

**With Every Step,
Side by Side,
Together We Stride**

Honda Trading

CORPORATE GUIDE

Create with us



End-to-End Solutions to Drive Your Business into the Future.

Honda Trading has continued to support the evolution of mobility.

We have been directly involved in the Honda Group's manufacturing activities and have supported the entire value chain of our customers, from procurement of raw materials, the development of systems to support production, through to sales and recycling.

What we have accumulated in the field is not mere business transaction experience.

We have been in touch with the actual products, faced the actual issues, and drawn roadmaps to solutions.

Today, the values of society and the shape of industry are changing dramatically.

The key to paving the way to the future in this era of change is for those with different strengths to connect with each other and create new value.

Driven by our experience in overcoming challenges in the field, we are moving forward towards new challenges with customers who share our values and transcend conventional boundaries.

With Every Step, Side by Side, Together We Stride

With our worldwide network and accumulated experience, we will continue to create sustainable value with you while responding to the changing needs of the world.



With Every Step,

In times of rapid change, the challenge is to face the unknown and uncertainty. We do not simply start working on a project after we have identified a problem, but rather accompany the customer from the conceptualization stage. We share not only the results, but also the process of trial and error as we take on challenges in areas that are difficult for a company to venture into on their own. We believe that this attitude is the starting point for fostering trust.

Side by Side,

New value is not given by one party, but is created by the overlapping of each other's strengths. We connect the functions that support manufacturing, and by combining them with our customers' technologies and aspirations, we give shape to solutions. We place importance on creating through trial and error.

Together We Stride

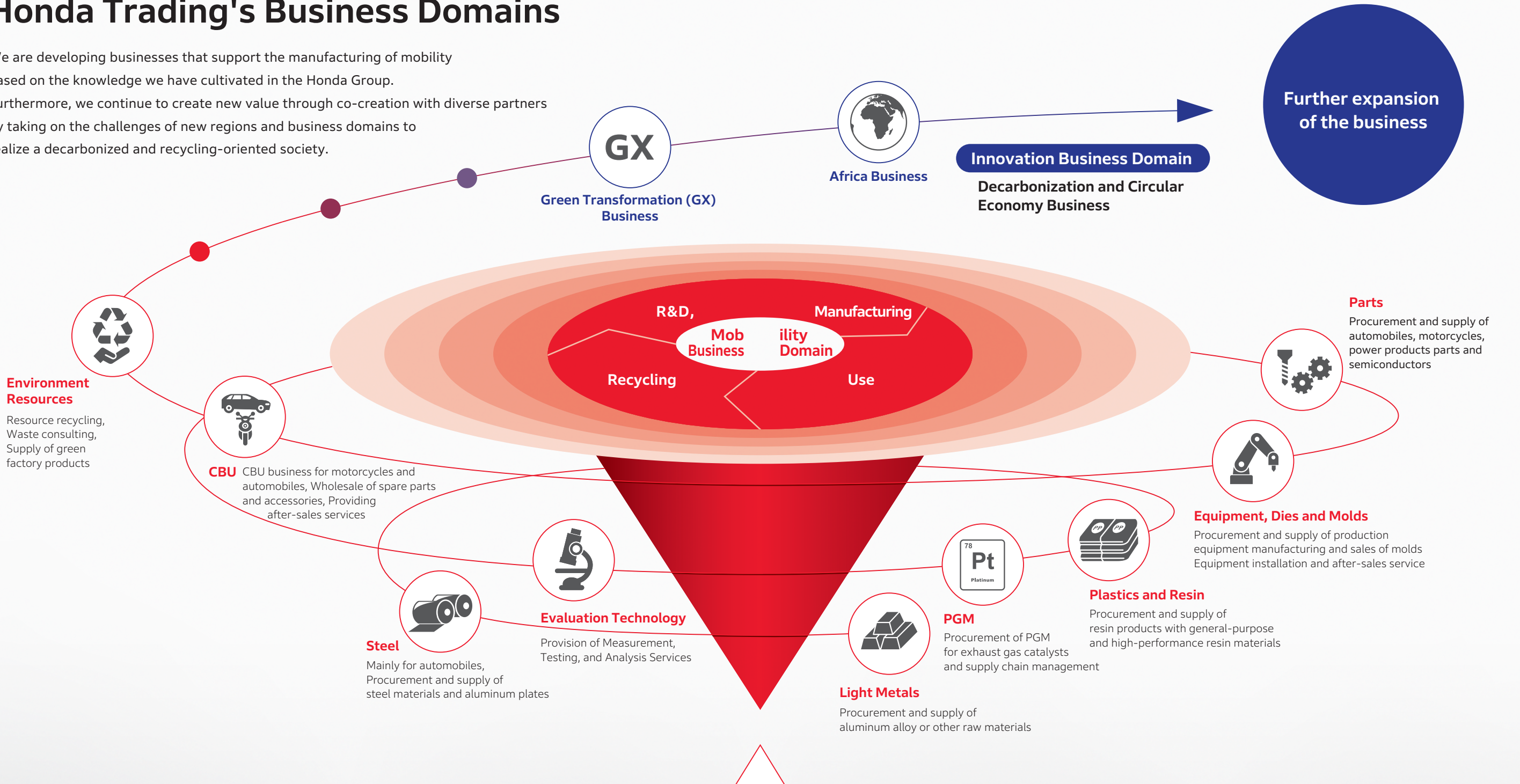
By looking beyond the solution of the problem at hand to the possibilities that lie ahead, a new path will open up. We will continue to cultivate the value we create as a business and link it to the next challenge. We will not be obsessed with short-term results, but will open up new markets and value possibilities with an eye toward a future in which we can continue to stride forth with our customers.

