HONDA MOTOR EUROPE LIMITED

Registered number: 00857969

Annual Report and Financial Statements

For the year ended 31 March 2023

HONDA MOTOR EUROPE LIMITED

COMPANY INFORMATION

Directors	K Okuda I Howells T Gardner H De Jaeger
Company secretary	I Howells
Registered number	00857969
Registered office	Cain Road Bracknell Berkshire United Kingdom RG12 1HL
Independent auditor	KPMG LLP 15 Canada Square London E14 5GL

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STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Strategic Management

The strategic objective of Honda Motor Europe Limited ("the Company") is in line with that of the ultimate parent company, Honda Motor Co., Ltd ("Honda Motor Co" or "Honda").

Honda has two Fundamental Beliefs: "Respect for the Individual," and "The Three Joys" (the Joy of Buying, the Joy of Selling, and the Joy of Creating). "Respect for the Individual" calls on Honda to nurture and promote these characteristics in Honda by respecting individual differences and trusting each other as equal partners. "The Three Joys" are based on "Respect for the Individual," and is the philosophy of creating joy together with everyone involved in Honda's activities, with the joy of its customers as the driving force.

Based on these Fundamental Beliefs, Honda has developed its Mission Statement: "Maintaining a global viewpoint, we are dedicated to supplying products of the highest quality, yet at a reasonable price for worldwide customer satisfaction" and strives to improve its corporate value by sharing joy with all people

Honda has defined its vision toward 2030 as "Serve people worldwide with the 'joy of expanding their life's potential'", and will take initiatives in the following three directions:

1. Toward a clean and safe/secure society
2. Creating value for "mobility" and "daily lives"
3. Accommodate the different characteristics of people and society

Honda is thoroughly committed to "eliminating the burden on the global environment" and "achieving safety that protects precious lives". In terms of the environment, Honda aims to achieve carbon neutrality by 2050 across all of its products and business activities. In terms of safety, Honda will work toward the goal of zero traffic collision fatalities involving Honda's motorcycles and automobiles globally by 2050.

Honda strives to realize the joy and freedom of mobility for people around the world with zero environmental impact and zero traffic collision fatalities involving Honda motorcycles and automobiles. In so doing, Honda wants to be a company that serves as a driving force for many people to realize their dreams and move society forward. To achieve this challenging goal, Honda has strengthened its business structure with a focus on the following five key factors for the advancement of mobility on a global basis.

(i) Carbon neutrality of power units
(ii) Energy management system that enables the use of power units as an energy source
(iii) Resource circulation
(iv) AD (automated driving)/ADAS (advanced driver-assistance system)
(v) IoT (Internet of Things)/Connected

The Company operates through branches throughout Europe. The European business is managed from its European headquarters in the UK. There have been no significant changes in the legal structure of these branches in the year ended 31 March 2023.

The principal activities of the Company are set out in the Directors' Report and the results for the year ended 31 March 2023 are detailed in the financial statements and related notes.

Business Environment

Trends and Factors

Although showing signs of moderate recovery, the economic environment surrounding the Company in the fiscal year ended March 31, 2023, continue to come under intense pressure from the cost-of-living crisis and high inflation. However, despite high inflation , the company's customer order intake remains strong.

The trends, uncertainties, and factors identified below may continue or recur, impacting the Company's future financial results.

Supply Constraints
Throughout the year ending 31 March 2023, the Company continued to experience interruptions to product supply across all product areas, due to various factors including semiconductor shortage, logistics delays and the wider impact of Covid-19 as production recovery is still slow as the residual impact of restrictions is not fully overcome.

As a result, the business has experienced varying levels of disruption to product supply. Additional inventory and supply management processes have been introduced to seek to minimise the impact on customer deliveries and company revenues.

It is anticipated that these supply constraints will be resolved in the near foreseeable future.

COVID-19
Although the restrictions due to Covid-19 have been lifted and things have returned to what is referred to as the "new normal", the daily living environment and customers buying habits have changed dramatically compared to the period prior to Covid-19. Customers across all age groups now consider online buying as a relevant alternative to visiting car dealerships. There is a significant increase in purchase intent for electric vehicles across Europe motivated by government incentives and increased consciousness about sustainability.

The resumption of socio-economic activities is accelerating and normalising production, development, purchasing, sales, and other business activities is also underway.

Business Environment (continued)

Trends and Factors (continued)

Change in European Business
One of the key focus areas of the Company is the transition of the European automobiles business to electrification. In April 2021, the Company brought to market its first commercial energy services, e:PROGRESS, providing customers with access to competitive energy tariffs by offering a range of charging and energy management solutions for Electric Vehicle ("EV") users. Following the successful operation in the UK the Company has announced its ambition to dramatically scale up it e:PROGRESS business. The Company confirmed that e:PROGRESS will be available for future owners of the all-new e:Ny1 full EV and CR-V e:PHEV plug-in hybrid. Within the next 12 months, the service will be offered in more European markets and then the Company plans to expand the service to non-Honda EV owners. The impact is immaterial in the current period.

Honda 2.0 in Europe
In February 2023, the Company announced to its associates that it was making changes to its organisational structure in Europe termed "Honda in Europe 2.0." in order to accelerate the growth of the business. As of 1 April 2023, the company established a function based business structure with associated leadership model across Europe. This will result in a pan-European sales organisation which is agile and quicker to respond to the changing business needs.

Brand
In its 2030 Vision, Honda highlighted it will aim to expand the circle of joy and let the Honda brand shine even brighter through the steadfast pursuit of the "quality of value Honda provides" and the "quality of its initiatives." To realize this Vision, Honda will make effective use of its corporate resources to transform and evolve existing businesses and create new value.

Honda's Initiatives and the Sustainable Development Goals (SDGs)
In order to share joys with stakeholders, Honda seeks to contribute to the advancement of a mobile society with its original technologies. This approach aligns with the United Nations' SDGs, specifically, Goal 9 to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation," Goal 12 to "Ensure sustainable consumption and production patterns" and Goal 17 to "Strengthen the means of implementation and revitalize the global partnership for sustainable development." Honda also believes that creating value for society while pursuing economic value will lead to sustainable corporate management and ultimately contribute to the sustainability of society. In accordance with the material issues for the realization of the 2030 Vision, Honda will contribute to the achievement of the SDGs through its overall corporate activities.

Electrification
In April 2022, Honda provided further information on the strategies and approach towards business transformation that will deliver against its electrification objectives. In a wide-ranging announcement, Honda re-affirmed its commitment that as the world's largest power unit manufacturer it would aim to deliver carbon neutrality for all products and corporate activities by 2050.

Including the utilization of swappable batteries and hydrogen as well as electrification of automobiles, Honda will offer a variety of solutions for all of its mobility products according to how its customers use the products in various countries and regions.

Business Environment (continued)

Trends and Factors (continued)

Over the next 10 years, Honda will invest approximately 8 trillion yen for its research and development activities, including 5 trillion yen in the area of electrification and software.

As the popularization of EVs continues to grow globally, Honda will plan to introduce 30 EV models globally by 2030, with a full lineup from commercial-use mini-EVs to flagship-class models, and Honda Motor Co is planning for production volume of more than 2 million units annually.

Honda continues to place its European business firmly at the forefront of its global electrification ambitions. In 2022 it achieved its commitment that 100% of mainstream European automobile lineup would feature electrified technology, however sales in the year still included runout model of non-electrified models. Honda's electrified mainstream model line-up for Europe, includes the Civic Jazz, Jazz Crosstar, CR-V, HR-V and Honda e. Honda has also confirmed the further expansion of its electrified product line-up during 2023, to create its widest European line up for many years. New additions include an all electric B-segment SUV the e:Ny1, a C-segment full hybrid SUV, the ZR-V and the all-new CR-V, which will be available with both full hybrid and plug-in hybrid powertrain options for the first time in Europe.

L-Category vehicles, such as mopeds, scooters, and motorcycles, play a positive role in supporting affordable low emissions mobility and addressing congestion in urban environments. As the industry leader, Honda has committed to ambitious actions to decarbonise powered two wheelers. Honda will seek to lead the motorcycle industry's environmental initiatives with an approach which will include not only electrification but also the improvement of the fuel efficiency of gasoline engines, utilization of biofuels and other strategies.

In Autumn 2023 Honda will launch the electric scooter, EM1e. Honda's first EV for young European riders is equipped with a swappable Honda Mobile Power Pack e, delivering real convenience, and fun, emission-free urban transport. This is the first model to be unveiled following Honda's announcement of its plans to introduce 10 or more electric motorcycle models globally by 2025.

Honda has a vision to expand Mobile Power Pack applications beyond motorcycles to power products and micro mobility products.

Principal Risks and Uncertainties

Business Risk

Russia/Ukraine Crisis
Russia's invasion of Ukraine in February 2022 and the resulting export control and international restriction against Russia has led to the suspension of supply to Honda Motor Russia. Supply to Honda's distributors in Ukraine has resumed after it was disrupted in the previous year. The company does not currently have significant exposure as a result of this crisis however the company continuously monitors the situation and evaluates the impact.

Principal Risks and Uncertainties (continued)

Industry & Market Risk

Fluctuation of product price
Prices for motorcycles, automobiles and power products in certain markets may experience sharp changes over short periods of time. This volatility may be caused by various factors, including competition, short-term fluctuations in demand caused by instability in underlying economic conditions, changes in tariffs, import regulations and other taxes, shortages of certain materials and parts and a steep rise in material prices and sales incentives. There is no guarantee that such price volatility will not continue for a period of time or that price volatility will not occur in markets that to date have not experienced such volatility. High inflation, rising energy prices and the general cost of living crisis will restricting customer buyer power and leading to adverse effect on product prices. Price volatility in any of its major markets could adversely affect the Company's results.

Credit risk
The Company is exposed to credit risk through its dealings with dealers and distributors. This risk is managed through appropriate credit management policies which clearly set out and define the objectives of the Company.

The liquidity and capital resources of the Company are discussed in the Directors' report.

Currency
The Company's operations are subject to currency fluctuations.

The Company purchases and sells its products in foreign currencies. Therefore, currency fluctuations may affect the Company's pricing of products sold. Accordingly, currency fluctuations in either functional or presentational currency have an effect on the Company's results of operations and financial condition, as well as the Company's competitiveness, which will over time affect its results.

Foreign currency forward exchange contracts are used to hedge currency risk of purchase and sale commitments denominated in foreign currencies (principally in Euro and U.S. dollars). Further information is given in Note 28.

While limiting, to some degree, the risk of fluctuations in currency exchange and interest rates by utilising such hedging instruments, the Company potentially foregoes benefits that might result from other fluctuations in currency exchange and interest rates. The Company is also exposed to the risk that its counterparties to hedging contracts will default on their obligations.

The Company manages exposure to counterparty credit risk by limiting the counterparties to major international banks and financial institutions meeting established credit guidelines. However, any default by such counterparties might have an adverse effect on the Company.

Information Risk

The Company uses a wide range of information systems and networks relating to information services in its business activities and its products, including in areas managed by subcontractors. Especially in recent years, the application of IoT and other information technologies, which have evolved rapidly, have been extended to vehicle control systems.

The means of cyber-attacks that take place have become more advanced and sophisticated, targeting organizations around the world. Moreover, any cyber-attacks could significantly affect the Company's mid- and long term initiatives, particularly regarding more widespread use and evolution of driver-assistive technologies and further promotion of new businesses.

Principal Risks and Uncertainties (continued)

Information Risk (continued)

There is a possibility that, in addition to external cyber-attacks, equipment malfunction, management deficiency or human error at the Company or any of its business partners or subcontractors, leakage of confidential or personal information, inappropriate processing of documents and information, or the destruction or falsification of important data, natural disaster, infrastructure failure or other unforeseen circumstances could also result in the suspension of important operations and services at the Company. When such an event occurs, the Company's business and operating results could be adversely affected in terms of damage to its brand image or social reputation, liability to customers or parties affected, payment of financial penalties, and a loss of its competitiveness.

Status of Personal Information Protection Rules
In recent years, personal information protection rules have been rapidly developed in countries around the world. As such, fines may be imposed if violations of rules occur, including the leakage of personal information, in accordance with the rules of each country, and this could have an adverse effect on Honda's business and operating results. With the Company's activities to promote new business opportunities measures to protect personal information are also gaining importance, due to possible differences in the amount and quality of the personal information handled in comparison to existing operations.

Legal Risk

The Company could be subject to lawsuits, various investigations and legal proceedings under relevant laws and regulations of various jurisdictions. A negative outcome in any such current or future proceedings brought against the Company could adversely affect its business and operating results.

Environmental Risk

In carrying out its business operations, the Company recognizes wide-ranging potential risks relating to environmental issues, as exemplified by the risks concerning climate change, resource depletion, air pollution, and water pollution, among other issues, and it is subject to wide-ranging regulations covering these issues.

See Environmental Compliance below for more details.

Quality Risk

One of the important factors behind corporate sustainability is trust and support for the Honda brand from our customers, society and the communities in which Honda conducts business operations. In order to support this brand image, Honda endeavors to gain the trust of society in all types of corporate activities, through ensuring product quality and compliance with laws and regulations, conducting risk management, and enhancing internal controls related to corporate governance. However, if for some unforeseeable reason the Honda brand image is damaged or Honda is unable to communicate information in a timely manner and deal with such information appropriately, this could adversely affect Honda's business and operating results.

To achieve a new level of outstanding quality of products, Honda has continued activities to further improve quality at every stage: design, development, production, sales and service including suppliers.

Reputational Risk

The Company needs to be sensitive to customer and their political view on products, services, and country of origin ahead of launch or change which could lead to reputational damage. This could lead to a fall in brand confidence and a fall in sales. This would adversely affect the Company's financial performance as well as employee morale as they will be adversely affected by the negative publicity.

Principal Risks and Uncertainties (continued)

Other risks

Pensions
The Company has various pension plans and provides other post-employment benefits, in which the amount of the benefits is determined based on the level of salary, service years, and other factors. Contributions are regularly reviewed and adjusted as necessary to the extent permitted by laws and regulations. Defined benefit obligations and defined benefit costs are based on assumptions of many factors, including the discount rate and the rate of salary increase. Changes in assumptions could affect the Company's defined benefit costs and obligations, including the Company's cash requirements to fund such obligations in the future, which could materially affect the Company's financial position and results.

Environmental Compliance

Environmental Management Systems have been introduced at all Honda's business sites, in order to promote continuous efforts to minimise Honda's environmental impact. Furthermore, in addition to complying with all statutory environmental regulations, Honda sets its own voluntary environmental standards.

We measure our environmental performance by reporting carbon footprint annually in terms of tonnes CO2 equivalent ("tCO2e").

The data below relates to the owned and leased properties in the UK under the Company's operational control and consists of direct emissions from the Company's owned and controlled sources (Scope 1) and emissions from consumption of energy (Scope 2). This ensures our compliance with the requirements of the Companies Act 2006 (Strategic Report and Director's Report Regulations 2013 which requires certain disclosures in respect of greenhouse gas emissions (the Strategic Report GHG Emission disclosures).

