Concept Image of Mobis

LEAD THE SHIFT IN MOBILITY, MOVE THE WORLD BEYOND POSSIBILITIES

HYUNDAI MOBIS

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Robotics actuator concept image

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LETTER TO STAKEHOLDERS

CEO Message

Dear Stakeholders,

Under the new vision, "Lead the shift in mobility, Move the world beyond possibilities," Hyundai Mobis is committed to leading the transformation of the Future Mobility industry and delivering new value to customers and society. Despite ongoing external challenges, including global supply chain uncertainties and tariff risks, 2025 was a year of meaningful achievements as we strengthened our core business competitiveness and secured a foundation for future growth. In 2026, we will further enhance our execution capabilities to proactively respond to changes and lead the market, accelerating our transformation into an innovative Future Mobility company.

First, Hyundai Mobis will strengthen the competitiveness of its existing core businesses while accelerating the development of capabilities in future new growth areas.

We will progressively internalize core semiconductor design capabilities centered on system and power semiconductors, and — as both a customer and a supplier that directly develops controllers — will strengthen collaboration between car OEMs and semiconductor supply chains to contribute to building a stable automotive semiconductor ecosystem. We will also establish a new foundation for growth in the robotics core parts sector, which shares a high degree of technological synergy with automotive parts. Leveraging our proprietary driving and control technology capabilities, we will strengthen our business competitiveness centered on actuators, and will subsequently expand our business scope to encompass sensors and controllers, ultimately building a core parts ecosystem that spans future mobility and robotics.

Second, we will strengthen our advanced research and technology validation framework to translate our future technology competitiveness into tangible customer value.

As the transition to Electrification and Software Defined Vehicles (SDVs) accelerates, Hyundai Mobis is leveraging its mass production capabilities and manufacturing expertise to rapidly secure and advance next-generation core technologies. We will secure differentiated technological competitiveness by actively identifying and validating diverse convergent future technologies. By strengthening our development and validation systems to deliver the technologies and products required by the market and customers in a timely manner, we will enhance our customers' development efficiency and design quality, ultimately providing consumers with new mobility experiences and value.

Last but not least, Hyundai Mobis will continue to reinforce the foundations of responsible management and sustainable growth.

We will proactively address climate change, supply chain risks, and tightening global regulations, while solidifying our carbon reduction efforts and responsible supply chain management framework. At the same time, we will strengthen our market responsiveness through expanded collaboration with global customers and business operations focused on key growth markets, while fulfilling our corporate social responsibility and continuing our CSR activities for the sustainable development of local communities.

Going forward, Hyundai Mobis will lead the transformation of the future mobility industry on the strength of technology innovation and responsible management, growing into a company that delivers new value to customers and society alike.

Thank you for your continued interest and support.

Gyusuk Lee

CEO, Hyundai Mobis

Corporate Overview

ABOUT HYUNDAI MOBIS

Corporate Overview

Hyundai Mobis is a global auto parts company with a business structure consisting of system solutions, module manufacturing, and A/S parts sales. In line with the evolving Future Mobility industry, we aim to become a 'Mobility Solution Provider' that delivers optimized products and services to diverse customers. By integrating core technologies in autonomous driving, electrification, infotainment, and connectivity with our module and platform production capabilities, we will further strengthen our competitiveness in the global market. Furthermore, Hyundai Mobis will continue to grow as a sustainable enterprise by diligently advancing its goals of preserving the value chain ecosystem and achieving Net-Zero.

Company Name	Hyundai Mobis Co., Ltd.
Date of Establishment	June 25, 1977
Headquarters	203 Teheran-ro, Gangnam-gu, Seoul
CEO	Gyusuk Lee
Number of Employees	51,899
Main Business	Automotive module and parts manufacturing, and A/S parts business
Key Financial Performance	Revenue KRW 61.1 trillion, Equity KRW 49.2 trillion, Liabilities KRW 21.2 trillion
Key Changes	Established Mobis Parts (Thailand) Co., Ltd. (100% stake) and Moabit Co., Ltd. (100% stake); divested entire stake in Cangzhou Hyundai Mobis Automotive Parts Co., Ltd.

In March 2025, Hyundai Mobis announced a new vision reflecting its commitment to leading as a top global player in Future Mobility. We established this vision through a bottom-up approach based on employee feedback and continue to facilitate communication channels to internalize it across the organization. By fostering a shared sense of purpose, we strengthen internal cohesion, clarify our strategic direction, and prepare to advance as an industry leader.

Vision

Lead the Shift in Mobility,
Move the World beyond Possibilities

We are pioneering a new paradigm for the future of the automotive industry and leading innovation in the mobility experience. As we drive this transformation, we push past limits with innovative technologies and best-in-class solutions, expanding our growth potential in the global market.

Core Values

Hyundai Mobis has established three core values—'Dynamic Synergy', 'First Mover', and 'Expanding Possibility'—and is advancing its corporate vision based on these principles.

PEOPLE

DYNAMIC SYNERGY

We collaborate organically to create synergy and build a better world of mobility through continuous change and innovation.

MOBILITY

FIRST MOVER

We continuously research new mobility experiences to develop our proprietary, leading technologies, establishing ourselves as a first mover that drives the future.

GLOBAL

EXPANDING POSSIBILITY

We actively seek opportunities in the global market to expand our potential for growth.

Mid- to Long-term Business Direction

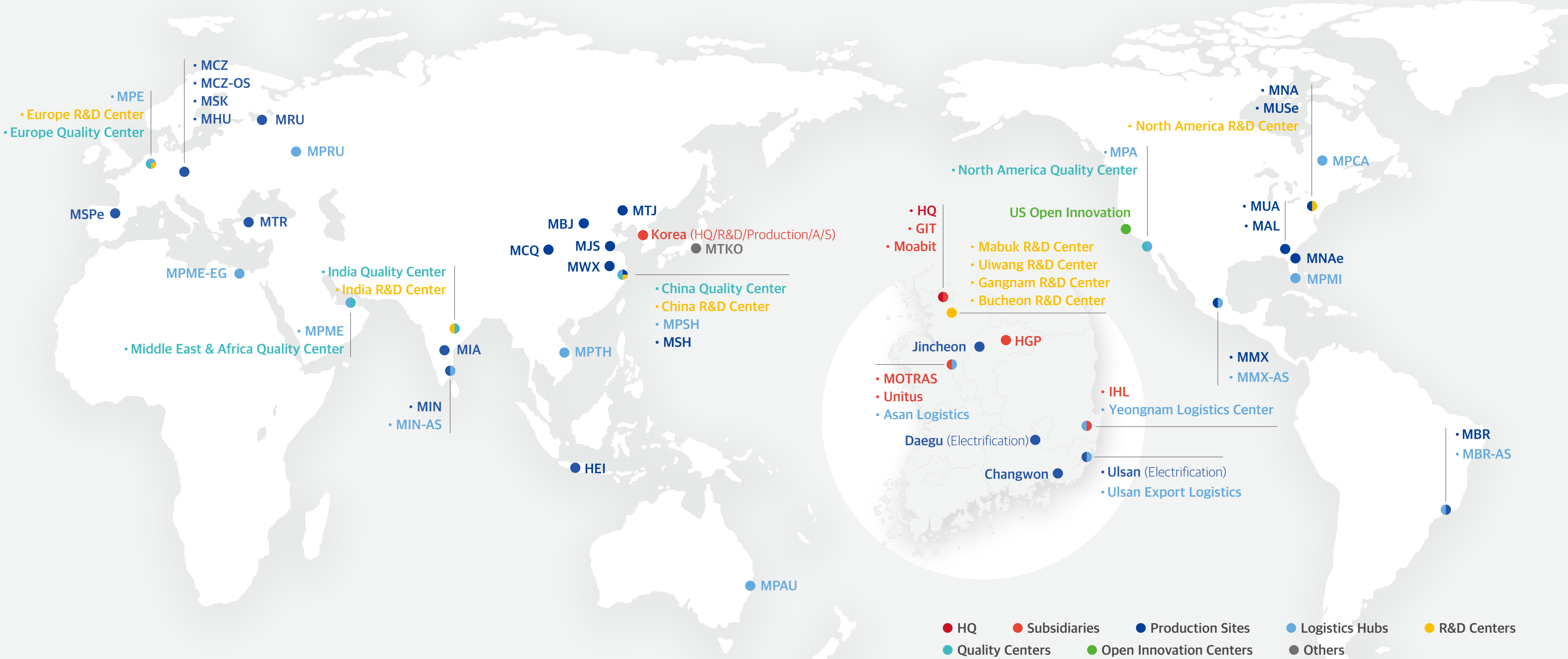
Hyundai Mobis plans to execute its Corporate Value-up Initiative and drive qualitative growth fueled by concurrent top- and bottom-line expansion. This will be achieved through four core strategies: securing a competitive edge in advanced technologies, restructuring the business to focus on profitability, accelerating global customer expansion, and strengthening ESG management.

Secure Leading-edge Technologies, Focus on Profitability, Accelerate Global Customer Expansion, Strengthen ESG Management

Revenue compound annual growth rate (by 2027) 8%

Revenue generated from global car OEMs (by 2033) 40%

Global Network



Hyundai Mobis		Number of Locations (corporations) 46	Locations
Domestic	Headquarters	1	Headquarters (Yeoksam), Production Sites (Jincheon, Changwon, Daegu (Electrification), Ulsan (Electrification)), R&D Centers (Mabuk, Uiwang, Gangnam, Bucheon), Logistics Centers (Ulsan Export, Asan, Yeongnam)
	Subsidiaries	6	Asan (MOTRAS), Cheonan (Unitus), Chungju (HGP), Gyeongju (IHL), Songpa, Seoul (GIT), Gangnam, Seoul (Moabit)
Overseas	Manufacturing Subsidiaries	23	Americas (MAL, MNAe, MNA, MUSe, MUA, MMX, MBR), Europe (MRU, MCZ, MCZ-OS, MSK, MTR, MSPe, MHU), China (MWX, MJS, MBJ, MTJ, MCQ, MSH), Asia-Pacific (MIN, MIA, HEI)
	Parts Subsidiaries	10	Americas (MPA, MPMI, MPCA), Europe (MPE, MPRU), China (MPSH), Asia-Pacific (MPME, MPME-EG, MPAU, MPTH)
	Others (including R&D centers)	6	U.S. (MAI, AAI (holding company)), U.S. (GIT), Germany (GIT), China (GIT), India (GIT)

*The number of entities is based on consolidated subsidiaries and includes entities in pre-production or with suspended operations as of the end of 2025. The parent basis includes the overseas sales branches MHNO and MTKO.
The map displays the detailed locations of functional sites (R&D centers, logistics hubs, open innovation centers, etc.) under Hyundai Mobis and its subsidiaries.

Main Business

System solutions

Hyundai Mobis produces drive motors, battery systems, and other core components for eco-friendly vehicles such as electric vehicles. We are also strengthening our competitiveness in autonomous driving and parking by developing systems like HDA[1] and RSPA[2]. Furthermore, we continue to strengthen our competitiveness in connectivity technologies by pioneering the development of automotive 5G telematics solutions. Leveraging its control and integration capabilities in electrical and electronic systems, we are advancing next-generation mobility solutions centered on an integrated control system for SDVs[4] that combines E/E architecture[3] and software.

2025 Revenue

KRW 19.5679 trillion

1) HDA: Highway Driving Assist
2) RSPA: Remote Smart Parking Assist
3) E/E Architecture: Electrical & Electronic Architecture
4) SDV: Software Defined Vehicle

Autonomous driving

Hyundai Mobis is continuously advancing autonomous driving solutions for an accident-free future of mobility, building on its strong component capabilities integrated with electronic control technologies. We supply Advanced Driver Assistance Systems (ADAS[5]) that support convenient and safe driving, while strengthening our fully autonomous driving system capabilities by integrating perception, positioning, decision-making, and control technologies, such as 4D imaging radar.

Steering

This system controls the vehicle's direction according to the driver's intention. Hyundai Mobis supplies EPS[6], which provides optimal steering performance through high-precision motor control based on vehicle conditions, replacing conventional hydraulic systems. Furthermore, we are developing next-generation steering systems that improve driving performance and enhance responsiveness and safety.

5) ADAS: Advanced Driver Assistance Systems
6) EPS: Electric Power Steering

Braking

This system enables vehicle deceleration, stopping, and parking based on the driver's intent. Hyundai Mobis is advancing R&D on braking systems optimized for autonomous driving and eco-friendly vehicles, including EMB[7], Brake by Wire[8], and regenerative braking, in addition to conventional CBS[9] and ABS[10]. Currently, we are enhancing the chassis braking system by optimizing braking performance and improving regenerative braking efficiency. Moving forward, we plan to develop integrated control-based braking technologies to support autonomous driving and the transition to Software-Defined Vehicles (SDVs).

7) EMB: Electro-Mechanical Brake
8) Electric braking system
9) CBS: Conventional Brake System
10) ABS: Anti-Lock Brake System

IVI (In-Vehicle Infotainment)

IVI solutions focus on the interaction between the vehicle and the driver. In response to the seamless integration of digital services and vehicle functions, these solutions utilize data on the vehicle's internal and external environments and the driver's condition to provide optimized information and services to individual drivers. To enable a premium mobility experience, we provide infotainment solutions that integrate HUD[11], digital clusters, and premium sound systems. Furthermore, we are continuously enhancing the competitiveness of our integrated digital cockpit products to expand our presence in the global market.

11) HUD: Head Up Display

Lamps

This system illuminates the road to ensure driver visibility while providing information to surrounding vehicles and pedestrians. Hyundai Mobis is committed to developing lamps that optimize safety, design, and performance. In preparation for the era of autonomous driving, we are developing advanced lighting solutions, ranging from AADB[12], which responds to surrounding objects and environments, to DMD[13] lamps capable of communicating with other drivers and pedestrians.

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

Suspension

Suspension systems absorb vehicle shocks to ensure passenger comfort and safety. Hyundai Mobis supplies air suspension systems that use high-pressure air to absorb even the finest vibrations. Notably, we independently developed eARS[14], which controls body roll using an electric motor, thereby achieving the electrification of braking, steering, and suspension systems essential for autonomous driving solutions.

14) eARS: electrical Active Roll Stabilization

Electrification

To address global environmental challenges driven by climate change, governments worldwide are tightening vehicle fuel efficiency regulations and carbon emission standards. In response, Hyundai Mobis is developing a diverse range of electrification component technologies for hybrid and electric vehicles, including high-output drive systems, high-capacity battery systems, and power conversion systems. We are committed to creating new environmental value, such as reducing carbon emissions and enhancing energy efficiency, through our electrification technologies.

Airbags

Hyundai Mobis develops airbag systems designed to ensure the safety of drivers, passengers, and pedestrians. We produce frontal (DAB[15], PAB[16], KAB[17]), side (CAB[18], SAB[19]), and center (CSAB[20]) airbag modules, as well as electronic components that collect sensor data to control optimal airbag deployment.

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

Main Business

Module manufacturing

Hyundai Mobis manufactures and supplies the three core automotive modules: front-end, chassis, and cockpit. We collaborate with car OEMs from the initial R&D stages to develop and manufacture modules tailored to specific vehicle characteristics. By leveraging the benefits of modularization—such as streamlining production processes and improving assembly efficiency through advanced technologies and system integration—we continuously strengthen our global competitiveness. Furthermore, Hyundai Mobis is enhancing its position in overseas markets by expanding local production across major manufacturing hubs in China, the United States, India, and Europe. Recently, we have been expanding our competitive edge in next-generation module solutions to address the Future Mobility market.

2025 Revenue

KRW 28.2322 trillion

Front End Module

This product unit integrates functional components at the front of the engine compartment—such as radiators, headlamps, bumper beams, carriers, and AAFs[1]—and supplies them to car OEMs. Hyundai Mobis conducts research to improve pedestrian protection and low-speed collision safety, enhance aerodynamics, and reduce weight by integrating electronic functional components and applying new 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 is expanding its next-generation chassis module solutions by applying lightweight novel materials and strengthening its integrated design capabilities across brakes, steering, and suspension.

Cockpit Module

This product unit integrates and assembles components such as instrument panels, cowl cross bars, HVAC systems, and airbags into functional packages supplied to car OEMs. Hyundai Mobis is expanding the development of cockpit solutions that enhance the customer experience and interior ambiance, focusing on digital cockpit modules that integrate digital displays, lighting, and interactive elements.

A/S Parts and Accessories

Hyundai Mobis is responsible for supplying 2.79 million A/S part items for 224 Hyundai and Kia vehicle models operating globally. To this end, we operate an industry-leading distribution network supported by a big data-based demand forecasting system, driving revenue growth through global supply chain improvements and logistics automation. Hyundai Mobis ensures customer satisfaction by delivering parts swiftly and accurately upon request, and provides various consumables and accessories to keep customer vehicles in optimal condition.

2025 Revenue

KRW 13.3180 trillion

A/S Parts

As after-sales parts are used for car repairs, they must be of the same quality and have the same 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 its 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)

Accessories

Vehicle accessories are products developed to enhance vehicle functionality, convenience, and aesthetics. They are categorized into interior and exterior, safety, convenience, and maintenance accessories, and include a wide range of items such as roof bars, in-car air purifiers, side steps, and suit hangers. Hyundai Mobis is committed to developing accessories that increase the marketability of vehicles and meet drivers' needs.

Major Markets and Customers

Hyundai Mobis operates in global markets across Asia, the Americas, and Europe, in addition to its headquarters in South Korea. We supply modules and core components, such as electronic and electrification parts, to major car OEMs, including Hyundai Motor Company, Kia, Stellantis, Mercedes-Benz, and GM. Despite growing uncertainties, such as the investment burdens on car OEMs and the EV chasm, we have successfully diversified our major OEM customers and order regions. Moving forward, we will continue to ensure business growth and stability by acquiring new customers through product enhancements and new technology promotions, while securing targeted project orders focused on profitability.

Major Customers and Products[1]

Europe	China	Korea	Americas
• Stellantis (Display modules, Lamps) • Volkswagen Group (Battery systems)	• SAIC-GM (ICS[2]) • FAW (Air suspensions) • BYD (MDPS[3])	• Hyundai Motor and Kia (Modules/Parts/A/S parts)	• Stellantis (Chassis modules, Lamps, Display modules) • Mercedes-Benz (Chassis modules) • GM (ICS[2], Parking brakes)

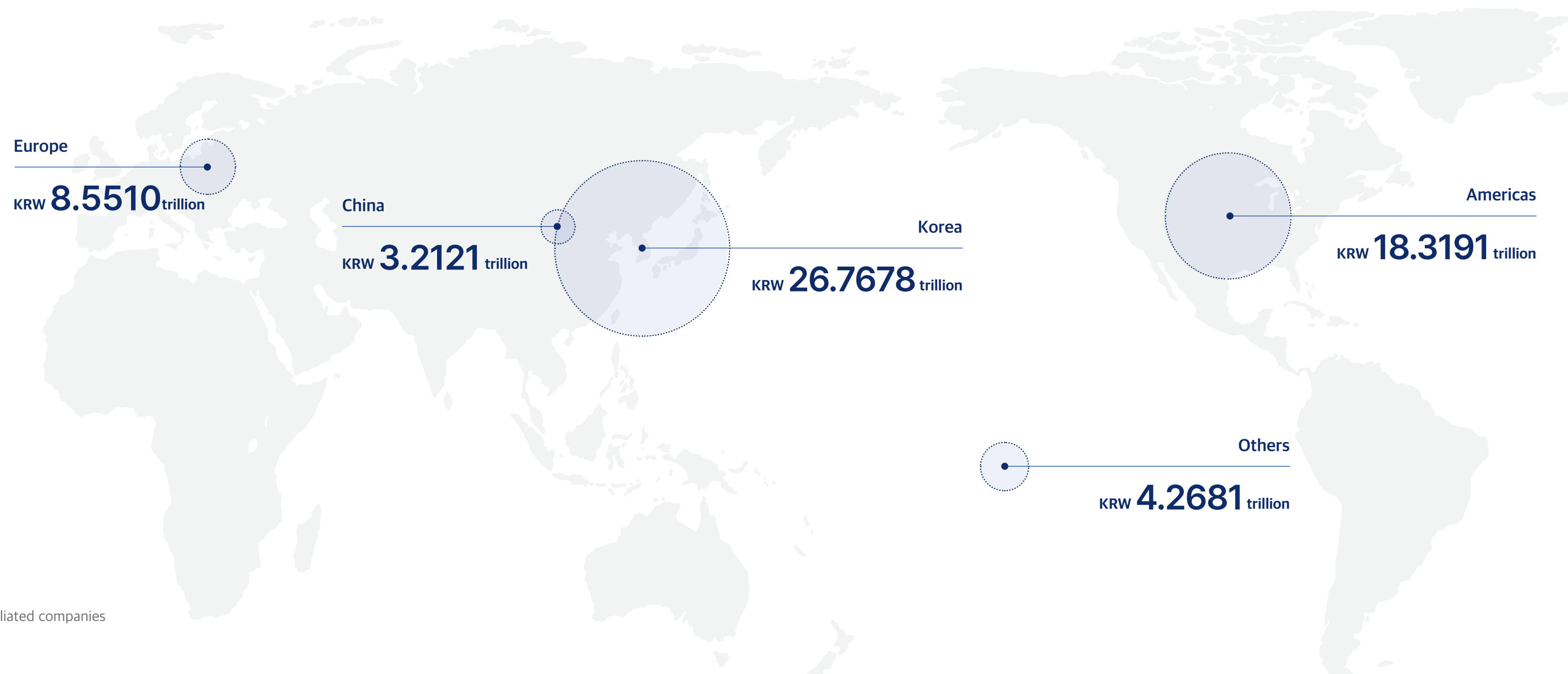
1) As the data for major customers and products includes pre-production (order) status, it may differ slightly from regional revenue. We generate no revenue related to the production of fossil fuels, chemicals, weapons, or tobacco.
2) ICS: Integrated Center Stack
3) MDPS: Motor Driven Power Steering

Consolidated revenue

KRW 61.1181 trillion

Orders from non-captive customers[4]
(Accumulated by the end of 2025)

USD 9.17 billion



4) Non-captive customers: External sales to non-affiliated companies

SPECIAL PAGE

Hosting CEO Investor Day

Following the 2024 event, Hyundai Mobis hosted the 2025 CEO Investor Day to communicate its specific mid- to long-term growth strategies and goals to stakeholders. These include securing global technological competitiveness, a focus on profitability, and accelerating global customer expansion. We also shared our commitment to redefining our corporate value in line with our global standing.

Strengthening Technological Competitiveness by Securing Leading Technologies

Amid the rapid paradigm shift in the mobility industry, Hyundai Mobis is solidifying its technological advantage by internalizing proprietary technologies in Electrification, automotive electronics, and chassis safety. In particular, we are focusing on securing core technologies that integrate hardware and software to lead the Software Defined Vehicle (SDV) era. By actively expanding strategic partnerships and investments with promising companies alongside in-house R&D, we aim to become a technology-driven innovative company that responds agilely to market changes.

Focus on Profitability

To enhance intrinsic corporate value and achieve qualitative growth, we are actively optimizing our business portfolio with a primary focus on profitability. We are concentrating investments in core growth areas such as Electrification and automotive electronics, while optimizing resources in established businesses through operational efficiencies to drive high-value-added growth. Building on these efforts, we aim to establish a solid foundation for profit generation by achieving an average annual revenue growth of over 8% and an operating profit margin of 5~6% by 2027.

Global Customer Expansion

Leveraging outstanding quality and technological capabilities, we are creating new growth opportunities by strengthening partnerships with top-tier global car OEMs. We pursue targeted, profitability-focused orders based on high-value-added product portfolios, while empowering regional sales organizations to respond swiftly to customer needs. In the long term, we will solidify our position as a true global mobility partner by increasing the share of non-captive customers in core parts revenue to 40% by 2033.

Sustainable Technology Development

As the automotive industry paradigm rapidly shifts with the transition to the MECA (Mobility, Electrification, Connectivity, Autonomous) era, Hyundai Mobis is committed to developing sustainable technologies to create and deliver differentiated value within the newly restructured automotive parts ecosystem.

Strategic transition into a software-centric company

- Securing world-class software development capabilities by establishing a platform-based development strategy and building a global standard system
- Fostering a software ecosystem and expanding strategic investments to accelerate the transition to Software Defined Vehicles (SDVs)
- Advancing the localization of overseas R&D and pursuing strategic alliances to strengthen global competitiveness

Differentiated product development strategy

- Conducting advanced research to secure world-class technological and product competitiveness
- Establishing a virtuous business cycle by developing world-first products and expanding both captive and non-captive customer markets

Identifying new long-term growth businesses

- Identifying long-term growth engines and fostering new businesses that span the entire future mobility industry, moving beyond traditional automotive parts

R&D Centers

As the global R&D headquarters, Hyundai Mobis's R&D centers in Korea (Mabuk, Uiwang, and Gangnam) establish company-wide R&D strategies and lead the development of advanced technologies. Equipped with state-of-the-art testing facilities, these centers conduct comprehensive, one-stop R&D from advanced research to mass production. The R&D centers in North America, Europe, China, and India are also advancing the development of future technologies, including autonomous driving, electrification, and connectivity. Furthermore, they are driving product competitiveness by integrating ICT into traditional mechanical components, such as braking, steering, suspension, safety, and lamp systems. In addition, we verify new technologies on actual vehicles at our Seosan Proving Ground in Korea and three winter test tracks in Sweden, China, and New Zealand. By establishing a global infrastructure that completes a full R&D cycle—from initial research to actual vehicle verification—Hyundai Mobis is strengthening its technological competitiveness in future mobility based on regionally specialized R&D capabilities.

Fostering a creative R&D culture

Hyundai Mobis hosted the 2025 M.FIELDs Festa at the Mabuk R&D Center. M.FIELDs is a platform for global employees to propose Future Mobility ideas, share knowledge, and engage in discussions. Submitted ideas are selected based on employee recommendations and evaluations by a company-wide council, then managed in an idea pool to be developed into actual projects. This year, six ideas advanced to the M.FIELDs Festa finals, where a panel of 300 employee judges determined the winning ideas through on-site voting. The two winning ideas for 2025 were an 'EV battery fire extinguishing system utilizing air suspension' and a 'technology to improve motor cooling performance through enhanced core insulating paper'. We will further assess these ideas for economic feasibility and commercial viability before developing them into new technology projects. Hyundai Mobis will continue to strengthen idea proposal initiatives and self-motivation programs to uncover innovative ideas from employees.

2025 Technology Development Highlights

1. Hyundai Mobis Unveils 50 Innovative Mobility Technologies!
2. Hyundai Mobis Wins Grand Prize at Patent Technology Awards for Anti-Glare Intelligent Lamp Technology Backed by 49 Patents!
3. Hyundai Mobis unveils a system to monitor and prevent 10 passenger behaviors that compromise safety!
4. Hyundai Mobis Develops Battery System with Built-in Fire Extinguishing Feature
5. Hyundai Mobis leads innovation in the field of automotive interior design with a new movable sound system

1. View News Article
2. View News Article
3. View News Article
4. View News Article
5. View News Article

Sustainable Technology Development

Securing Intellectual Property Rights

Hyundai Mobis is committed to securing core patent technologies. We expand our patent portfolio by encouraging employee inventions and acquiring external technologies from universities and other companies. A dedicated team of patent experts and attorneys actively supports the patent application process. To foster research and innovative technology development, we operate various reward programs, including the annual Outstanding Invention Awards. As a result, we filed approximately 7,300 patent applications over the past three years, with eco-friendly and future technology patents accounting for approximately 44% of the total. This high proportion reflects Hyundai Mobis's commitment to investing in technologies for the Future Mobility era.

Participating in ZER01NE Company Builder, Hyundai Motor Group's startup incubation program

Hyundai Mobis participates in the 'ZER01NE Company Builder', a startup incubation program hosted by Hyundai Motor Group, to empower employees to commercialize creative ideas utilizing the technology and know-how accumulated through their work. The program involves refining ideas from a customer perspective and strengthening team-building capabilities through intensive hackathons. It also features pre-validation workshops designed to test idea hypotheses and identify potential customers. In 2025, five teams were ultimately selected to join the program after completing the team-building and pre-validation workshops. These selected teams undergo a one-year incubation process that includes product and service development alongside mentoring from external experts. The program provides up to KRW 300 million in development funding to support commercialization. Following a final review, teams may also be granted subsequent opportunities, including launching their own startups.

Operating Mobis Ventures, an open innovation center

In November 2018, Hyundai Mobis opened Mobis Ventures Silicon Valley (MVSV), an open innovation center in the United States. The primary target areas of Mobis Ventures include autonomous driving, connectivity, mobility, robotics, electrification, and AI. Leveraging its automotive expertise and global capabilities as a leading Tier 1 supplier, Mobis Ventures provides customized investments ranging from Series A to pre-IPO stages to foster mutual growth with startups. Over the past seven years, Hyundai Mobis has directly invested approximately KRW 197 billion in various companies. In 2025, MVSV hosted the 4th Mobis Mobility Day in Detroit, drawing approximately 250 attendees, including representatives from global startups, academia, investors, and industry experts. Through this event, we advanced our strategy to secure "future technology allies" by identifying promising companies with innovative mobility technologies in areas such as software, autonomous driving, and infotainment, and by strengthening technological cooperation with them.

Portfolio (Startup Investments)

Velodyne LiDAR	(US) Automotive LiDAR development
Obsidian	(US) Thermal imaging sensor development
STRADVISION	(Korea) Image recognition software development
LightIC Technologies	(US) Automotive LiDAR development
ZENDAR.	(US) Automotive imaging radar development
SONATUS	(US) Cloud-based automotive software development
SPB AUDIO LAB	(Bulgaria) Specialized acoustic algorithm development
DEEPGLINT 格灵深瞳	(China) Facial and behavioral pattern recognition software development
elevation	(US) Automotive Semiconductor Development

SPECIAL PAGE

CES[1] 2026

At CES 2026, Hyundai Mobis highlighted technological connectivity and convergence under the theme "Layer of Progress."

Integrated Cockpit Solution M.VICS 7.0

At CES 2026, Hyundai Mobis unveiled M.VICS 7.0, an integrated cockpit solution encompassing its full suite of infotainment technologies. This solution integrates a holographic windshield display, an expandable 18.1-inch display, and console controls to provide a convenient and safe driving experience. Notably, the holographic windshield display consists of a dedicated projector and a Holographic Optical Element (HOE)—a diffractive optical component applied as a film to the lower section of the windshield. The projector uses lenses and reflectors to project holograms directly onto the windshield, eliminating the need for a transparent panel. This design removes the conventional display, securing a wider field of vision and enabling safer driving. Furthermore, the passenger display is designed to be invisible from the driver's seat, enhancing safety by preventing driver distraction.

Hyundai Mobis Semiconductor Forum

Leading Innovation in the Domestic Automotive Semiconductor Ecosystem

In 2025, Hyundai Mobis successfully hosted the ASK (Auto Semicon Korea) forum with major industry partners to foster the domestic automotive semiconductor ecosystem. C-level executives from 27 organizations—including leading domestic semiconductor design, manufacturing, and design house firms, along with Car OEMs, government agencies, and research institutes—attended the event to discuss collaborative strategies and future directions for securing global leadership in automotive semiconductors. As a fabless company and a supply chain integrator connecting Car OEMs and semiconductor firms, Hyundai Mobis continues to strengthen mutual cooperation with domestic semiconductor companies. This collaboration is built on our proven development capabilities, having mass-produced over 16 types of proprietary semiconductors—including power, drive, and sensor chips—and our highly mature, ISO 26262-certified development process. In particular, we actively support domestic semiconductor specialists excelling in non-automotive sectors in their expansion into the automotive market, driving mutual growth and securing the global competitiveness of the K-semiconductor ecosystem.

Auto Shanghai 2025

Leading the Chinese Mobility Market with Localized Innovative Technologies

Hyundai Mobis participated in Auto Shanghai 2025 to demonstrate its competitive edge in securing orders in China, the world's largest automotive market, and to strengthen partnerships with local Car OEMs and global automotive brands operating in the region. Moving beyond mere brand promotion, we focused on generating tangible business outcomes by operating a private booth tailored specifically for Car OEMs. In particular, we delivered a differentiated and innovative experience by prominently showcasing a 70-inch high-resolution Augmented Reality Head-Up Display (AR-HUD)—independently developed by our Shanghai R&D Center based on a thorough analysis of local customer needs—alongside a premium sound demo car equipped with 47 speakers and Active Road Noise Control (ARNC) technology. Furthermore, Hyundai Mobis unveiled eight advanced technologies at the motor show and subsequently executed aggressive marketing initiatives, including a significant expansion of customized product roadshows for target customers. Hyundai Mobis will continue to expand its growth boundaries in the global market by maximizing synergies across its fully integrated local hubs, spanning R&D, production, and logistics.

1) CES: The International Consumer Electronics Show

CORPORATE GOVERNANCE

Board of Directors

Composition of the Board of Directors

As the highest permanent decision-making body of Hyundai Mobis, the Board of Directors represents shareholders and other stakeholders, overseeing and approving major strategic and management issues to ensure our sustainable growth. The Board of Directors consists of nine members, with a majority of five (55.6%) being independent directors who possess independence, diversity, and expertise.

Members of the Board of Directors

*As of the end of March 2026 ● Chair ○ Member

Category	Name	Gender	Date of Birth	Nationality	Number of Shares Owned (Voting Rights)	Term	Tenure (Date of Initial Appointment)	Number of Concurrent Positions in Listed Companies (Excluding Hyundai Mobis)	Audit Committee	Independent Director Candidate Recommendation Committee	Corporate Sustainability Management Committee	Compensation Committee	Notes
Executive director	Gyusuk Lee (Chair)	Male	Aug. 1965	Korea	740	3 years	2 years (Dec. 2023)	-		○	○		
Executive director	Euisun Chung	Male	Oct. 1970	Korea	303,759	3 years	24 years (Mar. 2002)	2[1]					
Executive director	Dohyung Kim	Male	Jul. 1973	Korea	140	2 years	1 year (Aug. 2025)	-					
Executive director	Naksup Sung	Male	Apr. 1970	Korea	40	2 years	- (Mar. 2026)	-					
Independent director	Jina Kang	Female	Aug. 1967	Korea	-	3 years	5 years (Mar. 2021)	1	○	●	○	○	
Independent director	Hwajin Kim	Male	Aug. 1960	Korea	-	3 years	4 years (Mar. 2022)	1	○	○	●	○	
Independent director	James Kim	Male	Jun. 1962	U.S.	-	3 years	3 years (Mar. 2023)	-	○	○	○	●	
Independent director	Keith Witek	Male	Jul. 1967	U.S.	-	3 years	2 years (Mar. 2024)	-	○	○	○		
Independent director	Hyonjoo Park	Female	Jul. 1967	Korea	-	3 years	- (Mar. 2026)	-	●	○	○		Appointed by shareholders' recommendation

1) CEO of Hyundai Motors and director of KIA (Chairman of HKMC)

Investor Relations menu on the website

Independent Director Election Process

Hyundai Mobis appoints independent directors with expertise and independence. The Independent Director Candidate Recommendation Committee establishes a candidate pool and selects nominees annually, who are then appointed following approval by the Board of Directors and a resolution at the General Meeting of Shareholders. Hyundai Mobis updates this candidate pool annually through internal and external reviews to reflect changes in the business environment. In accordance with the Commercial Act, independent directors are prohibited from serving as directors, executive officers, or auditors at two or more companies other than Hyundai Mobis. During the nomination process, the Independent Director Candidate Recommendation Committee closely reviews candidates' concurrent positions and any potential conflicts of interest.

To enhance the independence of independent directors and strengthen shareholder representation, we operate a shareholder recommendation system. Under this system, one of the five independent directors is appointed from candidates recommended by various shareholders, regardless of their ownership stake. Recommended candidates undergo evaluation and verification by an independent external advisory panel to select a final nominee. The appointment is then finalized through the approval of the Board of Directors and a resolution at the General Meeting of Shareholders. In March 2026, Independent Director Hyonjoo Park was appointed through this procedure and currently serves as the shareholder-recommended independent director and the member in charge of shareholder communication.

Board of Directors

Board of Directors Independence, Diversity, and Expertise

Independence

To strengthen checks and balances on management and establish sound corporate governance, Hyundai Mobis applies standards stricter than those required by the Commercial Act, in accordance with its independent director independence guidelines. We ensure the independence and expertise of the Board of Directors by appointing a majority of independent directors with verified independence. To ensure practical board independence, the Audit Committee, which oversees overall management, consists entirely of independent directors. Major committees, including the Corporate Sustainability Management Committee, Independent Director Candidate Recommendation Committee, and Compensation Committee, are composed of a majority of independent directors, and the chairs of all committees are appointed from among the independent directors. Furthermore, to respond swiftly to the rapidly changing automotive industry and business environment while practicing responsible management, the Chief Executive Officer (CEO) concurrently serves as the Chair of the Board of Directors. Additionally, we have established a lead independent director role and an Independent Directors' Meeting to further enhance board independence. The lead independent director convenes and presides over the Independent Directors' Meeting, which consists solely of independent directors, gathers their opinions to share with the Board of Directors, and facilitates seamless communication among shareholders, the Board of Directors, and management. At the Independent Directors' Meeting, led by independent directors, the Board independently reviews and discusses agenda items.

Board of Directors Independence Guidelines

Diversity

When appointing directors, Hyundai Mobis actively considers diversity factors such as gender, race or ethnicity, nationality, and background to build a balanced Board of Directors that is not skewed toward any specific background or profession. As of March 2026, the Board of Directors consists of nine members, comprising seven Korean nationals and two U.S. nationals, with ages ranging from 52 to 65. Furthermore, in March 2021, we amended Article 29 of the Articles of Association to formally stipulate that the Board must not consist entirely of a single gender. Accordingly, Jina Kang is currently serving a consecutive term as a female independent director, and Hyonjoo Park was newly appointed as an independent director in March 2026. When structuring the Board, Hyundai Mobis conducts a diversity review based on its Board diversity guidelines to ensure the inclusion of diverse backgrounds and expertise. This process verifies that the Board maintains a balanced representation of the aforementioned diversity factors—including gender, age, nationality, experience, and area of expertise—and fully complies with the guidelines.

Board Diversity Guidelines | 'Articles of Association (Statutes)' on the website

Expertise

To build a competitive Board of Directors with diverse expertise across the automotive industry, academia, management, technology, and finance, Hyundai Mobis stipulates in its Articles of Association and Corporate Governance Charter that independent directors must possess specialized knowledge in management, economics, law, or relevant technologies. None of the Board members has served in a public administration agency within the past two years.

Corporate Governance Charter on the website

Board Expertise

*As of the end of March 2026

Name	Background for Appointment	Key Experience	Expertise Type
Jina Kang, Independent director	An expert in technology management and business innovation strategy, An expert capable of contributing to our new R&D and innovation strategies.	• Professor, College of Engineering, Seoul • National University (Current); Technology management scholar Independent Director, S-OIL Corporation (Current)	• Strategy • Management
Hwajin Kim, Independent director	Extensive experience in corporate governance and A professional who will leverage their expertise to establish sound corporate governance.	• Professor, School of Law, Seoul National University (Former); ESG/Compliance Academic expert • Chair of the Asian Corporate Governance Forum (Current), Chair of the Board of Directors at Samsung Securities (Current), Advisor at YK Law Firm (Current)	• Sustainability • Governance
James Kim, Independent director	An expert contributing to automotive and software strategies through broad, professional insights into domestic and global business, backed by extensive experience in the global IT and automotive industries.	• Chairman of the American Chamber of Commerce in Korea (Current), Chair of the Board of Directors at Mirae Asset Global Investments (Current) • COO/Chairman & CEO of GM Korea (2015-2017) • CEO of Microsoft Korea (2009-2015), etc.	• Industry (IT) • Management
Keith Witek, Independent director	He is the ideal candidate to execute Hyundai Mobis's future vision of becoming a 'Mobility solution provider' that delivers optimized products and services to customers, leveraging his extensive experience and broad expertise in the AI and software sectors.	• Chief Operating Officer (COO), Tenstorrent • Director of Strategic Alliances, Google (2019-2023) • Director of R&D Enablement and Associate General Counsel, Tesla Motors (2016-2018)	• Industry (AI/SW) • Management
Hyonjoo Park, Independent director	An expert capable of contributing to Hyundai Mobis' risk management, compliance, and enhancement of shareholder value, drawing on practical experience in domestic and international financial and capital markets and expertise in finance, risk, and governance	• Korea Representative, BNY Mellon (2020~2026) • Executive Vice President, SC First Bank Korea (2012~2019) • Senior Vice President / Executive Vice President, Standard Chartered Bank, APAC Regional Head Office (Hong Kong) (2009~2012)	• Finance • Risk Management

Gender Diversity (Percentage of Women) 22%

Nationality Diversity (Percentage of Non-Korean Nationals) 22%

Board of Directors

Committees under the Board of Directors

Audit Committee

The Audit Committee serves as an oversight body for overall management, monitoring the transparency and fairness of operations and accounting while ensuring the independent activities of independent directors. To enhance the Committee's independence and expertise, members are appointed through a resolution at the General Meeting of Shareholders, in accordance with the Articles of Association and the Audit Committee Operating Regulations. The Audit Committee consists entirely of independent directors, including the Chair. To ensure the Committee's independence, independent directors Jina Kang and Hyonjoo Park were appointed as Audit Committee members separately from other directors. Furthermore, the Committee comprises individuals with diverse expertise, including the Audit Committee Chair, Hyonjoo Park, who is a financial expert. The Committee receives regular reports on company operations from the Transparent Management Support Team, which operates the Internal Accounting Control System, and the Business Improvement Group, which conducts operational audits. The IR Team serves as the support organization for the Committee. To facilitate its audit duties, the Audit Committee may request business reports or investigate our assets and financial status at any time. It also has the authority to request relevant employees and external auditors to attend meetings when necessary, and may seek advice from external experts at our expense. In 2025, the Audit Committee held five meetings to deliberate on financial results, major management plans, and agenda items to be reported and submitted to the Annual General Meeting of Shareholders. The attendance rate of the Committee members was 100%.

'Audit Body' in the Corporate Governance Report | Consolidated Audit Report

Independent Director Candidate Recommendation Committee

The Independent Director Candidate Recommendation Committee recommends, reviews, and approves independent director candidates to strengthen the independence, diversity, and expertise of the Board of Directors. To further enhance independence, the Committee was restructured in March 2025 from four independent directors and three executive directors to five independent directors and one executive director, thereby reducing the proportion of executive directors and increasing that of independent directors. One executive director serves on the Committee to secure a broader candidate pool and select directors suitable for corporate management. When appointing independent directors, we submit a 'Confirmation of Independent Director Qualifications'—which verifies independence status and legal requirements—to the Korea Exchange for third-party validation of their suitability. In 2025, the Committee held three meetings with a 100% attendance rate. All agenda items were approved, with no rejections.

Corporate Sustainability Management Committee

The Corporate Sustainability Management Committee was established to foster a culture of corporate ethics and advance sustainability management across economic, social, and environmental dimensions. The Committee deliberates and resolves key ESG matters, including Internal Transaction Transparency, the protection of shareholder rights, Ethical Management, and occupational health and safety. It consists of five independent directors and one executive director; by maintaining a majority of independent directors, the Committee ensures independence and objectivity. The executive director, who serves as the Chief Executive Officer (CEO), participates in the Committee to elevate the importance of ESG initiatives and ensure effective operational support. In 2025, the Corporate Sustainability Management Committee convened eight times with a 98% attendance rate among its members. The Committee reviewed and reported on various policies to strengthen ESG Governance and enhance trust among Stakeholders. Notably, it advanced key decisions across the ESG spectrum, such as revising the Hyundai Mobis Code of Conduct, approving shareholder value enhancement policies, and establishing the Corporate Value-up Initiative and the Sustainability Report Publication Plan.

Compensation Committee

The Compensation Committee determines appropriate compensation by comprehensively evaluating business performance and market conditions. It reviews the compensation limit for executive directors before submission to the General Meeting of Shareholders, and approves the enactment, amendment, and abolition of compensation regulations. To enhance its independence, the Committee removed its one executive director in March 2025 and is now composed entirely of independent directors. In 2025, the Compensation Committee convened four times with a 100% attendance rate among its members. Furthermore, under the leadership of the Compensation Committee, the Board of Directors has undergone independent External Agency Assessments every three years since 2021. In years without external assessments, the Committee focuses on internal evaluations and improvement activities to drive practical governance enhancements.

Corporate Governance 'Board of Directors Evaluation'

Board of Directors

Board of Directors Operations and Evaluation

Board of Directors Activities and Effectiveness

Hyundai Mobis categorizes Board of Directors meetings into regular and extraordinary sessions, holding regular meetings quarterly and convening extraordinary meetings as needed. The Chair or the Chief Executive Officer (CEO) convenes the Board. To ensure sufficient review and in-depth discussion of the agenda, meeting notices must be sent at least seven days in advance. However, this notice period may be waived with the unanimous consent of all directors. Furthermore, the Independent Directors' Meeting, introduced in April 2025 and chaired by the Lead independent director, conducts independent and in-depth reviews of major Board agendas. In 2025, the Board held five regular and four extraordinary meetings, addressing a total of 23 resolutions and 10 reported items. Key resolutions included the approval of business plans, investments in overseas subsidiaries, and the purchase and cancellation of treasury stock. No agenda items were left pending or rejected. Key reported items covered the operational status of the Internal Accounting Control System, the implementation results of Regulatory Compliance and the CP (Compliance Program), and the results of the Board of Directors Evaluation.

Board of Directors and Committee Meetings

Board of Directors	9 meetings (5 regular / 4 extraordinary)
Audit Committee	5 meetings
Independent Director Candidate Recommendation Committee	3 meetings
Corporate Sustainability Management Committee	8 meetings
Compensation Committee	4 meetings

Board of Directors Attendance Rate[1]

Euisun Chung	89%	Youngwoo Jang	100%
Gyusuk Lee	100%	Jina Kang	100%
Yundeok Cho	100%	Hwajin Kim	100%
Dohyung Kim (Appointed in Aug. 2025)	100%	James Kim	100%
		Keith Witek	100%

1) Based on the 2025 annual attendance rate; Executive director Young-seok Ko resigned in March 2025, and Executive director Ki-tae Park resigned in August 2025.

Board of Directors Meetings and Key Agendas[2]

Date	Session	Deliberation Items	Reporting Items
2025-01-23	1st Regular Meeting	• Approval of 2024 financial results and 2025 key management plans • Approval of the 48th year-end dividend • Approval of the 48th Business Report • Approval of the 2024 performance and 2025 plan (draft) for safety and health activities	• Report on Regulatory Compliance activities • Report on the implementation of the Hyundai Mobis Code of Ethics • Report on CP (Compliance Program) implementation results • Report on the operation status of the Internal Accounting Control System for 2024
2025-02-13	2nd Regular Meeting	• Approval of the convocation, reports, and agenda items for the 48th Annual General Meeting of Shareholders • Approval of the purchase and cancellation of treasury shares	• Audit Committee's independent evaluation report on the operation status of the Internal Accounting Control System for 2024
2025-03-19	1st Extraordinary Meeting	• Appointment of the Chief Executive Officer (CEO) • Appointment of the Chair of the Board of Directors • Approval of the composition of Board committees	
2025-04-25	3rd Regular Meeting	• Approval of equity investment in overseas affiliates • Approval of amendments to internal regulations • Appointment of the lead independent director	• Report on Q1 2025 financial results
2025-05-20	2nd Extraordinary Meeting	• Approval of equity investment in overseas affiliates • Approval of directors' engagement in competitive businesses	
2025-07-08	3rd Extraordinary Meeting		• Approval of the convocation of the Extraordinary General Meeting of Shareholders and its agenda items
2025-07-25	4th Regular Meeting	• Approval of the quarterly dividend for the 49th term • Approval of the purchase and cancellation of treasury shares • Approval of the disposal of shares to related parties - Disposal of HMGC shares • Approval of equity investment in overseas affiliates	• Report on 2025 H1 financial results
2025-10-31	5th Regular Meeting	• Approval of the disposal of treasury shares - Payment of performance bonuses • Approval of the enactment of the Operating Regulations for the Independent Directors' Meeting	• Report on Q3 2025 financial results
2025-12-12	4th Extraordinary Meeting	• Approval of the disposal of treasury shares - Payment of performance bonuses • Approval of the appointment of the compliance officer	• Report on the results of the 2025 Board of Directors Evaluation • Report on key management issues

2) No dissenting or modified opinions were presented on any agenda items at the Board of Directors.

Corporate Governance Report 'Individual Evaluation of Independent Directors'

Sustainability Framework 'ESG Governance'

Board of Directors Evaluation

Since 2021, Hyundai Mobis has conducted third-party evaluations of its Board of Directors every three years. In the intervening years, we focus on internal evaluations and improvement initiatives. Between 2021 and 2023, we completed one external and two internal Board evaluations. Marking the start of a new three-year cycle in 2024, we engaged Sodali & Co, a specialized global advisory firm, to conduct an external Board evaluation through surveys and interviews with directors and management. The results were reported to the Compensation Committee in December 2024. In 2025, we conducted an internal Board evaluation based on the 2024 external evaluation results and reported the findings to the Compensation Committee in December 2025. This 2025 internal evaluation utilized surveys and interviews, assessing categories such as the Board's roles and responsibilities, structure, and operations, as well as committee operations. During Board evaluations, we assess our independent directors, evaluating the expertise required by the Board's structure. It also records quantitative metrics—such as attendance rates and voting records on individual agenda items—along with the specific remarks of individual directors in the Board minutes. We manage these results and fully reflect them in the reappointment of independent directors.

Board of Directors

Board of Directors Operations and Evaluation

Board of Directors Training

Hyundai Mobis conducts comprehensive training programs based on an annual plan to enhance the expertise and risk management capabilities of its independent directors. In 2025, we hosted strategic seminars for the Board of Directors covering topics such as the 2025 economic outlook, semiconductor strategies, mid- to long-term robotics business strategies, and corporate response strategies for amendments to the Commercial Act. Additionally, we organize visits to major domestic and international sites, enabling independent directors to gain a detailed understanding of current business operations. We also conducted four specialized training sessions for the Audit Committee Chair and other committee members to review the latest industry trends and discuss the Committee's roles and responsibilities.

Key Training for Independent Directors

Date	Key Training Content
2025-02-13	2025 Economic Outlook Seminar
2025-04-06	Independent Directors' Visit to Overseas Sites (MIN, HMI, MTCI, MIN-A/S)
2025-08-22	Board of Directors Strategy Seminar - Semiconductor Strategy, Mid- to Long-term Robotics Business Strategy - Company's Response Strategy for Commercial Act Revisions
2025-12-11	Independent Directors' Visit to HD Hyundai Heavy Industries Ulsan Plant

Audit Committee Training

Date	Key Training Content
2025-01-21	2025 Key Initiatives for Internal Accounting Control System
2025-04-22	Presentation of the audit plan for financial statements and the Internal Accounting Control System
2025-07-21	Audit plan for significant risks and key audit matters in the financial statements Description
2025-10-28	Description of the Audit Status of the Consolidated Internal Accounting Control System

Board of Directors and CEO Compensation

The compensation for registered directors, including independent directors, is determined at the general shareholders' meeting in accordance with Article 388 of the Commercial Act and the Articles of Association. It is paid in accordance with the Registered Director Compensation Regulations established by the Compensation Committee, within the compensation limits approved at the general shareholders' meeting. Under these regulations, independent directors receive compensation solely as a fixed allowance, without any additional allowances or meeting fees. We determines compensation based on the level of legal responsibility associated with the directors' duties, ensuring it aligns with industry peers while taking into account our size and prevailing social norms. The key details are

- The compensation of executive directors consists of a base salary, performance bonuses, 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.

The compensation of the Chief Executive Officer (CEO) is determined through performance evaluations. As the impact of ESG Management on corporate sustainability grows, the CEO's KPIs include internal and external ESG assessment results and the outcomes of ESG-related activities for each BU and division.

Corporate Governance Report 'Remuneration of Independent Directors / Remuneration of Directors'

Board of Directors Compensation[1)]

(Unit: KRW million)

Category	Headcount	Total Compensation	Average Compensation per Person
Executive Directors	4	5,883	1,471
Independent Directors	5	661	132

Individual Compensation

(Unit: KRW million)

Category	Position	Total Compensation
Euisun Chung	CEO	3,060
Gyusuk Lee	CEO	1,722
Yundeok Cho	Executive director	519

1) The headcount is based on registered directors as of the end of 2025. The total compensation is the cumulative amount paid to registered directors in 2025, and the average compensation per person is calculated by dividing the total compensation by the headcount as of the end of 2025. In accordance with Article 159 of the Financial Investment Services and Capital Markets Act and Article 168 of its Enforcement Decree, the total compensation represents the income amount under the Income Tax Act paid to registered directors, independent directors, and Audit Committee members who served or retired during the business year in their capacity as registered directors.

CEO Compensation

Category	Total Annual CEO Compensation	Average Employee Compensation (excluding CEO)	Ratio of CEO Compensation to Average Employee Compensation	Median Employee Compensation Excluding CEO	Ratio of CEO Compensation to Median Employee Compensation
Unit	KRW million	KRW million	times	KRW million	times
2025	1,723	137	12.6	143	12.0

Enhancing Shareholder Value

Changes in Share and Capital Structure

Under its Articles of Association, Hyundai Mobis is authorized to issue 275,000,000 common shares and 25,000,000 preferred shares. As of the end of 2025, the total number of issued shares is 159,659,165 common shares and 67,996 preferred shares. After accounting for share reductions from capital reduction and share retirement by the end of 2025, we hold 1,555,800 common shares as treasury stock, with 89,176,783 common shares and 3,974 preferred shares outstanding.

Each common share, excluding treasury shares, carries one voting right, ensuring equal voting rights for all shareholders.

Types of Shares and Voting Rights

*As of December 31, 2025

Category		Number of Shares	Remarks
Total Issued Shares	Common shares	90,732,583	Treasury shares + Outstanding shares
	Preferred shares	3,974	-
Number of Non-voting Shares	Common shares	1,555,800	Treasury shares
	Preferred shares	3,974	-

'Articles of Association (Statutes)'on the website

Corporate Governance Report 'Shareholders'

Shareholder Status

Kia Corporation is the largest shareholder of Hyundai Mobis, holding 16,427,074 common shares (an 18.10% stake). The combined stake of affiliated parties, including the largest shareholder, is 32.70%. The National Pension Service holds a 9.15% stake, and Hyundai Mobis does not issue golden shares for government agencies.

Shareholder Composition

*As of December 31, 2025

Category			Number of Shares	Ownership (%)
Major Shareholders	Common shares	Kia Corp.	16,427,074	18.10
		Mong-Koo Chung	6,778,966	7.47
		Hyundai Steel Co., Ltd.	5,504,846	6.07
		KT Corporation	1,383,893	1.53
		Hyundai Glovis Co., Ltd.	656,293	0.72
		Euisun Chung	303,759	0.33
		Treasury shares	1,555,800	1.71
		Other shareholders	58,121,952	64.07
Total major shareholders			90,732,583	100

Shares Owned by Affiliated Parties

*As of December 31, 2025

Category	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	18.10
Mong-Koo Chung	Others	Common shares	6,778,966	7.47
Hyundai Steel Co., Ltd.	Affiliates	Common shares	5,504,846	6.07
Hyundai Glovis Co., Ltd.	Affiliates	Common shares	656,293	0.72
Euisun Chung	Executives	Common shares	303,759	0.33
Gyusuk Lee	Executives of affiliates	Common shares	440	0
Hyung-keun Bae	Executives of affiliates	Common shares	460	0
Dohyung Kim	Executives of affiliates	Common shares	100	0
Total		Common shares	29,671,938	32.70
		Preferred shares	-	-

Shareholders with Over 5% Ownership and Employee Stock Ownership Association (ESOA)

*As of December 31, 2025

Category	Shareholder	Number of Shares	Ownership (%)
Shareholders holding 5% or more	Kia Corp.	16,427,074	18.10
	Mong-Koo Chung	6,778,966	7.47
	Hyundai Steel Co., Ltd.	5,504,846	6.07
	National Pension Service	8,300,875	9.15
Employee Stock Ownership Association (ESOA)		864,204	0.95

Enhancing Shareholder Value

General Meeting of Shareholders

In compliance with corporate governance best practices, Hyundai Mobis issues the convocation notice at least four weeks prior to the General Meeting of Shareholders. Furthermore, we hold our meetings on non-peak days in accordance with the voluntary program for dispersing shareholder meetings, thereby facilitating the smooth exercise of voting rights. To maximize shareholder participation and enable them to voice their opinions, we have adopted an electronic voting system that allows shareholders to exercise their rights directly. Additionally, it provides live online broadcasting for those unable to attend in person. To further support the exercise of voting rights, we have implemented a proxy solicitation system, managing delegation procedures through direct delivery, postal mail, and email.

Shareholder Communication and Rights Protection

Hyundai Mobis regularly hosts conference calls for its annual and quarterly earnings releases and conducts investor relations (IR)[1] visits to domestic and international institutions. In 2025, we conducted non-deal roadshows (NDR)[2] for institutional investors across major regions, including Korea, the Americas, Asia, and Europe. Key discussion topics included the CEO Investor Day, the expansion of C-level investor meetings, and the announcement and implementation status of shareholder return policies. Notably, during the CEO Investor Day held in August 2025, Chief Executive Officer (CEO) Gyusuk Lee directly presented our future business direction and overarching strategies, communicating specific action plans to achieve strategic goals across various sectors, including global sales and ESG.

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

Shareholder Return Policy

Hyundai Mobis operates a progressively enhanced shareholder return framework, spanning from the formulation to the execution of its mid- to long-term shareholder value enhancement policies. 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 (FCF) as dividends, share buyback and cancellation worth of KRW 1 trillion in total — thereby establishing a clear set of shareholder return commitments. In parallel, we implemented a policy to prevent dilution of shareholder value by continuously cancelling a portion of newly repurchased shares. Over this period, we faithfully delivered on these commitments, returning a total of KRW 2.6 trillion to shareholders. Since 2022, we transitioned to an annual shareholder return policy, flexibly maintaining payout ratios between 20~30% and introducing and embedding quarterly dividend payments, thereby enhancing the predictability and stability of shareholder returns. In particular, we improved dividend record dates and payment procedures in line with the introduction of the dividend practice advancement program, strengthening convenience for shareholders. From 2025 onward, under our Corporate Value-up Initiative, we have set a target of achieving TSR[3] of over 30% and continue to operate a framework that combines dividends with share buybacks and cancellations. Dividend amounts are determined by comprehensively taking into account net income, free cash flow, CAPEX plans, and financial soundness, maintaining a balance between shareholder returns and investment for future growth. Pursuant to a Board resolution in July 2025, we paid a quarterly dividend of KRW 1,500 per common share in August 2025 — an increase of KRW 500 YoY — and a year-end dividend of KRW 5,000 per common share was approved at the Annual General Meeting of Shareholders in March 2026. This resulted in an annual dividend of KRW 6,500 per common share, an increase of KRW 500 YoY. With respect to treasury shares, the scale of buybacks was adjusted flexibly to reflect financial conditions arising from expanded investments, and all repurchased shares were cancelled to drive a substantive enhancement of shareholder value. Our shareholder return performance for 2025 reached a TSR of 32.8%, exceeding the target of 30%.

<table>
<tr><th></th><th>PHASE I (Three-year mid- to long-term policy)</th><th>PHASE II (Annual implementation plan)</th><th>PHASE III (Three-year mid- to long-term policy)</th></tr>
<tr><th>Category</th><th>2019 ~ 2021[4]</th><th>2022 ~ 2024</th><th>2025 ~ 2027</th></tr>
<tr><td>Dividend Policy</td><td>• Pay out 20%-40% of free cash flow (FCF)
• Paid out 34% of total FCF as dividends over three years
- Increased from KRW 3,500 to KRW 4,000 per share - Total dividends of KRW 1,110.1 billion
• Implemented interim dividends[5] (KRW 1,000/share since 1H 2019)</td><td>• Payout ratio[7] 20%-30% target
• Interim dividend (KRW 1,000/share)
<table><tr><th>Category</th><th>2022</th><th>2023</th><th>2024</th><th>Total</th></tr><tr><td>Dividend per share</td><td>KRW 4,000</td><td>KRW 4,500</td><td>KRW 6,000</td><td></td></tr><tr><td>Dividends</td><td>KRW 367.1 billion</td><td>KRW 407.3 billion</td><td>KRW 539.5 billion</td><td>KRW 1.3181 trillion</td></tr><tr><td>Dividend payout ratio</td><td>23.2%</td><td>20.3%</td><td>20.1%</td><td>21.0% (Average)</td></tr></table></td><td>• Expanding Shareholder Returns and Implementing Mid- to Long-Term Policies
- Target to achieve an annual TSR of over 30% (including equity method gains)
• Interim Dividend (KRW 1,500/share)
<table><tr><th>Category</th><th>2025</th></tr><tr><td>Dividend per share</td><td>KRW 6,500</td></tr><tr><td>Dividends</td><td>KRW 579.8 billion</td></tr><tr><td>Dividend payout ratio</td><td>21.8%</td></tr></table></td></tr>
<tr><td>Share Repurchase</td><td>• Share repurchases totaling approximately KRW 1 trillion over three years
<table><tr><th>Category</th><th>2019</th><th>2020</th><th>2021</th></tr><tr><td>Purchase Amount (KRW 100 million)</td><td>3,225</td><td>2,348</td><td>4,286</td></tr></table></td><td>• Totaling approximately KRW 0.6 trillion over three years
<table><tr><th>Category</th><th>2022</th><th>2023</th><th>2024</th><th>Total</th></tr><tr><td>Purchase Amount (KRW 100 million)</td><td>3,132</td><td>1,465</td><td>1,630</td><td>6,227</td></tr></table>* Reduced purchase volumes due to large-scale investments since 2023</td><td>• Strategic Shareholder Returns
- Flexible execution of cash dividends and share repurchases/cancellations
<table><tr><th>Category</th><th>2025</th></tr><tr><td>Purchase Amount (KRW 100 million)</td><td>4,145</td></tr></table></td></tr>
<tr><td>Share Cancellation</td><td>• Cancellation of existing treasury shares[6] (worth KRW 460 billion)
• Cancellation of approximately KRW 187.5 billion of purchased shares (worth KRW 62.5 billion/year)</td><td>• Total of approximately KRW 0.37 trillion over three years
<table><tr><th>Category</th><th>2022</th><th>2023</th><th>2024</th><th>Total</th></tr><tr><td>Share Cancellation Amount (KRW 100 million)</td><td>625</td><td>1,465</td><td>1,630</td><td>3,720</td></tr></table>* Cancellation of all purchased shares starting in 2023, reflecting shareholder feedback</td><td>• Cancellation of all purchased shares and all existing treasury shares over three years
<table><tr><th>Category</th><th>2025</th></tr><tr><td>Share Cancellation Amount (KRW 100 million)</td><td>6,217</td></tr></table></td></tr>
</table>

Cumulative Shareholder Returns (2019-)

KRW 4.6 trillion

(KRW 3.0 trillion in dividends, KRW 1.6 trillion in share cancellations)

3) TSR: Total Shareholder Return
4) Announced a three-year mid- to long-term shareholder return policy in February 2019 (Cash dividends of KRW 1.1 trillion + Share repurchases of KRW 1.0 trillion + Cancellation of purchased shares worth KRW 187.5 billion + Cancellation of existing treasury shares worth KRW 460 billion)
5) Considering external uncertainties caused by the COVID-19 pandemic, suspended the quarterly dividend in 2020 and paid a year-end dividend of KRW 4,000 per share, maintaining the total annual dividend at KRW 4,000 per share
6) Canceled 2 million of the 2.6 million treasury shares held, following a resolution by the Board of Directors
7) Based on net income excluding equity method gains

RISK MANAGEMENT

Corporate Risk Management System

Risk Management Governance

Hyundai Mobis operates an independent risk management structure based on the principle of checks and balances. It consists of first-line, second-line, and final management organizations, as well as an independent third-party organization.

First-line management	Each BU, division, and business support team reviews and monitors operational risks on a monthly basis. Any identified risks are promptly reported to management, including the CEO, to ensure a timely response.
Second-line management	We operate a Corporate Risk Management System centered around the Business Strategy Group under the Planning Division. The executive in charge of the Planning Division concurrently serves as the Chief Risk Officer (CRO) and assumes overall responsibility for corporate risk management. The risk response system is structured across 15 Business Units (BUs) and divisions, with each organizational head responsible for managing risks within their respective domains. In 2023, Hyundai Mobis integrated the CoE[1] meetings and the Risk Management Committee to establish the Corporate Management Council, chaired by the Chief Executive Officer (CEO). The council meets monthly to review major management issues, including the internal and external business environment and potential risks. Furthermore, Hyundai Mobis maintains an agile response system by convening ad hoc meetings to address urgent issues promptly.
Final oversight	The Audit Committee manages and oversees corporate risks.
Independent third-party organization	The Business Improvement Group operates separately from the CRO and performs audit functions independent of the business divisions, providing independent assurance on the effectiveness of corporate risk management. When inappropriate business practices are identified, the Group reports them to the CEO and recommends corrective actions to the respective divisions.

1) CoE: Center of Excellence (meetings to discuss key corporate strategies and issues)

Risk Management by Type

Hyundai Mobis categorizes risks into four types and manages them comprehensively through seamless collaboration across all business units (BUs) and divisions. We proactively manage all risk categories through regular and ad-hoc monitoring. For unpredictable risks, such as natural disasters, we establish scenario-based response systems to minimize potential impacts and damages. Furthermore, risks are classified into 'material risks' and 'general risks' based on their impact and scope. Material risks are issues that could significantly impact the entire organization or multiple business areas, requiring an executive-level response. Conversely, general risks are managed within the limited scope of a specific organization or business unit. Through our risk management framework, identified risk factors are assessed for their potential impacts, and corresponding management measures are developed to enable focused responses. In particular, in 2025, factors such as changes in global policies and regulations, as well as shifts in logistics and trade environments that could significantly affect our business, were designated as material risks and managed with heightened attention. For issues designated as material risks, differentiated management strategies are applied according to their characteristics, including tailored response organizations, management scopes, and monitoring cycles. Management strategies for each risk are determined by comprehensively considering management directives, business impacts, and the urgency of the issue. Through this approach, Hyundai Mobis annually reviews whether each risk should continue to be monitored or can be considered resolved through risk-specific management and assessment processes. We also continuously strengthen our monitoring activities to enhance our ability to proactively respond to a wide range of risks.

Risk Types and Definitions

Type		Definition	Specific Risk	
Uncon-trollable	Environmental risk	Uncertainties and potential losses arising from external factors such as the macroeconomic environment, customers, competitors, policies, and regulations	· Automotive industry trends · Car OEM policies (Production, investment, ESG, etc.) · Regional political and economic trends	· Policy and regulatory trends · International trade environment · Disasters (natural disasters, fires, etc.)
Con-trollable	Financial risk	Potential financial losses arising from changes in financial markets, credit conditions, and liquidity	· Financial market risks (exchange rates, stock prices, etc.) · Liquidity risk	· Credit risk
	Strategic risk	Potential losses resulting from the failure of selected business strategies to achieve intended outcomes	· Business strategy risk (M&A, partnerships, etc.) · Product and technology strategy risk	· Major investment risk · Site operation strategy risk (localization, etc.)
	Operational Risk	Potential losses arising from inadequate business processes and operations, organizational inefficiencies, workforce and policy issues, or system failures.	· Product development project management issues · Production management issues · Order and sales issues · Product quality issues (recalls, campaigns, etc.) · Supplier and SCM issues · Organizational, HR, and labor issues	· Asset management issues (inventory, equipment, facilities, etc.) · Security management issues · IT system management issues · Compliance, litigation, and dispute issues · Government Relations, Media, and Reputation Issues

Risk Management by Type

CASE Management Activities by Material Risk

Category	Detailed Management Activities
(Environmental Risk) Minimizing the impact of U.S. tariff risks on the company	• Analyzing impacts and establishing response strategies by operating a company-wide cross-functional team (CFT) for U.S. tariffs • Matching response items and strategies by organization, specifying to-do lists, and monitoring implementation status (qualitative/quantitative)
(Operational Risk) Minimizing losses from obsolete inventory due to reduced order volumes from Car OEMs	• Establishing negotiation strategies with Car OEMs and suppliers, and internal consumption strategies to minimize obsolete inventory and losses (e.g., consultations on loss/ compensation costs, resale of remaining obsolete inventory)

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 cybersecurity 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 arising from the fragmentation of global automotive safety and certification regulatory frameworks		
• Safety and certification regulatory frameworks in the global automotive industry are evolving in divergent directions and at varying paces depending on national and regional policy environments. • This stems not from the introduction of individual regulations, but from the structural divergence in regulatory philosophies and approaches to interpretation and application. • Near-term impacts are limited; however, these divergences may influence development, certification, and supply strategies over the mid- to long-term	• Growing need to meet differing safety and certification requirements for the same parts and modules across different markets • Increased complexity in designing mid- to long-term strategies for global integrated development and supply operations • Potential indirect impact on business planning and investment decisions due to regulatory uncertainty at the regional level	• Conduct ongoing monitoring of safety and certification regulatory trends in key global markets • Review mid- to long-term development and supply strategies with due consideration of region-specific regulatory characteristics • Share regulatory change-related information with customers and stakeholders

Risk Training Culture

Hyundai Mobis continuously provides risk-related training for employees through Mobischool, its online learning platform. In particular, we address business ethics risks through annual compliance training, covering anti-corruption, information security, and corporate culture (prevention of workplace sexual harassment and disability awareness).

Tax Transparency

Tax Policy

Complying with tax laws and faithfully fulfilling tax obligations are fundamental corporate social responsibilities that protect customer interests and contribute to national finances. Based on a comprehensive understanding of domestic and international tax laws, Hyundai Mobis conducts all transactions in strict compliance with the laws and regulations of respective tax authorities. We promote tax fairness and transparency by strictly fulfilling taxpayer obligations, including the submission of required documentation under local tax laws. Furthermore, we clearly define internal roles and responsibilities for tax reporting and payment. In cases of ambiguous tax law interpretations, we consult with external tax experts, such as accounting firms, to determine the optimal course of action.

Country-by-Country Tax Reporting[1)]

(Unit: KRW million)

Type	Entity	Revenue	Profit before tax	Income tax payable	Income tax expense
Korea	Headquarters	36,256,823	2,582,367	254,512	469,925
U.S.	MAI	12,879,367	224,730	34,675	20,379
Mexico	MMX	3,241,601	210,143	13,955	35,868
Slovakia	MSK	2,991,122	152,442	0	37,167
Czech Republic	MCZ	2,923,832	125,980	5,375	21,782
India	MIN	2,880,047	409,999	0	104,741

1) Covers major global production subsidiaries, accounting for approximately 80% of aggregated revenue

Fulfilling Overseas Tax Obligations

We implement a Transfer Pricing Policy based on the arm's length principle for international transactions with overseas subsidiaries to ensure compliance with domestic tax laws and Transfer Pricing Guidelines. Accordingly, we prohibit transferring profits to low-tax jurisdictions or utilizing tax structures that lack commercial substance. We also strictly prohibit offshore tax evasion through tax havens or international transactions. Furthermore, the headquarters provides full support, including the submission of relevant documents, to ensure global sites faithfully fulfill their tax obligations, such as corporate taxes, in accordance with local tax laws.

SUSTAINABILITY FRAMEWORK

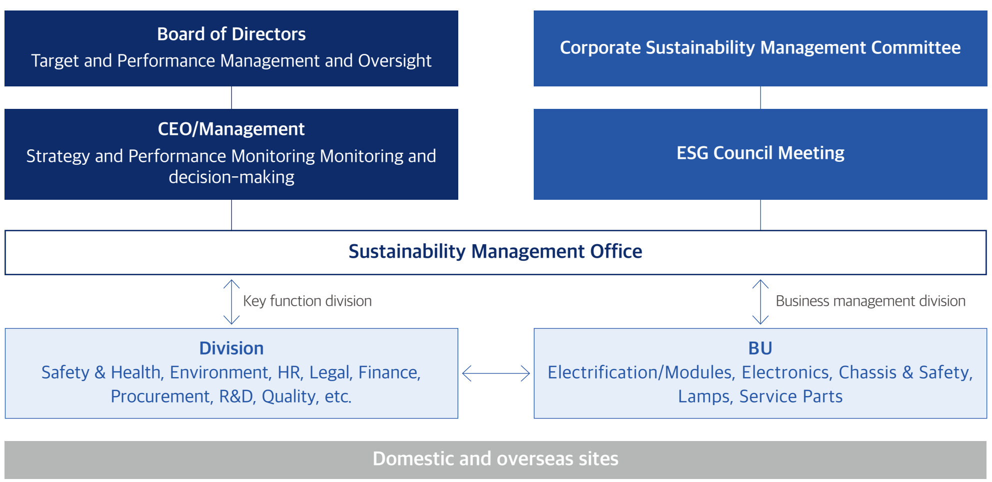
Sustainability Management Framework

ESG Governance

Hyundai Mobis secures top-level commitment to sustainability through the oversight of its highest governing bodies, the Board of Directors and the Corporate Sustainability Management Committee. The roles and responsibilities of the Board and the Committee are outlined in the Corporate Governance Charter. The Committee reports its resolutions to the Board of Directors, which retains the authority to review and re-vote on these matters.

