

News Release

Hyundai Motor Group Executive Chair Euisun Chung Outlines 2025 Vision Driven by Commitment to Innovation, Overcoming Challenges, and Creating Opportunities in New Year's Message

- Hyundai Motor Group celebrates New Year at Hyundai Motorstudio Goyang,
 emphasizing open communication with employees at flagship space
 - ... Executive Chair Euisun Chung highlights the need to face challenges head on at 2025 New Year's Remarks, strengthening the Group's vision
 - ... Key HMG executives held 'roundtable', discussing the future global business environment and the Group's vision following questions from employees
- Executive Chair Chung underscores the need for perspective in facing difficulty,
 emphasizing innovation and overcoming challenges is part of the Group's DNA
 - ... Preparation and fundamental capabilities are key Hyundai Motor Group assets to help navigate and embrace change
 - ... Agile responses to unexpected challenges through flexible processes and a culture of unified action to achieve collective goals
- Open culture where talent can thrive and teamwork is further strengthened to underscore the Group's resilience and focus on opportunities for growth
 - ... Ensuring an environment where creative and enthusiastic individuals can demonstrate their capabilities to the fullest
 - ... Investment in key business areas and strategic collaboration with partners

SEOUL, **January 6**, **2025** – Hyundai Motor Group (the Group) today held its annual New Year's Address, with Executive Chair Euisun Chung outlining the Group's focus for 2025: overcoming challenges through a commitment to innovation, embracing change, and further strengthening teamwork.

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Held at Hyundai Motorstudio Goyang, near Seoul, this year's event adopted a new format to drive in-depth dialogue among attendees, discussing the global business environment for the year ahead and the Group's strategic direction.

Hyundai Motor Group Executive Chair Euisun Chung, Group Vice Chair Jaehoon Chang, Hyundai Motor President CEO José Muñoz, Presidents Sung Kim and Changhyeon Song, Kia President and CEO Ho Sung Song, Hyundai Glovis CEO Kyoo Bok Lee, Hyundai Capital CEO Jung Hyung-jin and Hyundai Engineering & Construction Vice President and CEO Hanwoo Lee all took questions from the audience of more than 200 employees, plus many more watching globally on the Group's livestream.

Executive Chair Chung began by thanking Hyundai Motor Group employees around the world. "We achieved a lot last year," he said. "These achievements were the result of your tireless efforts to deliver the quality, trust and experience our customers expect. I extend my deepest gratitude to you all."

He continued by emphasizing the importance of facing both internal and external challenges over the year ahead, as well as the potential for global growth across the Group's operations by overcoming adversity through its commitment to innovation, further strengthening teamwork, and a proactive approach to creating future opportunities.

"Innovation is in Hyundai Motor Group's DNA. If we continue to embrace change and pursue innovation, we can overcome any test or difficulty we may face," said Executive Chair Chung.

With geopolitical uncertainties, shifts in the global economy, evolving consumer preferences, technological evolution in the mobility industry, emerging competitors, and the accelerating pace of innovation, 2025 will be a year of complex global dynamics.

Executive Chair Chung also reinforced Hyundai Motor Group's resilience and its ability to further strengthen its position as a global mobility leader by looking for opportunities in every challenge.

"There is no need to be intimidated by uncertainties ahead. Without challenges, we risk becoming complacent, which presents a bigger danger. We cannot assume success in 2025 simply because of our strong performance last year. But we should also not be pessimistic as a defensive mindset can stifle innovation. Challenges can sharpen awareness and drive action – Hyundai Motor Group has successfully navigated challenges in the past and emerged stronger. We will do the same again."

Addressing challenges and creating opportunities

Executive Chair Chung categorized two types of challenges the Group is facing – 'predictable' and 'unexpected' – and outlined strategies for overcoming both.

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He stressed that thorough preparation is key in overcoming predictable challenges, adding that "It's not simply about eliminating risks, but about a comprehensive understanding of the background, context, and historical trends to create opportunities for future growth."

Chung continued by highlighting the importance of fundamental capabilities as a key factor in addressing unexpected challenges, including flexible and open processes, a culture of objective analysis and agile response, and continuous, unified action to achieve the Group's shared goals.

With the appointment of José Muñoz as Hyundai Motor's first non-Korean CEO, Executive Chair Chung emphasized this milestone as "a clear expression of our commitment to innovation", reiterating the Group's dedication to creating a global culture where talented individuals are recognized and can thrive regardless of their nationality, gender, seniority or background.

Executive Chair Chung closed the Group's 2025 New Year's Address by highlighting that "We must expand our strong commitment to innovation," linking leadership in industrial change and technological development, strategic investment in core areas for the Group, and collaboration with other partners when necessary.

Following the address, Hyundai Motor Group key executives conducted a roundtable discussion. Moderated by Hyundai Motor Executive Vice President and Chief Human Resources Officer, Hae In Kim, key figures including HMG Executive Chair Euisun Chung, HMG Vice Chair Jaehoon Chang, Hyundai Motor President CEO José Muñoz, Presidents Sung Kim and Changhyeon Song, Kia President and CEO Ho Sung Song, Hyundai Glovis CEO Kyoo Bok Lee, Hyundai Capital CEO Jung Hyung-jin and Hyundai Engineering & Construction Vice President and CEO Hanwoo Lee openly discussed the future.

The discussion focused on the global business environment for the year ahead, Hyundai Motor Group's 2025 goals and visions, and the Group's work methodologies. Taking questions from attendees at the event and those watching digitally, the panel interaction drove open communication between executives and global employees.

"Our greatest asset is our people. Their talent and resilience mean we do not retreat when we face adversity – we innovate," said Executive Chair Chung, closing the roundtable. "We embrace challenges as opportunities to grow stronger and to shape a brighter, more sustainable future. We will continue to work together in 2025 to further strengthen Hyundai Motor Group's collective vision."

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About Hyundai Motor Group

Hyundai Motor Group is a global enterprise that has created a value chain based on mobility, steel, and construction, as well as logistics, finance, IT, and service. With about 250,000 employees worldwide, the Group's mobility brands include

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Hyundai, Kia, and Genesis. Armed with creative thinking, cooperative communication, and the will to take on any challenges, we strive to create a better future for all.

More information about Hyundai Motor Group can be found at: http://www.hyundaimotorgroup.com

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