Road to Sustainability

2026 Sustainability Report – Summary

(FY2025)

HYUNDAI

About This Report

This report is a summary version of Hyundai Motor Company's Sustainability Report, published to provide stakeholders with a concise overview of the Company's key sustainability achievements and strategies. For more detailed information, please refer to the full version of Hyundai Motor Company 2026 Sustainability Report.

The reporting scope of this summary version includes the Korean headquarters, production plants, research centers, service and logistics centers related to the automotive business (manufacturing and sales of automobiles and auto parts, vehicle maintenance, etc.), as well as overseas subsidiaries engaged in production and sales. This report covers the period from January 1, 2025, to December 31, 2025. Certain performance information includes activities conducted through the first half of 2026.

Sustainability Webpage (mobile)

2026 Sustainability Report Full Version (PC)

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FORWARD-LOOKING STATEMENTS

This Sustainability Report contains "forward-looking statements" that describe facts related to the future rather than past or present facts. Forward-looking statements primarily use terms such as "plan," "pursue," "expect," "target," "strategy," and "estimate," and include statements related to Hyundai Motor Company's carbon neutrality and electrification targets, environmental goals such as greenhouse gas emissions reduction, external sustainability commitments, and future business strategies. The forward-looking statements contained in this Sustainability Report are based on information available to the Company as of the publication date, as well as reasonable assumptions and analyses. However, the Company cannot guarantee that actual results will be consistent with such statements. In addition, this report is not intended as investment solicitation or as a basis for any specific investment decision. Furthermore, these forward-looking statements and estimates of sustainability performance data are subject to inherent risks and uncertainties that are beyond the Company's control or cannot be accurately predicted, including global economic conditions, geopolitical risks, changes in policy and regulatory environments, technological changes, fluctuations in market demand, raw material prices, and supply chain uncertainties. Therefore, readers should be aware that actual results may differ materially from those expressed or implied in the forward-looking statements and are cautioned not to place undue reliance on them. In addition, certain sustainability-related metrics and data may be based on measurement methodologies, assumptions, or estimates and may therefore be subject to future changes. Except as required by legal or regulatory obligations, Hyundai Motor Company assumes no obligation to update the forward-looking statements contained in this report due to new information, future events, or otherwise.

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CEO Message

Jose Munoz

José Muñoz
President and Chief Executive Officer
Hyundai Motor Company

Guided by our Progress for Humanity vision,
we believe advancing electrified mobility is not only sound business,
but part of our broader responsibility to help build a more sustainable future.

Dear Stakeholders,

At Hyundai Motor Company, we do not assume progress is inevitable. It must be earned over time through consistent, decisive action and a drive to keep improving. Guided by our Progress for Humanity vision, we believe advancing electrified mobility is not only sound business, but part of our broader responsibility to help build a more sustainable future. That vision reflects our belief that innovation and growth should create lasting value for customers, communities, and future generations. In 2025, our teams continued that work across the business through the decisions we made, the standards we set, and the long-term investments we are making to help define what comes next.

Hyundai is evolving from an automaker into a global leader in high-technology mobility. That transformation is changing how we operate and think about the business and sustainability over the long term. Our manufacturing, sourcing, people, and community priorities are becoming inextricably linked to our long-term targets for technology, growth, and performance. Sustainability is not separate from Hyundai's evolution. It is a part of it.

This report reflects that work, the progress we made over the past year, and the areas where more remains to be done. I am proud of what our teams accomplished, and clear-eyed about how much further we have to go.

Electrification and Our Climate Response

Transportation is responsible for a significant share of global carbon emissions, much of it from road transport, including cars. That is why electrification remains an important part of how Hyundai sees mobility evolving and one part of our broader efforts to reduce greenhouse gas emissions.

In 2025, global electrified vehicle sales approached one million units, growing 27 percent year over year. Our EV sales grew 26 percent, reaching 276,000 units globally. Those figures are one measure of the shift taking place across our industry, as electrified mobility and the broader energy transition continue to reshape the market. Hyundai continues to invest with that long-term shift in mind, across products, production, and technology. By 2027, every Hyundai model sold in Europe will have an electrified version, and in North America we plan to launch extended-range electric vehicles in 2027 with a targeted range of more than 600 miles on a single charge.

We also continued to make progress in our own operations. In 2025, Hyundai achieved RE100 status across all our business sites in Europe, North America, and India — meaning 100 percent of the electricity consumed at those locations comes from renewable sources or is matched with renewable electricity. At our Metaplant in Georgia, Hyundai Motor Group signed a 147-megawatt photovoltaic power purchase agreement that is expected to help reduce greenhouse gas emissions.

Building on this progress, we are advancing our journey toward carbon neutrality by 2045.

CEO Message

Building the Technologies That Come Next

Electrification is one chapter of the sustainable mobility story. The next is being written in our hydrogen program, our software-defined vehicle platform, and our continued investments in AI, robotics, and other technologies and capabilities that are essential to supporting a lower-emission and more resilient business over the long term. Through Pleos, our unified technology platform, we are advancing software-defined vehicle capabilities and autonomous driving in ways that will fundamentally change the relationship between a vehicle and driver.

We believe that hydrogen has a central role to play in reducing greenhouse gas emissions in sectors that are harder to address through battery electrification alone. Our XCIENT hydrogen fuel cell trucks are in commercial operation across North America, Europe, and other key markets, while our HTWO hydrogen technology is expanding beyond vehicles into marine and power generation applications.

