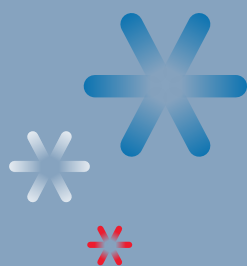


This document is interactive  
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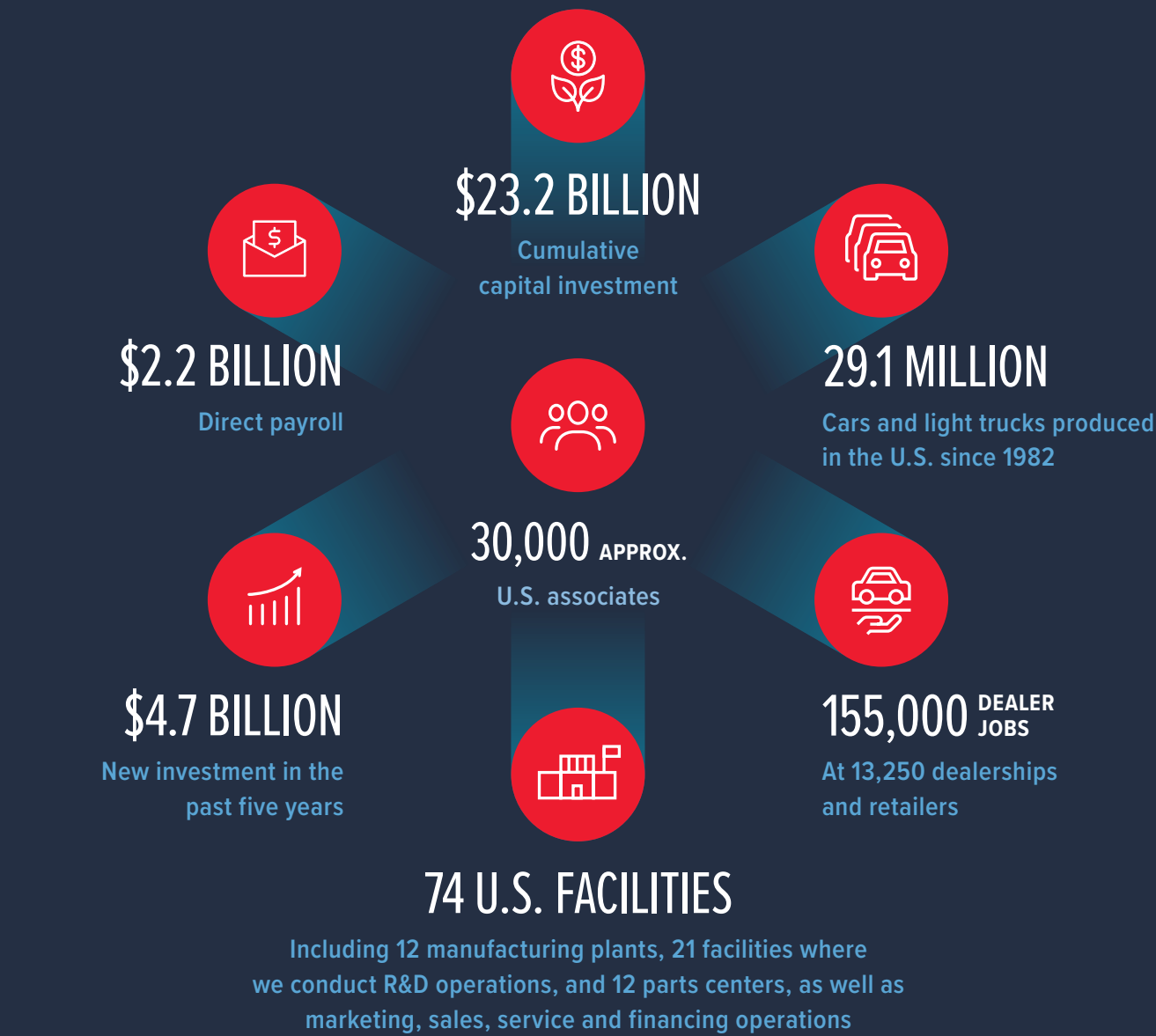
**HONDA**



# Honda in America 2022



Over 60 Years of Investing in America



# INVESTING IN AMERICA

This year marks the 40th anniversary of Honda's pioneering move to manufacture automobiles in America. The very first U.S.-made Honda Accord rolled off the production line in Marysville, Ohio, on November 1, 1982.

