

This document is interactive
and contains links to
additional information.
Please click on content with
underlines to learn more.

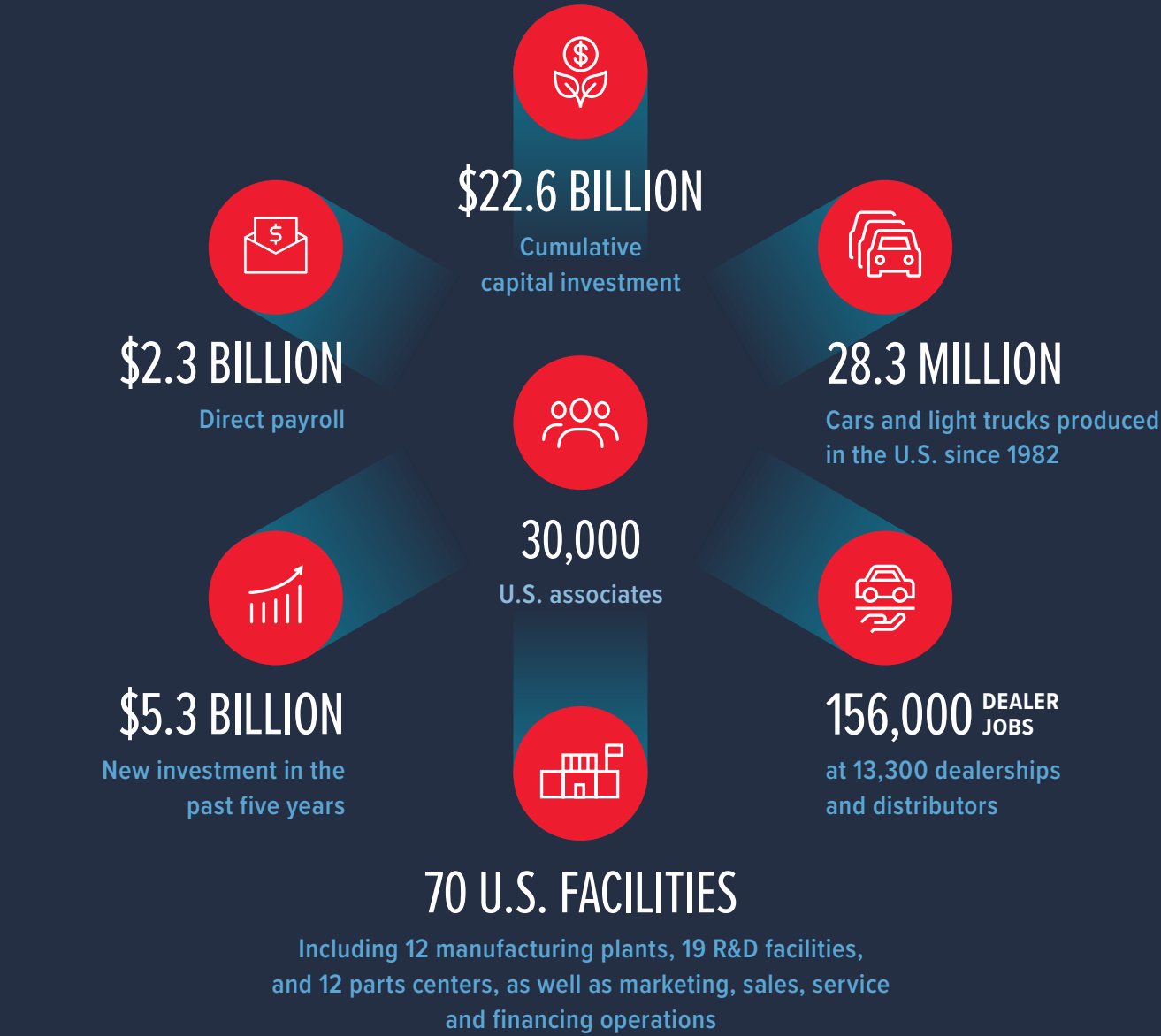
HONDA



Honda in America 2021



Over 60 Years of Investing in America



INVESTING IN AMERICA

Our associates are our greatest asset. Since the outbreak of the COVID-19 pandemic, the health and safety of our associates has been our top priority, with Honda facilities taking steps to carefully manage our operations following the recommendations of health

