

3

Social

Social

**Own Workforce**

**Human Rights**

Human Resources

Occupational Health and  
Safety and Health Management

# Governance

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

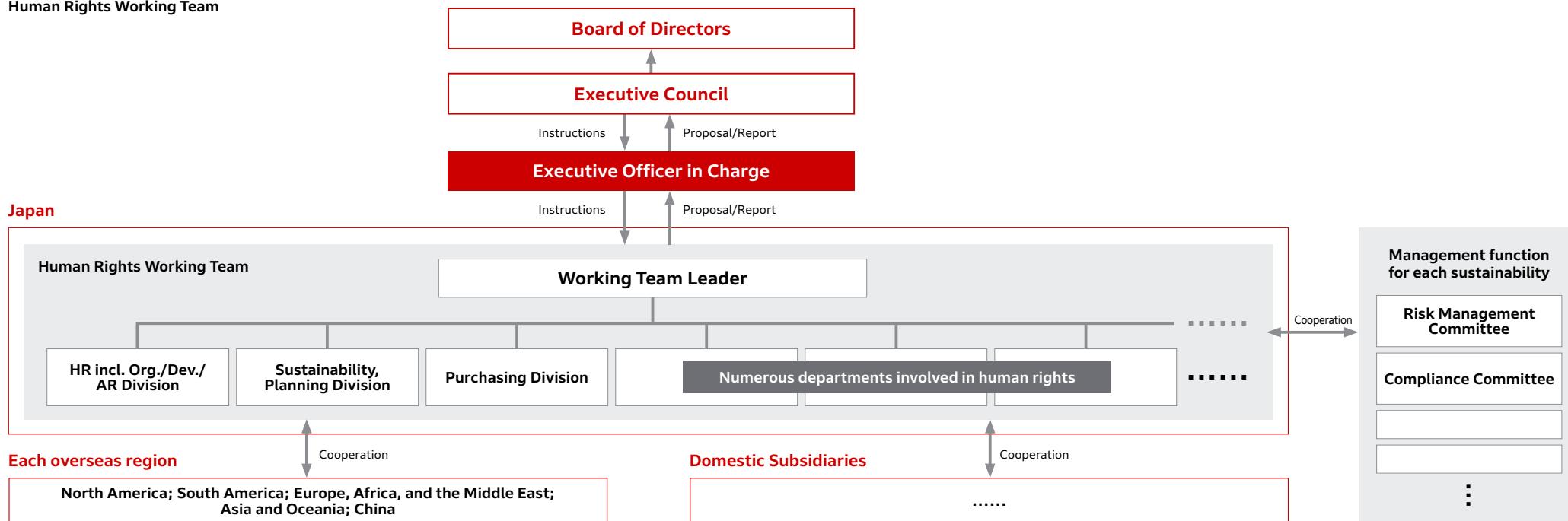
The Human Rights Working Team is working to strengthen the initiatives and encourage associates to take appropriate action through human rights due diligence measures, including assessments for Honda Group domestic and overseas business sites and suppliers, as well as awareness-raising activities.

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

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

**Sustainability Management Structure** → p. 05  
**Cooperate Governance Structure** → p. 162  
**Risk Management Structure** → p. 182

## Honda's Human Rights Initiatives Human Rights Working Team



## 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 executives and associates of the Honda Group (Honda Motor Co., Ltd. and its subsidiaries, including overseas subsidiaries).

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.

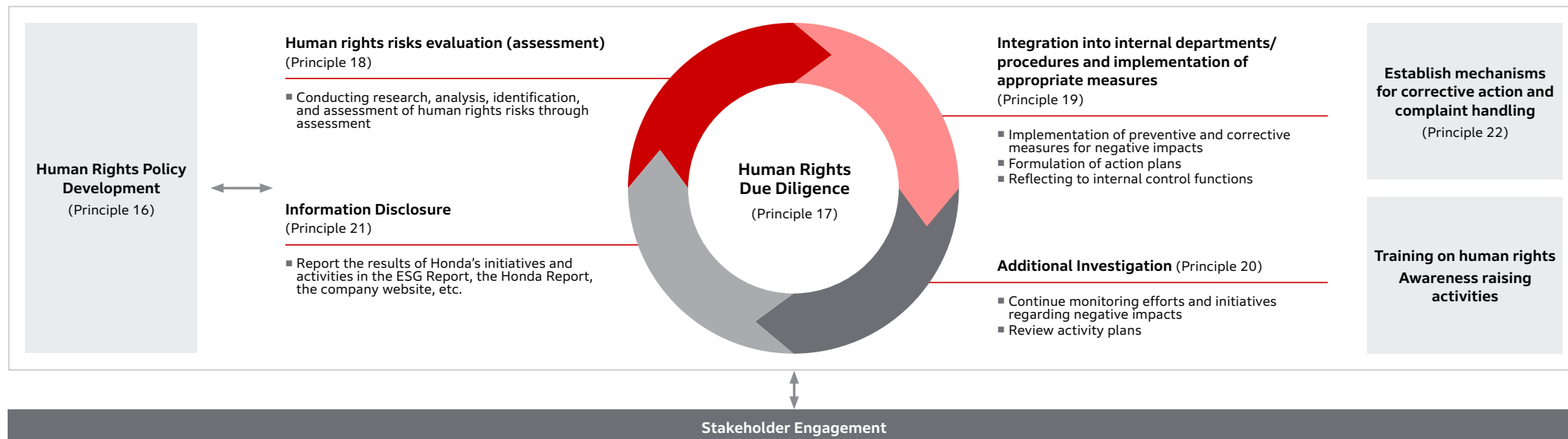
To respect the human rights of all people involved in its business activities, Honda has identified the following items, in particular, as human rights issues that the Company must actively address: “prohibition of forced labor and child labor,” “elimination of discrimination and harassment, respect 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](https://global.honda/sustainability/cq_img/report/pdf/supply-chain/supplier-sustainability-guidelines.pdf)

- Human Rights Policy** → p. 71
- Associate Relations Policies** → p. 76
- Rules on Conflict Minerals** → p. 195

### Honda’s Human Rights Initiatives Framework



## Basic Approach

### Human Rights Policy

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



Honda Motor Co., Ltd.

Director, President and Representative Executive Officer, Chief Executive Officer

## Basic Approach

### [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.

## 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.

In 2025, Honda reorganized and communicated the standards and routes for information sharing in the event of labor risk incidents, including human rights issues, at overseas subsidiaries, including joint ventures. 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.

Through human rights assessments for the fiscal year ended March 31, 2026, no serious incidents of human rights violations requiring remediation were identified. Meanwhile, as there are differences in the status of initiatives related to human rights among subsidiaries, including overseas subsidiaries, Honda is working to further reduce risks by understanding the current situation through interviews and sharing the status of other companies' initiatives to further standardize these initiatives at a higher level.

## Initiatives

### 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	<ul style="list-style-type: none"> <li>■ Confirmation of the status of efforts to address each human rights issue</li> <li>■ Confirmation of the occurrence or non-occurrence of violation cases related to each human rights issue</li> </ul>
Items of questions	<ul style="list-style-type: none"> <li>■ Prohibition of forced labor (no trafficking in any form, including human trafficking, etc.)</li> <li>■ Prohibition of child labor (e.g., confirmation of age for employment)</li> <li>■ Elimination of discrimination and harassment</li> <li>■ Dialogue with associates</li> <li>■ Respect and acceptance of diversity (promoting women's participation in the workplace, employment of people with disabilities, etc.)</li> <li>■ Wages (compliance with minimum wage standards, efforts to realize equal pay for equal work, etc.)</li> <li>■ Working hours (limiting overtime work, encouraging the use of paid leave, etc.)</li> <li>■ Safe and healthy working environment (consideration for childbirth, childcare, and nursing care, support for balancing work and childcare, etc.)</li> </ul>

## 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. 09

## 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 an even healthy work environment.

**Counseling Hotlines for Associates** → p. 94

**Business Ethics Kaizen Proposal Line** → p. 180

**Establishing a Hotline to Receive Suggestions and Consultation Requests from Suppliers** → p. 189

## Indicators and Targets

### Education and Awareness-raising Initiatives

Honda provides training on the Honda Philosophy all around the world. The Company publicizes 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 on a regular annual basis for all associates, including overseas expatriates, to enhance their understanding of norms set by the international community, the latest trends, Honda's initiatives, and Human Rights Policy. Since 2025, the scope of awareness-raising initiatives on human rights has been expanded to include local associates at overseas subsidiaries.

For each subsidiary, Honda also recommunicates Honda's human rights initiatives at the annual general affairs managers' meeting and provides content for awareness-raising initiatives at Honda to expand such activities.

#### E-learning on human rights (in the fiscal year ended March 31, 2026)

Japan, including subsidiaries	68,604 participants
Overseas, including expatriates and local associates	85,398 participants

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# Governance

## Human Resource Management Promotion Structure

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 expanded its business into global markets since its foundation. We position human resource management, which forms the foundation of our business expansion, as a key priority that supports the creation of sustainable corporate value. Our human resource management is promoted on a company-wide basis under the supervision of the Board of Directors and the Executive Council.

Matters of significant importance related to human resources are reported and proposed to the Board of Directors, where deliberations and decision-making are conducted as necessary. At the Executive Council, the progress of human resource strategies and key themes is shared, and oversight is carried out at the management level. In addition, the Human Resources and Organization Expert Committee conducts deliberations and provides advice from a professional

perspective. On the execution side, under the overall supervision of Human Resource Managers, the Human Resource Divisions are responsible for ensuring alignment with company-wide policies and managing the framework of personnel systems. Each function—including Human Resource Planning, Human Resource Administration, Human Resource Development, HRBP, and HR Divisions at business sites —works in coordination to implement initiatives.

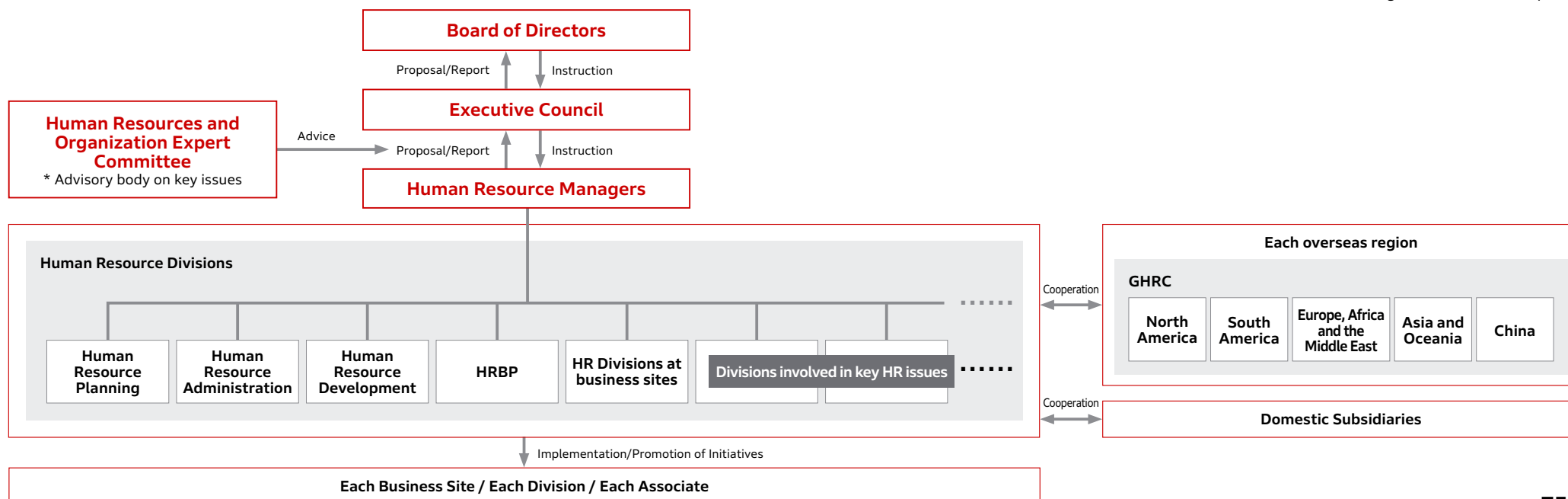
Furthermore, for each overseas region, we have established a forum known as the GHRC (Global HR Committee), where regional Human Resource Managers and relevant divisions share and discuss key themes and mutually confirm policies and their implementation status. Through this framework, regions including Japan, North America, South America, Europe, Africa and the Middle East, Asia and Oceania, and China collaborate in a two-way manner, thereby promoting globally aligned human resource management.

Sustainability Management Structure → p. 05

Cooperate Governance Structure → p. 162

Risk Management Structure → p. 182

### Human Resource Management Promotion Structure



## Basic Approach

### Fundamental Beliefs for Human Resources 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.

In the associate survey conducted for the fiscal year ended March 31, 2026, the question regarding "Empathy with the Honda Philosophy" received a score of 4.12 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
<b>Respecting Initiative</b> Respecting the individuality, creative thinking and judgment of each associate.	<b>Ensuring Fairness</b> 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.	<b>Encouraging Mutual Trust</b> Respecting, trusting and recognizing each other as individuals and making sincere efforts to fulfill our responsibilities.
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.

## Basic Approach

### Human Resource Systems Based on Three Principles

#### Respecting Initiative

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. 101

#### Ensuring Fairness

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.

#### Encouraging Mutual Trust

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 period 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.

In addition to our human resource initiatives based on these Fundamental Beliefs, we also identify and organize key issues from the perspective of the impact of corporate activities on associates and their importance to business operations.

In particular, the themes of working conditions, human resource development, and diversity & inclusion form the foundation for creating an environment in which each associate can fully demonstrate their abilities and continue working with peace of mind. We recognize these as important themes that must be appropriately managed by the Company. These areas influence associates' sustained engagement, as well as talent acquisition and retention, and are also closely linked to the Company's credibility and the sustainability of the organization. We are advancing initiatives in these areas.

#### ■ Working Conditions

In terms of working conditions, in addition to fair system operations based on compliance with laws and regulations, we place importance on developing an environment that enables diverse working styles suited to various life stages. We believe that establishing a foundation that allows associates to continue working with peace of mind, including support for balancing work with childcare and caregiving, is important not only for ensuring stable organizational operations but also from the perspective of securing talent.

#### ■ Human Resource Development

With regard to human resource development, we recognize that continuously providing opportunities for capability development and skills enhancement supports the growth of associates and contributes to maintaining and strengthening an organizational foundation capable of responding to changes in the business environment.

#### ■ Diversity & Inclusion

Respect for diversity & inclusion and the creation of an inclusive environment are important themes in realizing a workplace where associates have equitable access to opportunities and can fully demonstrate their abilities. We position these efforts as key elements that support the soundness and sustainability of the organization.

# Initiatives

## Fundamental Philosophy Behind Initiatives Regarding Working Conditions

### Working Styles Focused on Maximizing Output Quality and Time Value

Honda has long promoted the creation of a work environment in which associates can feel both secure and fulfilled in their work, based on the philosophy of “Work hard, play hard.”

In recent years, we have thoroughly enforced appropriate time management based on compliance with laws and regulations and the prevention of excessive working hours. At the same time, we place importance on establishing ways of working that make effective use of limited time and enhance the quality of output. Rather than simply managing working hours, we believe it is important to achieve a balance between how time is used and the results delivered.

In addition, from the perspective of maximizing the performance of both individuals and the organization, we adopt in-person collaboration as the basic approach while enabling flexible working arrangements tailored to the nature of the work and individual circumstances.

Through the development of work environments tailored to diverse life stages, we are building a foundation that enables associates to continuously demonstrate their abilities.

Furthermore, we are enhancing management systems to improve the accuracy of time management and reduce labor-related risks, while also establishing a range of working options tailored to the characteristics of different roles.

Through these initiatives, we aim to achieve both appropriate labor management and flexible working styles, and to establish ways of working that maximize results within limited time. Going forward, we will continue to review our working styles in light of changes in the business environment and societal expectations.

## Specific Initiatives

Category	Programs	Systems
Thorough management of appropriate working hours	Management of working hours in one-minute increments using PC log data	By using PC startup and shutdown log data and managing time and attendance in one-minute increments, Honda improves the accuracy of working hours management and ensures tracking of actual working hours.
	Adjustment of start times on the day following late-night work	When associates work past 10:00 p.m., Honda ensures an 11-hour rest period before the start of work on the following day to safeguard their health and manage appropriate working hours.
Development of workstyles to drive value creation	Promotion of annual paid leave utilization	To create an environment where associates can take leave with peace of mind, Honda implements a Zero Expiry of Annual Paid Leave initiative to prevent the loss of annual paid leave due to carryover expiration.
	Introduction of a discretionary work system	By adopting a workstyle that emphasizes the quality of work and output rather than hours worked, Honda drives value creation through the exercise of each associate's autonomy and creativity.
Development of workstyles based on diverse life stages	Adoption of a flextime system without core hours	Through a flextime system without core hours, Honda enables flexible workstyles tailored to work requirements and individual circumstances.
	Implementation of flexible remote work arrangements	To support associates in balancing their work and work requirements with childcare, nursing care, medical treatment for illnesses or disabilities, or other personal circumstances, Honda implements flexible remote work arrangements.
	Expansion of work-life balance support systems	To support associates in balancing work with childcare, nursing care, medical treatment for illnesses, or other personal circumstances, Honda expands various systems such as leave and shorter working hours.
	Enhancement of employment and working environments for associates aged 60 or older	For associates aged 60 or older, Honda enhances the working environment to enable them to continue working with peace of mind, including the introduction of systems for shorter working days and shorter working hours.

# Initiatives

## Initiatives Regarding Working Conditions

### Support for 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. We have created original videos incorporating perspectives that support the balance between lifestyle and career and have made them available year-round on its internal learning platform as a Childcare Support Video Seminar. Through this initiative, the Company encourages proactive career development from the childcare stage, regardless of gender.

Additionally, by strengthening initiatives to promote male participation in childcare, taking childcare leave regardless of gender has become established across the Company. This has contributed to workstyle reforms and improved productivity, and as a result, has also supported the advancement of women in the workplace. Furthermore, Honda will provide support and improve the environment for diverse issues such as balancing work with nursing care and medical treatment. Honda aims to provide a safe working environment for its associates and to achieve growth and development of the Company as a whole.

### Received the Minister of Health, Labour and Welfare Award in Hataraku Yell 2026

In the Hataraku Yell program, which comprehensively assesses organizations based on six evaluation criteria, including the quality and operation of welfare benefits, as well as responses to management challenges, Honda received particularly high recognition among applicant organizations and was awarded the Minister of Health, Labour and Welfare Award as the most outstanding company.

This recognition reflects the utilization of welfare benefits aligned with management strategy, the application of welfare systems to diverse associates, and the effective implementation of these initiatives.



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

Category	Programs and systems
Childcare	<ul style="list-style-type: none"> <li>■ Childcare leave system</li> <li>* Available until the end of April immediately following the child's third birthday</li> <li>■ Postpartum partner leave</li> <li>■ Remote work system for childcare</li> <li>* For children up to the end of the 6th grade of elementary school (starting April 2026)</li> <li>■ Shorter working hour system</li> <li>* For children up to the end of the 6th grade of elementary school (starting April 2026)</li> <li>■ Fixed work schedule for one shift in the manufacturing area</li> <li>* For children up to the end of the 6th grade of elementary school (starting April 2026)</li> <li>■ Company full-time nurseries (Tochigi district, Wako district)</li> <li>■ Temporary nursery / school-age childcare services and subsidy program for associates working on public holidays</li> <li>■ Child nursing care leave</li> <li>* For children up to the end of the 6th grade of elementary school (starting April 2026), and paid up to 5 days per child (maximum 10 days)</li> <li>* Hourly acquisition in working hours</li> <li>■ Childcare expense subsidy system</li> <li>■ Childcare allowances</li> </ul>
Nursing care	<ul style="list-style-type: none"> <li>■ Nursing care leave system</li> <li>* Up to 3 years</li> <li>■ Nursing care time-off system</li> <li>* Paid up to 5 days per year</li> <li>■ Remote work system for nursing care</li> <li>■ Shorter working hour system</li> <li>■ Fixed work schedule for one shift in the manufacturing area</li> <li>■ Nursing care allowances</li> </ul>
Disease treatment	<ul style="list-style-type: none"> <li>■ Leave for disease treatment</li> <li>■ Remote work system for disease treatment</li> <li>■ Shorter working days / working hours for disease treatment</li> </ul>
Fertility treatment	<ul style="list-style-type: none"> <li>■ System of short-term/long-term leave for fertility treatment</li> <li>■ Shorter working hour system for fertility treatment (starting April 2026)</li> </ul>
Women's health issues	<ul style="list-style-type: none"> <li>■ Implementation of e-learning using educational videos and in-person training for management</li> <li>■ Establishment of consultation services staffed by in-house and external healthcare professionals</li> </ul>
Transfer of spouses	<ul style="list-style-type: none"> <li>■ Leave system for associates to accompany their spouses being transferred</li> <li>■ Transfer system for associates to accompany their spouses being transferred</li> </ul>

# Initiatives

## Initiatives Regarding Working Conditions (Overseas)

### Initiatives by Region: North America

#### Strengthening Frontline Leaders in Response to Increasing Business Complexity

In the North America region, in order to ensure the stability and effectiveness of business operations, we are focusing on coaching, role clarification, and strengthening leadership for Frontline Leaders (FLLs), who are closest to the production site. As the business environment becomes increasingly complex, FLLs play a critical role in reliably connecting organizational expectations with on-site operations. At the same time, however, unclear roles, inconsistencies in leadership approaches, and insufficient coaching capabilities can lead to lower associate engagement.



New Leader Experience program

As part of FLL development, Production Managers—equivalent to frontline supervisors—participate in the New Leader Experience program, where they receive practical leadership training focused on communication, problem-solving, and human resource management. Through this program, they strengthen their ability to proactively address on-site issues and effectively support their team members. In addition, by clarifying roles, decision-making authority and areas of responsibility are defined more clearly, helping to reduce overlap and confusion within the organization.

