

HONDA

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UPDATE**

Executive Issue Briefing

PREPARED BY

American Honda Motor Co., Inc. | Corporate Communications

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Background on Honda Organizational and Operational Structure Changes

- The global auto industry is at a major turning point marked by changing customer needs, escalating competition, environmental issues and related regulatory requirements, along with the need for unprecedented technological advancement.
- Business will become even more complex with the success of each automaker tied to the need for CASE vehicle technologies (Connected, Automated, Shared, Electrified).
- Our response to this growing complexity includes necessary restructuring, greater standardization and efficiency across our enterprise, and new levels of collaboration.

Unification of Auto Creation in the U.S.

- Effective April 1, 2021, Honda will combine its auto manufacturing facilities in the U.S. related to frame, engine, transmission, and related engineering and purchasing operations into one new company, Honda Development & Manufacturing of America, LLC (HDMA). The new company also integrates the auto product development operations of Honda R&D Americas, LLC (HRA).
- The new HDMA organization will house two key centers of operation: North American Auto Development Center (ADC) and Manufacturing Management Center (MMC).
- The auto product design and certain market research functions currently part of the HRA Los Angeles Center will be integrated into the Regional Operations of American Honda Motor Co., Inc., based in Torrance, Calif.
- This approach is similar to the restructuring by Honda Motor in Japan in 2020, including the integration of the auto development function of Honda R&D Co., Ltd. and key elements of Honda Engineering Co., Ltd. (Honda's production engineering company) into parent company Honda Motor's Automobile Operations, including its Production and Purchasing Operations.

Effective April 1, 2021, the current manufacturing companies will undergo the following name changes:

Former Company Name	New Operational Name Within HDMA
Honda of America Mfg. – Marysville Auto Plant	Marysville Auto Plant
Honda of America Mfg. – East Liberty Auto Plant	East Liberty Auto Plant
Honda of America Mfg. – Performance Manufacturing Center	Performance Manufacturing Center
Honda of America Mfg. – Anna Engine Plant	Anna Engine Plant
Honda Manufacturing of Alabama	Alabama Auto Plant
Honda Manufacturing of Indiana	Indiana Auto Plant
Honda Transmission Manufacturing of America	HDMA Transmission Plant – Ohio
Honda Precision Parts of Georgia	HDMA Transmission Plant – Georgia

Collaborative Approach to Powersports

- Honda companies in the U.S. responsible for Powersports business, including motorcycle, ATV and side-by-side products, began restructuring in 2020 to unite the functions of sales, manufacturing, product development and purchasing.
- Effective April 1, 2021, Honda of South Carolina Mfg., responsible for powersports manufacturing in the U.S., will formally become part of the Powersports business unit within American Honda and will be known as South Carolina Manufacturing.
- The Powersports business will be headquartered in Alpharetta, Ga. Production will remain at Honda of South Carolina Mfg.
- This will enhance collaboration and responsiveness to the U.S. powersports market.
- This change follows what took place in Japan in 2019 when Motorcycle Operations of HM and the Motorcycle R&D center merged into one organization.



Top Messages

- Our global business strategy is focused on simplifying product development, production and how we bring products to market to re-establish the strong foundation of Honda by creating appealing products with higher efficiency and quality.
- Our Safety for Everyone approach aims for a zero-collision society, where our customers and everyone sharing the road can safely and confidently enjoy the freedom of mobility. We are making significant strides with standard application of Honda Sensing® and AcuraWatch™ technology.
- Honda has announced the goal of achieving carbon neutrality by 2050 with a strong focus on electrification as part of our effort to reduce CO₂ emissions. This includes targeting two-thirds of global vehicle sales to be electrified by 2030.
- With a 40-year history of building products in America, Honda has created one of the largest and most diverse U.S. manufacturing footprints of any automaker, with more than two-thirds of the Honda and Acura cars and light trucks we sell made here — plus the production of power equipment, ATVs, side-by-sides, HondaJet and jet engines.

Honda Brand

- We remain focused on steady and sustainable sales growth driven by great products, with a focus on: 1) strengthening the rugged appeal of our light trucks; 2) maintaining Honda's leading position in passenger cars and; 3) setting the foundations for our electrified future.
- Honda finished 2020 as the retail #4 brand in America.
- **Light trucks:**
 - Honda light trucks posted five straight years of record sales from 2015-2019 and this momentum continued in 2020 with the launch of the first ever CR-V Hybrid, a refreshed Odyssey and the reveal of the boldly redesigned Ridgeline.
 - Honda SUVs continued in 2020 as top retail players: CR-V was the overall retail #2 SUV/CUV; Pilot and HR-V were #3 retail models in their segment. The boldly redesigned Ridgeline and a new marketing campaign for Honda light trucks, represent Honda's commitment to demonstrate the true rugged and versatile capabilities of our truck lineup.
- **Passenger cars:**
 - Passenger cars continue to be a key advantage in appealing to new customers, with Civic as the #1 vehicle (car or light truck) with first-time buyers, Millennials, Gen Z and multicultural buyers.
 - The all-new 11th-generation Civic Prototype was revealed in November, with a thoroughly modern interpretation of timeless Civic design values: a low and wide stance, elegantly simple interior, and an open and airy greenhouse.

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Honda Brand Continued

■ Electrification:

- Our goal is to reduce CO₂ emissions that contribute to global climate change, and Honda is consistently among the leading companies in reducing CO₂ emissions.
- We will begin sharing more about our electrification strategy in 2021, based on our global auto sales goal of 2/3 electrified by 2030. This includes continuing to expand our hybrid system to core models and beginning sales of two BEV models in 2024, co-developed with GM.
- We have begun applying our two-motor hybrid-electric system to core models to more quickly reduce CO₂ and create a foundation for the all-electric vehicles of the future.
- Despite the pandemic, Honda set a 2nd straight hybrid-electric sales record and its 4th straight year of hybrid sales growth achieving a record 58,638 hybrid sales for the brand in 2020.
- We also are investing in our ability to make electrified vehicles in North America, and the 2020 CR-V Hybrid is the third Honda-brand electrified vehicle made in America (Accord and Insight).

■ Safety:

- Honda is an industry leader with our **Safety for Everyone** approach that considers everyone sharing the road and technologies that enhance both collision protection and avoidance.
 - **Honda Sensing**[®] is on **more than 4 million vehicles** on U.S. roads today and is now standard or available equipment on **all MY21 models**.
 - Upwards of 95% of MY20 new-vehicle sales are equipped with Honda Sensing[®] and that will grow to nearly 97% in MY21 with standard application on the refreshed Odyssey.
 - All fully tested Honda models achieve an NCAP 5-Star Overall Vehicle Score.
 - A combined seven Honda models have earned IIHS 2020 TSP ratings or better, with Accord, Insight and Odyssey achieving the pinnacle TSP+ rating.

Acura Brand

- Acura is culminating its major transformation based on its original and authentic **Precision Crafted Performance** brand values. This includes multiple new products in 2020 early 2021.
- All Acura core models in 2020 competed at the top of their respective segments: MDX the retail #1 3-row SUV in America, RDX near the top of luxury's largest segment, ILX the retail #1 model in segment and TLX #3 among its core competitive set.
- **RDX** has topped 50K sales in every year since 2015, which no other model in segment can claim.
- **MDX** is America's best-selling 3-row luxury SUV of all-time with total sales surpassing 1M units, something only a handful of other luxury nameplates have achieved over the past 20 years.
 - Acura recently debuted the all-new fourth-generation MDX, which launched in February 2021. The 2022 MDX assumes the role of flagship in Acura's lineup as the most premium, performance-focused and technologically sophisticated SUV in Acura history.
- **NSX** is the pinnacle expression of Acura performance and it continues to elevate Acura's brand image on the road and on the track and debuted a reformulated version of Long Beach Blue for the 2021 model year, one of the rarest colors from the first-generation NSX palette.

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Acura Brand Continued

- Acura will introduce the first two **Type S** performance variants to the lineup in 2021, starting with the TLX Type S, followed by the MDX Type S, the first Acura SUV to offer a Type S variant. A dedicated, Acura-exclusive V6 turbo engine will power these Type S models.
- In 2020, American Honda launched a new passenger front airbag in the 2021 Acura TLX sport sedan to better protect occupants in a wide range of frontal collisions, including oblique-angle collisions. The new airbag is also featured in the all-new 2022 MDX.
- In December 2020, Acura's passenger front airbag technology was awarded a *2020 POPULAR SCIENCE magazine Best of What's New Award* and was further honored as their "Grand Award" winner in the auto category.
- Acura is proving out performance on the track, winning back-to-back IMSA Drivers', Manufacturer, and Team championships in 2019 and 2020 with the ARX-05, and the Drivers' and Team titles with the NSX GT3 Evo.

Safety

- With AcuraWatch™ standard or available on all Acura nameplates (except NSX), there are now more than half a million vehicles on U.S. roads with the safety and driver-assistive technology.
- Acura also is among the leaders in government and third-party safety ratings, with all fully tested MY20-21 Acura models achieving a 5-star Overall Vehicle Score from the NHTSA (except RLX Sport Hybrid and NSX).

Value to America

- More than two-thirds of the Honda and Acura cars and trucks we sell in America are made here (over 95% of sales are made in North America).
- **Beginning with the 2021 model year, all Acura vehicles sold in the U.S. are made in America, and more specifically, Ohio.**
- **Honda has one of the largest and most diverse U.S. manufacturing footprints** with 25,000 associates involved in production, with the capacity to produce over 4 million products annually, including cars and trucks, ATVs and side-by-sides, power equipment products and HondaJet.
- **Honda has the most comprehensive local R&D operations** of any international automaker, with 15 R&D facilities creating many of our automobile and powersports products, which includes the Honda Passport, Pilot, Ridgeline and Odyssey; Acura RDX, MDX and TLX; and Honda Talon side-by-sides.
- **Civic Hatchback production in America:** Civic Hatchback accounts for roughly 25% of U.S. Civic sales, Honda will localize production of the 2022 Civic Hatchback at our Indiana plant, on the same production line that currently produces the Civic Sedan, Insight and CR-V.

Connected and Automated

- Honda is investing in automated driving technologies to realize our goal of a **collision-free society** and to advance the joy and freedom of mobility.
 - Honda has received the required type designation for Level 3 automated driving from the Japanese Ministry of Land, Infrastructure, Transport and Tourism (MLIT).
 - This approval enables the automated driving system to drive the vehicle instead of the driver under certain conditions.
 - Honda plans to launch sales in Japan of a Honda Legend equipped with the newly approved automated driving equipment before the end of the fiscal year.
 - Honda is targeting the technological capability of SAE Level 4 for personal car use by around 2025.
 - Honda has demonstrated its vision for vehicle-to-everything (V2X) and “Smart Intersection” technology with its pilot project in Marysville, Ohio, and will be demonstrating its SAFE SWARM™ technology through the 33 Smart Mobility Corridor initiative. SAFE SWARM™ seeks to connect all road users with real-time traffic information to reduce or eliminate vehicle collisions.
 - Honda entered into a partnership with GM and Cruise for the development of automated shared vehicles for broad commercial deployment (Oct. 2018).



Microchip Shortage Response

As the microchip shortage situation continues to be uncertain, our purchasing and production teams continue working to limit the impact of this situation and we have adjusted production in North America as necessary in order to maximize the supply of these critical parts and meet the needs of our customers. When production is adjusted, our Honda associates have the opportunity to work at the impacted plants during this challenging time for the automotive industry.

For further information and specific questions, contact Chris Abbruzzese:
Chris_Abbuzzese@ahm.honda.com.

Honda's Response to COVID-19

During this period of unprecedented challenge related to the COVID-19 pandemic, Honda is working to support its customers, associates, and business partners throughout North America, and, just as critically, to assist communities throughout the region where people are suffering the devastating effects of this health crisis.

For a current summary of the actions taken by Honda regarding its customers, associates, business operations and community partners in response to the COVID-19 pandemic, please visit: <https://hondanews.com/en-US/channels/covid-19-related-statements-and-information>.



