

To Realize a Zero Environmental Impact Society | Environmental Strategy

Initiatives to Achieve Zero Environmental Impact

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.

Efforts will be centered around the Triple Action to ZERO program, which integrates three elements—carbon neutrality, clean energy and resource circulation—within a single initiative.

The three elements are closely related. As such, rather than promoting them independently, we aim to maximize synergistic benefits by considering their linkages.

We recognize that the promotion of Triple Action to ZERO will also lead to the acceleration of initiatives in international frameworks and a stronger focus on the Nature-based Solutions (NbS) that are attracting increasing interest from stakeholders.

An Integrated Approach to Achieving Zero Environmental Impact

Promoting Life Cycle Assessment (LCA)

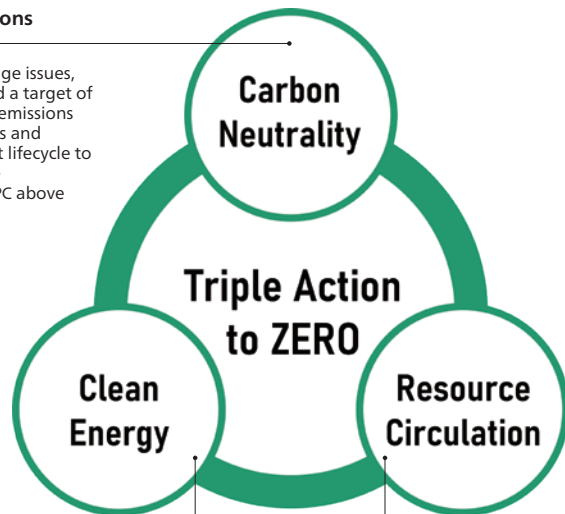
Honda recognizes the importance of taking an integrated approach to realizing zero environmental impact throughout the product lifecycle, from mining raw materials to product disposal. This focus involves both reducing CO₂ emissions and resource recycling, etc.

By promoting LCA, Honda will calculate lifecycle CO₂ emissions in all areas of its corporate activities, visualize the effects of CO₂ emission reductions and accelerate response to reducing carbon emissions at the development stage and reducing environmental impact by recycling resources.

Honda will continue its efforts to reduce the environmental impact of its products throughout their lifecycles.

Net zero CO₂ emissions

To address climate change issues, Honda will work toward a target of achieving net zero CO₂ emissions from corporate activities and throughout the product lifecycle to limit the global average temperature rise to 1.5°C above pre-industrial levels.



100% utilization of carbon-free energy

To address energy issues, Honda aims to use clean energy during product use and corporate activities.

100% use of sustainable materials

To address the effective utilization of resources, we will strive to develop products and establish systems that use sustainable materials with no environmental impact. In corporate activities, we aim to achieve zero industrial water intake and zero industrial waste at Honda plants by 2050.

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Carbon Neutrality and Clean Energy Initiatives

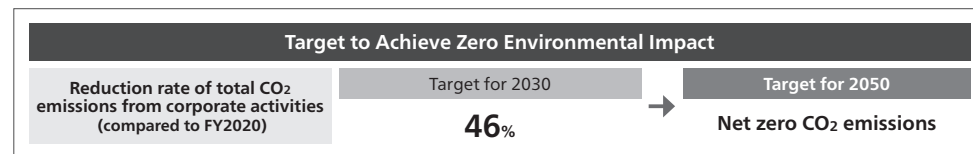
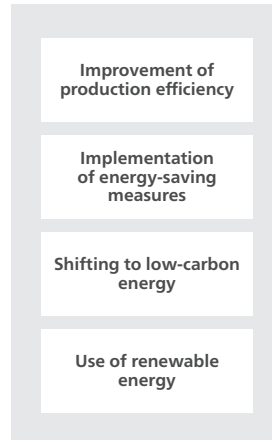
Reducing CO₂ Emissions in Corporate Activities

As part of our response to climate change and energy issues, we will promote the improvement of production efficiency, implementation of energy-saving measures, shifting to low-carbon energy and use of renewable energy to achieve our CO₂ reduction target for 2030 in terms of reducing the total CO₂ emissions of our corporate activities.

Moreover, through the establishment of CO₂ reduction technologies and the use of clean energy through the utilization of renewable and other energy sources, Honda will make its Automobile Plant of Saitama Factory in Japan Honda's first carbon neutral plant in FY2026.

In developing these initiatives globally, we are also building a system to promote information sharing between business sites and regions.

Through these initiatives, we aim to achieve carbon neutrality in automobile production in the late 2030s. In addition, we aim to achieve net zero CO₂ emissions in corporate activities in 2050.



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Reducing CO₂ Emissions in the Area of Products

We will reduce CO₂ emissions during product use by introducing innovative environmental technologies, such as electrification, to become carbon neutral, diversify energy sources and implement total energy management initiatives. The electrification of products represents an important initiative that contributes to addressing climate change and pollution issues through cleaner emissions. We have set a target for electric products sales ratio in 2030 in each of our businesses and are accelerating our efforts while expanding and upgrading our product line-up to solve and contribute to social issues and expand business opportunities.

In the motorcycle business, we will drive the global electrification, particularly in the key markets of India and Indonesia, through attractive products that use Honda's unique technologies as the world's leading manufacturer.

In the automobile business, we aim to increase the sales ratio of EVs (electric vehicles) and FCVs (fuel cell vehicles) to 100% globally by 2040; all automobile products to be launched in 2040 will be carbon-free, and by 2050 we aim for carbon neutrality throughout the entire lifecycle of our products.

In the power products business, through the electrification of our products, we will address societal challenges by delivering new value from Honda and contribute to improving people's quality of work and life.



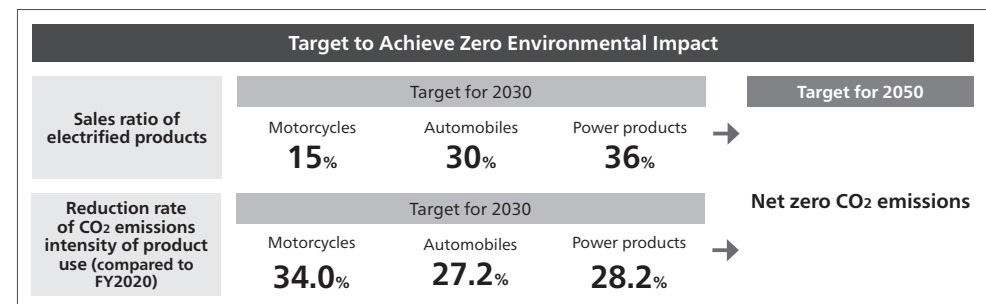
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Resource Circulation Initiatives

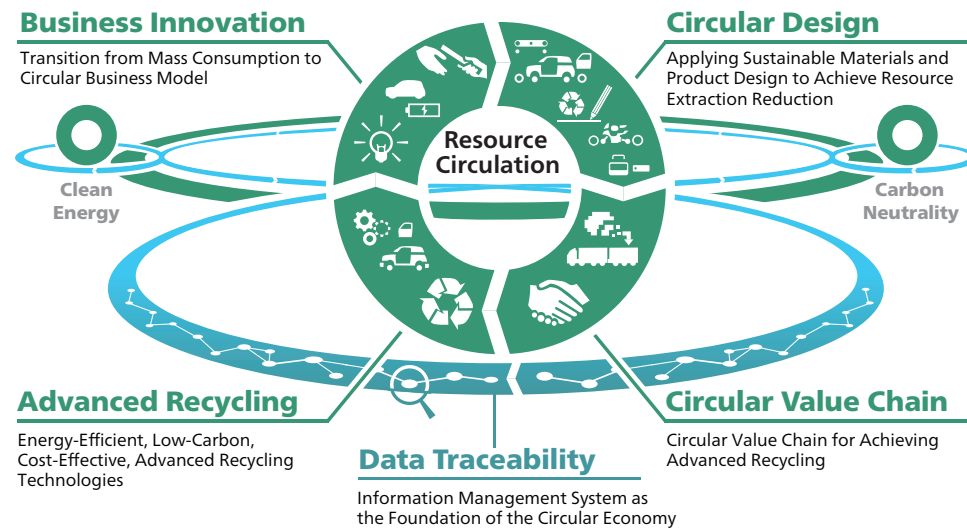
Our Commitment to the Initiatives

Since its founding, Honda's manufacturing processes have taken into consideration the need to reduce the consumption and disposal of limited global resources and ensure resources are used effectively.

Demand for resources continues to grow against a backdrop of global population growth and economic development, and the risk of resource depletion is expected to increase as more resources are consumed. In addition, resource extraction consumes a significant amount of energy. This mass-production and mass-consumption lifestyle is also recognized as a social issue, and a shift to a circular economy is required.

In response to these social issues, Honda is actively utilizing recycled resources while working to stabilize the procurement of materials, including important minerals. At the same time, we will contribute to the reduction of CO₂ emissions and energy consumption by researching advanced recycling technologies and promoting the establishment of a circular value chain, thereby contributing to a circular economy. We will continue our efforts to establish a circular economy.

Resource Circulation Concept Diagram



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Resource Circulation Initiatives

Effective Utilization of Resources through Corporate Activities

Being aware of the potential for corporate activities to impact upstream and downstream water resources, Honda is also focusing on conserving water resources.

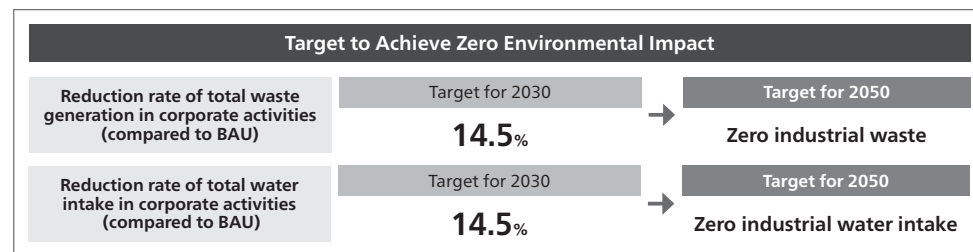
Waste, etc.

Honda is working to reduce waste in our corporate activities, focusing on the risks associated with resource depletion and environmental pollution. We are working on the 3Rs (reduce, reuse, recycle), including resource reduction, such as reducing the amount of scrap materials produced during manufacturing processes, and are aiming to achieve our target of reducing total waste generation by 14.5% compared to BAU in all corporate activities in 2030.

Water Resources

Honda selects areas where harmonious coexistence with nearby water sources is viable and conducts its corporate activities in compliance with host countries' environmental assessment laws and regulations. We also promote various green initiatives, such as using recycled water to minimize water intake.

We recognize the water supply risk that affects our businesses and the depletion risk that impacts local communities. As such, we have established the target of reducing the total water intake by 14.5% compared to BAU in all corporate activities in 2030.



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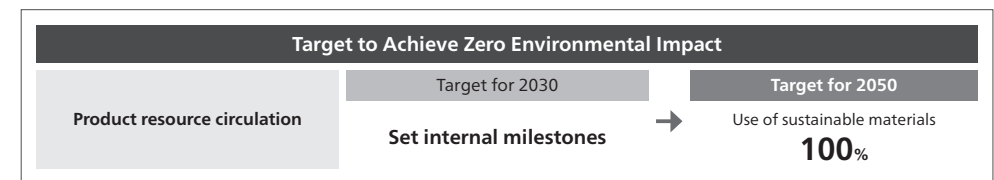
Effective Utilization of Resources in Product Areas

Honda aims to achieve 100% use of sustainable resources (sustainable materials) with zero environmental impact by 2050 to free manufacturing from resource constraints and continue to provide mobility value to customers, and create new joys.

Throughout the product lifecycle, from resource procurement to product disposal, we are working toward a shift from mass consumption, in which products are disposed of immediately after use, to recycling, by developing products with designs that are easy to dismantle and replace, and by using our products and parts for secondary purposes. We are taking on the challenge of creating a system to reduce waste and recycle resources.

In addition to actively utilizing recycled materials and ensuring the stability of our material procurement, Honda is also striving to establish a circular value chain that promotes advanced recycling practices. This includes forming a consortium for dismantling and optimizing the logistics of products and resources for high efficiency. To achieve this objective, we are actively partnering with other companies for further initiatives.

We will also focus on building a traceability system that enables the visualization of lifecycle CO₂ emissions and facilitates the understanding of the state of deterioration of products and components that is necessary for the efficient use of resources.



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For Biodiversity Conservation

Basic Approach

Honda benefits from the use of natural resources in its corporate activities. In addition to procuring raw materials, Honda depends on and affects a great deal of natural capital throughout its value chain, from R&D to manufacturing, use and disposal.

Honda recognizes biodiversity conservation as an important issue for global environmental conservation in Honda's Environmental Statement, and has defined the harmonization of biodiversity conservation with corporate activities as a basic approach.

Honda has endorsed the principles of the Taskforce on Nature-related Financial Disclosures (TNFD) and has participated in its activities, the TNFD Forum, since December 2022. The Company is committed to proactively disclosing information and will continue to further accelerate its environmental conservation efforts.

Priority Analysis for Biodiversity Conservation

Honda uses the methodology recommended in the beta version of the TNFD to assess the potential for its corporate activities to impact biodiversity. We use the Integrated Biodiversity Assessment Tool (IBAT), a biodiversity assessment tool, at our own production sites.

The Company surveys its own 86 production sites worldwide within a 50 km radius of each site to determine their proximity to areas inhabited by any endangered species noted on the IUCN*1 Red List. To conduct specific biodiversity efforts, Honda uses indicators in IBAT*2, such as the KBA*3, WDPA*4, IUCN Red List of Threatened Species and STAR, to conduct integrated assessments of the biodiversity risk of the production sites. Honda will continue to identify priority sites and consider specific efforts to conserve biodiversity.

In addition, products are made from a variety of materials, some of which may have an impact on biodiversity. Therefore, Honda is engaged in the primary assessment of the impact of materials used in its products on biodiversity.

Based on the assessment results, the Company will conduct a more detailed analysis of materials that have a large potential impact on biodiversity and consider methods to reduce the impact of its products on biodiversity.