All of this work is backed by a KRW 125 trillion domestic investment through 2030, including KRW 50.5 trillion directed toward the technologies and capabilities that will help define Hyundai's future.

Product Responsibility and Supply Chain Standards

Our most fundamental responsibility is to earn and keep the trust of every individual and family that chooses a Hyundai vehicle. That means building vehicles customers can depend on, while staying attentive to affordability and the practical realities of ownership.

In the United States, we climbed from 12th place in J.D. Power Initial Quality in 2022 to 2nd place in 2025. Hyundai Motor Group also earned 21 IIHS Top Safety Pick and Top Safety Pick Plus awards — the most of any automotive group in the world for the second consecutive year. Sixteen of those awards went to Hyundai and Genesis brand vehicles combined. These achievements did not happen by accident. They happened because thousands of people across our engineering, manufacturing, and quality teams made a daily commitment to quality and safety. I am grateful to every one of them.

We also know that our responsibility to our customers and our sustainability goals begins well before a vehicle reaches the road. Beyond the vehicle, we are reinforcing a culture of strict compliance and fair competition. Fulfilling our economic and legal responsibilities is not just an obligation. It is how we earn and keep the deep trust of our customers.

Last year, we took steps to strengthen oversight across our supply chain, including conducting on-site due diligence at mines and smelters for battery critical minerals, extending penalty provisions to existing business partners who do not meet our sustainability standards, and establishing a real-time forced labor risk screening system across our supply chain. We also conducted human rights due diligence at 47 global business sites.

This work is detailed, demanding, and often not visible. We do it because we believe that a company committed to Progress for Humanity cannot be selective about where that commitment applies.

Our People

None of this is possible without the 120,000 people who come to work every day committed to building something better. In 2025, our organizational culture survey score improved for the third consecutive year. Our voluntary turnover rate dropped by more than half over three years. We were named one of TIME's World's Best Companies, ranking 33rd globally and first among Asian automakers. While we have made progress in strengthening our culture, we still have more work to do to build high-performing teams with a broader range of backgrounds and experiences. We remain committed to continuous improvement across all areas of our organization.

Our Giving and Stewardship

The values we are building and reinforcing internally also shape how we contribute externally. In 2025, Hyundai Hope on Wheels expanded globally, launching programs in Canada and Mexico and bringing cumulative global donations to USD 320 million. Behind that number are thousands of children and families whose lives have been touched by research we helped fund. That is what purpose looks like in practice.

We also remain steadfast in our commitment to environmental stewardship. Through the IONIQ Forest project, we have planted over two million trees across 13 countries — spanning the United States, Brazil, India, and Korea — restoring biodiversity and nurturing ecosystems for generations to come. In parallel, our ongoing partnership with Healthy Seas has enabled the removal of 320 tons of marine litter across 10 countries, demonstrating our dedication to preserving the world's oceans.

Looking Forward

Hyundai Executive Chair Euisun Chung constantly pushes us to move quickly, think ahead and create opportunities from challenges. Applied to our sustainability efforts, that means not waiting for governments to demand action, not treating transparency as a burden, and not mistaking progress for arrival. This is a long road — an unwavering commitment to innovation and consistent responsibility in decision-making are the keys to future success. I am grateful to our shareholders, our customers, our partners, and our employees for the trust they place in Hyundai. This report is our accounting of what we did with it in 2025.

We will do more in 2026.

Hyundai at a Glance

Since its founding in 1967, Hyundai has strived to become a company beloved by customers through best-in-class products and services, with humanity at the heart of its journey.

Guided by the belief that technological progress gains meaning only when grounded in value for humanity, we are evolving beyond an automobile manufacturer into a mobility solution provider, connecting people, spaces, and things while creating new value for customers' time. Furthermore, we are strengthening our sustainability management through the expansion of electrified mobility, the development of a hydrogen ecosystem, and the pursuit of carbon neutrality, creating positive impacts on the environment and society while advancing sustainable progress for humanity.

Overview of Hyundai Motor Company

Company Name	Hyundai Motor Company	**CEOs**	Euisun Chung, José Muñoz, Yeong Il Choi
Date of Establishment	Dec. 29, 1967	**Key Business Area**	Automobile manufacturing
Date of IPO	Jun. 28, 1974	**Stock Exchange**	Korea Exchange (KRX) stock market
Headquarters	12, Heolleung-ro, Seocho-gu, Seoul, 06797, Korea		

Credit Ratings

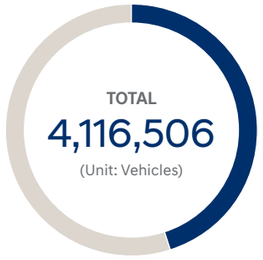
DOMESTIC

AAA	AAA	AAA
Korea Ratings	NICE Investors Service	Korea Investors Service

OVERSEAS

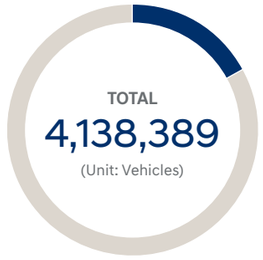
A3	A-	A-
Moody's	S&P	Fitch

Production Overview



- Domestic **1,846,837 (45%)**
- Overseas **2,269,669 (55%)**

Sales Overview



- Domestic **712,954 (17%)**
- Overseas **3,425,435 (83%)**

* As of 2025; Based on wholesale

Global Best-selling Models

(Unit: Vehicles)

