

Governance

The “G” in ESG refers to the governance factors – the fundamental basis for creating ESG value. The establishment of a strong corporate governance coupled with responsible corporate behaviors can increase corporate value and achieve sustainable growth by responding to various risks and seizing business opportunities appropriately. Hyundai therefore spares no efforts in growing in an economically, socially and environmentally right way based on the advanced governance structure befitting its status as a global company.

4.1	Board-centered Management System
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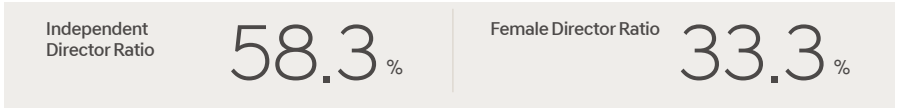
Board-centered Management System

Hyundai has established ‘Guidelines on the Diversity of the Board of Directors’ and ‘Guidelines on the Independence of Independent Directors’, and appointed directors with diversity, expertise and independence, with an aim to establish a sound and transparent governance structure, and enacted the Corporate Governance Charter in an effort to build a better governance system. As Hyundai’s highest decision-making body, the BOD is operated with the goal of achieving sustainable and balanced growth based on the company’s Articles of Incorporation by faithfully supervising the activities of management. Hyundai is also doing its utmost to maximize shareholder rights and interests as well as corporate value based on the Board-centered Management System and understanding of its diverse stakeholders.

Composition of the BOD

Board Composition

Hyundai’s BOD is composed of 12 members for effective and prudent decision-making, with independent directors making up more than half of its members (seven) in order to ensure its independence in accordance with the Commercial Act. The Board consists of experts in such various fields as management, accounting, finance, law, future · industry technology, and respects diversity without discrimination on the grounds of gender, race, religion, etc.



Director Tenure

As of the end of March 2025, the average tenure of all twelve members of the BOD was 2.8 years, and under the Commercial Act, the tenure of an independent director cannot exceed six years. Among the directors appointed in March 2025 were two internal directors (one re-appointed and one newly appointed) and three independent directors (all newly appointed).

BOD Composition

Classification	Name	Title	Career		Date of Appointment	Gender	Nationality
Internal Directors	Euisun Chung ¹⁾	Executive Chair & CEO	Currently Executive Chair of Hyundai Motor Group		Mar. 12, 2010	Male	Korea
	José Muñoz	President & CEO	Currently President & CEO of HMC		Mar. 23, 2023	Male	US, Spain
	Dong Seock Lee	President & CEO	Currently President of Domestic Productions and CSO		Mar. 24, 2022	Male	Korea
	Seung Jo Lee	Executive Vice President & CFO	Currently Executive Vice President of HMC Finance Division		Mar. 21, 2024	Male	Korea
	Eunsook Jin	Executive Vice President	Currently Executive Vice President of HMC ICT Management Division		Mar. 20, 2025	Female	Korea
Independent Director	Dal Hoon Shim	Independent Director	Currently Representative of Woorin Tax Partners	Former Head of NTS Jungbu Regional Office	Mar. 24, 2021	Male	Korea
	Ji Yun Lee	Independent Director	Currently Professor, Department of Aerospace Engineering of KAIST	Former Director of American Society of Navigation	Mar. 24, 2021	Female	Korea
	Seung Wha Chang	Independent Director	Currently Professor of Graduate Law School, Seoul National University	Currently Arbitrator of the International Court of Arbitration (ICC)	Mar. 23, 2023	Male	Korea
	Yoon Hee Choi	Independent Director	Currently Professor of Graduate Law School, Konkuk University	Currently Non-executive Director of the Society of Labor Law Theory and Profession	Mar. 23, 2023	Female	Korea
	Suyi Kim	Independent Director	Former Global Head of PE, CPPIB		Mar. 20, 2025	Female	Korea
	Jim Myong Doh	Independent Director	Other Non-Executive Director, CareMedi Co., Ltd	Former Vice Chairman, Qualcomm Asia	Mar. 20, 2025	Male	US
	Benjamin Tan	Independent Director	Former Managing Director at GIC Pte,Ltd.		Mar. 20, 2025	Male	Singapore

* As of 31 March, 2025

Appointment of Directors and CEO succession plan

All of Hyundai’s directors are appointed through a resolution of the general shareholder’s meeting(GSM). The independent directors are selected from among the candidates recommended by the Recommendation Committee on Candidates for Independent Directors to appoint competent and responsible personnel armed with expertise who can make substantial contributions to corporate management in a balanced way. We seek to respond flexibly to changes in the business environment by appointing independent directors with diverse perspectives and experiences.

Candidates for CEO succession are identified through reviews among key executives. The candidate pool includes internal talents for both short-term and mid- to long-term as well as external candidates. The Board of Directors oversees the succession policy through regular reviews and nominations of candidates.

Independence of Directors and Restrictions on Concurrent Positions

Hyundai has put in place strict independence guidelines, meeting the legal standards required by the Korean Commercial Act, based on the international standards. Independent directors must not only comply with them, but also represent the rights and interests of stakeholders with exemplary ethics and professionalism. Hyundai therefore only appoints persons with no significant stake in the company as independent directors, and they maintain independency, monitor the efficient operation of the company, and play a role in enhancing corporate value.

In addition, the independent directors must devote sufficient time and effort to the faithful performance of their duties, and according to the Commercial Act, they cannot be appointed as directors, executive members, and/or auditors of two or more companies other than the company itself. In order to be permitted to hold concurrent positions in other companies, they must report the details of the duties they wish to hold concurrently to the Board in advance and obtain its approval.

Diversity of the BOD and Expertise of Independent Directors

We take into account such diversity factors as gender, nationality, race, and religion in appointing directors. As of the end of March 2025, three directors of foreign nationality (José Muñoz, Jim Myong Doh, Benjamin Tan) and four female directors (Eunsook Jin, Ji Yun Lee, Yoon Hee Choi, Suyi Kim) sat on the BOD .

With over 30 years of experience in working at the National Tax Service, Dal Hoon Shim is an accounting/finance expert renowned for his in-depth knowledge and abundant experience in the fields of accounting and tax. Ji Yun Lee, currently a professor of aerospace engineering at KAIST, is a world-acclaimed authority in ensuring reliability of intelligent traffic and autonomous unmanned systems. Seung Wha Chang is widely recognized for his expertise on international trade law, and has gained a wealth of experience as an international trade expert while working at a range of international organizations and government agencies. Yoon Hee Choi brings her extensive expertise on labor relations as a legal expert, previously working at the National Labor Relations Commission and the National Human Rights Commission. Suyi Kim accumulated a breath of experience and acumen as an expert on finance and financial management during her years at such global financial institutions as CPPIB, and Jim Myong Doh assumed key roles as a member of senior management at Qualcomm, a global semiconductor company, including Vice Chairman of Qualcomm Asia. Benjamin Tan brings his wide-ranging knowledge and expertise on global business and financial markets as a long-time manager of Asian regional portfolios at GIC (Government of Singapore Investment Corporation), one of the key global sovereign wealth funds.

Guidelines on the Diversity and Independence of the Board of Directors

Board Skills Matrix (BSM)

Skills Metric	Internal Directors					Independent Directors						
	Euisun Chung	José Muñoz	Dong Seock Lee	Eunsook Jin	Seung Jo Lee	Dal Hoon Shim	Ji Yun Lee	Yoon Hee Choi	Seung Wha Chang	Suyi Kim	Jim Myong Doh	Benjamin Tan
Leadership	●	●	●	●	●	●	●	●	●	●	●	●
Accounting/ Finance/ Management	●	●	●	●	●	●			●	●	●	●
Industry/ Technology	●	●	●	●	●		●			●	●	
Law/Policy			●			●		●	●			
Global Competency	●	●			●	●	●		●	●	●	●
ESG	●	●	●	●	●			●	●	●	●	●

1) Chair of BOD

Board-centered Management System

Operation of the BOD

Convening and Holding BOD Meetings

Board meetings are convened by its chair or another member appointed by the Board. At the time of convening the BOD, each director is notified of the convocation in writing or orally seven days prior to the date of the meeting. However, the convocation process may be omitted when all directors agree. A BOD resolution must be made with the attendance of a majority of the directors and the consent of a majority of the directors in attendance. Should the relevant laws and regulations stipulate otherwise, they shall apply. The BOD agenda is proposed by the chairperson, and if the other directors wish to propose an item, the summary must be submitted to the chairperson.

The Board must prepare the minutes, in which the agenda of the meeting, its progress and results, any opponents to the agenda and the reasons for their opposition must be entered, and the chairperson and the directors present must seal or sign the minutes.

