

# Social

Hyundai Motor Company considers the human rights of all its employees and other stakeholders a top priority. In order to prevent negative human rights impacts, it is strengthening its human rights protection system and creating a safe and healthy organizational culture for its employees. Through its supply chain ESG management, the company strives to enhance the sustainability activities of its suppliers and add to the quality of its products and services. It is also carrying out a series of CSV activities to increase the value of its relationships with the members of the local communities in which it operates. These efforts will positively influence all its stakeholders and the wider society as well.

- #HumanRights
- #Employees
- #Suppliers
- #ProductQuality
- #Customers
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# Human Rights

## Human Rights Management

In order to actively implement human rights management, Hyundai meets all globally-mandated human rights and labor standards, including the Universal Declaration of Human Rights, the UN’s Principles for Business and Human Rights, the Core Conventions of the International Labor Organization, and the OECD’s due diligence guidelines. The company gives top priority to the human rights of all its stakeholders, including its employees, business partners, and customers. It promotes human rights management with the goals of increasing the human rights of all workers and strengthening the human rights protection systems for all interests. This includes its creation of a Human Rights Charter covering its employees and other stakeholders, as well as reporting on human rights risk assessments and the status of its human rights management practices.

### Human Rights Risk Assessment

Hyundai has designated a division dedicated to human rights assessments and operates an assessment process to identify risks in advance. It does this so that any negative human rights effects will not affect its employees and/or the employees of its suppliers. Its duties include uncovering human rights risks in advance through written evaluations and on-site evaluations, and supporting solutions and improvements to these risks that have been found as a result.

Human Rights Risk Assessment Process



Results of Human Rights Risk Assessments

Human Rights Issues	Targets of Human Rights Risk Assessments					
	Employees	Women	Children	Immigrant and Contract Workers	Suppliers	Local Communities
Work environments (including discrimination, freedom of association, and emotional labor)	Low Risks	Low Risks	Low Risks	Low Risks	Potential Risks	Low Risks
Work conditions (including hours, pay, and child and forced labor)	Low Risks	Low Risks	Low Risks	Potential Risks	Potential Risks	Low Risks
Health and safety (including workplace safety facilities and wearing safety equipment)	Low Risks	Low Risks	Low Risks	Low Risks	Potential Risks	Low Risks
Business impacts (environmental and social impacts on places near businesses)	Low Risks	Low Risks	Low Risks	Low Risks	Low Risks	Potential Risks
Conflict minerals (concerns about raw materials when procuring raw materials)	Low Risks	Potential Risks	Potential Risks	Low Risks	Potential Risks	Low Risks

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# Employees

## Workplace Health and Safety

Hyundai takes any and all measures needed to help in reducing the incidence of workplace accidents and fatalities. This is done through a variety of proactive and preemptive health and safety activities and the creation of a safety-first management environment and culture. They include operating situation rooms at each workplace to guard against outbreaks of infectious diseases like COVID-19. The company increased its health and safety budget by 83% in 2021, going from KRW 61.9 billion in 2020 to KRW 113.1 billion. This occurred in response to tightened governmental regulations and an increased risk of industrial accidents. It is currently making improvements to its health and safety management system by strengthening its organization and adding more personnel to its ranks.

### Reinforcing Workplace Safety Leadership

**Measures to prevent and respond to serious accidents and fatalities**  
Hyundai has taken a number of steps to reduce its incidence of industrial accidents and fatalities. They include undertaking comprehensive analyses of high-risk facilities and work processes, especially in areas used for storage. It also produces instructional manuals designed to lessen the danger of accidents happening during loading and unloading operations, and ensures that safe work processes when machines like forklifts are being put are practiced. The company completed the re-establishment and improvement of company-wide facility safety standards and guidelines to lessen dangers involved with working with presses, robots, and cranes. The status of these improvements will be monitored in the second half of 2021. The company’s construction safety support and management system will also be reinforced. This will happen in stages, including the development of mobile safety tags, establishing a training course in construction safety, expanding the company’s construction manager certification system, and helping to improve safety management levels among its suppliers.

**Preventing supplier fatalities**  
Hyundai has been making a wide range of efforts to prevent fatalities since a critical accident happened to an employee of one of its suppliers at its Ulsan Plant 1. They include issuing management's declaration in favor of enhanced safety management, conducting on-site inspections by the management of all work processes having an enhanced potential for accidents, re-establishing a health and safety management system for its suppliers, developing standards and programs for evaluating their health and safety competencies, and assisting them in improving their health and safety management processes.

**Activities to reduce the incidence of industrial accidents**  
Hyundai recently introduced a “Hyundai-Lost Workday Case (H-LWC)” safety management index to replace its previous accident-rate indicator, resulting in a nearly 9% point decline in its accident rate from the previous

year. It also analyzed the occurrence of serious industrial accidents to identify three specific accidents (collisions, falls, and entrapments), and carried out a number of activities that reduced their incidence by twenty-one percent. It intends to repeat the same activities and processes going forward. They will include adopting advanced-level accident investigation techniques, designating a specific person to be in charge of investigating accidents, and encouraging more joint labor-management accident investigations.

**Emergency drills**  
The company carries out semi-annual emergency drills at each of its production facilities. Attendance by all of its employees is mandatory. The purpose of the drills is to teach its workers how to put the company’s rapid response measures into practice in the event of an emergency to minimize human and physical damage. The situations involved in the drills are ones that might actually happen, such as early responses, evacuations, and extinguishing oil storage and RTO fires. Processes that fall under the aegis of the Process Safety Management guidelines because they can lead to very serious accidents are dealt with by using accident scenarios based on quantitative risk assessment and by establishing emergency action plans.

**Safety and health evaluation system (H-SAT)**  
Hyundai enhanced its Hyundai-Safety Assessment Tool (H-SAT) system in 2020. It now includes about twenty situations that are considered to be highly likely to cause serious accidents. They must be inspected and

evaluated every month, with the results being reflected in the company's Key Performance Index to increase the ability to execute at its on-site divisions. The company is planning to make further improvements to the system in 2021, especially by focusing on a greater number of on-site inspections. This change involved making revisions to 152 items by increasing the number of mandatory on-site evaluation items and strengthening their evaluation standards. Other plans for the exhaustive management of its on-site risk factors to prevent gaps in their management will include doubling the total number of points awarded to the company's on-site divisions, and increasing their inspection frequencies and lengths.

**Spreading a safety culture**  
Hyundai has established situation rooms and fast response systems at each of its business sites to ensure the health of its employees and minimize disruptions in the operations of its plants in the face of unprecedented infectious disease situations around the world. Despite having great difficulties in safety activities due to COVID-19, which was protracted for over a year, the company carried out special safety training for all its employees in 2020. This included providing enhanced safety training to all its employees, offering online training sessions to its supervisors, and producing videos detailing how to reduce the incidence of serious accidents. It plans to enhance safety awareness among its employees in 2021 by developing a mobile- and online-based safety training system for use while COVID-19 is still a threat. In addition, four teams participated in a virtual Occupational Safety Golden Bell event hosted by the Ministry of Labor in 2020. Happily, the teams’ eight contestants won the event’s first prize. Hyundai has also insisted that all its production facilities must be smoke-free since 2016. Its efforts to help workers who do smoke include installing facilities in its plants where they can gather, operating in-house stop-smoking clinics and off-site stop-smoking camps, and publicizing the advantages of operating non-smoking facilities.

Makeup of the Hyundai Safety Assessment Tool (H-SAT)

Management System Assessments		On-Site Workplace Inspections
Safety	Safety meetings by management, etc.	Robot protection devices, etc.
Health	Management of musculoskeletal diseases, etc.	Ventilation facilities
Firefighting	Emergency response systems, etc.	Fire-prone areas, etc.
Environment	Environmental facilities licensing, etc.	Air pollution prevention facilities, etc.

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Wearable devices to prevent musculoskeletal injuries

In the fourth quarter of 2020, Hyundai tested ten wearable devices designed to prevent musculoskeletal injuries on 104 workers performing thirty-six different job processes at seven of its plants in Korea. The results were then analyzed to reflect such factors as an employee’s body type, and to reduce the weight of equipment and lower the difficulty levels of their operations. More tests will be carried out in 2021, once adjustments have been made in light of the results. The company hopes that conducting tests in various work environments, supplementing data analysis and equipment, and applying them to actual worksites will help to reduce the incidence of musculoskeletal injuries, especially in older workers and others doing repetitive work. Going forward, the company will continue the development of new technologies to better the health and safety of its workers. These improvements will be made in line with the requirements of Industry 4.0.

Designing safer workplaces

Hyundai has taken a number of steps to improve the safety of its worksites. They include designing safer walkways, warning workers about potential hazards in their work areas, and posting signs to encourage better work habits. As part of its first-phase efforts for workplace safety, the second half of 2020 was used to create safety walkways. They were then field-tested at some of the company’s production facilities. They will be used in other plants in 2021, along with more information warning workers about dangers in their workplaces and additional safety design standards for use. They will be also expanded for use in other places and facilities going forward. In addition, the company plans to establish and apply safety design guidelines for Automated Guided Vehicles. All of them will be installed whenever the company builds new production facilities.

Wearable Devices



Designed for Workplace Safety



Overseas Safety Management Activities

HMMA

- Around-the-clock COVID-19 testing center
  - Provided in-house COVID-19 testing, the first among Hyundai's production facilities at home and abroad.
    - Featured fast testing and quick turnaround times, reducing anxiety levels among its workers
    - Reduced employee absenteeism during waits for testing
- Supported COVID-19 testing for visiting technical engineers from headquarters and suppliers
  - Carried out COVID-19 testing only one day after employees arrived in the U.S.
    - Realized USD 6.3 million in cost savings through shorter test waiting times

BHMC

- Established emergency evacuation route from pallet storage site in press plant
  - Press plant has problems evacuating workers quickly due to its complicated structure.
    - Built shortest possible escape routes and installed handrails to help employees exit the worksite

HMMR

- Installed better safety belts and lifelines for workers operating cranes in press factories
  - Seat belts: Made improvements to seat belt construction to reduce incidence of serious accidents due to falls (including the introduction of electronically controlled descending safety belts)
  - Lifelines: Installed unbreakable lifelines with a special bracket that workers don’t need to unhook

(HMMA) COVID-19 Test Center



HMI

- Developed app to aid in detection and management of COVID-19
  - Used app to monitor and manage cases
  - Other COVID-19 services included in-house announcements, information regarding in-company outbreaks, and telling workers about ways of reducing exposure to virus

HMMC

- Introduced improved safety patrol system to reduce number of blind spots
  - Identified blind spots while carrying out safety inspections
  - Rewrote rules about safety patrols and amended daily work goals
  - Installed safety-related check boards

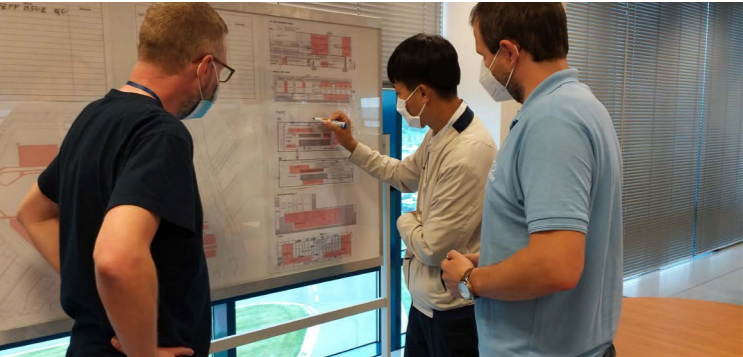
HAOS

- Encouraged development of safety-first culture through education and training, including use of Heimlich maneuver
  - Continued offering safety training in case of emergencies
  - Saved life of one employee in a company cafeteria using Heimlich maneuver

HMB

- Distributed handbook outlining how to avoid COVID-19
  - Distributed handbook to help employees and their families keep from being infected with COVID-19 in accordance with best practices at headquarters
  - Included information on self-testing in cases of suspected symptoms, daily quarantine rules, quarantine safety rules in company facilities, and a question and answer section

(HMMC) Safety Patrols to Reduce Number of Blind Spots



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## Building a Flexible Organizational Culture

### Employee-friendly Corporate Culture

#### Organizational Culture Change Programs

Hyundai is making many changes to its organization based on the principles of its Culture Change Program, or CCP. They are geared towards helping the company create a more employee-oriented, creative, and flexible organizational culture—one in which its workers immerse themselves in their work and grow through it, enhancing their self-esteem and increasing their pride. There is also a pronounced emphasis on leader-centered changes and practices.

In order to meet this goal, Hyundai is building an IT infrastructure designed to increase the efficiency of its workers, and innovating and internalizing the way they do their jobs through its Remove Inefficiencies Campaign and other activities. The company is also promoting a wide range of change activities in order to become an employer in which creativity, changes and challenges become both normal and routine. It is also building a culture based on meaningful communication, and developing an autonomous and proactive work atmosphere through employee participation-centered changes and its Remove Inefficiencies Campaign.

#### Culture Survey

Hyundai carried out an organizational culture survey in September 2020. Its goal was to arrive at an understanding of the true character of its corporate culture at the level of its organizational units. The study consisted of seventy-three questions covering seven categories: Business, People, Work, Leadership, Organizational Effectiveness, HR System, and Infrastructures. About 74.3% of the company’s general, research, and legal affairs staff members participated in it. More assessments are planned to improve its organizational culture going forward.

#### Areas of Culture Survey

Business		People		Work	
Leadership	Organizational Effectiveness	HR System		Infrastructures	

#### Familiarizing Employees with the New HR system

Hyundai has been road-testing a number of different communications methods to familiarize its employees with the new HR system that it introduced in 2019. One was the publication of an HR E-booklet that outlines how the system works, simply and easily and at a glance. Another was an interactive one-on-one bulletin board that the company uses to respond to HR-related enquiries from its employees. The company encourages communications based on a worker’s experience and expertise, works to strengthen employee autonomy at both the organizational and the individual worker’s levels, and supports employee growth as part of its “Expanding Autonomy and Opportunities” program.

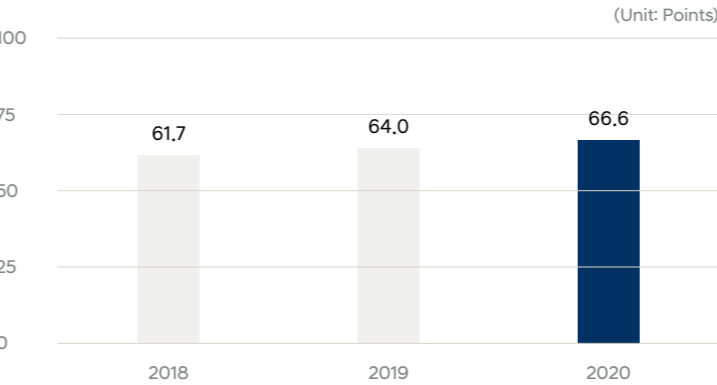
#### Employee Health and Welfare System

Workers at Hyundai can take advantage of a large number of employee benefit programs geared to improving the quality of their lives. They are designed to encourage positive work-life balances and promote employee health and safety, such as flexible work hours, working from home, in-house daycare, and maternity leaves.

#### Retirement Pensions

Hyundai’s pension system is operated by arms-length, third-party administration services in order to protect the value of all its workers’ contributions. It includes in-depth information about retirement planning, helping older workers to enjoy their lives when their workdays are over.

