## Honda Corporate Update - FY22 Autumn



HONDA
The Power of Dreams

## Honda Corporate Update

- Executive Summary
> Automobile Business Strategy
> Motorcycle Business Strategy
>Financial Highlights


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## 環境•安全の新目標 <br> New environmental and safety targets

全製品，企業活動を通じた カーボンニュートラル

Carbon neutrality for
all products and corporate activities

Hondaの二輪•四輪が関与する交通事故死者ゼロ

Zero traffic collision fatalities involving Honda motorcycles and automobiles


## 「環境負荷ゼロ」の循環型社会を目指す

Strive for a circular／resource－recycling society that aims for＂zero environmental impact＂

## 2050年



Carbon Neutrality二酸化崖素排出量，実質ゼロ

CO2 emissions，net zero


クリーンエネルギー
Clean Energy
カーボンフリーエネルギー活用率100\％
$100 \%$ utilization of carbon－free energy


リソースサーキュレーション
Resource Circulation
サステナブルマテリアル使用率100\％
$100 \%$ use of sustainable materials

## 四輪車電動化

Electrification of automobiles

先進国トータル


## 四輪車電動化 <br> Electrification of automobiles

## $E V / F C V$ の販売比率 EV／FCV unit sales ratio



# 四輪車電動化 <br> Electrification of automobiles 

## North America <br> Announced in June， 2021


－New Honda Prologue EV to go on sale in North America in MY2024 as highly competitive SUV with functionality expected by Honda customers．
－Introduce an all－electric Acura SUV in CY 2024.
－Honda also plans to launch a new series of EV models in the second half of the decade based on a new e：Architecture，with development led by Honda．

## China

Announced in October， 2021

－All new models Honda will introduce in China after 2030 will be electrified，such as hybrid（HEVs）and EVs．
－Honda will introduce the first 10 Honda－brand EV models in China，namely the＂e：N Series，＂in the next five years．Honda envisions exporting these models from China．
－The first set of e：N Series models，e：NS1and e：NP1， will go on sale in spring 2022 from Dongfeng Honda and GAC Honda，respectively．
Three concept models are being developed with the goal to start sales within 5 years．
－New dedicated EV production plants will be constructed at both GAC Honda and Dongfeng Honda，with the aim of starting production in 2024.

## 革新電動技術×商品（2020年代後半～）

Innovative electrification technologies x products（in the second half of the 2020s）


全固体電池の研究
今期より実証ラインでの生産技術検証に着手

## Research on all－solid－state batteries

The verification of production technology using a demonstration line starts this fiscal year


## Hondaならではの空間価値

独創的なアイデア／デザイン／デジタル技術を融合Unique value only Honda can offer
Combining digital technologies with unique creativity and original designs

## 二輪車電動化

## Electrification of motorcycles

## 政府目標を，大きく上回る削減目標率を設定

Honda sets targets that far exceed the targets set by the governments of emerging countries


「パリ協定の各国CO2削減目標を二輪の排出総量に置き換えた場合のシミュレーション」
＂Simulation of replacing the Paris Agreement $\mathrm{CO}_{2}$ reduction targets for each country with total motorcycle emissions

## 電動化 ：モバイルパワーパック活用の拡がゆ

Expanding the use of Honda MPP（Mobile Power Pack）

Mobile Power Pack


## 電動車ラインナップの拡充

Enhanced lineup of EV models


BENLY e：

## FUN領域での EV商品の投入も計画 <br> Plan to introduce EV models in the＂FUN＂area



パワープロダクツ製品や マイクロモビリティ等 への拡大を検討
Power products \＆micro－mobility products


「リキシャ」を活用した実証実験スタート

Started demonstration testing using＂rickshaw＂ tricycle taxies

～2024年
パーソナル領域
原一，原ニクラス等 3機種の新型EVを投入 Introduce 3 new EV models in area of personal use

## FC

Hydrogen Fuel cell

## 幅広い用途への拡大

Long－standing commitment to research，development， and commercialization of FC technology


