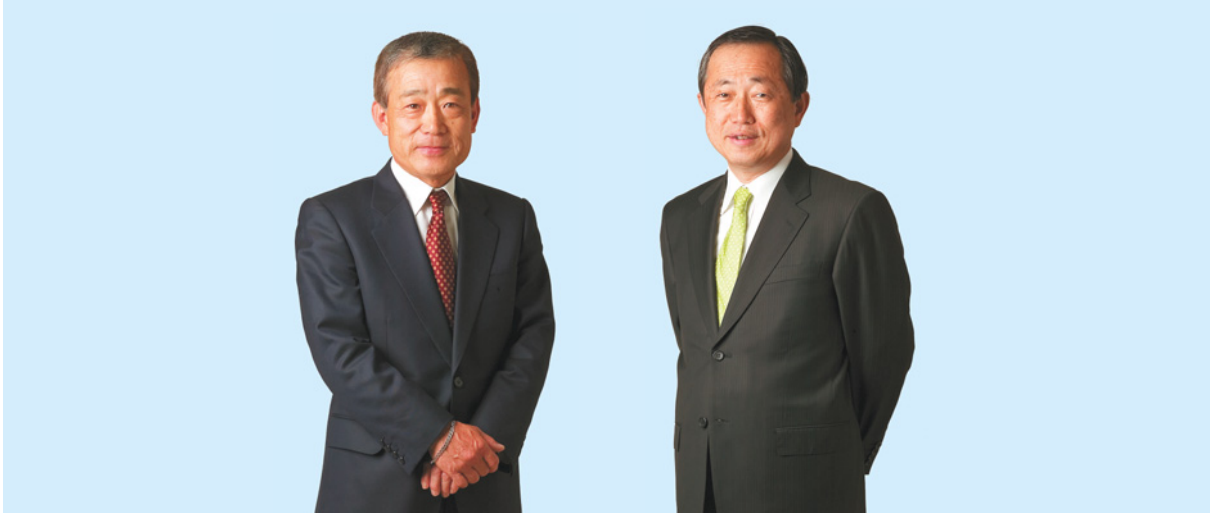


Board of Directors, Corporate Auditors and Operating Officers



President and Representative Director
Takeo Fukui

Executive Vice President and Representative Director
Satoshi Aoki



Senior Managing and Representative Director
Motoatsu Shiraishi

Senior Managing and Representative Director
Michiyoshi Hagino

Senior Managing and Representative Director
Minoru Harada

Senior Managing and Representative Director
Satoshi Dobashi



Senior Managing and Representative Director
Koki Hirashima

Senior Managing and Representative Director
Atsuyoshi Hyogo

Senior Managing and Representative Director
Satoshi Toshida

Senior Managing and Representative Director
Koichi Kondo

Board of Directors, Corporate Auditors and Operating Officers

Directors

	<Name>	<Area of Responsibility or Principal Occupations>
President and Representative Director	Takeo Fukui	
Executive Vice President and Representative Director	Satoshi Aoki	Chief Operating Officer for Business Management Operations
Senior Managing and Representative Director	Michiyoshi Hagino	General Supervisor, Purchasing Policy General Supervisor, Quality
Senior Managing and Representative Director	Minoru Harada	Chief Operating Officer for Motorcycle Operations
Senior Managing and Representative Director	Motoatsu Shiraishi	President and Director of Honda R&D Co., Ltd.
Senior Managing and Representative Director	Satoshi Dobashi	Chief Operating Officer for Regional Sales Operations (Japan) Chief Officer of Driving Safety Promotion Center in Regional Sales Operations (Japan) Government & Industrial Affairs
Senior Managing and Representative Director	Atsuyoshi Hyogo	Chief Operating Officer for Regional Operations (China) President of Honda Motor (China) Investment Corporation, Limited
Senior Managing and Representative Director	Satoshi Toshida	Chief Operating Officer for Regional Operations (Asia & Oceania) President and Director of Asian Honda Motor Co., Ltd.
Senior Managing and Representative Director	Koki Hirashima	Chief Operating Officer for Production Operations Risk Management Officer General Supervisor, Information Systems
Senior Managing and Representative Director	Koichi Kondo	Chief Operating Officer for Regional Operations (North America) President and Director of Honda North America, Inc. President and Director of American Honda Motor Co., Inc.
Managing Director	Toru Onda	Chief Operating Officer for Purchasing Operations
Managing Director	Akira Takano	Chief Operating Officer for Customer Service Operations
Managing Director	Mikio Yoshimi	Chief Operating Officer for Business Support Operations Compliance Officer
Managing Director	Shigeru Takagi	Chief Operating Officer for Regional Operations (Europe, the Middle & Near East and Africa), President and Director of Honda Motor Europe Ltd.
Managing Director	Hiroshi Kuroda	Chief Operating Officer for Automobile Operations
Director	Satoru Kishi	Advisor of the Board of The Bank of Tokyo-Mitsubishi, Ltd.
Director	Kensaku Hogen	
Director and Advisor	Hiroyuki Yoshino	
Director	Tetsuo Iwamura	Chief Operating Officer for Regional Operations (Latin America) President and Director of Honda South America Ltda. President and Director of Moto Honda da Amazonia Ltda. President and Director of Honda Automoveis do Brasil Ltda.
Director	Tatsuhiro Oyama	Chief Operating Officer for Parts Operations
Director	Fumihiko Ike	Chief Operating Officer for Power Products Operations

