issues with the aim of becoming quality control experts. | Total of 18 days |

* SQC Course and HBC are held in Japan.

Best Quality Award

By analyzing quality-related measures based on policy management with the aim of elevating quality awareness, the head of the Quality Innovation Supervisory Unit presents awards for themes that generate outstanding results. Divisions eligible for recognition include development, production, production technology, purchasing, certification, quality, parts/service, and IT.

Awards for divisions overseas were introduced in 2012, with the head of the Quality Innovation Supervisory Unit presenting the awards on-site. From FY2013 to FY2023, visits were made to a total of 69 sites around the world (suspended between 2020 and 2021 due to the COVID-19 pandemic but resumed in FY2023) to directly communicate with associates (employees).



Award ceremony and on-site verification (FY2023)

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Quality Initiatives

Honda Quality Cycle

Honda has created the Honda Quality Cycle to provide a continuous focus on quality enhancement and improvement at every stage, encompassing planning, development, production, sales, and after-sales service.

The aim of this initiative is to apply and reflect design and development expertise

at the production preparation and production (mass production) stages. Ultimately, the goal is to achieve the highest quality by creating drawings designed to facilitate manufacturing and by developing manufacturing control techniques that limit process variability.

Honda Quality Cycle



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Quality Initiatives

Planning/Development and Production (Mass Production)

To ensure high quality, Honda conducts comprehensive quality assurance activities from the dual perspectives of planning/development and manufacturing. For example, drawings for objects that will be machine-processed include finished dimensions. However, when the same worker uses the same materials, equipment, and procedures to produce an item according to the dimensions specified on the relevant drawings as part of a given production process, small variations are inevitably found in the item's finished dimensions.

To address this complication, when designing drawings, R&D departments consider not only function and performance but also the ease of manufacture and minimization of variations. For their part, production departments implement manufacturing controls, based on the drawings, to keep variability within applicable standards and also develop production processes so that all workers can continue to achieve consistent quality levels.

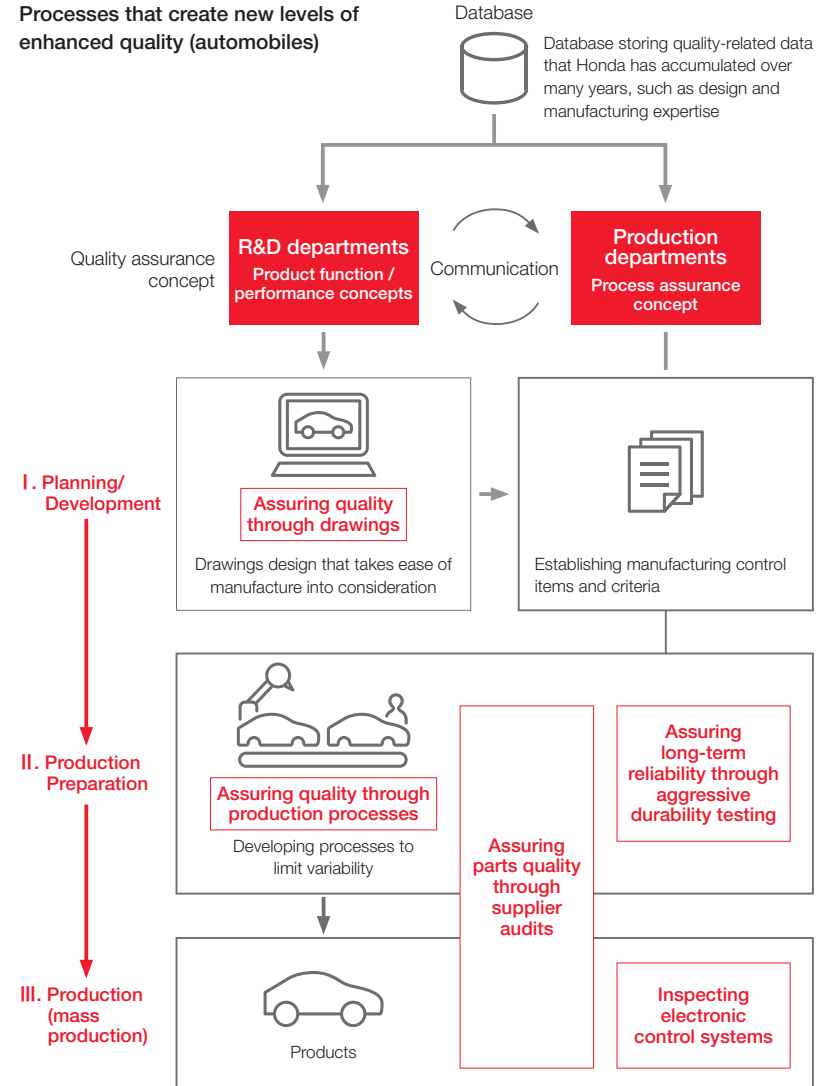
Strengthening Activities to Improve Planning and Development

At each stage of planning, development, production preparation, and production (mass production), Honda is strengthening activities to reduce quality-related issues. This involves investigating any cause in the event of a major quality issue and introducing measures to prevent a recurrence.

To prevent specification-related issues, Honda identifies the impact of previously changed and changing points. Improvements are then implemented via a review committee that examines changing points and works through pending issues.

Additionally, the planning and development procedures at Honda have also been evolving. Indeed, Honda is strengthening its design review to enhance planning accuracy in the initial stages of new technology development. Furthermore, the Company has formulated evaluation conditions and standards in order to minimize deviation from the values expected by customers and society, as well as setting a sufficient verification timeframe.

Processes that create new levels of enhanced quality (automobiles)





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Quality Initiatives

I. Planning/Development

Assuring Quality through Drawings

Honda's R&D departments create drawings that take ease of manufacture into consideration in order to limit process variability and prevent human error during the manufacturing process. These drawings serve as the basis of Honda's quality assurance efforts.

Specifically, the R&D departments utilize a database of measures and techniques previously used to address market quality issues and other information. They communicate closely with manufacturing departments during the initial development stage, together with putting the concepts of product functionality, performance, and quality assurance in writing. To coordinate the quality assurance concept, these details are then shared to ensure coordination with production departments' process assurance and activities.

Establishment of Development Procedures with Suppliers

For many years, Honda has been committed to development based on "purchasing components with guaranteed performance," from which the Company presents its requirements to suppliers who design and test components for Honda products and also procures the components from them. Honda's R&D departments, purchasing departments, and other related departments have initiated a project to reduce critical quality issues within such components, which has included producing a manual for development based on "purchasing components with guaranteed performance." The manual is revised annually.

In the planning phase of advanced development, the technical challenges of the components to be developed are first organized. Accordingly then, the key development roles and responsibilities are determined to reflect the development experience and technical know-how of Honda and its suppliers. Essential development plan areas to focus on are then clarified, such as increasing the accuracy of Honda's requirements or taking a concrete approach toward verification.

In addition, quality assurance roles and responsibilities are clarified among Honda's departments/business sites and suppliers, based on logistics, distribution

channels, and contractual agreements at the time of mass production. Areas requiring quality control in development, production preparation, and mass production are then conveyed to the relevant departments.

When a quality-related issue is found in the process of monitoring product quality defects based on the aforementioned procedures, an investigation into the cause is then conducted to ensure continuous improvement in development procedures.

II. Production Preparation

Assuring Quality through Production Processes

To prevent product quality issues, Honda's production departments establish manufacturing control items and criteria for each part, process, and operation. Engineers then use these manufacturing control items and criteria to verify manufacturing variability.

Honda's activities regarding parts procurement also cover parts materials.

Furthermore, by incorporating suggestions for enhancement from the work sites conducting actual operations and determining manufacturing control methods for each process, Honda develops processes that limit variability.

Assuring Parts Quality through Supplier Audits

Assuring the quality of procured parts is an important factor in delivering high-quality products.

Honda visits its suppliers' manufacturing facilities to conduct quality audits based on the 'Three Reality Principle,' which emphasizes 'going to the actual place,' 'knowing the actual situation,' and 'being realistic.'

These audit activities are conducted for both the production preparation and mass production stages of supplier operations. Experts in the development and production of individual parts visit manufacturing facilities to conduct audits of suppliers' quality control systems and their implementations.

Honda then works to improve part quality through activities emphasizing communication with suppliers, for example, by sharing audit results and cooperating to identify quality improvement measures.



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Quality Initiatives

Assuring Reliability through Durability Testing

For new or redesigned models, Honda conducts rigorous long-distance durability testing before beginning mass production of such models to verify that no quality issues are present.

Honda also disassembles vehicles used in the test drives to verify that no parts show quality issues via a process consisting of several thousand check items. By accumulating data on the issues discovered via these test drives and detailed inspections, as well as associated countermeasures, the Company ensures a high level of quality and reliability.



Verification of parts following durability testing

III. Production (Mass Production)

Inspection of Electronic Control Systems

In recent years, the installation of electronic control systems in vehicles has increased dramatically in order to improve environmental friendliness, together with convenience and comfort. Inevitably, the implementation of efficient inspection is required to assure the quality of these systems.

To this end, Honda has installed Line End Tester (LET) – an inspection and diagnostic system developed in-house at production plants in Japan and overseas.

The LET was initially deployed to perform diagnostics of emission cleaning systems and parts in order to comply with U.S. emissions regulations. Then, in response to the recent evolution of electronic control systems, Honda extended the device's capabilities, allowing its use in the shipping quality inspection of all electronic control systems, from switches and instruments to air conditioner, audio, engine, and transmission operations. Doing so has enabled quantitative inspections through communication with electronically controlled components, which improves the accuracy and efficiency of inspections when compared to conventional methods dependent on human senses, such as smell, sight, and hearing.

To further enhance the precision and efficiency of sensory inspections, Honda is continuing to promote the quantification of shipping quality assurance for electronic control systems.



Inspection using the LET system

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Quality Initiatives

IV. Sales and Service

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.

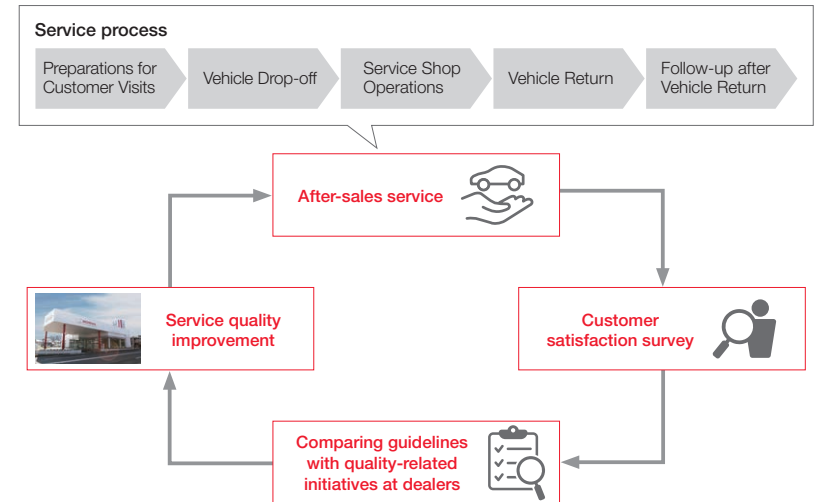
'No.1 in customer satisfaction in all points of contact' refers to the realization of an environment in which customers feel satisfied with Honda in each and every situation they come into contact with the Company. In addition to fulfilling customer expectations built up through past experience and information, 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.*

Improving service operations through customer satisfaction survey



* Internal survey by Honda; as of March 2023

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Quality Initiatives

Customer Relations Center

The Customer Relations Center, which is in direct communication with customers in Japan, has a very straightforward slogan: "For the customer." Its mission is to handle inquiries from Honda customers politely, clearly, and quickly, aiming for the highest quality of response. The center also responds to survey requests from government agencies and inquiries from consumer advocacy organizations.

The center accepts consultations from customers 365 days a year and received 138,342 inquiries in FY2023. Valuable feedback from customers, including questions, suggestions, requests, and opinions, is shared in a timely manner with the Company's R&D, manufacturing, service, and sales departments in compliance with laws and regulations, as well as Honda's own policies concerning the handling of personal information.



Sharing 'Customer Voice' in a meeting

Customer Car Life Support

Honda is providing services to support optimal car lifestyles for customers in global markets.

In Japan, for example, Honda is providing Honda Total Care as a membership service for Honda automobile users.

Members can access information that is useful for car maintenance and management, as well as make appointments for inspections via a dedicated Honda Total Care membership website and app. In addition, the Honda Total Care Emergency Support Center is accessible with the touch of a button in case of an emergency, as a part of the system that enhances customer convenience.

The Honda Total Care Emergency Support Center is a one-stop contact point for members facing problems, such as road collisions or vehicle breakdowns. In this manner, the service relieves members from the burden and confusion of having to undertake various correspondence with insurance companies, car dealers, and other parties. The Center is in service 24 hours a day, seven days a week, and makes smooth roadside assistance arrangements for members in need, as well as providing support for car operating instructions, among other services.

Honda has also entered into a business alliance with the Japan Automobile Federation (JAF) – a first in the automotive industry – to provide the industry's most expansive* roadside service as an optional addition. In addition, Honda has rolled out the Honda Total Care Premium connected service, starting with the all-new Fit model released in February 2020. The service includes a function that allows for making an automatic call to an operator when an airbag is deployed, as well as providing an onboard emergency call button and trouble support button. By utilizing these features to eliminate the problems drivers face, Honda provides safer and more secure automobile lifestyles.

Honda aims to ensure the industry's highest level of customer support quality by strengthening relationships with customers through these services.

* Survey by Honda; as of March 2023

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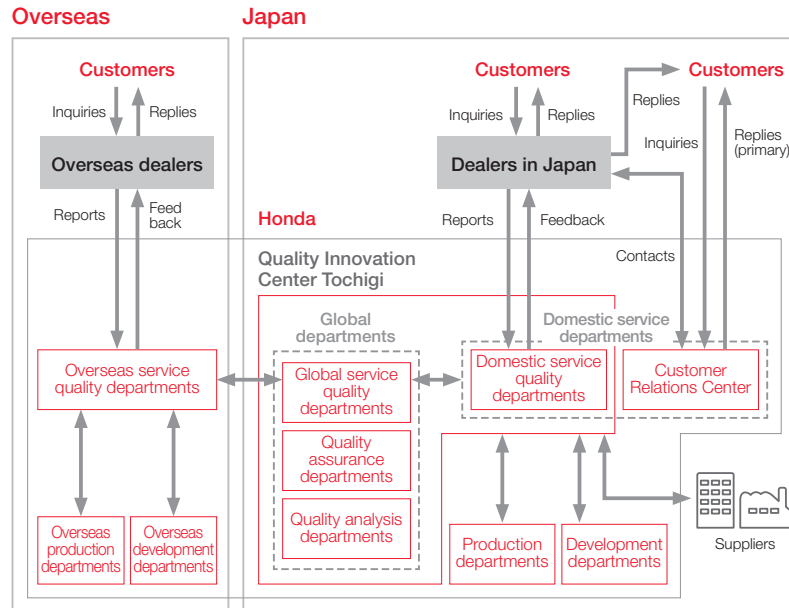
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Quality Initiatives

V. Quality Information Collection/Analysis and Quality Improvement

To enhance the functions of ‘preventing quality issues’ and ‘quickly detecting and resolving quality issues when they occur’ on a global scale, Honda has established the Quality Center to bring together the various organization components concerned with product market quality information. The facility gathers quality-related information from dealers in Japan and overseas via service departments and the Customer Relations Center. Measures and policies for preventing quality issues are developed based on the issues identified from this data, then provided as feedback to the development/production departments, including the design and production sections, and suppliers too.

Market quality enhancement system (automobiles)



Moreover, the Quality Center operates a structure to increase collaboration between after-sales services and quality assurance activities and strengthen this feedback flow.

When a quality issue does occur, Honda moves quickly to resolve it, for example, by working closely with development and production departments to investigate and address the cause, by assisting affected customers, and by taking action to prevent a recurrence.

In addition to conventional quality issues related to automobiles, issues concerning connected services to onboard devices are also handled as quality issues under this market quality enhancement system.

