

Social



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Human Rights

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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 remarks or conduct 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.

This policy applies to all officers and associates of the Honda Group (Honda Motor Co., Ltd. and subsidiaries).

Honda also works to ensure that all business partners, including suppliers and dealers, understand this policy and collaborate to resolve issues together.

In particular, we require our suppliers to understand this policy and to agree to

and implement the Honda Supplier Sustainability Guidelines.

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.

To respect the human rights of all people involved in its business activities, Honda has identified the following items, in particular, as human rights issues that the Company must actively address: “prohibition of forced labor and child labor,” “elimination of discrimination and harassment, respect and acceptance of diversity,” “creation of a free, open-minded dialogue environment,” and “maintenance of a safe working environment.” The Company is working to put them into practice.

Honda Supplier Sustainability Guidelines

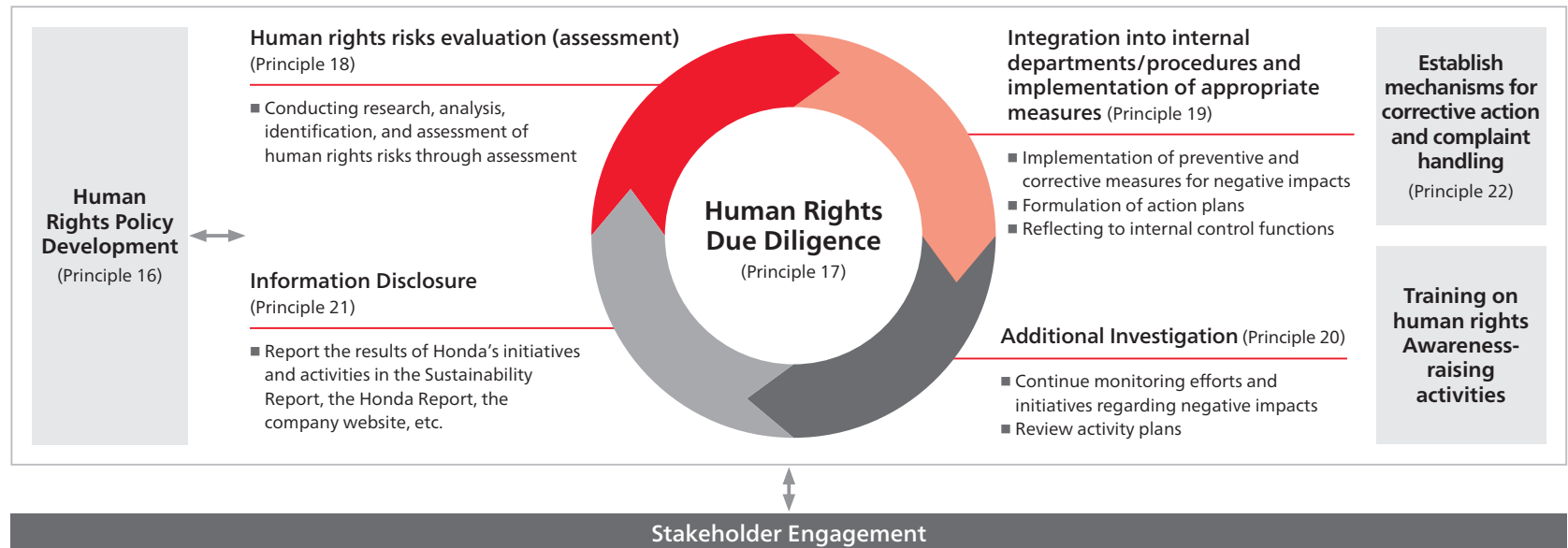
■ https://global.honda/sustainability/cq_img/report/pdf/supply-chain/supplier-sustainability-guidelines.pdf

Human Rights Policy →p.71

Associate Relations Policies →p.77

Rules on Conflict Minerals →p.201

Honda’s Human Rights Initiatives Framework



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Human Rights Policy

Human Resources Policy Development

Based on the Company's basic approach, Honda formulated the Honda Human Rights Policy in June 2022.

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

Toshihiro Miki

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

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Human Rights Policy

[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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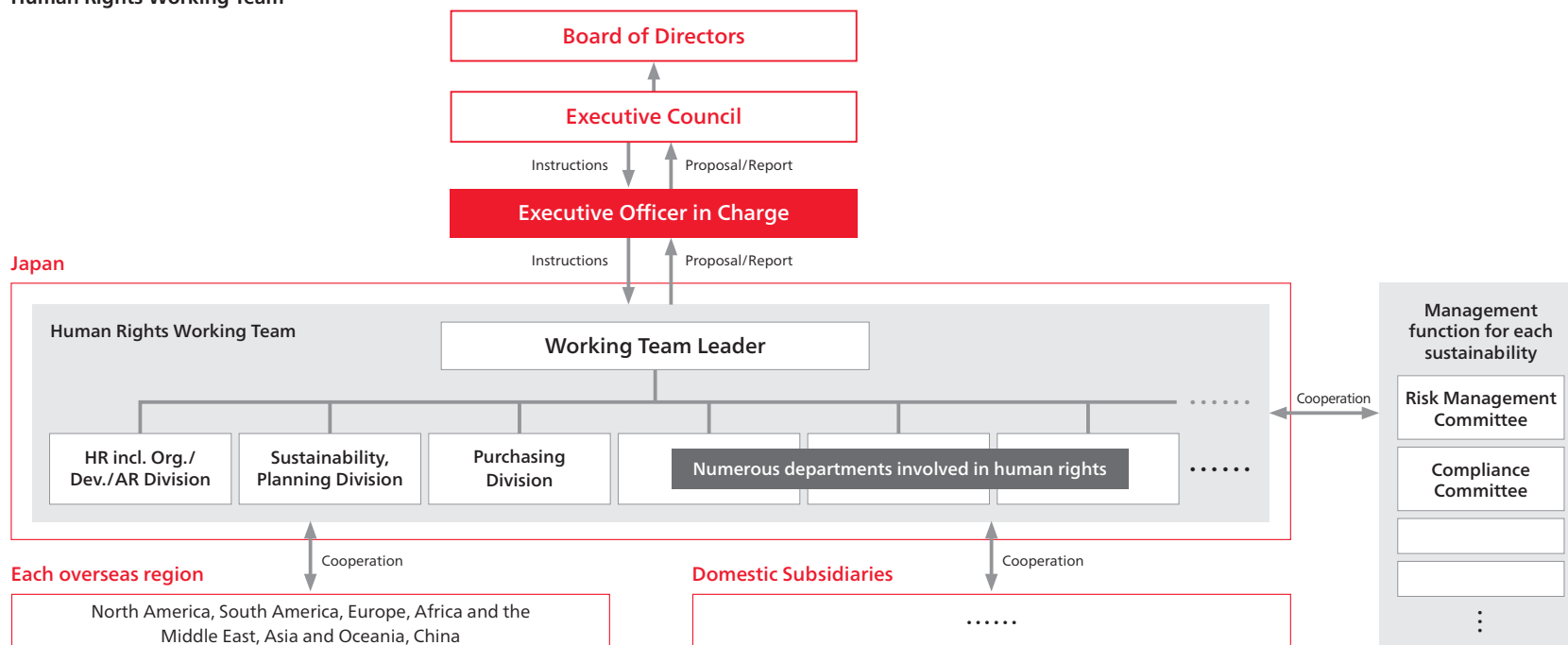
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Promotion Structure

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.

Honda's Human Rights Initiatives Human Rights Working Team



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

Cooperate Governance Structure → p. 185

Risk Management Structure → p. 202

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Human Rights Initiatives

Initiatives for Human Rights Due Diligence

Human rights-specific assessments are conducted annually at Honda, its subsidiaries, and each overseas local affiliate to identify and assess any potential or actual negative human rights impacts that may be entailed by corporate activities and transactions.

Furthermore, Honda periodically checks internal control functions once a year to ensure that each department is taking appropriate measures based on the Honda Human Rights Policy.

Also, in its company-wide risk assessment activities, Honda has set up a category on human rights, and conducts a risk assessment once a year, in accordance with the Honda Group’s common criteria. The priority risks are then identified based on the assessment results and appropriate responses are implemented accordingly.

Honda also performs monthly checks on the status of labor management of all overseas local subsidiaries, including joint ventures, and shares the results in the Global Monthly Report. To make an appropriate response if a risk concern is identified, Honda has in place a system to share and discuss the issue through meetings with regional human resources officers.

Throughout each assessment, no incidents were identified in the fiscal year ended March 31, 2025.

- Fostering an Organizational Culture Where Diverse Individuals Integrate and Thrive

➔ p. 92
- Honda’s Health Management

➔ p. 114

Human rights assessment

Objectives	Identify and assess the potential or actual negative human rights impacts (human rights risks) that may be entailed by corporate activities and transactions
Scope	Honda Group companies covered by the Honda Human Rights Policy
Details	<div> <div>■ Confirmation of the status of efforts to address each human rights issue</div> <div>■ Confirmation of the occurrence or non-occurrence of violation cases related to each human rights issue</div> </div>
Items of questions	<div> <div>■ Prohibition of forced labor (no trafficking in any form, including human trafficking, etc.)</div> <div>■ Prohibition of child labor (e.g., confirmation of age for employment)</div> <div>■ Elimination of discrimination and harassment</div> <div>■ Dialogue with associates</div> <div>■ Respect and acceptance of diversity (promoting women’s participation in the workplace, employment of people with disabilities, etc.)</div> <div>■ Wages (compliance with minimum wage standards, efforts to realize equal pay for equal work, etc.)</div> <div>■ Working hours (limiting overtime work, encouraging the use of paid leave, etc.)</div> <div>■ Safe and healthy working environment (consideration for childbirth, childcare, and nursing care, support for balancing work and childcare, etc.)</div> </div>

Supplier Initiatives

The Company ask suppliers to agree to the “Honda Supplier Sustainability Guidelines” and conduct periodic policy briefings and ESG surveys for suppliers with high business volume and other influential factors.

In the written survey, Honda confirm suppliers’ initiatives based on its basic approach on human rights and labor, including the prohibition of forced labor and child labor.

If risks are identified based on the results of this survey, interviews or on-site inspections are conducted with suppliers according to the degree of risk.

Honda will request suppliers to make improvements if issues are identified, and if not made, the Company will consider suspending business with the supplier.

- Engagement with Suppliers

➔ p. 140
- Measures to Counter Procurement Risk

➔ p. 131
- Compliance with Conflict Minerals Regulations

➔ p. 201
- ESG Surveys for Suppliers

➔ p. 130

Stakeholder Engagement

To be a company society wants to exist, Honda grasp and understand the demands and expectations of diverse stakeholders toward the Company including Human Rights Initiatives.

- Stakeholder Engagement

➔ p. 07

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Human Rights Initiatives

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 within the workplace. At the same time, Honda will receive consultation in a fair and neutral manner through Business Ethics Kaizen Proposal Line in Japan and other regions overseas. The Company has various counseling hotlines for associates to build a even healthy work environment.

- Counseling Hotlines for Associates → p. 117
- Establishing a Hotline to Receive Suggestions and Consultation Requests from Suppliers → p. 134
- Business Ethics Kaizen Proposal Line → p. 200

Education and Awareness-raising Initiatives

Honda provides training on the Honda Philosophy all around the world. The Company publicize the Code of Conduct as best one can by distributing leaflets, posting 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 initiatives through e-learning on human rights for all associates to enhance their understanding of norms set by the international community, the latest trends, Honda's initiatives, and Human Rights Policy.

In addition, the Company provides each subsidiary with content for awareness raising initiatives at Honda to expand such activities.

E-learning on human rights (in the fiscal year ended March 31, 2025)

Japan	55,650 participants
Overseas expatriates	2,017 participants

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Basic Approach

Basic Policy for Personnel Management – Human Resources Management Based on the Honda Philosophy

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 Fundamental Beliefs of the Honda Philosophy. 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.

General Information → p. 04

* In the associate survey conducted for the fiscal year ended March 31, 2025, the question regarding “Empathy with the Honda Philosophy” received a score of 4.14 out of 5, indicating a high level of empathy among associates.

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 are self-motivated and can fully demonstrate their abilities, individuality, and creativity, 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 these 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

Honda Philosophy: Respect for the Individual

Initiative	Equality	Trust
Respecting Initiative Respecting the individuality, creative thinking and judgment of each associate.	Ensuring Fairness Providing every person with equal employment opportunities. An individual's age, educational background, race, gender, religion, national origin and social or economic status have no impact on the individual's opportunities.	Encouraging Mutual Trust Respecting, trusting and recognizing each other as individuals and making sincere efforts to fulfill our responsibilities.
Challenge / Open-mindedness	Equal Opportunity / Open Competition	Sincerity & Integrity / Mutual Trust

Three Principles of Personnel Management

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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Basic Approach

Basic Policy for Personnel Management – Human Resources Management Based on the Honda Philosophy

Human Resource Systems Based on Three Principles

Respecting Initiative means respecting the individuality, creative thinking, and judgment of each associate. For example, Honda has introduced human resource evaluation programs tailored to the characteristics of each region. In Japan, Honda places emphasis on two-way communication with supervisors in associate development and evaluation. Through at least five interviews with supervisors each year, associates come out with their career and future vision, work out their individual role and action targets based on the organization's business goals, and look back on their performance to receive objective and fair evaluations.

Percentage of associates going through the evaluation programs → p. 122

Next, ensuring fairness means that every person has equal employment opportunities, regardless of age, educational background, race, gender, religion, national origin, and social or economic status. Here, fairness does not mean that all associates are treated the same regardless of their motivation; rather, it means providing motivated associates with equal opportunities to demonstrate their abilities. For example, the Company has established a uniform, company-wide compensation system that does not take job type or educational background into account. The company has also adopted a hiring system for new graduates that omits school name fields from application forms, placing greater emphasis on the individual rather than educational background. The same applies to job assignments, where all associates are offered fair opportunities.

The third principle, Encouraging Mutual Trust, means respecting, trusting and recognizing each other as individuals, and making sincere efforts to fulfill our responsibilities. This is exemplified by the culture of using the honorific “-san” regardless of position or qualification, and the “Waigaya” culture that promotes free and vigorous dialogue. Associates and the Company respect each other's views and make every effort to engage in sincere discussions about any issues that might arise or exist to promote mutual understanding. The Company is also taking measures such as establishing an appropriate notification body in advance of implementing important corporate policies that may significantly affect associates.

This facilitates team building and communication, enhances collaboration among associates, and ultimately leads to better outcomes.

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Global Management

Global Human Resources Management Structure

Global Human Resources Management

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 expanding its business into 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 by strengthening cooperation with each region of the world.

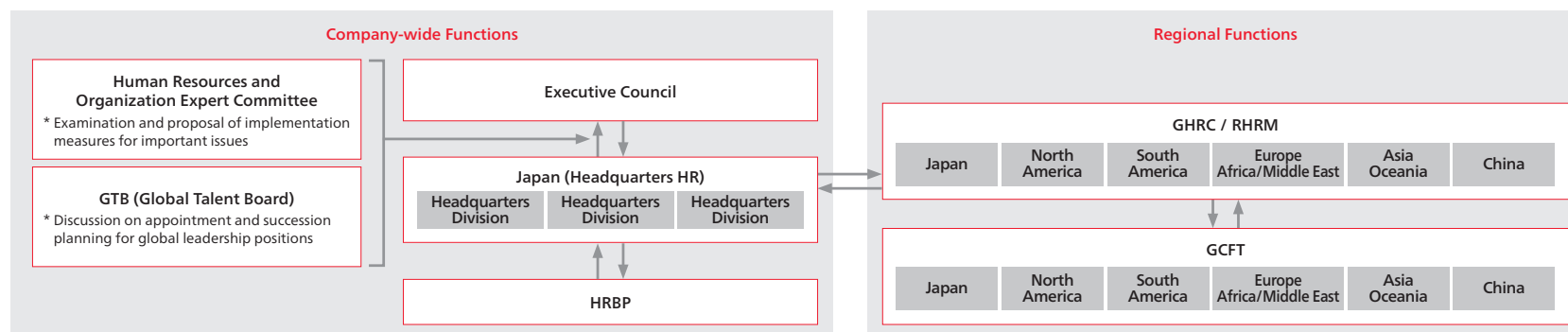
In order to achieve this goal, Honda is pushing ahead with Global Human Resources Management approaches to develop and assign personnel who plan, design, and develop quality products that reflect market demand, as well as those who support the stable supply of these products. To be more precise, the Company has adopted a management structure led by local associates with deep knowledge of their respective regions. By assigning associates with both local and global experience to functions requiring global collaboration, Honda continues to diversify and localize its workforce with multinational people.

Through these efforts, Honda aims to enable the active participation of local associates in Japan and cross-regional initiatives, allowing the Company to address market changes promptly and flexibly. Honda is also working to build seamless global coordination, aiming for the establishment of an organization in which it further demonstrates Honda’s total strength.

Global Human Resources Management Structure

Honda promotes global human resources management through collaboration among human resources divisions at headquarters, in business operations, and across overseas regions, carried out through various committee and meeting activities.

For example, in the Global HR Committee (GHRC) in which senior leaders responsible for HR from each region attend, important themes are discussed, and the Committee formulates company-wide and regional plans, whose activities are launched throughout the Company. Similarly, at the Regional HR Managers Meeting (RHRM), information to be applied globally is shared. Furthermore, the Global Cross-Functional Team (GCFT), consisting of HR members selected from Japan and overseas regions, discusses how to implement effective and comprehensive global HR measures from more diverse perspectives and strengthens the development of company-wide activities. In addition, HR members from headquarters visit each region to gather information on the current status of the region and the voices of local associates in order to promote stronger global collaboration. Through these efforts, the Company is strengthening its global HR function as “One Strong HR Team” to build an organizational structure capable of responding flexibly to uncertainty, thus supporting the enhancement of Honda’s competitiveness from a human capital perspective.



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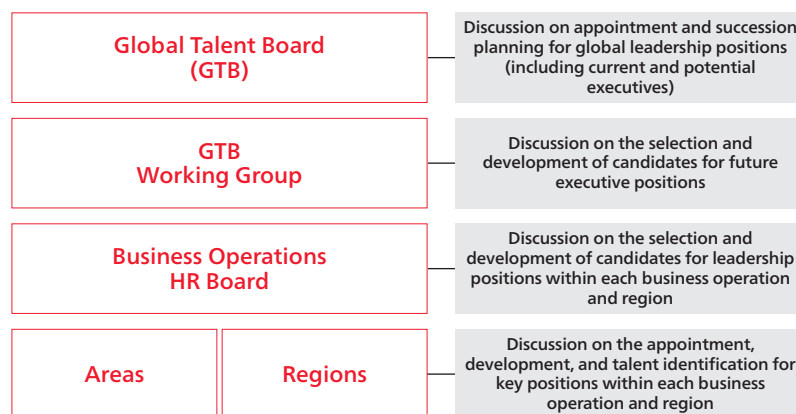
Global Succession Plan and Leadership development

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 implemented a GCM-based assessment in the Global Leadership Programs 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.

The above-mentioned talent and position information is shared and discussed with management at the Global Talent Board (GTB). In addition, with the establishment of the GTB Working Group to discuss talents with a wider range of target groups and the Talent Board for each business operation and function, Honda is promoting company-wide strategic personnel development.

Talent Board Overview



* Successor readiness = the number of potential successors currently available for appointment / the number of key positions defined by the Company

Development of Leaders on a Global Basis and in Each Region

Along with the launch of the Global Succession Plan, Honda has implemented the Global Leadership Program in accordance with the GCM.

■ Global Leadership Program (GLP) -Transformation

Program for General Manager to complete their foundation as global executives

■ GLP-Exploration

Program for department manager to form the core competencies as the next generation of global leaders

■ GLP-Discovery

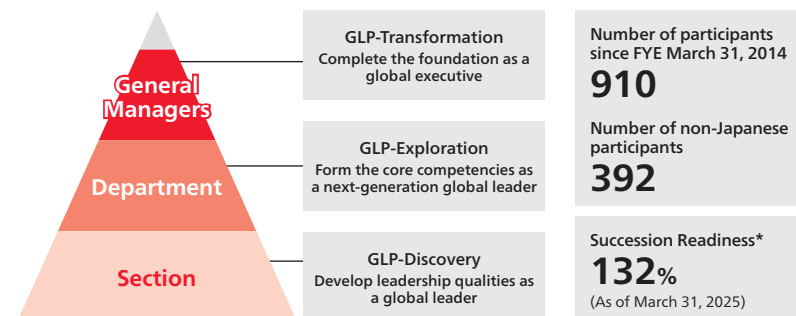
Program for younger associates to create grounds for becoming global leaders

In each region, Honda is also promoting the personnel development 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 across Honda.

Global Competency Model

- Seizes change
- Shows the way to the future
- Has a global viewpoint
- Makes decisions with courage
- Seeks new challenges
- Perseveres to the end
- Believes in people
- Overcomes our past limitations

Overview of the GLPs



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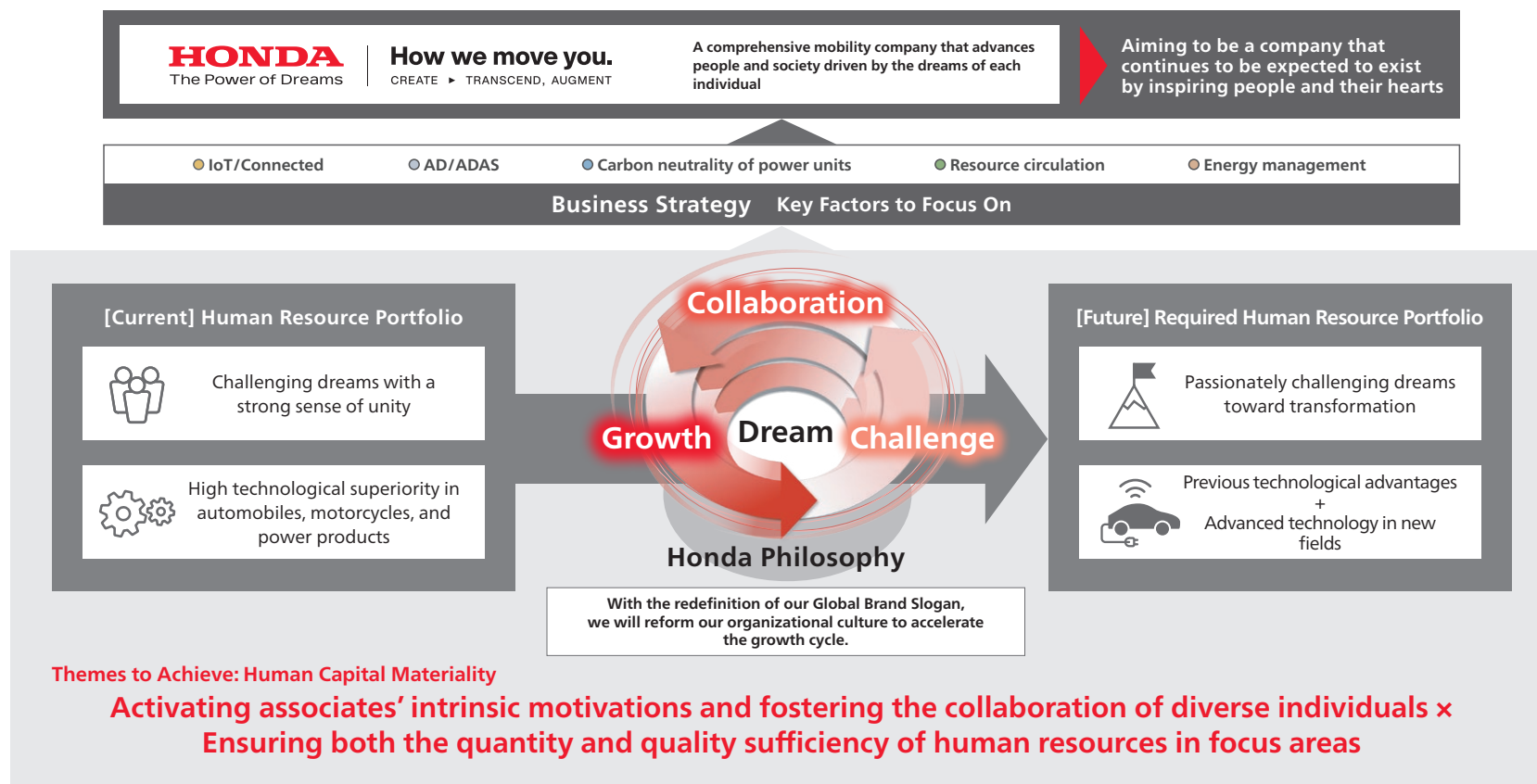
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Human Capital Strategy

Honda's Human Capital Management

Honda's human capital management involves forming a talent portfolio by backcasting from the desired future state, with the goal of becoming a "comprehensive mobility company that advances people and society driven by the dreams of each individual," as outlined in the company-wide policies. With the power of dreams and speed as competitive advantages, Honda drives transformation in people and organizations through a cycle of challenges,

collaboration, and growth, all rooted in the Honda Philosophy. To achieve this, we have identified two key Human capital materiality to focus on: from a medium- to long-term perspective, the themes are activating associates' intrinsic motivations and fostering the collaboration of diverse individuals; and from a short- to medium-term perspective, the focus is on ensuring both the quantity and quality sufficiency of human resources in focus business areas.



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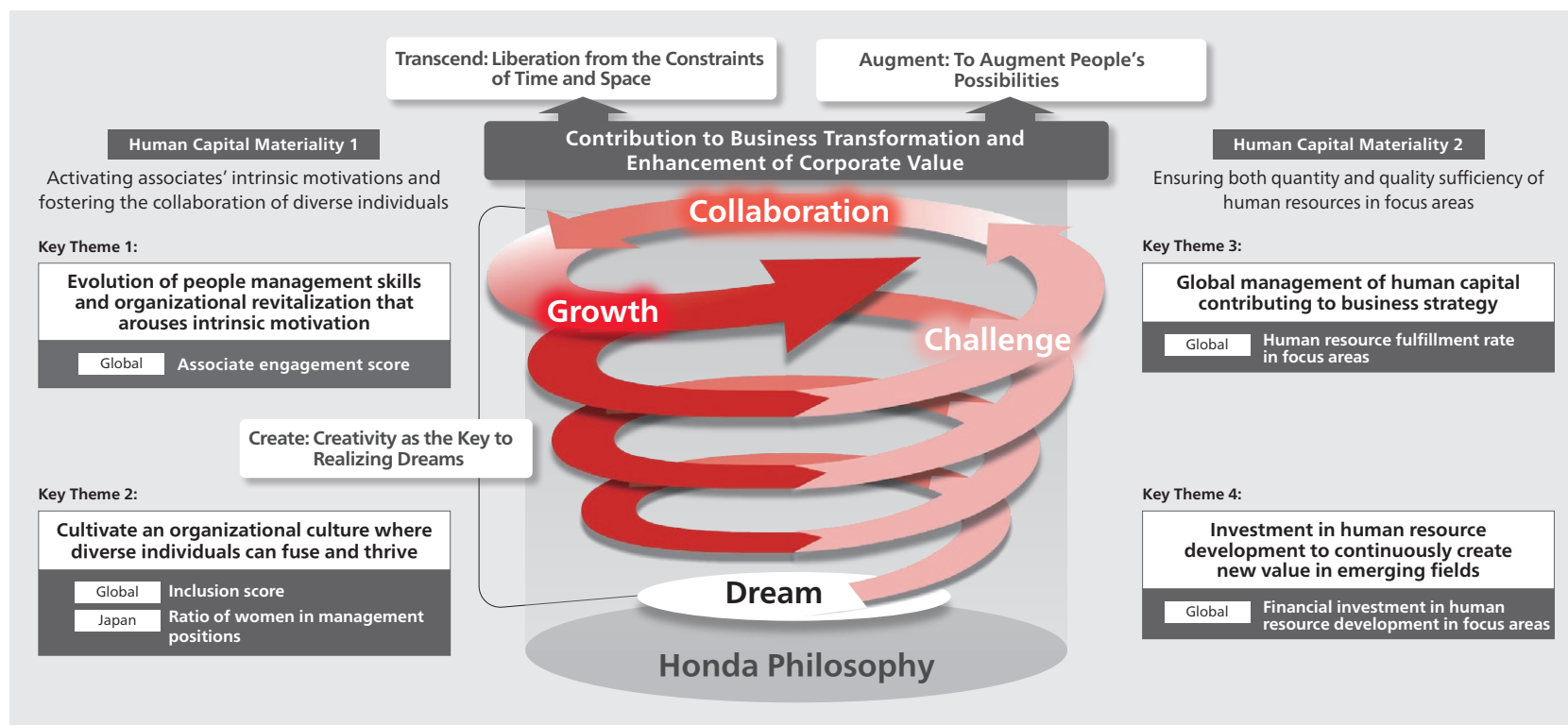
Build an Organization Where Diverse Individuals, Driven by Their Dreams and Full of Passion, Challenge, Fuse, and Grow towards Creating New Value

During this transformative period in mobility, which can be considered the period of the second founding of Honda, Honda believes it is essential to create value starting from each individual's dreams to remain a company that society wants to exist. By cherishing the Honda Philosophy and swiftly executing the cycle of challenge, collaboration, and growth, Honda aims to maximize each individual's creativity, contributing to business transformation and enhancing corporate value.