Tucson
656,840
Including ICE, HEV, and PHEV

Elantra (AVANTE)
383,265
Including ICE and HEV

Creta
370,724
Including ICE and EV

Kona
304,653
Including ICE, EV, and HEV

Santa Fe
252,558
Including ICE, HEV, and PHEV

Electrified Vehicle Sales by Powertrain

(Unit: Vehicles)

EV
275,669

HEV, PHEV
679,017

FCEV
7,126

* As of Dec. 31, 2025; Based on wholesale

Sustainability Highlights

Hyundai is expanding the scope of its sustainability management practices across the company, from increasing electrified vehicle sales to transitioning to renewable energy, advancing future technologies centered on hydrogen and software-defined vehicles (SDVs), as well as strengthening supply chain, human rights, and board-centered management.

147MW
Photovoltaic PPA signed at HMGMA
(Based on total procurement across Hyundai Motor Group)

Voluntary Turnover Rate
53%↓
6.8% in 2022 → 3.2% in 2025

83%
LCA Coverage

Electrified Vehicle Sales
962K units
27% increase year-on-year

U.S. Initial Quality Study
J.D. Power IQS*
No. 2
* IQS (Initial Quality Study): A metric measuring the number of quality issues experienced during the first 90 days of new vehicle ownership

Organizational Culture Survey
3 consecutive years of improvement
(80.2 points in 2025)

Board Diversity
33%
Female director ratio
4 female directors out of 12 board members

Credit Ratings from the 3 Major Global Rating Agencies
A
Moody's, S&P, Fitch

Introduction of the lead independent director system
Enhancing independence and transparency of the Board

Expansion of hydrogen ecosystem leadership
Expanded application of hydrogen fuel cell systems (HTWO) beyond automotive into non-automotive sectors such as shipping, power generation, and aviation

Conducted on-site audits at battery supply chain mines and smelters
Completed on-site audits in the Democratic Republic of the Congo (cobalt and copper) and Indonesia (nickel)

16 models* received the highest ratings in the crash safety assessment
IIHS TSP/TSP+ (The highest global total for 2 consecutive years based on Hyundai Motor Group's combined results)
* Number of models that received IIHS (Insurance Institute for Highway Safety) Top Safety Pick+ and/or Top Safety Pick ratings, including Hyundai and Genesis models

RE100 achieved
at all business sites in North America, Europe, and India
Aiming to achieve RE100 across all overseas operations by 2027 and globally by 2045

Human rights and ethics on-site audits across global business sites
Conducted at 47 business sites, including manufacturing/sales subsidiaries and R&D centers

Cumulative Donation Amount of Hyundai Hope on Wheels*
USD 320 million
* CSR initiative to support pediatric cancer research and treatment

Hyundai Hope on Wheels

Response to Climate Change

Hyundai identifies, assesses, and manages climate-related risks and opportunities to strengthen its response to climate change.

We have established key climate strategies through our climate governance framework and, based on these strategies, analyze the potential impacts of climate change on our business while striving to proactively respond to broader changes in the business environment arising from evolving laws and regulations. We are identifying opportunities as well as managing risks in response to climate change, and will proactively address evolving market demands through the expansion of our electrified mobility product lineup and the development of future mobility technologies, including autonomous driving and connected cars.

CARBON NEUTRALITY TARGETS

Hyundai is a supporter of the Paris Agreement and recognizes its corporate role and responsibility to reduce global GHG emissions. Accordingly, we have set mid- to long-term goals to achieve carbon neutrality across the entire vehicle value chain by 2045, from raw material extraction and manufacturing to product use and end-of-life treatment.

We set a target to reduce Scope 1 and Scope 2 emissions generated from business site operations by approximately 42% by 2030 compared to the 2024 base year. This target is aligned with the 1.5°C scenario and has been approved by the Science Based Targets initiative (SBTi).

As to Scope 3 emissions from raw material sourcing and parts manufacturing (Category 1), we will support our key suppliers with their energy transition efforts and manage core raw material supply chains to cut down on emissions. Specifically, this includes using recycled materials and adopting carbon-reduced materials for steel and aluminum that are essential to body and chassis parts manufacturing. GHG emissions generated during the stage of using sold vehicles (Scope 3 – Category 11) include emissions from the fuel/electricity production and supply stages (Well-to-Tank) and GHG emissions from customers' vehicle operation process (Tank-to-Wheel). We have established a target to reduce Scope 3 – Category 11 emissions by 63% by 2035 compared to the 2024 base year, which has been approved by the SBTi.

Greenhouse Gas Emissions for the Last Two Years (Unit: tCO_2-eq)

Classification	2024	2025
Scope 1	729,974	720,642
Scope 2 (Location-based)	1,786,324	1,858,897
Scope 2 (Market-based)	1,468,432	1,190,442
Scope 3	203,863,854	199,704,253

* Scope 1+2: 5 additional overseas subsidiaries (including HMGICS) were added to the 2025 emissions calculation boundary compared with 2024.
Scope 3: Emissions for Categories 2, 7, and 14 changed significantly from 2024 due to enhancements to activity data, emission factors, and calculation methodologies implemented in 2025.

