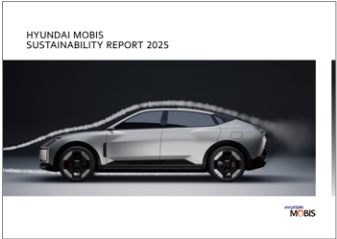


HYUNDAI MOBIS SUSTAINABILITY REPORT 2025



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A concept car featuring the AALS
(Active Aero Lighting System)

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Letter to Stakeholders

CEO Message

Dear Stakeholders,

Amid continued global geopolitical tensions and continuing market competition, Hyundai Mobis is pushing for continuous growth to secure its leadership in the midst of transformation to future mobility business led by autonomous driving, connectivity, and electrification. Our 2025 strategy will focus on qualitative growth, both in size and profitability, by leveraging our integrated technology leadership built through the global expansion of our electrification business and continued R&D investments.

First, we will strengthen our business structure to increase profitability while maintaining our commitment to quality management.

To maximize profit, a core value of business, we will strive for extensive zero-base innovation. We will focus on nurturing our electrification and electronic parts businesses to enhance revenue and profitability while streamlining the operation of our module, chassis, and service parts businesses for optimal resource use. In tandem with this, top management will take the lead in prioritizing quality management at all levels of the company to maintain 100% trust in quality from our customers.

Second, we will secure leading technologies and product competitiveness to broaden our global customer base.

The future mobility market is experiencing ever-intensifying competition with entrants from across sectors. To successfully navigate this landscape and emerge as a global top-tier company, we will seek out open innovation and broaden our high value-added products. In our pursuit of growth opportunities, we will move ahead of the competition in launching next-generation products based on our management expertise of maintaining stable supply chains and product quality competitiveness. Moreover, we will seize these opportunities to expand new customer order base to diversify our revenue structure to include non-captive customers.

Last but not least, we will continue to strengthen partnerships with a wide range of stakeholders in executing sustainable management.

In 2024, we hosted the first CEO Investor Day to provide a platform for direct engagement between the leadership and shareholders. While we continue to provide our suppliers with a range of support policies, we will also fulfill our corporate social responsibility and engage in social impact initiatives for the sustainable development of local communities, alongside our stakeholders.

The year 2025 marks the beginning of our vision to emerge into a global top player in next-generation businesses, and we have chartered our path forward to lead the paradigm in the rapidly shifting mobility market. As we move forward with a strong sense of unity and purpose within Hyundai Mobis, we look forward to your unwavering support and encouragement.

We wish you and your families good health and happiness.

Thank you.



Gyusuk Lee
CEO, Hyundai Mobis

Corporate Overview

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About Hyundai Mobis

Company Overview

Hyundai Mobis is a global automotive parts company, and our business is structured around system solutions, module manufacturing, and A/S parts sales. We aim to become a ‘mobility solution provider’ delivering products and services optimized to a wide range of customers, allowing to step up with the change in future mobility business. We further hone our competitive edge across the global market as we combine autonomous driving, electrification, infotainment, connectivity and other core technologies with our module and platform production capabilities. Throughout it all, we faithfully progress towards our goal of preserving the value chain ecosystem and achieving net-zero emissions, continuing with our journey to become a sustainable company.

Company name	Hyundai Mobis Co., Ltd.
Date of establishment	June 25, 1977
Headquarters	203 Teheran-ro, Gangnam-gu, Seoul, South Korea
President & CEO	Gyusuk Lee
Employees	46,947 persons
Business area	Automotive modules and parts manufacture, A/S parts sales
Key financial performance	KRW 57.2 trillion in sales, KRW 46.1 trillion in equity, KRW 20.5 trillion in liabilities
Change in management	Established GIT India Corporation Private Limited (wholly owned)

In March 2025, Hyundai Mobis announced a new vision embodying its commitment to leading the future mobility sector as a global top-tier player. This vision was shaped through a bottom-up process grounded in employee feedback, and we continue to foster open communication to embed this vision into our day-to-day operations. Through this shared sense of purpose, we are strengthening internal cohesion, charting a clear path forward, and laying the foundation for our evolution into a leading company.

VISION

Lead the Shift in Mobility, Move the World beyond Possibilities

Hyundai Mobis presents a new paradigm for the future automotive industry and leads innovation for new mobility experiences.
As a pioneer driving transformative changes, Hyundai Mobis transcends boundaries and expands beyond the limits of growth in the global market.

Core Values

Guided by its three core values – Dynamic Synergy, First Mover, and Expanding Possibility – Hyundai Mobis is advancing towards the realization of its new corporate vision.

PEOPLE



Dynamic Synergy

We seamlessly collaborate to create synergy in fostering ground-breaking innovations in mobility to create a better world

MOBILITY



First Mover

We aim to become a “First Mover” in mobility-pioneering novel and independent technologies via continuous R&D investments

GLOBAL

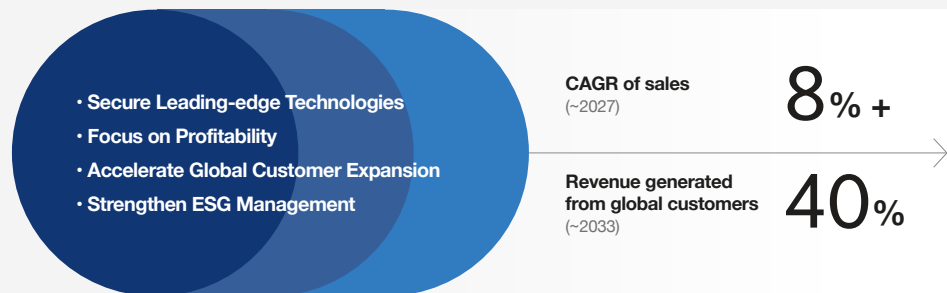


Expanding Possibility

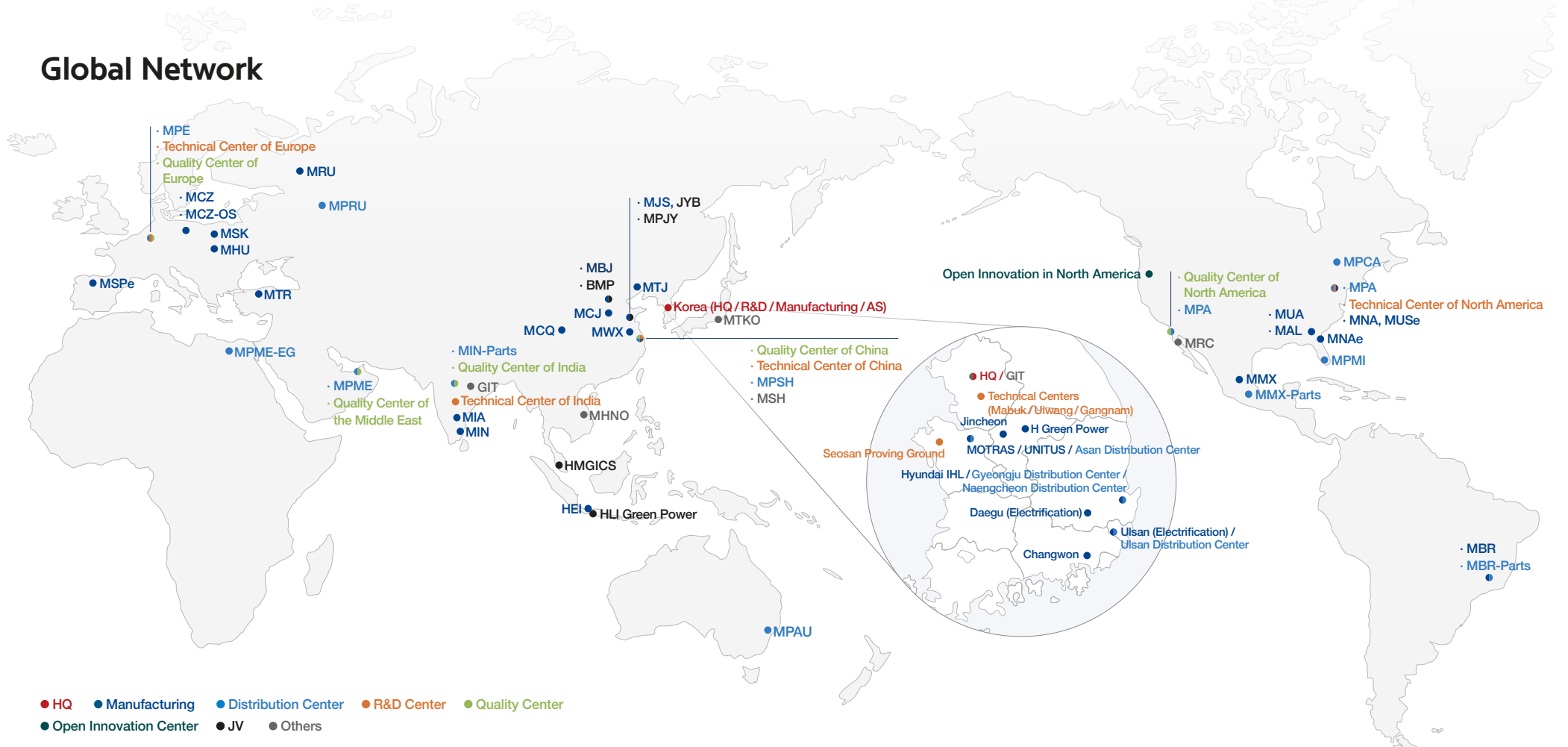
We actively seek new opportunities for growth and expansion in the global market

Mid / Long-term Business Strategies

Hyundai Mobis will pursue four key strategies – securing leading technology competitiveness, focusing on profitability, accelerating global customer expansion, and strengthening ESG management – to drive value-up and build momentum for qualitative growth underpinned by concurrent growth of revenue and profit.



Global Network



Hyundai Mobis		Number of Locations (corporations)	Location
		45	
Domestic	HQ	1	Korea (HQ – Yeoksam, Manufacturing – Jincheon, Changwon, Daegu (electrification), Ulsan (electrification), Technical Center (Mabuk, Uiwang, Gangnam, Seosan), Distribution Center – Ulsan Export, Asan, Gyeongju, Naengcheon)
	Affiliate / Subsidiary	5	Asan (MOTRAS), Cheonan (UNITUS), Chungju (HGP), Gyeongju (IHL), Songpa in Seoul (GIT)
Overseas	Manufacturing	23	Americas (MAL, MNAe, MNA, MUSE, MUA, MMX, MBR), Europe (MRU, MCZ, MCZ-OS, MSK, MTR, MSPe, MHU), China (MWX, MJS, MBJ, MTJ, MCJ, MCQ), Asia-Pacific (MIN, MIA, HEI)
	Parts	9	Americas (MPA, MPMI, MPCA), Europe (MPE, MPRU), China (MPSH), Asia-Pacific (MPME, MPME-EG, MPAU)
	Others	7	US (MAI, AAI (holding company)), China (MSH), US (GIT), Germany (GIT), China (GIT), India (GIT)

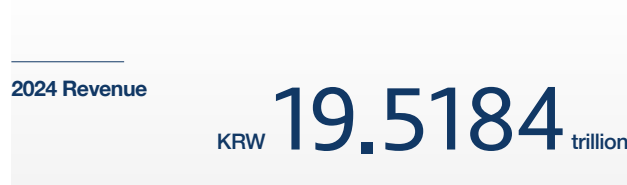
* The number of locations is based on current consolidated corporations and includes operation sites that have yet to ramp up for mass-production as of the end of 2024.
 Specifics of functional locations operated by Hyundai Mobis and its subsidiaries (technical centers / distribution centers / open innovation centers and others) and key JVs are marked on the map.
 ** The corporate names were changed from MAL-GA to MGA and from MAL-SV to MSV after the reporting period (as of Jun. 2025)

Business Area

System Solution

Hyundai Mobis produces traction motors and battery systems that are essential for EVs and other eco-friendly vehicles, and is developing HDA¹⁾, RSPA²⁾, and AVPS³⁾ to boost its competitive edge in autonomous driving and parking. We developed integrated automotive communication controllers as the first Korean company to do so, and remain committed to delivering integrated solutions for future automotive technology.

- 1) HDA: Highway Driving Assist
- 2) RSPA: Remote Smart Parking Assist
- 3) AVPS: Automated Valet Parking System



Autonomous Driving

Building upon our solid performance in parts development through the convergence of electronic control technologies, Hyundai Mobis is exploring autonomous driving solutions for an accident-free future of driving. While we produce and supply ADAS⁴⁾ solutions aiding in a much safer and convenient ride, we also stay ahead of the curve in developing full autonomous driving system solutions spanning the whole spectrum of perception, positioning, decision-making, and control.

- 4) ADAS: Advanced Driver Assistance Systems

Steering

Steering enables a driver to intentionally control a vehicle's direction. Hyundai Mobis supplies EPS⁵⁾ that delivers optimal steering performance through high-precision motor controls customized to the condition of the vehicle without using the existing hydraulic system. We are also developing next-generation steering systems to improve driving performance along with reinforced reactivity and safety.

- 5) EPS: Electric Power Steering

Brakes

Brakes allow drivers to slow down, stop, or park. Along with CBS⁶⁾ and ABS⁷⁾ for general brake performance, we also explore brake systems tailored for autonomous driving and eco-friendly vehicles, spanning TCS⁸⁾, ESC⁹⁾, EMB¹⁰⁾, Brake by Wire¹¹⁾, and regenerative braking.

- 6) CBS: Conventional Brake System
- 7) ABS: Anti-Lock Brake System
- 8) TCS: Traction Control System
- 9) ESC: Electronic Stability Control
- 10) EMB: Electro-Mechanical Brake
- 11) Electric brake system

IVI (In-Vehicle Infotainment)

Hyundai Mobis' IVI solutions aim to create a system capable of conversing and connecting with humans. In keeping current with the 'stay connected' paradigm of IoT and universal connectivity, our solutions gather data on vehicle interior / exterior environments and the driver's conditions to provide optimized information and services. Our portfolio ranges from the infotainment systems that play a pivotal role in IVI solutions, to HUD¹²⁾, digital clusters, and premium sound systems.

- 12) HUD: Head Up Display

Lamp

Lamps provide information to surrounding vehicles and pedestrians while securing the driver's view by irradiating light. We make sure our lamps satisfy all safety, design, and performance requirements. In the upcoming era of autonomous driving, we are expanding the lineup of our headlights – ranging from AADB¹³⁾ which responds to its surrounding environments and objects to DMD¹⁴⁾ which supports the ability to communicate with nearby drivers and pedestrians.

- 13) AADB: Advanced Adaptive Driving Beam
- 14) DMD: Digital Micro-mirror Device

Suspension

Suspension serves to absorb road shocks to increase ride comfort and safety. We provide air suspension solutions with high-pressure air to cushion against even the slightest vibration. The key is our independently developed eARS¹⁵⁾ which controls the body roll of a vehicle through the use of electric motors, allowing us to deliver electrified brake, steering, and suspension systems essential for autonomous driving solutions.

- 15) eARS: electrical Active Roll Stabilization

Electrification

To address environmental issues arising from climate change, governments around the world are tightening automotive fuel efficiency regulations and CO₂ emissions standards. In response, Hyundai Mobis is developing a range of electrification parts technologies, including high-output traction systems, high-capacity battery systems and power conversion systems that are instrumental for hybrid cars and EVs. We strive to harness our electrification technology to create new environmental values through reduced CO₂ emissions and increased energy efficiency.

Airbags

Hyundai Mobis takes the safety of drivers, passengers, and pedestrians seriously in developing our airbag systems. By collecting data from the modules and sensors of our front seat airbags (DAB¹⁶⁾, PAB¹⁷⁾, KAB¹⁸⁾, side airbags (CAB¹⁹⁾, SAB²⁰⁾, and center airbags (CSAB²¹⁾), we produce electronic parts that enable optimal airbag inflation.

- 16) DAB: Driver Airbag
- 17) PAB: Passenger Airbag
- 18) KAB: Knee Airbag
- 19) CAB: Curtain Airbag
- 20) SAB: Side Airbag
- 21) CSAB: Center Side Airbag

Business Area

Module Manufacturing

Hyundai Mobis produces and supplies the three key automotive modules for the frontend, chassis and cockpit parts. We cooperate with car OEMs from the early R&D phase to develop and produce modules that meet the specific needs of different car models. Our cutting-edge technology and system integration capabilities bolster our global competitive edge as they help streamline the manufacturing process and improve assembly convenience. Furthermore, our expansion of local manufacturing across key manufacturing locations in China, the US, India, and Europe have boosted our competitiveness across overseas markets.

2024 Revenue

KRW **25.6334** trillion

Front End Module

We integrate the functional parts of the front of the engine – radiators, headlights, bumper beams, carriers, and the AAF¹⁾ system – into one single product for car OEMs. We research how to use our technology better to enhance the protection of pedestrians, minimize the damage associated with low-speed collisions, improve aerodynamics, integrate functional electronic parts, and reduce weights through the use of novel materials.

1) AAF: Active Air Flap

Chassis Module

The chassis module is a product unit that integrates related parts among the parts that make up the frame at the lower part of the vehicle for car OEMs. Hyundai Mobis focuses on developing optimal modules to explore core technologies enabling the sharing of platforms and parts with OEMs.

Cockpit Module

We produce cockpit modules through the integrated packaging / functional design of the instrument panel, cowl cross bars, A/C systems, and airbags, and assemble and supply these modules as a unit product for car OEMs. We focus on advancing the essential functionalities these modules deliver in directly protecting the safety of occupants along with user ease, driving information, and control devices.

A/S Parts and Automotive Supplies

Hyundai Mobis supplies about 2.76 million after-sales (AS) parts for 213 vehicle models of Hyundai Motor Company and Kia currently operating in Korea and abroad. In this respect, we have established a big data-based demand forecast system and are driving sales growth through the enhancement of domestic and overseas supply chains and the advancement and automation of logistics systems, operating a best-in-industry distribution network. We ensure customer satisfaction through a prompt and accurate parts supply that satisfies market demand for after-sales parts and also provide a range of auto consumables and supplies to help customers keep their vehicle in optimal condition.

2024 Revenue

KRW **12.0851** trillion

A/S Parts

As after-sales parts are used for car repairs, they must be of the same quality and have the identical specifications as new car parts. As a company designated by Hyundai Motor Company and Kia to be responsible for supplying their after-sales parts, Hyundai Mobis does our utmost to ensure a prompt parts supply to meet customer needs, backed by our reliable inventory availability and systemic logistics, distribution, and system infrastructure.

[A/S parts and supplies website \(Korean\)](#)

Automotive Supplies

Automotive supplies are developed to enhance the function of the vehicle, user-friendliness and aesthetics. They are classified into interior / exterior as well as safety, convenience, and maintenance supplies, and span a wide array of product categories – roof racks, air filters, side steps, and suit hangers. We deliver products that meet the customizing needs of various customers and regions, which helps heighten the commercial value of finished cars and improve driver convenience.

Key Markets and Customers

Hyundai Mobis' business presence spans the entire world – Asia, the Americas, and Europe as well as Korea where the company is headquartered. Our key customers include Hyundai Motor Company and Kia, Stellantis, Mercedes-Benz, and GM among others to whom we supply modules and core parts including electronic parts and lamps. Our new orders for 2024 amounted to USD 2.57 billion. In the face of mounting uncertainties resulting from car OEM's investment burdens and the EV chasm, we focused on diversifying our portfolio across key OE categories and order intake regions. Our efforts will continue to recruit new customers through product advancement and new technology promotion and to win target projects with proven profitability, driving both growth and stability of our business operations.

Key Customers and Products¹⁾

Europe	China	Korea	Americas
- Stellantis (display module, lamp) - Volkswagen Group (battery system)	- SAIC-GM (ICS²⁾) - FAW (air suspension) - BYD (MDPS³⁾)	Hyundai Motor Company and Kia (module / parts / AS parts)	- Stellantis (chassis module, lamp, display module) - Mercedes-Benz (chassis module) - GM (ICS²⁾, parking brakes)
Others	Mitsubishi (lamp)	Subaru (lamp)	

1) The above data for key customers and products include pre-mass production data (order data).

Our sales do not involve any production of fossil fuels, chemicals, weaponry, and tobacco.

2) ICS: Integrated Center Stack

3) MDPS: Motor Driven Power Steering

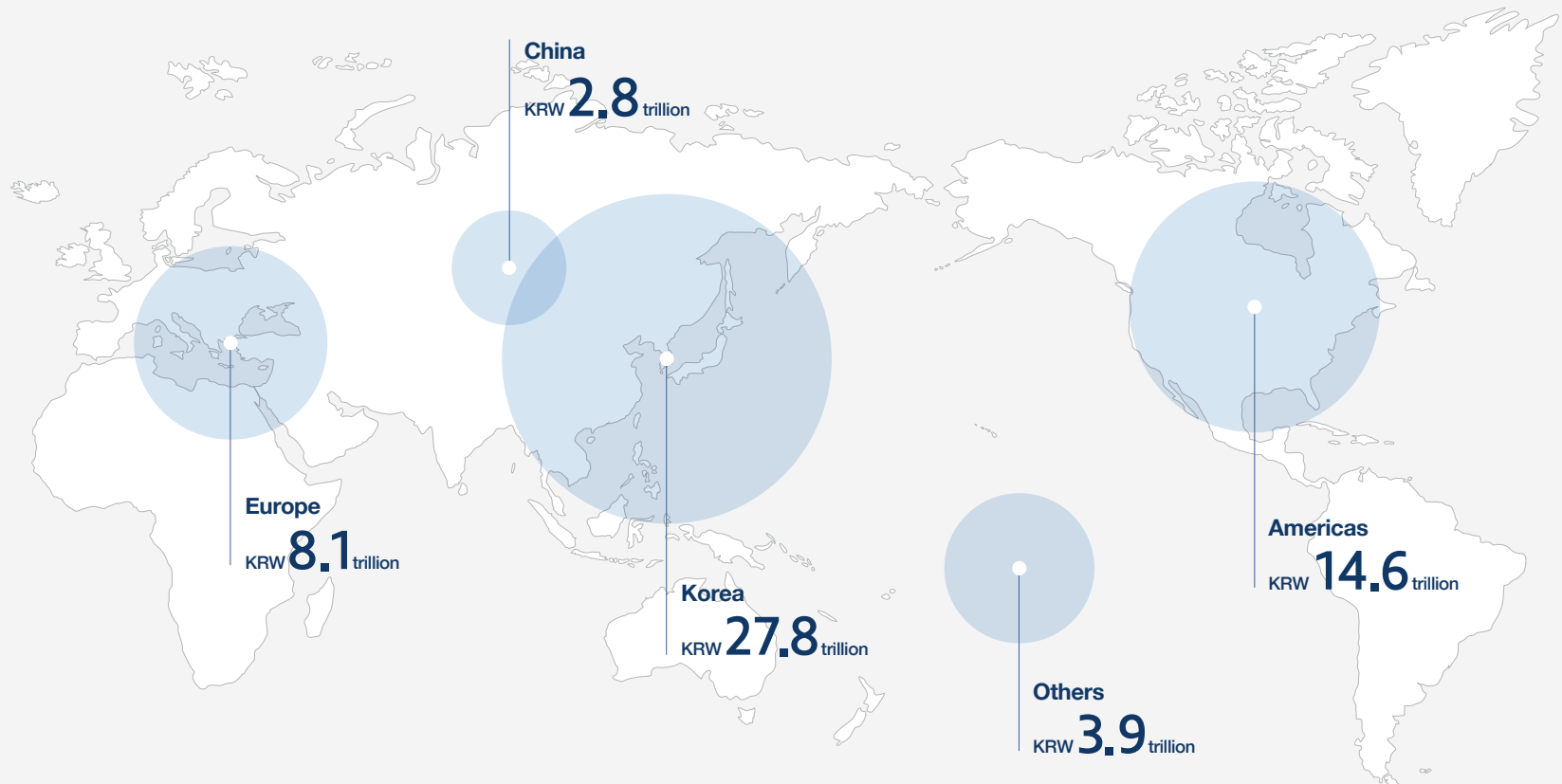
Consolidated revenue

KRW **57.2** trillion

Non-captive¹⁾ orders
(cumulative for the year 2024)

USD **2.57** billion

1) Non-captive: External sales generated through transactions with non-affiliated companies



SPECIAL PAGE

CEO Investor Day

Hosting the first CEO Investor Day

On November 19th of 2024, Hyundai Mobis hosted the first CEO Investor Day, communicating with key stakeholders its detailed mid-to long-term growth strategies and goals – securing leading-edge technologies, focusing on profitability, implementing proactive shareholder return policies, and strengthening ESG management. Through this, we reaffirmed our commitment to redefining our corporate value as a global company.

Securing leading-edge technologies

The mobility industry is undergoing rapid transformation in vehicle architectures, with the ongoing shift towards SDVs¹⁾ driven by electrification. In response, Hyundai Mobis is committed to building competitive strengths by securing industry-leading technologies in the areas of electrification, electronic parts, and chassis safety. We will also focus on core elemental technologies that are essential for enhancing the underlying competitive edge of our products. This will be achieved by internalizing proprietary technologies and reinforcing strategic partnerships and investments, positioning Hyundai Mobis as a tech-driven, agile company seamlessly navigating the evolving market landscape.

1) SDV: Software Defined Vehicle

Focusing on profitability and implementing proactive shareholder return policies

Hyundai Mobis is witnessing growth in core parts sales driven by electronic parts business with the rising share of sales from non-captive customers. By 2027, we aim to achieve 20% non-captive sales share in total core parts revenue, 8% compound annual revenue growth, and 5~6% operating margin. This will build momentum to deliver a TSR²⁾ of over 30% to balance business growth with shareholder return.

2) TSR: Total Shareholder Return

Strengthening ESG management

To deliver mobility powered by responsible innovation and clean technology, we target to reach net zero emissions across our operations by 2040 and throughout the whole supply chain by 2045 while achieving a 100% transition to renewable energy. Additionally, we plan to conduct on-site sustainability due diligence on all manufacturing operations by 2025 and on all parts operations by 2027.



SPECIAL PAGE CEO Investor Day

Value-up Strategy — 4 Strategic Pillars

At the CEO Investor Day event, Hyundai Mobis announced the four key strategic pillars of its Corporate Value-up Initiative – securing leading-edge technologies, focusing on profitability, accelerating global customer expansion, and strengthening ESG management.

1 Secure Leading-edge Technologies

Secure forefront technologies

- Electrification: Develop products optimized for market needs and proactively secure competitiveness
- Electronics: Ensure integrated HW / SW supply to support SDVs¹⁾ and expand the role of Tier 0.5
- Chassis & Safety: Pre-emptively develop the next-generation chassis safety solutions linked with SDV / electrification
- Future core technologies
 - Automotive semiconductor: Focus on developing proprietary, fabless automotive semiconductor design capabilities
 - Convergence technology: Develop future mobility systems through the convergence of core technologies and products

1) SDV: Software Defined Vehicle

Enhance strategic alliance and investments

- Chassis / Module**
Mid-to long-term supply partnerships
- Electronic Parts / Semiconductor**
Strengthening the open innovation ecosystem
- Electrification**
Execute proactive inorganic growth strategy

3 Accelerate Global Customer Expansion

Key initiatives

- Win with Winners: Expand business mainly with top-tier OEMs
- Step Up Value: Increase revenue / profitability with a focus on high value-added products
- Create New Partnership: Strengthen strategic partnerships → Enhance technological leadership and create added value

Accelerate localization

- Reinforce the function of local sales operations**
Ensure agility in meeting customer needs
- Regional R&D centers**
(Korea / Americas / Europe / China / India)
Secure competitiveness through local research workforce

Non-captive Share in Total Revenue

2023	2027	2033
90 : 10	80 : 20	60 : 40
H / KIA GLOBAL	H / KIA GLOBAL	H / KIA GLOBAL

* Non-captive share in core parts revenue

2 Focus on Profitability

Resource optimization

- Business portfolio optimization**
 - Growing business (Electrification / Electronics): Top-line growth with market expansion, focus on securing technology and investment
 - Stabilizing business (Module / Chassis / Lamp / AS): Securing reliable margin, focus on optimizing operation
 - Seeding business (further development planned): Nurturing next-generation business areas as long-term growth drivers
- Product line-up optimization**
 - Optimizing resource management at the product level for qualitative growth centered on high value-added products

Business operation innovation

- Global operation optimization**
 - Accelerate localization, enhance local sales capabilities, strengthen regional support functions
- Application of innovative manufacturing technology**
 - Accelerate digital transformation, enhance productivity enhancement and innovative manufacturing technology
- Pre-emptive profitability management**
 - Enhance profitability management through whole product lifecycle
- Service parts business optimization**
 - Logistic hub integration, stock management system upgrade

4 Strengthen ESG Management



Green Value

- Green Plant: Achieve net zero emissions for operation sites by 2040 and for supply chains by 2045
- Green Supply: Ensure supply chain management to reduce Scope 3 emissions
- Green Product: Develop carbon abatement products in line with the shifting industrial structure



Societal Value

- HRM²⁾: Support individual employees with career development and the pipeline growth of women workforce
- Sustainable workplace: Join the Responsible Business Alliance (RBA)
- Sustainable supply chain: Support the enhancement of global competitiveness (patent sharing, etc.)
- Community: Girls Junior Engineering Class (Germany), Transparent Umbrellas for Children's Safety (China), among others

2) HRM: Human Resource Management

Sustainable Technology Development

As the transition towards MECA (Mobility, Electrification, Connectivity, Autonomous) is giving rise to a rapid paradigm shift across the automotive sector, Hyundai Mobis is fully committed to sustainable technology development to create and deliver the value that sets us apart from the competition in the revolutionizing parts industry ecosystem.



Strategic transformation into a SW-centered company

- Secure globally-recognized SW development capabilities by establishing platform-based development strategies and global standard systems
- Foster an ecosystem and expand strategic investments to bolster the foundation for SW transformation
- Pursue the localization of overseas R&D operations and strategic partnerships to sharpen global competitiveness



Differentiated product development strategy

- Conduct advanced research to secure competitive technologies and products on par with global leading companies
- Establish a self-reinforcing business structure by expanding captive and non-captive markets with world's first products



Long-term new growth businesses

- Identify new long-term growth drivers and nurture new businesses beyond conventional automotive parts business

R&D Centers

Technical centers of Hyundai Mobis in Korea (Mabuk, Uiwang and Gangnam) serve as our global R&D hub, developing company-wide R&D strategies and head our future new technology developments. These centers also engage in one-stop R&D operations from advanced research to mass-production, leveraging a suite of cutting-edge testing equipment. Our technical centers in North America, Europe, China, and India also develop wide-ranging future technologies across autonomous driving, electrification, and connectivity. Furthermore, they are merging ICT with our existing machinery parts (brakes, steering, suspension, safety components, headlights, etc.) to enhance product competitiveness. Meanwhile, we operate three winter proving grounds (Sweden, China and New Zealand) with the Seosan Proving Ground in Korea playing a central role in testing new technologies in real-world settings. Hyundai Mobis is establishing global infrastructure that spans the whole R&D lifecycle from research to vehicle validation while bolstering its technological competitiveness in future mobility drawing on its R&D capabilities tailored to each region.

Building a Creative R&D Culture

Hyundai Mobis hosted the '2024 M.FIELDs Festa' at its Yongin technical center. This event provides a platform for our domestic and overseas employees to propose ideas of future mobility, share knowledge and engage in discussions. Outstanding ideas are selected based on employee recommendations and evaluations conducted by a company-wide consultative body. These ideas are managed through our excellent idea pool and are translated into actual projects. This year, six ideas advanced into the final stage at the M.FIELDs Festa, where the best ideas were selected through on-site voting by a panel of 300 employee judges. The two winning ideas for 2024 were improving electronic brake architecture, and enhancing the immersiveness of augmented reality HUD. These concepts will undergo additional evaluation for economic feasibility and commercialization potential before advancing into technology development projects. Hyundai Mobis will further support idea suggestion and voluntary motivation programs to uncover the creative potential of employees.

2024 Highlights for Technology Development

- 1 Hyundai Mobis tackles electric vehicle battery overheating with its new material technology
- 2 Hyundai Mobis unveils major breakthroughs in automotive module R&D
- 3 The entire windshield becomes a display
- 4 Hyundai Mobis becomes the first Asian company to receive cybersecurity certification from European Network Exchange Association (ENX)
- 5 Hyundai Mobis accelerates development of sustainable recyclable materials and innovative substitutes for rare raw materials
- 6 Hyundai Mobis achieved a Grand Slam in the world's top 3 design awards with its convergence technology
- 7 Hyundai Mobis unveils world's first innovative airbags for PBVs

[1 Link to the article](#)

[2 Link to the article](#)

[3 Link to the article](#)

[4 Link to the article](#)

[5 Link to the article](#)

[6 Link to the article](#)

[7 Link to the article \(Korean\)](#)

Sustainable Technology Development

Building a Portfolio of Intellectual Property Rights

Hyundai Mobis focuses on securing original patent technologies. Not only do we encourage our own employees with invention, but we also sign licensing agreements with universities and other enterprises to expand our patent portfolio. We created a dedicated organization to this end, and proactively support patent applications with the help of patent experts and patent lawyers. To encourage research activities, we also host the annual job patent awards along with various reward programs aimed at supporting the development of innovative technologies. Such efforts allowed us to produce over 7,500 intellectual property rights (IPR) applications over the past three years. Notably, over 40% of these applications relate to eco-friendly and next-generation technologies, underscoring our strong commitment to investing in forward-looking technologies for the upcoming mobility era.

Participating in 'ZER01NE Company Builder', Hyundai Motor Group's Startup Incubation Program

We participate in the startup incubation program led by Hyundai Motor Group to provide our employees with the opportunity to commercialize their creative ideas by pairing them with the technology and knowledge they gained in the course of their work. Titled ZER01NE Company Builder, this program aims to nurture small yet strong partners along the automotive value chain through startup incubation, uncover promising new business and service opportunities, and encourage entrepreneurship among participants. In 2024, up to 10 teams were given the opportunity to grow their business, including two teams from Hyundai Mobis selected through paper screening and a hackathon. The selected teams are supported with service development and external mentoring to commercialize their ideas, along with up to KRW 300 million in development funding. They also have the opportunity to launch their own business pending final deliberations.

Operating Mobis Ventures as Our Open Innovation Center

In November 2018, Mobis Ventures Silicon Valley (MVSV) opened in the Silicon Valley, the US. MVSV mainly targets autonomous driving, connectivity, mobility, robotics, UAM¹⁾, electrification, and AI. To pursue growth in tandem with promising startups by drawing on the expertise and global capabilities we accumulated as a global tier-1 company in the automotive sector, Mobis Ventures engages in tailor-made investment activities spanning all the way from Series A to pre-IPO funding. The direct investments Hyundai Mobis has made in diverse companies over the past six years amount to as much as KRW 190.1 billion. In 2024, MVSV hosted the 3rd Mobis Mobility Day in the Silicon Valley, with nearly 250 participants from global startups, academia, investors, and industry experts. This served to identify promising startups with mobility innovation technologies spanning software, autonomous driving, and infotainment while fostering technology collaboration with them as part of our strategy to secure allies in future technology.

1) UAM: Urban Air Mobility

Portfolio (startup investment)

 (US) Automotive LiDAR development	 (US) Thermal image sensor development	 (Korea) Image recognition software development	 (US) Automotive LiDAR development
 (US) Automotive imaging radar development	 (US) Cloud-based automotive software development	 (Bulgaria) Special sound algorithm development	 (China) Facial / behavior pattern recognition software development
 (UK) AR HUD development	 (US) Automotive semiconductor development		

SPECIAL PAGE CES¹⁾ 2025

Bringing human tech innovation to life: Blurring the boundaries between people and technology

Unveiling ‘Human Tech’ — holographic windshield displays, and human-centric lighting

At CES 2025, Hyundai Mobis unveiled ‘Human Tech’ under the theme ‘Beyond and More’, presenting its vision to deliver advanced user experience through technologies designed to interact and communicate with people. Our CES booth symbolized the definition of ‘Human Tech’ by emphasizing ‘transparency’ in breaking down the boundaries between people and technology while expressing ‘organic transformation’ through lighting designed to change its soft hues moment by moment. These design elements not only captured the attention of visitors for their distinctiveness, but also deliberately intended to seamlessly align with the core technologies showcased at the event.

1) CES: The International Consumer Electronics Show



Holographic Windshield Display for Driver Safety

The holographic windshield display is composed of an HOE (Holographic Optical Element, a diffractive optical element made using holographic technology) applied as a film to the bottom of the front windshield, along with a dedicated projector. Using lenses and reflectors, the projector directly casts holograms onto the windshield without the need for transparent panels. This eliminates the conventional display unit and offers an unobstructed, panoramic field of view, supporting even safer driving.



Human-centric Lighting Interacting with Users from Entry on to Exit

This technology was inspired by the idea that lighting can help activate and stabilize human biorhythms. Hyundai Mobis’ human-centric lighting detects passengers’ biometric signals and gaze directions to deliver a variety of lighting effects, offering differentiated user experiences.

Metrics & Targets

Sustainable Technology Development

R&D Expenses

	Unit	2022	2023	2024
		Consolidated	Consolidated	Consolidated
R&D expenses	KRW 100 million	13,709	15,925	17,486
R&D to sales ratio	%	2.6	2.7	3.1

R&D Employees

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
R&D employees	Persons	5,273	~	1,447	6,720	5,718	~	1,516	7,234	5,899	~	1,558	7,457
R&D employees out of total employees ¹⁾	%	45.3	~	6.7	20.3	47.2	~	6.3	19.9	47.9	~	6.4	20.4

1) Excluding employees at domestic subsidiaries

Patent Application¹⁾

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Patents granted (cumulative ²⁾)	Cases	4,096	~	2,952	7,048	4,417	189	3,532	8,138	4,494	65	4,596	9,155
New patent applications filed		1,453	~	1,488	2,941	1,529	15	673	2,217	1,368	3	1,007	2,378

1) Based on the date of filing

2) Cumulative patent registrations made over the past 10 years, combined figure of the HQ and overseas subsidiaries (2,378 cases when subsidiaries are counted separately)

Core Parts Orders Awarded

	Unit	2022	2023	2024
		Consolidated	Consolidated	Consolidated
Core parts ¹⁾ orders awarded	USD million	4,652	9,216	2,569

1) Core parts: Electronics, lamps, chassis, electrification

Corporate Governance

Board of Directors

Composition of the Board

As our highest standing governance body, Hyundai Mobis' Board of Directors represents wide-ranging stakeholders including shareholders, and is mandated to oversee and decide on key strategies and pending management issues to drive the sustainable growth of the company. The Board consists of nine directors, of which five are independent directors. Our independent directors all meet independence, diversity, and expertise qualifications, and comprise a majority of the Board (55.6%).

Board Members¹⁾

* As of the end of Mar. 2025 ● Chair ○ Member

Type of Director	Name	Gender	Date of Birth	Nationality	Equity Ownership (carrying voting rights)	Tenure	Tenure to Date (date of appointment)	Number of Roles Assumed at Listed Companies (other than Hyundai Mobis)	Audit Committee	Independent Director Candidate Recommendation Committee	Corporate Sustainability Management Committee	Compensation Committee	Note
Executive director	Gyusuk Lee (Chair)	Male	Aug. 1965	Korea	440	3 years	1 year (Dec. 2023)	—		○	○		
Executive director	Euisun Chung	Male	Oct. 1970	Korea	303,759	3 years	23 years (Mar. 2002)	2 ²⁾					
Executive director	Kitae Park	Male	Feb. 1968	Korea	350	3 years	1 year (Mar. 2024)	—					
Executive director	Yundeog Cho	Male	Nov. 1970	Korea	—	3 years	- (Mar. 2025)	—					
Independent director	Young Chang	Male	Oct. 1961	Korea	—	3 years	5 years (Mar. 2020)	—	●	○	○		Appointed through shareholder recommendations
Independent director	Jina Kang	Female	Aug. 1967	Korea	—	3 years	4 years (Mar. 2021)	1	○	●	○	○	
Independent director	Hwajin Kim	Male	Aug. 1960	Korea	—	3 years	3 years (Mar. 2022)	1	○	○	●	○	
Independent director	James Kim	Male	Jun. 1962	US	—	3 years	2 years (Mar. 2023)	—	○	○	○	●	
Independent director	Keith Witek	Male	Jul. 1967	US	—	3 years	1 year (Mar. 2024)	—	○	○	○		

1) Executive director Youngsuk Ko resigned due to the termination of his tenure in March 2025.

2) CEO of Hyundai Motor company, Director at Kia (Executive Chair of Hyundai Motor Group)

Independent Director Appointment Process

The Independent Director Candidate Recommendation Committee creates a pool of candidates and finalizes the candidates each year, who are then approved by the Board of Directors and appointed through the Annual General Meeting (AGM) of shareholders to ensure the expertise and independence of independent directors. The candidate pool is updated each year through internal / external reviews to reflect the evolving business landscape. Pursuant to the nation's Commercial Act which prohibits independent directors from concurrently serving as director, executive officer, or auditor at more than two companies other than Hyundai Mobis as a listed company, we ensure independent director candidates are extensively verified for the concurrent positions they assume outside the company and for any potential conflict of interest in the candidate nomination process led by the Independent Director Candidate Recommendation Committee. To strengthen

the independence of independent directors and their representation of shareholders, we introduced the shareholder recommendation system to receive nominations from a variety of shareholders, irrespective of their share ownership percentage, in appointing one out of five independent directors. Nominated candidates are assessed and verified by the independent external advisory group, and one finalist is determined based on the results, who is then appointed through the Board's approval and the decision made at the AGM. In March 2020, Young Chang was appointed as independent director under this system, and was reappointed in March 2023 as an independent director recommended by shareholders. He has been serving as a member responsible for protecting the rights and interests of shareholders to date.

🔗 'Board Members' on the website

Board of Directors

Independence, Diversity and Expertise of the Board

Independence

We abide by standards that are more stringent than the ones laid out in the Commercial Act in line with our independent director independence guidelines to better hold management in check and help establish sound governance. We ensure our independent directors verified for their independence comprise a majority of the Board to uphold the independence and expertise of the Board. To effectively guarantee the independence of the Board, committees such as the Independent Director Candidate Recommendation Committee and the Audit Committee which assume key roles consist of a majority of independent directors. Furthermore, all committees under the Board are chaired by independent directors. The Board is chaired by the CEO to ensure we remain agile to the rapidly-shifting automotive industry and business landscape and advance operational accountability. To further elevate the independence of the Board, we introduced a lead independent director system in April 2025. The lead independent director is responsible for convening and hosting outside director meetings attended solely by independent directors and for collecting and communicating feedback from independent directors to the Board, supporting free-flowing communication among shareholders, the Board, and senior management.

[Guidelines on Independence of Independent directors](#)

Diversity

We prioritize diversity in the appointment of directors, including gender, race, ethnicity, nationality, and birthplace, to ensure a balanced representation of backgrounds and professions at the Board of Directors. As of March 2025, Hyundai Mobis' Board of Directors comprises nine members in total, including seven Korean nationals and two US nationals. Our Board members age between 54 and 64. The amendment of Article 29 of our Articles of Association in March 2021 allowed us to stipulate that the composition of the Board should not be gender specific, and one female independent director (Jina Kang) was reappointed. In determining the composition of the Board, we perform diversity verifications in line with our Board diversity guidelines to ensure diverse backgrounds and areas of expertise are represented. These verifications help assess the balanced integration of diversity factors (gender, age, nationality, career, expertise) by the Board of Directors and the faithful fulfillment of requirements outlined in the guidelines.

[Articles of Incorporation](#) on the website

[Guidelines on Diversity of the Board of Directors](#)

Expertise

Our Articles of Association and Corporate Governance Charter stipulate that independent directors should be appointed for their expertise in the fields of management, economy, law, and relevant technology, to ensure the Board is competitive and professional across wide-ranging areas. None of our directors have served public administration roles for the past two years.

[Corporate Governance Charter](#) on the website

Expertise of the Board

* As of the end of Mar. 2025

Name	Rationale for Appointment	Career	Expertise Type
Young Chang, independent director	An expert capable of serving as a bridge between shareholders and the company based on experience in the automotive and financial sectors	(current) CEO and CIO at Young & Co - Handled tax affairs and performed financial audits at KPMG New York / Seoul (1987~1994) - Holds CPA (KICPA / USCPA) and USCFA licenses - Branch Manager of UBS Securities Seoul Office and Research Head (2003~2018)	Financial & Accounting
Jina Kang, independent director	An expert in technology management and innovation strategy contributing to R&D and innovation strategies	(current) Professor, Seoul National University College of Engineering, academic specialist on technology management (current) Independent director at S-Oil, (current) Vice President of the Korean Association of Small Business Studies	- Strategy - Management
Hwajin Kim, independent director	A specialist with extensive experience and expertise in corporate governance	(current) Professor, Seoul National University School of Law, academic specialist on ESG / compliance (current) Chairman of the Asia Corporate Governance Forum, (current) Chair of the Board of Directors at Samsung Securities	- Sustainability - Governance
James Kim, independent director	An expert in the automotive and software sectors with a wealth of career experience in the global IT and automotive industries	(current) Chairman of the American Chamber of Commerce in Korea, (current) Chair of the Board of Directors at Mirae Asset Management - COO / Chairman & CEO of GM Korea (2015~2017) - Representative Director at Microsoft Korea (2009~2015)	- Industry (IT) - Management
Keith Witek, independent director	A professional with proven experience in delivering optimal products and services to customers in the AI / software sectors	- Tenstorrent Chief Operating Officer (COO) - Google Director, Strategic Alliances (2019~2023) - Tesla Motors Director, R&D Enablement and Associate General Counsel (2016~2018)	- Industry (AI /SW) - Management

Diversity in gender
 (percentage of women)

11%

Diversity in nationality
 (percentage of non-Koreans)

22%

Board of Directors

Committees under the Board of Directors

Audit Committee

The Audit Committee oversees our overall management and is responsible for monitoring the transparency and fairness of business and accounting operations and guaranteeing the independence of independent directors. To advance the independence and expertise of the Committee, its members are appointed through the decision made at the AGM in accordance with our Article of Association and Audit Committee regulations. The Audit Committee is solely composed of independent directors, including the Chair and members. Jina Kang was separately appointed as an independent director to serve on the Audit Committee, ensuring the independence of the Audit Committee. Including Young Chang, a financial expert, the Committee comprises experts from diverse fields. The Committee is regularly briefed on business operations by the Internal Control & Strategy Analysis Team implementing internal control over financial reporting and the Business Improvement Group responsible for business audits, with the IR Team supporting its operations. To facilitate audit operations, the Committee may request reports on the company's operations or investigate its financial status at any given time, request the presence of related employees or external auditors when the need arises to fulfill its duties, and seek advice from experts at the company's expenses when deemed necessary. In 2024, the Committee convened six times to deliberate on financial statements, major business plans, AGM reports, and other proposed agendas. The attendance of its members was 100%.

'Auditing Organization' in the Corporate Governance Report

Annual Consolidated Financial Statements Audit Report

Independent Director Candidate Recommendation Committee

The Independent Director Candidate Recommendation Committee serves to recommend, review, and determine independent director candidates to enhance the expertise, diversity, and independence of the Board of Directors. While the Committee previously consisted of four independent directors and three executive directors, this was restructured in March 2025 to comprise five independent directors and one executive director, increasing the proportion of independent directors while reducing the number of executive directors to further enhance the independence of independent directors. One executive director serves on the Committee to establish a broader pool of candidates and identify candidates fit for corporate management. In appointing independent directors, we submit the confirmation of independent director qualifications which specifies their independence and statutory qualifications to the Korea Exchange to receive third-party verifications. The Committee convened twice in 2024, with 100% attendance of members. All agenda items discussed were approved, with no item failing to reach consensus.

Corporate Sustainability Management Committee

The Corporate Sustainability Management Committee was established to build ethics into our corporate culture and advance operational accountability in the areas of economy, society, and environment (ESG management). The Committee deliberates and decides on matters associated with ESG management to improve the transparency of related-party transactions, protect the rights and interests of shareholders, and promote ethics and safety & health. The Committee consists of a majority of independent directors, with one executive director and five independent directors, to guarantee the independence and objectivity of its activities. One executive director (CEO) joins the Committee to reinforce the importance of ESG and explore further support initiatives. In 2024, the Committee convened nine times with 100% attendance of members, deliberating and reporting on a range of policies to strengthen ESG governance and enhance stakeholder trust. Specifically decisions were made on key management issues and ESG in general, including the amendment of the Code of Conduct, approval of shareholder value enhancement policies, the corporate value-up program, and sustainability reporting plans.

Compensation Committee

The Compensation Committee determines compensation in consideration of business performance and market conditions. The Committee is responsible for deliberating on compensation thresholds for registered directors to be submitted to the AGM and decides on the establishment, amendment, and abolishment of compensation regulations. The Committee, which previously consisted of three independent directors and one executive director, was restructured in March 2025 to remove the executive director, resulting in a composition exclusively of independent directors to bolster its independence. In 2024, the Committee met five times, with 100% attendance of members. Meanwhile, independent third-party Board assessments have been conducted every three years since 2021 with the Compensation Committee playing a leading role. During the years when such external assessments are not performed, the Committee focuses on internal assessments and improvement activities to pursue substantial improvement in governance. In 2023, the Committee focused on establishing a process to refine internal Board assessments. Board assessments were conducted by an external organization in 2024, and the results were reported to the Compensation Committee in December 2024.

'Assessment of the Board' – Corporate Governance

Board of Directors

Operation and Assessment of the Board

Board Activities and Their Effectiveness

Our Board of Directors convenes ordinary and extraordinary meetings: the former is held every quarter, and the latter on an as-needed basis. The Board meetings are convened by the Chair or the CEO, and directors are also given at least a full week's notice prior to ensure sufficient review and in-depth discussion on agenda items. This convocation procedure, however, could be waived if consent is given by all directors. We adopted a lead independent director system in April 2025, and independent director meetings have been convened by the lead independent director to address key agenda items and facilitate unbiased, in-depth agenda reviews. In 2024, the Board held five ordinary and two extraordinary meetings to make decisions on 18 agenda items and receive reports on 11 agenda items. Key decisions items include management plans, investments in offshore affiliates, and purchase and cancellation of treasury stock, with none of them either left undecided or rejected. Key reporting items were the operational status of internal control over financial reporting, results of compliance support activities and the fair trade compliance program, and Board operational assessment results.

Board and Committee Meetings Held

Board of Directors	7 meetings (5 ordinary / 2 extraordinary)
Audit Committee	6 meetings
Independent Director Candidate Recommendation Committee	2 meetings
Corporate Sustainability Management Committee	9 meetings
Compensation Committee	5 meetings

Board Attendance¹⁾

Euisun Chung	71%	Jina Kang (reappointed in Mar. 2024)	100%
Gyusuk Lee	100%	Hwajin Kim	100%
Kitae Park (appointed in Mar. 2024)	100%	James Kim	100%
Youngsuk Ko	100%	Keith Witek (appointed in Mar. 2024)	100%
Young Chang	100%		

1) Based on 2024 annual attendance rates: Executive director Hyungkeun Bae and independent director Dae Soo Kim were excluded due to the expiration of their terms.

Board Meetings and Key Agenda²⁾

Date of Meeting	Meeting	Agenda	
Jan. 25, 2024	1 st ordinary	Resolution	- Approval of 2023 financial results and 2024 major business plans - Approval of 47th year-end dividend allocation
		Report	- Report on 2023 operational status of internal control over financial reporting (ICFR) - Report on results of compliance support activities
Feb. 16, 2024	2 nd ordinary	Resolution	- Approval of the 47th annual report - Approval of 2023 safety and health performance and 2024 plans (proposal)
		Report	- Report on results of implementation of the Code of Ethics for offices and employees - Report on results of voluntary Fair Trade Compliance Program implementation
Mar. 20, 2024	1 st extraordinary	Resolution	- Approval of convocation, report and agenda items, etc. for the 47th Annual General Meeting of shareholders - Approval of investment in an offshore affiliate
		Report	- Approval of large-scale internal transactions with related parties - Approval of purchase and cancellation of treasury stock
Apr. 25, 2024	3 rd ordinary	Resolution	Approval of independent evaluation results of 2023 ICFR operational status by the Audit Committee
		Report	- Appointment of the Board Chairperson - Approval of composition of committees within the BOD (proposal)
Jul. 25, 2024	4 th ordinary	Resolution	Approval of concurrent directorship – Director Kitae Park's concurrent directorship at US Supernal LLC.
		Report	Approval of investment in an offshore affiliate
Oct. 25, 2024	5 th ordinary	Resolution	Approval of investment in an offshore affiliate
		Report	- Approval of disposal of shares to a related party – Disposal of HTWO Guangzhou shares - Approval of 48th quarterly dividend allocation
Dec. 13, 2024	2 nd extraordinary	Resolution	Approval of disposal of treasury stock – Performance-related payments
		Report	Report on 2024 Q1 financial results
Dec. 13, 2024	2 nd extraordinary	Resolution	Approval of disposal of treasury stock – Performance-related payments
		Report	- Report on 2024 Q3 financial results - Report on major business issues
Dec. 13, 2024	2 nd extraordinary	Resolution	Approval of a cash deficiency support agreement for a third party
		Report	- Approval of disposal of treasury stock – Performance-related payments - Report on major business issues

2) None of the agenda items received objections or proposed amendment at the Board.

Assessment of the Board

Hyundai Mobis has conducted third-party assessments on the Board of Director every three years since 2021, and focuses on internal assessments and improvement activities for the years when such external assessments are not performed. For 2021 external assessments, we engaged Egon Zehnder, a global assessment agency, to objectively assess the Board for its composition, regulations, and operational efficiency along with other areas through desk-based assessments, director interviews, and management interviews. In November 2022, internal Board assessments were performed and the results were reported to the Compensation Committee. In 2023, we established a process to advance internal Board assessments through external consulting provided by the Daeshin Economic Research Institute. In November 2023, internal assessments were conducted using this process and the results were reported to the Compensation Committee. In 2024 marking the start of a new three-year cycles, external assessments were conducted by Sodali & Co, a global assessment agency, through surveys, director interviews, and management interviews, with the results reported to the Compensation Committee in December 2024.

🔗 'Individual independent director evaluations' in the Corporate Governance Report

📄 'ESG Governance' – Sustainability Framework

Board of Directors

Training for the Board

Hyundai Mobis develops annual training plans and conducts training on a variety of topics to help independent directors boost their expertise and risk response capabilities. In 2024, a strategy seminar was held for the Board to address such topics as autonomous driving and EV industry trends and response strategies, strategic directions for new business development, and AI application strategies for R&D. This comes in tandem with visits to our major operation sites in Korea and overseas to help independent directors grasp and understand the specifics of our current business operations. For the Chair and members of the Audit Committee, special training was provided on six occasions to keep them current with the latest trends and revisit the roles of the Committee.

Major Training Provided to Independent Directors

Date of Training	Key Topic
Apr. 14, 2024	Visit to operation sites
Jun. 13, 2024	Economic trends in H2 2024
Sept. 27, 2024	Board strategy seminar

Training for the Audit Committee

Date of Training	Key Topic
Jan. 22, 2024	Key focus areas in internal control over financial reporting
Feb. 15, 2024	2023 findings from external audits and audits on internal control over financial reporting
Apr. 24, 2024	Findings from the review of anti-fraud measures at overseas corporations
Jun. 13, 2024	Status of consolidated internal control over financial reporting
Jul. 24, 2024	Status and results of overseas financing
Oct. 21, 2024	2024 status of internal whistleblowing related to internal control over financial reporting

Compensation for the Board and the CEO

Compensation for registered directors (including independent directors) is decided at the AGM pursuant to Article 388 of the Commercial Act and our Articles of Association, and is paid within the limit approved at the AGM in accordance with registered director compensation regulations stipulated by the Compensation Committee. Under these regulations, independent directors receive fixed job allowances only, with no separate allowances or meeting-related expenses. Compensation is determined with due consideration of the legal responsibilities associated with the role, and is aligned with compensation levels in the same or comparable industries, taking into account the company's size in accordance with socially-acceptable norms. The relevant key details are as follows.

- Executive directors are paid an annual salary, performance-based incentives, and severance pay.
 - Pay for independent directors is based on job allowances and position allowances.
 - The annual salary for executive directors is a fixed salary, determined by a full consideration of the individual's grade, position, expertise, work performance, and overall contributions to the company.
- Executive directors are eligible to receive performance-based incentives amounting to anywhere from 0~100% of their annual salary by comprehensively considering their business performance including sales and operating profits, their performance and contribution as a member of top management, and internal / external business conditions.
 - Independent directors are 100% paid fixed job allowances only to ensure their independence, without any separate incentives aligned with business performance.

CEO remuneration is determined based on performance evaluations. In response to the heightened impact of ESG management on corporate sustainability, we added internal and external corporate ESG ratings and ESG activity results of respective business units and divisions to the KPIs for our CEO. Our CEOs may receive signing bonuses under individual contracts, which may also include clawback provisions in the event of a breach of specified terms.

☞ 'Compensation of Directors' in the Corporate Governance Report

Compensation of the Board¹⁾

(unit: KRW million)

Type of Director	Number of Directors	Total Compensation	Average Compensation per Person
Executive director	4	7,151	1,788
Independent director	5	541	108

1) The number of directors is based on the number of registered directors as of the end of 2024. Total compensation corresponds to the compensation provided to registered directors in 2024, and the average per person compensation was calculated by dividing total compensation by the number of directors as the end of 2024. Total compensation refers to income paid in accordance with the Income Tax Act to registered directors, independent directors, and Audit Committee members in their capacity as registered directors who were either incumbent or resigned for the respective fiscal year pursuant to Article 159 of the Act on Financial Investment Services and Capital Market and Article 168 of the Enforcement Decree of this Act.

Individual Compensation

(unit: KRW million)

	Position	Total Compensation
Euisun Chung	President & CEO	4,431
Gyusuk Lee	President & CEO	1,797

CEO Compensation

Category	Total annual compensation for the CEO	Average compensation for employees excluding the CEO	Ratio of CEO compensation to the average employee pay	Median pay for employees excluding the CEO	Ratio of CEO compensation to median of employee pay
Unit	KRW million	KRW million	Times	KRW million	Times
2024	1,797	136	13.2	142	12.6

Enhancing Shareholder Value

Change in Shareholding and Capital Structure

In conformity with our Articles of Incorporation, our authorized shares consist of 275,000,000 common shares and 25,000,000 preferred shares. As of the end of 2024, 159,659,165 common shares and 67,996 preferred shares were issued in total. After reflecting the reduction in shares due to capital reduction and profit cancellation as of the end of 2024, our treasury shares amount to 2,504,454 common shares, and there are 90,490,640 common shares and 3,974 preferred shares outstanding. Aside from treasury shares, we apply the one share one vote rule to all common shares to guarantee all shareholders can equally exercise their voting rights. As to major changes in our capital structure in 2024, we acquired the remaining stake in ChongQing Hyundai Mobis Automotive Parts Co. Ltd., resulting in a change in our ownership from 90% to 100%. We also acquired a 100% stake in the newly established GIT India Corporation Private Limited, classifying it as a consolidated subsidiary.

Type of Shares and Voting Rights

* As of the end of Dec. 2024

Category	Shares		Note
Total shares issued	Common shares	92,995,094	Treasury shares + shares outstanding
	Preferred shares	3,974	—
Non-voting shares	Common shares	2,504,454	Treasury shares
	Preferred shares	3,974	—

🔗 ‘Articles of Incorporation’ on the website

🔗 ‘Shareholders’ in the Corporate Governance Report

Overview of Shareholders

The largest shareholder of Hyundai Mobis is Kia Corporation, owning 16,427,074 common shares or 17.66% of total. The shares owned by the largest shareholder and other related parties are 31.91% of total. The National Pension Service owns 9.06% of total, and Hyundai Mobis does not set aside any golden shares for the benefit of government institutions.

Shareholder Composition

* As of the end of Dec. 2024

		Number of Shares	Ownership (%)
Major shareholders	Common shares	Kia Corp.	16,427,074 17.66
		Chung Mong-Koo	6,778,966 7.29
		Hyundai Steel	5,504,846 5.92
		KT	1,383,893 1.49
		Hyundai Glovis	656,293 0.71
		Euisun Chung	303,759 0.33
		Treasury shares	2,504,454 2.69
		Other shareholders	59,435,809 63.91
		Total major shareholders	92,995,094 100

Shareholding by Related Parties

* As of the end of Dec. 2024

	Relationship with the Largest Shareholder	Type of Shares	Number and Percentage of Shares Owned	
			Number of Shares	Ownership (%)
Kia Corp.	Largest shareholder	Common shares	16,427,074	17.66
Chung Mong-Koo	Others	Common shares	6,778,966	7.29
Hyundai Steel	Affiliate	Common shares	5,504,846	5.92
Hyundai Glovis	Affiliate	Common shares	656,293	0.71
Euisun Chung	Executive	Common shares	303,759	0.33
Gyusuk Lee	Executive at affiliated company	Common shares	440	0.00
Hyungkeun Bae ¹⁾	Executive at affiliated company	Common shares	460	0.00
Kitae Park	Executive at affiliated company	Common shares	350	0.00
Youngsuk Ko ²⁾	Executive at affiliated company	Common shares	1,000	0.00
Total		Common shares	29,673,188	31.91
		Preferred shares	—	—

1) The term of office for the executive director expired in March 2024.

2) The term of office for the executive director expired in March 2025.

Overview of Shareholders with More Than 5% Ownership and the Employee Stock Ownership Association

* As of the end of Dec. 2024

	Shareholder	Number of Shares	Ownership (%)
Shareholders with more than 5% ownership	Kia Corp.	16,427,074	17.66
	Chung Mong-Koo	6,778,966	7.29
	Hyundai Steel	5,504,846	5.92
	National Pension Service	8,423,429	9.06
Employee Stock Ownership Association		688,632	0.74

Enhancing Shareholder Value

Annual General Meeting of Shareholders

Pursuant to our Corporate Governance Code, we issue the notice of convocation for the Annual General Meeting (AGM) of shareholders at least four weeks in advance. We also participate in the voluntary compliance program to stagger the dates for AGMs. This ensures that our AGM is held on a date that does not conflict with other such meetings, supporting our shareholders to duly exercise their voting rights. We promote maximum participation of shareholders at the AGM to present their ideas, and allow for electronic voting for the AGM to ensure shareholders fully exercise their voting rights. For those who can't physically attend the AGM, we live broadcast the AGM online to reach out to more shareholders. To assist shareholders in exercising their voting rights, we introduced proxy solicitation and enable shareholder proxy through direct delivery.

Communicating with Shareholders and Protecting Their Rights

Each year, we regularly hold conference calls and IR¹⁾ events visiting domestic and overseas institutions for annual and quarterly performance releases. In 2024, we hosted NDRs²⁾ for institutional investors in key regions – Korea, the Americas, Asia, and Europe – to mainly discuss the hosting of the CEO Investor Day, the facilitation of investor meetings hosted by C-level leadership, the announcement of our shareholder return policy and its implementation. In particular, the CEO Investor Day held in November 2024 featured our CEO Gyusuk Lee who directly presented our company-wide mid-to long-term growth approach and overall strategies while communicating specific ways to implement these strategies by each business division covering global operations and ESG.

1) IR: Investor Relations
2) NDR: Non-Deal Roadshow

Shareholder Return Policy

In 2019, we announced our 3-year mid-to long-term shareholder value enhancement policy, committing to return 20~40% of our annual free cash flow as dividends, cancel additional treasury shares worth KRW 62.5 billion each year that we acquire through buybacks, repurchase shares worth KRW 1 trillion between 2019 and 2021 and cancel about 2 million treasury shares between 2019 and 2021. We faithfully delivered on these 3-year commitments and returned KRW 2.6 trillion in total to shareholders over this period. Since 2022, we have announced annual shareholder return policies to flexibly maintain payout ratios between 20~30% and continue with our quarterly dividend payments. In 2023, we made quarterly dividend payments of KRW 1,000 per share in August for shareholders who owned our shares as of the end of June that year. We also made year-end dividend payments of KRW 3,500 (KRW 3,550 per preferred share) for shareholders who owned our shares as of March 25, 2024 after the AGM through which the dividend amount was finalized in line with our dividend practice advancement program, returning a total of KRW 407.3 billion (KRW 4,500 per common share) to shareholders as dividends. Our share buyback scaled down from the previous year to KRW 146.5 billion due to increasing CAPEX³⁾ expenditures to build a new electrification plant in North America, and all repurchased treasury shares were cancelled to enhance shareholder value. Our proactive shareholder return policy continued well into 2024, paying KRW 1,000 quarterly dividends per share on August 13 to shareholders of record as of the end of June through a Board resolution made on July 25 that year. At the AGM held on March 19, 2025, we proposed approval of the statement of appropriation of retained earnings to implement a year-end dividend of KRW 5,000 per common share (KRW 5,050 per preferred share) for shareholders of record as of March 24, 2025. In line with our 2025 shareholder value enhancement policy announced on January 24, 2025 as an update to our shareholder return policy, we will faithfully pursue its goal of achieving TSR⁴⁾ of over 30% and continue with quarterly dividends.

