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# Performance Data

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# Environmental Data

## Scope of Coverage

### Organizations Covered

Honda Motor Co., Ltd. and its 397 group companies in and outside of Japan (comprising 327 consolidated subsidiaries and 70 affiliated companies accounted for by the equity method). The number of companies is as of the end of December 2022.

### Period Covered

FY2023 (April 1, 2022 – March 31, 2023)

## List of Targets

Target Items	Targets for 2030	Targets for 2050
Reduction rate of total CO <sub>2</sub> emissions from corporate activities (compared to FY2020)	46%	
Motorcycles	15%	
Sales ratio of electrified products	30%	
Automobiles	36%	CO <sub>2</sub> emissions, net zero
Power products	34.0%	
Reduction rate of CO <sub>2</sub> emissions intensity of product use (compared to FY2020)	27.2%	
Motorcycles	28.2%	
Automobiles	14.5%	Zero industrial water intake and industrial waste
Power products	14.5%	
Reduction rate of total water intake in corporate activities (compared to BAU)		
Reduction rate of total waste generation in corporate activities (compared to BAU)	(Set internal milestones)	100% use of sustainable materials
Product resource circulation		



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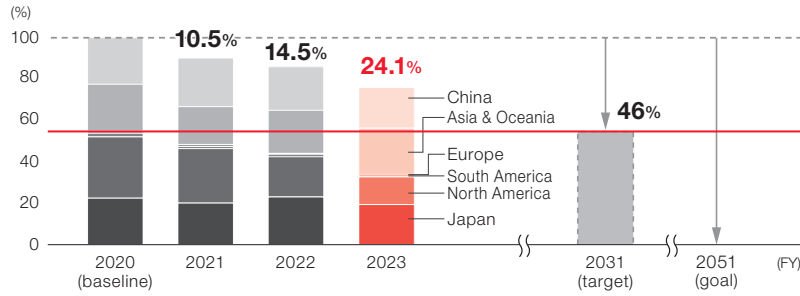
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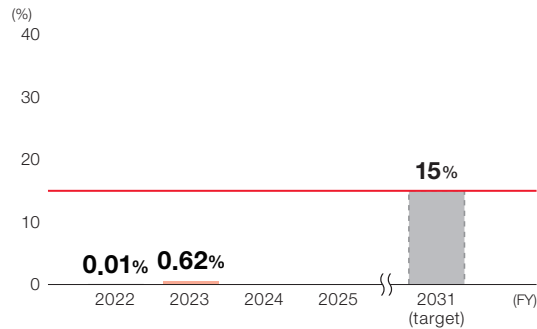
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Reduction rate of total CO<sub>2</sub> emissions from corporate activities (compared to FY2020)

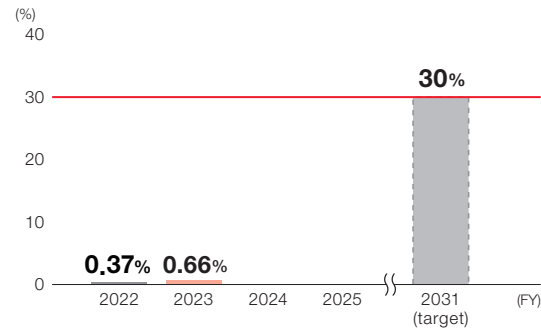


Sales ratio of electrified products

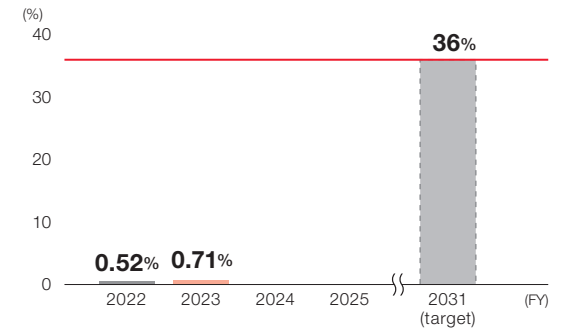
### Motorcycles



### Automobiles

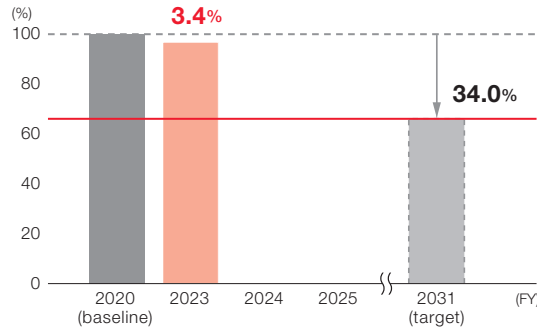


### Power products

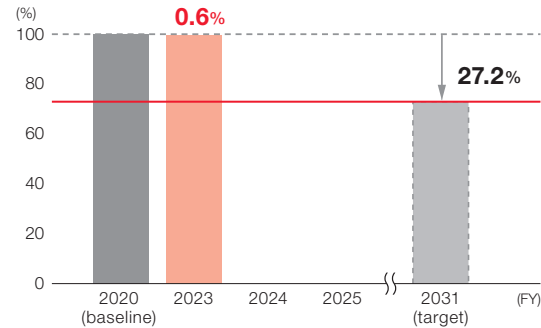


Reduction rate of CO<sub>2</sub> emissions intensity of product use (compared to FY2020)

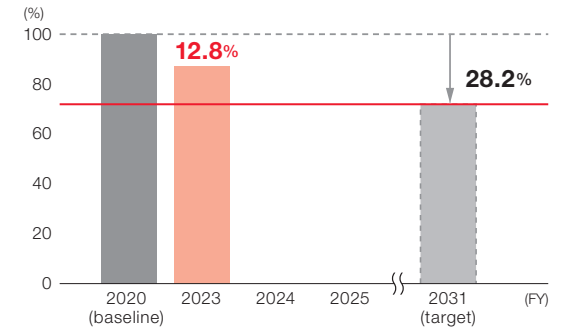
### Motorcycles



### Automobiles



### Power products



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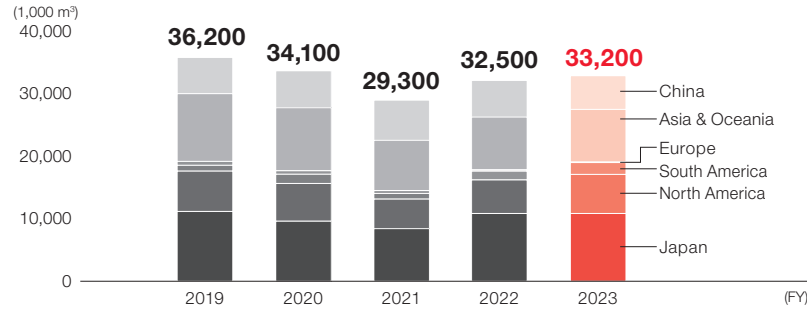
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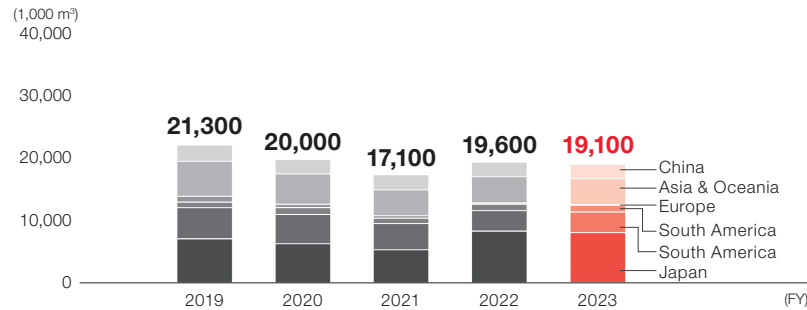
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## Amount of water intake



