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MOST INNOVATIVE AND RESPECTED  
KOREAN AUTOMOTIVE COMPANY

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## CONTENTS

### INTRO

Company Vision

Core Value

Company History

Message from CEO

Workplace

### Successful Innovation

Innovation in Technology/Products

Innovation in Production/Quality

Innovation in Sales/Service

### Mutual Cooperation

Corporate Social Responsibility (CSR)

Labor-Management Relations

### Global Brand

Global Management

Maximizing Synergy

### OUTRO

## Core Purpose

“A leader in innovation, SsangYong Motor strives to deliver an enjoyable and safe driving experience for customers with modern, people-focused products and service. On this basis, we aim to achieve continuous growth, management stability and corporate social responsibility.”

### Successful Innovation

Creative innovation making new markets and customers.

Advanced innovation surpassing barriers and limits.



## SsangYong Motor thinks about a better future.

As a leader in innovation, we will lead change for a better future amidst endless challenges.  
SsangYong Motor, here for you today and tomorrow in your life.

# MOST INNOVATIVE AND RESPECTED KOREAN AUTOMOTIVE COMPANY

### An Innovative Company

We will constantly strive to deliver the best products and customer service for your enriched life, through technological innovation, process and business innovation and customer focus.

### A Respected Company

We will achieve growth and the highest satisfaction through mutual respect and trust, side by side with stakeholders including shareholders, executives and business partners.

### A Korean Company

We have a rich motoring heritage and legacy as a Korean company which we will keep and develop, elevating our status in the global market as a truly global company.



**SsangYong Motor gives faith to our customers with creative ideas and values.**

As a business pioneer, we will meet challenges and strive for customer satisfaction continuously.



## Core Values

### o Customer First

- We always put customer satisfaction first.
- We provide top quality products and services for customers.
- We seek growth through co-operation with our business partners.

### o Global Mind-set

- We understand cultural diversity and the global marketplace.
- We have an international business perspective.

### o Integrity

- We respect the law, regulations and principles with honesty and dignity.
- We do not compromise our principles.

### o Respect & Collaboration

- We respect others and communicate with trust and open mind.
- We put teams and mutual co-operation first.

### o Innovation

- We are not afraid of failure and push against barriers.
- We set ambitious goals and innovative challenges.
- We manage changes effectively and creatively.



## SsangYong Motor's journey of more than sixty years will continue into the future.

SsangYong Motor has challenged for a better future.  
We will travel on this journey along with you continuously.

### 1954~1986

#### Foundation, for a start of great history and craftsmanship

1954. 01 Ha Dong-Hwan Factory founded  
1975. 05 Initial Public Offering (IPO)  
1976. 09 Manufactured special purpose vehicles  
1977. 02 Renamed as Donga Motor Co.  
1979. 12 Pyeongtaek Plant construction completed  
1983. 03 Adopted the 'Korando' trademark  
1984. 12 Donga acquired GeoHwa  
1986. 05 Exported 'Korando' to Japan  
1986. 11 Acquired by SsangYong Group



### 1987~1997

#### Pursuit, for major automaker and high technology

1987. 02 R&D Center was established in the Pyungtaek Plant  
1987. 06 Acquired Panther Car Co., UK  
1988. 03 Renamed SsangYong Motor Co.  
1988. 12 Launch of the 'Korando Family', station wagon  
1991. 02 Technical tie-up with Mercedes Benz AG for small compact cars and Diesel-engines  
1992. 01 Launch of the 'Kallista', the first Korean sports car  
1992. 06 Central R&D Center construction completed  
1992. 10 Technical tie-up with Mercedes Benz AG for gasoline-engines  
1993. 02 Technical tie-up with Mercedes Benz AG for large vehicles  
1993. 08 Launch of the 'Musso', 4WD wagon  
1993. 11 Technical tie-up with Mercedes Benz AG for large size diesel engines  
1994. 04 Opened After-Sales Service Technical and Training Center in Daejeon  
1994. 06 Changwon Engine Plant construction completed  
1994. 08 Launch of the 'New Korando Family'  
1994. 10 The 'Musso', awarded 'Auto Design Prize' at Birmingham UK  
1995. 06 Parts Logistics Center construction completed in Cheonan  
1995. 07 Launch of the 'Istana', light commercial vehicles  
1996. 07 Launch of the 'New Korando'  
1997. 10 Launch of the 'Chairman', large flagship sedan