Specifically, we have defined four key themes related to human capital

materiality, established key goal indicators (KGIs)* for each, and set goals to be achieved by the fiscal years ending March 31, 2026, and March 31, 2031. In addition, since April 2024, Honda has established an advisory body to the Executive Council named the Specialized Committee on Personnel and Organization to deliberate on key issues related to personnel and organizations, further strengthening the integration of management, business, and human capital strategies.

* Until March 2025, the scope of each KGI was limited to operations in Japan. Since April 2025, however, Honda has expanded the scope globally and is advancing initiatives to achieve the set goals. The global geographic breakdown, excluding Japan, is divided into five categories. Names of each region and the countries where the headquarters are located are as follows: North America Region: USA / South America Region: Brazil / Europe, Africa, and Middle East Region: UK / Asia-Pacific Region: Thailand / China Region: China



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Human Capital Strategy

Key Goal Indicators (KGIs) for Achieving Human Capital Materiality and Key Performance Indicators (KPIs) Aligned with the Strategy

We have established measures and KPIs to focus on the goals set for each KGI and are executing them to achieve our goals. We have also established a system to

monitor the progress of each indicator at the management level on a quarterly basis and make timely decisions based on quantitative evidence.

Talent Materiality	Goals	KGIs
Activating associates' intrinsic motivations and fostering the collaboration of diverse individuals	Associates are highly motivated and driven by goals, with their supervisors actively supporting their endeavors	Associate engagement score
	Synergy is optimized through the collaboration of diverse knowledge	Inclusion score / Ratio of women in management positions
Ensuring both quantity and quality sufficiency of human resources in focus areas	There are sufficient human resources in focus areas	Human resource fulfillment rate in focus areas
	Proactive resources are invested in the development of Human Resources	Financial investment in human resource development in focus areas

Achievements and Targets for the KGIs

KGIs	Scope	Achievement for the Fiscal Year Ended March 31, 2025	Target for the Fiscal Year Ending March 31, 2026	Target for the Fiscal Year Ending March 31, 2031	Main KPIs for Achieving Goals
Associate engagement score	Global	Percentage of positive responses 46% (Japan)	Percentage of positive responses 60% or more	Percentage of positive responses 65% or more	<ul style="list-style-type: none"> Empathy with the Global Brand Slogan Implementation rate of improvement actions in each division based on engagement results
Inclusion score	Global	3.67 pt (on a 5-point scale)	-	-	<ul style="list-style-type: none"> Progress rate of PDCA implementation for fostering an inclusive environment and mindset
	Japan	Ratio of women in management positions 1.7 times compared to Mar. 31, 2021	2.1 times compared to Mar. 31, 2021	4 times compared to Mar. 31, 2021	<ul style="list-style-type: none"> Rate of male associates taking paternity leave Positive response rate for managerial support in job assignments and career development Positive response rate among women aiming for higher qualifications
Human resource fulfillment rate in focus areas	Global	Annual fulfillment rate 97%	Annual fulfillment rate 100%	Annual fulfillment rate 100%	<ul style="list-style-type: none"> Role and level setting rate in focus areas Recruitment fulfillment rate in focus areas
Financial investment in human resource development in focus areas	Global	-	Top-class globally	Top-class globally	<ul style="list-style-type: none"> Investment amounts in talent development by area

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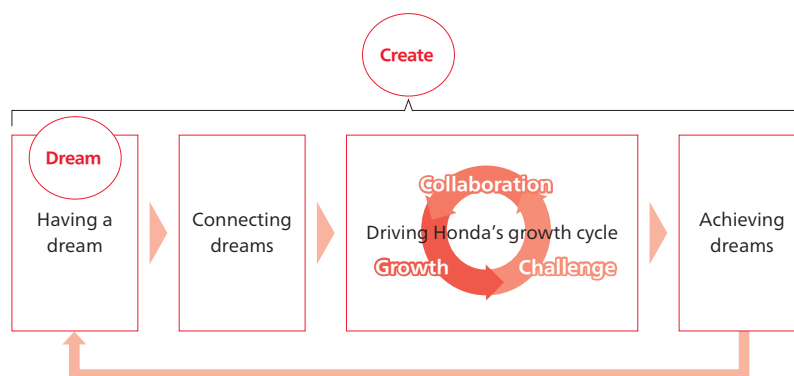
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Activating Associates' Intrinsic Motivations and Fostering the Collaboration of Diverse Individuals Key Theme 1: Evolution of People Management Skills and Organizational Revitalization That Arouses Intrinsic Motivation

To deliver value to our customers, motivated by the dreams of each and every Honda associate, we are committed to instilling and implementing the Global Brand Slogan (GBS) as a common guideline.

Specifically, we are fostering intrinsic motivation and encouraging challenges to transform individuals and organizations into embodiments of "The Power of Dreams," making dream power and speed our winning strategies. Additionally, we are enhancing support from the organization, including supervisors, to achieve results with a sense of urgency. To measure and monitor the results of these initiatives, we have established key goal indicators (KGIs) and targets globally.

Desired States and Process Implementation



*Six basic categories which define a work environment unique to Honda:

1. An open-minded workplace
2. Rewarding tasks
3. An environment that makes hard work worthwhile
4. Being proud to work at Honda
5. Trustworthy management
6. A pleasant work environment

Concept of Key Goal Indicators (KGIs)

We believe that embodying Global Brand Slogan (GBS) requires stimulating associates' intrinsic motivation and receiving proactive support and encouragement from management. We define a high level of these factors as having a "high associate engagement score," and we set our indicators accordingly. In addition we also monitor the "associate vitality score," which enables year-after-year comparisons of organizational health. The associate vitality score is determined based on six basic categories* which define a work environment unique to Honda.

Associate Vitality → p. 123

Calculation Method

The average positive response rate (answers rated 4 or 5 on a 5-point scale) for the two questions: [Level of associates' intrinsic motivation] and [Management's willingness to support and encourage] is calculated.



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Japan

Initiatives for Achieving KGI

To improve the components of the associate engagement score, namely the level of associates' intrinsic motivation and management's willingness to support, we have developed and are promoting various initiatives under three themes: "Promoting awareness and understanding of GBS," "Stimulating intrinsic motivation," and "Support for challenges from the organization and management."

Strengthening communication between executive management and associates for corporate transformation and the creation of new value

Promoting awareness and understanding of GBS

- TOP INSIGHT (Bi-weekly distribution of CEO messages to associates)
- Honda CAMPFIRE ("Waigaya" for direct opinion exchange with the CEO)
- Implementation of e-learning programs to facilitate understanding and practice of GBS
- Corporate Culture Reform for New Growth and Value Creation

Initiatives to activate individuals' intrinsic motivation

Stimulating intrinsic motivation

- Providing opportunities for challenges to achieve personal dreams at Honda
- Support for autonomous career development
- Program "MINERVA" to explore Honda's new values

Initiatives to drive behavioral transformation in management to lead change

Support for challenges from the organization and management

- Personnel system reforms aimed at accelerating the cycle of challenge, collaboration, and growth

Strengthening Communication between Management and Associates for Corporate Transformation and the Creation of New Value

TOP INSIGHT

Bi-weekly Distribution of CEO Messages to Associates

We distribute "TOP INSIGHT" to directly convey the CEO's thoughts and perspectives on recent management decisions and societal trends, aiming to enhance associates' understanding.

Starting in 2024, the total accumulated archive view count has reached 300,000. Going forward, we will continue to share information related to the business environment on a bi-weekly basis to deepen mutual understanding for corporate transformation.



Streamed image

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Honda CAMPFIRE

"Waigaya" for Direct Dialogue Exchange with the CEO

We hold "Honda CAMPFIRE" sessions to directly explain the background and context behind company-wide announcements related to management policies in the CEO's own words, aiming to enhance associates' understanding, empathy, and personal connection to the changes. Launched in 2022, "Honda CAMPFIRE" has seen over 5,200 applicants and accumulated more than 60,000 views in the archive. Moving forward, we will continue to deepen two-way communication with associates to enhance understanding of our desired state and promote actions toward their realization. Additionally, in conjunction with the corporate advertisement campaign "DREAMS," where race drivers and internal sports team athletes declare their dreams under the slogan "How we move you," we are running a campaign for associates to declare their own dreams using the same slogan through internal media. This initiative aims to foster a culture of challenge throughout the Company. To accelerate these initiatives globally, we have established a new committee composed of headquarters and regional representatives to develop implementation plans for each region, ensuring consistent initiatives worldwide.

Implementation of e-learning programs to facilitate understanding and practice of GBS

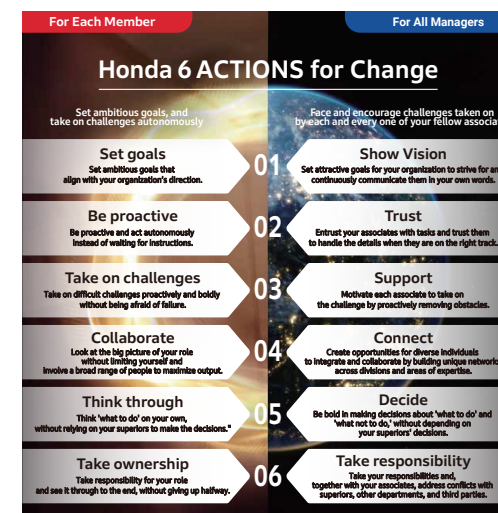
We have launched e-learning programs aimed at deepening understanding of GBS for all associates, in coordination with brand literacy education. These programs help foster understanding of the background and purpose of the GBS redefinition, as well as the importance of taking individual initiative. In addition, contents have been developed specifically for newly appointed managers, encouraging them to reflect on actions that stimulate and support associates' intrinsic motivation for enhancing the organization's overall capabilities. We are thus fostering awareness among both individuals and managers.

Corporate Culture Reform for New Growth and Value Creation

To create individuals and organizations that embody Honda's unique strengths—"the power of dreams" and "speed"—and ultimately to overcome business transformation, we will expand the corporate culture reform initiatives, which were piloted in the fiscal year ended March 31, 2025, across the Company going forward.

Among these initiatives, we have defined the behavioral requirements for both management and associates for the transformation period, known as "Honda 6 Actions for Change" to clarify the "ideal state" and encourage behavioral change.

We aim to revitalize individuals and the organization in a manner true to Honda—not through one-way directives from management, but by communicating the actions expected of associates in a way unique to Honda.



Honda 6 Actions for Change

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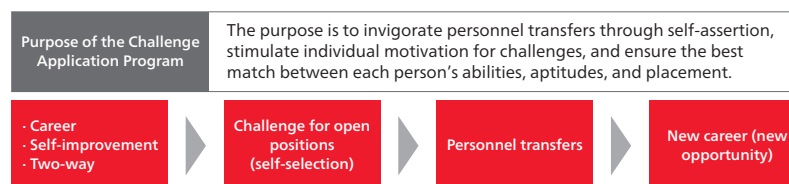
Initiatives to Activate Individuals' Intrinsic Motivation

Providing Opportunities to Take On Challenges Toward Realizing Dreams at Honda

To activate each individual's intrinsic motivation, Honda encourages regular two-way meetings with supervisors to help clarify what associates want to achieve at Honda.

Building on this, we have introduced the Challenge Application Program to provide opportunities for associates who wish to take on challenges in new areas to demonstrate their abilities. This program is actively utilized by both applicants and divisions, with approximately 1,000 associates applying and around 200 transferring to new roles each year.

Overview Diagram of the Challenge Application Program



Supporting Autonomous Career Development

As we enter the period of the second founding of Honda, we believe that it is essential for each associate to autonomously develop their career by building expertise and pursuing personal growth. To support this, we are promoting various initiatives to foster career autonomy and encourage behavioral change.

Specifically, we offer online career counseling available at any time with experienced in-house or external career consultants who hold national qualifications. We also provide age-specific career training that enables associates to reflect on their career paths while engaging with peers at key milestones in their career development. Additionally, we offer up to four months of online coaching by external professional coaches* to help clarify initiatives and build habits toward achieving their goals and ideal state.

We are establishing a supportive environment where associates are empowered to take initiative based on their intrinsic motivations even amid diverse circumstances, such as age, life stage, health, and family environment.

Achievements in the Fiscal Year Ended March 31, 2025

Number of career counseling participants (general associates)	1,569
Number of career training participants (general associates and managers)	2,324
Number of coaching participants (general associates)	466

* Holds the Professional Certified Coach qualification, a credential awarded by the International Coaching Federation to coaches with proven experience

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Program "MINERVA" to Explore Honda's New Set of Values

MINERVA is an exploratory program for associates that Honda launched in the fiscal year ended March 31, 2025, to pursue the creation of new value. Through experiences in unfamiliar environments, participants are encouraged to challenge their existing values and cultivate new ideas and knowledge. They engage in fundamental discussions (Waigaya) with their peers, challenging each other's insights and ultimately transforming them into new value propositions rooted in "dreams" born of intrinsic motivation.

In its inaugural year, the fiscal year ended March 31, 2025, the program adopted the theme of "the joy and freedom of mobility," reflecting Honda's vision. A total of 55 associates across 13 teams participated, engaging in approximately five months of activities in collaboration with external partners, using mobility-related questions as entry points for exploration. To explore the theme, the program offered four distinct courses, each taking a different approach: the value of mobility, the significance of settlement, the joy and freedom of mobility, and self-directed exploration. In each course, participants sought to accumulate experiences in collaboration with external exploration partners to refine their sensibilities and uncover their personal values.

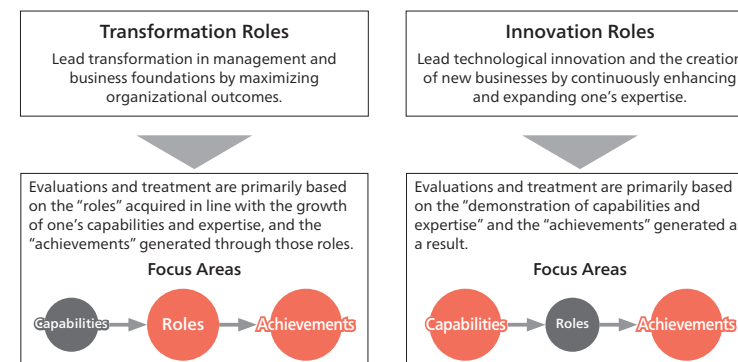
Furthermore, to showcase the outcomes of these six months of activities, we held an exhibition titled "From, To. Exhibition – Exploring the Joy and Freedom of Mobility with Honda". In addition to enjoying the exhibits, visitors were also invited to reflect on "the joy and freedom of mobility" together with program participants, offering them an opportunity to relive the program experience.

Initiatives to Drive Behavioral Transformation in Management to Lead Change

Personnel System Reforms Aimed at Accelerating the Cycle of Challenge, Collaboration, and Growth

Starting from the fiscal year ended March 31, 2025, we have revised the personnel system for managerial positions, shifting to a system that "rewards those who lead change," regardless of age or years of experience. As part of management, leaders are expected not only to embody challenge, collaboration, and growth themselves, but also to continuously drive transformation through supporting their team members. The revised system is designed to concurrently advance both organizational transformation and technological innovation.

Specifically, management positions are divided into two categories: transformation roles, responsible for driving transformation in management and business foundations, and innovation roles, tasked with advancing technological innovation and developing new businesses. Evaluations and treatment are determined through two distinct compensation and evaluation systems tailored to each category. As a result, the evaluation system has been refined to better ensure that individuals are treated based on their capabilities, expertise, roles, and achievements.



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Initiatives by Region: North America

Promoting Alignment with Organizational Goals and Strategic Direction, and Developing Leadership

In the United States, the Leadership Engagement Forum convenes annually. Through strategic dialogues between senior executives and management, we set clear expectations of our leaders and teams and encourage accountability for execution. Additionally, Business Unit Leaders host town hall and round table meetings to align our associates with the organization's objectives and strategic direction, ensuring a cohesive pursuit of our goals. Practicing our philosophy of challenging conventional thinking, innovating without the fear of failure, and welcoming diverse perspectives will not only drive associate engagement but also catalyze the transformation of our organization, shaping it into the entity we aspire to become.

In the production and development domains, we are focusing on strengthening frontline leaders (FLLs) with the goal of improving engagement and retention in the manufacturing divisions. As key leaders responsible for manufacturing operations, the engagement of FLLs is critically important to maintaining high product quality. Accordingly, we are implementing a range of initiatives in collaboration with the HR department. These include leadership development training programs for FLLs, the use of new evaluation tools to select candidates best suited for the role, and support for daily operations through the standardization of roles and responsibilities across regions. Through these efforts, we are enhancing the quality of leadership and improving engagement and retention in the manufacturing divisions. In the fiscal year ended March 31, 2025, 40 leadership development training sessions for FLLs were conducted, with a total of 581 participants.



Leadership Engagement Forum



Leadership development training sessions for FLLs

Initiatives by Region: South America

Leadership Skill Development and the Establishment of a Unified Human Resources Management Platform

In South America, we implement annual initiatives to improve the work environment and enhance associate engagement. One of the key initiatives is leadership skill development, which includes two region-specific programs in South America: the Executive Development Program (EDP) and the Leadership Development Program (LDP). These programs are designed to equip participants with the skills necessary to lead regional operations and enhance management skills and the ability to strategically plan and execute business and human resources management based on Honda's DNA and culture. Through various approaches, such as case study methods, innovation projects, and collaborative activities with internal business units, the programs aim to develop practical leadership skills. Since their launch in 2014, more than 700 associates have completed the programs. In 2024, over 80 leaders from Honda companies in Brazil, Argentina, Peru, and Chile participated in the programs.

We are also working to unify the human resources management systems and standardize their operations across the South America region. We have unified the human resources management systems across the South America region to enable the collection and analysis of information on all associates in the region, while also facilitating the sharing and management of key human resources management processes. Notably, by standardizing performance evaluations across the South America region and conducting evaluations based on unified criteria, we are contributing to a greater sense of fairness among associates and to stronger governance.



Leadership Development Program (LDP)



Workshops for Sharing Best Practices in the Workplace

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Initiatives by Region: Europe, Africa, and the Middle East

Strengthening Dialogue with Associates and Providing Opportunities to Encourage Their Initiative

In Europe, Africa, and the Middle East, we conduct annual engagement surveys and provide associates with opportunities to voice their opinions on a variety of important topics. By continuously taking action based on this feedback, we promote organic organizational management.

We are also enhancing communication with associates through initiatives, such as providing company updates through regular corporate communications, holding monthly online meetings where executives and divisions share initiatives and company updates, and conducting regular visits by regional top management and executives to branches and local subsidiaries.

More recently, we launched a region-specific engagement enhancement initiative, known locally as NIQI*. By promoting teamwork, problem-solving, and innovation, we aim to transform "the power of dreams" into concrete actions, driving Honda's growth, enhancing quality, and advancing excellence. Specifically, in the two areas of "new idea generation" and "quality improvement," we provide associates at all levels with opportunities to propose and implement original ideas using TQM tools and innovative thinking.

Going forward, in addition to company-led communications and explanatory initiatives, we will continue to strengthen opportunities for associates to take initiative, thereby further enhancing engagement.



NIQI initiative

* NIQI: New Ideas and Quality Improvements

Initiatives by Region: Asia and Oceania

Promoting Open Communication through Roundtable Meetings

In Asia and Oceania region, we are working to foster a work environment where all associates can work positively and productively. Guided by "Respect for the Individual" in Honda's Fundamental Beliefs, we encourage open communication between top management and associates through roundtable meetings.

For example, top management of regional headquarters proactively visits local subsidiaries across countries in the region and holds numerous roundtable meetings with local associates. In these meetings, top management shares their perspectives and responds directly to associates' questions, deepening understanding and alignment with the Company's direction and significantly strengthening trust with associates through two-way communication.

In local subsidiaries in each country, top management also proactively and regularly engages with associates through roundtable meetings. As a result, associates feel that their voices are being heard directly by top management and valued, leading to higher morale and a stronger sense of belonging. Participants often provide feedback such as, "I felt recognized by management," underscoring that open communication with top management through roundtable meetings not only contributes to a more positive work environment but also enhances associate engagement.



Group Photos Taken on the Day of a Roundtable Meeting

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Initiatives by Region: China

Strengthening the Relationship Between the Company and Associates Through Two-Way Communication

In China, amid challenging business conditions in the automobile business, we have implemented communication initiatives to strengthen the relationship between the Company and associates and to help maintain motivation. These initiatives aim to ensure that the Company's intentions, policies, and actions are communicated accurately and in a timely manner. Specifically, we strive to frequently share business updates in ways that are acceptable to associates, aligned with Company events. For example, in 2024 we held a total of 20 roundtable meetings between executives, management, and associates, with approximately 450 participants in total. We also established an internal communication platform under the China headquarters to disseminate business updates and further strengthened two-way communication between management and associates. Especially in challenging situations, we strive to enhance communication, including collaboration between the Company and associates, as well as across the region.

In addition, we are working to enhance engagement by reinforcing the foundation for human resource development and promoting the localization of management positions. Initiatives include visualizing career paths for associates, designing development programs based on "individual motivation," and building a self-directed training platform (e-learning) available to all associates. For the localization of management positions, we are implementing trainee systems, next-generation development programs, and succession planning for managerial candidates across divisions and locations. As a result, the localization rate at our wholly owned subsidiaries has been improving year by year, and we will continue to expand these initiatives moving forward.

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Initiatives for LGBTQ+ in Japan

Honda respects diverse individuals regardless of gender identity, sexual orientation, and gender expression, and is working to create a corporate culture and environment that naturally accepts LGBTQ+*1 individuals, aiming to provide an environment where they can fully demonstrate their abilities and feel fulfilled in their work. Honda held a seminar for members of company management in 2019, provided an e-learning program to associates in management positions in 2020, and extended the target of the program to general associates in 2021. Honda also held an "ally*2" seminar for associates to gain basic knowledge required as a supporter and show voluntary and proactive action. For the first time, LGBTQ+ persons within the Honda participated as guests at the ally seminar held in 2024. In the same year, Honda also conducted a training program for persons in charge of the personnel and general affairs departments.

In the area of personnel and welfare systems, Honda allows associates' same-sex partners to be treated as spouses, as well as the use of working names according to the transgender person's self-identified gender. Honda has also set up a consultation service, which is available at any time. By doing so, the Company has created appropriate systems and work environment where everyone accepts diverse individuals and feels comfortable and fulfilled in their work. Additionally, as part of promotion of corporate activities to facilitate society's understanding of LGBTQ+, Honda is supporting LGBTQ+-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 work with Pride Association to evaluate companies' efforts to create an LGBTQ+-friendly workplace in Japan, for five consecutive years since 2020. Honda will continue its efforts to foster a corporate culture and environment that respects diverse individuals.

External Evaluations → p. 118

Increasing Options for Experienced Associates to Play an Active Role

To maximize Honda's comprehensive corporate strength, it is important for each associate to adapt to a change in his or her work resulting from the changes in company business. Honda offers opportunities for experienced associates who have supported Honda's growth to promote individual autonomous career development so that they can continue to play an active role at Honda. Since the fiscal year ended March 31, 2022, a training system for career development has been improved, and Career Meister training (an opportunity for experienced associates aged 50 and above to proactively consider their own careers) has been implemented.

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, to further improve the working environment for people aged 60 and over. The Company also launched a continuous employment system in June 2025, which removes the upper age limit for highly specialized talent.

In addition, with the aim of responding to changes in the working environment and more diverse senses of value, Honda has implemented a system of shorter working days and shorter working hours for full-time associates aged 55 and older. The Company will continue to support experienced associates' new challenges for demonstrating their strengths in new fields and following their own lifestyles.

Introduction of Continuous Employment System for Highly Specialized Talent (Removal of upper age limit) → p. 103

*1 There are several generic terms for sexuality, including LGBT and LGBTQIA; Honda recognizes diversity of all genders, and therefore has adopted the term LGBTQ+ since 2023.

*2 Allies are Associates who have basic knowledge of LGBTQ+, consider LGBTQ+ issues as their own and voluntarily think and act as supporters.

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Initiatives to Support Balancing Life Events and Career Development

In modern society, there are an increasing number of situations that require assistance at different stages of life, such as childcare, nursing care, treatment due to unexpected illness, health issues, and infertility treatment. To address these issues, Honda focuses on creating an environment in which each associate can balance the diverse lifestyles and career development they desire and, subsequently, diverse human resources can play an active role, as well as enhancing its support systems. For example, Honda promotes understanding of the systems by publishing a handbook on support for work-life balance and disseminating information through an in-house portal site. In addition, to support the challenges of balancing work and career development during the child-rearing period, the Company holds seminars for balancing work and childcare and provides temporary nursery/school-age childcare services for associates working on public holidays at all business sites.

Honda, which has a particularly large male workforce, is stepping up its efforts to promote male participation in childcare, which will also help women to be more active and work more comfortably. The Company holds seminars to raise awareness, disseminates its policies through internal newsletters, introduces good practices by senior associates, and holds lectures and panel discussions by experts. It is also working to identify on-site issues through periodic internal surveys and examining workplace support. Honda aims to have 100% of male associates take leave for childcare purposes (postpartum partner leave + childcare leave) by the end of March 2028. As of the end of March 2025, 90.0% of male associates took at least one day of leave for childcare purposes, and 79.5% took at least five days.

Furthermore, Honda will continue to provide support and improve the environment for diverse issues such as women's health issues, and balancing work with nursing care and medical treatment. By doing so, Honda aims to provide a safe working environment for its associates and to achieve growth and development of the Company as a whole.

List of major systems to support balancing life events and career development

Category	Programs and systems
Childcare	<ul style="list-style-type: none"> ■ Childcare leave system <ul style="list-style-type: none"> * Available until the end of April immediately following the child's third birthday ■ Postpartum partner leave ■ Remote work system for childcare ■ Shorter working hour system <ul style="list-style-type: none"> * For children up to the completion of the 4th grade of elementary school ■ Fixed work schedule for one shift in the manufacturing area <ul style="list-style-type: none"> * For children up to the completion of the 4th grade of elementary school ■ Company full-time nurseries (Tochigi district, Wako district) ■ Temporary nursery/school-age childcare services for associates working on public holidays ■ Child nursing care leave <ul style="list-style-type: none"> * For children up to the completion of the 4th grade of elementary school, and paid up to 5 days per child (maximum 10 days) * Hourly acquisition in working hours ■ Childcare expense subsidy system ■ Childcare allowances
Nursing care	<ul style="list-style-type: none"> ■ Nursing care leave system <ul style="list-style-type: none"> * Up to 3 years ■ Nursing care time-off system <ul style="list-style-type: none"> * Paid up to 5 days per year ■ Remote work system for nursing care ■ Shorter working hour system ■ Fixed work schedule for one shift in the manufacturing area ■ Nursing care allowances
Disease treatment	<ul style="list-style-type: none"> ■ Leave for disease treatment ■ Remote work system for disease treatment ■ Shorter working days / working hours for disease treatment
Fertility treatment	<ul style="list-style-type: none"> ■ System of short-term/long-term leave for fertility treatment ■ Remote work system for fertility treatment
Women's health issues	<ul style="list-style-type: none"> ■ Services utilizing external resources (online seminars and consulting service with experts) ■ Establishment of a women's health office by in-house health professionals
Transfer of spouses	<ul style="list-style-type: none"> ■ Leave system for associates to accompany their spouses being transferred ■ Transfer system for associates to accompany their spouses being transferred

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Concept of Key Goal Indicators (KGIs) (Ratio of Women in Management Positions)

In Japan, Honda is promoting the expansion of women's active roles in the workplace. Specifically, the Company follows the Action Plan for Promoting Women's Participation and Advancement in the Workplace.

Action Plan for Promoting Women's Participation and Advancement in the Workplace
(Japanese only) <https://global.honda.jp/diversity/gender/actionplan/>

Calculation Method

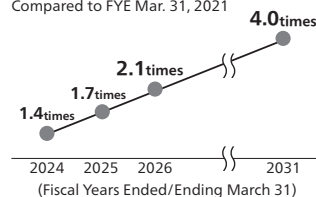
Using the number of women in management positions as of the fiscal year ended March 31, 2021 as the denominator, the percentage of women in management positions is calculated as the ratio of women in management positions.

$$\frac{\text{Number of women in management positions}}{\text{Number of women in management positions (FYE Mar. 31, 2021)}} = \text{Ratio of women in management positions}$$

* To steadily implement initiatives for women's advancement, annual plans are carefully reviewed based on current performance. The target for the fiscal year ending March 31, 2026 has been revised from "three times (compared to fiscal year ended March 31, 2021)" to "2.1 times." The target for the fiscal year ending March 31, 2031 has been left unchanged, and Honda will promote efforts to achieve the target.

