



2024

CEO Investor Day

Hyundai Motor Company

HYUNDAI WAY



2023 Recap

Hyundai Motor Way

Securing Profitability and EV Competitiveness

**Manufacturing /
Production Flexibility**

New
EV-dedicated plants

PT/PE Diversity

Swift and efficient
response to demand
by utilization of
existing plants

**Optimizing
Investment Cost**



**Shortening Timeline
for Electrification**



Our Achievements

2023 Record-high Business Performance

162.7 T

Sales Revenue (₩)

15.1 T

Operating Profit (₩)

9.3%

OPM

2024 Q2 Highest Operating Profit and Sales Revenue

45 T

Sales Revenue (₩)

4.3 T

Operating Profit (₩)

9.5%

OPM

Our Achievements

All Three Global Credit Rating Agencies

“A” Credit Rating



A3
Stable

MOODY'S



A-
Stable

S&P Global



A-
Stable

FitchRatings



AAA
Stable

NICE

2023 Sales Units

4.21M



Our Achievements

Global cumulative sales of hybrid vehicles

Surpassed +2M units



Hyundai Motor Group

Ranked No. 1 among OEMs in the J.D. Power 2024 U.S. Initial Quality Study



IONIQ 5 N

Won the 2024 TopGear.com Electric Awards



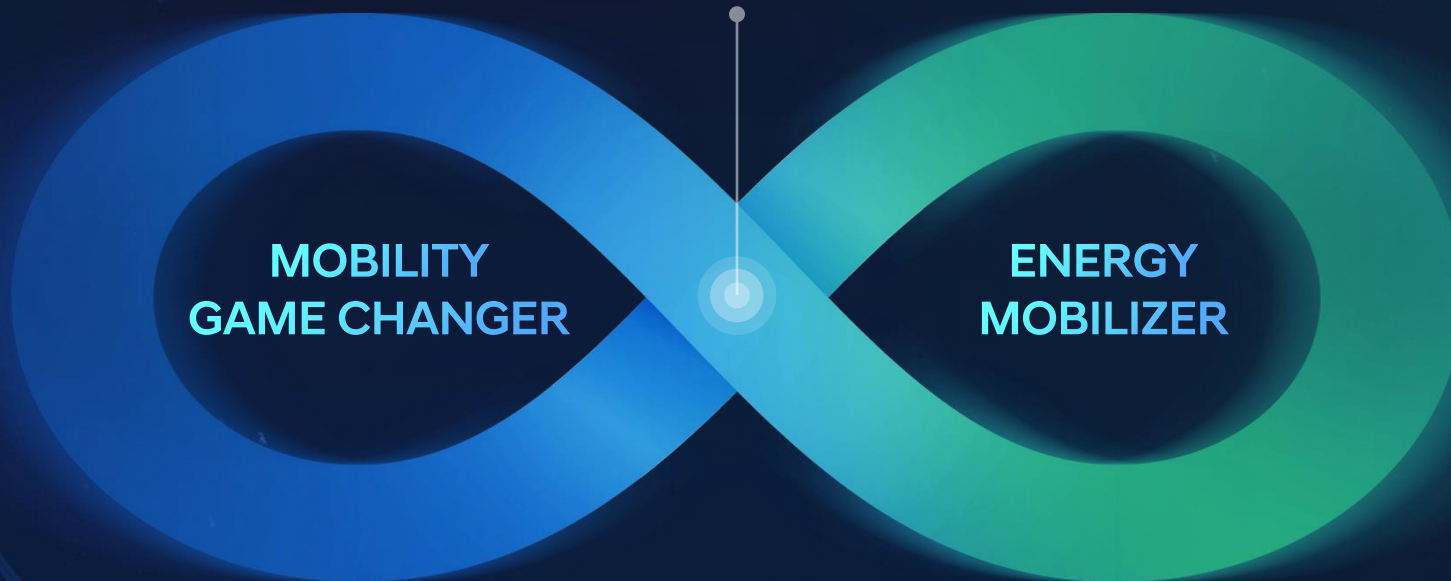
Xcient Fuel Cell Truck

Achieved record of 10M km total driving distance in Switzerland



HYUNDAI WAY

HYUNDAI DYNAMIC CAPABILITIES



Hyundai Dynamic Capabilities

Flexible Response to Market based on Core Capabilities

Strengthening HEV Competitiveness

Expansion of HEV line up and Improvement of Performance/Fuel Efficiency



Introduction of Next-generation Hybrid

Introduction of TMED-II with significant improvement in performance and fuel efficiency over TMED



Improvement of Cost Competitiveness

Cost reduction and profitability enhancement



Coverage Expansion

Full lineup deployment including Genesis considering the role of HEVs



Product Value Enhancement

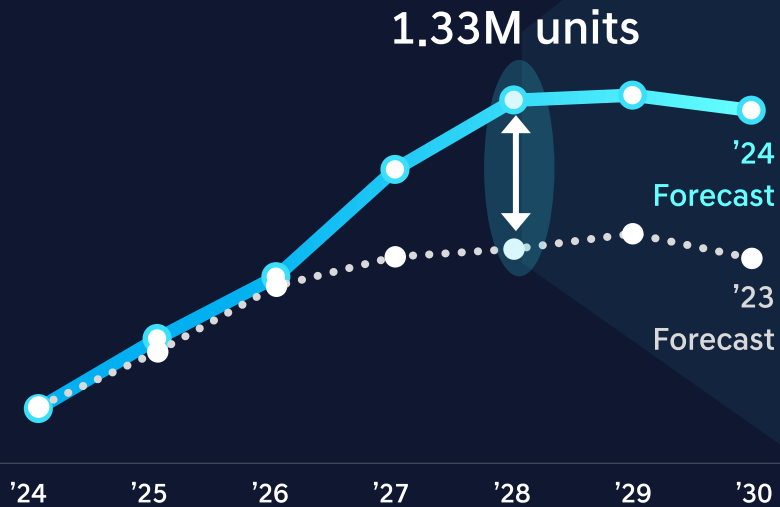
Application of HEV exclusive premium technologies

Regional HEV Deployment Plan

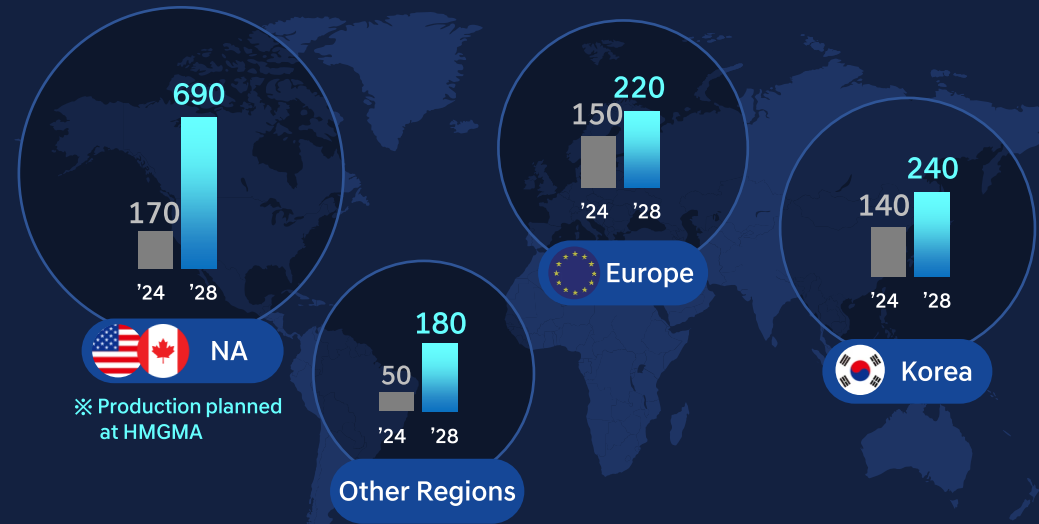
Expansion of HEV Deployment and Securing Market Portfolio Flexibility

HEV sales volume

Increased by around 40% (Based on '28)



Sales Plan by Region (Unit: k units)



EREV

(Extended Range Electrified Vehicle)



ICE

Charging / Fueling

Long Driving Range



EV

Driving Comfort

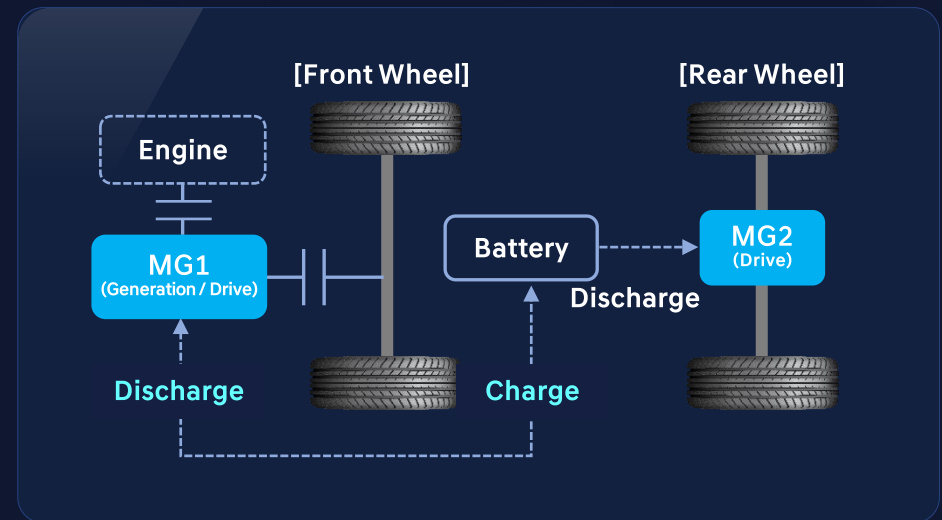
Eco-Friendliness

HMC's Unique EREV System

Other OEMs with 3 Motor System
(1 Generation & 2 Drive)

vs.