The increase noted in Scope 2 & 3 versus the previous year is due to more people going back to working in the office as the company returns to more normal patterns.

	Year ended 31 March 2023		**Year ended 31 March 2022**	
	GHG (tCO2eq)	**Energy Use (kWH)**	**GHG (tCO2eq)**	**Energy Use (kWH)**
Scope 1 – direct	195	1,109,787	270	1,382,778
Scope 2 - location based indirect	-	1,199,338	-	1,178,611
Scope 3 – fuel company car for business use	609	2,323,810	443	1,689,722
Intensity Metric – emissions per FTE	2		1	

Our disclosures cover the sources of our greenhouse gas emissions from our operations in the UK and the consumption data is converted into a carbon footprint in line with emission factors from the 2006 IPCC Guidelines for National GHG Inventories.

Honda has not had any serious instances of non-compliance with environmental laws and regulations, paid any fines/sanctions, or recorded any major chemical releases. In addition, no environment-related complaints were received through the official complaint resolution program.

Environmental approach

Honda had established a concept (Triple ZERO) for its environmental initiatives toward the pursuit of "zero environmental impact" that enables people to live sustainably on this planet. In 2021, we established "Triple Action to ZERO," which specifies target years and required actions.

"Triple Action to ZERO" is a concept that combines the three focus areas of: Carbon neutrality, Clean energy and Resource circulation.

Not only with our products but throughout the entire product lifecycle including all corporate activities, Honda will strive to realize a circular/resource-recycling society which aims for "zero environmental impact" by 2050.

(i) Carbon Neutrality

Honda's stated objective is to achieve carbon neutrality across all global products and business operations by 2050.

In Europe, the European Union has set new fleet wide average emissions targets for the automobile industry, as part of the "Fit for 55" package to reduce Europe's C02 emissions by 55% by 2030. The new targets will see automobile fleet wide emissions targets reduced by 15% in 2025, 55% in 2030, and by 100% in 2035.The United Kingdom has also proposed measures to accelerate decarbonisation of transport, with a Zero Emissions Vehicle Mandate, is expected to come into force in 2024. This scheme would require car manufacturers to ensure zero emission vehicles make up an increasing share of sales, reaching 100% by 2035. The UK Government has also announced it will seek to set a date for ending the sale of Internal Combustion Engine (ICE) motorcycles and scooters.

In November 2022, the European commission proposed a new emission standard "Euro7" which, if finalized will apply to all the new vehicles sold after July 2025. The tightened "Euro 7" standard is part of the European Union's overall goal of achieving CO2 neutrality as early as 2050.

The Company will continue to carefully monitor these proposals and will aim to develop products and technologies that meet societal and customer needs.

Having met its goal for all of its European mainstream models to feature electrified powertrains by 2022 and the new electrified model line up being introduced in 2023, Honda continues to make progress towards the achievement of existing CO2 Regulations.

(ii) Clean Energy

To address "energy issues," Honda is striving to eliminate energy risks in the future, such as those caused by a dependence on fossil fuels. To achieve 100% utilization of carbon-free energy by 2050, Honda will go a step beyond its conventional initiative of reducing energy risk and aim to use clean energy both during product use and in corporate activities. The installation of wind turbines, solar arrays and 2nd life battery technology will help ensure that all Honda facilities in Europe are powered by 100% renewable electricity by 2025.

(iii) Resource Circulation (100% use of sustainable materials)

To address the need for "efficient utilization of resources," Honda is striving to realize zero risk in relation to resources and waste generated across its entire product life cycle, from the resource procurement stage to the used product recovery and disposal stages. To achieve 100% use of sustainable materials by 2050, Honda will conduct research into the recycling of materials, including reuse and recycling of batteries. Going beyond its previous initiative aimed at reducing risks related to resources and waste disposal, Honda will take on an additional challenge of developing products that use sustainable materials having zero environmental impact.

Safety Initiatives

Honda will aim for zero traffic collision fatalities involving Honda motorcycles and automobiles globally by 2050.

By leveraging the knowledge and know-how amassed through research and development of Honda's Level 3 automated driving technologies, Honda will further enhance the intelligence of Advanced driver assistance systems (ADAS) to increase the percentage of collision patterns covered by our ADAS. In addition, as a group involved in both motorcycle and automobile businesses, Honda will continue to strengthen its research on safety technologies that enable motorcycles and automobiles to safely coexist. By leveraging the strengths of Honda, the group looks to continue to lead the way in realizing a collision-free society from the standpoints of both hardware and software.

Business Performance and Position

Summary of results

	Year ended 31-Mar-23	Year ended 31-Mar-22	Change
Revenue (£m)	3,524	3,641	-117
Operating profit/(loss) (£m)	36	-20	56
Operating margin	1.0%	-0.5%	1.5%
Profit/(loss) before tax (£m)	71	-15	86
Profit/(loss) before tax % of revenue	2.0%	-0.4%	2.4%
Total shareholder deficit (£m)	-492	-506	14

Revenue has decreased by £117m, or 3.2%, to £3,524m from the previous fiscal year. Revenue decrease is driven by reduced unit sales, offset partially by positive price effects due to shortage of supply and market recovery post Covid-19.

Operating profit has increased by £56m to £36m due to an increase in gross margin as a result of positive price effects and reduced expenditure relating to new model launches.

There is a one-off dividend payment by Honda of the UK Manufacturing (HUM) of £211m partially offset by the impairment of investment in HUM of £187m when it entered into liquidation. Other non-operating income decreased by 142% to (£3m) due to foreign exchange movement.

Total assets have increased by £9.5m or 0.4% to £2,264m, this is primarily due to the increase in trade receivables and higher inventory levels offset by decrease in pensions assets because of the annual remeasurement of the defined benefit pension. Inventory has increased due to supply constraints easing from the levels experienced in prior years.

The shareholder deficit of the Company decreased by £14m or 2.7% to £492m due to total comprehensive surplus for the year of £14m which mainly consists of profit for the year of £84m and actuarial loss on the re-measurement of the defined benefit asset, net of tax credit of (£82m).

Total liabilities increased by £4m or 0.15% to £2,756m. This is due to an increase in trade and other payables due to higher stock levels at year end along with an increase in the transfer pricing payable to Honda. This is offset by a decrease in short term bank loans, the decrease is because intercompany loans resulting from cash pooling with HUM no longer exists following its closure.

Following the closure of the factory and HUM entering liquidation, the factory's land was transferred to the Company for fair value. This land is expected to be sold in the next 12 months and as such is disclosed as assets held for sale in the financial statements (Note 16).

Key performance indicators (KPIs)

The following KPIs are used to understand and measure the performance of the Company's business:

	Year ended 31/03/2023 Unit sales ('000)	Year ended 31/03/2022 Unit sales ('000)	Change %	Change Unit sales ('000)
Automobiles	66	76	(13.2)	(10)
Motorcycles	273	272	0.4	1
Power Product	1,164	1,177	(1.1)	(13)

Automobiles
The Company's unit sales decreased by 13.2% from the previous fiscal year to 66 thousand units in fiscal year 2023, due to the timing of release of new models and continuing difficult supply conditions

Motorcycles
The Company's unit sales increased by 0.4% from the previous fiscal year to 273 thousand units in fiscal year 2023. This is mainly due to recovering from the delays caused by supply issues.

Power Product
The Company's unit sales decreased by 1.1% from the previous fiscal year to 1,164 thousand units in fiscal year 2023. During the start of the year there continued to be market demand post COVID-19 as well as demand for generators due to global conditions. However, this was offset by the impact of a cooling consumer market towards the end of the year and timing of supply.

Corporate Governance

Honda has adopted a "company with an Audit and Supervisory Committee" system with the aim of reinforcing the supervisory function of the Board of Directors and ensuring prompt decision-making. It has published the Honda Corporate Governance Basic Policies and reports in accordance with this in the Honda Motor Corporation Annual Report. The Board of Directors of the Company follows these principles through the adoption of Company-wide policies and procedures.

From the year ended 31 March 2021, the Company adopted the Wates Corporate Governance Principles for Large Private Companies (published by the Financial Reporting Council ("FRC") in December 2018 and available on the FRC website). The Wates principles are designed with sufficient flexibility for a range of companies to explain the application and relevance of their corporate governance arrangements, without being unduly prescriptive. Honda has implemented and explained these principles below in a manner that the Directors consider to be proportionate to the nature of the company.

Honda strives to enhance corporate governance as one of the most important tasks for its management in order to strengthen the trust of its shareholders/investors, customers and society, to encourage timely, decisive and risk-considered decision-making and to seek sustainable growth and the enhancement of corporate value in the mid- to long-term, continuing to be a company that society wants to exist.

Purpose and Leadership

Honda has published its 2030 Vision which is to bring the universal passion of Honda to "serve people worldwide with the joy of expanding their life's potential." And toward this end, we will "lead the advancement of mobility and enable people everywhere in the world to improve their daily lives." The Board of Directors of Honda Motor Co determines the overall strategy and business model of the global Company based on this Vision.

The mid-term plans are produced for a three year period and cascaded to the regions. The Company then produces its annual objectives in line with the mid-term plan and global 2030 Vision.

Corporate Governance (continued)

Board Composition

The members of the Board of Directors are disclosed in the Directors Report and each director brings a different set of skills and experience ensuring the Board as a whole has a high-level of understanding of the Company's business needs and stakeholder interests.

Director Responsibilities

In line with the direction from Honda Motor Co, the Company's Directors sit on the European Risk Management Committee which in turn reports into the Global Corporate Governance Structure. In addition, the Directors are responsible for the application of Company-wide policies and practices and for ensuring compliance with specific legal and regulatory frameworks applicable in the geographies the Company operates in. This includes responsibility for statutory reporting and taxation matters.

Opportunity and Risk

The Directors recognition of the position in terms of Opportunity and Risk is outlined in the Strategic Report within the section on "Principle risks and uncertainties". Risks are identified by way of a bottom up approach with branches, and company divisions being asked to complete a self-assessment template on an annual basis. The top 5 risks are then kept under close review by the Risk Committee.

Remuneration

Directors' remuneration is established under Company-wide remuneration principles established by Honda Motor Co, aligned with Company and individual performance and behaviours and subject to annual assessment and appraisals in the same way as all other employees of the Company. The Board of Directors does not have the authority to determine its own remuneration.

The Directors have an obligation under the Honda Code of Conduct to declare conflicts of interest to the Board for consideration. Any such conflicts are then documented and managed in accordance with the requirement.

Stakeholder relationships and engagement

The Company is a 100% subsidiary of Honda Motor Co Limited. As explained in the Section 172 Statement below, the Board actively considers the interests of all stakeholders when determining the strategic direction of the Company.

S172(1) Statement

In carrying out their duty to promote the success of the Company the Directors work within the Honda Code of Conduct which is guided by the fundamental beliefs of "Respect for the Individual" and "The Three Joys" ("The Joy of Buying," "The Joy of Selling," and "The Joy of Creating"), Honda endeavours to share joy with people around the world and aspires to be "a company society wants to exist." A prerequisite to fulfilling this philosophy is to act with integrity towards employees, customers and society at all times. Failure in Honda's duty to maintain sincerity would result in loss of the confidence and trust that has been established over the years; a precious asset that would be extremely difficult to recover. For this reason, Honda announced and subsequently implemented the Honda Code of Conduct Guidelines. Our commitment to diversity is strongly reflected in our HR policies and, our Embrace Inclusion approach sees Honda make firm commitments to be a fair, discrimination-free company that accepts the uniqueness and differences of people around the world and sticks to the principle that all people are created equal.

In addition to the above, the Directors have considered the following points:

- The likely consequences of any decision in the long term [Strategic Report];
- The interests of the Company's employees [Directors' Report];
- The need to foster the Company's business relationships with suppliers [Directors 'Report];
- The impact of the Company's operations on the community and the environment [Directors' Report];
- The desirability of the Company maintaining a reputation for high standards of business conduct [Strategic Report]; and
- The need to act fairly between members of the Company [Strategic Report].

By order of the Board

I Howells
Secretary
Cain Road,
Bracknell
Berkshire
RG12 1HL
United Kingdom

Date: 27 September 2023

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The directors present their annual report and the audited financial statements for the year ended 31 March 2023.

Matters covered in the Strategic Report

The Companies Act 2006 (The Act) requires the directors to present a fair review of the business during the financial year. Information about Strategic management, business environment, principal risks and uncertainties, environmental compliance, business Performance, corporate governance and the S172(1) statement are not shown in the Directors' Report but is shown in the Strategic Report under S414C(11). The Strategic Report can be found on pages 1 to 12.

Principal activities

The principal activities of the Company are the sale of Honda products throughout the European region. These products are motorcycles, automobiles, all-terrain vehicles, lawn mowers, cultivators, generator units and outboard motors, together with their related spare parts and accessories.

The Company has sales branches in the following European Countries: Germany, France, Italy, Belgium, the Netherlands, Spain, Portugal, Switzerland, Austria, Czech Republic, Slovakia, Hungary, Poland, Sweden, Norway and Denmark. The Company also sells its products through a network of third-party distributors.

The ultimate parent of the Group is Honda Motor Co, a limited liability joint stock corporation incorporated on 24 September 1948 under the Commercial Code of Japan as Honda Giken Kogyo Kabushiki Kaisha. It was formed as a successor to the unincorporated enterprise established in 1946 by the late Soichiro Honda to manufacture motors for motorised bicycles.

Honda develops and manufactures a variety of motor products, ranging from small general purpose engines and scooters to specialty sports cars. Honda's principal executive office is located in Japan.

Honda is engaged in research and development activities to support product development and parts sourcing and design around Europe. The Company benefits from the strong commitment of the Honda worldwide group to research and development (R&D) in order to improve product design, manufacturing process and quality. There are European R&D operations in the UK, Germany and Italy.

Since its establishment in 1948, Honda Motor Co has provided products of the highest quality at a reasonable price, for worldwide customer satisfaction. In addition, it has conducted its activities with a commitment to protecting the environment and enhancing safety in a mobile society. This long term, global effort has earned Honda Motor Co an outstanding reputation from customers throughout the world.

The results of the company for the year ended 31 March 2023 are set out in the financial statements on pages 24 to 80.

Directors

The directors that have held office during the year and up to the date of this report were:

K Okuda
I Howells
T Gardner
H De Jaeger (appointed 1 April 2023)
T Yamato (resigned 1 April 2023)

The Company operates an interest-free loan scheme open to all eligible employees on equal terms to enable employees to acquire vehicles for their own use. The relevant amounts in respect of Directors are included in Note 31 along with details of Directors' remuneration.

Employees

At Honda, the value placed on our people is at the heart of our success. Our employees are called Associates and we believe that respecting people as individuals is essential for the continued success of the Company. Our culture, through our philosophy, nurtures an enterprising spirit and a free, open-minded atmosphere, emphasizing initiative, equality & trust. Associates are encouraged to share ideas and experiences within the workplace.

The Company believes that having an inclusive workplace where people are treated equally is fundamental not only to creating an environment where our people feel empowered and able to be themselves but is also key to the future success of the Company. Our fundamental belief is based around respect for the individual and as part of this, Honda is committed to creating equal opportunities for every Associate.