RE100 IMPLEMENTATION PLAN

Hyundai, along with other major Group affiliates of Kia, Hyundai MOBIS, and Hyundai WIA, declared our commitment to the global initiative RE100 in 2021, aiming for 100% renewable energy transition for electricity. In April 2022, this commitment was approved.

Hyundai now aims to achieve 100% renewable energy transition by 2045, ahead of the RE100's target year, 2050. To this end, we plan to implement optimal renewable energy solutions tailored to country-specific renewable energy supply conditions, government policies and regulations, and individual plant circumstances. These solutions include the gradual expansion of renewable energy initiatives through 2045, such as solar panel installations at major business sites, the purchase of renewable energy certificates, and power purchase agreements (PPAs). As of 2025, we achieved RE100 across all business sites located in regions with favorable renewable energy environments, including North America, Europe, and India, while the renewable energy transition rate across global business sites reached 35% (88% when excluding Korea, where renewable energy sourcing remains constrained).

RE100 Roadmap

RENEWABLE ENERGY ADOPTION AT BUSINESS SITES

In Korea, Hyundai signed a 444 MW direct PPA in 2024 and has been receiving approximately 610 GWh of renewable electricity annually since 2025, while also expanding on-site photovoltaic power generation facilities. At our overseas business sites, we are expanding renewable energy procurement through various implementation measures tailored to local conditions, including the purchase of renewable energy certificates (RECs), equity-based PPAs, and the operation of on-site generation facilities.

Domestic

- **Direct PPA**
  - 444 MW PPA signed in 2024 → Approximately 610 GWh of renewable electricity procured annually since 2025
- **On-site Photovoltaic Power Generation**
  - Approximately 15 MW at the Ulsan Plant and 9.3 MW at the Asan Plant in operation
  - 2 MW at the Jeonju Plant in operation, with an additional approximately 5 MW planned by 2027

Overseas

- **Equity-based PPA (India)**
  - Linked to a 117.9 MW solar and wind project, with a long-term PPA and a 26% equity stake secured in 2025 (Chennai Plant)
- **Long-term PPA (U.S.)**
  - 147 MW photovoltaic PPA signed for HMGMA (based on total procurement across the Group)
- **On-site Photovoltaic Power Generation**
  - Additional 11 MW of on-site photovoltaic capacity at Hyundai Motor Manufacturing Indonesia
  - 5 MW of on-site photovoltaic capacity at Hyundai Motor Manufacturing Czech

Response to Climate Change

TRANSITION DIRECTION OF ELECTRIFICATION

Hyundai is pursuing carbon emissions reductions during the vehicle use phase while also advancing an electrification-centered business structure and implementing a flexible powertrain strategy in response to changing market conditions. Based on a diverse portfolio of electrification technologies, including hybrid electric vehicles (HEVs), plug-in HEVs (PHEVs), EVs, FCEVs, and extended range electrified vehicles (EREVs), Hyundai is implementing an electrified mobility strategy tailored to regional demand and regulatory environments. We aim to achieve annual sales of 3.3 million electrified vehicles by 2030 while further strengthening our leadership position in the global electrification market.

To achieve the goals of our electrification strategy, we are expanding production hubs, with a focus on regions with high EV demand, and optimizing our production system to respond to regional demand. We are also enhancing our electrification competitiveness through a comprehensive battery strategy that includes developing next-generation battery technologies, battery modularization, and strengthening cost competitiveness, while enhancing EV marketability through improved hardware performance and advanced software-based functions. In particular, we are expanding the transition to electrification in a phased manner in response to changing market conditions and plan to strengthen regional production capabilities based on our global production network, while enhancing our market responsiveness through expanded local production.

SALES PERFORMANCE BY POWERTRAIN

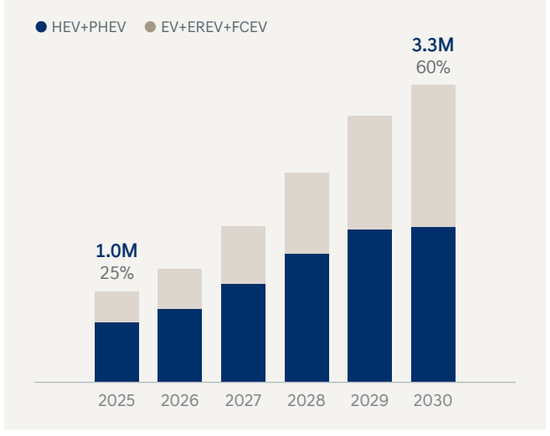
Despite uncertainties in the global market in 2025, we demonstrated solid fundamentals by achieving record-high revenue through an improved sales mix centered on high-value-added vehicles such as HEVs. In particular, our vertically integrated structure encompassing more than 50 subsidiaries, together with an electrified lineup spanning EVs, HEVs, and fuel cell electric vehicles (FCEVs), represents a key competitive strength that enables us to respond flexibly to diverse customer needs. Leveraging these strengths, we recorded sales of 961,812 electrified vehicles in 2025.

LIFE CYCLE ASSESSMENT

Hyundai conducts life cycle assessments (LCA) based on the ISO 14040/14044 international standards and the EF 3.1 methodology under the EU Product Environmental Footprint (PEF) framework to assess environmental impacts across the entire vehicle life cycle, from raw material extraction and parts manufacturing to vehicle production, use, and end-of-life treatment. As of 2025, Full-LCAs have been completed for 41 vehicle models, representing 83% of our total vehicle lineup, and the assessment scope has been expanded to include not only major EVs and hybrid models but also commercial vehicles.

