



**HYUNDAI**  
Motorsport



Yearbook Three  
2016



Hyundai Motorsport  
Yearbook Edition Three  
2016

















## Contents

Foreword	08	<b>Fast and Furious</b>	
Welcoming the New Generation	10	Rally Poland	58
Backstage at Hyundai Motorsport	14	Rally Finland	62
<b>Winter Warmers</b>		<b>Feature</b>	
Rally Monte-Carlo	18	Mission Control	68
Rally Sweden	22	<b>Classic Tarmac Tests</b>	
<b>Feature</b>		Rally Germany	74
Sum of the Parts	26	Rally France	78
<b>Transatlantic Challenges</b>		Rally Spain	82
Rally Mexico	32	<b>Feature</b>	
Rally Argentina	36	The Engine Room	86
<b>Feature</b>		<b>The Final Push</b>	
Intelligent Design	40	Rally GB	90
<b>European Resorts</b>		Rally Australia	94
Rally Portugal	44	<b>Feature</b>	
Rally Italy	48	Fun and Frolics	98
<b>Feature</b>		Statistics	102
Birth of the R5	52	Timeline	104
		Official Partners	108

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# Foreword

## Gyoo-Heon Choi, President



Hyundai Motorsport delivered many notable achievements in 2016. We finished in second place in both the Manufacturers and Drivers categories of the FIA World Rally Championship with the New Generation i20 WRC.

Away from the stages, we launched our Customer Racing department and our first offering, the R5 rally car, is now competing in the hands of customers. Our contribution to Hyundai N was previewed at the Paris Motor Show alongside our brand new WRC car for 2017, the Hyundai i20 Coupe WRC.

Our team has grown, as have our ambitions. We now have close to 225 professionals from 31

countries working from our base in Alzenau. Through this, we have remained true to our values. Customers, challenge, collaboration, people and globality still define our approach. We will continue to be guided by these principles as we face new adventures in 2017.

For now, this third edition of our yearbook aims to capture this spirit as we continued our journey in 2016.

## Michel Nandan, Team Principal



We approached 2016 in an optimistic mood after the launch of our New Generation i20 WRC.

Finishing on the podium in the two opening events of the WRC season gave us some indication that our goals for a major step forward were realistic. These results were followed by a maiden win for Hayden in Argentina, a win for Thierry in Sardinia and a total of 12 podium finishes for the season.

Overall we made huge progress. Based on our learning and experience from earlier seasons, we grew and developed every aspect of our operation. Our performances on the stages, where we

challenged at the front consistently, underlined this improvement.

We can be happy with the progress we have made as we embark on the start of a new era in 2017 with a new car and new competitors. I hope you enjoy reading about our successful 2016.









# Welcoming the New Generation

December is a month of festive cheer. The countdown to Christmas is underway and there's plenty of excitement in the air. For WRC teams, though, it's a period of diligent preparation and planning, with a new season just around the corner.

Anticipation levels were high for the birth of the New Generation i20 WRC. The car had completed 8,000km of testing prior to the launch, and had already shown signs of being quicker than its predecessor. We were ready to raise our game in the FIA World Rally Championship. But even we didn't know what was to come in the New Year...

So, on Wednesday 9 December 2015, we welcomed over 200 guests to witness the unveiling of our new challenger, the five-door NG i20 WRC. It was an event to be celebrated and shared with media, partners, senior personnel, and not forgetting all the members of our team too!







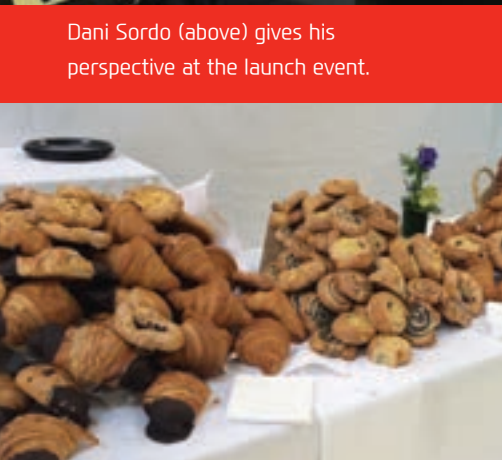




Dani Sordo (above) gives his perspective at the launch event.



Team members had the opportunity to meet the drivers and get things signed – even old car parts! (right)



## Car Launch Eve

The new Customer Racing workshop was transformed into a dynamic launch venue in just a couple of days as familiar faces streamed in. Our presenter, WRC Live's Colin Clark, arrived sporting his usual dash of pink, to go over the launch day programme along with President Choi, Michel and the drivers. There was some administration to take care of ahead of the new season, such as studio photographs for all the crews with their brand new overalls.

But the main focus of the day was to give all of our staff an opportunity to catch up with our drivers and co-drivers in an informal environment. We set up an area in the conference room adjacent to the new workshop where everyone could pop by to have a chat and get all sorts of paraphernalia signed - including bits of car bodywork and countless autograph cards! The mood was jovial with a light-hearted air all round, as the star of the show, the NG i20 WRC was being

prepared for its first appearance on a different kind of stage to its natural environment.

Everyone wanted to catch a glimpse of the new car and to learn more about it. Even during dinner, Dani found himself fielding phone interviews with Spanish media desperate to have the scoop.

## Launch Day

Finally the big day was here. On a dry and crisp Wednesday morning, there was a last minute flurry of activity to ensure absolute perfection. No stone was left unturned, no detail too small, everything had to be just right. Our marketing and PR department's approach to the launch was as meticulous as the engineering department's attention to detail on the car itself.

It was the first time that we had held a full launch event at our Alzenau base and so it served as a great opportunity to show the media, as well as our guests and partners, just how much the team

had developed since joining the WRC in 2014. Upon arrival our expectant visitors were treated to a sumptuous spread of croissants, pastries and coffee before the big reveal. There was a chance to mingle, to reflect on the past season and speculate about what could come next. On display were historic Hyundai WRC cars, including two Hyundai Accents which were used in competition between 2000 and 2003, our first launch car from the 2013 Geneva Motor Show including its ancient Korean script livery and one of the 2014 Hyundai i20 WRCs. Lined up alongside was the collection of silverware from our successes in 2014 and 2015 – a collection we hoped would grow in the coming season.

But it was the covered car on stage that everyone was gathered to see. The affable Colin led the welcome, with President Choi and Michel proudly talking about the team's journey so far. With quiet confidence in the new car, they set the scene for a dramatic season to come.

"It is a special moment for all of us at Hyundai Motorsport to reveal the New Generation i20 WRC to the world in our own home," said Michel. "This is an exciting phase in our journey, which reinforces our commitment and ambition in the competitive WRC community. We have come a long way since our inaugural year, and our performance in the 2015 championship gave us renewed optimism for the future. The New Generation i20 WRC is the product of a full year of development

**"This is an exciting phase in our journey, which reinforces our commitment and ambition in the competitive WRC community. We have come a long way since our inaugural year, and our performance in the 2015 championship gave us renewed optimism for the future. The New Generation i20 WRC is the product of a full year of development and, with a more experienced team, we have raised our objectives to be more confident to fight at the front."** – Michel Nandan, Team Principal



and, with a more experienced team, we have raised our objectives to be more confident to fight at the front.”

We welcomed back our four-strong driver line-up consisting of Dani Sordo, Hayden Paddon, Thierry Neuville and Kevin Abbring. Running in what Michel called “the most versatile line-up in the WRC”, Dani, Hayden and Thierry would compete in all rounds of the championship. Their co-drivers Marc Martí, John Kennard and Nicolas Gilsoul would sit alongside them, continuing their commitment to our team for the third year.

Kevin’s confirmation as a test driver for the New Generation i20 R5, 2017 WRC car and later, competing on selected rounds of the WRC in a fourth car, was a testament to his growing skill and positive feedback.

“We have a strong pool of drivers with a range of experiences and strengths,” continued Michel. “We will not constrain ourselves by fixing specific car line-ups, instead assembling the best composition for each event to maximise our championship chances. We strongly believe this is the best approach in our third season and we know the drivers will deliver to the best of their abilities in each rally.”

The drivers waited eagerly backstage, hanging on every word and ready to reveal the New Generation i20 WRC to the world. The wait was over as the covers finally came off to camera flashes and applause.

Before the floor was opened up to media interviews and photos, Kevin and his co-driver Seb Marshall also unveiled the New Generation i20 R5 car. It was a poignant end to the main presentation with the NG i20 R5 making its public debut in the very place it would be developed – our Customer Racing department.





# Backstage at Hyundai Motorsport

By the end of 2016 Hyundai Motorsport had close to 225 professionals from 31 countries working from our base in Alzenau, not far from Frankfurt. Since our expansion into the adjoining building with the creation of the Customer Racing department at the end of 2015, our facility now covers 16,000m<sup>2</sup>.

Our international team works together as a self-contained unit providing all the functions necessary to operate the business. Although we function independently we also collaborate with other Hyundai groups in Korea such as the Namyang R&D Center, as well as with a range of partners.









## Marketing & PR

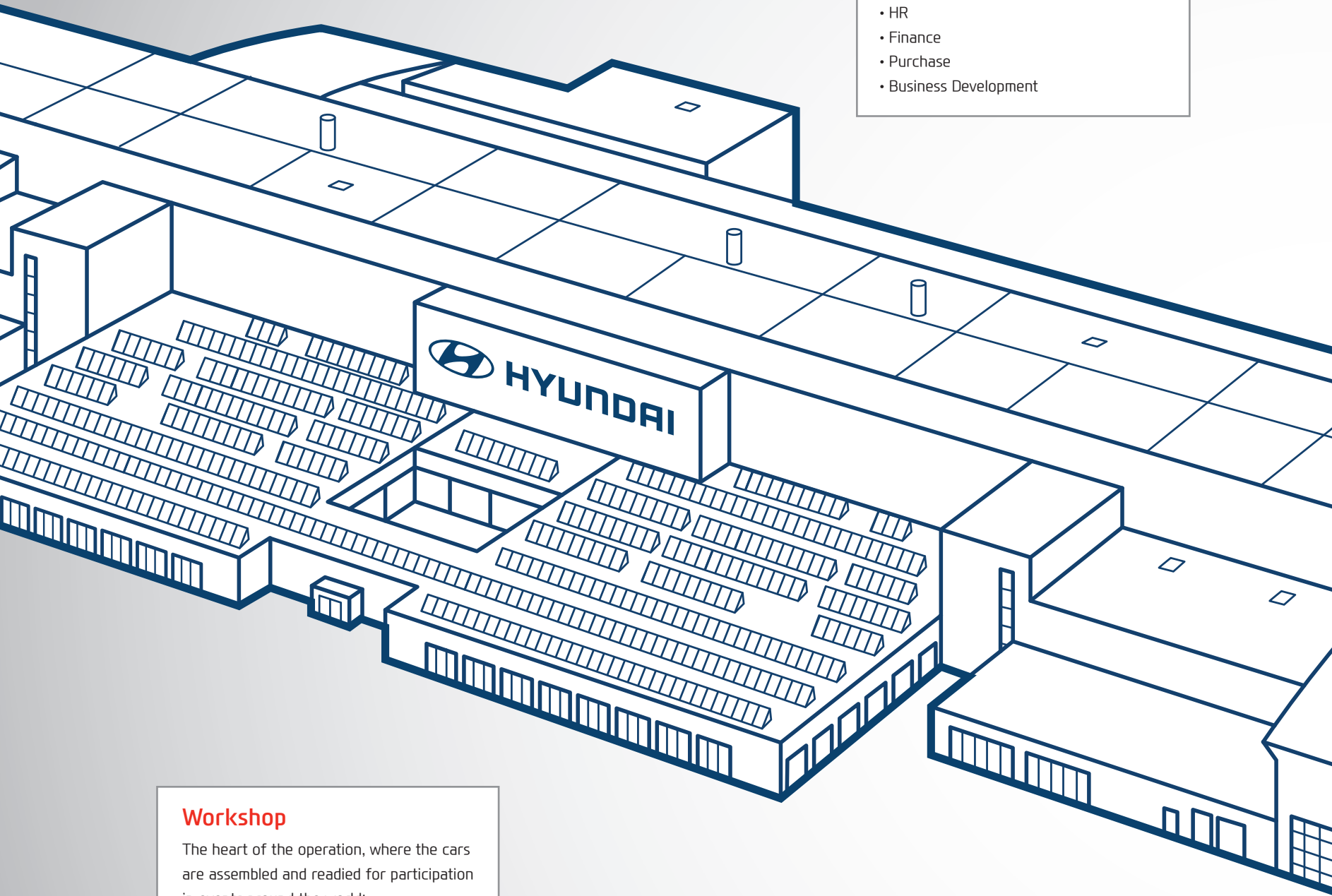
Tasked with supporting the transfer of motorsport messages into commercial and brand benefits via partners, fans and media relations:

- Marketing
- PR

## Administration

Responsible for managing all aspects of the day-to-day operations of our business:

- General Affairs
- IT
- HR
- Finance
- Purchase
- Business Development



## Workshop

The heart of the operation, where the cars are assembled and readied for participation in events around the world:

- Office
- Rally & Test
- Transmission
- Subassembly
- Composites
- Body Shop
- Machine Shop
- Tyres
- Freight & Truckloading
- Recce
- Store

## Customer Racing

Our newest department with the responsibility for designing, building, selling and supporting cars for customer teams:

- Engineering
- Workshop
- Sales
- PR



## Home Comforts

The small town of Alzenau was chosen as our home for its excellent road links to the rest of the Europe and its proximity to Frankfurt airport, just over 40km away. The location is also convenient for other teams within the wider Hyundai family including Hyundai Motor Europe at Offenbach and the Hyundai Motor Europe Technical Center in Rüsselsheim.