Four decades later, now with 12 production facilities in America, Honda continues to invest in our people, in our operations, in the products we make for our customers and in the many communities around the country where our associates live and work.



## Our Reason to Exist

“The purpose of technology is to help people.” — Soichiro Honda

Those words from our founder have **shaped** the history of the products we create for our customers and our contributions to society. This has been our commitment **in America** for more than 60 years, and for over 40 years we’ve been developing and building those products in America.

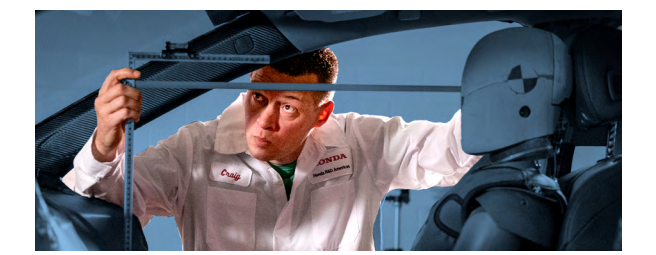
This has not only created new value for our customers, it has **changed lives** in communities across the U.S.

It’s worth considering, what if Honda **didn’t** exist?

What if



... we hadn’t led a wave of new manufacturers who followed Honda in building products here, creating tens of thousands of jobs across America?



... we hadn’t pioneered technology that has led to advances in both environmental and safety performance, for our customers and society?

Through the efforts of our nearly **30,000 associates** who develop, build, and sell a diverse array of products in the U.S., we will continue to fulfill our purpose as a company, **helping people** and making their lives better.



# Building Products in America

Based on Honda’s longstanding commitment to build products **close** to our customers, more than two-thirds of the Honda and Acura vehicles sold in America in 2021 were — making Honda second among all full-line automakers for the share of vehicles that were built and sold in America.\*









*What if*

**Honda had not made the pioneering commitment to build products in America in 1979?**

Honda was the first Japanese automaker to build cars in the U.S. . Since then, 13 other international automakers have followed Honda, establishing their own auto plants in America, supporting 2.1 million jobs and \$98 billion in investment.

**We now have 12 manufacturing plants in America** that produce 5 million products annually.

|   |  |  |  |
|---|--|--|--|
| <br>856,000<br>Cars and Light Trucks | <br>655,000<br>Power Equipment Products | <br>1,024,000<br>Automobile Engines      | <br>108,000<br>Powersports Products |
| <br>815,000<br>Transmissions         | <br>37<br>Aircraft                      | <br>1,612,000<br>General Purpose Engines | <br>38<br>Aircraft Engines          |

## Investing in the Workforce of Tomorrow

Technology can be innovative, but only people can innovate. The rapid advancement of vehicle technologies and the modern production technologies used to build them are placing the auto industry at a crossroads. Honda is investing in programs and educational initiatives to engage and prepare the kinds of skilled associates who will represent the manufacturing workforce of the future.

We partner with local schools and two-year and four-year colleges to stimulate interest in STEM, including equipment purchases.

To create enthusiasm for manufacturing among young students, Honda worked with an education game developer to create a

Honda created two technical development centers in Ohio to provide our current associates training opportunities with new manufacturing technologies.

Honda Professional Automotive Career Training (PACT) provides state-of-the-art training to help students become certified technicians in high-demand at Honda and Acura dealerships across America.

We’ve established a work-study program for students at two-year colleges to gain experience working at Honda while attending school.

Honda has developed with robotics and other technologies that provide students with hands-on learning about manufacturing.



## Promoting a Diverse and Inclusive Workforce



Honda was founded on a strong respect for people, and we are committed to living our values through actions that strengthen equality in our own workplace and in communities across America. We are investing in a number of programs and initiatives to strengthen diversity across our U.S. operations and engage and prepare students from diverse backgrounds for careers in the automotive industry. Honda’s first-ever showcases these efforts and provides transparency into the many ways we’re working to honor our commitment to fairness, justice and equality in the workplace and society.