The assessment covers 13 environmental impact categories, including global warming, ozone depletion, particulate matter, acidification, eutrophication, water scarcity, and resource depletion. Measured data from business sites are applied to assess factors such as energy consumption during vehicle manufacturing, while the use phase of EVs is evaluated by reflecting projected changes in the future electricity generation mix. Our LCA process has obtained conformity certification to international standards from TÜV Rheinland, ensuring reliability at a global level.

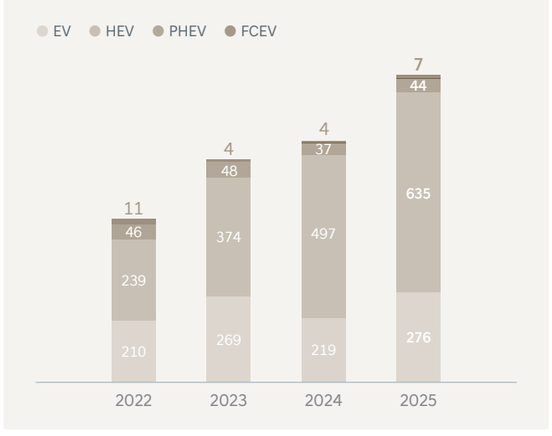
Electrified Vehicle Sales Targets (Sales Volume and Sales Mix)*



*Based on the 2025 CEO Investor Day presentation

Global Sales of Electrified Vehicles

(Unit: 1,000 vehicles)



* As of 2025; Based on wholesale

EV
Expanding presence in key global markets and strengthening technological competitiveness through a diverse electrified vehicle lineup
275,669 vehicles

HEV, PHEV
Serving as a key driver of overall performance through sales growth in major markets, including North America
679,017 vehicles

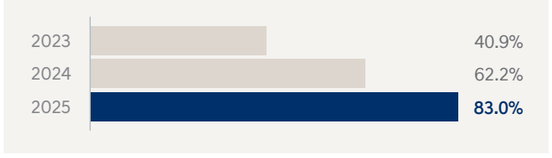
FCEV
Strengthening long-term business foundations through the development of hydrogen infrastructure and value chains based on hydrogen technology leadership
7,126 vehicles

* As of 2025; Based on wholesale

Impacts Covered by LCA

Ecological Consequences	Resource Use	Human Health
• Global warming potential (GWP) • Acidification potential (AP) • Particulate matter (PM) • Eutrophication potential (soil, freshwater, marine ecosystems) • Ozone depletion potential (ODP) • Photochemical ozone creation potential (POCP)	• Abiotic depletion (minerals, fossil fuels) • Land use • Water depletion	• Ionizing radiation

Sales Ratio of Vehicles with Full LCA Conducted



Customer Experience Innovation

Hyundai is driving customer experience innovation centered on safety, considering the impacts of its products and services on consumers and end users.

Under our quality philosophy of "failure-free, zero-defect quality automobiles," we are leading the development of advanced safety technologies in our efforts to protect not only drivers but also passengers and caregivers. We are enhancing our quality and safety management system across the entire vehicle lifecycle by managing quality at every stage, continuously incorporating customer needs into product planning and development, and preventing quality and safety issues from escalating into major incidents. We also listen to the voice of the customer (VoC) and provide services throughout the vehicle ownership journey to deliver the best possible car life experience. Furthermore, we seek to establish Hyundai as a sustainable brand through brand management and ethical marketing practices.

VEHICLE SAFETY ASSESSMENT

Crash Safety Assessment

Hyundai utilizes data from the U.S. National Highway Traffic Safety Administration (NHTSA) and global traffic accident data, along with information accumulated from its domestic service network and quality divisions, to address more complex types of accidents and reflect the findings in the development process. As a result of these efforts, Hyundai developed the world's first "multi-collision airbag" in 2019 to help prevent secondary collisions. The company also possesses 27 types and 170 sets of crash test dummies used in real vehicle crash tests, which enables precise measurement of injuries under various collision conditions, thereby enhancing passenger safety performance.

EV Safety Test

Hyundai prioritizes EV safety and performance above all, and continues to invest in innovative technology development. In 2025, various models of electric vehicles, such as the IONIQ 5, IONIQ 6, and IONIQ 9, received the highest rating, TSP+ (Top Safety Pick+), in crash safety evaluations conducted by the Insurance Institute for Highway Safety (IIHS), demonstrating strong crash safety and accident prevention performance despite the strengthened evaluation criteria. In particular, electrified models based on the dedicated EV platform (E-GMP) achieved top ratings in key categories such as frontal and side crash tests, proving that they meet the safety standards required in era of vehicle electrification.

2025 New Car Assessment Program

Hyundai participates in annual vehicle safety assessments conducted by leading safety evaluation organizations in major markets around the world. Under the New Car Assessment Program (NCAP), 24 models, including NEXO, IONIQ 9, and PALISADE, achieved the highest 5-star rating across Korea, Europe, the United States, Australia, and other regions.