In 2025, the Board of Directors held nine meetings to review and receive reports on occupational safety and health performance and plans, Regulatory Compliance results, and the implementation of the Hyundai Mobis Code of Ethics. The Corporate Sustainability Management Committee convened eight times during the year to review or receive reports on 42 sustainability-related agenda items, including CSR. Notably, the Committee receives regular annual reports on the Materiality Assessment results, which analyze IROs (Impacts, Risks, and Opportunities), as well as targets and progress regarding climate change. In 2025, we hosted a management strategy seminar to share insights on new trade regulations and risk response strategies. The CEO and executive management regularly hold the ESG Council Meeting to review and evaluate key sustainability strategies and initiatives, and make timely decisions by discussing pending issues. The Sustainability Management Office, a dedicated sustainability organization, provides management guidance based on the demands of internal and external Stakeholders and facilitates communication with each BU and division.

Corporate Governance Charter on the website



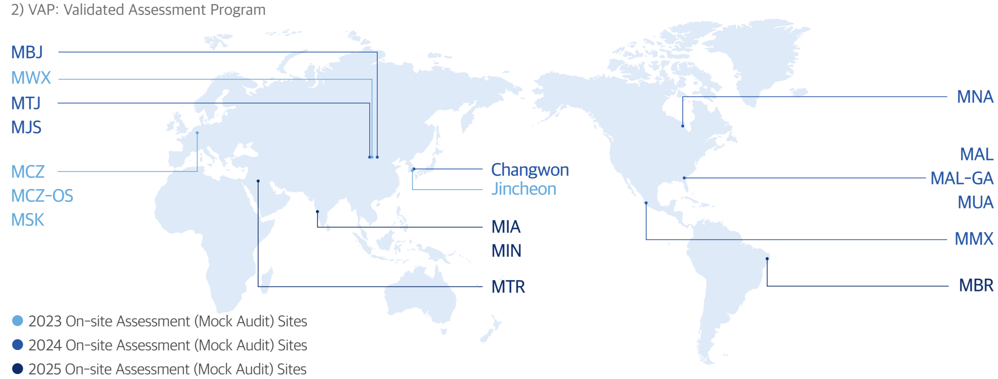
ESG Reporting

Hyundai Mobis discloses sustainability-related information, including performance data, to all stakeholders annually through its Sustainability Report, Business Report, and Corporate Governance Report. The Sustainability Planning Team leads data collection and report preparation for the Sustainability Report. Following internal and external (third-party) verification, the report is submitted to the Corporate Sustainability Management Committee prior to public disclosure. As Hyundai Mobis operates sites in approximately 20 countries, it is exposed to diverse external environments. Because the collected information spans comprehensive environmental and social domains, we identify the adequacy of our data collection processes and data completeness as key reporting risks. To address this, we operate an internal sustainability data collection system and will gradually mitigate these risks by advancing its data verification procedures.

ESG Assessment and Due Diligence

In January 2025, we joined the Responsible Business Alliance (RBA[1])) to identify, mitigate, and resolve sustainability risks at its domestic and overseas sites. It conducts internal ESG assessments and third-party due diligence using the VAP[2]) due diligence program. In 2025, we conducted self-assessments and on-site due diligence at five manufacturing sites (Brazil, Türkiye, China, and two in India) in accordance with its site assessment and due diligence roadmap. Based on the RBA VAP standards, these on-site inspections identified 173 non-conformances across five categories: labor, health and safety, environment, ethics, and supply chain. Following internal reviews, we are implementing mitigation measures and improvement activities to address these issues.

1) RBA (Responsible Business Alliance): The world's largest industry coalition dedicated to promoting corporate social responsibility in global supply chains, with over 200 global companies participating
2) VAP: Validated Assessment Program



Vision and Implementation Strategy

Vision

Lead the Shift in Mobility, Move the World beyond Possibilities

Hyundai Mobis has established and is advancing three strategic directions for sustainability management under its corporate vision.

Three Strategic Directions

Green Acceleration

Achieve Net-zero, Implement a Circular Economy, Expand Eco-friendly Products

Inclusive Business

Build a People-centered Workplace, Manage a Responsible Supply Chain, Strengthen Community Contributions

Responsible Growth

Advance ESG Governance, Ensure Reliable Disclosures, Promote Stakeholder Engagement

Sustainability Goals and Implementation Status

Green Acceleration

GHG Emissions (Scope 1+2, FY2019 Baseline)
2025 Emissions: 358,358 tCO_2eq
2045 Target: 0 tCO_2eq

Renewable Energy Use and Transition at Business Sites (FY2019 Baseline)
2025 Use and Transition Rate: 29.3%
2030 Target: 65%, 2040 Target: 100%

Product Groups Subject to LCA[1)]
2025 Implementation Rate: 100%

1) LCA: Life Cycle Assessment

Inclusive Business

Domestic MSRS[2)] Level
2025: Lv. 7
2026 Target: Lv. 7

Supply Chain Sustainability Assessment (Based on target number of overseas sites)
2025 Implementation Rate: 46%
2026 Target Implementation Rate: 86%

Community Partnership Program
74 in 2025
2030 Target: 135

2) MSRS: MOBIS Safety Rating System

Responsible Growth

Shareholder Return Policy Implementation (Dividends)
2025: KRW 579.8 billion
2025-2027 Three-year Target: TSR[3)] of 30% or higher

Shareholder Return Policy Implementation (Share Repurchase and Cancellation Volume)
2025 Share Repurchase: KRW 414.5 billion
2025 Share Cancellation: KRW 621.7 billion

2025-2027 Three-year Target
Cancellation of all existing treasury shares

3) TSR: Total Shareholder Return

2026 Material Topics

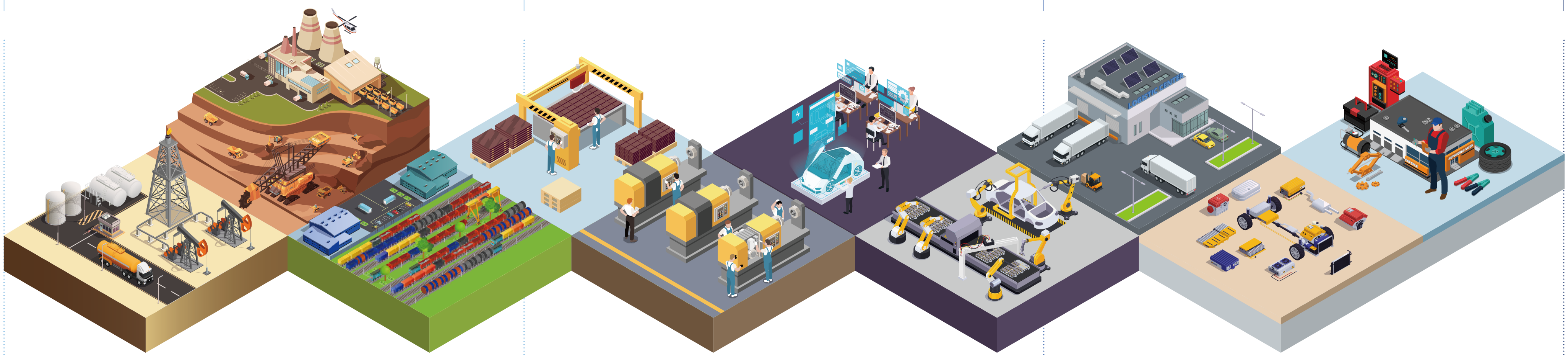
- Green Acceleration: Climate change; Resource use and circular economy
- Inclusive Business: Human resources management; Trust-based labor relations; Supply chain sustainability management; Diversity and inclusion; Occupational safety and health enhancement; Product quality and safety
- Responsible Growth: Corporate governance; Compliance management; Information security enhancement

Materiality Assessment

Identifying Stakeholders and Impacts across the Value Chain

Hyundai Mobis systematically identifies potential positive and negative impacts at each stage of the value chain, and Car OEMs, investors, and others.
Hyundai Mobis strives to create sustainable value by incorporating the needs and feedback of key stakeholders into its decision-making process, following reviews by the relevant departments.

Upstream	Own operations	Downstream
• Extracting minerals to manufacture raw materials • Producing and supplying parts by processing materials	• Producing and selling products by processing and assembling raw materials and parts • Operating various sites, including production plants, R&D centers, and logistics centers	• (Car OEMs) Purchasing products (parts) to manufacture vehicles • (Consumers and dealerships) Purchasing A/S parts and accessories for vehicle maintenance and repair



Impacts by Value Chain Stage
◎ Positive impacts × Negative impacts
● Environmental ● Social ● Governance

Upstream
- × (Environmental) Procurement and processing may impact climate change.
- ◎ (Environmental) Contributing to the reduction of environmental pollution by expanding the procurement of products with low environmental impacts.
- × (Environmental) Water shortages may lead to lower water levels and damage aquatic ecosystems.
- × (Social) Potential human casualties among supplier workers due to disasters.
- ◎ (Social) Contributing to a stronger industrial ecosystem by enhancing supplier quality capabilities and promoting shared growth.

Own operations
- × (Environmental) Potential contribution to climate change arising from the parts manufacturing process.
- × (Environmental) Soil and air pollution caused by landfilling and incineration during waste treatment.
- × (Social) Potential employee casualties due to workplace accidents.
- ◎ (Social) Improved employee satisfaction through fair and equitable systems.
- ◎ (Social) Reduced labor disputes and enhanced public trust through trust-based labor relations.
- ◎ (Social) Increased employee engagement and job satisfaction by fostering mobility talent.
- × (Social) Potential human rights issues, such as conflicts and discrimination, may arise due to differences in opinion or clashes with the existing organizational culture and traditions.

Downstream
- × (Environmental) Greenhouse gas emissions from internal combustion engine vehicles can impact climate change.
- ◎ (Environmental) Expanding electrified vehicles contributes to reducing air pollution and mitigating climate change.
- × (Environmental) Air pollutant emissions from internal combustion engine vehicles can cause environmental damage.
- × (Social) Safety incidents caused by product defects can compromise consumer safety and lead to property loss.
- ◎ (Social) We achieve customer satisfaction and provide diverse value and services that meet customer needs.
- ◎ (Governance) Protecting the rights and interests of stakeholders, including shareholders, contributes to market stabilization.
- ◎ (Governance) Improving corporate transparency and strengthening social trust contributes to enhancing market integrity.

Identifying Stakeholders and Impacts across the Value Chain

Upstream

Suppliers (transactions with 4,129 domestic and overseas suppliers for mass production and A/S)

Key Interests	Fair trade, mutual growth support, and enhanced market competitiveness
Engagement Channels	PARTNERS DAY, sector-specific meetings, supplier grievance center (MPOS Reporting System), and supply chain due diligence (sustainability risk assessment)

INPUT
- 100% supplier ESG assessment rate (598 suppliers[1])

OUTPUT
- 100% establishment rate for supplier sustainability risk improvement plans (for 107 high-risk suppliers with completed on-site assessments)

1) Domestic and overseas Tier 1 and Tier 2 suppliers

Own operations

Employees (51,899 domestic and overseas)

Key Interests	Working environment and fundamental rights, support for employee growth, equal opportunities and fair evaluations, and corporate culture
Engagement Channels	Organizational culture assessments, CA[2] activities, Labor-Management Council, compliance channels including the Compliance Helpline, and ESG assessments and due diligence

INPUT
- Total training investment (parent): KRW 18.2 billion
- R&D expenses: KRW 1,876.5 billion
- Investment in energy-saving facilities: KRW 1.55 billion

OUTPUT
- Employee satisfaction score: 82.5 points
- New patent applications: 2,678
- Renewable energy transition amount: 1,456 TJ

2) CA: Culture Agent

Downstream

Direct

Category	End Consumers	Distributors	Car OEMs (Hyundai Motor Company, Kia, Stellantis, Mercedes-Benz, etc.)
Key Interests	Quality and service satisfaction	Quality, brand image and reputation, and communication	Quality, brand image and reputation, and communication
Engagement Channels	Customer Satisfaction Assessment, customer center (phone), A/S website, etc.	Customer Satisfaction Assessment, distributor seminars and training, national council executive seminars, Cyber Audit Office, etc.	Supply chain sustainability management (internal/external assessments, etc.), briefing sessions, conference calls, etc.

INPUT
- Total equity: KRW 49,212.8 billion
- Tangible assets: KRW 12,346.5 billion
- Electrification investment (new facilities, etc.): KRW 540.1 billion

OUTPUT
- Revenue: KRW 61,118.1 billion
- GHG reduction impact: 2,054,193 tCO_2eq

Indirect

Category	Local Communities, NGOs, and Industry Associations	Shareholders / Investors	Government agencies
Key Interests	Enhancing industrial competitiveness, improving the business environment, partnership opportunities, and community investment and development	Sound corporate governance, dividend payout ratio, future growth strategies, and transparent information disclosure	Preventing unfair trade practices, transparent tax payments, and corporate social and environmental responsibilities
Engagement Channels	Materiality Assessment surveys, site-specific communication channels, and CSR programs	General shareholders' meetings, investor relations meetings, conference calls, etc.	Government cooperation programs, seminars, press releases, etc.

INPUT
- Total equity: KRW 49,212.8 billion
- Tangible assets: KRW 12,346.5 billion
- Employee volunteer hours: 15,782 hours

OUTPUT
- CSR impact (equivalent value of volunteering and donations): KRW 660 million
- Dividends: KRW 579.8 billion
- Consolidated corporate tax: KRW 1,450.4 billion

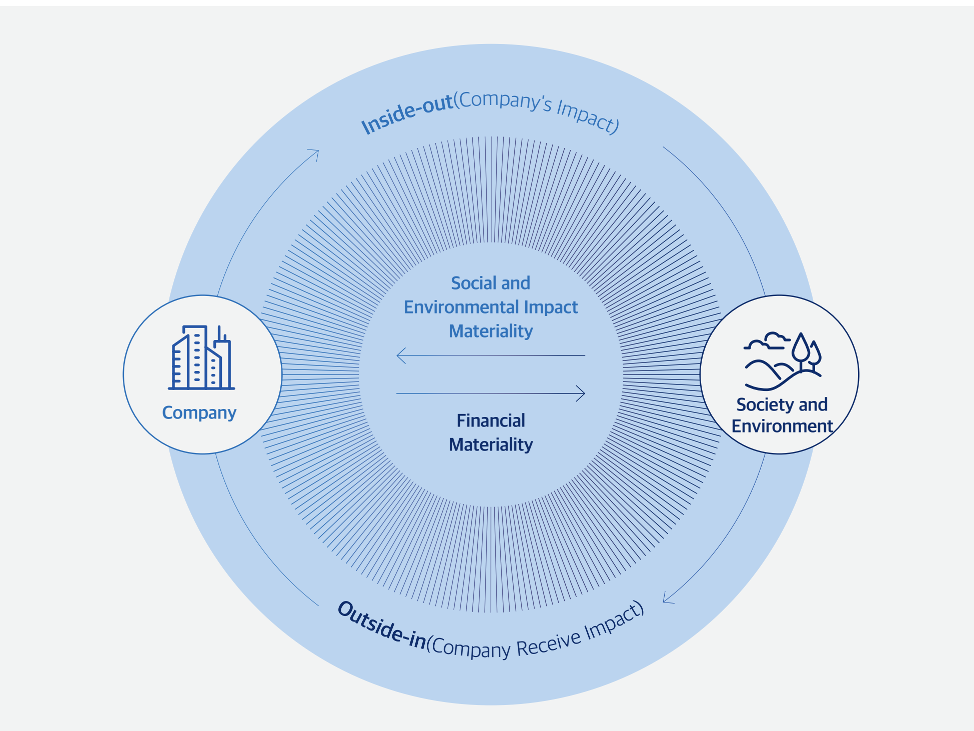
MATERIALITY ASSESSMENT

Double Materiality Assessment

Materiality Assessment Process

Hyundai Mobis conducts a Double Materiality Assessment in accordance with the European Sustainability Reporting Standards (ESRS)[1] to identify material topics among various environmental and social issues that may generate significant impacts throughout its business activities. We comprehensively identify, analyze, and disclose material topics by considering both impact materiality—the impact of its business activities on society and the environment—and financial materiality—the impact of external environmental and social issues on its financial performance. For 2025, we maintained the same final material topics as the previous year, determining that there were no significant changes in its business operations or environment across the value chain.

Concept of Double Materiality



Assessment Process

STEP 01 — Understanding the Company
- Developing a long list of disclosure topics
- Analyzing internal/external environments
- Identifying topics for double materiality assessment

STEP 02 — Identifying Impacts, Risks, and Opportunities
- Identifying social and environmental impacts
- Identifying financial risks and opportunities

STEP 03 — Assessing Impacts, Risks, and Opportunities
- Setting assessment criteria and metrics
- Assessing social and environmental impacts
- Assessing financial risks and opportunities

STEP 04 — Determining Material Topics
- Determining material topics
- Approving material topics

1) ESRS: European Sustainability Reporting Standards

Double Materiality Assessment

Materiality Assessment Methodology

Step 1. Understanding the Company

Developing the Disclosure Topic Issue Pool	• Developing the disclosure topic issue pool (long-list): Formulated an issue pool of 107 topics by considering detailed sub-topics based on the European Sustainability Reporting Standards (ESRS) and the disclosure topics of global industry peers.
Analyzing Internal and External Environments	• Internal environment: Previous material topics (two years), agendas discussed and reported by the Corporate • Sustainability Management Committee and councils, vulnerable areas identified in supply chain assessments, and a list of ESG initiatives by division.
Identifying Topics for Materiality Assessment	• Derived a final short-list of 19 materiality assessment topics based on the results of the internal and external environment analysis.

Step 2. Identifying Impacts, Risks, and Opportunities

Identifying Social and Environmental Impacts and Financial Risks and Opportunities	• Identifying social and environmental impacts, as well as financial risks and opportunities, across each stage of the value chain for materiality assessment topics. - Derive potential IROs by considering their relevance to the assessment topics across each stage of the automotive parts value chain (Upstream, Own Operations, Downstream). - Identify material impacts through supply chain ESG assessments and grievance mechanisms, taking into account the timing of occurrence, short- to long-term timeframes, nature of the impact, and dependencies on resources and stakeholders when identifying IROs.

Step 3. Assessing Impacts, Risks, and Opportunities

Establishing Evaluation Criteria and Scales	• Defined specific scales to objectively evaluate the severity and likelihood of impacts, risks, and opportunities. - Severity: Scale, scope, and remediability (for negative impacts). - Likelihood
Internal Stakeholder Assessment	• Conducted a company-wide materiality assessment of sustainability impacts, risks, and opportunities, involving all levels from working-level staff in relevant departments to executive management and the CEO
External Stakeholder Assessment	• Conducted a materiality assessment and gathered feedback from key stakeholders across the value chain

Internal Stakeholder Assessment:

Category	Description
CEO	Evaluated the materiality of sustainability topics from an enterprise-wide perspective and gathered specific feedback
Management	Conducted in-depth interviews with relevant division and BU heads selected based on topic-specific expertise (assessed IRO priorities and strategic direction)
Working-level staff	Reviewed IRO definitions and conducted scale assessments with working-level staff from relevant departments for each topic

External Stakeholder Assessment:

Category	Description
Suppliers	Assessed the social and environmental impacts of topics highly relevant to suppliers and collected related feedback
Customers	Assessed the social and environmental impacts of topics highly relevant to customers and collected related feedback
Investors	Selected material topics from an investor perspective and prioritized their financial risks and opportunities
Academia/ Media/ Government agencies	Selected highly material topics across environmental, social, and governance areas and prioritized their social and environmental impacts

Step 4. Determining Material Topics

Determining and Approving Material Topics	• Report the 11 material topics finalized through the materiality assessment to management and the highest decision-making body (Board of Directors). - Report the materiality assessment process and results to the ESG Council Meeting (management council). - Present the final report on the materiality assessment process and the risks and opportunities of each material topic to the Corporate Sustainability Management Committee.

Materiality Assessment Results (2026 Material Topics[1])

• Review whether the social and environmental impacts, as well as the financial impacts, exceed the thresholds calculated based on internal standards.

• Select the 11 topics that generate impacts exceeding the thresholds as Hyundai Mobis' material topics.

1) Same as the 2025 material topics.

*Very High (●), High (○)

Category	Topic	Materiality*		Reporting Location
		Socio-environmental Impact	Financial Impact	
Environment	Climate change	●	●	Climate Change
	Resource use and circular economy	○	●	Resource Use and Circular Economy
Social	Human resources management	●	○	Employees
	Trust-based labor relations	○	●	Employees
	Diversity and inclusion	●	○	Employees
	Occupational safety and health enhancement	○	○	Safety & Health
	Supply chain sustainability management	●	○	Supply Chain
	Product quality and safety	●	●	Customers
	Information security enhancement	●	○	Information Security
Governance	Corporate governance	●	○	Corporate Governance
	Compliance management	●	○	Business Ethics

Double Materiality Assessment

Material Business Topics

Topic	Climate change	Supply chain sustainability management	Human resources management
Importance of the Topic	• It impacts the business model and financial performance as it is linked to the entire value chain, including manufacturing processes, the supply chain, product portfolios, and product use. • The increasing market demand for eco-friendly vehicles drives the growth of green revenue from electrification parts and services. • Responding to global regulations—such as the EU's Fit for 55, which mandates zero carbon emissions for new car sales from 2035, the EU CBAM, and carbon taxes—serves as a catalyst for transforming climate change risks into financial opportunities. • We must meet customer demands driven by ESG-based investment trends and the expansion of the EV market.	• Environmental degradation, labor rights violations, and ethical issues during the extraction and processing of raw materials, including responsible minerals, pose risks of damaging brand image and lowering investor trust. • Disruptions in raw material and parts procurement due to suppliers' financial issues or strikes can cause severe business risks, such as production line stoppages. • Non-compliance with supply chain regulations can result in significant additional costs, including fines.	• 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	• Declaration of the '2045 Net-Zero' goal • Set and implement science-based net-zero targets 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)	• Conducting annual supplier sustainability risk assessments • Gradually expanding the scope of supplier sustainability risk management • Providing technological, financial, and educational support, including ESG aspects, through proprietary mutual growth programs • Communicating with suppliers and sharing Hyundai Mobis' performance annually through regular councils and seminars, such as PARTNERS DAY	• Recruiting talent focused on software, automotive electronics, and eco-friendly sectors • Operating programs to enhance employee capabilities, including global expert training and the SW Academy • Providing internal job rotation opportunities through the Career Market system • Offering a modular training curriculum for role-specific competency development
Targets and Performance	**Target** • Achieving 100% renewable energy transition (RE100) by 2040 • Achieve Net-Zero by 2045 (Joined the SBTi) **Progress** • 2025 Renewable Energy Transition Rate: 29.3%	**Target** • Implement a supply chain ESG due diligence system for overseas subsidiaries **Progress** • Establish an on-site ESG assessment plan for newly integrated subsidiaries • Launch the first ESG consulting support program for Tier 2 suppliers • Add penalty clauses for suppliers with poor ESG performance	**Target** • Select a total of 100 undergraduates through the 'Hyundai Mobis Future Mobility Recruitment-aligned Track (Hyundai Mobis recruitment program)' by 2027 **Progress** • Selected 21 undergraduates in 2025 (cumulative total: 67)
Executive Compensation	• Renewable Energy Transition Performance • GHG Emission Reduction Performance	• Supply Chain ESG Assessment Results	• Comprehensive KPI evaluation results by BU/division

Double Materiality Assessment

Material Topics from External Stakeholders' Perspectives

Topic Name	Resource use and circular economy	Human resources management
Key Impacts	• Contributes to reducing environmental pollution through process transitions such as resource recycling • Reduces GHG and air pollutant emissions during the use phase through the lightweighting of parts and materials • Contributes to reducing environmental impacts by producing eco-friendly products that consider all stages, including raw material production and parts manufacturing • Provides consumers with diverse value-driven consumption opportunities through fuel efficiency improvements	• Improves the income and quality of life of employed youth by providing job seekers with opportunities for social participation through fair recruitment • Reduces social costs incurred by unemployed youth excluded from education, employment, or vocational training • Drives improvements in labor conditions across the industry
Source of Impact	• Products/Services	• Business Sites • Supply Chain
External Stakeholders	• Environment • Customers/End-users	• Society • Supply Chain/Contractors
Impact Type	• 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 CO_2 emissions by vehicle type (average reduction effect × distances traveled) amounted to 2,054,193 tCO_2eq, reflecting reductions in CO_2 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 CO_2 emitted amounted to KRW 55,400[1] / tCO_2eq according to a government-commissioned report submitted in February 2022 • Total social cost savings stood at KRW 113.8 billion (KRW 113,802,292,200)	• Additional income refers to annual income newly earned by individuals hired through contract department operations and other recruitment efforts • The number of individuals hired through contract departments and other recruitment efforts is 25, and the average annual wage per person — representing the average starting salary or actual pay for the relevant job role/grade — is KRW 56 million per year • The average income these individuals would have earned without corporate-sponsored degree programs is estimated at KRW 40.03 million/year, based on the average starting salaries of entry-level employees by industry[2] • The total additional income generated by the employment rate of corporate-sponsored degree programs creates a social value of KRW 399.25 million, calculated as (number of employed individuals) × (annual salary after employment through corporate-sponsored degree programs - alternative average annual salary)

1) "A Study on the Reorganization of the Carbon Pricing System (2022)"
2) Statistics Korea - Average starting salary for new college graduates in the automotive and trailer industry

Core Issue

CLIMATE CHANGE

Governance

Oversight Structure of the Governance Body

Governance Body Overseeing Climate-related Risks and Opportunities

At Hyundai Mobis, the Board of Directors is the highest governance body responsible for overseeing climate-related risks and opportunities. The Board holds ultimate responsibility for setting strategy, establishing targets, and overseeing performance on climate-related risks and opportunities. The Board may delegate these roles to the Corporate Sustainability Management Committee, a committee within the Board.

Oversight Roles and Authority of the Governance Body

The roles and authority granted to the Corporate Sustainability Management Committee over climate-related risks and opportunities are specified in the Committee's operating regulations, which set out functions and authority such as driving ESG management and reviewing key ESG policies. The Committee's main roles include approving climate-related strategy and mid- to long-term targets, reviewing performance against targets, and overseeing climate-related risk management policies.

Plans to Strengthen the Governance Body's Oversight Capabilities

We continue to strengthen the capabilities of our Board and Corporate Sustainability Management Committee members to oversee climate-related risks and opportunities. Going forward, we plan to provide dedicated training for Board and Committee members on a regular basis.

Climate-related Board Training

Category	Date	Participant	Key Training Content
Training for the Corporate Sustainability Management Committee	2025.08.22	6 Persons	New Trade Regulations and Risk Response Strategy • Selected priority regulations to address, such as the EU CBAM, and established a risk response system • Strengthened responsiveness to product carbon emissions regulations by building a life cycle assessment (LCA) system

Documents and Policies Formalizing the Governance Body's Oversight Roles and Authority

Our climate change mitigation and adaptation policy for achieving net-zero and a phased transition to a renewable energy system is set out in the 'Environmental Management Policy - 2. Fundamental Principles, b. Energy and d. Greenhouse Gas.' We recommend that this policy be applied to our domestic and overseas sites, suppliers, and other stakeholders.

Environmental Management Policy

Decision-making Structure

Climate Change Management System

Reporting Process to the Governance Body & Reports and Approvals by the Governance Body During the Reporting Period

Climate-related issues are discussed each year at the ESG Council Meeting, which is chaired by the CEO and attended by management, and key decisions are reported to the CEO and the Corporate Sustainability Management Committee through the CRO. In 2025, when reporting the "2024 Key ESG Achievements and 2025 Plans" we reported to the Committee detailed measures to strengthen Net-Zero implementation, including the 2030 supply chain reduction target, carbon footprint calculation for all product lines, and plans to build supplier capabilities. In January 2026, we also reported the 'Net-Zero Implementation Plan'. The ESG Council Meeting, led by the CEO, oversees and manage climate related issues. In 2025, the council reviewed the net-zero plan for the supply chain and product carbon footprint response structure.

Climate-related Agenda Items Reported to the Governance Body

Date	Reporting/Resolution Body	Reporting/Resolution Content
2025.01.23	Board of Directors (Corporate Sustainability Management Committee)	Report on 2024 Key ESG Achievements and 2025 Plans • Strengthening net-zero implementation (including the 2030 supply chain reduction target and carbon footprint calculation)
2026.01.27	Board of Directors (Corporate Sustainability Management Committee)	Report on 2025 Key Sustainability Achievements and 2026 Plans • Establishing a response system for global carbon regulations (EUBR, CBAM)

How Climate-related Risks and Opportunities Are Considered in Decision-making

Hyundai Mobis identifies and manages climate change as a material topic. We identify, assess, and manage the impacts of climate change on our sites, as well as the resulting financial risks and opportunities. We also comprehensively consider climate-related risks and opportunities in key business decisions. Investment decisions to implement our RE100 transition and energy savings plans are approved by the Corporate Sustainability Management Committee after prior review at the management-level ESG Council Meeting.

Governance

Targets and Performance Alignment

Oversight of Target-setting

Led by our Sustainability Management Division, Hyundai Mobis established its mid-to long-term Net-Zero target and RE100 roadmap in 2021. Climate-related targets, including the net-zero target, RE100 transition and energy reduction targets, are reviewed by the ESG Council Meeting. Issues requiring further decision-making are escalated to the Corporate Sustainability Management Committee.

Oversight of Progress Toward Targets

For our corporate climate change response, our Climate & Energy Strategy Team, operating under the overall supervision of the Sustainability Management Division, leads the implementation of our net-zero strategy in collaboration with environmental performance management teams across business units and operational sites. The Sustainability Management Division and the Business Strategy Division assess the suitability and adequacy of the tasks and carry out interim and final evaluations as well as performance management. Key climate-related achievements and issues are reported to the CEO and the Corporate Sustainability Management Committee through the CRO. In addition, the process of evaluation and management of the climate action tasks is integrated within the company's performance management system.

Linking Climate Performance and Compensation

To manage climate-related matters and produce results, we set renewable energy transition and greenhouse gas (GHG) reduction results as KPIs for each business unit and division and reflect them in organizational performance evaluations. The KPI results of these organizations are linked to management's performance evaluation and compensation. Hyundai Mobis has set 'RE100 transition and EV transition' and 'energy reduction activities' as key climate-related KPIs and links them to the performance evaluation and compensation of management, including C-level executives.

Climate-related Compensation Determination Process

Set KPIs by business unit / division
- RE100 transition and EV transition
- Energy reduction activities

→

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 evaluation for respective business units/divisions and their heads (executives)

Management

Delegation of Roles to Management

The Board of Directors delegates to the management on the role and responsibilities for managing climated-related risk and opportunities. Accordingly, the CEO and CRO manage the overall process of identifying, evaluating, managing process of climate-related risk and opportunities, also regularly monitor the related response tasks. ESG council meeting, formed on a management level, reviews the direction of the major climated related strategies, review and make deicisions on the active task and its result, based on the delegated role.

Management's Use of Controls and Procedures for Climate-related Risks and Opportunities

Hyundai Mobis management operates controls and management processes for climate change-related risks and opportunities. Climate related risk and opportunities are identified based on the corporated risk management structure and the ESG council meeting, led by the CEO and formed on a executive level, reviews the issues and response status annually. Also, climate-related targets and major results are linked to KPIs of the division and the management, allowing for the company to have an actual control on climate-related risk and opportunities.

Strategy

Climate-related Risks and Opportunities

Identifying Climate-related Risks and Opportunities

Hyundai Mobis continuously identifies and monitors potential climate-related risks and opportunities arising from changes in business environment. The assessment covers major domestic and overseas operations and subsidiaries within our operational boundaries. Based on scenario characteristics, we analyzed the likelihood and potential impact of each climate-related risk and opportunity across short-term (0-3 years), medium-term (4-10 years), and long-term (11 years and beyond) time horizons.

Status of Identified Climate-related Risks and Opportunities

*Representative expected impact periods and scenario financial impacts are provided for each factor

Category	Sub-type	Factor	Expected impact period*	Financial impact*	Impact of the risk or opportunity on the business
Physical risk	Acute	Floods, typhoons, wildfires	Long-term	Floods - Medium, Wildfires - Low, Typhoons - High	Reduced revenue from asset damage and production disruptions caused by increased exposure to disasters
	Chronic	Heatwaves	Long-term	Medium	Reduced revenue from lower productivity due to chronic climate change
Transition risk	Regulation/Policy	Emissions allowance purchases	Long-term	Medium	Higher GHG purchasing costs from stronger climate policies and regulations
		CBAM[1] response	Long-term	Low	Higher certificate purchasing costs from responding to global climate-related regulations
	Technology	Low-carbon technology transition	Long-term	Medium	Higher costs for technology and fuel switching and infrastructure to reduce GHG emissions
	Reputation	Stakeholder concerns	Short-term	High	Decline in corporate value due to stakeholder concerns if we fail to meet growing demands for climate-related disclosure and action.
Transition opportunity	Resilience	RE[2] transition (domestic-PPA[3])	Long-term	Low	Cost savings relative to other transition options through RE transition via PPA contracts
		EV[4] transition	Long-term	Low	Lower vehicle maintenance costs and reduced GHG emissions by switching internal combustion company vehicles to eco-friendly vehicles
	Energy use	Emissions allowance sales	Long-term	Low	Greater opportunity to sell surplus allowances from GHG reduction and renewable energy transition
	Products and services	Low-carbon product development	Medium-term	High	Higher revenue from these products as demand for low-carbon products grows

1) Carbon Border Adjustment Mechanism, a system that imposes additional costs on products imported into the EU according to their carbon emissions
2) Renewable Energy, sustainable energy sources such as solar and wind power
3) Power Purchase Agreement, a means of purchasing electricity that secures eco-friendly power in a stable manner through long-term contracts with renewable energy generators
4) Electric Vehicle; under EV100, generally refers to eco-friendly vehicles with lower carbon emissions than internal combustion vehicles

Linking the Impact Time Horizons of Identified Risks and Opportunities with Strategic Decision-making Periods

Hyundai Mobis set its short, medium and long term horizons by comprehensively considering our strategic decision-making cycle and the point at which the physical and transition impacts of climate change are expected to materialize. Short- and medium-term risks can be reflected during our strategic decision-making periods, but long-term risks exceed our current planning cycle, which limits our ability to reflect all impacts immediately; we therefore continuously reflect them through scenario analysis and mid- to long-term strategy reviews.

Strategy

Business Model and Value Chain

Impact of Climate-related Risks and Opportunities on the Business Model and Value Chain

Hyundai Mobis relies on a range of companies, personnel, and resources to provide products and services. These include key suppliers for raw materials, manufacturing components, logistics and transportation companies, and customers (OEMs) that purchase products and services from our consolidated companies. A summary of the current and expected impacts of climate risks and opportunities on our major upstream and downstream value chains is as follows.

Impact of Climate-related Risks and Opportunities on the Business Model and Value Chain

Value chain stage affected	Role and description of key players	Geographic location	Current climate-related impact	Expected climate-related impact
Raw material sourcing	Sourcing raw materials such as steel, aluminum, and plastics from global suppliers	Domestic/ Overseas	• Higher product costs from unstable raw material supply due to climate change	• Higher product costs as raw material supply becomes more unstable amid intensifying climate change • Higher product costs from switching to low-carbon and recycled materials
Manufacturing/ Processing	Producing and assembling components at our sites	Domestic/ Overseas sites	• Revenue decline and asset impairment due to reduced labor productivity caused by physical risks • Higher operating costs to comply with regulations such as the emissions trading system	• Higher operating costs from stronger regulations such as the emissions trading system • Higher operating costs to implement renewable energy transition and GHG reduction
Logistics/ Transportation	Logistics related to exports and imports	Sea/Air/Land logistics	• Higher transportation and logistics costs due to climate change	• Continued rise in transportation and logistics costs as climate change intensifies • Higher operating costs to implement logistics optimization and low-carbon strategies
Customers (automakers)	Supplying modules and core components to global OEMs	Domestic and global automaker OEM locations	• Higher costs to meet OEM requirements for managing and reducing product emissions across the supply chain	• Stabilized revenue by proactively responding to demand for electrified, lightweight, and eco-friendly components

Strategy and Decision-making

Current and Expected Changes to the Business Model

Hyundai Mobis aims to maintain sustainable emissions reductions across its product portfolio by transitioning product lines with high GHG emissions to lower-carbon alternatives. As some changes in our business model and value chain over the medium to long term are to be expected, we are closely monitoring the impact on the company due to the transition.

Resource Allocation Plans for Risks and Opportunities

Hyundai Mobis invested a total of KRW 540.1 billion in the electrification business in 2025. To strengthen our electrification business targeting global automakers, we established a new plant in Nováky, Slovakia to produce PE systems[1], a core component for electric vehicles in Europe. This plant is our third electrification production site in Europe, following the Czech Republic and Spain, and the first dedicated PE system production base in Europe, with an investment of approximately KRW 350 billion. We are also building a new plant for brake systems and airbags in the existing Zilina plant site in Slovakia, with an investment around KRW 95 billion. In 2026, an investment of approximately KRW 669.6 billion will be made for facility investment for HEV BSA production in the Czech Republic, new battery base in Spain, and expansion and improvement of electrification facilities at home and abroad.

Electrification Product Investment Results and Plans[2]

Category	Amount	Details
2025 investment results	KRW 540.1 billion	• Building a new base for PE systems/controllers at the Slovakia plant • Building a battery production line for the Cte model at the Czech plant, etc.
2026 investment plan	KRW 669.6 billion	• Expanding the HEV BSA production line at the Czech plant • Investing in a new plant in Spain, etc.

1) PE (Power Electric): an electrified drive unit integrating an electric motor, inverter, and reducer
2) Base development, facility expansion, and R&D investment costs, etc.

Strategy

Strategy and Decision-making

Current and Expected Actions for Direct Mitigation and Adaptation

GHG Reduction Activities at Our Sites

In 2025, our domestic sites carried out activities to reduce GHG emissions, such as improving air compressor operating efficiency, optimizing dryer operation controls, and reducing lighting hours. Our overseas sites carried out activities to improve energy efficiency, including installing high-efficiency LED lighting, replacing aged air compressors, and controlling the operating hours of heating and cooling equipment.

Scope 1 and 2 GHG Management

Hyundai Mobis has established a GHG inventory for CO_2, CH_4, N_2O, HFCs, PFCs, and SF6, and calculates emissions based on country-specific emission factors and the emission factors provided in the IPCC[1] guidelines. We operate our proprietary GHG emissions management system, MGMS[2], to monitor energy use and GHG emissions at our domestic and overseas sites, and through the system we systematically manage annual GHG reduction targets by sites. On a company level, we implemented self-generation, PPA contracts, REC purchases, green pricing, and EV and hydrogen vehicle transitions. In order to secure completeness, reliability and consistency of consolidated data, we conduct annual third-party verification on GHG emissions of domestic and overseas sites and subsidiaries.

1) IPCC: Intergovernmental Panel on Climate Change
2) MGMS: Mobis Greenhouse gas Management System

Scope 3 GHG Management

Hyundai Mobis calculates emissions for each Scope 3 category to manage GHG emissions across the entire value chain. In accordance with the Corporate Value Chain (Scope 3) Accounting and Reporting Standard of the GHG Protocol[3], we calculate and disclose emissions by category, and in 2025 we calculated emissions across a total of 13 categories.

3) GHG Protocol: Greenhouse Gas Protocol

CASE

GHG Reduction Effects of Applying Eco-friendly Vehicle Components

Hyundai Mobis supplies core components for hybrid and plug-in hybrid vehicles, which can reduce GHG emissions by 53.1 g/km and 111.3 g/km, respectively, compared with internal combustion vehicles (average CO_2 emissions of 147.4 g/km per vehicle). Electric and hydrogen vehicles produce no direct carbon emissions while driving. Applying these reduction effects to 2025 vehicle sales, we expect an annual GHG reduction effect of approximately 2,054,193 tCO_2eq. Hyundai Mobis also makes modules and components lighter by changing raw materials, reducing the number of parts, and simplifying structures, which improves vehicle fuel efficiency and delivers additional GHG reductions.

GHG Reduction Effect of Applying Eco-friendly Vehicle Components in 2025

2,054,193 tCO_2eq

Total avoided CO_2 emissions by model (average reduction effect[4] × driving distance)

Internal combustion vehicle	Hybrid vehicle (HEV)	Plug-in hybrid vehicle (PHEV)	Electric vehicle (EV) Hydrogen vehicle (FCEV)
147.4 g/km	94.3 g/km	36.1 g/km	0 g/km

4) Average reduction effect: the average of the maximum and minimum emissions of each corresponding internal combustion model minus the average of the maximum and minimum emissions of each eco-friendly model

Strategy

Strategy and Decision-making

Current and Expected Actions for Direct Mitigation and Adaptation

Establishment of Energy Management System

Hyundai Mobis has established GMEMS[1], an energy management system, at major domestic and overseas sites to measure the energy use of each facility in real time and monitor company-wide energy use in detail. We also manage the status and quality of energy supply, as well as energy costs by site, in an integrated manner, and continue to enhance the system with time-series comparison and analysis functions to maximize energy efficiency.

1) GMEMS: Global Mobis Energy Management System

Smart Factory Operations and Energy Reduction

Hyundai Mobis has set a 2030 goal of 'realizing a plant that autonomously operates power and utilities based on predictive and optimal control technologies' and is pursuing a phased implementation plan. In 2025, we developed technology to automate areas requiring manager intervention for energy-efficient utility operation at our Ulsan electrification plant. By adding sensors to management points for energy-saving operation and improving the control accuracy of air conditioning and pneumatic dryer equipment based on this, we minimized unnecessary equipment operation. As a result, we expect to reduce annual HVAC energy use at the Ulsan Electrification Plant by 10% and dryer energy use by 60%.

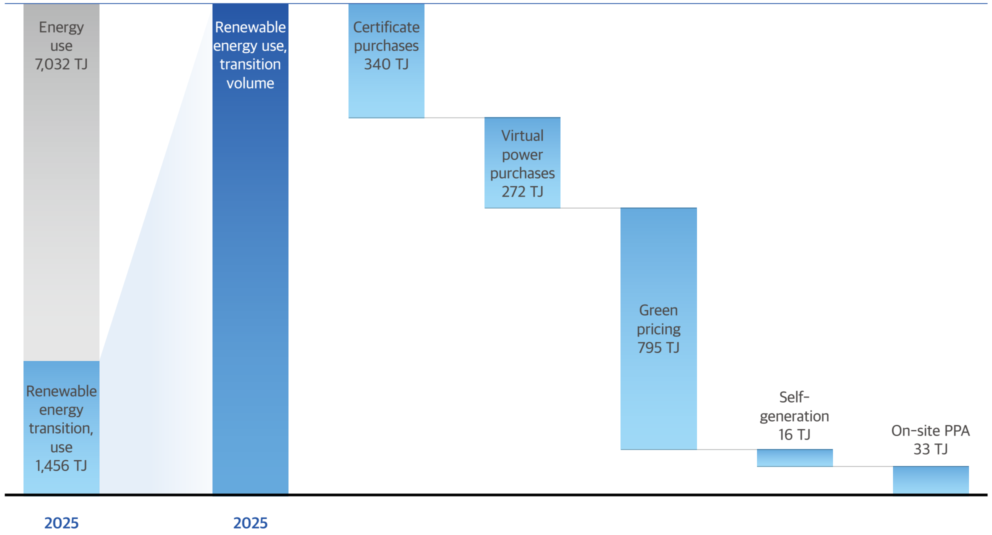
Solar Power Facilities

Hyundai Mobis completed 2.7 MWp of solar power facilities at five major domestic production bases (Uiwang R&D Center, Ulsan electrification plant, Daegu electrification plant, Gimcheon plant, and Changwon plant) and has operated them since 2023. Through this, we expect to convert 1% of our domestic sites' power consumption to renewable energy and to reduce GHG emissions by 1,493 tCO2eq per year.

Diversifying Renewable Energy Sourcing

For a successful renewable energy transition, Hyundai Mobis is establishing detailed strategies that prioritize renewable energy sourcing options. In 2025, we pursued a 21.3 MW solar VPPA[2] for our domestic sites and continue to expand it. In addition, a 24.9 MW solar VPPA has commenced for our North American electrification subsidiary, enabling the site to convert 100% of its electricity use to renewable energy from 2026. We are also pursuing a renewable energy transition at major global sites such as Slovakia, Germany, and Türkiye by purchasing renewable energy certificates (REC[3], iREC[4], GO[5]) and subscribing to green pricing, and going forward we plan to further expand our renewable energy transition activities using PPA[6] options. Hyundai Mobis will continue to develop its renewable energy transition portfolio based on consistent monitoring of regional renewable energy policies and market trends, thereby pursuing cost-effective and efficient energy transition outcomes.

Energy Use and Renewable Energy Transition Options



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

Strategy

Strategy and Decision-making

Current and Expected Actions for Indirect Mitigation and Adaptation

Supply Chain GHG Management System

Recognizing the importance of managing supply chain GHG emissions, which account for a significant portion of GHG emissions across the value chain, Hyundai Mobis calculates and manages supplier-level GHG emissions through our company-wide GHG emissions management system, MGMS (Mobis Greenhouse gas Management System).

Managing Supplier GHG Emissions

We collected 2025 GHG emissions data from 97% of our domestic and overseas Tier 1 suppliers and conducted third-party verification. Based on this, we identify and group the GHG emission characteristics of each supplier and establish GHG management measures appropriate to each group's characteristics, so that reductions can be achieved effectively.

Participation in Initiatives

In line with the Paris Agreement's goal of limiting the temperature rise to within 1.5℃, Hyundai Mobis is pursuing net-zero by 2045, and participating in various domestic and overseas initiatives (UNGC, SBTi, TCFD Supporter, and others) to set globally aligned targets, strengthening external cooperation. Through communication with various stakeholders, including trade associations (the Seoul Chamber of Commerce and Industry and the Korea Auto Industries Cooperative Association, among others), we are actively expressing our views and commitment to act as a responsible party in reducing emission within our industry. We also actively participate in global campaigns to achieve net-zero, such as 'Business Ambition for 1.5℃' and 'Race to Zero,' and strengthening transparent disclosure through the Carbon Disclosure Project (CDP[1]).

1) CDP: Carbon Disclosure Project

Participation in the Korea EV100 (K-EV100) Campaign

Hyundai Mobis participates in the 'Korea EV100 (K-EV100)' campaign, which converts company-owned and leased vehicles to electric or hydrogen vehicles. In April 2021, we attended the first K-EV100 declaration ceremony and announced our transition plan, setting targets to achieve 48% by 2026, 75% by 2028, and ultimately 100% by 2030. To improve the utilization of zero-emission vehicles, we are building EV charging infrastructure at all domestic sites and gradually transitioning site vehicles to zero-emission vehicles. In 2025, we converted 61 of the 214 owned and leased business vehicles at our domestic sites, including business travel and protocol vehicles, to zero-emission vehicles, reaching a 29% zero-emission vehicle conversion rate. By 2030, we will expand our efforts to reduce carbon emissions at our sites by building approximately 189 charging stations.

Strategy

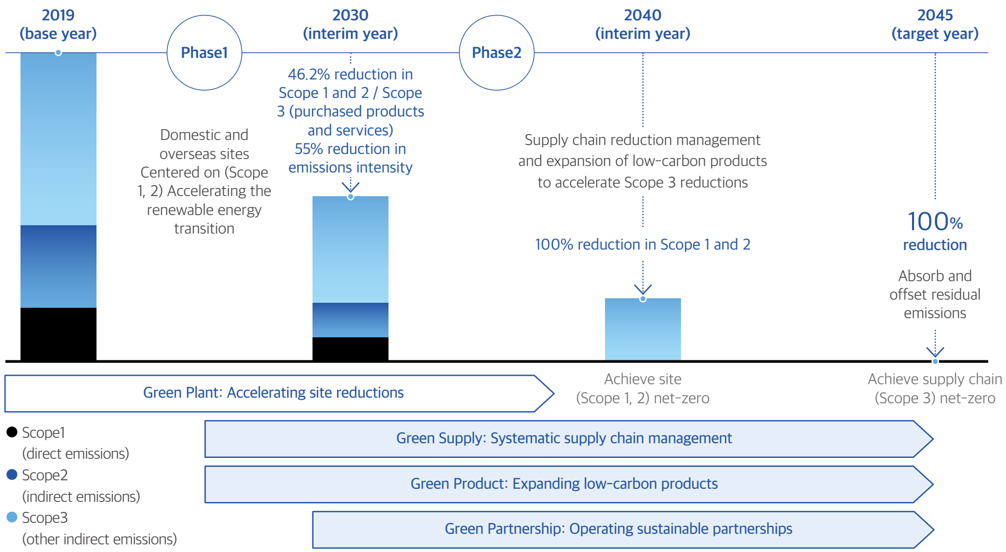
Strategy and Decision-making

Transition Plan

Net-Zero Implementation Plan

Based on our "Green Transformation to 2045 Net-Zero" vision, Hyundai Mobis has declared its Net-Zero commitment, targeting Net-Zero across our site operations by 2040 and across our supply chain (Scope 3) by 2045. To this end, we established four implementation strategies and eight action plans and are pursuing Net-Zero through phased reductions. In 2025, we enhanced the international credibility of our climate targets by obtaining SBTi approval of our mid-term (2030) reduction targets (a 46.2% reduction in Scope 1 and 2 and a 55% reduction in the Scope 3 emissions intensity of purchased products and services by 2030).

2045 Net-Zero Roadmap



RE100 Implementation Plan

As electricity accounts for about 85% of Hyundai Mobis' total energy use, we are pursuing a renewable energy transition as one of the key means of achieving Net-Zero across our sites. To convert the electricity used at our sites to low-carbon energy, we set a mid- to long-term target of transitioning to 65% renewable energy by 2030 and 100% by 2040, and established an RE100 roadmap that includes transition timelines and operating plans by country and site. Countries with active renewable energy markets, such as the United States and the Czech Republic, target a 100% transition by 2030, while in Korea, an interim target of a 35% transition by 2030 has been established, considering national RE supply expansion plan. In 2022, we became the first company in domestic automotive industry to join the RE100 initiative, identifying energy usage status and amount, and implementing the renewable energy transition through communication with stakeholders.

RE100 Roadmap and Implementation Rate

April 2022	2024	2025	2030	2040
Joined RE100	12.9% transition	29.3% transition	65% transition target	100% transition target

Plan to Expand Electrification Product Revenue

Hyundai Mobis has set a 2031 electrification revenue target to achieve an annual growth rate of 19.4% (based on the 2025 annual estimate), through three directions: strengthening cost competitiveness, technology competitiveness, and manufacturing competitiveness. In 2025, electrification component revenue was KRW 5.4 trillion, accounting for 8.8% of total revenue, and is expected to continuously grow, in line with the business strategy.

Key Assumptions and Dependencies for the Transition Plan

Category		Key assumptions	Dependencies
Net-zero and RE100 target	Sites (Scope 1, 2)	• Assumes increased production volume by BU • Assumes no change to the power mix due to policy	• Renewable energy sourcing such as REC and PPA is available • Offset credits are available to remove residual emissions
	Supply chain (Scope 3)	• Assumes energy use across the supply chain aligns with the reduction target	• Offset credits are available to remove residual emissions
Expanding electrification revenue	19.4% average annual growth	• Assumes that the introduction of stronger environmental regulations such as EUBR will drive industry-wide EV demand • Continuous advancement of core electrification technologies • Assumes that new platform-based EVs are launched and expanded in the market as planned by major customers	• The implementation rate of global automakers' EV transition and model launch plans • Whether global environmental regulations, eco-friendly vehicle adoption policies, and incentive policies related to electrification are maintained

Strategy

Strategy and Decision-making

Climate Targets and Implementation Plans

Hyundai Mobis has set a target to reduce Scope 1 and 2 by 46.2% and the Scope 3 (purchased products and services) emissions intensity by 55% against the base year by 2030, and to reduce Scope 1, 2, and 3 emissions by 100% by 2045 to achieve supply chain net-zero. We plan to achieve supply chain net-zero, including Scope 3 emissions, by 2045. To transition our product portfolio toward lower-carbon products, we are pursuing a 19.4% average annual growth in electrification product revenue by 2031. In addition, we set a target to achieve RE100 by 2040 and plan to convert 65% of our total electricity use to renewable energy by 2030.

Key Means and Implementation Plans

Transition plan	Key means	Implementation plan
Net-zero	• Renewable energy transition • Energy efficiency, etc.	• Under our mid- to long-term RE roadmap, plan to implement the renewable energy transition at domestic and overseas sites and subsidiaries
Expanding electrification product revenue	• Securing electrification technology solutions • Responding to EV market uncertainty and securing product mix flexibility	• Securing cost-improvement technologies by product line - Battery system: cell-to-large-block structural design and CTP[1] structure optimization - Drive system: designing an entry-level EDU[2] system - Power conversion system: developing an integrated (X-in-1) system with lower material costs than non-integrated types • HEV[3]: plan to advance motor and battery design/manufacturing capabilities • EREV[4]: pursuing mass production of battery/PE systems in North America

1) Cell-To-Pack: a packaging method that integrates battery cells directly into the pack without going through the module stage
2) Electric Drive Unit: an EV drive unit
3) Hybrid Electric Vehicle
4) Extended Range Electric Vehicle

Sourcing Resources to Execute the Response Strategy

Issuing ESG Bonds

To fund for electrification business, Hyundai Mobis issued its first ESG bonds (green bonds) in July 2021, amount of KRW 350 billion with 3-, 5-, and 7-year maturities, in line with the principles established by the International Capital Market Association (ICMA). The issuance attracted orders of KRW 1.08 trillion, more than four times the offering amount. The bonds received 'Green1,' the highest certification grade in NICE Investors Service's green bond certification assessment, and were assessed as compliant with the ICMA and Ministry of Environment green bond guidelines. The proceeds were used to build the R&D Integrated Center research building at the Uiwang 2nd R&D Center, to expand plants and add lines for producing EV-dedicated components, and for equity investments related to the electrification business.

Sourcing Green Loans

In October 2023, Hyundai Mobis' U.S. subsidiary, Mobis America, Inc., secured its first overseas green loan, in the amount of USD 940 million with a 10-year maturity, in line with the 'Sustainable Lending Principles' established by the international financial bodies LMA (Loan Market Association), LSTA (Loan Syndications and Trading Association), and APLMA (Asia Pacific Loan Market Association). The proceeds are to be used for investments such as new battery system (BSA) and PE system plants in Savannah, Georgia and Alabama in the United States. As of the end of December 2025, USD 866 million of the USD 940 million had been drawn down in installments and invested.

Progress of Disclosed Plans

Hyundai Mobis manages the progress of its transition plan. We have established and are implementing GHG emissions targets, RE100 transition targets, and electrification product revenue targets. Detailed progress for each transition plan is reported under 'Climate-related Targets' within Metrics and Targets.

Climate Change 'Climate-related Targets'

Strategy

Climate Resilience

Scenario Analysis

Physical Risk Analysis Method

To analyze the impacts of various climate-related physical risks, Hyundai Mobis conducted scenario analysis using Jupiter Intelligence, a specialized climate risk analysis tool based on climate modeling. To analyze a range of future conditions, we used the Shared Socioeconomic Pathways (SSP) scenarios from the IPCC Sixth Assessment Report and analyzed the financial impact of each physical risk under various pathways, including the high-emissions scenario (SSP5-8.5), middle-of-the-road scenario (SSP2-4.5), and low-emissions scenario (SSP1-2.6).

Variables, Key Assumptions, and Data Sources Used in the Analysis

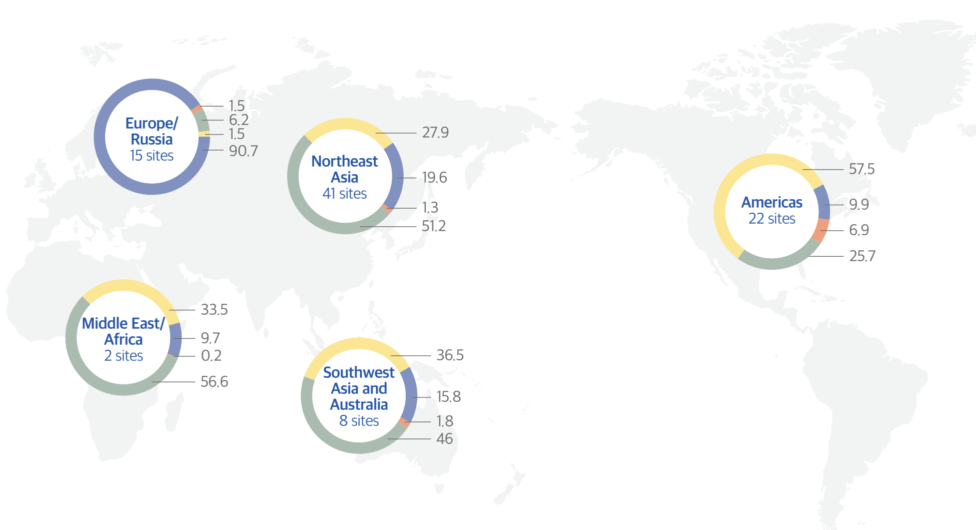
Input variable	Details	Data source
Climate variables by disaster	Expected flood extent, temperature, precipitation, wind speed, etc.	• Scenario data from the World Meteorological Organization (WMO)
Asset type	Asset types matching asset characteristics	• Asset types provided by Jupiter Intelligence
Asset value and location	Insured value, latitude and longitude	• Companies subject to analysis
Scenario	SSP1-2.6, SSP2-4.5, SSP5-8.5	• Shared Socioeconomic Pathways scenarios from the IPCC Sixth Assessment Report

Physical Risk Analysis Results

We conducted the analysis on 88 global sites, based on each site's location and existing asset value, dividing risks into acute risks that occur strongly over a short period (floods, typhoons, wildfires) and chronic risks that appear gradually (heatwaves), and produced quantitative financial impact data. The results of this physical risk financial impact analysis show the losses that arise when asset values decline due to climate change or when chronic climate hazards reduce employee morale. Based on these results, Hyundai Mobis establishes response strategies for high-risk regions and businesses and will continue to monitor and respond to these risks.

Physical Risk Scenario Analysis Results

Share by physical risk factor[1] (%) ● Floods ● Heatwaves ● Wildfires ● Typhoons



1) The level of risk from each factor relative to the region's total physical risk (100%)

Strategy

Climate Resilience

Scenario Analysis

Transition Risk and Opportunity Analysis Method

Hyundai Mobis identified the factors behind various climate-related risks and opportunities that may arise and analyzed the potential impact of each factor, including the resulting financial impact. In the analysis, we included Hyundai Mobis' domestic and overseas sites and subsidiaries in line with the characteristics of each factor, and, based on the IEA World Energy Outlook, appropriate methodologies for financial impact analysis, such as the CPS, STEPS, and NZE scenarios, were applied.

Variables, Key Assumptions, and Data Sources Used in the Analysis

Category	Data source	Details
Internal data	Emissions of Mobis headquarters and domestic and overseas subsidiaries	Uses Mobis emissions on a consolidated basis
Policy/ Strategy	National Strategy for Carbon Neutrality and Green Growth, the national framework plan, and the Basic Plan for Electricity Supply and Demand	Reflects national reduction targets and policy direction, and power mix and price outlooks
Outlook	World Energy Outlook (IEA)	Reflects energy price and demand outlooks and emissions allowance price outlooks
Finance	Bank of Korea exchange rates	Applied to convert overseas site costs and prices

Transition Risk and Opportunity Analysis Results

Based on the analysis results, Hyundai Mobis will systematically manage risks and continuously establish and monitor response measures to capture opportunities.

Going forward, we will also carefully consider the impacts of climate change, review our business plans and reflect them in strategic decision-making to proactively respond to climate-related risks and opportunities. Hyundai Mobis' transition risk and opportunity analysis results are as follows.

Transition Risk and Opportunity Scenario Analysis Results

Risk and opportunity factor		Details	Response measures
Risk	Emissions allowance purchases	Companies subject to the emissions trading system must purchase allowances for any emissions exceeding the GHG allowance allocated by the government. Given the government's policy direction to reduce free allocation and expand paid allocation, as well as the IEA energy transition scenario, emissions allowance prices are expected to rise gradually. If we fail to achieve our carbon reduction targets, we expect costs of up to approximately KRW 48.15 billion as of 2040.	Hyundai Mobis has declared net-zero with a target of reducing site GHG emissions by 2040, and we continuously reduce emissions through energy efficiency improvements and renewable energy transition. Going forward, we plan to strengthen reduction activities to minimize the need to purchase allowances.
Risk	CBAM response	The EU has introduced the Carbon Border Adjustment Mechanism (CBAM), which requires product-level carbon emissions reporting and cost obligations for certain items imported into the EU. As a result, additional costs may arise when exporting affected products, and related costs may increase if EU allowance prices rise. Additional compliance costs may also arise depending on the level of carbon emissions data management across the supply chain.	Hyundai Mobis is building a product-level carbon emissions calculation system and is pursuing emissions reductions by expanding the use of low-carbon raw materials and through energy transition. Going forward, we plan to respond proactively to EU regulations by advancing our data management system for CBAM response and strengthening supply chain collaboration.
Opportunity	RE transition (domestic - PPA)	As net-zero implementation accelerates globally, the renewable energy transition is becoming an important factor in corporate competitiveness. Hyundai Mobis is expanding the adoption of renewable energy through PPA contracts at our major domestic sites, through which we expect to ease energy cost volatility and reduce GHG emissions. As the share of renewable energy use at our domestic sites grows, we expect cost savings of up to approximately KRW 7.38 billion as of 2040.	To achieve RE100, Hyundai Mobis is expanding PPA contracts at our domestic sites, and the annual share of renewable energy use is gradually increasing. Going forward, we plan to continue pursuing a strategy to secure a stable renewable energy supply, centered on our domestic sites.
Opportunity	EV transition	As global companies expand their EV100 participation and demand for eco-friendly vehicle transition grows, switching site operation vehicles to electric vehicles is becoming an important strategy for both reducing GHG emissions and improving operational efficiency. By switching our site operation vehicles to electric vehicles, Hyundai Mobis can reduce emissions from fuel use and improve operational cost efficiency through fuel cost savings.	To achieve EV100, Hyundai Mobis is switching site operation vehicles to electric vehicles in phases, while also building charging infrastructure and optimizing operations. By expanding renewable energy use, we also plan to minimize emissions from electricity use and to achieve both fuel cost savings and GHG reductions.

Risk Management

Risk Management System

Hyundai Mobis conducts annual review, on a regular basis, regarding the progress of climate change response tasks and major risk factors, through corporate level of risk management system. Issues related to climate are being reviewed through ESG council meeting, led by the CEO, and continue discussion on major risk and response strategies, such as net zero plan and RE100 progress. Moreover, major issues regarding climate change, such as key results on net zero or implementation plans are being reported to the Sustainability Management Committee.

Climate Change Risk Management System

Risk identification

- Top-down
  - Sustainability Management Division
  - Develop climate change monitoring and management strategies
- Bottom-up
  - Relevant Departments
  - Identify individual working-level tasks and incorporate them into business plans

Plan evaluation

- Company-wide
  - Assess tasks for their fit and appropriateness

Management and monitoring

- Sustainability Management Division
  - Conduct interim / final assessments and performance management
- Business Strategy Group
  - Conduct interim / final assessments and performance management

Company-wide policy integration

- 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

Metrics and Targets

Climate-related Targets

Net-Zero Target

Our 2045 net-zero target is based on 2019 emissions calculated in accordance with the GHG Protocol, in line with the scenario that limits global temperature rise to within 1.5℃ using renewable energy transition and supply chain carbon management as key reduction measures. The target was set during the process of communicating stakeholders, such as governments and customers. Our GHG reduction targets include all six GHGs defined by the GHG Protocol (CO_2, CH_4, N_2O, HFCs, PFCs, SF6). The global warming potential (GWP) of each GHG is applied based on IPCC [AR5/AR6] values. The reduction targets also include Scope 1, Scope 2, and Scope 3 emissions.

RE100 Target

Hyundai Mobis has established its "2040 RE100" target to convert 100% of the electricity used at our sites to renewable energy by 2040. This target was set by considering the renewable energy policy, energy mix status, and future direction of each site's host country, and through communication with and by incorporating the requirements of external stakeholders such as customers.

Electrification Product Sales Target

Hyundai Mobis has set a target to achieve an annual growth of 19.4% in total electrification component revenue by 2031, based on the 2025 annual estimate.

Electrification Product Sales Target[1)]

Category	Base year	Unit	2023	2024	2025	2031 target
Sales target achievement rate	Reporting year	%	107.3	62.4	87.1	19.4% average annual growth (based on the 2025 annual estimate)
Sales target		KRW 100 million	114,102	107,241	61,434	
Sales results		KRW 100 million	122,476	66,938	53,548	

1) Results and targets on a consolidated basis

Metrics and Targets

Climate-related Targets

Analysis of Performance Against Climate Targets

Hyundai Mobis's implementation status against its climate targets is as follows.

GHG Management Targets

Category		Base year	Unit	2025 Results	Reduction target (consolidated)					
					2030		2040		2045	
					Target	Reporting year Achievement Rate	Target	Reporting year Achievement Rate	Target	Reporting year Achievement Rate
Sites Net-zero (Scope 1+2)[1]	Emissions	2019	tCO_2eq	358,358	206,025	13.9%	0	6.4%	0	6.4%
	Reduction rate against base year		%	6.4	46.2		100		100	
Supply chain Net-zero (Scope 3)	Emissions		tCO_2eq	16,811,903	55%[2]	60.0%	~		~	
	Reduction rate against base year[2]		%	33.0						
GHG target emissions (Scope 1+2)			tCO_2eq		206,025		0		0	
Cumulative GHG target reduction (Scope 1+2)			tCO_2eq		176,921		382,946		382,946	

1) Market-based
2) For Scope 3 Category 1 (purchased products and services), on an intensity basis (tCO_2eq/KRW million)

Energy Management Targets[3]

Category		Unit	2023	2024	2025	2030 target	2040 target
Renewable energy	Annual renewable energy use/transition volume	TJ	365	456	1,456	~	~
		MWh	76,209	106,745	268,088		
	2040 RE100 achievement rate[4]	%	9.7	12.9	29.3	65	100

3) Results and targets on a consolidated basis
4) (Total renewable energy use/transition volume / total electricity use) × 100; total electricity use: non-renewable (electricity) use and renewable (electricity) use

Climate-related Metrics

Metrics related to climate action are reported in detail in the 'Environmental Performance - GHG Management, Energy Management' section of the Appendix.

Appendix Environmental Performance-GHG Management
Appendix Environmental Performance-Energy Management

GHG Emissions

Hyundai Mobis monitors energy use and GHG emissions at our domestic and overseas sites through our proprietary GHG emissions management system. We manage Scope 1, 2, and 3 emissions and intensity, and in 2025, Scope 1, Scope 2, and Scope 3 emissions were 53,263 tCO_2eq, 305,096 tCO_2eq, and 16,811,903 tCO_2eq, respectively. Scope 1 and 2 emissions are calculated based on regional requirements, while Scope 3 emissions are calculated by aggregating activity data in line with the latest recommended methodology by category under the GHG Protocol Scope 3 standard.

Climate-related Assets or Business Activities

Hyundai Mobis defines electrification products as environmentally friendly, high-value-added core components and is building its capabilities to advance technology development and mass-production capacity. We have built and commercialized a core component portfolio spanning the storage (batteries), conversion (inverters), and drive (motors) of the electrical energy required for hybrid and electric vehicles, and we plan to continue expanding this business.

Internal Carbon Price

To account for potential risks associated with carbon costs, we set and operate an internal carbon price by comprehensively analyzing future carbon price change scenarios and the internal carbon pricing practices of major domestic and overseas companies. When establishing investment plans, we assess the appropriateness of investment proposals by considering whether energy use and GHG emissions increase or decrease, and we use the internal carbon price to identify and seize low-carbon business opportunities, comprehensively considering carbon impacts from an economic perspective.

Climate-related Compensation

Hyundai Mobis links management compensation to climate-related performance. Specifically, climate-related KPIs such as 'RE100 transition,' 'energy reduction activities,' and 'EV transition' are reflected in the determination of short- and long-term incentives for management. The link between climate-related performance and compensation is specified in our compensation policy and is operated with the approval of the Board of Directors (or the Compensation Committee).

SAFETY & HEALTH

Governance

Oversight Structure of the Governance Body

Governance Body Overseeing Safety and Health Risks and Opportunities

The Board of Directors oversees our approach to sustainability issues, including safety and health, with the support of the company-wide Safety Council and the management. It also holds ultimate responsibility for the strategic direction of our consolidated companies, including oversight of safety and health risks and opportunities. The Board may delegate these roles to the Corporate Sustainability Management Committee, a committee within the Board.

Oversight Roles and Authority of the Governance Body

The roles and authority of the Corporate Sustainability Management Committee over sustainability-related risks and opportunities, including safety and health, are specified in the Committee's operating regulations, which set out functions and authority such as driving ESG management, reviewing key ESG policies, and reviewing and approving safety and health plans. The Committee approves the allocation of resources needed to effectively manage safety and health initiatives, reviews strategy, performance targets, risk management processes, and policies, and considers safety and health risks and opportunities.

Plans to Strengthen the Governance Body's Oversight Capabilities

Hyundai Mobis provides safety leadership training for executives to strengthen the ability of decision-makers to effectively oversee safety and health risks and opportunities. The key capability-building activities carried out during the period were as follows:

Safety and Health Training for Management

Category	Method	Number of Participants	Key Content
Executive safety leadership training	Online	166 participants	Psychological causes of unsafe behavior and improvement measures under the new government's industrial accident prevention policy

Documents and Policies Formalizing the Governance Body's Oversight Roles and Authority

The Board of Directors and the Corporate Sustainability Management Committee oversee sustainability-related risks and opportunities, including safety and health, in accordance with the Board regulations and the Committee's operating regulations. In addition, we have established a Safety, Health, and Environment (SHE) management policy to minimize safety and health hazards and risks, as well as the environmental impacts of all activities involved in our operations. The SHE policy formalizes roles, responsibilities, and authority; education and training; SHE risk diagnosis and assessment; and emergency preparedness and response. Furthermore, to protect all stakeholders, including employees, we have established a safety-first management principle of 'operating with safety and health as the top priority in all business activities' and focus on safety management.

Hyundai Mobis Safety, Health, and Environment Policy
Hyundai Mobis SHE Management Manual

Decision-making Structure

Reporting Process to the Governance Body & Reports and Approvals by the Governance Body During the Reporting Period

Key safety and health results and plans are regularly reported to and approved by the Board of Directors. In accordance with the Occupational Safety and Health Act, we report the status of safety and health to the Board twice a year, and in 2025, agenda items such as the report on safety and health activity results were reported to the Corporate Sustainability Management Committee.

Safety and Health Agenda Items Reported to the Governance Body

Date	Reporting/Resolution Body	Reporting/Resolution Content
2025.01.23	Board of Directors (Corporate Sustainability Management Committee)	Approval of 2024 safety and health activity results and the 2025 plan (draft)
2025.07.24	Board of Directors (Corporate Sustainability Management Committee)	Report on safety and health activity results for the first half of 2025

How Sustainability-related Risks and Opportunities Are Considered in Decision-making

The Board of Directors considers safety and health risks and opportunities when approving our consolidated companies' mid- to long-term strategy, management strategy, and safety and health management plans. To this end, we identify and assess SHE risks and opportunities and monitor the results through management and the Corporate Sustainability Management Committee, and we analyze the impact of key safety and health issues, such as the Serious Accidents Punishment Act and the Occupational Safety and Health Act, on our business model and financial performance and reflect this in our safety and health strategy. The Board also reviews the alignment between the budget and plans to advance the safety and health management system, and when establishing the annual budget and allocating resources, it considers safety and health management investment needs (such as improving safety facilities, expanding safety equipment, and investing in infrastructure to mitigate safety and health risks).

Governance

Linking Targets and Performance

Oversight of Target-setting

Hyundai Mobis establishes domestic and overseas safety and health targets and operating standards each year. In 2026, we strengthened our performance-based target system by increasing the weight of serious-injury metrics and by setting safety and environment policies such as risk-based key-strategy safety management. Overseas, we established new targets and metrics for 35 subsidiaries, including accident reduction, risk-based inspections, and MSRS-based priority activities. Safety and health targets are reviewed in alignment with the Group's ESG policy direction and are shared with the Corporate Sustainability Management Committee after approval by the Chief Safety and Health Officer.

Oversight of Progress Toward Targets

Hyundai Mobis monitors progress toward targets through a dual management system of the Safety and Health Management Team and the site safety and health teams. Domestically, we evaluate KPIs by comprehensively considering quantitative metrics such as the accident rate, absence rate, and reduction of serious injuries, and qualitative metrics such as MSRS integrated diagnosis and risk-based key-strategy safety management activities. Overseas subsidiaries register all evidence of implementation on the global SHE platform, and the safety and health function monitors the results, reviews their adequacy, and carries out continuous improvement. In addition, executives and corporation heads lead monthly regular inspections to manage implementation status. Key safety and health results and issues are shared with management and the Corporate Sustainability Management Committee through the Chief Safety and Health Officer.

