

2024 CEO INVESTOR DAY

HYUNDAI
GLOVIS

Opening...

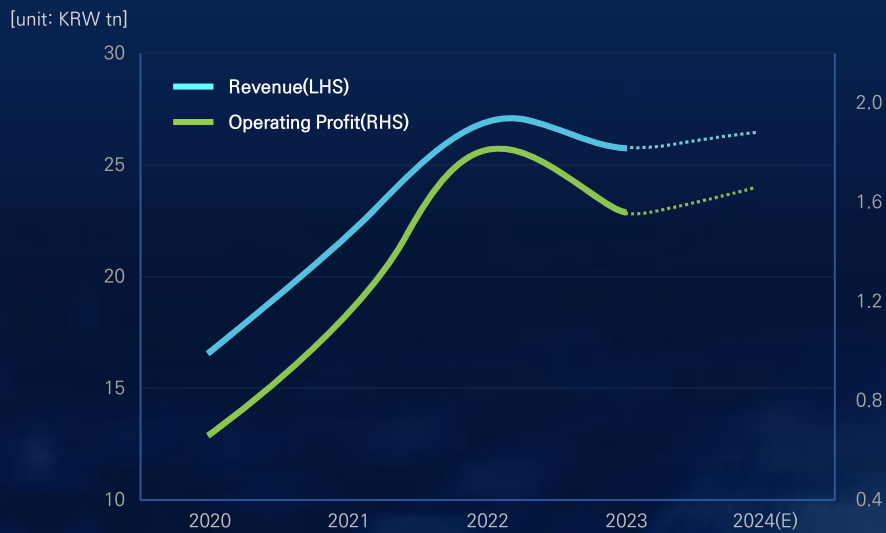
HYUNDAI GLOVIS

CONSIGNMENT TRACKING MOBIS
 BATTERY WELFARE INTERVIEW
 COVER LETTER HQ AUTOBELL
 KIA GOVERNANCE HYUNDAI MOTOR GROUP
 INTERNSHIP STRUCTURE
 RUGBY DIVIDEND
 CHAMPIONSHIP AUCTION CENTER
 LOGISTICS RUGBY AUTOEVER
 DELIVERY CENTER
 HYUNDAI MOTOR COMPANY GENESIS ORG. CHART
 EMPLOYMENT AUCTION SALARY
 DELIVERY TRACKING
 REASON FOR APPLYING
 NEW VEHICLE
 DELIVERY SHARE PRICE USED CAR

Opening...

“
Value Trapped
despite revenue & OP growth
”

Financial Performance



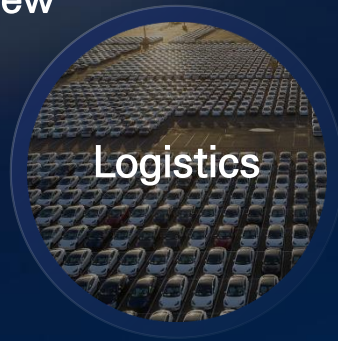
Share Price Trend



VS

※ Source : KRX Data System, Hyundai GLOVIS Consolidated Financial Statement
※ Share price : As of the end of May 2024

Hyundai GLOVIS Overview



Logistics

Automotive Logistics

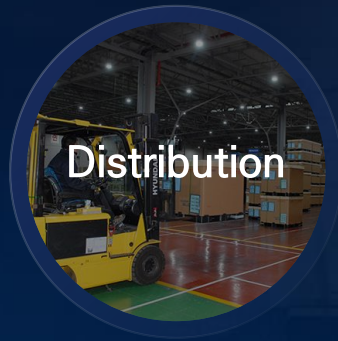
Global Forwarding



Shipping

Pure Car & Truck Carrier

Bulk Carrier



Distribution

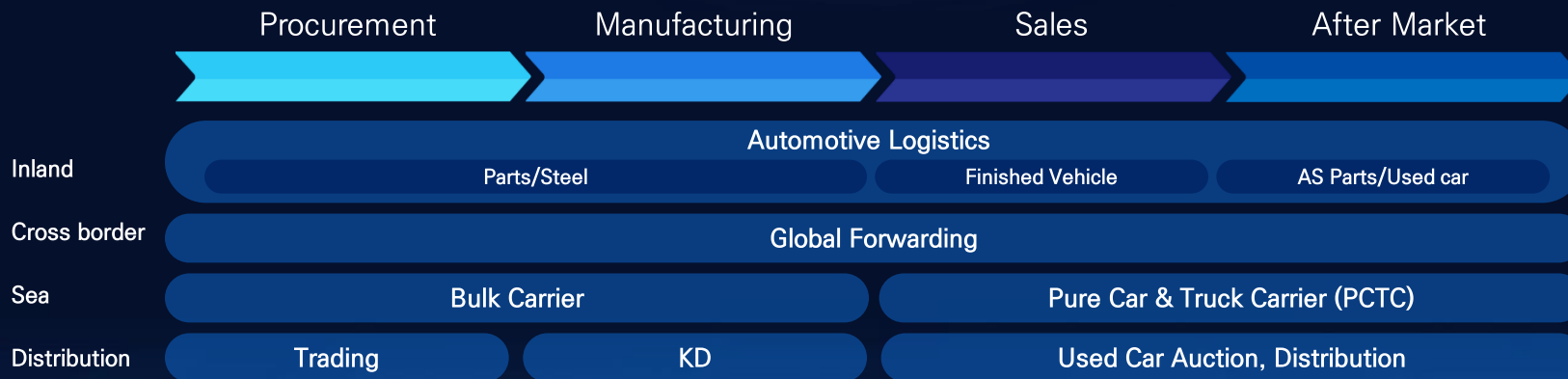
KD

Auto Biz.

Trading

Connecting Automotive Industry Value Chain

Automotive Value Chain



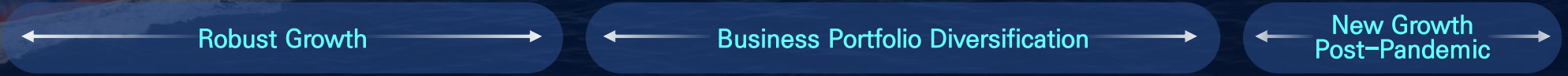
※ KD (Knock Down) : Semi-assembled parts sent to overseas factories for final assembly at local site

※ After Market : Encompasses AS service markets such as parts replacement and maintenance, as well as the used car trading market

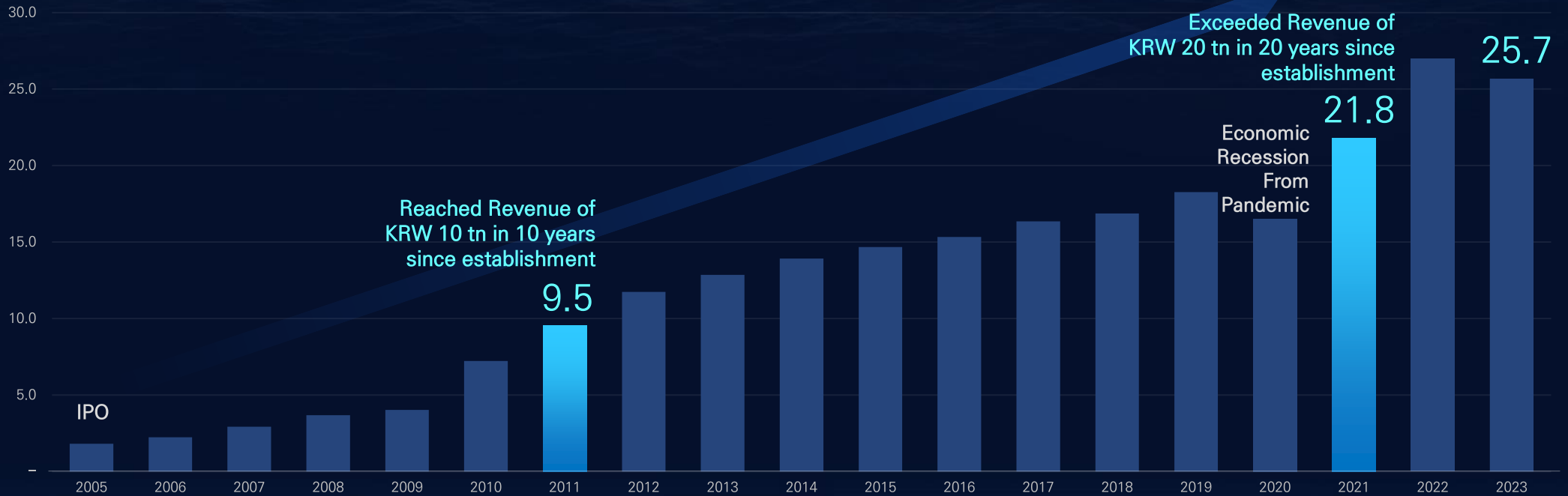
Hyundai GLOVIS Overview



Steady Growth Since Establishment



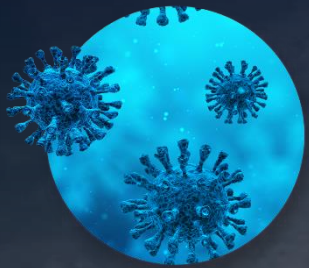
[Unit : KRW tn]



Challenges and Opportunities

01

What should we **strengthen** to turn Challenges into Opportunities?



02

What are the **Required Preparations** to Continue Our Growth?



Global Smart SCM Solution Provider Completing the VALUE CHAIN

Mutual Growth with the Group

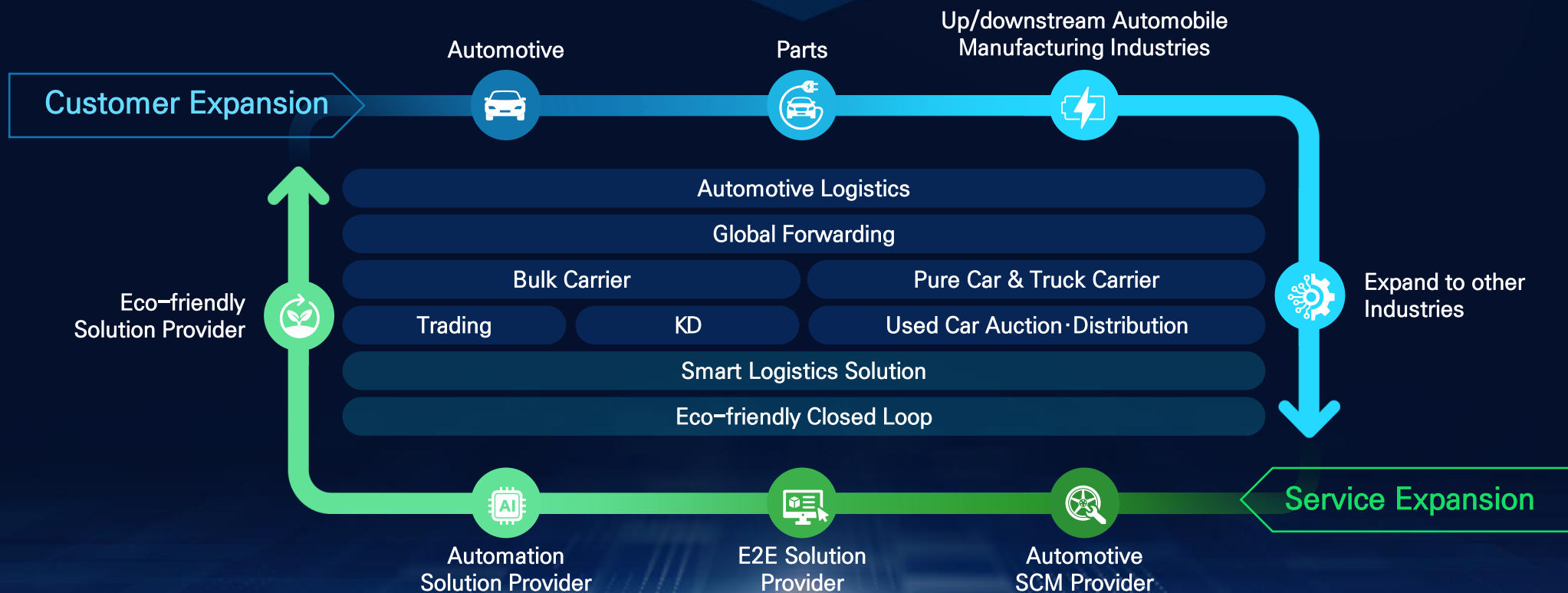


Increase non-affiliate customers



Asset-based Growth

• Achieve 40% Non-Affiliate Sales Proportion



2030 Growth Strategy

01

Strengthen Outstanding Position in Automobile SCM Solution

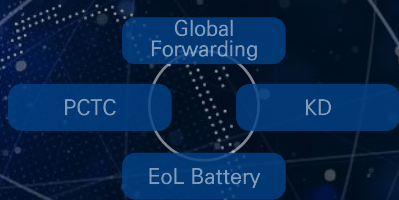
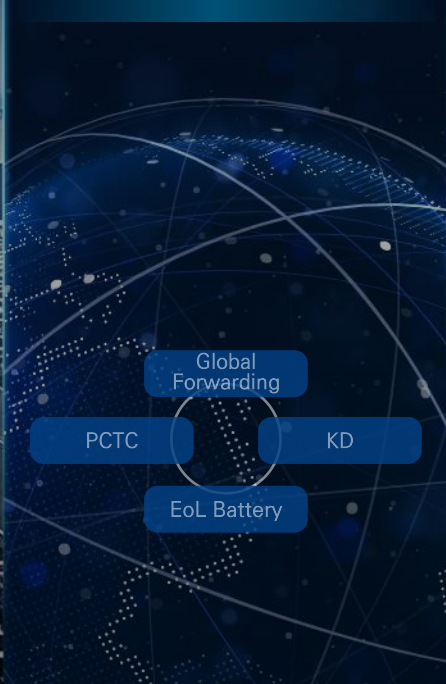
Mutual Growth with the Group OEMs
Expand Non-affiliate OEMs