FCV（パーソナルユース）
GMとの共同開発
FCV（personal use）
Joint development with GM


商用トラック
Commercial－use trucks


## HONDA ISUZU



## 定置電源

Stationary power sources


可搬型電源
Movable power sources
－2020年 いすゞ自動車との共同研究開始 2020 Start of joint development with Isuzu
－ 2022 年度中に公道での実証試験を開始することを目指す
2022 Aiming to start demonstration experiments on public roads within the fiscal year

## 安全への取り組み

Safety Initiatives

## 2050年に達成を目指す新目標

New 2050 goal


Hondaの二輪，四輪が関与する交通事故死者ゼロ
Zero traffic collision fatalities involving Honda motorcycles and automobiles


## 全方位安全運転支援型ADASを2030年までに先進国での全機種展開をはかる

Strive to apply omnidirectional ADAS to all new automobile models introduced in advanced nations by 2030


## 二輪•四輪共存安全技術の研究強化

Safety technologies which enable safe coexistence of motorcycles and automobiles，which only Honda can create


## 教育•啓発活動や法規制の働きかけ

Educational and awareness－building activities and approaching safety from legislative aspects

## 新領域への取り組み

## Initiatives in New Area

Announced the technology development direction in new areas while leveraging its core technologies．This direction leads to serving people worldwide with the＂joy of expanding their life＇s potential．＂

Apply and evolve our technological strengths In various areas


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## Honda's Initiatives

By 2025
Strengthening the foundation of existing business
-Reduce R\&D man-hours by 30\% and transfer the resources into development of advanced next-generation technologies
-Reduce global production cost by 10\% (vs 2018)


## Response to CO2 Emissions/ Fuel Economy/Electrification Regulations in Major Countries



## Automobile Sales by Region




Focus on light truck segment growth and stronger emission criteria, while improving profitability

## Automobile Sales by Region

Asia
<Industry>
(Five main markets in Asia)

<Honda>


Focus on new model launch to expand share

China
<Industry>
(excluding commercial vehicles)



Source: Honda
Focus on new model launch, while attending stronger emission and electrification criteria

## Automobile Sales by Region



Source: ACEA / Honda
Focus on improving profitability, while attending stronger emission and electrification criteria

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## Motorcycle Business Overview



## (1) Business Development in Main Market (ASEAN)

Introduce new frame for Scooters


Scoopy
Aim to install on approx. 5 million units, mainly in ASEAN


## Introduce new generation engines for Scooters


110.125 cc

Environmentally friendly commuter engine

PG?
125.160cc
eSP+ achieved higher output and more environmentally friendly performance

Announced in 2012

- Launch mainly in ASEAN
- Highly evaluated for the fuel efficiencies and output



Starting with Sh150i, expand to FORZA from 2021.

Achieve high quality/high output/cost-effective environmental technologies for scooters, the main product in matured market

## (2) Business Development in Growing Market (India)

【Structure in India Market】


West/South (Urban Area)

Others

North/East/Middle (Rural Area)

(3) Business Development in Matured Market (developed countries)

Meet different needs of customers in each country


By using the same engine, achieved to realize different taste with high added value and low cost
(4) Prepare for Connected Business Development (Japan)
(1) BtoB Connected service

## Honda FLEE $\underset{\text { FANAGEENT }}{\text { §in }}$

For work efficiency and safe driving

(2) BtoC Connected service


Bike-Life App for all riders


Introducing high value-added products and next-generation technologies and services

