

Details of Corporate Governance Report

[000001] Corporate Governance Report

Corporate governance report document



[000002] I. Company Overview

1. Company name

2. Period subject to disclosure and report generation date:

Start date of the period subject to disclosure 2024-01-01

End date of the period subject to disclosure 2024-12-31

Report generation date 2024-12-31

2-1. Fiscal periods from the current year to the year before last

Category	Current year	Previous year	Year before last
Start date	2024-01-01	2023-01-01	2022-01-01
End date	2024-12-31	2023-12-31	2022-12-31

3. Persons preparing Corporate Governance Report

Person in Charge of Disclosure		Working-level staff in charge	
Name :	Kitae Park	Name :	Minwoong Yoon
Position :	Senior Vice President	Position :	Manager
Department :	Finance Division	Department :	IR Team
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4. Table 1-0-0: Company Overview

Largest shareholder, etc.	Eight including KIA CORP.	Share percentage of largest shareholder, etc.(%)	31.91
		Share percentage of minority shareholders(%)	53.59
Business type (Financial/Non-financial)	비금융(Non-financial)	Major products	Module, core parts, A/S business
Business group as per the Monopoly Regulation and Fair Trade Act ("Fair Trade Act")	O	Subject to the Act on the Management of Public Institutions	X
Business group name	Hyundai Motor Company		
Summary of Financial Status (Unit: KRW 1 million)			
Category	Current year	Previous year	Year before last
(Consolidated) Revenue	57,236,995	59,254,361	51,906,293
(Consolidated) Operating income	3,073,456	2,295,284	2,026,531
(Consolidated) Net income	4,060,161	3,423,309	2,487,244
(Consolidated) Total assets	66,596,905	58,585,845	55,406,698

[000003] Compliance Status with Key Indicators of Corporate Governance

Compliance rate 80

5. Compliance with Key Governance Indicators

Key indicators	(Current Period Subject to Disclosure) Compliance (O/X)	(Previous Period Subject to Disclosure) Compliance (O/X)	Note
Give a convocation notice 4 weeks before the general meetings of shareholders (Annual General Meetings, AGM)	O	O	(Detailed Principle 1-①) The notice of convocation of the 48th & 47th Annual Shareholders' Meeting was given 34 days, 33 days each in advance
Use an e-voting system	O	O	(Detailed Principle 1-②) The electronic voting system was implemented since the 43th Annual Shareholders' Meeting (held in 2020)
Hold the AGM on the date other than the dates during the popular AGM period	O	O	Detailed Principle 1-②) The 48th & 47th Annual Shareholders' Meeting was held on the day other than the day on which most of the General Meetings of Shareholders are concentrated
Provide predictability of cash dividends	O	O	Detailed Principle 1-④) Set record date after determining dividend amount to provide predictability for cash dividends.
Notify shareholders of the dividend policy and payout plans at least once a year	O	O	(Detailed Principle 1-④) Establishment of shareholder return policy and disclosure and posting on website
Established and operate a CEO succession policy	O	O	(Detailed Principle 3-②) Establishes succession plans, selects candidates, and verifies qualifications for the key officer positions every year.
Build and operate an internal control policy such as risk management	O	O	(Detailed Principle 3-③) Operates the internal control policy including risk management, compliance management, internal accounting control and disclosure Information management
The chairperson of the Board is an outside director	X	X	Does not separate the chairperson of the board of directors and the chief executive officer (CEO), but introduced the Lead Independent Director System in April 2025 to enhance board independence
Use a cumulative voting system	X	X	Does not adopt cumulative voting system
Have a policy to prevent the appointment of a person as an executive who			(Detailed Principle 4-④) Established internal policies through

is accountable for harming corporate value or infringing on the shareholders' rights and interests	O	O	In the Corporate Governance Charter, Code of Ethics for Officers and Employees and regulations on personnel and treatment of the management
Not all Board members are of the same gender	O	O	(Detailed Principle 4-②) Our BOD has one female independent director (Director Jina Kang)
Installed an independent internal auditing department (that supports an internal audit procedure)	X	X	Our internal auditing body is not as independent as the guideline of the Report requires
A specialist in accounting or finance is included in internal auditing bodies	O	O	(Detailed Principle 9-①) Chairperson Young Chang is an expert in the fields of accounting and finance
Internal auditing bodies hold meetings with external auditors at least once a quarter without management present	O	O	Detailed Principle 10-②) The internal auditing body holds meetings with an external auditor more than once a quarter without attendance of the management
Procedures are in place to allow internal auditing bodies access to material management information	O	O	Detailed Principle 9-①) Established procedures for the internal auditing body to access the important information related to the corporate management through the Regulations of the Audit Committee

[000004] II. Corporate Governance Status

[100000] 1. General Corporate Governance Policy

A. Provide a detailed explanation of the operating direction and key considerations of the company's corporate governance policy.

1) Principles of Governance

As a global company, Hyundai Mobis is endeavoring to secure credible relationship with all stakeholders and faithfully carry out management activities through building sound corporate governance. The Company promotes the transparent and responsible management under the supervision of a professional and independent board of directors, and pursues the promotion of the rights of the shareholders, customers, partners and all the other stakeholders in a balanced manner. Through such, the Company attempts to position itself with continuously sustainable future.

2) Direction and Priority of Policy

A. Shareholders

In accordance with the Articles of Incorporation and the Corporate Governance Charter, Hyundai Mobis endeavors to (1) provide fair voting rights to the shareholders and support the convenient exercise of such rights, and to (2) provide the corporate information to the shareholders in a timely and fair manner.

First, for convenience of the shareholders to exercise their voting rights and also to promote their participation at the shareholders' meeting, the meetings were convened on days avoiding AGM concentration dates. To secure the quorum for voting and for the convenience of exercising the shareholders' voting rights, we conducted electronic voting and solicitation of proxy votes by proxy documents. Moreover, for the shareholders who were unable to attend shareholders'

meeting in person, Hyundai Mobis began live broadcast of the annual shareholders' meeting to allow the shareholders to view the meeting online since 2021. Furthermore, Hyundai Mobis has established shareholder return policies and implemented them in order to ensure that the shareholders will be entitled to an appropriate level of shareholder returns.

Meanwhile, in order to provide information to the shareholders in a timely manner, we publicly announced the date, time, place and agenda for the 48th Annual Shareholders' Meeting approximately 34 days before the actual meeting, which is significantly ahead of the deadline (i.e., 28 days in advance) suggested in the KCGS's code of governance practice as well as the legal deadline (i.e., 2 weeks in advance). In addition, to ensure that all shareholders will have fair access to the key corporate information, we post key IR materials in Korean and English on our website, including the shareholder value maximization policy and business results. To further enhance understanding and accessibility for domestic and foreign shareholders, we contact investors through meetings and conference calls regarding the agenda of the annual shareholders' meeting, business results, and large-scale investments, among others.

B. Board of Directors

To secure the soundness and stability of our corporate governance, Hyundai Mobis appoints independent directors with expertise across various fields. In accordance with the Articles of Incorporation and the Corporate Governance Charter, candidates for independent directors are selected based on their expertise in business administration, economics, law, or technologies related to the company's business. When appointing directors, Hyundai Mobis actively considers diversity factors such as gender, race or ethnicity, nationality, and origin to prevent any bias toward specific backgrounds or professions. Furthermore, in line with the Guidelines on Diversity of the Board of Directors, Hyundai Mobis conducts "diversity verification" to ensure that the composition of the Board reflects a balanced representation of diversity elements.

To strengthen the independence and transparency of corporate governance, as of the report submission date, (1) the Audit Committee and the Compensation Committee, which oversee overall management and director remuneration, are composed entirely of independent directors; (2) the Corporate Sustainability Management Committee and the Independent Director Candidate Recommendation Committee are composed of a majority of independent directors; and (3) all committees are chaired by independent directors. In April 2025, following a resolution by the Board of Directors, the Compensation Committee was restructured to consist solely of independent directors by removing one internal director previously included to enhance operational understanding. Likewise, the number of internal directors on the Independent Director Candidate Recommendation Committee was reduced from three to one to further strengthen independence.

To enhance shareholder value and protect shareholder rights, Hyundai Mobis expanded and reorganized the former Ethics Committee into the Corporate Governance & Communication Committee on March 17, 2017. The committee's mandate was extended beyond promoting transparency in internal transactions and ethical management to include the protection of shareholder interests. On February 18, 2021, the Corporate Governance & Communication Committee was further expanded and reorganized into the Corporate Sustainability Management Committee to comprehensively manage and improve ESG (Environmental, Social, and Governance) practices and to strengthen the risk management system for occupational safety, health, and serious accidents.

To establish a desirable executive compensation system that reflects management performance and market conditions, Hyundai Mobis established the Compensation Committee on December 12, 2019, and enacted regulations on the payment of compensation for registered directors through the committee on February 14, 2020.

To enhance the independence of the Board of Directors, Hyundai Mobis introduced the Lead Independent Director system through a board resolution in April 2025. The Lead Independent Director convenes and chairs the Board of Independent Directors, gathers the opinions of independent directors, and communicates them to the Board of Directors. This role also facilitates smooth communication among shareholders, the Board, and senior management.

Hyundai Mobis conducted its first external evaluation of the Board of Directors in 2021 through the global management assessment agency Egon Zehnder. The evaluation covered various aspects including board composition, regulations, and operational efficiency. The purpose was to collect expert opinions and best practices through external evaluation and to establish a roadmap for optimizing and advancing the Board through internal discussions. Based on this, Hyundai Mobis established a three-year cycle for board evaluations. In 2022 and 2023, internal evaluations and improvement activities were conducted. In 2024, marking the start of a new three-year cycle, Hyundai Mobis conducted an external evaluation through the global assessment agency Sodali & Co., using surveys and interviews with board members and senior management. In 2025, Hyundai Mobis plans to conduct an internal evaluation based on the results of the 2024 external assessment.

Hyundai Mobis continues to develop and operate systems to ensure transparent and sound corporate governance. Through mutual checks and balances among the Board of Directors, senior management, and independent directors, the company strives to establish a governance structure that enhances shareholder value.

C. Auditing Organization

The Audit Committee, which is Hyundai Mobis' internal auditing organization, conducts audits with diligence and independence from the executive management and controlling shareholders. The main activities of the internal audit organization are disclosed accordingly. To secure the independence and expertise of the internal auditing organization, Independent Director Young Chang, a financial expert, was appointed as the Chairperson of the Audit Committee. As of the report submission date, the Audit Committee includes one financial expert (i.e., Independent Director Young Chang), which satisfies the requirement under the Korean Commercial Code to have at least one financial expert within the committee.

Hyundai Mobis also strives to ensure that external audits are conducted fairly and independently from the management and controlling shareholders. To secure independence and expertise in the appointment of external auditors, the Audit Committee, composed entirely of independent directors, evaluates candidates based on their understanding of the automotive industry. In particular, the committee considers (i) the enhancement of audit quality following the amendment to the Act on External Audit of Stock Companies, Etc. (enforced in November 2018), the increasing accountability of group auditors, and the candidate's understanding of Hyundai Mobis and communication capabilities with subsidiaries, and (ii) the potential for improved audit efficiency based on a high level of industry expertise.

On December 1, 2020, Hyundai Mobis established the Regulations on the External Auditor Appointment to document the criteria and procedures for auditor selection, in accordance with the amended External Audit Act, thereby strengthening the independence and transparency of the appointment process.

In accordance with Article 11, Paragraph 2 of the External Audit Act, Hyundai Mobis was designated as a company subject to mandatory auditor designation after voluntarily appointing external auditors for six consecutive fiscal years. As a result, in November 2021, the Securities and Futures Commission designated EY Hanyoung as the Company's external auditor for the three consecutive fiscal years from FY 2022 to FY 2024. Hyundai Mobis faithfully carried out the designated audit during this period.

Pursuant to Article 10, Paragraph 1 of the External Audit Act, Hyundai Mobis is eligible to voluntarily appoint external auditors for six fiscal years starting from FY 2025. Accordingly, in December 2024, the Audit Committee approved the conclusion of an audit service agreement with Samjong KPMG for the three consecutive fiscal years from FY 2025 to FY 2027.

B. Describe unique characteristics of the company's governance, if any.

A. Board of Directors (Majority of the Members are Independent Directors)

The Board of Directors, Hyundai Mobis' highest standing decision-making body, represents various stakeholders including shareholders, and is responsible for overseeing and making decisions on key management issues to support the company's long-term growth. The Board consists of 9 directors, of whom 5 are independent directors, accounting for 55.6% of the total.

Prior to the appointment of independent directors, Hyundai Mobis verifies that candidates do not have any disqualifying factors such as significant contracts or transactions with the company, in accordance with Article 382, Paragraph 3 and Article 542-8, Paragraph 2 of the Korean Commercial Code. A statement of verification is submitted to the Korea Exchange. To ensure independence, Hyundai Mobis applies stricter standards than those required by law, based on global best practices, as outlined in the Guidelines on Independence of Independent Directors. The Board verifies the independence of both new candidates and reappointed directors based on these criteria, aiming to strengthen the checks and balances on senior management through a majority of independent directors with verified independence.

To enhance the independence of the Board of Directors, Hyundai Mobis introduced the Lead Independent Director system through a board resolution in April 2025. The Lead Independent Director convenes and chairs the Board of Independent Directors, gathers the opinions of independent directors, and communicates them to the Board of Directors. This role also facilitates smooth communication among shareholders, the Board, and senior management.

B. Establishing Board Committees

Hyundai Mobis currently operates four committees under the Board of Directors: the Corporate Sustainability Management Committee, the Independent Director Candidate Recommendation Committee, the Compensation Committee, and the Audit Committee. To ensure the independence of these committees and enable the Board to contribute meaningfully to company operations, major business matters are reported to the relevant committees in advance depending on the importance of the agenda, allowing for in-depth discussions prior to board resolutions. Each committee al

so promotes its expertise by regularly holding seminars and educational sessions with invited experts in relevant fields.

C. Expertise and Diversity of the Board of Directors

Hyundai Mobis strives to compose a sound and professional Board of Directors that reflects the interests of a wide range of stakeholders, including shareholders and customers. The Board is composed of independent directors with diverse expertise:

- Young Chang : Expert in finance, accounting, and capital markets; former Head of UBS Securities Seoul Branch and Research Division.
- Jina Kang : Expert in technology management and business innovation strategy; currently Professor at Seoul National University College of Engineering; former Vice President of the Korean Society of Small Business Studies.
- Hwajin Kim : Expert in corporate governance; currently Professor at Seoul National University School of Law; former Chairperson of the Proxy Voting Committee at Korea Corporate Governance Service and current Chairperson of the Asia Corporate Governance Forum
- James Kim : Expert in automotive and software industries; former CEO of GM Korea, Microsoft Korea, and Yahoo Korea; currently Chairman of the American Chamber of Commerce in Korea.
- Keith Witek : Expert in AI and software; currently COO of Tenstorrent; former Director of Strategic Alliances at Google and Director of Technical Support at Tesla.

The Board reflects diversity not only in professional backgrounds - automotive, academia, management, technology, finance, and governance - but also in nationality, with two independent directors holding U.S. citizenship (James Kim and Keith Witek). In March 2021, Hyundai Mobis amended Article 29 of its Articles of Incorporation to explicitly prohibit the Board from being composed of directors of a single gender, and appointed one female director (Jina Kang). In accordance with the Guidelines on Diversity of the Board of Directors, Hyundai Mobis conducts "diversity verification" to ensure that the Board composition reflects the diversity criteria.

The financial expert of the Audit Committee is Independent Director Young Chang. While Director James Kim does not legally meet the criteria to be designated as a financial expert, he possesses sufficient financial knowledge to serve on the Audit Committee, having been responsible for financial statements as a CEO for over 10 years.

[200000] 2. Shareholders

[201000] (Core Principle 1) Shareholders shall be able to receive sufficient and timely information, which is necessary to exercise their rights, and to exercise their rights through appropriate procedures.

■ **[201100] (Sub-principle 1-1) - Companies shall provide shareholders with the sufficient amount of information about a general meeting of shareholders, including the date, venue, and agenda, well before the actual meeting date.**

Briefly describe the company's compliance with the above sub-principle (40 words or less).

We are faithfully complying with the above detailed principles.

A. Describe the information the company has provided regarding the general meetings of shareholders (annual general meeting, AGM), including the date, venue, and agenda of those meetings convened between the start of the period subject to disclosure to the report submission date.

Hyundai Mobis endeavors to provide information related to the Annual Shareholder's Meeting in a timely manner in order to allow the shareholders to exercise their rights. To provide the shareholders with information in a timely manner, we officially announced overall matters related to the general meeting of shareholders, such as the date, time, place, and agenda of the 48th Annual Shareholders' Meeting recently held, approximately 34 days in advance of the annual shareholders' meeting, which is significantly ahead of the deadline (i.e., 28 days in advance) suggested in the K

CGS's code of governance practice as well as the legal deadline (i.e., 2 weeks in advance). To protect the rights of minority shareholders, Hyundai ai Mobis sent out a notice of the convening of the shareholders' meeting via postal mail to all shareholders in addition to the notifications made by the Financial Supervisory Service and the Korea Exchange's electronic disclosure system.

Furthermore, from the Annual Shareholders' Meeting held in 2019, Hyundai Mobis contacts foreign institutions through IR meetings and conference calls to explain the agenda of the shareholders' meetings in the United States, Europe, and Asia, in order to enhance the extent of understanding by foreign shareholders and their accessibility.

Table 1-1-1: Information on the General Shareholders' Meetings

		48th AGM	47th AGM
Held a regular AGM		O	O
Date of convocation resolution		2025-02-13	2024-02-16
Date of convocation notification		2025-02-13	2024-02-16
Date of AGM		2025-03-19	2024-03-20
Period between the date of notification and AGM		34	33
Meeting venue		Amoris Hall of GS Tower / Gangnam-gu, Seoul	Amoris Hall of GS Tower / Gangnam-gu, Seoul
Method of notifying information on AGM		Publication on our website, sending a written convocation notice, Financial Supervisory Service and Korea Exchange Data Analysis, Retrieval and Transfer System (DART)	Publication on our website, sending a written convocation notice, Financial Supervisory Service and Korea Exchange Data Analysis, Retrieval and Transfer System (DART)
Convocation notice in other languages for foreign shareholders	Notified	O	O
	Notification method	Announcement on details of annual shareholders' meeting in English at our website and IR meeting on foreign institutions to explain agenda items	Announcement on details of annual shareholders' meeting in English at our website and IR meeting on foreign institutions to explain agenda items
Details	Attendance of the Board members	5/9	5/9
	Attendance of auditors or Audit Committee members	2/5	3/5
	Key points from the shareholder remarks	1) Speakers: 10 (10 individual shareholders) 2) Key point of remark: remarks in favor of each	1) Speakers: 8 (8 individual shareholders) 2) Key point of remark: remarks in favor of each

B. Based on the above, if the company has failed to provide the sufficient amount of information regarding the general meetings of shareholders well in advance, explain the reason(s) and future plans.

(1) Shortcomings and the reason(s)

The company has been trying to provide information related to the annual shareholders' meeting over a sufficient period of time.

(2) Future plans and additional explanations

In the future, we will continue to comply with the Corporate Governance Best Practice Guidelines by notifying shareholders at least 28 days prior to the Annual Shareholders' Meeting, thereby ensuring that shareholders have sufficient time to review the relevant information.

■ [201200] (Sub-principle 1-2) - Shareholders shall be able to participate in the AGM and express their opinions to the fullest extent.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

We are faithfully complying with the above detailed principles.

A. Describe the general information regarding the exercise of the shareholders' direct or indirect voting rights.

(1) Describe whether the company has avoided the convocation of its general meeting of shareholders during the popular dates for AGM, conducted voting in writing, solicited the voting by proxy, etc. for the last three business years.

In connection with the "Annual Shareholders' Meeting Voluntary Distribution Program," which was introduced to enhance the environment in which shareholders exercise their voting rights and facilitate their participation in the annual shareholders' meetings, Hyundai Mobis has held its annual shareholders' meetings, since 2020, on days when shareholders' meetings are not expected to be concentrated. Hyundai Mobis has not introduced written voting system, yet is endeavoring to achieve the convenient exercise of shareholder rights by introducing an electronic voting system since the 43rd annual shareholders' meeting held in March 2020. Moreover, Hyundai Mobis has recommended its shareholders to submit votes by way of using a proxy and disclosed relevant reference material in compliance with applicable regulations. Furthermore, for the shareholders who are unable to attend shareholders' meeting in person, Hyundai Mobis began live broadcast of the general meeting of shareholders such that the shareholders can view the meeting online.

For Annual Shareholders' Meetings, Hyundai Mobis sent proxy statements to all shareholders via mail. Hyundai Mobis has provided guidelines on attending shareholders' meetings and exercising votes by proxy to individual shareholders who had questions about the voting process. Hyundai Mobis directly contacted institutional investors with equity interests exceeding a certain level and encouraged them to exercise their voting rights through the proxy solicitation process.

Hyundai Mobis did not adopt written voting procedures because they are statistically less utilized compared to the cost and cannot readily reflect changes in shareholders' decision when there is a change in the agenda for shareholders' meeting.

Table 1-2-1: Access to the Exercise of the Voting Right at AGM

Category	48th AGM	47th AGM	46th AGM
Popular period for AGM	2025.03.21	2024.03.22	2023.03.24
	2025.03.27	2024.03.27	2023.03.30
	2025.03.28	2024.03.29	2023.03.31
Dates of AGM	2025-03-19	2024-03-20	2023-03-22
Avoided the convocation of AGM during the popular AGM period (peak days)	O	O	O
Conducted voting in writing	X	X	X
Conducted E-voting	O	O	O
The company solicited the voting by proxy	O	O	O

(2) Provide the ratio of votes in favor and against each agenda item, along with the details, from the general meetings of shareholders convened between the start of the period subject to disclosure to the report submission date.

During the disclosure period, the following are the details of the voting results by agenda item for the shareholders' meetings held from the beginning of the fiscal year to the date of this report:

At the 48th Annual Shareholders' Meeting held on March 19, 2025, the voting rights for 77,041,715 shares, representing approximately 85.1% of the entire shares with voting rights, were exercised via direct exercise of voting rights, proxy voting, and the exercise of voting rights via the solicitation of proxy voting. All six items on the agenda were approved as originally proposed, and there were no additional agenda items proposed by shareholders.

At the 47th Annual Shareholders' Meeting held on March 20, 2024, the voting rights for 74,093,630 shares, representing approximately 81.7% of the entire shares with voting rights, were exercised via direct exercise of voting rights, proxy voting, and the exercise of voting rights via the solicitation of proxy voting. All seven items on the agenda were approved as originally proposed, and there were no additional agenda items proposed by shareholders.

Table 1-2-2: Resolutions from General Shareholders' Meetings

	Type of resolutions	Purpose of meeting	Approval	Total number of issued shares with voting rights (1)	No. of shares with voting rights exercised among (1)	No. of shares in favor	Percentage of shares in favor (%)	No. of shares against, abstained, etc.	Percentage of shares against, abstained, etc. (%)	
48th AGM	Item1	보통(Ordinary)	Approval of the 48th financial statement (excluding the statement of appropriation of retained earnings) (Jan. 1-Dec. 31, 2024)	가결(Approved)	90,490,640	77,041,715	73,647,474	95.6	3,394,241	4.4
	Item2	보통(Ordinary)	Agenda on approval of a statement of appropriation of retained earnings	가결(Approved)	90,490,640	77,041,715	76,849,673	99.8	192,042	0.2
	Item3-1	보통(Ordinary)	Election of Independent Director Hwajin Kim	가결(Approved)	90,490,640	77,041,715	69,942,403	90.8	7,099,312	9.2
	Item3-2	보통(Ordinary)	Election of Internal Director Gyusuk Lee	가결(Approved)	90,490,640	77,041,715	67,863,085	88.1	9,178,630	11.9
	Item3-3	보통(Ordinary)	Election of Internal Director Yungeog Cho	가결(Approved)	90,490,640	77,041,715	59,769,565	77.6	17,272,150	22.4
	Item4	보통(Ordinary)	Election of the Audit Committee member Hwajin Kim	가결(Approved)	64,215,201	50,766,276	44,283,659	87.2	6,482,617	12.8
	Item5	보통(Ordinary)	Approval of ceiling amount of directors' compensations	가결(Approved)	90,490,640	77,041,715	76,479,612	99.3	562,103	0.7
	Item6	특별(Extraordinary)	Partial amendment of the Articles of Incorporation	가결(Approved)	90,490,640	77,041,715	76,963,218	99.9	78,497	0.1
	Item1	보통(Ordinary)	Approval of the 47th financial statement (excluding the statement of appropriation of retained earnings) (Jan. 1-Dec. 31, 2023)	가결(Approved)	90,668,643	74,093,630	70,926,660	95.7	3,166,970	4.3
		보통(Ordinary)	Agenda on approval of a statement	가결(Appro						

47th AGM	Item2	ry)	of appropriation of retained earnings	ved)	90,668,643	74,093,630	73,274,594	98.9	819,041	1.1
	Item3-1	보통(Ordinary)	Election of Independent Director Keith Witek	가결(Approved)	90,668,643	74,093,630	51,473,740	69.5	22,619,890	30.5
	Item3-2	보통(Ordinary)	Election of Internal Director Kitae Park	가결(Approved)	90,668,643	74,093,630	62,268,024	84.0	11,825,606	16.0
	Item4	보통(Ordinary)	Election of the Audit Committee member Keith Witek	가결(Approved)	63,671,361	47,096,348	24,504,710	52.0	22,591,638	48.0
	Item5	보통(Ordinary)	Appointment of independent directors who becomes audit committee member Jina Kang	가결(Approved)	63,671,361	47,096,353	37,720,796	80.1	9,375,557	19.9
	Item6	보통(Ordinary)	Approval of ceiling amount of directors' compensations	가결(Approved)	90,668,643	74,093,635	72,229,865	97.5	1,863,770	2.5
	Item7	특별(Extraordinary)	Partial amendment of the Articles of Incorporation	가결(Approved)	90,668,643	74,093,635	73,969,987	99.8	123,648	0.2

B. Describe the company's efforts to communicate with shareholders when there was an agenda item with a high opposition rate or that was rejected, and provide the details.

At the 47th general shareholders' meeting agenda, 30.5% and 48.0% of the objections and abstentions on two agendas related to the appointment of new independent directors (Agenda 3-1, Independent director Appointment and Agenda 4, Audit Committee Member Appointment) were recorded, respectively.

In 2023, semiconductor startup Tenstorrent, where Keith Witek, an independent director, is serving as COO, has a history of attracting investments from Hyundai Motor Group (Hyundai Motor, Kia). There were objections from the voting advisory body that the appointment of the independent director could undermine the 'Board Independence'.

However, there is no equity relationship or transaction history between Tenstorret and the Company, and this does not constitute a reason for disqualification from the appointment of independent directors under the Commercial Act. Additionally, Keith Witek is a management expert who served as a director of global companies such as Google and Tesla, and he is expected to seek advice on our semiconductor business as the current Tenstorrent COO, so he was appointed as a new independent director candidate after deliberation by the Independent Director Candidate Recommendation Committee.

The Company has faithfully explained the details related to the appointment of new independent directors through the NDR explanation of the agenda for major shareholders of the Company, and the detailed schedule is shown in the table below.

	Period	Number of meetings
Domestic	2/22 ~ 2/23	Total 19 Including NPS
America	2/27 ~ 2/29	Total 9
Europe	2/26 ~ 2/29	Total 18
Asia	2/26 ~ 3/1	Total 17

In addition, the Company held a separate meeting to explain the agenda to shareholders other than the above NDR for voting advisory institutions and investment institutions that received requests, and conducted a faithful explanation of the above agenda by sending letters to shareholders.

Furthermore, in December 2024, a Governance NDR was conducted, led by Independent Director Young Chang, who is responsible for shareholder rights protection, and participated in by Hwajin Kim, Chair of the Corporate Sustainability Management Committee. This session facilitated direct communication with shareholders regarding Keith Witek's appointment and the concerns surrounding board independence.

C. Based on the above, if the company has not taken sufficient measures to encourage shareholders to actively participate in the decision-making process such as the general shareholders' meetings, explain the reason(s) and future plans.

(1) Shortcomings and the reason(s)

The company is making faithful efforts for shareholders to participate in the general shareholders' meeting.

(2) Future plans and additional explanations

The Company has held a general shareholders' meeting since the 2020 general shareholders' meeting on days other than the expected date of the general shareholders' meeting in connection with the "Voluntary Distribution Program of Shareholders' Meeting" introduced to improve the environment for shareholders to exercise voting rights and promote participation in the general shareholders' meeting. We will continue to promote shareholders' participation in the general shareholders' meeting through the implementation of the above systems.

■ [201300] (Sub-principle 1-3) - Companies shall provide shareholders with the opportunity to propose agenda items for the general shareholders' meetings, and allow them to ask questions and request explanations regarding the proposals during the meetings.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the details about the shareholders' right to propose agenda items, in the following:

(1) Does the company provide a detailed guidance on the procedures related to shareholders' proposal on its website, etc.?

Implemented Y O

The company provides information about the cumulative voting system, written voting system, and electronic voting system on the investment information - general information - shareholders - introduction tab on the website (www.mobis.com).

(2) Has the company established and implemented regulations on the procedures and standards for handling shareholders' proposals?

Implemented Y O

When a shareholder proposal is accepted, Hyundai Mobis follows the procedure on shareholders' rights to make proposals as it is specified in the KCC, and Hyundai Mobis' IR Team is responsible for processing the shareholders' right to make proposals.

If and when the proposal made by the shareholder is accepted, we verify whether it is a shareholder and undertake a legal review concerning the proposed agenda item, then reply within 7 business days concerning the accepted statement of verification, in writing or via electronic document. Hyundai Mobis faithfully ensures the shareholders' right to make proposals by submitting agenda proposed by the shareholders to the Board of Directors - unless there are any legal issues - and then submitting the agenda items to the general meeting of shareholders.

(3) Describe the details of shareholders' proposals raised between the start of the period subject to disclosure to the report submission date, and explain how those proposals were addressed.

There are shareholders' proposals N(X)

No shareholder proposals were raised between the start of the disclosure period and the report submission date; therefore, no separate implementation status has been provided.

Table 1-3-1: Status of Shareholder Proposals

	Date of Proposal	Proposing entity	Type	Main content	In process / Implemented	Approval	Approval Rate (%)	Rejection Rate (%)

(4) Describe the main content of open letters the company has received from shareholders between the start of the period subject to disclosure to the report submission date. And explain how those proposals were addressed.

The company has received open letters N(X)

No open letters were submitted as part of stewardship activities by institutional investors between the beginning of the previous fiscal year and the report submission date; therefore, no separate implementation status has been provided.

Table 1-3-2: Status of Open Letters

	Date of dispatch	Sender	Main content	Date of reply	Acceptance	Main content of the reply

B. Based on the above, describe any shortcomings in the policy to facilitate the exercise of the shareholders' right to propose agenda items. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

Regulations related to the procedures and standards for handling the agenda proposed by shareholders are prepared, and matters related to shareholder proposal rights are handled through the IR team.

(2) Future plans and additional explanations

We will make efforts to improve the ease of shareholder proposals in the future.

■ [201400] (Sub-principle 1-4) - Companies shall prepare mid- to long-term shareholder return policies including the one related to dividends and future plans, and provide shareholders with predictability regarding dividends.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe whether the company has established a policy on shareholder return and whether it fully informs its shareholders of the information, including the following:

(1) Has the company established a dividend policy and other shareholder return policies?

