



MOST INNOVATIVE & RESPECTED  
KOREAN AUTOMOTIVE COMPANY





## CONTENTS

### INTRO

- 04 CEO MESSAGE
- 06 CORPORATE PHILOSOPHY
- 08 HISTORY IN BRIEF
- 10 SYMC HIGHLIGHTS

### PIONEER

- 14 BRAND HERITAGE
- 16 BRAND PHILOSOPHY
- 18 PIONEERING SPIRIT

### INNOVATOR

- 22 PRODUCTION/QUALITY
- 26 R&D TECHNOLOGY
- 30 CUSTOMER VALUE
- 32 GLOBAL MANAGEMENT

### CREATOR

- 36 NEW VISION & PROMISE
- 38 SYNERGY EFFECT
- 40 COMMITMENT TO CSR

### OUTRO

- 42 PRODUCT LINEUP

## SSANGYONG MOTOR, KOREA'S TRAILBLAZER IN THE FIELD OF SUVs

SsangYong Motor, a representative SUV-specialized automaker from Korea. The company opened a new chapter for SUVs in Korea, proudly demonstrating its technical prowess.

Since then, the journey of SsangYong Motor has become the history of the SUV in Korea.

Now, SsangYong Motor, the trailblazer in the field of SUV in Korea is ready to go beyond Korea and make vigorous strides towards becoming a global SUV automaker.



## GOOD TO GREAT!

“SsangYong Motor, a small but strong company  
with its own unique attractiveness”



We will lead the next-generation SUV market!  
Be part of SsangYong Motor's future, a company  
that will take center stage in the global arena with  
the vision to become the “Most innovative and  
respected Korean automotive company.”

I would like to express my deepest gratitude to our customers for your unfaltering support and encouragement. SsangYong Motor has the legacy of being a part of the Korean automotive history as a representative SUV automaker in Korea and of being the pride of many customers as such. Furthermore, we have been striving for changes and innovations that would take us beyond the limits to meet our customers' needs and introduce global strategic models that would lead the trend. To this end, SsangYong Motor has successfully renewed its SUV model line-up by introducing the Tivoli, the No. 1 brand in the small SUV segment, the Musso, which is the only open-type SUV in Korea, and the Rexton while creating a new corporate image based on these changes for future growth.

In particular, the Korando, a symbol of innovation launched in 1983 with the brand name meaning 'Korean Can Do,' was reborn as All-New Korando equipped with the latest features bringing entirely new changes to SsangYong Motor's SUV line-up. SsangYong Motor is making full-fledged efforts to grow as a global SUV-specialized company by developing new technologies for electric vehicles, connected cars and autonomous driving as well as new strategies to advance into overseas markets to expand global sales.

We will also maximize the synergy with SsangYong Motor's parent company, the Mahindra Group, and become a small but strong company that has its own unique attractiveness with unmatched emotional values and qualitative hardware to lead the next-generation SUV market. We will also strive to be a responsible corporate citizen and return the favor we have received to our customers, who put their faith in SsangYong Motor.

I encourage you to continue to be part of SsangYong Motor's future as it takes center stage in the global arena with the vision of becoming the “Most innovative and respected Korean automotive company.”

Thank you.

**Yea, Byung-tae**

President & CEO  
of SsangYong Motor Co.

## CORE PURPOSE

By achieving a Breakthrough Innovation in all we do, we want to provide customers with innovative products and services that put people at the center to promote the safety and happiness of our customers. This will help us grow and ultimately contribute to the society as a good corporate citizen.

## VISION

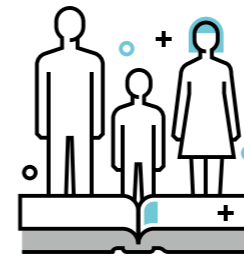
MOST  
**INNOVATIVE & RESPECTED**  
KOREAN  
AUTOMOTIVE COMPANY

We at SsangYong Motor pursue innovation to ensure a better life for people. In all our thoughts and actions, our customers are at the center. We will continue to meet new challenges and find new ways to satisfy our customers to become one of the most beloved companies in Korea as well as all around the world.



## CORE VALUE

### CUSTOMER FIRST



- Think from a customer's perspective and work towards customer satisfaction.
- Offer the highest quality products and services to customers.
- Establish cooperative relations with our partners for mutual growth.

### GLOBAL MIND-SET



- Understand different cultures and world markets.
- Understand international trends and gather expertise.

### INTEGRITY



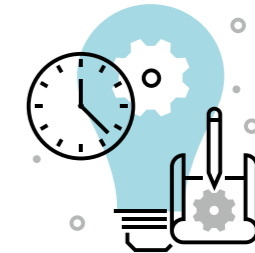
- Act in an honest and dignified manner following the laws, rules and principles.
- Do not compromise with actions that go against principles.

### RESPECT & COLLABORATION



- Respect others and communicate openly to build trust.
- Act in the team's interest first and cooperate.

### INNOVATION



- Do not be afraid of failures and maintain a future-oriented attitude.
- Set up challenging goals, be innovative and act boldly.
- Embrace changes in a positive way and address them proactively.

# SSANGYONG MOTOR'S PATH

## FROM PAST TO PRESENT

### 1954~1986

The beginning of history and the spirit of craftsmanship

The automotive company with the longest history in Korea was the Ha Dong-Hwan Motor Workshop, which was the historical starting point of SsangYong Motor. The company, which started with the production of buses, was the first in the country to build special-purpose vehicles. In 1983, it gave birth to the 'Korando,' which was the first model produced with private jeep production technology. This was the beginning of the history of SUVs in Korea.

- 1954. 01. Establishment of Ha Dong-Hwan Motor Workshop
- 1976. 09. Start of production of special-purpose vehicles
- 1977. 02. Company name change to Dong-A Motor Co.
- 1979. 12. Completion of construction of the Pyeongtaek Plant
- 1983. 02. Registration of the Korando trademark
- 1986. 05. Export of the Korando to Japan

### 1987~1997

The beginning of an era of the four-wheel drive

Based on technology and capital investment for partnership with the world's top-class automotive company Mercedes-Benz, the company built its capabilities as an automotive manufacturer. In 1992, it established a technology research center to support an internal research and development system that would serve as a basis for growth of the company as an SUV-specialized automaker.

- 1988. 03. Company name change to SsangYong Motor Co.
- 1991. 02. Technology alliance with the Mercedes-Benz
- 1993. 08. Launch of the dream four-wheel drive Musso
- 1994. 06. Construction of the Changwon engine plant complete
- 1995. 07. Launch of the light commercial vehicle Istana
- 1997. 10. Launch of the large-sized sedan Chairman

### 1998~2004

An SUV-specialized brand system

SsangYong Motor has been introducing new models with unrivaled technological capabilities. It developed a cutting-edge diesel engine and launched various SUV models that specifically address the requirements of their relevant segments. With a full SUV line-up, the company is leading the popularization of the SUVs, strengthening its foothold as an SUV-specialized company.

- 2001. 09. Launch of the Rexton
- 2002. 09. Launch of the Musso Sports
- 2003. 12. Start of Production of the XDi 270 engine
- 2003. 12. Establishment of the Chinese subsidiary
- 2004. 05. Launch of the Rodius
- 2004. 09. Completion of construction of the 2nd engine shop at the Changwon Plant /One million engines produced on an accumulated basis at the plant

### 2005~2009

The challenges and adversities on the path towards a global company

SsangYong Motor focused on expanding in the global markets. With a full SUV product line-up, it successfully competed in the European SUV market, which resulted in the advanced European market becoming the company's major export market. Subsequently, SsangYong Motor established a European parts center and a representative office in Europe to further support the company's global operations.

