

HONDA

SUSTAINABILITY
REPORT

2025

The dreams of each of us, working together, have always been the driving force behind Honda.

We have different kinds of dreams, but through our original technologies, ideas and designs, we continually take on challenges to realize mobility that allows our customers to enjoy life with greater freedom, convenience and fun.

The future mobility Honda dreams of will create a joy and freedom of mobility that will allow people to transcend the constraints of time and space, and expand all their possibilities.

This mobility will become the "power" for people seeking to advance toward their own dreams. Dreams that will move even more people, to the point where there is an infinite possibility of new dreams.

Through the creation of this mobility we dream of, Honda will become "The Power of Dreams" for an ever-increasing number of people.

**This is how we will move people
and society forward.**

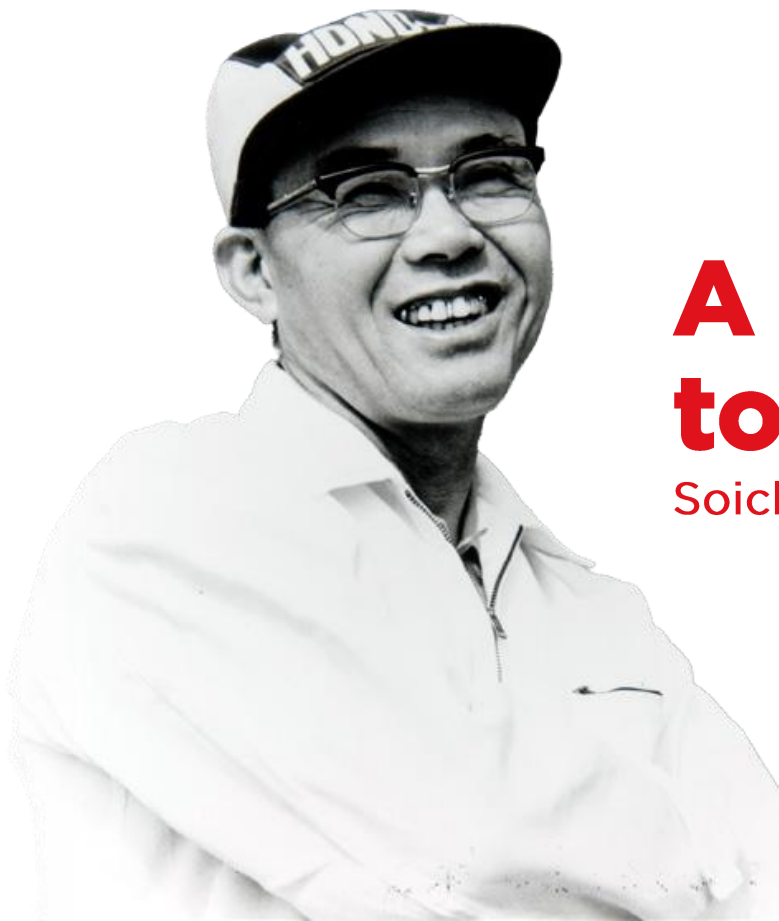
HONDA
The Power of Dreams

How we move you.
CREATE ► TRANSCEND, AUGMENT



Behind the Honda brand is the extraordinary story of a man and his dream. The son of a blacksmith and a weaver, Soichiro Honda was born in 1906, in the village of Komyo, in the city of Hamamatsu, Japan. **As a child, he spent many hours helping his father in the workshop repairing bicycles – a means of transportation that was popular at the beginning of the 20th century.**

Soichiro was fascinated when he saw a motorized car for the first time, and from then on began to dream about the idea of building his own car. **At the age of 15, he moved to Tokyo and started working in a shop.** There, combining industrial and manual techniques, he had the opportunity to help build a car.



A dream is never too big
Soichiro Honda

This is how the “Curtiss” model was born, a race-tested and approved vehicle that won the 1924 Japanese Motor Car Championship. At that time, Soichiro Honda was just 18 years old.

He returned to his hometown and began working in a mechanical workshop until he had enough capital to open his own auto parts factory, where he began producing piston rings.

Soichiro Honda witnessed two major wars and also a conflict between China and Japan. After World War II, the country was completely devastated and he lost everything he had built to bombing and an earthquake that shook the country even more.

One of the worst problems at the time was transportation. **Faced with fuel rationing and crowded trains, Soichiro Honda bought a lot of used engines for generators and converted them into bicycles.** Thus began the sale of the first mopeds. The production of motorcycles was improved and increased, cars became part of the production line, and gradually factories were built all over Japan and then in other countries and continents.

The company’s reputation grew and today Honda Motor Company is one of the biggest names in the automotive industry, known and respected around the world. Soichiro Honda passed away in 1991, but his dream lives on to this day.

Inspired by the power of dreams, the company strives to provide people with unique experiences through its products and services. The aim of the brand is to bring joy and improve people’s lives through mobility. Thanks to the faith and perseverance of its founder, Honda is a global company that will celebrate its 78th anniversary in 2026.

The company has been present in South America for over 50 years, where it produces, imports, and sells motorcycles, cars, quads, marine products, and power products. In 2015, Soichiro’s dream came true and the company began marketing the HondaJet business jet.

With production units in Brazil, Argentina and Peru, as well as an import unit in Chile and dozens dealers, the brand has more than 2,000 points of sale, which guarantees a presence in the main cities of South America.

This report provides information and data on the activities in South America in 2025. With it, Honda is cultivating the transparent relationship it is building with its stakeholders and accounting for the actions, projects, and results achieved by its subsidiaries in the region. This is an important material about the realization of Soichiro Honda's dream and the company's global commitment to expand the joy of mobility and the potential of people's lives through its products and services.

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Message from Management

Since April 1, 2026, I have had the privilege of beginning a new chapter in my life at Honda, assuming the position of Operating Executive Head for South America.

Throughout my career, I have gained experience in various parts of the world, which has broadened my perspective on cultures, markets, and approaches to innovation. I now bring this knowledge to a region of great potential, characterized by a strong bond between Honda and its customers.

South America is a market brimming with opportunities, where people are increasingly seeking more efficient and safer mobility solutions and value a path built on trust, quality, and purpose.

With this in mind, we are presenting this report, reaffirming our commitment to building a more sustainable future for all.

We want to find new ways to bring joy to people through mobility. Therefore, we are working to offer solutions tailored to the needs of each individual market, not only to meet our customers' expectations but also to be a company that is valued and appreciated by society – always guided by sound principles of social and environmental responsibility and corporate governance.

With almost 80 years of global operations, we remain committed to creating sustainable value for everyone we interact with: associates, customers, partners, and society. We believe that economic growth and sustainable development go hand in hand, and that is exactly how we conduct our business – with transparency and integrity.

In South America, we have achieved positive results and continue to move forward with confidence. In 2025, our performance was driven by significant product launches and the dedication of each and every one of our associates.

In the motorcycle segment, we continue to make a direct contribution to the mobility of millions of people, producing more than 30 million motorcycles in the region over the years and planning significant investments for the coming years.

In the automotive segment, we are strengthening our commitment to innovation, safety, and connectivity, by offering increasingly comprehensive experiences and bringing important products to market that embody the Honda brand’s values: durability, quality, and reliability.

In the Power Products segment, we remain a part of people’s everyday lives, offering reliable solutions that make life easier, whether for leisure or work.

Looking to the future, we aim to achieve climate neutrality across all our products and operations by 2050 and contribute to a society free of traffic fatalities. To this end, we are investing in technological advancement and the safety of our products, combining these advancements with practical measures to raise awareness among the target groups with whom we interact. This is our commitment to future generations.

We are convinced that change can only succeed if we work together. By sharing our progress in the areas of environmental protection, traffic safety, ethics, corporate governance, innovation, and human resources management, we hope to inspire other organizations to join us on this journey.

None of this would be possible without the people who are part of Honda. Our associates, suppliers, sales partners, and dealers are at the heart of our company. It is the passion, talent, and dedication of each and every one of them that enable us to turn dreams into reality for our customers and society.

We will continue to forge our path with courage, responsibility, and a genuine desire to contribute to a better world, where mobility continues to mean joy and progress.

Thank you for joining us on this journey. Enjoy the read.

Keisuke Tsuruzono
President – Honda South America



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Honda Philosophy

For Honda, one of its most inspiring tasks is to multiply and perpetuate a philosophy based on “Respect for the Individual” and the sharing of the “Three Joys.” Lived among its associates and propagated by everyone in its value chain, this philosophy makes Honda a unique, innovative and sought-after company. Shared goals, values, and principles that guide the actions of everyone involved in the company. This is the Honda Philosophy, which is divided into three axes.



Soichiro Honda

Takeo Fujisawa

Respect for the individual

Principle which encourages and promotes the sharing of joys through respect for individual characteristics, a relationship of equality and trust, and the maximum use of the initiative of each individual.

The Three Joys

Honda’s desire is to build trusting relationships and share joy with all people with whom the company has contact through its activities and products:



THE JOY OF CREATING

Felt by the associates and suppliers who use their talents, skills, and knowledge to create products and services that bring joy to customers.



THE JOY OF SELLING

Felt by Honda associates, dealers and distributors when earning customers' trust and providing them with the highest quality products and services that exceed their expectations.



THE JOY OF BUYING

Felt by customers when they purchase a branded product or service. It is the customers' joy that gives value to Honda activities and through which the other joys can also be experienced.

Honda’s Management Policy

It covers five main themes to help Honda associates in their daily responsibilities:



MAINTAIN

always the ambition and youthfulness



RESPECT

theories, ideas and time



BE MINDFUL

of the values of research and endeavor



ENJOY

your work and encourage open communications



STRIVE

constantly for a harmonious flow of work

Business Direction and 2030 Vision

Going beyond expectations is a constant in the way Honda conducts its business. The company’s evolution, year after year, in South America and in the world, proves the need and the opportunity to act with a focus on the sustainable development of the regions where it is installed and therefore become a company desired by society. Only then, customers will be able to experience joy and unique experiences through the solutions provided by the company.

To support this business direction, Honda has drawn up its 2030 Vision, which materializes an idealized image of how the company intends to be in the year 2030, in order to continue to be a company desired by society in 2050, when it will be completing more than 100 years since its founding.

GUIDANCE:
**Serving people
around the world
with the joy of
expanding the
potential of their
lives**

**PURPOSE: Lead the way in advancing
mobility and improving the lives of
people around the world**

Directing Initiatives to Achieve 2030 Vision



Creating Value for "mobility" and "everyday life"

We will focus on three areas: mobility, robotics – with a focus on AI – and energy solutions to provide people with the joy and freedom of mobility and the joy of improving their lives.



Adapting to diverse characteristics of people and society

We will strive to further expand people's joy by offering optimized products and services based on Honda’s aspiration to “use technology to help people, while putting people at the center.”



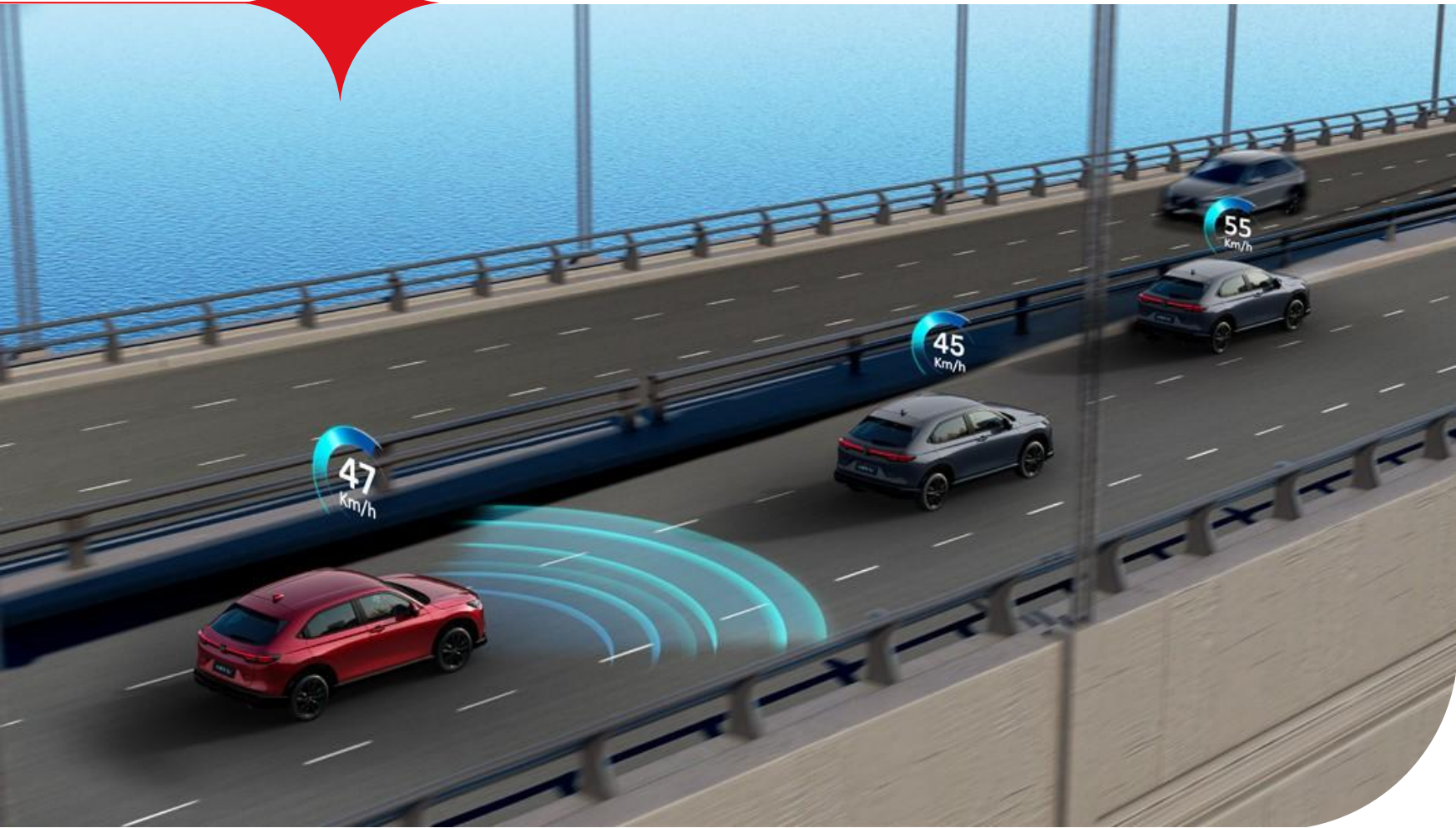
Toward a clean and safe society

Striving to become number one in the areas of environment and safety, we will invest more resources in these areas. We will also strive to be a company that leads the way in realizing a carbon-free and collision-free society.

Global policies

Honda has defined global policies that permeate the company's subsidiaries around the world and target the company's goals in an integrated manner.

Among the company's global commitments, there are two that are widely spread in the areas of Environment and Safety: achieve carbon neutrality for all products and corporate activities by 2050, and zero fatal road accidents involving Honda vehicles by the same year.



In the environmental sphere, the company remains committed to advancing sustainable mobility and is active on various fronts, including hybrid and electric motors as well as hydrogen fuel cell vehicles, continuously investigating the best approach for each market in which it operates.

Honda is also investing in renewable energy technologies, such as the Honda Mobile Power Pack, and smart power operations connected to the grid infrastructure, in addition to Honda Energy's Brazilian wind farm.

In the field of Safety, Honda has developed measures against accidents that must combine three elements: Human Skills (awareness activities), Mobility Performance (technological development of products) and Traffic Ecosystem (cooperation with third parties and development of systems/services).

Environment
and Safety are
Honda's
priority
commitments



Sustainability Strategy

Honda's goal is to improve people's lives through mobility solutions. Above all, this is done in a way that creates differentiated values for the various stakeholders that are sustainable over time and thus guarantee the long-term existence of the company.

Therefore, Honda bases its strategic sustainability management on five priority commitments that permeate its decision-making processes and operations.

Creating value for stakeholders that is sustainable and can ensure the company's long-term survival



Environment

For Honda, protecting the environment and the conscious use of natural resources are essential aspects of achieving economic development and ensuring the continuity of corporate activities.



Quality

Investing in technology is crucial to maintaining Honda as a leading player in its segments. The sustainability of our activities and the differences of our products are directly related to the quality presented and recognized by our stakeholders.



Safety

When it comes to mobility, Honda has a duty to address the issue of safety and seek the necessary investment to ensure that its products deliver the best possible performance and meet the expectations of its customers. Together, it carries out initiatives aimed at raising the awareness of everyone involved in some way in the dynamics of transport.



People

Because the company plays a prominent role in the regions where it has a presence, valuing those people who are part of the company's day-to-day operations is critical to the good performance of its activities. From associates to communities, the combination of investment in professional development and community well-being is part of the company's strategy.



Mobility and Innovation

Honda believes that technology should serve people's lives. That is why the company develops solutions that improve and benefit people's lives.

04

About the Report

Honda believes that promoting a constructive dialog with society is essential to achieving its sustainable growth and increasing corporate value in the medium and long term.

Honda publishes its Sustainability Report for the 11th consecutive year, which includes the company’s highlights in the management of environmental, social, and governance issues in its regional subsidiaries in Brazil, Argentina, Peru, and Chile for the period from January 1 to December 31, 2025, except where indicated.

This report was prepared in accordance with the requirements of the GRI – Global Reporting Initiative, in the essential option of the GRI Standards.

\GRI 102-1, 102-45, 102- 50, 102-54

In its 2021 report, Honda provided an update on the company’s key issues. The relevant issues were determined as part of a materiality process, which shows from the point of view of the stakeholders and the company management which issues should be given priority in sustainability management and in the communication of the company’s performance. **\GRI 102-46**

These issues were identified and prioritized using the following steps:

- 1.** First consultation to the Sustainability Accounting Standards Board (SASB)¹, S&P Global - Yearbook 2021² ; MSCI - Ratings and Materiality³ and GRI⁴ methods for identifying and classifying the criticality of issues related to the automotive sector from a market perspective;
- 2.** Analysis of key issues disclosed by peer companies in the industry to map potential priority issues;
- 3.** Interviews with senior executives and online consultations with stakeholders to prioritize issues. The public survey was answered by 968 people from various stakeholders (customers, trade associations, associates, utilities, suppliers, government, and press). **\GRI 102-40; 102-42; 102-43; 102-44**

1) North American institution that defines sustainability reporting standards for companies listed on the U.S. stock exchange.

2) S&P Global's annual publication based on the Corporate Sustainability Assessment (CSA) – the rating that underlies the creation of the Dow Jones Sustainability Indexes and was developed from analysis of a set of ESG criteria of companies listed on the U.S. stock exchange.

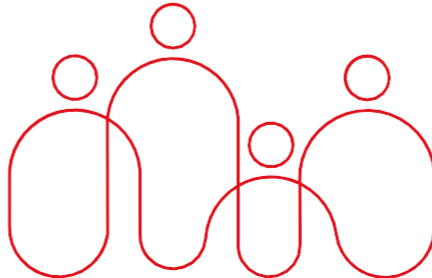
3) MSCI ESG ratings provide a company with a long-term assessment of environmental, social and governance (ESG) issues.

4) The Global Reporting Initiative is an international organization that helps companies, governments, and other institutions understand and communicate the impact of business on critical sustainability issues.

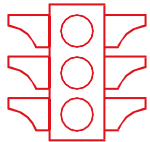
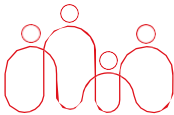
In preparing the materiality matrix, the local business environment, global trends affecting Honda’s business segments, and the specific context of society were also assessed.