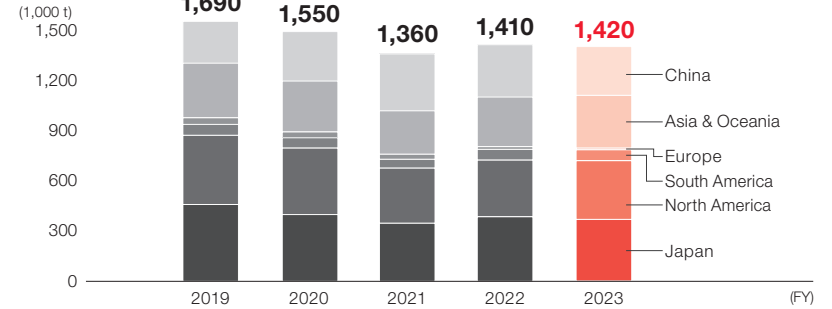
Calculation method: Amount of water intake =  $\Sigma$  (Purchased from the water facilities + Groundwater intake + Rainwater utilization amount + Surface such as rivers water intake)  
 • Expressed in three significant digits

## Wastewater volume



Calculation method: Volume amount =  $\Sigma$  (Wastewater processed by other companies + Discharge directly into public waters)  
 • Figures include some estimated values.  
 • Expressed in three significant digits

## Waste generated



Calculation method: Emissions amount =  $\Sigma$  (Industrial waste + general administrative waste + valuable resources emission)  
 • However, regions outside of Japan are beyond the scope of data for industrial waste (excluding harmful waste defined in accordance with regulations in respective countries) and general administrative waste.  
 • Expressed in three significant digits

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## Honda GHG Emissions in FY2023

As a responsible company operating in the mobility industry, Honda believes in the importance of calculating and disclosing GHG emissions in order to drive progress in initiatives to reduce global emissions.

As the first milestone in this endeavor, in August 2012 Honda disclosed estimates of all FY2012 GHG emissions from its entire value chain in conformity with the GHG Protocol\*1, currently the world's most widely used GHG emissions accounting standard. The Company became the world's first mobility company to release estimates of emissions not only from its own business activities (Scopes 1 and 2) but also from all upstream and downstream activities (Scope 3), extending from the procurement of raw materials to the transportation and customer use of Honda products and ending with the treatment of end-of-life products.

Honda continues to calculate and report the GHG emissions from its entire value chain and is making improvements to obtain more accurate emissions readings. The Company is doing this in Scope 3 (other indirect emissions), for example, by widening the boundaries of data collection for categories that account for the largest proportion of estimated emissions, and by improving the accuracy of the calculation methods.

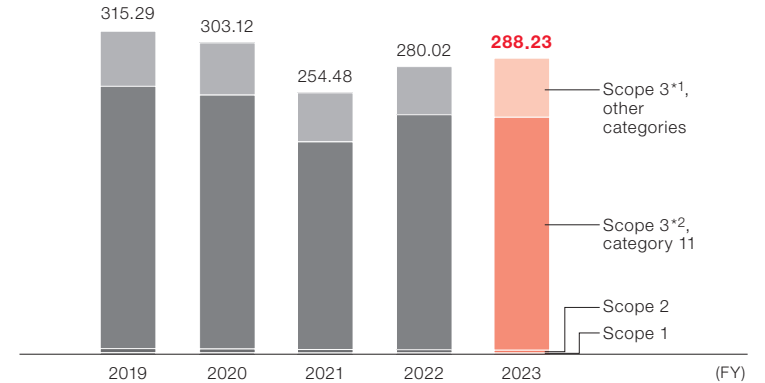
In due consideration of the actual results of FY2022, the scope of calculation has been extended from about 90% of global sales volume to approximately all in total. The conditions used in calculating figures such as annual mileage and lifetime years of use have been changed and are now based on the newer IEA Mobility Model (MoMo) instead of the conventional IEA SMP Model.

The calculations for FY2023 show that GHG emissions from Honda business activities were 3.82 million t- CO<sub>2</sub>e, and total emissions from the value chain, including other indirect emissions, were 288.23 million t- CO<sub>2</sub>e. Honda will continue to monitor and manage data and utilize this information in the actual implementation of emissions reduction measures.

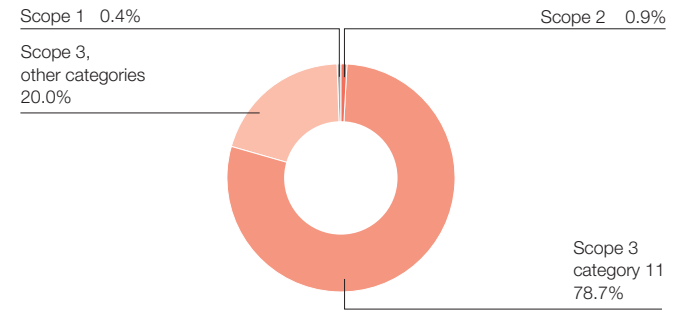
\*1 The Greenhouse Gas Protocol: developed under the initiative of the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI)  
 \*2 The calculation conditions for other categories (category 1) of Scope 3 have been partially changed.  
 \*3 For category 11 of Scope 3, the data is calculated using the IEA SMP Model until FY2021, and using the IEA Mobility Model (MoMo) from FY2022. Some of the calculation conditions have been changed since FY2023.

Total GHG emissions

(million t-CO<sub>2</sub>e)



Breakdown of total FY2023 GHG emissions





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## Total GHG emissions

		FY2020	FY2021	FY2022	(million t-CO <sub>2</sub> e) FY2023		
GHG emissions from the entire Honda value chain		(Scopes 1, 2 and 3)	303.12	254.48	280.02	288.23	
Breakdown	Direct emissions from business activities	(Scope 1)	1.24	1.12	1.16	1.09	✓
	Indirect emissions from energy use	(Scope 2)	3.79	3.38	3.14	2.73	✓
	Emissions from Honda business activities	(Total of Scopes 1 and 2)	5.03	4.50	4.30	3.82	✓
	Emissions from customer use of sold products	(Scope 3, category 11)	247.25	202.21	228.87	226.86	✓
	Other emissions	(Scope 3, other categories)	50.84	47.77	46.85	57.55	
	Other indirect emissions	(Total of Scope 3)	298.09	249.98	275.72	284.41	

