



Value Creation Story

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Message from the President and CEO



Leveraging Honda's Strengths to Lead the World

A Commitment Passed Down from Our Founding Period

Honda's origins lie in a desire to help people. Honda is a company that was established soon after the end of World War II, and even at that time, Honda had high aspirations with the world in its sights. Convinced that Honda can become No. 1 in Japan only when it becomes the best in the world, Honda competed in a field of over 2,000 motorcycle manufacturers that were larger in both capital and size at the time. With faith in our own wisdom and passion, however, we continued to grow on the strength of our unique technologies, ideas and designs. In order to be original but never self-righteous, Honda humbly researched state-of-the-art technology and management practices from that time, incorporating what was good and combining its own ideas and turning that into innovation with overwhelming speed. I think what truly reflects that attitude is accomplishments, such as being the first Japanese company to take part in the Isle of Man TT Races, then the world's most prestigious motorcycle race, soon after our founding. I think these achievements have been

Honda's strength since its founding. An internal speech given by our founder, Soichiro Honda, has been upheld from the time when more stringent environmental regulations were to soon take effect in California. He said that it was precisely at such a time with regulations changing significantly where opportunities lie, and that if we worked together with high aspirations and diligence, a path forward would surely open up. From society to technology and Honda's presence in the world, the surrounding environment has significantly changed; however, Honda's founding philosophy has not. In view of the advance of digital technologies, the automobile industry is in the midst of a transformation period that occurs only once in 100 years, but I believe that if we remain passionate and resolute in our efforts, the road is always open. With this belief, we have been making concerted efforts under the internal term "second foundation phase."

Honda's Second Foundation Phase — Becoming the "Power" That Supports People around the World Who Are Trying to Do Things Based on Their Own Initiative

What are our aims in this second foundation phase? Honda seeks to be a company that contributes to advances in mobility. Humanity has expanded its spheres of living through migration, and it is said that mobility is a fundamental desire etched into our DNA. Through automobiles, motorcycles, power products, aircraft and more, it could be said that Honda is a company that

has continued to enhance the value of that fundamental need to move through the evolution of mobility. More specifically, we want to help evolve mobility by providing individual people with the joy of freedom of mobility while enhancing its temporal and spatial value. Mobility also expands the potential of people's lives by forging interpersonal connections. Honda's mobility

efforts will increase the number of people who enjoy expanded potential in their lives, and by connecting with one another, they will achieve greater power and lead to the creation of

a better society. As president, I sincerely believe that Honda wants to become the "power" that supports people around the world who are trying to do things based on their own initiative.

The Environment and Safety—Contributing to a Better Society

Honda seeks to contribute to society as a company that places a priority on mobility. While mobility products and power units that drive them represent Honda's core domains, in an effort to continue doing so, I think we have to tackle the challenges of eliminating our environmental impact and achieving absolute safety. To date, Honda has taken the lead in developing environmental and safety technologies and promoting the span of safe driving to address the negative aspects of motorization, but there is still much to be done. Achieving carbon neutrality and realizing a society with zero traffic collision fatalities are crucial social issues and must not

to be judged in terms of business feasibility. Moreover, there are limits to what Honda can do alone. It is critical to involve other companies and organizations and have initiatives permeate society as a whole, like the "SDGs Domino Effect." Instilling this awareness in all associates, we want to achieve Honda's aims of realizing the joy and freedom of mobility and serving people worldwide with the joy of expanding their life's potential together with the value of eliminating our environmental impact and achieving absolute safety. This is how we wish to contribute to the development of a better society.

The New Value Honda Provides

We recognize that a major challenge is how we should incorporate digital technologies from the perspective of enhancing the value of mobility. Conventional hardware-centric thinking is based on the idea that the value of a motorcycle or automobile is the highest when purchasing and subsequently decreases over time. In the software domain, however, the reverse can be said, where its value is expanded through version updates. By combining hardware with software, we can continue to provide value to customers over an extended product life cycle. In addition, the utilization of digital technologies holds huge hidden potential for expanding value not only by connecting mobility units with one another but also by linking them with all of society through the effects of networks, direct to consumer (D2C), matching and more. Although we have cultivated expertise as a hardware manufacturer, just like Honda in its founding period we will never be self-righteous. Instead, we will learn about the world's cutting-edge technologies and management practices, leveraging our skill in combining this insight with our own ideas to reach implementation ahead of the competition.

