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Overview of Honda

Business Domains

Principal Businesses Segments

Motorcycles

Motorcycles represent the origin of both Honda's "mono-zukuri (the art of manufacturing)" and business. Under the philosophy of "building products close to the customer," Honda has practiced *mono-zukuri* rooted in each country and region and has delivered a cumulative total of more than 400 million motorcycles to customers. In 2021, annual sales amounted to approximately 17 million units across the world in spite of the impact of COVID-19.

In fall 2021, Honda initiated sales of the new NT1100 sport tourer in Europe, which realizes both ease of handling for everyday use and outstanding comfort for long-distance touring. The model has subsequently been sold in Japan, China and Asia. As a way to respond to the growing global concerns about environmental issues, Honda has also expanded its lineup of Honda e: business-use motorcycles. In addition to the existing Benly e: series and Gyro e: series of electric motorized scooters, Honda now sells the Gyro Canopy e: series of electric motorized three-wheel scooters with a canopy. In this way, Honda remains committed to meeting the expectations of customers worldwide and opening up new frontiers for the motorcycle market, thus becoming a driving force in the global motorcycle industry.



NT1100<DTC>



Gyro Canopy e:, Gyro e: and Benly e:

Automobiles

"Let's change the landscape of the automobile industry." Honda's automobile business began under this slogan in 1963 and has grown to annual sales of about 4.07 million vehicles globally in FY2022. To enrich the lives of its customers, Honda seeks to provide automobiles and services that are secure, stress-free and uniquely Honda and that support the freedom of mobility for all.

With the aim of realizing carbon neutrality by 2050, Honda has been expanding sales of hybrid vehicles and electric vehicles (EVs). As part of this effort, Honda recently announced a plan to release 10 e:N series models in China over the next five years. The e:N is the first Honda brand EV.

Additionally, in striving for zero traffic collision fatalities by 2030, Honda will add its Honda SENSING 360 omnidirectional safety and driver-assistance system to automobiles to be released in China in 2022. Honda is working to equip the system in all automobile models sold in developed countries by 2030.



e:N series

Overview of Honda

Business Domains

Power Products

Honda has been providing products equipped with general-purpose engines, which are used for various types of work.

Today, Honda sells more than 6 million units each year on a global basis and has delivered a cumulative total of over 150 million units to customers in a total of more than 150 countries to date.

Recently, Honda launched mass production of the eGX electrified power unit offering a high level of installation compatibility with the GX series of general-purpose engines, which are regarded highly as a power source for various types of commercial-grade work equipment. The eGX delivers quiet operation and high environmental performance, both unique to electrified power units.

Honda has also started providing electrified products with both excellent environmental performance and superior quietness of operation, including the HRX476 cordless lawnmower and the Grass Miimo robotic lawnmower.

In seeking to realize carbon neutrality by 2050, Honda has been rapidly expanding its lineup of products that are easier to use, have more excellent environmental performance and satisfy customers.



eGX electrified power unit



Grass Miimo robotic lawnmower

Aircraft and Aircraft Engines

The development of aircraft and aircraft engines has been an important R&D theme since the establishment of the Wako Center in 1986, which engages in research on basic technologies, and a dream since the founding of Honda itself. In 2003, a proof-of-concept version of the HondaJet, fitted with the HF118, a high-efficiency turbofan engine originally and wholly designed by Honda, successfully made its first flight. Subsequently, in 2004 Honda established GE Honda Aero Engines LLC to jointly develop and commercialize engines with General Electric (GE) as well as Honda Aero, Inc. to manufacture engines. The Company also established Honda Aircraft Company in 2006 to develop, manufacture and sell the HondaJet.

The HondaJet is noteworthy for its main wing airfoil and fuselage nose shape, which features Honda's original Natural Laminar Flow (NLF) to reduce aerodynamic drag, as well as its revolutionary Over-The-Wing Engine Mount (OTWEM) design. The HondaJet fitted with a production version of the HF120 engine reached the market in 2015, followed by the release of the HondaJet Elite with a longer cruising distance and upgraded avionics performance and interior design in 2018. In 2021, Honda unveiled the HondaJet Elite S, an upgraded model with improved operational performance thanks to an increased maximum takeoff weight by some 200 pounds (approximately 91 kg). Honda has been constantly evolving in order to deliver performance that always exceeds customers' expectations.

