

Honda  
CORPORATE  
PROFILE

**HONDA**

The dreams of each and every one of us working together have always been the driving force of Honda.

We have different kinds of dreams, but by applying our original technologies, ideas and design we take on challenges continuously to realize mobility that enables our customers to enjoy life with more freedom, more convenience and more fun.

The future mobility Honda dreams of will create a joy and freedom of mobility that enables people to transcend the constraints of time and place, and augment their every possibility. Such mobility will become the "power" for people who are trying to advance toward their own dreams.

Dreams that will move even more people, until there is an endless expanse of new dreams.

#### The Power of Dreams

Through the creation of mobility we dream of, Honda will become "The Power of Dreams" of more and more people. That is how we will move people and society forward.

**HONDA**  
The Power of Dreams

**How we move you.**  
CREATE ► TRANSCEND, AUGMENT

For more information,  
click here >>>





Director, President and  
Representative Executive Officer

*Toshihiro Mito*

## **In order to continue to be a company society wants to exist, Honda aims to become the “power” that supports people around the world who are trying to do things based on their own initiative.**

Since its founding, Honda has been driven by its “dreams.” While valuing original ideas, technologies and design, Honda has grown by fearlessly taking on challenges to realize what was thought to be impossible. Through the creation of diverse forms of mobility, Honda aims to become the “power” that supports people around the world who are trying to do things based on their own initiative. In doing so, Honda has been providing value that contributes to the advancement of mobility and people’s daily lives.

Our relentless pursuit of advancing mobility, spanning automobiles, motorcycles, power products, aircraft and more, enhances the value of mobility and expands people’s life’s potential. When more people are “connected” through mobility, we can generate greater “power,” which leads us to the creation of a better society. We believe it is Honda’s mission to realize such a future with the concept of “zero environmental impact” and “absolute safety.”

In the meantime, the automotive industry is undergoing a “once-in-one-hundred-years transformation” that is characterized by swift changes. For Honda to fulfill its mission and continue to be a company people and society want to exist into the future, we needed to re-clarify “

what Honda is striving to achieve” and “what value Honda will offer to its customers.” Based on this belief, we redefined our Global Brand Slogan –The Power of Dreams.

We chose to redefine the existing slogan rather than create a new one from scratch because, after a series of discussions, we came to the conclusion that the basis of what Honda is striving to achieve is the “power of dreams,” which starts from the “intrinsic motivation” of each and every one of us working at Honda.

“I am going to do it not because someone asked me to do it, but because I truly want to do it and believe I should do it.” Such intrinsic dreams of each of us at Honda will drive us forward, and when our strong individualities collide and our diverse knowledge and dreams interact with each other, they evolve into greater knowledge and more profound dreams. This synthesis manifests as “creativity,” which will generate value.

Moreover, we looked back and revisited the essential value of every mobility product and service Honda has offered to date. Consequently, we arrived at the conclusion that there are two value propositions Honda wants to continue offering – One is to enable people to “transcend various constraints such as time and place,” and the other is to

enable people to “augment their abilities and possibilities.”

Our creative power generates the value represented by the two key words: “Transcend” and “Augment.” Such value we offer will become the “power” to move people around the world and support people who take one step closer to their dreams. Then such “power of dreams” will spread to the people around them, and there will be an expanse of dreams throughout our society.

With these aspirations for the future, we have added a new tagline – How we move you. – which follows the “The Power of Dreams.” This is the background of the redefinition of the Honda Global Brand Slogan.

The tagline – How we move you. –encapsulates the double meaning of “moving people physically” and “moving people’s hearts.” Through our mobility products and services, we want to surprise, inspire and move people. To do so, we will increase the speed of embodying our dreams while being driven by the diverse dreams of people around the world.

Honda will continue to take on challenges to further explore the possibility of mobility, in ways only Honda can do. So, please keep your expectations high.

# Technology that makes people happy is real technology

**Soichiro Honda**



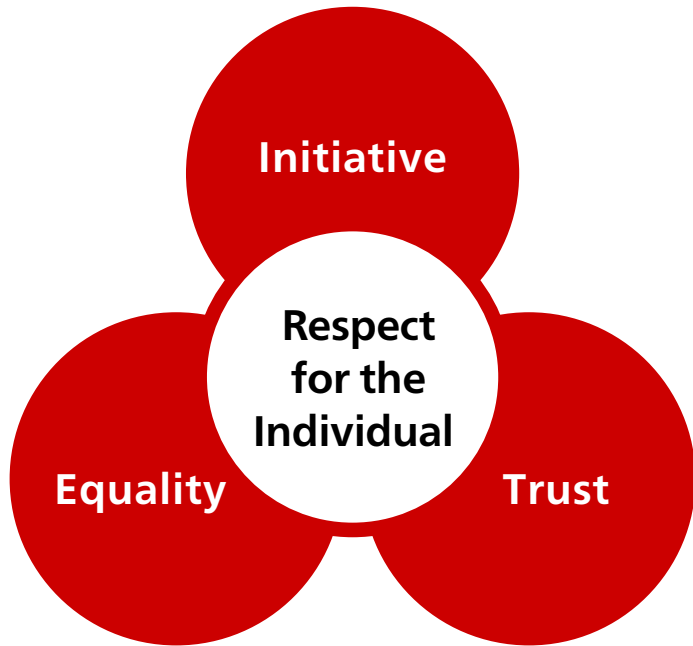
Immediately after the Second World War, Soichiro Honda came up with the idea of adding an engine to the bicycles that were a common mode of transport at the time. The bicycle engine that he developed out of consideration for his wife, who had to travel long distances every day to buy groceries, was well received, and in no time, it had spread around the world.

How easy would riding a bicycle be if it had an engine?

This passion that was put into a small engine has led us to the present and will continue to the future.

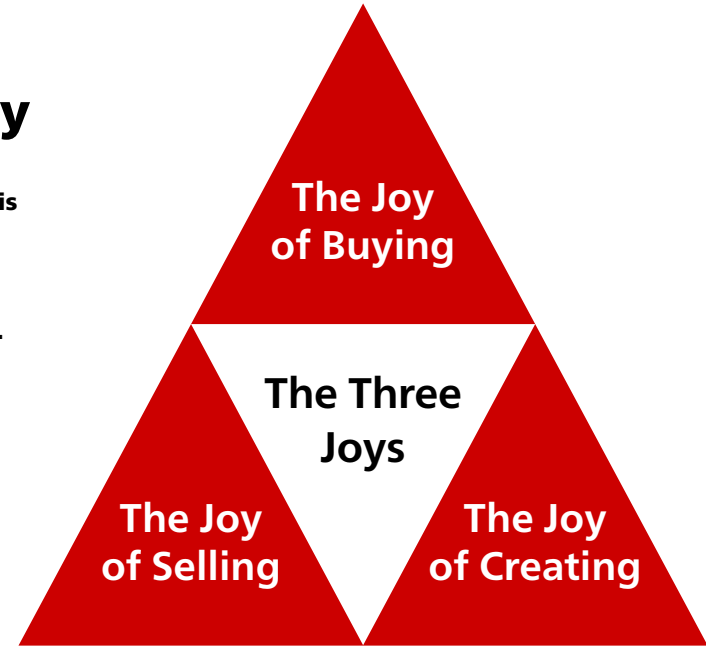
# Honda Philosophy

## Fundamental Beliefs



## Honda Philosophy

The foundation of the Honda Group is "Honda Philosophy" left by the two founders, Soichiro Honda and Takeo Fujisawa. These values are not only shared as values by each and every associate working at Honda, but have also served as standards for behavior and judgment throughout the ages.



### Initiative

Initiative means not to be bound by preconceived ideas, but think creatively and act on your own initiative and judgment, while understanding that you must take responsibility for the results of those actions.

### Equality

Equality means to recognize and respect individual differences in one another and treat each other fairly. Our company is committed to this principle and to creating equal opportunities for each individual. An individual's race, sex, age, religion, national origin, educational background, and social or economic status have no bearing on the individual's opportunities.

### Trust

The relationship among associates at Honda should be based on mutual trust. Trust is created by recognizing each other as individuals, helping out where others are deficient, accepting help where we are deficient, sharing our knowledge, and making a sincere effort to fulfill our responsibilities.

### The Joy of Buying

The joy of buying is achieved through providing products and services that exceed the needs and expectations of each customer.

### The Joy of Selling

The joy of selling occurs when those who are engaged in selling and servicing Honda products develop relationships with a customer based on mutual trust. Through this relationship, Honda associates, dealers and distributors experience pride and joy in satisfying the customer and in representing Honda to the customer.

### The Joy of Creating

The joy of creating occurs when Honda associates and suppliers involved in the design, development, engineering and manufacturing of Honda products recognize a sense of joy in our customers and dealers. The joy of creating occurs when quality products exceed expectations and we experience pride in a job well done.

## Company Principle

Maintaining a global viewpoint, we are dedicated to supplying products of the highest quality yet at a reasonable price for worldwide customer satisfaction.

## Management Policies

- Proceed always with ambition and youthfulness.
- Respect sound theory, develop fresh ideas and make the most effective use of time.
- Enjoy your work and encourage open communications.
- Strive constantly for a harmonious flow of work.
- Be ever mindful of the value of research and endeavor.