I am confident that Honda is a company and corporate group capable of this evolution. I think our growth story in the world of Formula One racing represents such a step. When Honda first returned to F1 racing in 2015, we got off to a rough start. The first thing I did when I took on the helm of Honda R&D Co., Ltd. was gain an accurate understanding of all the cutting-edge technologies used in F1 the same as an engineer. From there, the task was to create opportunities for members from not only the F1 team but also the aircraft and basic research teams to combine different knowledge, hold frank discussions and find solutions. The ideas that emerged from that process were put to the test very quickly, with adjustments made based on the results, speeding up the plan-do-check-act (PDCA) cycle. As a result, we ultimately managed to win the Drivers' Championship. I believe this culture represents Honda's strength. We will take on the challenge of improving the value of mobility through advances in digital technologies in concert with the challenge of eliminating our environmental impact and achieving absolute safety, and do so in the spirit of Honda's second foundation phase.



Message from the President and CEO

A Period of Change Presenting Honda's Greatest Opportunity

This current period of change thought to come only once in a century is believed to be more advantageous to emerging forces not beholden to conventional approaches than existing automakers with past assets such as accumulated experience and expertise. Again, I regard this as a tremendous opportunity for Honda. That's because a time of change also presents a once-in-a-lifetime opportunity on a level playing field. Taking advantage of such a time to create new businesses and technologies is the path Honda followed in the past, such as when Honda produced the world's first low-pollution CVCC engine in the 1970s over major global competitors.

I started out as an engineer who worked on engine development. Every time we faced a difficulty due to changes in regulations or technologies, the mood inside the company

would shift to a positive one of "this might be a golden opportunity" or "we should take the lead in making changes," and I was there to witness many situations that led to great results. When the U.S. government was deliberating on emissions control standards, Honda lobbied to set even higher standards on the basis of its superior technologies.

Taking on the challenge to bring about change leads to new opportunities to help society and enrich people's lives. I see that as a promising opportunity for us to evolve. A spirit of continually taking on challenges is the essence of Honda and is in our DNA that has been passed down to the present. This is known as the Honda Philosophy and a belief that all associates highly value, as well as truly represents a way of life and belief for Honda.

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Honda Philosophy

People as the Source of Value Creation

Honda Is a Company Built on People, Not Technology

I believe Honda's greatest strength lies in its people. I sometimes hear that outsiders' impression of Honda is associated with technology. Actually, we are a company founded not on our technologies but by the people who create them. I believe that the products brought to market by the people who possess Honda's qualities and put their passion and soul into ongoing challenges are accepted by customers as bearing the unique quality of Honda. When I hear comments like "this product must be good because it was created by a person exhibiting the qualities of Honda," it replaces the hard work

experienced during development with a sense of fulfillment.

While I believe this spirit of taking on challenges is the essence of Honda and in our DNA, in the process of long and steady growth and the organization swelling in size, I cannot deny that in some areas, our willingness to take on challenges has faded and we have become more defensive. Perhaps we may have been bound by past successes and held ourselves back in certain aspects. That is why I think the first order of business during this second foundation phase to newly transform is to change our mindset.



Qualities that make Honda unique should be safeguarded, and I believe these are what we need to continue being a one and only company in the world.