Linking Sustainability-related Performance and Compensation

To strengthen safety and health management, Hyundai Mobis sets key safety and health metrics—such as the accident rate, absence rate, and serious-injury reduction results—as KPIs for each business unit and division and links them to management's performance evaluation and compensation. At the domestic site level, we also operate separate KPIs for lower organizational units and ultimately use them in the HR evaluation of managers and supervisors (division head level and above). Overseas sites also reflect SHE KPI results quantitatively in each corporation's evaluation, linking them to the performance evaluation and compensation of overseas management.

Management

Delegation of Roles to Management

The Board of Directors delegates the day-to-day identification, assessment, and management of safety and health risks and opportunities to management. These delegated roles are carried out by company-wide Safety Council and the Chief Safety Officer (CSO), among others. Company-wide Safety Council is a management-level committee responsible for overseeing and approving safety and health strategy, targets, and policies. The safety and health function under the Chief Safety Officer (CSO) oversees the monitoring of Hyundai Mobis' safety and health targets and performance and the implementation of response strategies. As domestic and overseas safety and health regulations, such as the Serious Accidents Punishment Act, have been strengthened, we integrated our company-wide safety and health organization into the safety and health function under the CSO to strengthen company-wide safety and health management capabilities. The safety and health function regularly operates a safety and health council to discuss and improve current issues, and, through an Occupational Safety and Health Committee with equal numbers of labor and management representatives, jointly identifies and improves on-site risk factors.

Strategy

Safety and Health Risks and Opportunities

Identifying Safety and Health Risks and Opportunities

Hyundai Mobis places safety and health as the top priority in all business activities and, on this basis, realizes safety management. We have also established and are implementing a safety and health strategy aimed at building an advanced safety culture and management system. We identified risks and opportunities based on our domestic and overseas sites within our operational boundary, and we define the time horizons based on the points at which sustainability-related risks and opportunities are reasonably expected to arise. As of the end of the reporting period, the identified time horizons are short (~1 year), medium (1-5 years), and long term (5 years or more), set to align with the time horizons required by the KSSB Sustainability Disclosure Standards. The key safety and health risks and opportunities we identified are as follows.

Status of Identified Safety and Health Risks and Opportunities

Category		Risk and opportunity factor	Expected impact period	Financial impact of the risk or opportunity factor
Risk	External	Stronger safety and health regulations such as the Serious Accidents Punishment Act	Long	Higher costs for building a safety management system and investing in safety facilities to respond proactively to regulations
	External	Expanded principal-contractor safety responsibility and stronger joint liability of the contracting party	Long	Expanded legal liability and revenue impact in the event of a supplier safety accident, and higher education and support costs to strengthen supply chain safety management
	Internal	Occurrence of industrial accidents (including serious accidents) at domestic and overseas sites	Long	Increased lost workdays from industrial accidents, compensation costs, and reputational damage; in the event of a serious accident, revenue losses due to punishment of the responsible executive, suspension of site operations, and fines
	Internal	Occurrence of occupational diseases at sites	Medium	Long-term treatment costs from occupational diseases such as musculoskeletal disorders, loss of skilled personnel, and site environment improvement costs

Strategy

Linking the Impact Time Horizons of Identified Risks and Opportunities with Strategic Decision-making Periods
Hyundai Mobis set its short-, medium-, and long-term horizons by comprehensively considering the annual safety and health business planning cycle, our mid- to long-term Zero Serious Accidents target, and the point at which changes in the safety and health regulatory environment are expected to have a material impact on our business. Short- and medium-term risks and opportunities can be reflected immediately within our annual business plan and mid-term strategy, but long-term risks and opportunities, such as the strengthening of the Serious Accidents Punishment Act and proactive safety facility investment, exceed our current planning cycle, which limits our ability to reflect all impacts immediately; we therefore continuously reflect them through reviews of our mid- to long-term safety investment plans.

Impact of Safety and Health Risks and Opportunities on the Business Model and Value Chain

Introduction to the Business Model and Value Chain
Hyundai Mobis is a global automotive parts company that develops and produces core automotive components and modules, supplies them to Car OEMs, and provides customer service through A/S parts and accessories after vehicles are in operation. Our business consists of three pillars. In the System Solution business, we develop and produce core components and integrated technology solutions such as electrification parts, ADAS, steering and braking systems, infotainment, lamps, and airbags. In the Module manufacturing business, we develop and supply front-end, chassis, and cockpit modules in collaboration with automakers, and we maintain a stable supply system based on our global production bases. In the A/S parts and accessories business, we supply genuine parts and vehicle accessories for Hyundai Motor and Kia vehicles, supporting vehicle maintenance and customer convenience. To provide products and services, we work closely with a range of companies and resources, including raw material and component suppliers, logistics and transportation companies, and automakers (customers). Our upstream includes suppliers of raw materials and components; we source materials from them, produce core components and modules, and then supply parts in the sequence required for the vehicle assembly process through a computer network linked with Hyundai Motor and Kia. Our downstream includes domestic and overseas logistics and transportation companies as well as dealer and repair networks; using our global logistics infrastructure and a big-data-based demand forecasting system, we supply parts to Hyundai Motor and Kia vehicles in operation worldwide, creating customer service value.

Impact on the Business Model and Value Chain
As our global production bases expand, our safety and health risks are relatively concentrated in overseas production subsidiaries, and differences in the legal environment and safety management systems by country and region are identified as key challenges. In response, we are working to elevate and standardize SHE management levels across our overseas subsidiaries and establishing unified safety management standards through cross-inspections among subsidiaries within each region, capability-building training for local safety managers, and the distribution of guides for building safety management systems by country and corporation. We are also expanding safety organizations and personnel in phases, centered on newly established entities, and continuously expanding safety technology support activities such as risk assessment, fire prevention, and emergency response, thereby strengthening the safety and health level across our domestic and overseas sites. Safety and health risks and opportunities affect our business model and value chain as follows, and continued impacts are expected going forward.

Impact of Safety and Health Risks and Opportunities on the Business Model and Value Chain

Value chain stage affected	Role and description of key players	Geographic location	Current safety-related impact	Expected safety-related impact
Raw material sourcing	Sourcing raw materials such as steel, aluminum, and plastics from global suppliers	Domestic/ Overseas	• Production disruptions and revenue losses from delayed raw material supply in the event of a supplier industrial accident • Higher costs to secure alternative suppliers due to restricted transactions with companies with inadequate supply chain safety management	• Higher purchase prices to restructure the supply chain and secure stability • Higher sourcing costs from stricter supplier screening that reflects safety risks
Manufacturing/ Processing	Production and assembly of components at our sites	Domestic/ Overseas sites	• Increased lost workdays and compensation costs from industrial accidents • In the event of a serious accident, revenue losses due to punishment of the responsible executive, suspension of site operations, and fines	• Continued rise in operating costs for education, training, and campaigns to establish a safety culture • Higher CAPEX from safety facility investment and process improvements • Lower customer trust and revenue from delivery delays if accidents are not prevented
Logistics/ Transportation	Logistics related to exports and imports	Sea/Air/ Land logistics	• In the event of an accident during transport, from logistics delays potential delivery disruptions and revenue losses • Accident handling, higher insurance premiums, and logistics operating cost increases	• From strengthening logistics safety management and introducing systems higher operating costs • Improving transport processes to prevent accidents and higher investment costs
Customers (Car OEMs)	Supply of modules and core components to global OEMs	Domestic and global car OEM locations	• In the event of a safety accident, from supply disruptions lower revenue • Higher safety management costs to meet customer requirements cost increases	• From stronger OEM supply chain safety and health assessments higher response costs • If safety management is inadequate, reduced transactions or contract termination may result in lower revenue

Strategy

Expected Changes and Plans

Current and Expected Actions for Mitigation and Adaptation

Hyundai Mobis places safety and health as the top priority in all business activities and practices safety management on this basis. We have established a safety and health strategy aimed at building a world-class safety culture and a systematic safety management system, and we are implementing it company-wide.

Safety and Health Strategy

Focused improvement of high-risk areas	• Strengthening construction site safety management (intelligent CCTV, expanded operation of safety patrols) • Continuous improvement of high-risk factors by site (caught-in/falls/struck-by, etc.) • Establishing an all-in-one safety diagnosis system • Strengthening mock inspections by external experts
Strengthening safety management in vulnerable areas	• Introduced pre-safety review for overseas subsidiaries (identifying risks and reviewing safety specifications in advance when constructing buildings and installing facilities) • Elevating global SHE management standards and establishing common SHE standards across regions
Implementing site-specific safety activities	• Building a preventive maintenance system for R&D center test equipment • Hands-on safety activities such as strengthened safety design, risk-based responsibility inspections, and regular TBM • Safety activities centered on overseas regions/centers
Continuing 'participation-focused' safety culture campaigns	• Safety culture LIFT activities (Safety Golden Bell, First Step to Safety, Safety Talk Concert, team workshops) • Introducing a capability-based development system for the essential competencies of safety and health stakeholders

Safety & Health 'Safety and Health Targets'

SH&E Academy

To raise employees' safety awareness and prevent accidents, Hyundai Mobis has built a company-wide safety and health training system and continues to expand its training investment. In 2025, we actively used the safety experience center established in 2024 to run blended safety training that combines classroom and hands-on training, creating a more immersive training environment. As part of the 'Jump Up Project,' we also focused on safety-awareness transformation training for all levels and refined our safety training system tailored to employees' roles and ranks. In addition, we fully revamped the SH&E[1] onboarding training course for new hires and newly appointed managers, laying the foundation for more systematic early-stage safety training.

1) SH&E: Safety, Health, Environment

SH&E Academy Operating Status

Classification	Category	Target
Role-based training (tailored training by position/rank)	Executive safety leadership	• Executives other than the CEO
	Safety Leader	• Team leaders selected by BU/function
	Managers and supervisors	• Legally appointed managers and supervisors
	Company-wide team leaders	• Team leaders/plant heads/center heads
	Safety Keyman	• On-site safety officers
	Labor-management capability building	• Safety stakeholders
Mandatory training (required training under statutory/internal rules)	Statutory Safety and Health Training	• General workers/managers and supervisors, etc.
	SH&E onboarding	• Newly appointed managers/new hires, overseas expatriates/SHE officers
	construction contractor site managers	• Facility/equipment officers
	procurement supplier officers	• Procurement supplier safety
	Job training	• Safety and health managers, etc., SHE Basic/Master
Specialized training (training to advance the expertise of safety and health officers/managers)	SHE Basic/Master	• Company-wide SHE practitioners
	Professional certification	• Selection of eligible participants

SH&E Academy Participants completed in 2025

(26 training courses run online and offline) **2,302 participants**

Strategy

Activities to Improve Employees' Safety Awareness

To spread the safety culture within the company and raise employees' safety awareness, Hyundai Mobis operates a safety-focused YouTube channel, 'Hyundai Mobis Safety Mode.' By producing content in various formats, such as industrial and everyday safety training videos and accident prevention campaigns, and distributing it regularly as a 'Safety Clip' newsletter, we help employees easily encounter and practice safety messages in their daily lives. As part of the 2025 'Jump Up' safety culture campaign, we also conducted participatory safety culture activities, such as the Safety Golden Bell and a safety culture catchphrase contest, to encourage employees' voluntary safety participation. In addition, by using safety design to present risk information visually, we raise awareness of hazardous zones and create a work environment that naturally guides safe behavior.

Operating the SHE Reporting System

To help employees establish a self-driven safety culture, Hyundai Mobis operates the 'SHE Reporting System,' which allows employees to share accident cases, propose risk factors, and ask and answer questions via the web and mobile. The responsible department promptly reviews the proposals and opinions received and implements actions and improvements, and to encourage active employee participation, we select and reward outstanding participants each month and outstanding proposers each quarter. Through this, we raise employees' safety awareness and spread a safety culture based on voluntary participation.

8 Major Safety Rules

To help employees internalize safety awareness, Hyundai Mobis has established and operates 8 Major Safety Rules that reflect key risk types.

- No mobile phone use while working or walking
- Smoke only in designated areas
- Always wear appropriate protective gear suitable for the work
- No unauthorized removal of equipment safety devices
- No unauthorized entry into equipment operation zones and logistics work zones
- Comply with in-house speed limits
- Use pedestrian walkways when walking
- Comply with the prior safe-work permit system

Employee Health Management

Hyundai Mobis is expanding safety and health infrastructure so that employees can work healthily and is carrying out tailored support activities.

Health Promotion Programs for Employees with Abnormal Findings

- **Employees with pain conditions:**
  Exercise therapy, a musculoskeletal disorder prevention program using 3D body analysis, and height-adjustable ergonomic desks for employees
- **Smokers:**
  Smoking cessation supplies and counseling programs
- **Obesity and chronic disease prevention:**
  Health counseling, lifestyle improvement programs, group diets, and remote aerobic exercise programs using a mobile app
- **Cardiovascular and metabolic diseases:**
  Introduced HbA1c and cholesterol measurement equipment, and ran a management program to promote healthy lifestyle habits and prevent cardiovascular disease among all employees

Health Integrated Management System (HIMS)

To support employees' self-driven health management, Hyundai Mobis operates the Health Integrated Management System (HIMS[1]) application and website. Through HIMS, every worker can cumulatively manage their individual health checkup results and receive comprehensive information on body composition analysis results and trends, as well as lifestyle information such as exercise and diet. Through this, we actively support workers in recognizing their own health status and in raising health awareness and improving lifestyle habits.

1) HIMS: Health Integrated Management System

Medical Cost Support

To support employees' healthy lives, Hyundai Mobis provides regular health examinations beyond statutory requirements and supports flu vaccinations. We also improve access to healthcare through a system that automatically settles and pays the medical expenses of employees and their families. We support 50% of the cost of a comprehensive health checkup for all employees, and 100% of the cost of a comprehensive health checkup every three years for employees aged 32 or older.

Strategy

Employee Health Management

Operating Health Care Rooms and Psychological Counseling Rooms

Hyundai Mobis supports the creation of a healthy work environment for employees through dedicated organizations and health care rooms at each site. In particular, to strengthen psychological well-being, we have provided the in-house psychological counseling room 'Healing Spring' online and offline since 2014, offering various support programs, including in-person and online counseling and treatment services as well as online self-assessments, video counseling for overseas expatriates, and a monthly Healing Letter. All counseling and treatment content is subject to strict confidentiality in accordance with the 'Counselor Code of Ethics.' In addition, a licensed nurse is stationed at each site's health care room to provide basic medical support and health counseling, such as over-the-counter medicines and wound care, alongside disease-prevention-focused health promotion activities. Furthermore, using health checkup result data, we proactively identify high-health-risk groups and provide management services tailored to individual characteristics, and based on the cumulative checkup data accumulated in our health management system, we select employees with abnormal findings and conduct follow-up management, continuously monitoring employees' health status.

2025 company-wide counseling rate for employees with abnormal findings

100% achieved

Strengthening the Emergency Response System

To protect employees' lives, Hyundai Mobis continuously strengthens the safety and emergency response system at our sites. In particular, to enable a response within the golden time of four minutes in the event of cardiac arrest, we regularly provide professional first-aid training for workers at each site. The training program covers both theoretical and practical instruction on airway obstruction response, CPR, and the use of automated external defibrillators (AEDs), and those who complete the training perform an initial response role in emergencies at each site. In 2025, a total of 1,131 employees completed CPR refresher training, and going forward we plan to continuously advance our response system for sudden cardiac arrest through regular training and campaigns. Hyundai Mobis also operates 160 automated external defibrillators (AEDs) across all sites and keeps them ready for use at all times through regular inspection and monitoring. As AEDs are required to be managed within a maximum of 10 years from their manufacturing date under relevant guidelines, we inspected aged equipment through a company-wide full survey and replaced 30 units with new devices.

Financial Impact on the Current and Next Periods

Impact on the Current Financial Statements

The automotive parts manufacturing industry is exposed to the risk of serious industrial accidents in manufacturing processes such as pressing, welding, and painting, and because we operate many domestic and overseas sites and an extensive supply chain, the scope of safety and health management is broad. Accordingly, if we fail to fulfill our safety and health compliance obligations in response to the strengthening of safety and health regulations such as the Serious Accidents Punishment Act, revenue losses may arise from punishment of the responsible executive, suspension of site operations, and fines. The financial impact of safety and health risks and opportunities in the current period relates to the cost of strengthening our safety and health system to comply with occupational safety and health regulations such as the Occupational Safety and Health Act and the Serious Accidents Punishment Act. Safety facility costs, safety protective gear costs, safety education and training costs, checkup and prevention costs, safety diagnosis costs, and other support costs were reflected as cost of sales in the income statement, and these are costs invested across risk response activities such as expanding site safety facilities and checkups to prevent occupational diseases. The financial impact on the current period by risk and opportunity is as follows.

Impact on the Current Financial Statements

Category		Risk and opportunity factor	Path of financial impact[1]	Details
Risk	External environment	Stronger safety and health regulations such as the Serious Accidents Punishment Act	Cost of strengthening the safety and health system to comply with occupational safety and health regulations such as the Serious Accidents Punishment Act	Safety facility costs
	External environment	Expanded principal-contractor safety responsibility and stronger joint liability of the contracting party		Safety protective gear costs
				Safety education and training costs
	Internal environment	Occurrence of industrial accidents (including serious accidents) at domestic and overseas sites		Checkup and prevention costs
	Internal environment	Occurrence of occupational diseases at sites		Safety diagnosis costs
				Other support costs[2]

1) As of 2025, there were no fines or damages related to occupational safety and health
2) Includes safety-related consulting costs

Impact on the Next Financial Statements

Due to the characteristics of its manufacturing processes, the automotive parts manufacturing industry is exposed to the risk of serious industrial accidents, and as regulations such as the Serious Accidents Punishment Act are strengthened, safety and health costs continue to affect the financial statements. The impact on the next financial statements was calculated based on occupational safety and health costs and investment plans, and the estimated costs and investment plan for 2026 total KRW 41.27 billion. However, the specific execution details may vary depending on changes in business operations and the external environment. We manage the financial impact of safety and health risks and opportunities from a continuous perspective and will secure the stability of our business operations through the continuous advancement of our safety and health system.

Risk Management

Risk Assessment and Monitoring

Risk Assessment Method

Hyundai Mobis conducts systematic risk assessments in accordance with the Occupational Safety and Health Act and the Enforcement Decree of the Serious Accidents Punishment Act. Rather than simply meeting statutory requirements, we operate a company-wide integrated risk assessment system based on our own risk assessment standard model.

Our risk assessment is operated through a process that runs from establishing initial/regular/ad hoc assessment guidelines, to identifying hazard and risk information, preparing and reviewing risk assessment sheets, establishing improvement measures, verifying results and registering them on the global SHE platform, sharing them with workers, implementing and monitoring improvements, and company-wide comprehensive reporting. For identified risk factors, we determine the risk level by comprehensively considering the scale and likelihood of occurrence, and items selected as significant risks are registered in the risk register so that improvement implementation plans are established and managed. We share the assessment results with workers and reflect them in training courses, while providing ongoing guidance through TBM[1] and internal bulletin boards to raise on-site safety awareness.

In particular, in 2025 we built a risk-based safety inspection system and pursued focused improvement activities for high-risk factors for serious accidents (BIG3: caught-in/struck-by/falls) and fire and electric shock accidents. We also pursued Jump Up safety culture activities and special inspections, conducting mock inspections by external experts (140 in total) and serious-accident-prevention target inspections (172 times), and executive-led special inspections. As a result of these continuous efforts, in the 2025 company-wide integrated risk assessment, the number of risks requiring improvement fell by approximately 49% year on year, dropping significantly from 592 to 298.

1) TBM: Tool Box Meeting

Risk Assessment Procedure

① Preparing for the risk assessment	② Conducting the risk assessment	③ Sharing results and improving
• Guidance on risk assessment guidelines • Establishing a risk assessment plan • Training for risk assessment officers	• Identifying hazard and risk factors • Preparing and reviewing risk assessment sheets • Reviewing and verifying risk assessment results	• Sharing and reporting assessment results • Implementing improvements and sharing improvement status • Monitoring improvement status

Risk Assessment Strategy

Enhancing participation, such as hearing opinions	Consistent risk judgment and capability building through integrated risk assessment	Real-time sharing and feedback of assessment results using the platform system	Building workers' risk awareness through risk visualization

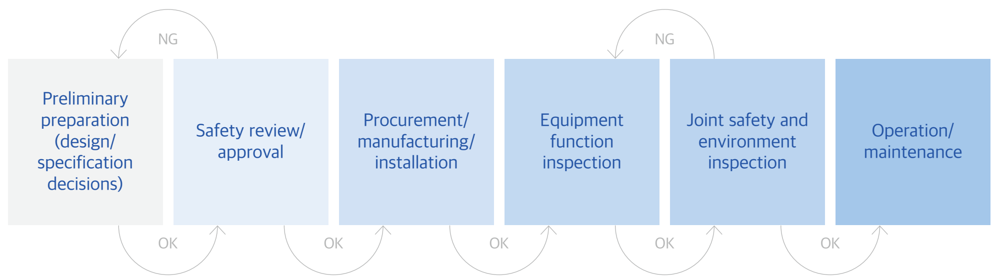
Response to Safety Accidents and Emergencies

Based on our emergency response system, Hyundai Mobis takes prompt and systematic action when accidents occur. All sites manage their own emergency response manuals and conduct regular emergency response drills to continuously strengthen employees' response capabilities. We also work to improve emergency response capabilities by placing evacuation and rescue supplies at each site and providing first-aid training. In 2025, we built a company-wide integrated disaster prevention system, further strengthening our monitoring and on-site support system for various emergencies such as fires and medical emergencies. Through this system, we detect and manage firefighting signals, flame detection, and emergencies in real time to enable a prompt initial response, and we continuously check whether firefighting facilities are operating normally to strengthen proactive prevention activities.

Operating the Pre-Safety Review System

To secure the safety of facilities and equipment at our sites, Hyundai Mobis conducts pre-safety reviews that comply with relevant domestic and overseas standards. For equipment in operation, we continuously improve safety and regularly inspect basic safety specifications to eliminate potential risk factors in advance.

Pre-Safety Review System Process



Introducing the Design for Safety (DFS) System

To eliminate safety risks across the entire lifecycle of facilities in advance and prevent accidents, Hyundai Mobis was the first domestic manufacturer to build a DFS[2] system and applies it on a mandatory basis. DFS is a systematic management system that identifies potential hazards from the design stage and fundamentally eliminates the safety risks of facilities by establishing improvement measures. In 2025, we carried out a total of 23 DFS projects, centered on new domestic and overseas bases and newly built and expanded plants, and the DFS system is currently applied and operated at 27 sites at home and abroad.

2) DFS: Design for Safety

Risk Management

Risk Assessment and Monitoring

Whether and How Risks Are Prioritized

Hyundai Mobis identifies SHE risks and opportunities from a company-wide perspective, systematically prioritizes them, and responds proactively. Our headquarters SHE team reviews relevant regulations such as legal requirements, the Occupational Safety and Health Act, and government guidelines, and comprehensively reflects past accident and incident analyses, trend identification, external audits, customer requirements, stakeholder opinions, and global standards such as ISO 45001 to catalog risks and opportunities and classify their priorities.

For identified risks and opportunities, each site's SHE team determines whether to apply them by site through impact analysis based on site characteristics (processes, equipment, personnel, etc.), gathering similar cases and on-site opinions, and assessing the need for application and priority. We then derive actions to reduce risks and maximize opportunities, and prepare specific implementation plans by classifying actions by type (training, equipment improvement, procedure changes, etc.), designating implementers and those responsible, and establishing schedule, budget, and resource plans.

Risk Monitoring Method

Hyundai Mobis conducts systematic monitoring throughout the entire process of identifying, analyzing, controlling, and improving SHE risks and opportunities. The Chief Safety Officer determines key risks and opportunities and reviews the status of preparedness, while the headquarters SHE team consolidates risks by site and establishes and manages improvement measures. Site SHE managers and line team leaders identify internal and external issues and stakeholder needs at the site level and are responsible for identifying risks and establishing, implementing, and monitoring improvement measures. Line departments lead the execution of actions and periodically review and report on implementation status, and after actions are completed, we verify their effectiveness (such as whether risks were reduced or opportunities created) and implement additional improvements as needed. The implementation results are shared with headquarters and spread company-wide.

Metrics and Targets

Safety and Health Targets

Hyundai Mobis has set targets of 'Zero Serious Accidents, reducing the accident rate (accidents by 5%, absence rate by 10%), and zero fire/electric shock accidents,' and carries out various safety and health activities to protect the lives and health of all employees. We also developed our own safety system and safety culture assessment method (MSRS[1]), reflecting safety, health, and environment (SHE) regulations including the Serious Accidents Punishment Act. Based on this, we set mid- to long-term safety targets and are building a sustainable safety management system across our sites in phases. Furthermore, by integrating the MSRS diagnosis system with safety culture assessment, we aim to establish a safety culture in which employees' voluntary safety practices are internalized, beyond the level of regulatory compliance.

1) MSRS (Mobis Safety Rating System): 15 elements and 469 items in total

In 2025, we also established mid- to long-term safety and health targets to continuously improve our safety and health level. We plan to systematically derive and implement annual tasks and conduct periodic review and monitor performance, aiming to fortify the effectiveness and sustainability of our safety and health management.

Safety and health target

Safety and health implementation	2026	2028	2030
Number of serious accidents	0	0	0
Number of industrial accidents	5% reduction YoY	5% reduction YoY	5% reduction YoY
MSRS assessment	Lv7	Lv7 (maintain)	Lv7 (maintain)
Key-strategy risk-based activities	Set up/stabilize management system	Target to improve from the highest risk	Proactive control/ advancement
Emergency response drill participation rate	100%	100%	100%
Employee statutory safety training completion rate	100%	100%	100%
Worker participation rate in risk assessment	100%	100%	100%
Regular health checkup rate	100%	100%	100%

Safety and Health Metrics

Metrics related to safety and health are reported in detail in the 'Social Performance - Safety and Health Management' section of the Appendix. Hyundai Mobis operates MSRS, a diagnostic tool for its safety and health management system, as a key indicator of its safety and environment policy KPIs, and quantitatively evaluates and manages the safety and health level of each site through metrics such as inspection implementation and improvement rates. Based on safety and health management system certification, we have also built and operate occupational safety and health management processes for each site. As of December 2025, 71 sites at home and abroad have obtained and maintain ISO 45001 certification.

Appendix Social Performance - Safety and Health Management

Safety and Health Management System Certification Status[1]

*As of the end of December 2025

Category	Details	Target (sites)	Certified (sites)	Certification Rate (%)
Domestic	Headquarters	1	1	100
	Production sites[2]	4	4	100
	Parts sites[3]	28	28	100
	Subsidiaries[4]	19	19	100
Overseas	Production sites[5]	19	19	100
Total		71	71	100

1) See Appendix 'Certifications' for details
2) Changwon plant, Jincheon plant, Ulsan electrification, Daegu electrification
3) Distribution centers, parts business sites
4) MOTRAS (11 sites), UNITUS (5 sites), H Green Power (2 sites), Hyundai IHL (1 site)
5) Excludes sites not operating as of the end of 2025 (before mass production, production suspended, etc.) and sites in mass production for less than one year

Environment

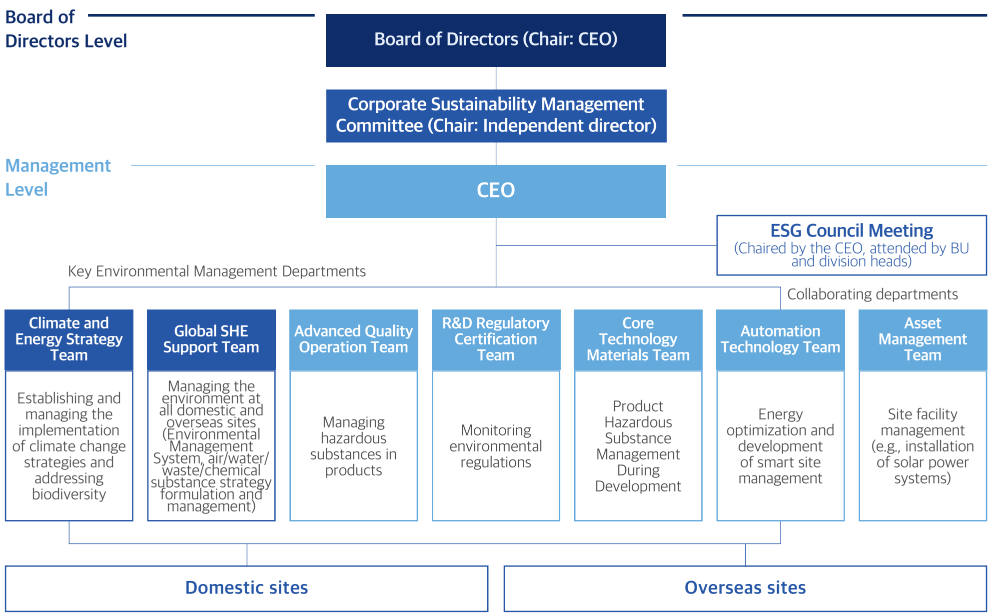
ENVIRONMENTAL MANAGEMENT

Governance

Environmental Management Framework

Hyundai Mobis advances its environmental management strategies, including climate change and Net-Zero initiatives, through the Global SHE Support Team, the dedicated environmental management organization for domestic and overseas sites, and the Climate & Energy Strategy Team, in collaboration with relevant departments. Chaired by the Chief Executive Officer (CEO), the ESG Council Meeting—a C-level consultative body comprising heads of each business unit (BU) and division—regularly monitors overall environmental improvement activities and reviews environmental management risks at least once a year. Furthermore, major issues, including mid- to long-term environmental management strategies and plans for establishing environmental hubs, are reported to and deliberated by the Board of Directors or its Corporate Sustainability Management Committee. In 2025, the Corporate Sustainability Management Committee reviewed the annual performance of environmental management and reported on future implementation directions. Additionally, to ensure the effective execution of environmental management goals, we incorporate climate change-related KPIs into the compensation system for executives, including C-level management. Key environmental management KPIs include the 'transition to renewable energy (RE) and electric vehicles (EVs)' and 'energy reduction activities.'

Environmental Management Framework



Strategy

Environmental Management Policy

Hyundai Mobis continuously improves its environmental performance through responsible environmental management and minimizes negative impacts across its business activities and value chain. To minimize environmental impacts, we have established the Environmental Management Policy. Based on this policy, we engage with various stakeholders—such as employees, government agencies, and local communities—to advance environmental management that aligns with its strategic direction and considers its impact on stakeholders. Furthermore, to enhance the efficiency and effectiveness of these initiatives, we collaborate with external experts, leveraging their proficiency in establishing environmental management systems.

Environmental Management Policy

Fundamental Principles of Environmental Management Policy

Raw Materials
- Optimize raw material usage
- Reuse production waste
- Use eco-friendly raw materials

Energy
- Reduce energy consumption
- Adopt renewable energy
- Operate management systems

Water
- Water Recycling
- Water Storage
- Water Source Area Inspection

GHG
- Worksite Emissions Reduction
- Supply Chain Emissions Reduction
- Product and Service Emissions Reduction

Waste
- Waste Tracking and Management
- Improving Recycling
- Resource Recovery

End-of-Life Products
- Providing Information on End-of-Life Product Recovery
- End-of-Life Product Recovery
- End-of-Life Product Recycling

Other Environmental Pollutants
- Air Pollutants
- Water Pollutants
- Hazardous Chemical Substances
- Soil Contaminants
- Noise and Vibration

Violations of Environmental Laws and Regulations
- Awareness of Laws and Regulations
- Implementing Improvement Activities
- Conducting Monitoring
- Employee Training
- Corrective Actions for Violations

Strategy

Identification of Environmental Management Risks and Opportunities

Hyundai Mobis identifies risks and opportunities associated with environmental issues and assesses their financial impacts on business operations. Specifically, we proactively manage environmental risks by identifying key risk factors related to air pollutants, resource use and the circular economy, and chemical management. Our environmental risks and opportunities are outlined below. Further details on Hyundai Mobis's management approach and response strategies for each risk and opportunity can be found in the 'Pollution' and 'Resource Use and Circular Economy' sections of this report.

Pollution | Resource Use and Circular Economy

Environmental Management Risks and Opportunities

Category	Key Risks and Opportunities	Key Financial Impacts	Key Response
Management of Air Pollutants	(Risk) Stricter regulations on air pollutants	• Increase in investment and operating costs to reduce emissions • Financial impacts from regulatory violations, including administrative sanctions, fines, and penalties (e.g., loss of profit due to business suspension)	• Implementing stricter pollutant management standards (at 80% of regulatory limits) • Strengthening pollutant measurement and monitoring standards • Upgrading pollution control facilities and enhancing operational efficiency (e.g., replacing activated carbon)
Resource Use and Circular Economy	(Risk) Enforcement of waste disposal regulations under domestic and international waste laws (Opportunity) Conversion of waste into resources driven by the transition to a circular economy	• Financial impacts from regulatory violations, including administrative sanctions, fines, and penalties (e.g., loss of profit due to business suspension) • Increased resource sales through waste recovery (circular resources)	• Reducing waste generation and expanding recycling • Pursuing Circular Resource Certification for recyclable waste • Operating a management system for regulatory compliance
Chemical Management	(Risk) Stricter chemical regulations	• Costs of human and material losses from chemical accidents • Financial impacts from regulatory violations, including administrative sanctions, fines, and penalties (e.g., loss of profit due to business suspension)	• Operation of the chemical regulation review system (eCMS) • Reviewing the substitution of hazardous chemical substances with general chemicals • Operation of a monitoring system for chemical risks in products (IMDS)

Environmental Management Activities

Environmental Management System (EMS) Certification

Hyundai Mobis has established and operates a systematic Environmental Management System (EMS) in accordance with global standards. We comprehensively monitor and improve the environmental management status of each site by acquiring new certifications through certification bodies for new sites and conducting annual surveillance and renewal audits for existing sites. As of 2025, 100% of its domestic and overseas sites have achieved ISO 14001 certification.

Environmental Management System (EMS) Certification Status[1]

*As of December 31, 2025

Category	Details	Target (Sites)	Certified (Sites)	Certification Rate (%)
Domestic	Headquarters	1	1	100
	Production sites[2]	4	4	100
	Parts sites[3]	28	28	100
	Subsidiaries[4]	19	19	100
Overseas	Production sites[5]	19	19	100
Total		71	71	100

1) For details, please refer to 'Certification' in the Appendix.
2) Changwon Plant, Jincheon Plant, Ulsan Electrification Plant, Daegu Electrification Plant
3) Logistics centers, parts branches
4) MOTRAS (11 sites), Unitus (5 sites), HGP (2 sites), IHL (1 site)
5) Excludes sites that are non-operational (e.g., prior to mass production, production suspended) or have been in mass production for less than one year as of the end of 2025.

Appendix - Certification Status

Establishment of an Environmental Management Platform

Hyundai Mobis enhances data accuracy and reliability by comprehensively managing environmental metrics—including waste generation, pollutant emission concentrations, and soil contamination measurements—through its environmental management platform (Integrated Safety and Health Platform). Site managers record detailed data on air and water pollutant emission and treatment facilities, identify the specific substances generated at each facility, and input this information into the system. We leverage this platform to systematically manage environmental performance and pollutant-related risks. Furthermore, in response to the growing need for chemical management driven by stricter regulations, we operate the Global e-CMS to systematically manage chemical use across our overseas subsidiaries. We proactively respond to changes in global regulatory requirements by analyzing all chemicals used at our overseas manufacturing subsidiaries against 967 global regulations. By classifying every chemical handled at these sites within the system, we ensure accurate and efficient data management.

Strategy

Environmental Management Activities

Environmental Training for Employees

Hyundai Mobis offers a variety of customized environmental training programs to raise employee awareness of rapidly changing environmental issues and strengthen their response capabilities. By providing diverse online and offline courses alongside regular mandatory statutory training, we strengthen our enterprise-wide environmental management capabilities. Notably, in 2025, we conducted training on raw material management and the importance of the circular economy in reducing waste and pollution to improve resource efficiency. Furthermore, we provided training for employees at overseas subsidiaries on Hyundai Mobis's 2045 Net-Zero goal and implementation strategy. This session emphasized the importance of action plans, such as the RE transition and energy efficiency improvements, and encouraged active cooperation in achieving these targets.

Employee Environmental Training Status

Course Name	Target Audience	Number of Completions	Training Content
Environmental Compliance Training	All employees	9,805 employees	Environmental Management Policy, workplace environmental management activities (air/water pollution, waste, hazardous substances, etc.), and key environmental regulations
ESG Mindset Training	All employees	5,378 employees	Training on understanding and managing key sustainability topics, including supply chain management, circular economy, and human rights due diligence
Sustainability Training for Practitioners	Sustainability practitioners	69 employees	Discussion-based training covering five key topics: strategic CSR and human capital and risk management, supply chain management, climate change response, and circular economy and resource management
Global Sustainability Conference for Overseas Subsidiaries	Working-level staff at overseas subsidiaries	43 employees	Conference designed to enhance understanding of sustainability management, carbon disclosure, and sustainability issues linked to local communities at overseas subsidiaries
Environmental Managers Workshop	Environmental managers	13 employees	Conducted a workshop for environmental managers to strengthen environmental management operations and enhance environmental risk response capabilities at business sites
External Environmental Training	Safety/ Environment Managers	10 employees	Environmental engineers (air, water, waste management), hazardous chemicals specialists

Risk Management

Environmental Risk Management

Environmental Compliance and Monitoring

To ensure effective environmental compliance, Hyundai Mobis regularly reviews and actively responds to major domestic and international policies and regulations applicable to its business operations, including those concerning greenhouse gases, air quality, and chemical substances. We update our environmental management platform with regulatory amendments. Additionally, we share regional regulations and key trends with relevant staff monthly through the Global SHE Newsletter, compiling legislative notices from KONETIC[1)] and national environmental agencies[2)] in the respective countries of its subsidiaries. Furthermore, during mergers and acquisitions, Hyundai Mobis conducts preliminary due diligence to review environmental regulations, legal standards, and requirements for protecting the natural environment and ecosystems. We mitigate environmental impacts by developing improvement measures for any identified risks.

1) National Environmental Industry Technology Information System 2) U.S. (EPA), Europe (EEA), China (MEE), etc.

Environmental Regulations by Country

Region	Detailed Environmental Regulations
U.S.	Regulations on Hazardous Chemical Substances (PFAS), Clean Air Act, etc.
China	Air Pollution Prevention Act, Solid Waste Pollution Prevention Act, etc.
Europe	Industrial Emissions Directive (IED), REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals), etc.

Environmental Accident and Emergency Response

Hyundai Mobis has established and implemented emergency response rules to prepare for environmental accidents. Based on these rules, the SHE team at each site develops scenarios and response processes for various types of emergencies, and conducts regular training and mock drills to strengthen response capabilities. Furthermore, we provide timely information regarding duties and responsibilities to all stakeholders, including employees, and maintain active communication to prevent environmental accidents at its sites.

Risk Management

Environmental Risk Management

Environmental Compliance and Monitoring

CASE Establishing a Greenwashing Prevention System

To transparently and fairly communicate its environmental management performance to stakeholders, we have established and operate a review process for producing and distributing environmental claims and advertising. In 2025, we distributed greenwashing training materials to domestic and overseas subsidiaries and reviewed environmental claims and advertising materials through self-assessments. It minimized greenwashing risks by modifying or deleting[1] materials containing unclear expressions or those that could mislead consumers. Going forward, we will continue to prevent greenwashing risks through our internal review process.

1) Product labels, eco-friendly promotional materials, official website, YouTube promotional videos, etc.

Metrics and Targets

Environmental Management Targets

Hyundai Mobis is committed to minimizing negative environmental impacts across the value chain and fostering a sustainable ecosystem. Hyundai Mobis has implemented the ISO 14001 Environmental Management System (EMS) across all domestic and overseas production and major sites, and rigorously monitors environmental data, including pollutant emissions, through its environmental management platform. In particular, we proactively review tightening global environmental regulations and operate an internal risk assessment system to achieve and maintain zero environmental regulatory violations. Building on these responsible environmental management practices, Hyundai Mobis is committed to establishing an advanced environmental management system and leading efforts to conserve natural capital and realize its Net-Zero vision.

Environmental Management Metrics

Detailed indicators related to environmental management are provided in the "Environmental Performance - Environmental Management" section of the Appendix.

Appendix Environmental Performance - Environmental Management

Environmental Regulatory Violations

Hyundai Mobis considers environmental regulatory compliance a core element of its environmental management and operates a management system to minimize environmental violations across all domestic and overseas sites. Hyundai Mobis is also strengthening preventive management of environmental regulatory risks and continuously improving its internal inspection and management processes. In 2025, the number of environmental regulatory violations was zero.

POLLUTION

Governance

Pollutant Management System

Hyundai Mobis, led by the Global SHE Support Team—the dedicated environmental management organization for all domestic and overseas sites—Hyundai Mobis collaborates with relevant departments to advance pollutant management strategies and activities. The safety and health department manages risk inspection records related to pollutant management. The headquarters monitors information on regulatory violations and compliance issues, and regularly reports these details to the CSO.

Strategy

Pollution Management Policy

To minimize negative environmental impacts on domestic and overseas sites, suppliers, local communities, and other stakeholders, Hyundai Mobis has established and implements its pollution management policy under Article 2, Fundamental Principles (G. Other Environmental Pollutants), of the Environmental Management Policy. It measures and evaluates the direct and indirect environmental impacts caused by the emission of air, water, waste, and soil pollutants, as well as hazardous chemical substances generated during the vehicle manufacturing process, and complies with national laws, regulations, and internal standards.

Environmental Management Policy

Pollutant Management Activities

Pollutant Management at Business Sites

Air Pollutant Management

To minimize the environmental impact of air pollutants, Hyundai Mobis manages refrigerants (HFC-based)—major contributors to global warming and ozone depletion—in compliance with legal standards while enhancing the accuracy and reliability of related data. To optimize environmental facilities and minimize air pollutant emissions, we inspect our air emission and pollution control facilities for regulatory compliance. At sites subject to relevant regulations, we install IoT monitoring devices on environmental facilities to enable immediate corrective actions in the event of operational anomalies. Furthermore, we drive continuous improvements by regularly replacing consumables and packing materials in aging air quality control facilities, while further strengthening environmental monitoring through its Global SHE platform.

Water Pollutant Management

Hyundai Mobis treats wastewater and general sewage generated from processes such as parts cleaning at on-site wastewater treatment facilities prior to discharge, or collects and consigns the entire volume to external treatment providers. Sewage generated at other sites is directed to municipal sewage treatment plants. To monitor water pollutant emission levels, we regularly engage certified external agencies to measure pollutant concentrations in the effluent discharged from its facilities, ensuring compliance with both legal regulations and internal standards.

Strategy

Pollution Management Policy

Chemical Management at Business Sites

Chemical Management System

Hyundai Mobis has established and operates e-CMS[1], its proprietary chemical management system, to prevent chemical-related harm to employees and the environment and to proactively respond to tightening regulations. Hyundai Mobis introduced a pre-assessment procedure integrated with the procurement system to evaluate the regulatory compliance, hazards, and handling requirements of chemical products (such as raw and subsidiary materials containing chemicals) before they are received at business sites. Furthermore, it established a process to restrict purchases if legal requirements, such as permits, are not met.

1) e-CMS: e-Chemical Management System

Handling of Hazardous Chemical Substances

Hyundai Mobis conducts installation inspections and safety checks on facilities handling hazardous chemical substances, immediately addressing any identified risk factors to ensure safe handling and prevent chemical accidents. Furthermore, in accordance with the Labor Standards Act, we designate and manage 17 hazardous substances—including lead, mercury, and benzene—that are prohibited for use by pregnant employees. To prevent accidents caused by chemical reactions during disposal, we established and implemented a chemical disposal reactivity review procedure. In 2025, we replaced hazardous chemical substances (silicone grease) used in the automotive electronics manufacturing process with non-hazardous alternatives. By verifying and testing these alternatives before applying them to mass production lines, we effectively reduced the handling volume of hazardous chemical substances and eliminated exposure risks for workers.

Chemical Management in Products

Material Information Management System

Hyundai Mobis proactively prevents the use of hazardous substances in its products and systematically manages substance data through periodic inspections using MCMS[2], its material information management system. Starting from the R&D stage, we establish substance management standards aligned with Car OEMs' requirements to assess the hazards of products under development. It also strives to minimize the use of hazardous chemical substances by identifying alternative materials. Following mass production, we secure regulatory-compliant substance data by managing modifications to products and parts. Through continuous system enhancements, we built an integrated database linking substance data with regulatory information to monitor non-compliant materials. At the same time, we track the use of hazardous chemical substances slated for future regulation and promote the early adoption of alternatives. Furthermore, we prevent the use of hazardous substances by signing the Eco-friendly Parts Supply Agreement with suppliers to ensure compliance with heavy metal regulations.

2) MCMS: MOBIS Chemical Management System

Management of Priority Hazardous Chemical Substances

Hyundai Mobis strictly manages the use of the Four Major Heavy Metals (lead, mercury, hexavalent chromium, and cadmium), two flame retardants (PBB and PBDE), and four phthalates (DBP, DEHP, DIBP, and BBP). To this end, we are expanding management and support for suppliers by identifying high-risk parts that require priority management through a dedicated hazardous substance analysis laboratory. In 2024, we secured the reliability of our analytical data by obtaining ISO 17025 certification. To further enhance the reliability of its chemical management, we conducted comparative testing with accredited third-party laboratories in 2025. Building on these efforts, we continue to expand initiatives to reduce or replace the use of priority hazardous chemical substances. In particular, we conduct physical product verification for newly launched vehicle models to proactively identify and prevent the introduction of priority hazardous chemical substances into its products. Furthermore, by executing and planning joint inspections and improvement activities at supplier production sites, we are advancing the reduction and substitution of priority hazardous chemical substances across the entire supply chain.

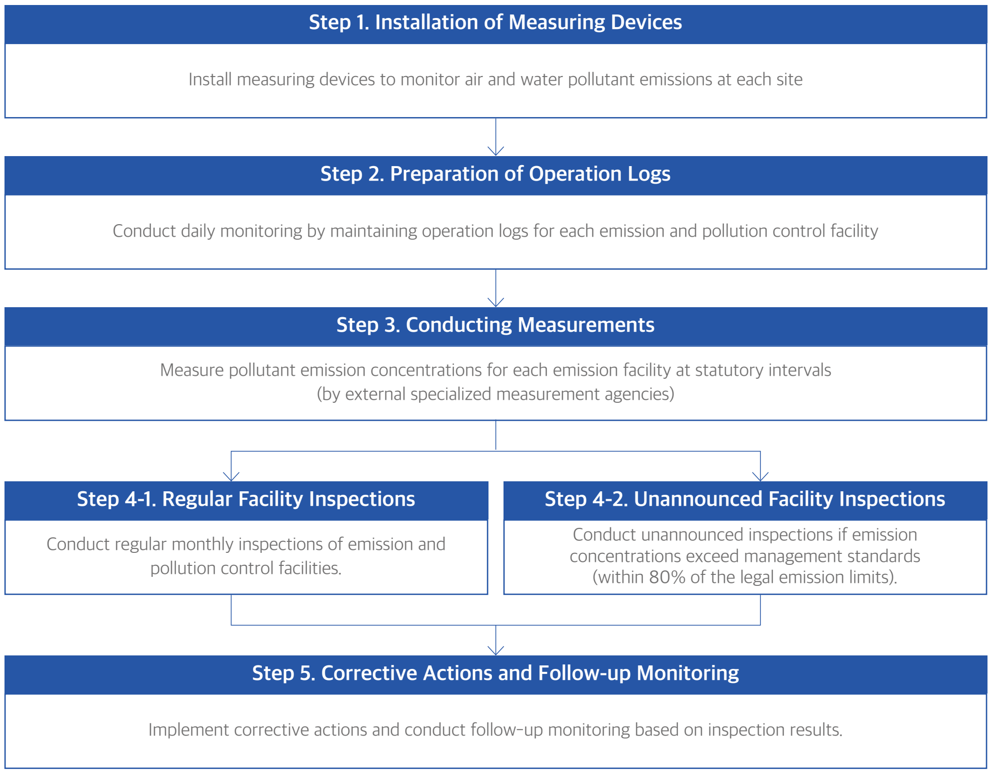
Risk Management

Pollutant Risk Management

Air and Water Pollutants

To reduce air and water pollutants generated during manufacturing, Hyundai Mobis applies internal management standards set at 80% or less of the legal emission limits, in accordance with its internal Standard for Air and Water Pollution Prevention. To this end, we implemented a monitoring system for emission and pollution control facilities that is aligned with ISO 14001 standards. It also manages the risk of pollutant emissions from accidental releases at each site by installing IoT devices in air pollution control facilities to enhance continuous monitoring capabilities.

Pollution Risk Monitoring System



Workplace Chemicals

To mitigate risks associated with stricter domestic and international chemical regulations, such as the Act on the Registration and Evaluation of Chemicals, the Chemicals Control Act, and EU REACH[1], Hyundai Mobis operates a chemical risk management system. Through this system, we proactively prevent the use of hazardous substances in our products and workplaces while strictly managing all chemicals currently in use. Additionally, we established a pre-evaluation process for receiving and handling chemicals at its sites using its proprietary e-CMS[2] management system, minimizing risks by closely monitoring even the small quantities of chemicals used in its research centers.

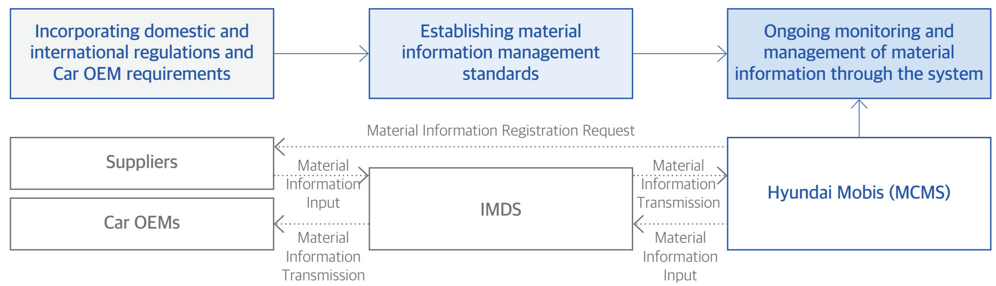
1) EU REACH: Registration, Evaluation, Authorisation and Restriction of Chemical
2) e-CMS: e-Chemical Management System

Chemicals in Products

To manage chemicals in products, we established MCMS[3], an internal system linked to IMDS[4]. Through this system, we analyze and review product hazards from the R&D stage and comprehensively manage material information from suppliers.

3) MCMS: MOBIS Chemical Management System
4) IMDS: International Material Data System

Chemical Risk Monitoring in Products



Metrics and Targets

Pollutant Management Targets

Air Pollutant Management Targets

Hyundai Mobis has established and operates internal management standards for air pollutants that are stricter than legal requirements (set at 80% of the legal emission limits). We continuously monitor each site to ensure that air pollutant emission concentrations remain within these internal standards.

Water Pollutant Management Targets

Hyundai Mobis has established and operates internal management standards for water pollutants that are stricter than legal requirements (set at 80% of the legal emission limits). We continuously monitor each site to ensure that water pollutant levels remain within these internal standards.

Workplace Chemical Management Targets

Hyundai Mobis manages workplace chemicals with the primary goal of preventing chemical accidents and protecting employees and the environment from chemical-related harm. To achieve this, we conduct pre-assessments through our proprietary Chemical Management System (e-CMS) to evaluate potential hazards and verify compliance with applicable regulations before chemical products are brought into our worksites. Moving forward, we will further strengthen safe chemical handling practices by continuously inspecting facilities that handle hazardous chemical substances and proactively responding to global regulations.

Product Chemical Management Targets

Hyundai Mobis establishes specific management targets for the use of hazardous chemical substances in products by regularly monitoring regulations and stakeholder demands. By 2026, we will restrict the use of MCCP[1] substances in accordance with the Stockholm Convention, and by 2030, it will limit UV-328[2] substances to 0.0001% or less in products exported to the EU.

1) MCCPs (Medium-Chain Chlorinated Paraffins): Chemicals used as flame retardants and plasticizers, consisting of chlorinated paraffins with medium-length carbon chains (approx. C14-C17).
2) UV-328: A light stabilizer used in polymers, coatings, films, and adhesives.

Pollutant Management Metrics

Metrics related to pollutant management are detailed in the "Environmental Performance - Air and Water Pollution Management, Chemicals / Substances of Concern Management"

Appendix Environmental Performance - Air and Water Pollution Management
Appendix Environmental Performance - Chemicals / Substances of Concern Management

NATURAL CAPITAL MANAGEMENT

Governance

Natural Capital Management System

Led by the Climate & Energy Strategy Team, Hyundai Mobis collaborates with relevant departments to advance natural capital management strategies and activities. The ESG Council Meeting reviews the implementation of these initiatives. Detailed information on Hyundai Mobis' natural capital management governance is available in the 'Environmental Management - Environmental Management System' section.

Strategy

Natural Capital Management Policy

Water Resource Protection Policy

The Water Resource Protection Policy is outlined in 'C. Water' under Article 2, 'Fundamental Principles,' of the Environmental Management Policy. It covers water recycling, water storage, and the inspection of water sources in areas at risk of water scarcity and depletion. To enhance water sustainability, Hyundai Mobis integrates the 3R principles (Reduce, Reuse, and Recycle) into its daily operations. In particular, we regularly monitor regions at risk of water scarcity and depletion, actively working to protect local water resources. Furthermore, by continuously monitoring the discharge of major water pollutants, such as Total Organic Carbon (TOC) and biochemical oxygen demand (BOD), at each site and strictly controlling them below legal limits, thereby minimizing negative environmental impacts.

Environmental Management Policy

Biodiversity Protection Policy

In 2023, Hyundai Mobis established the Biodiversity Protection Policy to prevent biodiversity degradation and loss resulting from its business activities across all operating countries and regions. We recommend that all sites, suppliers, and stakeholders apply this policy. In addition to complying with local biodiversity laws and regulations, we are expanding biodiversity assessments and conservation and restoration activities at our sites and in surrounding areas based on this policy. Management approves the establishment and revision of the biodiversity policy, while the Corporate Sustainability Management Committee deliberates and resolves on matters related to biodiversity impact mitigation initiatives. Furthermore, the Sustainability Management Office is dedicated to executing biodiversity protection tasks, overseeing policy enactment and amendment, action plan development and implementation, risk analysis, and external engagement.

Biodiversity Protection Policy

Deforestation Prevention Policy

In 2023, Hyundai Mobis established and declared its No Deforestation Policy to prevent and minimize deforestation in and around its business sites and to achieve No Net Deforestation through afforestation activities. The policy applies to all business sites, including subsidiaries, and may also extend to suppliers. adopt it as well.

Deforestation Prevention Policy

Strategy

Natural Capital Management Activities

Water Resource Management Activities

As most Hyundai Mobis plants focus on parts assembly, they use relatively less water than companies in other manufacturing sectors. We systematically manage water consumption across all operations, continuously monitoring total usage at domestic and overseas sites. While consumption fluctuates with business scale and operating conditions, we track usage by resource type, including municipal and surface water. When anomalies are detected, we take immediate corrective action while advancing broader initiatives to reduce overall water consumption. Recognizing environmental impacts in water-risk and water-stress areas as critical management priorities, we separately track water usage and water pollutant discharges in these regions. This targeted approach supports more focused management to minimize environmental impacts in areas with high water resource risks.

CASE

Wastewater Recycling at India Sites

Recognizing the importance of water resource management, Hyundai Mobis recycles all wastewater generated at its India sites through its on-site Sewage Treatment Plant (STP) and Zero Liquid Discharge (ZLD) system.

MIN (Chennai, India)

Hyundai Mobis MIN (Chennai, India) operates a dedicated Sewage Treatment Plant (STP) on-site. All sewage is collected and reused after undergoing multiple treatment processes. Approximately 70% of the treated water is reused for landscaping, and about 30% for toilet flushing.

[Sewage Treatment Process at MIN (Chennai, India) Subsidiary]

Collection Tank → Aeration Tank → Setting Tank → Filter Feed Tank → Multigrade Filter → Activated Carbon Filter

MIA (Anantapur, India)

MIA utilizes two water sources: bore water and treated water supplied by the adjacent Kia plant. It uses bore water directly for landscaping or treats it via reverse osmosis (RO) for drinking and cafeteria use. The subsidiary shares water supply and wastewater treatment infrastructure with the Kia plant, which operates a Zero Liquid Discharge (ZLD) system. This system processes all sewage and wastewater through a seven-stage treatment cycle for reuse, completely eliminating external discharge.

Biodiversity Management Activities

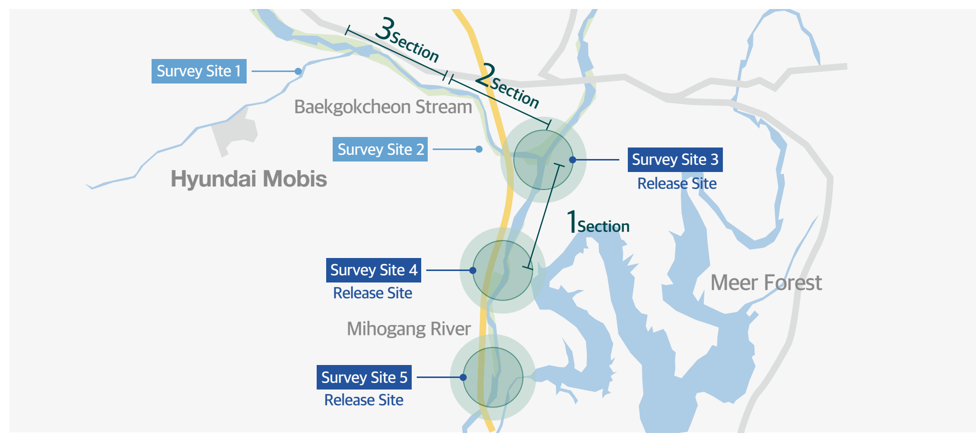
To protect and enhance biodiversity around its business sites, Hyundai Mobis is advancing ecosystem protection and improvement activities at the Miho River near the Jincheon Plant. This major river, spanning 200 to 300 meters in width, plays a vital ecological role and is adjacent to the Hyundai Mobis Forest (Meer Forest), which we developed over a decade starting in 2012. In particular, we are dedicated to restoring and securing a stable habitat for the Miho Spine Loach[1], an endemic species found only in the Miho River basin that is designated as a Class I Endangered Wildlife species and a Natural Monument. Furthermore, Hyundai Mobis is implementing various initiatives to ensure these biodiversity enhancement efforts raise ecological awareness among local communities, establish a participatory management system, and contribute to sustainable economic activities.

1) Miho Spine Loach: Natural Monument No. 454 and Class I Endangered Wildlife. It inhabits shallow shoals less than 1 meter deep with slow currents. First discovered in 1984 in the Miho River, a tributary of the Geum River, it is now rarely observed due to urban development and sand mining.

Mid- to Long-term Operational Goals

2023	2024~2026	2027 onwards
Establish an ecosystem restoration framework • Conduct ecological impact assessments and set quantitative targets • Sign MOUs with stakeholders • Conduct environmental cleanups for habitat restoration	**Creating an ecological environment** • Conducting quarterly ecological monitoring • Releasing Miho Spine Loach fry • Developing and operating ecological awareness education programs	**Stabilizing the ecological environment** • Designation as national and international wetland protected areas • Supporting local communities in independently operating programs

Biodiversity Activity Areas in the Miho River



Strategy

Natural Capital Management Activities

Biodiversity Management Activities

Monitoring and Restoring the Miho Spine Loach Habitat

Hyundai Mobis is advancing restoration efforts for the Miho Spine Loach, a Natural Monument and Class I endangered wildlife species, in the Miho River in Jincheon to restore a healthy local ecosystem. In 2024, after obtaining investigation and capture permits from the Korea Heritage Service, we conducted monitoring and released 3,200 Miho Spine Loach fry. In 2025, we released an additional 3,000 fry alongside habitat restoration initiatives, confirming that the previously released loaches are successfully adapting to the environment. Moving forward, we plan to contribute to population stabilization through continuous releases and the expansion of the Miho Spine Loach habitat.

Ecological Survey and Monitoring

Hyundai Mobis is advancing ecological surveys and monitoring in the Miho River region in collaboration with local citizens (citizen scientists) and experts across six fields: plants, birds, amphibians and reptiles, fish, insects, and mammals. This initiative aims to accumulate data and develop improvement measures for the ecological conservation area, as well as to enhance the training and research capabilities of citizen scientists. We publish a comprehensive Miho River ecosystem report annually. Recently, as a result of ecosystem improvement efforts, 14 nationally protected species, including the Miho Spine Loach, otters, and martens, have been identified in the area.

2025 Ecological Survey Report

Ecological Survey and Monitoring Results

Category	2025 Monitoring Results		
	Total	Legally Protected Species	Riverine Wetland Indicator Species
Wild Birds	19	10	9
Mammals	2	2	-
Amphibians/ Reptiles	3	-	3
Fish	1	1	-
Insects	1	1	-
Total	26	14	12

Key Ecosystem Protection Achievements

Category	Key 2025 Achievements
Ecological protection areas created	22.40 ha
Invasive species management	Approximately 5.5 ha
Operation and planting of flower gardens	1,200 ㎡
Waste collection	Approximately 20 ton

Hosting an International Academic Symposium

In 2025, we hosted the International Academic Symposium on Freshwater Fish and Miho Spine Loach, bringing together domestic and international fish experts to exchange research on enhancing biodiversity in the Miho River and preserving and restoring the endangered Miho Spine Loach. Approximately 200 participants from universities, research institutes, museums, educational institutions, and government agencies in Korea and Japan attended the event. The symposium featured special lectures and research presentations, along with joint monitoring activities and field visits to Miho Spine Loach conservation sites. Moving forward, we will continue to facilitate discussions on the initiative's significance and outcomes through ongoing exchanges, while exploring strategies to expand the program internationally.

Stakeholder Biodiversity Engagement

Hyundai Mobis shares the progress of its activities and environmental impacts to stakeholders, and raises public awareness by expanding opportunities for citizen participation and environmental education. Furthermore, the Company establishes a collaborative framework by holding regular planning meetings with local governments and NGOs, and runs ongoing programs for local residents, such as strengthening partnerships with local institutions and supporting the operation of the Jincheon-gun Environmental Education Center.

Stakeholder Biodiversity Engagement Activities

Category	Key 2025 Achievements
Biodiversity Exploration	3 sessions, 390 participants
Youth Programs	3 sessions, 132 participants
Environmental Education Programs	53 sessions, 995 participants
Exhibitions and Special Programs	4 sessions, 350 participants

Community 'Sustainable Planet'

Risk Management

Natural Capital Risk Management

Water Resource Risk Management

[CASE] Wastewater Recycling at the India Sites

Water Stress Analysis Results

The growing importance of water resources highlights the need for rigorous management standards for water stress and sewage and wastewater. Hyundai Mobis uses WWF[1]'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 28 domestic sites, including our manufacturing locations. The analysis results indicated a 'medium' risk level, suggesting potential threats beyond household use, and we plan to conduct regular water quality monitoring to ensure the health of aquatic ecosystems. In 2026, we conducted a water stress analysis of our overseas subsidiaries to respond to stakeholder requirements and formulate our environmental strategy for water quality management. The analysis of our major manufacturing corporations confirmed a 'medium' level of water stress across Hyundai Mobis' operations. While overall basin risks were found to be somewhat elevated, operational and management risks at individual corporations were assessed as low. In particular, the India region was flagged for high basin risks due to its climate conditions, population growth, and limited water resource management infrastructure. Our Indian subsidiaries (MIA and MIN) have set their risk mitigation goals and are making necessary improvements, including lowering wastewater discharges through the adoption of ZLD[2] and RO[3] systems. Going forward, we plan to enhance the health of aquatic ecosystems by strengthening key indicators (BOD, SS, and others) and conducting water quality monitoring, while improving the efficiency of water resource use at our overseas subsidiaries through regular leak inspections and repairs, and water conservation campaigns and training programs for employees.

1) WWF: World Wide Fund for Nature
2) ZLD: Zero Liquid Discharge, a system that completely treats and recycles wastewater without external discharge
3) RO: Reverse Osmosis, a system that applies artificial pressure to force water from a high-concentration area to a low-concentration area

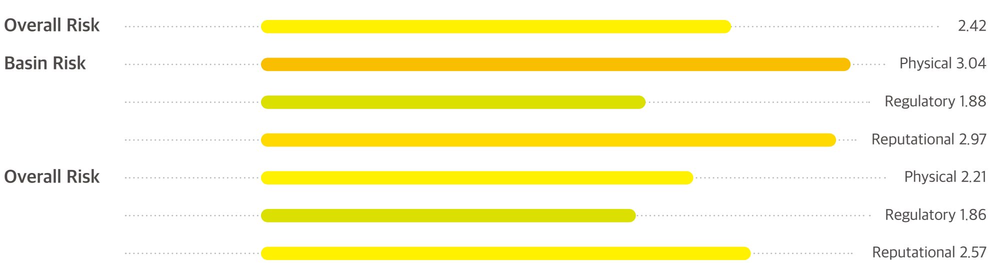
Water Resource Risk Analysis Results for Domestic Sites

Category	Basin Risk			Operational Risk		
	Physical	Regulatory	Reputational	Physical	Regulatory	Reputational
Production Sites (Direct) (Changwon, Jincheon)	Medium	Very Low	Low	Medium	Very Low	Medium
Production Sites (Electrification) (Daegu, Ulsan)	Medium	Very Low	Medium	Very Low	Very Low	Medium
Ulsan Export Logistics (1, 2, 3)	Medium	Very Low	Medium	Low	Low	High
Service Parts (22 Parts Branches)	Medium	Very Low	Medium	Low	Low	High

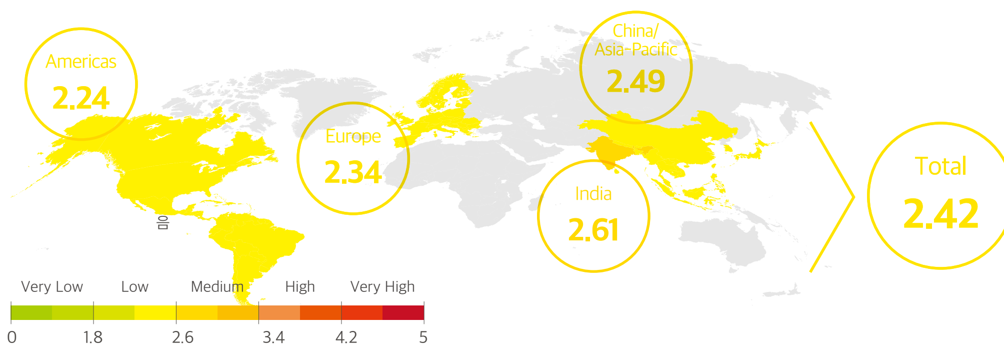
Water Resource Risk Analysis Results for Overseas Sites

Category	Basin Risk			Operational Risk		
	Physical	Regulatory	Reputational	Physical	Regulatory	Reputational
Americas	Low	Low	Medium	Low	Very Low	Low
Europe	Medium	Very Low	Medium	Low	Very Low	Low
China/Asia-Pacific	Medium	Medium	High	Low	Very Low	Very Low
India	High	High	High	Low	Very Low	Very Low

Water Stress Analysis Results



Identification of Water-Stressed Areas



Risk Management

Natural Capital Risk Management

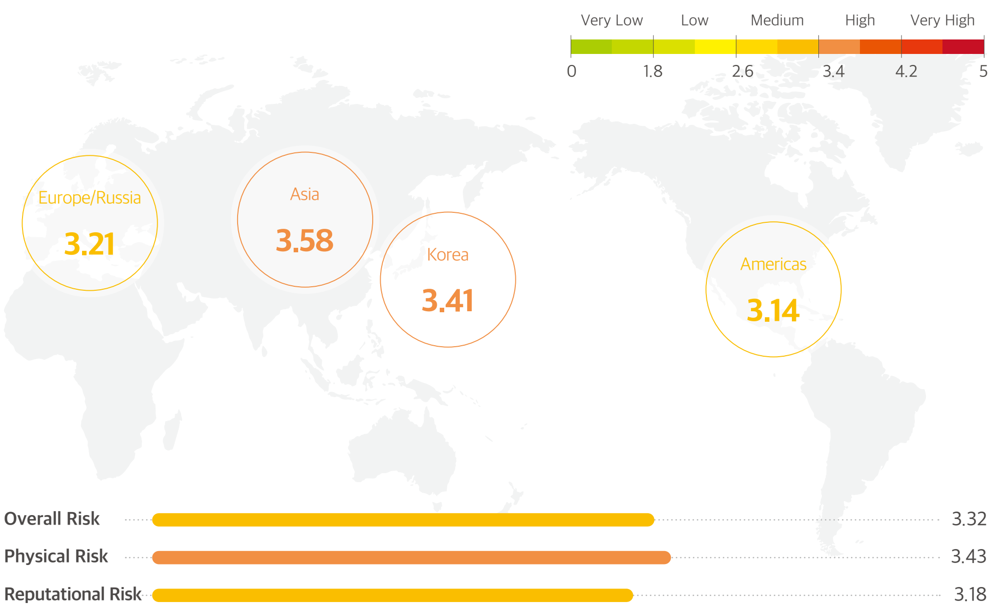
Biodiversity Risk Management

Biodiversity Risk Analysis

Recognizing the importance of biodiversity protection and seeking to minimize the environmental impact of its business activities, Hyundai Mobis analyzed physical and reputational risks across all domestic and overseas production sites using the WWF[1] Biodiversity Risk Filter. Through this analysis, we identified key risk factors based on biodiversity "dependence" and "impact" indicators for each site, and determined issues requiring priority management by region. The results revealed high physical risks, including increased risk exposure driven by climate and natural capital degradation. Regionally, Asian countries such as China and India exhibited high risk levels. Accordingly, we are expanding biodiversity monitoring and phased mitigation measures in the vicinity of these sites.

1) WWF: World Wide Fund for Nature

Identification of Biodiversity Risk Areas



Metrics and Targets

Natural Capital Management Targets

Water Management Targets

Although Hyundai Mobis uses relatively less water than companies in other industries due to the nature of its business, we recognize the importance of water resources and continuously implement efficient water management practices. Accordingly, it operates a water management system focused on increasing water recycling and enhancing water efficiency, moving beyond mere consumption reduction. Moving forward, Hyundai Mobis will continue to improve water reuse rates and strengthen reduction initiatives to support sustainable water resource management.

Natural Capital Management Metrics

Metrics related to natural capital management are detailed in the "Environmental Performance - Water Management" section of the Appendix.

Appendix Environmental Performance - Water Resource Management

Water Use and Recycling

To reduce water consumption, Hyundai Mobis is expanding water recycling across its operations. In 2025, the company's total volume of recycled water reached 91,846 tons. Hyundai Mobis discloses water withdrawal and consumption data by source for major business sites and plans to improve the accuracy of water withdrawal data by refining source-specific classifications, including municipal water, surface water, and groundwater, by site.

Water Use and Water Pollutant Discharges in Water Risk/Stress Areas

Hyundai Mobis utilizes the World Wide Fund for Nature (WWF) Water Risk Filter tool to analyze water stress levels across its global sites and systematically monitors water usage. In 2025, water use and water pollutant discharges in water risk and stress areas were 101,557 tons and 0 tons, respectively. We will continue to monitor and manage water-related indicators in water stress areas to contribute to sustainable water resource conservation.

RESOURCE USE AND CIRCULAR ECONOMY

Governance

Resource Use and Circular Economy Management System

Hyundai Mobis manages environmental impacts across the value chain and creates sustainable value. To this end, we operate a Resource Use and Circular Economy management system. We analyze environmental impacts across the entire product life cycle—from raw material extraction to parts production, use, disposal, and recycling—using LCA (Life Cycle Assessment). In addition, Hyundai Mobis is advancing various initiatives to enhance resource efficiency, including reducing landfill waste company-wide and expanding the use of lower-impact materials. Details on the governance framework for Resource Use and Circular Economy management are available in the 'Environmental Management' section.

CASE

Carbon Reduction through the Introduction of Low-carbon Materials

In 2025, Hyundai Mobis signed a contract with Emirates Global Aluminium (EGA), a global aluminum producer, to purchase 15,000 tons of low-carbon aluminum annually, valued at approximately KRW 62 billion. This volume represents more than 20% of the Company's total aluminum procurement in 2024. Produced through solar-powered refining and casting, this low-carbon aluminum generates only about one-quarter of the greenhouse gas emissions of conventional aluminum. Hyundai Mobis utilizes this material to manufacture core parts such as chassis, strengthening its carbon reduction efforts from the raw material procurement stage while supporting compliance with global environmental regulations, including the EU CBAM (Carbon Border Adjustment Mechanism).

Strategy

Resource Use and Circular Economy Policy

Hyundai Mobis has formalized a 'Waste Management Policy' as a Fundamental Principle within its Environmental Management Policy to ensure the efficient use of resources and foster a sustainable circular economy ecosystem and is implementing related activities. We manage waste generated at our sites in compliance with regulations from generation to final disposal through its waste management process, and minimizes incineration and landfilling by pursuing ZWTL (Zero Waste To Landfill) certification across all production sites. Moving forward, Hyundai Mobis will continue to diversify raw materials and advance its resource upcycling capabilities to prevent the waste of natural resources and lead the global transition to a circular economy.