Human Rights

Honda Motor co refreshed its Human rights policy in June 2022. The idea that forms the basis of the Policy is the Honda Philosophy of "Respect for the individual," which Honda has always valued, and will not change in the future. By putting the Policy into practice, the company will cooperate with its stakeholders to undertake business activities in a sustainable manner in order to continue to be "a company that society wants to exist."

Honda is committed to practicing fairness and equality and respects human rights. The Directors are proud of the independence, fairness, and trust that emerges from our management policy of respect for the individual. This calls on each associate to nurture and promote individual differences and to trust their colleagues as equal partners. The Company aims to cultivate these qualities so that people's differences are respected, and trust is developed on an equal basis.

The Company accepts the individual characteristics and differences of our associates and respect their willingness and initiative. The Company will always respect each individual's basic human rights and will not allow forced labour or child labour.

The Company is aware of its obligations under the Modern Slavery Act and publishes its section 54 statement each September.

Inclusion and Diversity

Honda is dedicated to the principle of creating equal opportunities within the workplace for all associates, agency workers, contractors, job applicants and visitors.

Central to this is Honda's commitment to be a fair, discrimination free company that accepts the uniqueness and differences of people around the world and adheres to the principle that all people are created equal.

This commitment comes directly from the Honda Philosophy and belief that we all work together for a common purpose. Honda recruits, hires, trains and promotes into all levels the most qualified/experienced individuals without regard to race, colour, origin, religion, gender, sexual orientation, age, disability or any other protected characteristic.

The Company's approach to occupational health and safety

As a Company that holds respect for the individual as one of the basic tenets of its philosophy, the Company considers the mental and physical health of associates to be one of its most important responsibilities, alongside workplace and traffic safety. Besides making these views explicit in our basic policy on occupational health and safety, Honda engages in initiatives designed to ensure that its workplaces are among the safest and most comfortable in the industry.

Sustainability

The Company publishes its Environmental Report each year which can be found at:

https://hondanews.eu/eu/en/download/432826/file/pdf

The company aligns to the sustainable development goals (SDGS) with focus on the areas of environment, society and governance (ESG). Honda's programs aim to deliver the sustainable changes in behavior needed to make our roads safer, our environment cleaner, our community stronger and to support our children's future.

Environmental and safety regulation for Automobiles, Motorcycles and Power Products

Honda is subject to various government regulations, including environmental and safety regulations for automobiles, motorcycles and power products. Such regulations relate to items such as emissions, fuel economy, recycling and safety and have had, and are expected to continue to have, material effects on Honda's business. Honda incurs significant compliance and other costs in connection with such regulations and will incur future compliance and other costs for new and upcoming regulations.

Social reputation and communication with the community

The Company continues to provide products incorporating Honda's advanced safety and environmental technologies, the Company will continue striving to enhance its social reputation by, among other things, strengthening its corporate governance, compliance and risk management as well as participating in community activities and making philanthropic contributions.

Through these group-wide activities, Honda will strive to be a company that its shareholders, investors, customers and society want to exist.

Liquidity and capital resources

The policy of the Company is to support its business activities by maintaining adequate capital resources, a sufficient level of liquidity and a sound balance sheet. The Company meets its operating capital requirements through cash generated by operations and borrowings. The supply issues discussed in the Strategic Report on page 2 are having a positive impact on the company's working capital position as there is reduction in the capital required.

The Company is aware of the possibility that various factors, such as recession-induced market contraction and financial and foreign exchange market volatility, may adversely affect liquidity. The Directors believe the Company currently has sufficient lines of credit from both prominent international banks and Honda Motor Co.

The Company manages its funding through a combination of equity, Intercompany borrowings, committed loan facilities and uncommitted loan facilities. Further information about the Company's financing requirements can be found in Note 2 - Accounting policies.

Donations

The Company made no political donations in the year (2022: £nil).

Tax policy

Our objective is to ensure that relationships between Honda businesses and tax authorities are transparent, constructive and based on mutual trust. The tax strategy is published on Honda ESG Data Book 2023 (Honda-SR-2023-en-all.pdf (global.honda).

Proposed dividend

The Directors do not recommend the payment of a dividend (2022: £nil).

Disclosure of information to auditor

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Post balance sheet events

There has been a long standing legal process relating to the pension fund that has been settled without material impact to the balance sheet.

Auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be re-appointed and KPMG LLP will therefore continue in office.

This report was approved by the board and signed on its behalf by:

I Howells
Secretary
Cain Road,
Bracknell
Berkshire
RG12 1HL
United Kingdom

Date: 27th September 2023

STATEMENT OF DIRECTORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2023

The directors are responsible for preparing the Strategic Report, the Directors' Report and the Company financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare Company financial statements for each financial year. Under that law the directors have elected to prepare the Company financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 101 'Reduced Disclosure Framework'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Opinion

We have audited the financial statements of Honda Motor Europe Limited ("the Company") for the year ended 31 March 2023 which comprise the Statement of Financial Position, Statement of Profit and Loss and Other Comprehensive Income, Statement of Changes in Equity and related notes, including the accounting policies in note 2.

In our opinion:

- the financial statements give a true and fair view of the state of the Company's affairs as at 31 March 2023 and of the company's profit for the year then ended;
- the Company financial statements have been properly prepared in accordance with UK-adopted international accounting standards including FRS 101 Reduced Disclosure Framework;
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Company or to cease their operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

We used our knowledge of the company, its industry, and the general economic environment to identify the inherent risks to its business model and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period. The risks that we considered most likely to adversely affect the Company's available financial resources over this period were:

- the impact of supply shortages in the Company's supply chain
- the impact of inflation and the wider economic and geopolitical instability on the purchasing power of customers

We considered whether these risks could plausibly affect the liquidity in the going concern period by assessing the Directors' sensitivities over the level of available financial resources indicated by the Company's financial forecasts taking account of severe, but plausible adverse effects that could arise from these risks individually and collectively. Our procedures included:

- we critically assessed assumptions in downside scenarios relevant to liquidity
- we compared past budgets to actual results to assess the directors' track record of budgeting accurately

- since the company is reliant on financial support from its ultimate parent undertaking, we assessed the risk that this support would not be available. We inspected letters received by the directors indicating the parent undertaking's intention to provide this support, examined financial statements and inquired with management to assess its ability to provide this support over the period of the audited entity's going concern assessment, and assessed the business reasons why the parent undertaking may or may not choose to provide this support.

In our evaluation of the directors' conclusions, we considered the inherent risks to the Company's business model and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period

Our conclusions based on this work:
- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for the going concern period;
- we have found the going concern disclosure in note 2 to be acceptable.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:
- Inquiring of directors and inspection of policy documentation as to the company's high-level policies and procedures to prevent and detect fraud, including the company's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Inspecting Board minutes.
- Considering remuneration incentive schemes and performance targets for management/ directors.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit. This included communication to full scope component audit teams relating to the company's branches of relevant fraud risks identified and request to component audit teams to report to the group audit team any instances of fraud that could give rise to a material misstatement in the Company's financial statements.

As required by auditing standards, and considering possible pressures to meet profit targets, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that revenue is recorded in the wrong period.

We did not identify any additional fraud risks.

In determining the audit procedures, we considered the results of our evaluation and testing of the operating effectiveness of the company-wide fraud risk management controls. We performed procedures including:

- Identifying journal entries and other adjustments to test for all full-scope components based on risk criteria and comparing the identified entries to supporting documentation. These included those posted by senior finance management, manual postings without description and those posted to unusual accounts including revenue in the final month of the year.
- Assessing when revenue was recognised, particularly focusing on revenue recognised in the in the final month of the financial year, and whether it was recognised in the correct year.
- Assessing whether the judgements made in making accounting estimates are indicative of a potential bias.

Identifying and responding to risks of material misstatement related to compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussions with directors and other management (as required by auditing standards), and from inspection of regulatory and legal correspondence and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout to our team and remained alert to any indications of noncompliance throughout the audit. This included communications from the group to full-scope component teams of relevant laws and regulations identified, and a request for component auditors to report any instances of non-compliance with laws and regulations that could give rise to a material misstatement.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Company is subjected to laws and regulations that directly affect the financial statements including financial reporting legislation, distributable profits legislation, taxation legislation and pensions legislation. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: environmental regulations (including emissions targets), data protections laws and employment law, recognising the nature of the company’s activities. Auditing standards limit the required audit procedures to identify non-compliance with indirect laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Strategic report and directors' report

The directors are responsible for the strategic report and the directors’ report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the strategic report and the directors’ report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the strategic report and the directors’ report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Directors' responsibilities

As explained more fully in their statement set out on page 17, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Group and parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Huw Brown (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants
15 Canada Square
London
E14 5GL

Date: 29 September 2023

STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £000	2022 £000
Revenue	4	3,523,804	3,640,832
Cost of sales		(3,194,783)	(3,372,178)
Gross profit		329,021	268,654
Other income	7	7,021	4,884
Sales expenses		(80,500)	(80,393)
Administrative expenses		(219,741)	(212,771)
Profit/(loss) from operating activities		35,801	(19,626)
Finance income	9	3,305	688
Finance expenses	10	(30,011)	(5,581)
Dividend income	33	252,909	7,482
Impairment losses on investments	33	(187,549)	(5,338)
Other non-operating (expense)/income	11	(3,275)	7,791
Profit/(loss) before tax	5	71,180	(14,584)
Tax on profit/(loss)	12	13,179	(24,576)
Profit/(loss) for the financial year		84,359	(39,160)
Other comprehensive income/(expense):			
Items that will not be reclassified to profit or loss:			
Remeasurement of defined benefit liability	25	(76,561)	92,072
Tax charge on remeasurement of defined benefit liability	13	(5,221)	(19,101)
		(81,782)	72,971
Gain/(loss) on translation of foreign operations		11,148	(4,030)
		(70,634)	68,941
Total comprehensive income for the year		13,725	29,781

The Statement of Profit and Loss and Other Comprehensive Income has been prepared on the basis that all operations are continuing operations.

The notes on pages 27 to 80 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2023

	Note	2023 £000	2022 £000
Assets			
Property, plant and equipment	14	111,717	119,137
Intangible assets	15	14,184	21,022
Net investment in leases	29	27,038	34,662
Employee benefits	25	185,980	257,692
Investments in subsidiaries	33	305,498	492,847
Other assets	17	31,609	31,655
Deferred tax asset	13	32,551	25,776
Total non-current assets		708,577	982,791
Fixed assets held for sale	16	105,085	-
Inventories	18	483,982	426,661
Trade and other receivables	19	846,135	750,182
Prepayments and other current assets	20	104,775	87,570
Cash and cash equivalents	21	15,473	7,276
Total current assets		1,555,450	1,271,689
Total assets		**2,264,027**	**2,254,480**
Equity			
Share capital	22	665,550	665,550
Other reserves	23	(3,667)	(14,815)
Deficit in earnings		(1,153,720)	(1,156,297)
Total equity/(deficit)		(491,837)	(505,562)
Liabilities			
Loans and borrowings	24	56,868	68,362
Trade and other payables	27	9,190	11,056
Provisions	26	169,706	185,943
Deferred tax liability	13	97,379	112,065
Total non-current liabilities		333,143	377,426

STATEMENT OF FINANCIAL POSITION (CONTINUED)
AS AT 31 MARCH 2023

	Note	2023 £000	2022 £000
Loans and borrowings	24	1,219,018	1,368,185
Trade and other payables, including derivatives	27	1,054,945	865,913
Taxes payable		22,672	17,357
Provisions	26	126,086	131,161
Total current liabilities		2,422,721	2,382,616
Total liabilities		2,755,864	2,760,042
Total equity and liabilities		**2,264,027**	**2,254,480**

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

I Howells
Director

Date: 27th September 2023

The notes on pages 27 to 80 form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2023

	Share capital £000	Translation reserve £000	Deficit in earnings £000	Total equity £000
At 1 April 2021	665,550	(10,785)	(1,190,108)	(535,343)
Comprehensive income for the year				
Loss for the year	-	-	(39,160)	(39,160)
Other comprehensive (expense)/income for the year	-	(4,030)	72,971	68,941
At 1 April 2022	665,550	(14,815)	(1,156,297)	(505,562)
Comprehensive income for the year				
Profit for the year	-	-	84,359	84,359
Other comprehensive income/(expense) for the year	-	11,148	(81,782)	(70,634)
At 31 March 2023	665,550	(3,667)	(1,153,720)	(491,837)

The notes on pages 27 to 80 form part of these financial statements.

1. General information

Honda Motor Europe Limited ("the Company") is a company incorporated and registered in England and Wales. The Company's financial statements present information about the Company and its branches. The Company is primarily involved in the distribution and sale of automobiles, motorcycles and power products.

2. Accounting policies

2.1 Statement of compliance

The Company has elected to prepare its financial statements in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework ("FRS 101"). The financial statements have been approved by the Directors.

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of UK-adopted international accounting standards, but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

The Company's parent undertaking, Honda Motor Co, a company incorporated in Japan includes the Company in its consolidated financial statements. The consolidated financial statements of Honda Motor Co are prepared in accordance with International Financial Reporting Standards and are available to the public and may be obtained from the address provided in note 33.

In these financial statements, the Company has applied the exemptions available under FRS 101 in respect of the following disclosures:

- A cash flow statement and related notes;
- Comparative period reconciliations for share capital, tangible fixed assets and intangible assets;
- Disclosures in respect of transactions with wholly owned subsidiaries;
- Disclosures in respect of capital management; and
- The effects of new but not yet effective IFRSs.

Disclosures contained within these financial statements are made in respect of material items. The notes to the financial statements include only the disclosures which the Directors consider material.

2. Accounting policies (continued)

2.2 Basis of preparation

The financial statements are presented in Sterling (GBP) and all values are rounded to the nearest thousand (£'000). They are prepared on the historical cost basis except for derivative financial instruments, which are stated at fair value.

The accounting policies set out below have been applied consistently to all periods presented in the Company financial statements.

Notwithstanding net liabilities of £491.8m (2022: £505.6m), the financial statements have been prepared on a going concern basis which the Directors consider to be appropriate for the following reasons.

The Directors have undertaken a risk assessment to identify the risks that could create material uncertainty on the Company's cashflow and prepared a going concern assessment for a period of 12 months from the date of approval of these financial statements. The assessment has identified the following risks as having the potential to result in material uncertainties to the Company's cash management:

- Macro economic uncertainty resulting in geopolitical risk (for example the risk that the impact of Russia war on Ukraine could escalate beyond the current geographic boundaries and impact sales);
- Supply & Logistics issues (for example logistics issues impacting the supply chain can limit the volumes available for sale); and
- Customer buying power (Market wide limits on product supply can impact customer interest to buy, high inflation, cost of living impacts).

The assessment indicated that taking account of reasonably possible downsides and the anticipated above risks on the company's financial resources, the Company will have sufficient funds, through funding from its ultimate parent company, Honda Motor Co, to meet its liabilities as they fall due for that period.