HMC's 2 Motor System
(1 Integrated (Generation / Drive) & 1 Drive)



EREV

Powered by only electricity,
and engine is used only for charging

EREV Value Proposition

Bridging from ICE to EV through EREV

**Superior
Driving Range**

Over 900km



**Charging
Stress-Free**

Both fueling / charging



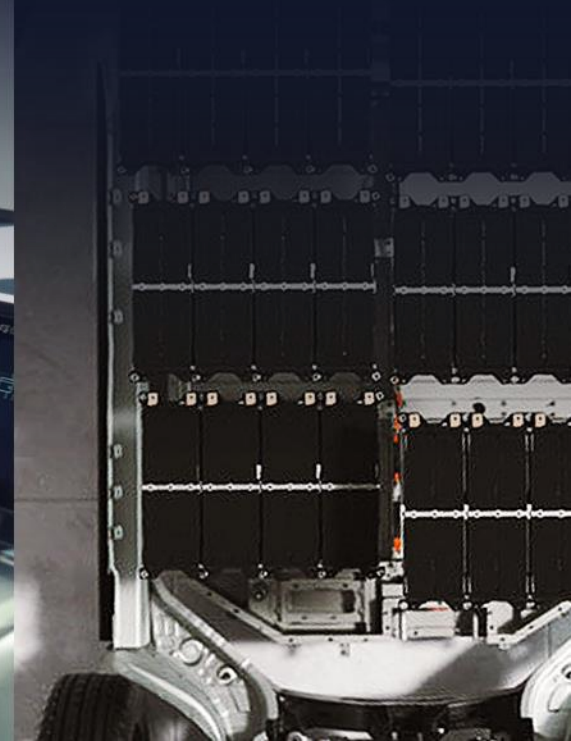
**EV-Like
Driving Experience**

Improvement of
driving responsiveness



**Price Competitiveness
over EV**

Optimization of
battery capacity

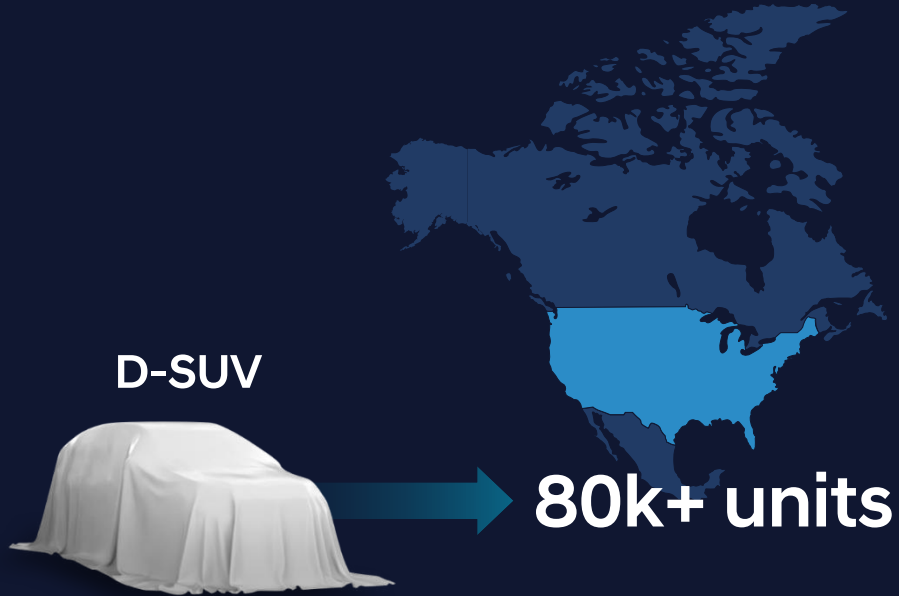


EREV Deployment Plan



North America

Prioritize deployment of D-SUV in the NA market and expand into advanced markets



China

Respond to the Chinese market with an affordable C-segment platform



EV Full Lineup

Provide Customers with a Wide Range of Options from Mass-Market to Luxury/High-Performance Models

Launch 21 Models by 2030

casper

Affordable EV



 **HYUNDAI**

Mass-market EV

Compact - Large





Luxury EV

Total 6 models / lineup



High-performance EV

Hyundai N (vision 74)

/ Genesis Magma



High-Performance / Luxury EVs



**Inherits
Motorsports Heritage**

High-performance EV delivering consistent driving pleasure and experience

IONIQ

Mass-Market EV lineup



**Inherits Luxury
ICE Leadership to EV**

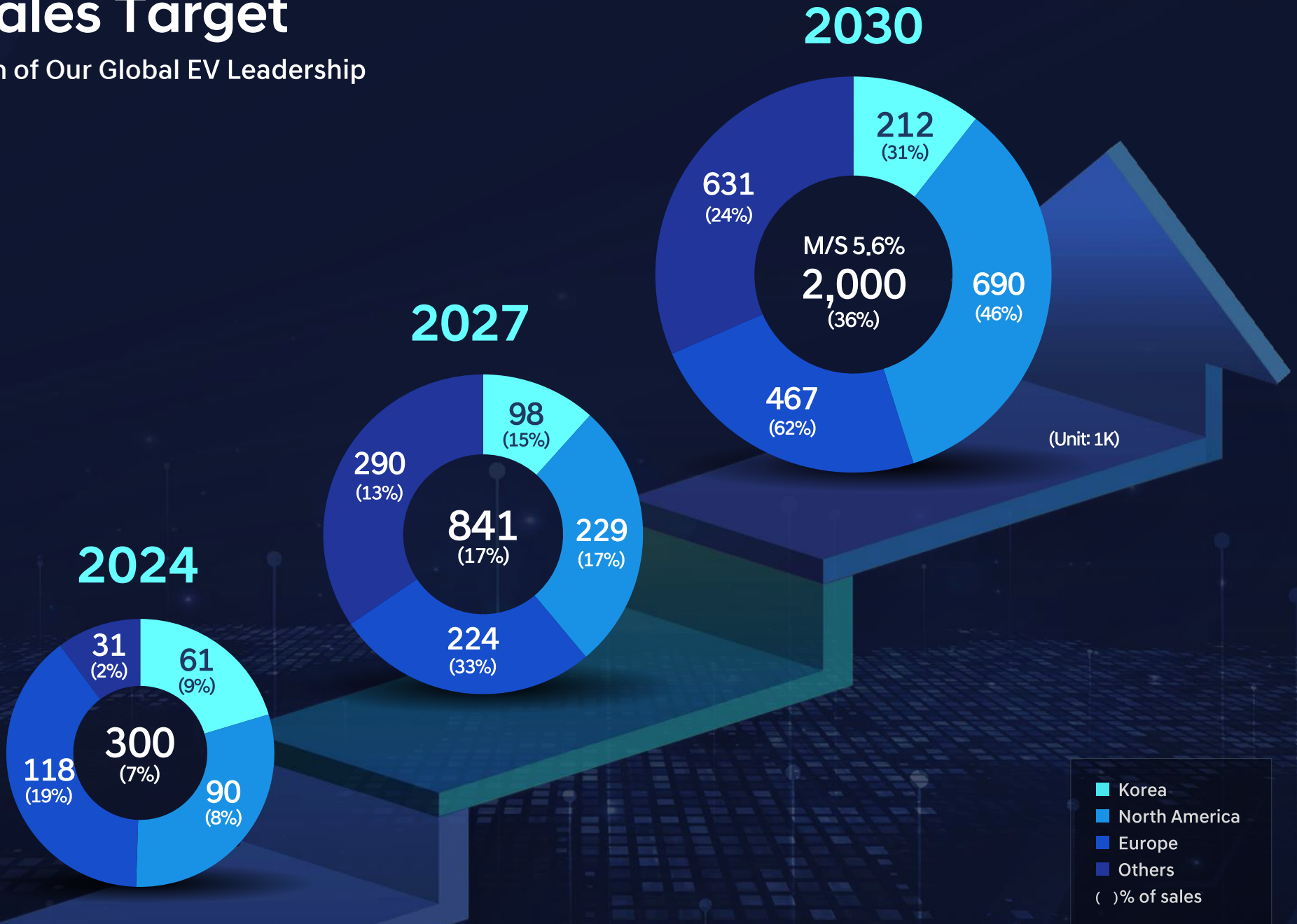
High-end EVs carrying long-built luxury and authentic product value

Expansion to
**High-Performance
/ Luxury EVs**

UNIQUE BRAND

EV Sales Target

Expansion of Our Global EV Leadership





Hyundai Dynamic Capabilities

Global Strategic Initiatives

2030 HMC Global Sales

5.55 Million Units



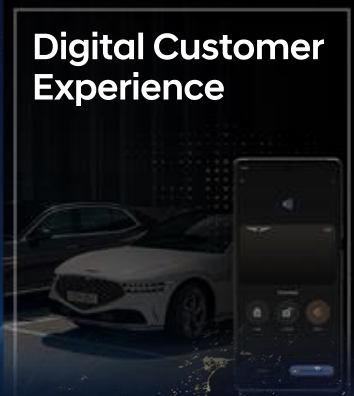
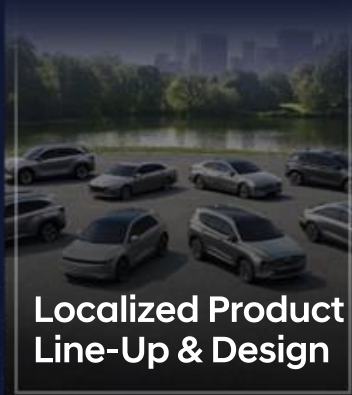
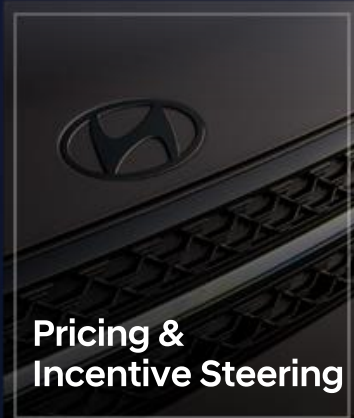
Leading
Automotive

Mobility,
New Business
& Services

Reimagined
Capital &
Finance



Empowering Our Regional Organizations



Strengthening Our Position in Key Markets...