Environmental Management Policy

Resource Use and Circular Economy Activities

Raw material extraction and Production: Development of Lower-impact Materials

To reduce carbon emissions, Hyundai Mobis has established a strategy to expand the use of low-carbon materials and systematically manages its greenhouse gas emissions accordingly. Based on material characteristics and manufacturing stages, low-carbon materials are broadly categorized into low-carbon metals and low-carbon polymers. Low-carbon polymers include recycled and bio-based materials. For bio-based materials, we primarily utilize lignocellulose-based natural materials, such as natural fibers and fillers derived from woody biomass. Hyundai Mobis is conducting R&D to apply these materials to various components, including trims, chassis, and bumper covers. Furthermore, to comply with the EU Carbon Border Adjustment Mechanism (CBAM)[1], we are gradually expanding the application of low-carbon aluminum, starting with chassis knuckles and carriers for the European market.

In addition, we have established and implemented a recycling strategy to enhance resource circulation. To increase the use of recycled metals and polymers, we are expanding the application of end-of-life vehicle (ELV) steel scrap, recycled aluminum, and recycled plastics. We plan to gradually expand the application of these materials beyond cockpits to all manufactured components, including large plastic parts such as bumpers, airbags, electrification components, electronic parts, and chassis. Furthermore, we are currently conducting R&D to apply metal materials derived from ELV scrap to knuckles, carriers, and discs, and plan to extend this to other parts in the future.

Furthermore, we are actively developing alternatives to critical raw materials. Notably, as it shifts its portfolio toward high-value-added products, including electrification and electronic components, we are developing new materials to reduce the use of rare metals such as nickel. It is applying low-nickel soft magnetic materials to the mass production of inductors, a core power conversion component for EVs. It has also completed the development of a new nickel-free material that delivers equivalent performance and is currently advancing verification for its mass production. To minimize environmental impacts and mitigate supply chain risks, we are continuously advancing the development of permanent magnet materials that reduce the use of heavy rare earth elements while enhancing performance. Through these initiatives, it seeks to strengthen its competitiveness in the electrification and electronic component sectors.

1) CBAM: Carbon Border Adjustment Mechanism

Strategy

Resource Use and Circular Economy Activities

Parts Procurement: Eco-friendly Parts Supply Management

Hyundai Mobis promotes environmentally responsible practices among its suppliers by incorporating the Eco-friendly Parts Supply Agreement into its parts supply contracts. The agreement requires strict compliance with environmental regulations and internal guidelines, specifically prohibiting the use of the Four Major Heavy Metals (lead, mercury, cadmium, and hexavalent chromium). Through this, Hyundai Mobis emphasizes supplier commitment and collaboration to establish an eco-friendly system, ensuring that all supplied parts are designed, manufactured, packaged, and transported in an environmentally responsible manner.

Product Manufacturing: Waste Reduction and Recycling

Hyundai Mobis categorizes and manages waste generation sources to reduce raw material consumption and minimize waste throughout the entire production process. First, we are increasing the proportion of recycled plastics and actively utilizing recyclable raw materials at the product disposal stage. Furthermore, the Company reduces designated waste by introducing lead alternatives into its processes. It also contributes to resource circulation by separating and recycling metal scrap, such as steel and aluminum, and continuously recycling unused pallets and end-of-life parts from its logistics centers. In addition, we are improving our effective recycling rate by changing waste treatment methods at our sites, such as converting intermediate processed waste into raw materials. As a result, it achieved a waste recycling rate of 94.1% at its domestic sites in 2025.

Furthermore, we are collaborating with suppliers to improve packaging methods to minimize hazardous waste generated during the production process. Previously, gap fillers were packaged directly into empty drums, preventing the use of residual materials and resulting in their disposal as designated waste. By changing the packaging method to apply vinyl liners to empty drums, we are increasing the utilization of gap fillers and reducing designated waste generation.

We report the entire waste management process, from discharge and transportation to disposal, to the government through the Allbaro System (Waste Management System). In addition, we conduct pre-contract eligibility assessments to verify the legal compliance of waste disposal companies. To fulfill its obligations as a waste generator, we perform initial inspections for new contractors prior to signing and regular biennial inspections for existing contractors.

Product Manufacturing: ZWTL (Zero Waste To Landfill)

Hyundai Mobis is advancing the transition to a resource-circulating production system by becoming the first company in the Korean automotive industry to pursue ZWTL (Zero Waste To Landfill) certification from UL (Underwriters Laboratories). The Changwon Plant increased its recycling rate by improving production processes and transitioning its waste treatment methods, earning a Gold rating in 2022 and earning the highest Platinum rating in 2024. The Jincheon Plant achieved a 100% waste recycling rate in 2023 and earned a ZWTL Gold rating in 2024 by shifting its waste recycling method from intermediate processing to raw material manufacturing. Furthermore, to promote the circular use of waste resources and transition to a circular economy, we obtained Circular Resource Certification from the Ministry of Environment for waste synthetic resins (waste plastics) and waste paper generated at its sites. This initiative reduces waste by more than 190 tons annually and maximizes resource efficiency by reusing waste as raw materials. Through these efforts, Hyundai Mobis is strengthening its sustainable resource circulation management while creating environmental value and strengthening its corporate reputation.

Waste Certification Status by Site

*As of December 2025

Category	Certification	Certifying Body	Validity Period[1]	Grade
Changwon Plant	ZWTL	Global certification agency UL (Underwriters Laboratories)	2022.05~2026.05	Gold
Jincheon Plant	ZWTL	Global certification body UL (Underwriters Laboratories)	2023.12~2026.12	Certification
	Circular Resource Certification (Waste paper)	Geum River Basin Environmental Office (Ministry of Environment)	2024.06~2027.06	Certification
	Circular Resource Certification (Waste Synthetic Resins)	Geum River Basin Environmental Office (Ministry of Environment)	2023.07~2026.07	Certification
	Circular Resource Certification (Other waste wood)	Geum River Basin Environmental Office (Ministry of Environment)	2026.01~2029.01	Certification

1) Renewed annually before certification expiration

Strategy

Resource Use and Circular Economy Activities

Product Transport: Expanding Eco-friendly Packaging and Recycling

Recycling Synthetic Resin Packaging

Hyundai Mobis joined the Korea Packaging Recycling Cooperative in December 2014 to fulfill its recycling obligations for synthetic resin packaging (bubble wrap, vinyl, and PE cushioning materials) and lubricants under the EPR (Extended Producer Responsibility) system. As a member, we pay quarterly contributions and submit recycling implementation plans along with records of product and packaging shipments and imports. We then submit a recycling performance report and receives an exemption from recycling levies if it meets the mandatory recycling quota set by the Ministry of Environment. Through these efforts, we reduce our environmental impact from the manufacturing and import stages while managing waste across its lifecycle, going beyond standard consumer-level recycling obligations.

Use of Packaging Containing Recycled Plastics

Hyundai Mobis is increasing the proportion of recycled plastics (PCR[1], PIR[2]) used in its existing plastic packaging. In addition, we utilize materials certified under RCS[3], which verifies the recycled content of finished products, and GRS[4], which ensures compliance with environmental, social, and chemical requirements.

GRS and RCS Certification Status of Materials

Product	Target	Certification	Certification Body	Validity
Double bubble wrap	7 packaging companies, 4 packaging material manufacturers	GRS	Intertek /Control Union	1 year (renewed annually)
General PE film, PE sheet/foam	20 packaging material manufacturers	RCS	Intertek	1 year (renewed annually)

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

Expanding the Use of Paper Packaging

Hyundai Mobis is expanding the use of paper packaging for its products and advancing material transitions to facilitate recycling by applying water-based inks and environmentally friendly alcohol-free printing methods. In 2025, paper-based packaging accounts for approximately 84% of total packaging materials used.

Expanding the Use of Reusable Packaging

Hyundai Mobis is replacing its single-use corrugated cardboard packaging for CKD[5] with returnable alternatives. Reusable packaging currently accounts for approximately 65% of total usage, significantly reducing both packaging logistics costs and waste generation. All reusable packaging currently in use is made from 100% recycled plastic. In 2025, we saved approximately KRW 110 million in packaging logistics costs.

5) CKD: Complete Knock Down

Product Use: Product Lightweighting

Hyundai Mobis is continues to advance lightweight parts technologies as a key strategy to improve vehicle fuel efficiency and reduce greenhouse gas emissions. To this end, we use various technical approaches—such as applying foam materials, utilizing low-specific-gravity materials, and optimizing designs by reducing thickness and structure—to develop lightweight solutions tailored to specific processes and part characteristics. First, the Company has developed lightweight technologies for interior parts using foam materials that leverage internal pores to reduce weight. This approach effectively decreases material input and total weight while maintaining performance. Furthermore, we plan to develop various low-specific-gravity materials, such as high-rigidity plastics and lightweight conductive materials, for application in electronic and electrification parts. These materials ensure physical stability and durability while weighing less than metal, thereby contributing to reduced vehicle weight and improved energy efficiency. In terms of thickness and structural reduction, we reduce weight in chassis modules and electrification parts by applying thinning and structural optimization technologies to aluminum, plastic, and steel materials. To further expand the use of giga steel, we are developing giga welding wires for component manufacturing, as well as ultra-wear-resistant molds capable of processing giga steel. Notably, chassis members made with giga steel achieved a weight reduction of approximately 30% compared to existing products through thinning and structurally optimized designs. This enables weight reduction not only at the component level but also at the vehicle platform level, positively impacting the energy efficiency of electrified vehicles. Additionally, we are mass-producing chassis subframes using hollow-core technology and developing aluminum battery cases for mass production, which offer superior lightweighting benefits compared to steel alternatives. Through these diverse lightweighting technologies, Hyundai Mobis is advancing sustainable manufacturing practices that reduce carbon emissions and conserve resources while maintaining the performance and durability of its parts.

Strategy

Resource Use and Circular Economy Activities

Recycling and Disposal: Increasing Product Recycling Rates

EV End-of-Life Battery Remanufacturing

Hyundai Mobis is establishing a virtuous cycle system for batteries based on their life cycle in collaboration with Hyundai Motor Company and Hyundai Glovis. Utilizing its A/S parts supply chain, we collect end-of-life batteries and selects batteries with sufficient residual value. These batteries are then remanufactured into remanufactured batteries for A/S and older vehicles through performance restoration and packaging processes.
We launched its EV battery remanufacturing service in the UK and Germany in August 2023, and currently provides it in Italy and France. It plans to expand the service across Europe with additional launches in Northern Europe. By extending battery lifespans through remanufacturing, we aim to increase battery recycling rates, comply with regulations, and stabilize the battery supply in the mid- to long term. Remanufactured batteries carry the same warranty period as standard A/S parts.

Electronic Parts Remanufacturing

Hyundai Mobis operates Multimedia Remanufacturing Centers (MRC[1]) directly and through partners in North America, Europe, India, China, and Korea. The MRCs collect audio and AVN[2] units that malfunctioned during customer use, remanufacture them to factory standards, and conduct rigorous quality testing to restore them to a condition equivalent to new products. In 2025, we remanufactured 48,801 units globally. Upon completing the remanufacturing process, these units were distributed to local agencies and dealerships across each region.

1) MRC: Multimedia Remanufacturing Center
2) AVN: Audio, Video, Navigation

Plastic Waste Recovery and Recycling

Hyundai Mobis is increasing the proportion of recycled raw materials used in plastics and actively utilizes recyclable materials at the product disposal stage. It fulfills its recycling obligations for five automotive A/S parts (bumpers, moldings, undercovers, washer tanks, and coolant tanks) through EPR (Extended Producer Responsibility). By increasing the material recycling rate of these five plastic-containing A/S parts, we minimize the environmental impact of its products.
Furthermore, we are responding to global environmental regulations requiring the use of recycled plastics by developing products such as a lower arm protection cover with a 50% recycled plastic content, utilizing materials recovered from municipal waste and end-of-life vehicles. In 2025, we achieved a mandatory recycling rate of 51.7% by recovering 5,783 tons of plastic waste subject to recycling obligations generated at domestic A/S parts sites.

Employee Training on Resource Circulation

In 2025, Hyundai Mobis conducted in-person training for employees in departments related to resource circulation. The training focused on the circular economy within the auto parts industry, with 5,378 employees participating. This program helped raise employee awareness of resource circulation and sustainable raw materials.

Risk Management

Resource Use and Circular Economy Risk Management

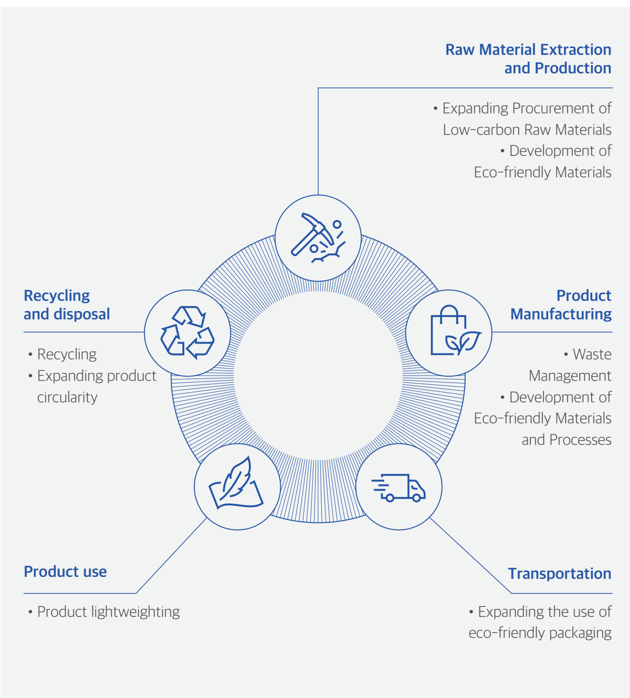
Product LCA (Life Cycle Assessment)

Conduct Product LCAs

Based on Life Cycle Assessment (LCA[1]), Hyundai Mobis evaluates environmental impacts across the entire product life cycle—from raw material extraction to parts production, transport, use, recycling, and disposal— based on defined scopes and assumptions. We are exploring ways to improve resource use and circularity based on the results derived from our phased LCA process. Building on this evaluation framework, Hyundai Mobis, as a global automotive parts company, is expanding environmental impact analyses across the product life cycle to respond to major global regulatory requirements, including European battery and automotive carbon emission regulations. We conduct these assessments in accordance with the ISO 14040[2] and 14044[3] international environmental management standards, applying a Full-LCA approach based on internal criteria. In 2024, we conducted LCAs for 18 product groups[4] to build its internal LCI DB[5]. In 2025, it expanded the LCI DB, advanced its LCA methodology, and calculated the carbon footprint for an additional 59 product groups[6]. Through these efforts, we have established a carbon footprint calculation system to respond to global regulations and Car OEMs' requirements, laying the foundation to support future carbon-related decision-making.

1) LCA: Life Cycle Assessment
2) Fundamental Principles of LCA
3) LCA Procedures and Requirements
4) Analysis of 18 electronics and electrification products: Front radar, AVN, drive motor, and 15 other products
5) LCI DB: Life Cycle Inventory Database
6) Chassis safety, lamps, electronics, semiconductors, electrification, and modules

Product LCA-based Circular Economy Strategy



Product Carbon Management System Roadmap

By 2024
Establish a Product Carbon Footprint calculation system
- Establish calculation methodologies and data collection processes
- Lay the foundation for internalization through pilot product assessments

⇨ Secure LCA capabilities and lay the foundation for internalization

2025
Establishing a carbon data portfolio for all products
- Calculating carbon footprints and establishing data management for all products
- Securing data to proactively respond to customer and market demands

⇨ Securing carbon data to meet external requirements

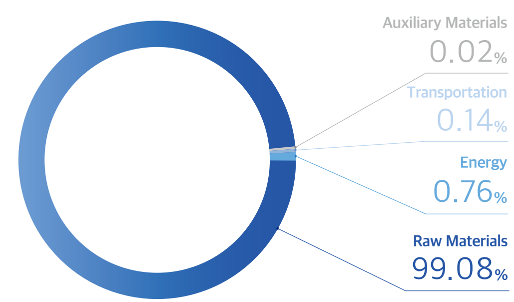
2026~2028
Build an integrated product carbon data management system
- Establish a system-based framework for data collection, calculation, and verification
- Establish a continuous response system for global regulations and Car OEM requirements

⇨ Minimizing regulatory risks through a digital operating system

CASE ICCU LCA Results

Hyundai Mobis conducted a Life Cycle Assessment (LCA) based on its internal methodology. The results for the ICCU analyzed in 2025 are as follows. We selected global warming as the environmental impact category and calculated the emissions of three greenhouse gases (CO2, CH4, and N2O). By collecting primary and secondary data for each stage, we determined the life cycle GHG emissions (Carbon Footprint) per ICCU unit. We used our internal calculation tool to quantify the results. The cradle-to-gate results, covering all stages prior to product use, are presented below.

ICCU Cradle-to-Gate Carbon Footprint Results



Risk Management

Resource Use and Circular Economy Risk Management

External Cooperation on LCA

Hyundai Mobis responds to internal and external demands and regulations, such as carbon footprint requirements by conducting product Life Cycle Assessments (LCAs)[1]. Furthermore, we utilize LCA as an implementation tool for our 2045 net-zero goal, in line with the Paris Agreement's objective of limiting global temperature rise to 1.5℃. Accordingly, we participate in an expert consultative body formed to establish South Korea's official position on the development of a global automotive LCA methodology. The consensus reached by this body is submitted to the A-LCA IWG[2], launched by the GRPE[3] under the UNECE WP.29, where it is reviewed for integration into a globally applicable automotive LCA methodology. Through these efforts, we continue to communicate and collaborate with a diverse range of stakeholders, including domestic and international companies, industry associations, academia, and research institutions.

1) LCA: Life Cycle Assessment
2) A-LCA IWG: Automotive-LCA Informal Working Group
3) GRPE: The Working Party on Pollution and Energy

Metrics and Targets

Resource Use and Circular Economy Targets

Raw Material Recycling and Diversification Targets

Hyundai Mobis establishes mid- to long-term goals for applying recycled materials and diversifying material sources for key polymer components, such as cockpits, chassis, FEMs, and bumper covers. We evaluate material transition options for each component, focusing on physical recycling, chemical recycling, and biomass materials. It is also preparing for phased implementation by developing relevant technologies and conducting advanced component-level development. To align with the enforcement of future regulations, we continuously explore ways to reduce costs and optimize the supply chain.

In response to the 2025 ELV regulations, a Group-level goal has been established to achieve a 25% recycled plastic usage rate per vehicle by 2035. To achieve the goal, Hyundai Mobis continues to develop technologies for applying recycled materials and conducts preliminary verification activities.

Waste Management Targets

Hyundai Mobis aims to obtain ZWTL (Zero Waste To Landfill) certification[4] for all production sites by 2030. To achieve this goal, we are conducting preliminary waste surveys across all business sites. Based on these surveys, we plan to select target sites and certification grades, and pursue zero waste to landfill in phases.

Waste Recycling Rate

Category	Unit	2025 Performance	2025 Target	2030 Target
		Non-consolidated	Non-consolidated	Non-consolidated
Zero Waste to Landfill (Recycling Rate)	%	94.1	90 or higher	Achieve zero waste to landfill at production sites

4) Evaluates the recycling level of waste generated at business sites and assigns a grade

Metrics and Targets

Resource Use and Circular Economy Goals

Resource Use and Circular Economy Metrics

Indicators related to resource use and the circular economy are detailed in the 'Environmental Performance - Resource Use Management, Waste Management' section of the Appendix.

Appendix Environmental Performance - Resource Use Management

Appendix Environmental Performance - Waste Management

Raw Material Use (Procurement)

Hyundai Mobis is committed to expanding the use of low-carbon and recycled raw materials to minimize negative environmental impacts. In particular, we are increasing the use of end-of-life vehicle steel scrap, recycled aluminum, and recycled plastics. In 2025, our raw material use on a non-consolidated basis was 44,357 tons, and the proportion of recycled raw materials used (procured) increased year-over-year to approximately 7.2%.

Eco-friendly Procurement

Hyundai Mobis is committed to expanding its procurement of recycled plastics by establishing internal standards that classify them as recycled materials with strong environmental attributes. This aligns with the circular economy principles outlined in external green classification frameworks, such as the K-Taxonomy and the EU Taxonomy.

Eco-friendly Procurement Ratio

Category	Unit	2024	2025
Total procurement amount (raw and subsidiary materials)	KRW 100 million	3,836	4,063
Eco-friendly procurement amount	KRW 100 million	0	2
Eco-friendly Procurement Ratio	%	0	0.05

Product Remanufacturing

Hyundai Mobis actively operates Multimedia Remanufacturing Centers (MRCs) globally to extend resource lifecycles and mitigate the environmental impacts of waste generation. We are also diversifying our remanufacturing services, primarily in Europe, by collecting end-of-life EV batteries, restoring their performance, and repackaging them into remanufactured batteries. Approximately 30% of batteries replaced under warranty in Europe are remanufactured.

Waste Generation and Treatment

Hyundai Mobis is pursuing international ZWTL (Zero Waste To Landfill) certification, primarily at its production sites, to fundamentally reduce landfill and incinerated waste. We also increase our resource recycling rate by separating and recycling waste plastics and metal scrap, and by directly reintroducing waste into raw material manufacturing. Furthermore, it reduces single-use waste in the logistics stage by using returnable packaging made of 100% recycled plastic for parts transportation. In 2025, total waste treated on a non-consolidated basis was 7,321 tons.

Social

EMPLOYEES

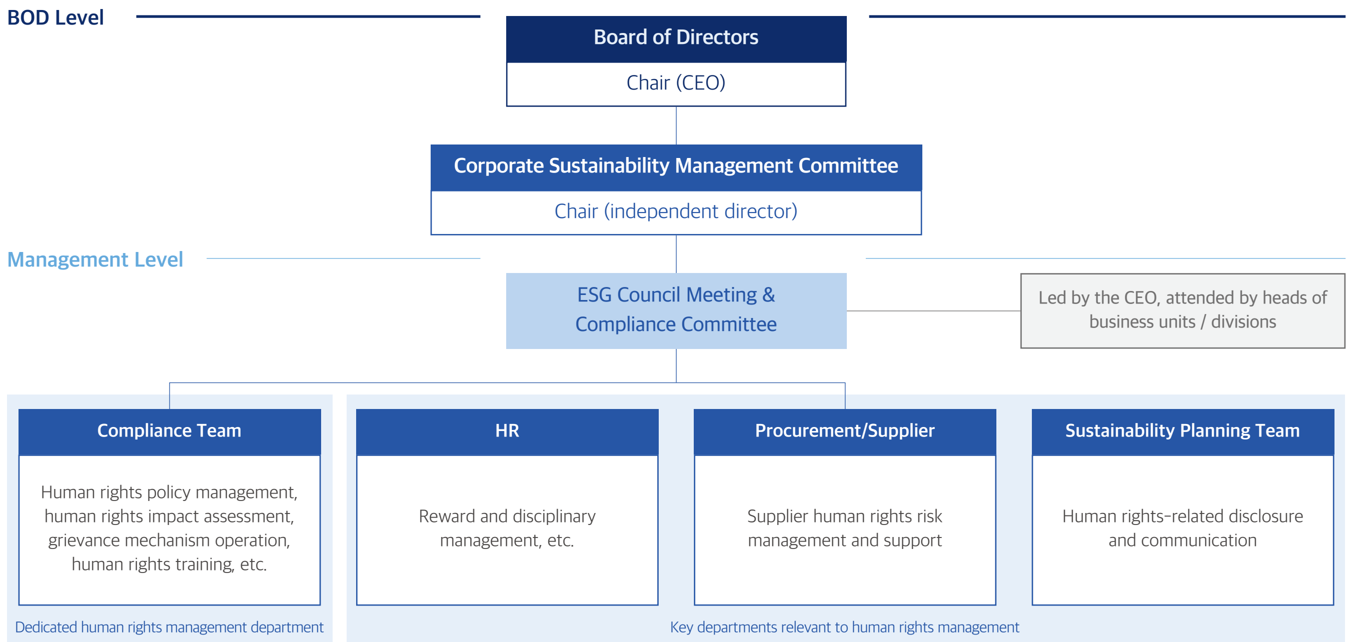
As part of its sustainable management vision, Hyundai Mobis aims to create a great workplace for employees, and integrates sustainable management goals - including the UNGC 10 principles and human rights, labor standards, and environmental standards related to employees - into all aspects of its management practices. Based on these principles, we are building a flexible and autonomous corporate culture that creates a working environment where employees can work with enthusiasm and full engagement, while ensuring employees are fairly recognized for their efforts and performance through our evaluation and compensation system. We also support the growth of employees through structured capability development programs and operate a wide range of programs to promote work-life balance. In particular, we regularly collect employee feedback through annual employee surveys, identify and pursue improvement initiatives based on the results, and monitor the effectiveness of the actions taken on an ongoing basis.

Governance

Human Rights Management System

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 in 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 provide input on revisions 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 are carried out in good faith, with the Compliance Team serving as the responsible organization. We regularly review our human rights management procedures and methods and continue updating our management system to reflect 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 internal and external communication matters.

Human Rights Management System



Strategy

Human Rights Management Policy

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 ILO[1] Constitution and Core Conventions[2], and the OECD[3] Guidelines for Multinational Enterprises. Through our human rights management, we respect human rights across all business activities, prevent human rights violations that may arise in the course of business operations, and systematically manage related risks. This policy applies to our employees, suppliers and business partners, joint ventures and all other stakeholders of Hyundai Mobis, ensuring that the principle of human rights respect is effectively upheld throughout all aspects of our management practices.

1) ILO: International Labour Organization
2) Freedom of Association and Protection of the Right to Organise Convention (No. 87), Right to Organise and Collective Bargaining Convention (No. 98), Forced Labour Convention (No. 29), Equal Remuneration Convention (No. 100), Discrimination (Employment and Occupation) Convention (No. 111), Minimum Age Convention (No. 138), Worst Forms of Child Labour Convention (No. 182)
3) OECD: Organisation for Economic Co-operation and Development

Basic Principles of the Human Rights Policy

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

Human Rights Policy | Code of Conduct | Code of Conduct for Business Partners

Labor Relations Policy

Hyundai Mobis operates its labor relations policy in full compliance with the labor laws and regulations applicable in each country where we conduct business. We uphold our employees' rights with respect to hiring and termination, working hours and overtime compensation, and rest and leave, while recognizing every employee's right to work based on their own voluntary choice. Employees' rights to freedom of association and collective bargaining are fully respected, and any form of unfair treatment arising from union membership, formation, or participation is strictly prohibited. Where significant operational changes may affect employees' job security, the relevant procedures and timelines are set out in collective agreements, and thorough consultations are conducted with labor unions prior to implementation.

Diversity and Inclusion Policy

Hyundai Mobis has established a Diversity and Inclusion (D&I) policy aimed at fostering a corporate culture where employees of diverse backgrounds can express creative thinking and bold ideas, while contributing to a more inclusive society. The policy is grounded in the principle of embedding diversity considerations throughout employment and workforce management, ensuring that equal opportunities are extended to all without discrimination. Through our Code of Conduct, Human Rights Policy, and D&I policy, we make clear that discrimination of any kind, whether based on gender, race, ethnicity, nationality, cultural background, disability, age, sexual orientation or gender identity, political or religious beliefs, or social status, is not tolerated under any circumstances.

Diversity & Inclusion Policy

Strategy

Organizational Culture Management

Employee Engagement

Hyundai Mobis operates a range of communication channels to enable employees to freely express their opinions, and proactively reviews employee feedback and reflects it in ongoing improvements.

Labor-Management Communication Channels

Hyundai Mobis manages its labor relations through three domestic and six overseas labor unions, reflecting the characteristics of each region, site, and job function.[1] Annual collective bargaining is conducted with each labor union through thorough consultations on key working conditions, including wages and benefits. We also operate a Labor-Management Council to strengthen communication and cooperation between labor and management, and work to build a relationship of mutual trust and collaboration with the representatives of each labor union. In 2025, a total of 162 rounds of collective bargaining and 151 rounds of labor-management consultations were held.[2] In addition, employee feedback is gathered broadly through a variety of communication channels, including division-level discussion meetings, in-house communities, and the company intranet, and the outcomes of labor-management consultations are shared with all employees, fostering a culture of transparent and open labor-management communication.

1) In China, operated in the form of trade unions
2) consolidated basis

Collective Bargaining Schedule

Category	2025	2026 (Planned)
Collective bargaining	(Domestic) 70 sessions in total, June to October (Overseas) 15 sessions in total, monthly (Detailed schedules vary by subsidiary)	(Domestic) Scheduled to begin in May; (Overseas) Three companies in the first half and two in the second half

Culture Survey

Hyundai Mobis conducts an annual Culture Survey for all employees to systematically assess its organizational culture and identify areas for improvement. The survey is conducted in the second half of each year, with questionnaires provided in local languages to facilitate participation across global operations, and response confidentiality is strictly protected throughout the process. Through this survey, we comprehensively assess our corporate culture across three key areas and evaluate each organization's level of cultural awareness based on employees' work experiences and the workplace environment. In 2025, the Culture Survey score reached 82.5 points, remaining at a high level within Hyundai Motor Group. Area-specific results are analyzed to identify improvement priorities and reflected in organization-level culture enhancement initiatives. In particular, to strengthen the vision and strategy category, we systematically implemented a range of vision internalization activities for all employees throughout 2025, including a vision declaration ceremony, campaigns, and a CEO town hall meeting.

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 strategy, work efficiency, organizational ethics
Result	Job satisfaction, organizational satisfaction, company satisfaction

CA (Culture Agent)

To incorporate diverse employee feedback into its operations, Hyundai Mobis appoints Culture Agents (CAs) across departments to serve as communication channels and lead organizational culture improvement initiatives tailored to the characteristics of each department. CAs act as opinion leaders by complementing the top-down corporate culture internalization efforts led by the dedicated corporate culture team, while promoting bottom-up culture initiatives based on on-site feedback and reflecting employee perspectives in the organization. In response to the feedback gathered from the 2024 Culture Survey identifying the need for a clearer corporate vision and direction, CAs participated in the development of a new vision and core values, and led the internalization of the new vision through vision workshops held at the organizational level.

Strategy

Organizational Culture Management

Diversity and Inclusion

Promoting Diversity and Inclusion

Hyundai Mobis has identified the expansion of workforce diversity and inclusion as a key mid-to long-term ESG priority, managing progress against internally set targets. Employee awareness of diversity, including gender, race, and generational differences, is tracked on an ongoing basis through the 'Respect and trust' indicator within the Culture Survey. In recognition of our commitment to creating a workplace that provides equal opportunities and fair treatment for all employees regardless of gender, we have obtained family-friendly business certification[1] from the Ministry of Gender Equality and Family. In October 2025, we signed an MOU with the Korea Employment Agency for Persons with Disabilities to establish a subsidiary-type standard workplace for people with disabilities. Subsequently, in December, we incorporated a subsidiary named 'Moabit Co., Ltd.', which completed its certification as a standard workplace for people with disabilities on April 8, 2026.

1) Family-friendly business certification valid from December 1, 2025 to November 30, 2028

Employee Diversity Programs

Hyundai Mobis operates Employee Resource Groups (ERGs) to foster communication and cultural exchange among employees with shared backgrounds and interests. Employees from diverse backgrounds-including gender, generation, disability, and culture-voluntarily participate to share their experiences and perspectives, promoting a collaborative culture built on mutual understanding. In 2025, we continued to support individual and team growth and capability building through the ERG program. We also advanced external engagement initiatives, such as cultural exchanges, mentoring, and community participation, extending the program's positive impact beyond the organization to local communities.

Key ERG Programs by Overseas Subsidiary

Country/Entity		Program	Description	Target
Indonesia	HEI	Ramadan Activity Series	Operate diverse Ramadan cultural experience programs including sharing traditional food and gifts to deepen mutual understanding among employees from different religious and cultural backgrounds and strengthen a sense of belonging within an inclusive organizational culture	All employees
		80th Independence Day of Korea and Indonesia	Co-host in-house events commemorating the 80th anniversary of Korean and Indonesian independence with country-by-country history, cultural introductions, and commemorative activities to enhance mutual respect and raise awareness of global community among employees of both countries	All employees
China	MSH	Qingming Festival / Mid-Autumn Festival Activities	Hold hands-on events where employees make Qingduan (Qingming), mooncakes and songpyeon (Mid-Autumn Festival) and learn about related customs to deepen understanding of local culture and broaden intergenerational communication	Applicants within the company
	MJS	Dragon Boat Festival, Mid-Autumn Festival, and Winter Solstice Activities	Operate programs where employees make and share traditional festival foods for the Dragon Boat Festival (zongzi), the Mid-Autumn Festival (mooncakes), and the Winter Solstice (dumplings and tangyuan) to promote cultural diversity and mutual respect among a multicultural workforce.	Applicants within the company
India	MIN (MIN AS)	Women's Day Celebration	Host motivational sessions with external speakers, women's empowerment workshops, commemorative gifts, and special meals on International Women's Day to support the career development and wellbeing of female employees	Female employees
		Holi Festival	Organize traditional game and gift-sharing activities for Holi for employees and in-house partner members to share love and forgiveness, experience the spirit of new beginnings, and strengthen team-level mutual respect and cultural inclusivity	Employees within the company
U.S.	MNAe (MNAe BSA)	PINK DAY	Operate 'PINK DAY' events during Breast Cancer Awareness Month, including a pink-themed dress campaign, information sharing, and awareness messaging, and build an in-house support network for patients, families, and colleagues to expand empathy and support for health issues	All employees
Australia	MPAU	International Potluck	Hold 'International Potluck' events where employees prepare and share dishes from their home countries and regions to naturally share cultural identities, promote mutual respect for diversity, and foster team cohesion	All employees
		Diversity & Inclusion	Conduct D&I training and case-sharing sessions themed around eliminating unconscious bias in daily work life to strengthen participants' ability to prevent discrimination and create an inclusive organizational culture where everyone is respected	All employees
Slovakia	MSK	Work Training	Provide tailored job training and mentoring to employees with disabilities who face workplace adaptation challenges, with concurrent operational improvements and necessary support, to promote stable employment and self-reliance	Employees with disabilities
		Culture Weeks	Operate Culture Weeks where employees of diverse nationalities introduce their home country's history, food and customs to raise mutual cultural understanding and establish an inclusive working environment where a multicultural workforce can coexist	Multinational employees

Strategy

Organizational Culture Management

Diversity and Inclusion

Gender pay

Hyundai Mobis applies a uniform compensation framework for the same job functions without differentiation by gender and conducts regular reviews of gender-based pay gaps. Where performance evaluation results are equivalent, no gender-based pay differentials are applied within the same job grade, and a fair compensation system based on job function and individual competencies is maintained. However, a certain level of difference in average pay between men and women currently exists due to structural factors in the manufacturing industry, including a higher proportion of male employees and the longer average tenure of male employees compared to female employees. As the proportion of women in management positions increases and their tenure lengthens over time, the gender pay gap in average wages is expected to gradually narrow. In addition, to ensure fair and appropriate compensation for all employees, Hyundai Mobis not only complies with statutory wage requirements in each region where it operates, but also provides compensation at levels that take into account local cost-of-living levels and external benchmarks.

Appendix Social Performance - Employee Compensation

Employees' Quality of Life

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

Hyundai Mobis established and implements the Culture Ground Rules to embed its organizational culture. MO; HAPPY, which represents Hyundai Mobis' approach to a happy work environment, consists of seven Culture Ground Rules that all employees are expected to embrace and practice. These rules focus on core themes such as seamless communication, a clear sense of purpose, and synergy creation through collaboration. Employees directly participated in developing these rules to ensure the language reflects their actual work experiences.

M 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. **#Curious of your thoughts. Let's grab a coffee**
O Original	Maximum effectiveness is produced when focused on the core value of work. Remove formalities and other unnecessities to reach the core value. **#Remove OOO and see the core value**
H Harmony	Cooperate as a team by taking responsibility for one's own role. Doing so will lead to integrated power for innovation of future mobility. **#Value our future than arguing boundaries**
A Attitude	Work ethic of Hyundai Mobis is setting up the mind to grow together. Instead of blaming colleagues facing challenges, support them and question what's next. **#Support rather than worrying and question rather than blaming**
P Proactive	Working from home is a core system that creates an autonomous & proactive work environment. Regardless where you work, communicate and create results. **#Respond timely wherever you work**
P Pride	As the product owner, relate to customers and provide the best mobility experience to the client. **#I am both the client of the product and the product owner**
Y Why	Create differentiated result by setting forth towards the same goal. Always remember the purpose and goal of the task. **#Think about the purpose (why we do the work) of the task**

Autonomous Work Style

Hyundai Mobis supports flexible working arrangements, enabling employees to maintain a work-life balance and engage in their work autonomously. We operate a selective working hour system and utilizes 'M Plan', a time management system based on work plans and performance, to ensure compliance with statutory working hours. Employees establish their daily and monthly work plans in advance and log their actual hours worked. We manage any overtime exceeding the planned hours through the PC-Off program, requiring additional approval from a supervisor. The system also requires prior approval for late-night and holiday work, with the logged hours aggregated and reflected in the following month's payroll. Furthermore, we offer a two-hour reduced working hour system for pregnant employees in their first 12 weeks or after 36 weeks of pregnancy. Employees can choose to apply this reduction either at the beginning or the end of their workday.

Selective Working 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 from home:** Collaborating based on autonomy and responsibility to foster a culture of driving collective performance was introduced to help employees alleviate the burden of commuting and focus on their work. **Remote office:** We created five 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 Buses** Approximately 81 shuttle bus routes operate across Seoul and Gyeonggi-do to ensure a safe and convenient commute. (Based on the Mabuk R&D Center commuter bus)
Casual Dress Code A casual dress code allows employees to express their individuality and work comfortably and freely.	**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 foster a horizontal corporate culture, the title system has been simplified into two levels (Manager and Senior Manager) accordingly. (R&D positions (Researcher / Senior Researcher))

Strategy

Organizational Culture Management

Diversity and Inclusion

Employee Benefits

Hyundai Mobis offers a variety of employee benefit programs tailored to individual life stages to create a better work environment and support family well-being. We continuously identify employee needs through surveys, suggestion programs, and various committees to enhance practical benefits. Furthermore, employees can easily access information about available benefits through the 'Management Support Guide' booklet. To guarantee employees' right to rest, we have implemented a self-approval system for annual leave, eliminating the need for managerial approval. It also encourages employees to take leave around public holidays when announcing monthly holiday schedules. In addition to statutory leave, we provide various paid time off options, including long-term service leave and summer vacation, helping employees secure sufficient time to recharge.

Category		Details
Maternity and Childcare Support	Paid Prenatal Checkups	Time off for pregnant employees to attend prenatal checkups
	Paid Reduced Working Hours During Pregnancy	Provides two hours of paid reduced working hours for pregnant employees within the first 12 weeks or after 36 weeks of pregnancy (taken at the start or end of the workday)
	Happy Family Trip	Luxury Hotel Stays for Expectant and Postpartum Employees
	Paid Maternity Leave	Provides 90 days of maternity leave (120 days for multiple births) and 20 days of paid paternity leave (expanded as of February 2025).
	Parental Leave	(Korea) Provides up to two years of parental leave per child for employees with children aged eight or younger, or in the second grade or below. (Overseas) Operates parental leave programs in compliance with local laws and regulations.
	Reduced Working Hours for Childcare	Provides up to three years of reduced working hours (by two or four hours, either at the start or end of the workday) per child for employees with children aged eight or younger, or in the second grade or below.
	Nursing and Maternity Lounges	Provides maternity facilities equipped with breast pumps, recliners, and refrigerators (available at the Headquarters, Mabuk R&D Center, Uiwang R&D Center, and Jincheon Plant).
	On-site Daycare Centers / Childcare Subsidies	Operates on-site daycare centers at the Yeoksam (Seoul), Yongin and Uiwang (Gyeonggi), and Jincheon (North Chungcheong) sites (provides childcare subsidies for children aged 0 to 5 for eligible employees at the Changwon site in South Gyeongsang).
	Family Care Leave	Grants up to 90 days of leave per year for employees who need to care for family members due to illness, accidents, or old age.
	Children's Tuition Support	Provides financial support for children's early childhood education, as well as high school and university tuition.
	Other Maternity and Childcare Support	Provides designated parking for pregnant employees, congratulatory flowers and reward points, and childcare vouchers upon childbirth and a child's enrollment in elementary school.
Leave Benefits	Summer Vacation	In addition to annual and monthly leave, we provide five days of summer vacation, which employees can use flexibly throughout the year according to their schedules (excluding certain sites)
	Long-Stay Vacation Points	Provides 300,000 points for using five consecutive days of annual or monthly leave, and 600,000 points for ten consecutive days
	Step-Up Leave	Provides 15 working days of refresh leave for employees promoted to the Manager level in the current year
	Long-term Service Awards	Provides leave, vacation bonuses, and commemorative gifts every five years for employees with 10 to 35 years of service
	Operational of resorts all season (condos)	Offers accommodation at member rates at resorts nationwide

Category		Details
Healthcare	Medical Leave	Employees may apply for medical leave if they are unable to work for 15 days or more due to illness or injury.
	Provision of Healthy Snacks	Provision of Healthy Meals
	Regular Health Checkups	We provide all employees with mandatory statutory general health checkups annually (biennially for headquarters staff) and additional screenings (abdominal ultrasounds, lipid panels, and thyroid ultrasounds), which are recognized as paid working hours. Employees aged 40 and above receive further screenings (tumor marker tests and thyroid ultrasounds).
	Comprehensive Health Checkups	Annual comprehensive health checkups are provided for all employees and one family member (spouse, parent, or parent-in-law), with paid time off granted. Starting at age 32, employees receive full coverage every three years. If a family checkup is not utilized for two years, full coverage for basic comprehensive checkup items is provided for the spouse every three years.
	Women's Health Checkups	We provide female employees with an annual cervical cancer screening and four additional women's health screenings every two years.
	Medical Expenses	Fully covers out-of-pocket expenses for medical treatments covered by national health insurance
Lifestyle and Convenience Support	Family Events	Provides leave and financial support for employee family events
	Student Loan Interest Support	Interest support for employees' university student loans
	Housing Support / New Hire Settlement Fund	One-time new hire settlement fund or housing support for home purchase or rental during employment
	Relocation Expenses	Relocation allowance, moving expenses, and relocation leave for relocating employees
	Company Housing	Housing support for new hires, single experienced hires, employees on unaccompanied assignments, and dispatched employees
	Vehicle Purchase and Repair Support	Vehicle purchase subsidies and discounts on tires, parts, and repairs
	Welfare Points	Redeemable at the employee-exclusive online mall and affiliated offline stores (equivalent to 1 million points annually)
	Personal Pension	Monthly personal pension contribution of KRW 20,000 for current employees
	Retirement Pension	Defined Benefit (DB) or Defined Contribution (DC) retirement pension plans (individual choice)
	Affiliate Discounts (Power Sponsor)	Promotional discounts for employees through partnerships with hotels, financial services, wedding halls, funeral services, theme parks, and fitness centers
Cultural Activities Support	Employee Clubs	Monthly activity funding

Strategy

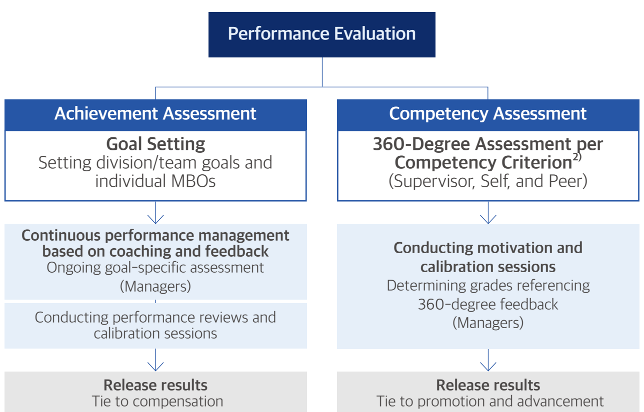
Organizational Culture Management

Performance Evaluation and Compensation

Performance Evaluation System

Hyundai Mobis operates a goal- and task-based performance evaluation system designed to support employee development and motivation through continuous dialogue and feedback, enabling both the organization and individuals to drive performance. We conduct annual performance evaluations divided into competency assessments and achievement evaluations based on individual tasks (MBO[1]). This process is systematically managed through the company intranet. Throughout the year, leaders and employees engage in ongoing performance discussions and feedback. This continuous performance management covers everything goal and task setting, progress monitoring, and discussions on areas for improvement, helping employees clarify their objectives and effectively demonstrate their capabilities. Evaluation results are linked to key HR systems, including compensation, promotion, and pay step increases. At year-end, the Company conducts organizational evaluations at the business unit level, which are integrated with individual performance results to determine final employee ratings.

Performance Evaluation Process



1) MBO: Management by Objectives
2) Competency Criteria: Hyundai Mobis Identity (Challenge/Cooperation), Professional Expertise, Leadership, and Regulatory Compliance

Performance Compensation System

Hyundai Mobis operates a fair, non-discriminatory compensation system, applying consistent standards across all employees for wages, including base pay, performance pay, overtime pay, and bonuses. Wage increases are determined using identical standards regardless of gender, taking into account internal and external economic conditions. We ensure that performance-based salary adjustments are fairly applied to all employees by applying differentiated raise rates based on individual performance evaluations. Additionally, Hyundai Mobis operates a reward program for employees who deliver outstanding project-based results and contribute to realizing our core values. We grant the 'M.V.P (Mobis Value & Vision Performer)' award to projects that promote seamless collaboration, secure leading technologies, and expand business areas in alignment with the corporate vision. In 2025, 207 M.V.P recipients received monetary rewards and reward leave. Furthermore, under Article 23 of the Compliance Control Standards, employees who help prevent or mitigate corporate losses may be recommended for rewards or promotions, linking performance-based compensation with a reward system that supports an ethical and compliance-driven culture.

2025 M.V.P Award Results

*Mobis Value & Vision Performer

(11 individuals, 196 group members)

Total 207 employees

Employee Stock Ownership Plan (ESOP)

In accordance with the Framework Act on Labor Welfare, Hyundai Mobis operates the Employee Stock Ownership Association (ESOA) to support all employees in exercising their shareholder rights through the direct acquisition and ownership of company shares. This initiative supports employees' mid- to long-term economic stability and enhances their motivation, while strengthening labor-management cooperation and enhancing management transparency. Based on the 2025 labor-management agreement, Hyundai Mobis allocated and deposited a total of 132,799 shares for all members of the Employee Stock Ownership Association, consisting of 85,901 shares in November 2025 and 46,898 shares in December 2025. In addition, in December 2025, 6 shares and 13 shares were allocated to 8,385 members in accordance with their respective contribution amounts. Year-end tax deduction benefits and dividend payments were subsequently provided.

Employee Stock Ownership Status

*As of December 2025

Number of shares owned	Ownership ratio
864,204 shares	0.95%

Employee Human Rights Training

Hyundai Mobis conducts annual human rights training for all employees (based on domestic non-consolidated data, including contract and dispatched workers) to mitigate internal and external human rights risks and raise human rights awareness. In 2025, we provided compliance training for all employees, including management, on topics such as workplace harassment, sexual harassment, and disability awareness, achieving a 100% completion rate.

2025 Human Rights Training Status

*2025 Standalone Compliance Training (Human Rights Management Module) Performance

100%

Strategy

Employee Recruitment and Training

Employee Recruitment

Talent Analytics

Hyundai Mobis secures talent for future growth by establishing strategic workforce plans based on talent analytics. We promote the redeployment of existing employees through training while securing top talent through external educational institutions, industry-academia collaborations, recruiting, and hosting competitions, thereby strengthening HR operations tailored to organizational and job characteristics.

Four Pillars of Workforce Planning

	1. Talent Acquisition • Securing strategic capabilities aligned with business goals
	2. Leadership Development • Developing core talent and leadership
	3. Agile HR Management • Ensuring flexible workforce management aligned with business needs
	4. Culture & Communication • Enhancing corporate culture and communication

Fair HR Systems

Hyundai Mobis employees work across various business areas, including R&D, procurement, production, logistics, and sales. By complying with domestic and international labor laws and operating fair HR systems, the Company fosters a work environment where employees from diverse backgrounds can work and grow together.

HR Systems

Recruitment	• Recruiting talent based on job competencies, regardless of gender or background • Offering various recruitment channels, including rolling recruitment, scholarship programs, and internships
Training and Placement	• Supporting capability development by fostering a self-directed learning environment[1] • Optimizing talent utilization through the Career Market, an internal open position system
Evaluation and Promotion	• Prohibiting gender-based discrimination and disadvantages in performance evaluations and promotion reviews
Compensation	• Operating a non-discriminatory compensation system based on employment contracts

1) Learning clubs, learning platforms, and support for language studies and certifications

Hyundai Mobis CAREERS
Mobis Live
Hyundai Mobis YouTube
Hyundai Mobis Recruitment Instagram

Recruiting Top Talent

Guided by the core values of Hyundai Motor Group, Hyundai Mobis is committed to attracting top talent with convergent thinking. We continuously share detailed information about job roles and the recruitment process through external channels, including its career website and official YouTube channel, to help applicants understand the responsibilities of each position. Furthermore, it actively utilizes virtual recruitment processes to enhance accessibility and convenience for applicants. To ensure fairness and transparency throughout the hiring process, we are expanding our engagement channels to attract top talent by participating in job fairs at university campuses and academic conferences, as well as hosting invitational events for prospective candidates. Upon joining, new employees participate in an onboarding program that includes introductory training and mentoring to help them smoothly transition into the organization. Following the training, we conduct satisfaction surveys and comprehension assessments to evaluate the program's effectiveness and incorporate feedback into ongoing improvements.

Communicating with Candidates

Hyundai Mobis develops diverse recruitment content that intuitively conveys the characteristics of its business units and roles, helping applicants better understand the company and specific positions. We integrate this content into our careers website, allowing applicants to easily access information more easily. Additionally, job postings provide detailed overviews of the respective teams and key responsibilities for each position. To enhance user convenience, the website automatically recommends relevant content based on the applicant's selected field. We also regularly publishes video series highlighting specific roles and corporate life, alongside written interviews that detail the necessary preparations and required competencies for each job. Going forward, Hyundai Mobis plans to expand its content on an ongoing basis across various platforms-including its careers website, official YouTube channel, Instagram, and LinkedIn-to further assist applicants in understanding the company and its roles.

Strategy

Employee Recruitment and Training

Employee Recruitment

Securing Core Talent for future mobility

Hyundai Mobis is implementing multi-faceted recruitment strategies to secure the core talent needed to lead the future mobility industry. To effectively attract high-caliber professionals in future business areas such as robotics, electrification, semiconductors, and software (SW), we operate various recruitment-linked programs, including the Mobility SW Bootcamp and the Outstanding Electrification Thesis Competition.

Attracting Key Mobility Talent

Hyundai Mobis runs 'Mobility Scholarship-based Internship' program, established in 2024, to secure top talent for future mobility R&D. Targeting undergraduate students, this systematic talent development program selects individuals specialized in core automotive fields such as electrification, semiconductors, automotive electronics, and FTCI[1]. It provides monthly scholarships, customized training courses, and opportunities to engage in practical projects. Furthermore, since 2023, we have partnered with the BoB[2] Center to host recruitment sessions for its graduates and operate a dedicated recruitment process, thereby securing specialized talent on an ongoing basis in cybersecurity.

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

Mobility SW Bootcamp

To continuously nurture core talent to lead the future mobility industry in 2025, we opened the Mobius Bootcamp, a long-term training program expanded across the mobility ecosystem. The program selected 200 job seekers and 100 employees from suppliers, providing six months of mobility-specialized software (SW) training and enhancing practical skills through project-based learning. Furthermore, by facilitating employment at suppliers, the program expands practical job opportunities for applicants. This simultaneously strengthens the capabilities of young talent and enhances supplier competitiveness, contributing to a sustainable talent development ecosystem.

Outstanding Electrification Paper Competition

In 2025, Hyundai Mobis launched the Electrification Outstanding Thesis Competition, expanding its software-focused talent acquisition initiatives to include the electrification sector. Targeting master's and doctoral researchers, the program evaluates and recognizes research achievements in the convergence of electrification and software. It aims to identify top talent with strong research capabilities in core future mobility technologies at an early stage. Through this initiative, Hyundai Mobis is building a comprehensive talent acquisition system that encompasses both software capabilities and core electrification technologies. Simultaneously, we are pushing for the sustainable development of technical talents and strengthening recruitment alignment through a fair, professional, and research-driven evaluation process.

Operating University Recruitment Alignment Tracks

Hyundai Mobis signed an MOU[3] with Sungkyunkwan University and Sogang University to operate the Hyundai Mobis Future Mobility Recruitment-aligned Track (Hyundai Mobis recruitment program). The Hyundai Mobis Track is a talent development program for undergraduate students aspiring to become experts in Future Mobility. It provides a systematic curriculum that includes core technology courses, on-site practical training, industry-academia research support, and hands-on project experience. Since 2023, we have selected and trained approximately 60 undergraduate students through this three-year track. Participating students receive full tuition coverage for their remaining semesters and are offered employment opportunities in R&D roles. Outstanding students also receive support to pursue a master's degree. Additional support includes internship programs and one-on-one mentoring with in-house researchers. Furthermore, we introduced a 'Capstone Design' program, which replaces the traditional graduation thesis by enhancing talent-nurturing industry-academia projects. This allows students to build their practical skills by experiencing the entire process of planning, designing, and manufacturing. Moving forward, Hyundai Mobis will continue to secure specialized talent for future vehicle development and accelerate its transition into a Future Mobility software company.

3) MOU: Memorandum of Understanding

Campus and Academic Society Recruiting

Hyundai Mobis conducts campus recruiting programs for undergraduate students by participating in major university career fairs. Through direct consultations with business and HR professionals, we provide potential candidates with positive recruitment experiences, thereby attracting top talent and enhancing its employer brand credibility. In addition, we participate in major academic conferences—including those hosted by the Institute of Electronics and Information Engineers, the Korean Institute of Power Electronics, and the Korea Robotics Society—to conduct recruitment consultations for master's and doctoral candidates and secure a robust talent pool. Furthermore, we continuously visit leading university research labs aligned with our business areas to promote recruitment, ensuring a stable pipeline of top talent in core technology fields.

GRAB (Global Recruiting And Branding): Overseas Top Talent Recruitment Program

Hyundai Mobis operates a two-day program in conjunction with CES, a premier showcase for future technologies, inviting international undergraduate, master's, and doctoral students from top local universities. This initiative aims to seamlessly connect corporate branding with global talent acquisition. Through the GRAB (Global Recruiting And Branding) program, we host dedicated corporate presentations, exhibition tours, and networking dinners. By enhancing students' understanding of our vision, business areas, and job roles, and by providing recruitment counseling, we elevate its brand awareness among international students. Moving forward, Hyundai Mobis plans to further refine its global talent acquisition strategy to secure specialized talent. To this end, we will continuously expand our engagement with top global professionals and diversify its recruitment channels.

Strategy

Employee Recruitment and Training

Employee Growth Management

Talent Development Strategy and Programs

Hyundai Mobis aims to develop talent capable of driving future change and strengthening expertise grounded in a solid understanding of the business. To this end, we have established three core directions: 'enhancing job expertise,' 'supporting life-cycle growth,' and 'fostering core talent and leaders.' It provides training programs tailored to employees' roles and growth stages, while cultivating an educational environment that enables self-directed learning.

Guided by its talent development strategy, Hyundai Mobis operates a comprehensive training system with detailed frameworks tailored to job grades and tenure. This system integrates job-specific, life-cycle, core talent, and leadership programs. By designing curricula centered on experience, competency, and leadership, we actively support self-directed learning for all employees. It also fosters an environment that supports self-directed growth through dedicated learning platforms and diverse educational initiatives. Furthermore, we implement a job training system tailored to specific role characteristics and competency levels, developing new courses on an ongoing basis to enhance professional expertise. To elevate the quality of education, Hyundai Mobis cultivates internal instructors and leverages both internal and external experts, thereby supporting employees in building their capabilities and achieving continuous growth.

Talent Development Framework

Corporate Vision

Lead the Shift in Mobility, Move the World beyond Possibilities

Talent Development Direction

"Creative Entrepreneur trusted for expertise"

Building trust with customers and employees based on professional expertise, leading the market. Talent who materializes innovative ideas to present a new paradigm to the market and creates sustainable business performance

Strategic Direction

① **Fostering Leaders:** Coaching-style leaders who achieve challenging goals
- Key Talent Training: Intensive programs to accelerate the development of key talent into next-generation leaders
- Leadership Training: Customized programs tailored to individual needs to elevate enterprise-wide leadership capabilities

② **Fostering Experts:** Cultivating Tier 1 experts with strong business understanding
- Role-Specific Training: Programs that enhance expertise by standardizing core competencies for each role
- Career Lifecycle Training: Programs supporting essential competencies at every stage of role transition, from onboarding onward

③ **Training Environment:** Fostering self-driven growth environment to create positive experience of employees
- Establishing an environment that enables self-directed learning through diverse programs and systems

	Manager / Researcher: Years 1-4	Manager / Researcher: Years 5-8	Senior Manager / Senior Researcher: Years 9-13	Senior Manager / Senior Researcher: Years 14+	(Executives): Senior Level to Retirement
Training Environment	Learning & development support (study groups, self-directed learning, language education, certification acquisition support, in-house instructors, employee-specific special sessions)				
Training Environment	Systems/platforms (MobiSchool, Smart Learning, HMG Prime, HMG DX Academy)				
Job Training	Common and Specialized Job Training				
Lifecycle Training	New Hire Onboarding Program	Training for 5th-Year Employees	Experienced Hire Onboarding Program		Pre-Retirement Training
Lifecycle Training	Automotive Teardown and Structural Analysis		Training for Newly Promoted Managers	Training for Senior Employees	Training for Senior Employees
Lifecycle Training					Outplacement Training
Core Talent Training		PDP[1]	TDP[3]	TDP[3]	
Core Talent Training		DEP[2]	WISE[4] (Women's Leadership)	WISE[4] (Women's Leadership)	
Core Talent Training			Seoul National University E-MBA / Graduate School of Engineering	Seoul National University E-MBA / Graduate School of Engineering	Support for Advanced Management Program
Leadership Training			W/G Leader Leadership Enhancement	Team Leader Leadership Enhancement	1:1 Coaching for Group Heads; Onboarding for New Executives
Leadership Training			Performance Management Clinic	Group Head Leadership Enhancement	Group Head Leadership Enhancement
Leadership Training			AI Training for W/G Leaders and Team Leaders (For R&D Leaders)	AI Training for W/G Leaders and Team Leaders (For R&D Leaders)	
Leadership Training			New Team Leader Training	New Team Leader Training; New Division Head	New Division Head; New Business Unit Head
Leadership Training				Team Leader In-Hub	Executive In-Hub

In-house Training | Group Training

1) PDP: Potential Development Program
2) DEP: Development of Executive Pipeline
3) TDP: Talent Development Program
4) WISE: Women Inspiring for Success and Empowerment

Strategy

Employee Recruitment and Training

Employee Growth Management

Leadership Development Training

Aligned with its HR strategic direction, Hyundai Mobis implements a leadership development strategy that provides insights for proactively responding to a rapidly changing business environment and supports customized leadership development tailored to individual employee capabilities. In particular, we provide onboarding training to help newly appointed division heads and team leaders smoothly transition into their roles and continue to grow. It also enhances practical leadership capabilities by offering timely leadership solutions for organizational performance management. Furthermore, we systematically cultivate a pool of team leader candidates from selected senior-level core talent. In 2025, it conducted training for approximately 80 employees selected through the core talent development program for senior, manager, and researcher levels to foster next-generation leaders, improve retention, and strengthen motivation. In addition, we operate a coaching leadership enhancement program to strengthen organizational resilience—driven by our leaders—and to continuously improve the capabilities and performance of employees and the organization amid an uncertain business environment. To foster a coaching culture, we support coaching capability training and coach certification for leaders. We also operate an integrated coaching service through the Coaching Support Center, where in-house coaches provide one-on-one coaching to employees.
Rather than applying a uniform approach across all levels, we enhance the effectiveness of our leadership training by delivering targeted programs when employees' organizational influence and responsibilities significantly expand. We offer phased, timely training tailored to specific career milestones, ranging from programs for newly promoted senior managers to leadership courses for proven core talent and key organizational leaders. This approach helps employees clearly understand their roles and responsibilities at each growth stage and build practical leadership capabilities.

Onboarding System for New Appointments and Promotions

+2 Weeks	1-3 Months	3 Months-
Congratulatory Messages Congratulatory package for new leaders (distribute gifts and books recommended for leaders)	**Group Coaching or 1:1 Coaching** Coaching Support	**Leader Philosophy Sharing** Roundtable meeting on leadership philosophy (communication with group / sector members)

100 Days
Year-round Coaching Support Center

Coaching Support Center

Hyundai Mobis operates the Coaching Support Center to foster employee growth and sustainably enhance their capabilities. Through the center, employees can request coaching from in-house coaches at any time to discuss various concerns regarding work, relationships, and career development with professional coaches. As of 2025, 51 in-house coaches holding professional coaching certifications (KAC[1] or higher) help employees find solutions to their challenges through dedicated coaching.

1) KAC: Korea Associate Coach

Self-directed Learning Culture

Enhancement of Training Infrastructure

To establish a systematic learning culture for all employees, including contract workers, Hyundai Mobis launched its in-house training portal, 'Mobischool,' in 2018 and continues to strengthen the learning environment through ongoing enhancements. Mobischool continuously updates its library with diverse new content for ongoing employee learning and provides customized curation services to help employees access relevant materials in a timely manner based on their roles, competency levels, and learning needs. In 2025, we actively supported the enhancement of employees' digital capabilities to adapt to the digital transformation (DT) environment by fully implementing the HMG DX Academy, established in 2024, and recruiting a total of 550 participants. Furthermore, we provide e-learning services through the 'Ubob' learning platform, offering unlimited access to courses, sessions, and lectures, with a total of 940 employees taking courses as of 2025. Ubob continuously supports the expansion of employees' learning experiences in both job competencies and overall self-development by offering diverse content, including foreign languages, management and leadership, humanities and liberal arts, professional certifications, self-improvement, AI, DT, new technologies, and resilience.

Launch of EMBA Program and Support for Cyber Universities

Hyundai Mobis operates a master's degree support program to foster the self-driven growth of its employees. In addition to the existing engineering graduate school support program, we selected four employees in 2025 for an Executive MBA program aimed at cultivating business professionals. We provide selected employees with full tuition coverage, as well as financial support for overseas training and conference participation. This initiative enhances employee motivation for growth while facilitating cross-industry networking and professional competency development through interdisciplinary research and exchanges during the program. Furthermore, we expand opportunities for continuous competency development regardless of employment type by offering educational benefits, such as tuition reductions for new or transfer admissions to cyber universities, to all employees, including contract workers.

Strategy

Employee Recruitment and Training

Employee Growth Management

Certification Acquisition Support

Hyundai Mobis offers a certification support program for all employees to enhance their expertise and encourage self-directed growth. We cover 50% of the expenses associated with obtaining certifications, including course fees, textbook costs, and examination fees. The program encompasses approximately 290 job-related certifications, such as A-SPICE Assessor and Certified Public Labor Attorney. Available to all employees, including contract workers, the program supported 101 employees in acquiring 118 certifications in 2025. By promoting voluntary learning and growth, the initiative has enabled employees to earn approximately 500 certifications over the past three years. Hyundai Mobis will continue to expand its learning support programs to further enhance employee expertise and competitiveness.

Study Group Operation and Support

Learning Clubs are voluntary study groups formed by three or more Hyundai Mobis employees with shared interests to facilitate knowledge sharing and collaborative learning. We support these groups by providing activity funds and covering speaker fees for external experts. At the end of each year, the Company hosts the Learning Club Awards to recognize outstanding groups, thereby encouraging voluntary employee participation and fostering a culture of self-directed learning. In 2025, the number of Learning Clubs reached 244, showing 3% YoY increase, with new participants accounting for 25% of total members. We continue to strengthen our promotional activities to attract employees without prior participation experience, further embedding a voluntary learning culture throughout the organization.

Operating the In-house Instructor Program

Hyundai Mobis operates an internal instructor program to enhance job competencies through knowledge sharing. Employees who complete the training program are registered as internal instructors, enabling them to share their expertise with colleagues for a three-year term while receiving instructor fees. In 2025, 94 employees completed the training program, and 179 employees were actively serving as internal instructors as of the end of the year.

Supporting Prospective Retirees

In response to demographic shifts such as the transition to a super-aged society and increasing life expectancy, Hyundai Mobis operates diverse programs-including change management, life planning, financial planning, and career exploration-to systematically support employees' post-retirement life. These pre-retirement support programs provide practical support on tax savings for retirement pensions, real estate investments, administrative procedures, and re-employment preparation. We provide a 16-hour, two-day career planning course for employees retiring in the current year to help them shape their future careers and life directions. For those retiring the following year, we offer an eight-hour, one-day life planning course based on self-exploration to alleviate retirement-related anxiety and help them reflect on the meaning of their work and life. Furthermore, we tailor these training courses to the specific characteristics of different job categories, such as office and production roles, to enhance learner engagement and provide actionable information for their post-retirement life.

Fostering Global Experts

To strengthen the global capabilities of its key talent, Hyundai Mobis offers overseas assignments at subsidiaries across major regions, including the Americas, Europe, China, and Asia-Pacific, and maintains a talent pool to foster global experts across various functions. We help assignees quickly adapt to their new working environments by providing training programs on language, culture, and business communication. Furthermore, since 2021, we have conducted annual training on ESG and sustainability management-covering human rights, safety and environment, and business ethics-to enhance employee awareness of global issues.
Hyundai Mobis also holds family workshops and networking programs with returning families with expatriates and their families to settle smoothly in host countries. In addition, we continuously expand language training programs to enhance employees' global language proficiency and mindset. In 2025, a total of 2,137 employees completed these training programs, and the number of applicants has continued to increase each year.

Strengthening Future Technology Capabilities

To secure competitiveness in future automotive technologies such as autonomous driving and connectivity, Hyundai Mobis is strengthening its employees' software (SW) R&D capabilities and supporting company-wide SW technological growth. We host a SW education conference (MSC[1]) for all employees, including contract workers. The MSC held in November 2025 drew 1,066 attendees over two days. Additionally, the Company provides a continuous learning environment through its Mobility SW Learning Platform and operates the Mobis SW Academy for research personnel to foster specialized talent in autonomous driving technologies. The SW Academy offers convergence software training covering core autonomous driving technologies, including sensors, perception, judgment, and control, alongside courses on the operating principles and mechanical structures of autonomous vehicles. In 2025, 3,339 employees completed the SW Academy, further strengthening their professional expertise and technological capabilities.

1) MSC: Mobis Software Conference

Providing Job Transfer Opportunities (Open Position)

Hyundai Mobis operates the 'Career Market,' an internal job transfer program designed to help employees better leverage their capabilities. Under this system, departments seeking new personnel post internal job openings detailing the required competencies and qualifications, allowing interested employees to apply directly. Transferred employees can develop new skills by building on the expertise gained in their previous roles, while their diverse job experiences help generate cross-functional synergy. By sharing the knowledge and know-how acquired from other positions with their new teams, these employees actively contribute to strengthening overall organizational competitiveness.

Risk Management

Human Rights Risk Management

Remediation Procedures and Grievance Mechanisms

Compliance Helpline

The Compliance Helpline is a 24/7 reporting channel available to all internal and external stakeholders to report major compliance issues, including fair trade violations, corruption, bribery, and human rights abuses. To enhance accessibility, the helpline supports various platforms, including PCs, mobile applications, and QR codes. We entrust the operation of the helpline to an independent external agency to ensure all reports are processed confidentially. To protect informants, the system employs security technologies that prevent IP address tracking. We strictly protect the confidentiality of reporters and report contents, and strictly prohibit any disadvantage or retaliation against them. We also implement appropriate protective measures when there are concerns about HR-related disadvantages. To ensure the effectiveness of the reporting channel, we conduct follow-up inspections three months after a case is closed to verify that no retaliation or disadvantages have occurred. If retaliation is confirmed, we take appropriate actions against the responsible parties, including corrective measures and steps to prevent recurrence. We handle reports of human rights violations through a separate investigation and resolution process that includes victim protection measures. If a thorough investigation confirms a human rights violation, the Company takes strict follow-up actions, such as disciplinary measures through the Disciplinary Committee.

We record the review and action results of all reports in the system, allowing informants to track the outcomes. Furthermore, if a violation severely impacts a victim's rights and freedoms or poses a significant reputational risk to us, a committee or management council involving key decision-makers convenes to discuss remediation and improvement measures. The Compliance Officer regularly reports the operational status of the compliance reporting center to management. Overseas subsidiaries operate their own reporting channels in local languages, and the headquarters also maintains dedicated channels for overseas stakeholders. No human rights violations concerning indigenous peoples have been reported among recent compliance submissions.

Compliance Reporting / Whistleblowing Center Operation Guidance | Compliance Helpline

2025 Compliance Helpline Status[1]

Category	Unit	Cases	Category	Unit	Cases
Total cases received	Cases	72	Total cases resolved	Cases	64
Human rights violations (workplace harassment and discrimination)		13	Human rights violations (workplace harassment and discrimination)		11
Human rights violations (others)		9	Human rights violations (others)		8
Others		50	Others		45

1) Figures are limited to the Compliance Helpline. Grievance mechanisms operated separately by overseas subsidiaries are additionally disclosed in the Appendix.

Grievance Handling Process

Step 01 – Reporting/Receipt
- Compliance Helpline (Anonymous channel operated by a third party)
- Gift Return Center (Non-anonymous channel operated by a third party)
- Hello, HR (Non-anonymous channel operated by Hyundai Mobis)

Step 02 – Review and Investigation
- Responsible Department by Channel

Step 03 – Action and Resolution
- Personnel Action (Disciplinary Committee)
- Confirmation of Gift Return
- Measures to Prevent Recurrence (Guidelines, Training, etc.)

Step 04 – Results
- Result Confirmation by Informant

Hello, HR

Operated by Hyundai Mobis HR, 'Hello, HR' is a grievance mechanism that allows employees to report various workplace issues, including job stress, interpersonal issues, organizational culture concerns, personal matters, and policy inquiries. To ensure prompt review and appropriate action, reports are submitted under the employee's name. We strictly maintain the confidentiality of both the report details and the reporter's identity.

Category	Unit	Received	Issues identified[2]	Actions taken
Job-related and workplace grievances	Cases	52	11	11

2) Number of cases requiring action among those received through 'Hello, HR'

Gift Return Center

The Gift Return Center is a channel established to allow Hyundai Mobis employees who unavoidably receive gifts from stakeholders to officially confirm their adherence to compliance policies by returning the gifts and reporting the incident to us. When filing a report, employees must attach a photograph of the received gift and evidence of its return. To protect the reporting employee, this channel operates on a non-anonymous basis.

Hyundai Mobis Gift Return Center

Risk Management

Human Rights Risk Management

Human rights due diligence

Human Rights Risk Identification and Assessment

Hyundai Mobis systematically conducts human rights due diligence to proactively identify and mitigate actual and potential human rights risks across all business activities-including labor, safety and health, environment, ethics, and supply chain management-for all employees, including foreign workers. In 2025, we conducted written assessments at 41 domestic and overseas sites and performed on-site human rights due diligence audits at eight locations. The written assessments utilized a human rights due diligence checklist reflecting domestic and international human rights norms as well as EU disclosure standards. Sites for on-site audits were selected based on a comprehensive review of the written assessment results, human rights issues identified through the Helpline, and regional human rights risks. At the eight selected sites, we conducted on-site visits combining focus group interviews (FGIs) with working environment inspections to identify and assess site-specific human rights impacts in greater depth. Furthermore, during the risk identification process, we categorize vulnerable groups within the value chain to thoroughly assess actual and potential risks. In 2025, we defined women, junior staff, older employees, workers in high-risk roles, and non-regular workers as vulnerable stakeholders. By conducting in-depth interviews with these individuals, we gathered comprehensive on-site feedback regarding human rights risks. Through this effort, Hyundai Mobis enhances the validity and accuracy of human rights risk identification results and improves the overall effectiveness of its assessment framework.

Human Rights Risk Assessment Process

① Planning	• Analyze business and employee status • Analyze human rights issues • Establish a human rights due diligence plan
② Human Rights Due Diligence	• Identify human rights impacts (desktop reviews, on-site audits) • Conduct human rights due diligence (determine evaluation criteria and prioritize)
③ Establishing Response Measures	• Establishing prevention and mitigation measures • Drafting the human rights impact assessment report
④ Monitoring and Communication	• Tracking the effectiveness of response measures • Communicating with stakeholders
⑤ Establishing a Human Rights Management System	• Improving human rights policies and management systems • Refining grievance mechanisms • Final reporting

Due Diligence Areas and Details

Area	Details
Work Conditions	Job security, working hours, fair compensation, freedom of association and collective bargaining, work-life balance, health and safety
Equal Opportunity / Non-discrimination	Women, persons with disabilities, non-regular workers, diversity, education and training, workplace harassment and sexual harassment
Other Labor Rights	Child labor, forced labor, adequate housing, privacy

Identifying Potential Human Rights Risk Areas

To prioritize areas where human rights risks are highly likely to escalate or materialize, Hyundai Mobis conducted written human rights due diligence assessments across 41 domestic and overseas sites, systematically identifying potential human rights issues at each location. Based on the assessment results, we identified 'protection of vulnerable groups and non-discrimination' as a core potential issue and established five specific indicators to manage these potential risks. These potential issues and specific indicators will be incorporated as key assessment areas in the 2026 human rights due diligence. By prioritizing these factors in future assessments, we plan to strengthen the preventive management of human rights risks and drive continuous improvement. Additionally, to proactively prevent emerging risks related to child labor, some overseas sites have implemented identity verification procedures, including pre-employment age verification, thereby strengthening the management framework for protecting vulnerable groups.