As a result, associates gain a clear understanding of their expected roles, teamwork is strengthened, and leaders are able to deliver stable performance, contributing to the creation of a positive workplace culture. In the fiscal year ended March 31, 2026, training was completed for 151 newly appointed managers, while 269 managers completed refresher training.

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

#### Support for Associates Considering Retirement

In the Europe, Africa, and Middle East region, anticipating that many associates will reach retirement age over the next 5 to 10 years, we have introduced a new initiative called “Transition to Retirement” to support them. Based on the Honda Philosophy of “Respect for the Individual” and in light of changes in the social environment, Honda Motor Europe believes that associates should be able to continue working for as long as they wish. At the same time, it is anticipated that many associates will choose to retire in the coming years, and the purpose is to respect and support those decisions. For the Company as well, this approach provides the benefit of securing sufficient time to advance business planning and succession planning in a more systematic manner. This new initiative has currently been introduced in 10 countries, enabling associates to proactively plan their retirement and share their intentions at an early stage, while also contributing to the visualization of new employment opportunities for the next generation.

POLICY SUMMARY	
Eligibility criteria	Reward
Give 12- month notice	Gift payment
Age 60+ 5 yrs service	Workdays phase down

Summary of the “Transition to Retirement” Policy

## Initiatives

### Initiatives by Region: Asia and Oceania

#### Providing Diverse Welfare Benefits Initiatives Tailored to Individual Needs

In many local subsidiaries across the Asia and Oceania region, we have introduced a Flexible Benefits system as part of our welfare benefits programs.

Under this system, a portion or all of conventional welfare benefits systems are restructured into a Flexible Benefits budget, which associates can allocate to eligible categories according to their individual needs and life stages. Participation is optional, and associates may also choose to retain conventional welfare benefits systems.

As associates' workstyles and values diversify, this system aims to support their physical and mental health and quality of life across various areas, including health, finance and asset building, lifestyle, education, career, social activities, and self-development support.

The introduction of this system helps enhance associate satisfaction and engagement, respond flexibly to diversifying needs, optimize the budget management of welfare benefits costs, promote health and preventive care, and address other related matters.

### Initiatives by Region: China

#### Maximizing Organizational and Individual Performance Through the Adoption of Flexible Work Styles

We have long emphasized the principles of "Three Reality Principle" (the actual place, the actual thing, and the actual situation) as a manufacturing company, as well as face-to-face "Waigaya" discussions, placing high importance on in-person communication. On the other hand, an associate satisfaction survey conducted at the Beijing office of Honda Motor (China) Investment Co., Ltd. (HMCI), which oversees corporate functions in the China region, revealed a challenge related to insufficient flexibility in working styles.

Since its establishment, HMCI has adopted a work style centered on in-person communication. However, in recent years, delays in introducing flexible working styles compared with other companies have led to challenges such as talent outflow and difficulties in securing new hires.

Accordingly, with the aim of maximizing both organizational and individual performance, HMCI launched an initiative to introduce flexible working arrangements while maintaining its manufacturing culture. The company first began implementing the initiative on a trial basis, optimized the system design based on the results, and then proceeded with full-scale implementation. In addition, to prevent inconsistencies in operation across departments, HMCI clarified approval criteria for managers and thoroughly supported the rollout by presenting application cases and holding multiple alignment meetings to ensure a shared understanding.

As a result, more than 90% of both associates and managers have evaluated the system positively. Going forward, Honda will continue to provide an environment that enables autonomous and flexible working styles, and further promote the creation of a workplace where both the organization and individuals can maximize their performance.

# Initiatives

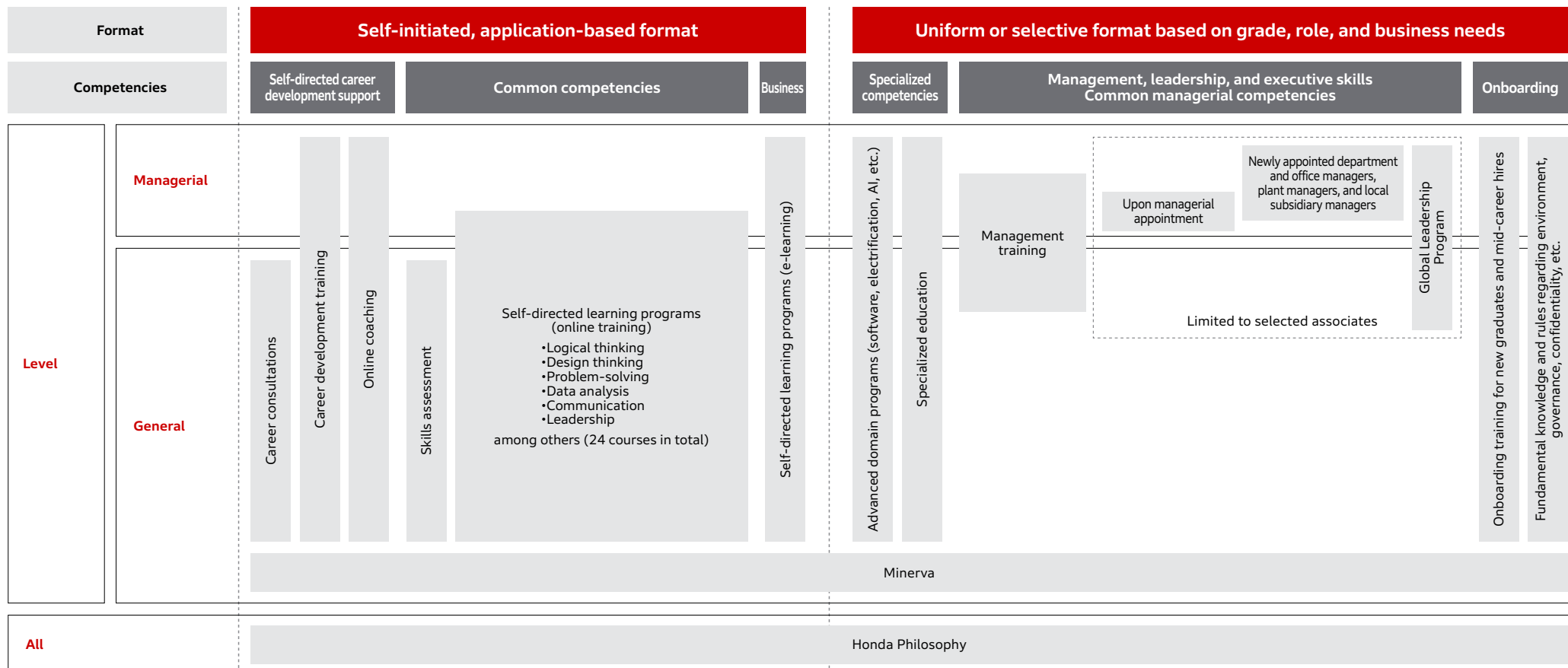
## Fundamental Philosophy Behind Human Resource Development Initiatives

### Strengthening “Skill Development to Encourage Career-Focused Self-Improvement”

Honda places emphasis on the initiative and willingness of each associate to take on challenges, and promotes skill development centered on on-the-job training (OJT), through which associates enhance their expertise and job performance capabilities while gaining practical experience.

At the same time, we are implementing systematic initiatives to enable associates to pursue self-improvement toward realizing their self-directed career aspirations, and to further encourage supervisors to support the development of each individual’s capabilities.

#### Human Resource Development Structure



## Initiatives

### Human Resource Development Initiatives

#### Specific Initiatives

##### Passing on the Honda Philosophy

Honda believes that, in order to sustain a Honda-like corporate culture, it is essential to share with associates around the world the standards that guide business decisions and actions, namely, values such as the Honda Philosophy.

Honda provides opportunities, tailored to the career stage of associates, to revisit the Honda Philosophy and to promote its practice and transmission in the workplace through training and related initiatives.

In addition, to make the contents of this initiative more practical, we utilize case studies that illustrate how senior executives and regional top management thought and made decisions based on the Honda Philosophy, when they reached their conclusions in actual management and business decisions.

Furthermore, in April 2023, Honda added the statement “How we move you.” as a tagline to its global brand slogan “The Power of Dreams,” thereby redefining its purpose and the value it provides in today’s environment.

Currently, Honda is promoting multifaceted initiatives—including messages from senior management—so that all associates can understand this aspiration and take action toward their own dreams.

In November 2025, to implement initiatives for developing instructors who will carry forward the Honda Philosophy, Honda promoted globally consistent efforts, including collaboration with each region to develop implementation plans.

##### Building a Foundation for the Next Generation of Talent — New Associate Training to Internalize the Honda Philosophy —

Honda conducts new associate training with the aim of ensuring that associates develop a solid foundation to thrive in an era of rapid change, where past precedents may no longer apply.

For new graduate hires in the fiscal year ended March 31, 2026, Honda set the training theme as “From being supported to supporting others,” with the goal of shifting mindsets from student to working professional and internalizing the Honda Philosophy so it can be reflected in daily actions. Over a four-month period following entry, associates participate in a combination of in-person and online group training, along with on-site practical training at factories and dealerships across Japan.

In group training, associates acquire fundamental skills as working professionals and deepen their understanding of the Company’s philosophy through business mindset training, lectures on the Honda Philosophy, and visits to the Honda Collection Hall.

In on-site training, associates gain work experience at factories and dealerships across Japan, experiencing Honda’s core values, such as the Three Reality Principle—which emphasizes going to the actual place, knowing the actual situation, and being realistic—and the “Three Joys of Buying, Selling, and Creating.” Through these hands-on experiences, Honda fosters a foundation for associates to develop empathy with the Honda Philosophy and translate it into practice.

For mid-career hires, starting in the fiscal year ended March 31, 2026, Honda provides opportunities to revisit and deepen their understanding of the Honda Philosophy by combining classroom-based learning with several months of practical work experience, followed by visits to production sites of factories to observe operations firsthand. Through group work and presentations, these programs contribute to a deeper understanding of Honda’s values and decision-making standards.

With these initiatives, the Company supports associates in adapting to Honda’s culture at an early stage so they can perform effectively.

# Initiatives

## Major Training Programs and Content

Content	Details
Management and Leadership Development Training	<ul style="list-style-type: none"> <li>■ A program designed to strengthen the will and capabilities of associates responsible for management functions to lead transformation, through continuous reflection and practical application in their respective workplaces.</li> <li>■ It fosters intrinsic motivation as leaders, enhances capabilities in strategy formulation as well as human resources management and organizational management, and contributes to the application of learning in workplace actions.</li> <li>■ In addition, training is provided for specific role appointees—such as newly certified managerial personnel, newly appointed department, office, and factory heads, and heads of overseas operations—with the aim of deepening their understanding of roles and responsibilities from a management perspective and equipping them with the knowledge and skills necessary to perform their duties. These initiatives contribute to strengthening management capabilities and leadership that can respond to changes in the business environment.</li> <li>■ A total of 1,237 participants attended in the fiscal year ended March 31, 2026.</li> </ul>
<p data-bbox="322 683 656 703">Software and Electrification Domain</p> <hr/> <p data-bbox="91 799 264 842">Advanced Domain Program</p> <p data-bbox="322 794 741 831">Python Training, Statistics and Data Analysis, and Machine Learning</p> <hr/> <p data-bbox="322 927 566 948">Promotion of AI Utilization</p>	<ul style="list-style-type: none"> <li>■ Since 2024, Honda has provided e-learning programs that compile the fundamental knowledge all associates should acquire—regardless of business or job function—in preparation for challenges in advanced domains such as software and electrification. In 2025, in addition to updating the course content, the same programs were also expanded to associates overseas.</li> <li>■ Honda offers company-wide programs—including hands-on, in-person Python training as well as courses in statistics, data analysis, and machine learning. To support the acquisition of fundamental skills and knowledge required for operations in new domains, the Company has established an environment in which associates can take these courses at their own initiative and timing.</li> <li>■ A total of 721 participants attended in the fiscal year ended March 31, 2026.</li> <li>■ Honda has introduced an environment to promote the use of AI, where associates can assess their own AI skill levels and access e-learning programs that include mandatory governance training as well as level-specific content. In addition, to provide opportunities to apply what has been learned, the Company has established an environment in which various generative AI tools can be used on a trial basis. Although the initiative was positioned as a pilot introduction in the fiscal year ended March 31, 2026, a total of 2,000 associates participated in the program.</li> </ul>
Skill Assessment	<ul style="list-style-type: none"> <li>■ An online assessment designed to measure the skills and competencies commonly required of associates, enabling them to understand their own strengths and areas for improvement.</li> <li>■ It visualizes each associate's level both internally and externally, and the results are used to support capability development and inform the selection of next steps, including learning opportunities.</li> <li>■ The assessment was conducted for 897 participants in the fiscal year ended March 31, 2026.</li> </ul>
Self-Directed Learning Programs (Online Training and E-Learning)	<ul style="list-style-type: none"> <li>■ Elective online training programs to enhance the skills and competencies commonly required of associates, along with e-learning courses that allow associates to freely select from a wide range of courses covering general business skills.</li> <li>■ By enabling each individual to select learning opportunities based on their own strengths and areas for improvement, these programs contribute to the autonomous acquisition of transferable skills.</li> </ul>

# Initiatives

## Career Development Initiatives

### Supporting Self-Directed Career Development

Honda regards self-directed career development—in which each associate has dreams, refines their expertise through their own initiative, and connects it to self-fulfillment—as a key driving force for advancing change. In a rapidly changing business environment, Honda is promoting a range of initiatives to foster a mindset of career self-direction and encourage behavioral change, in order to support associates who are motivated to take proactive action based on intrinsic motivation.

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 continuously developing systems and frameworks to ensure that each associate can take initiative, regardless of diverse circumstances such as age, life stage, health, or family situation.

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

### Achievements in the Fiscal Year Ended March 31, 2026

Content	Details
Career Development Training	<ul style="list-style-type: none"> <li>■ Provides opportunities for associates to develop a sense of ownership over their careers, deepen self-understanding, and take proactive steps toward realizing the careers they envision.</li> <li>■ Includes age-specific e-learning for all associates, as well as online training by age group. In the age-based programs, interaction and dialogue with peers of the same age help participants clarify their own values and aspirations.</li> <li>■ Through both types of training, associates set medium- to long-term career goals and develop the ability to articulate concrete plans for achieving them in their own words.</li> <li>■ The training programs were attended by 1,987 associates in the fiscal year ended March 31, 2026.</li> </ul>
Career Consultation	<ul style="list-style-type: none"> <li>■ To help associates become aware of their own career-related challenges and take action, certified career consultants—both internal and external—provide support. In addition to internal resources, external options are also available, ensuring an environment where associates can receive the most appropriate support tailored to their individual circumstances and career stage.</li> <li>■ A total of 1,628 associates received consultations in the fiscal year ended March 31, 2026.</li> </ul>
Online Coaching	<ul style="list-style-type: none"> <li>■ A maximum four-month online coaching program in which associates work with external professional coaches to clarify their initiatives and build sustainable habits, enabling proactive career development based on intrinsic motivation and supporting the realization of their goals and desired future state.</li> <li>■ For both associates and managers, the program encourages regular reflection on daily actions and initiatives, supporting behavioral and habit transformation toward achieving their desired outcomes. A total of 315 participants attended.</li> </ul>

## Initiatives

### Creativity Development Initiatives

#### Minerva: Exploratory and Creative Program to Foster a Honda-Like Innovative Corporate Culture

Minerva, Exploratory and Creative Program, is an associate program launched in March 2024 by Honda, aimed at deepening the creative corporate culture that Honda has long valued while enabling each associate to explore their own values through fieldwork and “Waigaya” discussions.

In this program, with the support of external partners, associates visit unfamiliar fields and refine their sensitivity through all five senses. The program emphasizes experiences in which participants bring back the insights they have gained and, through repeated “Waigaya” discussions with others, surface and clarify their own core values.

The program also aims for associates to bring back the perspectives gained through moving between field experiences and dialogue into their daily work, and to leverage them together with their colleagues to create new values.

In the second phase in the fiscal year ended March 31, 2026, under Honda’s founding belief that “technology is for people,” the program adopted the theme “Explore the relationship between people and technology.” From three distinct perspectives of “hunting,” “water and care,” and “making,” a total of nine teams, comprising 39 associates, engaged in exploration activities over a period of approximately six and a half months. Each team, guided by free and open thinking, deepened its own unique perspective on the relationship between people and technology.

To share the questions and insights that emerged through this process with both internal and external audiences, Honda held an exhibition titled “to, to, to ten: Exploring the Relationship Between People and Technology with Honda.”

In this exhibition, participants shared not only perspectives on “people” and “technology,” but also diverse viewpoints such as “living beings,” “care,” and “making,” presenting the learning and struggles they experienced through their own perspectives. Over the three-day exhibition period, approximately 1,000 visitors attended, creating an opportunity for them to retrace the program experience and reflect together on the relationship between people and technology.



Final presentation



Team “Waigaya” discussions



Meat processing experience

# Initiatives

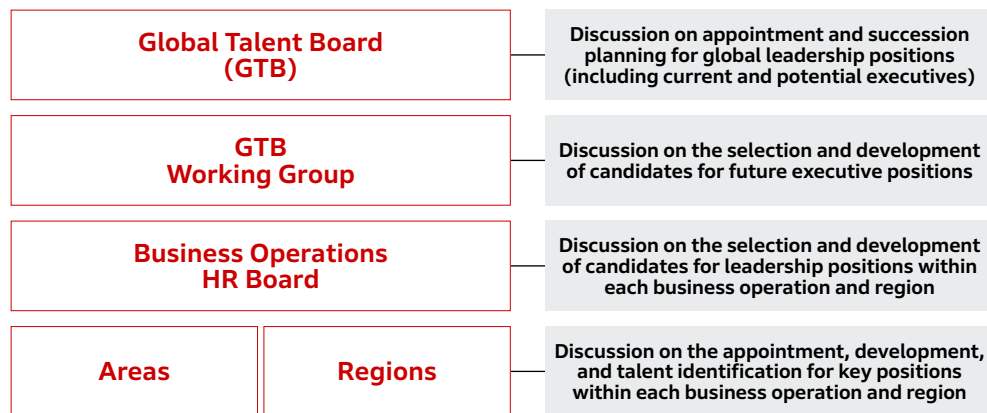
## Successor Development Initiatives

### 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



### 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

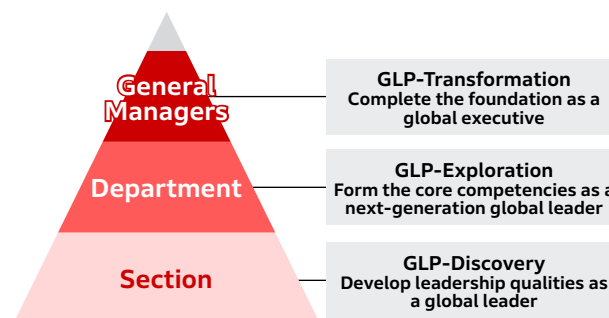
Program for younger associates to create grounds for becoming global leaders

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



Number of participants since FYE March 31, 2014  
**1,033**

Number of non-Japanese participants  
**436**

Succession Readiness\*  
**157%** (As of March 31, 2026)

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

## Initiatives

### Human Resource Development Initiatives (Overseas)

#### Initiatives by Region: North America

#### Transformation of the Talent Foundation for the “Second Founding” and Next-Generation Mobility

The partnership between Honda and The Ohio State University is an advanced industry-academia collaboration initiative, built on a 25-year history of cooperation and cumulative joint investments exceeding \$132 million. This partnership aims to achieve both cutting-edge research and human resource development toward creating next-generation mobility. At the core of this initiative is the Honda Launchpad Program. This program adopts a development approach that goes beyond conventional recruitment methods by consistently supporting students from learning through to growth, and is structured around the following three pillars.

1. **Exploration:** Students are exposed to diverse career paths at Honda—including research and development, manufacturing, and business operations—enabling them to identify paths that align with their interests and values.
2. **Development:** Through practical activities based on real-world industrial challenges, students demonstrate not only technical expertise but also universally required skills such as problem-solving and initiative. This allows recruiters to observe performance in situations close to actual work in real time, enabling more accurate assessments of aptitude and leadership than conventional interviews.
3. **Connection:** By fostering continuous relationships between students and Honda associates, the program deepens mutual understanding and trust, thereby significantly improving offer acceptance rates while also helping those hired as full-time employees prepare for long-term success.

By integrating these three pillars into a new approach, Honda and The Ohio State University are jointly building a sustainable and competitive talent foundation to support next-generation mobility technologies.



Members of the Honda Launchpad Program who participated in the Motocompacto demonstration and obstacle course experience day conducted with associates from the Auto Development Center (ADC)

#### Initiatives by Region: South America

#### Launch of the Honda Circle Next Challenges (HCNC) Program

Since 2025, Honda has launched the Honda Circle Next Challenges (HCNC) program in the South America region, aimed at strengthening project management and innovation skills.

This program consists of two learning paths. Specifically, it includes programs related to “Triple Action to ZERO”—centered on new business domains (including digital transformation, traffic safety, carbon neutrality, clean energy, and resource circulation)—and programs built around the themes of Q (Quality), C (Cost), D (Delivery), M (Management), and S (Safety). Approximately 10,000 associates, forming 1,926 teams, have participated in the program, driving active engagement.

During the program period, outstanding projects were showcased at project fairs and presented to senior executives at the South America HCNC Conference, promoting knowledge sharing across locations.

In the fiscal year ending March 31, 2027, these presentations are planned to be made available to all associates through the internal learning platform.

# Initiatives

## Initiatives by Region: Asia and Oceania

### Strengthening Talent and Sustaining Competitiveness through Region-wide, Level-specific Leadership Development

As the business environment, technologies, and customer needs evolve, the need to systematically develop talented individuals with high potential has been growing to sustain competitiveness over the long term. Against this background, the Asia and Oceania region has established the A&O Leadership Development Program to systematically develop future leaders of Honda.