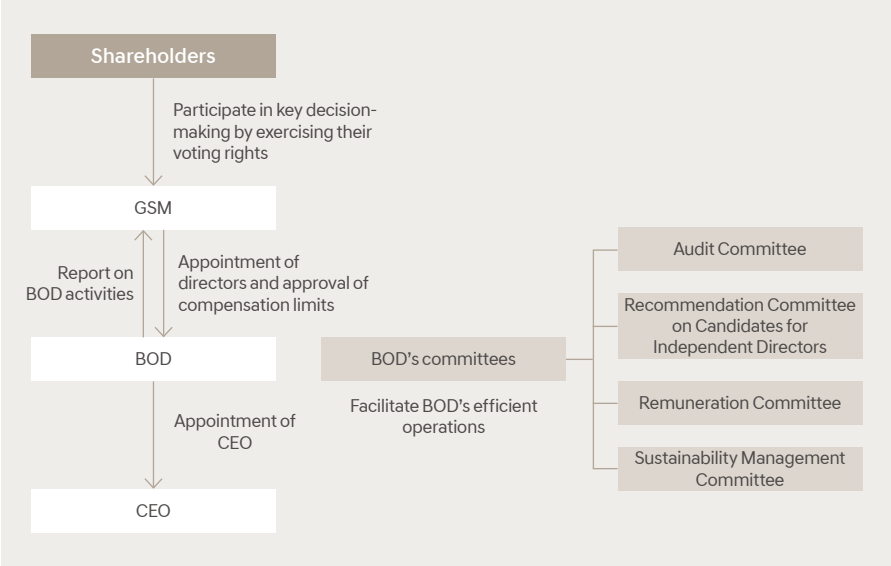


Matters on the BOD

BOD Participation in 2024



Decision-making Process of the BOD



Board Meetings in 2024

Classification	Date	Agenda	Approval Status	Approval Rate	Attendance Rate
1st General Meeting	Jan.25	Approval of financial statements for FY 2023	Approved	100%	100%
		Approval of the FY 2023 business report			
		Approval of the business plan for 2024			
		Approval on safety and health plan			
		Approval on establishing the Financial Consumer Protection Charter and amending relevant standards			
		Compliance activities and plans	Reported	N/A	
		Operating result of internal accounting control system in 2023			
		Global automotive safety status			
Extraordinary Meeting	Feb.16	Approval of convocation of and agenda to be submitted to the 56th regular General Shareholder's Meeting	Approved	100%	
		Approval for participation of increase in capital : overseas corporation			
		Approval of business transfer from an affiliate			
		Approval of competition by directors	Reported	N/A	
		Evaluation result of internal accounting control system in 2023			
Extraordinary Meeting	Mar. 21	Appointment of CEO	Approved	100%	
		Appointment of committee members (Sustainability Management Committee, Recommendation Committee on Candidates for Independent Directors, Remuneration Committee)			
		Approval of competition by directors			
		Approval of treasury stock cancellation			
		Approval for adoption of stock-based executive compensation			
2nd General Meeting	Apr. 25	Approval of the 57th 1Q quarterly dividend	Approved	100%	
		Approval of disposition of treasury stocks			
		Approval of participation in capital increase of overseas corporation and acquisition of share			
		Approval of participation in capital increase of overseas corporation	Reported	N/A	
		Management performance for 2024 1Q			
Extraordinary Meeting	Jun. 4	Approval of payment guarantee for overseas corporation	Approved	100%	
		Approval of the promotion for platform brokerage business	Reported	N/A	
		Establishment status of NA Green Logistics JV			
		Progress on the IPO of HMI			
3rd General Meeting	Jul.25	Approval of the 57th 2Q quarterly dividend	Approved	100%	
		Approval of equity transaction and capital increase of overseas corporation			
		Management performance for 2024 2Q	Reported	N/A	
		Participation in capital increase of a CV HRS Company			
Extraordinary Meeting	Aug. 22	Approval of disposition of treasury stocks	Approved	100%	
Approval of policies with Value-up program					
Extraordinary Meeting	Oct. 8	Approval of the disposal of equity invested in another corporation			
4th General Meeting	Oct. 24	Approval of the 57th 3Q quarterly dividend			Reported
		Approval of competition by directors			
		Approval of delisting of GDRs			
		Management performance for 2024 3Q			
Extraordinary Meeting	Nov. 27	Approval of transaction between directors, etc. and the company	Approved	100%	
		Approval of transaction limits with interested parties			
		Approval for acquisition of treasury stock			
		Approval of the cash deficiency support agreement for overseas corporation			
		Additional investment participation in FCEV refueling infrastructure investment corporation	Reported	N/A	
		Report on safety & health major issue			
Extraordinary Meeting	Dec. 20	Appointment of CEO	Approved	100%	
		Participation in capital increase of overseas joint venture	Reported	N/A	

Board-centered Management System

Evaluation of BOD Operations and Activities

Hyundai has its independent directors conduct an evaluation of the BOD and committee operations every year, and the results are discussed at BOD meetings to enhance their effectiveness. In addition, we regularly engage an independent third party for evaluations to ensure an objective assessment of the BOD’s composition and its operational effectiveness.

These evaluations enable us to assess the current status of the BOD’s composition and operations in terms of expertise, efficiency, and effectiveness. The results confirmed that there is neither inappropriateness in the Board’s composition nor ineffectiveness in its operations. Furthermore, we have developed improvement plans for the Board by benchmarking best practices both domestically and internationally within the industry. Going forward, based on the final opinion of the third party, we will incorporate these ideas to enhance the composition and operations of the Board.

Appointing the Lead Independent Director and Launching the Independent Directors’ Meeting

In April 2025, we decided to appoint a lead independent director to enhance the transparency of the BOD’s decision-making, and established the Independent Directors’ Meeting exclusively attended by independent directors to ensure the effectiveness of our lead independent director system. The lead independent director, as the representative of the independent directors, is responsible for convening and presiding over the Independent Directors’ Meeting while gathering independent directors’ feedback and presenting it to the BOD, playing a supportive role in facilitating communication among shareholders, the BOD and senior management. We have assigned staff to support the work of the lead independent director, which underscores our commitment to successfully establishing the lead independent director system. Director Dal Hoon Shim was appointed as the first lead independent director.

BOD Remuneration

Criteria for BOD Remuneration

Remuneration for directors is executed within the limits determined at a GSM and is determined through deliberation by the Remuneration Committee. Remuneration for internal directors is tied to such evaluation metrics as role, position, leadership, contribution to the company, and talent development. Bonuses are paid on the basis of the performance incentives determined by comprehensively considering the company’s financial performance (sales, operating profit, etc.) and individual performance. In the case of independent directors and members of the Audit Committee, fixed amounts are paid to ensure their independence and transparency, but no separate performance bonus is paid.

Remuneration Payment Details (Unit: KRW million)					
Classification	CEO ¹⁾	Board member ²⁾	Independent director	Employee	CEO-to-employee pay ratio
Average compensation per person	3,399	1,402	120	124	27.4 times

* For further details, please refer to the 2024 Business Report published on the FSS’ electronic disclosure system
1) Based on remuneration for Jaehoon Chang, President & CEO of Hyundai Motor Company
2) Including all internal and independent directors

Executive Performance Evaluation and Remuneration

At Hyundai Motor company, executive remuneration consists of an annual salary and performance-based incentives determined respectively based on one’s rank and role and on annual performance. The annual salary is individually linked to an executive’s rank and position (role) under the company’s executive remuneration system which is established by comprehensively considering the industrial landscape, business scale, and peer compensation benchmarks. Performance incentives, ranging from 0% to 200% of the basic salary, are awarded based on both the company’s business results and the executive’s performance assessment tier. Our CEOs are compensated in alignment with the company’s financial performance and KPIs, and other senior executives are placed into one of five tiers according to their KPIs, MBO, and performance in policy implementation. KPIs reflect internal/external ESG assessment results, performances on key ESG improvement tasks, and other sustainability management metrics, ensuring ESG management is embedded in our day-to-day routine.

Executive Performance-linked Evaluation and Remuneration

Classifi- cation	CEO	Senior Management
Annual salary	Determine by comprehensively taking into account CEO roles, leadership, expertise and contribution to the company	Individually determine based on the management remuneration system and executive salary standards covering one's position and role
Perfor- mance incentive	Combination of the company's financial results and organizational performance → Performance incentive grade	Combination of organizational performance, individual performance, and policy implementation → Performance incentive grade
	<div>Financial performance + Company KPIs = Performance incentive grade</div> <div>- Sales 30% - Financial Indicators 35% - S / A / B / C / D - Profit&loss 70% - Business strategy indicators 45% - Sustainability indicators 20% - Common indicators (points may be added or subtracted)</div>	<div>KPI + MBO + Policy = Performance incentive grade</div> <div>- KPI* assess-ment results by division - Annual performan-ce goals besides KPI - Culture Survey (organiza-tional culture diagnosis) * Including ESG development goals, etc.</div>

Board-centered Management System

BOD Subcommittees

Audit Committee

Composition of the Audit Committee The Commercial Act stipulates strict criteria for appointing and forming the committee member aimed at securing the transparency and independence of the Audit Committee, and thus the Audit Committee must be composed of at least three directors appointed at a GSM, and at least two-thirds of them should be independent directors. At least one member of the Committee should be separately appointed at the GSM for the purpose of serving on the Audit Committee, and the Committee should include at least one member with expertise on accounting and finance to ensure its professional operation.

Hyundai Motor Company fully complies with the provisions under the Commercial Act relating to the composition of the Audit Committee. All five members of the Audit Committee are independent directors, and Ji Yun Lee was separately appointed at the GSM to serve on the Audit Committee. Dal Hoon Shim and Suyi Kim who sit on the Committee are experts in the fields of accounting and finance. In particular, director Dal Hoon Shim(Committee Chair), who has accumulated a wealth of experience as a tax expert while serving as the head of Jungbu Regional Office of National Tax Service among other posts, supports the company's overall risk management from a different perspective to the company's internal audit organization.

Roles of the Audit Committee Hyundai's Audit Committee is composed of five independent directors with expertise in various areas including legal, finance, accounting, and future technology. The Committee verifies the legality of the business activities of the directors and management and supervises the soundness and propriety of corporate financial activities and the accuracy of its financial reporting, and also reviews matters stipulated by the GSM related to the selection, change, and dismissal of external auditors, other laws and the Articles of Incorporation, and the operating regulations of the Committee. In addition, the Audit Committee is evaluating the design and operational status of the internal control over financial reporting, and Hyundai's internal control over financial reporting has been evaluated as being effectively designed and operated from the perspective of materiality, based on the Framework for the Design and Operation of Internal Control over Financial Reporting.

Audit Committee Composition

Classification	Independent director	Independent director	Independent director	Independent director	Independent director
Name	Dal Hoon Shim	Ji Yun Lee	Seung Wha Chang	Suyi Kim	Jim Myong Doh
Expertise	Finance, accounting, tax	Future/industrial technology	International trade/legal affairs	Global and finance	Global and business administration

Approval of Non-audit Services

Hyundai regularly monitors the independence of its external auditors, and only allows them to conduct non-audit services to the extent that they do not affect their independence. We report any important matters identified during their activities to the Audit Committee and disclose them through quarterly reports. In order to further strengthen the independence of the external auditors, prior approval from the Audit Committee is required as of 2023 when signing a non-audit service contract with an external auditor.

Non-audit Service Contracts with External Auditors

Business Year	Date of Contract	Service Offered	Contract Period	Service Fee (KRW million)
57th	Jun. 23, 2022	Consulting service for the renewal of the APA between Korea and Canada	From Aug. 5, 2022 until a settlement is reached	150
	Dec. 20, 2023	Support for the mutual agreement and bilateral APA between Korea and Spain	From Dec. 20, 2023 until a settlement is reached	180

Remuneration Committee

Composition of the Remuneration Committee Following the amendment to the Articles of Incorporation for the establishment of the Remuneration Committee at the 2019 GSM, Hyundai enacted the Remuneration Committee regulations at the 4th General BOD Meeting. In accordance with BOD's regulations requiring that the majority of the Remuneration Committee to be comprised of independent directors, all three members of the Remuneration Committee are independent directors.

Roles of the Remuneration Committee Hyundai's Remuneration Committee helps the company to ensure objectivity and transparency in the remuneration decision-making process for registered directors. It also deliberates and makes decisions on matters related to the limit on remuneration for registered directors and the remuneration system for internal directors.

Remuneration Committee Composition

Classification	Independent director	Independent director	Independent director
Name	Yoon Hee Choi	Dal Hoon Shim	Seung Wha Chang
Expertise	Labor law, legal affairs	Finance, accounting, tax	International trade, legal affairs

Recommendation Committee on Candidates for Independent Directors

Composition of the Recommendation Committee on Candidates for Independent Directors Hyundai's Recommendation Committee on Candidates for Independent Directors recommends independent director candidates in accordance with the relevant laws, the Articles of Incorporation, and the BOD regulations. The Committee is composed of four directors – three independent directors and one internal director - with independent directors making up a majority of the total number of directors, according to the laws and regulations.