experts for the use of Personal Protective Equipment, social distancing, contact tracing and other appropriate measures. During this challenging time, we continue working to support our associates, customers and communities across the U.S.



All photos in this brochure of Honda associates not wearing masks were taken prior to the start of the COVID-19 pandemic.

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?

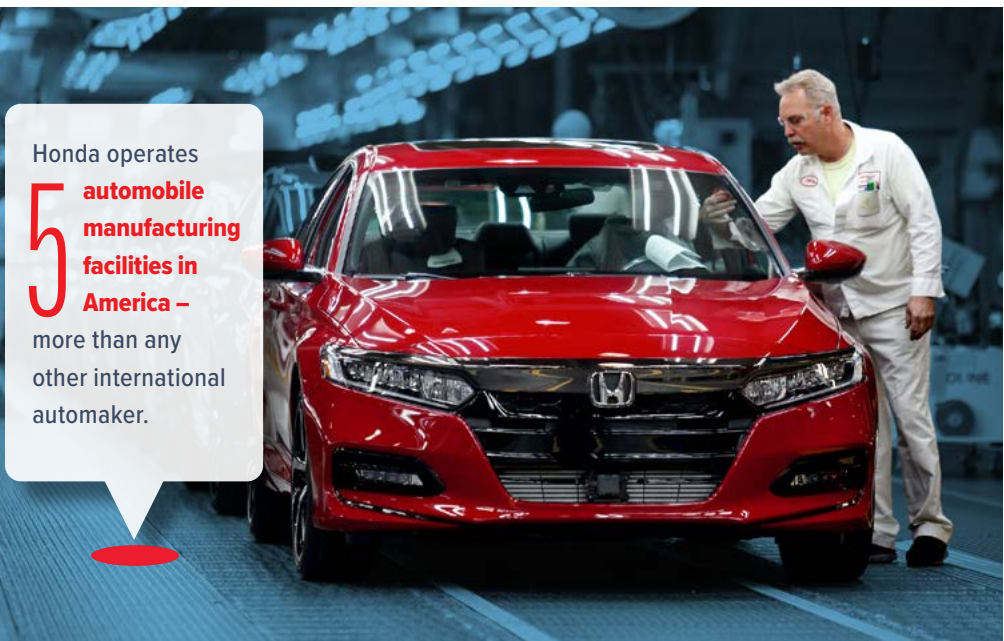


... we hadn’t pioneered technology that has led to advances in both environmental and safety performance, for our customers and society?

Through the efforts of our **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 2020 were — making Honda second among all full-line automakers for the share of vehicles that were built and sold in America.*



Honda operates **5** automobile manufacturing facilities in America – more than any other international automaker.

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 nearly 2.5 million jobs and \$92 billion in investment.

We now have 12 manufacturing plants in America

that produce 5 million products annually.



966,000
Cars and Light Trucks



585,000
Power Equipment Products



1,061,000
Automobile Engines



97,000
Powersports Products



942,000
Transmissions



31
Aircraft



1,307,000
General Purpose Engines



56
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 to engage and prepare the kinds of skilled associates who will represent the manufacturing workforce of the future.

We partner with

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 in Ohio to provide our current associates training opportunities with new manufacturing technologies.