Leveraging the Things That Make Honda Unique

As a measure to control COVID-19 infections, we had placed restrictions on work attendance. We recently ended the practice and shifted to an in-person work style with associates coming to the office as a general rule. Honda's human resources create its technologies. Innovative technologies do not come about by simply relying on the individual ideas and expertise of associates. Honda's many hit products have originated from its unique *waigaya* brainstorming sessions, a construction of intersubjectivity generated from the resonance between strong personalities. At *waigaya* meetings, people possessing expertise gather to share their subjective views and ideas. During the product development process, I have also stayed over for several days locked in discussions. Having people with various knowledge debate with one another can arrive at the essence of an issue in depth and sometimes produces surprising ideas. As part of that process, bonds between people are forged, laying the groundwork for everyone to work toward the same goal with a sense of unity. This is a chemical reaction

that occurs when people interact face-to-face. It is also one of Honda's strengths. Honda's corporate culture cannot be adequately conveyed through training and established systems alone. Rather, our associates learn firsthand about the attitude of taking on challenges through their day-to-day work, tackling issues and engaging in regular conversation. Of course, it is imperative that systems are in place to allow diverse work styles.

The nature of a company or organization, or how it functions, may be very different from corporate management in Europe and the United States. But the qualities that make Honda unique should be carried on, and I believe these assets are what we need to continue being a one and only company in the world. As we promote reforms going forward, nurturing and acquiring human resources who exhibit those unique Honda qualities will become increasingly important. To attract and develop people from inside and outside the Company, we will clearly convey Honda's future vision.

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Initiatives Related to Human Resources

Toward a Future in Which People Gain Freedom with Honda Mobility

Reaching for the Dream

I can already see in my mind the world in 2050 in which Honda's dreams have come true. It is a world where mobility units emblazoned with the Honda logo come and go over land and sea, in the air and in space. It is a future in which people have gained the freedom of mobility. I believe that a future imagined by humans will always come to fruition, and Honda's mobility offerings will create free space for people and provide value that expands the time and space in which people can flourish. I envisage that this value will further unleash human potential and become a driving force that changes society.

Honda's Japanese corporate name does not include the word "automobile." Instead, it is suffixed with *Giken-kogyo*, meaning "technical research" and "industrial." This reflects founder

Soichiro Honda's desire to create technologies that will benefit people and society. That commitment is carried forward to this day, with every Honda associate making possible the freedom of technological development full of dreams and hopes for the future, from our various automobiles, motorcycles and power products to ASIMO, the Honda Jet, Honda electric vertical takeoff and landing (eVTOL) aircraft and more. Our journey of taking on the challenge of developing new technologies will never end. Join us in realizing the future of free and enjoyable mobility that we at Honda will create.

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Honda's Vision

Value Creation Process

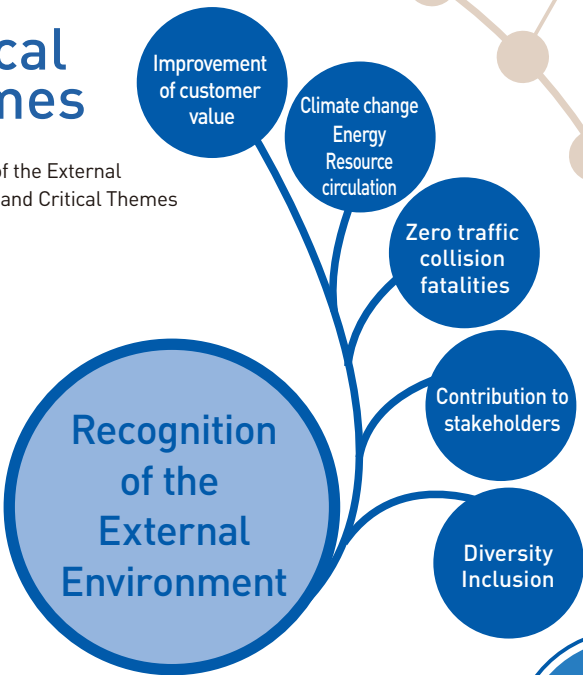
Source of Value Creation

Chapter 1 Honda Philosophy (⇒ p. 07)



Critical Themes

Chapter 2
Recognition of the External
Environment and Critical Themes
(⇒ p. 25)



Chapter 2
Resource Investment
(⇒ p. 27)

Business Model

Improve the quality of value Honda provides

Portfolio transformation

Generating resources
by strengthening the
business structure

Chapter 3 Message from the CFO (⇒ p. 39)