This program provides structured, phased development opportunities for associates across all levels, from supervisors to executives. By strengthening the key skills required of future leaders and supporting both leadership capability enhancement and career development, the program contributes to the retention of high-potential talent. Particularly among executives, in addition to focused development based on assessment results, the program combines group learning, individual coaching, and mentoring to support associates in preparing for greater responsibilities, while also addressing leadership development needs for long-term business operations.

Since its launch in 2013, a total of more than 700 associates in the Asia and Oceania region have participated in the program as of 2025.



Group photo of participants with certificates



Training session

## Initiatives by Region: China

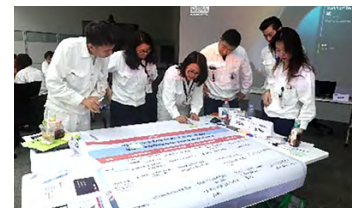
### Development and Empowerment of Local Talent to Drive Business Transformation

To achieve sustainable growth in the China business, Honda is promoting the development and empowerment of local associates who will drive business transformation, with the aim of accelerating corporate transformation in line with “China Cost,” “China Speed,” and “China Tech.”

With regard to the localization of management positions, Honda is implementing systematic development through trainee programs and next-generation leadership initiatives, while formulating and operating succession plans for candidates for department head positions across divisions and sites. As a result, the localization rate of management has steadily increased, and substantive delegation of authority has progressed, including secondments to joint ventures with Honda and appointments as leaders responsible for new model development.

Furthermore, with the aim of early identification of high-potential talent and contributing to local communities, Honda is promoting industry-academia co-creation in collaboration with science, engineering, and arts universities. Through initiatives such as internships, concept styling courses, and interim reviews and selection sessions, the Company provides practical learning opportunities.

Through these efforts, Honda is strengthening its ability to attract high-quality talent and enhance its medium- to long-term competitiveness.



External networking event for the next-generation development program



Industry-academia co-creation: students observing actual vehicles

# Initiatives

## Fundamental Philosophy Behind Diversity & Inclusion Initiatives

Honda, based on its philosophy of Respect for the Individual, views each associate as a “unique individual” and is committed to creating an environment where everyone can express their individuality and fully demonstrate their abilities.

Rather than targeting specific groups, Honda has positioned this as a theme relevant to all associates and, since establishing a dedicated organization in 2015, has accelerated its initiatives.

Initially, Honda began by addressing the expansion of women’s advancement, which was a priority issue for Honda in Japan. It then broadened its efforts to include challenges common to all associates, such as working styles and support for balancing work and personal responsibilities. Since 2018, the Company has further advanced its diversity & inclusion management initiatives, and is developing a foundation that enables a diverse range of talent—including age diversity & inclusion (veteran associates), LGBTQ+ individuals, and persons with disabilities—to thrive.

Regarding women’s advancement, which was the initial focus of these initiatives, Honda

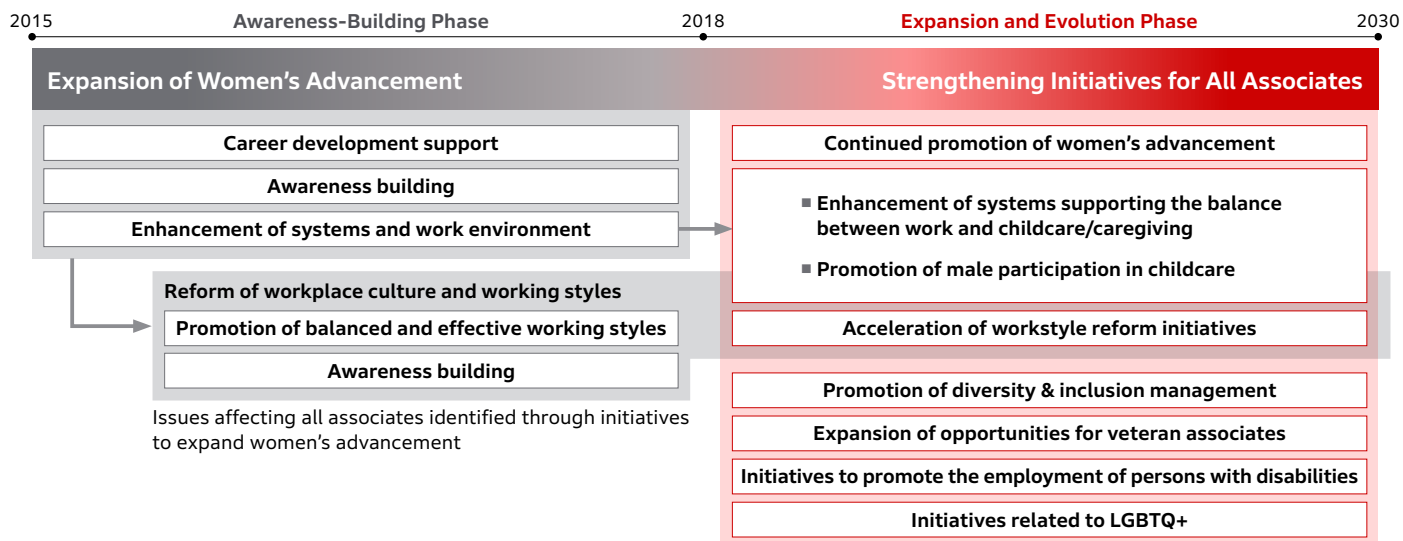
continues to expand the pipeline for women and strengthen development to promote women into management positions.

In terms of working styles and work–life balance support, Honda has strengthened childcare support regardless of gender and has also initiated initiatives related to caregiving that extend beyond associates currently facing such responsibilities to include those who may do so in the future. In addition, support for self-directed career development has been expanded to all associates regardless of gender or age, encouraging growth that leverages individual strengths and uniqueness.

Now, more than 10 years after the establishment of a dedicated organization, Honda has expanded its initiatives beyond “surface-level diversity & inclusion,” such as gender and age, to include “deep-level diversity & inclusion,” encompassing values and ways of thinking.

In addition, overseas operations are also advancing diversity & inclusion related initiatives tailored to regional characteristics. By enabling diverse individuals to thrive and shine and delivering new value, the Company aims to continuously create innovation.

### Diversity & Inclusion Roadmap



**Desired State**

To maximize overall corporate strength by enabling diverse individuals—with a wide range of attributes and values—to thrive and shine

Promotion of diversity & inclusion related initiatives at overseas operations as well

## Initiatives

### Diversity & Inclusion Initiatives

#### Specific Initiatives

##### Initiatives to Promote Women's Advancement

Recognizing the expansion of women's advancement as a key priority, Honda has, since 2015, promoted initiatives under three pillars—awareness and cultural reform, career development support, and enhancement of systems and work environment—with the aim of realizing a society in which everyone can pursue their careers equally, regardless of gender. To ensure the continuous development of women in managerial positions, in 2021, the Company revised its targets set in 2015 and established a goal of increasing the number of women in management positions by fourfold by 2030 compared with the fiscal year ended March 31, 2021. To achieve this, it is advancing the expansion of systems and a range of related initiatives. By 2025, the number had reached 2.1 times the baseline, demonstrating steady progress in developing women for managerial roles. For candidates expected to be appointed in the near future, Honda implements positive action measures. In the short term, in addition to foundational management training, a mentoring system led by newly appointed female managers has been introduced. Through dialogue, this initiative supports the resolution of concerns and anxieties, while enhancing motivation and readiness for management roles. In the medium term, supervisors will plan and implement development and assignments that support capability growth while taking life events into account. Under workplace management, the Company is also promoting appropriate job assignments and utilization, thereby building a strong pipeline of candidates for women in managerial positions.

##### Initiatives to Promote Male Participation in Childcare

Honda has been fostering a workplace culture in which taking childcare leave for male associates is naturally accepted as a normal choice. Based on the belief that insights gained and shifts in values resulting from childcare experiences can enhance individual inner diversity & inclusion—leading to new sensibilities, viewpoints, and the creation of innovations that improve the value the Company provides—Honda has set a goal of achieving “100% utilization rate of childcare leave by male associates” and is implementing various related initiatives.

Specifically, Honda provides supervisors with guidance on the importance of supporting associates taking childcare leave, along with explanations of work-life balance support programs, while also promoting awareness using posters and digital signage. In addition, Honda communicates encouragement of participation in childcare and appreciation for workplaces that support colleagues taking parental leave.

### Action Plan for Promoting Women's Participation and Advancement in the Workplace

#### 1. Plan Period

July 1, 2025 – March 31, 2028

#### 2. Company Challenges

- (1) Low proportion of women in managerial positions
- (2) Male associates have not yet reached 100% utilization rate of childcare leave

#### 3. Goals

- (1) Increase the number of female managers to four times the fiscal year ended March 31, 2021 level by the fiscal year ending March 31, 2031
- (2) Achieve 100% utilization rate of childcare leave by male associates by March 31, 2028

#### 4. Initiatives and Implementation Periods

##### Initiative 1: Fostering a Culture that Embraces Diversity & Inclusion

- Continuous communication through messages from management and the internal website (January 2015 – present)
- Deployment of practical support measures for supervisors in the workplace (October 2025 – present)

##### Initiative 2: Strengthening the Development of Female Managers and Building a Long-Term Candidate Pool

- Training programs for female managerial candidates (August 2024 – present)
- Networking support through meetings with current female managers (September 2024 – present)
- Continuous enhancement of long-term development of female associates by supervisors through OJT/Off-JT (April 2015 – present)

##### Initiative 3: Strengthening Female Recruitment

- Strengthening female recruitment for new graduates to meet or exceed the proportion of women in the relevant labor market
  - Focused recruitment and publicity targeting female students in STEM fields (March 2015 – present)
  - Activities to encourage STEM choices among middle and high school students (March 2015 – present)
- Focused publicity and recruitment targeting female mid-career candidates (April 2024 – present)

##### Initiative 4: Promoting Male Participation in Childcare and Strengthening Measures to Encourage Childcare Leave Taking

- Raising awareness of work-childcare balance programs and tracking eligible associates using the Work & Childcare Navigator (April 2022 – present)
- Enhanced promotion of childcare leave taking (February 2024 – present)

## Initiatives

### Initiatives for LGBTQ+ in Japan

Honda is working to create a corporate culture and environment that respect diverse individuals regardless of gender identity, sexual orientation, and gender expression, so that everyone can fully demonstrate their abilities and feel fulfilled in their work.

So far, seminars and e-learning programs have been conducted for all levels, from management to general associates. In addition, Ally\* seminars have been held to deepen understanding of LGBTQ+ issues and encourage proactive actions. In 2024, seminars were also conducted for HR personnel at each business site to share the latest social trends and key points for handling consultations.

In December 2025, a program was conducted for frontline leaders, providing an opportunity to reframe workplace challenges as their own through a talk session by LGBTQ+ associates and a lecture by experts. In addition, awareness-raising videos were shown and posters and digital signage were displayed, ensuring continuous communication to all associates.

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. Additionally, as part of promotion of corporate activities to facilitate society's understanding of LGBTQ+, Honda is supporting LGBTQ+-related events, and Business for Marriage Equality, a campaign to make visible companies that support marriage equality. 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, for six consecutive years since 2020.

\* An ally refers to an associate who has basic knowledge of LGBTQ+, considers LGBTQ+ issues as their own, and voluntarily thinks and acts as a supporter.

### Promoting Employment of People with Disabilities

Under Honda's fundamental principle of Respect for People, Honda has been a pioneer in society's efforts in promoting the employment of people with disabilities, guided by the idea of normalization. Regardless of their disability, Honda aims to enable every associate to leverage their unique strengths as autonomous individuals and contribute to society through their work. The Company is also improving the workplace environment so that people with disabilities can work alongside able-bodied people, while taking into consideration each person's disability status.

Honda has established its special subsidies to empower and provide employment opportunities to people with disabilities: Honda Sun Co., Ltd. in 1981, Kibounosato Honda Co., Ltd. in 1985, and Honda R&D Sun Co., Ltd.\*<sup>1</sup> in 1992. Since 2024, the Company has expanded proactive recruitment activities, including holding information sessions to increase opportunities for many people with disabilities to learn about a wide range of work at Honda, from research and development to production and administrative functions.

In terms of systems, Honda is focusing on the development and enhancement of a comfortable work environment. The Company has begun flexible operation of full remote work systems and reviewed systems for shorter working hours and shorter working days to increase the range of working options tailored to the specific needs of people with disabilities. In addition, Honda utilizes its proprietary HCAS\*<sup>2</sup> technology to support two-way communication from a technical standpoint.

At the workplace level, Honda fosters a supportive and inclusive culture through initiatives such as messages from management and e-learning tailored to specific associate groups. For assigned departments, pre-assignment briefings and department-specific video content are provided.

Most recently, in December 2025, Honda held a practical seminar to "Create Organizations Where Diverse Individuals Thrive" for group leader-level associates at domestic sites. Through group work and Q&A sessions designed with the acceptance of associates with disabilities in mind, participants gained practical insights. The program also encouraged behavioral changes among managers to expand workplaces that can accommodate associates with disabilities.

\*<sup>1</sup> Merged with Honda Sun Co., Ltd. in 2021.

\*<sup>2</sup> HCAS (Honda Communication Assistance System) is a system developed to achieve barrier-free communication between associates with and without hearing impairments at Honda. It converts spoken language into text for display and enables associates with hearing impairments to communicate text, hand-drawn illustrations, and other information, serving as a two-way communication tool.

## Initiatives

### Special Subsidiary Honda Sun and Employment of People with Disabilities

#### Origins of the Company: The Meeting of Two Persons and the Vision Behind Honda Sun

It all began in 1978 when Honda's founder, Soichiro Honda, visited Dr. Hiroshi Nakamura's "House of the Sun" and was deeply moved by the dedication of people with disabilities at work. Driven by the strong desire to create a society where everyone can thrive regardless of disability, Honda Sun Co., Ltd. was established in 1981. Its core philosophy is "People First – Dreams, Hope, and Smiles." Associates are valued not as people with disabilities but as individuals contributing to society and living independently through Honda's manufacturing. We aspire to be a company where those who continue to challenge themselves in pursuit of their dreams take center stage.

#### Fundamental Philosophy Behind Employment of People with Disabilities

Honda Sun considers the employment of people with disabilities not as "special treatment" but as "creating an environment that leverages individual strengths."

Work is designed to match each associate's characteristics and abilities, with supportive workplace arrangements and mutual understanding among team members, aiming to create a setting where everyone can maximize their potential.

In addition to deepening understanding of disabilities, the focus is on respecting each person's values and individuality while driving results as a team.

#### Specific Initiatives

##### ■ New Manufacturing Driven by Universal Design

Honda Sun promotes workplace design based on the principles of universal design. This includes visualizing work processes, providing clear information displays, and designing equipment to reduce physical strain, creating an environment where everyone can easily understand tasks and work safely.

These initiatives benefit not just specific individuals but all associates, enhancing overall work efficiency and quality. Involving a diverse workforce helps reveal previously overlooked challenges, creating opportunities for improvement.



Workplace environment based on universal design

##### ■ Support Systems and Communication

For a diverse workforce to work with confidence, not only the environment but also interpersonal relationships are crucial.

At Honda Sun, regular consultations and support systems—both within the company and with external organizations—allow individual associates' conditions and challenges to be shared, enabling timely support.

Honda Sun also values a culture where not only the designated staff but also team members at the workplace understand and support one another.

By deepening mutual understanding through communication, individual growth and team development reinforce each other, contributing to stronger organizational performance.



Communication with associates with hearing impairments (sign language and written communication)

# Initiatives

## 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	Outline of counseling
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. 76), 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.

## Initiatives

### 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 2025

In November 2025, Honda received the highest Gold rating in the PRIDE Index – an index that evaluates companies' initiatives regarding sexual minorities, including LGBTQ+, in the workplace, for the sixth consecutive year.



## Initiatives

### Diversity & Inclusion Initiatives (Overseas)

#### Initiatives by Region: North America

#### Strengthening the Supplier Network

Strengthening inclusion among suppliers is a critically important element at Honda. We believe that by promoting supplier inclusion, we can enhance the business environment while contributing to the economic growth of communities. One of the key initiatives in this effort is the Honda Partnership Network (HPN).



Honda Partnership Network

The 2025 HPN was hosted by the North American Procurement Inclusion & Diversity Team. During the event, Honda's Tier 1 suppliers met throughout the day with prospective Tier 2 suppliers. Through this inclusive matchmaking format, participating companies showcased their manufacturing, logistics, and service capabilities, resulting in a total of 120 meetings that helped build new connections and create future sourcing opportunities.

#### Initiatives by Region: South America

#### Strengthening Employment and Expanding Opportunities for Persons with Disabilities

At Honda's automobile plant in Brazil, a plant-specific initiative has been implemented, resulting in the hiring of 15 persons with disabilities (PWD). In addition, at the motorcycle plant in Brazil, efforts have been made to expand the hiring of PwD into technical roles, with 32% of the 53 newly hired associates assigned to technical positions.

To enhance the accessibility of training, a dedicated online training track with subtitles and support for Brazilian Sign Language (LIBRAS) has been introduced, along with in-person training sessions that include interpreters. These initiatives ensure that associates with hearing impairments have access to all factory training programs. In addition, the automobile plant provides unconscious bias training for supervisors, chiefs, and team leaders.

In 2025, the motorcycle plant launched the "Sakura Women's Social Project," an eight-month training program aimed at supporting 30 young women who face barriers to employment. A total of 52 associate volunteers participate as instructors, and the program is expected to lead to the creation of employment opportunities upon completion.

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

#### Education and Awareness Initiatives to Promote Inclusion

To enable all associates to embrace and practice inclusion, a dedicated project team has been established within the Human Resources Division with the aim of identifying effective D&I initiatives that remove both physical and psychological barriers. Through this project, a perspective on promoting inclusion was incorporated into the foundational components of existing management training, with inclusion identified as a priority focus area. Accordingly, a new training program titled "Inclusive Leadership" was introduced for all management-level associates in the sales divisions across the European region.



Embrace Inclusion logo for internal communication

#### Learning Objectives of the Training Program

- Understanding inclusive leadership
- Understanding the link between inclusion and performance
- Early identification of risks
- Learning simple, practical actions that can be applied in daily work

## Indicators and Targets

### Employment and Personnel Composition

#### Consolidated number of associates

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	61,420	61,935	63,150
North America	50,610	50,539	50,418
South America	16,267	17,220	18,972
Europe/Africa/Middle East	3,725	2,985	4,119
Asia & Oceania	50,508	50,175	48,985
China	12,463	10,198	9,465
Total	194,993	193,052	195,109

• Scope of aggregation: 5 companies\*<sup>1</sup>, domestic consolidated subsidiaries\*<sup>2</sup>, overseas consolidated subsidiaries\*<sup>3</sup>

• Associate count 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 gender

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	43,064	43,312	43,684
Male	38,718	38,789	39,011
Female	4,346	4,523	4,673

• Scope of aggregation: 5 companies

• Associate count as of March 31: Number of regular and non-regular associates by gender

#### Number of associates by employment contract and type

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	By contract* <sup>1</sup>			
	Permanent	40,207	40,220	40,781
	Nonpermanent	2,857	3,092	2,903
	By type* <sup>2</sup>			
	Full-time	43,032	43,285	43,660
	Part-time	32	27	24

• Scope of aggregation: 5 companies

\*1 Associate count as of March 31: Number of associates by employment contract type

\*2 Associate count as of March 31: Number of associates by full-time and part-time status

\* The definitions of full-time and part-time were revised from the fiscal year ended March 31, 2026.

#### Associate ratio by age group (%)

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	10s	0.5	0.5	0.4
	20s	15.3	15.7	16.0
	30s	23.4	23.4	23.8
	40s	23.7	24.0	24.3
	50s	25.5	24.3	23.6
	Over 60	11.6	12.0	11.8

• Scope of aggregation: 5 companies

• Calculation: Number of regular and non-regular associates by age group as of March 31 ÷ Number of regular and non-regular associates as of March 31

## Indicators and Targets

### Average age

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	43.4	43.5	<b>43.7</b>

- Scope of aggregation: 5 companies
- Average age of regular and non-regular associates as of March 31

### Average years of service (years)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	20.7	21.1	<b>21.6</b>

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

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

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Number of associates*	994	1,070	<b>1,112</b>
Percentage of employment*	2.35	2.54	<b>2.60</b>

\* 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 Sun Co., Ltd. / Kibounosato Honda Co., Ltd.