- 2005. 06. Launch of the Kyron
- 2005. 10. Launch of the Actyon
- 2006. 04. Launch of the Actyon Sports
- 2006. 12. Establishment of the SsangYong European Parts Center (the Netherlands)
- 2008. 07. Opening of the European Representative Office (Spain)
- 2008. 11. The European Parts Center named as an outstanding logistics center for year 2008 in the Netherlands

### 2010~2014

A new beginning for a new leap forward

After the strategic M&A with the Mahindra Group, SsangYong Motor announced its vision and mid- to long-term development strategy signaling its comeback and a new beginning. It was an announcement that SsangYong's journey headed for the center stage of the global automotive markets has begun.

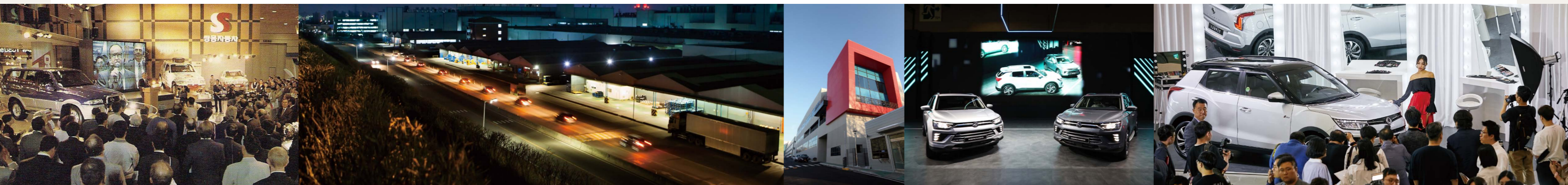
- 2010. 11. Conclusion of an M&A investment contract with the Mahindra Group
- 2011. 03. Launch of the New Korando
- 2012. 01. Launch of the New Actyon Sports
- 2013. 02. Launch of the New Rodius
- 2013. 08. Launch of the 2013 Korando

### 2015~

Leading the next-generation SUV market

SsangYong Motor established not only the foundation for new growth but also secured the engines for future sustainable growth through brands such as the Tivoli, the Korando and the Rexton. The company will lead the next-generation SUV market by introducing a new product every year and suggesting the trend for SUVs.

- 2015. 01. Launch of the Tivoli
- 2016. 03. Launch of the Tivoli Air
- 2017. 05. Launch of the Rexton
- 2018. 01. Launch of the Musso
- 2018. 12. Establishment of the Australian subsidiary
- 2019. 01. Launch of the Musso Grand
- 2019. 03. Launch of the All-New Korando
- 2019. 06. Launch of the New Tivoli

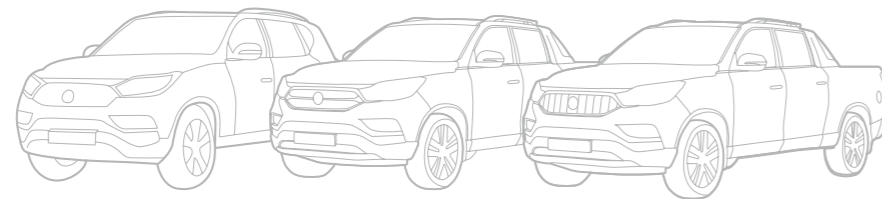
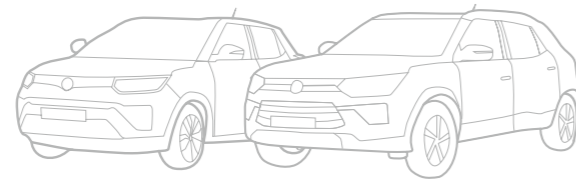


# SSANGYONG MOTOR'S ACHIEVEMENTS

SsangYong Motor is the result of our challenging and pioneering spirit to create a brighter future. For more than sixty years, it has opened up new roads for SUVs as an SUV-specialized automaker representing Korea. With a passion for a better tomorrow and care for customers, SsangYong Motor is strengthening the ground for sustainable growth.

Leading the  
popularization of  
SUVs in Korea

## SUV Full Line-up



### 4TRONIC



SsangYong Motor launched various SUV models with unrivalled technology in different segments and built a complete SUV line-up, leading the popularization of SUVs. Based on the technology capability it has accumulated over a long time as an SUV specialist, it applied the '4WD' system to all models in its product line-up.

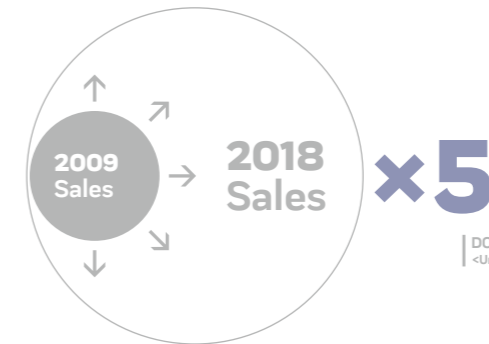
The longest lasting  
model in Korea

### GUINNESS BOOK



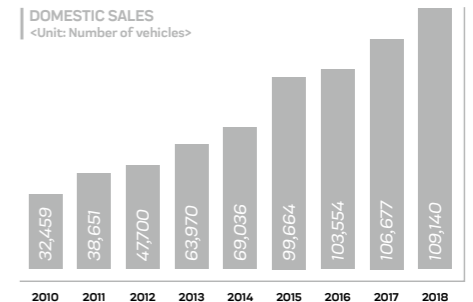
The Korando brand, which was born in 1983, was listed in the Korean Guinness Book of records as the longest lasting model in Korea. Korando, which led the SUV history in Korea, became an icon for innovation based on its legitimacy and through a shift in concept that meet the latest trend. It turned SsangYong Motor into the SUV-specialized automaker it is today.

Achieving continued  
sales growth



The sales performance of SsangYong Motor increased by more than four times in 2017 from 2009. Domestic sales has been growing for eight consecutive years since 2010, reinstating the company as an SUV-specialized company. SsangYong Motor will continue to expand sales in the global markets to live up to its reputation as an SUV specialist.

DOMESTIC SALES  
<Unit: Number of vehicles>



No. 1 brand  
in the segment

## No. 1

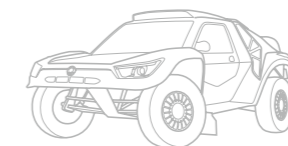
The highest  
safety grade



The Tivoli maintains the No.1 brand position with an unrivalled presence in the small SUV market, where competition is becoming fiercer. Meanwhile, the Musso (Grand), the only open-type SUV in the domestic market, explores new territories, writing a new chapter in the history of Korean SUVs.

SsangYong Motor received the highest grade for safety under the KNCAP (Korean New Car Assessment Program) with the 2015 Tivoli, and in 2017, received five stars for collision safety with the Rexton to obtain Grade 1, the highest grade. In 2019, the new Korando was rated safety grade 1 for collision safety under new car safety assessment to prove that SsangYong Motor's product development philosophy put safety as its highest priority.

Rallies and explorations  
testing the strength  
of the SUV automaker



## 7 times



SsangYong Motor has participated in international rallies and explorations for 30 years setting excellent records to verify its superb driving performance and safety. The cumulative distance covered would add up to approximately 285,000 km, which would be equivalent to seven laps around the globe. Based on these experiences, SsangYong Motor continues to build up its technical capabilities for SUVs.

# PIONEER



With a pioneering spirit that pushes limits we have evolved, opening new roads

SsangYong Motor has always travelled off the beaten track. We became the pioneers in the field of SUV by surpassing the limits with an ambition to 'develop our own original products'. The path of a pioneer was constantly filled with challenges. Nevertheless, the persevering spirit of craftsmanship was the underlying strength of SsangYong Motor that shaped the history of SUV in Korea.



SsangYong Motor, the pioneer of SUVs in this land now is headed for the world

SsangYong Motor has led the Korean SUV market with products that are ahead of the trend. It drove the popularization of the SUVs with an untiring passion and challenging spirit, which was further facilitated by the Korando and the Musso, which were developed with SsangYong Motor's own technology. 'Korean can do' is a statement of confidence reflecting the history and the know-how accumulated by the company over time. It is an identity unique to SsangYong Motor and a value embedded deeply in our products. Based on its strong technology and know-how, SsangYong Motor will go from representing the SUVs in Korea to gaining reputation as a global SUV company.

