



General Disclosures

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Editorial Policy

■ Organizations covered

This report covers the entire Honda Group, which consists of Honda Motor Co., Ltd. and its 346 group companies in and outside of Japan (comprising 282 consolidated subsidiaries and 64 affiliated companies accounted for by the equity method). Sections that do not cover the entire Honda Group are indicated as such with a reference to the specific scope.

■ Period covered

Primarily, this report focuses on the activities undertaken from April 1, 2025 to March 31, 2026, including past background information and activities conducted up to the time of publication, as well as related matters, and future outlook and plans.

■ Reference guidelines

- European Sustainability Reporting Standards (ESRS)
- Sustainability Standards Board of Japan (SSBJ) Standards
- Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
- Task Force on Nature-related Financial Disclosures (TNFD) Recommendations
- Global Reporting Initiative (GRI) Standards

■ Assurance

The environment- and social-related data indicated with for the fiscal year ended March 31, 2026 in the Japanese version of this report, received the independent practitioner's assurance.

■ Date of publication

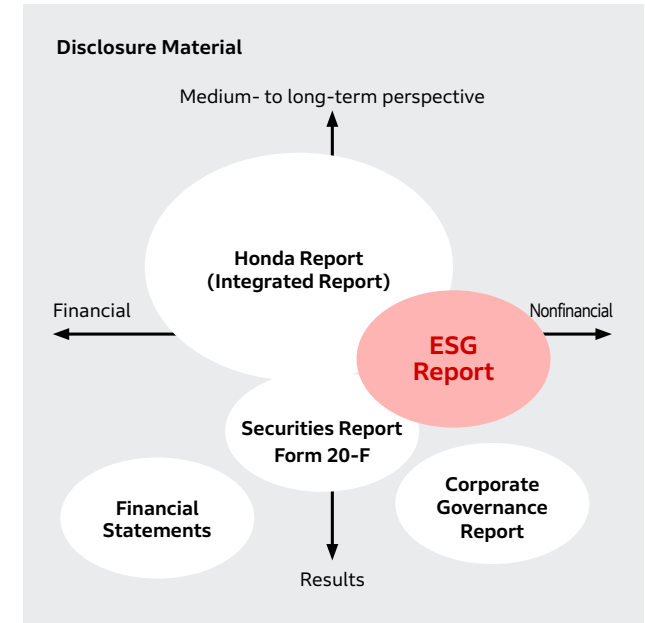
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Disclaimer

This report contains past and current factual data of Honda Motor Co., Ltd. as well as plans and outlooks for future projections based on its management policies and strategies as of the date of publication. These future projections consist of assumptions or decisions 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 the information provided in previous reports. We would like to kindly ask our readers to acknowledge the above.



How to use this report

- 🌐 Links to external websites
- ➡ Relevant pages within this report
- 📄 External materials

Basic Approach

The Honda Philosophy consists of Fundamental Beliefs (including “Respect for the Individual” and “The Three Joys”), the Company Principle, and Management Policies. It forms the values shared by all Honda Group companies and all of their associates and serves as the basis for corporate management and business activities as well as associates’ behavior and decision-making.

Honda Global Brand Slogan – The Power of Dreams – expresses that the dreams of each and every one of us working together at Honda have always been the driving force of Honda. Our creative power fueled by our dreams will generate the value which we provide customers. Such value we offer will move people, inspire people and become the “power” to support people who take one step closer to their dreams. As the “power” of people who embarked on their dream-filled journeys gains momentum and spreads to the people around them, it will create new connections and realize an expanse of dreams throughout our society.

Honda always believes in the power of such infinite dreams that people pursue all around the world, and we want to be the “power” to help people realize their dreams. With these aspirations for the future, we have added a new tagline – How we move you. – which follows the “The Power of Dreams” in our Global Brand Slogan.

In specific corporate management and business activities, it is important to meet stakeholders’ expectations and needs by providing value through its products and services. Equally important is to fulfill its corporate social responsibility, including consideration of the impact on the environment and society, and to contribute to social sustainability by solving social issues.

To put these ideas into practice, Honda must consciously sidestep any notion of trade-off with our pursuit of economic value. Instead, we are committed to intensifying our endeavors guided by the principle of trade-on, aiming to enhance economic value through the pursuit of social value. This strategy paves the way for a fresh path of growth for the Company.

