

[Translation]

February 18, 2022

To: Shareholders of Honda Motor Co., Ltd.
From: Honda Motor Co., Ltd.
1-1, Minami-Aoyama 2-chome,
Minato-ku, Tokyo, 107-8556
Toshihiro Mibe
Director, President and Representative Executive Officer

Notice Concerning Changes in Representative Executive Officers, Directors and Officers

Honda Motor Co., Ltd. (the "Company") hereby announces that its Nominating Committee today made an internal decision on the following personnel changes in its Directors to become effective as of the date of the Ordinary General Meeting of Shareholders of the Company scheduled to be held in June 2022, and that its Board of Directors today decided on personnel changes in its Representative Executive Officers, Directors, Executive Officers and Operating Officers to become effective as of April 1, 2022.

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 2022 shall be formally determined at that Ordinary General Meeting of Shareholders, and the personnel changes in Executive Officers to become effective as of such date shall be formally determined at a meeting of the Board of Directors scheduled to be held on that same day.

Particulars

1. Planned Personnel Changes in Representative Executive Officers

<As of April 1, 2022>

Persons to be or to retire Representative Executive Officers

Name	Current Title	New Title
Seiji Kuraishi	Director, Executive Vice President and Representative Executive Officer	Chairman and Director
Kohei Takeuchi	Director, Senior Managing Executive Officer	Director, Executive Vice President and Representative Executive Officer

Reason for personnel change:

In order to promote company transformations that enable further growth and value creation under a new management team going forward.

2. Planned Personnel Changes in Directors

<As of April 1, 2022>

Name	Current Title	New Title
Toshiaki Mikoshiba	Chairman and Director	Director

<As of the date of the Ordinary General Meeting of Shareholders to be held in June 2022>

Candidate for Director to be newly appointed

Name	Current Title	New Title
Shinji Aoyama	Managing Executive Officer	Director, Senior Managing Executive Officer

Shinji Aoyama is scheduled to be promoted from Managing Executive Officer to Senior Managing Executive Officer as of April 1, 2022.

Director to retire

Name	Current Title
Toshiaki Mikoshiba	Chairman and Director

3. Planned Personnel Changes in Executive Officers

<As of April 1, 2022>

Executive Officers to be promoted

Name	Current Title	New Title
Shinji Aoyama	Managing Executive Officer	Senior Managing Executive Officer
Yasuhide Mizuno	Managing Executive Officer	Senior Managing Executive Officer

4. Planned Personnel Changes in Operating Officers

<As of April 1, 2022>

Operating Officer to be promoted

Name	Current Title	New Title
Hisao Takahashi	Managing Officer	Senior Managing Officer

Operating Officers to be newly appointed

Name	Current Title	New Title
Masayuki Igarashi	Operating Executive	Managing Officer
Kensuke Oe	Operating Executive	Managing Officer

Operating Officer to retire

Name	Current Title
Michimasa Fujino	Managing Officer

<For Reference>

Compositions of Directors and Officers as of April 1, 2022 and as of the date of the Ordinary General Meeting of Shareholders to be held in June 2022

Name	As of April 1, 2022	As of the date of the Ordinary General Meeting of Shareholders
Seiji Kuraishi	Chairman and Director* ¹	Chairman and Director
Toshihiro Mibe	Director, President and Representative Executive Officer	Director, President and Representative Executive Officer
Kohei Takeuchi	Director, Executive Vice President and Representative Executive Officer* ¹	Director, Executive Vice President and Representative Executive Officer
Shinji Aoyama	Senior Managing Executive Officer* ¹	Director, Senior Managing Executive Officer* ²
Toshiaki Mikoshiba	Director	—
Asako Suzuki	Director	Director
Masafumi Suzuki	Director	Director
Kunihiko Sakai	Director* ³	Director* ³
Fumiya Kokubu	Director* ³	Director* ³
Yoichiro Ogawa	Director* ³	Director* ³
Kazuhiro Higashi	Director* ³	Director* ³
Ryoko Nagata	Director* ³	Director* ³
Yasuhide Mizuno	Senior Managing Executive Officer* ¹	Senior Managing Executive Officer
Noriaki Abe	Managing Executive Officer	Managing Executive Officer
Keiji Ohtsu	Managing Executive Officer	Managing Executive Officer
Hisao Takahashi	Senior Managing Officer* ¹	Senior Managing Officer
Noriya Kaihara	Managing Officer	Managing Officer
Mitsugu Matsukawa	Managing Officer	Managing Officer
Katsushi Inoue	Managing Officer	Managing Officer
Yoshishige Nomura	Managing Officer	Managing Officer
Masayuki Igarashi	Managing Officer* ²	Managing Officer
Kensuke Oe	Managing Officer* ²	Managing Officer