Considering that a robust process was conducted to identify and prioritize key issues for Honda South America, in 2025 there was no change to the reported issues.

Key Topics

 Customer satisfaction	 Ethics and Governance
 Mobility and Innovation	 People and Diversity Management

 Quality of products and services
 Road Education and Safety
 Emissions and Operational Eco-Efficiency

KEY ISSUE	DESCRIPTION	MANAGEMENT TOOL
 Quality of products and services	Setting quality parameters in the development of services and the manufacture of products, ensuring a cycle of continuous improvement and transparent communication of the processes in order to promote responsible publicity and advertising practices.	\GRI 417-3\
 Customer satisfaction	Promoting customer satisfaction surveys on Honda branded products and services and focusing efforts on developing solutions and improvements Recall processes.	• Customers heard in satisfaction survey • Brand image surveys and public awards • Takata recall service index
 Mobility and Innovation	Investing in research and technologies to promote sustainability in urban mobility solutions.	• Launch of new products and services • Report on the global innovations of the brand
 Road Education and Safety	Investing in technologies and application of product safety items, road safety awareness.	• Goals and/or commitments to promote road safety • New technologies in products • People affected by the initiatives of the Honda Traffic Education Centers
 Emissions and Operational Eco-Efficiency	Atmospheric emissions reduction commitments and targets.	\GRI 305-1, 305-2, 305-4, 305-5, 305-7\ Carbon neutrality in its products and corporate activities by 2050.
	Rational use of water and improvement of energy management in production facilities, waste management, and the 3Rs concept.	\GRI 302-1, 302-3, 302-4, 303-1, 306-1, 306-2\
 Ethics and Governance	Strengthening the mechanisms for transparent and ethical management throughout the Honda Group governance structure, in line with ESG best practices	\GRI 102-16, 102-17, 205-2, 419-1\
 People and Diversity Management	Promoting an environment of respect, inclusion, and appreciation in the relationships between associates and ensuring health and safety at work.	\GRI 403-1, GRI 403-2\
	Encouraging personal and professional development through training and performance management in line with Honda's philosophy.	\GRI 404-1\
	Setting commitments and promoting a culture of diversity and inclusion in the workforce.	\GRI 405-1, GRI 405-2\

05

Overview



Honda's goal is to improve people's lives through mobility solutions

\GRI 102-2, 102-3, 102-4, 102-6, 102-7\

In all markets where Honda operates, the essence of offering products and services to improve people's lives remains alive. The brand's goal is to contribute to the evolution of mobility, always putting people at the center of its strategies and using technology to support them.

This commitment leads Honda into its 78th anniversary, a period in which the company has consolidated a global presence with 357 subsidiaries and affiliates around the world, supported by the work of 194,000 associates.

South America is part of the “Associated Regions” management block, which, along with two other blocks - North America and China - makes up the company's global activities. The Associated Regions are Japan, Asia, Oceania, Europe, Africa, the Middle East, and South America.

In South America, where Honda has been present for over 50 years, the company has production facilities in Brazil, Argentina, and Peru, an import office in Chile, and dozens of dealers forming a network of more than 2,000 points of sale in the region's major cities.

As part of its operations in the region, Honda is active in the segments of Motorcycles, Automobiles, Quads, Marine Products, Engines and Machines, and Financial Services. The scope of operations within each business is classified by the company using the acronym SEDBA*.

*S: Sales
E: Engineering
D: Research & Development
B: Buying
A: Administration

Honda South America Operating Model



1.

Peru

Production and sale of motorcycles. Import and sale of automobiles and engines and machinery.

2.

Chile

Import and sale of motorcycles, automobiles, and engines and machinery.

3.

Brazil

Production and sale of motorcycles, automobiles, and engines and machinery. Marketing of financial solutions.

4.

Argentina

Production and sale of motorcycles and quads. Import of automobiles and engines and machinery.

Honda’s operating model considers the achievement of results and the sharing of profits among stakeholders while considering the sustainability of the entire operation.

ASSOCIATES



15.594

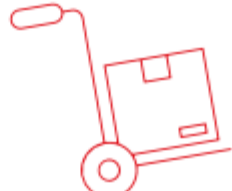
permanent and temporary associates in South America

STAKEHOLDERS

COMMUNITIES



SUPPLIERS



DEALERS



CUSTOMERS



ASSOCIATES



GOVERNMENT



MEDIA



POINTS OF SALE



More than
2.000

points of sale throughout South America

SUPPLIERS



AUTOMOBILES

139

suppliers of parts and raw materials



MOTORCYCLES

148

suppliers of parts and raw materials

RESULTS

MOTORCYCLES



1.745.506

produced

AUTOMOBILES



101.143

produced

POWER PRODUCTS



19.200

produced



More than **19,000** people took part in actions of the Honda Traffic Education Center in Brazil



54,000+ tonnes of CO₂ have been prevented from being emitted into the atmosphere by Honda Energy do Brasil (since the start of operations)

Operational performance

Honda continues to strengthen its efforts toward the future of mobility with the ongoing goal of offering products that exceed customer expectations, in addition to ensuring the quality of service to offer differentiated sales and after-sales services.

Motorcycles in South America

As the largest motorcycle manufacturer in South America, Honda has produced more than 30 million units in the region over the years. This volume represents the great contribution of the motorcycle to society.

It is a vehicle desired by consumers, whether for daily mobility, leisure, or as a work tool, and contributes to income generation in various economic activities.

Over the years, motorcycles have proven to be extremely relevant in light of the importance of home delivery services and the prioritization of individual means of transport.

The demand for motorcycles has continued to increase in 2025, as the vehicle plays an important role in mobility.

It is a fast, economical and low-maintenance transport alternative.

In 2025, the motorcycle plants in Manaus (BR), Campana (ARG), and Iquitos (PER) together produced 1.7 million units. Sales totaled 1.7 million units, an increase of 17% over 2024.

Peru recorded significant sales growth, with over 101,000 units sold in 2025, a 74% increase over the previous year.

Sales also rose in Argentina, which recorded more than 133,000 units sold, a 19% increase compared to 2024, and in Chile, with more than 8,000 units sold, representing a 47% increase over the previous period.



**Honda ended 2025
with positive results**
in its motorcycle business in
South America

Motorcycles in Brazil

Moto Honda was a pioneer and today maintains its leading position. Its continuous investments and commitment to the country have contributed to the development of the entire sector.

Today, the plant in Manaus (AM) is an industrial complex that goes far beyond motorcycle assembly. The plant is the most vertical in Honda motorcycle production in the world, one of the largest in the Manaus Industrial Zone (PIM) and one of the most representative production centers in the Americas, where everything is made, from metal packaging, casting molds, structural tubing and tooling to the various components that make up the end product, such as exhaust pipes, wheels, handlebars, chassis, and other parts. **In 2026, the plant will celebrate its 50th anniversary of motorcycle production in Brazil, underscoring its strategic role for the local and national economy and its commitment to the mobility of millions of Brazilians.**

To further strengthen its leadership position in this segment and in light of the revitalizing market, **Honda announced a new investment cycle of R\$1.6 billion for its motorcycle segment in October 2025, extending through 2029.** The investment pursues three main objectives: expanding production capacity to 1.6 million units per year, introducing

new products, and optimizing industrial processes at the plant.

The year was also marked by positive results for Honda in this segment.

The brand closed 2025 with a 14% increase in license plate registrations compared to the previous year, reaching a total of more than 1.4 million units.

Production also followed the upward trend: **in Manaus (AM) more than 1.5 million units rolled off the assembly line, 17% more than last year.** The cumulative figure represents the best result since 2011.



As part of its ongoing product portfolio update, Honda announced new models for the mid- to large-displacement motorcycle segment in 2025 to meet market demand and raise the brand's technological level in this segment.

The following brand-new models were introduced to the market: CB500 Hornet, CB750 Hornet, NX500, CB650R E-Clutch, NC750X, and XL750 Transalp.

In addition, established models received technical updates and enhancements, such as the CRF1100L Africa Twin, CRF300F, CB300F Twister, NXR160 Bros, XRE300 Sahara, PCX, XRE190, and CG series.



The company's goal is to continue to be a sustainable leader in the industry. With this focus, Moto Honda will continue to strengthen its lineup, developing top quality products, as well as other innovations that reinforce Honda's leading role in the industry and drive the search for solutions that exceed customer expectations.



New investment cycle for the motorcycle segment in Brazil totaling **R\$1.6 billion by 2029**

Value Chain

Through its far-reaching chain, Moto Honda's promote investment, economic and social development, not only in the Amazon region but throughout the country.

The social contribution of the motorcycle business is significant, not only because of the 100,000 direct jobs throughout the chain, but above all because of the value and prosperity that the end product brings to individuals, families, and entrepreneurs in rural areas and cities across the country.



Around 100,000 direct jobs created throughout the chain and social contribution to Brazil

Hundreds of service providers



More than
9,000
direct
associates

1,130+
points of sale
throughout
Brazil

110+
suppliers of
components and
raw materials

Awards and Recognition



O Cliente
Recomenda

Experience Awards

Honda Motos was awarded the “O Cliente Recomenda” (The Customer Recommends) seal at the 2025 Experience Awards for its motorcycle business and for providing the best customer experience. The initiative, launched by the company SoluCX, recognizes brands with the highest consumer recommendation rates, based on the Net Promoter Score (NPS), a method that uses research and classification tools to analyze a company’s public recommendation rate.



Marcas Mais

Honda Motos took first place in the national ranking of the Marcas Mais Award, organized by the newspaper Estadão in cooperation with the consulting firm Troiano Branding. This is the fourth consecutive year that the brand has received recognition in the "Motorcycles" category. To identify the most engaging brands by consumers, the award organization conducts thousands of surveys throughout Brazil to measure consumer engagement.



Top of Mind

Honda Motos has been awarded the Folha de S. Paulo “Top of Mind” Award in the “Motorcycles” category for the 13th consecutive time. The award, one of the most respected in the country, evidences how companies across different segments remain in people's minds. Since the category began being included in the survey, the brand has won every year. This result demonstrates Honda's commitment to exceeding customer expectations with the highest quality products and services.

**Motorcycle
industry
awards
highlight
Honda's
leadership**

Automobiles in South America

Throughout its more than 30 years of presence in South America and more than 25 years of car manufacturing in Brazil, the company has made continuous investments to increase production capacity and improve the efficiency of its processes. Since the beginning of its operations, the company has strived to accelerate the process of developing, producing, and selling products that increasingly meet the expectations of South American consumers.

Aiming to strengthen the company's competitiveness, in April 2018, Honda announced a restructuring plan for the automotive production system in the region. **In line with this plan, Honda opened its automotive plant in Brazil in 2019, in the city of Itirapina in the state of São Paulo. The plant has a high level of technology and efficiency.**

From then on, production was gradually transferred to the new plant, which since January 2022 has been concentrating 100% of Honda's automobile production in the region. Currently, the City Sedan, City Hatchback, HR-V, and the new generation WR-V, which was launched in November 2025, are produced in Itirapina (SP).

The Sumaré plant has established itself as a hub for engine and component production, vehicle development, strategy, and corporate governance of the Honda Group in the region.

The unit includes the production of the engine assembly, including Engine Casting, Machining, and Assembly, as well as the processes for Plastic Injection and Painting, Tooling, Quality Engineering, Industrial Planning, R&D, the administrative areas of Honda South America, the Technical Training Center, and the Parts Division.

Focusing on **offering automobiles** that best serve the consumer, **with high efficiency** and full of **connectivity and safety technologies**



To strengthen its lineup in the South American market, Honda launched the new generation WR-V in all countries* where it operates, solidifying its presence in the region's SUV segment with an entirely new model.

Throughout 2025, additional models were also introduced in the region, including the updated versions of the HR-V, ZR-V, and City family, as well as the CR-V Advanced Hybrid, underscoring the brand's commitment to renewing its model lineup and further strengthening its presence in the local market.

In 2025, Honda Automóveis activities in South America** recorded a total of more than 114,000 vehicles sold.

*Excluding Venezuela
**Markets covered: Brazil, Argentina, Chile, Peru, Colombia, Uruguay, Ecuador, Bolivia, Paraguay, Guyana, Venezuela, and Suriname.



In Argentina, sales rose by 38% compared to the previous year, reaching over 3,600 vehicles sold.

In Chile and Peru, 1,600 and 2,200 vehicles were sold, respectively, despite a more challenging market environment than in the previous year.

Reaffirming its commitment to advancing mobility in South America, Honda will continue to invest in products, services, and technologies that deliver value to customers throughout the region. With a focus on quality, safety, and environmental responsibility, the company strives to build long-term customer relationships based on reliability, innovation, and a unique brand experience.





Automobiles in Brazil

Honda Automóveis do Brasil maintained its market strength, with a strategy focused on the quality of operations and the creation of sustainable value for customers and business partners, such as its dealership network.

The company ended the last year with positive results, with a 13% increase in sales compared to 2024. A total of over 103,000 vehicles were sold, the brand’s best annual result since 2020.

Production followed the growth trend, reaching over 101,000 units in 2025, an 11% increase over the previous year.

The best-selling model was the HR-V, which, with over 61,000 units sold, achieved its best annual result since its market launch. In total, nearly 500,000 units have been sold in Brazil over the past decade, underscoring its importance in the SUV segment.

Another important milestone was the launch of the WR-V, an all-new model that offers a compelling overall package of technology, comfort, and safety. The launch of the WR-V is part of the planned deliveries under the investment cycle announced by Honda in April 2024, with a total volume of R\$4.2 billion through 2030.

In addition, the brand announced a new initiative: a six-year warranty for its entire product lineup, applicable to new vehicles from the 2026 model year, regardless of whether they were produced in Brazil or imported. The initiative underscores the durability, reliability, and high performance of Honda products to offer customers greater peace of mind.

During 2025, Honda launched the WR-V, introduced the Touring Sport version of the City Hatchback, and updated the HR-V, Civic Advanced Hybrid, and ZR-V models.

The company continues to strive to maximize its growth potential, given the recent launches and major redesigns of its product lineup, as well as the good reception from the public to the models launched in Brazil.

Strength of the automotive market and **focus on operational quality**



Awards and Recognition



O Cliente
Recomenda

Experience Awards

Honda was awarded the “O Cliente Recomenda” (The Customer Recommends) seal at the 2025 Experience Awards for its automobile business and for providing the best customer experience. The initiative, launched by the company SoluCX, recognizes brands with the highest consumer recommendation rates, based on the Net Promoter Score (NPS), a method that uses research and classification tools to analyze a company’s public recommendation rate.



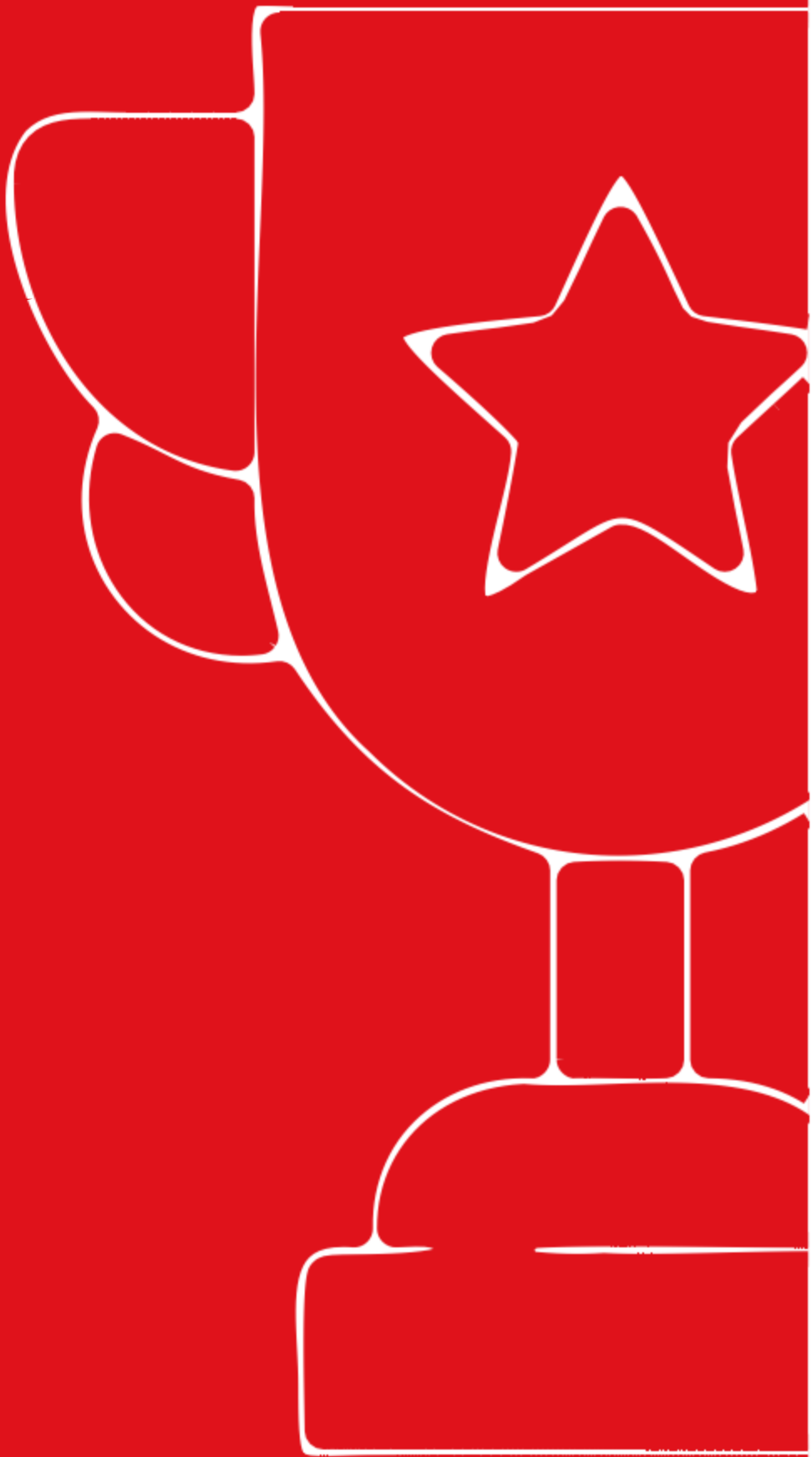
Marcas Mais

Honda was the winner in the "Automobiles" category of the "Marcas Mais" awards, presented by the newspaper Estadão in collaboration with the consulting firm Troiano Branding. To identify the most engaging brands by consumers, the award organization conducts thousands of surveys throughout Brazil to measure consumer engagement.



“Os Mais Amados do Rio” Award

For the fourth consecutive year, Honda Automóveis was voted the most popular car manufacturer among Rio residents at the “Os Mais Amados do Rio” (Most Loved Brands of Rio) awards, organized by the magazine Veja Rio. The annual survey highlights the most frequently mentioned and admired brands in various categories based on a public vote, and its results reflect the habits and preferences of consumers in Rio.



Power Products

Honda's range of Power Products includes a wide range, divided into the categories of stationary engines, brush cutters, generators and motor pumps, with a wide range of applications such as agriculture, domestic use, construction, and gardening.

In addition, Honda Power Products are of great importance for mobility in riverside regions, especially along the Amazon, as they allow access to more remote areas by coupling our stationary engines with different types of vessels.

This is a river transportation solution adopted by several families who live far from the major urban centers and need transportation for commercial and personal purposes.

The Power Products market performed well in 2025. More than 18,000 units were sold in Argentina, 45,000 in Peru, and more than 2,000 products in Chile, representing growth in all countries.