“Right to Repair” in Massachusetts – Telematics Access

On Election Day 2020, Massachusetts voters approved “Question 1,” which amends the states Right to Repair law to require OEMs to provide open access to telematics systems for all new vehicles sold in the state starting with 2022 model year vehicles. Honda and other stakeholders, including NHTSA, believe that this contradicts vehicle cyber-security best practices and puts motorists and consumers at risk. The law took effect on December 18, 2020 but is currently being challenged in federal court. The MA Attorney General has agreed to delay enforcement of the law until the court case is resolved, but private plaintiffs with standing can try to enforce the law.

- Honda is evaluating how to comply with this new law while continuing to protect our customers’ privacy and safety.

Honda Signs Agreement with California Air Resources Board to Reduce GHG Emissions

Honda, Ford, Volkswagen, Volvo and BMW have agreed to continue to improve fuel economy and reduce emissions, despite softened regulations from the Trump administration. The California Air Resources Board sealed deals with the five major automakers on the matter in August 2020 after initially announcing their intentions in 2019. Recently, GM and Nissan announced that they would no longer side with the Trump Administration against the agreement.

- The California agreement provides regulatory stability for model year 2022-2026 GHG vehicle emissions standards that are in the best interests of our customers and society. This agreement enables Honda to bring a single nationwide fleet of vehicles to market that ensures ongoing and meaningful greenhouse gas emissions reductions.



Biden/SAFE Rule

- Honda was an early leader in the development of the California framework because it is the right thing for the environment and our customers, and it provides Honda much-needed regulatory stability for the development of future vehicles.
- We look forward to working with the Biden Administration on establishing a national emissions program for light-duty vehicles that is consistent with the California framework while enabling all automakers to fairly compete.
- This approach would deliver substantial greenhouse gas reductions and put the U.S. on track towards meeting its environmental goals.

JD Power 2021 Vehicle Dependability Study Results

JD Power released its annual Vehicle Dependability Study (VDS) results, which is based on a survey sent to original owners of vehicles now three model-years in the past. This year's VDS went to owners of 2018 model-year vehicles, not the current lineup.

- Honda is recognized by consumers as a leader in producing vehicles with industry-leading durability, quality and reliability.
- We remain committed to delivering the highest levels of quality to our customers and will continue to move forward with efforts to further improve our quality performance.
- The Acura brand showed strong improvement in the 2021 VDS, jumping up two ranks and improving faster than the premium average.
- For Honda, several all-new vehicle launches for model-year 2018 were disproportionately impacted by mobile phone connectivity concerns that affected the brand's overall score.



Honda and General Motors Sign MoU Toward Establishing a Strategic Alliance in N.A.

Honda and General Motors signed a non-binding memorandum of understanding following extensive preliminary discussions toward establishing a North American automotive alliance. The announcement builds on the agreement signed between the companies in April 2020 to jointly develop two all-new electric vehicles for Honda based on GM's highly flexible global EV platform powered by Ultium batteries.

- The scope of the proposed alliance includes a range of vehicles to be sold under each company's distinct brands, as well as cooperation in purchasing, research and development, and connected services.
- Honda and GM will collaborate on a variety of segments in North America, intending to share common vehicle platforms, including both electrified and internal combustion propulsion systems that align with the vehicle platforms.
- Co-development planning discussions began immediately following the announcement.



Honda's Approach to Electrification

It has been reported in multiple publications that Honda CEO Hachigo-san has said EVs will not go mainstream. His meaning is that BEVs will not be high volume products for some time.

- Our global CEO, Takahiro Hachigo recently announced our goal to achieve carbon neutrality by 2050. Our goal is to reduce CO₂ emissions that contribute to global climate change, and Honda is consistently among the leading companies in reducing CO₂ emissions.
- Toward our goal of halving Honda's total CO₂ footprint by 2050 (compared to 2000 levels), we are striving to electrify two-thirds of our global auto sales by 2030.
- We believe in the potential of battery-electric vehicles as part of a broader portfolio of low-emissions vehicles suited to the needs of our customers, and we will introduce new, highly appealing BEVs for the U.S. market in the years ahead.
- For the immediate future we see hybrid-electric vehicles as having the greatest potential to expand the appeal of electrified vehicle technology and reduce CO₂ emissions.



Honda Rear Seat Reminder Application Plan

- Honda is part of an industry commitment to apply Rear Seat Reminder systems to 95% or more of its new vehicles sold in the United States by the end of 2024 (calendar year).
- In an effort to reduce the likelihood of a forgotten child, Honda will voluntarily provide a standard Rear Seat Reminder system on most new Acura and Honda automobiles sold in the United States by the end of CY 2022, with certain new models beginning to carry this feature in 2020, including the 2021 Honda Odyssey and Accord.
- **Honda was the first in the industry to introduce the new Rear Seat Reminder system with integrated camera on the 2021 Odyssey.**

United States-Mexico-Canada Free Trade Agreement (USMCA)

The U.S., Canada and Mexico have negotiated a trade agreement that raises the regional content requirement for autos from 62.5% to 75% and requires at least 40% of vehicles be built using N.A. labor paid at least \$16 per hour. The new agreement went into effect July 1, 2020.

- **The implementation of USMCA is a positive step forward for the North American region.**
- **Cross-border trade throughout the region is critical to our success and to the more than 31,000 associates we employ nationwide.**
- **More than 95% of the Honda and Acura vehicles sold in the U.S. are built in North America; therefore, we are well-positioned to meet the requirements within the new agreement.**



Honda's Response to Vehicle Data Privacy

The California Consumer Privacy Act (CCPA), which went into effect on January 1, 2020, requires that California residents be able to opt-out of third-party data sales. Honda will comply with the requirements of the CCPA.

- Honda tracks vehicle information to provide services to vehicle owners and to support the development of future products.
- We understand and take seriously concerns about consumer data privacy and have strong and ongoing programs to protect the privacy of our customers.
- Honda's detailed vehicle data privacy policy is available to the public at: <https://www.honda.com/privacy/connected-product-privacy-policy.pdf>

FCC Votes to Disband Portion of the Spectrum for Automotive Communication for Unlicensed Wi-Fi Use

- The vote to remove the majority of the spectrum allocated for automotive safety communication is disappointing and may delay the deployment of life-saving vehicle technologies that reflect many years of research invested by the auto industry.
- However, Honda is committed to helping bring about a collision-free society and will continue its own vigorous research toward that end.



Takata Airbag Inflator Recalls Media Coverage

- Our focus is on our customers and we stand behind the safety and quality of our products.
- Customers affected by recalls should complete the repairs as quickly as possible.
- The repair is free, a free loaner car will be provided for the day of the repair, and we'll even tow the vehicle into an authorized dealer, again for free, if the owner is unable or uncomfortable driving it in.
- Honda leads the industry in completing recall repairs with more than 87.3% of recalled Takata airbag inflators in Honda and Acura vehicles either replaced or accounted for as of December 18, 2020.
- More detailed information for media and consumers can be found at <http://hondaairbaginfo.com>.

Specific questions, should be addressed to Chris Martin at chris_martin@ahm.honda.com.

Market Momentum

- At Honda, we continue to maintain our focus on steady, sustainable retail sales growth driven by leading products and a disciplined approach to incentives, with a focus on 1) strengthening the rugged appeal of our light trucks; 2) strengthening Honda's leading position in passenger cars and; 3) setting the foundations for our electrified future.
- We have the most competitive and balanced product lineup in our history with segment-defining products like Civic, Accord, CR-V and Odyssey.
- **Light trucks**
 - Honda light trucks posted five straight years of record sales from 2015-2019 and this momentum continued in 2020 with the launch of the first ever CR-V Hybrid, a refreshed Odyssey and the reveal of the boldly redesigned Ridgeline.
 - Pre-pandemic, Honda SUVs were top retail players following their 8th straight record year and 10th straight year of sales growth in 2019. We're targeting further growth going forward.
 - The boldly redesigned Ridgeline and a new marketing campaign for Honda light trucks, represent Honda's commitment to demonstrate the true rugged and versatile capabilities of our truck lineup.

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Market Momentum Continued

■ Passenger Cars

- **Honda finished 2020 as the retail #4 brand in America, with solid contributions from passenger cars and light trucks.**
- Passenger cars continue to be a key advantage in appealing to new customers, with Civic as the #1 vehicle (car or light truck) with first-time buyers, Millennials, Gen Z and multicultural buyers.
- The all-new 11th-generation Civic Prototype was revealed in November, with a thoroughly modern interpretation of timeless Civic design values, with a low and wide stance, clean and sophisticated detailing, and an open and airy greenhouse.

Insight

- Insight follows Honda's approach to bring electrified vehicles into the mainstream by focusing on the fundamentals of styling, packaging and performance, to deliver products that people will want to drive.
- The new Insight offers appealing sedan styling, a premium and spacious 5-passenger cabin and engaging driving performance with the high fuel efficiency of Honda's two-motor hybrid system.
- With a 55 MPG EPA highway fuel-economy rating (LX/EX), Insight is competitive with other leading hybrid models in the category (e.g. Prius, Ioniq).
- Insight is manufactured in Indiana with the power unit sub-assembled in Indiana.
- Insight earned a Top Safety Pick+ rating from IIHS and 5-star Overall Vehicle Score from the NHTSA.

Clarity Series

■ Clarity Plug-In Hybrid

- The volume leader in the Clarity series launched nationally Dec. 18, 2017
- MSRP of \$33,400 with a high level of premium features and equipment
- 47-mile all-electric EPA range rating (full charge), the highest among all midsize plug-in hybrid sedans
- **The 2020 Clarity PHEV received a Kelley Blue Book Best Buy Award for the third time**

■ Clarity Fuel Cell

- The first in the new Clarity series launched in the U.S. in December 2016
- EPA 360-mile driving range rating with 3-5 minute refueling at a growing network of hydrogen stations in California
- Leases for \$379/month with a 20,000-mile/year mileage allowance, up to \$15,000 of fuel, 21 days of luxury rental car, 24/7 roadside assistance and more

■ Clarity Electric

- Launched in August 2017 in California and Oregon
- *NOTE: Clarity Electric production was discontinued in November of 2020*

Fit

- **NOTE: the Honda Fit has been discontinued for the 2021 model year.**

Civic

- For MY21, Civic Coupe has been discontinued.
- **Civic Si Sedan is discontinued for the 2021 model year. It will return with the 11th generation model.**
- The MY19-21 Civic Sedan received standard Honda Sensing[®], updated exterior and interior styling, and new Sport trim.
- **MY20 Civic Si added standard Honda Sensing[®], a shorter final-drive ratio, revised exterior and interior styling, and more.**
- **Civic Type R** is the ultimate high-performance Civic.
- **The 2021 Civic Type R Limited Edition is a small run of Civic Type R models with special wheels and tires, unique suspension settings, unique Phoenix Yellow Pearl paint, and light-weighting measures.**
- **The 11th-generation Civic will launch in late Spring 2021 with the 2022 Civic Sedan.**
 - 11th-generation Civic Prototype debuted on November 17.
 - Features classic Honda Civic design ethos of a “thin and light” body design with low hood and front fenders, low horizontal beltline, and an expansive and airy greenhouse exceptional outward visibility.
 - Will feature latest active and passive safety systems, including new airbag technologies and upgraded Honda Sensing[®].
 - Interior will feature an all-digital driver’s meter and a new 9-inch full-HD Display Audio touchscreen mounted atop the instrument panel.
 - In July 2020, it was announced that production of the next-generation Civic Hatchback will move to Honda Manufacturing of Indiana in 2021.