### 1998~2004

#### Success and Hopes

1998. 07 Launch of the 'New Musso' van  
1999. 06 Launch of the 'New Musso', 7-Seater SUV  
1999. 09 The 'Korando' Won Pampas rally  
1999. 11 The 'Korando' Won BAJA rally  
1999. 12 Underwent corporate restructuring program  
2000. 03 Launch of the 'Chairman' CM500/CM400 series  
2000. 10 The 'Korando', awarded 'Energy Winner 2001' prize  
2001. 04 Produced 500,000 engines at Changwon Engine Plant  
2001. 09 Launch of the 'Rexton', new premium SUV  
2002. 03 'Musso', awarded 'No.1 Brand Power' in SUVs at Korea Management Association for 3 consecutive years  
2002. 06 Certified as 'Best Company in customer satisfaction management system'  
2002. 06 Awarded 'Best Company in Value Management'  
2002. 09 Launch of the 'Musso Sports', first Korean SUT  
2002. 12 Awarded 'Best Company in customer satisfaction management system' prize  
2003. 07 Launch of the 'Korando' Van Youth  
2003. 09 Launch of the 'New Chairman'  
2003. 10 Opened Human Resources Development Center in Pyeongtaek  
2003. 12 Produced XDi 270 engines  
2003. 12 Awarded the Grand Prize at 2003 Corporate Communications Awards  
2004. 03 The 'Musso Sports', crossing the Rocky and Andes  
2004. 05 Launch of the 'Rodius', premium MPV  
2004. 07 The 'New Chairman' and 'Rodius', Awarded 'Good Industry Design' prize  
2004. 09 Changwon 2nd Engine Plant construction completed, Produced total a million engines  
2004. 12 Awarded 'Best Company in Design Management'



### 2005~2009

#### Challenge to be a global automaker

2005. 06 Launch of the 'Kyron'  
2005. 08 The 'Kyron', awarded 'Energy Winner 2006'  
2005. 10 Launch of the 'Actyon'  
2006. 03 Launch of the 'Rexton II'  
2006. 04 Launch of the 'Actyon Sports'  
2006. 07 The 'Rexton II', awarded 'Energy Winner 2007'  
2006. 12 Opened EU Parts Center in the Netherlands  
2007. 07 The 'New Rodius', awarded 'Energy Winner 2008'  
2007. 10 Launch of the 'Rexton II' Euro  
2008. 01 Launch of the 'Chairman H'  
2008. 02 Launch of the 'Chairman W'  
2008. 07 Opened EU Office in Spain  
2008. 07 The 'Actyon', awarded 'Energy Winner 2009'  
2008. 10 The 'Actyon' Won Lop Nur rally  
2008. 11 EU Parts Center, awarded 'Safest Warehouse of the Netherlands 2008'  
2009. 01 The 'Kyron' finished Dakar rally  
2009. 02 Started Company Rehabilitation Procedure  
2009. 04 The 'C200', awarded 'Best Concept Car' at Seoul Motor Show  
2009. 06 The 'Chairman W', awarded the Gold Prize at Ergonomics Design Awards



### 2010~2013

#### New start, New future

2010. 06 Contracted with Russia to Export KD  
2010. 08 Launch of the 'Chairman W' 4-TRONIC  
2010. 11 Signed an agreement among Labor, Management, Publics and Politics  
2010. 11 Signed M&A Definitive Agreement with Mahindra & Mahindra  
2011. 03 Launch of the 'Korando', new concept CUV Acquired by Mahindra & Mahindra Completed Company Rehabilitation Procedure  
2011. 04 The 'Korando', awarded 'Most beloved SUV Brand'  
2011. 05 Launch of the 'Chairman H' New Classic  
2011. 07 Launch of the 'New Chairman W'  
2012. 01 Launch of the 'Actyon Sports', first Korean LUV  
2012. 01 The 'Korando' Won the ScanCovey Trial  
2012. 03 Launch of the 'Rexton' Euro V  
2012. 03 The 'Korando' awarded 'No.1 SUV' at Korea Brand Star  
2012. 05 Launch of the 'Rexton W'  
2012. 07 Launch of the 'Rodius' Euro  
2012. 12 'Actyon Sports' awarded 'Marketing Innovation' category at Korea Marketing Awards  
2013. 02 Launch of the 'New Rodius'  
2013. 04 Launch of the 'Chairman W' Summit  
2013. 08 Launch of the 'New Korando'  
2013. 12 SYMC awarded 'Marketing Innovation' category at Korea Marketing Awards



