

Governance

Basic Approach

Based on its Fundamental Beliefs, the Company strives to enhance the trust of shareholders, investors, customers, and society, while encouraging prompt, decisive, and risk-conscious decision-making by the Company, thereby achieving sustainable growth and enhancing corporate value over the medium- to long-term. Through these efforts, the Company is working to enhance corporate governance as one of its key management priorities to become “a company society wants to exist.”

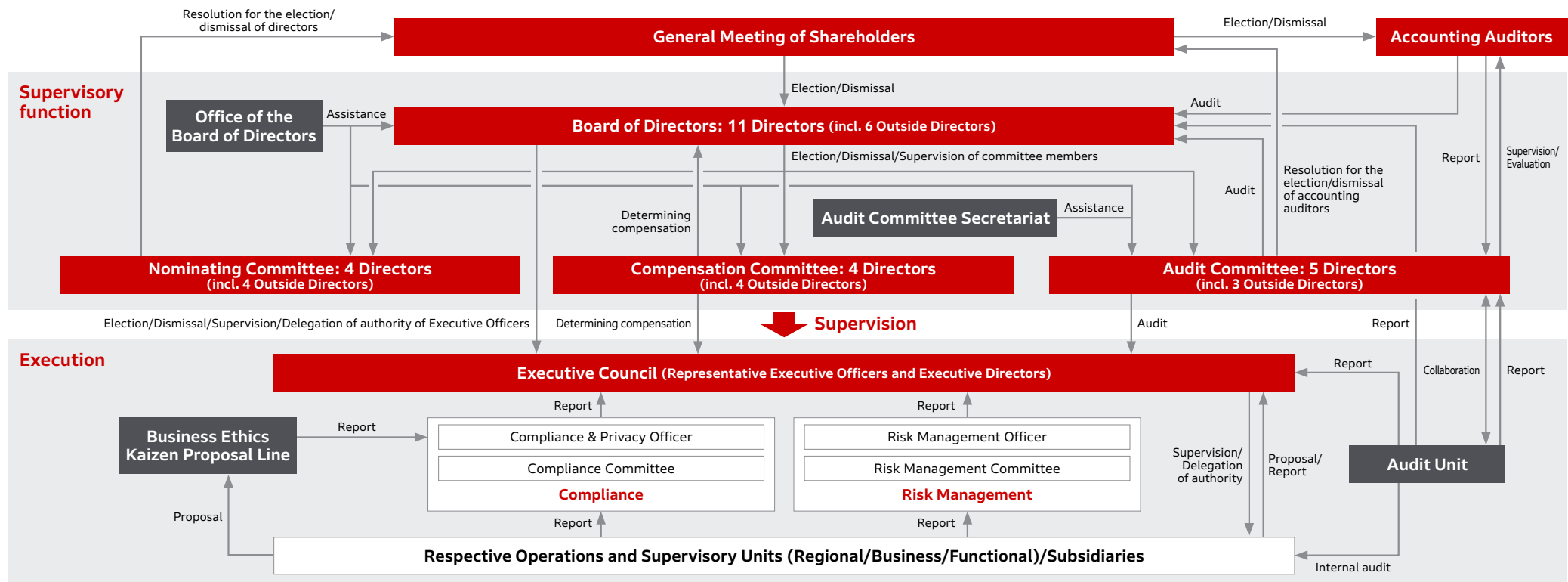
To clearly segregate the supervisory and execution functions of management, strengthen the supervisory function, and enable prompt and flexible decisions, the Company has created a Nominating Committee, Audit Committee, and Compensation Committee, each of which is composed of over 50% Outside Directors. The Company has also adopted a “company with three committees” structure, which allows the broad delegation of the business execution authority from

the Board of Directors to the Executive Officers.

The Company is making efforts to appropriately disclose corporate information including the release and disclosure of quarterly financial results and management policies in a timely and accurate manner to bolster the trust and appreciation of shareholders/investors, customers, and society. Going forward, the Company will continue to strive to ensure the transparency of its management. Please see the Honda Corporate Governance Basic Policies and the Corporate Governance Report (the link below) for information on Honda’s corporate governance policy.

Honda Corporate Governance Basic Policies, Corporate Governance Report
<https://global.honda/en/investors/policy/governance.html>
Overview of Corporate Governance → p. 177

Corporate governance structure (as of June 26, 2026)



Corporate Governance

Honda has adopted a “company with three committees” system to delegate the decision-making authority of the Board of Directors to execute important business matters to the Executive Officers in accordance with the provisions of the Company’s Articles of Incorporation and resolutions approved by the Board. This system enables quick decision-making and prompt business execution while clearly separating the functions of management supervision and business execution so that the Board is focused on overseeing business execution.

The Board of Directors has established criteria for deliberation and has delegated some of its authority to the Executive Council, which, in turn, delegates some of its authority to the Business Operating Board.

The Executive Council conducts preliminary deliberations on matters to be resolved by the Board of Directors and deliberates on important management matters within the scope of authority delegated by the Board of Directors. The Business Operating Board deliberates important management matters in each area within the scope of authority delegated by the Executive Council.

Board of Directors

The Board of Directors is comprised of eleven Directors including six Outside Directors.

To respond to the mandate of shareholders, the Board of Directors makes decisions on basic management policies and other important management matters, and supervises the execution of duties by Directors and Executive Officers, with the aim of achieving the Company’s sustainable growth and enhancing corporate value over the medium to long term. Additionally, the Board of Directors discusses and makes decisions concerning matters specified in the regulations of the Board of Directors, as well as matters set forth in the Articles of Incorporation and applicable laws. All other matters are delegated to the Representative Executive Officers or the Executive Officers.

Specific discussion topics at the Board of Directors in FY Ended Mar. 31, 2026

- Business strategy and capital policy
- Reassessment of the automobile electrification strategy
- Quarterly consolidated financial statements and business outlook
- Quarterly business execution status
- Duty execution statuses of committees
- Maintenance and operation of the internal control system
- Internal audit results, etc.

To fulfill the above roles, the candidates for Director, regardless of gender, nationality, or other personal attributes, shall be persons of superior character and insight who are experts in company management, laws, politics, accounting, education, or the Company’s business. The Nominating Committee shall consider the balance of gender, nationality, knowledge, and related experience among the candidates.

Nominating Committee, Audit Committee, and Compensation Committee

To reinforce its supervisory function, the Company has established the Nominating Committee, Audit Committee, and Compensation Committee, all of which are comprised of a majority of Outside Directors.

1. Nominating Committee

The Nominating Committee decides on the content of proposals to be submitted to the General Meeting of Shareholders concerning the election and dismissal of Directors and performs other duties as stipulated by law or the Articles of Incorporation. The Nominating Committee consists of four Outside Directors. The Chairperson of the Committee is elected from among the Independent Outside Directors.

Nominating Committee Members (as of June 26, 2026)

Fumiya Kokubu (Chairperson) (Outside Director)

Kunihiko Sakai (Outside Director)

Kazuhiro Higashi (Outside Director)

Mika Agatsuma (Outside Director)

Specific discussion topics at the Nominating Committee in FY Ended Mar. 31, 2026

- Basic policy/annual activity plan
- Next-generation management candidates
- Prospective Director candidates, etc.

Corporate Governance

2. Audit Committee

To respond to the mandate of the shareholders, the Audit Committee conducts audits of the execution of duties by the Directors and Executive Officers and performs other duties as prescribed by laws and regulations and the Articles of Incorporation to ensure the sound and sustainable growth of the Company. The Audit Committee is composed of two Inside Directors and three Outside Directors. The Chairperson of the Audit Committee is selected from among Independent Outside Directors. To ensure the effectiveness of the audit, full-time members of the Audit Committee are elected by resolutions of the Board of Directors.

Audit Committee Members (as of June 26, 2026)

Yoichiro Ogawa (Chairperson) (Outside Director)

Asako Suzuki (Full-time Audit Committee Member)

Jiro Morisawa (Full-time Audit Committee Member)

Kunihiko Sakai (Outside Director)

Ryoko Nagata (Outside Director)

Mr. Yoichiro Ogawa, a Director, has abundant experience and considerable knowledge as a certified public accountant, and Mr. Jiro Morisawa, also a Director, has had sufficient work experience in the finance and accounting departments of the Company and its subsidiaries. Both qualify as “persons with considerable knowledge related to finance and accounting,” as specified under Article 121-9 of the Regulation for Enforcement of the Companies Act of Japan.

Additionally, the Company’s Audit Committee has recognized Messrs. Yoichiro Ogawa and Jiro Morisawa as “specialists in finance in the Audit Committee” as specified in the regulations of the U.S. Securities and Exchange Commission, based on Article 407 of the U.S. Public Company Accounting Reform and Investor Protection Act of 2002 (Sarbanes-Oxley Act of 2002). All five members of the Audit Committee remain independent as specified by the regulations of the U.S. Securities and Exchange Commission.

Specific discussion topics at the Audit Committee in FY Ended Mar. 31, 2026

- Basic policy/annual activity plan
- Quarterly audit implementation status
- Summary report on the status of annual audit and the results of consolidated financial statement review by the Accounting Auditor
- Implementation status of internal audits, etc.

Each member of the Audit Committee audits the execution of duties by Directors and Executive Officers in accordance with the auditing criteria for the Audit Committee, auditing policies, division of duties, etc., as determined by the Audit Committee, and through the following main activities.

Main activities of the Audit Committee

Initiative	Details
Dialogue with Executive Officers	Exchange opinions with Executive Officers regarding the management and business environments (65 meetings in FYE Mar. 31, 2026; 39 meetings with the participation of Outside Directors (Audit Committee))
Attendance at important meetings	Monitor and verify the status of the execution of duties by Directors and Executive Officers by attending the Executive Council and expressing opinions as necessary (full-time members)
Implementation of on-site audits/inspections, etc.	Conduct on-site audits/inspections, etc. based on the annual audit plan. (FYE Mar. 31, 2026) Honda headquarters/business sites: 12 sites (11 sites with the participation of Outside Directors (Audit Committee)) Group companies in Japan: 10 companies (5 companies with the participation of Outside Directors (Audit Committee)) Group companies outside Japan: 20 sites (10 sites with the participation of Outside Directors (Audit Committee))
Collaboration with the Accounting Auditor / the Audit Unit	Exchange opinions regarding the accounting audit plan and results (13 meetings with the Accounting Auditor in FYE Mar. 31, 2026). Implement audits in collaboration with the Audit Unit, an internal audit division
Strengthening the Group's governance structure	Maintain and strengthen the Group's governance structure by sharing information and exchanging opinions with the auditors of Group companies in Japan and by hosting lectures by Outside Directors (Audit Committee)

Corporate Governance

Honda has formed the Office of the Board of Directors as a dedicated organization to support the Board of Directors, Nominating Committee, Audit Committee, and Compensation Committee in their duties. In addition, the Audit Committee Secretariat was established in April 2025 to further clarify that its members are dedicated associates who assist the Audit Committee.

Associates of the Office of the Board of Directors execute their duties under the supervision of the Board of Directors and the three committees. For associates belonging to the Audit Committee Secretariat, their performance evaluations, transfers, etc. require the consent of the Audit Committee to ensure independence from Executive Officers and the effective implementation of instructions by the Audit Committee.

The Standards for Audit Committee Reports have been established to ensure the Committee receives timely and accurate reports. Based on these Standards, reports are made periodically to the Audit Committee on the status of the business operations of the Company and its subsidiaries, the status of the implementation and operation of internal control systems, and other matters. Also, reporting is required whenever an issue arises that has a major impact on the Company.

The Audit Unit is composed of 62 members and functions as an independent internal audit department that reports directly to the Board of Directors and to the President. In addition to conducting internal audits of each department within the company, it also monitors and guides the internal audit departments established in major subsidiaries and conducts direct audits of subsidiaries as necessary. The enhancement of internal audits within the Honda Group contributes to ensuring the achievement of strategic goals and more effective risk management.

The Audit Unit regularly reports to the Audit Committee on audit policies, plans, and results. Additionally, when requested by the Audit Committee, it provides supplementary reports on audit results as needed. The Audit Committee and the Audit Unit collaborate to formulate and implement their respective audit plans.

3. Compensation Committee

The Compensation Committee makes determinations regarding the details of compensation for each Director and Executive Officer and carries out other duties as prescribed by laws and regulations and the Articles of Incorporation. The Compensation Committee is composed of four Outside Directors. The Chairperson is selected from among Independent Outside Directors.

Compensation Committee Members (as of June 26, 2026)

Kazuhiro Higashi (Chairperson) (Outside Director)

Fumiya Kokubu (Outside Director)

Yoichiro Ogawa (Outside Director)

Mika Agatsuma (Outside Director)

Specific discussion topics at the Compensation Committee in FY Ended Mar. 31, 2026

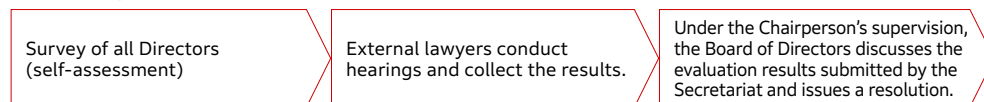
- Basic policy/annual activity plan
- Executive performance evaluation
- Short-term incentive (STI) and long-term incentive (LTI) performance evaluation criteria
- LTI and stock delivery regulations
- Compensation standards, etc.