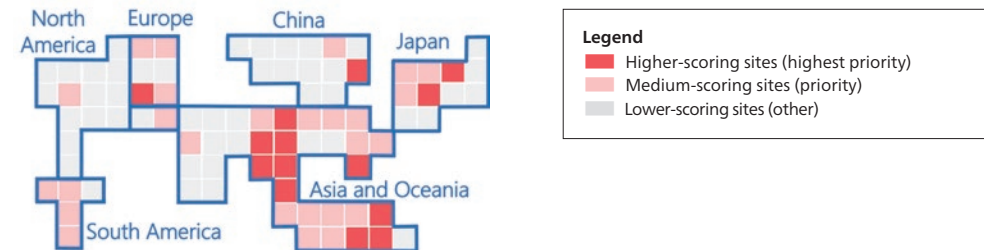
*1 IUCN: International Union for Conservation of Nature and Natural Resources

*2 IBAT: Integrated Biodiversity Assessment Tool

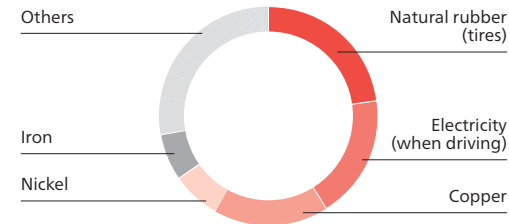
*3 KBA: Key Biodiversity Area

*4 WDPA: The World Database on Protected Areas

Assessment of Biodiversity Priorities at the Company's Production Sites



Results of the Primary Assessment of Biodiversity Impacts of Products



Calculation Conditions

- Evaluation vehicle: Compact electric vehicle
- Energy consumption during production: in Japan in 2020
- Lifetime mileage: 200,000 km
- Inventory data: IDEA v2.3
- EINES assessment (biodiversity impact): LIME2

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Disclosure of Information Based on the TCFD Recommendations

Response to the TCFD Recommendations

In treating responses to climate change and energy-related issues as crucial in the environmental field, in April 2021, Honda announced, its vision to “realize carbon neutrality for all products and corporate activities Honda is involved in by 2050.” Hence, we have declared our support to the Task Force on Climate-related Financial Disclosures (TCFD), established by the Financial Stability Board (FSB), as well as disclosing information based on the information disclosure framework recommended by the TCFD. The recommended disclosures for the core elements of the framework - Governance, Strategy, Risk Management and Metrics and Targets - are listed at the end of the relevant text. We will continue to promote the disclosure of information related to climate change, while conducting scenario analysis on climate change risks and opportunities and reflecting the results in our management strategies.

Governance

Monitoring System by Directors

As climate change may have a significant impact on Honda’s business performance as a whole, we hold annual World Environment and Safety Strategy Committee meetings. The Committee monitors long-term policies, targets, strategies, and progress related to climate change and other environmental and safety issues. The total CO₂ emissions reduction targets set by the Committee are reported to and supervised by the Board of Directors. Please refer to “Remuneration Structure for Directors and Executive Officers” (→p.61) to understand our remuneration structure for Directors and Executive Officers, which takes into account ESG aspects. [TCFD Governance Recommendation a](#)

Roles of Top Management Members

The World Environment and Safety Strategy Committee is chaired by the CEO, who has ultimate responsibility for addressing climate change issues. The Committee deliberates on PDCA for each region, the risks and opportunities concerning climate change, energy and resources, as well as the short-, medium- and long-term environmental strategies based on them. Global medium- to long-term environmental policies and plans are also proposed based on company-wide policies and medium- to long-term management plans. In addition, important matters are resolved by the Executive Council and reported to the Board of Directors. [TCFD Governance Recommendation b](#)

Strategies

Climate change has wide-ranging impacts, not just on the automobile industry but on people’s living environment and lifestyles too. To evaluate and examine the impacts of climate change on business, Honda utilizes a scenario analysis noted in the TCFD recommendations. This scenario analysis takes 2030 as the target year and identifies climate change risks and opportunities for Honda under multiple scenarios, including a net-zero scenario. The identified risks and opportunities are reflected in our corporate strategy, together with the strategies of each business.

Scenario Analysis Overview

Honda has defined multiple scenarios – including 1.5°C and 4°C scenarios – to assume a progressive worldview and to envision applicable changes to the business environment in the future. Our scenario analyses on the motorcycle, automobile and power products businesses have identified various risks and opportunities for each, based on the transition and physical risks and opportunities described in the TCFD recommendations. [TCFD Strategy Recommendation a](#)

Based on the risks and opportunities identified, we have carried out an examination of the degree of impact on financial conditions over the short-, medium- and long-term. A failure to make an appropriate response to the anticipated events as described by each scenario will pose a risk to our business. Nonetheless, we are undertaking initiatives so that we can generate new business opportunities by advancing Honda’s technologies, products and services. In order to minimize damage or the risk of incurring damage caused by a natural disaster, we will promote the establishment of a stable production structure via a robust global value chain. From 2023, Honda has started operating an internal carbon pricing (ICP) system to further accelerate the reduction of CO₂ emissions at its Japanese business sites. The carbon price is set at 15,000 yen per metric ton of CO₂, while the amount of carbon reduction is converted into a monetary value that can be utilized as one of the factors when making capital investment decisions. [TCFD Strategy Recommendation b](#)

To achieve more sustainable corporate management, Honda is examining current response measures to the aforementioned risks and opportunities and improving the resilience of its strategies. Honda has developed strategies based on multiple scenarios. The Company utilizes these strategies in undertaking business, seeks to reduce risks and create opportunities and promotes resilient products and services. [TCFD Strategy Recommendation c](#)

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1.5°C scenario

By using the Net Zero Emissions Scenario (NZE) of the IEA and the IPCC AR6 SSP1-1.9, we have developed our 1.5°C scenario.

- As part of the 1.5°C scenario, we assume that measures to achieve carbon neutrality by 2050 will be promoted across the world, resulting in the widespread use of carbon-free products and renewable energy.
- In the automobile industry, we assume even more stringent regulations on fuel efficiency and zero-emission vehicles (ZEVs), and, as a result, producing a rise in demand for electric vehicles (EVs) and fuel cell vehicles (FCVs) — although mainly in developed countries. Additionally, the transition to a circular economy is assumed to accelerate.
- Furthermore, in parallel with the tightening of regulations, we assume that customers' sense of value will shift, with an increasing number developing a preference for carbon-free products, such as EVs and FCVs, and services too.
- As decarbonization approaches, we also assume advances in renewable energy and energy-saving clean technologies, as well as the growth of their widespread use.

4°C Scenario

We have developed our 4°C scenario by using IPCC AR6 SSP3-7.0.

- In the 4°C scenario, we assume that irreversible environmental changes will occur, leading to more frequent and more severe natural disasters.

Key Risks and Opportunities for Honda

		Risk	Timeframe*	Opportunity	Timeframe*	Response
1.5°C	Policy and regulations	<ul style="list-style-type: none"> • Drop in unit sales of internal-combustion engine (ICE) vehicles due to more stringent fuel efficiency regulations and Zero Emissions Vehicles (ZEV) regulations • Increased costs due to carbon tax and Emissions Trading System (ETS), etc. 	Short- / medium- / long-term	<ul style="list-style-type: none"> • Increase in sales due to a sales expansion of electrified products and services, including EVs and FCVs 	Short- / medium- / long-term	<ul style="list-style-type: none"> • Carbon neutrality of power units and enhance the lineup of electrified products • Allocate proceeds from the issuance of Green Bonds to expenses related to the development and production of electrified products • Invest resources in the areas of electrification and software technologies (approx. 5 trillion yen over the next ten years) • Strengthen external partnerships for liquid lithium-ion batteries (⇒p.10, p.18) • Development of next-generation batteries (⇒p.18) • Promote the establishment of an electrified product production system (⇒p.19, p.23, p.25) • Create new energy services based on electric mobility (⇒p.18, p.23, p.54) • Introduction of Internal Carbon Pricing • Promote ESG information disclosure, including climate change-related risks
	Changes in customers' sense of value	<ul style="list-style-type: none"> • Drop in sales caused by failure to meet customer demand • Drop in sales caused by changes in consumer behavior (e.g. progress in sharing services and changes in mobility preferences) • Tarnished corporate images in response to climate change 				
	Changes in technology	<ul style="list-style-type: none"> • Increase in capital investment costs following the introduction of renewable energy and energy-saving technologies • Increased costs due to carbon tax, Emissions Trading System (ETS), etc. 	Short- / medium-term	<ul style="list-style-type: none"> • Creating environmental value with recycled resources • Drop in business operation costs as markets shift to renewable energy and production facilities with higher energy efficiency 	Short- / medium-term	<ul style="list-style-type: none"> • Secure and promote research budgets for basic research areas centered on carbon-neutral technologies (approx. 100 billion yen per year) • Allocate funding quota for startups in advanced technologies (approx. 10 billion yen per year) • Establish strong partnerships with resource-recycling companies (⇒p.10, p.29, p.30) • Introduction of Internal Carbon Pricing • Promote carbon neutrality at the Saitama Factory's assembly plant • Create new energy services based on electric mobility
4°C	More frequent and severe natural disasters	<ul style="list-style-type: none"> • Drop in sales due to suspension of production resulting from natural disasters, which will damage Honda's production bases and disrupt its supply chain 	Long-term	<ul style="list-style-type: none"> • Increase in sales of electrified products that can be used as an emergency power source when the need for power supply increases during a disaster 	Long-term	<ul style="list-style-type: none"> • Enhance the lineup of electrified products • Create new energy services based on electric mobility • Establish a stable production structure through a global value chain

*For a timeframe, short, medium and long mean: less than one year, one to less than three years and three years or longer, respectively.

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Risk Management

At Honda, “climate change-related risks” are positioned as one of the company-wide priority risks, which include the environmental risk such as stricter environmental regulations, and natural disaster risk such as earthquakes, floods, etc.

The response to climate change-related risks is being driven by the Corporate Planning Unit, the responsible department. They are responsible for organizing information on the progress of environmental measures discussed and coordinated between Business Operations and Regional Operations as well as globally relevant themes. For example, regulatory risks are managed not only with respect to existing regulations but to new ones as well. Regarding the investigation, evaluation and monitoring of the risk of natural disasters, all manufacturing sites are evaluated for water risk using the AQUEDUCT tool of the World Resources Institute (WRI) and the Water Risk Filter tool of the World Wide Fund for Nature (WWF).

The World Environment and Safety Strategy Committee (Secretariat: Corporate Planning Unit), which is in charge of company-wide environmental strategies, is attended by the company-wide Risk Management Officer and formulates global medium- to long-term environmental policies, targets and plans, which are then decided by the Executive Council. In addition, the World Environment and Safety Strategy Committee confirms progress and performance against key environmental targets and formulates policies for addressing issues. Important matters are decided by the Executive Council and reported to the Board of Directors.

Each Business Operation and Regional Office formulates and executes implementation plans based on the global medium to long-term environmental policies.

Each Business Operation establishes an Environmental Responsible Officer and an Environmental Affairs Office, creating a cross-functional structure within the respective business operations. With this framework in place, they develop and promote business plans that incorporate environmental measures.

Each Regional Operation formulate and execute plans based on information shared during the World Environment and Safety Strategy Committee as well as the “the Six Region Environmental Secretariat Committee.” When devising these plans, discussions take place primarily in the “Regional Environmental Committee,” where alignment is sought among various Operations in collaboration with each other.

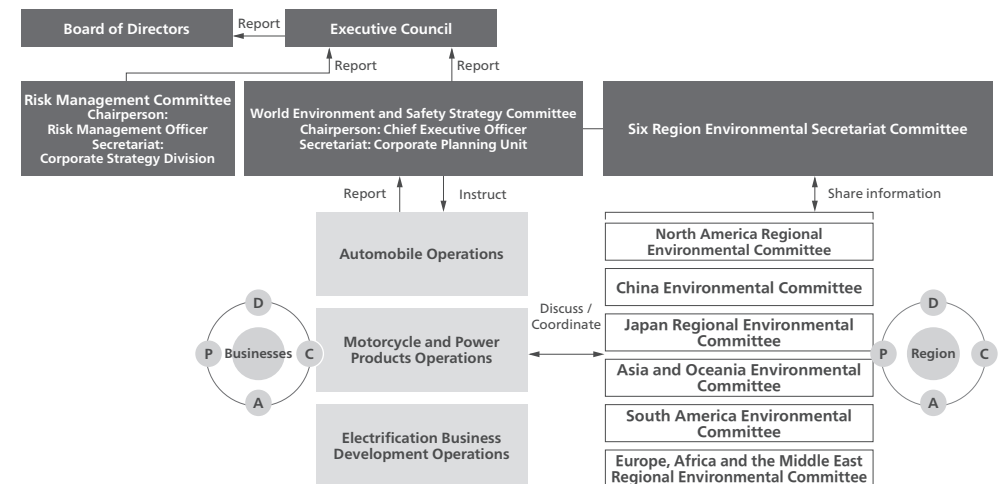
All risks related to corporate activities are managed within the “Risk Management Committee,” chaired by the company-wide Risk Management Officer. This committee encompasses risks associated with climate change as well. While ensuring alignment with the company-wide risk management activities, we are continuously enhancing environmental management, including climate change-related risks.

TCFD Risk Management Recommendation c

Regarding the risk assessment and management process within the company-wide risk management activities, please refer to “Governance | Risk Management” (→p.64, p.65) for more information.

TCFD Risk Management Recommendation a and b

Environmental Management Structure, including Climate-Related Risks and Opportunities



To Realize a Zero Environmental Impact Society | Environmental Strategy

Metrics and Targets

Metrics for Risks and Opportunities

By 2050, Honda is seeking to realize carbon neutrality for all products and corporate activities the Company is involved with. As the world's largest power unit manufacturer with total annual sales of approximately 30 million units in the motorcycle, automobile, power product, outboard engine and aircraft fields, we have been working to develop carbon-neutral power sources for a broad range of products.

In order to make steady progress toward carbon neutrality by 2050, Honda has defined corresponding targets and has been promoting efforts accordingly. For CO₂ emissions during product use, a target for CO₂ emissions intensity has been set for 2030, in addition to the current target, representing global sales share of electrified products. In the area of corporate activities, we aim to reduce our total CO₂ emissions by 46% from FY2020. To achieve this target, we will promote initiatives to such as improving production efficiency, implementing energy-saving measures, shifting to low-carbon energy and the use of renewable energy.

Additionally, for water resources vulnerable to climate change, we are giving consideration to water supply risk that affects our businesses, together with depletion risk that impacts areas surrounding our production bases. Hence, we will undertake initiatives to reduce our industrial water intake.

TCFD Metrics and Targets Recommendation a

Target to Achieve Zero Environmental Impact

	TCFD Metrics and Targets Recommendation a			TCFD Metrics and Targets Recommendation c	
	Target for 2030			Target for 2050	
Reduction rate of total CO ₂ emissions from corporate activities (compared to FY2020)	46%			→	
Sales ratio of electrified products	Motorcycles 15%	Automobiles 30%	Power products 36%	→ Net zero CO ₂ emissions	
Reduction rate of CO ₂ emissions intensity of product use (compared to FY2020)	Motorcycles 34.0%	Automobiles 27.2%	Power products 28.2%	→	
Reduction rate of total waste generation in corporate activities (compared to BAU)	14.5%			→ Zero industrial waste	
Reduction rate of total water intake in corporate activities (compared to BAU)	14.5%			→ Zero industrial water intake	
Product resource circulation	Set internal milestones			→ Use of sustainable materials 100%	

Honda's GHG Emissions TCFD Metrics and Targets Recommendation b

Honda believes that calculating and disclosing its greenhouse gas (GHG) emissions as a responsible mobility company is a necessary step for proactively promoting GHG emissions reduction efforts across the world.