3) CAPEX: Capital Expenditure
4) TSR: Total Shareholder Return

Progress on Our Shareholder Value Enhancement Policy

Phase I (3-year Mid-to Long-term Policy)					Phase II (Annual Implementation Plan)					Phase III (3-year Mid-to Long-term Policy)											
Areas	2019~2021 ⁵⁾				2022~2024					2025~2027											
Dividend policy	• Return 20%~40% of free cash flow (FCF) as dividends • Return 34% of total FCF for 3 years - Increase from KRW 3,500 per share to KRW 4,000 per share - KRW 1.1101 trillion in total dividends • Pay interim dividends ⁶⁾ (H1 2019~, KRW 1,000 per share)				• Set payout ratios ⁸⁾ range • Interim dividend (KRW 1,000 per share)							• Scale up shareholder returns and implement a mid-to long-term policy - TSR 30% + (including gain on equity method) • Pay interim dividends									
Share buyback	• KRW 1 trillion of buyback over 3 years <table><tr><td></td><td>2019</td><td>2020</td><td>2021</td></tr><tr><td>Buyback (KRW billion)</td><td>322.5</td><td>234.8</td><td>428.6</td></tr></table>					2019	2020	2021	Buyback (KRW billion)	322.5	234.8	428.6	• KRW 622.7 billion for 3 years ※ Scaled back share buybacks since 2023 due to large-scale investment							• Implement strategic shareholder return - Flexibly provide cash dividends and share buybacks / cancellations	
						2019	2020	2021													
					Buyback (KRW billion)	322.5	234.8	428.6													
Share cancellation	• Cancel of treasury shares ⁷⁾ (KRW 460 billion) • Cancel of nearly KRW 187.5 billion among newly purchased shares (KRW 62.5 billion / year)				• KRW 372 billion for 3 years ※ Cancelled all purchased shares since 2023 to reflect shareholder feedback							• Cancelled all purchased shares for 3 years									

Cumulative value of shareholder return (2019~)

KRW 4.1 trillion

(KRW 2.5 trillion in dividends paid, KRW 1.6 trillion in share buybacks)

5) Announced the 3-year mid-to long-term shareholder return policy in February 2019 (KRW 1.1 trillion in cash dividends + KRW 1 trillion in share buyback + KRW 187.5 billion in shares repurchased and cancelled + KRW 460 billion in cancelled treasury shares)

6) Suspended quarterly dividends in 2020 due to external uncertainties caused by COVID-19, and paid KRW 4,000 per share in year-end dividends to maintain the total annual dividends per share of KRW 4,000

7) Cancelled about 2 million shares that could be cancelled through Board decisions out of 2.6 million treasury shares

8) Based on net income excluding any gain on equity method

Metrics & Targets

Corporate Governance

Business Performance and Distribution

	Unit	2022	2023	2024
		Consolidated	Consolidated	Consolidated
Assets	KRW million	55,406,698	58,585,845	66,596,905
Liabilities	KRW million	17,599,066	17,930,546	20,478,673
Equity	KRW million	37,807,632	40,655,299	46,118,232
Sales	KRW million	51,906,293	59,254,361	57,236,995
Ratio of sales from electrification parts	%	18.6	20.7	11.7
Gross profit	KRW million	5,987,154	6,762,174	8,062,628
Operating expenses	KRW million	49,879,762	56,959,077	54,163,539
Operating profit	KRW million	2,026,531	2,295,284	3,073,456
Profit before taxes	KRW million	3,362,612	4,444,854	5,264,476
Net income	KRW million	2,487,244	3,423,309	4,060,161
Income taxes	KRW million	875,368	1,021,545	1,204,315
Shareholder dividends	KRW million	367,094	407,320	539,545
Interest expenses	KRW million	75,646	150,110	129,284

Audit Committee

	Unit	2022	2023	2024
		Consolidated	Consolidated	Consolidated
Average attendance of independent directors at Audit Committee meetings	%	100	100	100
Hours of audit-related training provided by specialized organizations to the Audit Committee ¹⁾	Hours	7.5	7.5	9.0

1) Sum of total training hours without reflecting the number of participants (1.5 hours x number of sessions)

External Audits

	Unit	2022	2023	2024
		Consolidated	Consolidated	Consolidated
Audit service fees	KRW million	2,200	2,610	2,666
Non-audit service fees	KRW million	68	54	85
Ratio of audit service fees to non-audit service fees	%	3.1	2.1	3.2

Corporate Governance

Compensation for the Highest-paid Individual and the CEO

	Unit	2022 Parent	2023 Parent	2024 Parent
Total annual compensation for the highest-paid individual	KRW million	3,625	4,000	4,431
Ratio of the annual total compensation for the highest-paid individual to the median annual total compensation for all employees ¹⁾	Times	32.2	31.1	31.2
Percentage increases in annual total compensation for the highest-paid individual ²⁾	%	~	10.3	10.8
Percentage increases in median annual total compensation for all employees	%	12.5	14.5	10.4
Percentage increases in annual total compensation for the highest-paid individual to the median annual total compensation for all employees ²⁾	%	~	71.3	103.4
Total annual compensation for the CEO	KRW million	1,471	1,624	1,797
Average annual total compensation for all employees excluding the CEO	KRW million	108	123	136
Ratio of the annual total compensation for the CEO to the average annual total compensation for all employees	Times	13.6	13.2	13.2
Median annual total compensation for all employees excluding the CEO	KRW million	112	129	142
Ratio of the annual total compensation for the CEO to the median annual total compensation for all employees	Times	13.1	12.6	12.6

1) Median annual total compensation for all employees excluding two co-CEOs

2) Compensation data on the highest-paid individual and the CEO has been disclosed since 2022

Shareholder Value Enhancement

	Unit	2022 Consolidated	2023 Consolidated	2024 Consolidated
Shares outstanding	Shares	94,289,068	93,659,068	92,999,068
Common shares	Shares	92,010,164	90,668,643	90,490,640
Preferred shares	Shares	3,974	3,974	3,974
Treasury shares	Shares	2,274,930	2,986,451	2,504,454
Shares held by the Employee Stock Ownership Association	Shares	257,681	360,566	668,632
Percentage of shares held by the Employee Stock Ownership Association	%	0.27	0.38	0.72
Dividends	KRW 100 million	3,671	4,073	5,395
Shares repurchased	KRW 100 million	3,132	1,465	1,630
Shares cancelled	KRW 100 million	625	1,465	1,630
Amount of shareholder return	KRW 100 million	6,803	5,538	7,025
Percentage of shareholder return ¹⁾	%	27.4	16.2	17.3
Voting rights present at the AGM	Shares	71,894,589	74,093,630	77,041,715

1) Amount of shareholder return (dividends paid + shares repurchased) / net income × 100

Risk Management

Enterprise-wide Risk Management System

Risk Management Governance

Hyundai Mobis' risk management governance is operated independently in line with the principles of checks and balances, and is composed of first-line and second-line management units, a final oversight unit, and an independent third-line unit.

First-line management | Each business unit and division and the Business Enablement Team review and monitor business operational risks on a monthly basis, and swiftly report identified risks to the CEO and top management to support timely response.

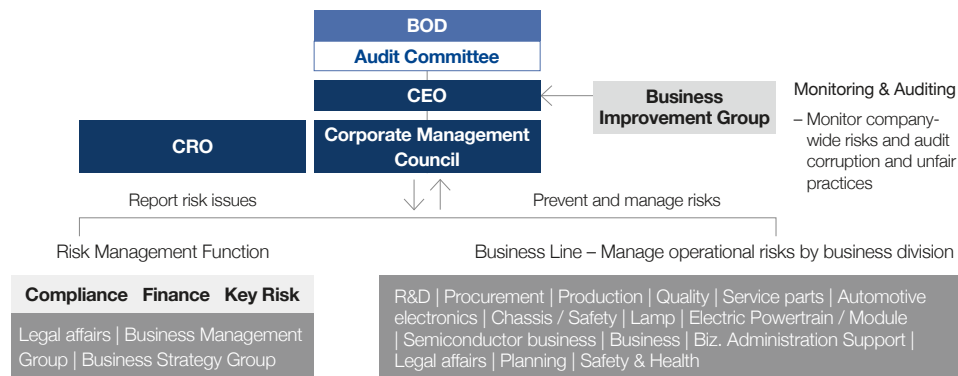
Second-line management | The Business Strategy Group under the Planning Division plays a central role in operating our company-wide risk management system. The executive responsible for planning also serves as the Chief Risk Officer (CRO)¹⁾, and oversees risk management at all levels of the company. Our risk response system is segmented into 15 business units and divisions for risk management, and organizational heads take responsibility for risk management in their responsible field. In 2023, we integrated the CoE²⁾ meetings and the Risk Management Committee and have since convened the companywide Corporate Management Council led by the CEO. The Council meets regularly twice a month to review pending management issues including internal / external business conditions and anticipated risks, and convenes more frequently on an as-needed basis in the event of urgent issues to promptly address emergency situations.

Final oversight | Independent directors serving on the Audit Committee are responsible for company-wide risk management and oversight.

Independent third-line unit | The Business Improvement Group operates independently of the CRO and performs audit functions separate from business divisions, providing independent assurance on the effectiveness of our company-wide risk management. Upon detecting any improper business practices, the Group reports to the CEO and recommends corrective actions to respective divisions.

1) CRO: Chief Risk Officer

2) CoE: Center of Excellence (discuss key company-wide strategies and pending issues)



Risk Management by Type of Risk

We classify risks into four types and ensure integrated risk management through cooperation among respective business units and divisions. All types of risk are proactively managed through regular and ongoing monitoring. For unpredictable risks such as manmade / natural disasters, situation-specific scenarios are developed to minimize the resulting impact and damage. Each risk detected through the risk management system is analyzed for its potential impact upon occurrence, and corresponding management items are identified to ensure targeted management. In 2024, we selected key risk factors that may materially impact our business operations – changes in global policies and regulations, shifting logistics and trade environments, and quality enhancement – and focused on their management. We manage and review risks by type on an annual basis to regularly assess whether they have been mitigated or remain ongoing. In addition, we conduct rigorous, continuous monitoring to proactively respond to diverse types of risk.

Type		Definition	Specific Risk	
Uncontrollable	Environmental risk	Uncertainties and potential losses caused by external factors including macro business environments, customers, competitors, and policies / regulations	- Automotive industry trends - OE policies (production, investment, ESG, etc.) - Regional politics and economic trends	- Policies and regulatory trends - International trade environments - Disasters (natural disasters, fires, etc.)
Controllable	Financial risk	Potential financial losses caused by fluctuations in the financial market, credit, and liquidity	Financial market risks (currency rates, stock prices, etc.)	- Liquidity risk - Credit risk
	Strategic risk	Potential losses that arise when a company's chosen strategy fails to produce intended outcomes	- Business strategy risk (M & As, partnerships, etc.) - Products and technology strategy risks	- Major investment risks - Location operational strategy risks (localization, etc.)
	Operational risk	Potential losses attributable to inappropriate work processes and operations, inefficiencies in organization / personnel / system, and system errors	- Product development project management issues - Production management issues - Order & sales issues - Quality issues (recalls / campaigns, etc.) - Supplier and SCM issues - Organization, HR, labor affairs	- Asset management issues (inventory, equipment, buildings, etc.) - Security management issues - IT system management issues - Compliance, litigation, dispute issues - PR, media, reputation issues

Risk Management by Type of Risk

Emerging Risk

Definition and Description of Risk	Impact on Business	Response and Management
Technological risks arising from the increased use of information technologies within the automotive sector		
- The application of information technology has expanded rapidly both inside and outside vehicles in line with vehicle electrification, enhanced connectivity, and advances in autonomous driving technology. - The Korean government has established a roadmap to ensure autonomous vehicles represent over 50% of all new vehicle sales by 2035. - The increased adoption of IT may result in cyber security threats such as vehicle data leaks and safety issues stemming from vehicle software errors or failed updates. - The growing reliance on IT systems brings with it technological risks, making key processes – vehicle production, supply chains, and customer services – vulnerable to IT system failures.	- Damage to brand reputation following hacking or system failures - Enhanced regulations and penalty burdens due to non-compliance with data privacy regulations - Delayed parts supply or production disruptions arising from IT system failures - Increased direct costs resulting from software defect corrections or recalls	- Operate the information security management system (ISO 27001 and others) - Conduct security inspections in compliance with information security regulations - Establish business continuity plans and ensure IT infrastructure resilience
Risks associated with parts technology arising from the evolving automotive landscape (e.g. autonomous driving, UAM¹⁾)		
- The automotive industry is undergoing a sweeping paradigm shift, moving beyond the transition from fossil fuels to electric and hydrogen power and encompassing transformative developments such as autonomous driving and UAM - This shift presents emerging risks in the technology dimension, beyond business risks stemming from the reduced number of parts compared to conventional vehicles. - As the rise of autonomous driving highlights the importance of in-vehicle technologies, the functional and performance accountability of parts in the event of accidents may emerge as a critical issue. - The introduction of new transportation systems such as UAM gives rise to previously unseen regulatory risks, and may pose additional technical challenges such as managing noise in urban areas and ensuring safety in the event of crashes.	- Heightened entry barriers due to technological advancement - Need for R&D investments to develop new technology and build infrastructure - Proactive technology development leading to early market entry, enhanced global competitiveness, and expanding sales - Change in response / management systems to address new regulatory issues - Potential disputes leading to legal risks, increased costs, and brand reputation damage	- Secure R&D capabilities by recruiting talent through diverse avenues and pursuing open innovation (nurturing long-term growth drivers outside the automotive sector) - Operate in-house proving grounds and localize overseas R&D operations to advance infrastructure and proactive quality management - Forge strategic business partnerships (e.g. telecom infrastructure, and ICT)

1) UAM: Urban Air Mobility

Risk Culture

We provide employees with risk-related training on an ongoing basis on our 'MobiSchool' online training platform. For issues associated with the risk of business ethics, we conduct annual compliance training on the topics of anti-corruption, information security, and corporate culture (prevention of sexual harassment at work, improvement in perceptions on disability).

Tax Transparency

Tax Policy

In abiding by tax laws and faithfully fulfilling tax obligations, we serve the interest of our customers and contribute to national finance, duly assuming our corporate social responsibility in so doing. Based on our thorough understanding on domestic and international tax laws, Hyundai Mobis complies with the laws and regulations of competent national tax authorities in making any and all transactions in Korea and abroad. We also faithfully meet our taxpayer obligation to submit the documents required pursuant to applicable tax laws of respective countries to improve tax fairness and transparency. We have clearly stipulated internal roles and responsibilities associated with tax filing and payment, and seek advice from accounting firms and external tax professionals to identify how best to respond to tax law interpretations that are ambiguous or imprecise.

Fulfilling Overseas Tax Obligations

For cross-border transactions with overseas corporations, we establish and implement transfer pricing policies in strict compliance with domestic tax laws and transfer pricing guidelines as well as the arm's length principle. In doing so, we prohibit the transfer of value created in jurisdictions with low tax rates and the use of any tax structure which lacks commercial substance. Additionally, we strictly prohibit offshore tax evasion using tax havens and tax evasion through cross-border transactions as a matter of principle. Hyundai Mobis' Headquarters fully supports global operation sites in paying corporate income taxes and other taxes in compliance with the tax laws of the countries where they operate and in meeting the obligation to submit the documents as mandated by competent tax authorities.

Sustainability Framework

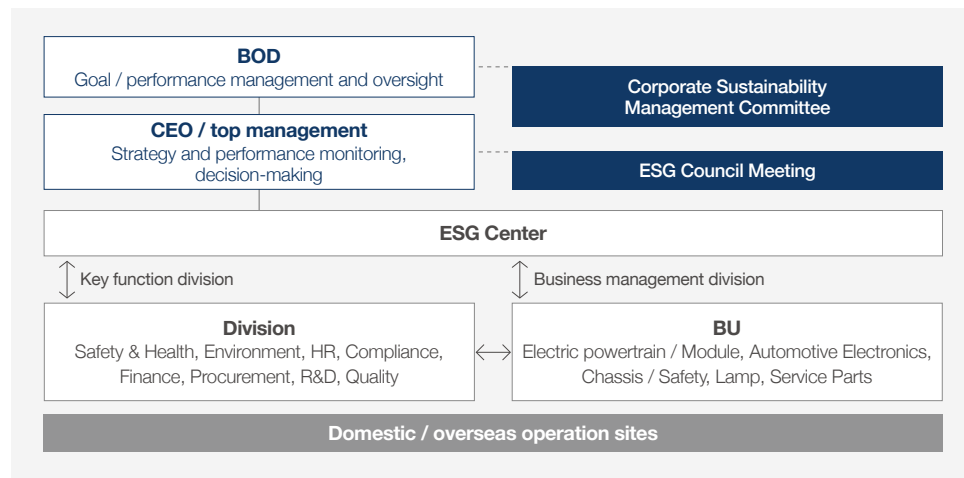
Sustainability Management

Management Framework

ESG Governance

Hyundai Mobis secures top-level commitment to sustainability management through the management and oversight of the Board of Directors as the highest oversight body and the Corporate Sustainability Management Committee. The roles and responsibilities of the Board of Directors and its committees are specified in our Corporate Governance Charter. These committees report the resolutions they made to the Board which may make its own decisions on such resolutions. In 2024, our Board of Directors met seven times to decide or receive reports on safety and health performance and plans, compliance support outcomes, and employees' implementation of the Code of Conduct. The Corporate Sustainability Management Committee convened nine times during the year to handle a total of 54 decision and reporting items associated with CSR and other sustainability issues. In particular, the Committee is regularly briefed each year on materiality assessment results detailing material impacts, risks and opportunities as well as our climate change response goals and progress made. In 2024, a Board strategy seminar was held to address our current status and future course ahead in relation to the importance of ESG management and D&I. The ESG Council Meeting regularly brings together executives including the CEO to review, assess, and decide on key sustainability-related strategies, plans, and implementation results. The ESG Center, our dedicated sustainability management organization, provides management guidance in reflection of internal / external stakeholder requirements, and manages ESG tasks through communication with respective business units and divisions.

🔗 'Corporate Governance Charter' on the website



ESG Reporting

We make our sustainability-related information available to all stakeholders, including relevant performance, through our annual sustainability reports, annual business reports, and corporate governance reports. For sustainability reporting, the ESG Planning Team takes the lead in collecting data and preparing reports. These reports then undergo internal / external (third-party) assurance and are provided to the Corporate Sustainability Management Committee for review before being released externally. Hyundai Mobis operates operation sites across 20 countries, and is thus exposed to a range of external environmental factors. This means that the scope of data collected spans vast environmental and social areas, which makes the appropriateness of the data collection process and the completeness of data collected a key risk for reporting. This is why we are establishing and operating an internal sustainability data collection system, and we will advance our data verification process to progressively mitigate such risks.

ESG Assessment / Due Diligence

To identify, mitigate, and resolve sustainability risks across our domestic and overseas operations, we joined the global Responsible Business Alliance (RBA)¹⁾ initiative in January 2025, conducting internal ESG assessments and third-party due diligence using the VAP²⁾, a due diligence program of the RBA. In 2025, self-assessments and due diligence were conducted on five manufacturing sites (Korea, Europe, China) in line with our operational roadmap for site assessment and due diligence. This involved the review of each site based on their compliance with assessment criteria across five categories – labor, safety and health, environment, ethics, and supply chain – for targets falling within our business impact scope as defined by the VAP. Following these assessments, 158 non-conformities were identified through on-site due diligence. We are currently implementing mitigation measures to address these findings based on internal reviews.

1) RBA (Responsible Business Alliance): World's largest industry coalition dedicated to advancing corporate social responsibility in global supply chains, with participation from over 200 global companies.

2) VAP: Validated Assessment Program

• Sites which underwent on-site due diligence (mock audits) in 2023

• Sites which underwent on-site due diligence (mock audits) in 2024



Sustainability Management

Vision and Strategy

Vision

3 Strategic Aspirations

Sustainability Goals and Progress

Material Topics for 2025

Lead the Shift in Mobility, Move the World beyond Possibilities

Guided by its management vision, Hyundai Mobis pursues the following three strategic aspirations towards advancing sustainability management.



- Achieve net zero
- Realize a circular economy
- Expand eco-friendly products



- Establish a human-centric workplace
- Promote responsible supply chain management
- Strengthen local community engagement



- Advance ESG governance
- Ensure reliable disclosure
- Activate stakeholder engagement

GHG emissions (Scope 1 + 2, based on FY2019)

2024 emissions 401,502 tco₂eq
2045 target 0 tco₂eq

Use of and transition to renewable energy at operation sites (based on FY2019)

2024 progress 12.9%
2030 target 65%, 2040 target 100%

Product categories that received LCA¹⁾

2024 implementation 22%
2025 implementation target 100%

1) LCA: Life Cycle Assessment

Domestic MSRS²⁾ level

2024 level Lv. 6
2025 target Lv. 7

Supplier sustainability risk assessment (target based on the number of overseas sites)

2024 implementation 31%
2025 implementation target 44%

Affiliated community organizations

2024 69 organizations
2030 target 135 organizations

2) MSRS: MOBIS Safety Rating System

Shareholder return policy (dividends)

2024 KRW 539.5 billion
2025~2027 3-year target TSR³⁾ 30% and over

Shareholder return policy (share buybacks and cancellations)

2024 KRW 163 billion
2025~2027 3-year target
Cancel all treasury shares owned

3) TSR: Total Shareholder Return

Climate change

Resource use and circular economy

Human resources management

Trust-based labor relations

Supply chain sustainability management

Diversity and inclusion

Occupational health and safety

Product quality and safety

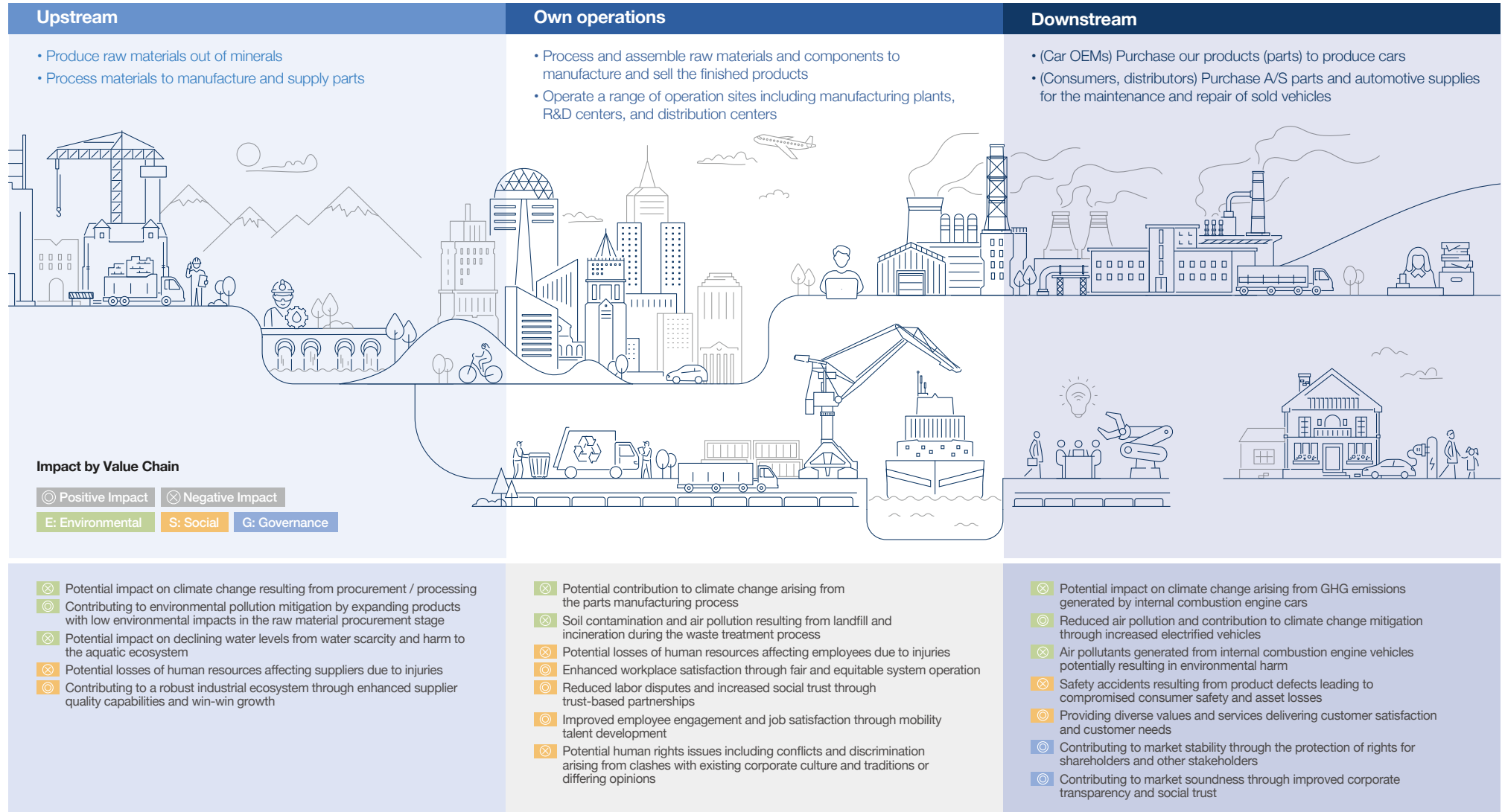
Corporate governance

Compliance management

Information security

Identifying Stakeholders and Impacts Across the Value Chain

Hyundai Mobis systematically identifies positive and negative impacts that may arise in each stage of the value chain. We incorporate the requirements and feedback of key stakeholders including customers and investors into our decision-making following reviews conducted by stakeholder-facing departments, advancing sustainable value creation along the way.



Identifying Stakeholders and Impacts Across the Value Chain

Upstream				Own operations			
Suppliers (transactions with 4,108 suppliers in Korea and abroad for mass-production and A/S)				Employees (36,515 persons in Korea and abroad (excluding domestic subsidiaries))			
Area of interest	Fair trade, support for win-win collaboration, increased market competitiveness			Area of interest	Guarantee of proper working conditions / basic rights, support for growth, equal opportunity and fair evaluation, corporate culture		
Engagement channel	PARTNERS DAY, industry-specific discussions, grievance mechanisms for suppliers (anonymous reporting channel within the MPOS), supply chain due diligence (sustainability risk assessment)			Engagement channel	Culture Survey, CA ¹⁾ activities, Labor-Management Council, Helpline and other compliance channels, ESG assessment / due diligence, etc.		
➤ Input Supplier sustainability risk assessment rate 100% (440 companies)				➤ Output Suppliers who developed sustainability risk improvement plans 100% (for 74 high-risk suppliers that have completed on-site audits)			
				➤ Input Total expenses for domestic training (parent) KRW 15.5 billion R&D expenses KRW 1.7486 trillion Investments in energy-saving facilities KRW 1.4 billion			
				➤ Output Employee satisfaction 82.8 points New patent applications filed 2,378 cases Transition to renewable energy 1,005 TJ			
				1) CA: Culture Agent			

Downstream			
Direct (operating 13 local sales corporations and 1 regional office in 214 countries)			
	End-users	Distributors	Car OEMs (Hyundai Motor Company & Kia, Stellantis, Mercedes-Benz, etc.)
Area of interest	Quality, satisfactory services	Quality, brand image and reputation, communication	Quality, brand image and reputation, communication
Engagement channel	Customer satisfaction surveys, customer center (phone), A/S websites, etc.	Customer satisfaction surveys, distributor seminars / trainings, Executive Seminar of Hyundai Mobis' National Association of Distributors, Cyber Auditor, etc.	Supply chain sustainability management (self / external assessment), briefings, conference calls, etc.
➤ Input Total capital KRW 46.1182 trillion Tangible assets KRW 10.4809 trillion Investment in electrification (new locations and others) KRW 901.9 billion			
➤ Output Revenue KRW 57.237 trillion GHG emissions reduced through electrified products 1,161,214 tCO₂eq			

Indirect			
	Communities, NGOs, associations	Shareholders / investors	Government
Area of interest	Increased industry competitiveness, improved business conditions, partnership opportunities, community investment and development	Soundness of governance structure, dividend payout ratios, future growth strategy, transparent disclosure	Prevention of unfair trade, transparent tax payment, corporate social and environmental responsibility
Engagement channel	Materiality assessment surveys, site-specific channels, CSR programs	AGMs, NDRs, conference calls, etc.	Government cooperation programs, seminars, press releases, etc.
➤ Input Total capital KRW 46.1182 trillion Tangible assets KRW 10.4809 trillion Employee volunteering 12,343 hours			
➤ Output CSR effects (volunteering converted into monetary value) KRW 620 million Dividends KRW 539.5 billion Consolidated corporate income taxes KRW 1.2043 trillion			

Materiality Assessment

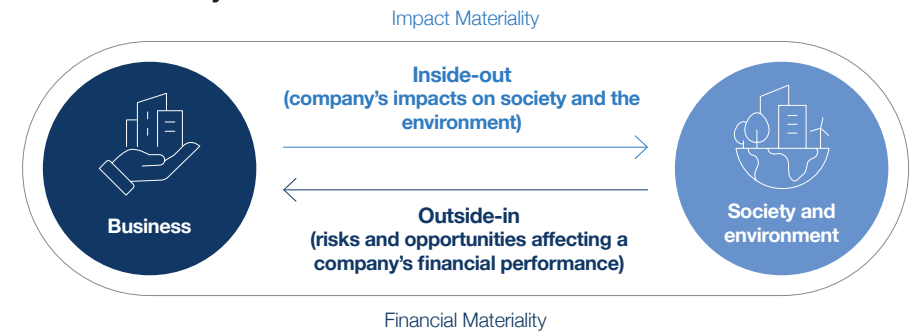
Double Materiality Assessment

Materiality Assessment Process

To determine material environmental and social topics that may bring a significant impact during the course of its business operations, Hyundai Mobis conducts double materiality assessments in accordance with the ESRS¹⁾. This approach evaluates both Impact Materiality – how a company’s business operations affect society and the environment – and Financial Materiality – how a company’s financial performance is affected by external environmental and social issues – to support our efforts to comprehensively identify, assess, and disclose key material topics.

1) ESRS: European Sustainability Reporting Standards

Concept of Double Materiality



Assessment Process

Step 1.	Step 2.	Step 3.	Step 4.
Understand the business context	Identify impacts, risks, and opportunities	Assess impacts, risks, and opportunities	Determine material topics
Develop a long list of disclosure topics	Identify social and environmental impacts	Set assessment criteria and metrics	Determine material topics
Analyze internal / external environments	Identify financial risks and opportunities	Assess social and environmental impacts	Approve material topics
Identify topics for double materiality assessment		Assess financial risks and opportunities	

Double Materiality Assessment

Materiality Assessment Methodology

Step 1. Understand the business context

Develop a long list of disclosure topics	Develop a long list of disclosure topics: Develop a long list of 107 issues by considering sub-topics defined by the ESRS and disclosure topics of global industry peers
Analyze internal / external environments	- Internal environment: Previous material topics (2 years), decision / reporting items of the Corporate Sustainability Management Committee and other meeting bodies, vulnerabilities identified through supplier sustainability risk assessment, and division-specific ESG priority lists - External environment: ESG disclosure standards and assessment metrics, investor inquiries, industry peer trends, and media / press releases
Identify topics for materiality assessment	Develop a short list of 19 topics for materiality assessment based on internal / external environment analysis results

Step 2. Identify impacts, risks and opportunities

Identify social / environmental impacts and financial risks / opportunities	- Evaluate topics to identify their social and environmental impacts and financial risks and opportunities in each stage of the value chain - Identify potential IROs considering their relevance to topics in each stage of the automotive parts value chain - upstream, own operation, and downstream - Identify material impacts based on supplier sustainability risk assessment results and grievance mechanisms - Consider the timing of occurrence, short-, mid-, long-term horizons, the nature of impact, resources, and stakeholder dependencies in identifying IROs
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Step 3. Assess impacts, risks, and opportunities

Set assessment criteria and metrics	- Define specific metrics to objectively assess the severity and likelihood of impacts, risks, and opportunities - Severity: Scale, scope, irremediability (for negative impact) - Likelihood								
Conduct internal stakeholder assessments	Assess the materiality of sustainability impacts, risks, and opportunities at the company-wide level from relevant working-level departments to top management including the CEO <table border="1"> <tr> <td>CEO</td><td>Evaluate materiality from the company-wide perspective and collect detailed feedback on sustainability topics</td></tr> <tr> <td>Top management</td><td>Conduct in-depth interviews with heads of relevant divisions / business units by considering topic-level expertise (prioritize impact / risks / opportunities and evaluate strategic directions)</td></tr> <tr> <td>Working-level staff</td><td>Review the definition of topic-specific IROs and conduct metric-based assessments on working-level personnel from relevant departments</td></tr> </table>	CEO	Evaluate materiality from the company-wide perspective and collect detailed feedback on sustainability topics	Top management	Conduct in-depth interviews with heads of relevant divisions / business units by considering topic-level expertise (prioritize impact / risks / opportunities and evaluate strategic directions)	Working-level staff	Review the definition of topic-specific IROs and conduct metric-based assessments on working-level personnel from relevant departments		
CEO	Evaluate materiality from the company-wide perspective and collect detailed feedback on sustainability topics								
Top management	Conduct in-depth interviews with heads of relevant divisions / business units by considering topic-level expertise (prioritize impact / risks / opportunities and evaluate strategic directions)								
Working-level staff	Review the definition of topic-specific IROs and conduct metric-based assessments on working-level personnel from relevant departments								
Conduct external stakeholder assessments	Conduct materiality assessments and collect related feedback from highly relevant stakeholders within the value chain <table border="1"> <tr> <td>Supplier</td><td>Evaluate social / environmental impacts of topics highly relevant to suppliers and collect related feedback</td></tr> <tr> <td>Customer</td><td>Evaluate social / environmental impacts of topics highly relevant to customers and collect related feedback</td></tr> <tr> <td>Investor</td><td>Select material topics from the investors' perspective, and prioritize them based on financial risks and opportunities</td></tr> <tr> <td>Academia / media / government</td><td>Select highly material topics in the environmental, social, and governance areas and prioritize them based on social / environmental impacts</td></tr> </table>	Supplier	Evaluate social / environmental impacts of topics highly relevant to suppliers and collect related feedback	Customer	Evaluate social / environmental impacts of topics highly relevant to customers and collect related feedback	Investor	Select material topics from the investors' perspective, and prioritize them based on financial risks and opportunities	Academia / media / government	Select highly material topics in the environmental, social, and governance areas and prioritize them based on social / environmental impacts
Supplier	Evaluate social / environmental impacts of topics highly relevant to suppliers and collect related feedback								
Customer	Evaluate social / environmental impacts of topics highly relevant to customers and collect related feedback								
Investor	Select material topics from the investors' perspective, and prioritize them based on financial risks and opportunities								
Academia / media / government	Select highly material topics in the environmental, social, and governance areas and prioritize them based on social / environmental impacts								

Step 4. Determine material topics

Determine and approve material topics	- Report 11 topics finalized through materiality assessments to top management and the highest governance body (Board of Directors) - Report the materiality assessment process and results to the ESG Council meeting (management meeting) - Present the final report on the materiality assessment process as well as risks and opportunities for each material topic at the Corporate Sustainability Management Committee
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Materiality Assessment Outcomes (material topics for 2025)

- Impact materiality and financial materiality was reviewed respectively to assess whether the thresholds calculated according to internal criteria were exceeded
- 11 topics were determined whose impact level exceeded the set threshold as material topics for Hyundai Mobis
- Selected material topics maintain partial continuity with those identified in the previous reporting year (FY2023)
- New reporting issues determined based on impact assessment results include 'trust-based labor relations', 'diversity and inclusion', 'occupational health and safety', and 'information security' in the social area and 'corporate governance' and 'compliance management' in the governance area

* Very High (●), High (○)

Area	Topic	Magnitude*		Reporting Location
		Impact Materiality	Financial Materiality	
Environmental	Climate change	●	●	⊕ Climate change
Environmental	Resource use and circular economy	○	●	⊕ Resource use and circular economy
Social	Human resources management	●	○	⊕ Employees
Social	Trust-based labor relations	○	●	
Social	Diversity and inclusion	●	○	
Social	Occupational health and safety	○	○	
Social	Supply chain sustainability management	●	○	⊕ Supply chain
Social	Product quality and safety	●	●	⊕ Customers
Social	Information security	●	○	⊕ Information security
Governance	Corporate governance	●	○	⊕ Corporate governance
Governance	Compliance management	●	○	⊕ Business ethics

Double Materiality Assessment

Material Topics Associated with Hyundai Mobis Business

Topic	Climate Change	Supply Chain Sustainability Management	Human Resources Management
Materiality	- This topic is associated with the overall value chain spanning manufacturing processes, supply chains, product portfolios, and product use and affects our business model and financial performance. - The rising demand for eco-friendly vehicles in the market is giving rise to green revenue growth in electrification parts and services. - Global regulations such as EU's Fit for 55 mandating zero carbon emissions for new vehicle sales, the CBAM, and carbon taxes serve as an opportunity to turn climate change risks into financial opportunities. - It is vital that we meet customer needs in line with ESG-driven investment trends and the expanding EV market.	- Environmental destruction, labor rights violations, and ethical issues associated with the extraction and processing of conflict minerals and other raw materials may lead to reputational damage and loss of investor trust. - Any issue with raw material and component procurement resulting from suppliers' financial distress and strikes may lead to severe business risks. - Non-compliance with supply chain-related regulations may result in significant additional costs including penalties.	- Evolving mobility technologies such as electrification, autonomous driving, and digitalization highlight the importance of nurturing professional workforce. - Failure to recruit top talent in the R&D, software, and eco-friendly technology sectors may slow down product innovation and reduce market share, resulting in potential financial losses. - Strategic talent recruitment and internal capability enhancement present opportunities to improve organizational productivity and reduce costs.
Response Strategy	- Declare the '2045 net zero' initiative - Set and implement science-based net zero goals through participation in the SBTi and TCFD - Engage with stakeholders through wide-ranging channels, by publishing net zero reports and joining UNGC panels - Joined RE100 to declare our commitment to 100% transition to renewable energy by 2040 - Set renewable energy transition rates as an internal KPI to progressively achieve goals - Review progress against targets by business division (annual)	- Conduct supplier sustainability risk assessment (annual) - Expand the scope of on-site sustainability risk assessments in 2024 - Gradually expand the scope of risk management to include suppliers of our corporations in Mexico and Jiangsu in China - Operate independent mutual growth programs to support suppliers in ESG areas including technology, finance, and training - Engage with suppliers through regular consultative meetings and seminars, such as PARTNERS DAY and share Hyundai Mobis' activity performance (annual)	- Recruit talent mainly in the software, electrification technology, and green sectors - Operate programs to help internal employees strengthen competencies including global expert development and the SW Academy - Provide internal relocation opportunities through the Career Market program - Provide a modular training curriculum to support functional competency development
Targets and Progress	<u>Target</u> - Achieve 100% transition to renewable energy by 2040 (RE100) - Achieve net zero by 2045 (participate in the SBTi) <u>Progress</u> - Reached 12.9% in renewable energy transition in 2024 - Reached 15,255 tCO₂eq in reduced GHG emissions in 2024 (combined reductions in Scope 1 and 2 emissions)	<u>Target</u> - Expand the scope of supplier sustainability risk assessment at our Tianjin and Wuxi corporations in China in 2025 - Establish a supplier sustainability risk assessment system for corporations in the Americas in 2025 <u>Progress</u> - Expanded the scope of supplier sustainability risk assessments at the Jiangsu corporation in China - Established a supplier sustainability risk assessment system at our Tianjin and Wuxi corporations in China - Expanded the scope of HQ's on-site supplier audits and integrated audit results in our procurement policies	<u>Target</u> - Recruit 100 undergraduates through the 'Hyundai Mobis Future Mobility Recruitment Alignment Track' by 2027 <u>Progress</u> - Selected 25 undergraduates in 2024 (46 persons on a cumulative basis)
Executive Compensation	- Renewable energy transition performance - GHG emissions reduction performance	Supplier sustainability risk assessment results	Overall KPI evaluation results for each business unit and division

Double Materiality Assessment

Material Topics for External Stakeholders

Topic	Resource Use and Circular Economy	Human Resources Management
Key Impacts	• Process transition including resource recycling contributes to reducing environmental pollution. • Making component materials lightweight helps reduce GHG emissions and air pollutants in the use phase. • Manufacturing eco-friendly products by considering the full lifecycle, from the procurement of raw materials to the production of parts, contributes to mitigating environmental footprint. • Improving fuel efficiency provides a range of value-based consumption opportunities to market consumers.	• Fair recruitment provides job seekers an opportunity to engage in economic activities, increasing their income and quality of life. • Human resources management could help reduce social costs stemming from youth not in education, employment or training. • Human resource management has the potential to improve labor conditions across the industry.
Cause of Impact	• Products / services	• Operations • Supply chain
Area of Impact for External Stakeholders	• Environment • Customers / end users	• Society • Supply chain / contractors
Nature of Impact	• Positive	• Positive
Output Metrics	• Reductions in GHG emissions achieved by adopting eco-friendly automotive parts	• Additional income generated by individuals recruited through the expansion of growth-linked recruitment efforts including contract department operation
Results of Impact Valuation	• Total avoided CO₂ emissions (average reduction effect × distances traveled) amounted to 1,161,214 tCO₂eq, reflecting reductions in CO₂ emissions achieved through the adoption of eco-friendly automotive parts • Social costs estimated based on environmental pollution and health damages occurring for every ton of CO₂ emitted amounted to KRW 55,400¹⁾ / tCO₂eq according to a government-commissioned report submitted in February 2022 • Total social cost savings stood at KRW 64.3 billion	• Additional income refers to annual income newly earned by individuals hired through contract department operations • The number of individuals hired through contract departments and other recruitment efforts is 25, and the average annual salary amounts to KRW 56 million / year based on the average entry-level wage or actual wage for comparable functions and positions. • Without contract department and other similar programs, the average income of these individuals would have been KRW 40.03 million / year, which was estimated based on average sector-specific, entry-level salaries for youth²⁾ • Total additional income generated through hiring via the contract department program equals KRW 399.25 million in created social value, calculated as (number of hires) × (post-program salary – estimated alternative salary)

1) 「Study on the Reform of the Carbon Pricing Framework (2022)」

2) Average entry-level salary (university graduates) in the automotive and trailer industries – Statistics Korea

Environment

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Pollution	56
Natural Capital Management	61
Resource Use and Circular Economy	65

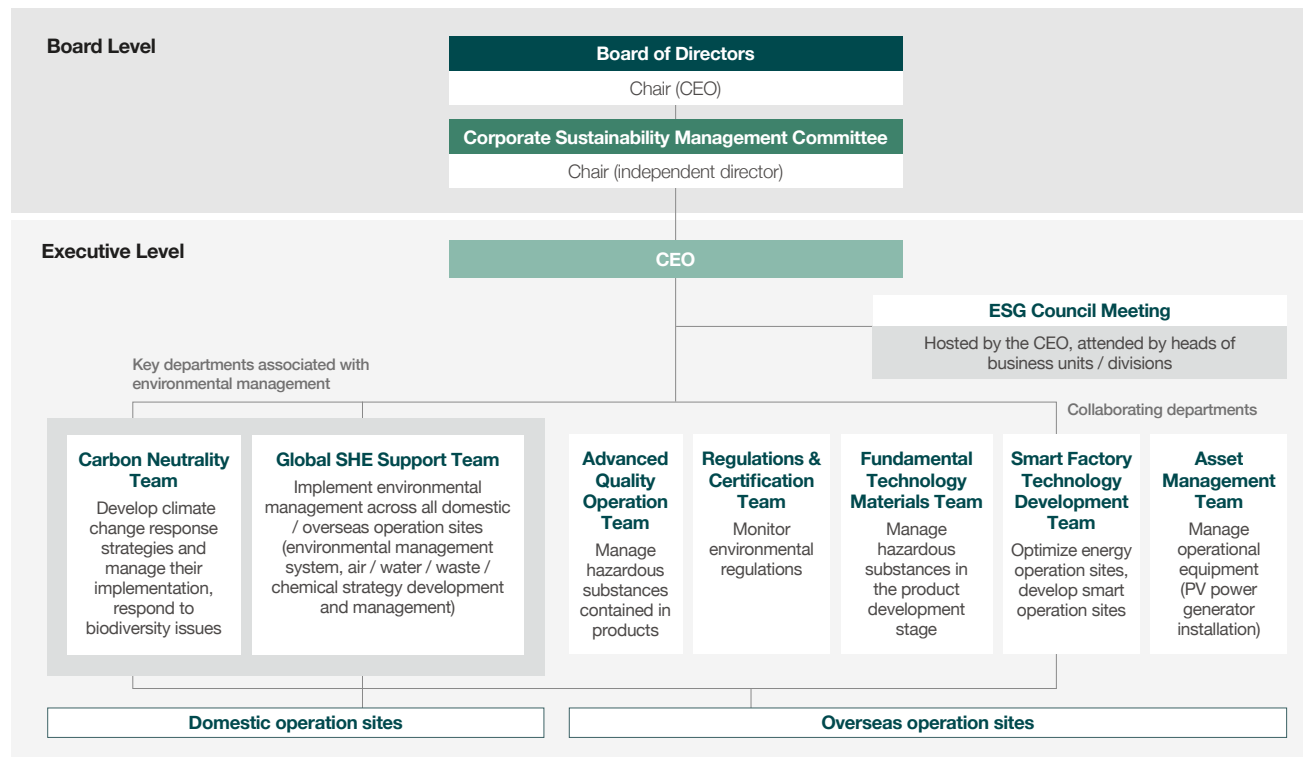
Environmental Management

Governance

Environmental Management System

Hyundai Mobis advances environmental management through collaboration with various departments, with the Global SHE Management Team, a dedicated environmental management unit for all its domestic and overseas operation sites, and the Carbon Neutrality Team in charge of climate change response and net-zero strategies playing a leading role. The ESG Council Meeting, a C-level consultative body hosted by the CEO and attended by heads of business units and divisions, regularly convenes at least once a year to monitor overall environmental improvement activities and review environmental management risks. The Board of Directors or the Corporate Sustainability Management Committee under the Board receives reports and deliberates on our mid-to long-term environmental management strategies and our environmental site development plans. The agenda 'hosting of the CEO Investor Day' reported to the Corporate Sustainability Management Committee in 2024 includes our renewable energy transition goals and performance.

Environmental Management System



Environmental Management Policy

Hyundai Mobis has established the environmental management policy to minimize adverse environmental impacts across its business operations and the overall value chain while continuously improving environmental performance through environmentally friendly management. This policy applies to all our employees, and we recommend all our stakeholders, including suppliers, to abide by this policy. This policy bases our efforts to communicate with varying stakeholders – employees, government agencies, and local communities – and advance environmental management in alignment with our management strategies and potential impacts on stakeholders. We collaborate with external specialized organizations to draw on their expertise in establishing environmental management systems, enhancing the efficiency and effectiveness of our environmental management practices.

Basic Principles of the Environmental Management Policy

Raw materials • Raw material usage efficiency • Recycle waste • Use eco-friendly raw materials	Energy • Promote energy saving • Introduce renewable energy • Operate an energy management system
Water • Water recycling • Water storage • Water supply area inspection	Greenhouse gas • Carbon reduction at operation sites • Carbon reduction across the supply chain • Carbon reduction in products and services
Waste materials • Track disposal process • Increase recycling portion • Reuse waste materials	Waste products • Provide recovered data • Recover waste products • Recycle waste products
Other environmental pollutants • Air pollutants • Water pollutants • Hazardous chemicals • Soil pollutants • Noise and vibration	Violation of environmental laws and regulations • Awareness of laws and regulations • Improvement • Monitoring • Employee training • Take corrective actions against violations

Environmental Management Policy

Strategy

Environmental Management Activity

Environmental Management System Certification

Hyundai Mobis establishes and operates structured environmental management systems in alignment with global standards. New operation sites gain certification through specialized certification bodies while existing sites receive annual surveillance and renewal audits, ensuring that we comprehensively review site-level environmental management and pursue continuous improvements. As of 2024, 100% of our domestic and overseas operations were certified to the ISO 14001 international environmental management system standard.

Environmental Management System Certificaiton¹⁾ * As of Dec. 2024

		Operation Sites Subject to Certification (No. of sites)	Operation Sites Certified (No. of sites)	Certification Rate (%)
Domestic	Headquarters	1	1	100
	Manufacturing	4	4	100
	Parts centers ²⁾	29	29	100
	Subsidiaries ³⁾	19	19	100
Overseas	Manufacturing ⁴⁾	18	18	100
Total		71	71	100

1) For details, see 'Appendix – Certifications'

2) HQ, distribution centers (5), parts centers (22), Cheonan Storage

3) MOTRAS (12), UNITUS (5), H Green Power (1), Hyundai IHL (1)

4) Excluding sites not operable (before mass production, manufacturing suspension) and sites with less than 1 year of mass production as of the end of 2024

⊞ *Certifications' – Appendix

Enhancing Our Global Environmental Management Framework

Establishing an Environmental Management Platform

Businesses today are expected to take on greater social responsibility amid enhancing regulations over environmental pollutants and the expanding scope of emission facilities and pollutants subject to regulations. In response, Hyundai Mobis has established an environmental management platform (integrated safety and health platform) to effectively address environmental, regulatory, and operational requirements. This platform enables the integrated management of a full spectrum of environmental data, including waste generation, pollutant emission concentrations, and soil contamination measurement, improving the accuracy and reliability of environmental data. Personnel at each operation site input detailed data on facilities that discharge and treat air / water pollutants, identify substances generated from each facility, and enter the data into the system for robust pollutant management. These efforts support systematic environmental performance and risk management. Furthermore, Hyundai Mobis has developed a global chemical substances management system (Global e-CMS) for the structured management of overseas corporations to meet the growing needs for chemicals management amid increasingly tightening chemicals regulations. This system allows us to compare and analyze all chemicals used at our overseas manufacturing operations against 967 global regulations, ensuring proactive response to evolving global regulatory requirements. By classifying all chemicals handled by our corporations, this system also helps improve data accuracy and management efficiency, further strengthening our environmental impact management.

Environmental Compliance and Monitoring

To ensure effective environmental compliance, we keep current with key domestic and international policies and regulations that apply to our business operations in the areas of GHG, air, and chemicals among others. In the event of regulatory amendments, updates are posted on our environmental management platform while regulations and key trends affecting our regional corporations are separately emailed to working-level staff to ensure rigorous monitoring. Environmental regulation updates for overseas jurisdictions are shared during the first and third weeks of each month. In addition, we review environmental laws and regulations provided by the KONETIC⁵⁾ while compiling legislative notices issued by environmental authorities⁶⁾ in countries where our corporations are based for internal sharing. In pursuing acquisitions and mergers, we conduct preliminary due diligence to meticulously review environmental regulations as well as requirements and legal standards governing environmental / ecosystem protection. For identified environmental risks, corrective measures are developed to mitigate environmental impacts.

5) Korea National Environmental Technology Information Center

6) EPA (US), EEA (Europe), MEE (China), and others

Environmental Regulations by Region

Region	Environmental Regulation
US	Regulations on hazardous chemicals (PFAS chemicals), Clean Air Act, etc.
China	Air Pollution Prevention and Control Law, Solid Waste Pollution Prevention and Control Law, etc.
Europe	Industrial Emissions Directive, REACH (Registration, Evaluation, Authorization and Restriction of Chemicals), etc.

CASE Establishing a Greenwashing Prevention System

To transparently and fairly communicate our environmentally friendly management performance to stakeholders, we have established and implement a process to review the production and distribution of labels and advertising conveying green messages. The self-review we conducted in January 2024 allowed us to correct or remove⁷⁾ content containing vague language to minimize potential consumer misunderstandings. We will continue to implement this internal review process to prevent the risk of greenwashing.

7) 13 cases concerning packaging boxes, the online automotive supplies brand store, YouTube / Instagram promotions and others

Environmental Management Activity

Environmental Accident / Emergency Response

Hyundai Mobis implements the emergency response rules established to brace for environmental incidents. These rules guide SHE (Safety, Health, and Environment) teams at respective operation sites to develop emergency-specific scenarios and response processes while providing regular training and drills to bolster our preparedness against potential emergencies. Regular SHE inspections are also performed to assess our response capabilities and continuously identify necessary improvements, enhancing our overall management performance. We also swiftly provide stakeholders, including workers, with information on their responsibilities and obligations and engage in sufficient communication to fully commit to safety and health management and prevent environmental incidents in the workplace.

Environmental Training for Employees

We conducted a range of tailored environmental training to help our employees raise awareness on rapidly-evolving environmental issues and strengthen their response competencies. In addition to regular statutory training, we also provide independently-developed training courses through diverse on / offline channels such as the SH&E Academy, enhancing company-wide environmental management capabilities on an ongoing basis.

Course	Employees Subject to Training	Employees Who Completed Training	Topic
Environmental compliance training	All employees	9,837 persons	Environmental management policy, workplace environment (air / water pollution, waste, hazardous substances) management, key environmental regulations, etc.
ESG mindset training	All employees	5,138 persons	Importance of ESG management, understanding of LCAs including product carbon footprint and the importance of LCA management
Training for working-level staff from ESG-related departments	ESG key-men	64 persons	Discussion-based training on five topics of circular economy and raw materials management, climate change and biodiversity, enhanced supply chain management, enhanced company-wide environmental management, and human capital strategy and performance management
Sustainability management training for overseas corporations	Working-level staff at overseas subsidiaries including their heads and expatriates	381 persons	Essential ESG regulations and response strategies for overseas subsidiaries
SH&E Academy's environmental management training	Applicants	22 persons	Environmental policy directions and trends, understanding of pollutant-specific discharging / prevention facilities, facility inspection and management for regulatory compliance
Executive workshop for subsidiaries specialized in manufacturing	CEOs and key executives from subsidiaries specialized in manufacturing	14 persons	Trump 2.0 and supply chain issues in the automotive parts industry
External environmental training	Safety and environment personnel	7 persons	Certified environmental technicians (air / water / waste discharge), harmful chemicals
		3 persons	ISO14001 & 45001 internal auditor training, working environment improvement

Metrics & Targets

Environmental Management

Environmental Non-compliance¹⁾

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Incidences of regulatory non-compliance	Cases	1	~	0	1	0	0	0	0	1	0	0	1
Total penalties	KRW	1,000,000	~	0	1,000,000	0	0	0	0	800,000	0	0	800,000
Liabilities related to environmental regulations	KRW	~	~	~	~	~	~	~	~	~	~	~	~

1) Parent data based on the same criteria as the ones specified in 3. Matters Related to Sanctions, Etc. - A. Status of Sanctions by Investigation·Judicial Authorities (p.353) in the 2025 Annual Report

Environmental Training

	Unit	2022	2023	2024
		Parent	Parent	Parent
Completion rate of environmental training	%	70.0	55.0	45.1
Employees subject to training	Persons	10,798	11,726	11,388
Employees who completed training	Persons	7,561	6,448	5,138

Climate Change

Governance

Climate Change Management System

Hyundai Mobis established its mid-to long-term net-zero goals and RE100 implementation plans in 2021 with the ESG Center playing a leading role. We subsequently launched the Carbon Neutrality Team as a dedicated unit for company-wide climate change response, and have since progressed towards our net-zero transition strategy in collaboration with site-level environmental performance management organizations as well as business divisions. Climate-related pending issues are discussed each year at the ESG Council Meeting hosted by our CEO and attended by executives, and key decision items are reported to the Corporate Sustainability Management Committee via the CRO. In 2024, renewable energy transition goals and progress made were reported to the Corporate Sustainability Management Committee in line with the agenda item 'CEO Investor Day'. To drive momentum for climate change management and relevant performance generation, renewable energy transition and GHG reduction are incorporated into division/business unit-level KPIs and are reflected in organizational performance evaluations. The organizational KPI results are tied to executive performance evaluation and compensation.

Climate Change-linked Compensation Determination Process

Set KPIs by business unit / division

- Develop RE100 transition plans and energy saving plans
- Review at the ESG Council Meeting

Conduct interim / final KPI reviews

- Conduct interim / final reviews to track progress on KPIs

Determine compensation based on KPI assessment results

- Tie the results with performance valuation for respective business units / divisions and their heads (executives)

Climate Change Risk Management System

Risk identification

Plan evaluation

Management and monitoring

Company-wide policy integration

Top-down

ESG Center

Develop climate change monitoring and management strategies

Bottom-up

Relevant Departments

Identify individual working-level tasks and incorporate them into business plans

Company-wide

Assess tasks for their fit and appropriateness

ESG Center

Conduct interim / final assessments and performance management

Business Strategy Group

Conduct interim / final assessments and performance management

Company-wide

- Integrate climate change response tasks into the company-wide performance management system for management and assessment
- Report to the CRO and propose key issues to the CEO and the Corporate Sustainability Management Committee

Strategy

Material Impacts, Risks, and Opportunities and Their Interaction with Our Strategy and Business Model

The materiality assessment identified 'climate change' as a material issue, consistent with the previous year. In conducting materiality assessments, we identify, assess, and manage impacts on our business operations and the resulting financial risks and opportunities. For further details, see 'Material Impacts, Risks and Opportunities' in the Appendix section of this report.

⊕ 'Material Impacts, Risks, and Opportunities' – Appendix

Strategy

Net-Zero Implementation Strategy

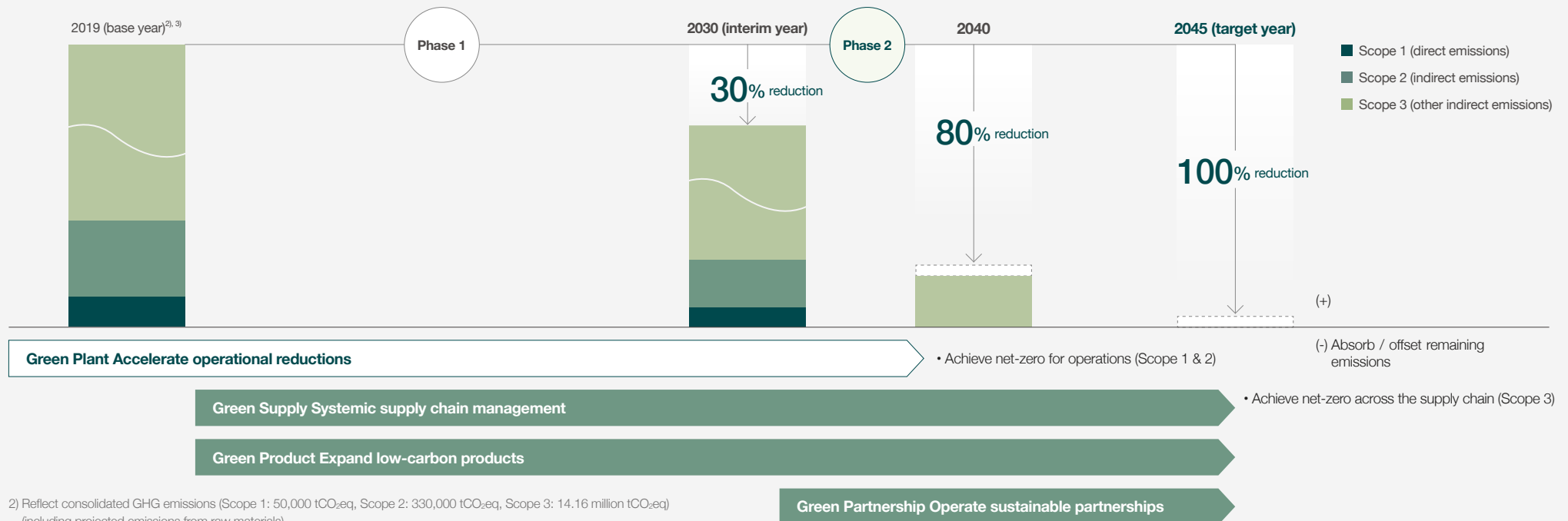
Hyundai Mobis has made its net-zero commitment under the vision 'Green Transformation to 2045 Net-Zero', with a goal of reaching net-zero at overall business operations by 2040 and achieving net-zero across the entire supply chain (Scope 3) by 2045. To this end, we have set four strategic pillars and eight action plans, and are advancing our net-zero goals through phased implementation. Specifically, we are pursuing the green transition of products with high fixed GHG emissions to deliver sustainable reductions in the product portfolio dimension, and this strategic initiative forms part of our company-wide approach. Our net-zero goals and mid-to long-term action plans were reported to the Corporate Sustainability Management Committee in 2021 and were announced widely, and we progress towards these goals and plans with the Committee assuming management and oversight responsibilities through the annual reporting of specific implementation status. In October 2021, Hyundai Mobis became the first in the domestic automotive industry to join the SBTi¹⁾, globally pledging to set objective net-zero targets in line with the 1.5°C scenario of the Paris Agreement. As of the first half of 2025, work is ongoing to validate our carbon reduction targets.

1) SBTi: Science Based Targets initiative

2045 Net-Zero Roadmap

**Accelerate the transition to renewable energy
with a focus on domestic / overseas operations (Scope 1 & 2)**

**Manage supply chain reductions and expand low-carbon products to
accelerate reductions in Scope 3 emissions**



2) Reflect consolidated GHG emissions (Scope 1: 50,000 tCO₂eq, Scope 2: 330,000 tCO₂eq, Scope 3: 14.16 million tCO₂eq)

(including projected emissions from raw materials)

3) Year of goal-setting: 2021

Strategy

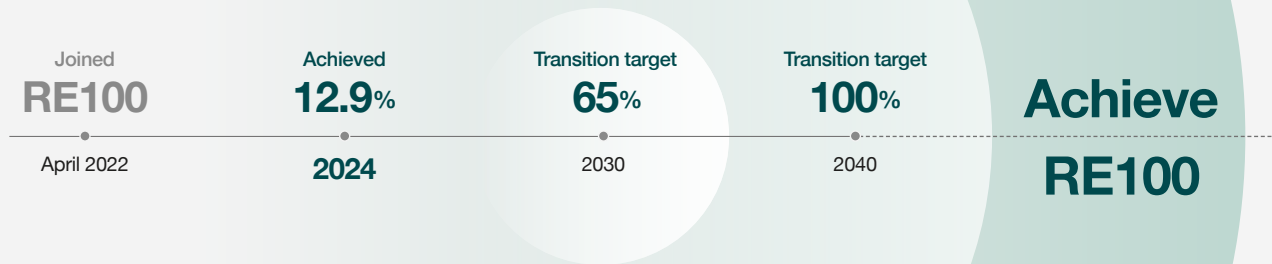
RE100 Implementation Strategy

As electricity accounts for nearly 87% of our total energy consumption, we are pursuing the transition to renewable energy as a key lever in achieving net-zero emissions for our operation sites. We set our mid-to long-term goal of transitioning to 65% renewable energy by 2030 and 100% by 2040 to meet our operational power needs with low-carbon energy, and defined our RE100 Roadmap which specifies the transition timeline by country and operation site along with operational plans. We aim to fully shift to renewables by 2030 in the US, the Czech Republic, and other countries where the renewables market is active, and to achieve 35% transition by 2030 in Korea in consideration of the nation's renewable energy supply expansion plan. We joined the RE100 initiative¹⁾ in 2022 as the first Korean automotive company to do so, and have since identified our energy consumption structure and electricity use patterns, faithfully progressing towards our renewable energy transition goals through communication with stakeholders.

1) RE100: Renewable Electricity 100

RE100 Roadmap and Progress

Fossil fuel-based power → Renewables-based power
100% transition for the entire global operations by 2040



Impacts, Risks, and Opportunities Management

Policy

Climate Change Mitigation and Adaptation Policy

Our climate change adaptation and mitigation policy aims to achieve net-zero emissions and progressively transition into a renewable energy system, and is specified in B. Energy and D. Greenhouse Gas, Article 2. Basic Principle of our Environmental Management Policy. We encourage our suppliers and other stakeholders as well as our domestic / overseas operations to abide by this policy.

[Environmental Management Policy](#)

External Partnerships for Climate Change

Hyundai Mobis is committed to reaching net-zero by 2045 to help achieve the goal of curbing global warming preferably to below 1.5°C pursuant to the Paris Agreement. To ensure our net zero goals align with global standards, we serve as an active member of numerous domestic and international initiatives (UNGC, SBTi, TCFD Supporters and others) to strengthen external collaborations. We also communicate with wide-ranging stakeholders, including trade associations (Seoul Chamber of Commerce and Industry, Korea Auto Industries Coop. Association), to proactively raise our voice and express our commitment to foster industry-wide, collaborative net zero efforts as an agent of climate action. We are an active participant in Business Ambition for 1.5°C, Race to Zero, and other global net-zero campaigns, and promote transparent disclosure through our CDP¹⁾ membership.

1) CDP: Carbon Disclosure Project



[Memberships](#) – Appendix

Identifying Impacts, Risks, and Opportunities

Scenario-based Analysis of Climate-related Risks and Opportunities and Impacts

Hyundai Mobis continues to identify and monitor potential climate-related risks and opportunities that may affect its operations amid the shifting business landscape. We have conducted scenario-based analyses for certain risks and opportunities, and evaluated financial impacts on the company both in terms of losses attributable to physical risks – resulting from climate disasters such as floods, typhoons, wildfires, and heatwaves – and climate-related risks – increased carbon credit prices and strengthened global regulations – and in terms of opportunities stemming from the renewable energy transition supported by PPA Contract and the low carbon product development. Domestic and overseas operations and major subsidiaries which fall under the operational boundary of Hyundai Mobis were assessed based on factor-specific likelihood and impact over the short-term (0-3 years), medium-term (4-10 years), and long-term (11 years and beyond) time horizons in line with scenario-specific characteristics.

