

May 14, 2026

Notice Concerning Changes in Executives and the Board of Directors Structure

Honda Motor Co., Ltd. (the "Company") hereby announces that, although the Company disclosed the candidates for Directors to be proposed at the Ordinary General Meeting of Shareholders scheduled for June 2026 in the "Notice Concerning Changes in Executive Officers and Directors" dated February 10, 2026, the Nominating Committee held today has resolved to make changes to the list of candidates.

In addition, the Company's Board of Directors today decided on a personnel change in Executive Officers effective as of June 1, 2026, and separate personnel changes effective as of the date of the Ordinary General Meeting of Shareholders of the Company scheduled to be held in June 2026, and also resolved to changes to the structure of the Board of Directors.

The personnel changes in Directors to become effective as of the date of the Ordinary General Meeting of Shareholders scheduled to be held in June 2026 shall be formally determined at that Ordinary General Meeting of Shareholders.

Particulars

1. Planned Personnel Changes in Directors

<As of the date of the Ordinary General Meeting of Shareholders to be held in June 2026>

Candidate for Director to be newly appointed

Name	Current Title	New Title
Mahito Shikama	Managing Officer, Honda R&D Co., Ltd.	Director, Executive Officer Honda Motor Co., Ltd.

Mahito Shikama is scheduled to be promoted from Managing Officer of Honda R&D Co., Ltd. to Executive Officer of Honda Motor Co., Ltd. effective June 1, 2026.

Accordingly, the list of candidates for new Director positions previously announced on February 10, 2026, has changed.

2. Planned Personnel Changes in Executive Officers

<As of June 1, 2026 >

Executive Officer to be newly appointed

Name	Current Title	New Title
Mahito Shikama	Managing Officer, Honda R&D Co., Ltd.	Executive Officer Honda Motor Co., Ltd.

<As of the date of the Ordinary General Meeting of Shareholders to be held in June 2026>
Executive Officer to retire

Name	Current Title	New Title
Manabu Ozawa	Managing Executive Officer	(retire)

3. Changes in the Board of Directors Structure

To ensure the steady execution of each business strategy and enable bold and transparent decision-making, the Company will reassess its corporate governance structure. Specifically, in addition to revising the composition of the Board of Directors to ensure a majority of the board members are outside directors, the Company will revise the composition of each committee and enhance the overall governance and operational framework of the Board.

<As of the date of the Ordinary General Meeting of Shareholders to be held in June 2026>
Change in the Composition of the Nomination and Compensation Committees and Change of the Chairperson of the Board of Directors

The Nomination and Compensation Committees will be composed entirely of outside directors to further enhance the transparency of the decision-making process. In addition, by appointing an outside director as the Chair of the Board of Directors, the Company aims to further improve the effectiveness of the Board.

<For Reference: Members of each Committee >

	Nominating Committee	Audit Committee	Compensation Committee
Chairperson	Fumiya Kokubu (Outside Director)	Yoichiro Ogawa (Outside Director)	Kazuhiro Higashi (Outside Director)
Members	Kunihiko Sakai (Outside Director)	Asako Suzuki (Director)	Fumiya Kokubu (Outside Director)
	Kazuhiro Higashi (Outside Director)	Jiro Morisawa (Director)	Yoichiro Ogawa (Outside Director)
	Mika Agatsuma (Outside Director)	Kunihiko Sakai (Outside Director)	Mika Agatsuma (Outside Director)
		Ryoko Nagata (Outside Director)	

<For Reference: Directors and Officers >

Compositions of Directors and Officers as of June 1, 2026 and as of the date of the Ordinary General Meeting of Shareholders to be held in June 2026

Name	As of June 1, 2026	As of the date of the Ordinary General Meeting of Shareholders
Toshihiro Mibe	Director, President and Representative Executive Officer (†)	Director, President and Representative Executive Officer
Noriya Kaihara	Director, Executive Vice President and Representative Executive Officer	Director, Executive Vice President and Representative Executive Officer
Eiji Fujimura	Director, Senior Managing Executive Officer	Senior Managing Executive Officer
Katsushi Inoue	Director	-
Asako Suzuki	Director	Director
Jiro Morisawa	Director	Director
Kunihiko Sakai	Director*	Director*
Fumiya Kokubu	Director*	Director*(†)
Yoichiro Ogawa	Director*	Director*
Kazuhiro Higashi	Director*	Director*
Ryoko Nagata	Director*	Director*
Mika Agatsuma	Director*	Director*
Masayuki Igarashi	Managing Executive Officer	Managing Executive Officer
Kensuke Oe	Managing Executive Officer	Managing Executive Officer
Manabu Ozawa	Managing Executive Officer	-
Hironao Ito	Managing Executive Officer	Managing Executive Officer
Ayumu Matsuo	Managing Executive Officer	Managing Executive Officer
Kazuhiro Takizawa	Managing Executive Officer	Managing Executive Officer
Minoru Kato	Managing Executive Officer	Managing Executive Officer
Takashi Onuma	Executive Officer	Executive Officer
Daiki Mihara	Executive Officer	Executive Officer
Toshihiro Akiwa	Executive Officer	Executive Officer
Ikuo Takeishi	Executive Officer	Executive Officer
Masao Kawaguchi	Executive Officer	Executive Officer
Takashi Imai	Executive Officer	Executive Officer
Mahito Shikama	Executive Officer	Director, Executive Officer

(†)Chairperson of the Board of Directors

*Outside Directors