

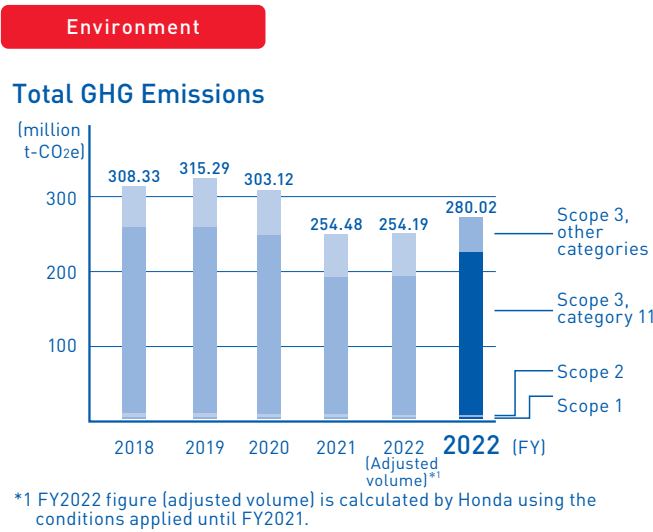


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Major Indicators

ESG Information



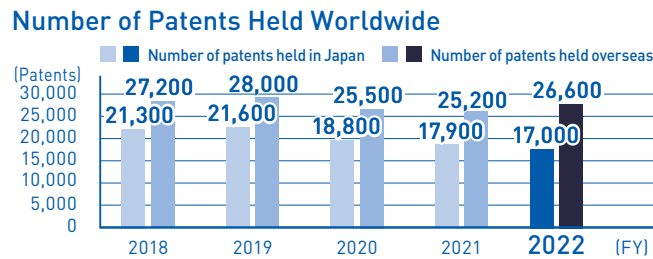
Social

	FY2018	FY2019	FY2020	FY2021	FY2022
Consolidated number of associates	215,638	219,722	218,674	211,374	204,035
Percentage of women in the Honda workplace	13.8%	13.9%	13.8%	14.0%	15.1%
Associate engagement in Japan*2	-	3.46	3.48	3.55	3.48

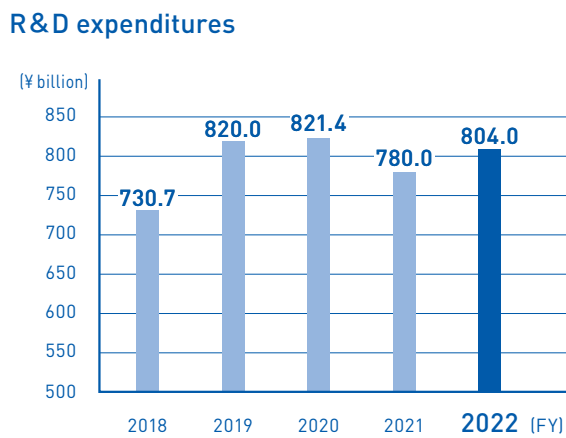
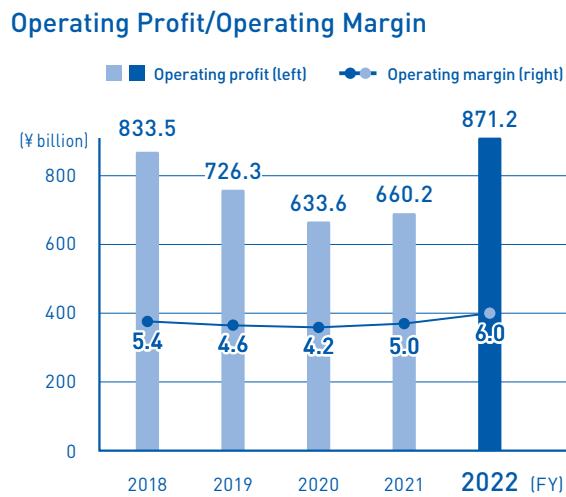
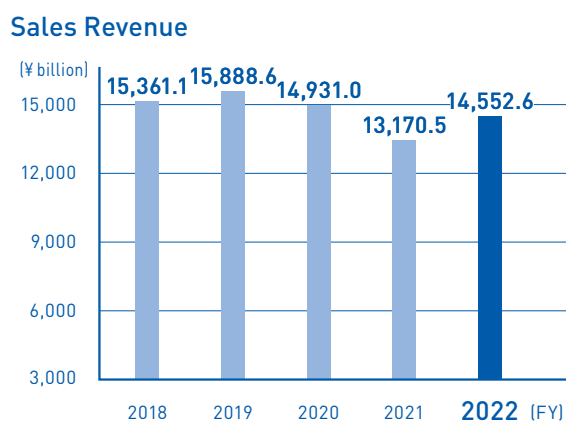
*2 Total of 24 questions in six categories; average on a scale of 1 to 5 (Target: 3.50 points or more)