Zero impact on the
global environment

Zero traffic collision fatalities

New value creation

- Combined solutions
- Expanding into new areas

Chapter 3 Corporate Strategy (⇒ p. 32)

Improve Quality of Initiatives

Increase added value toward maximizing the joy for customers

Raise brand value

Overwhelming No. 1
in customer service

Quality of associate workstyles

Aim to vitalize organizations
and people

Value provided to society

Sophistication of
sustainable management

Quality of business(efficiency)

Strengthen sources of
new value creation

Chapter 4
Initiatives to Support Value Creation (⇒ p. 53)

Governance

Chapter 4 Governance (⇒ p. 67)

Company-wide management targets

Climate change
Energy
Resource circulation

Ratio of electrified products
CO₂ emissions
(company-wide)

Zero
traffic collision
fatalities

Number of
traffic collision
fatalities

Corporate
strengths

SRI indexes
Associate engagement
ROS

Honda's Vision

Chapter 2 Honda's Vision (⇒ p. 29)

Direction in the 21st century
Toward becoming a company
society wants to exist

2030 Vision

Serve people worldwide with the
"joy of expanding their
life's potential"

Creating
the Joys

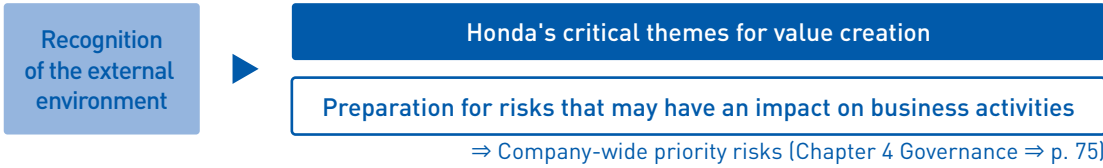
Expanding
the Joys

Ensuring the
Joys for the
Next
Generation

Shareholder
return

Recognition of the External Environment and Critical Themes

Honda has established as "critical themes" issues we should address toward realizing what we envision and has been working to address these issues. Upon recognizing the external environment, we have identified "critical themes" from the dual perspectives of Honda and our stakeholders. Such critical themes are reflected in corporate strategy and incorporated in strategy for each Business Operation. Also, Honda has specified company-wide priority risks that may have an impact on our business activities and is taking measures to prepare for these risks.

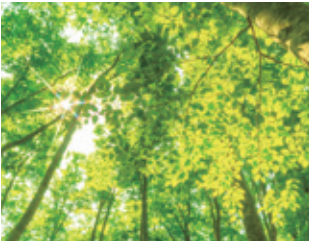


Recognition of the External Environment

Macroenvironment

Environmental issues

Stronger international response is demanded, as exemplified by the agreement to aim for the 1.5°C target at the 26th Conference of the Parties (COP26).




SDGs/ESG

As expectations rise for realizing a sustainable society, it is required to resolve various social issues such as diversity and inclusion in addition to environmental issues.




Stakeholder capitalism

Proactive relationship building with all stakeholders involved in corporate activities is essential not only in terms of financial interest but also for addressing long-term social issues.




Diversification of values

People's sense of values is diversifying in step with changes in lifestyles triggered by accelerating digitization.




COVID-19

Society is dramatically changing, such as widening inequity brought by changes in the daily living environment and customs as well as a combination of real and online environments to live in a world with COVID-19.



Geopolitics

With the world increasingly divided, there is a rising need for countermeasures to various risks throughout the supply chain such as an impact on the procurement of energy and raw materials.



Automobile industry

CASE revolution






Through innovations in connected, autonomous, shared & services and electric (CASE) technologies, the automobile industry has entered a transformation period that occurs only once in a century. Following changes in the existing value chain structure, new non-asset-type players and players from different industries are entering the market at an accelerated pace, and it is expected to provide new added value such as products and services that combine hardware and software.