# We are connected with customers AROUND THE WORLD through 28 million products.

AUTOMOBILES  MOTORCYCLES  POWER PRODUCTS 

“The important thing lies ahead on the global path.”

Honda has been expanding overseas

since it began exporting motorcycles in the 1950s.

We don't only set up offices and generate profits,

but we create jobs, develop human resources,

and continue to create products

that are accepted by each market

while growing together

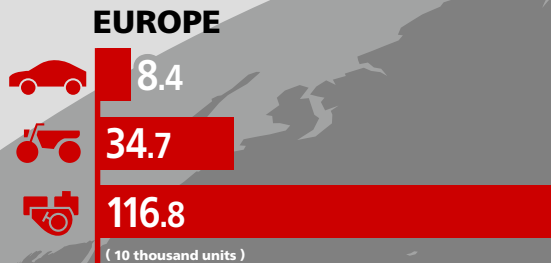
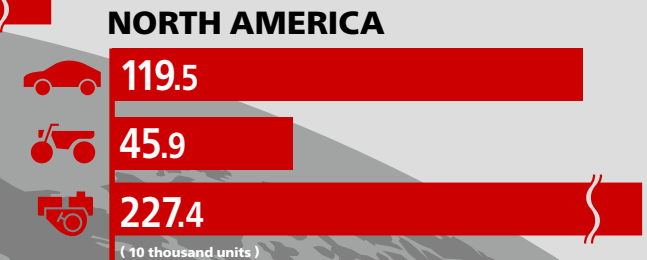
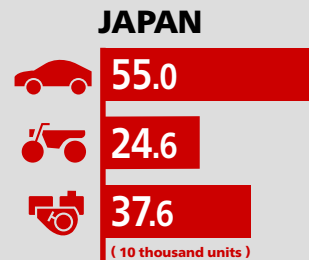
with our partners

in the local community.

## Honda Topics

White coveralls are a sign of pride.

At Honda's R&D centers and factories, associates wear white work clothes that stain and smudge easily, from the philosophy that "good products come from clean workplaces." The white outfit also symbolizes the equality of all that work at Honda, including the CEO. White symbolizes Honda's philosophy for making products wholeheartedly not only in its Japanese facilities, but all over the world.



Global Sales Figures for FY2022

# 2,808.9

AUTOMOBILES/368.7  
MOTORCYCLES/1,875.7  
POWER PRODUCTS/564.5  
( 10 thousand units )

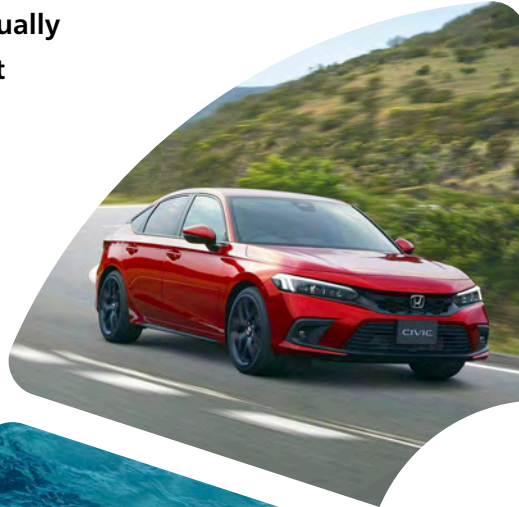


Area Major countries | North America : United States, Canada, Mexico | Europe : United Kingdom, Germany, Belgium, Italy, France | Asia : Thailand, China, India, Vietnam, Malaysia  
Other : Regions Brazil, Australia | Segmentation by country and region is based on geographical proximity.

## Honda Product Introduction

# Serve people worldwide with the “joy of expanding their life’s potential”

Since its founding, Honda has continually strived to make products that delight as many people as possible, in keeping with its desire to be useful to people and society and expand the possibilities of people's lives.



## Automobiles

**We will evolve the “joy of driving” in line with the times.**

Honda's automobile business, which began in 1963, sells approximately 5 million vehicles annually around the world. We enrich our customers' lives and support their freedom of mobility with safe and stress-free cars and services. Going forward, Honda will continue to promote electrification globally, without changing the “joy of driving” that Honda has cultivated up until now, and aim to realize the value it provides by “transcending people from the constraints associated with mobility and augmenting their possibility”

## Marine

**Providing the joy of being on the water without polluting the water.**

In 1964, at a time when lightweight and inexpensive 2-stroke engines were the mainstream, Honda entered the 4-stroke outboard motor market with a 4-stroke outboard motor, from which no engine oil was discharged into the water. Based on founder Soichiro Honda's idea that “watercraft should not pollute the water,” we provide high-performance products and services with a focus on environmental performance. We are spreading the fun of being on the water to meet the needs of people all over the world.



**HONDA**



## Motorcycles

**Making motorcycles to blend into the lives of people in various regions around the world.**

Motorcycles are our starting point, and we practice “manufacturing that is close to our customers” and provide products that are rooted in each country and region. With a cumulative total of over 400 million units delivered, we continue to break new ground in the motorcycle market. Going forward, we will leverage our high cost competitiveness to deliver electrified vehicles at affordable prices, leading to global electrification. Additionally, we will deliver “more convenience and freedom” to customers around the world by expanding the range of models compatible with safety technology.

## Power products

**Being close to people and becoming the driving force in their work and life.**

The power products business inherits Honda's founding desire to “help people.” Since its inception in 1953, we have developed products such as engines, tillers, generators, snow blowers, lawn mowers, pumps, and outboard motors, with cumulative production exceeding 170 million units and being selected by more than 50 countries. Currently, we are expanding the scope of our business to include portable batteries and product electrification, broadening the possibilities of our business that “bestows novel value upon mobility and the everyday lives of individuals.”

## Aviation

**Opening up the next generation and providing the joy and freedom of mobility.**

Providing freedom of mobility in the sky has been a dream of Honda since its inception. To realize this dream, Honda began the research and development of jet engines in 1986. The “HondaJet”, released in 2015, is revolutionizing the light business jet. In order to provide everyone with the “joy and freedom of mobility,” we continue to strive for performance and comfort that will pave the way for the next generation of aircraft.

For more information, click here >>>



# Honda's electrification Topics

We promote electrification in all the categories of motorcycles, automobiles, and power products. By pursuing advanced and original technology, Honda will further evolve the unique appeal that we have cultivated, and provide products and services to "transcend people from the constraints associated with mobility and augmenting their possibility." We aim to further enrich the lives of our customers.

**Honda Stories**  
Navigating Honda's Present and Future

For more information, click here >>>



## AUTOMOBILES

**Honda announced new global EV "Honda 0 Series" at CES 2024 >>>**



#CarbonNeutrality  
#CleanEnergy  
#MobilitySafety  
Technology  
#TrafficEcoSystem

**N-VAN goes electric! The development team reveal the behind the scenes of the mini-EV development challenges >>>**



#CarbonNeutrality  
#CleanEnergy  
#EV·FCEV  
#HumanCentric

**Honda's automobile electrification strategy - Exploring the environment that surrounds electric vehicles and honda's vision >>>**



#Electrification  
#EV·FCEV  
#VISION  
#CarbonNeutrality

## MOTORCYCLES

**Honda's First Personal-use Electric Scooter Commuter Model in Japan. What Makes Swappable Battery-equipped EM1 e: Attractive to Customers? >>>**



#CarbonNeutrality  
#CleanEnergy  
#HumanCentric  
#Electrification

## POWER PRODUCTS

**Use electricity freely. Honda Mobile Power Pack Engineer talk >>>**



#CarbonNeutrality  
#CleanEnergy  
#Motorcycles  
#TechnologyForPeople

**Clear the strict usage conditions of construction machinery. Electric power unit "eGX" developed >>>**



#CarbonNeutrality  
#CleanEnergy  
#TechnologyForPeople  
#Electrification

**"Power source on wheels" changes our lives. Power Exporter 9000 >>>**



#CarbonNeutrality  
#CleanEnergy  
#TechnologyForPeople  
#EV·FCEV  
#HydrogenTechnology

**Challenge to Carbon Neutrality on Water! Where Electric Propulsion Stands Now >>>**



#CarbonNeutrality  
#CleanEnergy  
#Electrification

## FUEL CELL

**Honda's expanding hydrogen strategy. Taking FCEV technology to new domains >>>**



#VISION  
#CarbonNeutrality  
#CleanEnergy  
#HydrogenTechnology  
#EV·FCEV  
#Cars

**Makes EVs and FCEVs commonly seen on the city streets >>>**



#CarbonNeutrality  
#CleanEnergy  
#Electrification  
#EV·FCEV

Explains Honda's latest technology  
**Technology site**



**About Honda's electric vehicles (EV) >>>**



**Efforts to promote the use of electric motorcycles >>>**





# Honda's challenge to create the future

We are taking on the challenge of expanding joy through developing new areas of mobility and engaging in open innovation activities. By comprehensively utilizing the technologies we have cultivated to date, we are advancing creative technological research that expands the possibilities of mobility and brings new value to people's time and space.

**Honda Stories**  
Navigating Honda's Present and Future

For more information, click here >>>



Making mobility in the skies more accessible.

## Honda eVTOL >>>

Focusing on eVTOL, an electric vertical take-off and landing aircraft that is closer to the ground than an aircraft. We aim to build a mobility ecosystem that expands freedom of movement.