Category		Factor	Projected Impact Period*	Financial Impact**	Business Impact from Risks and Opportunities
Physical risk	Acute	Floods, typhoons, wildfires		Flood - Medium Wildfire - Low Typhoon - High	Revenue loss resulting from asset impairments and shutdown caused by increased exposure to natural disasters
	Chronic	Heatwaves		Medium	Revenue decline resulting from productivity loss caused by chronic climate change
Transition risk	Policy and legal	Credit purchases		Medium	GHG credit purchase cost increase due to enhanced climate change policies and regulations
		Compliance with the CBAM ¹⁾		Low	Increased certification purchase costs to comply with global climate change regulations
	Technology	Transition to low-carbon technology		Low	Increased costs for technology/fuel transition and infrastructure for GHG emissions reduction
	Reputation	Stakeholder concerns		High	Corporate value decline due to stakeholder concerns for cases of insufficient response of the company towards climate disclosures requests and action
Transition opportunity	Resilience	RE ²⁾ transition (PPA ³⁾)		Medium	Cost savings from the RE transition through PPA Contract compared to other transition measures
		EV ⁴⁾ transition		Low	Reduced vehicle maintenance costs and GHG emissions resulting from the transition from internal combustion engine vehicles to eco-friendly alternatives for corporate fleet vehicles
	Energy use	Credit sales		Medium	Increased opportunities to sell surplus allowances through GHG reduction and renewable energy transition
	Products and services	Development of low-carbon products		High	Increased revenue from growing demand for low-carbon products

* The anticipated impact periods refer to short-term, medium term, and long-term time horizons as follows. Short-term: , medium-term: , long-term:

** Outline the most representative anticipated impact periods and scenario-based financial impacts for each factor.

1) Carbon Border Adjustment Mechanism: A mechanism that imposes additional costs on products imported into the EU based on their carbon emissions

2) Renewable Energy: Sustainable energy sources such as solar and wind power

3) Power Purchase Agreement: A long-term contract signed with renewable energy producers to ensure a reliable supply of eco-friendly electricity

4) Electric Vehicle: In the context of EV100, this refers to eco-friendly vehicles with lower carbon emissions compared to internal combustion engine vehicles

Identifying Impacts, Risks, and Opportunities

Physical Risk

To analyze climate-related impacts arising from diversified physical risks, we conducted scenario-based analyses using Jupiter Intelligence, a climate modeling-based tool specialized for scientific climate risk assessment. To consider various possible future scenarios, we referred to the SSPs (Shared Socioeconomic Pathways) from the IPCC 6th Assessment Report and evaluated financial implications from physical risks under multiple pathways, ranging from a high-emissions scenario (SSP5-8.5) to a medium-emissions (SSP2-4.5) and a low-emissions scenario (SSP1-2.6).

This analysis targeted 90 operation sites located across the globe (9 offices and research centers, 27 parts-related corporations and locations, and 54 manufacturing locations). For each site, we assessed acute risks (flood, typhoon, wildfire) that occur intensively during short periods of time and chronic risks (heatwaves) which progressively occur based on the location and the value of existing assets to quantify financial impacts.

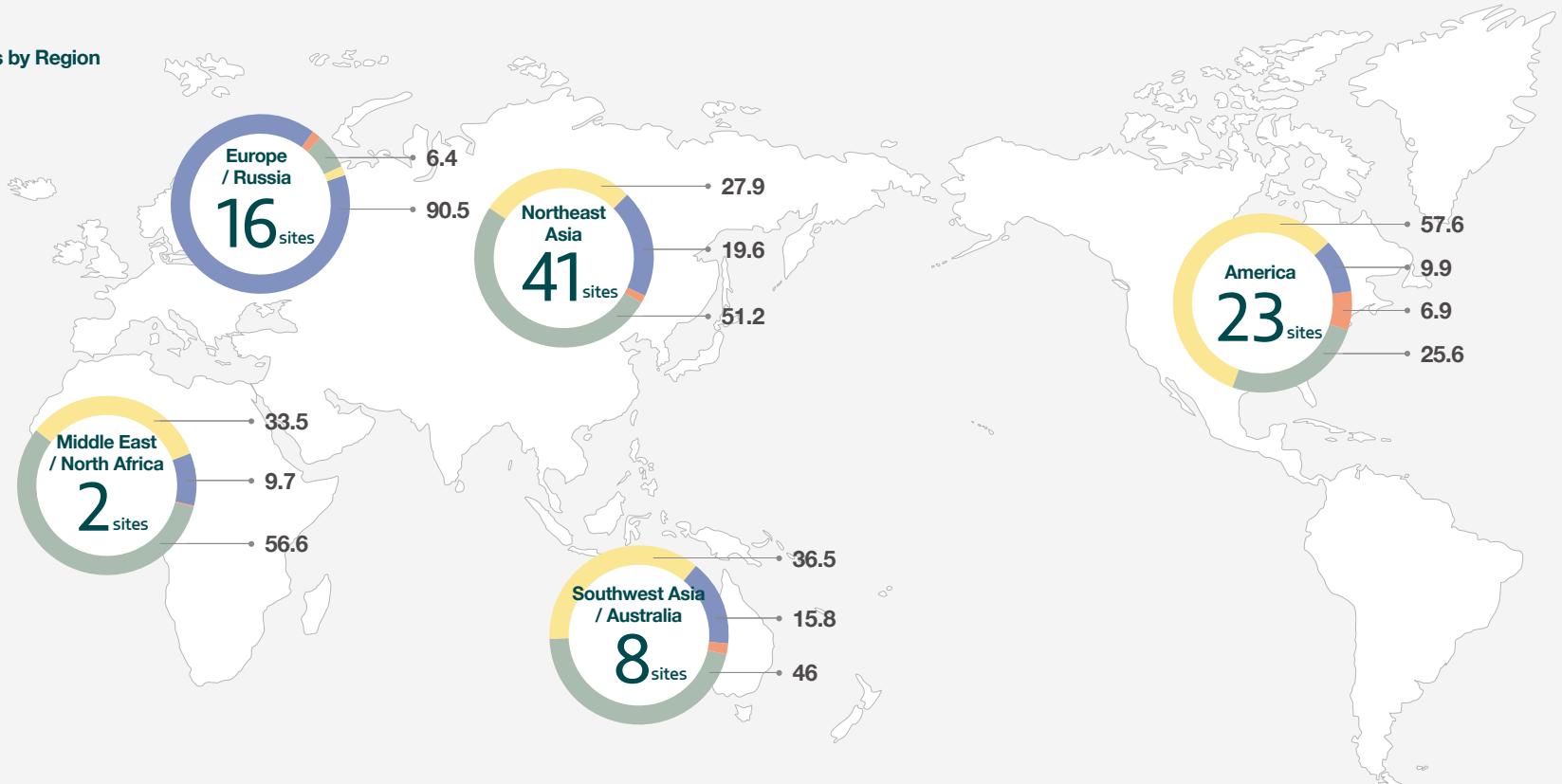
Analyzing the financial implications arising from physical risks allowed us to capture decrease in asset value associated with climate change and losses occurring from chronic disasters leading to diminished employee morale. The findings will support our efforts to establish response strategies for high-risk regions and operations and to continuously monitor them to address relevant risks.

Financial Impacts from Physical Risks by Region

Ratio by type of physical risk* (%)

- Flood
- Wildfire
- Typhoon
- Heatwave

* Physical risk factors in the region
(Total = 100%)



Identifying Impacts, Risks, and Opportunities

Transition Risk and Opportunity

Hyundai Mobis has identified factors behind diverse risks and opportunities that may occur due to climate change while analyzing each factor for its potential impacts and financial implications. This analysis covered our domestic and global locations and subsidiaries in line with factor-specific characteristics, using appropriate methodologies designed for financial impact analysis that align with STEPS, APS, and NZE scenarios from the IEA World Energy Outlook report. The analysis results will inform our efforts to continuously formulate response measures and monitor relevant developments, systematically managing risks and seizing greater opportunities. Going forward, we will take into account climate-induced impacts in reviewing our business plans and incorporate the insights into our strategic decision-making, taking a proactive approach to climate challenges.

Transition Factors and Our Response

Carbon Credit Purchase



Risk

As a company subject to the Emissions Trading System (ETS), we are mandated to purchase and submit emissions allowances to the government for any GHG emissions that exceed the allocated quota. The government's free allocation ratio is on the decline while allowance prices are expected to rise under the IEA's energy transition scenarios. If we fail to meet our net zero goal, the estimated costs will range from KRW 15.8 billion to up to KRW 44.4 billion by 2040.

Response

Hyundai Mobis has declared its net zero goal of reducing operational GHG emissions by 2040, and is delivering phased reductions each year. Through proactive efforts to reduce GHG emissions – transitioning to renewable energy and improving energy efficiency across operations – we will achieve reductions in GHG emissions and minimize costs associated with allowance purchases.

CBAM Response



Risk

The EU has introduced the Carbon Border Adjustment Mechanism (CBAM) mandating importers to bear costs equivalent to the carbon emissions from certain products they bring into the EU zone. With the full implementation of the CBAM, our EU-based operation sites are required to purchase CBAM certificates, leading to projected cost increases. If EU's allowance prices rise, it is highly likely that certificate prices rise accordingly, raising concerns over additional cost burdens.

Response

Hyundai Mobis is exploring countermeasures by identifying product-level carbon emissions. We are laying the basis to minimize CBAM-related cost burdens by expanding the use of renewable energy and pursuing decarbonization across the supply chain. We will introduce low-carbon raw materials and strengthen supply chain collaboration to stay ahead of the curve in responding to EU regulations.

RE Transition (PPA)



Risk

As carbon neutrality increasingly draws attention globally, Renewable Energy (RE) transition has become essential for businesses, and economic RE transition can create opportunity for cost reduction. Hyundai Mobis plans to pursue RE transition by prioritizing PPAs to ensure reliable, long-term RE supply. When compared to prioritizing REC purchases, this approach is expected to achieve cost savings of nearly KRW 15.2 billion to KRW 17.8 billion as of 2040 depending on projected electricity unit prices.

Response

Hyundai Mobis has announced to deliver its RE100 commitments by 2040, and is increasing the proportion of renewable energy through PPAs each year. For domestic operations, our annual RE targets are set at 4.3% in 2024 and 29.7% in 2026. We will continue to raise the share of RE use through gradual target setting and execution.

EV Transition



Risk

As major countries implement internal combustion vehicle phase-out policies while strengthening net zero regulations, the transition to EVs presents key opportunities to boost the company's sustainability and competitiveness. In step with this emerging trend, Hyundai Mobis has set a goal of achieving EV 100 for domestic operations by 2030 and for its entire domestic / international operations by 2040. This will enhance our status as a leader in reducing carbon emissions and promoting sustainable growth while actively catering to the expectations of global customers and stakeholders.

Response

We have revised our corporate fleet operation policies and are phasing in the use of EVs. We are strengthening our execution by tracking company-wide KPIs and building charging infrastructure. Going forward, we will progressively expand the adoption of EVs and pursue the EV transition across our distribution and logistics operations, laying a solid basis for establishing a sustainable mobility ecosystem.

Activity and Resource

GHG Emissions Management

Scope 1 & 2 Emissions Management

We have established our GHG inventory covering CO₂, CH₄, N₂O, HFCs, PFCs, and SF₆ in line with the emission factors laid out in the IPCC¹⁾ guidelines, and are calculating our emissions accordingly. The MGMS²⁾, our in-house GHG emissions management system, helps us monitor energy consumption and GHG emissions across our domestic and overseas operations, systematically managing operation-level of annual GHG emissions reduction goals. In 2024, we replaced low-efficiency HVAC and ventilation facilities with high-efficiency ones and installed an integrated control system for air compressors and HVAC units across domestic operations while installing a centralized equipment control system for optimal energy efficiency and replacing outdated or low-efficiency equipment to reduce emissions for overseas operations. Our company-wide efforts include on-site power generation, PPA Contract, REC purchases, participation in the green pricing program, and the transition to electric and hydrogen vehicles. To ensure the completeness, reliability, and consistency of our consolidated data, we receive annual third-party verification of GHG emissions from domestic / overseas operations.

1) IPCC: Intergovernmental Panel on Climate Change

2) MGMS: Mobis Greenhouse gas Management System

Joining the K-EV100 Campaign

Hyundai Mobis participates in the K-EV100 campaign, the Korean version of the EV100 initiative that intends to encourage businesses to switch to EVs or hydrogen fuel cell vehicles for their owned or leased corporate fleet vehicles. In April 2021, we announced our transition plan by attending the first K-EV100 declaration ceremony, and set the goal of transitioning 30% of our fleet by 2025, 70% by 2028, and 100% by 2030. To make zero-emission vehicles more widely available, we are building EV charging infrastructure across all our domestic operations, and are phasing in zero-emission vehicles for our corporate fleet. In 2024, we made this switch for 39 of 119 fleet vehicles owned or leased for domestic operations, reaching 32.8% in transition to owned / leased zero-emission vehicles. We plan to install a total of 191 chargers by 2030 to expand our efforts to reduce carbon emissions in the workplace.

Scope 3 Emissions Management

Hyundai Mobis calculates GHG emissions by Scope 3 category to ensure systemic GHG emissions management across the entire value chain. We quantify and disclose category-specific emissions in accordance with the Corporate Value Chain (Scope 3) Accounting and Reporting Standard of the GHG Protocol³⁾, and are progressively extending our coverage, calculating emissions across a total of 13 categories in 2024.

3) GHG Protocol: Greenhouse Gas Protocol

Supply Chain GHG Emissions Reduction Strategy

We recognize the importance of managing supply chain GHG emissions which account for a sizeable portion of our value chain GHG emissions, and collect and manage supplier-level GHG emissions through our ESG management platform that we use in conducting supply chain assessments. Based on 2024 emissions, we have collected GHG emission data from 90% of our domestic and overseas tier-1 suppliers and for the first time, we have conducted third-party verification of the GHG emissions from our domestic and overseas tier-1 suppliers. This will guide our efforts to identify and categorize suppliers based on the characteristics of their GHG emissions, and develop GHG management plans tailored to each group, ensuring effective pathways to reducing GHG emissions.

CASE Operating an Internal Carbon Pricing System

To consider potential risks associated with carbon costs, we set our internal carbon prices and conduct business accordingly. This process comprehensively takes into account future carbon price scenarios and internal carbon prices set and operated by major domestic and overseas subsidiaries. In the investment planning phase, possible increases or decreases in energy consumption and GHG emissions are factored in assessing the appropriateness of investment agendas. In so doing, we use internal carbon prices in discovering and capturing low-carbon business opportunities and make sure carbon impacts are considered throughout the process from the economic perspective.

Activity and Resource

Energy Management

Energy Consumption Management

Hyundai Mobis has established the GMEMS¹⁾ at its major domestic and overseas operations to track all equipment for real-time energy consumption, ensuring segmented monitoring of its company-wide energy consumption. We also centrally manage the status and quality of energy supply as well as country-specific consumption expenses, and continuously update the system to support maximum energy efficiency through time-series comparison and analysis. Our total energy consumption was 9,075TJ in 2024, up by 431TJ from 2023.

1) GMEMS: Global Mobis Energy Management System

Smart Factory Operation

We set a goal of ‘building a smart, self-operating, uninterrupted production plant’ by 2025 and are moving towards this goal in a phased in manner to establish Hyundai Mobis’ standard smart factory model. In 2024, we developed a Proof of Concept (PoC) for a lighting control system using a wireless mesh communication network at our Ulsan Electrification Plant. Lighting devices fitted with mesh network technology were installed in certain areas and offices of the plant, enabling zone-specific brightness control tailored to work characteristics and scheduling control linked to working hours. This project achieved a 33% reduction in average daily lighting power consumption compared to previous levels.

Renewable Energy Transition Activity

Deploying PV Power Generation

We installed 2.7 MWp-capacity PV power generators at five key manufacturing sites in Korea (Uiwang technical center, Ulsan Electrification Plant, Daegu Electrification Plant, Gimcheon Plant, and Changwon Plant), which have been operational since 2023. This will allow us to meet 1% of our electricity consumption needs at domestic operations with renewable energy, along with 1,493 tCO₂eq in reduced GHG emissions per year.

Diversifying Renewable Energy Sources

For successful renewable energy transition, we prioritize renewable energy procurement options in developing detailed transition strategies. In 2024, we pursued 15.6 GWh-capacity VPPAs²⁾ for our entire operations including the integrated distribution center in the Youngnam region and are expanding these agreements continuously. Our Indian corporation is securing renewable energy through an on-site PPA to generate 5.5 MWh rooftop PV power and the green pricing system. This is expected to help our subsidiaries in India reach 24% in renewable energy transition for its power consumption in the workplace and a 5,938-ton reduction in annual GHG emissions. Apart from this, our key global operations in Slovakia, Germany, and Türkiye are purchasing renewable energy certificates (REC³⁾, iRECs⁴⁾, GO⁵⁾ and joining green pricing programs to transition towards renewable energy. Going forward, we will further boost our renewable energy transition activities by leveraging PPAs⁶⁾. Hyundai Mobis keeps close taps on regional renewable energy policies and trends to establish its transition portfolio and build track records in achieving economical and effective energy transition.

2) VPPA: Virtual Power Purchase Agreement

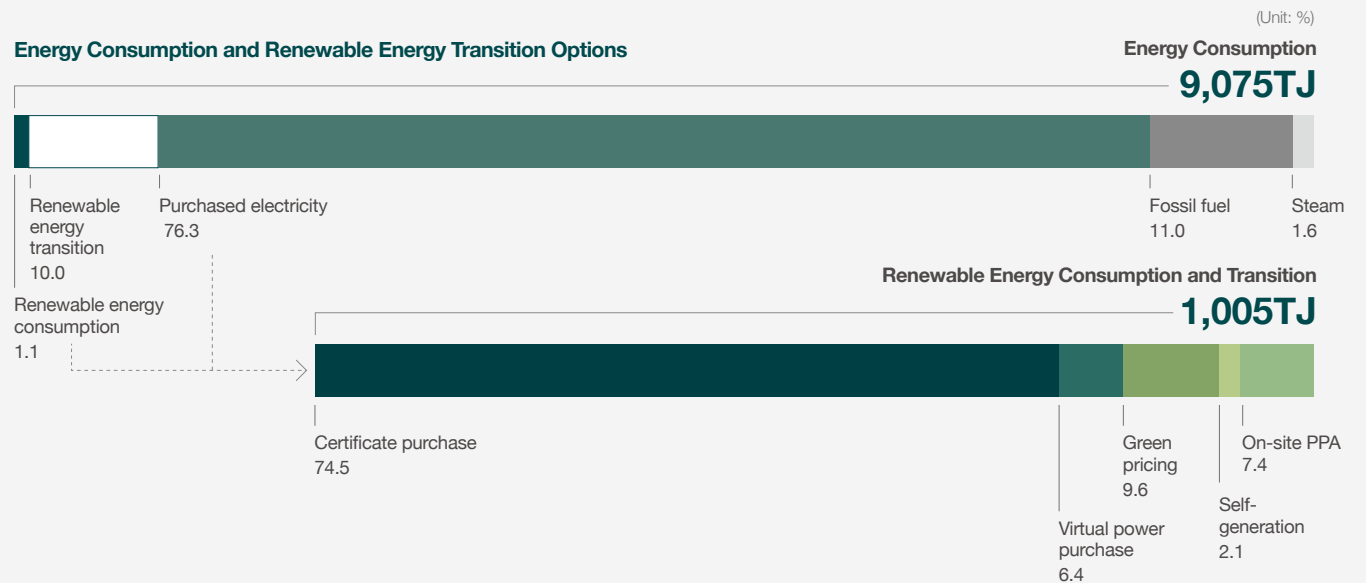
3) REC: Renewable Energy Certificate

4) iREC: International Renewable Energy Certificate

5) GO: Guarantee of Origin

6) PPA: Power Purchase Agreement

Energy Consumption and Renewable Energy Transition Options



Activity and Resource

Developing Eco-friendly (Electrification) Products

Hyundai Mobis defines electrified products as eco-friendly, high value-added core parts, and are building capabilities to develop technology and advance mass production capacity. We have established and are commercializing our key parts portfolio spanning the full spectrum from storage (battery) to conversion (inverter) and driving (motor) of electrical energy required to power hybrid and electric vehicles. Going forward, we will continue to expand our electrification business. In 2024, our electrification parts sales amounted to KRW 6.7 trillion to account for 11.7% of total, and we will continuously boost our electrification sales in alignment with our overall business strategy. Our electrified product sales goal for 2031 is to achieve an CAGR of 15.5% (based on 2024 annual estimates), and we are progressing towards this goal in line with our three-track approach of bolstering our cost competitiveness, technology competitiveness, and manufacturing competitiveness.

Contribution to Reducing GHG Emissions

Hyundai Mobis supplies core parts for hybrid vehicles and plug-in hybrid vehicles, which have the potential to reduce 46.9 g/km and 90.6 g/km in CO₂ emissions respectively, against the average CO₂ emissions of 146.2 g/km produced per internal combustion engine vehicle. Moreover, EVs and hydrogen cars generate zero carbon emissions during their operation. When converted based on 2024 vehicle sales, these eco-friendly vehicles produce the effects of mitigating nearly 1,161,214 tCO₂eq of total annual GHG emissions. Also, the company pushes for lightweight modules and parts, through changing raw materials, reducing the number of parts, and simplifying the product structure. Through improving fuel efficiency, the company gains additional GHG emission reduction effect.

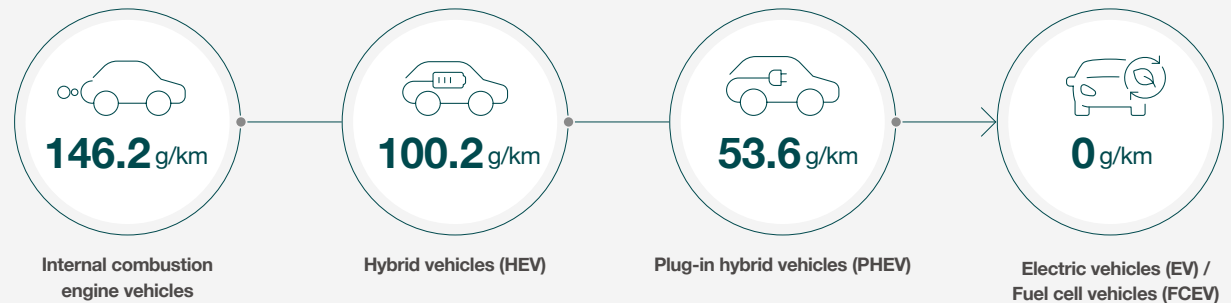
GHG Emissions Reduction Effects

Reduction of GHG emission by application of eco-friendly automotive parts in 2024: 1,161,214 tCO₂eq

Total sum of avoided CO₂ emission by vehicle: (average reduction effect¹⁾ × distances traveled)

1) Average reduction effect:

= (average of maximum emissions and minimum emissions by type of corresponding ICE vehicle) – (average of maximum emissions and minimum emissions by type of eco-friendly vehicle)



CO₂ emissions per vehicle²⁾

Based on domestic / overseas eco-friendly vehicles and paired internal combustion engine vehicles*

= (Average emissions per vehicle type × sum of production volume per vehicle type) / (total sum of production volume by type)

2) Fluctuations in GHG reduction effects due to change in sales volume from 2023

* Source

- CO₂ emissions by vehicle type: Official website of Hyundai Motor Company/Kia Corporation
- Annual average mileage: 2023 Vehicle Mileage Statistics, Korea Transportation Safety Authority

Activity and Resource

Electrification Investment Performance and Plan

2024 Investment amount of the company's electrification division recorded KRW 901.9 billion in total, up by 15% from the previous year. Specifically, we signed an agreement with the local government in Novaky, Slovakia, to build a new plant in Europe, for PE¹⁾ system production, a key EV component, to strengthen electrification business competitiveness targeting global automakers. This plant will become our third electrification production facility, followed by the Czech Republic and Spain, and our first dedicated PE system plant in Europe, with investment amount of approximately KRW 350 billion. The area for construction will be 105,700m³, slated for completion by second half of 2025, and with the completion, the operation capacity will increase to serve 300,000 vehicles per year. Within the site of our existing plant in Zilina, Slovakia, will be built a new plant for braking system and airbag production, with expected investment of KRW 95 billion.

1) PE (Power Electric): An electrified powertrain unit integrating an electric motor, inverter, and reducer

2024 Electrification investments

KRW **901.9** billion

2025 Electrification investment plan

KRW **929.8** billion

* Base set-up, facilities expansion, R&D investments, etc.

Green Loan Procurement

In October 2023, Mobis America, Inc., based in the U.S., successfully raised the company's first overseas green loan at USD 940 million with 10-year maturity in accordance with the 'Sustainability Linked Loan Principles' set out by the international financial organizations of the LMA²⁾, LSTA³⁾, and APLMA⁴⁾. The amount raised will be used for new battery system (BSA) and PE system plants in Savannah, Georgia, and Alabama in the US. As of the end of March 2025, investments are ongoing with the USD 804 million withdrawn from the approved amount of USD 940 million.

2) LMA: Loan Market Association

3) LSTA: Loan Syndications and Trading Association

4) APLMA: Asia Pacific Loan Market Association

ESG Bond Issuance

In July 2021, Hyundai Mobis issued its first ESG bonds (green bonds) of KRW 350 billion with 3-year, 5-year, and 7-year maturities in compliance with the principles of the ICMA⁵⁾ to make investments associated with its electrification business. The order amount quadrupled the issuance amount, reaching KRW 1.08 trillion. These bonds were ranked Green 1, the highest assessment rating granted by NICE Investors Service, demonstrating their compliance with the green bond guidelines of the ICMA and the Ministry of Environment. The amount raised was used to build a new R&D integrated center, located in No.2 Uiwang, expand production line and facilities for EV-exclusive parts, and for equity investments for businesses related to electrification.

5) ICMA: International Capital Market Association

Metrics & Targets

GHG, Energy, and Electrified Product Targets

GHG Management Targets

Our 2045 net-zero goal aligns with the scenario to limit global warming below 1.5°C, based on 2019 GHG emission, calculated under the GHG Protocol. Key reduction efforts include RE transition and supply chain emission management. The target was set based on the requests, demands and communication made with and from stakeholders, such as the government, customers, etc.

	Base Year	Unit	2030 Target	2040 Target	2045 Target
			Consolidated	Consolidated	Consolidated
Progress rate for Net-Zero target ¹⁾	2019	%	30	80	100
Operation-level rate (Scope 1 + 2)		%	~	100	100
GHG emissions target (Scope 1 + 2)		tCO ₂ eq	268,062	0	0
Accumulated emission target (Scope 1 + 2)		tCO ₂ eq	114,884	382,946	382,946

1) Overall target including Scope 3 emissions

Energy Management Targets¹⁾

Hyundai Mobis set its 2040 RE100 goal, targeting to transition 100% of the electricity used in operations to RE by 2040. This goal was set in consideration of the current RE policies and directions, based on the location of the productions and energy mix status. The company also considered communication results, requests made by outside stakeholders such as customers.

		Unit	2022	2023	2024	2030 Target	2040 Target
			Consolidated (partial ²⁾)	Consolidated	Consolidated	Consolidated	Consolidated
Renewable energy	Annual renewable energy consumption / transition target	TJ	404	557	954	~	~
		MWh	42,083	58,039	99,356		
	Progress towards achieving RE100 in 2040 ³⁾	%	7.3 (5.4% when consolidated)	9.4	12.9		

1) Reported since 2022

2) Domestic subsidiaries excluded

3) (Total renewable energy use and transition / total electricity consumption) × 100, Total electricity consumption: Consumption of non-renewable energy (electricity) and renewable energy (electricity)

Sales target for Electrified Products

The company set a goal to achieve a 15.5% CAGR of electrified parts revenue by 2031 (based on 2024 estimation).

	Base Year	Unit	2022	2023	2024	~2031 Target
			Parent	Parent	Parent	Consolidated
Progress rate	Reporting year	%	114.3		107.3	62.4
Sales target		KRW 100 million	84,641		114,102	107,241
Sales result		KRW 100 million	96,759		122,476	66,938

Achieve 15.5% CAGR (based on 2024 estimation)

GHG Management

GHG Emissions (Scope 1 + 2)

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ¹⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ²⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
By scope	Scope 1 emissions	tCO ₂ eq	7,395	15,824	32,338	55,557	7,434	14,850	30,511	52,795	7,817	14,687	30,487	52,991
	Operations subject to emissions trading regulations	tCO ₂ eq	7,395	9,301	~	16,696	7,434	8,409	~	15,843	7,817	8,322	~	16,139
	Percentage of operations subject to emissions trading regulations	%	100	58.8	~	30.1	100	56.6	~	30.0	100	56.7	~	30.5
	Scope 2 emissions (location-based)	tCO ₂ eq	86,468	92,046	162,081	340,595	96,800	94,180	160,330	351,310	100,628	94,429	176,002	371,059
	Scope 2 emissions (market-based)	tCO ₂ eq	86,468	92,046	155,862	334,377	93,270	90,792	149,390	333,452	97,517	92,061	158,933	348,511
By country	Korea	tCO ₂ eq	~	~	~	~	100,704	105,618	~	206,322	105,334	106,722	~	212,056
	China	tCO ₂ eq	~	~	~	~	~	~	52,235	52,235	~	~	47,320	47,320
	US	tCO ₂ eq	~	~	~	~	~	23	45,723	45,746	~	26	46,789	46,814
	India	tCO ₂ eq	~	~	~	~	~	0.3	21,547	21,547	~	0.3	22,013	22,013
	Czech Republic	tCO ₂ eq	~	~	~	~	~	~	16,157	16,157	~	~	16,336	16,336
	Others	tCO ₂ eq	~	~	~	~	~	~	44,238	44,238	~	~	56,963	56,963
GHG emissions (Scope 1 + location-based Scope 2)		tCO ₂ eq	93,863	107,870	194,419	396,152	104,234	109,030	190,841	404,105	108,445	109,116	206,489	424,050
GHG emissions (Scope 1 + market-based Scope 2)		tCO ₂ eq	93,863	107,870	188,200	389,933	100,704	105,642	179,901	386,247	105,334	106,748	189,420	401,502
Total GHG emissions intensity (Scope 1 + 2) ³⁾		tCO ₂ eq / KRW 100 million	0.28	~	~	0.75	0.26	~	~	0.65	0.29	~	~	0.70

1) Restated the aggregate data to reflect revisions in Scope 2 emissions of domestic and overseas subsidiaries (location / market-based)

2) Restated the aggregate data to reflect revisions in Scope 1 + Scope 2 emissions of domestic and overseas subsidiaries (location / market-based) and country-level emissions (Korea, US, India, Czech Republic, and others)

3) Parent: Scope 1 + Scope 2 emissions / separate sales, Total: Scope 1 + Scope 2 emissions / consolidated sales (total sales)

GHG Management

GHG Emissions (Scope 3)¹⁾

	Unit	2022	2023	2024
		Consolidated (partial)	Consolidated (partial)	Consolidated (partial)
Scope 3 GHG emissions ²⁾	tCO ₂ eq	3,077,693	3,344,082	3,136,024
Upstream				
1. Purchased goods and services ³⁾	tCO ₂ eq	714,647	820,377	794,951
2. Capital goods ⁴⁾	tCO ₂ eq	18,413	22,712	18,405
3. Fuel-and energy-related activities ⁴⁾	tCO ₂ eq	65,824	67,087	70,044
4. Upstream transportation and distribution ⁴⁾	tCO ₂ eq	319,206	230,570	267,683
5. Waste generated in operations ⁵⁾	tCO ₂ eq	7,246	4,819	12,063
6. Business travel ⁶⁾	tCO ₂ eq	8,457	11,990	13,505
7. Employee commuting ⁷⁾	tCO ₂ eq	1,752	1,934	2,085
8. Upstream leased assets ⁸⁾	tCO ₂ eq	178	151	139
Downstream				
9. Downstream transportation and distribution ⁴⁾	tCO ₂ eq	155,673	121,856	104,733
10. Processing of sold products ⁴⁾	tCO ₂ eq	58,075	56,748	54,274
11. Use of sold products ⁹⁾	tCO ₂ eq	1,423,679	1,676,190	1,480,277
12. End-of-life treatment of sold products ⁹⁾	tCO ₂ eq	221,823	245,123	232,659
15. Investments ⁴⁾	tCO ₂ eq	82,720	84,525	85,206
Total GHG emissions (Scope 1 + 2 + 3) – location-based	tCO ₂ eq	3,473,845	3,748,186	3,560,074
Total GHG emissions (Scope 1 + 2 + 3) – market-based	tCO ₂ eq	3,467,626	3,730,328	3,537,526
Total GHG emissions intensity (Scope 1 + 2 + 3) – market-based	tCO ₂ eq / KRW 100 million	6.68	6.30	6.18

1) Calculated emissions data in accordance with GHG Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard, and accounted for items for which category-specific calculation methods or coverage were changed by retrospectively including emissions from previous years (not including domestic subsidiaries)

2) Percentage of Scope 3 emissions calculated based on primary data generated from actual activities in 2024: 94% (Scope 3 emissions calculated based on primary data / total scope 3 emissions × 100)

3) Restated the data from previous years to reflect the expanded coverage of data calculation: Include tier-1 suppliers of overseas corporations in addition to tier-1 suppliers under the HQ's operating structure and outsourcing manufacturing plants

4) Expanded the coverage of categories for Scope 3 emissions calculation (capital goods, fuel-and energy-related activities, upstream transportation and distribution, downstream transportation and distribution, processing of sold products, and investments)

5) Restated the data from previous years to reflect the expanded coverage of data calculation: 2022 and 2023 (including 2 domestic subsidiaries), 2024 (including 4 domestic subsidiaries)

6) Based on domestic and overseas business travel calculated emissions by mode of transportation (personal vehicle, bus, train, and domestic / international flights), restated the data from previous years to reflect the revisions made in emissions factors for personal vehicles

7) Based on commuter buses, restated the data from previous years to reflect the expanded coverage of data calculation: 2022 and 2023 (including operation sites in Uilwang in addition to those in Mabuk, Jincheon, Seosan, and Changwon)

8) Based on operation sites leasing finished car sites out of domestic sales teams

9) For categories relating to the use and disposal of sold products, emissions were calculated by reflecting Hyundai Mobis' parts share only in the operation and disposal of finished vehicles, restated the data from previous years to reflect change in the parts ratio within the calculation methodology

GHG Management Expenses

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Operating expenditure (OpEx)													
Reporting year (current)	KRW million	~	~	~	~	981	~	1,053	2,034	992	~	1,376	2,368
Beyond reporting year (future)	KRW million	~	~	~	~	865	~	~	865	2,889	~	2,791	5,680
Capital expenditure (CapEx)													
Reporting year (current) ¹⁾	KRW million	~	~	~	~	1,287	~	834	2,121	655	~	750	1,405
Beyond reporting year (future)	KRW million	~	~	~	~	1,656	~	~	1,656	12	~	1,480	1,492

1) Restated the data to reflect errors made in calculating 2023 parent data

Energy Management

Energy Consumption

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ²⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ²⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Energy consumed	TJ	1,918	2,234	4,218	8,371	2,165	2,262	4,217	8,644	2,237	2,261	4,577	9,075
	MWh	219,084	286,686	545,482	1,051,252	251,485	287,008	537,905	1,076,398	260,196	285,940	575,797	1,121,932
Energy consumption intensity ¹⁾	TJ / KRW 100 million	0.01	~	~	0.02	0.01	~	~	0.01	0.01	~	~	0.02

1) Total energy consumption / consolidated sales (total sales)

2) Restated the aggregate data to reflect the revisions made in energy consumption of parent, domestic subsidiaries, and overseas subsidiaries

Energy Consumption (non-renewable)

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ²⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ²⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Non-renewable energy consumption		TJ	1,917	2,234	3,828	7,978	2,082	2,188	3,662	7,932	2,162	2,209	3,698	8,070
		MWh	218,668	286,517	504,831	1,010,016	241,104	279,009	480,076	1,000,190	250,734	280,225	484,227	1,015,187
Percentage of non-renewable energy consumption		%	99.9	100	90.7	95.3	96.1	96.8	87.4	92.1	96.7	97.7	80.8	88.9
By energy source ¹⁾	Fossil fuel consumption	TJ	110	310	606	1,025	139	290	567	997	147	285	567	998
		MWh	30,451	86,149	168,202	284,802	38,600	80,688	157,548	276,835	40,791	79,092	157,443	277,326
		Percentage of fossil energy consumption	%	~	~	~	~	6.4	12.8	13.4	11.5	6.6	12.6	12.4
	Consumption of coal and coal product fuels	TJ	~	~	~	~	0	0	0	0	0	0	0	0
		MWh	~	~	~	~	0	0	0	0	0	0	0	0
	Consumption of crude oil, petroleum products fuels	TJ	~	~	~	~	20	5	78	102	19	11	76	106
		MWh	~	~	~	~	5,593	1,272	21,579	28,445	5,328	3,047	21,021	29,396
	Consumption of natural gas and other fuels	TJ	~	~	~	~	119	286	489	894	128	274	491	893
		MWh	~	~	~	~	33,006	79,416	135,968	248,390	35,463	76,044	136,422	247,930
	Nuclear power consumption	TJ	~	~	~	~	0	0	0	0	0	0	0	0
		MWh	~	~	~	~	0	0	0	0	0	0	0	0
	Percentage of nuclear energy consumption		%	~	~	~	~	0	0	0	0	0	0	0
	Consumption of energy from unknown sources	TJ	1,807	1,924	3,222	6,953	1,943	1,898	3,095	6,936	2,015	1,925	3,131	7,071
		MWh	188,217	200,368	336,629	725,214	202,504	198,321	322,529	723,354	209,943	201,133	326,784	737,861
	Purchased electricity	TJ	1,807	1,924	3,071	6,802	1,942	1,894	2,949	6,785	2,015	1,921	2,987	6,924
		MWh	188,217	200,368	319,926	708,511	202,258	197,338	307,166	706,763	209,943	200,081	311,198	721,222
Steam	TJ	0	0	151	151	1	4	146	151	0	4	144	148	
	MWh	0	0	16,703	16,703	246	983	15,363	16,591	0	1,053	15,587	16,639	

1) Certain data has been newly reported since 2023 due to change in classification criteria

2) Restated the aggregate data to reflect the revisions made in consumption by energy source of parent, domestic subsidiaries, and overseas subsidiaries

Energy Management

Energy Consumption (renewable)

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ⁴⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ⁴⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Renewable energy consumption and transition	TJ	1	1	390	392	83	73	555	712	75	51	879	1,005
	MWh	416	169	40,652	41,236	10,381	7,999	57,829	76,209	9,461	5,715	91,569	106,745
Percentage of renewable energy consumption and transition against total energy consumption ¹⁾	%	0.2	0.1	11.3	5.5	4.9	3.9	15.8	9.7	4.3	2.8	22.7	12.9
By means	TJ	1	1	0	2	10	2	46	58	10	2	83	95
Renewable energy consumption	MWh	416	169	25	610	2,697	624	4,753	8,074	2,689	561	8,691	11,940
Self-generation	TJ	1	1	0	2	10	2	1	13	10	2	9	21
	MWh	416	169	25	610	2,697	624	99	3,420	2,689	561	954	4,203
Use of renewable raw materials as fuel ²⁾	TJ	~	~	~	0	0	0	0	0	0	0	0	0
	MWh	~	~	~	0	0	0	0	0	0	0	0	0
Power purchase agreement (on-site PPA)	TJ	~	~	~	0	0	0	45	45	0	0	74	74
	MWh	~	~	~	0	0	0	4,654	4,654	0	0	7,737	7,737
Renewable energy transition	TJ	0	0	390	390	74	71	510	654	65	49	796	910
	MWh	0	0	40,627	40,627	7,684	7,375	53,076	68,135	6,773	5,154	82,878	94,805
Purchase of renewable energy certificates	TJ	~	~	363	363	55	19	486	559.7	0	0	749	749
	MWh	~	~	37,785	37,785	5,679	2,000	50,625	58,304	0	0	77,990	77,990
Virtual power purchase agreement (vPPA)	TJ	~	~	~	0	19	0	0	19	65	0	0	65
	MWh	~	~	~	0	2,005	0	0	2,005	6,773	0	0	6,773
Green pricing program (green electricity products)	TJ	0	0	27	27	0	52	24	75	0	49	47	96
	MWh	0	0	2,841	2,841	0	5,375	2,451	7,826	0	5,154	4,888	10,042
Renewable energy consumption and transition intensity ³⁾	TJ / KRW 100 million	0.000004	~	~	0.001	0.0002	~	~	0.001	0.0002	~	~	0.002

1) (Total renewable energy consumption and transition / total electricity consumption) × 100

2) Biomass, biofuel, biogas, and others

3) Total renewable energy consumption / consolidated sales (total sales)

4) Restated the aggregate data to reflect the revisions made in energy consumption and transition by means of parent and overseas subsidiaries

Energy Management

Energy Consumption (electricity)

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ²⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ²⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Electricity consumption	TJ	1,808	1,924	3,462	7,194	2,025	1,967	3,504	7,497	2,090	1,972	3,867	7,929
	MWh	188,632	200,537	360,578	749,747	212,640	205,337	364,995	782,971	219,405	205,795	402,767	827,967
Non-renewable electricity	TJ	1,807	1,924	3,072	6,802	1,942	1,894	2,949	6,785	2,015	1,921	2,988	6,924
	MWh	188,217	200,368	319,926	708,511	202,259	197,338	307,166	706,763	209,944	200,080	311,198	721,222
Renewable electricity ¹⁾	TJ	1.5	0.6	390	392	83	73	555	712	75	51	879	1,005
	MWh	416	169	40,652	41,236	10,381	7,999	57,829	76,209	9,461	5,715	91,569	106,745

1) Including renewable energy consumption and transition

2) Restated the aggregate data to reflect the revisions made in electricity consumption of parent, domestic subsidiaries, and overseas subsidiaries

Energy Production and Sale¹⁾

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ²⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ²⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Direct energy production	TJ	1	1	0	2	10	2	1	13	10	2	9	21
	MWh	416	169	25	610	2,697	624	99	3,420	2,689	561	954	4,203
Non-renewable energy production	TJ	~	~	~	~	0	0	0	0	0	0	0	0
	MWh	~	~	~	~	0	0	0	0	0	0	0	0
Renewable energy production	TJ	1	1	0	2	10	2	1	13	10	2	9	21
	MWh	416	169	25	610	2,697	624	99	3,420	2,689	561	954	4,203
Energy sale	TJ	~	~	~	~	0	0	0	0	0	0	0	0
	MWh	~	~	~	~	0	0	0	0	0	0	0	0

1) Newly reported since 2023

2) Restated the aggregate data to reflect the revisions made in direct energy production and energy sale of parent

Pollution

Impacts, Risks, and Opportunities Management

Policy

Pollution Management Policy

To minimize any negative environmental impacts affecting our domestic and overseas operations, suppliers, local communities, and other stakeholders, we have established and implemented policy direction for pollution management under paragraph on 'other pollutants', Article 2. Basic Principles, Environmental Management Policy. We measure and evaluate direct and indirect environmental impacts stemming from air / water / soil pollutants, waste, and hazardous chemicals generated from automotive manufacturing while abiding by the law and regulations of the local jurisdiction, and the company's standards.

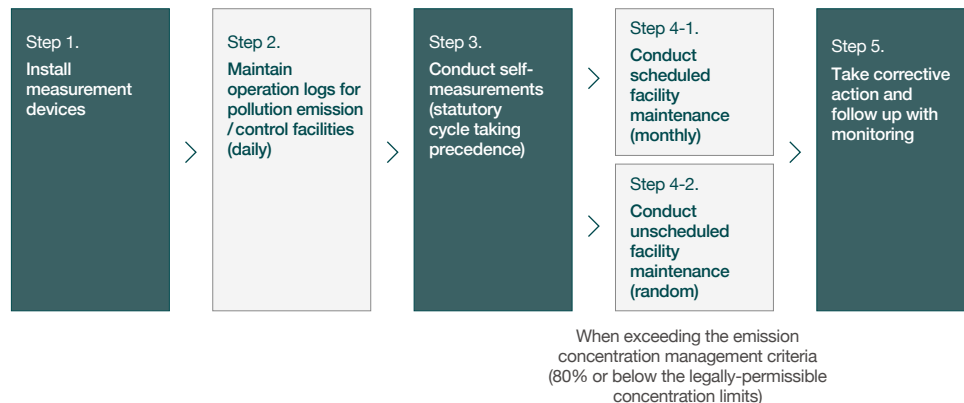
🔗 Environmental Management Policy

Identifying Impacts, Risks, and Opportunities

Pollution Risk Management

To reduce air, water and other pollutants generated from product manufacturing, Hyundai Mobis internally applies more stringent management standards to manage waste discharge at 80% of the allowed discharge limit, under the company's policy of 'Standard for air / water pollution prevention'. We have introduced a monitoring system for emission and pollution control facilities that complies with ISO 14001 certification standards and have installed IoT devices on air pollution control facilities. These efforts support robust, year-round monitoring and help manage risks associated with pollutant emissions, including unexpected leakage incidents, in each of our operation sites.

Pollution Risk Monitoring System



Managing the Risk of Chemical Substances

To mitigate risks associated with enhanced chemical regulations in Korea and abroad, including the Act on the Registration and Evaluation of Chemical Substances, the Chemical Substances Control Act, and the EU REACH¹⁾, we proactively prevent the use of hazardous materials for our products and operations while continuously monitoring the chemicals that we use through our chemical risk management system. For chemicals contained in products, we have MCMS²⁾, internal system linked to the IMDS³⁾ to analyze and review products under development for their hazardousness early from the R&D phase while also reviewing and managing material data from suppliers. E-CMS⁴⁾, another internal system, allows us to establish a preliminary assessment process in receiving and handling chemicals within the workplace, and limit the risk through close management on trace amounts of chemicals of research labs.

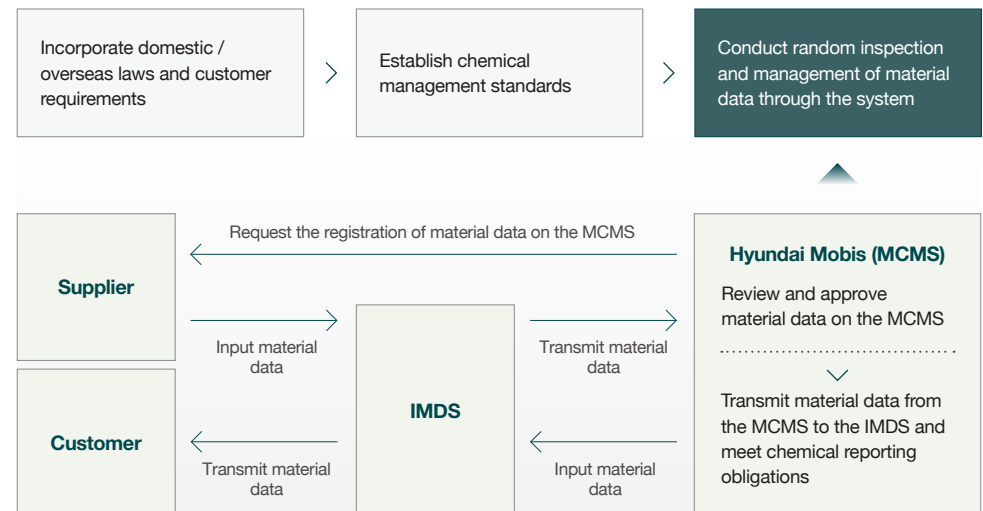
1) EU REACH: Registration, Evaluation, Authorization and Restriction of Chemical

2) MCMS: MOBIS Chemical Management System

3) IMDS: International Material Data System

4) e-CMS: e-Chemical Management System

Monitoring the Risk of Chemicals in Products



Activity and Resource

Hyundai Mobis continues to strengthen its pollutant and chemical management across domestic and overseas operations.

For further details, refer to ‘Enhancing Our Global Environmental Management Framework’ in the Environmental Management section of this report.

⊞ ‘Enhancing Our Global Environmental Management Framework’ – Environmental Management

Workplace Pollutant Management

Air Pollutant Management

To minimize the environmental impact caused by air pollutants, we manage CFCs and other refrigerants known to be the primary cause behind global warming and ozone depletion in accordance with legal standards. We manage all air pollutants generated from our operations for their monthly emission concentrations through our health and safety platform, enhancing the accuracy and reliability of relevant data. We ensure that facilities that generate and control air pollutants are lawfully operated to optimize our environmental facilities and minimize the emission of air pollutants. For operation sites subject to pertinent regulations, IoT-assisted measurement devices are installed on environmental facilities to enable prompt response in the event of malfunction. We ensure the regular replacement of consumables and fillers in outdated air environmental facilities as part of our ongoing improvement efforts and operate the Global SHE platform for enhanced monitoring.

Water Pollutant Management

Wastewater and general sewage discharged from the parts cleaning process are either treated at on-site sewage and wastewater treatment facilities before the release, gathered for outsourced treatment. Sewage generated at other operation sites is appropriately discharged through municipal sewage treatment plants. Effluents discharged from our in-house sewage and wastewater treatment facilities are regularly tested by external accredited organizations to measure their pollutant concentrations. This ensures we monitor the discharge of water pollutants and comply with internal standards and regulations.

⊞ ‘Pollutant Management Targets’ – Pollution

Chemicals Management in the Workplace

Hyundai Mobis has introduced the e-CMS¹⁾ internal chemical substance management system to protect employees and the environment from any harm stemming from chemical substances and proactively respond to increased pressure from related local regulations. In this respect, we have established a process connected to the procurement system to evaluate chemical products handled in the workplace (raw / subsidiary materials containing chemicals) for regulatory compliance, hazards / risks, and handling process before storage. This ensures that chemicals that fail to meet legal requirements are subject to procurement controls. Furthermore, installation tests and safety inspections are conducted on facilities that handle hazardous chemicals to take immediate corrective action on identified risks, ensure safety in handling chemical substances, and prevent chemical spills from occurring. Pursuant to the Labor Standards Act, we designate and manage hazardous substances banned for use for expectant mothers (17 substances including lead, mercury, and benzene). The company operates procedures to assess chemical discharge activity and to reduce accidents caused by chemical reactions.

1) e-CMS: e-Chemical Management System

Managing Chemicals Contained in Products

The MCMS²⁾ serves to prevent the inclusion of hazardous substances within products and to systematically manage information of substances used. The company manages substance information by applying the customers’ requests, from the R&D stage, reviews the hazardousness of the developed product, and pursues to develop alternative substances to reduce the hazardous chemicals. After the production takes off, the company secures substance information abiding by the law, through controlling the changes of the product. The company set up an integrated DB that links information on substances and regulations, through continuous system upgrades, allowing it to monitor the substances prohibited by law. As of 2021, the company operates a dedicated lab for analyzing hazardous materials, and through the lab, extends support to suppliers to identify high-risk products that need special attention. In 2024, we achieved ISO 17025³⁾ certification to ensure the credibility of the analysis data that we generate.

2) MCMS: Mobis Chemical Management System

3) ISO 17025: International standards for testing and calibration laboratories

Managing High Priority Hazardous Chemicals

Hyundai Mobis strictly manages the use of four heavy metals (lead, mercury, hexavalent chromium, cadmium), two flame retardants (PBB, PBDE), and four phthalates (DBP, DEHP, DIBP, BBP). The company simultaneously monitors the use of newly restricted harmful chemical substances and recommends the use of alternative substances in advance. We also sign an eco-friendly parts supply agreement with suppliers to prevent the use of harmful substances.

Metrics & Targets

Air and Water Pollution Management

Pollutant Management Targets

Hyundai Mobis applies stringent internal operating standards to manage waste discharge at 80% of the allowed discharge limit.

In case of new operations, the company strives to set up a sustainable environmental management system, through introducing optimized prevention facilities, and effectively operating and managing through systematic processes, targeting to reduce the usages of chemicals arising from the production process.

Emission of Air Pollutants¹⁾

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries ⁴⁾	Overseas Subsidiaries	Total ⁵⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries ⁶⁾	Total ⁷⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Emission of air pollutants		ton	7.24	9.36	134.07	150.67	9.86	15.62	136.81	162.28	14.11	30.06	166.51	210.68
By substance	Nitrogen oxide (NOx)	ton	2.67	1.58	10.78	15.03	4.84	2.36	22.99	30.19	3.82	19.85	27.64	51.32
	Sulfur oxide (SOx)	ton	0.36	0	1.00	1.36	0.11	0	3.47	3.57	0.22	0.02	4.20	4.44
	Particulate matter (PM)	ton	0.60	1.59	13.92	16.11	1.05	2.34	10.49	13.88	1.06	1.87	2.75	5.67
	Total hydrocarbon (THC)	ton	3.61	6.19	108.37	118.17	3.86	10.92	99.86	114.64	8.78	8.33	63.28	80.39
	Volatile organic compound (VOC) ²⁾	ton	~	~	~	~	~	~	~	~	0.22	~	68.12	68.34
Air pollutant emissions intensity ³⁾		ton / KRW billion	0.0002	~	~	0.003	0.0003	~	~	0.003	0.0004	~	~	0.003

1) Calculated emissions based on emission factors for each representative gas in accordance with the air pollution process test standards, include outsourcing

2) Newly reported since 2024

3) Parent: Total air pollutant emissions / separate sales, Total: Total air pollutant emissions / consolidated sales (total sales)

4) Based on two subsidiaries (UNITUS and MOTRAS) for 2022, and based on all five subsidiaries starting from 2023

5) Restate the aggregate data following the verification of substance-level data (NOx, THC) consistency of overseas subsidiaries

6) Extended the scope of facilities subject to calculation since 2023 in line with enhanced environmental management for overseas subsidiaries

7) Restate the aggregate data following the verification of substance-level data (NOx, PM, THC) of parent and overseas subsidiaries

Air and Water Pollution Management

Discharge of Water Pollutants

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ⁴⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries ⁵⁾	Total ⁶⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Water pollutant discharges ¹⁾		ton	0.082	~	555.042	555.124	0.006	5.915	761.472	767.394	0.008	8.973	546.390	555.371
By pollutant	Biochemical oxygen demand (BOD)	ton	0	~	60.472	60.472	0	2.807	128.965	131.773	0	0.476	118.774	119.250
	Chemical oxygen demand (COD) ²⁾	ton	~	~	299.945	299.945	~	2.110	318.101	320.211	~	0.066	264.912	264.978
	Total organic carbon (TOC) ²⁾	ton	0.026	~	34.000	34.026	0.002	0.110	69.762	69.874	0.002	0.230	81.505	81.737
	Total nitrogen (TN)	ton	0.040	~	99.706	99.746	0.003	0.272	188.226	188.498	0.003	3.361	21.519	24.882
	Normal hexane (N-H)	ton	~	~	7.000	7.000	0	0.030	0.393	0.423	0	0.150	0.384	0.534
	Total phosphorus (T-P)	ton	0.002	~	2.560	2.562	0.0002	0.060	2.077	2.139	0.001	1.714	1.945	3.659
	Suspend solids (SS)	ton	0.014	~	51.359	51.373	0.001	0.526	53.949	54.476	0.002	2.977	57.351	60.331
Water pollutant discharge intensity ³⁾		ton / KRW billion	0.000002	~	~	0.011	0.0000002	~	~	0.013	0.0000002	~	~	0.010

1) Limited to direct discharges only

2) Initiated TOC reporting starting from 2022 in line with the change in organic matter measurement metric for parent

(COD → TOC), follow country-specific legal standards for overseas operations

3) Parent: Total water pollutant discharges / separate sales, Total: Total water pollutant discharges / consolidated sales (total sales)

4) Restated the aggregate data following the verification of substance-level data (BOD, COD, TN, T-P, SS) consistency of overseas subsidiaries

5) Extended the scope of facilities subject to calculation since 2023 in line with enhanced environmental management for overseas subsidiaries

6) Restated the aggregate data following the verification of substance-level data (BOD, COD, TN, T-P, SS) consistency of overseas subsidiaries

Pollution-related Expenses¹⁾

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries ³⁾	Overseas Subsidiaries	Total
Operating expenditure (OpEx) ²⁾	Reporting year (current)	KRW million	~	~	~	~	6,046	~	2,246	8,292	6,614	1,186	3,618	11,418
	Beyond reporting year (future)	KRW million	~	~	~	~	6,793	~	~	6,793	6,871	98	~	6,969
Capital expenditure (CapEx) ²⁾	Reporting year (current)	KRW million	~	~	~	~	1,664	~	2,568	4,231	160	0	750	910
	Beyond reporting year (future)	KRW million	~	~	~	~	486	~	~	486	397	255	~	652

1) Include expenses relating to air / water pollution, substances of concern, and waste

2) Newly reported since 2023

3) Included domestic subsidiaries for disclosure since 2024

Pollutant Incident-related Expenses¹⁾

		Unit	2022		2023		2024	
			Parent		Parent		Consolidated ²⁾	
Operating expenditure (OpEx)	Reporting year (current)	KRW million	~		0		449	
Capital expenditure (CapEx)	Beyond reporting year (future)	KRW million	~		41		125	

1) Newly reported since 2023

2) Expanded the scope of compilation since 2024 to include consolidated corporations (for production corporations)

Managing Chemicals / Substances of Concern

Chemicals in Products Management Targets

Concerning hazardous chemicals contained in products, Hyundai Mobis keeps close tabs on pertinent regulations and stakeholder requirements to set its management targets accordingly. Our aim is to reduce the copper and copper compound content in brake friction materials for North America-bound vehicles to 0.5% and below by 2025 and limit the presence of UV-328 in products exported to the EU to 0.0001% and below by 2030.

※ UV-328: A light stabilizer used in polymers, coatings, films, and adhesives

Substances of Concern in Products¹⁾

Key substances of concern that are contained in our products by way of parts procurement include lead consumed in electronic parts. In 2024, the amounts received increased in line with the expanded scope of data aggregation.

	Unit	2022		2023		2024	
		Consolidated		Consolidated (partial)		Consolidated (partial)	
Amounts received through purchased (procured) parts	Hazardous chemicals	ton	~	146		266	

1) Newly reported since 2023, not include data from domestic subsidiaries, substances of concern classified in accordance with EU REACH.

Chemicals / Substances of Concern in the Workplace

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries ³⁾	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Chemicals received (handled) in the workplace ¹⁾	ton	2,378.63	~	~	2,378.63	2,786.91	~	~	2,786.91	1,730.86	348.52	~	2,079.38
Chemicals discharged / transported in the workplace ¹⁾	ton	150.04	543.81	~	693.85	147.08	99.08	~	246.16	128.34	47.21	~	175.55
Substances of concern received (handled) in the workplace ²⁾	ton	~	~	~	~	7.50	~	~	7.50	5.36	15.15	2.53	23.04

1) Classification of chemicals / substances of concern pursuant to Article 11 of the Chemical Substances Control Act
2) Newly reported since 2023
3) Based on two domestic subsidiaries (UNITUS and MOTRAS) for 2022, and based on all five domestic subsidiaries starting from 2023

Natural Capital Management

Impacts, Risks, and Opportunities Management

Policy

Water Resources Protection Policy

Our water resources protection policy is specified in C. Water, Article 2. Basic Principles of our Environmental Management Policy, and addresses water recycling and water storage as well as inspections on water supply areas at risk of water scarcity or depletion.

[Environmental Management Policy](#)

Biodiversity Protection Policy

In 2023, we announced our biodiversity protection policy to prevent the degradation and / or loss of biodiversity caused by our business activities in all countries and regions where we operate. We recommend its compliance across our own operations as well as suppliers and stakeholders. This policy guides our efforts to abide by laws and regulations governing biodiversity protection in the countries where we are based while expanding our activities to survey, conserve, and restore biodiversity in the vicinity of our operations and nearby areas. The establishment and revision of our biodiversity policy requires executive approval, and matters related to activities aimed at reducing our impact on biodiversity are deliberated and decided at the Corporate Sustainability Management Committee. The ESG Center, which oversees our biodiversity operations, is responsible for developing and updating policies, formulating and implementing action plans, conducting risk assessments, and managing external communications.

[Biodiversity Protection Policy](#)

Deforestation Prevention Policy

In 2023, we established and announced our deforestation prevention policy to prevent and minimize deforestation in the vicinity of our operations and nearby areas to achieve no net deforestation through afforestation efforts. This policy applies to all our operations including subsidiaries, and we recommend our suppliers and partners to abide by this policy.

[Deforestation Prevention Policy](#)

Identifying Impacts, Risks, and Opportunities

Water Stress Analysis

The mounting importance of water resources highlights the need for rigorous management standards for water stress and sewage / wastewater. Hyundai Mobis utilizes WWF¹⁾'s Water Risk Filter to assess water stress levels, categorized into physical, regulatory, and reputational risks, across its domestic and overseas operations while systematically monitoring water withdrawal and use. In 2025, we identified risks for our manufacturing locations by distinguishing between domestic and overseas operations. In Korea, risk levels were 'medium', indicating potential threats beyond household use, and we plan to conduct regular water quality monitoring to ensure the health of aquatic ecosystems. Turning to overseas operations, risk levels were 'medium'. In particular, India was flagged for high basin risks due to its climate conditions, population growth, and lack of water resources management. In response, our corporations located in India (MIA, MIN) have set their risk mitigation goals and are making necessary improvements, including lowering wastewater discharges through the adoption of ZLD²⁾ and RO³⁾ systems. Hyundai Mobis recognizes the importance of water resources management and is developing a range of strategic initiatives to drive sustainable development. We will continue to explore and review diverse pathways to addressing water stress issues and remain committed to the conservation of water environments.

1) WWF: World Wide Fund for Nature

2) ZLD (Zero Liquid Discharge): A closed loop system which completely treats and recycles wastewater without discharging it externally

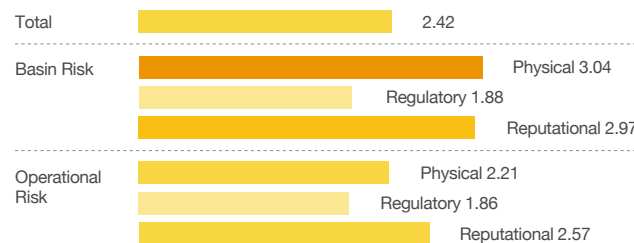
3) RO (Reverse Osmosis): A process in which pressure is artificially applied to force water from a higher concentration side to a lower concentration side

Analysis of 28 Domestic Operation Sites

(HQ, manufacturing, Ulsan distribution centers, service parts)

	Basin Risk			Operational Risk		
	Physical	Regulatory	Reputational	Physical	Regulatory	Reputational
Manufacturing (Changwon-Jincheon)	Medium	Very low	Low	Medium	Very low	Medium
Manufacturing (Daegu-Ulsan)	Medium	Very low	Medium	Very low	Very low	Medium
Ulsan distribution centers (1-2-3)	Medium	Very low	Medium	Low	Low	High
Service parts (22 parts centers)	Medium	Very low	Medium	Low	Low	High

Water Stress Analysis Results

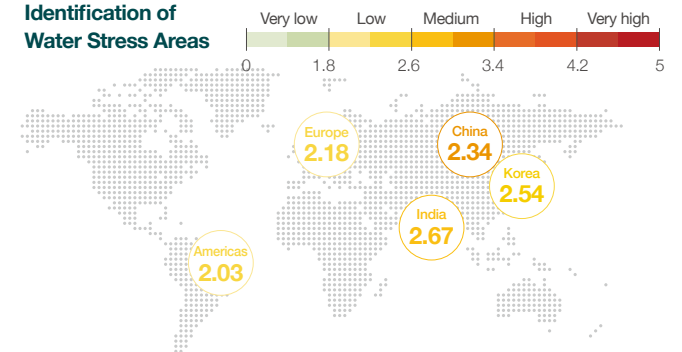


Analysis of 17 Overseas Subsidiaries

(Americas region, Europe region, China region, India region)

	Basin Risk			Operational Risk		
	Physical	Regulatory	Reputational	Physical	Regulatory	Reputational
Americas (7 sites)	Medium	Very low	Medium	Low	Very low	Very low
Europe (4 sites)	Medium	Very low	Medium	Low	Low	Low
China (4 sites)	Medium	Very low	Medium	Low	Low	Very low
India (2 sites)	High	Medium	Medium	Low	Very low	Low

Identification of Water Stress Areas



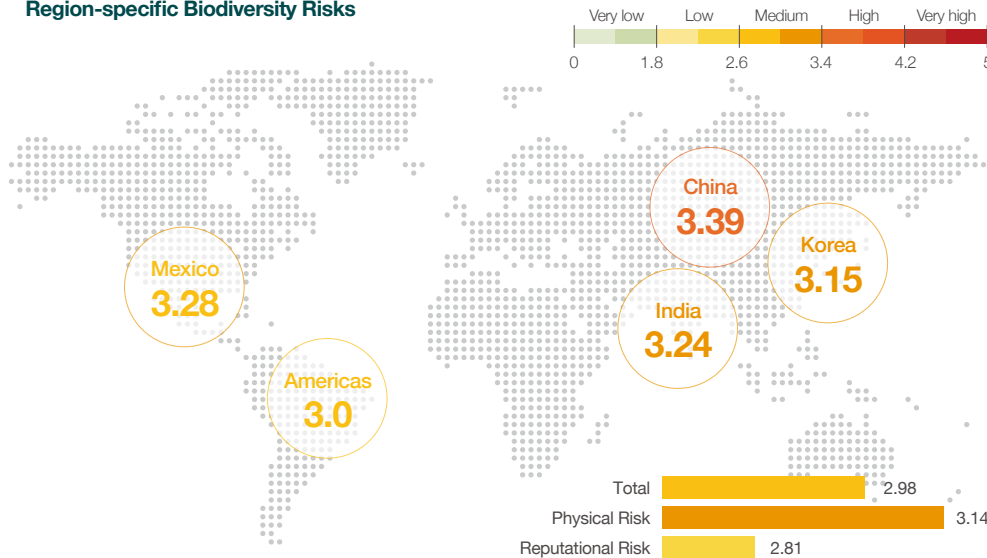
Impacts, Risks, and Opportunities Management

Biodiversity Risk Analysis

To duly recognize the needs for biodiversity protection and minimize the environmental impact of our operations, we applied the Biodiversity Risk Filter (BRF) of the WWF¹⁾ in analyzing all our manufacturing sites in Korea and overseas for physical and reputational risks. In doing so, we identified key risks at the site level based on dependency and impact metrics and prioritized issues by region that require targeted management. By type of risk, physical risks including pollution and natural capital damage proved to be high. By region, China, Mexico, and India were identified for high risks. Based on these findings, we are currently monitoring biodiversity in the vicinity of our operations and expanding phased mitigation measures.