Process for Determining Critical Themes

We specify critical themes after discussions by management upon evaluating importance based on what Honda envisions, such as the Honda Philosophy and the 2030 Vision, as well as the opinions and expectations obtained through dialogue with external stakeholders. Such critical themes are reflected in corporate strategy and incorporated in strategy for each Business Operation. At the same time, the progress and results of initiatives are shared with management, which leads to further improvements and new initiatives.

Honda's Initiatives and Critical Themes toward Value Creation

Critical themes	Directions of approaches and initiatives	Contribution to SDGs	Related section
Improvement of customer value	Aiming to the "power" that supports people around the world who are trying to do things based on their own initiative and the company to help people reach out to achieve their potential, Honda will provide a variety of new services and value to customers through products that combine hardware with software.		Chapter 2 "Message from the President and CEO" (⇒ p. 19) Chapter 3 "Corporate Strategy" (⇒ p. 32) Chapter 3 "Automobiles Business" (⇒ p. 43) Chapter 3 "Motorcycles Business" (⇒ p. 47) Chapter 3 "Power Products Business" (⇒ p. 51)
Climate change Energy Resource circulation	To continue to be a company society wants to exist globally, Honda works comprehensively to preserve the global environment. We aim to realize Zero impact on the global environment throughout the product life cycle by 2050 through expanding the sales of electrified products based on the three pillars "carbon neutrality," "clean energy" and "resource circulation."		Chapter 3 "Corporate Strategy" (⇒ p. 32) Chapter 3 "Automobiles Business" (⇒ p. 43) Chapter 3 "Motorcycles Business" (⇒ p. 47) Chapter 3 "Power Products Business" (⇒ p. 51) Chapter 4 "Environment – Disclosure of Information Based on the TCFD Recommendations" (⇒ p. 55)
Zero traffic collision fatalities	Based on the mission to ensure the safety of all people living in a mobility society, Honda will strive for zero traffic collision fatalities involving Honda motorcycles and automobiles globally by 2050 by advancing future safety technologies and expanding safety education.		Chapter 3 "Corporate Strategy" (⇒ p. 32) Chapter 3 "Automobiles Business" (⇒ p. 43) Chapter 3 "Motorcycles Business" (⇒ p. 47)
Contribution to stakeholders	Based on the belief that "contributing to the world through resolving social issues will ultimately lead to the creation of economic value," Honda will provide solutions matched to diverse social characteristics and individual needs to enrich lives.		Chapter 3 "Corporate Strategy" (⇒ p. 32) Chapter 3 "Automobiles Business" (⇒ p. 43) Chapter 3 "Motorcycles Business" (⇒ p. 47) Chapter 3 "Power Products Business" (⇒ p. 51)
Diversity Inclusion	Upholding the Honda philosophy of the Fundamental Beliefs of "Respect for the Individual," Honda will strive to prevent human rights infringement. We will also strengthen efforts toward expanding the roles of women while instilling an understanding of LGBT issues based on the concept that the fusion of diverse values will inspire new innovations.		Chapter 4 "Initiatives Related to Human Resources" (⇒ p. 59)

Resource Investment

Honda aims to realize its 2030 Vision and leverage the unique strengths it has built to date while investing capital as follows to further raise corporate value.