Transcend time and space as an "avatar"

## Honda avatar robot >>>

By offering avatar robots, we aim to create a society where people can lead free lifestyles and realize their true selves and can do what they want on the spot, no matter how far away they are or where they are.



Expand the realm of human activity beyond the earth.

## Challenge to space >>>

The "Artemis program," which will send people to the moon for the first time in about half a century, is underway around the world. Honda is researching and developing a system that circulates oxygen, hydrogen, and electricity from solar energy and water.



Aim to solve transportation issues for families with children and the seniors.

## Honda Micro-Mobility CiKoMa/WaPOCHI >>>



Move hands-free with the "running chair".

## UNI-ONE >>>



Artificial intelligence that can understand people, freeing them to move around.

## Honda CI-MEV >>>



Exploring new options in transportation to expand the "joy of mobility."

## Autonomous Taxi Service >>>



Creating a new world-view while retaining the joy of riding a motorcycle.

## Honda E-Clutch >>>



Achieving carbon neutrality in the sky, more difficult than on the ground.

## Sustainable aviation fuel "SAF" >>>



## Honda's open innovation

Solve social issues through unique technology and create new value.

Honda is engaged in a variety of open innovation initiatives, including "IGNITION", a program that allows Honda associates to leverage their individual ideas and take on the challenge of launching new businesses. So far, Ashirase Co., Ltd. and Striemo, Inc. have been established, and in March 2023, SmaChari was launched as an in-house business.

Commercialization results



Make your bicycle electrically assisted and connected with just one app. SmaChari >>>

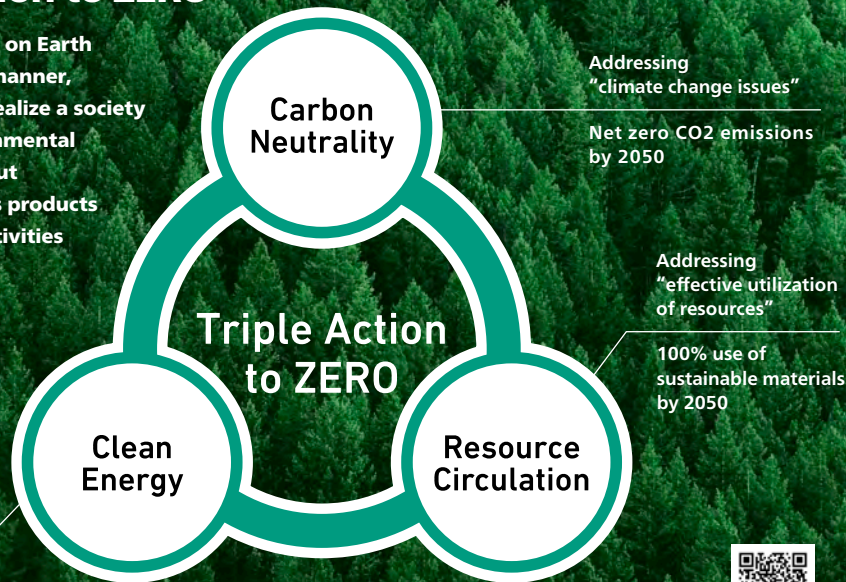


## Honda's challenge to social issues

# Aim for zero environmental impact by 2050.

## Triple Action to ZERO

For people to live on Earth in a sustainable manner, Honda seeks to realize a society with zero environmental impact throughout the lifecycle of its products and corporate activities by 2050.



Addressing "energy issues"

100% utilization of carbon-free energy by 2050

For more information, click here >>>



## Honda Topics

### One of Honda's solutions that balances ECO and EGO



Honda is working on resource circulation to effectively use limited resources in order to achieve zero environmental impact. On the other hand, we want to pursue EGO, which seeks things that are fun and something we want to do, while being ECO-friendly. The concept model "SUSTAINA-C Concept" exhibited at JAPAN MOBILITY SHOW 2023 symbolizes the new car building technology that makes this possible. There are countless ways to enjoy it, such as enjoying colorful panels made from sustainable materials by rearranging them to suit your tastes, or making communication more fun with new lighting technology. For those last mile trips, you can use the small electric bike "Pocket Concept." It brings freedom from constraints to wherever you want.

In the 1970s, Honda developed the low-pollution CVCC\* engine which became the first engine in the world to comply with the Muskie Act (the 1970 U.S. Clean Air Act), which was said to be the most stringent emissions regulation in the world at that time.

In 1992, we established the "Honda Environment Statement", which serves as a guideline for all environmental initiatives.

In order to continue to be a driving force that supports people all over the world who are trying to move forward with their will, Honda aims to become carbon neutral through all of its products and corporate activities by 2050.

## Honda's initiatives

Target to Achieve Zero Environmental Impact				
Sales ratio of electrified products	Target for 2030			Target for 2050
	Motorcycles	Automobiles	Power products	→
15%	30%	36%		
Reduction rate of CO2 emissions intensity of product use (compared to FY2019)	Target for 2030			
	Motorcycles	Automobiles	Power products	→
	34.0%	27.2%	28.2%	

### Products

We are actively accelerating the electrification of products in each business, including motorcycles, automobiles, and power products. In the automobile business in particular, we aim to increase the sales ratio of EVs (electric vehicles) and FCVs (fuel cell vehicles) to 100% globally by 2040.



### Corporate activities

We aim to reduce energy usage and CO2 emissions in corporate activities. Honda plans to realize its first carbon-neutral plant in FY2026 at the Saitama Factory's assembly plant. We will also promote carbon-free electricity usage and actively utilize clean energy.



### Resource circulation

To ensure harmonious coexistence on Earth, Honda will reduce its consumption of limited resources, including mining and disposal, and strive to shift to a recycling-based value chain. Aiming for zero environmental impacts related to resources and disposal across the various stages ranging from resource procurement to disposal, Honda is tackling this issue through cooperation/partnership with internal/external stakeholders.

\*CVCC : Abbreviation for Compound Vortex Controlled Combustion. It is characterized by low emissions of carbon monoxide, hydrocarbons, and NOx (nitrogen oxides).

Honda's challenge to social issues

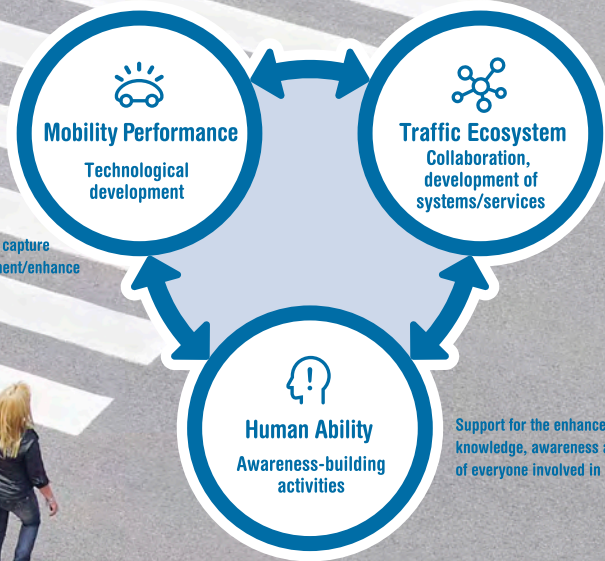
# Aim for zero traffic collision fatalities by 2050.

## Direction

Honda safety initiatives will address traffic collision caused by various factors, by evolving and combining the three elements of safety

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

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



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

For more information, click here >>>



## Honda Topics

### We think about traffic safety with a focus on "people".



In 1970, traffic accidents became a major social problem and the term "traffic war" was coined. Honda established the Driving Safety Promotion Center at a time when the concept of safe driving education was not widely accepted. In 1972, a department was established within the center to promote overseas activities, and we have strengthened our activities overseas by establishing traffic education centers in each country and collaborating with local dealers. As of March 2023, Honda is conducting safe driving promotion activities in 43 countries and regions around the world, including Japan.

Honda's global safety slogan is "Safety for Everyone."

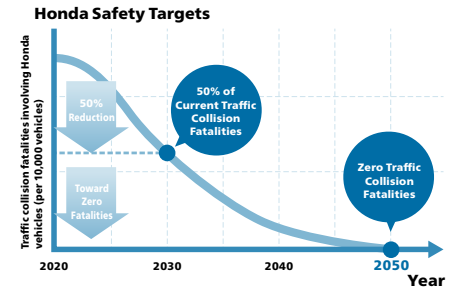
We aim to realize a collision-free society where not only drivers and riders but everyone sharing the road can safely and confidently enjoy the freedom of mobility.

In April 2021, Honda announced its goal of achieving zero traffic collision fatalities involving Honda's motorcycles and automobiles worldwide by 2050. Honda is working toward a collision-free society, not only as its social responsibility, but also to realize a joyful future for all Honda will continue to actively evolve its traffic safety initiatives based on accident conditions in each region.

## Objective

Honda aims to achieve zero fatalities in traffic collision involving Honda automobiles and motorcycles worldwide by 2050.\*1 As a milestone, it aims to halve the number of traffic collision fatalities involving Honda automobiles and motorcycles worldwide by 2030.\*2 These targets apply not only to new vehicles, but also to all Honda motorcycles and automobiles currently on the market.