Winners of the 2025 NCAP

Region	5-star (Top Rating)	Ratio[1]	Models Rated
Korea	NEXO, IONIQ 9, PALISADE	100%	3 models in total
Europe	NEXO, IONIQ 9	66.7%	3 models in total
U.S.	23 vehicles including PALISADE, Santa Cruz, and IONIQ 6	76.7%	30 models in total
Australia	IONIQ 9, PALISADE	66.7%	3 models in total

[1] Number of vehicle models rated by the NCAP with a 5-star (top rating) divided by the total number of vehicle models rated by the Program. The NCAP assessment does not cover all new models released by each brand every year. The ratio represents the percentage of vehicle models rated 5-star (highest rating) out of models selected by NCAP for evaluation.

CUSTOMER SATISFACTION SCORE SURVEY RESULTS

Hyundai is listening to the VoC to deliver the best possible car life experience. In 2025, we demonstrated strong customer satisfaction performance by achieving a score of 71.9 in the HCXI and 93.4 in the NPS for overseas sales customer satisfaction. Going forward, we will continue to strengthen end-to-end quality management and enhance convenience services to establish Hyundai as a sustainable brand.

Classification	Unit	2024	2025
Customer Satisfaction Score – Hyundai Customer Experience Index (HCXI)	Score	71.0	71.9[1]
Domestic Maintenance Service Satisfaction (HCXI)	Score (Ranking)	73.0 (1st)	73.3 (1st)[2]
Overseas Sales Customer Satisfaction (NPS)	Score (Country of implementation)	93.8 (34 countries)	93.4 (34 countries)
Overseas Maintenance Service Satisfaction (NPS)	Score (Country of implementation)	82.3 (34 countries	84.3 (33 countries)
External evaluation – National Customer Satisfaction Index (NCSI)	Ranking	1st place at all segments	1st place at all segments[3]

[1] Overall sales and service satisfaction score
[2] Average combined score of directly operated service centers and Bluehands service centers
[3] Compact passenger vehicles, mid-size vehicles, near-large vehicles, large vehicles, compact RVs, large RVs, and EVs

Hyundai Customer Experience Index (HCXI)

Score of 71.9

HCXI improved from 71.0 in 2024 to 71.9 in 2025

National Customer Satisfaction Index (NCSI)

1st place

No. 1 ranking across all categories in the NCSI for 3 consecutive years (2023–2025)

Sustainable Supply Chain

Hyundai recognizes supply chain sustainability as an essential element of corporate management and is establishing a responsible supply chain management system.

Accordingly, we have established sustainability strategies and targets and are implementing policies and programs to promote shared growth with our suppliers. In addition, we identify and mitigate risks through supply chain due diligence and strengthen supply chain management capabilities through collaboration with global initiatives. We also strive to establish a sustainable supply chain management system by supporting suppliers' capability enhancement and operating grievance handling procedures. Based on the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, we identify, prevent, and mitigate adverse human rights and environmental impacts across our supply chain and will continue to enhance disclosure transparency.

SUPPLY CHAIN SUSTAINABILITY MANAGEMENT

Supply Chain Sustainability Strategies and Goals

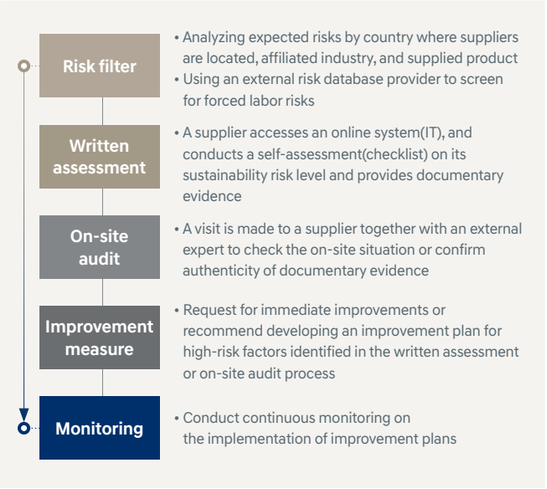
Hyundai's definition of stakeholders covers suppliers, distributors, customers, regulatory bodies, and local communities involved throughout the entire vehicle lifecycle from design to production, distribution, service and dismantling.

Hyundai derives its supply chain management strategy by comprehensively considering risks and opportunities related to stakeholder needs, quality and technological competitiveness, stable supply chain operations, fair trade practices, and environmentally friendly production systems. Additionally, to enhance supply chain sustainability, we are advancing supplier sustainability risk assessment and due diligence systems. These supply chain management strategies are implemented from an integrated perspective that encompasses not only ESG sustainability, but also quality, cost, and delivery stability, as well as business continuity risk management.

3-year Roadmap for Supply Chain Sustainability Due Diligence Implementation

Hyundai conducts supply chain sustainability due diligence on all tier-1 parts suppliers. For tier-2 suppliers, industries identified as presenting high environmental and human rights risks—including painting, plating, casting, and forging—are designated as key risk management targets. We also require tier-1 suppliers that engage with tier-2 suppliers in these industries to implement enhanced sub-supplier management practices, including due diligence on tier-2 suppliers.