# Designing and Creating Products in America

Honda engineers in the U.S. play a **lead role** in the research, design and development of the **innovative** products we build in America for our customers here and around the world.

Honda associates in the U.S. have led the research, design and development of Honda products at **21 U.S. facilities** where we conduct R&D operations.

|   |   |
|---|---|
| <b>2,250</b><br>Honda R&D Associates in America           | <b>33</b><br>Car and Light-Truck Models |
| <b>\$1.2 Billion</b><br>Investment in U.S. R&D Operations | <b>37</b><br>Powersports Products       |
| <b>HondaJet</b><br>Advanced Light Jet                     | <b>50</b><br>Power Equipment Products   |



**Honda had not begun developing new products and technologies in America in 1975?**

Since starting, Honda has developed 33 vehicles in the U.S., including the advancement of safety innovations that benefit not only our customers but everyone sharing the road.



Our new \$124 million wind tunnel facility, **is the world's most advanced wind tunnel, offering three state-of-the-art testing functions in one location: aerodynamics, aeroacoustics, and racing. The facility will play a key role in Honda's electrified future.**

*"I always challenge my team to create our own new value and to actively share that new value with our industry partners. We join committees and share information at conferences to help power new thinking by our open-minded partners. This draws everyone closer and fuels collaboration and even more new thinking, which in turn leads to innovation."*

**Sue Bai**  
Chief Engineer, Division Director  
Honda Research Institute USA, Inc.

Bai is a two-time winner of the SAE International Intelligent Transportation Systems Award for her achievements in improving safety in mobility environments through connected-vehicle technology.



## OUR U.S. R&D TEAMS aren't just responsible for what the vehicle looks like.



Honda associates in the U.S. were issued **252 patents** in 2021, including in the mechanical, electrical and chemical fields.



The **is a 35-mile stretch of highway** in Ohio where Honda tests connected-vehicle systems to improve traffic flow toward realizing a collision-free society.



Honda is piloting a **that** uses connected vehicle technology to help maintain good road conditions and enhance safety for everyone sharing the road.



With major R&D facilities in California, Ohio, and North Carolina, Honda also creates side-by-side and all-terrain vehicles and power equipment products in America.



# Locally Sourced for Global Sales

Since Honda began building products in America in 1979, we’ve steadily **grown** our purchases of parts and materials from U.S. suppliers.

Today, Honda works with \_\_\_\_\_ that supply parts that allow Honda to produce a diverse range of products for our customers in America and around the world.

\$23.1 Billion

Parts & Materials

\$3.0 Billion

Goods & Services

\$1.3 Billion

Service Parts

\$27.4 Billion

Purchased from U.S. suppliers in 2021

621 / 32

621 U.S. suppliers across 32 states



In 2021, Honda purchased \$23.1 billion in parts and materials from 621 U.S. suppliers that provide parts to the company’s manufacturing operations in the region, which produce cars and light trucks and the engines and transmissions that power them.

- ✓

Honda also works with 4,800 North American indirect procurement suppliers that provide a wide variety of equipment, products and services.
- ✓

Honda purchased more than \$1.3 billion in parts from 1,138 service parts suppliers in the U.S. in 2021. Service parts are supplied to Honda and Acura dealers that serve the needs of our customers.
- ✓

Honda purchased nearly \$253 million in parts and materials from 156 U.S. suppliers supporting production of Honda power equipment products in North Carolina.