Corporate Governance

Evaluation of the Effectiveness of the Board of Directors

Each fiscal year, the Company evaluates the overall effectiveness of the Board of Directors, with the aim of confirming the current status of the Board's functions and leading to further improvement in the effectiveness of the Board of Directors and promotion of understanding among shareholders and stakeholders.

Evaluation process



Evaluation results

	P Initiative policy for FYE Mar. 31, 2026	D Main initiatives for FYE Mar. 31, 2026	Evaluation / tasks C for FYE Mar. 31, 2026	A Initiative policy for the future
Composition	Deepen discussions on the expertise and diversity of future directors (Continued)	Conducted discussions on the direction of the BOD	<ul style="list-style-type: none"> The current composition of the BOD is generally appropriate. Reinforcement of the BOD secretariat function is necessary. 	<ul style="list-style-type: none"> Strengthen the governance structure Deepen discussions on the expertise and diversity of future directors (Continued) Reinforce the BOD secretariat function
Shared information	Provide information and inspection opportunities with a greater focus (Continued)	<ul style="list-style-type: none"> Improved opportunities for outside directors to inspect business sites and events Conducted timely information sharing 	Information sharing on important management issues should be conducted in a more timely manner.	Provide information and inspection opportunities with a greater focus (Continued)
Deliberation items	<ul style="list-style-type: none"> Conduct discussions with a greater focus on the deliberation items listed for the BOD Provide feedback on opinions of outside directors (Continued) 	<ul style="list-style-type: none"> Conducted focused discussions on the automobile business strategy Conducted discussions with a greater focus on the deliberation items for the BOD 	Focused discussions among directors were positively evaluated.	<ul style="list-style-type: none"> Conduct focused discussions on management strategies, etc. (Continued) Conduct discussions with a greater focus on the deliberation items listed for the BOD (Continued)
Deliberation at the BOD	Further activate discussions at the BOD based on the pre-briefings	Activated deliberations by introducing questions and answers from the pre-briefings	<ul style="list-style-type: none"> The practice of introducing questions raised at the pre-briefings was positively evaluated. Strengthening agenda setting from a supervisory perspective is necessary. 	Strengthen agenda setting from a supervisory perspective under the leadership of the outside director serving as chairperson
Committees	<ul style="list-style-type: none"> Set up opportunities for information sharing among outside directors only Maintain and enhance coordination between the committees and the BOD (Continued) 	Enhanced reporting on the status of the execution of duties to the BOD based on discussions at the committees	The deliberations at each committee are being properly reported to the BOD.	<ul style="list-style-type: none"> Set up opportunities for information sharing among directors only Maintain and enhance coordination between the committees and the BOD (Continued)

Summary of evaluation results

The results of the effectiveness evaluation confirmed that the effectiveness of the Board of Directors has generally been adequately ensured. However, in order to ensure the steady execution of each business strategy and achieve decisive and transparent decision-making, the Company strengthened its governance structure.

Going forward, the Company will further enhance the effectiveness of the Board of Directors by implementing timely and appropriate agenda setting, providing timely information on important management matters, and strengthening the secretariat function.

Corporate Governance

Outside Directors

Honda appoints Outside Directors who have abundant experience and deep insight, and who can oversee the overall management of the Company from an objective, highly sophisticated, and broad viewpoint, based on their independent position outside the Company. The Company has at least two Outside Directors, and at least one-third of the members of the Board of Directors are Independent Outside Directors who fulfill the Company's Criteria for the Independence of Outside Directors. All six Outside Directors currently in office satisfy the Criteria and none of them has any special interest in the Company. Therefore, we believe that there is no risk of a conflict of interest between them and the general shareholders. Based on this, all the six Outside Directors have been registered with the Tokyo Stock Exchange (TSE) as Independent Directors as stipulated in the TSE's rules and regulations.

Please see Annex 1 of "Honda Corporate Governance Basic Policies" for the Company's Criteria for Independence of Outside Directors. (the link below.) If any Outside Director concurrently serves as an officer at another listed company, such Director shall be limited to serving at no more than four other companies so that they can secure sufficient time to perform their duties for the Company.

Honda Corporate Governance Basic Policies
<https://global.honda/en/investors/policy/governance.html>

Support Systems for Outside Directors

At Honda, the Office of the Board of Directors plays a central role in providing the following support to Outside Directors to help them fulfill their functions as Outside Directors.

1. Orientation at the time of taking office

Honda provides training in industry trends, as well as the Company's history, business, finances, organizations, internal control system, and other matters to candidates for newly appointed Outside Directors.

2. Preliminary briefing and information sharing

Preliminary briefing sessions are held for Outside Directors in advance of each Board of Directors' meeting for the following purposes: to ensure that they fully understand the details and background of each agenda item to be submitted to the Board of Directors, its position in the medium- to long-term management plan, and other relevant information, and to ensure that the Board of Directors holds substantial deliberations. Honda also provides opportunities for information sharing and discussion among Directors on important matters such as the status of company-wide risk management and medium- to long-term strategies by business segment, as appropriate.

3. Opinion exchange meetings on matters of management concern

Honda holds opinion exchange meetings for Directors regarding matters of concern to management. These meetings aim to share with Outside Directors an awareness of the Honda Group's long-term challenges and directions to be pursued and to deepen their understanding of management initiatives. Such meetings are also intended to utilize the knowledge of Outside Directors in discussing future management policies.

4. Dialogue with Executive Officers / dialogue among Outside Directors

To facilitate forthright communication among Directors, Honda provides opportunities for dialogue between Outside Directors and Executive Officers or Inside Directors, as well as dialogue among Outside Directors as needed.

5. Inspection visits to business sites

Honda has conducted inspection visits to its production, development, and other business sites to promote Outside Directors' understanding of the Company's business.



Honda R&D Co., Ltd. (Sakura)
 Inspection of the demonstration production line for all-solid-state batteries

Training for Executive Officers

Honda provides training on the Companies Act, corporate governance, and other management issues to newly appointed Executive Officers. After they assume the positions, the Company also provides them with opportunities to continually update their knowledge as necessary. Honda provides training on industry trends, as well as the Company's history, business, finances, organizations, internal control system, and other matters to newly appointed Outside Directors. After they assume the positions, the Company also provides them with additional opportunities, including visits to subsidiaries, to deepen their understanding of the Honda Group's business.

Tax Policy

The tax systems of each country and region, as well as international tax regulations, are subject to frequent change. In this environment, to ensure conduct of its business in a stable and proper manner, Honda carries out accurate and high-quality tax affairs and responds to tax risks associated with its business in accordance with the Honda Tax Policy set forth in (1) through (6) below.

The Honda Tax Policy prescribes the basic stance and approach to taxes for Honda Motor Co., Ltd. and its consolidated subsidiaries. The Policy aims to contribute to society as well as maintain and increase corporate value by complying with the tax laws and regulations, and their intent, for each country and region where Honda conducts business activities, and by making proper tax payments.

Honda Tax Policy

(1) Compliance

Honda complies with letter and intent of laws, regulations and rules of countries and regions in which it conducts business, as well as tax conventions and international standards such as OECD guidelines. Honda also adopts and complies with internal rules, including tax-related policies and guidelines such as this Policy and Honda Corporate Governance (HCG). Based on the foregoing, Honda makes proper tax payments consistent with the actual state of business.

(2) Prohibition of tax avoidance

Honda shall not engage in any transactions such as the use of tax havens aimed at tax avoidance but make proper tax payments consistent with the actual state of business in keeping with the concept of “returning profits to the communities where profits are earned,” which has been Honda’s basic stance.

(3) Transfer pricing

Honda shall establish proper pricing (Arm’s Length Price (ALP)) by giving sufficient consideration to transfer pricing taxation systems for transactions carried out within Honda to ensure the proper payment of taxes corresponding to the value created by business activities.

(4) Ensuring transparency

Honda recognizes the importance of fulfilling accountability to tax authorities and other tax-related stakeholders through the timely and proper disclosure of tax-related information and properly responds by disclosing tax-related information based on laws and regulations.

(5) Relationships with governments and tax authorities

Honda shall make efforts to ensure transparency and continuously build relationships of trust through sincere responses to governments and tax authorities in the countries and regions where it conducts business by ensuring timely and proper provision of tax-related information based on laws and regulations and requests from governments and tax authorities.

(6) Corporate governance

Honda strives to enhance corporate governance as one of the most important tasks for its management, based on the Company’s Fundamental Beliefs, in order to strengthen the trust of its shareholders/investors, customers and society; encourage timely, decisive and risk-considered decision-making; seek sustainable growth and the enhancement of corporate value over the mid- to long-term; and become “a company that society wants to exist.” In the same manner, Honda shall establish governance on taxation based on this concept, framework and management policy.

The establishment and amendment of this policy shall be subject to the approval of the director in charge of accounting and finance supervision.

Executive Remuneration

Honda views executive remuneration, the cornerstone of corporate governance, as an important driving force for the realization of its Fundamental Beliefs, Management Policies, and Vision. The Compensation Committee has established the following decision-making policy to encourage appropriate risk-taking to promote speedy change toward the achievement of the company-wide vision amid a drastically changing environment and to ensure that the content of the system accurately reflects management responsibility.

The Company's executive remuneration system is designed to motivate executives to contribute not only in the short-term but also in the medium- to long-term to improve the Company's business performance so that it can continuously increase its corporate value. The system consists of monthly remuneration, which is a fixed amount paid monthly in compensation for the execution of duties, short-term incentive (STI), which is linked to the performance of the relevant fiscal year, and long-term incentive (LTI), which is linked to the performance of the medium- to long-term.

Monthly remuneration is a fixed monthly amount based on the remuneration criteria resolved by the Compensation Committee.

STI is determined and paid by resolution of the Compensation Committee, taking into consideration the performance of each fiscal year.

LTI is granted in the form of company shares and cash linked to medium- and long-term performance in accordance with the criteria and procedures approved by the Compensation Committee to serve as a sound incentive for sustainable growth.

The compensation of Executive Officers and Directors who concurrently serve as Executive Officers is composed of monthly compensation, STI and LTI, the composition of which is determined in accordance with the compensation criteria approved by the Compensation Committee. The composition ratio of variable compensation is increased in proportion to the severity of management responsibility for each position.

Compensation for Outside Directors and other Directors who do not concurrently serve as Executive Officers consists solely of monthly compensation.

Directors and Executive Officers who are not eligible for LTI also contribute a certain amount of their remuneration to the Directors' Shareholding Association to acquire their own shares. This is intended to realize shareholder-oriented management through the holding of the Company's shares, and to promote the Company's sustainable growth and medium- to long-term enhancement of corporate value.

Directors and Executive Officers are required to continue to hold the Company's shares acquired as LTI and through the Directors' Shareholding Association for one year after leaving office, in addition to their term of office, except where the Company permits the sale of such shares to secure funds for tax payments.

Please refer to Article 13 of the "Honda Corporate Governance Basic Policies" (link below) for the Company's policy for determining executive compensation.

Honda Corporate Governance Basic Policies [🌐 https://global.honda/en/investors/policy/governance.html](https://global.honda/en/investors/policy/governance.html)

Total Amount of Remuneration for Directors and Executive Officers ➔ p. 178

Annual total remuneration and bonuses of highest-paid individual (President and Representative Executive Officer, Chief Executive Officer) (Japan) ➔ p. 178

Rate of increase in annual total remuneration and bonuses of highest-paid individual (President and Representative Executive Officer, Chief Executive Officer) (Japan) ➔ p. 178

Remuneration of Accounting Auditors

The Company has had its financial statements audited in accordance with the Companies Act of Japan, the Financial Instruments and Exchange Act of Japan, the Securities Exchange Act of 1934 (United States) and the Exchange Act of 1933 (United States) by KPMG AZSA LLC. Within KPMG AZSA LLC, a total of 104 staff members conducted external audits of the Company's financial statements. These accounting firm staff members are composed of 3 certified public accountants (Takashi Kondo, Takeshi Kamada and Kohei Noma), who are in overall charge of the Outside Audits, and 101 professional staff members (including 27 certified public accountants and 74 other staff members).

In deciding the amount of remuneration for services rendered by the Accounting Auditor, various factors are taken into consideration in discussions with the accounting firm, including the Company's size/characteristics, the time schedule for the audit and other matters. In addition, to preserve the independence of the Accounting Auditor, remuneration to be paid is required to obtain the prior approval of the Audit Committee.

Directors (as of June 26, 2026)



Director, President and Representative Executive Officer

Toshihiro Mibe

■ Chief Executive Officer

[Reasons for Board Appointment]

Mr. Toshihiro Mibe has broad experience primarily in the areas of R&D and production, and is familiar with the Company Group's business including overseas operations. In the fiscal year ended March 31, 2026, he has properly fulfilled his duties as Chairman of the Board of Directors through managing the Board of Directors and as Director, President and Representative Executive Officer, and Chief Executive Officer of the Company by demonstrating strong leadership and being responsible for the management of the entire Company Group, as well as overseeing business execution.