North America

Focused investment on vehicle leasing

Growing dealer franchise value

Competitive xEV & Modern Design

- 11.2% US EV market share by May YTD
- 6 of top 10 most fuel-efficient EVs on the market
- New sales records for IONIQ 5 & 6 in Q2
- 42% increase in HEV Sales in Q2 vs. prior year



Hyundai Motor Group
Metaplant America

New Ownership Models with Hyundai Evolve+

Europe

Optimized stock of highly in-demand xEVs

Localized “EV Made in Europe”

Virtual compound & agile distribution

Dealer Network Development

- Commitment to dealer model
- New national sales entities
- 90%+ dealer exclusivity

... And Accelerating Our Sales in Growth Markets

South America

Regionalized product line-up

Advanced CRM & CX system

Unified Distribution

- Single dealer network
- Full vehicle line-up offered
- Harmonized IT systems

Deeply integrated with Latin America

Asia, Middle East & Oceania

Breakthrough in Japan

New Hyundai Capital captive financing

New CKD Plant in Saudi Arabia

- 50k capacity per year
- Hyundai Kona, IONIQ 5, and more
- Establish industrial supply chain

Expanded vehicle assurance

New regional talent pool

New Battery Plant & Supply Chain Resiliency

- 10 GWh battery plant in Indonesia
- Proximity to HMMI and ASEAN plants
- Capacity for 150k+ EVs



Global Production Strategy

Targeting to Produce an Extra 1M Units by 2030 through Global Factory Expansion and Maximized Facility Utilization



Manufacturing Innovation (HMGICS)

Technology Hub for Smart Manufacturing

Smart Manufacturing

- Made up of nearly 200 robots, AI, and advanced vision technology
- Achieved a great deal of automation in terms of both logistics and assembly



Sustainable Manufacturing

- The roof of HMGICS' facility is covered with 2,600+ pieces solar panels that will provide over 1.8 GWh of renewable electricity annually to the production floor



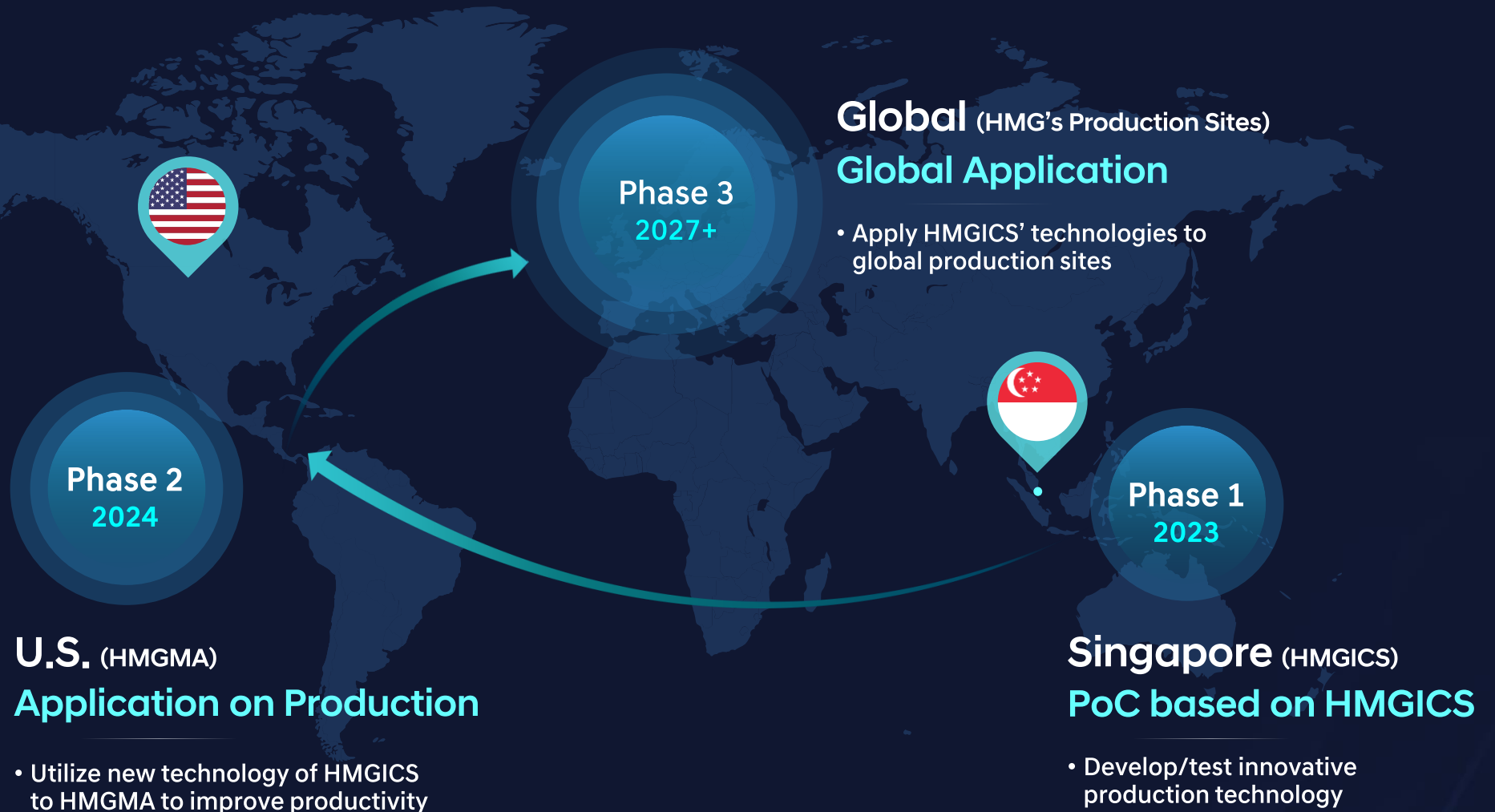
Skytrack Lounge

- 620-meter track on the rooftop to check out our IONIQ vehicles
- Visitors can also partake in this experience



Global Application of HMGICS' Tech

Expand HMGICS' Innovative Production Technologies from HMGMA to other Global Manufacturing site of HMG



Manufacturing for the Future

Home to HMG's
Full Family of Brands



300k+ Vehicle
Production Capacity



2025 IONIQ 5

IONIQ 9
and more ...

Localized Production to
North America

EV & hybrid production

Proximity to battery plants with
LGES and SK On

Foundation to leading North
America's electrification
journey

Ahead of Schedule, Accelerated Production Start to Q4 2024

Equipment Installation in Progress, Followed by Pilot Production and First Delivery!

HMG Metaplant
America

Driving Innovation Through Global Strategic Partnerships

Leading Automotive



- Joint Development of Parts, Platforms, and Vehicles
- Manufacturing Innovation
- Next-Generation Partnerships
- Global Standardization of Systems and Technologies
- Strengthened Supply Chain

Mobility, New Business & Services



- Hydrogen Business
- Fuel cell, Green Steel, H₂ Production & Logistics
- Digital Transformation via Cloud Service Alliances
- New Mobility Ecosystems
- Customer Journey Reinvented

Reimagined Capital & Finance



- Dealer Partnership
- Vertically Integrated Ecosystems
- Global Footprint
- Cross-Industry Partnerships
- Next-Generation Energy Infrastructure