The HondaJet is a fusion of its beautiful and unique fuselage design, innovative aerodynamic and structural technologies and highly efficient engine. The fusion has led to excellent fuel efficiency, high flight performance, a more spacious cabin (about 30% larger than that of other companies' equivalent models) and less noise. These and other features earned high marks, and as a result, the HondaJet became the most delivered aircraft* in the very light business jet category for the fifth consecutive year since 2017. In December 2021, Honda realized delivery of the 200th HondaJet.

*Survey by the General Aviation Manufacturers Association (GAMA)



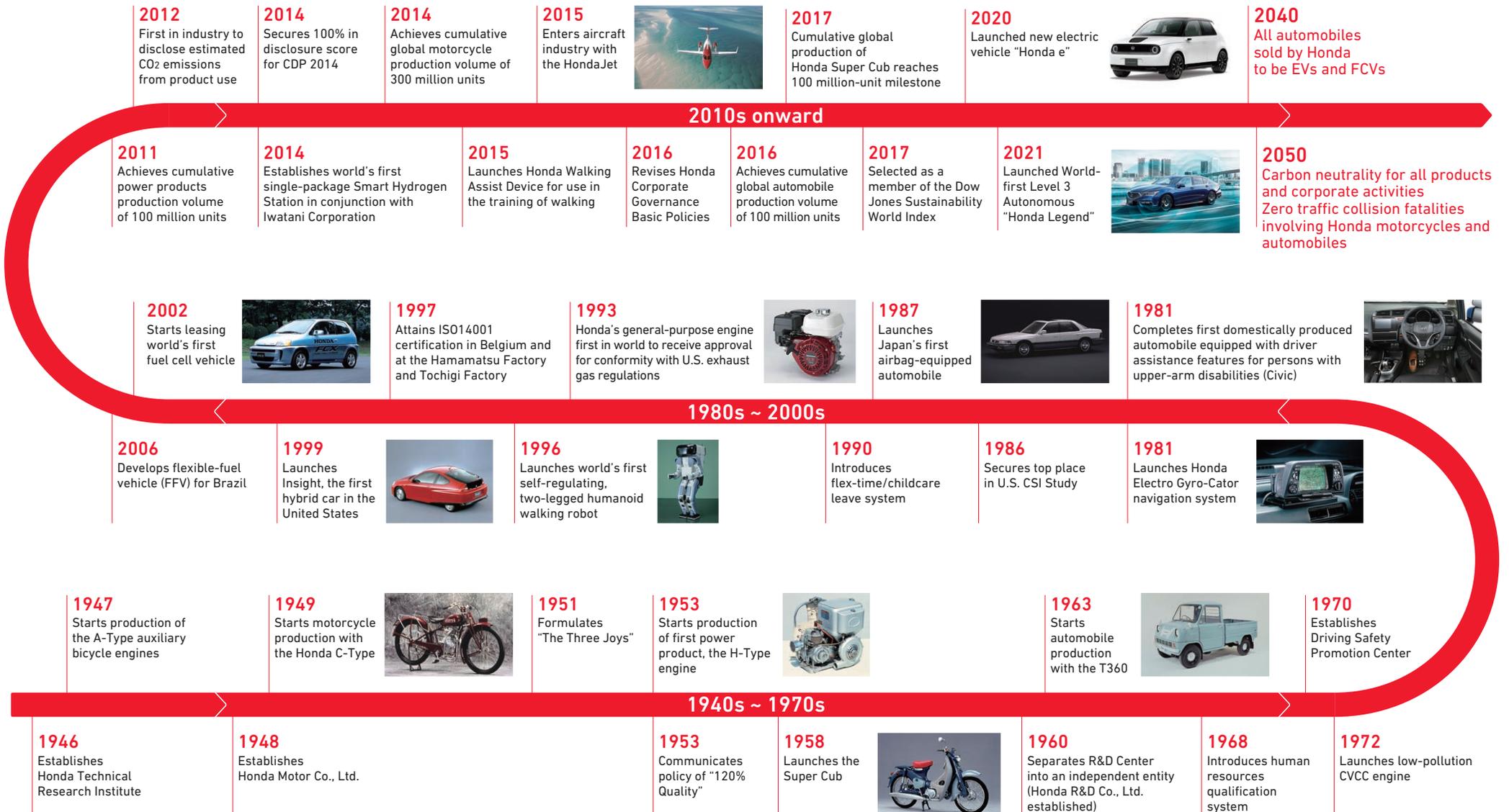