Apr. 1987	Joined Honda Motor Co., Ltd.	Apr. 2020	Senior Managing Officer
Apr. 2014	Operating Officer	Apr. 2020	In Charge of Mono-zukuri (Research & Development, Production, Purchasing, Quality, Parts, Service, Intellectual Property, Standardization and IT)
Apr. 2014	Executive in Charge of Powertrain Business for Automobile Operations	Apr. 2020	Risk Management Officer
Apr. 2014	Head of Powertrain Production Supervisory Unit of Automobile Production for Automobile Operations	Jun. 2020	Senior Managing Director
Apr. 2015	Executive in Charge of Powertrain Business and Drivetrain Business for Automobile Operations	Jun. 2020	Director in Charge of Mono-zukuri (Research & Development, Production, Purchasing, Quality, Parts, Service, Intellectual Property, Standardization and IT)
Apr. 2015	Head of Drivetrain Business Unit in Automobile Production for Automobile Operations	Apr. 2021	President and Representative Director
Apr. 2016	Senior Managing Officer and Director of Honda R&D Co., Ltd.	Apr. 2021	Chief Executive Officer (present)
Apr. 2018	Managing Officer of the Company	Jun. 2021	Director, President and Representative Executive Officer (present)
Apr. 2018	Executive Vice President and Director of Honda R&D Co., Ltd.	Jun. 2021	Member of the Nominating Committee (present)
Apr. 2019	President and Representative Director of Honda R&D Co., Ltd.	Apr. 2024	Chairman of the Board of Directors
Apr. 2019	In Charge of Intellectual Property and Standardization of the Company	Apr. 2026	Chief Transformation Officer



Director, Executive Vice President and Representative Executive Officer

Noriya Kaihara

■ Compliance and Privacy Officer
■ Culture Transformation Officer

[Reasons for Board Appointment]

Mr. Noriya Kaihara has broad experience primarily in the areas of service, quality, and purchasing, as well as abundant international experience, and is familiar with the Company Group's business including overseas operations. In the fiscal year ended March 31, 2026, he has properly fulfilled his duties as Director, Executive Vice President and Representative Executive Officer, Compliance and Privacy Officer, and Culture Transformation Officer by demonstrating strong leadership and contributing to the business of the entire Company Group, as well as overseeing business execution.

Apr. 1984	Joined Honda Motor Co., Ltd.	Apr. 2021	Chief Officer for Customer First Operations
Apr. 2012	General Manager of Automobile Quality Assurance Division	Apr. 2021	Risk Management Officer
Apr. 2013	Operating Officer	Jun. 2021	Managing Executive Officer
Apr. 2013	Chief Quality Officer	Oct. 2021	Managing Officer
Jun. 2013	Operating Officer and Director	Oct. 2021	Chief Officer for Regional Operations (North America)
Apr. 2014	Chief Officer for Customer Service Operations	Oct. 2021	President, Chief Executive Officer and Director of American Honda Motor Co., Inc.
Apr. 2014	Head of Service Supervisory Unit for Automobile Operations	Apr. 2023	Senior Managing Executive Officer of the Company
Apr. 2016	Chief Officer for Customer First Operations	Jun. 2023	Director, Senior Managing Executive Officer
Jun. 2017	Operating Officer (resigned from position as Director)	Apr. 2024	Director, Executive Vice President and Representative Executive Officer (present)
Apr. 2018	Managing Officer	Apr. 2024	Compliance and Privacy Officer (present)
Apr. 2018	Chief Officer for Purchasing Operations	Apr. 2025	Culture Transformation Officer (present)
Apr. 2020	Head of Business Supervisory Unit for Automobile Operations	Apr. 2026	Member of the Compensation Committee



Director, Executive Officer

Mahito Shikama

■ Chief Transformation Officer
■ Chief Officer, Corporate Strategy Operations
■ Chief Officer, Traffic Safety Promotion Operations

[Reasons for Board Appointment]

Mr. Mahito Shikama has abundant experience in the area of automobile development, and is familiar with the Company Group's business, ranging from hybrid control development to advanced technology and product development in the era of intelligent and electrified mobility. In 2021, he played a key role in achieving the world's first commercialization of a conditional automated driving vehicle (Level 3). In the fiscal year ended March 31, 2026, he demonstrated strong leadership as Head of the Software Defined Mobility Development Supervisory Unit by leading the in-house development of a next-generation in-vehicle operating system, and contributed to the business from a future-oriented perspective to achieve results properly.

Apr. 2002	Joined Honda Motor Co., Ltd.
Apr. 2022	General Manager of Advanced Safety and Intelligent Solution Development Division of Software Defined Mobility Development Supervisory Unit for Business Development Operations
Apr. 2023	Operating Executive
Apr. 2023	Head of Software Defined Mobility Development Supervisory Unit of BEV Development Center for Electrification Business Development Operations
Apr. 2026	Managing Officer of Honda R&D Co., Ltd. Chief Operating Officer of SDV R&D Center of Honda R&D Co., Ltd.
Jun. 2026	Executive Officer of the Company (scheduled)
Jun. 2026	Chief Transformation Officer (present)
Jun. 2026	Chief Officer for Corporate Strategy Operations (present)
Jun. 2026	Chief Officer for Traffic Safety Promotion Operations (present)

Directors (as of June 26, 2026)



Director

Asako Suzuki

■ Member of the Audit Committee (Full-time)

[Reasons for Board Appointment]

Ms. Asako Suzuki has broad experience primarily in the areas of sales and marketing, accounting and finance, and human resources and corporate governance, as well as abundant international experience, and is familiar with the Company Group's business including overseas operations. In the fiscal year ended March 31, 2026, she has properly fulfilled her duties as Director and a Member of the Audit Committee by auditing and overseeing the execution of duties by Directors and Executive Officers.

Apr. 1987 Joined Honda Motor Co., Ltd.
Apr. 2014 President of Dongfeng Honda Automobile Co., Ltd.
Apr. 2016 Operating Officer of the Company
Apr. 2018 Vice Chief Officer for Regional Operations (Japan)
Apr. 2019 Chief Officer for Human Resources and Corporate Governance Operations
Apr. 2020 Operating Executive
Jun. 2021 Director (present)
Jun. 2021 Member of the Audit Committee (Full-time) (present)



Director

Jiro Morisawa

■ Member of the Audit Committee (Full-time)

[Reasons for Board Appointment]

Mr. Jiro Morisawa has broad experience primarily in the area of accounting and finance, as well as abundant international experience, and is familiar with the Company Group's business including overseas operations. In the fiscal year ended March 31, 2026, he has properly fulfilled his duties as Director and a Member of the Audit Committee by auditing and overseeing the execution of duties by Directors and Executive Officers.

Apr. 1989 Joined Honda Motor Co., Ltd.
Apr. 2016 General Manager of Regional Operation Planning Office for Regional Operations (Japan)
Apr. 2017 General Manager of Accounting Division for Business Management Operations
Apr. 2018 Vice Chief Officer for Business Management Operations and General Manager of Accounting Division for Business Management Operations
Apr. 2019 Operating Officer
Apr. 2019 Chief Officer for Business Management Operations
Apr. 2020 Operating Executive
Apr. 2020 Chief Officer for Business Management Operations
Apr. 2021 President and Director of American Honda Finance Corporation
Jun. 2024 Director of the Company (present)
Jun. 2024 Member of the Audit Committee (Full-time) (present)



Director

Kunihiko Sakai

■ Member of the Nominating Committee
■ Member of the Audit Committee

[Reasons for Board Appointment]

Mr. Kunihiko Sakai has high expertise and abundant experience as a legal affairs specialist having served as a Public Prosecutor and a lawyer, including posts of Superintending Prosecutor at the High Public Prosecutors' Offices from July 2014 to March 2017. He has properly fulfilled his duties as Outside Director who is an Audit and Supervisory Committee Member since June 2019, and as Outside Director and a Member of the Nominating Committee and the Audit Committee since June 2021, by auditing and overseeing the entire business management of the Company from an independent standpoint.

Apr. 1979 Public Prosecutor of Tokyo District Public Prosecutors' Office
Jul. 2014 Superintending Prosecutor of Takamatsu High Public Prosecutors' Office
Sep. 2016 Superintending Prosecutor of Hiroshima High Public Prosecutors' Office (resigned in March 2017)
Apr. 2017 Registered with the Dai-Ichi Tokyo Bar Association
Apr. 2017 Advisor Attorney to TMI Associates (present)
Jun. 2018 Outside Audit & Supervisory Board Member of Furukawa Electric Co., Ltd. (resigned in June 2025)
Jun. 2019 Outside Director (Audit and Supervisory Committee Member) of the Company
Jun. 2021 Outside Director (present)
Jun. 2021 Member of the Nominating Committee (present)
Jun. 2021 Member of the Audit Committee (present)

Directors (as of June 26, 2026)



Director

Fumiya Kokubu

- Member of the Nominating Committee (Chairperson)
- Member of the Compensation Committee
- Chairman of the Board of Directors (present)

[Reasons for Board Appointment]

Mr. Fumiya Kokubu held positions of President and CEO, and Chairman of the Board of Marubeni Corporation from April 2013 to March 2025, and has abundant experience and deep insight regarding corporate management. He has properly fulfilled his duties as Outside Director since June 2020, and additionally as the Chairperson of the Nominating Committee and a Member of the Compensation Committee since June 2021 by overseeing the entire business management of the Company from an independent standpoint.

Apr. 1975 Joined Marubeni Corporation

Apr. 2013 President and CEO, Member of the Board of Marubeni Corporation

Apr. 2019 Chairman of the Board of Marubeni Corporation

Jun. 2019 Outside Director of Taisei Corporation (present)

Jun. 2020 Outside Director of the Company (present)

Jun. 2021 Member of the Nominating Committee (Chairperson) (present)

Jun. 2021 Member of the Compensation Committee (present)

May 2022 Chairperson of Japan Machinery Center for Trade and Investment (present)

May 2022 Chairman of Japan Foreign Trade Council, Inc. (resigned in May 2024)

Apr. 2025 Director, Member of the Board, Executive Corporate Advisor of Marubeni Corporation (resigned in June 2025)

Jun. 2025 Chairman of the Board of International University of Japan (present)

Jun. 2025 Executive Corporate Advisor of Marubeni Corporation (present)

Jun. 2026 Chairman of the Board of Directors of the Company (present)



Director

Yoichiro Ogawa

- Member of the Audit Committee (Chairperson)
- Member of the Compensation Committee

[Reasons for Board Appointment]

Mr. Yoichiro Ogawa has high expertise and abundant experience as an accounting specialist having served as a Certified Public Accountant for many years, including the post of CEO of Deloitte Tohmatsu Group from July 2015 to May 2018. He has properly fulfilled his duties as Outside Director, the Chairperson of the Audit Committee, and a Member of the Compensation Committee since June 2021 by auditing and overseeing the entire business management of the Company from an independent standpoint.

Oct. 1980 Joined Tohmatsu & Aoki Audit Corporation (currently Deloitte Touche Tohmatsu LLC)

Mar. 1984 Registered as Japanese Certified Public Accountant

Oct. 2013 Deputy CEO of Deloitte Touche Tohmatsu LLC

Oct. 2013 Deputy CEO of Tohmatsu Group (currently Deloitte Tohmatsu Group)

Jun. 2015 Global Managing Director for Asia Pacific of Deloitte Touche Tohmatsu Limited (United Kingdom) (resigned in May 2018)

Jul. 2015 CEO of Deloitte Tohmatsu Group

Jun. 2018 Senior Advisor of Deloitte Tohmatsu Group (resigned in October 2018)

Nov. 2018 Founder of Yoichiro Ogawa CPA Office (present)

Jun. 2020 Independent Audit and Supervisory Board Member of Recruit Holdings Co., Ltd. (present)

Jun. 2021 Outside Director of the Company (present)

Jun. 2021 Member of the Audit Committee (Chairperson) (present)

Jun. 2021 Member of the Compensation Committee (present)



Director

Kazuhiro Higashi

- Member of the Nominating Committee
- Member of the Compensation Committee (Chairperson)

[Reasons for Board Appointment]

Mr. Kazuhiro Higashi held positions of President and Chairman of Resona Holdings, Inc. from April 2013 to June 2022, and has abundant experience and deep insight regarding corporate management. He has properly fulfilled his duties as Outside Director, the Chairperson of the Compensation Committee, and a Member of the Nominating Committee since June 2021 by overseeing the entire business management of the Company from an independent standpoint.

Apr. 1982 Joined Resona Group

Apr. 2013 Director of Resona Holdings, Inc.

Apr. 2013 President and Representative, Executive Officer of Resona Holdings, Inc.