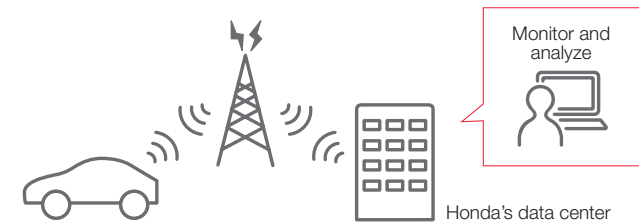
Prediction System

Honda has recognized the necessity of a system that provides peace of mind to customers in preparation for new environmental vehicles, such as fuel cell vehicles and electric vehicles.

With this system, vehicle information is sent to Honda's data center using telematics technology and then analyzed. Potential warning signs are identified from results prior to any trouble occurring, as a precautionary measure to safeguard customers.

Honda is further utilizing this system to provide customers with as much peace of mind as possible.

Image of the prediction system





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Quality Initiatives

Quality Innovation Center Tochigi

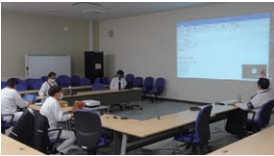
Quality Innovation Center Tochigi brings together all the key organizational components into a single facility, from the collection and analysis of market quality data to the considering of countermeasures and providing of quick and precise feedback to development and production departments.

In particular, locating quality and service departments within a single facility allows for the effective analysis and development of countermeasures thanks to the ability to share information quickly.

Quality improvement operation process


Parts collection
Parts collected from the market are classified by category and managed to facilitate quick analysis.




Sharing market quality information
Service, R&D and analysis departments gather and share information from the market.




Analyzing materials
Issues caused by materials are analyzed using the latest scientific equipment, including composition analysis and Xray diffraction analysis systems.




Measuring part precision
Parts' dimensional precision is verified using 3D measurement and the latest roundness measurement equipment.




Testing engine functionality and performance
The functionality and performance of assembled engines are verified on a bench.



Bench environment test
Analyses are conducted in road environments found around the world, from low temperatures to under the scorching sun, to humid conditions, traffic jams and high speeds.



Exhaust gas and mode driving verification
The compliance of exhaust gas components with emissions regulations and proper system operation during mode driving are verified.



Bench vibration test
Actual vehicle vibrations are reproduced on a testing bench together with analyzing issues.

Quality Improvement Operation Process

Quality enhancement operations at the Quality Innovation Center Tochigi, Japan, consist of pulling together market quality data and sharing information about collected parts and market quality issues. The personnel of this facility analyze collected parts, investigate causes, and develop countermeasures and improvements in a timely manner.

Specialized teams with extensive product knowledge are able to obtain detailed data using a range of analytical equipment. The operational process is configured to facilitate objective and appropriate decision-making based on gathered data.

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Quality Initiatives

Critical Quality Issues Exhibition Hall Presents Examples of Key Quality Issues

A critical quality issues exhibition hall was established at the Quality Innovation Center Tochigi in 2009, ensuring that the experience of market quality issues will not be forgotten and will be passed on to the future by learning through the exhibition of actual items.

The hall provides key examples of past market quality issues. Many people visit the hall annually for training or as part of a tour. In FY2023, training was mainly provided online to about 1,400 participants. The targets include not only Honda associates but also suppliers, overseas distributors, and service division personnel.

In particular, to strengthen the efforts to prevent market quality issues from being forgotten and recurring, training for engineers designing and developing products is being expanded from new recruits and newly promoted managers to also include young associates in their fifth year with the Company and associates from Honda's overseas businesses.



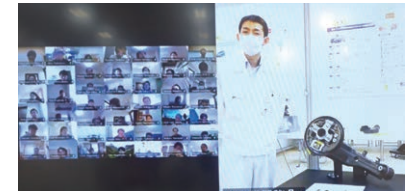
Rust on the body of a Honda Civic made in 1981



Cracked exhaust manifold of Honda Life mini vehicle made in 1999



In-person training



Online training

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Quality Initiatives

Analysis in Partnership with Overseas Entities

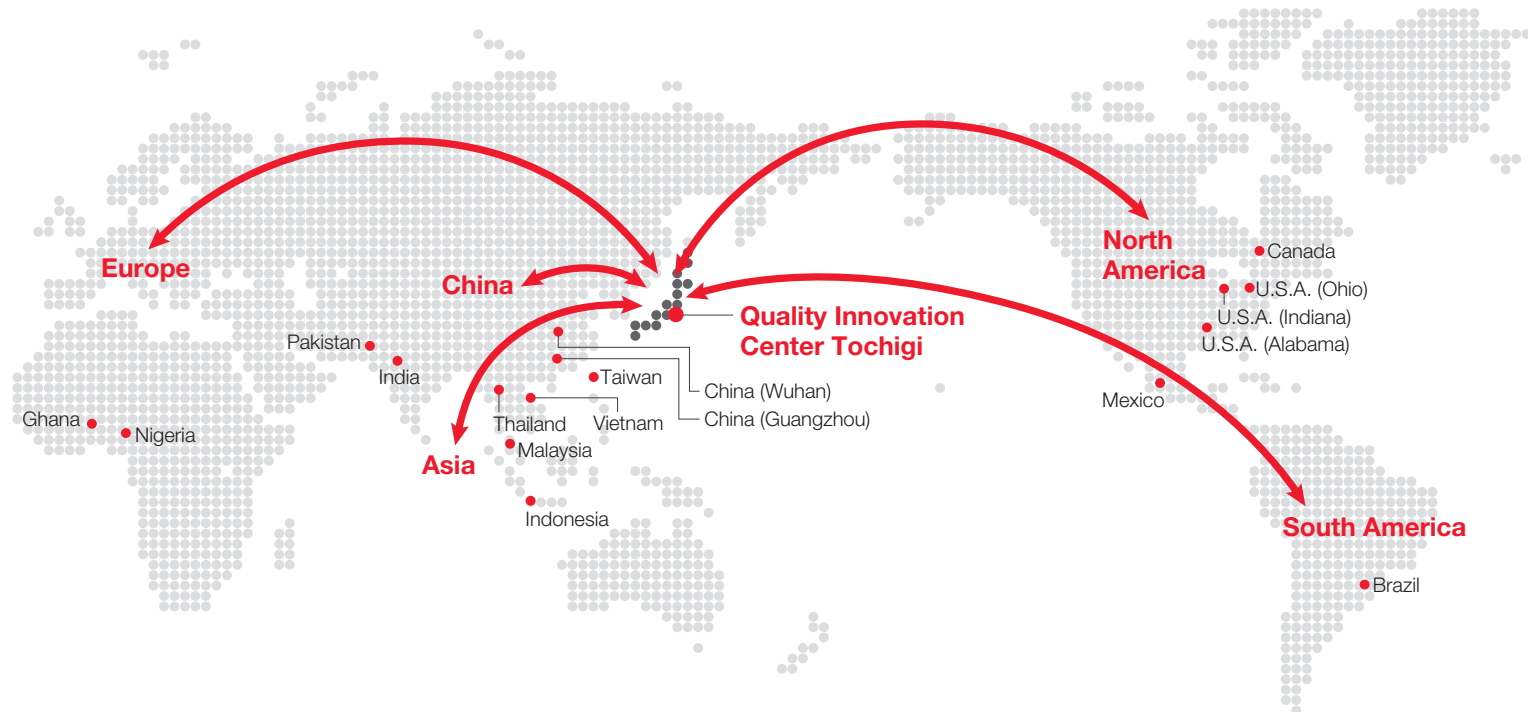
Overseas production plants play a central role in conducting the same type of quality enhancement activities as the Quality Innovation Center Tochigi.

When plants encounter a particularly difficult market quality issue and request assistance, the Center investigates and analyzes the issue before reporting the results back to the overseas facility.



Quality Innovation Center Tochigi, Japan

Working with automotive production plants



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Quality Initiatives

Handling Major Quality Issues When They Occur

When Honda determines that an issue occurs with a product requiring a recall, it quickly notifies government authorities in accordance with individual countries' regulations and contacts the product owners by means of direct mail or telephone from dealers to provide information about how repairs can be received free of charge. In addition to Honda's website, recall information is provided through news media where possible.

As for recalls, a Global Quality Committee is quickly convened in accordance with G-HQS, and decisions concerning recalls are made by its chairperson in consultation with members of the relevant sales area, including experts from departments involved with quality issues who are capable of making objective decisions.

Annual recalls (FY2023)

| Segment | Times | Total units |
|----------------|-------|-------------|
| Automobiles | 18 | 2,556,463 |
| Motorcycles | 12 | 125,319 |
| Power products | 0 | 0 |

* These figures are sourced from internal data and, therefore, may differ from those publicly announced by authorities.

Airbag recalls

The repeated recalls for airbags have caused Honda customers great inconvenience and concern.

Honda has always placed top priority on customer safety and peace of mind and responded to its customers with this in mind.

In accordance with the agreed-upon revisions to the consent order between the National Highway Traffic Safety Administration (NHTSA) and Takata in May 2016, Honda has been gradually replacing all Takata ammonium-nitrate-based driver and passenger front airbag inflators that do not contain a desiccant.

Honda will continue to undertake its most extensive efforts to ensure a sufficient supply of replacement inflators to customers and take other necessary measures as quickly as possible.



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Third-Party Evaluation

Honda analyzes the Initial Quality Study (IQS) for automobiles as an indicator of customer satisfaction, which constitutes the results of the Honda Quality Cycle to secure the provision of high-quality products.

This study is conducted by J.D. Power, an independent evaluation organization. Honda's planning and development, production, and sales and service departments are working together in this effort.

Results of 2022 IQS for automobiles

Survey by J.D. Power and Associates

| Country | Brand | Ranking | |
|---------|-------|---------|--|
| U.S.A. | Honda | No. 16 | |
| | Acura | No. 21 | |
| Japan | Honda | No. 2 | |

| Country | Segment | Model | Ranking |
|---------|-------------------------|----------|---------|
| U.S.A. | Minivan | Odyssey | No. 1 |
| | Midsize SUV | Passport | No. 3 |
| | Small Premium Car | ILX | No. 3 |
| Japan | Mini Super Height Wagon | N-BOX | No. 2 |
| | Compact Car | FIT | No. 3 |
| | Midsize SUV | VEZEL | No. 2 |
| | Minivan | STEP WGN | No. 1 |
| | Minivan | Odyssey | No. 3 |
| China | Compact Upper | FIT | No. 1 |
| | Compact Upper | Life | No. 3 |
| | Compact SUV | VEZEL | No. 1 |
| | Midsize Upper Economy | CIVIC | No. 2 |
| | Midsize Upper | Accord | No. 2 |
| | Large MPV | Elysion | No. 2 |
| | Large MPV | Odyssey | No. 3 |

· Includes top three vehicles in major markets from January to December 2022.

Sources:

- J.D. Power and Associates 2022 U.S.
 - Initial Quality Study SM (based on responses from more than 84,165 owners who purchased or leased a new vehicle as surveyed from February to May 2022)
- J.D. Power Japan 2022 Japan
 - Initial Quality Study SM (based on responses from more than 20,797 owners who purchased a new vehicle as surveyed from May to June 2022)
- J.D. Power China 2022 China
 - Initial Quality Study SM (based on responses from more than 34,914 owners who purchased a new vehicle as surveyed from December 2021 to May 2022)

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Social

Human Resources

Material issues

- Respecting human rights
- Expanding diversity and development of human resources
- Ensuring occupational safety and health

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Basic Approach

Basic Policy for Personnel Management

Honda believes that human beings are born as free and unique individuals with the capacity to think, reason and create – and the ability to dream. The Company's wish is to be a company where people with dreams of “I want to be this way” or “I want to do this” gather together, respect individual differences, trust each other as equal partners, exercise abilities to the fullest and share joy together.

From this standpoint, Honda adopts Respect for the Individual, consisting of the three elements of initiative, equality and trust, as one of the Company's Fundamental Beliefs. Honda believes this spirit should permeate all its relationships, not only with those in the Honda Group but with everyone in all companies with which Honda does business. The Company follows the Three Principles of Personnel Management, specifically Respecting Initiative, Ensuring Fairness and Encouraging Mutual Trust, when managing its human resources in areas such as recruitment, training, assignment and utilization, evaluation and treatment. Honda endeavors to build an environment in which all associates can demonstrate their abilities, individuality, and imagination, thereby supporting each individual's willingness to take on new challenges.

As Honda's business activities expand into various parts of the world, it established Associate Relations Policies in March 2012 that are applied to Honda's daily corporate actions, putting the Three Principles of Personnel Management into practice while taking into account “the Universal Declaration of Human Rights” as well as “the ILO Declaration on Fundamental Principles and Rights at Work.”

Our Fundamental Beliefs
Respect for the Individual

| Initiative | Equality | Trust |
|---|---|-------|
| Three Principles of Personnel Management | | |
| Respecting Initiative | Honda respects the individuality, creative thinking and judgment of each associate. | |
| Ensuring Fairness | At Honda, every person should have equal employment opportunities. An individual's race, gender, age, religion, national origin and social or economic status have no impact on the individual's opportunities. | |
| Encouraging Mutual Trust | Honda and its associates should respect, trust and recognize each other as individuals and make sincere efforts to fulfill our responsibilities. | |

Associate Relations Policies

To put these Three Principles into practice, Honda has established the following Associate Relations Policies:

- 1. Respecting individual human rights**
 - We accept the individual characteristics and differences of our associates and respect their willingness and initiative.
 - We will always respect each individual's basic human rights and will not allow forced labor or child labor.
- 2. No discrimination**
 - Based on the principle that all human beings should have equal employment opportunities, we will strive to create opportunities for free and fair competition.
 - We will not tolerate discrimination or harassment of any form in the workplace on the basis of an individual's race, ethnicity, national origin, religion, gender or age, among other characteristics.
- 3. Complying with laws and ordinances**
 - We will respect the social norms, customs and culture of each country.
 - We will comply with the laws, regulations and ordinances enacted in each country and region.
- 4. Creating an environment of free, open-minded dialogue**
 - The associates and the Company will respect each other's views and endeavor to promote mutual understanding. Maintaining a relationship of mutual trust, the associates and the Company will make every effort to engage in sincere discussions about any issues that might arise or exist.
 - Respecting freedom of association, or not to associate, and collective bargaining, the Company will attempt to resolve any and all issues in line with the laws, conventions and usages of each respective country and region.
- 5. Maintaining a working environment where each associate can work with a sense of security**
 - The Company will provide a safe and healthy workplace where all associates can concentrate on work with a sense of security.

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Global Management

Human Resources Vision and Strategies

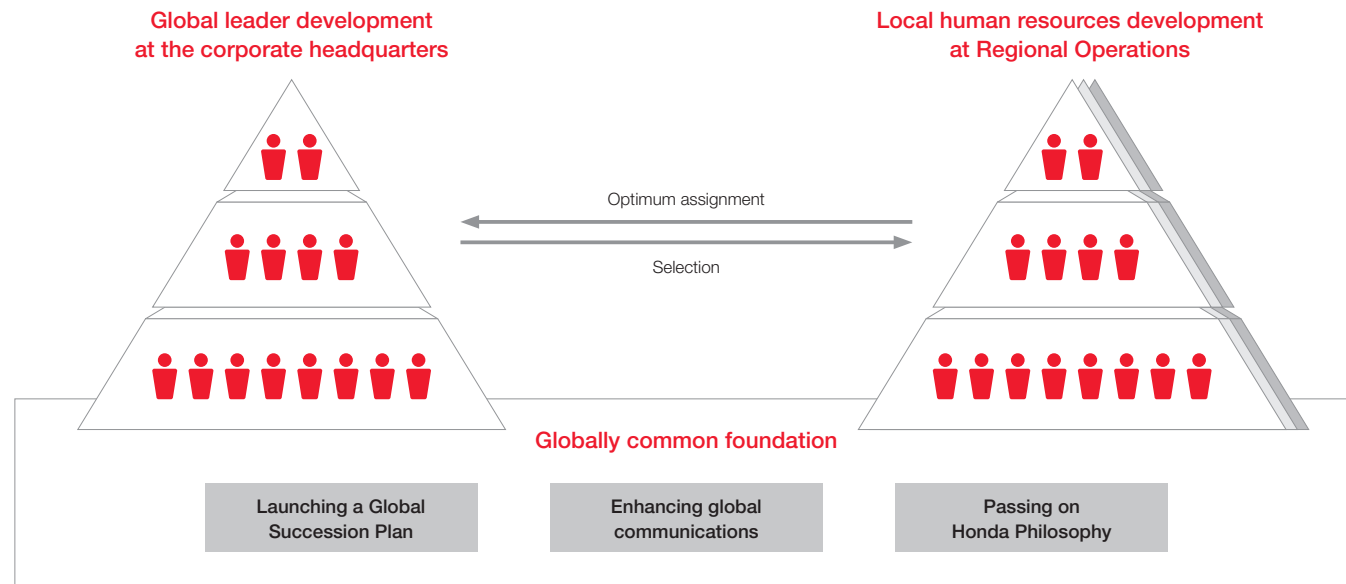
In accordance with its Company Principle, “maintaining a global viewpoint, Honda is dedicated to supplying products of the highest quality yet at a reasonable price for worldwide customer satisfaction,” Honda has been proactively developing business with a view to entering the global markets since its foundation. In regard to its expansion overseas, Honda’s business model has evolved from exporting to local production and then to local development. In recent years, in order to respond flexibly to changes in the business environment, including the acceleration of electrification, the Company has been promoting the global expansion of its businesses in cooperation with each region of the world.

