

Related Data

10-Year Summary

IFRS: (Unit: million yen)

	FYE Mar. 31 2016	FYE Mar. 31 2017	FYE Mar. 31 2018	FYE Mar. 31 2019	FYE Mar. 31 2020	FYE Mar. 31 2021	FYE Mar. 31 2022	FYE Mar. 31 2023	FYE Mar. 31 2024	FYE Mar. 31 2025
Profit or Loss										
Sales revenue	14,601,151	13,999,200	15,361,146	15,888,617	14,931,009	13,170,519	14,552,696	16,907,725	20,428,802	21,688,767
Operating profit	503,376	840,711	833,558	726,370	633,637	660,208	871,232	780,769	1,381,977	1,213,486
Profit before income taxes	635,450	1,006,986	1,114,973	979,375	789,918	914,053	1,070,190	879,565	1,642,384	1,317,640
Profit for the year attributable to owners of the parent	344,531	616,569	1,059,337	610,316	455,746	657,425	707,067	651,416	1,107,174	835,837
Cash Flows (operating companies excluding financial services business)										
Net cash provided by operating activities	1,430,526	1,079,340	1,149,458	1,138,346	1,055,023	1,050,956	1,051,818	1,352,796	2,288,129	1,883,139
Net cash used in investing activities	-709,088	-511,411	-589,344	-524,825	-584,351	-747,138	-373,695	-666,929	-827,156	-1,217,274
Free cash flow	721,438	567,929	560,114	613,521	470,672	303,818	678,123	685,867	1,460,973	665,865
Net cash used in financing activities	-306,812	-231,219	-369,094	-397,507	-302,557	-328,121	-81,812	-564,865	-712,572	-1,390,352
Financial Position										
Total assets	18,229,294	18,958,123	19,349,164	20,419,122	20,461,465	21,921,030	23,973,153	24,670,067	29,774,150	30,775,867
Cash and cash equivalents	1,757,456	2,105,976	2,256,488	2,494,121	2,672,353	2,758,020	3,674,931	3,803,014	4,954,565	4,528,795
Financing liabilities (Non-current liabilities)	3,736,628	4,022,190	3,881,749	4,142,338	4,221,229	4,715,361	4,984,252	4,373,973	6,057,967	6,953,520
Equity attributable to owners of the parent	6,761,433	7,295,296	7,933,538	8,267,720	8,012,259	9,082,306	10,472,824	11,184,250	12,696,995	12,326,529
Shareholder Returns										
Total amount returned to shareholders	158,615	165,821	266,062	260,102	292,155	190,005	269,144	359,135	580,881	1,029,712
(including share buybacks)	14	12	87,083	64,557	96,284	6	62,758	157,001	250,513	722,365
Dividends per share (yen)	29	31	33	37	37	37	40	40	68	68
Dividend payout ratio	46.0%	26.9%	16.9%	32.1%	43.1%	28.9%	29.2%	31.2%	30.1%	38.0%
Dividend on equity (DOE)	2.3%	2.4%	2.4%	2.4%	2.4%	2.2%	2.1%	1.9%	2.8%	2.5%
Other Financial Data										
Operating margin	3.4%	6.0%	5.4%	4.6%	4.2%	5.0%	6.0%	4.6%	6.8%	5.6%
Operating cash flows from operating activities (CFO) after R&D adjustment	1,959,344	1,618,221	1,747,392	1,797,151	1,684,104	1,629,132	1,696,669	2,084,052	3,056,976	2,806,661
Return on invested capital (ROIC)	4.9%	8.4%	9.0%	7.3%	5.6%	7.4%	6.9%	5.9%	9.1%	6.7%
Return on equity (ROE)	5.0%	8.8%	13.9%	7.5%	5.6%	7.7%	7.2%	6.0%	9.3%	6.7%
Research and development expenses	719,810	659,918	730,734	820,037	821,478	780,065	804,025	852,067	976,366	1,210,620
Depreciation*	486,410	484,133	513,455	499,036	470,320	428,063	438,269	512,501	563,954	531,809
Capital investment	647,498	541,041	433,892	426,519	375,643	321,294	278,405	493,908	387,986	537,427
Average exchange rate for the period (yen per U.S. dollar)	120	108	111	111	109	106	112	136	145	153

* including right-of-use assets

Company Overview

Company Overview (As of March 31, 2025)

