

2026 CEO Investor Day

Hyundai Motor Company

It's a Great Time to be at Hyundai

Delivering strong financial results amid challenging industry environment

Global Scale & Market Presence

2M_{Total}

Wholesale units in
1H 2026
5 consecutive quarters
of U.S. M/S growth

Growing Hybrid Sales

363k

Hybrid sales in 1H 2026
+18% YoY

Record-Breaking Revenue

95.2T_{KRW}

Revenue in 1H 2026
+2.7% YoY

Strong Operating Margin

5.6%

Operating profit margin
in 1H 2026
+0.3pp in Q2 vs. Q1

Market Valuation Re-Rating

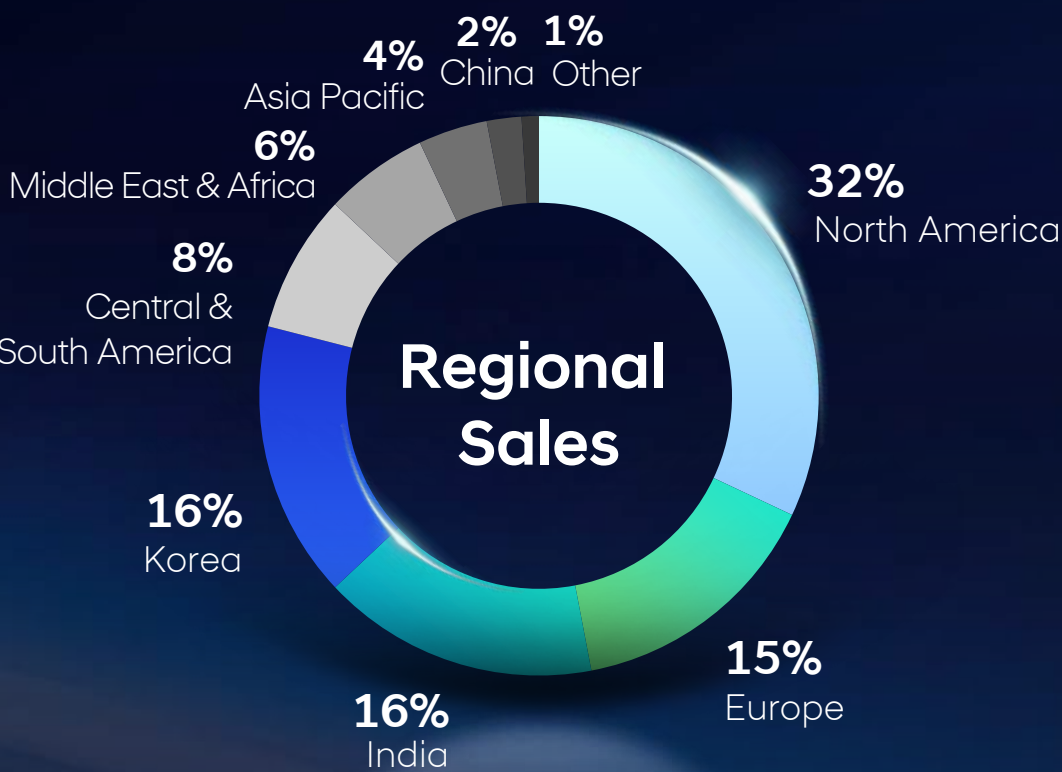
105T_{KRW}

Market capitalization
YTD avg.
↑ 2.3x vs. 2025 avg.

Balanced Mix to Achieve Profitable Growth

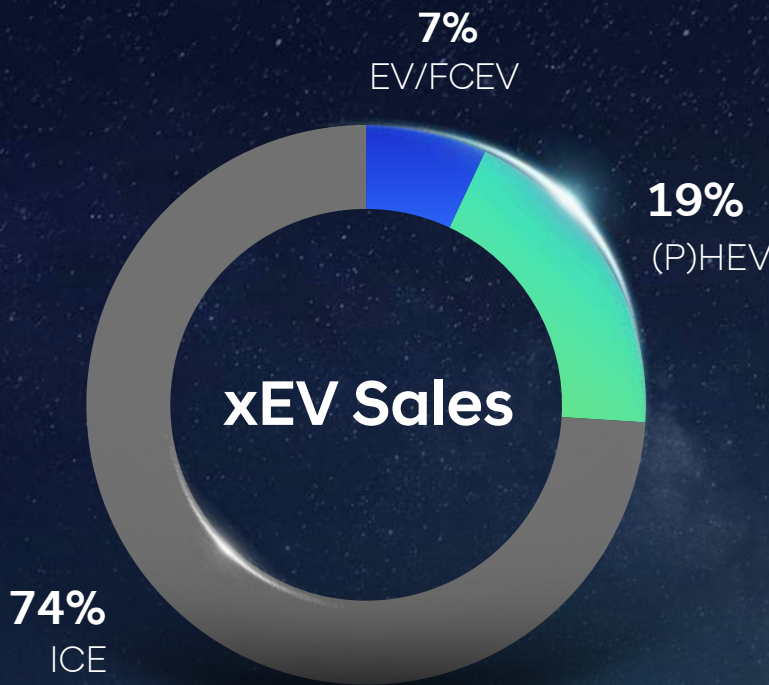
Doubling down on core profit regions, electrified sales, and higher-value SUVs

Regional Sales



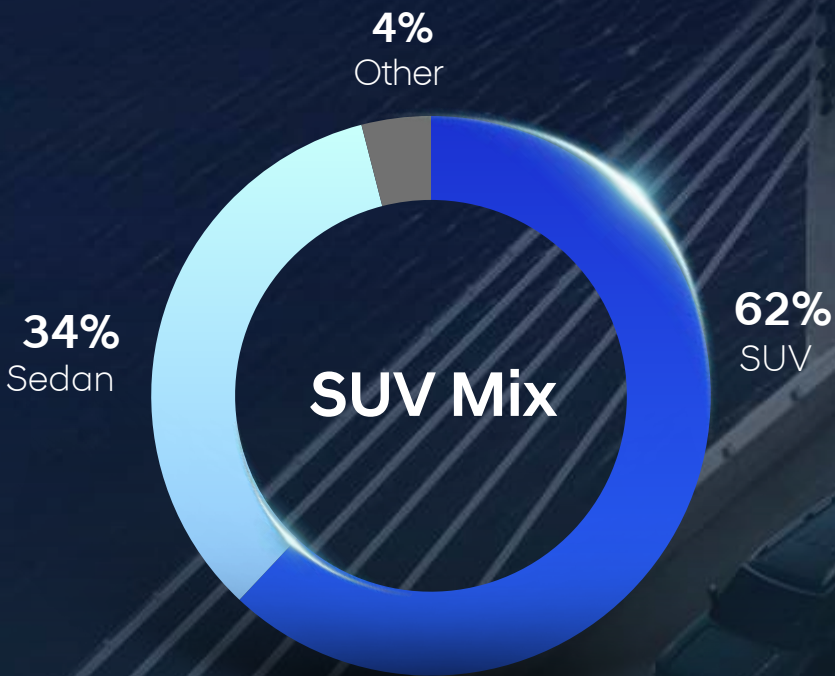
**Record US Wholesale (509K)
and Retail Sales (490K)**

xEV Sales



**+3pp Hybrid Sales Mix
1H 2026 YoY**

SUV Mix



**+1.5pp SUV Mix
1H 2026 YoY**

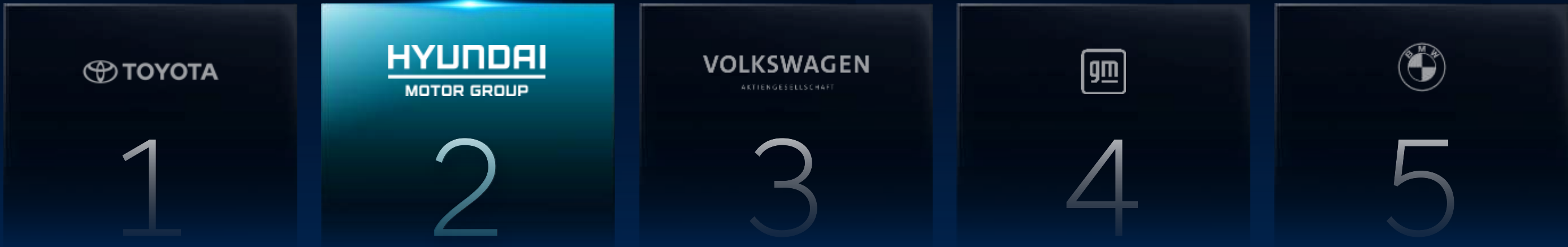
#3 Volume, #2 Most Profitable Automotive Group

Hyundai Motor Group is #2 most profitable automotive group for 2nd year in a row

#3
Volume



#2
Operating
Income



Sales volume ranking based on Hyundai, Genesis, and Kia brands for 1H 2026, and financial ranking based on total operating income as of 1H 2026 based on public company disclosures

Global Product Recognition for Safety & Quality

8 Hyundai Models
5 Genesis Models



13 IIHS 2026
Top Safety Pick/Pick+

#1 Premium Brand
#2 Mainstream Brand



Consumer Reports Brand
Safety Rank

Hyundai Palisade



NACOTY

2026 North American
Utility Vehicle of the Year

IONIQ 6 N



2026 World
Performance Car

Hyundai Venue



2026 Car of the Year
ACKO Drive Awards

Amplifying Hyundai on the Global Stage

FIFA partnership delivering measurable impact in awareness, engagement, and sales

/4.9B Impressions
#1 Innovative image amongst partners

/ #2 Share of Voice
84% of articles featured Hyundai

/1.2T KRW (\$775M USD)
Media Value
Generated from TV & on-field boards

/256K Public Test-Drives
Over 44 countries, driving immediate sales



Raising Our Guidance for 2030

On track to delivering 2026 OP margin and 2030 sales targets

6.3-7.3%

OP margin in 2026
vs. 6.2% in 2025

>9.0%

OP margin by 2030
vs. prior 8~9% forecast

5.55_M

global sales by 2030
vs. 4.1M in 2025

60% xEV

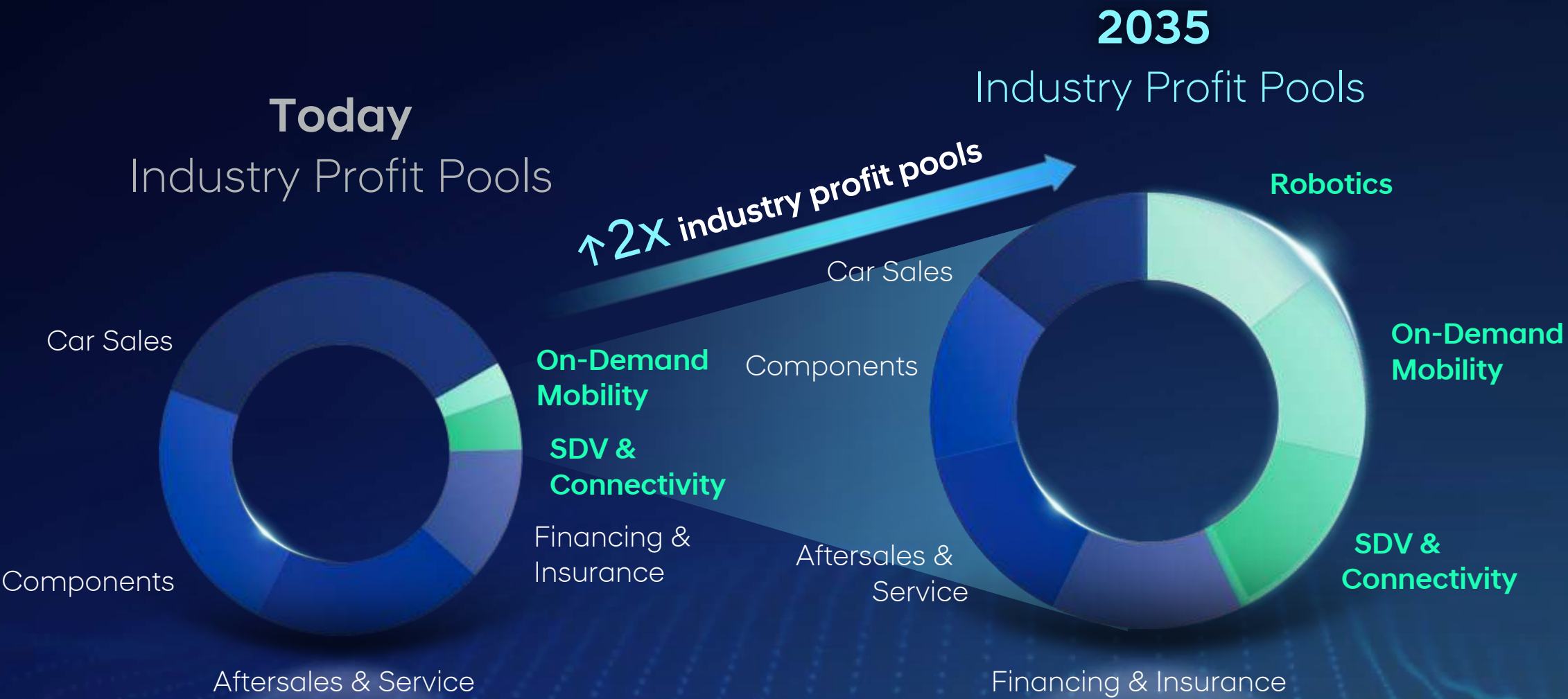
sales mix by 2030
vs. 23% in 2025

6.0% M/S

by 2030
vs. 4.7% in 2025

Transformative Shift in Automotive Profit Pools

Industry value creation transitioning towards future mobility segments and Hyundai Motor Group positioned across all major growth segments

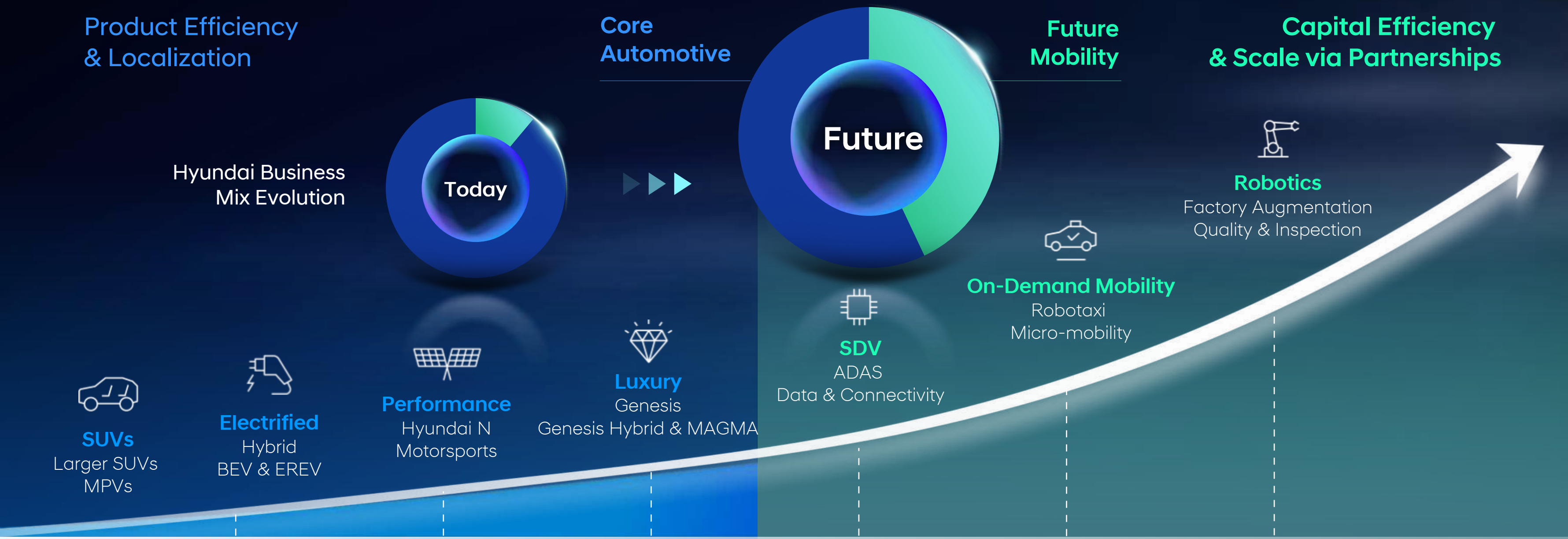


Leveraging Power of the Group



Hyundai's Profit-Driven Growth Roadmap

Maximizing automotive profitability today, while investing for the future

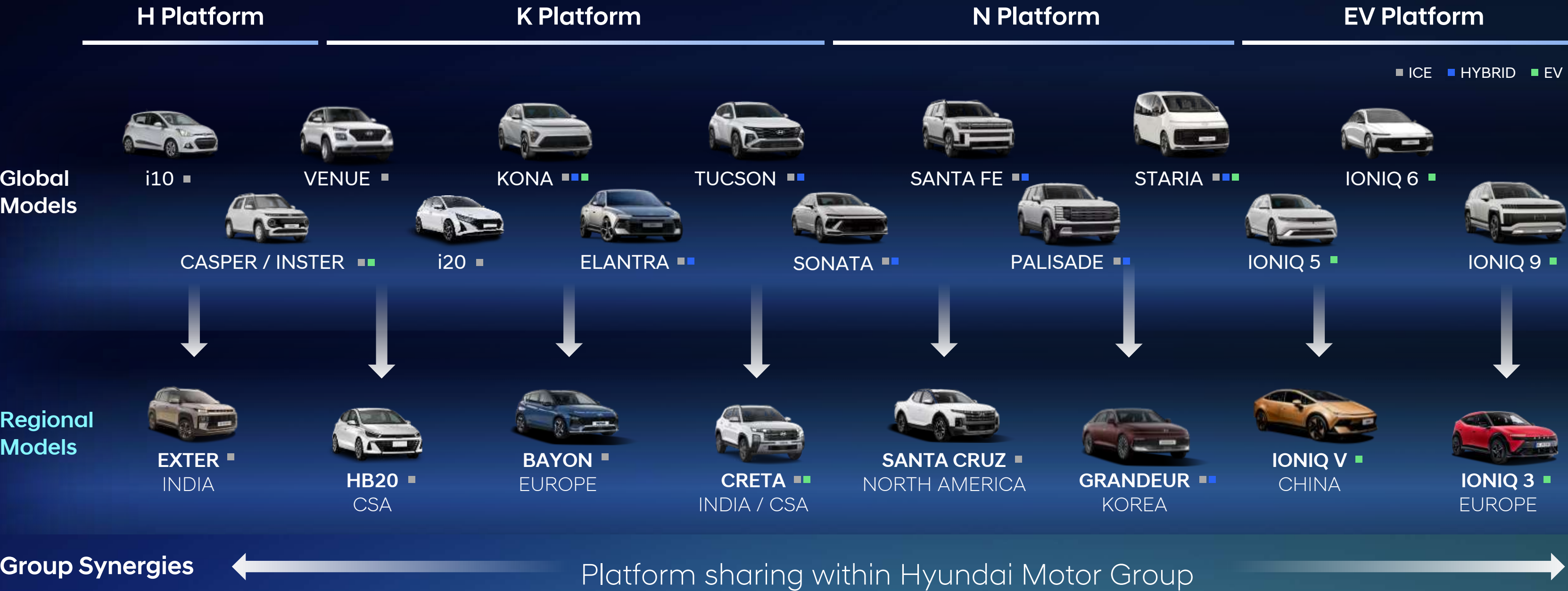


Core Automotive

Product Efficiency & Localization

Maximizing Group Synergies by Adapting Global Platforms

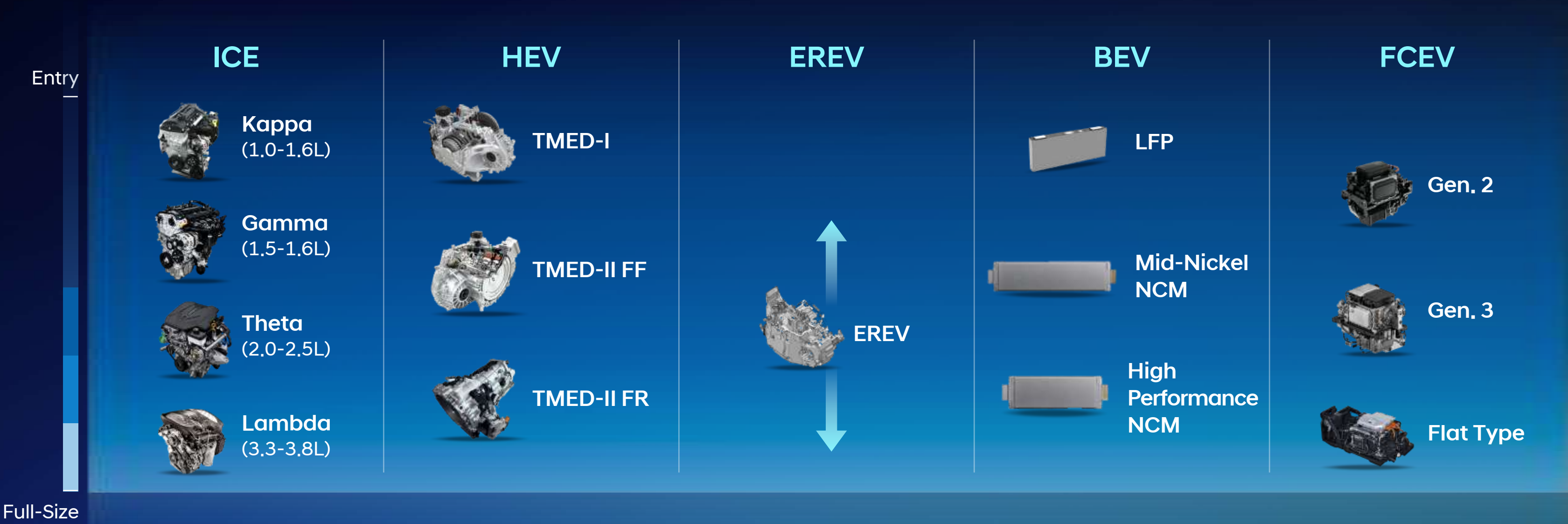
Competitive scale through platform utilization, regional derivatives, and portfolio management



Not all models shown, IONIQ V and IONIQ 3 based on EV Platform derivatives.