In order to achieve this goal, Honda is pushing ahead with Global Human Resources Management Approaches. This initiative facilitates developing and

assigning global personnel who plan, design and develop products that reflect market demand and who deliver quality products in a stable manner.

To be more precise, Regional Operation bases used to be managed mainly by Japanese expatriates; however, this style of management is being replaced by an approach where management is run by local associates, who are most familiar with the region. By assigning associates with experience in working for local and global operations to global functions, Honda tries to diversify and localize its workforce with multinational people in order to address market changes promptly and flexibly. Honda aims for the establishment of an organization in which it can demonstrate Honda’s total strength by coordinating its operations globally.

Global human resources management approaches



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Global Management

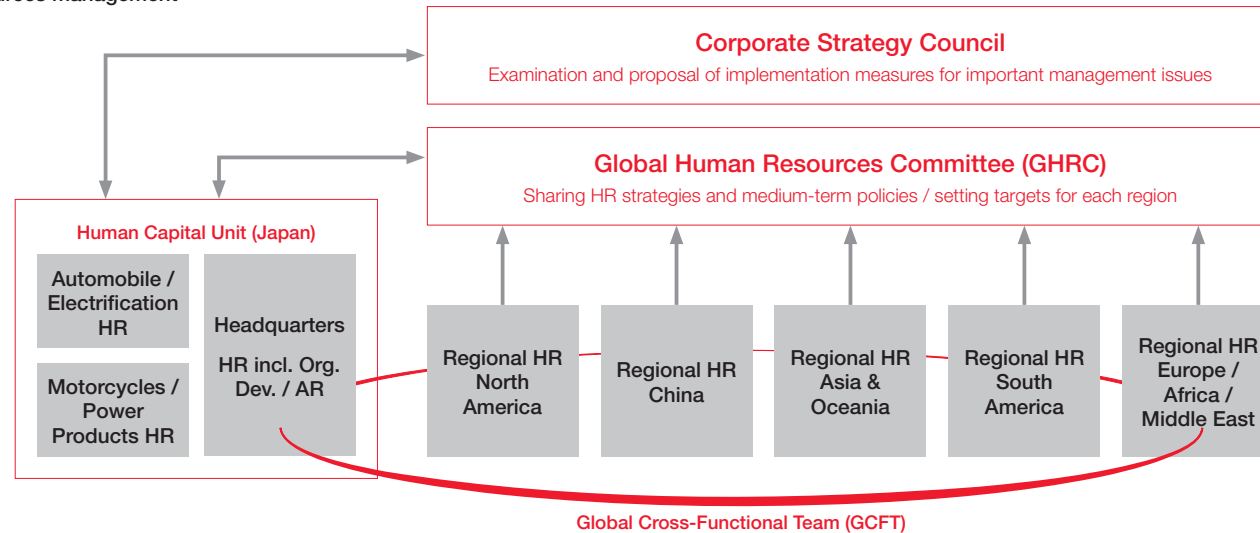
Human Resources Management Structure

At Honda, in collaboration with the Human Resources divisions of each business operation and region, global human resources strategies are formulated from a medium- to long-term perspective and discussed at the Corporate Strategy Council attended by the top management members.

The HR strategies deliberated in the Council are broken down into actionable themes for further discussion in the Global Human Resources Committee (GHRC) meeting in which associates responsible for human resources from each business operation and region attend. In line with the directions, company-wide and regional plans including targets become concrete, and activities are launched throughout the Company.

At the GHRC in 2022, discussions were held on strengthening of the global HR function to organically collaborate at a global level as the HR division and contribute to improving Honda's competitiveness as "One strong HR team". To further accelerate this effort, Honda established the Global Cross-Functional Team (GCFT), consisting of HR members selected from each region, and began to study and implement effective and comprehensive global HR measures from more diverse and global perspectives.

Global human resources management





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Human Resources Initiatives

Human Rights

Basic Approach

Honda upholds the idea of “Respect for the Individual” in the Honda Philosophy and includes “Respect of Human Rights” in the Honda Code of Conduct to show its policy to “maintain its stance as a company committed to practicing fairness and sincerity and respecting human rights.”

Also in the Code, Honda specifically requires its associates to “respect fellow associates, interact with them in a sincere and appropriate manner, and never engage in any form of harassment or unjust, discriminatory behavior in the workplace.”

Accordingly, based on “Respect for the Individual” in the Honda Philosophy, Honda has formulated the Honda Human Rights Policy to fulfill its responsibility to respect the human rights of stakeholders affected by its business activities.

Honda is committed to respecting human rights that are set out in the International Bill of Human Rights and the ten ILO core conventions as set out in the Declaration on Fundamental Principles and Rights at Work. In addition, the Company supports the United Nations Guiding Principles on Business and Human Rights and endeavors to practice these principles in business activities.

[Honda Human Rights Policy](#) → p. 147

Promotion Structure

Honda has established the Corporate Integration Strategy Meeting, chaired by the Chief Executive Officer (CEO), to discuss and review policies and initiatives to address sustainability issues.

To sustainably implement initiatives to respect human rights, Honda has clarified the officers responsible for the initiatives, and established a Human Rights Working Team. The Team is led by the human resources and labor affairs divisions, and collaborates with many divisions involved in human rights, including the purchasing divisions and the divisions in charge of sustainability planning.

The Human Rights Working Team is working to strengthen the initiatives and encourage associates to take appropriate action through human rights due diligence measures, including assessments for Honda Group domestic and overseas business sites and suppliers, as well as awareness-raising activities.

The Team has also established a system to prevent and mitigate negative impacts and risks related to human rights in cooperation with the Compliance Committee and the Risk Management Committee.

These activities are reported annually to the Executive Council and the Board of Directors, and are linked to the Company’s sustainability management strategy.

[Sustainability Management Structure](#) → p. 05
[Corporate Governance Structure](#) → p. 111



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Specific Initiatives

Initiatives for Human Rights Due Diligence

In its company-wide risk assessment activities, Honda has set up a category on human rights. Once a year, each department conducts a risk assessment in accordance with the Honda Group's common criteria.

The department priority risks are then identified based on the assessment results and appropriate responses are implemented accordingly.

With regard to all local subsidiaries, including joint ventures, Honda works to identify any risk concerns by conducting an annual assessment of Group companies to check if their operations comply with the Associate Relations Policies (➔ p. 64). Honda also performs monthly checks on the status of labor management of all local subsidiaries, including joint ventures, and shares the results in the Global Monthly Report. Moreover, to make an appropriate response when there is a risk concern, Honda has in place a system to share and discuss the issue through meetings with regional human resources officers.

In FY2023, no incidents were identified.

Associate Relations Policies ➔ p. 64

Remedial and Corrective Actions

Honda is striving to create an open organizational culture that allows associates to report any violation related to human rights to their respective superiors or resolve the issue among themselves. At the same time, Honda has set up the Business Ethics Kaizen Proposal Line in Japan and other regions overseas to receive consultation in a fair and neutral manner.

Business Ethics Kaizen Proposal Line ➔ p. 125

Education and Awareness-Raising Activities

Honda provides training on the Honda Philosophy all around the world. The Company also works to promote awareness and thorough implementation of the Code of Conduct by distributing leaflets, posting the relevant information on the corporate intranet, and providing training. Additionally, at the pre-assignment training conducted by job level, Honda provides overseas subsidiary managers and human resources managers with information on regional and country-specific trends and past labor disputes to promote good labor-management relations. For all expatriate associates, the Company raises their awareness of the importance of local labor management in accordance with the Associate Relations Policies, which is applied to daily corporate activities.

Furthermore, since 2022, Honda has been conducting awareness-raising activities through e-learning on human rights for all associates to enhance their understanding of norms set by the international community, the latest trends, and Honda's initiatives and Human Rights Policy.

Initiatives for Suppliers

As for suppliers, Honda published the Honda Supplier Sustainability Guidelines, which state Honda's basic approach to human rights and labor matters, such as prohibition of forced labor and child labor. Honda has asked its suppliers to put these guidelines into practice.

Sustainability Initiatives Inspection for Suppliers ➔ p. 95



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Human Resources Initiatives

Diversification Aimed at Leveraging Total Workforce Strength

Individual differences that are demonstrated by its workforce represent a strength of a company in flexibly responding to the ever-changing business environment. Honda pursues workforce diversification in accordance with the conditions and issues in each region of the world, believing that the integration of these individualities will evolve into innovation.

For Honda, diversification of the workforce means to enhance its total strength by providing equal opportunities to people regardless of their personal attributes, such as race, nationality, cultural background, age, gender, gender identity, sexual orientation, past career, educational background and having disabilities or not. Honda also encourages them to respect each other's individual differences and talents while exerting their own abilities to the fullest, based on Honda's philosophy of Respect for the Individual.

Specifically, each of Honda's core regions is hiring and developing personnel by setting a target for increasing the proportion of women and minority groups (in terms of race and nationality, etc.) in management and job assignments in accordance with the conditions of each region. In addition, Honda has been implementing a variety of initiatives for all associates such as facilitating the understanding of the importance of diversity and continually carrying out enlightenment activities.

Reinforcement of Career-Centered Capability Development to Encourage Self-Improvement

Honda's approach to personnel education is built around on-the-job training (OJT), specifically, building specialized skills and professional capabilities through direct experience while placing considerable emphasis on the independence of each associate and his or her eagerness to take on a challenge.

At the same time, Honda has been implementing the following specific measures to enable associates to pursue self-improvement toward the realization of careers they have autonomously envisioned, and supervisors to further support the development of each individual's abilities.

1. Holding career training by age group
2. Creating opportunities for dialogue with internal and external advisors about careers
3. Introducing assessments to objectively determine the level of business skill acquisition
4. Creating opportunities for supervisors to strengthen the ability to support subordinates' career development
5. Developing self-selective learning programs (on-line and e-learning)

Through the implementation of the above measures, Honda will further strengthen efforts encouraging associates to continue taking up a challenge while fully understanding their individual responsibilities and the significance of their work, as well as urging the management to maintain their active engagement with and provide support to associates.

Annual training hours and cost per associate → p. 143

Developing a Global Succession Plan

Honda has been developing a Global Succession Plan to systematically develop and appoint competent and motivated talents regardless of an individual's attributes (such as nationality and gender). More specifically, Honda has developed a Global Competency Model (GCM), which represents behavioral traits required of a global leader. The Company has introduced a GCM-based talent assessment system in the Global Leadership Programs renewed in 2021 as part of its efforts to promote the development of successor candidates on a global basis. At the same time, Honda has defined the preconditions and capabilities required of major global positions and facilitates matching with talent information.

In 2021, the Global Talent Board (GTB) was also established, and discussions based on the talent and position information described above were started. From 2023, with the establishment of a new GTB Working Group to discuss talents with a wider range of target groups, Honda will reorganize the Talent Board for each business operation and function to promote company-wide strategic development and appointment of talents.



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Development of Leaders on a Global Basis and in Each Region

Along with the launch of the Global Succession Plan, Honda has updated its leader training programs in accordance with the GCM.

Since 2021, Honda has been providing the following programs globally.

- Global Leadership Program (GLP)-Transformation
- GLP-Exploration
- GLP-Discovery

While expanding the scale of GLP-Discovery program for young associates in order to form a group of future leader candidates, Honda has narrowed down the target of GLP-Transformation and Exploration programs for senior leaders, providing optimized programs for each.

In each region, Honda is also promoting the development of talents based on GCM. Going forward, the Company will continue to develop further measures in cooperation with the HR members of each business operation and region, while holding GCM as a common indicator for ALL Honda.

Passing on the Honda Philosophy

In order for Honda to promote the localization of management, it is important to share with associates around the world the standard of business judgment and codes of practice, that is, a set of values such as the Honda Philosophy, Honda core values and competency.

To this end, Honda provides training to confirm and pass on the Honda Philosophy when associates join the Company or are promoted.

Also, to make that training more practical, headquarters executives and regional top management introduce a wide range of practical examples of how they thought and made decisions based on the Honda Philosophy when making decisions and management judgments.

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Initiatives Related to Diversity

Advancement in Workforce Diversification

Since 2015, Honda has been positioning and promoting workforce diversification as a company-wide priority task toward demonstrating the total strength of its workforce. "People" play a main role in achieving the 2030 Vision. In addition to the experience and technology that have supported Honda's growth to date, it is now essential to spur innovation through the fusion of diverse values.

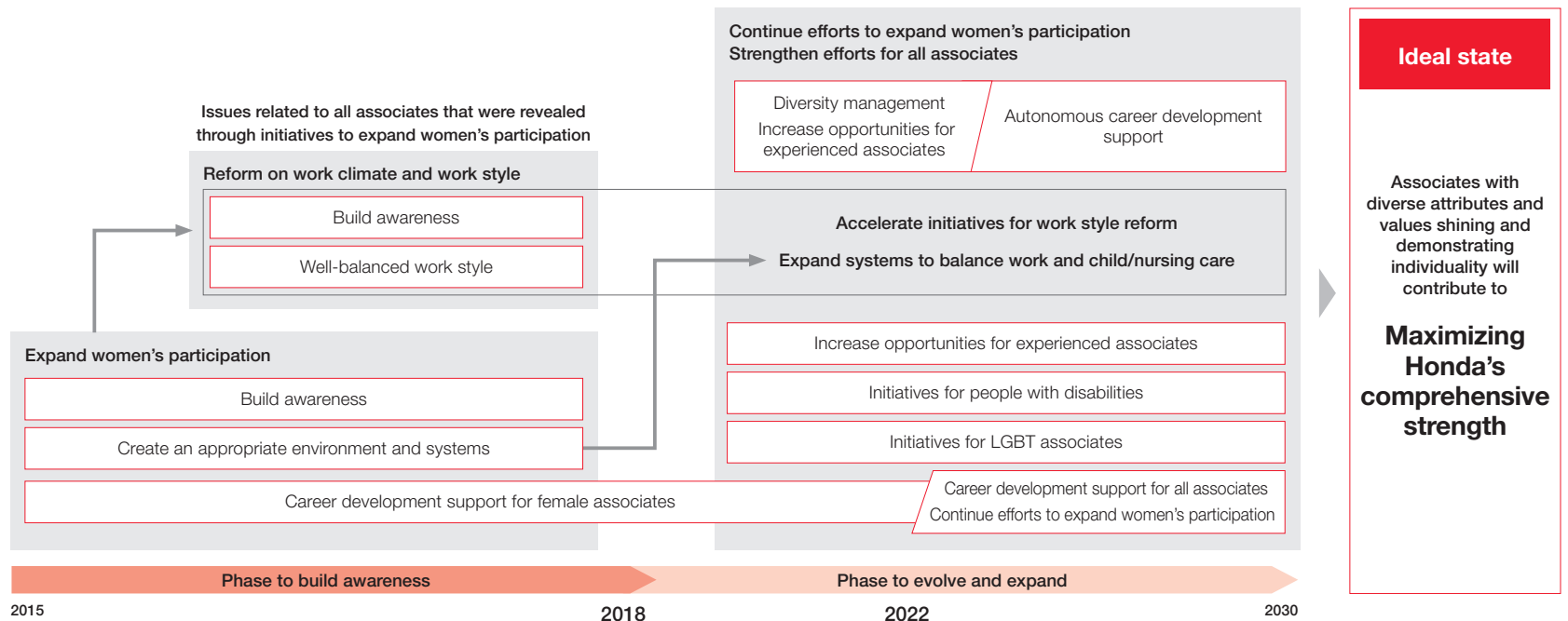
In January 2015, the Company established the Diversity Promotion Office, an organization specialized in diversifying Honda's workforce. In Japan, Honda first embarked on the expansion of women's participation. During the period from 2015

to 2017, which the Company regards as a phase to build awareness, Honda has established a foundation to realize a world where people can equally develop their careers regardless of gender.