- Scope 1: Direct GHG emissions from business activities, as defined by the GHG Protocol (e.g., Combustion of fuel oil at a manufacturing plant, emissions from work vehicles and company cars). In Japan, Honda uses the emission factor based on the Act on Promotion of Climate Change Countermeasures and in each region except Japan, emission factors from the 2006 IPCC Guidelines for National GHG Inventories. Figures for climate change potential coefficient are derived from the IPCC's Fourth Assessment Report (2007).
- Scope 2: Indirect GHG emissions from a company's use of energy, as defined by the GHG Protocol (e.g., electrical energy used by a manufacturing plant or office). Honda adopts to the GHG Protocol's standard market-based method. In Japan, Honda uses adjusted emission factors by electric utility based on the Act on Promotion of Global Warming Countermeasures. In each region except Japan, Honda uses electricity utilities emission factors and latest regional emission factors, and if unavailable, national emission factors from the IEA's Emissions from Fuel Combustion.
- Scope 3: Other indirect GHG emissions not included in Scope 1 and Scope 2, as defined by the GHG Protocol. Scope 3 is systematically broken down into 15 categories (e.g., category 11 includes emissions arising from the use of sold products; category 12 includes emissions arising from the end-of-life treatment of sold products).
- The "Scope 3, category 11" figures presented in this report represent the cumulative amount of GHGs that will have been emitted by products sold by Honda in the applicable fiscal year (automobiles, motorcycles, power products and aircraft) as a result of their use by customers from the time they received those products until they dispose of them in the future. Calculations cover the emission of all motorcycles, automobiles, power products and aircraft sold worldwide under the Honda brand name. These emissions are calculated using the following formula for each model and adding the results: CO<sub>2</sub> emissions intensity x Annual distance traveled or Annual usage in hours x Product lifetime in years x Annual unit sales.
  - CO<sub>2</sub> emissions intensity: Average annual mileage of each model set at same value per region or Annual consumption of each model and Average annual used time distinguish general business from business use
  - Annual mileage / Lifetime years of use: Referring to IEA estimation model, "MoMo," etc.
  - CO<sub>2</sub> emission factor: Referring to the GHG calculation guidelines that public authorities in each region issued. If there are no appropriate guidelines, reference from the ones of Japanese.
- The "Scope 3, other categories" figures presented in this report are the sum of emissions from categories 1, 2, 3, 4, 5, 6, 7, 9, 10, 12 and 15. As per the GHG Protocol, Honda excludes categories 8, 13 and 14 from its calculations, as these categories are either not part of Honda business activities or emissions from these categories are accounted for in other categories.

✓ Data indicated with received the independent practitioner's assurance.

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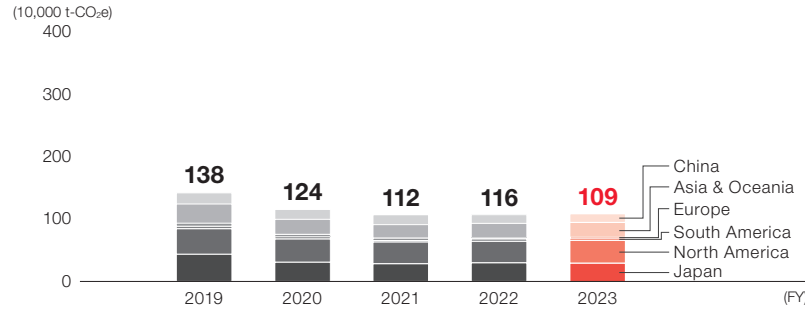
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## GHG emissions

### Direct emissions (Scope 1)



Calculation method: Emissions amount = [Volume of fuel usage x CO<sub>2</sub> emission factor] + CO<sub>2</sub> emissions from non-energy sources + [Volume of non-CO<sub>2</sub> GHG emissions x Global warming factors]

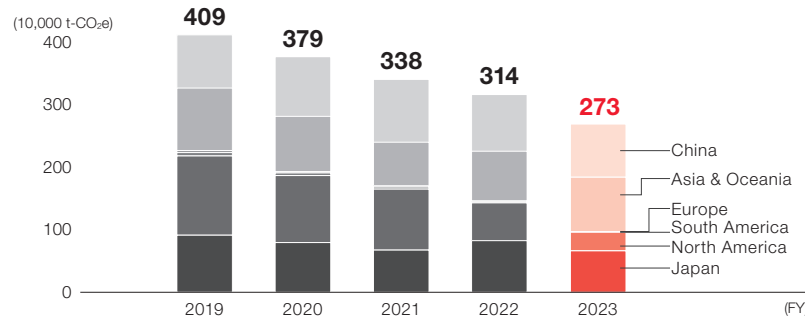
Emission factors

Japan: Emission factors based on the Act on Promotion of Global Warming Countermeasures

Regions outside of Japan: Emission factors from 2006 IPCC Guidelines for National GHG Inventories Figures for global warming potential coefficient : The IPCC's Fourth Assessment Report (2007)

- Figures of GHG emissions from non-energy source include some estimated values.
- Calculations are mainly based on emissions from stationary combustion sources.
- Expressed in three significant digits

### Indirect emissions (Scope 2)



Calculation method: Emissions amount = Σ (Purchased electricity consumption, etc.\*1 x emission factor)

Honda adopts to the GHG Protocol's standard market-based method.

Emission factor:

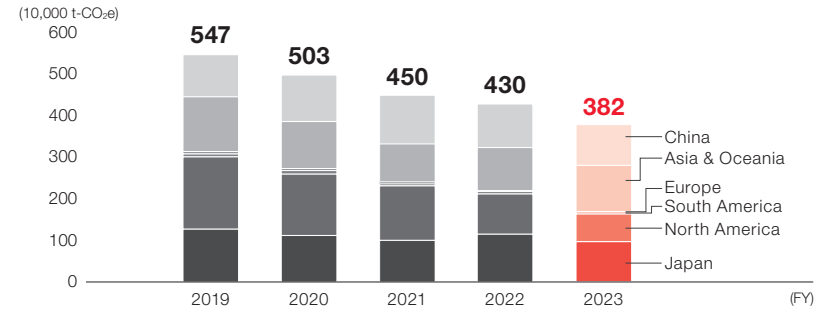
Japan: Electricity utilities emission factors based on the Act on Promotion of Global Warming Countermeasures

Regions outside of Japan: Adjusted emission factors by electric utility and latest regional emission factors, if unavailable, national emission factors from the IEA's Emissions from Fuel Combustion.

\*1 Other includes steam and hot water, the emission factors are based on the Act on Promotion of Global Warming Countermeasures.

- Expressed in three significant digits

### Total GHG emissions (Scopes 1 and 2)



Calculation method: Total GHG emissions (Scope 1 and 2) = Direct GHG emissions + Indirect GHG emissions

• Expressed in three significant digits

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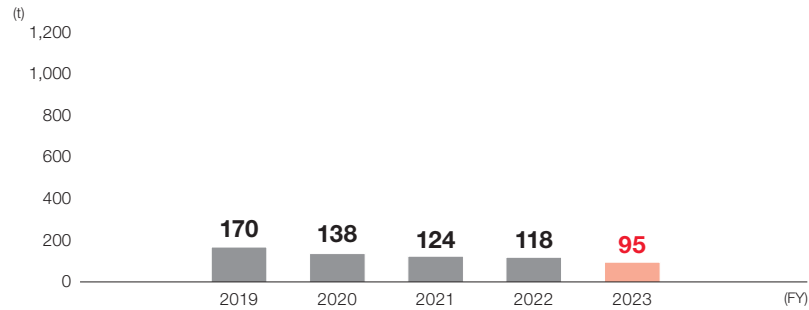
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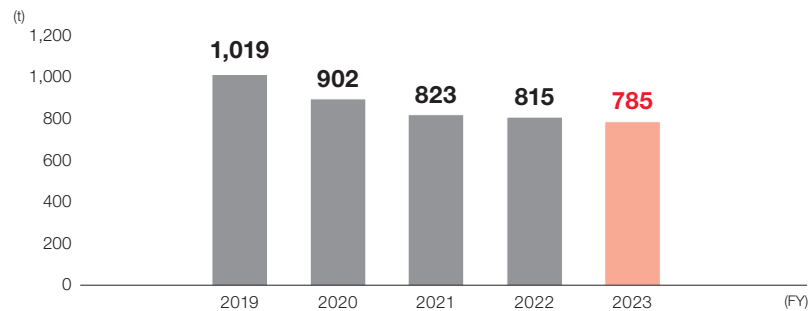
## Atmospheric pollutants