02

Commercialize Global E2E Solution Strategy

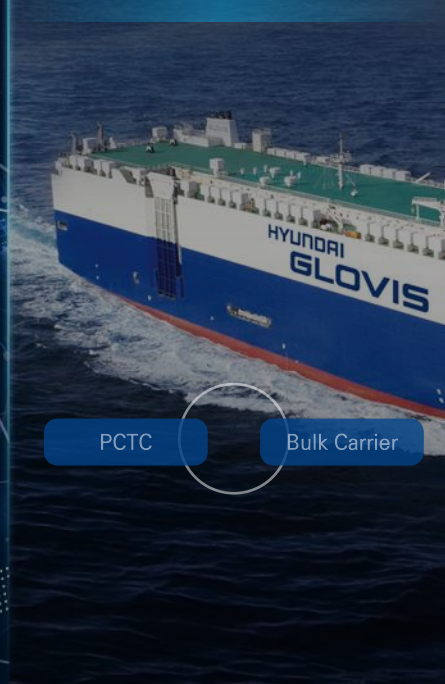
Expand Down/upstream of Automobile Industries and to Other Industries



03

Strengthen Top Tier Shipping Competitiveness

Expand Non-Affiliate OEMs
Respond to Eco-Friendly Energy Transition



04

Strengthen and Commercialize Smart Logistics Solution

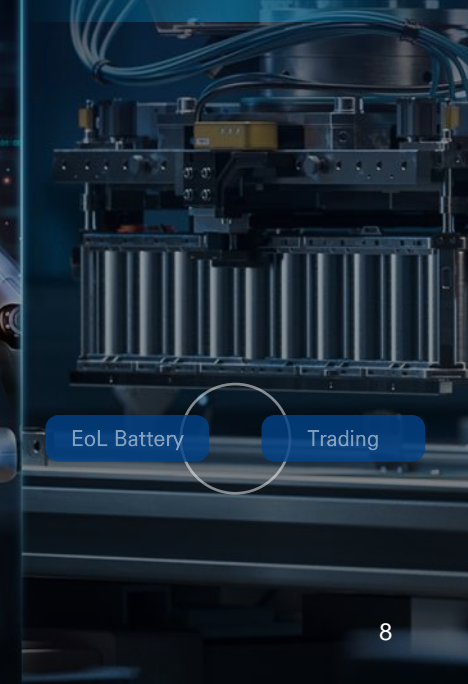
Respond proactively to 'Smartization'



05

Establish Closed Loop for Eco-Friendly Strategic Materials

Preemptive Response to Eco-Friendly Trends



2030 Growth Strategy

01

Strengthen Outstanding
Position in Automobile
SCM Solution



02

Commercialize
Global E2E Solution
Strategy



03

Strengthen Top Tier
Shipping
Competitiveness



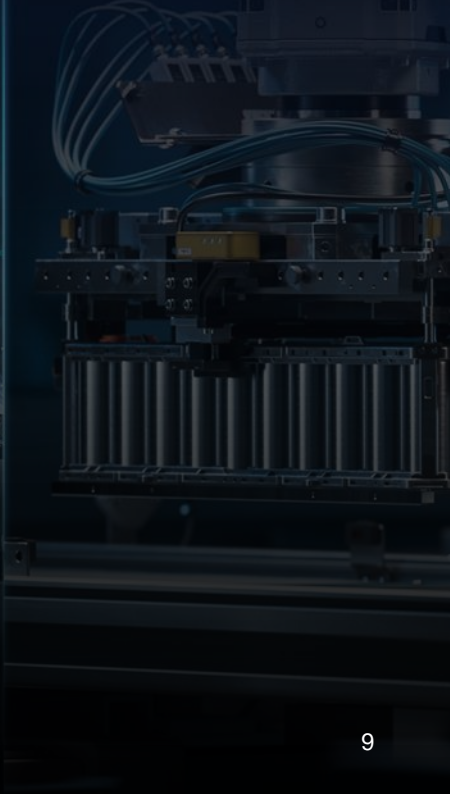
04

Strengthen and
Commercialize Smart
Logistics Solution



05

Establish Closed Loop
for Eco-Friendly
Strategic Materials



01

Strengthen Outstanding Position in Automobile SCM Solution

Global sole service provider of the entire auto supply chain

Mutual Growth with the Group



Proactive Expansion of Non-affiliate customers

- Expand legacy OEM volumes, including current US/Europe volume
- Additional expansion of Chinese EV Startup OEMs

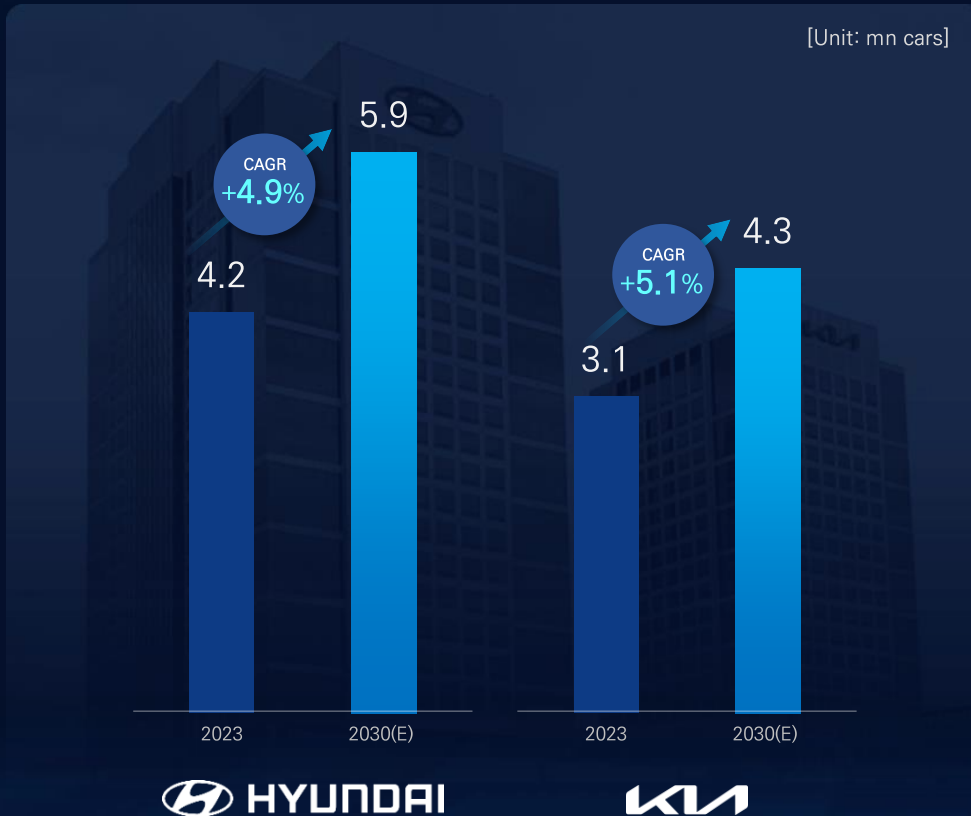


※ SCM : Supply Chain Management
 ※ KD (Knock Down) : Semi-assembled parts sent to overseas factories for final assembly at local site
 ※ C/C (Consolidation Center) : Integrated logistics center for supplying parts sequences

01 Strengthen Outstanding Position in Automobile SCM Solution

Mutual Growth with the Group, Proactively Target the Supply Chain needs of EV/Chinese OEMs

Affiliate Vehicle Sales Forecast



EV Market Forecast



Export Trend of Chinese Auto Industry



01

Strengthen Outstanding Position in Automobile SCM Solution

Improve Logistics Operation Stability and Enhance Core Infrastructure Capabilities

Total Automobile SCM Solution Provider

I N F R A

Expand Direct Investment in Core Infrastructure/Hubs



O P E R A T I O N

Reinforce Direct Operation Competency



T E C H N O L O G Y

Advance logistics operation and automate facilities



- Establish EV manufacturing logistics facilities in N.America/Europe, and C/C
- Secure directly operated yard in Mexico
- Establish integrated logistics centers for finished cars
- Establish additional rust prevention yard for finished cars
- Establish domestic integrated steel hub
- ...

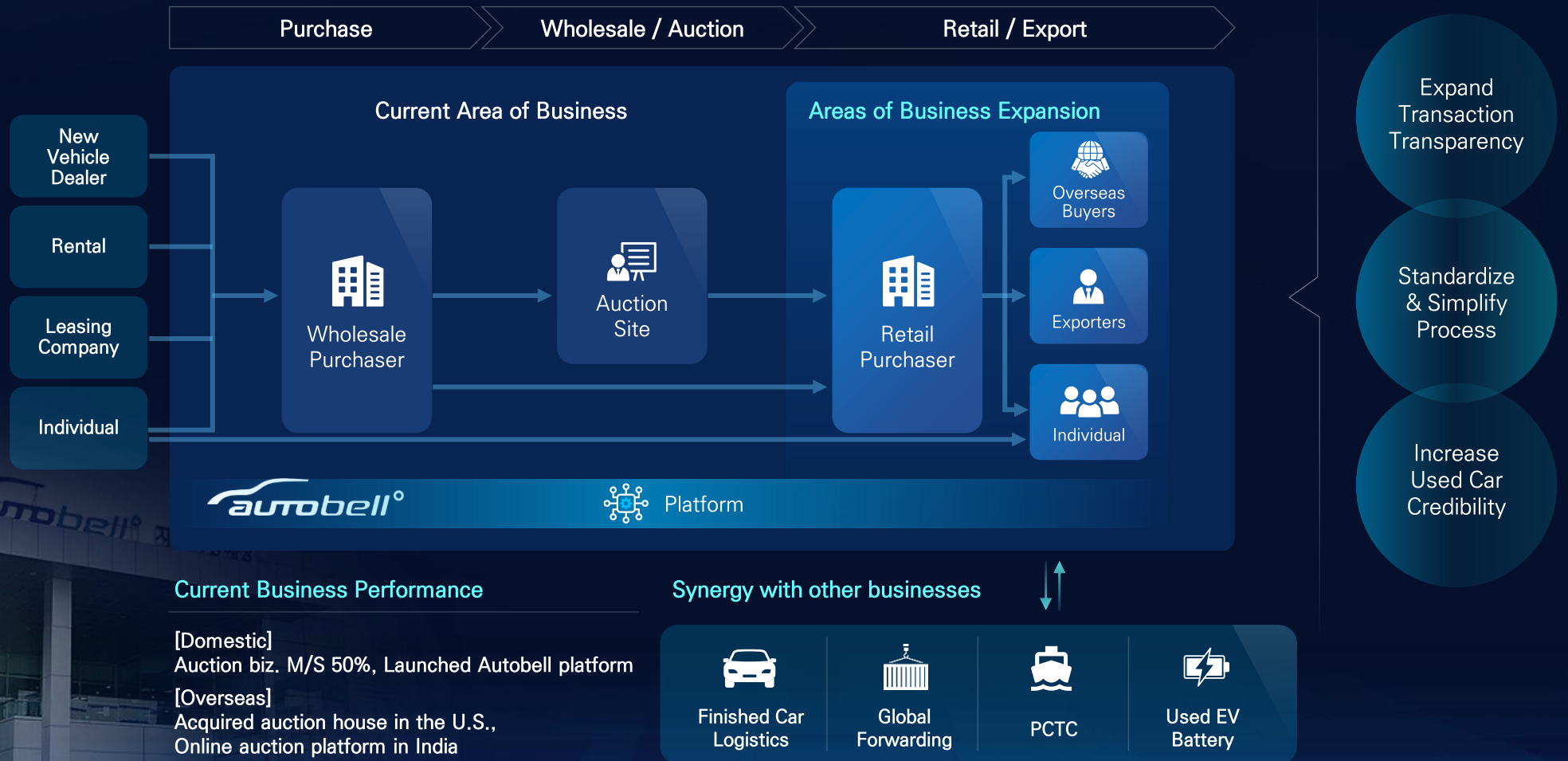
- Promote KD of battery cell products and C/C
- Double the proportion of directly operated T/P in overseas area
- Increase directly operated T/P in domestic area
- Establish company-operated port in overseas area
- Increase owned vessel proportion
- ...