\*1 Traffic accidents involving Honda motorcycles and automobiles: Traffic accidents involving Honda motorcyclists and automobile riders, as well as pedestrians and bicyclists (i.e., all traffic participants, except for intentional and malicious violators of the rules, and persons who are incapable of fulfilling their responsibilities)  
\*2 Halving traffic fatalities per 10,000 vehicles involving Honda motorcycles and automobiles worldwide in 2030 compared to 2020



## Initiatives



### Traffic safety awareness activities that focus on people

We carry out awareness raising activities for all people involved in traffic society. We will build upon its existing principles of "safety handed down from person to person" and "participatory experiential education". We provide personalized training aimed at improving not only driving skills but also consideration and awareness of those around you. We will evolve this into a traffic safety awareness activity.



### Improving mobility performance with Human-Centric Thinking

Honda, as a leader in safety technology with Human-Centric Thinking, will continue to evolve its mobility to gain an even deeper understanding of people and to be more closely attuned to their wishes. In addition to protecting passengers and pedestrians and avoiding collisions and, we are working to develop technologies that complement or expand human capabilities, such as supporting communication with everyone sharing the road.



### Developing transportation ecosystem

In order to prevent accidents in a constantly changing traffic environment, it requires a dynamic understanding of the aspects of infrastructure and traffic participants, and the smooth coordination between these entities. Honda will actively participate in research and development, cooperation with national and local governments, and co-create with partner companies.



Curiosity → Future

# HOW WE MOVE YOU.

## How is your curiosity fueled by Honda?

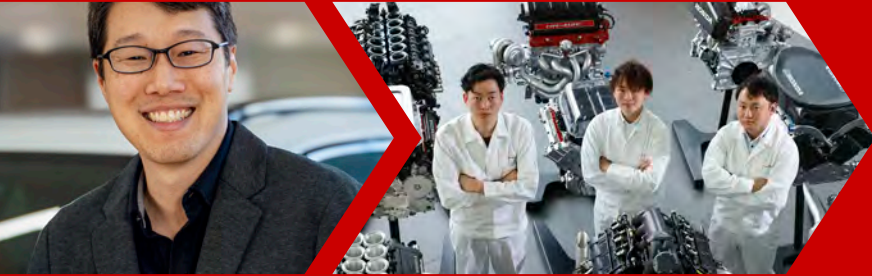
"I become obsessed with something, as if driven"  
"I am faced with an event that shakes my heart enough to decide my life"  
If you look back on your past, you'll probably have such experiences.

"I want to see more. I want to know more. I wish I could do this more"  
Your straightforward thoughts involve your friends around them and become the power to move society and the future forward.

What moved you before joining Honda?  
What were you interested in?  
And how did the curiosity you felt at that time develop at Honda?  
How are you making use of your current job?

Each person's unique passions from the past to the present to the future. We interviewed associates who are active in various fields.

\*The departments to which they belonged are as of March 2024.



# My curiosity

Remote-  
Controlled  
Cars

Automotive  
Development



# 01

## John Hwang

Honda Development &  
Manufacturing of America, LLC  
Automobile Development Center

John, who loved assembling and playing with remote-controlled cars since childhood, has turned his passion into a reality as an engineer. As an adult, he continues to create cars that captivate people's hearts. With a smile, John is still amazed when he sees the same cars he worked on in real life, transformed into a remote-control model or toy replica. We caught up with him to explore the connection between his childhood curiosity and his current profession.

Remote-Controlled Cars



# John Hwang

Since joining the company as a new graduate in 1995, he has been involved in the development of various four-wheeled vehicles. In the "PROLOGUE" Acura "ZDX", a pioneer in the full-scale development of EVs in North America, he was in charge as the development leader (LPL) for each element in cooperation with GM (General Motors).

Automobile Development Center

Remote-  
Controlled  
Cars



Automotive Development

## The Key to Honda's Car Design is an "Open Mind."

I also had a love for drawing and aspired to be a designer, an experience that proved valuable in car development. Honda employs a development system called SED development system, where sales, service, engineering, and development professionals collaborate from the initial concept design. Adhering to the founder's principle of "The Product Never Lies" emphasizes that, even with the highest functionality, products must be aesthetically pleasing to attract buyers; however, conversely, a visually appealing design won't sell if it lacks affordability.



Working towards a common goal, and exchanging opinions across job descriptions, as an engineer, I've had many moments advising designers. My experience participating in a team for an EV car contest during university also influenced my role as a Lead Project Leader (LPL). To collaborate with people possessing different skills, I learned the importance of having an open mind. During the collaborative development with GM, despite encountering a completely different culture from Honda, I tried to put myself in their shoes considering how I would make decisions if I were in GM's position. The importance of individuals with different strengths coming together, combining their efforts, and collaborating while maintaining communication is something I still consider crucial today.

## The joy of creating something from nothing permeates through all projects.

Since I was a child, I've always loved making things; I was passionate about remote-controlled cars and Legos, experiencing what might be considered a typical childhood for an aspiring engineer. I deliberately avoided reading instructions because, while it may be easy once you read them, I found joy in thinking and creating on my own. It was challenging, but that's what made it enjoyable. I would even paint them in my favorite colors. Tinkering with the suspension of model cars allowed me to naturally grasp mechanical intricacies, serving as the spark for my journey into engineering.

Another significant influence was my aunt, an engineer at a chemical company, who shared the fascination of mathematics and chemistry with me. The second-generation Prelude she used to drive was undeniably stunning and left a lasting impression. I also admired the second-generation Legend she later switched to. Since childhood, I perceived Honda as a high-tech company, and that belief persisted, fueling my enduring desire to work for Honda. Since joining as an engineer, I've participated in various projects, yet the joy of creating things myself remains unchanged.

Automobile Development Center

### Honda Stories



What is John's passion for Honda's first mass-produced EVs in North America, "PROLOGUE" and "ZDX"?

For more information,  
click here >>>



# My curiosity

Playing the Violin

Development of Power Units for F1™



# 02

## Kazuya Aihara

Department 1  
Automobile Racing Development Division  
Honda Racing Corporation

For Aihara, who was obsessed with practicing the violin in an orchestra club during his university days, there are many similarities between the development of power units for F1™, the pinnacle of automobile racing, and orchestra performances.

“Harmony is important when creating things,” says Aihara. We asked Aihara, about his curiosity before joining the company and how it relates to his current job.

Playing the Violin in an Orchestra



# Kazuya Aihara

Since joining the company as a new graduate in 2017, he has been engaged in actual vehicle engine control and product suitability development at Honda R&D. He is currently in charge of developing the performance of MGU-K motor\* for the 2026 F1 World Championship. Also, he is in charge of the tire mechanics for the “Honda R&D Challenge”, a private team made up of associate volunteers, and contributed to winning the ST-2 class series championship by placing first in the “Super Taikyu Final Fuji 4-Hour Race” in November 2023.

\*Motor Generator Unit Kinetic. A part of F1 power unit.

Playing the Violin in an Orchestra



Automobile Racing Development Division

Development of Power Units for F1™

## The importance of harmony is utilized in the development of F1 power units.

In an orchestra, you not only fulfill the role of your own instrument, but also combine it with other parts (strings, wind, percussion) to create a single piece. Individual practice is important, but of course the harmony of the stringed instrument parts and the overall harmony is most important. We make music based on a single concept while considering the overall balance from a broader viewpoint. The same is true for real cars and racing cars. Only by matching various components such as the engine and transmission will we be able to create a car that meets the customer’s needs and a package that can win races. I think we all share the same idea “It’s important to envision the final form and harmonize it”.



I have been appointed as a member of the F1 power unit development team for 2026, and I feel that the biggest challenge of my life has come. Honda is a company that emphasizes continuing to express one’s intentions aloud and taking on challenges without giving up in pursuit of one’s dreams. I feel that this is why the door to F1 opened for me. Even in my racing activities at HRDC, I have volunteered my time to work on tires that are different from my work. The C in HRDC stands for “Challenge,” and we offer an environment where you can carve your own path based on your own will. This is an activity that feels truly unique to Honda. Whether it’s developing an actual car or racing, I’m really happy to see a moment when things I created with my teammates are enjoyed. I would like to achieve solid results with the power units that I created together with my teammates on the F1, the highest stage of motorsports.

## Both music and racing can bring excitement to many people.

My family all loved music, so I had many opportunities to play musical instruments from a young age. During my university days, I belonged to the orchestra club and played the violin. It’s really fun to be able to actually express the professional performances, which I’ve been hearing with my ears, as a player by myself. Although it is a difficult instrument to play technically, I found the process of improving through trial and error very rewarding.

I have also loved cars since I was a child. I went to the Suzuka Circuit with my family for the first time when I was in the second year of junior high school after watching the F1 race where Honda won in the third activities. I will never forget the power and excitement of that moment. I believe that music and motorsports have something in common in that they both touch people’s sensibilities. It’s amazing that we can deliver emotion and excitement to so many customers. I admire F1, which can stimulate people’s hearts in the same way music does, and I especially wanted to join Honda, which continues to challenge overseas competitors over and over again in the world of F1.

Automobile Racing Development Division

### Honda Stories



What are Aihara’s activities at HRDC and his passion for F1 power unit development?