Potential Human Rights Risk Areas

● Potential issue ◐ Low ○ Very low

Category	Employment Conditions and Working Environment	Protection of Vulnerable Groups / Non-discrimination	Labor Rights / Freedom of Association	Human Rights Policy / Governance	Data Privacy / Follow-up Measures
Total	◐	●	○	○	○
Americas	◐	●	○	◐	○
Asia-Pacific	◐	●	○	○	○
Europe	◐	●	○	○	○

Risk Management

Human Rights Risk Management

Human rights due diligence

Human Rights Risk Mitigation Process

Through its human rights risk identification and due diligence processes, Hyundai Mobis analyzes the potential impact of key human rights issues and establishes management tasks to mitigate the identified risks. We prioritize these issues based on the severity and likelihood of their actual and potential impacts to identify core areas for management. Based on the assessment results, we collaborate with relevant departments to develop an implementation roadmap that incorporates actionable mitigation plans. Responsible departments execute these tasks through various measures, including policy and procedure improvements and human rights training for employees. We ensure systematic management by regularly monitoring and reporting on implementation progress. In 2025, we identified 117 human rights issues across eight sites during on-site due diligence. By establishing improvement plans, we achieved a 100% completion rate for the required mitigation measures.

Human Rights Risk Mitigation Activities and Effectiveness Evaluation

Based on the results of its human rights due diligence, Hyundai Mobis prioritizes key human rights risks and analyzes their causes and scope of impact to systematically implement tailored mitigation measures. We regularly evaluate the effectiveness of these measures using internal monitoring indicators and the results of our annual human rights due diligence. The 2025 human rights due diligence identified a need to improve time and attendance monitoring for on-site supplier workers at certain locations. In response, we installed and operated time recording devices to enhance the accuracy and transparency of working hour management. Additionally, to address insufficient awareness of human rights policies at some sites, we conducted targeted training to improve workers' understanding of these policies. Furthermore, we provided clear guidelines on the use of prayer rooms to resolve previous communication gaps, and translated human rights documents into accessible languages for all workers to enhance overall accessibility.

These mitigation measures reduced the human rights risks related to working hour management and system accessibility, which were previously assessed as 'medium'. Moving forward, Hyundai Mobis will continue to identify further areas for improvement based on assessment results and enhance the effectiveness of its human rights risk management by advancing system operations, training, and communication.

Key Human Rights Issues	Key Risks	Mitigation Measures	Key Stakeholders	Risk Rating[1]	
				Before Mitigation	After Mitigation
Working Hours	• Improvement required in time and attendance monitoring for on-site suppliers at certain sites	• Installing and operating time recording systems	On-site suppliers	Medium	Low
Employee Access to Systems	• Insufficient awareness of human rights policies among employees at certain sites	• Conducting human rights policy training for employees	All employees and on-site suppliers	Medium	Low
Employee Access to Systems & Non-discrimination	• Insufficient information on prayer rooms at certain sites	• Providing information on prayer room operations	All employees and on-site suppliers	Low	Low
	• Human rights documents at certain sites are written in languages not understood by some workers.	• Written and provided in a comprehensible language	All employees and on-site suppliers	Medium	Low

1) Risk ratings are classified into three levels (High, Medium, and Low) based on the likelihood and impact of human rights violations.

Metrics and Targets

Human Rights and Employee Management Goals

Human Rights Management Goals

Hyundai Mobis has established human rights management goals to fundamentally reduce the risk of human rights violations across its business activities. We plan to gradually implement a human rights management system and due diligence process aligned with global standards by comprehensively considering the urgency and importance of specific goals, site-specific operational conditions, and international regulations.

Year	Qualitative Goals	Detailed Action Plans
2025	Identify the current status of overseas human rights grievance channels	Map channels at overseas sites and analyze handling status
	Provide regular human rights management training for employees	Identify content to strengthen LMS-based training and diversify training materials
	Assess human rights risks through regular audit processes	Conduct annual human rights impact assessments and identify/evaluate risks
2026	Establish an integrated human rights grievance channel for overseas operations	Design, build, and operate a global integrated system (Pilot → Go-Live)
	Strengthen human rights management training for employees	Identify global trends and standards and develop training content
	Enhance linkage between human rights impact assessments and ESG audits	Integrate ESG audit processes, conduct joint on-site inspections, and manage CAP together
	Review and update human rights policies and implementation guidelines	Review group standards, assess applicability to our company, and distribute to domestic and overseas sites
2027	Review updates to human rights impact assessment indicators	Reassess the validity and weighting of indicators and incorporate benchmarking
	Review application of human rights policies and guidelines to key affiliates	Identify affiliate status, prepare application guidelines, and develop training and an implementation roadmap

Quantitative Targets	2025	2026	2027	Detailed Implementation Plan
Completion Rate of Human Rights Training for Domestic Employees	Maintain ≥90%	Maintain ≥93%	Maintain ≥96%	Mandatory LMS Designation, KPI Integration, Reminders, and Benefits for Course Completion

Employee Diversity Goals

Hyundai Mobis has set increasing the employment rate of people with disabilities as a mid- to long-term talent management objective to create social value through inclusive employment and strengthen sustainable human resource competitiveness. To achieve this, we operate a subsidiary-type standard workplace for people with disabilities, aiming to gradually increase the employment rate to 2.0% by 2026 and 2.4% by 2027. Ultimately, we aim to fully meet the mandatory employment quota. Furthermore, we will continue to support the long-term retention and professional development of employees with disabilities by creating a stable work environment, developing tailored roles, and improving working conditions.

Human Rights and Employee Management Metrics

Detailed metrics related to human rights and employees are comprehensively reported in the "Social Performance - Grievance Mechanisms and Human Rights Impacts, Employee Characteristics" section of the Appendix.

Appendix Social Performance - Grievance Handling and Human Rights Impacts

Appendix Social Performance - Employee Profile

Human Rights Management Metrics

Hyundai Mobis systematically monitors the implementation of its human rights management and drives continuous improvement by tracking quantitative indicators, such as human rights grievance resolution and training completion rates. Furthermore, we conduct human rights due diligence to identify and address issues across core human rights areas, including risk management, discrimination and working conditions, living wages, workplace harassment prevention, and freedom of association and collective bargaining.

Employee Management Metrics

Hyundai Mobis systematically tracks key employee management metrics using quantitative indicators, including headcount, workforce demographics, employment status, compensation structures, and training completion rates. This enables us to comprehensively assess the workforce size and structure, working conditions, and competency development, driving continuous improvement in human resources management. In accordance with ESRS, we also manage and disclose key labor data, including the status of employee representatives in the European Economic Area (EEA[1]), to transparently oversee regional labor participation and representation.

1) European Economic Area

Worker Representatives in the European Economic Area (EEA)

Country	Number of employees in the country	Presence of employee representative bodies	Percentage of employees in workplaces with employee representative bodies
Germany	1,228	Yes (Works Council)	100%
Czech Republic	3,688	-	-
Slovakia	2,455	-	-

SUPPLY CHAIN

Hyundai Mobis recognizes the supply chain as a critical element directly linked to corporate sustainability and is advancing responsible supply chain management across its value chain. We establish sound business practices based on fairness and transparency in our transactions with suppliers, ensuring stable supply chain operations through cooperative relationships built on mutual trust. Furthermore, through continuous communication and collaboration with suppliers, we enhance awareness of social and environmental responsibilities and are strengthening sustainability across the entire supply chain in phases.

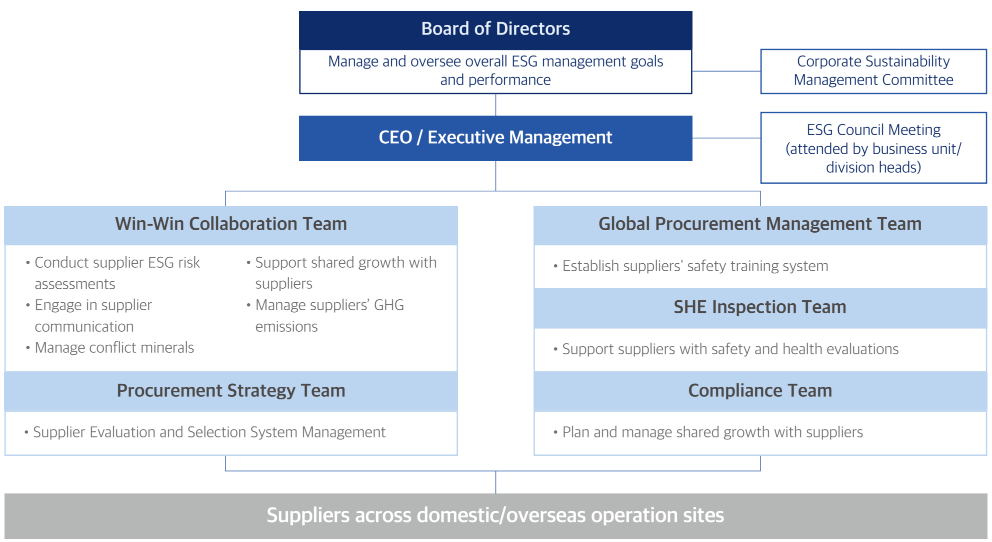
Governance

Supply Chain Management System

Supplier Management System

Hyundai Mobis focuses its supply chain management on advancing operational frameworks, managing suppliers' ESG performance, and strengthening shared growth. The management team oversees overall ESG management goals and performance, including supplier ESG risk assessments, to ensure stable supply chain operations. To secure operational stability and transparency, the supply chain management organization uses a robust supplier evaluation and selection system. It also systematically assesses and mitigates risks across key ESG areas, such as greenhouse gas emissions, conflict minerals, and safety and health. Furthermore, we operate shared growth programs to expand support for suppliers, thereby establishing a sustainable, enterprise-wide supply chain management system.

Supply Chain Management Organization Chart

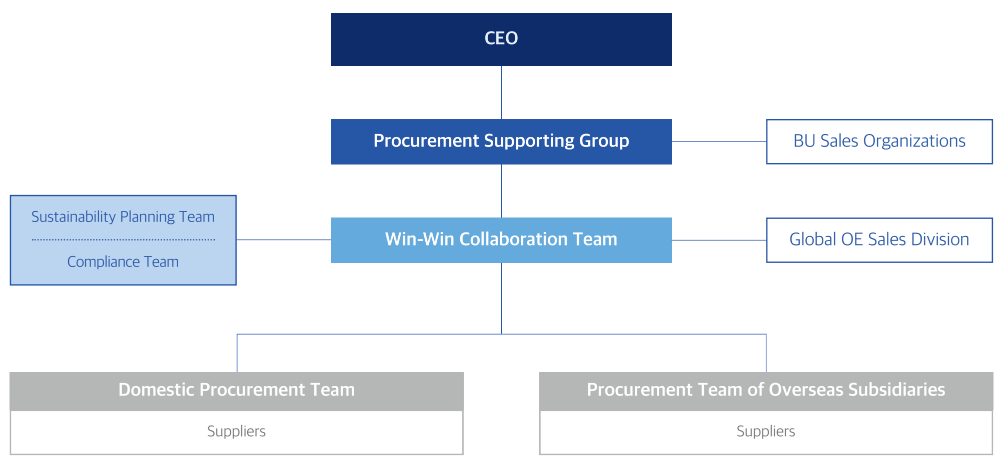


Responsible Minerals Management System

Responsible Sourcing Policy for Minerals | Responsible Minerals Report

Hyundai Mobis follows responsible sourcing principles for minerals, including conflict minerals, and maintains internal processes to systematically fulfill and manage its social responsibilities. Within the Procurement Supporting Group, the Win-Win Collaboration Team collaborates with procurement units to continuously monitor and manage supplier risks related to responsible minerals. The team enhances the effectiveness of this management system through close cooperation with relevant departments, including the Sustainability Planning Team, Compliance Team, and Global OE Sales. Furthermore, we continuously monitor government and industry policy trends regarding responsible minerals, including conflict minerals, and actively contributes to establishing and implementing a responsible mineral management framework by participating in relevant industry consultative bodies.

Responsible Minerals Management Organization Chart



Strategy

Supply Chain Management Policy

Sustainable Procurement (Supply Chain) Policy

Hyundai Mobis considers it a key priority to build a sustainable supply chain that integrates environmental and social responsibilities into supplier relationships. To this end, we have established and implemented a sustainable procurement policy. By embedding sustainability throughout the supplier selection and management process, the Company systematically manages supply chain risks and fosters long-term mutual growth. This policy applies to all domestic and international suppliers. We manage our supply chain through comprehensive evaluations that assess environmental, social, and ethical factors alongside traditional metrics such as quality, cost, and delivery. Furthermore, we conduct regular ESG assessments to monitor sustainability management practices across the supply chain and implements improvement measures when necessary.

Based on its Responsible Minerals Policy, Hyundai Mobis collects data on key minerals from suppliers and is committed to minimizing human rights and environmental risks in the supply chain through responsible raw material procurement. Furthermore, recognizing suppliers as partners for sustainable growth, we continuously advances supplier capacity building and mutual growth through ESG training and information sharing. Through these sustainable procurement and supply chain management initiatives, Hyundai Mobis will continue to manage supply chain risks, solidify trust with suppliers, and create long-term corporate value.

Supplier Management Policy

Hyundai Mobis implements a systematic supply chain management policy to enhance sustainability across its entire supply chain, aiming to strengthen supplier competitiveness and minimize ESG risks as partners in mutual growth. To support this, we established the Hyundai Mobis Code of Conduct for Business Partners based on the Drive Sustainability practical guidelines. Referencing the Responsible Business Alliance (RBA) Code of Conduct, it requires suppliers to adopt responsible management practices aligned with global standards. The Code of Conduct for Business Partners covers six core areas: ethics, environment, labor and human rights, safety and health, management systems, and supply chain due diligence. Hyundai Mobis requires all parts suppliers to comply with the Code of Conduct through supply contracts and other agreements. For new suppliers, signing a commitment to comply with the Code during the contracting process is mandatory. We apply consistent standards globally, specifying these requirements in parts supply contracts for domestic suppliers and including compliance clauses in standard contracts for overseas suppliers. Additionally, to strengthen Ethical Management among suppliers, Hyundai Mobis requires them to establish and implement anti-corruption policies in their business operations. This initiative aims to foster a culture of transparent and fair trade across the entire supply chain. Furthermore, we include ethics and compliance criteria in its supplier evaluation process to verify whether suppliers maintain and enforce anti-corruption policies. Based on the evaluation results, we request improvements where necessary and monitor implementation progress.

Hyundai Mobis Code of Conduct for Business Partners

Responsible Minerals Procurement Policy

Recognizing that responsible supply chain management is essential for protecting human rights and preserving the environment, Hyundai Mobis collaborates with suppliers to foster a sustainable mineral sourcing environment. We identify mineral extraction in Conflict-Affected and High-Risk Areas (CAHRAs[1]) as a material risk that can lead to human rights violations and environmental degradation, and continuously implements management measures to prevent such issues. Hyundai Mobis operates a responsible mineral management policy covering conflict minerals and cobalt in accordance with major global regulations and standards, including the OECD Due Diligence Guidance, the U.S. Securities and Exchange Commission (SEC[2]) disclosure requirements under the Dodd-Frank Act, and the EU Conflict Minerals Regulation. To strengthen responsible mineral sourcing within the supply chain, we provide suppliers with relevant standards and codes of conduct, encouraging them to expand business with RMAP[3]-certified smelters. Furthermore, we regularly monitor and assess suppliers' compliance with responsible mineral sourcing practices, driving improvements based on assessment findings. Moving forward, we plan to gradually expand our oversight beyond Tier 1 suppliers to supplier further down the supply chain, ensuring that the conflict-free mineral principle and socially responsible mineral sourcing policies are firmly established throughout the entire supply chain.

1) CAHRAs: Conflict Affected and High-Risk Areas
2) SEC: Securities and Exchange Commission
3) RMAP: Responsible Minerals Assurance Process

ESG management Areas in the Code of Conduct for Business Partners

Ethics	• Transparent Management and Anti-Corruption • Prevention of Conflicts of Interest • Prevention of Unfair Trade Practices • Prevention of Counterfeit Parts	• Compliance with Export Controls and Economic Sanctions • Information Security • Protection of Intellectual Property	• Responsible Material Sourcing
Environment	• Establishment of an Environmental Management System • Management of Energy Use and GHG Emissions • Water Resource Management	• Management of Air Pollution and Ozone-Depleting Substances • Management of Circular Resources and Waste • Noise Management	• Chemical Management • Animal Welfare • Biodiversity Protection and Zero Deforestation
Labor and Human Rights	• Prohibition of Child Labor • Prohibition of Forced Labor • Prohibition of Discrimination and Harassment • Provision of Wages and Benefits	• Working Hours Management • Humane Treatment • Freedom of Association and Collective Bargaining	• Ethical Recruitment
Safety and Health	• Establishment of a Safety and Health Management System • Safety Management of Machinery, Equipment, and Facilities	• Emergency Response • Safety Incident Management • Safety Inspection • Health Management	• Contractor Safety and Health • Prohibition of Hazardous Work for Vulnerable Workers
Management System	• Establishment of a Code of Conduct and Disclosure of a Corporate Statement • Appointment of Dedicated Personnel • Risk Assessment	• Training and Communication • Information Management • Operation of Grievance Mechanisms • Establishment of Remedial Measures	• Management of Business Partners (Sub-tier Suppliers) • Compliance with the Hyundai Mobis Code of Conduct
Supply Chain Due Diligence	• Identifying, assessing, mitigating, and monitoring potential sustainability risks within the supply chain • Established a six-step due diligence process based on the OECD Due Diligence Guidance		

Strategy

Supply Chain Management Activities

Supplier Management

Supplier Management Process

Hyundai Mobis systematically identifies supplier risks by aligning with global guidelines and engaging with stakeholders, establishing a supplier management framework that reflects their expectations. We select suppliers through comprehensive evaluations of quality, delivery performance, technological expertise, and development capabilities. Once selected, suppliers undergo regular assessments to continuously monitor their performance and risks. Furthermore, we provide tailored support based on supplier characteristics to enhance their quality competitiveness and ESG capabilities. It conducts annual ESG assessments for Tier 1 and key Tier 2 suppliers, recommending corrective actions when risks are identified to proactively manage potential issues.

Awareness	Guidance & Monitoring	Action
Global guidelines and standards • UNGC Principles • OECD MNE Guidelines • UN Guiding Principles on Business and Human Rights **Stakeholder Channels** • Annual stakeholder survey • Business partner roundtable • Business partner survey **Internal Risk Management** • Considering economic, social, environmental, and safety aspects	**Policy** • Procurement Guidelines • Code of Conduct for Business Partners **Monitoring** • Supplier Pre-registration Assessment • Contractual Clauses • Assessment • Audit	**Corrective Actions** **Sanctions Deliberation** • Warning Measures • Bidding restrictions • Termination of business relationship

SCM Risk Profile

Supply Chain Overview

As of the end of December 2025, Hyundai Mobis partners with 602 Tier 1 suppliers out of 1,303 domestic parts suppliers for mass production and development. For mass production suppliers, we operate a standing supplier evaluation committee to systematically review and approve new additions based on a comprehensive assessment of business relevance, including technological competitiveness and substitutability. Furthermore, we identify and manage Tier 1 and Tier 2 core suppliers based on their involvement in core business categories. For Tier 2 and sub-tier suppliers, we operate the MSQ[1] and SQ[2] certification systems, continuously supporting them in establishing quality management systems that meet Hyundai Mobis's standards.

1) MSQ: Mobis Supplier Quality
2) SQ: Supplier Quality

Supplier Evaluation and Selection

Hyundai Mobis operates a fair and reasonable supplier selection process through its purchasing system (MPOS). When selecting new suppliers, we conduct preliminary risk assessments-including quality management system assessments, safety and environmental assessments, and financial risk evaluations-to reflect industry characteristics where product safety and quality are critical risk factors. Furthermore, when signing basic transaction agreements, we include a clause mandating compliance with the Code of Conduct for Business Partners to ensure suppliers fully understand and adhere to its supply chain ESG policies. Prior to receiving actual orders and supplying products, newly registered suppliers must score at least 70 out of 100 on the supplier ESG assessment. This requirement enables Hyundai Mobis to proactively manage ESG risks across its supply chain. For existing suppliers, we conduct comprehensive evaluations on factors essential for sustainable competitiveness, such as quality, delivery, and technological capabilities, including the Quality Management System Assessment (MQRS[3]). This quality management system assessment is conducted every three years, while the Supplier Comprehensive Evaluation System (MSEM[4]) operates annually to assign supplier grades. The comprehensive evaluation results determine supplier selection and contract retention. We apply differential measures based on these grades, providing incentives to high-rated suppliers while applying penalties, such as exclusion from new projects, to low-rated ones. In addition, we systematically manage ESG risks and strengthen supply chain management capabilities by conducting annual ESG assessments-including both self-assessments and on-site audits-and extending these supply chain ESG assessments to key Tier 2 suppliers. Notably, Hyundai Mobis requires its Tier 1 suppliers to monitor Tier-2 and Tier-3 suppliers for compliance with the Code of Conduct for Business Partners throughout the contracting and business execution phases. If any violations or potential risks are identified, we mandate immediate corrective actions.

Supply Chain Evaluation and Selection System

New suppliers

01	02	03	04	05	06	07
New supplier registration	Signing of the Code of Conduct compliance pledge and basic transaction agreement	Quality management system assessment (MQRS), Financial risk assessment and supplier ESG assessment (pre-screening)	Operational structure review committee meeting (as needed)	MSQ/SQ if required by industry Certification acquisition	Bidding / Review process	Selection

Existing suppliers

01	02	03	04	05
Renew the standard contract which includes provisions on compliance with the Code of Conduct	Quality management system Assessment (MQRS), Comprehensive assessment (MSEM), Supplier ESG assessment	Sanctions review committee meeting (If risks arise)	Bidding / Review process	Selection

3) MQRS: Mobis Quality Rating System
4) MSEM: Mobis Supplier Evaluation and Management system

Strategy

Supply Chain Management Activities

Supplier Management

Supplier Evaluation Criteria

Key Management Criteria	
Quality	Quality management system, incoming defect rate
Technology	Basic/future capabilities, execution capability
Delivery	Parts shortage status/compensation amount
Management	Mutual growth/ESG management
ESG Perspective	
Safety/ environment	Risk management, on-site safety management, prohibition of hazardous substances, environmental management
Ethics	Mutual growth, support for transparent management, conflict minerals management

Supplier Selection Status (Parent)

Total number of Tier 1 suppliers	602 companies
Number of key Tier 1 suppliers	418 companies
Share of purchases from key Tier 1 suppliers (Purchases from key Tier 1 suppliers / Total purchases from Tier 1 suppliers x 100)	66.8 %
Number of key Tier 2 and sub-tier suppliers	26 companies
Total number of key suppliers (Key Tier 1 and Tier 2 suppliers)	444 companies

Supply Chain ESG Management Training

Hyundai Mobis conducts training for procurement employees on the importance of supply chain ESG management to elevate ESG standards across the entire supply chain. In 2025, we provided training on supply chain sustainability management strategies for interested employees within the procurement division. Additionally, we provide various educational materials through a procurement portal accessible to all suppliers, covering topics such as the importance of sustainability management, compliance guidelines for each clause of the Code of Conduct for Business Partners, Hyundai Mobis's supply chain ESG management framework, inspection and improvement measures for specific ESG indicators, and best practices. Furthermore, we promote ESG awareness among suppliers by offering training focused on diversity, including anti-discrimination, humane treatment, and inclusion regardless of race or religion. Through these initiatives, Hyundai Mobis establishes a foundation for suppliers to proactively address ESG issues and aims to continuously enhance sustainability and responsible management across the entire supply chain.

Supplier Support

Mutual Growth Support

Four Implementation Strategies

Hyundai Mobis promotes mutual growth with its suppliers through four core strategies: strengthening global competitiveness, fostering a culture of mutual growth, creating a sustainable environment, and building communication and trust. Since declaring the "Seven Beautiful Promises" in 2010, we have established and implemented systematic, tailored support policies that extend to Tier-2 and Tier-3 suppliers. To ensure that innovation and growth in future mobility drive mutual growth across the entire value chain, Hyundai Mobis continuously strengthens its partnerships with suppliers. Recognizing these efforts, we achieved the "Highest" rating in the 2024 Mutual Growth Index evaluation (conducted in 2025) for the seventh consecutive year, maintaining its position as an industry leader in mutual growth.

Improving Supplier Business Conditions and Providing Financial Support

Hyundai Mobis partners with commercial banks to establish various mutually beneficial financial programs, enabling suppliers to secure necessary funding at reasonable interest rates. We enhance the financial stability of our suppliers by operating various financial support programs, including the Shared Growth Fund for facility investments and working capital, mutually beneficial cooperation loans, and an automotive joint fund. To alleviate the financial burden on small and medium-sized enterprise (SME) suppliers—particularly for mold development, which requires significant initial investment during new part development—the Company supports their cash flow by paying mold production costs in a lump sum prior to mass production. Furthermore, as part of its efforts to improve payment terms, we introduced a mutually beneficial payment system in 2015. This system allows suppliers to quickly convert receivables into cash based on Hyundai Mobis's credit rating. By expanding this system to Tier 2 and Tier 3 suppliers, we mitigate the risk of chain bankruptcies and continuously improve the payment environment.

Enhancing Supplier Technological Capabilities

Hyundai Mobis is advancing various cooperative initiatives to enhance the technological competitiveness of its suppliers, including joint technology development, joint patent applications, R&D funding, capacity-building programs, and testing support. Over the past three years, we have provided a cumulative KRW 156.2 billion in R&D funding. We also expand the foundation for technology utilization by opening our patents and granting non-exclusive licenses to suppliers free of charge. Notably, we have contributed to strengthening suppliers' R&D capabilities by filing 861 joint patents through collaborative R&D over the past three years. Additionally, we open its certified testing laboratories to suppliers, enabling them to conduct tests at more reasonable costs compared to other certified facilities. It further improves suppliers' R&D environments by subsidizing testing fees and the costs associated with purchasing, inspecting, and calibrating testing equipment, as well as acquiring certifications.

Strategy

Supply Chain Management Activities

Supplier Support

Mutual Growth

Other Support Including Benefit Sharing

Hyundai Mobis signs annual performance-sharing agreements with suppliers to drive joint development, cost reduction, and productivity improvements. By equitably distributing the resulting benefits, the Company strengthens the foundation for mutually beneficial partnerships. To help suppliers attract and recruit top talent, we co-host the annual Hyundai Motor Group Job Fair, helping address workforce shortages. In 2025, 112 suppliers participated in the event. Furthermore, since 2019, we have partnered with Industrial Bank of Korea (IBK) to provide college scholarships for the children of supplier employees, enhancing their overall welfare.

iONE-JOB Website

Program	Overview
Benefit sharing program	Signing benefit sharing agreements with suppliers to distribute gains generated through joint development, cost reduction, and productivity improvements
Recruitment support	Support suppliers in attracting and hiring talented employees through initiatives such as the Hyundai Motor Group Supplier Job Fair, operating an online recruitment portal on iONE-JOB
Mobius bootcamp	Support recruitment-linked bootcamp programs for supplier SW positions

Impact of Shared Growth Programs

Program	Overview	Financial Impact
Import Substitution	Contributing to technological and national competitiveness to secure a leading position in the global market by developing proprietary technologies with suppliers	Supplier development cost savings: **KRW 80.6 billion**
Export Expansion	Contributed to the global expansion and sales growth of SME suppliers by supporting their participation in international exhibitions and facilitating online buyer matching.	Impact of executing overseas buyer NDA[1]'s and receiving RFQ[2]'s: **KRW 51.7 billion**
	Provided customs settlement payments to Tier 1 and Tier 2 suppliers to reduce import tariffs.	Customs settlement payments: **KRW 3.78 billion**
Productivity Improvement	Improved productivity by providing industry-specific expert guidance at the sites of SME suppliers lacking foundational technologies.	Cost reduction effect: **KRW 23.59 billion**
	Contributed to productivity improvements by supporting SME suppliers in establishing smart factories.	Productivity improvement effect : **KRW 2.09 billion**
Cost Savings	Provided financial support for testing and analysis of manufactured parts to reduce costs for suppliers expanding into China	Cost savings effects: **KRW 326 million**
	Provided financial support for equipment purchases, calibration, testing fees, certification acquisition, technology protection experts, and patent acquisition	Supplier support funding: **KRW 305 million**
	Provided financial support for SME suppliers to purchase legally required safety equipment	Cost support effect: **KRW 99 million**
Job Creation	Supported online and offline recruiting activities to help suppliers secure top talent	Financial impact of support: **KRW 12.31 billion**
Revenue Growth	Boosted exports by expanding business opportunities with global buyers through joint overseas expansion with suppliers	Purchases from suppliers expanding overseas: **KRW 4.65 trillion**
Net-Zero	Supported site emissions consulting, carbon reduction facility installation, ESG improvement activities, and ESG consulting	Cost support effect: **KRW 1.81 billion**
Other	Contributed to investment funds and supported startup ventures	Investment amount: **KRW 4 billion**
Total		**KRW 4.8337 trillion**

1) NDA: Non-Disclosure Agreement
2) RFQ: Request for Quotation

Strategy

Supply Chain Management Activities

Supplier Support: Shared Growth, On-site Guidance, and Training

To enhance suppliers' technological and quality competitiveness and resolve on-site challenges, Hyundai Mobis entrusts the operation of these programs to the K-Mobility Bridge Foundation and provides free training, on-site guidance, diagnostics, and consulting services. Each year, we offer practical, quality, and technical training tailored by job level for all suppliers. Centered on quality standards, requirements, and operational processes, these programs strengthen the professional capabilities of supplier employees and drive tangible quality improvements. Furthermore, through the Global Sangsaeng Cooperation Center—a dedicated training facility for suppliers—we systematically operate 439 courses covering technology, quality, and general management. By providing these essential training programs free of charge, Hyundai Mobis supports the continuous enhancement of supplier competitiveness.

K-Mobility Bridge Foundation's On-site Guidance and Training Programs

Category	Quality and Technical Training	On-site Technical Guidance	On-site Management Consulting
Support Details	• Quality Academy: 17 courses • Manufacturing Innovation: 4 courses • Management Innovation: 4 courses • ESG and Net-Zero: 18 courses • Mutual Growth Academy: 10 courses	On-site Quality Improvement Consulting by Experts • Defect Reduction • Cost Reduction • Process Improvement	On-site Consulting by Expert Advisors • General Management • R&D • Production Technology / Quality
Support Areas	**[Quality]** Introductory, FMEA, SQ, New Vehicle Parts Development, 5-Star Level-up, SPC Course, Internal Auditor **[Manufacturing]** Quality and Technology Seminars by Industry	Casting, welding, forging, heat treatment, machining, metal plating, pressing, injection molding, rubber, painting, electrical/electronic	All areas of general management, including planning, overseas sales, IT, management support, production, production technology, quality, and R&D

GPC Regular Training Programs

Future Competitiveness	Global Capabilities	Leadership	Fostering Automotive Industry Experts	Basic Job Training
• Future Strategy Roadmap • New Technology Trends	• Global Leader Development • Fostering Regional Experts • Overseas Local Talent Development	• Expected Roles and Responsibilities • Performance-driven Capabilities • Enhancing Creativity and Loyalty	• Common • Procurement • Quality • Production Engineering • R&D	• Automotive Basics • Supply Chain Management • Environment/Safety • Business Skills • Human Resources Management

Annual Training Schedule

Operating support programs for Tier-2 and Tier-3 suppliers

Hyundai Mobis operates a multi-tiered cooperation system to extend the benefits of its collaborative initiatives to Tier-2 and Tier-3 suppliers. To this end, we encourage the use of standard automotive industry contracts between Tier 1 and Tier 2 suppliers. It also fosters a fair and transparent trading culture by promoting fair trade agreements between Tier 1 and Tier 2, as well as Tier-2 and Tier-3 suppliers. Furthermore, we operate a 'Shared Growth Incentive Point System' for Tier 1 suppliers, awarding points based on their cash payment ratios. By incorporating this metric into the selection criteria for shared growth awards, Hyundai Mobis incentivizes Tier 1 suppliers to improve payment terms for Tier 2 suppliers. In addition, we operate an interest support fund for Tier-2 and Tier-3 suppliers, enabling them to secure necessary financing at lower interest rates.

Enhancing Suppliers' ESG Capabilities

Providing Carbon Management and ESG Consulting for Suppliers

Recognizing the importance of ESG in the supply chain, Hyundai Mobis establishes and operates various programs to systematically enhance its suppliers' ESG capabilities. In 2025, we provided 'LCA (Life Cycle Assessment) Consulting' to help suppliers systematically calculate carbon emissions for their parts, alongside 'Workplace Carbon Reduction Implementation Consulting' to align with the 2045 supply chain Net-Zero goal. Designed to meet global environmental impact standards, these consulting services are provided to suppliers free of charge, strengthening their carbon management capabilities and contributing to a sustainable supply chain. Furthermore, we expanded our ESG consulting program to Tier 2 suppliers. Through on-site visits, we assess management levels across key areas, including ethics, environment, human rights and labor, and occupational safety and health. It also provides practical support to elevate supplier performance by sharing best practices and reference materials, suggesting improvement measures, and offering training on assessment responses. By continuously expanding customized support tailored to the specific conditions and needs of its suppliers, we strengthen the foundation for them to proactively respond to ESG requirements.

Category	Carbon Emission Reduction Equipment	Safety Equipment	ESG Consulting	ESG Activity Support
Purpose	Strengthening support for eco-friendly management and carbon neutrality	Preventing serious accidents of suppliers	Enhancing suppliers' ESG capabilities	Support suppliers' ESG capabilities
Details of Support	Support for the replacement of equipment and facilities to improve energy efficiency at worksites	Replacement and installation of essential safety facilities	Provision of ESG training for suppliers' management and staff, and proposal of improvement measures based on ESG assessments	Support for the acquisition of environmental, health, and safety ISO certifications

1) LCA: Life Cycle Assessment

Strategy

Supply Chain Management Activities

Supplier Support

Enhancing Suppliers' ESG Capabilities

Supplier Safety and Health Support

Hyundai Mobis provides ongoing, practical support to enhance its suppliers' occupational safety and health by conducting free safety inspections, sharing the results, and offering safety guidelines for improvement. In 2025, we conducted safety and health inspections of 57 domestic suppliers through an external specialized agency. We systematically managed these inspection outcomes by comparing them with the 2023 results to verify the improvements made by high-risk suppliers. During these inspections, we also identified suppliers demonstrating best practices in specific safety management areas, aiming to elevate overall safety management standards by disseminating these best practices. Furthermore, since 2023, Hyundai Mobis has participated in the Large and Small Business Safety and Health Win-Win Cooperation Project, hosted by the Ministry of Employment and Labor, to prevent industrial accidents at SMEs. Since 2024, we have further supported working environment improvements by launching a safety equipment provision program for supplier sites.

Program	Overview
Safety Equipment Purchase Support Program	• Providing financial support for Hyundai Mobis' small and medium-sized suppliers to purchase safety equipment
Support Program for Establishing Occupational Safety and Health Management Systems to Prevent Industrial Accidents	• Supporting the establishment and implementation of occupational safety and health management systems • Supporting safety inspections and the establishment of improvement measures to prevent serious accidents • Providing consulting services to enhance safety management levels
Support Program for Workplace Improvements including Smart Safety Equipment	• Selecting and introducing outstanding smart safety technologies to small and medium-sized enterprises • Applying safety-focused design measures to create a safer work environment

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

Supplier Participation

Hyundai Mobis recognizes suppliers as essential partners in sustainability rather than mere transactional vendors, actively incorporating their feedback into management decisions through various engagement channels. We conduct regular site visits and maintain open communication to understand supplier challenges and gather on-site feedback. Furthermore, it hosts official forums, such as PARTNERS DAY and industry-specific forums, to share mutual growth achievements and discuss mid- to long-term strategic directions.

Partners Day

Hyundai Mobis hosts the annual PARTNERS DAY, organized by the Procurement division, to enhance supplier sustainability. The event serves as a platform for executives and supplier representatives to share mutual growth achievements, discuss mid-to-long-term strategies, and strengthen partnerships. This year, the CEO and key executives of Hyundai Mobis joined approximately 220 supplier representatives. We recognized outstanding suppliers for 2025 across approximately ten categories—including safety, new vehicle development, procurement, and mutual growth—to celebrate their achievements and dedication. Furthermore, participants shared insights on the evolving future mobility market and discussed joint strategies focused on strengthening fundamental quality capabilities and ensuring flexible risk response.

Industry-specific Committees

Hyundai Mobis regularly hosts annual sector-specific meetings to strengthen information sharing and communication with suppliers. In 2025, a total of 170 suppliers participated in these meetings, which covered topics such as strategies to navigate changes in the internal and external business environment and trade conditions, key quarterly initiatives, and safety and environmental training. Furthermore, to ensure stable supply chain operations, we provided a communication platform to listen to the challenges faced by suppliers. By developing improvement measures based on the feedback raised during these sessions, Hyundai Mobis continues to strengthen mutually beneficial cooperation with its suppliers.

Strategy

Supply Chain Management Activities

Responsible Minerals Management

Responsible Minerals Management Process

Hyundai Mobis aligns with the OECD Due Diligence Guidance and operates a systematic management process for responsible minerals, including conflict minerals, to build a responsible mineral supply chain. To this end, the Company uses the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Reporting Template (EMRT) provided by the Responsible Minerals Initiative (RMI) to secure information on suppliers' use of conflict and responsible minerals, such as cobalt, as well as smelters within the supply chain. It also surveys all suppliers to identify the smelters and countries of origin for conflict and high-risk minerals. Furthermore, to prevent and manage risks associated with conflict minerals in the supply chain, Hyundai Mobis goes beyond basic compliance with conflict mineral regulations for 3TG[1]. We strive to minimize the use of minerals potentially linked to conflict or human rights risks. In accordance with its responsible minerals procurement policy, it operates a management system for responsible mineral procurement that recommends and requires suppliers to trade with RMAP[2]-conformant smelters. In 2025, we surveyed 636 major suppliers for Hyundai and Kia and 279 global OE suppliers regarding their use of conflict and responsible minerals. It collected and analyzed data on trading smelters by receiving CMRT, EMRT, and AMRT[3] data from sub-tier suppliers using these minerals. Based on the submitted data, we evaluate the risk of trading smelters according to their RMAP certification status. For smelters identified as prohibited from trading or having data errors, it requests suppliers to reinvestigate their trading status, take measures to ensure data integrity, and submit improvement plans.

Establishing a Management Process	• Establishing the Hyundai Mobis Code of Conduct and Responsible Minerals Policy • Building a Collaborative Framework with Relevant Departments
Raising Awareness	• Raising Awareness Among Employees and Suppliers (e.g., Training) • Hyundai Mobis Code of Conduct Compliance Pledge • Assessing Supplier Sustainability Risks
Identifying and Assessing Supply Chain Risks	• Surveying the Use of Responsible Minerals, Including Conflict Minerals - Collect CMRT and EMRT data (desktop due diligence) - Conduct supplier risk assessments
Establish risk response strategies	• Request improvements from non-RMAP-certified smelters • Monitor improvement status
Report implementation progress	• Sustainability Report • Respond to OEM requirements • Responsible Minerals Report

1) 3TG: Tin, Tantalum, Tungsten, Gold
2) RMAP: Responsible Minerals Assurance Process
3) AMRT: Additional Minerals Reporting Template

Raising Awareness of Responsible Minerals Management

Hyundai Mobis clearly defines standards for the legal sourcing of raw materials in the Hyundai Mobis Code of Conduct and the Code of Conduct for Business Partners. Based on these standards, we established a responsible mineral procurement policy, which is publicly available on its website. We systematically encourage suppliers to implement this policy by requiring them to sign a compliance pledge and embedding compliance clauses within parts supply contracts. To ensure these principles extend throughout the supply chain, we include conflict mineral criteria in our annual ESG sustainability risk self-assessments and integrates the results into supplier evaluations. Furthermore, in 2025, Hyundai Mobis conducted training on conflict mineral management standards and global regulatory trends for major overseas subsidiaries—including those in India, China, Europe, the Americas, Mexico, and Brazil—to strengthen responsible mineral management capabilities across its global operations.

Risk Management

Supply Chain Risk Management

Remediation Procedures and Grievance Mechanisms

Hyundai Mobis operates various communication channels to systematically identify supplier needs and promptly resolve on-site grievances. To enhance accessibility, we disclose relevant information on our website, enabling suppliers to submit their feedback easily and conveniently at any time. Through these efforts, we strengthen open communication with suppliers and continuously build trust-based partnerships.

Supplier Grievance Center

The 'MPOS[1] Sinmungo' is a year-round grievance reporting channel for suppliers available to all Tier 1 suppliers as well as employees of Tier 2 and Tier 3 suppliers. Informants may submit reports either anonymously or under their real names. We strictly protect the confidentiality of all suggestions and reports by restricting access exclusively to the submitter. To enhance transparency and reliability, the system automatically assigns a tracking number upon submission, allowing informants to monitor the progress of their reports at every stage—from the initial action plan to the ongoing status and final resolution. All procedures are conducted fairly and securely in accordance with the principles of confidentiality, identity protection, and mitigation of liability. By empowering suppliers to freely voice their opinions and participate in improvements, we help establish a sound business culture and prevent risks across the entire supply chain.

Category	Unit	Received	In Progress	Completed
Job-related and workplace grievances	Cases	6	-	6

1) MPOS: Mobis Procurement Operation System

Compliance Helpline

The Compliance Helpline serves as a year-round open communication channel available to Hyundai Mobis employees and external stakeholders, including suppliers. We operate this channel to receive inquiries and reports related to business transactions, such as fair trade and subcontracting issues, at any time. Suppliers can freely report transaction-related concerns or grievances through this channel. We review and process all submissions in accordance with established procedures to foster fair and transparent business practices. Details regarding the operation and processing procedures of the helpline are available in the 'Employees-Compliance Helpline' section of this report.

Employees - Compliance Helpline

Risk Management

Supply Chain Risk Management

Supplier Sustainability Risk Assessment

Hyundai Mobis operates a risk identification process to proactively detect potential risks within its supply chain. We identify supplier-related issues through risk screening conducted by external agencies and, when necessary, perform additional reviews and management activities based on the findings. To assess comprehensive ESG risks—including ethics, the environment, labor and human rights, and occupational safety and health—Hyundai Mobis conducts regular ESG assessments of its suppliers. We systematically analyze supplier risks by tracking and managing these assessment results.

Starting in 2025, Hyundai Mobis is conducting supply chain ESG due diligence based on the Hyundai Motor Group's integrated supply chain ESG due diligence framework through the K-Mobility Bridge Foundation. In particular, we evaluate supplier risk levels more precisely by incorporating the latest external requirements into our assessment criteria, including global ESG evaluation metrics, industry initiative requirements, regional legal and regulatory mandates, and the EU Corporate Sustainability Due Diligence Directive. To improve assessment accuracy, we provide suppliers with enhanced guidelines and reference materials while conducting both written assessments and on-site audits to ensure effective risk management. For suppliers with identified risks, we recommend improvements and support corrective actions through mutual consultation. By enforcing policies that may restrict business relationships with suppliers that fail to make necessary improvements, we are building a responsible supply chain ecosystem.

Supply Chain ESG Due Diligence Process

Supplier self-assessments and written assessments
- Conduct annual self-assessments and written assessments using the K-Mobility Bridge Foundation system

→ **Identification of high-risk suppliers**
- Identify high-risk suppliers based on written assessment results

→ **On-site audits**
- Conduct in-depth ESG risk assessments through on-site visits to suppliers

→ **Establish improvement plans and verify corrective actions**
- Establish and implement supplier-specific improvement plans
- Verify improvements during the next on-site audit (points deducted for insufficient corrective actions on previous findings)
- Refer suppliers to the Sanctions Review Committee if classified as high-risk for two consecutive years based on on-site assessments

Key Results of 2025 Supply Chain ESG Due Diligence

ESG Due Diligence on Domestic Tier 1 and Tier 2 Suppliers
- Written Assessments: Tier 1 Suppliers (358 companies), Tier 2 Suppliers (2 core companies + 20 companies(consulting))
- On-site audits: Tier 1 suppliers (172 companies) → 2025 onwards: Conducting biennial on-site audits
- Monitor implementation of corrective actions based on 2024 audit results → Reflect in comprehensive evaluations and deduct bidding points for suppliers with insufficient improvements
- Consulting support for Tier 2 suppliers

Written ESG Assessments and On-site Audits for the Supply Chain in Europe
- Written assessments: 44 Tier 1 suppliers and 3 key Tier 2 suppliers
- On-site audits: Conducted for six high-risk suppliers
- Host seminars to address weak indicators identified in the 2025 assessment
- Provide improvement guidelines to enhance 2026 assessment scores

Written ESG Assessments and On-site Audits for the Supply Chain in China
- Written Assessments: 130 direct suppliers
- On-site Audits: Conducted for 23 high-risk suppliers
- Formulate improvement plans based on due diligence results (communicate ESG importance to supplier management, continue and expand conflict minerals investigations at Chinese subsidiaries, and conduct annual carbon emissions surveys)

Supplier ESG Performance and Key Corrective Actions

Areas for Improvement		Status	Support for Improvement
Ethics	Ethical Management/ Anti-corruption	• Insufficient training on preventing corruption, bribery, and unfair trade practices • Lack of reporting channels for corruption and conflicts of interest	**Provision of Reference Policy Materials** - Code of Conduct for Business Partners and Supply Chain ESG Assessment Procedures - Human Rights Charter - Personal Information Protection Regulations - Conflict Minerals Management Regulations - Environmental Policy **Training on Best Management Practices and Standard Manuals** - GHG and Energy Management Regulations - Sexual Harassment and Workplace Bullying - Prevention and Response Manual - Information Security Regulations and Sample Pledges - Fair Trade Best Practice Guidelines - Measures for setting and achieving living wage targets **Conduct online training for each evaluation indicator** - Conduct training on all questionnaire items, covering [assessment purpose / glossary / management procedures / relevant regulations / preparation requirements / inspection items] (video materials distributed upon completion)
	Responsible Sourcing of Raw Materials	• Tier 1 suppliers respond to OEM customer requests regarding conflict and responsible minerals through CMRT, but lack their own established policies	
	Information Security	• Lack of practical management measures, such as conducting information security risk assessments	
	Supplier Assessments	• Tier 1 suppliers lack their own codes of conduct for sub-tier suppliers • Tier 1 suppliers lack ESG assessments for sub-tier suppliers and fail to integrate ESG into procurement policies	
Human Rights	Forced Labor	• Minor deficiencies in overtime consent forms and tracking records	
	Indigenous Peoples (Local Communities)	• Low awareness of the need for management, as sites located in industrial complexes pose a lower risk of infringing on the rights of indigenous peoples (local communities)	
	Living Wage	• Pays above minimum wage but fails to recognize the need to consider a living wage - Examples of active reporting channels for corruption and conflicts of interest	
Environ-ment	Climate Change	• While many companies calculate Scope 1 and 2 emissions, they lack GHG reduction targets and implementation activities	
	Energy	• Energy consumption data is available, but external disclosure is insufficient • Many companies lack renewable energy adoption	
	Water Resources	• Insufficient documentation of internal regulations or procedures (e.g., guidelines, manuals) for water use and wastewater treatment	
	Environmental Impact of Products	• As many suppliers are still in the early stages of managing site-level environmental impacts, voluntary management of product-level environmental impacts is lacking.	

Metrics and Targets

Supply Chain Management Targets

Supplier Sustainability Risk Management Targets

To build a sustainable supply chain, Hyundai Mobis establishes and systematically manages key performance indicators (KPIs) and targets linked to supplier ESG assessments. These targets are set by comprehensively considering previous assessment results and the current status of suppliers. We transparently disclose the performance and targets for each indicator, while engaging with suppliers to ensure their continued awareness and understanding.

Category	Unit	2023	2024	2025	2026 Target	2027 Target
		Parent	Parent	Parent	Parent	Parent
Completion of on-site assessments conducted on 'high-risk suppliers' identified through supplier ESG self-assessments	%	100	97	100	100	100
Reception of corrective action plans for the necessary improvements (findings) identified through on-site assessments	%	100	100	100	100	100
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) Indicated as 100% if no issues occurred

Appendix Social Performance - Profile of Suppliers

Supply Chain Management Metrics

Detailed supply chain management metrics are reported in the 'Social Performance - Supplier Characteristics' section of the Appendix.

Supplier Status

To establish a stable and sustainable supply chain, Hyundai Mobis systematically tracks its supplier status as a key management metric. We regularly review the scale and transaction structures of our suppliers to prevent supply chain risks and strengthen the foundation for mutually beneficial cooperation. As of 2025, Hyundai Mobis has 444 major domestic suppliers, comprising 418 Tier 1 and 26 Tier 2 suppliers. We manage our suppliers' status based on business characteristics and relevance to core operations. For major suppliers, it operates a focused management system that emphasizes quality, ESG, and shared growth. Using these supplier metrics, Hyundai Mobis continuously monitors the stability and transparency of its supply chain, aiming to enhance overall supply chain sustainability by strengthening long-term partnerships with its suppliers.

Procurement Spend

Hyundai Mobis systematically manages its procurement spend as a key metric to ensure stable supply chain operations and foster mutual growth with suppliers. As a core metric reflecting business scale and supply chain structure, this spend allows us to monitor transaction stability and strengthen the foundation for long-term partnerships. As of 2025, Hyundai Mobis's total procurement spend is approximately KRW 54 trillion. We manage this spend based on business characteristics, such as parts, raw and subsidiary materials, and services, maintaining stable business relationships focused on core business segments and major suppliers.

Assessment and Corrective Action Status

To proactively manage ESG risks across the supply chain, Hyundai Mobis tracks supplier ESG assessment rates and corrective action implementation status as key metrics. This enables us to objectively evaluate suppliers' ESG management capabilities and systematically implement improvement initiatives based on risk levels, thereby strengthening the foundation for a sustainable supply chain. As of 2025, we conduct supplier ESG assessments through both self-assessments (written audits) and on-site audits, achieving a 100% completion rate for both. Assessment results are categorized by risk level. For high-risk suppliers, we conduct in-depth inspections, including on-site verifications, to identify key issues and support improvement efforts. Furthermore, we monitor the development and implementation of corrective action plans for areas of improvement identified during on-site audits. The submission rate for corrective action plans is 100%, with a 97% completion rate for improvement measures.

COMMUNITY

Hyundai Mobis fulfills its corporate social responsibility by conducting CSR activities across various areas, including supporting the underprivileged, providing engineering education for future generations, and protecting biodiversity. Under the CSR[1] vision of 'A Beautiful Companion for Sustainable Future,' we are advancing community-focused programs that leverage our mobility capabilities and resources, aiming to create sustainable social value through cooperation with local communities and stakeholders.

Hyundai Mobis CSR

1) CSR: Corporate Social Responsibility

Governance

CSR Management Framework

Hyundai Mobis oversees its overall CSR activities through the Board of Directors and executive-level management and oversight, advancing CSR activities based on transparent and responsible decision-making. All CSR activities and donations undergo annual review and approval by the Corporate Sustainability Management Committee, with quarterly performance and program operations reported on a regular basis. Hyundai Mobis monitors the implementation of key annual initiatives through the ESG Council Meeting, attended by the CEO and executive management. Through these processes, we systematically manage the performance of each CSR program and continuously monitor the impact on local communities.

CSR Management Framework

Highest Governance Body	Review the appropriateness of donation expenditures (Audit Committee)
Board of Directors | Corporate Sustainability Management Committee	Approve key CSR policies and activities and reviewing performance
ESG Council Meeting	Reporting on major CSR initiatives and monitoring implementation
Sustainability Management Division – CSV Strategy Team	• Planning and executing CSR activities • Executing and allocating donations

Strategy

CSR Strategy Framework

Hyundai Mobis' CSR strategy framework focuses on three core pillars: Responsible Mobility, Safe Society, and Sustainable Planet areas. We promote social value through various CSR activities that contribute to mobility, safety, the environment, and future generations. Over the mid- to long-term, we plan to enhance CSR programs aligned with its business and core competencies while developing new initiatives. Furthermore, we are committed to fostering a corporate culture of social responsibility, aiming to broaden the foundation for employee participation by raising awareness of CSR activities and expanding opportunities for involvement.

Mid- to Long-term Strategy Framework

CSR Vision	A Beautiful Companion for Sustainable Future		
Focus Areas	**Responsible Mobility** Mobility Area	**Safe Society** Safety Area	**Sustainable Planet** Eco-friendly & Future Generations Area
	Mobility Providing people with mobility solutions **Barrier-Free** Improving the accessibility of mobility for all	**Safety** Disaster, traffic/social safety, safety infrastructure **Protection** Protecting the socially vulnerable, supporting public service heroes	**Eco-friendly** Climate change, resource circulation, biodiversity **Future Generations** Talent development, support for education/self-reliance
Program Overview	• Mobility assistance for children with disabilities[1] (★)	• Donation of transparent umbrellas[2] (★) • Employee volunteering • Sponsorship for community partners • Support for families affected by traffic accidents	• Teen Engineering Leaders[3] (★) • Junior Engineering Class • Biodiversity conservation and restoration in the Miho River, Jincheon • Junior Archery Class

(★) Key Programs by Focus Area

1) Mobility assistance for children with disabilities: Providing customized assistive devices and rehabilitation expenses, and supporting family trips for children with disabilities

2) Donation of transparent umbrellas: Providing umbrellas made of eco-friendly special materials to prevent children's traffic accidents on rainy days

3) Teen Engineering Leaders: An engineering talent development program to nurture future software technology leaders in fields such as autonomous driving, robotics, and connectivity

2024-2028 Roadmap

2024	2025	2026	2027	2028
Establishing a New CSR Framework				
	Restructuring Existing Programs and Exploring New Initiatives			
	Responding to Changes in the Future Mobility Business and Addressing Social Touchpoints			
	Expanding Overseas Subsidiary Activities and Fostering Local Partnerships			
			Strengthening the External PR System	

Strategy

Engagement Activities

Enhancing the economic and social accessibility of vulnerable groups

Supporting the resilience of vulnerable groups

Responsible Mobility

To promote the value of mobility rights across society, we support the mobility of children with disabilities and operate programs to strengthen family bonds.

Mobility Support for Children with Disabilities

Support for Customized Assistive Devices and Rehabilitation Expenses

Hyundai Mobis is committed to ensuring mobility rights for the transportation-disadvantaged by providing mobility aids and posture support devices to children with physical disabilities. These devices—including postural support equipment, mobility aids, and electric wheelchairs—are customized to reflect each child's physical characteristics and living environment. In addition, we fund rehabilitation treatments to aid the physical recovery and development of these children, while offering training on device usage and follow-up care to ensure practical mobility support.

2025 Key Achievements	Future Plans
• Assistive Devices Provided: 202 individuals • Rehabilitation Expenses Supported: 23 individuals	• Reviewing and updating the adequacy of support based on external conditions

Family Trips for Children with Disabilities

Hyundai Mobis operates the 'Family Trip for Children with Disabilities' program to give families experiencing the physical and emotional strain of treatment and rehabilitation with an opportunity to rest and recharge. In 2025, 15 families and 20 employee volunteers participated in a two-day trip at Paradise City in Incheon. The staycation-style retreat provided participating families with psychological stability and emotional recovery. By interacting with others in similar situations, they also built an emotional support network based on mutual understanding and empathy. For the employee volunteers, the experience fostered a deeper understanding of the challenges faced by these families, promoting greater empathy and an unbiased understanding. Following the program, we held a review contest for the participating families and employees to share their experiences and reflections.

2025 Key Achievements	Future Plans
• Family trip participants: 15 families of children with disabilities	• Enhance the experiences and satisfaction of participating families by developing diverse programs

Safe Society

As an auto parts manufacturer, Hyundai Mobis fulfills its social responsibility for traffic safety and continuously advances CSR activities to support marginalized groups in local communities where it operates.

Sponsorship for Affiliated Community Organizations

Hyundai Mobis partners with social welfare facilities near its business sites nationwide to provide regular sponsorships and conduct employee volunteer activities. In 2025, 46 business sites collaborated with 74 partner institutions to support marginalized community members, including vulnerable groups, people with disabilities, children and youth, multicultural families, the elderly, and single mothers. To provide practical and efficient support tailored to the specific needs of each organization, we established a flexible sponsorship system that offers donations in the form of cash, in-kind goods, or Onnuri gift certificates based on the requirements of the receiving institutions.

2025 Key Achievements	Future Plans
• Participating sites: 46 • Partner institutions: 74	• Build and strengthen collaborative partnerships between the company and partner institutions • Continuously expand the number of participating sites and partner institutions

Support for Families Affected by Traffic Accidents

Hyundai Mobis operates a support program for families experiencing financial and emotional hardship due to unexpected traffic accidents. The program aims to provide essential support to children from these families, who are selected as Hyundai Mobis scholars, throughout their development from preschool to high school graduation. Funded by our contributions and voluntary employee donations, the program provides educational grants, school uniform allowances, birthday and graduation gifts, and support for cultural activities. Moving beyond one-off assistance, this initiative delivers practical support to help children continue their education and achieve emotional stability as they grow.

2025 Key Achievements	Future Plans
• Scholarship recipients: 40	• Review and expand support measures in response to changes in the social environment

Strategy

Engagement Activities

Support for vulnerable groups

Safe Society

Hyundai Mobis fosters a culture of voluntary employee participation through systematic CSR activities.

Employee Volunteering

Hyundai Mobis operates "self-directed volunteer programs," which allow employees to plan and execute their own initiatives, and a variety of themed group volunteer programs for employees and their families.

Self-directed Volunteer Programs

Hyundai Mobis operates the Self-directed Volunteer Program to support employees to address social issues based on their personal interests and expertise. Employees selected through a preliminary screening plan and execute volunteer activities in various forms, including talent donation, hands-on volunteering, and technical learning. We identify and share best practices to encourage wider participation and enhance the quality of the program. In 2025, recognized best practices included the 'Mobis Hope Cart' initiative, which leveraged the expertise of mobility researchers to improve the mobility safety of elderly paper collectors, and a digital literacy program that taught vulnerable children to create and publish storybooks using AI tools. Furthermore, Hyundai Mobis contributes to generating social value by sharing the outcomes of its employee volunteer programs and examples of corporate-community partnerships with external audiences. In 2025, we participated in 'SVC 2025-Seoul Volunteer Connect' and the '2025 GLOBAL CSR FORUM' to present our best practices and experiences in addressing social issues.

2025 Key Achievements	Future Plans
• Number of participating volunteer teams: 65 • Number of participants: 541	• Introduce year-round recruitment and one-day volunteering programs to enhance employee convenience and encourage participation

Group Volunteer Programs

In 2025, we operated group volunteer programs focused on three themes: Safety Guardians, Ecology Guardians, and History Guardians. Through the Safety Guardians initiative, Hyundai Mobis collaborates with local fire departments to paint old roadside fire hydrants with a "little firefighter" design, thereby enhancing visibility and preventing illegal parking. Roadside fire hydrants are critical safety facilities essential for initial fire suppression, playing a vital role in ensuring a rapid emergency response. Following the painting, we observed improved public awareness, evidenced by a reduction in illegal parking and unauthorized waste dumping near the hydrants. Moving forward, we plan to enhance fire safety by conducting visibility improvement activities tailored to regional characteristics.

Category	Program	Period	Description	2025 Results
Safety	Roadside Fire Hydrant Painting Volunteer Activities	First half	• Collaborated with Jongno Fire Station to paint street fire hydrants with 'Little Firefighter' • Donated 556 fire safety items (roadside fire hydrant outlet caps) to support ongoing fire prevention efforts in local communities	Fire hydrants painted: 211 Activities conducted: 3 Participants: 114
		Second half	• Collaborated with Yongin West Fire Station to paint street fire hydrants with 'Little Firefighter' designs • Donated 660 fire safety items (portable fire extinguishers) to socially vulnerable groups in the volunteering area	Fire hydrants painted: 193 Number of activities: 3 Participants: 110
Ecology	Ecological Park / Guardians Wetland Creation Activities	First half	• Noeul Park (former Nanjido landfill restoration area): Created acorn seed banks[1] and planted oak saplings • Seonyudo Park (Korea's first recycled eco-park): Removal of invasive plant species (burcucumber and Japanese hop) and planting of Korean willow trees • Changwon Junam Reservoir (East Asia's largest migratory bird route): Planted floating aquatic plants and collected aquatic organisms	Number of activities: 4 Participants: 244
History	Volunteer Activities for Wooden Cultural Heritage Conservation	Second half	• Sungkyunkwan (Seoul): Cleaned Myeongnyundang, Dogjae, and Hyanggwancheong; applied protective perilla oil to wooden heritage structures; and removed weeds and fallen leaves from the Woldae terrace of Myeongnyundang • Gim Yusin Birthplace (Jincheon): Cleaned and oiled Gim Yusin's birthplace and flooring; inspected safety facilities • Jinhae Gwan-a (Changwon): Cleaned Jinhae Gwan-a buildings and removed trash	Number of activities: 5 Participants: 250

2025 Key Achievements	Future Plans
• Number of participants: 718 (Employees, their families, and acquaintances)	• Diversifying volunteering themes and expanding regional hubs for group volunteering activities

1) Seed Bank: Pouches filled with fertile soil and seeds to help plants grow in harsh environments where saplings struggle to take root

Reducing Children's Traffic Accident Rates

Safe Society

Hyundai Mobis conducts transparent umbrella sharing and traffic safety education programs nationwide to prevent children's traffic accidents on rainy days.

Transparent Umbrella Sharing Campaign

The Transparent Umbrella Sharing Campaign is a Hyundai Mobis CSR program that distributes transparent umbrellas to children nationwide to prevent traffic accidents on rainy days. The transparent design ensures clear visibility for children, while retroreflective material reflects car headlights, making children easily visible to drivers at night. Furthermore, the umbrellas are equipped with a whistle, allowing children to immediately call for help in an emergency.

2025 Key Achievements	Future Plans
• Transparent Umbrella Sharing: Gyeongsang-do region 64,668 umbrellas for 199 schools	• Approximately 2,300 schools near Hyundai Mobis sites nationwide by 2029 support for 590,000 elementary school students

Comprehensive Safety Experience Land

Since 2024, Hyundai Mobis has operated the Comprehensive Safety Experience Land to help children develop safety awareness through hands-on training. This program provides experience-based education for elementary and kindergarten students on potential accident risks in various traffic situations. In collaboration with local administrative agencies, it aims to raise public awareness of children's traffic safety.

[Hyundai Mobis X Comprehensive Safety Experience Land] Passing Down a Legacy of Safety to Children

Key Programs of the Comprehensive Safety Experience Land (As of 2025)

Category	Experience Zone	Category	Experience Zone
Traffic Safety	Pedestrian / Automobile / Aircraft / Ship / Subway / Kickboard Safety	Fire Safety	Emergency Exit Evacuation Safety, Fire Extinguisher
Disaster Safety	Disaster Prevention Safety	Emergency Safety	CPR

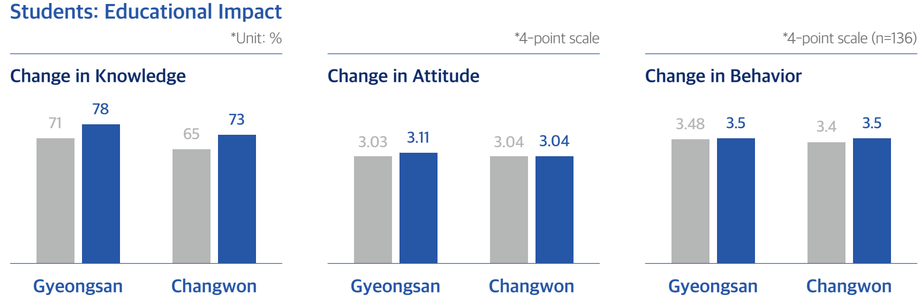
2025 Key Achievements	Future Plans
• Host regions: Gyeongsan, Pohang, Yangsan, Changwon • Number of participants: 8,886	• Continue providing safety experience education for children in local communities near business sites • Launch the 'Visiting Safety Experience Land' program for remote schools in suburban areas

Social Value Performance Measurement

We conducted a social value performance measurement to verify the effectiveness of the transparent umbrella sharing and Comprehensive Safety Experience Land education in 2025. The program was implemented in the Gyeongsang-do region in 2025, and the performance measurement was conducted through surveys and interviews with elementary school students, teachers, parents, and partner organization officials in the Changwon and Gyeongsan areas, where participation rates were relatively high. In particular, the assessment focused on whether the activities led to behavioral changes in students' knowledge, attitudes, and practices concerning traffic and disaster safety. Post-survey results indicated an overall improvement, with the program proving highly effective in enhancing students' understanding of precautions to avoid traffic accidents on rainy days. Regarding program satisfaction, students gave the durability of the transparent umbrellas and the safety learning outcomes of the Comprehensive Safety Experience Land average satisfaction scores of 82.0% and 92.9%, respectively. Additionally, teachers demonstrated a strong willingness to continue participating, with a positive response rate of 98.7%.

Furthermore, an SROI analysis calculated the social value generated by the Transparent Umbrella Sharing and Comprehensive Safety Experience Land programs at 1.06. Hyundai Mobis is helping to bridge the accessibility gap by delivering outreach education programs to regions lacking experiential learning infrastructure. Moving forward, we remain committed to preventing traffic accidents and fostering a culture of safety by continuously advancing various initiatives to enhance children's traffic safety.

Students: Educational Impact



Strategy

Engagement Activities

Contributing to the Cultivation of Future Science and Technology Talent

Sustainable Planet

Hyundai Mobis contributes to educational activities to foster future scientific talent.

Junior Engineering Class

Hyundai Mobis operates the Junior Engineering Class and Junior Engineering Outreach Program Camp to provide educational programs linked to advanced mobility technologies that children may not encounter in their regular school curriculum.

Operating the Junior Engineering Class

Hyundai Mobis operates the Junior Engineering Class for elementary school students (grades 4-6) in the Seoul metropolitan area and major cities to help future generations build early competence in science and technology and foster talent for the mobility sector. The program is designed to enhance students' creative problem-solving and scientific thinking skills while increasing their interest in science and engineering. Based on an in-house curriculum aligned with the regular elementary science syllabus, the seven-session course progressively offers inquiry skill development, science and engineering theory and practice, and hands-on learning incorporating Hyundai Mobis's mobility technologies. Through this curriculum, we help students systematically acquire scientific and engineering knowledge and apply their learning to real-life situations.

Junior Engineering Outreach Program

Hyundai Mobis operates the Junior Engineering Outreach Program as an advanced experiential program to conclude the regular Junior Engineering Class curriculum. Designed as an interactive STEAM[1] program, the camp allows students to experience how scientific principles from textbooks are applied to real-world engineering. By combining hands-on engineering experiments with creative activities, the program enhances learning outcomes. While primarily targeting schools involved in the regular classes, we have expanded the camp to include schools and students previously not reached, thereby broadening the program's reach and providing wider access to educational opportunities. In 2025, the camp strengthened students' problem-solving and teamwork skills through activities such as building and testing engineering kits, the 'Science Engineering Olympic,' and AI-based creative engineering design projects. Additionally, we provided certificates of completion, practice kits, textbooks, and souvenirs. Sharing live updates of the camp on social media also helped enhance the program's transparency

2025 Key Achievements	Future Plans
• Junior Engineering Class completions: 17 schools, 640 students • Junior Engineering Outreach Program participants: 183 students • Operated an interactive booth at the Seoul Mobility Show	• Development of an AI education curriculum aligned with national initiatives for nurturing future talent in the AI-driven digital era and the revised national curriculum • Develop new kits reflecting Hyundai Mobis' technologies, strategies, and the latest trends

Teen Engineering Leaders

Hyundai Mobis operates the Teen Engineering Leaders program to cultivate engineering talent who will lead future software-driven technology fields, including autonomous driving, robotics, and connectivity.

Implementation of the Regular Curriculum

Since March 2025, we have been offering 'AI Autonomous Driving Vehicle Exploration' and 'Engineering Communication' as regular curriculum courses at 13 high schools nationwide. To support these programs, we developed and distributed related textbooks in February 2025, followed by teaching guides and workbooks (basic and advanced) in April 2026. Furthermore, to enhance educational quality, we actively supported teacher capacity building. Through 'AI-based Convergence Education' training in partnership with the Seoul Western District Office of Education and curriculum training with the Incheon Metropolitan City Office of Education, we equipped teachers with the practical skills needed to lead these classes, covering topics such as the principles of autonomous driving technology, algorithm exercises, and Python-based driving logic construction.

Hosting the Engineering Leaders Festival

Hyundai Mobis hosts the Teen Engineering Leader Festival to foster future mobility talent. High school students participating in the Teen Engineering Leader program applied their classroom learning to compete in engineering debates and autonomous driving competitions, demonstrating their logical thinking and algorithm design skills. During the youth engineering conference, students developed their academic communication skills by presenting their research findings through poster exhibitions and oral presentations. The festival enabled students to apply theoretical knowledge to real-world problem-solving, fostering growth through competition and collaboration while further strengthening their engineering capabilities.

2025 Key Achievements	Future Plans
• Teen Engineering Leader Program completions: 13 schools, 1,787 students	• Enhance teacher training for engineering debates and research papers

1) STEAM: Science, Technology, Engineering, Arts & Mathematics

Strategy

Engagement Activities

Contributing to the Cultivation of Future Science and Technology Talent

Protection and Restoration of Aquatic Ecosystems

Sustainable Planet

Hyundai Mobis supports archery education through school sports clubs to promote youth physical activity and expand their sports experiences.

Junior Archery Class

Hyundai Mobis operates the Junior Archery Class for middle school students nationwide to support their healthy development and provide diverse sports experiences. To ensure an effective learning environment, we provide training materials and equipment, dispatch professional instructors, and conduct teacher training programs. We also host the biannual Hyundai Mobis Archery Competition to assess students' progress and foster a sense of achievement and encourage continued motivation. Notably, we invite the Hyundai Mobis archery team and Myeonggunghoe—an association of Korean female archery medalists—to host various events, including hands-on coaching and autograph sessions. Going forward, we will actively promote the program and enhance the learning environment to establish archery as an official event in the National School Sports Club Festival.

2025 Key Achievements	Future Plans
• Junior Archery Class participants: 35 middle schools, 4,403 students	• Expanding the base to include archery as an official event in the National School Sports Club Festival

Sustainable Planet

We continue to conduct biodiversity conservation and restoration activities near our sites to preserve local ecosystems and promote environmental values.

Biodiversity Conservation and Restoration in the Miho River, Jincheon

Hyundai Mobis is continuously advancing activities to protect and improve the ecosystem, focusing on the Miho River near the Jincheon Plant. As a key tributary of the Geum River system, the Miho River plays a crucial role in stabilizing flow rates and managing water quality downstream of the Daecheong Dam. It is an area of high ecological value, serving as a habitat for various legally protected species, including the Miho Spine Loach, a Class I endangered wildlife species and Natural Monument No. 454.

Hyundai Mobis conducts various biodiversity conservation activities, including habitat restoration and monitoring for the Miho Spine Loach, as well as ecological surveys. Additionally, we organize annual river cleanup activities to commemorate World Water Day and operate participatory programs for employees and local communities by establishing ecological exploration spaces. Further details on these biodiversity enhancement initiatives are available in the 'Natural Capital Management' section of this report.

Natural Capital Management 'Biodiversity Management Activities'

Jincheon Miho River Biodiversity Exploration Activity

The biodiversity exploration program brings together experts and citizens to survey local species and compile biodiversity data. This initiative secures baseline data to track changes in species populations and develop conservation strategies, while raising awareness of biodiversity through hands-on learning. Organized as a family-friendly event for Hyundai Mobis employees and their children, the program engaged a total of 390 participants, including the general public, in 2025.

Creation of Ecological Exploration Spaces

To contribute to ecosystem protection, Hyundai Mobis has created ecological gardens and walking trails, utilizing them as venues for ecological and environmental education to improve environmental awareness among children and the general public. In addition, to strengthen ecological connectivity and create a more pleasant environment, we plant trees to provide habitats and food for wildlife.

Strategy

Engagement Activities

Protection and Restoration of Aquatic Ecosystems

Sustainable Planet

We continue to conduct biodiversity conservation and restoration activities around its sites to preserve local ecosystems and promote environmental values.

Miho Spine Loach Fry Release Event

Since 2024, Hyundai Mobis has been releasing endangered Miho Spine Loach fry to support long-term population recovery. In 2025, we released 3,000 fry during an event attended by approximately 200 participants, including representatives from Hyundai Mobis, local governments, civic groups, relevant organizations, and local residents. Notably, the event was held in conjunction with the Global Sustainability Conference hosted by Hyundai Mobis headquarters. This enabled global CSR and ESG managers to participate, enhancing their understanding of our biodiversity activities and providing hands-on experience with the fry release.