1) WWF: World Wide Fund for Nature

Identification of Region-specific Biodiversity Risks



Activity and Resource

Water Resources Management in the Operation Sites

Most of our plants serve to assemble parts, and this requires less water compared to other manufacturing companies. We manage our water consumption and treatment in Korea and overseas through company-wide monitoring, and keep tracking water consumption at the site level. When any abnormality is detected, this triggers immediate corrective action to address the issue at hand, along with efforts to reduce overall water consumption.

Biodiversity Training for ESG-related Departments

We provided internal biodiversity training aligned with the TNFD²⁾ to strengthen our disclosure response capabilities. This training covered the definition of biodiversity, the history of relevant global conventions and their key objectives, with a focus on corporate responsibilities and the need for action. Participants delved into the structure and requirements of the TNFD disclosure framework, which is anchored on the LEAP³⁾ approach. This also served to review our efforts to identify biodiversity risks-physical, reputational, and overall- and high-risk areas to discuss how these findings can inform disclosures. The training also highlighted restoration and regeneration cases, such as the Miho River biodiversity project, and included a brainstorming session on biodiversity goals and indicators applicable to the company. Lastly, the training addressed global requirements and supply chain management approaches related to deforestation prevention. This training supported participants to gain working-level insights based on their understanding of the biodiversity disclosure framework to design a basic level TNFD response system and to contribute to strategy development to manage nature-related risks and create business opportunities.

2) TNFD: Taskforce on Nature-related Financial Disclosures

3) LEAP: Locate, Evaluate, Assess, Prepare

Stakeholder Engagement in Biodiversity Efforts

To transparently disclose the progress made on our projects and their environmental impacts, we regularly perform environmental monitoring that engages our employees, related government agencies, civic groups, and local community members. To this end, we organize ecosystem monitoring groups (citizen scientists) joined by specialists in the six areas of plants, birds, amphibians/reptiles, fish, insects, and mammals along with local residents to conduct joint seasonal surveys four times a year. To encourage the participation of local community members, we offer training programs for citizen scientists and river guides. In 2024, citizen scientist training was conducted in seven sessions and completed by 14 participants while river guide training was conducted in four sessions and completed by 13 participants.

Activity and Resource

Promoting Biodiversity near the Miho River

To conserve and promote biodiversity in the vicinity of our operations, we have engaged in biodiversity promotion activities for the Miho River located near our Jincheon Plant. The river flows within the 108-hectare Meer Forest that we created for 10 years between 2012 and 2021.

Mid-to Long-term Operational Goals

2023

Establish a system to create an ecosystem environment

- Survey ecological impacts and set quantitative goals
- Sign MOUs with stakeholders
- Conduct environmental cleanups to create habitats

2024~2026

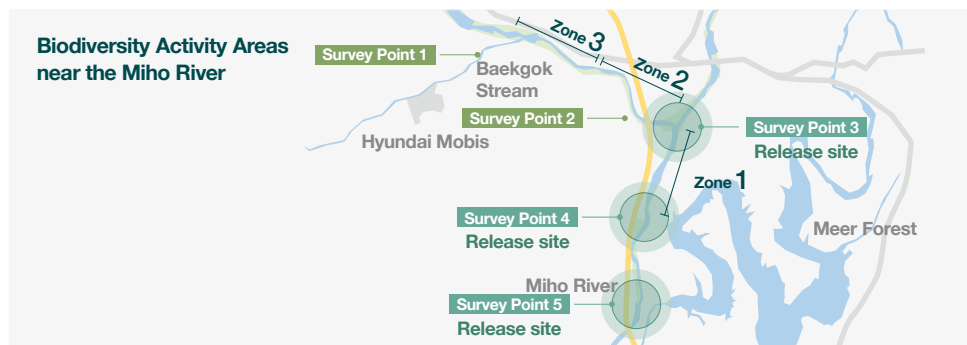
Create an ecosystem environment

- Perform ecological monitoring each quarter
- Develop and operate wetland education programs
- Release Miho Spine Loaches into the environment

2027~

Stabilize the ecosystem

- Gain designation as protected wetland by the nation and globally
- Support the local community to independently operate the program

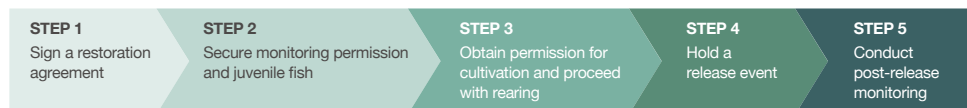


Monitoring and Restoring Miho Spine Loach Habitats

Hyundai Mobis is engaged in the restoration of the Miho Spine Loach¹⁾, a Natural Monument and a Class 1 endangered species, near the Miho River in Jincheon, fostering a sustainable ecosystem. This began with obtaining approval from the Korea Heritage Service for the investigation and capture of the species. We then proceeded with monitoring, released 3,000 spine loach juveniles into the environment, and confirmed their restoration.

1) Miho Spine Loach: Designated as Natural Monument No. 454 and as Class I Endangered Wildlife Species. Inhabits shallow and slowly-flowing riffles with a depth of less than 1 meter. First discovered in 1984 in the Miho River, a tributary of the Geum River, and is rarely observed now due to urban development and sand mining.

Restoration of Miho Spine Loaches: Progress by Step



Biodiversity Expedition near the Miho River in Jincheon

The biodiversity expedition is held twice a year, bringing together experts and community members to discover all species²⁾ in the area and build datasets accordingly. This helps collect foundational data to track changes in species and explore conservation measures while raising awareness of biodiversity. We also offer educational programs for local residents, nurturing citizen scientists and Miho River guides.

2) Discovered 452 species across 180 families in six categories (fish, plants, insects, birds, amphibians / reptiles) including 13 legally protected species and 8 invasive species

Timeline	H1 (May)	H2 (Oct.)
Participants	94 Hyundai Mobis employees	112 local residents and members of the general public
Activity	• Expedition - 6 areas: Plants, insects, fish, birds, mammals, amphibians / reptiles - Discovered 159 species • Special lecture on biodiversity - Status of the Miho River ecosystem and the importance of biodiversity initiatives	• Expedition Morning - 4 areas: Plants, fish, birds, amphibians / reptiles - Discovered 93 species Afternoon - 2 areas: Insects, constellation observation

Environmental Cleanups and Ecosystem Improvement

To contribute to ecosystem protection, Hyundai Mobis has created ecological gardens and walkways while using them as a venue for ecological education raising environmental awareness among children and the general public. We also plant trees to provide habitats and food sources for wildlife, strengthening ecological connectivity and fostering a more pleasant environment.

Initiative	Create ecological gardens and walkways	Conduct environmental cleanups and plant trees
Activity	• Plant 720 shrubs along the roadside boundary in the confluence area, sow flowers and rice • Sow buckwheat and canola flowers on the embankment near the confluence area • Create walkways along the Miho River waterfront • Create forest trails through willow tree habitats	• Conduct a large-scale river cleanup (remove trash and floating debris) • Control invasive fish species that disrupt the ecosystem (bass and bluegill) • Plant 359 roadside trees along the Miho River waterfront: Plant 279 willow trees and 80 golden rain trees across 3 zones

📖 Environmental Conservation: Local Community Focus – HMG Journal

🌱 'Sustainable Planet' – Community

Metrics & Targets

Water Resources Management

Water Consumption

		Unit	2022				2023 ¹⁾				2024			
			Parent	Domestic Subsidiaries ²⁾	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Water consumed (withdrawn)		ton	466,434	444,416	840,497	1,751,347	553,961	379,056	760,081	1,693,098	623,648	555,898	813,375	1,992,921
By source	Tap water ³⁾	ton	443,304	444,416	760,638	1,648,358	530,468	379,056	663,425	1,572,949	587,431	523,258	664,156	1,774,845
	Surface water ⁴⁾	ton	0	0	61,089	61,089	0	0	71,475	71,475	0	0	55,647	55,647
	Groundwater	ton	23,130	0	18,770	41,900	23,493	0	25,181	48,674	36,217	32,640	93,572	162,429
Water consumption (withdrawal) intensity ⁵⁾		ton / KRW 100 million	1.37	~	~	3.37	1.42	~	~	2.86	1.70	~	~	3.48

1) Restated the aggregate data and intensity figures to reflect the revisions made in 2023 water data of overseas subsidiaries

2) Based on two domestic subsidiaries (UNITUS and MOTRAS) in 2022, and based on all five domestic subsidiaries starting from 2023

3) Restated the 2023 tap water data

4) Restated the aggregate data and intensity figures following the disclosure of 2022 surface water data of overseas subsidiaries

5) Parent: Water consumption / separate sales, Total: Water consumption / consolidated sales

Water Consumption and Water Pollutant Generation in Water Risk / Stress Areas

	Unit	2022				2023 ²⁾				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Water consumed in water risk / stress areas ¹⁾	ton	~	~	~	~	~	~	112,713	112,713	~	~	147,439	147,439
Water pollutants discharged in water risk / stress areas ¹⁾	ton	~	~	~	~	~	~	7.03	7.03	~	~	4.76	4.76
Percentage of water pollutants discharged in water risk / stress areas ¹⁾	%	~	~	~	~	~	~	0.92	0.92	~	~	0.87	0.87

1) Corporations identified as high risk (3 or higher points on a scale of 1 to 5) based on WWF (Water Risk Filter) criteria

2) Newly reported since 2023

Water Recycling

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries ²⁾	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Water recycled / reused	ton	0	0	68,604	68,604	0	0	76,179	76,179	0	0	114,884	114,884
Percentage of water recycled / reused ¹⁾	%	0	0	8.2	3.9	0	0	10.0	4.5	0	0	14.1	14.1

1) Water recycled and reused / total water consumed (withdrawn)

2) Based on two domestic subsidiaries (UNITUS and MOTRAS) in 2022, and based on all five domestic subsidiaries starting from 2023

Resource Use and Circular Economy

Impacts, Risks, and Opportunities Management

Policy

Resource Use and Circular Economy Policy

Our resource use and circular economy policy is specified in E. Waste and F. Disposal Products, Article 2. Basic Principle of the Environmental Management Policy.

[Environmental Management Policy](#)

[Net-Zero Report 2023](#)

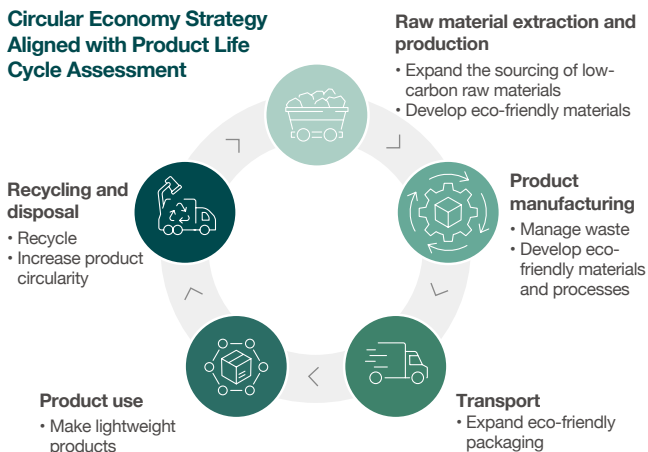
Identifying Impacts, Risks, and Opportunities

Risk Analysis

Hyundai Mobis conducts environmental impact assessments in line with the LCA¹⁾ process from the extraction of raw materials to parts manufacturing, transport, use, and recycling & disposal. This integrated LCA process allows us to explore ways to improve our resource use and circularity based on the analysis made.

1) LCA: Life Cycle Assessment

Circular Economy Strategy Aligned with Product Life Cycle Assessment



Product Lifecycle Assessment

As a global auto parts maker, Hyundai Mobis conducts LCAs to assess the environmental impact of its products throughout their lifecycle, ranging from the extraction of raw materials to product manufacturing, use and disposal, to preemptively respond to EU battery regulation and carbon emission regulations. We conduct full LCAs in compliance with ISO 14040²⁾ and 14044³⁾ international environmental management standards. In 2024, we collected primary and secondary data in each phase of the lifecycle to calculate phase-specific emissions, continuing to build our in-house LCI DB⁴⁾ for consecutive years. The results based our efforts to calculate the carbon footprint (Gate-to-Gate) of sub-components of 18 products⁵⁾. This led us to achieve 22% in cumulative coverage of products that received LCAs in 2024 to successfully attain the initial target. We set a goal of conducting LCAs for all 65 mass-produced products by 2025, and will achieve this by advancing our LCA methodologies, expanding the LCI DB, and supporting suppliers with their LCA calculation processes.

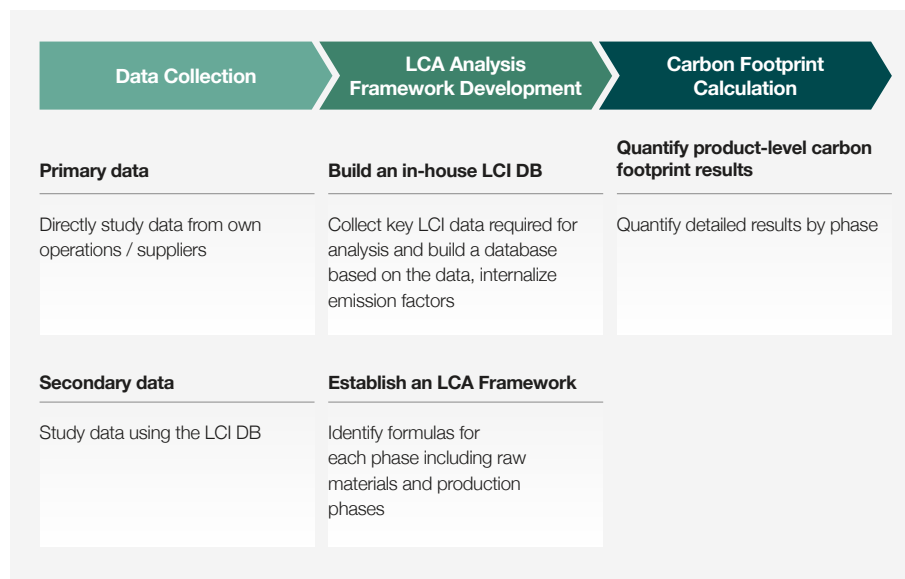
2) Basic principles of LCA

3) Procedures and requirements of LCA

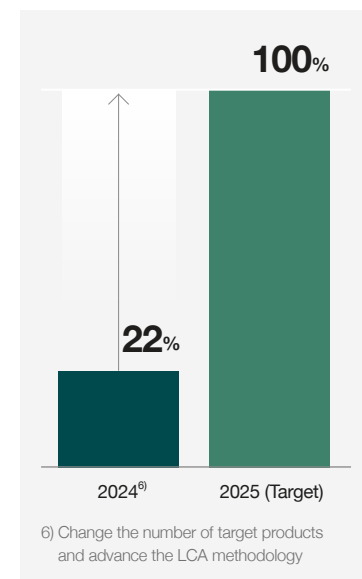
4) LCI DB: Life Cycle Inventory Database

5) 18 electronic parts and electrified products are subject to analysis: Front radar, AVN, traction motor and 15 other products

Result of the Development of an LCA Analysis Framework in 2024



LCA Coverage Roadmap



Identifying Impacts, Risks, and Opportunities

External LCA Partnerships

Hyundai Mobis conducts product LCAs¹⁾ to proactively respond to internal / external requirements and regulations associated with carbon footprint among others. We also use LCAs as a pathway towards achieving our 2045 net-zero goal to limit global warming well below 1.5°C in line with the Paris Agreement. We serve as an active participant in the specialist consultative body organized to ensure Korea's official feedback is incorporated into the global automotive LCA methodology development process. The consensus of the consultative party is delivered to the A-LCA IWG²⁾ launched by the GRPE³⁾ under the United Nations Economic Commission for Europe (UNECE) WP.29, and are considered and reflected in establishing automotive LCA methodologies universally applicable. As such, we continue with our communication and cooperation with wide-ranging stakeholders across the industry, associations, academia, and research institutes in Korea and beyond.

1) LCA: Life Cycle Assessment

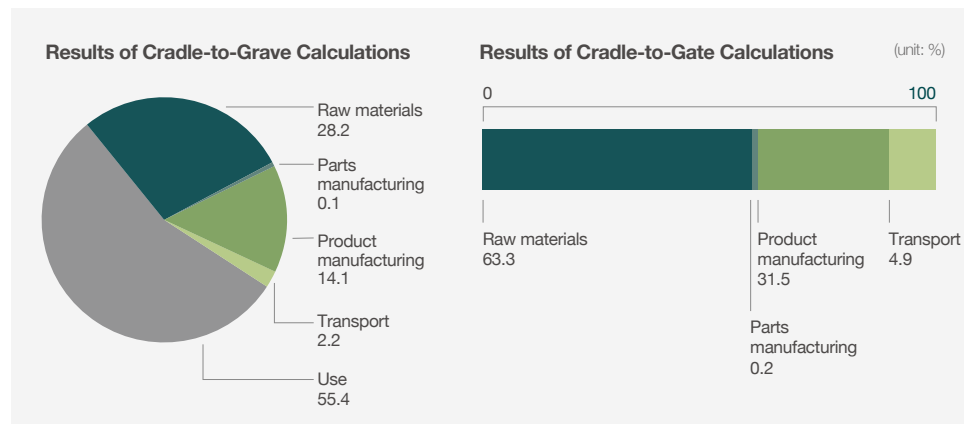
2) A-LCA IWG: Automotive-LCA Informal Working Group

3) GRPE: The Working Party on Pollution and Energy

LCA Results for Center Lamps

We chose center lamps as a key pilot product and conducted LCA accordingly. Global warming was selected as the scope of environmental impact, and emissions were calculated for three types of greenhouse gases (CO₂, CH₄, N₂O). To calculate phase-level emissions, primary and secondary data were collected in each lifecycle phase to ultimately identify lifecycle GHG emissions (carbon footprint) per center lamp. To produce quantifiable results, we applied the GREET Model⁴⁾ developed by the Argonne National Laboratory of the US. For further details on phase-specific results and their implications, refer to our Net-Zero Report 2023.

4) GREET Model: The Greenhouse gases, Regulated Emissions, and Energy use in Technologies Model



Net-Zero Report 2023

Activity and Resource

Raw Material Extraction and Production: Developing Eco-friendly Materials

To reduce carbon emissions, Hyundai Mobis prioritizes the use of low-carbon materials as part of its emissions management strategy. From both material usage and processing perspectives, low carbon materials are broadly categorized into metals and polymers. Low-carbon polymers include recycled and bio-based materials which are featured extensively for a range of parts from trim parts to chassis parts and lower arm covers. We are also expanding the use of low-carbon aluminum, beginning with chassis knuckles and carriers for the European market, where CBAM⁵⁾ regulations will soon take effect. We have established and are operating recycling strategies to enhance resource circularity, and are working to increase the use of steel scrap from end-of-life vehicles, recycled aluminum, and recycled plastics to raise the share of recycled content in metal and polymer materials. These eco-friendly materials will be adopted across the product portfolio, ranging from cockpits and large plastic parts such as lamps and bumpers to airbags, electrification parts, electronic parts, and chassis parts. Metal, using scrap for waste cars, are under R&D process for application for knuckles, carriers, and discs, and will be further applied to other parts. As we shift our portfolio towards high value-added products such as electrification and electronic parts, we are exploring novel materials that help reduce our reliance on nickel and other rare metals. For instance, we are applying low-nickel soft magnetic materials to inductors, a key power conversion component of EVs, while also developing new materials that deliver equivalent performance without nickel content. In addition, we continue to develop permanent magnet materials that ensure enhanced performance with reduced heavy rare-earth content, seeking ways to boost our competitive strengths in electrification and electronic parts while minimizing environmental impact.

5) CBAM: Carbon Border Adjustment Mechanism

CASE Reducing Carbon Emissions through the Adoption of Low-carbon Materials

In 2024, we procured over 15,000 tons of low-carbon aluminum worth nearly KRW 62 billion from Emirates Global Aluminum (EGA), a global aluminum producer. This accounts for over 20% of the 67,000 tons of aluminum that we purchased in the previous year. Low-carbon aluminum is produced through refining and casting processes powered by photovoltaic energy, significantly reducing GHG emissions to 4 tons per every ton of aluminum produced compared to 16.5 tons of emissions generated when conventional methods are used. Hyundai Mobis is adopting this eco-friendly material in manufacturing key parts such as chassis.

Eco-friendly Parts Supply Management

Hyundai Mobis incorporates an eco-friendly parts supply protocol under the supply contract to motivate suppliers to engage in eco-friendly activities. The protocol demands that suppliers rigorously comply with external environmental laws and regulations and Hyundai Mobis' internal guidelines, and specifically bans the use of four heavy metals (lead, mercury, cadmium, hexavalent chromium). In doing so, we emphasize the importance of the commitment on the part of suppliers and joint efforts to produce supplies that are designed, produced, packaged, and delivered in an eco-friendly manner.

Activity and Resource

Waste Reduction and Recycling

For cost-effective use of materials in the production process and minimization of waste, we manage waste generation by type of waste. This begins with increasing the proportion of recycled content for plastic materials and opting for recyclable raw materials in the product disposal phase. We introduced lead substitutes in our process to mitigate the generation of designated waste, and sort out and recycle metal scrap including iron and aluminum. We also continue to recycle unusable pallets and end-of-life parts discharged from distribution centers, contributing to resource circularity in so doing. In addition, we use waste synthetic resins as fuel to promote recycling. The sum of such efforts allowed us to reach a recycling rate of 92.9%, domestically in 2024. The entire process from waste discharge to transport and disposal is reported to the government through the online legal waste treatment system (Allbaro system). We also evaluate waste treatment companies for their legal qualifications prior to contract, and conduct initial inspections on new vendors prior to contract signing and regular inspections on existing vendors every two years, fulfilling our obligation as a waste discharger.

Zero Waste to Landfill

As the first in the Korean automotive industry to pursue ZWTL¹⁾ designations from UL²⁾, an international safety validation and testing organization, Hyundai Mobis is staying at the forefront in establishing recycling-driven, environmentally responsible production systems. Our Changwon Plant achieved a Gold rating under the ZWTL program in 2022 by enhancing its production processes and transitioning to more sustainable waste disposal methods, increasing its recycling rates as a result. The Plant was also awarded the highest Platinum rating in 2024. Our Jincheon Plant achieved 100% recycling rates last year by upgrading its waste recycling from intermediate processing to raw material manufacturing, achieving a Gold rating under the ZWTL program in 2024. Furthermore, waste synthetic resin (waste plastic) and wastepaper generated from our operations were officially recognized as recyclable resources by the Ministry of Environment, promoting waste-to-resource initiatives and supporting the transition to a circular economy. Altogether, these efforts have led to an annual reduction of over 190 tons of waste and the reuse of waste as raw inputs, maximizing resource use efficiency in the process. In so doing, Hyundai Mobis embodies its vision to realize environmental value, upgrade company's image, and strengthens sustainable management on the circular economy.

1) ZWTL: Zero Waste To Landfill
2) UL: Underwriters Laboratories

Waste-related Certifications

* As of Dec. 2024

	Certification	Certification Body	Valid	Rating
Changwon Plant	ZWTL	UL (Underwriters Laboratories)	May 2024 ~ May 2025	Platinum
	ZWTL		Dec. 2024 ~ Dec. 2025	Gold
Jincheon Plant	Waste-to-Resource Certification	Geumgang River Basin Environmental Office (Ministry of Environment)	Jun. 2024 ~ Jun. 2027	Certified

Transportation: Expanding Eco-friendly Packaging and Recycling

In December 2014, Hyundai Mobis joined the Korea Packaging Recycling Cooperative to fulfill its recycling obligation for synthetic resin packaging materials (bubble wrap, vinyl, PE fillers) and lubricants under the Extended Producer Responsibility program. We pay quarterly contributions as a member of the Cooperative and submit our recycling obligation implementation plan as well as data on our product and packaging shipments and imports. We then submit our recycling obligation implementation result report, and if we fulfill the prescribed ratio set by the Ministry of Environment, we are eligible to have our recycling fees waived. As such, our efforts to mitigate environmental impact start early on, from the manufacturing and import phases, and we monitor the entire waste lifecycle beyond meeting our recycling obligations from the consumer perspective.

A/S Parts Packaging: Applying Recycled Plastics for Packaging

For conventional plastic packaging, we are increasing the proportion of recycled plastics (PCR³⁾, PIR⁴⁾), and are opting for raw / subsidiary materials certified to the RCS⁵⁾ which evaluates finished products for their content of recycled materials and the GRS⁶⁾ which also evaluates finished products for their environmental and chemical compliance.

3) PCR: Post-Consumer Recycled
4) PIR: Post-Industrial Recycled
5) RCS: Recycled Claim Standard
6) GRS: Global Recycled Standard

Paper Packaging

We are increasing the use of paper packaging, and are also working to transition to highly recyclable materials through the adoption of water-based inks and eco-friendly non-alcohol printing. The proportion of eco-friendly paper packaging was approximately 85% in 2024, and our goal is to maintain this level in 2025.

CKD Packaging: Returnable Packaging

While conventional CKD⁷⁾ packaging materials used to be made from corrugated cardboards and were disposed of after a single use, we are shifting to returnable packaging for CKD. Presently, we reached nearly 95% in reusable packaging use, which helped us save over KRW 4.93 billion in packaging logistics costs while dramatically reducing waste generation. We are using 100% recycled plastics for the reusable packaging materials that we currently use.

7) CKD: Complete Knock Down

Ⓢ 'Waste Management Targets' – Resource Use and Circular Economy

Activity and Resource

Product Usage: Making Lightweight Products

As a key pillar of our strategy to enhance fuel efficiency and reduce GHG emissions, we continue to develop lightweight technologies. The company is taking a diversified technical strategic approach, including the use of foamed materials, low-density materials, and design optimization through thickness reduction and structural downsizing, applying lightweight solutions tailored to each process and parts characteristics. As to foamed materials, we have developed lightweight interior parts by capitalizing on internal pores, effectively reducing material inputs and total weight while maintaining performance status quo. We also plan to develop a range of low-density materials such as high-stiffness plastics and lightweight conductive materials for application in electrification and electronic parts. These materials are not only stable and durable but also weigh less than metals, contributing to reduced body weight and improved energy efficiency.

In terms of thickness reduction and structural downsizing, we apply thinning aluminum, plastic, and steel and techniques to optimize the structure for chassis module and lightweight electrified parts. To expand the application of such giga steel, we are additionally developing giga steel-compatible welding wires and ultra-wear-resistant molds required for parts manufacturing. This is expected to deliver weight reduction not only at the unit parts level but also at the auto platform level, enhancing energy efficiency for electrified vehicles. Meanwhile, we are leveraging hollow-structure technologies in mass-producing chassis subframes, and are developing aluminum battery cases for mass-production that are lighter than steel alternatives. The company strives for sustainable manufacturing innovation to achieve carbon emission reduction and effective use of resources while maintaining product performance and durability through diversified light weight technologies.

Recycling and Disposal: Increasing Product Recycling Rates

Remanufacturing Second-life EV Batteries

In collaboration with Hyundai Motor Company and Hyundai Glovis, Hyundai Mobis is establishing a closed-loop battery recycling system in sync with the battery lifecycle. This involves reclaiming used batteries through our A/S parts distribution network, selecting top-tier units with high residual value, restoring their performance, and remanufacturing them—including packaging—for use as A/S replacement batteries or refurbished batteries for aging vehicles. In August 2023, Hyundai Mobis launched its EV battery remanufacturing service in the UK and Germany, and have since expanded this service to Italy and France among others. Looking ahead, we will release this service in Scandinavian countries to make our remanufacturing service available throughout Europe. Leveraging our battery remanufacturing capabilities that extend the service life of batteries to give them a second life, we will increase battery recycling rates in line with regulatory requirements and ensure a stable battery supply over the mid-to long-term.

Remanufacturing Electronic Parts

Hyundai Mobis operates MRCs¹⁾ both directly and through agencies in North America, Europe, India, and Korea. MRCs collect audio and AVN²⁾ products that malfunctioned during the customer use phase, remanufacture them to manufacturing plant standards, and run them through quality tests to ensure their performance is equivalent to that of new products. In 2024, 39,694 products were remanufactured in Korea and overseas, and these products were delivered to local distributors and dealerships across the region.

1) MRC: Multimedia Remanufacturing Center

2) AVN: Audio, Video, Navigation

Using Recycled Plastic

We are increasing the proportion of recycled content in plastic materials and are opting for raw materials that are recyclable in the product disposal phase. For five automotive A/S parts (bumpers, moldings, undercovers, washer tanks, and coolant tanks), we faithfully fulfill our recycling obligations under the EPR³⁾ program to raise the recycling rates of five plastic-based A/S parts and minimize the environmental impact of our products in the process. We have also developed lower arm covers containing as much as 50% recycled plastics produced with recyclable parts collected from domestic waste and end-of-life vehicles. These efforts help us proactively meet the requirements of global environmental regulations that increasingly mandate the use of recycled plastics. In 2024, we reclaimed 19,320 tons of waste plastic from our domestic A/S parts centers to reach a 56.9% recycling rate.

3) EPR: Extended Producer Responsibility

Metrics & Targets

Resource Use Management

Raw Material Recycling and Diversification Targets

Hyundai Mobis has established goals for recycling and diversifying polymer materials, including lamp housings, lenses, bumper covers, and BMA covers. We aim to achieve a 50% material transition for targeted components by 2030 through the phased expansion of physical recycling, chemical recycling, and the application of bio-mass materials.

Raw and Packaging Materials Use (Procurement)¹⁾

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Raw and packaging materials used (purchased)	ton	47,464	~	~	47,464	44,760	10,013	39,381	94,154	46,921	11,111	44,430	102,462
Key raw materials ²⁾	ton	42,152	~	~	42,152	36,835	10,013	39,381	86,229	38,476	11,111	41,504	91,091
By material	Plastic	11,023	~	~	11,023	1,686	10,013	39,381	51,080	1,363	11,111	41,504	53,978
	Metal ³⁾	31,129	~	~	31,129	35,149	0	0	35,149	37,113	0	0	37,113
Packaging ⁴⁾	ton	5,312	~	~	5,312	7,925	0	0	7,925	8,445	0	2,926	11,371
Recycled raw and packaging materials used / purchased	ton	955	~	~	955	3,298	0	0	3,298	2,891	0	0	2,891
Recycled raw materials	ton	0	~	~	0	0	0	0	0	0	0	0	0
Recycled packaging materials	ton	955	~	~	955	3,298	0	0	3,298	2,891	0	0	2,891
Percentage of using (purchasing) recycled raw / subsidiary materials	%	2.0	~	~	2.0	7.4	0	0	3.5	6.2	0	0	2.8

1) Reported since 2022, restated the 2022 data as 'parent' to reflect change in classification criteria starting from 2023
2) Based on direct procurement (domestic data include CKD supply materials)
3) Breakdown of consumption in 2024: 26,591 tons of steel, 10,522 tons of aluminum
4) Based on petrochemical packaging materials

Product Remanufacturing¹⁾

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Products remanufactured	Units	3,817	~	28,310	32,127	3,735	~	30,516	34,251	3,710	~	35,984	39,694

1) Operational performance of MRCs (Multimedia Remanufacturing Centers)

Waste Management

Waste Management Targets

Hyundai Mobis set a goal of receiving Zero Waste To Landfill (ZWTL¹⁾ validations²⁾ for all its manufacturing sites by 2030.

To achieve this goal, we are conducting preliminary waste audits across all operation sites. Based on the findings, we will identify target sites and define their certification levels, progressing step-by-step toward achieving zero waste to landfill.

1) ZWTL: Zero Waste To Landfill

2) Assess the level of waste recycling at each operation site and assign a corresponding rating

	Unit	2022	2023	2024	2025 Target	2030 Target
		Parent	Parent	Parent	Parent	Parent
Zero waste to landfill (recycling rate)	%	77.1	84.5	92.9	90 (or above)	Achieve zero waste to landfill for all manufacturing sites

Waste Generation

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries ¹⁾	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries ¹⁾	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Waste generation		ton	7,403	7,939	55,159	70,500	7,807	6,852	58,215	72,875	7,089	6,315	59,059	72,463
By type	Designated waste	ton	427	830	4,809	6,066	279	1,040	12,457	13,775	465	411	13,869	14,744
	Radioactive waste ²⁾	ton	~	~	~	~	0	0	0	0	0	0	0	0
	Other waste ²⁾	ton	~	~	~	~	279	1,040	12,457	13,775	465	411	13,869	14,744
	General waste	ton	6,976	7,109	50,350	64,435	7,528	5,813	45,759	59,099	6,624	5,904	45,190	57,719
Waste generation intensity ³⁾		ton / KRW 100 million	0.02	~	~	0.14	0.02	~	~	0.12	0.02	~	~	0.13

1) Restated the data to reflect reclassification of designated waste and general waste

2) Newly reported since 2023

3) Parent: Total waste generation / separate sales, Total: Total waste generation / consolidated sales (total sales)

Waste Management

Waste Disposal

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries ¹⁾	Overseas Subsidiaries ²⁾	Total ³⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total ³⁾	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Waste disposal (landfill, incineration, etc.)		ton	1,693	2,052	13,949	17,694	1,208	3,102	12,818	17,129	502	3,657	15,193	19,352
Waste disposal rate		%	22.9	25.9	25.3	25.1	15.5	45.3	22.0	23.5	7.1	57.9	25.7	26.7
By type	Designated waste	ton	286	584	4,003	4,873	242	754	2,524	3,520	191	349	2,323	2,863
	Incineration (zero energy recovered)	ton	275	584	~	~	234	65	319	619	188	65	251	504
	Incineration (energy recovered)	ton	0	0	~	~	8	0	1	8	0	0	803	803
	Landfill	ton	11	0	1,030	1,041	0	0	2,205	2,205	3	0	1,269	1,272
	Disposal / treatment process unknown	ton	~	~	~	~	0	688	0	688	0	284	0	284
	General waste	ton	1,406	1,469	10,197	13,072	966	2,348	10,295	13,609	311	3,309	12,870	16,490
	Incineration (zero energy recovered)	ton	1,394	1,264	~	~	676	1,057	594	2,327	4	1,501	837	2,343
	Incineration (energy recovered)	ton	0	0	~	~	283	137	0	420	293	137	989	1,419
	Landfill	ton	12	205	9,166	9,382	7	173	9,700	9,880	13	117	11,044	11,175
	Disposal / treatment process unknown	ton	~	~	~	~	0	981	0	981	0	1,553	0	1,553
By method	Total incineration	ton	1,670	1,847	3,753	7,271	1,201	1,260	914	3,374	485	1,704	2,880	5,069
	Zero energy recovered	ton	1,670	1,847	3,753	7,271	910	1,122	913	2,946	192	1,566	1,088	2,847
	Energy recovered	ton	0	0	0	0	291	137	1	429	293	137	1,792	2,222
	Total landfill	ton	22	205	10,196	10,423	7	173	11,905	12,085	16	117	12,314	12,447
	Total waste treated through other methods	ton	~	~	~	~	0	1,670	0	1,670	0	1,836	0	1,836
Waste treated without disposal (recycling, reuse)		ton	5,710	5,886	41,210	52,806	6,599	3,750	45,397	55,746	6,587	2,657	43,866	53,110
Percentage of waste treated without disposal (recycling, reuse)		%	77.1	74.1	74.7	74.9	84.5	54.7	78.0	76.5	92.9	42.1	74.3	73.3
By type	Designated waste	ton	141	246	947	1,333	37	286	9,933	10,255	274	62	11,546	11,881
	Recycling / reuse	ton	141	246	947	1,333	37	286	9,933	10,255	274	62	11,546	11,881
	Waste made reusable through other methods	ton	~	~	~	~	0	0	0	0	0	0	0	0
	General waste	ton	5,570	5,640	40,263	51,473	6,562	3,464	35,464	45,491	6,314	2,595	32,320	41,229
	Recycling / reuse	ton	5,570	5,640	40,263	51,473	6,562	3,341	35,464	45,367	6,314	2,595	32,320	41,229
	Waste made reusable through other methods	ton	~	~	~	~	0	123	0	123	0	0	0	0
By method	Total recycling / reuse	ton	5,710	5,886	41,210	52,806	6,599	3,627	45,397	55,623	6,587	2,657	43,866	53,110
	Percentage of recycling / reuse	%	77.1	74.1	74.7	74.9	84.5	54.7	78.0	76.5	92.9	42.1	74.3	73.3
	Total waste made reusable through other methods	ton	~	~	~	~	0	123	0	123	0	0	0	0

1) Based on two domestic subsidiaries (UNITUS and MOTRAS) for 2022, and based on all five domestic subsidiaries starting from 2023

2) Restated the 2022 overseas subsidiaries data for designated waste and recycling / reuse percentages by method

3) Partially restated the 2023 overseas subsidiaries data for designated waste, general waste, and total general waste

Social

Employees	73
Supply Chain	107
Community	118
Customers	125

Employees

Guided by our vision for sustainability management, Hyundai Mobis is committed to fostering a great workplace for employees. Drawing on our flexible and open corporate culture, we ensure our employees thrive in the workplace. Our employees are duly recognized for their efforts through fair evaluation and compensation and are supported in career development to pursue individual growth. We put the safety of workers first and provide a range of work-life balance programs. In particular, annual employee surveys serve to regularly gather feedback from employees to take corresponding actions and quantify their effectiveness accordingly. Hyundai Mobis also endorses the 10 principles of the UN Global Compact, progressing towards the UN Sustainable Development Goals in the areas of human rights, labor standards, and the environment associated with employees.

Strategy

Interests and Views of Stakeholders

We conduct the Culture Survey on all employees each year to heed their feedback. Culture Agents (CA) chosen from respective divisions to lead our corporate culture improvement efforts analyze the survey results to develop activity plans accordingly. In 2024, this helped us identify the need for defining our corporate vision and directions and improve work practices. These insights inform the activities that CAs implement to enhance our corporate culture.

⊞ 'Identifying Stakeholders and Impacts Across the Value Chain' – Sustainability Framework

Material Impacts, Risks, and Opportunities and Their Interaction with Our Strategy and Business Model

The materiality assessment conducted in 2024 identified 'Human resources management', 'Trust-based labor relations', 'Diversity and inclusion', and 'Occupational health and safety' as material issues. As part of materiality assessments, we identify, assess, and manage impacts on our employees and the associated financial risks and opportunities. For further details, refer to the 'Material Impacts, Risks, and Opportunities' section in the Appendix of this report.

⊞ 'Material Impacts, Risks, and Opportunities' – Appendix

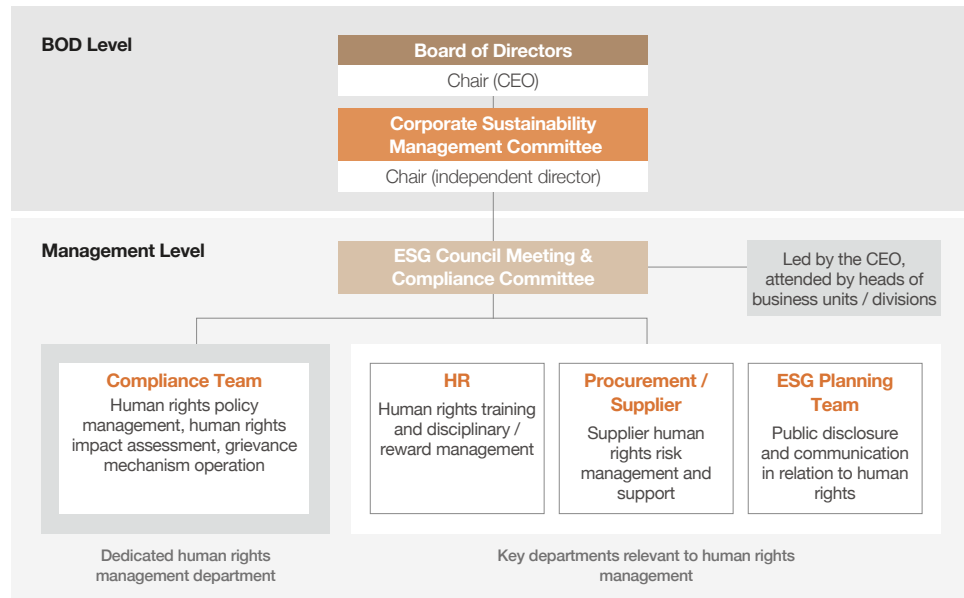
Impacts, Risks, and Opportunities Management

Policy

Human Rights Management Framework

Hyundai Mobis operates an internal management system to identify and mitigate potential human rights risks, preventing human rights violations and protecting our employees. The Corporate Sustainability Management Committee and management meetings, attended by the highest decision-makers and key departmental leaders, serve to manage and oversee the progress made on our human rights management. The Committee, management, and working-level meetings are also held to review the establishment and amendment of our human rights policy and propose opinions on the revision of internal regulations governing HR systems and rules of employment. These meetings also help us conduct human rights risk assessments and make recommendations in line with the results while investigating human rights violations and deliberating on corresponding remedies. Our human rights management efforts follow the principle of good faith with the Compliance Team playing a leading role as a responsible organization. We regularly review our human rights management procedures and methods and continue updating our management system in full reflection of the evolving social landscape. Specific areas of management include the establishment and amendment of the human rights policy, the development of action plans, the assessment and management of human rights risks including human rights due diligence, the operation of grievance mechanisms, the provision of internal training, and matters on internal / external communication.

Human Rights Management System



Human Rights Policy

Hyundai Mobis aligns its business operations with globally-recognized human rights and labor standards – the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the ILO¹⁾ Constitution, and the OECD²⁾ Guidelines for Multinational Enterprises. We have established our human rights policy to prevent human rights violations and mitigate relevant risks associated with business operations while actively advancing human rights management. This policy applies to our employees, supply chains and partners, joint ventures and all other stakeholders.

1) ILO: International Labour Organization

2) OECD: Organisation for Economic Co-operation and Development

Basic Principles

- | | |
|---|--|
| Article 1. Prohibition of child labor and forced labor | Article 6. Security of industrial safety |
| Article 2. Discrimination and harassment prevention | Article 7. Protection of human rights of local resident and vulnerable social group |
| Article 3. Compliance with working condition | Article 8. Protection of human rights of client |
| Article 4. Humane treatment | Article 9. Responsible management for supply chains |
| Article 5. Freedom of association and collective bargaining rights | Article 10. Security of environmental rights |

🔗 Human Rights Policy

🔗 Code of Conduct

🔗 Code of Conduct for Business Partners

Labor Relations Policy

We implement our labor relations policy in conformity with local labor laws and regulations in all countries where we operate. We fulfill our obligations concerning employment and dismissal, working hours and overtime pay, and rest and leave entitlements, and respect the voluntary choice of our employees to work according to their own free will. We guarantee employees' freedom of association and the right to collective bargaining, and strictly prohibit any unfair treatment for joining, organizing or engaging in labor unions. For operational changes that are significant in ensuring the employment security of employees, their procedures and durations are stipulated in collective agreements and full consultations are made with labor unions.

Diversity and Inclusion Policy

We have established our diversity & inclusion (D&I) policy to create a corporate culture that inspires employees to think creatively and rise to challenges, doing our part in making our society more inclusive. This D&I policy stipulates that we prioritize diversity in our employment and personnel planning to provide equal opportunity without discrimination. Our D&I policy, Code of Conduct and human rights policy clearly state that we do not tolerate any form of unjust discrimination on the grounds of gender, race, ethnicity, nationality, cultural background, disability, age, individual sexual identity, political / religious beliefs, or social status.

🔗 D&I Policy

Policy

Safety, Health, and Environment Management Policy

Hyundai Mobis has established its safety, health, and environment (SHE) policy to minimize safety and health-related hazards, risks, and environmental impacts that may arise from its products and activities associated with overall business operations. This policy stipulates relevant roles, responsibilities, and authorities as well as education and training, SHE risk identification and assessment, and emergency preparedness and response. To safeguard all stakeholders including our own employees, we place safety and health as the top priority across all business operations and remain committed to advancing safety management under this safety-first management principle.

SHE Vision and Management Manual

Vision	Create a 'safe' and 'healthy' workplace where everybody can work with peace of mind
SHE Management Manual	First, we implement proactive safety management measures that exceed legal and social requirements to protect the 'lives and health of all members.' Second, we put effort to build a 'clean and healthy workplace' by minimizing the emission of environmental pollutants and managing employee healthcare. Third, we improve and identify hazardous risk factors through voluntary participation by building a 'safety internalized' culture.

[Safety, Health, and Environment Management Policy](#)

[SHE management manual](#)

SHE Management System

In line with strengthening health and safety regulations in Korea and overseas including the nation's Serious Accidents Punishment Act, Hyundai Mobis has integrated company-wide safety and health organizations into the SHE Division under the CSO¹⁾. The SHE Division is responsible for ensuring fundamental safety across all operations, establishing a well-aligned management system, and building a unique safety culture. Regular safety and health meetings are held to discuss pending issues and take corrective action. The Occupational Safety and Health Committee, consisting of equal numbers of labor and management members, serves to identify on-site risk factors through joint labor-management efforts and make necessary improvements. Key achievements and plans associated with safety and health are regularly reported to the Board of Directors for approval.

1) CSO: Chief Safety and health Officer



Engagement Process

Our employees are free to access a range of communication channels to make their voices heard, and we fully review them to reflect and act on their feedback while making necessary improvements.

Operating Labor-Management Consultation Channels

There are three and five labor unions respectively in and out of Korea operating at Hyundai Mobis, which run according to the characteristics of their location, operation site and the work performed. We engage in collective bargaining with each of these labor unions every year on wages and welfare & benefits through extensive consultations. We also convene Labor-Management Council meetings to bolster labor-management communication, promoting solidarity and building trust-based relationships. In 2024, we engaged in collective bargaining on 130 occasions and labor-management consultations on 149 occasions²⁾. We also collect employee feedback through discussions held by job position/division as well as communities and the intranet while sharing the results of labor-management consultations across the board.

2) On a consolidated basis

Culture Survey

To take stock of our corporate culture and identify necessary improvements, Hyundai Mobis conducts the annual company-wide Culture Survey. The survey is performed in the second half of each year, and the questionnaire is available in each country's language. We proceed with the survey process via email with the help of third-party professional research companies to ensure the full confidentiality of responses. The survey allows us to paint a comprehensive picture of our corporate culture in the following three areas. In 2024, the response rate was 76.7%, and the Culture Index score was 82.8 points (excluding domestic subsidiaries). The analysis of area-specific results inform our efforts to pursue improvement in our corporate culture on multiple fronts.

Assessment Area

- **Company** Vision / strategy (purpose), organizational structure / process, system / environment
- **Organization / individual** Respect and trust, communication and empathy, responsibility and management, growth and development, sharing and cooperation, change and innovation, organizational operation
- **Result** Job satisfaction, organizational satisfaction, company satisfaction

CA (Culture Agent)

Culture Agents (CA) are appointed to serve as windows of communication and roll out culture-building activities within their respective teams in an aim to reflect the varied perspectives of our employees in organizational operations. In 2024, CAs surveyed employees to gather feedback on areas for improvement at all levels of the organization. The results were used in identifying priorities, and improvement measures were developed through consultations with relevant departments. These measures, covering business travel, security protocols, attendance management and other internal systems, were then incorporated into actual operations.

Remedy Process and Grievance Mechanisms

Compliance Helpline

The Compliance Helpline serves our whistleblowing channel made accessible 24 / 7 to all internal / external stakeholders. They may raise concerns in the areas of fair trade, corruption and bribery, human rights violation and information security in the mobile environment via PC, app, or QR code. This whistleblowing mechanism employs security technology that permanently deletes any trace of IP information to protect the identity of whistleblowers, and its operation is outsourced to an independent professional third-party company to maintain strict confidentiality. Both whistleblowers and reports remain thoroughly confidential, and any retaliation against whistleblowers is strictly prohibited. In cases whistleblowers are disadvantaged in terms of HR matters, appropriate remedial measures are taken.

To ensure no disadvantage or retaliation has occurred as a result of reporting or whistleblowing, we follow up three months after the case is closed. To ensure the effectiveness of this whistleblowing mechanism, we have stipulated that those engaged in retaliation may be subject to appropriate actions including corrective actions or measures to prevent recurrence. In cases involving human rights violations, we follow our investigation and handling process that includes protection for victims. If a human rights violation is substantiated through detailed investigations, strict measures, including HR decisions, are implemented through the Disciplinary Committee. All findings and outcomes are registered in the relevant system so that users may access the system to verify the results. For cases that could severely impact the freedom and rights of the victim or cause reputational risk to the company, committee or management meetings are held with relevant decision-makers in attendance to discuss remedies and improvement measures. The Chief Compliance Officer regularly reports on the operation and performance of the compliance reporting / whistleblowing center to senior management. Our overseas corporations independently operate their whistleblowing mechanisms and the global hotline is also made available.

[Compliance Reporting / Whistleblowing Center Operation Guidance](#)

[Compliance Helpline](#)

Status of the Compliance Helpline in 2024¹⁾

Category	Unit	Number of Cases
Total cases submitted		40
Human rights violation (workplace harassment and discrimination)		3
Human rights violation (others)		2
Others	Cases	35
Total cases handled		36
Human rights violation (workplace harassment and discrimination)		3
Human rights violation (others)		2
Others		31

1) The figures outlined are limited to the Compliance Helpline. Grievance mechanisms independently operated by overseas corporations are disclosed additionally in the 'Employees – Metrics & Targets' section.

Grievance Mechanisms Process

Reporting / Whistleblowing 01

- Compliance Helpline (anonymous channel operated by third-parties)
- Gift Return Center (identified channel operated by third-parties)
- Hello, HR (identified channel operated by Hyundai Mobis)

Verify the detail / investigate 02

- Department in charge for each channel

Take action 03

- Take HR action (Disciplinary Committee)
- Verify gifts were returned
- Take action to prevent recurrence (guidance, training, etc.)

Close the case 04

- Confirm the results (whistleblower)

Hello, HR

Hello, HR is our grievance mechanism managed by the HR department. Employees may raise any difficulties or concerns associated with job stress, personal relationships, corporate culture, personal matters as well as system-related inquiries. Grievances are submitted under one's real name to swiftly verify the concerns raised and take appropriate action, and relevant details remain strictly confidential.

Category	Unit	Submitted	Substantiated ²⁾	Action Taken
Job-related and / or workplace-related difficulties and grievances	Cases	55	11	11

2) Cases that require action out of cases submitted to Hello, HR

Gift Return Center

When our employees receive gifts from stakeholders for unavoidable reasons, they may access the gift return center to return the gifts and report this to the company to officially confirm that they abided by compliance policy. In reporting the gifts received, employees should provide supporting documentation including photos of the gifts and proof of return. To protect employees who reported their receiving of gifts, the gift return center is operated under a system of identified reporting.

[Gift Return Center \(Korean\)](#)

Actions to Mitigate Material Impacts

Human Rights Risk Management

Human Rights Risk Prevention Activity

Hyundai Mobis provides annual human rights training to all employees (based on parent operations, including contract and dispatch workers) to minimize human rights risks that may arise within or across organizations and raise human rights awareness. In 2024, compliance training was conducted for all employees, including senior management, covering eight modules on topics such as workplace harassment, sexual harassment, and disability awareness, with 99.2% of employees completing the training.

Human Rights Training Provided in 2024

Human rights training

* Compliance training (human rights management modules) conducted in Korea (parent) in 2024

99.2%

Human Rights Risk Identification and Assessment

Hyundai Mobis has established a human rights management framework to assess and address risks that may actually or potentially affect all employees, including foreign workers, in the areas of labor, safety & health, environment, ethics, and supply chain. In 2024, we developed a checklist aligned with domestic and international human rights norms and EU's disclosure standards. Using this checklist, we conducted desk-based self-assessments across 46 subsidiaries and operation sites in Korea and overseas. Based on the score of these assessments and the reliability of responses, those that scored high in human rights risks were selected for on-site due diligence. The nine selected operation sites underwent focus group interviews (FGI) and workplace environment monitoring to identify and evaluate human rights risks.

Breakdown of Areas of Due Diligence

Area	Description
Working conditions	Employment security, working hours, fair compensation, freedom of association and collective bargaining, work-life balance, health & safety
Equal opportunity / non-discrimination	Women, persons with disabilities, non-regular workers, diversity, education and training, workplace harassment and sexual harassment
Other labor-related rights	Child labor, forced labor, adequate housing, privacy

Human Rights Risk Review Process

	① Planning	- Analyze the current status of business operations and employees - Analyze human rights issues - Develop human rights impact assessment plans
	② Human rights risk assessment	- Identify human rights impacts (desk-based assessment / on-site due diligence) - Conduct human rights impact assessments (determine assessment metrics and priorities)
	③ Remedial action	- Develop preventive / mitigation measures - Prepare human rights impact assessment reports
	④ Monitoring and communication	- Trace the effectiveness of remedial actions taken - Engage with stakeholders
	⑤ Human rights management framework	- Enhance the human rights policy and management systems - Improve the grievance mechanism - Submit a final report

Human Rights Risk Mitigation Process

For salient human rights issues identified through the human rights risk identification and due diligence process, we assess their impact on Hyundai Mobis and define mitigation measures accordingly. Using assessment metrics aligned with key human rights issues, we identify and prioritize actual and potential human rights impacts to determine salient human rights issues. In tandem with this, corresponding action plans, including the scope of remedial measures and their feasibility, were developed in consultations with working-level teams to establish an implementation roadmap. A wide range of implementation tasks, identified in the areas of policy / procedural improvement and human rights training, are implemented by respective responsible units and their progress is reported for ongoing monitoring. We also develop plans to prevent the recurrence of human rights risks, ensuring appropriate remedies for victims and the prevention of human rights risks. The findings and follow-up actions are ultimately reported to senior management.

Actions to Mitigate Material Impacts

Potential Human Rights Issues

Hyundai Mobis evaluates potential human rights issues as part of its human rights risk identification process. This enables us to identify vulnerable groups by human rights issue along the value chain and assess both actual and potential risks. In 2024, we defined vulnerable stakeholders as women employees, junior employees, older employees, employees performing high-risk work, and non-regular employees. We conducted in-depth interviews with the identified vulnerable groups to gain deeper insights into human rights risks. We also analyze findings from human rights impact assessments to prevent adverse human rights impacts and proactively address any potential human rights issues.

CASE Adopting rigorous screening procedures to prevent child labor at subsidiaries in the Americas

In 2023, issues were raised with child labor in the automotive industry. According to media reports, an automotive supplier located in the Americas was identified for hiring underage workers by federal regulatory authorities, and this was attributable to temporary work agencies submitting false personal information (using forged ID documents). Our subsidiaries in this region have established and are operating the following identity verification procedures in their recruiting and operations to prevent the risk of child labor.

Identity Verification Procedures

- ① The hiring manager verifies the authenticity of the applicant's ID (including a visual check to ensure the photo matches the applicant)
- ② Conduct a double check on the accuracy of the information in the application form with the help of external organizations (HR research background check)
- ③ Conduct e-verifications (cross-reference the personal information provided by the applicant with records owned by the US government)
- ④ The site manager conducts periodic on-site patrols (post-hiring)

Findings from Human Rights Risk Assessment and Actions

Vulnerable Groups in the Value Chain	Category	Actions taken in 2024
Employees, suppliers	Prohibition of forced labor and child labor	- Prohibit the signing of contracts that violate the Labor Standards Act - Assess suppliers' sustainability risks
Employees	Prohibition of discrimination and harassment	- Provide training to prevent sexual harassment / bullying in the workplace and to improve perceptions on disability - Receive employee grievances and provide counseling
Employees, suppliers	Compliance with working conditions	- Sign an employment contract - Manage the actual hours worked on an on-going basis through the PC-Off program among others - Operate a range of benefit programs - Assess suppliers' sustainability risks - Improve dismissal and disciplinary procedures - Review unemployment benefit policies and insurance support for vulnerable workers
Employees	Humane treatment	- Set cultural ground rules - Operate channels to receive employee grievances and provide counseling
Employees	Guarantee of freedom of association	- Comply with country-specific labor relations laws - Operate labor unions and sign collective agreements through collective bargaining - Engage in labor-management consultations
Employees, suppliers	Guarantee of occupational safety	- Implement the mid / long-term safety and health strategy - Operate the Occupational Safety and Health Committee composed of equal numbers of labor and management representatives - Certify domestic / overseas operations to ISO 45001 and conduct 365-day Joint patrols and other third-party audits - Provide regular health checkups for employees - Assess suppliers' sustainability risks
Suppliers	Responsible supply chain management	- Assess suppliers' sustainability risks - Support shared growth
Customers (distributors, consumers)	Protection of human rights for customers	- Operate the customer center year-round - Operate the information security management system (disclose regulations and guidelines on the security portal, operate trainings, etc.)
Local communities	Protection of human rights for local residents and vulnerable groups	- Embed a human rights-driven mindset among employees through relevant training - Reach out to communities through CSV activities at the operation site level
	Guarantee of environmental rights	- Reduce GHG emissions, facilitate the circular economy - Enhance the management of pollutants and hazardous substances (meet the set legal thresholds and develop alternative materials)

Actions to Mitigate Material Impacts

Diversity and Inclusion

Promoting Diversity and Inclusion

We have designated the expansion of employee diversity and inclusion as a key mid-to long-term ESG priority, and are managing it by setting internal targets. The ‘Respect and trust’ metrics in the Culture Survey questionnaire help us monitor our employees’ awareness in all diversity areas including race and generational differences as well as gender. Our efforts to foster a fair working environment that guarantees equal opportunity and treatment for both men and women earned us family-friendly business certification¹⁾ awarded by the Ministry of Gender Equality and Family. In 2024, we increased the employment of people with disabilities through consulting provided by the Korea Employment Agency for Persons with Disabilities. We fully support our new hires with disabilities with their onboarding process by offering them counseling to help resolve workplace-related grievances.

1) Family-friendly business certification valid from December 1, 2022 to November 30, 2025

Employee Diversity Program

To promote diversity and inclusion, we implement the Employee Resource Groups (ERG) to ensure employees, who come from diverse backgrounds in terms of gender, generation, and disability among others, connect and find shared cultural grounds. In 2024, a range of diversity programs were provided to empower our employees to become better team players and participate in diversity-driven outreach activities. These included cultural exchanges, climate actions, and community activities, bringing positive impact across the wider community as well as to internal stakeholders.

Key ERG Programs

Country		Program	Activity	Target
Sweden	MPE-SE	Work training	Provide job training opportunities for individuals who find it difficult to adapt to the workplace, including those with neurodevelopmental disorders	Employees with disabilities
		Diversity in recruiting	Establish strategies and governance to ensure gender and cultural diversity in hiring	All employees
France	MPE-FRA	Culture Weeks	Promote diversity and mutual understanding with employees of various nationalities sharing their unique cultures and traditions	All employees
China	MTJ			
	MWX	International Women's Day	Host corporate events to promote gender diversity in commemoration of International Women's Day (Mar. 8)	Women employees
India	MTCI			
	MIN	Women's Day Celebration	Organize motivational sessions, invite external speakers for women's empowerment, and offer special meals in commemoration of International Women's Day	Women employees
	MIA	Women's Day	Recognize women's contributions and foster gender equality	Women employees
		Posh training	Conduct training to prevent sexual harassment against women and create a safe working environment	Women employees

Gender Pay

Hyundai Mobis provides equal pay to employees working in the same position irrespective of gender, and conducts regular reviews on gender-based pay gaps. Identical performance evaluation results lead to identical compensation, regardless of job level and / or gender, and fair compensation is provided according to one's role and competency. Currently, there exist discrepancies in wage averages between men and women due to the higher proportion and the longer service periods of male employees, which is inherent to the manufacturing industry. We expect such wage discrepancies to naturally narrow over time with the rising proportion of female employees in management positions and increases in the service period of female employees.

Ⓜ 'Employee Compensation' – Employees

Actions to Mitigate Material Impacts

Employees' Quality of Life

Working with Satisfaction, Cultural Ground Rules for 'MO;HAPPY'

Hyundai Mobis sets and abides by our unique cultural ground rules. Under the name of MO;HAPPY, employees reached consensus to strictly adhere to seven cultural ground rules to engage in work with a sense of contentment. These rules span the topics of free-flowing communication, sense of purpose, and collaborative synergy among others. Our employees directly participated in setting these rules and creating slogans that can resonate widely. To embed these rules in the daily routines of all our employees, a range of events were launched, including events gathering employees of the same job level, family invitation events, in-house game tournaments, launching of MO;HAPPY merchandises, vision integration activities, and improvement in work practices (reporting practices in 2024).

Meet	Once the difference is accepted, the difference will be converted into positive energy. A cup of coffee is a way to create greater empathy as an act of communication. #Communication #Sympathy #Solicitude
Original	Maximum effectiveness is produced when focused on the nature of work. Remove formalities and other unnecessities to reach the core nature. #MainReason #Nature
Harmony	Cooperate as a team by taking responsibility for their roles. Doing so will lead to integrated power for innovation of future mobility. #Respect #Collaboration
Attitude	Mindset of growing together is the work attitude of Hyundai Mobis. Instead of blaming the challenging co-worker, question what is next of the challenge. #Challenge #Support
Proactive	Remote-working is a core system that creates an autonomous & proactive culture. Regardless of where you work, smooth communication will be made available to produce the outcome. #Autonomous #Activeness
Pride	As the product owner, we become clients ourselves, empathizing with clients and offering the best mobility experience. #Client #Pride #Professionalism
Why	Distinguishable results can only be made when set forth towards the same goal. Always remember the reason and goal of the work. #Goal #Meaning

Fostering Autonomy at Work

Hyundai Mobis provides employees with work arrangements that support self-initiated engagement to a healthy work-life balance. With the adoption of selective working hours, we are operating a planning / performance-based attendance system (M plan) to comply with statutory working hours. Our employees are free to plan their own daily / monthly work schedules and log actual hours worked. Any unplanned overtime is managed through the PC-OFF program, and overtime is permitted with additional approval from supervisors. Nighttime and holiday work also requires system-based prior approval, and any such hours are tracked and reflected in the following month's payroll. Going forward, we will continue to explore ways to enhance operational efficiency and integrate various collaborative tools to keep current with the evolving working environment.

Selective work hours

Employees plan and flexibly adjust their own work hours according to individual schedule and situation within the set maximum monthly working hours.
(52 hours per week / 7 days
* number of monthly working days)

Hybrid work

Work at home: This work arrangement was introduced to foster a culture of collaborating towards shared goals based on autonomy and responsibility, helping employees eliminate the burden of commuting and fully engage in their work.

Remote office: We created six remote offices in the Seoul metropolitan area to provide new work arrangements with an aim to retain the strengths of on-site work while offsetting any shortcomings of work-from-home.

Shuttle bus

We operate nearly 60 shuttle bus routes in Seoul and Gyeonggi to support safe and convenient commutes for employees.
(based on the Mabuk Technical Center)

Casual dress code

We introduced a casual dress code to ensure our employees engage in their work comfortably and freely while expressing their individuality.

PC-Off program

This program turns off PCs when the set working hours are exceeded to enhance employees' focus during work hours while providing them the time needed to gain diverse experiences outside their work.

Horizontal job title system

To create a horizontal corporate culture, we have simplified our title system into the two levels of managers and senior managers. (two levels of research engineer and principal research engineer for researcher positions)

Actions to Mitigate Material Impacts

Benefits Support

We provide employees with a broad spectrum of benefits tailored to their life cycle stage, fostering a better working environment and supporting family well-being. We constantly identify their needs and explore programs that bring real-life benefits through surveys, proposals, and various meetings. We also published the 'Management Support Guide' as our benefit information brochure, to help employees easily pinpoint and use the benefit programs that meet their needs. For annual leave, our system allows for self-approval so that employees can conveniently submit requests without additional authorization. We also encourage the use of annual leave before and after public holidays to ensure employees' right to rest. In addition to the statutory minimum leave, we also offer extra paid leave programs, such as long-term employment award and summer vacation to ensure our employees are fully refreshed. In 2024, we provided leave for newly-promoted senior managers and a point incentive system for taking five consecutive days of annual leave, offering opportunities for extended rest.