Accord

- The 10th-generation Accord was completely redesigned and reengineered for the 2018 model year, and received an update for the 2021 model year.
 - New for the 2021 Accord are drivability improvements to the 1.5T, 2.0T and Hybrid powertrains.
 - Honda Sensing® has improved Adaptive Cruise Control and Lane Keeping Assist performance.
 - Accord now offers wireless Apple CarPlay® and Android Auto™ (Touring trims).
 - An all-new Sport SE trim replaces EX by adding leather seating, heated front seats, a 4-way power passenger seat, heated mirrors, Smart Entry, and remote engine start.
 - In addition, for the 2021 model year all manual-transmission models have been discontinued.
- Accord is America's best-selling sedan over the past 50 years.
- **The 10th-gen Accord received a Kelley Blue Book Best Buy Award for the sixth time.**
- **2021 Accord was one of seven Honda models to earn IIHS Top Safety Pick or better rating, with Accord, Insight and Odyssey achieving the pinnacle TSP+ rating.**
- 2018 North American Car of the Year.
- Called “America's Best Sedan” by *Car & Driver* and **35-time** recipient of the magazine's prestigious “10Best” award, more than any other vehicle.
- For Accord Hybrid:
 - The 2021 model is powered by the third-generation two-motor powertrain with 212HP/232 lb.-ft. (Hybrid, Hybrid EX, Hybrid EX-L, Hybrid Touring)

HR-V

- HR-V delivers on core Honda values including high fuel economy ratings, fun-to-drive performance and superior cabin space. The HR-V features:
 - Incredibly spacious and versatile interior based on same Global Compact Platform as Fit and featuring Honda Magic Seats®
 - 1.8-liter, 138HP VTEC engine with updated CVT, with paddle shifters on Sport trims and above
 - Available Real-Time AWD
 - NHTSA NCAP 5-star Overall Vehicle Score and IIHS Top Safety Pick, including GOOD ratings in all collision testing
- HR-V Sport trim features 18-inch alloy wheels and gloss-black wheel well arches and other exterior trim, while the Touring trim features 17-inch alloy wheels, multi-element LED headlights, leather-trimmed seats and power driver's seat.
- MY19 HR-V received numerous updates, including standard with Honda Sensing® on EX trims and above, a new Sport trim between LX and EX, and revised interior and exterior styling.
- **For the 2021 model year, the HR-V Touring trim has been discontinued.**

CR-V

- CR-V finished 2020 as the retail #2 CUV/SUV in America.
- CR-V is the **outright best-selling crossover in America over the past 24 years** and Honda brand's best-selling model of the past 10 years.
- CR-V Hybrid sold nearly 25-thousand units in its first year on the market, helping propel Honda hybrid vehicles to their second straight record year and their fourth straight year of sales growth in 2020.
- The 2020 CR-V launched in 2019 with freshened styling, new features and upgraded powertrains — including the application of Honda Sensing® and the 1.5L Turbo engine to LX trims.
- The all-new, Indiana-made CR-V Hybrid launched early 2020 offers quicker off-the-line performance, a roughly 50% improvement in city fuel economy, and a broader operating range for EV mode than competing products.
- CR-V is a current Top Safety Pick from the Insurance Institute for Highway Safety and earns a 5-star overall safety rating from National Highway Traffic and Safety Administration.
- The 2020 Honda CR-V and all-new CR-V Hybrid have been named the 2020 Green SUV of the Year by *Green Car Journal*.
- The 2020 Honda CR-V Hybrid was named an Autotrader 'Best New Car for 2020.'
- The 2021 Honda CR-V won *U.S. News & World Report's* "Best Car for the Money" award in the compact SUV category of the magazine's 2021 new car rankings.
- CR-V earned a Kelley Blue Book Best Buy Award for the fifth time since its launch.
- 1.5L DI turbo engine delivers higher performance with 190hp and received an EPA fuel economy rating of 28/34/30 (city/hwy/combined), the highest among non-hybrid models in the compact.

Passport

- The MY21 Passport occupies a “sweet spot” in the market, offering on-road comfort buyers demand and expect, but with the kind of capability for weekend adventures that they may not expect from a crossover SUV.
- Passport was designed and developed by Honda R&D Americas and is manufactured at Honda’s Lincoln, Alabama plant.
- **Passport earns an NCAP 5-Star Overall Vehicle Score.**
- Passport is available in four trims: Sport, EX-L, Touring and Elite. Key features include:
 - 3.5-liter 280-horsepower V6 engine mated to 9-speed automatic transmission
 - Available i-VTM4® all-wheel drive with Intelligent Traction Management
 - Approximately 1-inch more ground clearance than Pilot, with better approach, departure and breakover angles for better off-road capability (AWD models)
 - Best-in-class passenger room and interior volume
 - 3,500 pounds towing capacity, up to 5,000 pounds towing capacity with AWD and tow package
 - Standard Honda Sensing®, Smart Entry w/Push Button Start, 7-inch TFT digital meter, 20-inch alloy wheels, remote rear seatback release and Multi-Angle Rearview Camera
 - Available leather-trimmed seats, 8-inch Display Audio, Honda Satellite-linked Navigation System™, heated/ventilated front seats, heated rear seats and hands-free power liftgate

Pilot

- The 2021 Pilot added a new Special Edition trim, standard 9-speed transmission with paddle shifters, standard dual-zone climate control, and a new Platinum White Pearl color available for the Black Edition.
- The 2020 Pilot added a new Black Edition trim, with special badging, black interior and exterior styling, red-perforated leather seats, and more.
- The MY19 Pilot received numerous updates including revised exterior styling, refinements to the 9-speed automatic, updated Display Audio with a physical volume knob, hands-free access power liftgate, and standard Honda Sensing® on all trims.
- Pilot raised the stakes in the midsize SUV segment with more sophisticated styling, advanced technology and family friendly utility, along with class-leading safety performance and fuel economy ratings.
- Pilot was named a 2019 Best Buy by Consumer Guide and was named a 2019 KBB.com Best Buy in the Midsize SUV category.
- Pilot features:
 - Apple CarPlay® and Android Auto™ integration (EX and above)
 - 3.5-liter direct-injected *i*-VTEC™ V6 with VCM
 - Two advanced transmissions — 6-speed AT and, for Touring and Elite trims, 9-speed AT
 - More capable, torque-vectoring *i*-VTM4® all-wheel drive technology

Ridgeline

- Redesigned 2021 Ridgeline to launch early 2021 with a bold redesign, reflecting its rugged versatile pickup truck capabilities.
- Ridgeline launched in June 2016 and was named 2017 North American Truck of the Year, also capturing a 2018 Car and Driver “10Best” trucks title.
- Ridgeline is the only pickup truck to earn an IIHS Top Safety Pick rating for MY19.
- The MY20 Ridgeline received a host of updates, including a standard 9-speed automatic transmission with paddle shifters, standard Honda Sensing® safety and driver-assistive technologies, and a more streamlined trim structure.
- The In-Bed Trunk™ and Dual Action tailgate remain highly appealing features that no competitor can match and are joined by the world’s first available Truck Bed Audio System — making Ridgeline the ultimate tailgate vehicle.
- Based on its unibody underpinnings and Honda packaging expertise, Ridgeline combines robust pickup truck capabilities, including the only 4-foot-wide flatbed space in the class and top-in-class payload capacity, with fundamentally better interior packaging, refinement, and driving dynamics.

Odyssey

- Odyssey has been America's top retail-selling minivan for 11 straight years (2010-2020).
- 4th-generation Odyssey launched in May 2017 and delivers a new level of technology, performance and comfort to keep everyone in the family happy.
- All-new platform, new 280HP 3.5-liter DI *i*-VTEC® V6 with VCM (+32HP, +12 lb.-ft.).
- Honda-developed 10AT (industry's first 10AT for FWD vehicles) standard on all trims starting with the 2020 model year.
- Magic Slide™ Seats (EX and above) provide the ultimate in family-friendly versatility and comfort by providing four easily configurable options that allow for optimal passenger comfort, people- and cargo-hauling flexibility and easy access to third-row seating — even when one or two rear-facing child seats are placed in the second row.
- Top NCAP and IIHS safety ratings and Honda Sensing® standard on EX and higher trims.
- The 4th-generation Odyssey received a Kelley Blue Book Best Buy Award for the fifth time since its launch.
- The MY21 Odyssey launched in 2020, with added features including:
 - New Rear Seat Reminder standard
 - Standard Honda Sensing® on all trims
 - New upscale interior features for Odyssey Touring, including unique interior trim, contrasting seat piping and perforated leather on the second row
 - An industry first, Odyssey trims with CabinWatch® also integrate the rear-seat camera system with the new Rear Seat Reminder
- **NOTE: The HondaVac is no longer available on Odyssey.**

Brand Momentum

- Acura is in the midst of a major transformation based on its original **Precision Crafted Performance** brand values and has significant momentum in the market, having established a consistent design direction and introduced competitive new products delivered with a distinctive marketing voice.
- All Acura core models compete at the top of their respective segments, led by strong sales on both the passenger car and light truck sides of the business.
 - Acura will introduce two **Type S** performance variants to the lineup this year, starting with the TLX Type S and followed by the MDX Type S. A dedicated, Acura-exclusive V6 turbo engine will power these Type S models.
 - The majority of Acura manufacturing takes place here: **All 2021 Acura vehicles sold in the U.S. are made in America (Ohio), the highest percentage of any international luxury brand.**

Safety Innovation

- Acura is integrating advanced safety designs and technologies into every new model.
- **AcuraWatch™** is now standard on all Acura sedans and SUVs, and **more than half a million Acura** vehicles on U.S. roads today feature AcuraWatch™.
- All Acura sedans and SUVs earn an NCAP 5-star Overall Vehicle Score from the NHTSA.
- **The 2021 Acura TLX sport sedan recently debuted American Honda's all-new passenger front airbag to better protect occupants in a wide range of frontal collisions, including oblique-angle collisions. American Honda will be applying the new airbag technology to additional products in its lineup, including the all-new 2022 MDX.**

Acura RDX

- **The 3rd gen RDX has increased conquests from nearly every luxury brand; RDX has also topped 50K sales in every year since 2015 — something no other model in segment can claim.**
- The 3rd-generation RDX was completely redesigned for the 2019 model year, with 2021 models carrying forward this next generation of Acura design, performance and technology.
- RDX is the quickest, best-handling RDX ever, with top-in-class cabin and cargo space, and a host of groundbreaking new Acura technologies.
- Pairing a 2.0-liter VTEC™ Turbo engine with a 10-speed transmission (10AT) and next-generation Acura SH-AWD® — with a 40% increase in low-end torque delivery and 40% increase in rear differential torque capacity.
- The 3rd-gen RDX features next-generation Acura technologies including:
 - Acura True Touchpad Interface™, an all-new more intuitive and advanced user interface designed to enhance the driving experience — combining an industry-first absolute-positioning touchpad interface with a 10.2-inch high-mounted display
 - Ultra-wide panoramic moonroof, standard on all models
 - 16-channel Acura ELS Studio 3D™ audio
 - Next-generation Acura sport seats with ultra-light frame and up to 16-way power adjustment

Acura MDX

- **MDX** is America's all-time best-selling 3-row luxury SUV with total sales surpassing 1 million units, something only a handful of other luxury nameplates have achieved over the past 20 years.
- MDX finished the past decade as the retail #1 three-row luxury SUV in America.
- **All-new 2022 MDX:** Acura recently debuted the fourth-generation MDX as the most premium, performance-focused and technologically sophisticated SUV in Acura history, which arrived at dealership in February 2021.
 - The all-new MDX assumes the role of flagship in Acura's lineup.
 - Inspired by the brand's Precision Concept, the all-new MDX will offer a bold new design, sumptuously appointed interior and more performance-focused underpinnings — taking a dramatic step forward in performance, prestige and premium appeal.
 - Completely new from the ground up, the 2022 MDX is built on an all-new Light Truck platform designed for Type S levels of performance, featuring an ultra-rigid new body structure and performance-tuned chassis with an MDX-first double wishbone front suspension.
 - With its advanced interior, the 2022 MDX also debuts multiple new technologies. These include an all-digital instrument display (Acura's new Precision Cockpit), Amazon Alexa Built-In and Wireless Apple CarPlay® and Android Auto™ integration.
 - The fourth-gen MDX also provides more space for people and gear, with improved passenger space in all three rows and adds an innovative multi-function second-row with removable middle seat.
 - The all-new MDX will offer a Type S variant, the first Acura SUV in history with a Type S, and is built on an all-new platform to support this Type S performance capability.