Company Name	Honda Motor Co., Ltd.	Number of Associates	
Head Office*	2-3, Toranomon 2-chome, Minato-ku, Tokyo	Consolidated: 194,173	
		Non-consolidated: 32,088	
Established	September 1948	Consolidated Subsidiaries	284 companies
Capital	86 billion yen	Affiliates Accounted for under the Equity Method	73 companies

* Relocated in June 2025

Stock Information

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

Breakdown of Shareholders by Type (As of March 31, 2025)

Number of Shares Authorized	7,086,000,000
Total Number of Shares Issued	5,280,000,000



Major Shareholders (As of March 31, 2025)

Individual or Organization	Number of Shares Held (thousands)	Percentage Against Total Shares Issued (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	773,501	17.77
Custody Bank of Japan, Ltd. (Trust Account)	282,587	6.49
Moxley & Co. LLC	247,552	5.69
STATE STREET BANK AND TRUST COMPANY 505001	143,430	3.30
Meiji Yasuda Life Insurance Company	138,237	3.18
STATE STREET BANK WEST CLIENT – TREATY 505234	91,703	2.11
JPMorgan Chase Bank 385781	69,455	1.60
JPMorgan Securities Japan Co., Ltd.	64,730	1.49
Nippon Life Insurance Company	58,565	1.35
AXA Life Insurance Co., Ltd.	57,000	1.31

Production Structure

Corporate Planning Division takes the lead in planning the Honda Report and formulating its overall structure.

With the cooperation of each division, we published the Integrated Report after holding repeated discussions regarding the value creation diagrams, concepts, composition, content, and designs and obtaining the approval of management.

This report has been structured to communicate to all stakeholders in and outside Honda its initiatives for further improving its corporate value and how it will continue bringing joy to society.

Editorial Committee

Corporate Strategy Operations	Managing Executive Officer	Manabu Ozawa (Chairperson)
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		Yuki Ueno
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Technology Strategy Department		Ryu Sato
Brand Communication Center	General Manager	Ryusaku Senda
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Brand Planning Studio		Chiharu Tada



Corporate site
<https://global.honda/en/>



Sustainability site
<https://global.honda/en/sustainability/>

Editorial Policy

Honda aims for sustainable growth and the enhancement of corporate value over the medium- to long- term. To achieve this, it publishes an Integrated Report that shares the global activities of Honda and its group companies with all stakeholders, including shareholders and investors. The report also communicates the unique value Honda provides, the value creation process that makes it possible, and how that process continues to evolve. In the Honda Report 2025, we emphasize how we are leveraging our strengths to adapt amid major shifts in the business environment, and reaffirm our commitment to contribute to society through mobility to address the societal issues related to the environment and safety. Even when faced with barriers that anyone would consider difficult, we believe in the power of dreams, and without ever letting our passion fade, we continue to persevere, taking on and overcoming challenges together with our associates. Even today, Honda's DNA continues to be passed down from management to associates on the front lines.

Going forward, we will continue to disclose information to all stakeholders and expand opportunities for dialogue, striving to foster mutual understanding through constructive dialogue. We then promptly and appropriately share their opinions and requests with management for use in discussions to further raise corporate value.

Reference Framework

In producing this report, we referred to the International Integrated Reporting Framework published by the Value Reporting Foundation, which was consolidated into the IFRS Foundation on August 1, 2022, and the Ministry of Economy, Trade and Industry's Integrated Reporting for Corporate Value Creation.

Organizations Covered

This report covers the entire Honda Group, which consists of Honda Motor Co., Ltd. and its 357 domestic and overseas companies (284 consolidated subsidiaries and 73 affiliates accounted for under the equity method). Where the entire Honda Group is not covered, the applicable scope is specified.

