**TABLE 1:** *Number of workers employed at HMC’s and KMC’s global business sites*

|  |
| --- |
| (Unit: 1 person, %) |
|  | **2010** | **2011** | **2012** | **2013** | **CAGR** |
|  **HMC** |  |  |  |  |  |
|  | **India** | 5,511 | 5,795 | 8,816 | 8,893 | 17.3% |
|  | **China** | 7,443 | 9,625 | 13,768 | 15,631 | 28.1% |
|  | **U.S** | 5,005 | 5,149 | 6,211 | 6,873 | 11.2% |
|  | **Europe** | 3,974 | 6,499 | 5,991 | 6,031 | 14.9% |
|  | **Others** | 1,791 | 2,057 | 3,532 | 4,410 | 35.0% |
|  |  **Total** | 23,724 | 29,125 | 38,318 | 41,838 | 20.8% |
|  **KMC** |  |  |  |  |  |
|  | **China** | 5,003 | 5,097 | 6,095 | 6,327 | 8.1% |
|  | **U.S** | 2,389 | 3,355 | 3,174 | 3,177 | 10.0% |
|  | **Europe** | 3,853 | 4,167 | 4,794 | 4,731 | 7.1% |
|  | **Others** | 110 | 137 | 120 | 273 | 35.4% |
|  | **Total** | 11,355 | 12,756 | 14,183 | 14,553 | 8.6% |

**Notes:** CAGR is compound annual growth rate.

**Source:** Hyundai Motor Company, *Sustainability Report,* *Annual Report*, Kia Motors Corporation, *Sustainability Report,* *Annual Report*.

**TABLE 2:** *Investment in overseas production facilities*

|  |
| --- |
| (Unit: 100 million KRW) |
|  | **2011** | **2012** | **2013** | **2011-2013** |
|  **America** |  |  |  |  |
|  | **HMMA** | 1,527 | 947 | 1,281 | 3,755 |
|  | **KMMG** | 2,399 | 1,902 | 956 | 5,257 |
|  | **HMB** | 2,321 | 2,402 | 1,237 | 5,960 |
|  **Europe** |  |  |  |  |
|  | **HMMR** | 1,376 | 107 | 161 | 1,644 |
|  | **KMS** | 2,585 | 1,446 | 754 | 4,785 |
|  | **HMMC** | 1,693 | 1,304 | 377 | 3,374 |
|  | **HAOS** | 91 | 999 | 1,023 | 2,113 |
|  **Asia** |  |  |  |  |
|  | **HMI** | 1,912 | 2,997 | 2,493 | 7,402 |
|  **Total** | 13,904 | 12,104 | 8,282 | 34,290 |

**Notes:** These data are based on the cost of investments in plants and equipment; research and development costs are not included.

**Source:** Hyundai Motor Company, *Sustainability Report,* *Annual Report*, Kia Motors Corporation, *Sustainability Report,* *Annual Report*.

**TABLE 3:** *The number of Korean auto parts makers in eight countries in 2013*

|  |
| --- |
| (Unit: 1 company) |
|  | **No. of companies** | **Total** |
| **China** | **India** | **Brazil** | **Russia** | **Slovakia** | **Czech** | **Turkey** | **U.S** |
| **[A]** | 333 | 63 | 11 | 8 | 19 | 13 | 7 | 52 | 506 |
| **[B]** | 28 | 6 | 1 | 1 | 1 | – | 1 | 3 | 41 |
| **[C]** | 42 | 7 | 3 | 1 | 1 | 4 | 1 | 10 | 69 |
| **[D]** | 14 | – | – | – | – | – | – | 2 | 16 |
| **[E]** | 5 | 2 | – | – | – | – | – | 2 | 9 |
| **[F]** | 17 | – | – | – | – | – | – | – | 17 |
| **Total** | 439 | 78 | 15 | 10 | 21 | 17 | 9 | 69 | 658 |

**Notes:** [A]: manufacture of parts and accessories for motor vehicles and engines; [B]: manufacture of parts and accessories for motor engines; [C]: manufacture of parts and accessories for motor vehicle body; [D]: manufacture of power transmission for motor vehicles; [E]: manufacture of engines for motor vehicles; [F]: manufacture of electrical equipment for motor vehicles.

**Source:** The Export-Import Bank of Korea, *Foreign Investment Statistics.*

**TABLE 4:** *The number of platforms and integrated-platforms in the HM Group*

|  |
| --- |
| (Unit: 1 EA, 1 model, 1 vehicle) |
|  | **2002** | **2009** | **2011** | **2013** | **2002–2013** |
| **No. of platforms** |  |  |  |  |  |
|  **Integrated-Platforms** | 0 | 6 | 6 | 6 | +6 |
|  **Platforms** | 22 | 12 | 5 | 0 | –22 |
|  **Total** | 22 | 18 | 11 | 6 | –16 |
| **No. of models** |  |  |  |  |  |
|  **Total** | 28 | 32 | 36 | 40 | 12 |
| **Production volume** |  |  |  |  |  |
|  **Domestic** | 2,574,039 | 2,744,055 | 3,476,175 | 3,449,590 | +875,551 |
|  **Overseas** | 129,439 | 1,901,721 | 3,140,683 | 4,152,855 | +4,023,416 |
|  **Total** | 2,703,478 | 4,645,776 | 6,616,858 | 7,602,445 | +4,898,967 |

**Source:** Hyundai Motor Company (2012), Korea Automobile Manufacturers Association, Inc. *Korean Automobile Industry*, Hyundai Motor Company, *Sustainability Report*, *Annual Report*, Kia Motors Corporation, *Sustainability Report, Annual Report*.