Given our business characteristics, our value chain produces large emissions, including those from product use. As such, it is important to calculate and disclose Scope 3 emissions. Consequently, we calculate and disclose emissions from our value chain (Scope 3), in addition to direct (Scope 1) and indirect (Scope 2) Honda emissions.

We will continue to identify and manage related data, which will be utilized to implement GHG emissions reduction measures.

(million t-CO ₂ e)	FY2020	FY2021	FY2022	FY2023
Emissions from the entire value chain	331.2	254.48	280.02	288.23
Scope 1	1.24	1.12	1.16	1.09
Scope 2	3.79	3.38	3.14	2.73
Scope 3	298.09	249.98	275.72*	284.41

The definitions of Scopes 1, 2 and 3 are provided in the GHG Protocol.

• Scopes 1&2: Direct and indirect GHG emissions from the corporate activities of Honda Motor Co., Ltd. and its consolidated subsidiaries and affiliated companies in and outside of Japan, excluding some small companies. See Honda ESG Data Book p.137 for details.

• The Scope 3 figures are the sum of emissions from categories 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12 and 15.

* We changed the calculation method of Scope 3 Category 11 emissions from FY2022. See Honda ESG Data Book p.136 for details.

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Tetsuo Hayashi

Automobile Operations Production Unit
Saitama Factory
Automobile Plant (Yorii)
Plastics Department
Engaged in maintenance of bumper and instrument panel production facilities, as well as energy reduction tasks.

Favorite motto

"Fall seven times, stand up eight."

Honda-ism which he has empathy

"Light your own torch."

"Waigaya"



Interview

Even in the Face of Challenges, if Something Needs to be Done, I Will

Maintenance, improvement and optimization of production facilities for automobile fall under my responsibilities. Driven by a commitment to uphold Honda's craftsmanship and operational excellence, I approach my daily tasks with a strong sense of purpose. In recent years, I have been chosen as a member of the "Yorii Carbon Neutral Project," focused on implementing production technologies that reduce environmental impact and enhance efficiency. My efforts revolve around energy reduction in production facilities and the transition to carbon-free energy sources. This endeavor aligns with the ambitious goal of achieving net zero CO₂ emissions across all activities by 2050. Each member of the project holds steadfast determination, asserting, "We will succeed without question," and "Our present endeavors will benefit the world in the future." With unwavering conviction, we transcend organizational boundaries, pooling our collective wisdom to overcome this formidable challenge.

Reflecting on the past, when I initially joined the company, I didn't believe I had much to offer. Despite my boss having high standards, he encouraged me with the words, "This individual has potential." Driven by a determination to meet his expectations, after about five years of dedicated effort, he remarked to me one day, "Your absence in the woods would pose a challenge." Hearing this filled me with a sense of validation — to be recognized as indispensable. The progress I've made is owed to the support and confidence many have shown in me. Now, I am committed to reciprocating that support, engaging with juniors and my responsibilities with a profound sense of gratitude.

My aspiration is to cultivate Honda's new vehicle production environment while imparting energy reduction techniques and carbon-free energy substitution know-how to juniors and the community, thereby enhancing society's overall energy reduction capabilities. Just as I have done in the past, I am prepared to step up for tasks, even if they are intricate or challenging, driven by an unwavering belief in seeing them through to completion.

To Realize a Zero Traffic Collision Society | Safety Strategy

Toward a Zero Traffic Collision Society

Honda aims to achieve zero traffic collision fatalities involving Honda motorcycles and automobiles worldwide by 2050*1. As a milestone, Honda aims to halve the number of global traffic collision fatalities involving Honda motorcycles and automobiles worldwide by 2030*2. These targets apply to new vehicles and motorcycles and those already available on the market.

Honda safeguards against accidents caused by various factors by evolving and combining three elements: Human Ability (awareness-building activities), Mobility Performance (technological development) and the Traffic Ecosystem (collaboration with others and system/service development).

As a result, in Japan and the United States, the traffic fatality rate per 10,000 vehicles for all Honda automobile, including minicars, is below the average of all major auto OEMs.

A major challenge as we move toward 2030 is fatal accidents involving motorcycles in emerging countries. As the world's largest provider of motorcycles, Honda recognizes it has a social responsibility to proactively address this issue and is conducting educational activities targeting a wide range of people and incorporating safety equipment into motorcycles, such as advanced brake systems of ABS*3 and CBS*4, and LED headlights that are highly visible and make riders more visible from other road users at the same time. For automobiles, we actively promote the functional evolution and dissemination of advanced driver assistance systems (ADAS), effectively reducing accidents in emerging and developed countries.

*1 Traffic collision fatalities involving Honda motorcycles and automobiles: Traffic collision fatalities involving Honda motorcycles and automobiles, 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)

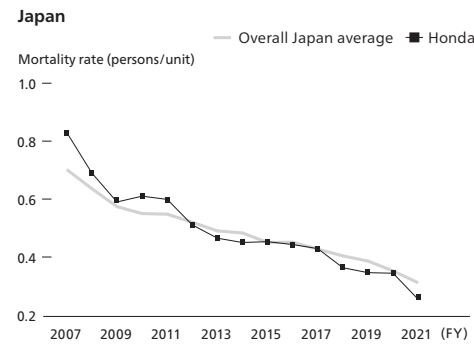
*2 Halve the number of traffic collision fatalities per 10,000 vehicles involving Honda motorcycles and automobiles worldwide in 2030 compared to 2020.

*3 ABS : Antilock Brake System

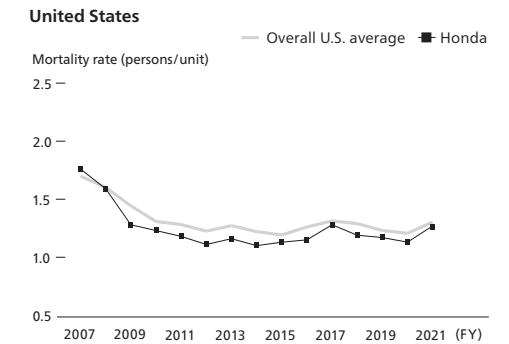
*4 CBS : Combined Brake System

Beyond that, a major challenge for the year 2050 will be fatal accidents worldwide involving pedestrians, cyclists and riders. To address this issue, we will promote R&D of "Safe and Sound Network Technology" that supports risk prediction and avoidance before an accident occurs by communicating with everyone sharing the road. Honda aims to achieve zero traffic collision fatalities involving Honda motorcycles and automobiles by 2050.

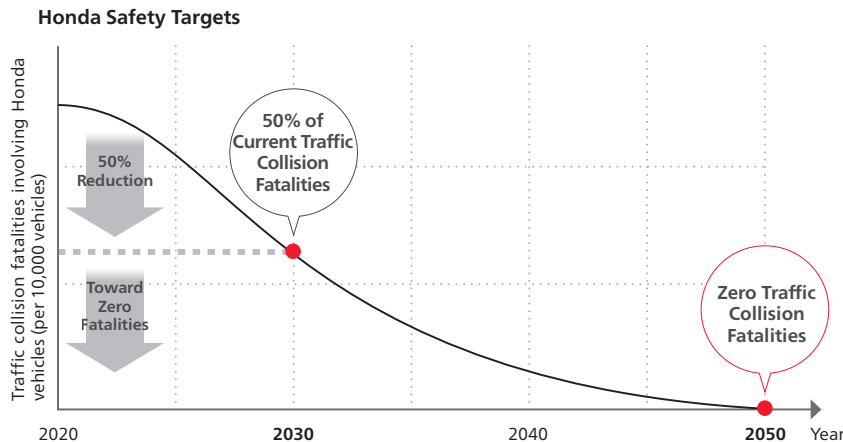
Trends in Fatality Rates Involving Automobiles per 10,000 Vehicles Owned



Source: Honda research based on Japan Traffic Accident Analysis Center data. Japan's totals are based on annual traffic statistics for automobiles and motorized bicycles.

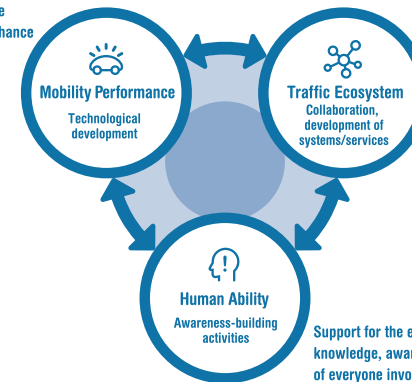


Source: NHTSA Fatality Analysis Reporting System (FARS) data, based on Honda research. The U.S. totals are based on the TSF Fatality Rate per Registered Vehicles.



Three Elements of Safety

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



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

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

To Realize a Zero Traffic Collision Society | Safety Strategy

Human Ability: Awareness-Building Activities

As we reach the 2030 milestone, it is important that our awareness-building activities expand opportunities to support everyone involved in the transportation community through quality programs.

To achieve this, Honda is training instructors, strengthening traffic safety awareness-building activities at traffic education centers and dealerships and utilizing ICT tools, such as smartphones, to deepen learning for all people, regardless of time or location. We also promote initiatives to deepen learning for all people regardless of time and place.

In June 2023, Honda released the “Honda Driver Coaching” app in the U.S. for young people. This app supports young drivers to develop safety driving behaviors through driving diagnosis and real-time voice advice. We are considering rolling out the initiative in emerging countries and plan to conduct demonstration tests in the future.

In April 2023, Thai Honda signed a memorandum of understanding with the Land Transport Department of the Thai Ministry of Transport on the development of a “Hazard Prediction Training” to prevent traffic accidents. This initiative aims to enhance the ability to predict potential dangers and to elevate awareness about traffic safety among participants in traffic. With this opportunity, Thai Honda will provide the knowledge on traffic accident prevention it has accumulated over 30 years to educate prospective drivers and young people.

To contribute to the development of laws and regulations, including the licensing system, and traffic rules, we will continue to collaborate with international organizations, government agencies of various countries and other mobility industries.



Honda Driver Coaching App (U.S.)



Animated video produced by Thai Honda for the Land Transport Department of the Thai Ministry of Transport

Mobility Performance: Technological Development

To realize the 2030 milestone, the functional evolution and diffusion of advanced driver assistance systems (ADAS) will be important from a technological development perspective. It is envisaged that this will enhance collision safety performance.

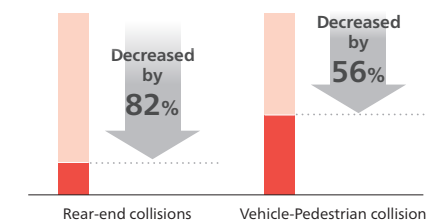
In addition to Honda SENSING, which has been available since 2014, Honda also offers two advanced driver assistance systems: Honda SENSING 360, which responds to accident scenes in all directions, and Honda SENSING Elite, which aims to zero human error when driving.

Honda SENSING: For Further Popularization, Expanding Application to Emerging Countries

“Honda SENSING” is a system primarily designed to detect the front of the vehicle and includes pedestrians as detectable objects. It supports safe and comfortable driving, as well as accident avoidance. The N-BOX minicars featuring Honda SENSING technology, available in Japan, have demonstrated impressive results in terms of safety. These vehicles exhibit an 82% reduction in rear-end collisions and a 56% reduction in pedestrian accidents*1, showcasing the substantial effectiveness of this innovative technology in accident prevention. As of 2022, the sales ratio of new automobiles that are equipped with “Honda SENSING” has reached 99% in Japan and the United States and 86% globally, with a cumulative total exceeding 14 million units.

To reduce the number of fatalities in motorcycle traffic accidents, Honda is gradually rolling out “Honda SENSING” with a motorcycle detection function. The vehicles to be fitted with this technology were rolled out in 2021, and the features will be incorporated in all automobile models worldwide by 2030. In addition, Honda aims to expand the application of advanced brakes such as “ABS” and “CBS” and highly visible and lighted lamps to more models of motorcycles.

Accident Reduction Effect of Vehicles Equipped with Honda SENSING (N-BOX)



Target to Achieve Zero Traffic Collision Fatalities by 2050

Advanced Safety Equipment Application Rate	Target for 2030		
	Automobiles in developing countries*2 Honda SENSING 360	Automobiles in emerging countries*3 Honda SENSING	Motorcycles in emerging countries*4 Advanced Braking (ABS/CBS)
	100%	100%	100%

*1 The difference in the number of traffic collision fatalities and injuries per registered vehicle between N-BOX vehicles without AEB and vehicles equipped with Honda SENSING. Based on data from the Institute for Traffic Accident Research and Data Analysis, according to Honda's research.

*2 Japan, the U.S., China, Europe

*3 India, Indonesia, Malaysia, Thailand, Brazil

*4 India, Indonesia, Vietnam, Thailand, Brazil

To Realize a Zero Traffic Collision Society | Safety Strategy

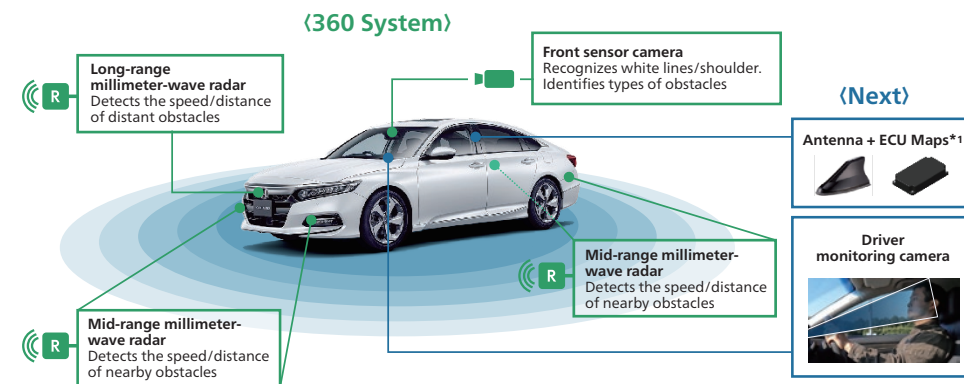
Honda SENSING 360: Aiming to Deploy All Automobile Models in Developed Countries by 2030

The omnidirectional safety and driver-assistive system "Honda SENSING 360" is a system to avoid imminent accidents or to further reduce damage by expanding the ability of the vehicle to detect and avoid the risk of accident in all directions. A total of five millimeter-wave radars are installed on the vehicle: One at the front and one on each corner. This achieves 360-degree sensing.

The five main functions of Honda SENSING 360 are Collision Mitigation Braking System for crossing vehicles at intersections and crossing pedestrians when turning right or left, Front Cross Traffic Warning, Cornering Speed Assist, Lane Change Collision Mitigation, and Active Lane Change Assist. Honda aims to expand the use of these functions to all automobiles in developed countries by 2030, starting from the installation to the CR-V released in China in 2022. Furthermore, Honda is developing new technologies that evolve the Honda SENSING 360.