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## FY22 2nd Quarter Financial Results (Consolidated)

| Honda Group <br> Unit Sales <br> (Consolidated Unit Sales) | Unit (thousand) |  |  |
| :---: | :---: | :---: | :---: |
|  | QTD |  |  |
|  | FY21 Results | FY22 <br> Results | Change |
| Motorcycles | $\begin{array}{r} 4,467 \\ (3,023) \end{array}$ | $\begin{array}{r} 4,294 \\ (2,695) \end{array}$ | $\begin{array}{r} -3.9 \% \\ (-10.9 \%) \end{array}$ |
| Automobiles | $\begin{aligned} & 1,253 \\ & (753) \end{aligned}$ | $\begin{array}{r} 917 \\ (574) \end{array}$ | $\begin{array}{r} -26.8 \% \\ (-23.8 \%) \end{array}$ |
| Life Creation | $\begin{array}{r} 1,370 \\ (1,370) \end{array}$ | $\begin{array}{r} 1,522 \\ (1,522) \end{array}$ | $\begin{array}{r} +11.1 \% \\ (+11.1 \%) \end{array}$ |
|  | QTD |  |  |
| Income Statements <br> Yen (billion) | FY21 <br> Results | FY22 <br> Results | Change |
| Sales revenue | 3,651.3 | 3,404.3 | - $6.8 \%$ |
| Operating profit | 282.9 | 198.9 | - 29.7\% |
| Operating margin | 7.7\% | 5.8\% | - 1.9pt |
| Share of profit of investments accounted for using the equity method | 62.3 | 51.3 | - 17.6\% |
| Profit before income taxes | 345.7 | 249.0 | - 28.0\% |
| Profit for the period attributable to owners of the parent | 240.9 | 166.6 | - 30.8\% |
| Earnings per share attributable to owners of the parent (Yen) | 139.53 | 96.56 | -42.97 |
| Market average rates (Yen) |  |  |  |
| U.S. Dollar | 106 | 110 | + 4 |

<Honda Group Unit Sales>
Motorcycles Decreased from the same period last year due mainly to a decrease in unit sales in Vietnam and Thailand.

## Automobiles

 Decreased from the same period last year due mainly to a decrease in unit sales in China and the United States.

Increased from the same period last year due mainly to an increase in unit sales in the United States.

## Sales

## revenue

Decreased by $6.8 \%$ to $3,404.3$ billion yen from the same period last year due mainly to decreased sales in the automobile business.

## Operating profit

Share of profit of investments accounted for using the equity method

Profit for the period

Decreased by $17.6 \%$ to 51.3 billion yen from the same period last year due mainly to a decrease of profit in China.

Decreased by $30.8 \%$ to 166.6 billion yen from the same period last year, due mainly to a decreased in profit before income taxes.

## Change in Profit before Income Taxes <FY22 2nd Qtr>



## Sales Revenue/Operating Profit (Margin)

## by Business Segment <FY22 2nd Qtr>

| upper: FY22 <br> lower: FY21 | Motorcyle Business | Automobile Business | Financial Services Business | Life Creation and Other Businesses |
| :---: | :---: | :---: | :---: | :---: |
| Unit (thousand) | 4,294 | 917 | - | 1,522 |
| Honda Group | $(2,695)$ | (574) | - | $(1,522)$ |
| Unit Sales | 4,467 | 1,253 | - | 1,370 |
| (Consolidated Unit Sales) | $(3,023)$ | (753) | - | $(1,370)$ |
| Yen (billion) | 505.5 | 2,182.4 | 676.3 | 98.4 |
| Sales | 493.0 | 2,467.0 | 666.5 | 86.7 |
| Revenue |  |  |  |  |
| Operating | 67.4 | 46.4 | 84.5 | 0.5 |
| Profit | 68.4 | 125.3 | 93.2 | -4.1 |
| Operating | 13.3\% | 2.1\% | 12.5\% | 0.5\% |
| Margin | 13.9\% | 5.1\% | 14.0\% | - 4.8\% |
| Increase/Decrease Factors | Decreased by 1.0 billion yen due mainly to a decrease in profit attributable to decreased sales revenue and model mix. | Decreased by 78.9 billion yen due mainly to a decrease in profit attributable to decreased sales revenue and model mix. | Decreased by 8.7 billion yen due mainly to difference in the amount of the provision for credit losses. | Increased by 4.7 billion yen due mainly to an increase in profit attributable to increased sales revenue and model mix. |
| * Combined operating profit of Automobile Business and Financial Services Business for automobiles <br> In the financial services business, Honda provides services such as loan and lease, mainly related to sales of automobiles, |  | <Reference> Combined operating profit *$127.7 \text { / 4.6\% }$ |  |  |
|  |  |  |  |  |
|  |  | FY21 2Q : 214.6 / 7.0\% |  | FY21 2Q:-8.1 |