ILX

- **ILX finished 2020 as the retail #1 model in segment with the lowest incentives against newer competitors.**
- **ILX captured one out of every five (21%) retail buyers in segment.**
- **Acura's gateway sport sedan — ILX — was refreshed and significantly upgraded for the 2019 model year, including gaining the brand's signature Diamond Pentagon grille.**
 - **ILX's design refresh and application of the Diamond Pentagon grille completed the transformation of Acura's Precision Crafted Performance design language across the entire lineup.**
- **Continuing to capture the highest percentage of millennial buyers in the Acura lineup, the 2020 ILX delivers a sportier and more sophisticated design, premium cabin materials, tech-savvy features and distinctive A-Spec[®] sport appearance variant.**
- **ILX has an enhanced dual-screen user interface with new graphics, quicker response and Apple CarPlay[®] and Android Auto[™] integration.**
- **All ILX models are powered by a naturally aspirated 201-horsepower, 2.4-liter, 16-valve DOHC i-VTEC[®] 4-cylinder engine mated to a quick-shifting 8-speed Dual Clutch Transmission (DCT) with steering wheel-mounted paddle shifters.**

TLX

- The all-new 2021 TLX arrived in dealerships September 2020 as the quickest, best-handling, and most well-appointed Acura sedan ever.
- The all-new TLX delivers on the emotional design, stance and proportion previewed in the Type S Concept, and is built upon a model-exclusive body structure and chassis architecture.
- Complementing its stunning new design and athletic stance is new 2.0-liter DOHC VTEC[®] Turbo engine, with available Super Handling All-Wheel Drive[™] (SH-AWD[®]) on all TLX trims.
- The TLX Type S, arriving in spring of 2021, will introduce Acura's all-new 3.0-liter V6 Turbo engine and comes standard with SH-AWD[®].
- The 2021 TLX was awarded a 2020 IIHS TOP SAFETY PICK+ award and recently achieved a NHTSA NCAP 5-star overall rating.
- The all-new 2021 TLX features:
 - **Upgraded performance:** quick-shifting 10-speed transmission, sport-tuned chassis with double wishbone front suspension, NSX-derived electro-servo brake-by-wire technology and available adaptive dampers.
 - **Best in class tech:** new implementation of Acura's True Touchpad Interface[™] with a 10.2-inch HD center display, an available 17-speaker ELS STUDIO 3D[®] premium audio system, and color and intensity adjustable LED interior ambient lighting with up to 27 IconicDrive[™] themes.
 - **Safety innovation:** Expanded AcuraWatch[™] suite with the addition of Traffic Jam Assist (TJA) and Traffic Sign Recognition, as well as an industry first next-generation passenger front airbag designed to mitigate potential injury in more steeply angled frontal collisions.

NSX

- The 2021 NSX boasts the design cues, chassis enhancements that debuted on the 2019 model, along with new exterior paint colors including Thermal Orange Pearl, **Indy Yellow Pearl and the resurrection of Long Beach Blue Pearl to the NSX color lineup.**
- Acura has delivered about 2,200 units globally and nearly 1,400 in the U.S.
- The **Acura NSX** delivers a **New Sports eXperience** — leveraging advanced technology to create an emotional, immediate and intense connection between car and driver:
 - NSX offers a unique driving experience with the use of the **Sport Hybrid SH-AWD®** system with electric power enhancing every aspect of its dynamic capability
 - NSX features an all-new power unit — **a bespoke 75-degree 3.5-liter twin-turbocharged V6** with dry sump mated to a 9-speed dual-clutch transmission with direct-drive motor (driving rear wheels) and twin high-output motors driving the front wheels; Total system output is 573 hp and 476 lb.-ft. of torque
 - NSX's aluminum-intensive **Multi-Material Body** utilizes the optimal materials and joining technologies in each area of the body to achieve ultimate rigidity in combination with outstanding visibility, superior NVH and targeted top-in-class collision safety performance
 - NSX was *Road & Track* 2017 Performance Car of the Year and a 2017 *Automobile* All-Star

RLX

- Acura discontinued sales of the RLX sedan in North America at the conclusion of the 2020 model year, as the brand continues to make significant investments in the core models that represent Acura's future.
- We have discontinued sales of the RLX sedan in North America with the conclusion of the 2020 model year, as we continue to make significant investments in the core models that represent Acura's future.
- With SUVs leading the luxury market, the highly successful RDX and MDX now serve as the volume leaders of the Acura brand; and the 2022 Acura MDX has been elevated a new role as the flagship of the Acura lineup.

Safety, Driver-Assistive and Autonomous Technologies

- **Honda is pursuing a comprehensive vision for a zero-collision society** that takes into account the safety of everyone sharing the road and all aspects of a complex transportation system, encompassing a broad range of technologies including highly automated vehicles and vehicle-to-everything (V2X) connectivity.
- **In the automated vehicle space, Honda received the required type designation for Level 3*1 automated driving from the Japanese Ministry of Land, Infrastructure, Transport and Tourism (MLIT). This approval enables the automated driving system to drive the vehicle instead of the driver under certain conditions, such as when the vehicle is in congested traffic on expressway.**
- **Honda is planning to launch sales of a Honda Legend equipped with the newly approved automated driving equipment (“Traffic Jam Pilot”) before the end of the current fiscal year (Ending 3/31/2021).**
- **Highly automated technology is targeted for personal use (SAE level 4) by 2025.**
- **Honda is a leader in the deployment of advanced safety and driver-assistive technologies that serve as a technological and perceptual bridge to the highly automated vehicles of the future.**
 - **Honda Sensing®** is on more than **4 million** vehicles on U.S. roads today and is now standard or available equipment on all MY20-21 nameplates in the Honda lineup.
 - **AcuraWatch™** is now standard equipment on all Acura sedans and SUVs, and there are **nearly a million** Acura vehicles on U.S. roads with AcuraWatch™.

Pedestrian Injury Mitigation

- Honda leads the industry in the application of advanced pedestrian injury mitigation features:
 - More than 17 million vehicles already on the road, including all model year 2007 and newer Honda and Acura vehicles, feature pedestrian injury mitigation features and designs — features such as collapsible hood hinges and breakaway windshield wiper pivots — with a focus on reducing severe head injuries that are responsible for the majority of pedestrian fatalities.
 - The Honda Sensing® suite of safety and driver-assistive technologies includes the Collision Mitigation Braking System™ (CMBS™) with Pedestrian Detection and is now standard or available on all new Honda models, with nearly 4 million Honda vehicles equipped with the suite on U.S. roads today.
 - The MY20 Civic, Accord, CR-V, Odyssey and Insight, each with standard Honda Sensing®, earned a “SUPERIOR” rating from the IIHS in its evaluations of frontal crash protection, both vehicle-to-vehicle and **vehicle-to-pedestrian sensing**.

Advanced Safety Testing Facilities

- Honda operates two of the world's most sophisticated crash test laboratories for the development of improved safety designs and technologies:
 - The Tochigi facility is the world's first indoor car-to-car multidirectional crash test laboratory.
 - A safety test lab in Honda R&D Americas' Ohio Center performs advanced testing on all its U.S.-developed models; it features the world's first pitching test sled and the world's highest resolution impact barrier.

New Passenger Front Airbag Technology

- Honda announced the development of an innovative new passenger front airbag technology in 2019 that is designed to better protect occupants in a wide range of frontal collision scenarios, including angled crashes between vehicles or a vehicle and another object.
- **The all-new Acura TLX is the first vehicle in the industry to incorporate Honda's next-generation passenger front airbag technology as part of Acura's "Safety Through Innovation" commitment when the sport sedan launched in fall of 2020. This airbag is also standard equipment on the 2022 Acura MDX.**
- Invention, development and testing of the new airbag were led by engineers at Honda R&D Americas, Inc. in Ohio, in partnership with Autoliv, one of the company's safety systems suppliers.
- The new design is based on Honda's commitment to developing technologies that better protect vehicle occupants in a wide range of crash scenarios.

Smart City

- Honda is committed to conducting research and demonstrating the real-world applications of new technologies and new mobility solutions.
- The Smart Columbus (Ohio) project gives us a real-world test bed for both EV and new CAV ideas. Ultimately, we want to utilize the opportunities presented by the Smart Columbus project and the unique conditions of a typical Midwestern U.S. city to improve on our mobility concepts.
- Honda intends to support the study of autonomous and connected vehicles in Ohio by launching a comprehensive Connected Car effort. This will provide opportunities to effectively analyze not only vehicle-to-vehicle (V2V) but vehicle-to-infrastructure (V2I) connections.
- The 33 Smart Mobility Corridor project in central Ohio, which includes the all-new Smart Center at the Transportation Research Center, provides Honda with an ideal place to analyze “vehicle-to-everything” (V2X) technologies in a real-world setting.
- Honda now has 100 connected vehicles in use on a daily basis to test its SAFE SWARM™ concept.
- The 33 Smart Mobility Corridor is planned to become the longest stretch of continuously connected vehicle-to-infrastructure roadway in the world.

Honda Smart Intersection Technology

- On October 4, 2018, Honda began a pilot deployment of its Smart Intersection technology in Marysville, Ohio, adjacent to its U.S. Manufacturing and R&D hubs.
- Developed in partnership with the City of Marysville as part of the 33 Smart Mobility Corridor project, the pilot project seeks to address the limitations of on-board vehicle sensors in addressing traffic collisions at roadway intersections.
- Intersection collisions account for roughly 40 percent of all collisions and 20 percent of the nearly 35,000 traffic-related deaths that occur in the U.S. each year.
- The “Smart Intersection” technology, utilizing Honda’s proprietary object recognition software in conjunction with intersection-mounted cameras and V2X communications, allows cars to virtually see through and around buildings in virtually all-weather conditions to help identify and alert drivers to hidden hazards.

Honda-GM-Cruise Joint Venture

- On October 3, 2018, Honda, General Motors and Cruise announced that they had joined forces to pursue the shared goal of transforming mobility through large-scale deployment of autonomous vehicle technology.
- The partnership will develop a purpose-built autonomous vehicle for Cruise that can serve a wide variety of use cases and be manufactured at high volume for global deployment.
- In addition, Cruise, General Motors and Honda will explore global opportunities for commercial deployment of the Cruise network.
- Honda will contribute approximately \$2 billion over 12 years to these initiatives, together with a \$750 million equity investment in Cruise — total commitment to the project of \$2.75 billion.
- *(NOTE: GM Cruise revealed the Origin electric, autonomous shuttle concept in January 2020 without providing details on launch timing. GM subsequently announced a \$2.2B investment in its Detroit-Hamtramck plant to build electric and autonomous vehicles including the Origin.)*
- In January 2021, Honda announced that it will collaborate with Cruise and General Motors on self-driving vehicles for its autonomous vehicle mobility service (MaaS) business in Japan.
- Honda aims to launch its MaaS business using the Cruise Origin, a vehicle the three companies are jointly developing exclusively for autonomous vehicle mobility service businesses. Honda Mobility Solutions Co., Ltd., will be the operator of the MaaS business in Japan.

Honda Joins Automated Vehicle Safety Consortium

- Honda joined the Automated Vehicle Safety Consortium™ (AVSC) in November 2019.
- The AVSC, which launched in April 2019, convenes leading OEM and technology member organizations to collaborate on the development of best safety practices around which automated vehicle (AV) technology can be responsibly developed and adopted ahead of broad deployment.

Honda Joins Tampa Hillsborough Expressway Authority Connected Vehicle Pilot Project

- Honda R&D Americas joined the Tampa Hillsborough Expressway Authority Connected Vehicle Pilot project in collaboration with Hyundai America Technical Center, Inc. (HATCI) and Toyota Motor North America to deploy vehicles with connected vehicle technology already installed.
- This collaboration is among the first of its kind where multiple OEMs are coming together on an existing Connected Vehicle (CV) deployment.
- Mobility supplier DENSO will develop a common set of CV apps for the OEMs, enabling the rapid communication between vehicles and surrounding infrastructure.