Currently, new technologies are under development, including the Advanced Lane Change Assist Function with Hands-off Function and the Advanced In-Lane Driving Assist Function to reduce the driving load; the Driver Emergency Support System to support deceleration and stop in the same lane when the driver does not respond to operation requests from the system; the Exit Warning to detect and recognize vehicles approaching from the rear side while parked; the Driver Attention Warning and Collision Warning, In-Lane Collision Avoidance Assist Technology, Emergency Steering Support Technology, etc. We are engaged in the development of new technologies, including those capable of detecting driver conditions and predicting potential hazards ahead, while offering assistance for avoidance. These technologies are being customized to address the distinct requirements of different regions and are scheduled to be progressively introduced from 2024 onward. We aim to achieve enhanced safety measures by these technologies.

Honda SENSING 360 System Configuration



*1 ECU : Electronic Control Unit

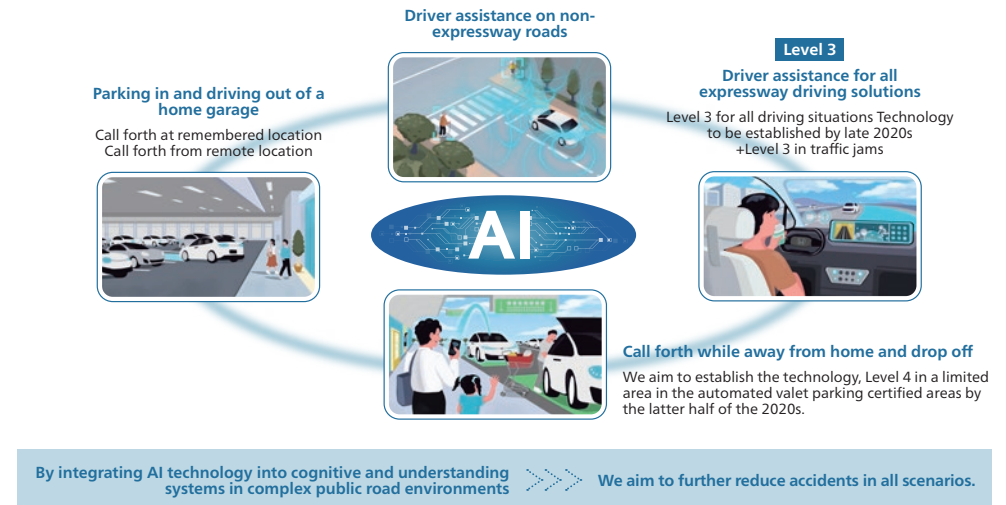
Honda SENSING Elite: Aiming Zero Human Error when Driving

"Honda SENSING Elite" is a system equipped with "Traffic Jam Pilot," an advanced technology compatible with Automated Driving Level 3*2 (automated driving with conditions in a limited area), which is the world's first automated driving system to receive type designation by the Ministry of Land, Infrastructure, Transport and Tourism in 2021. This system makes it possible to perform driving operations on behalf of the driver under certain conditions, such as when there is traffic congestion on expressways.

Furthermore, we are advancing the development of a new technology for the next evolution of "Honda SENSING Elite." This technology uses Honda's unique AI technology, which grows with experience, like a person, to recognize complex scenes and respond to complex environments, such as general roads, enabling hands-off functions during traffic jams on main roads and driving support functions during merging and branching scenes at highway junctions, etc., to enable safe, secure and seamless travel from home to destination, including on main roads. These technologies are scheduled to be applied sequentially from the mid-2020s.

*2 Definition of automated driving defined by the Japanese government (based on SAE) is as follows: Under certain conditions, the system monitors surrounding traffic conditions and drives on behalf of the driver.

Next-Generation HONDA SENSING Elite



To Realize a Zero Traffic Collision Society | Safety Strategy

Traffic Ecosystem: Collaboration, Development of Systems / Services

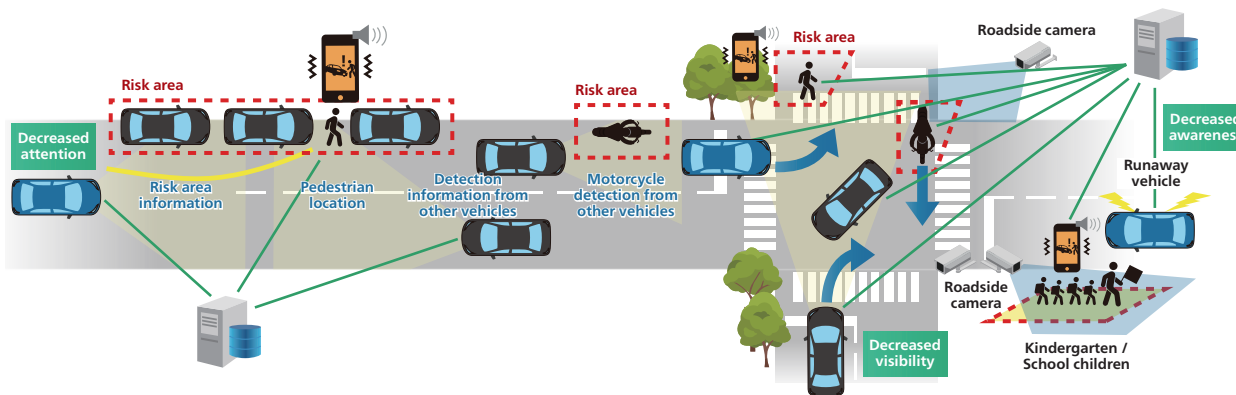
Honda has been developing various technologies, including deployment of the "SAFETY MAP," which consolidates driving advice for accident-prone areas, locations requiring sudden lane changes, analysis of data, such as sudden braking information from Honda vehicles, development of a system known as AACN (Advanced Automatic Collision Notification), which automatically notifies fire departments and cooperating hospitals from vehicles involved in accidents and utilization of connected vehicle technology to estimate the probability of fatalities and severe injuries in the event of an accident.

To achieve Honda's target of zero traffic collision fatalities involving Honda motorcycles and automobiles worldwide by 2050, it is essential to ensure the safety of all people, including vulnerable road users. To this end, Honda is further advancing its long-standing connected technologies and developing its Safe and Sound Network Technology, which connects all traffic participants, i.e., people and mobility

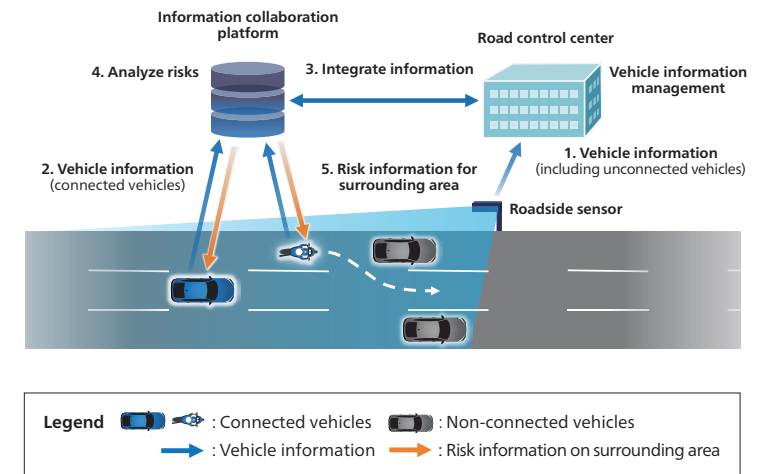
vehicles, through telecommunications to predict risks before accidents occur and support accident avoidance.

In 2023, as part of efforts to promote this Safe and Sound Network Technology, we will participate in the Road-Vehicle Cooperation Demonstration Experiment being conducted by Central Nippon Expressway on a section of the Shin-Tomei Expressway under construction together with SoftBank Corp. This exercise aims to verify use cases for risk prediction and information notification using information from connected vehicles and traffic infrastructure. Through these demonstration tests, Honda will identify issues before implementing the technology in society and use this information to innovate and develop. Honda aims to complete system construction and effectiveness verification in the early 2020s and standardize the technology in the late 2020s, with the aim of implementing the Safe and Sound Network from 2030 onwards.

Safe and Sound Network Technology



Use Case Image for Highway Driving



To Realize a Zero Traffic Collision Society | Safety Strategy

Ayato Yoneyama

Electrification Business
Development Operations
Motorcycle and Power Products
Electrification
Business Development Unit
UX and Software Connected
Development Department Division
Software Core-technology
Development Department
After being involved in motorcycle
engine design, shifted focus to safety-
related tasks in emerging countries.

Favorite motto

"Today is the youngest day."
"Give it your all, regardless of the
outcome."

Honda-ism which he has empathy

"Light your own torch."
"Eliminate no play, no error."

Interview

Taking the Lead in Walking Down Paths yet Untrodden by Anyone

From an early age, my dream has been to contribute to mobility through engineering. While I've been engaged in motorcycle engine design with the goal of bringing joy to customers through my products, I developed a firm belief that "While Honda's motorcycles expand possibilities in people's lives, they also lead to unhappiness due to accidents. If we don't address this, can we genuinely provide happiness?" This conviction steered me toward safety-focused endeavors a few years ago. Primarily targeting emerging markets like Thailand, I've been spearheading initiatives in accident prevention utilizing infrastructure cameras and advancing technologies for safety driving education.

Safety is a critical domain for Honda, and as I embarked on new challenges, I began from the ground up, undergoing a process of trial and error. Until that point, I had always aimed to surpass others, but I soon realized that there were limited problems I could solve alone. However, I acknowledged that Honda has numerous associates with diverse expertise. I sought their help, breaking down barriers and reaching out across various internal departments. Everyone, faced with unexplored terrain, was eager to collaborate, and I believe this enthusiasm resulted in outcomes exceeding our expectations.

I transitioned from the realm of engines to the world of software, with no prior experience, in order to approach the safety domain from a fresh angle. The fear of failure often hinders us from embracing new challenges. I firmly believe that forging new paths, even in areas uncharted by anyone before, is the key to innovation. The software domain in the automotive industry is still in its early stages. Our goal is to set industry standards in this domain, making Honda a global competitor in the realm of software.

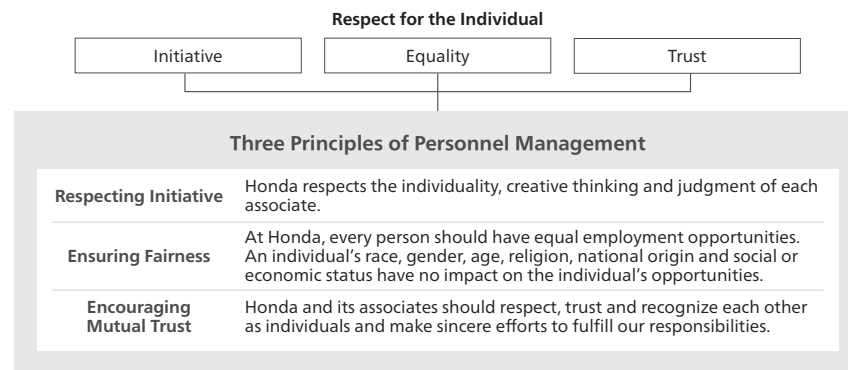
The Evolution of Human Capital Management | Human Capital Strategy

Human Capital Management Initiatives

Basic Policy for Personnel Management - Honda Philosophy

Honda defines the principles of personnel management based on the Honda Philosophy. The key principles of this philosophy are to respect each other's initiatives and individuality, to establish equal relationships and to foster trust among individuals. Our goal is to maintain a company where talented individuals with a strong intrinsic will to create a better society collaborate, enabling a broader range of abilities, talents and creativity to be fully utilized. Additionally, we aspire to become a company where the joy of overcoming challenges can be shared, even in situations of differing opinions. To continue creating products and services that surpass the expectations of our customers and society, we will develop a comprehensive human and organizational strategy that encourages and supports the growth of individuals "driven by dreams and initiative," empowering our associates to work vigorously at Honda.

Principles of Personnel Management



Human Capital Management Linked to Business Strategy: A Defined Narrative

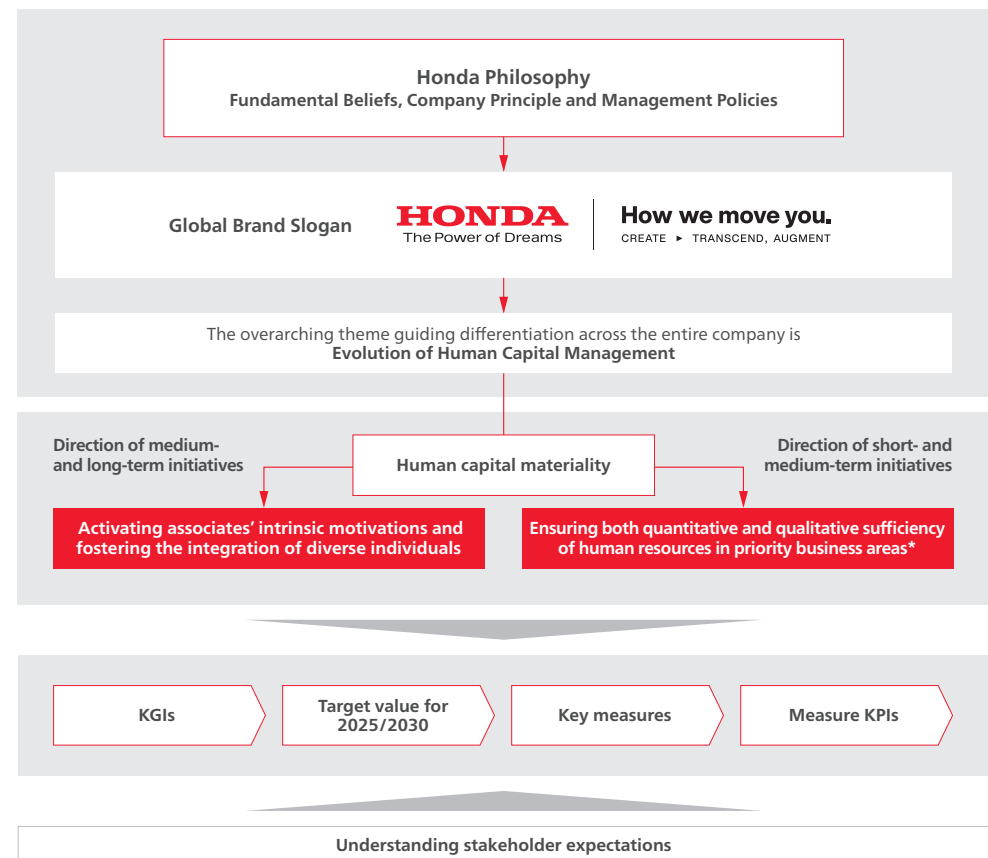
As a component of Honda's human capital management initiatives, we have defined "human capital materiality" as encompassing issues that warrant close attention through human capital strategies. This process involves intertwining these strategies with our business strategies.