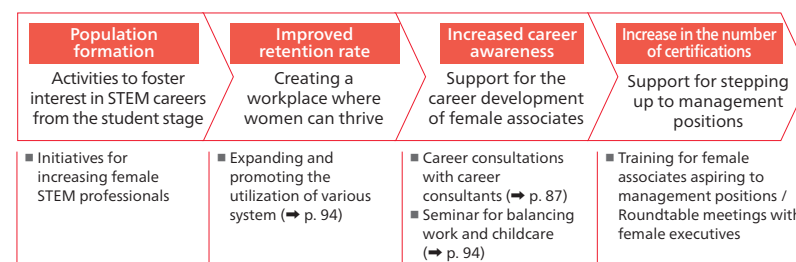
Achievement Roadmap

* Ratio based on the number of
FYE Mar. 31, 2021 as 1
Compared to FYE Mar. 31, 2021



Initiatives for Achieving KGI Goals

We are working with management members to examine specific measures to create a workplace where women can pursue their own careers and play an active role. Among other things, to systematically develop female candidates for management positions, Honda is working to expand its population of female associates from the student stage.



* The Action Plan is scheduled to be updated on July 1, 2025, and this statement is based on the assumed content.

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Activities to Foster Interest in STEM Careers from the Student Stage

Initiatives for Increasing Female STEM Professionals

Since 2014, Honda has been conducting outreach programs for high school students, both before and after their choice of humanities or STEM fields, as part of initiatives hosted by the Japan Automobile Manufacturers Association (JAMA). In the fiscal year ended March 31, 2024, female engineers visited five high schools, providing lessons on job roles and careers to 162 students (including 103 females).

The Company has also been participating in the "Girls Meet STEM Career" program hosted by the Yamada Shintaro D&I Foundation, which started in July 2024. This initiative involves multiple activities such as workplace tours of research institutes and networking events with female engineers (with 48 participants in total). These efforts are being made across industries to enhance understanding of STEM careers, promote their appeal, and create a positive image of working as an engineer.



Visiting lesson



Girls Meet STEM Career

Support for Stepping Up to Management Positions

Training for Female Associates Aspiring to Management Positions / Roundtable Meetings with Female Executives

From the fiscal year ended March 31, 2025, management training programs started for female associates who are expected to be promoted to management positions in the near future.

In addition, roundtable meetings are held between female executives and female associates to raise awareness of career development through dialogue with female executives who serve as role models, as well as to promote networking among female associates.

Through these efforts, Honda is broadening the base of female associates and helping them to step up their careers by raising their awareness of a wide range of future career opportunities.

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Activating Associates' Intrinsic Motivations and Fostering the Collaboration of Diverse Individuals Key Theme 2: Cultivate an Organizational Culture Where Diverse Individuals Can Fuse and Thrive

Initiatives by Region: North America

Fostering an Inclusive Environment

In North America, Honda has put into practice the pillar of our philosophy, "Respect for the Individual," by strengthening our inclusion activities. One of the most emblematic initiatives is the Business Resource Groups (BRGs). These groups, which are voluntarily run by associates, aim to foster an inclusive environment and promote positive change within the Company and society. They focus on four key areas: improving business, contributing to the community, raising cultural awareness, and supporting career development. Additionally, to foster and promote a culture of inclusion, BRGs welcome and encourage participation from all associates, temporary associates, and contract associates. To support and further develop BRGs, we have been hosting the HONDA BRG SUMMIT since 2018. In this summit, the management team demonstrates its commitment to BRGs, while BRG leaders build networks by sharing excellent ideas and strategies with one another. These activities serve as the driving force that enables us to remain a company leading the way in creative innovation.



BRGs' four key areas



BRGs Summit

Initiatives by Region: South America

Ensuring Diversity in Recruiting and Creating a Workplace Where Diverse Human Resources Can Take Active Roles

In Brazil, Honda aims to increase the ratio of women in the workplace as part of its efforts to increase workplace diversity by 2030. Its key achievements for 2024 include (1) increasing the percentage of entry-level female hires in sales and administration to 45%; (2) increasing the percentage of female hires at the automobile plants from 10% to 15%; and (3) achieving a 50% gender ratio in the internship program at the motorcycle plants and in the sales and administration trainee program. Furthermore, the Company aims to create a talent pool of female candidates for management by 2025, and to enhance the identification and development of future female leadership candidates.

Other initiatives are being undertaken to practice the Honda Philosophy at a higher level and to strengthen the promotion of diversity. For example, to address inclusion of people with disabilities, the Company has not only hired hearing-impaired associates but also implemented training in Brazilian sign language (LIBRAS) for associates and improved onboarding processes at its automobile plants. Its motorcycle plants are actively recruiting for people with disabilities and provide training programs with accessibility for the hearing impaired.



Event for recruiting female workers



Brazilian sign language (LIBRAS) training

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Activating Associates' Intrinsic Motivations and Fostering the Collaboration of Diverse Individuals Key Theme 2: Cultivate an Organizational Culture Where Diverse Individuals Can Fuse and Thrive

Initiatives by Region: Europe, Africa, and the Middle East

Building Awareness of D&I and Supporting Mechanisms

In Europe, Africa and the Middle East, the goal of Honda's D&I activities is to "remove any physical or conscious barriers that may exist so that anyone can become a Honda associate and grow within the Company." For example, Honda upholds its D&I policy that supports fairness in hiring practices and respect for diversity in all its internal operations and applies them similarly in its communications with associates. In addition, D&I-related content is incorporated in several leadership training programs to improve managers' level of understanding and action toward ensuring D&I within the Company. Furthermore, in the fiscal year ending March 31, 2026, a D&I working group is scheduled to be established within the HR organization to study measures to further enhance awareness of inclusion and a sense of belonging within the Company.

The regional headquarters based in the UK has revised its personnel transfer policy to allow flexibility in job rotation and work assignments between the UK and other countries, so that associates can perform work for other countries and organizations without changing their work location in their home country. Across Europe, the region is also improving the sharing of job information and promoting a more streamlined internal job application process, making it easier for everyone to apply for new opportunities.

Through these efforts, the company aims to create a work environment where everyone with different backgrounds, perspectives, and experiences, including race, gender, age, culture, and abilities, are valued, can freely express their opinions, and have equal opportunities in this region, which is characterized by diversity and multiculturalism.



Logo used for internal communication

Initiatives by Region: Asia and Oceania

Fostering Diverse Human Resources and Promoting Human Resource Exchange Across the Region

In Asia and Oceania, Honda is working to realize equality in the workplace to put into practice Honda's Fundamental Beliefs, "Respect for the Individual."

One of the key initiatives is the associate exchange program, which aims to develop a diverse workforce throughout the Asia and Oceania region and to achieve equality of opportunities beyond the boundaries of local subsidiaries. As of January 2025, 51 associates from various countries within the Asia and Oceania region are serving as expatriates in other subsidiaries. This shows a 24% increase over the previous year, and the number reflects a positive attitude toward promoting diversity in the work environment.

Also, true equality requires continuous effort. Rather than simply increasing the number of expatriates, the program is continually being improved to create a work environment that is comfortable for all expatriates and in which each individual feels valued and respected.

Moreover, Honda is actively promoting the assignment of local human resources to the management positions of each local subsidiary. Honda believes that increasing diversity and fostering innovation at each of its local subsidiaries and involving local people who are familiar with the local market in management will lead to further success in the future.



Associate exchange meeting at the office of Asia and Oceania region

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Activating Associates' Intrinsic Motivations and Fostering the Collaboration of Diverse Individuals Key Theme 2: Cultivate an Organizational Culture Where Diverse Individuals Can Fuse and Thrive

Initiatives by Region: China

Providing Workplaces Free of Gender and Ethnic Discrimination and Promoting Intercultural Understanding

In China, Honda is committed to providing workplaces free of any gender and ethnic discrimination, based on the social principles of gender and ethnic equality in hiring, promotion, granting opportunities, and compensation. For example, China has 55 ethnic minorities in addition to the Han Chinese, but Honda employs and utilizes excellent human resources regardless of ethnicity, such as workers from many ethnic minorities, including Manchu, Tujia, and Hui.

In China, many expatriates are actively working together with local associates to contribute to the development of the business. To enhance mutual trust in this work environment, Honda provides cross-cultural training for expatriates and local associates to learn about the differences in culture and society between China and Japan, and to strengthen communication within the organization. A total of 1,000 associates have participated in this training. As a result, the atmosphere in the workplace has greatly improved.



Cross-cultural training



Women's Day event

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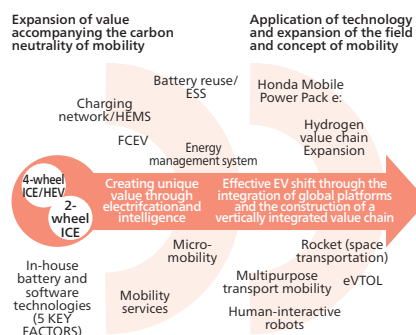
Ensuring Quantity and Quality of Human Resources in Focus Areas

Key Theme 3: Global Management of Human Capital Contributing to Business Strategy

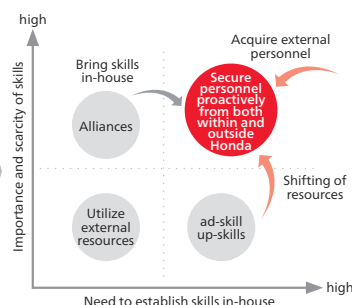
To contribute to the success of the business, we are creating a talent portfolio for focus areas aligned with the business strategy, while also advancing quantitative and qualitative staffing through defining resource management processes, formulating staffing strategies, and undertaking activities to secure talent.

Vision

Honda's Overall Approach as a Comprehensive Mobility Company



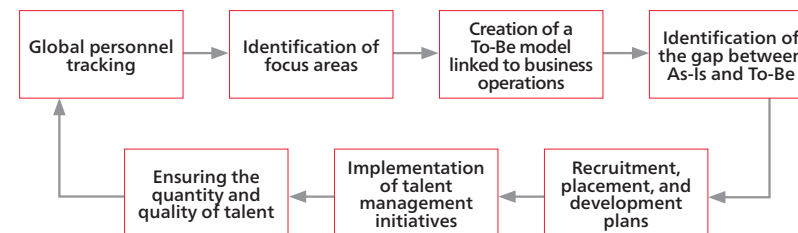
Human Resource Portfolio in Focus Areas



Process for Achieving Resource Management Aligned with Business

We have defined a resource management process to ensure the necessary talent for achieving our business plans. By integrating each step, we will achieve resource management aligned with our management policies and business plans. Currently, we are developing a global talent portfolio (To-Be) that is aligned with our business objectives and represents our desired state, while working to identify gaps between this desired state and our current situation (As-Is). We are also defining the skills required for focus areas and visualizing associate skills to identify gaps from both quantitative and qualitative perspectives. Going forward, we will build a system that organically integrates with talent management measures such as recruitment, placement, and development, creating a process to fulfill talent needs in alignment with business transformations.

* Various human resources involved in the battery life cycle and value chain



Concept of Key Goal Indicators (KGIs)

The focus is on monitoring the fulfillment status of necessary human resources in focus areas by using the required number of personnel as the target values. Currently, in addition to software development professionals, who have already been positioned as personnel for focus areas, we are also targeting battery-related professionals*. We are proactively setting and working towards target values based on the number of personnel required for both areas.

Calculation Method

We identify the target organizations of the focus areas and calculate the human resources fulfillment rate in the focus areas by dividing the number of associates engaged in those organizations by the total number of required personnel in the organizations.

$$\frac{\text{Number of associates engaged in target organizations}}{\text{Total number of required personnel in the target organizations}} = \text{Human resource fulfillment rate in focus areas}$$

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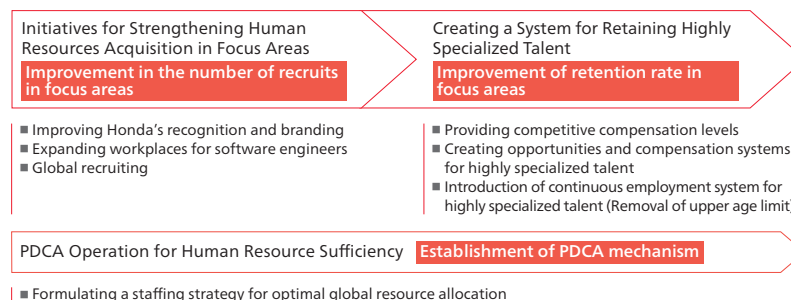
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Ensuring Quantity and Quality of Human Resources in Focus Areas Key Theme 3: Global Management of Human Capital Contributing to Business Strategy

Japan

Initiatives for Achieving KGI Goals

To improve the fulfillment rate of human resources in focus areas, we are currently focusing intensively on two main initiatives: increasing the number of hires and improving retention rates. Concurrently, we are establishing a PDCA (plan-do-check-act) framework to ensure that our talent portfolio aligns with and supports our business strategy.



Initiatives for Strengthening Talent Acquisition in Focus Areas

Improving Honda's Recognition and Branding

To boost recognition and branding among engineers in focus areas such as software and semiconductors, Honda is actively holding events specific to these fields, promoting its brand through media articles, and leveraging social media. Since the fiscal year ended March 31, 2024, the "TECH PLAY" event series has featured development leaders and engineers involved in cutting-edge work, who present their achievements and future directions in focus areas. By facilitating interactive exchanges with participants, these events also communicate the appeal of working at Honda and our commitment to innovation.

Expanding Workplaces for Software Engineers

Previously, our development centers were concentrated in the Kanto region, which often made it difficult for potential candidates from other areas to consider Honda as a new workplace due to geographical constraints. To address this issue, we opened software development centers in Osaka, Nagoya, Fukuoka, and Omiya, in addition to Tochigi and Tokyo (Aoyama, Roppongi, and Akasaka).

Globally, in response to the extremely difficult situation of securing software personnel in China, we are working to acquire highly specialized engineers, such as opening a new office in Shanghai, where there is a high concentration of software personnel. We will continue to open new locations as needed to secure human resources in our focus areas.

Global Recruiting

Honda has been continuing its global recruiting activities to acquire highly specialized engineers in the field of AI/software for a while now. One of these activities is recruiting at the Indian Institute of Technology. By establishing a recruitment scheme that includes strengthening relationships with universities through alumni and setting highly competitive compensation packages, we have steadily increased the number of hires from leading schools.

In 2024, Honda also expanded its mid-career recruitment, hiring many highly specialized engineers, primarily from India and Indonesia, among approximately 2,000 applicants. The Company will continue to recruit personnel who can be expected to play an active role in the focus areas on a global basis.

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Ensuring Quantity and Quality of Human Resources in Focus Areas

Key Theme 3: Global Management of Human Capital Contributing to Business Strategy

Creating a System for Retaining Highly Specialized Talent

Providing Competitive Compensation Levels

In our new management personnel system started in the fiscal year ending March 31, 2026, we have introduced a framework that not only ensures the retention of essential talent but also aligns with market compensation standards to recruit external candidates effectively.

For highly specialized talent, we have shifted to a system that “rewards those who lead change,” regardless of age or years of experience (Personnel System Reforms Aimed at Accelerating the Cycle of Challenge, Collaboration, and Growth (→ p. 88) and have created an evaluation system that allows personnel to be treated in accordance with their performance.

For those with even higher expertise and market value, we also offer employment on a contract basis commensurate with high market compensation levels.

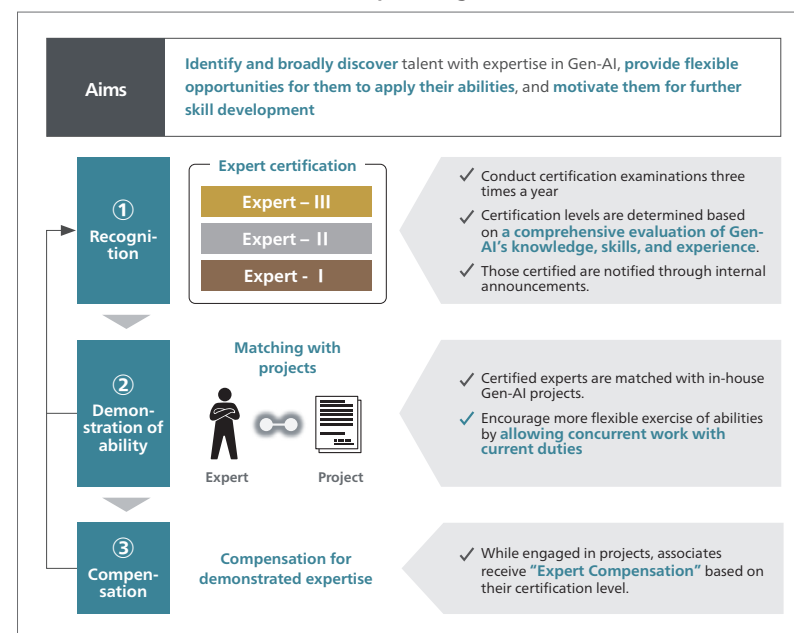
Creating Opportunities and Compensation Systems for Highly Specialized Talent

In a rapidly changing business environment, Honda continues to create new values by identifying and providing opportunities for talent with critical technologies for our business strategy.

As a leading example, Honda has been early to recognize the potential of generative AI, which is attracting global attention, and has been advancing efforts to leverage this technology. By appropriately utilizing generative AI, we believe that we can not only dramatically enhance operational efficiency but also create new values.

Based on this approach, we introduced the “Gen-AI Expert Program” in June 2024 to identify associates with rare and valuable expertise in generative AI and to promote the application of their expertise. This program is designed to enable associates with high levels of specialization, particularly in generative AI, to participate flexibly in cross-organizational projects. This initiative aims to accelerate company-wide efforts to leverage AI.

Aims and Overview of the Gen-AI Expert Program



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Introduction of Continuous Employment System for Highly Specialized Talent (Removal of Upper Age Limit)

At Honda, we are already a pioneer in the industry with our implementation of a flexible retirement system extending the retirement age to 65. As an additional measure, we will introduce a system that allows for the continuation of employment without age limits for individuals with critical expertise and exceptional performance necessary for our business, starting in June 2025.

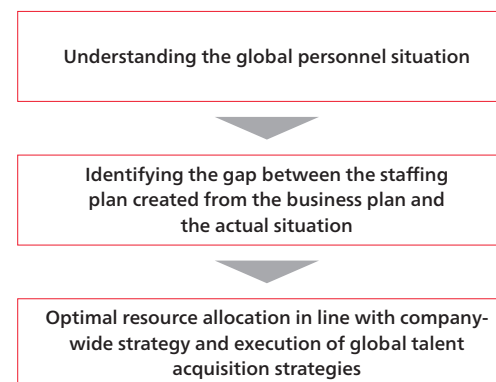
PDCA Operation for Human Resource Sufficiency

Formulating a Staffing Strategy for Optimal Global Resource Allocation

To develop a medium- to long-term staffing plan aligned with business strategy, we are establishing a scheme that allows us to visualize the quantity and quality of human resources on a global basis and formulate medium- to long-term plans.

In the fiscal year ended March 31, 2025, the status of our human resources, including global personnel, was assessed. Currently, we are using the assessment data as well as our medium- to long-term business plan to examine our staffing strategy, including a global perspective. From the fiscal year ending March 31, 2026 onward, we will focus more on the quality of human resources and visualize the number and capability of personnel needed to improve competitiveness over the medium to long term. Through the global application of such data, we will further improve recruitment, development, and placement of human resources as well as compensation systems in line with our business strategy.

We also aim to invest in human resources and acquire capabilities in the SDV and electrification areas, where upfront investment is particularly needed, in line with the business environment. At the same time, we will promote initiatives to make our organizational structure more productive.



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Ensuring Quantity and Quality of Human Resources in Focus Areas

Key Theme 4: Investment in Human Resource Development to Continuously Create New Value in Emerging Fields

Honda has traditionally promoted the development of human resources by encouraging “all associates to become experts with core expertise.” Most recently, however, the Company has positioned the development of “human resources who can continue to create value in new areas” as a top priority, based on its business strategy. To respond to technological innovation and rapid changes in the market environment and to open up new business opportunities, it is essential to develop highly specialized human resources. Accordingly, Honda is working to provide learning opportunities that support individual growth and create an environment that encourages individuals to take on new challenges.

Vision

Honda will promote investment in human resource development to fulfill the human resource needs in focus areas mentioned earlier in Key Theme 3: Global Management of Human Capital Contributing to Business Strategy.

Implementation Process

Honda has established programs for the development of specialized skills in focus areas to improve skill levels. Specifically, we have established literacy education programs for basic knowledge that all associates should acquire, and effective education programs combining off-JT sessions and practical training for skills that are required to be further utilized in actual operations. Through these efforts, the Company has created an environment in which associates can acquire the latest knowledge and practical skills.

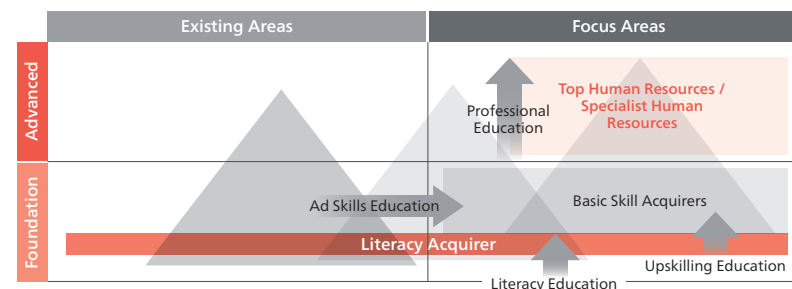
Concept of Key Goal Indicators (KGIs)

To achieve human resources fulfillment in focus areas and secure top-tier technological advantage in new fields, we will implement unprecedented-scale investments in human resources development. Currently, we are formulating a talent development programs for focus areas as mentioned above, and deploying education programs tailored to different levels of expertise. Moving forward, we will actively expand investments in specialized education to cultivate top talent and specialists.

Calculation Method

The amount of investment in human resources development is calculated by summing the investments made in individual capability enhancement and in improving organizational performance within focus areas.

Human Resource Development System for Focus Areas (Image)



Just Transition

In its drive toward carbon neutrality, Honda supports a just transition for its associates, its supply chain, and the communities in which it operates.

In the period of mobility transformation, which can be considered as the second founding phase of Honda, we recognize that associates will need new skills and learning approaches and help them find new career opportunities.

Honda’s basic approach to human resource development originates from its Fundamental Beliefs of “Respect for the Individual.” Honda believes that each person’s efforts are based on his or her own responsibility and self-development through challenges, and that the Company’s role is to provide opportunities for individual growth according to the Company’s needs and the individual’s motivation and abilities.

Therefore, Honda provides all associates with opportunities for skill upgrading and re-skilling.

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Ensuring Quantity and Quality of Human Resources in Focus Areas

Key Theme 4: Investment in Human Resource Development to Continuously Create New Value in Emerging Fields

Japan

Future-Focused Skill Visualization and Human Resources Development Strategies

Honda defines job categories in focus areas and sets the necessary skills associated with those job categories. Additionally, the skills are classified into levels from the quality perspective, and the quantity and quality of human resources are visualized in terms of these job categories and skills. Then, by clarifying the gap between the current situation and the job categories and skills that will be required in the future, we will be able to consider specific measures. Going forward, Honda will gradually expand the visualization of skills on a company-wide basis, beyond focus areas, thereby improving the skills of associates and appropriately allocating human resources, as well as strategically developing human resources for business transformation.

Expanding Literacy Education to Enhance Organizational Awareness for Business Transformation

To support our challenges in focus areas such as software and electrification, we are providing e-learning programs that equip all associates with essential foundational knowledge, regardless of their role or business unit. In the software literacy education program conducted in the fiscal year ended March 31, 2024, we defined five types of talent necessary for driving business transformation based on digital skill standards and set learning programs for each type. The goal of these programs is to enable associates to understand and articulate new concepts in the software domain in their own words.

For the fiscal year ended March 31, 2025, we expanded literacy education programs to include the area of electrification and offered an e-learning program on electrification to all associates, aiming to raise their awareness of carbon neutrality and electrification. Such training programs on the area of electrification and carbon neutrality in the context of the current mobility industry have increased literacy as well as awareness of business transformation throughout the organization.

	Number of participants	Training hours per person
Results for FYE Mar. 31, 2024, and FYE Mar. 31, 2025 Company-wide software literacy education	Approx. 33,000 associates	Approx. 16 hours
Results for FYE Mar. 31, 2025 Company-wide electrification literacy education	Approx. 33,000 associates	Approx. 4 hours

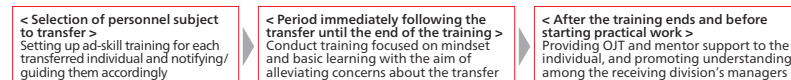
Upskilling Education to Develop Talent for Focus Areas

We will roll out upskilling training programs aimed at acquiring the foundational knowledge and skills necessary for performing tasks in new areas. To ensure that all associates can access the required training at the appropriate time, we will make these programs available through the company-wide e-learning system. Additionally, we will offer face-to-face training sessions alongside the e-learning modules to enhance learning efficiency. In the fiscal year ended March 31, 2025, we offered Python training programs, which allow learning through practice in a face-to-face format, to associates whose work is highly relevant to the training contents. A total of approximately 1,000 associates took the courses on data utilization, business efficiency, machine learning, and other subjects. Honda will continue to identify and deploy effective learning contents and put in place a system that enables efficient investment in human resources.

Supporting Challenges in New Domains with Ad-skill Education

We provide ad-skill education for associates expected to excel in new areas. With the progress of business transformation, internal transfers are expected to involve a shift in expertise. Taking the focused areas of software and electrification as a leading example, we have designed and implemented a series of ad-skill training programs tailored to the characteristics of each area. Associates undergoing the transfers can access technical foundational training to acquire necessary expertise, as well as programs focused on developing a mindset to adapt to environmental changes due to the transfers. In the fiscal year ended March 31, 2025, approximately 250 associates participated in intensive training programs of 1.5 to 3 months, aimed at supporting early success after transfers or reassignments, approximately 650 associates participated in training programs to acquire specialized knowledge, and approximately 100 associates participated in mindset-building and other training programs.

After the transfers, associates are provided with mentor assistance and opportunities for connecting with peers of the same generation, while the managers of the divisions receiving the transferees are provided with training to deepen the understanding of their role as supervisors. This creates an environment where transferees can quickly adapt to their new positions.



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Ensuring Quantity and Quality of Human Resources in Focus Areas Key Theme 4: Investment in Human Resource Development to Continuously Create New Value in Emerging Fields

Initiatives by Region: North America

Partnership with Ohio State University

Development of Training on Electric Vehicles and Battery Technologies

In North America, Honda continues to develop and deploy in-house training programs to upskill its associates in the fields of electric vehicles (EV) and battery technologies. Honda has further leveraged its partnership with Ohio State University and established a battery cell research and development center. The center is scheduled to open in April 2025 and will serve not only as a research facility for battery technologies, but also to provide skills development training for associates.

Additionally, programs focused on the safe handling of electrified components have been developed. The programs are divided into four categories and are offered to associates according to their role in EV development and production. The program contents cover a wide range of subjects, from raising awareness of the dangers associated with batteries and electrification to in-depth training by outside instructors. Hands-on training includes practical sessions to adequately prepare associates to safely manage high-voltage systems and ensure their proper operation.

Initiatives by Region: South America

Expanded Opportunities to Increase Knowledge of New Technologies and Electrification

In South America, to keep up with new technologies and electrification, Honda provides its associates with learning opportunities for contents related to these fields. For example, we have developed specialized courses focused on the field of information technology in 2024. Such training contents are available to all associates through a training system partnered with Udemy Academy. In this system, 11 learning courses have been established, including over 200 training programs. Each associate can access the system to select a training program that meets his or her individual needs.



Initiatives by Region: Europe, Africa, and the Middle East

Providing E-learning Programs

In Europe, Africa, and the Middle East, e-learning programs have been introduced across countries to provide associates with opportunities to acquire new knowledge. Especially, diverse learning contents in the software field, such as cyber security and data analysis, have been developed.

Among other things, cybersecurity training is provided to more than 3,000 associates throughout the year to ensure that they understand and are familiar with Honda's global IT security policy. In addition, the Company is considering the introduction of training on ethics and security with respect to AI, which is expected to see increased use in business in the future and will work to further improve learning opportunities for associates. The completion rate of e-learning programs among associates exceeds approximately 85%, and many associates are engaged in continuous learning.

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Initiatives by Region: Asia and Oceania

Providing Training Programs to Enhance Expertise in Electrification

In Asia and Oceania, to keep pace with the rapidly evolving automobile industry, Honda is making attempts in each local subsidiary to proactively equip associates with necessary skills. Specifically, the educational programs cover a wide range of subjects, including EV knowledge and technology, cloud computing, and AI technology. At the subsidiary in India that produces EVs, 168 associates participated in basic EV knowledge training in 2024. Three of them also participated in EV quality testing training conducted in Japan.



Skill training

Initiatives by Region: China

Various Reskilling Activities to Develop Human Resources for Intelligentization

In China, to develop human resources for intelligentization, some locations are conducting reskilling activities. Specifically, the initiatives include establishing a reskilling committee, implementing training on databases and open innovation, organizing a special training camp for connected and intelligent manufacturing, and holding DX skill contests to reskill existing personnel.

To broaden associates' perspectives and deepen their insights, Honda is also engaged in tours and external exchanges at outside advanced IT firms.



Reskilling exchange meeting



Reskilling training

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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 and Health Principles 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 everyone who works for Honda.