- Establish optimized smart center for electrification parts
- Develop Visibility SW for finished car logistics
- Establish system for parts suppliers' FTA information sharing
- Establish next-generation logistics management system(GEAR)
- Enhance just-in-sequence sourcing automation system
- ...

01 Strengthen Outstanding Position in Automobile SCM Solution

[Auto Biz]

Enhance Market Transparency via Platform and Expand Business Scope Including Export



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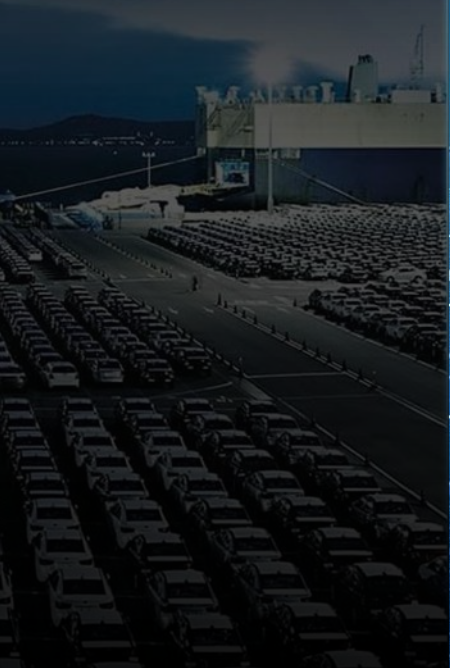
Strengthen Top Tier
Shipping
Competitiveness

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Establish Closed Loop
for Eco-Friendly
Strategic Materials



02 Commercialize Global E2E Solution Strategy

Achieve 40% Non-Affiliate Sales by 2030 through Global Customer Expansion

Integrated Solution Provider: In-land Shipping Point Transportation/Storage/Customs Clearance – Sea/Air/Rail Transportation–Destination Customs Clearance/Storage/Inland Transportation



Expanding non-affiliated customers in automotive down/upstream and other industries

Expand to other Industries

Down/upstream Auto Manufacturing

Metal, Chemical, Bio, Semiconductors, etc.

EV Battery, Energy Facility, Construction Equipment, etc.

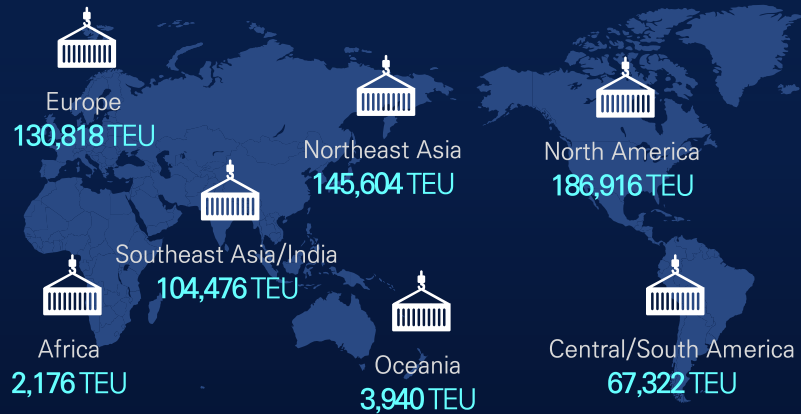
Automobile Parts

02 Commercialize
Global E2E Solution Strategy

Supply Chain Flexibility based on Freight Rate Competitiveness and Global Network

Freight Rate Competitiveness

- Secure vessel space and competitive freight rates based on global pricing structure



641,252 TEU

In/outbound container volume (2023)

Supply Chain Flexibility

- 147 Global Network across 27 countries
- Organic Multimodal Transportation System across Sea/Air/Rail/Land

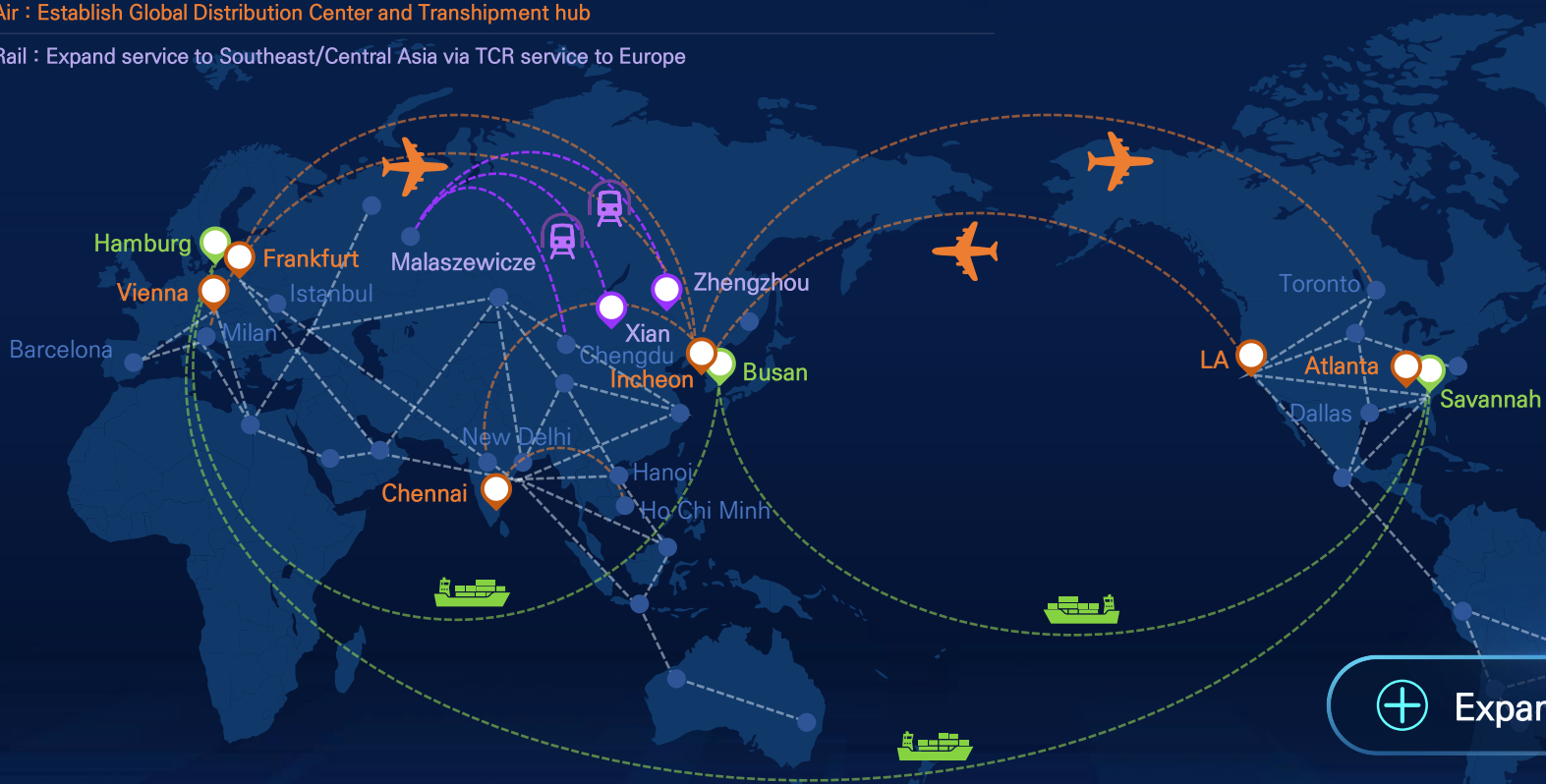


02 Commercialize Global E2E Solution Strategy

Strengthen Global Infrastructure Competitiveness through Directly Operated Regional Gateway Hubs

Establish Sea/Air/Rail Hub Infrastructure connecting Europe ↔ Asia ↔ Americas

- Sea : Strengthen service competitiveness and logistics stability through acquiring ODCY, logistics center
- Air : Establish Global Distribution Center and Transshipment hub
- Rail : Expand service to Southeast/Central Asia via TCR service to Europe



※ ODCY (Off Dock Container Yard) : Container storage area separate from the dock
 ※ TCR (Trans China Railway) : Railway from China to Europe

02 Commercialize Global E2E Solution Strategy

Enhance Customer Retention via Advanced Software-based System

Enhance Visibility and Support Strategic Decision-making based on Market Condition/Customer/Real-Time Cargo Data Integration and Analysis



02 Commercialize Global E2E Solution Strategy



Win orders from strategic clients in EV Battery Biz

End-to-End Solution Targeting EV Battery Industry



E2E Solution References

Korean cell manufacturer wins contract to distribute in Europe/US and conduct equipment logistics

Korean cell manufacturer wins contract for finished vehicle logistics in the US

Solar battery cell manufacturer wins contract for procurement in Europe and sales in the US

...

※ Obtained International Standard Certification for Air Transportation of Lithium Battery in 2023

※ T/P (Transporter) : Equipment for PCTC and vehicle land transportation
 ※ PRS (Pre-Release Service) : Pre-delivery vehicle inspection service

2030 Growth Strategy

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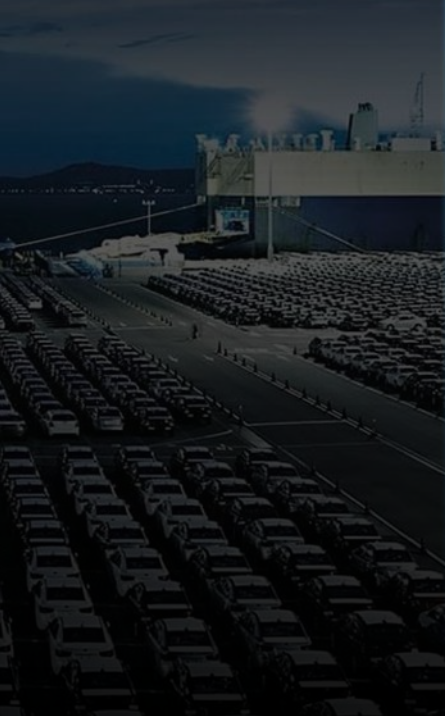
Strengthen Top Tier
Shipping
Competitiveness

04

Strengthen and
Commercialize Smart
Logistics Solution

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Establish Closed Loop
for Eco-Friendly
Strategic Materials