### 2014~2016

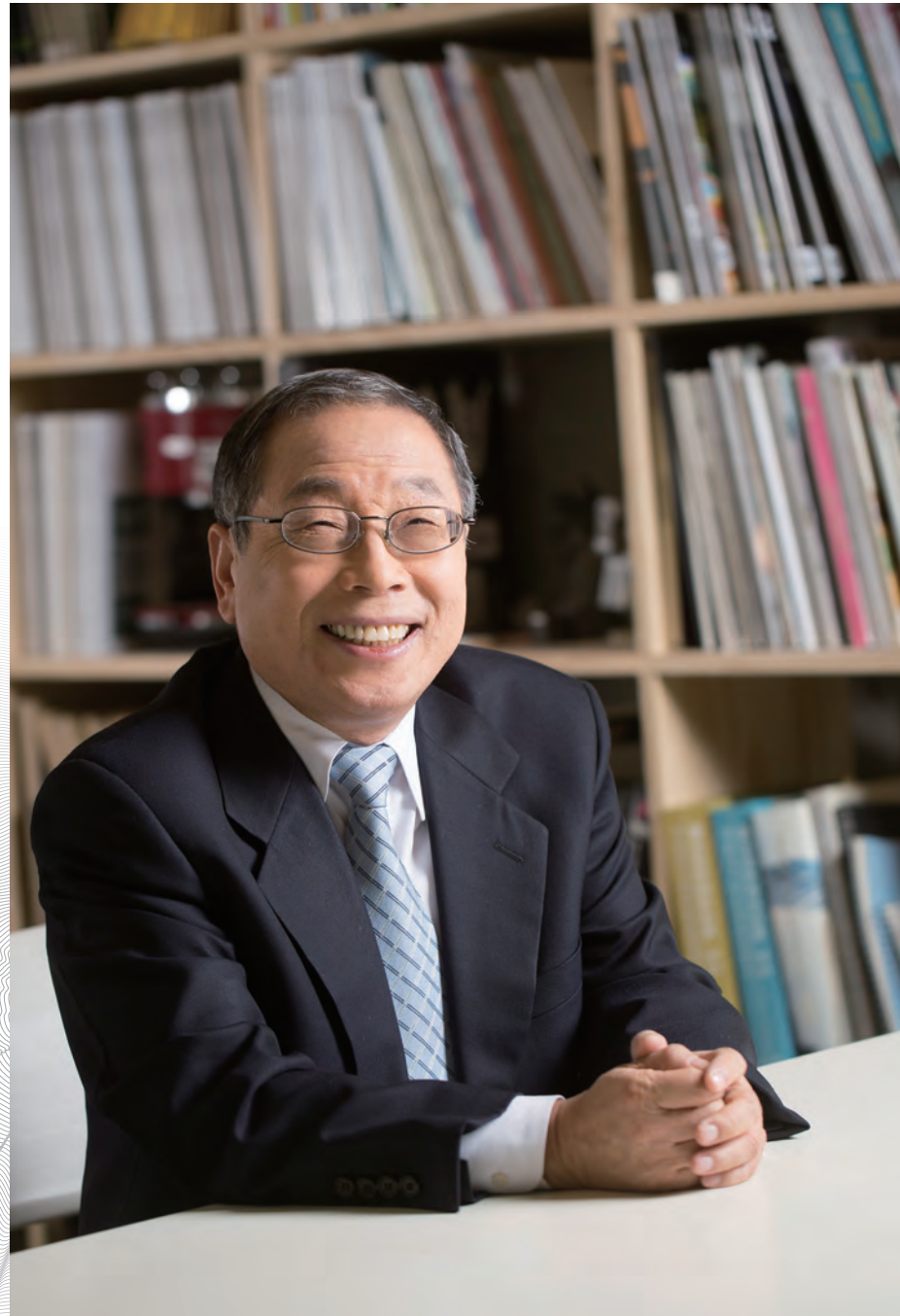
#### Change, Innovation for Better Future

2014. 01 Announced 'Promise 2016', mid-to long-term new vision  
2014. 01 'New Korando' awarded Green Design at Korea Green Car Awards  
2014. 02 Opened Company-operated Daejeon Service Center  
2014. 03 'New Korando' awarded 'SUV' category at Korea Brand Star  
2014. 04 Launched 'LUV KORANDO' brand campaign  
2014. 11 'Chairman W' awarded 'New Media' category at Maeil Business Advertising Awards  
2014. 12 SYMC 'Umbrella branding' awarded 'Brand' category at Korea Marketing Awards  
2015. 01 Launched compact SUV 'Tivoli'  
2015. 01 'Tivoli' awarded Green Design at Korea Green Car Awards  
2015. 04 'Tivoli' wins Ergonomics Design Grand Prize  
2015. 12 'Tivoli' Awarded 'Safe Car of the Year' by KNCAP  
2016. 03 Launch of the 'XLV'





# Message from CEO



To Be a “Most Innovative and Respected Korean Automotive Company.”