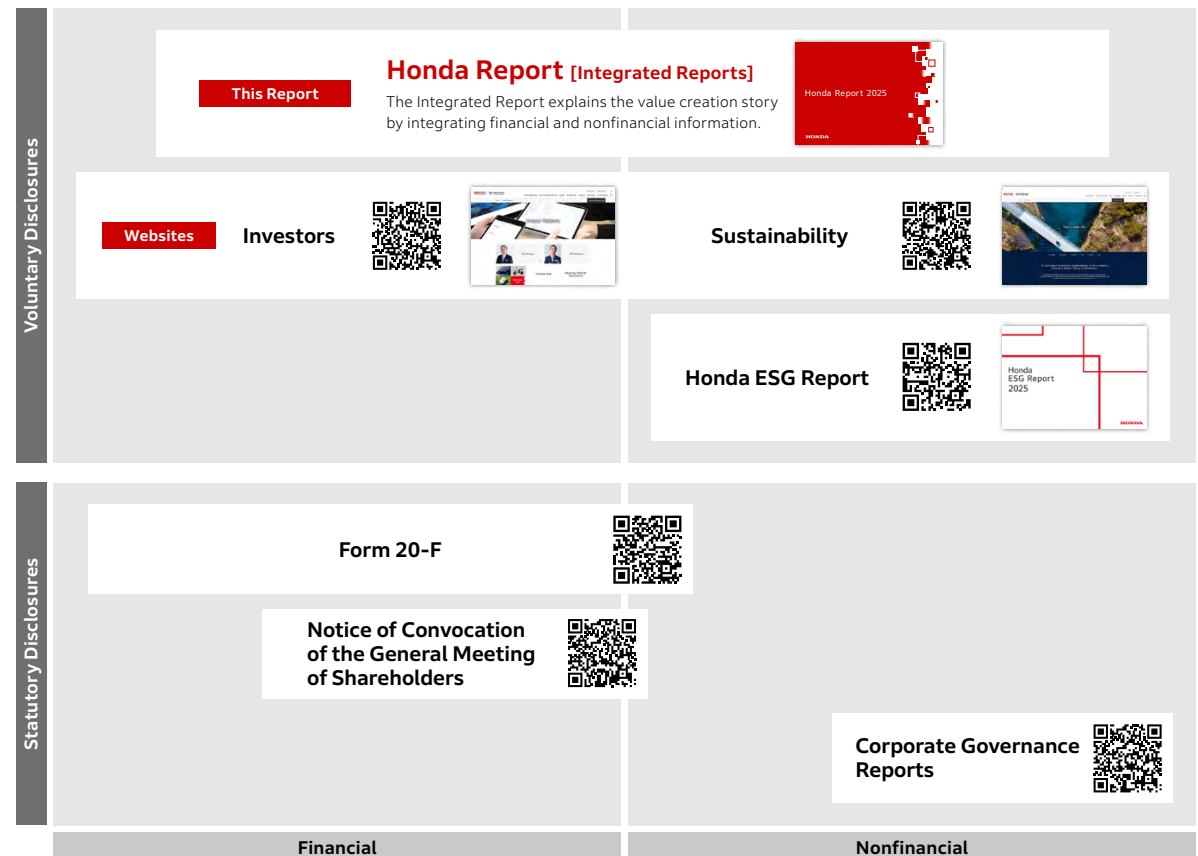
Reporting Period

This report focuses primarily on the activities undertaken from April 1, 2024, to March 31, 2025, and also includes past background information and activities conducted up to the time of publication, as well as other matters including future outlook and plans.

Disclaimer

This report contains past and current factual data of Honda Motor Co., Ltd. as well as plans and outlook and future projections based on its management policies and management strategies as of the date of publication. These future projections are assumptions or judgements derived from the information available at the time this report was produced. Please note that the results of future business activities and events may vary depending on changes in conditions and circumstances. This report may also contain corrections, restatements, or significant changes to information provided in previous reports.

Disclosure Material



Honda History

For more information,
click here >>>



1948



Honda Motor Co., Ltd.
founded in Hamamatsu



The first original product,
A-Type, was released in 1947

1949



A The encounter between
Soichiro Honda and
Takeo Fujisawa



Production and sales of
the first full-scale motorcycle
Dream D-type

1963



Joined four-wheel vehicle
business

1962



Japan's first full-scale international
course Suzuka Circuit completed

1960



D Honda R&D Co., Ltd
established
New building opens in 1961

1959



The first overseas subsidiary
established in the United States

1958



C
Super Cub
launched

1954



B Declaration of participation
in Isle of Man TT race
First appearance in 1959
First victory in 1961

1953



Start of Power Products business
(General-purpose engine, the H-Type)

1964



E First appearance
in FIA Formula One
World Championship (F1)
Achieved first win
the following year



Honda's
first outboard
motor GB30
(4-stroke)
released



1965-1967

1965 Honda's first
portable generator
E300 released

1967 N360 released

1970



Traffic Safety Promotion
Headquarters established

1972



F Low-pollution CVCC engine
announced
First in the world to clear
the Muskie Act in the United States

1978



Honda of America Manufacturing (HAM),
a motorcycle production company
established in the United States



A Making, Soichiro Honda.
Selling, Takeo Fujisawa.