Governance

	FY2018	FY2019	FY2020	FY2021	FY2022
Number of Directors	14	13	13	11	11
Percentage of Outside Directors	35.7%	38.5%	38.5%	45.5%	45.5%



Financial Information



10-Year Summary

Fiscal years ended March 31												
U.S. GAAP: Yen (millions)			IFRS: Yen (millions)									
	2012	2013		2014	2015	2016	2017	2018	2019	2020	2021	2022
Sales, income and dividends			Sales, income and dividends									
Net sales and other operating revenue	¥7,948,095	¥9,877,947	Sales revenue	¥12,506,091	¥13,328,099	¥14,601,151	¥13,999,200	¥15,361,146	¥15,888,617	¥14,931,009	¥13,170,519	¥14,552,696
Operating income	231,364	544,810	Operating profit	823,864	670,603	503,376	840,711	833,558	726,370	633,637	660,208	871,232
Operating margin	2.9%	5.5%	Operating margin	6.6%	5.0%	3.4%	6.0%	5.4%	4.6%	4.2%	5.0%	6.0%
Income before income taxes and equity in income of affiliates	257,403	488,891	Share of profit of investments accounted for using the equity method	130,916	96,097	126,001	164,793	247,643	228,827	164,203	272,734	202,512
Income taxes	135,735	178,976	Profit before income taxes	933,903	806,237	635,450	1,006,986	1,114,973	979,375	789,918	914,053	1,070,190
Equity in income of affiliates	100,406	82,723	Income tax expense	267,992	245,139	229,092	327,592	[13,666]	303,089	279,986	218,609	309,489
Net income attributable to non-controlling interests	[10,592]	[25,489]	Profit for the year	665,911	561,098	406,358	679,394	1,128,639	676,286	509,932	695,444	760,701
Net income attributable to Honda Motor Co., Ltd.	211,482	367,149	Profit for the year attributable to owners of the parent	624,703	509,435	344,531	616,569	1,059,337	610,316	455,746	657,425	707,067
Cash dividends paid during the period	108,138	129,765	Dividends paid to owners of the parent	142,381	158,601	158,601	162,205	174,221	194,271	196,795	145,090	188,402
Research and development	519,818	560,270	R&D expenditures	625,698	670,331	719,810	659,918	730,734	820,037	821,478	780,065	804,025
Interest expense	10,378	12,157	Interest expense	12,803	18,194	18,146	12,471	12,970	13,217	24,689	13,877	16,867
Assets, long-term debt and shareholders' equity			Assets, liabilities and equity									
Total assets	¥11,787,599	¥13,635,357	Total assets	¥16,048,438	¥18,425,837	¥18,229,294	¥18,958,123	¥19,349,164	¥20,419,122	¥20,461,465	¥21,921,030	¥23,973,153
Long-term debt	2,235,001	2,710,845	Financing liabilities (Non-current liabilities)	3,224,512	3,926,276	3,736,628	4,022,190	3,881,749	4,142,338	4,221,229	4,715,361	4,984,252
Total Honda Motor Co., Ltd. shareholders' equity	4,398,249	5,043,500	Equity attributable to owners of the parent	6,335,534	7,108,627	6,761,433	7,295,296	7,933,538	8,267,720	8,012,259	9,082,306	10,472,824
Capital expenditures (excluding purchase of operating lease assets)	424,413	630,408	Additions to property, plant and equipment	803,231	703,920	687,306	588,360	484,778	466,657	455,169	390,081	366,829
Depreciation (excluding property on operating leases)	345,105	335,536	Depreciation	419,022	451,052	486,410	484,133	513,455	499,036	470,320	428,063	438,269
Net cash provided by operating activities	761,538	800,744	Net cash provided by operating activities	449,108	1,020,404	1,390,995	885,073	987,671	775,988	979,415	1,072,379	1,679,622
Net cash used in investing activities	(673,069)	(1,069,756)	Net cash used in investing activities	(921,023)	(840,496)	(875,077)	(650,618)	(615,113)	(577,555)	(619,481)	(796,881)	(376,056)
Net cash provided by (used in) financing activities	(68,230)	119,567	Net cash provided by (used in) financing activities	355,458	12,488	(95,299)	115,423	(174,334)	22,924	(87,411)	(283,980)	(615,718)

