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MOST INNOVATIVE AND RESPECTED  
KOREAN AUTOMOTIVE COMPANY.

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KOREAN AUTOMOTIVE COMPANY

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## ◦ 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.





# MOST INNOVATIVE AND RESPECTED KOREAN AUTOMOTIVE COMPANY

## 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.

### 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 Value

### 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.

### Global Mind-set

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

### Integrity

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

### Respect & Collaboration

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

### Innovation

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





# Company History

## Ssangyong Motor, 50 years of legacy will continue to strive over the next 50 years.

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 motor vehicles  
1977. 02 Renamed Donga Motor Co.  
1979. 12 Pyeongtaek Plant construction completed  
1981. 03 Renamed GeoHwa Co., Ltd.  
1983. 03 Adopted the 'Korando' trademark  
1985. 08 Combined Busan Plant and Pyeongtaek Plant

### 1987~1997

Pursuit, for major automaker  
and high technology

1986. 11 Acquired by Ssangyong Group  
1988. 03 Renamed Ssangyong Motor Co.  
1988. 07 Acquired Panther Car Co., UK  
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. 01 Joint capital investment (5%) with Daimler Benz AG  
1993. 02 Technical tie-up with Mercedes Benz AG  
for large vehicles  
1993. 08 Launch of the 'Musso', 4DW 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 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', small compact car  
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-passenger 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. 08 Obtained ISO9001/14001 certification  
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,  
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

### 2004~2009

Challenge to be a global automaker

2004. 12 Awarded 'Best Company  
in Design Management'  
2005. 04 The 'Actyon', won Lop Nur rally  
2005. 06 Launch of the 'Kyon',  
2005. 08 The 'Kyon', awarded  
'A 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  
'A Energy Winner 2007'  
2006. 12 Opened EU Parts Center  
in Netherlands  
2007. 07 The 'New Rodius', awarded  
'A 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  
'A Energy Winner 2009'  
2008. 11 EU Parts Center,  
awarded 'Safest Warehouse of the  
Netherlands 2008'  
2009. 01 The 'Kyon', 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 ScanCovary Trial  
2012. 03 Launch of the 'Rexton', Euro V  
2012. 03 The 'Korando', awarded 'No. 1 SUV'  
at Korea Brand Star  
2012. 03 Launch of the 'Korando', CHIC M/T  
2012. 05 Launch of the 'Rexton',  
2012. 07 Launch of the 'Rodius', Euro  
2012. 08 Launch of the 'Actyon Sports',  
Mania(4WD six-speed M/T)  
2012. 12 'Actyon Sports', awarded Grand Prize at  
'Marketing Innovation'  
2013. 02 Launch of the 'New Rodius',  
2013. 04 Launch of the 'Chairman W', Summit  
2013. 08 Launch of the 'New Korando',

1974 1st gen.



1996 3rd gen.



1983 2nd gen.



2013 4th gen.





# Message from CEO



## **“Most Innovative and Respected Korean Automotive Company.”**

I would like to express my deep gratitude for our customers' invariable attention and great love.

Throughout our 60 year history in the Korean car industry, we have always been pioneers and met the challenges of the future. Ssangyong Motor has opened up the era of 4WD with advanced technology and refinement to become a leading SUV manufacturing company with a full SUV line-up. With these developments, Ssangyong Motor has been leading advances in eco-friendly diesel technology and enhancing its reputation as the oldest brand in Korea, while gaining accolades for its efficient and compact SUV, the 「Korando」.

Ssangyong Motor has made a major step forward as a global SUV automaker after its merger and acquisition with the Mahindra & Mahindra Group. Ssangyong Motor continues to grow and develop due to a mutual synergy between the two companies which has enhanced new vehicle development, technology, market reach and competitiveness. Above all, we are achieving sustained demand in the global market, increased product competitiveness, diversifying the product portfolio and meeting customers' needs by developing new conceptual CUV models through a compact new platform.

Ssangyong Motor will remain one step ahead as a Korean car brand by developing various eco-friendly automobiles to keep up with the growing trend for 'low carbon green growth.'

Going forward, Ssangyong Motor will be increasingly known as a global SUV manufacturing company and one of the most innovative and respected Korean automotive company, which is also our new vision.

Ssangyong Motor recognizes its responsibilities and role as a corporation and customers' faith and trust which helped it get to where it is today.

Be part of Ssangyong Motor's future, standing tall and center stage in the world.

**Lee Yoo-il**

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 met global quality standards. In addition, Pyeongtaek Plant will play a core role for SsangYong Motor to be global automaker by building cutting-edge assembly line for monocoque SUV New Korando shortly.