In FY2019, the scope of efforts has extended from female associates to all associates, and Honda is moving on to the next phase of evolution and expansion. It has been promoting for all associates, including superiors responsible for managing diverse human resources, experienced associates making up the majority of its workforce, people with disabilities and the LGBT community.

Honda Diversity & Inclusion (Japanese Only) <https://www.honda.co.jp/diversity/index.html>

Roadmap for workforce diversification at Honda



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Promoting Diversity Management

Honda defines diversity management as the establishment of a framework that makes effective use of diverse members. It is crucial not only to have diverse human resources, but also to accept their diversity and respect individuality. Management is working to promote the development of human resources and creation of an organization with a focus on the respect for individuality, and thereby, the Company is proceeding with organizational management with the goal of further growth of Honda through frank discussions among members with diverse values, the creation of new businesses and values, and other innovations.

Major initiatives for promoting diversity management

| Initiative | Lecture on diversity management | Training for cultivating superiors' diversity skills |
|------------------------|---|---|
| Aim | Foster an appropriate work climate to accept, nurture and leverage diversity | Identify their own challenges to clarify the way they want to be and learn how to achieve that goal |
| Target | Associates holding division manager or equivalent positions and those in management positions | Associates holding division manager or equivalent positions |
| Number of participants | Total of about 1,500 over the three years since 2018 | Total of about 240 over the three years since 2018 |
| Duration | 2 hours | 8 hours/session x 4 days |

| Initiative | Event for facilitating the understanding of diversity |
|------------------------|---|
| Aim | Promote engagement of male associates in childcare / understand the need to support women's health and help create an organizational culture that makes the most of diverse individuals |
| Target | Associates in management positions / general associates |
| Number of participants | About 330 in the event held in December 2022 |
| Duration | 2 hours |

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Meaning of Expanding Women's Participation

In Japan, Honda's efforts to expand women's roles since 2007 have resulted in an increase in the proportion of female associates in the workforce from 5.0% in the 2005 base year to 8.9% in 2022.

In the meantime, while Honda carries out business operations globally, the participation of women, and consequently, the proportion of women holding management positions, lags in Japan compared with other regions. In 2015, with a renewed determination to increase women in management positions, Honda has been working to achieve its target of increasing the number threefold from the 2014 level in 2020 and ninefold in 2025. As a result of its conscious efforts since then, the number of women in management positions increased 2.6 times in FY2021 compared with 2014.

Using FY2021 as the new base year, Honda has updated its target for 2025 and also set a long-term target for 2030 to triple and quadruple the number by 2025 and 2030, respectively, compared with FY2021. Toward the new target, the Company will work to reinforce human resources development at a younger age.

In addition, Honda will encourage male associates to become more involved in childcare as part of its efforts to ensure better employment practices. Specifically, the target for the percentage of men taking childcare leave has been updated to 100% by 2025. In this way, Honda is working to realize a world where people can develop their careers regardless of gender.

Honda also supports the initiative advocated by the Japan Federation of Economic Organizations (Keidanren) to raise the ratio of women occupying executive positions to 30% by 2030.

Honda's Action Plan

1. Period of plan

Five years from April 1, 2021 to March 31, 2026

2. Issues at Honda

- (1) Low percentage of women in management
- (2) Although the rate of competition for employment is equal among men and women, there are fewer female associates.
- (3) Not many male associates take part in child care.

3. Targets

- (1) Triple and quadruple the number of women holding management positions by 2025 and 2030, respectively, compared with FY2021
- (2) Increase the ratio of new recruits who are women to at least 20% by 2025
- (3) Achieve the percentage of men taking child care leave to 100% by 2025

4. Details of initiatives and period of implementation

- <Initiative 1> Continue to foster awareness of the need to embrace diversity
 - Continuously disseminate information from top management (January 2015~)
- <Initiative 2> Nurture female associates and accelerate their utilization
 - Enhance career development support by supervisors based on a career development plan (April 2015~)
 - Continue to conduct interviews regarding career path through career advisors (October 2015~)
 - Continue to provide seminars on work-life balance during child-rearing years (August 2017~)
 - Increase company nurseries; establish an environment to support associates undergoing fertility treatment, including special leave systems (April 2017~)
- <Initiative 3> Continue to strengthen the employment of women
 - Continue to conduct focused publicity for female science and engineering students (March 2015~)
 - Continue to participate in events promoting selection in science and engineering for high school students (March 2015~)
 - Secure and increase points of contact with and webinars for female associates (March 2016~)
- <Initiative 4> Promote engagement of male associates in childcare
 - Revise Honda's systems related to child care (April 2022~)
 - Initiatives to communicate and instill the idea of men taking part in child care and increase the use of relevant systems (October 2021~)



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Initiatives for Expanding Women's Participation

In order to accelerate the expansion of women's participation, Honda has been promoting initiatives under three pillars: "Build awareness and foster an appropriate work climate," "Support career building" and "Create an appropriate environment and systems" since 2015. As an example of an external evaluation, Honda received "L-boshi" certification*1 from the Ministry of Health, Labor and Welfare as a female-friendly company in August 2018.

From 2019 to 2021, Honda focused on enhancing systems to help associates balance work and child/nursing care. This effort was geared to promote the realization of diverse workstyles that enable individual associates to yield their maximum performance regardless of their circumstances. The Company also initiated an effort to foster a corporate culture that encourages male associates to become more involved in childcare.

From FY2023, since the system of career development support for female associates has taken root, the Company integrated it into the company-wide autonomous career development policy and strengthened its efforts by expanding the scope of career interviewing and career training to all employees, including male associates. In addition, Honda is working to address women's specific health issues in order to create an environment in which female associates can develop their own careers, take on new challenges, and maximize their abilities.

- Ratio of women in management positions in the Honda workplace in Japan** → p. 144
- Percentage of women in the Honda workplace: FY2023** → p. 144
- Base salary and ratio of total compensation for males and females in Japan** → p. 144
- Major Initiatives for Expanding Women's Participation (from 2015)** → p. 145

*1 A certification program under the Act on Promotion of Women's Participation and Advancement in the Workplace. Among companies which have created and submitted an action plan, the Minister of Health, Labor and Welfare certifies those showing excellent progress in implementing initiatives for increasing women's participation.

*2 Associates who have basic knowledge of LGBT issues, personally regard LGBT issues and think and act as supporters on their own accord

Initiatives for LGBT Associates

With the aim of eliminating discrimination in terms of gender identity and sexual orientation and realizing workforce diversification, Honda has been working to create a corporate culture and environment that naturally accepts LGBT since 2019. In order to cultivate a culture to understand and accept diversity, Honda held a seminar for members of company management in 2019 and provided an e-learning program to associates in management positions in 2020. In 2021, Honda extended the target of the program to general associates as well as held an "ally"*2 seminar, which was solicited from the public, for associates to gain basic knowledge required as a supporter and show voluntary and proactive action.

In the area of personnel and welfare systems, Honda is treating associates' same-sex partners as spouses and has established an LGBT counseling hotline. By doing so, the Company has created appropriate systems and work environment, which eliminate discrimination and provide comfort and motivation. Additionally, as part of promotion of corporate activities to facilitate society's understanding of LGBT, Honda is supporting LGBT-related and other events. The Company has supported Business for Marriage Equality, a campaign to make visible companies that support marriage equality (legalization of same-sex marriage), since September 2021.

As a result of these efforts, Honda has received the highest Gold rating in the PRIDE Index, which was created by the voluntary organization "work with Pride" to evaluate companies' efforts to create an LGBT-friendly workplace in Japan, for three consecutive years since 2020.

Initiatives for LGBT Associates

| Initiative | LGBT ally seminar |
|------------------------|---|
| Aim | Provide an opportunity to acquire knowledge as an ally (supporter) and to act voluntarily |
| Target | Associates in management positions / general associates |
| Number of participants | Total of about 520 in the seminars conducted annually from 2021 (3 times in total) |
| Duration | 1.5 hours |



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Increasing Opportunities for Experienced Associates to Expand Their Roles

In order for Honda to maximize its comprehensive corporate strength toward the realization of the 2030 Vision, each associate needs to adapt to a change in his or her work resulting from the changes in company operations. Honda has prepared a training program of autonomous career development measures for all associates starting in 2021. The program offers an opportunity for experienced associates who have supported Honda's growth to date to consider autonomous career development focused on individuals.

In terms of the creation of necessary systems, Honda introduced a flexible retirement system in April 2017 to allow associates to choose when to retire (up to the age of 65) according to their plan in order to provide a more suitable working environment for people aged 60 and over.

With the aim of responding to changes in the working environment and more diverse senses of value, Honda implemented a career change support system and a system of shorter workweek and shorter working hours in April 2021 for associates aged between 55 and 58. In step with the times, the Company thereby supports associates' new challenges for demonstrating their strengths in new fields and for following their own lifestyles.

Overview of career training for experienced associates

| Initiative | Training for experienced associates | Career training (Meister Class) |
|------------------------|---|---|
| Aim | Consider what they want to accomplish for a fulfilling life, both officially and privately, and foster a willingness to take steps toward further personal growth | Provide an opportunity for each individual to face themselves and envision what they want to be in the future |
| Target | Associates in management positions / general associates aged 50 to 64 | Associates in management positions / general associates aged 50 to 64 |
| Number of participants | Total of about 2,170 from Dec. 2021 to Jun. 2022 | Total of about 1,360 from Aug. 2022 |
| Duration | 7 hours | 7 hours |

Employment of People with Disabilities

Honda actively provides jobs to people with disabilities at its business sites in compliance with laws in each country where it does business.

In Japan, based on the idea of normalization, Honda has been a pioneer in society's efforts in promoting the employment of people with disabilities.

Honda seeks to enable individual associates, regardless of their disability, to make the most of their talents and contribute to society through their work. To this end, the Company is improving the workplace environment so that people with disabilities can work alongside able-bodied people, while taking into consideration each person's disability status.

Honda also established three affiliates in Japan to empower and provide employment opportunities to people with disabilities: Honda Sun Co., Ltd. in 1981, Kibounosato Honda Co., Ltd. in 1985 and Honda R&D Sun Co., Ltd. in 1992 (merged with Honda Sun Co., Ltd. on April 1, 2021).

Employment of individuals with disabilities at Honda Group companies in Japan in FY2023 stands at 2.35%, or 1,005 individuals, which is above the legally mandated level of 2.3%.

Number of associates with disabilities and percentage of employment of individuals with disabilities in Japan → p. 144



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Human Resources Initiatives

Advancement of Diversification in Employment

Honda will strive to raise the total strength of its global workforce by proactively hiring human resources with diverse backgrounds and enabling these diverse human resources to fully demonstrate their abilities.

The main initiatives undertaken in Japan are as follows.

■ Employment of women

With the goal of increasing the ratio of new recruits who are women to at least 20% by 2025, Honda is strengthening initiatives such as participating in and holding industry and company information sessions especially targeting female students majoring in math and science. The percentage of women among new graduates hired in FY2023 was approximately 19.5%.

■ Mid-career employment

Amid major changes in the business environment, Honda is strengthening and expanding the employment of work-ready, mid-career workers. In FY2023, mid-career associates accounted for approximately 46% of the total number of new hires.

Moreover, mid-career associates constituted roughly 28% of new managers appointed in FY2023 and play active roles as core human resources after joining the Company.

■ Employment of people with disabilities

Honda proactively hires people with disabilities not only at affiliates but also at each business site and promotes the creation of a comfortable working environment.

■ Global hires

Honda has been recruiting foreign exchange students studying at universities and graduate schools in Japan and started a Global Employment Program to hire human resources directly from overseas labor markets.

Number of global hires → p. 144

Helping Associates Balance the Demands of Work, Parenting, Nursing Care and Medical Treatment

In Japan's increasingly aging society with a declining birthrate, establishing an environment where people can balance work, parenting, nursing care and medical treatment is a social issue. Under such circumstances, Honda works actively to provide programs that help associates balance the demands of work, parenting, nursing care and disease or fertility treatment, and to gain an understanding of these programs by sending information by means of guidebooks and the corporate intranet.

In April 2014, Honda introduced a Selection-based Welfare Program (Cafeteria Plan) giving associates the options of support for nursing care, as well as life events such as childbirth and child care, including babysitter agent services and child-care items rental.

As a result of these initiatives, Honda has been certified as a company that supports child-rearing by the Japanese Minister of Health, Labor and Welfare. Honda has been implementing other initiatives as well to meet diverse needs of individual associates. Specifically, the Company introduced a system of transfer and a system of leave in April 2018 for associates to accompany their spouses being transferred. In April 2019, the Company also extended the scope of its existing system of short working hours, remote work system and half-day paid leave system. Beginning from April 2020, Honda introduced a system of short-term leave for disease and fertility treatment and a system of long-term leave for fertility treatment. In addition, the Company has introduced postpartum partner leave starting in April 2022 and childbirth leave starting in October 2022 to encourage associates to participate in childcare as partners.

Honda will continue to establish systems and an environment to accelerate initiatives related to diversity (→ p. 71) and enable both varied lifestyles and careers desired by individual associates.

Number of associates who utilize child/nursing care support in Japan → p. 144

Reinstatement rate (%) in Japan after taking child care leave → p. 144

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Human Resources Initiatives

External Evaluations of Honda's Initiatives for Promoting Diversity

“L-boshi” Certification

In August 2018, Honda received the ‘L-boshi’ certification from the Japanese Minister of Health, Labor and Welfare, which recognizes the company as promoting female participation.



“Kurumin” Certification

In July 2012, Honda received the ‘Kurumin’ certification from the Japanese Minister of Health, Labor and Welfare, which recognizes the company as supporting child-rearing.



PRIDE Index 2022

In November 2022, Honda received the highest Gold rating in the PRIDE Index – an index that evaluates companies’ efforts to create workplaces that are friendly to sexual minority groups, including LGBTQ.



Selected for the New Diversity Management Selection 100

In March 2019, Honda was commended by the Minister of Economy, Trade and Industry for its diversity management which leads to value creation by leveraging the abilities of diverse human resources.



Direction of Future Initiatives

In addition to recruiting diverse human resources, Honda views the acceptance of diversity as an integral element of its philosophy on diversity. Honda believes that respect of the individual will help foster individuality and draw out each person’s unique abilities, thus increasing motivation at work.

Honda will maintain its ongoing initiatives to expand the participation of women. At the same time, it will extend their scope to all associates to further advance and expand diversity in the true sense of the word. As the world enters an era of great uncertainty and an era of the 100-year life, Honda is reaching the second foundation phase and it is becoming more important that each and every associate will autonomously explore his or her own career, exercise independence and achieve personal growth. By going ahead with the establishment of a system to support associates’ voluntary career development, Honda will strive to provide greater motivation at work for associates and strengthen both individual and organizational competitiveness.



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Human Resources Initiatives

Building Motivating Work Environments

Realizing Work Styles That Pursue the Quality of Output and More Effective Use of Time

As expressed in the saying “Work hard and play hard,” Honda has been striving to increase the density of working hours through new ideas and ingenuity and generate more time to enjoy life. Toward this goal, proactive efforts have been made to build work environments that enhance associates’ motivation at work. These efforts date back more than 50 years to the 1970s and include the introduction of shorter work hours and implementation of an initiative jointly promoted by labor and management to encourage associates to use their allotted vacation time in full*.