### Logistics

Coordinating all our team movements for events, from organising accommodation and flights to management of trucks:

- Test
- Rollout
- Recce
- Rally

### Engine

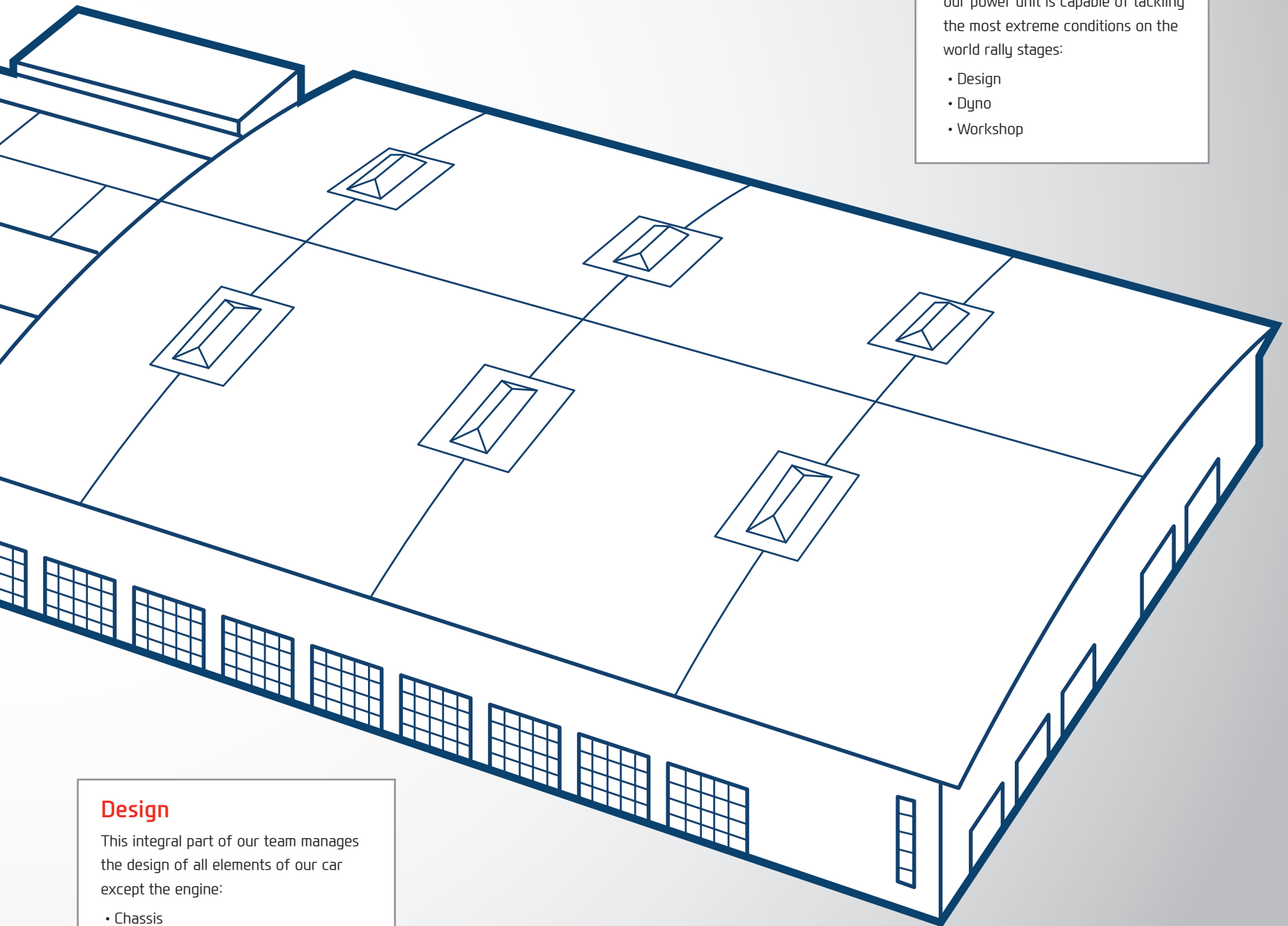
Our in-house engine team ensures our power unit is capable of tackling the most extreme conditions on the world rally stages:

- Design
- Dyno
- Workshop

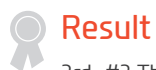
### Design

This integral part of our team manages the design of all elements of our car except the engine:

- Chassis
- Transmission
- Electronics
- Quality Control







## Result

3rd #3 Thierry Neuville / Nicolas Gilsoul

6th #4 Dani Sordo / Marc Martí

25th #10 Hayden Paddon / John Kennard  
(2015-spec i20 WRC)



## Highlights

Thierry's podium on the debut of the  
New Generation i20 WRC

First 1-2-3 stage result in the history of  
Hyundai Motorsport

First stage wins for the NG i20 WRC

Dani's Power Stage points



# Round 1

## Monte-Carlo

21-24 January Gap and Monaco

Asphalt 377.59km / 16 Stages

They say to start as you mean to continue, and that's just what we did. After months of hard work, thousands of test kilometres (over 8,000!) and one big launch event at the Hyundai Motorsport factory in Alzenau, the New Generation i20 WRC was ready to tackle Monte-Carlo. Thierry took the new car right to the podium, cementing our belief in its evolution and setting us up for our third year in the massively competitive FIA World Rally Championship.











## Star-studded Spectacular

The stars came out to celebrate the launch of the 2016 FIA World Rally Championship in Monaco on the eve of Rally Monte-Carlo. Before the stunning array of WRC machines leapt into action for the opening stages, teams treated some VIPs to passenger rides around the harbour area of the famous Monaco street circuit. We were more than happy to give guests a taste of our New Generation i20 WRC - alongside our drivers of course!

Among the celebrities in attendance were Swedish actor Michael Nyqvist, McFly singer Danny Jones, tennis star Caroline Wozniacki and French 'Danse avec les Stars' winner Katrina Patchett, pictured above with Dani.







In his sixth season with co-driver Nicolas, Thierry set off in the #3 New Generation i20 WRC with a measured approach. They hovered just outside of the podium positions until Saturday afternoon, when they upped the pressure on rival crews. Thierry recorded our first-ever stage victory for the new car in spectacular fashion, followed in hot pursuit by Hayden and Dani as the three cars claimed the first ever 1-2-3 stage result in the history of Hyundai Motorsport.

Then, as if to solidify the NG i20 WRC's status as a 2016 challenger, Thierry and Dani followed up with another stage 1-2 on the subsequent SS13 test. Dani and his fellow Spaniard Marc continued to get comfortable with the new car, recording three more second-place stage times, including the Col de L'Orme - St Laurent Power Stage.

### An Anxious Wait

"We were really able to show our potential," said Thierry, "thanks to improved settings on the NG i20 WRC and a great tyre choice which gave me the confidence to push where it counted. To take the first stage wins with the new car was a special moment and I could really enjoy myself."

There was a nerve-wracking wait during the final stage as last-minute transmission problems

challenged Thierry to complete the event with just two-wheel drive. Despite this obstacle, he was able to limit the amount of time lost to just one minute, helping him to secure his first podium of 2016! Dani's string of quick stage times was however not enough to better his position beyond sixth overall after he also encountered transmission trouble early in the event.

It was Hayden's first foray in the Monaco and Gap-based event and a valuable learning experience for the New Zealander in the 2015-version Hyundai i20 WRC. After clipping a tree on the first full day of stages whilst navigating a tricky icy section on SS3, he was able to rejoin under Rally 2 rules and contributed to our landmark 1-2-3 stage result with a second-place finish.

"We were all delighted to see the NG i20 WRC finish on the podium in Monte-Carlo," said Michel. "It was an important result for the entire team."





## Result

2nd #4 Hayden Paddon / John Kennard

6th #20 Dani Sordo / Marc Martí

14th #3 Thierry Neuville / Nicolas Gilsoul



## Highlights

Three PG i20 WRC cars took to the stages

Hayden's second-place and second podium in a row for the PG i20 WRC

Two more stage wins

Shortened event due to lack of snow



# Round 2 Sweden

11–14 February      Karlstad

Snow      226.48km / 12 Stages

The weather forecast for Sweden had many of our travelling team reaching for their sunglasses as well as their winter layers when leaving Alzenau for the second round of 2016. Temperatures were above zero at a time when Sweden usually shivers at around  $-20^{\circ}\text{C}$ , threatening the running of the entire event.











Ultimately, 12 of the original 21 planned stages could be run after a last-minute freeze, and Hayden was quick to capitalise on the sprint event in his first outing in the i20 WRC.

Clocking up two stage wins and a string of top-three stage times, Hayden and John were in a unique position to put some pressure on three-time champion Sébastien Ogier. Second place equalled the Kiwis' best-ever WRC result, which was at 2015's Rally Italy.

"We had a good weekend and I felt very comfortable in the new car," said Hayden. "We made the most of our road position when we had to and refused to get drawn into a fight for the lead. In the future, we will fight more for the win but there's a bit more work needed on my driving and the car set-up. We're not far away and, for now, we'll happily take second place."

Conditions were trying for Thierry and Dani, who each came away with a top-three stage time as well as valuable championship points. Thierry

started the shortened event strongly on Friday's morning stages across the Norwegian border, but dropped down the order with a rear differential problem that left him with just two-wheel drive for the afternoon loop.

After ending Friday in touch with the rally leaders, Dani and Marc suffered a puncture on Saturday morning that cost them over a minute and relegated the Spaniards to their second top-six result in a row.

In the words of Michel, Sweden was certainly an "eventful" weekend, so to leave with a podium result was fantastic. "Congratulations to everyone in the team for a job well done. Thanks to the drivers' determination, we were able to learn more about the i20 WRC. We have scored consecutive podiums and shown encouraging pace," he said.







Our Kiwi stars Hayden and John got their first competitive taste of the New Generation i20 WRC in Sweden - and wasted no time sampling the podium champagne, too!





# Sum of the Parts


Getting our WRC cars to the start of the rally, let alone the podium, is a no simple task. It is a huge collaborative effort, requiring a vast amount of expertise, dedication and teamwork as well as a variety of skillsets.

So where does this journey all begin? How do the various teams within Hyundai Motorsport operate to deliver against our goals?

Join us as we take a journey behind the scenes through all the different departments to see just how much is required to deliver a world-class rally vehicle, capable of competing at the very top of the WRC.







Teams within the workshop focus on specific areas including transmission, sub-assembly, body shop and tyres, which all come together to deliver the best car possible for the drivers.

## Building the Car

### Design

The life of one of our rally cars really begins in the design department. There, under the watchful eye of Bertrand Vallat and his team, the blueprint of a standard issue Hyundai i20 body shell begins its transformation into a purpose-built rallying machine.