Honda's Strengths		Resource Investments for Long-Term Value Creation
Financial Capital	Strong Financial Base Honda has a solid profit structure and a strong financial foundation built through efforts to strengthen the business structure that include automobiles, motorcycles and power products. Moreover, Honda is able to efficiently and effectively invest resources by utilizing diverse types of fundraising.	Financial foundation at the end of FY2022 <ul style="list-style-type: none">• Net cash (excluding financial business)Approx. ¥2.4 trillion• Total capital.....Approx. ¥11 trillion• Interest-bearing debt (excluding financial business)Approx. ¥0.8 trillion<ul style="list-style-type: none">*Includes US\$2.75 billion in Green Bond issuance• Research and development expenses for the next 10 years.....Approx. ¥8 trillion
Intellectual Capital	Unique Intellectual Property and Intangible Assets We strive to create unique intellectual property and intangible assets by taking on the challenge of expanding the joys of our customers. We leverage intellectual property and intangible assets created through the process of utilizing intellectual capital in our business activities.	<ul style="list-style-type: none">• Number of patents held worldwide (as of March 31, 2022).....Over 43,000 patents• Research and development expenses / investments for the next 10 years: Area of electrification / software technologiesApprox. ¥5 trillion Preparations for new growth.....Approx. ¥1 trillion
Manufacturing Capital	A System That Achieves Unparalleled High Quality We have established and globally deployed the Honda Quality Cycle, which is Honda's proprietary know-how for continuously improving quality at each stage from planning and development to production, sales and services.	<ul style="list-style-type: none">• Globally standardized quality management system• Thoroughgoing quality management education
Human Capital	Free and Distinctive Human Resources Honda believes that humans are free and distinctive beings who can think and create to realize their dreams and hopes. Such strong individuals possessing an intrinsic desire will create authentic value by mutually resonating while sometimes facing differences in opinion to overcome difficulties. This is the essence of Honda's strength.	<ul style="list-style-type: none">• An organizational culture that allows associates to fully demonstrate their abilities, characteristics and creativity through independence, equality and trust• Human resources with a strong intrinsic will for what they want to be or do• Number of associates (consolidated) 204,035 (as of March 31, 2022)
Social and Relationship Capital	Relationship of Trust with Stakeholders Through the Honda brand that embodies the ideas of "helping people and society" and "expanding the potential of people's lives," Honda strives to link the desire of each and every stakeholder to joy. This approach has enabled us to grow into a company trusted by customers and business partners the world over.	<ul style="list-style-type: none">• Honda brand built to date• Relationships of trust with Honda fans• Partnerships for new value creation
Natural Capital	Coexistence and Co-Prosperity with the Environment Since its founding, Honda has been continuously committed to ensuring coexistence with the environment. Honda boasts a long history of developing environmentally conscious products and technologies. Honda has achieved growth while always striving for coexistence with the environment, as exemplified by such products as low-pollution CVCC engines.	End of FY2022 <ul style="list-style-type: none">• Energy input Direct*1: 20,400 TJ Indirect*2: 24,100 TJ• Resource input Water intake: 32,500 km³ <p><small>*1 Amount of fuel consumed at Honda's own site and energy input from renewable energy generation at own site *2 Amount of energy input from electricity, heat and steam purchased from other companies</small></p>

Initiatives for Realizing the Vision

Sustained improvements in corporate value

Honda carries out resource management that supports the transformation of its business portfolio to raise future corporate value. To this end, we strive to strengthen management that gives consideration to capital cost utilizing return on invested capital (ROIC).
Additionally, Honda believes it is important to ensure a correct understanding of the direction of management and gain the empathy of stakeholders. As such, we continuously promote constructive dialogue with stakeholders.
Chapter 3 "Message from the CFO" (⇒ p. 39)

Strengthen competitiveness in new value creation

Through the intellectual capital investment cycle, we will strengthen our competitiveness in new value creation by realizing carbon neutrality, achieving zero traffic collision fatalities and expanding our patent portfolio in new growth areas.
Chapter 4 "Initiatives for Intellectual Capital" (⇒ p. 63)

Further raise quality

Utilizing the know-how cultivated through the Honda Quality Cycle, we will work to raise the quality of services, including in new areas.
Chapter 4 "Initiatives Related to Quality" (⇒ p. 65)

Promotion of human resources strategy

To ensure that Honda continues to provide products and services that exceed the expectations of customers and society, we will implement a comprehensive human resources strategy to encourage, support and boost the growth of highly motivated associates. We will also promote comprehensive human resources and organizational strategies to encourage and support the growth of motivated associates and provide them with the incentive to thrive at Honda.
Chapter 4 "Initiatives Related to Human Resources" (⇒ p. 59)

New value creation through collaboration and taking on the challenge in new areas

Honda will continue to increase the number of partners who share its commitments and work for new value creation through collaboration. We will also aim for additional joys by increasing the value we provide by expanding our business into new areas.
Chapter 4 "Supply Chain Management" (⇒ p. 66)