Category		Details
Childbirth / childcare support	Paid leave for prenatal exams	Recognize attendance when expectant mothers attend their regular pregnancy checkups
	Fully pay for reduced work hours during pregnancy	Allow female employees before 12 weeks or after 36 weeks pregnant to work 2 fewer hours a day (either starting work later of finishing work earlier) while providing 100% pay
	Happy Travel for Children	Support employees who are expecting or have given birth to use five-star hotels
	Paid childbirth leave	Provide expecting mothers with 90 days of leave before and after childbirth (120 days for multiple births), and fathers with a 10-day paid leave (extended to 20 days since Nov. 2024)
	Paid parental leave	Provide up to 2 years of parental leave per child for employees with children 8 years old and younger and in grade 2 and below to meet their childcare needs
	Reduced work hours for parents	Provide reduced work hours of 2 hours / 4 hours (either starting work later or finishing work earlier) for up to 3 years per child for employees with children 8 years old and younger or in grade 2 and below to meet their childcare needs
	Breast feeding room and lounge for pregnant employees	Provide new mother necessities including breast pumps, recliners, and refrigerators (operated at our Headquarters, Mabuk Technical Center, Uiwang Technical Center, and Jincheon Plant)
	In-house daycare center / subsidies for outsourced childcare	Operate in-house daycare centers in Yeoksam Seoul, Yongin Gyeonggi-do, Uiwang Gyeonggi-do, and Jincheon Chungcheongbukdo (pay for outsourced childcare for eligible employees with children under age 5 at Changwon site, Gyeongsangnam-do)
	Family leave	Provide up to 90 days of leave per year to meet family care needs in cases of disease, accident, or old-age challenges
	Tuition support for employees' children	Provide tuition support including preschool, high school, and university education
	Other support for expectant mothers and parents	Designated parking for pregnant employees, congratulatory flower bouquets and points, vouchers upon childbirth and when children enter elementary school (first encounter / first school day)

Category		Details
Vacations	Summer vacation	Provide 5 days of summer vacation in addition to monthly and annual leave that can be used at the time of one's own choosing throughout the year
	Long Stay vacation points	Provide 300,000 points when using 5 consecutive days of monthly / annual leave and 600,000 points when using 10 consecutive days of monthly / annual leave
	Step-Up vacation	Provide employees promoted to senior manager positions in the concerned year with a 15-day refresher leave
	Long-term employment award	Provide long-term employees with vacation, vacation pay, and souvenirs every five years starting at their 10 th year and extending to their 35 th
	All-season resort (condominium)	Provide member-price benefits at resorts nationwide
Healthcare	Medical leave	Allow for a leave of absence when employees are not able to work for 15 or more days due to illness or injury
	Healthy diet	Provide healthy salads
	Regular health checkups	Provide all employees with statutory general health checkups every year (every two years at the HQ) and additional checkups (for stomach ultrasounds and dyslipidemia while recognizing attendance). Provide additional checkups (for tumor market test and thyroid ultrasounds) for employees aged 40 and over
	Comprehensive health checkups	Provide all employees and their families (spouse, parents, and one of the spouse's parents) with annual comprehensive checkups with attendance recognized. Fully support comprehensive checkups for employees aged 35 and older every three years and fully support comprehensive basic checkups for employees' spouse (1 person) every three years when family checkups not provided for 2 years
	Obgyn exam	Provide incumbent women employees with annual cervical cancer screening, along with 4 additional women's health screenings every two years
Life / convenience support	Medical expenses	Fully pay for out-of-pocket expenses for treatments covered by health insurance
	Family events	Provide vacation and financial support for family events
	Tuition loan interest support	Support employees for interest payments on their university tuition loans
	Housing support fund / settlement support fund for new hires	Provide settlement funds for new hires and housing support funds for employees once during their employment for housing purchase or lease
	Moving for appointment	Provide support for employees relocating to other work locations including relocation and moving expenses
	Company housing	Provide new recruits and (unmarried) experienced hires, and employees relocating without their families with housing depending on their assignment
	Vehicle purchase and maintenance support	Provide vehicle purchase subsidies and discounts on tires, parts, and repair costs
	Points	Provide benefit points redeemable at our employee shopping mall and offline partnership stores (1 million points / year)
	Personal pension	Provide KRW 20,000 personal pension support per month for incumbent employees only
	Retirement pension	Provide defined benefit or define contribution pension plan support (individual choice)
Cultural support	Partnership discounts (power sponsors)	Provide partnership promotion benefits for hotel stay, weddings, bereavements, amusement parks, and gyms
	Hobby clubs	Support activity expenses each month

Actions to Mitigate Material Impacts

Talent Analysis

Hyundai Mobis develops strategic workforce plans through talent analysis to secure future growth drivers. We reassign existing internal staff through training while collaborating with external training institutions, forging industry-academia partnerships, and hosting recruiting and competition events to secure top talent and ensure optimal HR management.

4 Pillars of Workforce Planning



1. Talent Acquisition

- Acquire strategic capabilities in alignment with our business



2. Leadership Development

- Nurture core talent and leadership



3. Agile HR Management

- Ensure flexibility in workforce operation from the business perspective



4. Culture & Communication

- Advance corporate culture and communication

Employee Recruitment

Operating a Fair HR System

Hyundai Mobis employees are working in the wide-ranging areas of R&D, procurement, manufacturing, logistics, and sales. We abide by domestic and international labor standard laws and operate a fair HR system to ensure employees from diverse backgrounds work together and at their fullest potential.

HR System

Recruitment	• Recruit based on job competency, regardless of gender or background • Provide a range of options, including year-round open recruitment and employee referral in emerging technology areas
Training and assignment	• Support competency building through IDP¹⁾ • Leverage talent by operating Career Market as an in-house open position relocation program
Evaluation and promotion	• Prohibit gender-based disadvantages / discrimination in the performance evaluation and promotion review process
Compensation	• Operate a non-discriminatory compensation system based on the labor contract

1) IDP: Individual Development Plan

Recruiting Top Talent

We strive to recruit exceptional talent with convergent thinking capabilities in line with the core values of Hyundai Motor Group. We operate wide-ranging promotion channels, including our recruitment website and official YouTube channel, to help applicants better understand their preferred work areas and our products while proactively using virtual recruitment processes to make the recruitment process more convenient. We promote transparency and fairness in our recruitment process and leverage a variety of opportunities made available through job fairs and invitations to outstanding individuals to expand our recruitment of top talent. In the post-recruitment phase, we provide a wide range of onboarding activities, including orientation training and mentoring, to assist new hires in adapting to their new workplace. Trainings are followed by satisfaction surveys and the assessment of participants' understanding to evaluate the effectiveness of such trainings.

Communication with Applicants

Hyundai Mobis produces a host of content to introduce applicants to its wide-ranging business divisions and job roles in a more understandable and intuitive manner. We have also created a recruiting website designed with users in mind to aggregate and provide an at-a-glance view of such content. We provide detailed information on our organization and job descriptions for respective positions in our job postings, and facilitate applicants' exposure to recommended content tailor-made to their areas of application to maximize their convenience in the recruitment process. While continuing to produce a series of intriguing video content providing a glimpse into our job roles and work routines, we have also uploaded written interviews specifying preparations required for each role and the ideal Hyundai Mobis employee. To help applicants understand Hyundai Mobis as a company and the roles they are expected to fill, we will produce content on an ongoing basis and share them on our official YouTube channel and Instagram account as well as on our recruitment website.

[Hyundai Mobis CAREERS \(Korean\)](#)

[MOBIS LIVE \(Korean\)](#)

[Hyundai Mobis YouTube](#)

[Hyundai Mobis Instagram account for recruitment](#)

[Hyundai Mobis Naver Blog \(Korean\)](#)

Actions to Mitigate Material Impacts

Securing key talent for future mobility

Hyundai Mobis has established a multi-pronged recruitment strategy to attract key talent in the future mobility sector. We provide a broad array of programs, including algorithm competitions, hackathons, and industry-academia scholarships, to efficiently bring in outstanding professionals in software, electrification, semiconductor and other next-generation business areas.

Recruiting Key Mobility Talent

To recruit top-caliber talent for future mobility R&D, Hyundai Mobis launched the Mobility Scholarship-to-Internship program in 2024. This program aims to recruit interns among undergraduates specializing in the automotive sector – electrification, semiconductor, electronic parts, and FTCl. Selected students are supported with monthly scholarships, tailored training programs, and participation in projects linked with actual business operations, following a structured development path. In addition, we have been collaborating with the BoB¹⁾ Center since 2023 to provide recruitment briefings to BoB graduates and operate a dedicated hiring track to secure cybersecurity specialists.

1) BoB: A next-generation cybersecurity expert training program operated by the Korea Information Technology Research Institute (KITRI) under the Ministry of Trade, Industry and Energy

SW Algorithm Competition

We have hosted the SW Algorithm Competition for internal employees since 2019 to foster a software-driven R&D culture. This has been extended to include external participants interested in SW development since 2021, and the competition has been split into the student and public categories since 2022. Contestants can use four types of computer programming languages to solve the problems within the set time limit and submit their source code. The 2024 Hyundai Mobis SW Algorithm Competition was attended by 3,748 people, and 100 of them who advanced into the finalist stage grappled with some of the most challenging algorithm problems in Korea, earning KRW 170 million in prize money and awards along with hiring advantages. Hyundai Mobis remains committed to securing top-tier talent specialized in mobility software development through a variety of recruitment-linked campaigns.

SW Hackathon

Since 2023, Hyundai Mobis has hosted hackathon competitions for university software club developers across the nation as part of its efforts to secure next-generation software talent. In the 2024 competition, 60 developers were selected from 16 universities: these contestants chose one of four themes – autonomous driving, connectivity, safety, and convenience – and attended 1-week specialized courses in their chosen field at Seoul National University. Following this training, they engaged in embedded software development projects to demonstrate their capabilities. We awarded the top five teams and granted them exemptions from the document screening in the recruitment process, expanding our interface with work-ready software talent.

Operating an Undergraduate Recruitment Alignment Track

We signed MOUs²⁾ with Sungkyunkwan University and Sogang University to establish the 'Hyundai Mobis Future Mobility Recruitment Alignment Track (Hyundai Mobis Track)'. This talent development program provides undergraduates wishing to become a future mobility expert with systemic educational courses encompassing on-site training, industry-academia research project undertaking and research support, and field-focused project experience, along with curriculum courses on key technologies. Over 40 undergraduates were selected for two years since 2023. These students are supported with full tuition coverage for the remaining semesters and guaranteed R&D positions, along with master-degree scholarships for selected top candidates. We also introduced the Capstone Design program to provide added benefits of internship program participation and 1:1 mentoring from current researchers. Through the reinforced operation of development-focused industry-academia projects, this program also provides an opportunity to experience the entire process from planning and design to manufacturing in place of preparing a graduation thesis. Hyundai Mobis will continue with its commitment to recruit talented professionals specializing in future automotive development and expedite its efforts to improve fundamentals to evolve into a mobility software company.

2) MOU: Memorandum of Understanding

Diversifying Recruitment Programs

Recruiting Ambassador

To secure top talent in future strategic technologies – electrification, AAM³⁾, robotics, and software – we operate the 'Recruiting Ambassador' program encouraging current employees to recommend candidates for experienced hire positions. This program allows us to verify the job expertise of applicants through employee referrals while assisting experienced hires with their smooth integration into the organization, supported by their social connections with the referring employees.

3) AAM: Advanced Air Mobility

GRAB (Global Recruiting And Branding) Program

At the CES where participants compete to showcase their future technology, Hyundai Mobis operates a one-night, two-day program inviting international students taking their bachelor's, master's and PhD degree courses at local prestigious universities to promote the company and seize an opportunity to recruit outstanding individuals. We implement this GRAB (Global Recruiting And Branding) program to communicate a breadth of information on Hyundai Mobis – our business areas and relevant job roles – through separate company briefings, exhibition area tours, and dinner networking events while engaging in recruitment consultation with international students to raise their awareness of Hyundai Mobis. Going forward, we will further diversify our window of talent recruitment to bring in tailor-made talent, thereby advancing our recruiting strategy.

Actions to Mitigate Material Impacts

Employee Growth Management

Talent Development Strategy

Hyundai Mobis is committed to providing a variety of learning pathways that support self-directed learning for all employees. This in turn propels us to build future growth drivers and stay ahead of the curve amid the evolving landscape. To this end, we have defined three focus areas – leadership development, support for self-directed growth, and expert development – and established our ‘Grow Up’ strategy to embody our commitment to ‘Growth for All’ in alignment with these focus areas.

Talent Development Goals

Talent Development Goals

“Creative Entrepreneur trusted for expertise”

Definition

Earn trust from customers and colleagues through professional expertise, translate innovative, pioneering ideas into tangible solutions to redefine market paradigms, and drive sustainable business performance

Profile

- Shape market paradigms with globally-recognized functional / technical expertise
- Go beyond ideas to pioneer and propel new initiatives through disruptive innovation
- Build enduring success through communication and collaboration with diverse stakeholders

Strategic Direction

Coach-style leaders who achieve ambitious goals **Self-directed growth grounded in positive employee experience** **Tier 1 expert with a deep understanding of the business**

Growth Strategy	Relationship	Open to Experience	With Mobis	Universal Knowledge	Professional
Vision / strategy	Communication skills	Positive impact	Learning experience	Overall business understanding	Job / technical expertise

2025 Hyundai Mobis Vision

Lead the Shift in Mobility,
Move the World beyond Possibilities

Talent Development Program

Hyundai Mobis has established a training framework in line with its talent development strategy. We have designed a training system that aligns with respective tracks with a focus on leadership, experience, and competency to support all employees, including contract workers, to engage in self-directed learning. We systematically develop and operate standard career development maps and learning maps in reflection of the characteristics and competency levels of respective job positions. We also develop new job training courses each year to help employees strengthen their job competency. Our in-house trainer development training program helps enhance the quality of our training programs to provide more practical and effective training based on real-world work experiences. We engage both internal and external trainers in providing job training programs, and offer a range of self-directed learning programs to support employees with competency development.

Mindset

Skillset

1	Leader Development Track		2	Self-initiated Growth Support Track		3	Expert Development Track	
	Leader	Core Talent		Employees	Ongoing Learning		Cross-functional Competency	Role-specific Competency
	Team vision workshop	In-Hub for executives		Onboarding program for new hires	Smart learning (learning platform, book learning, etc.)		Value chain training	External training support
	Team diagnostics-based workshop	In-Hub for team members		Onboarding program for experienced hires			DX training	R&D job training
	• Team building program	• Core talent training for management position		Vehicle disassembly and structure	Community of Practice		In-house trainer development training	
	Coaching leadership training	TDP ¹⁾ (senior manager)		• Onboarding training	Reading-based management (Millie's Library)			Job development program
	Executive transition training	PDP ²⁾ (manager)		Job crafting training for 5th-year employees	Certification acquisition program		Business understanding	BU/division job training
	Leader competency enhancement training (team leader / vice president / group heads)	WISE Program		Training for newly-promoted senior managers	Coaching Support Center			• 2 nd phase development planned
	New business unit head training	E-MBA by Seoul National University		Retirement planning for future retirees	Learning Time Program			
	New corporate head training	Seoul National University Graduate School of Engineering		Senior manager training	Language learning support program			
	Team vision workshop	DEP ³⁾			• Training system			
	New vice president training (company / group)	Advanced Management Program support						
	• New management position training							
	Leaders Learning Lab	Leaders Learning Forum (president)						

1) TDP: Talent Development Program
 2) PDP: Potential Development Program
 3) DEP: Development of Executive Pipeline

Group training	In-house training	Planned
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Actions to Mitigate Material Impacts

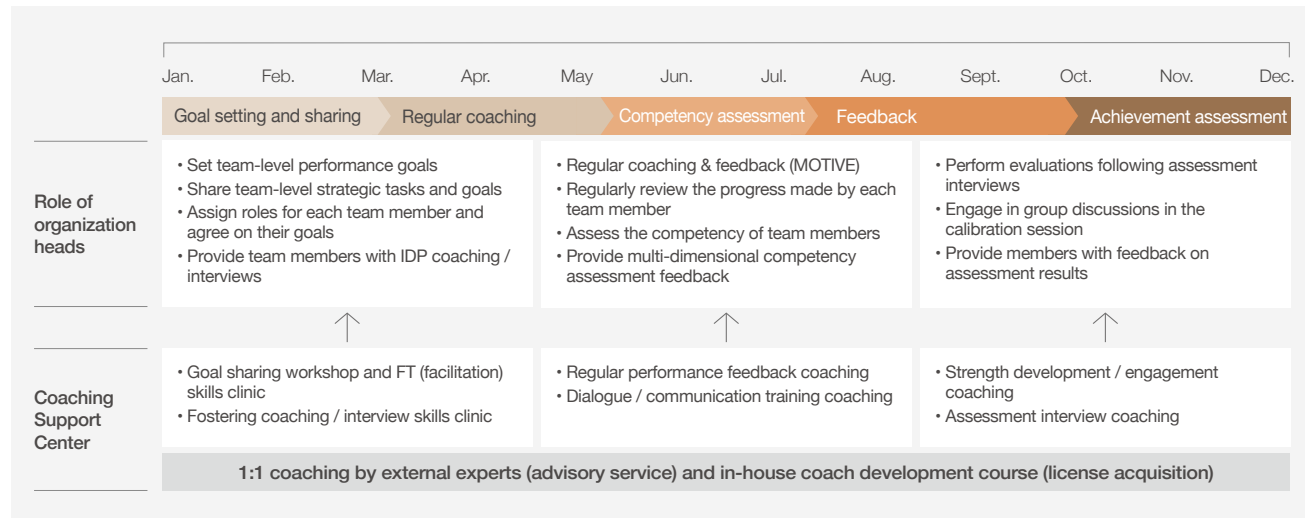
Leader Development Training

Our leader development strategy is aligned with the overall HR strategic direction to support leaders in gaining insights to proactively navigate the evolving business landscape and in building leadership skills tailored to their individual competencies. In particular, newly appointed vice presidents and team leaders are supported with onboarding training for their continued growth and with timely leadership solutions for organizational performance management to ensure practical leadership enhancement. We also develop selected core talent at the senior manager level into team leader candidates. In 2024, we provided 30 employees selected through our core talent development program targeting manager / researcher positions with training to nurture them into next-generation leaders and to boost their retention and motivation. Meanwhile, we operate coaching leadership enhancement courses to bolster our organizational resilience and improve competency and performance at the employee and organizational levels even in the unpredictable business landscape. In addition, we operate coaching competency development courses primarily for leaders to foster a culture of coaching and support them with acquiring coaching certifications. This is coupled with one-on-one coaching provided by in-house coaches to employees through the Coaching Support Center.

Assignment / Promotion Onboarding System



Coaching Support Center



Self-directed Learning Culture

Advancing Training Infrastructure

To support our employees with a culture of systemic learning, we launched 'MobiSchool' as our in-house learning portal in 2018 and have since continued to upgrade this system. MobiSchool allows us to secure new learning content made available on an on-going basis and provide customized curation services to support employees to make use of content that readily meets their learning needs. In 2024, we launched the HMG DX Academy to help employees strengthen digital transformation capabilities. We also leverage a learning platform Ubob to provide limitless e-learning services in terms of duration, session, and the number of courses. This will assist our employees in continuously expanding their learning experience in the areas of job training, self-development, IT, OA¹⁾, and language skills.

1) OA: Office Automation

Launching EMBA and Supporting Cyber University

Hyundai Mobis provides employees with a master's degree program to support their self-directed growth. In addition to the existing program for engineering graduate schools, we opened an Executive MBA program and selected six participants in 2024. These employees are granted full tuition coverage along with financial support for overseas training and academic conferences. This motivates employees to pursue growth while building cross-industry networks and pursuing capability enhancement through interdisciplinary research. Furthermore, we support all employees, including contract workers, with enrollment and tuition fee discounts when enrolling in or transferring to online universities.

Actions to Mitigate Material Impacts

Support for Certification Acquisition

Hyundai Mobis operates the certification acquisition support program for all employees, covering 50% of the total expenses required to obtain certifications, ranging from tuition expenses to the purchase of learning materials and test application fees. This program spans nearly 260 certifications associated with our business areas, including A-SPIICE examiner and certified labor consultant certifications. These efforts aim to motivate our employees to pursue self-directed learning and growth with over 700 certifications acquired by our employees for the past three years.

Operating and Supporting the Community of Practice

The Community of Practice (CoP) can be established by any group of three or more employees. We support the CoP by providing a designated activity budget and covering instructor fees for invited external experts. A year-end contest is held each year to recognize and award top-performing CoPs. In 2024, the number of CoPs reached 237, up by over 11% from the previous year. We will continue with our efforts to foster a culture of self-directed learning.

Hosting Team-building Workshops

We operate team-building workshops across the board to promote team-level competency enhancement. This is led by in-house trainers who completed communication facilitator courses serving as dedicated coaches to facilitate overall training proceedings. In 2024, a total of 71 sessions were conducted to support organizational communication and conflict management.

Retirement Support

In response to societal changes such as the transition to a super-aged society and the prolonged post-retirement period, we operate wide-ranging programs to assist our employees in designing their retirement life through change management, lifecycle design, financial planning, and career exploration. Our retirement support programs mainly cover topics that are highly critical at retirement, such as reducing one's tax burden on pension funds, real-estate investments, retirement administration, and reemployment. Employees who retire in the concerned year receive career design training (16 hours, 2 days), and employees who will retire the following year are provided with lifecycle design training (8 hours, 1 day) to relieve any anxiety regarding retirement and reflect on the meaning of work and life. We also design programs tailored to different positions (office positions / on-site positions) to provide useful information to participants.

Fostering Global Experts

Hyundai Mobis provides top talent with an opportunity to work at major operation sites across the Americas, Europe, China, and Asia-Pacific to develop global capabilities. This program is operated by building a pool of diverse job experts. Expatriates are provided with training to learn local languages and cultures as well as business communication skills to facilitate their adaptation to the new environment. Since 2021, we have conducted training on ESG and sustainability, including human rights, workplace safety, and business ethics, to help deepen understanding of these global issues. We also arrange workshops for the families of expatriates and gatherings with the families of returning expatriates to help them quickly settle down in their new home. We provide employees with language learning opportunities to help develop global language skills and attitudes, and the number of applicants for such opportunities is on the constant rise each year.

Enhancing Future Technology Capabilities

We provide a wide range of support to help our employees strengthen their software R&D competency required for future automotive technologies such as autonomous driving and connectivity and to boost our company-wide SW technology capabilities. As part of such efforts, we host the software education conference (MSC¹⁾) to help all our employees with software competency enhancement, and operate the 'Mobility SW Learning Platform' to make learning available year-round. In 2024, a total of 1,272 employees received training for three sessions. The Mobis SW Academy is also under operation for employees in research positions. The Mobis SW Academy opens and conducts training courses on convergence software specialized in sensing, perception, decision-making, control, and other areas of autonomous driving. It also covers mechanical structural engineering, which goes over the operating principles of self-driving cars. In 2024, 2,289 employees completed SW Academy courses to further bolster their job competency.

1) MSC: Mobis Software Conference

Offering Opportunities for Job Rotation (Open Position)

Hyundai Mobis operates the 'Career Market' job rotation program to ensure employees are more effectively assigned to their desired positions and fully unleash their potential. This starts with an organization with staffing needs to post required competencies and necessary qualifications on our in-house recruitment board. Employees wishing to fill such open positions directly prepare and submit their applications. Under this program, relocated employees are given the opportunity to leverage their expertise gained in their previous organization to build new competency in their desired position. Nearly 200 employees (in Korea) have transferred to the position of their choice through Career Market over the past five years, which created synergy in sharing job experiences beyond organizational silos.

Actions to Mitigate Material Impacts

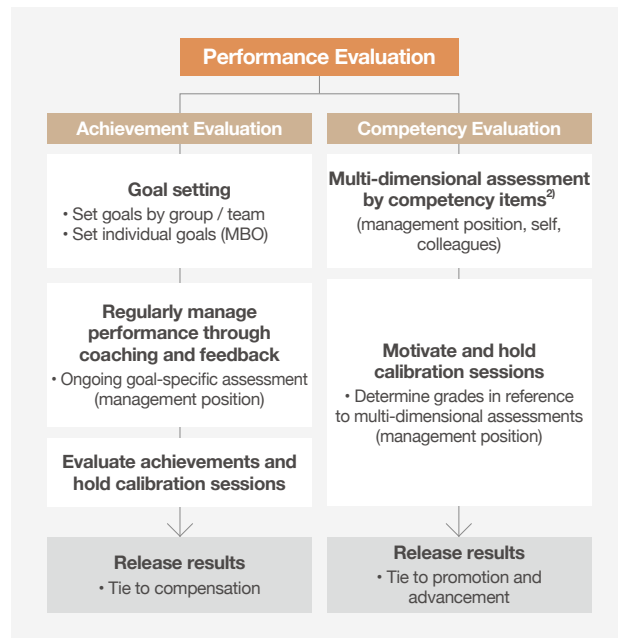
Performance Evaluation and Compensation

Performance Evaluation Framework

Hyundai Mobis' goal-based performance evaluation system aims to nurture and motivate employees mainly through coaching and feedback in generating performance together. Performance evaluations are conducted each year using our intranet system and are categorized into achievement assessments aligned with KPIs that are set based on individual goals (MBO¹⁾) and competency assessments. Leader feedback is provided on an ongoing basis to support each employee to achieve their goal, and the results are linked to the HR system covering compensation, promotion, and advancement. This is paired with year-end, division-level organizational assessments, and the results are combined with individual evaluation results to determine employees' final performance outcomes.

1) MBO: Management by Objectives

Performance Evaluation Process



2) Hyundai Mobis' Identity (challenge / cooperation), work expertise, leadership, adherence to compliance principles

Performance Compensation System

Hyundai Mobis operates a non-discriminatory, fair compensation system and applies uniform standards to all employees in providing compensation which consists of base pay, performance pay, overtime allowances, and bonuses. Wage increases are determined by comprehensively taking into account internal and external economic conditions in accordance with the same criteria for both men and women. Salary increases are applied differently based on performance evaluation results that reflect individual goals and achievements, and performance-based pay adjustments apply to all employees.

Meanwhile, the Proud Mobis Employee Award is given to recognize exceptional project-based achievements both in the organization category which spans technology, manufacturing & quality, and sales & procurement and in the individual category which honors individual employees who contributed to Hyundai Mobis' core values in the areas of corporate culture, customer-centricity, and communication & cooperation. Pursuant to Article 23 of the Compliance Control Standard, rewards or promotions could be recommended for employees for their contribution in preventing or reducing damages to the company, and the 'Model Employee Award' is presented to employees who achieved outstanding performance in line with our management guidelines at the end of each year. In 2024, a total of 175 model employees were awarded with monetary incentives and leave.

Model Employee Awards granted in 2024

(75 individual awards, 100 group awards)

④ 'Employee Compensation' – Employees

175 persons

Employee Stock Ownership

Hyundai Mobis implements an employee stock ownership program pursuant to the Framework Act on Labor Welfare. This program supports our employees to directly acquire and own employee shares and duly exercise their rights as shareholders. This not only helps them pursue their individual financial gains and motivation, but also allows us to promote labor-management cooperation and management transparency.

Based on the 2024 labor-management agreement, a total of 237,415 shares of employee stock ownership were allocated and deposited for all union members – 165,615 shares in September 2024 and 71,800 shares in December 2024. In April 2024, 16 vested shares were distributed to each of 1,966 employees through employee contributions. In November that year, 7, 15, or 23 shares were allocated to 4,766 employees depending on the amount contributed. This was followed by year-end income deductions and dividend payments.

Employee Stock Ownership Status

* As of the end of Dec. 2024

Shares Owned	Ownership
688,632 shares	0.74%

Actions to Mitigate Material Impacts

Safety and Health

Hyundai Mobis puts safety and health before all else throughout its business operations, advancing safety management with this mind. Our safety and health implementation strategy is established and executed in alignment with our goal of meeting global standards in our safety culture and system.

Safety and Health Implementation Strategy

Enhancing Serious Accident Prevention Solutions	- Expand focused safety management for three major types of serious accidents (BIG3) - Embed compliance with safety procedures into day-to-day routines - Strengthen management of near-miss and minor accidents - Take corrective / mitigation measures for electric shock and battery fires - Establish a rapid response system across all domestic operations through an integrated disaster prevention system
Transitioning the Safety Management Framework	- Transition to systemic implementation management including safety inspection improvement - Establish and operate a risk-based safety management system - Ensure on-site application and appropriateness of MSRS and Serious Accidents Punishment compliance reviews, receive third-party verification - Strengthen fundamentals to establish an autonomous SHE management system at overseas subsidiaries
Enhancing safety engagement across all levels	- Establish a continuous inspection system involving top management and site leaders - Strengthen the roles of supervisors - Engage in joint labor-management activities (safety declaration, joint inspection) and engage workers in on-site safety checks
Fostering a proactive and healthy workplace	- Operate disease prevention and management programs - Facilitate health promotion programs tailored to individuals with medical conditions - Expand a culture of health management through the Health Integrated Management System (HIMS)
Establishing a response system to minimize environmental impact	- Achieve Zero Waste to Landfill (ZWTL) validation - Reduce additional emissions of air pollutants to zero - Reduce water consumption and expand water reuse - Develop environmental design standards and promote upcycling

Ⓜ 'Safety Management Targets' – Employees

Occupational Safety and Health System

Internal Safety System and Culture Assessment Methodology (MSRS¹⁾)

Hyundai Mobis is advancing its safety management system to ensure all its operation sites meet global standards in their safety management system and capabilities. Our safety system and culture are assessed through the methodologies used by global certification bodies, and risks and vulnerabilities are identified through diverse and objective methods to pursue fundamental improvements. We developed our independent safety system and culture assessment methodology (MSRS) in reflection of Korea's Serious Accidents Punishment Act and other SHE regulations. We are building upon this achievement to set our mid-to long-term goals and operate a sustainable safety management system.	<table> <tr> <th></th><th>Level</th></tr> <tr> <td>2022</td><td>61 (Level 4)</td></tr> <tr> <td>2023</td><td>61.5 (Level 5)</td></tr> <tr> <td>2024</td><td>70.2 (Level 6)</td></tr> <tr> <td>2025 (target)</td><td>Level 7</td></tr> </table>		Level	2022	61 (Level 4)	2023	61.5 (Level 5)	2024	70.2 (Level 6)	2025 (target)	Level 7
	Level										
2022	61 (Level 4)										
2023	61.5 (Level 5)										
2024	70.2 (Level 6)										
2025 (target)	Level 7										
1) MSRS (Mobis Safety Rating System): 469 items in 15 elements											

Safety and Health Management Certification

As of December 2024, 68 domestic and overseas sites were certified to ISO 45001, establishing site-level occupational safety and health management processes, which serve as a foundation for ongoing review and improvement efforts.

Safety Management for On-site Suppliers

Hyundai Mobis develops and implements safety and health action plans in conjunction with its suppliers to help enhance their safety and health operations and pursue mutual development.

Safety and Health Management System Certification²⁾

* As of the end of Dec. 2024

Category	Sites Subject to Certification (number of locations)	Sites Certified (number of locations)	Certification Rate (%)
Domestic	HQ	1	100
	Manufacturing	4	100
	Parts centers ³⁾	29	100
	Subsidiaries ⁴⁾	19	100
Overseas	Manufacturing ⁵⁾	18	83.3
Total		71	95.8

2) For details, refer to the 'Certifications' – Appendix section
 3) Headquarters, distribution centers (5), parts centers (22), Cheonan Storage
 4) MOTRAS (12), UNITUS (5), H Green Power (1), Hyundai IHL (1)
 5) Exclude locations that were not operating (before mass-production, manufacturing halted, etc.) or had been in mass production for less than one year as of the end of 2024

Ⓜ 'Certifications' – Appendix

Safety Management for On-site Suppliers

Activity
① Hold regular monthly meetings with suppliers at each operation site
② Review operational status through 365 joint patrols
③ Enhance safety awareness through training course development and assistance
④ Support suppliers in achieving ISO 45001 certification
⑤ Engage in safety and health win-win collaboration projects for procurement - Provide focused consulting support and issue standard guidance

Actions to Mitigate Material Impacts

Fostering a Safety and Health Culture

SH&E Academy

Hyundai Mobis has established a company-wide safety and health training system and continues to increase investments in training to raise safety awareness at all levels and prevent potential accidents. As part of such efforts, we launched the Hyundai Mobis SH&E¹⁾ Academy in 2023 in Asan, South Chungcheong, and then opened the ‘Safety Experience Center’ in 2024 to provide field-oriented hands-on training, offering highly immersive safety training with enriched experiential content.

1) SH&E: Safety, Health, Environment

Category	Program	Training Participants
Role-based training (customized training by role / level)	Safety leadership for executives	• CEO and senior executives
	Safety Leader	• Selected BU / team leaders
	Supervisors	• Legally appointed supervisors
	All team leaders	• Team leaders, site / center heads
	Safety Keyman	• Working-level safety managers
Mandatory training (required by law/internal policy)	Labor-management capacity building	• Safety stakeholders
	Statutory safety training	• General workers / supervisors
	SHE onboarding	• Position holders / new hires expatriates / SHE personnel
	On-site managers from contractors	• On-site managers from equipment / facility contractors
	Personnel from procurement suppliers	• Safety personnel from procurement suppliers
Specialized training (Competency enhancement of safety and health personnel / managers)	Job training	• Employees other than the safety and health manager
	SHE Basic / Master	• All SHE working-level staff
	Professional certifications	• Selected candidates

Employees who completed
SH&E Academy training in
2024

2,260 persons

27 training programs provided in online and in-person formats

Providing Safety Awareness-raising Content

To foster a safety culture at all levels of the company, we operate ‘Hyundai Mobis Safety Mode’, our safety-themed YouTube channel. We produce content in various formats, including training videos on occupational and daily safety rules and accident prevention campaigns, to raise employees’ safety awareness. Such content is made regularly available through ‘safety clip’ newsletters.

SHE Reporting Channel

To establish a self-directed safety culture among employees, we operate the SHE reporting channel in web and mobile environments to share accidents, report risk factors, and make inquiries. Once a report is submitted, responsible personnel promptly take action and make improvements. To encourage employees’ participation, rewards are provided to high-frequency participants and excellent contributors each month as well as excellent proposal makers each quarter. This helps motivate employees and foster a culture of voluntary safety participation.

8 Major Safety Rules

Hyundai Mobis abides by the eight major safety rules established for key types of risk to ensure safety awareness is embedded into employees’ daily routines.

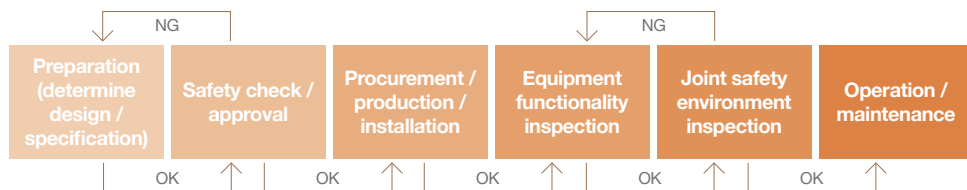
Do not use your mobile phone while working or walking	Smoke only at the designated spot	Be sure to wear protective gear properly according to the nature of the work	Do not disengage any of the safety devices installed on facilities
Do not enter an area where facilities are running or logistics work is in progress without authorization	Honor the speed limit within company premises	Use the pedestrian-only passage when you walk around the site	Follow the procedures for authorization for precautionary safety measures

Actions to Mitigate Material Impacts

Workplace Safety Risk Inspection

Operating the Preemptive Safety Audit System

To ensure the safety of our facilities and equipment in the workplace, we operate the preemptive safety audit system in compliance with pertinent domestic / international specifications. This helps us improve the safety of our facilities under operation, and conduct regular inspections on basic safety specifications to fundamentally reduce risk factors.



Introducing the DFS System

To proactively eliminate safety risks across the lifecycle of facilities and prevent relevant accidents, Hyundai Mobis has established and mandated the use of the DFS¹⁾ system as the first in the domestic manufacturing industry. Designed to proactively discover and assess risks and develop countermeasures to eliminate safety risks, the DFS system has been deployed at 25 domestic / overseas operation sites, including our North American plant supplying EV parts and our European battery plant as well as our integrated distribution center and technical centers in Korea. We have also established 56 standards across seven areas including machinery, electricity, and firefighting in reflection of on-site feedback. To ensure the expertise and credibility of our DFS system, these standards were verified by technical advisors and certified by a global certification body (Bureau Veritas). Implementing the DFS system mandated that key structures of our battery handling facilities be equipped with fire-resistant features to prevent their complete burn-down in the event of large-scale fires. This system also applies enhanced seismic performance standards by categorizing risks according to the specific use of work areas to guarantee the safety of resident workers.

1) DFS: Design for Safety

Safety Environment Inspection

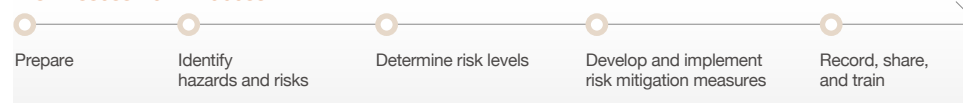
To ensure safety and health in the workplace and minimize the occurrence of serious accidents, we launched 365 Joint Patrols and the advisory committee bringing together our on-site safety personnel and the Korean Industrial Safety Association in 2021, and have since conducted regular monthly inspections. Focus areas across processes, tasks, and facilities are selected by respective business divisions to mandate monthly intensive inspections on high-risk areas to prevent serious accidents. Inspections are also conducted on items considered to be high-risk factors as monthly themes. We also provide focused guidance and advice on the overall management framework including our safety and health organization, training, and accident management system. Since 2023, we have adopted an integrated SHE platform to conduct system-based safety environment inspections.

Risk Assessment

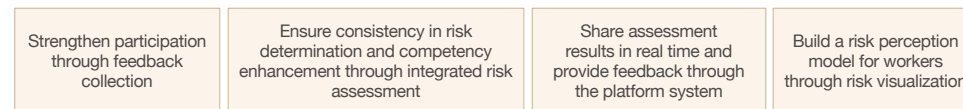
Hyundai Mobis' risk assessment process is in accordance with the Occupational Safety and Health Act and the Serious Accidents Punishment Act. We identify the characteristics of assessment target sites in advance and engage workers in on-site assessments to render risk assessments more effective. For identified risks, their risk level is determined according to scale and likelihood, and measures are developed to mitigate these risks and actionable plans are implemented such as change in equipment. The assessment results are shared with workers, included in training, and communicated on an ongoing basis through TBMs²⁾ and internal bulletin boards. We move beyond statutory risk assessment to establish our unique risk assessment standard model. This model guides our company-wide integrated risk assessments, which allowed us to uncover 48,296 risks in total in 2024, including 592 risks identified in need of improvements.

2) TBM: Tool Box Meeting

Risk Assessment Process



Risk Assessment Implementation Strategy



Response to Safety Accidents and Emergencies

Hyundai Mobis operates an emergency response system to take immediate action when an accident occurs. All our operation sites independently manage their emergency response manuals and conduct regular emergency drills at least once a year to bolster their response capabilities. Each operation site is equipped with evacuation and rescue supplies, and provides Life Guardian (CPR first responder) training to strengthen emergency preparedness. Major injuries that occur across our operations include being jammed in manufacturing equipment, accidents involving forklifts, and fall incidents during work at height. To prevent these accidents, we are enhancing focused inspections on serious high-risk accidents (BIG3), pre-work inspections, inspections with third-party professionals, and worker trainings. To protect our employees from musculoskeletal diseases, we assess hazards straining the musculoskeletal system and provide exercise programs. If an accident occurs in spite of our best efforts, we take prompt action according to the set response manuals to minimize any resulting injuries. All workers are entitled to suspend or refuse work in the presence of any urgent risk of injury. For occupational injuries, we take proactive action by providing rehabilitation support. Meanwhile, we have developed a situation / phase-specific emergency response system to respond to disasters such as earthquakes and typhoons, and conduct regular drills to enhance our emergency preparedness.

Actions to Mitigate Material Impacts

Employee Health Management

Hyundai Mobis is expanding its safety and health infrastructure to provide a healthy workplace for employees and is undertaking tailor-made support activities.

Health Promotion Programs for Employees with Medical Conditions

- **Employees experiencing chronic pain:** Prevent musculoskeletal disorders using exercise therapy and 3D body posture analysis, provide height-adjustable ergonomic desks for all employees and executives
- **Smoking cessation:** Provide smoking cessation supplies and counseling programs
- **Obesity and chronic disease prevention:** Health consultations, lifestyle improvement programs, group weight loss programs, virtual aerobic exercise programs using mobile apps
- **Cardiometabolic disease prevention:** Introduce equipment for measuring HbA1c and cholesterol levels, implement a health management program to promote healthy lifestyle habits and prevent cardiovascular diseases among all employees (Mobis 1-Million Steps Challenge)

Health Integrated Management System (HIMS)

To establish employees' self-initiated healthcare practices, we installed a total of 88 InBody BMI (Body Mass Index) analysis devices while developing an HIMS¹⁾ application and website and operating them in sync with InBody devices. The HIMS provides all workers, including on-site supplier employees, with wide-ranging health information including the cumulative data management of individual health checkup results, BMI analysis and change management, and daily routine management (workout, meals, etc.) to encourage workers to take their health awareness into their own hands and adopt healthier lifestyle practices.

1) HIMS: Health Integrated Management System

Support for Medical Expenses

Hyundai Mobis helps our employees pay for comprehensive health checkups and flu vaccinations as well as statutory checkups to lead a healthy life. We also make automatic settlements and payments for the hospital charges of our employees and their families to ensure they receive appropriate medical treatment. We cover 50% of the comprehensive checkup costs for all employees, and 100% support for employee 35 old and older every three years.

Operating the Health Management Center and the Psychological Counseling Center

Hyundai Mobis operates specialized organizations and site-level health management centers as part of its diverse health promotion activities to assist employees in leading a thriving career. Healing Sam, our in-house psychological counseling center, has been accessible both online and offline since 2014, providing mental health support for all employees. In addition to counseling and treatment provided by licensed counselors, we also run wide-ranging programs including online self-assessment service, video counseling for expatriates, and our monthly Healing Letter publication. Individual counseling sessions and their details are kept strictly confidential according to the counselors' code of ethics. The health management centers established at respective operation sites are staffed with professional nurses, who engage in basic medical services such as the distribution of over-the-counter medications and wound dressings, along with general health counseling for disease prevention. We also leverage employees' health checkup data to preemptively identify high-risk groups and provide personalized healthcare services. Furthermore, we take a precautionary approach to identifying employees with specific medical conditions based on the employee health checkup data accumulated on our health management system, providing follow-up care and managing employee health on an on-going basis.

Consultation rate for
all employees with medical
conditions in 2024

100%

Nurturing CPR First Responders (Life Guardian)

To safeguard the life of our employees and to keep abreast with the government agencies' serious accidents prevention roadmap, Hyundai Mobis regularly provides specialized first aid training in partnership with the Korean Red Cross. This helps employees at respective operation sites take much-needed action (within the first 4 minutes) of any witnessed heart attack symptoms. Participating employees receive theoretical and practice training on how to perform emergency treatment for airway obstruction, how to do CPR, and how to use AEDs²⁾. Upon completion of training, they are appointed as Life Guardians in their respective workplace to help keep their coworkers safe and healthy. In 2024, a total of 178 employees received CPR refresher training, and we will follow up on trainings with regular events and further trainings to ensure swift response in the event of any acute cardiac arrest. We also installed 177 units of AED at our respective operation sites, which are life-saving devices in the event of a heart attack, and continue with management and monitoring to strengthen our emergency management and response capabilities. We make sure AEDs are managed in accordance with installation and maintenance guidelines and are not used beyond 10 years from their manufacturing date. We conducted full inspections on all AEDs installed across the organization to identify their date of manufacturing and determine those requiring replacement. As a result, 43 outdated AED units were replaced with new ones. These efforts ensure that we better respond to any incident of cardiac arrest in the workplace and further focus on keeping our employees safe and healthy.

2) AED: Automated External Defibrillator

Metrics & Targets

Grievance Handling and Human Rights Impacts

Human Rights Management Targets

Hyundai Mobis will conduct regular human rights impact assessments and implement identified priorities in focus areas such as non-discrimination, working conditions, compensation, humane treatment, prohibition of workplace harassment, freedom of association and collective bargaining, child labor, forced labor, human trafficking, exploitation, and living wages, advancing human rights risk management on an ongoing basis. In 2025, we plan to conduct human rights impact assessments in alignment with ESG assessment and due diligence. In 2026, we will update checklist evaluation indicators and introduce employee surveys across domestic operation sites. In 2027, we plan to expand these surveys to overseas subsidiaries and standardize human rights management practices across the organization.

Human Rights Grievance Handling¹⁾

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Percentage of total human rights grievances handled	%	100	~	~	100	91.7	83.3	92.6	91.1	100	100	99.2	99.3
Grievances submitted and substantiated	Cases	14	~	~	14	12	6	27	45	14	16	123	153
Grievances handled		14	~	~	14	11	5	25	41	14	16	122	152

1) Cases handled through Compliance Helpline, Hello HR, and grievance handling channels of respective domestic and overseas subsidiaries

Compliance Grievance Handling Channels¹⁾

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Percentage of compliance grievances handled	%	100	~	~	100	92.5	83.3	90.3	90.5	90.0	100	95.0	95.0
Cases received	Cases	42	~	~	42	40	6	207	253	40	45	735	820
Cases handled		42	~	~	42	37	5	187	229	36	45	698	779

1) Cases handled through Compliance Helpline and grievance handling channels at respective overseas subsidiaries

Human Rights Training (Compliance Training)

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Percentage of employees who completed human rights training	%	97.8	~	~	97.8	98.7	65.7	61.3	76.6	99.2	100	71.7	89.9
Number of employees who completed human rights training ¹⁾	Persons	9,769	~	~	9,769	9,581	3,456	6,277	19,314	9,761	5,079	5,596	20,436

1) Excluding on-site and temporary/dispatch workers in Korea (parent)

Grievance Handling and Human Rights Impacts

Human Rights Risk Management

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Desk-based assessment	Assessment rate	%	100	~	100	100	50.0	~	100	90.0	100	~	84.6	92
	Operation sites subject to assessments ¹⁾	Sites	4	~	15	19	4	~	16	20	21	~	29	50
	Operation sites assessed	Sites	4	~	15	19	2	~	16	18	21	~	25	46
Risk identification	Percentage of risks identified ²⁾	%	0	~	26.7	21.1	50.0	~	62.5	61.1	23.8	~	18.2	20.9
	Operation sites identified for risks	Sites	0	~	4	4	1	~	10	11	5	~	4	9
On-site assessment	On-site assessment rate	%	0	~	100	100	100	~	70.0	72.7	100	~	100	100
	Operation sites that received on-site assessments	Sites	0	~	4	4	1	~	7	8	5	~	4	9
Risks for which action was taken	Percentage of risks for which action was taken	%	~	~	~	~	35.7	~	75.0	70.2	96.6	~	80.5	84.7
	Identified risks	Risks	0	~	~	~	14	~	100	114	29	~	82	111
	Serious human rights violation ³⁾	Cases	0	~	~	~	0	~	0	0	0	~	0	0
	Risks for which action was taken	Risks	~	~	~	~	5	~	75	80	28	~	66	94

1) Based on manufacturing sites, exclude sites not operating (before mass-production, manufacturing suspended etc.)

2) Percentage of operation sites identified for risks out of operation sites assessed

3) Refer to serious human rights violations such as forced labor and child labor

Grievance Handling and Human Rights Impacts

Labor Management (Collective Bargaining)

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Labor union membership rate ¹⁾		%	51.0	~	~	51.0	51.8	96.3	66.6	72.7	52.5	92.6	69.5	73.1
Percentage of employees covered by collective agreements ²⁾		%	100	~	~	100	100	100	99.9	100	100	100	100	100
By region	Employees subject to collective agreements	Persons	11,635	~	~	11,635	11,572	9,380	11,700	32,652	11,393	10,128	12,286	33,807
	Employees covered by collective agreements	Persons	11,635	~	~	11,635	11,572	9,380	11,691	32,643	11,393	10,128	12,286	33,807
	Korea	%	~	~	~	~	100	100	~	100	100	100	~	100
	China	%	~	~	~	~			99.8	99.8			100	100
	Americas	%	~	~	~	~			100	100	~	~	100	100
	Europe	%	~	~	~	~	~	~	100	100			100	100
	Asia Pacific/others	%	~	~	~	~			0	0			0	0
Labor-management consultations ³⁾		Times	59	~	~	59	74	174	59	307	52	190	37	279
Collective bargaining		Times	49	~	~	49	67	100	35	202	46	79	5	130
Labor-management consultation		Times	10	~	~	10	7	74	24	105	6	111	32	149

1) Percentage of unionized employees among eligible employees (those below senior manager level and others)

2) Certain programs vary in scope of application depending on job function or position

3) Labor-management communication on maintaining and improving working conditions

Work-Life Balance

Corporate Culture

	Unit ²⁾	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Culture Survey scores ¹⁾	%, points	77.9	~	69.0	74.8	81.7	~	78.8	80.7	85.0	~	79.4	82.8

1) Survey questionnaire changed in 2023, domestic subsidiaries are equally surveyed but their results are not disclosed

2) Change in unit due to survey revision: Positive responses (%) in 2021 and 2022, average scores (point) in 2023

Family-related Leave

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries ⁴⁾	Total
Total employees eligible for parental leave ¹⁾	Persons	~	~	~	~	3,359	1,824	2,628	7,811	3,271	2,233	11,270	16,774
Percentage of male employees	%	~	~	~	~	88.9	98.1	60.8	81.6	89.7	98.3	60.3	71.1
Percentage of female employees	%	~	~	~	~	11.1	1.9	39.2	18.4	10.3	1.7	39.7	28.9
Percentage of employees with unspecified gender	%	~	~	~	~	~	~	~	~	~	~	~	~
Total employees who took parental leave	Persons	197	~	1,021	1,218	524	195	1,031	1,750	580	216	881	1,677
Percentage of total employees who took parental leave ²⁾	%	~	~	~	~	15.6	10.7	39.2	22.4	17.7	9.7	7.8	10.0
Percentage of male employees	%	39.1	~	66.0	61.7	74.4	89.7	60.4	67.9	79.1	88.4	56.6	68.5
Percentage of female employees	%	60.9	~	34.0	38.3	25.6	10.3	39.6	32.1	20.9	11.6	43.4	31.5
Percentage of employees with unspecified gender	%	~	~	~	~	~	~	~	~	~	~	~	~
Percentage of employees who returned to work after parental leave ³⁾	%	~	~	~	~	~	~	~	~	96.4	~	~	96.4
Percentage of male employees	%	~	~	~	~	~	~	~	~	97.3	~	~	97.3
Percentage of female employees	%	~	~	~	~	~	~	~	~	90.5	~	~	90.5
Percentage of employees with unspecified gender	%	~	~	~	~	~	~	~	~	~	~	~	~
Percentage of employees who returned from parental leave and continued to work 12 months ³⁾	%	~	~	~	~	~	~	~	~	94.8	~	~	94.8
Percentage of male employees	%	~	~	~	~	~	~	~	~	96.0	~	~	96.0
Percentage of female employees	%	~	~	~	~	~	~	~	~	89.1	~	~	89.1
Percentage of employees with unspecified gender	%	~	~	~	~	~	~	~	~	~	~	~	~

1) Reported since 2023

2) Data aggregated since 2023

3) Newly reported in 2024

4) Change in data aggregation method due to the redefinition of parental leave eligibility at overseas subsidiaries

Employee Profile

Employment Status

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Total employees ¹⁾		Persons	11,635	9,459	21,490	42,584	12,104	9,920	24,159	46,183	12,313	10,432	24,202	46,947
By gender	Male	Persons	10,090	8,826	15,104	34,020	10,464	9,238	17,138	36,840	10,637	9,747	16,405	36,789
	Female	Persons	1,545	633	6,368	8,546	1,640	682	7,000	9,322	1,676	685	7,685	10,046
	Other	Persons	0	0	18	18	0	0	21	21	0	0	112	112
	Percentage of female employees	%	13.3	6.7	29.6	20.1	13.5	6.9	29.0	20.2	13.6	6.6	31.8	21.4
By type of employment ²⁾	Permanent employees ³⁾	Persons	11,104	8,570	18,198	37,872	11,541	9,215	18,871	39,627	11,726	9,338	21,276	42,340
	Male	Persons	9,780	7,971	12,571	30,322	10,130	8,591	12,819	31,540	10,257	8,719	14,342	33,318
	Female	Persons	1,324	599	5,623	7,546	1,411	624	6,045	8,080	1,469	619	6,934	9,022
	Other	Persons	0	0	4	4	0	0	7	7	0	0	0	0
	Temporary employees	Persons	531	889	3,292	4,712	563	705	5,036	6,304	587	1,094	2,873	4,554
	Male	Persons	310	855	2,533	3,698	334	647	4,149	5,130	380	1,028	2,048	3,456
	Female	Persons	221	34	745	1,000	229	58	887	1,174	207	66	713	986
	Other	Persons	0	0	14	14	0	0	0	0	0	0	112	112
	Percentage of temporary employees	%	4.6	9.4	15.3	11.1	4.7	7.1	20.8	13.7	4.8	10.5	11.9	9.7
	Non-guarantee hours employees	Persons	~	~	~	~	0	0	252	252	0	0	53	53
	Male	Persons	~	~	~	~	0	0	170	170	0	0	16	16
	Female	Persons	~	~	~	~	0	0	68	68	0	0	37	37
	Other	Persons	~	~	~	~	0	0	14	14	0	0	0	0
By nationality	Korea	Persons	11,604	~	493	12,097	12,078	9,920	294	22,292	12,287	10,432	369	23,088
	China	Persons	7	~	3,893	3,900	7	0	3,581	3,588	5	0	3,399	3,404
	US	Persons	6	~	2,996	3,002	6	0	3,530	3,536	6	0	3,271	3,277
	India	Persons	7	~	3,121	3,128	5	0	5,297	5,302	4	0	3,409	3,413
	Czech Republic	Persons	0	~	2,034	2,034	0	0	2,586	2,586	0	0	2,550	2,550
	Slovakia	Persons	~	~	~	~	0	0	2,112	2,112	0	0	2,358	2,358
	Germany	Persons	~	~	~	~	2	0	387	389	2	0	286	288
	Mexico	Persons	~	~	~	~	0	0	2,597	2,597	0	0	4,282	4,282
	Others	Persons	11	~	8,949	8,960	6	0	2,318	2,324	9	0	3,497	3,506
	Unidentified	Persons	0	~	4	4	0	0	1,457	1,457	0	0	781	781

1) Total headcount in Korea (parent), include 3 registered executives as compared to B. Overview of Employees and Others of the 2025 Annual Business Report (excluding Chairman)

2) Include short-term workers, no daily workers

3) Include executives

Employee Profile

Employment Status

			2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
By region	Korea	Persons	11,635	9,459	0	21,094	12,104	9,920	0	22,024	12,313	10,424	0	22,737
	Male	Persons	10,090	8,826	0	18,916	10,464	9,238	0	19,702	10,637	9,740	0	20,377
	Female	Persons	1,545	633	0	2,178	1,640	682	0	2,322	1,676	684	0	2,360
	Other	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	China	Persons			3,938	3,938			3,590	3,590		1	3,408	3,409
	Male	Persons			2,872	2,872			2,553	2,553		1	2,422	2,423
	Female	Persons			1,066	1,066			1,037	1,037		0	986	986
	Other	Persons			0	0			0	0		0	0	0
	Americas	Persons			7,674	7,674			7,802	7,802		4	9,444	9,448
	Male	Persons			5,067	5,067			4,998	4,998		3	5,952	5,955
	Female	Persons			2,589	2,589			2,783	2,783		1	3,380	3,381
	Other	Persons			18	18			21	21		0	112	112
	Europe	Persons			6,598	6,598			7,343	7,343		2	7,899	7,901
	Male	Persons			4,221	4,221			4,550	4,550		2	4,976	4,978
	Female	Persons			2,377	2,377			2,793	2,793		0	2,923	2,923
	Other	Persons			0	0			0	0		0	0	0
	Asia Pacific/Others (excluding Korea and China)	Persons			3,280	3,280			5,424	5,424		1	3,451	3,452
	Male	Persons			2,944	2,944			5,037	5,037		1	3,055	3,056
	Female	Persons			336	336			387	387		0	396	396
	Other	Persons			0	0			0	0		0	0	0

Employee Profile

Employment Status

			2022				2023				2024			
			Unit	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries
By job position/ group	Executives	Persons	81	~	37	118	87	17	17	121	82	14	10	106
	Male	Persons	81	~	37	118	87	17	17	121	82	14	10	106
	Female	Persons	0	~	0	0	0	0	0	0	0	0	0	0
	Other	Persons	0	~	0	0	0	0	0	0	0	0	0	0
	Percentage of female executives	%	0	~	0	0	0	0	0	0	0	0	0	0
	Management positions ¹⁾	Persons	8,859	1,318	6,687	16,864	9,352	1,395	5,805	16,552	6,094	819	2,677	9,590
	Male	Persons	7,896	1,176	5,191	14,263	8,300	1,243	4,183	13,726	5,768	797	2,055	8,620
	Female	Persons	963	142	1,492	2,597	1,052	152	1,616	2,820	326	22	622	970
	Other	Persons	0	0	4	4	0	0	6	6	0	0	0	0
	Percentage of female employees in management positions	%	10.9	10.8	22.3	15.4	11.2	10.9	27.8	17.0	5.3	2.7	23.2	10.1
	- Senior management positions	Persons	5,369	~	1,784	7,153	5,828	770	1,833	8,431	556	182	762	1,500
	Male	Persons	5,141	~	1,492	6,633	5,552	750	1,459	7,761	547	182	640	1,369
	Female	Persons	228	~	289	517	276	20	371	667	9	0	122	131
	Other	Persons	0	~	3	3	0	0	3	3	0	0	0	0
	Percentage of female employees in senior management positions	%	4.2	~	16.2	7.2	4.7	2.6	20.2	7.9	1.6	0	16.0	8.7
	- Junior management positions	Persons	3,490	~	4,903	8,393	3,524	625	3,972	8,121	5,538	637	1,915	8,090
	Male	Persons	2,755	~	3,699	6,454	2,748	493	2,724	5,965	5,221	615	1,415	7,251
	Female	Persons	735	~	1,203	1,938	776	132	1,245	2,153	317	22	500	839
	Other	Persons	0	~	1	1	0	0	3	3	0	0	0	0
	Percentage of female employees in junior management positions	%	21.1	~	24.5	23.1	22.0	21.1	31.3	26.5	5.7	3.5	26.1	10.4
	Non-management positions	Persons	2,695	8,141	14,766	25,602	2,665	8,508	18,337	29,510	6,137	9,599	21,515	37,251
	Male	Persons	2,113	7,650	9,876	19,639	2,077	7,978	12,938	22,993	4,787	8,936	14,340	28,063
	Female	Persons	582	491	4,876	5,949	588	530	5,384	6,502	1,350	663	7,063	9,076
	Other	Persons	0	0	14	14	0	0	15	15	0	0	112	112
	Percentage of female employees in non-management positions	%	21.6	6.0	33.0	23.2	22.1	6.2	29.4	22.0	22.0	6.9	32.8	24.4
By age group	Under 30	Persons	1,968	~	6,523	8,491	2,127	1,989	8,166	12,282	2,199	1,957	6,830	10,986
	30 and over and under 50	Persons	7,085	~	12,561	19,646	7,340	7,106	13,111	27,557	7,334	7,519	14,230	29,083
	50 and over	Persons	2,582	~	2,406	4,988	2,637	825	2,805	6,267	2,780	956	2,998	6,734
	Unidentified	Persons	0	~	0	0	0	0	77	77	0	0	144	144
	Percentage of employees under 30	%	16.9	~	30.4	25.6	17.6	20.1	33.8	26.6	17.9	18.8	28.2	23.4
	Percentage of employees 30 and over and under 50	%	60.9	~	58.5	59.3	60.6	71.6	54.3	59.7	59.6	72.1	58.8	61.9
	Percentage of employees 50 and over	%	22.2	~	11.2	15.1	21.8	8.3	11.6	13.6	22.6	9.2	12.4	14.3
	Percentage of employees with unspecified age	%	~	~	~	~	~	~	0.3	0.2	~	~	0.6	0.3

1) Revise 2022 data by excluding executives from management positions (categorized separately)

• Definition of management positions in 2022 and 2023:

- Management position: management and research roles
- Senior management position: among all administrative employees, those at or above the senior manager
- Junior management position: among all administrative employees, those below the senior manager
- Non-management position: contract employees, special appointment staff, and field workers

• Redefinition of management positions from 2024

- Senior management position: Employees at or above levels senior managers in management roles
- Junior management position: Employees at or above levels senior manager
- Non-management position: Employees at levels below senior manager

Employee Profile

Employment Status

		Unit	2022				2023				2024				
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	
By other categories	STEM ¹⁾ positions (permanent positions in the R&D Center)	Persons	4,117	~	1,311	5,428	4,499	150	1,466	6,115	4,592	148	531	5,271	
	Male	Persons	3,606	~	964	4,570	3,925	122	1,082	5,129	3,990	119	437	4,546	
	Female	Persons	511	~	347	858	574	28	382	984	602	29	94	725	
	Other	Persons	0	~	0	0	0	0	2	2	0	0	0	0	
	Percentage of female employees in STEM positions	%	12.4	~	26.5	15.8	12.8	18.7	26.1	16.1	13.1	19.6	17.7	13.8	
	Profit-generating positions (for management positions)	Persons	1,216	~	2,881	4,097	1,254	19	4,703	5,976	1,298	262	1,726	3,286	
	Male	Persons	1,079	~	1,962	3,041	1,109	15	3,333	4,457	1,137	208	1,184	2,529	
	Female	Persons	137	~	905	1,042	145	4	1,364	1,513	161	54	542	757	
	Other	Persons	0	~	14	14	0	0	6	6	0	0	0	0	
	Percentage of female employees in profit-generating positions	%	11.3	~	31.4	25.4	11.6	21.1	29.0	25.3	12.4	20.6	31.4	23.0	
	Total number of employees with disabilities	Persons	148	~	160	308	128	250	159	537	117	250	206	573	
	Employees with disabilities by gender ²⁾	Male	Persons	~	~	~	~	~	~	~	~	108	244	143	495
		Female	Persons	~	~	~	~	~	~	~	~	9	6	62	77
		Other	Persons	~	~	~	~	~	~	~	~	0	0	1	1
		Percentage of male employees with disabilities	%	~	~	~	~	~	~	~	~	0.9	2.3	0.6	1.1
		Percentage of female employees with disabilities	%	~	~	~	~	~	~	~	~	0.1	0.1	0.3	0.2
	Percentage of employees with disabilities		%	1.3	~	0.7	0.9	1.1	2.5	0.7	1.2	1.0	2.4	0.9	1.2

1) STEM: Science, Technology, Engineering and Mathematics

2) Newly reported in 2024

Internal Recruitment

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Positions filled through open positions	Persons	56	~	369	425	18	10	153	181	26	31	344	401
Percentage of positions filled through open positions ¹⁾	%	4.5	~	8.6	7.7	2.4	1.2	6.1	4.4	4.6	17.5	4.8	5.0

1) Employees relocated through the open position program / (employees relocated through the open position program + newly recruited employees) × 100

Employee Profile

New Employee Hires

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
New employee hires in permanent positions (direct employment)		Persons	1,181	~	3,928	5,109	732	800	2,368	3,900	536	146	6,865	7,547
Percentage of new employee hires ¹⁾		%	10.2	~	18.3	12.0	6.0	8.1	9.8	8.4	4.4	1.4	28.4	16.1
By gender	Male	Persons	938	~	2,284	3,222	614	755	1,547	2,916	450	136	4,187	4,773
	Female	Persons	243	~	1,625	1,868	118	45	819	982	86	10	2,678	2,774
	Other	Persons	0	~	19	19	0	0	2	2	0	0	0	0
	Percentage of males	%	79.4	~	58.1	63.1	83.9	94.4	65.3	74.8	84.0	93.2	61.0	63.2
	Percentage of females	%	20.6	~	41.4	36.6	16.1	5.6	34.6	25.2	16.0	6.8	39.0	36.8
	Percentage of other	%	0	~	0.5	0.4	0	0	0.08	0.05	0	0	0	0
By age group	Under 30	Persons	834	~	1,886	2,720	451	262	1,146	1,859	391	47	3,472	3,910
	30 and over and under 50	Persons	347	~	1,746	2,093	279	533	1,024	1,836	145	92	3,059	3,296
	50 and over	Persons	0	~	296	296	2	5	198	205	0	7	334	341
	Percentage of new employees under 30	%	70.6	~	48.0	53.2	61.6	32.8	48.4	47.7	72.9	32.2	50.6	51.8
	Percentage of new employees 30 and over and under 50	%	29.4	~	44.5	41.0	38.1	66.6	43.2	47.1	27.1	63.0	44.6	43.7
	Percentage of employees 50 and over	%	0	~	7.5	5.8	0.3	0.6	8.4	5.3	0	4.8	4.9	4.5
By type	New employees in future new industry sectors	Persons	175	~	~	175	168	~	~	168	119	23	31	173
	Percentage of new employees in future new industry sectors	%	14.8	~	~	14.8	23.0	~	~	23.0	22.2	15.8	0.5	2.3
New employees in temporary positions		Persons	357	~	3,653	4,010	406	1,792	6,778	8,976	452	1,574	2,943	4,969
Recruiting costs		KRW million	2,546	~	2,173	4,719	2,931	198	4,492	7,620	3,298	316	5,350	8,963
Average recruiting costs per person ²⁾		KRW	1,655,275	~	286,654	517,484	2,575,572	76,237	491,098	591,814	3,337,759	183,646	545,437	716,141

1) Percentage of new employees against total headcount, direct recruitment

2) Total annual expenditures for recruitment/total number of new employees

Employee Profile

Turnover

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Turnover		Persons	895	~	6,965	7,860	671	1,590	9,539	11,800	779	1,417	6,675	8,871
Turnover rate ¹⁾		%	7.7	~	32.4	23.7	5.5	16.0	39.5	25.6	6.3	13.6	27.6	18.9
By gender	Male	Persons	717	~	5,170	5,887	520	1,510	7,966	9,996	603	1,345	4,374	6,322
	Female	Persons	178	~	1,785	1,963	151	80	1,560	1,791	176	72	2,290	2,538
	Other	Persons	0	~	10	10	0	0	13	13	0	0	11	11
	Turnover rate for males	%	6.2	~	24.1	17.8	4.3	15.2	33.0	21.6	4.9	12.9	18.1	13.5
	Turnover rate for females	%	1.5	~	8.3	5.9	1.2	0.8	6.5	3.9	1.4	0.7	9.5	5.4
	Turnover rate for other	%	~	~	0.05	0.05	~	~	0.05	0.03	~	~	0.05	0.02
By age group	Under 30	Persons	341	~	4,271	4,612	225	825	6,971	8,021	235	644	3,634	4,513
	30 and over and under 50	Persons	209	~	2,330	2,539	134	693	2,217	3,044	235	648	2,616	3,499
	50 and over	Persons	345	~	364	709	312	72	351	735	309	125	425	859
	Turnover rate of age under 30	%	2.9	~	19.9	13.9	1.9	8.3	28.9	17.4	1.9	6.2	15.0	9.6
	Turnover rate of age 30 and over and under 50	%	1.8	~	10.8	7.7	1.1	7.0	9.2	6.6	1.9	6.2	10.8	7.5
	Turnover rate of age 50 and over	%	3.0	~	1.7	2.1	2.6	0.7	1.5	1.6	2.5	1.2	1.8	1.8
Voluntary turnover		Persons	280	~	3,605	3,885	181	400	6,178	6,759	153	250	5,550	5,953
Voluntary turnover rate ²⁾		%	2.4	~	16.8	11.7	1.5	4.0	25.6	14.6	1.2	2.4	22.9	12.7
By gender	Male	Persons	212	~	2,259	2,471	135	371	4,996	5,502	116	240	3,648	4,004
	Female	Persons	68	~	1,344	1,412	46	29	1,176	1,251	37	10	1,902	1,949
	Other	Persons	0	~	2	2	0	0	6	6	0	0	0	0
	Turnover rate for males	%	1.8	~	10.5	7.5	1.1	3.7	20.7	11.9	0.9	2.3	15.1	8.5
	Turnover rate for females	%	0.6	~	6.3	4.3	0.4	0.3	4.9	2.7	0.3	0.1	7.9	4.2
	Turnover rate for other	%	~	~	0.01	0.01	~	~	0.02	0.01	~	~	~	~
By age group	Under 30	Persons	159	~	1,923	2,082	75	203	4,283	4,561	68	129	3,262	3,459
	30 and over and under 50	Persons	109	~	1,448	1,557	78	187	1,708	1,973	67	101	2,000	2,168
	50 and over	Persons	12	~	234	246	28	10	187	225	18	20	288	326
	Turnover rate of age under 30	%	1.4	~	8.9	6.3	0.6	2.0	17.7	9.9	0.6	1.2	13.5	7.4
	Turnover rate of age 30 and over and under 50	%	0.9	~	6.7	4.7	0.6	1.9	7.1	4.3	0.5	1.0	8.3	4.6
	Turnover rate of age 50 and over	%	0.1	~	1.1	0.7	0.2	0.1	0.8	0.5	0.1	0.2	1.2	0.7

1) Turnover rate = (number of total leavers) / (total number of employees) × 100, include fixed-term workers (contract workers, trainees, etc.) leaving due to contract termination

2) Voluntary turnover rate = (total number of leavers-number of employees who voluntarily resign or resign upon company recommendation) / total number of employees, exclude retirement, fatalities, dismissals, relocation to Group affiliates, and contract termination

Training and Competency Development

Training Overview

		2022				2023				2024				
		Unit	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Employees who completed training ¹⁾		Persons	11,691	~	20,957	32,648	10,085	8,474	47,941	66,500	10,313	9,322	32,002	51,637
Total annual training hours ²⁾		Hours	833,257	~	236,578	1,069,835	566,310	173,951	234,098	974,359	569,020	186,389	210,067	965,476
Average training hours per person ³⁾		Hours/person	71.3	~	11.3	32.8	46.8	17.5	9.7	21.1	46.2	17.9	8.7	20.6
By gender ⁴⁾	Training hours for males	Hours	727,374	~	162,822	890,196	482,910	164,605	155,171	802,686	485,235	175,762	141,404	802,401
	Training hours for females	Hours	105,883	~	73,756	179,639	83,400	9,346	75,739	168,485	83,785	10,627	68,044	162,456
	Training hours for other	Hours	0	~	0	0	0	0	3,188	3,188	0	0	619	619
	Average training hours per male	Hours/person	72.1	~	10.8	35.3	46.1	17.8	9.1	21.8	45.6	18.0	8.6	21.8
	Average training hours per female	Hours/person	68.5	~	11.6	22.7	50.9	13.7	10.8	18.1	50.0	15.5	4.1	4.4
By job position ⁵⁾	Management positions (senior manager and higher level)	Hours	459,691	~	25,352	485,043	308,785	16,654	62,549	387,988	326,041	30,019	24,212	380,272
	Training hours for non-management positions (below senior manager level)	Hours	373,566	~	211,226	584,792	257,525	140,996	171,549	570,070	242,979	156,370	185,855	585,204
By type of training	Online training hours	Hours	551,795	~	90,931	642,726	393,374	140,196	51,111	584,681	424,571	157,004	46,661	628,236
	Offline training hours	Hours	281,462	~	145,647	427,109	172,936	33,755	182,987	389,678	144,449	29,385	163,406	337,240
Training expenses		KRW million	13,182	~	3,860	17,042	15,105	1,684	6,997	23,787	15,455	1,264	4,397	21,116
Average training expenses per person ⁶⁾		KRW/person	1,127,511	~	184,180	521,979	1,247,974	169,753	289,639	515,056	1,255,169	121,158	181,671	449,775

1) Eliminated duplicates in domestic (parent) data

2) The 2022 domestic (parent) data cover domestic subsidiaries, data for domestic subsidiaries have been separately disclosed since 2023

3) Change in calculation criteria starting from 2023 (total training hours/total employees)

4) Training data for certain overseas subsidiaries were not disaggregated by gender, and such data were included under the 'other' category

5) 2022 and 2023: (management position) managerial/research positions, (non-management position) contract employees, employees in special roles, on-site staff, etc.