Apr. 2013 Representative Director, President and Executive Officer of Resona Bank, Limited

Jun. 2013 Chairman of Resona Bankers Association (resigned in June 2014)

Apr. 2017 Chairman of the Board, President and Representative Director of Resona Bank, Limited

Jun. 2017 Chairman of Osaka Bankers Association (resigned in June 2018)

Apr. 2018 Chairman of the Board, President, Representative Director and Executive Officer of Resona Bank, Limited

Apr. 2020 Chairman and Director of Resona Holdings, Inc. (resigned in June 2022)

Apr. 2020 Chairman and Director of Resona Bank, Limited (resigned in June 2022)

Jun. 2020 Outside Director of Sampo Holdings, Inc. (present)

Jun. 2021 Outside Director of the Company (present)

Jun. 2021 Member of the Nominating Committee (present)

Jun. 2021 Member of the Compensation Committee (Chairperson) (present)

Jun. 2022 Senior Advisor of Resona Holdings, Inc. (present)

Jun. 2022 Senior Advisor of Resona Bank, Limited (present)

Nov. 2025 Independent Director of Ryohin Keikaku Co., Ltd. (present)

Directors (as of June 26, 2026)



Director

Ryoko Nagata

- Member of the Audit Committee

[Reasons for Board Appointment]

Ms. Ryoko Nagata held positions of Executive Officer and Audit & Supervisory Board Member of Japan Tobacco Inc. from June 2008 to March 2023, and has abundant experience and deep insight regarding new business strategies and audit. She has properly fulfilled her duties as Outside Director and a Member of the Audit Committee since June 2021 by auditing and overseeing the entire business management of the Company from an independent standpoint.

Apr. 1987 Joined Japan Tobacco Inc.
 Jun. 2008 Executive Officer of Japan Tobacco Inc.
 Mar. 2018 Standing Audit & Supervisory Board Member of Japan Tobacco Inc. (resigned in March 2023)
 Jun. 2021 Outside Director of the Company (present)
 Jun. 2021 Member of the Audit Committee (present)
 Mar. 2023 External Corporate Auditor of Medley, Inc. (present)
 Jun. 2023 Outside Director of UACJ Corporation (present)



Director

Mika Agatsuma

- Member of the Nominating Committee
- Member of the Compensation Committee

[Reasons for Board Appointment]

Ms. Mika Agatsuma held the position of Managing Partner of IBM Japan, Ltd. from October 2022 until March 2024 and has abundant experience and deep insight regarding the area of IT. She has properly fulfilled her duties as Outside Director and a Member of the Nominating Committee since June 2024 by overseeing the entire business management of the Company from an independent standpoint.

Apr. 1987 Joined IBM Japan, Ltd.
 Aug. 2017 Vice President of IBM Japan, Ltd.
 Aug. 2017 In Charge of Cloud Application Innovation for Global Business Services of IBM Japan, Ltd.
 Oct. 2022 Managing Partner of IBM Japan, Ltd. (resigned in March 2024)
 Oct. 2022 In Charge of Hybrid Cloud Services for IBM Consulting of IBM Japan, Ltd.
 Jun. 2023 In Charge of Hybrid Cloud Platform for IBM Consulting of IBM Japan, Ltd.
 Jun. 2024 Outside Director of the Company (present)
 Jun. 2024 Member of the Nominating Committee (present)
 Jun. 2024 Outside Director of SQUARE ENIX HOLDINGS CO., LTD. (present)
 Oct. 2024 Executive Corporate Officer of ID Holdings Corporation (present)
 Jun. 2026 Member of the Compensation Committee of the Company (present)

Skills Matrix (as of June 26, 2026)

Name	Position	Committee * Chairperson indicated in red	Corporate management	Internationality	Industrial experience	New business strategies	HR	Accounting & finance	Legal & risk management	ESG & sustainability*
Toshihiro Mibe	Director, President and Representative Executive Officer	-	✓	✓	✓	✓	✓	✓	✓	✓
Noriya Kaihara	Director, Executive Vice President and Representative Executive Officer	-	✓	✓	✓		✓		✓	✓
Mahito Shikama	Director, Executive Officer	-		✓	✓	✓				✓
Asako Suzuki	Director (inside)	Audit		✓	✓		✓	✓	✓	
Jiro Morisawa	Director (inside)	Audit		✓	✓			✓		
Kunihiko Sakai	Director (outside)	Nominating/ Audit		✓					✓	✓
Fumiya Kokubu	Director (outside)	Nominating/ Compensation	✓	✓		✓	✓			
Yoichiro Ogawa	Director (outside)	Audit/ Compensation	✓	✓			✓	✓		
Kazuhiro Higashi	Director (outside)	Nominating/ Compensation	✓			✓	✓	✓	✓	
Ryoko Nagata	Director (outside)	Audit				✓	✓			✓
Mika Agatsuma	Director (outside)	Nominating/ Compensation		✓		✓			✓	

* ESG & sustainability include areas such as the environment, including climate change issues, safety, and human rights.

Executive Officers (as of June 26, 2026)



Senior Managing Executive Officer
Eiji Fujimura
 ■ Chief Officer, Regional Operations (North America)
 ■ President, Chief Executive Officer and Director, American Honda Motor Co., Inc.



Managing Executive Officer
Masayuki Igarashi
 ■ Chief Officer, Regional Operations (China)
 ■ President, Honda Motor (China) Investment Co., Ltd.
 ■ President, Honda Motor (China) Technology Co., Ltd.



Managing Executive Officer
Kensuke Oe
 ■ President and Director, Honda Development & Manufacturing of America, LLC



Managing Executive Officer
Hironao Ito
 ■ Executive Vice President, Honda Motor (China) Investment Co., Ltd.
 ■ Executive Vice President, Honda Motor (China) Technology Co., Ltd.



Managing Executive Officer
Ayumu Matsuo
 ■ Chief Officer, Supply Chain & Purchasing Operations



Managing Executive Officer
Kazuhiro Takizawa
 ■ Chief Officer, Automobile Operations
 ■ Chief Officer, Regional Operations (Associated Regions)
 ■ Risk Management Officer



Managing Executive Officer
Minoru Kato
 ■ Chief Officer, Motorcycle and Power Products Operations



Executive Officer
Takashi Onuma
 ■ Chief Officer, Automobile Production Operations



Executive Officer
Daiki Mihara
 ■ Executive in charge of Regional Business & Customer First, Automobile Operations
 ■ Head, Regional Business Unit, Automobile Operations



Executive Officer
Toshihiro Akiwa
 ■ President and Representative Director, Honda R&D Co., Ltd.



Executive Officer
Ikuo Takeishi
 ■ Chief Officer, Quality Innovation Operations (Officer in charge of Certification)



Executive Officer
Masao Kawaguchi
 ■ Chief Financial Officer
 ■ Chief Officer, Corporate Administration Operations



Executive Officer
Takashi Imai
 ■ Executive in charge of Business Strategy, Automobile Operations
 ■ Head, Business Strategy Unit, Automobile Operations

Governance Data

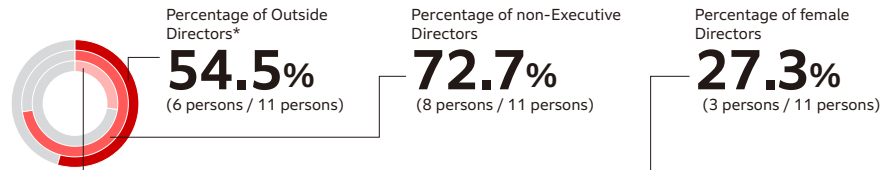
Overview of Corporate Governance (as of June 26, 2026)

Form of organization

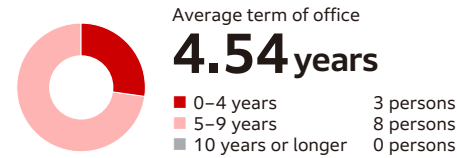
Company with three committees

Board of Directors

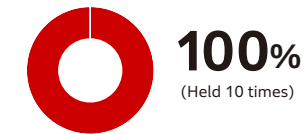
Composition of members



Term of office



Attendance rate (FYE Mar. 31, 2026)



* All six Outside Directors currently in office are Independent Directors who satisfy the Company's Criteria for Independence of Outside Directors.

Nominating Committee

Ratio of Outside Directors



Attendance rate (FYE Mar. 31, 2026)



Audit Committee

Ratio of Outside Directors



Attendance rate (FYE Mar. 31, 2026)



Compensation Committee

Ratio of Outside Directors



Attendance rate (FYE Mar. 31, 2026)



Metrics and Targets

Total Amount of Remuneration for Directors and Executive Officers

Category of Directors	Total amount of remuneration (millions of yen)	Total amount by type of remunerations (millions of yen)			Number of eligible Directors (Number of persons)
		Basic remuneration	Performance-linked remuneration		
			STI (Short Term Incentive)	LTI (Long Term Incentive)	
Directors (excluding Outside Directors)	116	116	-	-	2
Outside Directors	107	107	-	-	6
Executive Officers	933	711	109	112	15
Total	1,158	935	109	112	23

- Directors in the table above does not include the five Directors who concurrently serve as Executive Officers.
- These amounts indicate remuneration paid to Directors during the fiscal year. The above includes the amount of basic remuneration paid to one Director who concurrently served as Executive Officer and stepped down due to resignation as of April 7, 2025.
- The amount of STI for Executive Officers was determined by the Compensation Committee held on May 11, 2026. The Compensation Committee resolved not to pay STI for the President and Representative Executive Officer and Executive Vice President and Representative Executive Officer to clarify responsibility for losses associated with the revision of the automobile electrification strategy.
- The total amount of LTI is the expenses recorded for stock delivery points granted during the fiscal year in relation to the Board Incentive Plan (BIP) trust and falls under non-monetary remuneration.
- Taking seriously the resignation of the Director concurrently serving as Executive Officer due to inappropriate conduct outside business activities, the President and Representative Executive Officer voluntarily forfeited 20% of his monthly basic remuneration for two months. The amount of basic remuneration shown above reflects this voluntary forfeiture.

Annual total remuneration and bonuses of highest-paid individual (President and Representative Executive Officer, Chief Executive Officer) (Japan)

Annual total remuneration and bonuses of highest-paid individual President and Representative Executive Officer, Chief Executive Officer (millions of yen)	173
Ratio to median annual total remuneration for all associates (%)	1,825

Rate of increase in annual total remuneration and bonuses of highest-paid individual (President and Representative Executive Officer, Chief Executive Officer) (Japan)

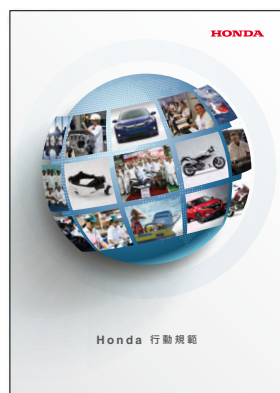
Rate of increase in annual total remuneration and bonuses of highest-paid individual President and Representative Executive Officer, Chief Executive Officer (%)	-59
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Governance

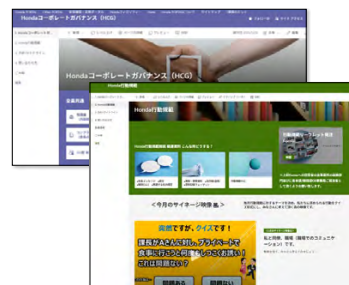
Compliance Committee

To enhance compliance across the Honda Group, Honda has established a Compliance Committee, headed by a Compliance & Privacy Officer designated by the Board of Directors. This Committee is composed of the Compliance & Privacy Officer as well as Executive Officers and other business execution managers who are appointed by the Executive Council. The Committee determines important measures for the internal control system, including the formulation and revision of compliance policies, checks the status of the development and operation of the internal control system, supervises the proper operation of the Business Ethics Kaizen Proposal Line, and decides measures to prevent recurrences of serious compliance-related matters when they arise. When a particularly important compliance-related matter arises, it will be deliberated or reported at a meeting of the Executive Council or the Board of Directors, depending on the nature of the matter.

The Compliance Committee met seven times (four regular meetings, three extraordinary meetings) in the fiscal year ended March 31, 2026, to report on the status of development and operation of internal control systems as well as the operation status of the Business Ethics Kaizen Proposal Line, among other things.



Honda Code of Conduct



Intranet

Basic Approach

Basic Approach and Awareness-raising / Education Activities

Honda defines compliance as “not merely observing laws and regulations but also ensuring that every executive and associate acts with integrity and ethics toward customers and society, and this is the Company’s basic approach to compliance.

As specific systems to put the policies into practice, we have developed and implemented the following measures: formulation and dissemination of the Code of Conduct, appointment of the Compliance & Privacy Officer, establishment and operation of the Compliance Committee, and installation and operation of the Business Ethics Kaizen Proposal Line.

Also, through training for new associates, newly certified executives, newly appointed executives, and other rank-specific and division-specific training opportunities, we conduct awareness-raising and education activities related to compliance, including the contents of the Code of Conduct and various laws and regulations (anti-bribery, insider trading regulations, competition law, personal information protection law, amended subcontract law, etc.). Through these efforts, the Company is continuously fostering and improving awareness of compliance.

Honda Code of Conduct

To earn the trust of customers and society and achieve sustainable growth, we must not only comply with laws and regulations but also practice sincere and ethical conduct.