#### Results of Culture Survey



#### Employee Health and Welfare Programs

Flexible work hours	<ul style="list-style-type: none"><li>· Allowing employees to choose when they come to work and leave with the exception of obligatory working hours from 10 AM to 4 PM, so long as they work an average of forty hours a week</li><li>· Reduced employee population at worksites by temporarily eliminating insist on mandatory work hours due to COVID-19</li></ul>
Working from home	<ul style="list-style-type: none"><li>· Allowing employees to voluntarily work from home due to the spread of COVID-19 and even after the pandemic ends.</li></ul>
Maternity leaves	<ul style="list-style-type: none"><li>· 90 days of paid maternity leave for single births, 120 for multiple ones</li><li>· 10 days of paid leave for male employees</li></ul>
Parental leaves	<ul style="list-style-type: none"><li>· Working parents regardless of gender are eligible for up to two years for each child aged eight years or younger or who are in the second grade of elementary school or below. Other benefits that exceed the legal mandatory period of one year are also available, including shortened work hours to allow workers to take care of their children in addition to parental leaves.</li></ul>
In-house daycare center	<ul style="list-style-type: none"><li>· Offering married female employees and the children of single-parent families access to in-house daycare centers</li><li>· Available at five locations: Headquarters, Ulsan Plant, Asan Plant, Jeonju Plant, and Namyang Technology Research Center</li></ul>
H-Child Happiness Travel	<ul style="list-style-type: none"><li>· Providing hotel lodgings and meals within six months before and one year after a childbirth to employees and their spouses. It includes up to two nights and three days at hotels approved by the company.</li></ul>

#### Key Performances in Employee Welfare Programs

- Operating in-house daycare centers to support the childcare of employees
- Operating Child Happiness Travel that is available to employees both before and after childbirth
- Planning and operating employee benefit programs to support healthy work-life balances
- Allowing both working from home and flexible work hours according to social distancing regulations. Mandatory work hours temporarily eliminated at some business sites.

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Monitoring Employees’ Health During the Pandemic

Hyundai’s COVID-19 Situation Rooms are designed to protect the health of its employees during the pandemic. The first step taken is to check all employees and visitors to see if they are running a fever or have other symptoms of the virus. The company also disinfects all its facilities daily, makes hand sanitizers and thermometers available for anyone to use, and has installed a number of thermal imaging cameras to measure people’s temperatures. All employees who are pregnant or have underlying conditions are required to work from home, while all staff members based at its headquarters or who live in Seoul or in Gyeonggido province can work from home if they wish to.

Labor-management Relations in Korea

Hyundai observes all the rules and regulations contained in Korea’s constitution regarding employee rights, including the right to organize into labor unions and engage in collective action and bargaining. It also follows all legal stipulations concerning the establishment of a Collective Bargaining Council and a Labor-Management Council. Other labor-management organizations that it has developed include a Future Change Response TFT and a Job Stability Committee. Both of them help reach agreements between labor and management on future organizational changes. The company formed a joint labor-management infectious diseases prevention team and has a policy in place to reduce the incidence of infectious diseases like COVID-19 within its worksites.

Labor-management Relations Overseas

Beijing Hyundai Motor Company (BHMC) and China Hyundai Motor Corporation (CHMC) have Chinese Trade Unions. Hyundai Motor India (HMI), Hyundai Motor Manufacturing Czech (HMMC), and Hyundai Motor Brazil (HMB) have Labor Unions. The company’s subsidiaries whose employees are members of labor unions engage in collective bargaining according to local labor laws. Their managers meet with union representatives as needed to improve their members’ working conditions and benefits.

Hyundai conducts its collective bargaining activities in a positive and collegial manner designed to result in reasonable and constructive plans and proposals. While its subsidiaries in the U.S., Russia, and Turkey do not have labor unions, their managers communicate with their employees through a variety of channels.

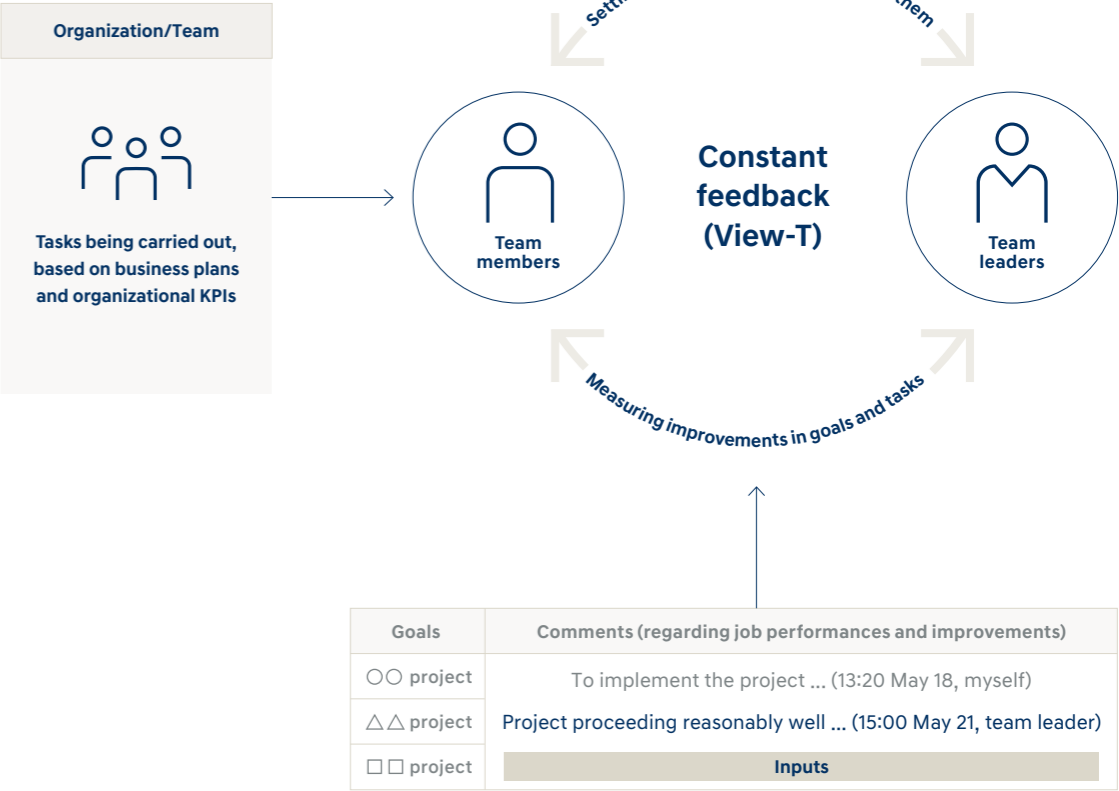
Hyundai’s headquarters is continually conducting surveys and interviews with its employees around the world to gauge their satisfaction levels. Its overseas subsidiaries deal with employee issues and grievances whenever they appear. This included holding regularly-scheduled meetings with them or their representatives, and operating advice and assistance centers. At present, the subsidiaries are communicating with their workers both online and through apps as there have been restrictions on their face-to-face communications due to the COVID-19 pandemic.

Fair Employee Evaluations and Rewards

The goal of Hyundai’s View-T HR system is to put a fair pay and evaluation culture in place, by allowing workers to rerate their performance goals and results. Measure their own results, and receive feedback from their leaders. The company will start carrying out quarterly Performance Management Weeks in 2021. They will be used to stimulate feedback that will eventually assist the company in enhancing its workers’ job performances and achieving their goals.

The company’s commitment to fair compensation for every employee is evidenced in the improvements it has made to its job evaluations. Each employee is allowed to own shares in the company as a means of increasing their economic status and promoting better labor-management relations. A grand total of 665,870 stocks were provided to its employees last year. They were disbursed to all regular workers based on the wording of a labor-management agreement reached in the second half of 2020.

View-T System



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Innovating the way of work by Building a Smart Organizational Culture

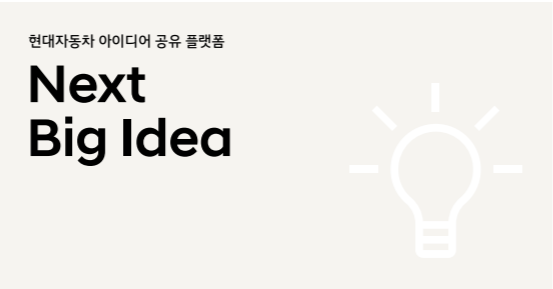
NEXT BIG IDEA to innovate the company’s organizational culture

Hyundai held a “Next Big Idea” contest to solicit creative and challenging ideas from its employees around the world. Thirty-one proposals out of the 1,981 it received are under review for specific implementations and applications. The company’s goal of constantly receiving fresh and creative ideas from its workers led to the creation of a suggestion board in 2021. Any Hyundai employee can offer his or her “two cents worth” at any time. Other bottom-up change activities that the company entertains include town hall meetings and an online “Hyundai Forest” anonymous communications channel.

Increasing employee involvement

Hyundai welcomes employee involvement in its operations through its Quality Mindset Campaign. The campaign emphasizes the importance of high-quality workmanship and encourages all the company’s employees to demonstrate a quality-first mindset in all their work. Hyundai also stresses the need for near-perfect quality in its finished products through its New Vehicle Quality Assurance Program. The company has also agreed to a program in which its employees go on vacation whenever they want to. Going forward, the company will encourage its employees to take advantage of all aspects of its employee benefits package as part of the development of a creative and flexible organizational culture.

NEXT BIG IDEA: Hyundai’s Idea Sharing Platform



Quality Mindset Campaign



New Vehicle Quality Assurance Program



Promoting change from the top down

The company continued its top-down approach to change by setting examples with an emphasis on the will of top leaders for change. In addition, it carried out practical improvement activities centering on middle leaders through the “Leaders Forum” for all its divisions every month, based on the company-wide culture change program (CCP). One of their first actions was to take a “Leader’s Promise” for improvements to the company’s organizational culture. Any improvements made in this fashion have been checked by employee surveys. The company has also encouraged the employees of its headquarters to participate in changes and their leaders to lead by example. Other change activities that have been undertaken at the division level include taking surveys measuring the effect of changes in the company’s organizational culture made in the first and second halves of the year; implementing improvements that were based on suggestions given in the company’s voice of employee (VOE) system; and appointing competent employees capable of taking charge of changes and innovations.

The company also took steps to increase the efficiency of communications with its employees. This was done by installing Microsoft Teams and the Microsoft 365 communications suite to improve its IT infrastructure and innovate its work methods. It also carried out a Removing Inefficiencies Campaign that made it easier for its employees to focus on their customers and their core duties. It involved removing time-wasting tasks and practices based on suggestions from its employees and their team leaders.

Building a work environment that encourages creativity

One of the company’s major goals has been to increase the efficiency of its office spaces and establish more flexible work arrangements. Beginning in 2019, it began creating an open-concept office system on the eighteenth floor of its headquarters on a trial basis that also included increasing the number of meeting rooms and lounges for use by its employees. The change was so successful that the company soon started renovating its other office spaces, making them just as more employee-friendly and encouraging more interactions between all its workers. The emergence of COVID-19 triggered a need to shift to socially-distanced work methods, including replacing office workers’ PCs with laptops and reorganizing the groupware system to make video conferencing and the use of the Cloud easier and more convenient. An added advantage of these changes was how they led to the development of a more creative and smarter workplace environment.

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Attracting and Nurturing Talents

Creative hiring practices

Hyundai strives to hire workers with above-average abilities in such areas as future-oriented technologies, including AI/SW, autonomous driving, connectivity, UAM, robotics, and xEV in its bid to become the industry’s leader in smart mobility solutions. It operates a number of internship programs and specialized recruitment processes to achieve this end. In tandem with the dramatically increased use of both mobile and online hiring processes, they helped the company to increase its new employee intake compared to the previous year.

The company’s employee recommendation system has added significantly to its number of potential employment candidates. Its plans for improving the effectiveness of its recruitment programs even more include strengthening its linkages with the world of academia, enhancing its recruitment-related communications, and upgrading its processes for verifying the qualifications of its candidates for employment.

Year-round recruitment system

Hyundai’s year-round employee recruitment system has proven to be so successful in helping the company select the best and brightest people available that it has become the flagship of its entire recruitment system. In 2020, the company applied more fairness-based and differentiated recruitment processes to each position, including their evaluation and interview methods. This involved taking into consideration the characteristics of each division doing the hiring, as well as the nature and attractiveness of each position. Hyundai’s recruitment processes were made faster and more efficient through the adoption of online and mobile job interviews, allowing the company to hire more employees than in the previous year. The company plans to make them even better by reviewing and reworking the requirements needed for each job and making the application process easier for prospective candidates to access and understand.

Introducing virtual job recruitment processes

Hyundai’s hiring process was also significantly altered due to the COVID-19 pandemic. This forced the company to alter how it dealt with prospective employees from meeting them face-to-face to relying on online and mobile job interviews. The company also altered its processes and expanded its infrastructures to make it easier for it to conduct screenings and do interviews online. All its recruitment has been conducted virtually so far. In the end, these changes helped to make the recruitment process better than it used to be, allowing the company to hire competent employees in a more timely manner and reducing the high social costs experienced by applicants.

A Virtual Job Interview



Employee recommendation program

Hyundai’s employee recommendation program takes advantage of its workers’ personal relationships to forward its hiring processes. It has led to the hiring of high-caliber, experienced professionals in such areas as R&D, robotics, UAM, SW, and xEV, and they are demonstrating excellent job competencies. It has recently been improved so that the people being recommended can participate in it more easily. The company’s verification processes have also been enhanced for fair employment.

Internship programs

Hyundai’s “H-Experience” internship program operates year-round, allowing candidates to experience working for the company and its culture while gaining practical experience and training but without making a formal commitment to it. The company also operated a “Global H-Experience” program in 2020 to attract talents from around the world and encourage the building of more global networks with outstanding individuals both at home and abroad. This program allowed them to experience the company’s jobs and new changes in its businesses. More specialized internship opportunities are also available, including ones operated by MIT, the Rhode Island School of Design, and Hitachi’s Community Energy Management System. The company is also planning to extend its internship programs going forward to include non-Korean and industry-academia programs comprising more job areas and increase the diversity of its workforce.