In preparing the forecasts the Directors have considered the Company's forecast performance and funding requirements under normal trading conditions ("the base case forecast"). The Directors have also considered a reasonably possible downside forecast including the potential impact of the above risks.

In making this assessment the Directors have considered the risks that could have a high impact on sales volumes. Other possible effects of these identified risks include:

- Reductions in revenue as a result of customers inability to access the Company's products due to product supply shortage;
- Increased storage and logistics costs if the markets the Company serves impose restrictions; and
- Reduction in sales revenue due to negative impact on customer buying power.

2. Accounting policies (continued)

2.2 Basis of preparation (continued)

Despite the various economic, geopolitical and supply chain challenges impacting the UK auto industry, the SMMT are forecasting growth in 2023 and further recovery in 2024. This growth is coming from the shift to electrified models. In the EU, there were double-digit gains in most markets, including the four largest markets of Germany, Italy, France, and Spain. The EU market car registration grew by 18% although the volumes are still below pre-Covid levels. The Directors have then assumed a net increase in sales units in all products except cars. For cars though, a slight decrease is noted in the sales units but there is an increase in the sales value. This is due to the forecasted decrease in Jazz but increase in Civic/HRV/ZRV & e:NY1 models which are higher value.

The determined 'Worst case' scenario (75% of sales receipts not received in a month) is deemed unlikely (severe) based on past experience, product diversification, and different credit terms. A 'plausible downside' would be 50% of sales receipts not received in a month based on key risk occurrence in the year.

The Directors have considered possible mitigations including:

- Extended credit terms on payments for inventory within the Honda Motor Co global group which have been agreed;
- Closer management of working capital, in particular inventory balances; and
- Reductions in discretionary expenditure.

The Directors have not assumed in the forecasts the availability of any government support.

At the date of approval of these financial statements, the Company has:

- Loans from Honda Motor Co of £615m; and
- Uncommitted facilities of £610m. While these facilities are uncommitted, the Company has additional support of £1,100m from Honda Motor Co Ltd ("Honda Motor Co"), this is sufficient cover in the unlikely event that the uncommitted facilities are not available.
- From August 2023 the Company entered a global cash pooling arrangement with Honda Motor Co. The Multi Currency Notional Pooling (MNCP) facility is £836m which is available to the Company. However, the terms of this facility are such that the facility could be withdrawn and the Directors have not assumed it is available in making their assessment.

In preparing the forecasts the Directors have also assumed that Honda Motor Co will not seek repayment of the amounts currently due to it, which on 31 March 2023 amounted to loans of £615m, and considered their ability and intent to provide additional financial support during that period of £1,100m if required. Honda Motor Co has indicated its intention to continue to make available such funds as are needed by the Company, and that it does not intend to seek repayment of the amounts due at the balance sheet date, for the period covered by the forecasts. As with any company placing reliance on other group entities for financial support, the Directors acknowledge that there can be no certainty that this support will continue although, at the date of approval of these financial statements, they have no reason to believe that it will not do so.

Consequently, the Directors are confident that the Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

2. Accounting policies (continued)

2.3 Impairment of non-financial assets

Non-financial assets that are subject to depreciation or amortisation, are tested for impairment by assessing the asset's recoverable amount where there is an indication of impairment or, in the case of intangible assets not yet available for use, on an annual basis.

Where there is any indication that an asset may be impaired, the carrying value of the asset (or cash-generating unit to which the asset has been allocated) is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or CGU's) fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Non-financial assets that have been previously impaired are reviewed at each reporting date to assess whether there is any indication that the impairment losses recognised in prior periods may no longer exist or may have decreased.

An impairment loss is recognised whenever the carrying amount of an asset or its cash generating unit exceeds its recoverable amount. Impairment losses are recognised in the Statement of Profit and Loss and Other Comprehensive Income.

(i) Cash generating unit

A cash generating unit is the smallest identifiable group of assets that generate cash inflows which are largely independent of the cash flows of other assets or group of assets.

(ii) Calculation of recoverable amount

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

The recoverable amount of the Company's investments in held-to-maturity securities and receivables carried at amortised cost is calculated as the present value of estimated future cash flows, discounted at the original effective interest rate (i.e. the effective interest rate computed at initial recognition of these financial assets). Receivables with a short duration (less than 12 months) are not discounted.

(iii) Reversals of impairment

An impairment loss in respect of a receivable carried at amortised cost is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised.

In respect of other assets, an impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount.

An impairment loss is only reversed to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

2. Accounting policies (continued)

2.4 Foreign currency translation

Functional and presentation currency

These financial statements are presented in Sterling which is the Company's functional currency.

Transactions and balances

Transactions in foreign currencies are translated at the foreign exchange rate ruling at the date of the transaction. Monetary asset and liabilities denominated in foreign currencies at the balance sheet date are translated to Sterling at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the Statement of Profit and Loss and Other Comprehensive Income. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of transaction.

Financial statements of foreign operations

The assets and liabilities of foreign operations are translated to Sterling at foreign exchange rates ruling at the balance sheet date. The revenue and expenses of foreign operations are translated to Sterling at an average rate for the period which approximates to the foreign exchange rates ruling at the dates of transactions. Foreign exchange differences arising on the translation of the opening net assets of foreign operations are recorded in the translation reserve.

2.5 Property, plant and equipment

(i) Owned assets

Property, plant and equipment under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. The cost of self-constructed assets includes the cost of materials, direct labour, borrowing costs capitalised, appropriate overheads where they can be measured reliably and any other costs directly attributable to bringing the assets to a suitable condition for their intended use. When parts of an item of property, plant and equipment have different useful lives they are accounted for as separate items of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing proceeds from disposal with the carrying amount of property, plant and equipment. Gains are recognised net within "other income" and losses are recognised within administrative expenses in the Statement of Profit and Loss and Other Comprehensive Income.

An asset classed as under construction is not depreciated until such time the asset is considered ready for use and it is transferred to property, plant and equipment. Assets under construction comprises costs associated with bringing purchased machinery and equipment to working condition.

(ii) Leased assets

Property, plant and equipment in the statement of financial position include right-of-use assets under lease arrangements. For the accounting for the right-of-use assets, see Note 2.15 Leases.

2. Accounting policies (continued)

2.5 Property, plant and equipment (continued)

(iii) Subsequent costs

The costs of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that future economic benefits within the part will flow to the Company and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs associated with day-to-day servicing of property, plant and equipment are recognised in the Statement of Profit and Loss and Other Comprehensive Income as incurred.

(iv) Depreciation

Depreciation is charged to the Statement of Profit and Loss and Other Comprehensive Income on a systematic basis over the estimated useful lives of each part of property, plant and equipment. This systematic basis is normally the straight line basis.

The estimated useful lives are as follows:

Freehold buildings	- 10 to 50 years
Machinery and equipment	- 3 to 10 years
Tools, Furniture and Other	- 2.5 to 10 years

No depreciation is provided on freehold land or assets under construction. Tools, Furniture and other are reported under the Machinery and equipment category in Note 14.

(v) Impairment loss and subsequent reversal

Items of property, plant and equipment are considered for impairment when indicators of impairment are identified. Where an asset is considered impaired the expense is recognised in the period in which the impairment is first determined.

(vi) Capitalisation of financing costs associated with qualifying assets

Costs associated with the construction of qualifying assets are capitalised at acquisition date and amortised over the assets' estimated useful lives.

2.6 Fixed assets held for sale

Non-current assets, or disposal groups comprising assets and liabilities, are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

Non-current assets (and disposal groups) classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell. Assets classified as held for sale and the associated liabilities are presented separately from other assets and liabilities in the Consolidated Statement of Financial Position. Once assets are classified as held for sale, property, plant and equipment and intangible assets are no longer subject to depreciation or amortisation. Impairment losses on initial classification as held-for-sale and subsequent gains and losses on remeasurement are recognised in the Statement of Comprehensive Income.

2. Accounting policies (continued)

2.7 Intangible assets

(i) Research and development

Expenditure on research activities undertaken to improve technical knowledge and understanding, is recognised as an expense when incurred.

Expenditure on development activities is capitalised where the new or improved product is considered technically and commercially feasible and the Company has the technical ability and sufficient resources to complete development and if the Company can measure reliably the expenditure attributable to the intangible asset during its development. The expenditure capitalised includes the cost of materials, direct labour and appropriate overheads where they can be measured reliably. Other development expenditure is recognised directly in the Statement of Profit and Loss and Other Comprehensive Income as an expense as incurred. Capitalised development expenditure is stated at cost less accumulated amortisation and impairment losses.

(ii) Software

The cost of acquiring software (including associated implementation and development costs where applicable) is classified as an intangible asset. Costs that are directly associated with the production of identifiable and unique software products controlled by the Company, and that are assessed as likely to generate economic benefits exceeding costs beyond one year, are also capitalised and recognised as intangible assets. Costs associated with maintaining computer software programmes are recognised as an expense as incurred.

An IFRIC agenda decision was issued in March 2021 relating to Software as a service (SaaS), the agenda decision requires management to capitalise those elements of expenditure that meet the definition of an intangible asset as defined by IAS 38 and recognise any additional amounts as an expense. The IFRIC identified two general 'buckets' of implementation cost incurred in a cloud computing arrangement, configuration costs and customisation costs. It concluded that it is typical the software underlying a cloud computing arrangement is not transferred to a customer, and the setting of flags (i.e. configuration) in third party software does not provide a separable and transferable, or contractual, right to an asset as such no asset that is separate from the software has been created. As a result such SaaS costs should be recognised as expense.

(iii) Amortisation

Amortisation is charged to the Statement of Profit and Loss and Other Comprehensive Income on a straight-line basis over the estimated useful life of intangible assets. Software and development costs are amortised from the date the relevant assets are available for use. The estimated useful lives are as follows:

Development costs	-	2 to 3 years
Software	-	2 to 8 years

2. Accounting policies (continued)

2.8 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(i) Initial recognition and measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component or financial liability is initially measured at fair value plus, for an item not at fair value through profit and loss ("FVTPL"), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement

Financial assets
On initial recognition, a financial asset is classified as measured at: amortised cost, fair value through other comprehensive income ("FVOCI") – debt investment, FVOCI – equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

This category generally applies to trade and other receivables. For more information on receivables, refer to Notes 19 and 20.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:
- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:
- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis

2. Accounting policies (continued)

2.8 Financial instruments (continued)

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial liabilities – Classification, subsequent measurement and gains and losses
Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

(iii) Derecognition

Financial assets
The Company derecognises a financial asset when:
- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either:
- substantially all of the risks and rewards of ownership of the financial asset are transferred;
- or the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Company enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities
The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

(iv) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

2. Accounting policies (continued)

2.8 Financial instruments (continued)

(v) Derivative financial instruments

The Company holds derivative financial instruments to hedge its foreign currency risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

(vi) Impairment of financial assets

The Company assesses at each reporting date, whether there is objective evidence that a financial asset or a group of financial assets is impaired. An impairment exists if one or more events has occurred since the initial recognition of the asset (an incurred 'loss event'), which has an impact on the future cash flows of the financial asset or the group of financial assets that can be reliably estimated. Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation and observable data indicating that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

For financial assets carried at amortised cost, the Company first assesses whether impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Company determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, the Company includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be, recognised are not included in a collective assessment of impairment.

The amount of any impairment loss identified is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred). The present value of the estimated future cash flows is discounted at the financial asset's original effective interest rate.

The carrying amount of the asset is reduced through the use of an allowance account and the loss is recognised in the statement of profit or loss. Interest income (recorded as finance income in the statement of profit or loss) continues to be accrued on the reduced carrying amount and is accrued using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. Loans together with the associated allowance are written off when there is no realistic prospect of future recovery and all collateral has been realised or has been transferred to the Company. If, in a subsequent year, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognised, the previously recognised impairment loss is increased or reduced by adjusting the allowance account. If a write-off is later recovered, the recovery is credited to finance costs in the statement of profit or loss.

2. Accounting policies (continued)

2.9 Trade and other receivables

Trade and other receivables are initially stated at fair value, then at amortised cost, taken as cost less any impairment losses.

2.10 Inventories

Inventories are stated at the lower of cost or net realisable value. In determining the cost of inventory, the FIFO method is used and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

Where inventory is held by dealers on consignment but owned by the Company, the inventory value is included in these financial statements.

2.11 Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts, that are repayable on demand and form an integral part of the Company's cash management, are included as a component of cash and cash equivalents.

2.12 Employee benefits

(i) Defined contribution scheme

In the United Kingdom, the Company operates the Honda Pension and Life Assurance Pension Scheme which is a defined contribution scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. There are also defined contribution or government schemes in most other countries where the Company has sales branches. In all cases, the amount charged to the Statement of Profit and Loss and Other Comprehensive Income represents the contributions payable to the scheme in respect of the accounting period.

2. Accounting policies (continued)

2.12 Employee benefits (continued)

(ii) Defined benefit scheme

The Company operates a defined benefit scheme in the United Kingdom, France and Germany. All of the schemes except the France scheme, are now closed to new members. The assets of the schemes are held separately from those of the Company in independently administered funds. The Directors are able to identify the assets and liabilities on a reasonable and consistent basis and have therefore accounted for the schemes in these financial statements as defined benefit schemes.

The Company's net obligation in respect of defined benefit pension schemes is calculated separately for each plan by estimating the amount of the future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value, and the fair value of any asset plan is deducted. The discount rate is the yield at the balance sheet date on high quality corporate bonds (at least AA corporate bond rated) that have maturity dates approximating to Company's obligations. The calculation is performed by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Company, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Re-measurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding net interest (not applicable to the Company) and the return on plan assets (excluding net interest), are recognised immediately through other comprehensive income in the period in which they occur.

Re-measurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognised in profit or loss on the earlier of:
- The date of the plan amendment or curtailment, and
- The date that the Company recognises restructuring-related costs.

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset at the beginning of the period.

The Company recognises service costs (comprising of current service costs, past-service costs, gains and losses on curtailments and non-routine settlements) in its Statement of Profit and Loss and Other Comprehensive Income split under 'cost of sales', 'administrative expenses' and 'selling expenses'.

The Company also recognises the following through finance income and expenses:
- Net interest income on plan assets of funded defined benefit pension schemes.
- Imputed interest on pension scheme liabilities.

2. Accounting policies (continued)

2.13 Provisions

A provision is recognised at the balance sheet date when the Company has a present legal or constructive obligation as a result of a past event that can be reliably measured, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected, risk adjusted, future cash flows at a pre-tax risk-free rate.

Restructuring provisions are recognised only when the Company has a constructive obligation, which is when: (i) there is a detailed formal plan that identifies the business or part of the business concerned, the location and number of employees affected, the detailed estimate of the associated costs, and the timeline; and (ii) the employees affected have been notified of the plan's main features.

2.14 Trade and other payables

Trade and other payables are initially stated at fair value, then at amortised cost.

2.15 Leases

At the inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. When Honda has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use and the right to direct the use of the identified asset, the contract conveys the right to control the use of the identified asset.

An arrangement that is or contains a lease is determined based on the substance of the arrangement by assessment of whether the fulfilment of that arrangement depends on use of a specific asset or group of assets, and whether a right to use the asset is transferred under the arrangement.