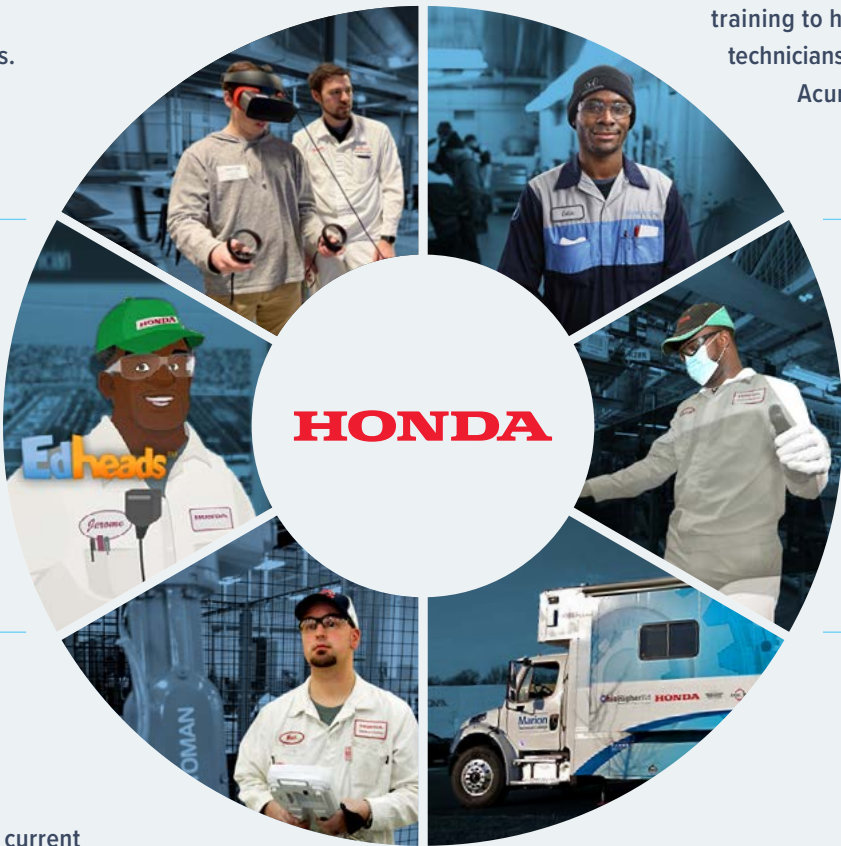
“As the first member of my family to earn a college degree, providing students with opportunities is a passion for me. At Honda, through technical education programs, manufacturing video games,

Scot McLemore
Manager, Talent Acquisition
Board Member, Ohio Governor's Office of Workforce Transformation

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 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.



mobile labs, work-study initiatives, and other efforts, we're helping students get the skills they need to obtain good-paying manufacturing jobs that will support families, communities and our economy.”



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 **19 R&D facilities in America.**

| | |
|---|---|
| 2,400 Honda R&D Associates in America | 33 Car and Light-Truck Models |
| \$1.2 Billion Investment in U.S. R&D Operations | 35 Powersports Products |
| HondaJet Advanced Light Jet | 50 Power Equipment Products |

What if

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 U.S. engineers handle complete product development, including body, platform and chassis design, product styling design, safety and environmental technology development, prototype fabrication and testing.

“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.



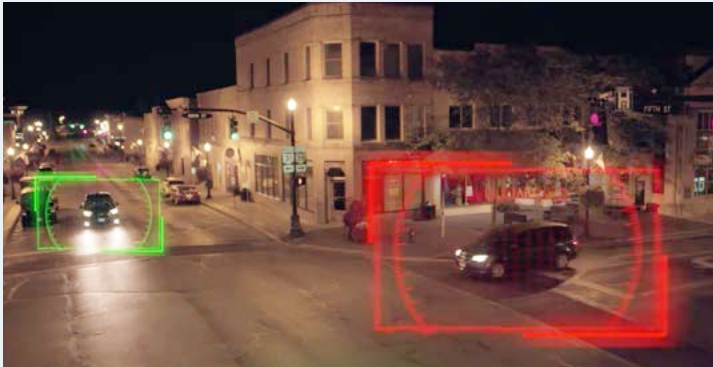
OUR U.S. R&D TEAMS aren’t just responsible for what the vehicle looks like.



