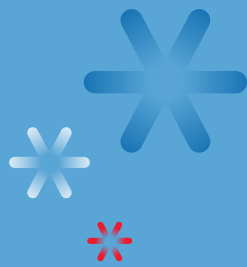


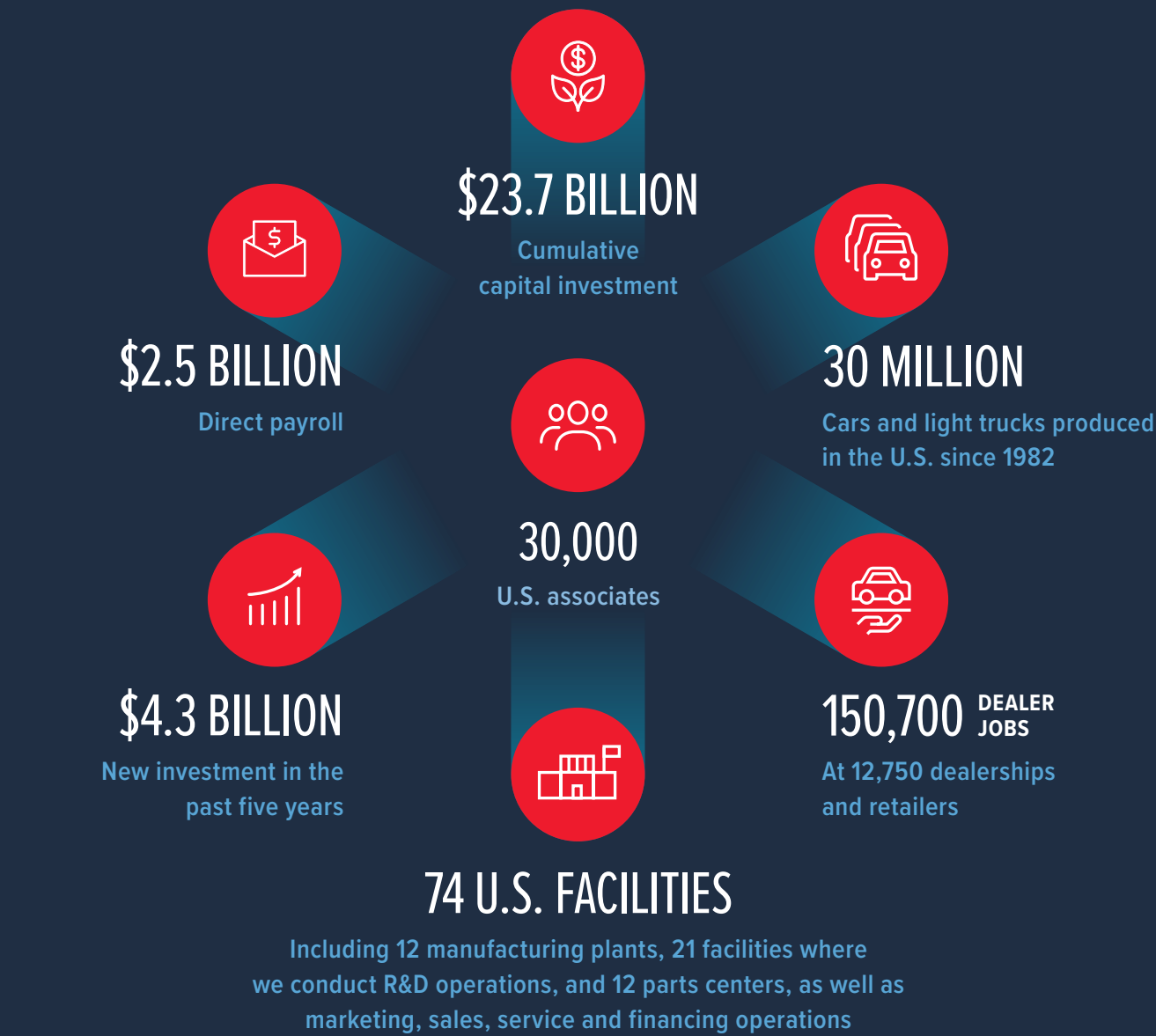
HONDA



Honda in America 2023



Over 60 Years of Investing in America



INVESTING IN AMERICA

Celebrating 40 Years of Building Cars

We are proud to celebrate 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 45 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 2022 were **built here** — 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. in 1982. Since then, 13 other international automakers have followed Honda, establishing their own auto plants in America, supporting 2.3 million jobs and \$101 billion in investment.