For more information, click here >>>



# My curiosity

Sketching  
of Animals

Communication  
Design



# 03

## Sakura Morioka

Design Administration Division  
Communication Design Studio  
Honda Motor Co., Ltd.

Morioka's origins lie in sketches of animals she drew in her childhood.

Through various experiences such as product design that she studied in university, club activities in high school, and part-time work in customer service, she realized that she "likes making others happy."

We asked Morioka about her curiosity and how it relates to her current job.

Sketching of Animals

Communication Design



# Sakura Morioka

She is in her current position since joining the company in 2022. Involved in Ezaki Glico Co., Ltd.'s (hereinafter referred to as Glico) social contribution activities "Glico Wagon", Honda's 75th anniversary event, show car wrapping, etc. She is responsible for the wrapping design for the fuel cell vehicle "CR-V FCEV" scheduled to be released in Japan in 2024.

Communication Design Studio

Sketching of  
Animals



## Honda is a company that creates "excitement" rather than "products."

When I was a child, I wanted to be a veterinarian. By the way, the dream I had before that was of a giraffe (laughter). I thought, "I need to be good at drawing to become a veterinarian," so I started copying pictures from picture books and drawing dolphins, whales, and all sorts of other things. However, I thought it would be more fun to draw and express myself, so I decided to pursue a career in art. After entering high school, I encountered the field of product design, and realized how beautiful and easy to use it was, and how cool it could be in everyday life, so I majored in product design in college.

The reason I joined Honda was a motor show I attended when I was in university.

I went there thinking it would be a good reference for making things, and found there were airplanes, motorcycles, and power products there. I thought "Well, it's not a car company". I felt the attitude of creating things to excite someone from the space.

I joined Honda thinking, "I can do anything with this company, and it looks fun."

## I want to convey more of Honda's appeal through design.

Currently, I am working in the communication design department on the enhancement of Honda's brand value. The target is to firmly convey the creator's thoughts to our customers through various media such as the web and events. I'm proud that Honda is creating attractive value.

That's why, as a designer, I want to create opportunities to connect creators and customers.



I've always liked to consider the feelings of the other person when creating things.

When I gave my best friend something handmade instead of a ready-made item for their birthday, and when I was working part-time at an official game shop, I was thinking about how I could get the message across to people and how I could make them excited. Even in my current job, I approach my work with the feeling that I will surprise my seniors and exceed their expectations.

Honda is a big-hearted organization that accepts any ideas.

I feel comfortable because the human relationship in the company is quite casual. There are all sorts of people out there, some who work diligently like training, some who value their private life, and some who passionately talk about their dreams, but I think it's typical of Honda that everyone is creating exciting things for the future.

### HondaStories



What is Morioka's passion for the fuel cell vehicle for which she was in charge of wrapping design?

For more information,  
click here >>>



Communication Design Studio

# My curiosity

Email with  
Father

Advanced  
Safety  
Systems



# 04

## Chihiro Abe

Advanced Safety System Software  
Development Department  
Advanced Safety and Intelligent Solution  
Development Division  
Software Defined Mobility Development Unit  
Honda Motor Co., Ltd.

Abe became interested in the mechanisms of the Internet and email after her father moved away from home in her elementary school days.

However, while studying communications engineering at university, she says she realized "the importance of meeting in person."

We asked Abe, who is currently involved in the development of Honda's next-generation safety systems, about her curiosity and how it relates to her current job, with the aim of realizing the joy and freedom of mobility for each individual.

Email with Father

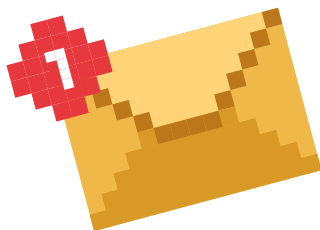
Advanced Safety Systems



# Chihiro Abe

She has been working in Honda's autonomous driving field since joining the company as a new graduate in 2013. She is in her current position after conducting basic research on autonomous driving on ordinary roads, developing the Honda SENSING Elite ACC (following distance control function)/ALC (lane change assist function) function, and developing a map system for the next generation Honda SENSING.

Email with  
Father



## I realized the importance of "meeting" because I studied communications engineering.

She discovered the Internet in order to get in touch with her father, who was away alone and unable to see her.

That is my starting point. When I send an email, I get a reply from my father who is far away, which makes me very happy. It was quite a shock. I had an interest in mechanics from that point on, but after attending an electronics summer school during my junior high school days, I decided to pursue engineering. At university, I studied communications engineering, especially speech recognition. However, as I deepened my learning, I realized that there is no better way to communicate than meeting in person.

I've always loved moving and going out. Rather than the vehicle rides, I was more interested in the experiences that could only be had there. So, while I'm glad that communication technology is developing, I still want to meet people in person, see the scenery with my own eyes when I travel, and eat delicious food. I want to have a real experience that you can only understand if you go. I felt that the value of "meeting" is relatively high because there are various ways to do it, so I decided to join Honda, where I could be involved in "meeting" in various ways and help with transportation.

## I want to enable free mobility for each and every individual through software.

Currently, I am in charge of overall system coordination for the development of the next-generation Honda SENSING. The advantage of software is that its functions can be customized to suit the user's needs. By constantly updating the software, we aim to create an environment where functions and services can evolve even after the car has been purchased. People who have not previously been in the car industry are now able to play an active role in fields such as communications. Everyone at Honda likes to have discussions, so the workplace is lively. I don't know whose job it is, but I find ourselves working as a team. These kinds of things happen often.



When I joined the company, I was developing individual functions, but now I am in a position where I can look at the whole thing. Since then, I have become more interested in designing the flow of people and goods as a society, rather than making things. People have different needs for transportation, such as wanting to enjoy the time they spend on the road and wanting to get to their destination as quickly as possible. I think the ultimate goal is how to satisfy this as a society as a whole. My goal is to make "free mobility," a reality in everyone's lives. I wish I could increase the number of moments that make people feel happy in their daily lives.

### Honda Stories



What are the projects in the software area in which Abe is involved?

For more information,  
click here >>>



Advanced Safety System Software Development Department

Advanced Safety System Software Development Department



# My curiosity

Long-Distance Running

Resource Circulation Strategy



# 05

## Hiromasa Takahashi

Strategy Domain  
Resource Circulation Planning Division  
Corporate Business Development Unit  
Corporate Strategy Operations  
Honda Motor Co., Ltd.

Conducting business that takes energy into consideration in addition to mobility.

The foundation for Takahashi, who is involved in this big challenge with Honda, is long-distance running, which he started in junior high school.

We asked Takahashi, who says a broad-perspective attitude and a sense of accomplishment in taking on challenges are utilized, about his curiosity and how it relates to his current job.

Long-Distance Running

Resource Circulation Strategy



# Hiromasa Takahashi

Since joining the company as a new graduate in 2007, he has been in charge of developing steel materials for engine parts and mass production of engine parts in the automobile materials research and development department. After moving to the environmental strategy department in 2018, he promoted planning for resource recycling mobility. He is in his current position from 2022.

Resource Circulation Planning Division

## Strive towards your goal. A sense of accomplishment that comes from the results.

When I was in the lower grades of elementary school, I had a shy personality. At the suggestion of my worried parents, I started taking up kendo (martial art with bamboo swords) and became more active, and in junior high school I played football and track and field. From high school, I focused on long-distance track and field, which I continued until university. I was working backwards from my goals and thinking about what I should do now as I worked on my daily training. There was a time when I couldn't run due to an injury, but I was determined not to let anything happen for free, so I continued to work on other tasks on my own. As a result, I was happy that my record was better than before the injury. After all, it's rewarding to see that my efforts lead to some kind of result. In particular, long-distance track and field events are both individual events and team events like relay races, so I felt a sense of accomplishment as I was able to improve our competitiveness as a team while fulfilling my role. In terms of academics, I wanted to provide new value to the world through my knowledge of materials engineering, which I majored in at university, so Honda was appealing to me because it goes beyond the boundaries of an automobile company. But most of all, there seem to be a lot of interesting and unique people.



Long-Distance Running

## His ability to look ahead and think tenaciously comes from his experience in track and field.


Currently, I am involved in planning the repurposing of automotive batteries. Recently, an idea that it is okay to reuse items if it makes sense is becoming more widespread due to the influence of flea market apps. Coupled with the trends in society as a whole, I decided to participate in this business because I thought if it would be okay to just make and sell products. In order to conduct business from a lifecycle point of view after sales, cooperation



with outside parties is essential, and the timeline is long. How can I be more efficient and what should I do now? My ability to look around and think ahead is based on my experience in on track and field. Another similarity is the attitude of thinking persistently. The challenges we must achieve now involve a complex interplay of various factors, and cannot be resolved overnight. However, I am able to keep going because I feel a sense of accomplishment through track and field. The place where I feel this most is Waigaya (a kind of free-style discussion). It's a great feeling to be able to identify the essential problem and come up with an unexpected solution after hearing a variety of opinions, and I think this kind of environment is unique to Honda. Our future goal is to make circular business models commonplace. My hobby is traveling, but recently I feel like Japan is losing its four seasons. I want to do something about the problem of climate change by doing what I can. I would like to introduce the project, which is inherited from seniors like relay races, to the world in my generation.

Resource Circulation Planning Division

What is Honda's "Resource Circulation"?