Redefinition of management positions in 2024: (management position) employees at or above the senior manager level, (non-management position) employees below the senior manager level

6) Change in calculation criteria starting from 2023 (total training expenses/total employees)

Training Program

		2022		2023		2024	
		Parent		Parent		Parent	
Certification acquisition		Cases	284		200		195
Community of Practice		Persons	1,218		1,531		1,912
Mentoring		Persons	1,043		1,317		710
Knowledge (year-round learning content)		Persons	31,184		59,569		47,897
SW Academy		Persons	2,101		2,521		2,289
Mobility SW learning platform		Persons	2,490		1,926		1,272
Retirement support training ¹⁾	Employees eligible for retirement support training	Persons	321		312		324
	Employees who received retirement support training	Persons	248		246		240

1) Retirement preparation education for employees scheduled to retire, including life planning and financial planning (for employees in the current year and the previous year of retirement)

Evaluation and Compensation

Regular Performance Evaluation¹⁾

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Employees subject to performance evaluations ²⁾		Persons	9,398	~	12,696	22,094	9,920	1,294	11,977	23,191	10,042	1,126	12,660	23,828
By gender	Male	Persons	~	~	~	~	8,623	1,167	8,324	18,114	8,704	1,032	8,493	18,229
	Female	Persons	~	~	~	~	1,297	127	3,647	5,071	1,338	94	4,167	5,599
	Other	Persons	~	~	~	~	0	0	6	6	0	0	0	0
Employees who received performance evaluations		Persons	9,398	~	10,474	19,872	9,920	1,294	11,911	23,125	10,042	1,126	12,475	23,643
By gender	Male	Persons	~	~	~	~	8,623	1,167	8,286	18,076	8,704	1,032	8,374	18,110
	Female	Persons	~	~	~	~	1,297	127	3,620	5,044	1,338	94	4,101	5,533
	Other	Persons	~	~	~	~	0	0	5	5	0	0	0	0
Percentage of evaluations conducted		%	100	~	82.5	89.9	100	100	99.4	99.7	100	100	98.5	99.2
By gender	Percentage of evaluated male employees	%	~	~	~	~	100	100	99.5	99.8	100	100	98.6	99.3
	Percentage of evaluated female employees	%	~	~	~	~	100	100	99.3	99.5	100	100	98.4	98.8
	Percentage of evaluated employees with unspecified gender	%	~	~	~	~	~	~	83.3	83.3	~	~	~	~

1) MBO (Management By Objectives)-based evaluation

2) Domestic: Include executives, office staff, contract employees, and expatriates, exclude on-site staff (compensation is tied to performance evaluation results for employees at the senior manager or above level)

Overseas: Based on the criteria set by each subsidiary

Multi-dimensional Evaluation¹⁾

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries ³⁾	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Target employees ²⁾		Persons	9,016	~	~	9,016	9,515	501	356	10,372	9,652	772	539	10,963
Evaluated employees		Persons	9,016	~	~	9,016	9,515	501	294	10,310	9,652	772	529	10,953
Percentage of evaluations conducted		%	100	~	~	100	100	100	82.6	99.4	100	100	98.1	99.9

1) 360-degree evaluations and others

2) Domestic: Include executives, office staff, and expatriates, exclude contract employees, on-site staff, dispatch workers, and basketball team members

Overseas: Based on the criteria set by each subsidiary

3) Restated the 2023 data to reflect data errors for overseas subsidiaries

Evaluation and Compensation

Employee Compensation

				2022	2023	2024
Unit				Parent	Parent	Parent
Total compensation ¹⁾				KRW million	1,223,642	1,445,902
						1,633,709
By gender ²⁾	Male	Total	KRW million	1,106,667	1,297,409	1,460,102
		Average	KRW million	~	127	141
	Female	Total	KRW million	116,975	148,493	173,606
		Average	KRW million	~	91	104
	Other	Total	KRW million	~	0	0
		Average	KRW million	~	0	0
	Average pay gap ratio (male/female) ³⁾			%	~	28.7
						26.4
By job position (executives)	Average base salary	Male	KRW million	349	352	374
		Female	KRW million	0	0	0
	Average total pay ¹⁾	Male	KRW million	453	464	507
		Female	KRW million	0	0	0
By job position (management) ⁴⁾	Average base salary	Male	KRW million	77	80	98
		Female	KRW million	60	60	91
	Average total pay	Male	KRW million	110	135	164
		Female	KRW million	78	107	141
By job position (non-management) ⁴⁾	Average base salary	Male	KRW million	109	123	60
		Female	KRW million	85	92	54

1) Base salary + bonus + benefits

2) Restated the 2022 total pay data due to change in management criteria (base salary → total pay), newly reported on average pay since 2023

3) ((average pay for males) - (average pay for females)) / (average pay for males) × 100

4) 2022 and 2023: (management position) managerial/research positions, (non-management position) contract employees, employees in special roles, on-site staff, etc.

Redefinition of management positions in 2024: (management position) employees at or above the senior manager level, (non-management position) employees below the senior manager level

Safety and Health Management

Safety Management Targets

Guided by our vision to ‘foster a safe and healthy workplace where all employees can work with peace of mind’, Hyundai Mobis puts safety and health before all else in all aspects of our operations.

We have set our targets of achieving zero serious accidents, reducing injury rates (by 5% in accidents and by 10% in absenteeism) and eliminating accidental fires and electric shocks. To attain these targets, we engage in a variety of safety and health initiatives to keep all our employees healthy and safe.

	Unit	2023	2024	2025 (Target)
		Parent	Parent	Parent
MSRS evaluation ¹⁾	Lv.	Lv.5	Lv.6	Lv.7

* MSRS (Mobis Safety Rating System): Internal safety system/culture evaluation methodology

1) For domestic and overseas manufacturing sites

Status of Employee Safety and Health

		2022					2023				2024			
		Unit	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries ⁽⁴⁾	Total
Work-related injuries	fatalities	Persons	~	~	~	~	1	~	0	1	0	~	0	0
LTIFR ⁽¹⁾		Cases/ million hours	1.014	~	0.561	0.722	0.747	~	4.263	3.007	1.543	~	3.182	2.629
		Cases/ 200,000 hours	0.203	~	0.112	0.144	0.149	~	0.853	0.601	0.309	~	0.636	0.526
	Lost-time injuries	Cases	24	~	24	48	18	~	185	203	38	~	154	192
	Number of days lost	Days	~	~	~	~	920	~	0	920	1,727	~	4,806	6,533
Work-related illnesses ⁽²⁾	Fatalities	Persons	~	~	~	~	0	~	0	0	0	~	0	0
	OIFR ⁽³⁾	Cases/ million hours	0.17	~	~	0.17	0	~	~	0	0.20	~	0.00	0.05
	Recordable illnesses	Cases	4	~	~	4	0	~	~	0	5	~	0	5

1) LTIFR: Lost Time Injuries Frequency Rate

Injury rates have been calculated based on a standardized annual working time of 2,000 hours starting from the 2024 data.

2) Major types of work-related illnesses: Acute musculoskeletal diseases, hearing loss

3) OIFR: Occupational Illness Frequency Rate

4) Injury rates increased due to enhanced management standards for overseas subsidiaries in 2023 (cases reported to the government → Injuries which resulted in 1 or more days of lost time)

Profile of Non-employee Workers

Overview of Non-employee Workers

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries ²⁾	Overseas Subsidiaries	Total
Non-employee workers ¹⁾	Persons	~	~	~	~	2,956	6	1,240	4,202	2,942	837	5,187	8,966

1) Refer to workers affiliated with staffing agencies (cleaners, staff directly engaging in manufacturing, etc.)

2) The number of workers (at MOTRAS) increased as the scope of data collection for domestic subsidiaries expanded in 2024

Overview of Safety and Health for Non-employee Workers¹⁾

		Unit	2022		2023		2024		
			Parent		Parent		Parent	Domestic Subsidiaries	Overseas Subsidiaries
Work-related injuries	Fatalities	Persons	~				0	0	~
LTIFR ^{2), 3)}		Cases/ million hours	3.407				2.999	1.869	~
		Cases/ 200,000 hours	0.681				0.600	0.374	~
	Lost-time injuries	Cases	~				9	11	~
Work-related illnesses ⁴⁾	Fatalities	Persons	~				0	0	~
	Recordable illnesses	Cases	~				2	0	~

1) Refer to workers affiliated with staffing agencies (cleaners, staff directly engaging in manufacturing, etc.) and working at domestic operations (parent), newly reported since 2023 except for LTIFR

2) LTIFR: Lost Time Injuries Frequency Rate

Injury rates have been calculated based on a standardized annual working time of 2,000 hours starting from the 2024 data.

3) Excluded the 2022 overseas data to reflect the change made in 2023 in the scope of management for non-employee workers at domestic operations (parent) and the redefinition of overseas safety and health standards (under review)

4) Major types of work-related illnesses: Acute musculoskeletal diseases, hearing loss

Supply Chain

Hyundai Mobis includes all value chain in the company's sustainable future, and enhances suppliers' sustainability in line with its supplier management policy within the Code of Conduct. We uphold sound transaction principles with suppliers and promote win-win collaboration to maintain fair subcontracting practices. We also manage and support suppliers to fulfill their social and environmental responsibility in accordance with our Code of Conduct for Business Partners. The Hyundai Mobis Code of Conduct for Business Partners aligns with the Sustainability Practical Guidance of Drive Sustainability, and also referred to the RBA¹⁾ Code of Conduct to demand that suppliers establish corresponding operational practices.

¹⁾ RBA: Responsible Business Alliance

Strategy

Interests and Views of Stakeholders

We host a suite of events each year to heed the voices of our suppliers, incorporating the insights into our supply chain operation policies and providing opportunities for win-win collaboration. PARTNERS DAY brings together executives from Hyundai Mobis and suppliers to share key strategies and award top-performing suppliers, fostering a culture of win-win collaboration. As part of supplier meetings held by type of business, we provide training to suppliers, gather supplier proposals, and operate free discussion sessions. We also host distributor seminars to share our annual policy directions and key priorities with representatives from distributors across the nation, enhancing mutual communication in the process.

Material Impacts, Risks, and Opportunities and Their Interaction with Our Strategy and Business Model

Through the materiality assessment, 'Supply chain sustainability management', a material topic from the previous year, was identified once again as material. In conducting materiality assessments, we identify, assess, and manage impacts on workers across the value chain and the associated financial risks and opportunities. For further details, refer to 'Material Impacts, Risks, and Opportunities' section in the Appendix of this report.

¹⁾ 'Material Impacts, Risks, and Opportunities' – Appendix

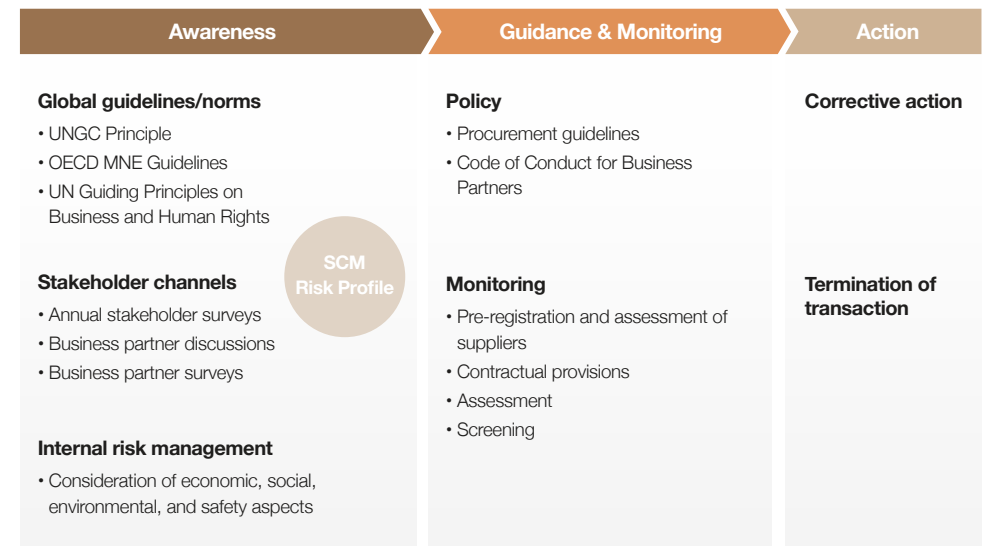
Impacts, Risks, and Opportunities Management Policy

Supplier Management Policy

As a partner for shared growth, Hyundai Mobis implements its supply chain management policy to help suppliers boost their competitiveness and minimize ESG risks, thereby enhancing sustainability across the supply chain. The Hyundai Mobis Code of Conduct for Business Partners spans six areas – ethics, environment, labor/human rights, safety/health, management system, and supply chain due diligence – and we demand all parts suppliers abide by the Code through supply contracts and related agreements. Specifically, domestic suppliers are required to adhere to the Code of Conduct as stipulated in the parts supply contracts while overseas suppliers are also subject to provisions that specify compliance with the Code of Conduct within the standard contract.

ESG Management Areas within the Code of Conduct for Business Partners

Ethics	• Transparent management and anti-corruption • Prevention of conflict of interest • Protection from unfair trading • Prevention of counterfeit parts	• Compliance of restriction on experts and economic sanctions • Protection of information • Protection of intellectual property • Responsible purchasing of materials
Environment	• Construction of environmental management system • Management of use of energy and greenhouse gas emissions • Management of water resources • Management of air pollutants	• Management of resource circulation and waste • Management of chemicals • Animal welfare • Protection of biodiversity and prohibition of deforestation
Labor / human rights	• Prohibition of child labor • Prohibition of forced labor • Prohibition of discrimination and harassment • Compensation and welfare	• Management of working hours • Humane treatment • Freedom of association and collective bargaining right • Ethical recruitment
Safety/health	• Construction of safety and health management system • Safety management of machine, equipment, facility • Response against emergency • Management of accidents	• Diagnosis of safety • Health care • Safety and health of contractor
Management system	• Disclosure of corporate statement • Appointment of manager • Inspection of risk • Education and communication • Management of information	• Operation of grievance settlement system • Preparation of relief plan • Management of suppliers (sub-supplier) • Compliance with the Code of Conduct
Supply chain due diligence	• Identify, assess, mitigate, and monitor the mitigation of sustainability risks that may occur within supply chains	• Prepare a six-step due diligence process within reference to the OECD Due Diligence Guidance for Responsible Business Conduct



Policy

Responsible Minerals Sourcing Policy

Establishing a responsible supply chain management framework and engaging suppliers in these efforts are paramount in minimizing human rights violation and environmental degradation. Hyundai Mobis is keenly aware of the potential infringement of human rights and environmental destruction associated with mineral extraction in CAHRAs¹⁾. With this in mind, we remain committed to fundamentally addressing such issues and safeguarding the health and safety of mining workers. We maintain ethical and responsible sourcing of conflict minerals and responsible minerals including cobalt in alignment with pertinent OECD guidelines, SEC²⁾ requirements for companies pursuant to the US Doff-Frank Act, and EU's Conflict Minerals Regulation. We also provide suppliers with our Code of Conduct for Business Partners to ensure they source from RMAP³⁾-conformant refiners and smelters. Hyundai Mobis will continue to monitor and assess suppliers' responsible mineral sourcing, and further extend the scope of its mineral procurement policy to include business partners of its suppliers to prevent use of conflict minerals and fulfill social responsibility throughout the supply chain.

1) CAHRAs: Conflict Affected and High-Risk Areas

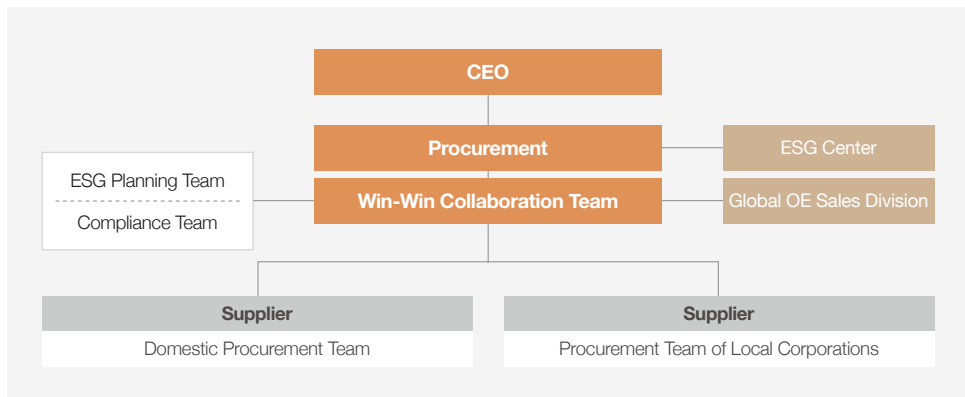
2) SEC: Securities and Exchange Commission

3) RMAP: Responsible Minerals Assurance Process

Responsible Minerals Management System

We abide by our responsible sourcing policy governing responsible minerals including conflict minerals, and implement a management process to fulfill our social responsibility. The Win-Win Collaboration Team under the Procurement Division continues evaluating and managing suppliers for responsible mineral risks in collaboration with respective procurement teams. The Team also closely cooperates with the ESG Planning Team, Compliance Team, global OE Sales Division, and other relevant departments.

Organizational Chart for Responsible Minerals Management



🔗 Responsible Sourcing Policy for Minerals

🔗 Responsible Minerals Report

Responsible Minerals Management Process

Hyundai Mobis endorses the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals, and utilizes the CMRT⁴⁾ and EMRT⁵⁾, responsible mineral reporting templates provided by the RMI⁶⁾, to collect data on the suppliers' use of conflict minerals and cobalt as well as smelters and refiners within the supply chain. In accordance with our responsible sourcing policy for minerals, we require suppliers to transact with RMAP-conformant smelters to uphold responsible minerals sourcing. During supplier data analysis, we assess risks based on whether suppliers are sourcing from RMAP-conformant smelters. To ensure data integrity, suppliers are reevaluated for their transaction with smelters flagged as banned or found to have submitted inaccurate data. We specify that suppliers, who do not take corrective action despite repeated requests for improvement and thus fail to comply with the Code of Conduct for Business Partners, could be subject to contractual disadvantages. Suppliers may submit their concerns including those associated with responsible minerals sourcing through the supplier grievance report center.

4) CMRT: Conflict Minerals Reporting Template

5) EMRT: Extended Minerals Reporting Template

6) RMI: Responsible Mineral Initiative

Establish a management process	- Establish a code of conduct and responsible minerals policies - Build a cooperation system with relevant divisions
Raise awareness	- Raise awareness among employees and suppliers (training, etc.) - Pledge to abide by the code of conduct - Assess suppliers for sustainability risks
Identify and assess supply chain risks	- Assess the use of responsible minerals including conflict minerals - Collect CMRT and EMRT data (desk-based due diligence) - Conduct supplier risk assessments
Develop risk response strategies	- Request improvements concerning non-RMAP-conformant refiners and smelters - Monitor progress
Report progress	- Sustainability reports - Responsible minerals reports - Customer response

Raising Awareness of Responsible Minerals Management

Hyundai Mobis has included provisions on the lawful procurement of raw materials within its Conduct and the Code of Conduct for Business Partners while establishing and disclosing its responsible sourcing policy for minerals on the corporate website. Suppliers are encouraged to participate by signing a pledge of compliance or by agreeing to contractual clauses specifying adherence to the Code of Conduct in parts supply agreements. Conflict minerals are incorporated into our annual ESG sustainability risk self-assessments and supplier evaluations, expanding socially responsible mineral sourcing practices beyond Hyundai Mobis to the broader supply chain. As a partner in shared growth, we continue to provide training and actively communicate with stakeholders to help bolster suppliers' competitive strengths and enhance awareness of the importance of supply chain ESG management among employees and suppliers.

Engagement Process

We regularly visit suppliers each year to receive their candid feedback, and pursue mutual growth with suppliers through continuous exchange and tailored support.

PARTNERS DAY

To support suppliers in strengthening sustainability management, we host PARTNERS DAY each year with our procurement team taking the lead and with our CEO and CEOs of suppliers in attendance. In 2024, 205 suppliers participated in the event, sharing the outcomes of past initiatives and Hyundai Mobis' future strategies and vision to elevate partnerships between our leadership and supplier representatives. To recognize the dedication of suppliers, top-performing suppliers were rewarded – one grand prize winner and 16 outstanding companies in nine categories including quality, safety, new vehicle development, procurement, and shared growth. During the event, our CEO highlighted the need for collaboration between Hyundai Mobis and suppliers to successfully navigate the rapidly evolving future mobility market characterized by both opportunity and risk, reaffirming the company's commitment to building quality-driven fundamental capabilities and enhancing agility in risk response as key drivers for becoming a top-tier player. Our CEO underscored that the sustainable growth of suppliers directly contributes to Hyundai Mobis' competitive edge, which in turn paves the way for suppliers' global advancement, establishing a self-reinforcing cycle of shared growth. He also reiterated Hyundai Mobis' commitment to horizontal and open communication to achieve this vision of shared success.

Committees Operated by Type of Business

Each year, we arrange discussions by type of business in the first and second half of the year to bolster regular information sharing and communication. In 2024, we hosted seminars focused on the automotive industry and technology trends and serious accident risks and workplace safety as well as internal/external business conditions and Hyundai Mobis' response strategies. As part of such events, we provide suppliers with the opportunity to voice their difficulties to help maintain a reliable supply system, and develop solutions based on on-the-ground insights.

Remedy Process and Grievance Mechanisms

Hyundai Mobis operates multiple communication channels to identify supplier needs and promptly address their grievances. To enhance accessibility, these channels are publicly available on our corporate website, allowing easy access for all stakeholders.

Grievance Mechanism for Suppliers

The MPOS¹⁾ grievance report center is made available to all employees of our tier-1, tier-2, and tier-3 suppliers. Users may file concerns under their real name or anonymously, which remain accessible only to the original reporter to maintain strict confidentiality for the suggestions/reports submitted. Each grievance is assigned a case number to facilitate the process of tracking relevant action plans and results. The entire process follows the principles of confidentiality, identity protection, and reduced sanctions.

Category	Unit	Received ²⁾	Substantiated ³⁾	Resolved
Job-related or workplace difficulties/grievances	Cases	7	1	1

1) MPOS: Mobis Procurement Operation System

2) Type: Institutional improvement, transparency/ethics, system improvement

3) Cases that require action out of cases submitted to the supplier grievance reporting center each year

Compliance Helpline

Compliance Helpline is made widely accessible to external stakeholders as well as our own employees. Supplies are free to submit inquiries and whistleblowing reports relating to fair trade and subcontract practices at any given time. Further details on the operating method and procedures of Compliance Helpline are disclosed in the 'Employees-Compliance Helpline' section of this report.

Type	Unit	Received	Resolved
Human rights violation			
Related to value chain workers (domestic suppliers)	Cases	2	2

☞ 'Compliance Helpline' – Employees

Actions to Mitigate Material Impacts

Supply Chain Overview

As of the end of December 2024, Hyundai Mobis engaged in mass production transactions and development operations with 591 tier-1 suppliers out of 1,332 domestic parts suppliers. For these suppliers we make mass-production transactions with, operating structure deliberation meetings are held on an on-going basis to discuss and review the addition of new suppliers to our operating structure in consideration of their relevance to our business in terms of technology and their likelihood of substitution. In the event that serious ESG non-compliance or quality issues occur, disciplinary action deliberation meetings are held to impose restrictions on the concerned incumbent supplier as part of our efforts for continuous supplier screening and management. We also manage core tier-1 and tier-2 suppliers defined based on their involvement in our key business group items. For suppliers at or below tier-2, we continue to help them develop the quality management system that meets our standards through the MSQ¹⁾ and SQ²⁾ certification systems. In tandem with this, our supplier information management system supports the comprehensive monitoring of the ISO certification data of all suppliers in the areas of quality, safety, and the environment.

1) MSQ: Mobis Supplier Quality

2) SQ: Supplier Quality

Supplier Evaluation

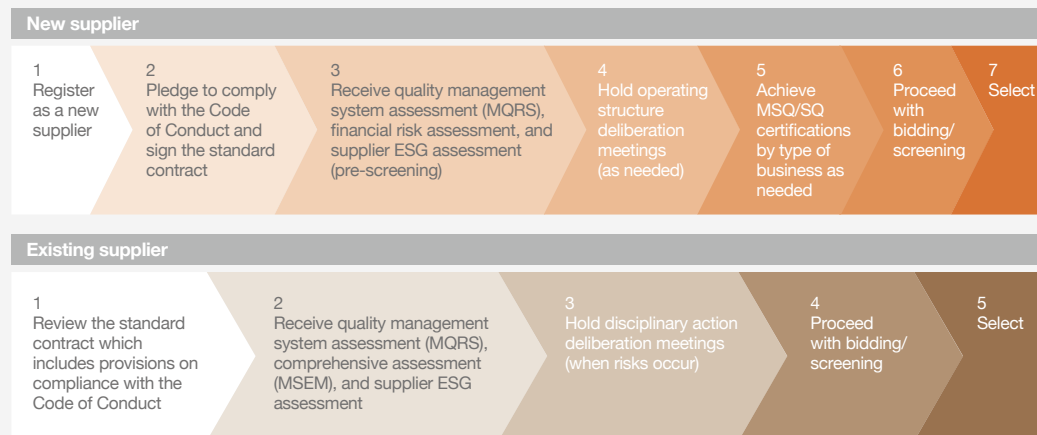
Supplier Evaluation and Selection

We implement a fair and reasonable supplier selection process in line with the Mobis Procurement Operation System (MPOS). In selecting new suppliers, we assess their quality management system, safety & environment practices, and financial risk to review relevant risks in advance, considering that product safety and quality pose key risks due to the inherent characteristics of the automotive industry. Our standard contracts include provisions on the 'compliance with the Code of Conduct for Business Partners' to request suppliers to understand and abide by our supply chain ESG policy. Meanwhile, any newly-registered suppliers must score 70 and higher out of 100 points in the supplier ESG assessment to be deemed eligible to obtain orders and supply their products. For existing suppliers, comprehensive evaluations are made, including ones made through the MQRS³⁾, to ensure sustainable competitiveness in terms of quality, delivery, and technology. MQRS assessments are performed every three years, and MSEM⁴⁾ assessments annually to assign ratings to suppliers. Comprehensive assessment scores are reflected in decisions regarding supplier selection and retention. Suppliers with high ratings are entitled to incentives while those with low ratings could face penalties including exclusion from new projects. We also conduct annual ESG assessments (self-assessments and on-site assessments), and hold disciplinary action deliberation meetings when significant risks occur to determine whether to put restrictions on transactions. Throughout the entire process of signing contracts and conducting business with tier-2 and tier-3 suppliers, we demand that tier-1 suppliers assess tier-2 and tier-3 suppliers for their compliance with our Code of Conduct for Business Partners and that corrective actions be made for any non-compliance or identified risks. We also perform supply chain ESG assessments on core tier-2 suppliers to ensure the integrity of our overall supply chain management.

3) MQRS: Mobis Quality Rating System

4) MSEM: Mobis Supplier Evaluation and Management system

Supply Chain Assessment/Selection System



Supplier Evaluation Items

Key Management Items	
Quality	Quality management system, receiving defect rates
Technology	Basic/future competence and execution capabilities
Delivery	Out-of-Stock items/compensation
Management	Shared growth/ESG management
ESG Perspective	
Safety/environment	Risk management, on-site safety management, prohibition of hazardous substances, environmental management
Ethics	Win-win collaboration, support for transparent management, conflict minerals management

Suppliers Screened (parent)

Total tier-1 suppliers	591 companies
Significant tier-1 suppliers	409 companies
Percentage of spend on significant tier-1 suppliers (purchase amounts from significant tier-1 suppliers/total purchase amounts from tier-1 suppliers × 100)	68.1 %
Below tier-2 suppliers	22 companies
Total significant suppliers (significant tier-1 and tier-2 suppliers)	431 companies

Actions to Mitigate Material Impacts

Supplier Sustainability Risk Assessment

To assess overall ESG risks in the areas of ethics, environment, labor/human rights and safety/health, we conduct annual supplier ESG assessments of tier-1 suppliers for the Headquarters, core tier-2 suppliers, and all new suppliers. We manage assessment data on a cumulative basis and analyze assessment results more systematically. We also continuously upgrade our assessment questionnaire to align with the evolving standards of global ESG rating agencies, sector-specific initiatives, and legal requirements. Besides, we provided regulations and relevant materials for suppliers to refer to when filling out the questionnaire so that they better understand ESG assessment items and improve the accuracy of our assessment as a result. In 2024, the scope of risk management was extended to include suppliers working with our corporations in Mexico and Jiangsu, China. Looking ahead to 2025, we plan to focus on capacity-building efforts and raising ESG awareness among suppliers.

Risk Assessment Process

Suppliers' Self-assessment	On-site Assessment	Corrective Action	Confirm the Outcomes of Corrective Action
Conduct desk-based assessments	Conduct on-site assessments on all suppliers including high-risk suppliers identified through self-assessments (2024: all suppliers / from 2025 onwards: biennial assessments)	- Submit corrective action plans within 2 weeks and implement short-term tasks (within 3 months) - Implement long-term tasks (6 months – 1 year) (exemption could be granted to the implementation period following individual consultations with suppliers depending on the details of corrective action and surrounding circumstances)	Conduct another on-site assessment the following year when corrective action outcomes are not submitted
2024 Gradually expand the risk management scope, further including suppliers for subsidiaries in Mexico, China Supplier sustainability risk assessments conducted (desk-based assessment): 100% Sustainability risk due diligence conducted on high-risk suppliers (on-site visit): 97.4%		2025 Gradually expand the risk management scope, further including suppliers for subsidiaries in Wuxi and Tianjin, China Differentiate management in 2025 based on 2024 on-site assessment scores - High-performing suppliers: Check improvements made at the next assessment cycle - Level-up candidates: Select supplier for the following year's assessment if their score falls below the previous level - High-risk suppliers: Refer these suppliers to the disciplinary action deliberation committee if identified as high-risk suppliers for 2 consecutive years	

Major Corrective Actions Taken

Vulnerability Indicator		As-Is	Improvement Support
Ethics	Ethical management	- Training on the prevention of corruption, bribery, and unfair trade practices is lacking. - Whistleblowing mechanisms for corruption and conflicts of interest are lacking.	- Provided reference policy materials - Code of Conduct for Business Partners and supply chain ESG assessment procedures - Charter of Human Rights - Data privacy regulations - Conflict minerals management regulations - Environmental policy - Provided training to benchmark best practices of other companies and disseminate standard manuals - GHG and energy management regulations (including templates for emissions and energy usage tracking) - Manuals on preventing and responding to sexual harassment and workplace bullying - Information security regulations and sample pledge forms - Fair trade best practice guidelines - Cases of whistleblowing mechanisms operated for reporting corruption and conflicts of interest - Action to set and achieve living wage targets - Conducted online training by evaluation indicator - For each of all items [intent of evaluation/terminology/management procedures/relevant regulations/preparations/verification items] (video materials made available upon completion of training)
	Responsible raw material sourcing	While responding to customer inquiries on conflict/responsible minerals (CMRT, etc.), tier-1 suppliers have yet to establish independent policies.	
	Information security	Actual implementation such as information security risk assessments is lacking.	
	Supplier inspection	- A dedicated code of conduct has not been established for sub tier suppliers for our 1-tier suppliers. - Sub-tier suppliers are not consistently subject to ESG assessments and are insufficiently incorporated in procurement policies.	
Human rights	Indigenous peoples (local residents)	When operating within industrial complexes, this poses reduced risk for the violation of indigenous peoples (local residents)' rights, and hence results in the lack of awareness of the need for risk management.	
	Living wage	While minimum wage is provided, there is little recognition of the need to assess living wage standards.	
Environment	Climate change	While many companies are accounting for Scope 1 and 2 emissions, there still exist lack of efforts to set GHG reduction targets achieve reductions.	
	Energy	- While energy consumption data is available, such data is not fully disclosed externally. - A large number of companies have yet to adopt renewable energy	
	Product environmental impact	Environmental impact management in the workplace is still in the early stage and voluntary management of product-level environmental impact is lacking.	

Actions to Mitigate Material Impacts

Supporting Suppliers with ESG Capacity Enhancement

Hyundai Mobis recognizes the importance of ESG for suppliers, and continuously supports suppliers with ESG capacity enhancement on multiple fronts. These efforts include the installation of equipment for carbon reduction and safety, ESG consulting, and acquisition of certifications required for ESG initiatives. Our procurement portal system, accessible to all suppliers, provides a wide spectrum of training content – key outcomes of sustainability management, compliance guidelines for each provision of the Code of Conduct for Business Partners, Hyundai Mobis' supply chain ESG management framework, ESG indicator-level inspection and improvement guidelines, and relevant best practices. This is paired with training which underscores the value of inclusion concerning humane treatment, race, and religion. Through these support initiatives, we ensure that suppliers remain proactive to ESG issues while elevating the overall sustainability and responsible business conduct across the supply chain.

Category	Carbon Reduction Equipment	Safety Equipment	ESG Consulting	Support for ESG Initiatives
Aim	Enhance support for eco-friendly management and net zero efforts	Prevent serious accidents affecting suppliers	Enhance suppliers' ESG capabilities	Support suppliers' ESG capability development
Support in detail	Support equipment upgrades and replacements for improved energy efficiency in the workplace	Help suppliers replace or install essential safety equipment	Assess suppliers by ESG category and propose potential improvements	Support the acquisition of ISO certifications in the areas of environment, safety, and health

Safety and Health Support for Suppliers

Hyundai Mobis fully supports suppliers with safety and health improvement activities by performing free-of-charge safety inspections and sharing the results and by providing relevant safety guidance. Since 2023, we have participated in the safety and health partnership project between large businesses and SMEs led by the Ministry of Employment and Labor to prevent occupational injuries occurring at SMEs. We have been also providing suppliers with safety equipment in the workplace since 2024, improving their working environment and protecting the lives and safety of workers.

Program	Overview
Support for safety equipment purchases	Provide small/mid-sized suppliers doing business with Hyundai Mobis with financial support for the purchase of protective equipment
Support for the establishment of safety and health management systems to prevent occupational injuries	- Assist suppliers in fulfilling their obligation to establish and implement a safety and health management system - Support suppliers in conducting safety inspections and developing improvement measures to prevent serious accidents - Provide consulting to help enhance overall safety management
Support for workplace improvements with smart safety equipment	- Select outstanding smart safety technologies and introduce them to SMEs - Adopt safety designs to foster a safe workplace

🔗 'Fair Trade and Win-win Partnership' on the website

📦 'Support for Shared Growth' – Supply Chain

On-site Guidance and Training Support

The company provides free consulting on on-site education, assessment, through Foundation of Korea Automotive Industry Promotion, to resolve the difficulties of suppliers, related to technology, quality competitiveness. We support quality improvement by strengthening the capabilities of partner company employees through annual training programs tailored to each job level. These programs include practical, quality, and technical education, covering quality standards, requirements, and processes. The Global Partnership Center, our dedicated supplier training facility, offers all supplier-related training free-of-charge across technology, quality, and management, covering 18 tracks and 454 courses.

On-site Guidance and Training Provided by the Foundation of Korea Automotive Industry Promotion

Category	Quality/Technical Training	On-site Technical Guidance	On-site Management Consulting
Program	- Quality School: 10 courses - Technical School: 8 courses - General management: 2 courses	On-site guidance provided by experts for quality improvement - Defect reduction - Process improvement - Cost reduction	On-site consulting provided by experts - General management - Production technology/quality - R&D
Area	[Quality] Introductory training, FMEA, SQ, new vehicle parts development, 5-Star Level-up, SPC, internal auditor training [Technology] Welding, injection molding, plating, painting, press work, electrical/electronics, machining, heat treatment	Casting, welding, forging, heat treatment, machining, metal plating, press work, injection molding, rubber processing, painting, electrical and electronics	Planning, overseas sales, IT systems, management support, production, production technology, quality, R&D and overall business administration

Operating Support Programs for Tier-2 and Tier-3 Suppliers

We are committed to sharing the benefits of win-win partnerships with tier-2 and tier-3 suppliers. We encourage our tier-1 and tier-2 suppliers to use the standard contract form for the automotive industry, and ensure the signing of the fair trade agreement between tier-1 and tier-2 suppliers and tier-2 and tier-3 suppliers, fostering a culture of win-win collaboration. Our win-win collaboration incentive program targets tier-1 suppliers to offer incentives in proportion to the cash payments they make, and the cash payment ratio is considered in awarding suppliers in the shared growth category, thereby improving payment terms between tier-1 and tier-2 suppliers. We also operate the No.5 win-win growth funds exclusively for tier-2 suppliers to help them take out loans at low interest rates to meet their financing needs.

GPC Regular Training Courses

Future Competitiveness	Global Capacity	Leadership	Nurture industry specialist	Basic Job Competency
- Future strategy roadmap - New technology trends	- Global leader development - Local expert development - Locally-hired staff development	- Expected roles and responsibilities - Performance generation competency - Enhancement of creativity and loyalty	- General area - Procurement - Quality - Production technology - R&D	- Industry orientation - Environment/safety - Human resources management - Supply chain management - Business skills

Actions to Mitigate Material Impacts

Support for Shared Growth

Hyundai Mobis pursues win-win partnerships with suppliers in line with the four pillars of its shared growth strategy – strengthening global competitiveness, fostering a shared growth culture, creating a sustainable environment, and improving communication and trust. To this end, we announced the Seven Beautiful Promises and established a detailed policy to extend our support to tier-2 and tier-3 suppliers. Such efforts earned us the ‘Best’ rating for six straight years in the 2023 Shared Growth Index assessment conducted in 2024.

Enhancing Transaction Terms and Providing Funding Support

Hyundai Mobis sets up a range of funds through commercial banks to support suppliers to raise funding with low interest. These include the win-win collaboration loans and joint automotive funds as well as the win-win growth funds raised for suppliers to take out low-rate loans to meet their equipment/operational funding needs. Specifically for mold development which requires heavy investments in the new parts development process, we make lump-sum payments before mass-production to help small/mid-sized suppliers cover their up-front investments, supporting them with uninterrupted cash flow. Our win-win payment system was designed to improve payment terms by providing discounts on payments based on Hyundai Mobis’ credit so that suppliers can quickly cash in their payments without the risk of insolvency. This system has been extended to tier-2 and tier-3 suppliers since 2015 to improve payment terms for suppliers.

Supporting Suppliers with Enhancing Technology Capabilities

We make our patents available for suppliers and grant them our patent license at no cost to help enhance their R&D capabilities. We also help suppliers strengthen their technology development capabilities through joint technology development and patent application, along with funding for technology development, technical capability enhancements, and testing support. We provide suppliers with access to our certified test centers, enabling them to conduct tests at more affordable rates than other certified facilities. In tandem, we financially assist them in purchasing testing equipment, paying for test fees, calibrating testing equipment, and acquiring certifications. Our assistance for suppliers spans the entire spectrum from parts development to completion, to aid in their efforts to accumulate technology development capabilities. To ensure our suppliers enhance their competitive edge in software development in step with the automotive industry’s transition towards SDVs¹⁾, we signed an MOU in 2024 with the Incheon Free Economic Zone Authority and Incheon Technopark to foster collaboration for nurturing smart mobility innovation startups. For instance, we are participating in an autonomous driving demonstration project along with over 20 startups as well as suppliers, research institutions, and major universities. We also partner with the Incheon Startup Park operated by the Incheon Technopark to support the discovery of high-potential local startups.

1) SDV: Software Defined Vehicle

🌀 ※ Annual training schedule (Korean)

🌀 iONE-JOB website (Korean)

Performance Sharing and Other Support

Hyundai Mobis signs the performance sharing agreement with suppliers each year to engage in joint efforts for development, cost savings, and productivity gains to progress towards shared goals and fairly distribute the outcomes generated. To support suppliers with attracting and recruiting top talent, we collaborate with Hyundai Motor Group to hold annual job fairs to help resolve labor shortages. Since 2019, we have teamed up with the Industrial Bank of Korea to operate our online employment center for suppliers on the iONE-JOB website, helping small/mid-sized companies tackle their staffing challenges while providing youth job seekers with employment opportunities.

Program	Overview
Performance sharing	Sign the performance sharing agreement to distribute the outcomes generated while jointly working with suppliers for development, cost saving and productivity gains among others
Recruitment support	Collaborate with Hyundai Motor Group to host job fairs to support suppliers in attracting and recruiting top talent and operate the online employment center for suppliers on the iONE-JOB website

Effects of Win-Win Programs

Program	Overview	Effect
Support for advancing into overseas markets	Assist suppliers in attending overseas automotive parts exhibitions to help small/mid-sized suppliers tap into overseas markets, and provide free-of-charge, end-to-end assistance from matching suppliers with overseas buyers to facilitating business and buyer consultations	NDA ²⁾ signed and RFQ ³⁾ received from overseas buyers KRW 45.31 billion
Productivity improvement	Provide small/mid-sized suppliers lacking basic technology with resident expert guidance by business type to support productivity improvements	Cost saved KRW 17.84 billion
	Provide small/mid-sized suppliers with smart factory deployment support to assist their productivity improvement in manufacturing and management	Productivity gained KRW 2.91 billion
Cost saving	Support suppliers working with Hyundai Mobis in the Chinese market in reducing manufactured parts test/analysis costs	Cost saved KRW 216 million
	Support mid/small-sized suppliers with the purchase of mandatory safety equipment required by law	Cost saved KRW 97 million
	Support cost-saving efforts including purchase of testing equipment, calibration, testing fees, certification acquisition, technology protection, and patent registration	Cost saved KRW 372 million
Other	Provide support for energy assessment, deployment of carbon reduction equipment, ESG improvement, and ESG consulting	Cost saved KRW 796 million

2) NDA: Non-Disclosure Agreement

3) RFQ: Request for Quotation

Metrics & Targets

Profile of Suppliers

Supplier Overview

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Total suppliers ¹⁾	Companies	2,997	~	685	3,682	3,280	~	748	4,028	3,332	~	776	4,108
Parts suppliers ²⁾	Companies	1,320	~	685	2,005	1,438	~	748	2,186	1,332	~	776	2,108
Mass-production	Companies	~	~	685	685	698	~	748	1,446	716	~	776	1,492
Tier-1	Suppliers directly involved in development	614	~	685	1,299	586	~	748	1,334	591	~	776	1,367
	Significant tier-1 suppliers	399	~	~	399	401	~	~	401	409	~	~	409
	Core tier-1 suppliers ⁴⁾	54	~	~	54	57	~	12	69	44	~	25	69
	Significant tier-2	27	~	~	27	43	~	~	43	22	~	~	22
	Significant tier-2 suppliers												
	Tier-2 suppliers for significant tier-1 suppliers												
A/S, supplies, packaging	Companies	~	~	~	~	1,099	~	~	1,099	1,002	~	~	1,002
Non-parts suppliers	Companies	1,677	~	~	1,677	1,842	~	~	1,842	2,000	~	~	2,000

1) Overseas subsidiary data cover suppliers involved in direct development only

2) Overseas subsidiary data cover suppliers involved in direct development only, exclude suppliers involved in mass-production, A/S, supplies, and packaging

3) Based on the criteria reflected in year-end final operating structure deliberation meetings

4) Parent: KRW 1 billion and over in purchase amounts for the direct development of core parts (electrification etc.),

Overseas subsidiaries (corporations in Slovakia and the Czech Republic): KRW 20 billion and over in annual purchase amounts

Procurement Overview

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Total purchase amounts	KRW 100 million	283,092	~	176,864	459,956	332,968	~	187,791	520,759	291,918	~	217,606	509,524
Parts suppliers	KRW 100 million	276,930	~	170,906	447,836	325,057	~	178,887	503,944	285,573	~	210,525	496,098
Mass-production	KRW 100 million	244,151	~	160,769	404,920	289,677	~	167,681	457,358	246,087	~	199,309	445,396
Tier-1	Suppliers directly involved in development	98,403	~	60,248	158,651	115,990	~	71,018	187,008	118,684	~	81,605	200,288
	Significant tier-1 suppliers	~	~	~	~	84,586	~	~	84,586	80,841	~	~	80,841
	Proportion of operating structure (screening) ¹⁾	%	~	~	~	72.9	~	~	72.9	68.1	~	~	68.1
A/S, supplies, packaging	Non-mass-production suppliers	32,779	~	10,137	42,916	35,380	~	11,206	46,586	39,486	~	11,215	50,702
Non-parts suppliers	Others	6,162	~	5,958	12,120	7,911	~	8,904	16,815	6,345	~	7,081	13,426

1) Proportion of purchases made from suppliers under the operating structure against purchases made from tier-1 suppliers (direct development) (on the year-end basis)

Supplier Sustainability Risk Management

KPI and Targets

To establish sustainable supply chains, Hyundai Mobis tracks the KPIs and targets that we set in relation to supplier ESG assessments.

These targets are designed to take into account historical assessment results and the status of target suppliers. We disclose our performance and targets for respective KPIs to ensure suppliers continuously recognize and understand these KPIs.

	Unit	2022	2023	2024	2025 Target	2026 Target
		Parent	Parent	Parent	Parent	Parent
Completion of on-site assessments conducted on 'high-risk suppliers' identified through supplier ESG self-assessments	%	100	100	97	100	100
Reception of corrective action plans for the necessary improvements (findings) identified through on-site assessments	%	100	100	100	90	95
Completion of deliberations on disciplinary action for suppliers whose non-compliance with the Code of Conduct resulted in media coverage of the issues ¹⁾	%	100	100	100	100	100

1) Zero occurrences and noted as 100%

ESG Assessments and Actions

		2022				2023				2024				
		Unit	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries ⁶⁾	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries ⁶⁾	Total
Supplier ESG assessment rate (self-assessment)		%	92.0	~	~	92.0	92.9	~	75.3	89.9	100	~	100	100
Assessment (desk-based)	Target suppliers	Companies	399	~	~	399	378	~	77	455	371	~	69	440
	Tier-1	Initial ¹⁾	Companies	395	~	~	399	~	104	503	401	~	89	490
		Final ²⁾	Companies	373	~	~	359	~	77	436	348	~	66	414
	Tier-2	Initial ³⁾	Companies	44	~	~	27	~	0	27	24	~	3	27
		Final ⁴⁾	Companies	26	~	~	19	~	0	19	23	~	3	26
	Suppliers that completed assessments		Companies	367	~	~	351	~	58	409	371	~	69	440
	Tier-1	Suppliers assessed	Companies	342	~	~	332	~	58	390	348	~	66	414
		Percentage of suppliers assessed	%	91.7	~	~	92.5	~	75.3	89.4	100	~	100	100
	Tier-2	Suppliers assessed	Companies	25	~	~	19	~	0	19	23	~	3	26
		Percentage of suppliers assessed	%	96.2	~	~	100	~	~	100	100	~	100	100
Identification	High-risk suppliers	Companies	12	~	~	12	16	~	1	17	68	~	8	76
	Percentage of high-risk suppliers ⁵⁾		%	3.3	~	~	4.6	~	1.7	4.2	18.3	~	11.6	17.3
	Tier-1	High-risk suppliers	Companies	10	~	~	12	~	1	13	67	~	8	75
		Percentage of high-risk suppliers	%	2.9	~	~	3.6	~	1.7	3.3	19.3	~	12.1	18.1
	Tier-2	High-risk suppliers	Companies	2	~	~	4	~	0	4	1	~	0	1
		Percentage of high-risk suppliers	%	8.0	~	~	21.1	~	~	21.1	4.3	~	~	3.8

1) Total domestic (parent) suppliers under the operating structure

2) Domestic (parent) suppliers under the operating structure excluding those with no transactions as well as distributors

3) Total tier-2 suppliers doing business with tier-1 suppliers involved in core business areas, direct development (KRW 1 billion or more), and individual contracts

4) Core tier-2 suppliers excluding those that have no transactions or shut down

5) Percentage of suppliers identified as high-risk out of suppliers who completed assessments

6) For suppliers doing business with our corporations in Slovakia (MSK) and the Czech Republic (MCZ, MCZ-OS)

Supplier Sustainability Risk Management

ESG Assessments and Actions

				2022				2023				2024				
				Unit	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Supplier ESG due diligence rate (on-site assessment)				%	100	~	~	100	100	~	100	100	97.1	~	100	97.4
Due diligence (on-site assessment ¹⁾)	Tier-1	Suppliers assessed	Companies	10	~	~	10	12	~	1	13	65	~	8	73	
		Percentage of suppliers assessed	%	100	~	~	100	100	~	100	100	97.0	~	100	97.3	
	Tier-2	Suppliers assessed	Companies	2	~	~	2	4	~	0	4	1	~	0	1	
		Percentage of suppliers assessed	%	100	~	~	100	100	~	0	100	100	~	0	100	
	Suppliers that received corrective actions		Companies	12	~	~	12	16	~	1	17	66	~	8	74	
	Suppliers that received recommendations		Companies	0	~	~	0	0	~	0	0	0	~	0	0	
Supplier ESG performance improvement rate (improvement)				%	100	~	~	100	100	~	100	100	~	100	100	
Mitigation and improvement actions	Number of high-risk suppliers that established improvement plans to implement corrective actions/ recommendations		Companies	12	~	~	12	16	~	1	17	66	~	8	74	
	Percentage of establishing (submitting) improvement plans to implement corrective actions/ recommendations		%	100	~	~	100	100	~	100	100	100	~	100	100	
	Number of suppliers assisted in implementing corrective action plans		Companies	10	~	~	10	16	~	0	16	66	~	8	74	
	Number of suppliers participating in capacity-building programs		Companies	363	~	~	363	378	~	20	398	371	~	87	458	
Suppliers with which transaction was terminated due to negative impact				Companies	0	~	~	0	0	~	0	0	~	0	0	
Completion rate of deliberation on sanctions ²⁾				%	100	~	~	100	100	~	100	100	~	100	100	

1) Domestic on-site assessment period: Jul. – Oct. 2024, overseas on-site assessment period: Jan. – Feb. 2025, the number of assessed suppliers increased in line with the enhancement of the due diligence methodology and expansion of its scope in 2024

2) Suppliers whose non-compliance with the Code of Conduct for Business Partners was made public by media (News Watches)

Community

In line with our CSR¹⁾ framework, we at Hyundai Mobis fulfill corporate social responsibility and engage in a wide array of CSR initiatives – caring for the socially-disadvantaged, implementing community programs, and providing education to teenagers – to enhance our corporate value. Drawing on our distinctive business characteristics and capabilities, we drive the creation of sustainable future value along with all stakeholders and shape a society where the benefits are equally shared so that ‘happiness can be shared by all.’

1) CSR: Corporate Social Responsibility

Strategy

Interests and Views of Stakeholders

Capturing and Incorporating Stakeholder Interests and Views

We proactively evaluate the potential environmental impacts of our Jincheon Plant on its surroundings and engage in environmental conservation efforts to create an ecosystem in harmony with the local context. We hold monthly biodiversity meetings and steering committee meetings engaging local community members to share our ongoing initiatives and gather direct feedback from community members and stakeholders. The feedback gathered as such is fully incorporated in planning our CSR initiatives. We also maintain regular communication channels with stakeholders in the vicinity of our domestic and overseas operation sites to reach out closer to local communities.

Satisfaction Survey

We survey those involved in our CSR initiatives, including beneficiaries and local organizations, to measure their satisfaction and identify necessary improvements. This in turn supports our efforts to enhance partnership with local communities on an ongoing basis.

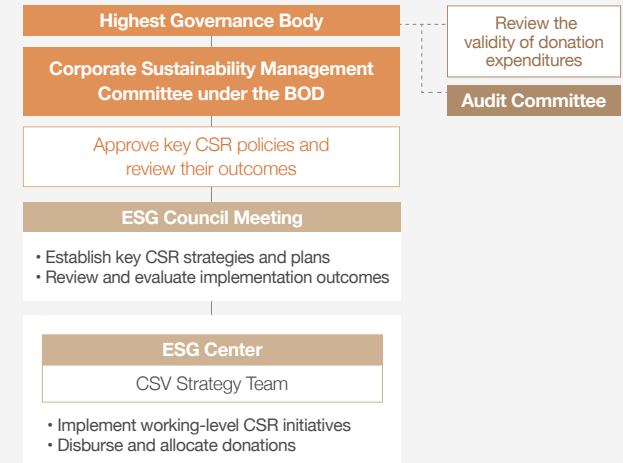


Material Impacts, Risks, and Opportunities and Their Interaction with Our Strategy and Business Model

Hyundai Mobis' CSR initiatives are closely aligned with the ‘human resources management’ strategy identified as a material topic through the materiality assessment. Our efforts to foster new talent - job fairs for young job seekers, the SW Academy, and events targeting top-tier candidates – contribute to nurturing next-generation talent within local communities. These initiatives also lead to increased local employment and enhanced capabilities of young individuals. The talent that we recruit through such avenues is provided with an opportunity to grow into our core talent in alignment with Career Market, our internal open position program, laying the foundation for executing Hyundai Mobis' future business strategies.

© Hyundai Mobis CSR

CSR Management Framework



CSR Implementation Roadmap

~ 2016	Establish a CSR framework (4 MOVEs) - Distributed transparent umbrellas and launched the Junior Engineering Class - Started the Hyundai Mobis Forest (Meer Forest) development project - Launched a program to support ease of transport for children with disabilities
2017 ~ 2020	Elaborated the CSR framework (6 MOVEs) - Established the Meer Forest program as a regular initiative - Expanded the Junior Engineering Class globally (Czech Republic, Slovakia, Türkiye) - Distributed 1 million transparent umbrellas on a cumulative basis
2021 ~ 2023	Expanded value creation through the transition of the CSR framework - Improved the efficiency of our 6 MOVEs projects - Adapting to changes in the future mobility environment - Launched employee-led volunteer programs
2024 ~ 2028	Drive broader social impacts through the launch of a new CSR framework - Establish a new CSR framework - Refine ongoing programs and pursue new opportunities - Respond to evolving future mobility business and interface with society - Expand the scope of affiliated organizations and scale up programs

Impacts, Risks, and Opportunities Management

Policy

Hyundai Mobis' Code of Conduct, human rights policy, diversity & inclusion policy, environmental management policy, biodiversity protection policy, and deforestation prevention policy cover local communities in their scope of application, and these policies were made publicly available on our company website in May 2024. We also established and disclosed our community engagement policy in May 2025 to outline key principles and actionable measures aimed at fostering meaningful communication with local communities.

Engagement Process

We identify the impacts and needs of local communities in accordance with our internal CSR work standards, and plan our CSR activities with the CSV Strategy Team taking the lead. We collect feedback from local communities through interaction with stakeholders from relevant organizations and communities. In 2024, we made in-kind and financial donations on three occasions worth KRW 334.95 million to 69 partner organizations affiliated with 46 operation sites nationwide. These donations were closely aligned with the needs of beneficiaries, including food, traditional market gift certificates, and cultural experience expenses. In parallel, volunteer activities in which employees at respective operation sites participate on a voluntary basis were implemented to better meet community needs. Satisfaction surveys were also conducted to improve the effectiveness of our CSR efforts, ensuring our support aligns with community needs. In 2025, we plan to expand the scope of partner organizations affiliated with each operation site and the scale of activities, further strengthening community engagement.

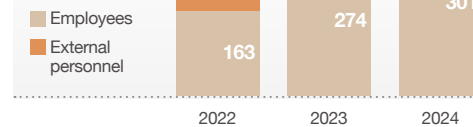
Satisfaction Survey of Partner Organizations Affiliated with Operation Sites in 2024¹⁾

Satisfaction with the distribution of traditional market gift certificates improved by 5.05 points from 94.75

99.8 points

1) Respondents: 56 persons from 69 organizations affiliated with 46 operation sites nationwide, on a scale of 100

Participants in Self-initiated Volunteer Activities (persons)



Remedy Process and Grievance Mechanisms

Compliance Helpline

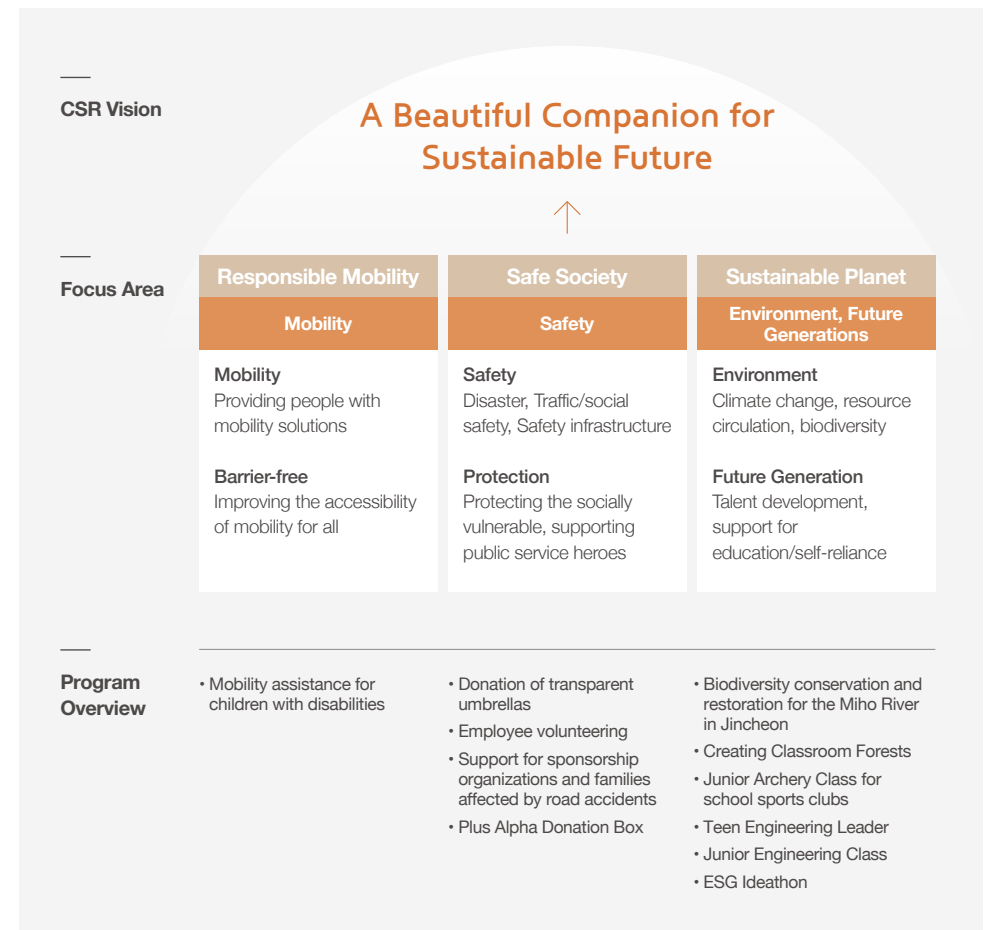
Compliance Helpline is accessible to external stakeholders as well as internal workers, and community stakeholders are free to use this channel to make inquiries or raise concerns year-round in relation to human rights violation and other issues. Further details on Compliance Helpline are available in the 'Employees-Compliance Helpline' section of this report.

⊕ 'Compliance Helpline' – Employees

Actions to Mitigate Material Impacts

Hyundai Mobis has established a new CSR framework under the mid-to long-term CSR vision of becoming a 'Beautiful Companion for Sustainable Future'. CSR programs are undertaken across the three focus areas of 'Responsible Mobility', 'Safe Society', and 'Sustainable Planet', and work is underway to discover and establish new CSV programs.

Strategic Framework



Responsible Mobility

To foster the value of mobility across society, we provide a range of programs designed to improve perceptions on disability along with mobility assistance for children with disabilities.