HondaJet Elite S



HF120 turbofan engine

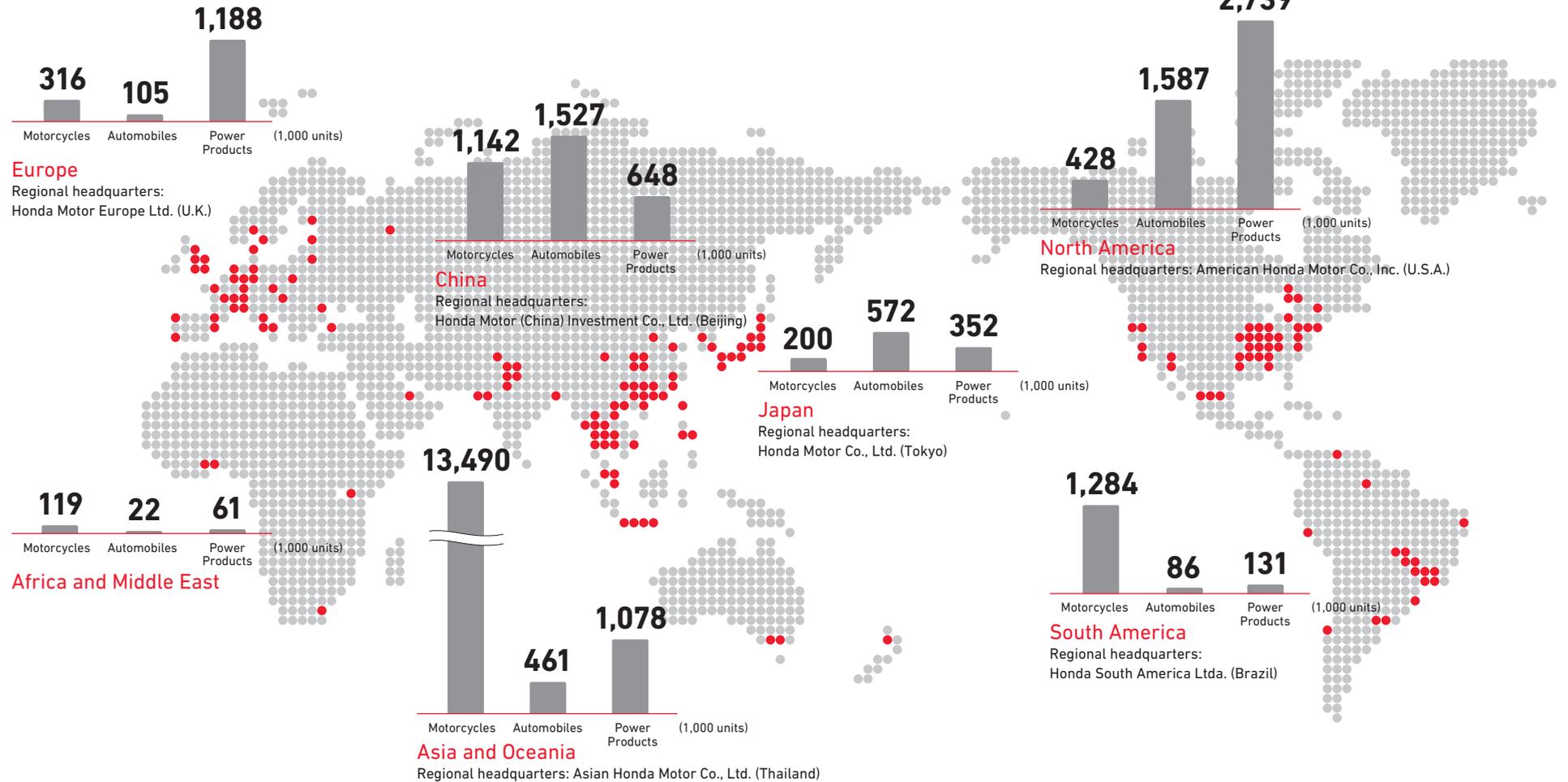
Overview of Honda

Value Creation History



Overview of Honda

Unit Sales and Principal Operation Bases



Joy of mobility to **27.3 million** people transcending national borders

Company name: Honda Motor Co., Ltd.
 Established: September 1948
 Director, President and Representative Executive Officer Toshihiro Mibe
 Capital: 86,067 million yen (as of March 31, 2022)

• The graphs show unit sales (retail) of motorcycles, automobiles and power products (in units of 1,000) for FY2022. (April 2021 to March 2022).
 The symbol ● represents the approximate locations of Honda Group companies.