2025 Key Achievements
- Biodiversity Expedition participants: 390
- World Water Day environmental cleanup volunteering: 200 participants
- Ecological exploration space development and operation: Forest management area 1,000 m², trees planted 300
- Miho Spine Loach Fry release: 3,000

Future Plans
- Expand biodiversity conservation and restoration activities
- Enhance program effectiveness evaluation

Sustainable Planet

Hyundai Mobis conducts various CSR activities across its global sites to foster mutual growth with local communities.

Global CSR Activities

Hyundai Mobis carries out a wide range of CSR initiatives across its global subsidiaries. In 2025, we implemented over 100 activities spanning the Americas, Europe, the Middle East, and the Asia-Pacific region.

We strive to broaden our social contributions through initiatives that reflect the needs of the local communities where our subsidiaries are located, including in-kind and financial donations to strengthen social safety nets and enhancing student capabilities through STEM education.

In addition, to encourage CSR participation among our corporations and share best practices, we introduced the 'Outstanding Subsidiary CSR Award' program starting in 2025. The program evaluates subsidiaries based on a range of criteria including challenge and innovation, community contribution and social impact, and employee participation. Selected subsidiaries are honored with a trophy presented in the name of the CEO and featured in an internal broadcast interview.

Hyundai Mobis will continue to fulfill its corporate social responsibility through close collaboration with local communities, with a focus on areas where social attention and support are most needed.

Risk Management

Community Engagement Policy

Hyundai Mobis established its community engagement policy in 2025 to outline key principles and actionable measures aimed at fostering meaningful communication with local communities, and is committed to managing the actual and potential impacts of its business activities in the countries and regions where it operates. Building on this foundation, Hyundai Mobis identifies and assesses the social and environmental impacts of its activities on local communities, while establishing diverse engagement and communication channels to gather the needs and perspectives of local communities. Through collaborative partnerships with local communities, we will create a foundation for sustainable growth and continue to provide a wide range of support for community development.

Community Engagement Policy

Risk Management Process

Risk Management Based on Stakeholder Communication

Operating the CSR Advisory Committee

To strengthen the expertise and transparency of its CSR activities, we established an external CSR Advisory Committee in 2025 and operate it regularly. The committee comprises Hyundai Mobis's CSR program partners, specialized agencies, and consulting firms, providing guidance on CSR strategies and the overall planning, operation, and evaluation of individual CSR activities. Drawing on insights and discussions from experts across diverse fields, we continuously strive to identify new initiatives and enhance the quality of our programs.

Program VOC Management

Hyundai Mobis conducts annual satisfaction surveys with beneficiaries and partner institutions for each of its CSR programs. We use the survey results to conduct annual program reviews and identify areas for improvement. Given the scale and variety of its programs, we monitor key risk management factors, such as safety, while continuously assessing program effectiveness to guide future operational direction.

Strengthening Community Engagement

Following the establishment of its community engagement policy in 2025, Hyundai Mobis is expanding its community engagement initiatives across domestic and global sites. We aim to identify diverse communication channels and actively engage to identify and address potential conflicts and issues within local communities in a timely manner. Additionally, we utilize these channels to explore opportunities for making positive contributions through ongoing communication with local communities.
Furthermore, we have strengthened our community communication management system. Starting in 2026, we will designate major domestic sites and regions of high business significance as priority management targets and incorporate participation in community councils into its ESG KPIs.

Metrics and Targets

Community Engagement Metrics

Donation Status

To foster mutual growth with the community and create social value, Hyundai Mobis tracks its donation status as a key management metric. Donations are executed in alignment with the CSR strategy. To ensure transparency and accountability, we regularly review donation details and report them to the Board of Directors on a quarterly basis. As of 2025, Hyundai Mobis's total donation amount was KRW 30.11 billion.

Appendix Social Performance - Community Engagement

Community Engagement Targets

Operating priority management sites	Expanding community partnerships at business sites
• Participating in local public-private councils and monitoring status	• Establishing up to three community partnerships per site by 2030

To enhance the effectiveness of community engagement, we reviewed its strategic direction for 2025 and designated five strategically important locations—Mabuk, Seosan, Jincheon, Changwon, and Ulsan—as priority management sites. Based on this, we decided to encourage participation in regional public-private councils and regularly monitor engagement status and key discussion topics. These activities will be continuously implemented starting in 2026.
In addition, we established a phased operational roadmap to strengthen cooperation with local partner institutions. In 2025, we focused on driving both quantitative and qualitative improvements—such as increasing the number of beneficiaries and upgrading facilities and infrastructure—by expanding the sponsorship amount per event. Concurrently, we hosted our inaugural regular meeting for partner institutions. This meeting aimed to introduce Hyundai Mobis's CSR activities and gather feedback (VOC) from the partners. With approximately 100 representatives from sites and partner institutions in attendance, we identified key issues by conducting preliminary surveys and sharing the results.
In 2026, we plan to sponsor a total of 80 community partners, an increase of six from the previous year. To encourage active participation, we will expand regular meetings to twice a year and introduce a system to share and reward best practices across its sites. Building on these initiatives, we will continue to broaden our cooperation with community partners in 2027 while strengthening the foundation for community engagement to ensure more stable and effective operations.

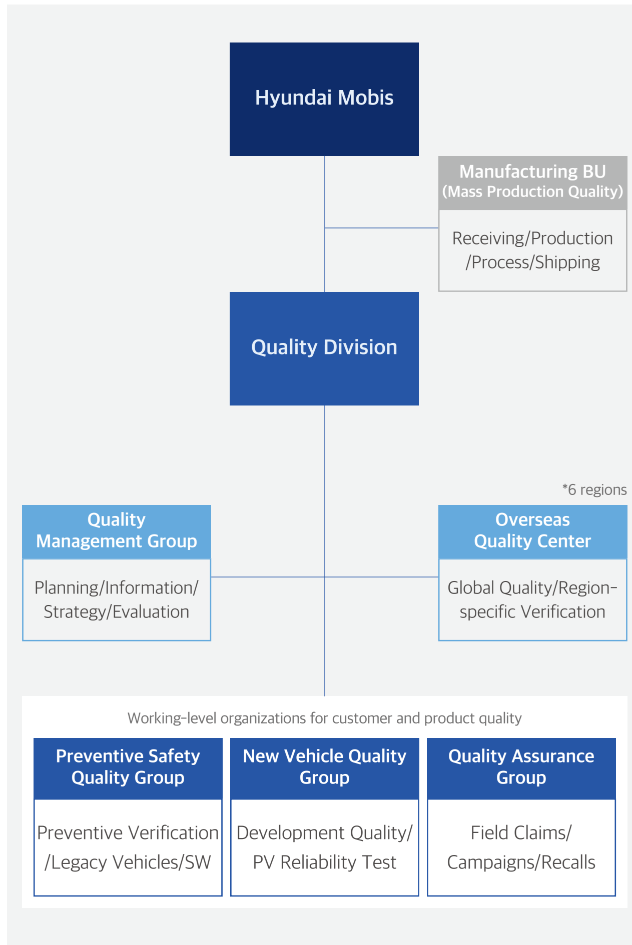
CUSTOMERS

Hyundai Mobis considers 'Customer First' a core value, recognizing car OEMs and domestic and international agencies and dealers purchasing A/S parts as its primary customers.
Guided by its corporate philosophy of pursuing 'Happy Mobility,' we continuously build customer trust by advancing technology, ensuring top-tier quality, and strengthening communication.

Governance

Product Quality Management System

To deliver high-quality products that customers can trust and meet customer needs, Hyundai Mobis operates company-wide product quality management system centered on its quality management organization and dedicated teams for each quality stage, including preventive, new vehicle, mass production, and warranty quality. The preventive safety quality function proactively verifies safety quality across hardware, software, and cybersecurity during the early stages of new vehicle development. It also mitigates customer safety risks by implementing measures to prevent the recurrence of past vehicle quality issues. The new vehicle quality function ensures quality in design, processes, and parts throughout the entire development cycle—from the prototype and pilot stages to mass production. It also achieves high initial production quality by verifying customer requirements and product reliability. The quality assurance continuously analyzes and resolves quality issues throughout the product's lifecycle in the field following mass production. By stabilizing initial vehicle quality and minimizing quality-related costs, it secures both customer trust and business profitability. Meanwhile, the quality management organization oversees all quality-related tasks—from product planning, development, production, and shipment to post-sales warranty—driving the enhancement of global quality competitiveness. Furthermore, we operate enterprise-wide councils led by the quality division, such as the Quality Competitiveness Enhancement Meeting, to facilitate swift and responsible management-level decision-making on major quality and customer issues. Key departments—including quality, R&D, production, sales, and procurement—participate in these councils to share information and discuss comprehensive response strategies, thereby strengthening customer-centric quality governance.



Strategy

Customer Policies

Hyundai Mobis Quality Principles

Based on a virtuous cycle preventive management system to prevent quality issues, we secure top-tier global quality competitiveness from the new vehicle development stage to mass production, warranty, and service parts supply, and achieve customer satisfaction by establishing safety as the top priority in all quality activities.

Hyundai Mobis Code of Conduct

Customer Rights Protection Policy

Human Rights Policy
Environmental Management Policy

Hyundai Mobis recognizes customers as key stakeholders and integrates customer-related commitments across the Hyundai Mobis Code of Conduct, Human Rights Policy, and Environmental Management Policy. The Hyundai Mobis Code of Conduct prioritizes customer satisfaction, committing the Company to delivering top-quality products and services at reasonable prices in a timely manner, and responding swiftly and fairly to customer complaints. Furthermore, the Human Rights Policy includes provisions for Customer Human Rights Protection, ensuring we safeguard customers' lives, health, and property, and take necessary measures to protect personal information collected during business operations. The Environmental Management Policy outlines commitments to strengthen customer communication by providing environmental information on products and services, while the Quality Policy declares the goal of delivering exceptional customer satisfaction. Additionally, Hyundai Mobis views its domestic and international parts agencies and dealers not only as key customers but also as core partners in shaping the quality of service provided to end consumers. To support the stable and seamless operations of domestic agencies, we implement optimized parts supply processes and commercial area management policies, thereby continuously improving service quality and customer satisfaction for end consumers.

Strategy

Customer Policies

Customer Satisfaction Survey

Hyundai Mobis regularly conducts customer satisfaction surveys across domestic agencies and repair shops, as well as overseas agencies and dealers. We systematically integrate areas for improvement, identified through operational assessments, into our customer experience (CX) enhancement strategies. Furthermore, we continuously strengthen our CX capabilities by providing systematic training for customer service representatives and agency staff. Through these efforts, Hyundai Mobis is advancing customer satisfaction and reinforcing brand trust. The domestic customer satisfaction survey evaluates overall service satisfaction based on the experiences of customers interacting with the Company's touchpoints. We demonstrated the effectiveness of our customer-centric service operations by receiving excellent ratings in overall service quality, particularly in staff responsiveness and parts packaging. To drive continuous service improvements, we held an internal workshop to share the results of the 2025 customer satisfaction survey with relevant departments, encouraging each division to implement necessary enhancements. In addition, we provided targeted coaching for retail locations that experienced a YoY decline in customer service satisfaction. Moving forward, Hyundai Mobis remains committed to continuously improving the quality of the customer experience through these initiatives.

Dealership Seminars

Hyundai Mobis maintains close communication with its agencies by regularly hosting seminars on various topics, including policy updates, industry trends, and on-site challenges. Through these seminars, we enhance mutual understanding and gather extensive feedback from the field. We continuously strengthen our partnerships with agencies by actively incorporating these discussions into policy and system improvements. Notable examples include operating a Task Force Team (TFT) to develop the next-generation agency integrated management system (HAIMS) and minimizing disruptions caused by changes in guarantee bond providers.

Dealership Seminar Programs

Program	Schedule (2025)	Description	Attendees
Dealership Council Policy Seminar	March	• Share key dealership issues and gather feedback to identify challenges and discuss improvement measures • Strengthen mutual cooperation through exchange programs among dealership councils	Hyundai Mobis: 15 attendees, Dealership Council: 13 attendees
Hyundai Mobis Dealership Conference	June	• Shared domestic business policy directions, distribution channel changes, and mutually beneficial cooperation policies • Awarded outstanding dealerships and hosted programs to share dealership visions and growth values	Hyundai Mobis: 44 attendees, Dealership Council: 196 attendees
2025 Mobis Day	November	• Conducted a tour of the Asan Logistics Center to enhance understanding of the distribution network and build trust in our logistics operations system • Fostered a sense of pride and belonging among distribution network employees through various programs, including an indoor sports event, a dinner banquet, a quiz show, and a lucky draw	Hyundai Mobis: 23 employees, Distribution network: 140 employees

Enhancing Responsiveness to Global Customer Requirements

Hyundai Mobis systematically addresses Car OEM requirements across a wide range of areas, including product specifications, quality, Net-Zero, and supply chain management. To ensure proactive communication and swift responses, we assign dedicated personnel within our sales organization and operate an enterprise-wide response system through close cross-functional collaboration. We comprehensively evaluate incoming requirements based on their importance and business feasibility, ensuring that customer needs are effectively integrated into our business strategies and key activities. In particular, we classify and manage requests from domestic Car OEMs through our sales information system (MSIS) by category, such as pricing, development, quality, and operational response. It operates a systematic management process to ensure all requests are addressed on schedule. We compile these registered requests monthly and report them to management, enabling continuous executive-level monitoring of response progress and key issues.

Brand Media Archiving Site 'Mobis Live'

Hyundai Mobis operates 'Mobis Live,' a brand media website, to enhance online communication with customers and the general public. Through this platform, we provide consumers with useful information on the latest mobility trends, including electric vehicles, AI, autonomous driving, and shared mobility, and share vivid updates on Hyundai Mobis's robotics, automotive semiconductors, and other key new businesses. Furthermore, to move beyond the boundaries of a B2B[2)] enterprise and engage directly with consumers, we are developing various interactive communication activities, including regular contests and newsletters.

2) B2B: Business to Business

Strategy

Quality Management Activities

Product Quality Management Process

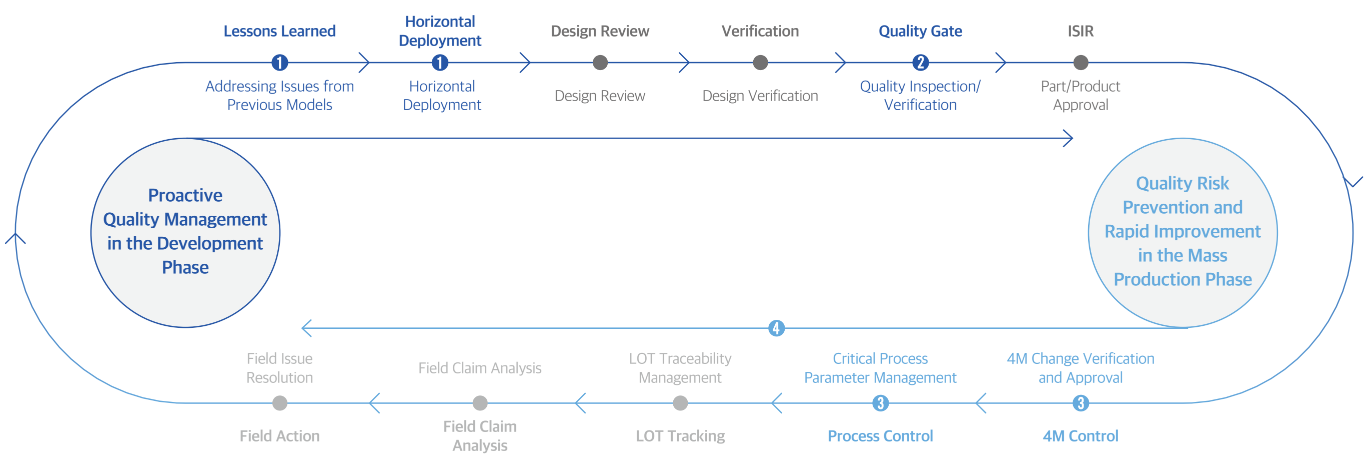
To realize customer safety through "fundamentals-focused quality," Hyundai Mobis operates a Virtuous Cycle Preventive Quality Management System that spans the entire product life cycle. Through this system, we are addressing past vulnerabilities in foundational processes and continuously advancing our quality management capabilities. During the product development phase, we systematically verify whether improvements from past vehicle issues have been incorporated to prevent the recurrence of identical or similar defects. Furthermore, Hyundai Mobis has redefined its horizontal deployment process to proactively prevent such issues from spreading to other plants. In the new vehicle development phase, we have strengthened the role of enterprise-wide Quality Project Managers (PMs) to conduct rigorous verification until all issues arising during development are fully resolved. During the mass production phase, we established an automated change-point monitoring system to proactively mitigate quality risks caused by changes in the production environment. In addition, Hyundai Mobis objectively evaluates the quality management levels of its global production plants to identify vulnerable areas. Based on this, we introduced the Global Quality Index (GQI), a comprehensive quality indicator for global production plants, to drive the upward standardization of overall quality levels. It comprehensively manages these quality activities through its proprietary quality management system, QMS[2] 2.0, covering all parts, domestic and overseas sites, and suppliers. Moving forward, Hyundai Mobis will continuously upgrade its systems and processes to ensure the virtuous cycle of preventive quality management operates seamlessly from new vehicle development to mass production.

1) GQI: Global Quality Index   2) QMS: Quality Management System

Preventive Quality Management System for a Virtuous Cycle

❶ **Operate loop system applying past vehicle data**
- Monitoring and managing recurrence led by a dedicated operations team

❷ **Mobis system on new car quality gate control**
- Transitioning to a QPM (Quality Project Manager) role
- Verifying quality risk factors at each stage and resolving issues prior to customer delivery



❹ **Introducing the 'Global Quality Index' across global sites**
- Measuring quality management levels at global sites and driving upward standardization

❸ **Establishing an automated monitoring and interlock system for 4M changes**
- Minimizing arbitrary judgments in 4M change management: Revising reporting and verification standards and integrating them into the system

Quality Management System

Quality Management System Certification

As of 2025, Hyundai Mobis has achieved IATF 16949 certification—the international quality management system standard—across 27 global production sites. We also hold ISO 9001 certification for our Service Parts operations, ensuring strict compliance with global quality management standards. Furthermore, we continuously advance our quality management system to meet the diverse quality requirements of global Car OEMs. By applying rigorous testing and standardized procedures throughout the entire process—from product development and production to quality verification—the Company ensures that vehicles maintain reliable performance throughout their life cycle. Rather than relying solely on external certifications, we conduct regular internal quality management system audits and share the findings with management to continuously monitor system effectiveness and manage Emerging Risk.

A/S Parts and Accessories | Appendix 'Certifications'

Quality Management System Certification Status[3]

IATF 16949 Certification		Target (sites)	Sites Certified	Certification Rate (%)
Domestic	Production sites	4	4	100
	Subsidiaries[4]	9	9	100
Overseas	Production sites[5]	23	23	100
Total		36	36	100

ISO 9001 Certification		Target (sites)	Sites Certified	Certification Rate (%)
Domestic	Parts sites[6]	26	26	100

3) See 'Certifications' in the Appendix for details.
4) MOTRAS (2 sites), UNITUS (5 sites), Hyundai IHL (1 site), H Green Power (1 site)
5) Excludes sites that are non-operational (e.g., pre-mass production, production suspended) or have been in mass production for less than one year as of the end of 2025.
6) Headquarters (1 site), Parts branches (22 sites), Logistics centers (3 sites)

Strategy

Quality Management System

Data-driven Quality Management Using AI

Hyundai Mobis is building a 'data-driven quality improvement system' that integrates quality data with AI technology. We are developing quality improvement solutions, such as search, analysis, and inference engines, by leveraging LLMs[1] based on structured and unstructured data accumulated in the QMS, along with practical domain knowledge. To enhance the accuracy of these solutions, we are focusing on digitizing field-level quality improvement results and expertise, while ensuring the consistency of historical quality data. Furthermore, to streamline quality management operations, we are developing services that automate manual tasks. Key examples include the automatic classification of RO[2] anomalies and the identification of recurring quality issues. Through such AI-based analysis, we derive quality improvement directions more quickly and accurately, thereby continuously enhancing our problem-solving capabilities and improvement speed. Moving forward, we plan to further advance our preventive quality management by establishing a management system capable of responding to quality issues in real time through the integration of development, mass production, and field quality data.

1) LLM: Large Language Models
2) RO: Repair Order

Product Warranty

We recognize provisions for estimated warranty costs arising from product warranties, exchanges, refunds, defect repairs, and after-sales services, based on warranty periods and historical performance. If quality issues are identified through internal inspections or customer reports, we implement swift recall measures, prioritizing customer safety. There have been no mandatory recalls of Hyundai Mobis products. In 2025, we conducted voluntary recalls in collaboration with Car OEMs for a total of 525,835 vehicles, including a recall for defective headlamp engravings on the IONIQ 5 in North America.

Quality and Safety Program

Employee Quality Training

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 6.3[3] training has been up and running since 2021 at the company-wide level to accommodate the increasing orders we land from global OEMs, and 22 employees completed this training to achieve or renew their qualifications in 2025, bringing the total number of company-wide certified specialists to 63. 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, completed by 209 employees in 2025. To internalize the reliability work process essential to securing advanced quality and to nurture internal specialists, we support our employees in obtaining their CRE[4] certification. In 2025, a total of 40 employees obtained international certifications, bringing the total number of company-wide specialists to 207. Furthermore, Hyundai Mobis completed the publication and distribution of a book titled '9 Mindsets Every Quality Professional Must Have' in 2025 and plans to develop this content into a training program in 2026, for training quality personnel.

3) VDA 6.3: Verband Der Automobilindustrie 6.3, a process audit standard for the automotive industry established by the German Association of the Automotive Industry (VDA)
4) CRE: Certified Reliability Engineer (a reliability expert certification program administered by the American Society for Quality)

Training Program	Target Audience	Frequency	Description
VDA 6.3 Auditor Training	All employees	Annually	Supports the acquisition and renewal of VDA 6.3 process auditor certification (reflecting European OE requirements)
Practical Quality Training (by topic)	Quality personnel	Annually	Supports the enhancement of quality capabilities in future core parts, automotive software, and cybersecurity
Certified Reliability Engineer (CRE) Training	All employees	Annually	Fosters experts for reliability-based product development
Internalizing Quality Mindset	Quality personnel	Ongoing	Training to internalize nine mindsets to establish a 'quality-first culture'

Regular Monitoring of Quality Costs

Hyundai Mobis regularly monitors quality costs using its proprietary system. We set annual quality cost targets for each business unit and systematically track progress by continuously managing and sharing cost data. Furthermore, we analyze this data by category, plant, and monthly trend to identify vulnerabilities and develop and implement tailored strategies and improvement plans.

Supplier Quality Assessment (MQRS)

Hyundai Mobis operates its proprietary supplier quality evaluation system, MQRS[5], to enhance suppliers' quality management capabilities and establish a parts quality assurance framework. This assessment applies to domestic and international Tier 1 suppliers, evaluating their overall quality management levels across outsourced parts management, process control, production and maintenance, finished goods management, and quality capabilities. Suppliers failing to meet specific standards face penalties, including restrictions on new contracts. Furthermore, we consistently apply follow-up evaluation cycles based on the assigned grades to strengthen the management and improvement of high-risk suppliers.

5) MQRS: Mobis Quality Rating System

Strategy

Ensuring Stable Supply of A/S Parts

A/S Parts Supply Network

Hyundai Mobis supplies A/S parts swiftly and accurately through its global parts supply network. In South Korea, the Company operates three logistics centers and 22 parts offices to maintain a nationwide supply chain. As of the end of 2025, it supplies A/S parts to 58.23 million Hyundai and Kia vehicles operating globally. We manage approximately 2.71 million A/S parts across 213 vehicle models, including discontinued models. In accordance with South Korea's consumer protection laws and the Automobile Management Act, we faithfully fulfill our obligation to supply parts for eight years after a vehicle model is discontinued. To support this, Hyundai Mobis integrates its customer consultation system (MINDS) with its parts operation system (nSMART), ensuring that customers who cannot find parts locally can receive them from the nearest available facility. In 2025, we expanded our supply network by establishing an integrated logistics hub in Gyeongju through the Yeongnam Integrated Logistics Center.

Advancing A/S Parts Demand Forecasting and Improving Logistics Efficiency

To ensure the timely supply of a vast range of A/S parts, Hyundai Mobis operates an AI-based next-generation demand forecasting system and a standard logistics system, thereby improving demand forecasting accuracy and enhancing logistics operational efficiency. In particular, we apply an intelligent warehouse system to our logistics centers, managing the warehousing and shipping of all items in real time using barcodes to enhance logistics visibility and operational stability.

'A/S Parts and Supplies' Website (Korean)

Supporting Dealership Capacity Building

To ensure the sustainable growth of domestic dealerships, Hyundai Mobis establishes an optimized parts supply process and store environments improvements and customized training programs for agency representatives, thereby actively enhancing their competitiveness. Furthermore, to drive operational innovation at overseas agencies and logistics hubs that interact directly with customers at the forefront of the global market, the Company systematically supports the entire parts export process—from establishing trade terms and processing payments to managing order-based production, dispatch, and shipping. In addition, we strengthen the autonomous operational capabilities of our overseas partners through standardized business processes and system-based information sharing, minimizing operational risks by enhancing transparency across all orders, payments, and shipments. This support system serves as the foundation for establishing a stable global supply chain and strengthening sustainable partnerships.

Offline Training for Dealership Frontline Managers

To enhance customer service capabilities, Hyundai Mobis provided "CS Communication Skills Training (How to Respond to Difficult Customers)" to 435 frontline managers at dealerships. The training was designed to facilitate information sharing on potential issues in the parts supply process and enhance communication skills to prevent and mitigate conflicts during customer interactions. This initiative builds the emotional resilience of frontline employees and improves service quality by fostering trust-based communication with customers.

Offline Training for Dealership Frontline Managers

Program Name	Description	Satisfaction Score & Percentage
Practical Skills Enhancement Training	VOC case-based response training, etc.	Satisfaction score of 95
CS Communication Skills Enhancement Training	Training on communication skills and emotional management to enhance CS[1] capabilities	Overall satisfaction among 435 training participants 97% responded 'Satisfied' or higher

1) CS: Customer Service

Operational Condition Improvement Program for Distributors

Program	Details
Win-win funds	Establishment and operation of a KRW 20 billion win-win fund to provide low-interest financing for dealerships planning large-scale investments to improve their facilities, helping ease financing burdens.
Management Consulting	Hyundai Mobis employees directly conduct management assessments and recommend improvement initiatives for dealerships.
Dealership Facility Improvement Support	Provides support in the form of parts discounts (D/C) to encourage improvements to storage facilities at dealerships with inadequate parts storage environments.
Operating System Expenses Support	Supports maintenance costs for the integrated dealership operation system.
Operational Supplies Support	Provides operational supplies such as uniforms, signboards, image walls, and vehicle stickers.
Free-of-charge safety inspections	Conducts workplace safety inspections of dealership working environments on a biennial basis.
Defect Disposal Support	Covers a portion of the costs associated with the disposal of defective parts generated during storage or distribution processes.
Inventory Integrity Management Support	Provides support in the form of parts discounts when dealerships dispose of slow-moving inventory to optimize inventory levels and maintain healthy stock turnover.

Strategy

Strengthening the global competitiveness of core components

Expanding global orders

Hyundai Mobis is actively pursuing orders for high-value core parts, including ADAS and electrification components, across major global markets such as North America, Europe, and China. In 2025, despite growing external uncertainties driven by the sustained investment burdens of Car OEMs and the EV chasm, we achieved USD 9.17 billion in total orders by expanding our business with major Car OEMs in North America, Europe, and Japan, and executing a regional diversification strategy. For 2026, we target USD 8.97 billion in core parts orders by securing large-scale projects and advancing our product offerings. We plan to further strengthen our global competitiveness by acquiring new customers and continuously expanding orders for core parts, including electrification and braking components.

Establishing a dedicated organizational structure for global customers

Hyundai Mobis recognizes future mobility as a core growth opportunity and is continuously strengthening its sales strategies based on local market characteristics. We have systematized our regional sales capabilities by establishing dedicated global OE business organizations across five major hubs: Europe, North America, China, Japan, and India. As of the first half of 2026, to drive customized order activities dedicated to local Car OEMs, we further enhanced our customer response capabilities by recruiting eight executive-level local experts (KAE[1]) and five director-level local experts (KAM[2]). In addition, we are significantly expanding our dedicated research personnel, centered on overseas R&D centers, to provide customized responses to local customers, thereby localizing R&D. Through these efforts, Hyundai Mobis aims to continuously advance customer-centric sales activities.

1) KAE: Key Account Executive
2) KAM: Key Account Management

Strengthening Global OE CSR Response System and Execution Capabilities

Customer Specific Requirements (CSR) detail product, manufacturing, and procedural requirements for individual Car OEMs in alignment with the IATF 16949 international quality standard, significantly impacting global order evaluations. To systematically address these requirements, Hyundai Mobis analyzed the core CSR documents of major global Car OEMs (global OEs) and developed the MCSR[3] internal manual for practical application. To ensure ongoing alignment with the CSRs of actual global projects, we continuously update the internal manual with the latest Car OEM requirements, beginning with an analysis of Stellantis's CSR in 2024. Building on this foundation, we conducted CSR guidance activities at key manufacturing sites in 2025 to strengthen local customer response capabilities and support major project order evaluations. In response to the continuous growth in global OE orders, we plan to proactively secure the capabilities required for global projects by providing CSR training for sites supplying global OEs in 2026.

3) MCSR: Mobis CSR

Strengthening Global Marketing - Participating in Global Mobility Shows

Hyundai Mobis consistently participates in major global mobility exhibitions to effectively communicate its future mobility vision and core technological competitiveness to global car OEMs. We actively participated in global mobility shows, including CES 2025, the Shanghai Auto Show, and IAA. Notably, by attending IAA Mobility—Europe's largest comprehensive mobility exhibition—for the third consecutive time, we discussed expanding technological cooperation and securing new orders with major European car OEMs, focusing on next-generation core technologies such as electrification and automotive electronics. Through these efforts, Hyundai Mobis continues to expand its touchpoints with global customers, generate mid- to long-term order opportunities, and strengthen its business competitiveness in the global market.

Realizing Customer Value through CS Training

To deliver on its customer-first values, Hyundai Mobis is driving various initiatives to enhance its CS[4] capabilities. To improve the service skills of wholesale and retail front-line staff, we conduct basic customer service training. It also provides emotional well-being programs to help these employees manage stress, thereby fostering a customer-centric mindset and improving overall customer perception.

4) CS: Customer Service

Course Name	Target Audience	Completion Rate	Training Content
Parts Team Visit CS Coaching	Six parts teams (72 employees) identified as having "poor" customer satisfaction evaluation results	100%	Review of customer complaint issues, service case sharing, and communication skills enhancement through communication style assessments
Leadership Training for Parts Teams and Managers	Parts team leaders and VOC complaint managers (44 employees)	83%	Leadership training focused on strengthening customer management capabilities through practical customer service skills, self-leadership, and leader networking
Customer Response Capability Enhancement Training for Dealership Managers (How to Respond to Difficult Customers)	Frontline managers at dealerships (435 employees)	87%	Training on customer response techniques and information sharing on parts supply issues to strengthen dealership customer service capabilities
Organizational Vitalization Training (Distribution Network Emotional Well-being Program)	Employees from regional offices, business units, logistics centers, and customer centers (332 employees)	100%	Communication and team-building activities to improve relationships among parts team employees and enhance teamwork
CS Training for Parts Receiving and Administrative Staff	Parts receiving and administrative staff at regional offices, business units, and parts centers (49 employees)	58%	Training on standard customer response procedures and customer service attitude improvement for frontline customer-facing employees

Risk Management

Customer Rights Protection

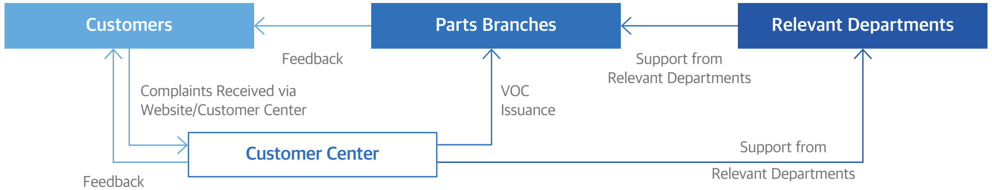
Remediation Procedures and Grievance Mechanisms

Customer VOC[1] Management

Hyundai Mobis operates a dedicated website for A/S parts and accessories, enabling customers to directly access detailed product information and find sales branches. We also operate a customer center (1588-7278) to handle inquiries and complaints regarding product defects. These reports are promptly forwarded to the respective parts offices and relevant departments to ensure prompt feedback and corrective action. This customer service process complies with the Personal Information Protection Act. With customer consent, we collect personal data (name and phone number) for follow-up communication and record management. This data is retained for five years strictly for record-keeping purposes and is securely deleted upon expiration. Customers are informed of these data collection and usage policies in advance via the ARS system. To enhance the consistency and stability of its global customer service, Hyundai Mobis developed a standard operating manual and an evaluation tool in 2025 to systematically manage and assess its overseas call centers. This management framework provides a basis for objectively evaluating the performance of overseas call centers and continuously improving service quality and operational efficiency. Through these efforts, we ensure stable service delivery and build customer trust across all global touchpoints.

1) VOC: Voice of Customer

Customer VOC Response Process



Compliance Helpline

The Compliance Helpline is accessible to both employees and external stakeholders, allowing customers to submit inquiries and reports regarding human rights violations or the distribution of non-genuine parts at any time. Overseas subsidiaries also receive customer-related compliance reports through various channels, including email. Further details are available in the Employees' 'Compliance Helpline' section.

Employees - Compliance Helpline

Quality Issue Management and Response

Quality Emergency Response During Abnormal Operations

To minimize adverse impacts on product quality during unexpected production disruptions, Hyundai Mobis implements response manuals for each plant and production line across all product categories. Built on the enterprise-wide Quality Management System (QMS), this emergency response framework systematically manages quality documents and data throughout the development and mass production stages. We ensure traceability and management consistency even during abnormal operations by integrating the management of quality changes, anomalies, and corrective actions through the PLM[2]-EPI[3] and QMS change management systems. In accordance with the IATF 16949 international quality management system standard, we operate response manuals for key processes and equipment failures at each plant to ensure stable supply of high-quality products to customers during production line disruptions.

In the event of abnormal situations such as equipment failures, we maintain stable production and proactively manage potential quality issues by implementing measures such as using alternative equipment or transitioning to manual assembly in accordance with predefined procedures. Furthermore, we proactively identify potential quality risks during abnormal operations and provide detailed guidelines that enable workers to immediately verify essential checkpoints, thereby establishing a system to rapidly detect and isolate defective products. To protect key quality management data, we operate an automated data backup system capable of recovery in the event of a disaster. By duplicating raw data using backup solutions such as NIM and NetBackup, we ensure the security and continuity of quality data during emergencies or system failures.

2) Product Lifecycle Management (Product design and development management system)
3) EPI: Effective Point Indicator (System for managing product application timing at production plants)

Operating a Quality Response System for Car OEMs

Hyundai Mobis operates a systematic quality response system aimed at achieving the Quality 5-Star rating to secure quality competitiveness at each site and meet the quality requirements of Car OEMs, including Hyundai and Kia. We regularly conduct on-site inspections to monitor compliance with work procedures and quality management standards. When quality issues arise, we resolve them promptly through root cause analysis and immediate corrective actions. We share inspection results and corrective measures internally for company-wide application and actively communicates with Car OEMs to enhance the transparency and reliability of its quality improvement activities. Furthermore, we continuously monitor receipt and claim data from Car OEMs to analyze issue trends and advance proactive improvement initiatives to prevent recurrence.

Metrics and Targets

Customer-related Targets

Product Quality and Safety Goals

Hyundai Mobis prioritizes customer safety and trust, establishing and systematically managing quality goals to ensure continuous customer satisfaction and zero-defect quality. We aim to proactively identify and prevent product safety risks throughout the entire product lifecycle—from development and mass production to post-supply—while meeting the demands of global customers and markets. Hyundai Mobis advances safety and quality initiatives driven by these goals. Key objectives include reducing field claims and customer delivery defects, preventing external inspection issues such as recalls and campaigns, and preventing new vehicle quality issues. We set each goal based on product characteristics and the business environment, regularly reviewing, analyzing, and sharing progress with relevant departments.

Customer Rights Protection Goals

Hyundai Mobis recognizes the protection of customer rights as a core corporate responsibility. To strengthen customer trust through fair and transparent business practices, we establish and systematically manage customer rights protection goals. We operate a management framework to ensure that customers' rights to information access, choice, complaint submission, and remediation are fully guaranteed throughout the product and service lifecycle. Hyundai Mobis tracks key aspects of customer rights protection using both quantitative and qualitative indicators, with key metrics including complaint resolution rates, response times, and customer satisfaction scores. Customer feedback and complaints are addressed promptly and fairly in accordance with established procedures. Resolution outcomes and identified improvements are then shared with relevant departments to drive follow-up actions.

Category	Unit	2025 (Performance)	2026	2028	2030
VOC Lead Time (Receipt to Resolution)	Days	7.9	Manage within 10 days		
Customer Satisfaction Score	Points	80.2	Achieve 80 points or higher		

Customer-related Metrics

Customer-related metrics are detailed in the 'Social Performance - Product Quality and Safety, Customer Grievance Handling' section of the Appendix.

Appendix Social Performance - Product Quality and Safety, Customer Grievance Handling

Product Recalls

Hyundai Mobis systematically tracks product recalls as a key management metric to promptly address potential risks related to product quality and safety. We conduct recalls promptly in accordance with regulations and customer requirements. It continuously strengthens its product safety management system by analyzing root causes and implementing measures to prevent recurrence. In 2025, Hyundai Mobis recorded 10 product recalls. We promptly notified customers and relevant authorities in accordance with applicable regulations and procedures, and implemented the necessary measures.

Warranty Provision

Hyundai Mobis systematically manages its provision for product warranties as a key metric to appropriately account for potential costs related to product quality and safety and to fulfill its warranty obligations to customers. This provision is recognized by reasonably estimating potential warranty costs, such as repairs and replacements, that may arise during the warranty period. It serves as a key indicator of responsible financial management and product accountability.

Voice of Customer (VOC) Management

Hyundai Mobis recognizes customer feedback and complaints as critical opportunities to improve products and services, and systematically manages the Voice of Customer (VOC) as a key performance indicator. Prioritizing the protection of customer rights, we aim to strengthen customer trust by handling VOCs promptly and fairly. For VOCs received through various customer touchpoints, Hyundai Mobis classifies and manages them according to standardized procedures, and systematically analyzes complaint types, causes, and processing results.

Governance

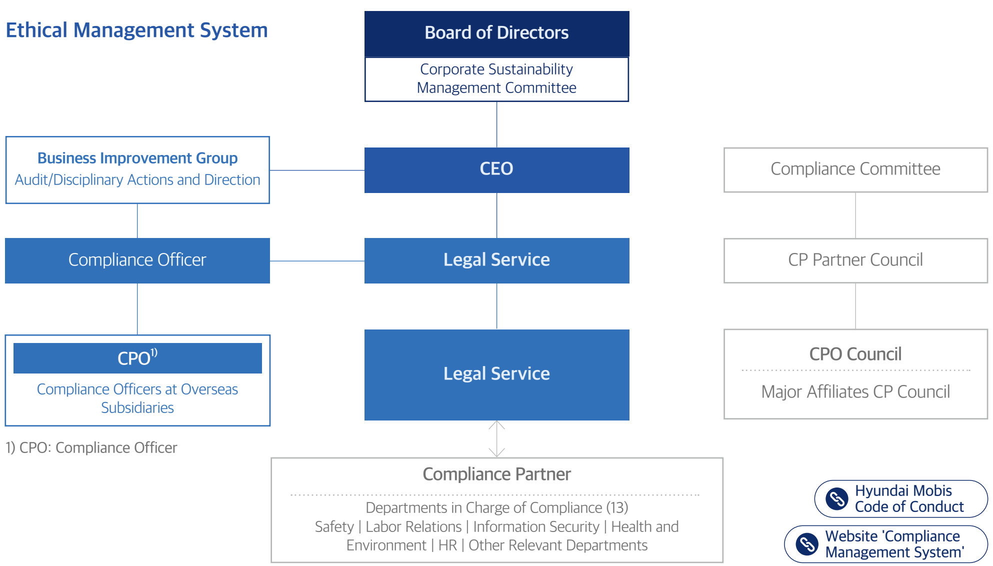
BUSINESS ETHICS

Governance

Ethical Management System

Hyundai Mobis recognizes compliance management as an essential foundation for realizing sustainability. We have established and operate a framework to practice compliance and ethical management across all relationships with employees, customers, suppliers, and other stakeholders. The Board of Directors reviews and oversees the appointment of compliance officers and CP managers, receives reports on regulatory compliance activities, and conducts the final review and approval when enacting or amending the Hyundai Mobis Code of Conduct. The Corporate Sustainability Management Committee under the Board of Directors helps foster a culture of corporate ethics by reviewing major ethical management policies, verifying the implementation of the CP (Compliance Program), and evaluating transactions between related parties as stipulated by the Fair Trade Act and the Commercial Act. It also assesses the enactment, amendment, and implementation status of the Code of Conduct. To put the 'Tone at the Top' principle into practice, we operate a Compliance Committee comprising division heads, BU leaders, and CP managers. The Committee discusses compliance-related risks, shares compliance monitoring results and improvement measures, and reviews other key compliance issues. In addition, we have introduced a Compliance Partner program and designated responsible teams for 13 core compliance areas, including safety, labor relations, and information security, to carry out compliance activities across our business operations.

Ethical Management System



1) CPO: Compliance Officer

Hyundai Mobis Code of Conduct

Website 'Compliance Management System'

Fair Trade Compliance System

In 2002, Hyundai Mobis introduced the CP (Compliance Program)[2)], an internal compliance system, to strengthen fair trade-related regulatory compliance and establish a framework to prevent violations. Delegated full authority and responsibility for CP operations by the CEO, the Compliance Officer oversees company-wide fair trade compliance activities. Operating under the Compliance Officer, the CP Secretariat manages day-to-day program execution and collaborates with the Legal Team, which provides legal counsel, to strengthen the expertise and effectiveness of CP activities. The CP Secretariat continuously monitors new and amended government policies and regulations, implementing operational improvements as needed.

2) CP: Compliance Program

Independent reporting available

Board of Directors	• Review CP operations (twice a year) • Appoint the CP Manager via Board resolution
CEO	• Establish and supervise the CP • Declare commitment to implementing the CP
Compliance Committee	• Discuss policies to establish a corporate culture of CP compliance • Review and decide on key CP-related issues
Compliance Program (CP) Manager	• Independently oversee CP operations, including establishing operational plans and conducting fair trade audits
Legal Team	• Provide legal counsel
CP Secretariat	• Develop overall CP strategies and manage day-to-day operations
Department Compliance Managers	• Monitor CP implementation within respective departments and promote CP culture

Strategy

Ethical Management Policy

Compliance Management Regulations

The Hyundai Mobis Code of Conduct serves as the core compliance policy and clearly sets out the standards for ethical and compliance management for all employees, including those at overseas offices and subsidiaries. Following its initial enactment in 2019, Hyundai Mobis completed its first revision in January 2024 to reflect the changing external environment and elevated social expectations. Hyundai Mobis establishes compliance control standards as the foundation of its compliance management system. Building on this foundation, we operate the 'Compliance Business Regulations' to detail practical operational guidelines, while also managing the compliance levels of domestic and overseas suppliers through the Code of Conduct for Business Partners. Hyundai Mobis reviews the Code of Conduct for Business Partners on an ongoing basis in response to changes in the external environment, completing a revision in October 2025.

Key Compliance Policies

Hyundai Mobis Code of Conduct	Guidelines for employees on ethical business practices and legal compliance, integrating the Ethics Charter, Code of Ethics, and Global Compliance Guidelines
Compliance Control Standards	Foundational regulations for establishing a compliance control environment and executing compliance activities
Hyundai Mobis Code of Conduct for Business Partners	Supply chain policy for building an ethical and sustainable supply chain as part of compliance management

Fair Trade Regulations

Hyundai Mobis outlines detailed fair trade principles in its Code of Conduct for Employees and the CP (Compliance Program) Operating Regulations. Employees regularly manage compliance with fair trade laws and regulations based on the CP manual, CP guidelines, and related manuals, while departmental CP managers conduct self-assessments of fair trade risks using a checklist at least twice a year. Furthermore, Hyundai Mobis promotes fair and transparent trade practices by codifying key compliance requirements of the Subcontracting Act[1] that relevant personnel must observe during transactions with suppliers.

Compliance Management

Compliance Management System

Hyundai Mobis systematically manages compliance risks across key areas, including anti-corruption, fair trade, safety and environment, human rights, and personal information, through an enterprise-wide process covering prevention, monitoring, and follow-up management.

Compliance Program

Prevention	Monitoring	Follow-up
• Monitoring regulatory trends • Regulatory enactments and amendments • Establishing manuals and guidelines • Employee training and campaigns • Self-assessment	• On-site monitoring • Issue response and status management • Whistleblowing and risk management	• Analyzing and evaluating issue response results • Establishing improvement measures • Verifying implementation

Management Systems	Legal and contract system, affiliate transaction review process, supplier data request system, information security early warning system, risk management system, and compliance assessment
Grievance mechanisms	Compliance Helpline, Cyber Audit Office (website), Supplier Grievance Center (supplier portal), and Sexual Harassment and Workplace Bullying Counseling Center (Healing Saem)

Compliance Training

Hyundai Mobis provides ethics and compliance training for all employees, including contract workers. For managers and expatriates, we apply a bonus point system tied to the completion of mandatory training and policy management requirements. Training for field workers is integrated with legally mandated programs, tailored to reflect specific business and operational characteristics. Furthermore, we offer specialized training courses covering safety and environment, information security, intellectual property, and product safety for expatriates, leadership, procurement personnel, and overseas subsidiary staff. The overall completion rate for ethics and compliance training is 100%. The Company enforces separate management standards to drive training participation in departments exposed to high corruption and bribery risk. As of FY25, the training completion rate for these high-risk departments stands at 99.7%.

For overseas subsidiaries, Hyundai Mobis conducts compliance training through each subsidiary's CPO[2]. We also provided risk-related training on preventing discrimination, harassment, and sexual harassment for all subsidiary employees, including local hires. In 2025, we distributed compliance-themed merchandise as incentives to employees who demonstrated exemplary compliance, thereby reinforcing compliance awareness. We distributed 1,730 items, worth approximately KRW 19 million, to outstanding participants in the compliance praise campaign, top scorers and active participants in training evaluations, employees demonstrating exemplary safety practices at parts branches, employees who returned financial gifts, and affiliates and overseas subsidiaries recognized for exemplary participation in the Group's legal seminars.

2) CPO: Compliance Officer

Compliance Training Modules (Total: 9)

- Compliance Management System
- Workplace Sexual Harassment Prevention
- Safety and Environment
- Ethics and Anti-corruption
- Workplace Disability Awareness
- Enhancing Awareness of Contract Risks
- Human Rights Management
- Information Security
- Customs

Compliance Training Completion Rate[3]

Period	Target Audience	Completed	Completion Rate
Annually - Korean training (2025.07~12.18) - English training (2025.07.13~09.05)	All employees (12,314) General management, team leaders, expatriates, domestic and overseas executives	12,314 employees	100%

Corruption/Bribery Completion rate for high-risk departments[4]

99.7%

3) Parent basis 4) Consolidated basis; departments are defined as procurement-related divisions

Compliance Pledge

Hyundai Mobis requires all domestic employees and new hires to sign the Compliance Management Pledge. Furthermore, we require the value chain to maintain compliance standards equivalent to those of Hyundai Mobis by requiring representatives of key affiliates, including subsidiaries, to sign the Code of Ethics Pledge, and by incorporating a clause on compliance with the Code of Conduct for Business Partners into standard supplier contracts.

1) Four Guidelines for Fair Subcontracting: 'Guidelines for Fair Contract Execution', 'Guidelines for Supplier Registration and Management', 'Guidelines for the Establishment and Operation of the Internal Review Committee', and 'Guidelines for the Issuance and Retention of Written Documents'

Strategy

Fair Trade Compliance

Fair Trade Compliance Training

Based on its CP (Compliance Program), Hyundai Mobis conducts fair trade and general compliance training in a structured manner to enhance employee compliance awareness and establish a culture of fair trade. To strengthen voluntary compliance among employees, we operate fair trade compliance training and report the results to the Board of Directors twice a year. Furthermore, we provide customized training tailored to specific job functions—covering topics such as internal transactions and the Subcontracting Act—for employees in departments with high exposure to fair trade-related issues, including procurement and development. In 2025, a total of 568 procurement personnel completed this training. Additionally, we provide specialized external training on policy and regulatory trends for fair trade practitioners. In parallel, we are continuously strengthening the expertise of our compliance operations.

Fair trade implementation with suppliers

Hyundai Mobis enters into fair trade agreements with its suppliers every year to establish fair and transparent business practices and foster sustainable, mutually beneficial partnerships. Detailed information on our fair trade and shared growth initiatives with suppliers can be found in the "Supply Chain" section of this report.

Political and External Relations, and Payment Practices

Political Influence and Lobbying Activities

Political Contributions

In accordance with Article 31 (Restrictions on Contributions) of the Republic of Korea's Political Funds Act, Hyundai Mobis strictly prohibits illegal political contributions to specific candidates, political organizations, or groups that may influence policymaking. This prohibition covers not only financial contributions but also the use of company assets and support for employees' political activities. Furthermore, the Hyundai Mobis Code of Conduct explicitly defines the promising or offering unfair economic benefits as corruption. Charitable donations and sponsorships are executed fairly based on internal standards and procedures, after carefully considering urgency and appropriateness. Donations of KRW 10 million or more require CEO approval, with execution records reported quarterly to the Corporate Sustainability Management Committee. The annual budget is approved and managed by the Board of Directors.

Category[1]	Unit	2023	2024	2025
Political cash contributions	KRW	0	0	0
Value of political in-kind contributions[2]	KRW	0	0	0
Lobbying, interest representation, or similar organizations	KRW	0	0	0

1) Parent basis
2) No in-kind sponsorships

Industry Association Memberships

Hyundai Mobis does not engage in direct lobbying activities. However, we participate indirectly through memberships in business and industry associations. Key memberships include the Federation of Korean Industries (FKI), Korea Enterprises Federation (KEF), Seoul Chamber of Commerce and Industry (SCCI), National Academy of Engineering of Korea (NAEK), and the European Association of Automotive Suppliers (CLEPA), which are primarily related to our management and R&D activities.

Category[3]	Unit	2023	2024	2025
Korea Enterprises Federation	KRW	221,450,000	232,520,000	239,497,000
Seoul Chamber of Commerce and Industry	KRW	108,300,000	108,300,000	147,900,000
European Association of Automotive Suppliers (CLEPA)	KRW	70,628,000	75,547,500	81,081,000
National Academy of Engineering of Korea	KRW	50,000,000	50,000,000	50,000,000
AUTO-ISAC	KRW	63,390,360	64,500,000	73,500,000
Federation of Korean Industries[4]	KRW	~	641,000,000	598,000,000

3) Parent basis
4) Newly Reported

Payment Practices[5]

Hyundai Mobis applies different payment terms for suppliers based on company size. For parts suppliers, we apply a 90-day payment term for large conglomerates or companies not classified by size, and a 60-day term for mid-sized enterprises above a specific annual revenue threshold. All other small and medium-sized suppliers receive cash payments. Non-parts suppliers are also subject to 60-day or 90-day promissory-note terms based on specific size criteria.

Category[6]	Unit	2023	2024	2025
Proportion of Payments Meeting Standard Terms[7]	%	99.99	99.99	99.99
Number of Lawsuits Due to Delayed Payments Cases	Cases	0	0	0

5) Supplier Payment Terms
6) Parent basis
7) Number of payments made in accordance with standard payment terms / Total number of payments

Risk Management

Ethical Risk Management

Investigation and Resolution of Ethical Violations (Cyber Audit Office and Internal Inspections)

In accordance with the Hyundai Mobis Code of Conduct and the Hyundai Mobis Code of Ethics, we strictly prohibit requesting, receiving, or providing improper financial benefits to stakeholders across all areas of business. These standards apply to all stakeholders, including employees, suppliers, government agencies, and agents (third parties and consultants). Financial benefits encompass money, congratulatory or condolence money, entertainment, hospitality, and the provision of conveniences, as well as any improper benefits or solicitations that may compromise the fairness of job performance. We apply a zero-tolerance policy to the acceptance of bribes or valuables, imposing severe measures, including heavy disciplinary action. In addition to investigating reports received through the Cyber Audit Office and taking disciplinary action, the Company regularly audits the implementation of its anti-corruption policies and ethical standards. Through annual compliance assessments across the entire organization and major business sites, Hyundai Mobis comprehensively evaluates compliance with the Code of Ethics, training completion rates, and the management of risk-prone areas. For areas for improvement identified during these audits, dedicated departments implement follow-up measures and conduct monitoring to ensure effective resolution. Through these efforts, we operate a proactive anti-corruption management system that goes beyond detecting violations by continuously assessing and enhancing our ethical and compliance standards.

Report Receipt and Response Process

Receipt of Reports → Fact-finding → Notification and Processing of Investigation Results → Prevention and Follow-up

Fair Trade Compliance Monitoring

The CP Secretariat advances operational improvements to reflect changes in government policies and regulations. It also systematically identifies and manages compliance risks related to the Fair Trade Act and the Subcontracting Act across all divisions. Hyundai Mobis identifies key risks related to unfair trade and competition, and conducts regular monitoring and reviews of contracts and transaction terms using customized inspection criteria reflecting its business characteristics and transaction structures. Furthermore, we operate a management system to proactively prevent potential violations of regulations by providing relevant training and guidelines, and improving internal systems.

Relevant Laws		Key Risks	Risk Mitigation Measures (Specific)	Risk Mitigation Measures (Common)
Fair Trade Act	Collusion	Bid rigging	Maintaining awareness among sales personnel by sharing trends in collusion investigations and sanction cases	Securing incentives from the KFTC's CP rating evaluation (penalty reductions) Securing incentives from the KCCP's Win-Win Growth Index evaluation (exemption from ex officio investigations under the Subcontracting Act)
	Affiliate transactions	Unfair support for affiliates	Conducting mandatory reviews of transaction appropriateness prior to signing affiliate transaction contracts	
Agency Act		Forcing sales on agencies and refusing returns	Reviewing potential legal violations through interviews with distribution network representatives	
Subcontracting Act		Failure to issue written requests for supplier technical data	Operating a system for executing NDAs and issuing written requests when requesting technical data from suppliers	

Corruption Risk Assessment

We conduct site assessments based on the RBA[1], a standardized global evaluation system for the automotive parts industry. The assessment covers core areas such as labor, ethics, and anti-corruption, and the Company establishes and implements improvement plans when non-conformities are identified. As of 2025, we have conducted RBA-based site assessments at five sites, achieving a 55% completion rate for the corrective actions, with improvements ongoing for the remaining tasks. Key completed improvements include strengthening the ethics self-assessment process, establishing ethics-related procedures and policies, and enhancing the evaluation of ethics training effectiveness. To ensure responsible site operations in accordance with RBA standards, we conduct regular reassessments and follow-up measures.

1) RBA: Responsible Business Alliance

Anti-Corruption and Bribery Response System

Hyundai Mobis identifies and addresses corruption and bribery cases through the Cyber Audit Office and internal audits, and reports the handling of ethical violations by type in the 'Investigation and Handling of Ethical Violations' section under Metrics and Targets. Furthermore, we protect information security and anonymity by utilizing the Gift Return Center on 'Red Whistle,' a platform operated by an independent third-party agency. To enhance reporting accessibility, it provides a dedicated app and 24-hour reporting service. If employees unavoidably receive gifts from stakeholders, they are required to return them and report the incident to the company through this center.

Metrics and Targets: Investigation and Resolution of Ethics Violations

Anti-Corruption and Bribery Response Process

Corruption and Bribery Reporting → Fact Verification → Review and Action in Accordance with Reporting Center Operational Guidelines → Notification of Results via the System

Cyber Audit Office and Internal Inspections

*20 reports received regarding corruption and bribery 100%

Risk Management

Ethical Risk Management

Unfair Trade Practices Reporting Channel

To prevent unfair trade practices, Hyundai Mobis operates a procurement bidding system during the contracting phase. We also use the Compliance Helpline and the Supplier Grievance Center—both operated by an independent third party—as reporting channels to promptly identify and respond to any instances of unfair trade. Furthermore, to prevent the recurrence of such issues, Hyundai Mobis provides compliance training on an ongoing basis for key departments involved in fair trade, to help establish a fair and transparent trade culture.

Reporting Channels

Category	Report Type		Reporting Channel and Method
Red Whistle	• Fair trade/subcontracting violations • Improper conduct / offering and accepting improper benefits	• Human rights violations • Distribution of gray market parts • Other unethical acts	**Compliance Helpline** • App: Download and install the Helpline app compatible with your smartphone's OS Website
	• Return of gifts and prizes received from stakeholders, and unfair trade practices		**Gift Return Center** Website
Internal	• Work-related inconveniences and grievances, including job stress, interpersonal relationships, organizational culture, and personal matters		**Hello, HR** • One Mobis > HR Support Center > Hello, HR
	• Acceptance of money, valuables, or entertainment, and borrowing • Preferential treatment of suppliers, equity participation, and dual employment • Solicitation and unfair demands • Theft, embezzlement, and misappropriation of company funds	• Leakage of company information • Document falsification and false reporting • Abuse of authority (workplace harassment) • Other cases (unclassified, violation of the Code of Ethics, etc.)	**Cyber Auditor** • By phone or mail Website
	• Unfair practices identified by listening to suppliers' grievances		**Supplier Grievance Center** Website

Employee 'Hello, HR' | Employees - Compliance Helpline

Whistleblower Protection Program

Hyundai Mobis applies three whistleblower protection principles in accordance with Article 13 (Operation of Internal Reporting Channels and Whistleblower Protection) and Article 14 (Handling of Violations) of the Compliance Regulations. Furthermore, we operate our internal whistleblower protection system based on the Compliance Reporting Center Operation Guidelines, which set out the procedures for receiving, reviewing, processing, and reporting whistleblowing cases. Hyundai Mobis provided training for employees on the use of internal reporting channels, covering the types of reporting channels and their usage procedures, whistleblower protection principles, and important considerations for reporting through company-wide compliance training.

Hyundai Mobis Compliance Reporting/ Whistleblowing Center Operation Guidance

Three Principles of Whistleblower Protection

- Confidentiality: Prohibits the disclosure or implication of the whistleblower's identity without consent
- Protection from Retaliation: Protects whistleblowers from any disadvantage or discrimination, such as disciplinary action or impact on business relationships, resulting from reporting, providing statements, or submitting evidence
- Reduction or Waiver of Liability: Disciplinary actions may be reduced or waived if the reporter's own negligence or errors related to the report are discovered.

Article 3 (Protection of Informants) of the Compliance Reporting Center Operation Guidelines

- Extenuating circumstances may be considered if reporters report illegal or unethical acts involving themselves.
- Internal reporters shall not face any disadvantages in personnel matters as a result of their reporting.
- If a reporting employee requests a reassignment or other personnel changes due to concerns about adverse HR actions, appropriate arrangements must be made.
- The reporting center operator must contact the reporter three months after the notification of the investigation conclusion to verify whether any disadvantages or retaliation have occurred.

Metrics and Targets

Ethical Management Goals

Hyundai Mobis recognizes compliance management as a core management philosophy for realizing sustainability and applies it to all stakeholders, including employees, customers, and suppliers. We have established and operate frameworks and systems to practice compliance and ethical management across all relationships. By embedding ethical awareness and a compliance culture across the workforce, we proactively identify and prevent ethical and compliance risks across our business operations, and are committed to strict compliance with domestic and international regulations and global ethical standards.

Appendix Governance Performance - Non-compliance and Compliance Culture

Ethical Management Metrics

Indicators related to ethical management are detailed in the 'Governance Performance - Violation Status and Compliance Culture' section of the Appendix.

Investigation and Resolution of Ethics Violations

Hyundai Mobis systematically monitors the occurrence and resolution of ethical violations as key management indicators to strengthen the effectiveness and accountability of its Ethical Management. We handle these violations fairly through standardized reporting, investigation, and resolution procedures. By analyzing the types, causes, and outcomes of violations using quantitative and qualitative indicators, we prevent recurrence and improve internal systems. In 2025, Hyundai Mobis received 20 reports of ethical violations, completed appropriate actions for 19 cases and took disciplinary action for the remaining one. Furthermore, we incurred no financial losses (KRW 0) from legal proceedings related to anti-competitive practices in 2025.

INFORMATION SECURITY

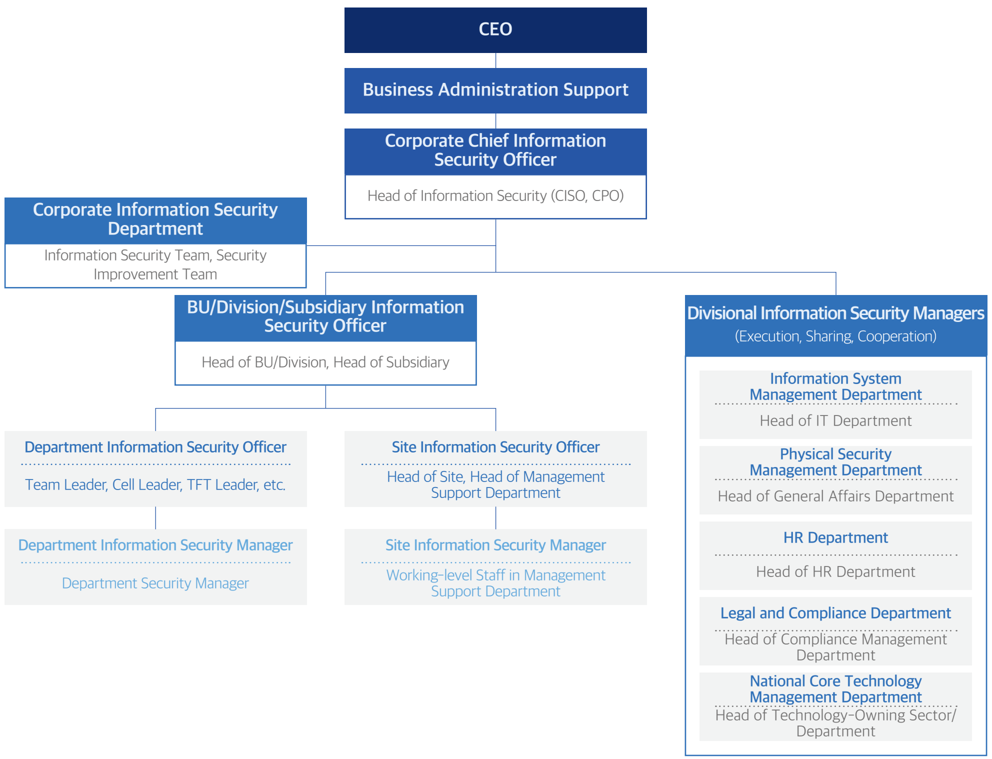
Governance

Information Security Management System

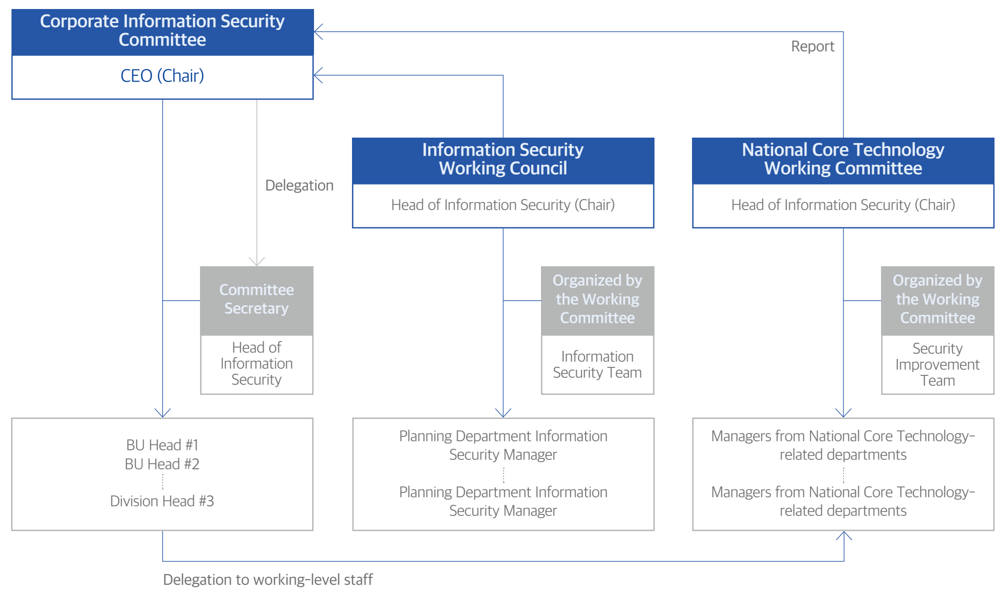
Hyundai Mobis appoints information security officers and managers at the BU, division, and subsidiary levels, centered on a dedicated enterprise-wide information security organization. The information security status of each organization is reported by the Chief Information Security Officer (CISO[1]), who manages domestic and overseas subsidiaries, and the Chief Privacy Officer (CPO[2]). Furthermore, we operate and strengthen our enterprise-wide information security management system through the Enterprise Information Security Committee, sharing inspection results and key issues on a regular and ad hoc basis in accordance with its information security policies. The Corporate Information Security Department continuously monitors the latest trends to review the need for policy updates on a regular basis. It establishes and revises relevant policies after approval by the CISO and deliberation by the Enterprise Information Security Committee. We have also established a privacy protection organization led by the CPO and the Corporate Information Security Department to prevent misuse and leakage of personal information. To protect critical information and facilities, it strictly manages and protects information assets by controlling workplace access and managing system access rights.

1) CISO: Chief Information Security Officer
2) CPO: Chief Privacy Officer

Information Security Management System



Information Security Committee



Strategy

Information Security Policy

Enterprise-wide information Security Policies and Regulations

Hyundai Mobis continuously establishes and revises its enterprise-wide information security policies and regulations to protect critical company data, including technical, management, and personal information, from various security threats. These policies apply to all personnel associated with us, including employees, contractors, and visitors, as well as all tangible and intangible information assets owned or operated by us. To ensure systematic information security management, we have established and updated 20 guidelines and 56 standard documents.

Information Security Regulation

Privacy Policy

Hyundai Mobis recognizes privacy protection as a core value and securely manages customer and employee personal information in accordance with relevant laws and internal standards. Only designated personnel within relevant departments are authorized to process personal information in accordance with established principles and procedures, and we strictly prohibit processing data beyond its original purpose of collection and use. We process personal information only when required by law or with the data subject's consent, and clearly inform data subjects of essential details, including the purpose of processing, data categories, retention and usage periods, and third-party disclosures. Furthermore, we securely manage personal information by implementing technical and administrative safeguards required by law. Data subjects may request access to, correction of, or deletion of their personal information through the relevant departments.

Information Security Activities

Information Security Management System

Information Security Management Certification

To enhance the security and reliability of its major domestic and overseas sites, we maintain and expand our certifications for ISO 27001, the international standard for information security management systems, and TISAX[2], operated by the German Association of the Automotive Industry (VDA[1]). In 2025, we successfully maintained certification across all sites by completing ISO 27001 surveillance audits for three domestic and four overseas R&D centers. Furthermore, we continue to enhance our information security management system by implementing improvements identified during these audits. Additionally, we acquired new TISAX certifications for four overseas subsidiaries (MTCI, MIN, MHU, and MSPe) in 2025. In 2026, we plan to strengthen our security system to meet the requirements of global Car OEMs by renewing certifications at existing domestic and international sites and expanding certification to new locations.

1) VDA: Verbund Der Automobilindustrie
2) TISAX: Trusted Information Security Assessment Exchange

ISO 27001 Certification Status

Category	Site
Domestic	Mabuk R&D Center
	Uiwang R&D Center
	Gangnam R&D Center
Overseas	MTCI
	MTCE
	MTCA
	MTCC

TISAX Certification Status

Category	Site
Domestic and Overseas Subsidiaries	Headquarters, Daegu, Ulsan, Jincheon
	MMX, MUA
	MSK, MCZ-OS, MHU, MSPe
	MWX, MTJ
	MIN
Domestic and Overseas R&D Centers	Mabuk R&D Center, Uiwang R&D Center
	MPE, MTCE
	MTCI

Establishing Security Architecture and Services

Hyundai Mobis clearly defines the types and scope of security and IT breaches, operates preventive measures and response systems to detect and block abnormalities at an early stage. In 2023, as part of establishing a new security framework, we deployed a next-generation OT security architecture and a domestic edge security service (SASE[3]) company-wide. In 2024, it inspected personal information management practices at overseas subsidiaries to ensure data processing stability and meet Group-wide IT security requirements. To strengthen the company's security and IT breach response framework for 2025, we conduct periodic security management system inspections across domestic and overseas sites, while regularly monitoring IT security audit results and the progress of key improvement tasks.

3) SASE: Secure Access Service Edge

Protecting National Core Technology

As a company that possesses national core technologies for future mobility, we have established a management system tailored to the specific characteristics of our technology, assets, and personnel. Hyundai Mobis strictly complies with relevant regulations, including the Industrial Technology Protection Act. To raise awareness, we conduct annual security training specialized in core technology protection for personnel handling these technologies. Additionally, it provides ongoing educational content to all employees through Mobischool, the in-house training portal. Through these initiatives, we ensure strict regulatory compliance and annually report the adequacy of our protection system to the Ministry of Trade, Industry and Energy (MOTIE). Furthermore, we continue to protect national core technologies by operating a consultative committee across relevant departments and continuously enhancing our expertise in the field.

Strategy

Information Security Activities

Raising Employee Awareness

Conducting Employee Security Inspections

Hyundai Mobis conducts regular employee security inspections through the Information Security Office, a dedicated organization independent of operational departments. The Office ensures independence and fairness throughout the inspection process. If violations are identified, we ensure the effectiveness of our security management by taking personnel measures, such as disciplinary measures, alongside operational improvements, depending on the severity of the issue. To protect personal information, we strictly restrict access to personal information processing systems and apply technical safeguards to detect and prevent external intrusions. Furthermore, it secures personal information through multi-layered technical measures, including data encryption and anti-malware programs.

Activities to Raise Employee Security Awareness

Hyundai Mobis carries out various initiatives, including security pledges, training, inspections, and campaigns, to strengthen employee security awareness. We are committed to building a proactive security culture and enhancing incident response capabilities. In particular, to ensure the proper handling of personal information, the Company provides regular training for personnel handling personal data and systematically manages and supervises related tasks.

Employee Security Awareness Activities

Category	Details
Security Pledges	• Require all employees to sign a security pledge
Regular Security Training and Material Distribution	• Conduct training for all employees (99.7% completion rate in Korea) • Distribute information security training materials covering Information Security Regulations and daily security guidelines • Conduct security compliance activities at the departmental level
Information Security Day	• Inspect physical work environments to promote voluntary compliance with security guidelines • Conduct regular inspections of overall security status
Mock Drills	• Conduct annual mock drills for domestic and overseas employees - Prevent damage from ransomware and malware infections - Prevent critical information leaks - Strengthen capabilities to prevent and respond to payment fraud
Rewards for Outstanding Security Performance	• Reward employees for outstanding security practices twice a year
Security Campaigns	• Continuously conduct compliance inspection campaigns for information protection and security
Specialized Security Training for Personnel Handling National Core Technologies	• Conduct annual security training for personnel handling national core technologies

Risk Management

Information Security Risk Management

Information Security System Risk Management Activities

Emergency Response System for Business Continuity

To ensure the continuous operation and recovery of information systems during emergencies such as natural disasters, we have established a business continuity plan based on business priorities and operate a disaster recovery infrastructure for critical systems. We manage our operational and disaster recovery servers in separate data centers, enabling rapid system recovery even in the event of external physical risks. System administrators conduct annual disaster recovery drills to verify backup availability during emergencies by swapping the roles of the production and disaster recovery infrastructures. Furthermore, we maintain uninterrupted IT services by maintaining redundant operational infrastructures based on business impact assessment ratings. We proactively prepare for external risks, such as natural disasters, by implementing data backup and recovery strategies, including off-site data storage.

Regular System Security Inspections

Under the supervision of the Chief Information Security Officer (CISO), Hyundai Mobis conducts regular and special security inspections in accordance with the Information Security Regulations. These inspections target both operating systems and infrastructure facilities. Key inspection areas include communication security checks to prevent illegal wiretapping and unauthorized recording, software vulnerability assessments through penetration testing, compliance evaluations of the personal data lifecycle from collection to disposal, firewall rule reviews, continuous network scanning, and security assessments of the production network. Furthermore, we engage third-party experts to conduct security risk assessments on the suppliers' cyberattack response capabilities. By continuously monitoring these assessment results, we respond effectively to threats such as ransomware and malware, thereby ensuring supply chain security and stability.

Timely Response to Global Information Security Regulations

In addition to establishing a management and inspection system for domestic information security regulations, Hyundai Mobis checks whether its subsidiaries have established and operate personal information protection guidelines based on global standards. Furthermore, we set a timeline for improvement areas identified through management status inspections, ensuring that corrective actions are completed within the year.