From the viewpoint of work style reform, Honda is further evolving its initiatives to create a culture and environment that enables diverse human resources to demonstrate their abilities to the fullest in order to pursue the quality of output and make the most effective use of limited time. While implementing appropriate time management, Honda has been making efforts to encourage flexible work styles for increasing output within a limited amount of time and to raise awareness of both management and associates for streamlining work and promoting the delegation of authority. Honda has also been engaging in additional year-round activities geared toward improving productivity.

In addition, Honda has eliminated core hours at the time of arrival at work, allowing for a more flexible work style regardless of where associates work.

In pursuit of maximum efficiency and results for both the individual and the organization, the Company’s basic policy is to have associates come to the office and work face-to-face (in real life). At the same time, however, the Company allows for the effective use of remote work system based on management judgment, taking into account the job description, experience, and work flow of individual associates. In particular, regarding remote work for reasons such as childcare or nursing care, the Company gives consideration to the extent possible and operates in a flexible manner.

As a result, total annual working hours averaged 1,963 per associate in FY2023, and associates averaged 20.1 paid vacation days.

* An initiative to prevent vacation days from being lost when the number of annual paid vacation days that can be carried over to the next year is exceeded

Furthermore, with the aim of accelerating inter-organizational cooperation and individual independence, the rules of the flextime system have been standardized throughout the Company since April 2023. Honda is creating an environment that encourages collaboration across organizational boundaries and helps associates with a strong will to demonstrate their abilities through more flexible work styles, so that each and every associate can feel job satisfaction.

Total working hours per associate and average paid vacation days taken in Japan → p. 146

Counseling Hotlines for Associates

Honda supports associates by operating a variety of counseling hotlines as a way to build a healthier work environment.

Examples of counseling hotlines in Japan

| Hotlines | Description |
|--|--|
| Counseling hotlines dedicated to balancing work, parenting, family life responsibilities and medical treatment | Honda operates a counseling hotline at each worksite’s human resources and general affairs department to accommodate counseling requests from associates striving to balance work and family responsibilities, and to promote awareness and utilization of the Company’s support programs. Each hotline is staffed by a pair of male and female counselors, who field counseling requests from associates themselves and from their supervisors. |
| Harassment counseling hotline | Honda operates a harassment counseling hotline for all associates in order to prevent any harassment in the workplace and to facilitate the rapid and appropriate resolution of incidents. |
| LGBT counseling hotline | Honda operates a hotline for LGBT associates to accommodate requests for advice on their worries and problems and inquiries about support programs. The hotline also provides advice to other parties concerned, who are unsure of how to respond to LGBT associates, and works to prevent negative consequences of unintended outing. |
| Life planning seminar hotline | Honda offers life planning seminars to give associates an opportunity to start thinking about their life purpose, health and economic planning so that they will be able to lead a rich and fulfilling life. Seminars are also open to associates’ spouses. In-house seminar instructors and a secretariat offer one-on-one counseling for associates who have participated in the seminar. |



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Human Resources Initiatives

Evaluation and Treatment

Personnel Evaluation System

In accordance with Respecting Initiative, Ensuring Fairness and Encouraging Mutual Trust based on the Three Principles of Personnel Management, Honda has introduced human resource evaluation programs that are tailored to the specific regional characteristics in each region of the world.

For example, in Japan, Honda places emphasis on two-way communication with supervisors in associate development and evaluation, and all associates have at least five interviews with their supervisors each year. During the first interview in April, which is the beginning of the fiscal year, associates come out with their desired career and future vision, and how to realize that aspiration through their supervisor's advice. They then work out their individual role and action targets based on the organization's business goals for the fiscal year in question.

At biannual interviews, associates themselves look back on their performance during the preceding six months and report to supervisors. Feedback interviews are then conducted, in which supervisors evaluate associate performance and initiatives and feed back each associate's strengths and weaknesses. Additionally, by facilitating a discussion of subjects such as future objectives and career directions, the interviews pave the way for associates' skill development and raising motivation.

Percentage of associates going through the evaluation programs → p. 146

Compensation and Incentives

Based on the Three Principles of Personnel Management, Honda gives its associates equal opportunities to make the most of their individual potential and carefully evaluate their abilities and accomplishments at business sites regardless of personal factors. Honda's compensation and evaluation system is built in line with the above approach in consideration of the needs and conditions of each region.

Honda in Japan has adopted a compensation and evaluation system in which performance of general associates is evaluated in two stages: development of abilities and demonstration of abilities. In the former stage, Honda places emphasis more on how associates' abilities evolve, whereas associates' demonstration of abilities and achievement are focused on in the latter stage. An annual salary system is applied to compensation for associates in management positions or higher. The higher their positions are, the more their accomplishments and company performance are taken into consideration.

Percentage of performance-based remuneration in Japan → p. 146

Starting salary in Japan → p. 146

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Human Resources Initiatives

Establishing a Good Relationship with Associates

Creating an Environment of Free and Open Dialogue

In accordance with Encouraging Mutual Trust based on the Three Principles of Personnel Management, Honda declares in the Associate Relations Policies that associates and the Company will respect each other's views and endeavor to promote mutual understanding. Maintaining a relationship of mutual trust, associates and the Company will make every effort to engage in sincere discussions about any issues that might arise or exist. In line with the policies, Honda strives to maintain a good relationship and resolve issues that arise through dialogues with its associates.

In addition, an appropriate notification period is set in advance in case of the implementation of important corporate measures that have a marked impact on associates.

Measurement of Associate Engagement

Honda measures associate engagement in all regions to obtain associate feedback for building a healthier and more comfortable work environment.

The measurement is conducted based on the common criteria within each region, with the target of achieving a "very good" engagement level of associates working at Honda in each region.

The measurement results are used as basic data in activities to create a work environment in which each associate shines and demonstrates individuality.

In Japan, Honda has been monitoring changes in associates' engagement level every year since 2018. The degree of attainment of target values, changes over time, and comparison results with other companies are fed back to each workplace.

Managers at the section manager level and above at each workplace use the detailed results by department with the aim of creating an environment that provides greater motivation at work for diverse human resources, and work to understand the actual situation in the workplace, provide feedback to members, and engage in free and vigorous dialogue for workplace development.

Associate engagement in Japan → p. 146



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Human Resources Initiatives

Occupational Safety and Health

Honda's efforts to build a safe and secure work environment have their origin in the Company Principle formulated in 1956.

They are also based on the Fundamental Beliefs of "Respect for the Individual" and "The Three Joys."

Under the safety principle of "no safety, no production," which has been passed on since its founding, Honda seeks to realize a work environment that brings the joy that all people can work with a true sense of security.

Based on this principle, Group companies in all parts of the world have established basic policies for occupational safety and health based on respective regional needs and conditions. To eliminate serious industrial accidents in Japan and overseas, Group companies also promote activities aimed at preventing industrial accidents and their recurrence, as well as ensuring the health of associates.

In December 2022, the Company also created a mid- to long-term "Safety and Health Policy," which outlines the safety and health activities to be practiced by associates around the world. Based on this policy, Honda strives to create a safety and health workplace, while each associate works to maintain such a workplace and to prevent and minimize accidents.

Safety and Health Principles

Honda's safety principle of "no safety, no production," is based on the concept of how important and precious it is for each and every associate to be able to work safely and to the best of their ability in both physical and mental health, and the Company will strive to be progressive in its actions to achieve a safe workplace.

Safety and Health Policy

Aiming for a safe, healthy, and lively workplace, the Company will conduct safety and health management activities based on the company-wide safety policy with the aim of fostering and spreading a culture of safety among all associates: from "safety that is given to us" to "safety that we protect ourselves and safety that we create for ourselves."

Safety and Health Activities

1. We will perform the risk evaluation of work related business operations, and invest resources as much as necessary to prevent occupational accidents.
2. We will disseminate the safety and health policy, and all associates will perform safety and secure workplace by implementing safety training and safety activities.
3. We will observe the related regulations and internal standards and work on all aspects of accident prevention and healthy maintenance promotion.
4. We will implement and operate this policy and the safety and health management manual accordingly and perform the improvement of safety awareness for all associates.
5. We will support mental and physical health maintenance promotion positively and practice health management.
6. We will have the awareness and responsibilities as associates of Honda and eradicate 4 pernicious traffic violations and positively act on "Zero traffic accidents".

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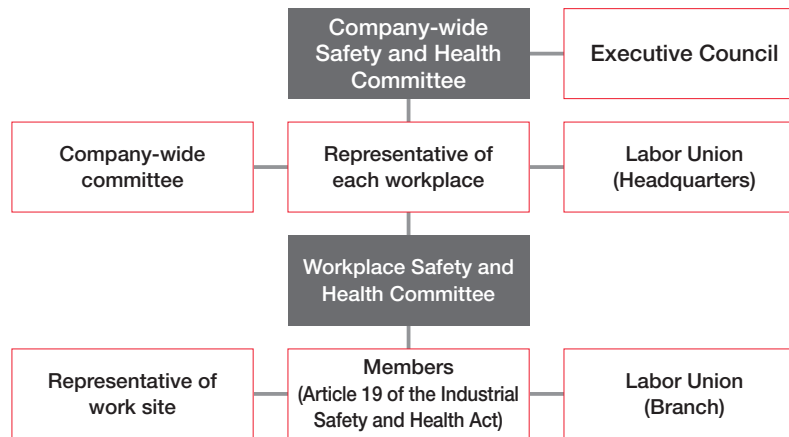
Human Resources Initiatives

Safety and Health Governance Structure

Honda has established a Company-wide Safety and Health Committee chaired by the vice president in 2022 to strengthen safety and health within the Honda Group by providing company-wide policies and implementation instructions for horizontal deployment regarding the occurrence of serious accidents, etc.

As for a workplace*1 safety and health governance structure, Honda has established a Safety and Health Committee, led by the Safety and Health Management Division, to enforce safety and health governance. Issues are shared and discussed jointly among labor and management for establishing a system to realize a safe and comfortable work environment.

Committee system diagram



Additionally, the Company-wide Safety and Health Audit Committee, chaired by the vice-chairman of the Company-wide Safety and Health Committee, conducts occupational safety and health audits to check on the operation of an Occupational Safety and Health Management System (OSHMS) and progress in implementing compliance-related matters, thereby ensuring a high level of safety and health standards throughout the Company.

*1 In accordance with the Industrial Safety and Health Act, each organization is described as a "workplace" in this part.

*2 Refers to working environment management, work management and health management and constitutes the fundamental approach to work and health management.

Safety Initiatives

Domestic and Overseas Workplaces

To increase the effectiveness of safety management at each workplace in Japan and in each overseas region, the Regional Operations take the lead in carrying out proactive activities by focusing on the implementation of an occupational safety and health management system, diffusion and execution of risk assessment and the establishment of explosion and fire prevention measures.

Honda also conducts occupational safety and health audits and reviews based on a plan to share recognition of safety and health management. At the same time, the Company strives to improve the management system as well as to develop human resources for safety control at each domestic workplace and in each overseas region.

Collaboration with Domestic Related Group Companies

The Company has established a safety hotline between Honda and related group companies and is working to prevent the recurrence and prevention of accidents through speedy development in cooperation with each company and the exchange of information that contributes to the improvement of safety and health activities.

Creating working environment criteria

Honda stipulates workshop environmental criteria in its Comfortable Workplace Guidelines and Hazardous Operations Management Regulations. In accordance with the three basic items of work and health management*2, the Company performs periodic inspections and improvements to appropriately maintain and manage its working environments.

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Human Resources Initiatives

Safety and health education and training

The department, responsible for supervising company-wide safety and health, plays a key role in providing training for safety engineers in machinery and equipment (Safety Assessor training*1) and other training programs aimed at developing safety and health experts, and the number of accidents and fires caused by machinery and equipment has steadily been reduced.

In addition, Honda develops managers and auditors at all levels through Occupational Safety and Health Management System training.

Each workplace also provides various training programs for its associates.

Training situation for safety and health (accumulated number of participants)

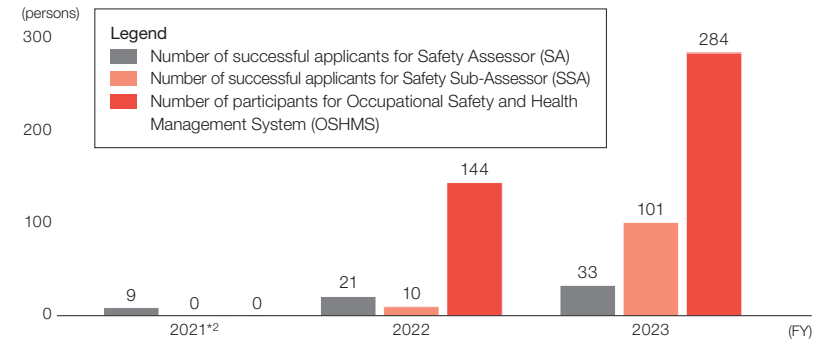
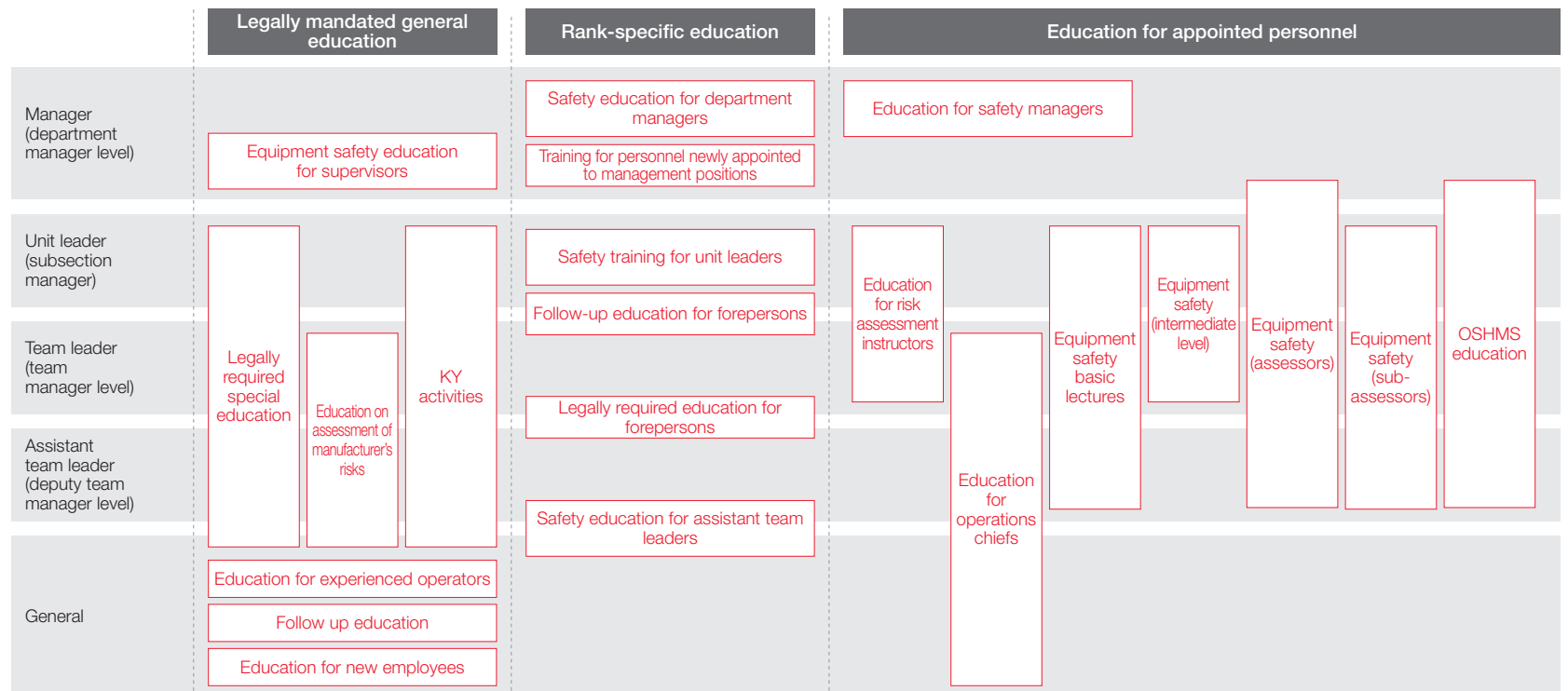


Diagram of Honda's health and safety training scheme (production activities)