Key Performances of Recruitment System

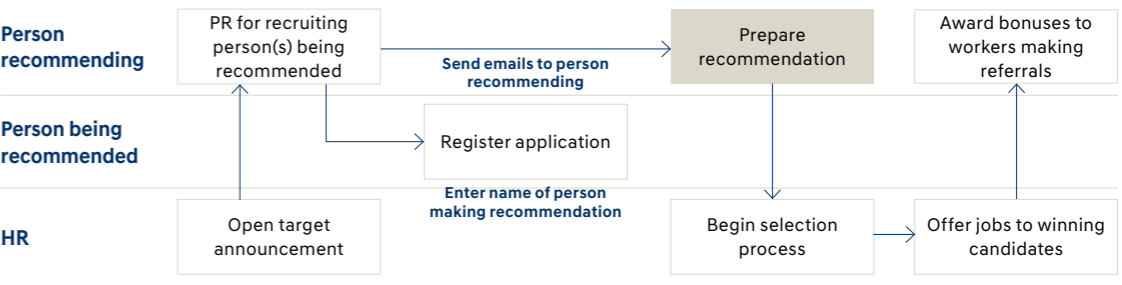
- Increased pool of highly-promising employment candidates in field of future-oriented technologies to build pipelines and attract talents in a timely manner
- Continued improving year-round recruitment system led by on-the-job divisions
- Continued operating Global H-Experience and other internship programs
- Improved employee recommendation program, targeting career staff
- Expanded use of mobile and online recruitment channels



A PR material used by the R&D Division to recruit new employees

Global Internship Program

Employee Recommendation Program



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Developing Talented Employee

The New Employee Growth System

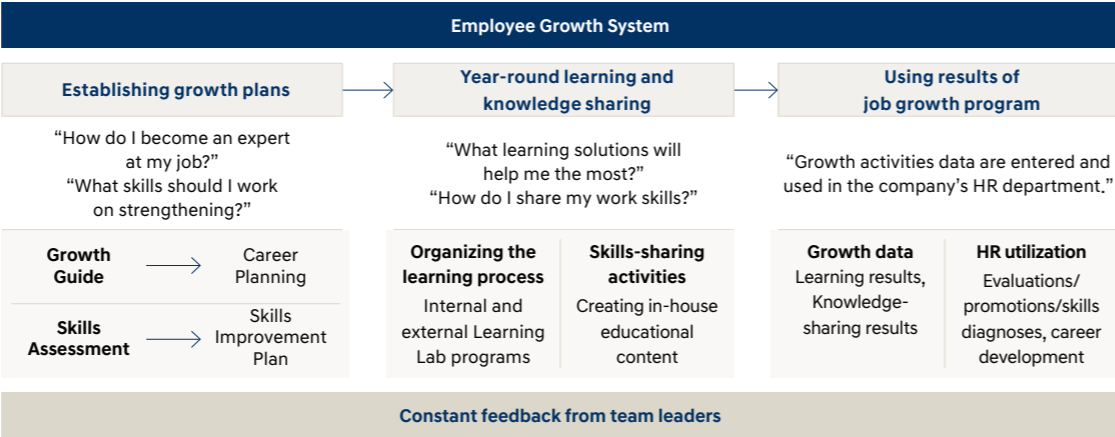
Hyundai’s workplace culture helps its employees increase their experience and expertise. It is based on the belief that an employees’ growth leads to the company’s development as a whole. Its ultimate goal is to see them blossom into experts in their fields through hard work, learning, and knowledge sharing. They do this by establishing career and competency improvement plans, with their leaders providing constant feedback to assist in their growth. They also learn to network with their peers from various fields through the the “Learning Lab,” creating an employee-led growth culture.

Self-directed Growth Infrastructures

Hyundai has established a learning support system to assist its employees’ growth. It allows them to establish individualized growth plans and share their opinions on their progress with more experienced workers. The system also provides them with a menu of personalized learning solutions that they can access through a custom-tailored, always-on learning system. The company is continuously upgrading its employee growth support system to provide its workers with better growth experiences.

Operating programs to strengthen leader capabilities

Customers are the bottom-line reason for Hyundai’s innovation efforts, and its team leaders are dedicated to creating a better future by setting the lives of its customers as their top value. Another core goal of its team leaders is to continually reinforce that message throughout the organization and build a positive relationship with their society as a whole. The company assists them in increasing their capacity for building an organizational culture that prioritizes customer-centered acting, thinking, and decision-making, while encouraging the highest levels of expertise with innovation and collaboration across all disciplines and work levels. Hyundai also educates its workers in major trends in the automotive business in order to respond to changes in its market and business environment as quickly as possible. Employees who are given this training are expected to learn what their job responsibilities entail and to become familiar with such changes in the automobile industry as electrification, autonomous driving, and vehicle architectures. This allows the company to position itself as a true game-changer in the global automotive market.



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Securing Professional Competencies

Academic conference to develop a virtuous cycle of knowledge

Hyundai has been hosting an academic conference to develop a virtuous cycle of knowledge leading from production to accumulation to re-production since 1993. Sponsored by the R&D Division, its goal is to ensure the company’s future competitiveness by turning research results that used to only be acknowledged implicitly to knowledge that is recognized explicitly. Its targets have been expanded to include all the Hyundai Motor Group companies, including its overseas research institutes, since 2008.

The 2020 conference was attended by 2,634 participants from eighteen of the company’s technical departments. Held at the Rolling Hills Hotel in Hwaseong, Korea, from September to October, it featured a live YouTube broadcast that was received very enthusiastically. The event included the presentation of 190 papers, with fifty-nine of them receiving awards.

The main prize winners were given plaques and commendations from the Group's Chair Euisun Chung. The YouTube video that recorded the thesis presentation was uploaded to the Learning Lounge employee training platform for use by all the company’s employees.

The company is planning to focus on new technologies from 2021 and onward, creating a hydrogen fuel cell technology subcommittee, and building a partnership-oriented system in the field of robotics.



Academic conference achievements and plans

- 2,634 employees from eighteen technical departments participated from September to October 2020
- 190 papers were presented, with fifty-nine of them being given awards
- A Hydrogen Fuel Cell Technology subcommittee will be established in 2021, focusing on new future-oriented technologies

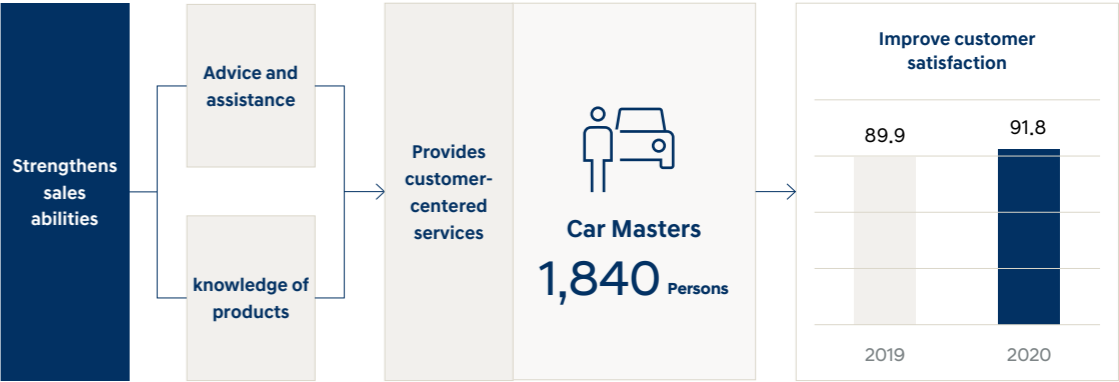
Sketch Photo of 2020 Hyundai Motor Group Academic Conference



Operating non-contact courses in sales

Hyundai fosters the development of talented and well-educated human resources at all of its global customer contact points, including sales and customer service. It does this by providing them with state-of-the-art, ICT-based educational facilities and learning environments. The company is nurturing the growth of experts in sales, customer relationships, and services from a customer experience perspective through this high-tech training system, by training in customer experience and satisfaction (CRM and CS) for its 1,840 “Car Masters.” As a result of this and other efforts to offer its customers an enhanced level of services, the company’s rating in the Korea Customer Satisfaction Index (KCSI)’s passenger car category to rise by 1.9 points from the 89.9 it received in 2019.

Effectiveness of Non-contact Sales Training Courses



R&D project-based joint research programs

Hyundai has been operating a joint research program in conjunction with leading research institutes to develop core future-oriented R&D technologies and solve particularly thorny problems since 2012. Every year, twenty senior-level researchers participate in the program, with the results of their work being applied to both mass-produced vehicles and prior technologies, helping to secure the company’s competitiveness in key technology areas. Various knowledge-sharing and -dissemination activities are also carried out, laying the foundation for internalizing the company’s technologies and strengthening its R&D skills.

Joint Research Activities in 2020

Category	Number of times
Improved vehicle performance	34
Established new research standards and published new guides	7
Acquired patents	15
Presented papers	19
Held seminars on results of research	42

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Working with outside organizations to strengthen quality assurance abilities

Hyundai is developing a number of training courses in the area of quality assurance. Working in collaboration with outside educational institutions, its goal is to enhance its abilities in the areas of quality assurance and the verification of technologies needed to further the development of electronic vehicles. Both programs are being run under actual operating conditions.

Results of Training and Education in the Area of Quality Assurance

- Offered four courses to 108 participants from July to November 2020
- Course topics included Vehicle Vibrations and Noises: Theory and Practice; Understanding Vehicle Communications Systems; Quality Issues in Electrified Batteries; and Automotive Structures: Disassembly and Assembly. The first course was offered two times.
- Plans are also in the works to develop a course called Reinforcing Quality Assurance Competencies in Controllers. It will be developed in the first half of 2021 and offered in the second. Its goal will be to enhance employees’ quality assurance abilities in the field of new future-oriented technologies.

Helping Employee Prepare for Retirement

Hyundai offers its workers a number of programs to help them prepare for retirement. In 2020 they included a wide range of future planning courses, as well as more specialized training programs applicable to each position and job group. They were provided to a total of 1,645 employees.

Targets	Managers or below (Union members)		Senior Managers		Sales Positions
Course	Planning the future for workers aged from 56 to 60	Counselling	Basic course in planning for life after retirement	Intensive course in planning for life after retirement	Course in planning for the future
Ages	Aged 56 to 60 (classified by age)	Aged 56 to 60	Aged 59	Aged 60, for executives	Aged 59 to 60
Number of graduates in 2020	917	(Not operated)	296	282	150
Types	Lectures, practices, etc.	Counselling	Virtual lectures and counseling	Virtual lectures and counseling	Online lectures
Curricula	- Becoming aware of changes as we age - Individualized advice on planning for the future	- Individualized counseling in possible new careers	- Changing the way we look at retirement- exploring new careers and interests - Financial planning	- Establishing an action plan for changes after retirement	- Preparing for retirement - Financial planning and designing new career paths

Disinfecting



Theory-based Course



Practice-based Course



Discussions



- Supporting Win-win Growth
- Supply Chain ESG Management

# Suppliers

## Supporting Win-win Growth

### Enhancing Suppliers’ Competitiveness

Hyundai knows very well how much the technical quality and the excellence of the parts made for it by its suppliers are directly linked to its success with customers. As a result, the company takes an intense interest in fostering the competitiveness and competencies of its suppliers in such areas as developing new technologies and improving their productivity. It does this by offering them a wide variety of individualized training programs, including quality and technical schools and customized training.

#### Enhancing Quality Competitiveness

- Foundation of Korea Automotive Parts Industry Promotion

Hyundai partnered with Kia and Hyundai MOBIS in establishing the Foundation of Korea Automotive Parts Industry Promotion in 2002. It invests about KRW 6 billion a year in improving the quality, technical, and management skills of its suppliers. These efforts include deploying members of its Quality and Technology Volunteer Group and its Supplier Assistance Group to provide its suppliers with help and advice in these and other matters, helping them to improve the quality of the parts they make and enhancing their ability to manage and upgrade their technologies.

- 5-star system to enhance product quality, technology, and delivery

Hyundai evaluates the quality competitiveness, technological development capabilities, and delivery skills of its suppliers. It rewards outstanding ones so that it can help them to enhance their competitiveness in the areas of quality, technology, and delivery.

- Global Partnership Center

The Global Partnership Center opened in June 2020. Its goal is to establish a virtuous cycle in which the Hyundai Motor Group and its suppliers grow together by increasing their competencies and competitiveness in the world’s automobile industry. In addition to providing education and training programs targeting Tier 1 and Tier 2 suppliers, Hyundai Global Partnership Center provides training facilities and instructors to suppliers who wish to do their own education and training.

#### Increasing Product Quality Among Suppliers

Classification		Performance	Remarks
Foundation of Korea Automotive Parts Industry Promotion	Quality and Technology School	1,590 people	22 training courses
	General education, etc.	3,571 people	General training, field training, etc.
Global Partnership Center	Education by industry, etc.	16,338 people	286 courses

\* 83% of more than 310 Tier 1 suppliers participated in quality-related education and training in 2020.

#### Enhancing R&D Skills

- R&D technology supports for suppliers

Hyundai offers its suppliers a wide range of R&D technology supports as part of its mutually beneficial growth program. Technology and quality improvement information and infrastructures are shared between the company and its suppliers, helping them to enhance their R&D abilities and develop superior technologies to produce even better products. A large number of the company’s suppliers participate in these support activities, growing bigger and better with Hyundai as a result.

- Guest engineer program

Engineers employed by suppliers associated with Hyundai are regularly invited to work at the company’s technical center through its guest engineer program. They help design parts for the company’s new vehicles, learning a great deal about Hyundai’s technologies along the way. They return to their employers when the program ends, going on to play crucial roles in improving their technological prowess.

- Sharing technology patents

Sharing its product technologies with its suppliers plays a vital role in improving and commercializing Hyundai’s products and technologies. The sharing is done free of charge, as are the technology transfers that are usually involved with them. The company’s suppliers are provided with a list of applicable patents once a month. After they apply for a patent transfer, Hyundai reviews their applications and decides whether to share the technologies with them.



#### Enhancing Productivity

- Building smart factory

Hyundai helps its suppliers reduce the number of defects in their products through a four-part process: an initial, intermediate, and final product inspection system; a lot tracking and management system; an error-proof system for their parts manufacturing plants; and digitizing their manufacturing processes. About 450 companies benefited from these supports from 2016 to 2018, with the number increasing to about 660 as of 2019 as more suppliers saw the advantage in building smart factory. The value of the supports provided by the company to each of its suppliers was upped to a maximum of KRW 100 million from the previous KRW 20 million. The number of suppliers taking advantage of these programs amounted to 270 and 209 in 2019 and 2020, respectively. The company plans to offer this form of assistance to 180 suppliers in 2021. It also assists its suppliers in setting up smart factories and equipping them with the infrastructures and facilities needed to digitize their data, reduce their lead times and failure rates, lower their disposal costs, improve their delivery rates, and increase their revenues.

- Technical guidance and management consultations for suppliers

Experts from the Foundation of Korea Automotive Parts Industry Promotion are seconded to the company’s suppliers at no charge. They offer them their expertise and knowledge about ways to improve their quality, their technologies, their productivity, and their competitiveness.

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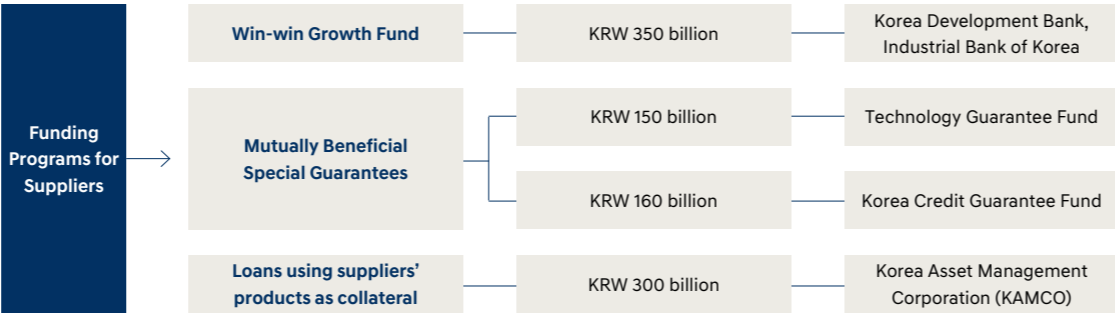
Encouraging Sustainable Growth

Hyundai encourages sustainable growth among its suppliers by offering them funding, training and education, and information on ways to add to their global sales channels. The company encourages long-lasting and, win-win cooperation so that it and its suppliers can both continue their sustainable and ongoing growth.

Strengthening Foundations for Sustainable Management

- Supports for suppliers affected by COVID-19

The Hyundai Motor Group, which is comprised of Hyundai, Kia, and Hyundai Mobis, has been operating a KRW 960 billion financial support program to assist suppliers affected by COVID-19. It included a contribution in 2020 worth KRW 120 billion targeting small- and medium-sized suppliers facing immediate credit crunches. It allowed the Group to assist in stabilizing auto parts manufacturers that provide a strong foundation for the automobile industry as a whole.



Increasing Overseas Sales Channels

- Joint entry into overseas markets

Hyundai's expansion of its overseas production volumes increases both the exports of the Tier 1 suppliers with which it has formed a direct business relationship at home and those of its Tier 2 and Tier 3 partners. Partnerships that have been developed in Korea are now being expanded overseas. They offer a range of programs that allow the company's global operators to offer greater opportunities to their suppliers.