Steps of Risk Due Diligence



- Written assessments conducted for 2,086 suppliers
- On-site audits conducted for 127 suppliers
- Corrective action plans established and completed for suppliers with identified risks
- Phased risk mitigation measures implemented for high-risk suppliers

3-year Roadmap for Supply Chain Sustainability Due Diligence Implementation

RESPONSIBLE MINERALS MANAGEMENT

Responsible Minerals Management Roadmap

Hyundai has been making active efforts to implement a phased roadmap for responsible minerals management as a key element of building a sustainable supply chain. In 2024, based on the results of a mineral materiality assessment, we selected conflict minerals (tin, tantalum, tungsten, and gold) and cobalt as priority minerals for management and strengthened related policies and management systems. In 2025, we expanded the scope of managed minerals to 22 types and additionally designated battery materials such as nickel, lithium, and natural graphite as priority minerals based on the materiality assessment results. Accordingly, we revised our responsible minerals policy and enhanced management processes, thereby establishing a more systematic management framework. In addition, we are conducting written assessment and on-site audit for newly designated priority minerals to identify and manage potential risks. In 2026, we plan to further expand the scope of priority minerals to include additional minerals and further strengthen our management system.

On-site Audit of Mines and Smelters

To directly verify human rights and environmental risks across its key battery mineral supply chain, Hyundai conducted on-site audits of nickel and cobalt mines and smelters located in the Democratic Republic of the Congo and Indonesia in 2025 through an independent third-party audit institution, RCS Global. The audits covered all areas of human rights, labor, environment, and governance, applying the OECD Due Diligence Guidance, the EU Battery Regulation (EUBR), and the IRMA Standard for Responsible Mining (Critical Requirements) as assessment criteria. We also shared the audit results with suppliers and requested the establishment of corrective action plans, while continuously monitoring implementation status. Alongside the audits, we requested suppliers related to conflict minerals (3TG), copper, lithium, and graphite to complete SAQs, thereby identifying risks across the supply chain from multiple perspectives.

Human Rights and Human Resources Management

Hyundai supports international human rights and labor standards and guidelines and advances human rights management across its global operations and supply chain.

We have identified four key stakeholder groups—employees, suppliers, communities, and customers—and strive to address areas for improvement by selecting annual human rights management priorities. We also conduct human rights due diligence across our business sites and suppliers to identify human rights risks and implement mitigation measures. In terms of human resource management, we implement talent recruitment strategies aimed at strengthening future competitiveness, operate training systems to enhance employees' core job competencies, and provide fair performance-based compensation systems and employee welfare programs. We believe diverse backgrounds and experiences strengthen collaboration and drive our shared goals.

HUMAN RIGHTS MANAGEMENT DIRECTION AND STRATEGY

Hyundai is advancing global human rights management based on international human rights and labor standards. We operate a framework centered on five key areas—governance, training, commitment, due diligence, and remedy—for key stakeholders. Through pre-assessments in investment and supply chain decision-making processes, as well as training and grievance management systems, we strive to prevent and address human rights risks.

Human Rights Risk Assessment

Hyundai selects human rights due diligence targets by comprehensively considering the relevance of key businesses and local operations, management systems, and risk levels. In 2025, a total of 47 subsidiaries were subject to due diligence in consideration of their connection to vehicle manufacturing supply chains, and some of them underwent on-site audits in collaboration with third-party auditors.

Business Site Human Rights Risk Assessment in 2025 (Unit: %)

	Classification	Results
Hyundai business site	Ratio of business sites where human rights risks assessment was conducted[1]	100
	Ratio of business sites where risks were identified[2]	6.4
	Ratio of improvement measures and activities taken	100

[1] Percentage of business sites where the human rights risk assessment was conducted measured against the total number of business sites subject* to the assessment
* Headquarters, regional headquarters, and domestic and overseas manufacturing/sales/R&D business sites (for overseas operations, business sites with more than 50% headquarters ownership and 50 or more employees)

[2] Business sites where risks (non-conformances) were identified through on-site audits

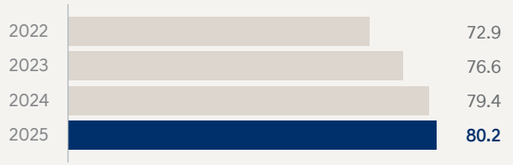
Human Rights Risk Assessment in Investment Decision-making

Since 2024, Hyundai has incorporated an ESG risk screening process into its investment review procedures for new and expanded manufacturing facilities. Reflecting global standards such as the IFC Performance Standards and the Equator Principles, we comprehensively review key environmental and social risks, including human rights impacts. In 2025, the process was further expanded to investment reviews related to the EV battery supply chain.

ORGANIZATIONAL CULTURE SURVEY

Hyundai assesses the maturity of its organizational culture through an annual organizational culture survey. In 2025, 87% of employees participated in the survey, which recorded an average of 80.2 points. In addition, we identified organizational structure and process improvement as key priorities, promoting greater clarity in roles and responsibilities (R&R) and a more collaborative culture. As a result, the Procurement Division recorded a 3.4-point increase in related survey scores compared with the previous year.

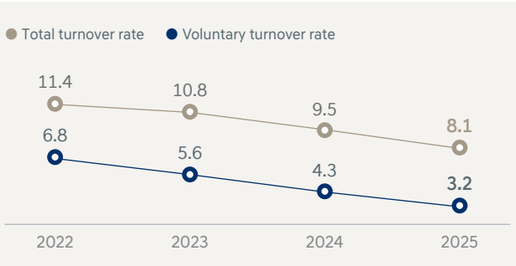
Results of Culture Survey (Unit: Points)



EMPLOYEE SATISFACTION AND TURNOVER RATE

Hyundai is committed to fostering a positive work environment. The voluntary turnover rate, a key indicator of organizational health and talent retention, declined significantly from 6.8% in 2022 to 3.2% in 2025.