Here, the specialist groups of the department draw up the designs for the chassis, transmission, and electronics. Each area optimises the design of the car within the WRC regulations to provide a complete package that can perform across the wide variety of terrains seen throughout the championship.

Also residing in this department, our quality control team ensures that all components and systems meet the design specifications and regulations before being fitted to the car.

### Workshop

Once the designs are finalised, it is the job of our workshop team to actually set about building the

WRC car. With tight deadlines based on the test and rally schedule, this is a high-pressure yet precise task. The workshop office needs to develop detailed plans for each section.

Working to the design specifications, Ernst Kopp and the workshop team begin by sourcing the key components that are required, or indeed by making them themselves in the machine shop or composites department. Other teams within the workshop focus on specific areas including transmission, sub-assembly, body shop and tyres which all come together to deliver the best car possible for the drivers.

However, the workshop team's job does not stop there. Freight and truckloading prepare and ship these newly built cars, as well as any required spares from the store, onto the team trucks and also provide services remotely to the crews during rallies and tests. Another team maintains the fleet of recce cars.



### Engine

The workshop and design teams may provide the car with its body, but it is in the engine department that the i20 WRC gets its heart. There, Stéphane Girard and his squad of around 20 engineers design, build and test engines that have the performance and reliability for us to compete for victory in the varied conditions of the WRC.

It is here that their technical knowledge and experience is required, to build engines that can maintain an optimum level of performance throughout the punishing WRC schedule. Whether it be the freezing forests of Sweden, the thin mountainous air of Mexico, or even the scorching Sardinian heat, a successful rally car engine needs to be ready to compete in any environment. This responsibility lies solely in the hands of Stéphane and his expert team.

### Underpinning Support

However, it is not just those involved in building the car that ensure the smooth and successful running of Hyundai Motorsport throughout a WRC campaign. Indeed, behind the scenes, teams of staff guarantee that just like one of our i20 WRC challengers, our entire workforce functions like a well-oiled machine.

### Logistics

For an operation the size of Hyundai Motorsport, with large groups travelling all over the world, things need to move quickly and efficiently. There is plenty that needs organising and it is imperative that everyone and everything is in the right place at the right time. To ensure all of this, the logistics department is tasked with managing all aspects of moving people and equipment from our Alzenau base to tests, recces and rallies and then back to base again.

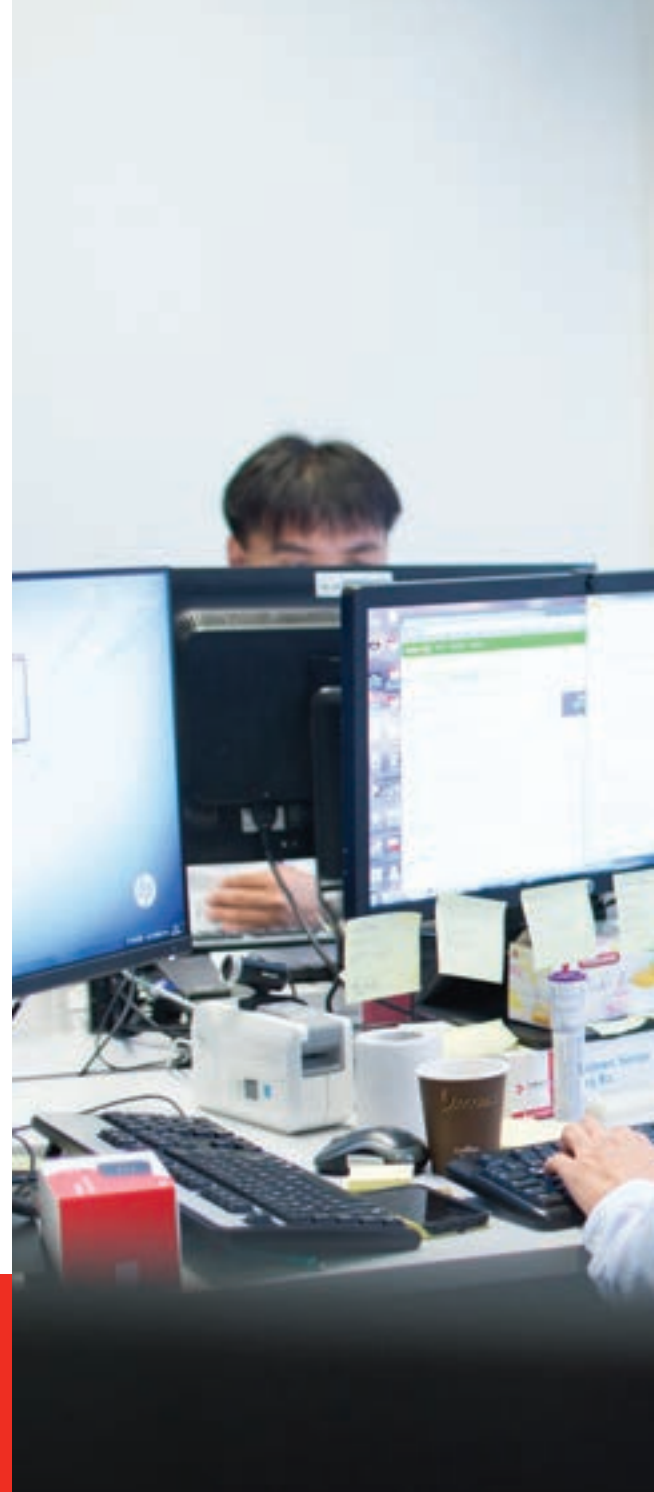
Whether it is by boat, plane, or road, it is their job to get our team and all their gear from A to B on schedule, to ensure the smooth functioning of the entire operation.

### Administration

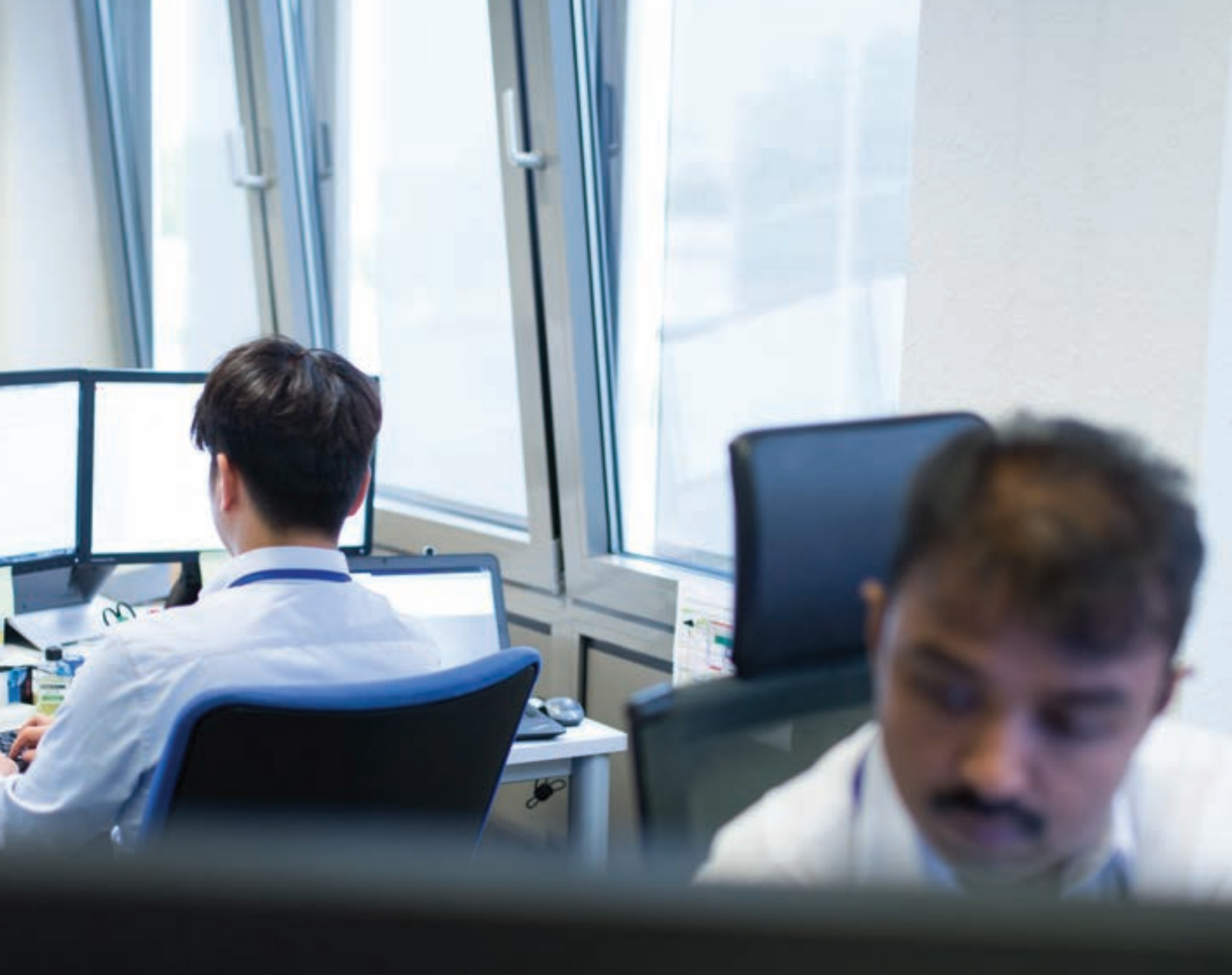
The administration department at Hyundai Motorsport has a wide-spanning brief featuring all the key business functions of the team, such as finance, IT, HR, purchasing, general affairs and business development.

Backstage, all of these teams play a vital role in the day-to-day running of Hyundai Motorsport, with each of them interfacing with every department in the business. Therefore, the smooth running of the company is completely reliant on their effectiveness.

At the top level, one big team of over 200 people, is in fact lots of smaller teams all working towards the same goal. Michel Nandan oversees all operations and technical development with an experienced team including Ernst Kopp (below), our Workshop Manager.









The smooth running of the company is completely reliant on their effectiveness.



The HR team oversees not only the company's recruitment process, but also works to safeguard the working culture we have here that is so integral to our identity. Finance and purchasing support successful and sustainable budget management and procurement processes, whilst the IT team ensures that all of our team can depend on reliable and secure systems.

Quite simply, the administration department provides the whole of Hyundai Motorsport with an invaluable infrastructure through which the whole team can continue to design, build and rally the best possible cars.

### Taking us to the Next Level

After all the hard work and dedication of every department already mentioned, two other teams at Hyundai Motorsport ensure that their endeavour gets all of the attention and fan support that is so richly deserved.

#### Marketing and PR

Our marketing and PR teams are tasked with supporting the transfer of motorsport messages into commercial and brand benefits via partners, fans and media relations.

This means delivering the full WRC experience to our fans and beyond. Their main focus rests in brand exposure and experience, which includes all aspects of internal, external and stakeholder communication, as well as helping to forge a clear team identity in everything from our clothing to our online presence.

An essential aspect of their work is engaging with fans to make sure that they feel as much of a part of the Hyundai Motorsport family as those working within the company on a daily basis. Examples include social media competitions to allow fans the chance to design the new R5's livery, which debuted at this year's Rally France.

In addition to this sort of broad reach marketing, these teams also manage the hospitality units at events for guests including the many Hyundai audiences, such as sponsors, competition winners and the media.

#### Customer Racing

Established in September 2015, Customer Racing is the youngest department at Hyundai Motorsport. It is tasked with designing, developing, building and selling customer cars to privateer teams.

Working out of their own individual workshop, the team also has its own dedicated engineering, PR and sales force to help achieve this aim, and helping to raise the visibility of Hyundai in global motorsport.

Having previewed our first R5 rally cars in December 2015, our first customers took the keys of their own private models in late summer 2016, ahead of a three-car entry at Rally France on Corsica in September.













## Result

4th #4 Dani Sordo / Marc Martí

5th #20 Hayden Paddon / John Kennard

DNF #3 Thierry Neuville / Nicolas Gilsoul



## Highlights

Two stage wins and 21 top-three stage times

Encouraging performance in the harshest conditions

Two-car finish in the top-five

Power Stage points for Hayden



# Round 3 Mexico

3-6 March

Leon

Gravel

399.71km / 21 Stages

Mexico has become a modern favourite in the WRC community with its warm weather, festive atmosphere and rally start at the UNESCO World Heritage Site of Guanajuato, which all lift the spirits after a long European winter.