**TABLE 5:** *Global output of automobiles, PSSI: the HM Group vs. the Toyota Group*

|  |
| --- |
| (Unit: 1 vehicle) |
|  |  | **Hyundai Motor Group** |  |  | **Toyota Group** |  |
|  | **Overseas****output** | **Domestic****output** | **PSSI** | **Period** | **Overseas****output** | **Domestic****output** | **PSSI** | **Period** |
| **1985** | – | – | – | – | 136,307 | 4,313,622 | 0.939 | ○ |
| **1986** | – | – | – | – | 152,524 | 4,317,800 | 0.932 | ○ |
| **1987** | – | – | – | – | 192,260 | 4,301,651 | 0.914 | ○ |
| **1988** | – | – | – | – | 244,371 | 4,693,144 | 0.901 | ○ |
| **1989** | – | – | – | – | 471,581 | 4,732,581 | 0.819 | ○ |
| **1990** | – | – | – | – | 677,655 | 4,949,239 | 0.759 | ○ |
| **1991** | – | – | – | – | 669,917 | 4,845,831 | 0.757 | ○ |
| **1992** | – | – | – | – | 764,466 | 4,620,865 | 0.716 | ○ |
| **1993** | – | – | – | – | 888,714 | 4,192,992 | 0.650 | ○ |
| **1994** | – | – | – | – | 1,051,292 | 4,066,070 | 0.589 | ○ |
| **1995** | – | – | – | – | 1,253,424 | 3,731,368 | 0.497 | △ |
| **1996** | – | – | – | – | 1,346,033 | 4,023,973 | 0.499 | △ |
| **1997** | – | – | – | – | 1,390,071 | 4,129,471 | 0.496 | △ |
| **1998** | – | – | – | – | 1,467,565 | 3,761,727 | 0.439 | △ |
| **1999** | – | – | – | – | 1,611,195 | 3,819,355 | 0.407 | △ |
| **2000** | – | – | – | – | 1,751,442 | 4,156,570 | 0.407 | △ |
| **2001** | 98,908 | 2,365,089 | 0.920 | ○ | 1,801,059 | 4,046,746 | 0.384 | △ |
| **2002** | 129,439 | 2,574,039 | 0.904 | ○ | 2,175,135 | 4,138,879 | 0.311 | △ |
| **2003** | 193,856 | 2,498,648 | 0.856 | ○ | 2,581,499 | 4,244,375 | 0.244 | △ |
| **2004** | 415,959 | 2,693,469 | 0.732 | ○ | 3,094,336 | 4,454,268 | 0.180 | △ |
| **2005** | 743,116 | 2,788,930 | 0.579 | ○ | 3,620,924 | 4,611,076 | 0.120 | △ |
| **2006** | 1,009,754 | 2,768,557 | 0.465 | △ | 3,932,186 | 5,085,601 | 0.128 | △ |
| **2007** | 1,161,958 | 2,825,441 | 0.417 | △ | 4,378,123 | 5,119,631 | 0.078 | △ |
| **2008** | 1,457,268 | 2,728,732 | 0.304 | △ | 4,313,375 | 4,911,861 | 0.065 | △ |
| **2009** | 1,901,721 | 2,744,055 | 0.181 | △ | 3,691,240 | 3,543,199 | –0.020 | 🞨 |
| **2010** | 2,604,762 | 3,160,056 | 0.096 | △ | 4,510,008 | 4,047,343 | –0.054 | 🞨 |
| **2011** | 3,140,683 | 3,476,175 | 0.051 | △ | 4,374,627 | 3,483,464 | –0.113 | 🞨 |
| **2012** | 3,635,467 | 3,490,946 | –0.020 | 🞨 | 5,489,282 | 4,420,158 | –0.108 | 🞨 |
| **2013** | 4,152,855 | 3,449,590 | –0.093 | 🞨 | 5,826,622 | 4,290,652 | –0.152 | 🞨 |
| **Notes:** 1. If 1≧ PSSI ≧0.5: ○ (maintaining period of the DPS); if 0.5 > PSSI ≧ 0: △ (escape period from the DPS); if 0>PSSI: 🞨 (transitional period to the OPS). 2. Data for the Hyundai Motor Group are comprised of constituent data from the Hyundai Motor Company and Kia Motors Corporation. Data for the Toyota Group are comprised of constituent data from the Toyota Motor Corporation, Daihatsu Motor Co., Ltd, and Hino Motors, Ltd.**Source:** Korea Automobile Manufacturers Association, *Korean Automobile Industry*, Hyundai Motor Company, *Sustainability Report*, *Annual Report*, Kia Motors Corporation *Sustainability Report*, *Annual Report*, Japan Automobile Manufacturers Association, Inc., *Motor Vehicle Statistics of Japan*, *Monthly report on the Japanese automobile industry*, Toyota Motor Corporation (1988), Toyota Motor Corporation (2012). |