#### The automotive company with the longest history

The automotive company with the longest history in Korea, the Ha Dong-Hwan Motor Workshop was the starting point of SsangYong Motor's history. The Ha Dong-Hwan Motor Workshop was the first manufacturer of buses in Korea and the first to produce in large scale which was the only means of mass transportation at that time. It later turned into Dong-A Motor, which specialized in the manufacturing of special-purpose vehicles, leading the history of the automotive industry in Korea.

#### Opening the era of SUVs in Korea

In step with the developments in the budding Korean automotive industry, Dong-A Motor was expanding its facilities. By acquiring Shinjin Motor, which formed the early part of the automotive history in Korea along with Ha Dong-Hwan Motor Workshop, and Guhwa, which was a joint venture co-invested by the American Motors Company, a worldwide renowned Jeep company, it built the grounds to grow as a manufacturer of the four-wheel drive, Jeep-style vehicles.

#### The birth of the longest lasting brand in Korea, the 'Korando'

The construction boom in the Middle East that followed the first oil crisis, created a special demand for diesel four-wheel drive vehicles, which was one of the drivers behind the birth of the brand Korando. In 1982, the brand Korando was first revealed at the Seoul International Trade Fair, and in February 1983, 'Korando' was officially registered as a trademark, which was the beginning of the legend of the Korando brand. The first 9-seater Jeep-style model to be developed in Korea, the Korando9 Deluxe, was the first model to be launched from an exciting product line-up and the first among the domestic models to be exported to Japan.

#### Brand made from technology and philosophy

SsangYong Motor established a relationship with overseas partners such as the British Panther Co., Ltd. and the Japanese Nissan Diesel for technical cooperation and developed the first wagon-style jeep, the Korando Family. Furthermore, it also formed a partnership for technical collaboration and capital investment with the world's top automotive company Mercedes-Benz with 100 years of tradition to enhance its product development capabilities. SsangYong Motor developed the Musso and the Chairman brand and took the lead in the SUV as well as in the premium sedan market. The encounter of SsangYong's craftsmanship with the founding philosophy of Mercedes-Benz 'Nothing but the Best' resulted in the development of better and stronger SUVs in Korea.

#### An SUV specialist striving to be the best

The Tivoli, which is leading the small SUV market in Korea became an icon for change that changes lifestyles with its trendy design and top-class product value. With the launch of the upgraded New Tivoli in 2019, we offer our customers pride and utmost satisfaction of the No. 1 brand. The Korando, which is the oldest car brand in Korea that preserves the legitimacy of the SUVs is not only the perfect outdoor vehicle for leisure but is also an optimized family car brand that enriches the family trips. It is reborn as the All-New Korando in 2019 with a trendy design and innovative new technologies, creating a new sensation in the lower mid-sized SUV market. The Rexton brand, which inherited the reputation of the Chairman that opened the horizon of the large-sized sedans blazed a trail in the large SUV market and evolved further into the Premium Authentic SUV, The Rexton. The Musso, which inherited the DNA of Korando Sports, the only pick-up vehicle in Korea brags a strong presence in the mid-size SUV market with its bold and impressive styling. Musso Grand also suggests a new lifestyle for leisure that knows no limit creating a new sensation in the SUV market.







We produce the best SUVs by combining humanity, nature and technology



SsangYong Motor strives to provide memorable emotional experiences to everyone living in our contemporary society. To achieve this, the company applies a distinct product development and design philosophy to make cars that enhance the value of life. This is the focus of SsangYong Motor's strategy for a brand identity, which we will pursue as the basis for realizing our future vision.

**We provide special values through differentiation**

SsangYong Motor takes care to ensure that our customers experience happiness and the utmost satisfaction through our products that enrich and inspire customers' lives for a better future. This is clearly reflected in SsangYong Motor's product development philosophy 'ROBUST', 'SPECIALTY', and 'PREMIUM'. Based on this product development philosophy, SsangYong Motor seeks to create designs that build robust products and reflect a strong image. We will add new special values to the lives of our customers by developing differentiated, authentic and consistently high-quality products.

**Awards received for product development philosophy**

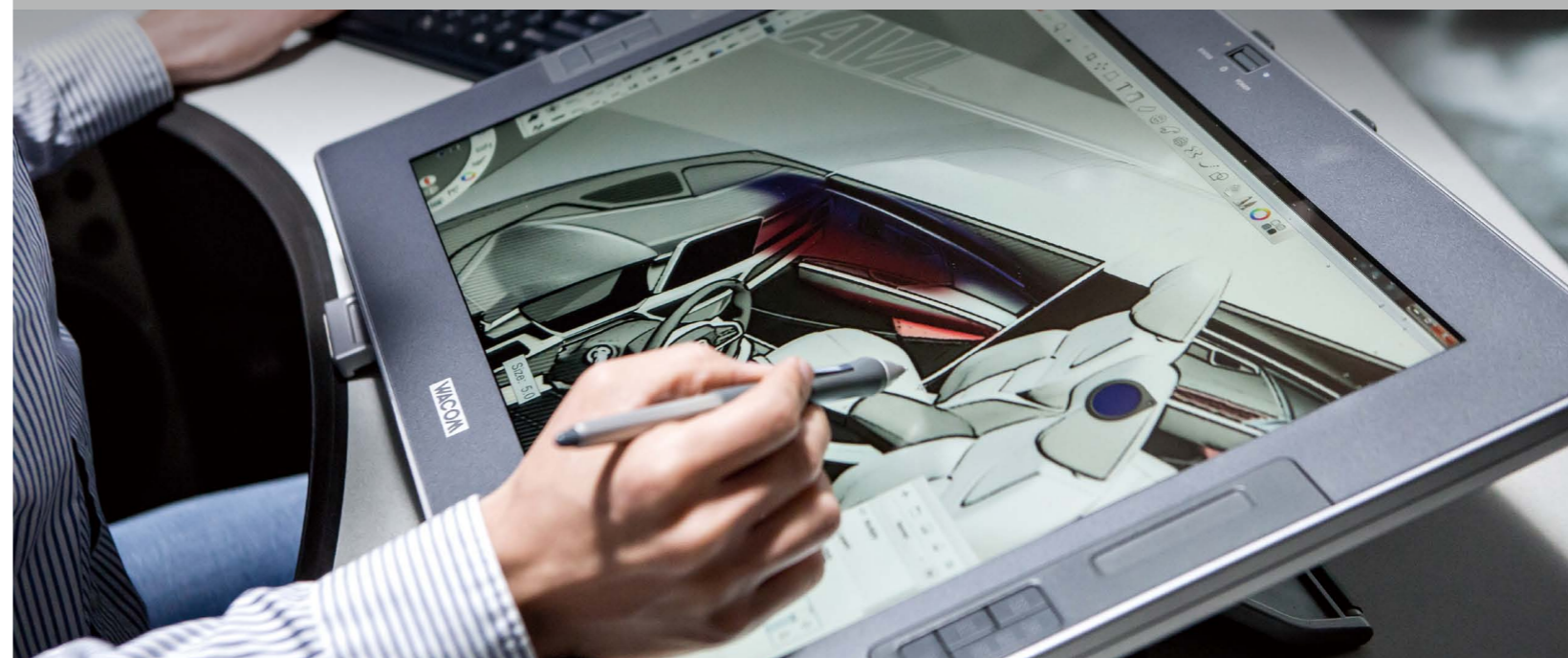
- |  |   |
|--|---|
| 1994. 1996. The Musso presented with the 'Best Car Award' in the four-wheel drive category at the Birmingham Motor Show in England | 2008. 01. The Actyon presented with the 2009 Energy Winner Award                                  |
| 2000. 10. The Korando presented with the 2001 Energy Winner Award  | 2014. 01. The New Korando presented with the Korea Green Car Award                                |
| 2005. 08. The Kyron presented with the 2006 Energy Winner Award  | 2015. 07. The Tivoli presented with the Energy Winner for Low CO <sub>2</sub> Emissions Award     |
| 2006. 07. The Rexton presented with the 2007 Energy Winner Award   | 2015. 12. The Tivoli presented with the 2015 Safest Car of the Year Award                         |
| 2007. 07. The 2007 Rodius presented with the 2008 Energy Winner Award  | 2017. 07. The New Rexton presented with the 2017 Korea's Outstanding Award for Quality Innovation |

**We express the dynamics of nature**

The greatest source of joy and emotions in human life is Mother nature. SsangYong Motor's design philosophy, the 'Nature-born 3Motion' uses motives from nature's movement that are 'Dignified', 'Dynamic', and 'Rhythmical' to present a strong image unique to SsangYong. SsangYong Motor will continue to enable our customers experience the joy and emotions that nature offers.