### SOx emissions



Calculation method: Emissions amount =  $\Sigma$  (Fuel consumption x Density x Sulfur content x 64/32)  
 • Calculations are based on fuel consumption.  
 Density: Derived from the translation coefficient list in Statistics Information by Petroleum Association of Japan  
 Sulfur content: Derived from Act on the Quality Control of Gasoline and Other Fuels or the standard of LP gas (JIS K 2240)

### NOx emissions



Calculation method: Emissions amount =  $\Sigma$  (Fuel consumption x Emission factor for each fuel)  
 • Calculations are based on fuel consumption.  
 Emission factor for each fuel: Derived from NOx emissions calculation table (combustion facilities that do not measure the amount of exhaust gas, etc.) on Environmental Activity Evaluation Program (Ministry of the Environment).



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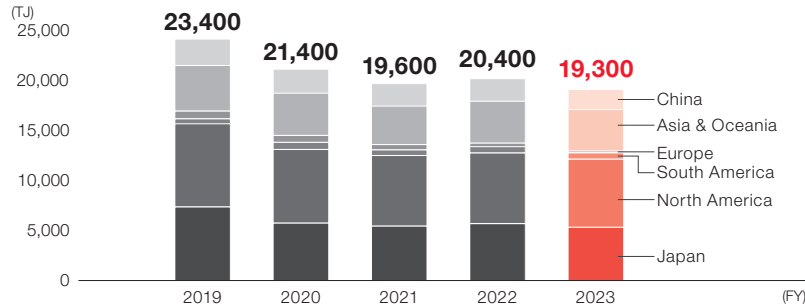
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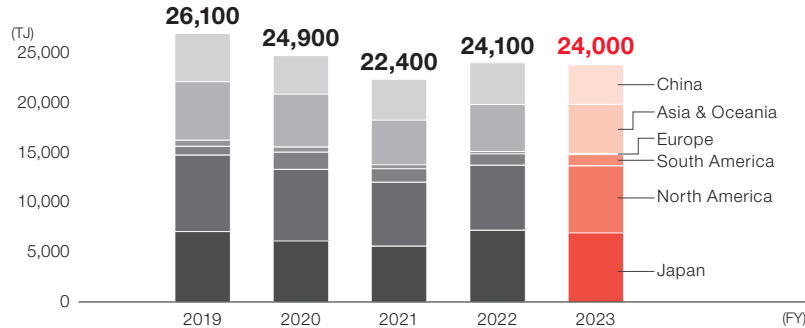
## Energy consumption

### Direct energy consumption



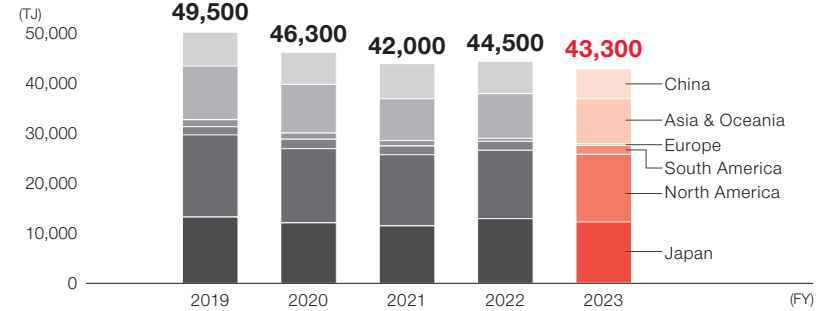
Calculation method: Consumption amount =  $\Sigma$  (Fuel consumption x unit calorific value)  
 Unit calorific value:  
 Japan: Unit calorific value from Reporting and Disclosure System based on the Act on Promotion of Global Warming Countermeasures  
 Regions outside of Japan: Derived from 2006 IPCC Guidelines for National GHG Inventories  
 • Calculations are mainly based on energy consumed by stationary exhaust sources.  
 • A terajoule (TJ) is a unit of energy, "tera" meaning 10<sup>12</sup>.  
 • Expressed in three significant digits

### Indirect energy consumption



Calculation method: Consumption amount =  $\Sigma$  (Purchased electricity consumption etc.\*1 x unit calorific value)  
 Purchased electricity has been converted to joules using the international standard 3.6 GJ/MWh.  
 \*1 Other  
 Unit calorific value:  
 Japan: Unit calorific value from Reporting and Disclosure System based on the Act on Promotion of Global Warming Countermeasures  
 Regions outside of Japan: 2006 IPCC Guidelines for National GHG Inventories  
 • Expressed in three significant digits

### Total energy consumption



Calculation method: Total energy consumption = Direct energy consumption + Indirect energy consumption  
 • Expressed in three significant digits



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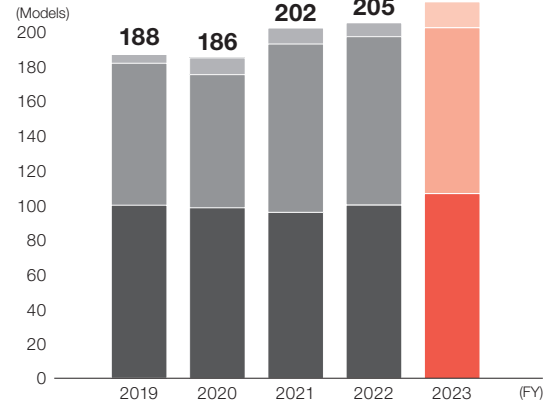
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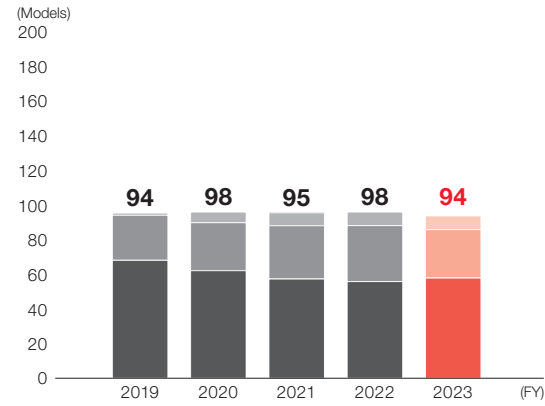
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## Global Number of HEPS-compliant models