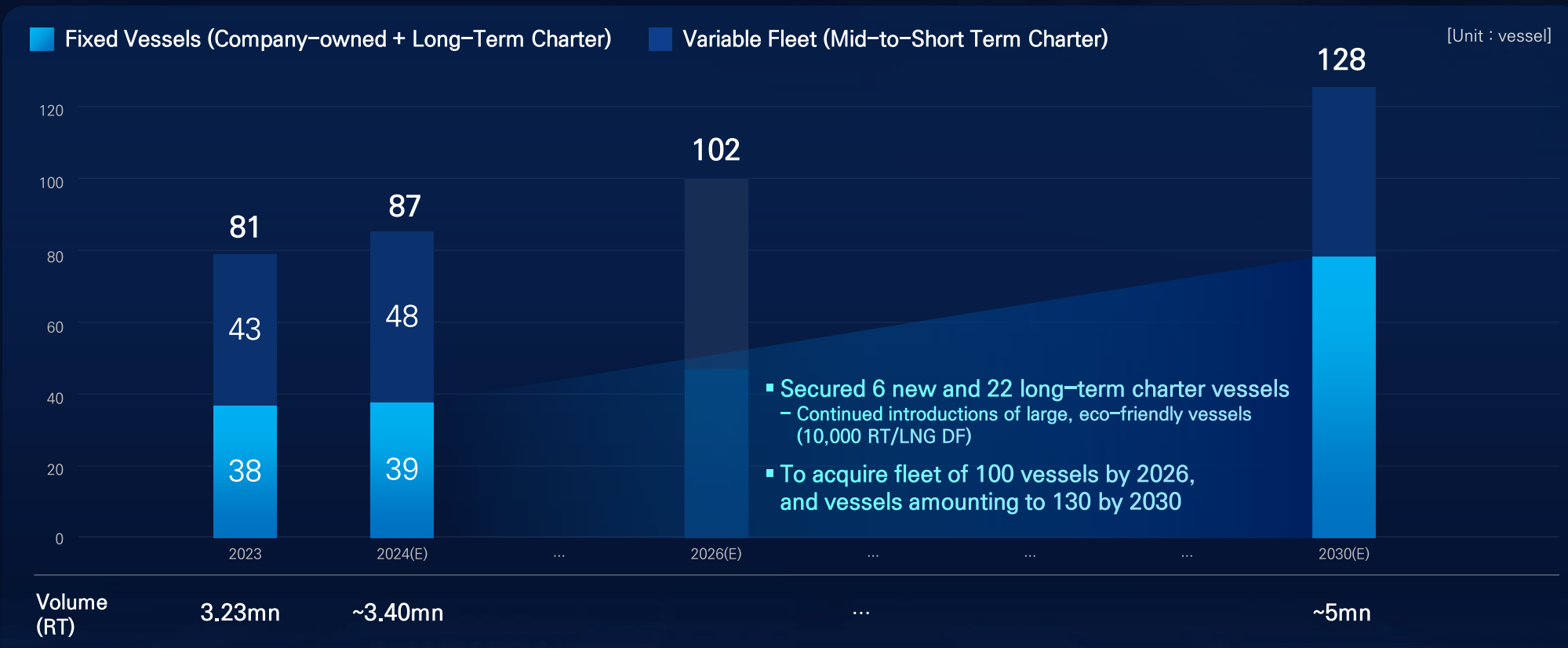


03 Strengthen Top-Tier Shipping Competitiveness

PCTC

Strengthen Service Stability and Expand Global OEM Customers

PCTC Vessel Fleet : Size and Volume Growth Target



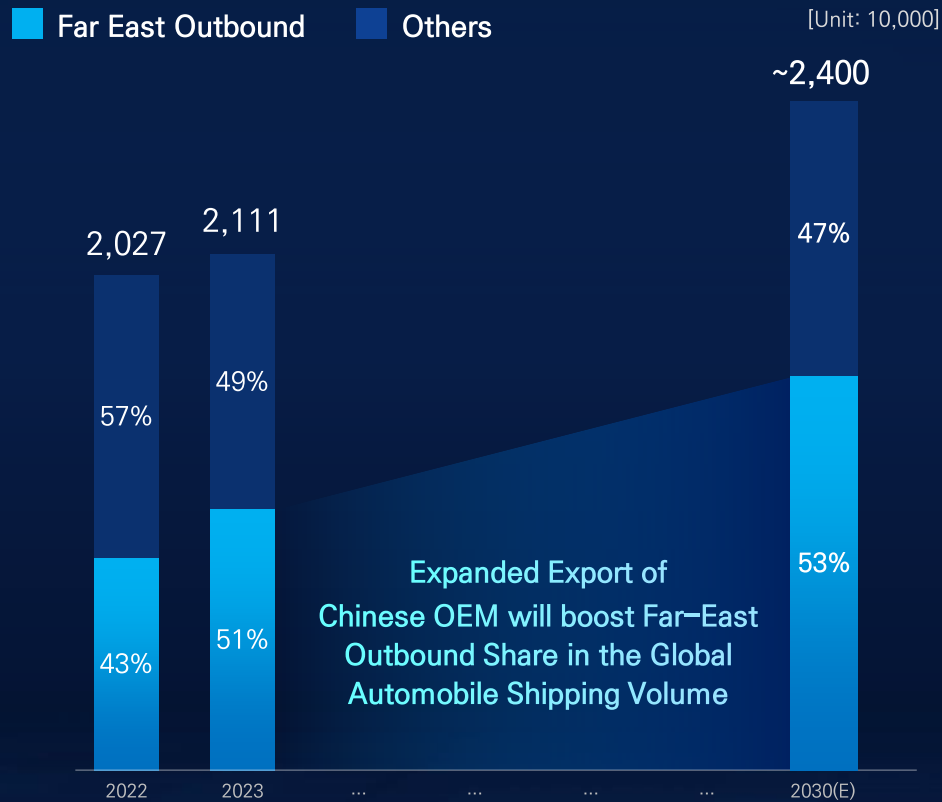
※ Calculated based on 6,500 RT, unit based on the floor area of Toyota Corolla; main used for calculating size of PCTC
 ※ DF : Dual Fuel

03 Strengthen Top-Tier Shipping Competitiveness

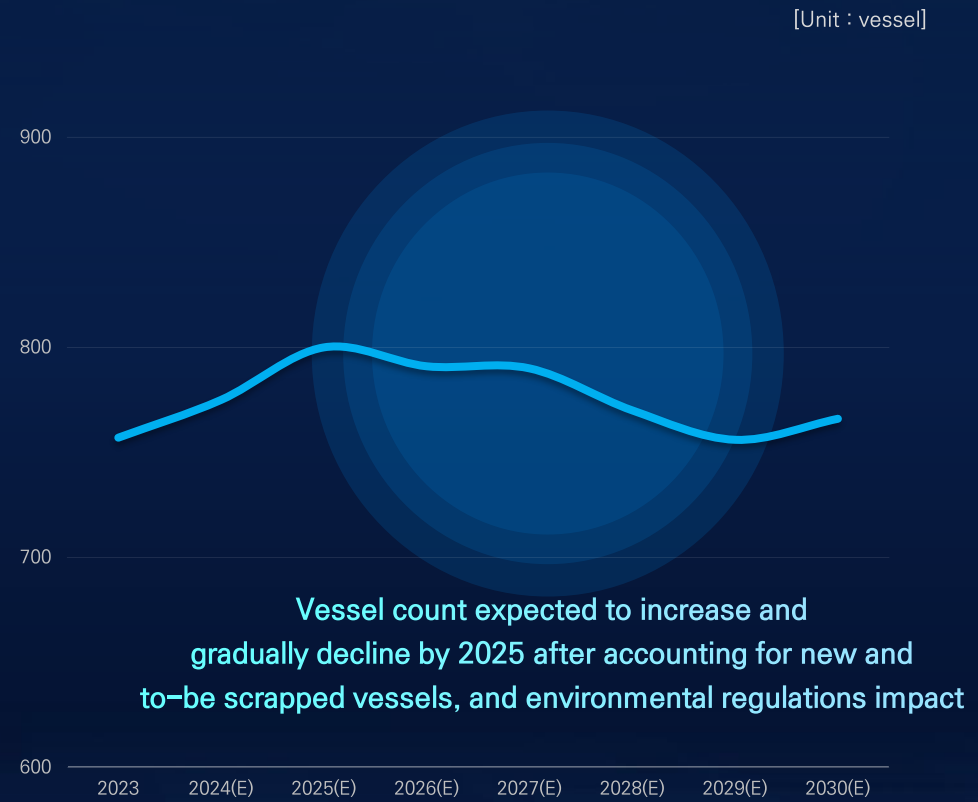
PCTC

Expect Resilient PCTC Demand/Supply Circumstances to Continue

Global Automobile Shipping Volume Outlook



Global PCTC Supply Outlook



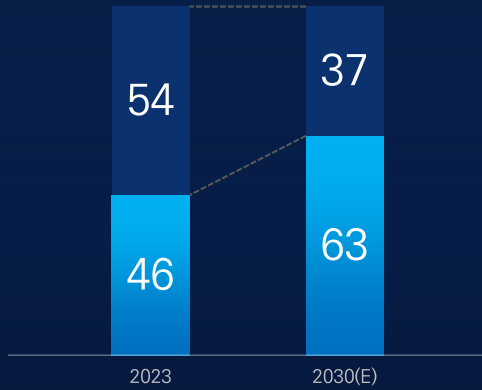
03 Strengthen Top-Tier Shipping Competitiveness

PCTC

Strengthen Vessel Competitiveness and Complete a stable business structure

Increased Proportion of Fixed Vessel

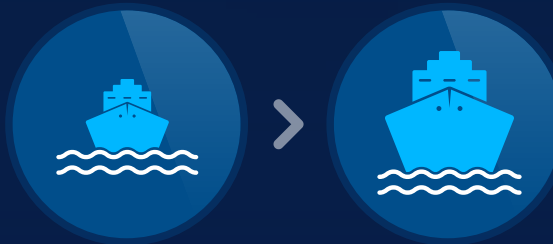
■ Fixed Vessel ■ Chartered [Unit: %]



Fleet of 128 Vessels by 2030

Strengthened service stability

Introduction of 10,000 RT Large Vessel



2023 Avg. of 6,500 RT/Vessel*

2030 Avg. of 7,500 RT/Vessel*

15% Increased Operational Efficiency

Increased operational efficiency and increased profitability via higher transport volume per voyage

Retention of Existing Customer

OEM from the Group and Europe, U.S.A

Expansion of New Customers

OEM in China, New EV OEM, etc.

* Calculated based on RT, unit based on the floor area of Toyota Corolla; main used for calculating size of PCTC

03 Strengthen Top-Tier Shipping Competitiveness

Bulk Carrier

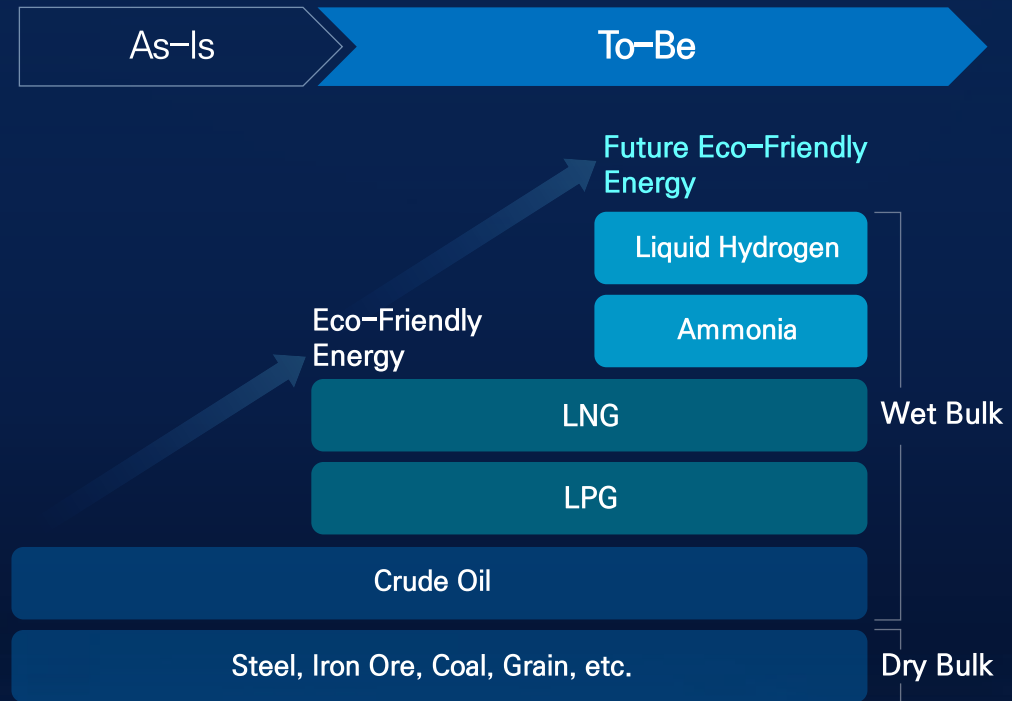
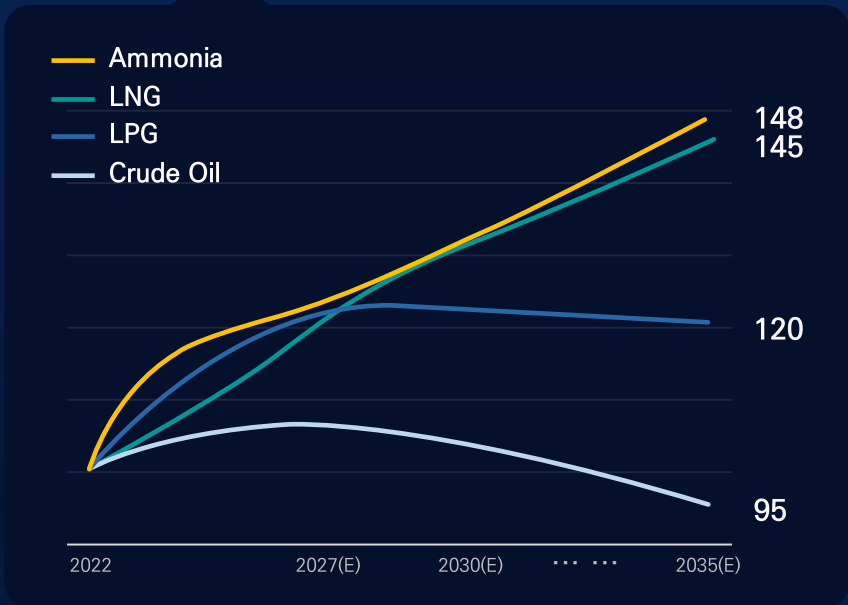
Strengthen Top-Tier Shipping Competitiveness