**Awards received for design philosophy**

- |   |  |
|---|--|
| 1997. The Korando presented with a Korean Industrial Design Award           | 2015. 12. The Tivoli nominated as the Good Design Product of 2015                  |
| 2001. 07. The Rexton presented with a Good Design Award                     | 2017. 04. The New Rexton presented with a Grand Prix Award for Ergonomic Design    |
| 2004. 07. The New Chairman, Rodius presented with a Good Design Award       | 2017. 12. The New Rexton presented with the Prime Minister's Award for Good Design |
| 2009. 06. The Chairman W presented with a Golden Award for Ergonomic Design | 2019. 05. The All-New Korando presented with Grand Prix Award for Ergonomic Design |
| 2015. 04. The Tivoli presented with a Grand Prix Award for Ergonomic Design |  |



PIONEERING SPIRIT

- 1990. Korando won the Cyprus rally for six consecutive times. First-ever for a Korean model
- 1994. Korando Family completed the Paris-Dakar Rally
- 1994. Musso participated in the Pharaoh Rally and ranked 2nd overall and first in the four-wheel drive category
- 1995. Musso ranked among the top at the Dakar Rally
- 1999. Korando won in the modified vehicle category at the Pampas Rally and ranked first in the four-wheel drive category at the Baja Rally in Mexico
- 2008. Actyon ranked first at the Lop Nur Rally in the deserts of China
- 2009. Kyron completed the Dakar Rally first-time ever with a handicapped driver behind the steering wheel
- 2012. Korando completed the 7,000km route on the Scandinavian peninsular and won the ScanCovey Trial
- 2015. Tivoli's first-time participation in an off-road rally in Spain resulted in the model's first position in the two-wheel drive category and the third position overall
- 2017. Tivoli won in the Baja-Aragon race as a four-wheel rally car to be qualified for the 2018 Dakar Rally
- 2018. Tivoli DKR finished the 2018 Dakar Rally
- 2019. The Rexton DKR finished the 2019 Dakar Rally



## A Great Adventure! A History of SsangYong Motor's Off-Road Rallies

### Going beyond the limits, 7 times around the globe to complete 285,000km

SsangYong Motor established its reputation as a representative SUV-specialized automaker from Korea based on its long history. The SUV legitimacy and expertise created an 'irreplaceable brand' which is attracting more and more consumers in the domestic market. Based on these strengths, SsangYong Motor is proving its technical capabilities by introducing excellent products not just in Korea but around the world.

The company participated in various rallies and adventures with its key models. Since 1990, it has participated in car races the 'rallies' and posted excellent records. It was the first domestic automaker to participate in these races that were held in different regions of the world such as in Europe, Latin America, Africa, and Asia. In 1987, SsangYong Motor also participated in the Himalayan exploration, which was the first of the explorations it successfully completed to prove the strong driving performance and safety of its products.

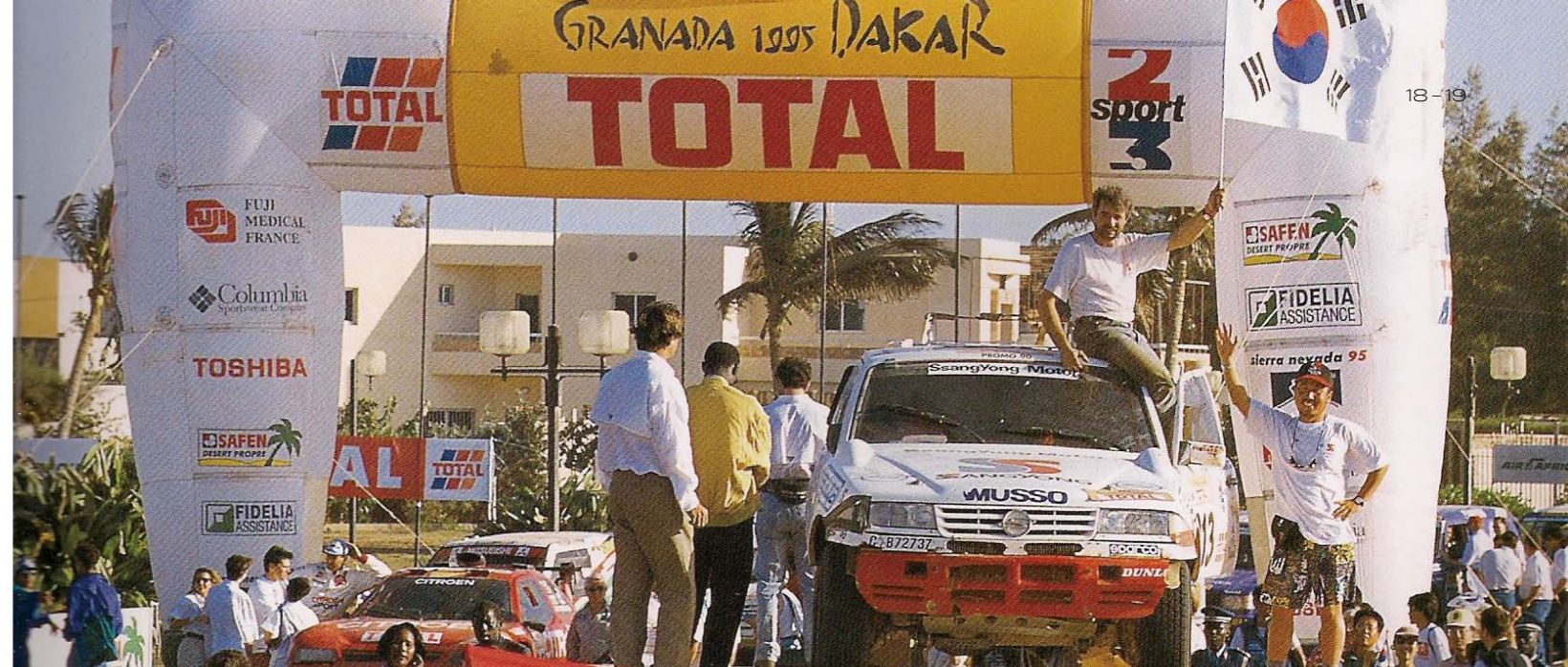
The distance SsangYong Motor covered in these events add up to approximately 285,000km up to date, which is equivalent to going seven times around the globe. SsangYong Motor will continue to participate in these events to promote the image of Korean cars and strengthen its reputation as an SUV-specialized automotive company.