U.S. PRODUCTION 2022 TOTALS

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



832,000
Cars and Light Trucks



704,000
Power Equipment Products



982,000
Automobile Engines



111,000
Powersports Products



768,000
Transmissions



17
Aircraft



32
Aircraft Engines



1,684,000
General Purpose 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.

Honda sponsors Creators Wanted, an initiative by the National Association of Manufacturers to build tomorrow's manufacturing workforce. A traveling exhibit gives students a look at modern manufacturing.

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 automobile 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 Mobile Manufacturing Laboratories 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 **Inclusion and Diversity Report** 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.
www.honda.com/community/diversity-reports

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.

2,550 Honda R&D Associates in America	33 Car and Light-Truck Models
\$1.3 Billion Investment in U.S. R&D Operations	37 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 R&D activity in America, 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, Honda Automotive Laboratories of Ohio, 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 plays 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, Chief of Data Business
Digital Service Development Division


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 **209 patents** in 2022, including in the mechanical, electrical and chemical fields.



The **33 Smart Mobility Corridor** is a 35-mile stretch of highway in Ohio where Honda led the testing of connected-vehicle systems to improve traffic flow toward realizing a collision-free society.



Honda is piloting a road condition monitoring system 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 **600 American suppliers** that supply parts that allow Honda to produce a diverse range of products for our customers in America and around the world.

\$22.9 Billion

Parts & Materials

\$4.7 Billion

Goods & Services

\$1.4 Billion

Service Parts

\$30 Billion

Purchased from U.S. suppliers in 2022

600 / 33

600 U.S. suppliers across 33 states



In 2022, Honda purchased \$22.9 billion in parts and materials from 600 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 5,919 North American indirect procurement suppliers that provide a wide variety of equipment, products and services.
- ✓

Honda purchased more than \$1.4 billion in parts from 1,009 service parts suppliers in the U.S. in 2022. Service parts are supplied to Honda and Acura dealers that serve the needs of our customers.
- ✓

In 2022, Honda purchased more than \$2.1 billion in goods and services from diverse-owned businesses.