### Number of subordinates per manager (persons)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	9.3	9.2	<b>9.4</b>

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

## Recruitment, Transfers, and Turnover

### Number of new permanent associates

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan		1,489	1,910	<b>2,001</b>
	Male	1,254	1,638	<b>1,690</b>
	Female	235	272	<b>311</b>
North America		4,274	3,022	<b>6,253</b>
	Male	2,776	2,005	<b>5,124</b>
	Female	1,498	1,017	<b>1,129</b>
South America		2,420	1,532	<b>1,376</b>
	Male	1,974	1,265	<b>1,085</b>
	Female	446	267	<b>291</b>
Europe/Africa/Middle East		221	322	<b>540</b>
	Male	154	229	<b>154</b>
	Female	67	93	<b>386</b>
Asia & Oceania		5,240	6,634	<b>3,600</b>
	Male	4,534	5,310	<b>2,874</b>
	Female	706	1,324	<b>726</b>
China		925	532	<b>855</b>
	Male	678	416	<b>686</b>
	Female	247	116	<b>169</b>

- 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

## Indicators and Targets

### Number of global hires

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Number of people hired	77	104	145

- 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, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
New graduate hires	99.3	99.9	99.1
Mid-career hires	96.9	97.7	-

- 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)

### Percentage of mid-career hires among total hires (%)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	49.5	56.5	51.1

- Scope of aggregation: 5 companies
- Calculation: Number of mid-career hires among regular managers and general associates between April 1 and March 31 ÷ Number of hires among regular managers and general associates during the same period

### Number of days required for hiring

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Mid-career hiring	-	-	121

- Scope of aggregation: 5 companies
- Average number of days from job posting to offer acceptance for those who accepted offers between April 1 and March 31

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

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	4.6	4.8	3.6
Male	4.7	4.9	3.6
Female	3.7	3.4	3.1
North America	10.6	6.1	6.2
South America	7.0	7.3	8.0
Europe/Africa/Middle East	5.3	4.0	6.9
Asia & Oceania	4.1	6.1	4.6
China	7.1	31.0	8.9

- 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, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	1.5	1.6	1.4

- 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)

## Indicators and Targets

### 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, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
North America	50.0	50.0	50.0
South America	14.3	0.0	0.0
Europe/Africa/Middle East	25.0	20.0	20.0
Asia & Oceania	0.0	0.0	0.0
China	0.0	0.0	0.0

• Scope of aggregation: major overseas subsidiaries

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

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Management positions	Base salary (Female : Male)	1 : 1.03	1 : 1.03	1 : 1.02
	Total compensation (Female : Male)	1 : 1.06	1 : 1.06	1 : 1.05
General associates	Base salary (Female : Male)	1 : 1.18	1 : 1.16	1 : 1.16
	Total compensation (Female : Male)	1 : 1.26	1 : 1.25	1 : 1.24

\* 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

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

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	Women	9.3	9.6	10.0
	Women in management positions	2.4	2.9	3.6
North America	Women	27.3	27.4	27.3
	Women in management positions	18.8	18.8	19.6
South America	Women	14.3	14.7	16.3
	Women in management positions	13.0	14.8	15.6
Europe/Africa/Middle East	Women	26.5	27.7	27.2
	Women in management positions	19.4	19.8	20.3
Asia & Oceania	Women	14.3	15.0	14.2
	Women in management positions	16.6	17.4	13.4
China	Women	12.2	14.2	14.7
	Women in management positions	24.5	24.4	24.9
(Overall)	Women	15.9	16.7	16.8
	Women in management positions	10.6	11.3	11.2

• 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

## Indicators and Targets

### Competency Development and Evaluation

#### Total training expenses (yen)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	5,194,915,666	5,581,032,187	5,715,606,997

- Scope of aggregation: 5 companies
- Total training expenses incurred between April 1 and March 31

#### Training attendance rate for newly appointed managers (%)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	100	100	100

- Scope of aggregation: 5 companies

#### Percentage of associates going through the evaluation programs

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
North America	100.0	100.0	100.0
South America	98.8	100.0	92.9
Europe/Africa/Middle East	99.9	99.8	100.0
Asia & Oceania	93.4	95.5	86.9
China	99.3	98.8	100.0

- Scope of aggregation: major overseas subsidiaries

### Compensation

#### Percentage of performance-based remuneration

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
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, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
High school	Monthly salary (yen)	203,400	210,600	219,600
	Compared to minimum wage (%)	113	112	110
Technical college and junior college	Monthly salary (yen)	229,200	236,500	245,900
	Compared to minimum wage (%)	127	125	124
Undergraduate	Monthly salary (yen)	262,300	270,000	279,500
	Compared to minimum wage (%)	145	143	140
Graduate school (master's degree)	Monthly salary (yen)	287,800	295,700	327,800
	Compared to minimum wage (%)	159	157	165

- \* 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 (1,226 yen/hour). The salary system is grade-based, with no difference in salary by gender or region for the same qualification level. In addition, no associates are paid the minimum wage.
- Scope of aggregation: 5 companies

#### Average annual salary (thousand yen)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	8,311	8,955	9,326

- Scope of aggregation: Honda Motor Co., Ltd.

## Indicators and Targets

### Work Styles and Working Environment

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

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
		331	351	357
Short working hours to facilitate child care	Male	24	31	24
	Female	307	320	333
		1,076	1,205	1,364
Administrative leave to facilitate child care	Male	714	826	952
	Female	362	379	412
		2,430	2,608	3,436
Nursing care leave for children	Male	1,868	2,032	2,802
	Female	562	576	634
		156	182	198
Childcare cost subsidy	Male	40	62	88
	Female	116	120	110
		6	5	6
Short working hours to facilitate nursing care	Male	3	2	3
	Female	3	3	3
		14	19	19
Administrative leave to facilitate nursing care	Male	12	15	17
	Female	2	4	2
		835	908	779
Nursing care leave	Male	684	762	670
	Female	151	146	109

• Scope of aggregation: 5 companies

#### Reinstatement rate after taking childcare leave (%)

		FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
		98.7	98.7	99.0
Reinstatement rate	Male	98.9	98.9	99.4
	Female	97.8	97.7	98.9

• Scope of aggregation: 5 companies

#### Percentage of men taking childcare leave (%)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Percentage of taking child care leave (1 day or more)	-	-	116.8
Percentage of taking child care leave (5 days or more)	-	-	106.7

• Scope of aggregation: 5 companies

\* The calculation method was revised from the fiscal year ended March 31, 2026.

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

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Total working hours per associate	2,023	2,010	2,003
Average paid vacation days taken	17.9	17.5	17.2

• Scope of aggregation: 5 companies

#### Associate vitality

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
All associates	3.50	3.52	3.53
Percentage of respondents for all associates	92.0	90.8	93.6

• Scope of aggregation: 5 companies

• Average score on a 5-point scale for responses to 24 questions in the associate survey covering six basic categories which define a work environment unique to Honda

\* 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

## Indicators and Targets

### Leadership and Organizational Management

#### Associate trust score in leadership

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	-	3.42	3.44

- Scope of aggregation: 5 companies
- Average score on a 5-point scale for responses to the following question in the associate survey: "You trust your supervisor's management"

#### Associate net promoter score

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	-	3.20	3.20

- Scope of aggregation: 5 companies
- Average score on a 5-point scale for responses to the following question in the associate survey: "You would recommend the Company as a great place to work"

#### Number of days to fill key positions and internal promotion rate

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Number of days to fill key positions*1	No record	No record	No record
Internal promotion rate*2	100	100	100

- Scope of aggregation: 5 companies / major subsidiaries in Japan / major overseas subsidiaries

\*1 Number of days required to appoint an individual to a key position at the Company after a vacancy arises

\*2 Calculation: Number of internally promoted associates appointed to key positions at the Company ÷ Number of individuals appointed to key positions

### Labor Practices

#### Disclosure topics in the transportation sector under the Sustainability Accounting Standards Board (SASB) Standards

##### <Labor practices>

Indicators	Category 1	Category 2	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Percentage of the active workforce covered by collective bargaining agreements*1	Union membership rate among associates	-	85.38	85.19	85.40
Indicators for assessing labor-management stability and workplace environment risks: (1) Number of work stoppages*2	-	-	0	0	0
Indicators for assessing labor-management stability and workplace environment risks: (2) Total days idle*2	-	-	0	0	0

\*1 Transportation sector under the SASB Standards: Topics related to human capital disclosure in the automotive industry: TR-AU-310a.1

\*2 Transportation sector under the SASB Standards: Topics related to human capital disclosure in the automotive industry: TR-AU-310a.2

- Scope of aggregation: 5 companies

### Productivity

#### Various productivity indicators

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Revenue per associate (millions of yen)*1	104.8	111.7	111.7
EBIT per associate (millions of yen)*2	7.8	6.1	-
Labor cost return on investment (%)*3	76.4	63.4	-

\*1 (Consolidated revenue ÷ Number of consolidated associates) for each fiscal year

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

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

\* A dash ("-") indicates a calculation result of less than zero.

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

Social

**Own Workforce**

Human Rights

Human Resources

**Occupational Health and  
Safety and Health Management**

## Governance

### Governance Structure for Occupational Safety and Health and for Health and Productivity Management

Honda established a Company-wide Safety and Health Committee chaired by the Director, Executive Vice President and Representative Executive Officer in 2022 to promote the enhancement of occupational safety and health across the Honda Group by formulating company-wide policies and issuing instructions, including horizontal deployment of measures to prevent recurrence in the event of serious accidents.

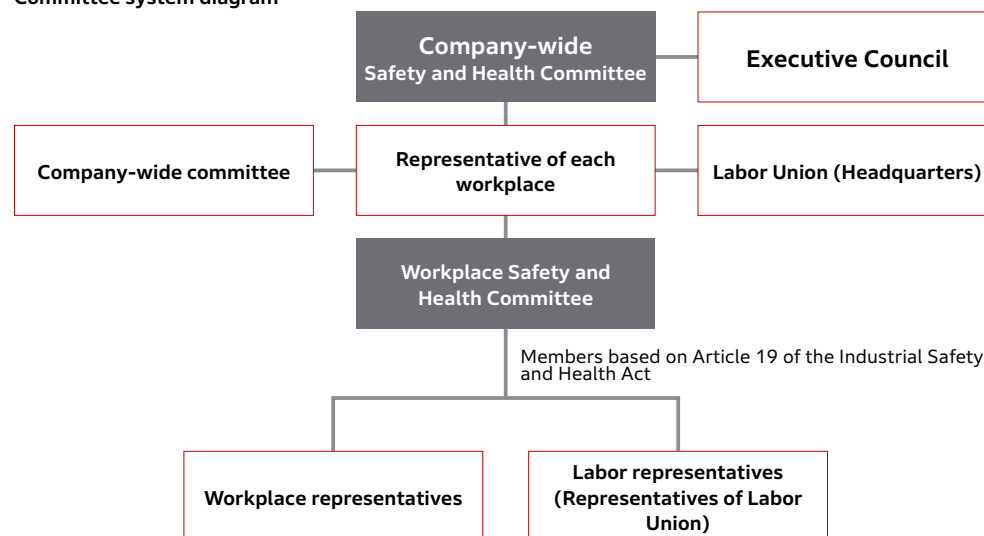
At each workplace, Honda has also established a Safety and Health Committee, led by the Safety and Health Management Division, to manage the governance structure. Labor and management work in collaboration to share and discuss issues and continuously promote initiatives to realize a safe and comfortable work environment.

In the fiscal year ended March 31, 2025, the Chairman of the Company-wide Safety and Health Committee issued company-wide instructions on the following items:

- Implementing measures expected to enhance company-wide standards based on good practices in mental health
- Developing an assessment flow and building a system to ensure proper health checkups based on the concept of autonomous chemical substance management

Additionally, occupational safety and health audits are conducted to confirm the operation of an Occupational Safety and Health Management System (OSHMS) and the implementation of compliance. The Company-wide Safety and Health Audit Committee, chaired by the vice-chairman of the Company-wide Safety and Health Committee, reviews the operation of the OSHMS and compliance with laws and regulations, thereby continuously enhancing safety and health standards and ensuring a high level of consistency across the Honda Group.

Committee system diagram



## Basic Approach

### Approach to Occupational Safety and Health and to Health and Productivity Management

Honda's approach to building a safe and secure work environment has its origin in the Company Principle formulated in 1956. At its foundation are 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 safe work environment full of joy, where 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 in accordance with respective regional characteristics. With the aim of eliminating serious industrial accidents in Japan and overseas, Honda works to prevent industrial accidents and their recurrence for everyone who works for Honda, while also promoting activities to ensure the health of each associate from the perspective of health and productivity management.

In December 2022, Honda also formulated a medium- to long-term Safety and Health Policy, clarifying the direction of safety and health activities to be practiced by associates around the world. Based on this policy, Honda promotes the creation of a safe and healthy workplace, while each associate proactively works to maintain such a workplace and to prevent and minimize accidents.

### Occupational 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



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

## Basic Approach

### Grand Design for Health and Productivity Management

The health of associates is a key value shared across Honda. 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 promotes initiatives for health and productivity management by positioning the practice of well-being within its Safety and Health Policy.

Honda creates a comfortable work environment and emphasizes that associates proactively maintain and promote their physical and mental health for their own future. To become a company where associates are “able to work safely and to the best of their ability in both physical and mental health,” Honda has set five management items and three pillars as its health and productivity management policy.

### Five Management Items for Achieving Lifetime Health

Continuing to work energetically—that is, staying healthy—is crucial not only for individuals but also for the continuous development of the workplace and the Company. To achieve lifetime health, Honda has established five management items deeply related to lifestyle habits—(1) Rest, (2) Nutrition, (3) Exercise, (4) Smoking cessation, and (5) Alcohol consumption—and works to achieve behavioral goals.

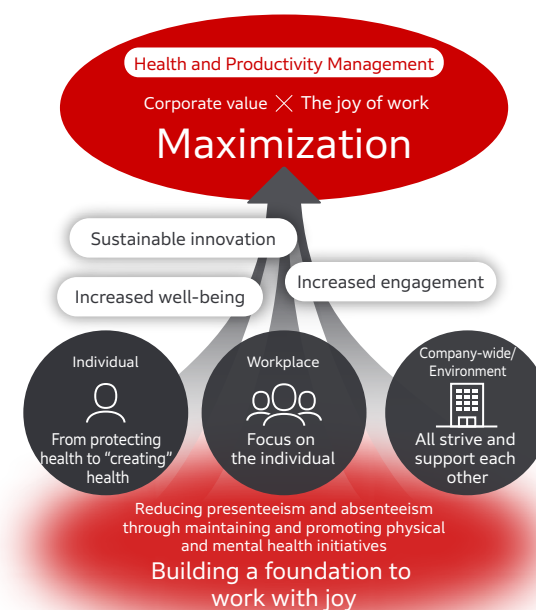
Items	(1) Rest	(2) Nutrition	(3) Exercise	(4) Smoking cessation	(5) Alcohol consumption*
Management items	Enough good quality sleep	Nutritionally well-balanced meals	Habit of regular physical exercise	No smoking	Moderate drinking
Targets	Ensure sufficient rest through quality sleep	Eat breakfast	Have an exercise routine at least twice a week for at least 30 minutes each time	Do not smoke (including electronic cigarettes)	Do not drink, or keep to an appropriate amount and frequency*

\* 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 gou) per week as a guideline, with a single serving up to 1 gou and two alcohol-free days per week.

### Three Pillars for Achieving Health and Productivity Management

Built on building a foundation to work with joy, Honda implements initiatives through three pillars—individual, workplace, and company-wide/environment—to maximize corporate value and the joy of work.

Grand design for achieving health and productivity management (Three Pillars)



# Initiatives

## Initiatives for Occupational Safety and Health and for Health and Productivity Management

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

Safety and health activities	Main activities	
<p>1 We will perform the risk evaluation of work-related business operations, and invest resources as much as necessary to prevent occupational accidents.</p>	<ul style="list-style-type: none"> <li>Regular on-site inspections by the Equipment Safety Committee</li> </ul>	<ul style="list-style-type: none"> <li>Conducting risk assessment training for supervisors</li> </ul>
<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.</p>	<ul style="list-style-type: none"> <li>Basic safety training of machinery and actual equipment</li> </ul>	<ul style="list-style-type: none"> <li>Explosion and fire prevention training</li> </ul>
<p>3 We will observe the related regulations and internal standards and work on all aspects of accident prevention and health maintenance promotion.</p>	<ul style="list-style-type: none"> <li>Safety and health audits of all workplaces</li> </ul>	<ul style="list-style-type: none"> <li>Health enhancement</li> </ul>
<p>4 We will implement and operate this policy and the safety and health management manual accordingly and enhance safety awareness for all associates.</p>	<ul style="list-style-type: none"> <li>OSHMS training</li> </ul>	
<p>5 We will support mental and physical health maintenance promotion positively and practice health management.</p>	<ul style="list-style-type: none"> <li>Menopause roundtable discussion regardless of gender</li> </ul>	<ul style="list-style-type: none"> <li>Women's health seminar for managers</li> </ul>
<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".</p>	<ul style="list-style-type: none"> <li>Traffic safety education by instructors</li> </ul>	<ul style="list-style-type: none"> <li>Safe bicycle riding course</li> <li>Experiential safe driving training</li> </ul>

## Initiatives

### Initiatives for Occupational Safety and Health

#### Initiatives in Accordance with the Occupational Safety and Health Management System (OSHMS)

Honda implements and operates its Safety and Health Policy and its safety and health management manual accordingly and enhances the level of safety awareness among all associates. In particular, Honda promotes occupational safety and health in accordance with the Occupational Safety and Health Management System (OSHMS).

#### Domestic and Overseas Workplaces

To increase the effectiveness of safety management at each workplace in Japan and in each overseas region, Honda promotes the dissemination and implementation of risk assessment and the establishment of explosion and fire prevention measures as part of its priority measures based on the operation of the Occupational Safety and Health Management System. These initiatives are led by the Regional Operations and carried out in accordance with the characteristics of each site.

Honda also conducts occupational safety and health audits and reviews in a planned manner to share awareness of safety and health management. At the same time, Honda promotes continuous improvement of the management system and the development of personnel responsible for safety and health at each workplace and in each region across Japan and overseas.

#### Collaboration with Domestic Related Group Companies

Honda has established a safety hotline with related Group companies in Japan and conducts rapid information sharing and response in close collaboration. Through information exchange with each company, Honda works to enhance the quality of safety and health activities, while also preventing accidents and their recurrence.

#### Creating Working Environment Criteria

Honda stipulates workshop environmental criteria based on 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 on a continuous basis.

#### Emergency Response

Based on the Honda Global Risk Management Policy, response procedures for anticipated emergency situations have been developed for each workplace. In particular, in the event of serious accidents, explosions, fires, or similar incidents, Honda has established a communication system that prioritizes human life and carries out dissemination and drills for associates, related contractors, and others.

Honda has also established a self-defense firefighting organization and enhances emergency response capabilities through education and training activities, including initial firefighting in the event of a fire.

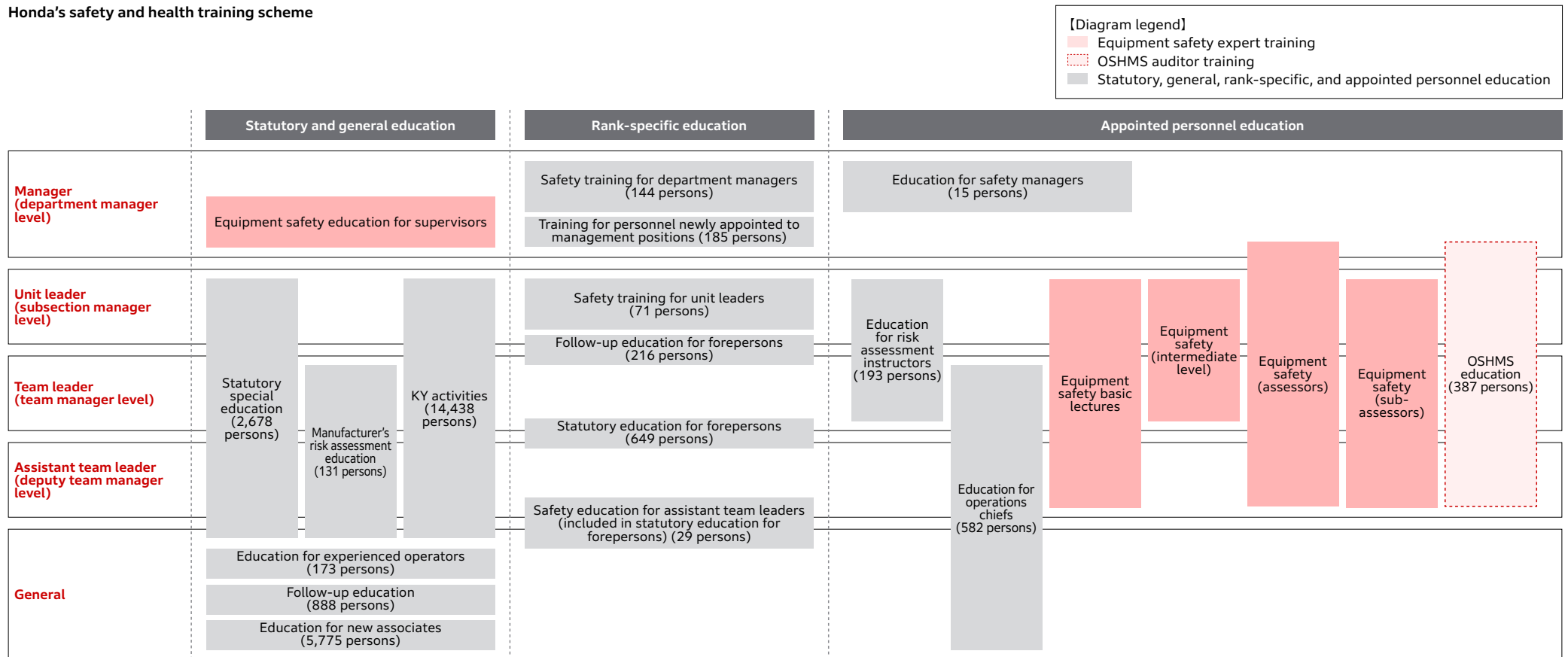
# Initiatives

## 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.

In recent years, the Company has focused on equipment safety training that is deeply related to serious accidents and provides training that enables risk assessment management.

### Honda's safety and health training scheme



\* The numbers in parentheses indicate the number of participants in the fiscal year ended March 31, 2026.

