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To : Hyundai Motor Regional HQs, Subsidiary, HMC Distributors
Attn. : President, Managing Director, A/S Director

March 15, 2019

Dear Valued Hyundai Members,

I would like to express my sincere gratitude to your cooperation and support for Hyundai Motor Company (HMC). We strived to provide invaluable customer experience across channels with support from our exclusive long-term partner, Shell, who is the leading Lubricant Supplier globally.

The collaboration between Hyundai and Shell continues for 15 consecutive years. As the 'Exclusively Recommended Lubricants Supplier to HMC's Aftermarket Globally', Hyundai and Shell achieved a number of notable successes over the years despite the increasingly challenging business environment.

Not only does Shell offer the best lubricants available today, the services and pricing offer by Shell are second to none. Therefore, if you are not currently working with Shell today, it's time to consider Shell as a promising partner when you renew your current lubricants contract.

Together, we can look back on the impressive achievements in 2018, having achieved beneficial results through the global partnership including:

- Develop and deploy local co-marketing activities
- Support Hyundai's CSI improvement programs globally and co-funding Dealer Digitalization
- Global Sponsorship of the 1st Hyundai Customer Experience Championship
- Support the Hyundai service programs including Before Service
- Support local service events (e.g. regional skills competitions, customer promotional events, etc.)
- Joint leverage of the Shell Hyundai WRC Rally Team

HMC supports Shell to use Hyundai Trade Mark to introduce Shell Branded or Co-branded products only for Shell co-marketing events with Hyundai branches, subsidiaries and dealerships. We have also duly concluded that the use of Hyundai wordmark and H-symbol on any other lubricant brand shall not be recommended.

I'll conclude by asking you to have a great opportunity and benefit from our global partner, Shell in 2019 as we deliver integrated customer experiences and benefits to diversify our customers' opinions regarding the products and to tailor to local and needs. I also strongly recommend that all Hyundai subsidiaries, NSCs and distributors build a close relationship with local Shell representatives and jointly come up with distinctive co-marketing activities.

Overall, thank you for your support and I'd like to convey you and your company my best wishes for a successful and prosperous new year.

Best Regards,



JongHwan (Jason) Suh
General Manager
Customer Experience Management Group
Hyundai Motor Company