Status of Bulk Carrier Market Cargo Volume, Forecast of Cargo Volume Growth Index by Wet Bulk Item

Portfolio Strategy by Bulk Carrier Item

[Unit : 1 mn ton]

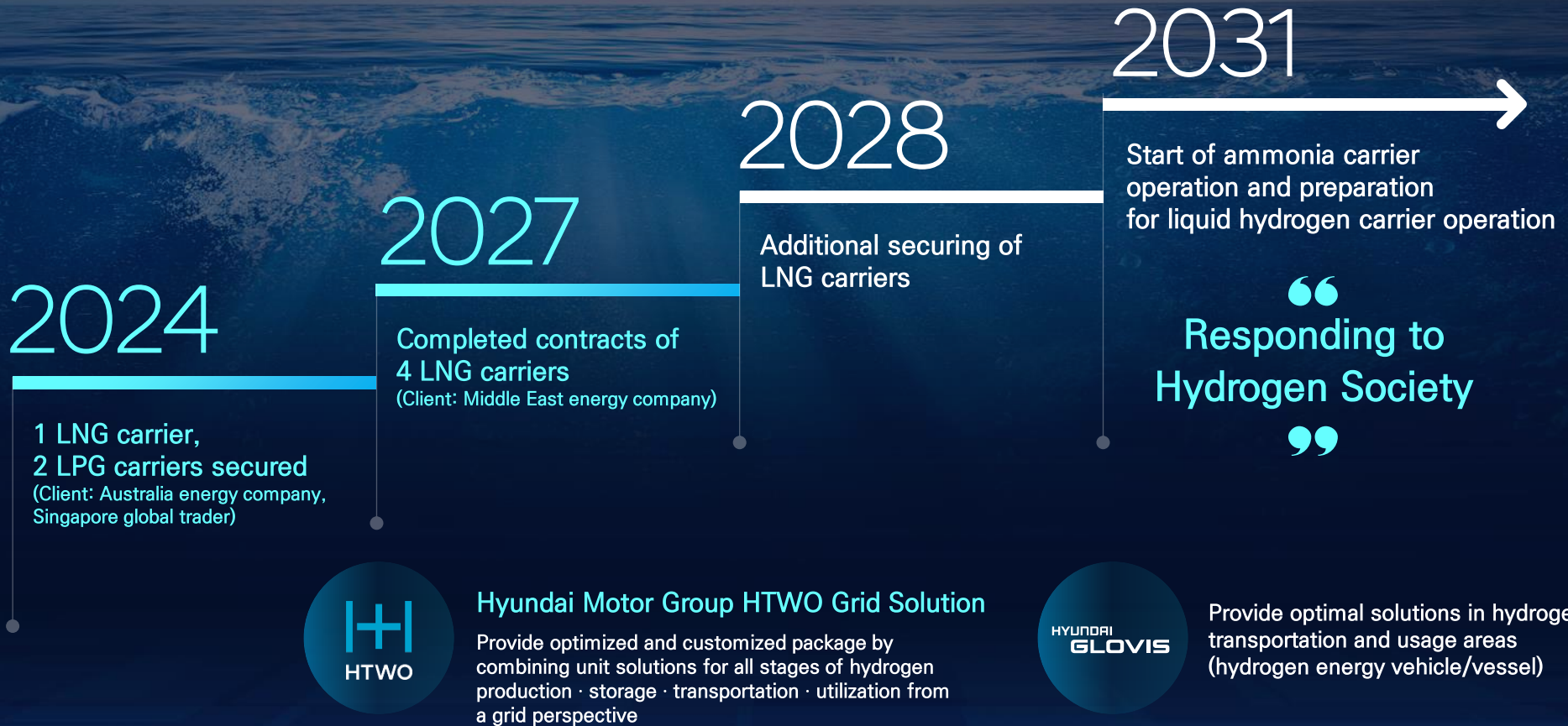


※ Proportion of wet and dry bulk based on ocean cargo volume in 2022 and forecast change in relative cargo volume with such in 2022 set at 100
 ※ Source : MSI (Shipping Research Institute)

03 Strengthen Top-Tier Shipping Competitiveness

Bulk Carrier

Continuously Secure Eco-Friendly Energy Transportation Fleet and Accumulate Operational Know-How



2030 Growth Strategy

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Strengthen Outstanding
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Shipping
Competitiveness

04

Strengthen and
Commercialize Smart
Logistics Solution

05

Establish Closed Loop
for Eco-Friendly
Strategic Materials

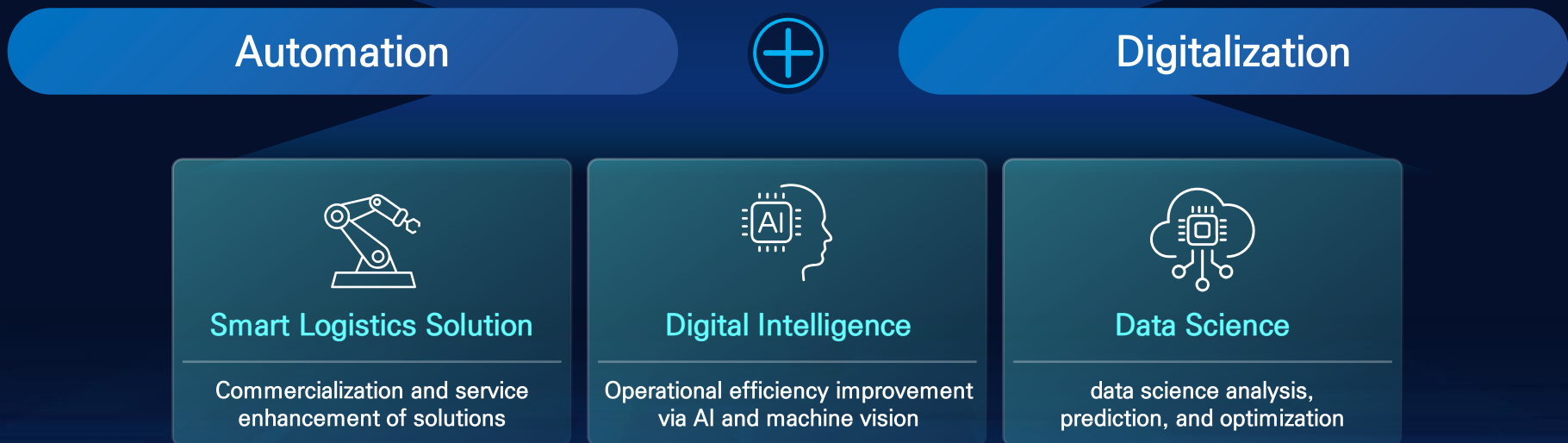


04 Strengthen and Commercialize Smart Logistics Solution

Strengthen Smart Logistics Competencies to Respond to Market Changes



Strengthen Foundation and Commercialize via 'Smartization' Strategy

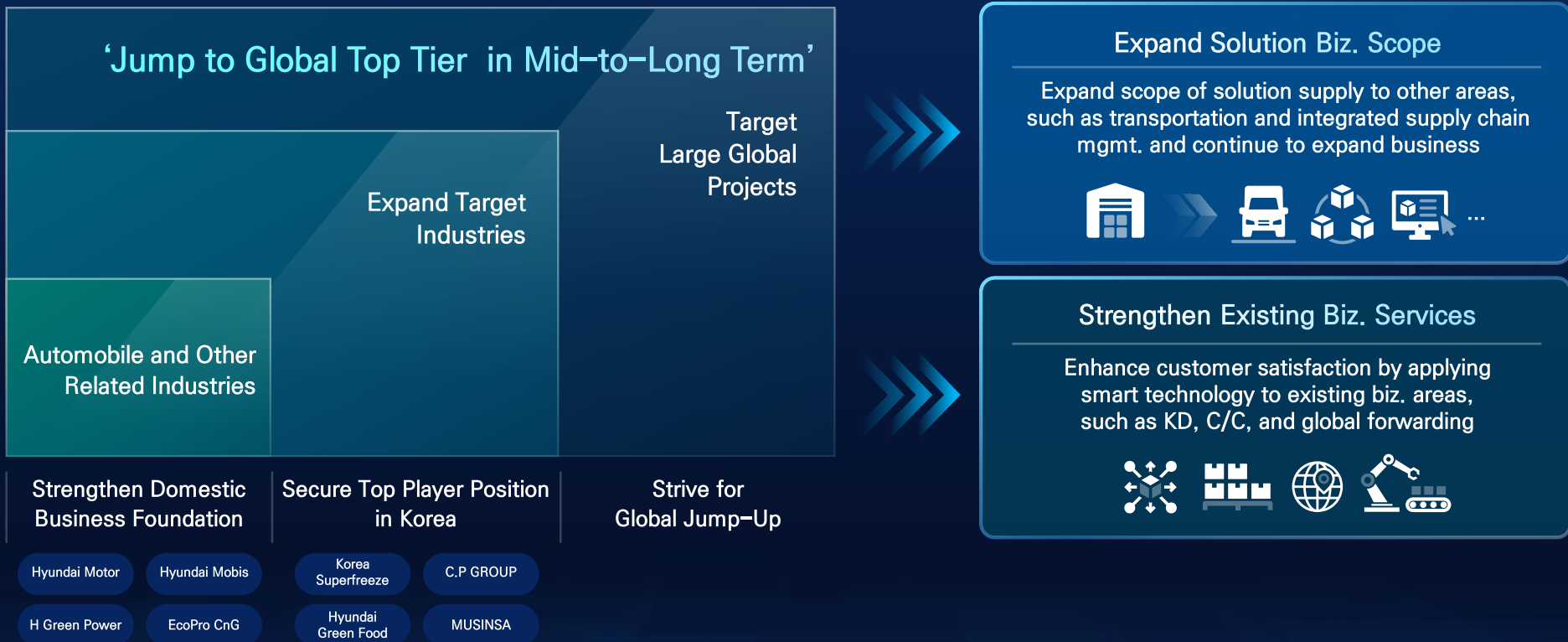


04 Strengthen and Commercialize Smart Logistics Solution

Initiate Global Smart Logistics Solution Business and Create Synergy

Smart Logistics Solution Business Strategy

Establish 'solution' consisting of optimized process, system, and equipment for automation of fulfillment center



※ KD (Knock Down) : Locally assembled semi-completed product. Method of transporting parts required for automobile assembly to int'l factory for local assembly
 ※ C/C (Consolidation Center) : Integrated logistics center for sequencing of parts
 ※ W&D (Warehouse & Distribution) : Logistics center operation and transportation

04 Strengthen and Commercialize Smart Logistics Solution

Strengthen S/W, H/W Capabilities for Further Development

S/W

Acquired Altiall, Auto S/W Company (2023)



Developed WCS Standard Model; Reduction of ~30% in man-hours

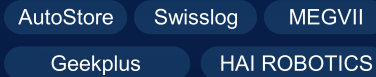


Additional Improvement of Productivity based on AI, Digital Twin Technology

Development of SaaS Auto S/W

H/W

Strategic Partnership with Infrastructure Companies



Equity Investment in Boston Dynamics



Accelerate Transition of Robotics Automation Equipment via Partnership with Boston Dynamics



Review Expansion of Global Partnership and Inorganic Methods

※ WCS (Warehouse Control System) : Real-time equipment control, routing and optimization software in log. centers
 ※ Digital Twin : Virtual models designed to accurately reflect physical objects
 ※ SaaS : Software as a Service

2030 Growth Strategy

01

Strengthen Outstanding Position in Automobile SCM Solution

02

Commercialize Global E2E Solution Strategy

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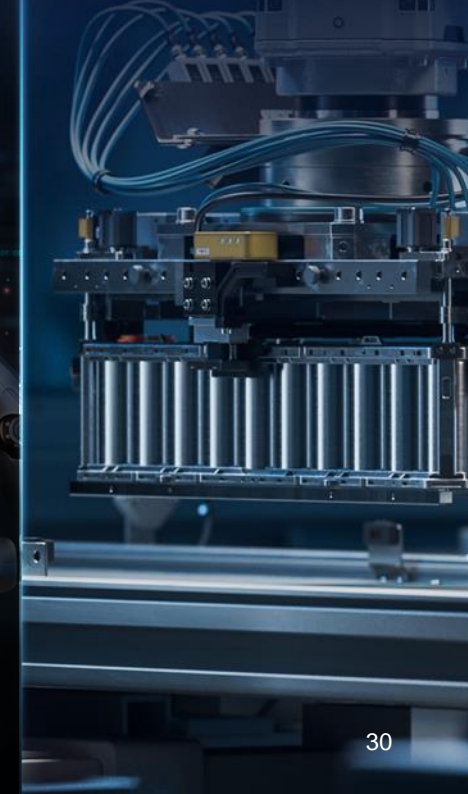
Strengthen Top Tier Shipping Competitiveness