With Every Step, Side by Side, Together We Stride

Continued Expansion, Focusing on the Mobility Business Domain

Honda Trading's Business Domains

We are developing businesses that support the manufacturing of mobility based on the knowledge we have cultivated in the Honda Group. Furthermore, we continue to create new value through co-creation with diverse partners by taking on the challenges of new regions and business domains to realize a decarbonized and recycling-oriented society.



The Growth Engine of Honda Trading

Five Co-Creation Domains with Customers

01 Raw Materials Supply

Procurement and supply of Light Metals, Steel, Plastics and Resin, and PGM (Platinum Group Metals)

▶ P.05



02 Manufacturing Support

Manufacturing support covering everything from procurement of production equipment and installation to after-sales service and AI-enabled production management

▶ P.07



03 Supply Chain Management

A global supply network designed to flexibly respond to fluctuations across multiple sites and products

▶ P.09



04 Resource Circulation

Building a reverse supply chain from procurement and supply of raw materials to ELV collection, dismantling, sorting, and recycling

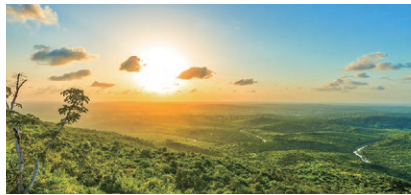
▶ P.11



05 Regional and Business Development

Developing business models and markets that balance environmental and economic value for a decarbonized society

▶ P.13



Materials to Set Manufacturing in Motion

No matter how good the design, it cannot take shape without materials. Our starting point is to deliver necessary raw materials in a stable manner without stopping the production line. Utilizing our worldwide network of locations and offices, we select the best raw materials based on their place of origin, specifications, and conditions. Furthermore, we have established a system to reliably deliver what is required when it is required by connecting all processes up to machining according to the customer's specifications. The role required of raw materials is constantly changing as requirements for electrification, weight reduction and decarbonization increase. Since the performance requirements and conditions differ

from project to project, there are more and more situations where there is no single optimal solution. That is why we do not stop at procurement and supply, but also analyze material characteristics, evaluate quality through inspections, and use DX (digital transformation) to enhance supply-demand and production management, in order to find "solutions that truly work onsite" from a multifaceted perspective. We look over the process from raw material selection to supply, quality evaluation, and recycling, and ensure the delivery of valuable materials so that our customers' manufacturing will not be interrupted.