Investing in Diverse Businesses

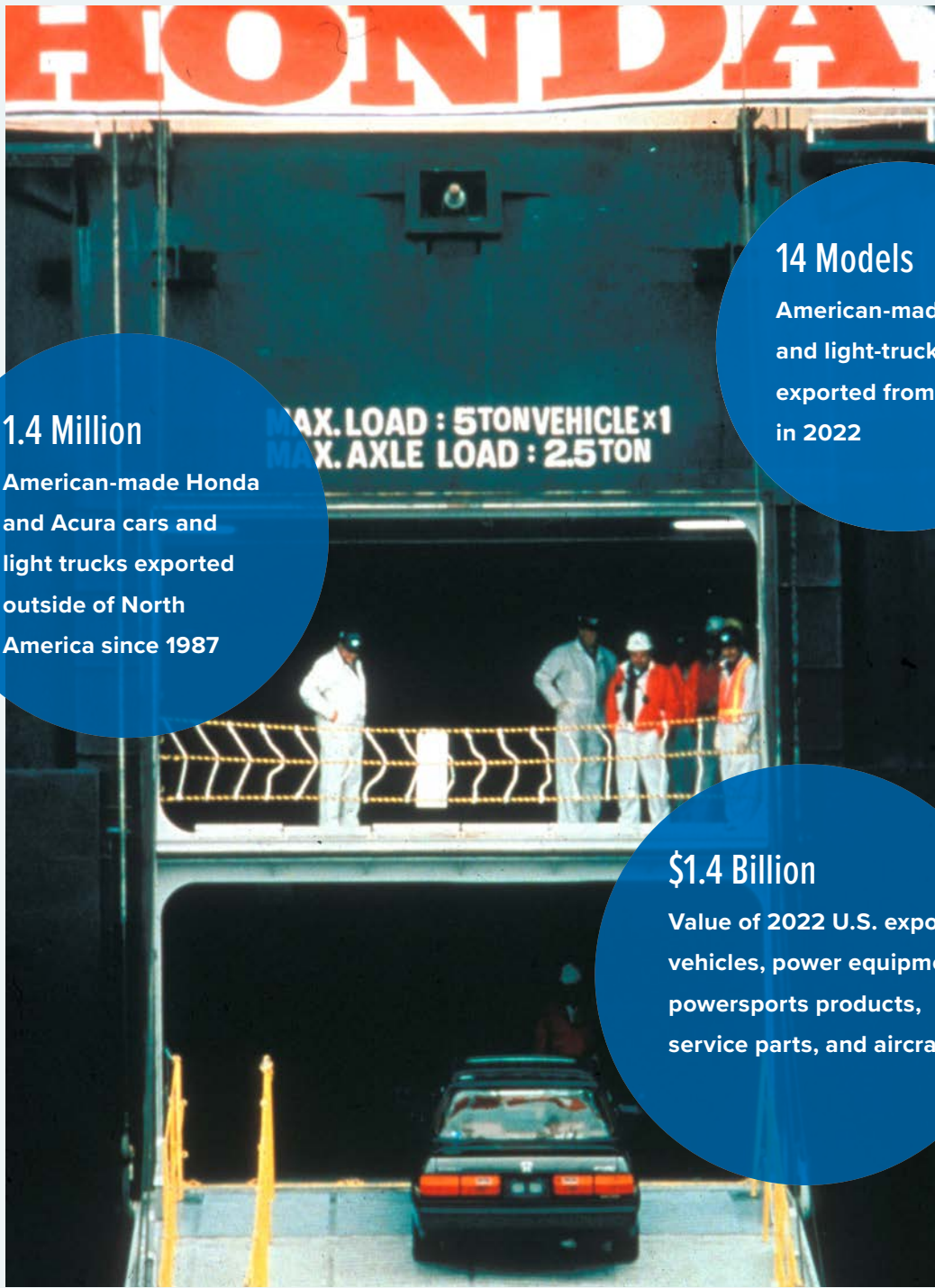
As part of our efforts to increase diversity and inclusion in our business operations, Honda has hosted an annual conference aimed at connecting our Tier 1 suppliers with minority-owned suppliers, setting specific spending targets for minority-owned businesses. This has resulted in Honda increasing our purchasing spend with diverse companies by nearly \$1 billion since the program launched in 2015.

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 77 countries and territories in 2022.



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

14 Models
American-made car and light-truck models exported from the U.S. in 2022

\$1.4 Billion
Value of 2022 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">• \$1.9 billion in capital investment• 2,200 associates• 6 R&D facilities• American Honda Motor Co., Inc. headquarters• 3 parts centers• Finance center	<ul style="list-style-type: none">• \$1.3 billion in capital investment• 2,700 associates• Manufacturing plant• R&D facility	<ul style="list-style-type: none">• \$14.5 billion in capital investment• 15,600 associates• 5 manufacturing plants• 4 R&D facilities• 2 parts centers	<ul style="list-style-type: none">• \$3.1 billion in capital investment• 4,900 associates• Manufacturing plant	<ul style="list-style-type: none">• \$602 million in capital investment• 1,100 associates• Manufacturing plant• Parts center• Finance center	<ul style="list-style-type: none">• \$1.1 billion in capital investment• 1,400 associates• 3 manufacturing plants• 3 R&D facilities	<ul style="list-style-type: none">• \$735 million in capital investment• 1,000 associates• Manufacturing plant• R&D facility

**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 600 U.S. suppliers of parts and materials across 33 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**