The NG i20 WRC survived another baptism of fire as the event featured a number of gigantic stretches including the WRC's longest stage since 1983 – the monster 80-kilometre SS20 Guanajuato on Sunday morning. These lengthy stages combined with a mixture of low oxygen, high-altitude stages (up to the season's highest point of 2,737 metres!) provided a real test of the first engine our Alzenau team has completely developed from scratch.



Dani and Marc were in the #4 NG i20 WRC and quickly established their pace on the first full day, moving into third place with a second-fastest stage time on the 54.21-kilometre El Chocolate, a position they would hold until the end of the event.

Unfortunately, a third podium for our new car would have to wait as the crew incurred a post-scrutineering two-minute penalty for fitting one extra Michelin tyre than the event maximum of 28.

The penalty dropped Dani to fourth in the overall classification, with Hayden close behind. Despite this unlucky turn, Dani clocked an impressive 11 top-three stage times, including a win on Saturday evening's short Leon Super Special Stage.

## Cool, Calm and Collecting Points

Hayden took a commendable fifth place in just his second Mexican outing, an impressive performance that included six top-three stage times. In the face of that 80-kilometre stage, he kept his cool and came away with the third-fastest time. It was a performance he repeated on the final stage to collect his first ever Power Stage points.

"It was an eventful rally and there wasn't really much time to take stock," explained Hayden.

"Whether it was making the right tyre choice, dealing with suspension damage after we touched a bank in stage 12, managing temperature excesses or just learning new stages with the NG i20 WRC, the Mexican stages certainly kept us busy."

Thierry's Mexico excursion took a turn for the worse when he crashed out in the troublesome SS12, Otates 1. He and Nicolas were taken to hospital and given the all clear, but could take no further part in the rest of Rally Mexico. It was the culmination of a series of unfortunate events for the Belgian duo, who had already rejoined the rally once after clipping a bank and damaging the front-left suspension in SS4 the previous day.

"It was great to finish with two cars inside the top-five," commented Michel. "The results don't necessarily tell the story of what was an incredibly tough rally, which really put the NG i20 WRC under pressure. Well done to the entire team for a professional job in difficult circumstances. We've shown we have what it takes to be on the podium even in the harshest of rallies."







Our mechanics were kept hard at work during a busy Rally Mexico.











## Result

1st #20 Hayden Paddon / John Kennard

4th #4 Dani Sordo / Marc Martí

6th #3 Thierry Neuville / Nicolas Gilsoul



## Highlights

Maiden victory for Hayden and the MG i20 WRC

First Power Stage 1-2 with Hayden and Dani

Seven stage wins and 15 top-three stage times



# Round 4

## Argentina

21-24 April

Villa Carlos Paz

Gravel

364.68km / 18 Stages

It's amazing how long 13 minutes and eight seconds can feel when you're on the very edge of your seat. But that's exactly how long it took Hayden and John to finish Argentina's El Condor Power Stage.

Reigning World Champion Sébastien Ogier had fought back in Sunday's opening two stages to reduce Hayden's overnight lead from 29.8 to just 2.6 seconds. Setting up a tantalising head-to-head, it was one of the most captivating showdowns since we entered the WRC. Hayden drove the stage of his life to win his first WRC rally by almost 15 seconds. It was a performance that would go on to win the end-of-season Certina timing award.





## Round 4







One of the lesser-known facts about the weekend was that John Kennard went into the history books as the oldest co-driver or driver to win a WRC round, at age 57.



“I can’t believe it!” said Hayden at the end. “It’s a special result for the whole team. It all came down to the Power Stage. We pushed really hard and nearly drove the wheels off the car! I am thankful to everyone who has supported us.”

### A Weekend to Celebrate

It was the second WRC win for our team after Rally Germany in 2014, and the first victory for the NG i20 WRC car in only its fourth event! For Hayden it was a dream run. Topping the times in shakedown on Thursday morning, five stage wins and a further seven top-three stage times kept him firmly in contention throughout the event. When rival Jari-Matti Latvala rolled out on Saturday, the Kiwi pair moved into the lead for the final thrilling day.

“A huge amount of work has gone into the NG i20 WRC,” commented Hayden. “I knew from the first test that we could win with it but I didn’t quite expect it to come so soon. Everyone in the team thoroughly deserves this result - I am sure it’s the start of a lot more to come!”

Michel was quick to acknowledge the importance of the result: “This is a rally weekend we will never forget,” he said. “Hayden has put in the performance of his career so far. We’ve worked hard on the New Generation i20 WRC so to see the fruit of our work is very special.”

Dani and Thierry also demonstrated the NG i20 WRC’s continued development by contributing to the team’s total of 22 top-three stage times for the weekend. Dani would also have been in contention for a podium, however a throttle issue in SS4 hampered his efforts and he completed the event in fourth. Technical problems meant Thierry dropped to 24th overall in the same stage, however he recovered to collect valuable manufacturers’ points for sixth.

“All our drivers and team members shared in this moment,” said Michel. “Dani and Thierry fought hard to overcome difficulties during the event. We’ve never had a 1-2 in the Power Stage before, so that was the icing on the cake. We enjoyed this moment but know there is more to come.”



# Intelligent Design

Alongside our 2016 campaign, we had to start the parallel process of creating a new car to compete in the 2017 World Rally Championship. It might seem a daunting one, but for our team of chassis designers, it's exactly the sort of challenge upon which they thrive.

Despite significant changes to the regulations and a dramatically more aggressive outward appearance, mechanically the new car is remarkably similar to the 2016 model, with approximately 70% of the old version being carried over. The aim is to keep the best concepts and designs from the 2016 car and then to apply the new regulations and the three-door body to this base.







The design process is a true team collaboration. As a result of the new regulations, the chassis and many of the cars parts need updating, so it is approached as a top-down task. The Technical Director sets the direction and vision, while input and ideas come from across the design team.

The collaboration extends to include the drivers who provide feedback at all stages of the design and development process. Drivers could immediately feel the lower centre of gravity on the new car as soon as testing started. Feel and confidence were also critical with the development of the new active centre differential, and much time was spent with designers, engineers and drivers comparing times and performance versus the old locked differential.

### Sub-systems

There are six key sub-systems on the car that have been impacted by the new regulations. Headline changes include the engine upgrade that increases power to around 380hp and the bodywork that produces more downforce from the aggressive spoilers, wings, splitters and diffusers.

The suspension has been redesigned, optimised and adapted to cope with the increased

downforce and higher speeds. The transmission gets a major update with the return of active differentials, which in turn requires the redesign of the hydraulic system. At the same time the cooling for the more powerful engine needs to be upgraded.

One of the biggest challenges in this cycle was the time constraint. While design started in January, the process needed to be completed by the start of November in time for the homologation of the new car by the FIA. This might seem a long time, but the reality of the design, manufacture, testing and validation cycle means that it was a very tight timeline.

Of course car design is a process of managing compromise. While the quest for performance always demands the lightest possible solution, the philosophy of the team is to not compromise on strength. Finding the balance is the art of the designer, fine-tuning the materials used, the manufacturing and the design itself. At every test and at every rally the team gathers learning and experience about the strength and performance of every part and sub-system.

The challenge that the design team signed up to was to create a winning car. The DNA of the New Generation i20 WRC was proven so time will tell how the 2017 WRC car performs.













## Result

4th #4 Dani Sordo / Marc Martí

29th #20 Thierry Neuville / Nicolas Gilsoul

RET #3 Hayden Paddon / John Kennard

RET #10 Kevin Abbring / Seb Marshall



## Highlights

Third consecutive fourth-place for Dani and Marc

Two stage wins for Thierry and Nicolas

Kevin and Seb's first WRC event of 2016



# Round 5 Portugal

19–22 May

Matosinhos

Gravel

368km / 19 Stages

There were many tough lessons to be learnt from the fifth round in the championship, as our team returned from two long-haul events to Europe for Rally Portugal.

Michel delivered a typically honest assessment of the weekend: “We can’t really be pleased,” he said. “But it’s a small consolation that we took our best ever Rally Portugal result. We couldn’t have done more but it’s frustrating that we had so many issues along the way.”

Towards the front of the field, demonstrating maturity and experience, Dani and Marc were consistently in touch with the podium positions. While they lost some time on the Saturday afternoon pass in more slippery conditions, Dani’s third consecutive fourth-place finish secured further valuable points for the team.













"It was a steady end to the rally, and our aim was to bring the car home safely," Dani said. "We weren't able to do anything about the gap to the podium so we took no risks. I really enjoyed the stages, especially on Sunday with the famous Fafe test. It's always incredible to compete in a world rally car in front of such enthusiastic spectators."

## All Fired Up

When we talk about hot competition in one of the toughest and most diverse championships in the world, we never mean literally. It was a cruel twist of fate that ended the Portugal event on SSS Ponte de Lima 2 for our leading crew, Hayden and John in the #3 i20 WRC.

"We were caught out by a big hole in the road that sent the car into a roll off the road. The heat from the exhaust then set the surrounding bushes on fire, and totally destroyed the car. The consequences for a small mistake were very harsh and I am sorry for the team," apologised Hayden.

Thierry and Nicolas, in the #20 i20 WRC, were aiming for a top-five result when their car stopped mid-stage. They collected two stage wins on Friday evening on the Porto street stage but were forced to retire on Saturday before rejoining under Rally 2.

"It's a shame," Thierry said. "We received an alarm in the car at around 15km into the stage

and the car ran out of fuel. Everyone can make mistakes but the important thing is to learn from it as a team. We are working together, fighting and pushing hard. These things can occasionally happen."

Michel explained what happened: "Thierry's situation was very frustrating and we all feel the consequences. It was human error but we identified what went wrong in the process and will prevent it happening again."

In the first of their three scheduled WRC appearances this season, Kevin and Seb were hoping for a clean run in the 2015-specification #10 i20 WRC. But disappointingly, after being forced to retire in SS3 on Friday, the Dutch-British crew stopped in the opening stage of Saturday morning when they hit a rock and broke a second steering arm after they rejoined under Rally 2.

"That was really a rally to forget," Kevin admitted. "We hit a rock that was sticking out, and that was it, game over. Portugal was not a very good experience. We wanted to complete decent kilometres but we have to learn from this disappointment, look ahead and focus on Sardinia."

Michel concluded: "This weekend was a reminder that WRC remains fast, competitive and exciting - and we have to keep on top of our game at all times!"