Roles of the Recommendation Committee on Candidates for Independent Directors The Recommendation Committee on Candidates for Independent Directors plays the role of recommending candidates for independent directors prior to a GSM. The Committee recommends candidates who can make substantial contributions to corporate management after carefully examining whether the candidates' professionalism and personal capabilities are in line with the interests of the shareholders, and whether there is a history of their causing damages to corporate value or infringing shareholders' rights.

Recommendation Committee on Candidates for Independent Directors Composition

Classification	Independent director	Independent director	Independent director	Internal director
Name	Ji Yun Lee	Jim Myong Doh	Benjamin Tan	José Muñoz
Expertise	Future · industry technology	Global and management	Finance, protection of shareholder rights and interests	Overall management

Board-centered Management System

Sustainability Management Committee

Composition of the Sustainability Management Committee In 2021, Hyundai established the Sustainability Management Committee by expanding and reorganizing the Corporate Governance & Communication Committee. The Committee is composed of seven independent directors and one internal director, as the functions of the former Corporate Governance & Communication Committee with four members have been expanded. In particular, Director Benjamin Tan provides expert insights on Hyundai’s shareholder return value and capital allocation policy as a global financial expert who has worked for GIC (Government of Singapore Investment Corporation).

Roles of the Sustainability Management Committee Hyundai’s Sustainability Management Committee serves as a practical control tower for its ESG management, with the responsibility and obligation to deliberate and decide on its ESG policies, plans, and major activities. In addition, going beyond the role of the former Corporate Governance and Communication Committee, it discusses major health and safety-related plans and implementation inspections, and the protection of shareholders’ rights and interests, which are gradually increasing in importance. The Committee also carries out a variety of activities to improve Hyundai’s sustainability management practices internally and externally, such as strengthening the transparency of the Board, expanding communication with shareholders, and checking ethical issues related to employees.

Sustainability Management Committee Composition

Classification	Independent director	Independent director	Independent director	Independent director
Name	Dal Hoon Shim	Ji Yun Lee	Seung Wha Chang	Yoon Hee Choi
Expertise	Finance, accounting, tax	Future/industrial technology	International trade/legal affairs	Labor law and legal affairs
Classification	Independent director	Independent director	Independent director	Internal director
Name	Suyi Kim	Jim Myong Doh	Benjamin Tan	José Muñoz
Expertise	Global and finance	Global and management	Finance and protection of shareholder rights and interests	Overall management

Sustainability Management Committee Activities in 2024

Classifi- cation	Date	Agenda	Approval Status	Approval Rate	Attendance
1st General Meeting	Jan. 25	Approval of financial transactions under the terms and conditions agreed with affiliated financial companies	Approved	100%	100%
		Approval of transaction limit with interested parties			
		Approval of the major social contribution plans for 2024			
		Approval of donations to related parties			
		Transactions entered into between the company and directors among others in Q4 2023	Reported	N/A	
		Transactions entered into with interested parties in H2 2023			
		Social contribution activities undertaken in Q4 2023			
		Employee Code of Ethics implementation review results in H2 2023			
		Compliance Program implementation and future plans			
Governance activities undertaken in H2 2023	Approved	100%			
Approval of ESG implementation directions for 2024					
Own operations and supply chain ESG due diligence results	Reported	N/A			
2nd General Meeting	Apr. 25	Approval of financial transactions under the terms and conditions agreed with affiliated financial companies	Approved	100%	
		Re-approval of transactions with an affiliate (seaborn transport of vehicles)			
		Transactions entered into between the company and directors among others in Q1 2024	Reported	N/A	
		Social contribution activities undertaken in Q1 2024			
		Compliance support activities and Compliance Program activities undertaken in Q1 2024			
		Key details of governance NDRs hosted in H1 2024			
Extraordinary Meeting	Jun. 4	Approval of the large-scale insider trading deal (participation in the capital increase of 42dot)	Approved	100%	
3rd General Meeting	Jul. 25	Approval of financial transactions under the terms and conditions agreed with affiliated financial companies	Reported	N/A	
		Transactions entered into with stakeholders and between the company and directors among others in H1 2024			
		Social contribution activities undertaken in H2 2024			
		Employee Code of Ethics implementation review results in H1 2024			
		Compliance support and Compliance Program activities undertaken in Q2 2024			
Governance activities undertaken in H1 2024	Reported	N/A			
Mid- to long-term strategy and financial goal					
Extraordinary Meeting	Sep. 30	Approval of change in the trading period of beneficiary certificates with an affiliate	Approved	100%	
4th General Meeting	Oct. 24	Approval of financial transactions under the terms and conditions agreed with affiliated financial companies			Approved
		Approval of transactions with affiliates (brand usage fee)			
		Approval of transactions with an affiliate (lease of the office building in Gye-dong)			
		Transactions entered into between the company and directors among others in Q3 2024	Reported	N/A	
		Social contribution activities undertaken in Q3 2024			
		Compliance support and Compliance Program activities undertaken in Q3 2024			
		Progress on the 2024 health and safety plan			
Progress on new business operations	Approved	100%			
Approval of transactions with affiliates (seaborn transport of vehicles)					
Approval of transactions with affiliates (disposal of assets with Kia)					
Approval of participation in the capital increase of an affiliate					
Approval of the updated carbon neutrality strategy of Hyundai Motor Company					

Shareholder-friendly Management

Hyundai respects the legitimate demands and suggestions of its shareholders and strives to protect their values and interests. We maintain the soundness of our decision-making process and management so that our corporate value can be duly evaluated, while also doing our utmost to ensure that our shareholders’ interests and rights are not infringed upon by making management decisions in consideration of the interests of all our shareholders. To this end, we guarantee their basic right to participate in profit distribution, attend GSMs and exercise voting rights, and receive information in a regular and timely manner as stipulated in the Commercial Act. Moreover, we make active efforts to communicate with our shareholders through NDRs and other various IR activities, and thus provide them with information in a transparent manner.

General Shareholder’s Meeting (GSM)

Status of Stock Issuance

Hyundai’s total number of issued shares is 271,427,974, consisting of 209,416,191 shares of common stock and 62,011,783 shares of preferred stock. According to the Articles of Incorporation, the total number of shares that can be issued is 600,000,000 shares (par value of one share: KRW 5,000), of which 150,000,000 shares of preferred stock without voting rights can be issued. As of the end of 2024, three types of preferred stocks are issued in addition to common stocks, but the rights for the distribution of residual assets, redemption, conversion, etc. are not provided for preferred stocks. No preferred stockholder’s meeting has been held for the past three years.

Stock Issuance Status

Classification		Authorized Shares	Shares Issued	Note
Common stocks		450,000,000	209,416,191	With voting rights
Preferred stocks	Preferred stocks	150,000,000	23,871,988	Without voting rights
	2 Preferred stocks		35,759,391	Without voting rights
	3 Preferred stocks		2,380,404	Without voting rights

* As of the end of 2024

GSM Convocation and Notice

By the CEO pursuant to a BOD resolution, Hyundai convenes a regular general shareholder's meeting (GSM) within three months after the end of each accounting period, and extraordinary shareholder's meeting (if necessary). Unless all shareholders agree, no other resolutions can be made apart from those of which they are notified in advance. When convening a GSM, a notice or electronic document stating the purpose of the meeting must be sent to each shareholder at least two weeks prior to the meeting date. However, in accordance with the provisions of the Commercial Act, the notice to shareholders holding a certain number of shares or less may be substituted by a public announcement on the electronic disclosure system or other methods. Hyundai has improved its work process in order to provide shareholders with information related to GSM within a sufficient period of time, and since 2020 it has issued each convocation notice four weeks before the GSM concerned.

GSM Resolution (One Share, One Vote)

In accordance with the Commercial Act and the Articles of Incorporation, Hyundai grants one equal voting right per share owned by its shareholders according to the type and number of stocks held by them. Unless otherwise provided by law, GSM resolutions are made by a majority of the voting rights of the shareholders present, who must hold at least a quarter of the total number of issued stocks. Shareholders may exercise their voting rights with other shareholders serving as their proxy, and the proxy must submit a document proving their proxy right to the company prior to the opening of a GSM.

Exercise of Shareholders' Voting Rights and Their Delegation

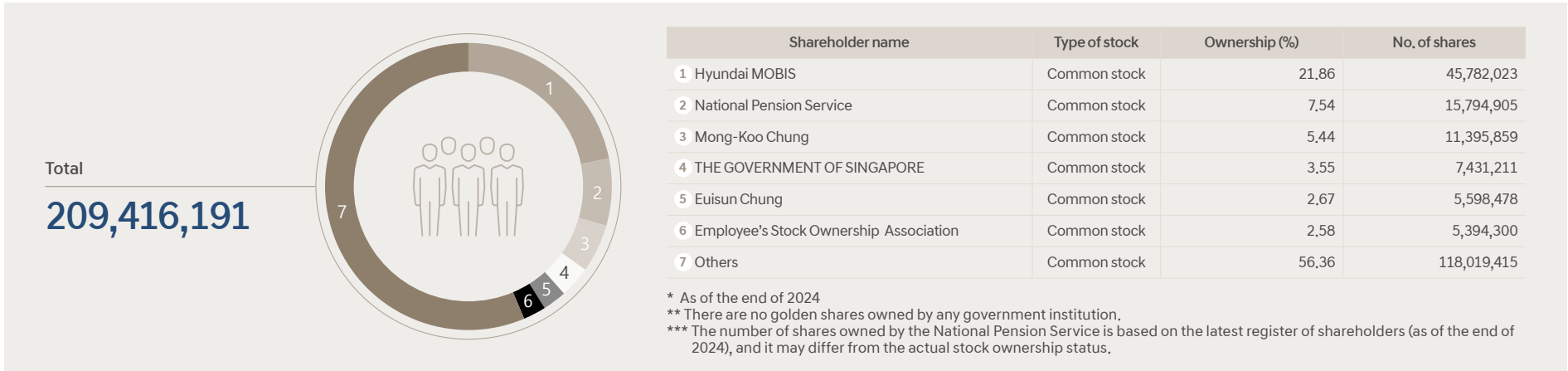
At Hyundai’s GSM, voting rights are exercised through the shareholders' direct participation or by proxy, or by solicitation of the proxy exercise of voting rights. In order to secure a quorum for GSM resolutions and facilitate the smooth operation of a GSM on the principle of ‘one share, one vote’, the power of attorney form is issued to the shareholders directly, posted on the internet homepage, or sent by e-mail.

We introduced an electronic voting system at the 52nd GSM to facilitate our shareholders' voting rights. Furthermore, we are making efforts to disclose information in a transparent manner by disclosing the number of shares for and against each item of agenda at each GSM

Appointment of Directors as an Individual Item of Agenda

Hyundai proposes the appointment of directors as an individual item of agenda, and they are appointed with the consent of the majority of the shareholders present at a GSM.