RAW MATERIALS SUPPLY

TOPICS

Evaluation technology services that support the reliability of materials

Since the performance and safety of a product is largely dependent on the properties of materials that cannot be seen, a system that can properly evaluate these properties is indispensable. We use our joint venture, JTLep, to meet a wide range of needs through measurement, testing, and analysis of raw materials, from third-party evaluation of raw materials from new suppliers and overseas products to analysis of quality issues for mass-produced products. By "visualizing" the reliability of materials through the use of specialized equipment and analytical know-how, we are a partner that contributes to the improvement of material quality, leading to the co-creation of new business domains and different industries.



Stable supply of rare material "PGM"

Among PGMs, platinum, palladium, and rhodium are rare precious metals used mainly in automotive catalytic converters, and their countries of origin are unevenly distributed and supply and demand fluctuate widely. We combine multiple procurement routes and risk hedging with centralized management of procurement, inventory, and supply to alleviate such factors. Stable supply is also achieved by combining recycled resources with new mine-derived resources. In addition to automobiles, PGMs are also used in hydrogen fuel cells, electronics, petrochemicals, and other areas, and our activities enable us to offer a wide range of proposals, including procurement schemes, to customers outside the mobility industry.

Support for Reliable Production Systems from Start-up to Mass Production

At the manufacturing site, many processes are intricately connected, involving various elements such as production equipment and dies required for mass production. We have carefully addressed each of these issues and thus supported the process from factory start-up to mass production and stable operation, while preparing the necessary functions.

When introducing equipment, we study the issues at the site and build a series of processes from manufacturer selection, procurement, installation, and after-sales service. This includes topics that require a high level of expertise, such as export control and the laws and regulations of various countries. Our role is to link our global bases together and provide a seamless "system for

production operations."

In addition, with the recent trend toward automation and manpower saving, there is more room for improvement in the field. We are also taking steps to utilize AI, and while confirming with our customers how the new technology will function in actual processes, we are preparing to apply it without difficulty.

The accumulation of these efforts leads to stable processes and quality, which in turn leads to the creation of an environment where production never stops and continues to flow. We will continue to work together with our customers to build sustainable production systems, supporting everything from on-site stability to the next business possibility.

MANUFACTURING SUPPORT

TOPICS

One-stop solutions to support production sites

We handle a wide range of commercial products, from production equipment and dies to tools and consumables, and provide high-quality, optimal equipment through our domestic and international procurement networks. We do not limit ourselves to procurement alone, but provide consistent support for customers' issues, from conceptual proposals including zero-based project development to procurement, project management, installation, and after-sales service. Our strength lies in our project management capabilities to comprehensively manage specifications, budgets, transportation, and schedules, with a focus on overseas projects. In addition, our global network of offices and advanced compliance with international tax and export regulations ensure prompt and reliable on-site responses to problems. We consult with customers in a wide range of industries and work to resolve issues at various production sites.

Read more



AI-enabled production management to innovate operational efficiency

We collaborate with startups to promote DX in production planning. For example, small- and medium-sized parts suppliers used to manage production plans manually or by Excel, but by introducing an efficient AI-based management system, they have improved the accuracy of their production management and increased operational efficiency. Utilizing our global knowledge and supply chain optimization know-how cultivated through our raw materials business, we provide integrated support tailored to the customer's on-site conditions, from preparation prior to system introduction through to actual operation. We will continue to face head-on the various issues that arise at manufacturing sites and link them to the improvement of the value of the entire supply chain.