## Result

1st #20 Thierry Neuville / Nicolas Gilsoul

4th #4 Dani Sordo / Marc Martí

15th #10 Kevin Abbring / Seb Marshall

DNF #3 Hayden Paddon / John Kennard



## Highlights

Second win for the PG i20 WRC and a second career win for Thierry and Nicolas

Ten stage wins in total

Kevin's first stage win and WRC points



# Round 6 Italy

9-12 June

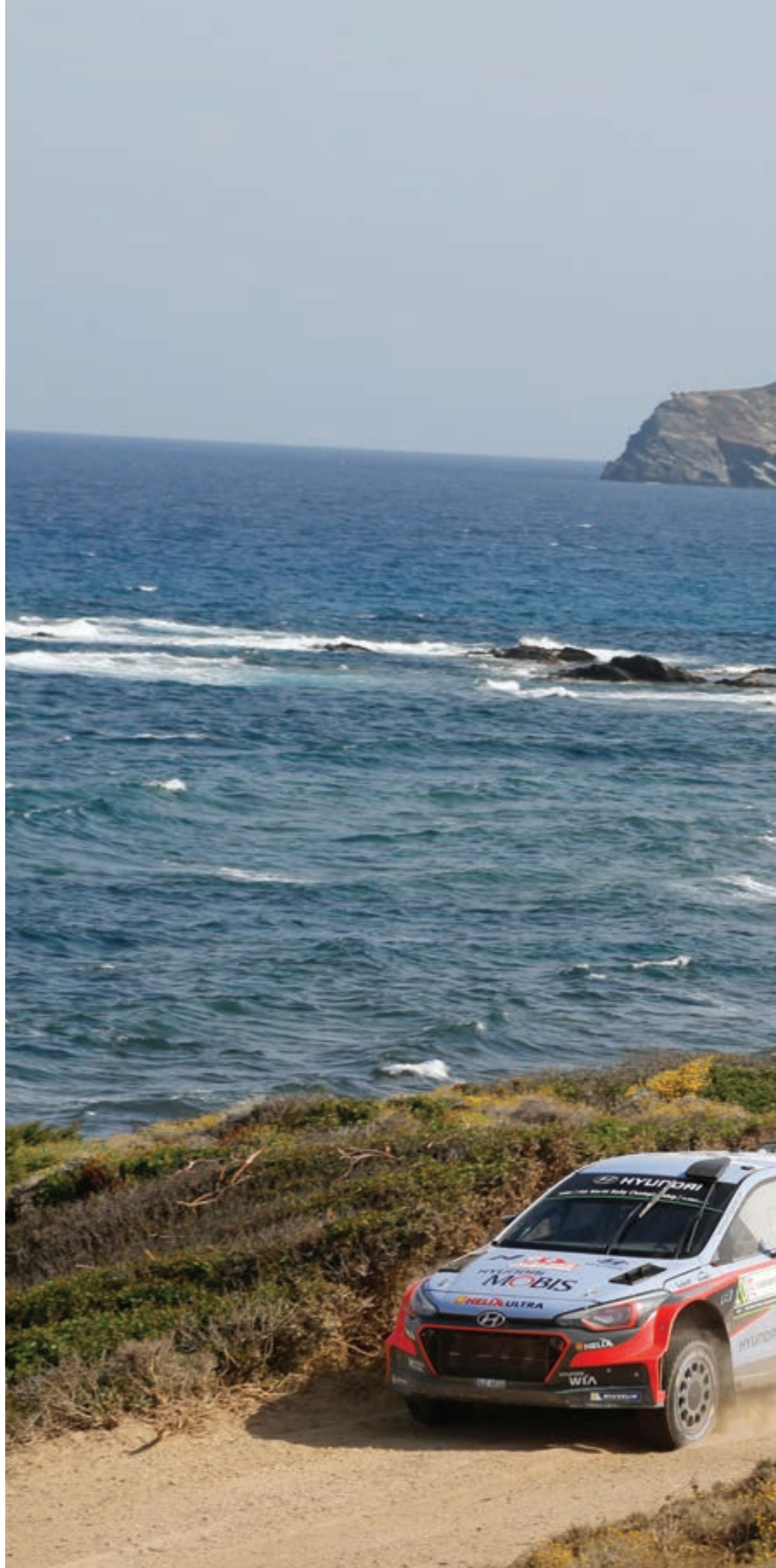
Alghero

Gravel

324.60km / 19 Stages

They shoot, they score! Football fever was in the air at this year's Rally Italy and it was Thierry and Nicolas who netted the winner with their first victory of 2016 - and our second with the New Generation i20 WRC.

To celebrate Hyundai's sponsorship of the UEFA Euro 2016 tournament, we brought a little bit of football fun to the Sardinia service park ahead of the rally. Our four crews - with Kevin and Seb also back in action - joined forces with their fellow WRC drivers for a table football match, held on a giant inflatable pitch. The friendly rivalry set a competitive benchmark for the weekend with Thierry scoring an early goal.











Back on top! Thierry and Nicolas took their first WRC win since 2014's Rally Germany with a flawless performance in Sardinia.







Our Belgian duo took five stage wins in the NG i20 WRC on the opening day, including a hat-trick on the afternoon loop. They defended well against mounting pressure from Volkswagen Motorsport's Jari-Matti Latvala on Saturday morning to increase their lead to 16.1s. A calm and collected Sunday morning allowed the #20 crew to prevent any chance of an own goal - as they finished the rally in style to celebrate another historic result.

"A truly fantastic weekend!" commented Thierry. "Great things come to those who earn them. It's a nice feeling to share this victory with an amazing team. We've been through some tough times but we've stuck together and our hard work has really paid off."

## Making a Splash

While the Sardinia win marked Thierry's first win since Germany 2014, it was the second victory of the 2016 season for the NG i20 WRC after Argentina. With four podiums in six rallies and a second victory, it's no wonder that Michel was in positive spirits at the end of the rally: "This result will give the whole team a lift," he said.

It had been a busy weekend with our first four-car entry of the year. Kevin and Seb stepped into a 2015-specification i20 WRC to complement our existing trio of crews. There were some important milestones for the Dutch-British crew along the way. They secured their first-ever WRC stage win on Saturday, as well as their debut championship points after storming to second in the Power Stage. "The stage win was a special feeling," said Kevin, "and picking up my first WRC points in the Power Stage was a nice consolation."

A solid run for Dani saw him extend his run of fourth-place finishes to move up to second in the Drivers' Championship. Meanwhile, Hayden was unable to repeat his Sardinia podium from 12 months previously. Despite three top-three stage times, our Kiwi crew was forced to retire after a day one accident.

At the end of an otherwise positive weekend, Michel was eager to maintain the momentum: "We're keener than ever to continue our strongest ever season in WRC, but for now we'll enjoy this victory as a team." And with a celebratory jump into the Alghero harbour, we did just that!



# Birth of the R5

Ever since our plans were first announced in late 2012 at the Paris Motor Show, to enter the world rally arena, we've not been afraid of a challenge. High ambition is what drives all of us forward on a daily basis. So, after two successful seasons in WRC, it was no surprise that we embarked on a new project: development of an R5 specification of the New Generation i20.


For a company still in its relative infancy, the decision to move into customer racing was certainly bold, but it's one that will ultimately help enhance Hyundai's motorsport credentials worldwide.

"The creation of a Customer Racing department was a key step in growing the brand in motorsport," explains Team Principal Michel Nandan. "In the R5 class we targeted a highly competitive, very successful category where we felt there was an opportunity to show the dynamic edge of Hyundai across the world."

The Customer Racing division was born in September 2015 with one sole task: to deliver a reliable car for use by semi-professional and amateur drivers in competitions worldwide. To achieve this incredible feat in such a swift period of time required months of commitment and hard work, all of which began in an empty workshop in Alzenau, adjacent to our WRC activities.







“The creation of a Customer Racing department was a key step in growing the brand in motorsport. In the R5 class we targeted a highly competitive, very successful category where we felt there was an opportunity to show the dynamic edge of Hyundai across the world.”

– Michel Pandan

## Early Steps

Experienced Italian Andrea Adamo joined the company in December 2015 to head up the project. He quickly set about building up a team of skilled staff to create the best possible car to deliver to customers.

Working tirelessly over the course of the next three months, the first deadline was our team launch. The much anticipated unveiling of our New Generation i20 WRC car was held inside the new home of Customer Racing – what better occasion than that to treat attending guests to a glimpse of our new R5 machine!

The car was already making headlines around the world, with plenty more to come in the following year.

## Rapid Development

As a new year dawned, our Customer Racing activities accelerated. By February, it was time for the car's testing to begin in earnest. Left in the trusted hands of Kevin Abbring and Seb Marshall,

the R5 was first put through its paces around the Fontjoncouse test base in southern France.

From there, we moved onto the sweeping curves of Turin in Italy and the gravelly tracks of Sardinia, as we pushed the car to its limits – from suspension, to the gearbox, to the bodywork, all to ensure that the car would be in peak condition to face its first competitive event.

From the outset, Kevin, who had already played an integral part in testing our WRC challenger, was all too aware of the different approach required when it came to testing the new R5.

He said: “It would be very easy to have developed too extreme of a set-up, so only a very small number of drivers would be able to get the best out of it. We have had to find a compromise to make sure that the NG i20 R5 is fast enough to be rewarding on the stages, but still forgiving enough on the driver. In order to be a successful project the R5 car needs to be able to perform everywhere it goes.”





The Belgian crowds gave us a warm welcome for the debut of the R5 at Ypres



## What is R5?

The R5 category was introduced by the FIA in 2012 intended to become the second tier of class of world rallying. It is the highest of the FIA's "R" Group of competition cars.

With each class up the rankings, the car is allowed to be further modified from its roadgoing equivalent. R5 designs are allowed the most freedom from the base model.

Visually, they differ from their WRC counterparts only slightly. However, they produce less horsepower than the WRC cars, as well as being 30kg heavier than the elite class.

Many of the world's largest manufacturers are already represented in the ranks of R5 cars, so it's the ideal place for Hyundai to show off its sporty, high performance edge to new fans in new countries.



## Ypres Debut

After months of intensive testing, with lessons learned and improvements made, the R5 was set for its public debut. For the first time ever, we would be attending an event that did not involve our WRC programme.

“It is a special event in the history of Hyundai Motorsport,” said Team Principal Michel Nandan at the time. “The Ypres Rally serves several purposes for the New Generation i20 R5 project. The European Rally Championship is a key championship for the R5 category, and Ypres is one of the biggest weekends of the season”, he added.

This was a sentiment echoed by Andrea Adamo, Customer Racing Manager, who acknowledged that Ypres was indeed “the perfect place for the car to

make its public debut”. However, he was also aware of the pressure on both himself and the team to rise to the occasion as they readied the car for its debut. “We cannot ignore how important this event will be as we will be proudly running in front of the fans, the media and our future customers for the first time”.

All eyes were on the R5. Gleaming in a brand new livery, designed by the winning entry of a special Facebook design competition, the New Generation i20 R5 certainly looked worthy of the VIP Car title that had been bestowed upon it for the rally. Now all Kevin and Seb had to do was ensure that we could live up to the pre-rally hype... which we certainly did!

Despite the notoriously fast and narrow Flanders roads testing the transmission and handling of our vehicle, Kevin and Seb were not only able to get the car round safely, but to also do it in a very impressive time.

“That our car completed the weekend trouble-free and with competitive times is a testament to the quality of the car we have produced,” said Andrea after the rally.

However, even with this successful display in Belgium, the entire team knew that there was still plenty of work to do before the car would be ready to be rolled out to customers. As Michel concluded: “So far we have completed more than 3,000km with the New Generation i20 R5, running on both gravel and tarmac. For the test team, the main objective for the remaining development will be to extract the maximum performance from the whole package.”

So it was back to the workshop and testing bases for the car and the team, as they prepared for the R5's competitive WRC weekend debut in Corsica!





## Tour de Force

Seven months of testing and development; a year's hard work from the Customer Racing department; 5,000 kilometres of testing; it all came down to this. With three WRC cars and three R5 cars participating in the event, Michel billed Tour de Corse as "one of the biggest events in the history of Hyundai Motorsport".

Our dedicated engineers were on hand to aid each of our customer teams, ensuring that an expert eye would be immediately at hand to resolve any technical difficulties that may arise.

Kevin and Seb were able to show the potential of the car with some encouraging pace over the long and winding Corsican terrain. The event wasn't without incident, but it proved extremely beneficial for the R5's continuing development. Corsica allowed our team to work on improving the reliability and resilience of the car going into future events.

"We came to Tour de Corse to prove the performance of the New Generation i20 R5," commented a satisfied Andrea. "Both we and, more importantly, our customers showed that the

car can compete at the very front of WRC2. To be matching, or even beating the times of teams and drivers who have been competing all season in our first event is really impressive.

"With what we have learnt here we can make improvements, so that our customers can continue to prove themselves at the highest levels of the R5 category."

## Creating Records

Building on that progress, we headed to Rallye du Var at the end of November with Kevin and Seb. Claiming two stages wins in tricky conditions after heavy rain, the pair combined consistency and speed to become the first R5 crew to win the event and also only the second non-French crew to stand on the top step of the podium.

Kevin was delighted to deliver the first victory for our i20 R5, "We've shown on other events that the car is very competitive, and it's great now to have the result that we've deserved for so long."