Share Ownership



The 57th GSM (March 2025)

Agenda Items			Whether approved
Approval of financial statements	No. 1	Approval of the 57th financial statements	Approved as proposed
Some amendment of the Articles of Incorporation	No. 2-1	Addition of a new business purposes	Approved as proposed
	No. 2-2	Improvement of quarterly dividend payments	Approved as proposed
	No. 2-3	Supplementary provisions (Mar. 20, 2025)	Approved as proposed
Appointment of directors	No. 3-1-1	Appointment of an independent Director (Suyi Kim)	Approved as proposed
	No. 3-1-2	Appointment of an independent Director (Jim Myong Doh)	Approved as proposed
	No. 3-1-3	Appointment of an independent Director (Benjamin Tan)	Approved as proposed
	No. 3-2-1	Appointment of an internal director (Euisun Chung)	Approved as proposed
	No. 3-2-2	Appointment of an internal director (Eunsook Jin)	Approved as proposed
Appointment of an Audit Committee member	No. 4-1	Appointment of an Audit Committee Member (Suyi Kim)	Approved as proposed
	No. 4-2	Appointment of an Audit Committee Member (Jim Myong Doh)	Approved as proposed
Approval of ceiling amount of director's compensation	No. 5	Approval of ceiling amount of director's compensation	Approved as proposed

Shareholder-friendly Management

Shareholder Return

Shareholder Return Policy

To enhance shareholder value, Hyundai has been paying dividends of which size is determined in consideration of the company’s investment for sustainable growth, business performance, and cash flow. To elevate shareholder value and earn greater shareholder trust, we disclosed our ‘mid- to long-term shareholder return policy’ on April 25, 2023. Under this policy, we aim to reach a dividend payout ratio of at least 25% of annual consolidated net income attributable to controlling interests (including preferred shares) to increase the visibility and stability of dividends. We have been paying quarterly dividends since the second quarter of 2023, and are implementing a proactive share cancellation policy by retiring 1% of our treasury shares each year over the next three years, which is equivalent to 3% of the total number of outstanding shares. Also, during the CEO Investor Day hosted on August 28, 2024, we announced our Value-up Program reflecting our confidence in improving fundamentals and the strong commitment of the BOD and top management to enhance shareholder return. This program will steer our efforts to achieve at least 35% in total shareholder return (TSR: dividends + share repurchase/ cancellation) from 2025 to 2027, pursue an average ROE of 11-12% over the three years, pay a minimum annual dividend of KRW 10,000 (KRW 2,500 per quarter), and buyback KRW 4 trillion of treasury shares over the period of three years, driving our sustained commitment to elevating shareholder value.

On the BOD meeting day when the Board’s decision is made to implement dividends, we disclose it to the stock exchange and provide detailed information about dividends through our regular reports to keep our shareholders informed. In addition, we amended the Articles of Incorporation at the 55th General Shareholders Meeting to allow the BOD to designate the record date for year-end dividends. A similar amendment was made at the 57th General Shareholders Meeting so that the record date could be set for quarterly dividends as well, further enhancing shareholder convenience. The details of the dividends issued for the past three years are as follows:

Shareholder Return Trend for the Past 3 years

Business Year	Stock Type	Stock Dividend	Cash Dividend			Payout Ratio
			Dividend Per Share (KRW)	Total Dividend (KRW million)	Dividend Yield	Consolidated Basis
2024	Common stock	-	12,000	2,439,175	5.6%	25.1%
	Preferred stock	-	12,050	262,442	7.9%	
	2 Preferred stock	-	12,100	418,010	7.7%	
	3 Preferred stock	-	12,050	28,213	7.9%	
2023	Common stock	-	11,400	2,320,806	4.7%	25.1%
	Preferred stock	-	11,450	251,054	7.4%	
	2 Preferred stock	-	11,500	399,821	7.3%	
	3 Preferred stock	-	11,450	26,975	7.5%	
2022	Common stock	-	7,000	1,412,321	4.5%	24.9%
	Preferred stock	-	7,050	154,579	8.8%	
	2 Preferred stock	-	7,100	246,846	8.8%	
	3 Preferred stock	-	7,050	16,609	9.1%	

Communication with Shareholders

Transparent Information Disclosure

The disclosures made by Hyundai can be found on its website and through various disclosure/inquiry systems such as DART and KIND. In 2024, we submitted a total of 196 disclosures, including five voluntary disclosures outlining our Value-Up program and changes in the record date for dividend payments as well as 19 fair disclosures relating to operating results and earnings outlook, offering stakeholders a broad range of information about the company. Furthermore, we operate a separate English website for foreign shareholders and stakeholders, have been issuing disclosures in English since even before it was made a mandatory requirement, with the aim of strengthening communication with our foreign shareholders. Such efforts to strengthen disclosure practices were widely recognized as we were named a top-performer for disclosures in the KOSPI market by the Korea Exchange in 2024. Going forward, we will make continuous efforts to ensure faithful and transparent disclosure of information, offer management guidance, and expand the release of English materials for overseas investors.

Revamping the IR Website

To ensure stakeholders easily access and navigate our IR website, we overhauled our IR website at the end of 2023 by comprehensively incorporating feedback from shareholders, investors, analysts, and other market participants. We will further upgrade our IR website to meet evolving market needs.

Corporate Briefings

Hyundai holds corporate briefings in January, April, July, and October to announce its annual, first quarter, first half, and third quarter business results, respectively.

Starting with the announcement of the Q1 2020 earnings, Hyundai has been providing live webcasts that are accessible to all shareholders to enhance investor relations (IR). We also have been hosting a CEO Investor Day since 2019 to present mid- to long-term management goals and improve investors’ understanding. Meanwhile, we are actively engaging with our shareholders by hosting meetings with our investors and involving top management when necessary.

Governance Non-Deal Roadshow

We host annual governance Non-Deal Roadshows (NDR) where independent director responsible for protecting shareholder rights and interests engage directly with shareholders to communicate Hyundai’s governance improvement efforts and sustainability management activities and goals. Looking ahead, we will hold regular NDR events to proactively share our ESG management progress and achievements with the market.

CEO Investor Day

In August 2024, we hosted CEO Investor Day to unveil our 2030 mid- to long-term strategy. This strategy embodies our commitment to shape a new future through the two pillars of Mobility and Energy while ensuring agility in navigating the market landscape by leveraging the ‘Hyundai Dynamic Capabilities’ which enable us to flexibly respond to uncertain market conditions to build sustainable leadership. We plan to invest a total of KRW 120.5 trillion for the next 10 years, including KRW 51.6 trillion allocated for building new EV plants and infrastructure. As to the Hyundai Dynamic Capabilities, we will increase our hybrid lineups from the current 7 to 14 while expanding the application of our next-generation hybrid system (TMED-II) and rolling out EREV models in North America and China. Meanwhile, we plan to build a full EV lineup, spanning from mass-market models to luxury and high-performance ones, by 2030 while building a total of 21 models to provide consumers with a broader range of choices. Regarding mobility, we will transit to the SDV paradigm to enable continuous upgrades in functionality and services based on vehicle data and AI, and pursue the SW-centered transition to connect a range of mobility services including SW platform-based AAM (Advanced Air Mobility) and robotics. In the EV energy realm, we aim to deliver solutions across the entire EV lifecycle from charging for our EV customers to battery recycling while establishing a hydrogen ecosystem offering end-to-end solutions throughout the entire hydrogen value chain from hydrogen production to application through Hyundai Motor Group’s combined capabilities, expediting our collective journey towards a hydrogen society.

Ethics and Compliance Management

Hyundai strives to fulfill its economic and legal responsibilities to all of its stakeholders – including customers, shareholders, suppliers and local communities – by practicing and spreading ethical management activities and promoting fair trade compliance. The Sustainability Management Committee, which was expanded through restructuring in March 2021 and is operating under the BOD, is responsible for making decisions in relation to key ethical management policies and amendments to the Code of Conduct in addition to overseeing ethical management. The Ethics Charter and the Employee Code of Conduct have been established to assist employees in conducting business ethically and raising awareness on compliance through the online compliance support system, self-reviews, guidelines, and newsletters. Moreover, we are spreading the management’s determination to strengthen fair trade compliance throughout the company and conduct regular employee education.

Spreading Ethical Management

Ethics Charter

Hyundai has established the Ethics Charter with the aim of setting an example as a global leading company that conducts its business based on the principles of ethics and compliance. The following Five Guiding Principles of the Hyundai Motor Group Ethics Charter serve as the guidelines on ethical management which Hyundai employees must follow to when dealing with various stakeholders such as customers, shareholders, suppliers, and members of local communities.

Five Guiding Principles at Hyundai Motor Group Ethics Charter

1. We shall perform our duties based on clear and transparent standards, and do our utmost to fulfill our responsibilities with integrity.
 2. We shall compete fairly in the market and conduct business ethically with parties that engage in contractual relationships with us.
 3. We shall provide safe products, exceptional services and accurate information, and we rigorously protect personal information to increase customer value.
 4. We shall respect our members as independent individuals, and to this end, we provide fair working conditions and safe working environments.
 5. We shall contribute to sustainable development by fulfilling our social & environmental responsibilities as a member of society, so that diverse stakeholders may prosper together in harmony.

Ethics Charter & Code of Conduct

Hyundai Motor Company Ethics Charter and Code of Conduct is designed to increase ethical awareness among its employees by providing them with specific procedures and measures related to the implementation of ethical management. Ethics Charter & Code of Conduct specifically covers corruption and bribery, discrimination, information confidentiality, conflicts of interest, antitrust/anti-competitive practices, money laundering and insider trading, environment, health and safety, and whistleblowing.

Anti-Corruption & Bribery Policy

Anti-Corruption & Bribery Policy of Hyundai Motor Company was enacted in June 2021 to prevent risks associated with corruption and bribery and guide its members towards upholding ethical and moral values. The policy includes such guidelines as the prohibition of all forms of bribery and solicitation, the eradication of facilitation payments, the prohibition of political donations and sponsorships, and rules on charitable donations and sponsorships in accordance with the company’s standards and procedures. It also contains a clause which stipulates that the company shall establish a reporting system accessible to all employees and stakeholders to monitor corruption and bribery risks at all times and to take the necessary measures immediately in the event of violations.

Prevention and Monitoring Program for Code of Ethics Violations (Anti-Corruption/ Bribery)

Hyundai strives to ensure that its employees and suppliers can continue to conduct transparent and fair transactions by addressing bribery and conventional fees, including rebates, in its Ethics Charter & Code of Conduct and Anti-Corruption & Bribery Policy. We also promptly provide education on the Code of Ethics (anti-corruption/bribery) to employees requiring refresher compliance education, including newly-appointed executives, new hires with/without previous work experience, and expatriates awaiting assignment. This helps these employees remain vigilant against corruption/bribery and prevent relevant risks. In 2024, anti-corruption/bribery education was conducted on 26 occasions in total.