# Initiatives

## 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.

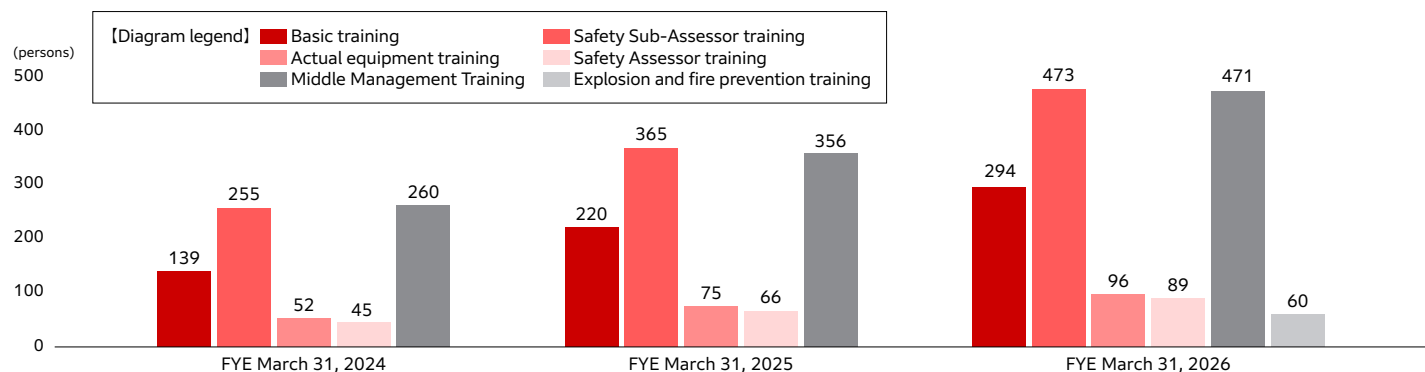
In addition, Honda develops managers and auditors at all levels through Occupational Safety and Health Management System training. Each workplace also provides various training programs for its associates.

\* Assessor: A person who conducts evaluations and assessments.

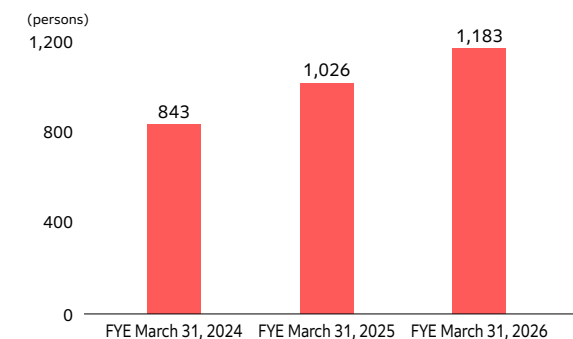
### Training situation for safety and health

Training title	Trainees	Number of training days	Number of participants (those who passed) in FYE Mar. 31, 2026	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	74	Acquire skills to correctly identify hazardous sources	Basic machinery safety knowledge (standards, laws, risk assessment, etc.)
Safety Sub-Assessor (SSA) training	Engineers mainly involved in safety verification of installed equipment	6 days	108 (80)	Learn in-depth expertise in machinery safety Obtain SSA qualification certification	Acquire theoretical knowledge of machinery safety principles, essential safety design measures, and proper estimation of risks
Actual equipment training	Persons in charge of leading safety verifications on equipment	5 days	21	Acquire risk assessment skills based on ISO through group exercises	Develop an advanced ability to assess safety and verify machinery safety while using actual equipment for training purposes
Safety Assessor (SA) training	Persons seeking an advanced level of in-depth expertise in machinery safety	8 days	23 (15)	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 machinery safety
Middle Management Training	Newly certified management level persons and equipment related department leaders	1 day	115	Learn an overview of the concept of risk assessment and other related topics	Improve understanding of workplace safety and learn international standards and concepts related to machinery safety, the need for engineer ethics, and the concept of risk assessment
Explosion and fire prevention training	Equipment engineers who manage equipment with explosion and fire risks involving dust and vapor	3 days 2 days	60	Develop engineers who acquire knowledge of explosion prevention to help prevent explosions and fires at production sites	Two courses consisting of basic knowledge of explosions and fires and an overview of explosion prevention technology, and combustion safety training that includes practical handling of actual burner control equipment
Occupational Safety and Health Management System (OSHMS) training	Newly appointed supervisors, newly appointed safety and health promoters, newly appointed internal audit committee members, and others as needed	1 day	157	Understand the Occupational Safety and Health Management System and actively promote safety and health activities to prevent accidents	Status of occupational accidents, basics of Occupational Safety and Health Management System, safety and health regulations and company rules, and risk assessment exercise

### Cumulative number of participants in equipment training related to safety and health



### Cumulative number of participants in Occupational Safety and Health Management System training



\* The figures for the fiscal years ended March 31, 2024 and March 31, 2025 have been corrected due to errors.

## Initiatives

### Initiatives for Health and Productivity Management

#### Initiatives Aligned with the Grand Design for Health and Productivity Management

##### Main Initiatives of the “Three Pillars”

##### ■ (1) Individual: From protecting health to “creating” health

Honda’s vision of health is a state where one maintains a good balance between mind and body and can fully commit to maximizing their potential with a positive attitude. To support individuals, Honda has introduced a 24-hour online consultation and medical service.

Additionally, Honda has evolved its health guidance, which serves as a follow-up to health checkups, moving beyond responding solely to illness or discomfort toward realizing lifetime health (wellness and well-being). This evolution includes “Wellcom” (health consultations), where associates engage in continuous dialogue with occupational health staff to design their envisioned state of health.



Scene from a health consultation

##### ■ (2) Workplace: Focus on the individual

Honda does not view health as solely a personal responsibility, but positions it as a workplace issue. In two-way communication sessions where organizational policies and individual aspects such as roles, action goals, and career development are mutually aligned between members and supervisors, Honda supports safety considerations and autonomy regarding health, and places importance on dialogue that fosters mutual understanding.

Honda also promotes the creation of a work environment where associates can work with joy despite various constraints, such as illness, disabilities, or the balance between medical treatment and work.

For example, to address women-specific health issues, Honda has established the Women’s Health Room, where associates can consult with internal and external specialists. Additionally, Honda conducts seminars and roundtable discussions for managers to foster awareness and cultivate a supportive workplace culture.



Training on women’s health issues

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

Honda has incorporated the practice of health and productivity management (well-being) into its Safety and Health Policy and works as a company to promote various initiatives with the aim of eliminating the number of people suffering from mental health issues.

For smoking cessation and the prevention of unwanted secondhand smoke, Honda promotes improvements in the internal environment by continuing to thoroughly enforce smoking bans during working hours and providing support for associates willing to quit smoking.

As part of its welfare benefits, Honda offers an app to support health consultations and medical services, enhances health-related seminars, provides points through the health insurance association based on daily step counts, and subsidizes costs for fitness and sports facility use, participation in sports events, and the purchase of sports equipment. Through these and other efforts, Honda creates an environment where associates can proactively engage in health-building activities.

## Initiatives

### Recognition as One of the 2026 Outstanding Organizations of KENKO Investment for Health

In the 2026 Outstanding Organizations of KENKO Investment for Health recognized by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, Honda was recognized as one of the White 500 awarded to the top 500 enterprises in the Large Enterprise Category.

Honda believes that this achievement reflects its emphasis on creating an environment in which each and every associate is able to work safely and to the best of their ability in both physical and mental health, as well as its efforts to implement health and productivity management based on the principle of “No safety, no production,” through coordination across the individual, workplace, and management levels.

This approach leads to the embodiment of Honda’s unique value creation—it is lively workplaces that give rise to quality products which bring a sense of joy to customers.



### Initiatives 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 for Mental Health and Roundtable Discussion with External Experts

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 promotes activities in cooperation with the Company-wide Safety and Health Committee. At each business site, Honda implements activities tailored to local realities, focusing on



Roundtable discussion

the five key pillars of “preventative education,” “improving work environments,” “checking stress levels,” “enhancing counseling programs and strengthening collaboration with medical institutions,” and “support for those returning to work.” 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, Honda has designated improving mental health issues as the top priority in occupational health. To this end, Honda held a roundtable discussion involving the chairperson of the Company-wide Safety and Health Committee (Director, Executive Vice President and Representative Executive Officer), occupational health professionals, and external experts.

### Strengthening Recurrence Prevention of Mental Health Issues

Mental health measures include primary prevention (proactive prevention), secondary prevention (early detection and treatment), and tertiary prevention (recurrence prevention). While continuously implementing primary and secondary prevention, Honda places particular emphasis on tertiary prevention, or recurrence prevention.

Honda places the highest priority on enabling associates who once experienced mental health issues to recover their health and return to a state in which they can work with joy again. To this end, Honda has established a system at each business site to respond to various circumstances, such as differences in work environments and working arrangements, the period immediately after employment, and changes in organizational structure.

Through these initiatives, Honda aims to prevent the recurrence of mental health issues and provide an environment in which even more associates can work continuously, thereby leading to improved productivity of the Company as a whole.

## Initiatives

### Initiatives for Occupational Safety and Health and for Health and Productivity Management (Overseas)

#### Global Safety and Health Structure and Roles

Honda promotes safety activities centered on occupational safety, equipment safety, and explosion and fire prevention through a three-tier structure consisting of global, regional, and site levels. Through coordination across these tiers, with each tier fulfilling its respective role, Honda aims to enhance safety levels and prevent risks at sites worldwide.

#### Global Safety Management

The global safety management function is responsible for overseeing safety activities across Honda.

It promotes initiatives related to occupational safety, equipment safety education, and explosion and fire prevention, while also providing regional support and developing human resources. In addition, it enhances safety activities in each region and at each site through responses in the event of accidents, as well as the horizontal deployment of evaluations and their results at the global level.

Furthermore, it supports the deployment of initiatives to achieve safety management targets and enhance safety levels in each region, while also promoting company-wide sharing of safety issues and improvement activities by holding global safety conferences.

#### Regional Safety Management

Based on the Global Policy, the regional safety management function promotes and supports safety activities at each site within the region. It provides regional support for prevention activities and is responsible for the management and horizontal deployment of accident information within the region.

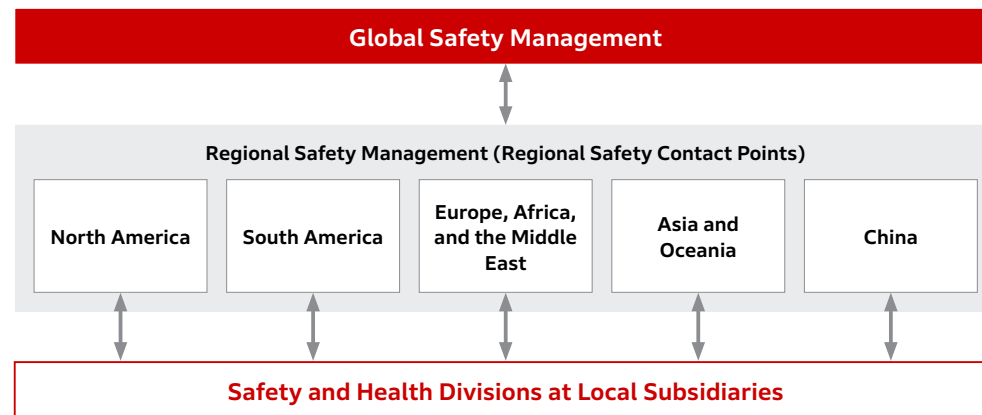
In addition, it implements regional safety management in accordance with global safety standards and takes corrective actions for unmet items. It also enhances safety levels across the region by holding regional safety conferences and participating in global safety conferences.

#### Local Subsidiaries and Safety and Health Divisions

Each site conducts education and prevention activities, and collects and shares accident information.

It also investigates the causes of accidents and develops measures to prevent recurrence, horizontally deploying this information across the region and globally to prevent similar incidents. In addition, in the event of an accident or fire, it promptly reports to the regional safety management function, contributing to information sharing and the strengthening of countermeasures at the global level.

#### Global safety and health structure



# Initiatives

## Safety and Health Activities in Overseas Regions

### China Region

#### Cross-verification of Safety Culture

Honda conducts inter-site safety verification to assess the safety culture at each site. Honda aims to improve the safety culture across the China region.



### North America Region

#### Fire Response Drills for Battery-equipped Vehicles

At each site, Honda conducts firefighting drills assuming battery fires associated with the production of electric vehicles.



### Europe, Africa, and Middle East Region

#### Health Support Activities

Honda holds a safety and health week to support associates' health through activities such as understanding their own body age and holding sports events.



### Asia and Oceania Region

#### Equipment Safety and Risk Assessment Education

Honda educates representatives of the safety and health divisions at each site on the importance of equipment safety and risk assessment and implements horizontal deployment within each site.



### South America Region

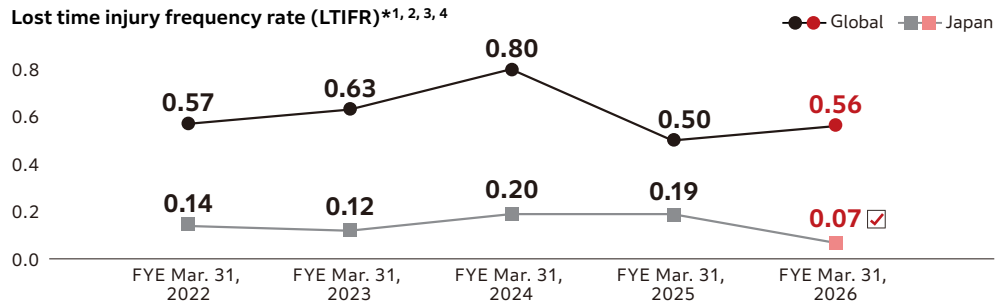
#### Hazard Experience Drills

Honda creates devices that simulate actual hazards that can occur on-site. Using those devices, Honda provides education, mainly for new associates, to experience those hazards.



## Metrics and Targets

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



Changes in the number of work accident fatalities (cases)\*4

	FYE Mar. 31, 2022	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Global	1	0	0	0	1
Japan	0	0	0	0	1 ✓

\*1 Global LTIFR (Lost Time Injury Frequency Rate): The number of lost time injuries per 1,000,000 total working hours across Honda Motor Co., Ltd. production operations, covering 5 sites in Japan and 60 overseas sites.

\*2 Domestic LTIFR (Lost Time Injury Frequency Rate): The number of lost time injuries per 1,000,000 working hours across Honda Motor Co., Ltd. companies to which the labor agreement applies.

\*3 Including accidents similar to daily life (trips, falls, and missteps)

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

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

Trends in indicators of health management activities

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Score for subjective view of health*1	3.47	3.45	3.47
Score for commitment to health*2	3.64	3.61	3.66

• Scope of aggregation: 5 companies\*3

• Average score on a 5-point scale for responses to the following questions in the associate survey:

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

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

\*3 The following 5 companies covered by 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

Stress check participation rate (%)

	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
Japan	94.9	94.3	94.6

• Scope of aggregation: 5 companies

• Calculation: Number of participants ÷ Number of full-time associates employed as of July 1

# 3



## Social

### Workers in the Value Chain

## Basic Approach

### Human Rights in the Supply Chain

Honda has formulated the Honda Human Rights Policy to fulfill its responsibility to respect the human rights of stakeholders affected by its business activities. Honda also works to ensure that all business partners, including suppliers and dealers, understand this policy and collaborate to resolve issues together.

**Honda's Human Rights Initiatives Framework** → p. 70

**Honda Human Rights Policy** → p. 71

## Initiatives

### Human Rights Initiatives

Honda upholds the Honda Human Rights Policy and promotes respect for human rights throughout its corporate activities.

As part of the initiative, the Company shares the Honda Supplier Sustainability Guidelines with its suppliers, which cover international human rights requirements, such as the prohibition of child labor, forced labor, compliance with working hours, guarantee of a living wage, and dialogue with employees, among other things, and requires them to comply with the Guidelines.

Honda asks that the Guidelines be implemented throughout the entire supply chain via its primary suppliers.

Honda also verifies the status of its suppliers' human rights-related efforts through ESG surveys utilizing third-party organizations.

Using the surveys to check the status of necessary systems and evidence of initiative implementation, the Company identifies risks and requests improvements.

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

**Supply Chain Management** → p. 185

Social

**Consumers and End-users**

**Safety**

Quality

Information Security

## Governance

### Process for Implementing Initiatives

Honda develops effective measures for each region, constructs traffic collision reduction scenarios, manages the progress of these measures, and monitors the number of fatalities.

Honda also conducts early analysis of potential collision risks 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.

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 and KPI), is conducted at the Safety Strategy Committee (a cross-departmental committee), where safety strategies are discussed and aligned with Business Operations. Important matters are reported to the Executive Council, where discussions are held by management members.

## Strategy

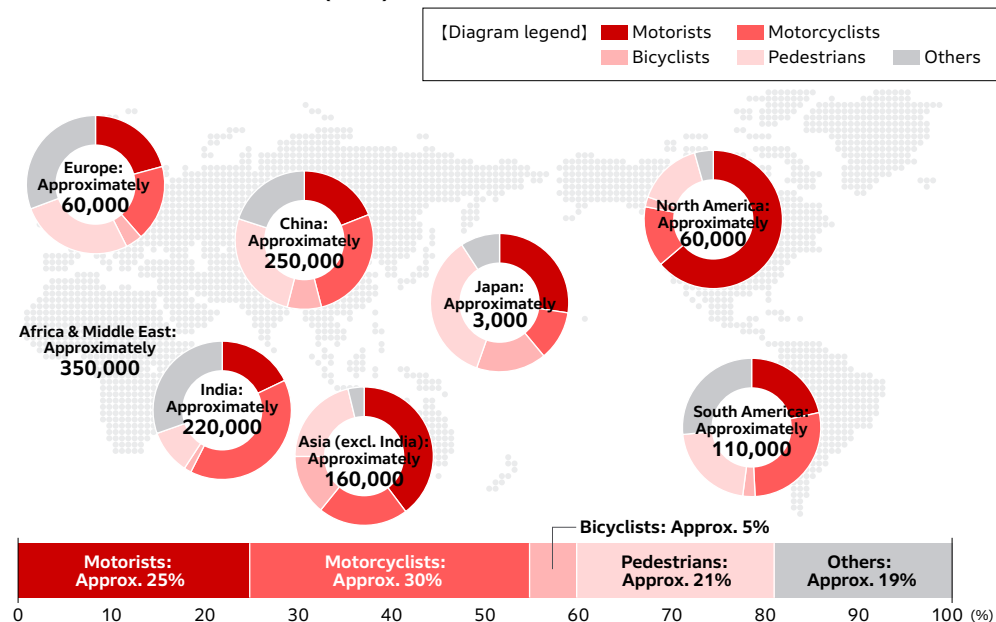
### Environment Recognition

Global road traffic fatalities remain a serious issue, with approximately 1.19 million fatalities annually. By road user type, automobiles account for about 25%, motorcycles about 30%, cyclists about 5%, and pedestrians about 21%. Regionally, Southeast Asia accounts for about 28% and Africa about 19%\*, indicating particularly high proportions and highlighting the crucial need to address the safety of vulnerable road users such as motorcyclists and pedestrians in emerging countries.

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.

\* Source: WHO Global status report on road safety 2023

Global traffic accident statistics (WHO)



\* Source: Honda's own estimates based on the WHO Global status report on road safety 2023

# Strategy

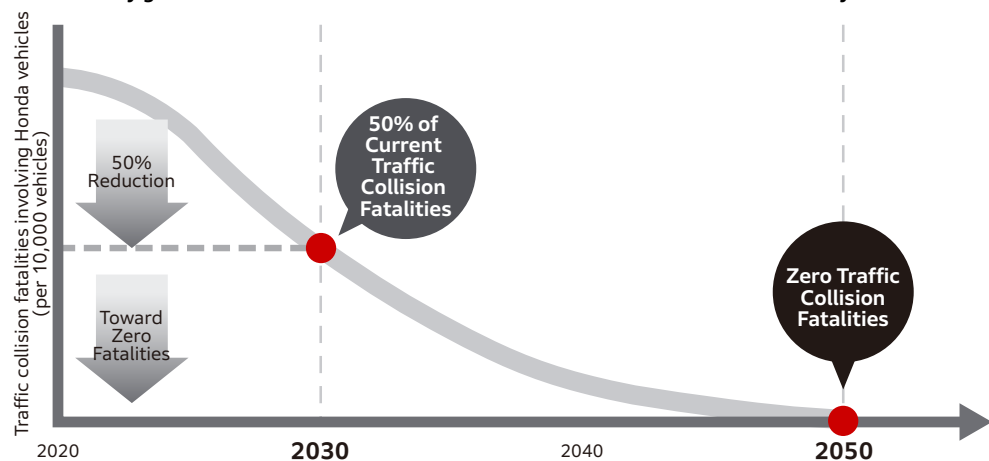
## Honda's Vision

Honda aims for zero traffic collision fatalities involving Honda motorcycles and automobiles\*1 globally by 2050. As a milestone, Honda targets to halve the number of traffic collision fatalities involving its motorcycles and automobiles worldwide by 2030 compared to 2020 levels\*2. This includes not only new vehicles but all registered Honda motorcycles and automobiles on the market.

\*1 Traffic collision involving Honda motorcycles and automobiles (rider, driver and passengers), as well as pedestrians and bicycles and 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).

\*2 Halve the number of traffic collision fatalities per 10,000 vehicles involving Honda motorcycles and automobiles worldwide by 2030 compared to 2020 levels.

Honda safety goals scenario toward the realization of "zero traffic collision fatalities" by 2050



Honda has set "achieving a zero traffic collision society" as one of its important non-financial issues. As a key goal indicator (KGI) for tracking progress, Honda has adopted "traffic fatalities involving Honda automobiles in Japan and the United States" and is advancing efforts toward achieving the quantitative target (Not disclosed).

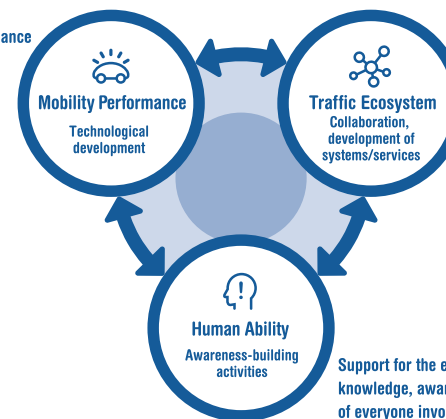
The focus is on these two countries due to insufficient accumulation of manufacturer-specific traffic collision data in other countries. The reason for limiting the scope to automobiles is the lack of data for certain types of motorcycles. However, Honda's safety efforts are not limited to these regions nor to vehicle types. Within Honda, the number of traffic 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.