The Power to Connect the World from Procurement to Sales

In order to deliver parts gathered from all over the world to production sites via optimal routes and timing, highly accurate operations that link procurement, inventory, logistics, and quality are required. We have built a supply chain that is resilient to fluctuating conditions by taking a bird's eye view of this supply network. We combine multiple means of transportation and routes around our global network to create a supply system that is unwavering in the face of weather effects and fluctuating demand. Based on this structure, we are also engaged in the distributor business, which handles sales and service of motorcycles and automobiles, mainly in Romania in Europe, and supports the delivery of products to local customers.

Meanwhile, for commercial materials, we use the expertise we have cultivated in the field to identify appropriate suppliers, and we focus on SDV (software defined vehicle) components, as well as new domains such as semiconductors, sensors, batteries, and software. We support supply networks in terms of both quality and the environment by devising storage and packaging methods that match the characteristics of each component, and by utilizing environmentally friendly returnable packaging. Through a series of such efforts, we develop strong and flexible supply networks while balancing cost, quality, and supply capacity. We look at the entire supply chain and connect it seamlessly from procurement to sales.

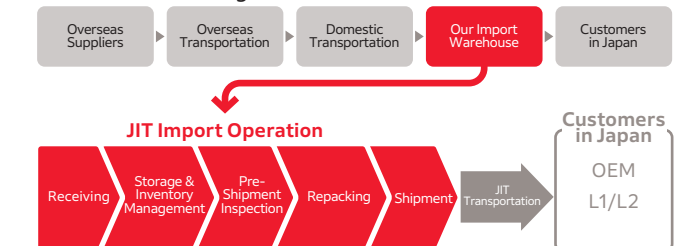
SUPPLY CHAIN MANAGEMENT

TOPICS

Network supporting production bases around the world

Just-in-time (JIT) supply, in which necessary parts are delivered to the production line at the required timing, is one of our major strengths. Approximately 18,000 different parts procured from suppliers around the world are connected through approximately 700 logistics routes to ensure optimal supply. From finished parts to component parts, we handle parts with different shapes and characteristics in a centralized manner. By combining offices, warehouses, and means of transportation, and designing supply schemes according to regional and production conditions, we have established a system to deliver "all kinds of parts" around the world to where they are needed in a stable manner.

● Just-In-Time (JIT) Inventory Management, Inspection, and Warehousing Services



<Major JIT Sites>



Optimal logistics and packaging solutions designed according to supply conditions

Another important role is to design packaging specifications and logistics methods after carefully discussing the parts to be handled and supply conditions with the customer. We aim to reduce total costs while maintaining quality by introducing returnable packaging materials that can be used repeatedly, improving transportation efficiency through mixed loads, and optimizing packaging based on the transportation loading style. In addition, packaging can be adapted for specialized storage and transportation conditions to meet requirements for particular goods such as batteries. Beyond transportation operations, we support our customers' business activities by designing and implementing optimal supply systems based on quality, cost, and environmental considerations.

Creating a Sustainable Cycle on the Strength of Materials Knowledge

Used vehicles and parts should be utilized as resources instead of being discarded. We have been working on resource recycling based on this concept. Even once an object has fulfilled its role, there is still potential for its use for the next manufacturing process.

A multi-step process of collection, dismantling, sorting, and processing is essential before the material can be reused as raw materials. We have designed a flow and set a path for resources to return to manufacturing. Our knowledge of diverse materials, including aluminum, steel, resin, and precious metals, is the power behind this cycle. In recent years, we have also taken on the challenge of "Train to Train," in which aluminum materials from railroad cars are to be reused in the

railroad industry. After a railroad car has served its purpose, it is dismantled, and the necessary aluminum is selected and sorted out while checking the characteristics of the material, and then is revived as recycled ingots. Together with our partners, we are exploring a future in which these recycled materials can be used again in new railroad cars.

The materials start moving again and are passed on to the next manufacturing process. This cycle is thus given form and nurtured as a sustainable mechanism. This is the kind of resource recycling solution we are aiming for. We will continue to work with a variety of partners to get this new future of circulation rolling.