- Supporting increased exports by Tier 2 and Tier 3 suppliers

Hyundai assists its Tier 2 and Tier 3 suppliers in upping their export volumes in a number of ways. They include encouraging their participation in automotive parts exhibitions held both in Korea and overseas, as well as a program that matches Korean parts manufacturers with overseas buyers. Ninety-eight companies benefited from this assistance in 2019. Although it didn't take place in 2020 due to COVID-19, the company plans to assist one hundred suppliers in 2021. In Korea, the company's parts suppliers are assisted in paying setup fees for booths at the Korea Automotive Industry Exhibition, and are also helped in organizing one-on-one meetings with international buyers. Overseas, the company assists them in covering a number of expenses, including the fees needed to participate in industry exhibitions and such related costs as airfare and accommodations.

Building Growth Infrastructures

- Global Partnership Center

The Center provides Tier 1 and Tier 2 automotive parts suppliers with a wide range of both basic and expert-level job training courses. The goal is to increase their competencies and enhance their competitiveness in the automobile industry as a whole.

GPC Education Goals

Mission

Directions

Tasks in the works

Basic philosophy

To increase suppliers' skills through training and seminars

Subject	Activities		
Establishing training programs with a focus on supplier training centers and integrating seminar venues	Enhancing capabilities through supplier training programs and strengthening the effects of seminars		
Targets	Future goals		
Tier 1 and 2 parts suppliers	Fulfilling social responsibilities by assisting SMEs and local communities		
Education	Seminar	Infrastructure	Mid/Long-term Roadmap
Building a virtuous cycle in which Hyundai Motor Group and its suppliers can grow together by improving their skills and enhancing their competitiveness			

Information is available on the GPC's website.



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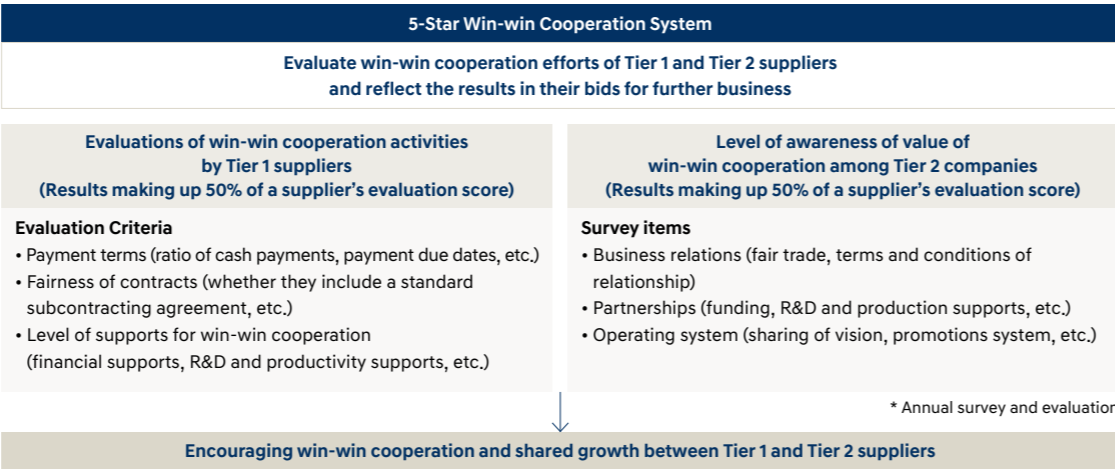
Encouraging Win-win Growth

Hyundai is working to strengthen its communication networks with its Tier 1, Tier 2, and Tier 3 suppliers, in addition to its Tier 1 and Tier 2 suppliers in a bid to encourage the development of a culture that promotes transparency and insists on fair trade. Hyundai is also striving to build a culture of shared growth by signing joint growth agreements with suppliers.

Strengthening Cooperation Network

- Operating 5-Star System for win-win cooperation

Hyundai’s 5-Star Win-win Cooperation System has been in operation since 2019. Its goals are to assist the company in complying with the requirements of fair trade and to encourage win-win cooperation between its first- and second-tier suppliers. Its results are evaluated annually, with leading suppliers being rewarded for their efforts.



Strengthening Win-win Cooperation between Tier 2 and Tier 3 Suppliers

- Developing higher-quality technologies and offering management consultations

A key factor in improving the quality of the vehicles produced by Hyundai is the quality of the technologies owned and operated by its Tier 2 and Tier 3 who supply to Tier 1 suppliers. The company deals with this issue by dispatching no-cost teams of specialists to its suppliers to assist them in increasing their quality and enhancing their technologies, productivity, and global competitiveness.

Technical Assistance (Quality and Technology Volunteer Group)

Composition	Technical experts in various production areas
Duration	5 to 7 months at the suppliers, providing guidance free of charge
Areas	Injections, rubber, painting, electrical and electronic, cutting and processing, heat treatments, presses, welding, metal plating, cast-iron casting, aluminum casting, forging, etc.

Management Consultations (Supplier Support Group)

Composition	Professionals with experience in the automobile industry as senior executives
Duration	3 to 12 months, providing consultation regarding overall management free of charge
Areas	R&D, production and production technology, product quality, business management, overseas sales, planning, etc.

Growing a Culture for Win-win Growth

- Fair trade agreements

Hyundai has been signing year-long fair trade agreements with its suppliers as part of its commitment to joint growth since 2008. The one that was signed in 2020 was the twelfth. It included agreements on such topics as price adjustments that reflected the actual cost of raw materials, financial supports, subcontracts, and increasing the company’s level of assistance to its Tier 2 and Tier 3 suppliers.

- Transparent Purchase Practices Center



Providing suppliers guidelines on ethical conduct is important for both Hyundai and its suppliers to work together and produce finished cars in a fair and transparent way. To ensure that the relationship is always based on fairness and transparency, Hyundai Motor Group operates a Transparent Purchase Practices Center that suppliers can access on its website. It contains a suggestion box that suppliers can use to voice their opinions and suggestions, outline their complaints, and offer their suggestions about ways to improve the company’s systems and operations. A separate but identical suggestion box can be accessed by the company’s Tier 2 and Tier 3 suppliers.

- Awarding mutually beneficial growth initiatives

Hyundai has been evaluating the efforts made by its Tier 1 and Tier 2 suppliers to contribute to mutually beneficial growth since 2009, with the leading candidates being awarded prizes. Thirty-six of its suppliers had been rewarded for the excellence of their efforts as of 2020.

- Win-win growth and long-term cooperation

Hyundai’s parts suppliers consist of Tier 1 members, which provide parts to it directly, Tier 2 operators, which supply parts to the Tier 1 members, and general suppliers who supply it with more generalized types of products. The company’s Joint Growth Team is tasked with communicating with all three levels of suppliers in such areas as policy implementation and enhancing the competitiveness of Korean automotive parts. The team’s efforts over the years have resulted in the formation of a very positive, long-term collaboration and cooperation system that supports the efforts of the company’s suppliers in such areas as production technologies and R&D, raising the competitiveness of both the company, its partners and the Korean automotive parts industry as a whole.

Average trading periods	• Average life-span of small- and medium-sized Korean manufacturers: 12.3 years • Average length of the relationships they form with Hyundai Motor Company and/or Kia: 30 years.	
	• 10 years or longer: 97% • Under 10 years: 8 (3%) • 10-20 years: 26 (25%) • 20-30 years: 73 (25%) • 30-40 years: 100 (34%) • 40 years or more: 84 (29%)	
Supplier performances in 2020 compared to 2001	Financial improvements	• Sales volumes increased by 4.4 times • The number of suppliers with sales of more than KRW 100 billion increased by 2.6 times
	Growth in size	• Large and well-established Korean companies increased in size by 3.4 times • The total market capitalization of Hyundai’s listed suppliers increased by 14.1 times
	Joint entries into overseas markets	• 748 companies have entered overseas markets with Hyundai

Four criteria awarding for subcontracts

- Advisable conclusion of contracts
- New supplier registration and management
- Management of an internal subcontract deliberation committee
- Advisable document issuance and preservation

Transparent and ethical practice suggestion box

- Purpose of suggestion and reporting boxes
- How to make suggestions and reports (internet/ARS)
- How to maintain anonymity and confidentiality
- How to check responses to suggestions and reports

\* Targets of analysis: Tier 1 parts suppliers (Excluding company affiliates and non-parts suppliers with less than 10% rate of dependence)

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Supply Chain ESG Management

Hyundai provides guidelines within its Code of Conduct for Suppliers, and expects that its suppliers will utilize them to improve their ESG management policies and practices. It follows up by monitoring its suppliers’ ESG activities, requiring them to analyze the results of their actions and asking them to participate in evaluations conducted by outside organizations specializing in such work. The company is improving its systems to strengthen the effectiveness of such analyses and assessments.

Supply Chain Management Policy

Hyundai has a number of programs in place to improve the ESG performance of the companies supplying its parts. They include providing them with guidelines for their ESG management activities, carrying out ESG tests and evaluations, and assisting them in making improvements. The company also established a Code of Conduct for Suppliers in June 2020 as a means of encouraging its suppliers to practice ESG performance activities both externally and internally and to recognize their importance. It also operates an evaluation process involving self-diagnoses and improvements in cooperation with specialized outside agencies. Although the company targets all its parts suppliers for assistance with their ESG management activities, it is especially interested in helping its core suppliers based on the importance of their technology and business type, as well as high-risk suppliers. In addition, detailed issues of increasing importance at home and abroad among the supply chain ESG evaluation factors are designated as separate themes and managed intensively.

An increasingly important topic in the world of ESG performance is conflict minerals. Hyundai is especially concerned with knowing if the raw materials that are used in its manufacturing processes have been mined or otherwise procured through the efforts of internationally recognized and certified smelters, and that the processes in their production have been treated with ethics and transparency. The company’s 5-star evaluation system, which has been in operation since 2019, plays a major role in encouraging stronger partnerships between Tier 1 and Tier 2 companies to ensure fair trading and win-win cooperation and collaboration among them.

Supply chain ESG management activities

- **Published Supplier Code of Conduct**
  - Established regulations in five areas of ESG governance: Ethics, environment, labor and human rights, health and safety, and overall ESG management
- **Established supply chain ESG evaluation and management processes**
  - Created evaluation indicators: Consist of 155 questions, including self-evaluation items
  - Developed separate evaluation indicators reflecting requirements of outside evaluation organizations, including DJSI, Drive Sustainability, Ecovadis, RBA, and legal requirements
  - Established supply chain ESG management and improvement processes



Status of Hyundai’s Supply Chain

Hyundai is intensely involved in the operations of its most important parts suppliers, given the rapidity and complexity with which automobile technologies are developing and how these changes may affect the availability and delivery of the parts it needs. A grand total of 1,880 Tier 1 suppliers and more than forty companies that supply the company with hydrogen fuel cell parts, batteries and related parts, and core control parts fall into this category, along with about ten of its Tier 2 suppliers. The company is in constant communication with these operators, since its business with them is expected to increase dramatically going forward.

Classification	Detailed Classification	Number of Companies	Percentage of purchases
Tier 1 suppliers	Parts suppliers	1,880	100%
	Domestic (including parts importers)	780	-
	Overseas	1,100	-
	Critical suppliers	40	40%
Tier 2 or higher suppliers (Other than Tier 1)	Critical suppliers	10	-

Supply Chain Management Items and Standards

Classification	Quality	Delivery	Technology	Mutually Beneficial
Managed items (management and evaluation period: 1 year)	Quality management system, ratio of defects, reimbursement ratio for defects, quality management	Operational failures of production lines, delivery rates for after-sales services, delivery rates for knockdown <sup>1)</sup> parts	Basic capabilities, execution capabilities, future capabilities	Payment conditions, contract fairness, observation of laws, support for mutually beneficial collaboration and cooperation
ESG performance (management and evaluation period: Frequently)	Safety		Eco-friendly Parts	Ethics and Human Rights
	Safety management manuals, safety management organization, employee safety training, workplace accidents, risk management		Prohibiting the use of harmful substances, providing information about chemical substances (IMDS), establishing internal eco-friendly operating system, environmental management	Transparent management (such as prohibitions against soliciting and bribery), adherence to contracts, labor and human rights, prohibition against discrimination
	Supply chain ESG risk evaluations			

1) Knock Down: Exporting a knock-down kit containing parts needed to assemble a product in a local market

Conflict Minerals Management

Hyundai is building a conflict minerals management system to prohibit the use of conflict minerals that have been unethically mined in conflict zones and that may be used in parts for its vehicles. Its goal is to determine if the minerals have been procured through certified supply chains and smelters. The stipulations regarding responsible materials purchasing contained in Hyundai’s Supplier Code of Conduct illustrate how seriously the company takes its management of social and environmental issues. These issues include—but are not limited to—infringements of human rights, ethical violations, and negative environmental impacts that might occur in the mining and processing of conflict minerals like tin, tungsten, tantalum, and gold that are used in parts supplied to the company. The company will disclose its conflict minerals investigation results and strive to operate a responsible mineral procurement system.

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Supply Chain ESG Assessment Activities

Supply Chain Assessments and Supports

Hyundai has established a system for evaluating the ESG performance levels of its suppliers and suggesting improvements when necessary. Consisting of self-diagnoses conducted by the suppliers themselves, as well as testing carried out by the company and expert outside organizations, they measure how seriously each supplier is taking its responsibilities in the areas of ethics, the environment, labor and human rights, health and safety, and management system.

All the company’s Tier 1 suppliers must conduct self-evaluations, with its core and high-risk suppliers being required to do theirs in writing and on-site. It follows up by monitoring their ESG management activities to ensure that they have made any required improvements. It plans to add to the targets of its ESG evaluations (written and on-site) and improve its processes for conducting ongoing evaluations.

The company also carries out annual evaluations of its Tier 1 suppliers in the context of its 5-star win-win cooperation evaluation system. The results of these evaluations are reflected in the scores the company uses to choose which companies it wishes to do business with.

It also does specialized evaluations and inspections using its in-house safety experts. They are targeted at suppliers whose operations are especially dangerous. Last but not least, the company provides all its Tier 1 suppliers with safety-related educational content and requires them to enroll in online safety training seminars.

Evaluating Supply Chain ESG performance

- ESG evaluations of Tier 1 suppliers
  - 1) ESG evaluations: Self-diagnoses by suppliers - Written and on-site evaluations - Measuring improvements
  - 2) Pilot testing in 2020
    - Targets: 20 companies selected from suppliers doing business with Hyundai and its affiliates
    - Content: Written evaluations → On-site evaluations → Analysis of evaluation results
- 5-star system for mutually beneficial collaboration and cooperation
  - 1) Purpose: Strengthening win-win cooperation between Tier 1 and Tier 2 companies (Resulting scores are used when selecting which companies to do business with)
  - 2) Targets: Tier 1 suppliers
  - 3) Content: Win-win cooperation activities among Tier 1 companies; assessing awareness levels of Tier 2 companies
- Health and Safety and Environmental Management
  - Participated in suppliers’ health and safety site tours since 2017
  - Distributed safety management guides and shared information about leading cases
  - Prohibition against use of harmful substances in suppliers’ production processes and parts (starting in 2017)
  - Adopted IMDS<sup>1)</sup> system to determine whether parts contain harmful substances
  - Provided suppliers with certifications for their health and safety and environmental management systems

1) IMDS (International Material Data System): A global data repository containing information about materials used in the automotive industry.