When delineating human capital materiality, we engage in company-wide discussions about the trajectory in which we should channel our efforts. These discussions encompass both the medium- to long-term dimensions of the "evolution of human capital management," a pivotal theme spanning the entire company, and the short- to medium-term aspects of fortifying our business strategy.

We subsequently establish key goal indicators (KGIs) along with their target values as metrics for assessing the degree of accomplishment of human capital materiality. Additionally, we formulate an array of human capital strategies, measures and Key Performance Indicators (KPIs) to showcase the attainment of these target values as part of a coherent narrative.

KGIs and their associated KPIs are subject to consistent monitoring as part of the business management framework. Furthermore, we employ the Plan-Do-Check-Act (PDCA) cycle, allowing for periodic adjustments of indicators and target values, as well as the adaptation or inclusion of measures as required.

Honda Human Capital Management Storyboard



* Priority business areas: electrification, software technologies, new business, basic research, etc.

The Evolution of Human Capital Management | Human Capital Strategy

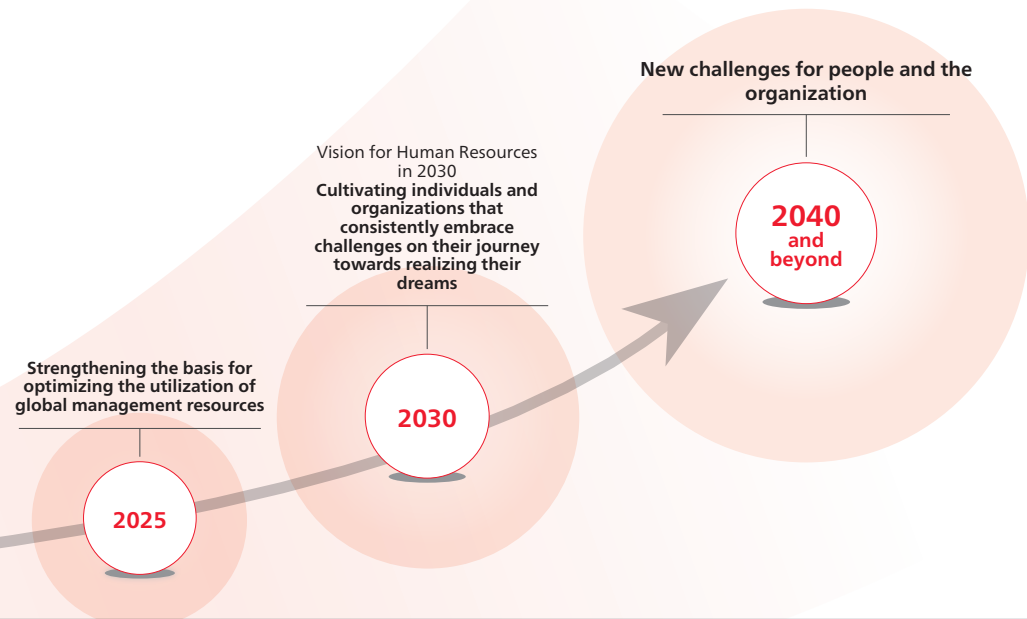
Human Capital Management Story

KGIs to Achieve Human Capital Materiality and Strategy-Oriented Key Measures · KPIs

We have established targets for 2025 and 2030 by framing human capital materiality as “activating associates’ intrinsic motivations and fostering the integration of diverse individuals” for medium- to long-term endeavors, and “ensuring both quantitative and qualitative sufficiency of human resources in priority business areas” for short- to medium-term initiatives.

Anticipating the period beyond 2040, we will continue to conduct reviews of the indicators to ensure effective management oversight.

For every target value, we are formulating human capital strategies and defining measurable KPIs that contribute to the attainment of these objectives. Additionally, we are crafting plans to ensure their realization. As we move ahead, we will regularly track the advancement of each indicator and implement a system that facilitates prompt decision-making based on quantitative evidence.



Human Capital Materiality	Goals	KGIs	Target Value for 2025	Target Value for 2030	Examples of KPI Measures
Activating associates’ intrinsic motivations and fostering the integration of diverse individuals	Associates are highly motivated and driven by goals, with their supervisors actively supporting their endeavors	Associate engagement score	Percentage of positive responses 50% or more	Percentage of positive responses 60% or more	<ul style="list-style-type: none"> Annual training hours per person Number of applicants for Challenge Open Recruitment*1 and in-house recruitment Number of applicants for IGNITION*2 Percentage of management training participants
	Synergy is optimized through the integration of diverse knowledge	Proportion of female in management positions	3 times increase compared to 2020	4 times increase compared to 2020	<ul style="list-style-type: none"> Number and percentage of female employed Number of female leader candidate pools
Ensuring both quantitative and qualitative sufficiency of human resources in priority business areas	There are sufficient human resources in priority areas	Sufficiency of human resources in priority areas	-	Increase to 10,000 associates in the area of software technologies	<ul style="list-style-type: none"> Number of applicants in the area of software technologies Number of expert managers Skill visibility rate of human resources involved in priority areas Actual human resource matching (shifting of resources)
	Resources are proactively invested in the development of human capital	Investment in the development of human resources in priority areas	Attaining the highest global market standards		<ul style="list-style-type: none"> Training hours per person for reskilling program Number of participants in reskilling programs by external organizations

*1 Challenge Open Recruitment: A personnel transfer system founded on open recruitment, aimed at kindling individual motivation to embrace fresh challenges and ensuring optimal alignment of individual competencies and affinities with job roles.

*2 IGNITION: An in-house recruitment program that allows associates to utilize their individual ideas and take on the challenge of starting a new business.

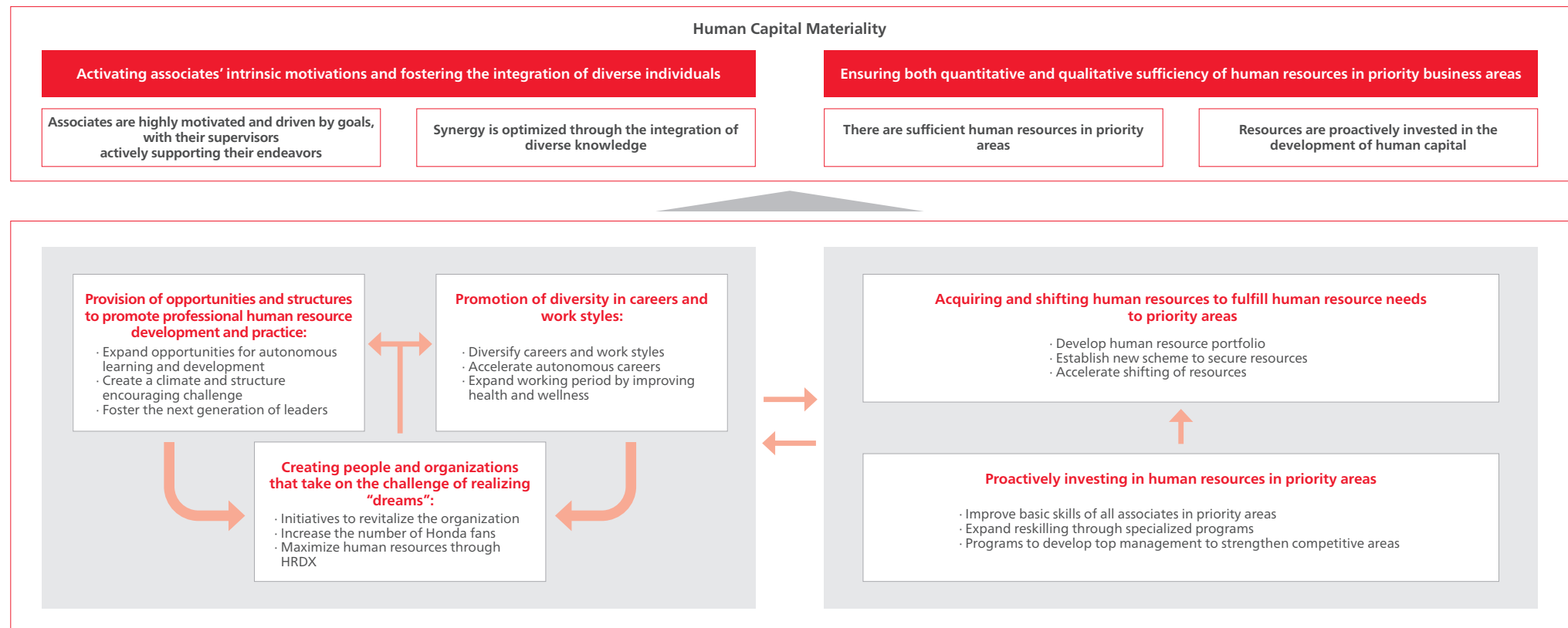
Honda's Human Capital Strategy

Enhancing Corporate Competitiveness and Restructuring the Business Framework through the Optimal and Efficient Utilization of Human Capital

During a period "once in a century transformation" in the industry, Honda has transitioned its current business landscape into a second founding period. This phase is centered on crafting human capital strategies aimed at "enhancing corporate competitiveness and restructuring the business framework through the optimal and efficient utilization of human capital."

While valuing Honda's core values that underpin corporate competitiveness, we will implement professional talent development, creating environments that encourage practical application and establishing

structure to accommodate diverse careers and work styles. Our commitment extends to bolstering individuals and organizations that embrace the challenge of realizing their "dreams." Furthermore, to foster structural business reform from a human resources standpoint, we will persist in our endeavors to acquiring and shifting human resources, particularly in priority areas. This forms a component of our vision to achieve both quantitative and qualitative sufficiency. To enable shifting of resources, we will actively invest in human resources to facilitate reskilling and implement measures to enhance proficiency in priority areas.



Activating Associates' Intrinsic Motivations and Fostering the Integration of Diverse Individuals Challenging with High Motivation and Goal-Oriented Mindsets (Challenge to Dream), and backed by the Full Support of Supervisors

In order for Honda to deliver value to our customers, motivated by the dreams of each and every Honda associate, it is imperative that we fully acknowledge and comprehend the global brand slogan as a shared philosophy. This philosophy must then be reflected in our actions, central to our purpose and identity. By adopting this collaborative vision as a foundational principle, we will be better equipped to tackle the challenge of creating new value through a sequence of steps including "establishing ambitious transformative goals," "embracing a spirit of experimentation," "taking the lead in the pursuit of accomplishments," "learning from others and consolidating diverse knowledge" and "delivering surprises, exhilaration, and joy."

In the pursuit of these objectives, we have formulated a new question for the engagement survey, aimed at gauging the extent to which associates exhibit strong motivation and drive to realize their aspirations. Furthermore, we have revised the engagement score calculation method to better articulate our intentions. We recognize that each associate's aspirations of striving toward their dreams require support from supervisors within the organization. Consequently, we have infused this aspect into the engagement survey inquiries.

Synergy is Maximized via the Integration of Diverse Knowledge

We believe that the fundamental objective of diversity initiatives is "to generate novel business prospects and value by promoting the exchange of viewpoints among associates with distinct ideas." Especially the enhancement of female participation stands as a pressing concern that will consistently command our endeavors. Without a doubt, we consider periods of business environment transformation as opportunities to broaden the active engagement of females.

From a global perspective, we identify Japan as facing challenges in promoting opportunities for female participation. We gauge this by utilizing the proportion of females in managerial positions as an indicator of the issues at hand.

Furthermore, we will also shape our global diversity, equity and inclusion initiatives in accordance with this recognition.

KGI	Target for 2025	Target for 2030
Associate engagement score	Percentage of positive responses 50% or more	Percentage of positive responses 60% or more
Proportion of females in management positions	3 times increase compared to 2020	4 times increase compared to 2020

	Undertaken Efforts	Achieved Results for FY2023	Future Initiatives
<p>Challenging with high motivation and goal-oriented mindsets (challenge to dream), and backed by the full support of supervisors</p> <p>Synergy is maximized via the integration of diverse knowledge</p>	<p>Improve associate engagement to enhance their motivation</p> <ul style="list-style-type: none"> Conduct an associate engagement survey Develop company-wide measures to enhance associate engagement 	<ul style="list-style-type: none"> Associate engagement survey score: 3.48 	<p>Encouraging the challenge of "dreams" toward the realization of the global brand slogan</p> <ul style="list-style-type: none"> Develop measures to disseminate the global brand slogan throughout the company Comprehensive review of the personnel system to stimulate associates' intrinsic motivations
	<p>Implement capacity-building measures to support self-improvement</p> <ul style="list-style-type: none"> Investment in all associates to promote autonomous career development and self-improvement Promote the "Honda Lifelong Playground**" Provide opportunities for associates to demonstrate their abilities (Challenge Open Recruitment and IGNITION) 	<ul style="list-style-type: none"> Annual training hours per person: 18 hours Number of Challenge Open Recruitment applicants/accepted applicants: 1,093/185 	<p>Development of learning and practice opportunities to foster professional human resources</p> <ul style="list-style-type: none"> Expand associates' learning and practical experience based on a new knowledge creation model Increase investment in business and associate-initiated training programs to acquire practical knowledge based on the "Three Reality Principle" Further expand opportunities to take on challenges (priority areas), including open positions Develop an "IGNITION Studio" as a joint program with sponsors and outside experts
	<p>Develop career programs that support autonomous growth</p> <ul style="list-style-type: none"> Strengthen two-way communication between supervisors and subordinates Conduct career interviews with career advisors 	<ul style="list-style-type: none"> Number of career interviews conducted: 2,667 	<p>Development of measures to strengthen management so that key transformations can be achieved</p> <ul style="list-style-type: none"> Develop training programs for managers to raise their management skills Provide managers with timely feedback on associate engagement levels in their own departments
	<p>Accelerate training and promotion of female associates</p> <ul style="list-style-type: none"> Training based on career plans Conduct career interviews with career advisors 	<ul style="list-style-type: none"> Number of career interviews with female associates: 490 	<p>Further acceleration of female participation</p> <ul style="list-style-type: none"> Increase the number of females in management positions Promote the development of younger associates in cooperation with the project's goals

* Honda Lifelong Playground: An internal community that enhances personal growth by fostering connections among like-minded colleagues who learn together and undertake the task of creating new value.