Besides, legal advice is provided as needed in relation to anti-corruption/bribery through the compliance management support system. This enables our employees to double-check in advance whether their work may potentially violate the Improper Solicitation and Graft Act or constitute occupational breach of trust/embezzlement, preventing anti-corruption/bribery risks in the process. The Compliance Support Advice Center is also up and running (system, phone, email) to receive whistleblower reports on Employee Code of Ethics violations. Semi-annual regular audits and ad-hoc audits are conducted each year to assess compliance with the Employee Code of Ethics, and the results are reported to the Sustainability Management Committee under the BOD.

Procedures to Address Reports on Code of Ethics Violations(corruption/bribery) and Handle Such Violations

To disseminate ethical and compliance management and prevent relevant risks, we operate the Compliance Support Advice Center under the compliance management system to support employees in their compliance work and facilitate reporting of regulatory non-compliance. The audit office is the dedicated department responsible for receiving whistleblower reports on ethical management violations. These include issues such as unfair trade practices, improper solicitation or provision of money, valuables, or entertainment, abuse of authority, and acts of solicitation, using the Cyber Audit Office and other reporting channels. To encourage whistleblowing, we protect the anonymity of whistleblowers and grant relief from liability. Also, in accordance with Article 12, Paragraph 2 of the Guidelines for the Compliance Control, Hyundai regularly provide compliance education to employees, and through this, Hyundai provide information on the reporting channels, such as the Cyber Audit Office, One Click HR, and the Compliance Support Advice Center.


The lead department receiving a report verifies its details, and either forwards the case to relevant departments or conducts direct reviews before communicating corresponding corrective or disciplinary action to the responsible department, which takes appropriate action based on feedback from the lead department.

In accordance with Article 11 of the company's internal rules relating to workplace ethics, entitled “Disciplinary Actions for Violations of the Code of Ethics,” violators of the Code are dealt with in accordance with the regulations of the Internal Disciplinary Committee, and may be subject to disciplinary measures such as dismissal, suspension, or a reduction of their salary. The department receiving a report on the violation of the Code of Ethics documents the findings of the investigation in writing and immediately communicates such findings to the HR department, which then reviews the information and determines whether disciplinary action is warranted as per the regulations of the Internal Disciplinary Committee. If a supplier is involved, appropriate actions are taken depending on the severity of the issue at hand, including suspension of business relationships or compensatory action.


Procedures to Address Reports on Code of Ethics Violations (corruption/bribery) and Handle Such Violations

1. Receive a report : Online (Cyber Audit Office), phone, etc.
※Ensure adherence to the whistleblower protection policy
 2. Conduct preliminary investigations : Verify the details of the report and secure evidence
※Report the preliminary investigation plan and gain approval before proceeding
 3. Conduct audits : Verify factual grounds by investigating individuals involved, relevant departments, and suppliers among others
 4. Request action : Develop improvement plans (reoccurrence prevention measures), submit internal reports requesting disciplinary action, and deliver opinions to relevant departments


Reporting Channels




Cyber Audit Office
@ [Hyundai Motor Company Cyber Audit Office](#)



By Phone
+82-2-3464-3500



By Fax
+82-2-3464-8813



By Mail
Hyundai Motor Group Audit Office

Ethics and Compliance Management

Disciplinary Action against Non-compliance with the Code of Ethics

In 2024, Hyundai took disciplinary action (such as dismissal, suspension, reduction of salary, reprimand, warning, etc.) in 8 cases related to corruption or bribery, discrimination and harassment, misuse of customer privacy data, conflicts of interest, and money laundering or insider trading.

Classification	No. of disciplinary action
Corruption or bribery	5
Discrimination or harassment	3
Customer privacy data	0
Conflicts of interest	0
Money laundering or insider trading	0

Protection of Whistleblowers

Hyundai guarantees the protection of whistleblowers related to employee business ethics and compliance in its Ethics Charter & Code of Conduct, and internal rules relating to workplace ethics regulations, while complying with the relevant laws. Measures to protect whistleblowers include keeping whistleblowers and their related information confidential, and strictly prohibiting any disadvantages or retaliatory acts against them. If a person who violated the Code of Ethics is found to have attempted to retaliate against a whistleblower, identify the whistleblower, or inflict secondary harm, this could be subject to aggravated disciplinary action in accordance with Article 9 of Chapter 3 (Handling of violations of the regulations) of the regulations on workplace ethics. In the course of investigation, both accused parties and witnesses are informed of the principle of zero tolerance towards retaliation, and we do our utmost to protect whistleblowers and maintain their confidentiality.

Protection of the informant

1. Confidentiality	Personal information of the informant cannot be disclosed to the public without the informant's consent.
2. Guarantee of status	The employer or relevant department is prohibited from imposing any disadvantages or discriminating against the informant because of supplied information, statements and submission of evidence.
3. Reduction or exemption of liabilities	If any mistake or negligence of the informant is discovered during the investigation process, the liabilities of the information for such faults or negligence may be reduced or waived.

Internalization of Ethical/Compliance Management

Employee Performance Management and Promotion Hyundai includes items related to workplace ethics in its employee competency evaluation. The core elements of the evaluation include respect for talent and compliance with the established norms, while the evaluation of leaders' competency also includes their principles and convictions. In addition, when reviewing employees' prospects for promotion, we exclude from promotion those who have received severe penalties related to ethics/ compliance, which is a common deliberation item for promotion and a mandatory item that is applied equally to all our executives and employees.

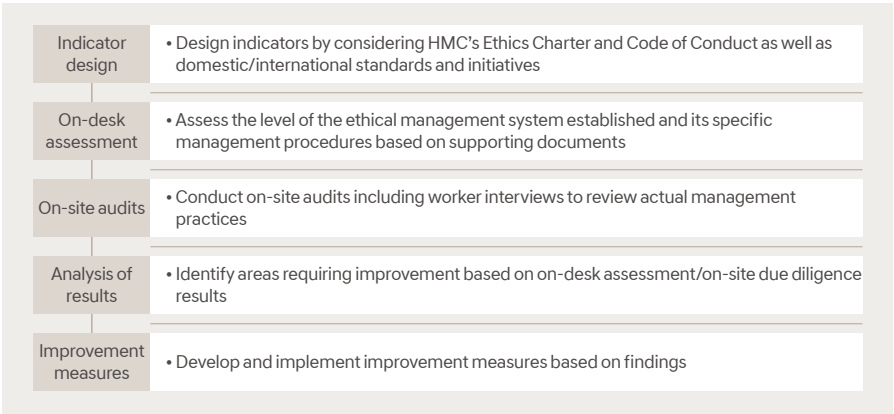
Compliance and Ethical Management Pledge We annually have our employees sign the compliance and ethical management pledge to assist them in abiding by the Code of Conduct in their daily routine.

Due Diligence on Ethical Management

Hyundai conducts due diligence for ESG risk assessment covering ethics-related indicators on domestic operations including the Headquarters, R&D Center, and production plants as well as on regional headquarters, R&D Center, and production plants across Europe, North America, Central and South America, India, and China. Annual on-desk assessments are made on our entire operations based on supporting documents, and on-site reviews are performed by third-party experts at production plants every three years.

We designed ethical management assessment indicators based on our Ethics Charter and Code of Conduct, while also comprehensively considering assessment indicators adopted by domestic/ international standards and industry initiatives. These indicators are used in reviewing a wide range of areas including whistleblowing channels and case handling procedures for ethical misconduct, whistleblower protection, data privacy, and information security as well as the overarching ethical management system spanning the development of ethics principles and regulations, education and communication, and updates on organizational R&Rs. Review results help us share best practices from high-performing business sites with outstanding ethical management systems and processes, encouraging their peers to drive performance improvement.

Process to Conduct On-site Ethical Management Due Diligence



Compliance Management & Compliance Support System

Compliance Management

Compliance management embodies the management spirit by which the company pursues transparent and fair business performance in order to comply with the established norms and uphold sound business ethics in its management and corporate activities. Hyundai established its compliance control standards for compliance management in 2012, and since then it has introduced a compliance support system under the Commercial Act including the appointment of the Chief Compliance Officer, while carrying out various compliance support activities.

Compliance Support System

Compliance Control Regulations and Policies The Compliance Control Standards prescribe the standards and procedures for compliance control which the company's executives and employees must comply when performing their duties in order to ensure that the company complies with the laws and regulations and executes its corporate management practices properly. Hyundai conducts compliance support activities based on its own compliance control standards. In addition, through its own Ethics Charter and Code of Conduct, Hyundai presents the standards for the conduct of its executives and employees, while ensuring that they comply with the company's other compliance-related policies, such as the Anti-Corruption/Bribery Policy and the Personal Information Protection Policy.

Compliance Support Organization At Hyundai, the Chief Compliance Officer is in charge of compliance support activities to prevent legal risks and report the details and results of the effectiveness evaluation to the board of directors on a regular basis. Furthermore, we appoint each departmental head as the compliance officer of his or her respective department so that he or she can carry out compliance control activities within the department.

Monitoring Hyundai conducts compliance self-checks in various legal areas, including fair trade, anti-corruption and personal information protection, to help each department, executive and employee assess the legal risks related to their work. Additionally, we communicate any identified risks to each department to facilitate improvements. In 2024, compliance self-reviews were conducted in alignment with the education topics covered by the Fair Trade Compliance Program Academy, our fair trade education program. In the first and second quarters, department-level self-reviews were performed in relation to greenwashing and management intervention, with 100% participation from all departments subject to such reviews. In the third and fourth quarters, individual compliance self-reviews were conducted for all executives and senior manager on the topic of fair business conduct. Furthermore, HMC conducted separate compliance self-reviews of executives and employees in high-risk departments (procurement/sales/finance) regarding fair trade. To this end, we develop self-review items reflecting the distinctive characteristics of each function to continuously identify and address risks that may occur at the working-level.

Ethics and Compliance Management

Providing Information for Compliance Management

Distribution of Compliance Guides Hyundai publishes approximately 40 compliance guides for each business area to inform employees of the relevant laws and regulations, their key contents, and response strategies. In 2024, the Fair Trade Compliance Guide was revised twice to promptly reflect the amendments to fair trade-related laws and regulations, and a greenwashing appendix was also added to respond to greenwashing regulations. In addition, we have distributed the Fair Trade Compliance Leaflet (Key Points for the Fair Trade Compliance Guide)’ which summarizes the core contents of the Fair Trade Compliance Guide, so that the Fair Trade Compliance Guide can be more actively utilized when performing work.