Honda’s corporate management and business activities that move people, inspire people, and spread dreams throughout the world contribute to sustainability, and the Company aims to continue to be a company people and society want to exist into the future.

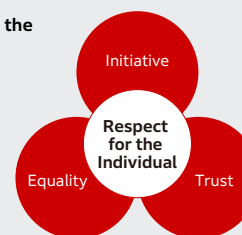


How we move you.
CREATE ► TRANSCEND, AUGMENT

Honda Philosophy <https://global.honda/en/about/philosophy/>

Fundamental Beliefs

Respect for the Individual

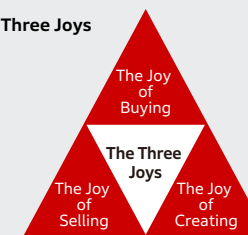


Initiative: Initiative means not to be bound by preconceived ideas, but to think creatively and act on your own initiative and judgment, while understanding that you must take responsibility for the results of those actions.

Equality: Equality means to recognize and respect individual differences in one another and treat each other fairly. Our company is committed to this principle and to creating equal opportunities for each individual. An individual’s race, sex, age, religion, national origin, educational background, and social or economic status have no bearing on the individual’s opportunities.

Trust : The relationship among associates at Honda should be based on mutual trust. Trust is created by recognizing each other as individuals, helping out where others are deficient, accepting help where we are deficient, sharing our knowledge, and making a sincere effort to fulfill our responsibilities.

The Three Joys



The Joy of Buying: The joy of buying is achieved through providing products and services that exceed the needs and expectations of each customer.

The Joy of Selling: The joy of selling occurs when those who are engaged in selling and servicing Honda products develop relationships with a customer based on mutual trust. Through this relationship, Honda associates, dealers and distributors experience pride and joy in satisfying the customer and in representing Honda to the customer.

The Joy of Creating: The joy of creating occurs when Honda associates and suppliers involved in the design, development, engineering and manufacturing of Honda products recognize a sense of joy in our customers and dealers. The joy of creating occurs when quality products exceed expectations and we experience pride in a job well done.

Company Principle

Maintaining a global viewpoint, we are dedicated to supplying products of the highest quality yet at a reasonable price for worldwide customer satisfaction.

Management Policies

- Proceed always with ambition and youthfulness.
- Respect sound theory, develop fresh ideas and make the most effective use of time.
- Enjoy your work and encourage open communications.
- Strive constantly for a harmonious flow of work.
- Be ever mindful of the value of research and endeavor.

Governance

Sustainability Management Structure

Governance Bodies

Honda is promoting corporate activities grounded in the Honda Philosophy. The Honda Philosophy consists of three components: the Fundamental Beliefs, the Company Principle, and the Management Policies. Honda's long-term management policies and medium-term management plan are approved and resolved by the Executive Council and the Board of Directors.

The Board of Directors is the final supervisory body for important matters, covering actions to address sustainability issues, including climate change issues. The Executive Council deliberates in advance on matters to be resolved by the Board of Directors and discusses important management matters within the scope of authority delegated to it by the Board of Directors.

We also designate "ESG and Sustainability" as one of the required skills for our directors, from the perspective of addressing diverse risks associated with business activities and overseeing business operations for the sustainable development of society and Honda. Aiming to sustainably deliver the "joy and freedom of mobility," we are pursuing two key challenges to be achieved by 2050: achieving carbon neutrality across all Honda products and corporate activities, and eliminating traffic-collision fatalities. To advance these objectives, we consider it essential for our directors to have expertise in ESG and Sustainability themes—including the environment (such as climate-change issues), safety, and human rights, and we appoint directors taking into consideration these qualifications.

With respect to development of directors' skills in this area, initiatives related to our Priority Issues—such as the realization of a "Zero Environmental Impact Society" and a "Zero Traffic Collision Society"—through regular reporting to the Board of Directors, as well as other ongoing opportunities for engagement and discussion.

In addition, the Office of the Board of Directors supports directors, primarily to outside directors, to help them fully perform their functions. For details, please refer to "Corporate Governance" (➔ p. 162).

With respect to non-financial management indicators*, we generally review progress once a year at the Board of Directors level and approximately one to three times a year at the Executive Council level.

