Dear Fellow Shareholders,

Welcoming the Year of the Red Horse in 2026, we extend our warmest wishes for health and happiness to you and your families. May this year, a symbol of strength and agility, bring new passion, opportunities and achievements to all.

Honorable Shareholders,

In 2025, the automotive industry faced significant challenges, such as persistent tariff risks and ongoing supply chain uncertainties. Moreover, the intensifying competition for leadership in future mobility, combined with unpredictable external factors created a business environment more demanding than ever. Despite these headwinds, Hyundai Mobis successfully navigated change through our renewed vision and fortified market presence. As a result, 2025 became a year of reinforced growth, marking clear progress in our journey as a mobility innovator with expanding potential.

[2025 Major Achievements]

Despite internal and external difficulties, Hyundai Mobis delivered strong financial performance last year, reporting 61.181 trillion won in consolidated sales, 3.4 trillion won in operating profit and 3.7 trillion won in net profit. Notably, sales increased by 6.8% and operating profit by 9.2%, achieving the highest results since our founding. Non-captive orders of core parts totaled $9.17 billion, which surpassed our annual target by 123%. These achievements were made possible by your continued trust and support. Once again, we express our heartfelt gratitude.

Hyundai Mobis also made first meaningful steps into semiconductors and robotics, which are core areas of future mobility competitiveness. In September 2025, we hosted “Auto Semiconductor Korea(ASK)”, our first semiconductor forum dedicated to Hyundai Mobis vehicles. This brought together domestic companies and researchers, marking the beginning of a privately led ecosystem for vehicle semiconductor cooperation. We believe this forum will also help position Hyundai Mobis as a key player in the semiconductor industry, reducing reliance on Europe and North America, supporting the creation of domestic semiconductor value chains and opening new business opportunities.

At CES 2026, Hyundai Mobis successfully established strategic cooperation with Boston Dynamics, supplying actuators for next-generation humanoid robots and securing our first global customer in the robotics parts sector. This achievement demonstrates that our strengths in vehicle-parts design, mass production expertise and reliability-based validation systems are expanding beyond the automotive domain and into the robotics industry.

In our core parts and service parts businesses, we also made significant efforts to secure new growth engines.

In automotive electronics, we developed the world's first HWD[1], which received the Best of Innovation Award. In addition, our AR-HUD[2] products applying CGH[3] technology won a major OE project in North America, with mass production scheduled for 2028. In the midst of the industry rapidly transitioning toward software-defined vehicles, we are accelerating the development and acquisition of SDV[4]-based technologies. We also plan to showcase our SDV capabilities through the development of our own demonstration vehicle.

In the electrification sector, the development of a 250Kw-class drive system for mid-to large-size vehicle segments expanded our product lineup. We also secured TRP(Thermal Runaway Prevention) battery technology to strengthen safety, with mass production scheduled this year. Beginning with the full-scale operation of our North America electrification plants in 2025, our new European base for supplying battery systems to global OEMs is also planned to operate this year. In addition, we are establishing production bases in low-cost countries (LCC) to reduce manufacturing costs and actively target emerging markets.

In the chassis safety parts business, we succeeded to develop next-generation By-Wire technologies including EMB[5], SBW[6], and RWS[7], with competitive advantages over rival products in safety, packaging efficiency and software specialization. Building on these achievements, we are expanding joint advanced development and promotional activities with OEMs in Korea, North America, and Europe.

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1 Holographic Windshield Display

2 Augmented Reality-Head Up Display

3 Computer Generated Holography

4 Software Defined Vehicle

5 Electro-Mechanical Brake

6 Steer-by-Wire

7 Rear-Wheel Steering

In the service parts business, the service quality in our A/S parts supply continued to improve through enhanced delivery conditions for parts suppliers and strengthened supply responsibilities. The introduction of small-parts automation systems has begun at domestic and overseas logistics centers, accelerating the adoption of next-generation logistics technologies. Following the operation of the Yeongnam logistics center, we are implementing a phased expansion of integrated regional logistics hubs to optimize our mid- to long-term A/S supply network and improve overall profitability.

[2026 Hyundai Mobis Goals]

In 2025, Hyundai Mobis announced a new vision of "Lead the shift in mobility, Move the world beyond possibilities," expressing our determination to take the lead as a global top player in future mobility. This vision reflects our commitment to shaping a new paradigm in the future automotive industry and expanding our presence in the global market through innovative technologies and solutions that transcend existing limits. Through the practice of the three key values of Dynamic Synergy, First Mover for securing pioneering technologies, Expanding Possibility for pushing beyond boundaries, we aim to turn our vision into reality.

Guided by these values, Hyundai Mobis promises to steadily promote the following goals in 2026:

First, by activating advanced research, we will prioritize the development of stronger technological competitiveness. As the future mobility and parts industries enter a major transition toward electrification and SDV-based platforms, technological leadership has become a necessity rather than an option. In line with this shift, Hyundai Mobis has focused on long-term strategies that secure a sustainable future over short-term gains. This includes identifying and cultivating next-generation core technologies, and actively expanding into new areas of technological convergence across sectors. In particular, we are strengthening our framework to proactively meet customer needs by presenting our advanced achievements from the earliest stages of vehicle development. By seamlessly connecting advanced research into mass-production development, we aim to reinforce a virtuous circle in which our mass-production capabilities and manufacturing expertise amplify technological competitiveness. These initiatives will serve as the fundamental competitiveness that underpins Hyundai

Mobis's sustainable growth.