Honda associates in the U.S. were issued **278 patents** in 2020, including in the mechanical, electrical and chemical fields.



The **SmartWay** 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’s **Advanced Driver Assistance** technology, now being tested in Ohio, enables cars to virtually see through and around buildings to help identify and alert drivers to otherwise hidden hazards.



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.

\$23.5 Billion

Parts & Materials

\$5.8 Billion

Goods & Services

\$1.1 Billion

Service Parts

\$30.4 Billion

Purchased from U.S. suppliers in 2020

627 / 33

627 U.S. suppliers of parts and materials across 33 states



In 2020, Honda purchased \$23.5 billion in parts and materials from 627 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 over 7,200 North American indirect procurement suppliers that provide a wide variety of equipment, products and services.
- ✓

Honda purchased more than \$1.1 billion in parts from 1,041 service parts suppliers in the U.S. in 2020. Service parts are supplied to Honda and Acura dealers that serve the needs of our customers.
- ✓

Honda purchased nearly \$184 million in parts and materials from 154 U.S. suppliers supporting production of Honda power equipment products in North Carolina.

Investing in Diverse Businesses

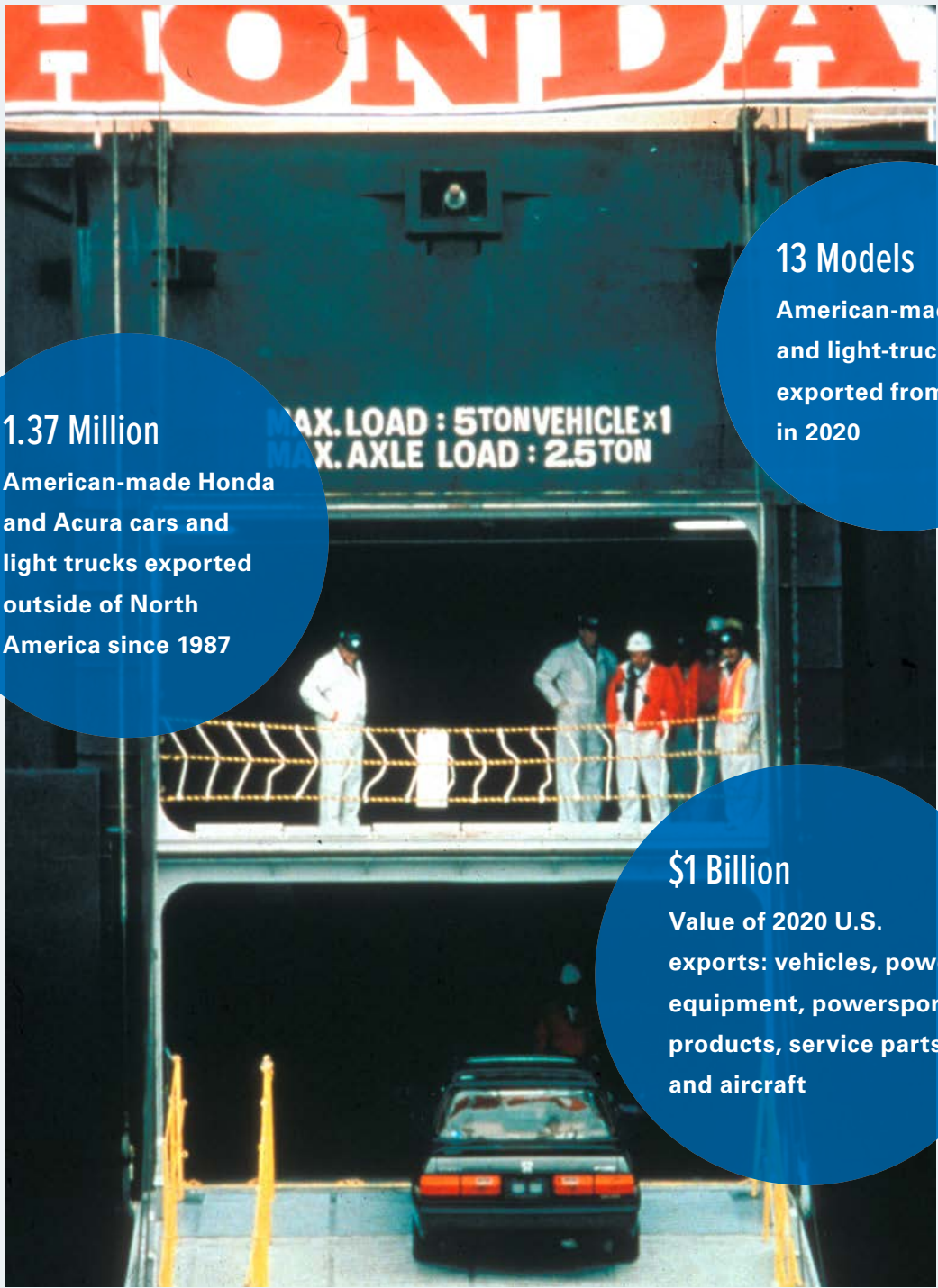
As part of our efforts to increase diversity and inclusion in our business operations, Honda has hosted an _____ aimed at connecting our Tier 1 suppliers with minority-owned suppliers, setting specific spending targets for minority-owned businesses. This has resulted in annual purchases of over \$2.9 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 1.37 million cars and light trucks from the U.S. to overseas markets.