Investing in Diverse Businesses

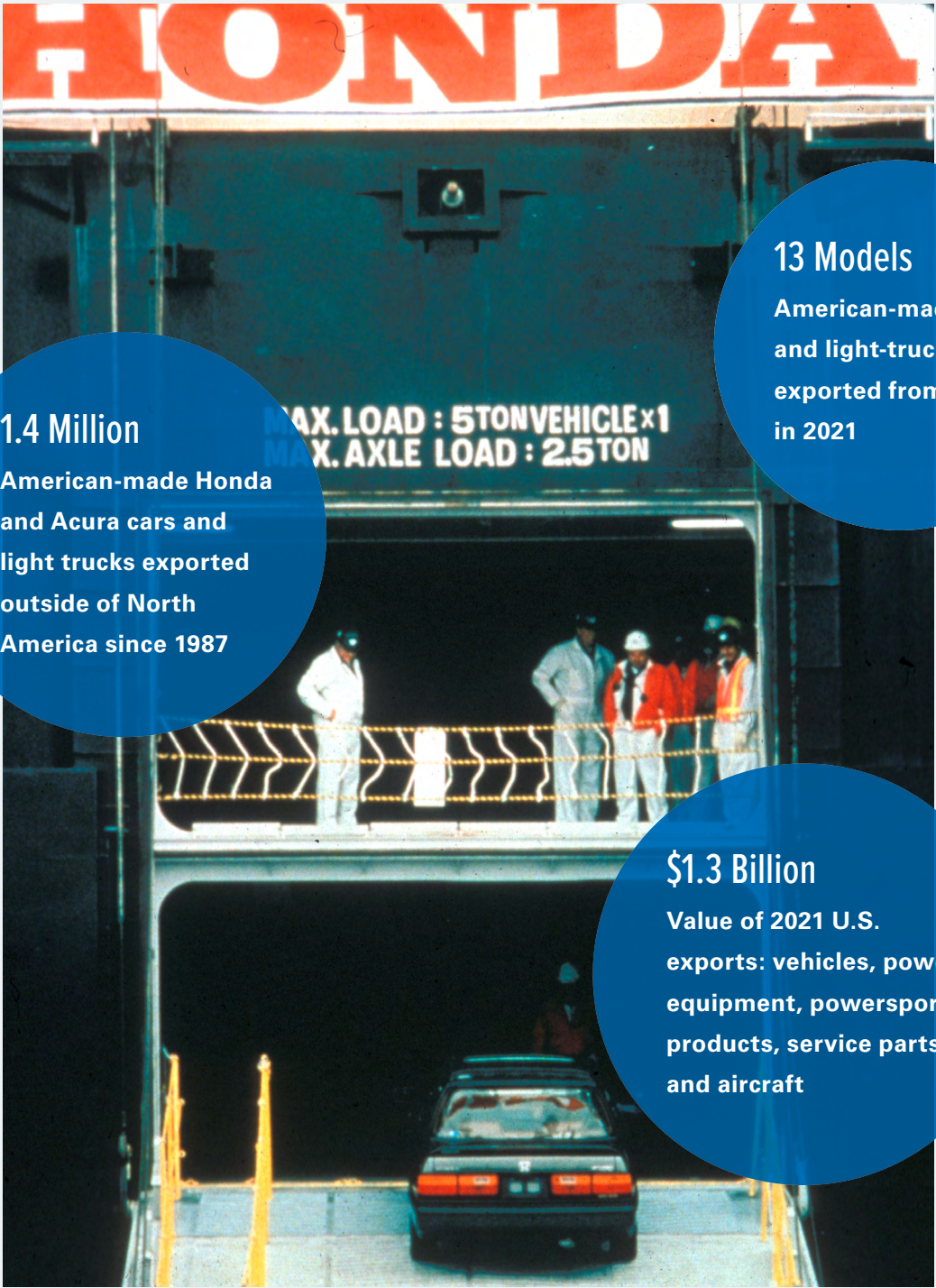
As part of our efforts to increase diversity and inclusion in our business operations, Honda has hosted an \_\_\_\_\_ aimed at connecting our Tier 1 suppliers with minority-owned suppliers, setting specific spending targets for minority-owned businesses. This has resulted in annual purchases of over \$2.56 billion from women- and minority-owned businesses.

## Quality for the World

Honda began planning to export the products we make in America even before the first U.S. Honda plant began operation in 1979. Under the rallying cry “Quality for the world, made in the USA,” Honda began motorcycle exports the following year. Honda has now exported over 1.4 million cars and light trucks from the U.S. to overseas markets.



Honda exported U.S.-built products to 71 countries and territories in 2021.



1.4 Million  
American-made Honda and Acura cars and light trucks exported outside of North America since 1987

13 Models  
American-made car and light-truck models exported from the U.S. in 2021

\$1.3 Billion  
Value of 2021 U.S. exports: vehicles, power equipment, powersports products, service parts, and aircraft

The first U.S.-built Honda automobile exported to Japan — a Honda Accord Coupe — is loaded onto a ship in Portland, Oregon in 1987.