Hyundai Dynamic Capabilities

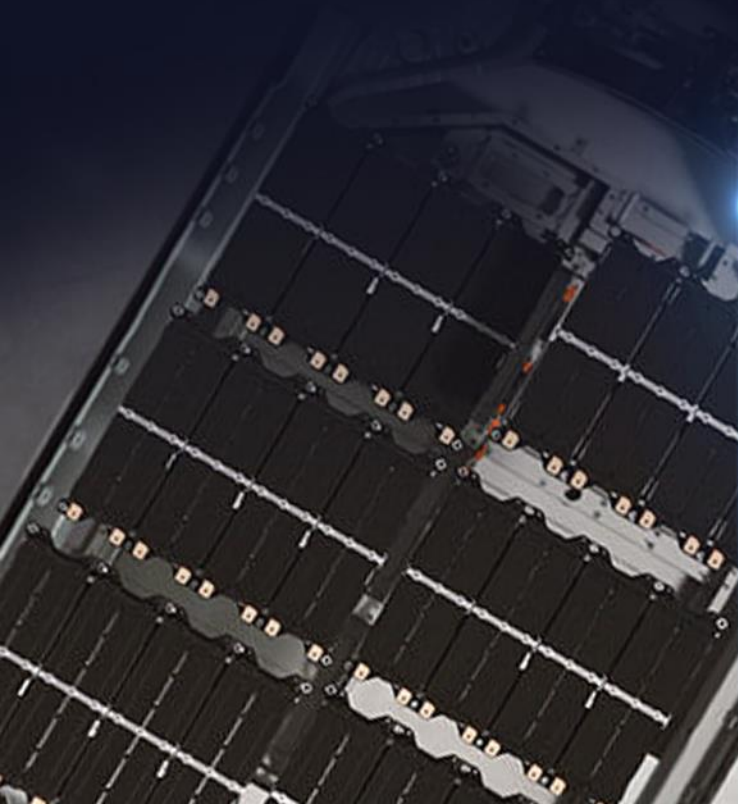
Battery Solution

Battery Solution

Providing Total Battery Solutions for Safe and Convenient EVs

01

**Securing Battery
Technology Differentiation**



02

**Strengthening Battery
Competitiveness**



03

**Advancing Battery
Safety Technologies**



Battery Technology Differentiation

Embedding Vehicles with Lithium-Ion Battery for the first time in the World
and Continuing Efforts to Innovate Battery Technology for High-Performance Eco-Friendly Vehicles

Battery System Development Capabilities

World-Class Battery Solution Technology Enabling Customer Value and Performance of Eco-Friendly cars

2006



Verna HEV

Mass produced
HMC's first HEV

2009



Avante HEV

Mass produced
world's first model with
lithium-ion batteries

2010



Sonata HEV

Internalized battery
module / pack / system

2021



IONIQ 5

Achieved world's first
18-minute charging
speed in EV

2023



Santa Fe HEV

Applied world's first
OEM-designed HEV
battery cells

Acceleration of Next Generation Battery Research to Continue to Lead the Shift to Electrification

Leveraging the Development Hub for Solid-State Battery

Next Generation Battery Research Building to be completed within Uiwang R&D Center
(Dec '24)



Battery Technology Differentiation

The only OEM in the world with a Full Lineup of Eco-Friendly Batteries

「The only OEM in the World」 with Battery Full Lineup

ICE



12V

48V

HEV / PHEV



270V

360V

EV



400V

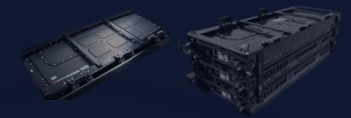
800V

FCEV



Fuel cell + Battery

CV



800V

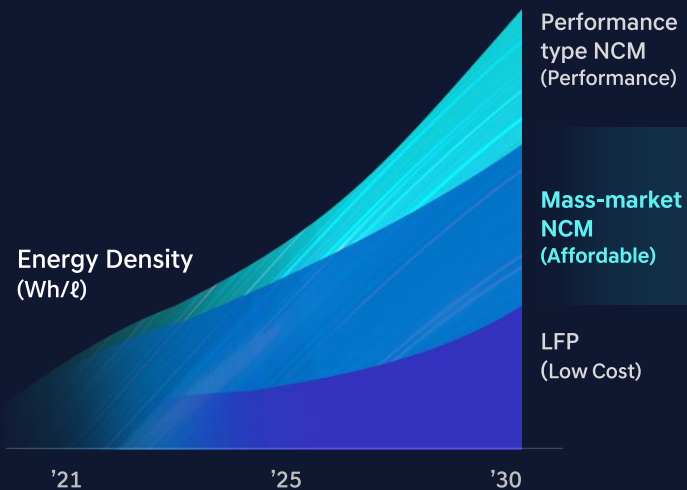


Strengthening Battery Competitiveness

Cell Energy Density Improvement and Chemistry Diversification

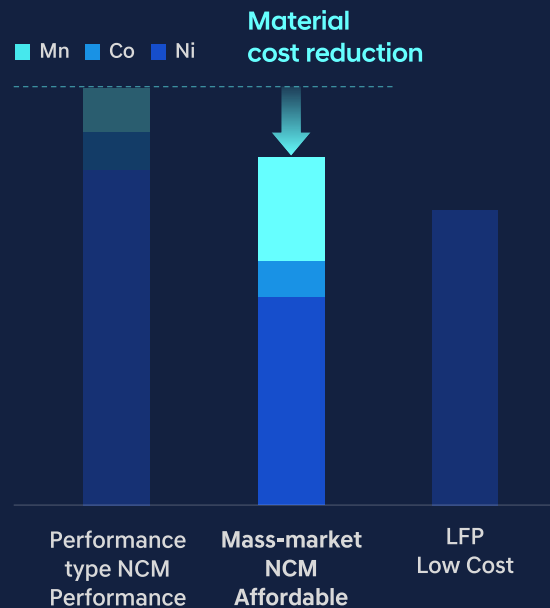
Energy Density Improvement

- Improvement +20% by '30 (performance type)
- Battery materials diversification for various EVs



Development of New Entry-Level NCM Battery

- Low-cost solution for 70~100kwh high-volume models
- Secure price competitive of battery cell



Application of CTV Structure

- Cost Reduction and Lightweight of around 10%
- Improvement of heat transfer performance by around 45%



Advancing Battery Safety Technology

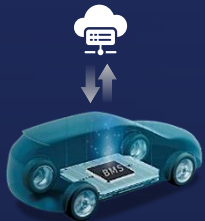
HMC's Battery Safety Technology

Battery Management System (Pre-diagnosis)

Safety System

Real-Time Safety Diagnosis

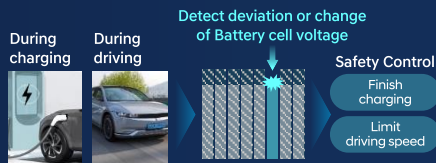
Cloud server
(to be implemented additional remote diagnosis)



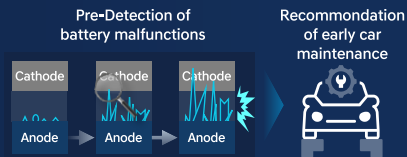
Malfunction Detection during Parking



Real-Time Battery Diagnosis during Charging · Driving and Safety Control



Pre-Detection of Safety Issues and Preventive Maintenance with Diagnostic Technology

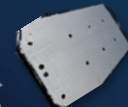


Safety Ensuring Structure with Flame Suppression

Emergency vent



Refractory material



Heat Transfer Prevention Structure



High voltage relay



Emergency Vent : Controls release of high-temperature flammable gases

Refractory Material : Controls high-temperature conductive powder

Control Venting Gases in the Event of Thermal Runaway and Block Flame with Refractory Material