Powertrain Flexibility with Common Group Technology

Full suite of market-ready powertrain options available globally, including first-ever EREV



Global Product Launch Offensive

Delivering products valued by customers globally with an efficient product portfolio

100+

Global product launches
& refreshes by 2030¹

1ST EREV

Santa Fe EREV & Genesis EREV
start of production in early 2027

18+

New product & market
segment entries

NORTH AMERICA

58 Launches by 2030
incl. 22 Launches from Genesis

All-new Tucson
Body-on-Frame
Commercial Large Van

EUROPE

41 Launches by 2030
incl. 16 Launches from Genesis

IONIQ 3
All-new i20
B-SUV EV

KOREA

49 Launches by 2030
incl. 22 Launches from Genesis

Brand-new Grandeur
All-new Avante (Elantra)
All-new Tucson

INDIA

26 Launches by 2030
Genesis coming soon

All-new Creta
All-new i10
A-SUV EV

CHINA

22 Launches by 2030
incl. 11 Launches from Genesis

IONIQ V
B-SUV EV
C-SUV EV

1. Includes new product launches, full model changes, product enhancements, and new powertrain type. Excludes double-counting of model launches in multiple markets.

7 New Hyundai Product Launches in the Next 8 Months

Full model changes on our core vehicles and brand-new exciting products

All-New
Elantra / Avante

Brand-New
IONIQ 3

All-New
Tucson &
Tucson Hybrid

First-Ever
Santa Fe EREV

Brand-New
A-SUV EV
for India

All-New
Global B-SUV

All-New
B-SUV
for Europe



All-New Tucson and Tucson Hybrid Launch in Q4

#7 global best-selling vehicle with over 10M cumulative sales

	Maximum HP	Maximum Torque	0-100 km/h	Fuel Efficiency
1.6T HEV	245 PS	38.7 kgf·m	8.5 seconds	17.4 km/ℓ
vs. 1.6T ICE	+27%	+43%	1.0 seconds faster	+43%



Global Launch of Extended Range EV from 1H 2027

Global production footprint and coming to Hyundai, Genesis, and IONIQ brands

Santa Fe EREV



600+

Mile Range
New High-Performance battery
(1.6x ICE range)



2

Motor System
EV-like driving experience
& acceleration



US

Based Production
Built domestically
in Hyundai Motor Manufacturing Alabama



Whitespace for Continued Product Growth

26M of whitespace opportunity (29% of TIV) where Hyundai has low/no coverage

	4.8M (24%) 15.0M (76%)	1.7M (36%) 2.9M (64%)	4.1M (25%) 12.5M (75%)	1.6M (44%) 2.1M (56%)	4.4M (27%) 12.2M (73%)	9.1M (34%) 17.3M (66%)
PUP	1% M/S	<1%	<1% M/S	<1%	<1% M/S	1% M/S
LCV	<1% M/S	2%	1% M/S	3% M/S	4% M/S	<1% M/S
D/E SUV	7% M/S	1%	5% M/S	2% M/S	14% M/S	1% M/S
A/B/C SUV	8% M/S	9% M/S	11% M/S	11% M/S	11% M/S	1% M/S
CAR	8% M/S	13% M/S	3% M/S	15% M/S	9% M/S	1% M/S
	North America	CSA	Europe	MEA	Asia Pacific	China

Expanding Our Brand into New High-Profit Segments

High-demand segments that extend Hyundai's portfolio and drive brand engagement

BOULDER
Concept



IONIQ EARTH
Concept

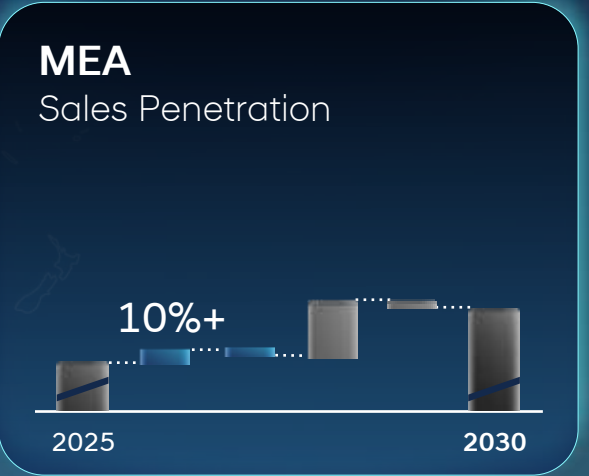
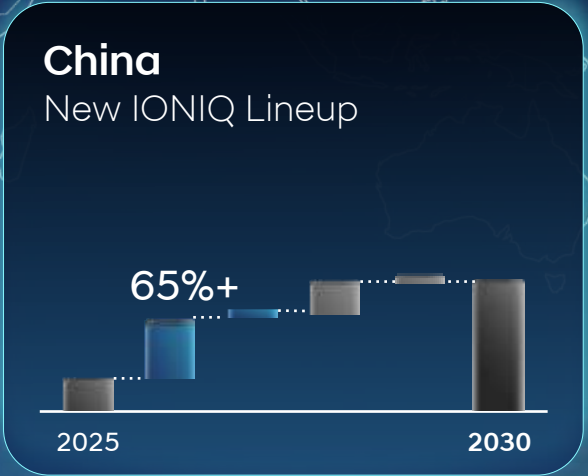
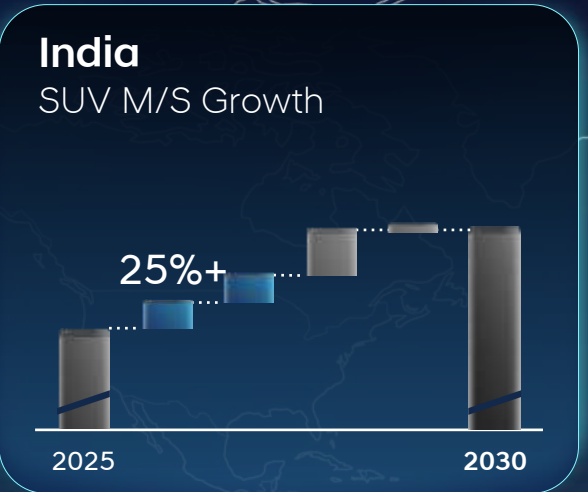
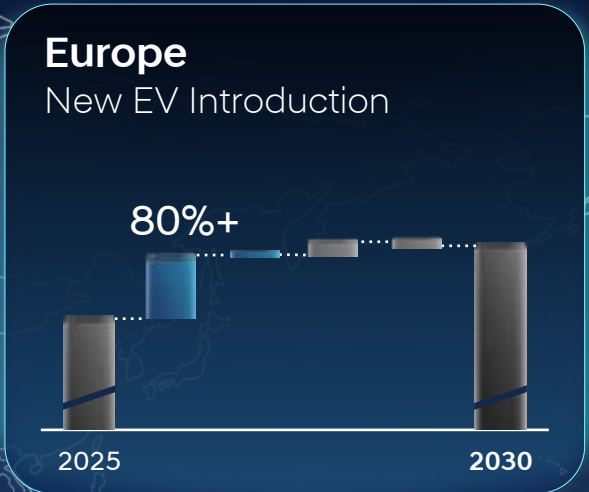
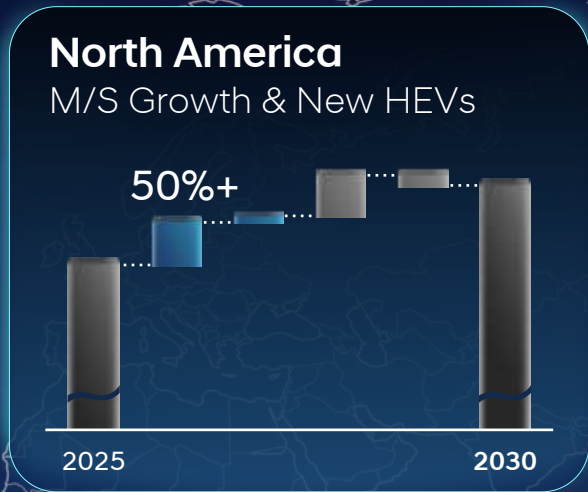
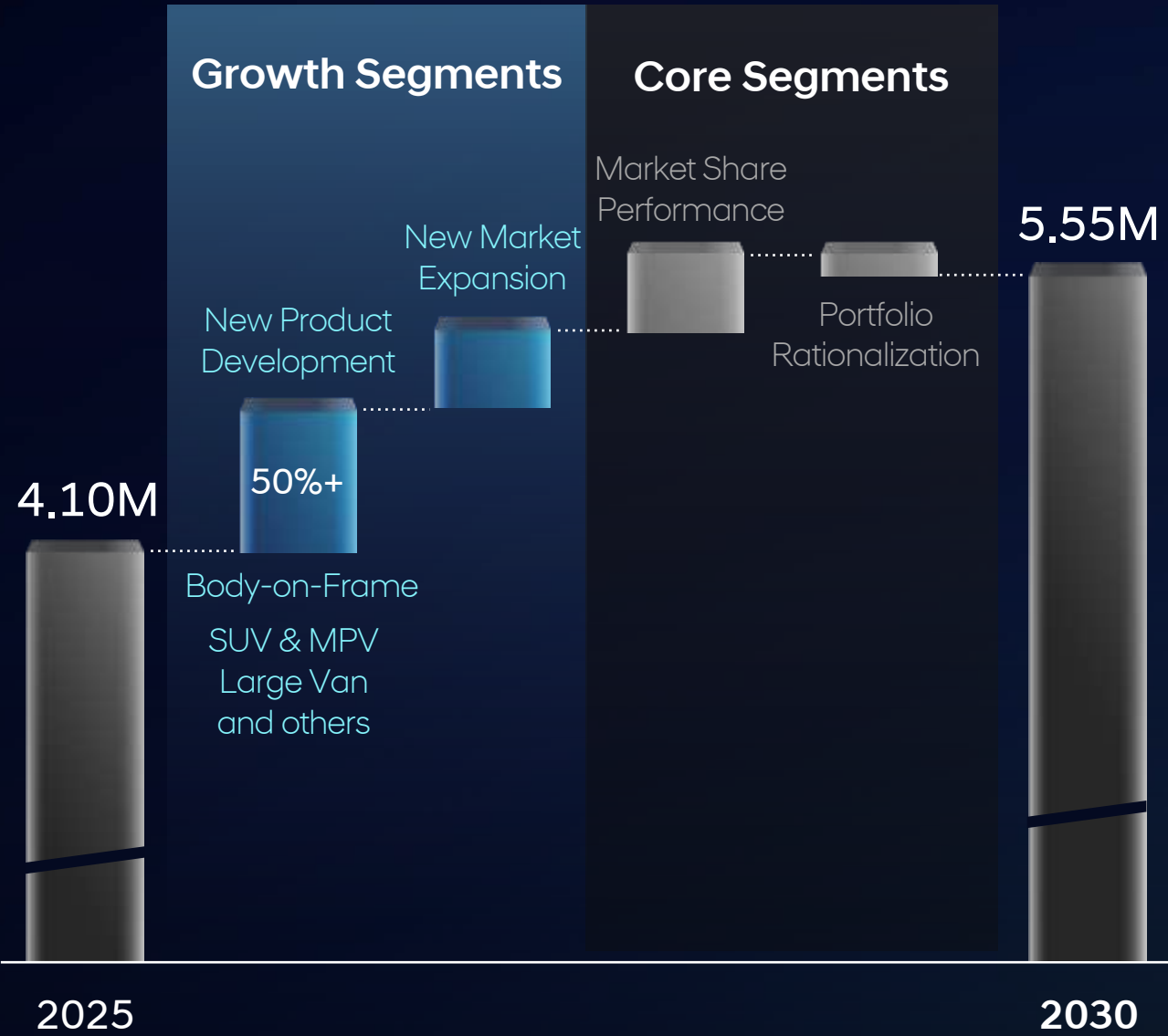


CRATER
Concept



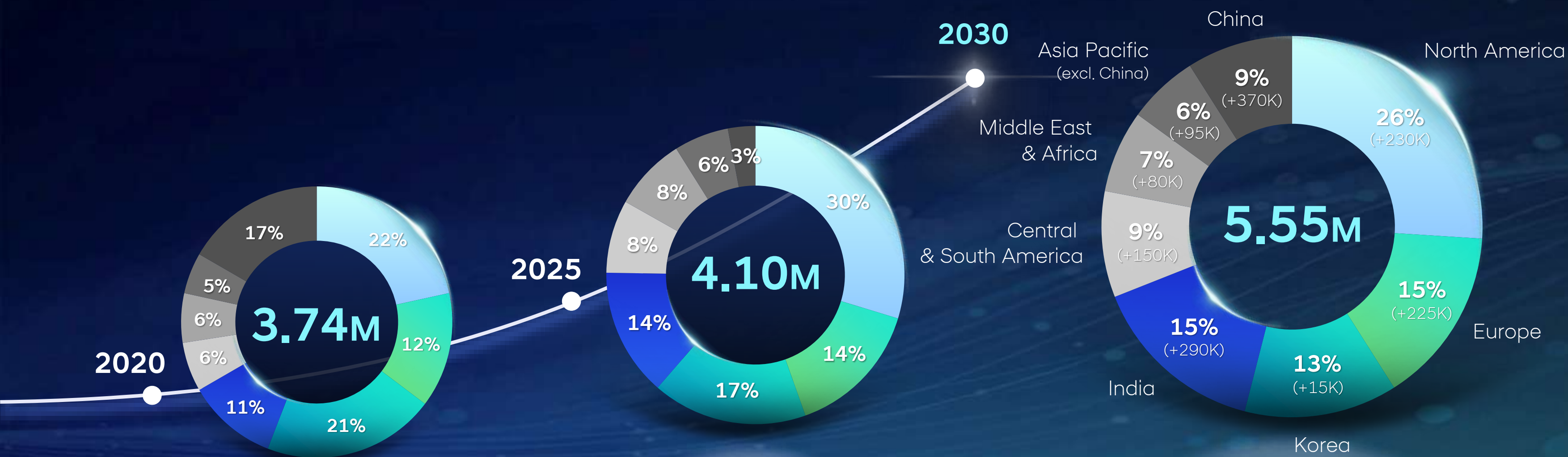
50%+ of Future Growth from New Products

Tailoring our portfolio and new product development to each market



Every Region Will Contribute to Our Growth

Reducing reliance on any single market and localized strategies to win in each market



Regional sales mix (%)
2025-2030 sales growth (units)

2025-2030 regional sales volume growth rounded to nearest 5K.

Core Automotive

Winning Locally to Scale Globally

Localized Product Portfolio & Production Capabilities

Regional centers of excellence and Group capacity integration to optimize profitability

+1.27M global capacity by 2030



Core models highlighted, not all production models shown. CKD sites including Saudi Arabia, Vietnam, Algeria and more

North America

Hybrid Portfolio Acceleration

Scaling proven hybrid technology and introducing new EREV models

1M+ cumulative hybrids sold



EREV Launch

1st EREV launching in U.S. starting from 1H 2027



10+ Hybrid
Models by 2030

50% Hybrid
Sales mix by 2030

U.S. Production
in HMMA & HMGMA

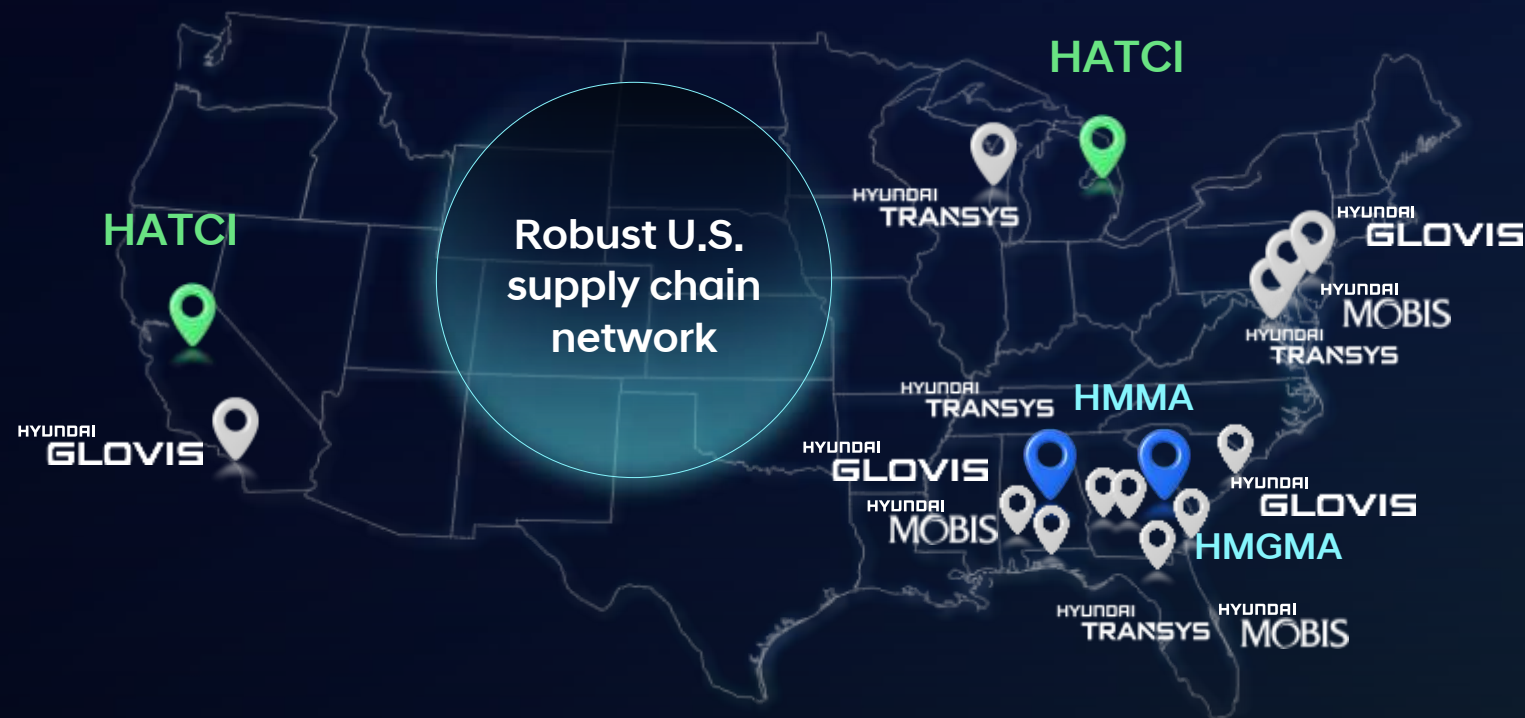
North America

Deepening Our Local Supply Chain

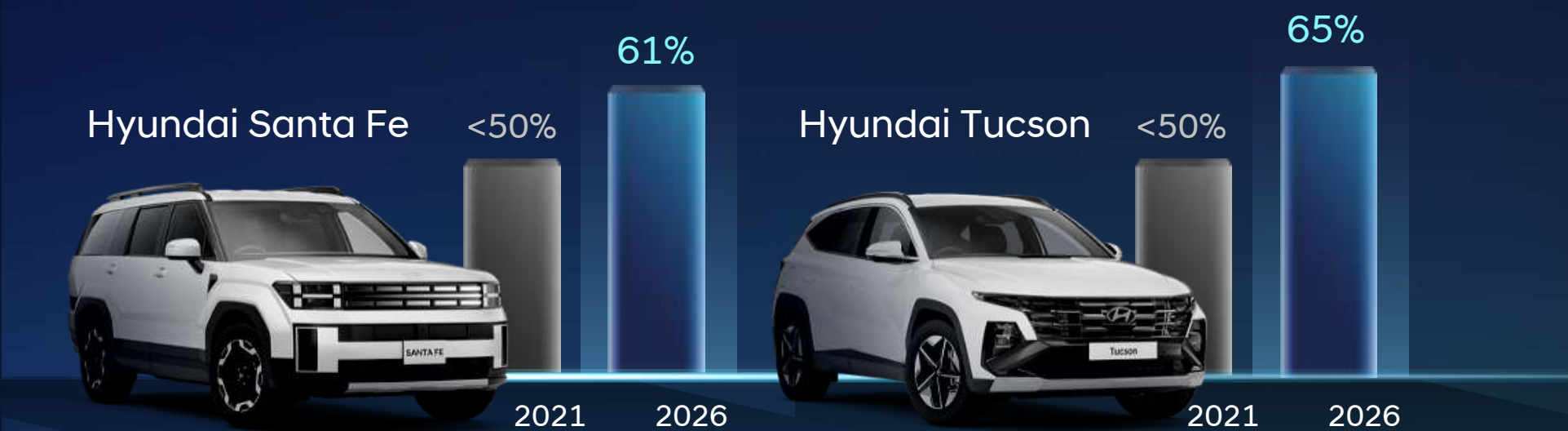
Strengthening operational resilience and meeting regulatory guidelines

80% Parts localization rate¹ by 2030
vs. 60% today

+275 Local supplier since 2024



Continuous parts localization across key products¹
U.S. localization rate by model (%)



¹ Localization rate for HMMA (Hyundai Motor Manufacturing Alabama) and HMGMA (Hyundai Motor Group Metaplant America)

North America

From Value to Valuable

Winning customers at every price point, without adding product complexity

Price premium
& Margin



64% Upgrade Conversion¹

of Elantra SE buyers upgrade to a Tucson or higher value products

13% Incentives Optimization²

lower incentives spend vs. industry avg.