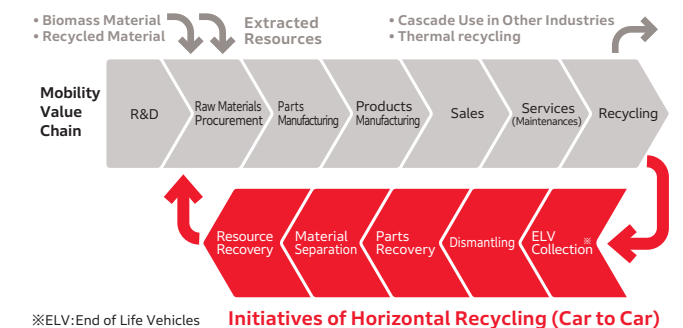
RESOURCE CIRCULATION

TOPICS

Forming a recycling-oriented supply chain through both raw materials supply and resource circulation

In the automotive industry, "horizontal recycling," in which resources recovered from end-of-life vehicles (ELVs) are recycled back into new vehicles through advanced recycling technologies, has become an important theme, against the backdrop of stricter ELV laws and regulations, particularly in Europe, for the purpose of resource reuse and reduction of environmental impact. In this trend, in addition to the raw material procurement and supply functions that we have cultivated, we are working to build a reverse supply chain for "Car to Car Recycling," in which aluminum, steel, and resin recovered from end-of-life vehicles are used again in the manufacture of automobiles.

In the raw materials business, we have so far performed the function of procuring aluminum, iron, resins, precious metals, and other materials from suppliers and supplying them to manufacturers while implementing quality control. As a new function, we are working with our partners to establish a scheme to efficiently link the collection, dismantling, sorting, and recycling of end-of-life vehicles and return them to manufacturers as recycled raw materials. Linking these two functions of raw material procurement and supply along with resource circulation will enable efficient and stable resource circulation and contribute to sustainable resource utilization in the entire mobility industry.



Horizontal recycling of rolling stock achieved through "discerning abilities" to identify the best use of materials (Train to Train)

Utilizing the technology and knowledge of aluminum recycling accumulated in the automotive domain since the 1990s, we have accomplished "Train to Train" horizontal recycling of subway cars jointly with our partners. Our partners dismantled and sorted end-of-life subway cars, and Honda Trading Aluminum, a subsidiary that manufactures and sells aluminum alloys, has successfully recycled the aluminum shredded scrap as recycled ingots for use in interior parts for newly built subway cars. Our discerning abilities to identify materials to be used and our expertise in blending and manufacturing scrap materials enable us to provide high-grade recycling that meets customer standards.



Read more

Linking the Environment and Business to Open up New Possibilities

Sustainability, environmental considerations, and the green transformation (GX) trend have become important themes that extend beyond industry and geography. We do not only advocate "good for the environment," but we also place importance on cultivating this value throughout society through our business activities. Our vision of co-creation is for companies and communities to grow while sharing value with each other.

Co-creation begins with "unrealized potential." We look at neglected resources and the power that lies in the community, formulate hypotheses, test them, and explore the next path forward. Rather than bringing in answers, we value the attitude of facing our partners from the same perspective and

shaping possibilities.

In our biochar initiative that utilizes agricultural residues, we are taking on the challenge of creating a system that balances environmental value and economic value while incorporating the visualization of value through carbon credits. Bringing together our technologies, resources, and networks, we are expanding our co-creation efforts into regions and business domains that we have not ventured into before, including renewable energy.

We will leverage the knowledge and networks we have cultivated as a trading company to create new value while staying close to social issues.

REGIONAL AND BUSINESS DEVELOPMENT

TOPICS

Build a business implementation of "biochar" that contributes to carbon neutrality

Biochar is a technology for long-term fixation of CO₂ by carbonizing biomass (biological resources) such as agricultural residues and applying it to soil. We have been focusing on this biochar and have been working with companies and research institutes with whom we have co-created to examine production methods, verify performance, and conduct demonstrations on farmland. The distinctive feature of this project is that it is not limited to the verification of environmental effects, but also pursues the feasibility of the project while addressing the actual conditions of the local community. Starting from resources that have not been utilized in the past, we will work with partners and the community to create a new cycle of value. Biochar is one of the practical examples that symbolize our commitment to the "co-creation of new value."