Prevent Heat Transfer between Cells

Mobility Game Changer

Software-centric Transition and New Mobility Business

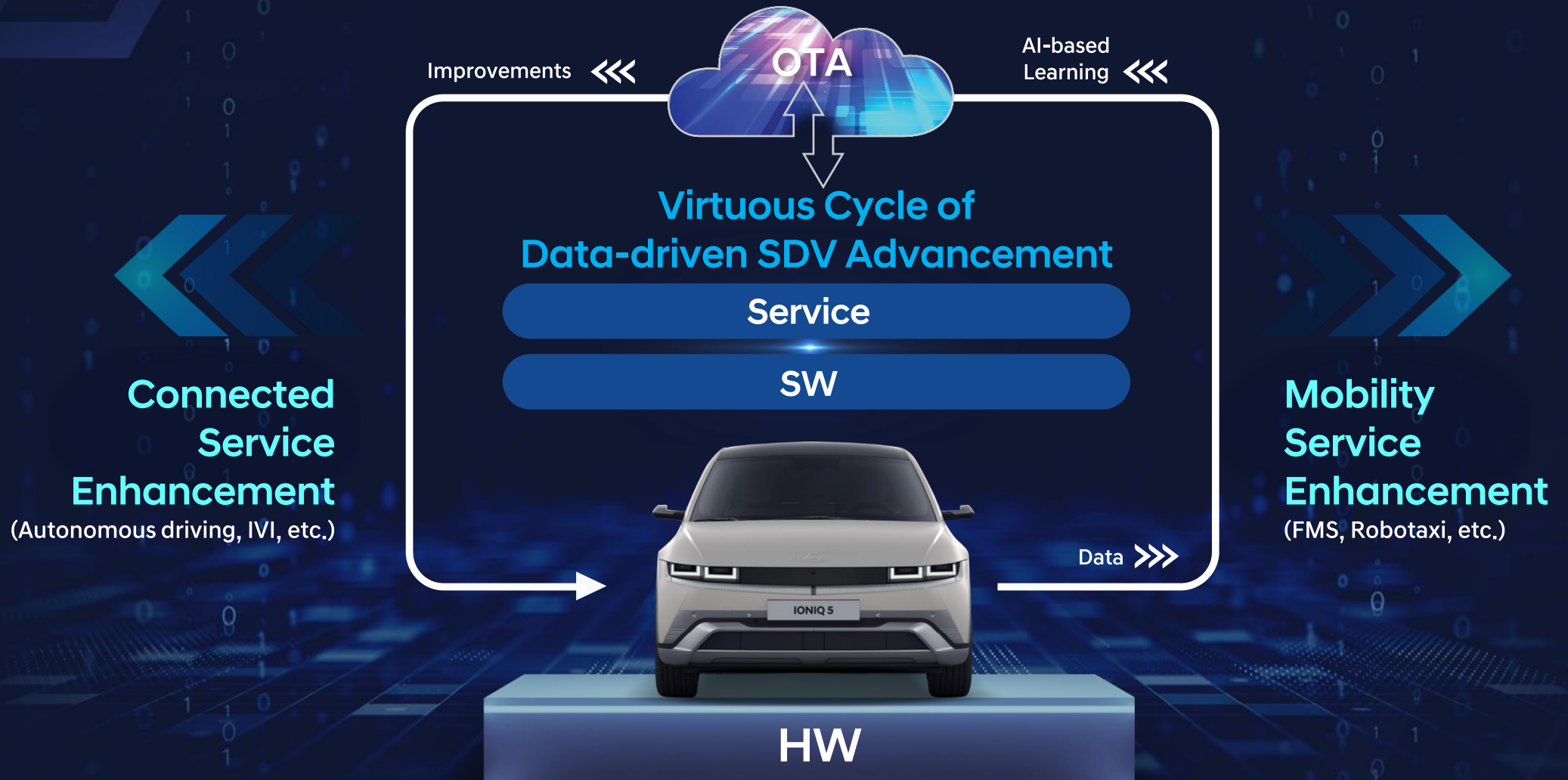


Mobility Game Changer

Software-centric Transition

SDV Direction

Ensuring Safe and Comfortable Vehicles

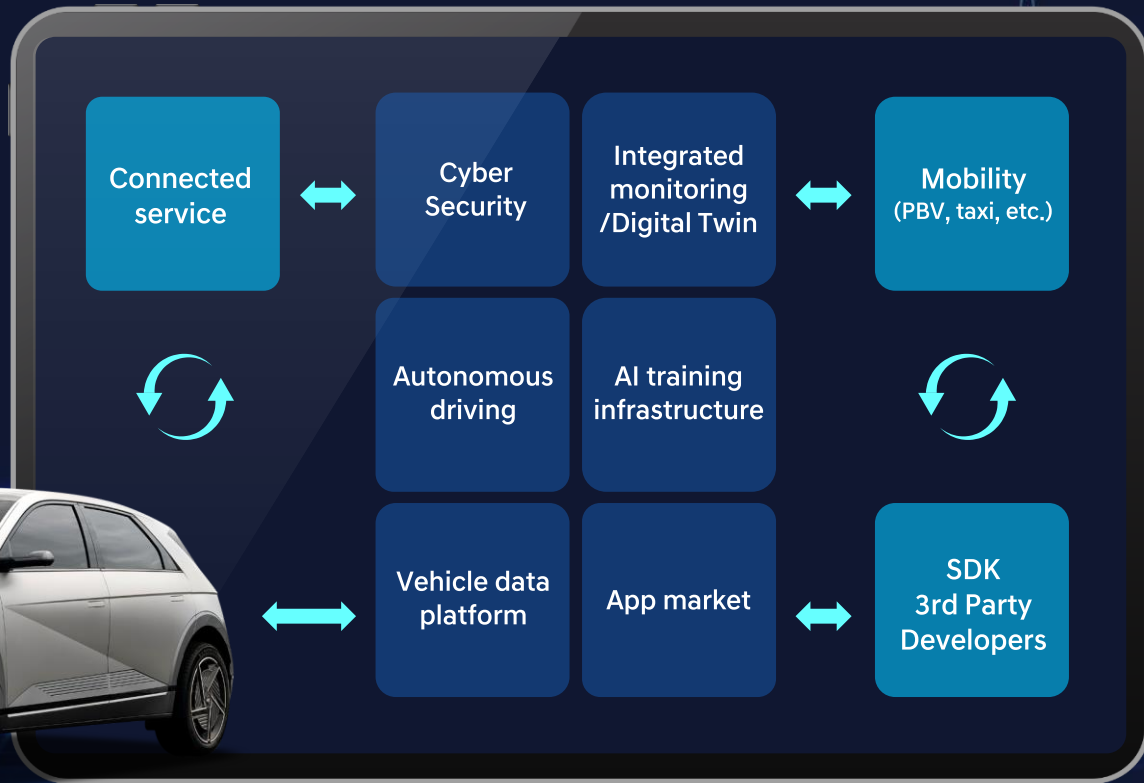


SDV Ecosystem

Build a future mobility ecosystem based on 42dot's SW technology platform

SDV ECOSYSTEM

42dot



E/E Architecture




Foundation for Rapid Improvement and Release of Service/Feature

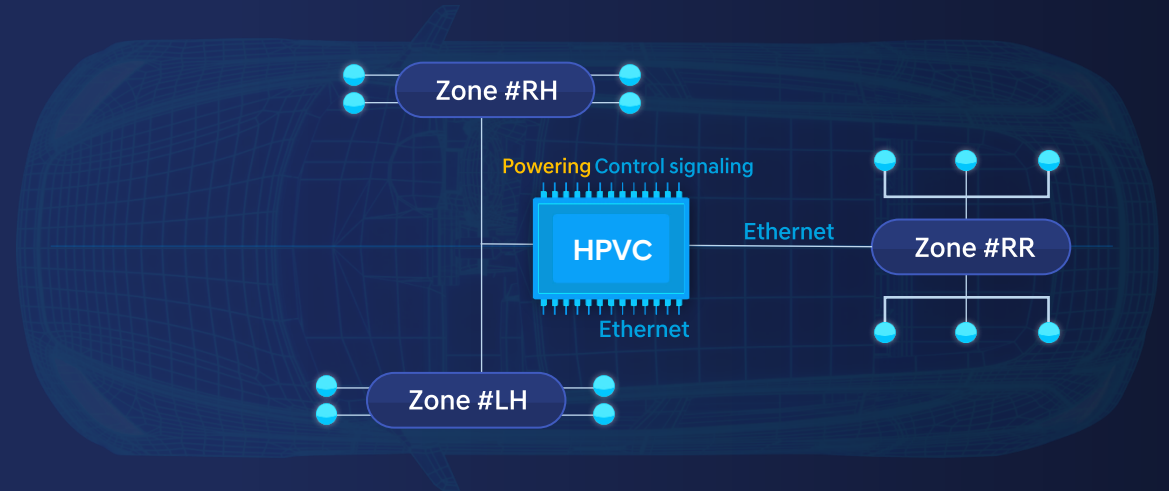


Domain Architecture



Zonal E/E Architecture

-  HPVC Controller
-  Zone Controller (I/O dedicated Controller)
-  I/O Part

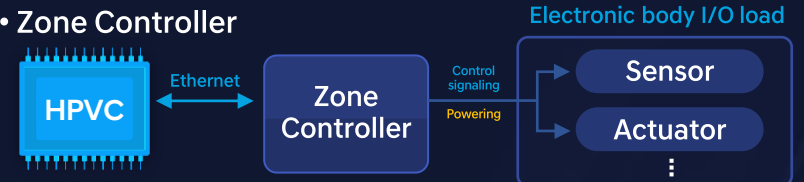


Centralized
Integrated
Controller
Development

• HPVC (High Performance Vehicle Computer)



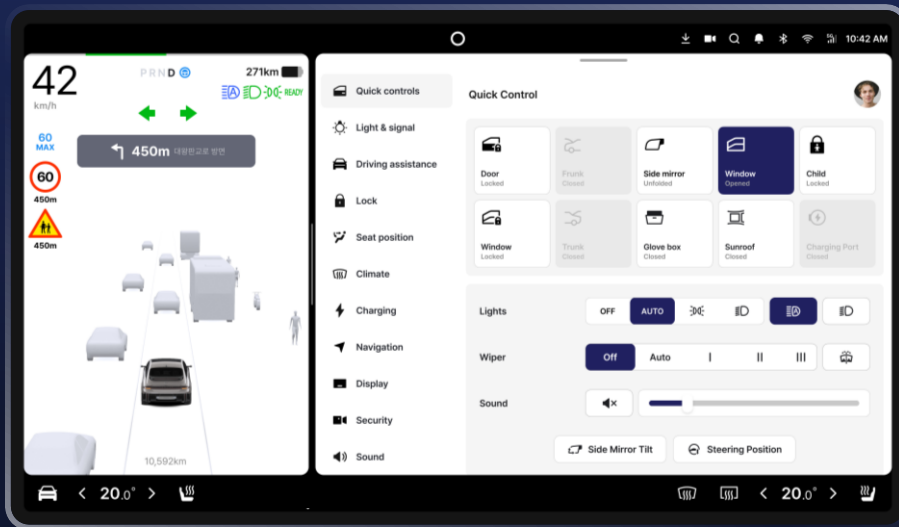
• Zone Controller



Next-Generation UX / UI

Digital Cockpit

- Android Automotive
- Center Display with Various Sizes



Open Ecosystem

- Android OS and APP store
- Conversational AI assistant
- Advanced personalization service

EVERYDAY MOBILE EXPERIENCE



Advancement of Autonomous Driving Technology

Data and AI Training System

Autonomous driving data collection and model training automation system for advance AI learning



Model ↔ Data



Autonomous Driving Computing System

Reliable computing system based on functional safety and redundancy



Functionality



Safety



Security

End-to-End Autonomous Driving Technology

Technology based on End-to-End deep learning methodologies covering perceive/judge/control, and L2+~L4 step-by-step expansion