Established Y O

Hyundai Mobis has established a shareholder maximization policy to enhance shareholder value and annually discloses the policy (in both Korean and English) through the "Timely Disclosure Obligation" and on the company's website. Dividends are paid pursuant to the disclosed shareholder maximization policy and the Articles of Incorporation, based on board resolution and resolution of the general meeting of shareholders. Within the scope of profit available for dividends, Hyundai Mobis determines dividend payouts by taking into account investments for sustainable growth, enhancement of shareholder value, and the overall business environment. Information related to dividends is provided four weeks prior to the annual shareholders' meeting through the "Disclosure on the Determination of Cash and Property Dividend." In addition, pursuant to the disclosed shareholder maximization policy, Hyundai Mobis provides information regarding the purchase and retirement of treasury stocks through both decision and result disclosures.

In 2019, Hyundai Mobis announced paying a dividend 20~40% of the annual free cash flow from 2019 to 2021 with a mid-to-long-term shareholder return policy, retiring treasury shares in the sum of KRW 187.5 billion over 3 years and retiring existing two million treasury shares as well as purchasing KRW 1 trillion of our stock. During these three years after announcement, Hyundai Mobis distributed KRW 1.1 trillion with maintaining an annual dividend per share (KRW 4,000 on a basis of an ordinary share) despite profit decrease caused by Covid-19, and purchased total KRW 985.9 billion of treasury shares. Additionally, Hyundai Mobis achieved total KRW 2.6 trillion shareholder returns as the company carried out the policy faithfully by retiring KRW 187.5 billion won of stock among the purchase amount and existing two million shares (around KRW 460 billion).

Subsequently, the shareholder return policy for 2022 has been newly unveiled in Feb. 2022. It contains that managing flexibly at the level of 20~30% of payout ratio, continuing quarterly dividend, purchasing KRW 330 billion of treasury stock and retiring KRW 62.5 billion of stocks within 2022. It features changing calculation method from existing free cash flow (FCF) to payout ratio by accepting shareholders' proposals. Accordingly, Hyundai Mobis paid quarterly dividend of KRW 1,000 per share in Aug. 2022 to shareholders as of late June, and distributed total KRW 367.1 billion (KRW 4,000 on a basis of an ordinary share) per share including settlement dividend of KRW 3,000 won per share (KRW 3,050 for preferred stock) in Apr. 2023 to shareholders as of 2022 Y/E. Treasury stock was purchased with KRW 313.2 billion, and KRW 62.5 billion worth of stock retirement among the stock acquired previously was carried out.

In 2023, Hyundai Mobis maintained its existing dividend policy while reducing the amount of treasury stock purchases compared to the previous year, taking into account the investment burden from the establishment of overseas electrification plants. However, the company sought practical ways to enhance shareholder returns by retiring all purchased shares. Hyundai Mobis announced and implemented its 2023 shareholder value maximization plan, which included the purchase of KRW 146.5 billion worth of treasury stock and the full retirement of the acquired shares. Additionally, the company paid a dividend of KRW 4,500 per share (KRW 4,550 for preferred shares), an increase of KRW 500 from the previous year, with total dividends amounting to KRW 407.3 billion.

In 2024, despite large-scale capital expenditures including investments in a new electrification plant in North America and expanded R&D spending, Hyundai Mobis maintained the same shareholder return policy as the previous year to build trust through consistent shareholder returns. The company purchased KRW 163 billion worth of treasury stock and retired all of it.

Reflecting profit growth, Hyundai Mobis paid a dividend of KRW 6,000 per share (KRW 6,050 for preferred shares), an increase of KRW 1,500 from the previous year, with total dividends amounting to KRW 539.5 billion.

From 2022 to 2024, Hyundai Mobis faithfully implemented its shareholder value maximization plan, distributing a total of KRW 1.3 trillion in dividends and purchasing KRW 622.7 billion worth of treasury stock. Among the purchased shares, KRW 372 billion worth were retired, resulting in a total

al shareholder return of KRW 1.9 trillion over the three-year period.

Starting in 2025, Hyundai Mobis plans to implement a mid-to-long-term shareholder value maximization plan over the next three years through 2027. By harmonizing investments for future growth with shareholder returns, the company aims to faithfully achieve its TSR 30%+ target. As part of this plan, Hyundai Mobis intends to retire all of its existing treasury shares over the three-year period. To enhance the continuity and predictability of dividends, the company will continue to provide quarterly dividends to shareholders as of the end of June. In 2025, Hyundai Mobis plans to conduct treasury stock purchases and retirements twice - once in the first half and once in the second half of the year. As of the reporting date, the first-half treasury stock purchase (1.2 million shares, worth KRW 304.5 billion) has been completed.

(2) How the company deliver the information about its shareholder return policy to shareholders? Does the company also provide the return policy material in English?

The company has notified shareholders of the policy at least once a year Y O

The material is also provided in English Y O

Our company announces its shareholder return policy annually and provides the English version through (1) the "Timely Disclosure Obligation" and (2) the company's website.

(3) If the company has paid out the cash dividends between the start of the period subject to disclosure to the report submission date, did the company provide predictability regarding dividends by making dividend decisions before the dividend record date?

Reflected to the articles of incorporation Y O

Implemented Y O

To enhance the predictability of dividends for shareholders, our company amended its Articles of Incorporation through a resolution at the 46th Annual General Meeting of Shareholders. Based on this amendment, the record date for the 47th year-end dividend was set as March 25, 2024, following the Annual General Meeting held on March 20, 2024. Likewise, the record date for the 48th year-end dividend was set as March 24, 2025, following the Annual General Meeting held on March 19, 2025.

In addition, in line with the revision of the Capital Markets Act, our company recently amended its Articles of Incorporation through a resolution at the 48th Annual General Meeting of Shareholders to improve the procedure for quarterly dividends. As a result, the record date for quarterly dividends can now be set after the dividend amount is determined, in the same manner as year-end dividends.

Details of the amendments to the Articles of Incorporation related to year-end and quarterly dividends are as follows.

AGM	Before	After	Purpose
46th AGM	<p>Article 46 Dividends</p> <p>⑥ Dividends under paragraph (1) shall be paid to shareholders or registered pledgees listed in the shareholders' register as of the date set forth in Article 13 (1).</p>	<p>Article 46 Dividends</p> <p>⑥ The Company may, by a resolution of the Board of Directors, set a record date for the determination of the shareholders to be entitled to receive the dividends under Paragraph(1), and if a record date has been determined, the Company shall give public notice of such record date at least two(2) weeks prior to the record date.</p>	Reflecting improvements in dividend procedures
	<p>Article 46-2 Quarterly Dividends</p> <p>① The Company may pay quarterly dividends to its shareholders registered in the shareholders re</p>	<p>Article 46-2 Quarterly Dividends</p> <p>① The Company may distribute quarterly dividends by a resolution of the Board of Directors withi</p>	

48th AGM	<p>gistry as of the end of March, June and September starting from the commencement date of the relevant fiscal year pursuant to Article 165-12 of the FSCMA. Quarterly dividends shall be distributed in cash.</p> <p>② The quarterly dividends under Paragraph (1) shall be paid by a resolution of the Board of Directors, which shall be made within forty-five (45) days from the record date set forth in Paragraph 1) above.</p> <p>(The rest has been omitted)</p>	<p>n forty-five (45) days from the end of March, June and September starting from the commencement date of the relevant fiscal year pursuant to Article 165-12 of the FSCMA. Quarterly dividends shall be distributed in cash.</p> <p>② The Company may determine a record date to confirm shareholders entitled to receive the dividends under Paragraph (1) by a resolution of the Board of Directors. If a record date is set, it must be publicly announced at least two weeks in advance.</p> <p>(The rest has been omitted)</p>	Reflecting improvements in dividend procedures
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Table 1-4-1: Dividend Record Date and Dividend Amount Confirmation Date

	Closing month	Year-end dividend	Date of dividend record	Date of dividend amount confirmation	Provision of cash dividend predictability
1st Dividend	12월(Dec)	O	2024-03-25	2024-03-20	O
2nd Dividend	12월(Dec)	X	2024-06-30	2024-07-25	X
3rd Dividend	12월(Dec)	O	2025-03-24	2025-03-19	O

B. Based on the above, describe any shortcomings in the course of establishing the shareholder return policy and providing related information. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

The company is in full compliance with the above sub-principle.

(2) Future plans and additional explanations

Our company announces its shareholder return policy annually in both Korean and English through public disclosures. In 2023, we amended our Articles of Incorporation to enhance the predictability of dividends for shareholders by enabling the determination of dividends prior to the record date for the 47th year-end dividend. Going forward, our company will continue to make efforts to enhance dividend predictability and maintain consistent communication with the market through the regular announcement of shareholder return policies.

■ [201500] (Sub-principle 1-5) - Shareholders' rights to receive the appropriate amounts of dividends, etc. shall be respected based on the shareholder return policy and future plans.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the company's recent actions on shareholder returns.

(1) Dividend-related matters

Based on the mid-to-long-term shareholder return policy announced in 2019, Hyundai Mobis endeavored to faithfully carry out its policy of allocating 20% to 40% of the free cash flows generated annually during the period from 2019 to 2021, and paying out quarterly dividends for three years.

Following the resolution of the Annual Shareholders' Meeting held in March 2019, a total of KRW 378.8 billion was allocated in the form of dividends in April 2019. This is an amount equivalent to 25.2% of the free cash flows of KRW 1,500.9 billion generated in the fiscal year of 2018. Furthermore, by a resolution of the Board of Directors in July 2019, the Board of Directors decided to close the list of shareholders for the quarterly dividends as of June 2019, and allocated quarterly dividends of KRW 94.7 billion (KRW 1,000 per share). Combining the year-end dividends determined at the Annual Shareholders' Meeting in March 2020, a total of KRW 375 billion was allocated for the fiscal year of 2019, which is equivalent to 26.5% of the free cash flows generated in 2019 or KRW 1,415.9 billion.

In accordance with the "(Proposed) 2020 Shareholder Return Policy" announced on June 11, 2020, Hyundai Mobis, considering the uncertainty of the amount of expected dividends during the year due to COVID-19, Hyundai Mobis decided not to distribute quarterly dividends during 2020 (which was initially planned to amount to one-third of the amount of expected dividends during the year). In 2020, Hyundai Mobis distributed year-end dividends for the 44th fiscal year determined at the Annual Shareholders' Meeting in March 2021 in the amount of KRW 370.1 billion (per-share dividend of KRW 4,000 for common share and KRW 4,050 for preferred share), an amount equivalent to 36.9% of the free cash flows generated in 2020 or KRW 1.0003 trillion, thereby continuing the year-end dividends despite the reduced profit attributable to the impact of COVID-19 pandemic.

In July 2021, Hyundai Mobis, through the resolution of the Board of Directors, paid out KRW 91.8 billion (KRW 1,000 per share) as quarterly dividends to the shareholders as of the end of June 2021. For the 2021 year-end dividends, Hyundai Mobis could not secure funds for dividend payments based on the previous FCF standard, as Hyundai Mobis's FCF sharply declined with the increased inventory in transit and net working capital due to the issues in procuring semiconductors and logistics crisis. Considering that the FCF-based dividend payout standard was introduced to maintain the balance between future investments and shareholder returns, and to ensure a stable level of dividends, the Board of Directors resolved on a special dividend payout standard for the 2021 year-end dividends, which reduced the abnormally increased level of inventory to a normal, pre-COVID-19 level. In the fiscal year of 2021, Hyundai Mobis allocated KRW 364.9 billion of dividends in total, including the year-end dividends resolved at the Annual Shareholders' Meeting in March 2022. This amount accounts for 23.3% of the FCF in 2021. As such, Hyundai Mobis paid out KRW 1.1 trillion of dividends in total over three years. The dividend per-share was maintained at KRW 4,000 of common shares. As such, Hyundai Mobis faithfully completed the 3-year planned mid-to long-term Shareholder Value Maximization policy.

On February 17, 2022, our company announced its next shareholder return policy, the "2022 Shareholder Value Maximization Plan," stating that dividends would be flexibly managed at a payout ratio of 20-30% based on net income excluding equity method gains, and that quarterly dividends would continue. In accordance with the board resolution on July 21, 2022, our company paid a quarterly dividend of KRW 1,000 per share on August 10, 2022, to shareholders as of the end of June. Following the 46th Annual General Meeting of Shareholders held on March 22, 2023, our company paid a year-end dividend of KRW 3,000 per ordinary share (KRW 3,050 per preferred share) to shareholders as of December 31, 2022. Including both quarterly and year-end dividends, the total dividend amounted to KRW 4,000 per ordinary share (KRW 4,050 per preferred share), with an aggregate payout of KRW 367.1 billion. The annual payout ratio for 2022, based on net income excluding equity method gains, was 23.2%.

In February 2023, our company announced its next shareholder return policy, stating that dividends would continue to be flexibly managed at a payout ratio of 20-30% based on net income excluding equity method gains, and that quarterly dividends would be maintained. This helped enhance the predictability of dividends for shareholders by maintaining the existing dividend policy. In accordance with the board resolution on July 26, 2023, our company paid a quarterly dividend of KRW 1,000 per share on August 14, 2023, to shareholders as of the end of June. Following the 47th Annual General Meeting of Shareholders held on March 20, 2024, our company paid a year-end dividend of KRW 3,500 per ordinary share (KRW 3,550 per preferred share) to shareholders as of the record date, March 25, 2024. Including both quarterly and year-end dividends, the total dividend amounted to KRW 4,500 per ordinary share (KRW 4,550 per preferred share), with an aggregate payout of KRW 407.3 billion. The annual payout ratio for 2023, based on net income excluding equity method gains, was 20.4%.

In January 2024, our company announced its next shareholder return policy, stating that dividends would continue to be flexibly managed at a payout ratio of 20-30% based on net income excluding equity method gains, and that quarterly dividends would be maintained. By continuing the e

xisting dividend policy, our company further enhanced the predictability of dividends for shareholders. In accordance with the board resolution on July 25, 2024, our company paid a quarterly dividend of KRW 1,000 per share on August 13, 2024, to shareholders as of the end of June. Following the 48th Annual General Meeting of Shareholders held on March 20, 2025, our company paid a year-end dividend of KRW 5,000 per ordinary share (KRW 5,050 per preferred share) to shareholders as of the record date, March 24, 2025. Including both quarterly and year-end dividends, the total dividend amounted to KRW 6,000 per ordinary share (KRW 6,050 per preferred share), with an aggregate payout of KRW 539.5 billion. The annual payout ratio for 2024, based on net income excluding equity method gains, was 20.1%.

The dividend payout ratio, modified dividend payout ratio, and shareholder return ratio for the last three years are shown in the following table.

Type	2024	2023	2022
Payout Ratio	13.40%	11.90%	14.80%
Modified Payout Ratio	20.20%	20.40%	23.20%
Shareholder Return Ratio	17.40%	16.20%	27.30%

1) Modified payout ratio : Payout ratio based on net income excluding equity method gains

2) Return ratio : (dividend + purchase of treasury shares)/net income

Table 1-5-1-1: Shareholder Returns for the Last Three Business Years

		General status		Stock dividend	Cash dividend (Unit: KRW)			
		Year	Closing month		Distributable profits	Total dividends	Dividends per share	Dividend yield (%)
Current year	Common shares	2024년	12월(Dec)	-	27,662,286,043,441	539,521,178,000	6,000	2.4
	Shares of different classes	2024년	12월(Dec)	-	27,662,286,043,441	24,042,700	6,050	0
Previous year	Common shares	2023년	12월(Dec)	-	25,696,393,126,355	407,302,414,500	4,500	2.0
	Shares of different classes	2023년	12월(Dec)	-	25,696,393,126,355	18,081,700	4,550	0
Year before last	Common shares	2022년	12월(Dec)	-	24,450,566,510,141	367,077,851,000	4,000	1.9
	Shares of different classes	2022년	12월(Dec)	-	24,450,566,510,141	16,094,700	4,050	0

Table 1-5-1-2: Cash Dividend Payout Ratio for the Last Three Business Years

Category	Current year	Previous year	Year before last
Consolidated based (%)	13.4	11.9	14.8
Non-consolidated based (%)	20.9	22.4	23.3

(2) Has the company taken any action regarding shareholder returns other than dividends? If so, describe it.

- Buyback and Cancellation of Treasury Shares

Our company faithfully executed its three-year mid-to-long-term shareholder return policy from 2019 to 2021, which included a KRW 1 trillion tra

sury share buyback, the cancellation of approximately 2 million treasury shares previously held, and the cancellation of KRW 187.5 billion worth of newly acquired treasury shares. In 2022 and 2023 as well, our company continued to implement the announced shareholder return policies to maximize shareholder value.

On April 26, 2019, the Board of Directors resolved to cancel 2,037,169 shares out of the 2,643,195 treasury shares held as of the end of 2018. The cancellation was executed on April 30, 2019, and the value of the cancelled shares, based on the share price on the cancellation date (KRW 232,500), amounted to KRW 473.6 billion. Following a board resolution in September 2019, a total of 1.3 million shares were repurchased from the market between September 30 and December 19, 2019, with a total buyback amount of KRW 322.5 billion.

On January 30, 2020, the Board of Directors resolved to cancel 252,000 common shares, worth approximately KRW 62.5 billion, out of the 1.3 million shares previously repurchased. Additionally, on September 29, 2020, the Board resolved to repurchase 983,000 shares, with a total buyback amount of KRW 234.8 billion.

On January 28, 2021, the Board of Directors resolved to cancel 261,600 common shares, worth approximately KRW 62.5 billion. Subsequently, 750,000 shares were repurchased pursuant to the board resolution on February 18, 2021, and an additional 765,000 shares were repurchased following the board resolution on July 23, 2021. The total buyback amount for these transactions was KRW 428.6 billion. In response to the uncertainty caused by COVID-19 in 2020, the buyback amount had been reduced; however, in 2021, the company increased the buyback volume accordingly to meet the originally announced plan. On November 1, 2021, 220,000 common shares, worth approximately KRW 62.5 billion, were cancelled following the board resolution on October 28, 2021.

On September 7, 2022, the Board of Directors resolved to cancel 288,000 common shares, worth approximately KRW 62.5 billion. Additionally, on December 8, 2022, the Board resolved to repurchase 1.5 million shares, with a total buyback amount of KRW 313.2 billion. Through these actions, our company faithfully executed both the previously announced mid-to-long-term shareholder return policy and the 2022 shareholder return plan.

On July 26, 2023, the Board of Directors resolved to repurchase 630,000 shares, with a total buyback amount of KRW 146.5 billion. All of the repurchased shares were cancelled on November 1, 2023, completing the execution of the 2023 shareholder return plan.

On February 16, 2024, the Board of Directors resolved to repurchase 660,000 shares, with a total buyback amount of KRW 163 billion. All of the repurchased shares were cancelled on June 3, 2024, completing the execution of the 2024 shareholder return plan.

In the first half of 2025, in accordance with the shareholder return plan announced in January, our company planned a treasury share buyback and cancellation totaling approximately KRW 300 billion. As of the report submission date, the buyback of 1.2 million shares, worth approximately KRW 304.5 billion, was completed pursuant to the board resolution on February 13, 2025. The cancellation of the repurchased shares is scheduled for June 2, 2025. In the second half of the year, the company plans to conduct a second round of buyback and cancellation, and is also reviewing the cancellation of previously held treasury shares through a board resolution.

-Disposition of Treasury Shares

In accordance with the board resolution on August 20, 2021, our company disposed of treasury shares through contributions to the employee stock ownership association and direct transfers to employees' individual securities accounts. A total of 24,417 shares were contributed to the employee stock ownership association, amounting to KRW 5.975 billion, and 15,848 shares were transferred to employees' individual accounts, amounting to KRW 3.878 billion.

On September 7, 2022, pursuant to a board resolution, our company disposed of 1,383,893 common shares to KT Corporation through a share exchange, based on a book value of KRW 340.212 billion. Additionally, on October 5, 2022, the Board resolved to dispose of 178,912 treasury shares through contributions to the employee stock ownership association and direct transfers to employees.

On October 26, 2023, pursuant to a board resolution, our company disposed of 78,023 shares through contributions to the employee stock ownership association, amounting to KRW 17.867 billion, and 110,456 shares through transfers to employees' individual securities accounts, amounting to KRW 25.294 billion.

On July 25, 2024, the Board resolved to dispose of 165,615 shares through contributions to the employee stock ownership association, amounting

ng to KRW 36.021 billion, and 168,825 shares through transfers to employees' individual securities accounts, amounting to KRW 36.719 billion. Additionally, on December 13, 2024, the Board resolved to dispose of 71,800 shares through contributions to the employee stock ownership association, amounting to KRW 17.447 billion, and 75,757 shares through transfers to employees' individual securities accounts, amounting to KRW 18.409 billion.

The status of changes in our company's treasury shares is as follows.

Board Resolution Date	Changes	Number of Shares	Balance	Remark
2021.1.28	Cancellation (out of the retained earnings)	△261,600	2,271,000	Shares cancelled during the 2nd year of the Shareholder Value Maximization Policy
2021.2.18	Buyback	750,000	3,021,000	Shares purchased (1st round of buyback) during the 3rd year of the Shareholder Value Maximization Policy
2021.07.23	Buyback	765,000	3,786,000	Shares purchased (2nd round of buyback) during the 3rd year of the Shareholder Value Maximization Policy
2021.08.20	Disposition	△40,265	3,745,735	For contribution to the Employee Stock Ownership Association and provision to employees; Due to employees who left Hyundai Mobis, there was difference of 427 shares from the quantity of treasury stock (40,692 shares) resolved by the Board of Directors
2021.10.28	Cancellation (out of the retained earnings)	△220,000	3,525,735	Shares cancelled during the 3rd year of the Shareholder Value Maximization Policy
2022.09.07	Disposition	△1,383,893	2,141,842	Disposed shares by the way of stock exchange with KT
2022.09.07	Cancellation (out of the retained earnings)	△288,000	1,853,842	Shares cancelled based on 2022 Shareholder Value Maximization Policy
2022.10.05	Disposition	△178,912	1,674,930	For contribution to the Employee Stock Ownership Association and provision to employees; Due to employees who left Hyundai Mobis, there was difference of 704 shares from the quantity of treasury stock (179,616 shares) resolved by the Board of Directors
2022.12.08	Buyback	1,500,000	3,174,930	Shares purchased based on 2022 Shareholder Value Maximization Policy
2023.07.26	Buyback	630,000	3,804,930	Shares purchased based on 2023 Shareholder Value Maximization Policy
2023.07.26	Cancellation (out of the retained earnings)	△630,000	3,174,930	Shares cancelled based on 2023 Shareholder Value Maximization Policy
2023.10.26	Disposition	△188,479	2,986,451	For contribution to the Employee Stock Ownership Association and provision to employees; Due to employees who left Hyundai Mobis, there was difference of 11,560 shares from the quantity of treasury stock (179,616 shares) resolved by the Board of Directors
2024.02.16	Buyback	660,000	3,646,451	Shares purchased based on 2024 Shareholder Value Maximization Policy
2024.02.16	Cancellation (out of the retained earnings)	△660,000	2,986,451	Shares cancelled based on 2024 Shareholder Value Maximization Policy
2024.07.25	Disposition	△334,440	2,652,011	For contribution to the Employee Stock Ownership Association and provision to employees
2024.12.13	Disposition	△147,557	2,504,454	For contribution to the Employee Stock Ownership Association and provision to employees; Due to employees who left Hyundai Mobis, there was difference of 11 shares from the quantity of treasury stock (147,568 shares) resolved by the Board of Directors
2025.02.13	Buyback	1,200,000	3,704,454	Shares purchased based on 2025 Shareholder Value Maximization Policy

B. Based on the above, describe any shortcomings regarding the shareholders' rights to receive an appropriate amount of shareholder returns. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

Our company faithfully implements its policy that respects shareholders' right to receive an appropriate level of shareholder returns.

(2) Future plans and additional explanations

Going forward, our company will continue to uphold a shareholder return policy that seeks a balanced approach between shareholder returns - such as dividends and treasury share buybacks/cancellations - and future growth through both organic and inorganic investments. Through this, we will strive to ensure that shareholders are guaranteed the right to receive an appropriate level of shareholder returns.

[202000] (Core Principle 2) Shareholders shall hold fair voting rights according to the class and number of shares owned; and the corporation shall make efforts to be equipped with a system that provides corporate information to the shareholders in a fair manner

■ **[202100] (Sub-principle 2-1) - Companies shall ensure that the shareholders' voting rights are not infringed upon, and provide sufficient amount of corporate information to shareholders at the right time, in a fair manner.**

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the details about the stock issuance as of the preparation date of this report, in the following:

(1) Stock issuance status

Under the Articles of Incorporation, the total number of shares our company is authorized to issue is 275,000,000 common shares and 25,000,000 preferred shares (par value per share: KRW 5,000). As of the report submission date, the total number of shares issued is 159,659,165 common shares and 67,996 preferred shares.

Our company has retired treasury shares through profit cancellation on several occasions: 261,600 common shares on February 1, 2021; 220,000 common shares on November 1, 2021; 288,000 common shares on September 15, 2022; 630,000 common shares on November 1, 2023; and 660,000 common shares on June 3, 2024.

Including capital reductions and profit cancellations, the total number of shares reduced by the end of 2024 amounts to 66,664,071 common shares and 64,022 preferred shares. As of the end of 2024, our company holds 2,504,454 common shares as treasury stock, and the number of outstanding shares is 90,490,640 common shares and 3,974 preferred shares.

Table 2-1-1-1: Total Number of Authorized Shares (Unit: Shares)

Common shares	Shares of different classes	Total number of authorized shares
275,000,000	25,000,000	300,000,000

Table 2-1-1-2: Detailed Status of Stock Issuance

	No. of shares issued	Issuance rate (%)	Note
Common shares	92,995,094	33.82	-
Preferred shares	3,974	0.02	-

(2) Details and reason(s) for granting the voting rights by class of shares, and the history of the AGMs convened for different classes of shares.

The outstanding preferred shares have no voting rights, and 1% per year is paid more in cash based on the par value than the dividends paid for common shares. In the case of preferred shareholders' meetings, there are no relevant matters during the disclosure period.

B. Based on the above, explain the reason(s) and future plans if the voting rights are not fairly granted to shareholders based on the type and number of shares they hold.

(1) Shortcomings and the reason(s)

Shareholders are granted equal voting rights based on their shareholdings, and our company is committed to enhancing shareholder value by stipulating in the Corporate Governance Charter that shareholders shall be treated fairly. Specifically, Article 1.2 "Fair Treatment of Shareholders" states: "1. (Protection of Voting Rights) The voting rights of shareholders, which are fundamental rights, shall not be infringed. However, restrictions on voting rights of specific shareholders may be imposed in accordance with applicable laws." Accordingly, our company makes active efforts to ensure the fair protection of shareholders' voting rights in accordance with the Commercial Act and relevant regulations, so that shareholders' inherent rights are not infringed.

(2) Future plans and additional explanations

In the future, we will continue to make sure that each shareholder's voting rights are not violated.

C. Describe the details of the overall information on communications the company had with shareholders between the start of the period subject to disclosure to the report submission date, in the following:

(1) Details on major investor relations (IR) events, conference calls, and conversations with shareholders including institutional investors.

Our company regularly conducts conference calls and domestic and overseas investor relations (IR) meetings around January, April, July, and October each year to announce annual, first quarter, half-year, and third quarter earnings results. In addition, we hold ad-hoc IR meetings and participate in conferences to engage with domestic institutional investors, foreign investors, and potential or minority shareholders.

Furthermore, our company conducts governance non-deal roadshows (NDRs) annually, accompanied by Lead Independent Director Mr. Youngwoo Jang, who is responsible for protecting shareholder rights. Through these sessions, we actively communicate governance-related matters beyond financial performance with the market and report the discussions to the Board of Directors.

Details of our company's participation in domestic and overseas IR events and conferences can be found through disclosures submitted to KIND (<http://kind.krx.co.kr>) and the electronic disclosure system (<http://dart.fss.or.kr/>). Presentation materials and related documents are also available on our company website (<http://www.mobis.com> → Investor Relations → Public Disclosure & Filings → Earnings Releases).

Please refer to the table below for a summary of major IR activities, conference calls, and meetings with minority shareholders and other investors held from the beginning of the reporting period to the date of submission of this report.

Date	Target	Type	Content	Remark
2024.01.26	Domestic and foreign securities firm analysts, etc.	Conference call	4Q business results and main interests	
2024.01.29	Domestic institutional investors	In-person meeting, conference call or video conference	4Q business results and main interests	1/29 ~ 1/30

2024.02.21	CIOs of domestic and foreign institutional investors	In-person meeting	Explanations and Q&A on the agenda of the 47th Annual Shareholders' Meeting and major business issues	CIO Meeting hosted by CFO
2024.02.22	Domestic institutional investors	In-person meeting	Explanations and Q&A on the agenda of the 47th Annual Shareholders' Meeting and major business issues	2/22 ~ 2/23
2024.02.23	Foreign institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	JP Morgan Korea Conference
2024.02.26	Foreign institutional investors	In-person meeting, conference call or video conference	Explanations and Q&A on the agenda of the 47th Annual Shareholders' Meeting and major business issues	- America : 2/26 ~ 2/28 - Europe : 2/26 ~ 2/29 - Asia : 2/26 ~ 3/1
2024.03.07	Domestic and foreign institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	Citi's 2024 Korea Investor Conference
2024.04.26	Domestic and foreign securities firm analysts, etc.	Conference call	1Q business results and main interests	
2024.04.29	Domestic institutional investors	In-person meeting, conference call or video conference	1Q business results and main interests	4/29 ~ 4/30
2024.05.08	Foreign institutional investors	In-person meeting	Product competitiveness, technology, etc. of electrification business	Electrification business sites visit
2024.05.09	Domestic and foreign institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	Samsung Global Conference 2024
2024.05.13	Foreign institutional investors	In-person meeting, conference call or video conference	1Q business results and main interests	- America/Europe : 5/13 ~ 5/16 - Japan : 5/13 ~ 5/14
2024.05.22	Foreign institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	BofA 2024 Korea Conference
2024.05.23	Domestic institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	NH Securities The C Forum 2024
2024.05.23	Foreign institutional investors	In-person meeting or Video Conference	Recent business status and strategy, main interests, etc.	CGSI Tech & EV Virtual Conference 2024
2024.05.27	Foreign institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	UBS Asian Investment Conference
2024.05.28	Foreign institutional investors	In-person meeting	1Q business results and main interests	Singapore : 5/28 ~ 5/29
2024.06.20	Foreign institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	Taiwan : 6/20 ~ 6/21
2024.06.26	Domestic institutional investors	Conference call	Recent business status and strategy, main interests, etc.	Daishin Corporate Day
2024.07.26	Domestic and foreign securities firm analysts, etc.	Conference call	2Q business results and main interests	
2024.07.29	Domestic institutional investors	In-person meeting or conference call	2Q business results and main interests	7/29 ~ 7/31
2024.07.30	Foreign institutional investors	In-person meeting or conference call	2Q business results and main interests	- America : 7/30 ~ 8/2 - Singapore/Hongkong : 8/5 ~ 8/9 - Europe : 8/5 ~ 8/8
2024.08.26	Foreign institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	UBS Korea Summit 2024
2024.08.30	Domestic and foreign institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	JP Morgan Korea Corporate Day
2024.09.03	Domestic institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	2024 KB Korea Conference
2024.09.10	Foreign institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	31st CITIC CLSA Investors' Forum
2024.09.25	Domestic institutional investors	In-person meeting	Recent business status and strategy, main interests, etc.	2024 Kiwoom Corporate Day
2024.10.25	Domestic and foreign securities firm analysts, etc.	Conference call	3Q business results and main interests	
2024.10.28	Domestic institutional investors	In-person meeting or conference call	3Q business results and main interests	10/28 ~ 10/29
2024.11.19	Major institutional Investors and Analysts	Presentation, QnA Meeting and Online live streaming	Key Management Strategies, Financial Targets, and Mid-to-Long-Term Corporate Value Maximization Plan	2024 CEO Investor Day
				- Domestic : 11/20 ~ 11/21

2024.11.20	Domestic and foreign institutional investors	In-person meeting	2024 3Q business results, CEO Investor Day and main stories of Corporate Value Maximization Plan	- Foreign : ① Hongkong - 11/20 ~ 11/22 ② Singapore - 11/26 ~ 11/27 ③ America - 12/2 ~ 12/6
2024.11.25	Domestic and foreign institutional investors	In-person meeting or conference call	Governance NDR for Domestic and Overseas Institutional Investors	- Domestic : 11/25 - Foreign Institution : ① Asia - 11/29 ② Europe - 12/2 ~ 12/4
2025.01.24	Domestic and foreign securities firm analysts, etc.	Conference call	4Q business results and main interests	
2025.02.03	Domestic institutional investors	In-person meeting or conference call	4Q business results and main interests	2/3 ~ 2/4
2025.02.19	CIOs of domestic and foreign institutional investors	In-person meeting	Explanations and Q&A on the agenda of the 48th Annual Shareholders' Meeting and major business issues	
2025.02..20	Domestic major institutional investors	In-person meeting	Explanations and Q&A on the agenda of the 48th Annual Shareholders' Meeting and major business issues	2/20 ~ 2/21
2025.02..21	Foreign institutional investors	In-person meeting	4Q business results and main interests	JP Morgan Korea Conference
2025.02..24	Foreign major institutional investors	In-person meeting or conference call	Explanations and Q&A on the agenda of the 48th Annual Shareholders' Meeting and major business issues	- America : 2/24 ~ 2/27 - Europe : 2/24 ~ 2/27 - Singapore : 2/25 ~ 2/26 - Hongkong : 3/5 ~ 3/6
2025.04.25	Domestic and foreign securities firm analysts, etc.	Conference call	1Q business results and main interests	
2025.04.28	Domestic institutional investors	In-person meeting, conference call or video conference	1Q business results and main interests	4/28 ~ 4/29
2025.05.08	Foreign institutional investors	In-person meeting or conference call	1Q business results and main interests	- America : 5/12 ~ 5/14 - Europe : 5/12 ~ 5/14 - Singapore : 5/13 ~ 5/14

(2) Details on separate events held to conduct a communication with minority shareholders, if any.