In December 2022, the Company also created "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 safe and healthy workplace, while each associate works to maintain such a workplace and to prevent and minimize accidents.

Safety and Health Policy

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, we will conduct safety and health management activities listed below, 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."

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 safe 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 health 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 and promotion positively and practice health management (wellbeing).
6. We will have the awareness and responsibilities as associates of Honda and eradicate four pernicious traffic violations and positively act on "Zero traffic accidents".

Establishment: December 8, 2022

Toshihiro Miki

Honda Motor Co., Ltd.

Director, President and Representative Executive Officer, Chief Executive Officer

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Achievements in Safety and Health Activities as Set Forth in the Safety and Health Policy

Safety and Health Activities		Main Activities	
1	We will perform the risk evaluation of work-related business operations, and invest resources as much as necessary to prevent occupational accidents.	<ul style="list-style-type: none"> Regular on-site inspections by the Equipment Safety Committee Conducting risk assessment training for supervisors 	  <p>Accident site inspection Risk assessment training</p>
2	We will disseminate the Safety and Health Policy, and all associates will create a safe and secure workplace by implementing safety training and safety activities.	<ul style="list-style-type: none"> Basic safety training of machinery and actual equipment Equipment safety training for middle management 	  <p>Machinery and equipment training</p>
3	We will observe the related regulations and internal standards and work on all aspects of accident prevention and health maintenance promotion.	<ul style="list-style-type: none"> Safety and health audits of all workplaces Health enhancement 	  <p>Safety and health audits Health enhancement</p>
4	We will implement and operate this policy and the safety and health management manual accordingly and enhance safety awareness for all associates.	<ul style="list-style-type: none"> OSHMS* training 	 <p>OSHMS basic training</p>
5	We will support mental and physical health maintenance promotion positively and practice health management. Health Management Initiatives → p. 114	<ul style="list-style-type: none"> Mental health roundtable discussion Conducting health interviews tailored to associates 	  <p>Mental health roundtable discussion Health interviews tailored to associates</p>
6	We will have the awareness and responsibilities as associates of Honda and eradicate four pernicious traffic violations and positively act on "Zero traffic accidents".	<ul style="list-style-type: none"> Traffic safety education by instructors Traffic safety patrols Regular training for motorcycle and automobile instructors 	   <p>Traffic safety education Traffic safety patrols Regular training for instructors</p>

* OSHMS: Occupational Safety and Health Management System

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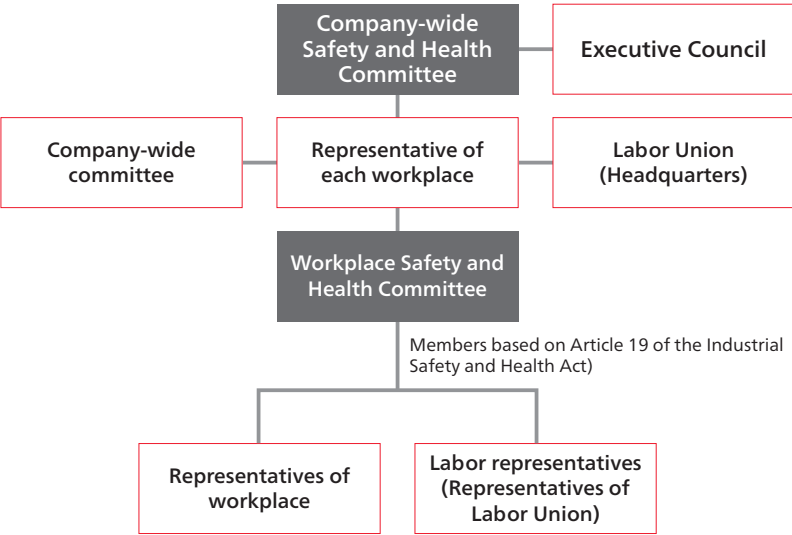
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Safety and Health Governance Structure

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* 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 safe and comfortable work environment.

Committee system diagram



In the fiscal year ending March 2025, the following instructions have been sent out by the Chairman of the Company-wide Safety and Health Committee.

- Implement measures to achieve a high level of safety and health standards throughout the Company based on the sharing of good practices in mental health
- Develop a health checkup assessment flow and build a system to ensure proper health checkups based on autonomous chemical substance management

Additionally, as part of company-wide occupational safety and health management, occupational safety and health audits are conducted to confirm the operation of an Occupational Safety and Health Management System (OSHMS) in accordance with JISQ 45100 and the implementation of compliance-related matters.

The Company-wide Safety and Health Audit Committee, chaired by the vice-chairman of the Company-wide Safety and Health Committee, conducts the occupational safety and health audits to ensure a high level of safety and health standards throughout the Company.

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

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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 personnel training 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*, the Company performs periodic inspections and improvements to appropriately maintain and manage its working environments.

Emergency Response

Based on the Honda Global Risk Management Policy, response procedures have been developed for each workplace, assuming emergency situations.

Especially for emergency situations, such as serious disasters, explosions, and fires, a communication route has been established with human life as the priority. Drills have been conducted to ensure that all associates, contractors, and other related parties are fully aware of the Company's emergency response.

Honda has also established a self-defense firefighting organization and conducts education and training activities, including initial firefighting in the event of a fire.

* The three basic items of work and health management: work environment management, work management, and health management. These are the fundamental concepts of occupational health management.

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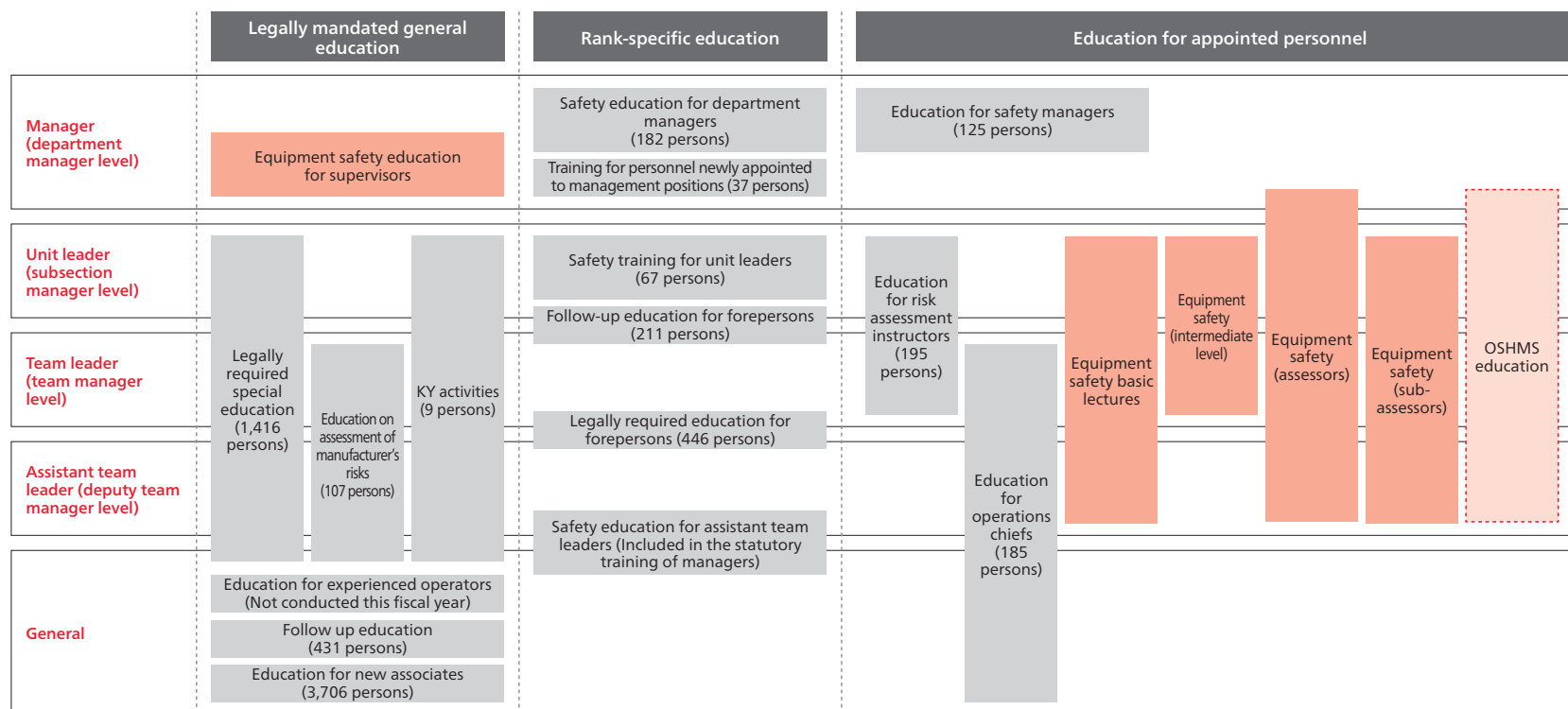
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Safety and health education and training (1)

The company-wide safety and health training system has established training and education programs that enable all associates to understand how to create a safe workplace, and every year, they receive safety and health education tailored to their individual roles.

Honda's health and safety training scheme



* The numbers in parentheses indicate the number of participants in the fiscal year ended March 31, 2025.

Lost time injury frequency rate (LTIFR) → p. 124

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Safety and health education and training (2)

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

by machinery and equipment.

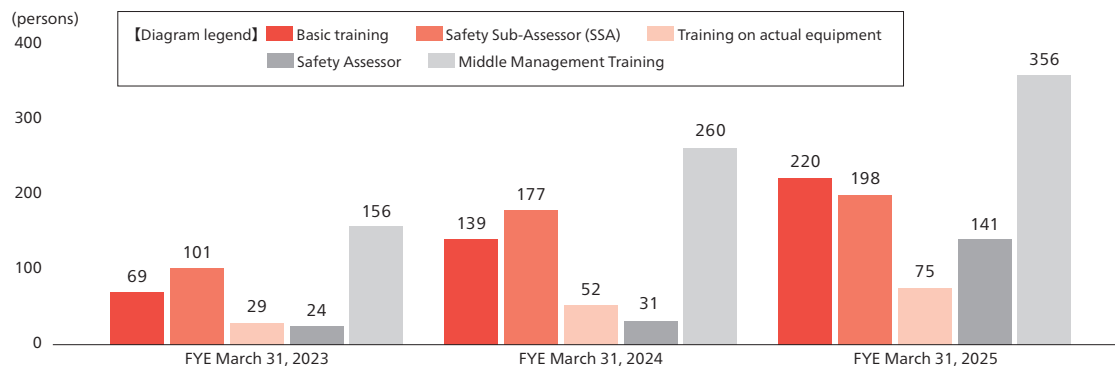
In addition, Honda develops managers and auditors at all levels through Occupational Safety and Health Management System training.

Each workplace also provides various training programs for its associates.

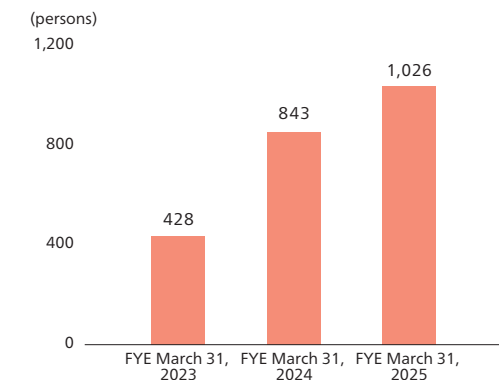
Training situation for safety and health

Training title	Trainees	Number of training days	Number of participants (those who passed) in FYE Mar. 2025	Purpose of training	Outline of training
Basic training	Persons who have been engaged in the installation and maintenance of equipment for several years	3 days	81	Acquire skills to correctly identify hazardous sources	Basic machine safety knowledge (standards, laws, risk assessment, etc.)
Safety Sub-Assessor (SSA)	Engineers mainly involved in safety verification of installed equipment	6 days	21 (15)	Learn in-depth expertise on machinery safety Obtain SSA qualification certification	Acquire theoretical knowledge of machine safety principles, essential safety design measures, and proper estimation of risks
Training on actual equipment	Persons in charge of leading safety verifications on equipment	5 days	23	Acquire risk assessment skills based on ISO through group exercises	Develop an advanced ability to assess safety and verify machine safety while using actual equipment for training purposes
Safety Assessor (SA)	Persons seeking an advanced level of in-depth expertise in machinery safety	8 days	110 (94)	Obtain SA qualification certification	Acquire knowledge of safety certification, a wide range of risk reduction measure techniques, and verification knowledge at the performance level, including validation knowledge and verification capability of machine safety
Middle Management Training	Newly certified management level persons and equipment related department leaders	1 day	96	Learn an overview of the concept of risk assessment and other related topics	To improve understanding of workplace safety, learn international standards and concepts related to machinery safety, the need for engineer ethics, and the concept of risk assessment
Occupational Safety and Health Management System (OSHMS)	Newly appointed supervisors Newly appointed health and safety promoter Newly appointed internal audit committee member Others as needed	1 day	183	Understand the Occupational Health and Safety Management System and actively promote health and safety activities to prevent accidents	Status of occupational accidents Basics of Occupational Safety and Health Management System Safety and health regulations and company rules Risk assessment exercise

Status of equipment training related to safety and health



Status of Occupational Safety and Health Management System Training



* Assessor: A person who conducts evaluations and assessments.

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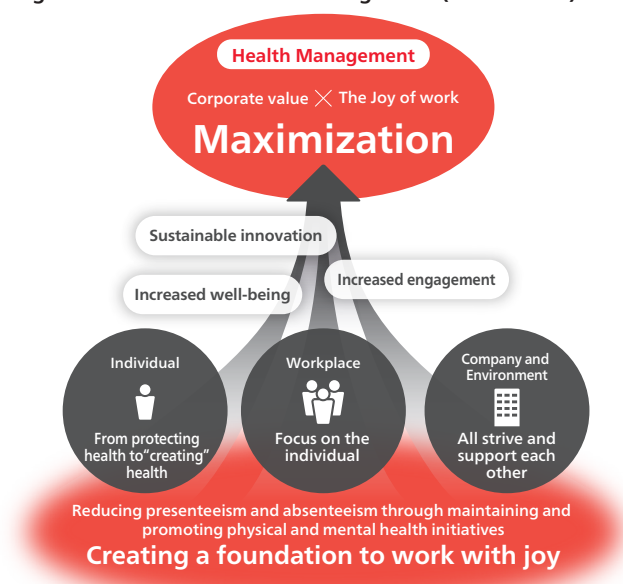
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Honda's Health Management

Grand Design for Achieving Health Management

Building on a vibrant and active working foundation, we are working to maximize corporate value and work satisfaction through three pillars: "individual," "workplace" and "company-wide/environment."

Grand design for realization of health management (Three Pillars)



Health Management Initiatives

Honda hopes that all associates remain healthy in the same way it strives for safety.

Under the top management message, "the basis of a strong individual is to be healthy, and each one of us should take on the challenge of maintaining and promoting good health," Honda is promoting health management activities with the practice of wellbeing included in its Safety and Health Policy. Honda aims to become a company with a comfortable work environment where associates "can work safely and energetically while remaining healthy both physically and

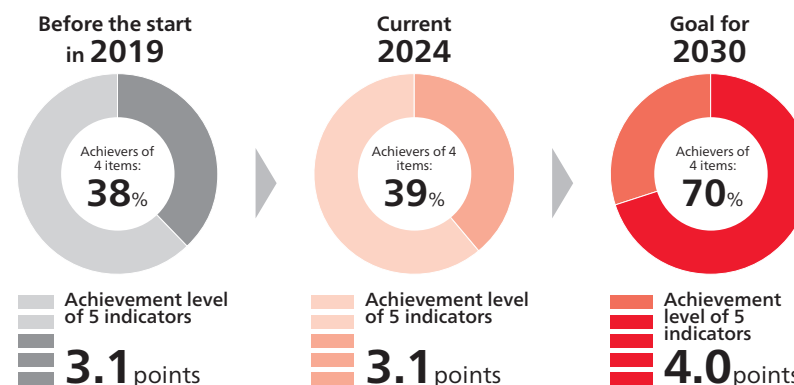
mentally" as they make their own efforts to maintain and promote their health for their own future. Toward achieving this goal, Honda has set three pillars and five matters for better health management, as its health management policy.

Initiatives for Lifetime Health (Five Management Items)

Staying healthy and working energetically is crucial not only for individuals but also for the continuous development of the workplace and the Company. To achieve lifetime health, we established five management items deeply related to lifestyle habits— 1. Rest, 2. Nutrition, 3. Exercise, 4. Smoking cessation, and 5. Alcohol consumption—and are working to achieve the behavioral goals.

Items	(1) Rest	(2) Nutrition	(3) Exercise	(4) Smoking cessation	(5) Alcohol consumption*
Management items	Enough good quality sleep	Nutritionally well-balanced meals	Habit of regular physical exercise	No smoking	Moderate drinking
Targets	Ensure sufficient rest through quality sleep	Eat breakfast (first meal after waking up) every day	Have an exercise routine at least twice a week for at least 30 minutes each time	Do not smoke (including electronic cigarettes)	Drink in moderation (no more than 1 unit)

* This does not encourage alcohol consumption for individuals without drinking habits. Appropriate amount and frequency refer to less than 3 gou (Japanese unit of volume, (approximately 180 ml) per week as a guideline, with a single serving up to 1 gou and two alcohol-free days per week.



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Honda's Health Management

Main Initiatives of the "Three Pillars"

1) (Individual) From protecting health to "creating" health

Shifting from Protecting Health to Creating Health Honda's vision of health is "to maintain a balance between mind and body (a good state) and to be in a condition where one is fully committed to positively maximizing their potential."

To support individuals in achieving this, we have introduced a 24-hour online consultation and medical service.

Additionally, we have evolved the post-health checkup "health guidance" from focusing solely on illness or discomfort to fostering lifelong health (a state of wellness and well-being). This evolution includes "Wellcom" (health consultations), where associates engage in mutual communication with occupational health staff to design their envisioned state of health.



A Scene from a Health Consultation

2) (Workplace) Focus on the individual

We do not simply think "Maintaining health is a personal responsibility," but rather view it as a workplace issue. In two-way communication sessions where organizational policies, individual roles, action goals, and career development are aligned between members and supervisors, we support safety considerations and autonomy regarding health. We place great importance on fostering mutual understanding through these communications.



Seminars for Managers on Women-Specific Health Issues

We also strive to create an environment where associates can work vibrantly despite various constraints, such as illness, disabilities, or ongoing medical treatment. For example, to address women-specific health issues, we have established the "Women's Health Room," where associates can consult with internal and external specialists. Additionally, we conduct seminars and roundtable discussions for managers to foster awareness and cultivate a supportive workplace culture.

3) (Company-wide/Environment) All strive and support each other

We have incorporated the practice of health management (well-being) into our Safety and Health Policy and are working together as a company towards "eliminating mental health issues."

To improve the internal environment for "no smoking" and prevent unwanted secondhand smoke, we continue to enforce smoking bans during working hours and provide support for those willing to quit smoking.

As part of our welfare benefits, we offer a health consultation and medical support app, enhance health-related seminars, provide points through the health insurance association based on daily step counts, and subsidize costs for fitness and sports facility use, participation in sports events, and the purchase of sports equipment. These efforts create an environment that encourages associates to proactively engage in health-building activities.

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Honda's Health Management

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.

Framework and Initiatives

To implement mental health activities, Honda has established a company-wide 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 and promote activities in cooperation with the Company-wide Safety and Health Committee.

At each business site, Honda implements activities tailored to local realities, focusing on the five key pillars of "preventative education," "improving working environments," "checking stress levels," "enhancing counseling programs and strengthening collaboration with medical institutions," and "support for those returning to work."



Roundtable discussion

Starting in 2024, Honda has engaged external experts as advisors to the company-wide mental health promotion team, actively pursuing education and support for managers to address challenges and support those providing assistance.

Additionally, amidst the challenges of adapting to rapid societal changes, we have designated improving mental health issues as the top priority in occupational health. To this end, we held a roundtable discussion involving the chairperson of the Company-wide Safety and Health Committee (Executive Vice President and Representative Director), occupational health professionals, and external experts.

Strengthening Recurrence Prevention of Mental Health Problems

Mental health measures include the following approaches: primary prevention (proactive prevention), secondary prevention (early detection and treatment), and tertiary prevention (recurrence prevention). While addressing primary and secondary prevention, Honda focuses especially on tertiary prevention, the recurrence prevention. The Company considers it most important for associates who once experienced mental health problems to regain their health and be able to work actively in the workplace and is promoting efforts for this purpose.

Specifically, given that the causes of mental health problems vary depending on the workplace environment, we have established a system at each business site to respond to different circumstances, such as factory work versus head office work, immediately after employment, and changes in organizational structure.

While implementing primary and secondary prevention, special emphasis is placed on tertiary prevention against recurrence, thereby preventing associates from falling into mental health problems again. By providing an environment in which even more associates can work continuously, we aim to contribute to improving the productivity of the Company as a whole.

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Work Environment

Counseling Hotlines for Associates

Honda supports associates by operating a variety of counseling hotlines as a way to foster a supportive workplace 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 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. In cooperation with the personnel in charge of human resources and general affairs department at each office, contact and responses will be made with the person asking for counseling service.
LGBTQ+ counseling hotline	Honda operates a hotline for LGBTQ+ 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 LGBTQ+ associates, and aims to prevent negative consequences of unintended outing.
Life planning seminar hotline	Honda offers life planning seminars for associates to consider their purpose in life, health, and financial planning so that they can retire at the optimum timing for themselves. Seminars are also open to associates' spouses, and individual consultations with a financial planner are also available after the seminar.
Counseling hotline for people with disabilities	Honda operates a counseling hotline for all associates to resolve work and daily life problems related to disabilities. The person in charge will coordinate with the appropriate consulting parties to contact and respond to the person asking for counseling service.

Initiatives to Prevent Harassment

Honda's Fundamental Beliefs include "Respect for the Individual," which means respecting individual differences, trusting each other as equal partners, exercising abilities to the fullest and sharing joy. The Associate Relations Policies (➡ p. 77), which are based on the Beliefs, clearly states that "we will not tolerate any form of harassment in the workplace," and Honda is committed to creating a workplace environment and corporate management that prevents harassment from occurring.

Examples of specific initiatives

- The employment regulations clearly state harassment of third parties or associates as a reason for disciplinary action.
- The Honda Code of Conduct clearly states that the Company will not tolerate any form of harassment in the workplace.
- Leaflets for properly understanding harassment are distributed to all associates at the time they join the Company.
- Educational activities to prevent harassment are conducted at all offices and affiliated companies.

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External Evaluation Related to Human Capital

External Evaluations of Honda's Initiatives for Promoting Diversity & Inclusion

"L-boshi" Certification

In August 2018, Honda received the "L-boshi" certification from the Japanese Minister of Health, Labour and Welfare, which recognizes the company as a business promoting female participation



"Kurumin" Certification

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



PRIDE Index 2024

In November 2024, Honda received the highest Gold rating in the PRIDE Index – an index that evaluates companies' initiatives regarding sexual minorities, including LGBTQ+, in the workplace, including LGBTQ+, for the fifth consecutive year.



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.



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Employment and Personnel Composition

Consolidated number of associates

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Japan	62,846	61,420	61,935
North America	51,456	50,610	50,539
South America	14,176	16,267	17,220
Europe/Africa/Middle East	3,720	3,725	2,985
Asia & Oceania	50,458	50,508	50,175
China	14,383	12,463	10,198
Total	197,039	194,993	193,052

- Scope of aggregation: 5 companies*1, domestic consolidated subsidiaries*2, overseas consolidated subsidiaries*3
- Associate count as of March 31

Number of associates by gender

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Japan	43,208	43,064	43,312
Male	38,961	38,718	38,789
Female	4,247	4,346	4,523

- Scope of aggregation: 5 companies
- Associate count as of March 31: Number of regular and non-regular associates by gender

Average years of service (years)

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Japan	21.8	21.6	21.1

- Scope of aggregation: 5 companies
- Average years of service for regular managers and general associates as of March 31

*1 5 companies: the following five companies subject to the labor agreement of Honda Motor Co., Ltd.: Honda Motor Co., Ltd. / Honda R&D Co., Ltd. / Honda Racing Corporation / Honda Technical College / Honda Access Corporation

*2 Domestic consolidated subsidiaries: Consolidated subsidiaries of Honda Motor Co., Ltd.

*3 Overseas consolidated subsidiaries: Consolidated subsidiaries of Honda Motor Co., Ltd.

Number of associates by employment contract and type

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
By contract			
Permanent	40,625	40,207	40,220
Nonpermanent	2,583	2,857	3,092
By type			
Full-time	43,165	43,059	43,310
Part-time	43	5	2

- Scope of aggregation: 5 companies
- Associate count as of March 31: Number of associates by employment contract type

Number of persons over 60 employed by Honda

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Number of persons	4,280	4,991	5,218

- Scope of aggregation: 5 companies
- Associate count as of March 31: Number of associates by employment contract type

Number of associates with disabilities and percentage of employment of individuals with disabilities

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Number of associates*	1,005	994	1,070
Percentage of employment*	2.35	2.35	2.54

- * 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.
- Scope of aggregation: Honda Motor Co., Ltd. / Honda R&D Co., Ltd. / Honda Access Corporation / Honda Taiyo Co., Ltd. / Kibounosato Honda Co., Ltd.

Number of subordinates per manager (persons)

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Japan	9.2	9.3	9.2

- Scope of aggregation: 5 companies
- Calculation: Number of regular general associates evaluated ÷ number of primary evaluators

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Recruitment, Transfers, and Turnover

Number of new permanent associates

		FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Japan		1,120	1,489	1,910
	Male	942	1,254	1,638
	Female	178	235	272
North America		9,958	4,274	3,022
	Male	6,845	2,776	2,005
	Female	3,113	1,498	1,017
South America		1,267	2,420	1,532
	Male	1,030	1,974	1,265
	Female	237	446	267
Europe/Africa/ Middle East		225	221	322
	Male	155	154	229
	Female	70	67	93
Asia & Oceania		2,867	5,240	6,634
	Male	2,115	4,534	5,310
	Female	752	706	1,324
China		1,079	925	532
	Male	865	678	416
	Female	214	247	116

- Scope of aggregation: 5 companies / major overseas subsidiaries
- Number of regular managers and general associates hired between April 1 and March 31 among those employed as of March 31

Number of global hires

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Number of people hired	50	77	104

- Scope of aggregation: 5 companies
- Number of regular managers and general associates hired between April 1 and March 31 among those employed as of March 31

Retention rate within one year of joining (%)

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
New graduate hires	98.5	99.3	99.9
Mid-career hires	96.2	96.9	-

- Scope of aggregation: 5 companies
- New graduate hires: 1 – (Turnover rate within one year for regular general associates hired on April 1)
- Mid-career hires: 1 – (Turnover rate within one year for regular managerial and general associates hired between April 1 and March 31)

Attrition rate (%) (including compulsory retirees)

		FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Japan		5.8	4.6	4.8
	Male	6.0	4.7	4.9
	Female	4.8	3.7	3.4
North America		17.2	10.6	6.1
South America		9.2	7.0	7.3
Europe/Africa/Middle East		5.3	5.3	4.0
Asia & Oceania		5.2	4.1	6.1
China		3.5	7.1	31.0

- Scope of aggregation: 5 companies / major overseas subsidiaries
- Turnover rate: Number of regular managers and general associates who left between April 1 and March 31 ÷ (Average number of regular associates as of April 1 and as of March 31)

Voluntary turnover rate (%)

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Japan	1.6	1.5	1.6

- Scope of aggregation: 5 companies
- Calculation: Number of regular associates who voluntarily left between April 1 and March 31 ÷ (Average number of regular associates as of April 1 and as of March 31)

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Diversity & Inclusion

Percentage of associates from local communities taking upper management positions

	Percentage of associates from local communities among members of the Regional Operating Boards		
	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
North America	66.7	50.0	50.0
South America	16.7	14.3	0.0
Europe/Africa/Middle East	0.0	25.0	20.0
Asia & Oceania	0.0	0.0	0.0
China	0.0	0.0	0.0

· Scope of aggregation: major overseas subsidiaries

Ratio of women in management positions

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Compared with FYE Mar. 31, 2021 (times)	1.2	1.4	1.7

· Scope of aggregation: 5 companies

· Calculation: Number of regular female managers as of March 31 ÷ Number of regular female managers as of March 31, 2021

Ratio of women in the workplace (associates and managers) (%)

		FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Japan	Women	8.9	9.3	9.6
	Women in management positions	2.0	2.4	2.9
North America	Women	27.0	27.3	27.4
	Women in management positions	18.1	18.8	18.8
South America	Women	13.4	14.3	14.7
	Women in management positions	14.8	13.0	14.8
Europe/Africa/Middle East	Women	26.1	26.5	27.7
	Women in management positions	16.4	19.4	19.8
Asia & Oceania	Women	15.3	14.3	15.0
	Women in management positions	16.0	16.6	17.4
China	Women	11.9	12.2	14.2
	Women in management positions	21.6	24.5	24.4
(Overall)	Women	15.9	15.9	16.7
	Women in management positions	9.7	10.6	11.3

· Scope of aggregation: 5 companies / major overseas subsidiaries

· Ratio of female managers: Number of regular female managers as of March 31 ÷ Number of regular managers as of March 31

Ratio of female associates: Number of regular general female associates as of March 31 ÷ Number of regular general associates as of March 31

Base salary and ratio of total compensation for males and females

		FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Management positions	Base salary (Female : Male)	1: 1.03	1: 1.03	1: 1.03
	Total compensation (Female : Male)	1: 1.05	1: 1.06	1: 1.06
General associates	Base salary (Female : Male)	1: 1.19	1: 1.18	1: 1.16
	Total compensation (Female : Male)	1: 1.27	1: 1.26	1: 1.25

* 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.