Promotion of Triple Action to ZERO

We are committed to the Triple Action to ZERO concept and will proactively take on the challenge of creating new solutions to realize long-term coexistence and co-prosperity with society.
Chapter 3 "Corporate Strategy – Environment" (⇒ p. 33)
Chapter 4 "Environment – Disclosure of Information Based on the TCFD Recommendations" (⇒ p. 55)

Improving the Quality of Value Honda Provides

Zero impact on the global environment

Zero traffic collision fatalities

New value creation

Strengthening business structure

Improve Quality of Initiatives

Increase added value toward maximizing the joy for customers

Raise brand value

Overwhelming No. 1 in customer service

Quality of associate workstyles

Aim to vitalize organizations and people

Value provided to society

Sophistication of sustainable management

Quality of business (efficiency)

Strengthen sources of new value creation

Chapter 3
"Corporate Strategy"
(⇒ p. 32)

Chapter 4
"Initiatives to Support Value Creation"
(⇒ p. 53)

Honda's Vision

Honda has formulated the 2030 Vision as its ideal image for the future. Even amid a rapidly changing business environment, Honda believes it must establish its next direction in the form of a vision for the society Honda aims to realize. The 2030 Vision embodies an ideal image of what Honda wants to be in the year 2030 so that it can continue being a company society wants to exist in 2050, when the Company will have marked more than 100 years since its founding. In formulating the vision, Honda considered two perspectives: forecasting, or looking ahead to the future from the present point in time, and backcasting, or looking back from 2050 to the present. The 2030 Vision makes the statement, "Serve people worldwide with the 'joy of expanding their life's potential'—Lead the advancement of mobility and enable people everywhere in the world to improve their daily lives—." To attain this Vision, Honda set the direction of its specific initiatives from three perspectives as action guidelines for the 21st century: "Creating the Joys," "Expanding the Joys" and "Ensuring the Joys for the Next Generation."

From the first perspective of "Creating the Joys," Honda will work on "creating value for 'mobility' and 'daily lives'." The Company will focus on three areas, namely mobility, robotics and energy, as it seeks to provide people with the "joy and freedom of mobility" and "joy of making their lives better."

From the second perspective of "Expanding the Joys," Honda will strive to "accommodate the different characteristics of people and society."