U.S. GAAP: Yen												IFRS: Yen
Per common share			Per share									
Net income attributable to Honda Motor Co., Ltd.			Profit for the year attributable to owners of the parent									
Basic	¥117.34	¥203.71	Basic	¥346.62	¥282.66	¥191.16	¥342.10	¥590.79	¥345.99	¥260.13	¥380.75	¥411.09
Diluted	117.34	203.71	Diluted	346.62	282.66	191.16	342.10	590.79	345.99	260.13	380.75	411.09
Dividends	60	76	Dividends	82	88	88	92	100	111	112	110	120
Honda Motor Co., Ltd. shareholders' equity	2,440.35	2,798.37	Equity attributable to owners of the parent	3,515.27	3,944.23	3,751.59	4,047.81	4,461.36	4,698.74	4,640.46	5,260.06	6,122.31

Yen (millions)												Yen (millions)
Sales			Sales									
Sales amounts*			Sales revenue*									
Japan	¥1,517,927	¥1,652,995	Japan	¥1,920,114	¥1,800,439	¥1,754,167	¥1,799,772	¥1,919,130	¥2,042,891	¥1,985,945	¥1,849,268	¥1,943,649
	19%	17%		15%	14%	12%	13%	12%	13%	13%	14%	13%
Overseas	6,430,168	8,224,952	Overseas	10,585,977	11,527,660	12,846,984	12,199,428	13,442,016	13,845,726	12,945,064	11,321,251	12,609,047
	81%	83%		85%	86%	88%	87%	88%	87%	87%	86%	87%
Total	¥7,948,095	¥9,877,947	Total	¥12,506,091	¥13,328,099	¥14,601,151	¥13,999,200	¥15,361,146	¥15,888,617	¥14,931,009	¥13,170,519	¥14,552,696
	100%	100%		100%	100%	100%	100%	100%	100%	100%	100%	100%

Thousands												Thousands
Unit sales			Unit sales									
Motorcycle Business	15,061	15,494	Motorcycle Business	17,008	17,592	17,055	17,661	19,554	20,238	19,340	15,132	17,027
Automobile Business	3,108	4,014	Automobile Business	4,340	4,367	4,743	5,028	5,199	5,323	4,790	4,546	4,074
Life Creation Business	5,819	6,071	Life Creation Business	6,018	5,983	5,965	6,121	6,262	6,301	5,701	5,623	6,200
Number of employees	187,094	190,338	Number of employees	199,368	204,730	208,399	211,915	215,638	219,722	218,674	211,374	204,035
Exchange rate (yen amounts per U.S. dollar)			Exchange rate (yen amounts per U.S. dollar)									
Rates for the period-end	¥82	¥94	Rates for the period-end	¥103	¥120	¥113	¥112	¥106	¥111	¥109	¥111	¥122
Average rates for the period	79	83	Average rates for the period	100	110	120	108	111	111	109	106	112

* The geographic breakdown of sales amounts is based on the location of customers.