Honda exported U.S.-built products to 78 countries and territories in 2020.



1.37 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 2020

\$1 Billion
Value of 2020 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

- \$1.8 billion in capital investment
 - 2,800 associates
 - 5 R&D facilities
 - American Honda Motor Co., Inc. headquarters
 - 3 parts centers
- \$1.3 billion in capital investment
 - 2,700 associates
 - Manufacturing plant
- \$14 billion in capital investment
 - 14,100 associates
 - 5 manufacturing plants
 - 3 R&D facilities
 - 2 parts centers
- \$3 billion in capital investment
 - 4,500 associates
 - Manufacturing plant
- \$562 million in capital investment
 - 1,000 associates
 - Manufacturing plant
 - Parts center
- \$846 million in capital investment
 - 2,000 associates
 - 3 manufacturing plants
 - 3 R&D facilities
- \$454 million in capital investment
 - 1,000 associates
 - Manufacturing plant
 - R&D facility

LEGEND

- 

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 627 U.S. suppliers of parts and materials across 33 states.
- 

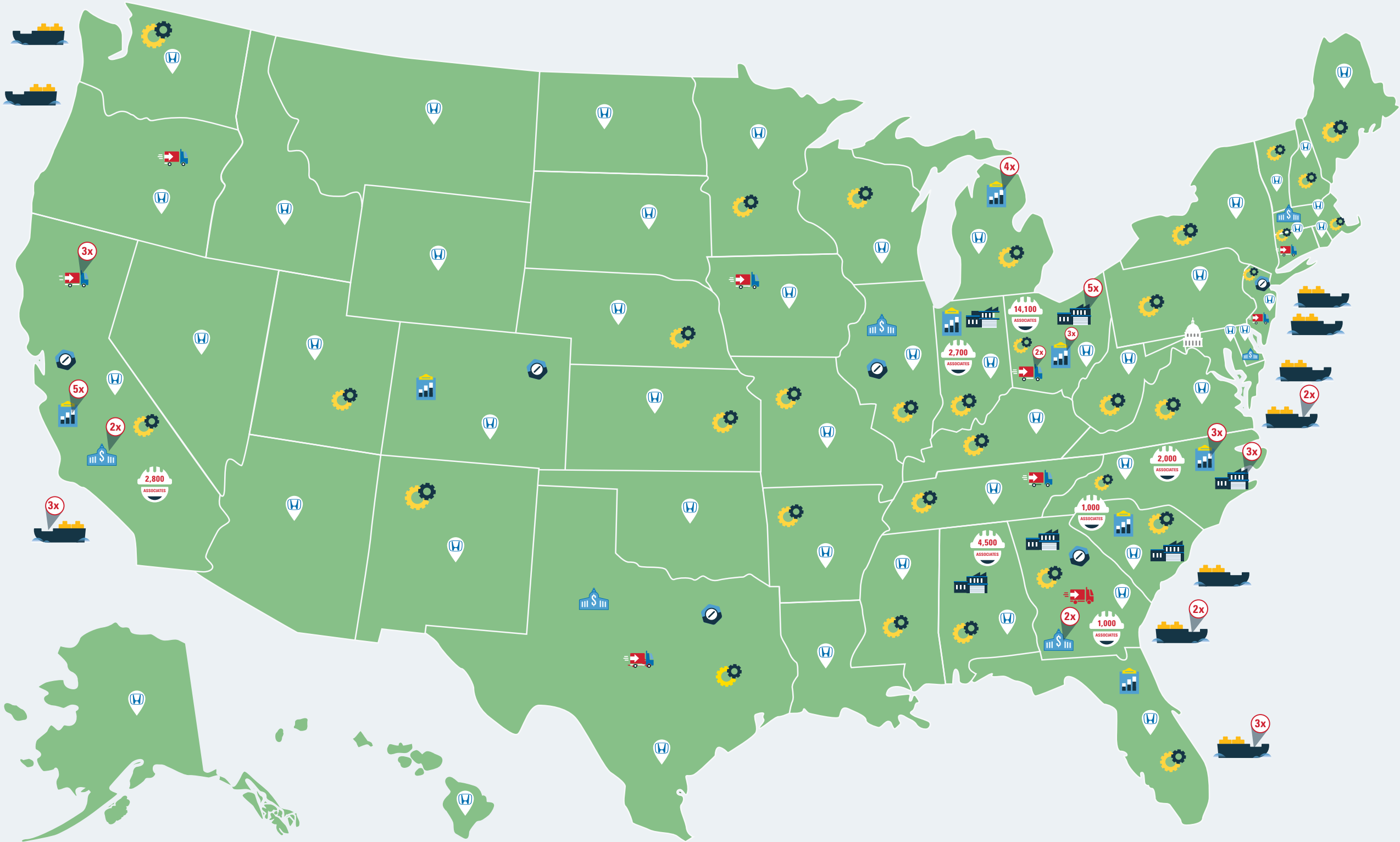
R&D Facilities
Honda has 19 U.S. R&D facilities that perform all aspects of new product development.
- 

Finance Centers
American Honda Finance Corporation employs 1,400 associates at its eight offices nationwide.
- 

Auto, Powersports & Power Equipment Dealers
Dealers selling Honda products are located in all 50 states and employ 156,000 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 16 U.S. ports.



The Road to Zero Emissions

Honda has established a challenging goal to cut our company’s global CO₂ footprint toward achieving
by 2050.

This is the focus of our environmental efforts and we’ve set aggressive goals toward it, including our intention to make two-thirds of our global new auto sales
by 2030.

Fuel Economy by OEM (mpg)

| | |
|------------------|------|
| Honda | 28.9 |
| Hyundai | 28.5 |
| Subaru | 28.4 |
| Kia | 28.1 |
| Mazda | 27.8 |
| Nissan | 27.0 |
| BMW | 26.2 |
| VW | 26.1 |
| Toyota | 25.8 |
| All OEMs | 24.9 |
| Mercedes | 23.7 |
| Ford | 22.5 |
| GM | 22.5 |
| FCA (Stellantis) | 21.2 |

16.1% better than the industry average.*
Honda and Acura
28.9 mpg fuel economy.