The Power Products range is **synonymous with versatility** and underlines Honda's premise of making people's lives easier **through technology.**

In the Brazilian market, the Power Products division achieved sales of over 34,000 units in 2025, representing a 10% increase over the previous year. Among the highlights was the launch of the GX430 engine series, developed for two segments: the marine sector with the GX430 MEGA model and the construction equipment sector with the GX430 Cyclone model. In addition, the year was marked by an unprecedented partnership with Trapp, a long-established manufacturer of gardening equipment, with the Honda GCV200 engine powering the TH750 lawn mower.

Three models of stationary engines and three models of motor pumps are produced at the Moto Honda da Amazônia plant in Manaus, and more than 19,000 units of Engines and Machinery were produced in 2024.

Honda Serviços Financeiros

In order to facilitate access to the brand's products, Consórcio Honda was created in 1981, a consortium management company that sets standards on the domestic market and is part of the Honda Serviços Financeiros structure, which also includes Corretora de Seguros Honda and Banco Honda.

This synergy with the plants is an important competitive factor and actively contributes to sales of Honda products.

The company also has solutions for the digitization of its services, with a Consórcio Honda e-commerce and an app, which has almost 3 million active users, making customers' everyday lives more convenient and flexible.

To ensure the company's long-term sustainability, Honda Serviços Financeiros relies on innovation as one of the key drivers of its continued development. With an integrated approach that combines people, data, and experimentation, the company expands its ability to create added value, enhance the customer experience, and respond flexibly to market changes.

Honda Serviços Financeiros continuously invests in the development of its teams, fosters a training culture focused on digital transformation, and strengthens capabilities in the areas of innovation, customer experience, agile methods, and data utilization.

This development is amplified by employee engagement, driven by internal communities that foster initiative, knowledge sharing, and the practical application of these skills across business units, thereby cultivating a culture of innovation and data throughout the company.

In practice, the company has structured initiatives that promote opportunity identification, solution testing, collaboration between teams, and networking with the external ecosystem, thus strengthening innovation and continuous process improvement.



Awards won by Honda Serviços Financeiros



Finance & Law Summit and Awards

Honda Serviços Financeiros was recognized as the Best Automotive Finance Department at the Finance & Law Summit and Awards (FILASA 2025). Organized by Leaders League Brasil, a multinational company specializing in industry analysis, the awards aimed to recognize the country's best finance and legal departments. Winners are selected through a nationwide survey of thousands of industry professionals, followed by voting and evaluation by a panel of experts.



O Cliente
Recomenda

Experience Awards

Honda was recognized at the 2025 Experience Awards in the "Consortium" category as the brand delivering the best customer experience, receiving the "O Cliente Recomenda" (The Customer Recommends) seal. The initiative by the company SoluCX aims to recognize brands with the highest consumer recommendation power, based on the Net Promoter Score (NPS), a methodology that uses research and ranking tools to analyze the level of consumer recommendation of a company.



Financial solutions that **combine convenience, innovation, and customer focus**

Honda Serviços Financeiros performance in 2025

In 2025, the contribution of financial services to the company's results was noticeable. Consórcio Honda was a key driver of the brand's financials numbers, especially in the motorcycle segment.



Consórcio Honda

Consórcio Honda is a benchmark among consortium in the Brazilian market and celebrated its 45th anniversary in Brazil in 2026, further solidifying its importance as a key driver of Honda vehicle sales.

The consortium has over 2.4 million active customers and is very popular among Brazilian consumers, due to its flexible financing plans, which adapt to customers' budgets even during financially difficult times.

With competitive administration fees and payment plans, the consortium offers the advantage of a scheduled purchase, in which the customer places a bid when they deem it appropriate based on their needs and financial planning.

As a result, the consortium achieved solid results in the motorcycle segment in 2025, with over 1.1 million new quotas sold in the previous year, an 8% increase over the previous year.

Deliveries of brand-new Honda motorcycles rose by 25% compared to 2024, reaching over 490,000 units.

Another highlight was the milestone of more than 8 million brand-new motorcycles delivered since the start of operations.

Consórcio Honda is a **major driver** of the brand's financial division **figures**

Currently, the consortium accounts for 32% of new motorcycle sales in Brazil, establishing itself as one of the industry's most important growth drivers. Last year alone, over 490,000 units were delivered.

In the automotive segment, over 4,000 new quotas were sold in 2025, a 26% increase compared to 2024.

In addition to financing plans for Honda cars and motorcycles, the Consortium expanded its portfolio and now also offers quotas for the purchase of Engines and Machinery with affordable installments and monthly award draws.

To meet customer needs and keep pace with market developments, the Consortium offers solutions for the digitalization of its services, e-commerce, and an app that make customers' daily lives more convenient and flexible.

Banco Honda

Banco Honda was founded with the aim of providing an excellent financing opportunity for Honda products. In 2025, the institution celebrated its 25th anniversary in Brazil, reaffirming its commitment to facilitating access to Honda products.

With a solid track record in the market, the company serves over 2.2 million customers.

Through the modality of Direct Consumer Credit (CDC), it guarantees both individuals and companies attractive conditions to get the Honda vehicle they want quickly, practically, and fairly.

In 2025, Banco Honda was a key financial intermediary for the brand in the automobile segment, accounting for 20% of the company's total sales and 26,192 contracts.

In the motorcycle segment, the business accounted for 14.9% of sales, with 224,746 units financed between January and December 2025, representing a 12% increase in financing.



Corretora de Seguros Honda

Seguros Honda began its operations in Brazil in 1987 with the aim of offering a customized portfolio covering the coverage needs of Honda products at a competitive cost, in partnership with major insurance companies in the market.

Whether for the two-wheeler or for the four-wheeler segment, the brand offers insurance against collision, fire, theft, robbery and third party damage*, a guarantee for original parts, and service at the Honda dealership network, in addition to 24-hour service.

* Benefits may vary depending on the offer of the respective partner insurance company.

Banco Honda and Seguros Honda **complete** Honda Serviços Financeiros' **service package**

HondaJet



The world's most advanced business jet, with performance, design, quality and technology

The HondaJet is manufactured by the Honda Aircraft Company in the United States and has been marketed in Brazil since 2015 by Líder Aviação (the local sales representative for executive jets in the country). By December 2025, 7 HondaJets had been delivered in the country and more than 270 units worldwide.

The world's most advanced executive jet with exceptional benefits in terms of performance, comfort, quality, and efficiency, the HondaJet features numerous technological design innovations, including the unique OTWEM (Over-The-Wing Engine

Mount) configuration, which significantly improves performance by reducing drag.

The OTWEM design also reduces cabin noise, minimizes ground contact noise, and offers the largest interior space among business jets on the market, in addition to the largest baggage compartment and a full lavatory on board.

In 2025, the HondaJet Elite II was exhibited at LABACE, the largest business aviation trade show in Latin America, at the Campo de Marte Airport in São Paulo, Brazil.

06

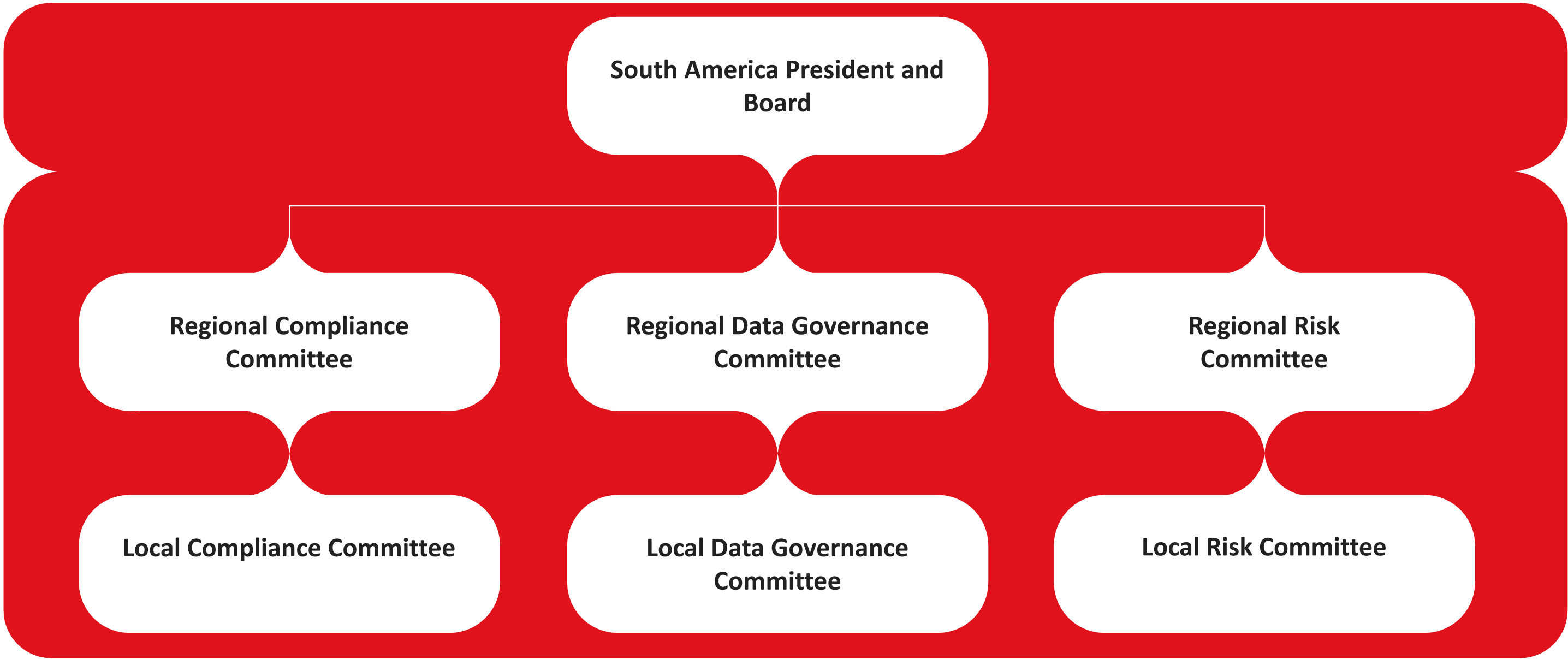
Corporate Governance

Adopting ethical and transparent principles for corporate governance, recording the risks associated with activities, and establishing preventive and mitigating measures. These are the guidelines of Honda’s corporate governance model. The Company believes that ethics and compliance with regulations and industry laws are essential to business continuity. Therefore, these principles are applied in all departments to guide business decisions and make activities safer and more sustainable.

In managing corporate Governance, Risk and Compliance, Honda follows and strives to adopt best market practices.

Responsibility for managing Corporate Governance at Honda rests with the GRC&E* Department, being responsible for coordinating all prevention and awareness-raising processes with a view to complying with and respecting the laws and regulations under which Honda South America operates. Honda’s Corporate Governance model in South America includes three management pillars that are interconnected in driving sustainable business growth: governance, corporate risk management, and legal compliance.

*Governance, Risk, Compliance & Ethics.



GOVERNANCE:
Standards of
conduct and
business ethics.



CORPORATE RISKS:
Identification and
assessment of potential risks
to the company,
determination of measures
to mitigate, eliminate or
transfer risks.



COMPLIANCE:
Compliance with legal
requirements, regulations,
and internal policies,
standards and procedures.

In an effort to build ethical relationships with the various stakeholders, Honda adopts solid rules that guarantee transparency and certainty so that the company is clear in its positions and decisions. With this in mind, Committees have been set up to deal with the main Governance issues (Risks, Compliance, Ethics, Confidentiality, and Privacy) and are directly linked to the South American Board, being responsible for decision-making in the economic, environmental, and social areas.

Corporate Risks:

\GRI 102-11\

The sustainability of Honda's business depends on identifying and constantly monitoring the risks inherent in the business in its various dimensions. Therefore, for each of the potential risks identified, the GRC&E Department coordinates and establishes preventive and mitigating measures together with the business units with the aim of ensuring safe, reliable, and transparent operations for associates and business partners, reducing financial losses and avoiding damage to the brand's reputation.

The aim is to manage sustainable growth based on market standards and risks with potential impact on operations in the region and on a global scale. The evaluation takes into account ecological, social, financial, occupational health and safety requirements, the reliability of operations, and issues relating to business partners.

In this sense, Honda's Global Risk Management Policy, which covers the operations of Honda South America, aims to promote the sustainable growth of the company based on the company's philosophy and any risks that have the potential to affect operations on a global level.



Honda has 11 risk management policies and normative documents. Currently, the Code of Conduct is the main tool for employee behavior, including in terms of preventing and combating risks, and Honda also has guidelines and normative documents on the subject.

In addition, in accordance with the Honda Group's global Enterprise Risk Management (ERM) models, annual risk identification and assessment processes are applied in all subsidiaries in South America and, in view of the recognition of these priorities, a more accurate follow-up is carried out with preventive actions to minimize materialization events.

Governance

\GRI 102-18\

Honda bases its decisions on standards that must be observed and applied by anyone acting on its behalf. To ensure that the company enjoys a respectful and credible position, the governance model takes into account the transparency of management, the inadmissibility of corrupt practices, the clear definition of responsibilities and the adoption of standards of conduct in individual cases, and compliance with legal requirements.

By maintaining integrity and clarity in its positions and decisions, Honda guarantees that it generates and shares wealth in a manner consistent with its stakeholders, guided by a long-term vision. In this spirit, the company relies on Committees that address key Governance issues.

In this context, Honda not only focuses its business activities on offering the highest quality products and services at fair prices with a focus on customer satisfaction, but also integrates social responsibility into its corporate governance. The company conducts various social initiatives (more information on page 76) and, to ensure consistency and alignment, has established a policy with guidelines and procedures for social measures implemented in all its South American subsidiaries.

Compliance

\GRI 103-2, 103-3/419, 419-1\

To ensure transparency, ethics, responsibility, and a safe working environment without financial loss and to avoid damage to the reputation of the brand and society, Honda manages all relevant processes through its GRC&E Department.

By mapping relevant processes and reviewing internal controls, it is possible to identify risks and critical areas, increase management accountability and commitment, and meet the certification of internal controls based on the requirements of the U.S. Sarbanes-Oxley Act.

As a form of direct communication with company management, associates can report any non-compliance with the Code of Conduct and company policies through a communication channel managed by the Honda Compliance Committee. This channel is available to all associates at all Honda locations in South America.

Compliance with Corporate Governance at Honda is assessed on an ongoing basis through systems that adopt international standards, composed of:



• **Corporate process management system:** self-assessment carried out by managers (100% managers and above) on process systems and operations.



• **Structure of code of ethics, confidentiality of information, and standard of formal conduct:** all disseminated through training and management.



• **Process-specific management system:** internal controls over relevant business processes and technologies (more than 90 sub-processes documented and reviewed annually), which are subject to certification of internal controls based on the requirements of the US Sarbanes-Oxley Act through an independent audit.



• **Independent Internal Audit structure:** the Internal Audit Division must perform a function compatible with the Three Lines Model, acting in the third line of defense, whose role is to provide independent and objective assessment and advice on the adequacy and effectiveness of governance and risk management. It reports its findings to management and the governing body to promote and facilitate continuous improvement. The Internal Audit's independence from management responsibilities is critical to its objectivity, authority, and credibility.



• **Personal data protection system:** company policies and standards, recording of personal data processing, and assessment of data protection risks with a view to compliance with the Brazilian General Data Protection Law.



• **System of norms and conduct:** corporate policies and procedures, available on the corporate intranet or directories for internal public access.

Ethics Channel

\GRI 102-17 \

In support of the measures taken to ensure compliance in all Honda activities, the company has an ethics channel that allows direct communication between associates and management.

The purpose is to receive opinions, criticisms, complaints, reports, and consultations on the topics covered in the Code of Conduct and Policies.

The expressions entered through the Ethics Channel are submitted to the evaluation and actions of the Compliance Committee, whose mission is to ensure the continuous improvement of standards based on ethical principles.

The way the Compliance Committee works is set out in internal regulations.



Compliance with the Brazilian General Data Protection Law

Honda's personal data protection system is fully compliant with the Brazilian General Data Protection Law, based on Privacy Policies and Standards (Data Mapping, Impact Report, Security Incident, Privacy by Design, among other regulations), to better regulate the processing of personal data and to assess the risks to data protection. In addition, to raise awareness of the issue, mandatory training is also provided at all levels of the company With the aim of also engaging senior management in the importance of personal data processing, the topic is addressed in workshops attended by more than 210 executives . In 2025, Honda Brasil implemented a computer-based system to optimize mapping and risk assessment activities related to the processing of personal data. All of these activities are aimed at compliance with the law and to demonstrate Honda's commitment to stakeholders.

Code of Conduct \GRI 102-17\

To ensure and maintain compliance with regulations in Honda's business operations, the company's Code of Conduct is aligned with a global standard, is based on ethical values, and contains clear guidelines for the required processes and expected employee conduct.

By 2025, 9,480 active associates across all business units in South America have been trained on the Code of Conduct. In addition, communications on the Code of Conduct were sent to operational associates in 2025 to reinforce the behavior expected of everyone.

This code also establishes a set of company policies responsible for combating illegal conduct such as slave labor, and preventing money laundering and fraud, corruption, and practices that violate competition laws.

The Code of Conduct is publicly available on Honda's official website.

Anti-Bribery and Anti-Corruption Policy

[GRI 103-2, 103-3/205]

The Anti-Bribery and Anti-Corruption Policy determines the Company's position on business ethics.

In addition to preventing corruption with public entities, Honda's Global Anti-Bribery and Anti-Corruption Policy includes in its scope guidelines to prevent bribery and corruption practices in Honda's relations with its business partners.

Internally, Honda disseminates the guidelines contained in the Anti-Corruption Policy through training and communications. By 2025, 2,856 active associates had completed training courses on the prevention of bribery and corruption practices. In addition, the policy is available to all associates of all South American units on the Intranet or in their own directories for internal public access.



The Anti-Bribery and Anti-Corruption Policy determines the Company's position on business ethics

Compliance with the guidelines set forth in the Anti-Bribery and Anti-Corruption Policy is evaluated annually through internal control processes certified in accordance with the methods of the Sarbanes-Oxley Act and a self-assessment questionnaire for executives.

In order to prevent the products offered by Honda from being used for the purposes of money laundering, terrorist financing, or the concealment of assets, Honda updated its Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) Policy in 2022.

Procedures were established to identify, qualify, and develop a monitoring approach for operations involving a higher risk of money laundering. The content of this policy has been disseminated through trainings made available on the online training platform.



**Honda strives to strengthen
the culture of fighting anti-
competitive activities by
promoting the Policy in all
business units**

Combating Anti-Competitive Practices

\GRI 205-2\

To combat anti-competitive practices, Honda has an Antitrust Policy that establishes measures to prevent violations of the economic order related to its business operations, trade practices, and interactions with business partners and/or competitors, directly or through trade associations.

In addition, the company strives to strengthen the culture of fighting anti-competitive activities by promoting the Antitrust Policy in all business units.

An annual survey is conducted to identify the areas that participate in trade association meetings to provide training on the Antitrust Policy.

As a result, the associates who participated in the trade association meetings completed the training

and have been properly briefed on the practices to be adopted and the actions that may constitute anti-competitive conduct.

Honda also places great emphasis on strengthening relationships with consumers, associates, partners, and the community, and strives to maintain responsible and trusting relationships in order to be a company whose existence is desired by society.

All the mentioned standards and policies are available for all associates for consultation on the internal portal.

07

Performance Report

- *ENVIRONMENT*
- *SAFETY*

- *QUALITY*
- *PEOPLE*

- *MOBILITY AND
INNOVATION*

Environment

Minimizing the company's environmental impact, developing ever more environmentally friendly products, and reviewing the company's activities. This is Honda's premise and it is based on this that the company has guided its activities.