Overview of Honda

Matrix Management System

Organizational Operating System

Honda has established an operational system aimed at dual goals. One is to accelerate new growth and new value creation by shifting resources to fields with new value. The other is to respectively reinforce the motorcycle, automobile and power products businesses. In order to strengthen new value creation by combining hardware with software and services, Honda has established the Business Development Operations that consolidate functions to develop businesses and areas of software and core electrification technologies. The Company has also established the Automobile Operations and Motorcycle and Power Products Operations, each with its own functions of sales, production, development and purchasing, etc.. Each Business Operations also develops medium-to-long-term plans for respective products, controls resource on a global basis and takes the lead in spurring further growth, creating new value and making business operations efficiency in the six Regional Operations.

Honda has also established individual functional supervisory units, etc., namely, the Corporate Planning Supervisory Unit, Corporate Communications Supervisory Unit, Accounting and Finance Supervisory Unit, Human Resources and Corporate Governance Supervisory Unit, Digital Supervisory Unit, Quality Innovation Supervisory Unit, Customer First Supervisory Unit, and Intellectual Property and Standardization Supervisory Unit. Each of these supervisory units, etc., supports and coordinates efforts to increase the effectiveness and efficiency of the Honda Group as a whole in terms of their respective functional roles.

In addition, R&D activities targeting the pure and applied research of new technologies, the new technology development, and the research and development of new value products, are conducted mainly by Honda R&D Co., Ltd., which is an independent subsidiary of the Company,

and its subsidiaries. Honda aims to create new value that is distinctive and internationally competitive by developing world-leading technologies.

*On April 1, 2022, Honda changed the name of the Life Creation Business to the Power Products Business.

Business Development Operations

- Development of
- Electrification business
- New business
- Combined solution business
- Software
- Core electrification technologies

Business Operations

Automobile Operations



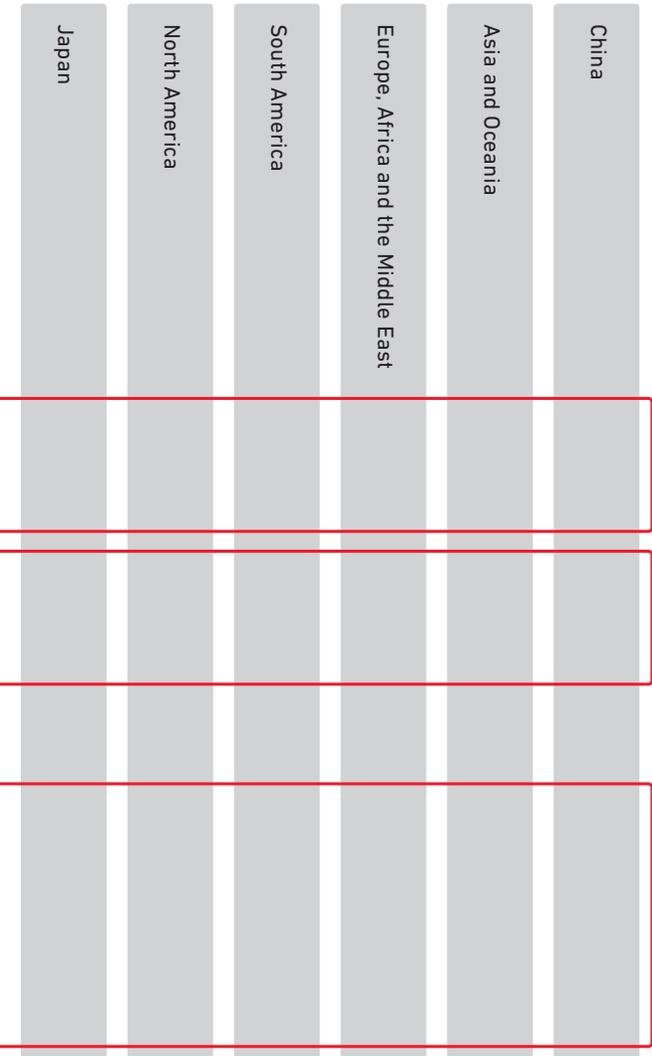
Motorcycle and Power Products Operations



Functional Supervisory Unit

- Corporate Planning
- Corporate Communications
- Accounting and Finance
- Human Resources and Corporate Governance
- Digital
- Quality Innovation
- Customer First
- Intellectual Property and Standardization