77% Value Capture³

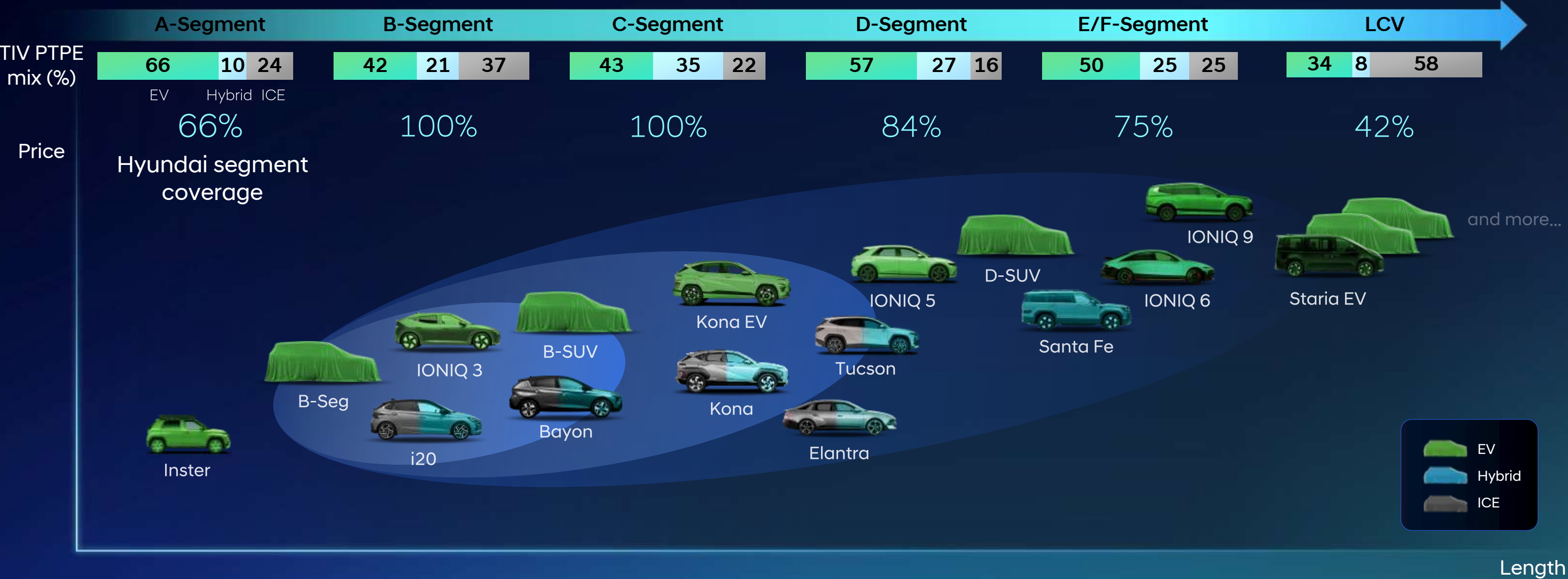
gap closure in avg. transaction price vs. industry competitors

Note, not all trims displayed.
1. Migration rate based on owners that remain loyal to Hyundai in 2025
2. Based on ICE & Hybrid incentives for full year 2025.
3. Gap closure between 2023 & 2025 vs. industry.

Europe

Fully Electrified Portfolio Across All Segments

85% coverage across European market with 5 new electrified models to SUV & LCV lineup



Europe

Improving EV Competitiveness

Enhancing our EV value proposition through cost leadership and customer experience

EV Scale-Up

EV sales volume in Europe

Every EV credit amplifies
ICE & HEV sales
for Hyundai



European Production

580k

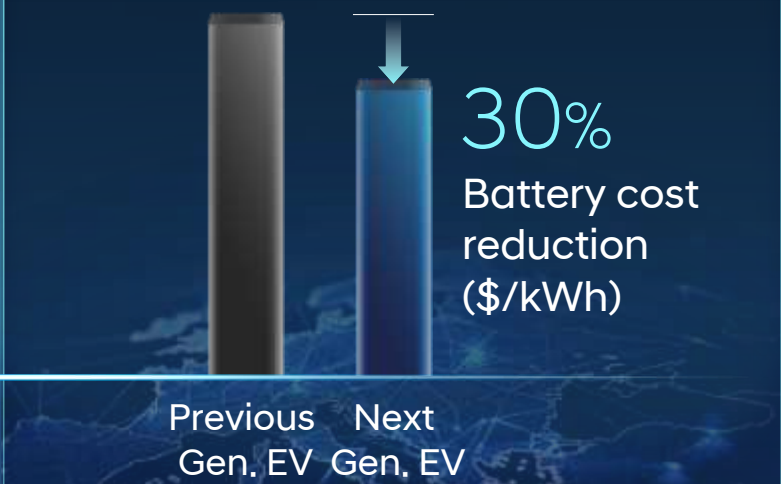
Europe production capacity with
room for expansion



Best-in-Class Sourcing

Parts localization rate

85% 70%
in HMMC in HMTR



Deep Service Network

2,250+

Dealer outlets & service centers

550+

Fleet business centers



Europe

Brand-New IONIQ 3 Available Starting This Month

Strengthening proximity to customers
& Deepening European supply chain

1st Vehicle with PLEOS Connect
in Europe

- 12.9 & 14.6 inch center display
- Gleo AI voice assistant
- PLEOS app market



zoom



essential:

Not exhaustive list of apps

497km

AER

61kWh

Battery

249Nm

Torque

29min

Charging
10-80%



India

Expanding SUV Market Position

All-new models, brand new SUVs, and extensive network to deliver customer service

70% of India sales volume today

Creta

Best-selling mid-size SUV in India for 10 consecutive years



Venue

Compact SUV All-New Model launched in 2025



Exter

Entry SUV Product Enhancement launched in Mar 2026



New Products

2 Brand-New SUVs Coming

Compact SUV EV | Mid-SUV ICE
Next-Gen, IVI | L2 ADAS
Localized & designed for India

Deep Distribution

85%

District coverage by 2030

30%

Rural sales contribution by 2030

Aftersales & Service

1,600+

Service touchpoints in FY26

79%

Customer retention in FY26

Sales Finance

Hyundai Capital Launch in 2026

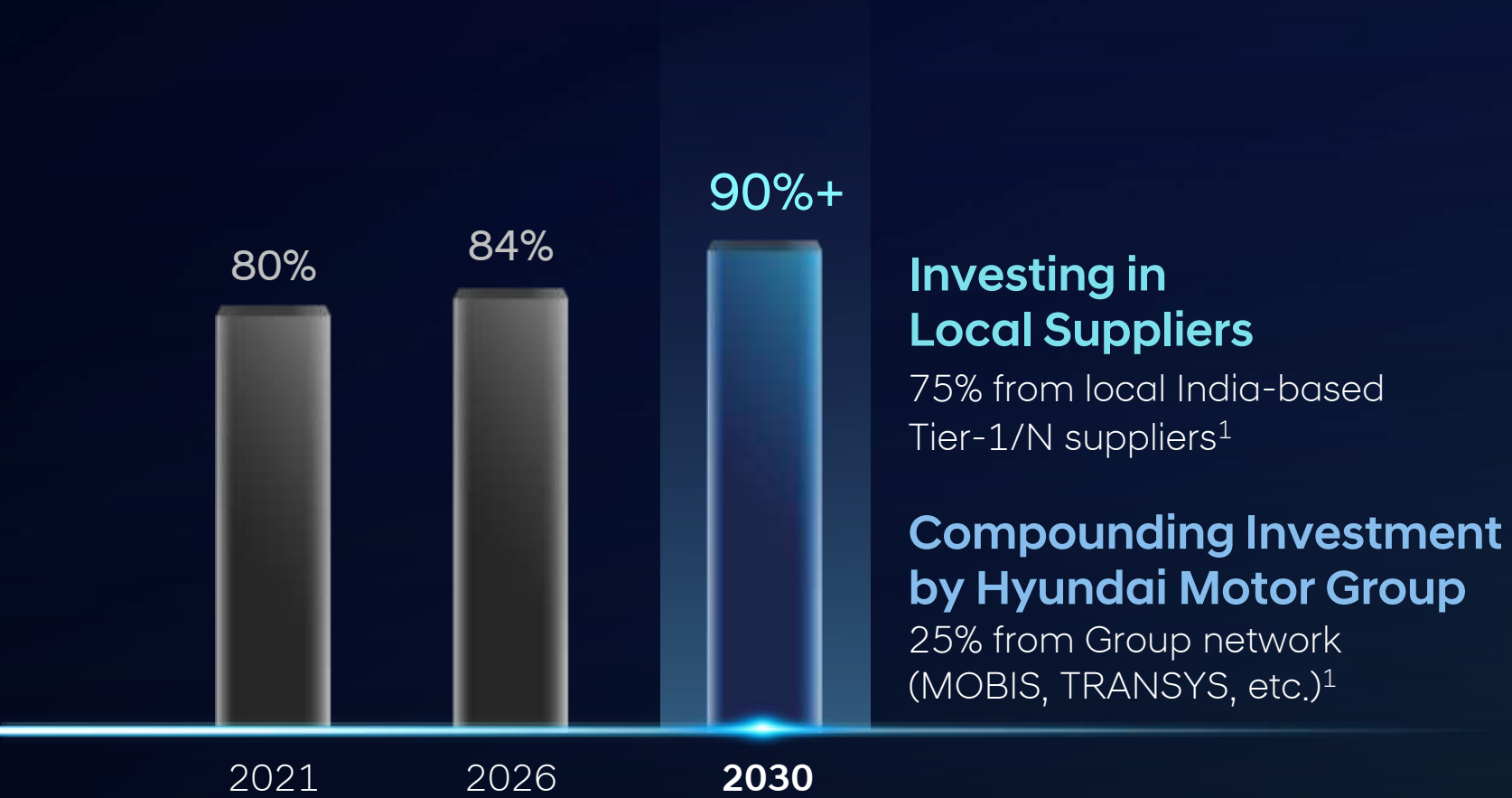
Wholesale launch & expanded finance options

India

Building an India-Centric Automotive Ecosystem

Strengthened by the addition of new Pune plant

Vehicle content value localized in India (%)



1. Based on today's local supplier mix
2. Based on HMIE engineers

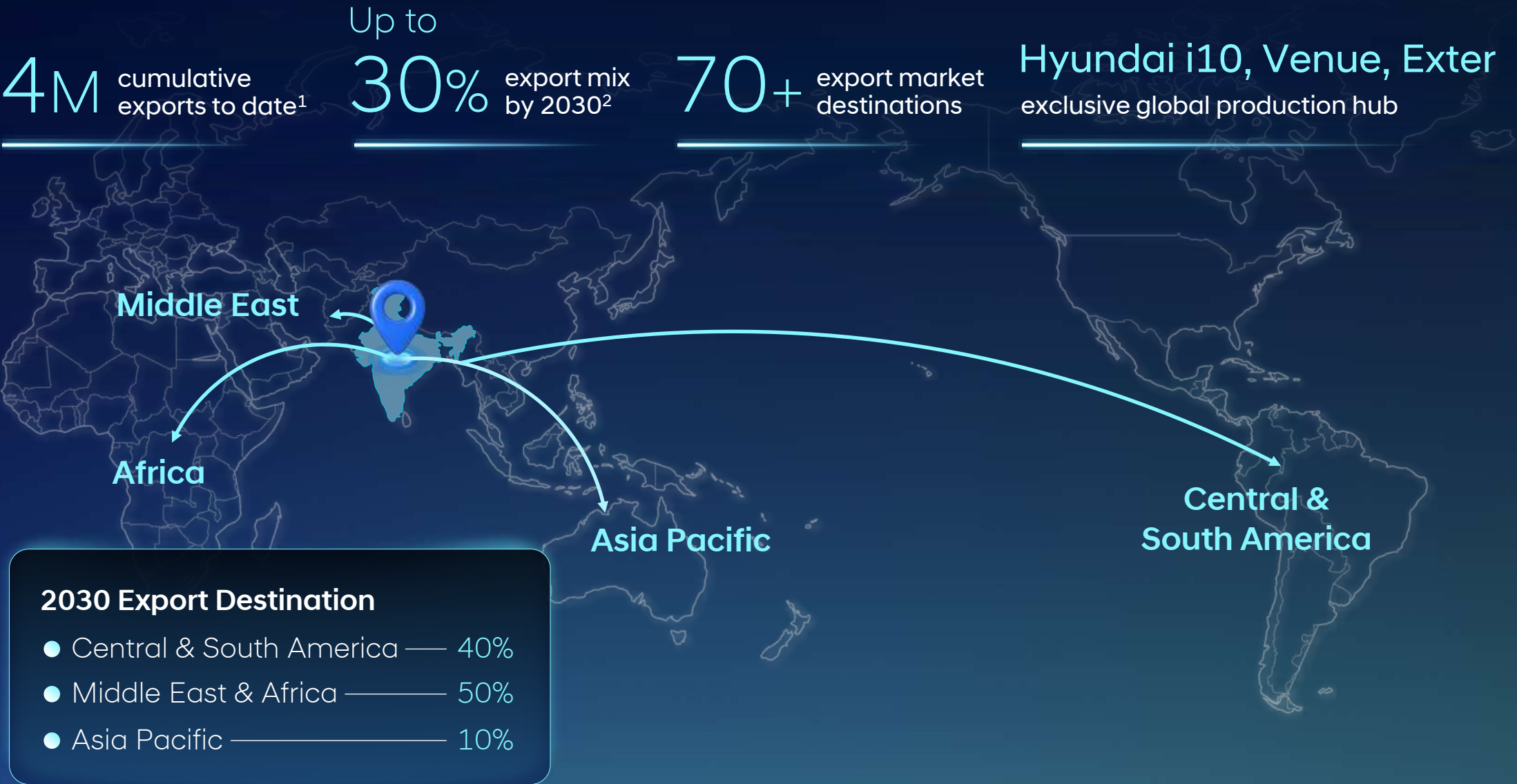


India

Global Manufacturing Export Hub

Centralized hub for emerging markets with competitive production scale and flexibility

India Cost Competitiveness



1. Export estimates as of 2026.
2. As reported during 2025 HMIL Investor Day

Korea

Manufacturing Competitive Advantage at Scale

Unmatched manufacturing scale and integrated supply chain ecosystem



1.8M production capacity¹

60%+ exported to global markets

27K manufacturing employees

4,700+ local suppliers

22 unique models produced

Mixed powertrain production

Grand Opening of Ulsan EV Plant

State-of-the-art software defined factory, starting with GV90

108 advance manufacturing tools

AI-enabled quality control & inspection

Manufacturing AI agent

Plant Modernization of Ulsan Plant 1 & 4

Starting 2027

Enhance production efficiency and flexibility

1.1.8M production capacity excludes Ulsan EV (200K capacity)

Korea

Building Tomorrow's Mobility Platform

125T KRW investment by Hyundai Motor Group to advance K-Technology leadership

Battery



Future Mobility Battery Campus

In-house Battery Development
Comprehensive Battery Innovation Hub

Fuel Cell



Mabuk Technology Research Center

Next-Gen. Fuel Cell System
Research & Development

Aftersales



Suwon Hi-Tech Service Center

Remote Diagnostics
Autonomous Parts Delivery

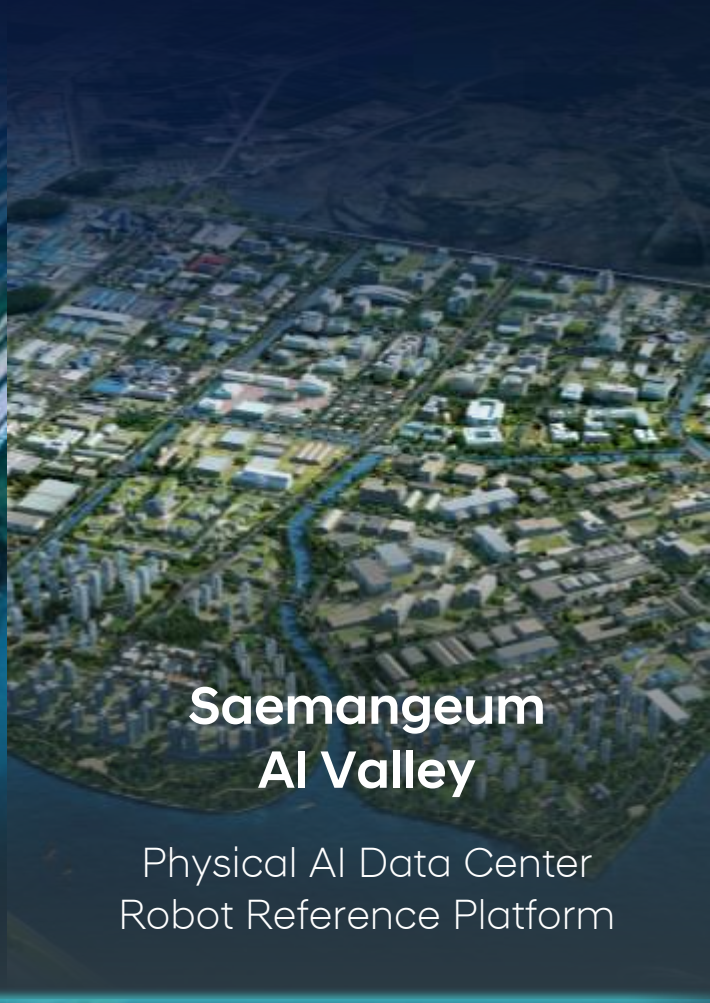
SDV



Pangyo TechOne & Namyang Campus

SDV Development
AV Testing & Validation

Physical AI



Saemangeum AI Valley

Physical AI Data Center
Robot Reference Platform

China

Strategic Turnaround of China Operations

Business turnaround through brand relaunch, dealer network modernization, and local technology partnerships

China Turnaround Plan

■ Sales volume
○ Operating profit



Financials as disclosed in consolidated financial reports and sales figures rounded to nearest 5K



IONIQ Brand Launch

- IONIQ brand DNA
- Innovative design
- Local technology
- Quality & safety
- Augmented CX
- Made for China



Local Tech Partners

BAIC 北汽集团
CATL 宁德时代
ByteDance 字节跳动
Baidu 百度



Dealer Network Modernization

- 484 dealers by 2030 (+54% vs 2025)
- Expansion into tier 1-2 cities
- Showroom digitalization
- New, capital-light retail formats



Customer Experience

- IONIQ specialist concierge
- Enhanced accident care
- Reduced product complexity
- Omni-channel sales platform

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China

New Generation of EVs, Starting with IONIQ V

Dedicated production model launched earlier this year - developed in China, for China

600km+

CLTC driving range

Smart AI Assistant

Voice-enabled cabin control

27" Display

Ultra-thin, 4K panoramic

L2+ ADAS

Tuned for China's complex
road environment



China

Energized Product Roadmap to Rebuild Sales

Building products in China, for China, with leading Chinese technology



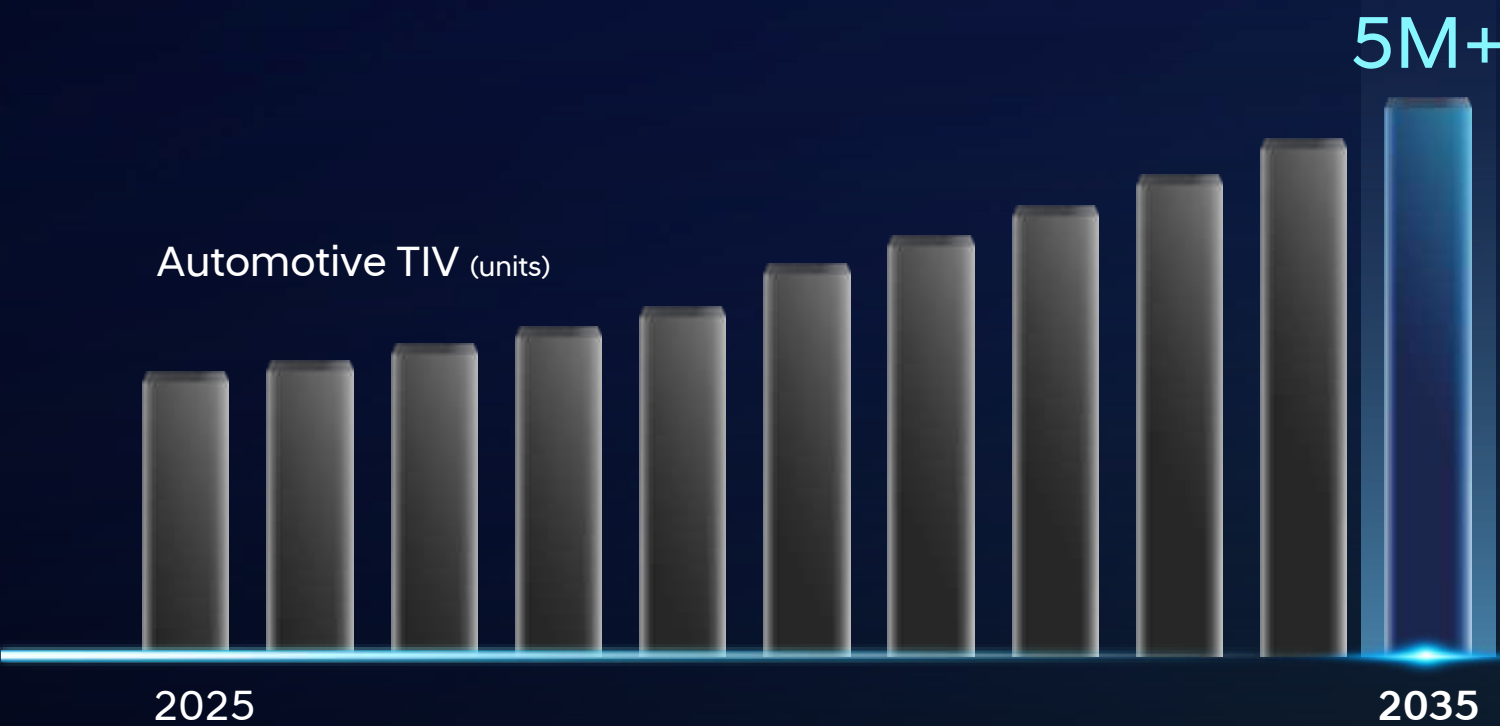
Middle East & Africa

Unlocking the Next Frontier of Growth

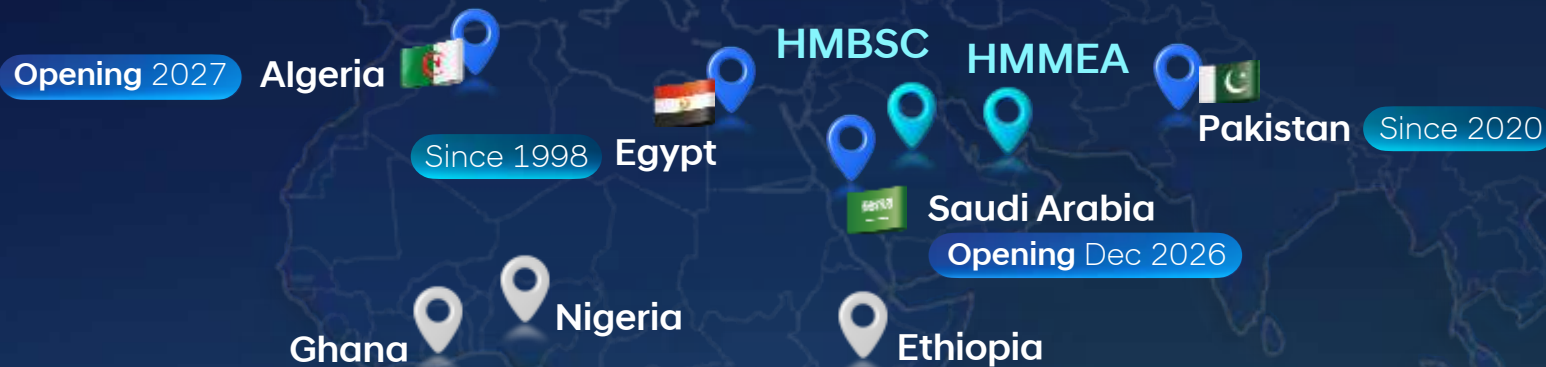
Expanding high-margin markets with rapidly growing demand