Diffusion of Compliance Culture

Hyundai aims to promote a culture of compliance by adopting diverse approaches and distributing the relevant contents. Through the online system, we provide legal advice, contract reviews, and compliance consultation to our employees at all times, while providing standard contracts (32 Korean contracts, 20 English contracts) for each business area to ensure that our employees can perform their duties in compliance with the law. In 2024, Hyundai conducted compliance event with participation from all employees twice a year so that employees could become familiar with compliance activities. As part of the efforts to expand compliance across overseas operations, Hyundai also provided localized personal information manuals to Indian and Indonesian subsidiaries, conducted face-to-face education, and supported compliance program inspections.

Evaluation of the Effectiveness of Compliance Control System

Hyundai has a third-party evaluation regularly whether its compliance control standards and related systems are effectively designed and operated to prevent or detect legal risks in a timely manner, and undertakes improvement activities based on the results of the evaluation.

Compliance Program

Implementing Compliance Program

Hyundai promotes fair and transparent management starting with its CEO’s commitment to compliance program (CP) in the first and second half of every year. In this way, Hyundai spreads its top management’s strong CP commitment to all of its employees in addition to getting its own Guidelines on CP, which are applied to their actual work performance.

In addition, we appoint a CP officer at a BOD meeting to manage and supervise the company's overall performance in terms of fair trade. In order to strengthen the responsibilities and obligations of each business site, we report the fair trade compliance operation performance and plans for the following year to the Sustainability Management Committee, a committee under the Board, on a quarterly basis while fostering a CP culture by offering various fair trade education and newsletters company-wide.

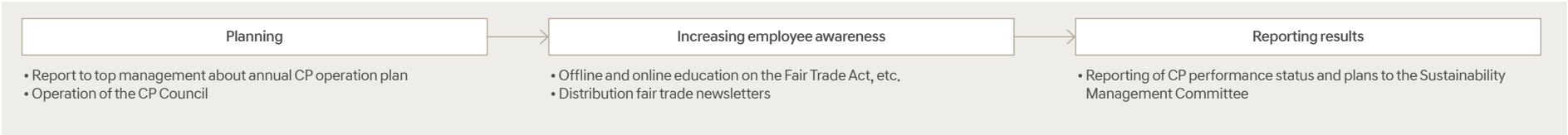
Fair Trading Education

Hyundai regularly conducts various fair trade-related education for employees. In 2024, we provided our entire workforce including general, research and legal staff with online compliance education on the topic of abuse of superior bargaining position (power harassment), and hosted quarterly Fair Trade CP Academy sessions for members of the CP Council, compliance personnel, and departments related with education topics to conduct fair trade and compliance education tailored to the needs of different functions, strengthening communication between the compliance support organization and compliance managers and keeping track of relevant risks. Meanwhile, bimonthly compliance newsletters were published for all employees. These newsletters were dramatically reformatted from paragraphs into a more accessible card news format, consisting of approximately 10 cards. In addition, compliance newsletters were produced and published for executives three times a year.

Fair Trading Education Provided

Year	Number of training sessions	Number of participants
2024	11	28,341

CP Implementation Process



Risk Management

Hyundai is facing a rapidly changing internal and external business environment due to the shifting technology paradigm such as electric vehicles, autonomous driving, and connectivity, along with increased geopolitical, economic, environmental, social and legal risks. While this new technology paradigm presents opportunities for Hyundai to become a global leader, it also introduces risks associated with uncertainty. In response, we established the Business Risk Management (BRM) Group as an organization dedicated to the systematic management of company-wide risks in 2023. The company continues to strengthen its risk management system by conducting performance evaluations and providing employee training linked to key risk indicators. We are committed to transforming crises into opportunities based on our thorough analyses of core risks and our continuous efforts to enhance our risk management processes.

Global Risk Management System

Risk Governance

To manage risks proactively, the BOD, executives, and employees participate in the process of risk identification, assessment and prioritization according to their respective roles and responsibilities.

BOD Level The BOD, as the company's highest decision-making body, is responsible for its business strategy and electric vehicle expansion strategy, etc., which are designed to address future risks and opportunities, as well as for managing and overseeing future risk factors. Furthermore, to proactively mitigate and prevent risks in the sustainability area, the company's sustainability risk response tasks and its implementation status are agendized, approved by and reported to the Sustainability Management Committee(hereafter SMC) under the BOD. In 2024, seven sustainability risk response tasks were selected and approved by SMC which include establishing EU Taxonomy data calculation methods and system, analyzing and calculating climate risks and its financial impact in response to the growing demand for financial performance disclosures associated with sustainable economic activities, and strengthening sustainability risk review process when making new investments.

Executive Level The Senior Vice President of Strategy & Governance is in charge of the company's overall risk management. The Management Committee, composed of C-level executives including the CEOs, convenes Management Committee Meeting (MCM) each month in order to discuss and devise countermeasures to significant risks that could affect the entire organization.

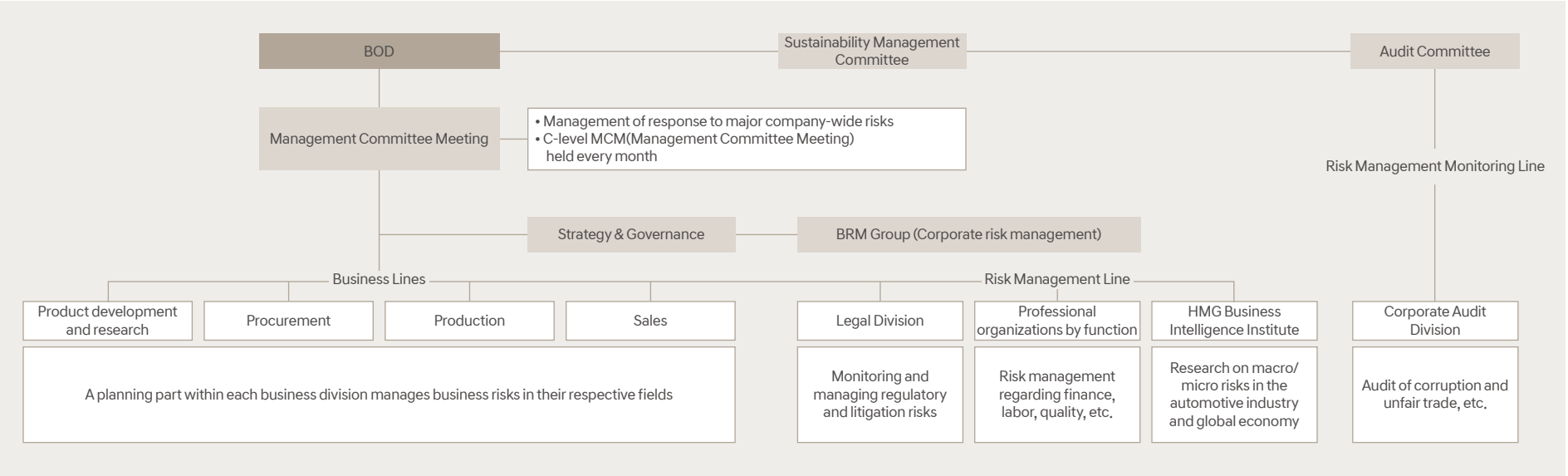
Dedicated Organization Established in 2023, the Business Risk Management (BRM) Group is responsible for company-wide risk management. Selected risk managers within the company's business divisions are responsible for managing risks within their respective divisions.

Audit Organization The Corporate Audit Division established under the Audit Committee, performs an independent internal audit function in order to ensure the effectiveness of our risk management and compliance processes. In 2024, we continued to monitor and audit the effectiveness of our internal management system for risks such as corruption and unfair trade, and our compliance processes.

Risk Organization by Division Hyundai operates a division-segmented risk management system in addition to its company-wide approach. Risk managers, selected from among the planning teams within each division organized by the value chain (R&D, procurement, production, and sales), identify and manage risks within their divisions. For sales, the organization is segmented by region, including the Americas, Europe, Asia, and China. The planning teams responsible for each region focus on identifying and managing market risks arising in their respective markets. Additionally, risk-related organizations that operate independently of the value chain business divisions include the Legal Division which manages legal and litigation risks; various specialized functional organizations that manage finance, labor, and vehicle quality; the HMG Business Intelligence Institute, which is responsible for macro- and micro-market risk analysis; and the Corporate Audit Division within the Audit Committee, which conducts continuous monitoring of risks related to corruption and unfair trade.

To boost the efficiency of each division's risk management system, Hyundai has established a risk identification and reporting procedure for employees. Once identified, risks are managed in the order of identification and check, report, and preemptive response through weekly/monthly/ongoing risk and task review meetings.

Risk Management System



Risk Management

Our Approach to Risk Response

To bolster our comprehensive capabilities to respond to the increasingly tightening safety and environmental regulations, we have been enhancing environmental management, pursuing the electrification of our products and business structure, advancing the resource circulation system, and strengthening the safety management system, demonstrating our commitment to keeping our risk response system up to date through the rigorous analysis of global markets. This commitment to move towards sustainable growth through more effective and efficient risk and opportunity management system is incorporated in the 2030 strategy that we established as our new future business strategies in 2024, and the Hyundai Way, which defines how we work.

The 2030 strategy represents Hyundai’s unique flexible response system aimed at proactively identifying and promptly addressing risks and opportunities arising from uncertain market conditions to secure sustainable leadership. This strategic initiative is underpinned by the two pillars of mobility and energy. Ensuring agile response to future risks and opportunities through the 2030 strategy, we will move beyond vehicle manufacturer to the mobility services provider, and maximize opportunities presented by hydrogen to reinforce our role as an energy mobilizer.

The Hyundai Way defines Hyundai’s distinctive way of working adopted to respond to risks and opportunities, and comprises five focus areas and 10 specific ways: the five focus areas of Customer, Challenge, Collaboration, People and Globality, set the direction for how we respond to risks and opportunities, and the 10 ways such as safety and quality, tenacity, resilience, and data-driven thinking provide us with the attitudes and principles guiding our response to risks and opportunities in day-to-day operations.

Operation of Risk Review and Assessment

Hyundai operates a risk review and assessment process to proactively identify and address risk factors across the entire business. The BRM Group, a dedicated risk management organization, assesses and reviews risks and the operational response system for the identified risks. In cases where the risk response system is inadequate or absent, the BRM Group takes measures to define the roles and responsibilities (R&R) among internal risk response organizations to ensure there are no gaps in risk response.

In addition, the Management Committee Meeting, which includes C-level executives such as the CEOs, reviews the results of risk impact analysis each month (12 times a year) and establishes response plans. In particular, we focus on proactively preventing and mitigating major risks, as inadequate responses can result in restrictions on our business activities and significant financial losses.

The Sustainability Management Committee under the BOD which is our highest decision-making body is briefed on key sustainability risks and our response priorities on a semi-annual basis while monitoring the progress made in addressing respective priorities. The Corporate Audit Division under the Audit Committee audits our internal system to respond to such risks as corruption and unfair trade at least twice a year, establishing and operating an effective internal risk review and audit system. In addition to the internal inspection and audit system, we conduct external reviews on our internal risk response strategies and processes. The external reviews are conducted by consulting firms at least twice a year.