## An Historic Handover

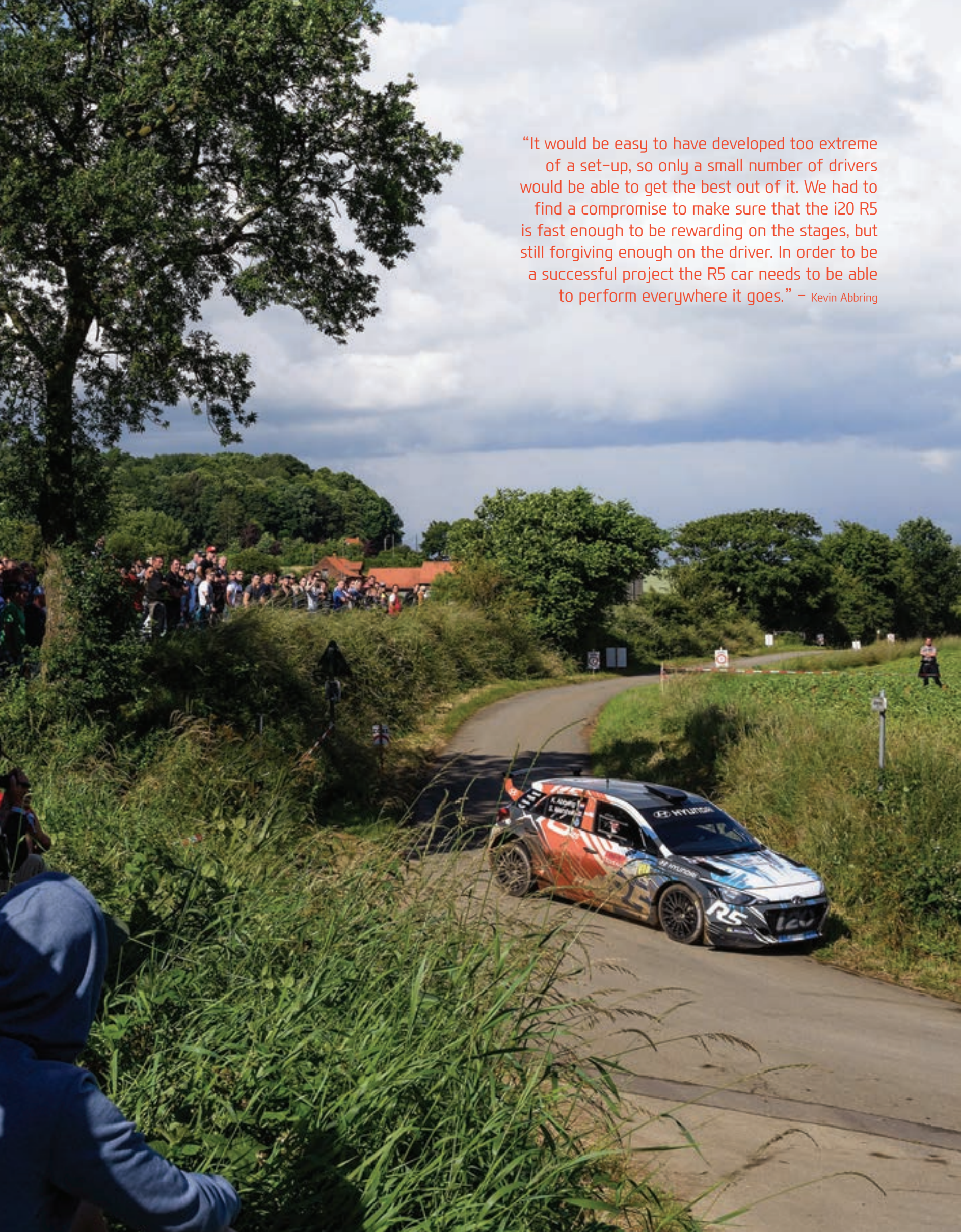
Monday 19 September 2016 will go down as a momentous day in the history of our company. Just one year on from establishing the Customer Racing division, Team Principal Michel Nandan was able to stand alongside department manager Andrea Adamo in delivering a car to a customer client for the first time.

"Delivery of the first completed chassis to our customers is undeniably the most important point yet for us," said Andrea. "It is when the Customer Racing department begins to live up its name and starts to fulfil its aim of building cars for private owners, and expanding the Hyundai name's presence in rallying outside of the WRC class."





“It would be easy to have developed too extreme of a set-up, so only a small number of drivers would be able to get the best out of it. We had to find a compromise to make sure that the i20 R5 is fast enough to be rewarding on the stages, but still forgiving enough on the driver. In order to be a successful project the R5 car needs to be able to perform everywhere it goes.” – Kevin Abbring











## Result

3rd #4 Hayden Paddon / John Kennard

4th #3 Thierry Neuville / Nicolas Gilsoul

DNF #20 Dani Sordo / Marc Martí



## Highlights

Podium for Hayden and John

Four stage wins and 17 top-three times

0.8-seconds split Hayden in 3rd and Thierry 4th



# Round 7

## Poland

30 June – 3 July

Mikolajki

Gravel

306.10km / 21 Stages

They say it's not what happens to you but how you react to it that matters. And that's precisely the mantra that summarised Hayden's approach to Rally Poland.

Following two disappointing DNFs in Portugal and Sardinia, our Kiwi crew made a high-speed return to the podium, flying through some of the fastest stages on the calendar.

"A great result," enthused Hayden, "and exactly the way we wanted to bounce back after two tough results."

A trio of stage wins on the opening day was the perfect start. They were in good company, too, with several drivers vying for the podium positions, including Thierry.





Poland's high-speed gravel stages require total commitment from the drivers and pinpoint precision from the co-drivers' pace notes. Unfortunately for our Belgian crew, it was here where they lost time on the opening days, leaving them requiring a big push on Sunday morning.

The weather added to the drama with rain making conditions slippery and unpredictable in the final stages. In the end just 3.1-seconds separated second, third and fourth positions, but it was the gap between Hayden and Thierry that provided the most excitement. 0.8-seconds: that was all that split the two i20 WRCs at the end of 306 competitive kilometres, with Hayden and John back on the podium. Mission accomplished.

## Close Encounter

"That was too close for comfort!" said Hayden after the nailbiting Power Stage. "I struggled in the conditions and the rain made the stages very slippery. I had no confidence at all. Our objective today was to secure third rather than push for second. I think we probably eased off too much!"

Thierry was left rueing a few struggles earlier in the weekend. "Our rally was affected by a pace notes problem on Friday" he said. "It was always going to be a challenge to regain that time but we did our best. Third and fourth gives the team a nice points haul."

Michel said it was "an intense final morning", describing conditions as "some of the most difficult we have seen this season."

These were conditions that caught out Dani and Marc as they missed out on a top-ten finish after making contact with a bank in SS20 (Baranowo). It was their first non-finish of the season. "We just had no luck today," said Dani.

Things were not going to get any easier for our Spaniards as the WRC moved from one high-speed venue to another - Finland!







## Result

4th #3 Thierry Neuville / Nicolas Gilsoul

5th #4 Hayden Paddon / John Kennard

9th #20 Kevin Abbring / Seb Marshall

## ★ Highlights

Kevin's third WRC event of year

Strong final morning with two stage wins

Four second-places for Hayden

1-2 in Power Stage



# Round 8 Finland

28-31 July

Jyväskylä

Gravel

333.99km / 24 Stages

Ultra fast reactions are a common requirement for WRC drivers, but they are equally important for teams too. So, when Dani had a high-speed accident in pre-event testing for Finland, we had to respond quickly.

It's at unfortunate times like these when proper planning pays dividends. Without it, we wouldn't have been able to compete in Rally Finland with three NG i20 WRC cars at all, let alone score two top-five finishes.











2016 was a great year for co-driver Nicolas Gilsoul. Not only did he enjoy a return to winning ways alongside Thierry, but he also became a dad just before Rally Finland! We are always on the look-out for the future generation of young drivers, so we thought we'd welcome baby Myrtie in style. Like father, like daughter!







The team worked around the clock to prepare a new NG i20 WRC for the event. With Dani being forced to sit out the rally to recover from a fissure fracture of a vertebra, we called on the services of our trusty test crew Kevin and Seb.

Having prepared all three cars, we rescheduled our Finnish test for the week before the rally, allowing Kevin, Thierry and Hayden, as well as their respective co-drivers, the chance to acclimatise to Finland's unforgiving jumps.

Thierry described it "as one of the most challenging rallies of the season", while Hayden likened it to WRC's equivalent of the Monaco Grand Prix for its prestige on the calendar.

Despite a slow start to the rally, in which we struggled to find the optimum set-up on the NG i20 WRCs, we managed to find a strong rhythm on the final morning.

## Power Stage 1-2

Thierry and Hayden picked up where they left off in Poland, running a close battle with each other, but this time it was for fourth place, rather than a podium. Thierry and Nicolas edged it on this occasion, leading a stage 1-2 for our team in SS22 and again in the Power Stage, to add extra manufacturer points.

"We've given our maximum all weekend and been absolutely on the limit," he said. "It wasn't quite enough to get on the podium but it was close. We had a strong finish and it was pleasing for all of us to get a 1-2 in the Power Stage."

Hayden and John took four top-two times on the final morning and were pleased with their efforts. "We had a decent final day, didn't take any big risks and concentrated on getting the cars home," said Hayden. "With that in mind, a top-five overall was good."

For Kevin, the experience alone was valuable as he took part in his first WRC event in the NG i20 WRC he and co-driver Seb helped to develop. A top-six stage time in the Lempäa stage was a highlight.

"We didn't do Poland, so it was tough to get up to these incredibly high speeds," Kevin admitted. "We accomplished what we set out to achieve with a top-ten finish. I'd like to thank the team for giving us the opportunity."

"It was a big task to come to Finland at short notice," added Michel. "Kevin and Seb acquitted themselves very professionally."











# Mission Control

The end of a rally can evoke a range of emotions: from the highs of a hard-fought victory to the crushing blow of a last stage retirement, the pressured environment of a WRC event can leave even the most seasoned of pros emotionally drained.

There is only a short time to get those feelings in check, though, as the final stage of a world rally actually signals the start of an equally intense and busy period - preparing for the next event!

The aftershocks from a turbulent rally can exacerbate the challenge for teams in between events. If one of the cars has been particularly battle-worn during a rally, everyone needs to work together swiftly, efficiently and co-operatively to make sure preparations for the next rally are not disrupted.

“After the rally is before the rally,” explains our Workshop Leader Ernst Kopp. “There is not much time for us to reflect on the rally result before we have to begin preparing for the next event.”

The WRC runs a relatively regular schedule for much of the season with one event per calendar month but that only tells part of the story. Pre-event testing with the New Generation i20 WRC, coupled with development work of the 2017 car and evolving R5 projects made 2016 our busiest season yet.

As the WRC season gathered pace in the autumn months with Corsica, Spain, GB and Australia all within a two-month timeframe, the workshop became a critical mission control. But the experience gathered during our first WRC seasons have helped us to prioritise even in the most extreme conditions.















## “The light never went out”

Rally Portugal was a case in point. As the burned shell of Hayden’s New Generation i20 WRC was being recovered on Friday afternoon, we were already putting a plan together to build a brand new car for the next event in Sardinia.

“The consequences for a small mistake are very cruel,” said Hayden after the incident, but from a workshop management point of view, it was all hands on deck.

“The light never went out in the workshop,” explains Ernst. “We had four days to build a completely new car. It was a huge challenge but one which we faced confidently.

“During the entire week, we were working day and night. Teamwork is needed more than ever in this sort of ‘emergency’ situation. Everyone has to pull in the same direction, at the same time as fulfilling all the normal daily work that can’t be compromised.”

It was a similar situation after Rally Italy but, for most rallies, it’s a routine operation. Let’s look at some of the key procedures followed in the immediate aftermath of a world rally event.

We sat down with Ernst after Rally Finland to get a rundown.

## Repairs and Rebuilds

“The cars returned from Finland on Wednesday morning after what had been a tough event,” he said. “Luckily, despite the complicated rally - and withstanding the impressive jumps - we only had minor damage during Finland, in stark contrast to what we had to tackle after Portugal and Sardinia.

“The engineers check the cars and the mechanics start stripping them down to the body shell. Each part is returned to the responsible department, whether that’s steering, suspension, brakes (SSB), engine or transmission. The chassis is also checked thoroughly for any damage or cracks.

“We had to consider that the following rally in Germany is a tarmac event, so there is extra work to modify the suspension on the cars. To do this, we disassemble and check everything, also making sure that the lifing limit has not been reached. All parts are returned to quality control.