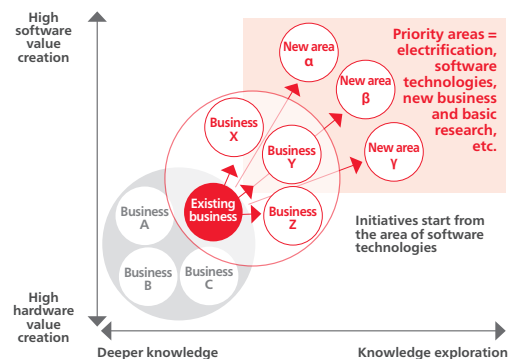
Ensuring both Quantitative and Qualitative Sufficiency of Human Resources in Priority Business Areas

Acquiring and Shifting of Human Resources to Fulfill Human Resource Needs in Priority Areas

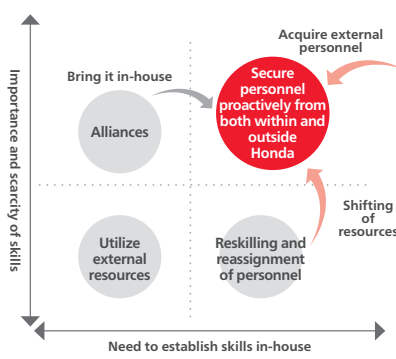
Another significant initiative crucial for advancing our business success, we will emphasize the quantitative and qualitative sufficiency of human resources aligned with our business portfolio. This encompasses presenting pivotal suggestions to bridge gaps, which will involve a comprehensive evaluation of our business plan.

In order to actively monitor human resource sufficiency and enact prompt measures, we will establish human resource portfolios for each sector. As an initial stage, we have developed a portfolio for the realm of software technologies. This portfolio identifies the reskilling targets, skill enhancement needs, shifting of resources and the necessary count of external hires.

Human Resource Management for Business Strategy



Human Resource Portfolio in Priority Areas



Proactive Investment in Human Resources in Priority Areas

In our pursuit of acquiring skills within software as our priority area, we are set to undertake an unprecedented level of human resource investment. Furthermore, alongside the company-wide reskill program, we are poised to substantially broaden specialized skills enhancement initiatives. This expansion aims to enable the creation of innovative value.

KGI	Target for 2025	Target for 2030
The company maintains sufficient human resources in priority areas	-	Increase to 10,000 associates
Investment in the development of human resources in priority areas	Attaining the highest global market standards	

	Undertaken Efforts	Achieved Results for FY2023	Future Initiatives
Acquiring and shifting of human resources to fulfill human resource needs in priority areas	Establish personnel management to ensure quality and quantity · Shift human resources to priority areas for achieving carbon neutrality · Conduct experience and skills surveys for all associates	• Number of personnel shifted to priority areas: 70 • Experience and skills survey conducted: 35,825 respondents	Formulate human resource portfolios and implement shifting of resources for each business · Formulate human resource portfolios and visualize personnel sufficiency in the area of software technologies · Visualize software skill map · Promote shifting of resources by establishing a personnel matching scheme between business areas
	Establish and implement measures to acquire the best human resources for the talent we seek · Recruit human resources from outside Honda for the area of software and connected technologies · Disseminate the attractiveness of Honda associates via our owned media "Me and Honda, Career*"	• Number of mid-career recruits: 476	
Proactive investment in human resources in priority areas	Start training programs in priority areas · Mandatory acquisition of IT Passport for new associates · Conduct Python training for all associates in the research area	Software skill development program • Number of programs: 85 • Number of participants: 1,204	Expand shifting of resources and reskilling measures in priority areas · Conduct a "software and electrification e-learning program" for all associates · Efforts to secure time for reskilling · Conduct intensive programs with external organizations for those subject to reskilling

* Me and Honda, Career: Owned media communicates the appeal of Honda associates through our dedicated recruitment website and various social media platforms.

Career Growth, Learning, Practice for Cultivating Professional Personnel’s Independent Development

Defining Common Capabilities and Implementing Customizable Learning Programs

To transform our associates into professionals competent not only within Honda but also beyond, we have outlined the common capabilities essential for business acumen. In alignment with this goal, we have furnished a guidebook that outlines strategies for nurturing and refining each capability, complemented by e-learning programs to bolster associates’ self-driven and independent endeavors.

Furthermore, we intend to advance our learning management system, inaugurated in FY2022, into an all-encompassing platform that provides augmented learning prospects and visually tracks competency development progression.

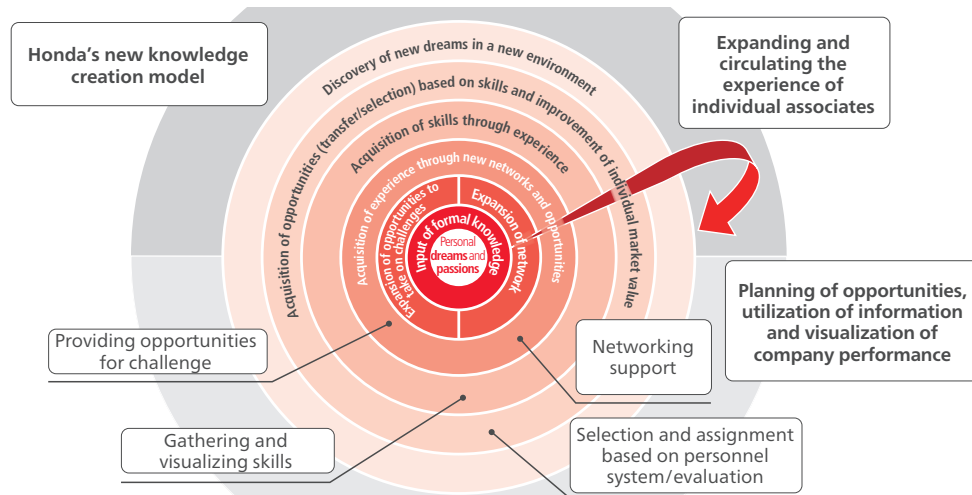
Empowering Autonomous Career Development through Honda’s “Knowledge Creation Model”

A knowledge creation model has been devised to encompass individuals’ aspirations and interests, guiding them in accumulating formal knowledge and acquiring fresh skills. These initiatives aim to empower associates in broadening their networks and prospects as they embark on novel challenges, embrace emerging opportunities, enhance their market value and ultimately uncover new aspirations. Grounded in this model, we will formulate measures that bridge individuals with opportunities for tackling new endeavors, foster the establishment of networks and capture/visualize skill sets. By intertwining the selection and deployment of associates through the personnel system and evaluation processes, we will enhance the associate experience and provide a visual representation of key outcomes.

FY2023 result

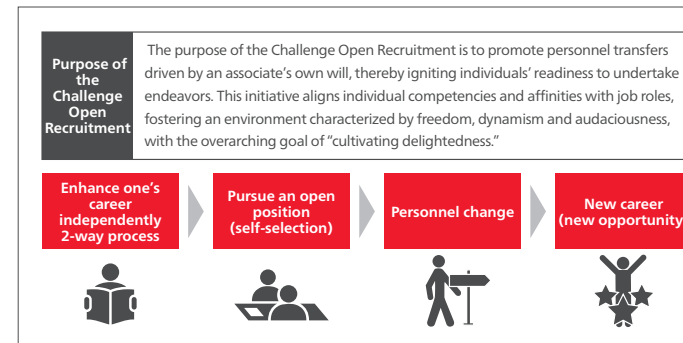
Annual training hours per person

18 hours



Offering Opportunities for Associates to Independently Showcase and Refine their Abilities

The “Challenge Open Recruitment” initiative provides voluntary opportunities to showcase and apply one’s abilities, and communities like “Honda Lifelong Playground,” aimed at cultivating new networks, have been instrumental in fostering connections among peers, facilitating learning and creating novel value. Through these endeavors, we have been providing chances to partake in challenges and have observed a certain degree of achievements.



Overview of Challenge Open Recruitment

FY2023 result

Number of Challenge Open Recruitment applicants/accepted applicants

1,093 persons/ 185 persons

To further amplify the avenues for associates to showcase their capabilities, we intend to implement an open position system in priority areas. This system will welcome applications from both internal and external individuals, consequently broadening the scope for associates to embrace novel challenges.

Commencing in FY2024 (April 2023 - March 2024), we are in the process of establishing the “IGNITION Studio,” which will serve as a human resource development initiative dedicated to fostering new businesses. By aggregating the insights garnered from the new business creation program “IGNITION,” in combination with the expertise of external professionals, including venture capital, this Studio is poised for creating new businesses.



The Evolution of Human Capital Management | Human Capital Strategy

Nurturing and Selecting Next-Generation Leaders Embracing our Corporate Philosophy Advancing Global Talent Management

We have established and are actively pursuing our vision of “Matching the Right Talent to the Right Position,” wherein individuals’ abilities and aspirations are cultivated, ensuring that everyone has an equitable opportunity to take up pivotal roles and steer Honda on a global scale.

Developing a Global Competency Model (GCM)

To methodically and consistently cultivate and appoint capable and motivated personnel, irrespective of individual attributes such as nationality and gender, we have formulated a Global Competency Model (GCM). This model outlines the behavioral traits essential for a global leader, upon which we are devising various initiatives. The GCM serves as the basis for shaping leader development strategies and determining the criteria employed in human resources evaluations. Additionally, we are compiling information about the global talent pool we necessitate. By specifying the experiences and capabilities anticipated from individuals assuming significant global roles, we aim to refine the alignment between human resources and the talent criteria we have set, enabling more strategic nurturing of next-generation leaders.

Reorganizing the Talent Board

To expedite conversations regarding the advancement of next-generation leaders, we introduced a new working group in 2023 alongside the existing Global Talent Board. Furthermore, we have revamped the Talent Board for each business unit and function to initiate comprehensive discussions across the company.

Cultivating Next-Generation Global Leaders

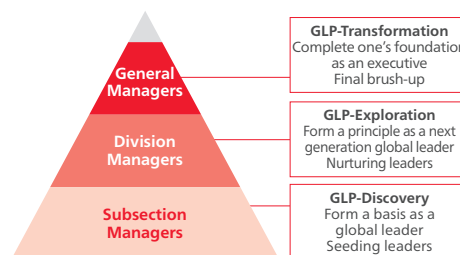
Since 2021, we have been providing our Global Leadership Programs (GLPs) in alignment with the GCM. These programs are tailored for various job levels, and annually, participants are selected from all regions to take part in these initiatives.

Additionally, we have initiated the development of human resources in each region, guided by the GCM principles. This encompasses fostering the growth of potential leadership candidates on a global scale.

Global Competency Model

Overview of the GLPs

- Seizes change
- Shows the way to the future
- Has a global viewpoint
- Makes decisions with courage
- Seeks new challenges
- Perseveres to the end
- Believes in people
- Overcomes our past Limitations



Global Leadership Programs
Number of participants since FY2022

313

Number of non-Japanese participants

164



Jitender Teckchandani

Lead of Global Learning & Development,
Talent Management Department,
Human Resources Division
After working at HCL, Honda's local subsidiary in India and at Asian Honda, the regional head office for Asia-pacific, he assumed his current position in Japan. He has been consistently involved in various aspects of human resources for diverse set of associates across different countries.

Favorite motto

“Be Simple & Honest”

“Compete with yourself and not with others”

Honda-ism which he has empathy

“Transparency and fairness”

“Challenging spirit”

Interview

Creating a Culture where Diverse Talents from Around the World Influence One Another and Collaborate for Success

My 20 years at Honda have been filled with numerous positive experiences that have shaped my career and life. During this time, I've had the opportunity to be involved in various aspects of HR, working alongside diverse members, including exceptional leaders from different countries. This has allowed me to grow as a professional.

In India, job changes are common, yet I chose to continue my career at Honda for primarily two reasons. First, there were regular opportunities to engage in fresh, challenging and stimulating work, learn from them and grow. Second, there was a platform to practice Honda Philosophy. For many companies, their guiding principles may be merely words on paper. However, at Honda, Honda Philosophy genuinely serves as the guiding light for all actions. In a positive and stimulating work environment, each associate is encouraged to freely showcase their abilities. Equality prevails, regardless of position, even in minor aspects like work attire, cafeteria and workplaces. Colleague relationships are built on mutual trust and respect, encouraging everyone to take initiative.

While Honda continuously strives to create an environment where associates thrive and grow, I believe it's essential to enhance the diversity of talents, including key global positions. The collaboration of diverse talents on a global scale enables us to incorporate a comprehensive perspective into crucial management decisions. Ultimately, this leads to offering products and services that align with the needs and preferences of customers worldwide.

My dream is that every associate in Honda is empowered to reach their full potential and contribute using their unique talents to the organization's success.

“Waigaya” Culture to Foster Interactive Communication

Honda Heart CAMPFIRE

“Waigaya” for Direct Exchange of Opinions with the CEO

“Honda Heart CAMPFIRE” is conducted to facilitate participants’ comprehension, empathy and alignment with company-wide announcements pertaining to the global brand slogan and other management policies. This event features the CEO elucidating the context and rationale behind these aspects.

Launched in 2022, the Honda Heart CAMPFIRE has welcomed over 3,800 participants thus far. Additionally, the accumulated view counts of Honda Heart CAMPFIRE archive have surpassed 43,000 times. Going forward, we will intensify efforts to foster a deeper understanding of Honda’s vision by enabling interactive engagement with more associates. This will be achieved by expanding the network of Honda Heart CAMPFIRE satellite sites at business locations and establishing online connections with overseas sites.



Honda Heart CAMPFIRE (Waigaya with the CEO)

**Honda Heart
CAMPFIRE**
(Implemented eight times as
of the end of June 2023)
**Results of efforts in
FY2023**

Number of applicants:

3,810

Archive views:

43,117

Direct Communication among Operating Executives*

Sharing Values and Forging Connections with Leaders

In our pursuit of implementing and accelerating transformation, we convene a monthly “on-site meeting with operating executives.” This gathering offers an avenue for executive leaders and the CEO to engage in discussions and exchange values. In addition to sharing the content of significant discussions such as corporate management deliberations, we also foster the exchange of opinions to reinforce shared values.

Furthermore, we organize an “Operating Executives’ Waigaya” to foster connections among leaders. During this event, participants are grouped to deliberate on crucial themes and subsequently present the results of their discussions. It is our aspiration that the relationships cultivated through the “Waigaya” will propel additional reforms and cross-divisional collaborations.

* Operating Executive: Under the direction and supervision of management, this position serves as the head of operations for departments and critical locations, playing a pivotal role in the company’s operations.

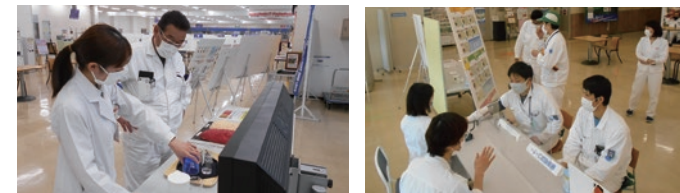
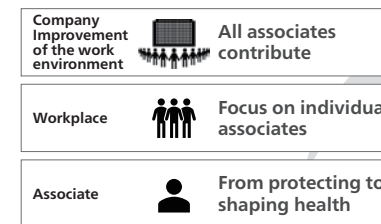
Becoming a Company where each Associate can Work to their Fullest Potential in a Healthy and Safe Manner

Honda’s Health and Productivity Management

Initiatives Taken for Health and Productivity Management

Since its founding, Honda has remained dedicated to its associates’ “health” and “safety.”