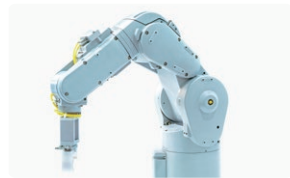


Accelerate co-creation of next-generation energy business by establishing a joint venture

In order to promote new energy business we have established a new subsidiary in China, Xinben New Energy (Shenzhen) Co., Ltd., as a joint venture with SHINRY Technologies Co., LTD. a company which has strengths in development, production, and quality assurance in the field of high-voltage control. The roles for the new subsidiary are shared in that SHINRY Technologies Co., LTD. is responsible for technology, centered on the development, production and of energy storage, solar power, and rapid charging equipment and Honda Trading, which has strengths in business conceptualization and global networking, is responsible for sales development, and are developing business in regions such as Asia and domestically in Japan. While expanding co-creation with external partners, we aim to establish a sustainable energy business model that balances economic rationality and environmental considerations.

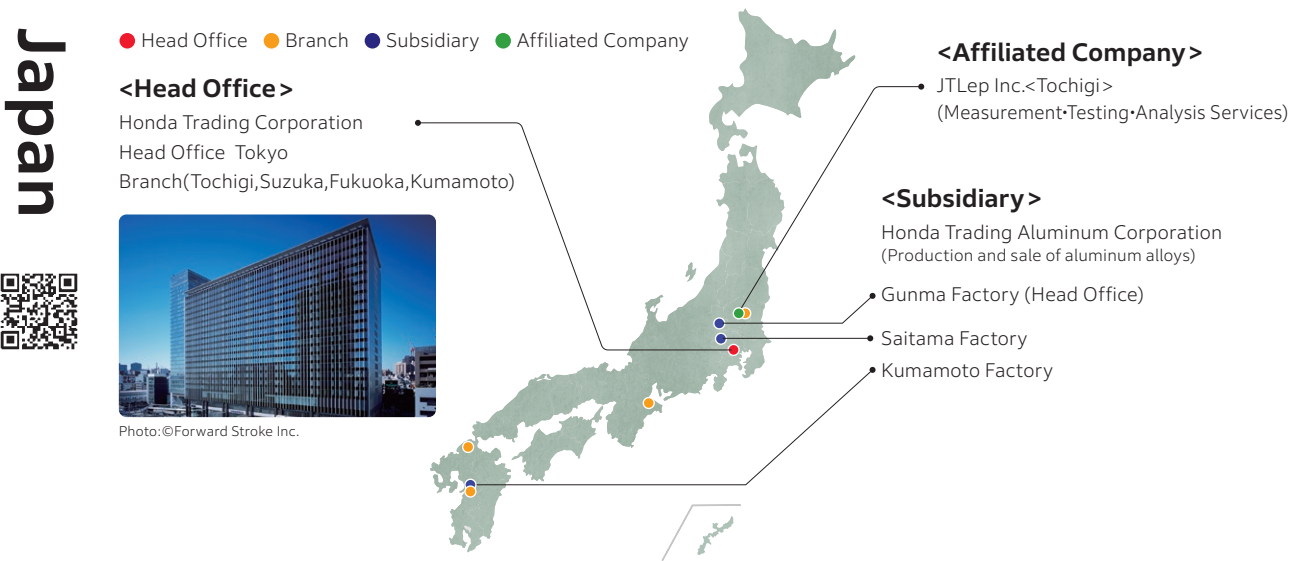
Our Business

We make full use of the strengths of our global operation and support customers from a total perspective. This includes the procurement of raw materials used largely in the field of vehicles, as well as manufacturing, sales and recycling.