### Rally records

1990-95	The Korando won the Cyprus Rally for six consecutive times. First-ever for a Korean model	2009	The Kyron completed the Dakar Rally first-time ever with a handicapped driver behind the steering wheel
1994	The Korando Family completed the Paris-Dakar Rally	2012	The Korando completed the 7000km route on the Scandinavian peninsular and won the ScanCovey Trial
1994	The Musso participated in the Pharaoh Rally and ranked 2nd overall and first in the four-wheel drive category	2015	The Tivoli's first-time participation in an Off-Road Rally in Spain resulted in the model's first position in the two-wheel drive category and the third position overall
1995	The Musso ranked among the top at the Dakar Rally	2017	The Tivoli won in the Baja-Aragon race as a four-wheel rally car to be qualified for the 2018 Dakar Rally
1999	The Korando won in the modified vehicle category at the Pampas Rally and ranked first in the four-wheel drive category at the Baja Rally in Mexico.	2018	The Tivoli DKR finished the 2018 Dakar Rally
2008	The Actyon ranked first at the Lop Nur Rally in the deserts of China	2019	The Rexton DKR finished the 2019 Dakar Rally

### Exploration records

1987	The company finished the Himalayan exploration	2003	The Musso Sports successfully drove through 100 cities in 15 countries on the American continent covering 100,000km
1988	The company successfully crossed the Chinese continent	2005	The Rexton, Kyron crossed the American continent, finishing 20,000km (Rocky and Andes Mountains)
1990	The company successfully finished the Yangtse River exploration	2014	The company celebrating its 60th anniversary held the test drive event 'Yongdung China towards the Great Wall'
1992	The Korando Family successfully drove through 12 countries in the Central and Southern America covering 18,000km	2017	The New Rexton successfully drove 13,000km from East Asia to Western Europe through 23 cities in eight countries.
1993	The Musso successfully drove through 12 countries in Africa for 120 days covering 20,000km		
1996	The Musso, Korando, Istana successfully completed the Arctic and Antarctic explorations that covered 50,000km for three months		

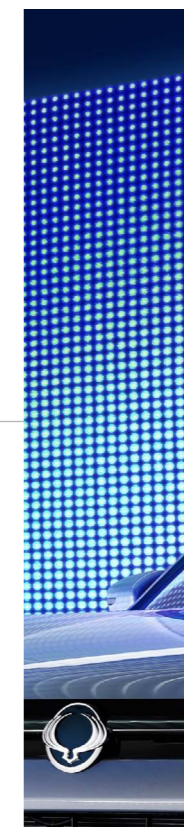


# INNOVATOR



SsangYong Motor's engine of innovation never stops

Masterpieces grow in value as time passes. Technological development brings endless innovation. A brand grows only with the acknowledgement from customers. Taking pride in SsangYong Motor's reputation as a trailblazer that discovered new roads, we at SsangYong Motor continuously make an effort and take pains to build the best cars. As our vision goes, SsangYong Motor will make utmost efforts to become the 'Most innovative and respected Korean automotive company' and grow as a global SUV-specialized brand through continuous innovation.





The genuine SUV DNA is backed by the optimized production system of SsangYong

Based on the idea of 'creating a production environment that operates on principles and human-oriented values,' SsangYong Motor secures its global manufacturing competitiveness through the SsangYong Production System (SPS) that focuses on high-quality production. It maintains the most optimized production system with a mixed production line system, rational logistics processes and other efficiency improvements to realize zero-defect vehicle production.



**Pyeongtaek Plant**  
 Area: 860,000m<sup>2</sup>  
 Production capacity: 250,000 units/year  
 Products: Completely-built vehicles



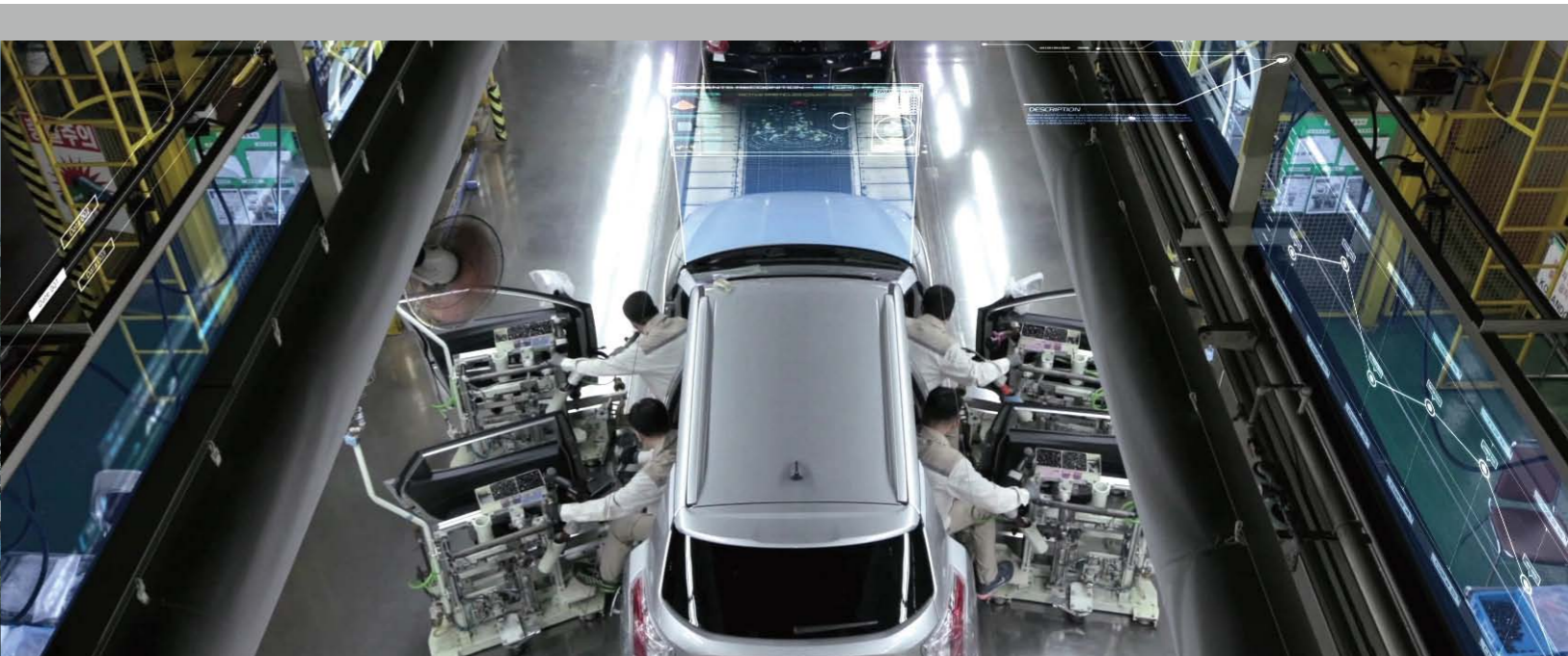
**Changwon Plant**  
 Area: 117,000m<sup>2</sup>  
 Production capacity: 430,000 units/year  
 Products: engine, rear axle

**Pyeongtaek Plant, an innovative and human-oriented production facility**

SsangYong Motor's headquarters, the Pyeongtaek plant, is the cradle of the SUVs in Korea. Here, a production system for a full SUV line-up allows for the production of traditional frame-type SUV models as well as the monocoque SUVs. SsangYong Motor introduced a quality management system in its production lines and applied innovative and efficient systems to flexibly address changes in the market demand. These systems and experienced, skilled workers manufacturing in the mixed production lines are playing a pivotal role in promoting SsangYong Motor as an SUV specialist.

**Changwon Plant, the cradle of cutting-edge environmentally-friendly engines**

The Changwon engine plant, which adopted smart systems, has high-precision production lines that allow for the mixed production of different types of engines. This is where SsangYong Motor's engines, rear axles, cylinder heads and other core parts are produced. Advanced environmentally-friendly engines are also produced here at these latest high-tech production facilities that are centrally controlled by a high-tech engine production system to ensure the competitiveness of the products. The engines produced here also have to pass a 12-phase performance test to meet the high quality standard of SsangYong Motor for its engines.