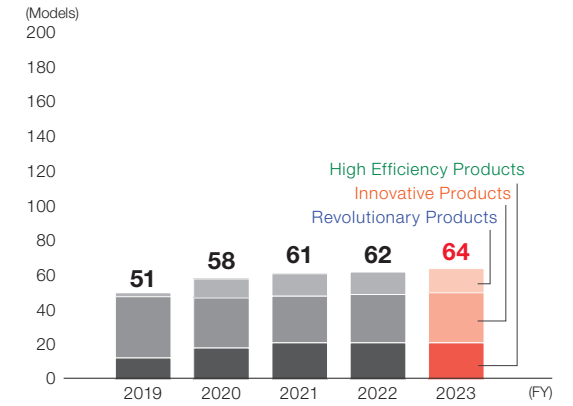
### Motorcycles



### Automobiles



### Power Products



\* Corrected retroactively due to recounting



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## Environmental Data

### Cost of environmental conservation activities and investments

FY2023 (millions of yen)

Category		Major activities and investments	Investments	Expenditures
Business area costs	Pollution prevention costs	■ Air, water, and soil pollution prevention	83	204
	Global environmental conservation costs	■ Global warming mitigation, ozone depletion prevention and other conservation activities	1,183	411
	Recycling costs	■ Waste processing, treatment, reduction, elimination and recycling	72	524
Upstream/downstream costs		■ Collection, recycling, resale and proper disposal of products manufactured and sold ■ Industry organization and other membership fees	0	684
Management costs		■ Installation, operation and acquisition of certification for environmental management systems ■ Environmental impact monitoring and measurement ■ Management and training of associates and organizations responsible for environmental conservation (expenses for environment-related communications activities)	18	2,033
Research and development costs		■ Research, development, planning and design for impact reductions across product life cycles (R&D costs for advanced eco-cars, including EVs and PHVs)	15,828	271,200
Social contribution activity costs		■ Environmental improvement measures, including ecosystem protection, cleanups, green space development and natural landscape conservation ■ Local conservation and communication activities (beach cleanups and watershed conservation activities)	0	168
Environmental damage costs		■ Remediation of polluted soil	0	1
Total			17,185	275,225

- Companies covered: Honda Motor Co., Ltd., Honda R&D Co., Ltd. and Honda Access Corporation
- Some figures are estimated values.
- Guidelines, guidebooks and other environmental accounting publications by Japan's Ministry of the Environment were used as references.
- Figures were calculated on a cash-flow basis with depreciation and amortization expenses excluded.

### Economic benefits (Effect on revenue and expenses)

FY2023 (millions of yen)

Income from sale of valuable waste materials		8,687
Cost reductions from saved energy	Installed technologies	90
	Behavioral changes, etc.	80
Total		8,857

- Companies covered: Honda Motor Co., Ltd., Honda R&D Co., Ltd. and Honda Access Corporation
- Some figures are estimated values.
- Guidelines, guidebooks and other environmental accounting publications by Japan's Ministry of the Environment were used as references.

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# Social Data

## Human Resources Data

### Consolidated number of associates

	FY2021	FY2022	FY2023
Japan	67,496	65,673	<b>62,846</b>
North America	49,358	50,645	<b>51,456</b>
South America	14,877	13,996	<b>14,176</b>
Europe/Africa/ Middle East	8,378	3,851	<b>3,720</b>
Asia & Oceania	53,913	52,698	<b>50,458</b>
China	17,352	17,172	<b>14,383</b>
Total	211,374	204,035	<b>197,039</b>

### Number of associates by gender

	FY2021	FY2022	FY2023
Japan	47,114	44,525	<b>43,208</b>
Male	42,931	40,290	<b>38,961</b>
Female	4,183	4,235	<b>4,247</b>

· With the exception of the item "Consolidated number of associates," HR data for Japan is tabulated from numbers for the following companies: Honda Motor Co., Ltd., Honda R&D Co., Ltd., Honda Racing Corporation, Honda Technical College and Honda Access Corporation.

### Number of new permanent associates

	FY2021	FY2022	FY2023
Japan	1,302	1,155	<b>1,120</b>
Male	1,065	949	<b>942</b>
Female	237	206	<b>178</b>
North America	3,901	8,468	<b>9,958</b>
Male	2,688	5,696	<b>6,845</b>
Female	1,213	2,772	<b>3,113</b>
South America	325	737	<b>1,267</b>
Male	263	605	<b>1,030</b>
Female	62	132	<b>237</b>
Europe/ Africa/ Middle East	158	149	<b>225</b>
Male	127	112	<b>155</b>
Female	31	37	<b>70</b>
Asia & Oceania	918	1,839	<b>2,867</b>
Male	629	1,437	<b>2,115</b>
Female	289	402	<b>752</b>
China	2,228	1,292	<b>1,079</b>
Male	1,894	1,037	<b>865</b>
Female	334	255	<b>214</b>

### Number of associates by employment contract and type

	FY2021	FY2022	FY2023
By contract			
Permanent	43,472	41,892	<b>40,625</b>
Nonpermanent	3,599	2,574	<b>2,583</b>
By type			
Full-time	47,028	44,407	<b>43,165</b>
Part-time	43	59	<b>43</b>

### Attrition rate (%) (including compulsory retirees)

	FY2021	FY2022	FY2023
Japan	2.3	6.5	<b>5.8</b>
Male	2.3	6.8	<b>6.0</b>
Female	2.3	4.0	<b>4.8</b>
North America	15.9	15.5	<b>17.2</b>
South America	5.0	13.3	<b>9.2</b>
Europe/Africa/ Middle East	6.9	105.9	<b>5.3</b>
Asia & Oceania	4.8	4.5	<b>5.2</b>
China	5.4	4.5	<b>3.5</b>

### Percentage of associates from local communities taking upper management positions

	Percentage of associates from local communities among members of the Regional Operating Boards
North America	66
South America	16
Europe/Africa/ Middle East	0
Asia & Oceania	0
China	0

### Annual training hours and cost per associate

	Annual training time (hours)	Annual training cost (yen)
Japan	18.00	40,004
North America	6.50	13,134
South America	13.78	26,065
Europe/Africa/ Middle East	14.54	29,897
Asia & Oceania	9.81	10,086
China	34.06	14,955



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### Ratio of women in management positions in the Honda workplace in Japan

	FY2015 (base year)	FY2021	FY2022	FY2023
Compared with FY2015 (times)	1.00	2.60	2.97	3.06

### Percentage of women in the Honda workplace: FY2023

	Ratio of women in the entire workforce	Ratio of women in management positions
Japan	8.9	2.0
North America	27.0	18.1
South America	13.4	14.8
Europe/Africa/Middle East	26.1	16.4
Asia & Oceania	15.3	16.0
China	11.9	21.6
Total	15.9	9.7

### Base salary and ratio of total compensation for males and females in Japan

	Base salary (Female : Male)	Total compensation (Female : Male)
Management positions	1 : 1.03	1 : 1.05
General associates	1 : 1.19	1 : 1.27

\* The same pay scale is applied to male and female associates. Gaps are due to differences in factors such as age distribution and the ratio of males and females in pay grades.

### Number of persons over 60 employed by Honda in Japan

	FY2021	FY2022	FY2023
Number of persons	4,621	3,997	4,280

### Number of associates with disabilities and percentage of employment of individuals with disabilities in Japan

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of associates*	1,055	1,096	1,142	1,147	1,005
Percentage of employment*	2.32	2.30	2.38	2.45	2.35

\* Laws governing the employment of people with disabilities stipulate that employment of one individual with a serious disability is equivalent to employing two less severely disabled individuals for purposes of calculating the number of associates with disabilities and percentage of employment. Data depicted in the table are current as of June 1 of each year.