### 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 of strict performance testings for our best products.





# 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, Specialist, Premium' is the Ssangyong Motor's philosophy for product development.

This means that we achieve 'Fun to Drive' through balancing performance, safety and eco-efficiency.

Ssangyong Motor will deliver its mid- to long term growth strategy by strengthening its market position, developing competitive product development and the next-generation technologies and maximizing synergy with the Mahindra Group.

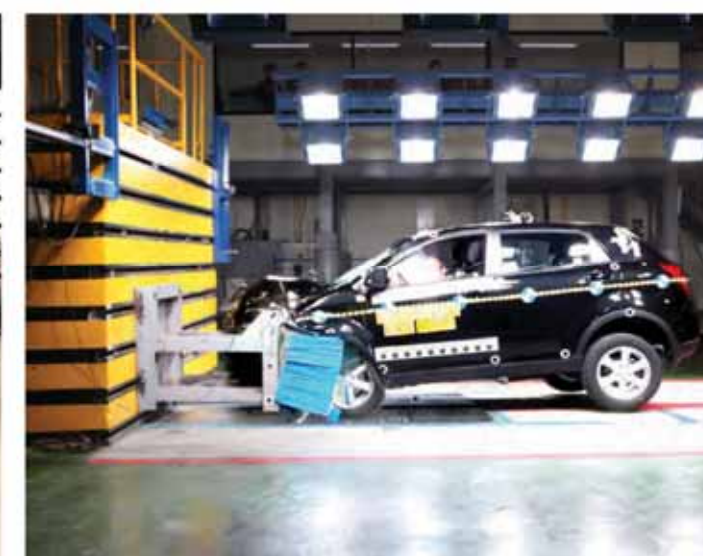
This approach allowed us to launch five upgraded and facelifted models by 2013, and we will launch four new models by 2016.

We will ensure further growth by developing competitive global models and highly efficient, high-output powertrain.

Fulfilling our promise for future sustainability, we 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. Premium CUV Concept Car 'XIV-2'
2. 'XIV-2' Convertible
3. 'XIV-2' Center Fascia
4. EMC Anechoic Chamber
5. Collision Tests







## 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.



1. Chassis line for the 'Korando'
2. 2nd Painting line for the 'Chairman'
3. Assembly line for the 'Korando'
4. Engine Sub line
5. First Customer's driving
6. Service Center



## 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.





1. The Environmental Cleanup Campaign in Taean Peninsula
2. The Sharing Briquettes Event
3. The sponsorship for Walnut Biker Campaign
4. The Commemorative Planting Event at Pyeongtaek Plant
5. The workers' families invitation event