Note: Mr. Satoru Kishi and Mr. Kensaku Hogen satisfy the required conditions for outside directors provided for in Article 188, Paragraph 2, Item 7-2 of the Commercial Code.

Corporate Auditors

	<Name>	<Principal Occupations>
Corporate Auditor (Full-time)	Hiroshi Okubo	
Corporate Auditor (Full-time)	Koji Miyajima	
Corporate Auditor (Full-time)	Shinichi Sakamoto	
Corporate Auditor	Koukei Higuchi	Advisor of the Board of Tokio Marine & Nichido Fire Insurance Co., Ltd.
Corporate Auditor	Kuniyasu Yamada	President of MTB Apple Planning Co., Ltd.
Corporate Auditor	Fumihiko Saito	Partner of Haarmann Hemmelrath Saito Law Office

Note: Corporate Auditors Mr. Koukei Higuchi, Mr. Kuniyasu Yamada and Mr. Fumihiko Saito are outside corporate auditors as provided in Article 18, Section 1, of the Law for Special Exceptions to the Japanese Commercial Code Concerning Audits, etc., of Kabushiki Kaisha.

(As of June 23, 2005)

Board of Directors, Corporate Auditors and Operating Officers

Operating Officers

	<Name>	<Area of Responsibility>
Managing Officer	Yasuo Ikenoya	Deputy Chief Operating Officer for Regional Operations (China)
Managing Officer	Takanobu Ito	General Manager of Suzuka Factory of Production Operations
Managing Officer	Masaaki Kato	Executive Vice President and Director of Honda Motor Europe Limited President and Director of Honda of the U.K. Manufacturing Ltd.
Managing Officer	Akio Hamada	President and Director of Honda of America Mfg., Inc.
Managing Officer	Teruo Kowashi	General Manager of Saitama Factory of Production Operations
Operating Officer	Takashi Yamamoto	President and Director of Honda Manufacturing of Alabama, LLC
Operating Officer	Suguru Kanazawa	Executive Vice President and Director of Honda R&D Co., Ltd. President and Director of Honda Racing Corporation
Operating Officer	Manabu Nishimae	Deputy Chief Operating Officer for Regional Sales Operations (Japan) General Manager of Automobile Sales Operations in Regional Sales Operations (Japan) General Manager of Aftermarket Operations in Regional Sales Operations (Japan)
Operating Officer	Masaya Yamashita	General Manager of Automobile Purchasing Division 1 in Purchasing Operations
Operating Officer	Hiroshi Kobayashi	President and Director of Honda Canada Inc.
Operating Officer	Kazuo Sagawa	Production in China
Operating Officer	Kazuto Iiyama	Automobile Production for Production Operations
Operating Officer	Hiroshi Oshima	Corporate Communications, Motor Sports General Manager of Corporate Communications Division in Business Support Operations
Operating Officer	Sho Minekawa	President of Guangzhou Honda Automobile Co., Ltd.
Operating Officer	Tsutomu Saka	General Manager of Hamamatsu Factory of Production Operations
Operating Officer	Hidenobu Iwata	President and Director of Honda Engineering Co., Ltd.
Operating Officer	Motohide Sudo	Executive Vice President and Director of Asian Honda Motor Co., Ltd. President and Director of A.P. Honda Company, Ltd.
Operating Officer	Gen Tsujii	Executive Vice President and Director of Honda of America Mfg., Inc.
Operating Officer	Koichi Fukuo	Quality, Certification & Regulation Compliance
Operating Officer	Hiroshi Soda	Executive Vice President and Director of Honda North America, Inc.
Operating Officer	Takuji Yamada	Executive Vice President and Director of American Honda Motor Co., Inc.

Note: The Company has introduced an operating officer system to facilitate transfer of authority to regions and local workplaces and effectively separate the supervisory and executive roles, while also making the Board of Directors more versatile.

(As of June 23, 2005)