Remuneration System Linked to Key Indicators

The KPIs of C-level executives, including the CEOs and the CFO, include financial risk indicators such as global profit and loss management, and non-financial risk indicators such as market share, new car quality issues, and whether they meet electric vehicle sales targets. Based on these management’s KPI indicators, performance evaluations are conducted annually, and performance evaluation results are also linked to a remuneration system that includes incentives for management.

In particular, CFO’s KPIs includes not only financial risk indicators such as global profit and loss, sales and cash flow but also non-financial indicators such as market share, particularly market indicators, electric vehicle sales expansion, price competitiveness (cost reduction), stock price and sustainability evaluation.

Major risk indicators including the sales of electrified vehicles, achievement of fleet average carbon emission or fuel efficiency regulation target, expansion of human resources for future business, achievement of a site specific greenhouse gas emission targets, vehicles recall, etc. are reflected in the KPIs of related divisions. KPI results, which are organizational performance evaluations, are reflected in the evaluation of not only the heads of divisions but also the executives of business division heads. When entering personnel evaluation goals for team leaders and team members in each division, the KPI indicators are directly or indirectly reflected to the performance and compensation system of the executives and employees of the relevant division, as they are linked with the goals of the executives.

Risk Criteria in the Product Development

Hyundai manages product development risks based on the risk criteria for each stage of product development and approval. Particularly, Hyundai identifies risks that need to be checked in each process, ranging from basic performance checks to mass production checks at actual factories, and then decides on the mass production of the vehicle model in question.

The main risk check criteria are divided between the research institute and the production plant. At the research institute, these include ‘building and inspecting prototype vehicles to check and eliminate the risk of product function failures/malfunctions’ and ‘checking and eliminating the risk of parts assembly problems in the virtual environment of vehicle mass production.’ As for the production plant, the criteria include ‘checking and eliminating the risk of parts assembly problems under the conditions of the mass production environment in the actual factory’ and ‘checking and eliminating risks that may occur during mass production.’ All four risk criteria are verified before a vehicle enters mass production.

Company-Wide Risk Training

To enhance the independent directors’ understanding of our business and strengthen their expertise in risk oversight, we conduct annual seminar-based training on topics such as business status, ESG risks, diversity, and risks related to new businesses. In 2024, such training covered Hyundai’s risk management system and updates on key risks, Hyundai Motor Group’s hydrogen vision and hydrogen business strategy, company-level responses to the tightening ESG disclosure regulations, and the necessity for supply chain human rights risk management for the purpose of complying with regulations such as EU Anti-Forced Labor Regulation.

We provide all employees with training on our risk response approach anchored on the 2030 strategy that were set forth in 2024 as our company-wide strategies and Hyundai way, which defines how we work to address future risks and opportunities. We do this with a range of training tools, from online training and workshops to sharing Hyundai Way best practices across the board and rewarding Hyundai Heroes for their exceptional performance in championing the Hyundai Way, to ensure the 2030 strategy and the Hyundai Way are communicated among all employees and embedded into their daily operations. Aside from this, we have provided working-level employees responsible for offering Hyundai’s sustainability performance data with annual seminar-based training since 2022 on emerging sustainability issues and risks by inviting third-party experts. In 2024, this training addressed risks associated with the circular economy and the just transition that are gaining increasing attention in the sustainability field. We also publish Weekly B.I. Briefing reports to share updates on the latest key risk trends through the intranet, facilitating risk management training in the process.

Risk Management

Current Status of Material Key Risks

Risk Appetite Determination Process

Hyundai follows the risk management process of 'risk identification – impact(materiality)/likelihood analysis – priority setting – risk appetite determination – response' to determine its appetite for risks involving the company and develop response strategies. The internal risk sensing system implemented by the BPM Group under the Strategy & Governance allows us to analyze and assess key identified risks for their impact(materiality) and likelihood based on financial and business impact. The response priorities are set based on these analysis and assessments. For high-priority risks, their risk appetite is determined in line with the three principles of 1) alignment with Hyundai's vision, goal and future strategy (2030 strategy), 2) risk tolerance capacity including market position and financial capability, and 3) magnitude of potential losses or gains.

Regulatory Risks

Automobile companies are exposed to various regulatory risks related to their business activities, as well as the environmental, safety, quality, and certification aspects of their products. These regulations have significant impacts not only on their operations but also on their financial performance. In particular, fleet-wide CO₂ emission standards or corporate average fuel economy standards, which are currently implemented in major countries, are being tightened continuously in order to achieve the carbon reduction targets of those countries. In 2023, the EU adopted a target for reducing CO₂ emissions from passenger cars. The new target sets the path towards zero CO₂ emissions for new passenger cars by mandating a 55% reduction by 2030 compared to 2021 levels, and 100% by 2035. To meet these targets, a significant expansion of electric vehicles(EVs) of automobile companies is deemed necessary.

To mitigate the risk of non-compliance with CO₂ emissions or fuel efficiency regulations in major countries, Hyundai is continuously strengthening its EV lineup and sales. We calculate and incorporate regulatory response volumes, including EV volumes, into our short-, medium- and long-term sales volume plans.

Geopolitical and Geoeconomic Risks

Geopolitical risks are defined as the potential political, economic, military, and social risks that can emerge from a nation's involvement in international affairs. Typically, they emerge whenever there is a major shift in power, a conflict, or a crisis. These risks can have far-reaching implications for both the country itself and the global companies at large. Following the inauguration of the Trump Administration in early 2025, the US government's shifting policy stance has heightened risks further. In particular, the Trump Administration is seeking to levy universal tariffs on Canada, Mexico, and Europe in addition to China as well as specific tariffs on automobiles and steel while repealing the Inflation Reduction Act and tax credits for EVs introduced by the previous Biden Administration. Such shifts in policy by the US government is expected to bring immense impact on Hyundai's business and finance.

Hyundai has established a dedicated organization named the Policy Coordination Office (PCO) to monitor political and policy risks in key countries such as Korea, the US, the EU and China.

Procurement Risk

The shortage of vehicle semiconductors, leading to prolonged production delays for automotive companies, is an example of how supply uncertainties for specific components can escalate into risks that delay overall production. In addition, the increase in raw material and energy prices can cause a rise in production costs, negatively impacting profitability. In particular, for EVs, which consume approximately six times more critical minerals than internal combustion engine vehicles (ICEVs), the supply-side risks such as mineral shortages have intensified as the production of EVs has surged among automotive companies. Furthermore, as new mining developments increase, there is growing demand among stakeholders for responsible mineral sourcing due to the increase in cases of environmental and human rights violations associated with mining activities.

Hyundai is addressing material and component procurement risks through such measures as securing an adequate inventory for strategic materials and components, promoting the in-house production of key components, and expanding its direct purchasing of strategic materials. Moreover, to address the risk of rising raw materials prices, Hyundai established a system for real-time monitoring of core raw materials' market conditions and automated calculation of profit and loss impacts. These initiatives should enable Hyundai to respond to the profit and loss risks caused by fluctuations in raw material prices.

Macroeconomic Risks

Automobiles are among the consumer goods highly sensitive to economic cycles and are widely exposed to macroeconomic risks. The quantitative easing adopted by major countries to counter the economic slowdown in the wake of the COVID-19 pandemic, combined with supply chain disruptions and the Russia-Ukraine war, have resulted in a sharp rise in prices. As these countries, with the US taking the lead, continued with their aggressive monetary tightening to tackle the crisis of inflation, the global economy began to feel the effects of the three highs (high prices, high interest rates, and high exchange rates). This policy stance has led to signs of economic downturn in major economies, and some of these countries are already experiencing negative growth and economic stagnation.

Hyundai has strengthened its ability to predict changes in demand due to economic cycles by creating a model based on macroeconomic and industrial risk analysis, which was primarily developed by its specialized organization, the HMG Business Intelligence Institute. It utilizes leading indicators closely related to the demand for new vehicles to predict and analyze both the business cycle and medium-term demand for new vehicles. In addition, it has analyzed various global economic downturn scenarios. To effectively address macroeconomic risks and prepare for the worst-case scenario, we are responding through production and sales adjustments, exploration of new alternative markets, and the strengthening of new model launches, etc.

Major Financial Risks

Changes in interest rate policy across major countries have resulted in increased fluctuations in interest expenses incurred by companies when raising funds for their operations. The strength of the US dollar has led to a depreciation in the currencies of major countries. In particular, the continuous rise in the KRW-USD exchange rate and increased financial market volatility have accelerated these trends. To maximize shareholder value and reduce capital costs, Hyundai strives to maintain an optimal capital structure. In addition, we conduct sensitivity and stress tests to evaluate the impact of market risks (exchange rates, interest rates, and prices). We also have signed derivative contracts and use them as a means of hedging risks so as to manage identified risks more effectively. Hyundai has been making continuous efforts to mitigate financial risks arising from market uncertainties by monitoring debt ratios for short-term and long-term borrowings of each of its subsidiaries, with an aim to optimize our borrowing structure. In relation to exchange rate risks, we identify exchange rate risks based on various scenarios involving the appreciation or depreciation of the Korean won. We also establish measures for expanding hedging activities and devise plans to offset potential foreign exchange losses, with the goal of managing financial risks resulting from currency fluctuations.

Risk Management

Risk Exposure Assessment and Mitigation Action

Classification		Key risk factors	Risk exposure		Mitigation actions
			Likeli-hood ¹⁾	Magni-tude ²⁾	
Nonfin- ancial risks	Regulatory risks	Risks of regulatory violations due to product and workplace-related regulations, including environment and safety	Medium	High	Integrating volumes for regulatory response in business planning in response to vehicle CO ₂ regulations
	Geopolitical and geoeconomic risks	Risks resulting from policy changes in the US, Europe and other major countries	High	High	Increasing the proportion of local production and establishing a self-sufficient local production system, etc.
	Macroeco-nomic risks	Risk of a decline in new car demand due to a global economic downturn	Medium	Medium	Reinforcing demand change forecasting due to economic conditions, analysis by scenario of global economic crisis, etc.
	Procurement risks	Risks of increasing procurement costs and delayed or discontinued supplies	Medium	High	Securing adequate inventories of strategic materials and core parts, internalizing core parts, etc.
	Operational risks	Risks related to business operations such as product/ technology development, production, and sales	Medium	Low	Identifying, analyzing, and responding to operational risks in the planning department of each division
Financial risks	Exchange risks	Exchange risk due to major foreign currency market fluctuations	Medium	Medium	Managing currency risks through the analysis of different scenarios assuming the appreciation/ depreciation of the Korean won
	Interest rate risks	Fluctuations in interest expenses on borrowings due to changing interest rate policies	Medium	Medium	Responding to the risk of rising interest rates by repaying borrowings mainly at subsidiaries with surplus liquidity
	Liquidity risks	Risk of insufficient cash flow	Low	Medium	Drawing up long-term and short-term funding plans, establishing a funding system, etc.