EXPORTS



# Honda Investment Across the U.S.

| MAJOR OPERATIONS | California   | Indiana   | Ohio   | Alabama  | Georgia  | North Carolina   | South Carolina  |
|------------------|--|---|--|--|--|--|---|
|                  | <ul style="list-style-type: none"><li>• \$1.8 billion in capital investment</li><li>• 2,100 associates</li><li>• 6 R&amp;D facilities</li><li>• American Honda Motor Co., Inc. headquarters</li><li>• 3 parts centers</li><li>• Finance center</li></ul> | <ul style="list-style-type: none"><li>• \$1.3 billion in capital investment</li><li>• 2,700 associates</li><li>• Manufacturing plant</li><li>• R&amp;D facility</li></ul> | <ul style="list-style-type: none"><li>• \$14.2 billion in capital investment</li><li>• 14,400 associates</li><li>• 5 manufacturing plants</li><li>• 4 R&amp;D facilities</li><li>• 2 parts centers</li></ul> | <ul style="list-style-type: none"><li>• \$3 billion in capital investment</li><li>• 4,900 associates</li><li>• Manufacturing plant</li></ul> | <ul style="list-style-type: none"><li>• \$583 million in capital investment</li><li>• 1,000 associates</li><li>• Manufacturing plant</li><li>• Parts center</li><li>• Finance center</li></ul> | <ul style="list-style-type: none"><li>• \$896 million in capital investment</li><li>• 1,600 associates</li><li>• 3 manufacturing plants</li><li>• 3 R&amp;D facilities</li></ul> | <ul style="list-style-type: none"><li>• \$726 million in capital investment</li><li>• 1,000 associates</li><li>• Manufacturing plant</li><li>• R&amp;D facility</li></ul> |

**Manufacturing Facilities**  
12 U.S. manufacturing plants are located in six states.

**Sales, Service, & Parts Zone Offices**  
Zone offices support Honda and Acura dealers from six locations.

**Suppliers**  
Honda has more than 621 U.S. suppliers of parts and materials across 32 states.

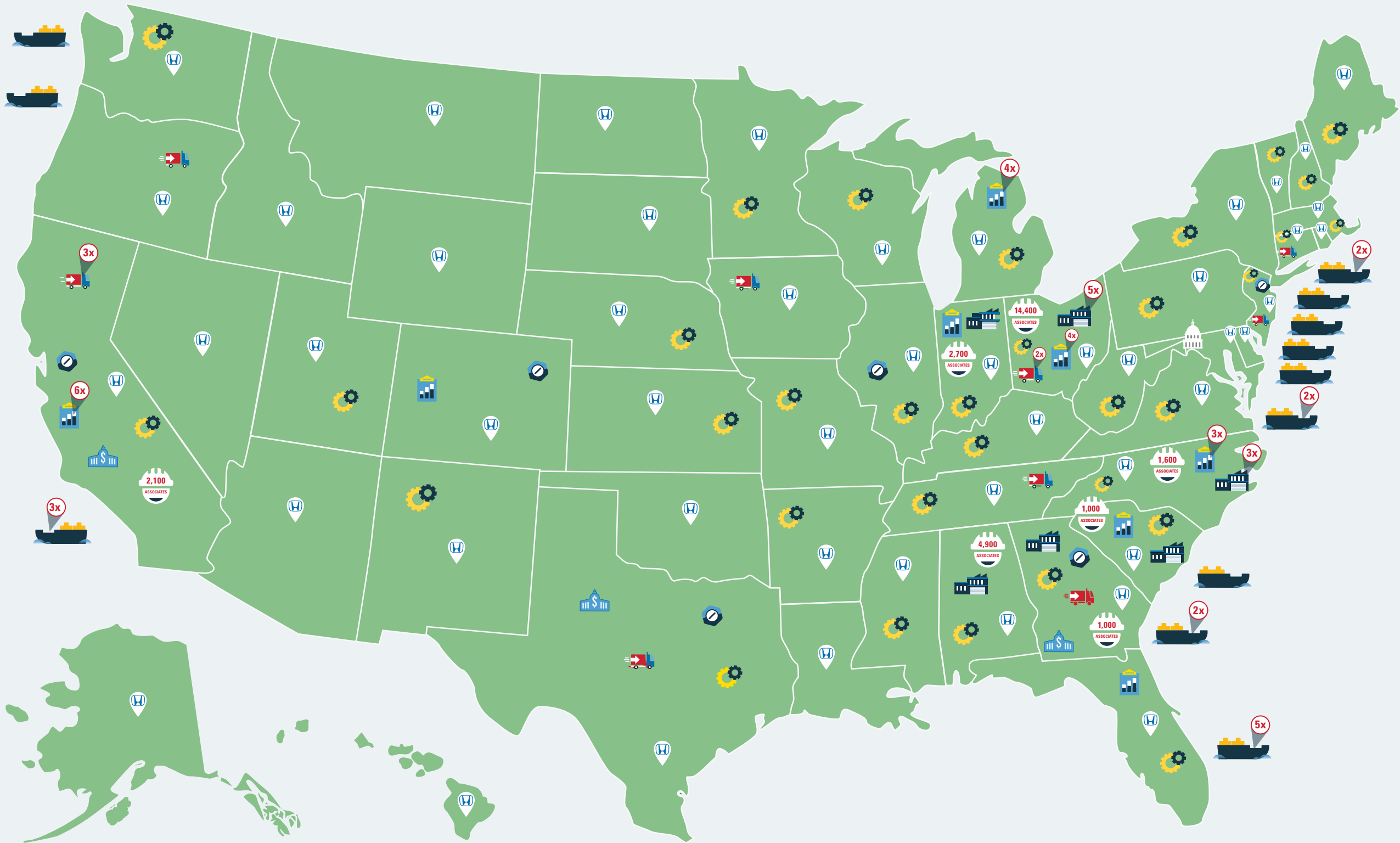
**R&D Facilities**  
Honda has 21 U.S. facilities where we conduct R&D operations, including all aspects of new product development.