700M+ Middle-upper class by 2035

- ✓ Strong SUV & Truck Demand
- ✓ Rapid Urbanization
- ✓ Luxury Market Whitespace
- ✓ High-Margin Market



#2 Brand In-market (8.4% M/S)



- Regional HQ & Sales Office
- CKD sites
- DKD sites

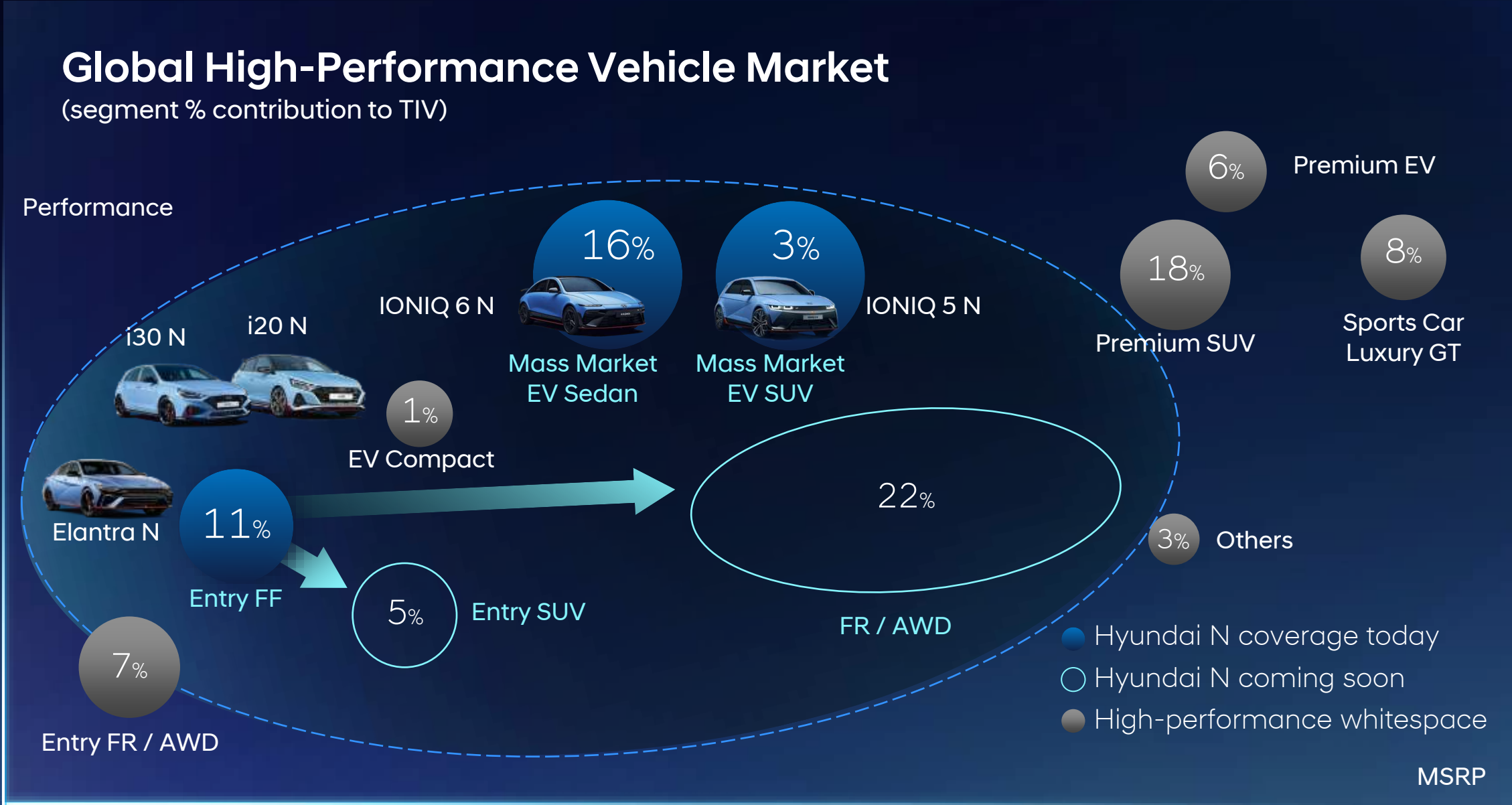
8 CKD / DKD plants

50+ Countries in-market

Double-digit profit margins

Capturing Performance Market with Hyundai N

30% performance market coverage today, expanding to 60%+ with new models and lineup expansion



2030 Ambition

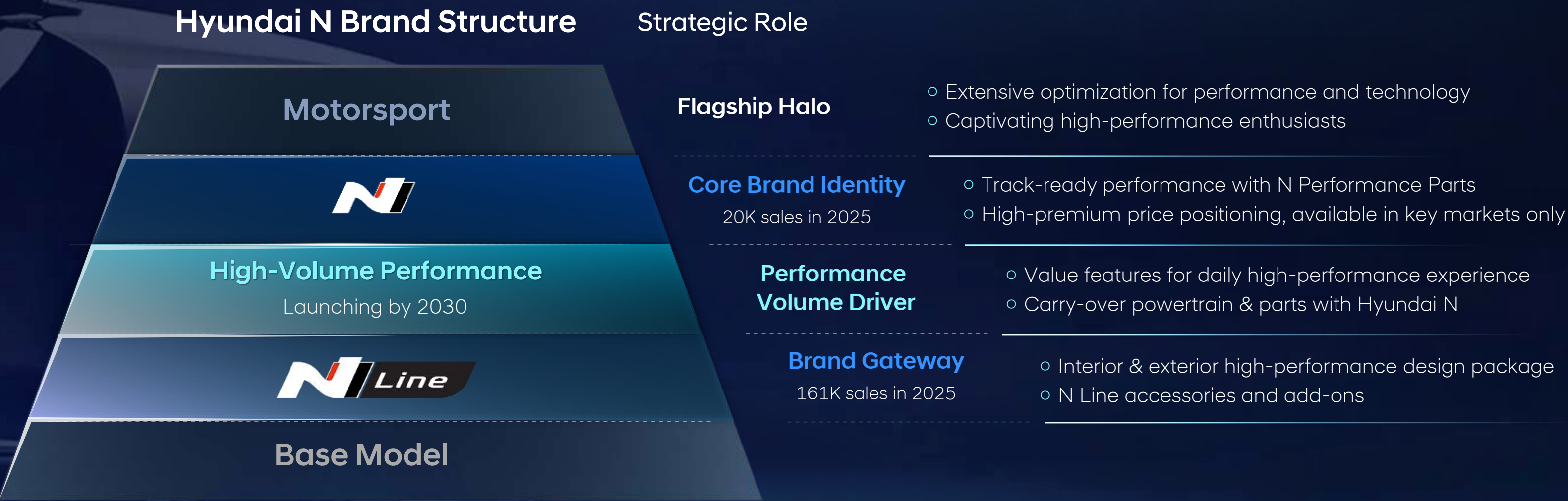
/ 7+ models
New powertrain diversification

/ 40+ global markets
Greater reach towards enthusiasts

/ 100K annual N sales
Improved scale and profitability

Introducing a New High-Performance Segment

Comprehensive N portfolio to drive high-performance volume



High-Volume Performance brand name not yet announced.

Scaling-Up Performance Credibility Across Hyundai Brand

Current portfolio spanning 5 Hyundai N and 12 Hyundai N Line products


Motorsport-inspired
Track Performance

 Performance Car of the Year	 Sports Car of the Year	 Best Compact Sports Car	 World Performance Car Winner	 World Performance Car Winner
				
i20 N	i30 N	Elantra N +TCR Edition	IONIQ 5 N +DK Edition	IONIQ 6 N

High-Volume Performance

Additional products to be announced


Performance
Design Package

											
i10 N Line	i20 N Line	i30 N Line	Elantra N Line	Sonata N Line	Venue N Line	Creta N Line	Kona N Line	Tucson N Line	IONIQ 3 N Line	IONIQ 5 N Line	IONIQ 6 N Line

FIRST YEAR
OF A NEW DECADE



FASTEST LUXURY AUTOMOTIVE BRAND TO 1,000,000 UNITS

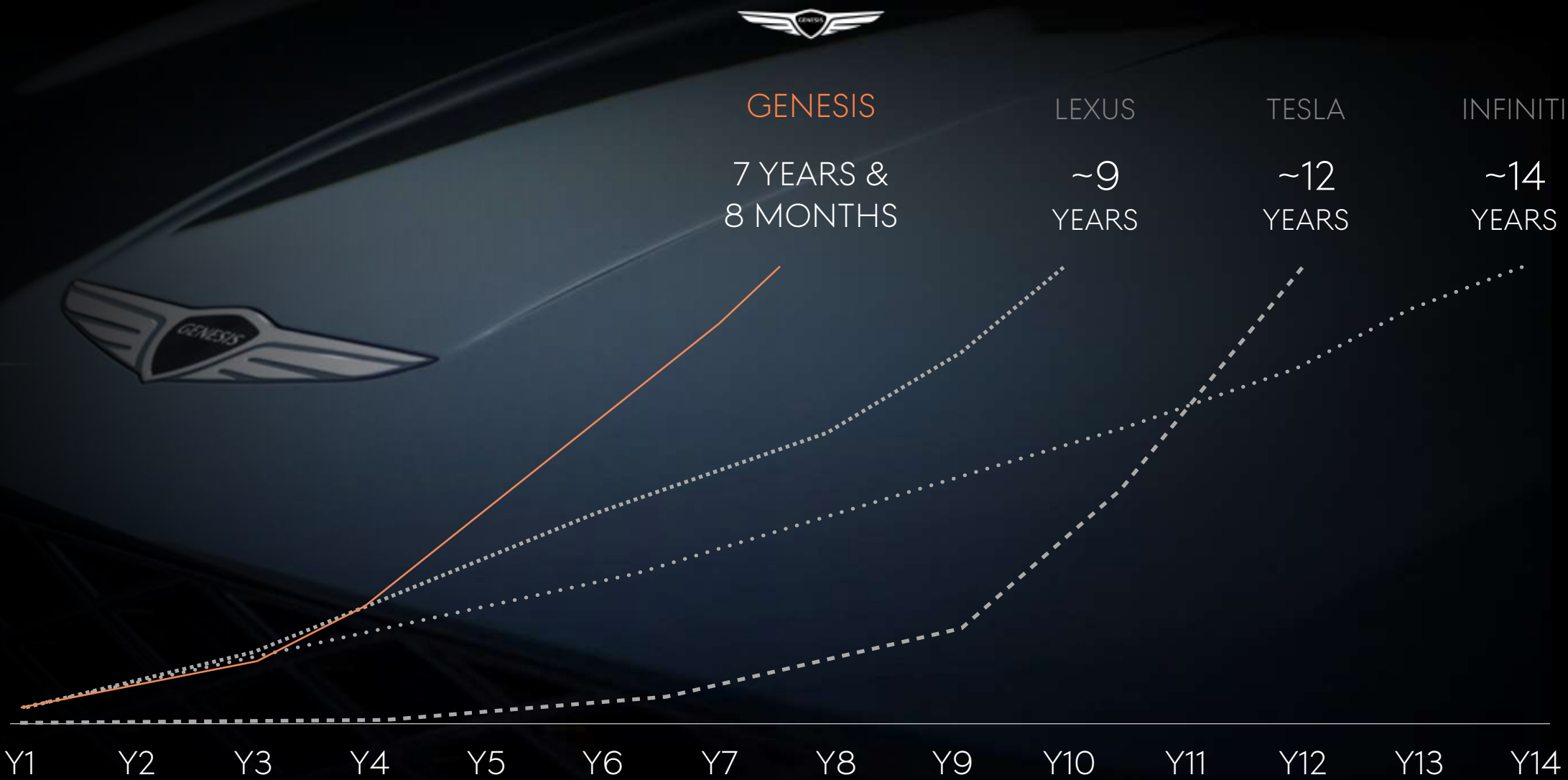


2026 BEST LUXURY CAR BRAND

BY US NEWS & WORLD REPORT

PRESENCE IN

24+ GLOBAL MARKETS



FIRST YEAR OF A NEW DECADE

IN 2026, GENESIS BEGINS A NEW DECADE BY TURNING EVERY PROMISE INTO PROOF

MAGMA PERFORMANCE
STARTING WITH GV60 LAUNCH



HYBRID INTRODUCTION
HEV & EREV COMING TO GENESIS



NEW LUXURY SEGMENTS
GV90 WORLD PREMIERE



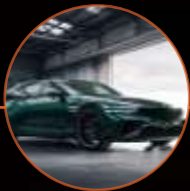
2026



X SKORPIO
CONCEPT



GENESIS
INVITATIONAL
RENEWAL



G90
WINGBACK
CONCEPT



1ST DEDICATED
DEALERSHIP
IN EUROPE



MAGMA GT &
GT3 CONCEPT



FIA WEC
DEBUT



24 HOURS OF
LE MANS DEBUT



GENESIS SCOTTISH
OPEN



1ST DEDICATED
DEALERSHIP IN UK

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FIRST HYBRID FOR GENESIS

A NEW EXPRESSION OF LUXURY PERFORMANCE



+25% EFFICIENCY & POWER

ENHANCED FUEL ECONOMY | 352 PS

LIQUID-COOLED HYBRID BATTERY

HIGHER MAXIMUM POWER DISCHARGE

EV-LIKE DRIVING EXPERIENCE

STAY MODE | SMART REGENERATIVE BRAKING

GV80 HYBRID

LAUNCHING SEPTEMBER 2026

2026 CEO INVESTOR DAY

GENESIS EXTENDED RANGE EV

EXCEPTIONAL RANGE AND EFFORTLESS PERFORMANCE WITHOUT COMPROMISE



GENESIS EREV

COMING EARLY 2027

| 640+ MILE RANGE | ALL NEW HIGH-PERFORMANCE BATTERY |

2026 CEO INVESTOR DAY

MAGMA GT CONCEPT

EMOTIONAL HALO AND ULTIMATE EXPRESSION OF GENESIS PERFORMANCE



GENESIS' FIRST PURE SPORTS CAR

UNVEILED AT 24 HOURS OF LE MANS

FROM REFINED ELEGANCE ON THE ROAD,
TO UNCOMPROMISING PERFORMANCE ON THE RACETRACK

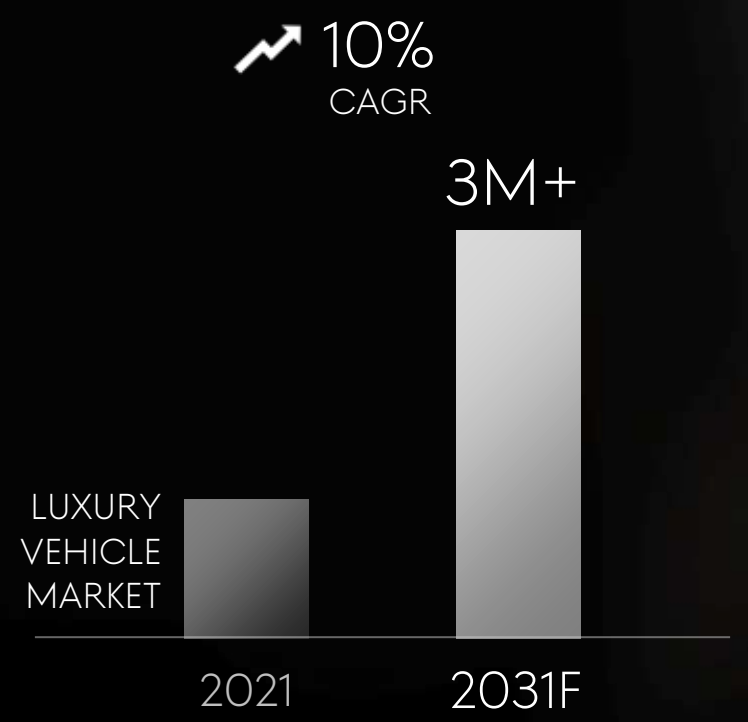


UNLOCKING THE PINNACLE OF LUXURY

POSITIONED FOR THE FASTEST GROWING & MOST PROFITABLE LUXURY SEGMENT

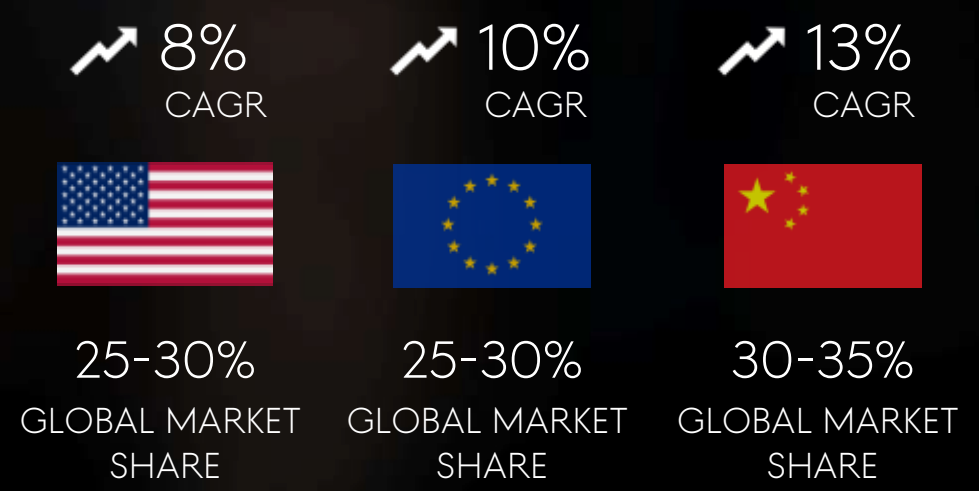
GLOBAL LUXURY MARKET POISED FOR GROWTH

GLOBAL LUXURY VEHICLE MARKET¹
(UNITS)



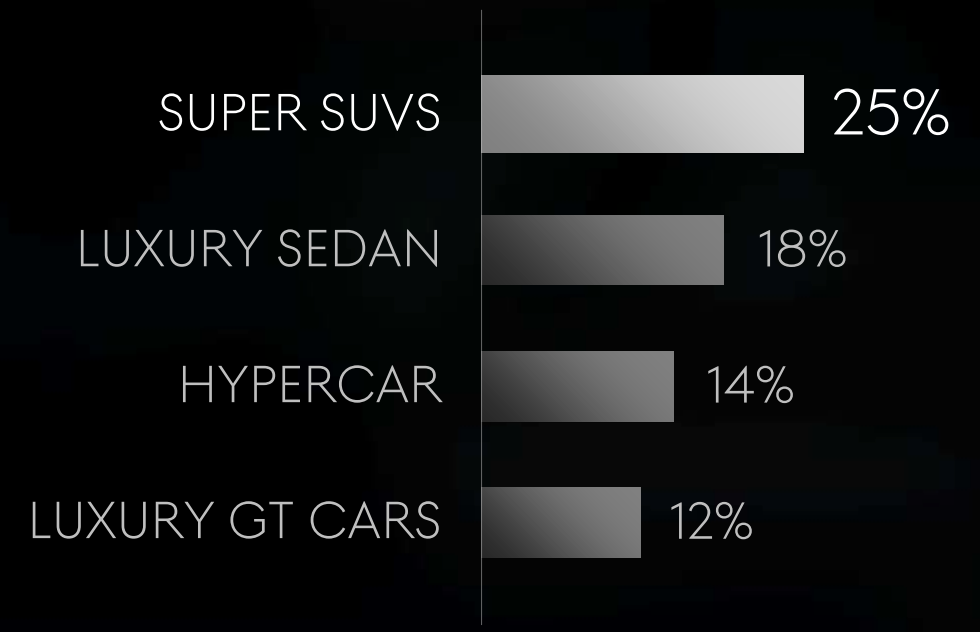
GROWTH DRIVEN BY U.S., EUROPE, AND CHINA

LUXURY VEHICLE DEMAND GROWTH¹
(2021-2031)



LUXURY BEV DEMAND IS LED BY SUPER SUVS

EXCITEMENT FOR BEV AMONGST BUYERS
(% OF RESPONDENTS)



1. LUXURY VEHICLES DEFINED AS NEW VEHICLES WITH MSRP OF \$80-299K GLOBALLY; EXCLUDES \$300K+ ULTRA LUXURY VEHICLES.

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OFFICIAL LAUNCH OF GV90

PINNACLE OF THE GENESIS LINEUP, SETTING A NEW BENCHMARK FOR LUXURY EV SUVs



TIMELESS DESIGN

NEOLUN ARCH GATE | REDUCTIVE DESIGN

MAJESTIC CABIN SPACE

SWIVELING SEATS | ADAPTIVE UX | SENSORY CMF

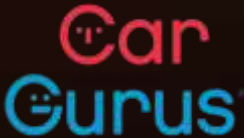
NEXT GENERATION TECHNOLOGY

OLED CINEMATIC DISPLAY | WORLD'S FIRST ROOF AIRBAG

COMPLETE LUXURY LINEUP

SEVEN-MODEL* PORTFOLIO ACROSS SUVs, HYBRIDS, AND PERFORMANCE

						
G70	G80	G90	GV60	GV70	GV80	GV90
+ SHOOTING BRAKE	+ ELECTRIFIED	+ LONG WHEELBASE	+ MAGMA	+ ELECTRIFIED + EXTENDED RANGE EV	+ HYBRID + COUPE	