“We follow the same process for transmission, dampers and springs. The wiring loom is taken out after every rally, measured and examined. We then prepare the cars for the next event based on a set-up sheet provided by our engineers. This is dictated by the terrain of the rally, and further refined once we have completed our pre-event tests, which require fine-tuning of the cars. For Finland, as an example, we also replaced the roofs because the ventilation system had been modified. So, there are a lot of different elements to take into consideration.

“Our workshop staff has to be very flexible. They are all specialists in their field with a passion for motorsport, and with a will and desire to win!”

## Testing Times

We often refer to the three-letter acronym PET for our pre-event testing. It’s a familiar colloquialism within the WRC community and one of the most important parts of our rally preparation.

Although the work carried out in our workshop after a rally is vital, the testing and tuning carried out in advance of an event can be the difference between a victory, as in Sardinia, or a tough event, like Finland.

Our PET for Finland was one of the low points of the season after Dani and Marc sustained a heavy crash, which required us to bring the car back to Alzenau unexpectedly early. Such an instance is precisely the sort of ‘flexibility’ to which Ernst refers.

“We’ve had a couple of incidents which have placed great pressure on the team,” he adds. “In Portugal, the car was destroyed so it was necessary to organise overnight delivery of a part. We sent a member of the team to the test in person. It’s important to have this flexibility - and to have spare parts for everything. Testing time is expensive, so quick action is necessary.”



“It’s a meticulous process, and one that can genuinely keep our crews in contention for podiums - and victories.” – Ernst Kopp







## Trusted Teamwork

Testing is very intensive with long days in variable conditions. We have one to two days per crew where we focus purely on the requirements for each driver. Teamwork, again, plays an important part in testing; the driver needs to trust his mechanics implicitly.

“The test team is the be all and end all of our team,” says Ernst. “They continue the development of the car and transfer knowledge to the engineers and mechanics.”

Testing is part of our relentless pursuit of perfection, and this extends outside of the rally environment back to the factory.

“It’s in the workshop where our team is trained for timed service,” concludes Ernst, “to be as fast and efficient as possible during the rally. It’s a meticulous process, and one that can genuinely keep our crews in contention for podiums - and victories.”





## Result

2nd #4 Dani Sordo / Marc Martí

3rd #3 Thierry Neuville / Nicolas Gilsoul

5th #20 Hayden Paddon / John Kennard



## Highlights

First double podium of 2016

0.1-second gap between Dani and Thierry

Three PG i20 WRCs inside the top-five at home

Thierry takes Power Stage victory



# Round 9 Germany

18-21 August

Trier

Asphalt

306.80km / 18 Stages

You can't keep a rally driver away from competition for long. A reluctant patient during Rally Finland, Dani returned from his period of recuperation and immediately roared back to life in Germany.

Our Spanish star wasted no time getting back up to speed in his PG i20 WRC to put himself firmly in the podium fight from the opening day.











Located just two hours from our factory in Alzenau, Germany is very much our home rally. Colleagues come to see the cars in action on the stages, and there are always plenty of Hyundai Motorsport flags waving us on. It has also been the scene of some truly memorable moments; who could forget that incredible day back in 2014 when we registered our debut WRC win with a 1-2 for Thierry and Dani? Given our run of results leading up to Germany, we arrived at the rally hopeful of another trip to the podium. But we certainly had to work for it!

Memories of 2014 came flooding back when we took a 1-2 in the second stage, but the weekend was to prove anything but straightforward. The usually lush, green vineyards and majestic Mosel that offer a picture postcard backdrop on Friday's stages were uncharacteristically grey for the summertime. Crews had to be on their guard on slippery terrain, but with Thierry third and Dani fourth at the end of day one, we were buoyed by our potential.

World class rallying demands military precision and nowhere is this more the case than on Germany's Baumholder roads, which hosted Saturday's stages. The tricky conditions put an emphasis on correct tyre choice on day two, and there were more drivers who got it wrong than those who got it right! With four seconds separating a trio of drivers fighting for second place, there was all to play for heading into the final day.

## Down to the Wire

It could not have been closer. Dani kept the upper hand with a win in Sunday's opening stage with Thierry right behind. The roles were reversed on the following test with Thierry ahead of Dani. Cancellation of the penultimate stage meant it would go down to the wire – the Power Stage.

As Thierry brought his New Generation i20 WRC through with a stunning time, all eyes were on Dani. Slower than his teammate by 1.4s at the first split, 2.9s at the second, would it be enough? You could almost hear the whirring sound of WRC's mathematicians calculating the possible outcomes. 0.1-seconds was the gap! The click of your fingers, the blink of an eye – that was all that separated them. But it was Dani who maintained his edge, repeating his result from 2014 to take his first podium of the season with second.

"What a finish!" exclaimed Michel. "We knew it was going to be tight but no-one predicted it would be that tense." Dani echoed those thoughts: "Unbelievably close, but I am delighted to take our first podium of the season. We've missed out so many times with fourth place in Mexico, Argentina, Portugal and Sardinia - we've finally done it!"

Thierry took third despite the heroics of winning the Power Stage, to take our first double podium of the season. "It's a special team result after a complicated weekend," he said. With Hayden finishing in fifth, it was our best combined result of the year to date - another fantastic memory in front of a home crowd.















## Result

2nd #3 Thierry Neuville / Nicolas Gilsoul

6th #20 Hayden Paddon / John Kennard

7th #4 Dani Sordo / Marc Martí



## Highlights

Thierry and Nicolas claim our first Corsican podium

Eighth podium of the year

1-2 for Thierry and Dani on SS8



# Round 10 France

30 September–2 October Bastia

Tarmac 390.92km / 10 Stages

In a WRC campaign that had already been filled with many dramatic twists and turns, Corsica, known as the ‘Rally of 10,000 corners’, seemed a fitting location for round ten of the season.

On paper, ten stages might not seem a lot, but at a massive 390.92km in length, Tour de Corse certainly packs a punch. Second only to Rally Mexico in terms of its overall distance, it is a classic rally that requires drivers to negotiate unrelenting roads.





Dramatic scenery, architecture and “10,000 corners” are key features of the Tour de Corse.



Fresh from their podium finish in Germany, Thierry and his co-driver Nicolas inspired hope that they could achieve a similar result in Corsica, as a bright start saw them claim two second-place stage finishes on the opening day.

Despite fighting for the top-three, Dani and his compatriot Marc saw their own early challenge falter. Midway through the day’s final stage, they suffered a puncture that lost them almost two minutes.

There was also first day trouble for our Kiwi crew Hayden and John, who also suffered a puncture during the same stage. Thankfully, they were able to maintain a challenge for the top-six.

Saturday saw Marc celebrating his 40th birthday. He received the perfect gift with a strong recovery

from his and Dani’s Friday woes. A string of impressive stages culminated in a second-place finish behind Thierry and Nicolas, as we closed out Saturday’s action with an impressive 1-2.

### Pushing to the End

The rally’s final day saw both our crews’ endurance and speed being put to the test, as they took on the might of the 53.78km Antisanti – Poggio di Nozza stage – the longest of the rally – followed by the Power Stage. In the Corsican heat, Thierry and Nicolas delivered an ice-cool performance to hold second in the overall classification and claim their fourth podium of the year.

“It has been a very positive and competitive weekend,” enthused Thierry. “We made no

mistakes and everyone in the team has done a good job. I’m happy with what we have achieved.”

Hayden and John too were encouraged by their progress on Sunday, which saw them claim second in the penultimate stage. Hayden said: “We had a much stronger finish to the rally. Second place on the long opening stage was much more like where we want to be. That gives us confidence as we prepare for Spain.”

Despite the challenges faced by the team in Corsica, Michel appeared to be much more focused on the positives. He said: “It’s fantastic to score another podium result. Corsica is a very hard event but we have seen good pace from our New Generation i20 WRCs. We will do all that we can to build further on these recent results in the remaining rounds of the championship.”





Saturday celebrations for Marc's 40th birthday were spoiled after a puncture dropped him and Dani down the leaderboard during the final stage on Friday







## Result

2nd #4 Dani Sordo / Marc Martí

3rd #3 Thierry Neuville / Nicolas Gilsoul

4th #20 Hayden Paddon / John Kennard

7th #10 Kevin Abbring / Seb Marshall



## Highlights

Dani and Thierry clinch our second double podium of the season

Three stage wins including two 1-2 finishes

Four drivers in top-seven for first time in our history



# Round 11

## Spain

13-16 October

Salou

Mixed

321.08km / 19 Stages

"I always want to do my best but maybe just a little bit more when I'm at home." Dani's words in the build-up to his home event were to prove fitting as he and co-driver Marc went on to battle head-to-head with Sébastien Ogier for victory in Rally Spain.

With Tour de Corse just two weeks earlier, there was no respite for our crews as they tackled Spain's unique mixed surface challenge. The onset of rain early in the week only further added to the complexity of the rally.











## Round 11



The mixed surface format of Rally Spain, with day one on gravel and the rest of the weekend's stages on smooth tarmac, provides a unique challenge for drivers and teams.







On a wet Friday morning, it was Thierry and Nicolas who were the first to throw down the gauntlet to the rest of the competition with a stunning stage win in SS2. This strong showing was complemented with second place for our home stars Dani and Marc. It was to be the first of our two 1-2 finishes of the day.

Our Spanish crew truly stole the show on Friday. Roared on by their home crowd, they raced into an early lead on the first full day of the rally. A series of strong showings, including consecutive stage wins on SS5 and SS6, allowed them to establish a 17-second lead over Ogier heading into Saturday. “An unbelievable day,” was the summary from a smiling Dani.

The day was far from over for our team of mechanics as they entered a race against the clock to change the set-up from gravel to tarmac spec. With hundreds of components to change across four cars in just 75 minutes, it was an impressive display under intense pressure.

With the cars ready to attack the tarmac under sunnier skies on Saturday, the fight for the lead intensified. A quartet of second-place finishes were not enough for Dani and Marc to hold off the challenge of Ogier, but just 5.8s separated them.

“I’m disappointed to lose the lead but I’m not one to give up,” said Dani. “It’s our home rally, so we want to win for all the Spanish fans.”

Thierry and Nicolas too stayed firmly in the podium hunt in third with Hayden and John, enjoying a positive Saturday, right behind them in pursuit.

On a dark, foggy start to Sunday morning, our crews began their final assault. Under immense scrutiny, both Dani and Thierry were able to keep their calm to secure our second double podium of the year.

Supported by an ecstatic home crowd, Dani was understandably pleased. “It’s been an incredible weekend and I cannot thank the fans enough for all the support. The team has done a fantastic job!” he said.

Capping off a series of great results for us, Hayden and John were also able to hold onto their fourth place, whilst Kevin and Seb rounded off their fourth WRC event of the season with a career-best seventh.

Delighted with the results, Michel said: “We wanted to fight for the win today but it just wasn’t to be on this occasion. However, I think it says a lot about our ambition and ability that we are able to enter the final day of a rally with such high hopes.”







# The Engine Room

In some respects developing a WRC engine is easier than developing one for a road car as we can be more focused with fewer design variables and compromises.

Within the bounds set by the rules, we can concentrate on maximising performance in all areas while keeping the engine as light as possible. We know how long the usage cycle needs to be, how our “customers” will drive and that they are less concerned about fuel economy than about faster acceleration, so we can deliver what they need.





We start with conceptual elements such as FIA regulations, time constraints, and the performance characteristics needed. Clearly, we aim to build on the strengths of previous engines and improve any weaknesses through new ideas that we brainstorm as a team. The calculation and design processes define the engine itself, but we also work closely with the car design team to package the engine into the overall design.

The next step is building and testing, in terms of both performance and reliability. Assuming the engine meets the design goals at this stage, we install it into the car and check for key elements such as cooling and packaging.

Testing for performance and reliability continues up to the point where the engine is homologated, and beyond, as we tune every aspect for the final specification but also for the demands of individual rallies.

One of the key tools we use at every stage of the development life-cycle including initial development, endurance testing and production is the engine dynamometer – or dyno for short.

Once we have built an engine, the dyno is used to check every performance parameter and to calibrate these with the design. We can test, validate and measure every aspect of an upgrade as part of the ongoing development process.

Ahead of a specific test or rally event we can also simulate a variety of conditions that we expect to face. We can adjust settings for air, coolant, oil and fuel temperature as well as the effect of reduced atmospheric pressure, such as we see in Mexico. This allows us to prepare and adapt engine calibration for these environments as well as using these variable conditions as part of our endurance validation process.