*¹ To be promoted

*² To be newly appointed

*³ Outside Directors

Resume of Representative Executive Officer to be newly appointed

Kohei TAKEUCHI

Date of Birth: February 10, 1960 (62 years old)

Professional Experience:

April	1982	Joined Honda Motor Co., Ltd.
April	2013	Chief Officer, Business Management Operations, Honda Motor Co., Ltd. Chief Financial Officer, Honda Motor Co., Ltd.
June	2013	Operating Officer and Director, Honda Motor Co., Ltd.
April	2015	Managing Officer and Director, Honda Motor Co., Ltd.
April	2016	Senior Managing Officer and Director, Honda Motor Co., Ltd. Chief Officer, Driving Safety Promotion Center, Honda Motor Co., Ltd.
April	2017	Chief Financial Officer (Accounting, Finance, Human Resources, Corporate Governance and IT), Honda Motor Co., Ltd.
June	2017	Senior Managing Director, Honda Motor Co., Ltd.
April	2019	Chief Financial Officer and Director in Charge of Finance and Administration (Accounting, Finance, Human Resources, Corporate Governance and IT), Honda Motor Co., Ltd. Compliance Officer, Honda Motor Co., Ltd.
April	2020	Chief Financial Officer and Director in Charge of Finance and Administration (Accounting, Finance, Human Resources and Corporate Governance), Honda Motor Co., Ltd.
April	2021	Chief Financial Officer, Honda Motor Co., Ltd.
June	2021	Director, Senior Managing Executive Officer, Honda Motor Co., Ltd.

Number of shares held: 31,700 shares

*Current responsibilities in boldface

Resume of Candidate for Director to be newly appointed

Shinji AOYAMA

Date of Birth: December 25, 1963 (58 years old)

Professional Experience:

April	1986	Joined Honda Motor Co., Ltd.
April	2012	Operating Officer, Honda Motor Co., Ltd.
April	2013	Chief Officer, Motorcycle Operations, Honda Motor Co., Ltd.
June	2013	Operating Officer and Director, Honda Motor Co., Ltd.
April	2017	Chief Officer, Regional Operations (Asia & Oceania), Honda Motor Co., Ltd. President and Director, Asian Honda Motor Co., Ltd.
June	2017	Operating Officer, Honda Motor Co., Ltd. (retired as a Director)
April	2018	Managing Officer, Honda Motor Co., Ltd. Vice Chief Officer, Regional Operations (North America), Honda Motor Co., Ltd. Senior Executive Vice President, Chief Operating Officer and Director, Honda North America, Inc. Senior Executive Vice President, Chief Operating Officer and Director, American Honda Motor Co., Inc.
November	2018	President, Chief Operating Officer and Director, Honda North America, Inc. President, Chief Operating Officer and Director, American Honda Motor Co., Inc.
April	2019	Chief Officer, Regional Operations (North America), Honda Motor Co., Ltd. President, Chief Executive Officer and Director, Honda North America, Inc. President, Chief Executive Officer and Director, American Honda Motor Co., Inc.
July	2021	Officer in Charge of Electrification, Honda Motor Co., Ltd.
October	2021	Managing Executive Officer, Honda Motor Co., Ltd.

Number of shares held: 35,900 shares

*Current responsibilities in boldface