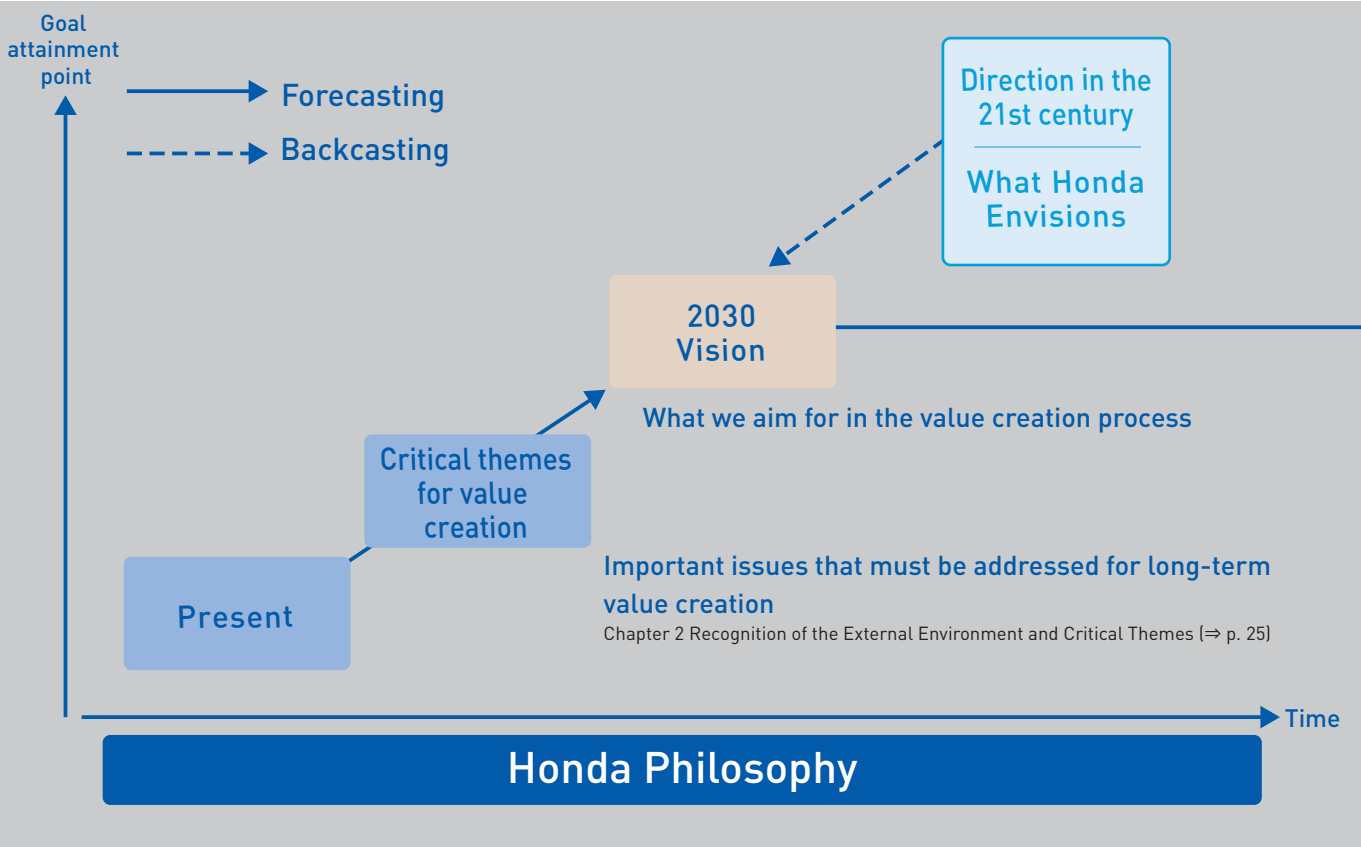
In this area, we will seek to further expand joy by offering products and services that are optimized for all people reflecting different cultures and values and diverse societies, irrespective of whether they are in developed or developing nations.

From the third perspective of "Ensuring the Joys for the Next Generation," "we will make progress" toward a clean and safe/secure society." Striving to become No. 1 in the areas of the environment and safety, Honda will invest more resources in these areas and will strive to become a company that leads efforts to realize a carbon-free and collision-free mobile society.

In this Vision, Honda has returned to its universal passion and made a major shift in its direction from quantity to quality. This is how we have set our corporate attitude to realize "growth through the pursuit of quality." We will aim to expand the circle of joy and let the Honda brand shine even brighter through the steadfast pursuit of the "quality of value Honda provides" and "quality of its initiatives."

To realize this Vision, we will make effective use of limited corporate resources to transform and evolve existing businesses and create new value.

Approach to Achieve What Honda Envisions



Direction for the 21st century "Company society wants to exist"



2030 Vision

Serve people worldwide with the "joy of expanding their life's potential"

– Lead the advancement of mobility and enable people everywhere in the world to improve their daily lives –

Growth through the pursuit of quality

- | | |
|---|--|
| 〈Creating the Joys〉
Creating value for "mobility" and "daily lives" | <ul style="list-style-type: none">● Provide people with the joy and freedom of mobility● Provide people with the joy of making their lives better |
| 〈Expanding the Joys〉
Accommodate the different characteristics of people and society | <ul style="list-style-type: none">● Provide the ideal products and services that fulfill societies' expectations and meet individual needs |
| 〈Ensuring the Joys for the Next Generation〉
Toward a clean and safe/secure society | <ul style="list-style-type: none">● Lead efforts to realize a carbon-free society● Lead efforts to realize a collision-free mobile society |
- Business viewpoint to focus on: **Effective utilization of corporate resources**