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

CO₂ Emissions by OEM (g/mile)

| | |
|------------------|-----|
| Honda | 307 |
| Hyundai | 311 |
| Subaru | 312 |
| Kia | 315 |
| Mazda | 320 |
| Nissan | 329 |
| BMW | 337 |
| VW | 338 |
| Toyota | 345 |
| All OEMs | 356 |
| Mercedes | 374 |
| Ford | 395 |
| GM | 395 |
| FCA (Stellantis) | 418 |

13.7% lower CO₂ emissions than the industry average.*

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

What if

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

Since Honda became the first automaker to meet the strict emissions standards of the
, 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. This includes being first to meet California’s Low, Ultra-Low and Super Ultra-Low Emission Vehicle standards in the 1990s. And last year, Honda – like four other automakers –
to meet aggressive vehicle greenhouse gas emission reductions.

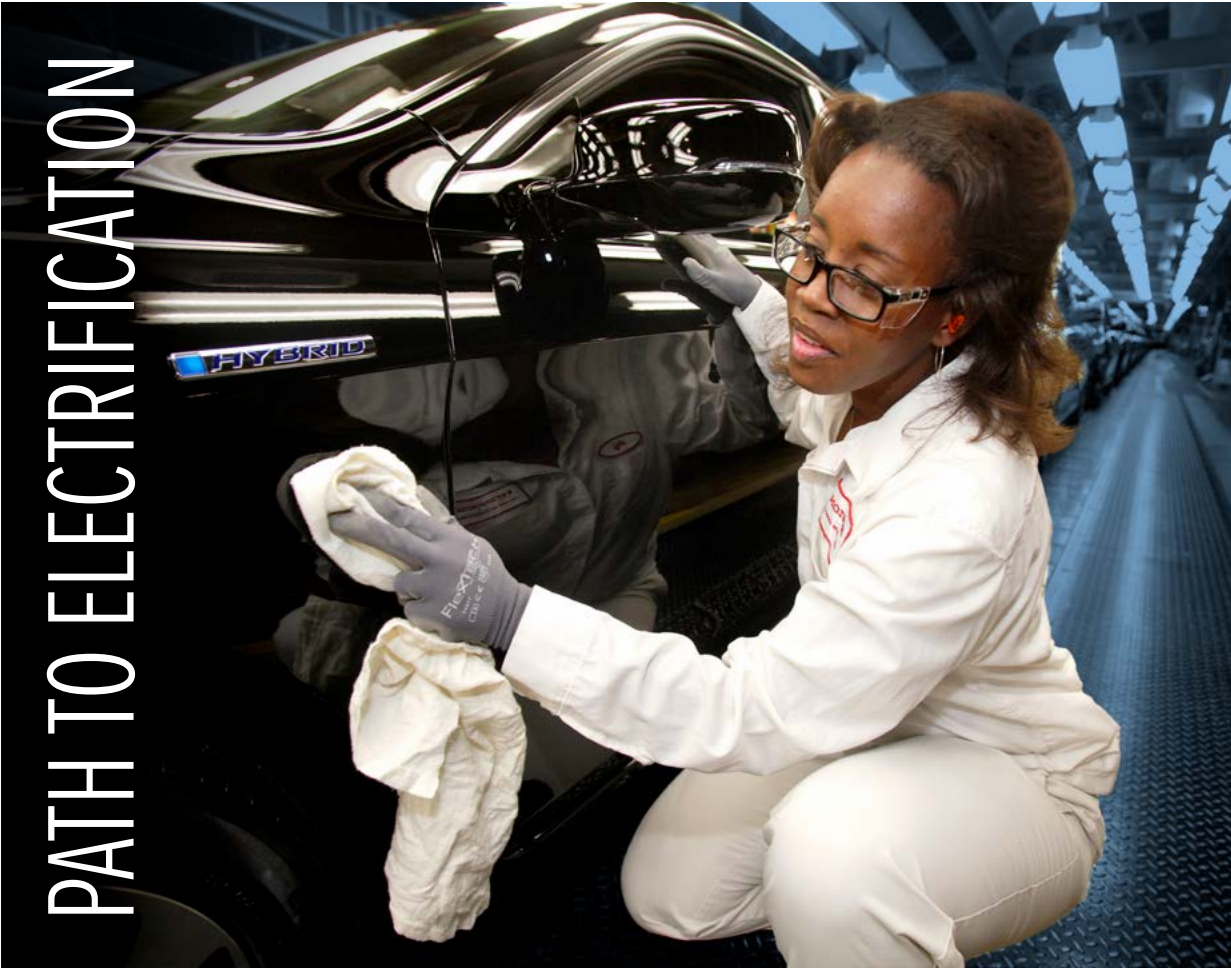


Leading: Then & Now

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 CO₂ emissions, Honda ranks as the full-line automaker with the
, according to the latest U.S. EPA report.**



PATH TO ELECTRIFICATION



To reduce CO₂ 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, including the introduction of a new series of electric vehicles starting with the 2024 model year.



In addition to building three electrified vehicles in the U.S. – the Honda Accord Hybrid, CR-V Hybrid and Insight – we 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.

Honda set an all-time record for sales of its electrified vehicles in America in 2020.



Honda Accord Hybrid



Honda CR-V Hybrid



Honda Insight Hybrid



Honda Clarity Plug-in Hybrid

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 CO₂ emissions.



“The biggest challenge that we have as a society is to greatly reduce CO₂ 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 of product manufacturing by reducing water use, energy use, waste and emissions.