Supply Chain ESG Management Targets

		Number of companies	Percentage
Assessment of Supply Chain ESG Performance	Tier 1 suppliers (excluding parts importers)	380	20%
	Tier 2 or higher critical suppliers	40	100%
Identifying high-risk suppliers	Tier 1 suppliers	38	10%
	Tier 2 or higher critical suppliers	0	-
Monitoring of critical suppliers	Monitoring targets	50	100%
	High-risk suppliers included among targets of monitoring	38	100%
Corrective measures for high-risk suppliers	Targets required to implement corrective measures	38	100%

Supply Chain Sustainability Goals

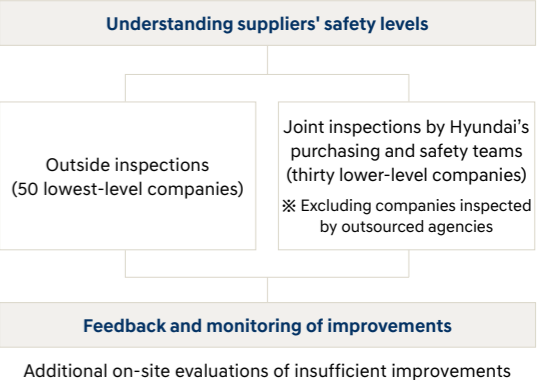
Sustainability Goals	Performance			Goals
	2018	2019	2020	Until 2022
Acquired OHSAS 18001 and ISO 45001 Occupational Health and Safety Management System Certificates for Tier 1 suppliers	98%	99%	100%	100%
Acquired ISO 14001 Environmental Management System Certificates for Tier 1 suppliers	87%	91%	92%	100%

Assessing Supply Chain ESG performance	Performance	Goals		
	2020	2021	2022	2023
	20%	20%	60%	100%

Assessing and Improving Supply Chain ESG Performance



Supplier Safety Improvement Processes



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# Product Quality

## Quality and Safety

Hyundai’s commitment to the highest possible level of quality management in everything it makes and sells shows how much it is focused on producing defect-free vehicles that will never break down. This includes strengthening organizational units tasked with dealing with safety and service quality issues at all its customer contact points, strengthening its after-sales systems, and insisting on early detection and making immediate improvements in order to stop minor safety and service issues from becoming more serious. These and other issues regarding proactive quality and service activities are an integral part of Hyundai’s commitment to customer satisfaction and trust. The company’s third-generation platform that it developed in 2019 was applied to many of its mass-produced vehicles, including AVANTE, SONATA, TUCSON, and GV80. All of them have scored extremely high in collision tests. The company will continue with its commitment to offering drivers the highest possible level of quality and safety by developing new safety technologies that it can then apply to its autonomous and eco-friendly vehicles. The company is planning to enhance its safety training operations and establish a Safety Management System (SMS) by 2023. Its decision is based on information and data it has received from safety and quality training programs, safety and quality reporting centers, safety information analysis entities, and safety test sites in North America.

### Constantly Enhancing Vehicle Quality and Safety

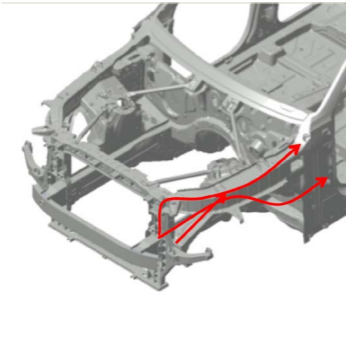
#### Third-generation Platform: Ultimate in Vehicle Quality and Safety

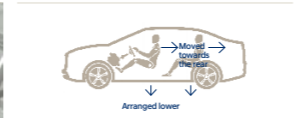
The term “car platform” refers to a shared set of design, engineering, and production efforts and major components that are installed in a number of outwardly distinct vehicle models and types. The concept allows automobile manufacturers to concentrate their efforts on more fundamental aspects of its vehicles, such as design, driving performance, safety, and interior space. Hyundai’s first-generation platform was developed in 2008. It was followed by a second-generation one in 2015. It quickly earned a reputation for having the highest level of collision safety in the entire automobile industry. Extensive and state-of-the art R&D then led to the birth of Hyundai’s third-generation platform in 2019. Its many features include even greater safety levels, a high energy absorption rate, maximized cabin frame preservation in the event of an accident, and an extremely stable vehicle posture following a collision. The public’s awareness of the high safety performance of Hyundai’s third-generation platform and the vehicles mounted on it increased markedly following Tiger Woods’ rollover accident with his GV80 in February 2021. The company will continue its commitment to industry-leading design, safety, and convenience going forward.

#### Redundancy System for Autonomous Vehicles

Driver safety is integral to the development and popularity of vehicles that are capable of completely autonomous driving under limited driving conditions. Hyundai has developed a state-of-the-art redundancy system that ensures that the steering, braking, power, and communications functions of its autonomous vehicles deliver the ultimate in driver safety and security in any driving situation and in the event of any system failure. With the development of this system now completed, the company is taking the next step of embarking on an in-depth evaluation stage, using test vehicles to ensure that the system performs optimally in any possible failure scenario. In addition, the company is taking steps to guard its autonomous vehicles against the threat of cyber attacks. They include building a sensor cleaning system to strengthen the cyber security functions of each autonomous vehicle’s major systems and lessen the possibility of cognitive performance degradation due to the degradation of its light detection, ranging, and camera sensors. The company is planning to develop redundancy, cyber security sensor cleaning and other safety technologies for autonomous vehicles, and produce a robotaxi that will be capable of guaranteeing the safety of its fares in any situation by applying them. It is slated for commercial use in 2023.

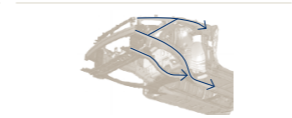
#### Features of Hyundai’s Third-Generation Platform





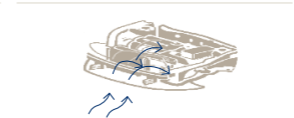
**Design-Friendly Platform**

- Engine room, seating, underfloor, luggage space, etc. have all been lowered → Increased interior space
- The overall height has been lowered and the cowl point moved further to the rear compared to the previous platform → More dynamic design ratio



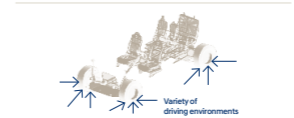
**Safety-First Platform**

- Rearranged body structure → Average strength increased by 10%, average weight reduction of at least 55kg
- Multi-load path structure for dispersing energy during a collision
- Increased use of ultra-high-strength steel sheets and hot stamping → Maximized strength in passenger space



**Energy-Efficient Platform**

- Enhanced power and increased fuel efficiency gained by installing Smartstream powertrain and using engine room flow-control technology
- Enhanced power and increased fuel efficiency by positioning underbody lower and flattening it to reduce air resistance



**Fun to Drive Platform**

- Fast and easy driving performance offers drivers immediate responses and enhanced stability in a variety of driving environments

▶ The world’s first hydrogen guidebook: Are hydrogen-powered electric vehicles really safe?

#### Communications Regarding Safety of FCEVs

FCEVs made by Hyundai are recognized throughout the world for their high level of quality and safety. Its NEXO, which was launched in 2018, was named the industry’s safest SUV by the Euro New Car Assessment Program. It was also rated “Good” in all the crash tests conducted by the US Insurance Institute for Highway Safety (IIHS). It has also won recognition for its safety features and performance in a variety of hydrogen tank certification tests conducted both in Korea and around the world. These have included drop impact, shooting, and flame tests, as well as safety assessments conducted under the same conditions as those used for vehicles equipped with internal combustion engines. The hydrogen gas used in Hyundai’s FCEVs has a completely different reaction principle and concept than the deuterium and tritium used in hydrogen bombs. It is a clean fuel with a high safety level compared to other fuels. Despite this, some people have expressed doubts that have led to misunderstandings about its safety. This situation led Hyundai to produce a five-part Hydrogen Guidebook. Released in 2020, its purpose is to reduce such misunderstandings and raise people’s awareness of the true nature of hydrogen and hydrogen-powered electric vehicles.

#### Car Models by Platform Type

Classification	N3 Platform	K3 platform	M3 platform
Targets	Front-wheel-drive midsized or larger vehicles	Front-wheel drive subcompact and mid-sized vehicles	Rear-wheel drive vehicles
Applied car models	SONATA, TUCSON, STARIA	AVANTE	GENESIS G80, G90, GV70, and GV80

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## Safety Evaluations

### Five Models Named “Safest Cars” by the IIHS<sup>1)</sup> as of February 2021

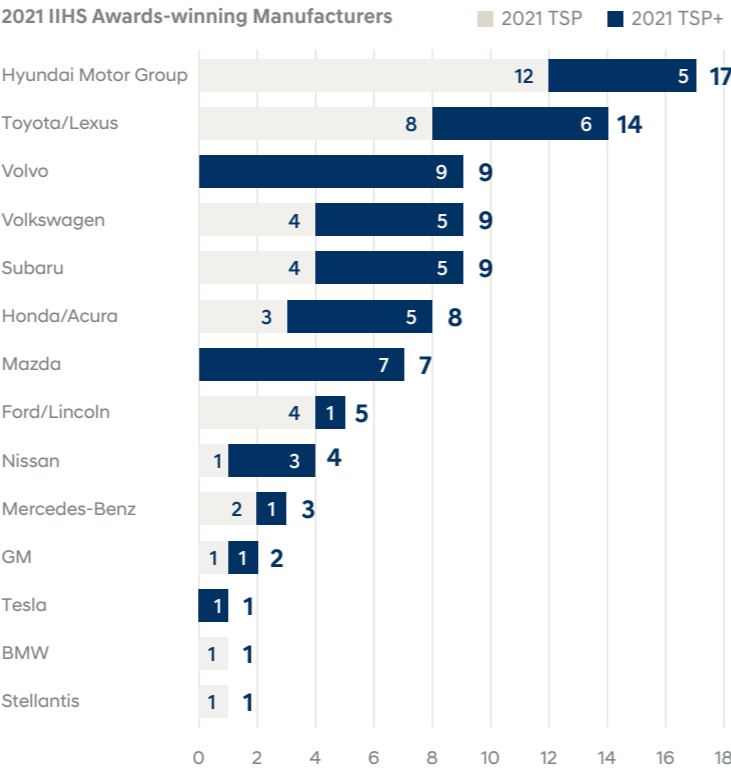
Hyundai is raising its level of collision safety by conducting a series of in-house tests under stricter conditions than those used in most of the collision safety evaluations run by independent outside organizations.

As a result of its commitment to and insistence on the very highest safety standards, five of the Hyundai Motor Group’s 17 vehicle models were named “safest vehicles (TSP+)” following 2021 collision evaluations conducted by the IIHS. The organization has a reputation for being one of the world’s most stringent vehicle collision safety evaluation agencies. Global vehicle safety evaluations are becoming stricter every year, requiring vehicle manufacturers to meet constantly increasing demands for ever-better safety technology developments. Four Hyundai models received the Top Safety Pick+ (TSP+) rating awarded for the safest vehicles by the IIHS, with another five models receiving its Top Safety Pick (TSP) rating. They included seven Hyundai car models and two by GENESIS.

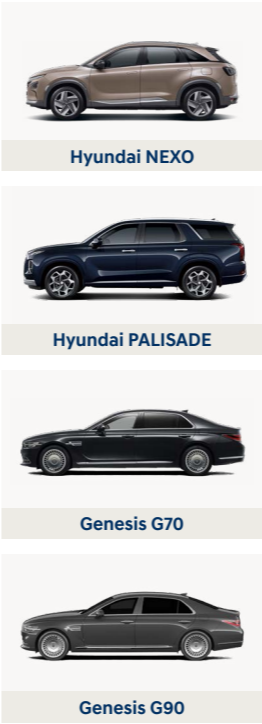
The highest “Good” rating for all items within the IIHS collision safety category must be obtained to be awarded its TSP and TSP+ classifications. It is also necessary to obtain an “Advanced” or higher evaluation in the forward collision accident prevention category.

Hyundai has increased the safety levels of its vehicles in the event of collisions by applying the very latest in automotive body design technology and significantly increasing its use of light-weight, hard steel plates It also uses such state-of-the-art technologies as a multi-skeletal structure that absorbs extra energy during frontal collisions. Hyundai is committed to protecting the lives and safety of its customers, reaffirming its reputation as the world’s safest car brand.

1) Insurance Institute for Highway Safety



### TOP SAFETY PICK +



## Quality Control and Warranties

### Voluntary Recalls

Hyundai carries out all recalls of its vehicles on a voluntary basis. It also pays great attention to complaints made by its customers both at home and abroad, and strives to improve the quality and safety of its products at all times. This includes increasing voluntary recall-related provisions for quality assurance. Its ultimate goal is to ensure the highest degree of customer satisfaction, all the way from the development to the sale of its vehicles and even long after.

### Status of Voluntary Recalls

Year	2017	2018	2019	2020	2021*
Number of recalls	25	26	26	32	5
Number of vehicles affected	5.5 million	1.57 million	1.96 million	6.23 million	0.93 million

\*As of March 2021

### Warranty Provisions

(Unit: KRW million, Based on consolidated financial statements)

Provisions	2017	2018	2019	2020
Provision warranty balance at the beginning of the period	5,612,978	5,226,297	5,177,128	5,447,307
Warranty payments (costs) made during the period	1,743,049	1,765,815	2,261,010	1,963,782

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# Customers

## Customer Experience Programs

### Driving Experience Program

The Hyundai Motor Group Driving Experience Program at the Inje Speedium in Inje, Gangwon-do province gives people a chance to drive vehicles made by Hyundai, Kia, and Genesis. The company is adding to its lineup of available cars in 2021 to include its high-performance N and EV vehicles, allowing current and potential customers to experience a wider range of its vehicles.

The company also offers other programs, giving people opportunities to experience the pleasure of sports-car driving. Sportier types can enjoy more adventurous “hands-on” events, ranging from track days and test drives to circuit taxi experiences. Step-by-step driver training courses can also be booked.

### The Longest Run, Making A Difference in the World

The “Longest Run, Making a Difference in the World” is one of Hyundai’s eco-friendly CSR programs connecting its online and offline platforms. It involves developing the “IONIQ Forest” to reduce particulates and buying eco-friendly heaters for the underprivileged. Being part of the race allows people who have been cooped up in their homes for months to take part in this worthwhile venture and an exciting virtual race. Launched in 2016, it has already attracted more than 100,000 eco-runners who have planted a grand about 23,000 trees in a landfill near Incheon called the “IONIQ Forest.”

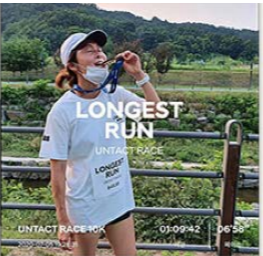
The 2020 event had to take place virtually because of social distancing during the COVID-19 pandemic, with participants choosing which ten kilometer-long course they wanted to run. Completing the race gave them a very welcome chance to help with environmental protection while also aiding their health. Everyone who finished was awarded eco-miles that they could use to purchase products from Buzz Plus and Garmin at discounted prices. All the fees for entering the race were used to help create a children’s running track in Seoul Children's Grand Park. It is made from recycled tires and car seats that have been pulverized and then ground into TPU foam chips. It was more meaningful in that it was developed by the joint participation of citizens.

A healthy activity that considers the environment will become an eco-friendly “movement,” not just an irrelevant activity, that makes the environment better and improves the bodies and minds of the citizens.

