Editorial Policy

2 Top Message

sage 3

Honda

Philosophy

4 Overvi Honda

Overview of Honda

5 Strategy

6 Governance

7 Performance Report •Assurance
•GRI Content Index
•Financial Data



I would like to take this opportunity to express our gratitude for your cooperation and tremendous support for Honda's activities.

In 2017, Honda formulated the 2030 Vision ( $\Rightarrow$  p. 16). The main statement of this vision is "Serve people worldwide with the 'joy of expanding their life's potential'." This encapsulates Honda's passion to provide appealing products and services that bring joy to customers around the world.

During 2018, the year in which the Company marked its 70th anniversary, we succeeded in bringing joy to over 32 million customers by offering attractive products and services in all aspects of our businesses, namely motorcycles, automobiles, power products, aircraft and aircraft engines. I feel confident that we are making step-by-step progress toward realizing the 2030 Vision.

These products and services have enabled us to meet the expectations and demands of a variety of stakeholders. Since the time of its founding, Honda has addressed numerous issues by helping solve social issues through its business activities, giving consideration to the impacts on the environment and society. In recent years, the Paris Agreement, the framework for responding to global warming, and the United Nations Sustainable Development Goals (SDGs) have gained the spotlight. Even prior to these two initiatives, Honda has implemented measures embodied in many of their targets. This has provided the means for us to reaffirm that we are on the right track to address environmental issues.

Furthermore, in striving to realize a carbon-free society, Honda has set a goal to "electrify two-thirds of our global automobile unit sales by 2030" ( $\Rightarrow$  p. 46). In doing so, we will work to expand worldwide sales, mainly hybrid vehicles, as we aim to make sustainable contributions to the global environment.

The business environment surrounding our industry is in a time of a dramatic transformation with the advent of autonomous driving and car sharing in addition to electrification. To successfully navigate these abrupt changes, we must make company-wide global efforts for "creating products through inter-regional coordination and collaboration," which we are already promoting, and "taking a new approach of working together beyond the boundaries of divisions." Accordingly, Honda changed its operating structure in April 2019. As part of this change, we moved to expand our domains within the power products business under the new concept and name of the "life creation business" ( $\Rightarrow$  p. 07). Meanwhile, we will decisively solidify the structure of each business consisting of motorcycles, automobiles, life creation, aircraft and aircraft engines, as we lead the "advancement of mobility" and "value creation for people's daily lives."

Honda will strive to ensure sustainable growth into the future through earnest efforts toward the environmental, social and governance (ESG) issues. You can look forward to Honda continuing to achieve sustainable growth together with society and making further strides within this era of change.

I sincerely appreciate your continued support for our endeavors.

7. Hachigo

President and
Representative Director
Chief Executive Officer

top message