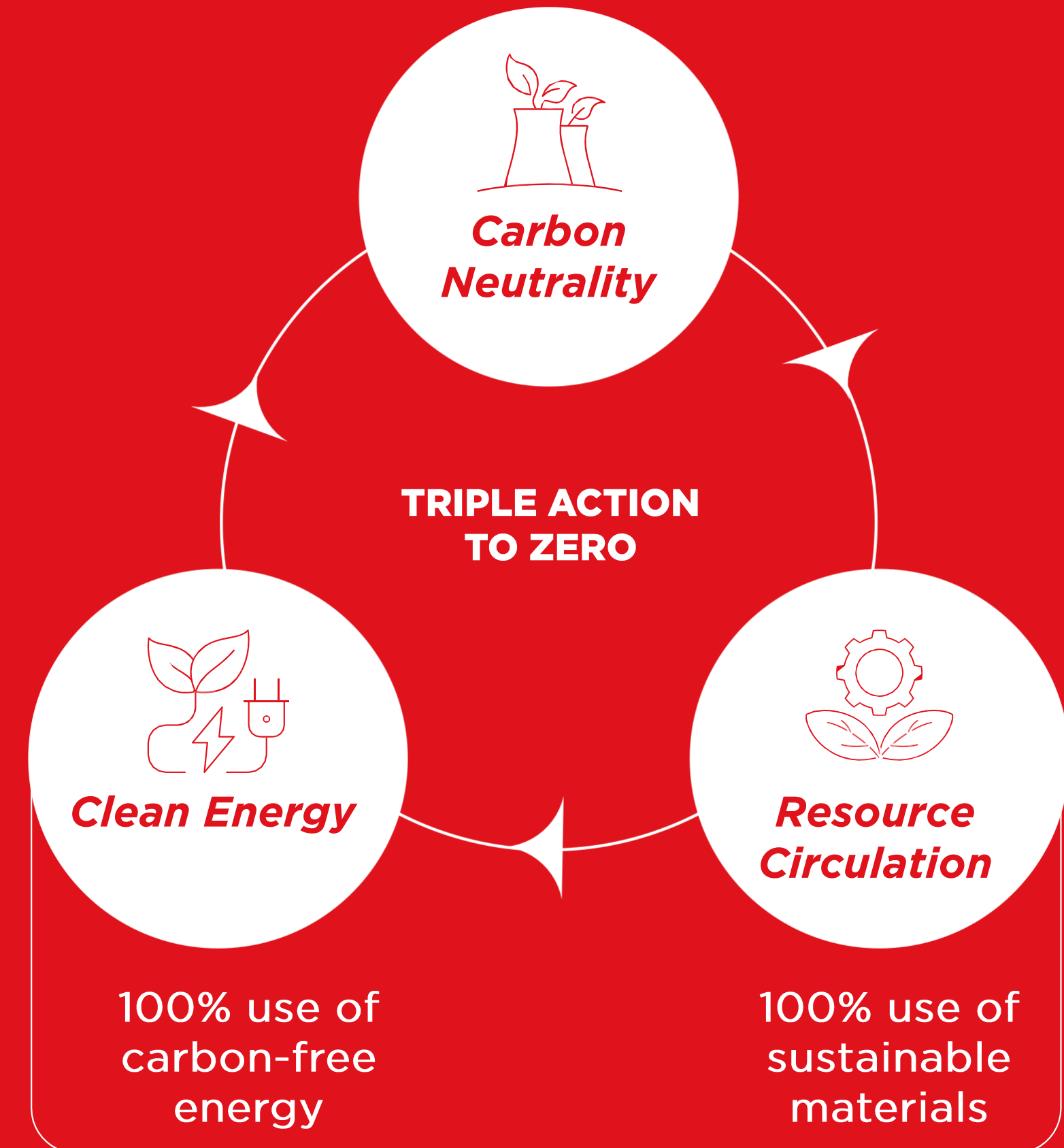
In its long-term vision, creating a society with zero CO₂ emissions is one of the key guidelines of the company's sustainability strategy, which aims to achieve CO₂ neutrality in all products and corporate operations by 2050. All Honda subsidiaries around the world are committed to this policy.

To achieve this goal, the company works according to the Triple Action to Zero concept, which focuses on three areas:

CARBON NEUTRALITY: CO₂ emissions, Zero emissions by 2050. To address issues related to climate change, Honda will work toward the goal of limiting global average temperature rise to 1.5°C above pre-industrial levels that prevailed before the Industrial Revolution, reducing CO₂ emissions from corporate activities and throughout the product life cycle.

CLEAN ENERGY: 100% use of carbon-free energy by 2050. To address energy issues, Honda will take a step beyond its traditional energy reduction initiative and intends to use clean energy in both product use and corporate activities.

RESOURCE CIRCULATION: 100% use of sustainable materials by 2050. To improve the effective use of resources, Honda is committed to developing products and implementing systems that use sustainable materials without impacting the environment. As part of its corporate activities, the goal is to achieve zero industrial water withdrawal and zero industrial waste generation at Honda plants by 2050.



Emissions

\GRI 103-2, 103-3/305\

As previously mentioned, Honda has set a goal to be carbon neutral in its products and operations by 2050. This commitment guides the definition of targets in production and corporate activities, as well as in the emission levels of products and services.

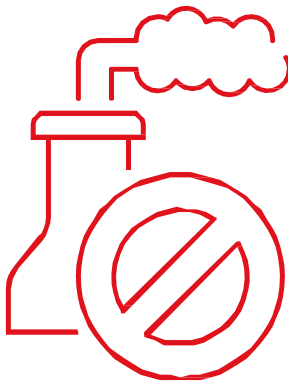
Improving the environmental performance of the brand's products is one of the most important initiatives towards realizing the vision of a zero-carbon society.

Globally, Honda is investing in improving the environmental performance of its internal combustion engines and in the development and marketing of new models with electrified propulsion technologies such as battery electric vehicles (BEV), hybrid electric vehicles (HEV), and hydrogen fuel cell vehicles (FCEV).

Honda's policy is to adopt the right technology in the right place at the right time. In this way, the company decides to implement the most appropriate type of motorization for each region, taking into account differences in public policies and regulations, energy mix, available infrastructure, and consumer market characteristics.

In Brazil, Honda continues to improve the environmental performance of its product line in both the motorcycle and automobile segments.

As part of this strategy, the company plans to introduce its exclusive hybrid flex technology into its automotive lineup in Brazil, thereby reaffirming its commitment to the technological advancement of its products and the transition to a low-carbon economy.



Honda’s commitment to climate neutrality guides the development of its technologies and products



Electrification

Honda underscores its commitment to technology and sustainability by introducing a portfolio of hybrid vehicles in Brazil, including the Civic Advanced Hybrid, the Accord Advanced Hybrid, and the CR-V Advanced Hybrid, pioneering models in their respective segments. The vehicles combine safety, cutting-edge technology, performance, and efficiency, offering an electric and sustainable driving experience.

Honda's hybrid technology - e:HEV - features a unique system consisting of two electric motors (one generator and the other for propulsion) and an internal

combustion engine, offering three possible operating modes: electric, hybrid, and internal combustion.

The system automatically selects the optimal mode for each situation, ensuring an optimal balance between performance and energy efficiency.

In line with the company's efforts to achieve carbon neutrality, one of the goals of the R\$4.2 billion investment announced in 2024 is to introduce the exclusive e:HEV flex technology to the Brazilian market, as ethanol is a natural, renewable fuel that is readily available in Brazil.

Sustainable materials in motorcycles

As part of Honda's commitment to reducing its environmental impact throughout the entire life cycle of its products, the company has expanded the use of more environmentally friendly materials in its motorcycle lineup. A concrete example is the use of Durabio™ in components of four models in Brazil: CRF1100L Africa Twin, NC750X, XL750 Transalp, and X-ADV.



On the CRF1100L Africa Twin and XL750 Transalp models, the windshield is made of Durabio™, a sustainable alternative that guarantees high transparency. In the NC750X and the 2026 X-ADV, the material is used not only for the windshield but also for the fairing and other components, highlighting the evolution of the products not only in terms of technology and design but also with regard to sustainable solutions.

Durabio™ is a biomass-derived polycarbonate resin used by Honda in parts such as fairings and windshields, and it can replace conventional materials.

Commitment to continuous innovation to reduce environmental impact

Flex technology on motorcycles

The constant technical evolution of motorcycles underlines the philosophy of environmental protection and a notable example is the FlexOne technology. An unprecedented initiative in the industry worldwide, it allowed motorcycles to use gasoline and/or ethanol in any ratio, maintaining operating characteristics and reference durability.

Honda was a pioneer in introducing this technological innovation to the market, which has been well received by Brazilians.

The FlexOne technology was developed specifically for the Brazilian market and launched in the country with the CG 150 Titan Mix. It is currently available on nine motorcycles: Biz125, CB300F Twister, CG160 Titan, CG160 Fan, CG160 Cargo, NXR160 Bros, XRE190, XRE300 Sahara, and XR300L Tornado, representing more than 65% of annual production.

Since 2009, when the technology was introduced, more than 10.5 million FlexOne units have rolled off the assembly line at the Manaus (AM) plant.

In the early 2000s, with the implementation of the Program for Controlling Air Pollution from Motorcycles and Similar Vehicles (Promot), targets were set for reducing pollutant emissions, leading to gradual alignment with the most stringent international standards.

The fifth phase of Promot, currently in effect in the Brazilian market, aims to adapt to the Euro 5 standard, a decisive step towards integrating domestic motorcycles into global trade chains. In this sense, Moto Honda is in line with the recommendations and guidelines of the standard to reduce emissions. Ethanol is a natural, renewable fuel that is widely available in Brazil. In addition, during its growth, the sugar cane absorbs the carbon dioxide needed for photosynthesis from the atmosphere.

**More than 10 million
FlexOne units produced by
Honda since 2009**



Clean sources

Following Honda Motor's global guidelines, Honda's South American units have set themselves the goal of reducing their actual electricity consumption and analyzing the possibilities of diversifying their energy sources.

Each year, Honda develops initiatives to reduce CO₂ emissions in its operations. In this context, there has been a significant reduction in emissions associated with the consumption of electricity and fuels (diesel, gasoline, LPG, natural gas, and ethanol) as a the result of the implementation of structured energy efficiency projects and the transition to cleaner energy sources.

Notable examples include the projects at Moto Honda da Amazônia, which has fully offset its plant's electricity consumption since April 2023 through the purchase of

I-REC certificates for renewable energy, and Honda Motor da Argentina, which has expanded the use of solar energy for both electricity generation and water heating in its manufacturing processes.

At Honda Automóveis do Brasil, improvements are also being implemented through the gradual electrification of certain facilities, contributing to the reduction of CO₂ emissions, particularly in Scope 2, as the plant's electricity consumption comes entirely from renewable energy sources.

These advances demonstrate the effectiveness of the measures taken by Honda in South America and reflect a consistent and progressive approach to emissions reduction, even in the face of increased production volumes.



Note: The calculation of this indicator took into account developments in the field of renewable energy, such as the reduction in electricity and fuel consumption (diesel, biodiesel, gasoline, LPG, natural gas, and ethanol) at Honda's South American production unit during the period from January 1, 2025, to December 31, 2025.

Direct and indirect greenhouse gas (GHG) emissions in tCO₂e

\GRI 305-1; 305-2\

Honda applies the methodology of the international GHG Protocol to quantify, monitor, and manage its greenhouse gas emissions. The company participates annually in the Brazilian GHG Protocol Program and publishes emissions inventories for its plants in Brazil.

In 2025, Honda's Scope 1 emissions from its South American operations increased, primarily due to the expansion of production activities at all sites.



SCOPE 1*

Direct gross GHG emissions (tCO₂e)

2024

31.416,00 tCO₂e

2025

33.000,21 tCO₂e

* Scope 1 direct GHG emissions consist of the sum of emissions from fuel consumption (diesel, gasoline, ethanol, natural gas, LPG) at Honda's plants in South America in the period from January 1, 2025 to December 31, 2025. The methodology used for this calculation was the same as that of the GHG Protocol/IPCC Tool.



The main fuels responsible for these emissions were natural gas and gasoline, which together accounted for approximately 94% of total Scope 1 emissions. Consumption of these fuels increased by approximately 6% compared to 2024, directly related to the 18% growth in automobile and motorcycle production during the same period.

Despite the absolute increase in emissions, analysis of the intensity indicator – Scope 1 CO₂ emissions per unit produced – reveals operational efficiency gains, with a reduction of 11% (2024: 19.6 kg CO₂/unit; 2025: 17.5 kg CO₂/unit), reflecting the ongoing development of production processes and improvements in energy management practices.

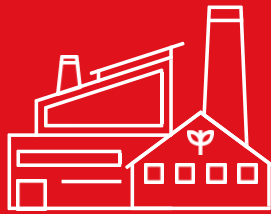
With regard to Scope 2, Honda plants have strived to continuously increase the share of renewable energy in their energy mix. To achieve this, they are implementing alternatives such as the purchase of I-REC certificates and the procurement of electricity from renewable energy sources.

For example, in addition to the Honda Energy Park — which supplies Honda Automóveis do Brasil's production facilities and administrative offices in São Paulo with renewable wind energy — Honda's Argentine subsidiary also has a contract for the supply of renewable energy that covers nearly all of its electricity needs. Since April 2023, Moto Honda da Amazônia has been offsetting its entire electricity consumption by acquiring I-REC certificates and purchasing renewable energy on the open market.

Honda Selva del Peru, a production facility in Peru, is currently installing a solar power system and plans to gradually expand its generation capacity.

As a result of these initiatives, over 99% of the electricity consumed by Honda's production and administrative facilities in South America currently comes from renewable energy sources.

These and other measures are in line with the company's global goal of achieving climate neutrality in all products and business activities by 2050.



SCOPE 2**

Direct gross GHG emissions (tCO₂ e) – **WITHOUT** i-REC offsetting

2024

8.985,70 tCO₂e

2025

10.948,88 tCO₂e

Direct gross GHG emissions (tCO₂ e) – **WITH** i-REC offsetting

2024

500,68 tCO₂e

2025

701,94 tCO₂e

** Scope 2 direct GHG emissions consist of the sum of emissions from the consumption of electricity at Honda's plants in South America from January 1, 2025 to December 31, 2025. The methodology used for this calculation was the same as that of the GHG Protocol/IPCC Tool.

GHG Emissions

Intensity of greenhouse gas (GHG) emissions

/GRI 305-4/

To calculate the intensity of greenhouse gas emissions, the Scope 1 and Scope 2 CO₂ emissions of the plants are added together and the result is divided by the number of units produced in Honda South America’s production plants from January 1, 2024, to December 31, 2025.

Operations in South America are in line with the company's global policy, which aims to achieve carbon neutrality by 2050.

Despite increased production activity at the region's plants in 2025, GHG emissions per unit produced (kg CO₂/unit) decreased by 10% compared to 2024. This result is primarily attributable to energy efficiency gains in the natural gas consumption of the facilities at Moto Honda da Amazonia’s plant, where natural gas accounts for a significant share of the production sites' GHG emissions.



Intensity rate

2024

19,69
kg CO₂/ unit

2025

17,67
kg CO₂/ unit

Furthermore, Honda's South American plants are continuously striving to optimize fuel consumption. These initiatives include reducing consumption through the use of new technologies and the search for more sustainable alternatives such as biofuels.

NOx, SOx, and other significant atmospheric emissions /GRI 305-7/

Approximately 2,900 metric tons of Volatile Organic Compounds (VOCs) were emitted in 2025.

Compared to 2024, there was an increase in emissions, primarily due to the expansion of production volumes at the Moto Honda da Amazônia and Honda Automóveis do Brasil plants.

This development is directly related to increased operational activity.

To estimate the value emitted by Honda's production facilities in Brazil, 65% of the total value of solvent-based products (paints, varnishes, primers, catalysts, thinners, etc.) purchased during the specified period is taken into account.

EMISSIONS VOLUME	2024	2025
NOx	(-)	(-)
SOx	(-)	(-)
Persistent organic pollutants (POP)	(-)	(-)
Volatile Organic Compounds (VOC)	1,835.86 tons	2,900.76 tons
Hazardous air pollutants (HAP)	(-)	(-)
Particulate matter (PM)	(-)	(-)
Other categories (if applicable)	(-)	(-)



Honda Energy:
clean energy to produce over 1
million cars

Honda is committed to achieving the global goal of achieving CO₂ neutrality in its products and business activities by 2050.

The Honda Energy Wind Farm is a great example of this. The project was inaugurated in November 2014 and is located in the city of Xangri-Lá (RS).

The operation covers the entire electricity needs of the car factories in the countryside of the state of São Paulo and the administrative office in São Paulo (SP).

Between January and December 2025, the park generated over 83,000 MWh of energy.

Since operations began, **54,000 metric tons of CO₂ emissions have been avoided**, and more than **1.2 million Honda cars** have been produced using clean electricity from the wind farm



Operational eco-efficiency

/GRI 103-2, 103-3/302-1/

Honda regularly conducts assessments of its facilities and continuously prioritizes the implementation of improvements, the use of natural light, and the utilization of other environmentally friendly resources. Environmental indicators are monitored and analyzed monthly by the plants’ environmental planning and management departments. As soon as significant deviations from the set targets are identified, analyses are conducted according to the PDCA cycle (Plan, Do, Check, Act) to determine the causes and define preventive and corrective measures.

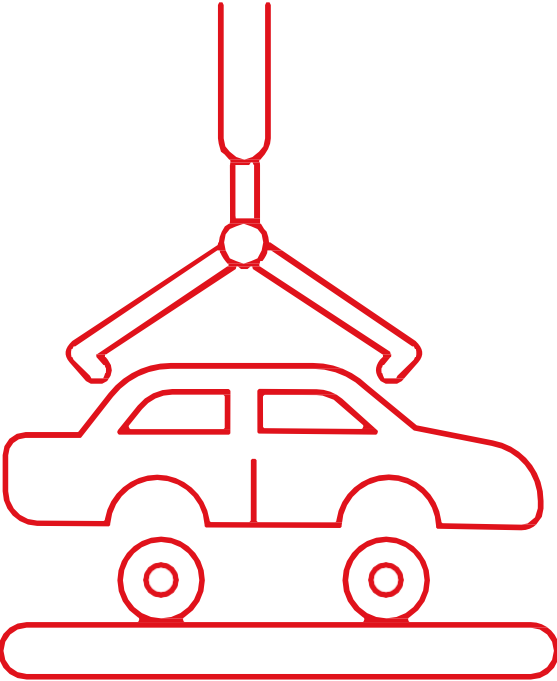
To ensure consistent reporting and analysis across all Honda units, energy consumption

is converted to gigajoules (GJ) using the factors from the GHG Protocol Tool, in accordance with the guidelines of the IPCC (Intergovernmental Panel on Climate Change) and Honda Motor’s corporate guidelines.

Despite an 18% increase in production, total energy consumption (electricity and fuels) rose by only 1% in 2025. This result underscores the significant improvement in energy efficiency and demonstrates the effectiveness of the initiatives implemented by Honda’s South American plants in the areas of process optimization, operational management, and technological improvement.

	2024	2025
Total consumption of non-renewable fuels (GJ)	543.631,51	567.725.23
Total consumption of renewable fuels (GJ)	13.153,15	9.990.01
Electricity consumption (GJ)	984.610,09	973.640,32
Total energy consumption (GJ)	1.541.394,75	1.551.355.57

Note: The reported figures refer to the consumption of Honda plants in South America from January 1, 2025 to December 31, 2025, and include electricity, non-renewable fuels (diesel, gasoline, LPG, and natural gas), and renewable fuels (ethanol and biodiesel).