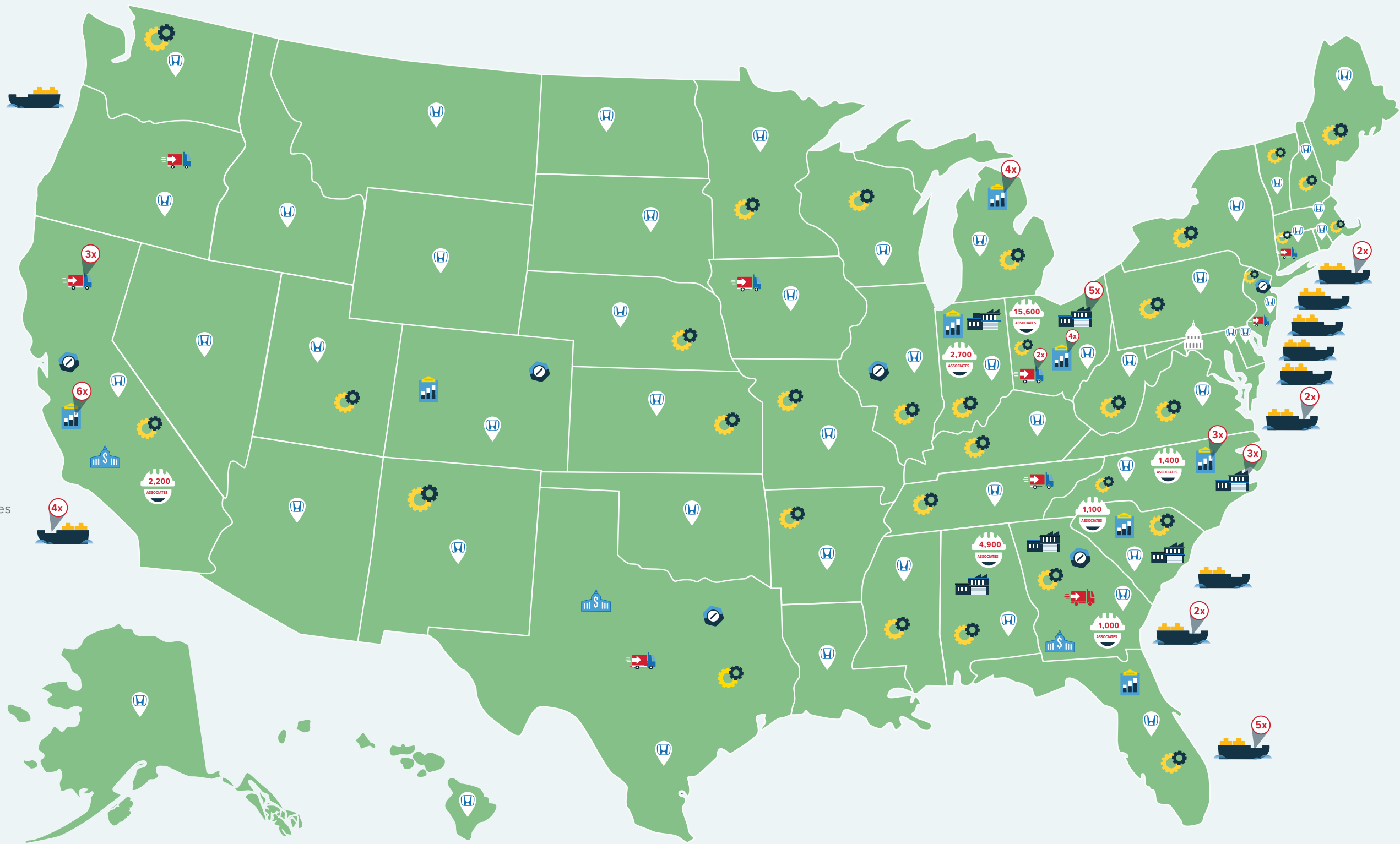
Dealers selling Honda products are located in all 50 states and employ 150,700 people in the U.S.

**Parts Centers**

Honda has 12 parts centers across the nation.