NHTSA & IIHS Collision Safety Ratings

		NHTSA (NCAP) <small>(MY21, EXCEPT WHERE NOTED)</small>				IIHS <small>(ALL MY20, EXCEPT MY21 ACCORD, CIVIC, HR-V, INSIGHT, CR-V, PILOT, ODYSSEY, PASSPORT, ACURA ILX, TLX, RDX)</small>									
		OVERALL SCORE	FRONT OVERALL/DRIVER/FRONT PASS	SIDE OVERALL/FRONT/REAR/POLE	ROLL-OVER	FRONT	SIDE	ROOF	HEAD RESTRAINT	SMALL OVERLAP		FRONT-CRASH PREVENTION	HEADLIGHT	OVERALL **	PEDESTRIAN CRASH PREVENTION
										DR	PAS				
Accord	4DR	5	5 / 5 / 5	5 / 5 / 5 / 5	5	G	G	G	G	G	G	S*	A (LX/EX/SP/EX-L) M (TOURING)	TSP+ (LX/EX/SP/EX-L)	SUPERIOR
	HYB	5	5 / 5 / 5	5 / 5 / 5 / 5	5	G	G	G	G	G	G	S	ACCEPTABLE	TSP	
	2DR	NR													
Civic	4DR	5	5 / 5 / 5	5 / 5 / 5 / 5	5	G	G	G	G	G	G	S*	G (TOURING) P (LX/SP/EX/EX-L)	TSP (TRG)	
	4DR SI (MY20)	5	5 / 5 / 5	5 / 5 / 5 / 5	5	G	G	G	G	G	G	S	GOOD	TSP	SUPERIOR
	2DR (MY20)	5	4 / 5 / 4	5 / 5 / 4 / 5	5	G	G	G	G	G	G	S*	POOR	TSP (TRG)	SUPERIOR
	2DR SI (MY20)	5	4 / 5 / 4	5 / 5 / 4 / 5	5	G	G	G	G	G	G	S	GOOD	TSP	
	5DR	5	5 / 5 / 5	5 / 5 / 5 / 5	5	G	G	G	G	G	G	S*	G (TOURING) P (LX/SP/EX/EX-L)	TSP (SPORT TRG)	SUPERIOR
	R	NR		5 / 5 / 5 / 5	5										
Fit (MY20)		5	5 / 5 / 5	5 / 5 / 5	4	G	G	G	G	NR	NR	S	M (EX/EX-L) P (LX/SPORT)		SUPERIOR
Clarity		NR													
HR-V	FWD	5	4 / 4 / 4	5 / 5 / 5 / 5	4	G	G	G	G	G	G	G	M (EX/EX-L) P (LX/SPORT)	TSP	
	AWD														
Insight		5	5 / 5 / 5	5 / 5 / 5 / 5	5	G	G	G	G	G	G	S	G	TSP+	SUPERIOR

*When equipped with optional front crash prevention system (CMBS).

**TSP+ for MY20 and MY21 models requires certain headlights and GOOD rating in both driver and front passenger small-overlap collision.

(continued on next page)

NHTSA & IIHS Collision Safety Ratings Continued

		NHTSA (NCAP) <small>(MY21, EXCEPT WHERE NOTED)</small>				IIHS <small>(ALL MY20, EXCEPT MY21 ACCORD, CIVIC, HR-V, INSIGHT, CR-V, PILOT, ODYSSEY, PASSPORT, ACURA ILX, TLX, RDX)</small>									
		OVERALL SCORE	FRONT OVERALL/DRIVER/FRONT PASS	SIDE OVERALL/FRONT/REAR/POLE	ROLL-OVER	FRONT	SIDE	ROOF	HEAD RESTRAINT	SMALL OVERLAP		FRONT-CRASH PREVENTION	HEADLIGHT	OVERALL **	PEDESTRIAN CRASH PREVENTION
										DR	PAS				
CR-V	FWD	5	5/5/4	5/5/5/5	4	G	G	G	G	G	G	S	A (HYB LX/HYB EX/HYB EX-L) G (TOURING/HYB. TOURING) M (LX/EX/EX-L)	TSP (TRG)	SUPERIOR
	AWD	5	5/5/4	5/5/5/5	4	G	G	G	G	G	S				
	HYB	5	5/5/4	5/5/5/5	4	NR	NR	NR	NR	NR	NR	NR			
Pilot	FWD	5	4/5/4	5/5/5/5	4	G	G	G	G	G	A	S	A (LX/EX/EXL/SP. ED.) G (TRING/ELITE/BLK)		SUPERIOR
	AWD	5	4/5/4	5/5/5/5	4	G	G	G	G	G	A	S			
Odyssey		5	5/5/5	5/5/5/5	4	G	G	G	G	G	G	S	ACCEPTABLE	TSP+	SUPERIOR
Passport	FWD	5	4/5/4	5/5/5/5	4	G	G	G	G	G	A	S	ACCEPTABLE	TSP	SUPERIOR
	AWD	5	4/5/4	5/5/5/5	4	G	G	G	G	G	A	S	ACCEPTABLE	TSP	SUPERIOR
Ridgeline	FWD	5	5/5/5	5/5/5/5	4	G	G	G	G	G	A	S	G (RTE/BLK) P (ALL OTHER)	TSP	
	AWD	5	5/5/5	5/5/5/5	4	G	G	G	G	G	A	S			
ILX		5	4/5/4	5/5/5/5	4	G	G	G	G	G	NR	S	POOR		NR
TLX (MY20)	FWD	5	5/5/5	5/5/5/5	5	G	G	G	G	G	G	S	GOOD	TSP+	SUPERIOR
	AWD	5	5/5/5	5/5/5/5	5	G	G	G	G	G	G	S	GOOD	TSP+	SUPERIOR
RLX (MY20)	FWD	5	5/5/5	5/5/5/5	5	G	G	G	G	G	NR	S	ACCEPTABLE	TSP	NR
	SH-AWD	NR		5/5/5/5	5	G	G	G	G	G	NR	S	ACCEPTABLE	TSP	
	SPORT HYB	NR		5/5/5/5	5	G	G	G	G	G	NR	S	ACCEPTABLE	TSP	
NSX		NR													NR
RDX	FWD	5	4/4/4	5/5/5/5	4	G	G	G	G	G	G	S	G	TSP+	ADVANCED
	AWD	5	4/4/4	5/5/5/5	4	G	G	G	G	G	G	S	G	TSP+	ADVANCED
MDX (MY20)	FWD	5	5/5/5	5/5/5/5	4	G	G	G	G	G	NR	S	ACCEPTABLE	TSP	SUPERIOR
	AWD	5	5/5/5	5/5/5/5	4	G	G	G	G	G	NR	S	ACCEPTABLE	TSP	
	SPORT HYB	5	5/5/5	5/5/5/5	4	G	G	G	G	G	NR	S	ACCEPTABLE	TSP	

*When equipped with optional front crash prevention system (CMBS).

**TSP+ for MY20 and MY21 models requires certain headlights and GOOD rating in both driver and front passenger small-overlap collision.

Our Vision, CO₂ Emissions Reduction and Electrified Vehicle Technology

- Honda in 2011 adopted an Environmental Vision: **Realizing “the Joy and Freedom of Mobility” and “a Sustainable Society where People Can Enjoy Life”** as the company strives toward its challenging targets to reduce CO₂ emissions and other environmental impacts and to reduce the use of fossil fuels and other resources.
- Honda leads all full-line automakers in the U.S. in fuel efficiency and lowest CO₂ emissions according to the 2020 U.S. EPA Trends Report.

Honda and GM Jointly Develop Next-Generation Honda Electric Vehicles Powered by GM’s Ultium Batteries

On April 2, 2020, Honda and General Motors announced plans to jointly develop two all-new electric vehicles for Honda, based on GM’s highly flexible global EV platform powered by proprietary Ultium batteries.

- The exteriors and interiors of the new EVs will be exclusively designed by Honda, and the platform will be engineered to support Honda’s driving character.
- Production of these Honda electric vehicles will combine the development expertise of both companies, and they will be manufactured at GM plants in North America.
- Sales are expected to begin in the 2024 model year in the United States and Canada.

Honda Partnering with General Motors for Next-Gen Battery Development

- Honda and GM announced on June 7, 2018, an agreement for new advanced chemistry battery components, including the cell and module, to accelerate each companies' all-electric vehicles.
- The companies will collaborate based on GM's next generation battery system with the intent for Honda to source the battery modules from GM.
- The combined scale and global manufacturing efficiencies will provide greater value to customers.

Honda is the Unrivaled Leader in Reducing Tailpipe Emissions

- All new Honda and Acura vehicles meet or exceed the U.S. EPA's stringent Tier 3 emissions requirements on an individual model basis (without the use of fleet averaging).
- Honda was the first auto manufacturer to sell gasoline-powered vehicles in the U.S. certified to California's Low-Emission Vehicle (1996 Civic), Ultra-Low Emission Vehicle (1998 Accord) and Super Ultra-Low Emission Vehicle (2000 Accord) standards.
- Honda was the first with a vehicle certified to California's AT-PZEV standard (2001 Civic GX) and the first Hybrid certified to the same level (2003 Civic Hybrid).
- The 2013 Accord PHEV was the first automobile to meet new SULEV20 standards, 30% cleaner than SULEV (only 7 pounds of NMOG emissions over 150,000 miles).

Hitachi Automotive-Honda Joint Venture for Electric Motors

- On July 3, 2017, Hitachi Automotive Systems, Ltd. and Honda Motor Co., Ltd. announced the establishment of a joint venture for the development, manufacture and sales of motors for electric vehicles on the premises of Hitachi Automotive Systems in Japan.
 - The plan is for technology development, manufacture, and sales to be done in Japan, and to gradually establish manufacturing and sales subsidiaries in the U.S. and China.
 - U.S. production of electric motors will take place at a facility to be built within Hitachi Automotive Systems Americas Berea Motor Plant in Kentucky.

Fuel Cell Vehicle Technology/Manufacturing Joint Venture

- Honda and GM Joint Venture: Fuel Cell System Manufacturing announced in 2017
 - *In response to questions concerning the program's progress:*
 - Our joint fuel cell stack development is making good progress, and we are currently working on installing production equipment.
 - With regard to the timing of introducing products equipped with our all-new FC stack, in light of relevant laws and regulations and trends in the market environment, we have been reconsidering the most appropriate timing while looking at the big picture of electrification technology as a whole, including HEVs and BEVs.
- Honda and GM are working toward mass production of lower cost, compact and high-performance fuel cell systems that will lead to commercialization of next gen fuel cell vehicles.
- The new Honda-GM joint venture will produce the fuel cell system in Brownstown, Michigan.
- GM and Honda each are investing \$42.5 million in the joint venture, which is expected to eventually create 100 new jobs in Michigan through the GM Brownstown Plant.

Hydrogen Refueling and EV Charging

- Honda is advancing technology for renewable energy production, distribution and vehicle refueling.
- American Honda has been a part of H2USA, a public-private partnership to promote hydrogen infrastructure and the commercial introduction and widespread adoption of FCVs, since May 2013.
- Honda has installed 60 new electric vehicle (EV) chargers on the campus of its Torrance, California, headquarters, enabling hundreds of associates to use an EV for their daily commute.
- In January 2017, Honda joined 13 leading energy, transport and industry companies to launch a global initiative to support the long-term role of hydrogen as a key solution to meet climate goals.
- In September 2017, the California Energy Commission awarded a \$16.3 million grant to Equilon Enterprises, a subsidiary of Shell for the introduction of seven hydrogen refueling stations in Northern California. The stations will be built in collaboration with Honda and Toyota, which will provide financial support.
- In December 2020, the California Energy Commission (CEC) awarded \$7.3 million to Equilon Enterprises (now Shell Hydrogen) to deliver the first eight of 51 proposed Shell hydrogen refueling stations. In support of this award, Honda agreed to continue its strong support for FCEV sales in California.