04

Strengthen and Commercialize Smart Logistics Solution

05

Establish Closed Loop for Eco-Friendly Strategic Materials



05 Establish Closed-Loop for Eco-Friendly Strategic Materials

Establish Closed-Loop Ecosystem for Resource Circulation

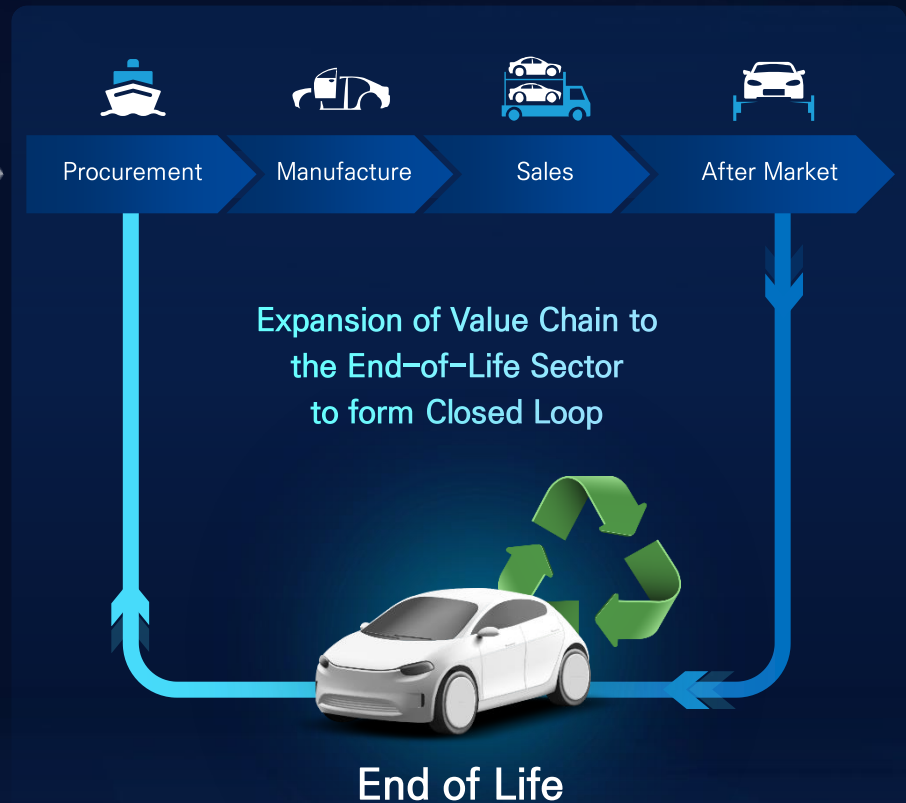
Forecast of Global Used EV Battery Market Size



Expansion of material recycling policies such as EV batteries, etc.

Stronger SCM Control Capability required by OEM (Compliance and management of recycling rate)

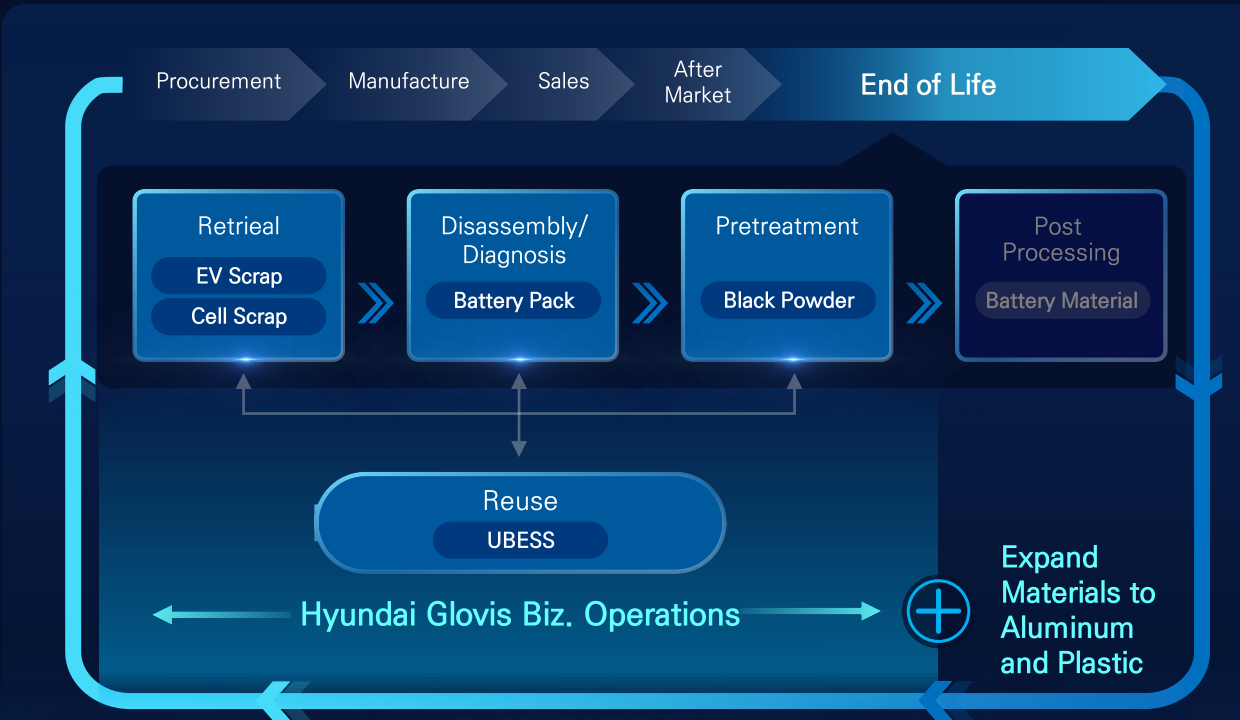
Change in Automobile Value Chain



05 Establish Closed-Loop for Eco-Friendly Strategic Materials

Lead EoL Value Chain by Securing Materials and Processing Logistics & Distribution in Front Processing

Strive for Closed-Loop Business based on Optimized Collection and Pretreatment Network Model



Utilize HMG's Capabilities to Secure EoLB Synergy

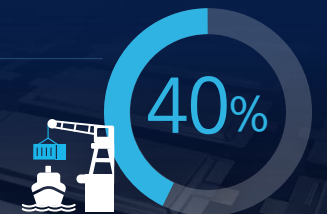
System to collect EoLB by utilizing HMG's global client channels

Partake in battery cell JV production line scrap processing



Network design and utilization of SCM expertise optimized for regions

Logistics incur highest cost in EoLB recycling

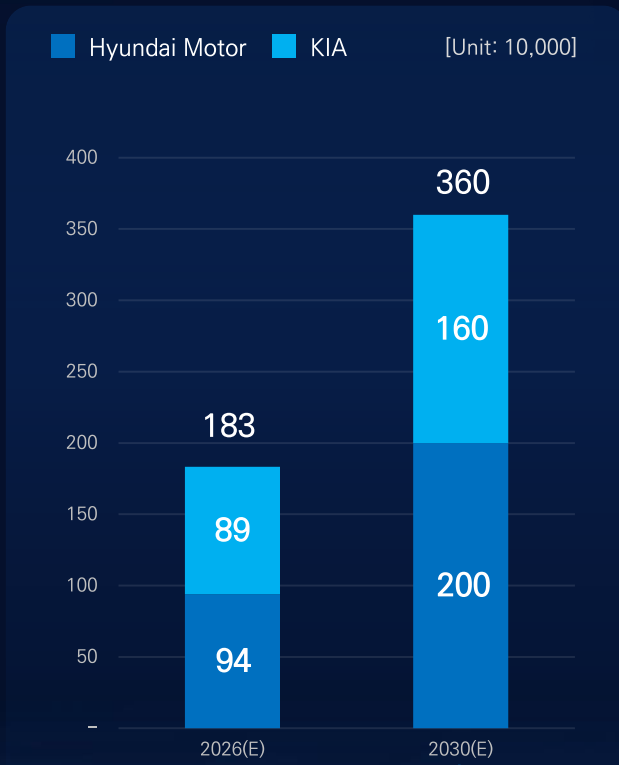


※ EoLB (End of Life Battery) : Used EV battery
※ UBESS : Used Battery Energy Storage System

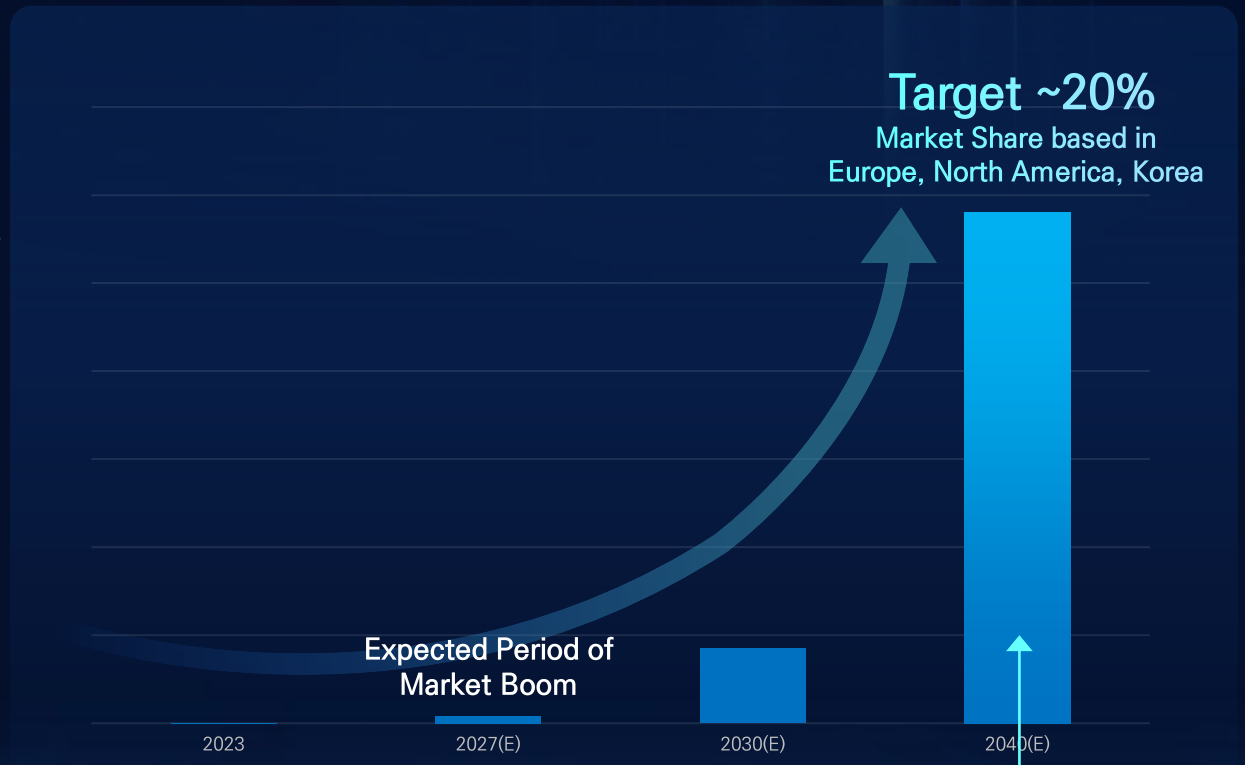
05 Establish Closed-Loop for Eco-Friendly Strategic Materials

Lead Global EoL Market by 2040 via Eco-Friendly Material Distribution/Logistics Biz.