Company Overview

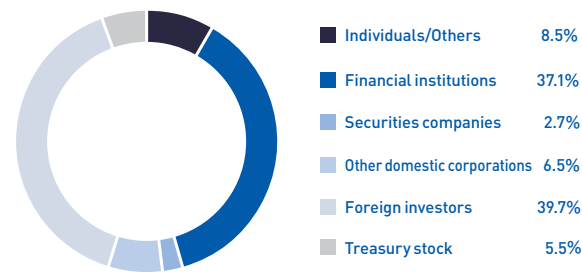
Company Overview (As of March 31, 2022)

Company Name	Honda Motor Co., Ltd.	Number of Associates	Consolidated 218,674
Head Office	2-1-1, Minami-Aoyama, Minato-ku, Tokyo, Japan		Non consolidated 25,379
Established	September 1948	Consolidated Subsidiaries	339
Capital	86 billion yen	Equity-Method	
		Affiliated Companies	67

Stock Information

Stock Exchange Listings	Japan: Tokyo Stock Exchange Overseas: New York Stock Exchange	Number of Shares Authorized	7,086,000,000 shares
Securities Code Number	7267	Total Number of Shares Issued	1,811,428,430 shares
Number of Shares per Trading Unit	100 shares		
Transfer Agent for Common Stock	Mitsubishi UFJ Trust and Banking Corporation 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo		

Breakdown of Shareholders by Type (As of March 31, 2022)



Major Shareholders (As of March 31, 2022)

Individual or Organization	Number of Shares Held (thousands)	Percentage against Total Shares Issued (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	269,361	15.7
Moxley & Co. LLC	107,517	6.3
Custody Bank of Japan, Ltd. (Trust Account)	107,250	6.3
SSBTC CLIENT OMNIBUS ACCOUNT	59,665	3.5
Meiji Yasuda Life Insurance Company	51,199	3.0
Tokio Marine & Nichido Fire Insurance Co., Ltd.	35,461	2.1
Nippon Life Insurance Company	28,666	1.7
STATE STREET BANK WEST CLIENT – TREATY 505234	28,320	1.7
MUFG Bank, Ltd.	23,234	1.4
JPMorgan Chase Bank 385781	22,491	1.3

Notes:
1. The number of shares described above rounds off figures of less than 1,000 shares.
2. Ownership percentages are calculated using the total number of shares issued minus treasury stock (99,789 thousand shares).
3. Moxley & Co. LLC is an official holder of stock of JPMorgan Chase Bank, which is a depository institution for American Depositary Receipts (ADRs).

Editorial Policy

Production Structure

The Corporate Planning Supervisory Unit plays the lead role in planning and formulating the overall composition of the Integrated Report. With the cooperation of each division, we published the Integrated Report after holding repeated discussions regarding the value creation diagrams, concepts, composition, content and designs and obtaining the approval of management. This report has been structured to communicate to all stakeholders in and outside Honda its initiatives for further improving its corporate value and how it will continue bringing joy to society.	■ Editorial Committee Chairperson: Kohei Takeuchi, Director, Executive Vice President and Representative Executive Officer Head of Secretariat: Hiroshi Naito, Chief Officer of the Sustainability Planning Division, Corporate Planning Supervisory Unit Production Secretariat: Sustainability Planning Division, Corporate Planning Supervisory Unit Sumihiro Takahashi, Section Chief Junpei Katsuta Ayaka Omomo
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Reference Framework

In producing this report, we used as reference such sources as the International Integrated Reporting Framework of the Value Reporting Foundation, which was consolidated into the IFRS Foundation on August 1, 2022, and Integrated Reporting for Corporate Value Creation of the Ministry of Economy, Trade and Industry.

Organizations Covered

This report covers the entire Honda Group, which consists of Honda Motor Co., Ltd. and its 406 group companies in and outside Japan (comprising 339 consolidated subsidiaries and 67 affiliated companies accounted for by the equity method). Sections that do not cover the entire Honda Group are indicated as such with a reference to the specific scope. Furthermore, unless the context otherwise requires, the terms "we," "us," "our," "Company" and "Honda" as used in this Integrated Report each refer to the Honda Group.

Period Covered

This report focuses primarily on the activities undertaken during FY2022 (April 1, 2021 – March 31, 2022), and also includes past background information and activities conducted up to the time of publication, as well as other matters including future outlook and plans.

Disclaimer

This report contains past and current factual data of Honda Motor Co., Ltd. as well as plans and outlook and future projections based on its management policies and management strategies as of the date of publication. These future projections are assumptions or decisions derived from the information available at the time this report was produced. Please note that the results of future business activities and events may vary depending on changes in conditions and circumstances. This report may also contain corrections, restatement or significant changes to information provided in previous reports.