Separate events were held Y(O)

Hyundai Mobis held conference calls and IR meetings to explain the agenda of the general meetings of shareholders and announce business results toward potential and minority shareholders as well, irrespective of their shareholding ratios. The above IR events held included participation by minority shareholders with the shareholding ratio of less than 1%. In addition, Hyundai Mobis has strengthened direct communications with its shareholders, including minority shareholders, by appointing one director out of the five independent directors from among the candidates recommended by various shareholders (regardless of their shareholding ratios) and by appointing one member of the Corporate Sustainability Management Committee as the member in charge of protecting the shareholders' rights and interests.

During the week-long governance related IR events held in December 2024, the shareholder-recommended independent director directly participated in the event for Korean and foreign institutional investors (including minority shareholders) to actively communicate with the market and earn their trust. As such, Hyundai Mobis has endeavored to provide its shareholders with information on the Company in a timely, sufficient, and fair manner.

(3) Details on separate events held to conduct a communication with foreign investors, if any.

Hyundai Mobis is actively communicating with overseas investors through regular performance announcements NDR, agenda explanation NDR, governance NDR, securities company conference, etc., and IR executives are attending in the case of regular performance announcements NDR, which is being conducted every quarter.

The details are shown in the table of (1) major IR, conference call, and conversation with shareholders such as institutional investors.

(4) Does the company provide detailed contact information for inquiries, such as the phone number, email address of the IR department, etc. on its website, etc.?

Implemented Y(O)

The contact information for the IR Team is not provided on our corporate website, but the contact information for the department in charge is provided in the business reports and Report (Forecast) on Business Performance based on the Consolidated Financial Statements and fair disclosures related to the timely disclosure obligation, etc., and it is also possible to contact with the IR department by Hyundai Mobis' main number.

(5) Has the company been operating an English-language website and designated a staff member to assist foreign shareholders, and disclosed contact information for consultation in foreign languages? Has it also provided disclosures written in English?

The company has an English-language website Y(O)

The company has designated a staff member to deal with foreign shareholders Y(O)

English disclosure ratio

The company has conducted an English disclosure during the period subject to disclosure. And to provide fair corporate information to foreign investors, Hyundai Mobis has operated an English website. Hyundai Mobis has posted English versions of reference documents related to the convening of the annual shareholders' meetings, materials on business results, the Shareholder Value Maximization Policy, Hyundai Mobis' financial information, and information regarding its corporate governance on the Investor Relations bulletin board of its website. In addition, English version of the Corporate Governance Report has been posted on our website starting in 2020 to expand access to Hyundai Mobis' governance information.

All members of the IR team can communicate in English, so we continue to communicate with foreign investors as of the report date, and we are faithfully responding to inquiries from foreign investors through the contact information listed in the disclosure.

(6) Has the company been subjected to any restrictions related to disclosure, such as being designated as an unfaithful disclosure corporation, between the start of the period subject to disclosure to the report submission date? If so, describe the details.

The company has been designated as an unfaithful disclosure corporation N(X)

There were no designations as an unfaithful disclosure entity during the reporting period.

Table 2-1-3: Details on Designation as Unfaithful Disclosure Corporation

	Type of unfaithful disclosure	Date of designation	Reason for designation	Imposed penalty points	Imposed fine (Unit: KRW)	Improvement efforts after designation, etc.

D. Based on the above, explain the reason(s) and describe plans for improvement if there have been any shortcomings to provide shareholders with the sufficient amount of corporate information at the right time, in a fair manner.

(1) Shortcomings and the reason(s)

As explained above, Hyundai Mobis endeavors to provide its shareholders with corporate information in a timely, sufficient, and fair manner. In connection with this, in '1.2 Fair Treatment of Shareholders' in Hyundai Mobis' Corporate Governance Charter, it is specified: "2. (Obligation to Provide Information to Shareholders) The Company shall provide the shareholders with the information they require in a manner that is timely, sufficient, and easy to understand. In addition, even when disclosing any information for which there is no requirement of disclosure, the Company shall provide it to all shareholders in a fair manner."

(2) Future plans and additional explanations

We will faithfully proceed with the English disclosure in the future.

■ [202200] (Sub-principle 2-2) - Companies shall establish and operate a system to protect shareholders from unfair internal transactions and self-dealing by other shareholders such as controlling shareholders.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe in detail the company's controlling measures (control policies) regarding internal transactions with affiliated companies, etc. and self-dealing with management or controlling shareholders, etc.

(1) Overall control policies for internal transactions and self-dealings.

Implemented Y(O)

Hyundai Mobis has an internal control system in place to help prevent internal trading and self-dealing in pursuit of private interests by senior management or controlling shareholders.

Hyundai Mobis has specified that matters concerning the approval of large-scale internal trading with affiliates pursuant to the Fair-Trade Act and the trading between directors and the Company are matters to be resolved by the Corporate Sustainability Management Committee and the Board of Directors. In the case of an approval of a director's self-dealing, such directors shall make disclosures of the details in the business reports by securing the approval of the Board of Directors in advance of conducting transactions with their own company pursuant to Article 398-8 (Transactions by Directors, Etc., and the Company) of the KCC.

Furthermore, in the case of an approval for large-scale internal trading, for financial transactions conducted pursuant to the terms and conditions with affiliated financial and insurance companies pursuant to the provisions of the regulations on the Board of Directors' resolution and disclosure concerning large-scale internal trading as well as Article 26 of the Fair Trade Act, the Board of Directors' resolutions collectively authorize approvals for the ceiling of the trading on annual and quarterly basis. Annual transaction limit for beneficiary certificates and quarterly transaction limit for other financial transactions have been approved and disclosed by the resolution of the Board of Directors. The relevant details are disclosed within one business day following the Board of Directors' resolution.

Hyundai Mobis has established the Corporate Sustainability Management Committee consisting of five independent directors and one internal director within the Board of Directors, which conducts advance reviews and decision making for the more important transactions which will likely have an impact on shareholder values, etc., in addition to the advance review and decision making of transactions by and between affiliates, related to internal trading and own transactions. The Corporate Sustainability Management Committee may take reports on the status of internal trading with affiliates, conduct research on the detailed status, and may propose corrective actions to the Board of Directors concerning internal trading which violates the laws and regulations as well as the bylaws*.

* Detailed operational regulations for the matters related to the Fair Trade Act within the operational regulations of the Corporate Sustainability Management Committee: "Internal trades of KRW 5 billion with affiliates, etc. shall be reviewed upon execution," "Internal trades of less than KRW 5 billion with affiliates shall be reported quarterly," and "The implementation inspection of the fair trade compliance program shall be reported semi-annually."

(2) Has the company have any comprehensive Board resolutions regarding internal transactions with affiliated companies, etc., and self-dealings with management or controlling shareholders, etc.? If so, describe the details and the reason.

Details regarding board resolutions related to internal transactions with affiliates, and self-dealings involving management or controlling shareholders, from the beginning of the reporting fiscal year to the date of submission of this report, are provided in the table below.

Board Resolution Date*	Counterparty	Detail
2024.01.24	Hyundai Motor Securities	[Subject Matter of Transaction / Transaction Amount / Transaction Period / Reason for Transaction] - Other financial transactions (money market) / KRW 100 billion / 2024 2Q/ To operate funds and increase profitability - Other financial transactions (term) / KRW 400 billion / 2024 2Q / To operate funds and increase profitability - Corporate bonds / KRW 200 billion/ 2024 2Q / Financing
2024.04.25	Hyundai Motor Securities	[Subject Matter of Transaction / Transaction Amount / Transaction Period / Reason for Transaction] - Other financial transactions (money market) / KRW 100 billion / 2024 3Q/ To operate funds and increase profitability - Other financial transactions (term) / KRW 400 billion / 2024 3Q / To operate funds and increase profitability - Corporate bonds / KRW 200 billion/ 2024 3Q / Financing
2024.07.25	Hyundai Motor Securities	[Subject Matter of Transaction / Transaction Amount / Transaction Period / Reason for Transaction] - Other financial transactions (money market) / KRW 100 billion / 2024 4Q/ To operate funds and increase profitability - Other financial transactions (term) / KRW 400 billion / 2024 4Q / To operate funds and increase profitability - Corporate bonds / KRW 200 billion/ 2024 4Q / Financing
2024.10.24	Hyundai Motor Securities	[Subject Matter of Transaction / Transaction Amount / Transaction Period / Reason for Transaction] - Other financial transactions (money market) / KRW 100 billion / 2025 1Q/ To operate funds and increase profitability - Other financial transactions (term) / KRW 400 billion / 2025 1Q / To operate funds and increase profitability - Corporate bonds / KRW 200 billion/ 2025 1Q / Financing
2024.10.24	Hyundai Motor Securities	[Subject Matter of Transaction / Transaction Amount / Transaction Period / Reason for Transaction] - Open-ended beneficiary certificates / KRW 200 billion / Annual 2025 / For fund management and profitability enhancement - Fixed-term beneficiary certificates / KRW 300 billion / Annual 2025 / For fund management and profitability enhancement
2025.01.23	Hyundai Motor Securities	[Subject Matter of Transaction / Transaction Amount / Transaction Period / Reason for Transaction] - Other financial transactions (money market) / KRW 100 billion / 2025 2Q/ To operate funds and increase profitability - Other financial transactions (term) / KRW 400 billion / 2025 2Q / To operate funds and increase profitability - Corporate bonds / KRW 200 billion/ 2025 2Q / Financing
		[Subject Matter of Transaction / Transaction Amount / Transaction Period / Reason for Transaction]

2025.04.24	Hyundai Motor Securities	son for Transaction] - Other financial transactions (money market) / KRW 100 billion / 2025 3Q/ To o perate funds and increase profitability - Other financial transactions (term) / KRW 400 billion / 2025 3Q / To operate fu nds and increase profitability - Corporate bonds / KRW 200 billion/ 2025 3Q / Financing
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(3) Details on transactions with stakeholders such as controlling shareholders.

- Credit Extension to Major Shareholders and Related Parties

Debt Guarantee Details (As of December 31, 2024)

As of the end of 2024, the Company has provided payment guarantees totaling KRW 2,768.2 billion (equivalent to USD 1,457,108 thousand, EUR 335,000 thousand, CAD 63,000 thousand, JPY 2,147,640 thousand, and IDR 324,000,000) for borrowings and other obligations from domestic and international financial institutions. These guarantees are intended to support smooth funding and minimize financing costs for overseas subsidiaries and affiliates. Due to partial drawdowns within the guarantee limits, the outstanding guaranteed debt amounts to KRW 2,373.4 billion.

To prepare for potential defaults, such as failure by overseas subsidiaries and affiliates to repay principal, interest, or other related costs by maturity, the Company has committed to fulfilling these obligations under the guarantee agreements.

In accordance with the Company's Board of Directors regulations, any individual guarantee amounting to 20% or more of the Company's capital stock must be approved by the Board prior to execution. For guarantees below this threshold, the authority to approve and execute is delegated to the CEO. Detailed information on the current debt guarantees is as follows.

(Unit : 1,000 Foreign currency)

Company (Name of Corp)	Relation	Guarantee of an obligation							Debt Balance
		Creditor	Contents	Guarantee Period	Transaction details				
					Beginning	Increase	Decrease	End	
Hyundai Mobis Mexico , S. de R. L. de C. V.	Controlled foreign corporation	Including BBVA	Local finance	2020.08.24	\$295,000	-	\$120,000	\$175,000	\$175,000
				~					
				2027.03.22					
Mobis Brasil Fabricacao De Auto Pecas Ltda	Controlled foreign corporation	Hank Bank	Local finance	2021.06.22	\$13,000	-	\$13,000	-	-
				~					
				2024.03.20					
Mobis Brasil Fabricacao De Auto Pecas Ltda	Controlled foreign corporation	Including Kookmin Bank	Local finance	2020.02.06	€ 86,000	-	€ 10,000	€ 76,000	€ 76,000
				~					
				2027.12.15					
Mobis Brasil Fabricacao De Auto Pecas Ltda	Controlled foreign corporation	SMBC	Local finance	2022.11.22	¥2,147,640	-	-	¥2,147,640	¥2,147,640
				~					
				2025.10.31					
Mobis Module CIS, LL C	Controlled foreign corporation	Kookmin Bank	Local finance	2021.10.08	€ 83,000	-	-	€ 83,000	€ 83,000
				~					
				2025.10.08					
Mobis Parts CIS, LLC	Controlled foreign corporation	ING	Local finance	2016.10.25	€ 18,000	-	-	€ 18,000	€ 18,000
				~					
				2026.01.23					
				2021.04.02					

Mobis Parts America, LLC	Controlled foreign corporation	Including Woori Bank	Local finance	~	\$130,000	-	-	\$130,000	\$130,000
				2027.06.11					
Mobis US Alabama, LLC	Controlled foreign corporation	Kookmin Bank	Local finance	2024.04.03	\$30,000	-	-	\$30,000	\$30,000
				~					
Mobis Parts Canada Corporation	Controlled foreign corporation	Including Citi Bank	Local finance	2024.04.26	CAD 63,000	-	-	CAD 63,000	CAD 63,000
				~					
Mobis Automotive and Module Industry Trade Co - Joint Stock Company	Controlled foreign corporation	SMBC	Local finance	2021.09.20	€ 30,000	-	-	€ 30,000	€ 30,000
				~					
Mobis Automotive System Czech, s.r.o.	Controlled foreign corporation	ING	Local finance	2020.12.28	€ 80,000	-	€ 10,000	€ 70,000	€ 70,000
				~					
Mobis India Module Private Limited	Controlled foreign corporation	SC	Local finance	2019.01.25	€32,000	-	€22,000	€10,000	€10,000
				~					
Mobis America Inc.	Controlled foreign corporation	Including ANZ	Local finance	2019.10.28	\$940,000	-	-	\$940,000	\$702,000
				~					
PT. Hyundai Energy Indonesia	Controlled foreign corporation	Hank Bank	Local finance	2023.11.29	IDR 324,000,000	-	-	IDR 324,000,000	IDR 270,000,000
				~					
Mobis Hungary kft	Controlled foreign corporation	CITI	Local finance	2023.10.31	€ 20,000	-	-	€ 20,000	€ 20,000
				~					
Mobis Spain Electrified Powertrain, S.L.	Controlled foreign corporation	BNP PARIBAS	Local finance	2026.10.31	€ 13,000	€ 15,000	-	€ 28,000	€ 21,513
				~					
MOBIS North America electrified Powertrain, LLC	Controlled foreign corporation	Stillhouse Solar LLC	Related to renewable energy	2023.12.28	-	\$4,358	-	\$4,358	\$4,358
				~					
PT HLI GREEN POWER	Overseas affiliates	Including ANZ	Local finance	2024.05.11	\$177,750	-	-	\$177,750	\$157,250
				~					
	USD	-	-	2026.12.08	\$1,585,750	\$4,358	\$133,000	\$1,457,108	\$1,198,608
				~					
	EUR	-	-	2032.10.25	€ 362,000	€ 15,000	€ 42,000	€ 335,000	€ 328,513
				~					

Total	CAD	-	-	-	CAD 63,000	-	-	CAD 63,000	CAD 63,000
	JPY	-	-	-	¥2,147,640	-	-	¥2,147,640	¥2,147,640
	IDR	-	-	-	IDR 324,000,000	-	-	IDR 324,000,000	IDR 270,000,000

Transfer of Assets with the Largest and Major Shareholders*

* According to Article 9 of the Financial Investment Services and Capital Markets Act, a "major shareholder" refers to:

- ① A person who owns 10% or more of the total voting shares of a corporation, regardless of whose name the shares are registered under, if held for their own account.
 ② A shareholder who exerts de facto influence over key management decisions of the corporation, such as the appointment or dismissal of executives.

1) Investment and Disposal of Equity Interests (As of December 31, 2024)

In accordance with the Company's internal regulations, any individual investment in or disposal of equity interests in other corporations amounting to 20% or more of the Company's capital stock must be approved by the Board of Directors prior to execution. For transactions below this threshold, the authority to approve and execute is delegated to the CEO. During the reporting period, the following investments and disposals of equity interests involving the largest and major shareholders were executed.

(Unit : KRW 1million)

Name of the Company	Relation	Transaction Details				Remark
		Beginning	Increase	Decrease	End	
Motional AD LLC	Affiliated Companies	497,834	254,131	-	751,965	Additional Investment
HYUNDAI MOTOR GROUP INNOVATION CENTER IN SINGAPORE PTE. LTD.		67,580	16,567	-	84,148	Additional Investment
SUPERNAL, LLC		391,612	237,755	-	629,366	Additional Investment
HMG Global, LLC		591,148	332,403	-	923,551	Additional Investment
HMGS Co., Ltd.		-	18,363	-	18,363	Additional Investment
HTWO guangzhou Co.,Ltd		16,995	-	16,995	-	Additional Investment
H-Green Power	Subsidiaries	109,746	60,000	-	169,746	Additional Investment
MOBIS Spain Electrified Powertrain S.L.		5	29,096	-	29,100	Additional Investment
MOTRAS		137,302	30,000	-	167,302	Additional Investment

2) Purchase and Sale of Marketable Securities (As of December 31, 2024)

The Company conducts financial transactions with its affiliate, Hyundai Motor Securities, in accordance with pre-approved limits. These transactions on limits are approved by the Board of Directors on an annual and quarterly basis, depending on the type of transaction.

For beneficiary certificates, annual transaction limits are applied, while other financial transactions are subject to quarterly limits. Resolutions regarding these limits are made by the Sustainability Management Committee, a subcommittee of the Board of Directors, and are disclosed accordingly.

The following are the details of transactions with the affiliated company during the reporting period.

(Unit : KRW 100 million)

Classification	Target of Transaction	Amount				Remark
		Initial	Increase (decrease)	Final	Profit and loss	
Hyundai Motor Securities	Other financial transactions	1,000	-	1,000	38	Financial transaction by Standard Terms and Conditions
	Beneficiary certificates	-	-	-	-	

Total		1,000	-	1,000	38
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* Other sales transactions outside of financial transactions under the aforementioned agreement amounted to KRW 267 million.

- Business Transactions with the Largest and Major Shareholders

In accordance with the Commercial Act, the Company reviews and approves transactions with major shareholders and other related parties, as well as transactions between directors and the Company, through the Board of Directors and the Sustainability Management Committee.

During the reporting period, the Company conducted the following transactions:

Sales of modules and maintenance parts to Kia Corporation and Hyundai Motor Company, amounting to KRW 8,928.9 billion and KRW 12,364.6 billion, respectively. Purchases of module raw materials and A/S repair parts from the same entities, amounting to KRW 537.5 billion and KRW 38 5.8 billion, respectively.

B. Based on the above, describe any shortcomings in the policies to protect shareholders from unfair internal transactions and self-dealing. Explain the reason(s) for the shortcomings and future plans for improvement.

(1) Shortcomings and the reason(s)

Our company has established and operates sufficient safeguards to protect shareholders from unfair insider transactions and self-dealing by controlling shareholders or other shareholders.

(2) Future plans and additional explanations

The Company has established internal control mechanisms to prevent insider transactions and self-dealing conducted for the private interests of management or controlling shareholders. Going forward, we will continue to strengthen these internal controls through resolutions by the Board of Directors and the Corporate Sustainability Management Committee regarding transactions between directors and the Company, as well as approvals of large-scale internal transactions with affiliates under the Fair Trade Act.

■ [202300] (Sub-principle 2-3) - Companies shall fully explain to shareholders any changes in their ownership structure, principal businesses, and capital raising policies that have differing interests among shareholders and take measures to protect shareholders, such as collecting minority shareholders' opinions and protecting the rights of dissenting shareholders.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the company's policies to protect shareholders, including how it collects minority shareholders' opinions on mergers, business transfers, spin-offs, comprehensive exchanges and transfers of shares that caused material changes in the ownership structure or principal businesses of the company, and how it protects the right of dissenting shareholders.

The policies are in place Y(O)

Our company maintains policy and procedures to protect the rights of its minority shareholders in the event of a change in the Company's ownership structure or main business, such as a merger, transfer of business, spin off or comprehensive swap or transfer of shares. Hyundai Mobis prevents itself from making any business decision that may potentially infringe upon its shareholders' rights or interests by having "key managerial matters concerning protection of shareholders' rights and interests" as Corporate Sustainability Management Committee's authority under Article 3

of the Committee's operational regulations. Accordingly, Hyundai Mobis requires that all events that may cause a material change in its governance structure, such as a merger, transfer of business, spin off (including vertical spin-off), and comprehensive swap or transfer of shares, be reported to and resolved by the Corporate Sustainability Management Committee in advance.

Meanwhile, in keeping with the objective of "Enhancement of the Independent Directors' Independence and Representativeness of the Shareholders," one of the five independent directors' seats is set aside for the director recommended by shareholders irrespective of their share ratio. In March 2020, Young Chang was appointed as the first shareholder-recommended independent director. Under Article 4 of the operational regulations of the Corporate Sustainability Management Committee, Hyundai Mobis specified that "the Committee may name one of the Members as the member in charge of protection of shareholders' rights and interests." Hyundai Mobis has strengthened direct communications with its shareholders, including minority shareholders, by appointing Young Chang, the shareholder-recommended independent director, as the member in charge of protecting shareholder rights and interests. During the week-long governance related IR event held in December 2024, the shareholder-recommended independent director & chairperson of Corporate Sustainability Management Committee directly participated in the event targeting Korean and foreign institutional investors (including minority shareholders) to actively communicate with the market and earn their trust.

As explained above, Hyundai Mobis has always heeded the opinions of various shareholders and stakeholders, and will strive for the growth of our shareholders and the Company by gathering various opinions moving forward.

B. If there was a merger, business transfer, spin-off, comprehensive exchange or transfer of shares, etc. during the period subject to disclosure that caused a material change in the ownership structure or principal businesses of the company, or if there is any specific plan, describe the measures taken to protect shareholders, such as collecting minority shareholders' opinions and protecting the right of dissenting shareholders.

Planned N(X)

Not applicable.

C. Describe any capital raisings that can be converted into stock, if any, including the following:

Issued N(X)

(1) Describe the issuance status of bonds, etc. that can be converted to stocks.

Not applicable.

(2) Has the company considered the interests of minority shareholders in its decision-making process during any capital raising activities with different interests among shareholders within the period subject to disclosure?

Not applicable.

(3) Were there any changes in controlling shareholders due to the issuance of stock-related bonds or breaches of agreement (loss of benefit of time) during the period subject to disclosure?

Not applicable.

D. Based on the above, describe any shortcomings in collecting the opinions of minority shareholders and protecting the rights of dissenting shareholders during any changes in the ownership structure or principal businesses of the company or the process of capital raising. Explain the reason(s) and plans for improvement.

(1) Shortcomings and the reason(s)

The Company is faithfully preparing policies and devices to guarantee minority shareholders' rights in the event of changes in the ownership structure or major business, such as mergers, business transfers, divisions, comprehensive exchange and transfer of stocks.

(2) Future plans and additional explanations

If there is a possibility of changes in the ownership structure or major businesses of companies with different interests and capital raising policies, we will fully explain to shareholders and faithfully implement shareholder protection measures such as collecting opinions from minority shareholders and protecting rights of opposing shareholders.

[300000] 3. Board of Directors ("the Board")

[303000] (Core Principle 3) The Board shall establish the business objectives and strategies in the best interests of the corporation and its shareholders, and effectively supervise the activities of the management.

■ **[303100] (Sub-principle 3-1) - The Board shall effectively perform its function of making management decisions and supervising the management.**

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe overall matters regarding any system the company operates to ensure that the Board can perform its function as the center of corporate operations, including the following:

(1) Explain the Board deliberations and resolutions stipulated in the articles of incorporation or board regulations, etc. If there were any additional enhancements in addition to the company's legal obligations, describe the reason(s) and their effects.

Hyundai Mobis' Board of Directors, a standing decision-making body at the top level of the management, makes decisions on important matters r

related to the operation of the business as well as the matters specified under the laws, regulations, and Articles of Incorporation, matters delegated from the general meeting of shareholders, and the basic policies of the Company's operation, while in charge of the appointment of the chief executive officer and the supervision of the management including executive directors. Specific roles of the Board of Directors are provided in the Articles of Incorporation and the Board of Directors' regulations; key matters are as follows:

- Matters of Resolution Pursuant to the KCC

- Convening general meeting of shareholders
- Approval of the management report
- Approval of the balance sheet, income statement, statement of appropriation of retained earnings or disposition of deficits and their accompanying statements
- Appointment and dismissal of the representative director
- Determination of joint representative directors
- Installation, transfer or closure of branches
- Issuance of new shares
- Subscription of bonds
- Capitalization of reserves
- Issuance of convertible bonds, exchangeable bonds, and bonds with warrant
- Approval of directors' undertaking of competitive business and transactions by and between directors, etc., and the Company
- Quarterly dividend
- Establishment of committees, and the appointment and dismissal of their members
- Cancellation of the granting of stock options

- Key Matters Related to the Company's Management

- Agenda to be proposed to the general meeting of shareholders
- Matters concerning business planning and operation
- Budget and settlement of the Company
- Matters concerning borrowing, debt guarantees, and acquisition and disposition and management of key assets beyond the ordinary scope of business transactions
- Key new investment plans domestic and foreign
- Issuance of overseas securities
- Acquisition and disposition of treasury shares
- Appointment of the Autonomous Compliance Manager

- Other Matters Delegated Pursuant to the Law, Articles of Incorporation, and General Meeting of Shareholders, and Important Matters Presented to the Board of Directors by Chief Executive Officer

(2) Describe the Board authorities delegated to the committees of the Board and the representative director (or chief executive officer), if any.

To ensure the expertise and promptness of decision making according to the KCC, the Articles of Incorporation, and the Board of Directors' regulations, the Board of Directors provides for the delegation of certain authorities, which shall be determined by Board of Directors' resolutions, to the chief executive officer or to committees, with the exception of certain matters determined under the Articles of Incorporation, as well as the proposal of the matters requiring the approval of the general meeting of shareholders, (e.g., appointment and dismissal of the chief executive officer, establishment of committees, and the appointment and dismissal of the committee members). Please refer to 'Key Principles 8' below for the matters related to the delegation to each committee within the Board of Directors.

B. Based on the above, if the Board has failed to effectively perform its function to make management decisions and oversee management, explain the reason(s) and future plans.

(1) Shortcomings and the reason(s)

We are making faithful efforts to ensure that our board of directors effectively performs management decision-making and management supervision.

ion functions.

(2) Future plans and additional explanations

Our company will continue to provide strong support to ensure effective oversight by the Board of Directors.

■ [303200] (Sub-principle 3-2) - The Board shall establish and operate a CEO succession policy and continuously improve and supplement it.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe a CEO succession policy, if one is in place, including the following:

(1) The entity that established and operates the succession policy

A succession policy is in place Y O

The chief executive officer must be equipped with the leadership and expertise required to present a clear vision for the Company, and to generate business results based on a high level of understanding and knowledge of Hyundai Mobis. Hyundai Mobis has established and operated an internal process for the succession of the representative director. The recommended representative director candidates are expected to secure the continuity and stability of management by preparing for the succession until one is appointed as an internal director at a general meeting of shareholders. Furthermore, a former representative director is appointed as a senior advisor in accordance with the Regulations on Retired Executive Directors to ensure that post succession will be achieved. As such, Hyundai Mobis seeks candidates equipped with diverse competencies in accordance with the changing business environment, and is managing and nurturing candidates' talents according to the nurturing strategy.

The Board of Directors recommends candidates for internal directors equipped with management skills to benefit the interests of the Company and shareholders and to efficiently implement the core values of Hyundai Mobis. The representative director is appointed in accordance with the Articles of Incorporation and the Board of Directors' regulations. In the absence of the representative director, director designated by the representative director undertakes his or her duties; absent such designation, the duties shall be carried out by and in the sequence determined pursuant to the Article of Incorporation*. In addition, Hyundai Mobis has regulated the personnel, treatment, compensations and terms of the management through the regulations on personnel and treatment of the management, Article 41-3 of the Articles of Incorporation and Article 15 of the operational regulations of the Board of Directors.

* Article 21 Paragraph ② of the Articles of Incorporation: Absent the chief executive officer and chairperson, the director designated by the chief executive officer and chairperson shall be responsible for carrying out duties; absent such designation, the duties shall be carried out by and in the sequence of vice chairperson, president, vice president, senior executive director, executive director, and director.

(2) Main content of the succession policy including the selection, management, training of candidates (pool), etc.

Candidates were selected Y O

The representative director must be equipped with the leadership and expertise required to generate business results. Hyundai Mobis discovers

a group of candidates for the representative director equipped with such capacity and potential, and evaluates them in a strategic and organized manner through the following process:

① **Qualifications for the Representative Director**

Hyundai Mobis separately manages the mission, key roles and responsibilities, necessary experiences, and required competencies for major executive positions. In particular, the representative director is expected to possess a deep understanding of the business to drive performance, strategic thinking, strong communication skills, and leadership.

② **How the Candidates for the Representative Director Are Selected and Managed**

Hyundai Mobis systematically develops and manages a pool of CEO candidates. The responsible department oversees the selection, evaluation, and development of these candidates. This process includes diagnostic assessments, internal and external training, coaching and mentoring, and changes or expansion in job roles.

③ **Timing of the Succession Process**

The succession process is initiated in alignment with the expiration of the current CEO's term to ensure a stable transition. In addition, Hyundai Mobis has established and operates a separate emergency appointment policy.

④ **Management Succession Process**

The company notifies the Board of Directors of matters related to the appointment of the representative director. The Board deliberates on the suitability of the candidate and resolves to submit the appointment proposal to the General Shareholders' Meeting. The candidate confirmed by the Board is appointed as an internal director at the General Shareholders' Meeting and subsequently appointed as the representative director through a resolution of the Board, thereby completing the succession process. According to Article 12, Paragraph 1 of the Board of Directors' Regulations, the appointment and dismissal of the representative director must be resolved by the Board. For example, Euisun Chung was appointed as the representative director at the 1st extraordinary Board meeting in 2019, and Gysuk Lee was appointed at the 7th extraordinary Board meeting in 2023.