When an arrangement is or contains a lease, the lease is classified as a lease if it transfers substantially all the risks and rewards incidental to the ownership, based on the substance of the arrangement.

2. Accounting policies (continued)

2.15 Leases (continued)

(i) Leases as a lessee

A right-of-use asset and a lease liability are recognized at the lease commencement date. The right of-use asset is initially measured at cost, which comprises the amount of initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date, any initial direct costs incurred by the lessee and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset. For a contract that contains a lease component and non lease components, the Company has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The right-of-use asset is measured based on the cost model and carried at its cost less accumulated depreciation and impairment losses. After the initial recognition, depreciation of the right-of-use asset is subsequently calculated on the straight-line method from the commencement date to the earlier of the end of the useful life of the underlying asset or the end of the lease term. For the estimated useful lives of underlying assets, see Significant Accounting Policies Note 2.5 Property, Plant and Equipment.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Lease payments included in the measurement of the lease liability comprise mainly the fixed payments (including the lease payments in an optional renewal period if the Company is reasonably certain to exercise the extension option) and the penalties for termination of a lease unless the Company is reasonably certain not to terminate early.

After the initial recognition, the lease liability is measured by increasing the carrying amount to reflect interest that produces a constant periodic rate of interest on the remaining balance of the lease liability and reducing the carrying amount to reflect the lease payments.. The lease liability is remeasured if the Company changes its assessment of whether it will exercise an extension or termination option.

When the lease liability is remeasured, the amount of the remeasurement of the lease liability is recognised as an adjustment to the right-of-use asset. However, if the carrying amount of the right-of use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, any remaining amount of the remeasurement is recognised in profit or loss.

A leased asset and liability for the future lease payment are initially recognised at the lower of fair value of the leased asset or the present value of the minimum lease payments, each determined at inception of the lease. After the initial recognition, the leased asset is accounted for according to the accounting policies applied to the asset. Lease payments are apportioned between the finance cost and the reduction in the carrying amount of the liability. The finance charge is allocated to each period during the lease term to produce a constant periodic rate of interest on the remaining balance of the liability.

2. Accounting policies (continued)

2.15 Leases (continued)

(ii) Leases as a lessor

The Company sub-leases some of its leased buildings and its properties held as freehold. A receivable from a customer held under a lease is initially recognized at the amount of net investment in the lease which is the gross investment in the lease discounted at the interest rate implicit in the lease and classified as net investment in lease assets in the statement of financial position.

2.16 Interest bearing borrowings

Interest bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method.

2.17 Investment in subsidiaries

Subsidiaries are held at historical cost less any applicable provision for impairment by the Company. When the Company disposes of all or part of a subsidiary a gain or loss is recognised in profit and loss being the difference between the aggregate of the fair value of the consideration received and the percentage of the carrying value of the investment relating to the percentage of the investment disposed.

2.18 Revenue

(i) Automobiles, motorcycles, ATVs, power products and spare parts

The Company recognises the fair value of revenue (net of discounts and rebates) when control passes to the dealer/distributor/customer and the Company retains neither continuous involvement nor effective control over the product, the amount of revenue and the corresponding cost can be measured reliably, and collection of the relevant receivable is reasonably assured. This is either upon dispatch or invoicing to the dealer, distributor or customer, or, in the case of consignment stock in the UK branch, when risks and rewards pass to the buyer which is typically on registration of the automobile at which point legal title transfers

(ii) Extended warranty, Roadside assistance & Prepaid Maintenance

The Company recognises Extended warranty, Roadside assistance and prepaid maintenance which is usually purchased alongside its products over the period of the agreement in line with IFRS 15 ("Revenue from contracts with customers"). This is done by deferring the upfront payment for these products and then recognising the income over the period of the underlying agreement.

2. Accounting policies (continued)

2.19 Finance and other non-operating income and expenses

Interest income is recognised in the Statement of Profit and Loss and Other Comprehensive Income as it accrues, using the effective interest method.

Finance and Other non-operating income and expenses comprising interest expense on borrowings, fair value losses on financial assets at fair value through profit or loss, impairment losses recognised on financial assets (other than trade and other receivables), and losses on hedging instruments are recognised in profit or loss.

Dividend income is recognised in the Statement of Profit and Loss and Other Comprehensive Income on the date the entity's right to receive payment is established.

Finance income and expenses related to defined benefit pension plans are discussed in Note 2.13 above

2.20 Current and deferred taxation

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the Statement of Profit and Loss and Other Comprehensive Income except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Accruals for tax contingencies require management to make judgements of potential exposures in relation to tax audit issues. Accruals for tax contingencies are measured using either the most likely amount or the expected value amount depending on which method the entity expects to better predict the resolution of the uncertainty.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for the initial recognition of goodwill: the initial recognition of assets or liabilities that affect neither accounting nor taxable profit other than in a business combination; and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date.

A deferred tax asset is only recognised to the extent that it is probable that future taxable profits will be available against which the asset can be realised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

2.21 Government grants

Grants that compensate the Company for expenses incurred are recognised in profit or loss on a systematic basis in the periods in which the expenses are recognised, unless the conditions for receiving the grant are met after the related expenses have been recognised. In this case, the grant is recognised when it becomes receivable.

Grants related to income are deducted in reporting the related expense.

3. Judgements in applying accounting policies and key sources of estimation uncertainty

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. Key judgements and estimates are noted below and are presented within the relevant notes.

Judgements and estimates are reviewed on an ongoing basis and actual results may differ from these estimates. The areas involving a higher degree of judgements or complexity or areas where assumptions and estimates are significant to the financial statements are as follows:

Critical judgements in applying Company's accounting policies
The Directors do not consider there to be any critical judgements in applying the Company's accounting policies.

Key sources of estimation uncertainty

(i) Warranty provision

The Company guarantees products for specific periods of time depending upon the nature of the product, the geographic location of their sales and other factors.

The Company recognises costs for general warranties on products sold and product recalls. It provides for estimated warranty costs at the time products are sold to customers or the time specific warranty campaigns are initiated based on historical warranty claim experience with consideration given to the expected level of future warranty costs, including current sales trends, the expected number of units to be affected and the estimated average repair cost per unit for warranty claims. This provision is continuously monitored to ensure that it is adequate to cover estimated warranty expenses.

(ii) Pensions

The measurement of defined benefit obligations requires estimation of future changes in salaries and inflation, as well as mortality rates, future pension increases and the selection of a suitable discount rate.

4. Revenue

The amounts recognised within revenue in the Statement of Profit and Loss and Other Comprehensive Income are as follows:

	2023 £000	2022 £000
Sale of goods	3,523,804	3,640,832
	3,523,804	3,640,832

Analysis of turnover by country of destination:

	2023 £000	2022 £000
United Kingdom	1,335,469	1,673,622
Rest of Europe	2,188,335	1,967,210
	3,523,804	3,640,832

Included in the sale of goods is immaterial revenue from extended warranty, prepaid maintenance, and roadside assistance.

5. Profit/(loss) before tax is stated after charging

The profit/(loss) before tax is stated after charging:

	2023 £000	2022 £000
Depreciation - recognised in cost of sales	1,193	2,447
Depreciation - recognised in administrative expenses	18,602	16,351
Impairment losses on investments	187,549	5,338
Amortisation of intangible assets - recognised in Administrative expenses	9,221	15,932
Loss on disposal of intangible assets	997	633

6. Auditor's remuneration

	2023 £000	2022 £000
Included in operating profit/(loss) are the following:		
Fees payable to the Company's auditor for the audit of the Company's annual financial statements	1,388	1,218
Fees payable to the subsidiaries auditor for the audit of the subsidiaries annual financial statements	127	118
Other audit-related services pursuant to legislation	696	617
	2,211	1,953

7. Other income

	2023 £000	2022 £000
Rental income from property subleases	5,879	2,906
Other sundry income	307	273
Gain on disposal of property, plant and equipment	835	1,705
	7,021	4,884

8. Staff numbers and costs

The aggregate payroll cost was as follows:

	2023 £000	2022 £000
Wages and salaries and related costs	93,515	90,757
Social security costs	12,942	12,881
Cost of defined benefit scheme	4,238	3,542
Cost of defined contribution scheme	3,849	3,286
	114,544	110,466

The average monthly number of employees, including the directors, during the year was as follows:

	2023 No.	2022 No.
Motorcycles and ATV	410	405
Automobiles	562	608
Power Products	259	244
	1,231	1,257

9. Finance income

	2023 £000	2022 £000
Recognised in profit or loss		
Interest income	3,305	688
Total finance income	3,305	688

10. Finance expenses

	2023 £000	2022 £000
Recognised in profit and loss		
Interest expense on financial liabilities measured at amortised cost	37,690	9,652
Net interest income on defined benefit pension plan (see note 25)	(7,679)	(4,071)
Total finance expenses	30,011	5,581

11. Other non-operating income/(expense)

	2023 £000	2022 £000
Recognised in profit and loss		
Net foreign exchange (loss)/gain	(3,283)	7,781
Derivative gain/(loss)	8	10
Net other non-operating income	(3,275)	7,791

12. Taxation

	2023 £000	2022 £000
Current tax expense		
Current tax on profits for the year	15,059	9,163
Adjustments in respect of previous periods	(47)	3,745
	15,012	12,908
Deferred tax		
Origination and reversal of timing differences	(28,801)	11,485
Adjustment for prior years	610	183
	(28,191)	11,668
Total tax (benefit)/expense on continuing operations	(13,179)	24,576

12. Taxation (continued)

Factors affecting tax charge for the year

The tax assessed for the year is lower than (2022: higher than) the standard rate of corporation tax in the UK of 19% (2022: 19%). The differences are explained below:

	2023 £000	2022 £000
Profit/(loss) before tax	71,180	(14,584)
Profit/(loss) before tax multiplied by standard rate of corporation tax in the UK of 19% (2022: 19%)	13,524	(2,771)
Effects of:		
Effects of tax rates in foreign jurisdictions	1,309	1,311
Income not taxable	(45,707)	(506)
Non-deductible impairment expense	35,634	-
Change in unrecognised temporary differences	7,053	8,116
Deferred tax on pension fund asset	(32,857)	13,463
Changes in tax rate	1,301	-
Current year losses for which no deferred tax was recognised	687	-
Losses surrendered to other group companies	(3)	-
Adjustment for prior years	563	3,927
Other	5,317	1,036
Total tax (credit)/charge for the year	(13,179)	24,576

The Company's defined benefit pension is in a surplus and as a result recognises a deferred tax liability at 35% to represent the tax rate applicable in the event the pension surplus is cashed out.

Factors that may affect future tax charges

The UK Government announced in the 2021 budget that from 1 April 2023, the rate of corporation tax in the United Kingdom will increase from 19% to 25%. Companies with profits of £50,000 or less will continue to be taxed at 19%, which is a new small profits rate. Where taxable profits are between £50,000 and £250,000, the higher 25% rate will apply but with a marginal relief applying as profits increase.

13. Deferred tax assets and liabilities

Movement in recognised net temporary differences during the year

	Balance 1 April 2022	Recognised in Income Statement	Foreign exchange difference	Recognised in OCI	Amendment of tax law including tax rates	Balance 30 March 2023	Deferred tax assets	Deferred tax liabilities
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Inventory Reserve	(426)	1	(32)	-	-	(457)	38	(495)
Accruals and Provisions	11,969	4,184	419	-	-	16,572	16,572	-
Property Plant and Equipment	(15)	1,998	(1)	-	-	1,982	1,982	-
Employment Benefit*	(99,664)	29,966	308	(5,221)	-	(74,611)	6,424	(81,035)
Loss carry forward	(7)	7,233	-	-	-	7,226	7,226	-
Tax credit carry forward	-	(7)	-	-	-	(7)	-	(7)
Other	1,854	(15,184)	110	-	(2,313)	(15,533)	309	(15,842)
Total	(86,289)	28,191	804	(5,221)	(2,313)	(64,828)	32,551	(97,379)

* The £29,966k movement recognised in the Income Statement in respect of the employee benefits relates to the movement on the deferred tax liability due to revaluation of the Defined Benefit obligation of the UK scheme, which is measured at 35%. The debit movement in OCI relates to the remeasurement effects recognised in OCI for the German scheme.

	Balance 1 April 2021	Recognised in Income Statement	Foreign exchange difference	Recognised in OCI	Amendment of tax law including tax rates	Balance 30 March 2022	Deferred tax assets	Deferred tax liabilities
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Inventory Reserve	(1,465)	1,118	(79)	-	-	(426)	36	(462)
Accruals and Provisions	10,112	1,856	1	-	-	11,969	11,969	-
Property Plant and Equipment	(19)	4	-	-	-	(15)	(15)	-
Employment Benefit	(66,131)	(14,780)	348	(19,101)	-	(99,664)	11,380	(111,044)
Loss carry forward	(17)	10	-	-	-	(7)	-	(7)
Other	1,732	124	(2)	-	-	1,854	2,406	(552)
Total	(55,788)	(11,668)	268	(19,101)	-	(86,289)	25,776	(112,065)

The analysis of deferred tax assets and liabilities reflect offsets where there is a legally enforceable right to offset current tax liabilities and assets and they relate to taxes levied by the same tax authority on the same taxable entity, or on different taxable entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

Movement in unrecognised temporary differences during the year

	Balance 31 March 2021	Movement in the year (restated)	Balance 31 March 2022 (restated)	Movement in the year	Balance 31 March 2023
	£'000	£'000	£'000	£'000	£'000
Deductible temporary differences	98,790	(30,534)*	68,256*	2,761	71,017
Tax Losses carried forward	761,953	324,949*	1,086,902*	(7,294)	1,079,608
	860,743	294,415*	1,155,158*	(4,533)	1,150,625

**Restated Figures*

The deductible temporary differences and losses do not expire under current tax legislation. Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profit will be available against which the Company can utilise the benefits.

13. Deferred tax assets and liabilities (continued)

The unrecognised deductible temporary differences consist primarily of differences on property, plant and equipment and employee benefit plans.

The movement in unrecognised temporary differences for the year ended 31 March 2022 and the total of unrecognised temporary differences as at 31 March 2022 have been restated. The restatement reflects the correction of a transposition error which resulted in the amount which should have been disclosed as the movement in unrecognised temporary differences (total £294,415) being substituted by the balance of unrecognised temporary differences for the year ended 31 March 2022 (total £1,155,158) and therefore the balance at 31 March 2022 being shown as £2,015,900 instead of £1,155,158. As the amounts are unrecognised, this restatement has no impact on the Statement of Profit and Loss and Other Comprehensive Income or the Statement of Financial Position.