In making decisions with respect to our long-term management policies and medium-term management plan and in overseeing our risk-management processes and related policies, we take into consideration our "Priority Issues", including the realization of a "Zero Environmental Impact Society" and a "Zero Traffic Collision Society." In doing so, the Executive Council and the Board of Directors conduct multidimensional deliberations balancing responses to social issues, such as reducing environmental impact, and profitability and other management priorities, and they reflect these considerations in decision-making.

The Board of Directors is responsible for supervising key goal indicators (KGIs) and the Executive Council is responsible for executing key performance indicators (KPIs), and they regularly monitor the progress of these to improve management governance. Please refer to Item 6 B. "Compensation." in the Form-20F for details of the executive remuneration system linked to financial and non-financial indicators.

* Management indicators: KGIs for which the Board of Directors is responsible for supervision and KPIs for which the Executive Council is responsible for execution.

Form-20F https://global.honda/en/investors/library/form20_f.html

Governance

Management's role

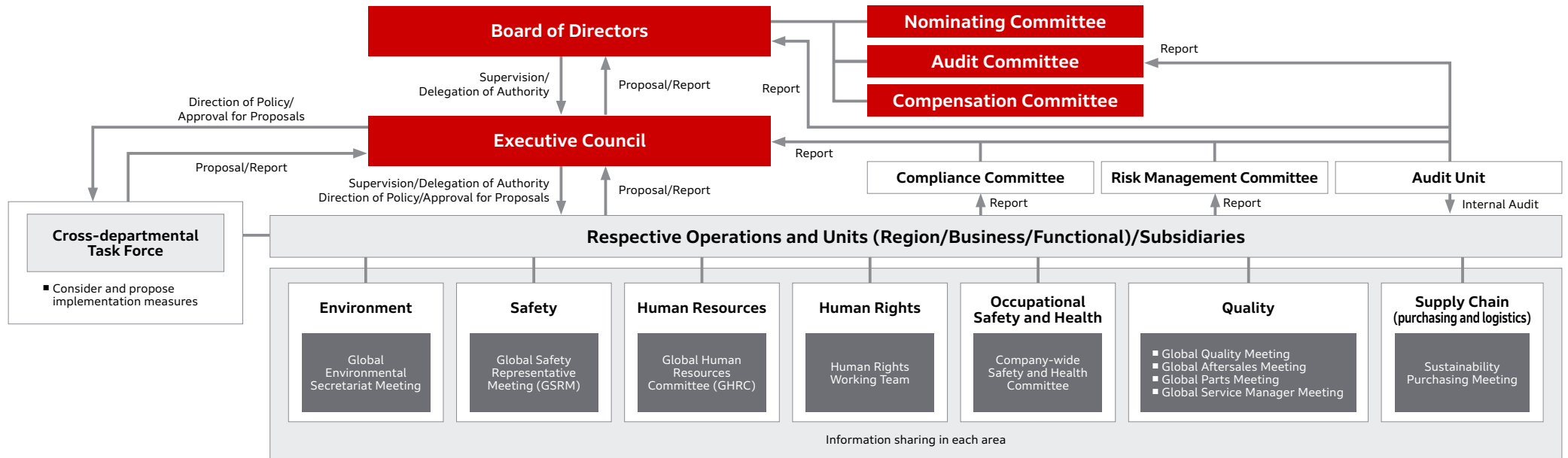
Each Operation and Unit and subsidiary formulates and promotes action plans and measures based on the company-wide long-term management policies and medium-term management plan, and important matters are reported and approved at the Executive Council as appropriate.

In each area of environment, safety, human resources, human rights, occupational safety and health, quality, and supply chain (purchasing and logistics), conference bodies have been established to promote global management through information sharing and discussions. For

important cross-departmental issues such as addressing climate change issues, a cross-departmental task force is formed under the direct supervision of management members to consider and propose action plans and measures as appropriate, and important matters are reported and approved at the Executive Council.

Compliance and risk management related to each area are operated by the Company's basic policies for the development of internal control systems.