For more information, click here >>>

# My curiosity

Playing Basketball

Carbon Neutrality of the Painting Process



# 06

## Kenya Furuno

Body Equipment Engineering Department  
Body Production Engineering Division  
Production Engineering Unit  
Honda Motor Co., Ltd.

“Painting” is important in achieving carbon neutrality for the entire production facility.

Furuno, who plays an active role as a leader in the division, says that what makes him what he is today is playing basketball, which he has been playing since elementary school.

We asked Furuno, who works to achieve a goal by involving various people inside and outside the company, about his curiosity and how it relates to his current job.

Playing Basketball

Carbon Neutrality of the Painting Process



# Kenya Furuno

Body Equipment Engineering Department

Since joining the company as a new graduate in 2015, he has been involved in technology development and equipment installation for painting production equipment, and is involved in automation of production equipment. He in his current position from 2022. He serves as a project leader in the technical development and implementation study of paint production equipment to realize a carbon-neutral factory.

## The “out-of-the-stereotype” attitude is the core of who I am, both in basketball and at work.

I've been playing basketball since 4th grade of elementary school, and I've learned that it's not enough just for one person to be strong. We can only win when we all work together. It's similar to Honda's current way of working in that you have to figure out how to involve those around you. Through basketball, I have had the experience of involving various people and working toward a single goal. For example, when I was captain in middle school, my desire to win the game was stronger than anyone else's. I was thinking about how I could convey to those around me my desire to practice to win. In high school, I focused on leveraging teamwork rather than individual strengths, and as a result, I was able to participate in the Inter-High School Tournament for the first time in my final year. In the university, I was able to achieve my goal of winning the prefectural championship with a team I created from scratch with my high school rivals, seniors, and juniors.

I decided to join Honda after hearing about a person in charge of production engineering at a job fair. I really liked the phrase “out-of-the-stereotype” that I saw in a Honda commercial back then. I was attracted to the mindset of going beyond the stereotype and going through trial and error to achieve what they thought was best.




## By involving those around you, you can tackle challenges that you cannot do alone.

Currently, I am the leader of a carbon neutralization project for the painting area of production equipment. The automation of equipment that I was previously in charge of was a field in which we had to “compete” with other companies, but regarding the carbon neutrality, we are “co-creating” to find solutions. Honda took the initiative and started calling out to other companies.



However, it is fun to go beyond the boundaries of the company and work toward a single goal. What I feel about Honda's efforts is that they want to do things that people say are difficult. I myself value the desire to improve, so I find a culture that values challenge appealing, and I think that the environment is in place where seniors can follow up on experiences that younger generations don't have. I hate the word 'impossible' the most. I'm always thinking about how I wish I could do this more. But I know that I can't do anything alone, whether it's basketball or my current job. I feel like Honda is a place where you can work together as a team to realize our dreams, while also maximizing your individual abilities and expanding your range of possibilities. Our current goal is to deliver the joy of living without environmental impact to the next generation. Nowhere has yet achieved carbon neutrality for the entire factory, so my motivation is to create something that has never been seen before and be the first in the world.

What is Honda's goal for realizing carbon neutrality?



For more information, click here >>>

Body Equipment Engineering Department

# My curiosity

Playing Football

Carbon Neutrality at the Factory



# 07

## Kosuke Hamada

Environment & Energy Promotion Department  
Production Operation Division  
Honda Motor Co., Ltd. Kumamoto Factory

Carbon neutrality is one goal, but there is more than one solution to getting there.

Hamada, who is promoting carbon neutrality at the Kumamoto Factory while considering various methods, has his roots in the football club during his time at a technical college.

We asked Hamada, who maintains his strong will, "If no one else will do it, I will do it," about his curiosity and how it relates to his current job.

Playing Football

Carbon Neutrality at the Factory



# Kosuke Hamada

He joined the company in 2009 as a new graduate. In October of the same year, he was assigned to the Facility Management Division (currently the Environment and Energy Promotion Division) at the Kumamoto Factory. From 2022, he has been in charge of promoting plans to achieve carbon neutrality at the Kumamoto Factory.

Environment & Energy Promotion Department

Playing Football



## The importance of taking the initiative is what I learned from football.

Someone has to do it, but no one does it. I have long been unable to turn a blind eye to such problems and have raised my voice. In the football club during my time at a technical college, the underclassmen couldn't accept that the seniors, who were 4th and 5th graders who were late for practice because of research, were given priority to play in games because they were good at it. We talked directly with our advisors so that those who were participating in the practice could set up their own practice environment. In order to make everyone understand, we made it a rule for seniors who were late to run in and then participate in practice. Naturally, the seniors will be like, "What are you doing on your own?". However, as a result of persistent explanations, everyone began to take part in practice seriously, and the morale of the club as a whole increased. Parents also expressed their gratitude. From this experience, I learned the importance of involving people, negotiating, and taking leadership in order to change something. The reason I joined Honda was because my teacher recommended that it fit my personality. I think it's nice to have a company culture where taking the initiative to do things that no one else has done is appreciated.

## I want to actively take on the challenge because no one has ever done it before.

Currently, I am involved in formulating strategies for carbon neutrality at the Kumamoto Factory. Specifically, we are exploring ways other than the solar panels installed in the factory to supply the electricity used at the factory with renewable energy, and we are also appealing to the company about the necessity from a business perspective. In addition to finding ways to supply electricity, we hope to contribute to the region in a wide range of ways other than just power supply, such as by making these efforts a popular attraction place. Carbon neutrality is something that a company must do, and someone has to take the lead. That's why I want to do it with a sense of responsibility. And I feel every day that if I'm going to do something, I want to do it in the best way possible. Since this is unprecedented for the company, it is difficult to come up with a strategy from scratch and move forward in cooperation with partner companies. However, the knowledge of thermodynamics that I learned during my time at a technical college can be put to practical use, and I can think and act on my own.



It makes me happy when people in the field understand the significance of working towards carbon neutrality and get their support. I searched for partner companies and negotiated on my own, but I think it's very Honda-like to have an environment where I can immediately take on the challenge of doing what I want, even if no one else has done it before.



What are Honda's corporate activities toward carbon neutrality?

For more information, click here >>>



Environment & Energy Promotion Department

# A new dream is born from the fusion of curiosity.

Honda's unique value in carving out a new history lies in its diverse individuality.

Honda has a culture where each associate works together to hone their curiosity and create innovation.

Express your true feelings and get to the essence.

Honda's unique discussion style

## Waigaya



"Waigaya" is Honda's unique culture of open and frank discussions about "dreams" and "ideal work styles," regardless of age or position. Instead of being venues for compromise or coordination to reach consensus, Waigaya sessions are an opportunity to create new values and concepts by thoroughly exchanging opinions in a serious and honest manner. Many of Honda's innovations, such as industry firsts and world firsts, have been born from deepening substantive discussions through Waigaya.

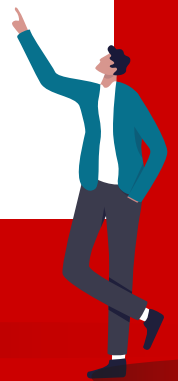
It doesn't matter whether you are having a liberal arts or science background.

The basis of product development

## SED development system



The SED development system is the system guiding Honda's approach to product development. The "S" stands for Sales & Service, the "E" for Engineering, and the "D" for Development. This framework was adopted in 1973 with the aim of having these three divisions coordinate organically to develop products that delight and satisfy customers. The SED development system is implemented in every product field, motorcycles, automobiles and power products, and is an essential part of product development at Honda.



## Honda's social contribution activities

# Aiming to create future societies that are full of dreams

Based on the idea that "a company must be rooted in and integrated with the local community," Honda began social contribution activities that valued connections with the local community in the 1960s, when the company was still in its early stages.

Currently, we are engaged in various social contribution activities in seven regions around the world, with the aim of being a company that shares joy with people around the world and a company people and society want to exist.

For more information, click here >>>



## Honda's social contribution activities spreading around the world

### Activities to protect the global environment



"Honda Beach Cleanup Project" being rolled out nationwide.

We have developed our own beach cleaner with the desire to ensure that the next generation will be able to experience the joy of walking barefoot on sandy beaches. This activity has grown to include more than 7,000 participants each year.



Afforestation Activities in the Severe Desertification of the Inner Mongolia Autonomous Region.

Reforestation activities in the Inner Mongolia Autonomous Region, which has been undergoing severe desertification, have continued for 15 years since 2008. More than 2,000 associates have participated so far.

### Traffic safety education and promotion activities



Initiatives for Traffic Safety Workshops in Chile and Peru

Offered free motorcycle safety driving workshops featuring motorcycles and safety equipment backed up by professional instructors. Traffic safety promotion activities are being carried out in 43 countries and regions.



Donating Helmets to Children in Vietnam

We started in 2015 with the aim of raising awareness of wearing helmets. In 2022, we donated 620,000 helmets to elementary school students in Hanoi, Ho Chi Minh, and Can Tho.

# Together for Tomorrow



Based on its fundamental principles of

**"Respect for the Individual" and "the Three Joys," Honda seeks to improve the quality of people's daily lives around the world.**

**In order to share this joy, the Company hopes that its associates will strive to accelerate their initiatives worldwide.**

### Addressing Local Community Needs



Support for Earthquake Relief in Turkey and Syria

In addition to donating more than 200 generators from Honda Motor Europe Limited, our European regional headquarters, we also provided emergency relief supplies and humanitarian aid.