## Cash Flows of Non-financial Services Businesses

Six Months
Cash flows from operating activities
Cash flows from investing activities

Free cash flow
Cash flows from
financing activities
Effects of exchange rate changes
Net change of
cash and cash equivalents
Cash \& cash equivalents
at end of period

Net cash at end of period

| FY21 | FY22 |
| ---: | ---: |
| +346.7 | +211.1 |
| -288.9 | -229.9 |
| $+\mathbf{5 7 . 8}$ | $\mathbf{- 1 8 . 7}$ |
| +128.5 | -197.2 |
| -22.4 | -1.6 |
| +163.9 | -217.6 |
| $\mathbf{2 , 6 2 6 . 5}$ | $\mathbf{2 , 3 1 0 . 6}$ |
| $\mathbf{1 , 8 4 3 . 9}$ | $\mathbf{1 , 8 3 5 . 4}$ |

## FY22 Financial Forecast (Consolidated)

## vs Previous Forecast:

Operating profit
: Expecting the challenging environment to continue, such as resurgence of COVID-19, the supply shortage of certain parts including semiconductors, and the increase in raw material costs. With continuing efforts to improve SG\&A efficiency and cost reduction, operating profit is planned to be $\mathbf{6 6 0 . 0}$ billion yen, equivalent to last year.

## Profit before

 income taxes: Reflect the decrease in share of profit of investments accounted for using the equity method.


FY22 Forecast: Change in Profit before Income Taxes


## FY22 Forecast: Change in Profit before Income Taxes



## FY22 Forecast: Capital Expenditures, Depreciation and R\&D

## No changes have been made from the previous forecasts

| Yen (billion) | FY21 <br> Results | FY22 <br> Forecast | Change | Change from <br> previous <br> forecast |
| :--- | ---: | ---: | ---: | ---: |
| Capital expenditures ${ }^{* 1}$ | 321.2 | $\mathbf{3 2 0 . 0}$ | -1.2 |  |
| Depreciation and <br> amortization *1 | 365.8 | $\mathbf{3 7 0 . 0}$ | +4.1 |  |
| Research and development <br> expenditures ${ }^{* 2}$ | $\mathbf{7 8 0 . 0}$ | $\mathbf{8 4 0 . 0}$ | $\mathbf{+ 5 9 . 9}$ | - |

[^0]
## Dividends

| Dividend per Share <br> (Yen) | FY22 <br> Previous | FY22 <br> Expectation | Change from <br> previous <br> expectation |
| :---: | :---: | :---: | :---: |
| Interim Dividend | $(55)^{*}$ | $\mathbf{5 5}$ | - |
| Year-end Dividend | $(55)$ | $(55)$ | - |
| Fiscal Year | $(110)$ | $\mathbf{( 1 1 0 )}$ | - |

## Caution with Respect to Forward-Looking Statements:

This slide contains forward-looking statements about the performance of Honda, which are based on management's assumptions and beliefs taking into account information currently available to it. Therefore, please be advised that Honda's actual results could differ materially from those described in these forward-looking statements as a result of numerous factors, including general economic conditions in Honda's principal markets and fluctuation of foreign exchange rates, as well as other factors detailed from time to time

## Accounting standards:

Our consolidated financial statements are prepared in conformity with International Financial Reporting Standards (IFRS), as issued by the International Accounting Standards Board (IASB)