Improve accessibility to economic/social support for the underprivileged



Promote access to healthcare through improvements in the telehealth treatment environment



Expand educational curricula to improve awareness on diversity and inclusion

Facilitating Mobility for Children with Disabilities

Offering Tailor-made Assistive Devices

Hyundai Mobis provides tailor-made assistive mobility devices and posture correctors to children with disabilities facing difficulties with physical activities to support the mobility rights of transportation-disadvantaged individuals. These assistive devices include posture support aids, mobility assistive devices, and electric wheelchairs, and their manufacturing is tailored to the physical condition and living environment of children who use them. We have steadily scaled this program, providing practical assistance to 64 children in 2022, 182 in 2023, and 206 in 2024, with the goal of reaching and supporting more children each year.

Trip for Families with Disabled Children

We provide the 'Hyundai Mobis Trip for Families with Disabled Children' program joined by our employees volunteering as care providers. This ensures these families who are equally challenged in their mobility take much-needed rest and spend quality time together, which is not so readily available in their everyday life. In 2024, a glamping trip was organized for 47 family members, with employee volunteers joining to build wider internal consensus on our disability-focused CSR initiatives. To follow up on this program, we hold review contests and survey participating families and employees to identify and make necessary improvements. The 2024 satisfaction score averaged 5.0¹⁾ points, an increase of 0.3 points from the previous year.

1) Respondents: 15 parents who participated in Trip for Families, on a scale of 5

Publishing Children Books to Improve Perceptions on Disability

We have been publishing children's books aimed at improving perceptions on disability since 2014 to address and resolve some common misconceptions and biases about disability in our society. The year 2024 marked the 10th anniversary of this CSR program. To celebrate, a full set of ten titles – from "Go! Can Tab Task Force!" (2014) to "Don't Call Me!" (2023) – was compiled and 140 sets (1,400 copies) were donated to 127 disability-related organizations nationwide.

For my older brother who's just a bit more special

Safe Society

As an automotive parts maker, Hyundai Mobis takes its responsibility for road safety seriously and remains committed to keeping children safe from the dangers of road accidents.



Reduce road accidents involving children



Expand road safety education for children

Distributing Transparent Umbrellas

Distributing transparent umbrellas to children represents Hyundai Mobis' flagship CSR program that has been undertaken since 2010, along with road safety education provided to prevent road accidents involving children. According to the study findings published in 2018 by the Traffic Science Research Institute of the Korea Road Traffic Authority, transparent umbrellas resulted in a 30% reduction in accidents involving child pedestrians. These umbrellas are equipped with reflective piping to make children easily visible at night, and also feature safety functions such as a whistle, enabling children to call for help in case of emergency. To date, 2,879 elementary schools have joined hands in distributing over 1.49 million transparent umbrellas.

Satisfaction Survey on the Transparent Umbrella Distribution Campaign in 2024¹⁾

Category of Social Value	Survey Question	Score
Importance of CSR	Recognize that corporate CSR activities bring positive social impact	96.1
Interest in road safety	Raised interest in road safety through the transparent umbrella program	89.7
Pedestrian safety on rainy days	Recognize the absolute necessity for transparent umbrellas to ensure pedestrian safety on rainy days	89.7
Social interest	Will contribute to raising social interest in road safety for children	96.5

1) Respondents: 6,071 persons (5,195 students, 876 teachers, on a 100-point scale)

Hands-on Road Safety Education for Children

Hyundai Mobis provides 'A Path to School', a road safety education application for children. This app was developed by leveraging the cutting-edge 'eye tracking technology' often applied to automobiles, to help children preemptively recognize and prevent a range of high-risk situations that could occur on their way to and from school. A Path to School was used for the 'Blended Learning Education', an online-offline integrated road safety education program targeting children in the Seoul metropolitan area, with 5,420 children completing this program in 2024. In 2024, we expanded the on-site hands-on road safety education program for children in partnership with professional organization, with 5,842 children in attendance in Jeonju, Suncheon, Cheongju, and Seosan where our operations are based. Along with transportation experience booths covering various modes of transportation covering walking, automobiles, airplanes, ships, and subway, this program also provided 11 educational sessions including disaster response drills covering fire evacuation drills, CPR and first aid.

Story of Transparent Umbrellas

Safe Society

Hyundai Mobis has established a CSR system to support employees in taking an interest in social issues themselves and voluntarily engaging in wide-ranging volunteer initiatives. In so doing, we do our part in resolving a wide array of community issues.



Support socially vulnerable groups



Ensure the sustainability of inland ecosystems

Employee Volunteering

Under the slogan of ‘Joy of Sharing’, Hyundai Mobis employees proactively engage in volunteer activities to share social value.

Self-initiated volunteering

Hyundai Mobis’ self-initiated volunteering initiative provides employees with personalized volunteer options to directly plan and implement volunteer activities in line with their areas of interest to resolve community issues. Employees are granted subsidies through a preliminary screening and put to use their knowledge, expertise, hobbies, and other talents to engage in wide-ranging activities on their own initiative through skill-based donations, volunteering, and technical learning. In 2024, a total of 389 persons, including our employees, their family members, and friends, engaged in self-directed volunteering. This is paired with team-level mentor matching as well as monitoring and evaluation of individual volunteer activities to enhance program quality and identify opportunities for broader deployment.

Group volunteering with families and co-workers

In 2024, we facilitated group-based programs in the three categories of cultural heritage guardians, safety guardians, and ecological guardians, with 725 employees and family volunteers participating in total.

Period	Area	Program	Description	Outcomes (2024)
H1	Fire safety	Street fire hydrant painting	• Painted street fire hydrants with ‘Little Firefighter’ designs in partnership with Seocho Fire Station • Donated 1,667 fire prevention patches to 30 fire-prone welfare facilities (for children, youth, and elderly) in the volunteering area	Hydrants painted: 190 No. of activities: 4 Participants: 92
	Cultural heritage protection	Volunteering for cultural heritage maintenance	• Engaged in cultural heritage maintenance including dust removal, oiling, and weeding for wooden structures (3 sites: Sungkyunkwan, Suwon Hyanggyo, Changdeokgung Palace)	No. of activities: 3 Participants: 229
H2	Fire safety	Street fire hydrant painting	• Painted street fire hydrants with ‘Little Firefighter’ designs in partnership with Jongno Fire Station • Donated 800 fire extinguishers for fire prevention to 5 traditional markets and 43 small theaters prone to fires within the volunteering area	Hydrants painted: 226 No. of activities: 2 Participants: 83
		Virtual fire safety monitoring	• Donated fire extinguishers to vulnerable groups in local communities in proportion to the number of employees who participated in fire extinguisher painting by city and province	83 participants with 1,400 fire extinguishers matched and donated
	Ecosystem conservation	Ecosystem conservation for the Noul Park	• Established seed banks for the germination of Manchurian walnut seeds and planted oak seedlings at the Noul Park established by transforming Nanjido, a former landfill site, into a park	No. of activities: 3 Participants: 160
		Ecosystem conservation for the Saetgang Ecological Park	• Removed floating debris which flowed into Saetgang and created biotopes, a habitat for small animals, at Korea’s first ecological park	No. of activities: 2 Participants: 78

Sustainable Planet

We provide education to elevate awareness on the importance of environmental protection as we strive to evolve in an eco-friendly business. We also operate programs promoting the healthy growth of children and expanding the base of sports activities.



Increase biodiversity through forestation



Work to reduce waste through recycling



Contribute to net-zero by offsetting carbon emissions

Conserving and Restoring Biodiversity at the Miho River in Jincheon

Since 2023, Hyundai Mobis has been planting trees, conducting riverside cleanups, and restoring the endangered species of the Miho Spine Loach near the Miho River in Jincheongun, North Chungcheong. We have also established a monitoring system joined by local citizens and specialists to perform annual regular monitoring, which serves as the foundation for preparing and publishing comprehensive Miho River ecosystem reports. In 2024, over 100 Hyundai Mobis employees and ecological experts jointly conducted species surveys in six categories – plants, mammals, birds, fish, insects, and amphibians/reptiles – near the Miho River and Meer Forest. A special lecture was also organized to raise employees’ awareness of biodiversity. To restore the Miho Spine Loach, an endangered species and a Natural Monument endemic to the Miho River and found nowhere else in the world, 30 adult specimens were secured and over 3,000 juvenile loaches were bred and released into three areas including the Nongdari region of the Miho River. Hyundai Mobis signed a tripartite MOU with Jincheongun and HANGANG, a social cooperative, and provides training to nurture citizen scientists and river guides, fostering community-level ecological experts and raising awareness of biodiversity. In commemoration of World Water Day every March, we conduct large-scale river cleanups along with community members and civic groups as part of our sustained efforts for ecological improvement. For further details, refer to the ‘Natural Capital Management – Promoting Biodiversity Near the Miho River’ section of this report.

‘Promoting Biodiversity near the Miho River’ – Natural Capital Management

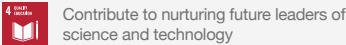
Junior Archery Class for School Sports Clubs

Hyundai Mobis operates the Junior Archery Class program to promote the healthy growth of children and expand the sport of archery through the facilitation of school-level sports clubs. In recognition of our contribution to mainstreaming archery and expanding grassroots sports within local communities, we were honored with the top prize in the ‘Sports Value’ category at the 70th Korea Sports Awards hosted by the Korean Sport & Olympic Committee.

Program	Detail
Archery Class	• As of 2024, provided to 2,074 students at 31 schools, hired trainers among retired archery athletes to support their career development • Participating schools increased by 55% from 2023
Archery Competition	• Hosted twice in 2024 in individual and team events
Archery training material development	• Developed archery training materials for junior school students, which consisted of 15 sessions covering the introduction of archery and its equipment, game methods and rules, safety guidelines, basic skills, and practical training, and distributed 1,500 copies

Sustainable Planet

We provide programs for children and teenagers to nurture future science talents, drawing on our distinctive business capabilities as a mobility software company.



Contribute to nurturing future leaders of science and technology

Teen Engineering Leader

Hyundai Mobis operates the Teen Engineering Leader program to nurture engineers who will lead the advancement of future software technology in the areas of autonomous driving, robotics, and connectivity, with 10 high schools joining this program.

Autonomous Driving Car Competition for Teen Engineering Leaders

In 2024, we hosted the 7th Autonomous Driving Car Competition. Contestants manufacture their model self-driving cars equipped with lidar sensors and cameras and write codes themselves for software algorithms to navigate the track without errors, competing to complete the course in the shortest time. This served to facilitate practical learning through the implementation of autonomous driving models.

Developing a High School Engineering Textbook Curriculum

Hyundai Mobis was approved to open new high school courses in relation to engineering communication and AI-assisted autonomous driving car development projects, and has completed pilot programs at select high schools. We published the ‘Engineering Communication’ textbook in August 2024, and the ‘AI-based Autonomous Vehicle Exploration’ textbook in February 2025, which were officially recognized by the Office of Education. In 2025, we plan to expand these courses by developing teacher guides and student workbooks and producing instructional videos while hosting the ‘engineering leader festival’ for students attending schools which adopt these courses in their regular curriculum, thereby promoting high-quality engineering education across local communities.

Hyundai Mobis Impact Idea Challenge

‘We hosted the Hyundai Mobis Impact Idea Challenge (formerly the ESG Ideathon), a competition for young participants, under the theme of generating social value while pursuing economic profit in alignment with Hyundai Mobis business.’ A total of 61 contestants and 12 employee mentors participated in the event, contributing to the dynamic atmosphere. The competition followed a multi-stage format – preliminary workshops, team projects, and the pitching stage (debate) – along with idea mentoring and employee-led talk shows. This structure guided participants in refining their final ideas by considering both feasibility and social value.

Outstanding Idea	Details
(Grand Prize) Automated flood escape system	Propose a system that enables automatic passenger evacuation in the event of vehicle flooding
(Excellence Award) Illuminating bus stop	Deploy QR codes and HD lamp signage to enhance the waiting experience of bus passengers

Junior Engineering Class

Our Junior Engineering Class has been up and running since 2005 to provide children with education programs aligned with advanced technologies such as autonomous driving and hydrogen-fueled vehicles which are not readily available through regular school curricula. In 2024, we opened a new curriculum and operated the Science Olympic at the year end, contributing to enhancing science and technology capabilities of future generations and fostering talented individuals.

Operating the Junior Engineering Class

The Hyundai Mobis Junior Engineering Class provides ‘Itinerant Junior Engineering Class’ (Nationwide Junior Engineering Class/Mobile Junior Engineering Class) to provide learning content comprising various science experiments to children in underserved areas such as islands, mountainous regions and areas prioritized for educational welfare investments. In addition, Junior Engineering Afterschool Class helps dual-income families and students in need of afterschool care with a range of science-themed learning opportunities. In 2024, this program transitioned from a one-off format to seven sessions aligned with the formal elementary school science curriculum to improve its effectiveness. In particular, we have developed an independent curriculum integrating engineering technology with the national science curriculum for elementary schools, further boosting learning outcomes.

Science Olympic

At the end of 2024, we launched the Science Olympic camp, providing participants in the regular Junior Engineering Class program as well as other interested students with hands-on STEAM learning opportunities including mobility kit assembly, coding, and physical education.

2024 Junior Engineering Class

918 students
20 elementary schools 10 local children’s centers

2024 Science Olympic

263 students
in Seoul, Wonju, and Busan

Actions to Mitigate Material Impacts

Global CSR Initiatives

We have rolled out our flagship CSR programs – distributing transparent umbrellas and Junior Engineering Class – across our overseas corporations to ensure continuity in expanding our community CSR initiatives. This began with 17 overseas subsidiaries wishing to join such initiatives, with a total of 22,180 elementary school students participating. These overseas subsidiaries communicated their willingness to continue with their participation, citing high interest among local communities and satisfaction among students.

Signing an MOU to Foster a Culture of Blood Donation

In 2023, Hyundai Mobis signed an MOU with the One Heart Blood Bank to 'promote ESG social-giving through blood donation', which will guide its efforts in fostering a culture of blood donation and creating social value. Operating a blood bank is expected to set cultural settings for our employees to donate their blood donation certificates while offering employees an opportunity to regularly make blood donations to ensure reliable blood supply. This is just another example of how Hyundai Mobis fully commits to assuming its corporate social responsibility through the sharing of life-saving blood.

Recognized under the CSR in the Community Program and Receiving the Minister Award at the Korean Volunteer Awards

On the back of our efforts in resolving community issues, we have been recognized under the CSR in the Community program co-organized by the Ministry of Health and Welfare and the Korean Council of Social Welfare for three consecutive years. We achieved the highest rating of Level 5 across all categories in the evaluation conducted on overall CSR performance in areas such as environmental protection, social responsibility, and transparent management. In addition, we were named an excellent company for our contribution to local communities and were honored with the Minister of Health and Welfare Award and the Special Award from the Life Insurance Philanthropy Foundation. Furthermore, we received the Minister of the Interior and Safety Award at the 2024 Korea Volunteer Awards in recognition of our efforts to address social challenges through employee volunteering in the areas of environmental conservation, safety, support for underprivileged groups, and cultural heritage preservation on the basis of community engagement and corporate culture of volunteerism. Going forward, Hyundai Mobis will continue to expand CSR initiatives to promote the balanced development of local communities.

Metrics & Targets

Community Engagement

Community Sponsorship Targets

Hyundai Mobis set a goal of increasing the number of community sponsorship organizations by 66 from the reporting year to reinforce community-based CSR initiatives and contribute to the stability and prosperity of local communities. This goal was defined by the review process led by respective operation sites, including the Headquarters, R&D centers, manufacturing sites, and A/S parts centers, and we are identifying the needs of communities through wide-ranging channels.

	Unit	2023	2024	2030 Target
		Parent	Parent	Parent
Community sponsorship organizations	Organizations	50	69	135

CSR Initiatives

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries ⁴⁾	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Percentage of CSR expenses against revenue	%	0.05	~	~	0.04	0.06	~	~	0.04	0.08	~	~	0.06
Donation to charities	KRW million	15,648	22	3,057	18,727	21,970	27	3,715	25,712	27,911	271	5,122	33,305
Volunteering (converted to monetary value) ¹⁾	KRW million	624	~	~	624	770	~	~	770	620	~	~	620
Volunteer hours	Hours	8,710	~	2,649	11,359	13,249	~	1,795	15,044	9,237	435	2,671	12,343
Volunteer participants ^{1), 2)}	Persons	3,858	~	966	4,824	4,066	~	710	4,776	2,011	178	766	2,955
Volunteer hours per person ³⁾	Hours/person	0.75	~	0.12	0.34	1.09	~	0.07	0.33	0.75	0.04	0.22	1.00

1) Compiled and converted employee volunteer hours during work hours (excluding weekends) based on domestic (parent) salary standards

2) Calculated by including duplicates (cumulative)

3) Volunteer hours per person: Total volunteer hours / total number of employees

4) Restated the 2022 data for donation to charities

Donations and Other Expenses

	Unit	2022				2023				2024			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Donation to charities		15,648	22	3,057	18,727	21,970	27	3,715	25,712	27,911	271	5,122	33,305
Associations and tax-exempt organizations ¹⁾		1,230	~	~	1,230	514	~	~	514	531	~	~	531
Lobbying and lobbying associations (membership fees)	KRW million	0	~	~	0	0	~	~	0	0	~	~	0
Political donations		0	~	~	0	0	~	~	0	0	~	~	0

1) Restated the 2023 data for association and tax-exempt organizations

Customers

Hyundai Mobis puts customers first as our utmost value, and recognizes car OEMs as well as domestic and overseas distributors and dealerships purchasing our A/S parts as our key customers. We pursue technology enhancement, deliver best quality, strengthen the trust and close communication with customers, and build trust-based relationships with customers under the vision of becoming the company pushing for satisfactory mobility.

Strategy

Interests and Views of Stakeholders

At the request of respective customers, we respond to EcoVadis' assessments, Drive Sustainability's SAQ¹⁾ and supply chain questionnaires sent by individual car OEMs whenever the need arises. To ensure agile customer communication, we operate dedicated organizations serving domestic/global customers establishing internal management processes to address customer requirements while reflecting key issues in defining our future business approaches following internal reviews. Distributors and consumers purchasing our parts may access our VoC channels to handle their grievances. When it comes to parts supply schedules, one of the most frequently asked questions, we have adopted AI technology for increased reliability in A/S parts supply to make our demand predictions more accurate and our logistics operations more efficient while building new warehouses to expand our logistics network. Meanwhile, we hold annual 'distributor seminars' to directly interact with distributors, fully integrating stakeholder feedback into our business model, strategy, and activities.

1) SAQ: Sustainability Assessment Questionnaire

⊕ 'Identifying Stakeholders and Impacts Across the Value Chain' – Sustainability Framework

Material Impacts, Risks, and Opportunities and Their Interaction with Our Strategy and Business Model

'Product quality and safety', which was identified as material the previous year, was chosen again as a material topic through the materiality assessment. In conducting materiality assessments, we identify, assess, and manage impacts on customers and the associated financial risks and opportunities. For further details, refer to the 'Material Impacts, Risks and Opportunities' in the Appendix section of this report.

⊕ 'Material Impacts, Risks, and Opportunities' – Appendix

Impacts, Risks, and Opportunities Management

Policy

Hyundai Mobis recognizes customers as a key stakeholder group and has incorporated customers in its Code of Conduct, human rights policy, and environmental policy. Our Code of Conduct specifies our commitment to pursuing customer satisfaction, guiding our efforts to promptly deliver top-notch products and services at reasonable prices and to handle customer complaints swiftly and fairly. Our human rights policy upholds the protection of customers' human rights, and this steers our efforts to do our utmost to safeguard the life, health, and property of customers as well as personal data collected in the course of business conduct. Our environmental management policy also specifies customer communication covering the provision of environmental data for our products and services, and our quality principles set forth our goal for realizing customer delight. All these policies and their specifics are publicly available on our corporate website.

🔗 Hyundai Mobis Code of Conduct

🔗 Human Rights Policy

🔗 Environmental Management Policy

Quality Principles and Management Framework

Hyundai Mobis Quality Principles

We secure global top-tier quality competitiveness across all stages - from new vehicle development to mass-production, warranty services, and service parts supply through a virtuous cycle of preventive quality management. We place safety as the highest priority in all quality operations to deliver customer satisfaction.

To realize the value of 'customer safety' with a focus on 'quality built on strong fundamentals', Hyundai Mobis has established a 'virtuous cycle framework for preventive quality management' encompassing all phases of the product lifecycle to reinforce and upgrade operational areas that were previously vulnerable in fundamental aspects.

In the product development stage, we have reestablished processes to incorporate lessons learned from past vehicle issues and horizontally expand solutions to prevent future recursion. In the new vehicle development phase, company-wide quality project managers (PM) now assume enhanced roles to ensure all development-phase issues are thoroughly verified and resolved. In the mass-production phase, an automated change monitoring system has been deployed to prevent quality risks arising from changes in the production environment. The introduction of the GQI¹⁾ enables us to objectively evaluate the quality operations of our global manufacturing plants, identifying vulnerabilities and using the insights to achieve consistently high quality standards. These activities support the centralized management of quality data through the QMS²⁾ 2.0, our internal quality management system, across all parts centers, domestic / overseas operation sites, and suppliers. Looking ahead, we will continue to advance relevant systems and processes to maintain our virtuous cycle framework for preventive quality management all the way from new vehicle development to mass-production.

1) GQI: Global Quality Index

2) QMS: Quality Management System

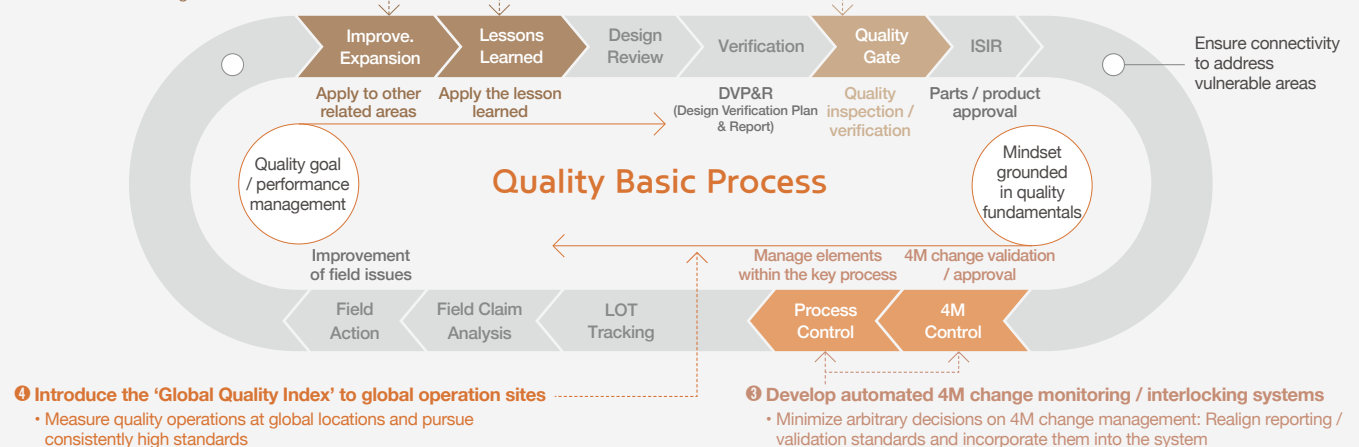
Quality Prevention and Management Framework

① Establish a virtuous cycle of incorporating and expanding lessons learned

- Establish a dedicated operational unit: Monitor and manage recurrence rates

② Build quality gate, customized for new vehicle

- Redefine the role as QPM: pre-validate the requirements for improvement and lead to resolve the issue before delivery



Policy

Distributor Management Process

We value domestic / overseas distributors and dealerships who purchase our parts as important customers and partners who work together with us in improving the quality of consumer services. To facilitate the business operations of our domestic distributors, we implement an optimal parts supply process and run policies to manage the commercialized areas. This is coupled with a range of training opportunities and support for improved store environments. To enhance the efficiency of our overseas distributors and distribution centers who directly interact with global customers, we support with measures in areas as setting up terms of business, making payments, proceeding with order fulfillments, and handling parts export including shipments and loading.

Data Privacy Policy

Hyundai Mobis has established internal management plans pursuant to the Personal Information Protection Act and the Enforcement Decree of this Act, and set out specifics to protect personal data the company processes. We have created our data privacy organization with the CPO¹⁾ and the department heading our information security operations playing a pivotal role to take responsibility for the oversight and control of the misuse and breach of personal data and the rigorous management of such data. Not only do we establish our company-wide data privacy policy and operate an independent privacy organization, but we also provide personnel handling personal data with appropriate management and oversight including regular training to ensure proper handling of personal data. To control access to personal data, we grant access to our personal data processing system to authorized personnel only while taking technical security measures including those intended to detect and block external intrusion. This is paired with a range of technical measures, including encryption and malicious program blocking, to keep personal data secure. Further details on our information security management system are disclosed in the ‘Information Security’ section of this report.

1) CPO: Chief Privacy Officer

☐ ‘Information Security’

Privacy Policy

Hyundai Mobis safeguards the personal data of customers and employees in line with its privacy policy. Departments handling personal data process such data only by designated personnel and in accordance with the set principles and processes. Personal data should not be used beyond its intended collection and usage purposes, and should be processed based on the data subject’s informed consent which clearly states the purpose of collection, the specific data collected, the retention period, and any provisions to third-parties. Such collected data are securely managed through wide-ranging technical, administrative, and physical protection measures, including encryption and anti-hacking tools, and the data subject reserves the right to request a change to or a deletion of their data at any given time through the department handling personal data.

🔗 Privacy Policy

Engagement Process

Customer Satisfaction Survey

We regularly perform customer satisfaction surveys on domestic distributors and maintenance centers as well as overseas distributors and dealerships. This allows us to assess their operational status, identify necessary improvements, and incorporate them in our CX (customer experience) enhancement strategies. We also provide our customer-facing staff and distributor employees with training to strengthen CX capabilities while earning stronger trust in our brand through improved customer satisfaction. Domestic satisfaction surveys evaluate overall satisfaction based on the service experience perceived by customers interacting with our service touchpoints. In 2024, the domestic customer satisfaction score was 81.8, with outstanding performance in staff attitude and parts packaging.

Distributor Seminar

We regularly hold seminars covering various topics – policy communication, updates on recent trends, and grievance collection – to engage with distributors. These seminars serve to facilitate communication and gather feedback, which is incorporated into our policy improvement efforts.

Distributor Seminar Program

Program	Description
Hyundai Mobis Distributor Conference	Strengthen communication and share information on policies, change in distribution channel, market trend and domestic business directions
Policy seminar for the Distributor Association	Share and discuss key pending issues of distributors to review their difficulties and develop improvement measures

Strengthening Response to Customer Requirements

The requirements submitted by our customers range from product specifications and quality to net-zero and supply chain management. In response, our dedicated organization is up and running to engage in swift and proactive communication with domestic and global customers. Customer requirements are closely reviewed for their significance and feasibility, and appropriate actions are taken to ensure they are incorporated into our business strategies and operations.

‘Mobis Live’ Renewal for Direct Customer Communication

‘Mobis Live’ serves as our brand media website to strengthen online communication with customers. This channel provides consumers with practical information including the latest mobility issues in the areas of EVs, autonomous driving, and shared mobility while offering up-to-date corporate news including Hyundai Mobis’ vision declaration ceremony and project announcements. Hosting regular open competitions and sending newsletters also serve to directly reach out to consumers beyond the boundary of B2B²⁾ operations.

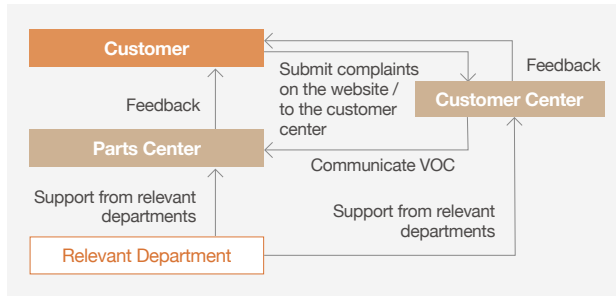
2) B2B: Business to Business

Remedy Process and Grievance Mechanisms

Voice of Customer Management

We operate a dedicated website for A/S parts and supplies to assist customers in directly searching and accessing information including detailed parts information or sales locations. Our customer center (+82-2-1588-7278) is available 24/7 to make it easier for customers to submit their inquiries and complaints. Complaints received are communicated to respective parts centers and relevant departments to promptly provide feedback and make necessary improvements. This process operates pursuant to the Personal Information Protection Act, and involves the collection of personal information (name, phone number) for follow-up contact and inquiry history management after gaining customer consent. The collected information is retained for five years for record keeping, and is securely deleted beyond the retention period. Information on the collection and use of personal data is provided to customers through the automated response system (ARS).

VOC Response Process



Compliance Helpline

Compliance Helpline is made accessible to external stakeholders as well as internal workers, and customers are free to use this channel to make inquiries or raise concerns year-round in relation to human rights violation and distribution of grey parts. Overseas subsidiaries also receive customer-related complaints throughout the year via email and other channels. Further details are disclosed in the 'Employees-Compliance Helpline' section of this report.

☐ 'Compliance Helpline' – Employees

Channels to Handle Data Privacy Breaches

Personal data breaches can be reported through the Korea Internet & Security Agency (KISA) and our Data Privacy Committee. Concerns submitted to the KISA are referred to the Data Privacy Committee when they are identified as data privacy breaches, and breaches detected through national audits and verifications as well as concerns that individuals directly raise through our website are all collected by Hyundai Mobis, assessed to identify their specifics, and handled swiftly.

Reporting Channel	Organization	Reporting Method
Personal data breach reporting center	Korea Internet & Security Agency (KISA)	- Website: http://privacy.kisa.or.kr - Phone: 118 (toll-free)
Cyber Crime Investigation Division	Supreme Prosecutors' Office	- Website: http://cybercid.spo.go.kr - Phone: 1301 (toll-free)
Cyber Safety Bureau	Korean National Police Agency	- Website: http://www.police.go.kr/www/security/cyber.jsp - Phone: 182 (toll-free)

Responding to the Incidents of Personal Data Breaches and Leaks

Hyundai Mobis has established response manuals for security breaches (attacks against the information system) and personal data leaks (loss, theft, and leakage of personal data).

Personal Data Breach Response Process

Occurrence of Security Breaches and Personal Data Leaks	
Reporting and registration of security incidents	Upon detecting anomalies, the person who identified it immediately report this to the Information Security Team
Incident response	- IT personnel in the Information Security Team proceed with emergency response - The Information Security Team identifies whether any personal data breach has occurred and reports the findings to the responsible manager
Response team organization	- An incident response team is organized - Emergency action is taken to minimize damages
Root cause analysis	- Legal reviews are conducted and impacts are identified - What and how to notify affected customers is determined (refer the case to investigative authorities when deemed necessary)
Response and preventive measure development	- The case is reported to pertinent authorities to respond to investigations - Measures are developed to prevent recurrence

Actions to Mitigate Material Impacts

Quality Management System

Quality Management System Certification

As of 2024, 25 domestic and overseas manufacturing sites were certified to the IATF 16949 international quality management system standard, and our parts centers also achieved ISO 9001 to demonstrate their full compliance with global quality management standards. To meet the specific quality requirements of global car OEMs, we continue to upgrade our quality management framework. This supports our efforts to apply rigorous testing and standardized procedures throughout all phases of product development, manufacturing, and quality verification, ensuring optimal performance across the entire vehicle lifecycle. In this context, we do not rely on external certifications only; rather, we conduct regular internal audits on our quality management system and share the findings with top management to regularly evaluate its effectiveness and manage associated risks.

Quality Management Certifications¹⁾

IATF 16949 Certification		Sites	Sites Certified	Certification Rate (%)
Domestic	Manufacturing sites	4	4	100
	Subsidiaries ²⁾	9	9	100
Overseas	Manufacturing sites ³⁾	21	21	100
Total		34	34	100

ISO 9001 Certification		Sites	Sites Certified	Certification Rate (%)
Domestic	Parts Centers ⁴⁾	27	27	100

1) Refer to 'Certifications' – Appendix section of the report

2) MOTRAS (2), UNITUS (5), H Green Power (1), Hyundai IHL (1)

3) Exclude sites, not operation (before mass-production, shut-down, etc.) or under 1-year of operation as of the end of 2024

4) HQ, parts centers (22), distribution centers (4)

☐ A/S Parts and Automotive Supplies

☐ 'Certifications' – Appendix

Actions to Mitigate Material Impacts

AI-enabled Data-based Quality Management

Hyundai Mobis is working to establish a ‘data-based preventive quality system’ merging quality data with AI technology. Leveraging LLMs¹⁾ powered by data accumulated in the QMS (structured, non-structured, working-level domain knowledge), we are developing quality improvement solutions covering search, analysis, and inference engines. While enhancing the accuracy of these solutions, we are focused on digitizing actual quality improvement outcomes and knowledge into datasets and ensuring the alignment between these datasets and historical quality data. To improve efficiency in quality operations, we are also developing services to automate manual operational practices (automated classification of RO anomalies and determination of recurrence of past quality issues). Such AI-enabled analytics capabilities will drive our efforts to identify improvement directions, strengthening our capabilities to address quality issues and consistently accelerating the pace of quality enhancements. Over the long-haul, we plan to integrate and connect development, mass-production, and field quality data to deliver real-time solutions to quality issues, further advancing our quality management framework in the process.

1) LLM: Large Language Models

Response to Quality Emergencies in the Event of Irregular Operations

We have established plant / line-specific response manuals for all product categories to minimize negative impacts on product quality in the event of unexpected disruptions to regular plant operations. If equipment fails, we follow the predetermined procedures to operate alternative equipment and transition to manual assembly, carrying on production and fundamentally prevent the occurrence of any quality defects. In addition, quality risks that may arise from abnormal operations are proactively identified and detailed guidelines are provided to support operators to immediately check mandatory items and promptly detect and isolate defective products. Each of our plants has established manuals to address the failure of production equipment for key processes. This process aligns with the international quality management system standards (IATF 16949) which require the development of documented contingency plans to ensure the continued supply of conforming products to the customer in the event of abnormal conditions in the production process. These manuals base our efforts to advance quality management across all products.

Operating a Customer Quality Response System

Hyundai Mobis operates a structured customer quality response system aimed at achieving the 5-star rating in quality to guarantee the quality of each operation site and satisfy the quality needs of customers including Hyundai Motor Company and Kia. We make on-site inspections to regularly monitor the implementation of the work procedures and quality management standards. When any quality issues arise, their root causes are promptly analyzed and corrective actions are taken immediately. The findings and improvements made are internally shared within the company, along with close communication with customers. We also monitor the information on receipt and claims from customers to analyze trends in recurring issues and take proactive measures to prevent their recurrence. We set our quality policy and goals by placing customer satisfaction as the utmost value while defining clear roles and responsibilities across quality operations, pushing forward with quality management to secure sustainable quality competitiveness.

Product Warranty

Hyundai Mobis sets provisions through cost projections for sold products to provide quality warranties, exchanges and refunds, repairs for defects, and after-sales services based on factors such as the warranty period and historical records. When an issue is detected through our internal inspections or through customer reports, we immediately recall the product to put customer safety first. In 2024, no forced recalls were issued, but voluntary corrective actions were completed for 374,384 vehicles, including a recall issued for rearview camera malfunction in the Sorento model sold in North America.

Quality Safety Program

Quality Training for Employees

To raise employees’ quality awareness, we provide regular quality training to all employees each year and host a variety of programs to encourage their voluntary participation. Our VDA 6.3²⁾ training has been up and running since 2021 at the company-wide level to accommodate the increasing orders we land from global OEMs, and 28 employees completed this training to achieve or renew their qualifications in 2024. Our quality personnel are provided with training on electronics, electrification and software to elevate their expertise so that we remain agile in responding to the evolving future mobility technology landscape. This phase-based training is consecutively operated in on / offline formats from the basic phase to the full vehicle disassembly and reassembly phase, and was completed by 388 employees in 2024. To internalize the reliability work process essential to securing advanced quality and to nurture internal specialists, we support our employees in obtaining their CRE³⁾ certification. In 2024, a total of 47 employees obtained international certifications.

2) VDA 6.3: Verband Der Automobilindustrie 6.3

3) CRE: Certified Reliability Engineer (professional reliability engineer certification program administered by the American Society for Quality)

Training	Target	Frequency	Topic
VDA 6.3 auditor training	All employees	Annual	Provide training to all employees to nurture auditors and help renew the certification to respond to the certifications required by European customers
Quality management practice (by topic)	Quality personnel	Annual	Support quality competency enhancement for future core parts, automotive S/W, and cyber security
Certified Reliability Engineer (CRE) training	All employees	Annual	Nurture experts to develop reliability-assured products

Regular Quality Cost Monitoring

Hyundai Mobis regularly monitors quality costs through internal system. Each year, quality cost goals are set for each business division and the progress is continuously managed and shared through cost tracking. Details of expenditures are subdivided by item, by plant, and by month to identify vulnerabilities and to develop corresponding strategies and plans.

Actions to Mitigate Material Impacts

Supplier Quality Assessment (MQRS)

Hyundai Mobis operates the MQRS¹⁾ as its internal supplier quality assessment system to assist suppliers in bolstering their quality management capabilities and to establish its parts quality assurance framework. This system applies to domestic and overseas tier-1 suppliers, and comprehensive assessments are made in the areas of outsourcing management, process management, production and maintenance management, finished product management, and quality competency. New suppliers with ratings below the set standard could be subject to penalties, including transactional restrictions, and the subsequent assessment cycle is maintained depending on rating results to ensure rigorous management of high-risk suppliers.

1) MQRS: Mobis Quality Rating System

Ensuring Reliable A/S Parts Supply

A/S Parts Supply Network

Hyundai Mobis harnesses its global parts supply network to ensure prompt and accurate supply of A/S parts. In Korea, we operate four distribution centers and 22 parts centers to supply parts across the nation. As of the end of 2024, we supplied A/S parts to over 58.56 million units to Hyundai Motor Company and Kia operating in Korea and abroad, and we deal with nearly 2.76 million parts to serve approximately 213 models, including discontinued models in 2025. Pursuant to Korea's consumer protection and motor vehicle management regulations, we must supply the parts for discontinued models for an eight-year period, and we remain committed to ensuring the responsible supply of A/S parts accordingly. We align our customer consultation system (MINDS) with our parts operation system (nSMART) so that customers who request parts that are unavailable in their area are provided with parts through whichever operation site is nearest to their location. We also invested in a new integrated distribution center serving the Youngnam region to open an integrated distribution site in Gyeongju to further expand our supply network. This new distribution center will accommodate a dedicated area for eco-friendly vehicle parts and a photovoltaic power generation system, along with the deployment of logistics robots.

Advancing A/S Parts Demand Forecasting and Improving Logistics Efficiency

To ensure the timely supply of numerous A/S parts, we operate an AI-enabled next-generation demand forecast system and a logistics standard system to increase the accuracy of our demand forecasts and the efficiency of our distribution system. Specifically, we adopted an intelligence warehouse system for our distribution warehouses, using barcodes to manage all receiving and outgoing items in real time.

[A/S parts and supplies website \(Korean\)](#)

Creating Customer Value through CS Training

Hyundai Mobis engages in a variety of CS²⁾ capacity enhancement activities to live by its value of putting customers first. We provide standard manuals and basic customer response training to help employees working at wholesale / retail customer contact points improve their customer service approach. We also support customer response personnel with emotional management to help relieve their stress and enhance their customer service mindset while also encouraging shifts in customer awareness regarding service interactions.

2) CS: Customer Service

Course	Target	Completion Rate	Topic
Leadership training for regional part leaders	Part team leaders and other part leaders (45 persons)	100%	Leadership training for customer management, including practical customer service skills enhancement, mindful leadership, and leader networking
CS training for new hires	Accounting / clerical staff (17 persons)	82%	Training on standard response procedures and CS mindset improvement for new hires at customer contact points and distribution centers
Regional customer response training specific to female staff	Regional female customer service staff (34 persons)	100%	Communication skills enhancement training for female staff to uphold consistently high standards in customer service attitudes and improve customer satisfaction
Organizational vitalization training	Employees at 41 parts teams (494 persons)	68%	Communication and team-building activities to resolve conflicts and foster team spirits among parts team members
Emotional wellness training for the distribution network	Customer service staff at domestic distributors (155 persons)	52%	Healing program to relieve fatigue from customer service
Emotional immunity enhancement training	Front managers at distributors (155 persons)	100%	Training to enhance customer response services at distributors through information sharing on parts supply and the prevention of customer conflicts

Actions to Mitigate Material Impacts

Competency Enhancement Support for Distributors

We assist distributors of our service parts business unit as well as dealerships in their day-to-day operations to facilitate their business activities. To this end, we provided 10 sessions of offline training to 155 front managers who oversee customer services at distributors. We also conducted 10 sessions of group training aimed at enhancing organizational management leadership for 260 distributor representatives, consistently improving efficiency in parts supply while fostering a safe working environment.

Offline Training for Distributor Front Managers

Program	Details	Satisfaction Score and Rate
Customer service enhancement training	Share customer service skills and CS ¹⁾ -related complaints at distributors	97 in satisfaction score 99% Respondents who were 'satisfied' out of 147 participants
Emotional resilience healing training	Stress assessment and meditation training to support CS ¹⁾ improvement	

1) CS: Customer Service

Operational Environment Improvement Program for Distributors

Program	Details
Win-win funds	Provide loan support worth KRW 20 billion to distributors investing in environmental improvements
Management consulting	Engage Hyundai Mobis employees in assessing distributors' operations and identify improvement tasks
Support for environmental improvements	Provide parts discounts to distributors with substandard parts storage conditions
Support for operating system expenses	Help pay for a portion of the maintenance costs of the integrated system
Support for operational supplies	Provide uniforms, signboards and other standardized operational supplies
Free-of-charge safety inspections	Provide biennial working environment safety inspections for distributors
Support for defect disposal	Help pay for a portion of the expenses to dispose of defective parts
Support for inventory integrity management	Provide parts discounts when disposing of non-moving inventories

Reinforcing the Global Competitiveness of Core Parts

Expanding Global Orders

Hyundai Mobis proactively reaches out to customers to land orders for high value-added core parts, including ADAS and electrified parts, across North America, Europe, and China. In 2024, our global orders reached USD 2.57 billion in the face of mounting uncertainties over the sustained investment burdens faced by car OEMs and the EV chasm. This achievement was driven by our diversification strategy across key OE categories and regions including North America, Europe, and Japan. Our 2025 goal is to achieve USD 7.45 billion in orders through large-scale projects and product upgrades. Through our efforts to acquire new customers and continue to secure orders for core parts such as electrified products and brake parts, we will further reinforce our global competitive strengths.

Establishing a Global Key Account Management System

We recognize future mobility as a key business opportunity and are bolstering our sales strategy tailored to respective local markets. We have established dedicated global OE business units across the five key global regions of Europe, North America, China, Japan, and India, bringing in nine executive-level experts (KAE²⁾) to head our order-winning activities customized for local customers. We have also significantly expanded our research workforce dedicated to tailored local customer responses at our overseas technical centers to pursue the localization of our R&D operation. This will enable us to continue with local sales activities right at customer contact points and build a more cohesive in-person network to deliver differentiated services.

2) KAE: Key Account Executive

Reinforcing the CSR Management Process for Global OE Customers

CSRs³⁾ refer to product-, process-, and system-level requirements specified by each customer in alignment with the core quality requirements outlined in IATF 16949, and are a critical factor in the global order screening process. To proactively respond to CSRs, Hyundai Mobis analyzed the key CSR documents of major global car OEMs and developed MCSR manuals that could apply to our daily business routines. To ensure ongoing alignment with the actual CSRs required in global project undertakings, we have been updating our MCSR⁴⁾ manuals with customers' most recent CSRs, starting with the establishment of a Stellantis CSR library in 2024. These efforts support our initiatives to strengthen local response capabilities through CSR guidance provided to global OE plants. In 2025, we will nurture CSR specialists and upgrade local quality processes and systems for new global OE plants⁵⁾, establishing a global execution framework early on.

3) CSR: Customer Specific Requirement

4) MSCR: Mobis CSR

5) Domestic: Jincheon Plant, Changwon Plant, Overseas: MMX, MCZ, MSK, MWX, MTJ

Reinforcing Global Marketing Operations – Attending Global Mobility Shows

We attend mobility shows hosted across the globe to publicize our future vision and new technologies among global OEMs. Our participation in the 2024 Paris Motor Show and the Auto Shanghai 2025 served to strengthen our technology capabilities to meet the specific needs of global customers. In China, we showcased locally-tailored technologies including AR-HUD⁶⁾ and a sound demonstration car developed by technical centers in Shanghai and Yantai, expanding our interface with local customers. In Europe, we demonstrated 10 strategic technologies at our private booth, including an electrified powertrain system, battery system (BSA⁷⁾), electronic software platform, and transparent display, laying the basis for acquiring new customers and creating business opportunities.

6) AR-HUD: Augmented Reality Head-Up Display

7) BSA: Battery System Assembly

Metrics & Targets

Product Quality and Safety

Product Recalls

	Unit	2022	2023	2024
		Consolidated	Consolidated	Consolidated
Vehicles recalled	Vehicles	1,044,483	19,020	374,384
Voluntary recalls	Vehicles	1,044,483	19,020	374,384
Non-voluntary recalls	Vehicles	0	0	0
Recall expenses	KRW 100 million	428	96	44
Percentage of recall expenses against revenue	%	0.08	0.02	0.01

Warranty Provisions

	Unit	2022	2023	2024
		Consolidated	Consolidated	Consolidated
Provision warranty balance at the beginning of the period	KRW million	1,217,987	1,174,541	1,578,207
Warranty expenses (costs) incurred during the period	KRW million	343,342	254,089	348,723
Percentage of warranty costs against annual revenue	%	0.7	0.4	0.6

Customer Grievance

VOC¹⁾ Management

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries ²⁾	Total
VOCs	Submitted	Cases	~	~	~	~	115,960	~	~	115,960	117,084	~	995,165	1,112,249
	Handled	Cases	~	~	~	~	115,347	~	~	115,347	115,410	~	992,515	1,107,925
	Ongoing	Cases	~	~	~	~	288	~	~	288	924	~	1,708	2,632
	Returned	Cases	~	~	~	~	325	~	~	325	749	~	942	1,691

1) VOC: Voice of Customer
2) Compiled overseas subsidiary data since 2024

Governance

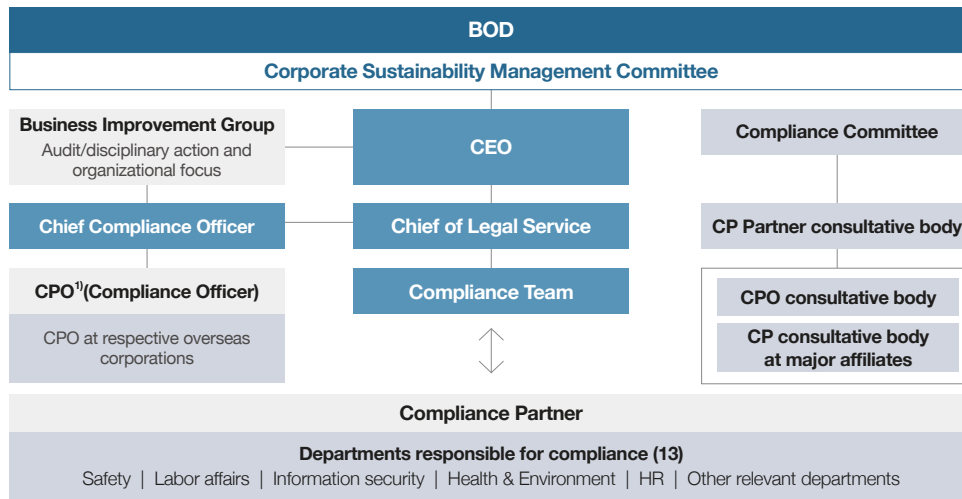
Business Ethics	134
Information Security	139

Business Ethics

Governance

Ethical Management Framework

Hyundai Mobis recognizes compliance management as an essential enabler for sustainable business operations. Based on the mindset, the company has set up and operated a compliance and ethical management framework in relationships with employees, customers, suppliers, and other stakeholders. The Board of Directors deliberates and oversees the appointment of the Chief Compliance Officer and compliance managers and receives reports on compliance support activities. The Board also takes final reviews on the release and amendment of the codes of conduct before the approval. The Corporate Sustainability Management Committee under the Board reviews key policies governing ethical management and monitors the implementation of the Compliance Program. The Committee also monitors transactions among related parties as stipulated by the Fair Trade Act and the Commercial Act, and evaluates the development, revision, and implementation of ethical standards such as the code of Ethics, to foster an ethical corporate culture. To live by the 'Tone at the Top' principle, we created the Compliance Committee which consists of heads of business divisions and units and CP managers to manage relevant risks, share compliance review results and improvement agendas, and discuss other compliance-related issues. We also introduced the 'Compliance Partner' system and designated responsible teams for 13 key compliance areas including safety, labor affairs, and information security to facilitate compliance activities across key areas of business operations.



1) CPO: Compliance Officer

['Compliance Management System' on the website](#)

[Hyundai Mobis Code of Conduct](#)

Impacts, Risks, and Opportunities Management

Hyundai Mobis manages impacts and risks across key compliance areas, such as anti-corruption, fair trade, workplace safety, human rights, and data privacy. We keep abreast with major government policies and legislative developments to monitor regulatory trends. Internally, we conduct company-wide compliance surveys and operate reporting/whistleblowing channels to identify risks and provide prevention training.

Compliance Management System

Compliance Program		
Prevention	Monitoring	Follow-up
- Regulatory trend monitoring - Regulatory development / revision - Set up manual and guideline - Employee training and campaigns - Self-assessment	- On-site monitoring - Issue response and status management - Whistleblowing and risk management	- Analysis and evaluation of issue response outcomes - Development of corrective measures - Verification of implementation
Management system	Legal/contract system, internal trading review, supplier data request system, early warning for information security breach, risk management system, compliance assessment	
Grievance mechanism	Compliance Helpline, Cyber Auditor (website), supplier grievance reporting center (supplier system), sexual harassment/bullying counseling center (Healing Sam)	

Policy, Action, and Activity

Compliance Management Regulations

Hyundai Mobis Code of Conduct is a set of specific and formalized compliance regulations to guide all employees (including those at overseas corporations and subsidiaries) in practicing ethical and lawful business conduct. The Code was stipulated in 2019 and its first amendment was made in January 2024 to reflect change in external requirements. The Compliance Control Standard serves as the foundation for compliance management, and the Regulatory Compliance provides the basis for working-level compliance operations.

Key Compliance-related Policies

Hyundai Mobis Code of Conduct	[Link] A set of guidelines integrating the Ethics Charter, Code of Conduct for Ethical Practice, and Global Compliance Guidelines to guide employees in ethical business conduct and legal compliance
Compliance Control Standard	[Link] Ground rules for establishing a compliance control environment and undertaking compliance activities
Hyundai Mobis Code of Conduct for Business Partners	[Link] Supply chain policies aimed to build ethical and sustainable supply chains as part of compliance management

Investigation and Handling of Ethical Non-compliance (Cyber Auditor and Internal Review)

Pursuant to Hyundai Mobis Code of Conduct and Employees' Code of Ethics, we prohibit any act of requesting, receiving, or providing unjustified monetary benefits in our entire relationships with stakeholders. The Code of Conduct applies to all stakeholders, including employees, suppliers, government organizations, and agencies (third-parties, consultants). Monetary benefits include all type of actions of unjust gains and solicitations that could harm the fairness of business conduct and bribery, providing any type of entertainment and conveniences. Specifically, bribery is subject to the zero-tolerance principle, and is held accountable through serious disciplinary measures. Whistleblowing reports submitted to the Cyber Auditor and incidences of non-compliance with the Code of Ethics identified through annual internal reviews are internally investigated by the dedicated department and are subject to disciplinary measures according to the Disciplinary Committee Regulations.

Report Submission and Response Process



Ant-corruption and Anti-bribery System

Incidences related to corruption and bribery are detected and handled by our Cyber Auditor and internal reviews. The results of handling ethical misconduct are disclosed by type in the 'Metrics & Targets – Investigation and Action Taken for Ethical Non-compliance' section of this report. Our gift return and report center under the Red Whistle is operated by a third-party organization to ensure data privacy and anonymity. To make this center more accessible, we provide stakeholders with guidance on using a dedicated app 24/7 reporting services. When employees are provided with gifts from stakeholders for unavoidable reasons, they may access the center to return the gifts and report this incident to the company.

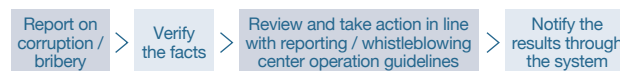
Ⓜ Investigation and Action Taken for Ethical Non-compliance

Cyber Auditor and Internal Review

* 10 cases of reports received in relation to corruption and bribery

100%

Corruption and Bribery Response Process



Corruption Risk Assessment

We assess our operation sites for corruption risks in accordance with the RBA¹⁾ framework, a globally standardized evaluation system that applies to the parts industry. These assessments cover key corruption-related categories including labor and ethics. When nonconformities are identified, corrective measures are developed and implemented.

1) RBA: Responsible Business Alliance

Target Operation Sites	Action Taken	Improvements Made
MCZ, MCZ-OS, MSK, Jincheon, MWX	100% Actions were taken for 158 nonconformities	Enhanced the ethics review process, implemented KPIs, and strengthened training

Whistleblower Protection Program

Pursuant to Article 13 (Operation of Internal Whistleblowing Channels and Whistleblower Protection) and Article 14 (Handling Incidences of Non-compliance) of our Compliance Regulations, we extend protection to whistleblowers in line with three key principles. Our whistleblower protection program is operated in line with the Compliance Reporting/ Whistleblowing Center Operation Guidance which outlines detailed procedures for the submission, review, handling and reporting of reports and whistleblowing cases.

3 Key Principles for Whistleblower Protection

- Confidential: Disclosure of a whistleblower's identity or any information that might lead to identification of the person without his / her consent is strictly prohibited.
- Identity Protected: Any disadvantage or discrimination, including sanctions, against a whistleblower from his / her department or trading partner for his / her report, representation or sharing of relevant documents is not tolerated.
- Reduced Disciplinary Sanctions: If the whistleblower is found negligent or responsible in respect of his / her report, sanctions against him / her may be annulled or reduced.

Article 3 (Protection of Reporters / Whistleblowers) of the Compliance Reporting / Whistleblowing Center Operation Guidance

- If the reporter / whistleblower themselves have been involved in illegal or improper conduct related to the reported / whistleblowing, the normalcy may take into account.
- Reporters / whistleblowers shall not face any disadvantages due to the act of reporting / whistleblowing.
- In cases where the reporter / whistleblower is an employee of the Company, he / she shall take appropriate measures in consideration of all matters when requesting personnel measures, such as changing his / her position, on the grounds that he / she may be disadvantaged in personnel affairs.
- The Operator shall verify whether there have been any disadvantages or retaliation due to reporting / whistleblowing within three months from the day after the notification of the investigation's conclusion.

Compliance Pledge

We have all our employees in Korea and new hires sign the compliance management pledge. We also require employees who represent our subsidiaries and other key affiliates to sign the ethics pledge, and include provisions on compliance with the Code of Conduct for Business Partners within our basic contract for suppliers, ensuring that our entire value chain adheres to the compliance standards that we uphold at Hyundai Mobis.

🔗 Hyundai Mobis Compliance Reporting/Whistleblowing Center Operation Guidance

Compliance Training

We conducted annual company-wide compliance training which consists of nine modules. For employees in management positions including expatriates, we require them to complete mandatory training and operate a point-based incentive system linked to policy management items. For on-site staff, we ensure the statutory training they attend is tailored to the specific context of their business unit. Expatriates, leaders, procurement staff, and personnel at overseas subsidiaries are provided with specialized training tailored to specific roles or topics covering safety and environment, information security, intellectual property, and product safety, raising their compliance awareness and strengthening response capabilities. For our overseas subsidiaries, we conduct Legal Risk Management training specific to respective countries with the help of the CPO²⁾. We also provided employees at overseas corporations, including locally-hired members, with training on the prevention of discrimination, bullying, and sexual harassment. In addition, regular and year-round compliance training was provided twice to 540 employees from suppliers and distributors. In 2024, we launched 13 campaigns, including compliance campaigns during New Year and Chuseok holidays and the planning and distribution of compliance-themed merchandise, in an effort to foster a culture of compliance.

2) CPO: Compliance Officer

Compliance Training Modules (9 in total)

- | | |
|--|---|
| <ul style="list-style-type: none"> • Compliance management framework including the Hyundai Mobis Code of Conduct • Ethics, anti-corruption, and human rights management • Prevention of workplace bullying • Understanding of contract and fair trade laws | <ul style="list-style-type: none"> • Information security and data privacy (statutory training, new model in 2024) • Safety and environment • Tariffs • Prevention of workplace sexual harassment (statutory training) • Awareness-raising on disability in the workplace (statutory training) |
|--|---|

Completion of Compliance Training (Parent)

Period	Target	Completed by	Completion Rate
Annual - Training in Korean (Jul. ~ Sept. 2024) - Training in English (Aug. 13, ~ Sept. 30, 2024)	All employees (9,837 persons) - General management positions - Expatriates - Organizational heads - Executives in Korea and overseas	9,761 persons	99.2%

Completion by Functions Exposed to High Risk of Corruption/Bribery³⁾

3) Procurement-related functions

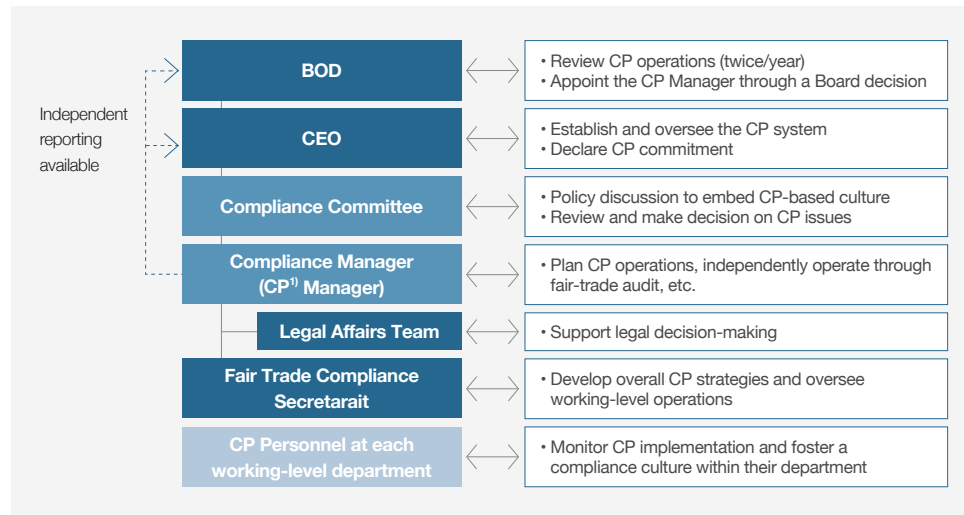
86.0%

Fair Trade Compliance

Fair Trade Compliance System

We introduced the Compliance Program (hereinafter CP¹⁾) in 2002 as our internal system to ensure compliance with fair trade regulations. The Compliance Manager, who oversees our CP operations, is delegated by the CEO to exercise full authority and responsibility for CP operations to ensure company-wide compliance with fair trade regulations and prevent regulatory non-compliance. We also established the 'Fair Trade Compliance Secretariat' under the Compliance Manager to oversee working-level CP operations, and advance expertise in our CP operations through the Legal Affairs Team which supports legal decision-making. The Secretariat ensures our operations align with evolving government policies and regulatory updates.

1) CP: Compliance Program



Fair Trade Compliance Inspection

We have specified detailed principles of fair trade implementation within the Hyundai Mobis Code of Conduct and CP Operating Regulations. All employees conduct inspections as needed on any potential non-compliance with fair trade laws, regulations, and internal policies using the CP handbook, CP guidelines, and manuals. CP personnel at the department level engage in self-assessments of fair trade risks at least twice a year based on a dedicated checklist. Our Helpline is up and running as a reporting and whistleblowing mechanism to help with grievance reporting and whistleblowing in relation to fair trade.

The Fair Trade Compliance Secretariat promotes operational improvements to keep current with the amendment of government policies and regulations. Specifically, company-wide preventive activities are implemented by identifying risks of non-compliance with fair trade and subcontract regulations at all levels and by carrying out regular work inspections and improvements.

🔗 Fair Trade Compliance Program

Fair Trade Compliance Training

We provide fair trade training to enhance employees' compliance awareness and report the results to the Board of Directors on a semiannual basis. For employees working in procurement, development and other functions associated with fair trade, we provide specialized training on related party transactions and subcontract regulations. In 2024, 510 employees in total completed the training. In tandem with this, working-level fair trade personnel receive specialized third-party training to fully understand relevant policies and regulatory trends and enhance their expertise in fair trade operations.

Fair Trade Implementation with Suppliers

Each year, Hyundai Mobis signs the Fair Trade Agreement with suppliers to promote fair business transactions and suppliers cooperation. Specifically, we incorporated and implement the key requirements of subcontract regulations²⁾ that employees should abide by in working with suppliers in their day-to-day work.

2) Four Actions for Subcontracting: Suitable Contract Management Regulations, Regulations for Supplier Registration and Operation Management, Regulations on Internal Review Committee Establishment and Operation Management, and Regulations for Suitable Document Issuance and Retention Management

Unfair Trade Reporting Channel

While preventing unfair trade practices by operating a contract bidding system, we also make our Compliance Helpline available as an anonymous whistleblowing channel operated by a third-party organization. The supplier grievance reporting center is also under operation to receive concerns over unfair trade practices and take prompt corrective actions. We continue with compliance training for departments associated with fair trade to prevent the reoccurrence of unfair trade practices.

Reporting and Whistleblowing Channels

Operated by	Type of Reports	Whistleblowing Channels and Methods
Red Whistle	• Violation of fair trade/subcontracting regulations	Compliance Helpline • 🌐 Website • APP: Download and install the Helpline app based on one's smartphone OS
	• Unfair business practices/acceptance or provision of improper benefits	
	• Instances of returning gifts, souvenirs, or promotional items received from stakeholders and other forms of unfair transactions	
Internal	• Workplace-related difficulties and grievances (job stress, interpersonal issues, corporate culture, personal matters)	Hello, HR • One Mobis > HR Support Center > Hello, HR
	• Acceptance or borrowing of money, valuables, or entertainment	Cyber Auditor • Website • Phone, post mail
	• Equity participation or concurrent employment involving suppliers	
	• Solicitations or undue demands	
	• Theft, embezzlement, or misappropriation of company funds	
	• Leakage of internal information	• Supplier grievance reporting center • 🌐 Website (Korean)
	• Document forgery or false reporting	
	• Abuse of authority (power harassment)	
	• Other cases (not categorized, violation of ethics regulations)	
	• Difficulties and unfair practices faced by suppliers	

🔗 'Compliance Helpline' – Employees

🔗 Hello, HR

Metrics & Targets

Non-compliance and Compliance Culture

Investigation and Action Taken for Ethical Non-compliance (Cyber Auditor and Internal Review)¹⁾

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Non-compliance/whistleblowing	Total incidences of non-compliance/whistleblowing ²⁾	Cases	35	~	~	35	51	2	1	54	120	9	10	139
Action	Total actions taken ³⁾		35	~	~	35	45	2	1	48	97	6	9	112
	HR action ⁴⁾		15	~	~	15	20	1	1	22	13	4	9	26
	Internal training	Cases	11	~	~	11	10	0	0	10	19	2	0	21
	Others (mutual agreement, system improvement, etc.)		9	~	~	9	15	1	0	16	65	0	0	65

1) Reported since 2023 in accordance with the revised classification criteria

2) Include duplicate reports starting in 2024

3) Include and disclose cases reported but not resolved in the previous year and were addressed in the current reporting year (six cases carried over from 2023)

4) Type of violation: Corruption/bribery (10), discrimination/harassment (2), others/unsubstantiated (14)

Compliance Training (including anti-corruption and anti-bribery training)

		Unit	2022				2023				2024			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
General	Completion of compliance training ¹⁾	%	97.8	~	~	97.8	98.7	65.7	61.3	76.6	99.2	100	71.7	89.9
	Employees who completed compliance training	Persons	9,769	~	~	9,769	9,581	3,456	6,277	19,314	9,761	5,079	5,596	20,436
	Completion of training by functions at increased risk of corruption/bribery ²⁾	%	~	~	~	~	100	100	93.8	96.8	100	100	76.2	86.0

1) Training related to the CP management system, ethics/anti-corruption, human rights, tariffs, anti-sexual harassment, improvement in perceptions on disability, contractual risk, information security, safety/environment, and whistleblowing mechanisms

2) Defined as procurement-related functions

Political Influence and Lobbying Activities

Political Contributions

Pursuant to Article 31 (Restrictions on Donations) of Korea's Political Fund Act, Hyundai Mobis strictly prohibits illegal donations or financial support for specific political candidates and any other political organization that could influence policy-making. Prohibited political donations are also defined by any support provided through corporate assets and / or any support employees provide for any political activity. We prohibit any provision or acceptance of bribes and / or rebates associated with our business operations and refrain from any inappropriate exercise of influence over public officials. This includes facilitation payments that are paid directly / indirectly to government officials in the form of bribes to expedite routine procedures or avoid administrative delays. Our policy (Code of Conduct) clearly specifies that merely promising or proposing the provision of unjustified economic gains could constitute corruptive practices. We allow charitable contributions and donations, and their execution is implemented in consideration of urgency and appropriateness in line with our internal execution criteria and procedures. Contributions of KRW 10 million or over are subject to the CEO's approval, and contributions made are reported quarterly to the Corporate Sustainability Management Committee. Relevant annual budget plans also require approval from the Board of Directors.