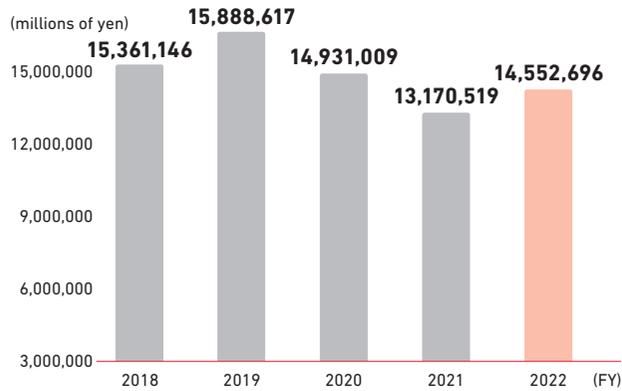
Regional Operations



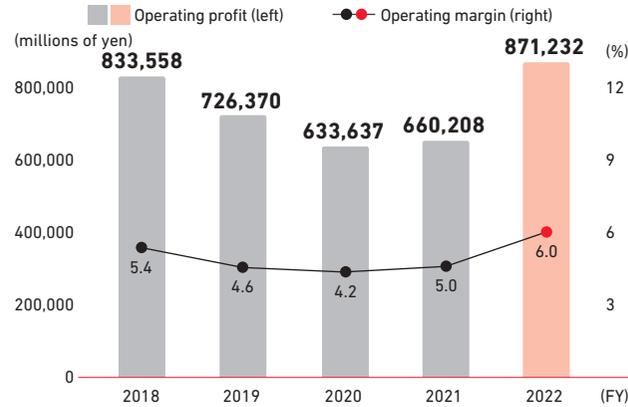
Overview of Honda

Financial Highlights

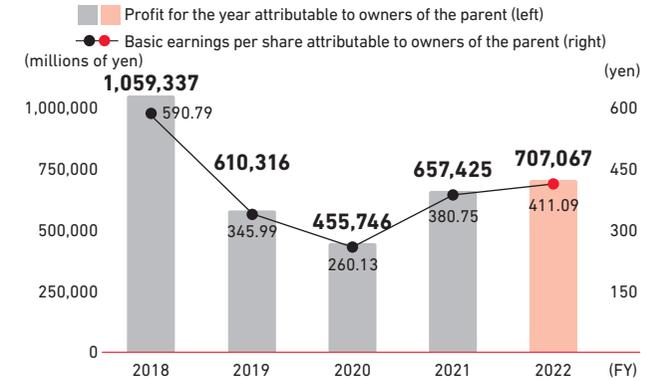
Sales revenue



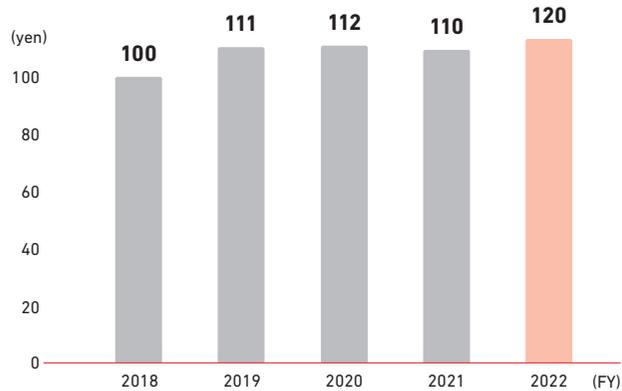
Operating profit/Operating margin



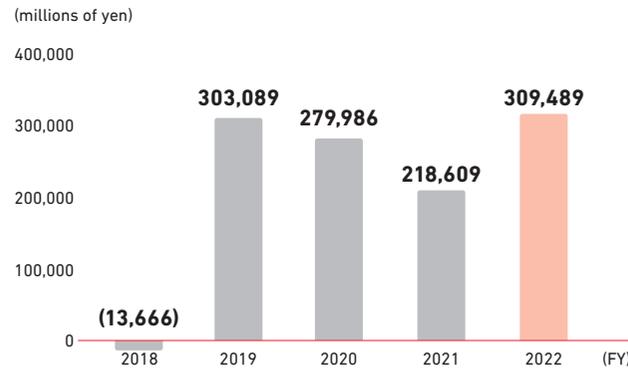
Profit for the year attributable to owners of the parent/
Basic earnings per share attributable to owners of the parent



Dividend per share



Income tax expense



Additions to property, plant and equipment/Depreciation