· Scope of aggregation: 5 companies

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Competency Development and Evaluation

Total training expenses (yen)

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Japan	3,320,688,601	4,601,769,210	4,967,890,330

- Scope of aggregation: Honda Motor Co., Ltd.
- Total training expenses incurred between April 1 and March 31

Training attendance rate for newly appointed managers (%)

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Japan	100	100	100

- Scope of aggregation: 5 companies

Percentage of associates going through the evaluation programs

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
North America	99.8	100.0	100.0
South America	97.2	98.8	100.0
Europe/Africa/Middle East	100.0	99.9	99.8
Asia & Oceania	97.9	93.4	95.5
China	98.9	99.3	98.8

- Scope of aggregation: major overseas subsidiaries

Compensation

Percentage of performance-based remuneration

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Director, Executive Officer positions	50	50	50
Management positions	37	37	37

- * A certain level of stock options is included in remuneration for Director and Executive Officer positions.
- Scope of aggregation: Honda Motor Co., Ltd.

Starting salary

		FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
High school	Monthly salary (yen)	182,900	203,400	210,600
	Compared to minimum wage (%)	108	113	112
Technical college and junior college	Monthly salary (yen)	204,300	229,200	236,500
	Compared to minimum wage (%)	121	127	125
Undergraduate	Monthly salary (yen)	228,000	262,300	270,000
	Compared to minimum wage (%)	135	145	143
Graduate school (master's degree)	Monthly salary (yen)	254,900	287,800	295,700
	Compared to minimum wage (%)	151	159	157

- * Minimum wage is calculated based on 20.3 days per month, with 8 hours per day, using the minimum wage for the Tokyo metropolitan area (1,163 yen/hour). The salary system is grade-based, with no difference in salary by gender or region for the same qualification level.
- Scope of aggregation: 5 companies

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Work Styles and Working Environment

Number of associates who utilize child/nursing care support

		FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Short working hours to facilitate child care		317	331	351
	Male	19	24	31
	Female	298	307	320
Administrative leave to facilitate child care		845	1,076	1,205
	Male	495	714	826
	Female	350	362	379
Nursing care leave for children		1,999	2,430	2,608
	Male	1,470	1,868	2,032
	Female	529	562	576
Remote work during child raising*		1,401	1,434	1,343
	Male	982	1,042	978
	Female	419	392	365
Childcare cost subsidy		150	156	182
	Male	24	40	62
	Female	126	116	120
Short working hours to facilitate nursing care		8	6	5
	Male	4	3	2
	Female	4	3	3
Administrative leave to facilitate nursing care		9	14	19
	Male	6	12	15
	Female	3	2	4
Nursing care leave		707	835	908
	Male	582	684	762
	Female	125	151	146
Remote work during nursing care*		207	212	182
	Male	165	167	139
	Female	42	45	43

· Scope of aggregation: 5 companies

* The figures for the fiscal year ended March 31, 2023 and the fiscal year ended March 31, 2024 have been corrected due to an error.

Reinstatement rate after taking childcare leave (%)

		FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Reinstatement rate		100.0	98.7	98.7
	Male	100.0	98.9	98.9
	Female	100.0	97.8	97.7

· Scope of aggregation: 5 companies

Percentage of men taking childcare leave (%)

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Percentage of taking child care leave (1 day or more)	88.1	88.9	90.0
Percentage of taking child care leave (5 days or more)	64.0	74.0	79.5

· Scope of aggregation: 5 companies

Total working hours per associate and average paid vacation days taken

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Total working hours per associate	1,974	2,023	2,010
Average paid vacation days taken	18.8	17.9	17.5

· Scope of aggregation: 5 companies

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

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
All associates	3.48	3.50	3.52
Percentage of respondents for all associates	93.0	92.0	90.8

· Scope of aggregation: 5 companies

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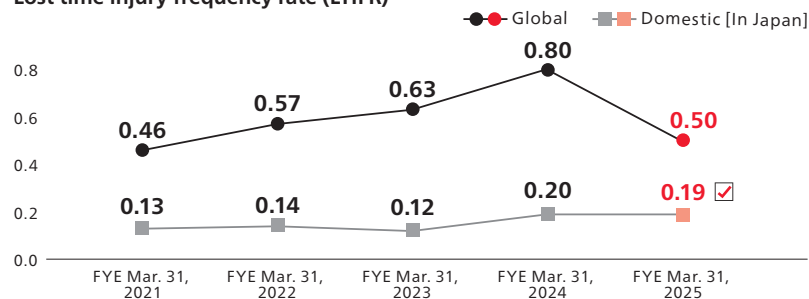
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Health and Safety

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



Changes in the number of work accident fatality (case) *4

	FYE Mar. 31, 2021	FYE Mar. 31, 2022	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Overseas	0	1	0	0	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.

Trends in indicators of health management activities

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Score for subjective view of health *1	3.38	3.47	3.45
Score for commitment to health *2	3.58	3.64	3.61

* Measurement of associate vitality: Scores on health-related questions (average score on a 5-point scale)

*1 Question: "Your health (mental and physical) is in good condition for work and recreation."

*2 Question: "You engage in actions to maintain and improve your current state of health."

· Scope of aggregation: 5 companies

Productivity

Various productivity indicators

	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025
Revenue per associate (millions) *1	85.8	104.8	111.7
EBIT per associate (millions) *2	4.3	7.8	6.1
Labor cost return on investment (%) *3	47.7	76.4	62.7

*1 (Consolidated revenue ÷ Number of consolidated associates) for each fiscal year ended March 31

*2 (Consolidated profit before tax + Consolidated interest paid – Consolidated interest received) ÷ Consolidated number of associates for each fiscal year ended March 31

*3 ((Consolidated operating profit + Consolidated labor costs) ÷ Consolidated labor costs) – 1 for each fiscal year ended March 31

· Scope of aggregation: 5 companies / domestic consolidated subsidiaries / overseas consolidated subsidiaries

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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.

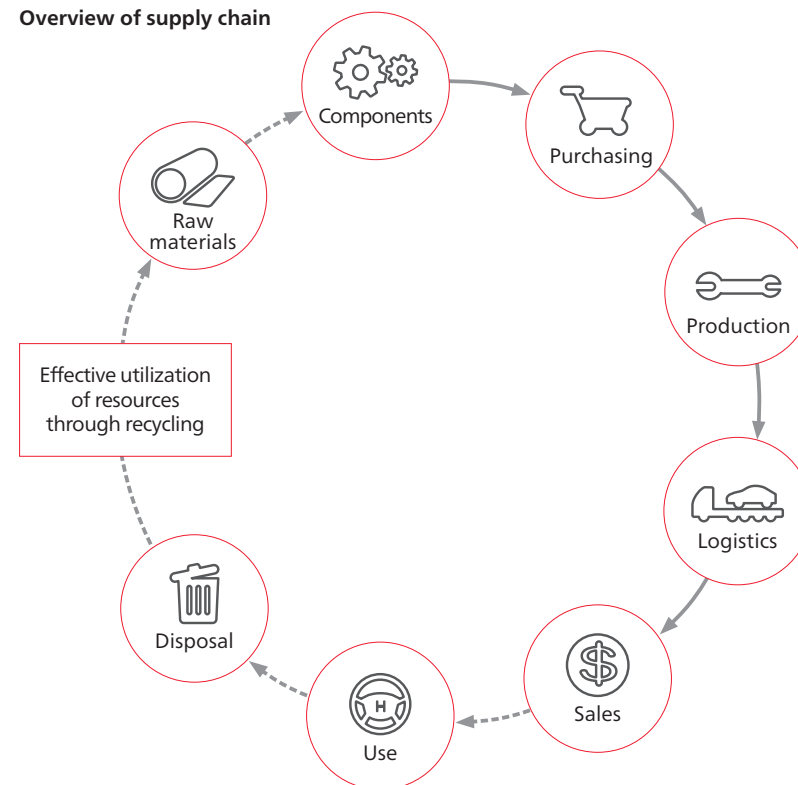
Honda is striving to strengthen supply chain sustainability, mainly in the areas of purchasing and logistics.

In the area of purchasing, Honda shares its sustainability policies with suppliers in the form of the Honda Supplier Sustainability Guidelines and works with suppliers on key issues such as product safety and quality, human rights and labor, the environment, responsible procurement, compliance, and information disclosure.

In the area of logistics, Honda aims to achieve carbon neutrality and is promoting efficiency in logistics and reduction of CO₂ emissions. Honda is also working with its suppliers to promote initiatives to optimize logistics and improve productivity, and to enhance sustainable logistics throughout the supply chain.

Honda strives to enhance sustainability in its supply chain by collaborating globally on these initiatives.

Overview of supply chain



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* A newly established partnership to promote sustainability in the automotive industry.

Basic Approach to Purchasing

Purchasing Belief, Three Purchasing Principles, and 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 fair, equitable, and highly transparent business practices.

Honda has also compiled points that should be followed by each and every associate engaging in purchasing activities as 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

Fair and open trade

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.

Equal partnership

We conduct business on an equal footing regardless of the business size of the supplier or their nationality and other factors.

Respect for suppliers

We respect suppliers' management and independence.

Supplier Sustainability Guidelines

The automotive industry, which is supported by a broad network of many suppliers, needs to pursue environmental impact reduction not only by individual companies but also throughout the 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 aims to achieve a sustainable supply chain in its global components procurement activities in collaboration with its suppliers. Honda has set forth this mindset as its Sustainability Vision and issued the Honda Supplier Sustainability Guidelines (see the link below) as specific policies for working together with suppliers to realize this vision.

The Guidelines specify the basic items to be promoted together with primary suppliers regarding product safety and quality, human rights and labor, the environment, responsible mineral procurement, compliance, and information disclosure.

The Guidelines are based on international standards (the Supplier CSR Guidelines by the Japan Automobile Manufacturers Association (JAMA), the Sustainability Guiding Principles by the Automotive Industry Action Group (AIAG) and Drive Sustainability Partnership*, etc.) and reflect Honda's Fundamental Beliefs, and are revised as necessary according to social trends and regulatory changes.

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

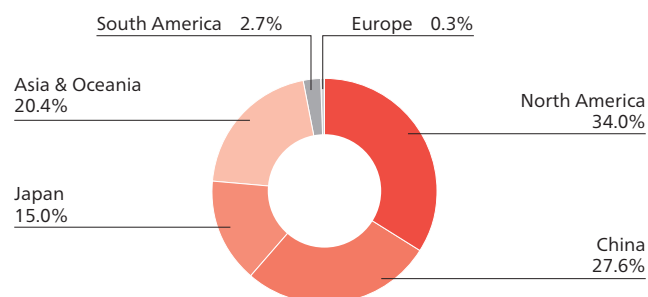
Honda conducts business in six regions worldwide and has respectively established purchasing functions. In line with Honda's corporate philosophy of "producing where there is demand," each region is encouraged to source locally. The rate of local procurement in North America, Honda's primary production base, reaches 80% for major global models.

To discuss and examine the global direction of Honda over the medium- to long-term, and to strengthen the collaboration of respective companies operating in each region, Honda holds periodic meetings of the management teams.

The Company also launched the Environmental Purchasing Meeting in 2011 to promote low-carbon initiatives across the entire global supply chain. In the fiscal year ended March 31, 2017, Honda expanded the agenda of this meeting to include human rights and compliance initiatives and developed it into the Sustainability Purchasing Meeting, which is held on a regular basis.

Through these initiatives, companies operating in each region are promoting collaborative activities while aligning their direction on a global basis.

Regional distribution of purchasing volume (FYE Mar. 31, 2025)



Responsibility for Promotion

In Japan, Honda has a department that supervises the overall global purchasing function, with the Chief Officer for Supply Chain Purchasing Operations (Managing Executive Officer) responsible for oversight. The department 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.

Sustainability initiatives in cooperation with suppliers are regularly reported to and approved by the Chief Officer for Supply Chain Purchasing Operations regarding policies and progress, including consistency with Honda's Purchasing Belief and the Three Purchasing Principles. In addition, important matters related to company-wide business policies and risk management are reported to the members of the Executive Council.

Training for Associates

To ensure that every associate involved in Honda's purchasing operations promotes fair, equitable, and transparent transactions in accordance with its purchasing philosophy, Honda has prepared manuals and training programs and promotes personnel development through on-the-job training (OJT).

In Japan, in addition to these initiatives, Honda has established training and e-learning programs to deepen understanding of Quality, Cost, Delivery, Development and Environment (QCDDDE) operations, including programs to increase understanding of ESG initiatives in the supply chain area.

Furthermore, Honda regularly disseminates information on social trends regarding sustainability and its initiatives with suppliers to raise awareness throughout the organization. The latest information is shared within the purchasing divisions through the in-house news report, which helps instill a sustainability perspective in daily operations and builds knowledge among the divisions.

In this way, Honda has developed programs that take into account cultural and social backgrounds to promote capacity building for purchasing associates in each region of the world. To strengthen its sustainability initiatives throughout the supply chain, the Company also focuses on engagement with its suppliers and actively provides information and training opportunities for the suppliers (➡p.140).

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Purchasing Initiatives

Supplier Selection

In response to the international demand for corporate social responsibility throughout the supply chain, Honda shares its sustainability policies with its direct and indirect material suppliers and is working to strengthen responsible procurement throughout its business.

Particularly for direct material suppliers, Honda strictly requires them to comply with local competition laws, anti-bribery laws, and other laws and regulations in each country when conducting business since they have a significant impact on customers and business through the quality and safety of their products. The Company has also concluded with its suppliers the Basic Agreements on Component Procurement that specify considerations for safety, disaster prevention, environmental preservation, and the protection of resources, ensuring the transparency and sustainability of transactions.

In addition, as part of its sustainability promotion efforts, Honda confirms its suppliers' agreement to the Honda Supplier Sustainability Guidelines and works with them on key issues such as product safety and quality, human rights and labor, the environment, responsible procurement, compliance, and information disclosure.

Based on these policies, when selecting suppliers for components and raw materials, Honda confirms their initiatives on not only Quality, Cost, Delivery, Development and Environment (QCDDDE) but also human rights, labor, safety, compliance, risk management, protection of information and other aspects to determine the best and most sustainable suppliers.

If a problem occurs after a transaction, Honda will immediately receive a report from the supplier, request the supplier to analyze the cause and submit a corrective action plan, set a response period, and work to prevent recurrence.

If the submitted corrective action plan is determined to be insufficient, Honda will consider whether or not to maintain business relations with the supplier in the future, including suspension of transactions, in consideration of the social impact of the problem.

Key Suppliers

For suppliers that have agreed to Honda's sustainability policies and have begun doing business with Honda, the Company comprehensively evaluates the amount of business with them, the importance of materials and components supplied by them, and the status of related risks and issues to strengthen ongoing sustainability efforts, and designates those suppliers with particularly large impacts as key suppliers.

These key suppliers include primary suppliers that account for about 80% of the total purchases, as well as a portion of secondary suppliers. Honda regularly shares its policies with these suppliers through supplier conferences and other means.

At sustainability policy briefings, Honda explains its ESG policies and initiatives to primary suppliers, including CO₂ reduction targets, data management and evaluation systems, resource recycling, sustainable logistics, and ESG performance evaluations by external organizations, to promote understanding and deepen implementation among suppliers. (➡ p. 140)



Sustainability policy briefing (July 2024)

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Supplier Monitoring

ESG Surveys

Honda requests direct material suppliers in each global region to conduct voluntary inspections of their compliance with the Honda Supplier Sustainability Guidelines, and thereby promotes an understanding of the actual status of their sustainability initiatives.

In addition, for suppliers with large transaction volumes, periodic checks and evaluations of inspection results are conducted to identify high-risk suppliers based on the likelihood of a problem occurring and the degree of impact on the company if a problem were to occur, and to take action toward improvement.

In Japan, Honda has, in the past, conducted its own ESG surveys for key suppliers accounting for more than 80% of total purchases. To further enhance objectivity, transparency, and comprehensiveness, the company has initiated supplier ESG surveys utilizing a third-party evaluation organization.

A trial operation began in 2024, with full-scale implementation starting in the fiscal year ending March 31, 2026.

Furthermore, Honda aims to expand these surveys to all direct material suppliers globally by the fiscal year ending March 31, 2028.

The third-party ESG surveys for suppliers will involve the following actions.

- Conduct SAQ (Self-Assessment Questionnaire) based on international standards and evaluation by a professional organization
- Provide information on industry benchmarks and suggest improvement items
- Jointly promote improvement activities with suppliers identified as high-risk suppliers

The SAQ verifies suppliers' efforts based on a broad range of evaluation items, including the environment, labor and human rights, ethics, and sustainable material procurement.

In addition to evaluating the performance of individual suppliers, the results of benchmark comparisons with industry standards are fed back to each supplier to identify their strengths and areas for improvement.

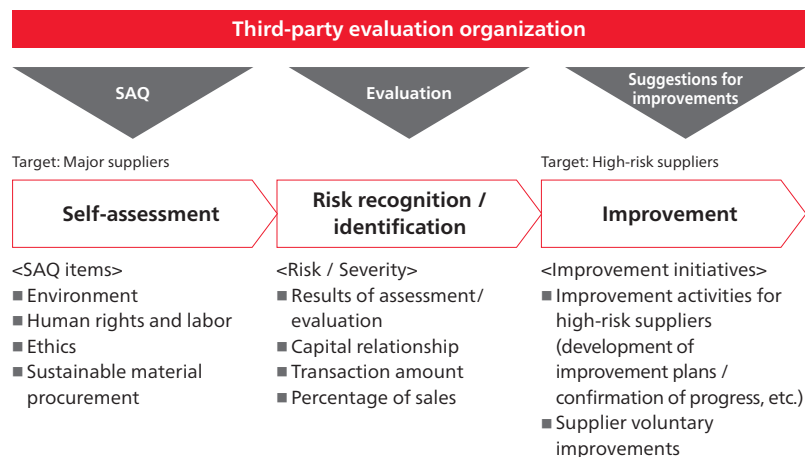
Based on the results of the surveys, risks are identified, and according to the degree of risks, interviews with suppliers, on-site inspections, etc. are conducted as necessary.

The following checks and verifications are performed, and for issues identified in the improvement activities, the Company requests suppliers to make improvements and promote improvement activities together with them.

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

Honda will continue to conduct sustainability activities on a global basis in collaboration with its overseas purchasing bases, while enhancing training programs within the Company with the goal of strengthening internal capabilities in sustainability.

Sustainability monitoring flow



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Measures to Counter Procurement Risk

Honda views all phenomena that can impact production as risks, including disasters, fires, supplier financial issues, labor issues, and cyber incidents, etc. 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 at-risk Parts, and inspections and countermeasures are implemented continually around the world. As part of this initiative, Honda has established a scheme for suppliers in Japan starting in 2021 to promptly register information on new supply chains (production sites below Tier 2) in its procurement risk management system when such information is generated. Through the operation of this system, the Company established structures to ascertain in a short time the extent of damage to suppliers in the affected areas and whether production has been affected in the event of a major disaster. Honda also performs annual 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.

Furthermore, starting in 2024, Honda introduced a comprehensive supply chain mapping tool to enhance global supply chain visibility and risk management. It utilizes data mining technology to visualize the entire supply chain by extracting the linkages between companies from trade data, ownership information, and other data. The visualized supply chain data is then combined with information on local laws and regulations, import/export restrictions, sanctions lists, etc. of each country to detect potential risks in the supply chain. Going forward, Honda will utilize this tool to identify and reduce risks in the supply chain by promoting initiatives such as real-time monitoring of risks, enhancement of supplier risk assessment, and formulation of risk mitigation measures.

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Environmental Initiatives

Initiatives to Achieve Carbon Neutrality with Suppliers

Honda aims to realize carbon neutrality (net zero CO₂ emissions) for its all products and corporate activities by 2050.

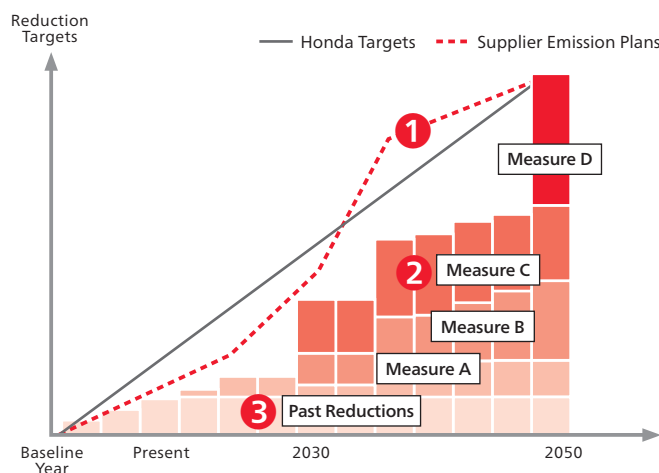
In Japan, in October 2021, Honda asked its suppliers to consider initiatives to reduce total CO₂ emissions, and in December 2022, shared its perspectives on measures to consider specific measures toward achieving carbon neutrality by 2050.

Furthermore, in March 2024, Honda communicated its interim target for 2030

Supplier CO₂ Reduction Visualization System

Comprehensive Overview of Supplier CO₂ Reduction Performance and Plans

- 1 Visualization of the gap between Honda's targets and suppliers' plans
- 2 Understanding of suppliers' reduction measures, including plans, steps, and items
- 3 Reflection of suppliers' past reduction efforts from the baseline year to the present

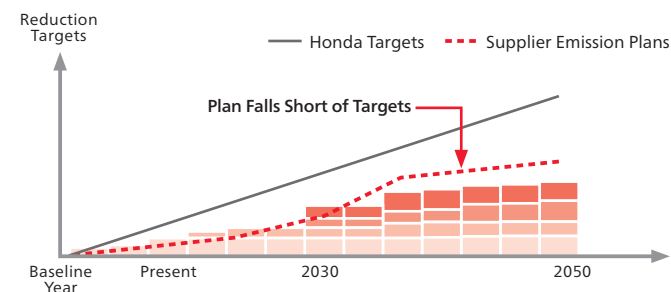


to its suppliers in order to accelerate its efforts to achieve carbon neutrality by 2050. Through co-creation with each supplier, Honda has introduced a new data collection system that enables analysis of suppliers' CO₂ emissions reduction plans and performance since the fiscal year ended March 31, 2025, toward carbon neutrality achieved in collaboration with suppliers.

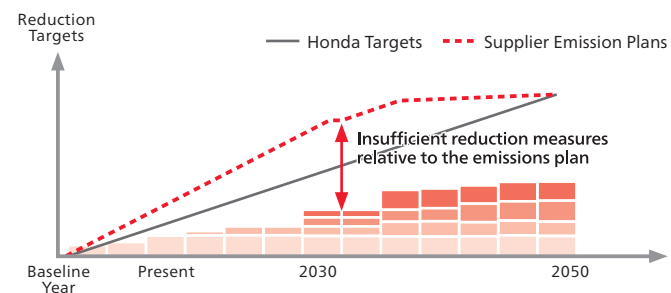
Starting in Japan, the system will be expanded to other regions around the world, where it will be used to implement the PDCA cycle for reducing corporate CO₂ emissions together with suppliers in each global region.

Promoting the Specification of Supplier CO₂ Reduction Plans (Reduction Amounts and Measures) Note: The following are examples

CO₂ Reduction Outlook → Promote revision of reduction plans



Insufficient Reduction Measures → Promote the addition of measures



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Initiatives with Group Suppliers

Honda monitors the CO₂ emissions performance of group suppliers under Scope 1 and 2 on a calendar-year basis, setting interim targets for 2030 to ensure the achievement of carbon neutrality by 2050, while regularly holding strategy and information-sharing meetings to accelerate environmental impact reduction activities. (→ p. 140)

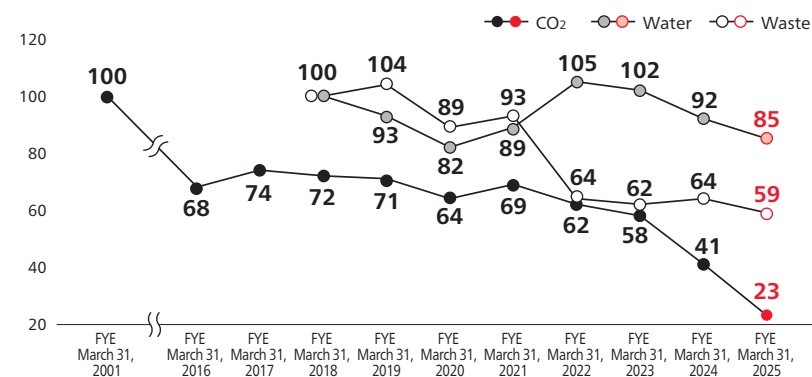
Additionally, regarding water and waste, Honda has been working on target management since the fiscal year ended March 31, 2019. Starting in the fiscal year ended March 31, 2025, the scope of these targets is being narrowed to industrial water usage and industrial waste, with goals set for the fiscal year ending March 31, 2031 and data collection underway.

As part of this, Honda has deployed tools for analyzing the progress and performance of group suppliers, deepening engagement through regular strategy and information-sharing meetings, and implementing a PDCA cycle to collaboratively achieve these targets.

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.

Performance in reducing the environmental impact
Index of CO₂ emissions/water use/waste and related materials generation per million yen



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

Category	FYE March 31, 2020	FYE March 31, 2021	FYE March 31, 2022	FYE March 31, 2023	FYE March 31, 2024	FYE March 31, 2025
CO ₂ (t/millions of yen)	0.95	1.03	0.93	0.86	0.62	0.35
Water (m ³ /millions of yen)	8.19	8.91	10.51	10.16	9.17	8.38
Waste (t/millions of yen)	0.53	0.55	0.38	0.37	0.38	0.35

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Human Rights Initiatives

Honda has adopted the Honda Human Rights Declaration and promotes respect for human rights throughout its corporate activities. As part of the initiatives, the Company shares the Honda Supplier Sustainability Guidelines with its suppliers, which cover international human rights issues such as the prohibition of child labor, forced labor, and human trafficking, and the guarantee of a living wage, and confirms the status of their efforts through ESG surveys and other means.

Honda also conducts detailed assessments of suppliers' human rights-related efforts through ESG surveys utilizing third-party organizations. The surveys are based on the following items to check the implementation status and evidence, identify risks, and examine measures to address them.

- Health and safety and working conditions of associates (working hours, health management, safety in the work environment)
- Social dialogue, career management, and providing educational opportunities
- Prohibition of child labor, forced labor, and human trafficking
- Ensuring diversity, equality, and inclusiveness (status of implementation of DE&I policies)
- Respect for human rights among external stakeholders (communities, business partners)

Additionally, Honda uses a supply chain mapping tool based on data mining to identify and mitigate human rights risks in the supply chain.

Due Diligence

As social demands for sustainability increase, companies are required to conduct supplier due diligence not only to reduce environmental impact but also to address human rights. Legislation for supplier due diligence has also been implemented.

In the mobility field, as the electrification of vehicles progresses, there is a need to address environmental and human rights risks, particularly for batteries, and ensuring sustainable procurement has become an important issue.

In light of these social demands and regulatory trends, Honda is strengthening cooperation with relevant internal divisions and primary suppliers to promote transparency throughout the supply chain and responsible procurement.

To make these efforts more effective, the purchasing divisions are taking the lead in promoting environmental and human rights due diligence in the upstream of the supply chain with our target suppliers.

Honda's Approach ➡ p. 74

Establishing a Hotline to Receive Suggestions and Consultation Requests from Suppliers

Honda has established the Business Ethics Kaizen Proposal Line (➡ p. 200) to accept suggestions and requests for consultation from all suppliers from a fair and neutral standpoint.

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Basic Approach to Logistics

Honda is also actively working in the field of logistics toward the realization of a sustainable society. The Company aims to reduce environmental impact and improve transportation efficiency by positioning the following three pillars as its vision and guiding its activities accordingly.