2026	2026	2026	2026	2026	2026
5 TOP SAFETY PICK+ AWARDS	5-STAR NHTSA SAFETY RATING	#1 SAFETY AMONG PREMIUM BRANDS	2 RED DOT PRODUCT DESIGN AWARDS	BEST SMART LUXURY VEHICLE	BEST LUXURY CAR BRAND
					

* 15 MODELS INCLUDING DERIVATIVES

2026 CEO INVESTOR DAY

AT THE INTERSECTION OF GOLF AND MOTORSPORT

BUILDING LUXURY BRAND PRESENCE AND EMOTIONAL AFFINITY



GENESIS MAGMA RACING



GMR TRAJECTORY



FIA WORLD ENDURANCE
CHAMPIONSHIP

GENESIS INVITATIONAL

TITLE SPONSOR SINCE 2017, EXTENDED TO 2030

GENESIS CHAMPIONSHIP

TITLE SPONSOR SINCE 2017

PRESIDENTS CUP

OFFICIAL AUTOMOTIVE SPONSOR SINCE 2022

GENESIS SCOTTISH OPEN

TITLE SPONSOR SINCE 2022, EXTENDED TO 2030

GENESIS EUROPEAN GOLF CUP

INAUGURAL SERIES HOSTED IN 2026

2026 CEO INVESTOR DAY

A NEW STANDARD OF LUXURY SPACES

270+ GLOBAL RETAIL LOCATIONS BY 2030 (+50% VS. TODAY)

GENESIS SUJI
SOUTH KOREA



2026 CEO INVESTOR DAY

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270+ GLOBAL RETAIL LOCATIONS BY 2030 (+50% VS. TODAY)

GENESIS LOUNGE
SOUTH KOREA



2026 CEO INVESTOR DAY

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GENESIS BROEKHUIS ALMERE
THE NETHERLANDS



2026 CEO INVESTOR DAY

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GENESIS DESIGN CALIFORNIA
U.S.A



2026 CEO INVESTOR DAY

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GENESIS SYDNEY
AUSTRALIA



GENESIS GLOBAL MARKET ROLL-OUT

5 MAJOR MARKET ACTIVATIONS IN 2026



Future Mobility

Capital Efficiency & Scale via Partnerships

AV Foundry Strategy for Robotaxis

AV-ready IONIQ 5 enables scalable robotaxi deployment, leveraging the Power of the Group



Motional Robotaxi now available on Uber



Hyundai's Competitive Advantage

Deployment-Ready AVs

- Motional launch of driverless operations in Las Vegas by end of 2026 expanding to additional cities in 2027
- Engineering optimized for autonomous robotaxi

Positioned for Evolving Ecosystem

- Participation across every robotaxi business model
- Partnerships with tech providers, fleet operators, and mobility platforms

Leveraging the Power of the Group

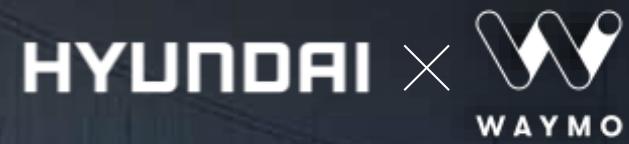
- AD development and validation with 42dot and Motional
- Full ecosystem integration (financing, parts, service network access)



2026 CEO Investor Day

Rollout of Waymo Driver on IONIQ 5

Delivering robotaxis in partnership with Waymo



**9 mo. of public road testing to-date
across multiple U.S. cities**

**Waymo IONIQ 5 deliveries
starting this year**

Fully manufactured in U.S.

International market expansion

Electrifying the Future of 3-Wheeler Mobility

Entering a new mobility segment in partnership with TVS Motor Company

HYUNDAI × **TVS** 



Electric 3-wheeler (E3W) concept rendering

**Designed by Hyundai,
Co-developed & Produced by TVS**

New revenue streams and market access
with limited capital investment

**Concept to prototype
in <24 months**

Rapid product development with
local engineers and supply chain

Scale through exports

Mass volume opportunity beyond India
into emerging markets in Asia & Africa

Expanding Amazon Strategic Partnership for Growth

Accelerating invention together across retail, in vehicle experience, AI, and cloud



Amazon Autos U.S. Roll-out

80%

Market coverage
via dealer enrollment

78%

of offline Amazon sales are
new to Hyundai brand

Used and CPO vehicles now available
for customers on Amazon Autos

International expansion of Amazon Autos
as early as 2027

Evolving Hyundai's in-vehicle experience with
Alexa+ tech for Hyundai & Genesis drivers

Innovating Hyundai Motor Group's global AI & cloud
Infrastructure on AWS

Exploring collaboration across optimized logistics,
alternative energy, and new customer experiences

Leading Development of AI Robotics in Manufacturing

Establishment of Robot Metaplant Application Center (RMAC) in the U.S.

HYUNDAI × **BostonDynamics** 

Data collection and simulation validation
of real-world operational environments

2026
RMAC
opening

Testing sequencing operations
across 5 vehicles, 67 items

End of 2026
10x testing site
expansion

Overhead tasks
High-repetition tasks
Quality control tasks

2028
HMGMA deployment
at-scale

Millions of hours of data
accumulation and assembly
operations deployment

2030
Global robotics
deployment

Robotics Industrialization by Hyundai

Investment in robotics manufacturing facility in U.S.

HYUNDAI × BostonDynamics



30,000 annual production capacity

World's first large-scale commercial
robotics manufacturing facility

Industrialization led by Hyundai

Group-wide investment,
leveraging Hyundai's manufacturing expertise

First 25,000 commercial units confirmed

Starting with HMGMA, with additional industrial &
logistics partners being finalized

U.S. Production Starting 2028

Site announcement in 2026



Landmark Investment by the Group in the U.S.

\$26B new investment in US between 2025 – 2028
25,000 new direct jobs created



U.S. robotics production
starting 2028 with
30,000 annual capacity



New low-carbon Hyundai
steel mill in Louisiana with
2.7M ton capacity

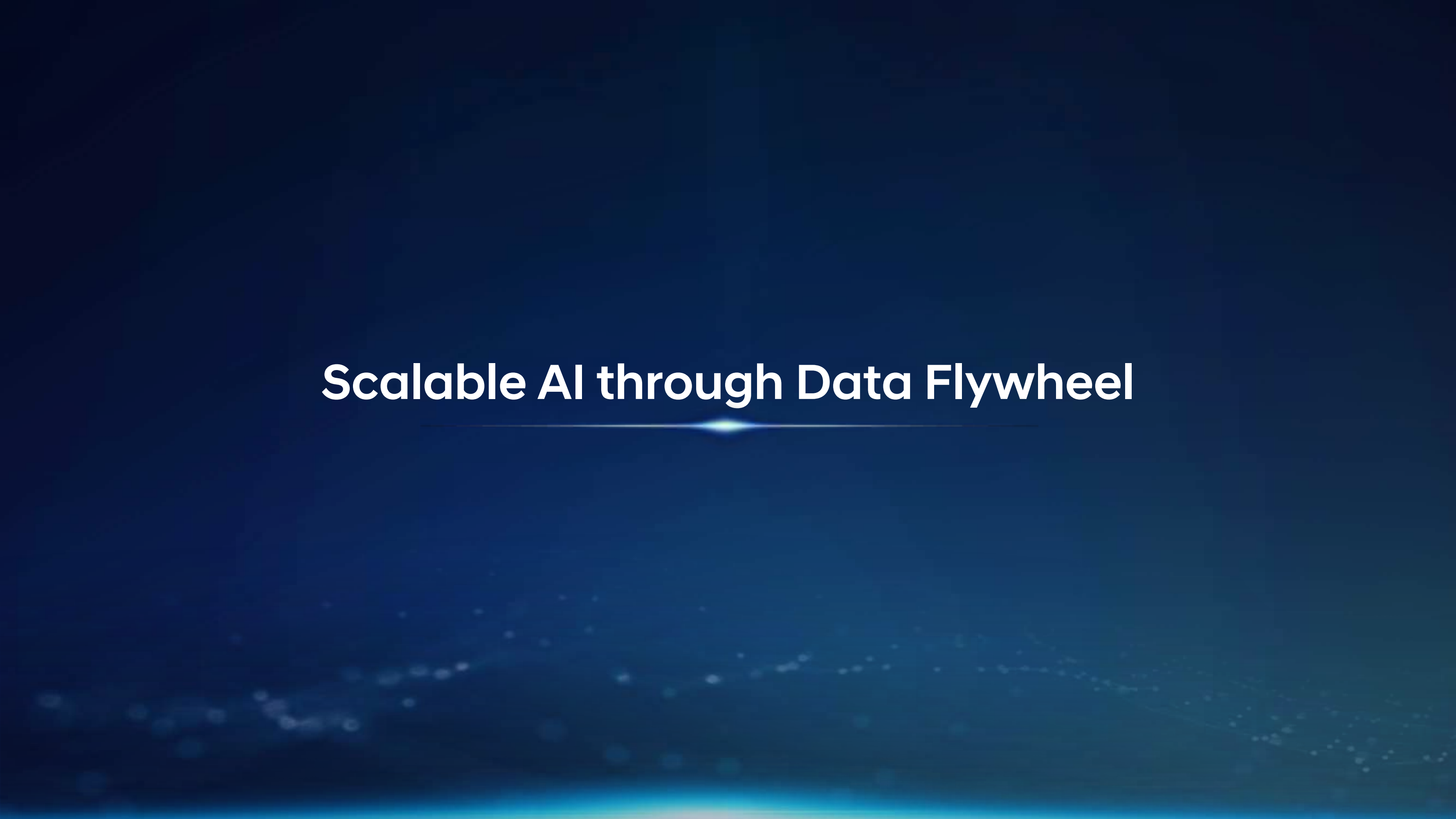


Expanding U.S. vehicle
production capacity



Further investments to
be announced...

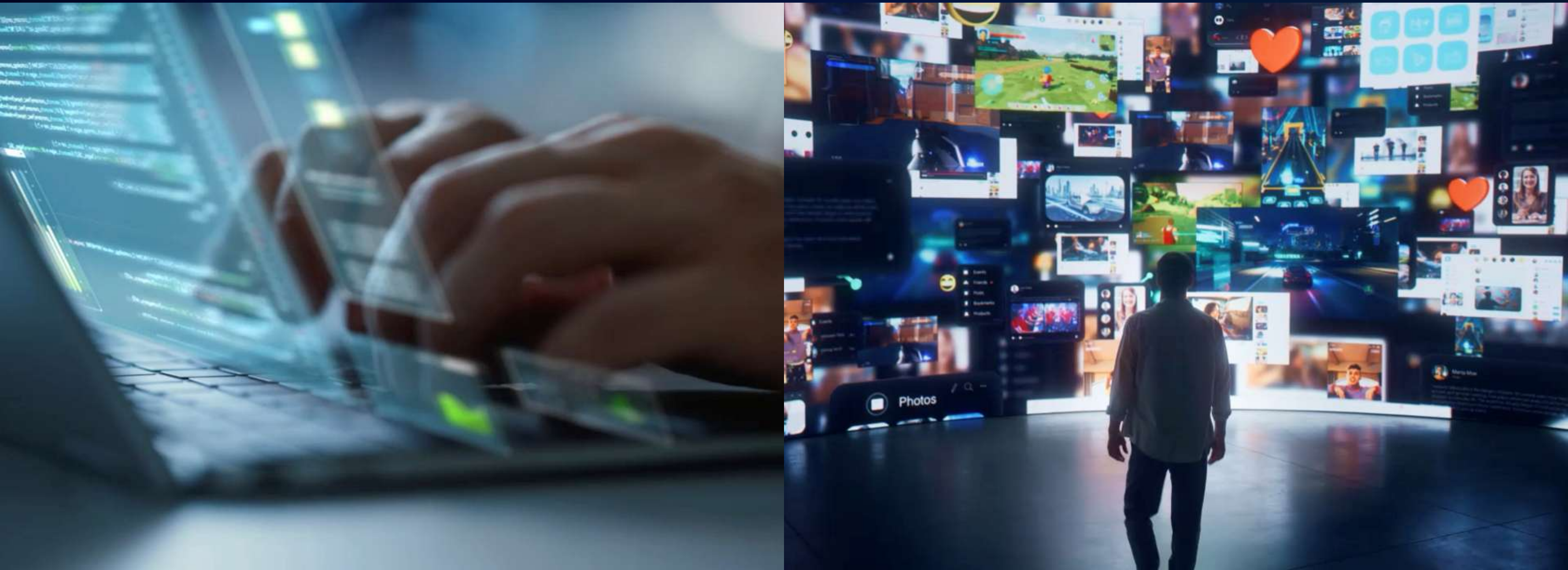
Scalable AI through Data Flywheel



2026 CEO Investor Day

The New Rules of Competition

In the AI era, Data Flywheel is the new competitive moat



The New Rules of Competition

In the AI era, Data Flywheel is the new competitive moat

Hardware-Centric

Vehicle Performance

Focusing on mechanical excellence and hardware specs

Manufacturing Scale

Expanding mass production capacity and efficiency

Quality

Ensuring hardware durability and minimizing defects



Data & AI-Centric

Data Collection

Accelerating data collection from users and fleets

AI Learning

Advancing in-house AI models based on collected data

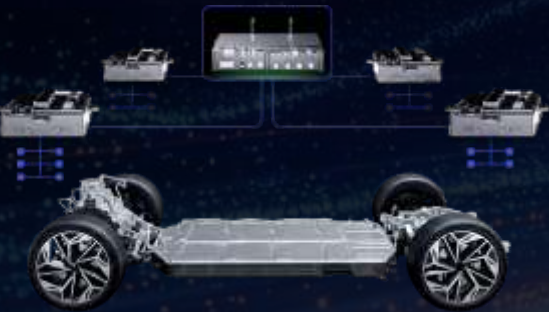
Continuous UX Evolution

Enhancing user experience and service competitiveness

Our Tech Foundation for the AI Era

Hyundai's robust technological foundation to power the Data Flywheel

CODA



Next-gen E&E Architecture

enabling massive data collection and processing

Pleos Connect



Next-gen Infotainment System

enabling seamless and personalized mobility experience

Gleo AI



Agentic AI

enabling deeper understanding of user intentions and contexts

Atria AI



End-to-End Driving AI

enabling autonomous driving from perception to control

Data Union



Global Data Ecosystem

enabling massive data accumulation via standardized sensor suite

Data Flywheel for In-car Experience

Gleo AI continuously evolves and Pleos Connect expands with new features, powered by data



01 Collect

- User behavior data**
 - Usage patterns & trends
 - Gleo AI interaction context
- Vehicle data**
 - Vehicle status
 - Sensor data



Data Flywheel for In-car Experience

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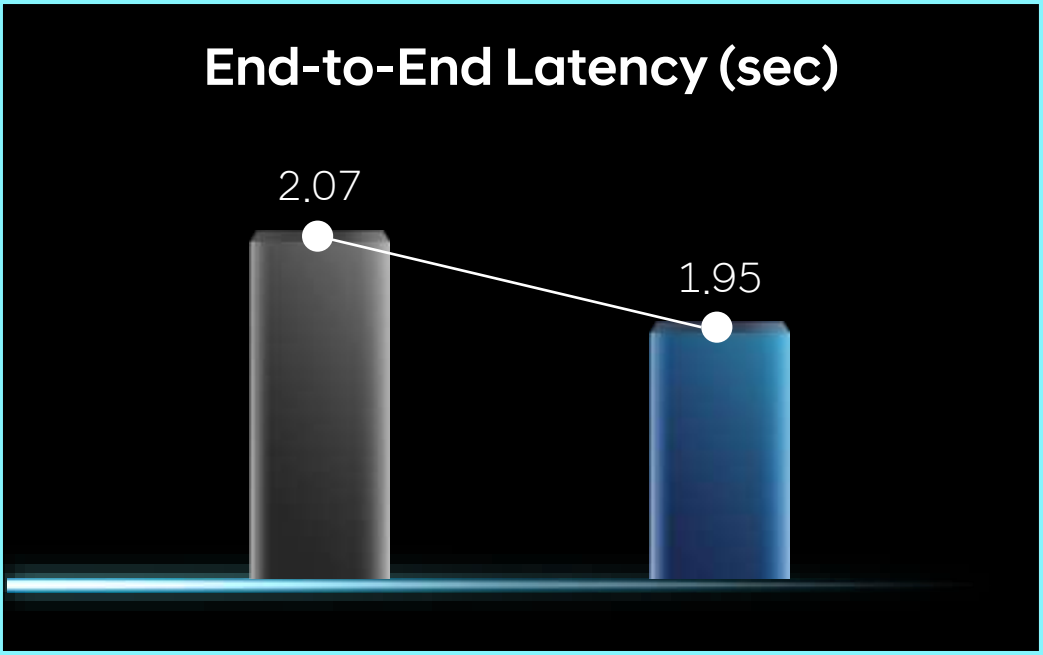
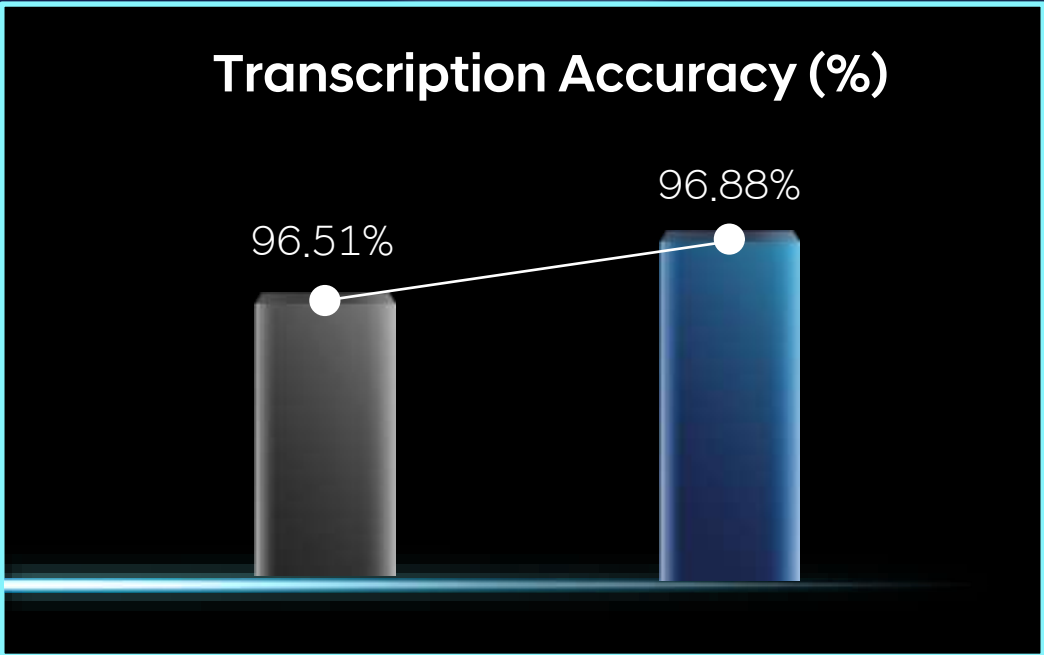
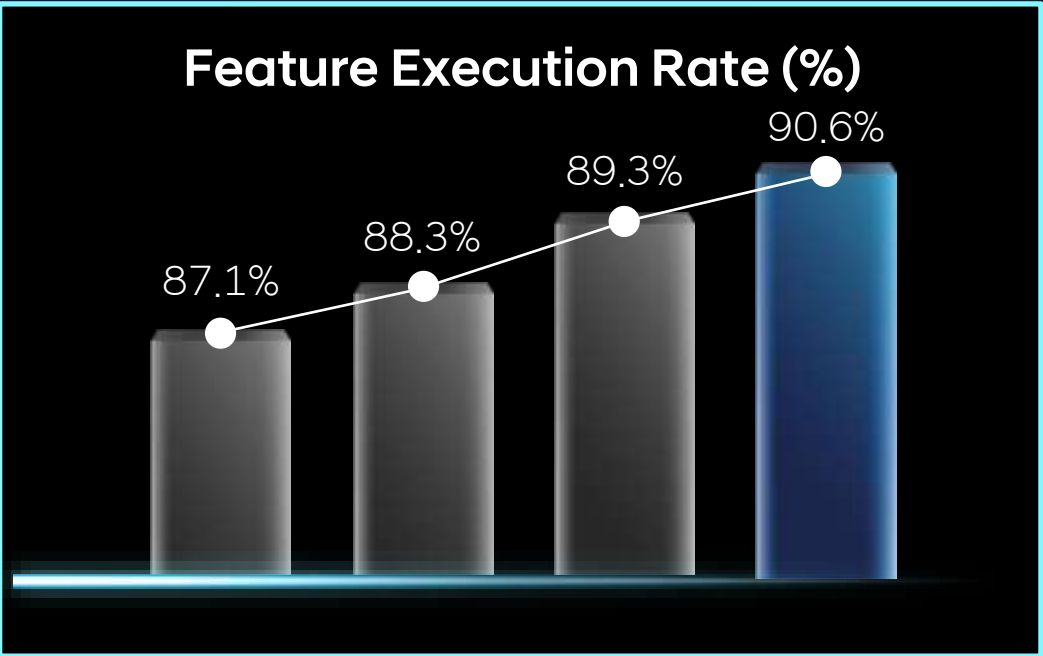
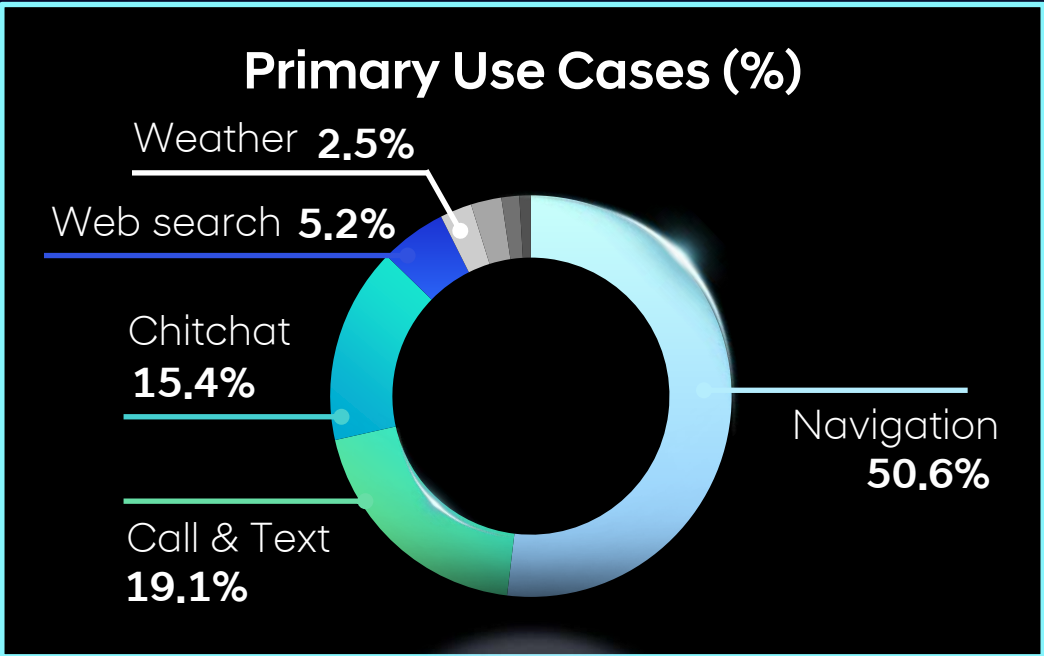
02 Analyze