Furthermore, Hyundai Mobis initiates the succession process prior to the expiration of the representative director's term to ensure a stable transition of leadership.

(3) Training status of the candidates during the period subject to disclosure

Candidates have received training Y(O)

In order to verify CEO candidates' qualifications and provide them with personalized training, Hyundai Mobis encourages candidates to attend internal executive education programs, and engages internal or external experts to operate other coaching programs. The status of the trainings that were conducted during the disclosure period are as follows:

※ Training programs offered to key candidates in 2024

Category	Internal Training Program (Executive In-Hub ¹)-CVC ²	Business/Leadership Coaching ³	External Training Program (Executive Education Programs ⁴ , etc.)
Participant	1 person	1 person	2 people

1) In-Hub (Intrapreneur-Hub): An internal executive development program designed as a platform to support growth as entrepreneurial leaders.

2) CVC: A competency enhancement program for outstanding executives, aimed at strengthening the capabilities required of future business leaders.

3) Business/Leadership Coaching: One-on-one business and leadership coaching based on the results of the previous year's IP3 training.

4) Executive Education Programs: Participation in top executive education programs offered by leading universities such as Seoul National University.

(4) Describe improvements and supplements in the CEO succession policy, if any, occurred between the start of the period subject to disclosure to the report submission date.

There are no supplements as of the period subject to disclosure.

B. Based on the above, if there is no CEO succession policy in place, or the policy has any shortcomings, explain the reason(s) and future plans.

(1) Shortcomings and the reason(s)

We are faithfully operating the CEO succession policy.

(2) Future plans and additional explanations

We will continue to faithfully operate and improve the CEO succession process.

■ [303300] (Sub-principle 3-3) - The Board shall establish and operate internal control policies to appropriately manage the company's risks and continuously improve and supplement those policies.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the company's internal control policies and explain whether they are continuously improved and supplemented, including the following:

(1) To systematically detect and manage company-wide risks, does the company have any policy in place to promote sustainable growth of the company? If so, describe the current operation status.

A company-wide risk management policy is in place Y O

To proactively respond to potential risks arising from global instability and rapidly changing industry paradigms, Hyundai Mobis has established and operates an enterprise-wide risk management system. Led by the Business Strategy Office, the company manages corporate-level risks, with the head of planning serving as the Chief Risk Officer (CRO), overseeing all aspects of risk management.

Risk management is divided into 15 specialized areas* to ensure both expertise and agility in response. Each organizational leader is responsible for managing risks within their domain. Business units (BUs), divisions, and support teams regularly and ad hoc monitor risks, and any identified risks are promptly reported to the management team, including the CEO, through the Risk Management Committee.

Through this monitoring process, Hyundai Mobis analyzes the potential impact of emerging risk factors and identifies key management items for focused control. In 2024, the company strengthened monitoring of potential risks that could affect operations, including changes in global policies and regulations, logistics and trade environments, and quality enhancement requirements.

Since 2023, Hyundai Mobis has integrated the CoE**meetings and the Risk Management Committee into a unified body called the Corporate Ma

management Issue Council, chaired by the CEO. This council holds regular meetings twice a month to review internal and external business environments and anticipated risks. In case of urgent issues, ad hoc meetings are convened to share concerns across relevant departments and formulate company-wide response strategies.

* As of the report submission date, the 15 risk areas include :

R&D | Procurement | Production | Quality | Service Parts | Electronics | Chassis & Safety | Lamps | Electrification/Modules | Semiconductor Business | Sales | Corporate Support | Legal | Planning | Safety & Health

** CoE : Center of Excellence (Discuss company's key strategies & status)

(2) Does the company have a compliance management policy? if so, describe the current operation status.

A compliance management policy is in place Y O

Hyundai Mobis regards compliance management as a core philosophy essential for sustainable business operations. Accordingly, the company has established and operates a system to ensure compliance and ethical conduct in all relationships with stakeholders, including employees, customers, and partners.

Starting with the enactment of the Compliance Control Standard, which serves as the foundation for building a compliance environment and conducting compliance activities, Hyundai Mobis has also established the Code of Ethics, Ethical Practice Guidelines, and Global Compliance Guidelines. These have been integrated into the Hyundai Mobis Code of Conduct and Supplier Code of Conduct, which serve as the standards for value-based decision-making and behavior for all employees and contractual partners, both domestic and overseas.

To promote the "Tone at the Top" principle and foster a culture of compliance, Hyundai Mobis has formed a Compliance Committee composed of senior management. This committee discusses compliance-related risks, shares audit results and improvement plans, and addresses other compliance issues.

Under the Compliance Control Standard, the Compliance Officer and the dedicated compliance team review company-wide compliance plans, performance, and ethical conduct by employees, and transparently report the results to the Board of Directors. Additionally, Hyundai Mobis has introduced the Compliance Partner system, designating responsible teams for 13 key compliance areas such as safety, labor, and information security to ensure smooth execution of compliance activities.

For overseas operations, each entity appoints a CPO (Compliance Officer) and participates in bi-monthly CPO councils, maintaining close communication with the headquarters' compliance team to effectively carry out compliance activities. Hyundai Mobis also operates regular councils with subsidiaries and key affiliates to build a comprehensive and effective compliance environment and culture.

- Compliance Management Regulations

Hyundai Mobis considers compliance management a core philosophy essential for sustainable business operations. To support sound decision-making by all employees-including those at overseas subsidiaries and affiliates-the company has established the Hyundai Mobis Code of Conduct as its highest-level compliance regulation. This Code is enacted and revised with the approval of the Board of Directors, the company's top governance body, and reflects key international standards, national laws, and regional business norms applicable to all domestic and global operations.

In addition, Hyundai Mobis has appointed a Compliance Officer in accordance with the Compliance Control Standard based on the Korean Commercial Act, thereby establishing and operating a compliance control environment. For the practical operation of the compliance management system, the company also maintains the Compliance Operations Regulation. These top-level regulations are part of a broader compliance framework that includes policies, rules, and guidelines across key business areas. Hyundai Mobis will continue to revise and enhance these regulations in line with internal and external compliance trends.

- Business Ethics and Anti-Corruption Enhancement

Hyundai Mobis employees are required to avoid any conflicts of interest between the company and themselves during business activities, reject any improper instructions or pressure that may compromise fairness, and fulfill their duties with honesty and integrity in accordance with company regulations.

In particular, the company's anti-corruption policy strictly prohibits any abuse of position or authority for the benefit of third parties. Corrupt practices include offering, receiving, promising, or proposing any form of economic benefit (e.g., bribes, kickbacks) intended to influence business decisions or reinforce one's position. The company's business ethics and anti-corruption policies apply to all employees of Hyundai Mobis and its domestic and overseas subsidiaries under its control, as well as key stakeholders such as joint ventures, suppliers, and agents.

In 2022, Hyundai Mobis publicly declared its commitment to anti-corruption by participating in the BIS (Business Integrity Society) Summit Anti-Corruption Pledge, hosted by the UN Global Compact Korea. Recognized for its five-year corruption risk review and ESG performance, Hyundai Mobis was selected as an Outstanding Anti-Corruption Company by the organization.

- Compliance Risk Management

Based on its compliance management system, Hyundai Mobis has established and operates a risk management framework that includes the company and its key stakeholders. This framework covers major compliance areas such as anti-corruption, safety and environment, personal data protection, and fair trade. The scope has also expanded to include emerging areas such as abuse of authority and corporate reputation risk.

To ensure compliance with laws in key countries, Hyundai Mobis has strengthened its legal response system. By monitoring domestic and international regulatory trends, the company identifies relevant requirements and reflects them in its internal regulations, collaborating with related departments to promptly apply them to business processes and products.

To enhance the effectiveness of risk management, Hyundai Mobis conducts various activities, including:

- Distribution of voluntary compliance guides and checklists to employees
- Compliance surveys
- Regular inspections of risk areas
- Support for improvement through coaching and seminars
- Operation of collaboration systems between management-level committees and key departments
- Regular councils with major affiliates
- Evaluation of internal transactions among affiliates by dedicated teams

Additionally, Hyundai Mobis manages risks through its compliance reporting channels established across domestic and overseas entities, ensuring thorough review, improvement, and prevention of recurrence for reported issues.

- Compliance Officer: Key Information and Activities

Please refer to the table below for the key background information and activities of Hyundai Mobis's Compliance Officer.

Name	Career	Remark
D.C.Min	<ul style="list-style-type: none"> - SNU International Economics (Bachelor's Degree) - Completed the 32nd Judicial Research and Training Institute Program - Former) Head of Legal Affairs 1, Hyundai Motor Company - Current) Chief of Legal Service, Hyundai Mobis 	Three Year Term (2023.1.25 ~ 2026.1.24)

As of the report preparation date, the following personnel are supporting the activities of the Compliance Officer.

Team	Number of Employees	Position (Year of Service)	Key Activities
Compliance Team	22	18 Senior managers, 2 Manager, 1 Expert Advisor, 1 Senior Legal Counsel (Average Year of Service : 7Y 3M)	Support for Compliance Officer activities
			- Establishment of compliance policies
			- Implementation of compliance education and training programs
			- Execution of compliance audits and improvement activities

The following are the internal and external compliance-related activities conducted during the reporting period.

Item	Details of Key Activities	Remark
	- Training to enhance the awareness of compliance and capabilities in key areas : 10,644 persons	

Compliance Training	<ul style="list-style-type: none"> - Compliance training for group leader : 700 persons - Safety business leadership education : 156 persons - Compliance training on safety and environment : 1,303 persons - Compliance training on data protection and security : 2,307persons - Compliance training on intellectual properties : 1,099 persons - Compliance training on product safety : 98 persons - Compliance training on recruitment : 67 persons - Compliance training on overseas regulations for purchasing staff : 510 persons - Compliance training for overseas affiliates : 332 persons - Compliance training for overseas expatriates : 17 persons 	Training officers and employees
	<ul style="list-style-type: none"> - Compliance campaign through visits to agencies/partners : 540 persons 	Training suppliers
Compliance Campaign	<ul style="list-style-type: none"> - Compliance campaigns for Lunar New Year and Thanksgiving holidays (Jan - Feb, Aug - Sep) - Compliance Goods Sharing Campaign (Jan-Dec) - Compliance campaign for overseas affiliates (Jan-Dec) - Compliance campaign through visits to agencies/partners (Mar-Jun) - Compliance CEO Message Issuance (Apr, Sep) - Legal Day - On-site legal seminars (Apr - Aug) - Issue compliance trend reports (regular, as needed) - Dissemination of behavioral guidelines by major compliance areas (as needed) - Compliance pledge by major compliance areas (as needed) - Events and campaigns by major compliance areas (as needed) - Compliance trends and information sharing executives and employees' channel operations (compliance community) (as needed) 	-
Compliance Check & Improvement	<ul style="list-style-type: none"> - Implementation of periodic checks and improvements for each key area (as needed) 	-

(3) Does the company have an internal accounting management policy? If so, describe the current operation status.

An internal accounting management policy is in place Y (O)

For the Internal Accounting Control, Hyundai Mobis enacted the Internal Control over Financial Reporting Policy following the approval of the Board of Directors and the Audit Committee, and has established and operated an Internal Control & Strategy Analysis Team, which is dedicated to control internal accounting. In accordance with the Internal Control over Financial Reporting Policy, the 'Operation Status of Internal Controls over Financial Reporting System' is prepared and reported by the Chief Executive Officer to the Board of Directors, the Audit Committee and the General Shareholders' Meeting every fiscal year.

Furthermore, the Audit Committee conducts an independent 'Evaluation of the Operation Status of Internal Controls over Financial Reporting System,' and the chairperson of the Audit Committee reports the results to the Board of Directors.

(4) Does the company have a disclosure information management policy? If so, describe the current operation status.

A disclosure management policy is in place Y (O)

The IR Team of Hyundai Mobis is responsible for the disclosure for the Korea Exchange and the Financial Services Commission and filing with the Fair Trade Commission, and head of the Finance Division is in charge of the disclosure. Matters related to timely disclosures are frequently monitored via the internal disclosure management system, and the risk of disclosure violations is prevented in advance by consistently providing official notices and education to the related employees. In addition, we make sure that the system is in place to ensure that the drafter checks regardi

ng whether the corresponding matter is mandatory disclosure in the event of electronic authorization or approval, and matters for mandatory disclosure are immediately reported to the IR Team. The plan and performance of active shareholder return policy, such as the payment of dividends and the purchase and cancellation of treasury shares, are periodically communicated to the market via fair disclosure.

Not only the officer and managers in charge of Disclosure of Hyundai Mobis, but also the other members of the IR team have periodically completed education of disclosure to enhance their understanding of the regulations and duties related to disclosure. Hyundai Mobis has appointed a vice president-level officer as the Disclosure Officer. The Disclosure Officer has completed disclosure education with the IR Officer. The Disclosure Manager is composed of team head-level, and the Deputy Disclosure Manager is composed of the member of the department in charge of disclosure. Hyundai Mobis has a back-up plan in place for the possible absence of the Disclosure Managers to prevent any interruption in the disclosure process. Based on such plan, Hyundai Mobis maintains a few other employees who can handle disclosures and requires them to complete periodic educations. As of the end of May 2025, Hyundai Mobis has one Disclosure Officer, two Disclosure Managers and three other employees performing disclosure duties. Within the team, two people completed 'the disclosure-specialist certification program'.

(5) Are there any other policies that the company operates specifically for internal control?

The company faithfully implements the above compliance management, internal accounting management, disclosure information management, and risk management.

B. Based on the above, describe any shortcomings in the company's internal policies or any policies that have been implemented at a lower level according to the company size. Explain the reason(s) and future plans.

(1) Shortcomings and the reason(s)

The company faithfully establishes and operates internal control policies such as risk, compliance, and internal accounting management.

(2) Future plans and additional explanations

In the future, we will try to strengthen internal control through continuous improvement and supplementation.

[304000] (Core Principle 4) The Board shall be composed so as to facilitate effective decision-making and supervision of management; and the directors shall be appointed through a transparent process, which reflects the diverse opinions of shareholders.

■ [304100] (Sub-principle 4-1) - The Board shall be organized to be able to hold effective, thoughtful discussions and make decisions on important matters for the sustainable development of the company, and shall have a sufficient number of outside directors to allow them to work independently from management and controlling shareholders.

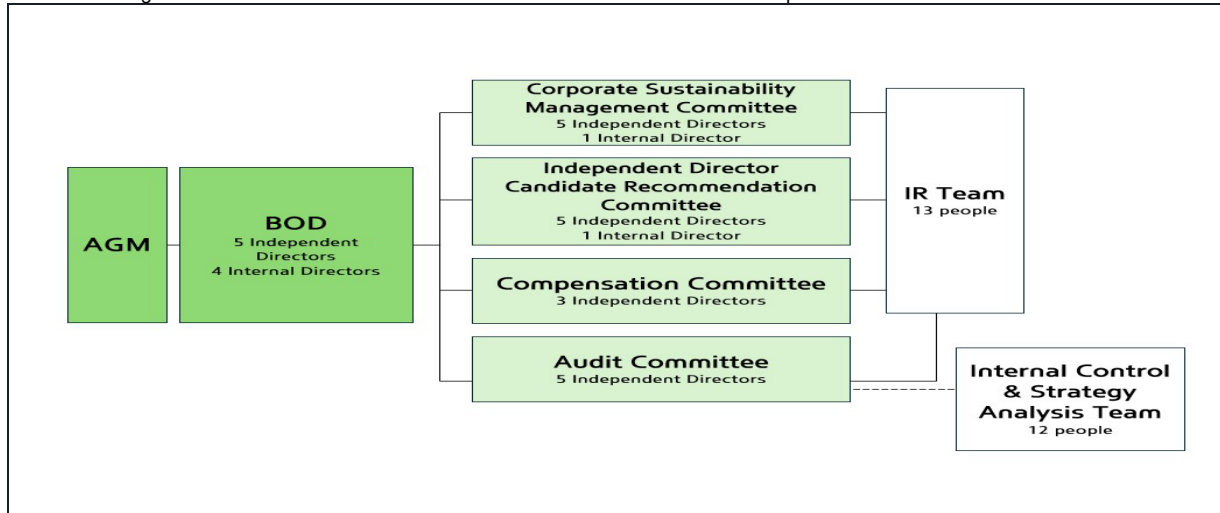
Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the composition of the Board, including the following:

(1) Organizational chart of the Board, committees of the Board, supporting organizations, etc.

Table 4-1-1: Organizational Chart of the Board and Committees of the Board as of the Report Submission Date



(2) Composition of the Board, age of the Board members, and gender ratio as of the report submission date.

Article 29 of the Articles of Incorporation stipulates that Hyundai Mobis' Board of Directors must consist of 3 to 9 directors. The minimum number of directors required is 3, which reflects the minimum membership of a Board of Directors in the KCC (Article 383, Paragraph 1 of the KCC), and the maximum number was determined in consideration of the size of Hyundai Mobis and the efficiency of the operation of the Board of Directors. Furthermore, 3 or more of these directors, and more than the majority of the Board of Directors, must be independent directors as per the KCC and the Articles of Incorporation of Hyundai Mobis.

Through the 48th Annual Shareholders' Meeting held in March 2025, the Board of Directors had a total of 9 members with 5 independent directors (55.6%), and independent directors have a term of 3 years, and in accordance with Article 34, Paragraph 1 of the amended Implementation Decree of the KCC, the independent directors' term is limited to 6 years at most (or 9 years including the service at affiliates).

To increase the accountability and efficiency of the Board of Directors, Chief Executive Officer Gyusuk Lee is concurrently the chairperson of the Board of Directors, and the lead independent director is not separately appointed. To ensure the independence of each committee under the Board of Directors, Hyundai Mobis has reported major business issues to the committees in advance, such that the committees can discuss them in depth before resolution.

Table 4-1-2: Composition of the Board

	Type	Gender	Age	Job position	Total term served as a Director (Months)	Date of term expiration	Expertise	Career background
Euisun Chung	사내이사(Inside)	남(Male)	54		278	2026-03-21	General management	- Chairperson of Hyundai Motor Group - CEO of Hyundai Motor Company

								- CEO of Hyundai Mobis
Gyusuk Lee	사내이사(Inside)	남(Male)	59	Chairperson of BOD, Member of CSMC, ID CRC	17	2028-03-18	General management	- CEO - Head of Procurement division of Hyundai Motors
Kitae Park	사내이사(Inside)	남(Male)	57		14	2027-03-19	General management	- CFO
Youngeog Cho	사내이사(Inside)	남(Male)	54		2	2028-03-18	General management	- Head of Business Administration Support
Young Chang	사외이사(Independent)	남(Male)	63	Chairperson of AC, Member of CSMC, ID CRC	62	2026-03-21	Finance, etc.	- Young & Co CIO/CEO - Branch Head and Research Head of UBS Securities Seoul
Jina Kang	사외이사(Independent)	여(Female)	57	Chairperson of IDCR C, Member of AC, CSM C, CC	50	2027-03-19	Technology management and business innovation strategy, etc.	- Professor of Seoul National University College of Engineering - Vice-president of Korean Society of Strategic Management - Independent Director of S-OIL
Hwajin Kim	사외이사(Independent)	남(Male)	64	Chairperson of CSMC, Member of AC, IDCR C, CC	38	2028-03-18	Compliance, ESG, etc.	- Professor at Seoul National University School of Law - Chairperson of Asian Corporate Governance Forum - Chairperson of BOD of Samsung Securities
James Kim	사외이사(Independent)	남(Male)	62	Chairperson of CC, Member of AC, CSM C, IDCRC	26	2026-03-21	Automotive, IT, etc.	- Chairman of the American Chamber of Commerce in Korea - Chairperson of BOD of Mirae Asset Global Investments.
Keith Witek	사외이사(Independent)	남(Male)	57	Member of AC, CSM C, IDCRC	14	2027-03-19	Compliance, Semiconductor etc.	- Tenstorrent COO - Google Strategic alliance director - Tesla General Counsel

(3) The composition of the committees of the Board, their chairpersons, the main roles of the committees, etc. as of the report submission date.

The Board of Directors operates four committees :

- Audit Committee
- Compensation Committee
- Corporate Sustainability Management Committee
- Independent Director Candidate Recommendation Committee

To ensure the independence of the Board,

- (1) the Audit Committee, which oversees overall management, and the Compensation Committee, which handles matters related to director remuneration, are composed entirely of Independent Directors;
- (2) the Corporate Sustainability Management Committee and the Independent Director Candidate Recommendation Committee are composed of a majority of Independent Directors;
- (3) all committee chairs are appointed from among the Independent Directors.

The Corporate Sustainability Management Committee was renamed from the Transparency Management Committee in 2021 to strengthen the importance of ESG and seek more effective support. To this end, one Internal Director (the CEO) participates in the committee.

The Independent Director Candidate Recommendation Committee previously included three Internal Directors to broaden the pool of candidates and select directors suitable for the company's management. However, based on a resolution of the Board in April 2025, the number of Internal Directors was reduced to one to enhance the committee's independence.

Similarly, the Compensation Committee previously included one Internal Director to improve understanding of company operations. However, to further strengthen independence, the Internal Director was removed, and as of the report submission date, the committee is composed entirely of Independent Directors.

Table 4-1-3-1: Status of the Committees of the Board

	Key roles of Board committees	No. of committee members	Committee code	Note
Audit Committee	<ul style="list-style-type: none"> - Accounting and audit - Appointment of external auditors - Investigation and statements on agenda items and documents to be submitted to the general meeting of shareholders - Other details stipulated in laws or Articles of Incorporation and matters delegated by the board of directors 	5	A	
Corporate Sustainability Management Committee	<ul style="list-style-type: none"> - Transactions between interested parties prescribed by the Fair Trade Act and KCC - Check and supervision of voluntary Fair Trade Compliance Program implementation - Important policies related to ethical management and social contribution - Enactment and revision of ethical standards such as code of ethics and evaluation of implementation status - Details on the protection of shareholders' interests - Inspection of important policies related to ESG management - Review, approval and performance check, etc. of plans regarding safety and health 	6	B	
Independent Director Candidate Recommendation Committee	<ul style="list-style-type: none"> - Details on the recommendation of independent director candidates who will be appointed at the general meeting of shareholders 	6	C	
Compensation Committee	<ul style="list-style-type: none"> - Remuneration limit for registered officers to be negotiated at the general meeting of shareholders - Establishment, revision and abolition of regulations on payment of compensations for registered directors 	3	D	

Table 4-1-3-2: Composition of the Committees of the Board

	Member Name	Job position	Type	Gender	Concurrent position
Audit Committee (A)	Young Chang	Chair	사외이사(Independent)	남(Male)	BC
	Jina Kang	Member	사외이사(Independent)	여(Female)	BCD
	Hwajin Kim	Member	사외이사(Independent)	남(Male)	BCD
	James Kim	Member	사외이사(Independent)	남(Male)	BCD
	Keith Witek	Member	사외이사(Independent)	남(Male)	BC
Corporate Sustainability Management Committee (B)	Hwajin Kim	Chair	사외이사(Independent)	남(Male)	ACD
	Gyusuk Lee	Member	사내이사(Inside)	남(Male)	C
	Young Chang	Member	사외이사(Independent)	남(Male)	AC
	Jina Kang	Member	사외이사(Independent)	여(Female)	ACD

	James Kim	Member	사외이사(Independent)	남(Male)	ACD
	Keith Witek	Member	사외이사(Independent)	남(Male)	AC
Independent Director Candidate Recommendation Committee (C)	Jina Kang	Chair	사외이사(Independent)	여(Female)	ABD
	Gyusuk Lee	Member	사내이사(Inside)	남(Male)	B
	Young Chang	Member	사외이사(Independent)	남(Male)	AB
	Hwajin Kim	Member	사외이사(Independent)	남(Male)	ABD
	James Kim	Member	사외이사(Independent)	남(Male)	ABD
	Keith Witek	Member	사외이사(Independent)	남(Male)	AB
Compensation Committee (D)	James Kim	Chair	사외이사(Independent)	남(Male)	ABC
	Jina Kang	Member	사외이사(Independent)	여(Female)	ABC
	Hwajin Kim	Member	사외이사(Independent)	남(Male)	ABC

(4) Did the company establish a committee of the board for sustainability management? If so, describe the specific functions and roles of the committee.

An ESG committee is in place Y O

The Corporate Sustainable Management Committee within the board of directors will act as the ESG committee, and the detailed roles are as follows.

- Transactions by and between related parties prescribed under the Monopoly Regulation and Fair Trade Act and the KCC;
- Inspection of the implementation of the voluntary fair trade compliance program;
- Important policies related to ethical management and social contribution;
- Establishment, amendment and implementation evaluation of ethics codes such as the Code of Ethics;
- Matters concerning the protection of shareholders' rights and interests, such as important business issues (e.g. guarantees and M&As), acquisition and disposal of key assets (equity share) and others;
- Inspection of key policies regarding ESG management; and
- Review and approval safety and health plans and inspection of implementation status.

(5) Is the chair of the Board an outside director?

The Board chair is an outside director N X

As of the date of submission of the report, the chairman of the board of directors is Gyusuk Lee, internal director.

(6) Has the company hired a senior outside director and adopted an executive officer system? If so, describe the background, reason(s), rationale, current status, etc. of the system.

A senior outside director system is in place Y O

An executive officer system is in place N X

As of the report submission date, the company operates a Lead Independent Director system, with Hwajin Kim, the Chairperson of the Corporate Sustainability Management Committee, concurrently serving as the Lead Independent Director.

The Lead Independent Director convenes and presides over the Board of Independent Directors, which is composed solely of Independent Directors. This role involves gathering the opinions of Independent Directors, delivering them to the Board of Directors, and facilitating smooth communication among shareholders, the Board, and management.

Executive officer system are not currently in place.

B. Based on the above, describe any shortcomings in the composition of the Board and the independence of outside directors, and explain the reason(s) and plans for improvement.

(1) Shortcomings and the reason(s)

When implementing the executive officer system, the duties of the board of directors and executive officers are clearly distinguished. The company did not implement the party system for the responsible management of the board and decision-making efficiency, and CEO Gyusuk Lee, an internal director, concurrently serves as the chairman of the board of directors.

(2) Future plans and additional explanations

In the future, we will actively seek ways to enhance the independence of the board of directors such as appointing the chairman of the board of directors.

■ [304200] (Sub-principle 4-2) - The Board shall be composed of competent persons with expertise and responsibility in various fields of knowledge and experience, so that they can contribute substantially to company management.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the current status of the Board, including the following:

(1) Has the company been introduced policies to secure expertise, responsibility, and diversity of the Board? If so, describe them and their current status. Additionally, if all the Board members are of the same gender, explain the reason.

The company falls under the special cases concerning gender composition of the Board Y(O)

Not all members of the Board are at the same gender Y(O)

Hyundai Mobis' directors satisfy all qualification requirements of the relevant laws and regulations, including Article 382, Paragraph 3 and Article 542-8, Paragraph 2 of the KCC. Furthermore, to ensure the fair and transparent selection of independent directors, the procedures for nominating candidates for independent directors were defined under the operational regulation of the Independent Director Candidate Recommendation Committee. Candidates are selected from among those who have professional knowledge, experience or social reputation in the area of business administration, economics, law, or related technologies.

For internal directors of Hyundai Mobis, the Board of Directors reviews the qualifications and experiences of the candidates, and selects candidates for nomination to the general meeting of shareholders, and in the case of independent directors, through the Independent Director Candidate Recommendation Committee. Candidates are proposed at the general meeting of shareholders after they have been thoroughly reviewed to ensure that those with reasons for disqualification under the KCC are not appointed; for the appointment of independent directors, the "Statement of Verification of Qualifications for Independent Directors" includes

ding whether they are independent of the Company and whether they satisfy legal requirements of qualification, is submitted to the Korea Exchange.

Moreover, Hyundai Mobis has determined the independence of its independent directors in accordance with the Guidelines on Independence of Independent directors, which set forth stricter standards than the KCC.

[Guidelines on Independence of Independent Director]

Independent directors are the directors who are not engaged in the ordinary business of the Company and shall not fall under any of the following:

- ① Independent director who is not a director, executive or employee who engages in ordinary businesses of the Company at the present or during the past two (2) years.
- ② Independent director who is not the largest shareholder, or spouse or lineal ascendants/descendants of the largest shareholder.
- ③ Independent director who is not the company's director, auditor, executive or employee if the largest shareholder is a company.
- ④ Independent director who is not a spouse or lineal ascendants/descendants of the Company's director, auditor or executive.
- ⑤ Independent director who is not a director, auditor, executive or employee of the Company's parent company or subsidiary.
- ⑥ Independent director who is not a director, auditor, executive or employee of a company having considerable interests in the Company such as business relationship with the Company.
- ⑦ Independent director who is not a director, auditor, executive officer or employee of other company for which the Company's director, executive or employee serve as a director or executive.
- ⑧ Independent director who is not engaged in a personal transaction or service agreement with the Company or the senior management of the Company.
- ⑨ Independent director who does not have an interest in a non-profit organization that receives a substantial donation from the Company.

As of the report submission date, please refer to Table 4-1-2. Composition of the Board of Directors in Principle 4-1 above for details on the areas of expertise and major career backgrounds of the company's directors.

At the 43rd Annual General Meeting of Shareholders held in March 2020, the company appointed a shareholder-recommended Independent Director to strengthen the independence of the Board. In March 2021, at the 44th Annual General Meeting, a female Independent Director with professional experience was appointed, further enhancing the Board's expertise and diversity.

In addition, at the 45th Annual General Meeting in March 2022, the company appointed Kim Hwajin, a professor at Seoul National University School of Law and a leading expert in corporate governance, as a new Independent Director. At the 46th Annual General Meeting in March 2023, James Kim, a top expert in the Automotive/SW field with over 20 years of executive experience in the automotive and IT industries, was appointed. At the 47th Annual General Meeting in March 2024, Keith Witek, a global semiconductor expert, was appointed to further strengthen the Board's expertise.

To ensure sound and stable corporate governance, the company seeks to appoint Independent Directors with expertise in various fields. The Articles of Incorporation and the Corporate Governance Charter, established in December 2019, stipulate that Independent Directors must possess expertise in management, economics, law, or technologies related to the company's business areas. Furthermore, the Articles of Incorporation were amended in March 2021 (Article 29) to specify that the Board shall not be composed of directors of a single gender.

The company actively considers diversity factors such as gender, race or ethnicity, nationality, and background when appointing directors, to avoid concentration in specific backgrounds or professions. In line with the Board Diversity Guidelines, the company conducts a "diversity check" to ensure that the composition of the Board reflects these diversity requirements in a balanced manner.

Accordingly, the Board is composed of the following experts:

Young Chang, an expert in finance, accounting, and corporate finance, formerly Head of Research and CEO of UBS Securities Seoul Branch;

Jina Kang, an expert in technology management and innovation strategy, currently a professor at Seoul National University College of Engineering, and formerly a private member of the Win-Win Growth Committee and a member of the Presidential Committee on Materials, Parts, and Equipment Competitiveness;

Hwajin Kim, an expert in corporate governance, currently a professor at Seoul National University School of Law, and formerly Chair of the Voting Rights Advisory Committee at the Korea Corporate Governance Service and Chair of the Asian Corporate Governance Forum;

James Kim, an expert in Automotive/SW, currently Chairman of the American Chamber of Commerce in Korea, and formerly CEO of GM Korea, CEO of Microsoft Korea, and Head of Business at Yahoo Korea;

Keith Witek, an expert in global semiconductors, currently COO of Tenstorrent, and formerly a C-level executive at global companies such as Tesla and Google.

The Board is not only composed of experts from diverse fields such as the automotive industry, academia, management/technology, finance, and corporate governance, but also includes Independent Directors of multiple nationalities, such as two U.S. nationals (James Kim and Keith Witek), thereby enhancing the diversity of the Board.