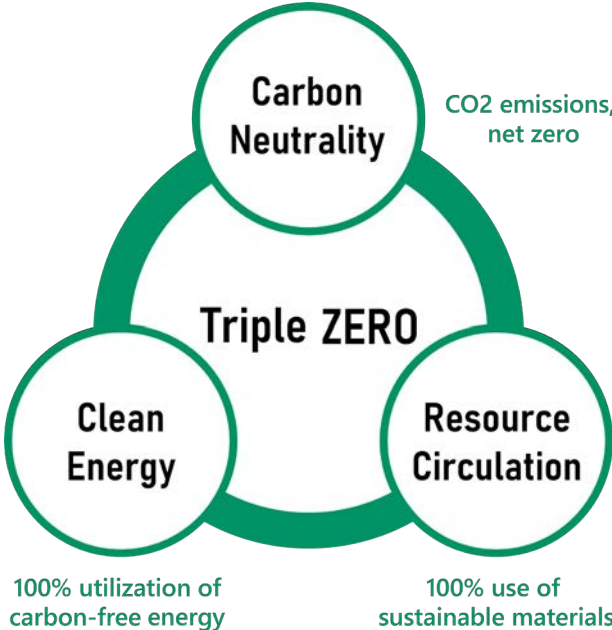
**Ports of Export**

Honda exports vehicles, products, and service parts from 21 U.S. ports.



The Road to Zero Emissions

Honda has established a challenging goal to realize zero environmental impact by 2050. Our “**Triple Action to Zero**” initiative aims to achieve **carbon neutrality** for all products and corporate activities by utilizing **clean energy** and **resource circulation** – reprocessing vehicles back to raw materials to create new products.



As part of our goal to achieve carbon neutrality for all products and corporate activities by 2050, Honda plans to have battery-electric and fuel cell-electric vehicles represent 100% of vehicle sales by 2040. The styling of our new full-electric vehicles, the 2024 Honda Prologue (above) and 2024 Acura ZDX, was led by our design team in Los Angeles, California.

Driving Sustainability

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 U.S. Environmental Protection Agency ENERGY STAR Certification for Outstanding Energy Efficiency at every mass production auto plant it operates in the U.S.

GREEN DEALER PROGRAMS

For over 10 years, the Honda and Acura Environmental Leadership Programs have helped hundreds of auto, powersports and power equipment dealers measurably reduce their environmental impact.



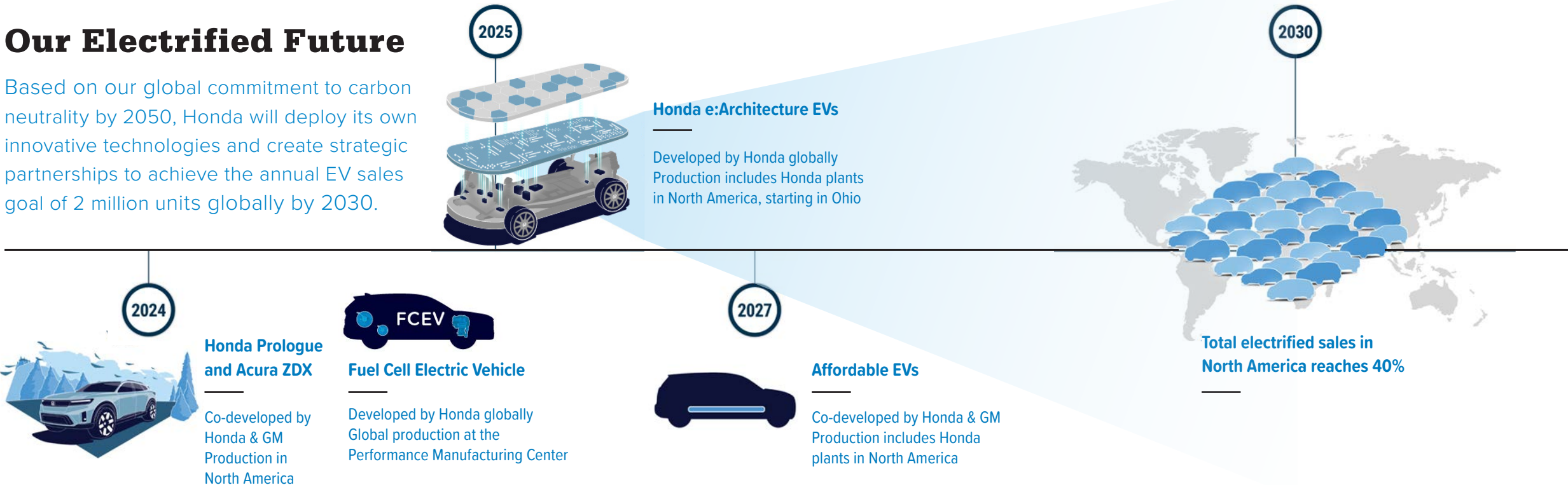
Powered by Renewable Energy

Honda is a leader in the global auto industry in adopting renewable energy to slash CO₂ emissions and power our operations. The long-term virtual power purchase agreements (VPPA) that went into effect in 2020 help offset the carbon-intensive, grid-supplied electricity being used in our Ohio, Indiana, and Alabama auto plants.