Risk Management

Personal Information Risk Management Activities

Security and IT Breach Response

To respond to security and IT breaches, we define the types and scope of incidents, and implement preventive measures and systems to detect and block threats at an early stage. It regularly inspects personal information processing systems, audits outsourced personal information service providers, and conducts mock drills for breach response. In addition, we renewed our personal information liability insurance to cover potential liability for damages related to personal information processing.

Personal Information Breach Reporting Channels

In the event of a personal information breach, individuals can report the incident to the Korea Internet & Security Agency (KISA) and the Personal Information Protection Commission (PIPC). Even if a report is submitted through KISA, the PIPC takes jurisdiction if it involves a personal information violation. For breaches identified through national audits and verifications, or those reported directly by individuals via our website, we receive the reports, assess the situation, and take prompt action.

Reporting Channel	Agency	Reporting Method
Personal Information Breach Report Center	Korea Internet & Security Agency (KISA)	• Website: http://privacy.kisa.or.kr • Phone: 118 (no area code required)
Cybercrime Investigation Division	Supreme Prosecutors' Office	• Website: http://cybercid.spo.go.kr • Phone: 1301 (no area code required)
Cyber Bureau	Korean National Police Agency	• Website: http://www.police.go.kr/www/security/cyber.jsp • Phone: 182 (no area code required)

Response to Privacy Breaches and Data Leaks

Hyundai Mobis maintains an incident response manual to promptly respond to information system breaches and privacy incidents, including the loss, theft, or leakage of personal information.

Privacy Incident Response Process

Occurrence of a breach or data leak

Reporting and Logging of Security Incidents	• The individual who detects an anomaly immediately reports it to the Information Security Team.
Security Incident Response	• IT personnel in the Information Security Team initiate an emergency response. • The Information Security Team determines whether personal information has been leaked and reports to the responsible officer.
Forming a Response Team	• A response organization is formed through the Incident Response Team. • Implement emergency measures to minimize damage
Analyze the cause	• Conduct legal reviews and assess the impact • Determine the content and method for notifying affected customers of the leak (request an investigation by law enforcement, if necessary)
Establish response and preventive measures	• Report to relevant authorities and respond to investigations • Establish measures to prevent recurrence

Metrics and Targets

Information Security Objectives

We provide online and offline training for employees to strengthen information security and privacy management, and publish regular newsletters to strengthen the information security awareness and capabilities of all employees. In 2026, we plan to expand offline training for security personnel at our overseas subsidiaries.

Target Audience	Unit	2025 Performance	2026 Target
Company-wide employee training	%	99.7%	Maintain over 99%
Training for overseas security personnel	Sessions	1	4

Information Security Metrics

Information security metrics are detailed in the "Governance Performance - Information Security" section of the Appendix. In addition, we transparently disclose key information, including information security investments and personnel, through the Information Security Disclosure Portal in accordance with Article 13 of the Information Security Industry Promotion Act, Article 8 of its Enforcement Decree, and the Notice on Information Security Disclosure.

Information Security Disclosure Portal
Appendix Governance Performance - Information Security

Information Security Investment

To strengthen the protection of information assets, Hyundai Mobis treats information security investment as a key management indicator and, in accordance with its mid- to long-term plans, systematically manages its investment activities. We focus our information security investments on upgrading security infrastructure, strengthening system stability, and enhancing our capabilities to prevent and respond to security breaches effectively. It manages the planning, execution, and performance of these investments in compliance with relevant regulations and internal standards. Hyundai Mobis makes these investments to enhance its information security system and ensure the safe processing of personal data. As disclosed on the Information Security Disclosure Portal in 2025, our information security investment for 2024 totaled approximately KRW 18.8 billion.

Appendix

ESG FACTBOOK

Financial Performance

Sustainable Technology Development

R&D Expenses

Category	Unit	2023	2024	2025
		Consolidated	Consolidated	Consolidated
R&D expenses	KRW 100 million	15,925	17,486	18,765
R&D to sales ratio	%	2.7	3.1	3.1

R&D Employees

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
R&D employees	Persons	5,718	~	1,516	7,234	5,899	~	1,558	7,457	6,143	~	1,688	7,831
R&D employees out of total employees[1]	%	47.2	~	6.3	19.9	47.9	~	6.4	19.3	48.6	~	5.9	18.9

1) Excluding employees of domestic subsidiaries

Patent Applications[1]

Category	Unit	2023				2024				2025			
		Parent[3]	Domestic Subsidiaries	Overseas Subsidiaries[3]	Total	Parent[3]	Domestic Subsidiaries	Overseas Subsidiaries[3]	Total	Parent[3]	Domestic Subsidiaries	Overseas Subsidiaries	Total
Patents granted (cumulative[2])	Cases	7,949	189	0	8,138	9,090	65	0	9,155	10,315	41	0	10,356
New patent applications filed	Cases	2,202	15	0	2,217	2,375	3	0	2,378	2,677	1	0	2,678

1) Based on the date of filing
2) Cumulative number of patents held at year-end
3) The 2023 and 2024 data were restated as all domestic and overseas patents are filed and managed by the headquarters.

Core Parts Orders Awarded

Category	Unit	2023	2024	2025
		Consolidated	Consolidated	Consolidated
Core parts[1] orders awarded	USD million	9,216	2,569	9,168

1) Core parts: Electronics, Lamps, Chassis, Electrification

Corporate Governance

Business Performance and Distribution

Category	Unit	2023	2024	2025
		Consolidated	Consolidated	Consolidated
Assets	KRW million	58,585,845	66,596,905	70,400,532
Liabilities	KRW million	17,930,546	20,478,673	21,187,737
Equity	KRW million	40,655,299	46,118,232	49,212,795
Sales	KRW million	59,254,361	57,236,995	61,118,127
Ratio of sales from electrification parts	%	20.7	11.7	8.8
Gross profit	KRW million	6,762,174	8,062,628	8,829,921
Operating expenses	KRW million	56,959,077	54,163,539	57,760,671
Operating profit	KRW million	2,295,284	3,073,456	3,357,456
Profit before taxes	KRW million	4,444,854	5,264,476	5,115,158
Net income	KRW million	3,423,309	4,060,161	3,664,736
Income taxes	KRW million	1,021,545	1,204,315	1,450,422
Shareholder dividends	KRW million	407,320	539,545	579,773
Interest expenses	KRW million	150,110	129,284	176,539

Audit Committee

Category	Unit	2023	2024	2025
		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	9.0	6.0

1) Total training hours regardless of the number of attendees (1.5 hours × number of sessions)

External Audits

Category	Unit	2023	2024	2025
		Consolidated	Consolidated	Consolidated
Audit service fees	KRW million	2,610	2,666	2,080
Non-audit service fees	KRW million	54	85	273
Ratio of non-audit service fees to audit service fees	%	2.1	3.2	13.1

Financial Performance

Corporate Governance

Compensation for the Highest-paid Individual and the CEO

Category	Unit	2023	2024	2025
		Parent	Parent	Parent
Total annual compensation for the highest-paid individual	KRW million	4,000	4,431	3,060
Ratio of the annual total compensation for the highest-paid individual to the median annual total compensation for all employees[1]	Times	31	31	22
Percentage increase in annual total compensation for the highest-paid individual	%	10.3	10.8	(30.9)
Percentage increases in median annual total compensation for all employees	%	14.5	10.4	(3.7)
Total annual compensation for the CEO	KRW million	1,624	1,797	1,723
Average annual total compensation for all employees excluding the CEO	KRW million	123	136	137
Ratio of the annual total compensation for the CEO to the average annual total compensation for all employees	Times	13.2	13.2	12.6
Median annual total compensation for all employees excluding the CEO	KRW million	129	142	143
Ratio of the annual total compensation for the CEO to the median annual total compensation for all employees	Times	12.6	12.7	12.0

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

Shareholder Value Enhancement

Category	Unit	2023	2024	2025
		Consolidated	Consolidated	Consolidated
Shares outstanding	Shares	93,659,068	92,999,068	90,736,557
Common shares	Shares	90,668,643	90,490,640	89,176,783
Preferred shares	Shares	3,974	3,974	3,974
Treasury shares	Shares	2,986,451	2,504,454	1,555,800
Shares held by the Employee Stock Ownership Association	Shares	360,566	668,632	864,204
Percentage of shares held by the Employee Stock Ownership Association	%	0.38	0.72	0.95
Dividends	KRW 100 million	4,073	5,395	5,798
Shares repurchased	KRW 100 million	1,465	1,630	4,145
Shares cancelled	KRW 100 million	1,465	1,630	6,217
Shareholder return amount	KRW 100 million	5,538	7,025	12,015
Percentage of shareholder return[1]	%	16.2	17.3	32.8
Voting rights present at the AGM	Shares	74,093,630	77,041,715	77,363,369

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

Environmental Performance

Environmental Management

Environmental Non-compliance[1]

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Cases of regulatory non-compliance	Cases	0	0	0	0	1	0	0	1	0	0	0	0
Total penalties	KRW	0	0	0	0	800,000	0	0	800,000	0	0	0	0
Liabilities related to environmental regulations	KRW	~	~	~	~	~	~	~	~	~	~	~	~

1) Non-consolidated data; based on the same criteria as '3. Sanctions and Related Matters - A. Status of Sanctions by Investigative and Judicial Authorities' in the 2025 Business Report (p. 353).

Environmental Training

Category	Unit	2023	2024	2025
		Consolidated	Consolidated	Consolidated
Completion rate of environmental training[1, 2]	%	55.87	43.82	45.06
Employees subject to training[2]	Persons	11,541	11,726	11,935
Employees who completed training	Persons	6,448	5,138	5,378

1) Number of employees who completed ESG mindset training / Total number of regular employees) x 100
2) 2023 and 2024 data restated due to updated calculation standards.

GHG Management

GHG Emissions (Scope 1+2)

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
By scope	Scope 1 emissions	tCO_2eq	7,434	14,850	30,511	52,795	7,817	14,687	30,487	52,991	7,735	14,429	31,098	53,263
	Emissions subject to emissions trading regulations	tCO_2eq	7,434	8,409	~	15,843	7,817	8,322	~	16,139	7,735	7,795	~	15,530
	Percentage Subject to ETS Regulations	%	100	56.6	~	30.0	100	56.7	~	30.5	100	54.0	~	29.2
	Scope 2 emissions (location-based)	tCO_2eq	96,800	94,180	160,330	351,310	100,628	94,429	176,002	371,059	104,563	100,761	204,998	410,322
	Scope 2 emissions (market-based)	tCO_2eq	93,270	90,792	149,390	333,452	97,517	92,061	158,933	348,511	84,315	83,443	137,338	305,096
By country	Korea	tCO_2eq	100,704	105,618	~	206,322	105,334	106,722	~	212,056	92,050	97,843	~	189,893
	China	tCO_2eq	~	~	52,235	52,235	~	~	47,320	47,320	~	~	36,717	36,717
	US	tCO_2eq	~	23	45,723	45,746	~	25	46,789	46,814	~	26	51,977	52,003
	India	tCO_2eq	~	~	21,547	21,547	~	0.3	22,013	22,013	~	2.6	21,139	21,142
	Czech Republic	tCO_2eq	~	~	16,157	16,157	~	~	16,336	16,336	~	~	15,998	15,998
	Others	tCO_2eq	~	~	44,238	44,238	~	~	56,963	56,963	~	~	42,605	42,605
GHG emissions (Scope 1 + location-based Scope 2)		tCO_2eq	104,234	109,030	190,841	404,105	108,445	109,116	206,489	424,050	112,298	115,191	236,096	463,585
GHG emissions (Scope 1 + market-based Scope 2)		tCO_2eq	100,704	105,642	179,901	386,247	105,334	106,748	189,420	401,502	92,050	97,872	168,436	358,358
Total GHG emissions intensity (Scope 1+2)[1]		tCO_2eq/KRW 100 million	0.26	~	~	0.65	0.29	~	~	0.70	0.25	~	~	0.59

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

Environmental Performance

GHG Management

GHG Emissions (Scope 3)[1]

Category		Unit	2023	2024	2025
			Consolidated	Consolidated	Consolidated
Scope 3 GHG emissions[2]		tCO_2eq	16,867,245	15,738,065	16,811,903
Upstream	Upstream Total	tCO_2eq	14,682,803	13,762,660	14,791,722
	1. Purchased goods and services[3]	tCO_2eq	14,344,540	13,383,788	14,454,878
	2. Capital goods	tCO_2eq	22,712	18,405	19,666
	3. Fuel-and energy-related activities[4]	tCO_2eq	66,087	69,039	75,266
	4. Upstream transportation and distribution	tCO_2eq	230,570	267,683	220,684
	5. Waste generated in operations[4]	tCO_2eq	4,819	8,016	5,689
	6. Business travel[5]	tCO_2eq	11,990	13,505	13,270
	7. Employee commuting[6]	tCO_2eq	1,934	2,085	2,061
	8. Upstream leased assets[7]	tCO_2eq	151	139	208
Downstream	Downstream Total	tCO_2eq	2,184,442	1,975,405	2,020,181
	9. Downstream transportation and distribution	tCO_2eq	121,856	104,733	68,308
	10. Processing of sold products[4]	tCO_2eq	56,748	52,198	51,164
	11. Use of sold products[8]	tCO_2eq	1,676,190	1,480,277	1,563,865
	12. End-of-life treatment of sold products[8]	tCO_2eq	245,123	232,659	231,134
	13. Downstream leased assets[9]	tCO_2eq	~	~	~
	14. Franchises[9]	tCO_2eq	~	~	~
	15. Investments[4]	tCO_2eq	84,525	105,538	105,710
Total GHG emissions (Scope 1+2+3) - location-based		tCO_2eq	17,271,350	16,162,115	17,275,488
Total GHG emissions (Scope 1+2+3) - market-based		tCO_2eq	17,253,492	16,139,567	17,170,261
Total GHG emissions intensity (Scope 1+2+3) - market-based		tCO_2eq/KRW 100 million	29.12	28.20	28.09

1) Emissions were calculated in accordance with the GHG Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard. For categories where the calculation methodology or coverage changed, emissions for previous years were retroactively recalculated.
2) Proportion of Scope 3 emissions calculated using primary data from actual activities in 2025: 99% (Scope 3 emissions calculated using primary data / Total Scope 3 emissions × 100)
3) Historical data restated due to expanded calculation scope: Included raw material-related emissions in addition to those from existing domestic and overseas operations, Tier 1 suppliers, and contract manufacturing plants
4) Historical data restated due to refined emission factors and activity data
5) Emissions calculated by transportation mode (personal vehicle, bus, train, and domestic/international flights) for domestic and overseas business trips
6) Emissions calculated based on commuter bus usage
7) Based on leased sites within Car OEM facilities for domestic sales teams
8) Emissions from the use and end-of-life treatment of sold products are calculated by applying the proportion of our parts to the total emissions from vehicle operation and disposal
9) Not applicable to us

Environmental Performance

GHG Management

GHG Management Expenses

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Operating expenditure (OpEx)[1]	Reporting year (current)	KRW million	981	~	1,053	2,034	992	~	1,376	2,368	1,550	395	502	2,447
	Beyond reporting year (future)	KRW million	865	~	~	865	2,889	~	2,791	5,680	3,788	563	1,877	6,228
Capital expenditure (CapEx)	Reporting year (current)	KRW million	1,287	~	834	2,121	655	~	750	1,405	12	~	1,540	1,552
	Beyond reporting year (future)	KRW million	1,656	~	~	1,656	12	~	1,480	1,492	62	~	2,386	2,448

1) Parent data for 2023 and 2024 were disclosed as a combined figure including domestic subsidiaries. From 2025 onward, parent and domestic subsidiary data are disclosed separately.

Energy Management

Energy Consumption

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Energy consumption[1]	TJ	2,165	2,262	1,936	6,363	2,237	2,261	2,073	6,571	2,320	2,389	2,322	7,032
	MWh	251,485	287,008	537,905	1,076,398	260,196	285,940	575,797	1,121,932	268,747	298,304	645,050	1,212,101
Energy consumption intensity[2]	TJ/KRW 100 million	0.01	~	~	0.01	0.01	~	~	0.01	0.01	~	~	0.01

1) TJ data for overseas sites in 2023 and 2024 were restated due to a change in the conversion factors for overseas electricity and steam consumption.
2) Parent: Parent energy consumption / Parent sales; Total: Total energy consumption / Consolidated sales (Total sales)

Environmental Performance

Energy Management

Energy Consumption (non-renewable)

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Non-renewable energy consumption[1]		TJ	2,082	2,188	1,728	5,998	2,162	2,209	1,743	6,115	1,887	2,025	1,663	5,576
		MWh	241,104	279,009	480,076	1,000,190	250,734	280,225	484,227	1,015,187	221,926	260,011	462,076	944,013
Non-renewable energy consumption ratio		%	96.1	96.8	89.2	94.3	96.7	97.7	84.1	93.1	81.3	84.8	71.6	79.3
By energy source	Fossil fuel consumption	TJ	139	290	567	997	147	285	567	998	146	282	578	1,006
		MWh	38,600	80,688	157,548	276,835	40,791	79,092	157,443	277,326	40,564	78,299	160,658	279,521
	Percentage of fossil energy consumption	%	6.4	12.8	29.3	15.7	6.6	12.6	27.3	15.2	6.3	11.8	24.9	14.3
	Consumption of coal and coal product fuels	TJ	0	0	0	0	0	0	0	0	0	0	0	0
		MWh	0	0	0	0	0	0	0	0	0	0	0	0
	Consumption of crude oil and petroleum product fuels	TJ	20	5	78	102	19	11	76	106	17	6	77	99
		MWh	5,593	1,272	21,579	28,445	5,328	3,047	21,021	29,396	4,766	1,543	21,302	27,611
	Consumption of natural gas and other fuels	TJ	119	286	489	894	128	274	491	893	129	276	502	907
		MWh	33,006	79,416	135,968	248,390	35,463	76,044	136,422	247,930	35,798	76,756	139,355	251,909
	Nuclear power consumption	TJ	0	0	0	0	0	0	0	0	0	0	0	0
		MWh	0	0	0	0	0	0	0	0	0	0	0	0
	Percentage of nuclear energy consumption	%	0	0	0	0	0	0	0	0	0	0	0	0
	Consumption of energy from unknown sources[1]	TJ	1,943	1,898	1,161	5,002	2,015	1,925	1,176	5,116	1,741	1,743	1,085	4,570
		MWh	202,504	198,321	322,529	723,354	209,943	201,133	326,784	737,861	181,363	181,711	301,418	664,492
	Purchased electricity	TJ	1,942	1,894	1,106	4,942	2,015	1,921	1,120	5,057	1,741	1,743	1,026	4,510
		MWh	202,258	197,338	307,166	706,763	209,943	200,081	311,198	721,222	181,363	181,608	285,003	647,973
	Steam	TJ	1	4	55	60	0	4	56	60	0	0.4	59	59
		MWh	246	983	15,363	16,591	0	1,053	15,587	16,639	0	104	16,415	16,518

1) The 2023 and 2024 TJ data for overseas sites were restated due to changes in the conversion factors for overseas electricity and steam consumption.

Environmental Performance

Energy Management

Energy Consumption (renewable)

Category		Unit	2023 Parent	2023 Domestic Subsidiaries	2023 Overseas Subsidiaries	2023 Total	2024 Parent	2024 Domestic Subsidiaries	2024 Overseas Subsidiaries	2024 Total	2025 Parent	2025 Domestic Subsidiaries	2025 Overseas Subsidiaries	2025 Total
Renewable energy consumption and transition[1]		TJ	83	73	208	365	75	51	330	456	433	364	659	1,456
		MWh	10,381	7,999	57,829	76,209	9,461	5,715	91,569	106,745	46,821	38,293	182,975	268,088
Percentage of renewable energy consumption and transition against total energy consumption[2]		%	4.9	3.9	15.8	9.7	4.3	2.8	22.7	12.9	20.5	17.4	39.1	29.3
By means[1]	Renewable energy consumption	TJ	10	2	17	29	10	2	31	43	10	2	37	49
		MWh	2,697	624	4,753	8,074	2,689	561	8,691	11,940	2,747	596	10,382	13,725
	Self-generation	TJ	10	2	0.4	12	10	2	3	15	10	2	4	16
		MWh	2,697	624	99	3,420	2,689	561	954	4,203	2,747	596	1,082	4,425
	Use of renewable raw materials as fuel[3]	TJ	0	0	0	0	0	0	0	0	0	0	0	0
		MWh	0	0	0	0	0	0	0	0	0	0	0	0
	Physical Power Purchase Agreement (P-PPA)	TJ	0	0	17	17	0	0	28	28	0	0	33	33
		MWh	0	0	4,654	4,654	0	0	7,737	7,737	0	0	9,300	9,300
	Renewable energy transition	TJ	74	71	191	336	65	49	298	413	423	362	621	1,406
		MWh	7,684	7,375	53,076	68,135	6,773	5,154	82,878	94,805	44,074	37,697	172,592	254,363
	Purchase of renewable energy certificates	TJ	55	19	182	256	0	0	281	281	0	0	340	340
		MWh	5,679	2,000	50,625	58,305	0	0	77,990	77,990	0	0	94,367	94,367
	Virtual power purchase agreement (vPPA)	TJ	19	0	0	19	65	0	0	65	231	0	41	272
		MWh	2,005	0	0	2,005	6,773	0	0	6,773	24,074	0	11,269	35,343
	Green pricing program (green electricity products)	TJ	0	52	9	60	0	49	18	67	192	362	241	795
		MWh	0	5,375	2,451	7,826	0	5,154	4,888	10,042	20,000	37,697	66,955	124,652
Renewable energy consumption and transition intensity[4]		TJ/KRW 100 million	0.0002	~	~	0.0006	0.0002	~	~	0.0008	0.0012	~	~	0.0024

1) The 2023 and 2024 TJ data for overseas sites was corrected due to a change in the conversion factor for overseas consumption (self-generation, physical power purchase agreements, certificate purchases, virtual power purchase agreements, and Green Pricing).
2) (Total renewable energy consumption and transition in MWh / Total electricity consumption) × 100
3) Biomass, biofuel, biogas, etc.
4) Parent: Parent renewable energy consumption / Parent sales, Total: Total renewable energy consumption / Consolidated sales (Total sales)

Environmental Performance

Energy Management

Energy Consumption (electricity)

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Electricity consumption [1, 2]	TJ	2,025	1,967	1,314	5,307	2,090	1,972	1,450	5,512	2,174	2,107	1,685	5,966
	MWh	212,640	205,337	364,995	782,971	219,405	205,795	402,767	827,967	228,183	219,901	467,978	916,062
Non-renewable electricity [1, 2]	TJ	1,942	1,894	1,106	4,942	2,015	1,921	1,120	5,057	1,741	1,743	1,026	4,510
	MWh	202,258	197,338	307,166	706,763	209,943	200,081	311,198	721,222	181,363	181,608	285,003	647,973
Renewable electricity [3]	TJ	83	73	208	365	75	51	330	456	433	364	659	1,456
	MWh	10,381	7,999	57,829	76,209	9,461	5,715	91,569	106,745	46,821	38,293	182,975	268,088

1) 2024 data for overseas subsidiaries restated due to decimal and rounding adjustments
2) 2023 and 2024 TJ data for overseas sites restated due to a change in the overseas consumption conversion factor
3) Includes renewable energy consumption and transition amounts

Energy Production and Sales [1]

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Direct energy production [2]	TJ	10	2	0.4	12	10	2	3	15	10	2	4	16
	MWh	2,697	624	99	3,420	2,689	561	954	4,203	2,747	596	1,082	4,425
Non-renewable energy production	TJ	0	0	0	0	0	0	0	0	0	0	0	0
	MWh	0	0	0	0	0	0	0	0	0	0	0	0
Renewable energy production [2]	TJ	10	2	0.4	12	10	2	3	15	10	2	4	16
	MWh	2,697	624	99	3,420	2,689	561	954	4,203	2,747	596	1,082	4,425
Energy sale	TJ	0	0	0	0	0	0	0	0	0	0	0	0
	MWh	0	0	0	0	0	0	0	0	0	0	0	0

1) Newly reported starting in 2023
2) 2023 and 2024 TJ data for overseas sites restated due to a change in the overseas production conversion factor

Air and Water Pollution Management

Air Pollutant Emissions[1)]

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[4)]	Total[4)]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Air pollutant emissions		ton	9.86	15.62	136.81	162.28	14.11	30.06	232.92	277.09	10.82	12.91	179.19	202.92
By substance	Nitrogen oxide (NOx)	ton	4.84	2.36	22.99	30.19	3.82	19.85	71.83	95.51	2.20	1.60	42.76	46.56
	Sulfur oxide (SOx)	ton	0.11	0	3.47	3.57	0.22	0.02	4.25	4.49	0.13	0.04	1.04	1.21
	Particulate matter (PM)	ton	1.05	2.34	10.49	13.88	1.06	1.87	4.14	7.06	1.70	3.14	4.55	9.40
	Total hydrocarbon (THC)	ton	3.86	10.92	99.86	114.64	8.78	8.33	76.10	93.20	6.51	8.13	77.35	91.98
	Volatile organic compounds (VOC)[2)]	ton	~	~	~	~	0.22	~	76.60	76.82	0.28	0.01	53.49	53.77
Air pollutant emissions intensity[3)]		ton/KRW billion	0.0003	~	~	0.003	0.0004	~	~	0.005	0.0003	~	~	0.003

1) Emissions are calculated using emission factors for representative gases in accordance with the Standard Test Methods for Air Pollution, including outsourced treatment volumes.
2) Newly reported from 2024
3) Parent: Parent air pollutant emissions / Parent sales; Total: Total air pollutant emissions / Consolidated sales (Total sales)
4) 2024 data was recalculated due to enhanced environmental data management for overseas subsidiaries.

Discharge of Water Pollutants

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[3)]	Total[3)]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Water pollutant discharges[1)]		ton	0.006	5.92	761.47	767.39	0.008	8.97	398.82	407.80	0.007	0.49	131.11	131.60
Emissions By Pollutant	Biochemical oxygen demand (BOD)	ton	0	2.81	128.97	131.77	0	0.48	83.58	84.06	0	0.14	29.57	29.71
	Chemical oxygen demand (COD)	ton	~	2.11	318.10	320.21	~	0.07	220.64	220.70	~	0	70.35	70.35
	Total organic carbon (TOC)	ton	0.002	0.11	69.76	69.87	0.002	0.23	7.38	7.62	0.002	0	6.22	6.22
	Total nitrogen (TN)	ton	0.003	0.27	188.23	188.50	0.003	3.36	41.13	44.49	0.001	0.19	10.13	10.32
	Normal hexane (N-H)	ton	0	0.03	0.39	0.42	0	0.15	0.38	0.53	0	0	2.57	2.57
	Total phosphorus (T-P)	ton	0.0002	0.06	2.08	2.14	0.001	1.71	3.57	5.28	0.0003	0.01	1.23	1.24
	Suspended solids (SS)	ton	0.001	0.53	53.95	54.48	0.002	2.98	42.14	45.12	0.003	0.15	11.04	11.19
Water pollutant discharge intensity[2)]		ton/KRW billion	0.0000002	~	~	0.013	0.0000002	~	~	0.007	0.0000002	~	~	0.002

1) Direct discharge only
2) Parent: Parent water pollutant emissions / Parent sales; Total: Total water pollutant emissions / Consolidated sales (Total sales)
3) 2024 data was recalculated due to enhanced environmental data management for overseas subsidiaries.

Environmental Performance

Air and Water Pollution Management

Pollution-related Expenses[1), 2)]

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[3)]	Total[3)]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Operating expenditure (OpEx)	Reporting year (current)	KRW million	6,046	~	2,246	8,292	6,614	1,186	4,442	12,242	7,026	1,219	6,729	14,974
	Beyond reporting year (future)	KRW million	6,793	~	~	6,793	6,871	98	~	6,969	8,394	176	979	9,550
Capital expenditure (CapEx)	Reporting year (current)	KRW million	1,664	~	2,568	4,231	160	0	726	886	163	662	273	1,098
	Beyond reporting year (future)	KRW million	486	~	~	486	397	255	~	652	1,072	1,075	193	2,340

1) Includes costs related to air and water pollution management, substances of concern, and waste
2) Newly reported from 2023; disclosure expanded to include domestic subsidiaries from 2024
3) 2024 data revised following consistency verification of pollution-related costs for overseas subsidiaries

Pollution Incident-related Expenses

Category		Unit	2023	2024	2025
			Parent	Consolidated[1)]	Consolidated
Operating expenditure (OpEx)	Reporting year (current)	KRW million	0	449	902
Capital expenditure (CapEx)	Beyond reporting year (future)	KRW million	41	125	~

1) Data collection scope expanded to include consolidated entities (manufacturing subsidiaries) from 2024

Chemicals / Substances of Concern Management

Substances of Concern in Products[1]

Category		Unit	2023	2024	2025
			Consolidated (Partial)	Consolidated (Partial)	Consolidated (Partial)
Inflow through purchased/procured parts	Hazardous chemicals	ton	146	266	308

1) Newly reported starting in 2023; excludes data from domestic subsidiaries; substances of concern are classified based on EU REACH.

Chemicals / Substances of Concern in the Workplace[1]

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Chemicals received (handled) in the workplace	ton	2,787	~	~	2,787	1,731	349	~	2,079	690	1,722	~	2,413
Chemicals discharged / transported in the workplace	ton	147	99	~	246	128	47	~	176	54	1,224	~	1,277
Substances of concern received (handled) in the workplace[2]	ton	8	~	~	8	5	~	3	8	7	~	6	13

1) Classification of chemicals / substances of concern pursuant to Article 11 of the Chemical Substances Control Act
2) Newly reported starting in 2023

Water Resource Management

Water Consumption

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[4]	Total[4]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Water consumed (withdrawn)[1]		ton	556,961	379,056	760,081	1,696,098	623,648	555,898	926,820	2,106,366	608,244	596,248	950,022	2,154,514
By source	Tap water	ton	533,468	379,056	663,425	1,575,949	587,431	523,258	777,601	1,888,290	573,436	581,109	792,041	1,946,586
	Surface water	ton	0	0	71,475	71,475	0	0	55,647	55,647	0	0	63,163	63,163
	Groundwater	ton	23,493	0	25,181	48,674	36,217	32,640	93,572	162,429	34,808	15,139	94,819	144,766
Headquarters	Total	ton	57,968	~	~	57,968	61,033	~	~	61,033	63,887	~	~	63,887
	Tap water	ton	57,968	~	~	57,968	61,033	~	~	61,033	63,887	~	~	63,887
	Surface water	ton	0	~	~	0	0	~	~	0	0	~	~	0
	Groundwater	ton	0	~	~	0	0	~	~	0	0	~	~	0
Jincheon[2]	Total	ton	101,280	~	~	101,280	97,517	~	~	97,517	103,091	~	~	103,091
	Tap water	ton	101,280	~	~	101,280	97,517	~	~	97,517	103,091	~	~	103,091
	Surface water	ton	0	~	~	0	0	~	~	0	0	~	~	0
	Groundwater	ton	0	~	~	0	0	~	~	0	0	~	~	0
Changwon	Total	ton	47,710	~	~	47,710	48,230	~	~	48,230	46,667	~	~	46,667
	Tap water	ton	47,710	~	~	47,710	48,230	~	~	48,230	46,667	~	~	46,667
	Surface water	ton	0	~	~	0	0	~	~	0	0	~	~	0
	Groundwater	ton	0	~	~	0	0	~	~	0	0	~	~	0
Daegu	Total	ton	13,455	~	~	13,455	11,059	~	~	11,059	11,131	~	~	11,131
	Tap water	ton	13,455	~	~	13,455	11,059	~	~	11,059	11,131	~	~	11,131
	Surface water	ton	0	~	~	0	0	~	~	0	0	~	~	0
	Groundwater	ton	0	~	~	0	0	~	~	0	0	~	~	0
Ulsan	Total	ton	16,891	~	~	16,891	16,120	~	~	16,120	11,857	~	~	11,857
	Tap water	ton	16,891	~	~	16,891	16,120	~	~	16,120	11,857	~	~	11,857
	Surface water	ton	0	~	~	0	0	~	~	0	0	~	~	0
	Groundwater	ton	0	~	~	0	0	~	~	0	0	~	~	0
Other	Total	ton	319,657	~	~	319,657	389,689	~	~	389,689	371,611	~	~	371,611
	Tap water	ton	296,164	~	~	296,164	353,472	~	~	353,472	336,803	~	~	336,803
	Surface water	ton	0	~	~	0	0	~	~	0	0	~	~	0
	Groundwater	ton	23,493	~	~	23,493	36,217	~	~	36,217	34,808	~	~	34,808
Water consumption (withdrawal) intensity[3]		ton/KRW 100 million	1.43	~	~	2.86	1.70	~	~	3.68	1.68	~	~	3.53

1) Parent consigned wastewater volume: 722.52 tons (2023), 3,761.21 tons (2024), 4,774.48 tons (2025)
2) Including Autonics
3) Parent: Water consumption / Parent sales, Total: Total water consumption / Consolidated sales
4) 2024 data was recalculated due to enhanced environmental data management at overseas subsidiaries.

Environmental Performance

Water Resource Management

Water Consumption and Water Pollutant Generation in Water Risk / Stress Areas [1]

Category	Unit	2023				2024				2025			
		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	ton	~	~	112,713	112,713	~	~	147,439	147,439	~	~	101,557	101,557
Water pollutants discharged in water risk/stress areas	ton	~	~	7	7	~	~	4.8	4.8	~	~	0	0
Percentage of water pollutants discharged in water risk/stress areas	%	~	~	0.92	0.92	~	~	1.19	1.17	~	~	0	0

1) Starting in 2025, the criteria were updated to apply to subsidiaries classified as 'High' and 'Very High' risk based on the WWF Water Risk Filter.

2) The business sites selected in 2025 treat and reuse all water used, so water pollutant emissions are calculated as 0

Water Recycling

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Water recycled / reused	ton	0	0	76,179	76,179	0	0	114,884	114,884	0	0	95,294	95,294
Percentage of water recycled / reused [1), 2)]	%	0	0	10.0	4.5	0	0	12.4	5.5	0	0	10.0	4.4

1) Water recycled and reused / Total water usage (withdrawal)

2) Data for 2024 was recalculated due to enhanced environmental data management for overseas subsidiaries.

Resource Use Management

Raw and Packaging Materials Use (Procurement)

Category		Unit	2023				2024				2025			
			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	44,760	10,013	39,381	94,154	46,921	11,111	44,430	102,462	44,357	11,002	45,716	101,075
Key raw materials[1]		ton	36,835	10,013	39,381	86,229	38,476	11,111	41,504	91,091	35,310	10,999	43,572	89,881
By material	Plastic	ton	1,686	10,013	39,381	51,080	1,363	11,111	41,504	53,978	884	10,999	43,572	55,455
	Metal	ton	35,149	0	0	35,149	37,113	0	0	37,113	34,426	0	0	34,426
Packaging[2]		ton	7,925	0	0	7,925	8,445	0	2,926	11,371	9,047	3	2,144	11,194
Recycled raw and packaging materials used / purchased		ton	3,298	0	0	3,298	2,891	0	0	2,891	3,190	0	105	3,295
Recycled raw materials		ton	0	0	0	0	0	0	0	0	0	0	72	72
Recycled packaging materials		ton	3,298	0	0	3,298	2,891	0	0	2,891	3,190	0	33	3,223
Percentage of recycled raw and packaging materials used (purchased)		%	7.37	0.00	0.00	3.50	6.16	0.00	0.00	2.82	7.19	0.00	0.23	3.26

1) Based on direct purchases (domestic data includes CKD materials)
2) Based on petrochemical packaging materials

Product Remanufacturing[1]

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Products remanufactured	Units	3,735	~	30,516	34,251	3,710	~	35,984	39,694	3,644	~	45,157	48,801

1) Operational performance of MRCs (Multimedia Remanufacturing Centers)

Waste Management

Waste Generation

Category			Unit	2023				2024				2025			
				Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[2]	Total[2]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Waste generation			ton	7,807	6,852	58,215	72,875	7,089	6,314	62,537	75,939	7,321	7,019	61,566	75,905
By type	General waste		ton	7,528	5,813	45,759	59,099	6,624	5,903	48,296	60,823	7,018	6,275	53,245	66,539
	Designated waste		ton	279	1,040	12,457	13,775	465	411	14,240	15,116	302	743	8,320	9,366
		Radioactive waste	ton	0	0	0	0	0	0	0	0	0	0	0	0
		Other waste	ton	279	1,040	12,457	13,775	465	411	14,240	15,116	302	743	8,320	9,366
Waste generation intensity[1]			ton/KRW 100 million	0.02	~	~	0.12	0.019	~	~	0.13	0.02	~	~	0.12

1) Parent: Parent waste generated / Parent sales; Total: Total waste generated / Consolidated sales (Total sales)
2) 2024 data revised following consistency verification of waste generated by overseas subsidiaries

Environmental Performance

Waste Management

Waste Disposal

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[1]	Total[1]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Waste disposal (landfill, incineration, etc.)		ton	1,208	3,102	12,818	17,129	501	3,657	12,824	16,982	432	2,271	17,414	20,117
Waste disposal rate		%	15.5	45.3	22.0	23.5	7.1	57.9	20.5	22.4	5.9	32.4	28.3	26.5
By type	Designated waste	ton	242	754	2,524	3,520	191	349	2,903	3,443	124	371	4,614	5,108
	Incineration (zero energy recovered)	ton	234	65	319	619	188	65	1,353	1,606	0	323	2,203	2,526
	Incineration (energy recovered)	ton	8	0	1	8	0	0	281	281	124	2	335	461
	Landfill	ton	0	0	2,205	2,205	3	0	1,269	1,272	0	0	1,081	1,081
	Others	ton	0	688	0	688	0	284	0	284	0	46	994	1,040
	General waste	ton	966	2,348	10,295	13,609	310	3,308	9,921	13,539	309	1,900	12,800	15,009
	Incineration (zero energy recovered)	ton	676	1,057	594	2,327	4	1,501	694	2,199	303	1,570	104	1,977
	Incineration (energy recovered)	ton	283	137	0	420	293	137	987	1,417	2	296	826	1,124
	Landfill	ton	7	173	9,700	9,880	13	117	8,240	8,370	4	19	11,869	11,892
	Other	ton	0	981	0	981	0	1,553	0	1,553	0	15	0	15
By method	Total incineration	ton	1,201	1,260	914	3,374	485	1,703	3,315	5,503	429	2,191	3,468	6,088
	Zero energy recovered	ton	910	1,122	913	2,946	192	1,566	2,047	3,805	303	1,893	2,308	4,503
	Energy recovered	ton	291	137	1	429	293	137	1,268	1,698	126	298	1,161	1,584
	Total landfill	ton	7	173	11,905	12,085	16	117	9,509	9,642	4	19	12,951	12,973
	Total waste treated through other methods	ton	0	1,670	0	1,670	0	1,837	0	1,837	0	60	995	1,056
Waste treated without disposal (recycling, reuse)		ton	6,599	3,750	45,397	55,746	6,588	2,657	49,713	58,958	6,888	4,748	44,152	55,788
Percentage of waste treated without disposal (recycling, reuse)		%	84.5	54.7	78.0	76.5	92.9	42.1	79.5	77.6	94.1	67.6	71.7	73.5
By type	Designated waste	ton	37	286	9,933	10,255	274	62	11,337	11,673	179	373	3,707	4,258
	Recycling/reuse	ton	37	286	9,933	10,255	274	62	11,337	11,673	179	373	3,707	4,258
	Waste made reusable through other methods	ton	0	0	0	0	0	0	0	0	0	0	0	0
	General waste	ton	6,562	3,464	35,464	45,491	6,314	2,595	38,375	47,284	6,710	4,375	40,445	51,530
	Recycling/reuse	ton	6,562	3,341	35,464	45,367	6,314	2,595	38,375	47,284	6,710	4,375	40,445	51,530
	Waste made reusable through other methods	ton	0	123	0	123	0	0	0	0	0	0	0	0
By method	Total recycling/reuse	ton	6,599	3,627	45,397	55,623	6,588	2,657	49,713	58,958	6,888	4,748	44,152	55,788
	Percentage of recycling / reuse	%	84.5	52.9	78.0	76.3	92.9	42.1	79.5	77.6	94.1	67.6	71.7	73.5
	Total waste made reusable through other methods	ton	0	123	0	123	0	0	0	0	0	0	0	0

1) 2024 data was recalculated following a consistency verification of waste treatment volumes at overseas subsidiaries.

Social Performance

Grievance Handling and Human Rights Impacts

Human Rights Grievance Handling[1]

Category	Unit	2023				2024				2025			
		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	%	91.7	83.3	92.6	91.1	100	100	99.2	99.3	91.7	100	99.2	98.4
Grievances submitted and substantiated	Cases	12	6	27	45	14	16	123	153	24	42	127	193
Grievances handled	Cases	11	5	25	41	14	16	122	152	22	42	126	190

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

Compliance Grievance Handling Channels[1]

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries[2]	Overseas Subsidiaries	Total[2]	Parent	Domestic Subsidiaries[3]	Overseas Subsidiaries	Total
Percentage of compliance grievances handled	%	92.5	83.3	90.3	90.5	90.0	100	95.0	95.1	88.9	100	93.7	94.2
Cases received	Cases	40	6	207	253	40	55	735	830	72	147	1,034	1,253
Cases handled	Cases	37	5	187	229	36	55	698	789	64	147	969	1,180

1) Cases handled through Compliance Helpline and grievance handling channels at respective overseas subsidiaries
2) Data restated due to changes in data calculation standards for certain domestic subsidiaries in 2024.
3) The number of grievances received increased compared to 2024 due to the inclusion of data from a domestic subsidiary (Unitus) starting in 2025.

Human Rights Training (Compliance Training)

Category	Unit	2023				2024				2025			
		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	%	98.7	65.7	61.3	76.6	99.2	100	71.7	89.9	100	99.4	95.6	98.3
Number of employees who completed human rights training[1]	Persons	9,581	3,456	6,277	19,314	9,761	5,079	5,596	20,436	12,314	5,371	9,816	27,501

1) 2023 and 2024: Parent; excludes production, contract, and dispatched workers;
2025: Includes production workers.

Social Performance

Grievance Handling and Human Rights Impacts

Human Rights Risk Management

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[4]	Total[4]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Desk-based assessment	Assessment rate	%	50.0	~	100	90.0	100	~	86.2	92.0	100	~	100	100
	Operation sites subject to assessments[1]	Sites	4	~	16	20	21	~	29	50	21	~	28	49
	Operation sites assessed	Sites	2	~	16	18	21	~	25	46	21	~	28	49
Risk identification	Percentage of risks identified[2]	%	50.0	~	62.5	61.1	23.8	~	16.0	19.6	14.3	~	17.9	16.3
	Operation sites identified for risks	Sites	1	~	10	11	5	~	4	9	3	~	5	8
On-site assessment	On-site assessment rate	%	100	~	70.0	72.7	100	~	100	100	100	~	100	100
	Operation sites that received on-site assessments	Sites	1	~	7	8	5	~	4	9	3	~	5	8
Risks for which action was taken	Percentage of risks for which action was taken	%	35.7	~	75.0	70.2	96.7	~	80.5	84.8	100	~	100	100
	Identified risks	Risks	14	~	100	114	30	~	82	112	24	~	93	117
	Severe human rights violations[3]	Cases	0	~	0	0	0	~	0	0	0	~	0	0
	Risks for which corrective actions were completed	Risks	5	~	75	80	29	~	66	95	24	~	93	117

1) Based on production sites; excludes non-operational sites (e.g., pre-production, suspended operations)
2) Percentage of assessed sites where risks were identified
3) Cases of severe human rights violations, such as forced labor and child labor
4) Data corrected due to calculation errors in the 2024 written assessment rate and risk identification rate for overseas subsidiaries

Social Performance

Grievance Handling and Human Rights Impacts

Labor Management (Collective Bargaining)

Category			Unit	2023				2024				2025			
				Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Labor union membership rate[1]			%	51.8	96.3	66.6	72.7	52.5	92.6	69.5	73.1	54.8	95.7	66.8	73.0
Percentage of employees covered by collective agreements[2]			%	100	100	99.9	100	100	100	100	100	100	100	99.9	99.9
	Employees subject to collective agreements		Persons	11,572	9,380	11,700	32,652	11,393	10,128	12,286	33,807	11,378	10,227	13,342	34,947
	Employees covered by collective agreements		Persons	11,572	9,380	11,691	32,643	11,393	10,128	12,286	33,807	11,378	10,227	13,339	34,944
	By region	Korea	%	100	100	~	100	100	100	~	100	100	100	~	100
		China	%	~	~	99.8	99.8	~	~	100	100	~	~	100	100
		Americas	%	~	~	100	100	~	~	100	100	~	100	99.9	99.9
		Europe	%	~	~	100	100	~	~	100	100	~	~	100	100
		Asia-Pacific/Others	%	~	~	0	0	~	~	0	0	~	~	0	0
Labor-management consultations[3]			Times	74	174	59	307	52	190	37	279	75	193	45	313
	Collective bargaining		Times	67	100	35	202	46	79	5	130	70	77	15	162
	Labor-management consultation		Times	7	74	24	105	6	111	32	149	5	116	30	151

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

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Culture Survey scores[1]	Points	81.7	~	78.8	80.7	85.0	~	79.4	82.8	84.1	~	80.3	82.5

1) The same assessment is conducted for domestic subsidiaries, but the results are not disclosed.

Family-related leave

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[2]	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[2]	Total
Total employees eligible for parental leave	Persons	3,359	1,824	2,628	7,811	3,271	2,233	11,270	16,774	3,839	2,276	12,718	18,833
Percentage of male employees	%	88.9	98.1	60.8	81.6	89.7	98.3	60.3	71.1	89.7	98.4	60.6	71.1
Percentage of female employees	%	11.1	1.9	39.2	18.4	10.3	1.7	39.7	28.9	10.3	1.6	39.3	28.8
Percentage of other employees	%	0	0	0	0	0	0	0	0	0	0	0.1	0.1
Total employees who took parental leave	Persons	524	195	1,031	1,750	580	216	881	1,677	687	339	977	2,003
Percentage of total employees who took parental leave	%	15.6	10.7	39.2	22.4	17.7	9.7	7.8	10.0	17.9	14.9	7.7	10.6
Percentage of male employees	%	74.4	89.7	60.4	67.9	79.1	88.4	56.6	68.5	79.6	93.8	55.3	70.1
Percentage of female employees	%	25.6	10.3	39.6	32.1	20.9	11.6	43.4	31.5	20.4	6.2	44.7	29.9
Percentage of other employees	%	0	0	0	0	0	0	0	0	0	0	0	0
Percentage of employees who returned to work after parental leave[1]	%	~	~	~	~	96.4	~	~	96.4	98.8	~	~	98.8
Percentage of male employees	%	~	~	~	~	97.3	~	~	97.3	99.1	~	~	99.1
Percentage of female employees	%	~	~	~	~	90.5	~	~	90.5	97.9	~	~	97.9
Percentage of other employees	%	~	~	~	~	0	~	~	0	0	~	~	0
Percentage of employees who returned from parental leave and continued to work 12 months[1]	%	~	~	~	~	94.8	~	~	94.8	96.9	~	~	96.9
Percentage of male employees	%	~	~	~	~	96.0	~	~	96.0	97.7	~	~	97.7
Percentage of female employees	%	~	~	~	~	89.1	~	~	89.1	91.3	~	~	91.3
Percentage of other employees	%	~	~	~	~	0	~	~	0	0	~	~	0

1) Newly reported in 2024

2) Change in data aggregation method due to the redefined scope of eligible employees at overseas subsidiaries

Employee Profile

Employment Status

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[5]	Total[5]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Total employees[1]		Persons	12,104	9,920	24,159	46,183	12,313	10,432	26,334	49,079	12,555	10,598	28,746	51,899
By gender	Male	Persons	10,464	9,238	17,138	36,840	10,637	9,747	18,637	39,021	10,797	9,924	20,137	40,858
	Female	Persons	1,640	682	7,000	9,322	1,676	685	7,697	10,058	1,758	674	8,384	10,816
	Other	Persons	0	0	21	21	0	0	0	0	0	0	225	225
	Percentage of female employees	%	13.5	6.9	29.0	20.2	13.6	6.6	29.2	20.5	14.0	6.4	29.2	20.8
By employment type[2]	Permanent employees[3]	Persons	11,541	9,215	18,871	39,627	11,726	9,338	21,276	42,340	11,935	9,396	21,865	43,196
	Male	Persons	10,130	8,591	12,819	31,540	10,257	8,719	14,342	33,318	10,389	8,789	14,526	33,704
	Female	Persons	1,411	624	6,045	8,080	1,469	619	6,934	9,022	1,546	607	7,153	9,306
	Other	Persons	0	0	7	7	0	0	0	0	0	0	186	186
	Temporary employees	Persons	563	705	5,036	6,304	587	1,094	3,835	5,516	620	1,188	5,353	7,161
	Male	Persons	334	647	4,149	5,130	380	1,028	3,125	4,533	408	1,121	4,227	5,756
	Female	Persons	229	58	887	1,174	207	66	710	983	212	67	1,125	1,404
	Other	Persons	0	0	0	0	0	0	0	0	0	0	1	1
	Percentage of temporary employees	%	4.7	7.1	20.8	13.7	4.8	10.5	14.6	11.2	4.9	11.2	18.6	13.8
	Employees with non-guaranteed working hours	Persons	0	0	252	252	0	0	1,223	1,223	0	14	1,528	1,542
	Male	Persons	0	0	170	170	0	0	1,170	1,170	0	14	1,384	1,398
	Female	Persons	0	0	68	68	0	0	53	53	0	0	106	106
	Other	Persons	0	0	14	14	0	0	0	0	0	0	38	38
By nationality	Korea	Persons	12,078	9,920	294	22,292	12,287	10,432	369	23,088	12,525	10,578	684	23,787
	China	Persons	7	0	3,581	3,588	5	0	3,399	3,404	6	2	3,529	3,537
	US	Persons	6	0	3,530	3,536	6	0	3,271	3,277	6	14	3,616	3,636
	India	Persons	5	0	5,297	5,302	4	0	5,653	5,657	4	4	6,155	6,163
	Czech Republic	Persons	0	0	2,586	2,586	0	0	2,550	2,550	0	0	2,954	2,954
	Slovakia	Persons	0	0	2,112	2,112	0	0	2,358	2,358	0	0	2,438	2,438
	Germany	Persons	2	0	387	389	2	0	286	288	0	0	424	424
	Mexico	Persons	0	0	2,597	2,597	0	0	4,282	4,282	0	0	4,120	4,120
	Other	Persons	6	0	2,318	2,324	9	0	3,497	3,506	14	0	3,563	3,577
	Unidentified[4]	Persons	0	0	1,457	1,457	0	0	669	669	0	0	1,263	1,263

1) The total number of employees in 2025 on a non-consolidated basis includes three executive directors (excluding the Chairman), differing from 'B. Status of Employees, etc.' in the FY2025 Business Report.
2) Includes part-time workers; excludes daily workers.
3) Includes executives.
4) For some overseas subsidiaries, employee nationality is classified as personal information. Where nationality data cannot be obtained, it is reported as "Unidentified".
5) The 2024 data were restated due to changes in the data calculation criteria applied by certain overseas subsidiaries.

Social Performance

Employee Profile

Employment Status

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[1]	Total[1]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
By region	Korea	Persons	12,104	9,920	0	22,024	12,313	10,424	8	22,745	12,549	10,568	378	23,495
	Male	Persons	10,464	9,238	0	19,702	10,637	9,740	4	20,381	10,793	9,898	300	20,991
	Female	Persons	1,640	682	0	2,322	1,676	684	4	2,364	1,756	670	78	2,504
	Other	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	China	Persons	0	0	3,590	3,590	0	1	3,408	3,409	0	3	3,517	3,520
	Male	Persons	0	0	2,553	2,553	0	1	2,422	2,423	0	1	2,490	2,491
	Female	Persons	0	0	1,037	1,037	0	0	986	986	0	2	1,027	1,029
	Other	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	Americas	Persons	0	0	7,802	7,802	0	4	9,332	9,336	0	19	9,947	9,966
	Male	Persons	0	0	4,998	4,998	0	3	5,952	5,955	0	17	5,970	5,987
	Female	Persons	0	0	2,783	2,783	0	1	3,380	3,381	0	2	3,788	3,790
	Other	Persons	0	0	21	21	0	0	0	0	0	0	189	189
	Europe	Persons	0	0	7,343	7,343	0	2	7,899	7,901	0	2	8,703	8,705
	Male	Persons	0	0	4,550	4,550	0	2	4,976	4,978	0	2	5,575	5,577
	Female	Persons	0	0	2,793	2,793	0	0	2,923	2,923	0	0	3,128	3,128
	Other	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	Asia-Pacific/Other (excluding Korea and China)	Persons	0	0	5,424	5,424	0	1	5,687	5,688	6	6	6,201	6,213
	Male	Persons	0	0	5,037	5,037	0	1	5,283	5,284	4	6	5,802	5,812
	Female	Persons	0	0	387	387	0	0	404	404	2	0	363	365
	Other	Persons	0	0	0	0	0	0	0	0	0	0	36	36

1) Data restated due to changes in data calculation standards for some overseas subsidiaries in 2024

Social Performance

Employee Profile

Employment Status

Category			Unit	2023				2024				2025			
				Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[2]	Total[2]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
By job position/ group	Executives		Persons	87	17	17	121	82	14	10	106	91	14	0	105
		Male	Persons	87	17	17	121	82	14	10	106	89	14	0	103
		Female	Persons	0	0	0	0	0	0	0	0	2	0	0	2
		Other	Persons	0	0	0	0	0	0	0	0	0	0	0	0
		Percentage of female executives	%	0	0	0	0	0	0	0	0	2.2	0	0	1.9
	Management[1]		Persons	9,352	1,395	5,805	16,552	6,094	819	3,289	10,202	6,397	887	4,146	11,430
		Male	Persons	8,300	1,243	4,183	13,726	5,768	797	2,655	9,220	6,032	860	3,257	10,149
		Female	Persons	1,052	152	1,616	2,820	326	22	634	982	365	27	887	1,279
		Other	Persons	0	0	6	6	0	0	0	0	0	0	2	2
		Percentage of female employees in management positions	%	11.2	10.9	27.8	17.0	5.3	2.7	19.3	9.6	5.7	3.0	21.4	11.2
	Senior management positions		Persons	5,828	770	1,833	8,431	556	182	888	1,626	580	204	1,041	1,825
		Male	Persons	5,552	750	1,459	7,761	547	182	738	1,467	572	204	870	1,646
		Female	Persons	276	20	371	667	9	0	150	159	8	0	171	179
		Other	Persons	0	0	3	3	0	0	0	0	0	0	0	0
		Percentage of female employees in senior management positions	%	4.7	2.6	20.2	7.9	1.6	0	16.9	9.8	1.4	0	16.4	9.8
	Junior management positions		Persons	3,524	625	3,972	8,121	5,538	637	2,401	8,576	5,817	683	3,105	9,605
		Male	Persons	2,748	493	2,724	5,965	5,221	615	1,917	7,753	5,460	656	2,387	8,503
		Female	Persons	776	132	1,245	2,153	317	22	484	823	357	27	716	1,100
		Other	Persons	0	0	3	3	0	0	0	0	0	0	2	2
		Percentage of female employees in junior management positions	%	22.0	21.1	31.3	26.5	5.7	3.5	20.2	9.6	6.1	4.0	23.1	11.5
	Non-management positions		Persons	2,665	8,508	18,337	29,510	6,137	9,599	23,035	38,771	6,067	9,697	24,600	40,364
		Male	Persons	2,077	7,978	12,938	22,993	4,787	8,936	15,972	29,695	4,676	9,050	16,880	30,606
		Female	Persons	588	530	5,384	6,502	1,350	663	7,063	9,076	1,391	647	7,497	9,535
		Other	Persons	0	0	15	15	0	0	0	0	0	0	223	223
		Percentage of female employees in non-management positions	%	22.1	6.2	29.4	22.0	22.0	6.9	30.7	23.4	22.9	6.7	30.5	23.6
By age group	Under 30		Persons	2,127	1,989	8,166	12,282	2,199	1,957	9,074	13,230	2,927	1,344	9,721	13,992
	30 and over and under 50		Persons	7,340	7,106	13,111	27,557	7,334	7,519	14,230	29,083	7,463	8,123	15,566	31,152
	50 and over		Persons	2,637	825	2,805	6,267	2,780	956	2,998	6,734	2,165	1,117	3,459	6,741
	Unidentified		Persons	0	0	77	77	0	0	32	32	0	14	0	14
	Percentage of employees under 30		%	17.6	20.1	33.8	26.6	17.9	18.8	34.5	27.0	23.3	12.7	33.8	27.0
	Percentage of employees 30 and over and under 50		%	60.6	71.6	54.3	59.7	59.6	72.1	54.0	59.3	59.4	76.6	54.2	60.0
	Percentage of employees 50 and over		%	21.8	8.3	11.6	13.6	22.6	9.2	11.4	13.7	17.2	10.5	12.0	13.0
	Percentage of employees with unspecified age		%	0	0	0.3	0.2	0	0	0.1	0.1	0	0.1	0	0

1) 2023: (Management) Management/research staff; (Senior management) Senior managers and above among total office workers; (Junior management) Below senior manager level among total office workers; (Non-management) Contract workers, special category staff, field workers, etc.
Management categories redefined in 2024: (Senior management) Leadership positions and above; (Junior management) Senior managers and above; (Non-management) Below senior manager level
2) 2024 data has been restated due to changes in the calculation methodology for certain overseas subsidiaries.

Social Performance

Employee Profile

Employment Status

Category			Unit	2023				2024				2025			
				Parent	Domestic Subsidiaries	Overseas Subsidiaries[4]	Total[4]	Parent	Domestic Subsidiaries[5]	Overseas Subsidiaries[4]	Total[4, 5]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
By other categories	STEM[1] positions (permanent positions in the R&D Center)		Persons	4,499	150	1,466	6,115	4,592	148	1,581	6,321	4,789	140	1,594	6,523
		Male	Persons	3,925	122	1,082	5,129	3,990	119	1,167	5,276	4,155	112	1,203	5,470
		Female	Persons	574	28	382	984	602	29	414	1,045	634	28	391	1,053
		Other	Persons	0	0	2	2	0	0	0	0	0	0	0	0
		Percentage of female employees in STEM positions	%	12.8	18.7	26.1	16.1	13.1	19.6	26.2	16.5	13.2	20.0	24.5	16.1
	Profit-generating positions		Persons	1,254	19	2,652	3,925	1,298	20	728	2,046	1,311	58	733	2,102
		Male	Persons	1,109	15	1,912	3,036	1,137	15	516	1,668	1,135	48	529	1,712
		Female	Persons	145	4	734	883	161	5	212	378	176	10	203	389
		Other	Persons	0	0	6	6	0	0	0	0	0	0	1	1
		Percentage of female employees in profit-generating positions	%	11.6	21.1	27.7	22.5	12.4	25.0	29.1	18.5	13.4	17.2	27.7	18.5
	Total number of employees with disabilities		Persons	128	250	159	537	117	250	206	573	132	252	154	538
	Employees with disabilities by gender[2]	Male	Persons	~	~	~	~	108	244	143	495	118	244	113	475
		Female	Persons	~	~	~	~	9	6	62	77	14	8	41	63
		Other	Persons	~	~	~	~	0	0	1	1	0	0	0	0
		Percentage of male employees with disabilities[3]	%	~	~	~	~	0.9	2.3	0.5	1.0	0.9	2.3	0.4	0.9
		Percentage of female employees with disabilities[3]	%	~	~	~	~	0.1	0.1	0.2	0.2	0.1	0.1	0.1	0.1
	Percentage of employees with disabilities[3]		%	1.1	2.5	0.7	1.2	1.0	2.4	0.8	1.2	1.1	2.4	0.5	1.0

1) STEM: Science, Technology, Engineering and Mathematics
2) Newly reported in 2024
3) Data restated due to changes in the calculation standard for the total number of employees at certain overseas subsidiaries in 2024
4) Data restated due to changes in the calculation standard at certain overseas subsidiaries for 2023-2024
5) Data restated due to changes in the calculation standard at certain domestic subsidiaries in 2024

Internal Recruitment

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Positions filled through open positions[1]	Persons	18	10	153	181	26	23	344	393	0	41	382	423
Percentage of positions filled through open positions[2]	%	2.4	1.2	6.1	4.4	4.6	13.6	4.8	4.9	0	21.2	6.5	6.5

1) Data restated due to changes in the calculation standard at certain domestic subsidiaries in 2024
2) Employees transferred via the Open Position System / (Employees transferred via the Open Position System + New hires) × 100

Social Performance

Employee Profile

New Employee Hires

Category		Unit	2023				2024				2025			
			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	732	800	2,368	3,900	536	146	6,865	7,547	414	152	5,505	6,071
Percentage of new employee hires[1), 2)]		%	6.0	8.1	9.8	8.4	4.4	1.4	26.1	15.4	3.3	1.4	19.2	11.7
By gender	Male	Persons	614	755	1,547	2,916	450	136	4,187	4,773	327	142	3,377	3,846
	Female	Persons	118	45	819	982	86	10	2,678	2,774	87	10	2,124	2,221
	Other	Persons	0	0	2	2	0	0	0	0	0	0	4	4
	Percentage of males	%	83.9	94.4	65.3	74.8	84.0	93.2	61.0	63.2	79.0	93.4	61.3	63.4
	Percentage of females	%	16.1	5.6	34.6	25.2	16.0	6.8	39.0	36.8	21.0	6.6	38.6	36.6
	Percentage of other	%	0	0	0.08	0.05	0	0	0	0	0	0	0.1	0.1
By age group	Under 30	Persons	451	262	1,146	1,859	391	47	3,472	3,910	311	80	2,494	2,885
	30 and over and under 50	Persons	279	533	1,024	1,836	145	92	3,059	3,296	103	69	2,525	2,697
	50 and over	Persons	2	5	198	205	0	7	334	341	0	3	486	489
	Percentage of new employees under 30	%	61.6	32.8	48.4	47.7	72.9	32.2	50.6	51.8	75.1	52.6	45.3	47.5
	Percentage of new employees 30 and over and under 50	%	38.1	66.6	43.2	47.1	27.1	63.0	44.6	43.7	24.9	45.4	45.9	44.4
	Percentage of new employees 50 and over	%	0.3	0.6	8.4	5.3	0	4.8	4.9	4.5	0	2.0	8.8	8.1
By type	New employees in future new industry sectors	Persons	168	~	~	168	119	23	31	173	115	0	1,595	1,710
	Percentage of new employees in future new industry sectors	%	23.0	~	~	23.0	22.2	15.8	0.5	2.3	27.8	0	29.0	28.2
New employees in temporary positions		Persons	406	1,792	6,778	8,976	452	1,574	2,943	4,969	492	1,690	8,544	10,726
Recruiting costs		KRW million	2,931	198	4,492	7,620	3,298	316	5,350	8,963	3,452	272	19,346	23,070
Average recruiting costs per person[3)]		KRW	2,575,572	76,237	491,098	591,814	3,337,759	183,646	545,437	716,141	3,810,185	147,536	1,377,031	1,373,442

1) Ratio of new hires to total employees (direct hires)
2) Data restated due to changes in the calculation standard for total employees at certain overseas subsidiaries in 2024
3) Average cost per hire: Total annual hiring expenses / Total new hires

Social Performance

Employee Profile

Turnover

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Turnover		Persons	671	1,590	9,539	11,800	779	1,417	6,675	8,871	611	1,841	11,984	14,436
Turnover rate[1]		%	5.5	16.0	39.5	25.6	6.3	13.6	25.3	18.1	4.9	17.4	41.7	27.8
By gender[2]	Male	Persons	520	1,510	7,966	9,996	603	1,345	4,374	6,322	454	1,756	9,535	11,745
	Female	Persons	151	80	1,560	1,791	176	72	2,290	2,538	157	85	2,438	2,680
	Other	Persons	0	0	13	13	0	0	11	11	0	0	11	11
	Turnover rate for males	%	4.3	15.2	33.0	21.6	4.9	12.9	16.6	12.9	3.6	16.6	33.2	22.6
	Turnover rate for females	%	1.2	0.8	6.5	3.9	1.4	0.7	8.7	5.2	1.3	0.8	8.5	5.2
	Turnover rate for other	%	0	0	0.1	0.03	0	0	0.04	0.02	0	0	0.04	0.02
By age group[2]	Under 30	Persons	225	825	6,971	8,021	235	644	3,634	4,513	270	1,073	8,133	9,476
	30 and over and under 50	Persons	134	693	2,217	3,044	235	648	2,616	3,499	142	662	3,168	3,972
	50 and over	Persons	312	72	351	735	309	125	425	859	199	106	683	988
	Turnover rate of age under 30	%	1.9	8.3	28.9	17.4	1.9	6.2	13.8	9.2	2.2	10.1	28.3	18.3
	Turnover rate of age 30 and over and under 50	%	1.1	7.0	9.2	6.6	1.9	6.2	9.9	7.1	1.1	6.2	11.0	7.7
	Turnover rate of age 50 and over	%	2.6	0.7	1.5	1.6	2.5	1.2	1.6	1.8	1.6	1.0	2.4	1.9
Voluntary turnover		Persons	181	400	6,178	6,759	153	250	5,550	5,953	141	342	8,554	9,037
Voluntary turnover rate[3]		%	1.5	4.0	25.6	14.6	1.2	2.4	21.1	12.1	1.1	3.2	29.8	17.4
By gender	Male	Persons	135	371	4,996	5,502	116	240	3,648	4,004	99	323	6,546	6,968
	Female	Persons	46	29	1,176	1,251	37	10	1,902	1,949	42	19	2,004	2,065
	Other	Persons	0	0	6	6	0	0	0	0	0	0	4	4
	Turnover rate for males	%	1.1	3.7	20.7	11.9	0.9	2.3	13.9	8.2	0.8	3.0	22.8	13.4
	Turnover rate for females	%	0.4	0.3	4.9	2.7	0.3	0.1	7.2	4.0	0.3	0.2	7.0	4.0
	Turnover rate for other	%	0	0	0.02	0.01	0	0	0	0	0	0	0.01	0.01
By age	Under 30	Persons	75	203	4,283	4,561	68	129	3,262	3,459	65	197	5,893	6,155
	30 and over and under 50	Persons	78	187	1,708	1,973	67	101	2,000	2,168	64	133	2,355	2,552
	50 and over	Persons	28	10	187	225	18	20	288	326	12	12	306	330
	Turnover rate of age under 30	%	0.6	2.0	17.7	9.9	0.6	1.2	12.4	7.0	0.5	1.9	20.5	11.9
	Turnover rate of age 30 and over and under 50	%	0.6	1.9	7.1	4.3	0.5	1.0	7.6	4.4	0.5	1.3	8.2	4.9
	Turnover rate of age 50 and over	%	0.2	0.1	0.8	0.5	0.1	0.2	1.1	0.7	0.1	0.1	1.1	0.6

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) Ratio-related data has been restated due to a change in the calculation standard for the total number of employees at certain overseas subsidiaries in 2024.

3) 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

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Employees who completed training		Persons	10,085	8,474	47,941	66,500	10,313	9,322	32,002	51,637	12,654	9,606	47,139	69,399
Total annual training hours		Hours	566,310	173,951	234,098	974,359	569,020	186,389	210,067	965,476	565,033	248,591	300,445	1,114,069
Average training hours per person[1]		Hours/person	46.8	17.5	9.7	21.1	46.2	17.9	8.0	19.7	45.0	23.5	10.5	21.5
Gender	Training hours for male	Hours	482,910	164,605	155,171	802,686	485,235	175,762	141,404	802,401	472,330	231,439	193,390	897,159
	Training hours for female	Hours	83,400	9,346	75,739	168,485	83,785	10,627	68,044	162,456	92,703	17,152	87,910	197,765
	Training hours for other[2]	Hours	0	0	3,188	3,188	0	0	619	619	0	0	19,145	19,145
	Average training hours per male	Hours/person	46.1	17.8	9.1	21.8	45.6	18.0	7.6	20.6	43.7	23.3	9.6	22.0
	Average training hours per female	Hours/person	50.9	13.7	10.8	18.1	50.0	15.5	8.8	16.2	52.7	25.4	10.5	18.3
By job position[3]	Management positions (senior manager and higher level)	Hours	308,785	16,654	62,549	387,988	326,041	30,019	24,212	380,272	334,055	27,560	45,782	407,397
	Training hours for non-management positions (below senior manager level)	Hours	257,525	140,996	171,549	570,070	242,979	156,370	185,855	585,204	230,978	221,031	254,663	706,672
By type of training	Online training hours	Hours	393,374	140,196	51,111	584,681	424,571	157,004	46,661	628,236	386,942	119,982	122,525	629,449
	Offline training hours	Hours	172,936	33,755	182,987	389,678	144,449	29,385	163,406	337,240	178,091	128,609	177,920	484,620
Training expenses		KRW million	15,105	1,684	6,997	23,787	15,455	1,264	4,397	21,116	18,243	1,807	2,206	22,256
Average training expenses per person[4, 5]		KRW/person	1,247,974	169,753	289,639	515,056	1,255,169	121,158	166,963	430,237	1,453,071	170,483	76,725	428,825

1) Average training hours per person: (Total training hours / Total employees)
2) Data for some overseas subsidiaries is included in 'Other' as training performance is not categorized by gender.
3) 2023: (Managerial) Management/research staff; (Non-managerial) Contract, special, and field staff, etc. Managerial positions redefined from 2024: (Managerial) Senior manager level and above; (Non-managerial) Below senior manager level
4) Average training expenses per person: (Total training expenses / Total employees)
5) Data restated due to changes in the calculation methodology for the total number of employees at certain overseas subsidiaries in 2024

Training Programs

Category		Unit	2023	2024	2025
			Parent	Parent	Parent
Certification acquisition		Cases	200	195	118
Learning Circle		Persons	1,531	1,912	1,983
Mentoring		Persons	1,317	710	395
Knowledge (year-round learning content)		Persons	59,569	47,897	145,784
SW Academy		Persons	2,521	2,289	3,339
Mobility SW learning platform		Persons	1,926	1,272	1,381
Retirement support training[1]	Employees eligible for retirement support training	Persons	312	324	299
	Employees who received retirement support training	Persons	246	240	299

1) Retirement preparation training for prospective retirees, including life and financial planning (applicable to employees in their retirement year and the preceding year)

Evaluation and Compensation

Regular Performance Evaluation[1]

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Employees subject to performance evaluation[2]		Persons	9,920	1,294	11,977	23,191	10,042	1,126	12,660	23,828	10,360	1,421	13,405	25,186
By gender	Male	Persons	8,623	1,167	8,324	18,114	8,704	1,032	8,493	18,229	8,940	1,275	9,185	19,400
	Female	Persons	1,297	127	3,647	5,071	1,338	94	4,167	5,599	1,420	146	4,218	5,784
	Other	Persons	0	0	6	6	0	0	0	0	0	0	2	2
Employees who received performance evaluations		Persons	9,920	1,294	11,911	23,125	10,042	1,126	12,475	23,643	10,360	1,421	13,178	24,959
By gender	Male	Persons	8,623	1,167	8,286	18,076	8,704	1,032	8,374	18,110	8,940	1,275	9,054	19,269
	Female	Persons	1,297	127	3,620	5,044	1,338	94	4,101	5,533	1,420	146	4,122	5,688
	Other	Persons	0	0	5	5	0	0	0	0	0	0	2	2
Percentage of evaluations conducted		%	100	100	99.4	99.7	100	100	98.5	99.2	100	100	98.3	99.1
By gender	Percentage of evaluated male employees	%	100	100	99.5	99.8	100	100	98.6	99.3	100	100	98.6	99.3
	Percentage of evaluated female employees	%	100	100	99.3	99.5	100	100	98.4	98.8	100	100	97.7	98.3
	Percentage of evaluated employees with unspecified gender	%	0	0	83.3	83.3	0	0	0	0	0	0	100	100

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-rater Evaluation[1]

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Target employees[2]	Persons	9,515	501	356	10,372	9,652	772	539	10,963	9,940	967	2,174	13,081
Evaluated employees	Persons	9,515	501	294	10,310	9,652	772	529	10,953	9,940	956	1,762	12,658
Percentage of evaluations conducted	%	100	100	82.6	99.4	100	100	98.1	99.9	100	98.9	81.0	96.8

1) 360-degree evaluation, etc.
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

Social Performance

Evaluation and Compensation

Employee Compensation

Category			Unit	2023	2024	2025
				Parent	Parent	Parent
Total compensation[1]			KRW million	1,445,902	1,633,709	1,682,014
By gender	Male	Total	KRW million	1,297,409	1,460,102	1,497,959
		Average	KRW million	127	141	142
	Female	Total	KRW million	148,493	173,606	184,055
		Average	KRW million	91	104	105
	Average gender pay gap ratio (male/female)[2]		%	28.7	26.4	26.1
By job position (executives)	Average base salary	Male	KRW million	352	374	379
		Female	KRW million	0	0	223
	Average total pay[1]	Male	KRW million	464	507	646
		Female	KRW million	0	0	279
By job position (managerial)[3]	Average base salary	Male	KRW million	80	98	106
		Female	KRW million	60	91	98
	Average total pay	Male	KRW million	135	164	236
		Female	KRW million	107	141	194
By job position (non-management)[3]	Average base salary	Male	KRW million	123	60	62
		Female	KRW million	92	54	67

1) Base salary + bonuses + benefits
2) ((Average pay for males) - (Average pay for females)) / (Average pay for males) × 100
3) 2023: (Management) Management/research staff; (Non-management) Contract, special, and field staff, etc.
Management positions redefined from 2024: (Management) Senior manager level and above; (Non-management) Below senior manager level

Safety and Health Management

Employee Safety and Health Performance

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Work-related injuries	Fatalities	Persons	1	~	0	1	0	~	0	0	0	~	1	1
LTIFR[1), 2)]		Cases/million hours	0.747	~	4.263	3.007	1.543	~	2.924	2.484	1.035	~	4.140	3.196
		Cases/200,000 hours	0.149	~	0.853	0.601	0.309	~	0.585	0.497	0.207	~	0.828	0.639
	Lost-time injuries	Cases	18	~	185	203	38	~	154	192	26	~	238	264
	Lost workdays	Days	920	~	0	920	1,727	~	4,806	6,533	1,491	~	7,479	8,970
Work-related illnesses[3)]	Fatalities	Persons	0	~	0	0	0	~	0	0	0	~	0	0
	OIFR[2), 4)]	Cases/million hours	0	~	~	0	0.20	~	0	0.06	0.28	~	0.64	0.533
	Recordable illnesses	Cases	0	~	~	0	5	~	0	5	7	~	37	44

1) LTIFR: Lost Time Injury Frequency Rate
Starting with 2024 data, the injury rate is calculated based on a standardized 2,000 working hours per year.
2) Data restated due to a change in the calculation methodology for the total number of employees at certain overseas subsidiaries in 2024.
3) Major types of work-related illnesses: acute musculoskeletal disorders, hearing loss, etc.
4) OIFR: Occupational Illness Frequency Rate

Profile of Non-employee Workers

Overview of Non-employee Workers[1)]

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries[2)]	Overseas Subsidiaries[3)]	Total[3)]	Parent	Domestic Subsidiaries[4)]	Overseas Subsidiaries	Total
Non-employee workers	Persons	2,956	6	1,240	4,202	2,942	837	5,299	9,078	2,961	1,368	4,970	9,299

1) Workers employed by staffing agencies (janitorial staff, direct production workers, etc.)
2) The headcount increased starting in 2024 due to the inclusion of data from the domestic subsidiary, MOTRAS.
3) Data for 2024 has been restated due to changes in the calculation methodology for certain overseas subsidiaries.
4) The headcount increased starting in 2025 due to the inclusion of data from the domestic subsidiary, Unitus.