### HMG Driving Experience Program



“Longest Run” virtual race participants



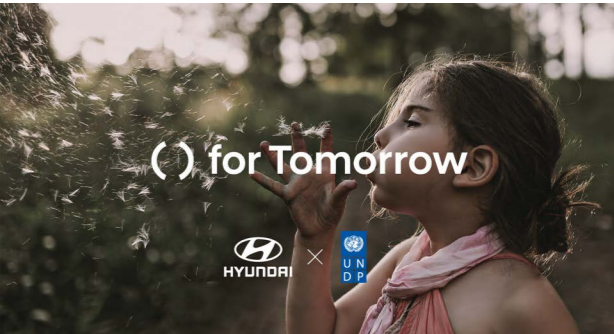
### “for Tomorrow” project

"for Tomorrow" is a long-term project that is being carried out in partnership with the United Nations Development Program, or UNDP. Its URL is [www.fortomorrow.org](http://www.fortomorrow.org). Its goal is to help resolve problems facing people around the world in such areas as transportation, housing, and the environment through crowdsourcing. Officially launched by the company in September 2020 after signing an agreement with the UNDP, it operates an open innovation platform in which anyone can propose solutions for a sustainable future.

Suggestions and solutions were received from people in more than thirty countries within six months of its launch. Because future-oriented change cannot always be made by individuals or organizations working alone, the platform has been designed to help concerned citizens around the world achieve their goals by working in collaboration with the UNDP's "Accelerator Labs" and experts in various fields.

for Tomorrow is more than just another corporate brand activity. It is also a social movement that encourages people to participate in creating a better future. It allows the company to go beyond merely communicating its sustainability vision and instead take a real leadership role in bringing about a healthier and happier future society.

### for Tomorrow Platform



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## Customer Services

Hyundai is committed to providing the best services possible to its many customers, utilizing its nationwide customer service infrastructures. This includes giving them in-depth information about how to use their cars more safely, conveniently, and cost-efficiently.

### Improving customer services and experiences

Built to serve as customer communications channels, Hyundai’s service bases provide its customers with a wide range of services beyond just maintenance. The company’s nationwide network of 1,400 bases includes both directly-operated service centers and Bluehands, the company’s official service supplier. The company is also strengthening its eco-friendly and premium service programs to ensure heightened levels of customer satisfaction. This includes establishing about three hundred Bluehands outlets for the owners of electric and hydrogen electric vehicles, and more than five hundred for Genesis drivers. As a result of activities like these, the company has received excellent results in customer service surveys every year. They include placing first in five categories in the National Customer Satisfaction Index (NCSI) survey and in nine categories in the Korean Standard-Quality Excellence Index Index (KS-QEI). The company will remain committed to ensuring unchanging service quality going forward.





#### Service Brands

	<b>Bluehands</b>	Bluehands is Hyundai’s official service supplier. Its nationwide network provides customers with efficient services at a variety of locations close to wherever they live. It is also committed to enhancing customer safety and convenience.
	<b>Bluemembers</b>	Bluemembers memberships are open to all Hyundai owners. It enables them to derive even more enjoyment from their vehicles and enhances their convenience.
	<b>Blue Link</b>	Blue Link is Hyundai’s connected car service. It offers customers a wide range of services, including remote vehicle control, safety and security, vehicle maintenance, route information, and concierge services.
	<b>Autolink</b>	Autolink is Hyundai’s Blue Link service for overseas customers. It provides a variety of driver location-based services, such as the gas price discount service, and the driving-pattern-big-data based insurance discount service. It also works in partnership with the car sharing and car hailing businesses.

### Strengthening global services

Automobile service operations are changing at an unprecedented rate as the market continues to fragment into such segments as eco-friendly vehicles and mobility services. Hyundai is meeting this challenge by formulating a global service strategy that calls upon its headquarters, overseas subsidiaries, and overseas dealers to provide custom-tailored services to every type of customer. Hyundai is committed to offering optimized services to all its customers, diversifying its service bases, and implementing ideal customer service processes from within a mid- to long-term perspective. It will also develop mid- to long-term service strategies and enhance customer management when it establishes subsidiaries in the Asia-Pacific region, such as Indonesia, Vietnam, and the Philippines. The COVID-19 virus that disrupted 2020 has sharpened the need for enhanced but virtual customer care services. Hyundai has risen to this challenge by implementing a variety of COVID-19 customer care programs, such as disinfecting car interiors and providing screens for use by taxi drivers using its global network. It has also made improvements to its number of online and mobile customer services. They include upgrading its text-message-based service communications channel that it launched in 2019 and introducing a first-in-the-world mobile repair service in Indonesia. Another step that the company has taken in response to the pandemic is the establishment of an electric vehicle service model to accommodate the growing popularity of EVs. When it is fully operational, it will provide drivers around the world with a wide range of supports and services, from vehicle management to charging solutions and high-voltage battery care, so that they can use EVs without any inconvenience. The company is also strengthening its pre-delivery standard inspection procedures for eco-friendly vehicles to address customer concerns about the quality of its new vehicles.

#### Results of Outside Customer Satisfaction Surveys

National Customer Service Index (NCSI)	Korean Standard-Quality Excellence Index (KS-QEI)	Korean Customer Satisfaction Index (KCSI)	Korean Standard-Service Quality Index (KS-SQI)
			
<b>Ranked first in five categories</b>	<b>Ranked first in nine categories</b>	<b>Ranked first in passenger vehicle and RV categories</b>	<b>Ranked first in after-sales service category</b>
Semi-Medium, Medium, Semi-Large, Large, and RV	Semi-Medium/Large/ Semi-Medium Passenger Vehicles, Compact-Semi-Medium, Compact/Semi-medium/Medium/Large SUVs, EVs, and After-sales service		

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Major Customer Service Programs

Hyundai offers a wide range of service programs to ensure heightened customer satisfaction after its vehicles are sold. This includes an "Excessive Maintenance Prevention Program" to compensate customers for any damages caused by services provided by the company.

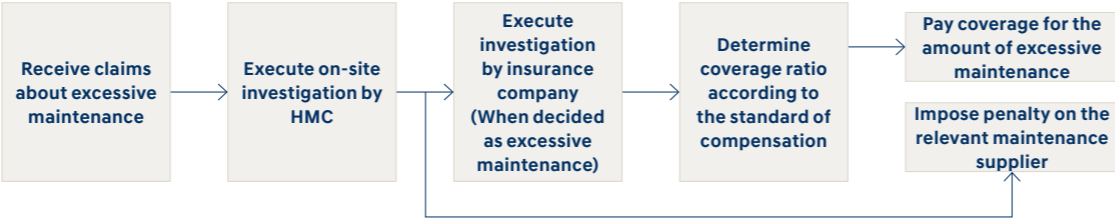
Service Programs in Korea

Type of Service		Details
Before Service		Visits a location designated by a customer and provides vehicle maintenance and advice and assistance
Blue Basic Inspection		Provides Bluemembers members with free annual inspections and after-care service eight times over eight years
Emergency Road Service		Provides emergency road services when vehicles or engines sold by Hyundai won't start or drive properly
Home-to-Home Service		Picks up vehicles where and when designated by customers and delivers them after repairs are made. Especially designed for customers who don't have time to visit a repair center.
Excessive Maintenance Prevention Program		Offers up to 1,000% worth of compensation for excessive repair bills. Provides detailed information on repairs needed before they are made to enhance customer trust.
Emergency Charging Service		Provides 7 kWh worth of free EV charging for stranded drivers, enough for 22-44 km of driving
Car Rental Service		Provides long-term car rentals for customer convenience when repairs are needed during the warranty period
Flexible Warranty Periods		Enable customers to choose a warranty period that suits their needs

Special Services for Genesis Car Owners

Type of Service		Details
Genesis Butler Service		Exclusive butler service for each Genesis customer
Genesis Visiting Auto Care Service		Visit any location that customers desire and provide a replacement service for engine oil and other consumables
Genesis Airport Service		Provides Genesis drivers using Gimpo International Airport with free car valet services, consumables replacement services (Mobility Care) while traveling
Genesis Home-to-Home Service		A high-quality service by a professional vehicle transport company as part of Hyundai's Genesis Mobility Care service offered free of charge

Excessive Maintenance Prevention Program



Protecting Customer Rights

Product Labeling

Hyundai takes great care to ensure that its marketing activities do not infringe upon its stakeholders' privacy, do not apply double standards, and do not attempt to influence vulnerable groups, including children. The company regularly reviews its marketing around the world to ensure that they conform to all local legal, ethical, and cultural standards, and also has a process of responding to the opinions of local customers.

Country	Labeling Obligations
Korea	Product information: ID labeling (year of production, vehicle weight, vehicle identification number, type and model of car, tire, etc.)
	Fuel efficiency/environmental information: Fuel efficiency labeling, exhaust gas warning labeling
	Product safety information: Airbag warning labeling, etc.
China	Product information: ID labeling, vehicle identification number, W/screen, anti-theft warning labeling
	Fuel efficiency/environmental information: Fuel efficiency labeling
	Product safety information: COC labeling, child restraint system (CRS) warning airbag labeling
EU	Product information: ID labeling (vehicle weight, WVTA certification number, etc.), E-marks certifying various items (lights, safety belts, horn, mirrors, window glass, etc.)
	Fuel efficiency/environmental information: Refrigerant labeling, diesel engine labeling (i.e., value of corrected absorption coefficient), battery recycling labeling, fuel labeling
	Product safety information: Airbag warning labeling, spare tire (when provided) speed warning labeling, brake fluid level labeling, ISOFIX CRS anchor labeling
North America (U.S. and Canada)	Product information: Manufacturer's suggested retail price (MSRP) labeling
	Fuel efficiency/environmental information: VECI labeling (certified exhaust emissions data), refrigerant labeling
	Product safety information: Tire pressure information labeling, safety certification labeling, airbag warning labeling

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Protecting customers’ personal information

Hyundai operates a Personal Information Protection Committee, a company-wide consultation and decision-making body that is tasked with establishing, implementing, inspecting, and improving plans for safeguarding its customers’ personal information. It is chaired by a Chief Privacy Officer, who is also the Head of the company’s Korea Business Division. The company also appoints a CPO for each business division who is responsible for overseeing its personal information management processes. The Committee meets once a year, while its working-level subcommittee meets twice. Ad hoc meetings are also held as and when required in order to respond to issues relating to the protection of customers’ personal information.

The company has also established a number of management and control systems to ensure the security of its personal information processing systems. They include a Personal Information System (PIS), a Homepage Total Protection System (HTPS), a Personal Information Monitoring (PIM) system, an Image Storage System, and a Security Assurance Management System (SAMS).

Reinforcing personal information protections and data regulation responses

Hyundai has established a number of data-related management and improvement directions. This work was done for about six months from April 2020 by organizing a cross functional team (CFT) in response to the increasing importance paid to people’s data assets and to meet the requirements in the statutes contained in the central government’s Individual Privacy Protection Act, Telecommunications Network Act, and Credit Protection Act.

The process led to the formation of a specialized team in October 2020 dedicated to the protection of people’s personal information. Its functions are to carry out system, policy, training and education, inspection, and related activities by reorganizing the company’s personal information protection programs and processes (which had formerly been included in the domestic sales area) into a dedicated company-wide team.

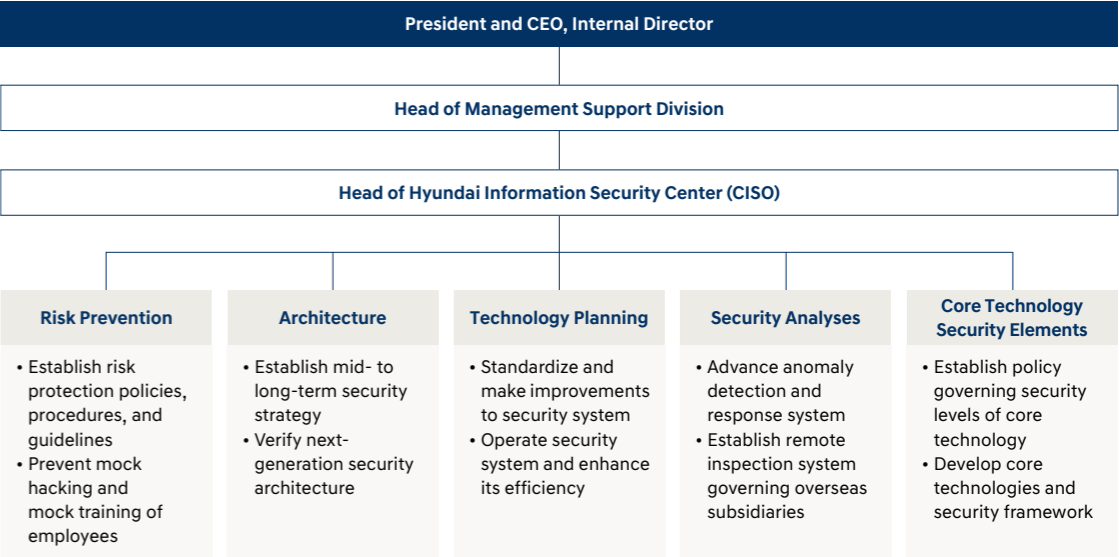
Major Activities

- Establishing improvement plans for use of data
- Identifying the status of the company’s data management processes (subject to in-house regulations)
- Enhancing procedures for regulating data handling operations

Information Security and Cyber Security Management

Hyundai complies with all of the central government’s rules and regulations governing the protection of people’s personal information, including trade secrets and core national technologies, based on its information protection strategies and security policies. The company also formed an organization that will be totally dedicated to security. It is headed by a Chief Information Security Officer, or CISO. This is being done to ensure that the company meets all the central government’s rules and regulations governing the protection of personal information, including its prohibition against the CISO holding concurrent positions as stated within the Information and Communications Network Act. The company placed the organization under the aegis of its Management Support Division recently in a bid to strengthen its performance.

Organization of Hyundai’s Information Security Center



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# Communities

## CSV Strategy

### CSV Strategy System

Hyundai’s management activities are based on its CSV strategy system, which assists the company in creating social values and making positive impacts on society. The company strives to build a sustainable business ecosystem, with a particular focus on five areas: eco-friendly, mobility innovation, traffic safety, future generation, and community.

#### Vision

#### Mission

#### Values

#### Strategies

#### Areas



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## CSV Activities by Area

### Eco-friendly

#### The IONIQ Forest

Hyundai carried out an IONIQ Forest project from 2016 to 2020, working in collaboration with the SUDOKWON Landfill Site Management Corporation and Tree Planet. The project involved planting trees at the Incheon metropolitan landfill to create “particulate-reduction forests.” The IONIQ Forest Project has created about 23,000 forests with forestry experts, customers who purchased IONIQ, and people who had taken part in the IONIQ Longest Run by 2020. The forest is estimated to absorb 225 tons of carbon dioxide and 1,100kg of particulates every year.

 IONIQ Classroom Forest

The company also operated a program called the “IONIQ Classroom Forest” during 2019 and 2020. It involved donating about 9,000 air-purifying plants to 924 classrooms at thirty-three elementary schools to help students that were vulnerable to the harmful effects of particulates.

This year it is participating in creating trails and planting camellias, azaleas, hydrangeas, and other beautiful flowers in the Sinsido National Recreation Forest located within the Saemangeum on the west coast It is also planning to use IONIQ 5 cars to provide people with eco-friendly driving experiences on a 4.2km-long loop in the Recreational Forest. They will also be used to carry out eco-friendly activities like planting trees and picking up trash along the coast with the local community.

#### Environmental preservation near business sites

Hyundai is carrying out a variety of eco-friendly CSV activities designed to minimize the impact of production activities at its business sites on the surrounding environment while also strengthening ties with nearby residents. After it signed an agreement to assist with the development of the country’s fishing industry in 2018, the company engaged in a number of environmental conservation activities to increase the biodiversity of the natural environment, including reservoirs and lakes located near its business sites. Its activities included releasing millions of fry and restoring the streams they need to live in. The company intends to continue with activities to conserve the environment and increase the biodiversity of the natural environment and other environmentally friendly CSV activities going forward.