Energy Intensity
Rate /GRI 302-3/

The energy intensity rate recorded in 2025 by Honda's production units was 0.81 GJ/unit.

Honda South America is aligned with the company's global guidelines to achieve carbon neutrality by 2050, promoting the continuous reduction of energy consumption and the adoption of increasingly sustainable practices.

ENERGY
INTENSITY
RATE

2025
0,81
GJ / unit

2024
0,95
GJ / unit

Note: The calculation of this indicator took into account the consumption of electricity and fuels, such as diesel, biodiesel, gasoline, ethanol, LPG, and natural gas, for the period from January 1, 2025 to December 31, 2025 at Honda South America's production units (Honda Automóveis do Brasil, Moto Honda da Amazônia, Honda Motor de Argentina, Honda Selva del Peru).

Reduction in energy
consumption /GRI 302-4/

In 2025, a reduction of GJ is expected compared to 2024. This reduction in energy consumption is primarily due to improvements in the painting process at Honda Automóveis do Brasil and the project by Honda Motor da Argentina, which made progress through the installation of solar-powered hot water systems.

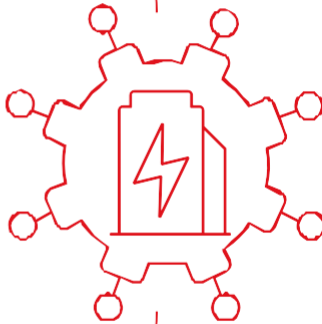
In addition to these results, Honda’s South American plants continue to implement projects that contribute to energy efficiency, such as replacing equipment with more efficient models, conducting awareness campaigns, implementing improvement initiatives, and other measures.

In line with the parent company’s global guidelines, the South American plants are striving for efficient energy use, with a stronger focus on the use and generation of renewable energy as well as the diversification of the energy mix.

The initiatives are primarily aimed at reducing CO₂ emissions associated with energy consumption.

2024
538.14
GJ

2025
2,106.15
GJ



Note: The calculation of this indicator considers the results of the improvement projects planned and implemented by the plants during the reporting period. The methodology for compiling and calculating this indicator is in line with the specifications of Honda Motor (parent company – Japan).

Currently, **Honda in South America sources over 99% of its electricity from clean sources**, supported by initiatives such as purchasing energy on the renewable energy market — including solar farms and the purchase of I-RECs — as well as through the operation of Honda Energy’s own wind farm.

The result of the reduction is the sum of the reductions of all projects implemented in the Honda production units. Conversion basis for GJ – GHG Protocol / IPCC Tool.

Rational use of water
/GRI 103-2, 103-3, 303-1/

In order to establish a balanced relationship with the environment and the use of natural resources, Honda maintains good practices in the **sector and follows all regulations applicable to its activities**.

With regard to water consumption, Honda units strive to optimize the use of this resource and implement the best wastewater treatment solutions.

In 2025, water consumption decreased despite increased production activity at the South American plants. Of particular note is Honda Moto da Amazônia, which, through projects to improve monitoring and modernize its facilities, can now respond more quickly to leaks and malfunctions, thus preventing waste. When comparing water consumption with the number of units produced, a significant reduction in consumption per unit can be observed (2024: 1.10 m³/unit; 2025: 0.087 m³/unit).

Through continuous improvement initiatives, such as reusing water in production processes, replacing systems, and preventative maintenance of equipment, Honda reinforces its commitment to the sustainable management of water resources.

SOURCE

2024

2025

Surface water

43.800,51

418.94

Groundwater

1.688.249,05

1.616.703,35

Rainwater

-

-

Wastewater from
another organization

-

-

Supply by public or
private water utilities

21.812,30

2.2030,02

Reuse water

1.364,24

1.095,16

TOTAL

1.755.226,09

1.640.247,46



Note: The figures given refer to consumption at the Honda plants in South America for the period from January 1, 2025, to December 31, 2025.



Honda's measures to protect sources and use water wisely

At its motorcycle plant in Manaus (AM), Honda uses rainwater in the toilets, saving an average of 800,000 liters/month, equivalent to the daily consumption of 230 people.

The company's sinks are equipped with automatic shut-off taps and water flow reducers that help reduce consumption by around 70%. In addition, the water produced during compressed air generation is collected in a cistern and reused to cool the production processes, resulting in savings of around 700,000 liters per year.

Moto Honda's Wastewater Treatment Plant in Manaus is considered **one of the most modern in Latin America** among the company's units



Wastewater Treatment Plant (WWTP)

The Moto Honda da Amazônia Wastewater Treatment Plant (WWTP) is considered one of Honda's most modern plants in South America, treating 1,168.49 m³ of wastewater per day with a capacity of up to 2,500 m³/day. After water has been used in production processes, dining areas, and toilets, it goes through a thorough purification process before being released back into the environment.

In this treatment process, the chemical elements in the water are separated, fed into the biological treatment tank and mixed with the activated sludge, which is the result of the treatment to destroy organic pollutants. Then, the water that has undergone the disinfection process is fed into the stabilization pond.

Oily Wastewater Treatment Plant

In 2024, following feasibility studies and project completion, the Oily Wastewater Treatment Plant was built at the motorcycle plant in Manaus to treat emulsion wastewater from the batch casting and machining processes of components, processing 45.24 m³/day and with a capacity of 80 m³/day.

In this treatment process, the emulsion is separated from the oil and the chemical components of the water are treated. They are then fed into a biological treatment tank and mixed with activated sludge, which is produced during treatment to destroy organic pollutants. Then, the water that has undergone the disinfection process is fed into the stabilization pond.

Part of the final treated wastewater in the stabilization pond is reused for garden irrigation, in industrial processes to clean parts, and to clean the plant; the other part is returned to nature, contributing to the preservation of the stream ecosystem.

Waste management and recycling

/GRI 103-2, 103-3, 306; 306-2/

Honda applies in all its operations the concept of 3Rs: Reduce, Reuse, and Recycle. In this way, the company manages waste from its activities and focus its efforts on improving production processes with the development of new technologies aimed at reducing, reusing and recycling.

Compared to 2024, there has been a reduction in total waste generation, reflecting improved management practices at the plants. Also noteworthy is the 4% decrease in waste generation per unit produced in South America, which demonstrates increased operational efficiency and improved process control.

It is worth noting that the plants of Moto Honda da Amazônia and Honda Automóveis do Brasil (Sumaré, SP, and Itirapina, SP) are already operating with zero landfill status. In addition, more sustainable waste management methods predominate,

with approximately 80% of waste sent for recycling, supplemented by co-processing and composting practices. This achievement reinforces the concept of “Resource Circulation”, one of the pillars of the global Triple Action to Zero initiative.

At all plants in South America, structured initiatives are implemented, such as selective waste collection, the development of projects aimed at reducing and eliminating waste at the source, and the continuous improvement

of waste management in production processes.

In accordance with Honda's global guidelines, waste management remains focused on continuous improvement, focusing on the reduction of less sustainable disposal methods such as incineration and landfilling, and prioritizing solutions that promote greater environmental benefits and the circular economy of resources.

Honda is committed to reducing and mitigating the impact of its activities on the environment



HAZARDOUS WASTE (T)	2024	2025
Recycling	1.235,10	1.137,89
Recovery	0	0
Incineration	3.603,73	3.633,80
Landfill	36,00	109,81
Other (specify) - incorporation	0	0
Other (specify) - coprocessing	276,18	308,02

NON-HAZARDOUS WASTE (T)	2024	2025
Reuse	0	0
Recycling	4.7123,54	4.4125,08
Composting	401,99	398,95
Incineration	4.385,00	4.597,01
Landfill	622,81	934,91
Other (specify) - coprocessing	1.245,83	1.456,87
Other (specify) - ultrafiltration	0	0

TOTAL VOLUME	5.8930,17	5.6702,35
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Composting

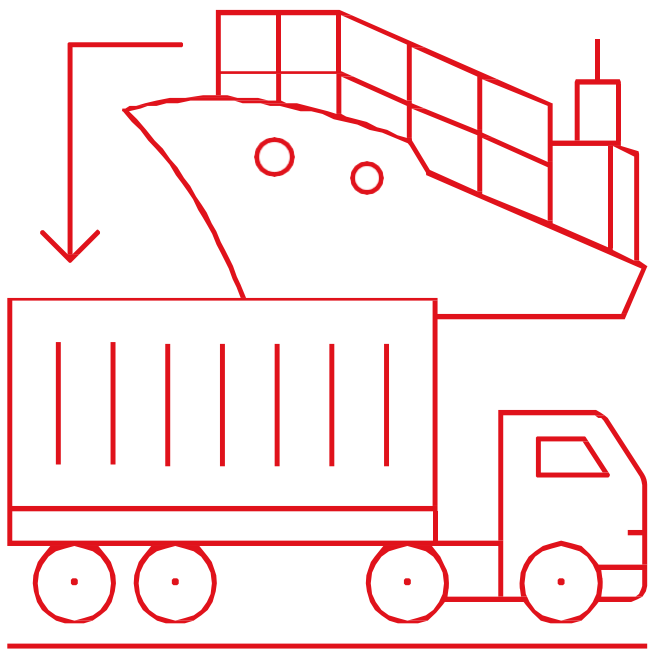
Food waste can be composted at the Honda Automóveis plants in Sumaré and Itirapina. The Internal Composting Center processes over 400 tons of this waste annually, which also reduces carbon dioxide emissions from the logistics chain involved in the collection and disposal of organic waste.

In 2025, **more than 12.4 tons of organic fertilizer** were produced by Honda and used in the company's green areas.

Composting and cabotage are examples of more sustainable actions



12.4 tons of organic fertilizer were produced by Honda and used in the company's green areas



Cabotage

In its logistics system, Moto Honda prioritizes the use of efficient modes of transport, guaranteeing not only punctuality and safety, but also the lowest possible environmental impact, from the transportation of inputs to the factory in Manaus to the distribution of its products to its wide network of dealerships.

As an example, the company uses cabotage as the main means of supplying the factory in Manaus. In 2025, Moto Honda da Amazônia transported **3,649** containers of parts, supplies and returnable racks in this mode, resulting in a reduction in emissions of more than **15,000 tons of CO₂** (compared to road transportation, considering the GHG Protocol calculation basis).

Biodiversity /GRI 304-1/

Private Natural Heritage Reserve (RPPN)

In order to contribute to the preservation of biodiversity in the Amazon region, Honda has undertaken to maintain, since 2006, a Private Natural Heritage Reserve (RPPN), located in the urban perimeter of Manaus (AM). This type of conservation is part of a voluntary commitment to preserve nature and the balance of the local ecosystem by protecting water resources, managing natural resources and maintaining climatic balances, among other environmental contributions.

Considered an urban forest fragment of secondary forest, located on the banks of the Igarapé do Mindu, the reserve maintained by Honda is home to a great biodiversity of species of Amazonian flora and fauna in an extension of 16 hectares of forest, a space equivalent to 17 soccer fields.

Around 140 forest tree species have been preserved thanks to this initiative, including kapok, laurel, angelim and ucuúba, as well as native animal species, such as the endangered Sauim de Coleira.



Agricultural Project

80 km from Manaus, in the municipality of Rio Preto da Eva, Honda has a complete structure for testing the quality and durability of its motorcycles. In a harmonious way, the company also maintains a horticulture and reforestation project with native species. About 80% of the land, equivalent to 802.38 hectares, is maintained as a legal reserve, a rural property to be maintained with native vegetation, where endangered species are cultivated.

The green areas and legal reserve contribute to the maintenance of biodiversity within the ecosystems of the Legal Amazon, ensuring the preservation of 14 fauna species classified under threat categories by the MMA (2022) and the IUCN (2024), such as Celeus flavus (Yellow-throated woodpecker) and Pulsatrix perspicillata (Spectacled owl), along with 10 species of arboreal flora within the project area also classified under threat categories, such as



Dicypellium caryophyllaceum (Clove tree, “pau-cravo”) and Dicypellium manausense (Black laurel, “louro-preto”), as well as the presence of springs that contribute to the Cuieiras River basin, the Preto da Eva River basin, and the Tarumã-Açu Stream basin.

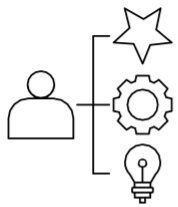
The Agricultural Project, inaugurated in 2003, aims to plant fruit trees such as coconuts, pupunha, acerola, lemons, papaya and bananas, as well as lettuce and arugula, which supply the factory's restaurants and organizations that care for needy children and the elderly. A large part of the fruit and vegetables grown are donated to social institutions, supplementing people's healthy diet, such as the Moacir Alves Shelter, Casa Mamãe Margarida and the Cancer Support Group (GACC).

Since the start of the project in 2003, more than 144.8 tons of food have been donated.

Safety

Traffic safety is an essential commitment for Honda, and an indispensable condition for mobility.

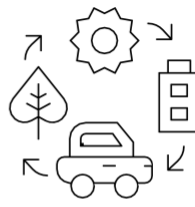
For Honda, accident safety measures must combine three elements: Human Skills (awareness activities), Mobility Performance (technological development) and Traffic Ecosystem (cooperation with third parties and development of systems/services).



HUMAN ABILITY



MOBILITY
PERFORMANCE



TRAFFIC ECOSYSTEM

In Brazil, the brand’s efforts are focused on two main dimensions: Firstly, the company develops advanced and innovative technologies, improving the characteristics of its products, so that they are increasingly safe for customers. In the second pillar, there are educational and awareness actions, aimed at strengthening the safe behavior of the main traffic agents.

Product safety

Motorcycles

Continuously investing in innovative technologies to protect motorcyclists, Honda has always maintained a strong focus on developing innovations that enhance riding safety. From the introduction of the Antilock Braking System (ABS) to the development of the world’s first motorcycle airbag, the brand has worked tirelessly to achieve its global goal of reducing fatal accidents involving its vehicles.

In Brazil, Honda unveiled updates to key models across its product range in 2025, reaffirming its commitment to meeting customer expectations and advancing design, riding dynamics, and safety.



CB650R E-Clutch

The new version of the CB650R E-Clutch combines design enhancements with a unique innovation: the Honda E-Clutch system, which eliminates the need to use the clutch lever when shifting gears, providing greater comfort and convenience while riding.

Technological highlights of the model include a 5-inch TFT color display—a first for the model range—that offers excellent readability even in bright sunlight, and backlit multifunction controls on the left side of the handlebars for more convenient and safer display operation. The model also features a slipper clutch and HSTC traction control, giving the rider greater control and confidence.

CRF1100L Africa Twin

The new CRF1100L Africa Twin is still available with either a manual transmission or a DCT transmission, each with six gears, underscoring its versatility and spirit of adventure.

The model features full-LED lighting with dual headlights and automatic daytime running light intensity, ensuring optimal visibility under various conditions. Hand guards are standard equipment on all versions. During emergency braking at speeds of 50 km/h or higher, the Emergency Stop Signal (ESS) automatically activates the front and rear turn signals, thereby enhancing safety. In the Adventure Sports version, the model features a 19-inch front wheel, which provides greater agility and lightness for touring use.

In both versions, the Showa EERA™ electronic suspension automatically adapts to riding conditions, offering greater comfort at low speeds and stability at high speeds.



NC750X

The new version of the NC750X features a more elegant and minimalist design, including a redesigned windshield and full-LED headlights.

The manual transmission (MT) version is equipped with assist and slipper clutch, which reduces the effort required to operate the shift lever and provides greater stability when downshifting. In both versions (MT or DCT), the electronic throttle (Throttle-by-Wire, TBW) enables various riding modes and the three-level Honda Selectable Torque Control (HSTC), which enhances safety by controlling rear-wheel traction.

NX 500

The new Honda NX 500 delivers maximum riding enjoyment in a wide variety of situations and impresses with its versatility—whether on winding roads, light trails, or in city traffic.

Safety is important on any motorcycle, but it’s even more crucial on models with such a wide range of potential uses. The introduction of HSTC (Honda Selectable Torque Control) therefore elevates the Honda NX 500 to a higher level within its segment.

The new seat design gives the rider optimal freedom of movement and makes it easier to reach the ground with their feet. The seat height, limited to 834 mm, makes maneuvering easier, a benefit further enhanced by the handlebars’ wide range of motion.



Automobiles

In the automobile segment, Honda relies on Honda SENSING, a suite of advanced safety and driver assistance technologies available in all imported and domestically manufactured vehicles marketed in Brazil.

In 2025, the brand introduced the new generation WR-V and the Touring Sport version of the City Hatchback, along with updates to the HR-V, Civic Advanced Hybrid, and ZR-V models. Underscoring its commitment to accident prevention, the new WR-V, in both its EX and EXL versions, comes standard with Honda SENSING, meeting the same safety standards as the brand's other models.

Here are
the features
of Honda
SENSING:

ACC - Adaptive Cruise Control

Helps the driver maintain a safe distance from the vehicle detected in front. It has Low Speed Follow, which allows you to maintain the distance from the vehicle in front even at low speeds.

AHB - Automatic High Beam

Automatic night-time switching of the low and high beams of the headlights according to the situation.

RDM - Road Departure Mitigation System

Detects lane departure and adjusts steering to avoid accidents.

CMBS - Collision Mitigation Braking System

Activates the brake when detecting a possible frontal collision to mitigate accidents. It is capable of detecting and identifying pedestrians and vehicles traveling in the same or opposite direction. Bicycles and motorcycles can also be detected by the camera.

LKAS - Lane Keeping Assist System

Detects the lanes and adjusts the direction to help the driver to keep the vehicle centered on the marking lines.



Honda SENSING relies on images captured by a wide-angle, long-range camera mounted at the top-center of the windshield, enhancing the vehicle’s ability to detect, avoid, or mitigate the risk of an accident.

Safe traffic

Honda Transit Educational Center (CETH)

Honda believes that education, combined with product technology, is the key to an accident-free future. Thus, the company promotes traffic safety activities in all the continents where it operates, carrying out actions according to the characteristics and traffic situations of each country.



This initiative began in the 1970s, when Honda carried out traveling activities across Brazil focused on improving riding techniques. Even at that time, the company already understood the importance of education in building a safer traffic environment. Over the years, these activities gained strength with the support of the dealership network.

Today, in Brazil, there are three Traffic Education Centers (CETH), located in Indaiatuba (SP), Recife (PE), and Manaus (AM), offering both theoretical and practical classes aimed at promoting road safety concepts and safe motorcycle riding. The Honda Traffic Education Centers provide free training sessions and lectures to fleet operators from both public and private organizations, including the Military Police, Army, Fire Department, and others. Also noteworthy are the events held in partnership with public agencies on commemorative dates, such as Yellow May and National Traffic Week. At CETHs, theoretical training is carried out in a classroom and offers bikers important information about riding in the most varied traffic situations. Secondly, the students put their classroom learning into practice on the tracks at the units.

In 2025, more than 5,000 people were trained in practical courses on safe riding, and more than 14,000 people participated in CETH lectures.

Since the CETH began its activities in 1998, more than 719,000 people have been reached by the initiative through in-person actions.



Partnership with the dealer network

With the goal of raising awareness about road safety among more motorcyclists, Honda is carrying out initiatives with the support of its network of motorcycle dealerships across the country.

The project involves dealers in implementing Road Safety measures, thereby enabling a wider reach as well as increased awareness and education to promote road safety. Among the activities promoted are safe riding courses, lectures encouraging reflection on safe traffic behavior,

educational pit stops for motorcyclists, as well as activities involving children through the Honda Clubinho (Honda Clubhouse). In 2025, more than 7,000 traffic safety actions were carried out by 238 dealership groups, reaching over 516,000 people across Brazil.