Food Program in the United Arab Emirates Special Economic Zone

In July 2022, volunteer associates distributed 113 lunches to workers' accommodations in the neighborhood for those who support local industry and businesses.

### Supporting Our Youth for the Future



Children's idea contests in Japan and overseas

A program that lets children experience the joy of having dreams and taking on challenges. The total number of applications exceeds 1.3 million in Japan and overseas, providing an opportunity to foster the next generation.



Educational Support for Students of Color

For over 30 years, we have supported students of Historically Black Colleges and Universities (HBCUs). We provide grants for educational programs and facility improvements, as well as student scholarships.

# Pursuing the possibilities of motorsports and conveying passion and excitement through refined technology.

As Soichiro Honda said, "Racing is a driving laboratory", Honda believes that it is through the grueling races that skill and passion can be honed. In 1954, shortly after the war, Honda announced both within and outside the company that we would participate in the Isle of Man TT, which at the time was said to be the world's premier motorcycle race. Furthermore, in 1964, despite being the last automobile manufacturer to launch in Japan, we built a car body from scratch in six months and entered F1, the world's premier automobile race. We achieved the first victory in only our second year of participation. Honda's challenging spirit has been passed down to the present day, and racing is in Honda's DNA.



Honda RACING  
Click here for  
the website >>>



F1™ World Championship



MXGP



MotoGP™



DAKAR Rally



Trial GP

# Honda Sports Challenge

With the vision of "enriching the lives of people everywhere by increasing the number of people who take on challenges through sports activities," we are supporting athletes who take on the challenge of realizing their dreams.



## Official Sports Clubs

We have been involved in official sports club activities for more than 60 years, beginning with the baseball club founded at Saitama Factory in 1960. Today, seven clubs in five sports (track and field, rugby, baseball, soccer, and softball) continue to take on the challenge of realizing their dreams.



Honda Athletics Club



Mie Honda Heat (rugby)



Honda Baseball Club



Honda Suzuka Baseball Club



Honda Kumamoto Baseball Club



Honda FC (soccer)



Honda Reverta (softball)

## Athletes supported by Honda

We empathize with athletes who embody our global brand slogan "The Power of Dreams" and continue to challenge themselves, and support them in realizing their dreams.

Sports ambassadors



Shingo Kunieda

Ai Miyazato

Affiliate Athletes



Akie Iwai (Golf)

Chisato Iwai (Golf)

Sponsored Athletes

Yuka Saso (Golf), Catherine Debrunner, Susannah Scaroni, Hiroki Nishida, Manuela Schär, (Wheelchair Track&field)

## Tournament Sponsorship

For more than 30 years, we have been sponsoring tournaments hoping to promote and develop sports and to provide opportunities for interaction with the local community for both children and adults.



Hot Air Balloon Honda Grand Prix



Oita International Wheelchair Marathon



Stanley Ladies Honda Golf Tournament

Honda Sports  
Click here for  
the website >>>



# Honda History

For more information,  
click here >>>



1948



Honda Motor Co., Ltd.  
founded in Hamamatsu



The first original product,  
A-Type, was released in 1947

1949



**A** The encounter between  
Soichiro Honda and  
Takeo Fujisawa



Production and sales of  
the first full-scale motorcycle  
Dream D-type

1963



Joined four-wheel vehicle  
business

1962



Japan's first full-scale international  
course Suzuka Circuit completed

1960



**D** Honda R&D Co., Ltd  
established

1959



The first overseas subsidiary  
established in the United States

1958



**C**  
Super Cub  
launched

1954



**B** Declaration of participation  
in Isle of Man TT race  
The first victory in 1961

1953



Start of Power Products business

1964



**E** First appearance  
in F1  
Achieved first win  
the following year



Honda's  
first outboard  
motor GB30  
(4-stroke)  
released



1965-1967

1965 Honda's first  
portable generator  
E300 released

1967 N360 released

1970



Traffic Safety Promotion  
Headquarters established

1972



**F** Low-pollution CVCC engine  
announced  
First in the world to clear  
the Muskie Act in the United States

1978



Honda of America Manufacturing (HAM),  
a motorcycle production company  
established in the United States



**A** Making, Soichiro Honda.  
Selling, Takeo Fujisawa.

They first met in August 1949, the same year that D-Type was born. Apparently the two men established an understanding of each other at once. Their personalities were completely different and they were skilled in two quite distinct areas of business. Both men were in complete agreement as to why they got on so well: "He's got what I haven't got." Making, Soichiro Honda. Selling, Takeo Fujisawa. It was a supreme example of the right man in the right place, and the birth of a duo where they could seriously talk and share their unfulfilled dreams.



**B** The walls of the world that  
we challenged with  
our youthful power.

In 1954, Honda announced its participation in the Isle of Man TT race, which was considered the world's highest race at the time. A group of young people in their 20s, supervised by Kiyoshi Kawashima, who later became the company's president, was entrusted with a major project that would stake the fortunes of the company. Although they were acutely aware of the difference in their ability with competitors in the world, they won the Manufacturer's Team Award in their first participation in the Isle of Man TT race in 1959. The momentum continued after that, and in 1961, they finally achieved the long-awaited victory.



**C** Proving that "the appeal of  
high-quality products  
transcends national borders"

Based on the words of Soichiro Honda, "Make something that is accessible," we pursue a size and functional design that is easy for anyone to handle. The Super Cub was born as a completely new vehicle. A number of new innovations were introduced in the 50cc model, including a 4-stroke engine that was considered difficult to mass produce, and an automatic centrifugal clutch for which no lever operation is required. It still maintains a consistent concept and is loved all over the world.



**D** "Honda R&D does not  
research technology.  
Honda R&D researches humans."

In 1960, Honda Motor Co., Ltd.'s research and development department was separated and became independent, and its own research and development organization, Honda R&D Co., Ltd., was established. Based on Soichiro Honda's ideas, "Honda R&D researches humans." and "When what people need is found out, the technology is needed." We continue to develop technology that is useful to people.



**E** Next is challenge is automobiles.  
Aiming to become a world  
champion following motorcycles.

Honda, the last manufacturer to launch an automobile in Japan, took on the challenge of F1, the pinnacle of four-wheeled racing. It was a completely unconventional attempt to build not only the engine but also the chassis itself in just six months, but in the first German Grand Prix, where they tried their best, but ended up in a disastrous defeat. Still, they did not give up on the difficult path and continued on, and at the final race of their second year in the race, the Mexican Grand Prix, Honda achieved the first victory.



**F** We do this out of  
social responsibility.

In 1970, the Muskie Act, a bill to revise the existing Clean Air Act of 1963, was submitted in the United States. At a time when all automakers were turning their backs on strict regulations, Honda's young engineers asserted, "We should do this not for the sake of the company, but for social responsibility". The low-pollution engine "CVCC" was created using an innovative combustion system called the combined eddy-controlled combustion method, and is the first in the world to pass the Muskie Act. The Civic equipped with it was a big hit in Japan and the United States.



1981

World's first car navigation system announced



1982



Japan's first Franz system vehicle that can be driven with just your feet announced

The first Japanese manufacturer to start local production of automobiles in the United States

1983



Participating in the F1 World Championship again

1987



Sales of the Legend equipped with Japan's first airbag

1988



Variable Valve Timing and Lift Electric Control System (VTEC) announced

1988



First 15 wins in 16 races in F1 history

1997-1998



1997 Development of the world's first pedestrian dummy

1998 Twin Ring Motegi opened

2011-2010

2010 Released VFR1200F, equipped with the world's first dual clutch transmission (DCT) for motorcycles

2011 Traffic record information map of internavi released to support movement in disaster-stricken areas

2007

Launched the world's first motorcycle equipped with airbag system



2005-2003

2003 Developed the world's first collision mitigation brake

2005 Launched iGX440, a next-generation general-purpose engine with the world's first electronic control technology

2002



Fuel cell vehicle FCX became the first in the world to obtain U.S. government certification

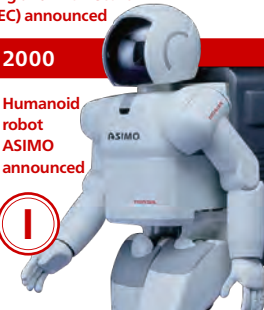
2001

Launched FIT, an innovative small car to maximize the space for passengers

WGP500  
Valentino Rossi 11 wins his individual title, Honda's manufacturer title and WGP Honda total 500 wins achieved at Japan GP

2000

Humanoid robot ASIMO announced



2000



World's first indoor omnidirectional collision test facility completed

1999



Honda's first hybrid car INSIGHT released simultaneously in Japan and the US

2014-2015



2014 Safe driving assistance system Honda SENSING announced

2015 Participated in the F1 World Championship with McLaren Honda

2015

Honda Jet Handover started



2017



60th anniversary of Super Cub series  
Cumulative global production reaches 100 million units

2020

Launched the electric car Honda e



WGP 800 wins achieved  
First in motorcycle road race history

2021



LEGEND with the world's first autonomous driving Level 3 announced

2022



F1 Red Bull Honda won Constructor's Champions  
Max Verstappen won Driver's Champion for second consecutive year

2023



Civic TYPE R recorded the fastest lap time of an FF model at the Nürburgring



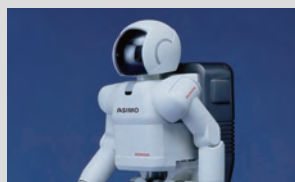
**G** The world's first "car navigation system" was born from awareness.