## 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 Honda's 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, Honda's three elements of safety are established as material issues to be addressed.

### Honda's three elements of safety

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



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

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

# Strategy

## Toward 2030

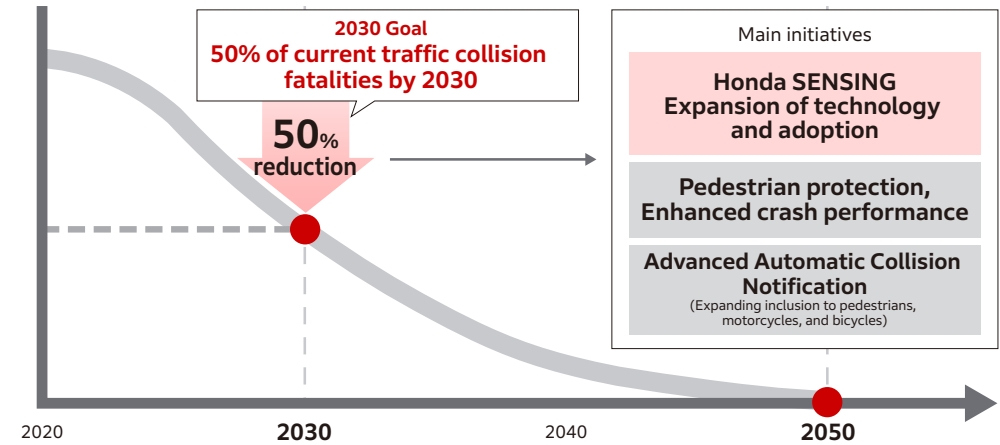
A key challenge toward 2030 is reducing fatal collisions involving motorcycles in emerging countries. To address this issue, Honda will actively develop instructor training programs, corporate training at Traffic Education Centers\*, and schools for individuals under "Human Ability (awareness-building activities)." Under "Mobility Performance (technological development)," for motorcycles, Honda will expand the adoption 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 emerging countries and "Honda SENSING 360" in developed countries, tailored to the local realities of each region.

Under "Traffic Ecosystem (collaboration, development of systems/services)," Honda is strengthening its collaboration with international organizations such as the United Nations in relation to traffic safety. Honda 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.

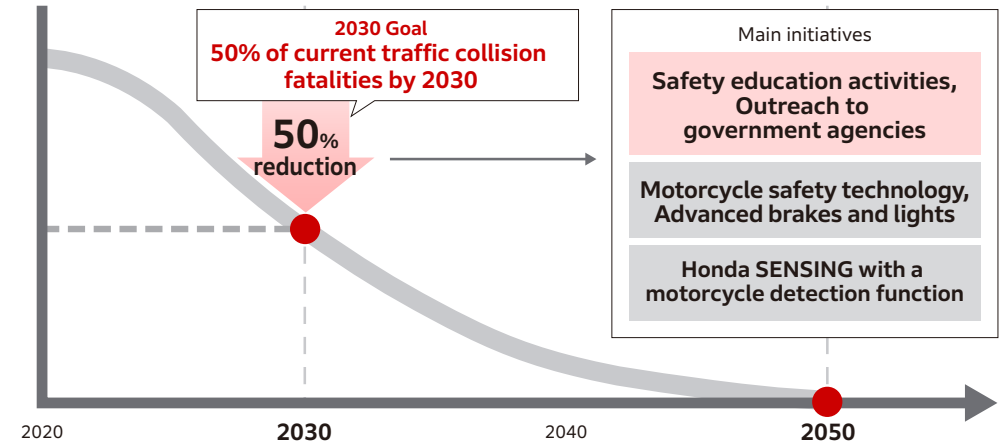
\* Honda facilities where internal and external traffic safety instructors are trained and safe driving education is provided to corporations, schools, and individual customers.

### Scenario for halving the number of traffic collision fatalities by 2030

#### Developed countries - Automobiles



#### Emerging countries - Motorcycles



## Strategy

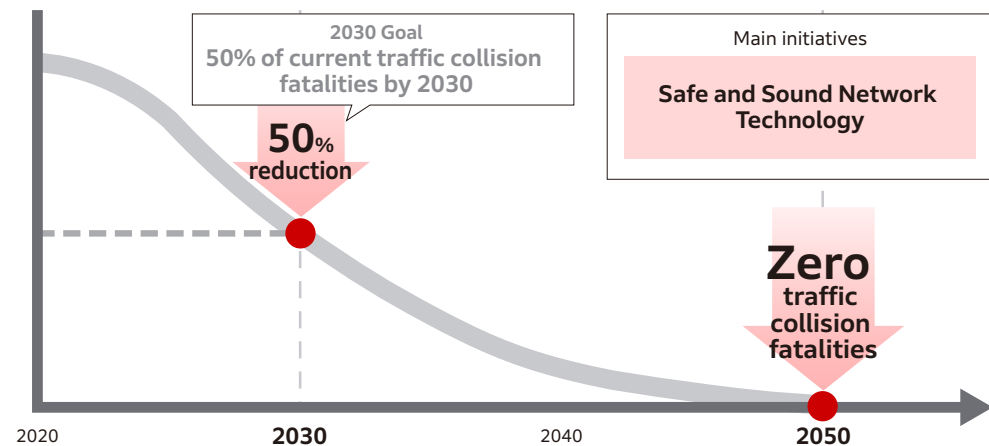
### Toward 2050

A major challenge for 2050 is to reduce traffic collision fatalities among pedestrians, bicyclists, motorcyclists, and other vulnerable road users. To address this challenge, Honda will accelerate efforts related to the “Traffic Ecosystem (collaboration, development of systems/services).”

Specifically, Honda will promote research and development relating to Safe and Sound Network Technology and standardization of technologies for social implementation.

Safe and Sound Network Technology provides information through telecommunications to help all road users prepare for and avoid the risks of collision before they occur.

#### Scenario toward the realization of “zero traffic collision fatalities” by 2050



## 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 mean that lifestyles that can be maintained without physical movement are becoming 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” serves as the foundation for such a society.

Honda’s “Safety for Everyone” reflects its commitment to pursuing safety personalized to each individual and the belief that the accumulation of individual safety leads to overall social safety. Historically, Honda has pioneered new technologies in the world without waiting for societal demand, 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

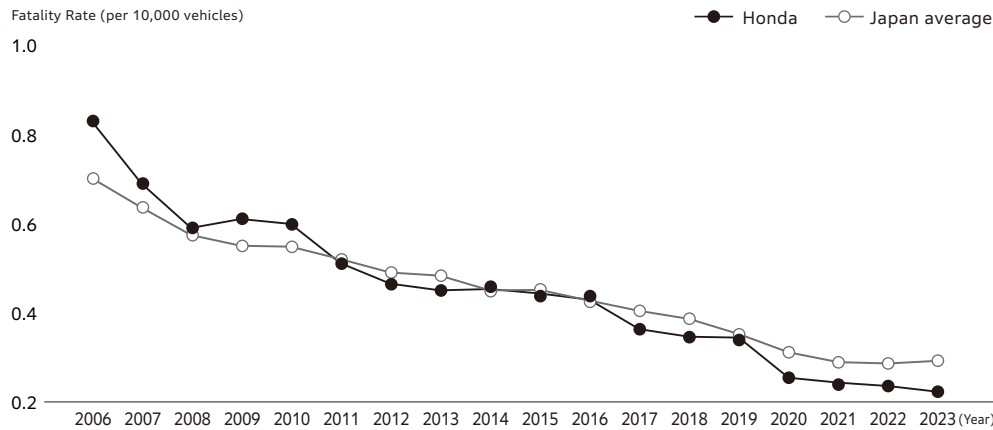
Honda wants to build a collision-free society where not only drivers and riders but everyone sharing the road can safely and confidently enjoy the freedom of mobility

# Metrics and Targets

## Traffic Fatalities Involving Honda Automobiles in Japan and the United States

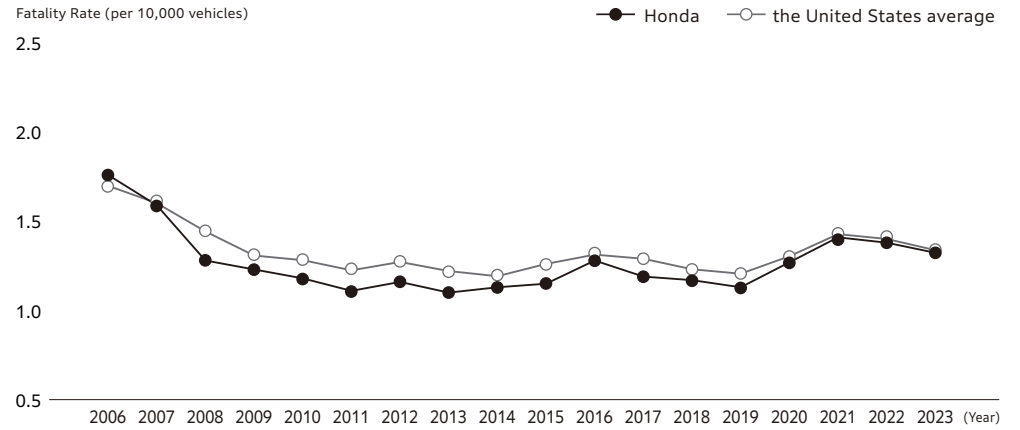
Management Indicator	Scope	Target	
		Fiscal Year Ended March 31, 2026	Fiscal Year Ending March 31, 2031
KGI Traffic fatalities involving Honda automobiles in Japan and the United States	Automobiles (Japan and the United States)	(Not disclosed)	

Trends in fatality rates involving automobiles per 10,000 registered vehicles in Japan



Source: Honda's analysis based on data from 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



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).

## Metrics and Targets

### Advanced Safety Technology Application Rate

Management Indicator	Scope	Target		Results	
		Fiscal Year Ended March 31, 2026	Fiscal Year Ending March 31, 2031	Fiscal Year Ended March 31, 2026	
KPI Advanced safety technology application rate	Motorcycles (emerging countries)*1	Advanced Braking (ABS/CBS)		100%	91%
	Automobiles (developed countries)*2	Honda SENSING (Honda SENSING 360)	(Not disclosed)	100% (100%)	95% (1%)
	Automobiles (emerging countries)*3	Honda SENSING		100%	71%

\*1 Representative measurement countries: India, Indonesia, Vietnam, Thailand, and Brazil

\*2 Japan, the United States, China, and Europe

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

## External Evaluations

### Third-Party Evaluations

In 2024, 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\*2.

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 has become the first company in the automotive industry to undergo audits for both ratings and has received the highest rating, 3 stars, 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 international organizations and contribute to solving the issues of the mobility society.

\*1 Fédération Internationale de l’Automobile

\*2 This evaluation of Honda covers operations related to the production and sales of motorcycles and automobiles in Japan.



## Mobility Performance: Technological Development

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 promoting the evolution and application of 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 KPIs for advanced safety technology application rates, including Honda SENSING 360 for automobiles in developed countries\*<sup>1</sup>, Honda SENSING for automobiles in emerging countries\*<sup>2</sup>, and advanced braking systems (ABS/CBS) for motorcycles in emerging countries\*<sup>3</sup>, so as to set targets to ensure steady progress.

\*<sup>1</sup> Japan, the United States, China, and Europe

\*<sup>2</sup> Representative measurement countries: India, Indonesia, Malaysia, Thailand, and Brazil

\*<sup>3</sup> Representative measurement countries: India, Indonesia, Vietnam, Thailand, and Brazil

### Initiatives

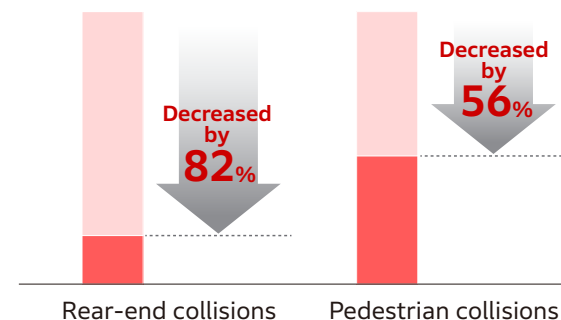
#### Honda SENSING: Expanding to Emerging Markets for Further Adoption

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\*, confirming the effectiveness of the system.

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.

\* 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). Honda's analysis based on data from the Institute for Traffic Accident Research and Data Analysis (ITARDA).

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



# Mobility Performance: Technological Development

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

Honda is working to evolve and expand the Honda SENSING 360 omnidirectional safety and driver-assistive system as an advanced safety technology to help prevent collisions.

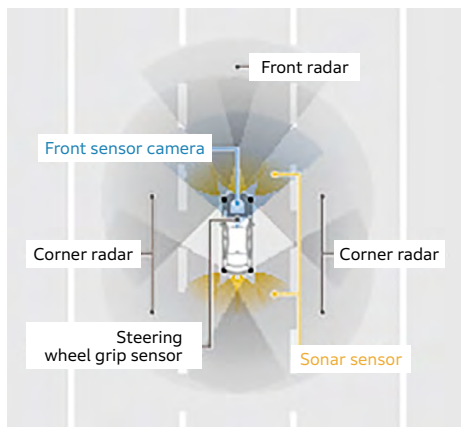
Honda SENSING 360 expands the sensing range to cover the entire area around the vehicle, in addition to the forward detection capabilities developed with previous Honda SENSING. This broader coverage helps address risks commonly encountered in everyday driving, such as cross traffic at intersections, pedestrians crossing during left or right turns, and approaching vehicles during lane changes. Multiple functions—including Collision Mitigation Braking System, Front Cross Traffic Warning, Cornering Speed Assist, Lane Change Collision Mitigation, and Active Lane Change Assist—work in coordination to support the driver’s situational awareness and driving operations. Honda SENSING 360 is currently installed in CR-V and ACCORD in Japan and China, and in vehicles such as Acura MDX in the United States.

Furthermore, based on Honda SENSING 360, Honda is developing a next-generation ADAS that supports driving operations along the entire route to the destination set in the navigation system, on both surface roads and expressways. In driving situations spanning urban areas,

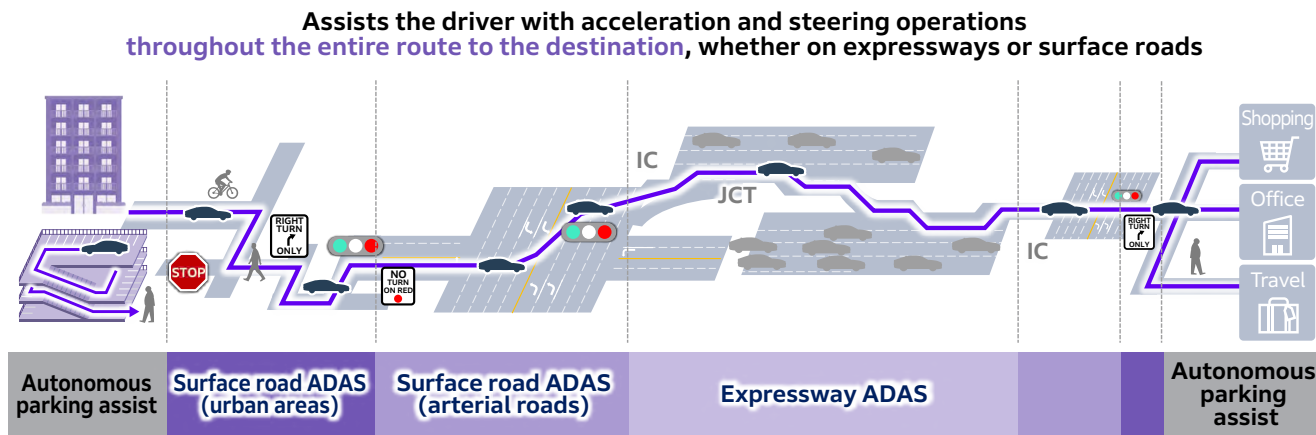
arterial roads, and expressways, the next-generation ADAS reduces driver workload and achieves more stable driving by appropriately assisting acceleration and steering operations while recognizing the surrounding traffic environment.

In addition to understanding the surrounding environment through ADAS sensors and cameras, this next-generation ADAS is planned to incorporate driver-assistance technology that adjusts the type of support provided based on traffic conditions and the driver’s state. On the premise that driving is primarily done by humans, the next-generation ADAS is designed to enhance safety in various traffic situations by complementing human judgment and operations.

Honda aims to realize support tailored to each individual driver by leveraging the knowledge it has cultivated through research into human cognition and behavioral characteristics. Through the rollout of Honda SENSING 360 across all models in developed countries and the phased introduction of next-generation ADAS, Honda will further enhance and expand the adoption of safety technologies.



Honda SENSING 360



Next-generation ADAS

## Mobility Performance: Technological Development

### Third-Party Evaluations

#### Activities in the Fiscal Year Ended March 31, 2026

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

#### Results of key third-party evaluations for automobiles\*1

Country/Region	Third-party evaluation	Models	Number of models*5	
Japan	JNCAP	5★	WR-V 2024	1/2
North America	IIHS*2 (U.S. models only)	2025 IIHS TOP SAFETY PICK+	Civic Hatchback 2025 / Accord 2025 / HR-V 2025 / Passport 2026	9/15
		2025 IIHS TOP SAFETY PICK	Civic Sedan 2025 / Pilot 2025 / Acura MDX 2025 / Acura ADX 2025 / Acura Integra 2025	
	U.S. NCAP*3	5★	Prologue 2025 / CR-V Hybrid 2025 / CR-V 2025 / HR-V 2025 / Civic Hatchback 2025 / Civic Sedan 2025 / Civic Si 2025 / Civic Sedan Hybrid 2025 / Civic Hatchback Hybrid 2025 / Odyssey 2025 / Pilot 2025 / Accord 2025 / Accord Hybrid 2025 / Passport 2025 / Ridgeline 2025 / Acura Integra 2025 / Acura MDX 2025 / Acura RDX 2025 / Acura TLX 2025 / Acura ZDX 2025 / Acura ADX 2025	21/21
	C-IASI*4	G (Good) ratings in the evaluation categories of occupant protection, pedestrian protection, preventive safety, and electrical safety for new energy vehicles	P7 2025	1/1
Asia / Oceania	TNCAP	5★	-	0/1
	KNCAP	5★	-	0/1
	Bharat NCAP	5★	-	0/1

\*1 Period for announcement of third-party evaluation results: April 2025 to March 2026 (JNCAP), and January to December 2025 (Others)

\*2 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.

\*3 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).

\*4 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). In this evaluation, the highest rating is achieved by earning four "G" (Good) ratings across the evaluation categories of occupant protection, pedestrian protection, active safety, and electrical safety for new energy vehicles.

\*5 Number of models that received the highest rating / number of models evaluated

## Human Ability: Awareness-Building Activities

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 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 safe 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.

### Approach

Based on these principles, Honda is evolving its traffic safety awareness activities. As of March 2026, Honda actively provides instructor training, corporate training at its Traffic Education Centers, and schools for individuals in 43 countries and regions worldwide, including Japan. Additionally, Honda collaborates with local businesses, schools, and Honda dealerships to provide traffic safety education programs tailored to all age groups, from children to the elderly. In the fiscal year ended March 2026, approximately 4.6 million people attended our educational programs.

Moving forward, in addition to in-person awareness activities, Honda will use technologies such as digital tools and generative AI to evolve toward “safety education customized for each individual” that is tailored to each person’s awareness, abilities, experience level, and physical capabilities.

#### Countries and regions engaged in traffic safety activities



# Human Ability: Awareness-Building Activities

## Initiatives

### Building Traffic Safety Awareness Across Generations

Honda believes that helping children understand traffic rules from an early age and recognize potential risks helps foster safe behavior. Based on this belief, Honda is committed to traffic safety awareness activities for children who will become future road users.

Specifically, in Vietnam, in light of the social environment in which motorcycles are the primary means of transportation, Honda is working with the National Traffic Safety Committee and the Ministry of Education and Training to donate certified helmets to all first-grade elementary school students nationwide and provide traffic safety training for parents and children.

In the United States, recognizing that traffic fatalities involving young people have become a serious social issue, we are working closely with local communities and related organizations to promote the “Honda Safety Driven” program. The initiative fosters responsible driving habits and greater awareness of traffic safety among students. Since launching in October 2023, the program has reached 1 million students nationwide, contributing meaningfully to safer communities.

Going forward, Honda will continue to address region-specific challenges through these initiatives while sustaining and expanding awareness activities for a wide range of generations, from children to the elderly, and contributing to a safer mobility society over the long term.



Certified helmet donation activities in Vietnam

### Strengthening Global Instructor Training

One of the key components of Honda’s safety awareness initiatives is its Traffic Education Centers. Traffic Education Centers around the world are expected to play an increasingly important role in improving safety in local communities.

To strengthen collaboration among our globally deployed Traffic Education Centers and further improve the overall quality of education, it is essential to maintain a consistently high standard across all locations and establish global standards. To achieve this, Honda is enhancing instructor training programs and establishing systems to continuously improve their skills.

To further enhance their activities, the Traffic Education Centers also strive to improve instructors’ safe riding and driving abilities as well as their instructional skills. As part of these efforts, they held the Safety Instructor Competition in the Asia and Oceania region and in China, where it was held for the first time this fiscal year. In this competition, each region implements initiatives tailored to the specific priorities of each year. Through initiatives such as improving instructors’ riding and driving skills, enhancing their ability to provide practical guidance to customers, and sharing effective practices among participants from different countries, the competition helps enhance future safety awareness initiatives and strengthen instructor motivation.



Scenes from instructor training

## Human Ability: Awareness-Building Activities

### Strengthening Delivery Rider Awareness Activities Through Collaboration with Other Companies and Government Authorities

As the number of motorcyclists increases with the rapid expansion of delivery demand, Honda is strengthening safety awareness activities for riders in collaboration with companies and local communities.