Input

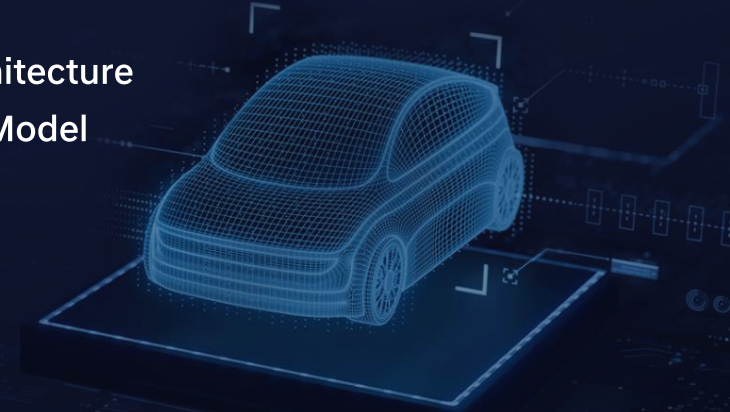


Output

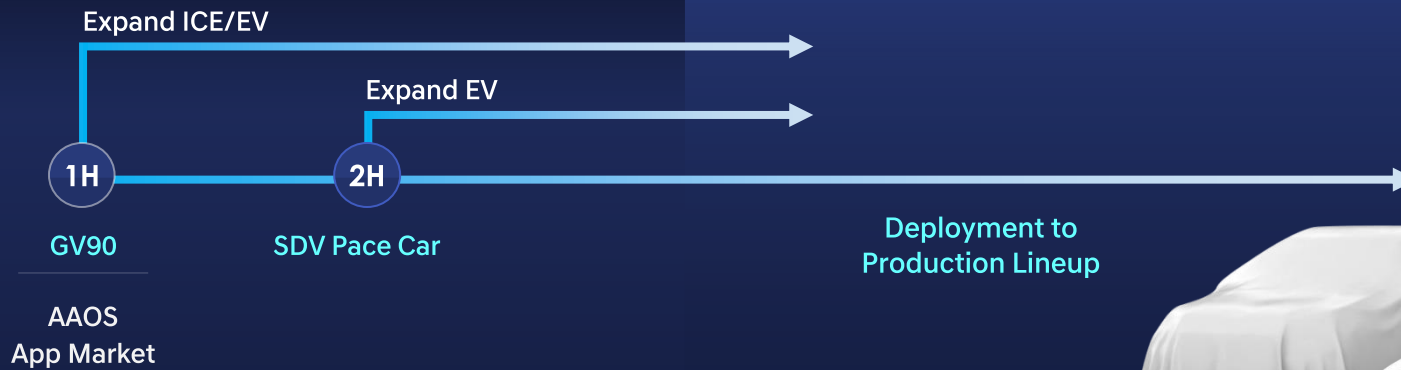
SDV Migration

Full Stack SDV

- Centralized Integrated Controller and Zonal E/E Architecture
- Demonstration of SDV technology, UX, and Service Model before Expansion to Production Lineup
- Expansion of User Experience



Deployment Plan



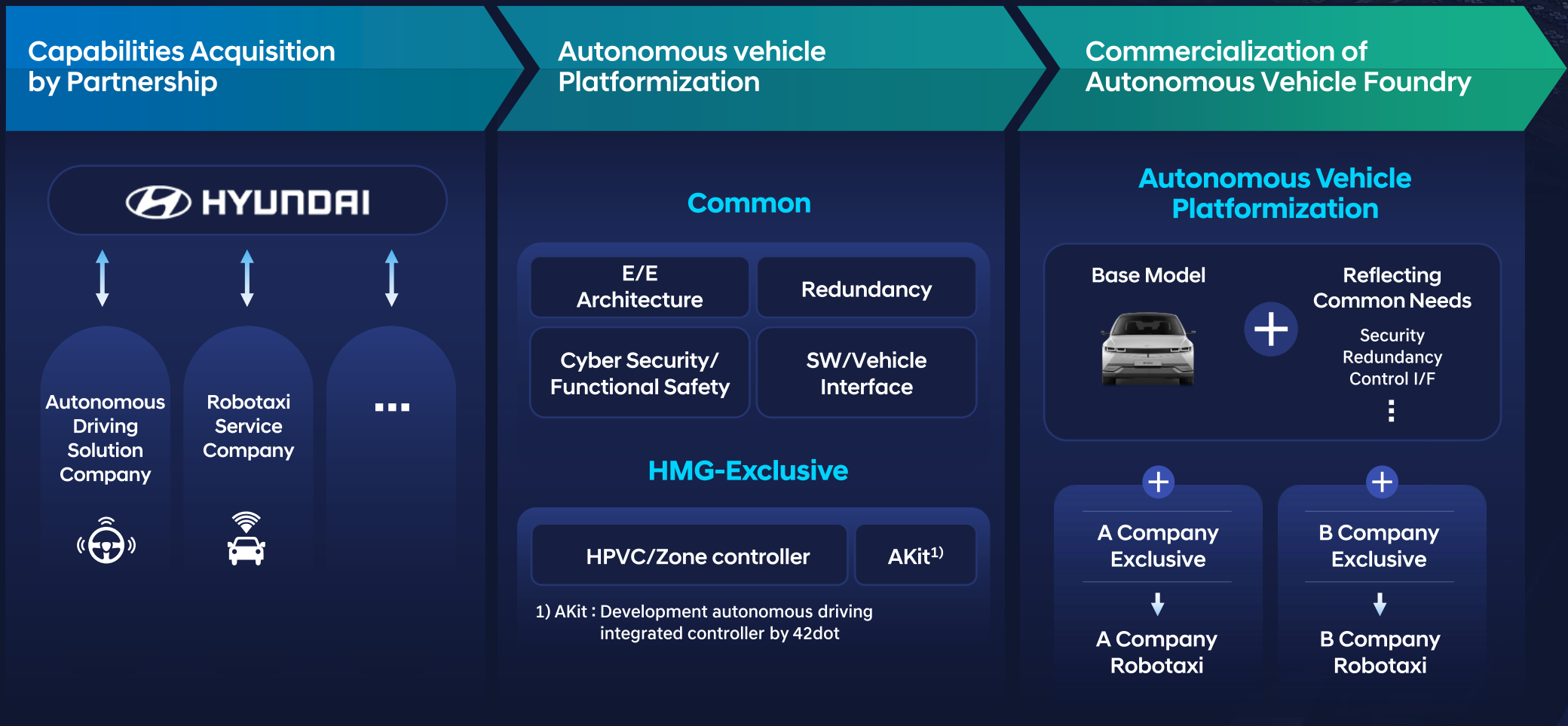


Mobility Game Changer

New Mobility Business

Autonomous Vehicle Foundry Business

Offer Autonomous Vehicles Globally by Utilizing HMC's HW and Manufacturing Competitiveness



Global Expansion of Autonomous Vehicle Service

Leveraging the Experience of U.S. Robotaxi Operation to Optimize Technology and Expand Business Globally



'26~

Short-term

IONIQ5-based Robotaxi in major cities of U.S.



'31~

Long-term

Develop Robotaxi-Optimized Vehicle & Expand Globally



Business Model Diversification of Autonomous Vehicle Service

**Development/Sale
of Lv.3 Solution**

Based on Lv.4

**Sales of Lv.4 SW
Solution**

**Additional Revenue
via Robotaxi**

Delivery, Ads, etc.



Energy Mobilizer

Early Realization of Transition to Hydrogen Society

NET ZERO by 2045

Achieve Carbon Neutrality
Expand Hydrogen Business



Why Hydrogen

Excellent Clean Energy Carrier thanks to Its High Energy Density, Ease of Storage and Transportation



Clean

Emits pure water and safe for the environment



Versatile

Idle energy storage and diverse applications



Accessible

Easy access to abundant sources for production



Fair

Lowers geographical energy disparities

Prospects of Hydrogen

Energy Transition driven by Necessity for Carbon Neutrality Increases Demand for Hydrogen



Source: Bloomberg New Energy Finance

Carbon Neutrality
Energy Transition
Hydrogen Demand
Market Growth

Hyundai's Hydrogen Mobility Heritage

1998	2000	2013	2018	2020	2020	2022	2023
							
Fuel Cell System Development	Prototype Development	World's First Mass-Produced *FCEV	Fuel Cell Electric Dedicated Model	World's First Mass-Produced FCEV Truck	Mass-Produced FCEV Public Bus	High-Performance FCEV Concept	FCEV Tractor (for North America) FCEV Express Bus (for Korea)

*FCEV: Fuel Cell Electric Vehicle

Committed to hydrogen R&D for the past 27 years with numerous world's first achievements