*1 Assessor : A person who makes a judgement or evaluation.
 *2 In 2020, there was an impact of course cancellation due to an increase in the number of COVID-19 infected patients

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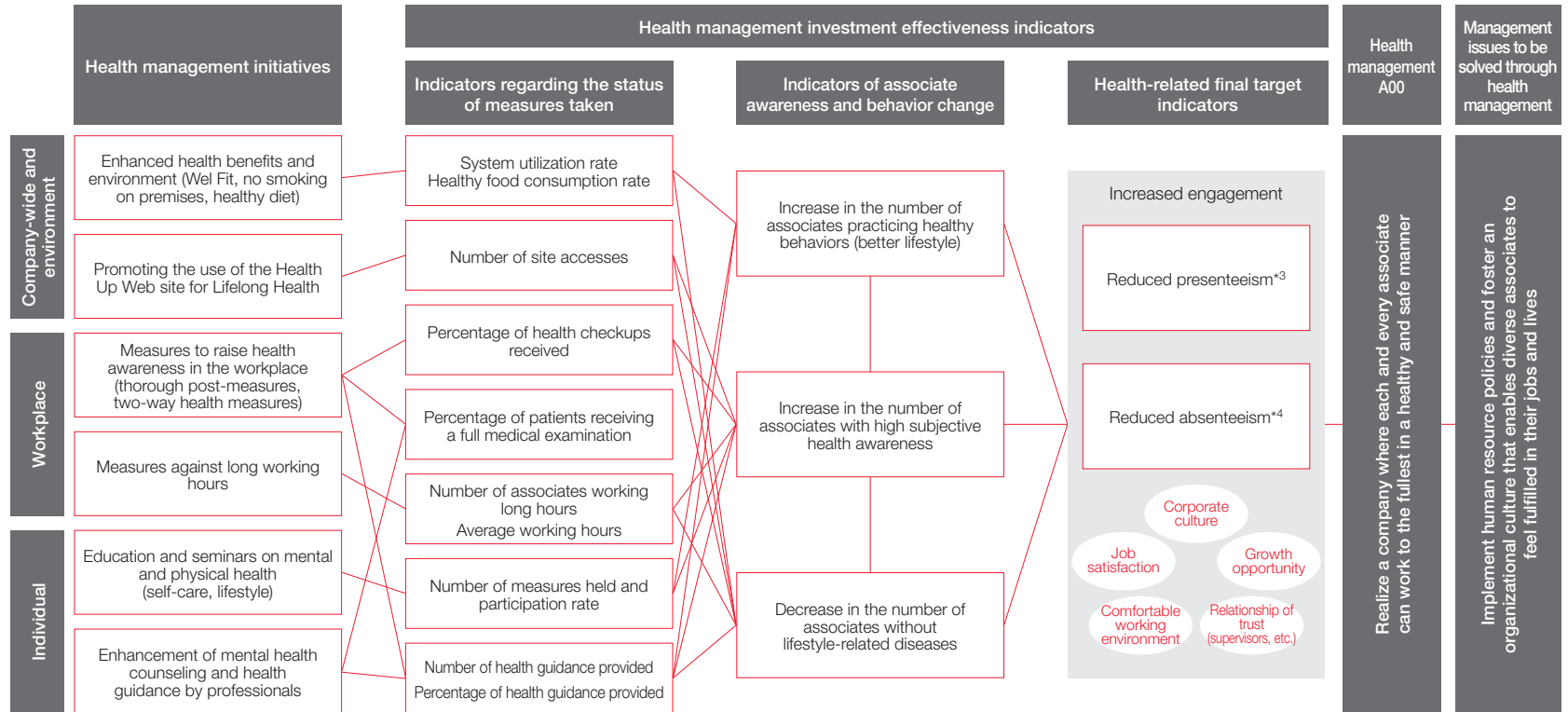
Initiatives for Health and Productivity Management

Honda hopes that all of its associates remain healthy in the same way we strive for safety.

Honda aims to become a company in which each associate works safely and energetically while remaining healthy both physically and mentally as they make their own efforts to maintain and promote their health for their own future in a comfortable work environment.

Toward achieving this goal, Honda has formulated a Health Statement and set three pillars*1 and five matters for better health management *2, which represent its health and productivity management policies. Under the top message “Keep taking up a challenge in maintaining and improving health, as strengths of individuals lie in being healthy,” Honda is promoting health and productivity management in which everyone voluntarily strives to maintain and improve health.

Honda Health Management Strategy Map



*1 Three pillars:
 (1) Promote more educational activities on how each individual can work toward becoming healthier and staying healthy; Provide more feedback on results of the periodic health checkups and physical fitness tests
 (2) Conduct activities involving the whole workplace for promoting more health awareness
 (3) Promote activities for continuously improving the workplace environment
 *2 Five matters for better health management:
 (1) Enough good quality sleep
 (2) Nutritionally well-balanced meals
 (3) Habit of regular physical exercise
 (4) No smoking
 (5) Only moderate drinking
 *3 Presenteeism: condition in which the employee is attending work, but productivity is declining due to health issues
 *4 Absenteeism: absence from work (sick leave) due to health problems



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Human Resources Initiatives

Major Activities under the Three Pillars

(1) Promote more educational activities on how each individual can work toward becoming healthier and staying healthy; Provide more feedback on results of the periodic health checkups and physical fitness tests

For realizing lifelong health, Honda strives to create an appropriate environment for carrying out enlightenment activities and making health promotion efforts. Such efforts include providing monthly newsletters on topics concerning the Five Matters for Better Health Management and operating a specialized website on health-related information.

As another example, Honda promotes the establishment of a more favorable lifestyle by educating people on how to get a good quality sleep and how to deal with the effects of alcohol.

(2) Conduct activities involving the whole workplace for promoting more health awareness

Honda encourages more proactive health promotion efforts at the workplace by aggregating and sharing information on the status of initiatives related to the Five Matters for Better Health Management by workplace or department.

(3) Promote activities for continuously improving the workplace environment

To encourage its associates to take well-balanced meals, Honda offers daily healthy menus that give appropriate consideration to the caloric intake, salt content and vegetable intake at its company cafeterias. On the monthly "Healthy Food Day," Honda provides health-themed dishes by making full use of the characteristics of the ingredients in all menus.

To make physical exercise a habit, the Honda Health Insurance Association allots points based on daily pedometer records. Honda also encourages exercise by providing financial support to associates using fitness and sports facilities, participating in sporting events and purchasing sporting goods as part of its welfare program.

In addition, the Company is providing seminars to assist smokers in quitting smoking.

Measures to Promote Mental Health

In 2009, Honda announced a Mental Health Policy and has since been working on both creating vitality in associates and in the workplace and providing problem-solving support in an organized, systematic and ongoing manner.

Honda-Wide Mental Health Policy

Basic approach

Based on its fundamental belief of Respect for the Individual, Honda embraces individual diversity and values communication, and by doing so, will make its utmost efforts to maintain well-being so that all associates dedicate themselves to their jobs with enthusiasm while drawing energy from and taking pride in their work.

Activity structure

To implement mental health activities, Honda has established a companywide mental health promotion team specialized in activity planning and management. Each of Honda's business sites has also established its own workplace mental health promotion team.

Honda's major mental health initiatives to promote the mental wellbeing of its associates include "preventative education," "improving working environments," "checking stress levels," "enhancing counseling programs" and "support for those returning to work after taking time off." The Company also distributes leaflets and pamphlets to associates aimed at facilitating an understanding of mental health care.

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Human Resources Initiatives

External Evaluations

Recognized under the 2023 Certified Health & Productivity Management Organizations Recognition Program

Following the previous year, Honda was again recognized in the large enterprise category of the 2023 Certified Health & Productivity Management Organization Recognition Program. Jointly promoted by Japan's Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, the program recognizes companies that consider health management of employees from a corporate management viewpoint and strategically promote related efforts.



4

Social

Supply Chain

Material issues

- Responding to climate change and energy issues
- Deploying total supply chain sustainability initiatives

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Basic Approach

Strengthening Supply Chain Sustainability

In order to provide customers with a timely, stable supply of better products and services, it is necessary to put significant effort into developing and optimizing supply chains with suppliers around the world while also taking into account environmental and human rights issues.

Companies within the automobile industry, which is a broad-based industry supported by many suppliers, must pursue the reduction of not only their own environmental impacts but also those of suppliers throughout their entire supply chain.

Additionally, as awareness of compliance and human rights issues grows worldwide, companies are expected to verify working conditions and legal compliance not only for themselves but also for their suppliers, as well as make efforts to take corrective action if required.

Honda has issued the "Honda Supplier Sustainability Guidelines" to share its approach to sustainability with suppliers worldwide and to promote it in conjunction with them.

Based on this guideline, Honda will actively promote sustainable initiatives at its development and manufacturing facilities in cooperation with its suppliers. By doing so, Honda is seeking to realize a supply chain where Honda co-exists and co-prospers with local communities as a company society wants to exist.

Honda is striving to strengthen supply chain sustainability, mainly in the areas of purchasing and logistics.

Additionally, as part of this fiscal year's organizational restructuring, we integrated the procurement and logistics areas and newly established the 'Global Conference' as a global meeting structure for the entire supply chain, which had been focused on logistics as the 'Global SCM Committee' until last fiscal year.

This meeting body holds conferences in all regions with the following three main objectives.

- Discuss common themes in the 6 regions at appropriate timing and members allocated to each theme
- Directly discuss and resolve global issues originating from each region among top executives in the supply chain purchasing area
- Share issues that may become challenges in the future and discuss the direction of responses

Overview of supply chain



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Basic Approach to Purchasing

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

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.

Honda has also compiled points that should be followed by each and every associate engaging in purchasing activities as the Guiding the Code of Conduct for Purchasing Associates. By following these Rules, the Company ensures trust both internally and externally and builds sound relationships with suppliers.

Purchasing Belief and Three Purchasing Principles

We do fair and equitable business with transparency based on the "Purchasing Belief" and the "Three Purchasing Principles."

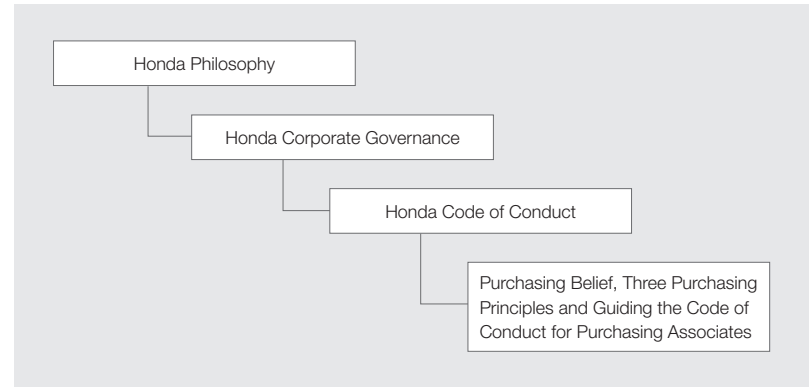
Purchasing Belief

We sustain the procurement of good products at reasonable prices and in a timely manner.

Three Purchasing Principles

| | | |
|--|--|--|
| <p>Fair and open trade</p> <p>We do business with suppliers who can satisfy the requirements of quality, quantity, price and timing and who can share the concept of sustainability with us, based on open competition.</p> | <p>Equal partnership</p> <p>We conduct business on an equal footing regardless of the business size of the supplier or their nationality and other factors.</p> | <p>Respect for suppliers</p> <p>We respect suppliers' management and dignity.</p> |
|--|--|--|

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





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Basic Approach to Purchasing

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. (Please refer to the links on the right.)

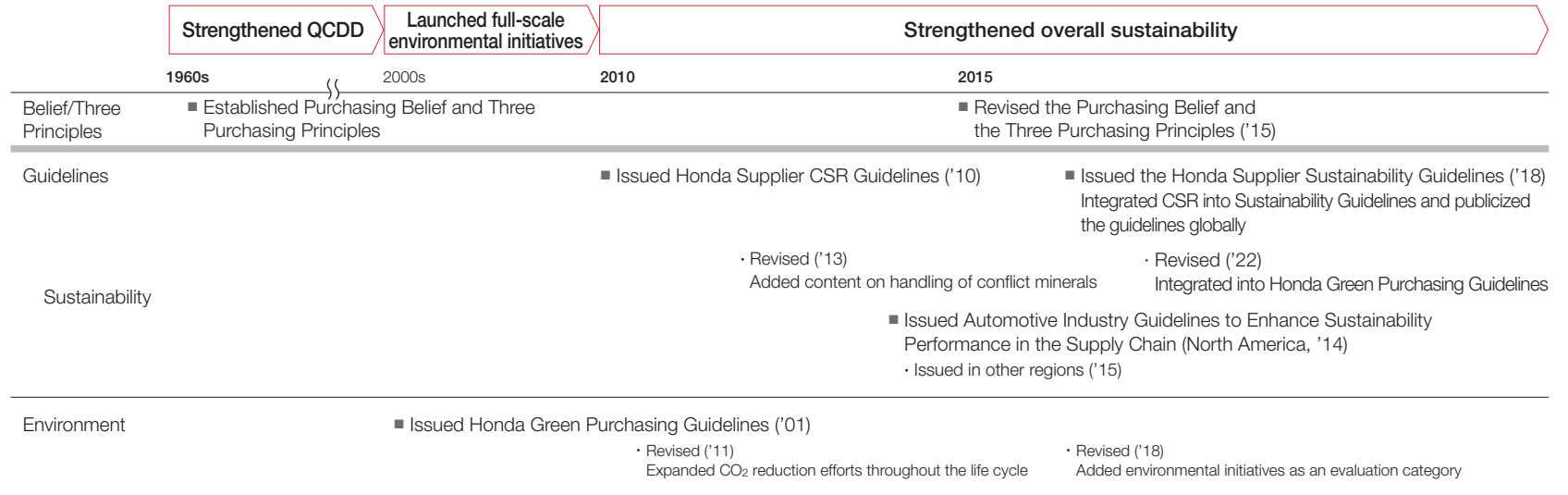
Through the Guidelines, Honda seeks to prevent compliance violations and other issues in advance, along with reducing its environmental impact.

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

Changes in purchasing operations



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 (QCDD), human rights, labor, safety, compliance, risk, protection of information and other aspects to determine the best and most sustainable supplier.

Establishing a Hotline to Receive Suggestions and Consultation Requests from Suppliers

Honda has established the Business Ethics Kaizen Proposal Line (➡ p. 125) to accept suggestions and requests for consultation from all suppliers from a fair and neutral standpoint.

Honda Supplier Sustainability Guidelines
https://global.honda/sustainability/cq_img/report/pdf/supply-chain/supplier-sustainability-guidelines.pdf

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Global Management of Purchasing

Promotion Structure

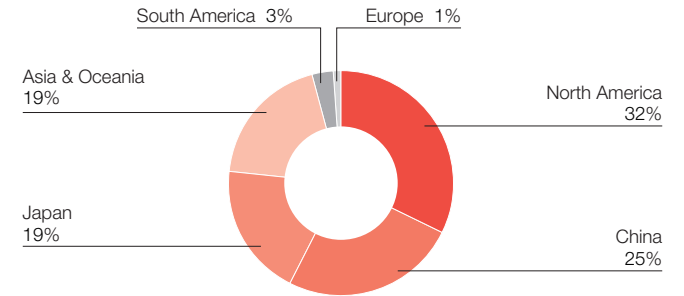
Honda conducts business in six regions worldwide and has respectively established purchasing functions. In line with Honda's corporate philosophy of "building products close to the customer," each region is encouraged to source locally. The rate of local procurement in the United States, Honda's primary 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 CO₂ 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)





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Purchasing Initiatives

Reducing the Environmental Impact Together with Suppliers

Honda shares the Honda Supplier Sustainability Guidelines with its suppliers and promotes activities to reduce environmental impact.

When launching new transactions, Honda shares the guidelines and the grand design with all suppliers in each region, and with their consent, jointly works to realize a low-carbon supply chain.

Initiatives to Achieve Carbon Neutrality

Honda strives to realize carbon neutrality (net zero CO₂ 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 CO₂ 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 CO₂ 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 CO₂ 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 CO₂ emissions at suppliers, including their efforts to achieve total emissions control targets.