Sustainability management structure



Governance

Overview of sustainability-related meetings

Area		Meeting structure		Details
Environment		Global Environmental Secretariat Meeting		Share the Group's latest policies on initiatives in light of international trends and management discussions, and discuss global issues to achieve medium- to long-term targets
Safety		Global Safety Representative Meeting (GSRM)		Discuss inter-regional safety issues, including sharing details of the initiatives toward the new safety goals and discussing how to strengthen efforts to achieve zero traffic collision fatalities
Human Resources		Global Human Resources Committee (GHRC)		HR managers from around the world gather to discuss HR issues specific to each region, to develop global HR strategies and their deployment across the Company
Human Rights		Human Rights Working Team		Promote human rights due diligence, including assessments targeting our Group's domestic and overseas business sites and suppliers, as well as awareness-raising activities, to strengthen our initiatives and encourage the adoption of these practices among associates.
Occupational Safety and Health		Company-wide Safety and Health Committee		Under the Safety and Health Principles of "No safety, no production," direct the development and implementation of company-wide policies on safety and health, and strengthen governance in the area of safety and health
Quality	Quality related	Motorcycle/Automobile/Power products	Global Quality Meeting	Set challenges based on the quality targets established in company-wide policy, add region-specific issues to these, and regularly share the management methods and information on the contents of the formulated countermeasures
	Aftersales business	Automobile	Global Aftersales Meeting	Share policies and measures globally between headquarters and regional managers, with the aim to set as global benchmark levels to enable the provision of higher-quality services on-site
		Spare parts	Global Parts Meeting	
		Power products	Global Service Manager Meeting	
Supply Chain (purchasing and logistics)		Sustainability Purchasing Meeting		To strengthen low-carbon initiatives and human rights and compliance efforts throughout the global supply chain, discuss and coordinate policies and means of achieving globally unified measures among working level staff from each region

Stakeholder Engagement

Basic Approach

To be a company society wants to exist, Honda needs to put into practice the communication cycle. This means to: (1) appropriately and accurately convey to society the value that it seeks to provide; (2) grasp and understand the demands and expectations of diverse stakeholders toward Honda; (3) translate these into concrete measures and implement them; and (4) listen to stakeholders' evaluations of its activities.

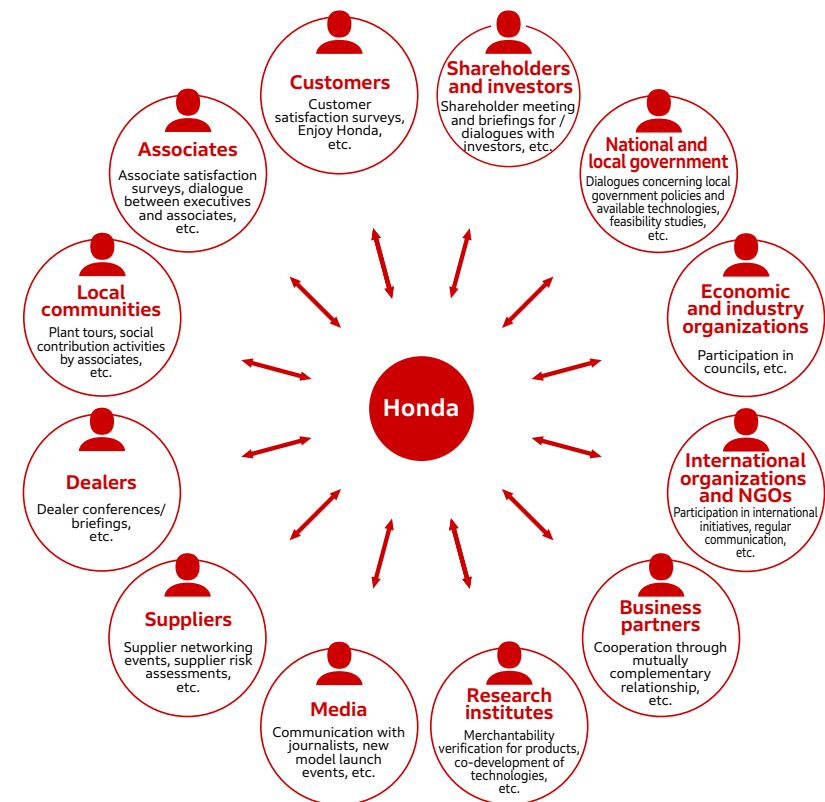
Especially in recent years, the growing scale and globalization of companies, along with the rapid proliferation of IT, have heightened the impact of companies on society, and vice-versa. As this process continues to accelerate, Honda considers that dialogue with stakeholders is a beneficial tool that leads to a proper understanding of stakeholders regarding the Company's initiatives while also giving the Company an understanding of changes and risks in the social environment.