User insights

- Unmet needs

Data analytics

- Performance index
- Feature & service planning



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03 Learn & Advance

Gleo AI

- Vehicle optimization
- Training on user data
- Model fine-tuning

Pleos Connect

- Feature & service development



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- Feature & service development

04 Deploy

Deploying updates via OTA

Offering better experience and generating more data



Data Flywheel for Autonomous Driving

Atria AI continuously advances from Lv2+ to Lv4, powered by real-world driving data

01 Collect

Partners' data

- Standard sensor suite
- Data union

Our own data

- Pilot driving data
- Users' driving data



Data Union

Data Flywheel for Autonomous Driving

Atria AI continuously advances from Lv2+ to Lv4, powered by real-world driving data

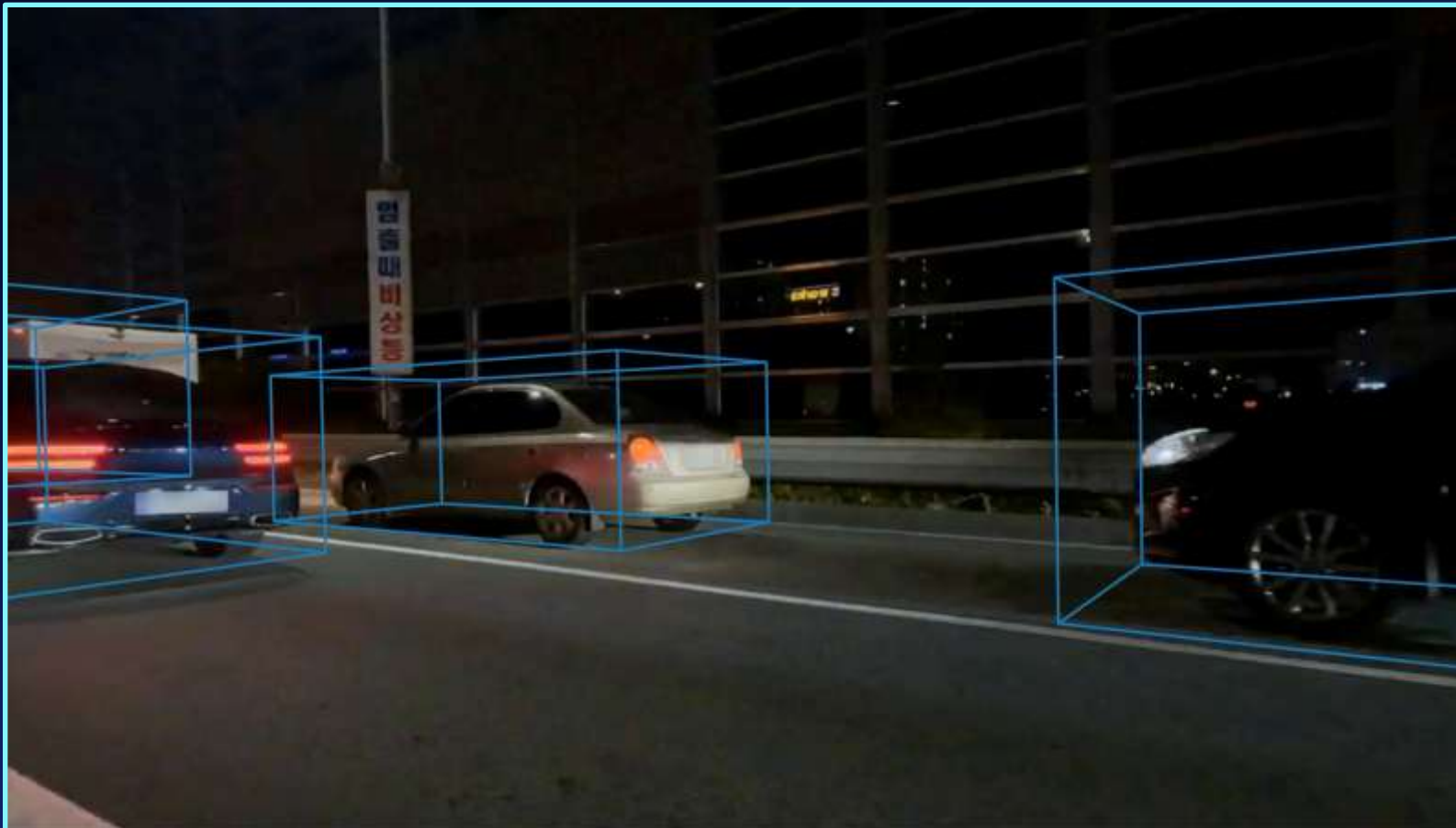
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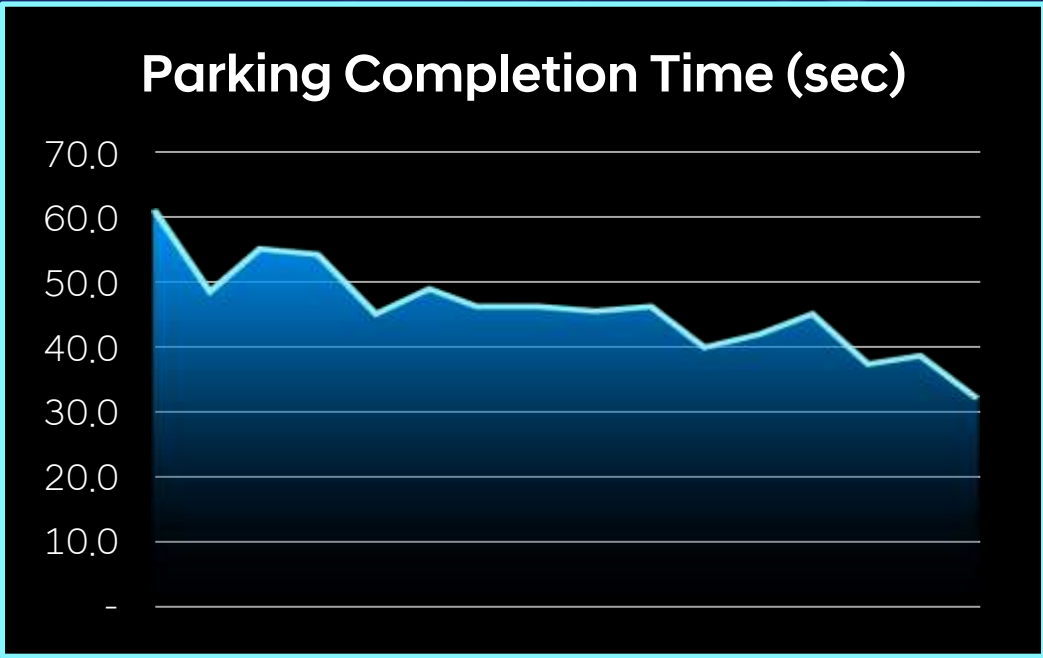
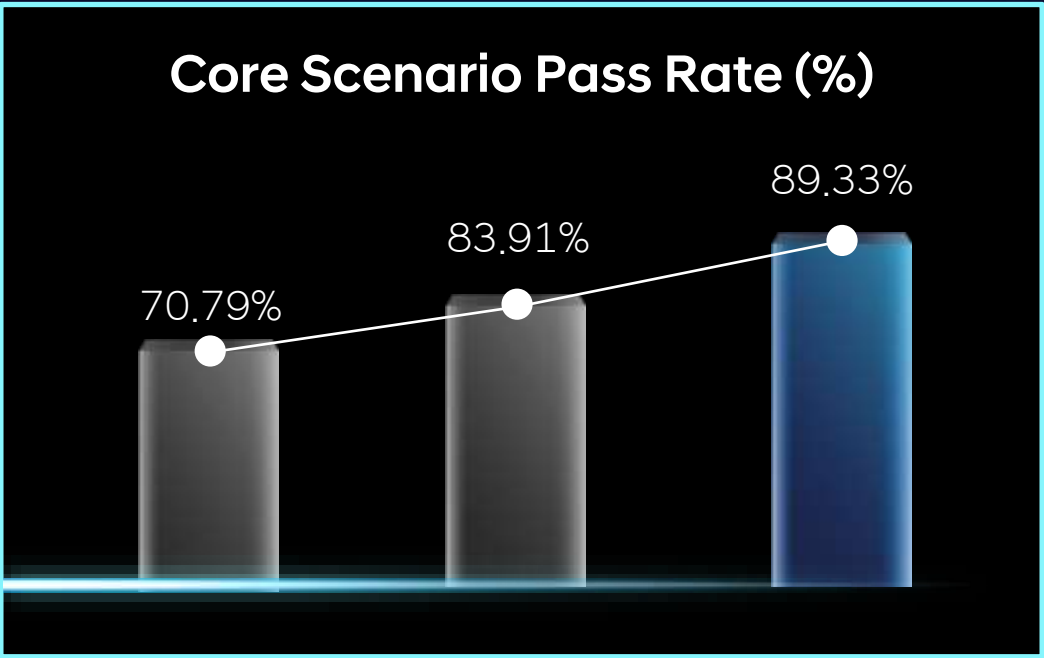
02 Analyze

Issue monitoring

- Root cause analysis of driving issues

Data analytics

- Performance index
- KPI monitoring



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- KPI monitoring

03 Learn & Advance

Atria AI

- Learning edge-case
- Model fine-tuning

In-house development

- All autonomous driving solutions from Lv2+ to Lv4



Data Flywheel for Autonomous Driving

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04 Deploy

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-

Offering better experience and generating more data

-

A photograph of a man with dark hair and a beard, wearing a brown jacket, driving a car at night. He is looking out the window at a city skyline with many lights. The car's interior is visible, including the steering wheel and the back of the driver's seat.

Our Scale, Our Competitive Edge

Hyundai's global sales scale and network accelerate our data collection and AI learning

7M+

HMG vehicle sold
annually, worldwide

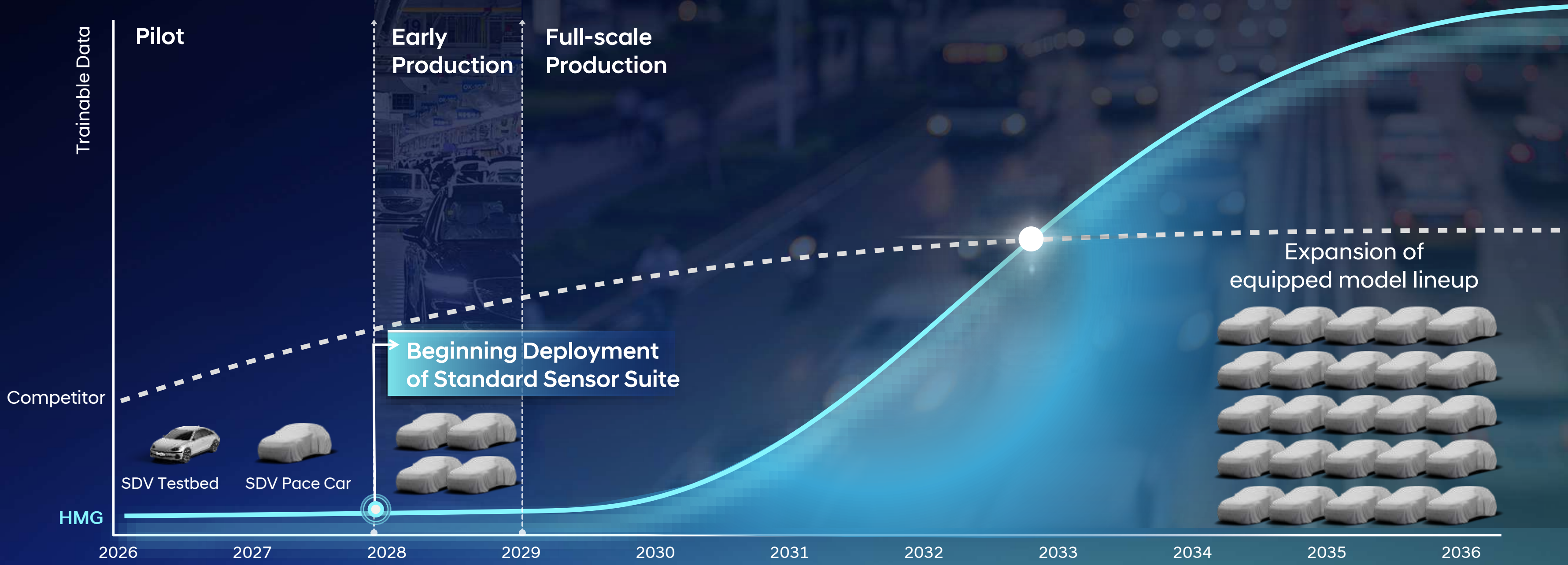
190+

Countries in
our global network



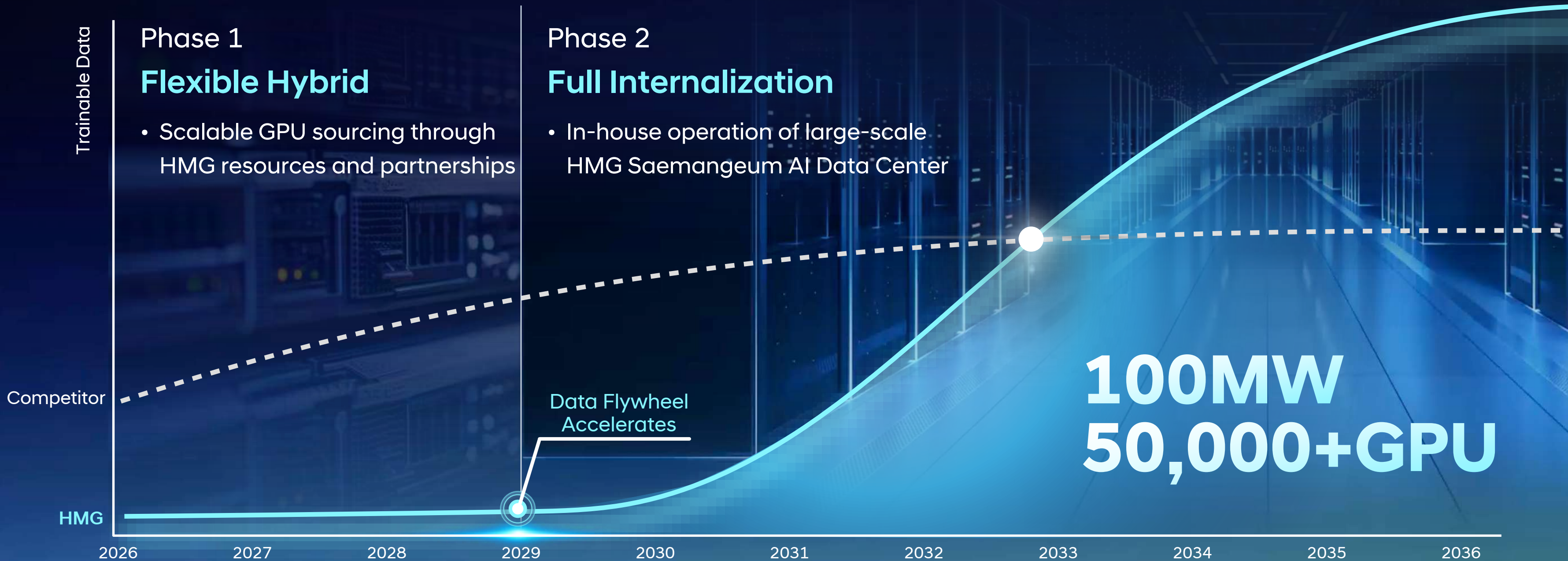
Our Scale, Our Competitive Edge

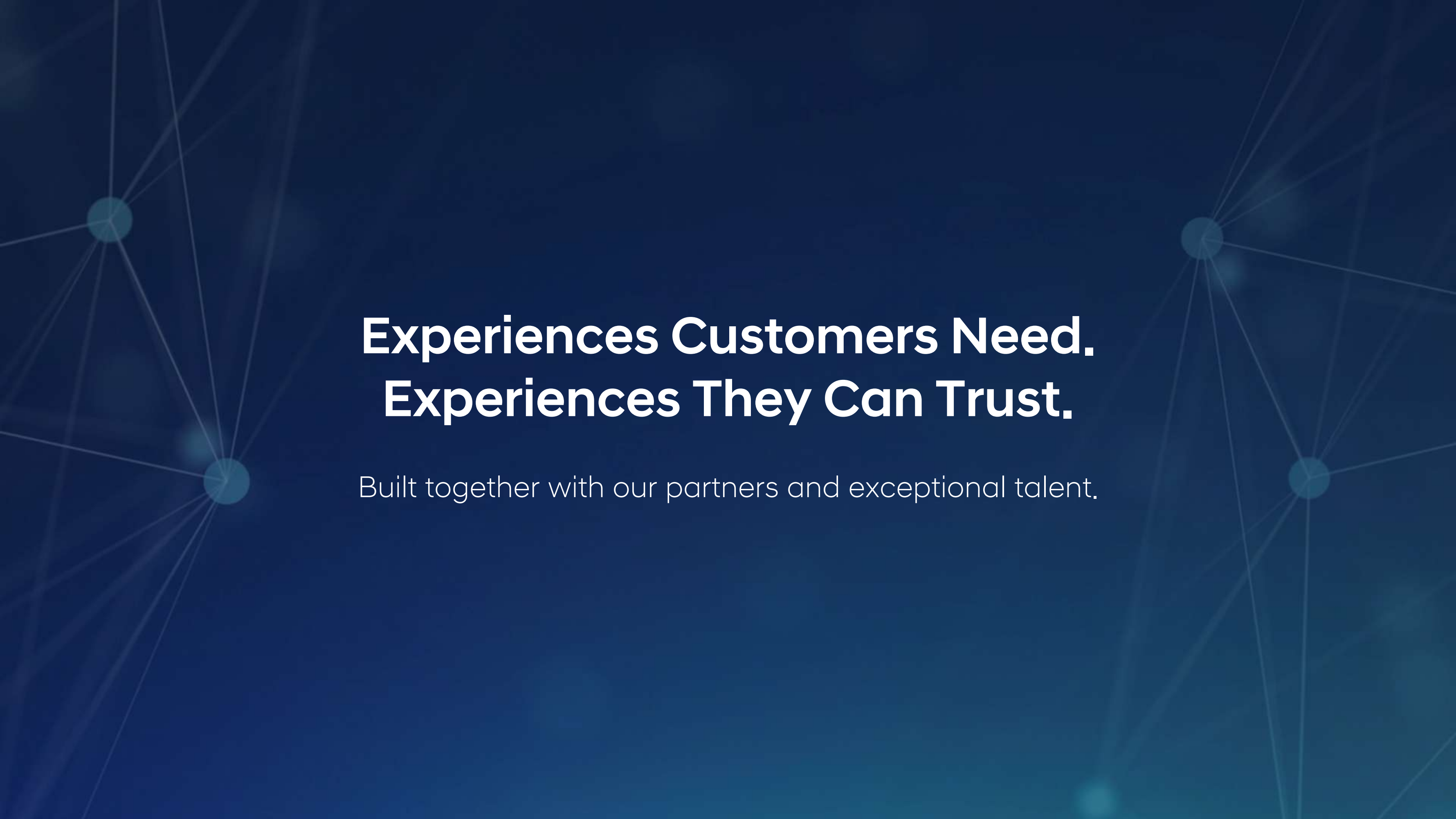
Hyundai's global sales scale and network accelerate our data collection and AI learning



Compute Built for the Data Explosion

Transitioning from hybrid cloud to in-house data center by 2029

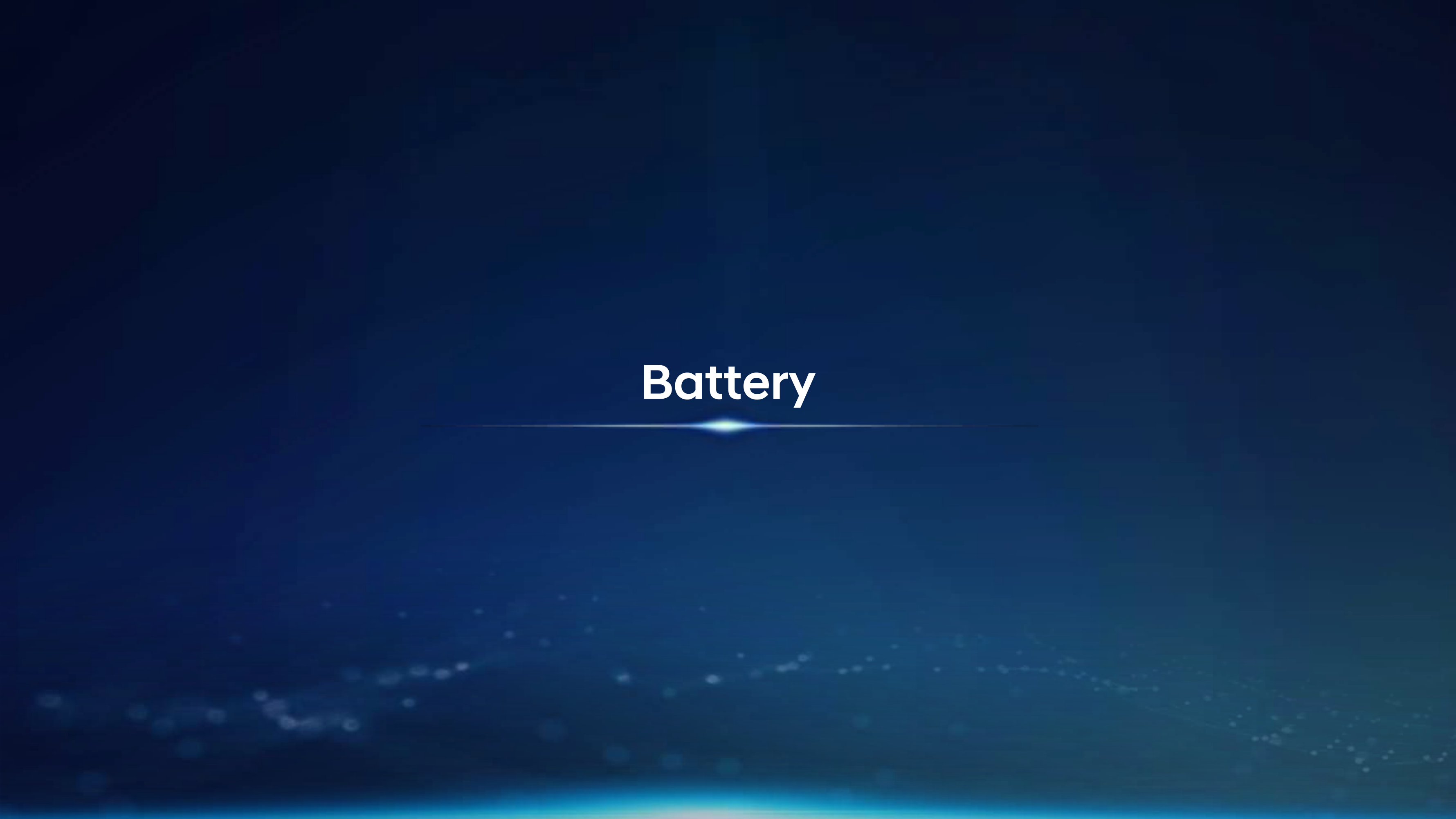




Experiences Customers Need. Experiences They Can Trust.