As part of this effort, Honda supervised the production of interactive video learning materials for delivery riders of Uber, a company operating mobility and delivery service on a global scale. The materials have been distributed in 20 countries worldwide and have been viewed by more than half a million delivery riders.

In Japan, Honda also promoted greater safety awareness among delivery riders through webinars led by an instructor from Honda Traffic Education Centers.

Furthermore, in São Paulo, Brazil, Honda provides safety training programs for delivery riders tailored to local realities in collaboration with a major delivery service company and a nonprofit traffic safety organization. In Dubai, UAE, the Honda Africa and the Middle East Representative office (HAMER), Honda's regional base overseeing Africa and the Middle East, works with the Roads and Transport Authority to implement similar programs.

Going forward, Honda will continue to strengthen safety awareness activities in the delivery sector through initiatives tailored to the challenges in each country and region.



Interactive video learning materials for Uber delivery riders

### Introducing Honda's Proprietary Technology, Intelligent Driving Circuit (IDC), in Singapore

In January 2026, Honda announced that it will introduce its next-generation driver training and testing platform (currently under development)—the Intelligent Driving Circuit (IDC)—at the Singapore Safety Driving Centre (SSDC), a Honda-affiliated driving school in Singapore.

The IDC incorporates Honda's proprietary safe-driving assessment technology, Driving Style Proposal (DSP), which enables the system to automatically and consistently evaluate a trainee's driving skills without requiring an instructor to be present at all times.

By providing objective, data-driven feedback based on assessment results, the platform helps learners improve their driving proficiency more efficiently and systematically. Through the deployment of IDC, Honda aims to standardize the quality of traffic safety education in Singapore and contribute to addressing the growing challenge of driving-instructor shortages.



IDC system configuration

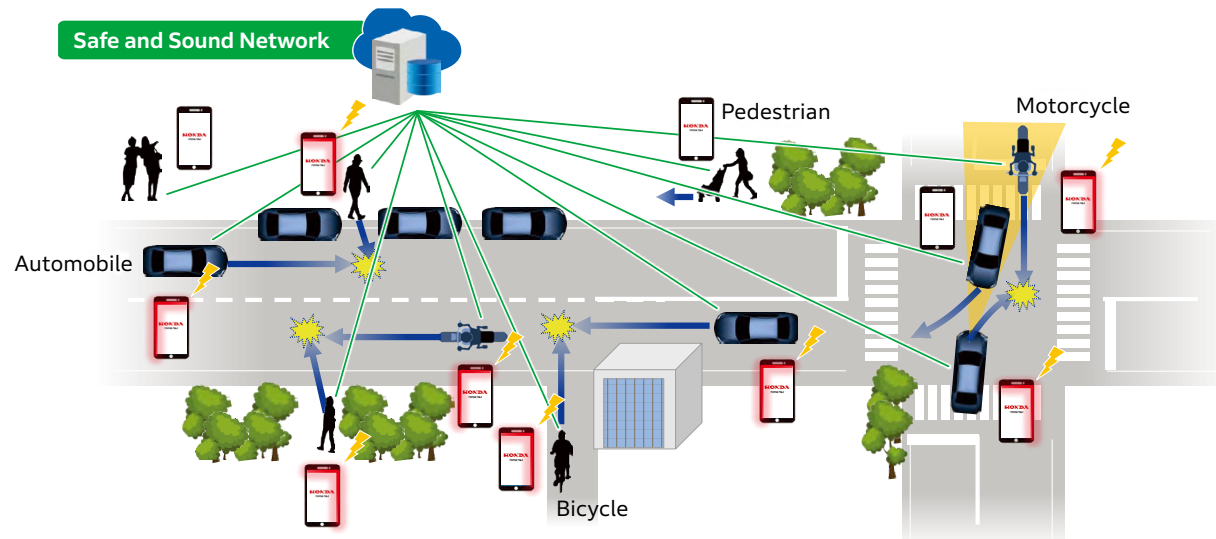
## Traffic Ecosystem: Collaboration, Development of Systems/Services

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 various factors such as weather, congestion, and traffic jams. Honda believes that preventing collisions in these conditions requires smooth interactions, considering the movements and circumstances of each road user.

### Approach

In the future, ensuring the safety of everyone sharing the road, including vulnerable road users, will become increasingly important. For this reason, Honda is strengthening its collaboration with international organizations such as the United Nations toward the year 2030. Honda will support safety policies such as institutional reform, awareness activities, and infrastructure development by providing the knowledge and know-how accumulated 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 aggregates data collected from roadside equipment, in-vehicle cameras, smartphones, and other sources in the cloud to recreate the traffic environment in a virtual space. Based on the conditions and characteristics of road users, it predicts dangerous behavior and derives optimal information to help prevent collisions. This information is conveyed through interfaces such as voice-based conversational AI, and by prompting drivers and pedestrians to take evasive action before an accident occurs, it helps prevent collisions before they happen.



Safe and Sound Network Technology (conceptual image)

## 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 company in automotive industry 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 beneficiary countries. Honda and UNRSF have made emerging nations, particularly in Asia, as a focus area.

Regarding the traffic collision analysis in each selected beneficiary country, to enhance the effectiveness of initiatives taken to reduce traffic collision fatalities, Honda and other UNRSF partners will strive to establish a system for understanding the actual situations of traffic collisions and monitoring the effectiveness of road safety measures in each selected beneficiary 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 other UNRSF partners will, inter alia, clarify the types of data that should be collected, based on international best practice, and encourage each selected beneficiary 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.



#### Demonstration Tests through Industry-Government-Academia Collaboration for the Practical Implementation of Advanced Safety Technologies

In 2025, Honda participated in the Cabinet Office's Cross-ministerial Strategic Innovation Promotion Program (SIP) Phase 3 and conducted demonstration tests in Tsukuba City, Ibaraki Prefecture, to prevent traffic collisions. As part of efforts toward the real-world deployment of Safe and Sound Network Technology, which enables road users to share risk information with one another, these tests verified a system in which road users, including not only drivers and riders but also pedestrians and bicyclists, use smartphones to share information that helps prevent collisions.

The results showed that advance alerts function effectively even on public roads in situations that are likely to lead to collisions, such as pedestrians suddenly entering intersections with poor visibility and overlooking motorcycles during right turns.

In SIP Phase 3, discussions have also begun on the organizations responsible for developing and operating platforms that will be essential for promoting the real-world deployment of various technologies, including Safe and Sound Network Technology.

Honda is promoting measures that address these issues and other initiatives that take institutional design and standardization into account in collaboration with industry, government, academia, and other related stakeholders.



Scene from demonstration tests conducted under the Cross-ministerial Strategic Innovation Promotion Program (SIP) Phase 3

# Traffic Ecosystem: Collaboration, Development of Systems/Services

## Initiatives

### Enhancing Road Infrastructure Management Through the Use of Vehicle Data

Since 2023, Honda has been conducting a demonstration project in collaboration with the Ohio Department of Transportation (ODOT) in the U.S. state of Ohio to enhance road infrastructure management.

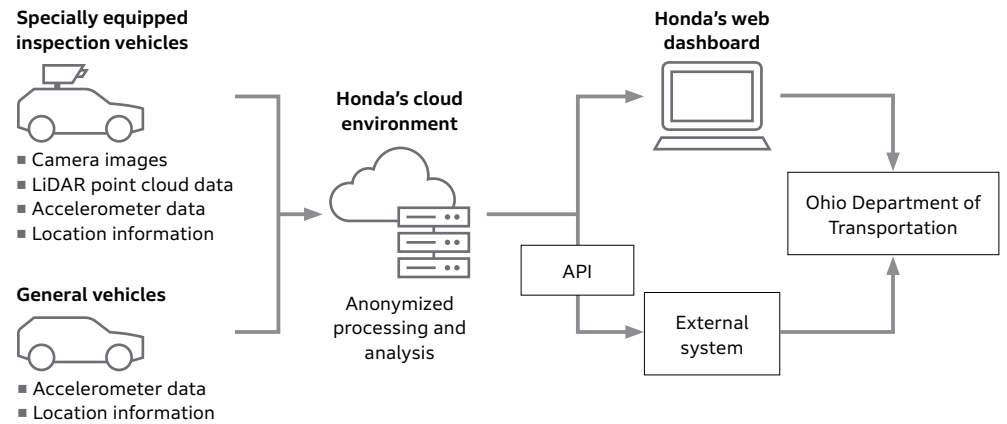
The project aims to evaluate the feasibility of using vehicle driving data to improve the efficiency and accuracy of road maintenance, as well as to apply these technologies to next-generation mobility.

In this project, large volumes of anonymized driving data collected from general vehicles are analyzed to comprehensively assess road surface conditions.

In addition, special inspection vehicles based on mass-production models and equipped with LiDAR and high-precision cameras are used to verify a system capable of detecting damage not only to pavement conditions but also to road signs, lane markings, guardrails, and other road infrastructure with high accuracy and in real time.

Through these initiatives, Honda aims to create new value in road infrastructure maintenance and management and, in the future, to contribute to more efficient road infrastructure systems that support the safe operation of automated vehicles.

**System configuration for the demonstration test aimed at enhancing road infrastructure and vehicle management in Ohio, the United States**



#### Inspection targets



Social

**Consumers and End-users**

Safety

**Quality**

Information Security

## Governance

### Quality Management System and Promotion Structure Underpinning “120% Product Quality”

#### 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 (➡ p. 139), 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, 2026, 55 of the 60 Honda production facilities had acquired ISO 9001 certification.

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

### Management and Sharing Through Global Quality-Related Meetings

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.



Global Quality Meeting

Regarding customer service, Honda has devised an action policy that focuses 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	Global Quality Meeting	3
		Global Motorcycle PP Quality Meeting	1
		Regional Quality Meeting	2
Aftersales business	Automobile	Global Chief Inspecting Engineer Meeting	1
		Global Quality Meeting	3
	Power products	Global Service Manager Meeting	1

## 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, 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 (of Buying, Selling, and 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 will work 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, in addition to ensuring the quality levels of its products and services provided to customers, Honda aims to provide reliable and safe quality at every stage of our customers’ journey with Honda products, in step with innovations in mobility and lifestyle. Through this pursuit of quality in each domain, Honda will evolve its activities to achieve an outstanding level of quality along the way.

# Initiatives

## Quality Control Training

With the aim of improving the skills of associates involved in quality assurance, Honda offers four levels of quality control training based on in-house qualifications and quality control responsibility levels (See the table below).

The Quality Control Junior (QC-J) Course and the Quality Control Foreman (QC-F) Course are conducted as foundational training at Honda’s sites worldwide, as well as at some suppliers. The Statistical Quality Control (SQC) and the Honda Quality Control Basic Course (HBC) are provided as specialized training at domestic sites. In particular, the HBC program spans eight months and places strong emphasis on developing quality management experts, including those from suppliers.

Through these training programs at each site based on G-HQS, Honda is creating an environment in which all associates can acquire and enhance the skills necessary to uphold Honda’s product quality across the organization.

### 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 Learn the basics of quality control techniques.	1 day
	QC Foreman (QC-F) Course	Targets: associates engaged in development, production, and quality duties Acquire the key quality control techniques and approaches required for robust quality assurance activities.	2 days
Specialized training	Statistical Quality Control (SQC)	Targets: associates whose principal responsibility is quality control and quality improvement activities Acquire the quality control techniques and approaches required for professional practice.	2 days
	Honda QC Basic Course (HBC)	Targets: associates responsible for the core of quality control activities Acquire skills to resolve difficult problems/issues with the aim of becoming quality control experts.	Total of 18 days

## 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, 2026, visits were made to a total of 90 sites around the world to directly communicate with associates (employees).



On-site inspection and a group photo (FYE Mar. 31, 2026)

# 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



# 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.

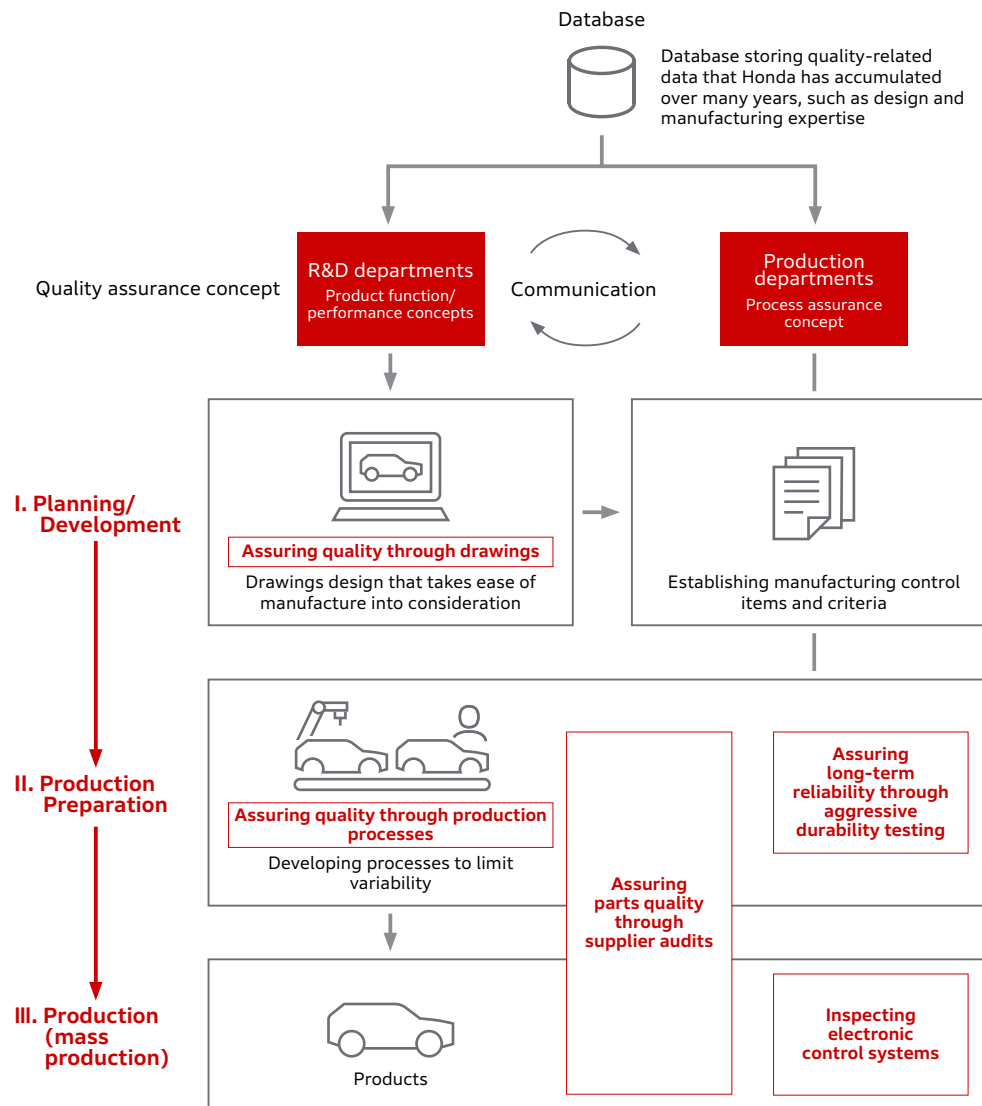
### Improving Planning/Development Activities

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)



## 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.

## 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

# 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



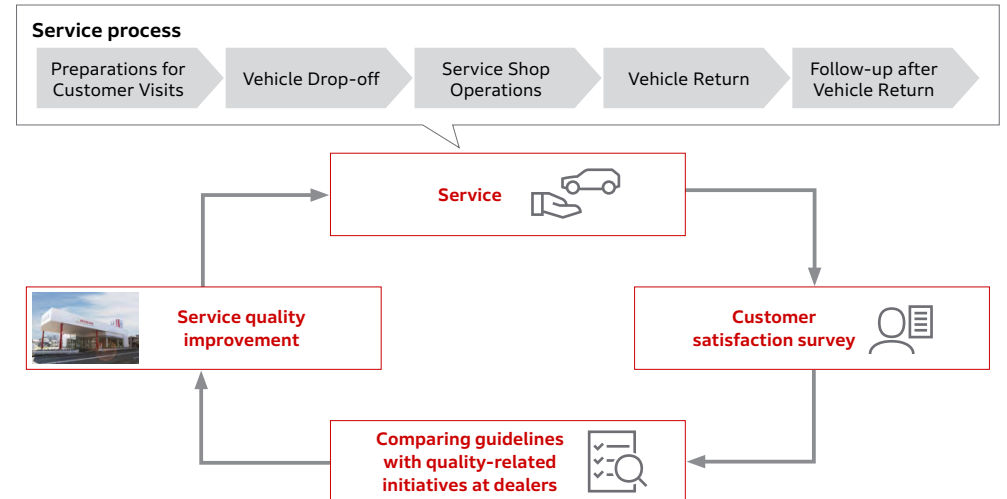
## Customer Satisfaction Survey

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, 2026, 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\*.

\* Survey by Honda as of March 2025

### Improving service operations through customer satisfaction survey



## 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 100,000 consultations from customers in the fiscal year ended March 31, 2026.

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/>

### 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. The Honda Total Care Premium connected 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.

In addition, in the Accord model equipped with Honda SENSING 360+, released in May 2025, the Driver Emergency Support System assists in safely slowing down and stopping the vehicle within its lane if the system determines that the driver is unable to continue driving due to a sudden health issue while driving. The system alerts surrounding traffic using hazard lights and the horn, and automatically connects to an emergency support center to assist with arranging services such as an ambulance.

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 2026

# Initiatives

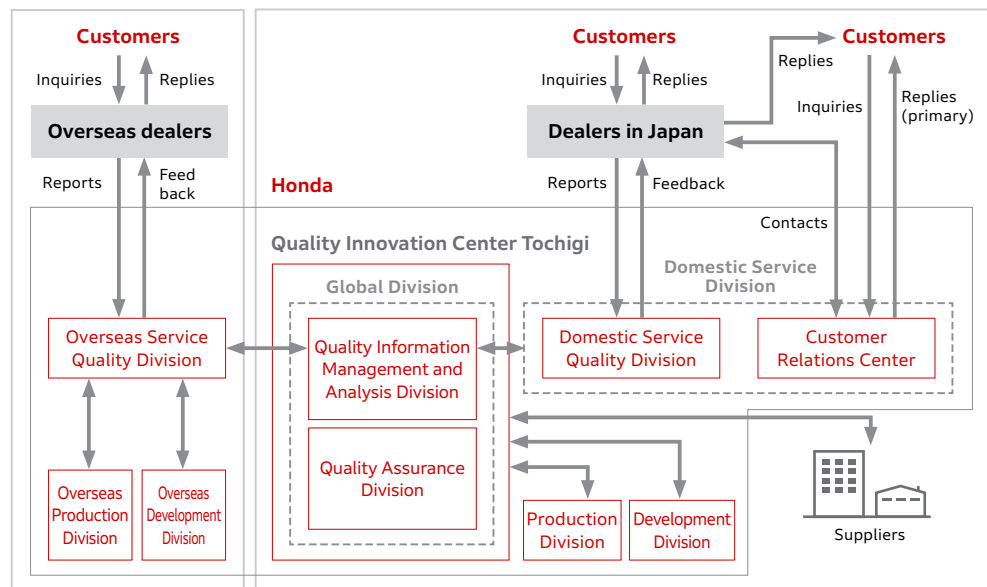
## V. Quality Information Collection/Analysis and Quality Improvement

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)

#### Overseas Japan

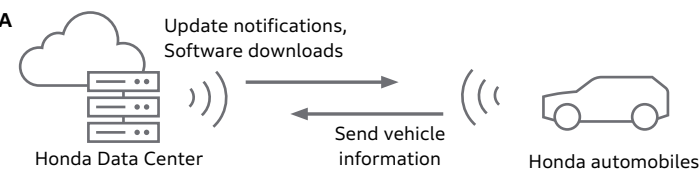


When a quality issue does occur, Honda works closely with development and production departments to identify the cause and implement countermeasures, while also appropriately assisting affected customers and taking action to prevent a recurrence. By leveraging big data and AI to further enhance these efforts, the Company will further accelerate its efforts to quickly resolve any quality issues that arise.

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.

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

#### Overview of OTA



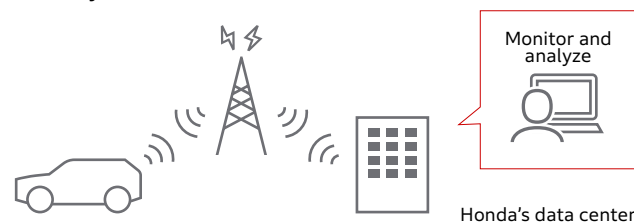
### Prediction System

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 utilizing this system to further provide customers with peace of mind.

#### Image of the prediction system



# Initiatives

## Quality Innovation Center Tochigi

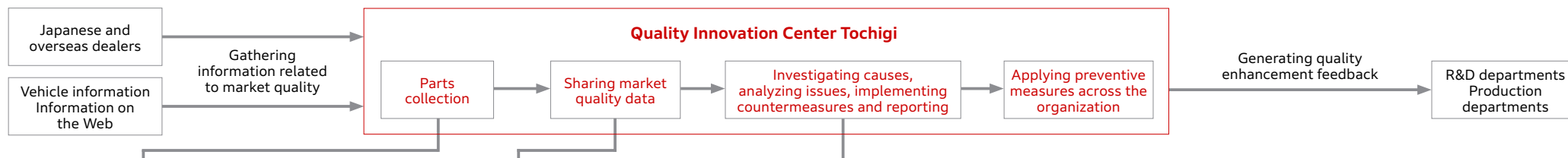
Quality Innovation Center Tochigi brings together all the key organizational components into a single facility, from the collection and analysis of market quality data to the consideration of countermeasures and providing quick and precise feedback to development and production departments.