1) Assessment criteria for likelihood: High: 50% or more, Medium: 25-50%, Low: less than 25%
2) Assessment criteria for magnitude:
Quantitative assessment: Whether the impact on the business has a significant level of impact on its sales or net income.
Qualitative assessment: Whether the impact on the business influences future its strategies and decisions.

Emerging Risks

Heightened Risk of Failing to Meet CO₂ Emission Target amid the EV Chasm

Risk Context

Since the end of 2023, the global EV market has been encountering the EV chasm amid growing uncertainties rising from EV subsidy cuts in some countries, high EV prices, lack of charging infrastructure, and battery safety concerns. Here, the chasm refers to a slowdown in market growth following the exponential growth in the early technology innovation phase. This sluggish growth is specifically evident in the EU market which led the global EV market along with China. The European Automobile Manufacturers' Association says the EU EV market contracted by 5.9% in 2024 from the previous year, with EVs' total market share falling from 14.6% in 2023 to 13.6% during the same period. The decline in EU EV demand poses challenges to automakers in responding to the EU's fleet-average CO₂ emission regulations. The EU finalized its regulatory emission targets for mitigating CO₂ emissions from passenger cars, aiming for a 15% cut in 2024, a 55% cut in 2030, and ultimately achieving zero emissions by 2035 from the 2021 baseline. According to experts, meeting the 2030 emission target requires carmakers to have their EVs account for 80% of their total EU sales. Some estimate that automakers may face up to 16 billion euros in penalties in EU.

Hyundai sold approximately 609 thousand cars and just under 70,000 EVs in Europe in 2024 representing nearly 11% of Hyundai's European sales. The EV chasm may dampen Hyundai's EV sales in both the short and mid-to-long-term, heightening risks relating to fleet-average CO₂ regulations.

Hyundai's Approach

We take a two-track approach to countering the declining EV demand in the EV chasm phase and reduce fleet-average CO₂ emissions of our passenger car models. First, we will continue bolstering our EV lineups by launching new models, including entry-level EV (Casper EV), to address the weakened EV demand while adding EREVs(Extended Range Electric Vehicle) which eliminate dependence on external charging to our portfolio.

To reduce fleet-average CO₂ emissions from ICE cars, we aim to expand hybrid models for those types of vehicles with heavy CO₂ emissions along with increasing EV sales. While our hybrid system has been primarily deployed for sub-medium and medium cars, its application will extend to large and luxury cars with high CO₂ emissions, raising the number of hybrid models from the current 7 to 14 in the upcoming years. Specifically, our Genesis models that are slowing down our fleet-average CO₂ emission reduction will be all made available in hybrid models except for the EV-exclusive model.

Increased Risks Due to the Prevalence of Anti-Forced Labor Regulations



Risk Context

Regulations banning forced labor including child labor are being widely adopted in the EU, the US, Canada and other major countries. In March 2024, the European Council and Parliament tentatively agreed to implement the Anti-Forced Labor Regulation (AFLR) prohibiting the distribution and import of products within the EU region associated with forced labor in the manufacturing process encompassing supply chains. The European Commission formally declared the AFLR enter into force in December 2024. The pertinent provisions will apply from the end of 2027, banning products suspected of involving forced labor in the upstream manufacturing process from being place on or imported into the European market until the concerned company provides sufficient justification to prove otherwise. If the product in question is found to be associated with forced labor, it should be withdrawn or disposed of in its entirety at the expense of the company. Non-compliance with the AFLR raises concerns of production delay or discontinuation at EU plants due to import bans on components suspected or found to be made with forced labor, not to mention the risk of product sales and imports suspended in the EU market.

Hyundai sold about 609 thousand cars in the EU as of 2024, and the cars we sell in the EU region (locally produced cars and cars produced in Korean and imported into the EU) will be directly subject to the EU AFLR. In the US which has implemented the Uyghur Forced Labor Prevention Act since 2022, allegations emerged that certain parts used by some global automakers were produced with forced labor in the Uyghur region of China, leading to delays in customs clearance for thousands of their vehicles.

Hyundai's Approach

We are establishing an integrated risk response system to address increasingly stringent anti-forced labor regulations that are emerging across the EU, the US, and Canada among others. This involves human rights risk due diligence conducted on our supply chains and business sites to identify and prevent potential risks, reinforcing our commitment to respecting human rights and building sustainable supply chains. To prevent the risk of compulsory labor within the supply chain, the Legal Division and the Procurement Division have been collaborating since 2023 to assess supplier risks using databases provided by specialized third-party organizations. For high risk suppliers identified through such risk screenings, follow-up actions are taken including regular monitoring and additional due diligence to ensure that human rights risks are promptly detected and addressed throughout the supply chain.

In tandem with this, annual written assessments are conducted on tier-1 and major tier-2 suppliers in Korea and abroad. Written assessment results are used in determining high-risk suppliers who are then subject to on-site audit. This multi-layered approach ensures that human rights risks are effectively prevented across the supply chain. Our own sites and subsidiaries undergo human rights and environmental risk assessments covering multiple aspects such as compulsory labor, health & safety, ethical management, and the environment. For sites identified as requiring improvement based on assessment results, improvement plans are developed and corresponding measures are implemented to seek continuous improvement.

Tax Obligation

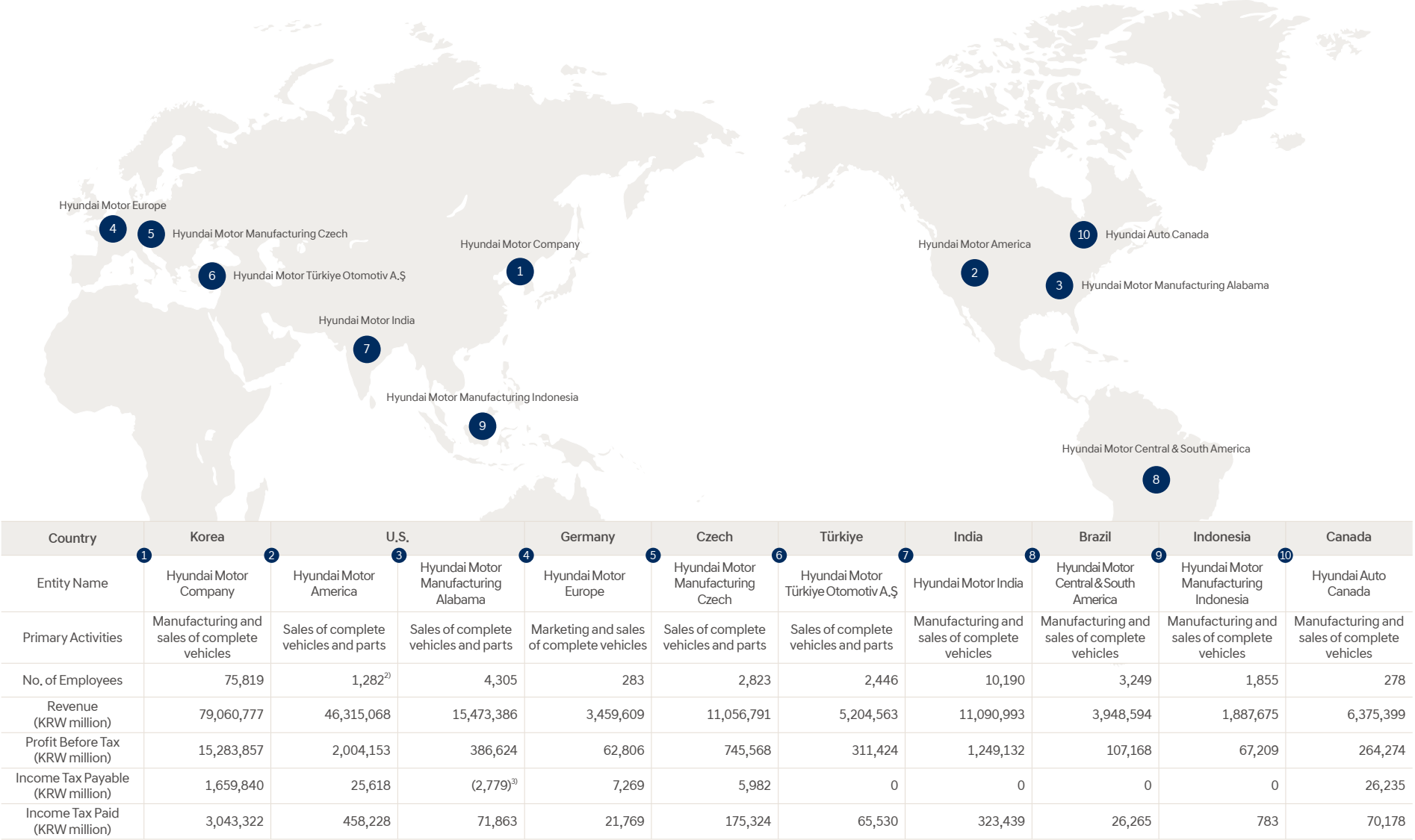
Tax Strategy

Hyundai recognizes that tax risk management is a prerequisite for sustainability management, and that compliance with tax laws plays an important role in securing customer profits, maximizing shareholder profits, and contributing to national finances. Therefore, as a taxpayer, we are faithfully fulfilling our tax obligations. We also respect the principle of fair taxation by tax authorities and strive to comply with the spirit as well as the letter of the tax laws and regulations in the countries in which we operate. Furthermore, the BOD and the Audit Committee regularly review and approve our financial status and performance as well as operational status of the internal accounting management system.

Tax Risk Management

Strict compliance with the laws is at the core of Hyundai's tax risk management policy. We faithfully provide all the evidence requested by tax authorities to take the lead in creating a transparent tax culture. Hyundai strictly prohibits the use of tax avoidance practices, such as using tax structures without commercial substance or utilizing tax havens. We do not engage in any practices that involve transferring value created to low-tax jurisdictions. Furthermore, as a global company, we prevent tax risks in advance by identifying differences in the tax laws of different countries and their intention and by analyzing their respective dispute risks. Notably, we adhere to the arm's length principle as a way to prevent the risk of double taxation arising from competition for taxation rights between tax authorities.

Tax Reporting by Country¹⁾



1) This financial information is based on the separate financial statements (before elimination of intercompany transactions) and includes major global manufacturing entities. The disclosed figures account for approximately 112% of consolidated revenue and 115% of consolidated profit before tax.
2) Hyundai Motor America shares the same legal entity as Hyundai Motor North America and Genesis Motor North America; therefore, the number of employees attributed to Hyundai Motor America includes employees from both Hyundai Motor North America and Genesis Motor North America.
3) A negative income tax payable amount occurred due to a projected tax refund, as the actual tax paid was lower than the tax provisioned in advance.