	Unit	2022	2023	2024
		Parent	Parent	Parent
Political cash contributions	KRW	0	0	0
Value of political in-kind contributions (price value) ¹⁾		0	0	0

1) No in-kind contributions were made

Associations

Hyundai Mobis is not directly involved in any lobbying activities. We do, however, indirectly engage in activities as a company or a member of the industry. Our membership is mainly associated with organizations that relate to business operations or R&D activities, including the Korea Enterprises Federation, the Seoul Chamber of Commerce and Industry, the National Academy of Engineering of Korea, and the European Association of Automotive Suppliers (CLEPA).

	Unit	2022	2023	2024
		Parent	Parent	Parent
Korea Enterprises Federation	KRW	221,450,000	221,450,000	232,520,000
Seoul Chamber of Commerce and Industry		108,300,000	108,300,000	108,300,000
European Association of Automotive Suppliers (CLEPA)		68,900,000	70,628,000	75,547,500
National Academy of Engineering of Korea ¹⁾		~	50,000,000	50,000,000
AUTO-ISAC		57,500,000	63,390,360	64,500,000

1) Newly reported since 2023

Payment Practices¹⁾

Hyundai Mobis sets payment terms according to the size of suppliers. For parts suppliers, we make promissory note payments within 90 days when their company size is not specified or they fall into the category of large enterprises, 60 days when they are mid-sized companies whose annual revenue is at or above a certain threshold, and make full cash payments for other suppliers. For non-parts suppliers we set promissory note payment terms of 60 or 90 days, based on the size of their business.

	Unit	2022	2023	2024
		Parent	Parent	Parent
Percentage of payments aligned with standard payment terms ^{2),3)}	%	~	99.99	99.99
Cases of litigations raised due to payment delays ³⁾	Cases	~	0	0

1) Payment terms for suppliers

2) Cases of payments made according to standard payment terms/total cases of payments made

3) Newly reported since 2023

Information Security

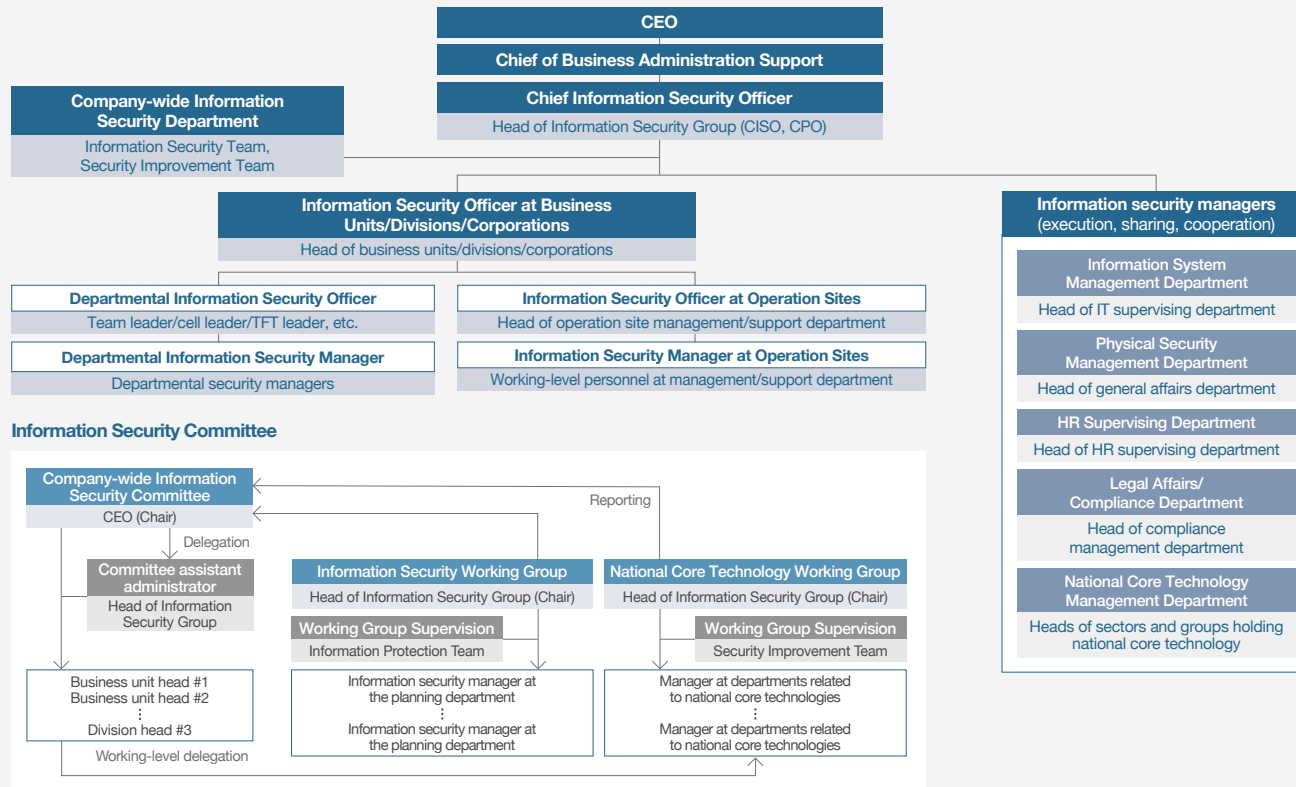
Governance

Information Security Management Framework

At Hyundai Mobis, information security officers and managers are appointed at the business unit, division, and corporate levels. Additionally, dedicated information security managers are assigned within support organizations to carry out information security-related activities. Information security status reports are provided to the company-wide CISO¹⁾ and CPO²⁾ who are appointed based on their expertise to oversee our domestic and international subsidiaries. The company-wide Information Security Committee serves to advance our information security framework across the organization, and reports inspection results and related issues on a regular or as-needed basis in line with our information security policies. The Information Security Department continuously monitors the latest trends in information security and regularly reviews policies to determine whether revisions or updates are necessary. The development and revision of these policies is reviewed by the company-wide Information Security Committee and approved by the CISO. To safeguard critical information and facilities, access is restricted to authorized personnel only, and access control is also placed on digital information to ensure robust security management.

1) CISO: Chief Information Security Officer

2) CPO: Chief Privacy Officer



Strategy

Policy, Action, and Activity

To protect critical information including technology and management Information as well as personal data against a wide array of security threats, we have stipulated and implement company-wide information security policies and regulations along with 20 guidelines and 43 standard documents. These policy documents are made accessible to all our employees. Our information security regulations apply to contractual parties, visitors, and anyone else associated with the company as well as all Hyundai Mobis employees. These regulations cover all tangible and intangible information assets owned and operated by the company. Pursuant to Article 13 of the Act on the Promotion of the Information Security Industry, Article 8 of the Enforcement Decree of this Act, and the Notification on Information Security Disclosure, we make full disclosures of our relevant investments and personnel on the comprehensive information security disclosure portal.

Information security disclosures (Korean)

Protecting National Core Technology

As we own national core technologies in the area of future mobility, we have established our national core technology management system by taking into account technology, assets, personnel, and other factor-specific characteristics, and abide by the Act on the Prevention of Divulgence and Protection of Industrial Technology. Employees handling such technologies receive regular specialized training on the protection of core technologies, and our core technology protection system is assessed by third-party organizations each year for its appropriateness. Supervisors and personnel responsible for managing national core technologies are provided with special security training. We promote close consultations among related departments and enhance their expertise in relevant areas on an ongoing basis to do our utmost in keeping national core technologies secure.

Data Privacy

Information related to personal data protection management is reported under the 'Data Protection Guidelines' in the 'Customer' section of this report.

Information Privacy Policy – Customers

Information Security Management Certification

To ensure the reliability and credibility of our security performance across key operation sites in Korea and abroad, we have achieved the ISO 27001 international information security management system standard, TISAX¹⁾ certification granted by VDA²⁾, the German Association of the Automotive Industry, and VCS³⁾ certification overseen by the European Automobile Manufacturers' Association. Through this, the overall information security management system and activities — including the adequacy of security levels for parts applied to new vehicles and for prototype vehicle protection — are officially verified.

1) TISAX: Trusted Information Security Assessment Exchange
2) VDA: Verbund Der Automobilindustrie
3) VCS: Vehicle Cyber Security

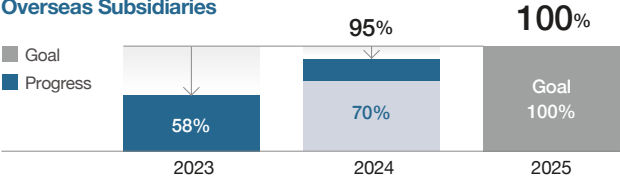
Information Security Management Certifications

	Operation Site	Audit Results
Domestic	Mabuk Technical Center	Remain certified
	Uiwang Technical Center	Newly certified
	Gangnam Technical Center	Newly certified
Overseas	MTCE	Newly certified
	MTCA	Newly certified
	MTCC	Newly certified

Responding to Security and IT Breaches

To respond to security and IT breaches, we define the type and scope of breaches and engage in prevention activities and system operations to block anomalies early on. In 2023, we deployed next-generation OT security architecture and domestic secure access service edge (SASE) at all levels. In 2024, data privacy management inspections were conducted on overseas subsidiaries to ensure secure personal data processing and implement Group-level IT security initiatives. These inspections covered systems processing the personal data of our overseas employees and customers, and 33 improvement tasks identified through Group-level IT security inspections were fully implemented.

Results of the Inspection on Personal Data Processing by Overseas Subsidiaries



Emergency Response System for Business Continuity

We have developed business continuity plans that align with our business priorities to ensure continued operation and recovery of our information system in the event of natural disasters and other possible emergencies while building disaster recovery infrastructure for critical systems. Our system operation servers and disaster recovery servers are located and operated at separate data centers to enable swift system recovery even in the face of external physical threats. Each year, disaster recovery drills are conducted by our system personnel, which serve to check and verify back-up availability under emergency situations through role swaps between operational infrastructure and disaster recovery infrastructure. Furthermore, our operational infrastructure is made redundant according to the grade of business impact to ensure uninterrupted IT services. We proactively brace for natural/man-made disasters and other external risks through data backup and recovery strategy implementation which covers data back-up and off-site storage.

Regular System Security Inspections

At Hyundai Mobis, routine and non-routine security inspections are made according to our information security regulations under the supervision of the CISO. Security inspections include safety inspections on our operation system and infrastructure facilities. These inspections cover communication security inspections to protect critical facilities from illegal eavesdropping and unauthorized filming, simulation-based system hacking to eliminate risks through SW security vulnerability checks, operational appropriateness assessments spanning the personal data lifecycle from collection to disposal, firewall rule inspections, continuous network scanning, and production network security checks. We also engage third-party professional organizations in conducting security risk inspections of our procurement suppliers to respond to external cyber threats. These efforts help us effectively address intrusion attacks such as ransomware and malicious code, to enhance the overall reliability of our supply chain.

Employee Security Inspections

We perform periodic security inspections on our employees. All matters concerning such security inspections are handled based on independence and fairness, and any violations are followed by appropriate actions depending on the severity of the case, including disciplinary measures, personnel actions, and operational improvements.

Raising Employees' Security Awareness

To enhance employees' security awareness, we engage in a variety of initiatives, including pledge signing, training, inspections, and campaigns, establishing a self-directed security culture and strengthening our incident response capabilities.

Security Awareness-raising Activities for Employees

Activity	Description
Sign the security pledge	• Require all employees to sign the security pledge
Provide regular security training and distribute training materials	• Cover all employees (completed by 2,307 persons) • Distribute information security training materials including internal information security regulations and daily protocols • Ensure compliance with security protocols at the department level
Information Security Day	• Conduct physical work environment inspections to promote voluntary compliance with security protocols • Conduct regular inspections of various security conditions
Conduct security drills	• Provide annual simulated drills for domestic and overseas employees - Prevent damage from ransomware including malicious code infections - Prevent critical information breaches - Prevention and response capabilities against payment fraud and other threats
Security excellence awards	• Award employees with outstanding security performance twice a year
Launch security campaigns	• Conduct compliance review campaigns relating to data protection and security as needed

Timely Response to Global Information Security Regulations

While establishing a management and review system for domestic information security regulations, we also ensure our consolidated subsidiaries properly formulate and implement data privacy guidelines in alignment with global data privacy guidelines. To this end, we develop a checklist to assess adherence to these guidelines. For areas of improvement identified through assessments, a corrective action period is assigned to ensure all necessary actions are completed within the year.

Metrics & Targets

Information Security

Hyundai Mobis includes information security as part of its organizational KPIs to ensure company-wide control of critical information. To systematically manage the information security system and framework, and to prevent incidents, we monitor KPIs such as the deployment rate of security systems, the level of policy implementation for security solutions, security assessments conducted by third-parties, and the number of major security incidents.

	Unit	2022	2023	2024
		Parent	Parent	Parent
Ratio of investments in information security ¹⁾	%	6.7	6.9	~
Completion of information security training ²⁾	Persons	9,769	9,581	9,761
Total incidences of information security breach	Cases	0	0	0

1) Percentage of investments made for information security out of total IT budget (disclosed up to the previous reporting year)

2) Employees who completed the information security module as part of compliance training

Appendix

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Material Impacts, Risks, and Opportunities

1) Climate Change

Topic	Nature	Value Chain	Affected Stakeholder	Identified Impact		Time Horizon	Response Strategy
Climate change	Actual	Upstream	Environment		• Our business involves suppliers engaging in manufacturing processes for the procurement, transport (logistics), and parts processing of steel sheets and petrochemical products that are key raw materials for automotive parts, and this process generates GHG emissions and contributes to climate change as a result.		• Compile/manage GHG emissions data at the supplier level, support for developing plans for GHG management • Set and implement science-based net zero targets through participation in the SBTi and TCFD • Join RE100 to achieve 100% transition to renewable energy by 2040
	Actual	Downstream	Environment		• GHG emissions, from internal combustion engine vehicles in the final use phase, bring impact on climate change.		
	Actual	Downstream	–		• Eco-friendly sales increase for parts and services required for electrified vehicles in line with the growing market demand for eco-friendly vehicles and increase in relevant product orders.		
	Actual	Operation sites	–		• Capex/Opex increase amid the production transition to eco-friendly products as national net zero efforts result in enhanced industrial carbon regulations.		

2) Resource Use and Circular Economy

Topic	Nature	Value Chain	Affected Stakeholder	Identified Impact		Time Horizon	Response Strategy
Resource use and circular economy	Actual	Downstream	Environment		• Lightweight parts achieved through replacing/using less raw materials contribute to reducing GHG emissions and air pollutants (improving fuel efficiency) in the product use phase.		• Plan to expand efforts to secure and systematize lifecycle assessment (LCA) data for all products • Plan to establish criteria and a roadmap for eco-friendly products
	Actual	Operation sites	Environment		• Landfilling and incineration in the waste disposal process result in soil and air pollution.		
	Actual	Operation sites	–		• The growing demand for low-carbon and eco-friendly raw materials leads to increases in raw material costs compared to conventional materials.		

Material Impacts, Risks, and Opportunities

3) Employees

Topic	Nature	Value Chain	Affected Stakeholder	Identified Impact	Time Horizon	Response Strategy
Trust-based labor relations	Actual	Operation sites	Own employees	Establishing and implementing labor relations policies helps to fortify trust-based partnerships, reduce labor disputes, and enhance social trust across the industrial ecosystem.		Operate labor unions in Korea and overseas to engage in annual collective bargaining on wages and benefits and strengthen labor-management communication
	Potential	Operation sites	Own employees	Frequent labor disputes may lead to the violation of workers' rights and incur social costs in the course of settlement.		Operate transparent communication channels to proactively gather feedback through discussion meetings by job level
	Actual	Operation sites	–	Wage and benefits expenses are projected to increase to improve working conditions in response to growing expectations driven by global regulations and customer requirements.		
Diversity and inclusion	Actual	Operation sites	Own employees	Fostering a corporate culture of diversity and inclusion helps implement equitable and inclusive systems, and nurturing female managers and improving corporate culture lead to enhanced job satisfaction.		Encourage Employee Resource Groups (ERG) and mentoring to facilitate interaction and cultural exchange among employees who share interests in 'diversity and inclusion' for teamwork building
	Potential	Operation sites	Own employees	Human rights issues, such as conflicts and discrimination, may arise when conducting business globally with employees from diverse nationalities and backgrounds, due to clashes with the organization's pre-existing culture and traditions as well as differing opinions.		
	Potential	Operation sites	–	Operating expenses increase as societal expectations for advancing organizational diversity and inclusion continue to grow, particularly in areas such as diversity program planning and talent acquisition.		
Human resources management	Actual	Operation sites	Own employees	Talent development strategies and programs to secure mobility talent contribute to improving employees' engagement and job satisfaction.		Continue to provide internal job transfer (open position) opportunities through Career Market and internal employee competency enhancement programs, such as global expert development and the SW Academy
	Potential	Operation sites	–	Recruitment costs increase to hire outstanding talent as the industry trends shift rapidly.		
Occupational health and safety	Potential	Upstream, operation sites	Value chain workers, own employees	Fostering a safe workplace and a safety-driven culture helps reduce injuries among supplier employees and protect human resources.		- Achieve safety and health management system certification and develop safety system/culture evaluation methods - Set mid- to long-term safety and health goals and establish a sustainable safety management system
	Actual	Upstream	–	Enhanced safety regulations in Korea and abroad require the purchase of additional safety gear for supplier employees and increased investment in safety equipment and facilities.		
	Potential	Operation sites	–	Investments in safety equipment and facilities are required to comply with the Occupational Safety and Health Act, the Serious Accidents Punishment Act, and other applicable laws and regulations while expenses could be incurred to pay penalties and fines and provide compensation for non-compliance with such laws and regulations.		

Material Impacts, Risks, and Opportunities

4) Supply Chain

Topic	Nature	Value Chain	Affected Stakeholder	Identified Impact	Time Horizon	Response Strategy
Supply chain sustainability management	Potential	Upstream	Value chain workers	Strengthening industrial competitiveness within the supply chain, improving working conditions along the value chain, and advancing environmental management contribute to reducing negative social and environmental impacts.		- Expand sustainability risk assessments and consulting (on-site assessment) for overseas subsidiary suppliers and small/mid-sized suppliers - Roll out ESG, technology, financing, and educational support initiatives through shared growth programs
	Potential	Upstream	Value chain workers	Given the nature of the parts we produce, there are concerns over social impacts such as the use of conflict minerals as raw materials as well as environmental destruction, labor rights violations, and ethical issues that stem from the mining and processing of raw materials.		
	Actual	Downstream	–	Costs increase due to enhanced due diligence processes in operation sites to fulfill customer requirements.		

5) Customers

Topic	Nature	Value Chain	Affected Stakeholder	Identified Impact	Time Horizon	Response Strategy
Product quality and safety	Actual	Downstream	Consumers	Providing high quality automotive and parts services through quality management helps enhance consumers' safe mobility and trust.		- Systematically manage processes to ensure product quality and safety in line with the 'Quality Policy' - Achieve international certifications (e.g. IATF 16949) at the operation site level - Mitigate potential risks and costs through the implementation of voluntary recalls
	Actual	Upstream	Consumers	Increased quality capabilities of suppliers and shared growth with suppliers contribute to strengthening the industrial ecosystem.		
	Actual	Downstream	–	Costs and liabilities increase to operate a quality management system, issue recalls, and meet warranty obligations.		

6) Business Ethics

Topic	Nature	Value Chain	Affected Stakeholder	Identified Impact	Time Horizon	Response Strategy
 Compliance management	Actual	Operation sites	Local communities	Operating compliance management systems enhances corporate transparency and social trust, leading to greater market soundness.		- Regularly monitor compliance-related government policies and legislative developments and track regulatory changes - Identify risks through compliance surveys and reporting/whistleblowing channels and provide compliance training
	Potential	Operation sites	Local communities	Non-compliance with pertinent laws and regulations, such as unfair trade practices, may undermine social order and result in social costs.		
	Potential	Operation sites	–	Regulatory non-compliance may lead to additional costs due to sanctions imposed on unfair trade practices such as abuse of authority and bribery as well as corrective orders and penalties.		

Sustainability Index

The following specifies the section of this report that aligns with the disclosure requirements of the ESRS 2 and its Topical Standards. Meanwhile, we did not make disclosure on the E2, E3, E4, and S3 disclosure requirements that were determined non-material.

Cross-cutting Standards

ESRS 2 General Disclosures

Disclosure Requirement	Report	Page & Note	ISSB	SASB	TCFD
BP-1 General basis for preparation of the sustainability statements	SR	165~166	S1 20~34, S1 38~57		
BP-2 Disclosures in relation to specific circumstances	SR	165~166	S1 29~34		
GOV-1 The role of the administrative, management and supervisory bodies	SR	16~18, 27, 31~32	S1 13~15, S2 5~7		
GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	SR	19, 27, 112	S1 13, S2 5~6		
GOV-3 Integration of sustainability-related performance in incentive schemes	SR	20	S1 15, S2 7		D-a)-(2)
GOV-4 Statement on sustainability due diligence	SR	27, 77	S1 22(b), S1 42		
GOV-5 Risk management and internal controls over sustainability reporting	SR	25, 27	S1 16~19, S2 8~11		
SBM-1 Strategy, business model and value chain	SR	7~11, 28~30	S1 4~12, S2 12~14		
SBM-2 Interests and views of stakeholders	SR	30, 32	–		
SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	SR	143~145	S1 9~12, S2 14~15		B-c)-(1)
IRO-1 Description of the process to identify and assess material impacts, risks and opportunities	SR	31~34	S1 16~19, S2 8~15	B-a)-(1), B-a)-(2), B-a)-(3), C-a)-(1), C-a)-(2), C-a)-(3), C-b)-(1), C-b)-(2), C-c)	
IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statement	SR	146~148	S1 29~34		

Environmental Standards

ESRS E1 – Climate Change

Disclosure Requirement	Report	Page & Note	ISSB	SASB	TCFD
GOV-3 Integration of sustainability-related performance in incentive schemes	SR	40	S2 6, S2 29		A-a)-(3), A-a)-(5), D-a)-(2)
E1-1 Transition plan for climate change mitigation	SR	41~42, 48~49	S2 6, S2 10, S2 14, S2 29, S2 33		B-b)-(1), B-b)-(2), A-a)-(4), A-b)-(3)
SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	SR	40, 143	S2 10, S2 13, S2 14, S2 22, S2 25		B-c)-(1)
IRO-1 Description of the processes to identify and assess material climate related impacts, risks and opportunities	SR	43~45	S1 23, S2 10, S2 22, S2 25		B-a)-(1), B-a)-(2), B-a)-(3), C-a)-(1), C-a)-(2), C-a)-(3), C-b)-(1), C-b)-(2), C-c)
E1-2 Policies related to climate change mitigation and adaptation	SR	42	S2 25		D-b)-(2)
E1-3 Actions and resources in relation to climate change policies	SR	46~49	S2 14, S2 B65		B-b)-(1), B-b)-(2)
E1-4 Targets related to climate change mitigation and adaptation	SR	50	S2 14, S2 29, S2 33, S2 34, S2 35, S2 36		D-c)-(1)
E1-5 Energy consumption and mix	SR	42, 47, 53~55	–	TR-AP-130a.1	D-a)-(1), D-a)-(4)
E1-6 Gross Scopes 1, 2, 3 and total GHG emissions	SR	51~52	S1 21, S2 14, S2 29, S2 B19, S2 B30-B32, B38-B57		D-b)-(1)
E1-7 GHG removals and GHG mitigation projects financed through carbon credits	–	–	S2 36		
E1-8 Internal carbon pricing	SR	46	S2 29		
E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	SR	43, 45	S2 16, S2 21, S2 29, S2 17		B-a)-(2), B-a)-(3), B-b)-(2)

Sustainability Index

ESRS E5 – Resource Use and Circular Economy

Disclosure Requirement	Report	Page & Note	ISSB	SASB	TCFD
IRO-1 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	SR	65			
E5-1 Policies related to resource use and circular economy	SR	65			
E5-2 Actions and resources related to resource use and circular economy	SR	66~68		TR-AP-440a.1	
E5-3 Targets related to resource use and circular economy	SR	69, 70		TR-AP-440a.1	
E5-4 Resource inflows	SR	69		TR-AP-440a.1 TR-AP-440b.2 TR-AP-410a.1 TR-AP-000.A	
E5-5 Resource outflows	SR	70~71		TR-AP-150a.1 TR-AP-440a.1 TR-AP-440b.1 TR-AP-440b.2 TR-AP-000.B	
E5-6 Anticipated financial effects from material resource use and circular economy-related risks and opportunities	–	–			

Social Standards

ESRS S1 – Own Workforce

Disclosure Requirement	Report	Page & Note	ISSB	SASB	TCFD
SBM-2 Interests and views of stakeholders	SR	73			
SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	SR	73, 144			
S1-1 Policies related to own workforce	SR	74~75			
S1-2 Processes for engaging with own workforce and workers' representatives about impacts	SR	75			
S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns	SR	76			
S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	SR	77~91			
S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SR	92, 105			
S1-6 Characteristics of the undertaking's employees	SR	96~101			
S1-7 Characteristics of non-employee workers in the undertaking's own workforce	SR	106			
S1-8 Collective bargaining coverage and social dialogue	SR	94			
S1-9 Diversity metrics	SR	98			
S1-10 Adequate wages	–	–			
S1-11 Social protection	SR	81			
S1-12 Persons with disabilities	SR	99			
S1-13 Training and skills development metrics	SR	102			
S1-14 Health and safety metrics	SR	105~106			
S1-15 Work-life balance metrics	SR	95			
S1-16 Compensation metrics (pay gap and total compensation)	SR	104			
S1-17 Incidents, complaints and severe human rights impacts	SR	92~93			

Sustainability Index

ESRS S2 – Workers in the Value Chain

Disclosure Requirement	Report	Page & Note	ISSB	SASB	TCFD
SBM-2	Interests and views of stakeholders	SR	107		
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SR	107, 145		
S2-1	Policies related to value chain workers	SR	107, 109		
S2-2	Processes for engaging with value chain workers about impacts	SR	110		
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	SR	110		
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	SR	111~114		
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SR	116		

ESRS S4 – Consumers and End-users

Disclosure Requirement	Report	Page & Note	ISSB	SASB	TCFD
SBM-2	Interests and views of stakeholders	SR	125		
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SR	125, 145		
S4-1	Policies related to consumers and end-users	SR	126		
S4-2	Processes for engaging with consumers and end-users about impacts	SR	127		
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	SR	128		
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	SR	128~131		
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SR	132		

Governance Standards

ESRS G1 – Business Conduct

Disclosure Requirement	Report	Page & Note	ISSB	SASB	TCFD
GOV-1	The role of the administrative, management and supervisory bodies	SR	134		
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	SR	134		
G1-1	Business conduct policies and corporate culture	SR	134~135		
G1-2	Management of relationships with suppliers	SR	107~114		
G1-3	Prevention and detection of corruption and bribery	SR	134~136		
G1-4	Incidents of corruption or bribery	SR	137	TR-AP-520a.1	
G1-5	Political influence and lobbying activities	SR	138		
G1-6	Payment practices	SR	138		

GRI Standards 2021

Disclosure Overview	Hyundai Mobis discloses its ESG performance for the period from January 1 to December 31 of 2024, in accordance with the GRI Standards as outlined in this sustainability report.
GRI 1 Used	GRI 1: Foundation 2021
GRI Sector Standards Applied	As of June 2025, a sector standard for the automotive industry is not yet available.

GRI 2: General Disclosure

Topic	GRI Standards		Report	Page & Note
The organization and its reporting practices	GRI 2-1	Organizational details	SR	5~6, 21
	GRI 2-2	Entities included in the organization's sustainability reporting	AR / SR	15~16 (Overview of Subsidiaries) / 165
	GRI 2-3	Reporting period, frequency and contact point	SR	165~166
	GRI 2-4	Restatements of information	SR	Footnotes are provided when necessary
	GRI 2-5	External assurance	SR	157~164
Activities and workers	GRI 2-6	Activities, value chain and other business relationships	SR	7~9, 29~30
	GRI 2-7	Employees	SR	96~99
	GRI 2-8	Workers who are not employees	SR	106
Governance	GRI 2-9	Governance structure and composition	SR	16~18
	GRI 2-10	Nomination and selection of the highest governance body	SR	16~17
	GRI 2-11	Chair of the highest governance body	SR	17
	GRI 2-12	Role of the highest governance body in overseeing the management of impacts	SR	18~19, 27
	GRI 2-13	Delegation of responsibility for managing impacts	SR	18, 27
	GRI 2-14	Role of the highest governance body in sustainability reporting	SR	27
	GRI 2-15	Conflicts of interest	SR	16~17, 21

GRI 3: Material Topics 2021

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-1	Process to determine material topics	SR	31~32
	GRI 3-2	List of material topics	SR	32
	GRI 3-3	Management of material topics	SR	33~34, 143~145

▼ SR (Sustainability Report),
AR (Annual Consolidated Financial Statements Audit Report),
GR (Governance Report)

Topic	GRI Standards		Report	Page & Note
Governance	GRI 2-16	Communication of critical concerns	SR	19, 27
	GRI 2-17	Collective knowledge of the highest governance body	SR	20
	GRI 2-18	Evaluation of the performance of the highest governance body	SR	19
	GRI 2-19	Remuneration policies	SR	20
	GRI 2-20	Process to determine remuneration	SR	20
	GRI 2-21	Annual total compensation ratio	SR	20, 24
	GRI 2-22	Statement on sustainable development strategy	SR	3, 28
Strategy, policies and practices	GRI 2-23	Policy commitments	SR	74~75, 134
	GRI 2-24	Embedding policy commitments	SR	77~91, 134~136
	GRI 2-25	Processes to remediate negative impacts	SR	77, 112, 128~129
	GRI 2-26	Mechanisms for seeking advice and raising concerns	SR	76, 110, 128, 135
	GRI 2-27	Compliance with laws and regulations	BR / SR	353 (Sanctions Imposed) / 39
	GRI 2-28	Membership associations	SR	138, 156
Stakeholder engagement	GRI 2-29	Approach to stakeholder engagement	SR	29~30, 32
	GRI 2-30	Collective bargaining agreements	SR	75, 94

Corporate Governance

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145

GRI Standards 2021

Climate Change

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145
Energy	302-1	Energy consumption within the organization	SR	53~55
	302-2	Energy consumption outside of the organization	SR	–
	302-3	Energy intensity	SR	53
	302-4	Reduction of energy consumption	SR	47
	302-5	Reductions in energy requirements of products and services	SR	48~49
Emissions	305-1	Direct (Scope 1) GHG emissions	SR	51
	305-2	Energy indirect (Scope 2) GHG emissions	SR	51
	305-3	Other indirect (Scope 3) GHG emissions	SR	52
	305-4	GHG emissions intensity	SR	51~52
	305-5	Reduction of GHG emissions	SR	46
	305-6	Emissions of ozone-depleting substances (ODS)	SR	57
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	SR	58

Resource Use and Circular Economy

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145
Materials	301-1	Materials used by weight or volume	SR	69
	301-2	Recycled input materials used	SR	69
	301-3	Reclaimed products and their packaging materials	SR	69
Waste	306-1	Waste generation and significant waste-related impacts	SR	67
	306-2	Management of significant waste-related impacts	SR	67
	306-3	Waste generated	SR	70
	306-4	Waste diverted from disposal	SR	67~68, 71
	306-5	Waste directed to disposal	SR	71

Human Resources Management

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145
Employment	401-1	New employee hires and employee turnover	SR	100~101
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR	81
	401-3	Parental leave	SR	81, 95
Training and Education	404-1	Average hours of training per year per employee	SR	102
	404-2	Programs for upgrading employee skills and transition assistance programs	SR	84~86
	404-3	Percentage of employees receiving regular performance and career development reviews	SR	103
Nondiscrimination	406-1	Incidents of discrimination and corrective actions taken	SR	76, 92
Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	SR	27, 77~78, 93, 112, 116
Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	SR	27, 77~78, 93, 112, 116

Trust-based Labor Relations

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145
Labor / Management Relations	402-1	Minimum notice periods regarding operational changes	SR	74
Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	SR	77, 112

Diversity and Inclusion

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	SR	16, 98
	405-2	Ratio of basic salary and remuneration of women to men	SR	104

GRI Standards 2021

Occupational Health and Safety

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145
Occupational Health and Safety	403-1	Occupational health and safety management system	SR	88
	403-2	Hazard identification, risk assessment, and incident investigation	SR	89~90
	403-3	Occupational health services	SR	91
	403-4	Worker participation, consultation, and communication on occupational health and safety	SR	75, 89
	403-5	Worker training on occupational health and safety	SR	89
	403-6	Promotion of worker health	SR	91
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR	88~91
	403-8	Workers covered by an occupational health and safety management system	SR	75, 88
	403-9	Work-related injuries	SR	90, 105
	403-10	Work-related ill health	SR	91, 105

Supply Chain Sustainability Management

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145
Procurement Practices	204-1	Proportion of spending on local suppliers	SR	115
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	SR	111~112, 116
	308-2	Negative environmental impacts in the supply chain and actions taken	SR	111~112
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	SR	111~112, 116
	414-2	Negative social impacts in the supply chain and actions taken	SR	111~112

Product Quality and Safety

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145
Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	SR	126
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	SR	129, 132

Compliance Management

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145
Anti-corruption	205-1	Operations assessed for risks related to corruption	SR	135
	205-2	Communication and training about anti-corruption policies and procedures	SR	135
	205-3	Confirmed incidents of corruption and actions taken	SR	135, 137
Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	BR	353 (Sanctions Imposed)
Public Policy	415-1	Political contributions	SR	138

Information Security

Topic	GRI Standards		Report	Page & Note
Material topics	GRI 3-3	Management of material topics	SR	33~34, 143~145
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR	128

GRI Standards 2021

Other Topics

Topic	GRI Standards		Report	Page & Note
Economic Performance	201-1	Direct economic value generated and distributed	SR	23
	201-2	Financial implications and other risks and opportunities due to climate change	SR	43, 45
	201-3	Defined benefit plan obligations and other retirement plans	–	–
	201-4	Financial assistance received from government	AR	30 (Government Subsidies)
Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	–	–
	202-2	Proportion of senior management hired from the local community	–	–
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	SR	29~30, 120~122
	203-2	Significant indirect economic impacts	SR	29~30, 120~122
Tax	207-1	Approach to tax	SR	26
	207-2	Tax governance, control, and risk management	SR	26
	207-3	Stakeholder engagement and management of concerns related to tax	SR	26
	207-4	Country-by-country reporting	–	–
Water and Effluents	303-1	Interactions with water as a shared resource	SR	61~62
	303-2	Management of water discharge-related impacts	SR	57, 59, 61~62
	303-3	Water withdrawal	SR	62, 64
	303-4	Water discharge	SR	57
	303-5	Water consumption	SR	62, 64

Topic	GRI Standards		Report	Page & Note
Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	SR	62
	304-2	Significant impacts of activities, products and services on biodiversity	SR	62
	304-3	Habitats protected or restored	SR	63
	304-4	IUCN (International Union for Conservation of Nature) Red List species and national conservation list species with habitats in areas affected by operations	–	–
Security Practices	410-1	Security personnel trained in human rights policies or procedures	–	–
Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples	–	–
Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	SR	120~123
	413-2	Operations with significant actual and potential negative impacts on local communities	–	–

WEF IBC Stakeholder Capitalism Metrics

Based on Core Metrics

Principles of Governance

Theme	Core Metrics	Disclosures	Report	Page & Note
Governing purpose	Setting purpose	Purpose stated by the company to create value for stakeholders including shareholders	SR	5, 28
Quality of governing body	Governance body composition	Composition of the BOD and subcommittees	SR	16~18
Stakeholder engagement	Material issues impacting stakeholders	Materiality assessment	SR	31~34
Ethical behavior	Anti-corruption	Incidences of corruption and prevention activities (training, etc.)	SR	134~136
	Protected ethics advice and reporting mechanisms	Internal and external ethics advising and reporting mechanisms	SR	76, 135
Risk and opportunity oversight	Integrating risk and opportunity into business process	Identification of and response to risks and opportunities	SR	25~26

Planet

Theme	Core Metrics	Disclosures	Report	Page & Note
Climate change	Greenhouse Gas (GHG) emissions	Status of GHG emissions by scope	SR	51~52
	TCFD implementation	TCFD disclosure recommendations	SR	146~148
Natural loss	Land use and ecological sensitivity	Information on operation sites in relation to biodiversity	SR	62~63
Fresh water availability	Water consumption and withdrawal in water-stressed areas	Information on operation sites in relation to water stress	SR	61~62

People

Theme	Core Metrics	Disclosures	Report	Page & Note
Dignity and equality	Diversity and inclusion	Regional composition of employees by type	SR	74, 79, 96~99
	Pay equality	Employee pay by type	SR	79, 104
	Wage level	Pay ratio	SR	104
	Risk for incidents of child, forced or compulsory labor	Information on operation sites identified for risk	SR	77~78, 93
Health and wellbeing	Health and safety	Safety incident metrics and health services	SR	88~91, 105
Skills for the future	Training provided	Training hours and cost	SR	84~86, 102

Prosperity

Theme	Core Metrics	Disclosures	Report	Page & Note
Employment and wealth generation	Absolute number and rate of employment	Employment and transfer	SR	100~101
	Economic contribution	Economic value creation and distribution	SR	23, 29~30
	Financial investment contribution disclosure	Shareholder return	SR	22
Innovation in better products and services	Total R&D expenses	Total R&D expenses	SR	15
Community and social vitality	Total tax paid	Total tax payments	AR / SR	10, 36~37 (Tax Payment) / 23, 26

UN SDGs

Hyundai Mobis aims to join in the achievement of the UN Sustainability Development Goals (SDGs).

To this end, we have set our goals that align with relevant targets of the UN SDGs and are progressing towards these goals.

SDGs	Our Approach	Key Activity	Page
Goal 1. No Poverty	Support for socially vulnerable groups and enhance their access to social and economic resources	• Facilitate mobility for children with disabilities • Engage employees in volunteering	120~121
Goal 3. Good Health and Well-Being	Strive to reduce road accidents involving children and promote employee health and well-being	• Donate transparent umbrellas • Support medical expenses and operate the health management office	91, 120
Goal 4. Quality Education	Provide children and teens with engineering education and job-linked education and increase education for diversity and inclusion awareness-raising	• Deliver Teen Engineering Leaders and Junior Engineering Class • Host the Impact Idea Challenge for youth • Operate the recruitment-linked SW Academy and contract departments • Publish children's books to improve awareness on people with disabilities, and distribute them for free	83, 120, 122
Goal 5. Gender Equality	Strengthen women's capacities and foster female leaders	• Establish and implement plans to boost gender diversity • Operate the employee diversity program (ERG)	79
Goal 6. Clean Water and Sanitation	Reduce the pollution of water resources and protect/restore water-related ecosystems	• Manage water pollutants • Analyze water stress by domestic and overseas operation site • Implement the biodiversity program in the Miho River area in Jincheon	56~57, 59, 61~63
Goal 7. Affordable and Clean Energy	Increase the percentage of renewable energy and improve energy efficiency	• Strive to achieve RE100 by 2040 • Establish and operate the energy management system • Continue energy efficiency improvement efforts at operation sites	42, 47, 50, 54~55
Goal 8. Decent Work and Economic Growth	Create quality jobs and eradicate forced /child labor	• Participate in the start-up incubation program (led by Hyundai Motor Group) • Perform due diligence on operation sites (in the areas of labor, SHE, ethics, and supply chain)	13, 27, 77, 78, 93, 112, 116

SDGs	Our Approach	Key Activity	Page
Goal 9. Industry, Innovation and Infrastructure	Enhance industrial technology capabilities through research excellence	• Expand R&D investments and personnel	12~15
Goal 10. Reduced Inequalities	Ensure equal rights and reduce inequalities	• Establish Diversity & Inclusion (D&I) policies • Apply equal pay for the same job category	74, 79
Goal 12. Responsible Consumption and Production	Strive to reduce waste through recycling/reuse and internalize corporate sustainability activities	• Manage hazardous chemical substances • Achieve Zero Waste to Landfill by 2025 • Establish ESG governance and implement strategies • Disclose sustainability activities by publishing sustainability reports	27, 57, 67~68, 70~71
Goal 13. Climate Action	Respond to climate change	• Achieve net-zero by 2045 • Analyze product environmental impact (carbon footprint) through lifecycle assessment • Provide employees with environmental training • Participate in environmental initiatives (CDP, TCFD)	27, 37, 40~55, 65~66
Goal 15. Life on Land	Promote sustainable forest management through restoration/forestation, and protect biodiversity	• Analyze biodiversity risks by domestic and overseas operation sites • Implement the biodiversity program in the Miho River area in Jincheon	62~63, 121
Goal 16. Peace, Justice and Strong Institutions	Prevent all forms of corruption	• Establish the Code of Conduct for employees and suppliers • Operate whistleblowing channels and compliance programs	76, 107, 110, 119, 128, 134~135
Goal 17. Partnerships for the Goals	Encourage partnerships to share knowledge, technology, and expertise more broadly	• Engage in sustainability initiatives	156

Certifications

				Environment	Safety	Quality
				ISO 14001	ISO 45001	IATF 16949 / ISO 9001
Domestic ¹⁾	Headquarters			○	○	
	Manufacturing locations	Jincheon		○	○	○
		Changwon		○	○	○
		Ulsan Electrification		○	○	○
		Daegu Electrification		○	○	○
	Parts centers ²⁾			○	○	○
	Subsidiaries ³⁾	MOTRAS		○	○	○
		UNITUS		○	○	○
		H Green Power		○	○	○
		Hyundai IHL		○	○	○
		GIT		N/A	N/A	N/A
Overseas ¹⁾	Manufacturing locations ⁴⁾	China	MBJ	○	○	○
			MJS	○	○	○
			MWX	○	○	○
			MTJ	○	○	○
			MCJ	N/A	N/A	N/A
			MCQ	N/A	N/A	N/A
		USA	MAL	○	○	○
			MAL-GA	○	○	○
			MAL-SV	N/A	N/A	N/A
			MNA (MNA-MI, MNA-OH)	○	×	○
			MUSE	N/A	N/A	N/A
			MNAe	N/A	N/A	N/A
			MUA	○	×	○
			MBR	○	○	○
		Brazil				

				Environment	Safety	Quality
				ISO 14001	ISO 45001	IATF 16949 / ISO 9001
Overseas ¹⁾	Manufacturing locations ⁴⁾	Mexico	MMX	○	○	○
		Europe	MSK	○	○	○
			MCZ (module, battery)	○	○	○
			MCZ-OS	○	○	○
		Russia	MRU	N/A	N/A	N/A
		Spain	MSPe	N/A	N/A	N/A
		Hungary	MHU	N/A	N/A	N/A
		India	MIN	○	○	○
			MIA	○	○	○
		Türkiye	MTR	○	○	○
		Indonesia				
			HEI	N/A	N/A	N/A

1) Certifications newly acquired in 2024: Headquarters (ISO 14001, ISO 45001), MNA (ISO 14001), MUA (ISO 14001)

2) Number of parts centers based on certification
 ISO 14001 & ISO 45001 (29 sites): HQ, distribution center (5), parts centers (22), Cheonan Storage
 ISO 9001 (27 sites): HQ (1), parts centers (22), distribution centers (4)

3) Number of operation sites based on certification
 [MOTRAS]
 ISO 14001 & ISO 45001 (12 sites): HQ, plants (Ulsan 1 & 2, Hwaseong 1 & 2, Pyeongtaek 1, Asan 1 & 2, Anyang, Seosan, Gwangju, Cheonan)
 IATF 16949 (2 sites): Plants (Ulsan 1, Hwaseong 1)
 [UNITUS]
 ISO 14001 & ISO 45001 (5 sites): HQ, plants (Cheonan, Poseung, Chungju, Gimcheon)
 IATF 16949 (5 sites): Plants (Cheonan, Poseung, Chungju PE, Chungju Fuel Cell, Gimcheon)
 [H Green Power]
 ISO 14001 & ISO 45001 & IATF 16949 (1 site): HQ (Seochungju plant)
 * Chungju 2 plant shut down as of July 2024
 [Hyundai IHL]
 ISO 14001 & ISO 45001 & IATF 16949 (1 site): HQ
 [GIT]
 Not available

4) Number of operation sites based on certification, excluding shut-down (before mass-production, manufacturing suspended, etc.) or within one year of mass-production, as of the end of 2024 has been in mass-production (N/A)
 ISO 14001 & ISO 45001: MNA (2 sites), MCZ (2 sites)
 IATF 16949: MBJ (3 sites), MJS (2 sites), MNA (2 sites), MCZ (2 sites)

Memberships

Sustainability Initiative Memberships

Initiative	Purpose of Membership
RE100	Build momentum to transition to 100% renewable energy
SBTi	Globally pledge to set science-based reduction targets, with targets validated in 2024
TCFD Supporter	Join global efforts for climate change response
UNGC Network Korea	Comply with the UN Global Compact 10 principles
RBA	Respond to requests from customers and global regulations, related to ESG due diligence

Hyundai Mobis has been a member of the UN Global Compact (UNGC) since 2008, and will continue with its efforts to comply with the UNGC 10 principles and embed these principles into its operations.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

Memberships

Organization	Purpose of Membership
Seoul Chamber of Commerce and Industry	Meet membership obligations pursuant to the Chamber of Commerce and Industry Act, issue documents for export and import operations, etc.
Korea Enterprises Federation	Collaborate and make policy proposals to build cooperation between labor and management
Korea Auto Industries Cooperative Association	Promote cooperation among relevant companies for the development of the automotive industry
Korea Fair Competition Federation	Promote the exchange of information and ideas between the government and businesses for fair trade compliance
Korea International Trade Association	Obtain trade information on exports and tariffs, among others, and make policy proposals
National Academy of Engineering of Korea	Engage in information exchange on current industrial technology issues and in networking
Korea Industrial Technology Association	Facilitate the technology cooperation network and strengthen technology innovation capabilities
Korean Society of Automotive Engineers	Share academic automotive technology to further advance the technology

Greenhouse Gas Verification Statement

Hyundai Mobis CO., Ltd. (Parent)

GHG Emissions

Verification Target

Korean Foundation for Quality (hereinafter 'KFQ') has conducted a verification of Greenhouse Gas Emissions (hereinafter 'GHG Inventory') of Hyundai Mobis Co., Ltd. (hereinafter 'Company') for 2024.

Verification Scope

KFQ's verification covered on all facilities and emission sources under the operational control and organizational boundary of Hyundai Mobis Co., Ltd. during 2024.

Verification Criteria

The verification process was based on [Rule for emission reporting and certification of greenhouse gas emission trading Scheme¹⁾], [Rules for verification of operating the greenhouse gas emission trading scheme²⁾] and 'ISO 14064-3' for every applicable part.

1) Notification No. 2025-28 of Ministry of Environment

2) Notification No. 2024-169 of Ministry of Environment

Level of Assurance

The Verification has been planned and conducted as the 'Rules for verification of operating the greenhouse gas emission trading scheme', and the level of assurance for verification shall be satisfied as reasonable level of assurance. And it was confirmed through an internal review whether the process before the verification was conducted effectively.

Verification Limitation

The verification shall contain the potential inherent limitation in the process of application of the verification criteria and methodology.

Verification Opinions

Regarding to the data of the Greenhouse Gas Emission Consumption from the report through the verification, KFQ provides our verification opinions as below;

- 1) The Inventory Report has been stated in accordance with "Rule for emission reporting and certification of greenhouse gas emission trading Scheme" and "ISO 14064-1". The totals in this verification statement do not match the totals in emission trading scheme because the total emissions of each facility are calculated by truncating to integer units.
- 2) The result of material discrepancy satisfied the criteria for an organization that emits less than 500,000 tCO₂eq shall not exceed 5% from total emission as per "Rules for verification of operating the greenhouse gas emission trading scheme".
- 3) Thus, KFQ concludes that the Greenhouse Gas Emissions of Company in 2024 is correctly calculated and stated in accordance with "Rule for emission reporting and certification of GHG emission trading Scheme".

(Unit: tCO₂eq)

Location-based			Market-based		
Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
7,817	100,628	108,445	7,817	97,517	105,334

May 13th, 2025

Ji Young Song

CEO Ji-Young Song
Korean Foundation for Quality



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Greenhouse Gas Verification Statement

Domestic Subsidiaries of Hyundai Mobis Co., Ltd.

GHG Emissions Verification

Verification Target

Korean Foundation for Quality (hereinafter ‘KFQ’) has conducted an independent verification of Scope 1, 2 Greenhouse Gas Emissions (hereinafter ‘GHG emissions’) of domestic subsidiaries of Hyundai Mobis Co., Ltd.¹⁾ (hereinafter ‘Company’) for 2024. KFQ is responsible for providing an assurance statement on the GHG emissions based on the verification scope and criteria described below, while the responsibility for the claims made regarding the GHG emissions rests with the company.

1) Address (based on headquarters) : 203, Teheran-ro, Gangnam-gu, Seoul

Verification Purpose

The purpose is to provide an independent verification opinion on the company’s voluntary GHG emissions inventories.

Verification Scope

The scope of verification covers all facilities and emission sources at five subsidiaries²⁾ under the operational control and organizational boundary of company during 2024.

2) Unitus Co., Ltd., Motras Co., Ltd., Hyundai IHL Co., Ltd., H Green Power Co., Ltd., GIT Co., Ltd.

Verification Criteria

The verification was carried out at the request of company using:

- ISO 14064-1:2018, ISO 14064-3:2019
- 2006 IPCC Guidelines for National Greenhouse Gas Inventories
- Rule for emission reporting and certification of greenhouse gas emission trading Scheme (Notification No. 2025-28 of Ministry of Environment)

Verification Approach

The verification has been conducted in accordance with the verification principles and standards of the ‘ISO 14064-3:2019’ under the limited verification level. The verification shall contain the potential inherent limitation in the process of application of the verification criteria and methodology.

Conclusion

Based on the criteria and guidelines stated above, KFQ’s verification opinion is as follows.

- 1) GHG emissions Company were properly calculated according to the verification standards.
- 2) The data and information used in calculating the GHG emissions were appropriate, reasonable, and no significant errors or omissions could affect verification statement were not found. The materiality assessment result of GHG emissions has met the agreed-upon criterion of less than 5%.
- 3) Accordingly, KFQ provides a verification opinion that is “Unmodified”.

(Unit: tCO₂e/q)

Corporate	Location-based			Market-based		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
Domestic Subsidiaries of Hyundai Mobis	14,687	94,429	109,116	14,687	92,061	106,748

* Because total emissions from each site are rounded, the company’s total emissions may differ from the actual values by ±1tCO₂e/q.

May 9th, 2025

Ji Young Song

CEO Ji-Young Song
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Greenhouse Gas Verification Statement

Appendix. Summary of GHG Emission Results

Organization

Domestic subsidiaries¹⁾ of Hyundai Mobis

1) Unitus Co., Ltd., Motras Co., Ltd., Hyundai IHL Co., Ltd., H Green Power Co., Ltd., GIT Co., Ltd.

Emission calculation period

The emission calculation period is from January 1st to December 31st, 2024.

GHG Emissions

(Unit: tCO₂eq)

Corporate	Location-based			Market-based		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
Unitus	8,322	60,392	68,714	8,322	60,392	68,714
Motras	5,600	14,064	19,663	5,600	12,632	18,231
Hyundai IHL	530	8,773	9,303	530	7,837	8,367
H Green Power	179	10,722	10,901	179	10,722	10,901
GIT	57	478	535	57	478	535

* Because total emissions from each site are rounded, the company's total emissions may differ from the actual values by ±1tCO₂eq.



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Greenhouse Gas Verification Statement

Overseas Corporations of Hyundai Mobis Co., Ltd.

GHG Emissions Verification

Verification Target

Korean Foundation for Quality (hereinafter 'KFQ') has conducted a verification of Scope 1, 2 Greenhouse Gas Emissions (hereinafter 'GHG emissions') of Overseas Corporations of Hyundai Mobis Co., Ltd.¹⁾ (hereinafter 'Company') for 2024.

1) Address (based on headquarters): 203, Teheran-ro, Gangnam-gu, Seoul

Verification Purpose

The purpose is to ensure the reliability of the company's voluntary GHG emissions inventories.

Verification Scope

KFQ's verification scope covered all facilities and emission sources under the operational control and organizational boundary of 86 overseas corporations during 2024.

Verification Criteria

The verification process was based on 'Rule for emission reporting and certification of greenhouse gas emission trading Scheme'¹⁾, '2006 IPCC Guidelines for National Greenhouse Gas Inventories' and 'ISO 14064-1' for every applicable part.

1) Notification No. 2025-28 of Ministry of Environment

Level of Assurance

The Verification has been planned and conducted as the 'Rules for verification of operating the greenhouse gas emission trading scheme', and the level of assurance for verification shall be satisfied as limited level of assurance. And it was confirmed through an internal review whether the process before the verification was conducted effectively.

Verification Limitation

The verification shall contain the potential inherent limitation in the process of application of the verification criteria and methodology.

Verification Opinions

Regarding to the data of the Greenhouse Gas Emission Consumption from the report through the verification, KFQ provides our verification opinions as below;

- 1) GHG emissions Company were properly calculated according to the verification standards.
- 2) The data and information used in calculating the GHG emissions were appropriate, reasonable, and no significant errors or omissions could affect verification statement were not found. The materiality assessment result of GHG emissions has met the agreed-upon criterion of less than 5%.
- 3) Thus, KFQ concludes that the GHG emissions of Company in 2024 is correctly calculated and stated in accordance with 'Rule for emission reporting and certification of greenhouse gas emission trading Scheme'.

(Unit: tCO₂eq)

Location-based			Market-based		
Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
30,487	176,002	206,489	30,487	158,933	189,420

* Total emissions may differ ±1tCO₂eq due to rounding differences in the summation process.

April 21st, 2025

Ji Young Song

CEO Ji-Young Song
Korean Foundation for Quality



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Greenhouse Gas Verification Statement

Hyundai Mobis Co., Ltd.

GHG Emissions Verification

Verification Target

Korean Foundation for Quality (hereinafter 'KFQ') has conducted a verification of Scope 3 Greenhouse Gas Emissions (hereinafter 'GHG emissions') of Hyundai Mobis Co., Ltd.¹⁾ (hereinafter 'Company') for 2024. KFQ is responsible for providing an assurance statement on the GHG emissions based on the verification scope and criteria described below, while the responsibility for the claims made regarding the GHG emissions rests with the company.

1) Address (based on headquarters): 203, Teheran-ro, Gangnam-gu, Seoul

Verification Purpose

The purpose is to provide an independent verification opinion on the company's Scope3 emissions.

Verification Scope

The verification covered thirteen emission categories²⁾ selected by the company during 2024.

2) Category 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 15

Verification Criteria

The following criteria and coefficients used by the company were applied.

- Criteria
 - ISO 14064-1:2018, ISO 14064-3:2019
 - 2006 IPCC Guidelines for National Greenhouse Gas Inventories
 - GHG Protocol Corporate Standard
 - Rule for emission reporting and certification of greenhouse gas emission trading Scheme (Notification No. 2025-28 of Ministry of Environment)
- Coefficient
 - Environmental Product Declaration evaluation coefficient (2021)
 - GREET2 (2022)

Level of Assurance

The verification has been conducted in accordance with the verification principles and standards of the 'ISO 14064-3:2019' under the limited verification level.

Verification Limitation

GHG emissions verification involves inherent limitations that may arise depending on the organization's data characteristics, calculations and estimates, sampling method, and limited assurance level. Additionally, this verification does not include responsibility for the accuracy of the original data provided by the company.

Conclusion

Based on the criteria and guidelines stated above, KFQ's verification opinion is as follows.

- 1) GHG emissions of the company for 2024 were properly calculated based on the materials provided, and no material errors or omissions that could affect the verification opinion were identified.
- 2) The criteria and process established by the company for calculating GHG emissions were transparently documented in the internal calculation process to prevent potential misunderstandings.
- 3) Accordingly, KFQ provides a verification opinion that is "Unmodified".

May 7th, 2025

Ji Young Song

CEO Ji-Young Song
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Greenhouse Gas Verification Statement

Appendix A. Summary of Scope 3 GHG Emission Results

Organization

Hyundai Mobis Co., Ltd.

Emission calculation period

The emission calculation period is from January 1st to December 31st, 2024.

Company Scope 3 Emissions verification Results

(Unit: tCO₂eq)

Category		Total emissions
1	Purchased goods & services	794,951
2	Capital goods	18,405
3	Fuel and Energy-related activities not included in Scope 1 + 2	70,044
4	Upstream transportation and distribution	267,683
5	Waste generated in operations	12,063
6	Business travel	13,505
7	Employee commuting	2,085
8	Upstream leased assets	139
9	Downstream transportation and distribution	104,733
10	Processing of sold products	54,274
11	Use of sold products	1,480,277
12	End of life treatment of sold products	232,659
13	Downstream leased assets	-
14	Franchises	-
15	Investments	85,206
Total		3,136,024

* Because total emissions from each site are rounded, the company's total emissions may differ from the actual values by ±1tCO₂eq.



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Third-party Assurance Statement

Limited Assurance Statement by the Independent Assurance Provider on the Hyundai Mobis Sustainability Report

Conclusion

We have performed a limited assurance engagement on following information in the Sustainability Report ("Report") of Hyundai Mobis Co., Ltd. (the "Company") as of December 31, 2024.

Subject Matter Information (the "SMI")	Reporting Period	Pages in the Report	Criteria related to the subject matter information (the "Criteria")
Information included in GRI Standards Index in the Report	The year ended December 31, 2024	149-152	GRI Standards (Global Reporting Initiative)

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the subject matter information of the Company for the year ended December 31, 2024 is not prepared, in all material respects, in accordance with the criteria.

Basis for conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under this standard is further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1 'Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements', issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Intended use or purpose / Restriction on use or distribution

This assurance report has been prepared for the Company and its management solely in connection with providing limited assurance on the SMI included in the Report. This report is not intended to be, and should not be, used by anyone other than the specified parties.

Our conclusion is not modified in respect of this matter

Responsibilities for the SMI

The management of the Company are responsible for:

- Designing, implementing and maintaining internal control relevant to the preparation of the SMI such that it is free from material misstatement, whether due to fraud or error;
- Selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- Preparing the SMI in accordance with the Criteria.

Inherent limitations associated with the preparation of the sustainability information

The preparation of the sustainability information requires management to establish or interpret the criteria, make determinations about the relevancy of information to be included, and make estimates and assumptions that affect reported information. Different entities may make different but acceptable interpretations, determinations, and estimates. The sustainability information includes information regarding the Company's environmental, social, and governance initiatives and targets; the consideration of the estimated future impact of events that have occurred or are expected to occur; commitments; and uncertainties. Actual results in the future may differ materially from management's present assessment of this information because events and circumstances frequently do not occur as expected.

Third-party Assurance Statement

Our responsibilities

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- Reporting our conclusion to the management of the Company.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- Understanding the systems and processes used to manage and report the company's sustainability information
- Reviewing documentation and conducting interviews with relevant personnel regarding the risk assessment and materiality determination processes
- Interviewing personnel responsible for managing and recording sustainability data related to key issues, and reviewing the underlying data supporting such issues
- Performing inquiries and analytical procedures on the information subject to assurance
- Conducting limited verification of the data related to the information subject to assurance
- Confirming that the financial information presented in the report is consistent with the company's audited financial statements
- Assessing whether the information disclosed in the report is consistent with our overall knowledge and understanding of the company's sustainability performance

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.



KPMG Samjong Accounting Corp.

Seoul, Korea
June 24, 2025



This report is effective as of June 24, 2025, the assurance report date. Certain subsequent events or circumstances, which may occur between the assurance report date and the time of reading this report, could have a material impact on the Company's Sustainability Report. Accordingly, the readers of the assurance report should understand that the above assurance report has not been updated to reflect the impact of such subsequent events or circumstances, if any.

About This Report

Report Overview

Hyundai Mobis has published sustainability reports annually since 2010 to advance sustainable business operations that enable mutual growth with all stakeholders, including employees, value chain workers, and local communities, and to transparently disclose relevant information. We conducted materiality assessments in the reporting process to determine material topics by assessing both impact materiality and financial materiality and collecting and incorporating stakeholder feedback. The 16th sustainability report that we present in 2025 fully illustrates our efforts and achievements towards sustainability management.

Reporting Period

This report spans the period between January 1 and December 31 of 2024, and presents three-year quantitative data from 2022 to 2024 (year-end basis). For subsidiaries, their quantitative data may range from one year to three years depending on the reporting items. The reporting period extends to May 2025 for important performance data.

Reporting Boundary

This report covers Hyundai Mobis' entire operations in Korea and overseas in reporting sustainability management activities and achievements. Certain data are limited to parent company and are separately marked with annotations. The reporting boundary of quantitative data is subdivided into all domestic operations including the Headquarters and domestic/overseas subsidiaries (consolidated subsidiaries).

- Parent: Headquarters and domestic manufacturing sites, distribution centers, parts centers, and R&D centers
 - * Headquarters data are not included within the environmental metrics and targets, except for GHG/energy.
 - Domestic/overseas subsidiaries: 35 companies out of 44 consolidated subsidiaries (including sites operated under these companies)
 - * 9 companies excluded: Corporations not operating (before mass-production, shut-down)
- Mobis North America electrified Powertrain, Mobis US Electrified Powertrain, LLC, Mobis Spain Electrified Powertrain S.L., PT Hyundai Energy Indonesia, Mobis Hungary kft, GIT America., Inc., GIT Europe GmbH, GIT Beijing Automotive Technology Inc., GIT India Corporation Private Limited
- * Mobis Module CIS, LLC, Cangzhou Hyundai Mobis Automotive Parts Co.,Ltd. and Chongqing Hyundai Mobis Automotive Parts Co., Ltd. were covered for their GHG/energy data only.

Reporting Standards

This report was prepared in accordance with the GRI¹⁾ sustainability reporting standards and in reflection of the disclosure recommendations of the ESRS²⁾ and the TCFD³⁾. Financial information was presented on a consolidated basis, and its preparation standards and definitions followed the K-IFRS. Financial information and all other information is based on the fiscal year 2024. When marked as '~' in the metrics and targets section, this means either data were not calculated or were not disclosed in detail. Significant changes in quantitative data are also separately noted.

1) GRI: Global Reporting Initiative

2) ESRS: European Sustainable Reporting Standards

3) TCFD: Task Force on Climate-related Financial Disclosures

Credibility of the Report

To improve the internal/external credibility of the reporting content, this report was assured by KPMG Samjong Accounting Corp. as a professional third-party assurance provider to ensure the reliability and impartiality of the reporting process, disclosed data, and reported content. The assurance statement appears in the Appendix section of this report.

Disclaimer

This report illustrates activities and specific details that are projected to occur in the future, including sustainability goals and strategies, and these forward-looking statements reflect Hyundai Mobis' current perspectives for its future performance. Such predictions are based on a range of assumptions, which may ultimately prove to be inaccurate. This report contains predictive information on Hyundai Mobis' goals, commitments, and strategies associated with the company's sustainability management vision, net-zero efforts, eco-friendly (electrification) products, health & safety, and supply chain management among others, which are noted for their use of such terms as 'pursue', 'goal', 'strategy' or 'plan'. Hyundai Mobis cannot guarantee or confirm that projected achievements would realize or anticipated impacts would actually occur, and the forward-looking statements contained herein intend to help understand the company's approaches and operational conditions.

Hyundai Mobis does not bear any obligation to correct or update predictive information to reflect risks or uncertainties that arise after the report's publication.

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Reference

Annual Business Report	Responsible Minerals Report
Annual Consolidated Financial Statements Audit Report	Net-Zero Report
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Contributing Departments in Report Publication

Business Improvement Team 3	Win-Win Collaboration Team	Information Security Team
Polymeric Materials Team	Service Logistics Operation Team	ICT Planning Team
Procurement Cost Management Team	Service Parts Supply Support Team	GHR & Organization Team
Procurement Strategy Team	Service Parts Planning Team	Compliance Team
Domestic Customer Support Team	Global Subsidiary Support Team	Intellectual Property Team
Domestic Service Parts Team	Service Parts SHE Team	Recruitment Branding Team
International Finance Team	Advanced Quality Operation Team	Creative UX Team
International Legal Affairs Team	Growth Support Team	Carbon Neutrality Team
Global Customer Satisfaction Management Team	Tax Team	Quality Planning Team
Global Procurement Management Team	Safety Education & Culture Team	Quality Information Team
Global Package Management Team	Safety & Health Management Team	Overseas Service Parts Team
Global QM Improvement Team	SHE Inspection & Engineering Team	Service Parts Export Team
Global SHE Support Team	Business Facilitating Team	Accounting Team
Organization Development Team	Employee Stock Holder Society	CSV Strategy Team
Labor Relations Planning 1 Team	Work & Life Support Team	ESG Planning Team
Labor Relations Planning 2 Team	Raw Material Purchasing Team	EV Battery Service Business Team
Govt. Relations & Public Affairs Team	Infotainment / HMI Quality Control Team	IR Team
Legal Affairs Team	Asset Management Team	Regulations & Certification Team
Compensation Team	Finance Team	R&D Strategic Development Team
Security Improvement Team	E-PT/Module Business Planning Team	Smart Factory Technology Development Team
Brand Communication Team	Strategy Planning Team	
Business Enablement Team	Strategic Corporate Development Team	