**Broad affiliate competencies uniquely position Hyundai's leadership
across the entire hydrogen value chain**

Global Energy Transition Leader

Mobility

Fuel Cell Electric Vehicles
Fuel Cell Systems
Clean Logistics



Value Chain Business

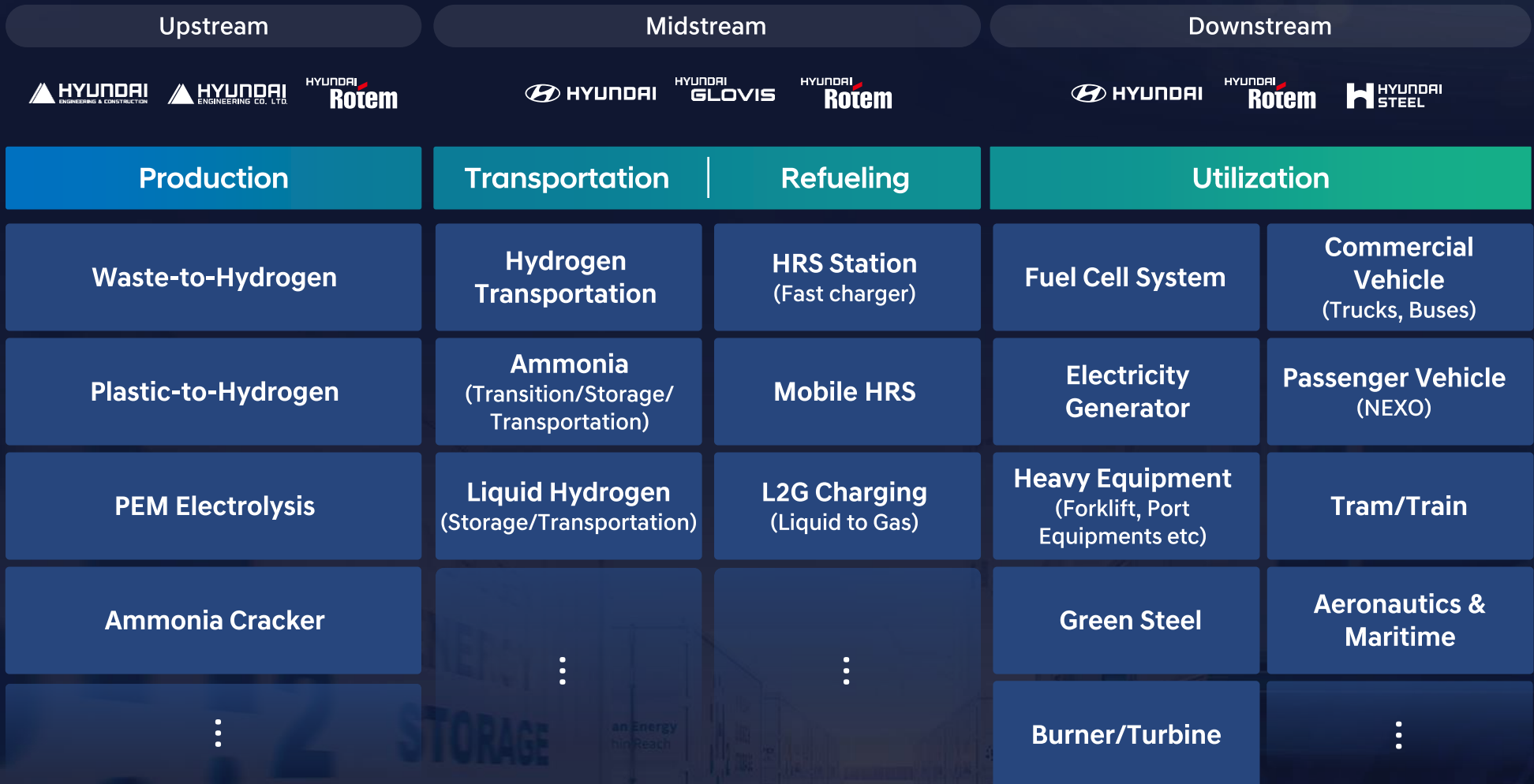
H₂ Production, Storage & Transportation
Industrial Energy Applications
Port Decarbonization



Hyundai is like no other energy company with roots deeply grounded in mobility, and like no other mobility company with branches so far reaching into energy sectors

Hydrogen Value Chain

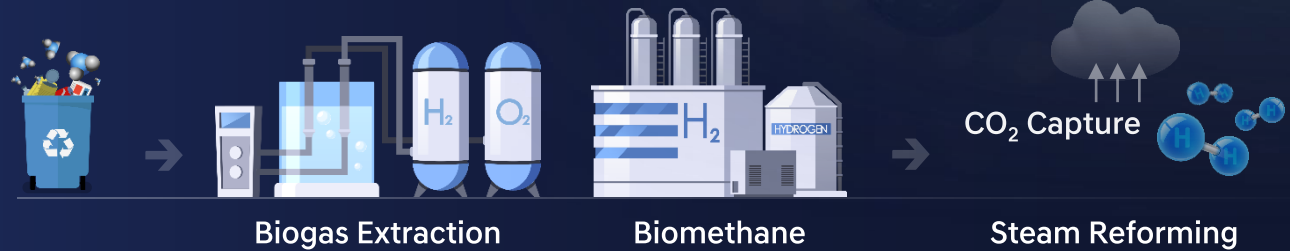
HTWO Grid Provides Flexible End-to-End Hydrogen Solutions that can be Tailored to Business Requirements



Hydrogen Production

Transforming Unwanted Waste into Hydrogen

Waste to Hydrogen (W2H)



Plastic to Hydrogen (P2H)



Upcoming W2H/P2H Projects



Domestic

- Cheongju W2H, '25
- Paju W2H, '26
- Dangjin P2H, '28



Poland

- Lublin, W2H, '27



Indonesia

- West Java, W2H, '29



Port Decarbonization

Hydrogen Offers Practical Energy Transition Solution for all aspects of Port Operations

Port Logistics: NorCAL ZERO Project

The Single Largest Commercial Deployment of Class 8 FCEV Trucks in North America

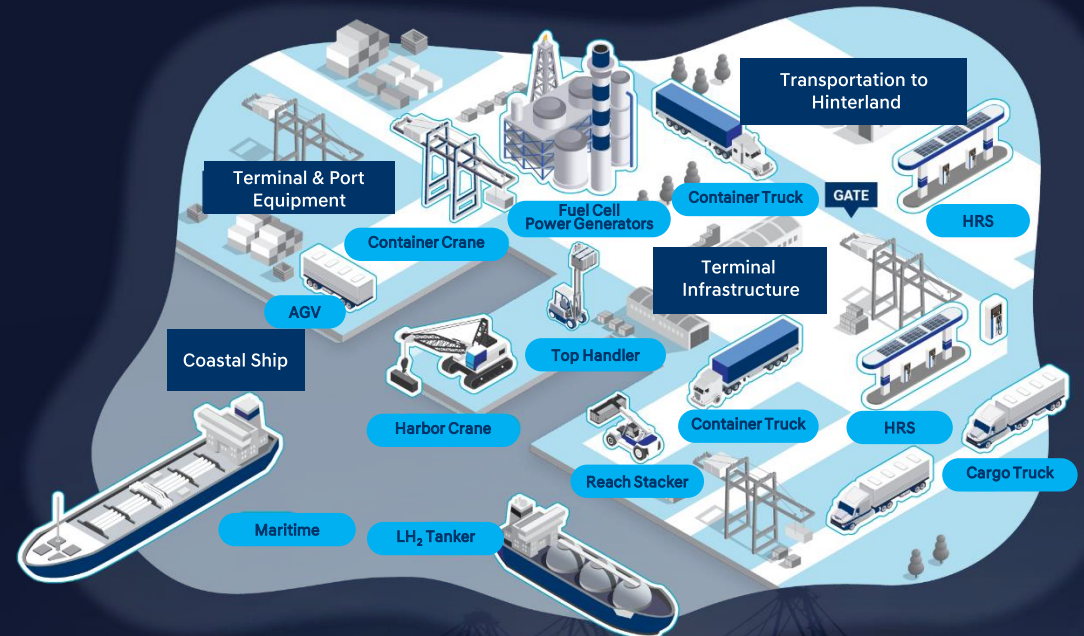


30 Units of XCIENT Fuel Cell for NorCAL Zero



Port Decarbonization

Hydrogen powers end-to-end port operations



Clean Logistics Business

Pioneering Clean Logistics Business starting in HMGMA

HTWO Logistics Joint Venture

Class 8 FCEV trucks deployment supporting HMGMA logistics



Expansion in Domestic Market

Expand HTWO Logistics in Korea for Hyundai's manufacturing and port hinterland operations



Fuel Cell System Lineup Expansion

Broad New Applications Covered by Expanded Fuel Cell Systems Lineup

Fuel Cell System

Current Lineup

100kW



Fuel Cell Powerpack*

Current Lineup

30kW, 50kW



*System + H₂ Tank + Battery + Etc



Expanded Fuel Cell Systems Lineup



Hydrogen Society

Powering a Net Zero Future ... Today!