93%

Honda has cut waste to landfills from manufacturing by 93% since 2001

27.5%

Honda has reduced the CO₂ emissions intensity of automobile production in North America by 27.5% since 2010

GREEN DEALER PROGRAM



encourages Honda and Acura automobile, power equipment, and powersports dealers to reduce the environmental impact of their operations.

Powered by Renewable Energy

Honda is a leader in the global auto industry in adopting renewable energy to slash CO₂ 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 approach 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.



"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."

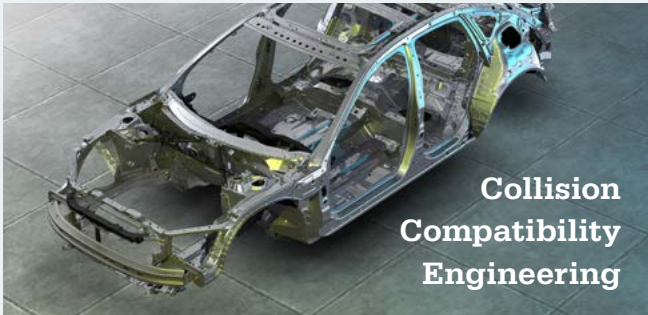
Bryan Hourt
Chief Engineer,
North American Safety
Strategy and Planning



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 5 million vehicles on U.S. roads are equipped with Honda Sensing® or AcuraWatch™ advanced safety and driver-assistive technologies.

More than 95% of new Honda cars sold in the U.S. are equipped with Honda Sensing.®



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 Airbag

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



HONDA

Investing in America for Over 60 Years

Honda marks 50 years of automobile sales in America



Did you know?

- More than **two-thirds of the Honda and Acura vehicles** sold in America are built here, too.
- **Every new Acura vehicle** sold in America is built at one of our three auto plants in Ohio.
- Our U.S. R&D engineers have **created more than 30 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.
- Honda associates **build three different hybrid-electric vehicles at our plants in America.**
- Less than **1% of the waste** from Honda's U.S. manufacturing plants goes to landfills.

HONDA

HondaInAmerica.com
@HondaInAmerica

FSC® C018033