**Finance Centers**  
American Honda Finance Corporation employs 1,200 associates at its three offices nationwide.

**Auto, Powersports & Power Equipment Dealers**  
Dealers selling Honda products are located in all 50 states and employ 155,000 people in the U.S.

**Parts Centers**  
Honda has 12 parts centers across the nation.

**Ports of Export**  
Honda exports vehicles, products, and service parts from 21 U.S. ports.





# The Road to Zero Emissions

Honda has established a challenging goal to cut our company’s global CO<sub>2</sub> footprint toward achieving by 2050.

This is the focus of our environmental efforts and we’ve set aggressive goals toward it, including a commitment to reach sales by 2040.

Fuel Economy by OEM (mpg)

|            |      |
|------------|------|
| Honda      | 29.1 |
| Subaru     | 28.5 |
| Hyundai    | 28.4 |
| Nissan     | 27.9 |
| Mazda      | 27.9 |
| Kia        | 27.7 |
| Toyota     | 27.0 |
| BMW        | 25.5 |
| All OEMs   | 25.4 |
| VW         | 25.0 |
| Mercedes   | 23.4 |
| GM         | 23.0 |
| Ford       | 23.0 |
| Stellantis | 21.3 |

Source: U.S. EPA Automotive Trends Report based on rankings of full-line automakers.

14.5% better than the industry average.\*  
Honda and Acura  
29.1 mpg fuel economy.

CO<sub>2</sub> Emissions by OEM (g/mile)

|            |     |
|------------|-----|
| Honda      | 305 |
| Subaru     | 312 |
| Hyundai    | 312 |
| Nissan     | 317 |
| Mazda      | 319 |
| Kia        | 320 |
| Toyota     | 329 |
| BMW        | 347 |
| All OEMs   | 349 |
| VW         | 354 |
| Mercedes   | 379 |
| GM         | 386 |
| Ford       | 386 |
| Stellantis | 418 |


Source: U.S. EPA Automotive Trends Report based on rankings of full-line automakers.

12.6% lower CO<sub>2</sub> emissions than the industry average.\*

What if


Honda hadn’t led the industry toward significant reductions in pollution and greenhouse gas emissions?

Honda was the first automaker to meet the strict emissions standards of the without the use of a catalytic converter. Since then, we led the industry in reducing tailpipe emissions to the point where cars today emit less than 1/1000th of the pollution from cars in the 1970s. We remain committed to meeting aggressive vehicle greenhouse gas emission reductions.