## Notice on the Factors for Increases and Decreases in Income:

With respect to the discussion above of the change in Operating profit, management has identified the factors set forth below and used what it believes to be a reasonable method to analyze the respective changes in such factors. Each of these factors is explained below. Management has analyzed changes in these factors at the levels of the Company and its material consolidated subsidiaries.
(1)"Currency effects" consist of translation adjustments, which come from the translation of the currency of foreign subsidiaries'financial statements into Japanese Yen, and foreign currency adjustments, which result from foreign-currency-denominated sales, which, at the levels of the Company and those consolidated subsidiaries which have been analyzed, primarily relate to the following currencies: U.S. dollar, Canada dollar, Euro, GBP, BRL and Japanese Yen.
(2) With respect to "Cost reduction, etc.", management has analyzed cost reduction and effects of raw material cost fluctuations at the levels of the Company and its material foreign manufacturing subsidiaries in North America, Europe, Asia and other regions.
(3) With respect to "Revenue, model mix, etc.", management has analyzed changes in sales volume and in the mix of product models sold in major markets which have resulted in
increases/decreases in profit, as well as certain other reasons for increases/decreases in sales revenue and cost of sales.
(4) With respect to "Selling, General and Administrative expenses", management has analyzed reasons for an increase/decrease in selling, general and administrative expenses from the previous fiscal year net of currency translation effects.
(5) With respect to "Research and Development expenses", management has analyzed reasons for an increase/decrease in research and development expenses from the previous fiscal year net of currency translation effects.
Unit sales:

## Motorcycle Business

Honda Group Unit Sales is the total unit sales of completed products, including motorcycles, ATVs, and Side-by-Sides of Honda, its consolidated subsidiaries and its affiliates and joint ventures accounted for using the equity method. Consolidated Unit Sales is the total unit sales of completed products corresponding to consolidated sales revenue to external customers, which consists of unit sales of completed products of Honda and its consolidated subsidiaries.

## Automobile Business

Honda Group Unit Sales is the total unit sales of completed products of Honda, its consolidated subsidiaries and its affiliates and joint ventures accounted for using the equity method. Consolidated Unit Sales is the total unit sales of completed products corresponding to consolidated sales revenue to external customers, which consists of unit sales of completed products of Honda and its consolidated subsidiaries. Certain sales of automobiles that are financed with residual value type auto loans and others by our Japanese finance subsidiaries and provided through our consolidated subsidiaries are accounted for as operating leases in conformity with IFRS and are not included in consolidated sales revenue to the external customers in our Automobile business. Accordingly, they are not included in Consolidated Unit Sales, but are included in Honda Group Unit Sales of our Automobile business.

## Life Creation Business

Honda Group Unit Sales is the total unit sales of completed power products of Honda, its consolidated subsidiaries and its affiliates and joint ventures accounted for using the equity method. Consolidated Unit Sales is the total unit sales of completed power products corresponding to consolidated sales revenue to external customers, which consists of unit sales of completed power products of Honda and its consolidated subsidiaries. In Life Creation business, there is no discrepancy between Honda Group Unit Sales and Consolidated Unit Sales since no affiliate and joint venture accounted for using the equity method was involved in the sale of Honda power products.

* Earnings per share attributable to owners of the parent is calculated based on weighted average number of shares outstanding as shown below :

| - 2nd Quarter | FY21: | $1,726,646,000$ (approx), | FY22: | $1,726,411,000$ (approx) |
| :--- | :--- | :--- | :--- | :--- |
| - Six Months | FY21: | $1,726,631,000$ (approx), | FY22: | $1,726,516,000$ (approx) |
| - Fiscal year | FY21: | $1,726,638,000$ (approx), | FY22 forecast: | $1,719,920,000$ (approx) |

## HONDA

The Power of Dreams


[^0]:    *1 Capital expenditures as well as Depreciation in results and forecast aforementioned exclude investment in operating leases, right-of-use assets, and intangible assets.
    *2 Research and development expenditures are research and development activity related costs incurred during the reporting period.
    In accordance with IFRS, a portion of research and development expenditures is recognized as an intangible asset and amortized over its estimated usefule life. As such, this amount is not in conformity with "Research and development" on Consolidated Statements of Income.