I would like to express my deep gratitude for your continued support and love to SsangYong Motor. In SsangYong's 60-year history, SsangYong has kept challenging itself and pioneered for the future. SsangYong, which opened up a new era in the automotive industry with its own advanced 4WD technology, has secured its position as a leading SUV manufacturer based on its full SUV lineup. SsangYong continues to develop and introduce new models which reflect global market needs such as a best-in-class compact SUV Tivoli and urban SUV Korando. SsangYong will inherit its tradition and enhance its reputation as an automotive pioneer in the global SUV market.

SsangYong Motor has made a step forward to be a prestigious global SUV automaker since the M&A with the Mahindra & Mahindra. SsangYong will continue to seek its growth in the global market by creating a synergy with the Mahindra throughout the field such as product development, technology, market reach, and competitiveness.

Above all, SsangYong will strengthen its product competitiveness by meeting customer needs as well as securing stable demand from the overseas market based on the diversified portfolio and launches of new cars for future growth. Furthermore, SsangYong will secure its position as the Korea's representative SUV brand by being ahead of time and developing eco-friendly products in keeping with the global trend toward 'Low carbon green growth'.

Under the new vision to be a 'Most Innovative and Respected Korean Automotive Company', SsangYong Motor will take a leap forward to be a prestigious global brand and leading Korean SUV manufacturer. SsangYong hereby makes a commitment to take full Corporate Social Responsibility for the community and customers who show strong trust and support to SsangYong to get to where it is today. Please be part of SsangYong motor's future, standing tall at the center of the global stage beyond Korea. Thank you.

**Choi, Johng-sik**

President and CEO  
SsangYong Motor Co.



## SsangYong Motor builds customers' dreams.

We will provide better value with high quality, competitively priced and eco-friendly products for customers.

Focusing on the future inspires positive changes and improvements.

## Workplace



### Pyeongtaek Plant (Head Office)

Pyeongtaek Plant is a high-tech manufacturing facility with advanced quality and environmental management control systems on the land with about 9,260,000 sq ft. Its production capacity is 250,000 vehicles a year initially, and meet global quality standards. Especially, Pyeongtaek Plant plays a role for SsangYong Motor to be a global automaker based on additional cutting-edge assembly line for monocoque SUV New korando and Tivoli.



### Changwon Engine Plant

Changwon Engine Plant is a high-tech engines and core powertrain manufacturing facility with high-accuracy and central control assembly line on 1,260,000 sq ft of land. All engines and core powertrain require 12 steps of strict performance testings for our best products. High-efficiency manufacturing processes and stringent quality control are the keys to our growing global recognition.





# Successful Innovation

What we achieve with you

| Customers are central  
to our innovation and ambitions for the future.

SsangYong Motor seeks innovation relentlessly.

We fulfill our passion for making the best cars using research and development to achieve a harmony between nature and humankind.

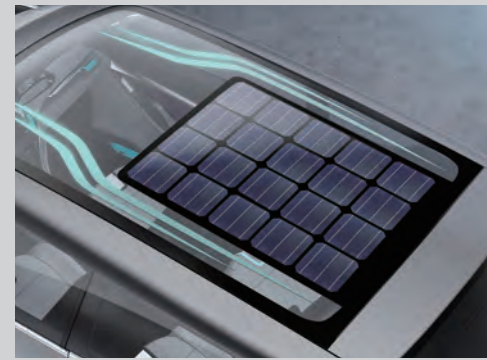
We appreciate the efforts of everyone working with us and understand the needs of anyone who loves SsangYong Motor. That is why we always try to do our very best to provide you with better value, working through every single change and innovation seriously.





# Innovation in Technology/Products

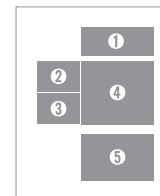
We put customer-focused, eco-friendly values into the best futuristic technologies.



RSP 'Robust, Specialty, Premium' is the SsangYong Motor's philosophy for product development. This means that we achieve 'Fun to Drive' through balancing performance, safety and eco-friendliness. SsangYong Motor will deliver its mid-to long-term growth strategy by strengthening its market position, developing competitive products and the next-generation technologies, and maximizing synergy with the Mahindra Group.