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Purchasing Initiatives

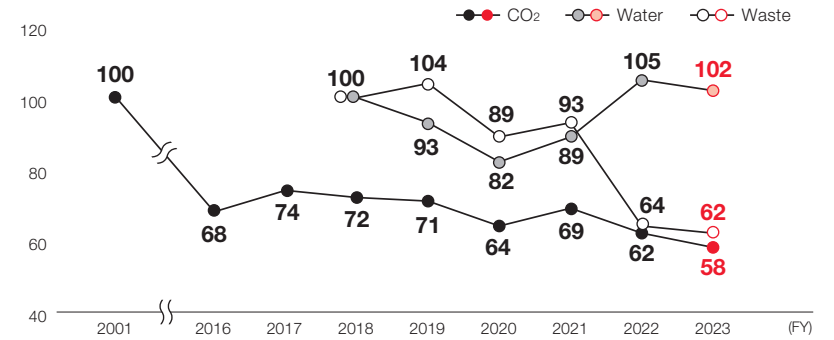
Initiatives to Reduce the Environmental Impact in the Supply Chain

Honda promotes initiatives together with suppliers to reduce the environmental impact, that is, reduce CO₂ emissions and ensure the efficient use of resources in each region.

In Japan, Honda sets specific numerical CO₂, 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.

Performance in reducing the environmental impact
Index of CO₂ emissions/water use/waste generation per millions of yen



* Scope of data: all consolidated tier 1 suppliers in Japan

| Category | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|--------|--------|--------|--------------|
| CO ₂ (t/millions of yen) | 1.08 | 1.07 | 0.95 | 1.03 | 0.93 | 0.86 |
| Water (m ³ /millions of yen) | 9.99 | 9.29 | 8.19 | 8.91 | 10.51 | 10.16 |
| Waste (t/millions of yen) | 0.59 | 0.62 | 0.53 | 0.55 | 0.38 | 0.37 |



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Purchasing Initiatives

Chemical Substance Management

The Company has issued the Honda Chemical Substance Management Standard, which aims to ensure that all the components that make up Honda products comply with laws and regulations as well as to reduce their impact on the global environment and ecosystem. Honda asks suppliers around the world to establish a structure for managing chemical substances that meets the standard and to guarantee that the components they supply satisfy the standard. The Company also uses an industry-standard management system for specific data on chemicals contained in components, which are evaluated prior to commencing mass production.

Measures to Counter Procurement Risk

Honda views all phenomena that can impact production as risks, including disasters, fires, financial issues and labor issues within suppliers. Accordingly, the Company works to reduce these risks and prevent the spread of any impact if they materialize throughout the supply chain, beginning with the procurement of components and materials. For example, Honda defines all components and materials whose procurement is dependent on a single facility as Mission-Critical Parts, and inspections and countermeasures are implemented continually around the world.

Honda began operating a procurement risk management system with suppliers in Japan in December 2014. Through the operation of this system, the Company established structures to assess damage and identify the impact on production at suppliers in a short period of time after the occurrence of a major disaster.

Honda also performs once-yearly evaluations based on supplier surveys in order to minimize financial risk. In addition, the Company checks risk every month by referring to information from third-party organizations.

Requiring Legal Compliance from Suppliers

Honda seeks to strengthen sustainability, including compliance, throughout the supply chain. In conducting business, the Company concludes basic agreements on component procurement that specify areas of attention such as safety, disaster prevention, environmental preservation and the protection of resources. The agreements also contain terms regarding compliance with each country's laws and regulations, including competition laws and laws and regulations related to the prevention of bribery.

Responsible Mineral Sourcing

Honda recognizes the potential link between the increased demand for rare minerals, including cobalt, due to electrification and human rights issues such as child labor, and is engaged in activities aiming to avoid the use of minerals that may contribute to human rights violations and environmental pollution. In Japan, the Company uses templates provided by the Responsible Minerals Initiative (RMI) and works to identify cobalt refiners with the cooperation of its suppliers. Going forward, Honda will also consider global initiatives.



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Purchasing Initiatives

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. In a written survey, Honda carries out the following three activities accordingly.

- Distribute a check sheet based on international standards
- Confirm the compliance status of the guidelines
- Promote improvement

The check sheet encompasses all aspects of human rights and labor matters, including eliminating race, ethnicity, nationality, religion, gender and other discrimination, as well as banning child labor, forced labor and human trafficking and guaranteeing minimum wages. The check sheet verifies supplier activities in a broad range of fields as it also covers such evaluation categories as the environment, compliance and information disclosure.

Next, Honda conducts and verifies the following items in an interview survey with high-risk suppliers.

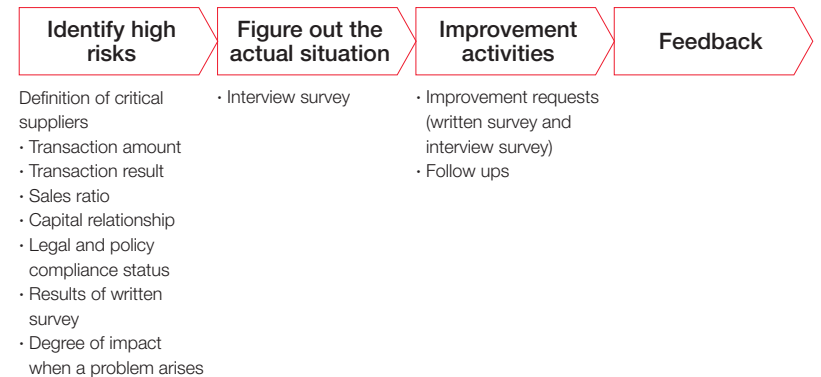
- Check relevant records, actual production processes and related facilities
- Verify the progress through a report on the improvement plan and result
- Conduct a follow-up investigation (including an on-site check as necessary)

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





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Purchasing Initiatives

Instruction and Training for Associates

To ensure that every associate involved in Honda's purchasing operations promotes honest and fair initiatives, Honda has prepared manuals and personnel development programs in each region.

For example, in North America, Honda provides extensive training through seminars, e-learning and on-the-job training (OJT). In its Basic Training Course, the Company shares its approach in such areas as the selection of suppliers and initiatives to strengthen QCDDE. Honda's Building Business Relations training emphasizes the importance of the Company's code of conduct, legal compliance and confidentiality in developing positive long-term relationships with suppliers.

In this way, Honda has developed programs worldwide that incorporate the cultural and social background of each region in addition to basic knowledge about purchasing operations to provide instruction for all purchasing associates.

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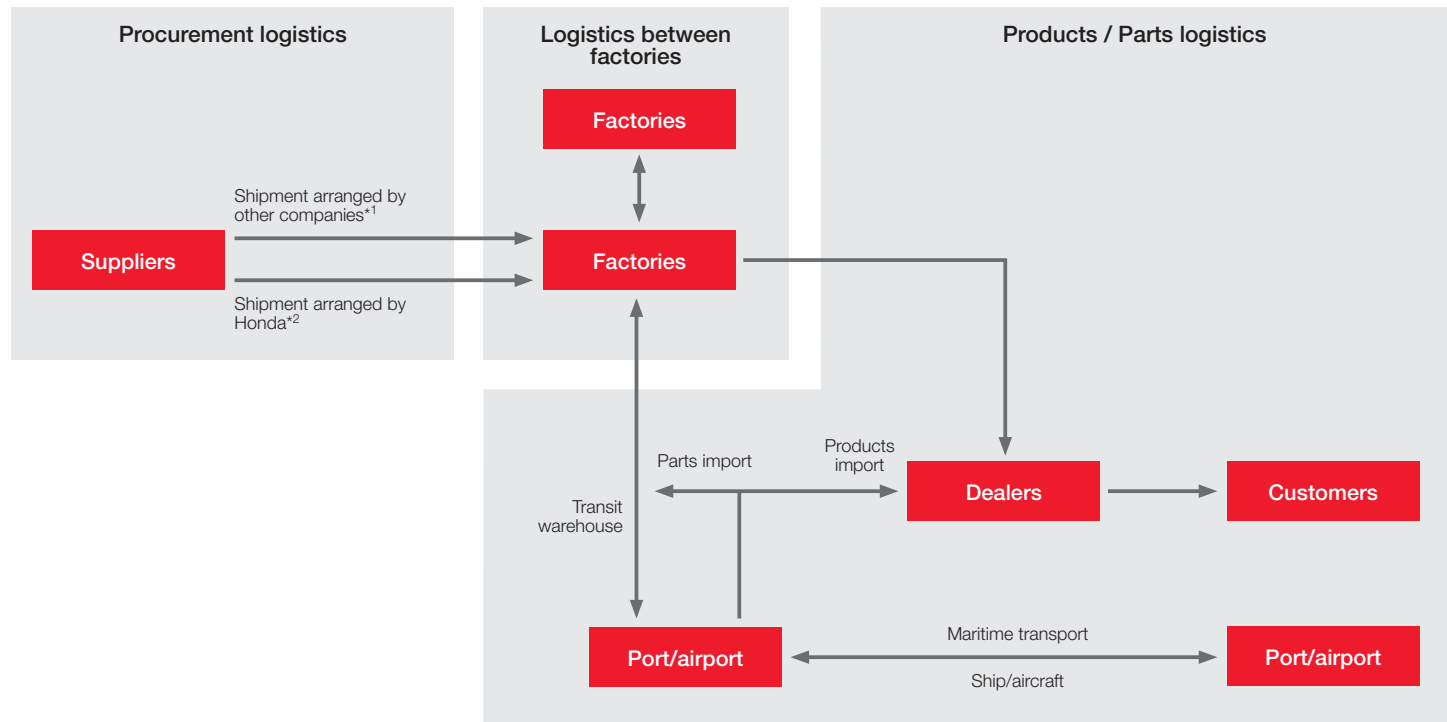
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Basic Approach to Logistics

At Honda, many parts that are used in its products are transported from suppliers to its factories. Likewise, the completed models, as well as parts for services and repairs, are sent directly from the factories to dealers. Honda, which transports large volumes of goods from upstream to downstream in the manufacturing process,

considers the reduction of environmental burden and compliance risk management as important issues, as well as improving efficiency in logistics. For instance, as an initiative to reduce the environmental burden, Honda is promoting more efficient container transport.

Overview of Honda logistics



*1 A transportation operator retained by the supplier delivers sourced parts to the entrance of Honda's plants.

*2 A transportation operator retained by Honda makes the rounds of parts suppliers and picks up the sourced parts.

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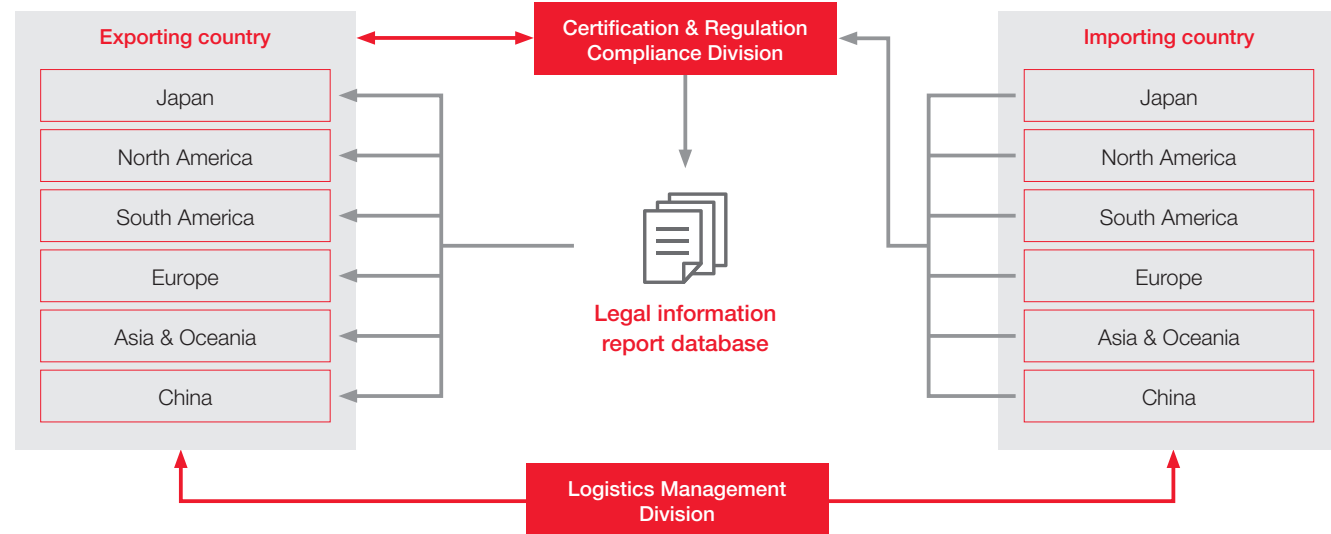
Global Management of Logistics

Integrated Management of Legal Information Concerning Logistics

In order to supply products and parts across countries and regions, it is necessary to identify and analyze a variety of factors, including the different transportation infrastructures, laws and natural disaster risks in each country. Laws and regulations, in particular, have the potential to significantly impact safety and speed in transportation.

Honda aims to constantly obtain accurate information and ensure an efficient, accurate and early response on a global basis. To do so, the Company has established a function for the integrated management of international treaties and legal information concerning logistics operations. In addition to this, Honda is working to strengthen compliance with laws and regulations by ensuring a swift response.

Integrated management framework for legal information



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Logistics Initiatives

In the area of logistics, Honda is taking the following three major initiatives to achieve carbon neutrality by 2050:

- 1) Highly efficient transportation (smart logistics)
- 2) Low carbon transportation (clean logistics)
- 3) Technological advancement of packaging materials

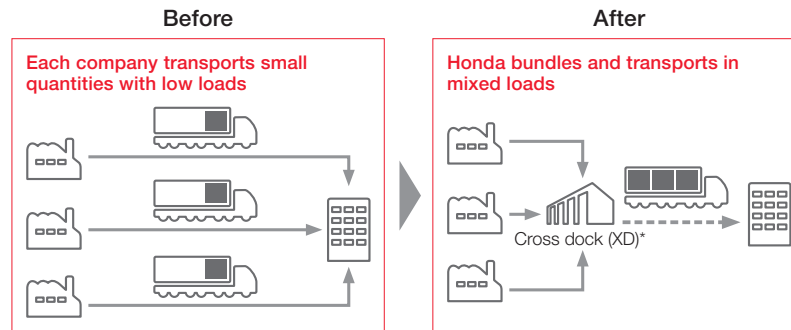
1) Highly efficient transportation (smart logistics)

Honda is promoting highly efficient transportation to improve QCD related to logistics.

Improving Transportation Efficiency via Co-Creation with Suppliers

To minimize the logistics losses incurred by our suppliers, we ask them to deliver products to the nearest cross-dock (XD) of their shipping bases. From the XD, Honda then combines the products within a multi-company consolidation to transport them efficiently.

The effects of these measures have contributed to a reduction in the loads handled by distant suppliers and also a reduction in CO2 emissions.

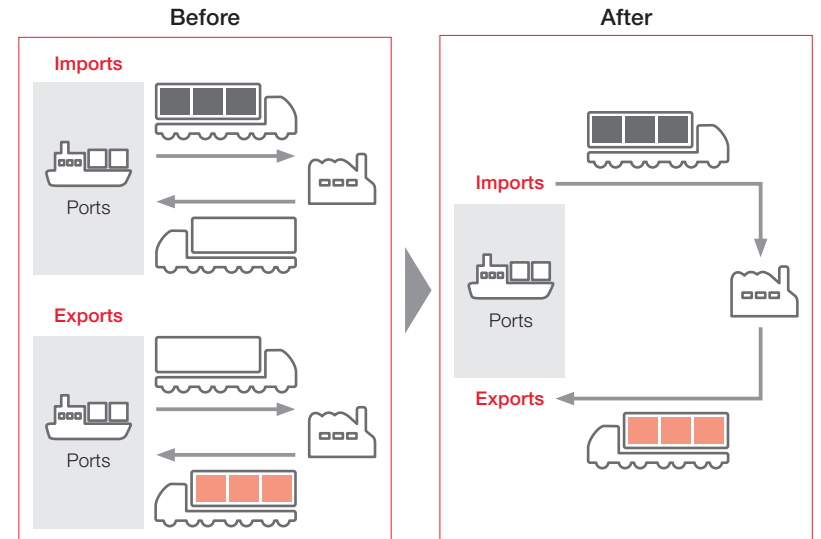


* Cross dock (XD): Warehouse with functions centered on the transshipment of parts

Container Round Use

Since containers are rented from shipping companies, it is a common business practice to return them promptly after cargo transportation.