(2) Describe the appointments and changes of directors took place between the start of the period subject to disclosure to the report submission date.

The current status of changes in executives from the start of the disclosure period to the date of report submission is as follows.

Table 4-2-1: Appointment and Changes of Directors

	Type	Date of appointment	(Expected) Date of term expiration	Date of change	Reason for change	Incumbency
Euisun Chung	사내이사(Inside)	2002-03-16	2026-03-21	2023-03-22	재선임(Reappoint)	In office
Young Chang	사외이사(Independent)	2020-03-18	2026-03-21	2023-03-22	재선임(Reappoint)	In office
James Kim	사외이사(Independent)	2023-03-22	2026-03-21	2023-03-22	선임(Appoint)	In office
Sunghwan Cho	사내이사(Inside)	2021-03-04	2025-03-22	2023-11-20	사임(Resign)	Resigned
Gyusuk Lee	사내이사(Inside)	2023-12-27	2028-03-18	2025-03-19	선임(Appoint)	In office
Hyungkeun Bae	사내이사(Inside)	2019-03-22	2024-03-20	2024-03-20	만료(Expire)	Resigned
Daesoo Kim	사외이사(Independent)	2018-03-09	2024-03-20	2024-03-20	만료(Expire)	Resigned
Jina Kang	사외이사(Independent)	2021-03-24	2027-03-19	2024-03-20	재선임(Reappoint)	In office
Keith Witek	사외이사(Independent)	2024-03-20	2027-03-19	2024-03-20	선임(Appoint)	In office
Kitae Park	사내이사(Inside)	2024-03-20	2027-03-19	2024-03-20	선임(Appoint)	In office
Youngsuk Ko	사내이사(Inside)	2021-03-24	2025-03-19	2025-03-19	만료(Expire)	In office
Youndeog Cho	사내이사(Inside)	2025-03-19	2028-03-18	2025-03-19	선임(Appoint)	In office
Hwajin Kim	사외이사(Independent)	2022-03-23	2028-03-18	2025-03-19	재선임(Reappoint)	In office

B. Based on the above, describe any shortcomings in the composition of the Board in terms of diverse backgrounds, expertise, and responsibility. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

We are faithfully implementing the composition of the board of directors with 'professionalism', 'diversity', and 'independence' to substantially contribute to the management of our company.

(2) Future plans and additional explanations

In the future, the Company will continue its efforts to enhance professionalism and diversity within the board of directors by appointing 1) talented people with expertise that can help the company manage the company when the term of office expires, and 2) talented people who can enhance diversity within the board of directors, including nationality and gender.

■ [304300] (Sub-principle 4-3) - The company shall ensure fairness and independence in the process of recommendation and appointment of directors.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe whether the company has established a committee for recommending candidates for inside and outside directors, etc. If so, describe the details of the committee and its activities.

A director recommendation committee, etc. is in place Y O

Percentage of outside directors among the director recommendation committee members (%) 57.1

The company has established the Independent Director Candidate Recommendation Committee for the nomination of independent director candidates. As of the report submission date, the committee consists of five Independent Directors and one Internal Director, with Independent Directors making up the majority (83%), thereby ensuring fairness and independence in the nomination and appointment process.

Previously, three Internal Directors participated in the committee to broaden the pool of candidates and select directors suitable for the company's management. However, following a resolution by the Board of Directors in April 2025, the number of Internal Directors was reduced to one to strengthen the independence of the governance structure.

For detailed activities of the Independent Director Candidate Recommendation Committee, please refer to Table 8-2-1. Committee Meetings for Director Candidate Recommendations under Principle 8-2 below.

B. Describe whether the company has been providing its shareholders with the sufficient amount of information about director candidates and time for review, including the following:

(1) Did the company provide detailed information on the director candidates in the case where the appointment of a director was included in the agenda list of AGMs held between the start of the period subject to disclosure to the report submission date?

To provide adequate information to the shareholders regarding the candidates for directors, including independent directors, a sufficient period before their vote is required, and Hyundai Mobis provides detailed resume and areas of specialization of candidates, reasons for recommending candidates, details of the confirmation of independence, and the status of holding concurrent positions by 28 days before the date of the general meeting of shareholders.

Notwithstanding Article 542-4 of the KCC, which allows the official notice via daily newspapers or electronic means to substitute for the convocation of the general meeting of shareholders for shareholders owning shares of 1% or less of the outstanding shares, we made a notice of convocation to all shareholders. To allow the shareholders to sufficiently review the agenda, official notice on the convocation of the general meeting of shareholders was given approximately 34 days prior to the date of the 48th Annual Shareholders' Meeting in 2022.

Below is the details of the information provided on director candidates at the general meeting of shareholders.

Table 4-3-1: Information Provided on Director Candidates

			No. of Days		

		Date of information provision(1)	Date of AGM(2)	between date of information provision and AGM((2)-(1))	Type of director candidates	Information provided	Note
47th AGM	Jina Kang	2024-02-16	2024-03-20	33	사외이사(Independent)	1. Candidate's detailed experiences and specialty 2. Reason of candidate recommendation 3. Confirmation on the independence (interest) 4. Status of concurrent position	Re-appointment
	Keith Witek	2024-02-16	2024-03-20	33	사외이사(Independent)	1. Candidate's detailed experiences and specialty 2. Reason of candidate recommendation 3. Confirmation on the independence (interest) 4. Status of concurrent position	
	Kitae Park	2024-02-16	2024-03-20	33	사내이사(Insider)	1. Candidate's detailed experiences and specialty 2. Reason of candidate recommendation 3. Confirmation on the independence (interest) 4. Status of concurrent position	
48th AGM	Hwajin Kim	2025-02-13	2025-03-19	34	사외이사(Independent)	1. Candidate's detailed experiences and specialty 2. Reason of candidate recommendation 3. Confirmation on the independence (interest) 4. Status of concurrent position	Re-appointment
	Gyusuk Lee	2025-02-13	2025-03-19	34	사내이사(Insider)	1. Candidate's detailed experiences and specialty 2. Reason of candidate recommendation 3. Confirmation on the independence (interest) 4. Status of concurrent position	Re-appointment
	Youngeog Cho	2025-02-13	2025-03-19	34	사내이사(Insider)	1. Candidate's detailed experiences and specialty 2. Reason of candidate recommendation 3. Confirmation on the independence (interest) 4. Status of concurrent position	

(2) For reappointed director candidates, has the company disclosed whether and how their past activities as Board members have been disclosed? If so, describe the disclosure method and details.

Information on activities of a reappointed included has been provided Y(O)

In addition to the business report, we provide shareholders with the status of attendance and pros and cons of past board activities, which are one of the evaluation factors for re-elected board candidates.

Please refer to the table above for more information on the re-appointment of candidates for directors through the announcement of the general meeting of shareholders.

C. Describe whether the company adopted a cumulative voting system. Give detailed explanations on measures and efforts the company has taken to gather opinions from minority shareholders in the process of candidate selection and appointment.

A cumulative voting system has been adopted N(X)

Our company currently hasn't adopted cumulative voting system.

Meanwhile, in keeping with the objective of "Enhancement of the Independent Directors' Independence and Representativeness of the Shareholders," one of the five independent directors' seats is set aside for the one who is recommended by shareholders irrespective of their share ownership. In March 2020, the first shareholder-recommended independent director was approved. The approval process started with candidate recommendations by shareholders. The longlist of candidates was then passed to a 3-member independent outside advisory panel - whose members do not have any special interest relations with the company - who checked the qualifications and backgrounds of each candidate to make a shortlist. The shortlist was delivered to the Independent Director Candidate Recommendation Committee, which made a final recommendation of one candidate, Young Chang, and reported it to the Board of Directors and then the general meeting of shareholders for the final approval. Young Chang was re-elected through the 46th Annual Shareholders' Meeting in March 2023 following the expiration of his term.

D. Based on the above, describe any shortcomings in securing fairness and independence in the process of candidate recommendation and appointment. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

The company is taking sufficient measures to ensure fairness and independence in the process of recommending and appointing candidates for directors.

(2) Future plans and additional explanations

In the future, we will always listen to the opinions of various shareholders and stakeholders, and we will do our best to develop shareholders and the company by collecting various views.

■ [304400] (Sub-principle 4-4) - The company shall make efforts not to appoint a person who is accountable for damaging corporate value or infringing on the shareholders' rights and interests as an executive.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe details about the appointment of executives, including the unregistered ones, who are responsible for damaging corporate value or infringing on the shareholders' rights and interests, including the following:

(1) Status of registered executives

Table 4-4-1: Status of Registered Executives

	Gender	Job Position	Full-time	Responsibility

Euisun Chung	남(Male)	CEO (Chairperson)	O	CEO (general management)
Gyusuk Lee	남(Male)	CEO (President)	O	CEO
Kitae Park	남(Male)	Internal Director (Senior Vice President)	O	CFO
Youngeog Cho	남(Male)	Internal Director (Senior Vice President)	O	Head of Business Administration S upport
Young Chang	남(Male)	Independent Director	X	Financial advisor
Jina Kang	여(Female)	Independent Director	X	Management strategy advisor
Hwajin Kim	남(Male)	Independent Director	X	Legal/ESG advisor
James Kim	남(Male)	Independent Director	X	Business management advisor
Keith Witek	남(Male)	Independent Director	X	Management/Technology Strategy advisor

(2) Status of unregistered executives

Our company's status of Non-registered Officers is as follows :

Name	Gender	Position	Registered Officer Status	Employment type	Duties
Sunsub Kim	Male	Executive Vice President	Non-registered officer	Full-time	Chief of Electric Powertrain/Module Business Unit, Head of Electrification Business [Concurrently]
Chanmo Son	Male	Executive Vice President	Non-registered officer	Full-time	Chief of Service Parts Business Unit
Axel Maschka	Male	Executive Vice President	Non-registered officer	Full-time	Chief of Business Unit
SooKung Jung	Male	Executive Vice President	Non-registered officer	Full-time	Chief of Automotive Electronics Business Unit, Head of Automotive Electronics Research [Concurrently]
Deokkwon Kim	Male	Senior Vice President	Non-registered officer	Full-time	Chief of China Business
Youngbin Kim	Male	Senior Vice President	Non-registered officer	Full-time	Chief of Planning
Dongcheol Min	Male	Senior Vice President	Non-registered officer	Full-time	Chief of Legal Service
Junghun Park	Male	Senior Vice President	Non-registered officer	Full-time	Chief of Lamp Business Unit
Chulhong Park	Male	Senior Vice President	Non-registered officer	Full-time	Chief of Semiconductor Business Unit
Byeonghoon Lee	Male	Senior Vice President	Non-registered officer	Full-time	Chief of Chassis/Safety Business Unit
Sunwoo Lee	Male	Senior Vice President	Non-registered officer	Full-time	Chief of Procurement
Sunghoon Lee	Male	Senior Vice President	Non-registered officer	Full-time	Chief of Sales Support
Hyunwoo Lee	Male	Senior Vice President	Non-registered officer	Full-time	Chief of Module Business
Jaemok Cho	Male	Senior Vice President	Non-registered officer	Full-time	CEO of MNA

Jinan Choi	Male	Senior Vice President	Non-registered officer	Full-time	Chief of Quality
Jaeho Chang	Male	Research Advisor	Non-registered officer	Full-time	Chief of VP Demo Car Development
Sangwon Kang	Male	Vice President	Non-registered officer	Full-time	CEO of MCZ
Shinyoung Kang	Male	Vice President	Non-registered officer	Full-time	CEO of MSK
Hyunmin Kang	Male	Vice President	Non-registered officer	Full-time	Head of Semiconductor Business Group
Bongchul Ko	Male	Vice President	Non-registered officer	Full-time	Head of Automotive Electronics Management Group
Youngsuk Ko	Male	Vice President	Non-registered officer	Full-time	Head of Product Management Group
Bonseok Koo	Male	Vice President	Non-registered officer	Full-time	Head of Corporate Strategy Group
Kinyeon Kim	Male	Vice President	Non-registered officer	Full-time	Head of E-Powertrain production Engineering Group
Donggyu Kim	Male	Vice President	Non-registered officer	Full-time	Head of Finance Division
Donghyun Kim	Male	Vice President	Non-registered officer	Full-time	Head of Converter System Research Group
Miro Kim	Male	Vice President	Non-registered officer	Full-time	Head of R&D Fundamental Technology Research Group
Sangkook Kim	Male	Vice President	Non-registered officer	Full-time	Head of AE New-car Quality Group
Sunhee Kim	Male	Vice President	Non-registered officer	Full-time	Head of Legal Service Group
Seunghwa Kim	Male	Vice President	Non-registered officer	Full-time	CEO of Changwon Plant
Wangju Kim	Male	Vice President	Non-registered officer	Full-time	CEO of MNAe
Jaejun Kim	Male	Vice President	Non-registered officer	Full-time	Head of Production Engineering Development Group
Jaechul Kim	Male	Vice President	Non-registered officer	Full-time	Head of Global Business Group 2
Jaehee Kim	Male	Vice President	Non-registered officer	Full-time	CEO of MPA
Jongsoo Kim	Male	Vice President	Non-registered officer	Full-time	CEO of MMX
Jinbaek Kim	Male	Vice President	Non-registered officer	Full-time	Head of Electric Vehicle Parts Procurement Group
Hakki Kim	Male	Vice President	Non-registered officer	Full-time	Head of AE Sales Group
Seokyeon Nam	Male	Vice President	Non-registered officer	Full-time	Head of Integrated Procurement Group
Yul Tokko	Male	Vice President	Non-registered officer	Full-time	Head of Business Management Group
Jinyoul Ryu	Male	Vice President	Non-registered officer	Full-time	Chassis Parts Procurement Group
Kichul Park	Male	Vice President	Non-registered officer	Full-time	CEO of MIN
Yongjun Park	Male	Vice President	Non-registered officer	Full-time	Head of Battery System Research Group
Inuk Park	Male	Vice President	Non-registered officer	Full-time	Head of North America R&D Center

Jongsung Park	Male	Vice President	Non-registered officer	Full-time	Head of Module R&D Group
Hyounggeun Park	Male	Vice President	Non-registered officer	Full-time	Head of E-drive System R&D Group
Jungeun Sung	Female	Vice President	Non-registered officer	Full-time	Head of Business Support Group
Junghwan Sung	Male	Vice President	Non-registered officer	Full-time	CEO of MPE
Yong Sohn	Male	Vice President	Non-registered officer	Full-time	Head of Business Facilitating Group, Head of Global Business Group3 [Concurrently]
Jongjin Son	Male	Vice President	Non-registered officer	Full-time	CEO of MAL-SV
Kihak Song	Male	Vice President	Non-registered officer	Full-time	Head of Business Improvement Group
Jiwoong Song	Male	Vice President	Non-registered officer	Full-time	Head of Regulation & Certification TFT
Hwayoung Song	Male	Vice President	Non-registered officer	Full-time	CEO of MSH
Gapseok Shin	Male	Vice President	Non-registered officer	Full-time	CEO of MAL
Ra Shin	Male	Vice President	Non-registered officer	Full-time	Head of E-PT/Module Business Management Group
Jaechoon Shin	Male	Vice President	Non-registered officer	Full-time	Head of Information Security Group
Jaejin Shim	Male	Vice President	Non-registered officer	Full-time	Head of Choongcheong-Honam Service Parts Group
Jangmo Ahn	Male	Vice President	Non-registered officer	Full-time	Head Autonomous Driving System Group
Abdul Khaliq	Male	Vice President	Non-registered officer	Full-time	Head of SW Revolution R&D Group
Kyungsuk Oh	Male	Vice President	Non-registered officer	Full-time	Head of Chassis/Safety Sales Group
Seuk Oh	Male	Vice President	Non-registered officer	Full-time	Head of Steering & Suspension R&D Group
Songtaek Oh	Male	Vice President	Non-registered officer	Full-time	Head of Jincheon Production Group
Changju Yun	Male	Vice President	Non-registered officer	Full-time	CEO of MAL-GA
Kyusang Lee	Male	Vice President	Non-registered officer	Full-time	Head of Safety System R&D Group
Dongyeol Lee	Male	Vice President	Non-registered officer	Full-time	Head of E-PT New-car Quality Group
Seokjoo Lee	Male	Vice President	Non-registered officer	Full-time	Head of Autonomous Driving Vision Tech. Group
Seungyong Lee	Male	Vice President	Non-registered officer	Full-time	Head of Infotainment Product Development Group
Seungil Lee	Male	Vice President	Non-registered officer	Full-time	Head of SW Platform Development Group
Seunghwan Lee	Male	Vice President	Non-registered officer	Full-time	Head of Convergence Advanced Research Group
Youngkook Lee	Male	Vice President	Non-registered officer	Full-time	Head of E-PT Engineering Group
Wonki Lee	Male	Vice President	Non-registered officer	Full-time	Head of Labor Relations Planning Group
Euisup Lee	Male	Vice President	Non-registered officer	Full-time	Head of IR, Head of Strategy Group [Concurrently]
Jaeman Lee	Male	Vice President	Non-registered officer	Full-time	Head of Electronics Production Engineering Group

Jaehyuk Lee	Male	Vice President	Non-registered officer	Full-time	Head of E-Parts Procurement Group
Jongkeun Lee	Male	Vice President	Non-registered officer	Full-time	Head of India R&D Center
Jongha Lee	Male	Vice President	Non-registered officer	Full-time	Head of Domestic Service Business Group
Joonhyoung Lee	Male	Vice President	Non-registered officer	Full-time	CEO of Jincheon Plant
Hyukmin Lee	Male	Vice President	Non-registered officer	Full-time	Head of Lamp R&D Group
Hyunbok Lee	Male	Vice President	Non-registered officer	Full-time	Head of Chassis/safety Business Management Group
Hyunseob Lee	Male	Vice President	Non-registered officer	Full-time	Head of Communication Group
Heehyun Lee	Male	Vice President	Non-registered officer	Full-time	Head of System Semiconductor R&D Group
Changho Lim	Male	Vice President	Non-registered officer	Full-time	Head of Youngnam Service Parts
Changjae Jeong	Male	Vice President	Non-registered officer	Full-time	Head of Safety & Health
Chungsik Jeong	Male	Vice President	Non-registered officer	Full-time	Head of Production Development
Namwoong Cho	Male	Vice President	Non-registered officer	Full-time	Head of Business Strategy Group
Yoondoo Jin	Male	Vice President	Non-registered officer	Full-time	Head of Product Cost Planning Group, Head of Advanced Profit and Loss Management TFT[Concurrently]
Jaeseung Cheon	Male	Vice President	Non-registered officer	Full-time	Head of FTCl
Nakhyun Choi	Male	Vice President	Non-registered officer	Full-time	Head of DT Group
Yongseok Choi	Male	Vice President	Non-registered officer	Full-time	Head of AE/E-PT&Module Quality Assurance Group
Younghoon Han	Male	Vice President	Non-registered officer	Full-time	Head of HMI Development Group
Lyangsik Heo	Male	Vice President	Non-registered officer	Full-time	Head of Service Parts Business Management Group
Jaewoong Hur	Male	Vice President	Non-registered officer	Full-time	Head of Braking System R&D Group
Jinyoung Heo	Male	Vice President	Non-registered officer	Full-time	Head of R&D Planning & Operation Group
Hongpyo Heo	Male	Vice President	Non-registered officer	Full-time	Head of Power Semiconductor R&D Group
Wontak Hyun	Male	Vice President	Non-registered officer	Full-time	Head of Advanced Safety Quality Group

(3) Does the company have a policy to prevent the appointment of any person as an executive who is responsible for the impairment of corporate value or infringement of shareholders' rights and interests? Describe the policy and its content.

Implemented Y(O)

The company has established internal policies to prevent executive actions that may harm corporate value or infringe upon shareholder rights, through the Corporate Governance Charter, Code of Conduct for Officers and Employees, and Executive Appointment and Compensation Regulations.

According to the Corporate Governance Charter, exemplary ethical standards, professionalism, and integrity are defined as basic qualifications for directors. Prior to nomination, candidates are reviewed to ensure they meet the qualifications required under the Commercial Act and other relevant laws. The Board of Directors and the Independent Director Candidate Recommendation Committee also conduct a comprehensive review of the candidate's background, including relationships with major shareholders, recent related-party transactions, and self-dealing activities.

Even after appointment, directors are prohibited from engaging in transactions within the company's business scope for their own or third-party benefit, or from serving as an unlimited liability partner or director of another company with similar business purposes, without prior approval from the Board.

In addition, the company's Code of Conduct for Officers and Employees outlines rules related to conflict of interest, anti-corruption, and shareholder protection to prevent executives from engaging in activities that could damage corporate value or shareholder interests. Specifically, all officers and employees are required to avoid situations that may cause conflicts between personal and company interests during the course of their duties, and must not solicit, accept, or offer any form of improper benefit or request to stakeholders. The Code also emphasizes the importance of protecting shareholder interests and respecting their legitimate demands and rights.

Furthermore, the Executive Appointment and Compensation Regulations define actions that damage the company's reputation or cause losses through intent or negligence as grounds for disciplinary action, thereby ensuring that executives fulfill their responsibilities through proper oversight and management.

(4) Has the company appointed any person as an executive who has ever been indicted or found guilty in the final judgment for embezzlement, breach of trust, or unfair trading under the Financial Investment Services and Capital Markets Act, unfair assistance or tunneling under the Fair Trade Act, or whom the Securities and Futures Commission has proposed to dismiss for violating the accounting standards under the Act on External Audit of Stock Companies?

As of the report submission date, it is not applicable.

(5) Has there been any shareholder derivative lawsuits filed between the start of the period subject to disclosure to the report submission date? If so, describe it and its current status.

As of the report submission date, it is not applicable.

B. Based on the above, describe any shortcomings in the company's efforts to prevent those who are responsible for damaging corporate value or infringing on the shareholders' rights and interests from being appointed as executives. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

The company is making every effort to ensure that those responsible for damage to corporate value or infringement of shareholder rights are not appointed as executives.

(2) Future plans and additional explanations

In the future, we will continue to manage and supervise the company to prevent damage to corporate value and infringement of shareholders' rights.

hts and interests.

[305000] (Core Principle 5) Outsider directors shall be able to independently participate in important corporate management decision-making, and to supervise and support the management as board members.

■ [305100] (Sub-principle 5-1) - Outside directors shall not have any material interest with the company; the company shall check whether a director candidate has any interest with it at the appointment stage.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe any interests between the company and an outside director who is incumbent as of the report submission date, including the following:

(1) Has anyone of the outside directors had ever been employed by the company or its affiliated companies? If so, describe the details.

Not applicable

Table 5-1-1: Outside Directors' Term Served as of the Report Submission Date

	Term served at the company (Months)	Term served at the company and its affiliates (Months)
Young Chang	62	62
Jina Kang	50	50
Hwajin Kim	38	38
James Kim	26	26
Keith Witek	14	14

(2) In the past three years, have there been any transactions between the company (including its affiliates) and the outside director, or with the corporation in which the outside director holds the largest shares? If so, describe the details.

Not applicable

(3) In the past three years, have there been any transactions between the company and any corporation in which the outside director has worked as an executive or staff member? If so, describe the details.

Not applicable

(4) Does the company have procedures and relevant regulations to verify the details of the aforementioned transactions? If so, describe the details.

Implemented Y O

In accordance with Article 382(3) and Article 542-8(2) of the Korean Commercial Act, the company verifies whether Independent Director candidates are currently serving at the company or its affiliates. The Independent Director Candidate Recommendation Committee conducts a preliminary review not only of the candidates' career backgrounds but also of their independence from the company before making recommendations.

Additionally, the company discloses details of transactions with the relevant entities over the past three years through the notice and reference materials for the General Meeting of Shareholders. When appointing Independent Directors, the company submits a Confirmation of Qualification for Independent Director to the Korea Exchange, which includes verification of independence and legal eligibility*. Through these measures, the company strives to appoint neutral individuals with no conflicts of interest as Independent Directors.

* "Results of the Annual General Meeting," Hyundai Mobis, DART, March 19, 2025

B. Based on the above, describe any shortcomings in the efforts to appoint outside directors who do not have material interests with the company. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

The company is fully committed to appointing Independent Directors who maintain neutrality and have no material relationships with the company.

(2) Future plans and additional explanations

In the future, the company remains committed to diligently appointing Independent Director candidates who maintain independence and have no material relationships with the company.

■ [305200] (Sub-principle 5-2) - Outside directors shall devote sufficient time and effort to faithfully performing their duties.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Explain overall matters related to the job performance of outside directors, including the following:

(1) Does the company have internal standards regarding the allowance of outside directors to hold concurrent positions with other companies? If so, describe it.

Implemented Y O

Hyundai Mobis stipulates regulations related to concurrent positions within the guidelines for independence of independent directors. Hyundai Mobis' independent director cannot serve as a director, executive officer or auditor of two or more companies other than Hyundai Mobis, a listed company, pursuant to Article 542-8, Paragraph 2 of the KCC.

(2) Describe the status of outside directors' concurrent employment with other companies as of the report submission date.

In the process of recommending independent director candidates of the Independent Director Candidate Recommendation Committee, whether such candidates hold concurrent positions at other companies and any potential conflict of interest are thoroughly reviewed to verify whether they may be subject to disqualification. In addition, the independent director candidates themselves submit the "Certificate of Qualification Requirements for Independent Directors," which verifies by seal whether they held concurrent positions to the Korea Exchange at the time of their recommendation*.

Please refer to the table below for the status of concurrent positions of independent directors as of the submission date of the report.

* "Resolution to Convene the General Meeting of Shareholders," Hyundai Mobis, DART, February 13, 2025

Table 5-2-1: Status of Outside Directors' Concurrent Employment

	Audit Committee Member	Date of initial appointment	Date of term expiration	Current position	Concurrent Employment Status			
					Name of the institution	Position	Term started from (Month)	Listing Status of the institution
Young Chang	O	2020-03-18	2026-03-21	Young&Co CIO / CEO	Young&Co	CIO / CEO	17.09	Unlisted
Jina Kang	O	2021-03-24	2027-03-19	Professor of Seoul National University College of Engineering	S-OIL	Independent director	25.03	Listed (KOSPI)
Hwajin Kim	O	2022-03-23	2028-03-18	Professor of Seoul National University Law School	Mirae Asset Global Investments	Independent director (Chairperson of BOD)	25.03	Listed (KOSPI)
James Kim	O	2023-03-22	2026-03-21	Chairman of the American Chamber of Commerce in Korea	Samsung Securities	Independent director (Chairperson of BOD)	22.03	Unlisted
Keith Witek	O	2024-03-20	2027-03-19	Tenstorrent COO	Tenstorrent	COO	23.02	Unlisted

B. Based on the above, if an outside director is not devoting sufficient time and efforts to faithfully performing his or her duties, explain the reason(s) and future plans.

(1) Shortcomings and the reason(s)

Our independent directors are making sufficient efforts to perform their duties faithfully, and we faithfully support independent directors' job activities through support organizations.

(2) Future plans and additional explanations

We will continue our support efforts for the faithful performance of independent directors in the future.

■ [305300] (Sub-principle 5-3) - The company shall provide outside directors with the sufficient amount of information, resources, etc. that are necessary to fulfill their duties.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the company's policies to support outside directors in fulfilling their duties and their specific operating status, including the following:

(1) Has the company been providing outside directors with human and material resources and internal information?

According to the company's Articles of Incorporation^[1], directors may receive reports on the progress of business operations at least once in March each year. In accordance with the Board of Directors Regulations^[2], the Board may establish advisory committees composed of experts in specific fields to provide consultation on matters submitted to the Board.

Additionally, under the Board Regulations^[3], the Board may request the submission of relevant materials, investigations, and explanations from each director and executive if it is deemed that their execution of duties may violate laws or the Articles of Incorporation, or if there is concern about significantly improper handling. The Board may also require the CEO to report on the work of other directors or employees.

To support the normal business activities of directors, the company subscribes to Directors and Officers Liability Insurance at its own expense. Furthermore, the Corporate Governance Charter and the Articles of Incorporation^[4] stipulate that the company shall compensate directors for all litigation costs, losses, damages, and liabilities incurred in connection with the performance of their duties. However, such compensation shall not be provided if the loss, damage, or liability arises from the director's willful misconduct or gross negligence, or in cases where compensation by the company is not legally permitted.

[1] Articles of Incorporation, Article 34(4): Directors shall report the progress of business operations to the Board at least once in March.

[2] Board Regulations, Article 14-3: The Board may establish advisory committees composed of experts in specific fields to provide consultation on matters submitted to the Board.

[3] Board Regulations, Article 16(1): If the Board deems that a director or executive may be handling duties in violation of laws or the Articles of Incorporation, or in a significantly improper manner, it may request the submission of relevant materials, investigations, and explanations.

[4] Corporate Governance Charter, Section 2.6 Director Responsibilities, Clause 4 (D&O Liability Insurance): To reduce the burden of director liability and secure qualified directors, the company subscribes to D&O liability insurance at its own expense.

(2) Does the company have dedicated staff to respond to outside directors' requests for information (materials)?

There are dedicated staff members Y O

To ensure the efficient operation of the Board of Directors and to support directors in gathering necessary information, the company assigns a dedicated secretariat or staff to assist the Board. At our company, the IR Team serves as the supporting department for the Board, providing relevant materials and administrative support.

(3) Does the company provide training necessary for outside directors to perform their duties? If so, describe it and the current status of the training provided.

Training is provided Y O

To ensure the smooth operation of the Board of Directors, the company provides support services such as business travel arrangements, video

conferencing, and interpretation/translation.

In accordance with the Board Regulations, a detailed notice of the meeting-including the date, location, and agenda-is provided to each director at least seven days prior to the meeting date.* In addition, explanatory materials and supporting documents related to the agenda items are shared with Independent Directors in advance to facilitate more effective discussions and deliberations during the meeting.

For major approval items, prior briefings and reports are conducted before resolutions are made by the Board or its committees, allowing for thorough review and consideration.

Furthermore, Independent Directors are supported in acquiring business and operational insights necessary for decision-making through various activities, including visits to domestic and overseas business sites, interactions with management, and participation in strategy seminars organized for the Board.

* Board Regulations, Article 9(1): A notice of the Board meeting, including the date, location, and agenda, shall be provided to each director at least seven days prior to the meeting date. In urgent cases, the notice may be given by the day before the meeting.

(4) Have there been any meetings attended only by outside directors convened separately from the Board meetings that were held between the start of the period subject to disclosure to the report submission date? If so, describe the details.

Separate meetings of outside directors are convened Y(O)

Following a resolution by the Board of Directors in April 2025, the company has implemented the Lead Independent Director system and established the Board of Independent Directors. The Lead Independent Director is authorized to convene and preside over meetings of the Board of Independent Directors, which is composed solely of Independent Directors. This role includes collecting the views of Independent Directors, communicating them to the Board, and facilitating effective communication among shareholders, the Board, and management.

In addition, the company holds quarterly meetings attended exclusively by Independent Directors, such as pre-meetings with external auditors and the Audit Committee. To strengthen the expertise of Independent Directors, the company establishes an annual training plan that includes regular visits to domestic and overseas plants and research centers, as well as seminars related to key management issues.

For further details, please refer to the information below.