**Brand value innovation through customer-focused quality management**

The strength for achieving the vision of 'Most innovative and respected Korean automotive company' is derived from highly competitive quality management. SsangYong Motor is building a high-end brand image based on a 'customer first' and 'quality-focused' business management. It is implementing various measures to realize high quality in its products and increase customer satisfaction. In particular, for new models and quality innovation of production vehicles, the company is making best efforts to achieve best-in-class initial quality index through brand value innovation. SsangYong Motor will strengthen its foothold as a global SUV-specialized company with world-class quality competitiveness through quality innovation that will lead to greater customer satisfaction and confidence.

**Realization of vision based on mature labor-management relations**

SsangYong Motor has built a ground for increased competitiveness required to become a global automaker by establishing a labor-management relations of mutual existence, cooperation and stability. By identifying a common ground for peaceful co-existence and cooperation, the company and the labor union have conducted wage negotiations without a strike for nine consecutive years since 2010, opening a new horizon for a healthy labor-management relationship. The constructive relations of cooperation and co-existence between the labor union and the management is a significant achievement that contributed to the growth and development of the company. This is our first step towards realizing our vision and becoming a global SUV-specialized company.





The determination and passion to make the best cars create masterpiece cars that embody 100 years of philosophy

SsangYong Motor R&D's ultimate goal is the realization of 'technology that enables a harmonious co-existence between nature and man'. The company's determination and passion to produce the best cars along with its strong products and technical capabilities turned the company's 60 years of history into the history of SUVs in Korea. SsangYong Motor will continue to develop great safety technologies that will protect human lives, technologies that evoke emotions and present greater satisfaction beyond the five senses, and environmental technologies that think of the future of mankind.

#### Focus on developing traditional SUVs based on 60 years of expertise

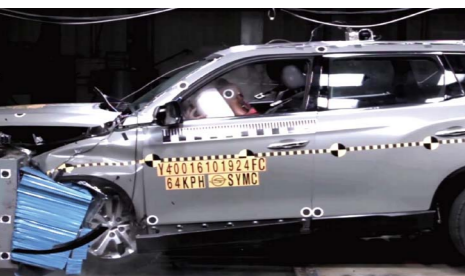
SsangYong Motor possesses a know-how for SUV development that was accumulated over a long period of time. It also has engineers, who knows how to optimize the know-how and apply it to work, and they are the driving forces behind the growth of the company. The company will continue to develop and launch various new models, establish a full product line-up to strengthen its capabilities as an SUV-specialized automaker on its road towards becoming a global SUV company. SsangYong Motor will also work on platform commonization to achieve economies of scale and develop a highly efficient, next-generation gasoline turbo engine to address the requirements of the global market. These activities will increase the company's R&D competency and secure mid- to long-term growth of the company. Above all, the company will continue to develop new competitive models that reflect SsangYong Motor's identity and are at the same time innovative and new in concept to ensure the competitiveness of its products in the future.

#### Development of company own design, applying VR(Virtual Reality) technology

Earlier, SsangYong Motor's design center used to be separate from the R&D complex. However, as the need for integrated technology management became greater, the company moved and newly constructed a design center within the R&D complex and has been operating it along with the R&D center since. This enabled expanded exchange between the design and R&D departments from an early stage in product planning which is resulting in greater synergy effects in the area of new product technology and styling. As a comprehensive design studio, the design center has all the latest facilities including a high quality resolution VR equipment. A simulator that shows data in actual sizes in the virtual world, is used to help reduce development lead time and costs. It also reflects the various customer requirements and trends in design in the development process contributing to the development of new models that stand out with a design and emotions unique to SsangYong Motor.

#### Proactive adjustment to paradigm shifts in the future automotive industry

At SsangYong Motor, various R&D works are taking place to address the paradigm shift in the automotive industry marked by much debated topics such as the connected car, autonomous car, and the electric car among others. In line with these efforts, in 2015, the company joined the Open Automotive Alliance(OAA), which is based on an operating system for Android and led by the global IT company, Google. In 2016, the company also signed an MOU with LG U+ and Tech Mahindra of the Mahindra Group in India to cooperate for the joint development of a platform for connected cars in the next three years. Furthermore, SsangYong Motor has been conducting a joint research and development work on autonomous driving technology with the Korea Automotive Technology Institute since 2014 in order to meet the government target of commercial use of level 3 autonomous driving technology by 2021. For this purpose, the company obtained a temporary driving permission from the Ministry of Land, Infrastructure and Transportation for a XLV-based autonomous vehicle in October 2017 to test drive on regular roads. The advanced research and development for EVs, which SsangYong Motor conducted as part of a government project, also progressed substantially that the company established a development plan with a target start of production by 2021. As can be seen in these development efforts, the company will continue to make innovations to actively address and lead the paradigm shift in the future automotive industry. We will create a sustainable future along with our customers.





We provide safe and enjoyable driving through innovative technology

## SAFETY FIRST

**We make the safest cars in the world**

Safety is the most important element to a car. SsangYong Motor uses the best advanced high-strength steel and top-quality high-strength steel and quad frame to build cars that ensure safety for passengers in your car as well as in the other car and even protect pedestrians.

### BODY

**We build passenger confidence by using high-strength and advanced high-strength steel for the vehicle body**

The body of a vehicle protects the passenger from external factors. The material of the body has to be strong to keep safe the passenger from danger, but the stronger the material, the heavier it becomes. If the body becomes heavy, fuel efficiency drops substantially, which means that ideally a body has to be not only strong but also lightweight. Instead of using general steel panels, SsangYong Motor used high-strength steel with increased tensile strength and advanced high-strength steel with even more increased strength for the vehicle body to maximize safety and achieve reduced weight. The proportion of high strength steel in the Tivoli's body is over 79%, the highest in the segment, and out of this, 40% is advanced high-strength steel, which is also the highest in the segment. The application of high strength steel in the New Rexton is 81.7%, which is the highest among the models in the relevant segment as well, enhancing passenger safety and improving driving performance.



### FRAME

**Strong but lightweight 'quad frame' for increased safety and efficiency**

In large, there are two types of body structures for vehicles, which are the monocoque and the frame-type body. Monocoque vehicles are built like a single, strongly-built box without a separate structure, whereas frame-type vehicles have a structure, a frame made of steel on which the engine is installed followed by the body. Frame-type vehicles are built with high strength which makes them safer and reduces the noise and vibration from the road surface. However, they have a higher manufacturing cost and are heavier which negatively affects the fuel efficiency. SsangYong Motor as an SUV-specialized automaker applied the four-layer structure quad frame to the New Rexton and the New Musso for greater safety and efficiency. The quad frame is made of 1.5 Gpa Giga Steel with more than 60% of 590MPa-grade advanced high strength steel for greater tensile strength and reduced weight. Moreover, the quad frame features a crash box zone, which gradually absorbs the crash energy to protect the passengers in your car as well as in the other car.



## FUN TO DRIVE

**We add fun to driving**

SsangYong Motor looks for more than just a means of transportation in a car. Through the 4WD system developed based on a long tradition and technology, and with a deep understanding of the SUV, we make it a fun to drive.

### POWERTRAIN

**An optimal combination of an LET engine and transmission delivers a top-class performance**

SsangYong Motors' powertrain features an LET engine and a transmission that combined deliver a top-class performance. SsangYong Motor is especially proud of its LET (Low-End-Torque) engine, which has been newly applied since 2012. The LET engine provides maximum torque in the more general low-speed range for excellent acceleration at the start and a dynamic driving. SsangYong Motor's diesel engines are the 1.6L engine (FWD) and the 2.2L engine (FWD/RWD) that in combination with the automatic transmission from Aisin and from Mercedes-Benz respectively provide a top-class performance. As for the gasoline engines, the company launched the 1.5L GDi turbo engine, completed the development of a 2.0L GDi turbo engine, and offers the 1.6L MPI engine and the 2.0L MPI engine for general export regions. SsangYong Motor puts the environment first in all its engine developments and conducts advanced researches for engine downsizing for CO<sub>2</sub> emissions reduction as well as other technologies such as the 48V BSG.