Light Metals We procure and supply aluminum alloys and their raw materials, including primary ingots and scrap materials, as well as other raw materials like silicon metal and zinc. By harmonizing aluminum alloy recycling with global procurement, we prioritize resource circulation and provide solutions tailored to our customers' needs. 	Steel We procure and supply a diverse range of steel products, primarily for the automotive industry. By managing the entire value chain, we ensure efficient and high-quality services. Additionally, we are dedicated to managing new materials that meet the demands of electrification and lightweighting, while creating added value that transcends traditional trading frameworks. 	Plastics and Resin We procure and supply a wide range of plastic materials, including general-purpose plastics, film materials, and high-performance plastics. By addressing our Customer's needs for electrification and weight reduction, we propose the most suitable plastic materials for our customers. 
PGM We procure and supply PGMs for automotive exhaust catalysts managing the entire supply chain from raw materials to catalysts. This ensures stable procurement for our customers. 	Parts We procure and supply parts and subsidiary materials for automobiles, motorcycles, power products, and other industrial equipment. Through comprehensive coordination from planning to logistics design, inventory optimization, and just-in-time delivery, we contribute to the stable procurement of our customers. Additionally, we cater to a wide range of needs, including the expansion of new business opportunities. 	Equipment, Dies and Molds We support the procurement of various equipment and peripheral equipment required for production sites. Furthermore, we offer tailored procurement services that meet customer needs, encompassing all processes from overseas market research to equipment procurement, transportation, installation, and maintenance. 
Evaluation Technology Services We offer contract services for measurement, testing, and analysis to support our customers' manufacturing and research and development activities. By focusing on quality, speed, and cost, we contribute to enhancing our customers' competitive edge in development. 	CBU We are involved in the wholesale distribution of Honda products in Romania and Moldova, guided by Honda's corporate principle: "Maintaining a global viewpoint, we are dedicated to supplying products of the highest quality, yet at a reasonable price for worldwide customer satisfaction." By distributing a diverse range of models and supporting dealership activities, we contribute to enhancing brand recognition. 	Environment Resources We offer solutions to reduce CO₂ emissions, including recycling waste from automobile dealerships, consulting on industrial waste management, and provide eco-friendly options for manufacturers. 

Global Network

Our global logistics network ensures a stable supply and enables a flexible, demand-responsive supply system that adapts to changes in product mix and demand.



*As of April 2026

Sustainability



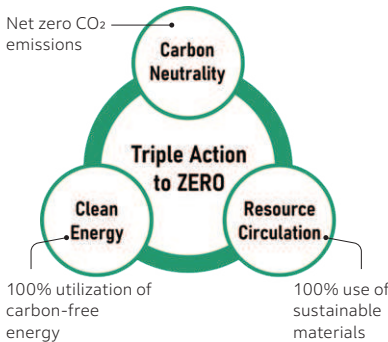
We strive to actively contribute to the preservation of human health and the global environment through all corporate activities, aiming to support the sustainable development of society through our actions.

Environment



The Concept for a "Zero Environmental Impact Society" Triple Action to ZERO

To realize society with zero environmental impact, we promote "Carbon Neutrality," "Clean Energy," and "Resource Circulation." as the "Triple Action to ZERO," we aim to maximize their synergy by considering the chain of effects among them.



Social



Human Rights Initiatives

Honda Trading embraces "Respect for the Individual" (Initiative, Equality, and Trust) and "The Three Joys" (The Joy of Buying, The Joy of Selling, and The Joy of Creating) as our fundamental beliefs. Based on these values, we conduct all of our business activities with respect for human rights, while recognizing diversity and individual personality and abilities. We aim to promote the active participation of diverse talents.

Philanthropic initiatives

To pass on to future generations the abundant blessings of the natural world, the fun of having dreams and making things, and a safe transport society, we will pursue a variety of activities, starting with those firmly embedded in the local community, in the areas of local environmental conservation, support for children's development, and the education and promotion of traffic safety.