14. Property, plant and equipment

	Freehold land & Buildings £000	Machinery & Equipment £000	Assets under Construction £000	Total £000
Cost				
At 1 April 2022	199,793	95,832	507	296,132
Additions	108,206	7,256	275	115,737
Disposals	(9,830)	(8,838)	-	(18,668)
Reclassification and adjustments	6,534	443	(451)	6,526
Reclassified to held for sale	(105,085)	-	-	(105,085)
Effect of movements in exchange rates	4,068	2,621	7	6,696
At 31 March 2023	203,686	97,314	338	301,338
Depreciation and impairment				
At 1 April 2022	102,205	74,790	-	176,995
Depreciation for the year	11,458	8,337	-	19,795
Disposals	(4,966)	(7,178)	-	(12,144)
Impairment loss for the year	617	-	-	617
Effect of movements in exchange rates	2,209	2,149	-	4,358
At 31 March 2023	111,523	78,098	-	189,621
Net book value				
At 31 March 2023	92,163	19,216	338	111,717
At 31 March 2022	97,588	21,042	507	119,137

14. Property, plant and equipment (continued)

During the year, the Company acquired the factory site of its subsidiary, Honda of the UK Manufacturing Limited for £105.1million. This amount has subsequently been reclassified as held for sale. See Note 16 for further details.

Included in the above line items are right-of-use assets over the following:

	Freehold land & Buildings £000	Machinery & Equipment £000	Total £000
Balance at 1 April 2022	35,074	657	35,731
Depreciation for the year	(7,739)	(351)	(8,090)
Impairment loss for the year	(371)	-	(371)
Additions of right-of-use assets	9,430	-	9,430
Derecognition of right-of-use assets	(5,472)	-	(5,472)
Effect of movements in exchange rates	459	3	462
Balance at 31 March 2023	31,381	309	31,690

Investment Properties

Included within property, plant and equipment for the Company are investment property balances of £32m (2022: £40m) which are held at cost less depreciation. The investment properties represent freehold properties and associated leasehold improvements. The Company does not believe the fair value of the associated investment properties would materially differ from their carrying value.

15. Intangible assets

	Development expenditure £000	Software £000	Total £000
Cost			
At 1 April 2022	1,187	159,543	160,730
Additions	-	2,370	2,370
Disposals	(2)	(5,331)	(5,333)
Reclassifications and adjustments	-	9	9
Effect of movements in exchange rates	42	467	509
At 31 March 2023	1,227	157,058	158,285
Amortisation and impairment loss			
At 1 April 2022	1,111	138,597	139,708
Amortisation for the year	-	9,221	9,221
Disposals	(2)	(5,331)	(5,333)
Effect of movements in exchange rates	40	465	505
At 31 March 2023	1,149	142,952	144,101
Net book value			
At 31 March 2023	78	14,106	14,184
At 31 March 2022	76	20,946	21,022

16. Fixed assets held for sale

During 2023, Honda of the UK Manufacturing Limited was placed into liquidation. Prior to this, the factory site in Swindon was sold to Honda Motor Europe Limited at its fair value. Management expects to recover this amount principally through sale and has entered into a contract with a third party under which it expects to sell the factory site to. Under this contract, the site will be sold in two separate phases.

Management expects the first phase to be sold within 12 months of the balance sheet date. The precise timing of the sale of phase two is less clear and not likely to be within 12 months, however the carrying value related to phase two is not material. Whilst the sale has been impacted by increases in inflation and interest rates, the directors continue to expect the sale to complete as planned with no material difference between the carrying value and the expected sales proceeds.

The carrying amounts of assets held for sale are summarised as follows:

	2023 £000	2022 £000
Current assets		
Property, plant and equipment	105,085	-
	105,085	-

17. Other assets

	2023 £000	2022 £000
Long-term other advances	6,238	4,974
Other receivables	25,371	26,681
	31,609	31,655

Included in other receivables is intercompany pension receivables of £3.8m (2022: £4.0m).

18. Inventories

	2023 £000	2022 £000
Finished goods	487,045	435,896
Spare parts	2,497	2,428
Less: Inventory reserve	(5,560)	(11,663)
Net value of inventory	483,982	426,661

During the year the Company recognised a write-down of inventory of £8m (2022: £11m).

19. Trade and other receivables

	2023 £000	2022 £000
Trade receivables due from third parties	405,709	287,653
Trade receivables due from related parties	183,951	150,275
Notes receivable	9,271	6,959
Other receivables due from third parties	26,504	29,252
Other receivables due from related parties	12,155	115,819
Other receivables due from net investment in leases	4,791	5,852
Loans receivable due from subsidiaries	212,212	164,120
Gross trade and other receivables	854,593	759,930
Less: Allowance for impairment of trade receivables	(8,458)	(9,748)
	846,135	750,182

19. Trade and other receivables (continued)

The ageing of total trade receivables at the reporting date was:

	2023 £000	2022 £000
Not past due and aged 0 - 3 months	580,088	429,067
Past due 3 - 6 months	4,815	3,714
Past due 6 - 12 months	1,436	360
Past due more than one year	3,321	4,787
	589,660	437,928
Less: Allowance for impairment of trade receivables	(8,458)	(9,748)
	581,202	428,180

The Company has entered into short term financing agreements for which trade receivable balances are used as security over short term lending. The total amount secured against debt at the year-end was £125.7m (2022: £95.0m). Details of the terms of these borrowings are disclosed in Note 24.

20. Prepayments and other current assets

	2023 £000	2022 £000
Prepaid expenses	19,117	16,016
Derivative financial assets	-	3,467
Advances under Honda employee car scheme	23,610	23,272
VAT and other tax receivables	41,321	23,671
Other current assets	20,727	21,144
	104,775	87,570

21. Cash and cash equivalents

	2023 £000	2022 £000
Cash at bank and in hand	15,473	7,276
Net cash and cash equivalents	15,473	7,276

22. Share capital

	2023 £000	2022 £000
Allotted, called up and fully paid		
665,549,677 (2022: 665,549,677) Ordinary shares of £1.00 each	665,550	665,550

At 31 March 2023 the share capital comprised 665,549,677 (2022: 665,549,677) ordinary shares. The shares have a nominal value of £1 per share. All shares are fully paid.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to a vote per share at meetings of the Company.

The Company did not issue any shares during the year ended 31 March 2023.

23. Reserves

Translation reserve

The translation reserve comprises all foreign currency differences arising from the translation of foreign operations. The balance at 31 March 2023 was a deficit of £4m (2022: deficit of £15m).

Dividends

No dividends were declared or paid by the Company (2022: £nil).

24. Loans and borrowings

This note provides information about the contractual terms of the interest-bearing loans and borrowings.

	2023 £000	2022 £000
Current liabilities		
Unsecured bank loans	431,070	247,205
Loans secured by trade receivables	125,700	95,082
Loans from subsidiaries	25,658	387,217
Loans from related parties	626,948	627,575
Lease liabilities	9,642	11,106
	1,219,018	1,368,185
Non-current liabilities		
Lease liabilities	56,868	68,362
	56,868	68,362

Unsecured bank loans
Unsecured bank loans are obtained on an arm's length basis from several banking institutions. The terms and conditions for lending vary between institutions but typically the loans are offered on a short-term basis with a fixed rate of interest payable. Interest rates are comparable to the market rates which existed at the time the financing arrangement was entered into.

Loans secured by trade receivables
Loans secured by trade receivables are non-interest bearing and receivable defaults are covered by credit insurance, bank guarantees and standby letters of credit.

Loans from subsidiaries and related parties
Loans from subsidiaries and related parties are unsecured and non-interest bearing, except loans from the ultimate parent company, which carry interest.

24. Loans and borrowings (continued)

Terms and repayment schedule

Terms and conditions of outstanding loans were as follows:

		2023			
	Currency	Nominal Interest Rate	Year of maturity	Face Value	Carrying amount
				£'000	£'000
Current					
Unsecured bank loan	GBP	0.98% - 4.58%	2023	431,031	431,031
Unsecured bank loan	EUR	0% - 0.1%	2023	39	39
					-
Loans secured by trade receivables	EUR	0.00%	2023	125,700	125,700
Loans from Subsidiaries	GBP	0.00%	2023	25,658	25,658
Loans from Subsidiaries	EUR	0.00%	2023	-	-
Loans from related parties	GBP	0.00%	2023	626,755	626,755
Loans from related parties	EUR	0.00%	2023	193	193
Finance lease liabilities	GBP	0.01% - 1.00%	2023	9,817	9,290
Finance lease liabilities	EUR	0.35% - 3.20%	2023	732	299
Finance lease liabilities	CZK	1.35%	2023	53	53
Finance lease liabilities	HUF	1.35%	2023	-	-
				1,219,978	1,219,018

		2023			
	Currency	Nominal Interest Rate	Year of maturity	Face Value	Carrying amount
				£'000	£'000
Non current					
Finance lease liabilities	GBP	0.01% - 1.00%	2024 - 2083	46,145	43,922
Finance lease liabilities	EUR	0.35% - 1.35%	2024 - 2030	13,276	12,849
Finance lease liabilities	CZK	1.35%	2024	97	97
				59,518	56,868

24. Loans and borrowings (continued)

Terms and repayment schedule

Terms and conditions of outstanding loans were as follows:

	Currency	Nominal Interest Rate	Year of maturity	Face Value	Carrying amount
		2022			
				£'000	£'000
Current					
Unsecured bank loan	GBP	0.31% - 1.04%	2022	247,188	247,188
Unsecured bank loan	EUR	0% - 0.1%	2022	17	17
Loans secured by trade receivables	EUR	0.00%	2022	95,082	95,082
Loans from Subsidiaries	GBP	0.00%	2022	386,911	386,911
Loans from Subsidiaries	EUR	0.00%	2022	306	306
Loans from related parties	GBP	0.00%	2022	627,311	627,311
Loans from related parties	EUR	0.00%	2022	264	264
Finance lease liabilities	GBP	0.01% - 1.00%	2022	11,054	10,414
Finance lease liabilities	EUR	0.35% - 3.20%	2022	741	633
Finance lease liabilities	CZK	1.35%	2022	49	49
Finance lease liabilities	HUF	1.35%	2022	10	10
				1,368,933	1,368,185

	Currency	Nominal Interest Rate	Year of maturity	Face Value	Carrying amount
		2022			
				£'000	£'000
Non current					
Finance lease liabilities	GBP	0.01% - 1.00%	2023 - 2083	58,776	56,087
Finance lease liabilities	EUR	0.35% - 1.35%	2023 - 2030	12,283	12,259
Finance lease liabilities	CZK	1.35%	2023	16	16
				71,075	68,362

25. Employee Benefits

Defined contribution scheme

The total defined contribution pension charge for the year ended 31 March 2023 was £7m (2022: £3m), of which £4m was paid to the UK scheme (2022: £2m).

Defined benefit schemes

The Company operates a number of defined benefit schemes in the United Kingdom, France and Germany. However, only the Honda Group – UK Pension Scheme is material. The assets in respect of the UK scheme are held in separately administered trusts whilst the German and French arrangements are unfunded.

In the United Kingdom, the Company operates the Honda Group - UK Pension Scheme which provides benefits based on final pensionable pay and is, by far, the most significant scheme in the Company. The UK Scheme is governed by a trustee board, which is independent of the Company. Contributions to the scheme are determined by a qualified independent actuary, on the basis of triennial valuations. The disclosures in this note are taken from the full actuarial valuation for funding purposes as at 31 March 2022. The final results showed that, at that date, the UK Pension Scheme had a deficit of £6m and a market value of assets of £1,502m. The next full actuarial valuation for funding purposes will be at 31 March 2025 and is expected to be completed by June 2026. The disclosures have been prepared on a projected unit method using the funding valuation results as at 31 March 2022 rolled forward to 31 March 2023. The net defined benefit asset (i.e. surplus) in relation to the UK scheme was £232m (2022: surplus of £317m).

The Directors have concluded that the surplus should be recognised as, following IFRIC 14, the company has an unconditional right to the surplus.

The UK Scheme is subject to UK legislation and funding requirements. The funding methodology and assumptions for the UK Scheme are set out in the Statement of Funding Principles as agreed by the trustee and the Company. Some of these assumptions differ from those used for accounting purposes. Following a formal actuarial valuation of the UK Scheme, the trustee and Company agree a Schedule of Contributions to meet the cost of ongoing benefit accrual and the contributions to pay over a reasonable period to meet the deficit.

The Company recognises the assets and liabilities in respect of the UK Scheme in full. Honda Motor Co Ltd has provided a parent company guarantee to the scheme dated 5 July 2019, whereby Honda Motor Co Ltd guarantees to meet all present and future obligations and liabilities (whether actual or contingent and whether owed jointly or severally and in any capacity whatsoever) of each participating company to make payments to the Scheme in the event they are unable to.

The current service cost and any gains and losses on settlements and curtailments are included in operating costs in the Company statement of profit or loss. The interest income on the plan assets of funded defined benefit pension schemes and the interest on pension scheme liabilities are disclosed as retirement benefit obligation net finance expense respectively in the income statement. Return on plan assets excluding interest income on the assets, changes in the retirement benefit obligation due to experience and changes in actuarial assumptions are included in the statement of comprehensive income in full in the period in which they arise.

The liability recognised in respect of defined benefit pension schemes is the present value of the defined benefit obligation less the fair value of the scheme assets, as determined by actuarial valuations carried out at the balance sheet date.

25. Employee Benefits (continued)

Using the assumptions described below, the market value of the assets of the Company's schemes at 31 March 2023 was £996m (2022: £1,483m), which represented 123.0% (2022: 121.0%) of the present value of benefits that had accrued to members at that date (after allowing for projected salary increases). The UK scheme accounted for all of this total: at 31 March 2023 the market value of assets notionally attributed to the Company was £996m (2022: £1,483m) which represented 130.3% (2022: 127.2%) of the present value of benefits that had accrued to members at that date (after allowing for projected salary increases).

The company has contributed 40.6% (2022: 41.2%) of Pensionable Earnings (excluding salary sacrifice contributions paid on a member's behalf where they have opted for this) in respect of active members over the year ending 31 March 2023. The Company is expected to pay 40.6% of Pensionable Earnings over the year ending 31 March 2024 also in respect of future benefit accrual for active members. The Company does not expect to make any contributions in respect of the £6m deficit in the UK scheme as the trustees have agreed that this will be addressed by asset outperformance.