Table 5-3-1: Details of Meetings Attended Only by Outside Directors

	Regular / Extraordinary	Date of meeting	No. of attended outside directors	Total No. of outside directors	Meeting agenda	Note
Board of Independent Director (BID) Meeting	임시(EGM)	2025-05-19	5	5	Pre-review of BOD Meeting Agenda	
Pre-meeting with the Audit Committee 1	정기(AGM)	2024-01-24	5	5	Audit Committee Communication with the External Auditor	
Pre-meeting with the Audit Committee 2	정기(AGM)	2024-02-15	5	5	Audit Committee Communication with the External Auditor	
Pre-meeting with the Audit Committee 3	정기(AGM)	2024-04-25	5	5	Audit Committee Communication with the External Auditor	
Pre-meeting with the Audit Committee 4	정기(AGM)	2024-07-25	5	5	Audit Committee Communication with the External Auditor	
Pre-meeting with the Audit Committee 5	정기(AGM)	2024-10-24	5	5	Audit Committee Communication with the External Auditor	

Pre-meeting with the Audit Committee 6	정기(AGM)	2025-01-23	5	5	Audit Committee Communication with the External Auditor	
Pre-meeting with the Audit Committee 7	정기(AGM)	2025-04-24	5	5	Audit Committee Communication with the External Auditor	
Sites Visit 1	임시(EGM)	2025-03-18	1	5	Domestic business sites visit (Mabuk R&D Center)	For newly appointed independent director
Sites Visit 2	임시(EGM)	2024-03-20	5	5	Domestic business sites visit (Namyang R&D Center)	
Sites Visit 3	임시(EGM)	2024-04-15	5	5	America business sites visit (Boston Dynamics, etc.)	
Sites Visit 4	임시(EGM)	2024-04-25	5	5	Domestic business sites visit (Uiwang R&D Center)	
Sites Visit 5	임시(EGM)	2024-08-19	5	5	ASEAN business sites visit (HLIGP, HEI, etc.)	
Sites Visit 6	임시(EGM)	2025-04-07	5	5	India business sites visit (MIN, MTCL, etc.)	
Internal Education 1	임시(EGM)	2024-02-15	5	5	Results of External Audit and Internal Control over Financial Reporting (ICFR) for Year-End 2023	
Internal Education 2	임시(EGM)	2024-06-13	5	5	Status of Consolidated ICFR, Economic Trends in the Second Half of 2024	
Internal Education 3	임시(EGM)	2024-09-27	5	5	Board Strategy Seminar - Autonomous Driving Industry Trends and Group/Mobis Response Strategy - Electric Vehicle Industry Trends and Hyundai Mobis Business Direction - Hyundai Mobis Robotics and AAM (Advanced Air Mobility) New Business Development Strategy - AI Utilization Strategy: R&D Sector	
Internal Education 4	임시(EGM)	2025-02-13	5	5	2025 Economic Outlook Seminar	

B. Based on the above, describe any shortcomings in the company's support necessary for outside directors to fulfill their duties and provide the details. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

The company faithfully provides independent directors with information and resources necessary for their job performance.

(2) Future plans and additional explanations

In the future, we will continue to provide the information and resources necessary for the performance of independent directors' duties by enhancing business understanding through continuous internal and external education and visits to domestic and foreign business sites.

[306000] (Core Principle 6) To promote active performance of duties by the outside directors, their activities shall undergo fair evaluation; and the decisions on their remuneration and reappointment shall be made on the basis of the outcomes of such evaluation.

[306100] (Sub-principle 6-1) - The evaluation of outside directors shall be done based on their individual performance, and the evaluation results reflected in the decision on their reappointment.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe whether the evaluation of individual outside directors is conducted and the results are taken into consideration for reappointment, including the following:

(1) Does the company evaluate outside directors individually? If so, describe the method in detail.

Outside directors are individually evaluated Y O

The Company manages quantitative indicators such as attendance and approval rates of individual independent directors, and the statements of each independent director are recorded in the minutes of the board of directors and the committee. These individual evaluations of independent directors are reflected when re-appointed as independent directors.

(2) Does the company have measures to ensure fairness in the evaluation of outside directors? If so, describe them in detail.

From August to November 2021, the company conducted an external evaluation of the Board of Directors, and the results were reported to the Compensation Committee in December 2021. Through this process, expert opinions and best practices were gathered, and internal discussions were held to establish a roadmap for enhancing the efficiency and advancement of the Board, thereby promoting substantial improvements in governance. In 2022, an internal evaluation of the Board was conducted, and the results were reported to the Compensation Committee in December 2022. In 2023, the internal evaluation process was further refined through external consulting, and based on this, an internal evaluation was conducted in November 2023, with the results reported to the Compensation Committee in December 2023. In 2024, in accordance with a new three-year cycle, an external evaluation was conducted, and the results were reported to the Compensation Committee in December 2024.

The 2024 external evaluation process followed the steps:

Written diagnosis (submission of relevant materials) → Pre-meeting → Interviews with directors → Interviews with non-director executives → Initial results → Feedback submission (revisions) → Final results notification.

The evaluation criteria were structured around four main categories:

- 1) Roles and responsibilities of the Board,
- 2) Composition of the Board,
- 3) Board functions and dynamics,
- 4) Board resources.

The results of the 2024 Board evaluation are as follows:

Committee	Evaluation Cycle	Evaluation Method	Evaluation Result (On a scale of 5)
BOD Meeting	Once a year	Questionnaire & Interview	4.53
Committee	Once a year	Questionnaire & Interview	4.62

In 2025, the company plans to conduct an internal evaluation of the Board of Directors based on the results of the external evaluation carried out in 2024.

(3) Does the company reflect the evaluation results of outside directors in their re-appointment?

Evaluations are reflected in the decision on the reappointment Y(O)

The company evaluates independent directors through annual board evaluation to evaluate the expertise required by the board structure. In addition, quantitative indicators such as the attendance rate of the board of directors and the approval rate for each agenda and the remarks of individual directors during the board of directors are recorded/managed in the minutes of the board of directors to faithfully reflect the matters in the re-election of independent directors.

B. Based on the above, if the company does not conduct an evaluation of outside directors or does not reflect the evaluation results in the re-appointment decision, explain the reason(s) and future plans.

(1) Shortcomings and the reason(s)

Currently, the company does not conduct qualitative individual evaluations of independent directors to revitalize the free debate atmosphere within the board of directors and strengthen the independence of the board of directors. However, quantitative indicators such as the attendance rate of the board of directors and the committee and the pros and cons of the agenda are collected and disclosed in regular reports.

(2) Future plans and additional explanations

The Company has been evaluating the activities of independent directors to improve the operation of the board of directors and efficiency in accordance with the three-year board evaluation policy. We plan to conduct an internal evaluation of Board of Directors in 2025.

■ [306200] (Sub-principle 6-2) - The remuneration of outside directors shall be determined at an appropriate level, considering their evaluation results, responsibilities, risks in performing their duties, etc.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Explain the remuneration of outside directors, including the following:

(1) Describe the details of the remuneration policy for outside directors, background behind the establishment of the policy, and the specific basis for calculating remuneration.

A remuneration policy is established for outside directors Y(O)

In accordance with the Articles of Incorporation, the company obtains shareholder approval for the total remuneration limit for directors, including Independent Directors, at the Annual General Meeting of Shareholders. The detailed execution of remuneration is delegated to the Board of Directors, and the payment details are disclosed through quarterly reports.

To ensure greater transparency in the calculation and payment of director remuneration, the company established the Compensation Committee as a Board-level committee in December 2019. Subsequently, the company enacted regulations for the payment of registered executive remuneration and retirement benefits. Under these regulations, remuneration for Independent Directors is provided solely in the form of a fixed duty allowance, without any additional allowances or meeting-related expenses. The amount is determined based on the legal responsibilities associated with the role, while also taking into account the company's size and aligning with compensation levels in peer industries.

(2) Did the company grant stock options? If so, describe the specific details regarding their quantity and exercise conditions.

Stock options are granted N(X)

Stock options are linked to job performance N(X)

We have not granted stock options to independent directors.

B. Based on the above, describe any shortcomings in determining the appropriate level of remuneration based on the outside directors' evaluation results, as well as their responsibilities, risks, and other factors in performing their duties. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

The remuneration of independent directors of the Company is properly paid according to the regulations after the resolution of the remuneration committee.

(2) Future plans and additional explanations

In order to calculate the transparent remuneration amount for directors, the company has established and operated a remuneration committee as a committee within the board of directors since December 2019, and plans to further specify remuneration policies and evaluation criteria for the operation of the remuneration committee in the future.

[307000] (Core Principle 7) The Board shall be operated efficiently and rationally to ensure that the management decisions are made in the best interests of the corporation and shareholders.

■ **[307100] (Sub-principle 7-1) - In principle, the Board shall be convened regularly, and the Board' operating regulations shall be prepared to specify its authority, responsibilities, operating procedures, etc.**

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the overall operation of the Board, including the following:

(1) Does a board meeting be convened on a regular basis? If so, describe the details of the regulations related to the operation of the Board.

Board meetings are convened on a regular basis Y(O)

Regulations that govern the board operation are in place Y(O)

According to Article 7 of the Board Regulations^[1], the Board of Directors is classified into regular and extraordinary meetings. Regular Board me

etings are held quarterly, while extraordinary meetings may be convened as needed.

In accordance with Article 38 of the Articles of Incorporation and Articles 8 and 9 of the Board Regulations^[2], Board meetings are convened by the Chairperson or the CEO. A notice including the date, location, and agenda must be provided to each director at least seven days prior to the meeting. However, if all directors consent, the meeting may be held without following the formal convening procedures.

Under Article 10 of the Board Regulations^[3], if some or all directors are unable to attend the meeting in person, they may participate in resolutions through communication means that allow simultaneous transmission and reception of audio. In such cases, the directors are considered to have attended the meeting in person.

Additionally, Article 18 of the Board Regulations^[4] stipulates that minutes must be prepared for all Board proceedings. The minutes must include the agenda, a summary of discussions, the results, and the names and reasons of any dissenting directors. All attending directors must sign or seal the minutes.

[1] Board Regulations, Article 7

- ① The Board shall consist of regular and extraordinary meetings.
- ② Regular meetings are held quarterly, with flexibility in scheduling if necessary.
- ③ Extraordinary meetings may be convened at any time as needed.

[2] Articles of Incorporation, Article 38

"The Board shall be convened by the Chairperson or another director designated by the Board. A notice must be given to each director in writing or verbally by the day before the meeting. However, if all directors consent, the meeting may be held at any time without formal procedures."

Board Regulations, Article 8

- ① The Board shall be convened by the Chairperson or the CEO, unless otherwise resolved by the Board.

Board Regulations, Article 9

- ① A notice including the date, location, and agenda must be provided to each director at least seven days prior to the meeting. In urgent cases, notice may be given by the day before the meeting.
- ② If all directors consent, the meeting may be held without following the procedures in Paragraph ①.

[3] Board Regulations, Article 10

- ④ If some or all directors cannot attend in person, they may participate in resolutions through communication means that allow simultaneous transmission and reception of audio. In such cases, they are deemed to have attended in person.

[4] Board Regulations, Article 18

- ① Minutes must be prepared for all Board proceedings.
- ② The minutes must include the agenda, summary of discussions, results, and names and reasons of dissenting directors. All attending directors must sign or seal the minutes.

(2) Describe the information on regular and extraordinary board meetings convened between the start of the period subject to disclosure to the report submission date.

Hyundai Mobis endeavors to operate the Board of Directors efficiently and reasonably to reach the optimal management decisions in the interest of the Company and shareholders. Please refer to the following table for details of the ordinary and extraordinary Board of Directors meetings convened and whether notices of convocation of the meetings were made in sufficient time ahead of the meetings.

- Ordinary and extraordinary board meetings are held from the start of the disclosure period to the time of report submission

Type	No	Agenda		Approval	Date of Meeting	Date of Notification	Attendance
		Type	Detail				
Ordinary	1st	Resolution	1. Approval of 2023 Financial Results and 2024 Major Business Plan	Approved	2024.01.25	2024.01.17	8/9
			2. Approval of 47th Year-end Dividend Allocation	Approved			
			3. Approval of the 47th Annual Report	Approved			
			4. Approval of 2023 Safety and Health Performance and 2024 Plans	Approved			
	1. Report on 2023 Operational Status of Internal Control over Financial Reporting(ICFR)						

		Report	2. Report on Results of Compliance Support Activities	Reported			
			3. Report on Results of Outcome of the Code of Ethics for Officers and Employees Implementation				
			4. Report on Results of Voluntary Fair Trade Compliance Program Implementation				
Ordinary	2nd	Resolution	1. Approval of Convocation, Report and Agenda Items, etc. for the 47th Annual General Meeting of Shareholders	Approved	2024.02.16	2024.02.08	7/9
			2. Approval of Investment in Offshore Affiliate	Approved			
			3. Approval of Large-Scale Internal Transaction with Related Parties - Transfer and Takeover of Hydrogen Fuel Cell Business	Approved			
			4. Approval of Purchase and Cancellation of Treasury Stock	Approved			
		Report	1. Report on Independent Evaluation Results of 2023 ICFR Operational Status by Audit Committee	Reported			
Extra-Ordinary	1st	Resolution	1. Appointment of the Chairperson of Board of Directors	Approved	2024.03.20	2024.03.13	9/9
			2. Approval of Composition of the Committees Members	Approved			
			3. Approval of Director's Engagement in Competitive Business	Approved			
Ordinary	3rd	Resolution	1. Approval of Investment in Offshore Affiliate	Approved	2024.04.25	2024.04.18	9/9
		Report	1. Report on 2024 1Q Financial Results	Reported			
Ordinary	4th	Resolution	1. Approval of Disposal of Shares to Related Party - Disposal of HTWO Guangzhou Shares	Approved	2024.07.25	2024.07.18	9/9
			2. Approval of 48th Quarterly Dividend Allocation	Approved			
			3. Approval of Disposal of Treasury Stock - Performance-Related Payment	Approved			
		Report	1. Report on 2024 1H Financial Results	Reported			
Ordinary	5th	Report	1. Report on 2024 3Q Financial Results	Reported	2024.10.25	2024.10.18	9/9
			2. Report on Major Business Issue				
Extra-Ordinary	2nd	Resolution	1. Approval of Cash Deficiency Support Agreement for Third Party	Approved	2024.12.13	2024.12.06	8/9
		Report	1. Report on the Results of the 2024 Board of Directors Operation Evaluation	Reported			
			2. Report on major Business issue				
Ordinary	1st	Resolution	Approval of 2024 Financial Results and 2025 Major Business Plan	Approved	2025.01.23	2025.01.16	9/9
			Approval of the 48th year-end Dividend Allocation	Approved			
			Approval of the 48th Annual Report	Approved			
			Approval of 2024 Results and 2025 Plans for Safety and Health Activities	Approved			
		Report	Report on Results of Compliance Support Activities	Reported			
			Report on Results of Code of Ethics for Officers and Employees Implementation				
			Report on Results of Voluntary Fair Trade Compliance Program Implementation				
			Report on 2024 Operational Status of Internal Control over Financial Reporting(ICFR)				
Ordinary	2nd	Resolution	Approval of Convocation, Report and Agenda Items, etc. for the 48th Annual General Meeting of Shareholders	Approved	2025.02.13	2025.02.06	9/9
			Approval of Buyback and Cancellation of Treasury Shares (Proposal)	Approved			
		Report	Report on Independent Evaluation Results of 2024 ICFR Operational Status by Audit Committee	Reported			
Extra-Ordinary	1st	Resolution	Appointment of Representative Director	Approved	2025.03.19	2025.03.12	9/9
			Appointment of the BOD Chairperson	Approved			
			Approval of Composition of the Committees Members within BOD	Approved			
Ordinary	3rd	Resolution	Approval of Investment in Offshore Affiliate	Approved	2025.04.25	2025.04.18	9/9
			- Participation in Capital Increase of Supernal				
			Approval of Amendment to Regulations	Approved			
			- Partial Amendment to Board Regulations				
		- Partial Amendment to Corporate Governance Charter	Approved				
Report	Appointment of Lead Independent Director	Reported					
			Report on 2025 1Q Financial Results				
Extra-Ordinary	2nd	Resolution	Approval of Investment in Offshore Affiliate	Approved	2025.05.20	2025.05.13	9/9
			-Participation in Capital Increase of Motional				
			Approval of Directors' Engagement in Competitive Business-EuisunChung, Representative Director, to concurrently hold a position at the Robotics and AI (RAI) Institute in U.S.	Approved			

Table 7-1-1: Details of the Board Meetings Convened

	No. of meetings convened	Average period between agenda notification and meeting date (Days)	Average attendance rate of directors (%)
Regular	8	7	95.8
Extraordinary	4	7	97.2

B. Describe the policies that the company provides to assist the Board in making the best decisions, including the following:

(1) Did the company establish the remuneration policy linked to each executive officer's performance and disclose it?

The remuneration policy for executive officers is in place Y O

The remuneration policy is disclosed Y O

Remuneration for registered directors (including independent directors) is determined at the general shareholders' meeting in accordance with Article 388 of the Commercial Act and the Articles of Incorporation. Within the limit approved by the general shareholders' meeting, remuneration is paid according to the "Registered Director Compensation Payment Regulations" established by the Compensation Committee.

The key items of the Registered Director Compensation Payment Regulations are as follows and are disclosed externally through the business report:

- Remuneration for internal directors consists of annual salary, performance-based bonuses, and retirement benefits.
- Remuneration for independent directors consists of fixed duty allowances and position allowances.
- The annual salary for internal directors is determined by comprehensively considering position, role, expertise, duties performed, and contribution to the company, and is composed as a single annual salary.
- For internal directors, performance-based bonuses may be paid within the range of 0-100% of the annual salary, based on business performance such as sales and operating profit, achievements and contributions as management, and internal/external business environment.
- For independent directors, to ensure independence, 100% of the remuneration is paid as fixed duty allowances, and no separate performance-based bonuses linked to business performance are paid.

(2) Did the company take out the Directors & Officers Liability Insurance policy?

The company took out the insurance policy Y O

To provide support for the directors' normal management activities, Hyundai Mobis provides liability insurance coverage for directors at the Company's expense, and expressly specifies in the Corporate Governance Charter and the Articles of Incorporation that the Company will provide compensation for any litigation expenses, other losses, damages, and debts borne or incurred by a director in connection with the performance of his or her duties for the Company. However, if such losses, damages and debts are incurred as a result of breach of duties by malicious intent or gross negligence of the relevant director, or if such compensation by the Company is not allowed by law, the Company will not compensate directors for such expenses, losses or damages.

(3) Does the company consider the interests of stakeholders that affect its continued growth and medium- to long-term interests?

Stakeholders are taken into consideration Y O

The Company faithfully considers the interests of stakeholders that affect the Company's continued growth and mid- to long-term interests. In this regard, the Company has been publishing an annual sustainability report since 2010 to implement growing sustainable management activities with all stakeholders, including employees, partners, investors and customers, and to provide relevant information transparently.

C. Based on the above, describe any shortcomings such as a lack of the Board operating regulations that provide the basis for convening the Board meetings on a regular basis, or a failure to notify the convocation of Board meetings sufficiently in advance. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

We are making sufficient institutional efforts to operate the board of directors smoothly.

(2) Future plans and additional explanations

We will continue to make active efforts to ensure that the board of directors makes the best management decisions in the future.

■ [307200] (Sub-principle 7-2) - The Board shall keep detailed minutes of each meeting and disclose the activities of individual directors, including their attendance at meetings, whether they voted for or against each agenda item, etc.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the creation and preservation of the records of Board meetings and disclosure of the activities of individual directors, including the following:

(1) Does the company create and preserve detailed minutes and transcriptions of the Board meetings? Does it have applicable regulations regarding the creation and preservation of the records?

Implemented Y O

Hyundai Mobis prepares the minutes of each meeting in detail so that they include the details of the agenda, and keeps a recording of the meeting.

(2) Does the company record the main content of the discussions and resolutions made at the Board meetings by each individual director?

Implemented Y O

The details of attendance of Hyundai Mobis' directors and the percentage of their votes cast in favor of the proposed agenda are aggregated for each meeting and disclosed through periodic reports such as our business report. Any different opinions held by directors are also separately and individually recorded in the minutes.

After the end of a Board of Directors meeting, detailed minutes of the meeting are prepared including the specific details of each director's comm

ents so that they can be properly reflected in the Company's management decision-making in the future.

Furthermore, to promote directors' faithful performance of their duties by increasing attendance rates for meetings of the Board of Directors, Hyundai Mobis actively encourages directors to attend the meetings by supporting expenses for business trips to visit the head office and video conference systems.

(3) Give the details about individual directors' attendance at the Board meetings and the approval rate of each agenda item over the last three years.

The average attendance and approval rates over the past three years were calculated as follows:

- For current directors, the period spans from the beginning of 2022 to the end of 2024.
- For retired directors, the calculation covers the period up to their retirement date within that timeframe.
- For newly appointed directors in 2024, only their attendance rate for 2024 is recorded.

Table 7-2-1: Directors' Attendance at the Board Meetings and Approval Rate of Agenda Items for the Last Three Years

	Type	Years of service in the Board	Attendance Rate (%)				Approval Rate (%)			
			3-year Average	Last 3 Years			3-year Average	Last 3 years		
				Current Year	Previous Year	Year Before Last		Current Year	Previous Year	Year Before Last
Euisun Chung	사내이사(Inside)	2002.3.16 ~ present	86	100	92	67	100	100	100	100
Gyusuk Lee	사내이사(Inside)	2023.12.27 ~ present	100	100	100		100	100	100	
Hyungkeun Bae	사내이사(Inside)	2019.3.22 ~ 2024.3.20	67	0	100	100	100		100	100
Sunghwan Cho	사내이사(Inside)	2021.3.24 ~ 2023.11.20	95		90	100	100		100	100
Youngsuk Ko	사내이사(Inside)	2021.3.24 ~ 2025.3.19	100	100	100	100	100	100	100	100
Kitae Park	사내이사(Inside)	2024.3.20 ~ present	100	100			100	100		
Youndeog Cho	사내이사(Inside)	2025.3.19 ~ present	100				100			
Daesoo Kim	사외이사(Independent)	2018.3.9 ~ 2024.3.20	100	100	100	100	100	100	100	100
Brian. D Jones	사외이사(Independent)	2019.3.22 ~ 2022.3.23	100			100	100			100
Karl-Thomas Neumann	사외이사(Independent)	2019.3.22 ~ 2023.3.22	100		100	100	100		100	100
Young Chang	사외이사(Independent)	2020.3.18 ~ present	100	100	100	100	100	100	100	100
Jina Kang	사외이사(Independent)	2021.3.24 ~ present	100	100	100	100	100	100	100	100
Hwajin Kim	사외이사(Independent)	2022.3.23 ~ present	100	100	100	100	100	100	100	100
James Kim	사외이사(Independent)	2023.3.22 ~ present	100	100	100		100	100	100	
Keith Witek	사외이사(Independent)	2024.3.20 ~ present	100	100			100	100		

(4) Does the company disclose the activities of individual directors aside from regular disclosures? If so, describe the details and its method.

Disclosed Y(O)

The Company conducts annual governance NDR for major shareholders accompanied by independent director Jang Young Chang in charge of

protecting shareholder rights, and is disclosed to shareholders through public announcement of holding a corporate briefing session.

B. Based on the above, describe any shortcomings in creation and preservation of the records of the Board meetings and disclosure of the activities of individual directors. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

The company faithfully records the activities of the board of directors through the minutes of the board of directors.

(2) Future plans and additional explanations

In the future, the company will faithfully record the activities of the members of the board of directors through regular disclosures.

[308000] (Core Principle 8) For an efficient operation, the Board shall establish internal committees which are responsible for the performance of specific functions and roles.

■ **[308100] (Sub-principle 8-1) - A majority of the members of the committees of the Board shall be outside directors, with the Audit Committee and the Compensation (Remuneration) Committee consisting entirely of outside directors.**

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the composition of the members of committees of the Board, including the following:

(1) Do outside directors make up a majority of each committee of the Board?

Implemented Y O

The Board of Directors of the company operates a total of four committees: the Corporate Sustainability Management Committee, the Audit Committee, the Independent Director Candidate Recommendation Committee, and the Compensation Committee. Among these, the audit committee and the independent director candidate recommendation committee are mandated by the Commercial Act and other relevant laws.

The corporate sustainability management committee was voluntarily established by the board to enhance transparency in internal transactions, promote ethical management and shareholder rights protection, manage and improve ESG (Environmental, Social, Governance) performance, and strengthen risk management systems related to industrial safety, health, and serious accidents. The compensation committee was also voluntarily established to determine appropriate remuneration for registered directors, taking into account business performance and market conditions.

To ensure independence, as of the report submission date:

The audit committee, which oversees overall management, and the compensation committee, which handles matters related to director remuneration, are composed entirely of independent directors. The corporate sustainability management committee and the independent director candidate

recommendation committee are composed of a majority of independent directors. All committee chairs are appointed from among the independent directors. Following a resolution by the board of directors in April 2025, the compensation committee was restructured to consist entirely of independent directors, excluding one previously included internal director who had been added to enhance understanding of company operations. Similarly, the independent director candidate recommendation committee reduced the number of internal directors from three to one to better select director candidates suitable for company management.

In addition, major management matters are reported to the committees in advance to enable in-depth discussions prior to resolutions by the board of directors.

(2) Are the Audit Committee and the Remuneration (Compensation) Committee composed entirely of outside directors?

Implemented Y O

The audit committee, which oversees overall management, is composed entirely of independent directors, and as of the report submission date, the compensation committee, which handles matters related to director remuneration, is also composed entirely of independent directors.

Members of the compensation committee are appointed by the board of directors in accordance with the committee's operating regulations. The committee must consist of at least three directors, with a majority being independent directors. As of the report submission date, the company's compensation committee is composed of three independent directors.

Previously, the committee was composed of one internal director and two independent directors. However, in March 2021, one additional independent director was appointed to the committee, and James Kim, an independent director, was appointed as the committee chair to enhance the independence of its operations. Furthermore, to strengthen the committee's independence and transparency, a resolution passed by the board of directors in April 2025 restructured the committee to consist solely of independent directors, excluding the previously included internal director.

B. Based on the above, describe any shortcomings in the composition of the committees of the Board. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

The company has structured the majority of its board committees with independent directors, and as of the report submission date, both the audit committee and the compensation committee are composed entirely of independent directors, thereby faithfully adhering to the above principles.

(2) Future plans and additional explanations

For the independence of the operation of the committee within the board of directors in the future, we will consist of more than half of Independent directors.

■ [308200] (Sub-principle 8-2) - The organization, operation, and authority of all committees shall be explicitly stipulated in the text, and the committees shall report their resolutions to the Board.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the organization and operation of the committees of the Board, including the following:

(1) Does the company have the explicit provision on the organization, operation, and authority of the committees of the Board? If so, describe it in detail.

The company has the express provision Y(O)

The company has clearly defined the structure, operation, and authority of all board committees in written regulations. The formal regulations for the following three committees are as follows:

1. Corporate Sustainability Management Committee

① Purpose of Establishment

The Corporate Sustainability Management Committee was established to foster an ethical corporate culture by ensuring that executives and employees comply with all relevant laws and regulations based on ethical principles, and to implement responsible management across economic, social, and environmental areas (ESG management). Matters necessary for the operation of the committee are stipulated in the Corporate Sustainability Management Committee Operating Regulations.

② Authority and Responsibilities

The committee reviews matters related to transparency in internal transactions, ethical management, shareholder rights protection, ESG management, and safety and health. It deliberates and resolves the following:

- Transactions between related parties as defined by the Monopoly Regulation and Fair Trade Act and the Commercial Act
- Monitoring the implementation of the Fair Trade Compliance Program
- Key policies related to ethical management and social contribution
- Establishment, revision, and evaluation of ethical codes such as the Code of Ethics
- Matters related to shareholder rights protection, including guarantees, M&A, and acquisition/disposal of major assets (equity)
- Review of key ESG-related policies
- Review, approval, and monitoring of safety and health plans

③ Composition

Committee members are appointed by the board of directors in accordance with the Corporate Sustainability Management Committee Operating Regulations. The committee must consist of at least three directors, including at least three independent directors, and independent directors must account for at least two-thirds of the total members. One member may be appointed as the shareholder rights protection officer.

As of the report submission date, the committee consists of five independent directors and one internal director. To strengthen the importance of ESG and enhance operational support, one internal director (the CEO) was added to the existing five independent directors.

④ Activities

The committee is held quarterly in principle, as stipulated in the operating regulations, but the schedule may be adjusted as needed. Extraordinary meetings may also be convened when necessary. From the beginning of the fiscal year to the report submission date, a total of 13 meetings have been held. During this period, key management issues such as equity investments in other companies, large-scale investments, ESG-related matters, shareholder value enhancement policies, and large-scale internal transactions under the Fair Trade Act were mainly discussed or reported. Resolutions passed by the committee were subsequently reviewed or reported at board meetings.

Article 4 of the Corporate Sustainability Management Committee Operating Regulations states that "one member may be appointed as the shareholder rights protection officer." Accordingly, Director Youngwoo Jang, an independent director recommended by shareholders, was appointed to this role to strengthen direct communication with minority shareholders. In early December 2024, during a week-long governance-related IR event, the shareholder-recommended independent director actively engaged with domestic and international institutional investors, including minority shareholders, to enhance market trust.

The Corporate Sustainability Management Committee also fulfills the roles of the Risk Management Committee and the Internal Transactions Committee. For details on agenda items, attendance, and resolutions by meeting, please refer to the table below.

2. Independent Director Candidate Recommendation Committee

① Purpose of Establishment

The Independent Director Candidate Recommendation Committee was established to fairly and transparently select preliminary candidates for independent director positions who align with the interests of the company and its shareholders. The committee also verifies whether the candidates meet the qualifications set forth in relevant laws and the committee's regulations before officially recommending them. Matters necessary for the operation of the committee are stipulated in the Independent Director Candidate Recommendation Committee Operating Regulations.

② Authority and Responsibilities

The committee recommends candidates for independent director positions in accordance with the Commercial Act and submits them to the general shareholders' meeting. If a shareholder who meets the requirements to exercise shareholder proposal rights under the Commercial Act proposes a candidate, the committee includes the proposed candidate in its deliberations. The committee also resolves matters delegated by the board of directors related to the nomination of independent director candidates.

③ Composition

Committee members are appointed by the board of directors in accordance with the Independent Director Candidate Recommendation Committee Operating Regulations. The committee must consist of at least two directors, with a majority being independent directors.

As of the report submission date, the committee is composed of one internal director (Gyusuk Lee) and five independent directors (Jina Kang, Young Chang, Hwajin Kim, James Kim, and Keith Witek), fully complying with relevant laws and internal regulations.

The committee is chaired by independent director Jina Kang, further enhancing the independence of its operations. To broaden the pool of candidates and select directors suitable for company management, one internal director participates in the committee. This structure was revised by a board resolution in April 2025, changing the previous composition of four independent directors and three internal directors to the current structure, thereby strengthening the committee's independence and transparency.

④ Activities

The committee holds regular meetings annually in January or February, as stipulated in its operating regulations, and may convene additional meetings as needed. From the beginning of the fiscal year to the report submission date, a total of three meetings have been held. During this period, the committee deliberated and reported on the nomination and appointment plans for independent director candidates. Resolutions passed by the committee were subsequently reviewed or reported at board meetings.

The committee forms a candidate pool and, through in-depth discussions, finalizes candidates, obtains board approval, and proceeds with shareholder resolutions to appoint qualified and independent directors. The candidate pool is built through support from external professional firms and internal research, from which a long list is created and narrowed down to a short list. This process is updated annually.

3. Compensation Committee

① Purpose of Establishment

The Compensation Committee was established to implement an appropriate executive compensation system that reflects business performance and market conditions. Matters necessary for the operation of the committee are stipulated in the Compensation Committee Operating Regulations.

② Authority and Responsibilities

The committee deliberates and resolves the following matters to determine appropriate remuneration for registered directors, considering business performance and market conditions:

- Deliberation on the remuneration limit for registered directors to be submitted to the general shareholders' meeting
- Establishment, revision, and abolition of the Registered Director Compensation Payment Regulations
- Other matters deemed necessary by the committee

③ Composition

Committee members are appointed by the board of directors in accordance with the Compensation Committee Operating Regulations. The committee must consist of at least three directors, with a majority being independent directors. As of the report submission date, the company's Compensation Committee is composed of three independent directors.