“Green Factory” Program

- Honda’s “Green Factory” program seeks to reduce emissions and energy use, reuse more raw materials and recycle manufacturing materials. **Fiscal year 2019** data for North America:
 - The CO₂e emissions intensity of automobile production was down 6.0 percent from the previous year and has been reduced 23 percent over a nine-year period.
 - Energy use per auto produced was up 4.8% in FY19, but at 6.5 GJ/auto, is down from the FY09 baseline of 6.8 GJ/auto.
 - Water use per auto was down 1.9% year-over-year and fell for the third straight year.
 - Honda has entered into the industry’s largest virtual power purchase agreements (VPPA) which will see Honda purchasing solar and wind energy equivalent to the electricity consumed at its four largest U.S. auto plants, in Ohio, Indiana and Alabama.
 - Honda’s manufacturing operations have reduced waste to landfill by more than 90% compared to the FY01 baseline and account for less than 1% of solid waste from our plants.

Wind Turbines at Honda Transmission Mfg. of America

- As part of Honda's overall environmental initiative to reduce the impact of its plants and other operations on the environment, Honda Transmission Mfg. of America, Inc. added two wind turbines on its site to generate electricity for its operations that became operational Jan. 9, 2014:
 - The two wind turbines were anticipated to supply roughly 10% of HTM's annual usage of electric energy, enough energy to power 1,054 homes for a year, resulting in a significant reduction in CO₂ emissions.
 - More than five years into their operation, the turbines have exceeded projections, providing for 11% of the plant's electricity use.
 - HTM entered into an agreement with ConEdison Solutions, which operates the turbines and the power generation in partnership with Juhl Wind and RP Wind, LLC.
 - HTM is the first Honda plant globally to install a major wind-powered electric-generation system on its property.

Virtual Power Purchase Agreement (VPPA)

- In September 2019, Honda entered into long-term virtual power purchase agreements (VPPAs) for renewable wind and solar power that cover more than 60% of the electricity that Honda uses in N.A.
 - These VPPAs enable Honda to fully offset the remaining carbon intensive grid-supplied electricity being used in the Ohio, Indiana, and Alabama automobile manufacturing operations, and will help the company meet its voluntary carbon reduction goal.
 - As a result of the deal, Honda is one of the top automakers globally in the adoption of renewable energy to power its operations.
 - In the fall of 2020, Honda purchased 530,000 MWh/year from 120 MW of wind power generated by the Boiling Springs Wind Farm in Oklahoma, a 150 MW development.
 - In January 2021, the Boiling Springs Wind Farm began operating.

Honda/Acura Environmental Leadership “Green Dealer” Programs

- Established in 2012, the **Honda Environmental Leadership Award and Acura Environmental Leadership Award** is awarded to independently owned Honda and Acura dealers in the United States who quantifiably reduce their environmental impact.
- More than 700 U.S. Honda and Acura dealers across all product lines have enrolled in the program, cutting CO₂ emissions by more than 123,000 metric tons and collectively saved over \$26.3 million dollars in energy costs.
- Three U.S. Honda auto dealers in the U.S. have achieved “Electric Grid Neutral” status, producing as much or more electricity on-site than it uses from the local utility annually.

Reducing Environmental Impact of Distribution, Sales and Service

- The CO₂ emissions intensity of service parts shipments in the U.S. has been reduced **49.7% over the past decade**, through more efficient packing of trucks (cube efficiency), the use of more fuel-efficient trucks and reengineered shipping routes.
- The CO₂ emissions intensity of shipping Honda and Acura vehicles from factories to dealerships in the U.S. has been reduced 6.6% from FY09 levels.

Honda Smart Home US

- **Honda Smart Home US** is a super-efficient “living laboratory” and seeks to address two major sources of U.S. CO₂ emissions — cars and homes.
- The home can produce more energy on-site from renewable sources than it consumes annually from the electric grid, including power for daily commuting in an electric vehicle (zero net energy).
- Five sets of occupants have occupied the home since it was first built in 2014, including a set of three graduate students, various UC-Davis staff, and its current occupants: a family of two, located on the West Village campus of the UC-Davis, drive a Honda Fit EV provided by Honda for the occupants’ use.

Overview

- *Honda believes that the purpose of technology is to help people.*
- *Toward that end, Honda is committed to the creation of original technology as well as collaboration through Open Innovation to create new value for its customers and ensuring our future as a company society wants to exist.*
- *Not every technology makes it to the market, and some lead us in new directions, but everything we do is geared toward achieving meaningful and customer-focused breakthroughs that will improve the lives of people.*

Honda Intelligent Technologies Research

- In 2003, Honda R&D established Honda Research Institute (HRI) for the purpose of evolving its cutting-edge intelligent research that explores new fields beyond mechanical engineering, including the fields of brain research and visual/aural recognition.
 - “Innovation through Science” is HRI’s guiding principle. The team of scientists and engineers at Honda Research Institute create technologies, often generated through a scientific process, and apply them to real situations, addressing more than just abstract principles.
 - HRI has a global network of researchers with operations in Frankfurt in Germany; Silicon Valley, California and Columbus, Ohio in the U.S.; and Wako-City in Saitama Prefecture, Japan.
 - These operations foster an open innovation model that establishes partnerships and alliances with academia and the private sector.
 - In October 2018, Honda Research Institute USA announced a new initiative, the Curious Minded Machine (CMM), to expand its cognitive robotics research and develop a type of artificial intelligence that enables life-long learning with a human-like sense of curiosity.
 - During the three-year program, research teams from the Computer Science & Artificial Intelligence Laboratory (CSAIL) at Massachusetts Institute of Technology (MIT), the School of Engineering and Applied Science at the University of Pennsylvania (Penn), and the Paul G. Allen School of Computer Science & Engineering at the University of Washington are collaborating with Honda Research Institute to explore the mechanisms of curiosity.

Honda Advancing Technology in Silicon Valley

- Honda R&D Innovations, Inc. (HISV) is an open innovation lab operating at “Honda Innovations.” Opened in 2005, originally under the name Honda Silicon Valley Lab, HISV serves as the catalyst to accelerate Honda’s global information technology (IT) research and development (R&D). HISV partners with talented entrepreneurs and tech companies to create cutting-edge products and services for a superior customer experience. HISV is located in the heart of Silicon Valley — Mountain View, California.
 - On April 1, 2017, Honda elevated the lab from a unit of Honda R&D Americas to a new company, Honda R&D Innovations (commonly referred to as “Honda Innovations”), with an expanded focus area and a global mandate.
- **Honda Xcelerator:**
 - Honda Xcelerator was created to engage innovators and help them more rapidly commercialize breakthrough technologies.
 - The program provides funding for proof-of-concept prototyping and the opportunity to work directly alongside Honda engineers in Silicon Valley in a collaborative workspace, as well as pairing with Honda mentors, and innovators will also have the opportunity to pitch their technologies to Honda business units globally once their prototypes are developed.
 - On November 9, 2017, Honda announced the expansion of its global open innovation program for early stage innovators to Detroit, Europe, Israel, China and Japan.

Honda Aircraft Company

- **The HondaJet is the world's most advanced light business jet** with revolutionary technology and design innovations that deliver best-in-class advantages in performance, comfort, quality and efficiency.
- **The HondaJet patented Over-The-Wing Engine Mount (OTWEM)** configuration, natural-laminar flow wing and fuselage nose and composite fuselage were developed from long-term research activities. These innovations combined make the HondaJet the fastest, most spacious and most fuel-efficient jet in its class.
- The HondaJet costs **\$5.28 million** (U.S.) and is currently offered for sale in the U.S., Canada, Mexico, Middle Americas, South America, Europe, Southeast Asia, India, China, Russia **and Japan**. There have been more than **160 aircraft in operation**.

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Honda Aircraft Company Continued

■ HACI facilities:

- HACI has invested more than \$178M in its world headquarters in Greensboro, N.C., with R&D, customer service and production facilities; A 150,000 square-foot production facility was completed in 2011 and a 90,000 square-foot customer service facility was completed in the fall of 2013. In 2015, the company expanded its headquarters building and added a new delivery support hangar, bringing the company's total campus footprint to more than 680,000 square feet and more than 130 acres.
- HACI announced that the HondaJet is the most delivered aircraft in its class for 2019, based on numbers provided by the General Aviation Manufacturers Association (GAMA). During 2019, 36 aircraft were delivered to customers around the world.
- In July 2019, HACI broke ground for its new Wing Production and Service Parts Facility, located at its global headquarters at the Piedmont Triad International Airport in Greensboro.
- **In January 2021, the new 83,100 square-foot facility began operations and is the latest addition to the company's 133-acre campus, representing an additional investment of \$24.3 million, bringing the total capital investment in its North Carolina facilities to more than \$245 million.**

Honda Aero/GE Honda Aero Engines

- GE Honda Aero Engines LLC, a joint venture between Honda and GE, launched the GE Honda's HF120 turbofan jet engine in 2015.
- Honda Aero, Inc., (HAI) a subsidiary of Honda Motor Co., Ltd., holds Honda's 50% share in the joint venture with GE Aviation. Honda Aero began operations effective Oct. 1, 2006, and is responsible for Honda's aviation engine business, including procurement and production of the GE Honda HF120 turbofan jet engine.
- The HF120 engine has accumulated close to 20,000 cycles and more than 10,000 hours of testing.
- Rated at 2,095 pounds of thrust, the HF120 engine sets new standards of performance in fuel efficiency, durability, low noise and emissions.
- Honda Aero employs approximately 115 associates. Its headquarter facility consists of 27,500 square feet of office space, a 50,000-square foot production plant and a 4,300-square foot engine-test cell. In 2017, the company has invested approximately \$21 million for construction and equipment.

Honda Product Development in North America – Overview

- **Honda's commitment to local product creation extends beyond local manufacturing to include U.S. research and development.**
- HRA led the development of the all-new 2021 Acura TLX and the 2022 Acura MDX, as well as leading a global team in the development of the all-new 2nd generation Acura NSX.
- Honda now has 15 R&D facilities (12 HRA, one Honda R&D Innovations, Inc., one Honda Research Institute and one Honda Aircraft Company) in North America developing all-new products and including all phases of new-model creation — market and technology research; concept creation; design styling; engineering design; fabrication and testing; local parts procurement and support for mass-production preparation.
- HRA has one of the world's most advanced safety research facilities, opened in 2003, utilized for all U. S.-developed new Honda and Acura models.
- HRA developed a scale wind tunnel in Ohio that plays an important role in realizing further improvements to the aerodynamic efficiency of new vehicles, enhancing Honda's global R&D capabilities and contributing to Honda's focus on fuel-efficiency leadership.
- Current automobiles developed by HRA include the Honda Odyssey, Pilot, Passport, Ridgeline, Civic Sedan and Coupe, and the Acura TLX, MDX, RDX and NSX.
- HRA-developed powersports products include the Honda Pioneer 1000, 700 and 500 and new Talon side-by-sides and the Foreman and Rubicon ATVs. HRA is also responsible for the development of multiple power equipment products including the HRX and HRR walk-behind mowers.

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Honda Product Development in North America – Overview Continued

- In August 2019, Honda R&D Americas, Inc., (HRA) showcased a next-generation passenger front airbag designed to better protect occupants in a wide variety of collisions. Invention and development of the new airbag was led by the safety engineering team at HRA.
- The 2021 Acura TLX sport sedan is the first American Honda vehicle to feature this next-gen passenger airbag to better protect occupants in a wide range of frontal collisions, including oblique-angle collisions. American Honda will be applying the new airbag technology to additional products in its lineup, including the all-new 2022 MDX.
 - On Dec. 1, 2020, Acura's Passenger Front Airbag Technology was awarded a 2020 *POPULAR SCIENCE Best of What's New Award* and was further honored as their "Grand Award" winner in the auto category.

Honda Proving Center (HPC)

- The renovated 3,840-acre warm weather proving grounds in the Mojave Desert tests Honda and Acura products.
- Features a 7.5-mile high-speed banked oval track capable of testing vehicles at speeds over 200 miles per hour, and a 4.5-mile winding road course that incorporates 28 curves and six different hills into the design.
- Includes a 1.3 million-square-foot vehicle dynamics area and a modified powersports complex to support the development testing of Honda motorcycles as well as all-terrain vehicles and side-by-side vehicles.