### 4WD

**SsangYong Motor's 4WD takes you everywhere**

As there are more consumers enjoying outdoor activities, there is a growing demand for a 4WD vehicle to support a more outdoor-oriented lifestyle. SsangYong Motor as an SUV-specialized company with own technologies applied the 4WD system to all its models and established a full SUV line-up. The Tivoli and the Korando feature a 'smart AWD (All Wheel Drive)' system. The smart AWD allocates the driving force to the front and the rear wheels depending on the road surface and other conditions to provide optimal driving performance. The Rexton, the New Musso, the New Musso Grand come with an 'electronic part-time 4WD', which enables the drive to choose a driving mode through a switch while driving depending on the road condition or the driver's needs. The front and rear driving force can be allocated on a 50:50 basis for passage through snow-covered or wet roads or other rugged terrain. The electronic part-time 4WD system delivers maximum torque under the 4L mode and enables a stable driving performance while driving on rough and rocky roads or in circumstances, where great traction power is required. The New Rexton and the New Musso offer a towing capacity of max. 3.0t.





Increasing the happiness in the lives of our customers  
The highest value pursued by SsangYong Motor

Increasing the happiness in the lives of customers through cars is the highest value that we at SsangYong Motor pursue. To achieve this, we strive to provide our customers with greater satisfaction and special emotional experiences through the development and production of high-quality products and various customer services.

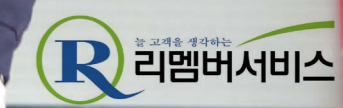
**Strengthening our competitiveness in the areas of sales and services for greater customer satisfaction**

Our efforts to satisfy our customers continue in the areas of sales and services. SsangYong Motor is expanding its sales and services network in the country to provide differentiated services to customers. It aims to follow standard sales practices and establish a new sales culture to boost sales and increase sales satisfaction.

SsangYong Motor has been offering a 'remember service' to provide top-class services based on the promise to remember and take best care of our customers as with the very first customers we served. As the company's customer groups become more diverse with the recent launch of new products, we are developing customized care programs for each of the different customer groups and enhancing the quality of our services to improve the company's CSI performance and meet customer expectations.

**Lead the automotive leisure culture through specialized marketing**

If the first contentment we want to give to our customers is through top-quality cars that are safe and bring vigor and pride in their lives, the second contentment we want to provide is through the joyful experiences a car can offer in the lives of our customers. SsangYong Motor as an SUV-specialized automaker holds various outdoor marketing activities in which customers can participate such as driving school, snow camping, Customer Invitation Event, and a 'Sound-Of-Music' auto camping. These events serve as opportunities for the company to directly communicate with customers and to present the strength of SUVs and the technical advantage of the four-wheel drive vehicles. The company is also active through Facebook, Blog, the youtube and other SNS media in order to engage in a two-way communication with customers and build trust. SsangYong Motor will continue to pursue a differentiated brand strategy to give endless inspiration and satisfaction to customers and underline our brand image as an SUV-specialized automaker.





We are beginning a new journey of hope to become a global company

**SsangYong Motor, a SUV-specialized brand racing across the world stage**

SsangYong Motor is strengthening its foothold as an SUV-specialized automaker recognized for its products with global competitiveness. The company's global strategic model, the Tivoli, was launched in the European market, which is the stronghold of cars and was highly praised in the global market. The company also launched the Rexton, which inherited the legacy of the original Rexton that pioneered in the European market, followed by the Musso and the Musso Grand, reinforcing its product line-up. In particular, the Rexton and the Musso were presented with the '4WD of the Year' award as was announced in the British automotive magazine '4x4' in recognition of the products' strength. The Korando, born again in eight years will be launched in the European market and subsequently in Latin America, the Middle East, the Oceania, etc. to contribute to the company's global sales expansion. SsangYong Motor, which built up its competitiveness with a complete SUV product line-up, is now vigorously pursuing its plan to further expand in overseas by developing new overseas markets and trying to secure overseas production base. Global sales expansion will play a key role in SsangYong Motor's mid- to long-term growth to achieve yearly sales of 250,000 units in domestic and exports in total. SsangYong Motor has diversified its exports structure that was heavily dependent on the Russian and the Latin American market by shifting to Europe and Middle East/Africa by refurbishing its global sales network and strengthening its product line-up. It established a systematic parts supply system through the European parts center in Breda in the Netherlands and its liaison office in Frankfurt in Germany, and starting with the training centers in key regions in Latin America, it built more centers in the Middle East and in Europe to reinforce its overseas services. In 2019, the company opened its first overseas sales company in Australia, which it operates directly to build up business in all areas from marketing to sales and customer service. In addition to these efforts, SsangYong Motor will actively advance into large markets with growth potential and apply strategic CKD business for markets with high entry barriers for CBUs to achieve balanced sales volume growth in the overseas markets. Furthermore, SsangYong Motor will spur its efforts to enter the Chinese and the U.S. market to secure future growth of the company.

**GLOBAL NETWORK**

SsangYong Motor operates approximately 1,450 global networks in 120 countries around the world. It expanded in Europe and entered new markets so that it is represented in all European markets through a sales network. SsangYong Motor will continue to build up its global brand image and develop strong marketing strategies along with region-specific plans to increase its sales competency and competitiveness in the global markets.



# CREATOR



Creating a better future  
we will create a better tomorrow

The renowned economist Peter Drucker once said that 'the best way to predict the future is to create it'. The future is created by those who prepare for it and lead. SsangYong Motor works tirelessly to develop technology that will change the paradigm of the future automotive industry in order to increase its future competitiveness as a global automaker and be ready for the changes in the automotive industrial environment. With an untiring passion and challenging spirit, SsangYong Motor will open a new era of the SUV that will change the future environment and people's lives as it goes beyond Korea into the world.



SsangYong's strategy for sustainability  
we march towards the world into the future by achieving  
sustainable growth

#### **A declaration of a new vision and a new beginning**

In 2011, SsangYong Motor declared a new vision to become the "Most innovative and respected Korean automotive company" and announced its new beginning and comeback as a global automaker at a new vision declaration ceremony. The new vision captures our determination to bring about positive changes in the lives of our customers by providing differentiated products and customer services through innovation in the areas of technology, customer value and services.

To realize its new vision, SsangYong Motor is making its utmost effort to successfully meet its six core strategies, which are developing competitive products, expanding global markets and sales, securing cost leadership, developing next-generation new technologies, maximizing synergy with the Mahindra Group and strengthening internal core competencies. Also, to grow as a global company, it is strengthening its brand competitiveness, increasing sales and improving profitability to deliver strong company performance and is producing tangible synergy effects to build a foundation for sustainable growth.

#### **Rebuilding reputation as an SUV-specialized company by securing future growth**

To achieve the company's mid- to long-term strategic goals, SsangYong Motor will establish a product portfolio based on the company's product development philosophy of 'Robust, Specialty, Premium' with a focus on the global market trends.

With the launch of the Rexton and the Musso as a start, the company will introduce the 2019 Musso Grand, the All-New Korando, the New Tivoli to strengthen its foothold as an SUV-specialized automaker and its brand competitiveness. In particular, by launching an EV, developing a connected car, conducting research on autonomous driving on high-ways and other eco-friendly and new technologies of the future, the company will secure the growth engines for the future. Moreover, it will develop new small and medium-sized SUV platforms and next-generation eco-friendly powertrains to increase product competitiveness and comply with environmental regulations.

In addition, SsangYong Motor will also identify and foster new businesses to create value added from businesses other than vehicle sales and invest in infrastructure and human resources required to build up global competencies. This is SsangYong Motor's journey towards the center of the global automotive market and its new vision.