HMG's EV Sales Plan



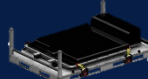

Managing Volume Target of Used EV Battery



05 Establish Closed-Loop for Eco-Friendly Strategic Materials

Secure Core Technology and Establish Domestic and Global Network

Secure and Commercialize Core Technology

<p>Retrieval</p>	<ul style="list-style-type: none"> Secured patent for recovery container (2021) 	
<p>Pretreatment</p>	<ul style="list-style-type: none"> Equity investment in companies with eco-friendly/high-return technologies (2024) 	
<p>Diagnostics/Disassembly</p>	<ul style="list-style-type: none"> Apply prototype of quick diagnosis system developed by HMC at our sites, aim mass production by 2025 Continuously search for open innovation such as automated disassembly 	

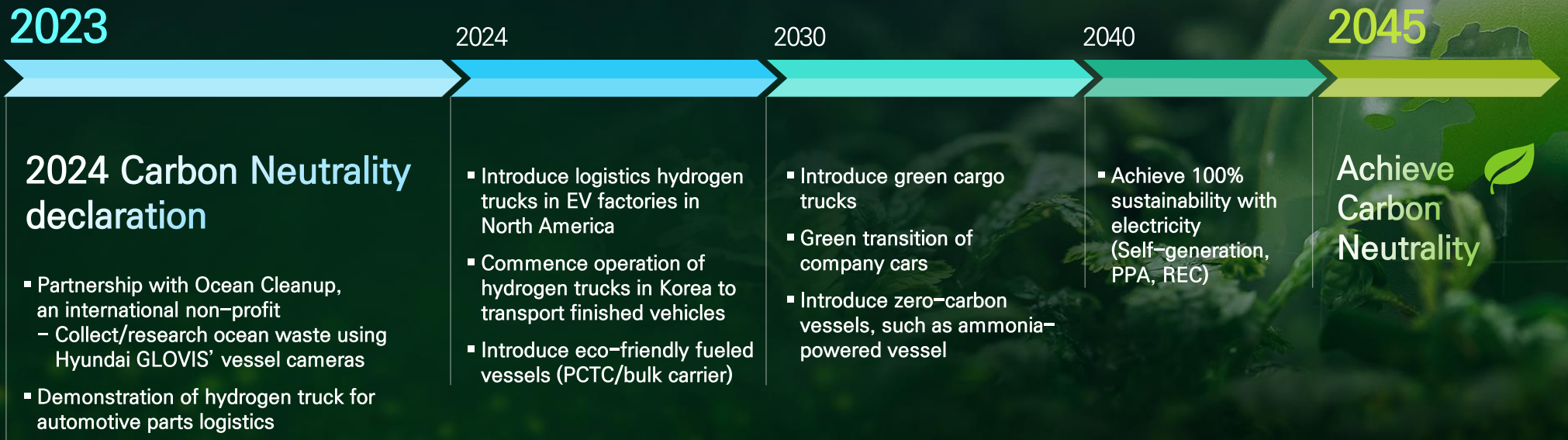
Establish Domestic and International Network

<p>Gov't Institution</p>	<ul style="list-style-type: none"> Jeju Technopark : Cooperation in forming a circular cluster ➔ Cont'd discovery of potential cooperations with local governments such as Gimhae
<p>All V/C</p>	<ul style="list-style-type: none"> EcoPro : Cooperation in forming recycling SCM log. system ➔ Promote collaboration with post-processing co., etc. for implementation of supply chain
<p>Global</p>	<ul style="list-style-type: none"> Promote partnerships with leading co. in the Asia-Pacific/Europe/America regions, incl. global recycling co. in China Establish global site in connection with group cell JVs



Develop Green Roadmap for 2045 Carbon Neutrality

Earned **Dow Jones Sustainability Indices(DJSI)** highest rating of **‘World’** for 3 consecutive years
 Achieved the Highest ESG rating of **‘A+’** from the **Korea Institute of Corporate Governance and Sustainability**



* 2050 Carbon Neutrality Declared by :

NYK LINE MOL K LINE LX Pantos CJ Logistics

※ PPA (Power Purchase Agreement)
 ※ REC (Renewable Energy Certificate)

Financial Goals and Shareholder Return Policy

HYUNDAI
GLOVIS

1. Financial Goals

Sales Target

Expand Non-Affiliate Sales and Initiate New Business

Sales



Expand Existing business

- Support HMG's increased EV production
- Expand KD business to new regions

Reinforce Non-affiliate sales

- Expand non-affiliate customers in global logistics & forwarding business
- Expand non-affiliate OEM customer base in PCTC business

Initiate New business

- Visualize smart logistics solution business
- Prepare Foundation of Closed-loop business for eco-friendly strategic materials

※ KD (Knock Down) : Semi-assembled parts sent to overseas factories for final assembly at local site

1. Financial Goals

Operating Profit Target

Higher Profitability based on Revenue Growth and Cost Improvement

Operating Income



Revenue Growth

- Operating profit growth along with increase in business scale

Cost Improvement

- Achieve qualitative profit growth based on reduction in fixed cost through asset investment

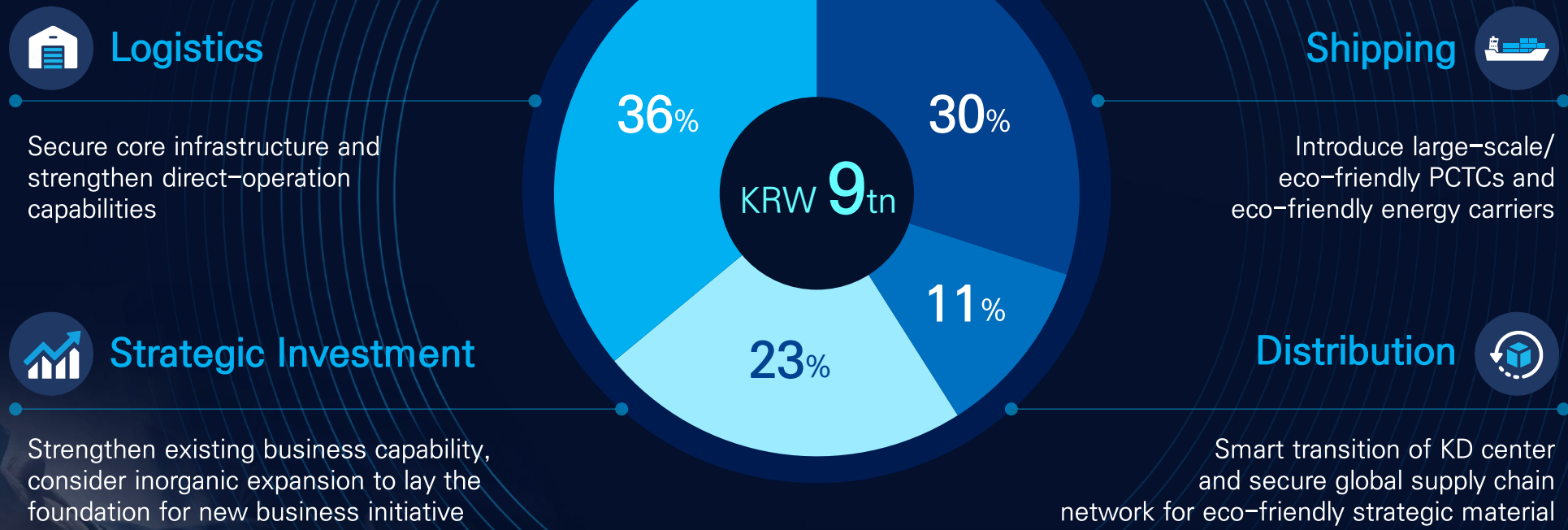
New Business

- Continue discovering new business initiatives with high profitability

1. Financial Goals

Investment Strategy

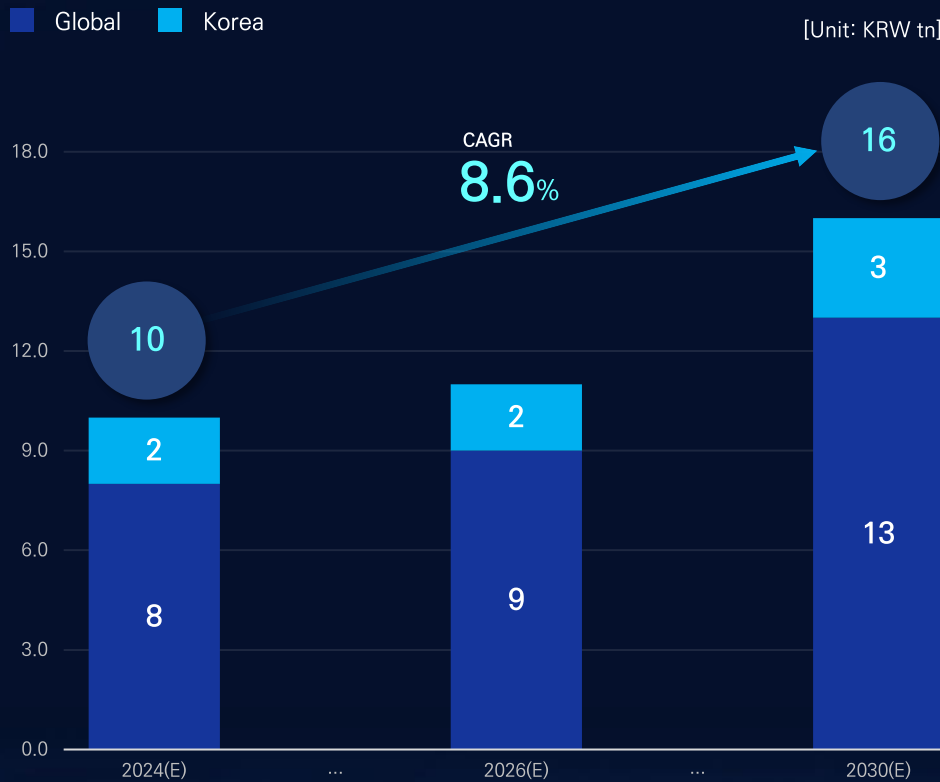
Increase Asset for Proactive Growth



1. Financial Goals

Logistics Business

Growth Driven by Non-Affiliate Customer Sales

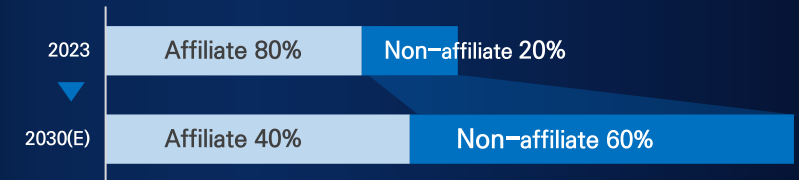


Domestic Logistics

- Enhance HMG logistics stability and efficiency
- Initiate smart logistics solutions business
 - Secure dominant position in Korea and expand globally

Int'l Logistics

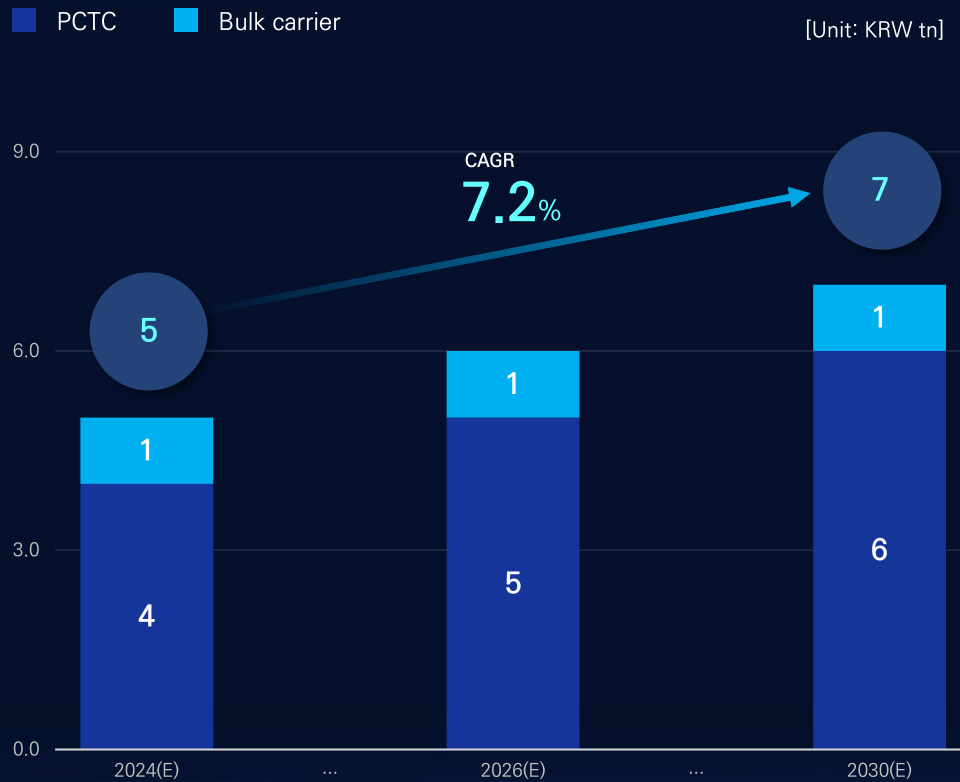
- Increase non-affiliate sales proportion in global forwarding
- revenue to 60% by 2030