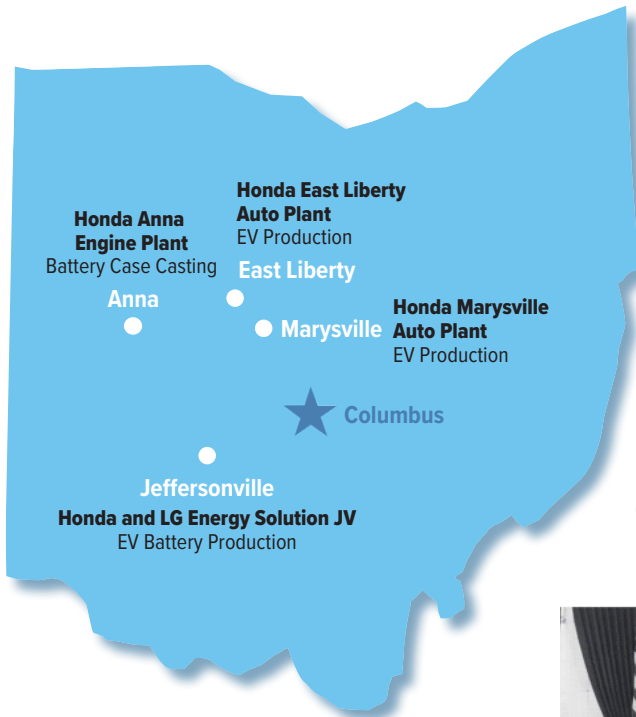
Over 60% of the electricity that Honda uses in North America will be covered by over 1 million megawatt-hours of renewable electricity from wind and solar power generated in Oklahoma and Texas.

Our Electrified 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.



Commitment to Local EV Production



Honda is taking significant steps to localize and strengthen our EV supply chain and ability to produce quality, affordable EVs in America. Exactly 45 years after announcing our first production facility in the U.S. in Ohio, Honda announced two major investments to create our EV Hub in Ohio to prepare our U.S. manufacturing operations for an all-electric future.



October 11, 1977



October 11, 2022

- **A \$700 million investment to retool three existing Honda plants** in Ohio for EV production.
- **A \$3.5 billion investment to build a joint venture EV battery plant** in Ohio, with LG Energy Solution, including the creation of 2,200 Ohio jobs.

Our new EV Hub in Ohio will not only build Honda and Acura EVs, but develop the knowledge and expertise in EV production that will be shared with Honda associates across our U.S. auto production operations. The lithium-ion batteries produced at the new JV plant will be supplied exclusively to Honda auto plants across North America.



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 were more than 42,000 roadway fatalities in 2022. 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."