Based on these efforts, SsangYong Motor has launched various new models every year, which reflect customer needs in global market, including Tivoli, the best compact SUV in its class. In addition to developing competitive global models, SsangYong has secured high-efficiency and high-output powertrain to establish a foothold for a new leap forward.

Fulfilling our promise for future sustainability, SsangYong will collaborate with the Mahindra Group and increase our advanced development capabilities to be competitive with regards to the next-generation automotive technologies such as the electric vehicle.



- 1. Concept Car 「SIV-2」
- 2~4. EV Concept Car 「e-XIV」
- 5. Concept Car 「SIV-2」





# Innovation in Production/Quality

We meet customers' expectations with a reliable manufacturing, delivering the highest quality.



The best quality starts from the smallest detail. The core of SsangYong Motor production philosophy is humanity and based on 'Principles and People' as a priority and results in a productive manufacturing site. We pursue customer satisfaction and global competitiveness through an optimised manufacturing system. We strive to produce immaculate vehicles through countless efficiency improvements including maintaining the best facilities and streamlining logistics. We will also reinforce a standardized production and build a digital factory to utilize eco-friendly manufacturing technologies. SsangYong Motor meets customers' expectations with safe and reliable cars and by striving for constant quality and product improvements.



# Innovation in Sales/Service

We are with our customers for the long term, just as we were at the very beginning.



We are always on our customers' side to deliver better value. We always treat you as if you were our first-time customer. SsangYong Motor has started new challenge, striving to become a global SUV player. The brand-new SsangYong Motor focuses on customers' needs and delivering excellent service. We will strengthen our status in all the major markets through a differentiated brand strategy for the global market. We will enhance our brand by exploring our customers' future needs and requirements, as SsangYong Motor employees always aim to do. We promise to do our best, and also fulfill customers' satisfaction with our sales and service centres.



# Mutual Cooperation

What we promise to you

| We try to make the world a better place for everyone.

SsangYong Motor puts 'We' before 'I'.

SsangYong Motor is building on the history of the Korean automotive market based on the idea of togetherness.

Working together has provided the foundation for a fresh start, an important first step in a new phase of SsangYong Motor.

We strive to create growth with all our partners through respect and cooperation.





# Corporate Social Responsibility

Sharing the little things brings greater happiness and brings us together.



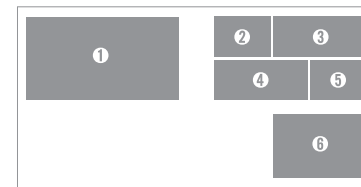
As running solo can be faster, but is not long lasting, we run together with you by sharing ups and downs.

We put 'We' first before 'I' and carry out a spirit of 'sharing'. This is another growth engine of SsangYong Motor and provides an energy of happiness for all of us.

SsangYong Motor meets its corporate responsibilities in relationships with the local community, as well as shareholders, business partners, employees and customers.

We will take the lead in making the world a better place based on our valuable relationships with you.

Our declaration of Corporate Social Responsibility issued in 2011 is a physical representation of SsangYong Motor's goal to make its contribution to the world. We will do our best to become a corporation that grows with the local community, by developing sponsorships, a scholarship committee, volunteer works, environmental projects and cooperative activities.



1. SsangYong Supplier Conference
2. The Environmental Cleanup Campaign in Taean Peninsula
3. SsangYong Oneness Scholarships
4. The Sharing Briquettes Event
5. The sponsorship for Pyeongtaek Port Marathon
6. The sponsorship for Walnut Biker Campaign





# Labor-Management Relations

Round, strong wheels at the front and back produce powerful driving.

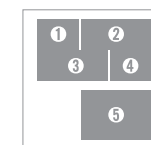


The Strong front and back wheels running together makes a car drive smoothly.

What makes us run together are trust and harmony with each other.

"Stand Upright, Stand Together, Stand Again!" is a basic guiding principle of "The Oneness Company Training Program" for harmony between employees and management. We are leading Labor-Management Relations through 'Oneness and Harmony between Labor and Management Activities', such as encouraging experiences and spontaneous interaction, and status meeting to share the information and plans of the company with all employees.

SsangYong Motor has set a benchmark for Good Labor-Management Relations in the Korean automotive industry. Initiatives such as the Ethical Partnership of Labor- Management Practice Agreement and the Social Agreement between employees, management, public and politicians for Good Labor-Management Relations have provided win-win schemes for the union and company.