Employee Turnover (Unit: %)



WOMEN IN MANAGERIAL POSITIONS

Hyundai has set ambitious mid- to long-term goals of achieving a 15% ratio of female managers in Korea and a 27% ratio of female managers at overseas business sites by 2030 and reviews implementation progress annually.

Women in managerial positions in Korea[1]

2030 Target 15 %

(Achieved 9.5% as of 2025)

Women in managerial positions overseas[2]

2030 Target 27 %

(Achieved 18.2% as of 2025)

[1] Including general, R&D and special duty staff at the senior manager level or above, as well as executives (excluding advisors)

[2] Positions managing an organization's general operations and taking responsibility for or leading independent tasks/projects at times as well as higher-level positions

DIVERSITY OF THE BOD AND EXPERTISE OF INDEPENDENT DIRECTORS

Hyundai takes into account diversity factors, such as gender, nationality, race, and religion, in appointing directors. As of the end of March 2026, three directors of foreign nationality (José Muñoz, Jim Myong Doh, Benjamin Tan) and four women directors (Eunsook Jin, Ji Yun Lee, Yoon Hee Choi, Suyi Kim) sat on the BOD.

Independent director ratio

58.3%

Female director ratio

33.3%

CSV Initiative

Hyundai is expanding its social impact and fostering a sustainable corporate ecosystem through the "Hyundai Continue" initiative.

Hyundai Continue, a global CSV (Creating Shared Value) initiative for sustainability management, is built around three focus areas—Earth, Mobility, and Hope. It supports the creation of social value and the resolution of social challenges through programs linked to our mobility business. Across both domestic and global operations, we continuously strive to protect the Earth, deliver freedom of mobility and connectivity, and create hope for future generations.

Earth

IONIQ Forest

Hyundai has been promoting the IONIQ Forest project since 2016 across 13 countries to create eco-friendly forests around the world. In 2025, we established the IONIQ 9 Seed Ball Drone Station and, in cooperation with the Baekdudaegan National Arboretum, supported ecosystem restoration in areas affected by wildfires in Uljin. We also operated the station in conjunction with the IONIQ 5 Drone Station established in 2023 to enhance ecosystem restoration and research efforts. In India, we planted 1.1 million trees in communities near our business sites, while in Vietnam, we partnered with the IUCN (International Union for Conservation of Nature) to restore mangrove forests in the Mekong Delta. Through the IONIQ Forest project, Hyundai planted approximately 2.22 million trees by 2025 and will continue to carry out a wide range of environmental initiatives, including tree planting and wildfire recovery activities, in collaboration with global partners.

2025 Key Achievements

- Established the IONIQ 9 Seed Ball Drone Station
- Planted approximately 1.31 million trees in Korea, the U.S., Vietnam, and India
- Launched the "Tree Correspondents" promotional campaign to mark the 10th anniversary

Mobility

Supporting Gait Rehabilitation Using the X-ble MEX[1)]

Leveraging its robotics technology, Hyundai supports rehabilitation for patients with lower-body paralysis and contributes to improving mobility for people with mobility impairments. From 2023 to 2025, we collaborated with the National Rehabilitation Center and Asan Medical Center to promote rehabilitation treatment and joint research using a wearable medical robot "X-ble MEX." The technology provides patients with a new treatment option and continues to be enhanced through joint research and usability evaluations, expanding rehabilitation opportunities for patients with incomplete spinal cord injuries while reducing therapists' physical burden and supporting data-driven treatment. On the International Day of Persons with Disabilities in 2025, we conducted a campaign featuring a rehabilitation program participant delivering the weather forecast on KBS News, helping raise awareness of disabilities and promote the inclusive value of technology.

[1)] X-ble Medical Exoskeleton

2025 Key Achievements

- Completed X-ble MEX rehabilitation therapy research in collaboration with the National Rehabilitation Center and Asan Medical Center
- Obtained Class III medical device certification from the Korean Ministry of Food and Drug Safety (Nov. 2025)

Hope

Hyundai Hope on Wheels

Hyundai Hope on Wheels is a flagship social contribution program that began in 1998 at Hyundai Motor America and has been in operation for 28 years. By 2025, cumulative donations in the U.S. had reached approximately USD 277 million, establishing the program as one of the country's top three pediatric cancer charities. Under a joint funding model in which dealers donate a set amount for each vehicle sold and Hyundai provides matching contributions, the program supports pediatric cancer research, treatment, recovery, and awareness initiatives. Following its launch in Australia and Korea in 2024, the program expanded to Canada and Mexico in 2025. We also unveiled a new brand identity featuring wings, a heart, and a leaf within a handprint, symbolizing Hope, Love, and Recovery. Through partnerships with our dealer network, we will continue to expand globally and support pediatric cancer treatment and research, helping children look forward to a brighter future.

2025 Key Achievements

- Donated USD 27 million to mark the 27th anniversary of Hyundai Hope on Wheels in the U.S.
- Supported the publication of 45 research papers through 108 researchers across 98 institutions
- Launched Hyundai Hope on Wheels in Canada and Mexico, bringing cumulative global donations to USD 320 million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