Governance



Corporate Governance

Our Company delegates responsibility and authority for the execution of its business to operating officers and managers, and implements efficient management based on appropriate checks and balances emphasizing the supervisory function of our directors.

Compliance

The Honda Trading Group will share and uphold the Honda Code of Conduct, which sums up the sincere actions that we, as individuals working in the Honda Group, should put into practice.

Risk Management

We have established basic policies and operational rules concerning risk management. Based on these policies and rules, the Company holds regular meetings of the Risk Management Committee to assess risks and identify appropriate countermeasures.



HT 2040 Global Vision

Here at Honda Trading, we have formulated the HT 2040 Global Vision with the aims of realizing a prosperous future for people and society and contributing to a sustainable future through coexistence with the Earth.

SLOGAN



Think new, Design for tomorrow

The slogan expresses our intention for each and every one of us to think from new perspectives and with new ideas and to draw a new future in an age of uncertainty when predicting the future is difficult.

STATEMENT

We will continuously challenge ourselves to create and provide innovative value offerings while harmonizing human society, technology, and the earth.

History of Honda Trading

Constantly exploring new markets, Constantly striving to pioneer new distribution systems, Our history, woven over more than 50 years, is a testament to the time spent facing the unknown. And now, in this era of uncertainty, what is most needed is the courage to embrace challenges without fear of the unknown. With the venture spirit that has remained unchanged since our founding, and armed with the strategies and expertise that have supported countless businesses, the story of Honda Trading's challenges will continue to unfold.

1970s	1972	Established Act Trading Corporation (capitalized at five million yen, invested solely by Honda Motor Co., Ltd.)		- Established our office in America. - Started exporting raw materials to Honda plant. - Started importing and exporting non-iron metals. - Started exporting and importing machines.
	1973	Launched of the CAFEX Series <1977 Received Good Design Award winner in Japan>		
	1974	Manufactured and Sold the "Kick 'N Go"		
1980s	1980	Acquired the Rights of a Live Cattles Business and Farm Management		- Started handling PGM. - Earned designation as primary steel wholesaler in Japan. - Started handling printing paper. - Started imports of automotive materials and parts.
	1988	Started Importing and Selling NEWTON Wine <1999 Received the "Best American Wine" award at the Japan International Wine Challenge>		
	1988	Name changed to Honda Trading Corporation		
1990s	1994	Expanded Rapidly Overseas We established new bases in 12 countries and regions. Established the Molten Aluminum Plant		Started handling plastics and resin.
2000s	2006	Expanded into Manufacturing and Sales Domains, Broadening the Value Chain In addition to establishing manufacturing companies for molten aluminum, steel processing, dies and molds, and testing jigs, we began CBU distribution.		- Newly established our offices in 7 countries. - Established Steel processing companies in China and India. - Established Inspection jig manufacturing company in Korea. - Established Die & Mold manufacturing company in China. - Established Molten Aluminum manufacturing companies in Indonesia and China. - Accredited by Tokyo Customs as a special exporter under the AEO (Authorized Economic Operator) framework. (Later, certain other Honda Trading Group bases also obtained similar accreditation in their countries.)
	2007	Started CBU Distribution in Romania Established the Steel Processing Company in India		
2010s		Strengthened Global Marketing Functions We expanded into Germany, South Korea, Bangladesh, and the UAE (Dubai), promoting the development of new supply chains and business opportunities.		Renewed "HT Corporate Philosophy".
2020s	2021	Formulated HT 2040 Global Vision Established Material Evaluation Technology Services Company		50th anniversary in March 2022. - Established HT 2040 Global Vision. - Established the sales company for energy storage and charging-related products in China. - Established the logistics-related service company in Thailand.

Together with Our Associates, Reaching Customers Around the World

We are dedicated to exceeding our customer expectations while enhancing value and confidence. Aspiring to be a company that society wants to exist, we will continue to take on challenges, driven by dreams.

Read more