**Leading: Then & Now**

The Honda Civic ranked #1 in the very first U.S. Environmental Protection Agency (EPA) ranking of America’s most fuel-efficient vehicles in 1976. Continuing a more than 40-year history of leadership in fuel efficiency and lowering CO<sub>2</sub> emissions, Honda ranks as the full-line automaker with the , according to the latest U.S. EPA report.\*\*

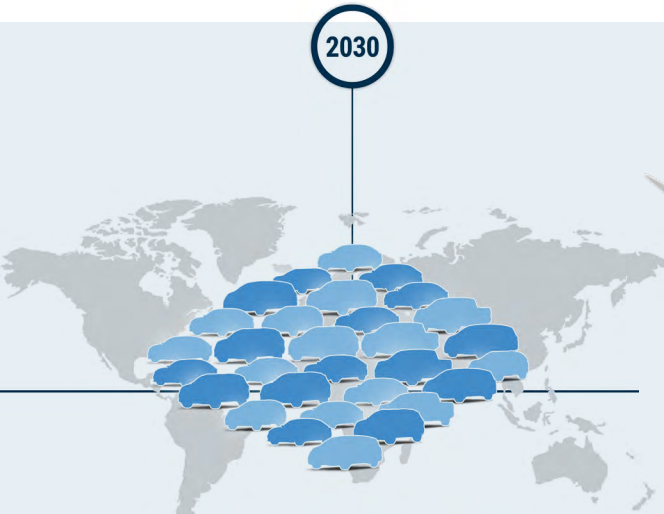
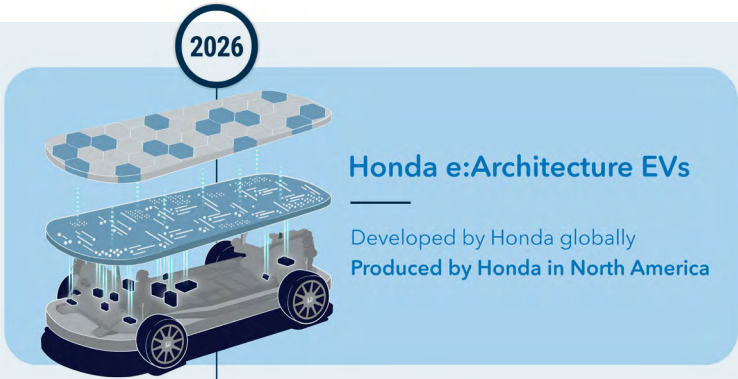


To reduce CO<sub>2</sub> emissions, we’re rapidly deploying hybrid-electric vehicles in the near term as we work toward our goal of 100% electrified vehicles in the U.S. by 2040. This includes the introduction of a new series of electric vehicles starting with the 2024 model year.



## OUR EV FUTURE

Based on our global commitment to carbon neutrality by 2050, Honda will deploy its own innovative technologies and create strategic partnerships to achieve the annual EV sales goal of 2 million units globally by 2030.



**2024**

### Honda Prologue and Acura ZDX

Co-developed by Honda & GM  
Produced in North America



**2027**

### Affordable EVs

Co-developed by Honda & GM  
Produced by Honda in North America



## BUILDING ELECTRIFIED VEHICLES IN AMERICA

We already have begun building electrified vehicles in the U.S. – including the Honda Accord Hybrid and the CR-V Hybrid. We also have begun the assembly of key components for electrified vehicles, including the hybrid battery in our Ohio and Indiana auto plants and the two-motor hybrid system in our Ohio transmission plant.

## A Smarter Way to Charge

is an innovative effort by Honda to shift electric vehicle charging in real-time to when electricity demand is low and the availability of renewable energy is high, reducing demand on the grid during peak load times, and helping Honda fulfill our goal of reducing CO<sub>2</sub> emissions.



*“The biggest challenge that we have as a society is to greatly reduce CO<sub>2</sub> emissions. We’ve set a goal by 2050 to achieve carbon neutrality and that’s going to take not only the wide adoption of electrified vehicles, but the expansive use of renewable energy.*

**Ryan Harty**, Senior Manager, CASE & Energy Business Development

*By building smart charging, Honda has created a valuable tool where we can use electric vehicles as a resource to help society adopt a maximum amount of renewable energy. This is one of the things that we can do to improve the value of our vehicles to our customers.”*

## Honda “Green Factory” Initiative

Honda is working comprehensively to address the environmental impacts of manufacturing by reducing water use, energy use, waste and emissions.