	2023 £000	2022 £000
Defined benefit pension obligation		
Present value of wholly or partly funded obligations	764,402	1,165,887
Present value of unfunded obligations	45,608	59,576
Total present value of obligations	810,010	1,225,463
Fair value of plan assets	(995,990)	(1,483,155)
Net defined benefit asset	(185,980)	(257,692)

	2023 £000	2022 £000
Movement in the present value of the defined benefit obligation		
Defined benefit obligations at 1 April	1,225,463	1,353,156
Current service cost	4,211	3,930
Interest cost	32,610	27,348
Member contributions paid into the scheme	86	98
Benefits paid out	(39,359)	(48,803)
Administration expenses	(1,201)	(2,614)
Assumptions of pension scheme obligations	716	9,322
Actuarial losses/(gains) due to changes in demographic assumptions	13,291	(2,380)
Actuarial (gains) due to changes in financial assumptions	(463,713)	(111,939)
Actuarial losses/(gains) due experience adjustments	35,730	(2,440)
Exchange differences	2,176	(215)
Defined benefit obligations at 31 March	810,010	1,225,463

25. Employee Benefits (continued)

	2023 £000	2022 £000
Movement in the fair value of plan assets		
Fair value of scheme assets at 1 April	1,483,155	1,515,838
Interest income on scheme assets	40,289	31,419
Employer contributions paid	2,175	2,149
Member contributions paid into the scheme	86	98
Benefits paid out	(38,081)	(47,708)
Administration expenses	(1,201)	(2,614)
Assumption of pension scheme assets	820	8,660
Return on scheme assets excluding interest income	(491,253)	(24,687)
Fair value of scheme assets at 31 March	995,990	1,483,155
Actual return on plan assets	(450,964)	6,732

	2023 £000	2022 £000
The fair value of the assets, split by asset class, is detailed below:		
Liability driven investments	496,907	745,637
Non-government debt	157,921	109,963
Ground lease property fund	127,191	133,283
Infrastructure equity	164,371	158,494
Alternative alpha strategies	-	43,190
Alternative beta strategies	25,508	154,562
Distressed Opportunities	19,324	14,161
Buy & Maintain credit	285	68,865
Cash	4,483	55,000
Fair value of scheme assets at 31 March	995,990	1,483,155

The Company recognises the surplus in full on the balance sheet, this position is unchanged from prior years. The Company has an unconditional right to refund of surplus and as such no restrictions on surplus assets apply.

Over the year, the obligations and assets have reduced significantly - the key driver for this reduction in both the obligations and assets has been the increase in interest rates, which resulted in high discount rates to reduce the liabilities and a reduction in the scheme's fixed interest assets.

25. Employee Benefits (continued)

Since 31 March 2022, the Company has experienced a change in the asset allocation, 95.5% of the total assets are now held within the Mercer Investment Fund 20 which includes a range of assets like the Liability Driven Investments, Non-government Debt, Ground Lease Property Fund, Infrastructure Equity, Buy & Maintain Credit that are limited in dealing frequencies. The remaining assets invested in Alternative beta strategies and Distressed opportunities do not have a readily available secondary market. The fair value of these assets are assessed using valuation methods such as net asset values, discounted cash flow method or a comparable valuation technique. These valuation techniques include greater estimation uncertainty than readily available secondary market value.

These unquoted assets consist of:

- Private Equity and Global Infrastructure funds managed by Partners Group;
  - The valuation is based on the most recent fund valuation from Partners Group, allowing for known amounts distributed post the most recent valuation.
- The Distressed Debt Fund managed by Knighthead.
- The valuations included above for Partners Group and Knighthead have been estimated as at 31 March 2023 by the relevant asset manager.

The Liability Driven Investments (LDI) held by the UK scheme (£496.9m at 31 March 2023) include fixed interest government bonds (gilts), index-linked gilts, cash and various derivative instruments such as inflation swaps, interest rate swaps, gilt total return swaps and gilt repurchase agreements. The aim of these investments is to match the interest rate and inflation exposure of a portion of the Scheme's liabilities, to help reduce the volatility in the funding position. To determine the fair value of the various LDI components, the following approach is taken:

- Fixed Interest Government Bonds and Index-Linked Gilts have prices released publically by TradeWeb every day.
- Gilt Repurchase Agreements have values known at inception and at the maturity date of the contract. The value between these two dates is calculated by adjusting for the agreed interest rate.
- Inflation and Interest Rate Swaps have values provided by relevant counterparties.
- Gilt Total Return Swaps are split into two components. The gilt price, as reference above, is released by TradeWeb on a daily basis. The funding leg obligation is known at the outset and then adjusted using the agreed interest rate.

The alternative beta strategies include private equity and infrastructure funds. These assets are part of the growth portfolio and aim to outperform the Scheme's liabilities. They improve diversification by providing exposure to a range of markets ("beta") including unlisted equities and infrastructure. This provides diversification away from equity markets to reduce volatility in the growth portfolio.

The Distressed Debt Fund invests in the debt securities or loans of companies that are stressed, distressed and / or going through restructurings, bankruptcies, liquidations, litigations or other complex process driven situations and in companies with undervalued equity securities. The Fund will be a high conviction fund with a smaller number of larger positions. It will not use leverage, nor will it take any short positions.

No Group assets are held directly by the pension schemes. It is possible that the fund managers of the pooled funds in which the UK scheme invests may hold securities issued by the Honda Motor Co group from time to time, but the size of the holdings is unlikely to be significant.

25. Employee Benefits (continued)

	2023 £000	2022 £000
Expense recognised in the Statement of Profit or Loss		
Current service costs	4,211	3,930
Net interest	(7,679)	(4,071)
	(3,468)	(141)

	2023 £000	2022 £000
Actuarial losses and (gains) recognised in Other Comprehensive Income		
Actuarial (gains)/losses due to changes in demographic assumptions	13,291	(2,380)
Actuarial (gains)/losses due to changes in financial assumptions	(463,713)	(111,939)
Actuarial (gains)/losses due to experience adjustments	35,730	(2,440)
Return on scheme assets excluding interest income	491,253	24,687
Amounts recognised in other comprehensive income	76,561	(92,072)

The UK scheme accounts for materially all of the total Group balance. The principal actuarial assumptions of the UK scheme at the reporting date are stated below. The financial assumptions adopted as at 31 March 2023 reflect the duration of the plan liabilities which has been estimated to be around 18 years (2022: 24 years) at the year-end.

Change in discount rate assumptions
The discount rate has been increased to 4.80% to reflect higher corporate bond yields compared to the prior year. The approach used to derive the discount rate assumption is unchanged from last year.

Assumptions used to determine defined benefit obligations at 31 March

	2023	2022
Discount rate	4.80%	2.75%
Rate of compensation increases	3.25%	3.55%
Rate of price inflation (RPI)	3.25%	3.55%
Rate of price inflation (CPI)	2.75%	3.05%
Rate of increase to pensions in payment	3.05%	3.30%
Rate of increase to pensions before retirement	2.90%	3.05%

25. Employee Benefits (continued)

Assumptions used to determine net pension cost for year ended 31 March

	2023	2022
Discount rate	2.75%	2.10%
Rate of compensation increases	3.55%	3.10%
Rate of price inflation (RPI)	3.55%	3.20%
Rate of price inflation (CPI)	3.05%	2.60%
Rate of increase to pensions in payment	3.30%	3.05%
Rate of increase to pensions before retirement	3.20%	2.60%

For the year to 31 March 2023, the interest income on assets was 2.75% pa (2022: 2.10% pa).

Weighted average life expectancy for mortality tables used to determine defined benefit obligations at 31 March

The mortality assumptions used to assess the defined benefit obligation for the scheme is based on tables issued by the Continuous Mortality Investigation Bureau. At 31 March 2023, the mortality assumptions were based on the adjusted S3PxA tables with scaling factors of 101% for males and 99% for females, with future improvements in line with the CMI 2021 model, a long-term improvement trend rate of 1% per annum, an Initial Additional parameter of 0.2% and a weighting on 2020 and 2021 mortality experience of 10%. The mortality assumption has been updated from last year to reflect analysis carried out on behalf of the trustees as part of the latest funding valuation and an allowance for Covid 19 and the resulting life expectancies are as follows:

	2023	2022
Member age 65 (current life expectancy) Male	21.5	21.1
Member age 45 (life expectancy at age 65) Male	22.5	22.1
Member age 65 (current life expectancy) Female	24.2	23.7
Member age 45 (life expectancy at age 65) Female	25.3	24.9

Key risks and sensitivities

The defined benefit pension schemes expose the Group to the following main risks:

(1) Mortality risk – Increases in the life expectancy of members will increase the liabilities of the schemes. The mortality assumptions are reviewed regularly, and are considered appropriate.

(2) Interest rate risk – A decrease in bond yields will increase the liabilities of the scheme. Liability driven investment strategies are used to hedge part of this risk as well as investing in bond-like asset classes. The scheme's interest rate hedge ratio was increased from 71% to 80% of funded liabilities in mid February 2023.

(3) Investment risk – The pension schemes invest in a range of assets to diversify the risk of any single asset class, and align growth and returns to the long term funding objectives. The investment strategy is reviewed regularly to ensure it continues to be appropriate. In addition, the UK scheme has a long term de-risking plan in place.

25. Employee Benefits (continued)

(4) Inflation risk – Some of the liabilities of the schemes are linked to inflation and so an increase in inflation will result in an increase in liabilities. A significant proportion of the UK scheme's benefits are not linked to inflation and have fixed pension increases in payment. There are caps in place for UK scheme benefits to mitigate the risk of extreme increases in inflation on the rest of the benefits. The scheme's inflation rate hedge ratio was increased from 71% to 80% of funded liabilities in mid-February 2023.

Any increase in the retirement benefit obligation could lead to additional funding obligations in future years. The figures below provide the sensitivity of the liability to changes in various assumptions. The sensitivity information has been derived for the UK Scheme, which makes up the majority of the liability, using the liabilities calculated for the Scheme valued using the relevant assumptions as at 31 March 2023. Extrapolation of these results beyond the sensitivity figures shown may not be appropriate.

- An increase of 0.25% p.a. in the discount rate to 5.05% p.a.	Decrease in the liabilities of 4.2%
- An increase to the RPI inflation assumptions of 0.25% p.a. to 3.50% p.a. (with a corresponding increase in pension increase and salary increases and CPI inflation).	Increase in the liabilities of 2.7%
- An increase in the salary increase assumption of 0.25% p.a. to 3.50% p.a.	Increase in the liabilities of 0.2%
- Change the mortality assumption from a 1% long term trend to a 1.25% long term trend	Increase in the liabilities of 0.6%

26. Provisions

	Warranty £000	Sales related liabilities £000	Other £000	Total £000
Balance at 1 April 2022	263,915	34,516	18,673	317,104
Provisions made during the year	36,757	28,285	6,328	71,370
Provisions used during the year	(64,796)	(19,127)	(4,129)	(88,052)
Reversals of provisions not used	(561)	(1,803)	(4,103)	(6,467)
Reclassifications	(68)	-	-	(68)
Effect of exchange rate movements	508	1,138	259	1,905
Balance at 31 March 2023	235,755	43,009	17,028	295,792
Current	71,110	42,577	12,399	126,086
Non-current	164,645	432	4,629	169,706
	235,755	43,009	17,028	295,792

In the current environment there are various potential legal claims on a range of topics, including product liability claims such as vehicle safety, defective components and emissions and fuel economy that could be brought against the company. These legal claims can seek redress in various forms including compensation for damages, product recall and repair or punitive damages. Adverse decisions in any of these claims could require the company to pay substantial damages or undertake costly service actions or recall campaigns.

These litigations are subject to many uncertainties, and it is not possible to predict the outcome of any individual case with any degree of certainty due to the complex nature of these claims. A provision will be raised for these claims when it is probable that there would be an outflow and the amount can be reasonably estimated. The directors continue to monitor the situation and status of any pending legal proceedings.

Warranty

The warranty provision represents the expected future warranty cost in respect of products manufactured by the Company's subsidiary, Honda of the UK Manufatucturing Limited (HUM). The obligation was transferred to the Company in the prior year in preparation for the liquidation of HUM. These products are still within the warranty term at the end of the period. The warranty provision is expected to be utilised over the warranty term, which for majority of the products is less than 5 years

Warranty costs for specific campaigns relating to previously sold products are recognised from the point at which the decision to undergo the campaign is made and are based on the expected cost of the campaign. Where material, the cost is discounted at an appropriate discount rate to reflect the time value of money.

26. Provisions (continued)

Sales related liabilities
Sales related liabilities include provisions for dealer bonus on incentives campaigns and for the underwriting of losses on the return of leased cars. These are utilised over the period of the incentive campaigns and lease periods respectively.

Other
Included in other provisions are amounts in respect of property, insurance and supplier balances which are expected to be utilised over the period of the underlying agreement, which for most of the properties led by the Company is within 10 years

27. Trade and other payables

	2023 £000	2022 £000
Trade payables due to third parties	59,411	64,554
Trade payables due to related parties	7,196	12,976
Trade payables due to subsidiaries	119,097	104,380
Trade payables due to ultimate parent	356,035	315,129
Other payables due to third parties	76,736	55,580
Other payables due to related parties	-	11
Other payables due to subsidiaries	39,843	40,394
Other payables due to ultimate parent	221,042	82,981
Fair value of derivative	2,546	6,455
Accruals and non-trade payables due to third parties	173,007	176,401
Accruals and non-trade payables due to subsidiaries	32	6,823
Accruals and non-trade payables due to ultimate parent	-	229
	1,054,945	865,913

	2023 £000	2022 £000
Non-current		
Long term payables due to third parties	3,874	3,791
Other liabilities due to third parties	5,316	7,265
	9,190	11,056

28. Financial instruments

Fair values

Fair values versus carrying amounts
The Directors have assessed the fair value of financial assets and liabilities and concluded that it is not materially different to the carrying value.

Fair value hierarchy
The table below analyses financial instruments measured at fair value into a fair value hierarchy based on the valuation technique used to determine fair value.

Level 1: quoted prices (unadjusted) in active markets for identical assets & liabilities;
Level 2: inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. prices), or
Level 3: inputs for the asset or liability that are based on observable market data (unobservable inputs).

2023	**Level 1**	**Level 2**	**Level 3**
Derivative financial assets/(liabilities)	**£ '000**	**£ '000**	**£ '000**
Forward exchange contracts (assets)	-	581	-
Forward exchange contracts (liabilities)	-	(3,127)	-

2022	**Level 1**	**Level 2**	**Level 3**
Derivative financial assets/(liabilities)	**£ '000**	**£ '000**	**£ '000**
Forward exchange contracts (assets)	-	3,467	-
Forward exchange contracts (liabilities)	-	(6,455)	-

There have been no transfers to or from level 2 in the year (2022: none).

29. Leases

Company as a lessee

The Company leases warehouses, offices, retail shop facilities, manufacturing equipment and vehicles. The leases typically run for a period of 2 to 10 years, with an option to renew the lease after that date.

Lease payments are negotiated periodically to reflect market rates. Some leases provide for additional rent payments that are based on changes in local price indices.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. Leased assets are not used as security for borrowing purposes.

The majority of the leased properties have been sub-let by the Company. Generally, the lease and sub lease run over the same period of time.

Right-of-use assets for which the Company is a lessee is presented in the Property, Plant and Equipment note 14.

Lease liabilities for which the Company is a lessee is presented in the Loans and borrowings note 24.

During the year the Company recognised interest expense on lease liabilities of £0.7m (2022: £1m).

During the year the total cash outflow for leases was £11.4m (2022: £11.6m).

Break clauses
The Company sometimes negotiates break clauses in its property leases. The Company performs a period review to assess whether the absence of a break clause would expose it to excessive risk.

At 31 March 2023, the carrying amounts of lease liabilities are not reduced by the amount of payments that would be avoided by exercising break clauses because it was considered reasonably certain that the Company would not exercise its right to exercise any right to break the lease.

Extension and termination options
Extension and termination options are included in a number of property and equipment leases held by the Company. Some property leases contain extension and termination options exercisable by the Company up to one year before the end of the non-cancellable contract period. Where practicable, the Company seeks to include extension options in new leases to provide operational flexibility. The majority of extension and termination options held are only exercisable by the Company and not by the lessors. The Company assesses at commencement date whether it is reasonably certain to exercise the extension options. The Company reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

29. Leases (continued)

Company as a lessor

The Company sub-leases its properties held as freehold. The Company has classified sub-leases as net investment in lease assets.