Previously, the committee consisted of one internal director and two independent directors. In March 2021, one additional independent director

was appointed, and James Kim, an independent director, was appointed as the committee chair to enhance the independence of its operations. To further strengthen the committee's independence and transparency, a board resolution passed in April 2025 restructured the committee to consist entirely of independent directors, excluding the previously included internal director.

④ Activities

The Compensation Committee holds regular meetings once a year, as stipulated in its operating regulations, and may convene additional meetings as needed. From the beginning of the fiscal year to the report submission date, a total of seven meetings have been held.

During this period, the committee deliberated and reported on agenda items such as the appointment of the committee chair, approval of director remuneration limits, and board evaluation plans and results.

In 2021, led by the Compensation Committee, the company conducted its first external board evaluation through the global consulting firm Egon Zehnder, covering board composition, regulations, and operational efficiency. This initiative aimed to gather expert opinions and best practices through external evaluation and internal discussions, ultimately establishing a roadmap for board advancement and governance improvement. Based on this, the company plans to conduct external evaluations every three years. In years without external evaluations, the focus will be on internal assessments and improvement activities.

The company conducted external board evaluations through Egon Zehnder in 2021, followed by internal evaluations in 2022 and 2023. In 2024, marking the start of a new three-year cycle, the company conducted another external evaluation through the global consulting firm Sodali & Co., which included individual committee performance assessments.

For details on agenda items, attendance, and resolutions by meeting, please refer to the table below.

(2) Are the resolutions of the committees be reported to the Board?

Reported Y(O)

The committee's resolutions are being deliberated or reported by the board of directors held afterwards.

(3) Describe the status of reporting the resolutions of each committee of the Board between the start of the period subject to disclosure to the report submission date.

The details of each committee's holding and whether it reports to the board of directors are detailed in the table below.

Table 8-2-1: Director Recommending Committee Meetings Convened

		Date of meeting	No. of Attendees	Quota	Agenda		Approval	Reported to the Board
					Type	Content		
2024 IDCRC 1	Resolution Item 1	2024-02-16	7	7	결의(Resolution)	1. Recommendation of candidates for independent directors	가결(Approved)	X
2024 IDCRC 2	Resolution Item 2	2024-03-20	7	7	결의(Resolution)	1. Election of Chairperson of IDCRC	가결(Approved)	X
2024	Resolution Item	2025-01-23	7	7	결의(Resolution)	1. Recommendation of candidates for indep	가결(Approved)	X

IDCRC 3	em3				endent directors
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Table 8-2-2: Risk Management Committee Meetings Convened

	Date of meeting	No. of Attendees	Quota	Agenda		Approval	Reported to the Board
				Type	Content		

Table 8-2-3: Internal Transaction Committee Meetings Convened

	Date of meeting	No. of Attendees	Quota	Agenda		Approval	Reported to the Board	
				Type	Content			
2024 CSMC 1	Resolution Item 1	2024-01-24	6	6	결의(Resolution)	1.Partial Revision of Hyundai Mobis Code of Conduct	가결(Approved)	X
	Resolution Item 2	2024-01-24	6	6	결의(Resolution)	2. Approval of 2023 Social Contribution Activity Results and Approval for 2024 Plan	가결(Approved)	X
	Resolution Item 3	2024-01-24	6	6	결의(Resolution)	3.Approval of 2024 2Q Financial Transaction with Financial Affiliated by Standard Terms and Conditions	가결(Approved)	X
	Resolution Item 4	2024-01-24	6	6	결의(Resolution)	4.Approval of Large-Scale Internal Transaction with Affiliate	가결(Approved)	X
	Resolution Item 5	2024-01-24	6	6	결의(Resolution)	5.Approval of Shareholder Value Maximization Policy	가결(Approved)	X
	Report Item 1	2024-01-24	6	6	결의(Resolution)	1.Report on 2023 Internal Transaction Results	기타(Other)	X
	Report Item 2	2024-01-24	6	6	결의(Resolution)	2.Report on 2023 Safety and Health Performance and 2024 Plans (proposal)	기타(Other)	O
	Report Item 3	2024-01-24	6	6	결의(Resolution)	3.Report on 2023 ESG Evaluations Results	기타(Other)	X
	Report Item 4	2024-01-24	6	6	결의(Resolution)	4.Report on Results of Compliance Support Activities	기타(Other)	O
	Report Item 5	2024-01-24	6	6	결의(Resolution)	5.Report on Results of Code of Ethics for Officers and Employees Implementation	기타(Other)	O
Report Item 6	2024-01-24	6	6	결의(Resolution)	6.Report on Results of Voluntary Fair Trade Compliance Program Implementation	기타(Other)	O	
2024 CSMC 2	Resolution Item 1	2024-02-15	6	6	결의(Resolution)	1.Approval of Large-Scale Internal Transaction with Related Parties	가결(Approved)	O
	Report Item 1	2024-02-15	6	6	보고(Report)	1.Report on Investment in Offshore Affiliate (proposal)	기타(Other)	O
	Report Item 2	2024-02-15	6	6	보고(Report)	2.Report on Major Business Issue	기타(Other)	X
	Report Item 3	2024-02-15	6	6	보고(Report)	3.Report on Large-Scale Internal Transaction with Related Parties (proposal)	기타(Other)	X
	Report Item 4	2024-02-15	6	6	보고(Report)	4.Report on buyback and cancellation of treasury stock (proposal)	기타(Other)	O

2024 CSMC 3	Resolution Item 1	2024-03-20	6	6	결의(Resolution)	1.Appointment of the Chairperson of Corporate Sustainability Management Committee	가결(Approved)	O
	Report Item 1	2024-03-20	6	6	보고(Report)	1.Report on Major Business Issue	기타(Other)	X
2024 CSMC 4	Resolution Item 1	2024-04-25	6	6	결의(Resolution)	1.Approval of 2024 3Q Financial Transactions with Financial Affiliate by Standard Terms and Conditions	가결(Approved)	X
	Resolution Item 2	2024-04-25	6	6	결의(Resolution)	2.Approval of Cash Investment in Related parties	가결(Approved)	X
	Report Item 1	2024-04-25	6	6	보고(Report)	1.Report on 2024 1Q Social Contribution Activities	기타(Other)	X
	Report Item 2	2024-04-25	6	6	보고(Report)	2.Report on Result of 2024 Materiality assessment and publication plan of 2024 Sustainability Report	기타(Other)	X
	Report Item 3	2024-04-25	6	6	보고(Report)	3.Report on Investment in Offshore Affiliate (proposal)	기타(Other)	O
	Report Item 4	2024-04-25	6	6	보고(Report)	4.Report on Investment in Offshore Affiliate (proposal)	기타(Other)	O
	Report Item 5	2024-04-25	6	6	보고(Report)	5.Report on Major Business Issue	기타(Other)	X
	Report Item 6	2025-04-25	6	6	보고(Report)	6.Report on 2024 1Q Internal Transaction results	기타(Other)	X
2024 CSMC 5	Resolution Item 1	2024-04-25	6	6	보고(Report)	1.Report on Major Business Issue	가결(Approved)	X
2024 CSMC 6	Resolution Item 1	2024-07-25	6	6	결의(Resolution)	1.Approval of 2024 4Q Financial Transactions with Financial Affiliate by Standard Terms and Conditions	가결(Approved)	X
	Report Item 1	2024-07-25	6	6	보고(Report)	1.Report on the Results of 2024 1H Safety and Health Activities	기타(Other)	X
	Report Item 2	2024-07-25	6	6	보고(Report)	2.Report on the Results of 2024 1H Ethics Codes Implementation for Officers and Employees	기타(Other)	X
	Report Item 3	2024-07-25	6	6	보고(Report)	3.Report on the Results of 2024 1H Voluntary Fair Trade Compliance Program Implementation	기타(Other)	X
	Report Item 4	2024-07-25	6	6	보고(Report)	4.Report on the Results of 2024 2Q Social Contribution Activities	기타(Other)	X
	Report Item 5	2024-07-25	6	6	보고(Report)	5.Report on Disposal of Shares to Related Party - Disposal of HTWO Guangzhou Shares	기타(Other)	O
	Report Item 6	2024-07-25	6	6	보고(Report)	6.Report on Major Business Issues	기타(Other)	X
	Report Item 7	2024-07-25	6	6	보고(Report)	7.Report on the Results of 2024 1H Internal Transaction	기타(Other)	X
	Report Item 8	2024-07-25	6	6	보고(Report)	8.Report on 48th Quarterly Dividends (proposal)	기타(Other)	O
	Report	2024-07-25	6	6	보고(Report)	9.Report on Disposal of Treasury Stock (pr	기타(Other)	O

	Item 9					oposal) - Performance-Related Payment		
2024 CSMC 7	Resolution Item1	2024-10-24	6	6	결의(Resolution)	1.Approval of Cash Contribution for Related Party - Participation in Motras' Paid-In Capital Increase	가결(Approved)	X
	Resolution Item2	2024-10-24	6	6	결의(Resolution)	2.Approval of 2025 1Q Financial Transaction with Financial Affiliate by Standard Terms and Conditions - Other Financial Transactions, etc.	가결(Approved)	X
	Resolution Item3	2024-10-24	6	6	결의(Resolution)	3.Approval of 2025 Annual Financial Transaction with Financial Affiliate by Standard Terms and Conditions - Beneficiary Certificates	가결(Approved)	X
	Resolution Item4	2024-10-24	6	6	결의(Resolution)	4.Approval of 2024 Transaction with Affiliate - Brand Royalty	가결(Approved)	X
	Report Item 1	2024-10-24	6	6	보고(Report)	1.Report on the Results of 2024 3Q Social Contribution Activities	기타(Other)	X
	Report Item 2	2024-10-24	6	6	보고(Report)	2.Report on Major Business Issue	기타(Other)	O
	Report Item 3	2024-10-24	6	6	보고(Report)	3.Report on the Results of 2024 3Q Internal Transaction	기타(Other)	X
2024 CSMC 8	Resolution Item1	2024-11-14	6	6	결의(Resolution)	1.Approval of corporate Value-Up plan	가결(Approved)	X
	Report Item 1	2024-11-14	6	6	보고(Report)	1.Report on Key Business Issues	기타(Other)	X
	Report Item 2	2024-11-14	6	6	보고(Report)	2.Report on Holding a CEO Investor Day	기타(Other)	X
2024 CSMC 9	Resolution Item1	2024-12-12	6	6	결의(Resolution)	1.Approval of Cash Contribution for Related Party - Participation in Hyundai Motor Securities' Paid-In Capital Increase	가결(Approved)	X
	Resolution Item2	2024-12-12	6	6	결의(Resolution)	2.Approval of Cash Deficiency Support Agreement for Third Party	가결(Approved)	O
	Resolution Item3	2024-12-12	6	6	결의(Resolution)	3.Approval of 2025 Annual Limits on Transactions with the Largest Shareholder, etc.	가결(Approved)	X
	Resolution Item4	2024-12-12	6	6	결의(Resolution)	4.Approval of 2025 Annual Limits on Transactions between Directors, etc. and the Company	가결(Approved)	X
	Resolution Item5	2024-12-12	6	6	결의(Resolution)	5.Approval of Large-Scale Internal Transactions with Related Parties - Lease Transactions with Motras and Unitus	가결(Approved)	X
	Report Item 1	2024-12-12	6	6	보고(Report)	1.Report on major Business issue	기타(Other)	O
	Report Item 2	2024-12-12	6	6	보고(Report)	2.Report on Disposal of Treasury Stock (proposal) - Performance-Related Payment	기타(Other)	O
	Resolution Item1	2025-01-23	5	6	결의(Resolution)	1.Report on 2024 CSR Activity Results and Approval of 2025 Plans	가결(Approved)	X
	Resolution Item2	2025-01-23	5	6	결의(Resolution)	2.Approval of Large-Scale Internal Transaction with Related Party ? Land Sale Transaction for the Sports Field at the Uiwang R	가결(Approved)	X

2025 CSMC 1						Research Center with Hyundai Rotem		
	Resolution Item 3	2025-01-23	5	6	결의(Resolution)	3.Approval of 2025 2Q Financial Transactions with Financial Affiliate by Standard Terms and Conditions ? Other Financial Transactions, etc.	가결(Approved)	X
	Resolution Item 4	2025-01-23	5	6	결의(Resolution)	4.Approval of Shareholder Value Maximization Policy	가결(Approved)	X
	Report Item 1	2025-01-23	5	6	보고(Report)	1.Report on Results of Compliance Support Activities	기타(Other)	O
	Report Item 2	2025-01-23	5	6	보고(Report)	2.Report on Results of Implementation of Code of Ethics by Officers and Employees	기타(Other)	O
	Report Item 3	2025-01-23	5	6	보고(Report)	3.Report on Results of Implementation of Voluntary Fair Trade Compliance Programs	기타(Other)	O
	Report Item 4	2025-01-23	5	6	보고(Report)	4.Report on 2024 Results and 2025 Plans for Safety and Health Activities	기타(Other)	O
	Report Item 5	2025-01-23	5	6	보고(Report)	5.Report on 2024 Internal Transaction Results	기타(Other)	X
	Report Item 6	2025-01-23	5	6	보고(Report)	6.Report on Major Business Issues ? Plan for Return of Cheongna Site	기타(Other)	X
Report Item 7	2025-01-23	5	6	보고(Report)	7.Report on 2024 ESG Key Performance and 2025 ESG Plans	기타(Other)	X	
2025 CSMC 2	Resolution Item 1	2025-02-13	6	6	결의(Resolution)	1.Approval of Large-Scale Internal Transaction with Related Party - Hyundai Motor Securities Retirement Pension	가결(Approved)	X
	Report Item 1	2025-02-13	6	6	보고(Report)	1.Report on Buyback and Cancellation of Treasury Shares (Proposal)	기타(Other)	O
2025 CSMC 3	Resolution Item 1	2025-03-19	6	6	결의(Resolution)	1.Appointment of the chairperson of the Corporate Sustainability Management Committee	가결(Approved)	X
2025 CSMC 4	Resolution Item 1	2025-04-24	6	6	결의(Resolution)	1.Approval of 2025 3Q Financial Transactions with Financial Affiliate by Standard Terms and Conditions - Other Financial Transactions, etc.	가결(Approved)	X
	Report Item 1	2025-04-24	6	6	보고(Report)	1.Report on Investment in Offshore Affiliate ? Participation in Capital Increase of Supernal	기타(Other)	O
	Report Item 2	2025-04-24	6	6	보고(Report)	2.Report on 2025 1Q CSR Activity Results	기타(Other)	X
	Report Item 3	2025-04-24	6	6	보고(Report)	3.Report on 2025 Materiality Assessment Results and Publication Plan of Sustainability Report	기타(Other)	X
	Report Item 4	2025-04-24	6	6	보고(Report)	4.Report on Major Business Issue ? Serious Accident at MCZ-OS in Czech Republic	기타(Other)	X
	Report Item 5	2025-04-24	6	6	보고(Report)	5.Report on Major Business Issue ? Investment Increase for Construction of New North American Plants	기타(Other)	X

Report Item 6	2025-04-24	6	6	보고(Report)	6.Report on New Vision System of Hyundai Mobis	기타(Other)	X
Report Item 7	2025-04-24	6	6	보고(Report)	7.Report on Major Business Issue ? Governance Improvement Plan	기타(Other)	O
Report Item 8	2025-04-24	6	6	보고(Report)	8.Report on 2025 1Q Internal Transaction Results	기타(Other)	X

(4) Provide details of other committees of the Board (utilize the table above as needed)

Compensation Committee

The following is a summary of meetings held from the start of the fiscal year, which constitutes the disclosure period, through to the date of submission of this disclosure document.

No.	Date	Attendee	Agenda		Status	Reported on the BOD
			Classification	Contents		
2024 1st	Feb. 15, 2024	3/4	Resolution Item 1	1. Approval of 2024 Ceiling Amount of Compensations for Directors	Approved	X
		3/4	Report Item 1	1. Report on 2023 Results of Director Compensation Payment	Other	X
2024 2nd	Mar. 20, 2024	4/4	Resolution Item 1	1. Agenda on Appointment of the Chairman of the Compensation Committee	Approved	O
2024 3rd	Jun. 13, 2024	4/4	Resolution Item 1	1. Approval of 2024 Board Evaluation Plan (proposal)	Approved	X
2024 4th	Jul. 25, 2024	4/4	Report Item 1	1. Report on Board Evaluation Plan(Proposal)	Other	X
2024 5th	Dec. 12, 2024	4/4	Resolution Item 1	1. Approval of Partial Amendment to the Regulations on Payment of Compensations for Registered Directors	Approved	X
			Report Item 1	1. Report on the Results of the 2024 Board of Directors Operation Evaluation	Reported	O
2025 1st	Feb. 13, 2025	4/4	Resolution Item 1	1. Approval of 2025 Ceiling Amount of Compensations for Directors	Approved	X
			Resolution Item 2	1. Report on 2024 Results of Director Compensation Payment	Approved	X
2025 2nd	Apr.24, 2025	4/4	Report Item 1	1. Approval of Amendment to the Regulations on Payment of Compensations for Registered Directors	Other	X

B. Based on the above, describe any shortcomings in the establishment of explicit provisions for operation of the committees of the Board or in the reporting of the resolutions to the Board. Explain the reason(s) for the shortcomings and plans for improvement.

(1) Shortcomings and the reason(s)

For the efficient operation of the board of directors, the Company has established and operated a total of four board-affiliated committees: the Audit Committee, the Independent Director Candidate Recommendation Committee, the Corporate Sustainable Management Committee, and the Compensation Committee.

(2) Future plans and additional explanations

In the future, we will make efforts to ensure that the board of directors makes smooth and efficient decisions through committees within the board.

d of directors.

[400000] 4. Audit Systems

[409000] (Core Principle 9) Internal auditing bodies, such as the audit committee and auditors, shall perform their auditing duties faithfully by maintaining independence from the management and controlling shareholders, and the details of key activities of internal auditing bodies shall be disclosed.

■ **[409100] (Sub-principle 9-1) - Internal auditing bodies, such as the audit committee and auditors, shall be independent and have expertise.**

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the composition of the internal auditing bodies, including the following:

(1) Describe the composition of the internal auditing bodies.

The Audit Committee is in place Y O

Hyundai Mobis' internal auditing organization is the Audit Committee, and the members of the Audit Committee are appointed by resolution of the General Meeting of Shareholders in accordance with the Articles of Incorporation and the operational regulations of the Audit Committee. The Committee consists of 3 or more directors, and independent directors must represent two-thirds or more of its members. Furthermore, one or more of the members must be an accounting or financial expert as per the relevant laws and regulations.

Hyundai Mobis' Audit Committee consists entirely of independent directors, and an independent director is appointed as the chairperson to further ensure its independence. Hyundai Mobis also secures the expertise of the Committee by including accounting or financial experts in the Committee as prescribed under the related laws and regulations. When appointing an independent director as a member of the Audit Committee, Hyundai Mobis submits the "Certificate of Qualification Requirements for Independent Directors," which includes information on independence of the candidates from the Company, and statutory qualifications to the Korea Exchange. The Independent Director Candidate Recommendation Committee thoroughly reviews the candidates required to enhance expertise and diversity of the Board of Directors, who are then recommended to the Annual Shareholders' Meeting and appointed by the resolution of the General Meeting of Shareholders. Hyundai Mobis established election criteria to secure independence and expertise of the Audit Committee. Major election criteria that Hyundai Mobis complies with are as follows:

Election Criteria	Whether Election Criteria are Satisfied	Relevant Regulations, etc.
Shall consist of 3 or more directors	Yes (5 persons)	
At least two-thirds of the members shall be independent directors	Yes (All committee members are independent directors)	Article 415-2, Paragraph 2 of the KCC
At least one or more members shall be a finance or accounting expert	Yes (Committee members Young Chang)	
An independent director shall be the representative of the Audit Committee	Yes (Chairperson: Independent director Young Chang)	Article 542-11, Paragraph 2 of the KCC
One of the members shall be appointed i	Yes (Committee member Jina Kang)	Article 542-12, Paragraph 2 of the KCC

independently of other directors		
Other disqualifications (e.g. specially-related party of the largest shareholder)	Yes (Not Applicable)	Article 542-11, Paragraph 3 of the KCC

As of the report preparation date, the Chair of the Audit Committee and designated financial expert is Outside Director Young Chang. The Audit Committee provides independent opinions on the management's business judgments to ensure rational decision-making.

Table 9-1-1: Composition of the Internal Auditing Bodies

	Composition		Audit-related experience and qualifications	Note
	Job position	Type		
Young Chang	Committee Chairperson	사외이사(Independent)	<ul style="list-style-type: none"> - B.A. in Business Administration, Yonsei University (graduated in 1985) - MBA, George Washington University (graduated in 1987) - Kim & Chang and KPMG tax advisor (1987-1994) - Auto analyst, Goldman Sachs, Merrill Lynch and Deutsche Morgan (1996-2003) - Co-head / Research Head, UBS Securities Seoul Branch (Aug. 2003-Oct. 2018) - CIO/CEO, Young & Co (2017-) *KICPA 	
Jina Kang	Committee Member	사외이사(Independent)	<ul style="list-style-type: none"> - Associate Professor of California State University, Fullerton in the U.S. (2002-2005) - Member of Presidential Committee on Green Growth (2011-2013) - Member of Ministry of Trade, Industry and Energy's Parts & Materials Development Committee (2014-2016) - Member of Ministry of National Defense's Committee for Verification of Military Needs (2019-2021) - Member of Presidential Committee on Materials, Parts & Equipment Competitiveness (2019-2021) - Civilian Member of the Korea Commission for Corporate Partnership (2019-2021) - Member of the Autonomous Project Coordination Council, Ministry of SMEs and Startups (2020 ? Present) - Vice President, Korea Small Business Institute (2024 ? Present) - Professor at Seoul National University for Interdisciplinary Technology Management, Economics and Policy Program (2005-present) - Independent Director of S-OIL (2025-present) 	
Hwajin Kim	Committee Member	사외이사(Independent)	<ul style="list-style-type: none"> - Member of Property Management Committee, Seoul National University (2007 ? 2022) - Chairman of Asian Corporate Governance Forum (2017 ? Present) - Public Director of Korea Financial Investment Association (2011 ? 2017) - Chairperson of Proxy Voting Advisory Committee, Korea Corporate Governance Service (2016 ? 2022) - Chairperson of Advisory Committee for Governance Reform, National Pension Service (2024 ? Present) - L. Bates Lee Global Professor of Law University of Michigan Law School (2011-Present) 	

			- Professor, Seoul National University School of Law (2006 ? Present) - Chairperson of the Board of Samsung Securities (2025 ? Present)
James Kim	Committee Member	사외이사(Independent)	- CEO of Yahoo Korea (2007-2009) - CEO of Microsoft Korea (2009-2015) - President and CEO of the American Chamber of Commerce in Korea (2017~present) - CEO of GM Korea (2015-2017) - Independent director, Mirae Asset Global, Chairman of the Board of Directors (2022-present)
Keith Witek	Committee Member	사외이사(Independent)	- Vice President of AMD (2010-2016) - Director of R&D And General Counsel of Tesla (2016 ? 2018) - Director of Google Strategic Alliance (2019-2023) - Tenstorrent COO(2023~ present)

(2) Describe the policies for ensuring independence and expertise of the internal auditing bodies

Accounting or finance experts are included in the Committee Y(O)

Independent director Young Chang, a financial expert with certificates of Korea Certified Public Accountant (KICPA), US Certified Public Accountant (USCPA), and US Financial Analyst (USCFA), is currently a member of our audit committee and serves as chairman of the audit committee.

B. Describe the operation of the internal auditing bodies, including the following:

(1) Does the company have separate regulations governing the operational objectives, organization, authority, and responsibilities of the internal auditing bodies? If so, describe them with the details.

Regulations regarding the internal auditing bodies are in place Y(O)

Hyundai Mobis has established the operational regulations of the Audit Committee, which governs the operational goals, organization, powers, and responsibilities of the Audit Committee. According to these regulations, the Audit Committee must consist of 3 or more directors, with independent directors representing two-thirds or more of the Committee members.

The main duty and authority of the Audit Committee is to review and make decisions on the audits of accounting and works, matters specified under the relevant laws, regulations and the Articles of Incorporation, and matters delegated by the Board of Directors, and to supervise the execution of the duties of directors and senior management so that they can make reasonable management decisions. In addition, the Audit Committee may require business reports from the directors or investigate the status of the Company's assets at any time. The Committee may also require related officers and employees as well as the Company's external auditor to attend the Committee meetings if and where necessary, and may seek advice from experts, etc., at the Company's expense.

In the Audit Committee's operational regulations, Hyundai Mobis defines the specific roles of the Audit Committee as follows:

- Matters Concerning the General Meeting of Shareholders

- Request for convocation of an Extraordinary General Meeting of Shareholders
- Statement concerning the proposals and documents of the General Meeting of Shareholders

- Matters Concerning the Directors and the Board of Directors

- Obligation to report to the Board of Directors
- Preparation and submission of audit report
- Injunction against directors
- Request for business report from directors
- Matters delegated by the Board of Directors

- Matters Concerning the Audit

- Investigation of the Company's business and status of assets
- Investigation of subsidiaries
- Report received by director
- Representative complainant of the company against director
- Decision whether filing of a suit against a director with a claim of minority shareholders
- Results of the evaluation of external auditor candidate and the appointment of external auditor
- Audit plan and results
- Review of the feasibility of changing important accounting standards or accounting estimates
- Evaluation of the design and operation of the internal accounting management system
- Preparation of the Company's financial statements and confirmation of compliance with the obligation to submit financial statements to the Securities and Futures Commission and the external auditor in advance
- Confirmation of measures taken on corrective actions as a result of audit
- Agreement to the appointment and dismissal of the head of the internal audit department
- Receipt of report of important facts of violation of laws and regulations or the Articles of Incorporation or misconduct regarding the performance of directors' duties from the external auditor
- Receipt of report of facts on the Company's violation of accounting standards from the external auditor

(2) Does the company provide training necessary to perform the audit?

Training is provided for the auditing bodies Y(O)

In accordance with Article 6 of the Internal Accounting Management Guidelines, the Company frequently reports and trains on important issues such as changes in the characteristics of the industry to which the company belongs, changes in the business environment, and changes in laws and regulations to improve the professionalism of the audit committee members.

- Status of Trainings Programs Provided by the Audit Committee

Date	Target	Participant	Content
2024.01.22	Accounting Team, Internal Control & Strategy Analysis Team, Hanyoung Accounting Corporation	Young Chang (Chairperson of the Audit Committee)	Explanation on the status of ICFR, etc.; Quarterly face-to-face meetings among the Chairperson of the Audit Committee, managers of Finance Division and the external auditor
2024.02.15	Hanyoung Accounting Corporation	Audit Committee Member	Results of external audit at the end of 2023 and ICFR audit results Summary and informed consent for amendments related to non-audit work of IESBA Code (International Ethics)
2024.04.24	Accounting Team, Internal Control & Strategy Analysis Team, Hanyoung Accounting Corporation	Young Chang (Chairperson of the Audit Committee)	Review of Measures to Prevent Misconduct at Overseas Subsidiaries Quarterly face-to-face meetings among the Audit Committee Chair, CFO, and External Auditor
		Audit Committee Member	Overview of the Consolidated Internal Control over Financial Report

2024.06.13	Hanyoung Accounting Corporation	member	ing (ICFR)
2024.07.24	Accounting Team, Internal Control & Strategy Analysis Team, Hanyoung Accounting Corporation	Young Chang (Chairperson of the Audit Committee)	Status and Results of Overseas Subsidiary Fund Inspections Quarterly face-to-face meetings among the Audit Committee Chair, CFO, and External Auditor
2024.10.21	Accounting Team, Internal Control & Strategy Analysis Team, Hanyoung Accounting Corporation	Young Chang (Chairperson of the Audit Committee)	Overview of the Whistleblower System Related to ICFR in 2024 Quarterly face-to-face meetings among the Audit Committee Chair, CFO, and External Auditor
2025.01.21	Accounting Team, Internal Control & Strategy Analysis Team, Hanyoung Accounting Corporation	Young Chang (Chairperson of the Audit Committee)	Key Focus Areas for ICFR in 2025 Quarterly face-to-face meetings among the Audit Committee Chair, CFO, and External Auditor
2025.04.24	Accounting Team, Internal Control & Strategy Analysis Team, Hanyoung Accounting Corporation	Young Chang (Chairperson of the Audit Committee)	Explanation of the status of the consolidated ICFR, etc Quarterly face-to-face meetings among the Chairperson of the Audit Committee, managers of Finance Division and the external auditor

(3) Does the company provide external expert advisory support to the Audit Committee? If so, describe the details of that support.

External advisory support is provided Y(O)

In accordance with the articles of association and the operating regulations of the audit committee, the company's audit committee may request help from experts, etc. at the company's expense if necessary. Please refer to the table above for the current status of education and discussions with accounting auditors conducted for members of the audit committee in 2024.

(4) Does the company have regulations on the investigation of fraudulent acts of management, and provide necessary information, expenses, etc. to the internal auditing bodies?

Regulations on an investigation procedure has been established Y(O)

Hyundai Mobis' Audit Committee may require business reports from directors at any time or investigate the status of the Company's businesses and assets in accordance with the regulations of the Audit Committee. In the event that a report is received from the external auditor regarding unlawful acts related to the performance of the directors' duties or important facts in violation of the laws and regulations or the Articles of Incorporation, or the Company's breach of accounting standards, it may be forwarded to the Committee. The Committee may request related officers, employees and the external auditor to attend the Committee meetings when it is necessary to perform the duties of the Committee. In addition, the necessary expenses for business may be determined by the Board of Directors within the limits prescribed by a resolution of the General Meeting of Shareholders, in accordance with the Company's Articles of Incorporation.

A meeting of the Audit Committee may be convened by the Chairperson, who is the person with the authority to convene the meeting, or each member may request the Chairperson to convene a meeting of the Committee by stating the agenda of and reasons for convening such meeting. If a committee meeting is not convened despite such demand for convocation, the member who requested the convocation of the Committee meeting may convene the meeting. The Committee may, if necessary, claim convocation of a Board of Directors meeting by submitting a written statement of the purpose of and reasons for convening such meeting to the person with such authority. If the person with such authority does not convene a Board of Directors meeting despite the claim, the Board of Directors meeting may be convened by the Committee which claimed for its convocation.

(5) Does the company have procedures for the internal auditing bodies to access information relating to matters that could significantly impact corporate management?

Y(O)

Procedures for the internal auditing bodies to access information are in place

The Commission may at any time request a director to report on the business or investigate the business and property status of the company, which is detailed in the "Matters on the Audit System" in the annual report.

C. Describe the organization that supports the internal auditing bodies, including the following:

(1) Has the company installed an organization that supports the internal auditing bodies?

A supporting organization is in place Y(O)

The Audit Committee is supported by the IR Team and the Internal Control & Strategy Analysis Team. These teams are responsible for preparing reports and agenda materials for the Committee, as well as providing operational support.

As of the report submission date, the IR Team consists of 13 members (1 Vice President, 5 Senior Managers, and 7 Managers), and the Internal Control & Strategy Analysis Team consists of 12 members (8 Senior Managers and 4 Managers). The team members possess relevant expertise, having prior experience in the company's finance division and financial institutions. Reports to the Audit Committee regarding business performance are submitted after confirmation by management. Additionally, the Committee holds face-to-face meetings with the external auditor at least once per quarter, excluding management from these sessions.

The Audit Committee also conducts evaluations of the internal control over financial reporting (ICFR) with the support of external experts. For the 2024 ICFR evaluation, the Committee appointed Samhwa Accounting Corporation as an independent evaluator, thereby ensuring the independence and objectivity of the assessment.

(2) Does the company ensure the independence of the organization supporting the internal auditing bodies?