Our objective is to foster an environment where all associates can operate at their full strength, within a mentally and physically secure and healthful setting. Guided by the core message, “Persistently pursue Health and Productivity Management and enhancement, as individual strengths thrive when one is in good health,” Honda champions a distinctive approach to health management built on mutual trust. In alignment with this philosophy, associates take proactive steps while the company provides the necessary infrastructure to bolster such endeavors.



Results of efforts in FY2023

Progress Status
Concerning the Five
Health Management
Indicators
(Percentage of Associates
Demonstrating
Improvements in Four or
All Indicators)

41.9%

Stress check
examination rate

92.9%

Average monthly
overtime hours
(labor union associates)

18.64 hours

Total working hours per
associate
(labor union associates)

1,974 hours

Average uptake rate of
paid vacation days
(labor union associates)
*including previous year’s
carryover uptake

102.19%

Visualizing the Five Behavioral Indicators for Health Maintenance and Enhancement

The Ministry of Health, Labour and Welfare has identified “nutrition and dietary habits,” “physical activity and exercise,” “rest,” “alcohol drinking,” “quitting smoking” and “maintaining good dental and oral health” as essential lifestyle habits to uphold and enhance the health of the Japanese population. Honda has established the subsequent five factors as health action indicators based on the outcomes of associates’ health evaluations: (1) rest, (2) nutrition, (3) exercise, (4) quitting smoking and (5) alcohol drinking. Honda aspires for associates to recognize these indicators and proactively manage their health.

Enhancing Participation of a Diverse Workforce to Foster Innovation Leveraging the Activities of Diverse Individuals to Maximize Honda's Collective Strengths

Initiatives for Expanding Female Participation

Since 2015, Honda has positioned and advanced workforce diversification as a fundamental company-wide imperative to harness the collective capabilities of its workforce. In January 2015, we established the Diversity Promotion Office, a dedicated entity for broadening the diversity of Honda's workforce. In Japan, our initial focus was on amplifying female engagement within the company. We considered the initial three years, as a fundamental period to cultivate awareness about female participation at Honda. Throughout this period, our primary emphasis was on promoting female involvement, executed through three core pillars: "Raising awareness and cultivating a supportive work culture," "Nurturing career advancement" and "Establishing a conducive environment and systems."

Results of efforts in FY2023

Number of career interviews with female associates

490

Cultivating an Organizational Culture that Harnesses the Strengths of Diverse Individuals

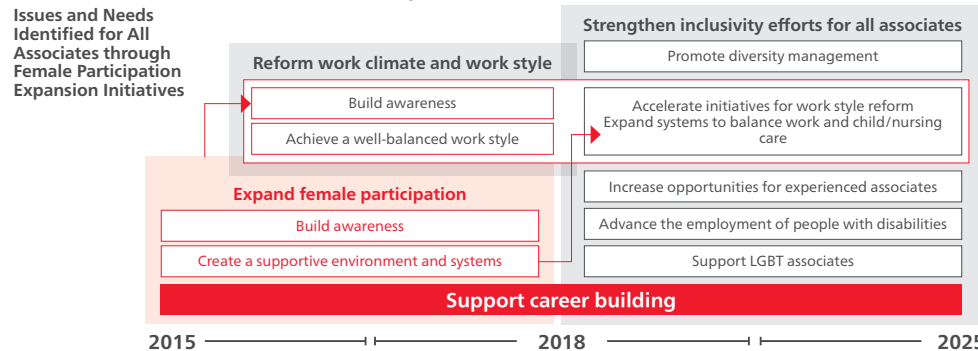
We consider the period commencing in 2018 as marking an advancing and broadening phase in the pursuit of diversity, equity and inclusion. Founded on the belief that diversity pertains to all associates, we have progressively extended the purview of our diversity and inclusion initiatives, guided by an extensive roadmap.

On December 7, 2022, Honda hosted an event centered on the pivotal policy topics of "Male Involvement in Childcare" and "Female Health Matters." This event underscored Honda's continuous commitment to fostering diversity within its workforce and establishing an environment that optimally leverages the strengths of a diverse range of individuals. The company event featured presentations from experts and panel discussions that brought together both specialists and associates.



Panel discussion with Mr. Tetsuya Ando (NPO Fathering Japan), Sputniko! (Cradle Inc.) and our associates

Overview of Efforts to Foster Diversity within Honda's Workforce



Yasuko Matsuyama
 <Operating Executive>
 Corporate Promotion Division,
 <Head>
 Corporate Communications
 Supervisory Unit, Corporate
 Communications Unit
 Honda Motor Co., Ltd.
 <General Manager>
 Corporate Communications Division,
 Corporate Communications Unit,
 Corporate Strategy Operations,
 Honda Motor Co., Ltd.
Favorite motto
 "Light your own torch."
Honda-ism which she has empathy
 Commitment to "A00"

Interview

Transforming Diverse Perspectives of Diverse Talents into Honda's Driving Force

I joined Honda with the aspiration to work alongside those who resonate with Honda's corporate culture and philosophy. Since then, I have gained diverse experience in marketing, product planning and public relations, dedicating myself fully to addressing Honda's challenges at each stage.

My first appointment as a project leader was in the sales department for the compact car "LIFE," primarily targeted at female customers. I meticulously studied the needs revealed through market research and leveraged my sensibilities to propose ideas for designing the ideal car. Additionally, I suggested promotional tools that would allow customers to enjoy the excitement of choosing a car, and it was truly rewarding to receive positive feedback from both customers and dealers. At that time, female leaders within the company were still relatively few, yet my opinions were always taken seriously and respected. "The idea before us treats everyone equally, regardless of gender, age, or position." The spirit of respecting humanity that Honda has upheld aligns perfectly with the essence of diversity appreciation.

For Honda to continue fostering creativity, the diverse perspectives of diverse talents are essential. This is why it's crucial to foster a culture and atmosphere where every associate with a diverse background can easily voice their opinions and to create a workplace environment where work and life can be balanced without worry.

Honda has a richly inherited philosophy, and countless activities and stories have arisen from the diverse associates who work passionately. I aspire to make these known widely and have people think, "Honda is a wonderful company." My current dream is to increase Honda's fan base through communication efforts, sharing the stories, and contribute to achieving this vision.

* A00: the first thing discussed when a Honda project is launched, "what kind of world is this work trying to realize?"

Creation of Innovative Technologies | Challenges in New Fields



Advancing Innovation Management

Enhancing the R&D Structure

We are committed to improving our innovation management, driven by our belief that the development of core technologies lays the groundwork for sustainable business and competitiveness. This commitment aligns with our values of “Transcend” and “Augment,” guiding us towards their realization.

From 2019 to 2020, Honda’s research subsidiary, Honda R&D Co., Ltd., transferred its product development functions in the motorcycle, automobile and power products businesses to Honda Motor Co., Ltd. This strategic move allowed for a more focused approach to fundamental technology research, aimed at long-term value creation. To further enhance the realm of mobility, Honda R&D is allocating additional resources to areas such as advanced technology research, power unit exploration and materials investigation. The company has also identified several technology domains warranting deeper exploration, including new mobility, robotics, next-generation energy, including hydrogen utilization, batteries, intelligence technologies/AI and sustainable materials. Leading experts in these domains are spearheading Honda’s technological development, with the goal of creating innovative value.

Furthermore, the Honda Research Institute, a subsidiary of Honda R&D, has established facilities in Japan, the U.S. and Europe to delve into computer science and other cutting-edge advanced technologies. The Institute collaborates in joint research initiatives with diverse institutions worldwide, aiming to synthesize and leverage knowledge on a global scale.

Within this framework, Honda is applying novel technologies developed in each technology domain to create captivating next-generation mobility solutions capable of delivering unprecedented value across various fields including sea, in the air and in space. Specifically, ongoing projects encompass the Honda eVTOL, the Honda Avatar Robot and ventures in space exploration. Drawing upon Honda’s core technologies—spanning combustion, electrification, control and robotics—we are poised to realize “the delight of expanding the horizons of human potential.”

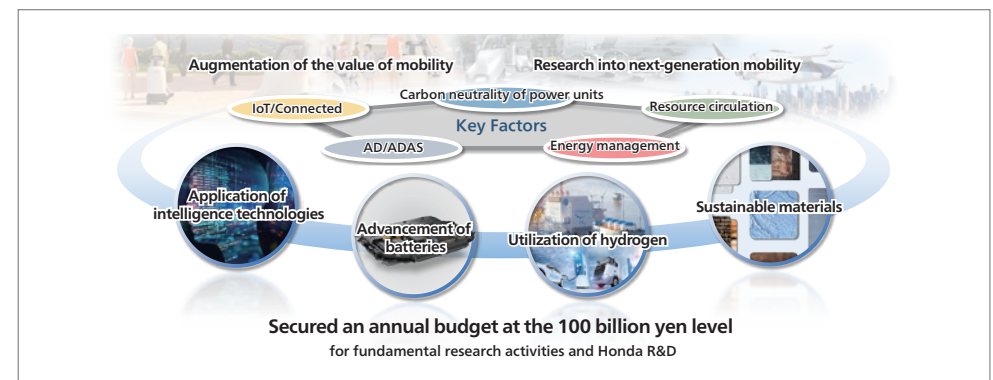
Furthermore, in order to ensure that the novel technologies and next-generation mobility resulting from ongoing research contribute meaningful value to society, it is imperative to evaluate the feasibility of our businesses and products. With this objective in mind, we have instituted a “Technological Strategy Meeting” comprising both management members and technical experts. This forum serves to foster seamless coordination between our technological and business strategies, consequently establishing a framework for the efficient conversion of developed technologies into value.

Allocation of Resources to Fundamental Research

Fundamental research is a continuous process of trial and error that demands unwavering effort. It requires substantial time and extensive resources before these efforts manifest as products ready for introduction to the world. Nevertheless, Honda has consistently embraced the ethos of “trying first” and has persistently pursued fundamental research. This approach has yielded captivating products like the HondaJet and the humanoid robot ASIMO, which have astounded and delighted people globally. Throughout different eras, Honda’s driving force has consistently been the “pursuit of new technologies.” The new value stemming from this pursuit shapes the forthcoming generation of Honda products. Committed to perpetual advancement, we engage in fundamental research every day.

To bolster this approach, we have allocated 5,000 personnel to Honda R&D and secured a stable annual research budget of 100 billion yen for fundamental research. While this constitutes a substantial investment even on a company-wide scale, it is through such determined resource allocation that we lay the foundation for creating new value. This dedicated allocation of resources is intended not only to support the development of carbon-neutral technologies related to the “five key factors,” including hydrogen utilization and sustainable materials, but also to nurture various elemental technologies that will underpin “the joy and freedom of mobility.” Therefore, in addition to advancing carbon-neutral technologies, we will steadily advance the accumulation of technologies to create novel value. We will persist in proactive resource investment to maintain a high level of competitiveness in advanced technologies and to establish a sustainable bedrock for our business.

Initiatives in the Areas of Fundamental Technologies



Creation of Innovative Technologies | Challenges in New Fields

Enhancing Technological Development via Open Innovation

To uncover a diverse range of promising new technological concepts from across the globe and nurture them into solutions with broad societal impact, Honda vigorously champions open innovation with startups in conjunction with its proprietary core technology research.

Globally, Honda has expanded its “Honda Xcelerator” program to engage with startups. The initiative operates in countries like Japan, the U.S., Israel and some countries in Europe. Building upon this initiative, Honda has introduced the “Honda Xcelerator Ventures” program to enhance its involvement with startups by incorporating investment capabilities. This program aims to fortify our ability to actively foster business partnerships and investments with promising startups, supported by an annual budget of approximately 10 billion yen. We have already initiated investments in startups concentrating on cutting-edge technologies such as AI, synthetic fuels, battery recycling and nuclear fusion power generation.

Moreover, in 2023 April, Honda established, Honda Innovations Co., Ltd., in Japan to take on responsibilities for its global corporate venture initiatives. Aligned with Honda’s overarching corporate strategy, we have established a corporate structure that enables us to promptly invest in and collaborate with startups possessing innovative technologies and ideas.

Looking ahead, Honda will persist in actively promoting startup investments and collaborating with business partners to expand the community of individuals who share Honda’s vision of “becoming the “power” that supports people around the world who are trying to do things based on their own initiative.” Through these endeavors, we endeavor to harness the potential of the myriad ideas rooted in “dreams,” ultimately striving to materialize groundbreaking and captivating value creation.



IGNITION: A Novel Business Incubation Program Bringing Shape to Associates’ Ideas and Aspiration

“IGNITION” stands as a Honda endeavor aimed at birthing fresh businesses. It operates as an internal solicitation program that empowers Honda associates to harness their inventive concepts and undertake the exciting pursuit of launching new ventures. The program took root at Honda R&D in 2017 and, as of 2021, has grown to encompass the entire organization. Presently, all associates have the opportunity to embark on the journey of transforming their notions into tangible forms of new value.

IGNITION operates in collaboration with venture capital firms. During the evaluation process, proposals undergo rigorous scrutiny, with the proponents receiving guidance from an investor’s standpoint. An internal task force also provides support to associates, aiding them in enhancing the feasibility of their proposals. The first two business ventures that emerged from IGNITION, namely Ashirase, Inc. and Striemo, Inc., were established in April and August of 2021, respectively, following a meticulous assessment procedure. Subsequently, SmaChari was introduced in March 2023 as an internal business venture.

The core aim of IGNITION is to nurture distinctive concepts from a diverse pool of human resources, allowing Honda to swiftly address societal challenges and forge novel value for the global community. By further propelling this initiative and connecting innumerable unique ideas with the exigencies of society, we aspire to deliver an even wider array of value to a broader spectrum of customers.



SmaChari

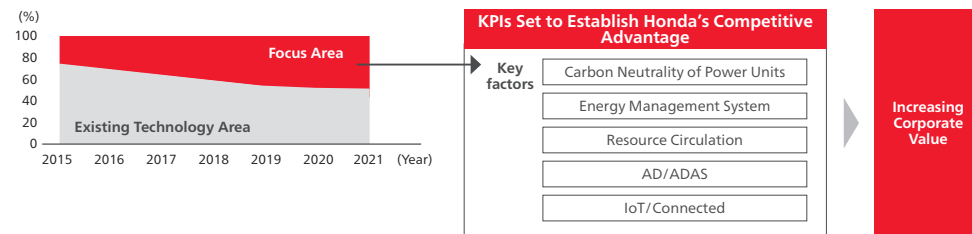
Value Creation through Intellectual Property: An Investment in the Future

Intellectual property stands as particularly crucial resources that play a pivotal role in augmenting corporate value and pave the way for future advancements, spanning 5 to 10 years ahead. Honda's strategic vision revolves around leveraging intellectual assets as a potent tool to underpin a sustainable future and propel business expansion. In its current phase, characterized as the "second founding," Honda aspires to evolve into an enterprise capable of forging new growth trajectories and fostering innovative value creation. To propel this transformative journey, we have chosen five key factors as our focus areas.