Based on this understanding, Honda engages in dialogues globally through various opportunities. These dialogues are conducted between key stakeholders (who are either impacted by Honda's business activities or whose activities impact Honda's business activities) as shown in the diagram at the right and respective divisions within Honda.

For example, in engagements with shareholders and investors, Honda holds dialogues to help them better understand the Company through shareholder relations and investor relations.

In addition, opinions gained from dialogues with leading ESG rating organizations and NGOs are used to consider corporate activities that Honda should undertake.

Stakeholder engagement



Stakeholder Engagement

Examples of initiatives in the Fiscal Year Ended March 31, 2026

Stakeholder	Key means of dialogue	Overview	Frequency	Divisions	Reference
Customers	Customer satisfaction survey	To ensure customer satisfaction worldwide, we conduct a customer satisfaction survey for customers who have received service at a dealer around the world and engage in improvement activities to provide high-quality service operations.	Annually	Customer-related divisions	➔ p. 143
Shareholders and investors	Financial results meeting	We hold web conferences with simultaneous interpretation for investors and analysts in Japan and overseas on the overview of our financial results and various initiatives. For those unable to attend meetings due to time differences or other reasons, the minutes are posted on the website in both Japanese and English.	4 times/year	Finance divisions	https://global.honda/en/investors/
	Dialogue via individual sessions, conferences, and briefing sessions for individual investors	We hold sessions and opinion exchange meetings to explain our financial conditions as well as production, R&D, and business strategies. We use the valuable feedback we receive to further enhance our corporate value.	Year round		
Suppliers	Suppliers conferences	We hold periodic conferences to share with suppliers the direction of our business and the substance of our initiatives and to communicate Honda's company-wide policies and purchasing policies. We also present Supplier Awards to recognize those suppliers who have achieved outstanding results in each aspect of QCDDDE*. At the end of a conference, we conduct a questionnaire survey for participants to identify their level of satisfaction and what can be improved for the next event as an effort to further enhance this activity.	Annually	Purchasing divisions	➔ p. 194
	ESG inspection of suppliers	We conduct an ESG assessment for key suppliers to confirm the status of their initiatives to prevent compliance violations and risks related to human rights, and to reduce our environmental impact in accordance with the Honda Supplier Sustainability Guidelines. (➔ p. 187) If a problem is likely to occur or has occurred in this process, we communicate with suppliers and implement activities for improvement.	Annually		
Economic and industry associations	Participation in activities of industry associations	To identify societal expectations and demands through industry association activities and contribute to society by developing a sustainable business environment, we participate in various forums.	Year round	Government and industry relations divisions	➔ p. 10
International organizations and NGOs	Participation in international initiatives	To identify societal expectations and demands and contribute to the realization of a sustainable society, we participate in various forums.	Year round	Sustainability planning divisions	
Local communities	Driving safety promotion activities	Honda adheres to the global safety slogan "Safety for Everyone" and takes an active role in promoting traffic safety for all members of society who participate in transportation, from children to the elderly. This is achieved through the principles of "safety handed down from person to person" and "participatory experiential education," as well as the use of safe driving support technology to prevent accidents. Honda is currently engaged in traffic safety promotion activities in 43 countries and regions worldwide.	Year round	Traffic safety promotion-related divisions	➔ p. 130
	Helping people with disabilities who want to resume driving	We aim to reduce the gap in social participation by expanding transportation options, and we support the establishment of a support system in the local community for people who wish to resume driving by providing welfare vehicles (driving support devices) and supporting occupational therapists and others.	Year round		
	Beach clean-up project	We undertake joint activities among members of the Honda Group and local residents to clean up the beaches across Japan using our originally developed equipment. Since the launch of the project in 2006, we have conducted the activities 484 times, and the cumulative total of beach trash collected by the project amounts to approximately 592 tons.		Social contribution activity divisions	https://global.honda/en/philanthropy/
	Activities to conserve Satoyama landscapes	We have concluded an agreement with Hachioji City, Tokyo, in which Honda associates and their families carry out Satoyama landscape conservation activities within the Kamikawa no Sato Special Green Space Conservation District.	Year round		
National and local governments	Support for disaster affected areas	As support for damages caused by heavy rainfall from August 6, and from September 2, 2025, as well as Typhoon No. 15 in 2025, we donated 17 high-pressure cleaners to respective affected municipalities.		Social contribution activity-related divisions	https://global.honda/en/philanthropy/
Associates	Measurement of associate vitality	We measure the level of associates' engagement and take initiatives according to the results for creating a more comfortable and conducive work environment.	Annually	Human resources divisions	➔ p. 102