Energy-efficient logistics:

aim to achieve carbon neutrality by 2050

Highly efficient logistics:

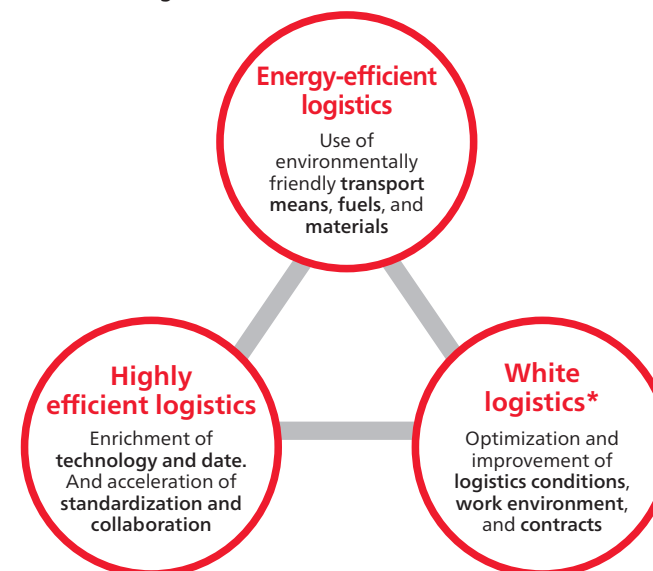
continuously improve logistics efficiency to address the driver shortage

White logistics*:

strengthen shipper responsibility and work on a driver-friendly work environment

These three pillars are in a triadic, mutually reinforcing relationship, as improved transportation efficiency leads to energy-efficient logistics, and improved labor environment supports stable and efficient transportation. Under this vision, Honda will accelerate the creation of a sustainable logistics model that both reduces environmental impact, and stabilizes and improves the efficiency of its logistics network.

Honda's Vision for Logistics



* White logistics: Sustainable logistics

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Global Logistics Management

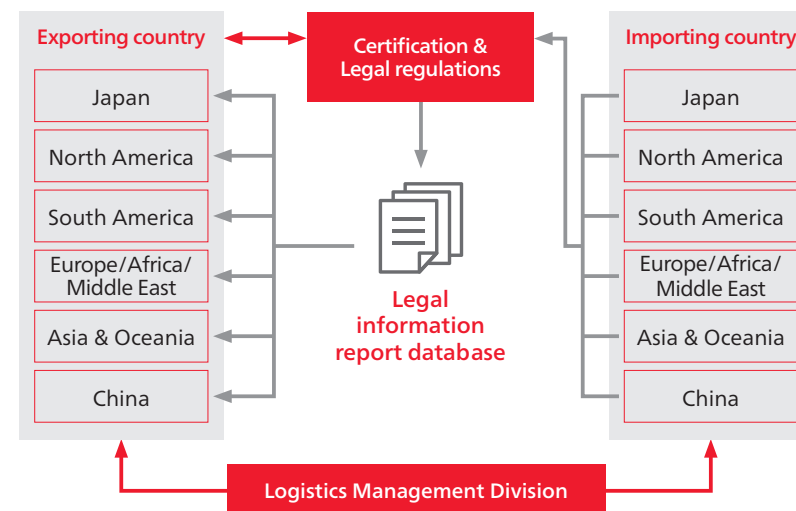
Initiatives to Strengthen Governance

Honda transports products and components in compliance with logistics-related laws and regulations that vary by country, as well as rules established by relevant international organizations. To ensure this, Honda believes it is necessary to consistently obtain accurate information on logistics-related laws and regulations globally.

Specifically, the Certification & Legal regulations Division works together with the logistics division to regularly monitor trends in each country and international organizations and assess the impact of newly issued regulations on Honda. Based on these assessments, the detailed content of the regulations is communicated to relevant divisions through an internal database. Before the enforcement of the regulations, Honda works in cooperation with its overseas bases and logistics partners to implement appropriate countermeasures and strives to maintain its governance.

In addition, Honda regularly monitors geopolitical risks (natural disasters, strikes, and conflicts) and international conditions (trade friction, diplomatic policies, and internal and external fluctuations in cargo volume) across regions and countries, sharing this information globally. In the event of actual or anticipated risks, Honda issues timely alerts and collaborates with overseas bases and logistics partners to promptly establish alternative transportation routes, thereby minimizing such risks.

Integrated management framework for legal information



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Logistics Initiatives

Progress in Fuel Cell Truck Demonstrations

Honda has started demonstration tests of fuel cell trucks starting in 2024 to clarify the operability and marketability of fuel cell heavy-duty trucks, with the aim of realizing a carbon neutral society. Fuel cell trucks are expected to be the next generation of transportation since they do not emit CO₂, are lightweight and compact, and are capable of transporting volume over long distances while maintaining sufficient load capacity.

Honda is currently running fuel cell truck demonstrations in the U.S. and China, as well as joint development with Isuzu Motors Limited in Japan. The Company aims to introduce fuel cell trucks to the market in 2027 after verifying the technology through demonstration tests.

In addition, through the practical application of fuel cell technology, Honda will promote the reduction of CO₂ emissions and sustainable energy use in society, thereby supporting the transition to a carbon-neutral society.



Commercial truck for the U.S. (market)



Demonstration test under various conditions with commercial truck for Chinese (market) (e.g., test in cold climates)

Completed technical verification on public roads by the end of 2024 and proceeded to driving of monitor truck

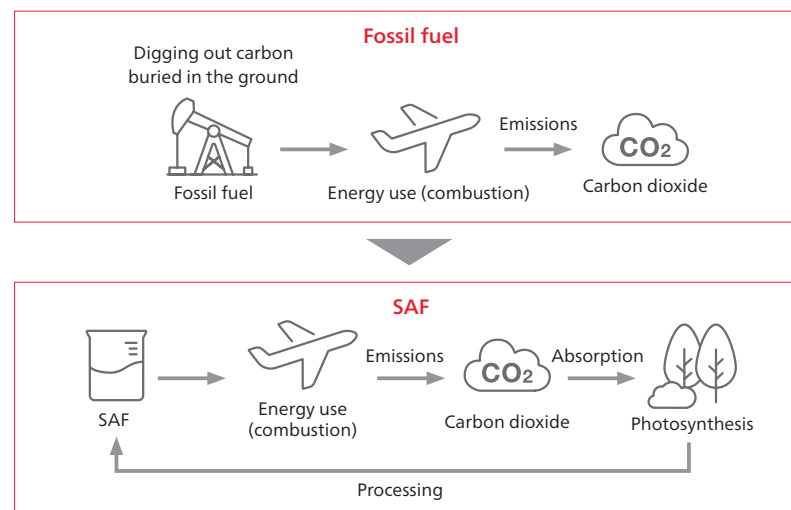


Test vehicle in joint research with Isuzu Motors Limited

Promotion of SAF* Utilization in Air Transportation

In October 2024, Honda signed a basic transaction agreement with Nippon Express Co., Ltd. for the SAF program to participate in the Tokyo Metropolitan Government's SAF Utilization Promotion Project. Through this initiative, Honda contributed to reducing approximately 20 tons of CO₂ emissions between Japan and North America.

To reduce the share of air transportation emissions, which account for 15% of Honda's total CO₂ emissions in the Japan region, the Company is working to reduce CO₂ emissions by promoting air transportation using SAF, a low-carbon and sustainable fuel-based transportation option.



* Sustainable Aviation Fuel: fuel produced from sustainable resources such as waste cooking oil and biomass instead of conventional oil refining

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Logistics Initiatives

Expansion of Modal Shift

Honda is accelerating the modal shift by switching to rail and ship transportation, which have a smaller environmental impact, mainly for components and automobiles requiring long-distance transportation.

In the transportation of components, Honda has switched from truck to rail for battery-related components used in light commercial EVs launched last year, transporting them from the Kanto region to the Chubu region. This initiative is expected to eliminate approximately 400 14-ton truck shipments per year and reduce CO₂ emissions by 74.5%.

In the transportation of automobiles, where the shortage of transportation



Rail Transportation of EV Battery-Related Components



capacity of dedicated carrier trucks has become an industry-wide challenge, Honda implemented its first rail transportation in March 2024, operating between Nagoya Cargo Terminal Station and Minami-Matsumoto Station. Compared to truck transportation, this initiative reduces CO₂ emissions by approximately 30 tons per year and achieves logistics that help mitigate long working hours for drivers.

Looking ahead to the full-scale arrival of the EV era, Honda will optimize its logistics processes, including the proactive expansion of modal shifts, to further reduce environmental impact and ease the burden on drivers.



Rail Transportation of Finished Automobiles Using Containers



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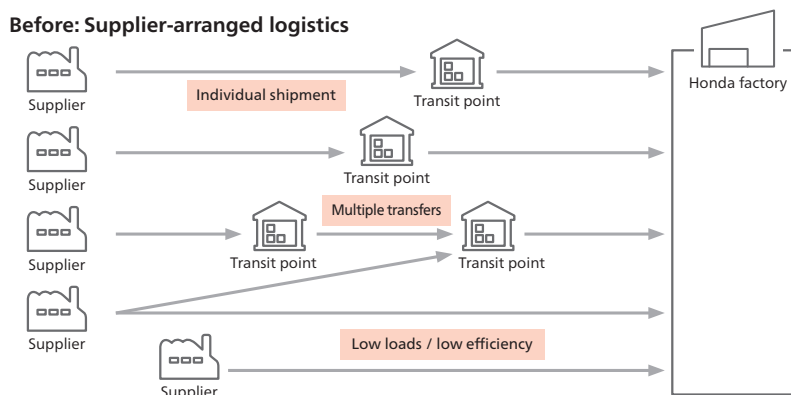
* Milk-run: A method in which components required by the manufacturer are collected from each supplier on a circular route.

Logistics Initiatives

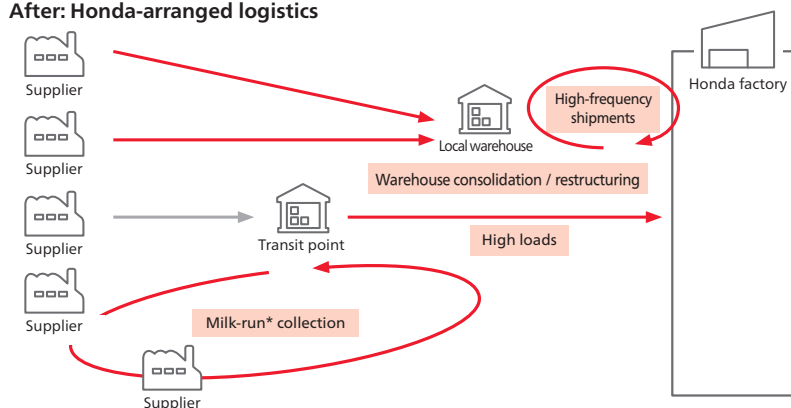
Initiatives to Transform Procurement Logistics into "Honda-managed logistics"

Honda is shifting the logistics of components delivered from suppliers to Honda's factories from the conventional supplier-arranged transportation to Honda-arranged transportation. By consolidating shipment volumes as the shipper and promoting logistics efficiency from the perspective of overall optimization, Honda accelerates efforts to reduce environmental impact and address social issues. Last fiscal year, the Company switched to Honda-arranged logistics in the Tohoku region, achieving 19% reduction in truck shipments and 24% reduction in CO₂ emissions.

Before: Supplier-arranged logistics



After: Honda-arranged logistics



[Legend] → Honda-arranged logistics → Supplier-arranged logistics

Initiatives for Optimizing Logistics and Improving Productivity

Honda made a Voluntary Action Declaration for White Logistics in 2019 and has since been continuously working to improve logistics productivity.

In addressing the 2024 logistics issue, Honda undertook initiatives based on the Voluntary Action Plan for Optimizing Distribution and Improving Productivity announced by the Japan Automobile Manufacturers Association (JAMA) in December 2023. These included identifying the actual conditions of truck waiting and loading/unloading times, clarifying compensation for transportation and handling, and conducting interviews to understand issues faced by logistics companies.

Furthermore, following the promulgation of two new logistics laws in May 2024 (the Act on Advancement of Integration and Streamlining of Distribution Business and the Motor Truck Transportation Business Act), Honda has begun developing internal structure required by laws and regulations and formulating a medium-term plan to further enhance logistics efficiency.

Honda will continue to work with logistics partners and suppliers to improve the efficiency of logistics throughout the supply chain and to create a comfortable working environment for drivers, loading/unloading staff, and other logistics personnel, in response to social demands including relevant laws and regulations.

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Engagement with Suppliers

Sustainability Policy Briefing

With social demands in the ESG area further increasing, Honda has been holding ESG policy briefings since the fiscal year ended March 31, 2022 for key suppliers accounting for more than 80% of total purchases. Due to the COVID-19 pandemic, the briefings in the fiscal year ended March 31, 2022 and the fiscal year ended March 31, 2023 were conducted via video streaming, but in the fiscal year ended March 31, 2025, Honda held an in-person Sustainability Policy Briefing for approximately 320 suppliers in Japan. At the event, Honda presented its CO₂ emission reduction targets, data management and evaluation systems, resource recycling, sustainable logistics, and ESG resilience evaluations by third-party evaluation organizations.



Sustainability Policy Briefing



Implementation of ESG Measures Sharing Meetings

Furthermore, Honda has started regular information-sharing meetings with group suppliers beginning in March 2024.

In the fiscal year ended March 31, 2025, through four sessions, Honda is strengthening the overall capabilities of the Honda Group by communicating the direction of ESG activities and sharing the status of initiatives between Honda and suppliers through interactive exchanges.



Policy sharing meeting

Collaboration with Industry Groups and Suppliers

Honda participates in four working groups established by the Automotive Industry Action Group (AIAG) to strengthen sustainability in the supply chain: the Responsible Materials working group, the Human Rights and Trade working group, the Greenhouse Gas 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 to facilitate their understanding of sustainability, on sustainability themes including the environment, export control, social responsibility, safety and health, diversity, governance, compliance and ethics.

Awards for Suppliers

Honda also regularly holds conferences around the world to share with suppliers the direction of its business and the details of its initiatives. At the regional conferences, Honda presented Supplier Awards to recognize those suppliers who have achieved outstanding results in each aspect of QCDDE and others.

In Japan, Honda has held an annual conference since 1974. Senior management from about 300 suppliers attended the conference in March 2025, which was held in person. At the conference, Honda communicated company-wide policies and measures for working with suppliers for the future. Since the fiscal year ended March 31, 2018, the Company has been presenting the Sustainability Award to suppliers for their outstanding efforts in all areas of ESG.

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

* A newly launched partnership to promote sustainability in the automotive industry

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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 residents in the communities.

Basic Approach to Social Contribution Activities

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 unify the direction of global activities with the aim of creating a society full of dreams for tomorrow.

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 Beliefs of “Respect for the Individual” and “The Three Joys,” Honda will accelerate the proactive efforts of each associate on a global scale to enrich the lives of people around the world and share the joy of their lives.

Global Policy for Social Contribution Activities

Corporate Philosophy

Honda will proactively exercise its initiatives in 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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Honda's Global System for Social Contribution Activities

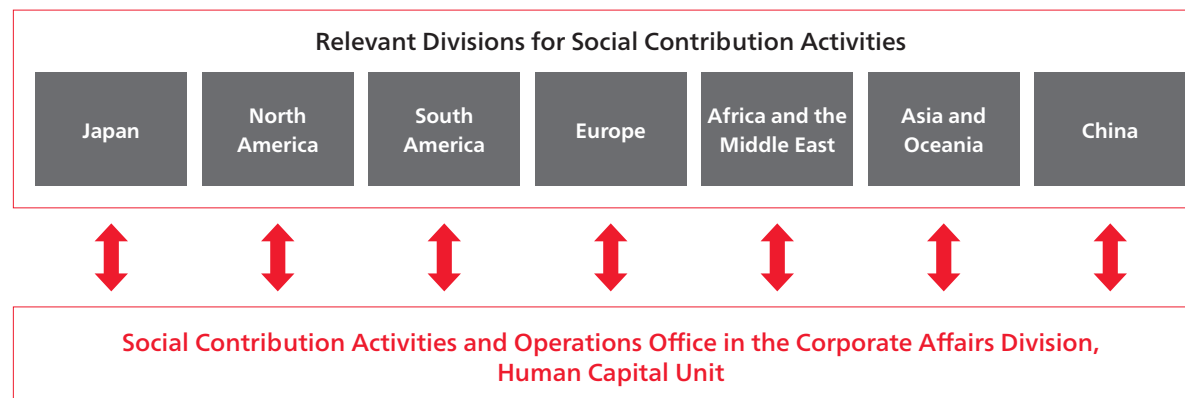
Honda's social contribution activities are centered on four core policies: supporting our youth for the future; protecting the global environment; promoting traffic safety; and addressing local community needs. Based on these policies, the entire Honda Group engages in activities that recognize the value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

Honda pursues a variety of activities in seven regions of the world, 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 Corporate Affairs Division, Human Capital Unit, gathers activity data from across the seven regions, and shares activity policies.

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 "That are full of Dreams" and promote a wide range of activities hand-in-hand with local residents through globally unified efforts.

Honda's Global System for Social Contribution Activities



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Initiatives for Social Contribution Activities

Summary of the Activities in the Fiscal Year Ended March 31, 2025

Our 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 “That are full of Dreams”.

Toward the realization of our vision of “zero environmental impact society” and “a collision-free society,” we have 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 our 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/en/philanthropy/>

Japan

Honda Beach Clean-up Project Conducted by the Honda Group Throughout Japan

In 2006, we launched the Honda Beach Clean-up Project, which was based on our 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 can clean the beach without damaging the beach ecosystem. We originally developed the cleaner based on our desire to use Honda’s technologies to find a solution to clean the trash that ends up washed ashore.

In 2024, we conducted the activity at 25 locations throughout Japan (23 prefectures) and collected 24 tons of trash. As a technological evolution to support this activity, the Honda Mobile Power Pack 4W-Vehicle Concept, a small electric mobility vehicle, was introduced on a trial basis as a tow vehicle for beach cleaners to verify the reduction of environmental impact.

Originally initiated by our associates and former associates, the project has now expanded its circle of cooperation to include the entire 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 454 times on beaches throughout Japan, and the total amount of trash collected has reached approximately 567 tons.

Protecting the Global Environment



Sandy beach Clean-up activity by Honda’s small electric mobility vehicle



Participants picking up litter by hand

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North America

Honda Group in North America Assisted Hurricane and Tornado Victims

Our Group in the United States donated a total of USD 600,000 to the American Red Cross to support areas affected by hurricanes in North Carolina and tornadoes in Ohio in 2024.

Additionally, in North Carolina, we donated 40 generators to the American Red Cross and 700 educational engineering kits to local museums. North Carolina-based Honda Aircraft Company also supported the transportation of humanitarian relief supplies to the affected areas using HondaJet.

In Ohio, we donated USD 250,000 to local organization United Way, and our associates engaged in support activities such as cleanup efforts in affected areas, visiting impacted households to distribute daily necessities, and providing relief information.

Our Group in the United States also empowers associates' disaster relief efforts. In 2024, it contributed over USD 45,000 through matching gifts and volunteer grants.

Addressing Local Community Needs



Associate volunteers conducting relief activities in disaster-affected areas

South America

Education Program for Next Generation in Argentina, "Pioneers on the Move"

At Honda Motor de Argentina S.A., a production base for motorcycles, the educational program "Pioneers on the Move" has been implemented since 2013, targeting children aged 6 to 11 to foster future societies "That are full of Dreams."

The program features four heroes (Traffic Girl, Super Eco, Solidarity Captain, and Super Smarty) symbolizing our field of social contribution activities, offering leisure-pedagogical contents for children. To date, 23,157 children, teachers, and others have participated in the program through in-person and virtual formats.

In recent years, efforts to promote traffic safety have been particularly strengthened. In 2024, the civic association Luchemos por la Vida awarded Honda in the corporate social responsibility category for its contributions to raising traffic safety awareness and preventing traffic accidents.

Supporting Our Youth for the Future



Children who participated in the program

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Initiatives for Social Contribution Activities

Europe

Educational Programs in Italy in Collaboration with an Educational Institution

Honda Italia Industriale S.P.A. has been collaborating with Istituti Tecnologici Superiori (ITS) since 2015 to provide students with educational programs based on its expertise.

This program aims to develop students into readily employable professionals by combining learning in principles, theories, and methodologies with best practices and experiences accumulated by the company.

Initially, the initiative offered only a basic program for students in the post-diploma mechatronics and logistics and supply chain courses. Since 2021, an advanced program for mechanical engineering university students has been launched, covering manufacturing operations, new model development, industrial automation, and sustainability.

In 2024, the program was provided to 60 students from ITS and mechanical engineering universities, with a cumulative total of over 400 students having participated.

Supporting Our Youth for the Future



Students listening to lectures by associates

Africa and the Middle East

Traffic Safety Driving Training for Motorcyclists in Kenya

Honda Motorcycle Kenya conducts safe riding training to enhance motorcycle riders' traffic safety awareness and riding skills. The two-day training program includes classroom sessions on the first day, focusing on understanding the basic principles and importance of safe riding, such as traffic rules, riding posture, and road signs.

On the second day, practical training is conducted, including cornering, emergency braking, obstacle avoidance, and hazard anticipation exercises to address changes in traffic conditions during riding.

In addition to riding skills and knowledge, the training covers motorcycle maintenance methods, the importance of regular inspections, and how to handle distractions while riding. At the end of the session, a group discussion allows participants to share their experiences and insights gained from the training. In 2024, the program was held with 10 organizations, including local companies, and 345 participants attended.

Promoting Traffic Safety



Participants attending the classroom session of the safe riding training

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Initiatives for Social Contribution Activities

Asia and Oceania

Donation of Helmets to Children in Vietnam

In Vietnam, where traffic volume has increased with economic growth, motorcycles are used by citizens for commuting to work, school, and business. Thus, countless motorcycles are on the road especially during peak hours in the morning and evening. Also, with the number of automobiles owned starting to increase in recent years, traffic safety has become one of the major social issues.

Honda Vietnam Co., Ltd. (HVN), in cooperation with the National Traffic Safety Committee, the Ministry of Education and Training of Vietnam, donated more than 1.7 million qualified helmets to first-grade students nationwide In the fiscal year ended March 31, 2025, aiming to raise awareness of wearing qualified helmets among children. In addition, events were held at Honda Authorized Dealers to improve the knowledge of traffic safety for children and their parents.

This activity has been ongoing since 2015, with a cumulative total of approximately 10.1 million helmets donated to date. The initiative aims to form habits of wearing qualified helmets in Vietnamese motorcycle riders, with the goal of achieving a ratio of 100% wearing qualified helmets.

Promoting Traffic Safety



Children receiving donated helmets

China

Long-term Tree-planting Activities in Inner Mongolia Autonomous Region Undergoing Serious Desertification

Our Group in China has continued afforestation activities since 2008 in Inner Mongolia Autonomous Region, where severe desertification has progressed due to factors such as rapid population growth and overgrazing.

Under the theme "Creating a Green Future Together," this initiative aims to increase forest area, prevent water and soil loss, and improve the local ecological environment. In 2024, the program marked its 17th year.

The fourth phase (2023–2027) plans to afforest approximately 3.33 million square meters over five years, with around 70,000 saplings planted in 2024.

To date, a total of 65 million CNY has been invested, with approximately 2.07 million saplings planted and a greened area exceeding 15.66 million square meters.

Through this long-term effort, land once affected by desertification has transformed into lush greenery, functioning as a "green barrier" that contributes to the region's sustainable development.

Protecting the Global Environment



Area of tree-planting activities in the fiscal year ended March 31, 2025



Current view of the area where the trees were planted 17 years ago

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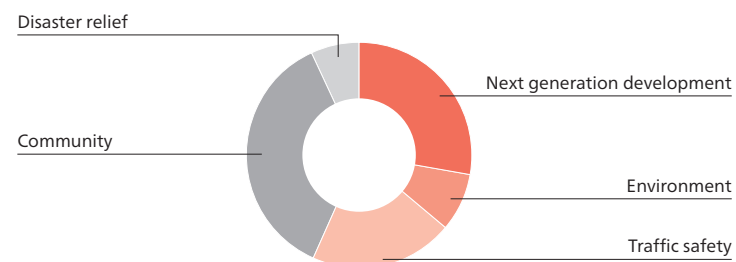
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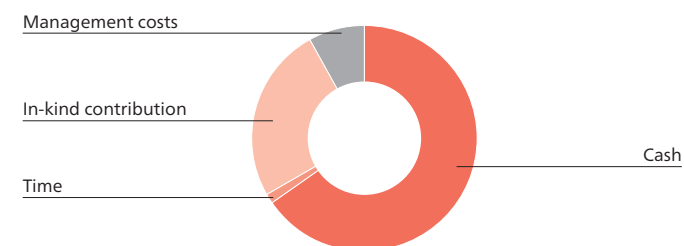
Expenditure related to social contribution activities
(FY Ended March 31, 2025)

	Expenditure (million yen)
Next generation development	3,626
Environment	1,070
Traffic safety	2,684
Community	4,732
Disaster relief	878
Total	12,990



Breakdown by form of contribution
(FY Ended March 31, 2025)

	Expenditure (million yen)
Cash	8,483
Time	211
In-kind contribution	3,270
Management costs	1,026
Total	12,990



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Basic Approach

A Society Where Everyone Can Enjoy Freedom of Mobility with Total Peace of Mind

For many people, mobility is essential for a better quality of life. Mobility, including motorcycles and automobiles, plays an important role in people's lives as tools for work and as social infrastructure. Meanwhile, recent technological advancements in online services make life without physical movement increasingly feasible.

However, Honda believes people's desire for mobility remains unchanged under these circumstances. This is because the joy of expanding one's range of activities, guided by curiosity and experiencing the real world with all five senses, is a natural part of life from childhood. A secure society for all people is always essential for this joy to flourish, and "Safety" a crucial element in achieving this.

Honda's slogan, "Safety for Everyone," reflects our commitment to pursuing safety personalized to each individual and the idea that improving the safety of each member of society will ultimately enhance overall social safety.

Historically, Honda has pioneered new technologies in the world regardless of whether society demands it or not, setting higher targets beyond regulatory requirements and creating what did not exist.

While restricting people's mobility could enhance their safety, it is not the kind of society Honda envisions. To promote the joy and freedom of mobility for all people, Honda will continue to actively pursue safety measures, as part of its social responsibility.

Honda Environmental and Safety Vision

Realizing the joy and freedom of mobility and a sustainable society where people can enjoy life.

Global Safety Slogan

Safety for Everyone

Honda wants to build a collision-free society where not only drivers and riders but everyone sharing the road can safely and confidently enjoy the freedom of mobility

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*1 Source: "WHO Global Status Report
on Road Safety 2023"

*2 Traffic collision involving Honda
motorcycles and automobiles (rider,
driver and passengers), as well as
pedestrians and bicycles as other
involved parties (excluding
intentional violation of traffic rules
with malicious intent and cases of
willful incapacitated status due to use
of alcohol, drugs, or other substances)

*3 Halve the number of traffic collision
fatalities per 10,000 vehicles involving
Honda motorcycles and automobiles
worldwide in 2030 compared to 2020

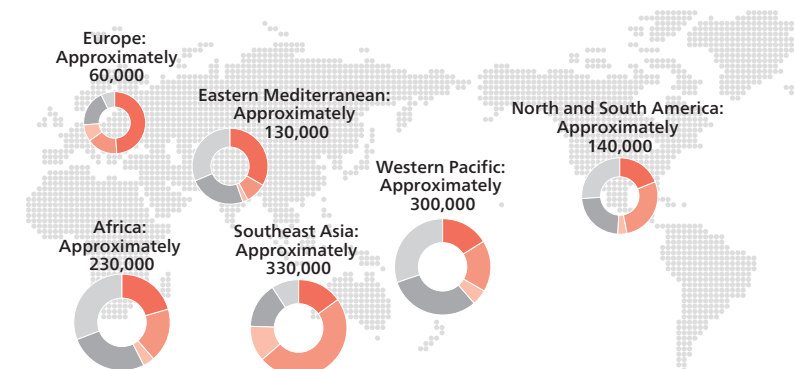
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Environment Recognition

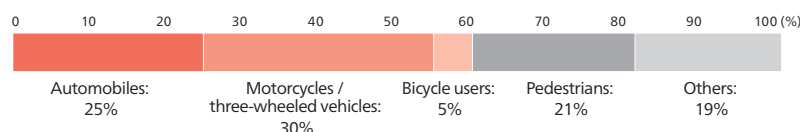
Global road traffic fatality remains a serious issue, with approximately 1.19 million annually. Breaking down the fatalities by road user type, automobiles account for about 25%, motorcycles and three-wheeled vehicles about 30%, bicycle users about 5%, and pedestrians about 21%. Regionally, Southeast Asia accounts for about 28% and Africa about 19%, highlighting the crucial need to address the safety of vulnerable road users such as motorcyclists and pedestrians in emerging countries*1.

Eliminating traffic fatalities is a societal responsibility for mobility manufacturers. Honda, as the company selling the largest number of motorcycles, is particularly committed to spearheading safety initiatives for all road users, including motorcyclists.