The dealership network is an important pillar in spreading traffic safety concepts, as it has almost 1,200 points of sale across the country that can contribute to promoting educational activities in all five regions of Brazil.



Clubinho Honda

The Traffic Education Centers also offer educational activities for children. This is part of the “Clubinho Honda – Friendly Traffic” project, established in 1992 to promote playful activities that invite children aged 4 to 10 to learn about traffic safety in a fun and engaging way.

The CETHs also feature the Clubinho Honda “Mini City” on their premises. The space, open for special events with children from public and private schools, recreates a city to teach road safety concepts. At the location, a mini-city is simulated, featuring elements such as crosswalks, traffic lights, road signs, and small electric vehicles so that children can learn the main traffic rules.

The Clubinho Honda engages children on-site at institutions and schools, increasing the reach of participants regarding road safety concepts through playful activities with videos and games that illustrate the topic. A total of 403 activities were carried out, impacting more than 66,000 children.



Recall

Respect for the individual is one of the principles governing Honda's operations worldwide. Based on this, the company carries out its recall campaigns throughout the country, free of charge and with the support of its solid network of dealerships. The company seeks to summon customers for repairs with transparency and agility.

Mega recall of Takata airbags

Takata's airbag recall is the largest in the history of the automotive industry in Brazil. Since July 2010, Honda has been calling on its customers to repair defective Takata airbag inflators, and as of the publication of this report, it has conducted 17 recall campaigns for Takata airbag inflators in automobiles and 3 campaigns for the GoldWing motorcycle. \GRI 103-3/416, 416-1\

Considering the campaigns announced until December 2025, there are 943,361 vehicles in need of recall. Considering the airbag inflators on the driver's and/or passenger's side, a total of 1,611,781 units need to be replaced.

Of this total, 1,437,543 Takata airbag inflators had already been repaired by December 2025. In addition, 76,667 inflators were identified in vehicles that were already scrapped, out of circulation and temporarily unavailable for repair, such as stolen vehicles, totaling a service rate of 94.7%.

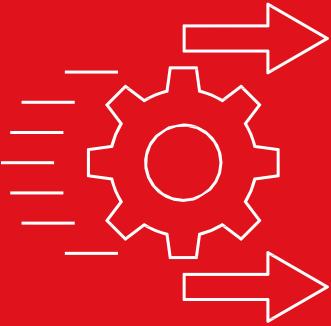
In this period, Honda has recorded 74 confirmed cases of abnormal rupture of the Takata airbag inflator, providing full support to customers.

Honda has adopted a series of measures to increase communication with all owners whose vehicles have a recalcitrance defect and to raise awareness of the urgency of the repair.

It is common for cars to change owners over time, but new owners do not always return to dealerships for regular maintenance and/or repairs, making it difficult to keep Honda's records up to date.

In this context, Honda spares no effort to reach these customers – through campaigns and measures such as sending digital notifications via the "CNH do Brasil" app, digital media strategies, presence on news portals, advertising campaigns on radio, streaming platforms and social media, as well as sending personalized letters, institutional partnerships and other initiatives.

Aware of the seriousness of the Takata air bag inflator recall, Honda is committed to initiatives to accelerate the campaign's response rate, acting in full compliance with current legislation.



On a recurring basis, the company has carried out the following actions:

- Digital media campaigns
- Providing videos with real testimonials from affected customers on the brand's website www.honda.com.br/recall
- Partnership with SENATRAN for sending letters to customers and notification via the Carteira Digital de Trânsito app, reminding them of the need to carry out the recall
- Active and responsive call center for appointments and questions
- Disclosure of communication items in box trucks
- Partnership with Detran-SP and the Rio de Janeiro Auction House Association for repairs at the depots
- Dedicated telemarketing team to contact customers whose vehicles are due for repairs



Honda focuses on customer satisfaction and product quality

Quality

First, customer satisfaction

Offering the highest quality products at a fair price to exceed customer expectations is a fundamental principle that governs Honda's operations worldwide. This commitment can be seen in the words of the founder, Soichiro Honda, who stressed that “100% quality is not acceptable. Our efforts are applied to reach 120%.”

The total quality concept adopted by the brand incorporates all dimensions of the business. Honda believes that the final product will only offer differentiated value to the customer if the entire operation is guided by the same principle, from design, development, supply chain management, production, sales, after-sales and administration. Thus, the concept of total quality is also extended to the entire chain, including suppliers of parts and raw materials, dealerships and other partners.

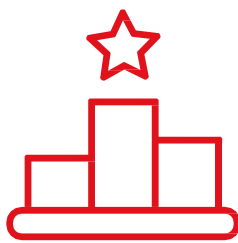
The focus on customer satisfaction through the differentiated quality of products and services is one of the main competitive differentials that sustain the value of the Honda brand in the long term.

Product
quality
recognized
by the
customer

Customer satisfaction with products sold in Brazil is a key indicator for evaluating the company's quality and performance.

Honda continually invests in surveys to identify the level of customer satisfaction with the brand's products and services, leading to initiatives aimed at continuous improvement and the development of new solutions.

Likewise, Honda is attentive to surveys, assessments and awards conducted by third parties that allow the company to obtain recognition of its strengths and improvement points.



Awards

Honda Automóveis

Trend Car

At the awards organized by the Terra: Guia do Carro portal, the CR-V won in the "Premium SUV" category, while the New City Sedan was honored in the "Sedan" category and the WR-V in the "Compact SUV" category.

Best Resale Value

Honda Automóveis was the star of the Quatro Rodas magazine awards, winning in four categories: "Top-of-the-Line Compact Hatchback" with the New City Hatchback; "Premium Hatch" with the Civic Type R; "Compact Sedan" with the New City Sedan; and "Top-of-the-Line Compact SUV" with the New HR-V.

Lowest running costs

At the Quatro Rodas magazine awards, the New City Sedan LX was honored in its category, and the New HR-V EXL stood out among Compact SUVs as one of the vehicles with the best value for money in terms of purchase and maintenance costs.

Which to Buy
Guide

The award presented by Autoesporte highlighted the new HR-V as the best Top-of-the-Line Compact SUV.

Clean Mobility

The Autoinforme news agency recognized Honda vehicles in the following categories: “Full-size Sedan” (Accord Advanced Hybrid), “Midsize Sedan (Civic Advanced Hybrid), “Full-size SUV” (CR-V Advanced Hybrid), “Compact hatchback with a 1.0 L or larger flex-fuel engine” (City Hatchback), “Sports car with gasoline engine up to 2.0 L” (Civic Type R), “Compact SUV with 1.0 L or larger gasoline/flex-fuel engine” (HR-V), and “Midsize SUV with 1.6 L or larger gasoline engine” (ZR-V).

Honda Motos

Golden Motorcycle Award

At the awards organized by the Motociclismo magazine, Honda won in the "Cub" category with the Biz125, in the "Scooter" category with the Honda ADV, and in the "Naked" category with the CB1000R Black Edition.

Motorcycle of the Year

At the awards organized by the Quatro Rodas magazine, Honda took first place in the "Street up to 200cc" category with the CG160 Titan and in the "Street up to 350cc" category with the CB300F Twister.

Moto Premium Brasil

Moto Premium magazine awarded the GL1800 Gold Wing its Grand Gold Medal. In addition to this main award, four other Honda models received awards: ADV (“Scooter up to 200 cc”), X-ADV (“Scooter over 300 cc”), CB500X (“Crossover from 300 to 600 cc”), and GL1800 Gold Wing (“Custom/Cruiser over 1,200 cc”).

Estadão Mobility Award

The award, promoted by the newspaper O Estado de S. Paulo, recognized Honda as the winner in the “Best Trail Motorcycle” category with the XRE300 Sahara.



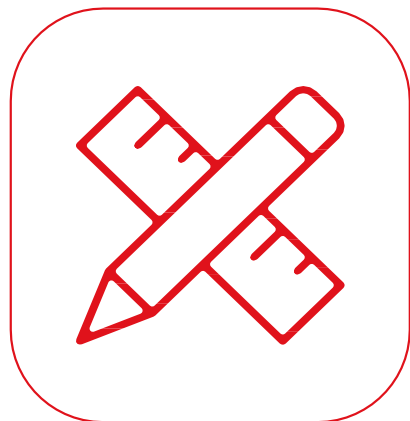
Quality management system

Honda has a global quality management system, the G-HQS, established in April 2005, consisting of a set of fundamental standards that support quality assurance and improvement activities in all of the Honda group's operations. The system aims to ensure quality not only in production activities, but also in other areas of the company.

Through G-HQS, Honda clearly defines the roles and responsibilities, standards and indicators for the development, manufacturing, service, purchasing and engineering areas to continuously improve process and product quality.

The G-HQS systematizes the knowledge acquired by Honda, independently, in the manufacturing of quality products and in the prevention of potential problems. In addition to its own system, Honda also complies with ISO certification standards. Currently, four Honda facilities in South America have ISO 9001 certification (Moto Honda da Amazônia, Honda Automóveis Sumaré and Itirapina and Honda da Argentina).

**Honda has a
global
quality
management
system**



**DESIGN AND
DEVELOPMENT**

Quality assurance is implemented from the initial phase, from product design, using the brand's experience in design and manufacturing to create projects that facilitate its production;



**QUALITY INFORMATION
COLLECTION**

Based on the information collected from customers and markets around the world, a quality improvement analysis is carried out (market quality improvement system).



SALES AND SERVICES

Eventual quality issues in the market are detected through the after-sales service and dealt with by the dealerships, based on surveys and the collection of information from customers;

**Honda
Quality
Cycle**

1

2

3

4

5



**PRODUCTION
PREPARATION**

Quality assurance extends to production processes through manufacturing controls that limit process variability.



PRODUCTION

In addition to developing designs that facilitate product manufacturing and implementing manufacturing controls that limit process variability, quality assurance conducts rigorous inspections of parts and vehicles, as well as ensuring that no damage occurs to products during traffic.

Research & Development

For Honda, investing in research and development is essential for the innovation process.

In this sense, the Research and Development Center, located at the Automobile plant in Sumaré (SP), is strongly involved in initiatives to increase the nationalization rate of components, in technologies that are less harmful to the environment and adapted to the specific demands of countries in the region.

Within this same strategy, the Center for Development and Technology (CDT), located at the plant in Manaus (AM), works as a multidisciplinary technological center and has the mission of strengthening research and creating solutions for the needs of the South American market.



Efforts applied to achieve 120% quality

The plant has a product evaluation infrastructure, as well as a proving ground that simulates the most varied conditions of motorcycle use, engine test laboratories, gas emissions and durability.

In both segments, resources and technical competence for research and development in Brazil, added to global knowledge in the areas of innovation, technology, energy management, robotics and artificial intelligence, guarantee Honda to lead the way in mobility.

The research and development area is also fundamental to guarantee the quality of the products, creating designs and projects that limit the variability of the manufacturing process.

Honda's engineers have access to a broad base of accumulated knowledge about procedures and techniques that help to avoid quality issues in joint development with suppliers and in production.

Supplier Management

\GRI 102-9\

Honda seeks to work with suppliers recognized not only for their service capacity and quality of products and services, but also for their ethical behavior in the social and environmental spheres.

Thus, to be part of the company's supplier team, all companies undergo a selection process carried out in accordance with the global guidelines defined by the headquarters in Japan.

Honda's partner selection and management standard is defined by the QCDMEFS methodology (Quality, Cost, Delivery, Management, Environment, Finance and Safety).

Focusing on these dimensions, indicators and processes are established for the development and monitoring of suppliers, such as specifications for quality, efficiency, service, environmental management, human resources management, among others.

Number of suppliers

\GRI 102-10\

Honda Automóveis closed 2025 with 139 suppliers of parts and raw materials, a slight increase compared to the previous year, driven by the plan to identify new partners.

At Moto Honda da Amazônia, the number of suppliers remained stable compared to the previous year, totaling 112 partners. The period was characterized by a focus on supplier development based on the QCDMEFS principles, with an emphasis on strengthening the ES (Environment and Safety) dimension through the introduction of new assessment methods and the exchange of best practices.

Honda
Automóveis do
Brasil

139

suppliers of parts
and raw materials

Moto Honda
da Amazônia

112

suppliers of parts
and raw materials

HCNC-S – Honda Circle Next Challenges Suppliers

Every year, Honda promotes a development program called HCNC (Honda Circle Next Challenges). In this program, associates from all areas and units are invited to form workgroups dedicated to identifying opportunities, developing, and implementing innovation projects and improvements in processes and the overall work environment.

To encourage suppliers and engage them in its philosophy, Honda has developed the Honda Circle Next Challenges Suppliers (HCNC-S), which aims to encourage them to act within the concept of continuous improvement.

At Honda Automóveis do Brasil, 63 groups took part in the initiative. Of these, 10 groups were finalists and took part in the awards ceremony held in September 2025. The three winning companies were: first place, JSP; second place, J-Tekt; and third place, Autokiniton.

At Moto Honda da Amazônia, 34 supplier teams participated in the program. Among the projects presented, three focused on environmental initiatives, highlighting the alignment with the company’s sustainability guidelines. Ultimately, four teams were recognized as winners, distinguished by the excellence and innovation of their proposals. In addition, as part of its sustainability program, the Manaus unit, in collaboration with suppliers and business partners, has collected over 95,000 items of cleaning and personal hygiene products to support institutions in Manaus and São Paulo, thereby strengthening the company’s social commitment to the communities where it operates.

Honda Circle Next Challenges Suppliers – HCNC-S Environment

Honda also annually applies the Honda Circle Next Challenges Suppliers - HCNC-S Environment program, whose goal is to encourage its suppliers to eliminate energy waste. Partners are thus encouraged to improve the energy efficiency of their machines and equipment, reducing energy consumption and, consequently, CO₂ emissions.

In 2025, Honda Automóveis do Brasil had the participation of 26 suppliers who, together, stopped emitting 6,119 tons of CO₂ into the atmosphere through continuous improvement actions. Recognition for the best sustainability work was awarded to G-KTB.



Sustainability actions with suppliers

In 2025, the company expanded its supplier management model and introduced a structured methodology to monitor the compliance and ESG performance of its suppliers, as well as to manage supply risks.

Environmental, social, ethical, and governance criteria were assessed via a global platform, strengthening the management system and contributing to risk mitigation, the consolidation of sustainable practices, and greater transparency in the supply chain. This progress enabled the creation of joint action plans for continuous performance improvement.

In addition, specific tools for measuring and verifying greenhouse gas emissions were introduced, enabling the systematic monitoring of climate neutrality goals and alignment with the company's Triple Zero guidelines: Carbon Neutrality, Resource Circulation, and Clean Energy.



Honda Automóveis' suppliers have been signatories to the Honda Supplier Sustainability Guideline since 2022.

Quality in the production process

Honda's production processes are developed using advanced manufacturing technologies, ensuring parts and components with high quality standards.

In addition, rigorous intermediate inspections are applied, using high standards, to raise product quality even higher, always with a focus on the customer.

Market Quality Center

Honda established a department, the Market Quality Center (MQC), to manage information about the quality of the product offered to the market. The MQC aims to improve problem prevention, as well as to detect and resolve incidents quickly. This department collects product quality information from dealers throughout Brazil.

This information is shared with the research and development, production, and supplier management teams for technical evaluations, enabling the identification of root causes and the implementation of countermeasures.

Relationship with customers

Honda aims to provide customers with positive experiences over time, at all points of contact with the brand. In this way, a relationship history is created that enables the customer to recognize the value of the brand, its qualities and differentials.

In this mission, one of Honda’s major pillars in Brazil is its extensive dealership network, composed of approximately 210 automobile sales and service points and more than 1,130 motorcycle points.



The dealership network is a key partner that shares the same customer-oriented culture, offering custom service from the first contact, product testing, negotiation for sale, service provision and implementation of communication and relationship strategies.

The management of the dealerships is closely monitored by Honda's consulting teams, through constant updates, providing both remote and face-to-face consulting, discussing and guiding the best joint actions with the network, based on satisfaction surveys about service, products and services offered.

In 2025, more than 179,000 customers were heard and were able to express their opinions through surveys conducted by the After-Sales area, contributing to the company's continuous improvement processes.

The training of associates in the dealership network is another essential factor in ensuring positive experiences for customers. In 2025, Honda applied more than 602,000 hours of technical and behavioral training, both remotely and in person, to service and parts associates in the network.

Best Quality Program

The Best Quality program reached its 18th edition in 2025. The brand's initiative is aimed at training technicians, consultants and service and parts managers at its network of motorcycle and car dealerships. In addition to training, the Best Quality Program seeks to engage and motivate thousands of professionals in the dealership network to improve their professional performance with focus and dedication to customer satisfaction.



The final assessment, which brought together 21 participants, consisted of practical vehicle diagnostic tests, service simulations, as well as a written knowledge test.

In the first phase, over 13,500 participants were registered and had access to a gamified learning platform featuring specific training courses and activities.

This edition also featured a new addition: the Body Repair & Painting category. The initiative recognizes professionals who contribute to excellent after-sales service and strengthens

the tradition and ongoing development of the brand’s technical training program.

Since its launch in 2007, the program has already registered the participation of more than 157 thousand associates from the dealership network throughout South America, which demonstrates the brand's commitment to ensuring the high quality of its After-Sales service.

Marketing communication

\GRI 417-3\

Marketing is an area focused on generating value for a business's product, service or brand. It is an important method of communication between organizations and customers and is subject to laws, codes and regulations.

An organization is expected to use fair and responsible practices in its business and in its relationships with customers. Fair and responsible marketing avoids any misleading, false or discriminatory claims. Honda thus operates in accordance with the policies and legal requirements. In 2025, as in previous years, no violations of laws and/or voluntary codes were identified.



Digital Relationship

Thanks to a strong communication strategy through digital channels and its own CRM platform, called “myHonda”, the company and its entire network of dealerships maintain a relationship with customers, over time, throughout the country, on the most diverse demands.

Online communication is guaranteed not only for current customers, who already have a history of relationship

with the brand, but also for those who wish to purchase a Honda product or service for the first time.

By joining myHonda, customers and fans of the brand have access to content of interest, opportunities and special conditions, product and service information, as well as managing their contact details, communication preferences, among other options, in full compliance with the LGPD. In this way, Honda guarantees excellence in customer service also in the digital environment.

After-sales portal

With the aim of extending the brand's excellence to the digital environment, bringing more information to users in an easy and transparent way, since 2019, Honda customers have had new tools and functionalities on the after-sales website, such as consulting and scheduling revisions.

The platform was updated in 2025 and now features a dedicated “Power Products” section, expanding access to content and tools that make the customer experience more practical, faster, and more convenient.

Honda acts in compliance with the policies and legal requirements in its marketing communication

Parts Warehouse

To meet the demand of the dealership network and ensure quality service for customers across Brazil, from north to south, Honda operates three distribution centers for motorcycle, automobile, and power products replacement parts.

The units are strategically located in Sumaré (SP), Jaboatão (PE), and Manaus (AM), to guarantee an efficient logistics operation, with inventory management and automated processes.

The distribution centers are key to customer satisfaction and loyalty, as they enhance agility, flexibility, and alignment across the entire supply chain, from demand planning to the delivery of parts to dealerships and end customers.

Social Media

In order to maintain yet another important communication channel with the public, Honda is also present on social media, offering customer service and varied content about its products and services. The pages also present topics that constitute the pillars of the brand, such as traffic safety, environment, motor sports, among others.

To promote a healthy environment for sharing ideas and opinions on social media, Honda provides its Social Media Terms of Use, which are available on its website and visible to all users. The content brings guidelines that show the policies adopted by Honda in its work in the digital environment, increasing the governance pillar.