Major U.S. R&D Facilities

<p>Los Angeles Center Torrance, CA (1975)</p>	<p>The LA Center includes two design studios:</p> <ul style="list-style-type: none"> • Honda Design Studio: based in Torrance, Calif., conducts market research, concept creation and styling design for Honda automobiles, motorcycles and ATVs • Acura Design Studio: based in Torrance, Calif. (May 2007), the studio conducts market research, concept creation and vehicle design exclusively for Acura vehicles <p>In addition to its work in market research, concept creation, and styling design for Honda and Acura products, the LA Center also plays a critical role in the development of alternative fuel technologies and operates two of the world's most advanced hydrogen fueling stations.</p>
<p>Ohio Center Raymond, OH (1985)</p>	<p>Technology research and complete vehicle engineering design and development as well as support of N.A. and global manufacturing operations and component suppliers; It operates one of the industry's most sophisticated Automotive Safety Research facilities and an automotive development scale wind tunnel.</p>
<p>North Carolina Center Haw River, NC (1993)</p>	<p>Engineering design, testing and prototype development and supplier support for Honda power equipment products made in North Carolina.</p>
<p>Marine Engine Research Facility Grant-Valkaria, FL (2009)</p>	<p>Marine engine research and testing.</p>

Overview

■ Honda is a company that likes to go fast – racing and competitiveness are part of our DNA.

- No other OEM claims a portfolio of motorsports activities as broad as Honda.
- In 2020, American Honda and HPD participated in the NTT IndyCar Series, the IMSA WeatherTech United Sports Car Championship, the SRO Motorsports America sports car series and the SCORE and Best in the Desert (BITD) off-road racing series.

■ IndyCar Series

- Honda has been a consistent presence in North American open-wheel racing since 1994 having won **252** races and earned a record **15** IndyCar Manufacturers' Championships and 17 Honda-powered drivers' championships.
- Honda captured the 2020 Manufacturers' Championship, its third consecutive championship, with a season-ending win as Scott Dixon scored the 15th podium finish for the company this season and succeeded in earning his sixth Drivers' title, highest among all active drivers and trailing only the legendary A.J. Foyt in career championships won. Honda has won 13 Indianapolis 500s, the last in 2020, with Takuma Sato of Rahal Letterman Lanigan Racing.
- Honda has more Indy 500 wins, starts and laps completed than any other automaker.
- **Honda plans to race with hybrid powertrains in IndyCar starting with the 2023 season.**

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Overview Continued

■ Sports Car Racing

- Acura Motorsports is proving out Acura performance on the track, repeating in 2020, the multiple championships it earned in 2019, namely, the IMSA Drivers', Manufacturer, and Team championship titles with the ARX-05 and Acura Team Penske, as well as the Drivers' and Team championships with the NSX GT3 Evo and Meyer Shank Racing.
- For 2021, Acura Motorsports has partnered with Meyer-Shank Racing and Wayne Taylor Racing as they each campaign an ARX-05 endurance prototype in the Daytona Prototype International (DPi) IMSA Championship Series. The ARX-05 and Wayne Taylor Racing won the Rolex 24 at Daytona.
- Monster Energy Honda Team (HRC) rider Ricky Brabec won the 2020 Dakar Rally, becoming the first American rider to win the race.

■ Formula 1

- Honda returned to the F1 winner's circle in 2020 with three wins, 14 podiums, and a third-place Drivers' Championship finish for Red Bull's Max Verstappen. Honda has announced it will leave F1 competition at the end of the 2021 season.

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Overview Continued

■ **MotoGP**

- With 25 overall championships, Honda is the winningest constructor of all-time in MotoGP.
- In 2020, Marc Marquez's campaign for continued domination of MotoGP was put on hold after a season-ending injury sustained in just the first race of the year.
- Marc Marquez has six overall and four consecutive MotoGP crowns.

■ **Grassroots Racing Initiatives:**

- **Formula 4** — In September 2015, HPD announced that it would supply engines to the new Formula 4 United States Championship, which debuted with a full season of 15 U.S. races in 2016. The F4 series is sanctioned by SCCA Pro Racing, under auspices of the FIA, regulating body of motorsport worldwide; Entrants in the new F4 series were powered by a Honda K20 C1 2.0-liter engine, mated to a Crawford carbon-composite chassis and mounted on Pirelli PZero racing radial tires. The next step in the ladder, the Formula 3 Americas Series, also powered by HPD, was launched in the summer of 2018.
- **Formula F** — In February 2010, HPD began shipping 1.5-liter Fit engines for use in the SCCA Formula F Program, the first step in American open-wheel racing.
- **B-Spec** — In December 2010, Honda and Mazda jointly announced the formation of “B-Spec” Showroom Stock racing — to provide close racing in affordable cars.
- **Honda Racing Line** — HPD operates Honda Racing Line, a club targeted at licensed participants in amateur and entry-level professional racing, providing members with direct factory support.

Corporate Social Responsibility

- Honda believes in helping people reach their full life's potential through helping children heal, inspiring underrepresented students, preserving the environment, safety for everyone, and strengthening our communities.

Overall Diversity Statement

- Honda is committed to bringing together a diverse group of associates, dealers and suppliers to foster the kind of innovation and vitality that enables us to achieve our dream of creating products and technologies that make people's lives better. In this spirit, every Honda associate and business partner is expected to embrace and actively support diversity and the cultural richness and advantages that it provides.

Office of Inclusion & Diversity (OID)

- Honda is actively pursuing diversity and inclusiveness throughout its business operations, including employment, procurement, dealer networks, philanthropy and community involvement.
- Reflecting the strength of this commitment, Honda's Office of Inclusion & Diversity is empowered and staffed to support and integrate diversity initiatives across all Honda operations in North America.

Honda's Response to Black Lives Matter Protests and Social Justice

- Honda's values are grounded in human respect, and we stand with people everywhere united in the pursuit of racial equality and justice for all.
- We acknowledge the pain felt by the Black community and by communities across America affected by systemic racism and discrimination.
- Together with our partners in the community, and with our customers, associates and other business partners, we will work even harder to advocate and persist in seeking the justice, fairness, inclusion, and equity that makes us stronger as a nation.
- Honda's support of Black Lives Matter is not a political statement, nor does it represent alignment with a specific organization. Rather, it is an expression of support for the larger grassroots movement supporting social justice and racial equality.

Employment/Diversity Data (as of September 2020)

- The total U.S. workforce is more than 28,272 associates (not including contingent associates)
 - Approximately 26% are female
 - Approximately 27% are ethnic minorities:
 - 15% African-American
 - 4% Hispanic
 - 6% Asian-American
 - *2% Other (Native American, Pacific Islander, 2 or more ethnicities)
 - *1% Not specified/No indicated ethnicity

Honda/Acura Dealer Diversity Data (as of September 2020)

- 75 or 5.6% = Ethnic Minority Owned Dealerships
- 60 or 4.5% = Female Owned Dealerships
- 128 or 9.6% = Total Ethnic Minority and Female Owned Dealerships

U.S. Parts Purchases with Minority Suppliers (CY2019)

- Total Honda U.S. supplier dollars = more than \$38.8 billion (CY2019)
 - In 2020, Honda spent than \$2.8 billion with ethnic minority and female owned suppliers.
 - Approximately 12% spent with ethnic minority and female owned suppliers.

The following items are in addition to those policy issues included in the “reactive” messaging section beginning on page 14 of this document.

Alternative Fuel Vehicle Incentives

- Honda believes in a “comprehensive approach” that pursues multiple technology pathways, offers consumers choice, and seeks to comprehensively address the challenges associated with the deployment of new energy and vehicle technologies.
- Honda believes federal and state government incentives — both financial and non-financial — for advanced technology vehicles (FCEVs, BEVs and PHEVs) can help stimulate demand and enlarge the market for those types of vehicles:
 - Financial incentives should be technology-neutral, performance-based and limited in duration to prevent a perpetually subsidized market that otherwise would be unsustainable independently.
 - Congress should reinstate the federal tax credits for fuel cell electric vehicles and related infrastructure, which have expired.
 - Non-financial incentives, such as HOV lane access for advanced technology vehicles, should be balanced with the overall purpose of the carpool lanes, which is congestion mitigation and air-quality improvement.

Climate Change Legislation

- Honda recognizes climate change as a serious environmental concern with potentially far-reaching consequences for all of society and supports efforts to curb GHG emissions from industrial activity.
- We will continue to meet or exceed federal and state regulations for mobile sources.
- Notwithstanding the absence of a regulatory mandate, Honda has now set a target to halve its total CO₂ emissions (globally) from 2000 levels by 2050 and has an interim goal to reduce the fleet average CO₂ emissions intensity of its products (automobile, motorcycle and power equipment) by 30% by 2020, also compared to year 2000 levels.
- Furthermore, in addition to reducing CO₂ emissions during production and in the supply chain, Honda also will strengthen its efforts to realize reductions in CO₂ emissions through its entire corporate activities. Honda also will strengthen its efforts to advance technologies in the area of total energy management, to reduce CO₂ emissions through advanced mobility products.

Connected Vehicles

Honda is actively working to develop and assess technologies that allow vehicles to communicate with one another, with the surrounding infrastructure and, in the future, even with pedestrians. These vehicles require the use of the public safety spectrum — specifically the 5.9 GHz band granted for auto industry usage — to support the communications function. The WiFi industry has asked the Federal Communications Commission to reallocate or order the sharing of that spectrum, which OEMs believe will compromise the reliability of the system. The FCC has voted to reallocate a majority of the spectrum reserved for automotive communication to unlicensed WiFi use. The FCC vote also includes a phase out of the current vehicle communication technology (known as DSRC), and instead requires a different form of vehicle communication technology within the remaining portion of spectrum (known as CV2X).

- Honda remains technology-neutral as we evaluate available options for vehicle communications.

North American Production

CY20 Auto Production		1,450,518 Honda and Acura vehicles U.S.: 966,448 (-22.09%) Canada: 355,513 (-17.85%) Mexico: 128,557 (-12.86%)	
N.A. Plants and Capacity			
U.S. 12 plants	Auto	Frame: MAP, ELP, HMIN, PMC Frame and engine: HMA Engine/trans: AEP, HPPG, HTM	1.27M autos 1.52M engines 1.375M transmissions
	Powersports	Frame and engine: HSC	200,000 products
	Power Equipment	Frame and engine: HPE	500,000 products 2.0M engines
	Aero	Jet (frame): HACI Jet (engine): HAI	80-100 jets 500 engines
Canada 3 plants	Auto	Frame: HCM1, HCM2 Engine: HCM	390,000 autos 260,000 engines
Mexico 4 plants	Auto	Frame and engine: HDM1, HDM2 Trans: HDM2 (Celaya)	263,000 autos 263,000 engines 350,000 CVTs
	Powersports	Frame: HDM (Guadelajara)	50,000 motorcycles
	Power Equipment	Frame: HDM (Guadelajara)	750,000
North American Purchases		\$27 billion from 792 suppliers in CY20 U.S.: \$23.5 billion from 627 U.S. suppliers	
Total Capital Investment		N.A.: More than \$23.7 billion (manufacturing operations) U.S.: \$18.5 billion (manufacturing operations)	

North American Production – Overview

- Honda produced over 1.45 million vehicles in North America in 2020.
- 792 N.A. OEM parts and materials suppliers including 627 U.S. suppliers.
- More than \$508 billion in parts and materials from N.A. OEM suppliers over 38 years.
- Honda was the first Japanese automaker to build cars (1982), engines (1985) and transmissions (1989) in the U.S., and first to export U.S.-built cars overseas (1987).
- 68.1% of vehicles sold in America in 2020 were produced in America, 95.7% in NA.
- Cumulatively, Honda has invested more than \$20 billion in its U.S. sales, mfg. and R&D operations, including more than \$6 billion over the past five years.