Built together with our partners and exceptional talent.

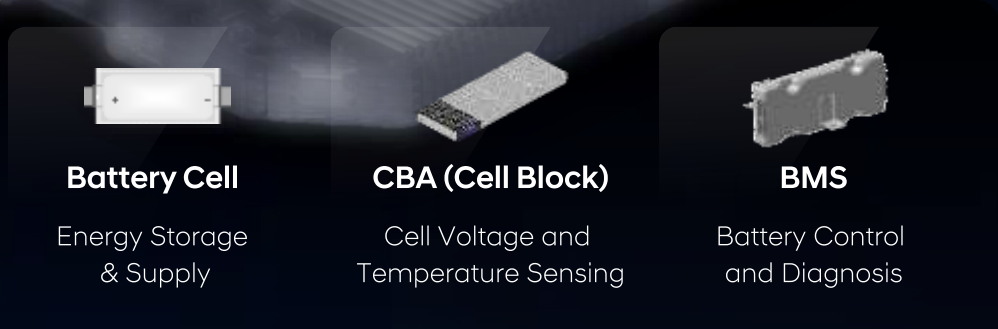
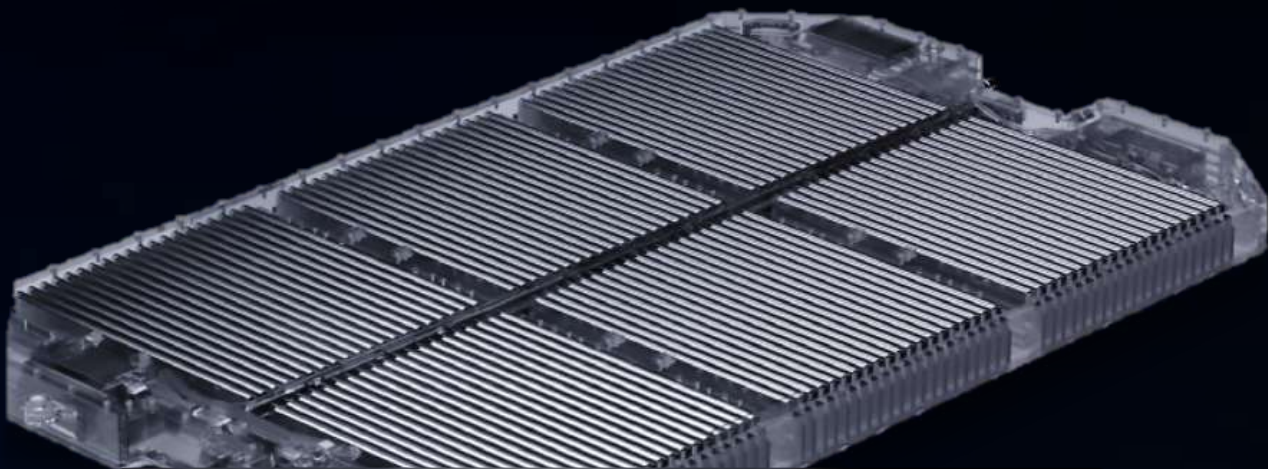
Battery



Battery Technology Innovation :

Advanced Battery & Safety First

Battery is a core component of electrification, consisting of cell, system, and BMS. It secures EV competitiveness through unique performance, cost competitiveness, and long-lasting, and provides customers with the safest EV



Customer Experience

Unique Performance

Enabling faster charging and longer range to improve the customer experience

Low Cost

Delivering cost-competitive EVs with mid-Ni NCM batteries

Long-Lasting

Sustaining performance through optimal BMS-based control

Safety First

Thermal Runaway Protection

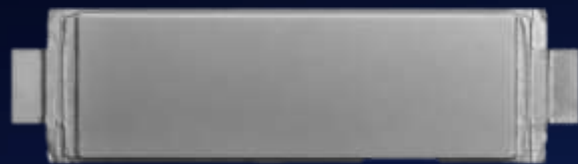
Delivering the safest EVs with TRP technology applicable across all form factors and chemistries

Unique Performance : High Power & Ultra Fast Charging

Enhancing product appeal with Hyundai's in-house high-performance cell, which delivers high energy density without compromising power and charging performance.

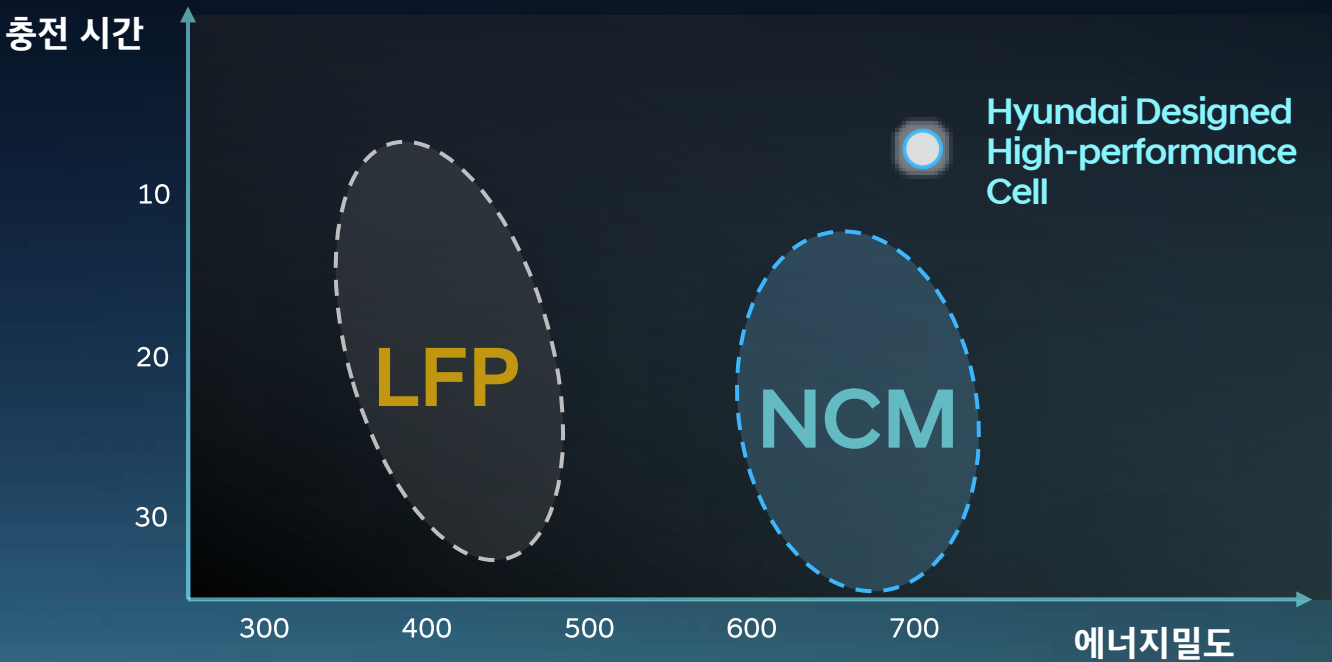
Hyundai Designed High-performance Battery Cell

Improving power and charging performance while maintaining the high energy density of Hyundai's batteries.



Hyundai Designed Battery (Compared to existing technology)

Energy Density	Equivalent to High-Ni
Cell Power	2X
Charging Time	40% reduction

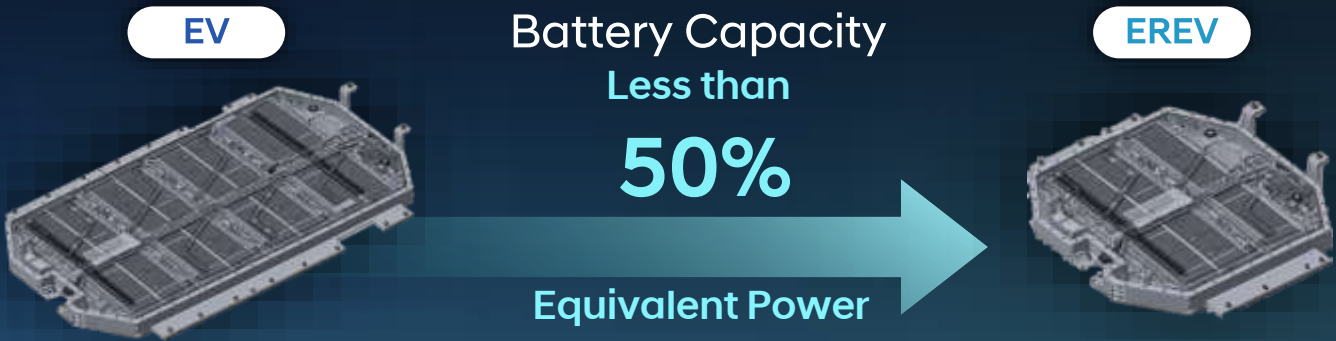


Unique Performance : High Power Density for EREV

Achieving EV-equivalent driving appeal in EREV through the high performance of Hyundai's in-house battery cell.

EREV (2027)

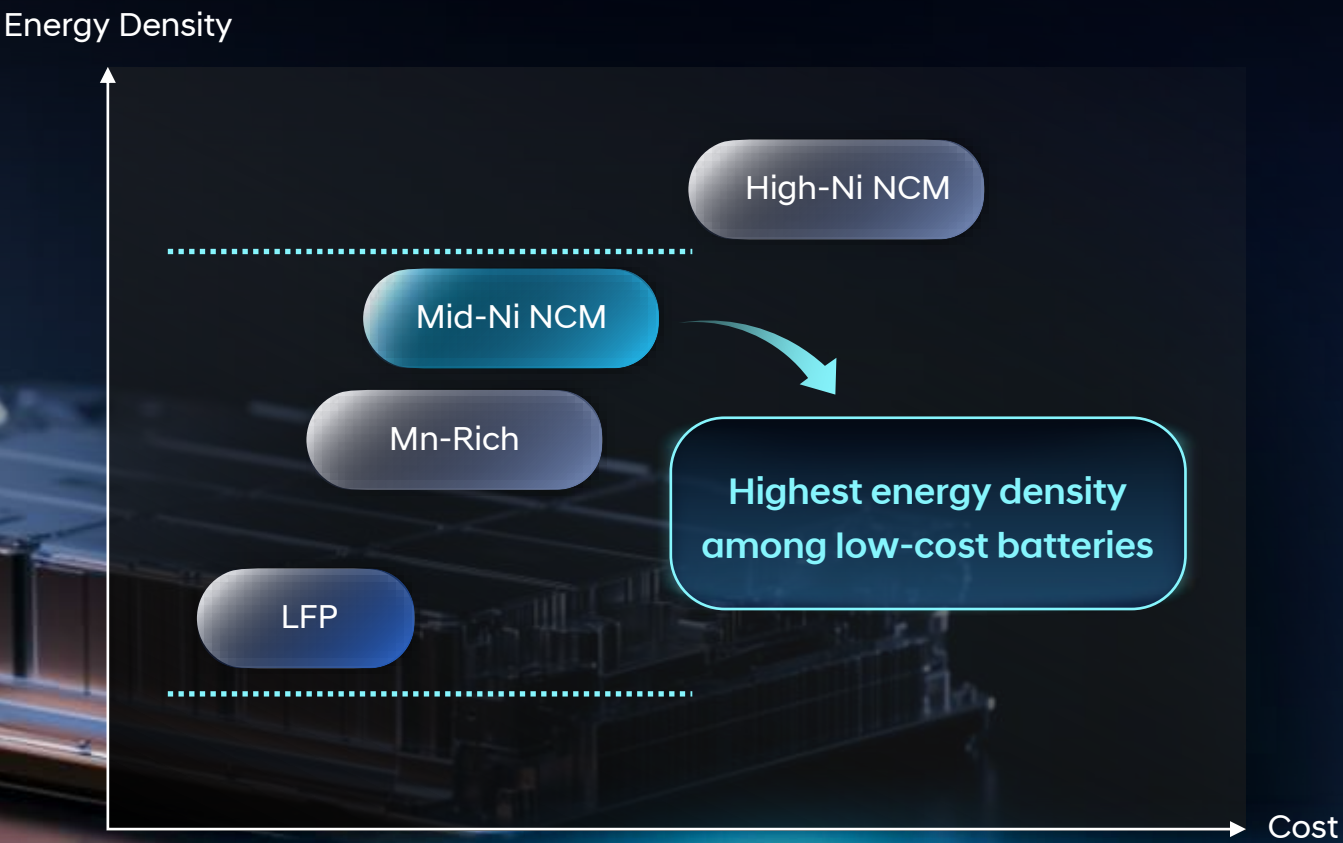
Delivering equivalent performance and EV-like driving experience with Hyundai's in-house battery, using less than half the battery capacity of an EV.



Low Cost

Applying Mid-Ni NCM batteries that reduce cell cost while sustaining optimal performance under real driving conditions, providing customers with an affordable option.

Mid-Ni NCM Battery



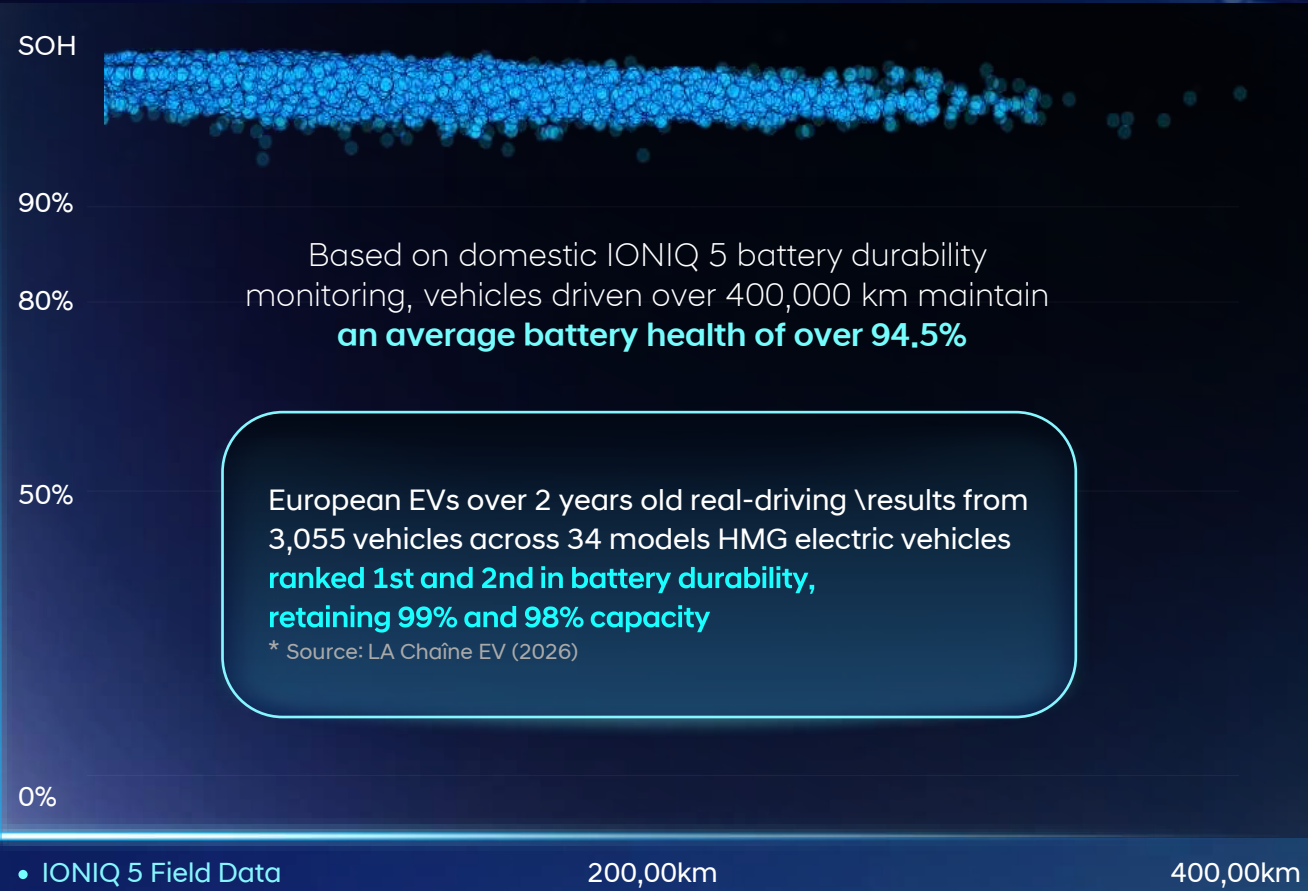
Battery Cost Competitiveness



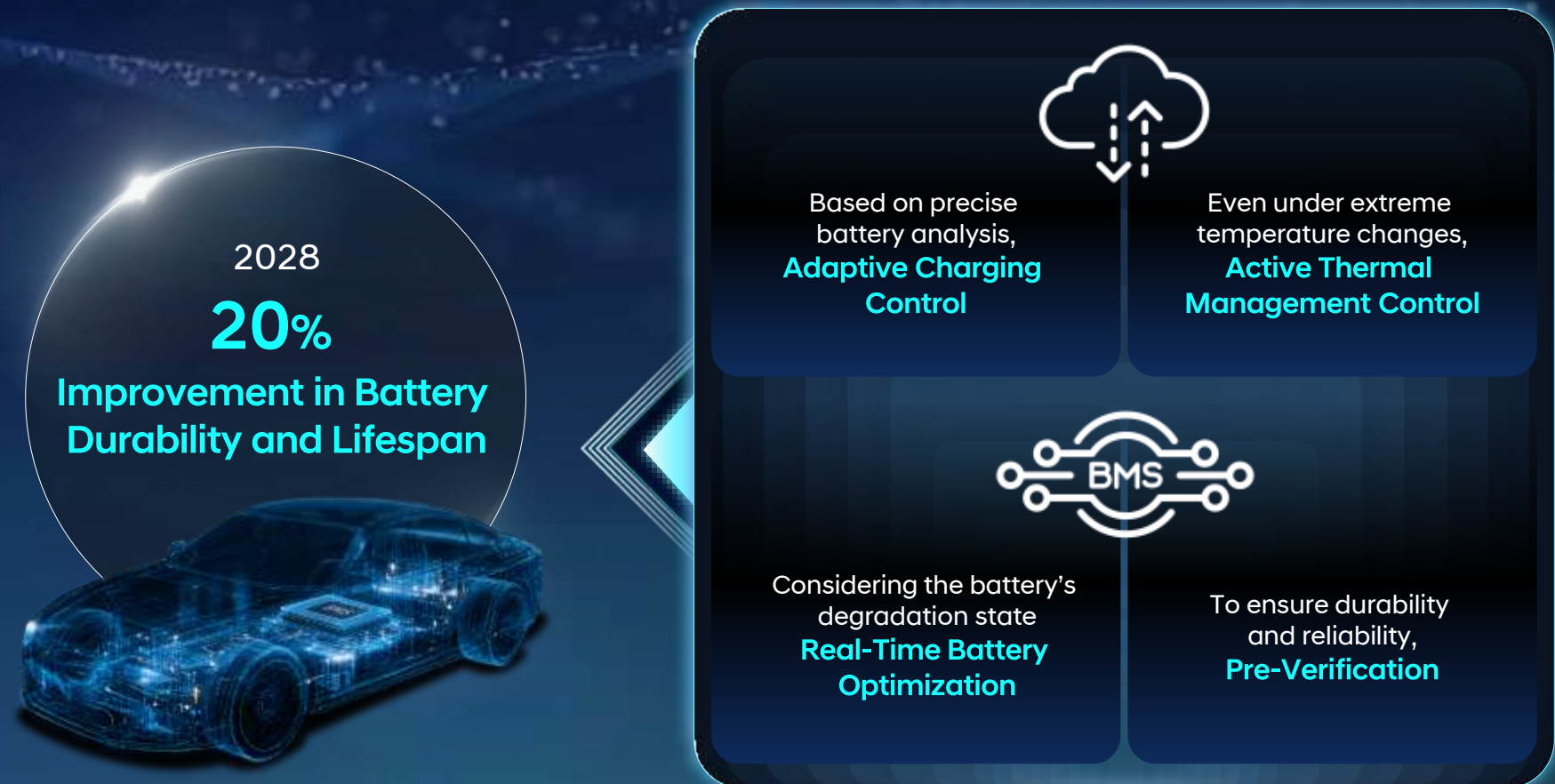
Cloud-based BMS : High-Durability, Long-Life Battery

Advancing cloud-based BMS with durability-focused control and long-life technology to extend battery life by 20%.