The future minimum lease payments under the non-cancellable leases are as follows:

	2023 £000	2022 £000
Less than one year	5,064	6,465
Between one and five years	14,816	27,847
More than five years	13,429	16,968
	33,309	51,280

During the year ended 31 March 2023, £6m was recognised as rental income in the Statement of Profit and Loss and Other Comprehensive Income (2022: £3m).

Net Investment in Lease

During 2023, the Company subleased buildings which are presented as net investment in lease assets.

During the year the Company recognised interest income on lease receivables of £0.1m (2022: £0.5m).

The below table sets out a maturity analysis of lease receivables, showing the undiscounted lease payments to be received after the reporting date.

	2023 £000	2022 £000
Less than one year	4,791	5,852
Between one and five years	14,043	18,280
More than five years	12,995	16,381
	31,829	40,513

Net investment in leases due in less than one year is included within note 19 Trade and other receivables.

29. Leases (continued)

Lease liabilities

The maturity analysis of lease liabilities, based on contractual undiscounted cash flows is as follows:

	2023 £000	2022 £000
Not later than one year	10,636	12,155
Later than one year and not later than five years	33,032	40,589
Later than five years	26,168	30,690
	69,836	83,434
Less: future finance charges	(3,326)	(3,966)
Lease liabilities	66,510	79,468

	2023 £000	2022 £000
Current: Contract liabilities	9,642	11,106
Non-current: Contract liabilities	56,868	68,362
	66,510	79,468

30. Related party transactions

Key management personnel compensation
The Company considers Directors of the Company to be key management personnel. In addition to their salaries, the Company also provides non-cash benefits to Directors.

Key management personnel compensation comprised:

	2023 £000	2022 £000
Salaries	744	787
Pension Contributions	140	143
Other employee benefits - non cash	77	69
Other employee benefits - interest on loans	2	2
	963	1,001

The emoluments of the highest paid director were £210,685 (2022: £291,110), pension contributions were £89,900 (2022: £13,097). Two directors participate in the Company Pension Schemes under the same terms and conditions as other members of the schemes (2022: two directors) and aggregate contributions in respect of this were £132,979 (2022: £125,718).

Interest on Director loans is reportable as a cash benefit and is calculated as 2.0% (2022: 2.0%) of the outstanding loan balance.

The total balance of Director loans outstanding is disclosed below.

Director loans
Honda Motor Europe Limited operates an interest free car loan scheme open to all eligible employees on equal terms to enable employees to acquire cars for their own use. The relevant amounts in respect of Directors of the Company are as follows:

	2023 £000	2022 £000
Movements in loans during the year		
Loans at 1 April	100	114
Movement	(30)	(14)
Loans at 31 March	70	100

30. Related party transactions (continued)

Other related party transactions

The aggregate values of transactions and outstanding balances relating to other related parties are as follows:

	2023 £'000	2022 £'000
Assets		
Ultimate parent of the Group	5,971	4,015
Fellow subsidiaries	423,518	406,703
Liabilities		
Ultimate parent of the Group	1,192,077	994,403
Fellow subsidiaries	185,415	515,821
Sales of goods and services		
Ultimate parent of the Group	1,666	412,949
Fellow subsidiaries	262,629	221,862
Expenses - purchases of raw materials, finished goods, spare parts		
Ultimate parent of the Group	1,921,012	1,385,665
Fellow subsidiaries	560,866	1,105,587

31. Post balance sheet events

There has been a long standing legal process relating to the pension fund that has been settled without material impact to the balance sheet.

32. Ultimate Holding Company

The Company is a wholly-owned subsidiary of Honda Motor Co., Ltd, a company incorporated in Japan which is the ultimate parent company. The only group in which the results of the Company is consolidated is that headed by the ultimate parent company. Copies of the Honda Motor Co., Ltd group statutory accounts may be obtained from Honda Motor Co., Ltd,1-1, 2-chome, Minami-Aoyama, Minato-ku, Tokyo 107-8556, Japan.

33. Investments

	Investments in subsidiary companies £000
Cost	
At 1 April 2022	492,847
Impairment	(187,549)
Effect of movement in exchange rates	200
At 31 March 2023	305,498
Net book value	
At 31 March 2023	305,498
At 31 March 2022	492,847

33. Investments (continued)

Impairment

The investment in Honda of the UK Manufacturing Limited was fully impaired following management's assessment as the company went into liquidation in 2022. The total impairment charge is £187.5m (2022: £5.3m). As part of the liquidation, the Company also received a final dividend of £210.8m. Further dividends of £42.1m were received in the year resulting in total dividend income of £252.9m (2022: £7.5m).

Honda Motor Europe Branches

The branches of Honda Motor Europe Limited at 31 March 2023 are as follows:

Name	Principal Activity	Country
Honda Motor Europe UK Limited	Sales	UK
Honda Deutschland Niederlassung der Honda Motor Europe Limited	Sales	Germany
Honda Motor Europe Limited	Sales	France
Honda Motor Europe Limited - Italia	Sales	Italy
Honda Motor Europe Limited - Sucursal en España	Sales	Spain
Honda Motor Europe Limited - Sucursal em Portugal	Sales	Portugal
Honda Austria Branch of Honda Motor Europe Limited	Sales	Austria
Honda Motor Europe Limited organizační složka Česká republika	Sales	Czech Republic
Honda Motor Europe Limited Slovensko, organizačná zložka	Sales	Slovakia
Honda Motor Europe Limited Magyarorszagi Fioktelepe	Sales	Hungary
Honda Motor Europe Limited (Spółka z ograniczoną odpowiedzialnością) Oddział w Polsce	Sales	Poland
Honda Motor Europe Limited Belgian Branch	Sales	Belgium
Honda Motor Europe Limited filial Sverige	Sales	Sweden
Honda Motor Europe Denmark Filial Af Honda Motor Europe Limited	Sales	Denmark
Honda Motor Europe Limited Norge norsk avdeling av utenlandsk foretak	Sales	Norway
Honda Motor Europe Limited	Sales	Netherlands
Honda Motor Europe Limited Succursale de Satigny/Genève	Sales	Switzerland

33. Investments (continued)

Honda Motor Europe Subsidiaries

Name	Principal Activity	Country	Percentage of ordinary shares held, directly or indirectly Company
Honda of the UK Manufacturing Limited*	Manufacture of automobiles	United Kingdom	86.32%
Honda France Manufacturing SA	Manufacture of power products	France	100%
CIAP Spa	Manufacturing	Italy	100%
Honda Finance Europe plc	Dealer and retail financing	United Kingdom	100%
Honda Bank GmbH	Dealer and retail financing	Germany	100%
Honda Bank GmbH, Branch in Spain	Dealer and retail financing	Spain	100%
Honda Motor Europe Logistics NV	Sales and distribution	Belgium	100%
Honda Turkiye A.S.	Sales and manufacture of automobiles	Turkey	100%
Montesa Honda S.A.	Manufacture of motorcycles	Spain	100%
Honda Italia Industriale SPA	Manufacture of motorcycles	Italy	100%
Honda Motor Russia LLC (Not Trading)	Sales and distribution	Russia	99.99%
Honda Access Europe NV	Sales and distribution	Belgium	100%
Garage City Servette SA	Sales	Switzerland	100%
Honda Retail Group SA	Sales	Switzerland	100%
Garage du Golf	Sales	Switzerland	100%
Garage des Jordils SA	Sales	Switzerland	100%
Garage Villars Chandolan SA	Sales	Switzerland	100%
Letzigraben Garage AG	Sales	Switzerland	100%
Honda Versicherungsdienst GmbH Versicherungsvermittlungen	Sales	Germany	100%
Honda Center GmbH**	Sales	Germany	100%
Honda Ukraine LLC	Dormant	Ukraine	100%
Honda Group-UK Pension Scheme Trustee Limited	Dormant	United Kingdom	100%

All Shares held are ordinary shares.

*The investment in Honda of the UK Manufacturing Limited was fully impaired following management's assessment as the company went into liquidation in 2022.

** Honda Center GmbH is released from the application of the regulations of the First, Third and Fourth Subsections of Section Two of Book Three (§§ 238-342 e) of the German Commercial Code (HGB) concerning the preparing, audit and disclosure of its annual financial statement.

33. Investments (continued)

The addresses of the subsidiaries and branches of the Company at 31 March 2023 are as follows:

Country and company/branch name	Legal Status	Address
United Kingdom		
Honda of the UK Manufacturing Limited *(in liquidation)*	Subsidiary	Highworth Road, South Marston, Swindon, Wiltshire, SN3 4TZ, United Kingdom
Honda Finance Europe plc	Subsidiary	Cain Road Bracknell. RG12 1HL, United Kingdom
Honda Group-UK Pension Scheme Trustee Limited	Subsidiary	One Glass Wharf, Bristol, BS2 OZX, United Kingdom
Honda Motor Europe UK Limited	Branch	Cain Road Bracknell. RG12 1HL, United Kingdom
UYS Limited *(in liquidation)*	Equity investment	Garsington Road, Cowley, Oxford OX4 2BW, United Kingdom
Austria		
Honda Austria Branch of Honda Motor Europe Limited	Branch	Hondastrasse 1, Weiner, Neudorf, Austria
Belgium		
Honda Motor Europe Logistics NV	Subsidiary	Langerbruggestraat 104, B-9000 Gent, Belgium
Honda Access Europe NV	Subsidiary	Wijngaardveld 1, 9300 Aalst, Belgium
Honda Motor Europe Ltd. Belgian Branch	Branch	Sphere Business Park Zoning, Doornveld 180-184, B-1731, Zelik, BE 0467. 016.396, Belgium
Honda Motor Europe Ltd. Aalst Branch	Branch	P/A Industriezone Noord V,Wijngaardveld 1, B-9300 Aalst, Belgium
Czech Republic		
Honda Motor Europe Limited organizační složka Česká republika	Branch	Bucharova 2641/14 158 00 Praha 5, Czech republic
Denmark		
Honda Motor Europe Denmark Filial Af Honda Motor Europe Limited	Branch	Kokholm 13, DK-6000 Kolding, Denmark
France		
Honda France Manufacturing S.A.S	Subsidiary	Pole 45 - 2 Rue Des Chataigniers 45140 Ormes, France
Honda Motor Europe Ltd Succursale France	Branch	1 Allée du 1er mai, Croissy Beaubourg - BP 46 77312 Marne la Valée Cedex 02, FRANCE TVA: FR07509243564
Germany		
Honda Bank GmbH	Subsidiary	Hanauerlandstrasse 222-224, 60314Frankfurt am Main, Germany
Honda Versicherungsdienst GmbH Versicherungsvermittlungen	Subsidiary	Hanauerlandstrasse 222-224, 60314Frankfurt am Main, Germany
Honda Center GmbH	Subsidiary	Hanauerlandstrasse 222-224, 60314Frankfurt am Main, Germany
Honda Deutschland Niederlassung der Honda Motor Europe Limited	Branch	Hanauerlandstrasse 222-224, 60314Frankfurt am Main, Germany

33. Investments (continued)

Country and company/branch name	Legal Status	Address
Hungary		
Honda Motor Europe Limited Magyarorszagi Fioktelepe	Branch	H-2014 Budaors, Puskas Tivadar UT 1, 2040 Hungary
Italy		
CIAP Spa	Subsidiary	Via della Concia, 10-12 Frazione Poggio Piccolo 40023 - Castel Guelfo di Bologna. Italia
Honda Italia Industriale SPA	Subsidiary	Via Genova 9/11 - 66041 Atessa (Chieti), Italy
Honda Motor Europe Limited. Sede secondria Italiana	Branch	Via Della Cecchignola 13 - 00143 - Rome, Italy
Netherlands		
Honda Motor Europe Limited (Netherlands)	Branch	Crystal Building B - unit B11.2, Rivium Boulevard 200-234, 2909 LK Capelle aan den Ijssel, Netherlands
Norway		
Honda Motor Europe Limited Norge norsk avdeling av utenlandsk foretak	Branch	Box 1534, N-3007 Drammen, Norway
Poland		
Honda Motor Europe Limited (Spółka z ograniczoną odpowiedzialnością) Oddział w Polsce	Branch	02-672 Warsaw, Domaniewska 50, Poland
Portugal		
Honda Motor Europe Limited - Sucursal em Portugal	Branch	Rua do Centro Empresarial, Lote 310, EE13,Esc: 2.16, Quinta da Beloura, 2710-444, Sintra, Portugal
Russia		
Honda Motor Russia LLC (Not Trading)	Subsidiary	Russian Federation, 108809, Moscow, Russia Marushkinskoe district, Building 1, Sharapovo settlement, Pridorozhnaya str,
Slovakia		
Honda Motor Europe Limited Slovensko, organizačná zložka	Branch	Cesta na Senec 2/A 821 04 Bratislava, Slovak Republic

33. Investments (continued)

Country and company/branch name	Legal Status	Address
Spain		
Montesa Honda S.A.	Subsidiary	C/ Mar Del Nord S/N - Poligono Industrial Can Roca - 08130 Sta. Perprtua De Mogoda - Barcelona, Spain
Honda Bank GmbH, Branch in Spain	Branch	Carrer del Mar del Nord, 1 Pol. Ind. La Torre del Rector 08130 Santa Perpetua de Mogoda Barcelona, Spain
Honda Motor Europe Limited Sucursal en España	Branch	Carrer del Mar del Nord, 1 Pol. Ind. La Torre del Rector 08130 Santa Perpetua de Mogoda Barcelona, Spain
Sweden		
Honda Motor Europe Limited filial Sverige	Branch	Videortsvagen 2, 23291 Arlov, Malmo, Sweden
Switzerland		
City Garage Servette S.A.	Subsidiary	Rue de la Servette 30, 1201 Genève, Switzerland
Honda Retail Group S.A.	Subsidiary	Chemin de Saugy 11, 1023 Crissier, Switzerland
Garage du Golf S.A.	Subsidiary	Z.I. Sous le Grand Pré, 1860 Aigle, Switzerland
Garage des Jordils S.A.	Subsidiary	Route du Vignoble 13, 2018 Boudry, Switzerland
Garage de Villars Chandolan S.A.	Subsidiary	Route de Moncor 8, 1752 Villars-sur-Glâne, Switzerland
Letzigraben Garage AG	Subsidiary	Letzigraben 77, 8003 Zurich, Switzerland
Honda Motor Europe Limited, Bracknell, Satigny/Geneva Branch	Branch	Rue de la Bergère 5, 1242 Satigny, Switzerland
Turkey		
Honda Turkiye A.S.	Subsidiary	Aydınevler Mahallesi Sanayi caddesi No:1 34854 Maltepe/İstanbul, Turkiye
Ukraine		
Honda Ukraine LLC *(Dormant/in liquidation)*	Subsidiary	73 Lesi Ukrainky Str. 08132 Vyshneve, Kyiv Region, Ukraine