Honda is the only automaker to earn the

for Outstanding Energy Efficiency at every mass production auto plant it operates in the U.S.

## GREEN DEALER PROGRAMS

For over 10 years, the

have helped hundreds of auto, powersports and power equipment dealers measurably reduce their environmental impact.



# Driving Sustainability

## Powered by Renewable Energy

Honda is a leader in the global auto industry in adopting renewable energy to slash CO<sub>2</sub> emissions and power our operations. The long-term

that went into effect in 2020 help offset the carbon-intensive, grid-supplied electricity being used in our Ohio, Indiana, and Alabama auto plants.

Over 60% of the electricity that Honda uses in North America will be covered by over 1 million megawatt-hours of renewable electricity from wind and solar power generated in Oklahoma and Texas.



# Safety for Everyone

Our philosophy to advancing safety for everyone sharing the road is **not limited** to automobile drivers and motorcycle riders, but **extends to** passengers, pedestrians and occupants of all vehicles.

what if

**Honda had not established a world-class safety research facility in America in 2003?**

Since Honda began research and testing of safety technologies in Ohio in 2003, our U.S. engineers have created a number of advanced safety systems in America, including body structures.



Honda's safety research facility in Ohio is one of the most sophisticated crash safety research and testing facilities in the world, featuring the world's first pitching test sled and world's highest resolution impact barrier.

*"I grew up in a very remote area in the northwest corner of Nebraska. My graduating class had only 14 students.*

*When I was in high school, friends of mine were out driving on a gravel road outside of town. The vehicle they were in rolled over, and just like that, three of my friends were gone.*

*Unfortunately, in the United States there are more than 42,000 roadway fatalities each year. We take that very personally at Honda, and that's something we're committed to improving. 'Safety for Everyone'*

*is not only about protecting our customers but also extends to those friends and family members who must deal with the loss of a loved one. To me, there's nothing that could be more important."*

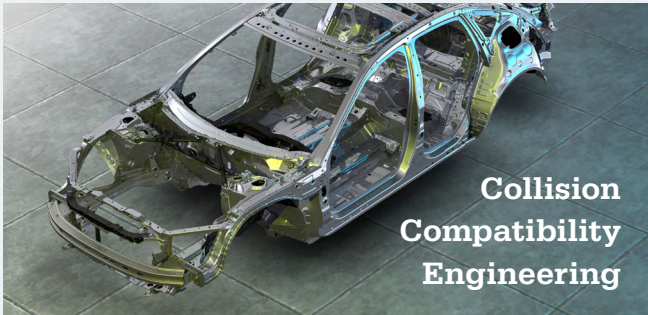
**Bryan Hourt**  
Chief Engineer,  
North American Safety  
Strategy and Planning



## Realizing a Collision-Free Future

Honda is a leader in introducing that are on the technological and perceptual bridge to the automated vehicles of the future. Over 6 million vehicles on U.S. roads are equipped with Honda Sensing® or AcuraWatch™ advanced safety and driver-assistive technologies.

Honda Sensing® will be standard on all Honda vehicles beginning with the 2023 model year.



Honda's exclusive body structure enhances occupant protection through frontal crash-energy absorption and crash compatibility. Every Honda and Acura vehicle sold in America features the ACE™ body.

## Award-Winning Next-Generation Airbags

Our world's-first passenger front airbag designs, like the one conceived by Honda engineers in Ohio, are a major leap forward, designed to cradle and protect the head to reduce the chance of severe brain trauma associated with angled frontal collisions.







Investing in America for Over 60 Years

Honda celebrates 40 years of automobile manufacturing in America



Did you know?

- We are designing two **new full-electric SUVs** in our California design studios – the Honda Prologue and Acura ZDX.
- **Every Acura** sold in America is built here.
- Our U.S. R&D engineers have **created 33 cars and light trucks in America.**
- A **world's first airbag design** conceived by Honda's U.S. engineers has been made available to other automakers.
- Less than **1% of the waste** from Honda's U.S. manufacturing plants goes to landfills.

Honda and Acura products are built using domestic and globally sourced parts.



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