One day, when the senior managing executive officer of the Honda R&D had the opportunity to tour the Self-Defense Forces, he noticed that even when the tanks were moving, the gun barrels were always on target. Is it possible to apply this technology to cars? Honda R&D associates explored all possibilities and developed a "navigation system" that continuously displays the vehicle's location on a map while driving. This was the prototype of the "car navigation system" that is now commonplace all over the world.



**H** A dream engine to challenge for 100 horsepower per liter.

What is the next generation engine technology? In order to answer the proposition that Honda set for itself, the "VTEC engine" was born, overcoming various difficulties and achieving both "power" and "environmental performance." This engine, first installed in the fully remodeled INTEGRA in 1989, was the world's first commercially available four-wheel vehicle engine to achieve 100 horsepower per liter. It attracted attention from around the world.



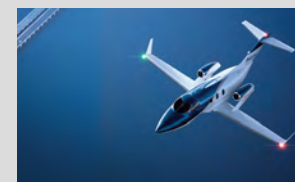
**I** Envisioning a future where technology can make people happy.

ASIMO was created with the aim of being close to people, being helpful, improving the quality of life, and augmenting people's possibilities. Designed to be used in general living spaces, we have improved walking flexibility and simplified the system. In addition to being able to move freely up stairs and slopes, it is also able to perform dexterous tasks such as picking up a bottle and twisting the lid, and holding a soft paper cup into which liquid was poured without crushing it, as well as using sign language.



**J** If Honda doesn't do it, who will?

Can we install an airbag on your bike? It was a natural idea for Honda, which manufactures both motorcycles and automobiles. We have put a lot of effort into motorcycle safety education, but we should not only try to prevent accidents, but also think about what will happen when an accident occurs. Everything started from scratch, and it took 16 years to develop the technology until mass production. Finally, the world's first motorcycle equipped with an airbag was released in 2006.



**K** Joy and freedom of mobility, even to the skies.

As a new entrant into the world of aviation, it must be an entirely new aircraft. The HondaJet overturned conventional wisdom in aeronautical engineering and was the world's first business jet to have its engine mounted above the main wing. This ensures a quiet, large interior space and luggage compartment, and achieves high fuel efficiency. Honda is the only company in the world to have developed both the aircraft body and engine and obtained the FAA (Federal Aviation Administration) Certification in the United States.



**L** Expanding human capabilities with driving assistance.

We want to use sensing technologies to cover areas that are beyond human capabilities in order to provide the joy and freedom of mobility in a safe and secure way. We started our research by asking "why accidents happen" and conducted more than 10 million accident simulations. The innovative safety driving support system "Honda SENSING Elite", which was born in this way, is the first in the world to achieve Level 3 automated driving.

# Honda Corporate Profile

## Company Overview (As of March 31, 2023)

<b>Company name</b>	Honda Motor Co., Ltd.	<b>Established</b>	September 1948	<b>Number of Associates</b>	Consolidated 197,039
<b>Head office</b>	2-1-1 Minami-Aoyama, Minato-ku, Tokyo	<b>Capital</b>	86 billion yen		Non-consolidated 33,065
<b>Consolidated Subsidiaries</b>	313 companies	<b>Affiliates Accounted for under the Equity Method</b>	69 companies		

## Unit Sales and Principal Operation Bases

Fiscal Year 2022 (10 thousand units)

# 2,808.9

AUTOMOBILES/368.7  
MOTORCYCLES/1,875.7  
POWER PRODUCTS/564.5

### EUROPE

AUTOMOBILES/8.4  
MOTORCYCLES/34.7  
POWER PRODUCTS/116.8

### NORTH AMERICA

AUTOMOBILES/119.5  
MOTORCYCLES/45.9  
POWER PRODUCTS/227.4

### ASIA

AUTOMOBILES/174.4  
MOTORCYCLES/1,610.8  
POWER PRODUCTS/140.8

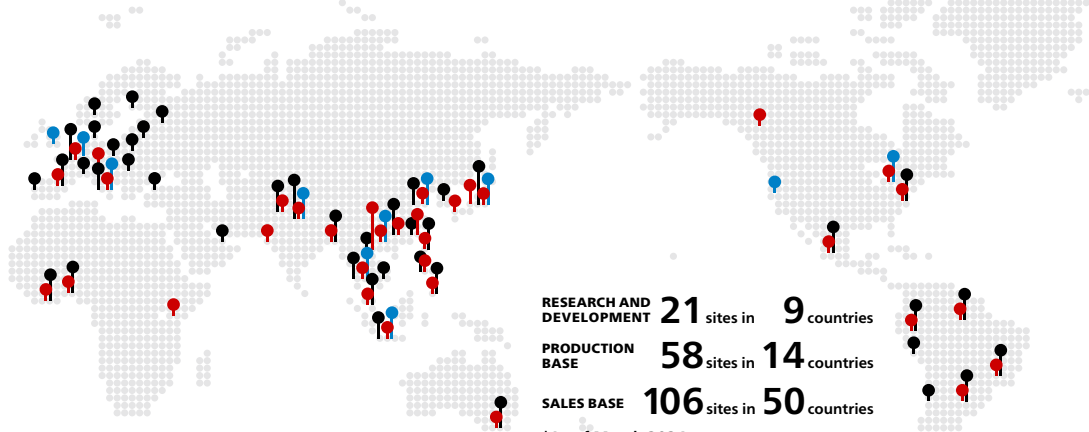
### OTHERS

AUTOMOBILES/11.4  
MOTORCYCLES/159.7  
POWER PRODUCTS/41.9

### JAPAN

AUTOMOBILES/55.0  
MOTORCYCLES/24.6  
POWER PRODUCTS/140.8

(10 thousand units)



● RESEARCH AND DEVELOPMENT 
 ● PRODUCTION BASE 
 ● SALES BASE  
● ● ● Honda Group Location Image

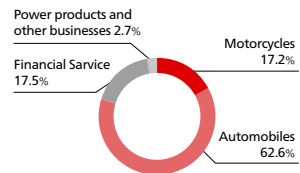
Area Major countries | North America : United States, Canada, Mexico | Europe : United Kingdom, Germany, Belgium, Italy, France | Asia : Thailand, China, India, Vietnam, Malaysia  
Other : Regions Brazil, Australia - Segmentation by country and region is based on geographical proximity.

For more information, click here >>>

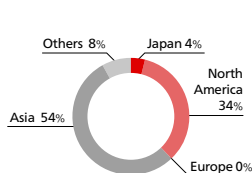


## Consolidated financial results

Consolidated sales revenue  
**16,907 billion yen**



Consolidated operating profit  
**780.7 billion yen**



## Breakdown of Shareholders by Type (As of March 31, 2023)

Total Number of Shares Issued **1,811,428,430\***

Total number of shareholders **215,508 people**

Dividend per share **120 yen**

\*On October 1, 2023, Honda split the common stock owned by shareholders at a rate of 3 shares per share. Above is the total number of shares outstanding before the stock split.

## Main brand communication facilities

### Honda Collection Hall (domestic)

The museum opened on the 50th anniversary of Honda's founding, and will reopen in the spring of 2024, 25 years later. It has been reborn as a place where you can experience the "stories of dreams and challenges" Honda has been spinning to date which continues to spread from its founding to the present day and into the future.



For more information, click here >>>



### Honda Welcome Plaza Aoyama (domestic)

It is located at the 1st floor in the Aoyama Building main office. It was named Welcome Plaza, not a showroom, as a place for anyone to feel free to stop by and relax. Currently, we are working to convey Honda's message through exhibitions and events.



For more information, click here >>>



### Honda RACING Gallery (domestic)

We will exhibit beautiful historical racing cars and power units (engines) that competed in actual races, focusing on Formula 1, the pinnacle of motorsports that Honda has been competing in for the past 60 years. This is a space where you can feel Honda's commitment to winning and the technology that has been honed to achieve that goal.



For more information, click here >>>



### American Honda Collection Hall (North America)

Honda established American Honda Motor Company in 1959. The Collection Hall, located at the company's headquarters in Southern California, displays models from yesteryear that have been highly acclaimed in the U.S. market.



For more information, click here >>>



## Latest report

### Honda Report

It is a report that summarizes "Honda's future vision and value provided." This report introduces Honda's medium- to long-term initiatives to enhance its corporate value from both financial and non-financial perspectives.

For more information, click here >>>



### ESG data book

This report summarizes Honda's approach to sustainability and its efforts to realize the statement of the 2030 Vision to serve people worldwide with the "joy of expanding their life's potential."

For more information, click here >>>



## Media

### Honda Stories

The media that navigate Honda's present and future. Each story delivers the future envisioned by Honda and the will and passions of each and every person who continues to take on challenges towards the future.



For more information, click here >>>



### Official Account



Click here for various SNS >>>



**HONDA**  
The Power of Dreams

**How we move you.**  
CREATE ▶ TRANSCEND, AUGMENT

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