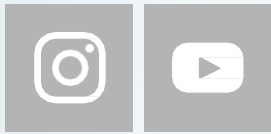
HONDA

Institutional

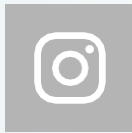


HONDA

Power Products



Honda Redrider



Automobiles



Honda RACING

Honda Racing



HONDA

Banco

Banco Honda



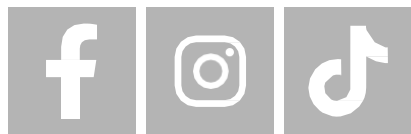
Motorcycles



HONDA

Consórcio

Consórcio Honda



For more information, visit www.honda.com.br/redes-sociais/termos-de-uso

People

Honda believes in the Power of Dreams as a driving force to face challenges and undertake great achievements.

Thus, the company seeks to maintain an innovative work environment, capable of creating unique values for society and customers, where each associate can enjoy the true joy of creating.

The Human Resources policy is supported by the fundamental belief of respect for the individual, which must be understood through three pillars:

- 1
- Valuing the initiative of each associate to realize ideas and aspirations.
- 2
- Equality so that people are treated fairly, with equal chances.
- 3
- The fundamental trust for the establishment of lasting relationships and for the formation of work teams.



General Data

\GRI 102-8, 103-2, 103-3/402\

In 2025, Honda employed 14,907 permanent and 687 temporary associates in South America. Each of these professionals was able to experience a work environment based on respect for the individual, which fosters fulfillment and long-term professional development, in addition to offering compensation in line with industry best practices.

With this philosophy, Honda manages its human capital and creates a corporate culture that provides a sustainable competitive advantage in the long term.

BY REGION

2024

2025

Total number of associates by employment contract

(permanent and temporary)

North/Northeast - Brazil:
Temporary: 568
Permanent: 8528

South/Southeast - Brazil:
Temporary: 83
Permanent: 4101

Argentina:
Temporary: 82
Permanent: 739

Chile:
Temporary: 0
Permanent: 71

Peru:
Temporary: 31
Permanent: 336

North/Northeast - Brazil:
Temporary: 464
Permanent: 9085

South/Southeast - Brazil:
Temporary: 91
Permanent: 4513

Argentina:
Temporary: 0
Permanent: 1005

Chile:
Temporary: 6
Permanent: 63

Peru:
Temporary: 126
Permanent: 241

BY GENDER

2024

2025

Total number of associates per employment contract (permanent and temporary)



683 Temporary
11,746 Permanent



462 Temporary
11,504 Permanent



81 Temporary
2,029 Permanent



93 Temporary
2,094 Permanent

Total number of associates by type of job (full-time and part-time)



12,353 Full-time
76 Part-time



11,895 Full-time
71 Part-time



2,034 Full-time
76 Part-time



2,113 Full-time
74 Part-time

**Diversity and
Inclusion**

\GRI 405-1\

Honda places enormous importance on Diversity and Inclusion for society, as promoting equality contributes to social stability, supports economic development, and allows the company to adopt a broader and more diverse perspective on the issues surrounding it.



Honda's look at Diversity

Diversity in the workplace refers to the plurality of characteristics among associates. It encompasses respect and acceptance of people through the recognition of differences and the uniqueness of each one, and may refer to gender, race, ethnicity, nationality, age, sexual orientation, disability, physical characteristic, religious belief, political perspective, social status among others.

An environment based on diversity tends to be more stimulating and flexible, which, added to the power of dreams, teamwork and the initiative of each associate, favors innovation and creativity. Honda incorporates the principles of Diversity in its values, mainly based on the concept of Respect for the individual, present in the Honda Philosophy.

It is believed that each person is unique and has its own characteristics in the way of thinking, creating and dreaming and that this singularity must be respected.

This ensures a stimulating, productive and positive environment, where everyone can contribute equally to the company's success and be recognized for their efforts.

Honda is committed to playing an active role in reviewing its operations and divisions in order to promote diversity and support equal opportunities, so as to propagate an inclusive culture throughout the company. These principles apply equally to the recruitment of people.

**Respect for the Individual is
the foundation of the Honda
Philosophy**

Creation of the Diversity Program

Honda values the practice of diversity-oriented actions and has therefore created the Diversity Program, which contains an action plan to:

- Recognizing differences as a source of strengthening human potential, generating value for the organization and society;
- Promote mutual respect and equal opportunities through awareness-raising actions aimed at the effective application of the Honda Philosophy of Respect for the Individual;
- Ensuring the promotion of the principle of equal opportunities in Recruitment and Selection, Employee Development, and Career Management.

DIVERSITY AND INCLUSION

FUNCTIONAL CATEGORY	2024		2025	
				
Department Head	17	1	17	0
Assistant Department Head and Managers	188	20	203	22
Supervisors	365	78	362	81
Associates - Administrative	2387	987	2765	1066
Associates - Plant	8867	973	9697	1267

Diversity and Inclusion Action Plan

Monitoring goals and indicators to increase Gender Equity in leadership positions

- The percentage of women in leadership positions in South America reached 15.9% in 2025;
- To increase diversity and female representation in leadership positions by 2030, the company seeks to promote the hiring of women at early career levels, in both administrative and operational sectors;
- Quarterly follow-up with the company's board on diversity targets;

In 2025, the main initiatives included:

- The goal to fill 45% of administrative analyst positions in Brazil with women;
- Establishment, in 2025, of a talent pool to attract female candidates and strengthen the future development of potential female leaders;
- Establishment of guidelines for recruiting women for the automotive plant to staff the second shift at the Itirapina and Sumaré facilities, resulting in 30% of new hires being women;
- 100% of the Trainee Programs in Sales and Administration filled by women.

Awareness and training actions

Reinforcing our commitment to fostering a diverse company, and based on Honda Philosophy practices, the following was carried out in 2025:

- Inclusion of People with Disabilities: at the automotive plant, 15 people with disabilities were hired for the second shift. In addition, the motorcycle plant expanded the hiring of people with disabilities into technical positions, resulting in 53 new hires, 32% of whom were placed in technical roles. In addition, access to training was improved through an exclusive online course featuring subtitles and LIBRAS (Brazilian Sign Language), as well as in-person training sessions with interpreters, to ensure that 100% of plant training sessions are accessible to associates with hearing impairments;
- Awareness Raising: implementation of training on unconscious bias for supervisors, department heads, and managers at the automotive plant;
- Engagement and Inclusion Culture initiative with events and lectures in celebration of International Women’s Day.

* Professionals in leadership positions are considered to be those who exercise management and trust functions.

Employee Well-being and Safety

Occupational Health and Safety

\GRI 103-2, 103-3/403, 403-2\

“Without safety there is no production.” The guiding principle of founder Soichiro Honda remains alive today, integrated into the corporate culture and practiced daily in all company operations. The company works continuously and systematically to identify, assess, and control workplace risks, going beyond compliance with applicable laws and regulations and making ongoing investments in technologies, prevention programs, and educational initiatives to further strengthen its safety culture.

This commitment is underpinned by the strong dedication of senior management, which supports the implementation of initiatives and best practices and provides the necessary resources. This underscores the importance of caring for people, adhering to standards, and creating a workplace environment focused on physical and mental well-being, thus making Honda a company that values life and lives up to its legacy and its social responsibility to present and future generations.

Honda promotes a range of measures aimed at **increasing safety** and promoting associate health



Accident and incident free environment

With the goal of anticipating, mitigating, and eliminating potential risks associated with its operations, Honda has for years employed structured methods and tools for the systematic mapping of all its activities. This ensures that appropriate procedures and preventative measures are in place for every identified situation and reinforces employee awareness that safety must always come first – in line with the goal of "zero accidents."

As a result of this continuous effort and the strong support from top management, which acts as a cornerstone for strengthening the safety culture, a steady decline in accident frequency and severity has been observed, demonstrating the effectiveness of the continuous improvement measures, including the introduction of new technologies and preventative measures, as well as strict compliance with applicable legal regulations.

The company also reaffirms its commitment to measures that promote mental health, recognizing that the physical and mental well-being of its associates is essential to a safe, comfortable, and sustainable work environment. Therefore, it promotes initiatives for care, counseling, and psychosocial support that contribute to accident prevention, increase engagement, and strengthen the appreciation of associates as a central component of Occupational Health and Safety.

The various measures include, in particular:

Risk Assessment: Honda Argentina conducts risk assessments of processes, which are carried out by a multidisciplinary team at 52 workstations and apply a company-wide methodology to increase the commitment of those responsible for operational safety.

Keikoku Card: a tool introduced at Honda del Peru that is available to associates to document unsafe acts and conditions as well as best safety practices, thereby promoting continuous feedback and process improvements. During the reporting period, the total number of reports of unsafe acts and conditions across all production areas decreased by 45%.

GAME: Changing Lives: a program implemented at the Manaus plant to foster a culture of physical and mental health that extends beyond the workplace and supports associates in their daily lives. The initiative offers programs to promote healthier habits such as a balanced diet, exercise, and regular sleep. Of the 98 participants in the pilot project, 95% showed a significant improvement in their health.



A healthy team

Health and safety go hand in hand. With this in mind, Honda develops various initiatives and measures designed to promote the well-being of its associates.

Emotional well-being is also a priority for the company, which offers all associates medical and psychological support to promote holistic health care, strengthen physical and mental balance, and contribute to a healthier and more welcoming work environment.

The Moto Honda plant in Manaus also has a Specialty Clinic, which offers medical and psychological support to associates, allowing them to schedule appointments and consultations with different specialties, as well as routine exams, with convenience and agility.

Climate Survey

The main indicator that reflects the quality of human resource management in the company is the evolution of the annual Climate Survey conducted with all associates in South America. The 2025 result remains high with an 87% favorability rate, which is consistent with the overall average responses from satisfied associates. The survey questions were revised to improve comparability with the market and the rating scale was also adjusted from four to five points, with the addition of a "neutral" option.

This increases the differentiation of responses and enhances the ability to identify areas for improvement and align practices with market standards. The survey had a participation rate of 98% among associates.

The results are evaluated by the human resources area to prepare a corporate action plan and by managers to define actions focused on different areas.

87% of favorability rate was
achieved in the 2025 climate survey

Training and empowerment

\GRI 404-1\

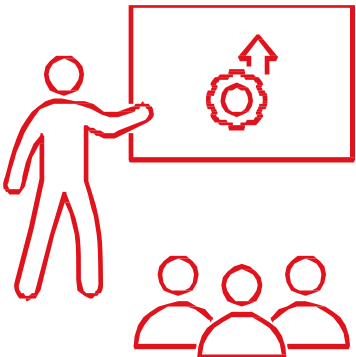
Throughout the past year, Honda has continued its strong commitment to the continuous development of its associates, promoting a wide range of training and development opportunities. In-person, online, and hybrid training was offered, including specialized courses, certifications, leadership programs, development pathways, workshops, conferences, and mandatory regulatory compliance training to ensure compliance with legal requirements and strengthen organizational capabilities. These initiatives contributed to improving individual and collective skills, strengthening the company culture, supporting digital transformation, and preparing associates for current and future business challenges.

A new training program was implemented in Manaus, with more than 9,000 associates participating, covering all shifts: 63.5% in the first shift and 36.5% in the second shift. In addition, gaps in mandatory courses were reduced by 73%, demonstrating greater program adherence and the effectiveness of the measures.

An Annual Technical Training Plan was also introduced, comprising 47 basic technical training courses, to ensure that associates at the plant receive qualified training.



FUNCTIONAL CATEGORY	2024		2025	
Department Head	19.3	86	3.5	0
Assistant Department Head and Managers	31.8	53.4	24.6	53.1
Associates - Administrative	37.8	32.7	46.0	43.7
Associates - Plant	18.0	25.2	25.5	29.3



Honda continues to work to **expand and strengthen availability of training to associates**, with improvement studies for **specific technical training in the areas, support for professional qualification and continuous improvement of processes**, as well as meeting the needs for **strengthening of leadership**

School of Leadership

With a focus on internal leadership development, Honda continuously invests in training managers who can inspire, coordinate, and nurture the talents of their teams. Based on the corporate philosophy, the School of Leadership offers a structured training program featuring initiatives such as strategic projects in multidisciplinary teams (Cross-Functional Team), Professional Coaching, Individual Development Plans (IDPs), and 360° Evaluation, ensuring comprehensive professional development for managers.

In 2025, over 100 executives participated in the training programs, including the Leadership Development Program (LDP) for supervisors and the Executive Development Program (EDP) for managers and Assistant Department Heads.

Like the EDP, the LDP was expanded to South America in 2025 to broaden Honda's business vision and promote the integration and networking of participants.



At the Manaus plant, 46 manufacturing managers completed the Basic Program for New Managers (FNG), which comprised more than 145 hours of training on topics such as human resource management, relationship management, and the Honda Philosophy. For the group of supervisors, the Supervision Development Journey (JDS) covered strategic topics such as Infinite Organizations, Leadership, and Innovation Culture, preparing these professionals to operate in an environment of constant change, with a focus on agility, continuous reinvention, and strategic foresight. Essential topics such as feedback practices and harassment prevention were also addressed, contributing to maintaining a healthy work environment and the high levels of satisfaction with the work climate within the plant. Overall, more than 400 managers participated in the various initiatives throughout the year.

At the Sumaré and Itirapina plants, a 60-hour Leadership Development Training for New Supervisors was held, covering competencies such as interpersonal relationships, communication, planning, organization, time management, feedback, delegation, and team development. In addition, 63 professionals were trained as part of the KO training program, which was aimed at supervisors and managers in the manufacturing plant, with a focus on improving personnel management and promoting more efficient and confident action, particularly in resolving everyday conflicts.



Young Talent programs

Honda's young talent programs serve as an entry point for young professionals and offer an inspiring work environment that fosters initiative, equality, trust, communication, and continuous development.

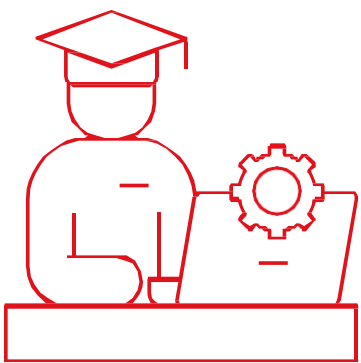
The Internship Program has a maximum duration of 24 months, is divided into three phases, and is based on a methodology focused on learning and practical experience in the respective fields. In addition to participating in projects and activities, students develop relevant suggestions for improvement and are supported in this process by managers and the Human Resources department. In October 2025, the 2026 Internship Program began with 23 internship positions in São Paulo (SP), Sumaré (SP), and Recife (PE) in areas such as Human Resources, Information Technology, Sales, Logistics, Procurement, and Finance.

At the Manaus plant, in addition to 60 openings for college-level interns, there are also 30 openings for technical-level interns. The methodology promotes the development of individual and group-based improvement projects

and close interaction with the genba (a Japanese term meaning “the actual place”), thereby fostering practical thinking and the resolution of real-world problems. The results confirm the initiative’s effectiveness, particularly the high retention rate: approximately 90% of the graduates were hired by the plant, demonstrating the success of the training and integration of new talents.

As part of its talent development efforts, Honda conducts an annual Trainee Program aimed at college graduates (up to two years after graduation) with strong English skills from fields such as Business Administration, Engineering, Technology, Computer Science, Statistics, Physics, Marketing, Mathematics, and Information Systems.

In the first year, trainees spend three months rotating through various departments of the company and then work for nine months in their respective departments. During this time, they also develop group projects aimed at improvement and innovation.



Programs structured for the development of young talent

In the second year, the program offers continuous professional development through projects in their respective fields, mentoring by managers, and a structured training program spanning 24 months.

In December 2025, Honda launched the selection process for its 2026 Trainee Program, offering 16 positions at its São Paulo (SP) and Sumaré (SP) units, with opportunities in Sales, Information Technology, Credit – Data, S&OP, Customer Management, Insurance, Treasury, Collections, Financial Planning, and Auditing.

HCNC

Every year, the Honda Philosophy is applied through the HCNC (Honda Circle Next Challenges) development program. This initiative invites associates from all departments and locations to form working groups dedicated to identifying opportunities and developing and implementing innovation projects and improvements to processes and the workplace.

The projects follow the program's methodology and focus on various thematic areas, such as Digital Transformation, Road Safety, Triple Action to Zero, and QCDMS (Quality, Cost, Delivery, Management, and Safety).

This is an opportunity for associates to deepen their knowledge of quality tools, promote the exchange of experiences, and gain visibility and recognition, as outstanding groups have the opportunity to participate in conferences and share their experiences and ideas.

In this sense, Honda values human capital, encouraging ideas and recognizing individual dedication in favor of joint learning.

In the 2025 edition, 9,600 associates in South America took part, making up 1,926 teams.



As part of the initiative to integrate the units,, the HCNC South America Conference, hosted by Honda Brasil, took place in Campinas (SP), with 210 associates presenting outstanding projects from countries including Brazil, Argentina, Chile, and Peru.

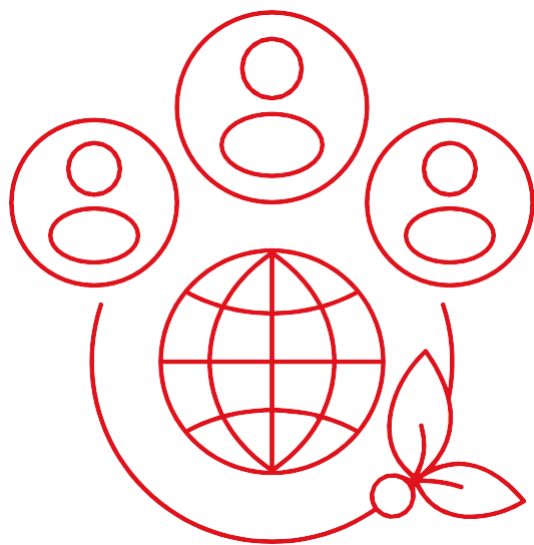
**Honda's
continuous
improvement
program**

Local Communities

\GRI 103-2, 103-3/203, 203-1\

Honda recognizes that its mission to share joy with people can only be fully realized when the company is integrated into the communities where it operates. Since its inception, the company has been committed to social and economic development by providing high-quality products and technologies and supporting initiatives that strengthen ties with society.

Honda establishes fundamental principles and global directions that represent its approach to social activities. From this way of being, thinking and acting, the company created the motto Together for Tomorrow.



Various social activities
are carried out in the six
regions of global
operations

- The company’s activities focus on four key areas:
- **Environmental protection** through reforestation projects, waste reduction, and the promotion of sustainable practices.
 - **Education for future generations** through training programs, workshops, and institutional partnerships focused on youth development.
 - **Support for local communities**, including initiatives for social inclusion, sponsorship of cultural and sporting events, and projects to improve quality of life.
 - **Promotion of traffic safety** through training sessions, lectures, and awareness campaigns that have already reached thousands of people.

In South America, Honda has solidified this approach through its Social Actions and Sponsorship Policy, which adapts global guidelines to regional specificities. This policy ensures that every initiative is tailored to the local context and has a direct impact on the communities near the company’s locations. In doing so, the company reaffirms its position as an active player in social, economic, and environmental change and acts responsibly and consistently to contribute to a more equitable, safer, and more sustainable future.

From January 1, 2025, to December 31, 2025, Honda supported 65 social initiatives and projects, reaffirming its commitment to sustainable development and strengthening the communities in which the company operates. Total investment in these initiatives amounted to approximately R\$1.253,833. Of this amount, 28% (approximately R\$351.544) was provided through official mechanisms for cultural and social development, such as the Rouanet Law, PROAC, and the Sports Promotion Fund (FIE). This strategy demonstrates the responsible use of available funding instruments and expands the reach and relevance of the implemented measures.