* Quality, cost, delivery, development, and environment

Stakeholder Engagement

Cooperation with External Organizations

To carry out its responsibility as a global mobility company, Honda engages in dialogues with government, economic and industry organizations and also cooperates with external organizations. For example, in Japan, Honda executives serve as vice chairman and committee head within the Japan Automobile Manufacturers Association (JAMA); and committee head in the Japan Business Federation (Keidanren), among other roles.

Furthermore, out of Japan, Honda contributes to initiatives related to sustainability through its involvement in organizations such as the World Business Council for Sustainable Development (WBCSD).

Honda has delegated the authority to Regional Operations within a certain scope when executing business in respective regions in order to enhance local autonomy and enable speedy decision-making. Political contributions* can be made following required internal procedures based on the laws and regulations of respective countries.

* Political contributions were made in the amounts of ¥25 million in FYE Mar. 31, 2023, ¥25 million in FYE Mar. 31, 2024, and ¥25 million in FYE Mar. 31, 2025.

Appropriate Advertising and Publicity

To continue to live up to the trust and expectations of customers and society, Honda engages in advertising, publicity, and sales promotion activities in good faith, avoiding misleading expressions and explanations about products and product characteristics, and refraining from exaggerated advertising.

When expressing or explaining the superiority of Honda products or services over those of other competitors, Honda will not make exaggerated advertising without substantiation, based on rational and objective evidence and in accordance with applicable laws and regulations.

Honda will not engage in advertising or marketing activities that excessively incite desire to purchase or encourage inappropriate consumer behavior, especially for customers including children and the elderly for whom special consideration is required.

Honda is committed to correctly advertising and promoting its products so as not to mislead all customers.

Honda's Initiatives and the SDGs

Contribution to SDGs

Honda aims to sustainably create “the joy and freedom of mobility” and to empower people to take action toward their dreams. Toward this vision, Honda strives to achieve both the pursuit of economic value and the creation of social value, enhancing the sustainability of both Honda and society. To this end, Honda contribute to the SDGs through its corporate activities.

Initiatives and the SDGs

Honda's initiatives	Related pages	SDGs Goals supported by Honda
Climate Change	→ p. 21	1 NO POVERTY, 7 AFFORDABLE AND CLEAN ENERGY, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION
Pollution	→ p. 43	3 GOOD HEALTH AND WELL-BEING, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Environment Water	→ p. 48	6 CLEAN WATER AND SANITATION, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 14 LIFE BELOW WATER
Biodiversity and Ecosystems	→ p. 52	6 CLEAN WATER AND SANITATION, 15 LIFE ON LAND
Resource Use and Circular Economy	→ p. 56	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Own Workforce	→ p. 68	3 GOOD HEALTH AND WELL-BEING, 4 QUALITY EDUCATION, 5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Workers in the Value Chain	→ p. 117	4 QUALITY EDUCATION, 5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Consumers and End-users	→ p. 119	3 GOOD HEALTH AND WELL-BEING
Social Contribution Activities	→ p. 153	1 NO POVERTY, 3 GOOD HEALTH AND WELL-BEING, 4 QUALITY EDUCATION, 11 SUSTAINABLE CITIES AND COMMUNITIES, 14 LIFE BELOW WATER, 15 LIFE ON LAND, 17 PARTNERSHIPS FOR THE GOALS
Governance	→ p. 161	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

External Evaluations

Selected as an “A-List” Company in the Category of Climate Change, the Highest Rating in CDP’s Environmental Information Disclosure for the Third Consecutive Year

Honda was selected by CDP, an international non-profit organization for environmental information disclosure, as an “A-List” company in the climate change category for 2025, the highest rating in recognition of its efforts against climate change and the transparency of its information disclosure. This is the third consecutive year that Honda has been selected.

Every year, each company discloses environmental information in accordance with the CDP’s questionnaire on the categories such as climate change, water security, and forests. CDP evaluates the information disclosed by companies on a scale from A to D- and recognizes companies with particularly outstanding efforts as “A-List” companies. For categories other than climate change, Honda received an A- rating for water security and a C rating for forests.