Recent North American Manufacturing Investments

2015

- \$340M in Ohio (AEP) for production of turbo engines
- \$45M (250 jobs) in South Carolina (HSC) for side-by-side production
- \$210M in Ohio (MAP) for a new paint line (Line 1)

2016

- \$53M in Ohio (HNA) for information technology and market quality operations
- \$52M (100 jobs) in Indiana (HMIN) to support new CR-V production
- \$21M (20-30 jobs) at Honda Aero for a 50,000 square-foot expansion

2017

- \$85M in Alabama (HMA) for first of a multi-phase project to improve flexibility
- \$100M in Georgia (HPPG) for production of 10-speed automatic transmissions
- \$49M in Ohio (HTM) for production of planetary gear assemblies for the new 10AT
- \$372M in Canada (HCM) for assembly of new Civic and CR-V
- \$85M in Ohio (ELP) to add MDX production and for new CR-V
- \$124M for advanced wind tunnel facility in Ohio
- \$47M in Ohio (AEP) for production of the 2018 Accord
- \$220M in Ohio (MAP) to support production of the 2018 Accord

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Recent North American Manufacturing Investments Continued

2018

- \$61.5M in Indiana (HMIN) and Ohio (HTM) for the new Insight
- \$54M in Ohio (ELP) to support production of the 2019 Acura RDX
- \$10.5M in North Carolina for facility expansion in Honda Power Equipment Mfg. (HPE)

2019

- \$15.5M in North Carolina for expansion of Honda Aircraft Company facilities
- \$46.4M in North Carolina for expansion of Honda Power Equipment Mfg. to support production of new GCV engines
- \$4.2 million in Indiana (HMIN) for production of the new 2020 CR-V Hybrid

2020

- \$43.6 in Alabama (HMA) in equipment to prepare for the future
- \$110 million in Indiana includes several different investments over the next three years to prepare for the future

2021

- \$200 million in Ohio at the Anna engine plant for a plant expansion and new turbo engines

Percentage of U.S.-sold Vehicles Manufactured in U.S.

	CY14	CY15	CY16	CY17	CY18	CY19	CY20
AHM	74.4%	74.2%	69.7%	66.5%	64.4%	66.5%	68.1%
Honda	72.0%	71.1%	66.5%	62.0%	60.6%	62.9%	64.6%
Acura	94.1%	98.7%	99.1%	99.2%	98.8%	99.4%	99.2%

North American Production Results (Using domestic and globally sourced parts.)

Percentage of U.S.-sold Vehicles Manufactured in North America

	CY14	CY15	CY16	CY17	CY18	CY19	CY20
AHM	97.5%	99.2%	95.4%	92.8%	91.9%	92.2%	95.7%
Honda	98.0%	99.2%	94.98%	92.1%	91.1%	91.4%	95.3%
Acura	94.2%	98.7%	99.1%	99.2%	98.8%	99.4%	99.2%

Automobile, Engine and Transmission Production in North America

Automobiles		CY14	CY15	CY16	CY17	CY18	CY19	CY20	Diff
HAM	MAP	442,203	460,626	436,846	379,313	403,848	385,170	296,131	-23.1%
	ELP	221,289	241,193	234,098	230,518	243,931	226,845	202,352	-10.8%
	PMC	—	—	712	925	433	594	581	-2.2%
	Total	663,492	701,819	671,656	610,756	639,212	612,609	499,064	-18.5%
HMA		363,419	349,703	369,576	357,341	359,816	351,874	276,087	-21.5%
HMIN		241,993	218,202	248,820	239,721	241,459	240,561	191,297	-20.5%
U.S. Total		1,268,904	1,269,724	1,290,052	1,207,818	1,240,487	1,205,044	966,448	-19.8%
HCM	Plant 1	194,054	178,828	205,762	210,198	209,543	196,569	171,994	-12.5%
	Plant 2	198,953	206,154	205,400	219,966	223,228	211,159	183,519	-13.1%
	Total	393,007	384,982	411,162	430,164	432,771	407,764	355,513	-12.8%
HDM	Plant 1	62,025	63,126	59,308	36,804	40,576	36,066	—	-100.0%
	Plant 2	83,188	144,659	195,674	176,645	106,945	168,349	128,557	-23.6%
	Total	145,213	207,785	254,982	213,449	147,521	204,415	128,557	-37.1%
N.A. Total		1,807,124	1,862,491	1,956,196	1,851,431	1,820,779	1,817,223	1,450,518	-20.2%
Engines/Transmissions									
AEP		1,042,348	1,080,230	1,105,485	1,051,715	1,078,562	1,041,270	785,268	-24.6%
HMA		366,017	349,985	369,635	354,345	359,278	351,550	276,057	-21.5%
HDM		145,539	144,597	184,173	213,645	132,805	201,502	138,618	-31.2%
HCM		239,083	221,395	237,528	246,053	248,995	241,217	191,478	-20.6%
Engine Total		1,792,987	1,796,207	1,896,821	1,865,758	1,819,640	1,835,539	1,391,421	-24.2%
HTM		856,582	895,248	1,010,600	826,904	841,402	852,322	702,813	-17.5%
HPPG		365,375	268,768	263,111	303,926	343,466	312,811	239,793	-23.3%
Mexico		—	40,667	278,646	306,517	252,647	280,364	258,573	-7.8%
Trans. Total		1,221,957	1,204,683	1,552,357	1,437,347	1,437,515	1,445,497	1,201,179	-16.9%

Major Honda Manufacturing Facilities in North America

Plant (start date)	Employment	Investment	Products	Annual Capacity
Honda of America Mfg., Inc. (HAM)				
Marysville Auto Plant (1982) Marysville, OH	4,100	\$5.3 billion	Line 1: Accord, Acura TLX, Acura ILX, CR-V Line 2: Accord	440,000 autos
East Liberty Auto Plant (1989) East Liberty, OH	2,900	\$1.9 billion	CR-V 2WD & AWD, Acura RDX 2WD & 4WD Acura MDX	240,000 autos
Anna Engine Plant (1985) Anna, OH	3,000	\$2.7 billion	See below	1.18M engines (L4 and V6); NSX V6 engine
			Line 2: 3.5L (TLX), 3.5L (MDX), 3.5L (RDX), 1.5L Turbo (Accord), 2.4L (CR-V), 2.4L (ILX), Line 3: 2.0L (Civic), 1.5L Turbo (CR-V), 2.0L Hybrid (Accord and CR-V) Line 4: 1.5L Turbo (Civic), 2.0L Turbo (Civic Type R and TLX), 1.5L Turbo (Accord), 1.5L Hybrid (Insight), 2.0L Turbo (Accord), 1.5L Turbo (CR-V) CVT Pulley: 1.5L Turbo (Accord), 1.5L Turbo (Civic), 1.5L Turbo (CR-V), 2.4L (CR-V), Pulley components for CVTs	
Performance Manufacturing Center Marysville, OH	100	\$70 million	Acura NSX PMC Edition models	Build to order
Honda Manufacturing of Alabama, LLC (HMA)				
Lincoln Auto Plant (2001) Lincoln, AL	4,900	\$2.9 billion	Line 1: Odyssey, Ridgeline Line 2: Pilot, Passport Engines: V6 engines	340,000 autos 340,000 engines
Honda Manufacturing of Indiana, LLC (HMIN)				
Greensburg Auto Plant (2008) Greensburg, IN	More than 2,500	\$1.2 billion	Civic Sedan, CR-V, CR-V Hybrid, Insight	250,000 autos
Honda of Canada Mfg., Inc. (HCM)				
Alliston Auto Plant (1986) Alliston, Ontario	4,200	CDN \$4.2 billion	Plant 1: Civic Sedan Plant 2: CR-V	390,000 autos (Plants 1 and 2) (counted as two plants)
Alliston Engine Plant (2008) Alliston, Ontario	See above	See above	2.0L engine for Civic, 2.4L engine for CR-V	260,000 engines

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Major Honda Manufacturing Facilities in North America Continued

Plant (start date)	Employment	Investment	Products	Annual Capacity
Honda Power Equipment Mfg., Inc. (HPE)				
Sweptonville Plant (1984) Sweptonville, NC	750	\$350 million	Lawn mowers, snow throwers, generators, string trimmers, water pumps and mini-tillers and general purpose engines	2 million engines; 500,000 power equipment products
Honda of South Carolina Mfg., Inc. (HSC)				
Timmonsville Plant (1998) Timmonsville, SC	1,000	\$440 million	FourTrax ATVs, Pioneer and Talon SxSs	100,000 ATVs 100,000 SxS
Honda Aircraft Company				
HondaJet Production Facility (2012) Greensboro, NC	More than 1,500	More than \$245 million in capital investment	HondaJet Elite	80-100 aircraft
Honda Aero, Inc.				
Burlington Plant (2012) Burlington, NC Cincinnati, OH	Approx. 115	\$63 million	GE Honda HF120 jet engines	500 engines
Honda Transmissions Mfg. of America, Inc. (HTM)				
Russells Point Plant (1996) Russells Point, OH	1,100	\$870 million	Automatic transmissions (ATs), continuously variable transmissions (CVTs), gears, all-wheel-drive systems and transfer cases	1 million auto trans 290,000 AWD rear differentials 300,000 AWD transfer cases
Honda Precision Parts Georgia, LLC (HPPG)				
Tallapoosa Plant (2006) Tallapoosa, GA	500	\$440 million	Automatic transmissions for V6 engines, including new 10-speed AT	375,000 automatic transmissions

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Major Honda Manufacturing Facilities in North America Continued

Plant (start date)	Employment	Investment	Products	Annual Capacity
Honda de Mexico S.A. de C.V.				
El Salto Motorcycle/Auto Parts Plant (1998) El Salto, Estado de Jalisco	1,200	\$210 million	Beat 100 & C-90 motorcycles, and automobile service parts	100,000 units 950,000 plastic parts 350,000 molded metal parts 60,000 water pumps
Celaya Auto Plant (2014) Celaya, Estado de Guanajuato, Mexico	4,700	\$1 billion	Fit, HR-V	200,000 autos 200,000 engines
Celaya Transmission Plant (2015) Celaya, Guanajuato, Mexico		\$350 million	Continuously variable automatic transmissions	350,000 CVTs

U.S. Auto Exports

(NOTE: Unlike some automakers, Honda does not include products shipped from the U.S. to Mexico or Canada as exports. Similarly, imports are classified as vehicles built outside of North America for sale in the U.S.)

- **In 2020, American Honda exported 19,192 vehicles from the U.S. vs. 42,521 in 2019.**
- Honda exported its one-millionth U.S.-made vehicle in December 2012, (MY13 Accord to Seoul, South Korea) and now has exported more than 1.53 million U.S.-produced vehicles to over 50 countries across Asia, Latin America, Europe and the Middle East.
- Honda was the first Japanese automaker to export U.S.-made vehicles to overseas markets (1988) with the Accord.
- Over \$25 billion worth of automobiles and components have been shipped overseas from the U.S.

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U.S. Auto Exports Continued

Honda of America Mfg., Inc. (HAM)

- In 2020, American Honda exported 15,211 Ohio-made vehicles to global markets.
- 79% of Honda's total U.S. auto exports in 2020 were manufactured in Ohio.

Honda Manufacturing of Alabama, LLC (HMA)

- In 2020, American Honda exported 3,015 Alabama-made vehicles to global markets.
- 16% of Honda's total U.S. auto exports in 2020 were manufactured in Alabama.
- All four models produced at HMA in 2020 — Honda Odyssey, Honda Passport, Honda Pilot, and Honda Ridgeline — are exported to a combined 41 countries across Latin/Central America, Caribbean, Europe, Asia/Oceania, and Middle East/Africa regions.

Honda Manufacturing of Indiana, LLC (HMIN)

- In 2020, American Honda exported 966 Indiana-made vehicles to global markets.
- 5% of Honda's total U.S. auto exports in 2020 were manufactured in Indiana.
- Civic Sedan was exported to a combined 60 countries throughout Latin/Central America, the Caribbean, Europe, Asia/Oceania and Middle East/Africa regions.