FINANCIAL



Financial Part

Achieve mid-to long-term financial target via mid-to long-term investment plan, leading to a virtuous cycle of value-up program that enhances corporate value

Invest

Mid-to
Long-term
Investment Plan

Return

Mid-to
Long-term
Financial Target

Share

Value-up
Program

Mid-to Long-term Investment Plan

Invest KRW 120.5 trillion over the next 10 years to pave the Hyundai Way

R&D **54.5(+7.1)**

Strengthen leadership of Electrification by developing products and platforms

CAPEX **51.6(+4.5)**

Optimize production capacity by constructing new EV plants and infrastructures

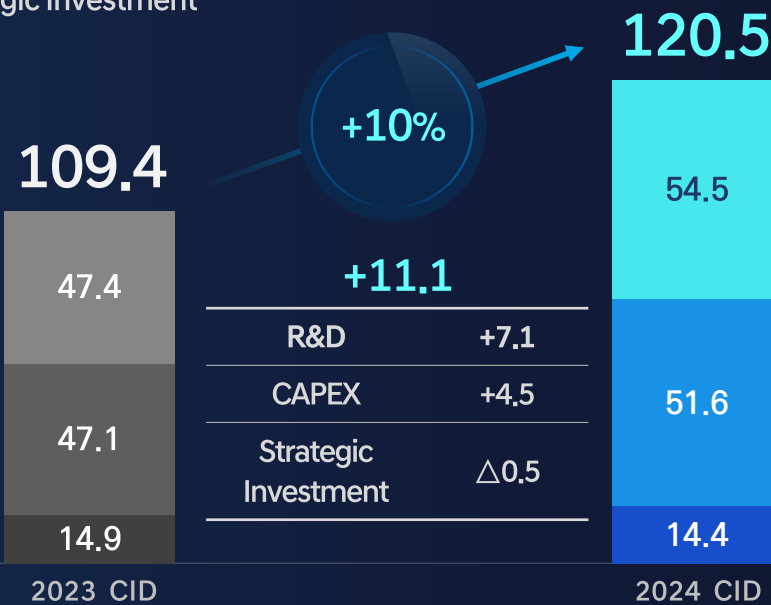
Strategic Investment **14.4(Δ0.5)**

Invest in future business (e.g. optimizing value chain)

10-year Investment Plan (2024 ~ 2033)

- R&D
- CAPEX
- Strategic Investment

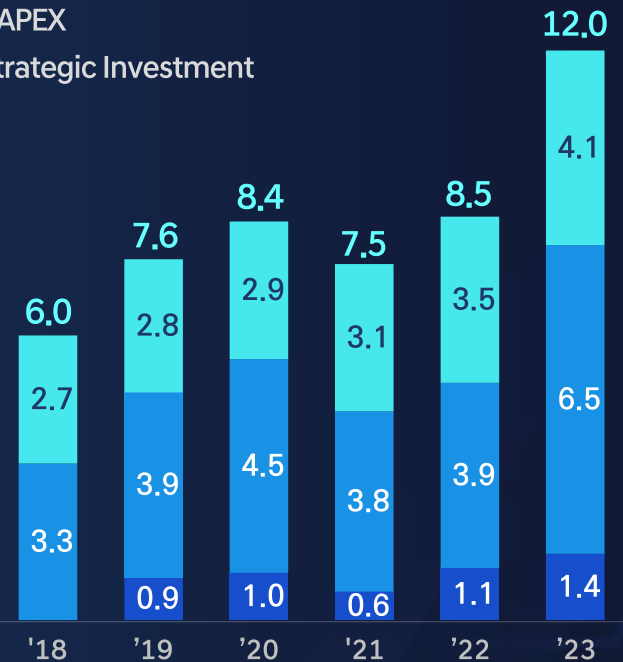
Unit: KRW Trillion



2018 ~ 2023

- R&D
- CAPEX
- Strategic Investment

Unit: KRW Trillion



Mid-to Long-term Investment Plan

Invest KRW 120.5 trillion over the next 10 years to pave the Hyundai Way

R&D

- Secure profitability amid EV chasm
- Develop HEV/EREV products to prepare against market uncertainties
- Develop next-generation Modular Architecture
- Secure battery competitiveness
- Enhance ICE products
- Improve fuel efficiency/vehicle performance/product quality

37.4

- Develop advanced autonomous driving technology
- Transition into SDV via development of E/E architecture

14.5

- Develop next-generation fuel cell technology to enhance FCEV
- Develop hydrogen ecosystem
- Develop water electrolysis technology

2.6

54.5

CAPEX

- Invest in facility of Hyper Casting and establish new EV-dedicated plant in Ulsan
- Invest in establishment of EV infrastructure : Establish EV charging stations and develop platforms
- Enhance production capacity in emerging markets /improve aging factory
- Expand customer base of sales/service

50.8

- Verify Full Stack SDV and develop mobile platforms

0.2

- Invest in facility of hydrogen fuel cell production base (China HTWO)

0.6

51.6

Strategic Investment

- Establish battery JV to stably procure battery and key materials

4.5

- Increase investment in Robotaxi business and commercialization (Motional/42dot)
- Invest in Supernal/BD

7.4

- Commercialize hydrogen value chain (Production/Transportation/Storage/Utilization)

2.5

14.4

Unit: KRW Trillion

Hyundai Dynamic Capabilities

92.7

Mobility Game Changer

22.1

Energy Mobilizer

5.7

120.5

Hyundai Motor India IPO

Leveraging global capital markets to raise investment funds

Reinforcing localization and leadership within India via listing in one of the largest global stock markets

Pursuing innovation that aligns with global standards via overseas listings like HMI IPO (HMC, HMI)



IPO Update

- HMI filed DRHP with SEBI (June 2024)
- Concluded management roadshow with global institutions all over the world
- Aims to list within 2024 based on regulatory approvals

Asia / Middle East

Asia / ME
60+
Institutions

India
50+
Institutions

North America

Europe

NA / Europe
40+
Institutions

HYUNDAI MOTOR INDIA'S RIGHT-TO-WIN

01

Democratizing
access through
innovation:
“Something for
everyone”

02

Award-winning
brand with a track
record of
leadership

03

“Win-Win”
approach across
stakeholders

04

Flexible, localized
and automated
manufacturing

05

Future ready
orientation

06

Delivering growth
at scale, with
industry leading
profitability and
returns

07

Highly experienced
leadership team
and independent
directors with
strong community
focus

Mid-to Long-term Financial Target

2024

OP Margin **8~9%**



Average Profitability



- Overcome EV chasm by increasing production of high-margin HEV
- Optimize vehicle sales mix and relieve 'peak-out' concerns by increasing ASP worldwide

2027

OP Margin **9~10%**



- Secure profitability amid EV chasm by widening eco-friendly PT to HEV/EREV
- Improve profitability of EV and EREV to further enhance average margin of PT to increase OP margin

2030

OP Margin **10%+**



- Accelerate transition into electrification by improving profitability of all PT
- Optimize market adaptability with similar margin on all PT

*OP Margin: Consolidated Basis

Value-up Program

Sustainable growth of shareholder return to enhance corporate value

2017-2022

Distribute 30~50% of Ex-finance FCF
Semi-annual Dividend
(Interim, year-end)

- Announced first-ever dividend policy to provide investors a stable dividend outlook
- Enhanced payout ratio to target global competitors

2023-2024

Minimum Payout 25%, Quarterly Dividend, Cancellation of existing treasury shares
(1% per year for 3 years)

- Enhanced transparency on dividend
- Implemented quarterly dividend policy to provide a stable return
- Initiated mid-to long-term treasury share cancellation policy

2025~2027

TSR 35%+ / ROE Target
Minimum DPS of KRW 10,000

- Introduce TSR policy for the first time
- Target 3-yr avg ROE of 11-12%
- Introduce minimum dividend to ensure stable DPS
- Announce maximum buyback up to KRW 4 trillion over the next 3 years
- Sustain expanding shareholder return policy (dividend/treasury share buyback)

Value-up Program

Sustainable growth of shareholder return to enhance corporate value

Enhance Corporate & Shareholder Value

2024 >>>

- 1 Adopt minimum DPS (KRW 10,000 per common share)
 - Secure minimum DPS even in business slowdown
 - Provide stable quarterly dividend without year-end concentration
- 2 State objective for treasury share buyback
 - Provide transparency for investors (objectives can range from corporate value enhancement to employee compensation, etc.)
- 3 Buyback up to KRW 4 trillion over the next 3 years
 - Flexible buyback in line with the annual TSR and ROE target
- 4 Use of HMI IPO proceeds to be announced post IPO

※ ROE(Return on Equity) = Profit attributable to Owners of the Company/(Average)Total Equity

※ TSR(Total Shareholder Return) = (Total Dividends*+Treasury Share buyback and cancellation)/Profit attributable to Owners of the Company

* Common + All preferred shares

3-yr avg*
ROE
Target
11~12%

2025~
TSR
35%+

>>> 2025~2027

- 1 Initiate TSR 35%+ shareholder return policy
 - Target TSR 35%+ (at least +10%p YoY)
 - Sustainable growth of shareholder return based on TSR, ROE Target
- 2 Introduce quarterly dividend of KRW 2,500
 - +25%↑ compared to previous year's quarterly dividend of KRW 2,000
- 3 Utilize preferred share discount for future buyback program
 - Repurchase shares flexibly with consideration of TSR policy and preferred share discount
- 4 Pursue mid-to long-term OPM target of 10%+
 - Continue to pursue profit-oriented strategy and achieve 10%+ OPM by 2030
 - Enhance profitability of all PT

* FY 2025 ~ 2027 average

Hyundai Value-up

Enhance Shareholder Value with ROE and TSR 35%+

Target
11~12% 3-yr
avg ROE

Adoption of
TSR 35%+

Introduction of
Min DPS
KRW 10,000

~4 Trillion
KRW
Buyback over
the next
3 years

Consideration
of pref share
discount in
future buyback

Maintaining Leadership as a Global Top-tier Brand

Leveraging Capabilities as a Global Top 3 Brand
and Expanding Business through SW-Centric Transition / Entry into Energy Business



Automotive

Hyundai Dynamic
Capabilities



Mobility

Mobility
Game Changer



Hydrogen

Energy
Mobilizer

Global Top Tier



Be Bold and Tenacious for Customers



Safety &
Quality



Agility



Tenacity



Progress



2024 CEO Investor Day

THANK YOU