IONIQ Forest



IONIQ Classroom Forest



#### Hyundai Green Zone Project

The Hyundai Green Zone Project is a global ecological restoration project that the Hyundai Motor Group has been carrying out since 2008. Its first iteration, which took place from 2008 to 2013, covered fifty million square meters in the Chakanor and Apakachi regions of Inner Mongolia, both of which have always been leading sources of the fine yellow dust that blankets northern parts of China almost every year. It helped to turn what had once been an alkaline salt desert into fields of abundant grass. The period 2014 to 2020 was spent carrying out the second phase of the project. It involved restoring the Baoshadainao Nur, Zhenglan Qi, and Haginor regions of Inner Mongolia into similar grasslands. The company will transfer the perennial plants sowing method that was developed during the process to the local government in 2021, when it will start the third phase in Caiyongchi and Uranchapu City, also in Inner Mongolia. The Hyundai Green Zone Project will continue to welcome the voluntary participation of college student groups from the Chinese cities of Beijing and Tianjin, as well as employee groups from Hyundai and other parties that are interested in reducing desertification.

In recognition of these contributions to China and its people, Hyundai Motor Group was awarded a first-place ranking in the automotive company category of the country’s very influential Corporate Social Responsibility Development Index Evaluation for five consecutive years. The index is operated by the CSR Research Center of the Chinese Academy of Social Sciences. The Group also took fourth place in its overall corporate rankings.

#### The Economist Indonesia Summit 2021

Hyundai participated in The Economist’s Indonesia Summit 2021, held online at the end of March 2021. Addressing a main theme of "Towards a Sustainable Recovery" conducted over five sessions, the participants discussed ways to achieve a sustainable economic recovery once COVID-19 has become a thing of the past. Acting as a panelist in a session on “The Environmental and Business Imperatives,” the company emphasized the dangers of development that does not consider the needs of the environment and the necessity of increasing clean mobility to achieve sustainable growth. About 1,500 opinion leaders from the Asia-Pacific region, including Indonesian government officials and policy makers, international organizations, scholars, and business executives from there and elsewhere attended the summit, providing Hyundai with an excellent opportunity to communicate its vision regarding sustainability both through its online booth and during the actual sessions.

 Hyundai Green Zone  
(Reducing desertification in Inner Mongolia project)

Hyundai Green Zone Project



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Mobility Innovation



▶ SOLATI, providing enhanced public transportation options for people “Shucle,” Hyundai’s community mobility service

Shucle

Hyundai recently introduced a pilot “Shucle” mobility service to make life easier for residents of Seoul who used to have to deal with inefficiently-designed public transit routes, too-long times waiting for buses, and other inconveniences as they went about their daily lives.

Now they just need to tap on the “Shucle” app when they want to hail a ride and a large van with an AI Dynamic Routing engine appears to take them where they want to go through an efficient route. The service uses a car-sharing algorithm capable of making route calculations and determining vehicle allocations in real time, so that passengers along similar routes and having similar destinations can share rides. The vans have been modified from fifteen to eleven seats and by the addition of a car seat, a luggage compartment, and wide footrests for little kids and old people. A free pilot service started in Jingwan-dong, Eunpyeong New Town, Seoul from February 2020 and ran to the following May, with 17,439 people using it.

Based on this free pilot service in 2020, its official service began in Eunpyeong-gu, Seoul, and Sejong City in 2021. Hyundai will continue its efforts to help improve the efficiency of the country's public transportation system in addition to providing a better mobile experience for individual users.

▶ Hyundai's Happy Dream Cars, making vulnerable people's lives easier

Hyundai’s Happy Dream Car project provides eco-friendly company vehicles to vulnerable and mobility-challenged people, such as the elderly and the disabled. They are donated to social assistance organizations and NGOs in areas where the company’s business operations are based. In 2020, the company donated three Tucson HEVs to three facilities urgently needing to help the children under their care. Going forward, the company will continue to expand its eco-friendly vehicle donation activities.

Happy Dream Bus

Hyundai has been operating a Happy Dream Bus project since 2015. It helps vulnerable and mobility-impaired individuals go to more places so they can enjoy a wider variety of experiences in a bigger world. The company’s Jeonju plant has been especially active and helpful in this regard, donating funds for bus rentals and travel expenses on 254 occasions to 163 organizations since 2015.

The company will be more dedicated to providing reliable means of transportation at all times for its neighbors by guaranteeing the rights of mobility and helping to make a better life in its local communities through the fair selection and support of many different organizations so that it can cover the underprivileged in general.

Business Site	Year of Launch	Happy Dream Car	Happy Dream Bus
Ulsan Plant	2005	170 vehicles	274 occasions
Asan Plant	2009	21 vehicles	-
Jeonju Plant	2015	7 vehicles	254 occasions
Namyang Technology Research Center	2011	15 vehicles	40 occasions
Service Support Team, Headquarters	2020	3 vehicles	-
Total		216 vehicles	568 occasions

\* Cumulative total as of end of 2020

Happy Dream Car



Happy Dream Bus



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▶ Lina's first travel with Hyundai Motor Group's Wheel Share Power Assist

Wheel Share

Hyundai Motor Group has been operating a Wheel Share program since 2018 in partnership with Green Light and the Community Chest of Korea. Although the Power Assist technology is very effective in assisting with the “push” phase of manually-operated wheelchairs, it is also very expensive for people of limited financial means. This situation led the company to follow up on its car-sharing services by launching a new social contributions program that provides no-cost power assist services to disabled who are wheelchair-bound.

Someone needing the program’s services first has to make a reservation at the Wheel Share website (wheelshare.kr) and give their travel schedule. A volunteer from Wheel Share then visits their home or workplace, attaches a Power Assist to one’s wheelchair, and provides them with training in using it safely. It can be rented for up to two weeks, when a volunteer will come to take it back. When the program first launched in 2018, it was only available to people living in Seoul. Later on, in 2019 and 2020 it was extended to include the KTX Gwangmyeong Station, Busan, and the airports in Gimpo, Gimhae, and Jeju, thanks to the cooperation of the Korea Airports Corporation. Although its service has been curtailed during the COVID-19 pandemic, it operates according to strict response guidelines. Plans are afoot to bring it to more part of the country in 2021.

Wheel Share Performance (Cumulative)

Number of people serviced

1,650

265 in 2018, 790 in 2019, 595 in 2020

Number of rental days

11,268

2,012 in 2018, 5,554 in 2019, 3,702 in 2020

Wheel Share

The Easy Move social enterprise

Hyundai Motor Group established the Easy Move social enterprise in 2010 in an effort to develop better mobility environments and provide enhanced services for the mobility-impaired. Easy Move makes and sells mobility vehicles and mobility devices and aids like electric wheelchairs with enhanced convenience for use by vulnerable populations, including the disabled and seniors. It uses its independently developed technologies with the support of Hyundai. It received a Presidential Citation in 2019 for its outstanding social contribution activities. Easy Move is committed to enhancing the rights of mobility-impaired people by making high-quality products and lowering the price of the specially-equipped vehicles that they need. Its operations are being expanded through the Hyundai Motor Group’s vehicle support program.

▶ Using Hyundai Minibuses to help people with mobility challenges

Danurim SOLATI Minibus

Hyundai signed an MOU with the Seoul Tourism Organization to create a more convenient travel environment for everyone, including the mobility-challenged. Its operations are carried out in various ways. They include improving people’s travel environments using six modified SOLATI minivans equipped with wheelchair lifts; producing content and enhancing information accessibility to encourage travel by the underprivileged; and developing more barrier-free tourist areas in the city.

Easy Move social enterprise

Danurim SOLATI Minibus

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Traffic Safety

▶ Beyond Your Wildest Dreams | Hyundai's Traffic Safety Program

Driving Plus

▶ Hyundai's "Driving Plus" Simulation Program

Hyundai has been operating a virtual reality driving experience social contributions program since 2019. It uses simulators to help inexperienced and timid drivers overcome their fear of driving and develop confidence in their driving abilities. An additional simulator was made in 2020 to provide them with even more training opportunities. However, exhibitions and expositions soon suspended their operations due to COVID-19, making it difficult for the program to operate visiting-style mobile simulators. When this happened, the company began looking for places at which the program could be held in a safe and fixed manner, such as the National Rehabilitation Center operated by the Ministry of Health and Welfare and Hyundai Motorstudios. The National Rehabilitation Center is now using the simulator to train and rehabilitate people who have been in traffic accidents and want to return to driving. Hyundai will continue to move forward to spread a happy driving culture in our society.

Hyundai's Kid's Auto Park

▶ Hyundai Kid's Auto Park Ulsan

The Kid's Auto Park is the largest road safety experience center targeting children in Korea. Established by Hyundai in Seoul in 2009, and with another one that started in Ulsan in 2019, it is equipped with a wide range of training and related facilities, including a virtual auto experience hall, a license test center, and an auto booth. It provides a variety of programs custom-tailored to the level of children, such as pedestrian safety information, simulated driving using a mini-motorcar, and stereoscopic images promoting road safety.

A total of 6,026 children visited it in 2020. Its professional instructors show children how to avoid traffic accidents and raise their safety awareness. The program plays a pivotal role as a traffic safety experience facility, although its operations have been reduced in 2021 due to COVID-19.

Robocar Poli Traffic Safety Campaign

▶ Traffic Safety Featuring Poli

Hyundai operates a children's program to reduce traffic accidents featuring a popular cartoon character named Robocar Poli. It includes cartoons about road safety, educational programming, and a hands-on experiential space. Some 12,000 people took part in it in 2019. The company's domestic sales branches also run a "Hyundai Poli Traffic Safety Playground" that has attracted about 10,000 visitors in Korea. There are also "Poli Kids Zones" at six of its sales branches in China and Taiwan. Hyundai is planning to take the program online in 2021 because of COVID-19. A new traffic safety animation series will be also produced, in the second half of the year.

Traffic Accident Zero for Children Campaign

▶ Hyundai's Traffic Accident Zero for Children Campaign

Traffic accidents involving children continue to occur despite the proposals of relevant bills and their revisions following the passage of the Serim Act in 2015. These accidents need to be approached from various points of view, because they are caused by many different factors, including the carelessness of children, drivers, and passengers, as well as nearby vehicles. Hyundai has been helping with the provision of safety and convenience devices for children's transportation vehicles and carrying out a wide range of traffic safety education campaigns in cooperation with the Citizens Coalition for Safety and MANO Incorporated since 2016. Although the company focused on donating new commuter vehicles installed with safety and convenience technologies to child-care centers and educational institutions for children until 2018, it began to take a new approach in 2019, providing safety and convenience functions to vehicles being operated by the facilities. The company strives to help reduce traffic accidents involving children. A total of six safety and convenience functions, including door-jamming prevention, around view, front, and rear alarm notifications, particulates filters, seat belt confirmation, and children's seat belts will be provided to about 120 institutions in 2021. Disinfection services will be also offered to them and used in their vehicles.

Traffic Safety Veteran Class

According to Korea's Road Traffic Authority, the number of fatalities due to traffic accidents in the country has been falling while the proportion of the elderly involved in traffic deaths rose from 39.3% in 2015 to 45.5% in 2019. Even worse, seniors aged 65 or more accounted for 57.1% of the pedestrians that died in road accidents last year, with their overall mortality rate reaching 5.99%, 12 times more than the 0.5% occurring in people aged 14 and under. These figures illustrate how traffic accidents involving seniors are becoming an increasingly important social issue in Korea. In response to this unhappy situation, Hyundai has been teaming up with the Road Traffic Authority, the Korea Association of Senior Welfare Centers, and the Community Chest of Korea since 2016 to offer a Traffic Safety Veteran Class. The classes, which can be accessed by any citizen aged 65 and over, consist of education and training in such topics as safe driving, pedestrian safety, self-diagnoses of seniors' driving skills and cognitive and physical abilities, and measures to be taken in the event of a traffic accident. Over the last five years, some 14,771 seniors have completed the class at 159 seniors' centers across the country. The company held a contest in 2020 to create non-contact traffic safety programs targeting the elderly. Forty-three were delivered over a period of a month. They will be used for both mobile and online traffic safety courses in institutions such as seniors' centers.

Driving Plus



Kid's Auto Park



Robocar Poli Traffic Safety Campaign



Traffic Accident Zero for Children Campaign



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Future Generation

Hyundai Dream Center

▶ Operating the Hyundai Dream Center in the era of COVID-19

The Hyundai Dream Center is the name of a vocational skills training program that helps young people in developing countries add to their technical skills. Carried out in collaboration with Plan International Korea, it particularly functions as a way for the company to provide advanced-level automobile maintenance skills to international learners. The first facility opened in Ghana in 2013, followed by others in Indonesia, Cambodia, and Vietnam. Another Hyundai Dream Center began offering classes in the Philippines in 2018. Of the 173 graduates that received intensive technical education at it, seventy-three found employment with a local Hyundai dealer. A sixth facility began operations in Peru in April 2019, with an initial intake of forty-three male and twenty female students, all of them from low-income families. A seventh school will soon open in Kenya in 2021, with a plan to enroll 120 low-income young people who will be offered both theoretical and practical training and education for four semesters spread over three years. With the Hyundai Dream Center, the company will continue to help youths from developing nations to hone their talents and skills.

Vision Drive

Vision Drive is a social contributions program offered by the multi-talented human resources at Hyundai’s Namyang Technology Research Center that supports education in the community in which it operates. Employees at the Center have been visiting nearby elementary, middle, and high schools since 2012, sharing their experience and expertise with a grand total of about 17,000 students. Although this program was forced to shift to an online format in 2020 due to COVID-19, its goal still remains to assist future generations in gaining a better understanding of the automobile industry in such areas as R&D, manufacturing, design, eco-friendly vehicles, and career choice. The program has been expanded to include such content as a “Hyundai Motorstudio Goyang Tour” and “Special Lectures by Celebrities.” It also includes an “H-Junior Orchestra” that provides students with musical training at local children’s centers. Its members also donate tablet PCs for use by youth at the Hwaseong Child and Youth Center, and assist with their online lecture fees.

Hyundai Dream Center



Future Automobile School

▶ Young Hyundai: Hyundai’s Future-Oriented Automobile School

Hyundai’s Future Automobile School was launched in 2016 following the signing of an MOU with the Ministry of Education. A specialized career education program that targets middle school students, its goals are to help them come to an understanding and appreciation of the automobile industry and assist them in exploring jobs in it through a combination of theory and practice. In order to meet the challenges of ongoing paradigm shifts in the automobile industry as the future unfolds, it has been continually updating its content to include such topics as mobility services, hydrogen energy, and eco-friendly future cities. The changes have been taking place since 2018. The program has been so well-received by the Office of Education and frontline teachers that a pilot version of it was introduced into elementary schools last year, with plans to extend it even more in 2021. It is proving to be especially helpful in lessening educational inequalities faced by students at isolated, special-education, and low-enrolment educational facilities.

Brilliant Kids Motor Show

▶ Fifth Annual Brilliant Kids Motor Show

The Brilliant Kids Motor Show refers to a collection of children’s drawings depicting the cars of their dreams. The pictures they make are then turned into actual models and put on display. The exhibition in 2020 was held online due to COVID-19. 8,205 pictures were submitted, with five of them being selected for showing using augmented reality (AR) technology. Other ways of introducing children's imaginings to the public included making real models with 3D printing and creating imaginary fairy tales based on the background stories behind their works.