Proving the durability of Hyundai batteries with real-world customer driving data



Further Improving Battery Life through Advanced Cloud-Based BMS Technology



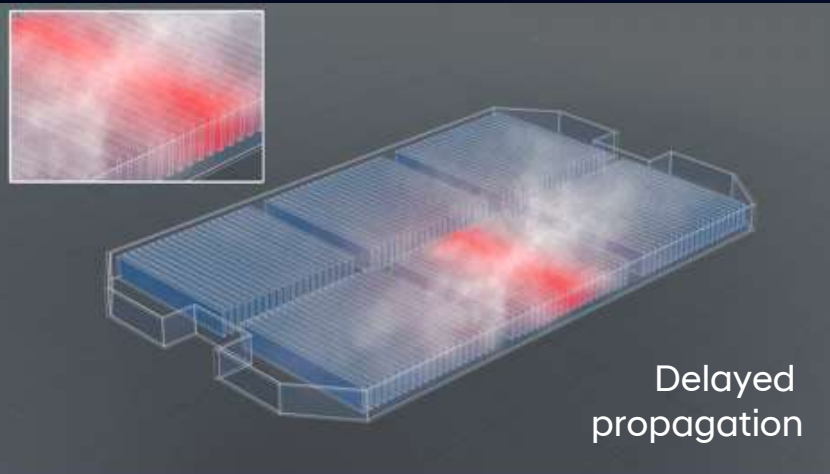
Safety First :

TRP Technology (Thermal Runaway Protection)

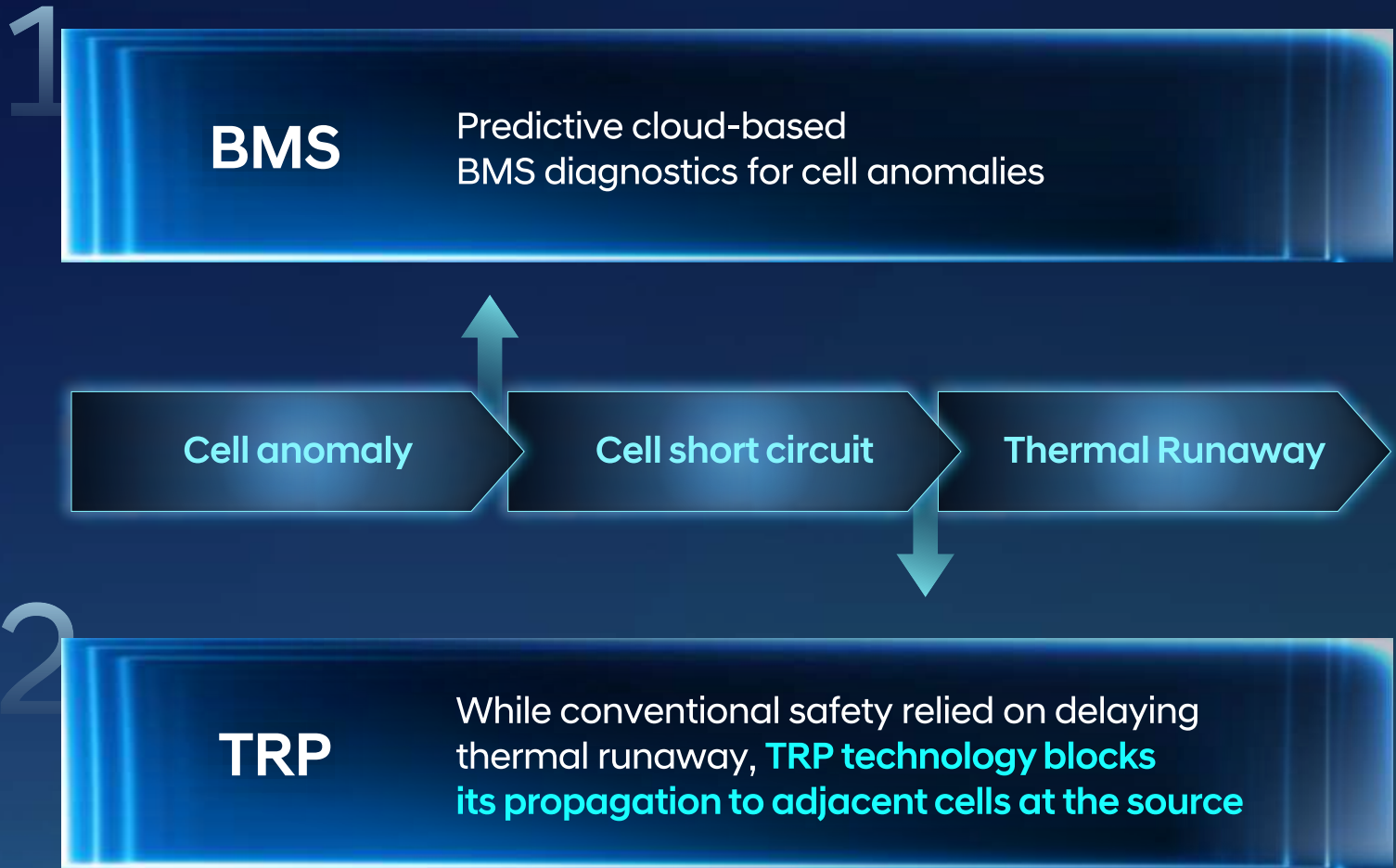
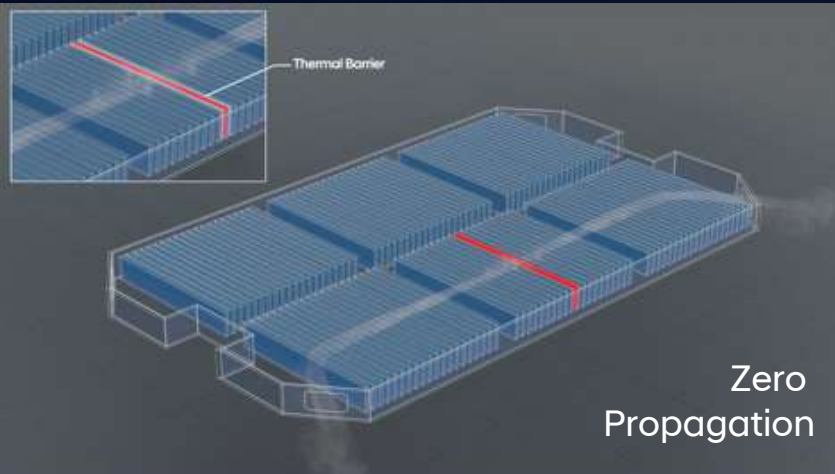
Presenting a new vision for global EV safety by fundamentally blocking thermal propagation across all battery form factors and chemistries.

TRP (Thermal Runaway Protection)

In the Event of Thermal Runaway

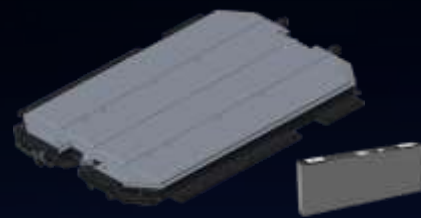


With TRP Technology Applied



Safety First : Battery Safety Technology(TRP) Verification

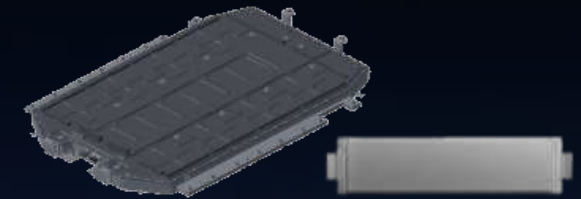
Verified Technology Safety through Over 200 Repeated Tests on All NCM Prismatic and Pouch Batteries Applied to Hyundai Vehicles



High-Ni NCM
Prismatic Cell



High-Ni NCM
Pouch Short Cell



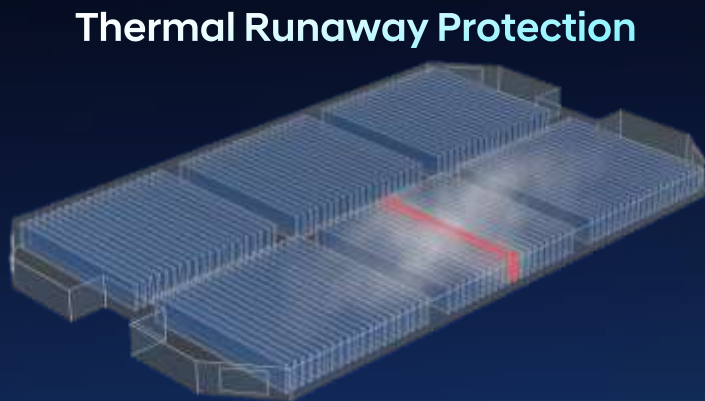
Mid-Ni NCM
Pouch Long Cell



Safety First : Safety Vision

By maximizing customer safety value through TRP technology, and through expanded application across all vehicle models and continuous securing of safety technology solutions, we will establish global top-tier leadership in safety technology

Maximizing Customer Safety Value Thermal Runaway Protection



- Secured battery thermal runaway protection technology, applicable regardless of form factor (prismatic/pouch) or chemistry
- Technology safety verified through over 200 repeated tests



2026 Flagship First Applied to the Genesis GV90



- Thermal Runaway Protection (TRP) technology first applied to Genesis's flagship model, the 'GV90'
- Following GV90, expansion across all vehicle models to further strengthen customer safety



Safety Vision

Securing Global Top-Tier
Safety Technology Leadership
through Battery Safety
Technology Solutions

Beyond Technology,
Driving continuous innovation for future mobility solutions
centered on experience

BEV



Robotics



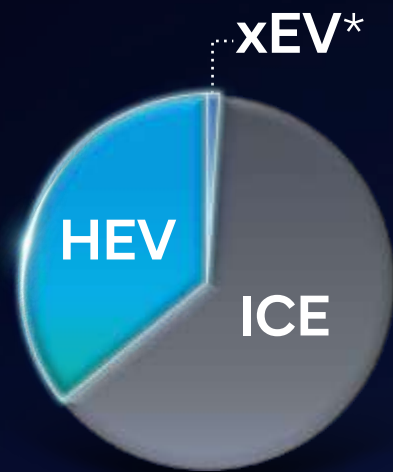
Mobility



Financials

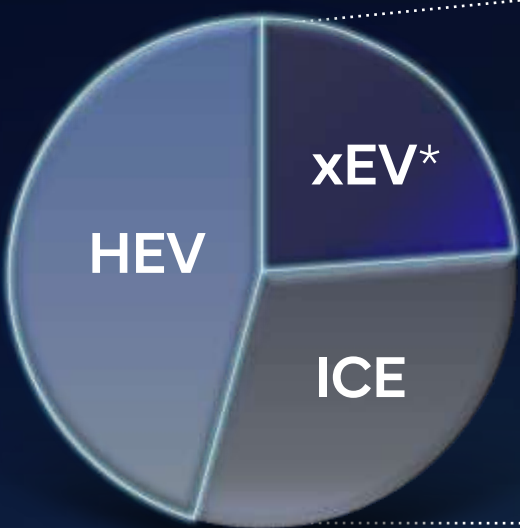
Mid- to Long-Term Financial Target

2026 / OP Margin
6.3 ~7.3%



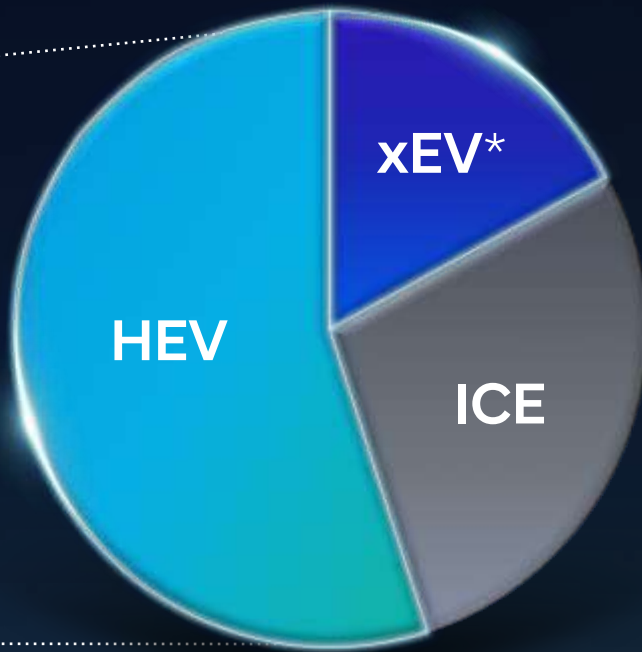
- Profit optimization leveraging growth momentum of high-margin HEVs
- New model cycle launch in H2 & new model effect

2030 / OP Margin
(2025 CID) **8~9%**



+11%

2030 / OP Margin
9+α%



- Profit growth through HEV expansion and economies of scale in xEV
- Execution of cost reduction roadmap across all powertrains with HEV/EV focus

* xEV : excluding HEV * OP Margin : Consolidated Basis

Cost Reduction Roadmap

Cost Competitiveness Enhancement – 3pp COGS Ratio Reduction by 2030

/ Lifecycle Cost Innovation1.5 _{pp}	/ Material Cost Reduction1.0 _{pp}	/ Localization0.5 _{pp}
Commonality Expansion - Expanding new vehicle standardization in manufacturing & design specifications, etc. Cost Reduction in Mass Production Vehicles - Continuous cost reduction opportunity identification & global horizontal implementation Production & Maintenance Efficiency Improvement - Production efficiency gain from low-efficiency process optimization - OTA expansion & high-voltage battery maintenance efficiency improvement	2030 Hybrid Conversion Material Cost Down by 20% - Economies of scale through HEV volume expansion - Introduction of market-specific HEV models 2030 EV PE System Material Cost Down by 30% - LFP battery expansion - Next-generation PE system development including motor/inverter, etc.	Overseas Plant Cost Competitiveness - Utilization rate improvement through expanded model portfolio - Process optimization & local sourcing of key materials Expansion of Local Parts Procurement - Supply chain stabilization & regional regulatory compliance - Regional cost optimization strategy for component sourcing

Shareholder Return Progress

Achieved 35.0% Total Shareholder Return for FY2025 by continuing corporate value enhancement via 2023 Mid-to Long-term Shareholder Return Policy and 2024 Value-up Program

Previously-Announced Shareholder Return Policy

Total Shareholder Return 35%+

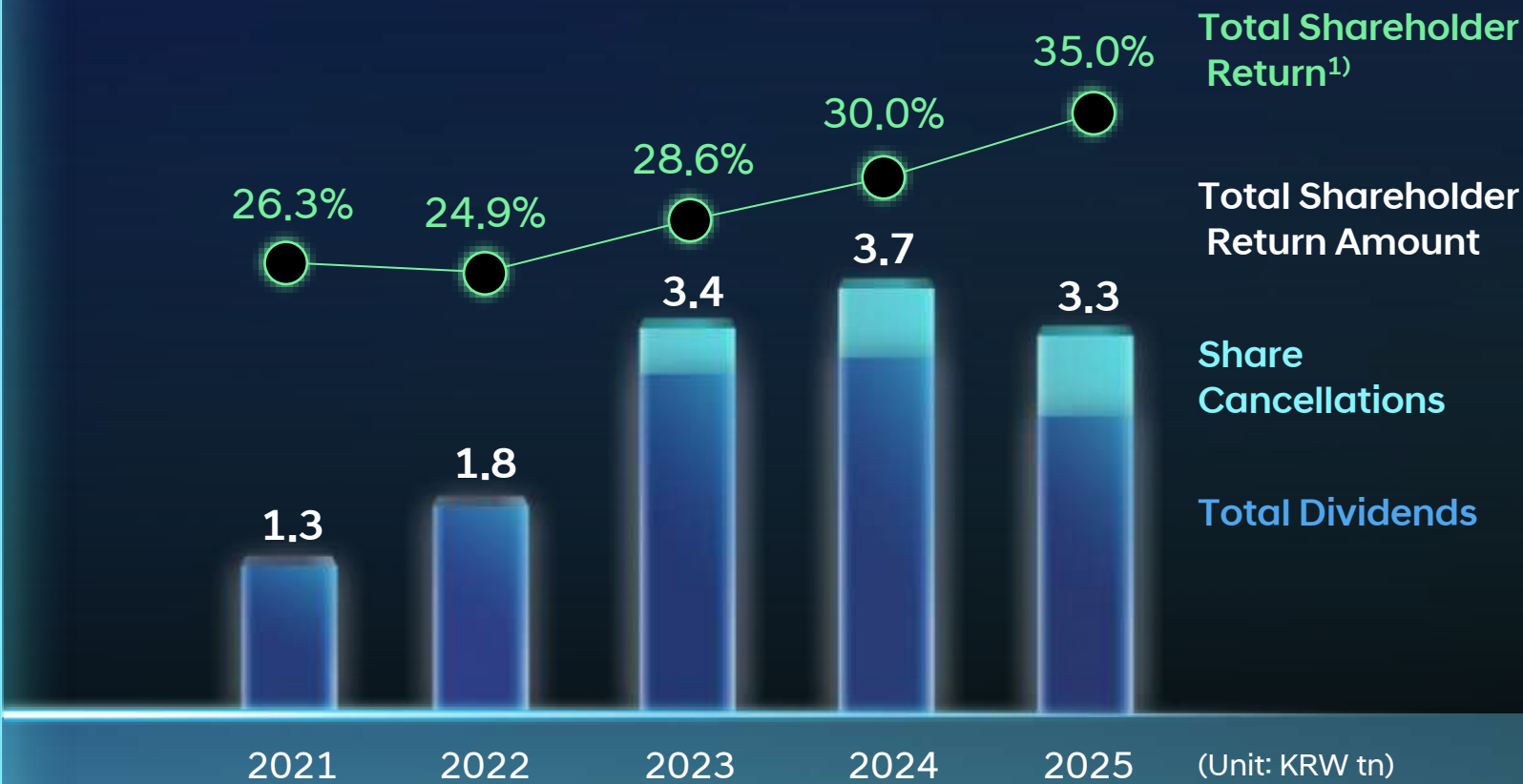
- First OEM to introduce Total Shareholder Return policy
- Achieved Total Shareholder Return 35.0% for FY2025
 - ▶ Annual dividend of KRW 2.6T (Total Shareholder Return 27.7%)
 - + Treasury share cancellation of KRW 0.5T (Total Shareholder Return 5.2%)
 - + Share buyback of KRW 0.2T reflecting preferred share discount (Total Shareholder Return 2.1%)

Minimum DPS

- Introduced minimum DPS of KRW 10,000 to provide a stable return
- Implemented quarterly dividend to enhance DPS visibility
- FY2025 DPS recorded KRW 10,000 with dividend payout ratio 27.7%

Share Buyback

- Cancellation of existing treasury shares (1% per year) for 3 years (2024~2026)
- Maximum buyback up to KRW 4T over 3 years (2025~2027)
 - ▶ Completed buyback of 1.3T from Nov 2024 to Apr 2026.



1) Total Shareholder Return = (Total dividends*+Treasury share buyback and cancellation)/Profit attributable to owners of the company
* Common shares + all types of preferred shares

2026 Execution Plan for Shareholder Return

Despite rapidly changing business environment and amplifying macroeconomic uncertainties, HMC will execute shareholder return in accordance with HMC shareholder return policies

Total Payout Ratio 35%+

- Target **Total Return Ratio (TRR)** 35%+ for the 3 consecutive years (FY2025~2027)
- Change of Terminology from Total Shareholder Return (TSR) → Total Payout Ratio (TPR)

Change of terminology while maintaining the total shareholder return target 35%+

Minimum Dividend

- Minimum DPS of KRW 10,000
- Minimum Dividend Payout Ratio of 25%+
- Quarterly Dividend of KRW 2,500

Maintain dividend policy to guarantee a minimum DPS and provide a stable return

Cancellation of All Existing¹⁾ Treasury Shares

- Treasury Share Cancellation of ~KRW 0.8T²⁾
- Total 2.5 Million Shares

1) Excluding the treasury shares approved for employee compensation at the General Shareholder Meeting (2026 Mar.)
2) Based on previous close / Book value of KRW 476.4B (Common+All Preferred Shares)

Leveraging the Power of the Group

Unmatched ecosystem integration and differentiated growth potential

Maximizing Group Synergies

/70+ Group affiliates to support HMC's growth

/477 T KRW Group Revenues in 2025

/335k Group employees as of 2025



Progress for Humanity

Connecting people through mobility and empowering future generations

Charitable Giving

\$320M

Lifetime Contribution

Advancing pediatric cancer research since 1998, expanding to India & Europe

Hyundai
Hope on Wheels

Restoring Nature

>2,230,000

Trees Planted Globally

Supporting reforestation efforts across 13+ countries

IONIQ FOREST

Eco-Sustainability

945 tons

of Marine Waste Diverted

Recycling marine waste into vehicle components

Hyundai continue

HEALTHY  SEAS®

Energy Transition

100% renewable energy

Across All Business Sites
In North America,
Europe & India

RE100

Moving Forward, Together

It's a Great Time to be at Hyundai

All-Time Record Revenues for 2025 FY & 1H 2026	5.55M global sales by 2030	60% xEV sales mix by 2030	100+ product launches by 2030 All-New Tucson Santa Fe EREV GV80 Hybrid Brand-New GV90	#3 Highest volume #2 most profitable auto group as of 1H 2026
2.3x market cap. YTD avg. vs. 2025 avg.	6.0% market share by 2030	+1.27M global capacity by 2030		
35%+ TPR 2025-2027 commitment	North America 10+ hybrids 80%+ localization	Europe 5 new BEVs ↓30% battery cost	New Decade for Genesis 1 st HEV & EREV 350K sales · 40+ markets Flagship SUV by 2030	
9%+ OP margin by 2030	India 1.1M capacity Export hub	Korea Future Tech Innovation Hub	Innovative Partnerships 	
	China In China, For China	Middle East & Africa Growth Frontier		