Recognizing this, Honda has formulated the Honda Code of Conduct, which summarizes the integrity of conduct to be practiced by all Honda associates around the world, and shares it throughout the Group, including subsidiaries in Japan and overseas.

The Company works to instill the Honda Code of Conduct in every executive and associate through awareness-raising activities, such as distribution of applications to smartphones and leaflets, display on posters, distributing educational videos, and introducing case studies and other information on the intranet, as well as conducting training sessions. The status of these activities is regularly reported to the Compliance Committee after confirmation by each division and subsidiary of the Company.

Honda Code of Conduct <https://global.honda/en/about/codeofconduct.html>

Initiatives

Business Ethics Kaizen Proposal Line

Honda established the Business Ethics Kaizen Proposal Line as a structure for improving corporate ethics issues. This hotline accepts proposals and provides consultation from a fair and neutral standpoint, for any violations of laws/ regulations or internal rules in the workplace, as well as issues that, for some reason, associates may find difficult to remedy or resolve, such as difficulties in consulting with their superiors.

Furthermore, in addition to cases of a clear violation of laws/regulations or internal rules, this hotline provides consultation and responds to inquiries about the details of internal rules when questionable cases have occurred and confirms the facts of such cases. Proposals are accepted by email, letter, telephone, fax, or other means from all subsidiaries and suppliers in Japan and overseas, as well as from Honda. This hotline ensures protection of the Kaizen proposers from any adverse treatment and accepts also anonymous proposals. Fact-finding investigations are conducted on accepted proposals, and if any issues are identified, they are addressed appropriately in cooperation with the relevant departments.

The Company also established a point of contact through an external law office to create an environment in which it is easier to make proposals. As for overseas, local points of contact have been established in all Regional Operations, while some subsidiaries set up their own points of contact.

In the fiscal year ended March 31, 2026, 441 proposals and consultations were handled by the Business Ethics Kaizen Proposal Line (including points of contact outside the Company). Among these, 188 concerned Honda, 238 concerned subsidiaries and 15 concerned other matters. Following investigations of the proposals and consultations submitted, disciplinary action was taken in three cases in Honda and five cases in subsidiaries. There were no cases involving the Company that resulted in punitive dismissal. None of the cases involved violations of the Honda Policy on the Prevention of Bribery and Corruption.

To raise internal awareness of the points of contact, Honda provides notice on its intranet, distributes information cards to all associates, including fixed term associates and temporary workers, and displays information posters in each workplace. These tools clearly state that the Kaizen proposers are protected. In addition, Honda observes how well the point of contact is recognized through an annual associate vitality survey for all associates. For departments found in these surveys to have low recognition of the point of contact, the Company makes additional efforts to increase their awareness.

Initiatives to Prevent Bribery and Corruption

Honda prohibits bribery and corruption.

The Honda Code of Conduct requires that the Company complies with laws and regulations, and states that “as an independent corporate entity, Honda maintains appropriate relationships with political entities (political organizations and politicians) and administrative entities (governmental agencies and government officials)” and “will interact with political and administrative entities in an appropriate manner in compliance with laws, regulations and company policies and will not offer both monetary and nonmonetary benefits including money, goods, and entertainment to politicians or government officials that prohibited by laws, regulations and company policies.” Moreover, the Code stipulates that the associates “will not receive from or provide to business partners both monetary and non-monetary benefits including money, goods, and entertainment, beyond what is generally considered appropriate by society.”

In addition to the above, the Company also established the Honda Policy on the Prevention of Bribery and Corruption, which stipulates basic policy on bribery and corruption, as well as the Honda Guideline for the Prevention of Bribery and Corruption, which stipulates specific compliance and prohibited items. These are posted on the intranet for Honda associates along with related educational content.

Honda strives to further reduce the risk of bribery and corruption by educating all associates on bribery and corruption prevention through awareness-raising activities for the Honda Code of Conduct, and by providing training to personnel stationed overseas and newly appointed managers based on their positions and roles. For subsidiaries, the Company has established training programs tailored to each company’s situation and is working to raise awareness of bribery and corruption prevention.

Initiatives

Initiatives for Prevention of Anti-Competitive Behavior

As a company engaged in business globally, Honda exercises the utmost care in its daily business activities to ensure compliance with the competition laws of each country.

The Honda Code of Conduct also stipulates, under “Compliance with Competition Laws,” that “Honda will engage in free and open competition with competitors to maintain its stance as a company trusted by customers and society” and that each associate “will comply with competition laws (antitrust laws).”

Furthermore, as a part of its measures to strengthen compliance, Honda provides targeted training to related departments to prevent anti-competitive behavior. In addition, programs addressing anti-competitive conduct are incorporated into training for personnel stationed overseas and for newly appointed managers. Honda also publishes awareness-raising content concerning anti-competitive behavior on its intranet for its associates.

Initiatives for Information Management

To protect information assets, including confidential information and personal information, Honda has formulated the Global Confidentiality Policy and the Global IT Security Policy, the scope of which extends to Group subsidiaries. These policies stipulate the adoption of a systematic response structure, the use of Honda Group’s common compliance items when handling confidential information and personal information, and the implementation of security standards for information systems and networks. They also specify the line of reporting in the event of an information leak.

In addition to its efforts to effectively implement these policies, Honda has established a global information management structure under the supervision of the Compliance Committee to ensure timely responses to changes in information flows and other issues.

Under this structure, globally common medium-term policies and an annual activity plan are determined. Based on this plan, each region promotes activities to safely handle information obtained through Honda’s business activities, including personal information and confidential information.

Honda also recognizes the importance of protecting personal information and regards prioritizing the protection of customer information as its social responsibility. To ensure the proper handling of customer information, Honda has formulated the Global Privacy Policy, which covers Group subsidiaries. The policy prescribes matters that must be universally complied with

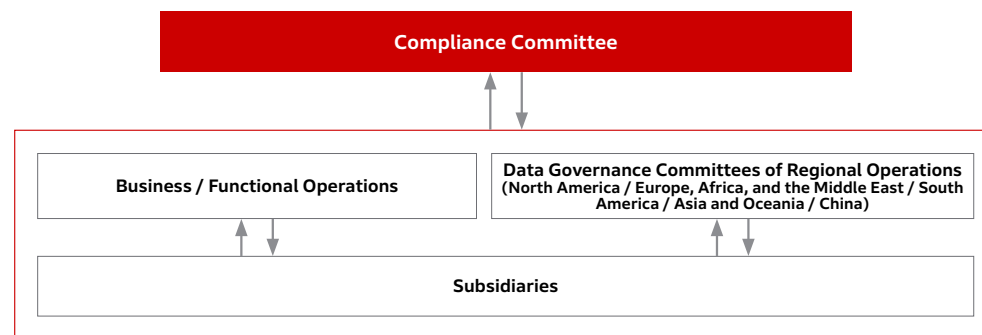
by Honda Group worldwide, as well as an implementation structure, and is operated accordingly.

The Company has appointed information supervisors and information managers in departments handling personal information and provides training on the protection of personal information. Moreover, Honda reports the methods for managing the personal information it holds and the information management status of outsourced contractors. To ensure the details of these reports are updated, the Company conducts a review of information security in all departments at least once a year.

Honda has built a structure for collaboration with each region under the aforementioned global information management structure to respond to national personal information protection regulations, which are being established at an accelerating pace. The Company is steadily formulating comprehensive responses to regulations while closely monitoring trends.

Meanwhile, Honda utilizes personal data to help solve social issues and provide its customers with even better products and services. Honda has formulated the Management Guidelines for Personal Data Utilization to handle personal data properly, reduce related risks, and promote effective personal data utilization. It has also established the Board for Judging Personal Data Utilization with the Head of the Governance and Compliance Unit serving as the decision-making authority. The board deliberates on the risk response status concerning the collection, storage management, and utilization of personal data from the perspective of each area of expertise and decides whether or not to implement relevant measures.

Honda is putting into place structures that will respond quickly to an information leak or request for the disclosure of personal information in accordance with the laws and regulations of the relevant country. In the fiscal year ended March 31, 2026, there were no major losses or leaks of personal information or serious complaints about customer privacy.



Governance

Establishing an Effective Risk Management Structure

Honda formulated the Honda Global Risk Management Policy with Group subsidiaries included in its scope of application.

The Policy aims to drive the Company's sustainable growth and stabilize management based on the Honda Philosophy, targeting all risks with the potential to impact operations on a global scale.

In implementing risk management activities, a company-wide Risk Management Officer, who is elected by the Board of Directors, plays a central role in establishing a relevant system and taking follow-up measures to ensure that the activities take root. Honda has established the Risk Management Committee to deliberate important matters related to risk management.

Each of the Operations and Units has appointed its Risk Management Officer of the Operation/Unit and set up a Risk Management Secretariat under the supervision of the Officer in accordance with the basic rules of the Policy. Thus, by establishing an independent risk management structure, they are promoting risk management activities under their own responsibility.

As a key initiative, they conduct risk assessment activities to identify, evaluate, and address risks in the business operations of the Operations and Units by using company-wide common methods.

Honda has also established a system to ensure a high level of global risk management structures in Operations and Units by providing training for all associates, disclosing policies and manuals on the Company's intranet, and conducting seminars for managers and the Risk Management Secretariats of overseas subsidiaries.

Additionally, when a crisis occurs, the Company establishes a Global Emergency Headquarters proportionate to the anticipated magnitude of the crisis's impact to manage the crisis response.

Such risk management efforts by the Company as a whole, as well as by the Operations and Units, are reported at the Audit Committee meetings. Also, in the fiscal year ended March 31, 2026, an internal audit was conducted by an independent internal audit department under the direct control of the President.

Risk Management Committee

The business environment has undergone drastic changes in recent years in all business categories. Accordingly, the complexity and uncertainty of risks are rising, which requires effective risk management activities. Honda set up the Risk Management Committee chaired by a company-wide Risk Management Officer (RMO), to identify, address, and monitor important risks from a holistic perspective. In the fiscal year ended March 31, 2026, the Risk Management Committee held a total of seven meetings.

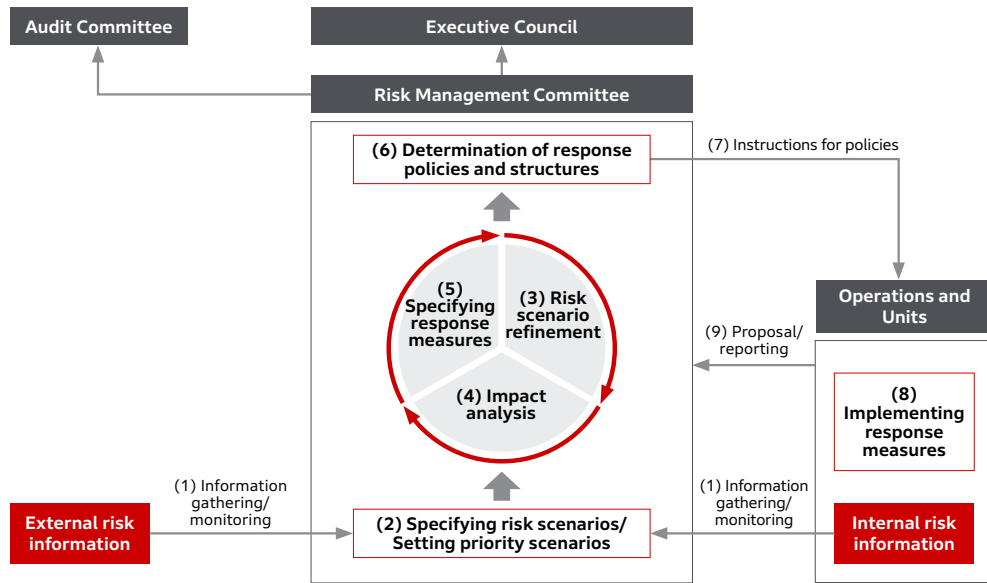
The Risk Management Committee not only identifies internal risks but also gathers and monitors information on external risk trends associated with changes in the external environment. The Committee uses internal and external information to ascertain specific risk scenarios and conduct impact analyses in relation to Honda's business strategies. Based on this objective risk analysis, management members engage in discussions to determine the response policies and structures for the company-wide risks linked to management strategies, which Honda should address.

Of these, risks that are particularly important in terms of business strategy are designated as company-wide priority risks, and the status of response to these risks is regularly checked and discussed.

The discussions and monitoring activities of the Risk Management Committee are reported to the Executive Council in a timely and appropriate manner.

Governance

Risk Management Committee



For various risks identified through analysis of external risk trends and risk assessment activities, Honda evaluates their risk levels in terms of the amount of their impact on Honda's business operations, their frequency of occurrence, etc. Risks judged to be high-level risks are discussed by the Risk Management Committee, and risks judged to have a particularly large impact on Honda's business operations are identified as company-wide priority risks in each fiscal year. The identified company-wide priority risks are addressed mainly by the responsible departments, and their progress is confirmed and discussed at the Risk Management Committee meetings.