However, since Honda has both export and import cargo, it negotiated with the respective shipping companies to reduce the transportation of empty containers upon return. As a result, the Company was able to reduce costs by 40% to 60%, as well as CO2 emissions in Japan.



4 Social

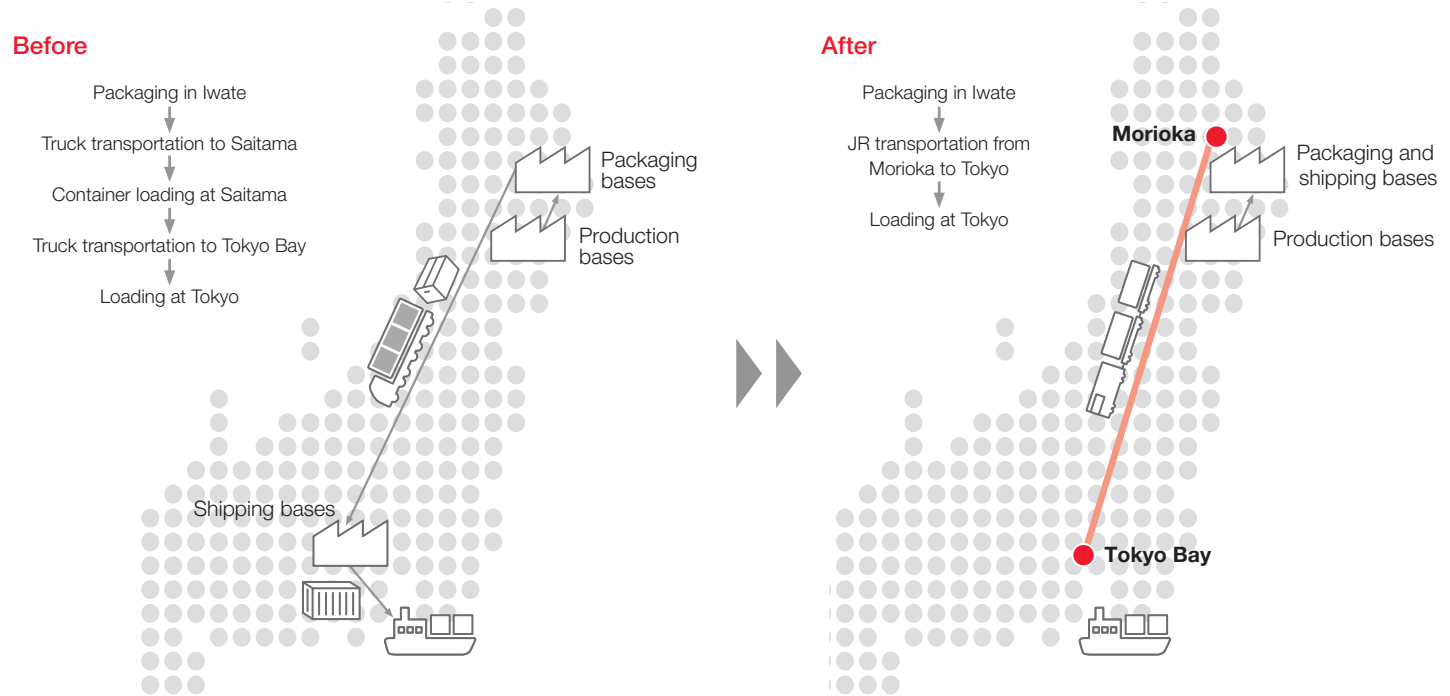
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Logistics Initiatives

2) Low-carbon transportation (clean logistics)

By focusing on long-haul transport, Honda is working to expand the modal shift so that rail and ships can be favored over trucks as modes of transportation. In India and Vietnam, for carrying products to distant regions, we are switching from trucks to ship and rail transport. Similarly, in China, we are switching from trucks to railway transportation.

In Japan, we are also working to switch to railway transportation. In June 2022, we initiated the railway transportation of general-purpose products from Morioka to Tokyo. As a result, our CO2 emissions were reduced by 26.84 t-CO2 from June 2022 to March 2023.



Honda Sustainability Report 2018 p. 100 https://global.honda/sustainability/cq_img/report/pdf/2018/Honda-SR-2018-en-all-02.pdf#page=101

Honda Sustainability Report 2019 p. 123 https://global.honda/sustainability/cq_img/report/pdf/2019/Honda-SR-2019-en-all.pdf#page=124

China [Protecting the global environment] → p. 109

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Logistics Initiatives

3) Technological advancement of packaging materials

Honda exports (supplies) parts between factories across different countries and regions, before conducting the assembly of vehicles and equipment in the importing countries.

Such parts exports involve the usage of packaging materials, which are classified as outer case and inner container.

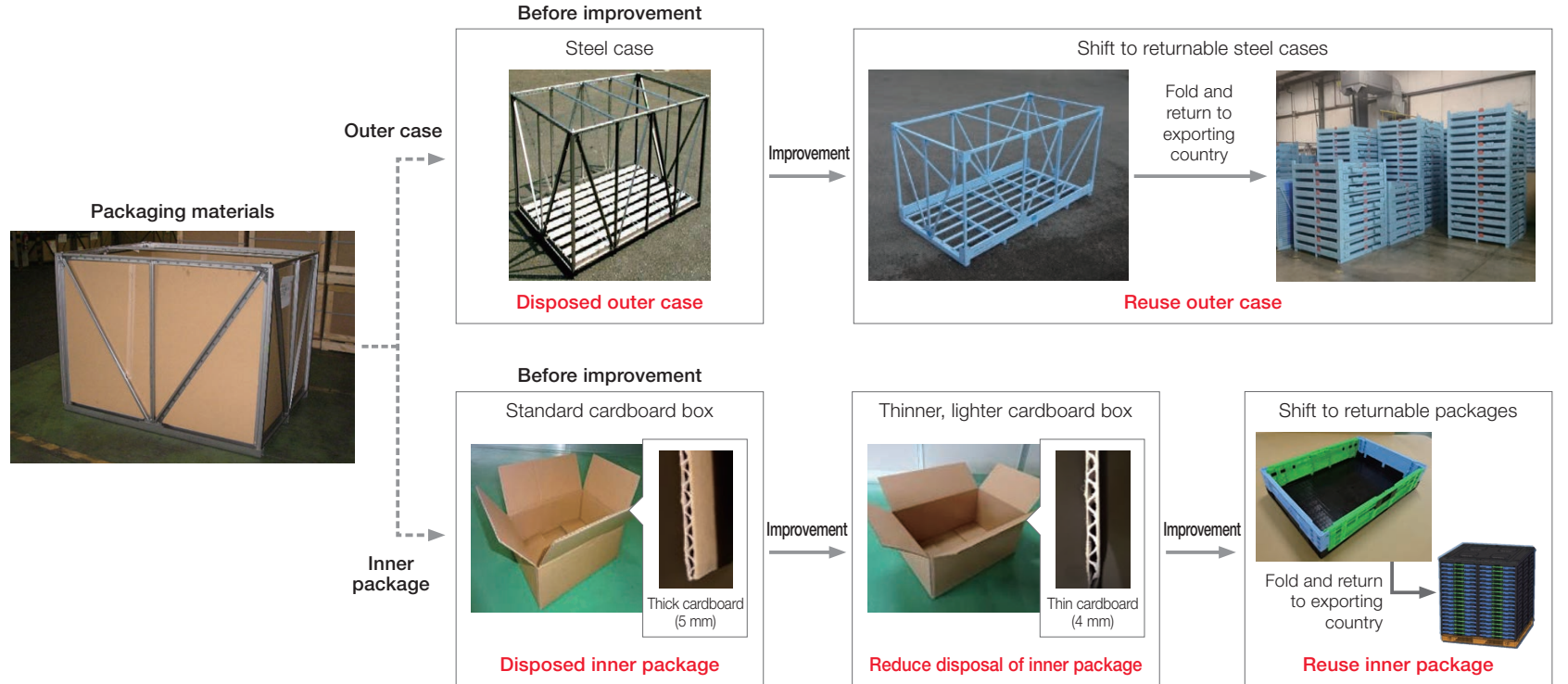
In the past, these packaging materials were disposed of in the importing country. Instead, we are now working to reduce waste and CO₂ emissions by reusing containers and reducing the weight of packaging materials.

We are also cooperating with other companies in the same industry to consider how the joint use of recycled materials can work.

Classification and improvement of packaging materials

| Packaging materials | Use | Advancement of packaging techniques |
|---------------------|---|--|
| Outer case | Case to be loaded onto containers | Returnable steel cases |
| Inner package | Package of parts to be placed in the outer case | Use of thin, light cardboard boxes; shift to returnable packages |

Improvement of packaging



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Joint Efforts with Industry Groups and Suppliers

Honda is striving to strengthen sustainability across the entire supply chain of parts and logistics through initiatives such as capacity building in collaboration with the automotive industry and its suppliers.

Collaboration with Industry Groups and Suppliers

Honda North America Inc., Honda's U.S. subsidiary, participates in working groups established by the Automotive Industry Action Group (AIAG) to strengthen sustainability in the supply chain. They participate in the Responsible Materials working group, the Human Rights and Trade working group, the GHG working group and the Chemical Management working group. AIAG has offered supplier training and encourages participation in training sessions on corporate ethics, environmental regulations, the working environment, human rights and other topics for tier 1 and sub-tier suppliers in North America since 2012.

In addition, Honda participates in AIAG's Corporate Responsibility Steering Committee and Drive Sustainability* to proactively identify issues, needs and trends in and outside the automobile industry.

In North America, e-learning programs using computer-based training (CBT) are also provided for suppliers in order to facilitate their understanding of sustainability. Under the theme of sustainability, these programs deal with the environment, export control, social responsibility, safety and health, diversity, governance, compliance and ethics.

* Newly launched partnership to promote sustainability in the automobile industry

Dialogue with Suppliers

In December 2022, Honda convened a Sustainability Information Sharing Meeting, where it shared current social trends and provided feedback on the results of inspections at suppliers in accordance with the Honda Supplier Sustainability Guidelines.

Honda also regularly holds conferences around the world to share with suppliers the direction of its business and the substance of its initiatives. In FY2023, meetings were held in 23 locations around the world. At these regional conferences, Honda presented Supplier Awards to recognize those suppliers who have achieved outstanding results in each aspect of QCDDDE.

In Japan, Honda has held an annual conference since 1974. Senior management from about 470 suppliers attended the conference in February 2023, which was held in a hybrid format of on-line and in-person meetings. At the conference, Honda explained both company-wide policies and policies of the motorcycle, automobile and power products businesses. Furthermore, in FY2018, the Company began presenting the Sustainability Award to suppliers who have made outstanding efforts in all areas of ESG. With this award, Honda has broadened its perspective from the old Environmental Award, which focused primarily on greenhouse gas (GHG), to include social and governance aspects.

In North America, Honda presents the Sustainability Award to suppliers who have made the greatest contributions in social areas such as compliance, safety and health, community contribution activities, the environment, diversity and human rights.



Presentation of Sustainability Department Award to Niterra Co., Ltd. in Japan

4

Social

**Social Contribution
Activities**



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Basic Approach

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.

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



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Global Management

Honda's Global System for Social Contribution Activities

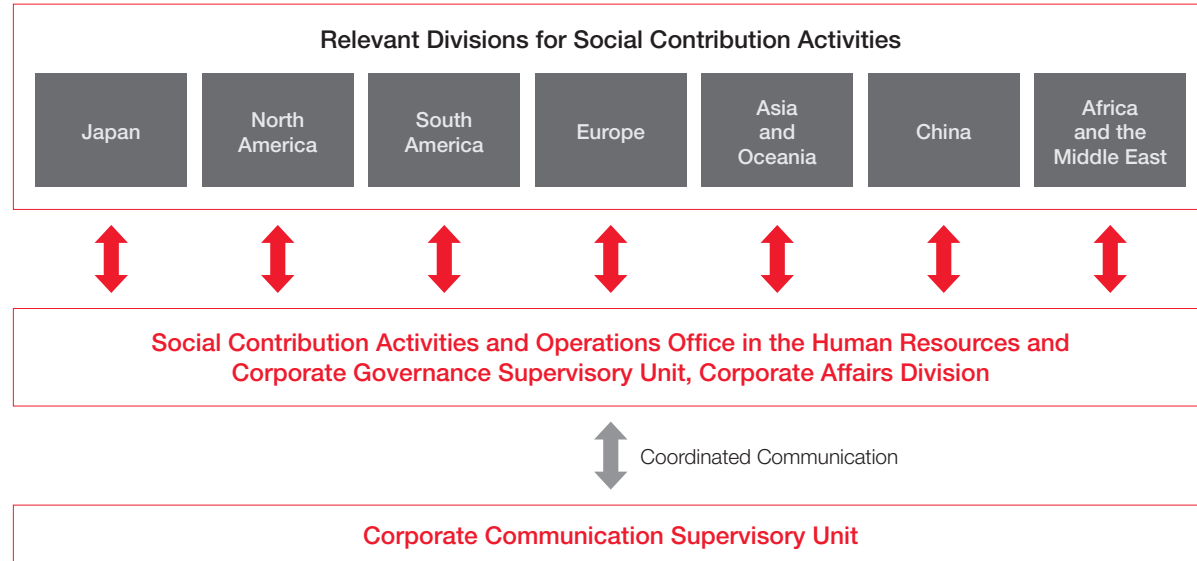
Honda's social contribution activities are centered on four core policies: supporting our youth for the future; protecting the global environment; promoting traffic safety; and addressing local community needs. Based on these policies, the entire Honda Group engages in activities that recognize the value of its bonds with local communities.

Honda pursues a variety of activities in seven regions, taking maximum advantage of its resources in line with its Global Policy for Social Contribution Activities.

To strengthen Honda's global networks, the Social Contribution Activities and Operations Office in the Human Resources and Corporate Governance Supervisory Unit, Corporate Affairs Division, gathers activity data from across the seven regions, shares activity policies, and works together with the Corporate Communication Supervisory Unit for the coordinated communication of information.

Going forward, the Honda Group intends to fulfill its responsibilities as a good corporate citizen; to this end, the Group will continue its efforts to create future societies in which everyone can pursue their dreams and promote a wide range of activities hand-in-hand with local residents under globally coordinated initiatives.

Honda's Global System for Social Contribution Activities



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Initiatives for Social Contribution Activities

Summary of the Activities in FY2023

In FY2023, Honda's social contribution activities are tailored to local circumstances in accordance with its Global Policy for Social Contribution Activities, with the aim of creating future societies in which everyone can pursue their dreams.

Toward the dual realization of "a circular/resource-recycling society with zero environmental impact" and "a collision-free mobile society," Honda has been working globally to nurture mindsets that respect the environment as well as prevent accidents through safety awareness activities focused on people.

This report provides representative examples of Honda's activities undertaken in each region, including those mentioned above.

Further details can be found at the following link.

Honda's Social Contribution Activities
<https://global.honda/about/sustainability/community.html>

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.

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Initiatives for Social Contribution Activities

North America [Supporting Our Youth for the Future]

Educational Support for Students of Color

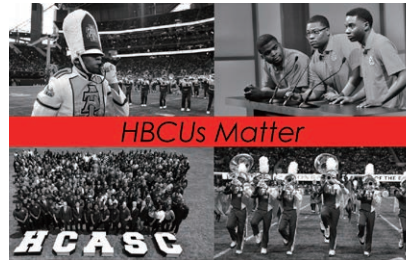
For over 30 years, American Honda Motor Co., Inc. (AHM) has supported the success and dreams of Historically Black Colleges and Universities (HBCUs) students through initiatives including the Honda Campus All-Star Challenge and Honda Battle of the Bands. These programs provide unforgettable experiences 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

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Initiatives for Social Contribution Activities

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

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Initiatives for Social Contribution Activities

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 tree-planting 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 m² 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