Honda has established KPIs to achieve competitiveness in these focused technologies, and is executing a value creation process that incorporates analysis using intellectual property information (Intellectual Property Landscape, IPL).

Furthermore, aiming to accelerate the alignment between technological strategy and intellectual property strategy in the formulation and execution of corporate strategy, the Intellectual Property division was placed under the Corporate Strategy Operations starting from April 2023. We are strengthening the strategic role of the intellectual property department, including its participation in the Technological Strategy Meeting, which formulates medium- to long-term technological strategies.

Ratio of Patent Applications in Focus Areas and Existing Technology Areas



Strategic Utilization of the IPL

For enhancing competitiveness in the focus areas, we have identified priority technology areas in addition to five key factors. Honda adopts an approach of advancing the targeted technology creation, through a comparative analysis of technological advantages using IPL.

IPL Categories

There are two categories within the IPL framework. First, the development proposal category involves a meticulous exploration of untapped technological realms. This encompasses the identification of burgeoning or nascent technologies, an appraisal of their future potential and competitiveness, and the formulation of development and business proposals. Should these proposals demonstrate value, they are integrated into our corporate and technological strategies.

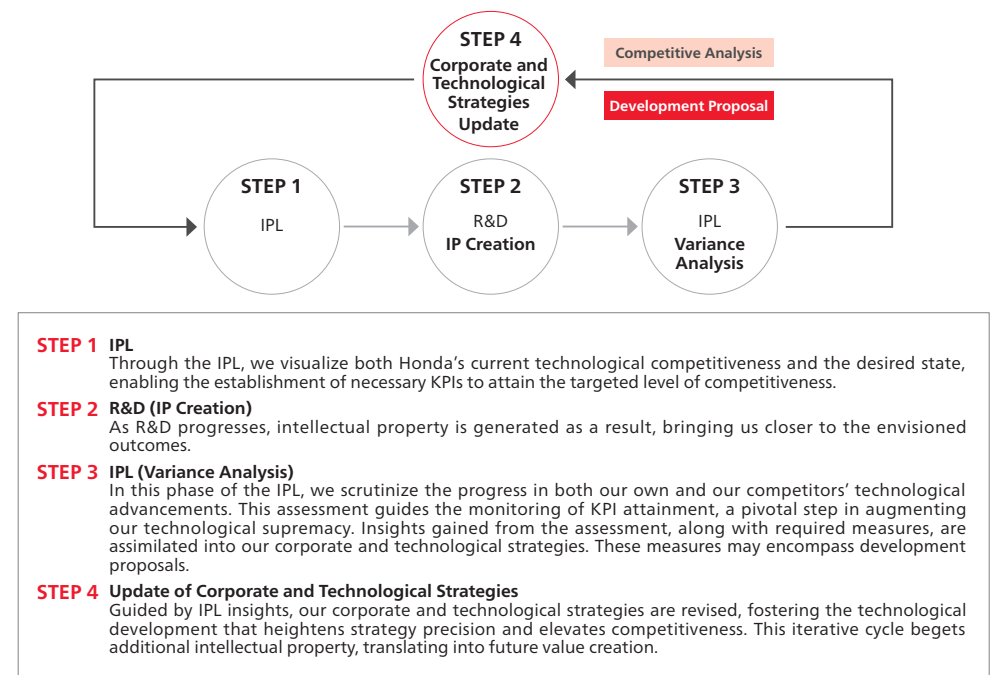
Second, we have the competitive analysis category of IPL. This variant serves three fundamental purposes: (1) discerning

a company's current competitiveness, (2) pinpointing essential foundational technologies to enhance competitiveness and (3) unveiling the requisite technological and IP strategies to sustain and fortify competitiveness for future.

IPL Categories	Main Purpose	Actions
Development Proposal	Initiation of New Technology Proposals	<ul style="list-style-type: none"> Early Development Propositions for Essential Technological Development Synergistic Collaboration with Startups
Competitive Analysis	Evaluating Technological Dominance and Identifying Core Technologies	<ul style="list-style-type: none"> Competitive Analysis Across Value Chains Establishing Competitive Advantage through KPI Setting

IPL-Driven Strategy Update Cycle

We will update our corporate and technological strategies through these two types of IPL, enhancing the precision of our strategies and strengthening our competitive advantage.



As described above, the strategy update cycle utilizing IPL has become a crucial process for Honda to continuously create corporate value and maintain competitive advantage. Starting with these five key factors, Honda is applying them to strengthened technological areas, setting the creation of competitive intellectual assets as a KPI and engaging in the pursuit of new value creation.

Creation of Innovative Technologies | Challenges in New Fields

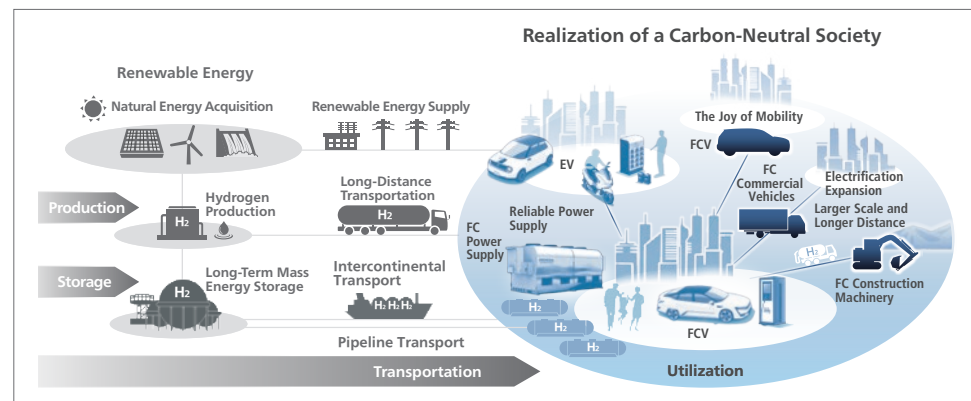
Honda's Hydrogen Ecosystem

Among the five key factors that Honda focuses on, regarding the carbon neutrality of power units, in addition to the battery-related efforts mentioned in the “Electrification Business Strategy” (→p.15), Honda is strengthening its efforts towards commercialization by positioning “hydrogen,” which is anticipated as a clean energy source, as the next-generation energy.

Honda has engaged in hydrogen technology and fuel cell vehicles, predating its competitors by a significant margin since the late 1990s. Commencing with the R&D of fuel cells, which convert hydrogen and oxygen into electricity, we have progressively enhanced performance while systematically addressing usability challenges. This includes refining fuel cell dimensions, reducing costs and enhancing durability. The ensuing iteration of fuel cell technology, developed in collaboration with GM since 2013, will be integrated into the forthcoming generation of FCVs. Our intent is to expand the reach of this core technology—our next-generation fuel cell system—not solely to our FCVs but also across an array of domains, encompassing commercial vehicles, stationary power sources, construction machinery and diverse industrial equipment. We will aim to build a hydrogen ecosystem.

Collaboration and cooperation with entities constituting the hydrogen value chain, spanning supply facets, stand as imperative in the establishment of a comprehensive hydrogen ecosystem. Our engagement entails fostering partnerships with companies pivotal to the hydrogen station network's expansion. Notably, our involvement with the Japan Hydrogen Station Network underscores our dedication to this pursuit. Moreover, we collaborate with industry players such as Shell and FirstElement Fuel, actively engaged in the hydrogen station domain in North America. Supplementary to these endeavors, we have embarked on exploratory research into the potential applications of hydrogen technology in the aerospace sector, marking yet another prospective avenue. Through these series of initiatives, we will contribute to the realization of a carbon-neutral society by promoting the development of a comprehensive hydrogen ecosystem across the entire community.

Provide Clean Mobility and Reliable Power Solutions through the Intelligent Combination of Electricity and Hydrogen Energy



Takashi Mochizuki

Department 3
Energy Unit Research and Development Division
Innovative Research Excellence, Power Unit & Energy
Engaged in research and development of hydrogen fuel cells “FC Stack.”
Favorite motto
“Listen carefully to each person’s opinion.”

Honda-ism which he has empathy
“Before technology, we are all equal. The substance of ideas is the real challenge.”

Interview

To Become a Global Leader in the Field of Hydrogen Fuel Cell Technology

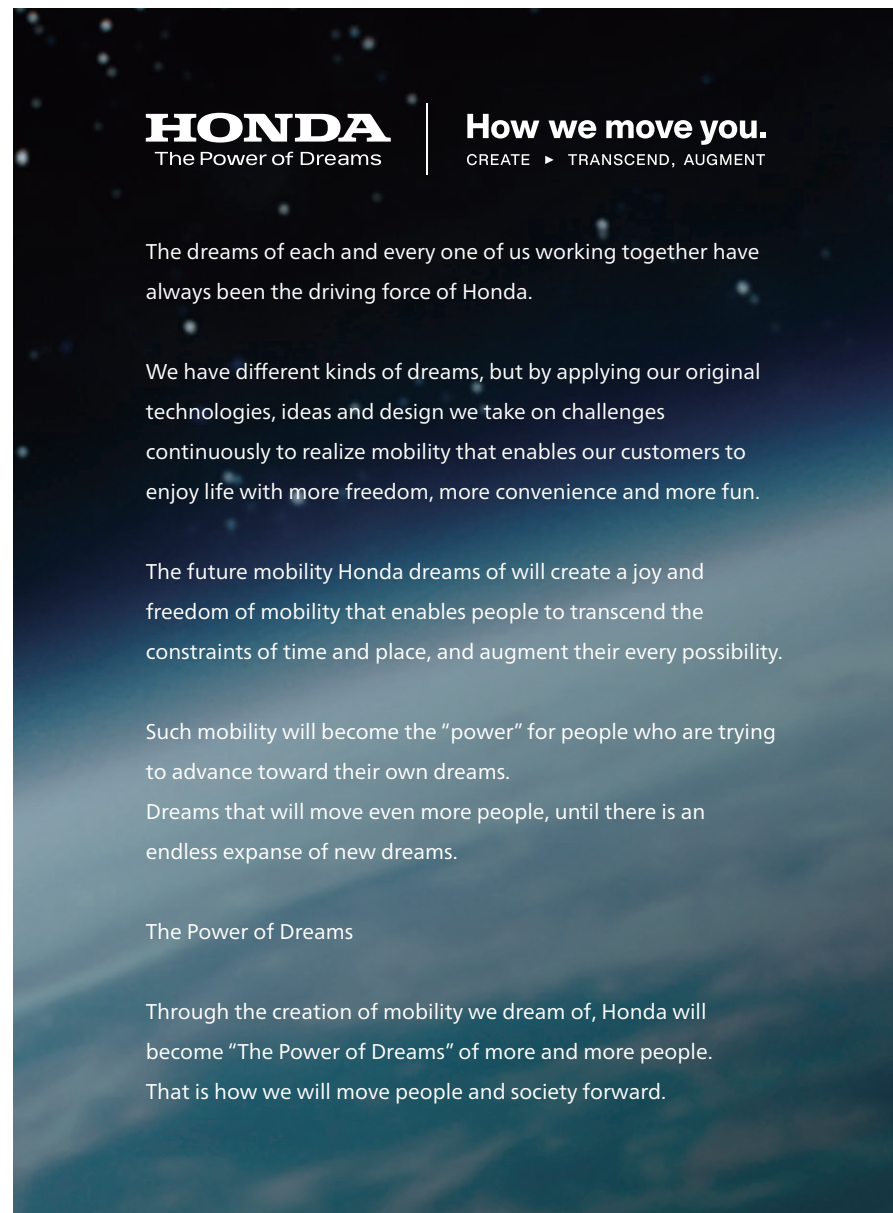
Ever since my childhood, I’ve held a strong interest in environmental issues and even conducted independent studies on fluctuations in Japan’s average temperatures. My introduction to Honda occurred during my university years. I delved into research on fuel cells during my time at university, and serendipitously, my research lab was engaged in a collaborative project with Honda. I vividly recall one of Honda’s technical experts visiting our lab, radiating genuine enthusiasm and delight for their work. This experience left a lasting impression on me, leading me to reflect, “Honda is a company where work is conducted with such freedom and joy.”

Transitioning to fuel cell vehicles that emit zero CO₂ could yield a substantial environmental benefit. To truly execute Honda’s electrification business strategy, we must direct our attention not solely to batteries but also emphasize the significance of fuel cells. We have been committed to advancing R&D efforts, aiming to broaden the scope of hydrogen fuel cell applications across a variety of sectors, encompassing passenger cars, commercial vehicles, trucks and stationary power sources.

The advantages of hydrogen fuel cells encompass more than just environmental impact reduction; they also encompass the utilization of hydrogen as an energy carrier. Unlike electricity, which is difficult to store in substantial quantities for extended periods, hydrogen can be stored over long durations. For example, surplus electricity produced at night can be converted into hydrogen and stored for later use. This becomes notably valuable for island nations like Japan, which face limitations in abundant energy resources like oil. In the realms of energy management and supply, I am convinced that our research assumes a crucial role.

Honda plays a significant role in mitigating environmental impact. To sustain its position as a global frontrunner in environmental initiatives, my aspiration is for Honda to strive for world-class standing in the fuel cell sector.

Brand Value Enhancement | Enhancement of Consistent Brand Management



HONDA
The Power of Dreams

How we move you.
CREATE ▶ TRANSCEND, AUGMENT

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.

See p.4 Global Brand Slogan

Towards Brand Value Enhancement

Honda brand has been shaped by the accumulation of every individual business activity, walking hand in hand with customers from its founding to the present. We recognize that enhancing Honda brand, which has been crafted over 75 years of history, and elevating its value for the future is a critically important objective for Honda.

In this period of significant transformation, we have redefined our global brand slogan, “The Power of Dreams,” with the aim of clearly demonstrating the value it creates for customers worldwide and uniting all associates to collectively work towards a common purpose. We believe that taking this beyond mere “words” and aligning it with all aspects of our corporate activities, including products and services, and connecting it to consistent implementation leads to the creation of an evolved Honda brand.

Based on this mindset, we position the redefined global brand slogan as the cornerstone of Honda’s brand management, projecting the underlying beliefs onto various brand assets to establish a core of consistent branding. We aim to establish an appealing brand that resonates with stakeholders by developing branding based on a solid and unwavering common foundation, both within and outside the company. This will support and drive creativity powered by the “dreams” of all associates working at Honda.

Furthermore, we will monitor the effectiveness of this brand management through the “Brand Value” published by Interbrand, using it as a performance indicator to drive further advancements in our initiatives.

Honda’s Brand Management