Company-wide priority risks

Major risk items	Risk perspectives
Geopolitical risk	Stoppages or delays of business activities due to the strengthening of economic security policies and human rights laws and regulations, or the conflicts between nations or regions
Purchasing and procurement risk	Stoppages or delays of production activities due to difficulties in receiving parts from suppliers or increases in the prices of raw materials and parts, etc.; or quality defects caused by suppliers
Natural disaster risk	Stoppages or delays of business activities due to natural disasters (earthquakes, floods, etc.) or spread of infectious diseases
Information security risk	Suspension of important operations/services due to cyber attacks and other incidents; and leakage of confidential or personal information
Risk related to brand image	Business impact associated with damage to brand image
Market environmental change risk	Inability to keep pace with rapid changes in market environment and demand, such as the rise of emerging powers, changes in environmental policies, and expansion of trade wars
Business alliances and joint ventures risk	Conflicts of interest between parties in business alliances, etc., leakage of profits or technology, delays in decision-making, poor business performance of business partners, etc., or changes to or dissolution of alliances
Financial and economic risk	Business impact from economic trends, economic fluctuations, or currency fluctuations

Initiatives

Risk Assessment Activities

Honda globally carries out risk assessment activities.

The purpose of these activities is to foresee the potential risks to Honda's business and respond pre-emptively to minimize these risks.

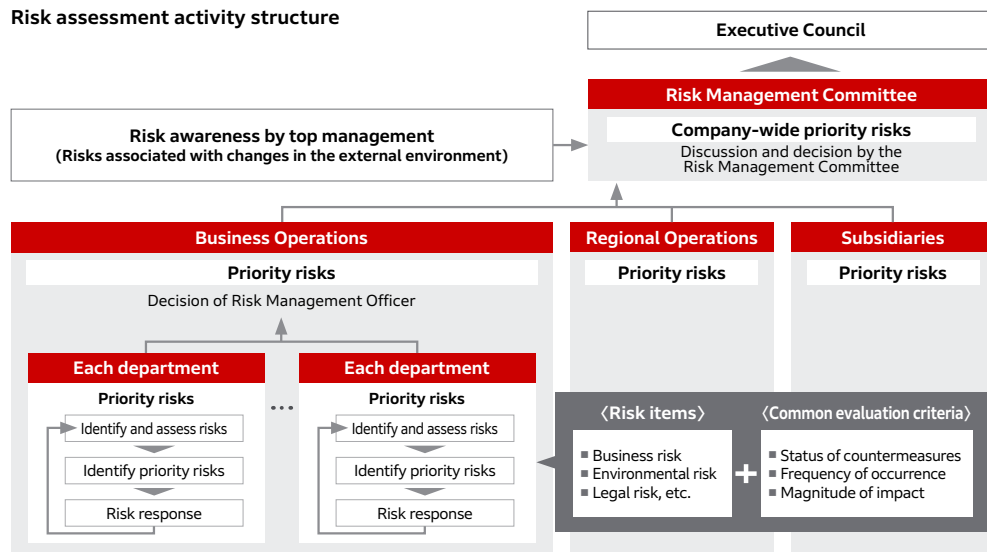
Each department performs a semiannual risk evaluation using the Group's common risk items and evaluation criteria to identify the divisional priority risks.

Each of the Operations and Units carries out repeated discussions based on the results of the risk assessments of each department. They then identify and respond to priority risks of the Operations and Units based on the judgment of the Risk Management Officers of the Operations and Units.

Additionally, the status of priority risks of the Operations and Units based on the risk awareness of the Operations and Units is reported to the Risk Management Committee. External risk trends are then considered in order to identify and respond to company-wide priority risks.

Through these efforts, Honda aims to firmly establish risk management activities within each Operations and Unit, reduce the risk faced by the entire Group, and raise the risk awareness of every associate.

Risk assessment activity structure



Crisis Response

Honda carries out risk-sensing activities to monitor and report on signs of a crisis. While collecting a wide range of crisis information that may have an impact on Honda, the Company has established an information coordination system in case a crisis becomes apparent.

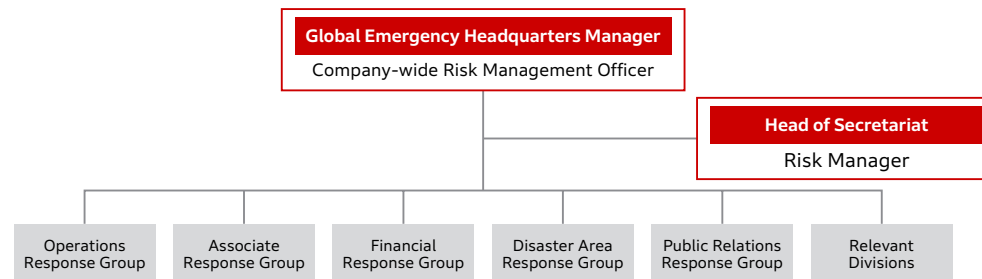
When a crisis occurs, a Global Emergency Headquarters is established according to the anticipated impact of the crisis, and a structure is in place to prevent the crisis from spreading and to quickly bring the situation under control as soon as possible.

Honda's Global Emergency Headquarters is working to strengthen its functions based on its initiatives to deal with crisis events and other situations experienced in the past.

Honda regularly coordinates information with each response group and reconfirms basic actions in crisis response (confirming the coordination among the groups).

Also, for disaster drills, besides ensuring the safety of human life and confirming associates' safety, the Company continuously conducts information coordination drills to quickly ascertain the crisis impact on business from a Business Continuity Plan (BCP) viewpoint.

Global Emergency Headquarters structure



Governance

Promotion Structure

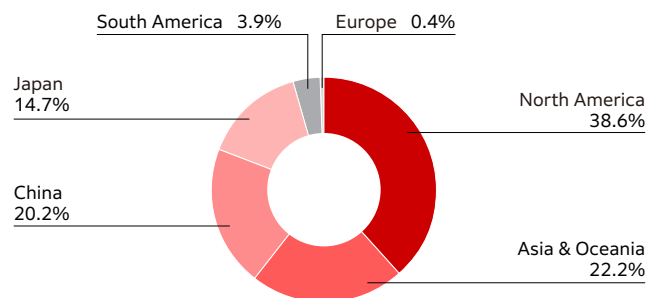
Honda conducts business in six regions worldwide and has established purchasing functions in each region. In line with Honda’s corporate philosophy of “producing where there is demand,” each region is encouraged to source locally.

To discuss and examine the global direction of Honda over the medium- to long-term, and to strengthen the collaboration of respective companies operating in each region, Honda holds periodic meetings of the management teams.

The Company also launched the Environmental Purchasing Meeting in 2011 to promote low-carbon initiatives across the entire global supply chain. In the fiscal year ended March 31, 2017, Honda expanded the agenda of this meeting to include human rights and compliance initiatives and developed it into the Sustainability Purchasing Meeting, which is held on a regular basis.

Through these initiatives, companies operating in each region are promoting collaborative activities while aligning their direction on a global basis.

Regional distribution of purchasing volume (FYE Mar. 31, 2025)



Responsibility for Promotion

In Japan, Honda has a department that supervises the overall global purchasing function, with the Chief Officer for Supply Chain Purchasing Operations (Managing Executive Officer) responsible for oversight. The department provides coordination across regions and businesses and formulates sustainability policies and goals. In 2016, the Company established a department dedicated to reinforcing and accelerating sustainability initiatives.

Sustainability initiatives in cooperation with suppliers are regularly reported to and approved by the Chief Officer for Supply Chain Purchasing Operations regarding policies and progress, including consistency with Honda’s Purchasing Belief and the Three Purchasing Principles. In addition, important matters related to company-wide business policies and risk management are reported to the members of the Executive Council.

In the logistics field, Honda not only ensures logistics sustainability and compliance with relevant laws and regulations, but also recognizes logistics as a management risk area involving multiple factors, including supply continuity, labor and safety, cost structure, and social reputation.

Based on this recognition, Honda designates the Chief Officer for Supply Chain Purchasing Operations as the Chief Logistics Officer (CLO) to enable management-level decision-making on key logistics policies, priorities, and organizational structures, thereby establishing a framework to oversee logistics across Japan.

Under the oversight of the CLO, Honda develops policies and organizational structures across related divisions, covering the entire supply chain, including development, production, sales, and service parts, while also establishing a framework to manage and control logistics from a management perspective. Through these efforts, Honda drives company-wide initiatives to enhance logistics sustainability.

Basic Approach

Strengthening Supply Chain Sustainability

In order to provide customers with a timely, stable supply of better products and services, it is necessary to put significant effort into developing and optimizing supply chains with suppliers around the world while also taking into account environmental and human rights issues.

Honda is striving to strengthen supply chain sustainability, mainly in the areas of purchasing and logistics.

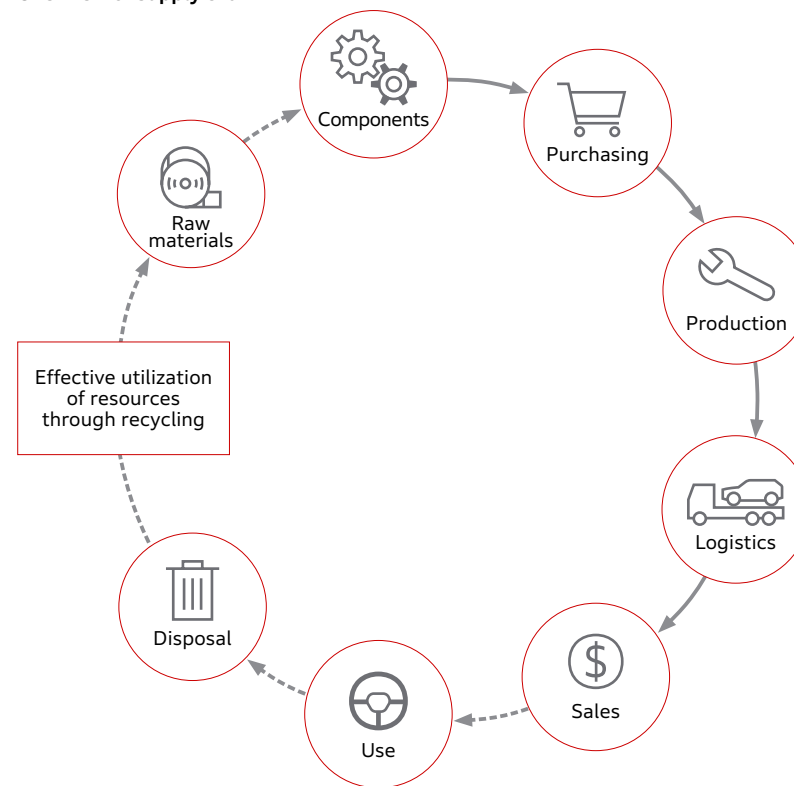
In the area of purchasing, Honda shares its sustainability policies with suppliers in the form of the Honda Supplier Sustainability Guidelines and works with suppliers on important issues such as product safety and quality, human rights and labor, the environment, responsible procurement, compliance, and information disclosure.

In the area of logistics, Honda aims to achieve carbon neutrality and is promoting efficiency in logistics and reduction of CO₂ emissions. Honda is also working with its suppliers to promote initiatives to optimize logistics and improve productivity, and to enhance sustainable logistics throughout the supply chain.

Honda strives to enhance sustainability in its supply chain by collaborating globally on these initiatives.

Workers in the Value Chain → p. 117

Overview of supply chain



Initiatives

Basic Approach to Purchasing

Purchasing Belief, Three Purchasing Principles, and Code of Conduct for Purchasing Associates

Honda's goal is to achieve a sustainable society across the supply chain. The Company implements initiatives with consideration for the environment, safety, human rights, compliance and social responsibility, among others, in partnership with its suppliers worldwide. Based on the Honda Philosophy, the Company established the Purchasing Belief and Three Purchasing Principles and engages in fair, equitable, and highly transparent business practices.

Honda has also compiled points that should be followed by each and every associate engaging in purchasing activities as the Code of Conduct for Purchasing Associates. By following these Rules, the Company ensures trust both internally and externally and builds sound relationships with suppliers.

Purchasing Belief and Three Purchasing Principles

We do fair and equitable business with transparency based on the "Purchasing Belief" and the "Three Purchasing Principles."

Purchasing Belief

We sustain the procurement of good products at reasonable prices and in a timely manner.

Three Purchasing Principles

Fair and open trade

We do business with suppliers who can satisfy the requirements of quality, quantity, price and timing and who can share the concept of sustainability with us, based on open competition.

Equal partnership

We conduct business on an equal footing regardless of the business size of the supplier or their nationality and other factors.

Respect for suppliers

We respect suppliers' management and independence.

Supplier Sustainability Guidelines

The automotive industry, which is supported by a broad network of many suppliers, needs to pursue human rights and environmental impact reduction not only by individual companies but also throughout the entire supply chain.

Additionally, as awareness of compliance and human rights issues grows worldwide, companies are expected to verify working conditions and legal compliance not only for themselves but also for their suppliers, as well as make efforts to take corrective action if required.