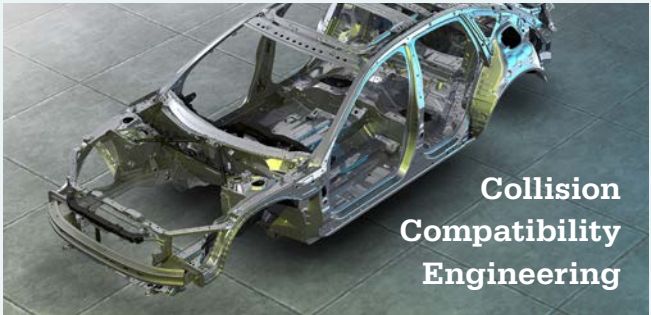
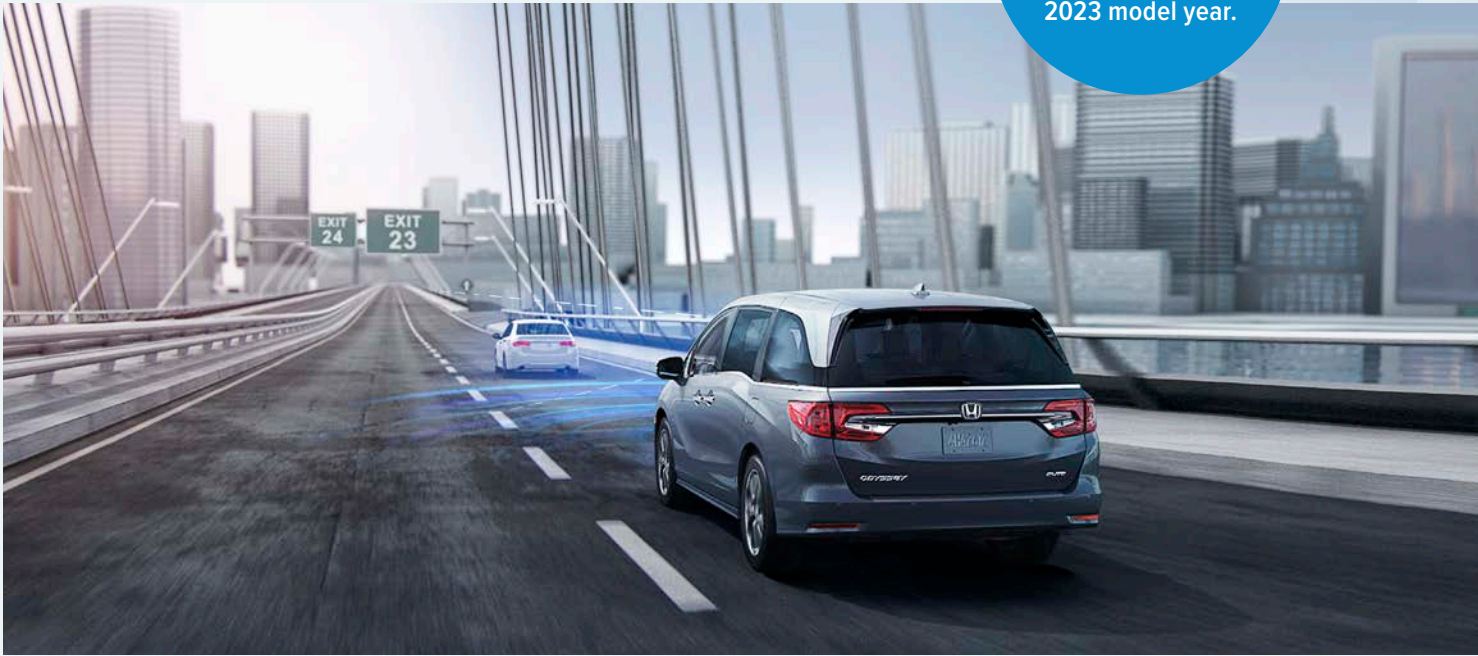
Bryan Hourt
Chief Engineer,
North American Safety
Strategy and Planning



Realizing a Collision-Free Future

Honda is a leader in introducing advanced safety and driver-assistive technologies that are on the technological and perceptual bridge to the automated vehicles of the future. Since first being introduced in 2014, nearly 7 million vehicles on U.S. roads have been equipped with Honda Sensing® or AcuraWatch™ advanced safety and driver-assistive technologies.

Honda Sensing® is standard on all Honda automobiles beginning with the 2023 model year.



Honda's exclusive Advanced Compatibility Engineering™ (ACE™) body structure enhances occupant protection through frontal crash-energy absorption and crash compatibility. Every Honda and Acura automobile sold in America features the ACE™ body structure.