They first met in August 1949, the same year that D-Type was born. Apparently the two men established an understanding of each other at once. Their personalities were completely different and they were skilled in two quite distinct areas of business. Both men were in complete agreement as to why they got on so well: "He's got what I haven't got." Making, Soichiro Honda. Selling, Takeo Fujisawa. It was a supreme example of the right man in the right place, and the birth of a duo where they could seriously talk and share their unfulfilled dreams.



B The walls of the world that
we challenged with
our youthful power.

In 1954, Honda announced its participation in the Isle of Man TT race, which was considered the world's highest race at the time. A group of young people in their 20s, supervised by Kiyoshi Kawashima, who later became the company's president, was entrusted with a major project that would stake the fortunes of the company. Although they were acutely aware of the difference in their ability with competitors in the world, they won the Manufacturer's Team Award in their first participation in the Isle of Man TT race in 1959. The momentum continued after that, and in 1961, they finally achieved the long-awaited victory.



C Proving that "the appeal of
high-quality products
transcends national borders"

Based on the words of Soichiro Honda, "Make something that is accessible," we pursue a size and functional design that is easy for anyone to handle. The Super Cub was born as a completely new vehicle. A number of new innovations were introduced in the 50cc model, including a 4-stroke engine that was considered difficult to mass produce, and an automatic centrifugal clutch for which no lever operation is required. It still maintains a consistent concept and is loved all over the world.



D "Honda R&D does not
research technology.
Honda R&D researches humans."

In 1960, Honda Motor Co., Ltd.'s research and development department was separated and became independent, and its own research and development organization, Honda R&D Co., Ltd., was established. Based on Soichiro Honda's ideas, "Honda R&D researches humans." and "When what people need is found out, the technology is needed." We continue to develop technology that is useful to people.



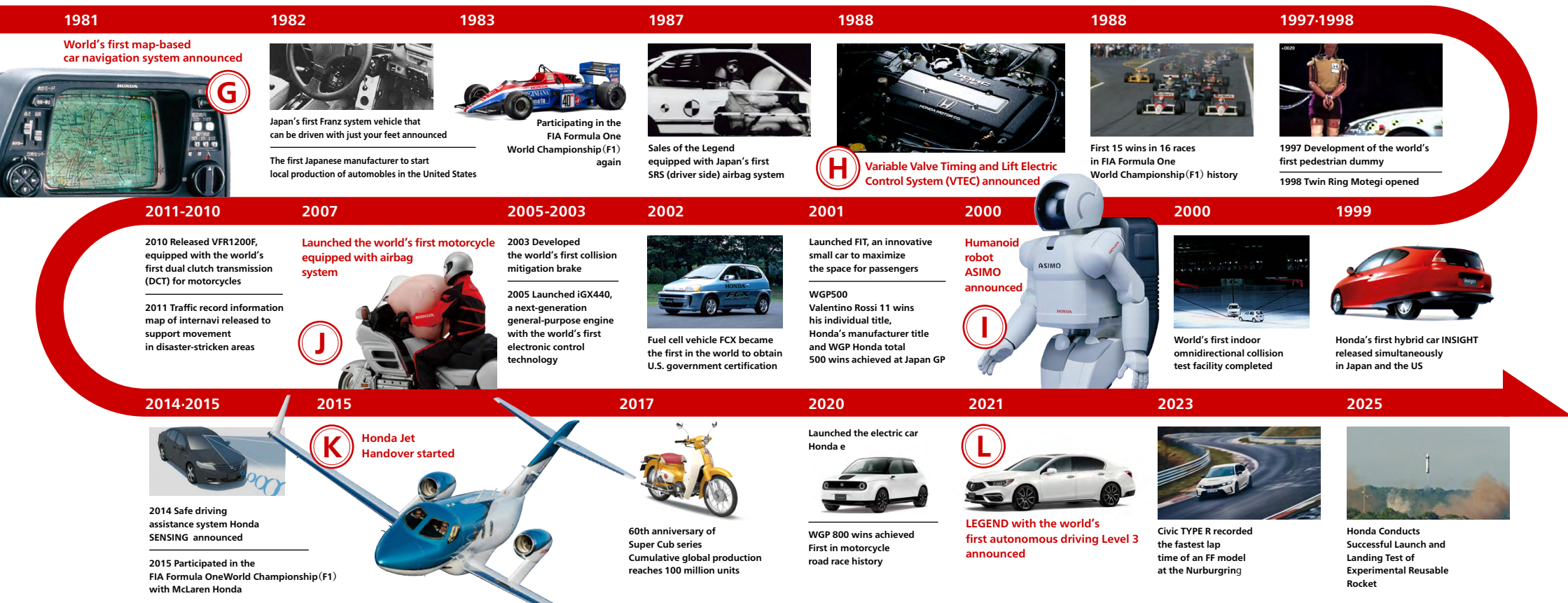
E Next is challenge is automobiles.
Aiming to become a world
champion following motorcycles.