### Number of global hires

	FY2021	FY2022	FY2023
Number of people hired	41	34	50

\* Starting in FY2021, the number of full-time foreign workers hired within each fiscal year is calculated.

### Number of associates who utilize child/nursing care support in Japan

	FY2019	FY2020	FY2021	FY2022	FY2023
Short working hours to facilitate child care	319	311	299	301	317
Male	22	19	19	16	19
Female	297	292	280	285	298
Administrative leave to facilitate child care	459	506	531	674	845
Male	80	124	170	297	495
Female	379	382	361	377	350
Nursing care leave for children	1,662	1,812	1,347	1,447	1,999
Male	1,212	1,336	945	998	1,470
Female	450	476	402	449	529
Remote work during child raising	445	869	918	749	1,423
Male	192	518	545	377	999
Female	253	351	373	372	424
Childcare cost subsidy	180	210	157	106	150
Male	6	15	7	11	24
Female	174	195	150	95	126
Short working hours to facilitate nursing care	6	8	6	5	8
Male	2	4	1	3	4
Female	4	4	5	2	4
Administrative leave to facilitate nursing care	25	26	23	16	9
Male	19	18	18	11	6
Female	6	8	5	5	3
Nursing care leave	40	376	512	582	707
Male	30	316	424	479	582
Female	10	60	88	103	125
Remote work during nursing care	47	115	146	123	209
Male	27	81	106	93	167
Female	20	34	40	30	42

### Reinstatement rate (%) in Japan after taking child care leave

	FY2019	FY2020	FY2021	FY2022	FY2023
Reinstatement rate	98.4	99.2	99.3	99.8	100.0
Male	100.0	100.0	100.0	100.0	100.0
Female	97.8	98.7	98.9	99.7	100.0

### Percentage of men taking child care leave in Japan (%)

	FY2023
Percentage of taking child care leave	88.1



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## Major Initiatives for Expanding Women's Participation (from 2015)

Pillars of initiatives	Objective	Target	Description
Build awareness and foster an appropriate work climate	Cultivate awareness	Management level associates	Members of company management Lecture for increasing women's participation (about 30 participants)
		Female associates	General, office and plant managers Lecture for increasing women's participation (total of 8 times; about 230 participants)
			Associates in management positions Lectures and seminars (total of 39 times from 2015 to 2018; 3,600 participants)
	Form a network	Female associates	All associates Shine at Work – Seminar to Raise Awareness for Self-Reliant Human Resources (total of 31 times from 2015 to 2017; 2,300 participants)
	Foster an appropriate work climate and build work style awareness	Management level associates	Associates in management positions Diversity Forum 2016 (total participation of about 30 associates)
			Chief supervisors Diversity Forum 2017 (total participation of about 500 associates)
Internal and external communication	General customers and interest groups, all employees	Members of company management Work climate and work style lecture (total of 19 times; about 800 participants)	
Support career building	Nurture associates with a focus on the individual	General, office and plant managers Management support workshop (total of 7 times; about 100 participants)	
		Female associates	General customers and interest groups, all employees Messages from the president and CEO regarding diversity will be posted on the company website (2022). Good examples of childcare and male childcare leave to be posted on the company website (2022 onward) Event speaking, etc. (2023)
			Applicants Introduction of career development plans. Individual interviews with career advisors with a total of about 4,170 female associates over the seven years since 2015
	Support associates in child-rearing years	Associates taking maternity leave and/or child care leave	Middle- and higher-level associates Career theme training Young associates Career base training
Create an appropriate environment and systems	Create an environment to facilitate participation of diverse human resources	Associates engaging in child care or nursing care	Program to support career development during child care leave (used by about 240 associates) Seminar on work-life balance during child-rearing years (conducted accompanied by spouses, 52 times in total over six years since 2017, with approximately 1,450 participants)
		Associates undergoing disease or fertility treatment	Enhancement of the child care leave system (since April 2006) * Available until the end of April immediately following the child's third birthday (Legal requirement: Until the child turns one year old)
			Establishment of the remote work system for associates engaged in child care/nursing care (since October 2016) (paid maternity & paternity leave)
			Enhancement of the system of short working hours (since October 2016) * Available until the fourth grade and for a family member in need of nursing care (Legal requirement: Until the child turns three years old)
		Associates leaving their job following a transfer of their spouses	Introduction of a system to provide financial support for child care (since October 2016) Company nurseries (opened in the Tochigi district in April 2017 and in the Wako district in April 2018) Enhancement of the system of temporary nursery services for associates working on public holidays (since April 2017) Enhancement of children's nursing care leave (since September 2017) * A system of paid leave available until the fourth grade (Legal requirement: Until the child enters elementary school; no specification as to whether it should be a paid or unpaid leave)
All employees	Enhancement of a system of caregiver leave (April 2019 onward) * Salary paid (Legal: No stipulation of paid or unpaid) Introduction of postpartum partner leave (April 2022 onward) Enhancement of the child care leave system (October 2022 onward) Divided acquisition of childcare leave in accordance with the revision of the Act on Childcare and Family Caregiving Leave		
Strengthen the employment of women	Increase the percentage of women	New graduates	Introduction of a system of working at home for disease or fertility treatment (since April 2020) Introduction of a system of short-term leave for disease or fertility treatment (since April 2020) Introduction of a system of long-term leave for fertility treatment (since April 2020) Operation of a system of transfer for associates to accompany their spouses being transferred (since April 2018) Introduction of a system of leave for associates to accompany their spouses being transferred (since April 2018) Revision of the career reinstatement registration program (since April 2018) Introduction of a healthcare support plan for health support (October 2022 onward)
			Increasing recruitment of women majoring in science and engineering

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### Total working hours per associate and average paid vacation days taken in Japan

	FY2019	FY2020	FY2021	FY2022	FY2023
Total working hours per associate	1,909	1,997	1,953	1,955	1,963
Average paid vacation days taken	19.3	18.8	17.2	19.5	20.1

### Percentage of associates going through the evaluation programs

Region	Percentage of associates to be targeted for the evaluation programs
North America	99.8
South America	97.2
Europe/Africa/Middle East	100.0
Asia & Oceania	97.9
China	98.9

### Percentage of performance-based remuneration in Japan

Level	Proportion of performance-based remuneration in entire compensation
Director, Operating Officer positions	50*
Management positions	37

\* A certain level of stock options is included in remuneration for Director and Operating Officer positions.

### Starting salary in Japan

	Monthly salary (yen)	Compared to minimum wage (%)
High school	182,900	108
Technical college and junior college	204,300	121
Undergraduate	228,000	135
Graduate school (Master's degree)	254,900	151

· Minimum wage is calculated using 20.3 eight hour days as one month based on the minimum wage for the Tokyo metropolitan area (1,041 yen/hour). This is a graded salary system and there is no difference in salary for males and females with the same qualification level.