Global Traffic Accident Statistics (WHO)



Global Traffic Fatalities by Road User Type

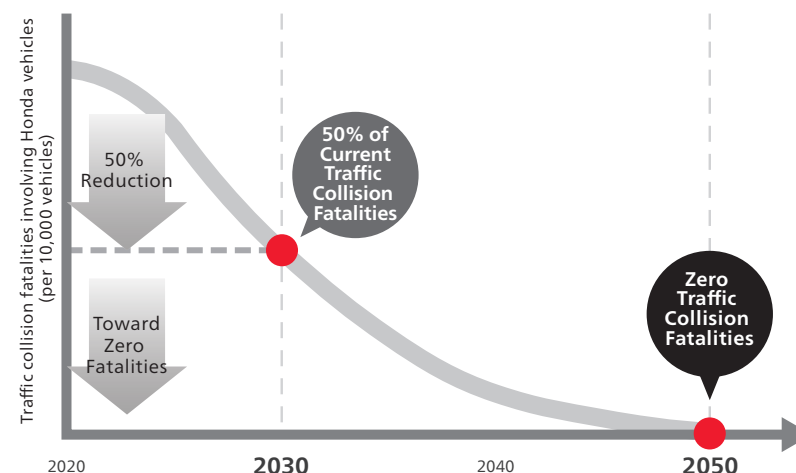


Approach

Honda's Vision

Honda aims for zero traffic collision fatalities involving Honda motorcycles and automobiles*2 globally by 2050. As a milestone, Honda targets reducing world-wide traffic fatalities involving its vehicles halving by 2030 compared to 2020 levels*3. This includes not only new vehicles but all registered Honda motorcycles and automobiles on the market.

Honda Safety Goals Scenario toward the Realization of "Zero Traffic Collision Fatalities" by 2050



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Approach

Honda's Vision

Honda has set “achieving a society with zero traffic collisions” as one of its important non-financial issues. As a key goal indicator (KGI) for tracking progress, we have adopted “traffic fatalities involving Honda automobiles in Japan and the United States” and are advancing efforts toward achieving the quantitative target (not disclosed).

The focus is on these two countries due to the limited availability of OEM-specific traffic collision data in other countries. The reason for limiting the scope to automobiles is the lack of traffic collision data for certain types of motorcycles. However, Honda’s safety efforts are not limited to these regions nor to vehicle types. Within Honda, the number of traffic collision fatalities involving its motorcycles and automobiles in each country is also estimated, and countermeasures are developed accordingly. On the other hand, accurate data, including traffic collision fatalities, is essential for planning countermeasures. Since acquiring these data is a significant challenge, Honda has communicated its importance to international organizations, national agencies, and industry stakeholders, and is working to encourage them to address it.

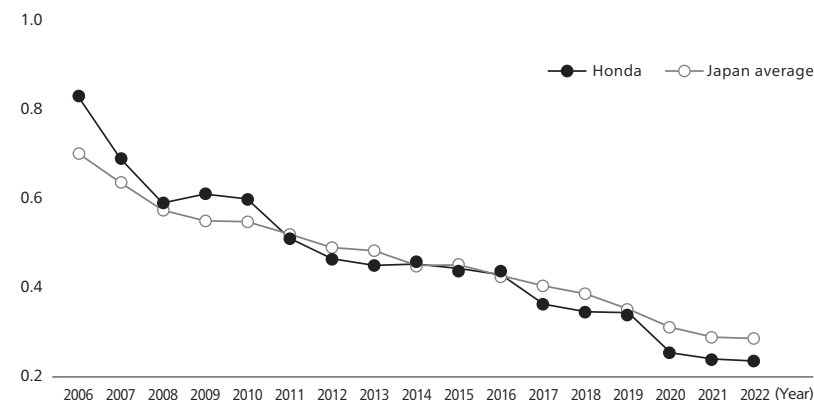
Metrics and Indicator

Management Indicator (KGI)	Category	Target	
		Fiscal Year Ending March 31, 2026	Fiscal Year Ending March 31, 2031
Traffic fatalities involving automobiles in Japan and the United States	Consolidated	(Unpublished)	

Achievements

Trends in Fatality Rates Involving Automobiles per 10,000 Registered Vehicles in Japan

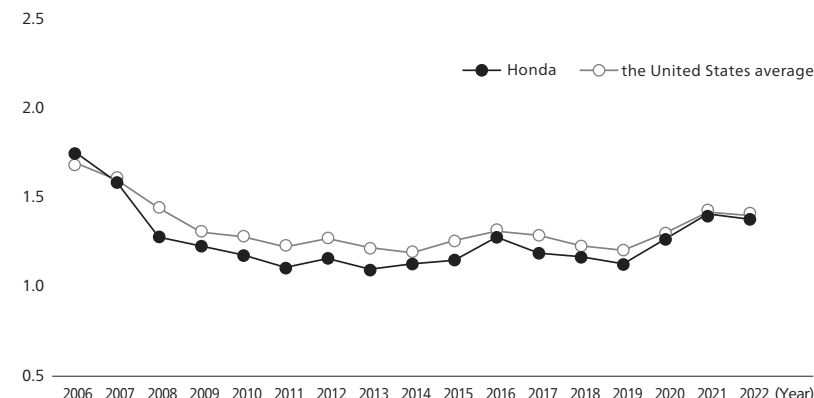
Fatality Rate (per 10,000 vehicles)



Source: Honda’s analysis based on the Institute for Traffic Accident Research and Data Analysis (ITARDA). Japan average is based on annual traffic statistics for automobiles and motorized bicycles.

Trends in Fatality Rates Involving Automobiles per 10,000 Registered Vehicles in the United States

Fatality Rate (per 10,000 vehicles)



Source: Honda’s analysis based on NHTSA Fatality Analysis Reporting System (FARS) data. The United States average is based on the Fatality Rate per 100,000 Registered Vehicles of the Traffic Safety Facts (TSF).

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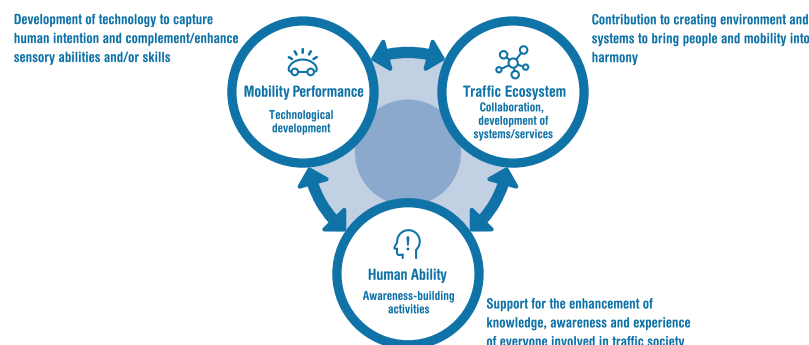
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Approach

Approach Toward the Vision

Honda is addressing various factors leading to collisions by evolving and combining “Human Ability (awareness-building activities),” “Mobility Performance (technological development),” and “Traffic Ecosystem (collaboration, development of systems/services).”—collectively referred to as the three elements of safety. These measures align with the “Safe System Approach” recently recommended by the United Nations to various countries, which is to promote safety measures with technologies and activities in various areas in response to a single collision case. Additionally, these three elements of safety are established as material issues that Honda must address.

Honda's Three Elements of Safety



Toward 2030

Honda recognizes the need to reduce fatal collisions involving motorcycles in emerging countries as a major challenge toward 2030. To address this issue, Honda will actively develop instructor training programs, corporate training at Traffic Education Centers*, and schools for individuals in “Human Ability (awareness-building activities).” In “Mobility Performance (technological development),” for motorcycles, Honda will expand the application of advanced braking systems such as “ABS” and “CBS (Combined Braking System)” as well as lights with high visibility for both riders and other road users. For automobiles, Honda will actively promote the functional evolution and widespread use of advanced driver-assistance systems (ADAS), such as “Honda SENSING” with a motorcycle detection function in

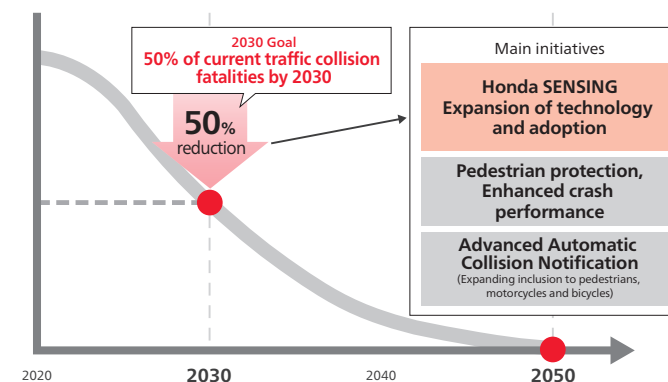
* Honda facilities where internal and external traffic safety instructors are trained and driving safety education is provided to corporations, schools and individual customers.

emerging countries and “Honda SENSING 360” in developed countries, tailored to the local realities of each region.

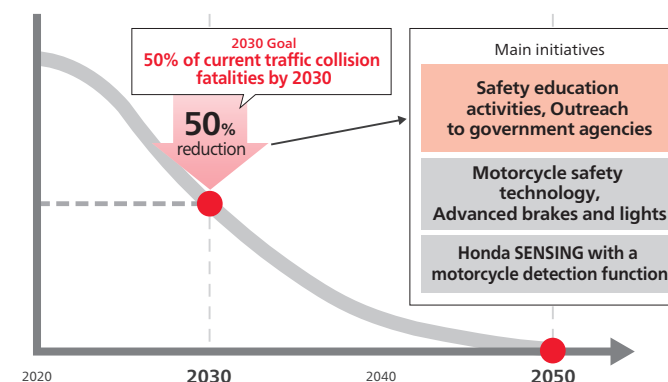
In “Traffic Ecosystem (collaboration, development of systems/services),” we are strengthening our collaboration with international organizations such as the United Nations in relation to traffic safety. We will support safety policies such as institutional reform, awareness-building and infrastructure development by providing the knowledge and know-how cultivated through Honda’s long-standing safety activities to countries around the world, with a focus on emerging countries, through such organizations.

Scenario for Halving the Number of Traffic Collision Fatalities by 2030

Developed countries - Automobiles



Emerging countries - Motorcycles



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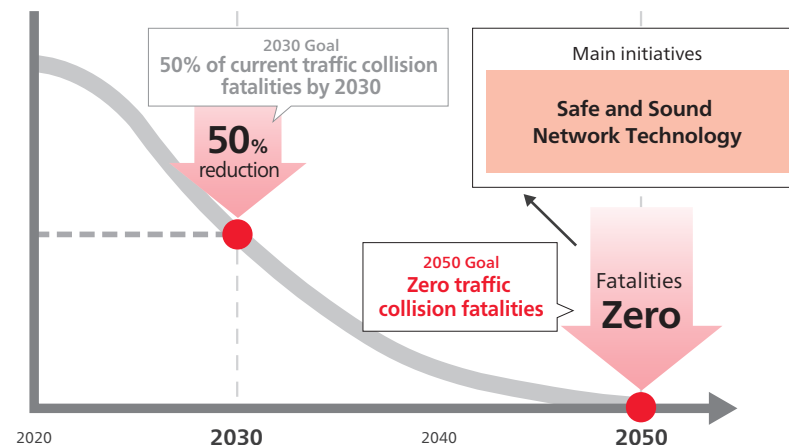
Approach Toward the Vision

Toward 2050

A major challenge for the year 2050 is to reduce traffic collision fatalities among pedestrians, bicyclists, and motorcycle riders, those considered as vulnerable road users worldwide. To address this challenge, Honda will accelerate the efforts of the “Traffic Ecosystem (collaboration, development of systems/services).” Specifically, we will promote research and development relating to “Safe and Sound Network Technology” and standardization of technologies for social implementation.

“Safe and Sound Network Technology” is a technology that provides information through telecommunications to help people prepare for and respond to the risks of collision before they occur.

Scenario toward the Realization of “Zero Traffic Collision Fatalities” by 2050



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List of Metrics and Targets

List of Company-wide Targets for Safety (KGI/KPI)

Important Theme	Materiality	Management Indicators	Category	Target	
				Fiscal Year Ending March 31, 2026	Fiscal Year Ending March 31, 2031
Realization of Zero Traffic Collision Society	<ul style="list-style-type: none"> Development of technology to capture and complement human intention Safety education and awareness activities Building a traffic ecosystem 	KGI	Traffic fatalities involving automobiles in Japan and the United States	Consolidated	(Unpublished)
		KPI	Advanced Safety Equipment Application Rate	Automobiles in developed countries*1 Honda SENSING 360	100%
				Automobiles in emerging countries*2 Honda SENSING	(Unpublished) 100%
				Motorcycles in emerging countries*3 Advanced Braking (ABS/CBS)	100%

*1 Japan, the United States, China, and Europe

*2 Representative measurement countries: India, Indonesia, Malaysia, Thailand, and Brazil

*3 Representative measurement countries: India, Indonesia, Vietnam, Thailand, and Brazil

Priority Issues and Materiality, Integrated Report "Honda Report 2024"

■ https://global.honda/en/sustainability/integratedreport/pdf/Honda_Report_2024-en-all.pdf#page=24

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Global Management

Process for Implementing Initiatives

Honda develops effective measures based on the three elements of safety for each region, constructs traffic collision reduction scenarios, manages the progress of these measures, and monitors the number of fatalities. This process includes early analysis of potential collisions due to changes in road environments and the introduction of new mobility options. When identifying issues that may occur in multiple regions, Honda addresses them as global common challenges and promptly considers countermeasures to further advance the three elements of safety.

Information sharing and discussions between regions are conducted at the Global Safety Representative Meeting, which consists of safety representatives from each region. The PDCA (plan-do-check-act) cycle of measures, including management indicators (KGI, KPI), is conducted at the Safety Strategy Committee (a cross-departmental task force), where safety strategies are discussed and aligned with Business Operations. Important matters raised are reported to the Executive Council, where discussions are held by management members.

Traffic collision reduction scenarios are regularly updated through these initiatives.

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*1 Fédération Internationale de l'Automobile

*2 The scope of Honda operations evaluated by FIA this time is limited to operations related to motorcycle and automobile production and sales in Japan

External Evaluations

Third-Party Evaluations

Activities in the Fiscal Year Ended March 31, 2025

Honda became the first company in the automotive industry to receive the highest ranking of "3 stars," as part of the FIA*1 Road Safety Index, set forth by the FIA to enable businesses and organizations to measure their road safety footprint.

The FIA Road Safety (RS) Index is a new tool designed to enable companies and organizations to visualize and measure the impact of their operations on road safety and achieve more sustainable road traffic. The Index provides comprehensive assessment and evaluation of the safety footprint of each company/organization based on various factors such as their road safety goals, commitment, and the number of traffic collision fatalities and injuries across their entire value chain.

The FIA RS Index system contains two ratings: 1) the "supply chain rating," which covers a broad range of corporate activities from procurement of raw materials to development and production of products, and customer delivery of the products, and 2) the "product/service rating," which evaluates the safety aspects of products/services.



Honda became the first company in the automotive industry to undergo audits for both ratings and received the highest rating, 3 stars*2, in both ratings.

Honda is striving to reduce the number of traffic collision fatalities involving Honda motorcycles and automobiles worldwide by 50% by 2030, then to achieve zero traffic collision fatalities by 2050. Becoming the first automaker to receive 3 stars as part of the FIA RS Index represents Honda's strong commitment to the pursuit of road safety. Safety initiatives Honda has been conducting based on its long-term safety strategy were highly evaluated, as well as the fact that Honda has been tracking the number of traffic collision fatalities and serious injuries across its value chain, by age and by type of road user, as its road safety footprint.

Honda will continue to actively participate in safety initiatives promoted by such international organizations and contribute to solving the issues of the mobility society.



Award ceremony for the "Challenge 2030: Achieving the Global Road Safety Goals," where Honda's winning "3 stars" was announced

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Human Ability: Awareness-Building Activities

Basic Approach

The cornerstone of traffic safety is “human.” Since the establishment of the Traffic Safety Promotion Operations in 1970, Honda has been actively involved in traffic safety awareness building activities targeting not only riders and drivers but also everyone sharing the road, from children to the elderly. These activities are based on the principles of “passing safety education from person to person” to enable more people to empathize with and understand safety, and “providing participatory hands-on education” to effectively deepen understanding by experiencing potential hazards in a safety environment. They are designed to improve human abilities, not only in driving skills and cognitive judgment ability but also in aspects such as empathy and consideration for others. Furthermore, based on these principles, Honda will use digital tools and generative AI to evolve these activities into “safety education customized for each individual” that is tailored to each person’s awareness, abilities, experience level, and physical capabilities.

Approach

As of March 2025, Honda is actively developing instructor training, corporate training at its Traffic Education Centers, and schools for individuals in 43 countries and regions worldwide, including Japan. In March 2025, a Traffic Education Center was opened in Korea. Additionally, Honda collaborates with local businesses, schools, and Honda dealerships to provide programs tailored to all age groups, from children to the elderly, at various locations. In the fiscal year ended March 31, 2025, approximately 4.4 million people attended our educational programs. Moving forward, we will aim to further expand such educational opportunities to support everyone sharing the road.

Countries and regions engaged in traffic safety activities



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Human Ability: Awareness-Building Activities

Initiatives

Strengthening Activities of Traffic Education Centers in Asia Oceania Region

Honda is involved in a variety of activities in areas where serious traffic collisions occur frequently, and the Traffic Education Centers are one of the core components of these activities.

To enhance engagement level of its activities, the Traffic Education Centers strive to improve instructors' safe driving techniques and instruction skills, and one of its efforts is the annually held Asia Oceania Safety Instructor Competition. At the event held in January, 2025, participants from eight countries and regions joined the competition.

The competition is designed not only to improve the riding/driving skills of instructors, but also to enhance their ability to provide practical guidance to customers, and the sharing of effective measures and activities by participants from various countries leads to the improvement of future activities and motivation.



Presentation by competition participants



Evaluation of instructors' driving skills by the judges

Utilizing DSP Technology Used at Traffic Education Centers in Japan for Solutions that Contribute to Traffic Safety in Emerging Countries

Currently, Honda has developed the "Driving Style Proposal (DSP)" technology and uses it in safe driving programs at the Suzuka Circuit Traffic Education Center in Japan. The DSP system analyzes driving behavior, vehicle behavior, and other data, and visualizes driving habits to encourage drivers to become aware of their driving habits and change their behavior. From now on, a function will be added to this system that will allow users to review their own driving behavior on a user website that can also be viewed from smartphones, as a follow-up to the training. The system will also be introduced at Honda's other Traffic Education Centers. The Company is also considering using the system as a solution to contribute to traffic safety in emerging countries in the future.



Data comparison of "Self-evaluation" by drivers and "Objective Evaluation" by the evaluation system

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Human Ability: Awareness-Building Activities

Initiatives

Conducting Safe Driving Training in Collaboration with Other Companies to Prevent Collisions

Since most motorcycle collisions involve automobiles, Honda is promoting initiatives to deepen the understanding of motorcycles among automobile drivers. As part of this effort, in 2024, Honda collaborated with the Toyota Motor Corporation to conduct safe driving training for the public. Instructors from both companies worked together to teach drivers how to prevent collisions between motorcycles and automobiles. Honda will continue to strengthen cooperation with other companies to reduce the number of collisions involving motorcycles and automobiles.

Offering the “Honda Driver Coaching” App to Advance Young Drivers’ Safety Awareness and Skill

Since approximately one-third of traffic fatalities in the U.S. involve drivers under the age of 25, Honda is working to raise safety awareness among teenage drivers. In 2023, Honda released a mobile app called “Honda Driver Coaching” in the U.S., which helps young drivers learn safe driving through driving diagnostics and real-time tips and feedback. In January 2025, new features were added to the app to remind drivers to fasten their seatbelts and to ensure they follow the speed limit.



Development and Utilization of a Simulator to Promote Understanding of Glaucoma, a Common Condition Among the Elderly

In Japan, where the population is aging, Honda is developing a training program for the elderly as well as a simulator that can simulate the vision of glaucoma patients. Glaucoma causes visual field impairment and increases the risk of collisions while driving. In 2024, Honda collaborated with Paris Miki, a chain of eyewear specialty stores, to hold hands-on events to experience this simulator for visitors to Paris Miki stores. In March 2025, a movie using this simulator was shown at 612 Paris Miki stores and Honda automobile dealers nationwide to promote awareness of the symptoms of glaucoma to a wider audience.



Movie using the simulator to simulate the vision of a glaucoma patient (vision of a person without visual field impairment)



Movie using the simulator to simulate the vision of a glaucoma patient (vision of a glaucoma patient)

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*1 Japan, The United States, China, and Europe

*2 Representative measurement countries: India, Indonesia, Malaysia, Thailand, and Brazil

*3 Representative measurement countries: India, Indonesia, Vietnam, Thailand, and Brazil

*4 Difference in the survey results of the number of traffic collision fatalities and injuries per the number of registered vehicles between N-BOX models equipped with Honda SENSING and those without Autonomous Emergency Braking (AEB). Based on data from the Institute for Traffic Accident Research and Data Analysis, analyzed by Honda

Mobility Performance: Technological Development

Basic Approach

To further elevate the safety of mobility, Honda believes that integrated performance that complements or expands human capabilities is necessary. Such capabilities include protecting the human body, avoiding collisions, and detecting and sharing driver intentions among vehicles and others.

Approach

Moving forward, Honda will particularly focus on enhancing collision safety performance and expanding the evolution and application of advanced driver-assistance systems (ADAS) for automobiles. For motorcycles, Honda will expand the application of advanced braking systems such as “ABS” and “CBS”, as well as lights with high visibility for both riders and other road users. To track the progress of these initiatives, Honda has defined key performance indicators (KPIs) for advanced safety equipment application rates such as of “Honda SENSING 360” for automobiles in developed countries*1, “Honda SENSING” for automobiles in emerging countries*2, and advanced braking systems (ABS/CBS) for motorcycles in emerging countries*3 so as to set target to ensure steady progress.

Metrics and Targets / Achievements

Management Indicator (KPI)	Category	Target Fiscal Year Ending March 31, 2031
Advanced Safety Equipment Application Rate	Automobiles in developed countries*1 Honda SENSING 360	100%
	Automobiles in emerging countries*2 Honda SENSING	100%
	Motorcycles in emerging countries*3 Advanced Braking (ABS/CBS)	100%

In the fiscal year ended March 31, 2025, the application rate of “Honda SENSING / Honda SENSING360” for automobiles in developed countries was 96% (“Honda SENSING”: 95%, “Honda SENSING360”: 1%). The application rate of “Honda SENSING” for automobiles in emerging countries was 61%, and that of advanced braking (“ABS”/“CBS”) for motorcycles in emerging countries reached 88%.

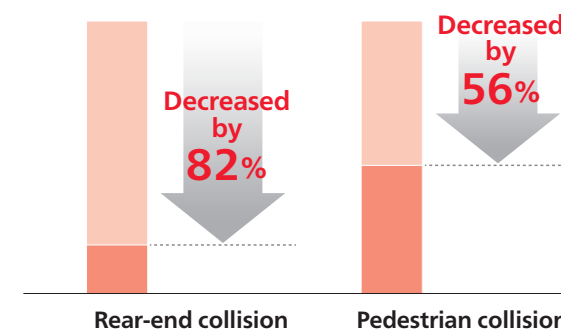
Initiatives

Honda SENSING: Expanding to Emerging Markets for Further Adoption

“Honda SENSING”, which has been offered since 2014, is a system that primarily senses the front of the vehicle, detecting pedestrians and other objects to support safe and comfortable driving and collision avoidance. In Japan, the mini-vehicle “N-BOX” equipped with “Honda SENSING” has shown 82% reduction in rear-end collisions and 56% reduction in pedestrian collisions*4, showcasing the substantial effectiveness of this innovative technology in collision prevention.

To reduce the number of motorcycle traffic collision fatalities, Honda is gradually rolling out “Honda SENSING” with a motorcycle detection function, starting with 2021 models, and aims to expand this equipment to all automobile models worldwide by the fiscal year ending March 31, 2031.

Collision Reduction Effect of Vehicles Equipped with Honda SENSING (N-BOX)



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Mobility Performance: Technological Development

Basic Approach

Honda SENSING 360: Aiming to Expand to All Automobile Models in Developed Countries by the Fiscal Year Ending March 31, 2031

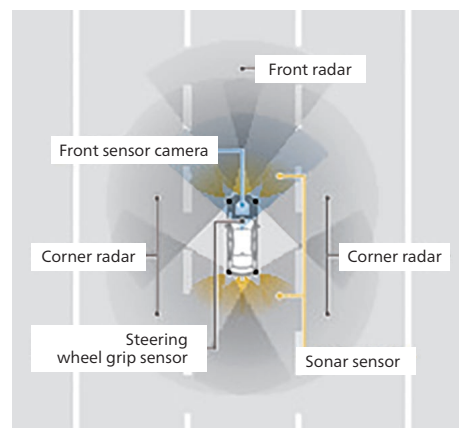
The “Honda SENSING 360” omnidirectional safety and driver-assistive system expands the sensing range of the “Honda SENSING” system to all directions, covering blind spots around the vehicle that are difficult for the driver to visually check and contributing to the avoidance of collisions with other vehicles and pedestrians as well as a reduction of the driver burden related to driving. The main features of “Honda SENSING 360” include “Collision Mitigation Braking System” for cross traffic at intersections and pedestrians crossing while turning, “Front Cross Traffic Warning”, “Cornering Speed Assist”, “Lane Change Collision Mitigation” and “Active Lane Change Assist”. These five functions were first introduced in the “CR-V,” which was released in China in 2022, and have also been equipped in the “Accord,” which was released in Japan in 2024. Honda aims to expand this technology to all automobile models in developed countries by the

fiscal year ending March 31, 2031.

In addition, Honda has introduced the “Honda SENSING 360+,” which is equipped with features that further reduce the driver burden. The Company plans to launch automobiles equipped with new technologies. These include “Advanced in Lane Driving with Hands-off Capability” and “Active Lane Change Recommendation” to reduce the burden of driving. “Driver Emergency Support System” which assists deceleration and stopping of the vehicle within the same lane if the driver is unresponsive to the system’s requests.

“Exit Warning” which detects vehicles approaching from the rear while vehicle is parked and assists occupants to recognize an approaching vehicle, and “Predictive Curve Departure Warning.”

Honda SENSING 360



Omnidirectional sensing covers angles around the vehicle that are difficult to see, helping to avoid collisions with other vehicles and pedestrians and to reduce the driver’s burden.



Accord model with Honda SENSING 360 (Japan)

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* One level of automated driving defined by the Japanese government (based on SAE definitions). At Level 3 of automation, the system monitors the driving environment surrounding the vehicle and takes over driving operations under certain conditions. When any of operable driving environment conditions become unsatisfactory, the system will issue a warning, and the driver must take over the driving immediately

Mobility Performance: Technological Development

Basic Approach

Honda SENSING Elite: Aiming for Zero Human Error When Driving

“Honda SENSING Elite” is a system that incorporates “Traffic Jam Pilot” function. Traffic Jam Pilot is qualified as Level 3 automated driving* (conditional automated driving in limited area). Honda has received type designation for Level 3 automated driving from the Japanese Ministry of Land, Infrastructure, Transport and Tourism for the first time in the world in 2020. Traffic Jam Pilot technology enables the automated driving system to drive the vehicle under certain conditions, instead of the driver, such as when the vehicle is in congested traffic on an expressway.

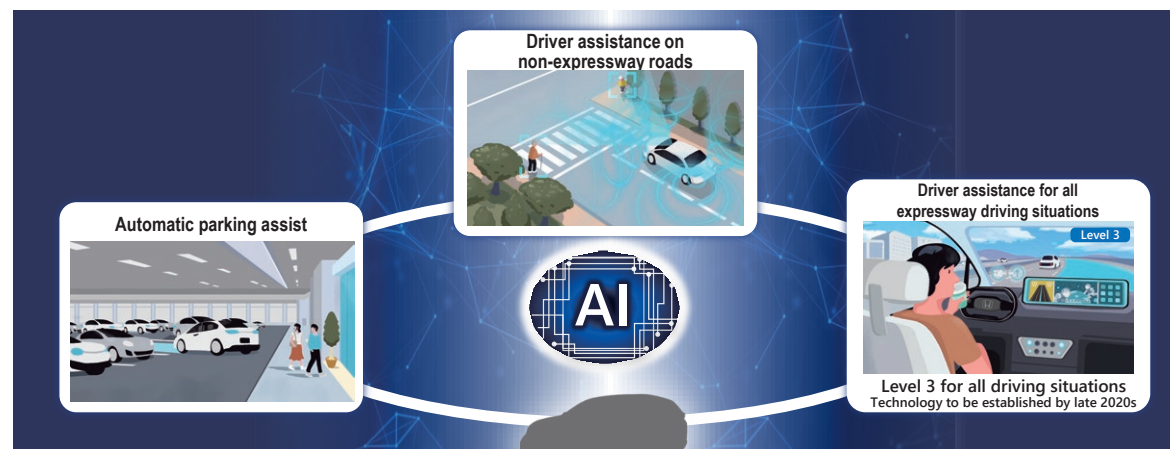
Further development of new technologies for the next evolution of “Honda SENSING Elite” is underway.

The application of AI, which “grows” while accumulating experiences much like humans, enables the system to increase its capability to recognize complex situations and handle more complex driving environments such as on non-expressways.

This will assist the driver on non-expressways including a hands-off function while driving through a traffic jam on arterial roads, and enable hands-off functions during merging onto and exiting from an expressway at a road junction

This will assist the driver achieve a safe and seamless ride from home to their destination with complete peace of mind on any roads including non-expressways.

Advancement of Honda SENSING Elite



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Mobility Performance: Technological Development

Third-Party Evaluations

Activities in the Fiscal Year Ended March 31, 2025

Many of Honda’s models have received the highest safety ratings in third-party evaluations in various regions.