Honda, the last manufacturer in Japan to launch an automobile, took on the challenge of the FIA Formula One World Championship (F1), the pinnacle of four-wheeled racing. In a completely unconventional move, Honda built not only the engine but also the chassis itself in just six months. Their debut at the German Grand Prix, despite their best efforts, ended in a disastrous defeat. Nevertheless, they refused to give up on the difficult path and persevered. Finally, in the last race of their second season—the Mexican Grand Prix—Honda achieved its first historic victory.



F We do this out of
social responsibility.

In 1970, the Muskie Act, a bill to revise the existing Clean Air Act of 1963, was submitted in the United States. At a time when all automakers were turning their backs on strict regulations, Honda's young engineers asserted, "We should do this not for the sake of the company, but for social responsibility." The low-pollution engine "CVCC" was created using an innovative combustion system called the combined eddy-controlled combustion method, and is the first in the world to pass the Muskie Act. The Civic equipped with it was a big hit in Japan and the United States.



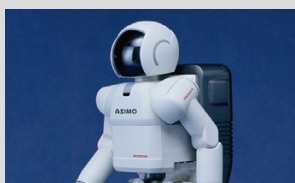
G The world's first "car navigation system" was born from awareness.

One day, when the senior managing executive officer of the Honda R&D had the opportunity to tour the Self-Defense Forces, he noticed that even when the tanks were moving, the gun barrels were always on target. Is it possible to apply this technology to cars? Honda R&D associates explored all possibilities and developed a "navigation system" that continuously displays the vehicle's location on a map while driving. This was the prototype of the "car navigation system" that is now commonplace all over the world.



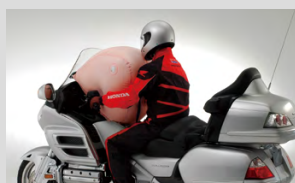
H A dream engine to challenge for 100 horsepower per liter.

What is the next generation engine technology? In order to answer the proposition that Honda set for itself, the "VTEC engine" was born, overcoming various difficulties and achieving both "power" and "environmental performance." This engine, first installed in the fully remodeled INTEGRA in 1989, was the world's first commercially available four-wheel vehicle engine to achieve 100 horsepower per liter. It attracted attention from around the world.



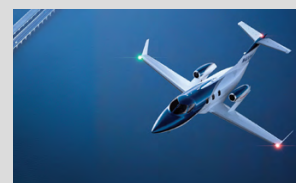
I Envisioning a future where technology can make people happy.

ASIMO was created with the aim of being close to people, being helpful, improving the quality of life, and augmenting people's possibilities. Designed to be used in general living spaces, we have improved walking flexibility and simplified the system. In addition to being able to move freely up stairs and slopes, it is also able to perform dexterous tasks such as picking up a bottle and twisting the lid, and holding a soft paper cup into which liquid was poured without crushing it, as well as using sign language.



J If Honda doesn't do it, who will?

Can we install an airbag on your bike? It was a natural idea for Honda, which manufactures both motorcycles and automobiles. We have put a lot of effort into motorcycle safety education, but we should not only try to prevent accidents, but also think about what will happen when an accident occurs. Everything started from scratch, and it took 16 years to develop the technology until mass production. Finally, the world's first motorcycle equipped with an airbag was released in 2006.



K Joy and freedom of mobility, even to the skies.

As a new entrant into the world of aviation, it must be an entirely new aircraft. The HondaJet overturned conventional wisdom in aeronautical engineering and was the world's first business jet to have its engine mounted above the main wing. This ensures a quiet, large interior space and luggage compartment, and achieves high fuel efficiency. Honda is the only company in the world to have developed both the aircraft body and engine and obtained the FAA (Federal Aviation Administration) Certification in the United States.



L Expanding human capabilities with driving assistance.

We want to use sensing technologies to cover areas that are beyond human capabilities in order to provide the joy and freedom of mobility in a safe and secure way. We started our research by asking "why accidents happen?" and conducted more than 10 million accident simulations. The innovative safety driving support system "Honda SENSING Elite", which was born in this way, is the first in the world to achieve Level 3 automated driving.