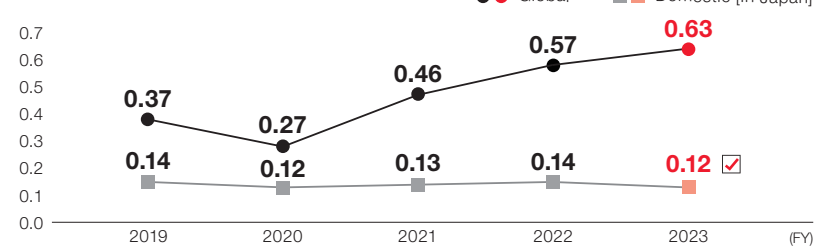
### Associate engagement in Japan (Total of 24 questions in six categories; average on a scale of 1 to 5)

Target: 3.50 points or more (Status of "very good" engagement levels\* working at Honda)

	FY2022	FY2023
All associates	3.48	3.48
Percentage of respondents for all associates	94.5%	93.0%

\* Honda assesses the status of "very good" engagement levels in six categories: an open-minded workplace; rewarding tasks; an environment that makes hard work worthwhile; being proud to work at Honda; trustworthy management; and a pleasant work environment.

### Lost time injury frequency rate (LTIFR) \*1, 2, 3, 4



### The changes in the number of work accident fatality (Case)\*4

	FY2019	FY2020	FY2021	FY2022	FY2023
Overseas	1	0	0	1	0
Japan	0	0	0	0	0

\*1 Global (Lost time injury frequency rate (LTIFR)): The number of lost time injuries per one million work hours at Honda's 5 production bases in Japan and 59 overseas production bases.

\*2 In Japan (Lost time injury frequency rate (LTIFR)): The number of lost time injuries per one million work hours at companies to which Honda's labor agreement applies.

\*3 Including Accident similar to a lifestyle (trips, falls and tread through)

\*4 Scope of target for lost time injury frequency rate and the number of work accident fatality in Japan:

- Honda Motor Co., Ltd.
- Honda R&D Co., Ltd.
- Honda Racing Corporation
- Honda Technical College
- Honda Access Corporation

Data indicated with  received the independent practitioner's assurance.



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# Social Data

## Honda Human Rights Policy

Since our founding in 1948, Honda has continuously worked to provide value to help people and create a better society through our technologies, ideas and designs. The starting point of such efforts is our desire to “help people and society” and “expand the potential of people’s lives.” The underlying basis of these efforts is the concept of “Respect for the Individual,” which constitutes Honda’s Fundamental Beliefs.

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. Our wish is to nurture and promote these characteristics in Honda by respecting individual differences, trusting each other as equal partners, exercising abilities to the fullest and sharing joy. From this standpoint, we adopt Respect for the Individual, consisting of the three elements of initiative, equality and trust, as one of our Fundamental Beliefs. We believe this spirit should permeate all our relationships with everyone.

Based on the concept of Respect for the Individual, Honda has formulated the Honda Human Rights Policy (“the Policy”) to fulfill our responsibility to respect the human rights of stakeholders who may be affected by our business activities.

By putting the Policy into practice, we will cooperate with our stakeholders to undertake business activities in a sustainable manner in order to continue to be “a company society wants to exist.”

1. Commitment to the “respect for human rights”

Honda recognizes that our business activities may impact the human rights of internal and external stakeholders.

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

We also comply with applicable laws and regulations of each of the countries and regions in which our business activities are conducted. If requirements of the local laws and regulations are in conflict with internationally recognized human rights, we will seek ways to honor the internationally recognized human rights to the greatest extent possible.

2. Scope of responsibility

The Policy applies to all executives and associates of the Honda Group (Honda Motor Co., Ltd. and its subsidiaries). In addition, we expect all of our business partners to understand the Policy.

3. Governance

Honda positions respect for human rights as one of our key management issues, and we will also establish an adequate internal structure to reflect the Policy in necessary business policies and procedures while clearly specifying the Director responsible for the formulation and execution of the Policy.

4. Human rights due diligence

Honda will establish and continuously implement a system of human rights due diligence, which will identify adverse impacts on human rights and prevent or mitigate such impacts.

5. Remedy

We commit to take appropriate measures to remediate any adverse impact on human rights which Honda clearly caused or contributed to. In addition, we will work to establish a practical grievance mechanism to enable appropriate remedies.

6. Engagement with stakeholders

In enhancing and improving its efforts to respect human rights, Honda will leverage external knowledge and engage with relevant stakeholders.

7. Education

Honda will undertake appropriate education and awareness-raising activities to facilitate an understanding of the Policy and put it into practice.

8. Information disclosure

Honda will make disclosure of its efforts to respect human rights through our corporate website and other means on a regular basis.

\* The Policy has been approved by the Executive Council and Board of Directors of Honda Motor Co., Ltd.

Established: June 1, 2022  
Revised: June 1, 2023

Honda Motor Co., Ltd.  
Director, President and Representative Executive Officer, Chief Executive Officer



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## [Human Rights Policy Appendix: Human Rights Issues Addressed by Honda]

Honda proactively addresses human rights issues, including those listed below, in order to respect the human rights of all people with whom we engage through our business activities. The human rights issues included in this appendix will be reviewed periodically based on changes in societal demand, including legal requirements, and in our businesses.

- (1) Prohibiting forced labor and child labor  
We respect each individual's fundamental human rights and do not allow forced labor or child labor of any form, including human trafficking.
- (2) No discrimination and harassment, respect for diversity & inclusion  
Based on the principle that all human beings are equal, we respect diversity & inclusion and prohibit any discrimination and do not tolerate harassment of any form on the basis of an individual's race, ethnicity, national origin, religion, gender, gender identity, sexual orientation, age or disabilities, among other characteristics.

- (3) Creating an environment of free, open-minded dialogue
  - The associates and the company respect each other's views and endeavor to promote mutual understanding. Maintaining a relationship of mutual trust, the associates and the company 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 attempts to resolve issues in line with the laws, conventions and customs of each respective country and region.
- (4) Maintaining a working environment where each associate can work with a sense of security  
The company provides a safe and healthy workplace where all associates can concentrate on work with a sense of security.

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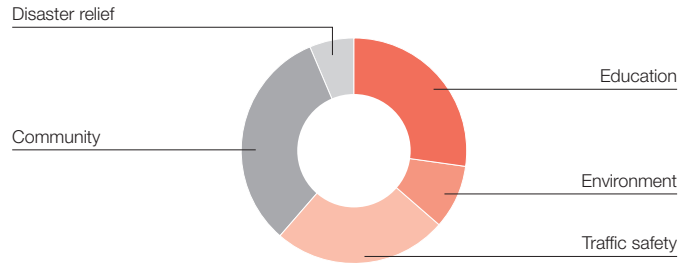
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# Social Data

## Social Contribution Activities Data

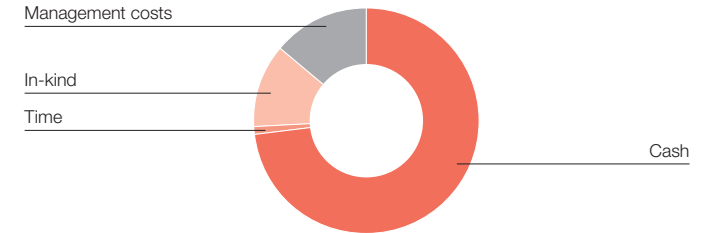
### Expenditure related to social contribution activities (FY2023)