- 1.2. The Declaration of Vision Ceremony
3. The invitation event of employees' families
4. Labor-management agreement on mutual harmonious relationship
5. The Oneness Company Training Program





# Global Brand

What we pursue for you

| SsangYong's vigor is spreading throughout the world.

With its motoring heritage, SsangYong Motor has been a leading company in the Korean automotive industry for over half a century.

We are now moving into a global market to develop its legacy and history.

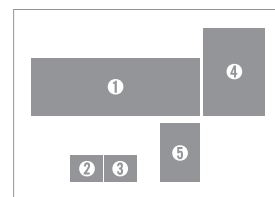
SsangYong Motor believes that the best in Korea can be the best in the world.





# Global Management

Through global management, we are establishing a presence on the world stage.



- 1. 5. Global Distributor Conference
- 2. 1<sup>st</sup> Shipment of 'TIVOLI'
- 3. SsangYong Racing Series
- 4. 'Rexton W.' Launching Overseas

To make a leap forward to being a global company, SsangYong Motor held a 'Declaration of New Vision Ceremony' and started its new journey to stand on the global stage. SsangYong will achieve its mid-to long-term vision based on the growth in the overseas market by strengthening our market competitiveness and conducting market strategy aggressively. Particularly, SsangYong will make utmost efforts to be a prestigious global SUV automaker by successfully launching the compact SUV Tivoli, a global strategic model in the overseas market, reinforcing global product competitiveness, diversifying the export markets, and improving brand image. SsangYong plans to increase the annual global sales volume to 200,000 vehicles by establishing the stable overseas network for the 100,000 vehicle exports by 2016, and plans to expand its global sales network from the current 126 countries to 140 by entering the emerging markets.



SsangYong Motor already made roads into the global market by launching its global strategic compact SUV Tivoli and XLV one after another in Europe, the home of automobile brands. SsangYong has carried out various strategies to expand global sales such as diversity of export markets and exploitation of new markets. Furthermore, SsangYong will establish structured auto-parts supply system based on SsangYong European Parts Center(SEPC) in Breda, Netherlands, and will strengthen its global service capacity by increasing its Regional Training Center(RTC)s from Central and South America to the Middle East and Europe.

Working with Mahindra & Mahindra, SsangYong will strengthen its market reach in India, Africa, and other countries with high growth potential and secure its growth engine. SsangYong Motor will continue to strive for the future that SsangYong SUVs run around the world.



# Maximizing Synergy

SsangYong Motor and Mahindra Group are lights of the East.



Like the countries we come from, SsangYong Motor and Mahindra & Mahindra have overcome adversities to achieve amazing success. Key factors in our success are passion and self belief. SsangYong Motor and Mahindra & Mahindra are proud of our partnership and commitment. SsangYong Motor and Mahindra & Mahindra are becoming global automotive players through this strategic partnership. SsangYong Motor is creating global brand awareness through its partnership with Mahindra & Mahindra, maximizing synergies in every field of the automotive industry including product development, technologies and markets. SsangYong Motor will be a global SUV automaker, by sharing global knowledge with Mahindra & Mahindra, expanding international sales, developing and investing in R&D and new products, and strengthening its core competitiveness.

**Mahindra**  
Rise.

Mahindra & Mahindra is one of the biggest companies in India, a country growing as a global economic power in the 21<sup>st</sup> century. Mahindra & Mahindra is a leading company in the field of utility vehicles and IT, and has developed a powerful position in the fields of air transportation, steel, consulting, energy, finance, property and distribution. Based in Mumbai, India, approximately 144,000 employees in over 100 countries work for the Mahindra Group. The company is growing as a multinational corporation with US\$14.4 billion dollars in assets. Mahindra & Mahindra is the only Indian company amidst the world's leading tractor brands, and works in all fields of automotive production including two-wheeled, CVs, UVs, SUVs, and sedans. Mahindra & Mahindra has recently taken over REVA Electric Car Co. Ltd and is strengthening its development of electric vehicles.



CHAIRMAN 



REXTON 



TIVOLI



XIV 



NEW KORANDO



NEW   
SPORTS  
More Power, More Fun



NEW RODIUS



 SSANGYONG

Drive into Future,  
Drive into Nature





# We are ready.

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In over 60 years.  
There have been many twists and turns at times with moment of glory in our journey.  
We are never over-confident or discouraged,  
but always fought and focused on the future.  
Now, we are ready to travel on this journey into the future along with you.  
SsangYong Motor Company, a small but strong automaker,  
will never disappoint you and meet your expectations.