Overview of Safety and Health for Non-employee Workers[1)]

Category		Unit	2023	2024				2025			
			Parent	Parent	Domestic Subsidiaries	Overseas Subsidiaries[4)]	Total[4)]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Fatalities		Persons	0	0	~	0	0	0	~	0	0
LTIFR[2)]		Cases/million hours	2.999	1.869	~	0.755	1.153	1.351	~	1.610	1.513
		Cases/200,000 hours	0.600	0.374	~	0.151	0.231	0.270	~	0.322	0.303
Lost-time injuries		Cases	9	11	~	8	19	8	~	16	24
Work-related illnesses[3)]	Fatalities	Persons	0	0	~	0	0	0	~	0	0
	Recordable illnesses	Cases	2	0	~	0	0	1	~	0	1

1) Workers employed by separate staffing agencies (direct production workers)
2) LTIFR: Lost Time Injury Frequency Rate
Starting from 2024 data, the injury rate is calculated based on a standardized 2,000 working hours per year.
3) Major types of work-related illnesses: Acute musculoskeletal disorders, hearing loss, etc.
4) The 2024 data (injury rate) was restated due to changes in the calculation methodology for certain overseas subsidiaries.

Profile of Suppliers

Supplier Overview

Category	Unit	2023 Parent	2023 Domestic Subsidiaries	2023 Overseas Subsidiaries	2023 Total	2024 Parent	2024 Domestic Subsidiaries	2024 Overseas Subsidiaries	2024 Total	2025 Parent	2025 Domestic Subsidiaries	2025 Overseas Subsidiaries	2025 Total
Total suppliers[1]	Companies	3,280	~	748	4,028	3,332	~	776	4,108	3,253	~	876	4,129
Parts suppliers	Companies	1,438	~	748	2,186	1,332	~	776	2,108	1,303	~	876	2,179
Mass-production (*Excluding duplicate suppliers between mass production and non-mass production)	Companies	698	~	748	1,446	716	~	776	1,492	711	~	876	1,587
Suppliers directly involved in development	Companies	586	~	748	1,334	591	~	776	1,367	602	~	876	1,478
Operating structure (significant tier-1 supplier)[2, 3]	Companies	401	~	517	918	409	~	536	945	418	~	617	1,035
Non-operational structure[4]	Companies	185	~	231	416	182	~	240	422	184	~	259	443
Direct transactions[4]	Companies	265	~	~	265	280	~	~	280	247	~	~	247
Non-mass production (A/S, accessories, packaging)	Companies	1,099	~	~	1,099	1,002	~	~	1,002	940	~	~	940
Non-parts suppliers	Companies	1,842	~	~	1,842	2,000	~	~	2,000	1,950	~	~	1,950
Core tier-1 suppliers[5]	Companies	57	~	12	69	44	~	25	69	60	~	39	99
Significant tier-2 suppliers[6]	Companies	43	~	~	43	22	~	~	22	26	~	~	26

1) Overseas data includes only direct-development suppliers and excludes suppliers overlapping across mass production, A/S parts, accessories, and packaging.
2) Based on the final decisions of the year-end Operational Structure Review Committee
3) Data for overseas subsidiaries from 2023 to 2024 is newly disclosed in accordance with the 2025 changes in supplier management standards.
4) Data is newly disclosed from 2025 in accordance with the 2025 changes in supplier management standards.
5) Core business operational structure suppliers include those with direct-development spend of KRW 1 billion or more for core parts (excluding electrification) on a non-consolidated basis, and spend of KRW 20 billion or more for overseas subsidiaries (Slovakia and Czech Republic).
6) All Tier 2 suppliers of key Tier 1 suppliers with individual contracts, and suppliers requesting on-site assessments

Procurement Overview

Category	Unit	2023 Parent	2023 Domestic Subsidiaries	2023 Overseas Subsidiaries	2023 Total	2024 Parent	2024 Domestic Subsidiaries	2024 Overseas Subsidiaries	2024 Total	2025 Parent	2025 Domestic Subsidiaries	2025 Overseas Subsidiaries	2025 Total
Total purchase amounts	KRW 100 million	332,968	~	187,791	520,759	291,918	~	217,606	509,524	278,419	~	269,458	547,877
Parts suppliers	KRW 100 million	325,057	~	178,887	503,944	285,573	~	210,525	496,098	272,463	~	262,003	534,466
Mass production (*Excluding overlapping suppliers between mass production and non-mass production)	KRW 100 million	289,677	~	167,681	457,358	246,087	~	199,309	445,396	231,030	~	250,309	481,339
Direct development	KRW 100 million	115,990	~	71,018	187,008	118,684	~	81,605	200,289	116,771	~	77,054	193,825
Operating structure (significant tier-1 supplier)	KRW 100 million	84,586	~	~	84,586	80,841	~	~	80,841	77,983	~	~	77,983
Proportion of operating structure (significant tier-1 supplier)[1]	%	72.9	~	~	~	68.1	~	~	~	66.8	~	~	~
Non-operational structure[2, 3]	KRW 100 million	31,404	~	~	31,404	37,843	~	~	37,843	38,788	~	~	38,788
Direct transactions[3]	KRW 100 million	173,687	~	96,663	270,350	127,403	~	117,705	245,108	117,148	~	144,523	261,671
Non-mass production (A/S, accessories, packaging)	KRW 100 million	35,380	~	11,206	46,586	39,486	~	11,215	50,701	41,432	~	11,694	53,126
Non-parts suppliers	KRW 100 million	7,911	~	8,904	16,815	6,345	~	7,081	13,426	5,956	~	7,455	13,411

1) Proportion of purchases from operational structure suppliers to total purchases from Tier 1 (direct-development) suppliers (as of year-end, non-consolidated basis)
2) (Non-operational structure spend) = (Total direct development spend) - (Operational structure spend)
3) Data is newly disclosed from 2025 in accordance with the 2025 changes in supplier management standards.

Supplier Sustainability Risk Management

ESG Assessments and Actions

Category			Unit	2023				2024				2025			
				Parent	Domestic Subsidiaries	Overseas Subsidiaries[6]	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[6]	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[6]	Total
Supplier ESG assessment rate (self-assessment)			%	92.9	~	75.3	89.9	100	~	100	100	100	~	100	100
Assessment (desk-based)	Target suppliers		Companies	378	~	77	455	371	~	69	440	380	~	218	598
	Tier 1	Initial[1]	Companies	399	~	104	503	401	~	89	490	409	~	216	625
		Final[2]	Companies	359	~	77	436	348	~	66	414	358	~	215	573
	Tier 2	Initial[3]	Companies	27	~	0	27	24	~	3	27	22	~	3	25
		Final[4]	Companies	19	~	0	19	23	~	3	26	22	~	3	25
	Suppliers that completed assessments		Companies	351	~	58	409	371	~	69	440	380	~	218	598
	Tier 1	Suppliers assessed	Companies	332	~	58	390	348	~	66	414	358	~	215	573
		Percentage of suppliers assessed	%	92.5	~	75.3	89.4	100	~	100	100	100	~	100	100
	Tier 2	Suppliers assessed	Companies	19	~	0	19	23	~	3	26	22	~	3	25
		Percentage of suppliers assessed	%	100	~	0	100	100	~	100	100	100	~	100	100
Identification	High-risk suppliers		Companies	16	~	1	17	68	~	8	76	72	~	35	107
	Percentage of high-risk suppliers[5]		%	4.6	~	1.7	4.2	18.3	~	11.6	17.3	18.9	~	16.1	17.9
	Tier 1	High-risk suppliers	Companies	12	~	1	13	67	~	8	75	72	~	35	107
		Percentage of high-risk suppliers	%	3.6	~	1.7	3.3	19.3	~	12.1	18.1	20.1	~	16.3	18.7
	Tier 2	High-risk suppliers	Companies	4	~	0	4	1	~	0	1	0	~	0	0
		Percentage of high-risk suppliers	%	21.1	~	0	21.1	4.3	~	0	3.8	0	~	0	0

1) All suppliers on a standalone basis
2) Target suppliers on a standalone basis (excluding inactive suppliers, agencies, etc.)
3) All Tier 2 suppliers of Tier 1 suppliers in core business groups, direct development (KRW 1 billion or more), and individual contracts
4) Target core Tier 2 suppliers (excluding inactive suppliers, closed businesses, etc.)
5) Percentage of assessed suppliers identified as high-risk
6) 2023-2024: Suppliers of Slovakia (MSK) and Czech (MCZ, MCZ-OS) subsidiaries
2025: Suppliers of Slovakia (MSK), Czech (MCZ, MCZ-OS), China (MJS, MTJ, MBJ, MWX), and Mexico (MMX) subsidiaries

Social Performance

Supplier Sustainability Risk Management

ESG Assessments and Actions

Category			Unit	2023				2024				2025			
				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	97.1	~	100	97.4	100	~	100	100
Due diligence (on-site assessment)[1]	Tier 1	Suppliers assessed	Companies	12	~	1	13	65	~	8	73	72	~	35	107
		Percentage of suppliers assessed	%	100	~	100	100	97.0	~	100	97.3	100	~	100	100
	Tier 2	Suppliers assessed	Companies	4	~	0	4	1	~	0	1	0	~	0	0
		Percentage of suppliers assessed	%	100	~	0	100	100	~	0	100	0	~	0	0
	Suppliers that received corrective actions		Companies	16	~	1	17	66	~	8	74	72	~	32	104
	Suppliers subject to recommended actions		Companies	0	~	0	0	0	~	0	0	0	~	3	3
Supplier ESG performance improvement rate			%	100	~	100	100	100	~	100	100	97.0	~	100	97.3
Mitigation and improvement actions	Number of high-risk suppliers that established improvement plans for corrective and recommended actions		Companies	16	~	1	17	66	~	8	74	72	~	35	107
	Percentage of suppliers that established or submitted improvement plans for corrective and recommended actions		%	100	~	100	100	100	~	100	100	100	~	100	100
	Number of suppliers assisted in implementing corrective action plans		Companies	16	~	0	16	66	~	8	74	72	~	35	107
	Number of suppliers participating in capacity-building programs		Companies	378	~	20	398	371	~	87	458	380	~	138	518
Suppliers with which transaction was terminated due to negative impact			Companies	0	~	0	0	0	~	0	0	0	~	0	0
Completion rate of deliberation on sanctions[2]			%	100	~	100	100	100	~	100	100	100	~	100	100

1) Domestic on-site assessment period: September to December 2025; Overseas on-site assessment period: September 2025 to January 2026 (*Americas and Europe: October to December 2025; China: January 2026)

2) Applicable to suppliers with issues reported in the media (News Watches) regarding non-compliance with the Code of Conduct for Business Partners

Community Engagement

CSR Initiatives

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries[4]	Overseas Subsidiaries[5]	Total[4, 5]	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Percentage of CSR expenses against revenue	%	0.06	~	~	0.04	0.08	~	~	0.06	0.07	~	~	0.05
Donation to charities	KRW million	21,970	27	3,715	25,712	27,911	271	5,122	33,304	23,148	387	6,572	30,107
Volunteering (converted to monetary value)[1]	KRW million	770	~	~	770	620	~	~	620	668	~	~	668
Volunteer hours	Hours	13,249	~	1,795	15,044	9,237	1,075	2,671	12,983	10,414	1,170	4,198	15,782
Volunteer participants[2]	Persons	4,066	~	710	4,776	2,011	171	766	2,948	2,352	177	1,464	3,993
Volunteer hours per employee[3]	Hours/persons	1.09	~	0.07	0.33	0.75	0.10	0.10	0.26	0.83	0.11	0.15	0.30

1) Monetary value of employee volunteer hours during working hours (excluding weekends), calculated based on salary rates
2) Includes repeat participants (cumulative)
3) Volunteer hours per employee: Total volunteer hours / Total number of employees
4) Data restated due to changes in the calculation methodology for volunteer hours and the number of participants at certain domestic subsidiaries in 2024.
5) Data restated due to changes in the calculation methodology for the total number of employees at certain overseas subsidiaries in 2024.

Donations and Other Expenses

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Charitable donations	KRW million	21,970	27	3,715	25,712	27,911	271	5,122	33,304	23,148	387	6,572	30,107
Lobbying and lobbying associations (membership fees)	KRW million	0	~	~	0	0	~	~	0	0	~	~	0
Political donations	KRW million	0	~	~	0	0	~	~	0	0	~	~	0

Product Quality and Safety

Product Recalls

Category		Unit	2023	2024	2025
			Consolidated	Consolidated	Consolidated
Vehicles recalled		Vehicles	19,020	374,384	525,835
	Voluntary recalls	Vehicles	19,020	374,384	525,835
	Non-voluntary recalls	Vehicles	0	0	0

Warranty Provisions

Category	Unit	2023	2024	2025
		Consolidated	Consolidated	Consolidated
Provision warranty balance at the beginning of the period	KRW million	1,174,541	1,578,207	1,725,427
Warranty expenses (costs) incurred during the period	KRW million	254,089	348,723	530,033
Percentage of warranty costs against annual revenue	%	0.4	0.6	0.9

Customer Grievance Handling

VOC[1] Management

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[2]	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries[2]	Total
Number of VOC cases	Submitted	Cases	115,960	~	~	115,960	117,084	~	995,165	1,112,249	130,594	~	931,956	1,062,550
	Handled	Cases	115,347	~	~	115,347	115,410	~	992,515	1,107,925	129,532	~	931,471	1,061,003
	Ongoing	Cases	288	~	~	288	924	~	1,708	2,632	712	~	441	1,153
	Cases returned	Cases	325	~	~	325	749	~	942	1,691	350	~	44	394

1) VOC: Voice of Customer

2) Includes data from overseas subsidiaries starting in 2024

Governance Performance

Non-compliance and Compliance Culture

Investigation and Action Taken for Ethical Non-compliance (Cyber Auditor and Internal Review)

Category		Unit	2023				2024				2025			
			Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Violations/Reports	Total incidents of non-compliance/whistleblowing[1]	Cases	51	2	1	54	120	9	10	139	100	11	13	124
Actions taken	Total actions taken[2]	Cases	45	2	1	48	97	6	9	112	85	11	10	106
	HR actions[3]	Cases	20	1	1	22	13	4	9	26	2	1	1	4
	Internal training	Cases	10	~	~	10	19	2	~	21	21	1	~	22
	Others (mutual agreement, system improvement, etc.)	Cases	15	1	~	16	65	~	~	65	14	1	~	15

1) Includes duplicate reports starting in 2024.
2) Unresolved reports from previous years were resolved and included in the 2024 figures (6 cases carried over from 2023).
3) 2025 violation types resulting in disciplinary actions: Corruption/Bribery (1), Discrimination/Harassment (1), Others (2)
- Excludes cases cleared of suspicion due to changes in internal management standards in 2025.

Compliance Training (including anti-corruption and anti-bribery training)

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Compliance training completion rate[1]	%	98.7	65.7	61.3	76.6	99.2	100	71.7	89.9	100	99.4	95.6	98.3
Employees who completed compliance training	Persons	9,581	3,456	6,277	19,314	9,761	5,079	5,596	20,436	12,314	5,371	9,816	27,501
Completion of training by functions at increased risk of corruption/bribery[2]	%	100	100	93.8	96.8	100	100	76.2	86.0	100	100	99.6	99.7

1) Training on the CP (Compliance Program) management system, ethics and anti-corruption, human rights, customs, sexual harassment prevention, disability awareness, contract risks, information security, safety and environment, and the whistleblowing system
2) Defined as procurement-related departments

Information Security

Category	Unit	2023				2024				2025			
		Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total	Parent	Domestic Subsidiaries	Overseas Subsidiaries	Total
Ratio of investments in information security[1]	%	6.9	~	~	6.9	6.7	~	~	6.7	~	~	~	~
Completion of information security training[2]	Persons	9,581	~	~	9,581	9,761	~	~	9,761	9,805	~	~	9,805
Total incidences of information security breach[3]	Cases	0	0	0	0	0	0	0	0	0	0	0	0

1) Ratio of information security investment to the total IT budget (disclosing data up to the previous reporting year)
2) Number of employees who completed the information security module as part of compliance training
3) Data for domestic and overseas subsidiaries are disclosed from 2025

IROs (Impacts, Risks, and Opportunities)

1) Climate Change

Topic	Category	Value Chain	Affected Stakeholders	Impact Identification	Time Horizon	Response Strategy
Climate change	Actual	Upstream	Environment	Upstream activities, including the procurement of key raw materials for auto parts (such as steel and petrochemicals), transportation, and supplier manufacturing processes, generate GHG emissions that contribute to climate change.		• Collect and manage GHG emissions data by supplier, and support the establishment of GHG management plans. • Set and implement science-based carbon neutrality goals by participating in the SBTi (Science Based Targets initiative) and TCFD (Task Force on Climate-related Financial Disclosures). • Pursue a 100% transition to renewable energy by 2040 through RE100 membership.
	Actual	Downstream	Environment	GHG emissions from internal combustion engine vehicles during the end-use phase contribute to climate change.		
	Actual	Downstream	-	Revenue from eco-friendly products, including parts and services for electrified vehicles, is increasing due to growing market demand for eco-friendly vehicles and higher order volumes for related products.		
	Actual	Worksite	-	Investment and operating costs for transitioning to eco-friendly product manufacturing are increasing due to stricter industrial carbon regulations aligned with national carbon neutrality goals.		

2) Resource Use and Circular Economy

Topic	Category	Value Chain	Affected Stakeholders	Impact Identification	Time Horizon	Response Strategy
Resource use and circular economy	Actual	Downstream	Environment	Lightweighting parts through raw material substitution and reduction contributes to reducing GHG emissions and air pollutants (improving fuel efficiency) during the use phase.		• Plan to secure LCA (Life Cycle Assessment) data for all products and expand systematization. • Plan to establish eco-friendly standards and develop a roadmap for eco-friendly products.
	Actual	Worksite	Environment	Landfilling and incineration during waste disposal cause soil and air pollution.		
	Actual	Worksite	-	Increased procurement costs compared to conventional materials due to growing demand for low-carbon and eco-friendly raw materials		

Material Topics from External Stakeholder Perspectives | Human Rights-related Impacts, Risks, and Opportunities | Social and Environmental Impacts | Financial Impacts | Negative | Positive | Opportunity | Risk | Short-term | Medium-term | Long-term

IROs (Impacts, Risks, and Opportunities)

3) Employees

Topic	Category	Value Chain	Affected Stakeholders	Impact Identification	Time Horizon	Response Strategy
Trust-based labor relations	Actual	Worksite	Own workers	By establishing and implementing the Labor Relations Policy, the Company strengthens trust-based cooperative relations, reduces labor disputes, and increases social trust across the industrial ecosystem.		• We engage with domestic and overseas labor unions, conduct annual collective bargaining on wages and benefits, and strengthen communication between labor and management. • We operate transparent communication channels, such as meetings by job level, to actively gather employee feedback.
	Potential	Worksite	Own workers	Frequent labor disputes may infringe upon workers' rights and incur social costs to reach agreements.		
	Actual	Worksite	-	In line with global regulatory trends and demands from Car OEMs, expectations for working environments are rising, which is expected to increase wage and benefit costs due to improved working conditions.		
Diversity and inclusion	Actual	Worksite	Own workers	We foster an organizational culture centered on diversity and inclusion, operate equitable and inclusive systems, and improve employee satisfaction by nurturing female managers and enhancing the corporate culture.		• We encourage Employee Resource Groups (ERGs) and mentoring programs to build teamwork and enable employees with shared interests in diversity and inclusion to communicate and share their cultures.
	Potential	Worksite	Own workers	Operating global sites with a workforce of diverse nationalities and backgrounds entails potential human rights issues, such as discrimination and conflicts arising from differences in opinion or clashes with existing organizational cultures and traditions.		
	Potential	Worksite	-	Operating costs, including those for program planning and recruitment, are expected to increase due to growing social expectations regarding corporate diversity and inclusion.		
Human resources management	Actual	Worksite	Own workers	Implementing talent development strategies and programs to secure mobility experts contributes to higher employee engagement and job satisfaction.		• We continuously provide internal job mobility (open position) opportunities through the Career Market system and employee capacity-building programs, such as global expert training and the SW Academy.
	Potential	Worksite	-	Recruitment costs are increasing due to the continuous hiring of top talent required to meet the demands of a rapidly changing industrial environment.		
Occupational safety and health enhancement	Potential	Upstream, Worksite	Value chain workers, Own workers	Contribute to reducing accidents among supplier workers and protecting the workforce by creating a safe workplace and promoting a safety culture.		• Acquiring occupational health and safety management system certification and developing safety system and culture assessment methods • Setting mid- to long-term occupational health and safety goals and establishing a sustainable safety management system
	Actual	Upstream	-	Increasing investments in safety facilities and providing additional safety equipment for supplier workers in industrial processes in response to stricter domestic and international safety regulations		
	Potential	Worksite	-	Investing in safety facilities to comply with relevant regulations, such as the Occupational Safety and Health Act and the Serious Accidents Punishment Act, and paying fines, penalties, or compensation in the event of violations		

Material Topics from External Stakeholder Perspectives | Human Rights-related Impacts, Risks, and Opportunities | Social and Environmental Impacts | Financial Impacts | Negative | Positive | Opportunity | Risk | Short-term | Medium-term | Long-term

IROs (Impacts, Risks, and Opportunities)

4) Value Chain Workers

Topic	Category	Value Chain	Affected Stakeholders	Impact Identification	Time Horizon	Response Strategy
Supply chain sustainability management	Potential	Upstream	Value chain workers	Strengthening industrial competitiveness in the supply chain, improving working conditions in the value chain, and reducing negative social and environmental impacts by advancing environmental management		• Expanding sustainability risk assessments and on-site consulting for SME suppliers and suppliers of overseas subsidiaries • Providing ESG, technological, financial, and educational support through mutual growth programs
	Potential	Upstream	Value chain workers	Concerns over social impacts caused by environmental degradation, labor rights violations, and ethical issues during the extraction and processing of raw materials, including responsible minerals, due to the nature of our parts		
	Actual	Downstream	-	Costs incurred by enhancing on-site due diligence to meet Car OEM requirements		

5) Customers

Topic	Category	Value Chain	Affected Stakeholders	Impact Identification	Time Horizon	Response Strategy
Product quality and safety	Actual	Downstream	Consumers	Enhancing consumer mobility safety and building trust by providing high-quality automotive parts and services through quality management		• Systematically managing processes to ensure product quality and safety in accordance with the "Quality Policy" • Acquiring international standard certifications (e.g., IATF 16949) at each business site • Managing potential risks and costs through voluntary recalls
	Actual	Upstream	Consumers	Strengthening the industrial ecosystem by enhancing supplier quality capabilities and fostering mutual growth		
	Actual	Downstream	-	Increased costs and liabilities associated with operating a quality response system, executing recalls, and fulfilling warranties in the event of product defects		

6) Business Ethics

Topic	Category	Value Chain	Affected Stakeholders	Impact Identification	Time Horizon	Response Strategy
Compliance management	Actual	Worksite	Community	Enhancing market integrity by improving corporate transparency and building social trust through a regulatory compliance and ethical management framework		• Regularly monitoring government policies, legislative trends, and regulatory changes related to regulatory compliance • Identifying risks through regulatory compliance surveys and reporting channels, and conducting compliance training
	Potential	Worksite	Community	Undermining social order and incurring social costs due to unfair trade practices or other regulatory violations		
	Potential	Worksite	-	Incurring financial costs from corrective orders, fines, and other penalties due to regulatory violations, such as abuse of authority, bribery, and unfair trade practices by employees		

Material Topics from External Stakeholder Perspectives | Human Rights-related Impacts, Risks, and Opportunities | Social and Environmental Impacts | Financial Impacts | Negative | Positive | Opportunity | Risk | Short-term | Medium-term | Long-term

Sustainability Index

This section indicates the reporting locations for the disclosure requirements of ESRS 2 and Topical Standards. The disclosure requirement tables for E2, E3, E4, and S3 have been omitted as they were not identified as material topics.

Cross-cutting Standards

ESRS 2 General disclosures

Disclosure Requirement		Reporting	Page & Note
BP-1	General basis for preparation of the sustainability report	SR	193
BP-2	Disclosures in relation to specific circumstances	SR	193
GOV-1	The role of the administrative, management and supervisory bodies	SR	14-16, 21, 23
GOV-2	Reporting and oversight of sustainability matters	SR	14, 21
GOV-3	Sustainability-related performance incentives	SR	18
GOV-4	Sustainability due diligence	SR	23, 87, 88
GOV-5	Risk management and internal controls over sustainability reporting	SR	21, 22
SBM-1	Strategy, business model and value chain	SR	7-9, 24-26
SBM-2	Interests and views of stakeholders	SR	25-26
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SR	170-172
IRO-1	Processes to identify and assess material IROs (Impacts, Risks, and Opportunities)	SR	27-30
IRO-2	ESRS Disclosure Requirements Covered in the Sustainability Report	SR	173-175

Environmental Standards

ESRS E1 – Climate change

Disclosure Requirement		Reporting	Page & Note
GOV-3	Sustainability-related performance incentives	SR	33
E1-1	Transition plan for climate change mitigation	SR	39-40
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SR	29-30, 170
IRO-1	Processes to identify and assess material climate-related impacts, risks and opportunities	SR	31-32, 34
E1-2	Policies related to climate change mitigation and adaptation	SR	32
E1-3	Actions and resources related to climate change policies	SR	36-40
E1-4	Targets related to climate change mitigation and adaptation	SR	43
E1-5	Energy consumption and mix	SR	37, 137
E1-6	Scope 1, 2, 3 and total GHG emissions	SR	135-136
E1-7	GHG removals and mitigation projects financed through carbon credits		-
E1-8	Internal Carbon Pricing	SR	44
E1-9	Anticipated Financial Effects from Material Physical and Transition Risks and Potential Climate-related Opportunities	SR	35, 41-42

ESRS E5 - Resource use and circular economy

Disclosure Requirement		Reporting	Page & Note
IRO-1	Processes to Identify and Assess IROs (Impacts, Risks, and Opportunities) Related to Resource Use and Circular Economy	SR	67
E5-1	Policies Related to Resource Use and Circular Economy	SR	67
E5-2	Actions and Resources Related to Resource Use and Circular Economy	SR	67-70
E5-3	Targets Related to Resource Use and Circular Economy	SR	73
E5-4	Resource Inflows	SR	146
E5-5	Resource Outflows	SR	146-147
E5-6	Anticipated Financial Effects from Material Risks and Opportunities Related to Resource Use and Circular Economy	-	-

Social Standards

ESRS S1 - Own workforce

Disclosure Requirement		Reporting	Page & Note
SBM-2	Interests and views of stakeholders	SR	77
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SR	171
S1-1	Policies related to own workforce	SR	76
S1-2	Processes for engaging with own workers and workers' representatives about impacts	SR	87
S1-3	Processes to remediate negative impacts and grievance mechanisms for own workers	SR	87-88
S1-4	Actions and effectiveness of actions to manage material impacts and risks, and leverage opportunities related to own workforce	SR	88-89
S1-5	Targets for managing material negative impacts, risks and opportunities, and expanding positive impacts	SR	149-151, 162
S1-6	Characteristics of own workforce	SR	153-158
S1-7	Characteristics of non-employee workers in own workforce	SR	163
S1-8	Collective bargaining coverage and social dialogue	SR	151
S1-9	Diversity metrics	SR	153-156
S1-10	Adequate wages	SR	79
S1-11	Social protection	SR	80
S1-12	Persons with disabilities	SR	153-156
S1-13	Training and skills development metrics	SR	159
S1-14	Health and safety metrics	SR	162
S1-15	Work-Life Balance Metrics	SR	152
S1-16	Remuneration Metrics (Pay Gap and Total Remuneration)	SR	161
S1-17	Incidents, Complaints, and Severe Human Rights Impacts	SR	149-151

ESRS S2 - Workers in the value chain

Disclosure Requirement		Reporting	Page & Note
SBM-2	Interests and views of stakeholders	SR	91
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SR	172
S2-1	Policies related to value chain workers	SR	92
S2-2	Processes for engaging with value chain workers about impacts	SR	99
S2-3	Processes to remediate negative impacts and grievance mechanisms for value chain workers		99
S2-4	Actions and effectiveness of actions to manage material impacts and risks, and leverage opportunities related to value chain workers	SR	93-97
S2-5	Targets for managing material negative impacts, risks and opportunities, and expanding positive impacts	SR	101

ESRS S4 - Consumers and end-users

Disclosure Requirement		Reporting	Page & Note
SBM-2	Interests and views of stakeholders	SR	110
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	SR	172
S4-1	Policies related to consumers and end-users	SR	110
S4-2	Processes for engaging with consumers and end-users about impacts	SR	111
S4-3	Processes to remediate negative impacts and consumer and end-user grievance mechanisms	SR	116
S4-4	Actions to manage material impacts and risks, and leverage opportunities related to consumers and customers	SR	112-115
S4-5	Targets for managing material negative impacts, risks and opportunities, and expanding positive impacts	SR	117

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Governance Standards

ESRS G1 - Business conduct

Disclosure Requirement		Reporting	Page & Note
GOV-1	Role of administrative, management, and supervisory bodies	SR	119
IRO-1	Processes to identify and assess material impacts, risks, and opportunities	SR	120
G1-1	Hyundai Mobis Code of Conduct and corporate culture	SR	76, 120
G1-2	Supply chain management	SR	91-99
G1-3	Prevention and detection of corruption and bribery	SR	122-123
G1-4	Incidents of corruption or bribery	SR	169
G1-5	Political influence and lobbying activities	SR	121
G1-6	Payment practices	SR	121

SASB (Sustainability Accounting Standards Board)

Disclosure Requirement		Report	Page & Note
TR-AP-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	SR	43, 139-140
TR-AP-150a.1	(1) Total amount of waste from manufacturing, (2) percentage hazardous, (3) percentage recycled	SR	146-148
TR-AP-250a.1	Number of vehicles recalled	SR	168
TR-AP-410a.1	Revenue from products designed to increase fuel efficiency or reduce emissions	SR	146
TR-AP-440a.1	Description of the management of risks associated with the use of critical materials	SR	71-72, 146
TR-AP-440b.1	Percentage of products sold that are recyclable	SR	147-148
TR-AP-440b.2	Percentage of input materials from recycled or remanufactured content	SR	147-148
TR-AP-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	SR	169
TR-AP-000.A	Number of parts produced	SR	146
TR-AP-000.B	Weight of parts produced	SR	147-148

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TCFD

Disclosure Requirement			Reporting	Page & Note
Governance	Board Oversight	a) Board's role in overseeing climate change issues and related risks and opportunities (discussion procedures and frequency, performance monitoring oversight, etc.)	SR	16, 32-33
	Management's Role	b) How management monitors climate change issues, and its role in assessing and managing climate-related risks and opportunities	SR	32-33
Strategy	Risks and Opportunities	a) Climate-related issues, risks, and opportunities that could have a material financial impact on the organization over the short, medium, and long term	SR	34
	Business, Strategy, and Financial Impacts	b) Impact of climate-related risks and opportunities on products/services, business strategy, and financial aspects, including revenues/costs and acquisitions/divestments	SR	35-40
	Resilience Under Climate Scenarios	c) Potential changes to the organization's business strategy and financial structure based on expected risks and opportunities, including a 2℃ or lower scenario	SR	41-42
Risk Management	Risk Identification	a) Processes for identifying and assessing climate-related risks, and current or potential risk factors identified through these processes	SR	32-34, 42-43
	Risk Management	b) Methods for mitigating, accepting, and controlling current or potential risk factors	SR	32-34, 42-43
	Integrated Risk Management	c) Level of integration of processes and methods for identifying, assessing, and managing climate-related risks into the existing enterprise-wide risk management system	SR	32-34, 42-43
Metrics and Reduction Targets	Climate-related Targets	a) Targets, target periods, base years, and target management methodologies for each climate-related metric	SR	39, 43
	GHG Management Metrics	b) Scope 1, Scope 2, and Scope 3 emissions calculated in accordance with the GHG Protocol	SR	43-44, 135-136
	Climate Change Metrics	c) Metrics and performance used to manage climate-related risks and opportunities (water, energy, waste, etc.)	SR	43, 137-140

GRI Standards 2021

Statement of Use	Hyundai Mobis has reported its ESG management performance in this Sustainability Report in accordance with the GRI Standards for the period from January 1 to December 31, 2025.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	As of June 2026, the GRI Sector Standard for the automotive industry was not available.

GRI 2: General Disclosure

Disclosure Requirement			Report	Page & Note
The organization and its reporting practices	GRI 2-1	Organizational details	SR	5-6, 19
	GRI 2-2	Entities included in the organization's sustainability reporting	SR	192
	GRI 2-3	Reporting period, frequency and contact point	SR	193
	GRI 2-4	Restatements of information	SR	Addressed in footnotes where applicable
	GRI 2-5	External assurance	SR	185-191
Activities and workers	GRI 2-6	Activities, value chain and other business relationships	SR	7-9, 25-26
	GRI 2-7	Employees	SR	153-156
	GRI 2-8	Workers who are not employees	SR	163
Governance	GRI 2-9	Governance structure and composition	SR	14-16
	GRI 2-10	Nomination and selection of the highest governance body	SR	14-15
	GRI 2-11	Chair of the highest governance body	SR	14
	GRI 2-12	Role of the highest governance body in overseeing the management of impacts	SR	14-16, 23
	GRI 2-13	Delegation of responsibility for managing impacts	SR	14, 23
	GRI 2-14	Role of the Highest Governance Body in Sustainability Reporting	SR	23
	GRI 2-15	Conflict of Interest	SR	15-16, 20
	GRI 2-16	Communication of Critical Concerns	SR	23
	GRI 2-17	Collective Knowledge of the Highest Governance Body	SR	18
	GRI 2-18	Evaluation of the Performance of the Highest Governance Body	SR	17
	GRI 2-19	Remuneration Policy	SR	18
	GRI 2-20	Process to Determine Remuneration	SR	18
	GRI 2-21	Annual Total Compensation Ratio	SR	18

Disclosure Requirement			Report	Page & Note
Strategy, Policies, and Practices	GRI 2-22	Statement on Sustainable Development Strategy	SR	3
	GRI 2-23	Policy Commitments	SR	32, 45, 54, 58, 62, 76, 91, 110, 126
	GRI 2-24	Embedding Policy Commitments	SR	32, 45, 54, 58, 62, 76, 91, 110, 126
	GRI 2-25	Processes to Remediate Negative Impacts	SR	87, 122-123
	GRI 2-26	Mechanisms for Seeking Advice and Raising Concerns	SR	99, 122-123
	GRI 2-27	Compliance with Laws and Regulations	SR	134
	GRI 2-28	Membership Associations	SR	184
Stakeholder Engagement	GRI 2-29	Approach to Stakeholder Engagement	SR	25-26, 28
	GRI 2-30	Collective Bargaining Agreements	SR	76, 151

GRI 3: Material Topics 2021

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-1	Process to determine material topics	SR	27-28
	GRI 3-2	List of material topics	SR	28
	GRI 3-3	Management of material topics	SR	29-30, 170-172

Corporate Governance

Disclosure Requirement			Report	Page & Note
Topics	GRI 3-3	Management of material topics	SR	28, 14-20

GRI Standards 2021

Climate Change

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-3	Management of Material Topics	SR	28-29, 32-44, 170
	302-1	Energy consumption within the organization	SR	137-140
	302-2	Energy consumption outside of the organization	SR	-
	302-3	Energy intensity	SR	137
	302-4	Reduction of energy consumption	SR	37
	302-5	Reductions in energy requirements of products and services	SR	39-40
Emissions	305-1	Direct (Scope 1) GHG emissions	SR	135
	305-2	Energy indirect (Scope 2) GHG emissions	SR	135
	305-3	Other indirect (Scope 3) GHG emissions	SR	136
	305-4	GHG emissions intensity	SR	135-136
	305-5	Reduction of GHG emissions	SR	36
	305-6	Emissions of ozone-depleting substances (ODS)	SR	58
	305-7	NOx, SOx, and other significant air emissions	SR	141

Resource Use and Circular Economy

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-3	Management of material topics	SR	28, 30, 67-73, 170
Materials	301-1	Materials used by weight or volume	SR	146
	301-2	Recycled input materials used	SR	146
	301-3	Reclaimed products and their packaging materials	SR	146
Waste	306-1	Waste generation and significant waste-related impacts	SR	67-72
	306-2	Management of significant waste-related impacts	SR	67-72
	306-3	Waste generated	SR	147
	306-4	Waste diverted from disposal	SR	70, 148
	306-5	Waste directed to disposal	SR	148

Human Resources Management

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-3	Management of Material Topics	SR	28-30, 75-90, 171
Employment	401-1	New employee hires and employee turnover	SR	82-83, 157-158
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR	80
	401-3	Parental leave	SR	80, 152
Training and education	404-1	Average hours of training per year per employee	SR	159
	404-2	Programs for upgrading employee skills and transition assistance programs	SR	84-86, 159
	404-3	Percentage of employees receiving regular performance and career development reviews	SR	160
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	SR	87, 149
Child labor	408-1	Operations and suppliers at significant risk for incidents of child labor	SR	88-89, 100, 150, 165-166
Forced or compulsory labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	SR	88-89, 100, 150, 165-166

Trust-based Labor Relations

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-3	Management of Material Topics	SR	28, 76-77, 171
Labor/Management Relations	402-1	Minimum notice periods regarding operational changes	SR	76
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	88, 100

Diversity and Inclusion

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-3	Management of Material Topics	SR	28, 76, 78-79, 171
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	SR	14, 155
	405-2	Ratio of basic salary and remuneration of women to men	SR	161

GRI Standards 2021

Occupational Safety and Health Enhancement

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-3	Management of Material Topics	SR	28, 45-52, 171
Workplace Health and Safety	403-1	Occupational health and safety management system	SR	52
	403-2	Hazard identification, risk assessment, and incident investigation	SR	51-52
	403-3	Occupational health services	SR	48-52
	403-4	Worker participation, consultation, and communication on occupational health and safety	SR	45-46
	403-5	Worker training on occupational health and safety	SR	48-50
	403-6	Promotion of worker health	SR	48-50
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR	46-52
	403-8	Workers covered by an occupational health and safety management system	SR	52
	403-9	Work-related injuries	SR	162
	403-10	Work-related ill health	SR	162

Supply Chain Sustainability Management

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-3	Management of Material Topics	SR	28-29, 91-101, 172
Procurement Practices	204-1	Proportion of spending on local suppliers	SR	164
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	SR	93-94, 100, 165
	308-2	Negative environmental impacts in the supply chain and actions taken	SR	94-96, 100
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	SR	93-94, 100, 165
	414-2	Negative social impacts in the supply chain and actions taken	SR	94-97, 100

Product Quality and Safety

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-3	Management of Material Topics	SR	28, 110-117, 172
Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	SR	112
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	SR	116, 168

Compliance Management

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-3	Management of Material Topics	SR	28, 119-124, 172
Anti-corruption	205-1	Operations assessed for risks related to corruption	SR	122
	205-2	Communication and training about anti-corruption policies and procedures	SR	122
	205-3	Confirmed incidents of corruption and actions taken	SR	122, 169
Anti-competitive Behavior	206-1	Number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	AR/SR	375 (Sanctions Status)/134
Public Policy	415-1	Political contributions	SR	121

Information Security Enhancement

Disclosure Requirement			Report	Page & Note
Material Topics	GRI 3-3	Management of Material Topics	SR	28, 125-129
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR	169

GRI Standards 2021

Other Topics

Disclosure Requirement			Report	Page & Note
Biodiversity	101-1	Policies to halt and reverse biodiversity loss	SR	62
	101-2	Management of biodiversity impacts	SR	63-64, 107-108
	101-4	Identification of biodiversity impacts	SR	66
	101-5	Locations with biodiversity impacts	SR	66, 107-108
	101-6	Direct drivers of biodiversity loss	SR	64
	101-7	Changes in the state of biodiversity	SR	64, 107-108
	101-8	Ecosystem services	SR	63-64
Economic Performance	201-1	Direct economic value generated and distributed	SR	132
	201-2	Financial implications and other risks and opportunities due to climate change	SR	34
	201-3	Defined benefit plan obligations and other retirement plans	AR	115
	201-4	Financial assistance received from government	AR	38
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	SR	25-26, 103-107
	203-2	Significant indirect economic impacts	SR	25-26, 103-107
Tax	207-1	Approach to tax	SR	22
	207-2	Tax governance, control, and risk management	SR	22
	207-3	Stakeholder engagement and management of concerns related to tax	SR	22

Disclosure Requirement			Report	Page & Note
Water and Effluents	303-1	Interactions with water as a shared resource	SR	62-63, 65
	303-2	Management of water discharge-related impacts	SR	58, 60, 63, 65-66, 141,145
	303-3	Water withdrawal	SR	63, 144
	303-4	Water discharge	SR	58, 60, 66, 141
	303-5	Water consumption	SR	63, 144-145
Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	SR	103-109

WEF IBC Stakeholder Capitalism Metrics

Based on Core Metrics

Principles of Governance

Theme	Core metrics	Disclosures	Report	Location
Corporate Purpose	Purpose Definition	The company's stated purpose to create value for stakeholders, including shareholders	SR	5, 20
Board Excellence	Board Composition	Composition of the Board of Directors and its committees	SR	14-16
Stakeholder Engagement	Material Issues Impacting Stakeholders	Materiality Assessment	SR	27-30
Ethical Operations	Anti-corruption	Anti-corruption Violations and Preventive Activities (e.g., Training)	SR	22, 120-121
	Ethics Advisory and Reporting Mechanisms	Internal and External Ethics Advisory and Reporting Mechanisms	SR	119, 122-123
Risk and Opportunity Oversight	Integrating Risks and Opportunities into Business Processes	Identifying and Responding to Risks and Opportunities	SR	21-22

Planet

Theme	Core metrics	Disclosures	Report	Location
Climate Change	GHG Emissions	GHG Emissions by Scope	SR	135-136
	TCFD Implementation	TCFD Disclosure Recommendations	SR	176
Nature Loss	Land Use and Ecological Sensitivity	Biodiversity-related Site Information	SR	62-64, 66
Water Availability	Water consumption and withdrawal in water-stressed areas	Information on sites in water-stressed areas	SR	62-63, 65, 145

People

Theme	Core metrics	Disclosures	Report	Location
Dignity and Equality	Diversity and Inclusion	Regional composition by type	SR	76-78, 154-156
	Pay Equality	Employee remuneration by type	SR	79, 161
	Wage Level	Wage ratio	SR	161
	Child and Forced Labor Risk	Information on Sites with Identified Risks	SR	87-89, 150
Health and Well-being	Occupational Health and Safety	Safety Incident Metrics and Health Services	SR	48-52, 162
Skills for the Future	Training Provided	Training Hours and Costs	SR	84-86, 159

Prosperity

Theme	Core metrics	Disclosures	Report	Location
Economic Value Creation and Employment	Job Creation	Recruitment and Turnover	SR	157-158
	Economic Contribution	Economic Value Generated and Distributed	SR	25-26, 132
	Financial Investment Contribution	Shareholder Return	SR	20
Innovation for Better Products and Services	Total R&D Expenses	Total Expenses Related to R&D	SR	131
Local Communities and Social Vitality	Total Taxes Paid	Tax Information	SR	22, 132

UN SDGs

Hyundai Mobis is committed to contributing to the achievement of the UN Sustainable Development Goals (UN SDGs). To this end, we have set specific goals aligned with each UN SDG target and are implementing related activities.

Reporting	Strategic Direction	Key Activities	Reported In
Goal 1. No Poverty	Implementing support measures for socially vulnerable groups and improving access to socio-economic resources	• Supporting mobility for children with disabilities • Conducting employee volunteer activities	103-104
Goal 3. Good Health and Well-Being	Reducing child traffic accidents and promoting employee health and well-being	• Transparent Umbrella Sharing Campaign • Supporting medical expenses and operating in-house health clinics	50, 105
Goal 4. Quality Education	Providing engineering and employment-linked education for children and youth, and expanding awareness training on diversity and inclusion	• Operating the Youth Engineering Leader Program and Junior Engineering Class • Hosting the Engineering Leader Festival • Operating recruitment-linked SW academies and contract degree programs	83, 106-107
Goal 5. Gender Equality	Empowering women and fostering female leaders	• Establishing and implementing plans to enhance gender diversity • Operating Employee Resource Groups (ERGs)	15, 77-78
Goal 6. Clean Water and Sanitation	Reducing water pollution	• Water Pollutant Management • Analyzing water stress at domestic and overseas sites	58, 61-65, 141
Goal 7. Affordable and Clean Energy	Increasing the share of renewable energy and improving energy efficiency	• Advancing the 2040 RE100 Target • Establishing and operating an energy management system • Continuously improving energy efficiency at worksites	36-39, 135-140
Goal 8. Decent Work and Economic Growth	Creating Quality Jobs and Eradicating Forced and Child Labor	• Participating in Startup Incubation Programs (Group-led) • Conducting Worksite Due Diligence (Labor, SHE, Ethics, and Supply Chain)	12, 23, 88-89, 92, 100-101, 150, 165-166
Goal 9. Industry, Innovation and Infrastructure	Enhancing industrial technological capabilities through strengthened R&D	• Expanding R&D investment and workforce	11-12, 131

Reporting	Strategic Direction	Key Activities	Reported In
Goal 10. Reduced Inequalities	Ensuring equal rights and reducing inequalities	• Establishing a Diversity and Inclusion (D&I) Policy • Implementing an equal pay for equal work system	76, 78-79
Goal 12. Responsible Consumption and Production	Reducing waste through recycling and reuse and internalizing sustainable corporate activities	• Managing Hazardous Chemical Substances • Pursuing Zero Waste to Landfill at business sites by 2025 • Establishing ESG Governance and advancing strategies • Disclosing related activities through the publication of the Sustainability Report	23, 59-60, 72, 147-148
Goal 13. Climate Action	Climate change	• Pursuing the 2045 Net-Zero target • Analyzing product environmental impacts (carbon) through LCA (Life Cycle Assessment) • Conducting environmental training for employees • Participating in environmental initiatives (CDP, TCFD (Task Force on Climate-related Financial Disclosures))	36-40, 56, 71-72, 134-140
Goal 14. Life Below Water	Protecting and restoring aquatic ecosystems	• Operating a biodiversity program in the Miho River area in Jincheon	107-108
Goal 15. Life on Land	Managing forests sustainably and protecting biodiversity through restoration and afforestation	• Analyzing biodiversity risks at domestic and overseas sites	63-64, 66
Goal 16. Peace, Justice and Strong Institutions	Reducing all forms of corruption and bribery	• Maintaining Codes of Conduct for employees and suppliers • Operating reporting channels and compliance programs	76, 87, 92-93, 99, 116, 149, 169
Goal 17. Partnerships for the Goals	Expanding the sharing of knowledge, technology, and expertise through active partnerships	• Participating in sustainability initiatives	38, 184

Certifications

Category			Production Sites	ISO 14001 (Environment)	ISO 45001 (Safety)	IATF 16949 / ISO 9001 (Quality)
Domestic[1]	Headquarters			O	O	
	Production Plants/ Sites		Jincheon	O	O	O
			Changwon	O	O	O
			Ulsan Electrification	O	O	O
			Daegu Electrification	O	O	O
	Parts Plants[2]			O	O	O
	Subsidiaries[3]		MOTRAS	O	O	O
			Unitus	O	O	O
			HGP	O	O	O
			IHL	O	O	O
			GIT	N/A	N/A	N/A
Overseas[1]	Production Plants/ Sites	China	MBJ	O	O	O
			MJS	O	O	O
			MWX	O	O	O
			MTJ	O	O	O
		U.S.	MAL	O	O	O
			MNAe-MG	O	O	O
			MNAe-SV	O	O	O
			MNA (MNA-MI, MNA-OH)	O	O	O
			MUA	O	O	O
			MGA	O	O	O
			MSV	O	O	O

Category			Production Sites	ISO 14001 (Environment)	ISO 45001 (Safety)	IATF 16949 / ISO 9001 (Quality)
Overseas[1]	Production Plants/ Sites[4]	Brazil	MBR	O	O	O
		Mexico	MMX	O	O	O
		Slovakia	MSK	O	O	O
		Czech Republic	MCZ (Modules, Battery)	O	O	O
			MCZ-OS	O	O	O
		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	O	O	O
			MIA	O	O	O
		Türkiye	MTR	O	O	O
		Indonesia	HEI	O	O	O

1) MNA, MSV, MNAe-SV, MNAe-MG, and HEI to acquire ISO 14001 and ISO 45001 certifications in 2025.
2) Logistics Centers, Parts Branches
3) Number of sites based on certificates:
(Environment/Safety) MOTRAS (11 sites), UNITUS (5 sites), H Green Power (2 sites), Hyundai IHL (1 site), GIT (not applicable)
(Quality) MOTRAS (2 sites), UNITUS (4 sites), Hyundai IHL (1 site), H Green Power (1 site)
4) Number of sites based on certificates. Excludes non-operational sites as of the end of 2025 (e.g., pre-mass production, production suspended) and sites one year prior to mass production (N/A).

Memberships

Sustainability Initiative Memberships

Initiative	Purpose of Membership
RE100	Securing momentum to achieve a 100% renewable energy transition
SBTi (Science Based Targets initiative)	Committing internationally to setting science-based reduction targets and obtaining approval for 2025 mid-term reduction targets
TCFD Supporter	Joining global efforts to address climate change
UN Global Compact Network Korea	Complying with the Ten Principles of the UN Global Compact
RBA (Responsible Business Alliance)	Responding to global regulations and Car OEM requirements regarding ESG due diligence

Major Memberships

Initiative	Purpose of Membership
Seoul Chamber of Commerce and Industry	Mandatory membership under the Chambers of Commerce and Industry Act, issuance of import and export documents, etc.
Korea Enterprises Federation	Collaborating and proposing policies to build cooperative labor-management relations
Korea Auto Industries Coop. Association	Collaborating with industry peers to advance the automotive industry
Korea Fair Competition Federation	Exchanging information and views with the government and businesses to ensure fair trade compliance
Korea International Trade Association	Obtaining trade information on exports and tariffs, and proposing policies
National Academy of Engineering of Korea	Exchanging information and building networks on current industrial technology issues
Korea Industrial Technology Association	Promoting technological cooperation networks and strengthening technological innovation capabilities
The Korean Society of Automotive Engineers	Advancing technology by sharing automotive research and technologies

GHG Verification Statement

Hyundai Mobis Domestic (Parent)

The Korea Management Registrar Inc. (hereinafter "KMR") has conducted the verification on the greenhouse gas (hereinafter "GHG") emissions (Scope 1 and 2) in 2025 of Hyundai Mobis.

PURPOSE & SCOPE

The purpose of this verification is to present an independent verification opinion on the greenhouse gas emissions inventory and the scope of the verification is as follows.

- Verification of places of business and emissions facilities under the control of Hyundai Mobis.

STANDARDS

- ISO 14064-3:2019
- ISO 14064-1:2018
- IPCC Guidelines for National Greenhouse Gas Inventories (2006)
- Guidelines on Emission Reporting and Certification under the Greenhouse Gas Emissions Trading Scheme (Ministry of Environment, 2025-64)

PROCEDURE

The assurance was conducted by the KMR based on a risk analysis approach and data evaluation. The data and factors applied to the calculation of GHG emissions were determined to be appropriate based on objective evidence.

INDEPENDENT

KMR does not have any stake in the verified entity and does not conduct verification with biased opinions/views. We have drawn an independent and objective verification conclusion based on the verification standards, and reviewed every aspect of the verification we performed throughout the entire verification process through internal review.

LIMITATION

The verification team verified the related reports, information and data presented by the audited institution by sampling or enumeration methods. As a result, there are many inherent limitations, and there may be disagreements in the interpretation of appropriateness. Although we have tried to faithfully perform verification that meets the verification standards, errors, omissions, and misstatements that were not identified may remain due to the limitations of the verification.

OPINION

- The assurance engagement was performed to satisfy a resonable assurance level, and no significant distortions were found in the verification results.
- According to KMR's approach, nothing was found that would lead to a finding that Hyundai Mobis failed to disclose data and information that was accurate and reliable in all material respects.
- Criticality: meets the criterion, which is less than 5%

GHG emissions (K-ETS)

(Unit: tCO_2eq)

Year	Location-based			Market-based		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
2025	7,735	104,563	112,298	7,735	93,503	101,238

* Total emissions may differ by ±1 tCO_2eq due to rounding differences in the summation process.

GHG emissions (including the Green Premium)

(Unit: tCO_2eq)

Year	Location-based			Market-based		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
2025	7,735	104,563	112,298	7,735	84,315	92,050

* Total emissions may differ by ±1 tCO_2eq due to rounding differences in the summation process.

RESULTS

Based on the above assurance criteria, we did not identify any inappropriate calculations or errors for the emissions of major emitting facilities. As a result, we express an "unmodified" opinion.

※ The entity shall be responsible for preparing the verification materials in accordance with relevant laws and standards, and KMR's ※ responsibility shall be limited to the parties to the verification contract under the terms and conditions agreed upon, and shall not be responsible for any other decisions, such as investments based on this verification opinion.

※ The company shall comply with the use of accreditation and logo marks under the agreement agreed with KMR.

Mar. 31, 2026

KMR ISO 14064-1 | IAF | National Institute of Environmental Research

KMR **CEO** E J Hwang

GHG Verification Statement

The Korea Management Registrar Inc. (hereinafter "KMR") has conducted the verification on the greenhouse gas (hereinafter "GHG") emissions (Scope 1 and 2) in 2025 of Subsidiaries of Hyundai Mobis Co., Ltd.

PURPOSE & SCOPE

The purpose of this verification is to present an independent verification opinion on the greenhouse gas emissions inventory and the scope of the verification is as follows.

- Verification of places of business and emissions facilities under the control of Subsidiaries of Hyundai Mobis Co., Ltd.

STANDARDS

• ISO 14064-3:2019 • ISO 14064-1:2018 • IPCC Guidelines for National Greenhouse Gas Inventories (2006)

• Guidelines on Emission Reporting and Certification under the Greenhouse Gas Emissions Trading Scheme (Ministry of Environment, 2025-64)

PROCEDURE

The assurance was conducted by the KMR based on a risk analysis approach and data evaluation. The data and factors applied to the calculation of GHG emissions were determined to be appropriate based on objective evidence.

INDEPENDENT

KMR does not have any stake in the verified entity and does not conduct verification with biased opinions/views. We have drawn an independent and objective verification conclusion based on the verification standards, and reviewed every aspect of the verification we performed throughout the entire verification process through internal review.

LIMITATION

The verification team verified the related reports, information and data presented by the audited institution by sampling or enumeration methods. As a result, there are many inherent limitations, and there may be disagreements in the interpretation of appropriateness. Although we have tried to faithfully perform verification that meets the verification standards, errors, omissions, and misstatements that were not identified may remain due to the limitations of the verification.

OPINION

• The assurance engagement was performed to satisfy a limited assurance level, and no significant distortions were found in the verification results.

• According to KMR's approach, nothing was found that would lead to a finding that Subsidiaries of Hyundai Mobis Co., Ltd. failed to disclose data and information that was accurate and reliable in all material respects.

• Criticality: meets the criterion, which is less than 5%

GHG emissions

Hyundai Mobis Domestic Subsidiaries

Year	Location-based			Market-based		
	Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total (tCO_2eq)	Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total (tCO_2eq)
2025	6,633	39,507	46,140	6,633	33,332	39,965

* Total emissions may vary by ±1 tCO_2e due to rounding differences during aggregation

RESULTS

Based on the above assurance criteria, we did not identify any inappropriate calculations or errors for the emissions of major emitting facilities. As a result, we express an "unmodified" opinion.

※ The entity shall be responsible for preparing the verification materials in accordance with relevant laws and standards, and KMR's responsibility shall be limited to the parties to the verification contract under the terms and conditions agreed upon, and shall not be responsible for any other decisions, such as investments based on this verification opinion.

※ The company shall comply with the use of accreditation and logo marks under the agreement agreed with KMR.

GHG emissions by business sites

Sites	Annual GHG Emissions					
	Location-based			Market-based		
	Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total (tCO_2eq)	Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total (tCO_2eq)
Motras Co., Ltd.	6,211	14,123	20,334	6,211	11,837	18,048
H GREENPOWER	226	13,716	13,942	226	11,354	11,580
HYUNDAI IHL CO., LTD.	131	11,177	11,308	131	9,650	9,781
GIT	65	491	556	65	491	556
Total	6,633	39,507	46,140	6,633	33,332	39,965

* Total emissions may vary by ±1 tCO_2e due to rounding differences during aggregation

Mar. 11, 2026

KMR ISO 14064-1 | IAF | National Institute of Environmental Research

KMR CEO E J Hwang

※ Unitus Verification Statement can be found on p.187.

GHG Verification Statement

Hyundai Mobis Domestic Subsidiaries

VERIFICATION TARGET

Korean Foundation for Quality (hereinafter 'KFQ') has conducted a verification of GHG Report of Unitus Co., Ltd.[1] (hereinafter 'Company') for 2025.

1) Organization address (based on headquarters): 168, 2gongdan 1-ro, Seobuk-gu, Cheonan-si, Chungcheongnam-do

VERIFICATION PURPOSE

The purpose is to ensure the reliability of the company's GHG Report in relation to the operation of the Emissions Trading Scheme.

VERIFICATION SCOPE

KFQ's verification covered all facilities and emission sources under the operational control and organizational boundary of Company during 2025.

VERIFICATION CRITERIA

The verification process was based on [Rule for emission reporting and certification of GHG emission trading scheme[2]], [Rules for verification of operating the GHG emission trading scheme[3]] and [ISO14064-3] for every applicable part.

2) Notification No. 2025-64 of Ministry of Environment 3) Notification No. 2025-165 of Ministry of Environment

LEVEL OF ASSURANCE

The Verification has been planned and conducted as the 'Rules for verification of operating the GHG 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 entire process of 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

KFQ present the following conclusions regarding the GHG emissions data included in the GHG Report.

1) GHG emissions have been appropriately calculated according to the "Rule for emission reporting and certification of GHG emission trading Scheme" and "ISO14064-1" methodologies.

2) The materiality assessment result of GHG emissions has satisfied the criteria for an organization that emits less than 500,000 tCO_2eq by meeting less than 5% of the total emissions.

3) Thus, KFQ concludes that GHG Emissions of Company in 2025 is correctly calculated and reported in accordance with "Rule for emission reporting and certification of GHG emission trading Scheme".

GHG emissions

(Unit: tCO_2eq)

Year	Location-based			Market-based		
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total
2025	7,795	61,255	69,050	7,795	50,111	57,907

* Because total emissions from each site are rounded, the company's total emissions may differ from the actual values by ±1 tCO_2eq.

May 14, 2026

Ji Young Song

CEO Ji-Young Song

Korean Foundation for Quality

Korean Foundation for Quali

National Institute of Environmental Research

GHG Verification Statement

Hyundai Mobis Overseas Operations

Korea Management Registrar (KMR) verified the 2025 greenhouse gas emissions (Scope 1 and 2) of Hyundai Mobis's overseas operations.

PURPOSE & SCOPE

The purpose of this verification is to provide an independent verification opinion on the GHG emissions inventory. The scope of verification is as follows:

- The verification covered all sites and emission facilities under the operational control of Hyundai Mobis's overseas operations.

STANDARDS

- ISO 14064-3:2019
- ISO 14064-1:2018
- IPCC Guidelines for National Greenhouse Gas Inventories (2006)
- Guidelines for Reporting and Certification of Emissions under the Greenhouse Gas Emissions Trading Scheme (Ministry of Environment, No. 2025-64)

PROCEDURE

The verification team conducted on-site verification based on a risk analysis approach and data evaluation, and assessed the appropriateness of the data and parameters used to calculate GHG emissions based on objective evidence. In accordance with the verification guidelines, the verification team reasonably verified the GHG emissions for the reporting period.

INDEPENDENT

Korea Management Registrar (KMR) has no conflict of interest with the verified organization and conducts verification without bias. The verification team derived independent and objective verification conclusions based on the verification standards, and reviewed the entire verification process through internal deliberation.

LIMITATION

The verification team verified the reports, information, and data provided by the verified organization using sampling and complete enumeration methods. This approach carries inherent limitations, and differences in interpreting conformity may arise. Although we strived to conduct a thorough verification in accordance with the verification standards, we note that undiscovered errors, omissions, or misstatements may exist as a limitation of this verification.

OPINION

- The greenhouse gas emissions verification was conducted to provide limited assurance in accordance with the verification standards, and no material misstatements were identified in the verification results.
- Based on KMR's approach, nothing has come to our attention that causes us to believe that Hyundai Mobis's overseas operations have not disclosed accurate and reliable data and information in all material respects.
- Materiality: Meets the criteria of less than 5%

GHG emissions

(Unit: tCO_2eq)

Year	Location-based			Market-based		
	Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total	Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total
2025	31,098	204,998	236,096	31,098	137,338	168,436

* Total emissions may vary by ±1 CO2eq due to rounding differences during aggregation.

RESULTS

Through verification, we confirmed that emissions from major emission facilities were calculated and reported without omission. In accordance with the verification criteria, we express an "unqualified" opinion.

※ The Company is responsible for preparing verification data in accordance with relevant laws and standards. KMR's responsibility is limited to the parties involved in the verification under the agreed contract terms, and KMR assumes no responsibility for any other decisions, such as investments, made based on this verification statement.

※ The Company must comply with the terms of use for the accreditation and logo marks under the contract agreed with KMR.

Mar. 11, 2026

KMR ISO 14064-1

National Institute of Environmental Research

KMR CEO E J Hwang

GHG Verification Statement

Hyundai Mobis

Korea Management Registrar (KMR) verified the 2025 greenhouse gas emissions (Scope 3) of Hyundai Mobis.

PURPOSE & SCOPE

The purpose of this verification is to provide an independent verification opinion on the GHG emissions inventory. The scope of verification is as follows:

- Sites and emission facilities under the operational control of Hyundai Mobis

STANDARDS

- ISO 14064-3:2019
- ISO 14064-1:2018
- WRI/WBCSD GHG Protocol (2013)
- IPCC Guidelines for National Greenhouse Gas Inventories (2006)
- Guidelines for Reporting and Certification of Emissions under the Greenhouse Gas Emissions Trading Scheme (Ministry of Environment Notification No. 2025-64)

PROCEDURE

The verification team conducted on-site verification using a risk analysis approach and data evaluation, and assessed the appropriateness of the data and parameters used to calculate GHG emissions based on objective evidence. In accordance with the verification guidelines, the verification team reasonably verified the GHG emissions for the reporting period.

INDEPENDENT

Korea Management Registrar (KMR) has no conflict of interest with the verified organization and conducts verification without bias. The verification team derived independent and objective verification conclusions based on the verification criteria, and reviewed the entire verification process through internal deliberation.

LIMITATION

The verification team verified the reports, information, and data provided by the verified organization using sampling or complete enumeration methods. This approach carries inherent limitations, and differences in interpreting conformity may arise. Although we strived to conduct a thorough verification in accordance with the verification criteria, we note that undiscovered errors, omissions, or misstatements may exist as a limitation of this verification.

OPINION

- The GHG emissions verification was conducted to provide limited assurance in accordance with the verification criteria, and no material misstatements were identified in the verification results.
- Based on KMR's approach, nothing has come to our attention that causes us to believe that Hyundai Mobis Co., Ltd. has not disclosed accurate and reliable data and information in all material respects.
- Materiality: Meets the criteria of less than 5%

Scope 3 GHG Emissions

(Unit: tCO_2eq)

Category	Scope 3	Emissions	Remarks (Calculation Status)
CAT 1	Purchased goods and services	14,454,878	O
CAT 2	Capital goods (equipment, office equipment)	19,666	O
CAT 3	Fuel- and energy-related activities	75,266	O
CAT 4	Upstream transportation and distribution	220,684	O
CAT 5	Waste generated in operations	5,689	O
CAT 6	Business travel	13,270	O
CAT 7	Employee commuting	2,061	O
CAT 8	Upstream leased assets	208	O
CAT 9	Downstream transportation and distribution	68,308	O
CAT 10	Processing of sold products	51,164	O
CAT 11	Use of sold products	1,563,865	O
CAT 12	End-of-life treatment of sold products	231,134	O
CAT 13	Downstream leased assets	-	X
CAT 14	Franchises	-	X
CAT 15	Investments	105,710	O
Total		16,811,903	

* Total emissions may vary by ±1 tCO_2eq due to rounding differences during aggregation.

OPINION

Through verification, we confirmed that emissions from major emission facilities were calculated and reported without omission. In accordance with the verification criteria, we express an "unqualified" opinion.

※ The Company is responsible for preparing verification data in accordance with relevant laws and standards. KMR's responsibility is limited to the parties involved in the verification under the agreed contract terms, and KMR assumes no responsibility for any other decisions, such as investments, made based on this verification statement.

※ The Company must comply with the terms of use for the accreditation and logo marks under the contract agreed with KMR.

Mar. 11, 2026

KMR ISO 14064-1 | IAF | National Institute of Environmental Research

KMR CEO E J Hwang

Third-Party Assurance Statement

Independent Practitioners' Limited Assurance Report

Conclusion

We have performed a limited assurance engagement on the following information in the Sustainability Report ("Report") of Hyundai Mobis Co., Ltd. (the "Company") as of and for the year ended December 31, 2025.

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, 2025	177-180	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 as of and for the year ended December 31, 2025 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 are 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. 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

Independent Practitioners' Limited Assurance Report

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, 2026

This report is effective as of June 24, 2026, 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

Overview

Hyundai Mobis has published an annual Sustainability Report since 2010 to transparently share its sustainability initiatives and foster mutual growth with all stakeholders, including employees, value chain workers, and local communities. To select key reporting topics, we conducted a Materiality Assessment that evaluates environmental, social, and financial impacts while incorporating stakeholder feedback. The 2026 Sustainability Report, its 17th edition, comprehensively details Hyundai Mobis's sustainability commitments and achievements.

Reporting Period

The reporting period is from January 1 to December 31, 2025, and three years of quantitative data from 2023 to 2025 (as of year-end) are provided. However, quantitative data for subsidiaries includes one to three years of information depending on the reporting item. Significant achievements outside the reporting period up to May 2026 are also included.

Reporting Boundary

This report covers the sustainability activities and performance of all Hyundai Mobis sites in Korea and overseas. Some information is limited to a non-consolidated basis and is indicated in the footnotes. The detailed reporting boundaries for quantitative data are categorized into all domestic sites, including the headquarters, and domestic and overseas subsidiaries (consolidated subsidiaries).

- Non-consolidated: Headquarters, domestic production sites, logistics centers, parts sites, R&D centers, and overseas sales branches

  *Headquarters data is excluded from environmental indicators and targets, except for GHG and energy. Domestic and overseas subsidiaries: 35 out of 45 consolidated companies (including affiliated sites)

  *10 excluded companies: Moabit, American Autoparts Inc, Mobis America Inc, MOBIS Spain Electrified Powertrain SL, Mobis US Electrified Powertrain LLC, Mobis Hungary Kft., Mobis Parts CIS LLC, Mobis Module CIS LLC, Mobis US Alabama LLC, Chongqing Hyundai Mobis Automotive Parts Co Ltd.

Reporting Standards

This report has been prepared in accordance with the GRI Standards 2021 and aligns with the European Sustainability Reporting Standards (ESRS) and the TCFD (Task Force on Climate-related Financial Disclosures) recommendations. Financial information is presented on a consolidated basis in compliance with K-IFRS. All financial and non-financial data are based on the 2025 fiscal year (FY2025). Within metrics and targets, the symbol ('~') indicates that data is either unavailable or not disclosed in detail. Any significant changes in quantitative data are noted separately in the relevant sections.

Report Reliability

To enhance the internal and external reliability of the report, KPMG Samjong Accounting Corp., an independent assurance provider, conducted third-party assurance to ensure the reliability and fairness of the reporting process, disclosed data, and content. The assurance statement is included in the Appendix.

Forward-Looking Statements

Certain statements in this report, including anticipated activities and sustainability-related goals and strategies, are forward-looking and reflect Hyundai Mobis's current views on future performance. These forward-looking statements are based on various assumptions that may ultimately prove to be inaccurate. This report contains forward-looking statements regarding various goals, commitments, and strategies related to Hyundai Mobis's sustainability vision, Net-Zero, eco-friendly (electrification) products, occupational safety and health, and supply chain management. Forward-looking statements can generally be identified by the use of terms such as 'advance', 'target', 'strategy', and 'plan'. Hyundai Mobis cannot guarantee that the anticipated performance will be realized or that the expected impacts will occur. These statements are intended solely to help stakeholders understand the Company's strategic direction and operating environment.

We assume no obligation to update or revise any forward-looking statements to reflect risks or uncertainties arising after the publication of this report.

About This Report

Publication Information

Publisher	Hyundai Mobis
Publication Date	July 2026
Prepared by	Hyundai Mobis Sustainability Planning Team
Advisors	Samil PwC
Assurance	Samjong KPMG, Korea Management Registrar (GHG/Energy)
Design	-

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References

Business Report	Corporate Governance Report	Net-Zero Report
Consolidated Audit Report	Responsible Minerals Report	

Contributing Departments

Business Improvement Team 3	Security Improvement Team	Finance Team
Polymeric Materials Team	Brand Communication Team	E-PT/Module Business Planning Team
Procurement Cost Management Team	Business Enablement Team	Strategy Planning Team
Procurement Strategy Team	Social Value Strategy Team	Strategic Corporate Development Team
Domestic Customer Support Team	Win-Win Collaboration Team	Information Security Team
Domestic Service Parts Business Team	Service Logistics Operation Team	ICT Planning Team
International Finance Team	Service Parts Supply Support Team	GHR & Organization Team
International Legal Team	Service Parts Management Team	Compliance Team
Global Procurement Management Team	Service Parts Planning Team	Sustainability Planning Team
Global Business Management Team	Global Subsidiary Support Team	Intellectual Property Team
Global Package Management Team	Service Parts SHE Team	Recruitment Branding Team
Global Quality Strategy Team	Advanced Quality Operation Team	Creative UX Team
Global SHE Support Team	Learning & Development Team	Quality Planning Team
Metal & Electrical Materials Team	Tax Team	Quality Information Team
Fundamental Technology Materials Team	Safety Culture & Education Team	Overseas Service Parts Business Team
Corporate Culture Team	Safety & Health Management Team	Overseas Parts Export Team
Climate & Energy Strategy Team	SHE Inspection Team	Accounting Team
Labor Relations Planning 1 Team	Sales Planning Team	EV Battery Service Business Team
Labor Relations Planning 2 Team	Employee Stock Ownership Association Secretariat	IR Team
External Affairs Team	Work & Life Support Team	QM Improvement Team
Marketing Team	Raw Material Purchasing Team	R&D Regulation & Certification Team
Semiconductor Technology Strategy Team	Infortainment/HMI Quality Control Team	R&D Strategy Team
Legal Team	Automation Technology Team	
Compensation Team	Asset Management Team	

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