We work together to become top-class companies

**Creating tangible results from synergy in joint product development**

Mahindra & Mahindra, which is located in Mumbai in India, the rising economy of the 21st century, is a global company represented in approximately 100 countries around the world with more than 240,000 employees. It reports revenue of USD 20.7 billion leading in the major industries such as the IT, tractor, MPVs, financial services, leisure industry that are key industries in the Indian economy. It is also participating in the agricultural industry, the automotive industry, aerospace, defense, energy, finance, industrial equipment, logistics, real estate, steel, two-wheelers, etc.

After the strategic M&A with Mahindra & Mahindra, SsangYong Motor has been conducting various synergy projects with Mahindra in the area of new product and technology development, and market development to increase global competitiveness. Today, the synergy projects with Mahindra for sharing the Tivoli platform and developing the next-generation gasoline 1.5L GDi turbo engine that were approved by the Board in 2016 are proceeding well. These synergy projects will help reduce material cost through parts and platform sharing and also provide suppliers with business opportunities to supply more parts. Also, Mahindra will be able to produce and sell in India the small SUVs with the engines it developed. These projects are excellent examples of the synergy between SsangYong Motor and Mahindra that will increase the global competitiveness of the two companies.

**Expanding synergy to more diverse areas**

SsangYong Motor and Mahindra will use the technical competencies of both companies to expand the synergy work to other areas, in addition to the electric car, connect car and other futuristic cars. In 2015 in San Francisco, the U.S, SsangYong Motor and Mahindra participated in Google's Annual Developer Conference, and both companies joined the Open Automotive Alliance(OAA), which is a global connected car alliance co-founded by Google. Furthermore, in 2016, SsangYong Motor signed an MOU with Tech Mahindra, a Mahindra Group company to jointly develop a connected car platform in the next three years.

Other technical cooperation is happening in the area of electric vehicles as well. Mahindra is mass producing and selling electric vehicles, taking a leading position in the Indian electric vehicle market. SsangYong Motor and Mahindra will also cooperate in the areas of business intelligence(BI), data analysis, digitalization, company solutions and other new IT systems. With the goal of realizing the group vision 'to be among the 50 most admired global brands by 2021', SsangYong Motor and Mahindra will continue to maximize synergy and strengthen their position in the global markets as strong SUV players.



**Mahindra**  
Rise.

Mahindra & Mahindra, which is located in Mumbai in India, the rising economy of the 21st century, is a global company represented in approximately 100 countries around the world with more than 200,000 employees. It reports revenue of USD 19 billion leading in the major industries such as the IT, tractor, MPVs, financial services, leisure industry that are key industries in the Indian economy. It is also participating in the agricultural industry, the automotive industry, aerospace, defense, energy, finance, industrial equipment, logistics, real estate, steel, two-wheelers, etc.



## Creating a happier world for all

We at SsangYong Motor practice the idea of sharing based on the concept of 'we' rather than 'I'. This practice is another driver for growth at SsangYong Motor and a source of happiness. We build relations with the local communities, our shareholders, suppliers, employees and customers to fulfil our role and responsibility as a corporate citizen.



### We fulfil our responsibility as corporate citizen

Since adopting its vision of becoming the 'Most innovative and respected Korean automotive company,' SsangYong Motor has been contributing to the development of the local community through various CSR activities. Starting with the volunteer work at a child care center in 1999, the company supported a gathering of employees, the 'Road of Briquettes' that aims to share love and hope with the marginalized people in our society. In 2011, the labor union and the management established a scholarship foundation called 'One Heart' to support students from financially stricken households. The company is also organizing programs that offer free meals to the homeless and poor elderly who have no place to turn to, and programs for distributing rice and briquettes to the low-income households to create a better world for all. We also sponsor an environmental event organized by the City of Pyeongtaek to help preserve the environment and promote university-industry collaboration in connection with the local universities. SsangYong Motor will continue to support to the local community and its people as a good corporate citizen.



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### A strong companion for our suppliers

On the road towards becoming an SUV-specialized company with global competitiveness, it is essential to cooperate with suppliers. It was not only the passion of SsangYong employees but also the strong cooperation from our suppliers that enabled the normalization of the company's operations and restored confidence in the company. SsangYong Motor signed an agreement with the suppliers promising to engage in fair business practices and strive for mutual growth as part of its efforts to promote fair business and increase suppliers' competitiveness since 2015. The company also provides training to its suppliers in the area of auto parts engineering, quality improvement, production and logistics management, and plant innovation. SsangYong Motor will further strengthen its partnership with the suppliers for mutual growth and development to make globally competitive products together.



# PRODUCT LINE UP




### TIVOLI

The New Tivoli, which is highly price competitive compared to the SUVs and sedans in the same segment, is loved as 'My 1st SUV' by consumers, who look for both good styling and performance. In particular, it is the first in the segment to be equipped with various ADAS technologies for safety that excels the safety level in the segment. Its body frame is made 79% of high-strength steel plate, out of which 40% is advanced high-strength steel plate. Ten major spots have been treated with the hot press forming method for extra hardness to minimize the impact from collision on the body frame and increase passenger safety.




### KORANDO

The New Style All-New Korando underwent a styling change befitting that of a new model as can be seen in the front design that emphasizes the strength of an SUV along with a sporty image. It is the first in class to be equipped with a safety camera in the front for enhanced safety that makes it an ideal family SUV for family leisure and safe travelling. It also features a full-flat 2nd row for more space and convenience; and a smart AWD system and a full sub-frame makes it a top-class off-road vehicle for family outdoor activities.




### REXTON

The All New Rexton drives wonderfully, while the technology inside has reached new heights of sophistication for your convenience, enjoyment and protection. Powered by a 2.2 litre turbo diesel engine delivering maximum power of 181PS and torque of 420Nm, it comes with either a 6-speed manual or 7-speed Mercedes-Benz automatic transmission. Drawing on SsangYong's deep experience of 4-wheel-drive technology, the part time 4x4 offers ride and handling stability by optimising weight distribution, which is further enhanced by independent multi-link rear suspension. The advanced infotainment system includes DAB radio, Apple CarPlay and Android Auto with everything including navigation displayed on an 8.0" screen or in HD on a wide 9.2" screen according to model, with Tom Tom navigation available.




### MUSSO

The All New Musso has been built for maximum value and utility, in the way that pickup trucks were originally intended to be designed. This New authentic SUT (Sports Utility Truck) for Europe has been launched in 2018. Built on the same architecture as the New Rexton, Musso shares its body-on-frame construction to give an extremely strong truck that delivers excellent off-road driving performance and safety from its quad-frame and four-wheel-drive system. Designed to carry passengers in comfort and loads securely, the vehicle combines a five-seat crew-cab body style with a 1,011 litre capacity load deck. This combination of sports utility truck and passenger car means Musso is designed to offer style, performance and comfort to the driver and family or workmates, and with great load carrying versatility.




### MUSSO GRAND

The All New Musso Grand is the first SsangYong model to be equipped with a power leaf spring suspension that allows for a greater load capacity (model 'Pioneer' onward). It has a deck with a load capacity that is 24.8% bigger than the Musso (1,262L, VDA based) and weight limit increased by 75% for a maximum load of 700 kg. Also, an eight inch smart mirroring package and a locking differential (LD) come as standard features for certain trims that improve the product value. A bold and aggressive looking Parthenon radiator grill, exclusive for Khan, has been applied and a black head-lining gives the interior a more luxurious feel. An electronic four-way lumbar support has been applied to the driver's seat and seat ventilation has been improved for a pleasant travel over long hours.



○  
**LEADING THE WAY  
TOWARD THE FUTURE**

SsangYong Motor will continue to pursue the path of innovation for a better future, looking for challenges with a passion that will never stop.

Connecting people to technology, and using technology for the environment on the road to the future

SsangYong Motor will always place customer value at the forefront

and continuously march on with a pioneering spirit that embraces change and innovation.



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