Future Automobile School



Brilliant Kids Motor Show



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Community

Preserving the Petra UNESCO World Heritage Site

Located in the country of Jordan and called a “City of Red Sandstone,” Petra is a UNESCO World Heritage Site and also considered one of the “New Seven Wonders of the World.” Also as the filming location of Steven Spielberg’s movie “Indiana Jones: The Last Grail,” it is a historic and ancient site that attracts about one million tourists a year. Working with the assistance and agreement of a number of Jordanian local government agencies, Hyundai sponsored a variety of activities there from 2018 to 2020 to help preserve the site and rejuvenate the local economy. The first year of the plan was spent making improvements to make the site more tourist-friendly. This included setting up a free Wi-Fi service, enhancing signage, erecting billboards, and creating an app for the site and a map and a scale model of it. The second year consisted of expanding and developing less-well-known tourist routes, such as providing them with eco-friendly electric buses and EV charging infrastructures.

2020 was dedicated to the creation of a new brand logo and the development of a variety of tourist-oriented products to revitalize the tourism industry that had been decimated by COVID-19. Hyundai will continue with its efforts to preserve cultural heritage sites so they can be passed on to future generations going forward.

Sponsoring the Korean Archery Association

Hyundai has been sponsoring the Korean Archery Association since 1985. In addition to providing financial support to ensure the continuing operation of the Association, Hyundai pays for prizes that are given to the national squad, which has achieved outstanding results at many international events, including the Olympic Games. The technological prowess of Hyundai’s research institute was harnessed to develop a shooting machine that identifies defective arrows and rejects them, while a high-precision analytical technique was created to help identify irregularities in their parts. The improvements helped the archers hone their skills and enhanced their performances immeasurably. The company also acts as a sponsor for a number of leading archery tournaments, including the Archery World Cup and the World Archery Championships. It was awarded a commendation from the Minister of Culture, Sports and Tourism at the first Korea Sports Mecenat Awards in December 2020 in recognition of its contributions to the development of archery in the country.

Preserving the Petra UNESCO World Heritage Site



Global Partnership for Arts and Culture

Hyundai plays a lead role supporting a wide range of art exhibitions and programs in partnership with art institutions around the world. Our goal is to ensure that as many people as possible everywhere can enjoy and experience these inspiring events.

• National Museum of Modern and Contemporary Art, Korea (MMCA)

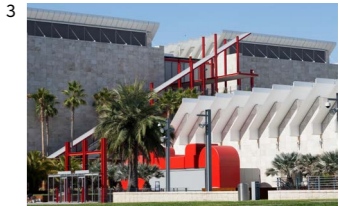
In partnership with the National Museum of Modern and Contemporary Art, Korea (MMCA), Hyundai has been carrying out the ‘MMCA Hyundai Motor Series’ to expand the horizons of Korean art and extend its global reach since 2014. Hyundai support esteemed Korean artists to held large-scale solo exhibitions every year including hosting seminars and publications in connection with the exhibition. The exhibition titled ‘MMCA Hyundai Motor Series 2020: Haegue Yang - O2 & H2O’ was held last year with online exhibition tour and webinar programs for people who could not visit the museum due to the pandemic. Hyundai also support an innovative contest, ‘PROJECT #’, from 2019 with the goal of discovering and supporting next-generation creators in Korea. MMCA select two teams annually and provide them with a grant of KRW 30 million, a studio and exhibition opportunities. In 2020, ‘PROJECT HASHTAG 2020’ showcase was held at the MMCA Seoul.

• Tate

Hyundai Tate Research Centre: Transnational, launched as part of a long-term partnership with between Hyundai and Tate, continues to explore new perspectives on global art histories by facilitating collective research and discussions around the world. This major initiative reflects a shared vision to transform research and curatorial work and expand beyond Western Europe and North America. Curators and scholars are encouraged to bring in expertise from the field to address shared questions in Hyundai Tate Research Centre: Transnational hosted research events including the annual symposia, held online in 2020 deepening collective research and intellectual exchange about multiple art histories.

• Los Angeles County Museum of Art (LACMA)

Hyundai started a ten-year partnership with the Los Angeles County Museum of Art in 2015 by spearheading The Hyundai Project at LACMA. Through our continuous support for cutting-edge Art+Technology exhibitions and the “Art + Technology Lab”, we hold thought-provoking exhibitions that bring the arts and technology together and inspire visitors through their convergence. In addition to this, Hyundai help artists turn their ideas into reality by offering them advanced-level technical advice in collaboration with Google, Accenture, SpaceX, Snap, and other well-known tech players.



1. 'MMCA Hyundai Motor Series 2020: Haegue Yang - O2 & H2O', Sonic Domesticus, 2020 Installation view at MMCA Seoul. © Cheolki Hong. Image provided by MMCA.
2. Hyundai Tate Research Centre: Transnational ©Tate
3. Los Angeles County Museum of Art, photo ©Museum Associates, LACMA

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H-Local Partner

Hyundai's Ulsan Plant has been carrying out community-based social contribution activities since 2018 after its labor and management members signed an MOU with the Buk-gu Office of Ulsan City. They have been working with people in the city's Buk-gu community to improve its social assistance programs and policies ever since. A volunteer group composed of employees from Hyundai and eight Community Security Councils from the Buk-gu area take part in volunteer work and other support activities through regular communications and discussions. Their activities in 2020 included delivering food, making hand sanitizers, celebrating the birthdays of sole-support seniors, and installing insect-proof window and door screens in the homes of low-income families. In addition, some 2,000 seniors were treated to helpings of samgyetang (chicken soup made with ginseng and other ingredients) to strengthen their immunity against COVID-19, while a traditional market filial piety sharing project was held ahead of the Chuseok holiday to support the area's traditional market and honor the seven hundred sole-support seniors living in the area. Single-parent families were given kimchi refrigerators at the end of the year, while more than 150 low-income seniors were given kimchi purchased from a local social enterprise that supports employment opportunities for older people.

Similar activities are being carried out by Hyundai's Asan Plant employees. In 2020, they include assisting vulnerable populations who have difficulty receiving government subsidies on a regular basis, distributing products that are helpful in countering COVID-19, sharing food during holidays, and improving people's lives while they deal with the effects of the pandemic. More activities to help vulnerable populations are planned using Hyundai employees and the local community to invigorate exchanges among local residents.

Employees at the company's Namyang Technology Research Center have been equally generous with their time and labor. Their efforts have included carrying out socially-distanced volunteer work, making tile murals for 750 families, and constructing birdhouses for placement in treed areas managed by the Hwaseong Urban Corporation. Another 179 people who work at the company's Service Division provided a free lunchbox service, shared locally-produced farm produce, and improved the environments of a number of social assistance facilities.

Employee Volunteer Corps

Hyundai boasts 132 employee volunteer groups at its various worksites. One of them is the weekday volunteer team made up of some 970 technical staff from the Ulsan Plant, who give of their time and talents to help vulnerable populations in their local communities. Another group at the Asan Plant consists of the wives of its employees. It undertakes social contribution activities to support seniors living by themselves. Operating this volunteer group allows the company to assist in deploying social and cultural experience activities to underprivileged seniors in the community in which it operates. Plans are already in the works to extend these services to such needy groups as children being raised by their grandparents.

The basis of the activities being carried out by the company's employees is to give a helping hand to vulnerable and marginalized populations in their communities that reflect the characteristics of their worksites. About 1,465 employees took part in volunteer activities for 5,262 hours in 2020, even despite the inevitable cutbacks in face-to-face activities occasioned by COVID-19. Donations were continuously delivered to the facilities with which they had been twinned but which they could not visit in person. The company will continue to carry out more sharing activities by its employees for people in need of help.

H-Self Sharing Planner

The goal of the H-Self Sharing Planner program is to help the company's employees plan their own volunteer activities. The company had set out its volunteer activity targets and schedules in the past, making it difficult for the ideas of its workers to be reflected. This deficiency has now been rectified by the H-Self Sharing Planner, enabling volunteer activities based on planning by employees themselves. The advent of COVID-19 in 2020 meant that most of the volunteer activities carried out by Hyundai's employees consisted of virtual "kits" rather than the warm-hearted meetings that both the employees and the recipients of their largesse had become used to. A total of four virtual "kit activities" were conducted by 2,580 employees, who donated 7,740 hours of their own time helping their less fortunate neighbors.

Santa Claus Expedition

Hyundai's main and regional headquarters team together every year to hold year-end sharing events targeting vulnerable and marginalized populations in their local communities. Funding for the events comes from the company's joint labor-management social assistance budget, with volunteers delivering KRW 400 million worth donations to local community organizations to practice sharing. Workers at the company's headquarters donate their time and labor to little children every year through its "Santa Claus Expedition" event. First established in 2016, they help deliver the sort of gifts that every needy child wishes for, with the employees acting as Santa Clauses. Although it had to be converted into a virtual event in 2020 because of COVID-19, this just meant that the many Santa Clauses had to carry out their activities in new ways, giving gifts to a total of 860 children while also helping to provide indoor playgrounds at six social assistance facilities that open their doors to help disadvantaged children. This year, the company will arrange the event so that more benefits and help can be offered to more children in more ways in response to COVID-19.

H-Local Partner (Sharing event at Chuseok)



H-Local Partner (Supporting traditional markets)



H Self-Sharing Planner



H-Local Partner (Providing kimchi refrigerators to low-income, single-parent families)



Employee Volunteer Corps



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## CSV Activities Around the World

### Americas (North America, Central and South America)



(USA) Assisting with COVID-19 drive-through test stations

#### Hyundai Hope on Wheels

Hyundai America and its dealers have been partnering in the Hope on Wheels campaign for twenty-two years since 1998. In the U.S., it offers financial assistance to pediatric cancer researchers, aiming for a future in which no child has to suffer from cancer.

The program has rapidly expanded across the country, with total donations amounting to USD 172 million (or about KRW 195 billion) as of the end of 2020. The company also operated twenty-three drive-through stations in 2020 that conducted more than a million COVID-19 tests.

(Brazil) Vocational Education and Training for Low-income Youth



(Brazil) Mobile Dental Clinic



#### U.S.

CSV Area	Major Activities
Future Generation	<ul style="list-style-type: none"><li>• Donate toys to children with employee participation (Toys for Tots Campaign)</li><li>• Provide school supplies; employees help to clean up schools in Montgomery, Alabama (Pack a Backpack)</li></ul>
Community	<ul style="list-style-type: none"><li>• COVID-19 supports (Drive-through test stations, test kits, etc.)</li><li>• Assist with research to fight childhood cancer (Hyundai Hope On Wheels)</li><li>• Assist with American Red Cross Hurricane Relief activities</li><li>• Donate to Texas Winter Storm Relief Program</li></ul>

#### Canada

CSV Area	Major Activities
Future Generation	<ul style="list-style-type: none"><li>• COVID-19 supports (Gloves, masks, etc. for medical staff)</li><li>• Make improvements to young people’s educational facilities (Youth of the Year Sponsorship)</li></ul>

#### Brazil

CSV Area	Major Activities
Future Generation	<ul style="list-style-type: none"><li>• Offer vocational training to youth from low-income families (Professional Training Classes)</li></ul>
Community	<ul style="list-style-type: none"><li>• COVID-19 supports (Vehicle rentals, respirators, gloves, and masks for medical staff)</li><li>• Provide dental clinic care (Sorriso Cidadão)</li><li>• Sponsor cultural and arts events in Piracicaba Region (Piracicaba Symphony Orchestra)</li></ul>

#### Peru and Chile

CSV Area	Major Activities
Future Generation	<ul style="list-style-type: none"><li>• Operate Automobile Maintenance Technology Training Program in Peru (Hyundai Dream Center)</li><li>• Operate Automobile Maintenance Technology Training Program in Chile (Technical and Mechanical Classes)</li></ul>

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Asia, Africa and the Middle East (India, Asia-Pacific, Africa and the Middle East)



(Indonesia) Mobile Library

Mobile Library

Hyundai donated three mobile libraries, full of books and hopes, in Bojong Mangu, Indonesia. They visit eighteen villages and twenty elementary schools on their route and have provided books to 2,942 children in partnership with Good Neighbors. 8,288 books have been lent in total. Public health staffers accompany the vehicles to provide health and hygiene education to the children and their teachers and parents.

(India) Traffic Safety Campaign  
#BeTheBetterGuy



(Australia) CarPullforKids



India

CSV Area	Major Activities
Eco-friendly	• Tree planting project (OSR Land Improvement)
Traffic Safety	• Traffic Safety Campaign (#BetheBetterGuy)
Future Generation	• Operate specialized automobile industry academy (Hyundai Academy for Technical Skills) • Signed MOU for new technology R&D, including EV/FCEV (Research with IIT Delhi) • Youth Employment Program (Saksham Employment Generation) • Hygiene and health programming at twelve schools (School repairs and renovations)
Community	• COVID-19 assistance (Test kits, sanitizers, masks, etc.) • Helping rural women learn about raising livestock (Income Generation Program for Rural Women)

Asia-Pacific Countries

CSV Area	Major Activities
Future Generation	• Operate mobile library and offer after-school training and education to children and youth in Indonesia • Provide technical automotive training to high schools and vocational schools in Indonesia • Hold fundraising events to help with children's medical expenses in Australia (#CarPullforKids)
Community	• COVID-19 supports - Indonesia: Provide ventilators, protective clothing, and vehicles for medical staff - Vietnam: Donated an ambulance - Singapore: Provided test kits

Africa and Middle Eastern Countries

CSV Area	Major Activities
Community	• COVID-19 supports - Morocco: Provided ambulances and specially-equipped SOLATI - Middle East: COVID-19 assistance (Test kits, sanitizers, masks, etc.) - South Africa: Provided vehicles for medical staff • Jordan: Supporting conservation of the Petra UNESCO World Heritage Site

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Europe, Russia, and China



(Europe) Marine Ecosystem Restoration and Upcycling Project

Marine Ecosystem Restoration and Upcycling Project

Hyundai partnered with Healthy Seas to help restore the marine ecosystem in Europe through activities such as recovering lost or abandoned fishing nets from the seas and the coastlines. The nets will be recycled and together with other nylon waste will be transformed into ECONYL®, a regenerated nylon yarn used to make socks, swimwear, carpets, and more. The company will also examine the possibility of various applications to include materials in its vehicles. In addition, it is planning to reduce its carbon footprint and promote eco-friendly CSV activities by using its IONIQ 5s in six major European countries.

(Spain) Automobile and Bicycle Safety Campaign



(China) Employee Volunteer Service (Happy Move)



Europe

CSV Area	Major Activities
Eco-friendly	• Marine ecosystem restoration and upcycling projects in six European countries
Mobility Innovation	• Eco-friendly mobility car-sharing service in Spain (VIVE)
Traffic Safety	• Automobile and bicycle safety campaign in Spain (Juntos en el Asfalto)
Future Generation	• Help with children's school supplies and computers in Morocco (El desierto de los niños) • Training in technology, science and hydrogen for young people in the Czech Republic (Together for Dreams, STEM-Hydrogen Grand Prix)
Community	• COVID-19 supports (vehicles for medical staff, medical supplies, etc.) • Communications support project for children with speech disorders in Spain (As big as you want to be: Local Heroes) • Support growth of culture and sports in the Czech Republic (Grant Programme Together)

Russia and the CIS

CSV Area	Major Activities
Traffic Safety	• Traffic safety education and training in Russia (Safety Road Project)
Future Generation	• Education and training in music and the arts in Russia (Great Music for Young Generation) • Support junior soccer team in Kyrgyzstan (Play with Hyundai)
Community	• COVID-19 supports (Donating vehicles to transport medical staff and the vulnerable, medical supplies, etc.)

China

CSV Area	Major Activities
Eco-friendly	• Hyundai Green Zone China Project (Reducing desertification in Inner Mongolia)
Future Generation	• Educational supplies for elementary schools in underdeveloped areas (Dream Classroom) • Improve facilities for children's after-school activities to reduce juvenile delinquency in rural areas • Establish youth startup support center
Community	• COVID-19 supports (Gloves, masks, protective clothing for medical use, etc.) • Voluntary employee activities to protect the environment and help children and seniors