## Corporate Social Responsibility (CSR)

**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.

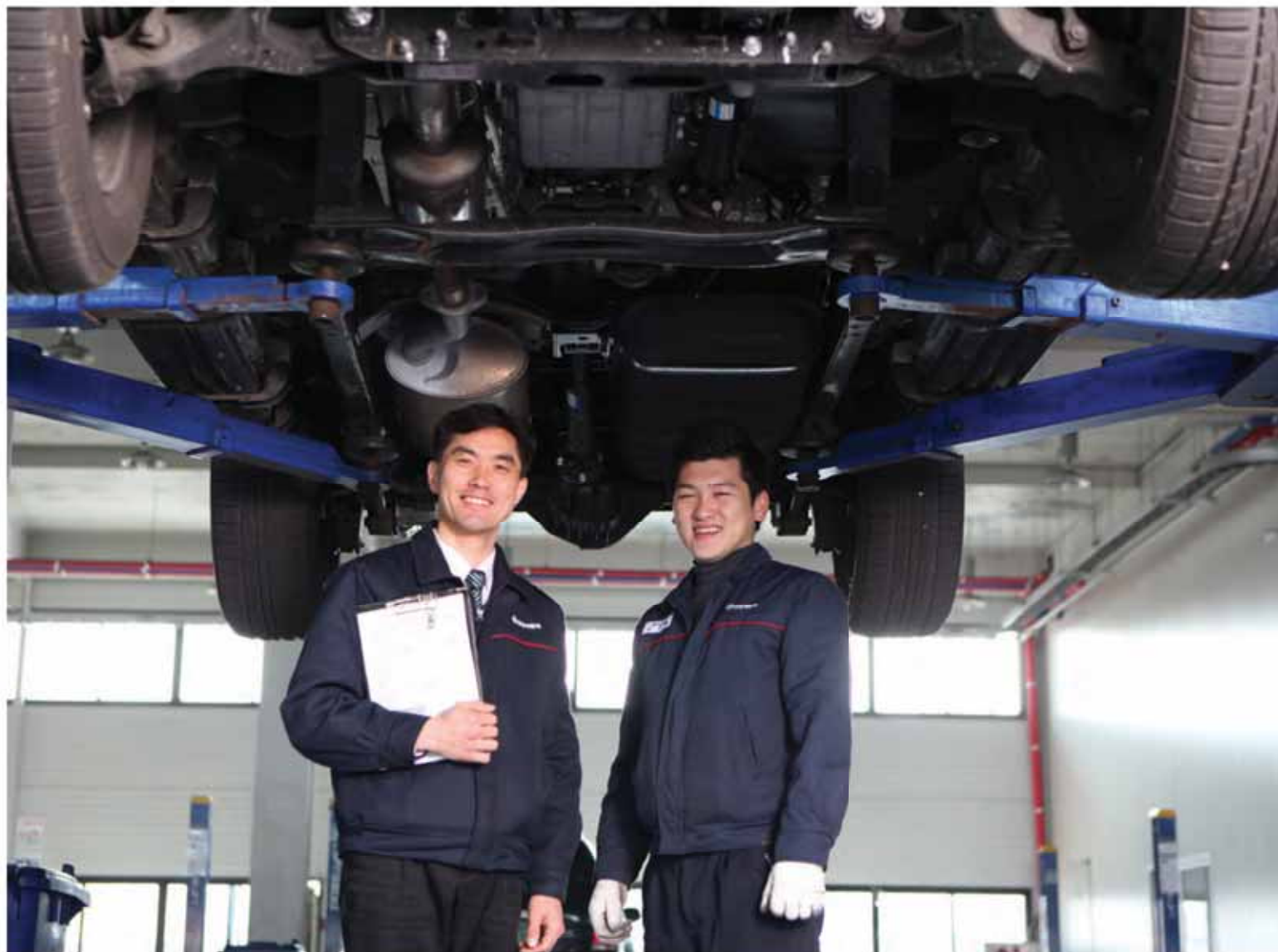
We put 'We' first before 'I' and carry out a spirit of 'sharing'. This is another growth engine of Ssangyong Motor and provides an energy of happiness for all of us.

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 schemes and cooperative activities.







## 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. Seoul Service Center
2. Labor-Management Collaboration Hiking in Concord in 2011
3. The Declaration of Vision Ceremony in 2011
4. The Oneness Company Training Program
5. The Oneness Company Training Program



Based on this cooperation and trust between Labor and Management, Ssangyong Motor was selected for the Best Labor-Management Partnership Program and received the Ministry of Employment and Labor Award in 2010. This mutually beneficial relationship between Labor-Management helps to lead innovation and be a corporation to aspire to.





# 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.

START





# Global Management

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

Ssangyong Motor's Declaration of New Vision Ceremony to be a global company is the start of its new journey in the world automotive market.

Ssangyong Motor recorded the highest level of exports ever in 2011, and will continue to make all efforts to achieve its mid- to long-term vision by powering growth in the overseas market. To achieve this, we will strengthen our market competitiveness and drive our proactive growth strategy across the globe.

First of all, we will expand overall sales to 300,000 vehicles by establishing a sales goal target of 200,000 sales overseas by 2016. To achieve this goal, we will expand the overseas sales network from 111 to 140 countries by entering into new global markets.

1. "Rexton" Launching Overseas
2. "New Korando" Launching Overseas
3. "New Korando" Launching Overseas
4. 2013 Global Distributor Awards
5. Global Distributor Conference



Developing our network in Europe e.g. Germany, and launching the "Korando," as an entry point, we have already resumed exports to the UK and started to target the European market. We will also target the largest market in the world, China, and the major markets of Russia, Center and South America, to develop international sales. Establishing a regional training center in Central and South America as a foundation, we will expand to regions in the Middle East and Europe and reinforce our service capability overseas. Working with Mahindra & Mahindra, Ssangyong Motor will strengthen its market reach in India, Africa, and also other countries with future high growth potential. Ssangyong Motor will continue to strive for our SUVs to be represented throughout 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.



1. Mahindra & Mahindra Blue-Chip Conference
2. Press Conference in Delhi, 2012
3. Chennai Research Valley



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 21st 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.



Drive into Future,  
Drive into Nature



CHAIRMAN



CHAIRMAN  
New Classic



REXTON



NEW KORANDO



NEW SPORTS



NEW RODIUS  
For a More Dynamic Lifestyle





## We are ready ◦

In over 50 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.