The independence of the supporting organization is secured N(X)

The company's internal audit organization support organization has a system that secures independence to report directly to the audit committee and performs its functions. Since the organizational structure is under the CEO, the audit committee does not have the right to personnel and budget, so it was determined that the conditions for complete independence meant by this key indicator guideline were not met and marked as non-compliance.

D. Describe whether the remuneration of Audit Committee members and auditors is commensurate with their statutory responsibilities and is at a level that supports the faithful performance of their duties, including the following:

(1) Does the company have an independent remuneration policy for Audit Committee members and auditors?

An independent remuneration policy is in place Y(O)

Hyundai Mobis' Audit Committee consists entirely of independent directors, and the total amount of compensation of directors including independent directors is approved, at the general meeting of shareholders, and delegates the execution of such payment to the Board of Directors. The corresponding payment details are disclosed in the regular reports made each quarter.

In addition, Hyundai Mobis established the Compensation Committee in December 2019, to decide the compensation for directors properly and make such payment in a more transparent manner. Also, the regulations on payment of compensations for registered directors and regulations on payment of severance pay for registered directors were established. According to the regulations, the independent directors only get paid a fixed salary without any other allowances. The compensations for Hyundai Mobis's independent directors are decided in consideration of the extent of le

gal responsibility and is also in line with the level of compensation sufficient to support the faithful performance of duties.

(2) Suggest the remuneration ratio between outside directors who are Audit Committee members or the auditor and those who are not.

Remuneration ratio 100

All Independent directors are members of the Company's Audit Board, and there is no ratio of remuneration to independent directors who are not separate auditors or auditors.

E. Based on the above, describe any shortcomings in securing the independence and expertise of the internal auditing bodies. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

We are doing our best to have the expertise and independence of the internal audit organization.

(2) Future plans and additional explanations

In the future, based on the expertise and independence of the audit committee, we will faithfully carry out audit work, and we will continue to disclose the details of major activities through business reports.

(3) (If an audit committee has not been installed) Describe the reason(s) for not installing it. Does the company have plans to establish one in the future? If so, describe the details.

We will continue to strive for transparent management through an internal audit organization that has secured independence and expertise.

■ [409200] (Sub-principle 9-2) - Internal auditing bodies, such as the audit committee, auditors etc., shall diligently perform audit-related duties, including convening regular meetings, and transparently disclose their activities.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the activities of the internal auditing bodies, including the regular meetings held by the bodies, etc., including the following:

(1) Describe the details of regular activities (meetings) of the internal auditing bodies held between the start of the period subject to

disclosure to the report submission date, including its audit activities, procedures for appointing external auditors, and evaluation of the operation of the internal accounting control system.

Regular meetings were convened Y(O)

The Audit Committee is convened quarterly in accordance with the Audit Committee Operating Regulations and may be held on an ad hoc basis as necessary. A total of nine Audit Committee meetings have been held from the beginning of the fiscal year covered by the disclosure period to the date of submission of the disclosure documents. The Audit Committee has faithfully carried out its audit-related duties.

In accordance with Article 11, Paragraph 2 of the Act on External Audit of Stock Companies, the company qualifies as an entity that autonomously appointed an external auditor for six consecutive fiscal years. As such, in November 2021, the Securities and Futures Commission designated Ernst & Young Han Young as the company's external auditor. The firm has diligently performed designated audits for the three consecutive fiscal years from 2022 to 2024. Pursuant to Article 10, Paragraph 1 of the same Act, the company is eligible to autonomously appoint an external auditor for six years starting from the 2025 fiscal year. Accordingly, in December 2024, the Audit Committee approved the engagement of Samjong KPMG for the three consecutive fiscal years from 2025 to 2027.

Additionally, in accordance with the Internal Accounting Management Regulations, the CEO reports the "Operational Status of the Internal Accounting Management System" to the Board of Directors, the Audit Committee, and the General Shareholders' Meeting each fiscal year. The Audit Committee independently conducts an "Evaluation of the Operational Status of the Internal Accounting Management System," and the Chair of the Audit Committee reports the results to the Board of Directors.

(2) Does the company have internal regulations regarding the creation and preservation of audit meeting minutes and audit records, and procedures for reporting to the AGM? If so, describe them with the details.

The regulations are in place Y(O)

In accordance with the procedures for presenting matters related to the General Meeting of Shareholders provided under the operational regulations of the Audit Committee, the 'Matters Reported and Presented at the General Meeting of Shareholders' were reviewed and decided, and the agenda items included the face-to-face meeting with the external auditor once per quarter (report on financial results), approval of report on financial results and approval of audit report (report on the 48th Annual Shareholders' Meeting and approval of the proposed agenda), the checking matters to be observed in appointment of the external auditor, external audit plans, and the evaluation of the operational status of the Internal Control over Financial Reporting.

In addition, according to the operational regulations of the Audit Committee, minutes of the Audit Committee meetings must be prepared after each meeting, and the minutes must include the agenda discussed at the meeting, progress, their results, opponents and their reasons for objection, and bear present member's names and signatures of the members present. For audits conducted by the Committee, an audit record containing the process and results of the audit should be kept with the name and signature of the member who conducted the audit.

(3) (If the Audit Committee is installed) Describe the details of the Audit Committee meetings convened between the start of the period subject to disclosure to the report submission date and the attendance of individual directors to those meetings.

Please refer to the table below for details on the Audit Committee meetings held from the beginning of the fiscal year covered by the disclosure period to the date of submission of the disclosure documents, including attendance by committee members, voting results, and participation records.

Details of Audit Committee Meetings Held

No.	Date	Attendee	Agenda		Status
			Classification	Content	
1st	2024.01.24	5/5	Resolution	1. Approval of 2023 Financial Results and 2024 Major Business Plan	Approved
			Report	1. Report on 2023 Operational Status of Internal Control over Financial Reporting 2. Report on 47th Annual Report	Reported

2nd	2024.02.16	5/5	Resolution	1. Approval of Report and Agenda Items, etc. for the 47th Annual General Meeting of Shareholders	Approved
3rd	2024.04.25	5/5	Resolution	1. Approval of 2024 Annual External Audit Plan	Approved
			Report	1. Report on 2024 1Q Financial Results 2. Report on 2024 Annual Operation Plan of the Consolidated Internal Control over Financial Reporting	Reported
4th	2024.07.25	5/5	Report	1. Report on 2024 1H Financial Results	Reported
				2. Report on Results of Compliance Check Regarding Appointment of External Auditor in 2023 3. Report on 2024 Key Status of Internal Controls over Financial Reporting	
5th	2024.10.24	5/5	Report	1. Report on 2024 3Q Financial Results	Reported
				2. Report on 2024 Key Status of Internal Controls over Financial Reporting	
6th	2024.12.12	5/5	Resolution	1. Approval of Compliance Requirements for Appointing External Auditor	Approved
				2. Approval of Election of External Auditor	Approved
1st	2025.01.23	5/5	Report	1. Report on 2024 Financial Results and Approval of 2025 Major Business Plan	Approved
				2. Report on 2024 Operational Status of Internal Control over Financial Reporting(ICFR)	Reported
				3. Report on 48th Annual Report	
2nd	2025.02.13	5/5	Resolution	1. Approval of 2024 ICFR Operational Status Evaluation 2. Approval of the General Policy on Non-Audit Services by External Auditors 3. Approval of Report and Agenda Items, etc. for the 48th Annual General Meeting of Shareholders	Approved
			Report	1. Report on the 2024 External Audit Results	Reported
3rd	2025.04.24	5/5	Resolution	1. Approval of 2025 Annual External Audit Plan	Approved
			Report	1. Report on 2025 1Q Financial Results	Reported
				2. Report on Results of Compliance Check Regarding Appointment of External Auditor in 2024	
				3. Report on 2025 Annual Operation Plan of the Consolidated Internal Control over Financial Reporting (proposal)	
				4. Report on Status of Fund Management of Overseas Entities	
5. Report on Status of Ensuring Procurement Transparency					

Individual Director Attendance

2024							
No	1st	2nd	3rd	4th	5th	6th	Remark
Date	2024.01.24	2024.02.16	2024.04.25	2024.07.25	2024.10.24	2024.12.12	
Young Chang	Attended	Attended	Attended	Attended	Attended	Attended	
Dae Soo Kim	Attended	Attended	N/A	N/A	N/A	N/A	Term expired on 2024.3.20
Jina Kang	Attended	Attended	Attended	Attended	Attended	Attended	
Hwajin Kim	Attended	Attended	Attended	Attended	Attended	Attended	
James Kim	Attended	Attended	Attended	Attended	Attended	Attended	
Keith Witek	N/A	N/A	Attended	Attended	Attended	Attended	Appointed on 2024.3.20
2025							
No	1st	2nd	3rd				Remark
Date	2025.01.23	2025.02.13	2025.04.24				
Young Chang	Attended	Attended	Attended				
Jina Kang	Attended	Attended	Attended				
Hwajin Kim	Attended	Attended	Attended				
James Kim	Attended	Attended	Attended				
Keith Witek	Attended	Attended	Attended				Appointed on 2024.3.20

Table 9-2-1: Attendance Rate of Individual Directors to Audit Committee Meetings for the Last Three Years

Type	Attendance Rate (%)	
	3-year	Last 3 Years

		Average	Current Year	Previous Year	Year Before Last
Brian D. Jones	사외이사(Independent)	100		100	100
Karl-Thomas Neumann	사외이사(Independent)	100		100	100
Daesoo Kim	사외이사(Independent)	100	100	100	100
Young Chang	사외이사(Independent)	100	100	100	100
Jina Kang	사외이사(Independent)	100	100	100	100
Hwajin Kim	사외이사(Independent)	100	100	100	100
James Kim	사외이사(Independent)	100	100	100	
Keith Witek	사외이사(Independent)	100	100		

B. Based on the above, describe any shortcomings in the internal auditing bodies' performance of their duties related to audit. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

Our internal audit organization is faithfully performing its audit work.

(2) Future plans and additional explanations

We will continue to support the Audit Committee to faithfully perform audit-related tasks and disclose the details of its activities.

[410000] (Core Principle 10) In order to make certain that the shareholders and other users have confidence in the corporate financial information, an external auditor must perform his/her auditing tasks fairly and independently from the corporation audited, including its management and controlling shareholders.

■ **[410100] (Sub-principle 10-1) - Internal auditing bodies shall establish and operate a policy to ensure the independence and expertise of the external auditor during the appointment process.**

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the company's policy on the appointment and operation of the external auditor, including the following:

(1) Does the company have any policies to ensure the independence and expertise of the external auditor? And, is there any situations that might compromise the external auditor's independence?

The policies are in place Y(O)

There were situations that might compromise the auditor's independence Y(O)

To secure independence and expertise in the appointment of an external auditor, Hyundai Mobis appointed the external auditor by evaluating whether the candidate has high level of understanding of the automotive industry through the Audit Committee that consisted entirely of independent directors. During the evaluation, the Committee take in to consideration ① strengthened audit quality according to the amended External Audit Act (enforced in November 2018) and the candidate's strengths in level of understanding of Hyundai Mobis and communication with subsidiaries amidst the trends of the increased accountability of the Group's auditor, and ② the increased work efficiency based on the high level of understanding of the automotive industry.

Furthermore, on December 1, 2020, Hyundai Mobis established the Regulations on the External Auditor Appointment, which document, among others, the standards and procedures for appointing an auditor, based on the amended External Audit Act to strengthen the independence and transparency of the external auditor appointment process.

(2) Has the company been convening meetings regarding the appointment of the external auditor? If so, describe and the discussion points from each meeting.

In accordance with Article 11, Paragraph 2 of the Act on External Audit of Stock Companies, the Company qualifies as an entity that autonomously appointed an external auditor for six consecutive fiscal years. As such, in November 2021, the Securities and Futures Commission designated Ernst & Young Han Young as the Company's external auditor.

Accordingly, on December 10, 2021, the Company convened an Audit Committee meeting and approved the engagement of Ernst & Young Han Young-designated by the Securities and Futures Commission-as the external auditor for the three consecutive fiscal years from 2022 to 2024. Furthermore, on December 12, 2024, ahead of the expiration of the contract with Ernst & Young Han Young, the Company held another Audit Committee meeting and newly approved the engagement of Samjong KPMG-also designated by the Securities and Futures Commission-as the external auditor for the three consecutive fiscal years from 2025 to 2027. During these Audit Committee meetings, discussions primarily focused on the independence, differentiating factors, and audit fees of the external auditor candidates. Reports and evaluations of the previous audit performance were also presented and reviewed.

(3) Does the company conduct an evaluation after the completion of the external audit to confirm whether the external auditor faithfully executed the audit plan? If so, describe the details.

By conducting internal audits and periodically having meetings with the external auditor in writing, Hyundai Mobis inspects whether sufficient time and manpower are deployed for audit and whether the audit plan is properly implemented. Hyundai Mobis has not found any issue with respect to the overall audit quality.

(4) If the company receives consulting or non-audit services from the external auditor and its affiliated companies, describe the reason(s) for selecting the service provider and details of the paid cost.

In addition, Hyundai Mobis does not receive non-audit services such as management advisory service through any of the subsidiaries of the external auditor. As for non-audit services that we conduct through the external auditor, we select service providers by evaluating their expertise and knowledge of system without defaming independence of the auditor. There was one non-audit service conducted by our external auditor in 2024.

And this is performed by reporting a revised plan applying international ethical standards to the audit committee or approval of authorized person from the audit committee, and we disclose in our periodic reports.

B. Based on the above, describe any shortcomings in the policies to secure the independence and expertise of the external auditor. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

The company is making faithful efforts to secure independence and expertise when appointing external auditors.

(2) Future plans and additional explanations

We will continue to make efforts to secure independence and expertise when appointing external auditors in the future.

■ [410200] (Sub-principle 10-2) - Internal auditing bodies shall communicate regularly with the external auditor at all stages of the audit, including reporting the audit results.

Briefly describe the company's compliance with the above sub-principle (40 words or less).

The company is in full compliance with the above sub-principle.

A. Describe the communication conducted between the internal auditing bodies and the external auditor, in the following:

(1) Do the internal auditing bodies and the external auditor hold a meeting without management in attendance at least once a quarter to have a discussion on key audit-related matters?

Implemented Y O

The Company's external auditor holds discussions on key audit-related matters with the internal audit body at least once per quarter, without the presence of management.

Table 10-2-1: Details of Communication with External Auditor

	Date	Quarter	Content
Offline Meeting 1	2024-01-24	1분기(1Q)	Report on the Progress of External Audit for 2023
Offline Meeting 2	2024-02-15	1분기(1Q)	Report on the results of the external audit for the 2023 fiscal year and the audit of the consolidated internal accounting management system
Offline Meeting 3	2024-04-25	2분기(2Q)	Report on the auditor's independence and the results of the 1Q 2024 fiscal year review
Offline Meeting 4	2024-07-25	3분기(3Q)	Progress of the 1H 2024 fiscal year review and key audit matters for the 2024 fiscal year
Offline Meeting 5	2024-10-24	4분기(4Q)	Progress of the 1H 2024 fiscal year review and key audit matters for the 2024 fiscal year
Offline Meeting 6	2025-01-23	1분기(1Q)	Report on the progress of the year-end audit for 2024
Offline Meeting 7	2025-04-24	2분기(2Q)	Explanation of the financial statement audit and internal accounting management system audit plan

(2) Describe the main agendas discussed with the external auditors and procedures to reflect them in their internal audit duties, and the details.

Hyundai Mobis' external auditor has face-to-face meetings with the Audit Committee consisting solely of independent directors at least once every quarter to discuss key issues related to the external audit. At the meetings, the attendees have reporting and Q&A sessions regarding year-end and quarterly audit results, including annual audit plan, fair value assessment and review of damages, review of key audit items and the ICFR evaluation, among other items.

(3) Describe the process where the external auditor notifies the internal auditing bodies of any material findings discovered during the audit. What's the role and responsibilities of the internal auditing bodies in this regard?

Furthermore, pursuant to the operational regulations of the Audit Committee, the external auditor is required to notify the Audit Committee if it discovers any violation or breach of accounting standards, laws and regulations and the Articles of Incorporation by the Company or misconduct by a director concerning his or her duties, and relevant details are presented to and reviewed by the Audit Committee.

(4) When did the company provide its financial statements to the external auditor?

Financial statements were provided at least six weeks prior to the AGM Y(O)

Consolidated financial statements were provided at least four weeks prior to the AGM Y(O)

The Company submitted its unaudited financial statements for the 47th Annual General Meeting on January 11, 2024, which was 10 weeks prior to the meeting date. The unaudited consolidated financial statements were submitted to the external auditor, Ernst & Young Han Young, on January 25, 2024, which was 8 weeks prior to the 47th Annual General Meeting.

Additionally, the Company submitted the final unaudited consolidated and separate financial statements to the external auditor, Ernst & Young Han Young, on January 23, 2025, which was 8 weeks prior to the 48th Annual General Meeting.

Table 10-2-2: Financial Statements Provided to the External Auditor

	Date of AGM	Date of the provision of financial statements	Date of the provision of consolidated financial statements	Recipient
48th AGM	2025-03-19	2024-01-23	2024-01-23	EY Hanyoung
47th AGM	2024-03-20	2024-01-11	2024-01-25	EY Hanyoung

B. Based on the above, describe any shortcomings in the communication between the internal auditing bodies and the external auditors. Explain the reason(s) for the shortcomings and future plans.

(1) Shortcomings and the reason(s)

The company is committed to providing faithful support for smooth communication between the internal audit organization and the external audit organization.

(2) Future plans and additional explanations

We will continue to communicate with the internal audit organization when conducting external audits in the future.

[500000] 5. Additional Items

A. Describe the company's Corporate Value-up Plan, including the following:

(1) Has the company disclosed its Corporate Value-up Plan between the start of the period subject to disclosure to the report submission date?

Voluntary disclosed Y(O)

On November 19, 2024, the Company disclosed its "Corporate Value Enhancement Plan (Voluntary Disclosure)*," which outlines the Company's mid- to long-term strategic direction and shareholder return policy.

* Hyundai Mobis, DART, 2024.11.19

(2) Describe the disclosure status of the company's Corporate Value-up Plans submitted during the past three years. Has the Board been involved in the process of establishing and disclosing those plans?

On September 4, 2024, the Company issued a preliminary disclosure^[1] announcing its intention to disclose a Corporate Value Enhancement Plan in the fourth quarter of 2024. Subsequently, on October 8, the Company held its first-ever CEO Investor Day and made a formal disclosure^[2] representing the Corporate Value Enhancement Plan. Prior to the CEO Investor Day, on November 14, the Sustainability Management Committee under the Board of Directors reviewed and discussed the plan and the upcoming event. On November 19, 2024, the Company officially disclosed the "Corporate Value Enhancement Plan (Voluntary Disclosure)" via the electronic disclosure system, outlining its mid- to long-term strategic direction and shareholder return policy. Detailed plans and objectives were also uploaded to the Company's website.

[1] Hyundai Mobis, DART, 2024.09.04

[2] Hyundai Mobis, DART, 2024.10.08

Table 11-1: Disclosure Status of Corporate Value-up Plans and Board's Involvement

	Date of disclosure	Involvement of the Board	Date of relevant board meetings	Key discussion points
Corporate Value Enhancement Plan (Voluntary Disclosure)	2024-11-19	O	2024-11-14	At the CSMC under the Board of Directors, the agenda item titled "Approval of the Corporate Value Enhancement Plan (Value-Up Program)" was tabled, during which the key plans were shared and reviewed.

(3) Has the company communicated with shareholders and market participants utilizing its Corporate Value-up Plans between the start of the period subject to disclosure to the report submission date? If so, describe the details.

Communications have taken place Y(O)

On November 19, 2024, the Company held its first-ever CEO Investor Day, during which it announced its mid- to long-term strategic direction an

d Corporate Value Enhancement Plan.

Gyusuk Lee, President & CEO, along with the Chief of Business Unit, Chief Financial Officer (CFO), and Head of ESG Management, delivered presentations on-site. The event was also broadcast live online, allowing general shareholders to view the presentation in real time. Following the presentation, Gyusuk Lee and executives from each business division held a Q&A session with major institutional investors and analysts in attendance, focusing on the Value-Up Program.

After the CEO Investor Day, the Company conducted direct investor meetings with domestic and international institutional investors to share key details of the Corporate Value Enhancement Plan. In early December 2024, the Company also hosted a Governance NDR (Non-Deal Roadshow), in which Independent Director Young Chang - nominated by shareholders - participated directly. The event lasted about a week and included explanations of the plan to both minority shareholders and institutional investors, demonstrating the Company's commitment to active market engagement.

For more details on communication with shareholders and market participants, please refer to the table below.

Table 11-2: Status of the Communication Done Based on Corporate Value-up Plans

	Date of communication	Communication counterparts	Communication channel	Involvement of executives	Key communication points
CEO Investor Day	2024-11-19	Major institutions & Analyst	Face to face presentation & Online live streaming	O	Key Business Strategies, Financial Targets, and Mid- to Long-Term Corporate Value Enhancement Plan
IR Meeting	2024-11-20	Domestic and foreign institutional investors	In-person Meeting	O	CEO Investor Day and main stories of Corporate Value Maximization Plan - Domestic : 11/20 ~ 11/21 - Foreign : ① Hongkong - 11/20 ~ 11/22 ② Singapore - 11/26 ~ 11/27 ③ America - 12/2 ~ 12/6
Governance NDR	2024-11-25	Domestic and foreign institutional investors	In-person meeting or conference call	O	CEO Investor Day and main stories of Corporate Value Maximization Plan - Domestic : 11/25 - Foreign : ① Asia - 11/29 ② Europe - 12/2 ~ 12/4

B. Describe any important governance policies that the company has established, excluding the Core (Sub-) Principles mentioned above.

1) Status of affiliates

Hyundai Mobis is a member of Hyundai Motor Group under the Monopoly Regulation and Fair Trade Act. As of the end of May 2024, Hyundai Motor Group has 74 domestic affiliates including Hyundai Mobis, the details of which are provided as follows:

Listed Company(12)	Hyundai Motor Company, Kia, Hyundai Mobis, Hyundai Wia, Hyundai Steel, Hyundai BNG Steel, Hyundai Motor Securities, Hyundai Glovis, Hyundai AutoEver, Hyundai Rotem, Hyundai Engineering & Construction, INNOCEAN

Unlisted Company (62)

Hyundai Engineering, Hyundai Transys, Hyundai Kefco, Hyundai IFC, Hyundai Special Steel, Hyundai Steel Industries, Hyundai Urban Development, Haevichi Hotel & Resort, HL Green Power, Haevichi Country Club, Songdo Landmark City, Green Air, Hyundai IHL, Hyundai Eco Energy, GIT, Hyundai Mseat, Hyundai Partecs, Hyundai Materials, WIA Magna Powertrain, Najo Hobae Flower Solar Power Plant, KCNC, Seoul PMC, Hyundai Seosan Farm, Hyundai Advanced Materials, Motras, HMGS, Western Metropolitan Metro, Hyundai NGV, G-Marine Service, Hyundai ITC, Motion, Seorim Development, Seorim Environmental Technology, Maintrance, Kia Tigers, Jeonbuk Hyundai Motors FC, Hyundai ISC, Hyundai IMC, Unitus, Yulchon 2nd Industrial Complex Development, Hyundai Enterprise, Rotem SRS, Korea EV Charging Service, Tranics, K-Square Yongsan PFV, Hyundai Capital, Hyundai Card, Hyundai Commercial, Blue Walnut, West Busan Urban Expressway, Studio Orbit, S-Trans, GTXC, Hyundai Steel Pipe, Innocean S, Mobient, Techzen, Incheon Smart Energy, Gimpo Goldline SRS, Hyundai IEC, Hyundai Alternative, Tongyeong Future Offshore Wind Power

2) Directors' Remuneration

The detailed annual remuneration paid to executives in 2024 is as follows:

A. Amount Approved by the General Shareholders' Meeting

In accordance with Article 388 of the Korean Commercial Act and the Company's Articles of Incorporation, the limit on directors' remuneration is determined by resolution at the General Shareholders' Meeting. At the 47th Annual General Shareholders' Meeting held on March 20, 2024, the remuneration limit for directors was set at KRW 10 billion. (At the 48th Annual General Shareholders' Meeting held on March 19, 2025, the limit was increased by KRW 2 billion to KRW 12 billion compared to the previous year.)

B. Remuneration Paid

Unit : KRW Million			
Classification	Number of directors	Total amount of compensation	Average amount of compensation per person
Registered directors (Excluding independent directors and members of the Audit Committee)	4	7,151	1,788
Independent director	5	541	90

※ The number of individuals stated above is based on registered executives as of the end of 2024. The total remuneration amount reflects the cumulative payments made to registered executives during 2024. The average remuneration per person was calculated by dividing the total remuneration by the number of registered executives as of year-end 2024.

The total remuneration amount represents the income received by registered directors, outside directors, and Audit Committee members who served or retired during the fiscal year, in accordance with Article 159 of the Financial Investment Services and Capital Markets Act and Article 168 of its Enforcement Decree. This amount is based on taxable income as defined under the Income Tax Act.

C. Individual Remuneration Details for Directors and Audit Committee Members

[Individual Remuneration Details for Directors and Auditors Receiving KRW 500 Million or More]

① Individual Remuneration Amounts

Unit : KRW Million			
Name	Type	Total Amount	Details
	Salary	2,500	The basic annual salary of KRW 2,500 million was divided and paid during the disclosure period in accordance with internal standards such as the executives salary table and executives salary standards considering the job / title (Chairperson), longevity, company contribution, talent development, etc.
	Salary		

Euisun Chung	income	Bonus	1,750	2024 Incentive payment
		Stock option Gains	-	-
		Other salary income	181	Provision of employee benefits (such as gift expenses) and long-service awards based on company regulations
	Retirement income	-	-	
	Other income	-	-	
Gyusuk Lee	Salary income	Salary	1,012	The basic annual salary of KRW 1,012 million was divided and paid during the disclosure period in accordance with internal standards such as the executive salary table and executive salary standards considering the job / title (President), longevity, company contribution, talent development, etc.
		Bonus	708	2024 Incentive payment
		Stock option Gains	-	-
		Other salary income	77	Provision of employee benefits (such as gift expenses) and long-service awards based on company regulations
		Retirement income	-	-
Other income	-	-		

Remuneration for Registered Directors (Including Independent Directors) is paid within the limit approved at the General Shareholders' Meeting, in accordance with the "Regulations on Remuneration for Registered Directors" established and revised by the Compensation Committee. The key provisions are as follows:

[Regulations on Remuneration for Registered Directors]

- Remuneration for Internal Directors consists of annual salary, performance-based bonuses, and retirement benefits.
- Remuneration for Independent Directors consists of fixed duty and position allowances.
- The annual salary for Internal Directors is determined based on position, responsibilities, expertise, duties performed, and contribution to the company, and is structured as a single fixed salary.
- Performance-based bonuses for Internal Directors may be paid within a range of 0-100% of the annual salary, considering business performance such as revenue and operating profit, individual achievements and contributions as management, and internal and external business environments.
- For Independent Directors, to ensure independence, 100% of remuneration is paid as fixed duty allowances, and no performance-based bonuses linked to business results are provided.

3) Management Philosophy and Vision

Hyundai Mobis aims to realize its management philosophy:

"Realize the dreams of humanity by creating a new future through creative thinking and relentless innovation."

A. Core Values

To achieve its vision and embody its management philosophy, Hyundai Mobis pursues three core values that serve as behavioral and decision-making standards for all employees: 1) Dynamic Synergy, 2) First Mover, 3) Expanding Possibility

Hyundai Mobis shares and internalizes these core values across the organization to foster a unified sense of purpose among employees. Through this, the company strives to create a better mobility world and become a leading First Mover in the industry.

B. Vision

Hyundai Mobis' vision is "**Lead the Shift in Mobility, Move the World beyond Possibilities.**" Based on this vision, the company proactively pr

esents new paradigms in the future automotive industry and leads innovation in mobility experiences. Amid this transformative journey, Hyundai Mobis pushes boundaries with innovative technologies and solutions, expanding the frontier of growth in the global market.

C. Management Philosophy

Grounded in the philosophy of "creating a new future through creative thinking and relentless innovation to realize the dreams of humanity," Hyundai Mobis actively pursues innovation in its global business operations, business models, and long-term growth initiatives. To secure a competitive edge in the global market, the company promotes open innovation through strategic investments in promising global tech firms and expands collaboration with various global technology specialists. Hyundai Mobis also broadens its business scope in emerging mobility service markets to meet evolving customer needs and seeks new growth engines beyond traditional automotive sectors - such as electrified propulsion systems and aviation electronics in the UAM domain.

C. Attach the most recent version of the company's articles of incorporation. Additionally, if there are any explicit policies that can be disclosed to support the answers provided in this report, include them as well.

A. Articles of Incorporation

Chapter 1. General Provision

Chapter 2. Shares

Chapter 3. Bonds

Chapter 4. Annual Shareholder's Meeting

Chapter 5. Directors and Board of Directors

Chapter 6. Audit Committee

Chapter 7. Accounting

Addendum

The table of contents of the Articles of Incorporation is as shown above, and the detailed contents have been attached in the supplementary disclosure documents.

B. Guidelines on Independence of Independent directors

Hyundai Mobis composes the majority of its directors with independent directors.

In order to ensure the independence of independent directors, the Company applies stricter standards than those of the Korean Commercial Code and establishes independence requirements based on global regulations. The Board of Directors verifies the independence of each director candidate and incumbent director based on such requirements.

Independent directors are the directors who are not engaged in the ordinary business of the Company and shall not fall under any of the following:

- ① Independent director who is not a director, executive or employee who engages in ordinary businesses of the Company at the present or during the past two (2) years.
- ② Independent director who is not the largest shareholder, or spouse or lineal ascendants/descendants of the largest shareholder.
- ③ Independent director who is not the company's director, auditor, executive or employee if the largest shareholder is a company.
- ④ Independent director who is not a spouse or lineal ascendants/descendants of the Company's director, auditor or executive.
- ⑤ Independent director who is not a director, auditor, executive or employee of the Company's parent company or subsidiary.
- ⑥ Independent director who is not a director, auditor, executive or employee of a company having considerable interests in the Company such as business relationship with the Company.
- ⑦ Independent director who is not a director, auditor, executive officer or employee of other company for which the Company's director, executive or employee serve as a director or executive.
- ⑧ Independent director who is not engaged in a personal transaction or service agreement with the Company or the senior management of the Company.
- ⑨ Independent director who does not have an interest in a non-profit organization that receives a substantial donation from the Company.

In addition to the foregoing, the Board of Directors will comprehensively take into account in its determination of independence what kinds of material relationship the independent director has with the Company, including the domestic and global environment as well as the overall circumstances of the director and the Company.

C. Guidelines on Diversity of the Board of Directors

Hyundai Mobis endeavors to compose its Board of Directors with directors from various backgrounds so that the Board can make decisions in consideration of the interests of various stakeholders, including shareholders and customers, and be more sound and professional.

▣ Expertise

- Professional knowledge or hands-on experiences in the relevant areas, such as finance, economics, business administration, law, accounting and automobile industry

▣ Diversity

- Nationality: The Company selects director candidates with various nationalities to establish an advanced global governance structure.

- Age: The Company enhances the efficiency of the Board of Directors by harmonizing experienced leadership with flexibility in response to the changing business environment.

- Gender: The Company applies the principle of gender equality in opportunities to operate the Board of Directors from various perspectives.

- Others: The Company comprehensively considers other diversity factors, including race, religion and ethnicity.

▣ Recommendation Channels

- To promote various stakeholders' interests, the Company utilizes various independent channels of recommending directors, including the shareholder recommendation system.

In determining the composition of the Board of Directors, the Company confirms whether the composition fully satisfies the foregoing diversity requirements through a "diversity verification" process. The Company will continue to endeavor to represent various stakeholders by forming the Board of Directors that is not biased toward a particular area, and ensure that the Board of Directors operates more effectively for the Company's long-term growth