Second, alongside strengthening the competitiveness of our existing core businesses, Hyundai Mobis will also secure early capabilities in the future new growth areas in preparation for the next half-century. At the center of this effort are vehicle semiconductors and core robotics parts. In the vehicle semiconductor sector, Hyundai Mobis plays the dual role of consumer and supplier, as we develop and utilize controllers. Leveraging this position, we aim to serve as a bridge that connects OEMs with semiconductor suppliers. Focusing on system semiconductors and power semiconductors, we will gradually internalize core semiconductor design capabilities and take the lead in establishing a robust vehicle semiconductor ecosystem. The core robotics parts business is closely aligned with vehicle parts manufacturing business, yet it remains a market in which no single player has established overwhelming dominance. Building on Hyundai Mobis's accumulated drive- and control- technology expertise and manufacturing know-how, we will first concentrate on actuator production, an area that represents a significant portion of total robot cost, and then expand into related areas including sensors and controllers.

Third, Hyundai Mobis will accelerate the commercialization of secured technologies and propose to the market in a timely manner, ensuring that our advanced technology competitiveness translates into tangible business outcomes. We will not be satisfied with simply acquiring new technologies. We believe true competitiveness lies in developing and validating previously unseen technologies ahead of competitors and delivering value at the moment customers need it. Under this approach, windshield display systems, SDV-based integrated solutions, next-generation braking and steering technologies, and electrification systems are representative examples that are being developed and validated. These technologies enhance development efficiency and design flexibility for OEMs, while offering consumers new values and experiences, ultimately shaping differentiated market competitiveness. At the same time, Hyundai Mobis is focusing its business capabilities on future core products and managing profitability across the entire process from order acquisition to mass production. Through this effort, we are advancing our business structure to ensure that technological competitiveness leads directly to sustainable growth. We also aim to expand collaboration with global customers through joint advanced development and gradually increase the share of global OE sales through localized strategies for major emerging markets, including China and India. By linking technological competitiveness, profitability and global expansion into a single virtuous cycle, we will translate leading technologies into market performance.

[Shareholder Returns and Governance]

We believe that the sustainable enhancement of corporate value is possible only when investments for growth and shareholder returns are kept in proper balance. Guided by consistent principles, Hyundai Mobis operates a disciplined shareholder return policy and seeks to build market trusts through a transparent governance structure.

At the CEO Investor Day in November 2024, we announced our three-year shareholder return policy for the period 2025 to 2027. This third-phase policy reflects shareholder feedbacks on the first long-term policy implemented in 2019 and the second three-year policy introduced in 2022. Its key objective is to achieve a total shareholder return(TSR) of at least 30% over 2025-2027 by flexibly utilizing both dividends and treasury share purchases and cancellations.

For the 2025 fiscal year, we paid 6,500 won per common share through interim and year-end dividends, and met the TSR 30% target by conducting treasury share repurchases and cancellations including the retirement of previously held treasury shares. Going forward, we remain committed to consistently fulfilling the shareholder value enhancement policy that we have promised.

Likewise, Hyundai Mobis has not only implemented shareholder return policies that incorporate shareholder feedback, but also strived to strengthen active communications with our investors. Following the CEO Investor Day in 2024, we hosted another session last August in 2025, where the CEO and senior management directly presented the company’s major strategies and shareholder return policies. In addition, C-level executives continue to hold meetings with domestic and overseas investors, and we will keep working to create more opportunities for active interactions with shareholders in 2026.

Hyundai Mobis is also committed to building a sound governance structure that earns the trust of all stakeholders and supports responsible and faithful management. Under the supervision of a professional and independent Board of Directors, management is enhancing transparent, accountable business practices. We seek to promote balanced rights and interests for all stakeholders, including shareholders, customers, employees, and partners, and through this approach, aim to pave the way for a sustainable future.

To that end, the Board is formed to reflect diversity in nationality, gender and backgrounds,

incorporating specialists in business, technology, finance, manufacture, AI/SW and ESG. In 2024, for instance, Keith Witek was appointed as an independent director with expertise in AI, software and semiconductors, thereby enhancing the Board's understanding of and its ability to navigate the rapidly evolving mobility industry environment.

To ensure the independence of the Board of Directors, Hyundai Mobis appoints and operates independent directors at standards higher than system requirements, in accordance with the *Board Independence Guidelines*. A majority of both the Board and all its committees are composed of independent directors, and every committee is chaired by an independent director. Particularly, the Audit Committee and the Compensation Committee consist entirely of independent directors, thereby securing their full independence. Furthermore, in April 2025, the launch of a senior independent director system and the independent directors' committee has strengthened the authority and roles of independent directors, enabling them to independently review and discuss bord agenda items.

Independent director Young Chang, who was appointed through shareholder recommendation in 2020, serves as the Director in charge of protecting shareholders rights and interests. He conveys shareholder opinions gathered through governance NDR sessions directly and transparently to the Board. At this annual general meeting of shareholders, we plan to appoint Ms. Hyonjoo Park as a new shareholder-recommended independent director who will serve as the Director responsible for protecting shareholders rights beginning in 2026. We kindly ask for your continued interest and support.

Going forward, Hyundai Mobis will continue to pursue our long-term strategies with consistency by strengthening leadership in advanced technologies, enhancing our profitability-focused business structure, and expanding our global customer base. At the same time, we will drive sustainable growth through transparent governance and responsible decision-making. We promise to reward your trust with actual outcomes by translating technological and quality-driven competitiveness into material results and enhancing corporate value through shareholder returns and sound governance.

Looking forward to your ongoing support and engagement, we remain committed to listening attentively to your opinions and suggestions at all times. Once again, we sincerely wish you

and your families good health and happiness in the new year.

Thank you.

Lee Gyu Suk

Chief Executive Officer of Hyundai Mobis