	Expenditure (million yen)
Education	2,051
Environment	693
Traffic safety	1,888
Community	2,425
Disaster relief	469
Total	7,527



### Breakdown by form of contribution (FY2023)

	Expenditure (million yen)
Cash	5,510
Time	90
In-kind	892
Management costs	1,036
Total	7,527



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# Governance Data

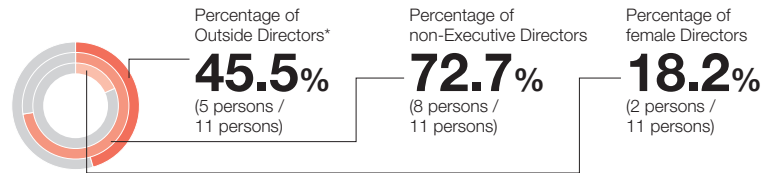
## Overview of corporate governance (as of June 21, 2023)

### Form of organization

Company with Three Committees

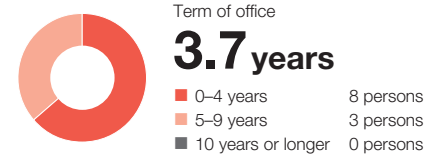
### Board of Directors

#### Composition of members

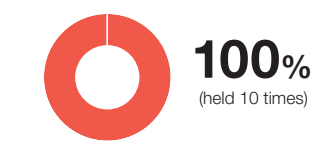


\* All five Outside Directors currently in office are Independent Directors who satisfy the Company's Criteria for Independence of Outside Directors.

#### Term of office

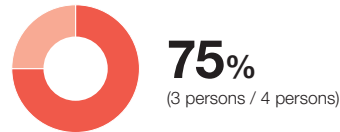


#### Attendance rate (FY2023)

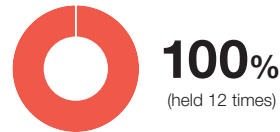


### Nominating Committee

#### Ratio of outside directors

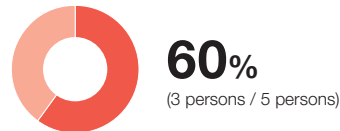


#### Attendance rate (FY2023)

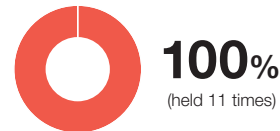


### Audit Committee

#### Ratio of outside directors

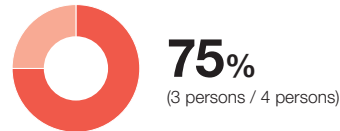


#### Attendance rate (FY2023)

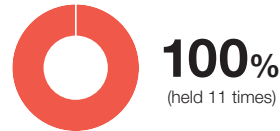


### Compensation Committee

#### Ratio of outside directors



#### Attendance rate (FY2023)



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## Governance Data

### Total amount of remuneration by category

Category of Directors	Total amount of remuneration (millions of yen)	Total amount by type of remunerations (millions of yen)			Number of eligible Directors (Number of persons)
		Basic remuneration	Performance-linked remuneration		
			STI (Short Term Incentive)	LTI (Long Term Incentive)	
Directors (excluding Outside Directors)	291	288	0	3	4
Outside Directors	90	90	0	0	5
Executive Officers	794	282	229	283	6
<b>Total</b>	<b>1,175</b>	<b>660</b>	<b>229</b>	<b>286</b>	<b>15</b>

- 'Directors' in the table above does not include the three Directors who concurrently serve as Executive Officers
- These amounts indicate remuneration paid to Directors during the fiscal year. The above includes the amount paid to one Director who retired at the closing of the 98th Ordinary General Meeting of Shareholders held on June 22, 2022, and the amount paid to one Executive Officer who retired as of May 31, 2022.
- The amount of STI for Executive Officers was determined by the Compensation Committee held on June 15, 2023.
- The total amount of LTI is the expenses recorded for stock delivery points granted during the fiscal year in relation to the Directors' remuneration BIP (Board Incentive Plan) trust and falls under non-monetary remuneration.

### Annual total remuneration and bonuses of highest-paid individual (President and Representative Executive Officer, Chief Executive Officer) (Japan)

Annual total remuneration and bonuses of highest-paid individual President and Representative Executive Officer, Chief Executive Officer (millions of yen)	348
Ratio to median annual total remuneration for all associates (%)	4,163

### Rate of increase in annual total remuneration and bonuses of highest-paid individual (President and Representative Executive Officer, Chief Executive Officer) (Japan)

Rate of increase in annual total remuneration and bonuses of highest-paid individual President and Representative Executive Officer, Chief Executive Officer (%)	78
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# Governance Data

## Honda Tax Policy

### Honda Tax Policy

**1. Purpose of the Policy**

The Honda Tax Policy prescribes the basic stance and thinking regarding taxes for Honda Motor Co., Ltd. (hereafter HM) and its consolidated subsidiaries (HM and its consolidated subsidiaries, collectively referred to as Honda). The Policy aims to contribute to society as well as maintain and increase corporate value by complying with the tax laws and regulations, and their intent, for each country and region where Honda conducts business activities and by making proper tax payments.

The tax systems of each country and region and international taxation rules are frequently changed. In this environment, to ensure the proper conduction of its business in a stable manner, Honda carries out accurate and high-quality tax affairs and responds to the tax risks associated with its businesses in accordance with the Tax Policy described below.

**2. Tax Policy**

(1) Compliance

Honda complies with letter and intent of laws, regulations and rules of countries and regions in which it conducts business, as well as tax conventions and international standards such as OECD guidelines. Honda also adopts and complies with internal rules, including tax-related policies and guidelines such as this Policy and Honda Corporate Governance (HCG). Based on the foregoing, Honda makes proper tax payments consistent with the actual state of business.

(2) Prohibition of tax avoidance

Honda shall not engage in any transactions such as the use of tax havens aimed at tax avoidance but make proper tax payments consistent with the actual state of business in keeping with the concept of "returning profits to the communities where profits are earned," which has been Honda's basic stance.

(3) Transfer pricing

Honda shall establish proper pricing (Arm's Length Price (ALP)) by giving sufficient consideration to transfer pricing taxation systems for transactions carried out within Honda to ensure the proper payment of taxes corresponding to the value created by business activities.

(4) Ensuring transparency

Honda recognizes the importance of fulfilling accountability to tax authorities and other tax-related stakeholders through the timely and proper disclosure of tax-related information and properly responds by disclosing tax-related information based on laws and regulations.

(5) Relationships with governments and tax authorities

Honda shall make efforts to ensure transparency and continuously build relationships of trust through sincere responses to governments and tax authorities in the countries and regions where it conducts business by ensuring timely and proper provision of tax-related information based on laws and regulations and requests from governments and tax authorities.

(6) Corporate governance

Honda strives to enhance corporate governance as one of the most important tasks for its management, based on the Company's basic principle, in order to strengthen the trust of its shareholders/investors, customers and society; encourage timely, decisive and risk-considered decision-making; seek sustainable growth and the enhancement of corporate value over the mid- to long-term; and become a company society wants to exist. In the same manner, Honda shall establish governance on taxation based on this concept, framework and management policy.

The establishment and amendment of this policy shall be subject to the approval of the director in charge of accounting and finance supervision.