Honda aims to achieve a sustainable supply chain in its global parts procurement activities in collaboration with its suppliers. Honda has set forth this mindset as its Sustainability Vision and issued the Honda Supplier Sustainability Guidelines (see the link below) as specific policies for working together with suppliers to realize this vision.

The Guidelines specify the basic items to be promoted together with primary suppliers regarding product safety and quality, human rights and labor, the environment, responsible mineral procurement, compliance, and information disclosure.

The Guidelines are based on international standards (the Supplier CSR Guidelines by the Japan Automobile Manufacturers Association (JAMA), the Sustainability Guiding Principles by the Automotive Industry Action Group (AIAG) and Drive Sustainability*, etc.) and reflect Honda's Fundamental Beliefs, and are revised as necessary according to social trends and regulatory changes.

* An industry collaborative initiative in which automakers collaborate to promote supply chain sustainability.

Honda Supplier Sustainability Guidelines

■ https://global.honda/en/sustainability/cq_img/report/pdf/supply-chain/supplier-sustainability-guidelines.pdf

Initiatives

Supplier Selection

In response to the international demand for corporate social responsibility throughout the supply chain, Honda shares its sustainability policies with its direct and indirect material suppliers and is working to strengthen responsible procurement throughout its business.

Particularly for direct material suppliers, Honda strictly requires them to comply with local competition laws, anti-bribery laws, and other laws and regulations in each country when conducting business since they have a significant impact on customers and business through the quality and safety of their products. The Company has also concluded with its suppliers the Basic Agreements on Component Procurement that specify considerations for safety, disaster prevention, environmental preservation, and the protection of resources, ensuring the transparency and sustainability of transactions.

In addition, as part of its sustainability promotion efforts, Honda confirms its suppliers' agreement to the Honda Supplier Sustainability Guidelines and works with them on important issues such as product safety and quality, human rights and labor, the environment, responsible procurement, compliance, and information disclosure.

Based on these policies, when selecting suppliers for components and raw materials, Honda confirms their initiatives on not only Quality, Cost, Delivery, Development and Environment (QCDD) but also human rights, labor, safety, compliance, risk management, protection of information and other aspects to determine the best and most sustainable suppliers.

If a problem occurs after a transaction, Honda will immediately receive a report from the supplier, request the supplier to analyze the cause and submit a corrective action plan, set a response period, and work to prevent recurrence.

If the submitted corrective action plan is determined to be insufficient, Honda will consider whether or not to maintain business relations with the supplier in the future, including suspension of transactions, in consideration of the social impact of the problem.

Key Suppliers

For suppliers that have agreed to Honda's sustainability policies and have begun doing business with Honda, the Company comprehensively evaluates the amount of business with them, the importance of materials and components supplied by them, and the status of related risks and issues to strengthen ongoing sustainability efforts, and designates those suppliers with particularly large impacts as key suppliers.

These key suppliers include primary suppliers that account for about 80% of the total purchases, as well as a portion of secondary suppliers. Honda regularly shares its policies with these suppliers through supplier conferences and other means.

At sustainability policy briefings, Honda explains its ESG policies and initiatives to primary suppliers, including CO₂ emissions reduction targets, data management and evaluation systems, resource recycling, sustainable logistics, and ESG performance evaluations by external organizations, to promote understanding and deepen implementation among suppliers. In the logistics field, Honda also held a briefing for primary suppliers and logistics operators in December 2025 on initiatives to achieve sustainable logistics, including response to the Logistics Efficiency Act and the reduction of truck waiting and loading/unloading times. (➔ p. 194)



Sustainability policy briefing (July 2024)

Initiatives

Human Rights Initiatives

Honda has adopted the Honda Human Rights Policy and promotes respect for human rights throughout its corporate activities. As part of the initiatives in procurement, the Company shares the Honda Supplier Sustainability Guidelines with its suppliers, which cover international human rights issues such as the prohibition of child labor, forced labor, and human trafficking; compliance with working hours and the guarantee of a living wage; and dialogue with associates. Honda requests suppliers to comply with the Guidelines so that people working for suppliers are not affected by the labor and human rights risks described above.

In addition, Honda asks primary suppliers to disseminate these policies throughout the supply chain.

Honda verifies the status of suppliers' human rights initiatives through ESG surveys utilizing third-party evaluation organizations. The surveys are based on the following items to check the implementation status and evidence, identify risks, and request improvements.

- Safety and health and working conditions of associates (working hours, living wage, health management, safety in the work environment)
- Social dialogue, career management, and providing educational opportunities
- Prohibition of child labor, forced labor, and human trafficking
- Respect for diversity and prevention of discrimination and harassment
- Respect for human rights among external stakeholders (communities, business partners)

Furthermore, starting in 2024, Honda introduced a comprehensive supply chain risk mapping tool to enhance global supply chain visibility and risk management. It utilizes AI-based data mining technology to visualize the entire supply chain. Based on information on local laws and regulations, import/export restrictions, sanctions lists, and other factors of each country, Honda detects potential risks deep within the supply chain. Honda strives to minimize human rights risks throughout the supply chain by promoting initiatives such as real-time risk monitoring, enhancement of risk impact assessment, and formulation of risk mitigation measures.

Due Diligence

As social demands for sustainability increase, companies are required to conduct supplier due diligence not only to reduce environmental impact but also to address human rights. Legislation for supplier due diligence has also been implemented.

In the mobility field, as the electrification of vehicles progresses, there is a need to address environmental and human rights risks, particularly for batteries, and ensuring sustainable procurement has become an important issue.

In light of these social demands and regulatory trends, Honda is strengthening cooperation with relevant internal divisions and primary suppliers to promote transparency throughout the supply chain and responsible procurement.

To make these efforts more effective, the purchasing divisions are taking the lead in promoting environmental and human rights due diligence in the upstream of the supply chain with its target suppliers.

Initiatives for Human Rights Due Diligence ➔ p. 72

Establishing a Hotline to Receive Suggestions and Consultation Requests from Suppliers

Honda has established the Business Ethics Kaizen Proposal Line (➔ p. 180) to accept suggestions and requests for consultation from all suppliers from a fair and neutral standpoint.

Initiatives

Supplier Monitoring

ESG Surveys

Honda requests direct material suppliers in each global region to conduct voluntary inspections of their compliance with the Honda Supplier Sustainability Guidelines, and thereby promotes an understanding of the actual status of their sustainability initiatives.

In addition, for suppliers with large transaction volumes, periodic checks and evaluations of inspection results are conducted to identify high-risk suppliers based on the likelihood of a problem occurring and the degree of impact on the Company if a problem were to occur, and to take action toward improvement.

In Japan, Honda has, in the past, conducted its own ESG surveys for key suppliers accounting for more than 80% of total purchases. To further enhance objectivity, transparency, and comprehensiveness, the Company has initiated supplier ESG surveys utilizing a third-party evaluation organization.

A trial operation began in 2024, with full-scale implementation starting in April 2025.

Furthermore, Honda aims to expand these surveys to all direct material suppliers globally by the fiscal year ending March 31, 2028.

The third-party ESG surveys for suppliers will involve the following actions.

- Conduct SAQ (Self-Assessment Questionnaire) based on international standards and evaluation by a professional organization
- Provide information on industry benchmarks and suggest improvement items
- Jointly promote improvement activities with suppliers identified as high-risk suppliers

The SAQ verifies suppliers' efforts based on a broad range of evaluation items, including the environment, labor and human rights, ethics, and sustainable material procurement.

In addition to evaluating the performance of individual suppliers, the results of benchmark comparisons with industry standards are fed back to each supplier to identify their strengths and areas for improvement.

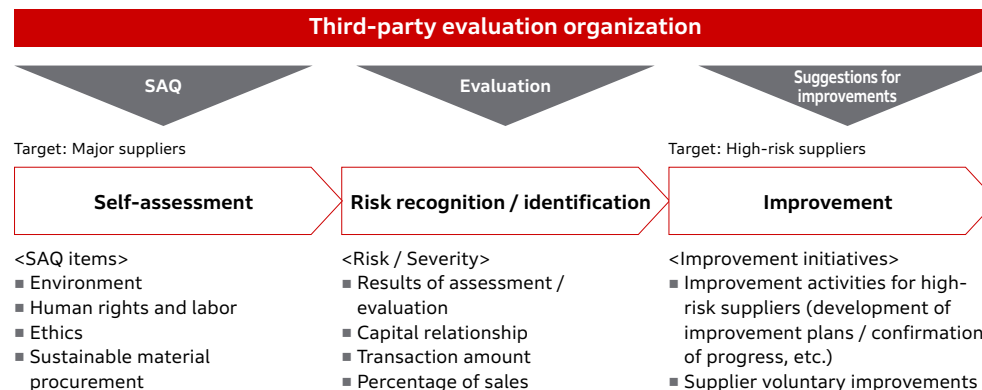
Based on the results of the surveys, risks are identified, and according to the degree of risks, interviews with suppliers, on-site inspections, and other activities are conducted as necessary.

The following checks and verifications are performed, and for issues identified in the improvement activities, the Company requests suppliers to make improvements and promote improvement activities together with them.

- Check relevant records, actual production processes and related facilities
- Request the formulation of an improvement plan and regularly verify the progress
- Conduct a follow-up assessment or audit (including an on-site check as necessary)

Honda will continue to conduct sustainability activities on a global basis in collaboration with its overseas purchasing bases, while enhancing training programs within the Company with the goal of strengthening internal capabilities in sustainability.

Sustainability monitoring flow



Initiatives

Measures to Counter Procurement Risk

Honda views all phenomena that can impact production as risks, including disasters, fires, supplier financial issues, labor issues, and cyber incidents. Accordingly, the Company works to reduce these risks and prevent the spread of any impact if they materialize throughout the supply chain, beginning with the procurement of components and materials. For example, Honda defines all components and materials whose procurement is dependent on a single facility as at-risk parts, and inspections and countermeasures are implemented continually around the world. As part of this initiative, Honda has established a scheme for suppliers in Japan starting in 2021 to promptly register information on new supply chains (production sites below Tier 2) in its procurement risk management system when such information is generated. Through the operation of this system, the Company established structures to ascertain in a short time the extent of damage to suppliers in the affected areas and whether production has been affected in the event of a major disaster. Honda also performs annual evaluations based on supplier surveys in order to minimize financial risk. In addition, the Company checks risk every month by referring to information from third-party organizations.

Training for Associates

To ensure that every associate involved in Honda's purchasing operations promotes fair, equitable, and transparent transactions in accordance with its purchasing philosophy, Honda has prepared manuals and training programs and promotes personnel development through on-the-job training (OJT).

In Japan, in addition to these initiatives, Honda has established training and e-learning programs to deepen understanding of Quality, Cost, Delivery, Development and Environment (QCDDDE) operations, including programs to increase understanding of ESG initiatives in the supply chain area.

Furthermore, Honda regularly disseminates information on social trends regarding sustainability and its initiatives with suppliers to raise awareness throughout the organization. The latest information is shared within the purchasing divisions through the in-house news report, which helps instill a sustainability perspective in daily operations and builds knowledge among the divisions.

In this way, Honda has developed programs that take into account cultural and social backgrounds to promote capacity building for purchasing associates in each region of the world. To strengthen its sustainability initiatives throughout the supply chain, the Company also focuses on engagement with its suppliers and actively provides information and training opportunities for the suppliers (➡ p. 194).

Initiatives

Environmental Initiatives

Initiatives to Achieve Carbon Neutrality with Suppliers

Honda aims to achieve carbon neutrality (CO₂ emissions neutrality) for all its products and corporate activities by 2050.

In Japan, starting in October 2021, Honda asks its suppliers to consider initiatives to reduce total CO₂ emissions, and in December 2022, shared its perspectives on specific actions toward achieving carbon neutrality by 2050.

Furthermore, in March 2024, Honda communicated its interim target for 2030 to its

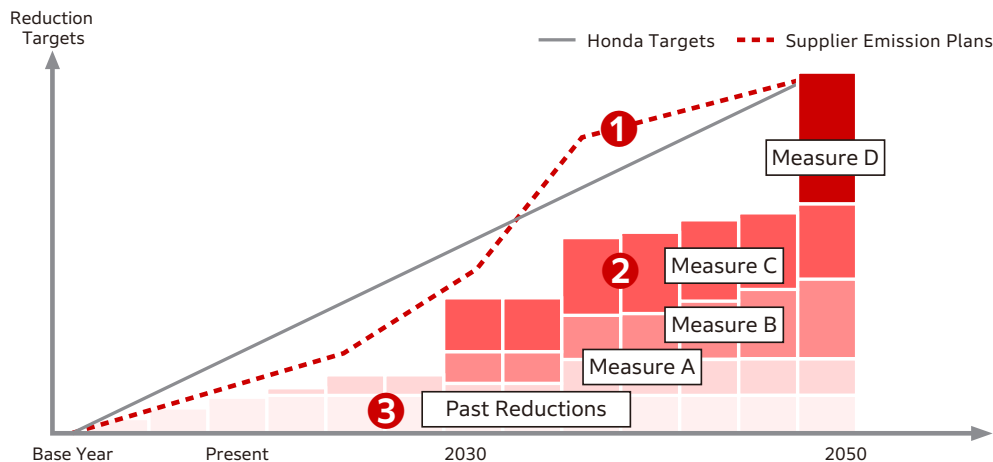
suppliers in order to accelerate its efforts to achieve carbon neutrality by 2050. Honda has introduced a new data collection system that enables analysis of suppliers' CO₂ emissions reduction plans and performance since the fiscal year ended March 31, 2025, toward achieving carbon neutrality through co-creation with each supplier.