Results of key third-party evaluations for automobiles (tests conducted in the fiscal year ended March 31, 2025)

Country/Region	Third-party evaluation		Models	Number of vehicles*4
Japan	J-NCAP	5★	Civic 2024 / N-BOX 2023 / ZR-V 2023	3/3
United States	IIHS*1 (U.S. models only)	2025 IIHS TOP SAFETY PICK+	Civic Hatchback 2025 / Accord 2025 / HR-V 2025	7/15
		2025 IIHS TOP SAFETY PICK	Pilot 2025 / Civic Sedan 2025 / Acura MDX 2025 / Integra 2025	
	U.S. NCAP*2	5★	Prologue 2024 / CR-V Hybrid 2024 / CR-V 2024 / HR-V 2024 / Civic Hatchback 2024 / Civic Sedan 2024 / Odyssey 2024 / Pilot 2024 / Accord 2024 / Accord Hybrid 2024 / Passport 2024 / Ridgeline 2024 / Acura Integra 2024 / MDX 2024 / RDX 2024 / TLX 2024 / ZDX 2024	17/17
Europe	EURO-NCAP	5★	CR-V with safety pack 2024*5	1/1
China	C-NCAP	5★	Inspire 2024	1/1
	C-IASI*3	GGG	Accord 2023 / Inspire 2023	2/2

- *1 IIHS: Insurance Institute for Highway Safety

The organization conducts automobile assessments to test and evaluate the safety performance of various cars. IIHS only awards TOP SAFETY PICK and TOP SAFETY PICK+ to vehicles that achieved excellent test results.
- *2 NCAP: New Car Assessment Program

This is a program that tests and evaluates the safety performance of automobiles and is performed by public organizations in various regions. Testing and evaluation methods are different in 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 automobiles using the four grades of G (Good), A (Acceptable), M (Marginal) and P (Poor). GGG means that the company received three “G” (Good) ratings in each evaluation category.
- *4 Number of vehicles that received the highest rank / number of vehicles that received a rating
- *5 CR-V with safety pack is received 5★ rating.

Results of key third-party evaluations for motorcycles (tests conducted in the fiscal year ended March 31, 2025)

Country/Region	Third-party evaluation		Models	Number of vehicles
Malaysia	MyMAP*	5★	RS-X 2024 / CBR150R 2024 / VARIO 160 2024 / ADV160 2024	4/6

* MyMAP: Malaysia Motorcycle Assessment Program



Civic Hatchback



RS-X

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Traffic Ecosystem: Collaboration, Development of Systems/Services

Basic Approach

The traffic ecosystem is a dynamic concept where people and mobility interact to create a seamless flow of traffic. Traffic conditions are ever-changing due to factors like weather changes including heavy snowfall, tourist season congestion, and rush hour jams. Honda believes that to prevent collisions in these varying conditions, it is necessary to develop initiatives that enable smooth interactions among everyone sharing the road, considering their movements and circumstances.

Approach

In the future, ensuring the safety of everyone sharing the road, including vulnerable road users like pedestrians, cyclists, and motorcyclists, will become increasingly important.

For this reason, in “Traffic Ecosystem (collaboration, development of systems/services)”, we are strengthening our collaboration with international organizations such as the United Nations in relation to traffic safety, toward the year 2030.

We will support safety policies such as institutional reform, awareness-building and infrastructure development by providing the knowledge and know-how cultivated through Honda’s long-standing safety activities to countries around the world, with a focus on emerging countries, through such organizations.

Toward 2050, Honda will further enhance its connected technologies developed over the years and focus on Safe and Sound Network Technology.

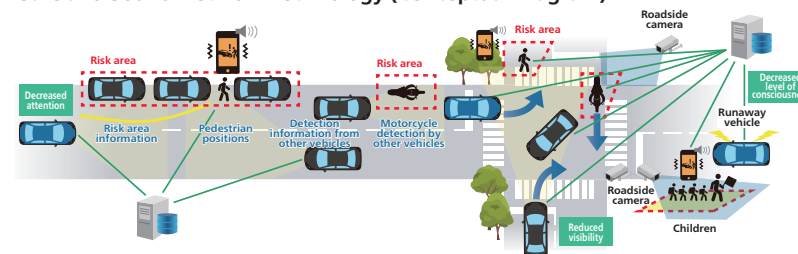
This technology assesses drivers’ risks, such as decreased concentration, and detects early signs of collisions. The risks detected are then communicated to surrounding road users, helping them prepare and respond before risks materialize.

This approach allows everyone sharing the road to pay attention to each other’s movements, take coordinated actions, and prevent collisions before they occur.

Honda envisions a society where everyone can enjoy freedom of mobility, driven by both safety and a sense of warmth and humanity that inspires movement.

To create such a society, rather than relying on technology without human interaction, Honda aims to foster safety driven by people’s own will. By enhancing the inherent mutual respect among everyone sharing the road and encouraging their cooperation through technology, Honda aspires to create a safer society. Honda will continue to work based on this concept in its research and development of the Safe and Sound Network Technology.

Safe and Sound Network Technology (Conceptual Diagram)



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Traffic Ecosystem: Collaboration, Development of Systems/Services

Initiatives

Honda Partners with United Nations Road Safety Fund (UNRSF) to Work Toward Reduction of Fatalities from Traffic Collisions

In November 2024, Honda became the first automobile manufacturer to partner with the United Nations Road Safety Fund (UNRSF) to contribute to global initiatives to reduce fatalities from traffic collisions.

By combining the knowledge and know-how Honda has amassed through its long history of developing safety technologies and promoting safe driving/riding with the global network of the UNRSF, Honda and UNRSF will support traffic collision analysis and the road safety policies of various countries. Honda and UNRSF have made emerging nations, particularly in Asia, as a focus area.

Regarding the traffic collision analysis in each country, to enhance the effectiveness of initiatives taken to reduce traffic collision fatalities, Honda and UNRSF will strive to establish a system for understanding the actual situations of traffic collisions and monitoring the effectiveness of road safety measures in each country. In emerging countries, there is a lack of data necessary for the analysis of traffic collisions, making it difficult to analyze the causes of such incidents. To

address this issue, Honda and UNRSF will clarify the types of data that should be collected and encourage each country to gather such data. Moreover, monitoring of the effects of road safety measures will be strengthened to enhance the practical effectiveness of the measures.

For the support for road safety policies in each country, Honda and UNRSF will provide aid for emerging countries, particularly in Asia. This will include advocating for legislation of appropriate speed limits, mandatory protective gear (helmets, seat belt use) and licensing systems, as well as assisting in strengthening the enforcement of traffic rules, proposing infrastructure improvements, and enhancing road safety awareness activities.

Furthermore, Honda will donate a total of US\$3 million to the UNRSF over five years from 2025 to 2030 for the Honda-UNRSF collaboration in road safety initiatives.



Announced the commitment in two areas: traffic collision analysis and support for road safety policies at the UNRSF High-Level Pledging Forum* in February 2025

* A concurrent event of the 4th Global Ministerial Conference on Road Safety held from February 18 through 20, 2025 in Marrakech, Morocco

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Initiatives

Research and Development of Core Elements for Safe and Sound Network Technology

The Safe and Sound Network Technology consists of three core elements: "Understanding Human Characteristics," "Prediction and Anticipation," and "Synlogue-based Communication." Currently, research and development are progressing in each of these areas.

Understanding Human Characteristics

By using technologies such as vital sensing to monitor the driver's condition in real-time, the impact on driving behavior is statistically analyzed, and specific risk factors are systematically identified.

Prediction and Anticipation

Utilizing Digital Twin technology and comprehensive risk assessment algorithms, predictions and forecasts of traffic collisions are made.

Synlogue-based Communication

This technology promotes the understanding of latent risks so that everyone sharing the road can prepare before collisions occur.

Honda is also developing a "Multi-Agent Traffic Simulator" to verify safety technologies by constructing a realistic traffic environment as a virtual space.

The Safe and Sound Network Technology should be validated not only for specific traffic collision scenarios, but also for everyone sharing the road who may be affected by such collisions, taking into account their conditions and the constantly changing traffic situation. This simulator enables such comprehensive verification.

Multi-Agent Traffic Simulator



Simulator equipment



Screen viewed from the rider



Screen of simulation

Demonstration of Value Provision for Safe and Sound Lifestyles

Honda believes that the Safe and Sound Network Technology not only contributes to a safe mobility society but also provides various values to people through cooperation with local governments and other companies.

For this reason, Honda participated in the Smart City AiCT in Aizu Wakamatsu City, Fukushima Prefecture in 2023 to test the social acceptability under the theme of "healthcare" utilizing the core element of "Understanding Human Characteristics" in the Safe and Sound Network Technology.

In this demonstration test, a wearable device was utilized to provide cautions to citizens via a smartphone application based on their sleeping hours and other lifestyle data, and then again to provide advice based on actual driving data. Honda will continue to enhance the value of the service and verify its usefulness so that this technology can be widely utilized for citizens.

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Initiatives

Demonstration Experiments through Industry-Government Academia Collaboration for Smooth Social Implementation

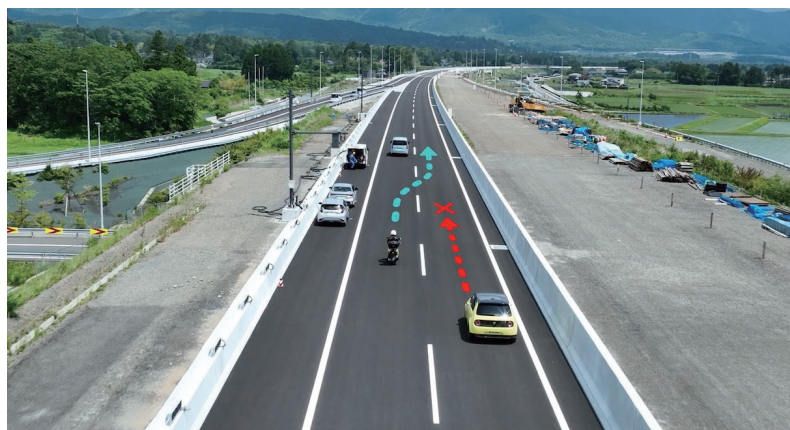
In 2023, Honda participated in the “Cross-ministerial Strategic Innovation Promotion Program (SIP) Phase 3/Building a Smart Mobility Platform/Research and Development of Support for Preemptive Prevention of Traffic Accidents Through Proactive Risk Notification.” This initiative includes planning use-case verification to study support measures needed to prevent traffic collisions and ensure the safety of vulnerable road users.

Furthermore, in June 2024, Honda began a collaboration with SoftBank Corporation and participated in the project titled the “Cooperative Vehicle-

Infrastructure for the Autonomous Driving Era on Expressways.” This initiative, conducted by Central Nippon Expressway Company Limited, took place on a section of the Shin-Tomei Expressway currently under construction, and carried out use-case verification.

Honda is accelerating industry- and public-private sector-led efforts to bring the Safe and Sound Network Technology to market in the late 2020s and globally deploy it to expand starting from 2030.

Road-vehicle coordination demonstration experiment for the autonomous driving era on expressway



Notify both motorcycle and automobile connected vehicles of collision risk information and encourage them to take action to avoid collisions before they happen.

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Basic Approach

Aiming to Bring Reassurance and Satisfaction to Customers

“We have to aim for 120% product quality, since even a 1% rejection is unacceptable.” 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. It is also the identity of Honda, which has always strived to create products that exceed the expectations of customers.

Adhering to these objectives, Honda’s commitment is to strengthen customer trust by offering products founded on safety and an outstanding level of quality. To this end, Honda has created the Honda Quality Cycle (➡ p. 173), 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 Fundamental Beliefs of “Respect for the Individual” and “The Three Joys” (The joy of Buying, The Joy of Selling, The Joy of Creating), Honda has set being “No.1 in customer satisfaction in all points of contact” as a primary objective of its activities. Honda works in collaboration with dealers to improve customer satisfaction at every stage, from sales to after-market service, so that customers can use its products safely and enjoy a high level of satisfaction for a long time.

Achieving an Outstanding Level of Quality

Over the years, Honda has implemented a variety of dynamic activities aimed at achieving an outstanding level of quality in its products.

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 introduction of driver-assistance technologies for the realization of a zero traffic collision 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 lifestyle, in addition to ensuring the quality levels of its products and services provided to customers. Through this pursuit of quality in each domain, Honda is evolving its activities to achieve an outstanding level of quality 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 globally shared 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 the Global Management Division. 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 the Global Management Division 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, 2025, 56 of the 61 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/Power products	Regional Quality Conference	1
	Automobile	Global Chief Inspecting Engineer Meeting	1
		Global Automobile Quality Meeting	3
Aftersales business	Automobile	Aftersales Business Meeting	2
	Power products		1



Global Automobile Quality Meeting

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Global Management

Quality Control Training

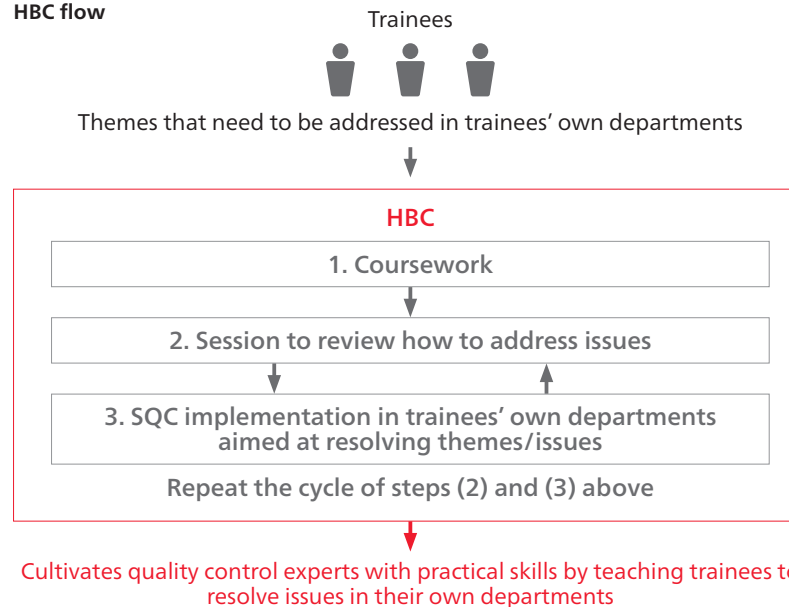
With the aim of improving the skills of associates (including those in management positions) involved in quality assurance, Honda offers quality control training based on in-house qualifications and quality control responsibility levels.

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.

Through these training programs, we promote understanding of the purpose of quality control and the role of individuals in quality control by educating associates at each site based on G-HQS.

HBC flow



Training curriculum 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

With the aim of elevating quality awareness, the Chief Officer of Quality Innovation Operations presents awards for themes that generate outstanding results in quality-related measures based on policy management. 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 Chief Officer of Quality Innovation Operations presenting the awards on-site. From the fiscal year ended March 31, 2013, to the fiscal year ended March 31, 2025, visits were made to a total of 84 sites around the world to directly communicate with associates (employees).



On-site inspection and a group photo (FY ended Mar. 31, 2025)

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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 an outstanding level of 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 in products.

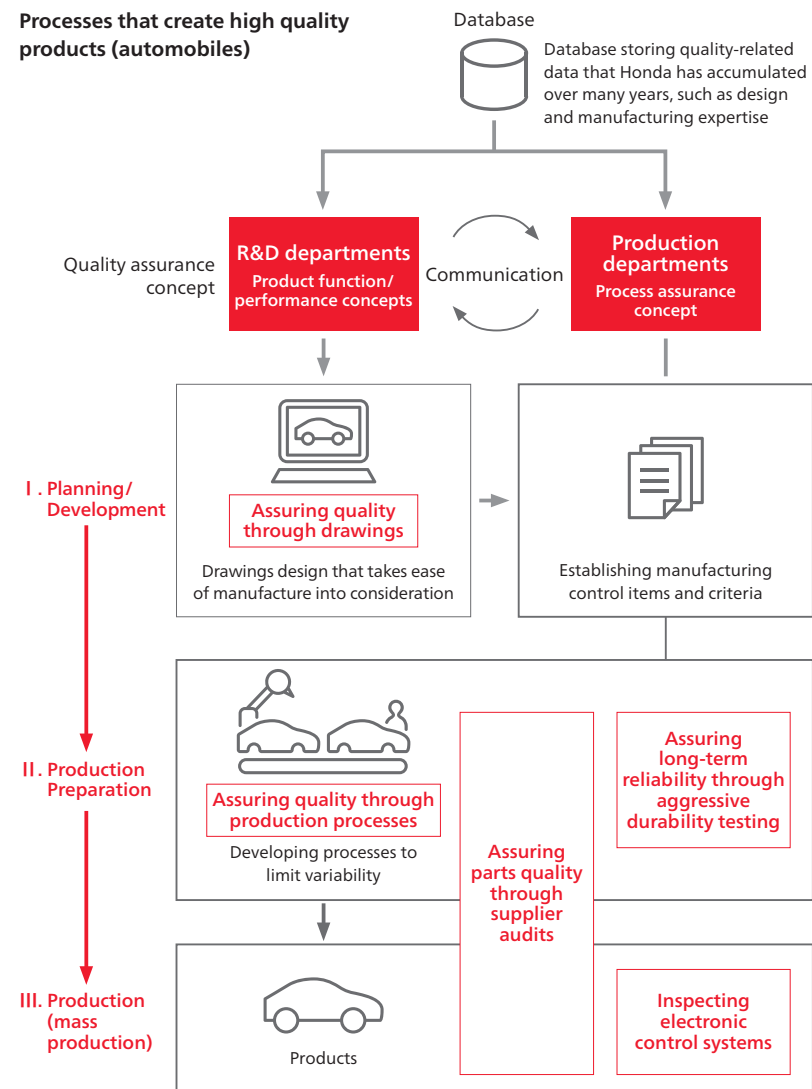
Improving Planning/Development Activities

At each stage of planning, development, production preparation, and production (mass production), Honda is working on improvement 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 high quality products (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. These details are then shared to ensure coordination with production departments' concept of process assurance and quality assurance.

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 assurance 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, including products, dealers, and online services. In addition to fulfilling customer expectations built up through past experience and information, the unit aims to be No.1 in customer satisfaction by continuously providing exciting experiences that exceed customer expectations.

Contact points between Honda and its customers

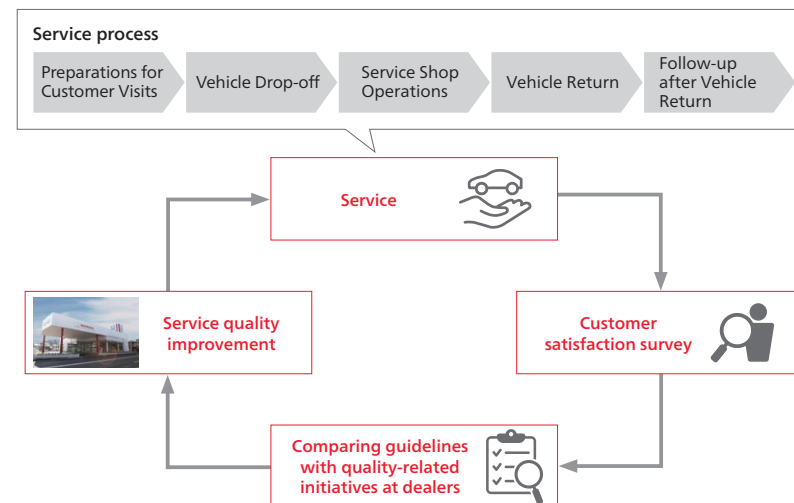


Customer Satisfaction Survey

Honda conducts a global customer satisfaction survey in relation to service operations for customers who have received service from a dealer. In the fiscal year ended March 31, 2025, the survey was conducted in 18 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 the fiscal year ended March 31, 2025, Honda attained top-level customer satisfaction in 15 countries*.

Improving service operations through customer satisfaction survey



* Survey by Honda as of March 2025

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Quality Initiatives

Honda Customer Relations Center

Honda Customer Relations Center, which directly communicates with customers in Japan, aims to enhance the satisfaction and joy of customers who use Honda products and services.

We collaborate across the entire Honda Group to respond to various inquiries from customers.

The Center received approximately 120,000 consultations from customers in the fiscal year ended March 31, 2025.

For the convenience of its customers, we strive to enrich the information on our website (link below) and provide content that meets our customers' needs.

Valuable feedback from customers, including questions, suggestions, and requests, is fed back into the Honda Group, enabling us to make improvements and thereby enhance our corporate value.

Q&A and Inquiry (Japanese only) <https://www.honda.co.jp/customer/>

Third-Party Evaluation

As an indicator of customer satisfaction, which is an outcome of the Honda Quality Cycle, Honda analyzes J.D. Power Initial Quality StudySM (IQS), an external evaluation, and other data to ensure the provision of high-quality products.

Honda's planning and development, production, and sales and service departments are working together to achieve the highest level of customer satisfaction.

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 to the 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 2025

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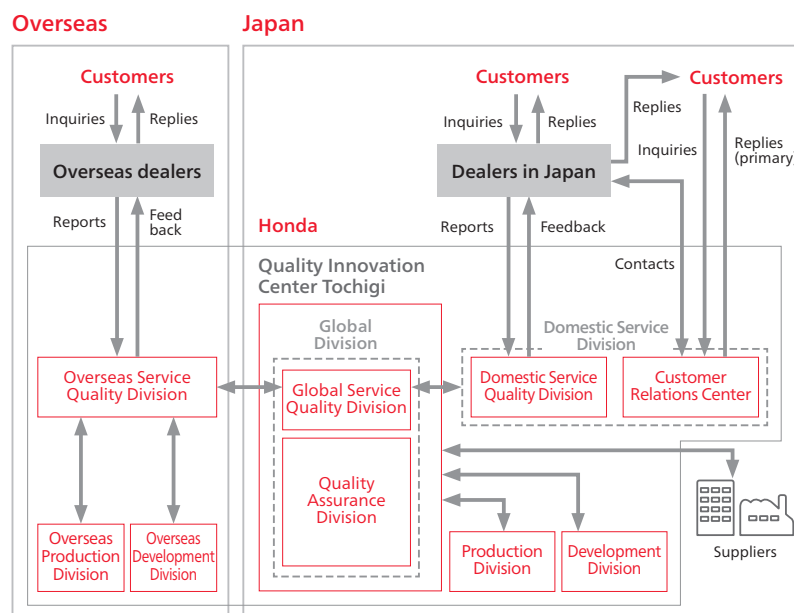
Quality Initiatives

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 Innovation Center Tochigi 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 domestic and overseas service departments and others. 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.

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

Market quality enhancement system (automobiles)

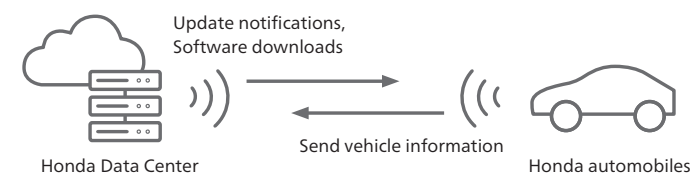


* Over-The-Air: Technology for updating data via wireless communications

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, as well as by assisting affected customers and 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. Software updates, including those related to defects, are handled using Over-The-Air (OTA)* and the number of OTA-compatible parts is being expanded sequentially.

Overview of OTA



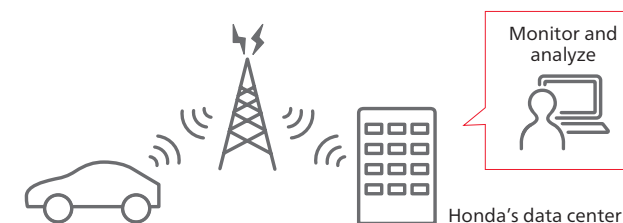
Prediction System

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 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



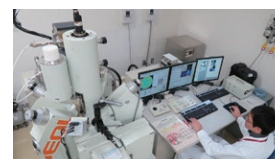
Parts collection

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



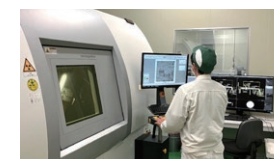
Sharing market quality information

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 X-ray diffraction analysis systems.



Non-disassembly CT inspection

Using a CT measuring device, the inside of a part is observed and measured without disassembly to locate the defective area.



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.

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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. The purpose of this exhibition is to convey perspectives and knowledge gained from past failures through the display of actual items, so that the experience of market quality issues will not be forgotten and will be passed on to the future.

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 the fiscal year ended March 31, 2025, training was mainly provided online to about 1,900 participants. The targets include not only Honda associates but also suppliers, overseas distributors, and service division personnel.

In particular, training for engineers involved in designing and developing products is not only limited to new recruits, newly promoted chiefs or managers but to young associates in their fifth year with the Company and associates from Honda's overseas businesses as well to prevent market quality issues from being forgotten.



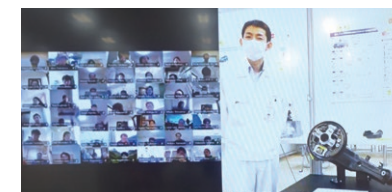
Rust on the body of a Honda Civic made in 1981



Cracked exhaust manifold of Honda Life mini-vehicle made in 1999



In-person training



Online training

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Analysis in Partnership with Overseas Entities

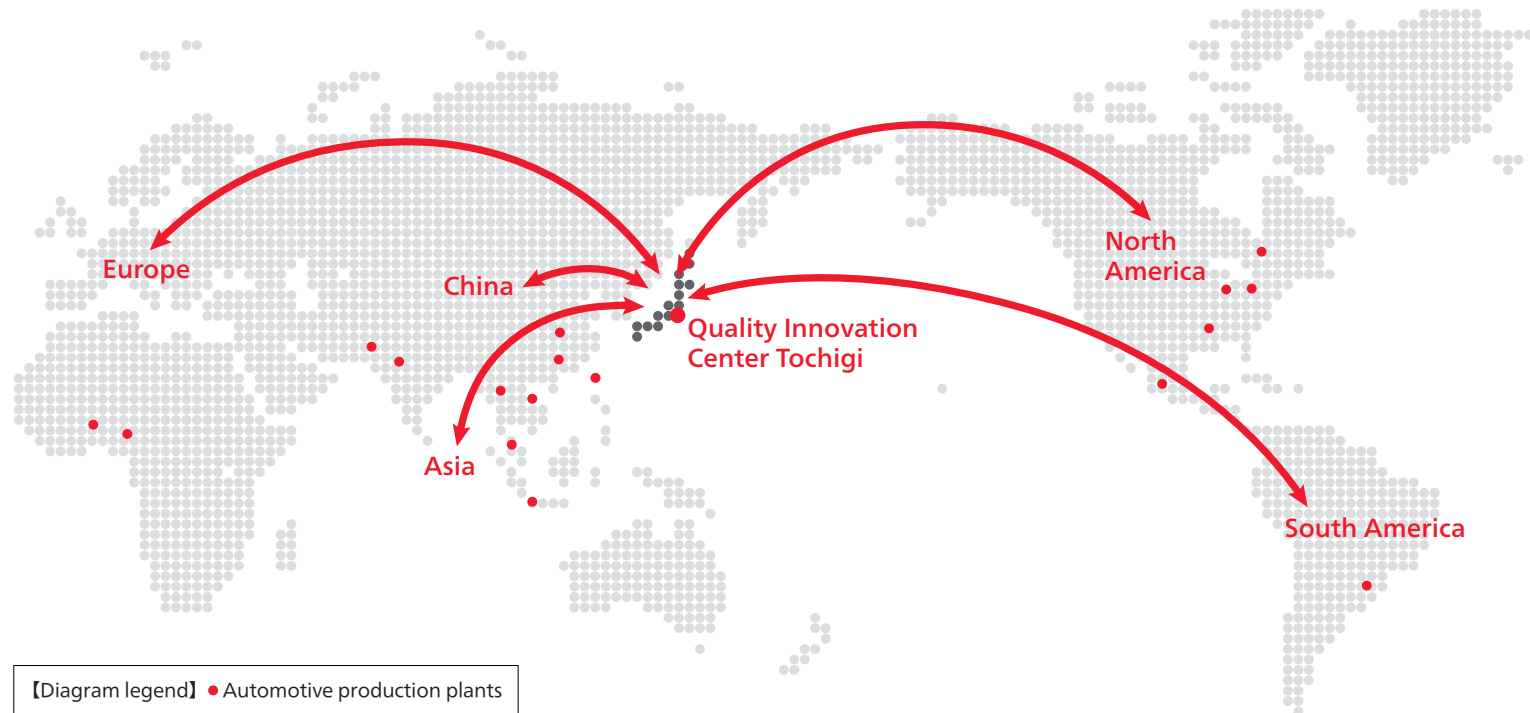
Overseas production plants play a central role in conducting the same type of quality enhancement activities as the Quality Innovation Center Tochigi.

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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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 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 (FY Ended Mar. 31, 2025)

Segment	Times	Total units
Automobiles	28	7,780,044
Motorcycles	24	2,054,859
Power products	3	21,809

* 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 actively promote the implementation of its measures for automobiles that have not yet undergone this inflator replacement.