Award-Winning Next-Generation Airbags

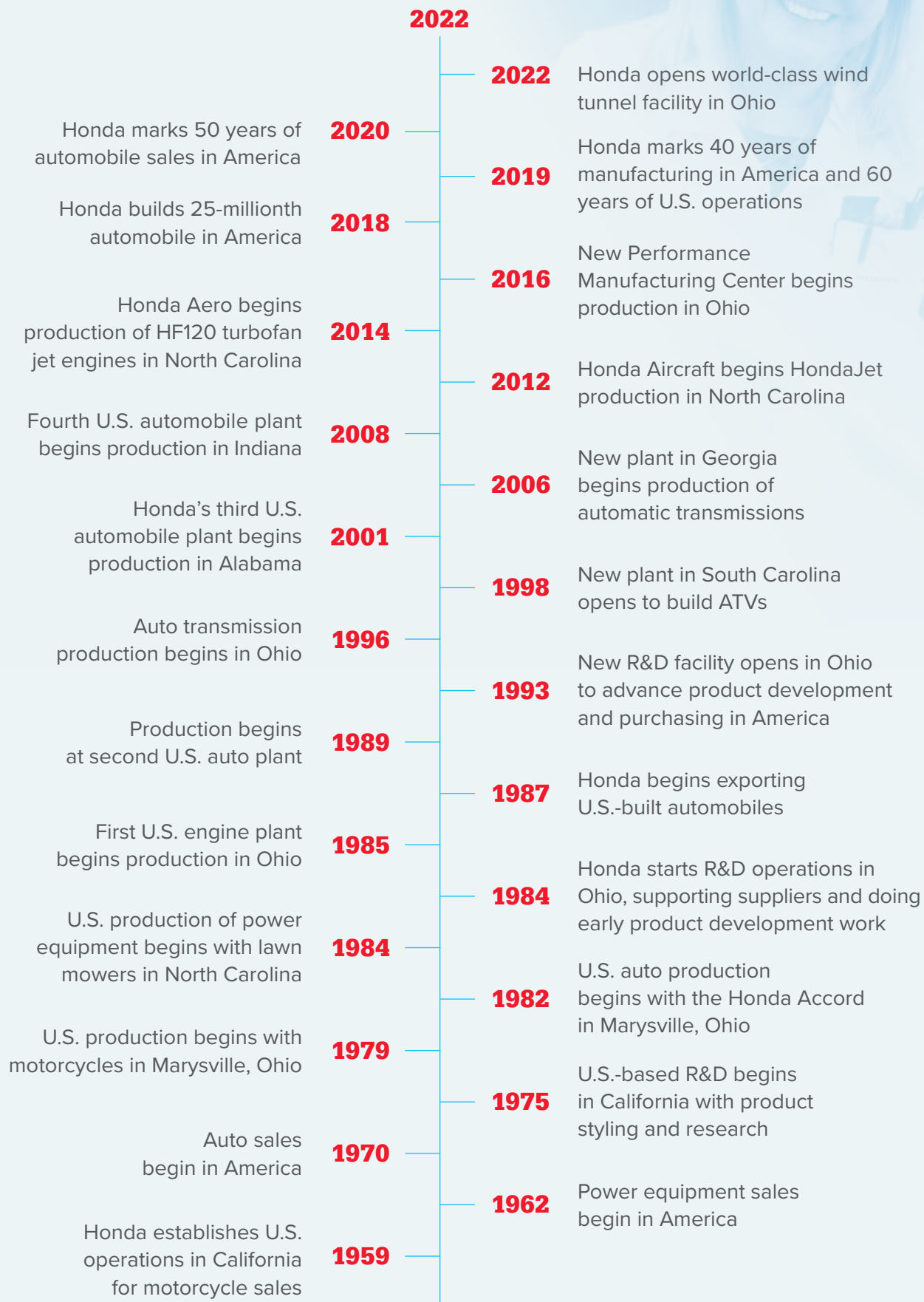
Our world's first passenger front airbag designs, like the one conceived by Honda engineers in Ohio, are a major leap forward, designed to cradle and protect the head to reduce the chance of severe brain trauma associated with angled frontal collisions.



HONDA

Investing in America for Over 60 Years

Honda celebrates 40 years of U.S. automobile manufacturing



Did you know?

- Our Honda and Acura design studios in California led styling of the **Honda Prologue and Acura ZDX — two full-electric SUVs** coming to market in 2024.
- **Every Acura** sold in America is built here.
- Our U.S. R&D engineers have **created 33 cars and light trucks in America.**
- Less than **1% of the waste** from Honda's U.S. manufacturing plants goes to landfills.

PRODUCTION NOTE ONLY:
THIS SIMULATES A 3.5 INCH TALL POCKET FLAP.

HONDA

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