This system has been rolled out to suppliers with large transaction volumes, starting in Japan and expanding to each global region. Through this initiative, Honda is operating a PDCA cycle for reducing corporate CO₂ emissions together with suppliers worldwide.

Supplier CO₂ reduction visualization system

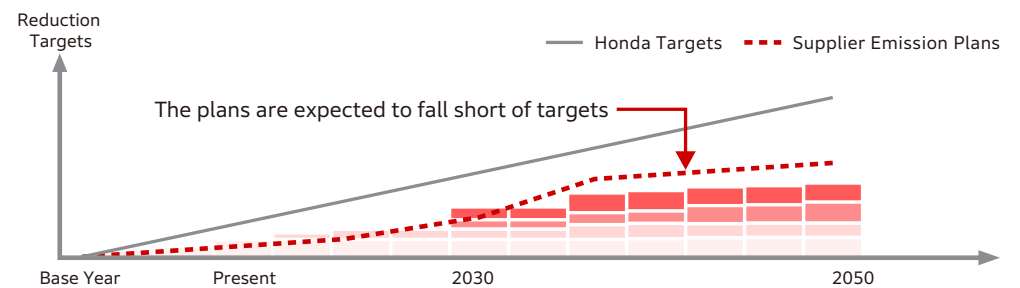
Comprehensive Overview of Supplier CO₂ Reduction Performance and Plans

- ① Visualization of the gap between Honda's targets and suppliers' plans
- ② Understanding of suppliers' reduction measures, including plans, steps, and items
- ③ Reflection of suppliers' past reduction efforts from the base year to the present

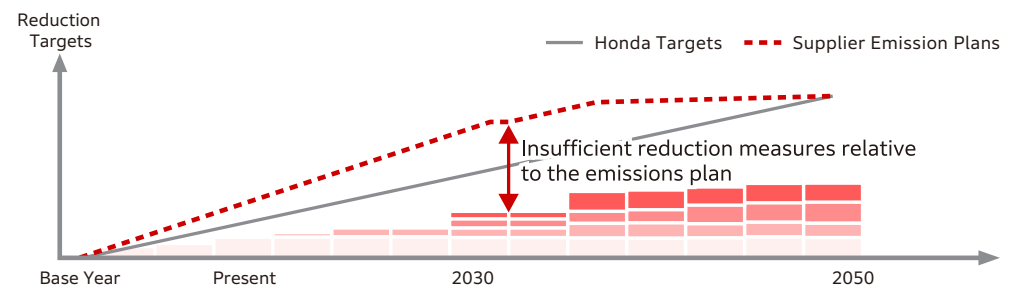


Promoting the Specification of Supplier CO₂ Reduction Plans (Reduction Amounts and Measures) Note: The following are examples

Expected Shortfall in CO₂ Reduction → Promote revision of reduction plans



Insufficient Reduction Measures → Promote the addition of measures



Initiatives

Initiatives with Group Suppliers

Honda monitors the CO₂ emissions performance of group suppliers under Scope 1 and 2 on a calendar-year basis.

Additionally, regarding water and waste, Honda has been working on target management since the fiscal year ended March 31, 2019. Starting in the fiscal year ended March 31, 2025, the scope of these targets is being narrowed to industrial water withdrawal and industrial waste, with goals set for the fiscal year ending March 31, 2031 and data collection underway.



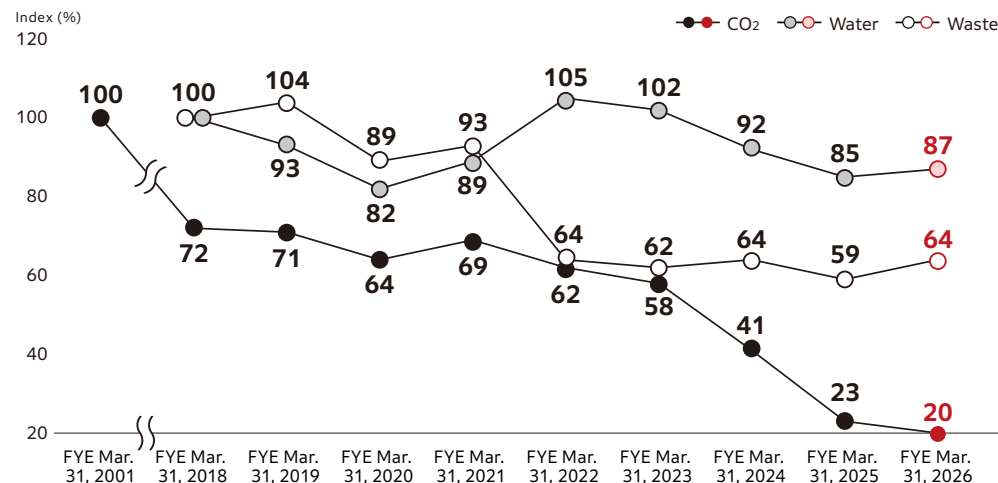
Initiatives at production sites in collaboration with suppliers

As part of these environmental impact reduction activities, Honda has deployed tools for analyzing the progress and performance of group suppliers, deepening engagement through regular strategy and information-sharing meetings, and implementing a PDCA cycle to collaboratively achieve these targets.

Chemical Substance Management

The Company has issued the Honda Chemical Substance Management Standard, which aims to ensure that all the components that make up Honda products comply with laws and regulations as well as to reduce their impact on the global environment and ecosystem. Honda asks suppliers around the world to establish a structure for managing chemical substances that meets the standard and to guarantee that the components they supply satisfy the standard. The Company also uses an industry standard management system for specific data on chemicals contained in components, which are evaluated prior to commencing mass production.

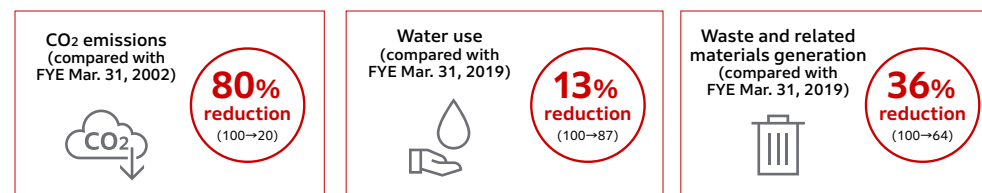
Performance in reducing the environmental impact Index of CO₂ emissions/water use/waste and related materials generation per million yen



Category	FYE Mar. 31, 2022	FYE Mar. 31, 2023	FYE Mar. 31, 2024	FYE Mar. 31, 2025	FYE Mar. 31, 2026
CO ₂ emissions (t/millions of yen)	0.93	0.86	0.62	0.35	0.31
Water use (m ³ /millions of yen)	10.51	10.16	9.17	8.38	8.61
Waste and related materials generation (t/millions of yen)	0.38	0.37	0.38	0.35	0.38

- Scope of aggregation: All consolidated tier 1 suppliers in Japan
- Calculation method: Each performance (CO₂ emissions, water use, and waste and related materials generation) ÷ Value added (millions of yen)

Improvement Rate Compared with the Base Year (as of FYE Mar. 31, 2026)



Initiatives

Implementation of Supplier Briefings

With social demands in the ESG area further increasing, Honda has been holding briefings on ESG policies and measures since the fiscal year ended March 31, 2022 for suppliers accounting for more than 80% of total purchases.

In the fiscal year ended March 31, 2025, Honda held an in-person Sustainability Policy Briefing for approximately 320 suppliers in Japan. At the event, Honda presented its CO₂ emission reduction targets, data management and evaluation systems, resource recycling, sustainable logistics, and ESG performance evaluations by third-party evaluation organizations. In the fiscal year ended March 31, 2026, Honda also shared the status of each initiative at the Progress Briefing on Carbon Neutrality Development and ESG Performance Evaluations.

Implementation of ESG Measures Sharing Meetings

Honda holds regular ESG measures and information-sharing meetings with group suppliers beginning in the fiscal year ended March 31, 2024.

In the fiscal year ended March 31, 2026, through four sessions, Honda strengthened the ESG performance of the Honda Group by communicating the direction of ESG activities, sharing the status of initiatives between Honda and suppliers, and exchanging information with external speakers and other experts.



Policy sharing meeting

Collaboration with Industry Groups and Suppliers

Honda participates in four working groups established by the Automotive Industry Action Group (AIAG) to strengthen sustainability in the supply chain: the Responsible Materials working group, the Human Rights and Trade working group, the Greenhouse Gas working group, and the Chemical Management working group.

At the AIAG, training programs for suppliers are being conducted, and since 2012, Honda's Tier 1 and Tier 2 suppliers in the North American region have participated in training sessions covering topics such as corporate ethics, environmental regulations, working conditions, and human rights.

In addition, Honda participates in AIAG's Corporate Responsibility Steering Committee and Drive Sustainability* to proactively identify issues, needs, and trends in and outside the automotive industry.

In North America, e-learning programs using computer-based training (CBT) are also provided for suppliers to facilitate their understanding of sustainability, on sustainability themes including the environment, export control, social responsibility, safety and health, diversity, governance, and compliance and ethics.

* An industry collaborative initiative in which automakers collaborate to promote supply chain sustainability.

Awards for Suppliers

Honda also regularly holds conferences around the world to share with suppliers the direction of its business and the details of its initiatives. At the regional conferences, Honda presents Supplier Awards to recognize those suppliers who have achieved outstanding results in each aspect of QCDDE and others.

In Japan, Honda has held an annual conference since 1974. Senior management from about 300 suppliers attended the conference in the fiscal year ended March 31, 2026, which was held in person. At the conference, Honda communicated company-wide policies and measures for working with suppliers for the future. Since the fiscal year ended March 31, 2018, the Company has been presenting the Sustainability Award to suppliers for their outstanding efforts in all areas of ESG.

In North America, Honda presents the Sustainability Award to suppliers who have made the greatest contributions in areas such as compliance, safety and health, community contribution activities, the environment, diversity, and human rights.

Initiatives

Rules on Conflict Minerals

Under the Dodd-Frank Wall Street Reform and the Consumer Protection Act (Dodd-Frank Act), as well as the U.S. Securities and Exchange Commission (SEC)*1 final rule on conflict minerals disclosure regulations issued pursuant to it, corporations are required to confirm that the purchase and use of conflict minerals from the Democratic Republic of the Congo and its neighboring countries do not serve as a source of funding for armed groups or contribute to the abuse of human rights in conflict areas.

Honda has established a policy of aiming to be “conflict-free,” meaning that it will not use conflict minerals associated with misconduct such as serving as a source of funding for armed groups or human rights violations in conflict areas.

In accordance with the standards prescribed in the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, we conduct surveys and, in collaboration with domestic and international industry organizations and suppliers, work toward resolving the conflict minerals issues.

In conducting the surveys, the Japan Automobile Manufacturers Association, Inc. has prepared a manual for suppliers on how to complete the survey forms, as well as tools for aggregating the survey results.

In collaboration with the Japan Auto Parts Industries Association, the Japan Electronics and Information Technology Industries Association, and other organizations, we are also conducting regular working activities to examine efficient survey methods and to monitor and analyze survey results.

In North America, Honda works in collaboration with the Responsible Minerals Initiative (RMI)*2, an international organization that promotes responsible mineral procurement, and encourages smelters and refiners to participate in the Responsible Minerals Assurance Process (RMAP)*3.

We share the Honda Supplier Sustainability Guidelines with our suppliers, which describe our initiatives related to sustainability, including responses to conflict minerals, and promote procurement in line with the Guidelines. We also encourage our first-tier suppliers to undertake similar initiatives toward their sub-tier suppliers.

Since 2013, Honda has conducted surveys on the use of conflict minerals, targeting its suppliers worldwide. In the fiscal year ended March 31, 2026, Honda received responses from approximately 7,000 suppliers. The results are reported to the SEC and are also disclosed on the website (see the link below: FORM SD/Conflict Minerals Report).

If, through these surveys, any minerals of concern are identified regardless of their country of origin, Honda collaborates with its suppliers to take appropriate measures. The Company also strives to improve the accuracy of the survey by requesting re-surveys when there are deficiencies in the responses.

*1 SEM: Abbreviation for the Securities and Exchange Commission (U.S. Securities and Exchange Commission).

*2 RMI: Abbreviation for the Responsible Minerals Initiatives.

*3 RMAP: Abbreviation for the Responsible Minerals Assurance Process.

Honda Supplier Sustainability Guidelines

■ https://global.honda/en/sustainability/cq_img/report/pdf/supply-chain/supplier-sustainability-guidelines.pdf

From the IR Library website “Form SD / Conflict Minerals Report”

🌐 <https://global.honda/en/investors/library/cmr.html>