## Quality Improvement Operation Process


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

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

### Quality improvement operation process




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




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




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



**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.

## Initiatives

### Critical Quality Issues Exhibition Hall Presents Examples of Key Quality Issues

A critical quality issues exhibition hall was established at the Quality Innovation Center Tochigi in 2009. 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, 2026, training was mainly provided online to about 2,300 participants. The targets include not only Honda associates but also suppliers, overseas distributors, and service division personnel.

In particular, training for associates involved in product design and development 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.



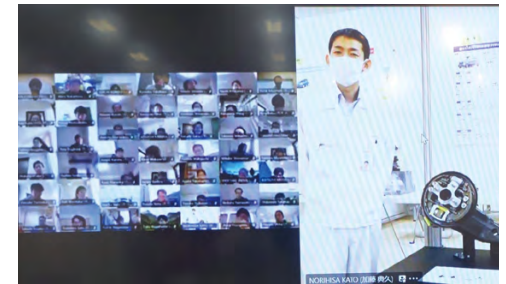
Rust on the body of a Honda Civic made in 1981



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



In-person training



Online training

# Initiatives

## Analysis in Partnership with Overseas Entities

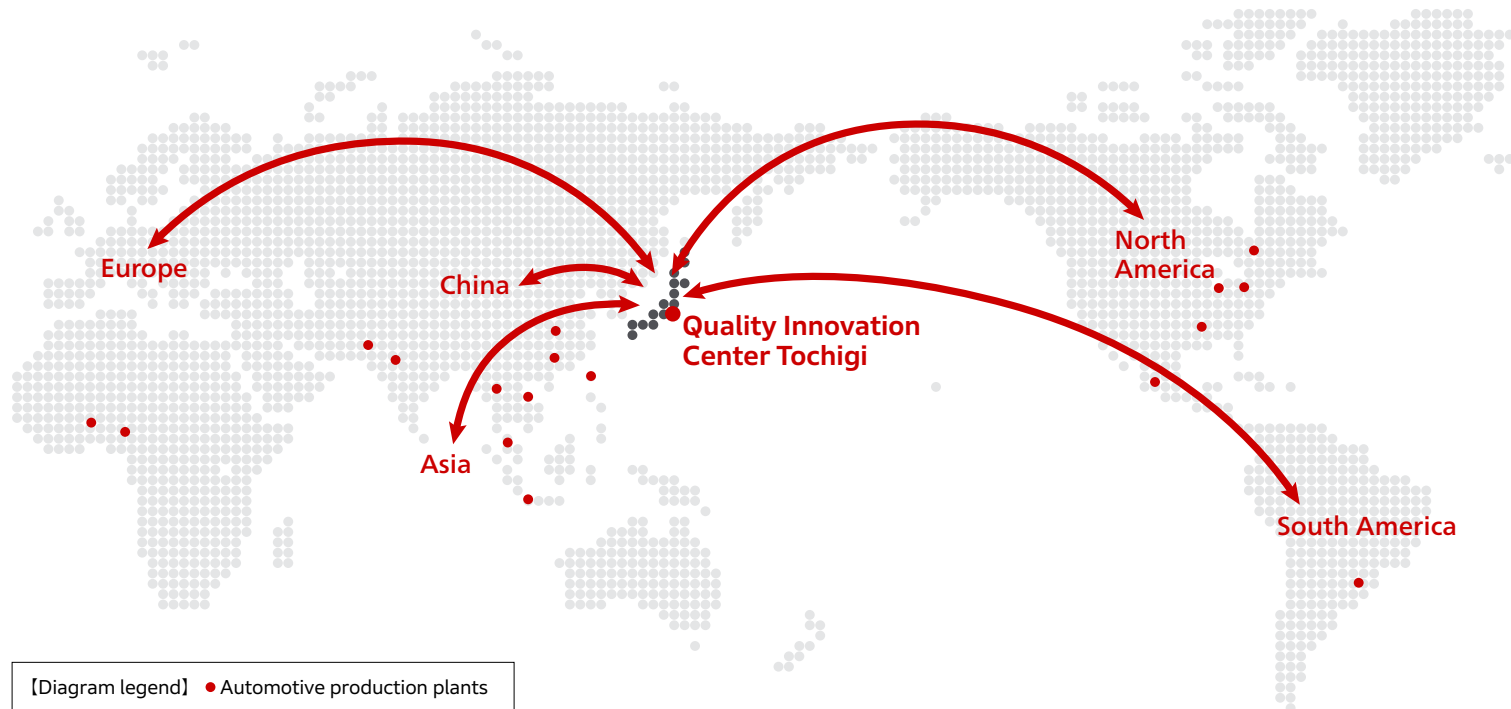
Overseas as well, production plants play a central role in promoting quality enhancement activities in collaboration with the Quality Innovation Center Tochigi.

When plants encounter a difficult market quality issue, the Center leads the investigation and analysis to ensure prompt corrective action is taken.



Quality Innovation Center Tochigi, Japan

### Working with automotive production plants



## Initiatives

### Handling Major Quality Issues When They Occur

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

As for recalls, a Global Quality Committee is quickly convened in accordance with G-HQS, and decisions concerning recalls are made 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 (FYE Mar. 31, 2026)

Segment	Times	Total units
Automobiles	25	1,102,477
Motorcycles	33	560,672
Power products	5	24,993

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

Social

**Consumers and End-users**

Safety

Quality

**Information Security**

## Governance

To strengthen governance in cybersecurity, Honda has established a new organizational structure, with the control function launched in the fiscal year ended March 31, 2025 serving as the secretariat, to comprehensively and agilely oversee both IT and product domains. This structure consists of the Global Cybersecurity Strategy Meeting, chaired by the Chief Officer of Quality Innovation Operations, and the Global Cybersecurity Committee, chaired by the head of the secretariat department. By enabling related departments to collaborate across organizational boundaries, Honda is accelerating processes from issue sharing to the formulation of response policies. Timely reporting and recommendations to management ensure operations that are directly linked to management decision-making.

## Basic Approach

In addition to Honda's diverse mobility offerings—motorcycles, automobiles, power products, and aircraft—the advancement of connected technologies is accelerating the convergence of products and IT. To continue delivering the new value created by these developments, Honda is strengthening robust protection against cyberattacks across all domains to ensure customer safety and peace of mind. To this end, everyone from top management to all associates recognizes cybersecurity as part of quality and puts appropriate measures into practice.

## Initiatives

In addition to the policies that were previously established separately for the IT and product domains, Honda has issued a new overarching policy based on ISO 27001. This enables the promotion of cybersecurity measures under unified standards across domains. By operating this new policy in tandem with the governance framework, the Company is able to respond swiftly to increasingly diverse risks associated with the expansion of its services.

### IT Security

Based on the Global IT Security Policy applicable across the entire Group, Honda defines security standards for business systems handling confidential and personal information, as well as production equipment systems and their underlying infrastructure. In addition to ensuring strict compliance by system administrators, the control function conducts annual monitoring (verification) of compliance, driving continuous improvement. Along with annual e-learning and training, Honda provides on-demand learning materials to deliver continuous security education. Furthermore, through its Security Operations Center (SOC), the Company monitors the Honda global network—including connected services—24 hours a day, 365 days a year, enabling risk mitigation and response.

### Product Security

In compliance with the UN Regulation on automotive cybersecurity (UN-R155) and the international standard (ISO/SAE 21434), Honda implements appropriate measures throughout the entire lifecycle—from development to disposal. In addition, by participating in Auto-ISAC in both Japan and the United States, the Company gathers the latest information on threats and vulnerabilities and maintains a system to continuously monitor their impact on its products. In the event that an issue arises in its products, Honda combines anomaly data detected on the vehicle side with reporting lines based on its quality processes to enable swift root cause analysis and corrective actions. Based on the Global Product Cybersecurity Policy, the Company has established a structured framework, ensures compliance across relevant departments, and conducts annual status reviews by the control function. Furthermore, this robust management system is being progressively expanded to Honda products beyond automobiles.

### Supply Chain

For consolidated subsidiaries, affiliates, and dealers with capital ties to Honda, efforts are made to maintain and enhance security levels by applying the Global IT Security Policy.

For business partners without capital ties, Honda strengthens risk management by, in Japan, utilizing the Automotive Industry Cybersecurity Guidelines established by the Japan Automobile Manufacturers Association and the Japan Auto Parts Industries Association to regularly assess the status of cybersecurity measures at partner companies. In North America, the Company supports the evaluation and improvement of suppliers' security levels.

# 3

## Social

### Social Contribution Activities

## Governance

### Honda's Global System for Social Contribution Activities

Based on its Global Policy for Social Contribution Activities, Honda engages in social contribution activities that value its bonds with local communities across the entire Group.

Honda has established systems to promote social contribution activities in each of the seven regions of the world. Regional contact points for social contribution activities are responsible for consolidating and sharing information, while local subsidiaries, foundations, and other organizations in each country take the lead in conducting social contribution activities.

Through this approach, Honda promotes social contribution activities that are tailored to the actual conditions and needs of each country and region, while taking maximum advantage of its resources.

Furthermore, to strengthen Honda's global networks, the Social Contribution Activities and Operations Office in the Corporate Affairs Division, Human Capital Unit, shares activity direction and gathers activity data in the seven regions worldwide.

When a large-scale disaster occurs, the Honda Group coordinates efforts globally to share information on the extent of the damage and each region's response initiatives, while promoting disaster relief activities tailored to local needs.

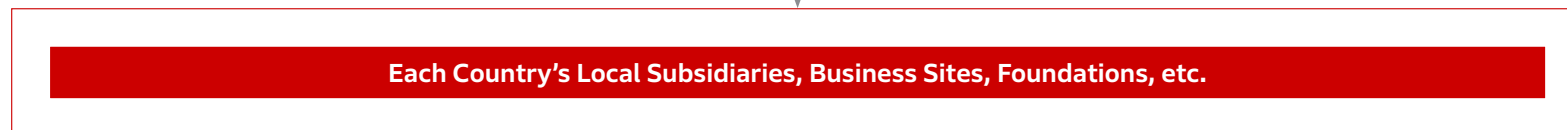
Going forward, Honda will continue, as a good corporate citizen, to work hand in hand with local residents to promote globally aligned social contribution activities, aimed at creating a society full of dreams for tomorrow.

#### Honda's Global System for Social Contribution Activities

##### Oversight



##### Implementation and Promotion



## Basic Approach

### Striving to Create a Future Society Full of Dreams

Since its founding, Honda has provided society and customers with a variety of joy by creating quality products and technologies. Beginning in the 1960s, shortly after its founding, Honda has been engaged in social contribution activities designed to strengthen ties with local communities, based on its idea that a company must be rooted in and integrated with the local community.

In 1998, to formalize this stance, 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 Philanthropic Initiatives to align the direction of its activities worldwide toward creating a society full of dreams for tomorrow. Furthermore, Honda revised the Policy in 2018 in light of changes in the times and environment.

Currently, under the four fields of activity: Supporting Our Youth for the Future, Protecting the Global Environment, Promoting Traffic Safety, and Addressing Local Community Needs, Honda is advancing a diverse range of social contribution activities tailored to the specific circumstances of each region. These activities are also aligned with Honda's 2050 goals, including achieving carbon neutrality across all products and corporate activities, as well as zero traffic collision fatalities. In its social contribution activities, Honda also strengthens initiatives to foster a mindset that values the environment, and to promote safety with a focus on people.

Based on its Fundamental Beliefs of "Respect for the Individual" and "The Three Joys," Honda will continue to further accelerate the proactive efforts of each associate and contribute to the realization of a society where we can share joy with people around the world.

### 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



## Initiatives



### Supporting Our Youth for the Future

#### Support for the Promotion of Equity in STEM Fields in Canada

In Canada, recognizing that the participation in STEM fields remains limited among certain communities, we support initiatives to amplify the voices and unlock the potential of all people.

As part of this effort, we supported an annual national conference hosted by Toronto Metropolitan University that aims to celebrate and foster inclusivity in STEM fields. This conference, attended by approximately 250 students, enhances the participation of diverse talent across STEM fields through interaction and collaboration among students and professionals.

To further promote equity in STEM fields, we also support programs such as the Black Youth in STEM (BYiS) program at Queen’s University. This program provides mentorship, financial support, and hands-on skill-building opportunities for Black youth, helping them make informed future pathway choices and develop their careers. We also support the Soaring Skills program in partnership with Skills Canada, which offers Indigenous youth opportunities to develop leadership skills and explore career pathways in technical fields.



Students participating in the conference hosted by Toronto Metropolitan University

#### Donation of Library Equipment and ICT Devices to Elementary Schools in Vietnam

In Vietnam, to foster children’s self-learning and reading habits, we have been conducting the Honda Library Equipment Donation Program since 2008.

Through this initiative, Honda aims to improve educational facilities and enhance the quality of learning by donating books for elementary school students, teaching materials and resources for teachers, as well as desks, chairs, bookshelves, and ICT devices.

In the fiscal year ended March 31, 2026, we donated equipment to a total of 35 elementary schools nationwide. This included the provision of library equipment to 12 schools with limited educational resources and the establishment of computer rooms at 12 other schools to promote digital learning in school education.

For the remaining 11 schools in areas severely affected by the 2025 floods, we donated library equipment to support their recovery and improve their learning environment.

To date, we have donated library equipment to a cumulative total of 143 elementary schools and provided support for the establishment of computer rooms at 17 elementary schools.



Children reading donated books



Computer room developed with our support

# Initiatives



## Protecting the Global Environment

### Honda Beach Clean-up Activity Conducted by the Honda Group Throughout Japan

In 2006, we launched the Honda Beach Clean-up Activity, 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 activity 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 the fiscal year ended March 31, 2026, we conducted the activity at 30 locations throughout Japan (28 prefectures) and collected approximately 25 tons of trash. We also cooperated with a reconstruction support event at Mitsuke Beach in Suzu City, Ishikawa Prefecture, which suffered tsunami damage in the 2024 Noto Peninsula Earthquake.

Originally initiated by our associates and former associates, the activity has now expanded its circle of cooperation to include the entire Honda Group and local residents across the country, with more than 7,000 participants per year. To date, the activity has been conducted 484 times on beaches throughout Japan, and the total amount of trash collected has reached approximately 592 tons.



Verification to reduce environmental impact through the trial introduction of Honda's small electric mobility vehicle



Activity at Mitsuke Beach in Suzu City, which suffered tsunami damage

### Long-term Afforestation project in the Inner Mongolia Autonomous Region and Mangrove Ecological Protection Project

The Honda Group in China has continued Afforestation project since 2008 in the Inner Mongolia Autonomous Region, where severe desertification has progressed due to population growth and overgrazing.

This initiative aims to increase forest area, prevent water and soil loss, and improve the local ecological environment. In the fiscal year ended March 31, 2026, approximately 60,000 saplings were planted. To date, a total of 65 million CNY has been invested, with approximately 2.13 million saplings planted and a greening area exceeding 16.33 million square meters.

We are also collaborating with external organizations to implement a mangrove ecological protection project in Wenchang, Hainan, and Zhanjiang, Guangdong. In addition to biodiversity conservation, this project undertakes full-process development of blue carbon, which incorporates a comprehensive approach to blue carbon development, including the measurement and accounting of carbon absorbed and stored in mangrove ecosystems. Through this effort, we aim to achieve both ecosystem restoration and climate change mitigation and establish a system for a sustainable cycle of conservation activities.

Phase 1 (2023–2027) plans to conserve approximately 1.2 million square meters or more of mangroves, and to date, more than 660,000 square meters of mangroves have been protected and planted.

This mangrove ecological protection project was selected by the Environmental Education Center of the Ministry of Ecology and Environment of China as a 2025 Business and Biodiversity Conservation Best Practice. The project was also successfully included in the 2025 United Nations Ocean Conference's "Blue Partnership" Outstanding Cases of Marine Ecological Protection and Restoration.



Inner Mongolia Autonomous Region, 18 years after Afforestation project began



Planting mangrove saplings

# Initiatives



## Promoting Traffic Safety

### Traffic Safety Awareness Activities for Children in Brazil: Clubinho Honda

In Brazil, we conduct the “Clubinho Honda” traffic safety awareness program for children aged 4 to 10, with the aim of helping them learn about traffic safety from an early age.

This initiative simulates urban traffic conditions and provides children with hands-on opportunities to learn traffic rules while riding mini electric scooters. In addition, by incorporating video materials, the program helps children learn traffic rules and the importance being considerate of pedestrians in a fun and engaging way.

Since its launch at local Traffic Education Centers in 2013, the program has expanded its activities to schools and community events in collaboration with educational boards in multiple cities. To date, the program has reached more than 250,000 children.



Experiencing everyday traffic scenarios in a setting that replicates an urban environment



Children learning traffic rules through animated videos and games

### Motorcycle Safe Riding Education Programs in Indonesia: Safety Riding Lab

In Indonesia, we have established a safe riding education facility, the Safety Riding Lab, within high schools and offer motorcycle safe riding education program for students and institutions.

The Safety Riding Lab provides three-zone of educational programs, including simulation of Honda Riding Trainer as an experience to improve riding skills, audio visual zone as a traffic safety education using video materials, and practice zone as an actual riding using motorcycles and safety gear.

By engaging in regular activities under the guidance of instructors, we aim to establish traffic safety education as an extracurricular activity and make it a part of students’ daily habits which become the main role of this safety riding agents in each school.

In addition, we held a competition for students belonging to the Safety Riding Lab to evaluate their knowledge and skills related to safe riding, as well as the creativity and ingenuity of their awareness-raising activities. The most creative safety riding agents are selected to participate in the Safety Riding Camp, which aims to develop future leaders capable of promoting traffic safety within their communities. Through such a system to evaluate initiatives undertaken at each school, we are working to improve the overall quality of these initiatives.

In the fiscal year ended March 2026, the programs reached 23,346 participants.



Students participating in Safety Riding Camp



Workshop for learning traffic rules

## Initiatives



### Addressing Local Community Needs

#### Support Aimed at Women's Empowerment in India and Nigeria

Honda is implementing initiatives tailored to the issues of each region, aiming to create a sustainable society through women's empowerment.

In India, many women find it difficult to access appropriate medical care due to insufficient medical infrastructure and social factors. In light of this situation, we have been implementing Project Swabhiman since 2021 to improve women's health.

Through the provision of free medical services, distribution of sanitary pads, home visits for pregnancy and childbirth registration, vaccination/immunization support, and health and hygiene awareness-raising activities, we have supported more than 86,000 women to date. Through the initiative, we aim to strengthen local healthcare systems and support women in leading healthier, more independent lives based on accurate information.

In Nigeria, while women play a vital role in agriculture, limited access to and utilization of agricultural equipment and knowledge has posed challenges to improving productivity and income. In light of this situation, we provided Honda products such as tillers to women working in rural areas and conducted training sessions on agricultural management. Through this initiative, we aim to foster the economic independence of women in rural areas while contributing to food security and sustainable regional development.



[India] Workshop teaching low-cost and nutritious recipes



[Nigeria] Women participating in agricultural training session

#### Support for Flood-affected Areas in the Asia and Oceania Region

In the Asia and Oceania region, large-scale floods have occurred frequently in recent years, causing severe damage to homes and motorcycles—an essential means of transportation for daily life—for many people.

In response to this situation, we launched the Thai Honda United Against Floods project in Thailand, as an initiative to support the early lifestyle recovery of flood victims.

This initiative, which has been ongoing since 2024, has provided free services—including inspections, cleaning, and repairs—for flood-damaged motorcycles, in cooperation with Honda authorized motorcycle dealers, specialist technicians, and volunteers across the country. In the fiscal year ended March 31, 2026, we restored more than 7,000 motorcycles to a condition that enables safe operation.

In Malaysia, in response to the two floods that occurred in 2025, we dispatched expert technical teams to provide free inspections and maintenance for motorcycles, regardless of their manufacturers.

Through these initiatives, Honda will support safe mobility for people in the disaster-affected areas while contributing to the recovery of these areas and strengthening community resilience.



[Malaysia] Free inspection and repair of flood-damaged motorcycles

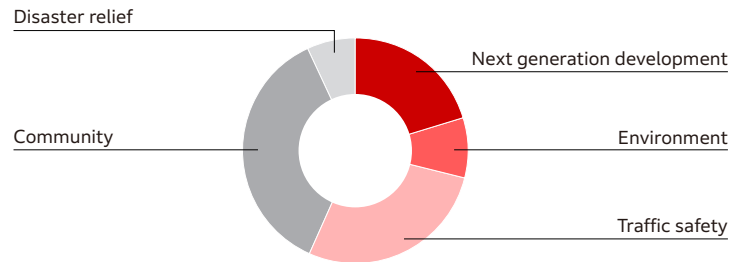


[Thailand] Donation of survival bags to disaster-affected areas

## Metrics and Targets

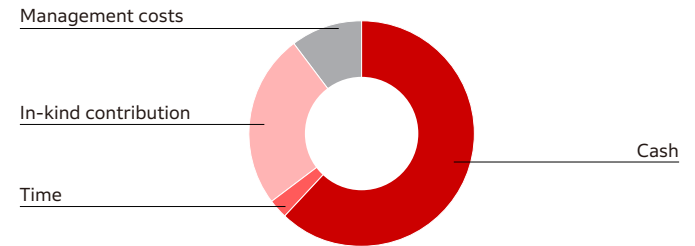
### Expenditure related to social contribution activities (FYE March 31, 2026)

	Expenditure (million yen)
Next generation development	2,805
Environment	1,191
Traffic safety	3,853
Community	5,016
Disaster relief	942
<b>Total</b>	<b>13,807</b>



### Breakdown by form of contribution (FYE March 31, 2026)

	Expenditure (million yen)
Cash	8,570
Time	367
In-kind contribution	3,470
Management costs	1,400
<b>Total</b>	<b>13,807</b>



Further details can be found at the following link.  
**Honda's Social Contribution Activities** <https://global.honda/en/philanthropy/>