Brazil

Incentive to education

\ GRI 203-1 \

Recognizing the importance of education in individual training, Honda has been offering the Professional Training Course for young people in the Recife (PE) region since 2007. The initiative occurs at the facilities of its Training Center located in the city.

Over more than 800 hours of training, students participate in theoretical and technical classes on automobile and motorcycle maintenance, with topics involving metrology, electrical systems, servicing, periodic inspections, and others.

The course also includes modules on sales, negotiation techniques, health, family relations, information technology, the environment, traffic safety, and the importance of voluntary work, with the aim of broadening the field of knowledge for these young people and increasing their chances of entering the job market.

The selection process for young people includes an analysis of criteria such as age, schooling and social vulnerability, as well as a written test,

group dynamics and family visits. Candidates must be between 18 and 20 years old and be enrolled in or have completed high school.

In 2025, a class of 24 students from the city of Recife (PE) had the opportunity to take the Professional Training Course, bringing the total number of young people who have benefited from the project since its first edition to more than 365. Today, many of them are working in different positions, some of them starting their professional careers in the Honda dealership network.

In Sumaré (SP), the third class of the course was held, which has already benefited more than 50 young people from the interior of São Paulo since 2023, when the project was launched in the city.

The Professional Training Course counts on commitment and dedication of Honda professionals, from different areas of activity, who voluntarily add knowledge to the project through their skills and professional experience.





Brazil



Sakura Women Social Project

Launched in 2025 at the Manaus plant, the Sakura Women social project is a qualification program aimed at empowering young women aged 18 to 26 who face social disadvantages. The initiative stems from the company's commitment to contributing to the development of the communities where it operates by promoting social inclusion and expanding access to the formal labor market.

The eight-month program combines technical training for industrial applications with the development of behavioral and socio-emotional skills, including topics such as safety, quality, ethics, financial literacy, and employability.

The methodology also includes close mentoring of the participants and the volunteer involvement of Honda associates as trainers, which strengthens internal engagement and the initiative's social impact.

In its first edition, Sakura Women received more than 2,000 applications, from which 30 participants were selected and supported by 52 volunteer trainers. At the end of the cycle, students may be referred to job opportunities at Honda itself or at partner companies, reinforcing the goal of fostering financial independence, boosting self-esteem, and providing concrete prospects for the future.

Sowing Workshop

Initiated by the Itirapina automotive plant, this project aims to strengthen collaboration between the community and Honda and to introduce students aged 5 to 12 from five public schools in the city to the topic of sustainability in a playful way.

A highlight of the 2025 campaign was the creation of the Environmental Superheroes, characters designed by the students themselves that embody values such as the protection

of forests, water, and animals, as well as recycling and clean energy. The characters were brought to life during the event, fostering participation and team spirit.

In its most recent edition, the event reached approximately 650 people, with 70 Honda volunteers participating and 280 children taking part directly. The initiative also included the donation of 456 children's books on environmental topics.





Brazil

Solidarity Workshop

Aiming to positively impact the local community, Honda Automóveis carries out the Solidarity Workshop project. The initiative aims to collect items such as toys, clothes, and school supplies to assemble Christmas kits.

In 2025, 953 children and adolescents benefited from the initiative, belonging to social institutions located in the city of Sumaré (SP), in the vicinity of Honda.

I'm a Honda Volunteer

Honda believes that union and solidarity actions bring satisfaction and spread joy. For this reason, in 2021, the group “I'm a Honda Volunteer” was created, with the participation of more than 800 associates from the Manaus plant. Volunteers contribute by donating food, preparing and delivering basic food baskets.

In 2025, volunteers collected tons of food, as well as additional donations from the company. Around 149 tons of groceries and more than 2,000 toys were donated in 23 communities, benefiting thousands of families.



GomiZero - Zero Waste

This project is a voluntary initiative by Honda to protect the environment., mobilizing associates participate in hands-on cleanup and awareness-raising activities in communities near the company's sites. The initiative underscores the company's commitment to sustainability and promotes the joint development of a more responsible and environmentally conscious corporate culture.

In 2025, the second edition of the project took place at the Manaus plant, with around 200 employee volunteers participating. As part of the initiative, approximately 1.5 tons of illegally dumped waste were collected with the support of partner companies. Before the activities began, participants received safety training and protective equipment. The initiative had a significant positive impact, contributing to environmental protection, strengthening collective engagement, and promoting sustainable practices.

**Argentina**

Pioneers in Motion

This educational initiative, focused on promoting road safety, has been implemented since 2013 based on the four pillars of Corporate Social Responsibility (environmental protection, education for future generations, addressing the needs of local communities, and promoting safer road traffic), with a particular emphasis on raising awareness of safe mobility.

In 2025, the educational program directly benefited 769 people, including children, educators, and community members. The program targets children aged 6 to 11 and addresses the topic of traffic in an inclusive and easily understandable way, taking into account all people involved, pedestrians, drivers, and cyclists, as well as the various modes of transportation.

The initiative aims to foster responsible behavior, adherence to rules, and empathy in public spaces from a young age, thereby contributing to the development of more conscious citizens and the creation of safer roads.

Education Without Borders

The motorcycle mechanics training initiative sponsored by Honda Argentina aims to expand access to vocational education, thereby contributing to income generation and community development. The program offers theoretical and practical training, preparing participants to enter the job market or start their own businesses, with a constant focus on safety and environmental responsibility.

Throughout the course, participants acquired fundamental skills to work safely and competently, thus also contributing to the promotion of safer roads. In all, about 80 people from the community benefited from the program.

**Peru**

Voluntree Lima Verde

The Voluntree Lima Verde initiative was launched with the goal of contributing to environmental protection and combating climate change, highlighting the importance of community-based actions for a healthier environment. The activity focused on planting trees to reduce CO₂ emissions and improve the quality of life in underserved areas.

The initiative took place in Lima, where 35 trees were planted in a vulnerable area, with the participation of 19 employee volunteers. The initiative demonstrated how local efforts can have a positive global impact and strengthened the commitment to sustainability and the well-being of communities.



Road Safety Education

With the goal of promoting awareness of traffic safety from an early age, the Honda Peru initiative encourages safe and responsible behavior on the road. In line with this goal, the project also included a charitable initiative, strengthening support for vulnerable communities.

Held in September 2025 in a vulnerable neighborhood of Lima, the activity involved 20 children, who learned about essential topics such as reading traffic signs, crossing streets safely, and following the instructions of traffic officers. In addition, 120 kilograms of food were collected in collaboration with partners and donated to the local community.



Mobility and Innovation

Based on its Vision 2030, Honda expresses its desire to “Serve people around the world with the joy of expanding the potential of their lives” and “Lead the advancement of mobility, promoting improvements in everyday life.” That is why it develops solutions designed to be beneficial to society.

Honda has defined concrete guidelines for implementing its Vision 2030, which encompass the development of diverse mobility solutions.

Honda continuously plans introduction of its technologies in the markets in which it operates. The company follows the policy of offering the right technology, in the right place, at the right time. For that, it is necessary to evaluate different factors as the country's energy matrix, public infrastructure, market and geographic characteristics and consumer profile.

Space technology as an extension of future mobility

Honda, through its subsidiary Honda R&D, has successfully conducted a vertical launch and landing test of a reusable experimental rocket in Japan. The vehicle reached an altitude of approximately 270 meters and landed with high precision close to the planned point, demonstrating key technologies such as flight stability, descent control, and reusability. Honda views space as a field for addressing new challenges and expanding human potential. Initiatives currently being explored include recirculating renewable energy systems, robotic technologies for use in space, and the development of reusable rockets. Although rocket research is still in its early stages and no decision has yet been made regarding commercialization, Honda intends to accelerate technological development with the goal of enabling suborbital launches by 2029, thereby reinforcing its long-term vision of contributing to sustainable solutions and the expansion of satellite-based services.



Inclusive mobility solutions for diverse contexts

With the goal of expanding the freedom and enjoyment of mobility through innovative and human-centered solutions, Honda launched the UNI-ONE, a hands-free mobility device, for corporate customers in Japan in September 2025. Developed using the company's robotics technologies, the UNI-ONE is controlled by the user's body tilt while seated. This enables natural movement in all directions and relieves strain on the legs and lower back.

Positioned as a "mobility device for use at the destination", the UNI-ONE is designed for environments such as parks, airports, offices, and commercial facilities to promote accessibility, productivity, and inclusion for people with diverse mobility needs.



Commitment to sustainable innovation in aviation

Honda Aircraft Company, the first manufacturer of twin-engine, ultralight, turbine-powered business jets, has conducted a test flight of the HondaJet using 100% sustainable aviation fuel (SAF). The test took place in the U.S. using a production model of the aircraft and marks a significant step forward in efforts to decarbonize business aviation. It was conducted by a team of engineers from Honda Aircraft Company in collaboration with GE Honda Aero, a joint venture between General Electric and Honda responsible for developing the HF120 engines installed in the HondaJet.

This initiative underscores Honda’s commitment to reducing CO₂ emissions and to technological innovation in the aerospace sector. It aligns with the company’s global goal of achieving climate neutrality by 2050 and also highlights the aerodynamic efficiency of the HondaJet, which is considered one of the most fuel-efficient aircraft in its class.



Development of diversified mobility solutions for the future



Strategic partnerships for technology development

Cooperation on new fuel cell energy solutions

Honda, in partnership with Tokuyama Corporation and Mitsubishi Corporation, has launched a demonstration project for a stationary fuel cell power plant, which uses hydrogen as an industrial byproduct and repurposes systems from hydrogen-powered electric vehicles (FCEVs). The initiative aims to supply electricity to a data center in Japan and to evaluate more sustainable, efficient, and cost-effective solutions to support decarbonization as well as the green and digital transformation.

The project also reinforces Honda's commitment to developing hydrogen technologies, field in which the company has been active for over 30 years, with focus on achieving carbon neutrality by 2050, as well as applying fuel cell systems in various sectors such as vehicles, stationary power plants, and construction equipment.

Motorcycles Electrification Strategy

Honda has unveiled its first electric motorcycle in Europe, the Honda WN7, which is aimed at the Fun segment. The strategy calls for a complete portfolio ranging from models for everyday use to recreational options, with the goal of establishing Honda as a leading provider of electric motorcycles as well.

To enable widespread adoption, Honda is investing not only in product development but also in usage and charging infrastructure. In countries such as Japan, Indonesia, Thailand, and India, the company is advancing solutions with swappable batteries, most notably the Honda e:Swap service launched in India, which allows for quick battery swaps in major urban areas, thus reducing concerns about battery life. Strengthening customer service and maintenance, supported by an extensive dealer network, is also part of this strategy.

The company is also driving circular economy initiatives, focusing on battery reuse, return, and recycling. One example is the deployment of the Honda Mobile Power Pack e: as a power source for communities with unreliable electricity supplies in India, in partnership with OMC Power. Furthermore, Honda is striving to build a recycling-oriented value chain, including the recovery of metals and high-value materials.



08

GRI

Summary

GRI Standards Content Summary

/GRI 102-55 /

STANDARD GRI	DISCLOSURE	PAGE AND/OR URL	EXCEPTION
GRI 101: 2016 FUNDAMENTALS			
GRI 102: General Disclosures 2016	General Disclosures		
	102-1: Name of organization	page 3	
	102-2: Activities, brands, products and services	pages 15 and 16	
	102-3: Location of headquarters	page 15	
	102-4: Location of operations	page 16	
	102-5: Ownership and legal form	Limited liability company	
	102-6: Markets served	page 16	
	102-7: Scale of the organization	page 16	
	102-8: Information on associates and other workers	pages 68 to 77	
	102-9: Supply chain	page 62	
	102-10: Significant changes to the organization and its supply chain	page 63	
	102-11: Precautionary principle or approach	page 32	
	102-12: External initiatives	Honda South America is not a signatory of voluntary commitments	
	102-13: Membership of associations	ABEEólica - Associação Brasileira de Energia Eólica ABRACICLO - Associação Brasileira dos Fabricantes de Motocicletas, Ciclomotores, Motonetas, Bicicletas e Similares ANFAVEA/SINFAVEA - Associação Nacional dos Fabricantes de Veículos Automotores / Sindicato Nacional da Indústria de Tratores, Caminhões, Automóveis e Veículos Similares AEA -Associação Brasileira de Engenharia Automotiva FIEAM - Federação das Indústrias do Estado do Amazonas CIEAM - Centro da Indústria do Estado do Amazonas AFICAM - Associação dos Fabricantes de Componentes da Amazônia Câmara de Comércio e Indústria Nipo-Brasileira do Amazonas e São Paulo ABIAPE – Associação Brasileira dos Investidores em Autoprodução de Energia FIESP-CIESP- Federação das Industrias do Estado de SP – Centro das Industrias do Estado de SP IQA -> Instituto da Qualidade Automotiva ABIMAQ - Associação Brasileira da Indústria de Máquinas e Equipamentos SINDIPEÇAS - Sindicato Nacional da Indústria de Componentes para Veículos Automotores SINDIENERGIA-RS -Sindicato da Indústria de Energias Renováveis do Rio Grande do Sul CÂMARA DE COMÉRCIO E INDÚSTRIA JAPONESA DO BRASIL	
	102-14: Statement from senior decision-maker	page 5	
	102-16: Values, principles, standards and social norms	pages 7 to 9	

STANDARD GRI

DISCLOSURE

PAGE AND/OR URL

EXCEPTION

GRI 101: 2016 FUNDAMENTALS

General Disclosures

GRI 102: General Disclosures 2016	102-17: Mechanisms for advice and concerns about ethics	page 34	
	102-18: Governance structure	pages 31 to 32	
	102-40: List of stakeholder groups	page 12	
	102-41: Collective bargaining agreements	100% of associates registered under CLT regime are covered by class and collective agreements	
	102-42: Identifying and selecting stakeholders	page 12	
	102-43: Approach to stakeholder engagement	page 12	
	102-44: Key topics and concerns raised	page 12	
	102-45: Entities included in the consolidated financial statements	page 12	
	102-46: Defining report content and topic boundaries	page 12	
	102-47: List of material topics	page 12	
	102-48: Restatements of information	page 12	
	102-49: Changes in reporting	page 12	
	102-50: Reporting period	page 12	
	102-51: Date of most recent report	2025	
	102-52: Reporting cycle	annual	
	102-53: Contact point for questions regarding the report	For suggestions regarding content of Report, contact us by email: assessoria_de_imprensa@honda.com.br	

102-54: Claims of reporting in accordance with the GRI Standards	page 12	
102-55: GRI content summary	pages 87 to 91	
102-56: External assurance	The Sustainability Report is not verified externally	

STANDARD GRI	DISCLOSURE	PAGE AND/OR URL	EXCEPTION
MATERIAL TOPICS			
Quality of Products and Services			
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	page 12	
	103-2: The management approach and its components	pages 58 to 67	
	103-3: Evaluation of the management approach	pages 58 to 67	
GRI 417-3: Incidents of non-compliance concerning marketing communications 2016	417-3: Incidents of non-compliance concerning marketing communications	page 66	
Customer satisfaction			
GRI 103: Management Approach	103-3: Evaluation of the management approach	page 64	
Own control item	• Customers heard in satisfaction survey • Brand image surveys and public awards	pages 20, 24, 59 and 65	
Mobility and Innovation			
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	page 83	
	103-2: The management approach and its components	page 83	
Own control item	• Launch of new products and services • Report on the global innovations of the brand	pages 83 to 85	
Road Education and Safety			
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	pages 52 to 57	
	103-2: The management approach and its components	pages 52 to 57	
Own control item	• Goals and/or commitments to promote road safety • New technologies in products • HREC for people affected • New initiatives (agreements) • Takata recall service index	pages 52 to 57	
Emissions and Operational Eco-Efficiency			
Emissions		pages 39 to 45	
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	pages 39 to 45	
	103-2: The management approach and its components	pages 39 to 45	
	103-3: Evaluation of the management approach	pages 39 to 45	
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions	page 43	
	305-2: Energy indirect (Scope 2) GHG emissions	page 43	
	305-4: Intensity of greenhouse gas (GHG) emissions	page 44	
	305-7: Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	page 44	

STANDARD GRI	DISCLOSURE	PAGE AND/OR URL	EXCEPTION
MATERIAL TOPICS			
Emissions and Operational Eco-Efficiency			
Operational eco-efficiency		page 46	
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	page 46	
	103-2: The management approach and its components	page 46	
	103-3: Evaluation of the management approach		
Energy			
GRI 302-1: Energy	302-1: Energy	pages 46 and 47	
	302-3: Energy intensity	page 46	
	302-4: Reduction of energy consumption	page 47	
Water			
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	page 47	
	103-2: The management approach and its components	pages 47 and 48	
	103-3: Evaluation of the management approach	pages 47 and 48	
GRI 303: Water 2016	303-1: Water withdrawal by source	page 47	
Waste and Recycling			
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	pages 49 and 50	
	103-2: The management approach and its components	pages 49 and 50	
	103-3: Evaluation of the management approach	pages 49 and 50	
GRI 306: 2016 Effluents and waste	306-2: Waste by type and disposal method	page 49	
People and Diversity Management			
Labor Relations		page 68	
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	page 68	
	103-2: The management approach and its components	page 68	
	103-3: Evaluation of the management approach	page 68	
GRI 402: 2016 Work Relations	402-1: Minimum notice periods regarding operational changes	In cases of internal recruitment involving displacement of domicile, the employee is informed at least 30 days in advance. In the event of a decision to revert from teleworking (work from home) to face-to-face work, the employee is informed at least 15 days in advance.	

STANDARD GRI	DISCLOSURE	PAGE AND/OR URL	EXCEPTION
MATERIAL TOPICS			
People and Diversity Management			
Occupational Health and Safety			
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	page 72	
	103-2: The management approach and its components	page 72	
	103-3: Evaluation of the management approach	page 72	
GRI 403: 2016 Occupational Health and Safety	403-2: Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	pages 72 and 73	not detailed
Training and Education			
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	pages 74 to 76	
	103-2: The management approach and its components	pages 74 to 76	
	103-3: Evaluation of the management approach	pages 74 to 76	
GRI 404: 2016 Training and Education	404-1: Average hours of training per year per employee	page 74	
Diversity and Inclusion			
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	page 70	
	103-2: The management approach and its components	pages 70 and 71	
	103-3: Evaluation of the management approach	pages 70 and 71	
GRI 405-1: Diversity of governance bodies and associates	405-1: Diversity of governance bodies and associates	pages 70 and 71	
Ethics and Governance			
GRI 103: Management Approach	103-1: Explanation of the material topic and its boundary	page 31	
	103-2: The management approach and its components	pages 31 to 36	
	103-3: Evaluation of the management approach	pages 31 to 36	
GRI 102-16, 102-17, 205-2, 419-1	102-16: Values, principles, standards, and norms of behavior	page 31	
	102-17: Mechanisms for advice and concerns about ethics	page 34	
	205-2: Communication and training about anti-corruption policies and procedures	page 36	
	419-1: Non-compliance with laws and regulations in the social and economic area	page 33	

Corporate Credits and Information

The Corporate Communications Department is responsible for planning and producing Honda's Sustainability Report.

The material is published in collaboration with the individual business units after the content has been validated and discussed. This report is structured to communicate to stakeholders the company's initiatives to further increase shareholder value and how Honda will continue to bring joy to society.

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Magenta Lab

Photos and icons
Honda Archive, Unsplash, Adobe Stock, and The Noun Project



Honda Website
www.honda.com.br/



Honda Brasil LinkedIn Page
www.linkedin.com/company/honda-brasil/

HONDA
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How we move you.
CREATE ► TRANSCEND, AUGMENT