1. Financial Goals

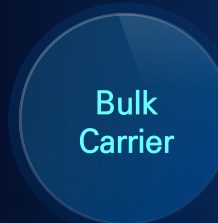
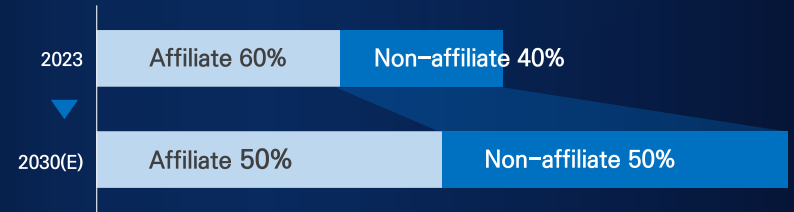
Shipping Business

Global Top Shipping Service Provider



- Secure fleet competitiveness by expanding fixed vessel & attracting new global OEM customer base

*Change in Affiliate/Non-affiliate proportion

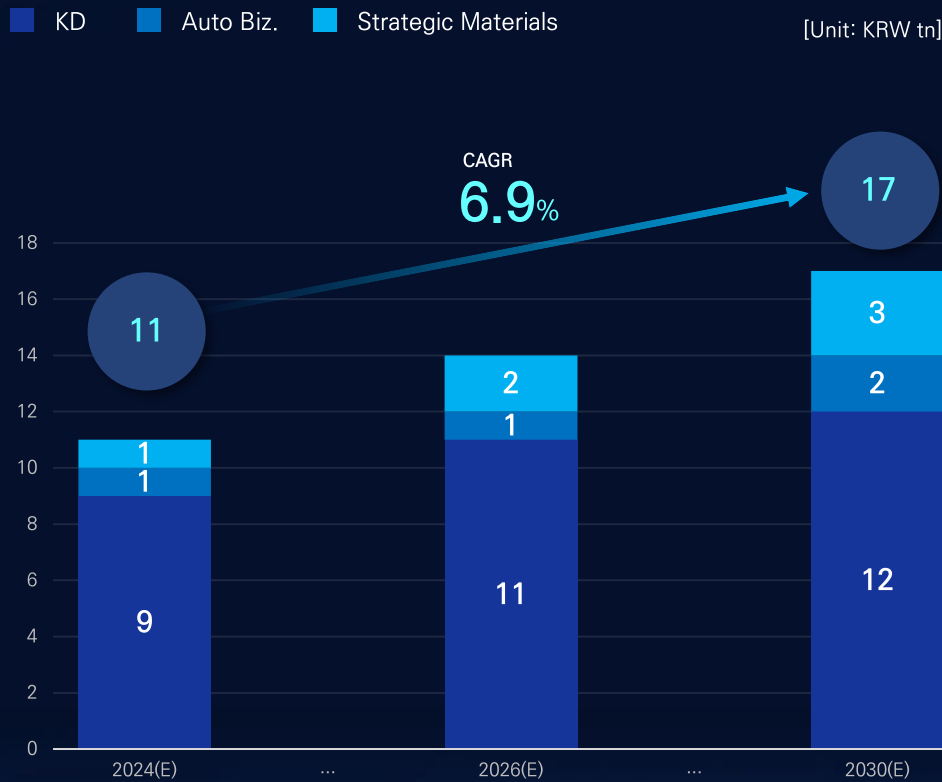


- Initiate eco-friendly energy shipping business such as LNG and ammonia

1. Financial Goals

Distribution Business

Expand New Customer Base and Initiate New Business



KD

- Support HMG's new factories and penetrate into new markets
 - Increase affiliate supply and emerging market T/A supply

Auto Biz.

- Initiate online platform business and discover international buyers

Strategic Materials

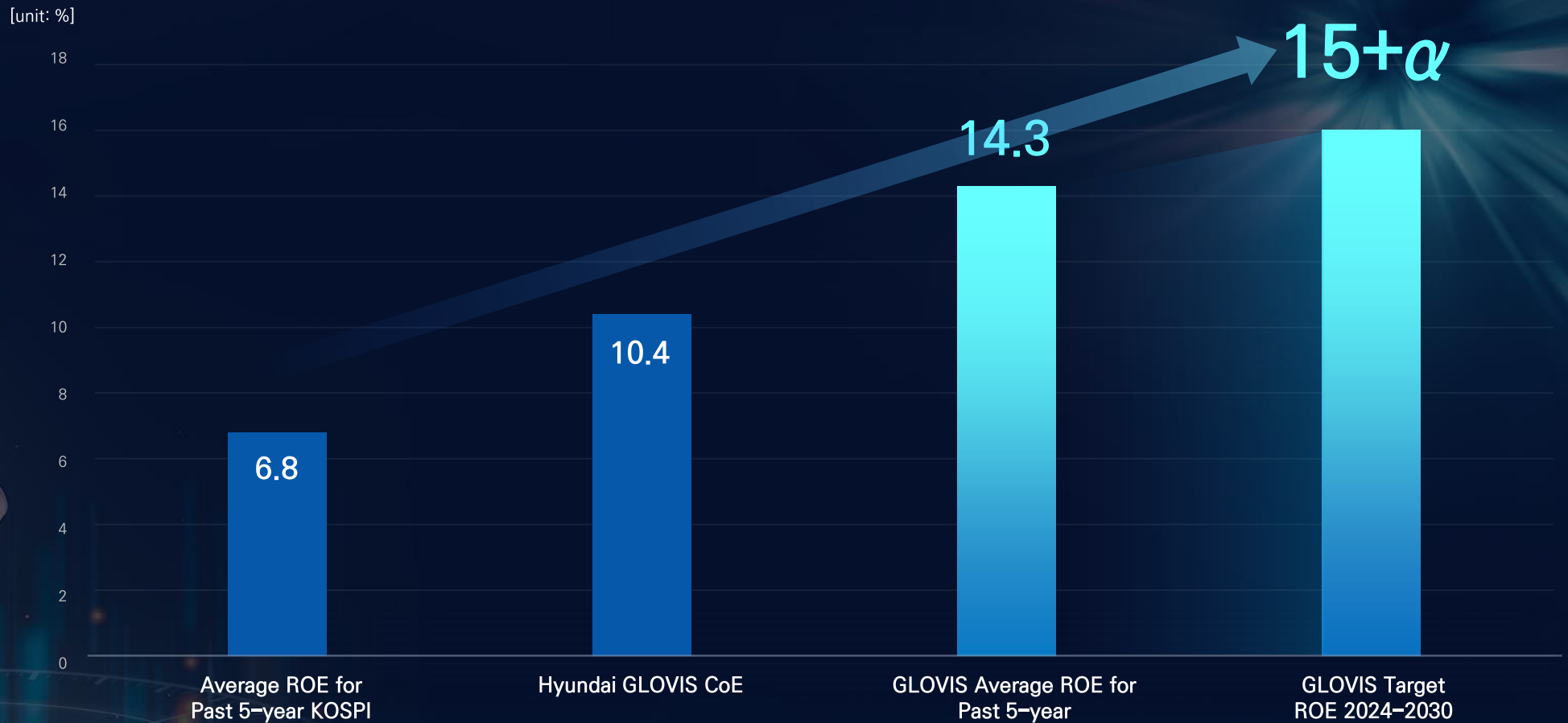
- Establish an integrated model for used EV battery 『collection + pretreatment』
 - Establish battery supply network, secure pretreatment technology
- Strengthen OEM raw material trading business

※ T/A (Technical Assistance) : Applying technical support for local assembly based on contracts

1. Financial Goals

ROE

Mid-to-Long Term ROE Target : 15+ α %



※ CoE (Cost of Equity)=TB 10yrs+(End of May 2024 520week β 0.972 \times Market risk premium 7%) Market risk premium : CB(unsecured 3 yrs) BBB- - TB 10yr rate
※ Source : Bloomberg

2. Improving Shareholder Value

Dividend Policy and Bonus Issue of Shares

New Dividend Policy (2025~2027)

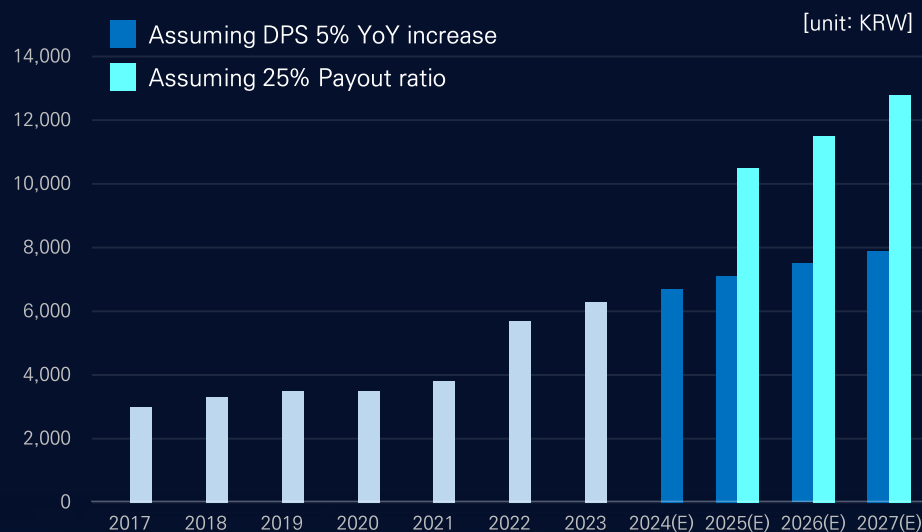
Change in Dividend Policy

As-Is : 5~50% YoY DPS increase (2022~2024)

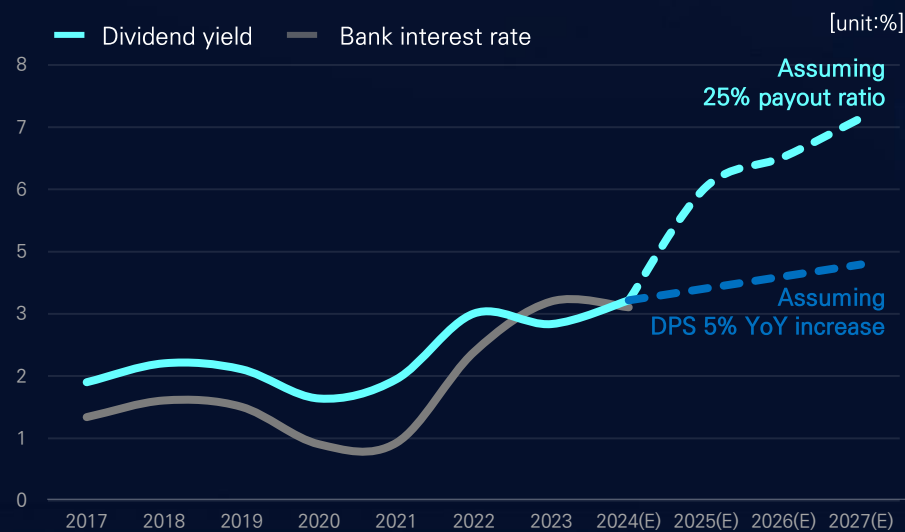


To-Be : Minimum 25% Payout ratio & minimum 5% YoY DPS increase (2025~2027)

Dividend per Share



Dividend yield



※ DPS : Dividend Per Share (Based on current number of issued shares)
 ※ Bank interest rate : Average deposit bank interest (Source: Bank of Korea)
 ※ Dividend yield : Based on end of May 2024 closing price

2. Improving Shareholder Value

Dividend Policy and Bonus Issue of Shares

Bonus Issue of Shares to Increase Trading Volume



Shareholder Breakdown (Based on 2023 year end)

Classification	Share Count	Stake (%)
Majority Stakeholder and Related Parties	18,879,348	50.3
Korean/International Institutional Investors	15,860,428	42.3
Minority Shareholders and Others	2,760,224	7.4
Total	37,500,000	

1:1 Bonus Issue of Shares

Increase Floating Shares via Bonus Issue of Shares

- Increased stock trading volume expected
- Lower share price leads to higher accessibility for minority shareholders

Closing...

Biz. Structure Shift

Customer Expansion

Service Expansion

As-Is

Asset Light Structure

Affiliate and OEM-Focused

Traditional Logistics/
Distribution Business



To-Be

Asset
Focused
Growth

Expansion of
Non-Affiliate OEM and
other Industries

Promote Smart,
Eco-Friendly
Business



Closing...

2030

Sales over **KRW 40 tn**

Increase Non-Affiliate sales by **2x+ α**

OPM at **7% level**

Investment up to **KRW 9 tn**

2024 Guidance

Sales **KRW 26~27 tn**

Operating Income **KRW 1.6~1.7 tn**

Change in Dividend Policy

Minimum 25% Payout ratio & minimum 5% YoY DPS (2025~2027)

Bonus Issue of Shares

1:1 Bonus Issue of Shares
Increase Floating Shares via Bonus Issue of Shares

2024 CEO INVESTOR DAY

HYUNDAI GLOVIS