At the end of 2016 we installed our second dyno at our base in Alzenau. Under normal circumstances this means we can run one for the development process and one for production. However, it also provides us with some redundancy to cope with servicing and maintenance requirements, giving us flexibility and 100% availability. With the tight timetable based around testing and WRC events, this means that we have spare capacity to cope with the unexpected, should the worst happen at an inconvenient moment.

















## Result

3rd #3 Thierry Neuville / Nicolas Gilsoul

4th #20 Hayden Paddon / John Kennard

6th #4 Dani Sordo / Marc Martí



## Highlights

Fourth consecutive podium finish for Hyundai Motorsport

Third place for Thierry and Nicolas seals our first ever Rally GB podium

Result secures second place in Manufacturers' Championship



# Round 12

## GB

28-30 October

Deeside

Gravel

330.21km / 22 Stages

The old saying goes that 'patience is a virtue'. So, having found ourselves in fourth place in our two previous efforts in Wales, hopes were high that at our third attempt, this could finally be the year for us to break the top-three.





Traditionally the final event of the WRC season, Rally GB saw us clinch second place in the FIA World Rally Championship for Manufacturers.





After our stunning Spanish double podium just two weeks earlier, the team arrived in Britain in a buoyant mood, despite knowing the difficulties posed by the Welsh gravel. Indeed, as Michel said before the rally: "This has not been one of our more successful venues previously, but, I am truly hopeful for a better result this season." However, the scale of exactly what was required to meet this target would become immediately apparent to our crews from the outset of the rally.

With over 178km of stages falling on the Friday alone, over half the rally's length, the opening day served as a daunting enough prospect to our crews. Add to this challenge the lack of a lunchtime service, as well as the foggy and slippery conditions typical of the rally's autumnal British setting, and it became even clearer that indeed, patience would very much become the word of the day.

A slow start saw Thierry and Nicolas take some time to adjust to the arduous conditions, as their grip and visibility became compromised in the early stages. But as the afternoon progressed,

our Belgian crew persevered and found their consistency, with four top-three stage results including a win in SS8 allowing them to finish the first day in a strong third place overall.

Just behind them were our Kiwi pairing of Hayden and John, who also managed to recover after a mixed start to the day to a solid fourth place finish. For Dani and Marc though, any early progress saw itself hampered by the testing weather conditions. However, in spite of these obstacles, they remained competitive going into Saturday, moving up as high as sixth place by Friday evening.

Consolidation was the key word on the second day of the rally, as all of our crews held on to their respective standings across a packed Saturday schedule, which included the first WRC stage held in England since 1999. In their pursuit of the podium, Thierry and Nicolas rarely found themselves outside the top-three and were even able to grab another stage win in SS11.

In what was turning into a thrilling encounter, their New Zealand teammates found themselves only 12 seconds further back by Saturday evening, thanks

to their own string of positive results. This meant that the two crews would be locked in a head-to-head showdown on Sunday to claim the final spot on the podium.

Ultimately, it was our Belgian crew who were quickest through the winding Welsh forest, edging out their teammates to secure their fourth consecutive podium finish. In the process, they were also able to guarantee a second place finish for Hyundai Motorsport in the Manufacturers' Championship - the best result yet in our brief WRC history.

After the rally, an understandably elated Michel said: "We are all delighted to confirm our second place in the Manufacturers' Championship with this result. It's a special moment in our history and confirmation of our most competitive season in the WRC. With this, and the achievement of our podium objective here in Wales, we can now look positively towards the final event of the season."







## Result

3rd #3 Thierry Neuville / Nicolas Gilsoul

4th #4 Hayden Paddon / John Kennard

5th #20 Dani Sordo / Marc Martí



## Highlights

Fifth consecutive podium

Thierry secures our maiden Rally Australia podium with third place

Thierry claims second place in Drivers' Championship



# Round 13 Australia

18-20 November Coffs Harbour

Gravel 312.98km / 23 Stages

Everyone at Rally Australia felt that it was the end of an era in many ways. Michel echoed this mood, as he mused before the rally, "It would be nice to end the season on a high, particularly in our last event with the New Generation i20 WRC. It has served us so well this season, so we would love a positive send-off to set us up for our new challenge next year."







← Unggir National Park

Park Boundary 13km  
Kosekal Lookout 18km





Nicolas Gilsoul was voted co-driver of the year for 2016 in the season-ending WRC poll.



With second place in the Manufacturers' Championship already guaranteed, all eyes were now on our crews, who each arrived at the rally with a mathematical chance of claiming the runners-up spot. It was Thierry and Nicolas who were best-placed to claim the position. Going into the event they found themselves 14 points clear of their nearest rival Andreas Mikkelsen in third and 16 ahead of teammates Hayden and John in fourth. However, with just 24 points separating Thierry in second and Dani in fifth, anything was possible as our teams prepared to get going 'Down Under'.

On the rally's opening day, it was our Kiwi crew who were first to mark their intent. They claimed a win early on Friday morning on the second stage to keep the pressure up. Thierry and Nicolas responded in turn with a win of their own on the seventh stage, followed by second place finishes on the next three stages. As a result, they moved into third place by the end of the first day's action, just 1.2s ahead of Hayden and John.

A late arrival to the fourth stage meant that Dani and Marc were hit with a 20-second penalty. This saw them slip from a provisional podium place to seventh by the end of the day.

But the Spaniards were not done yet and a strong showing on Saturday saw them soar back into the top-five. With 135km of stages to cover on day two, there were plenty of opportunities for our crews to seize the initiative. Both Hayden and Thierry also performed well, claiming further stage wins on the 12th and 16th tests respectively to maintain their individual challenges for the runner-up spot.

By Sunday it was clear that the race for second was going to go down to the wire. With Mikkelsen leading, Hayden ten seconds back in third and Thierry in fourth, it was still anybody's game. Challenging for the win, Hayden and John ran wide on the 32km Bucca stage and pushed a tyre off the rim. Their hopes of defeating both Mikkelsen and their Belgian teammates were deflated.

Now, Thierry just had to hold his nerve. And hold it he did. A second-place finish in the Power Stage meant that despite Mikkelsen's victory, he had secured third place in the rally, putting him six points ahead of the Norwegian in the overall standings. The result capped off a memorable 2016 for our Belgian pair. They had claimed victory in Sardinia as well as six podiums across the year, with five consecutive top-three finishes from Germany through to Australia.

After the rally, Michel said. "As a team, we have had a very strong year. The New Generation i20 WRC has done us proud, but it's the result of hard work by the entire team. Both Hayden and Dani were unfortunate this weekend. I think everyone can see how much they wanted it! Well done to Thierry and Nicolas on their performance and claiming second place in the Drivers and Co-Drivers' Championships. They have had a fantastic season, particularly since their win in Sardinia."

With new regulations, new cars and new manufacturers for 2017, Rally Australia was a landmark event in many ways. Michel was keen to pay tribute to the team who set the standard in their four years in the WRC... "I would like to extend my heartfelt thanks to Volkswagen Motorsport for being such fierce competitors. They have set the benchmark very high. We will miss competing against them, but will continue to be inspired by their achievements."







The "chefs" enjoying their work!







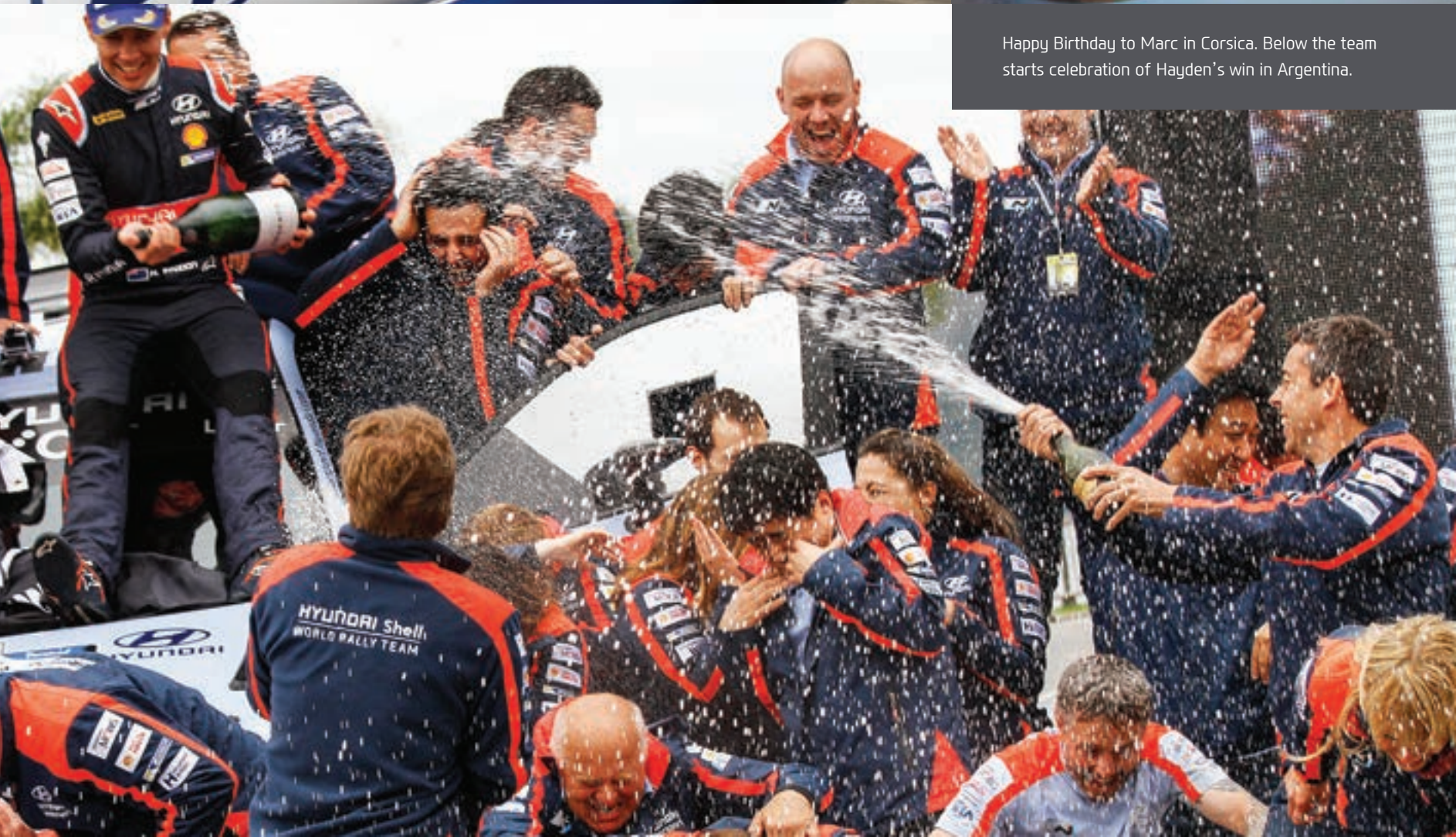
# Fun and Frolics

Between the hard work, long hours and travelling to test sessions and rallies, we do try to have some fun and celebrate our successes. Victories, podiums or the birthday of a team member are all good opportunities to have a drink or some cake and to take a photo. We even had a giant blow-up table-football pitch in Sardinia!

Giant table football and a win in Sardinia



Happy Birthday to Marc in Corsica. Below the team starts celebration of Hayden's win in Argentina.







How many people are we expecting?



Cheering our drivers in Australia







R5 debut at Ypres



Happy Birthday, but you are supposed to share it around!





# Statistics





2016 was an exciting year for us in the FIA World Rally Championship. We had many highlights and achievements to look back on. We grew as a team and our performances demonstrated a huge step forward. This positions us well as we look towards our 2017 campaign. Here are a few of our successes in numbers.

On-Stage Success



In 2016 we won the WRC events in Argentina and Sardinia with Hayden and Thierry respectively. Importantly, we also challenged for wins on a number of other rallies.



Rally Argentina and Rally Germany were our most successful events in terms of top-three stage times. Our drivers delivered 22 top-three times on each, only missing out on three stages across the two events.



Rally Italy was our most successful in terms of stage wins, with a total of ten. A stage win for Kevin here also meant that all our drivers won stages in 2016.

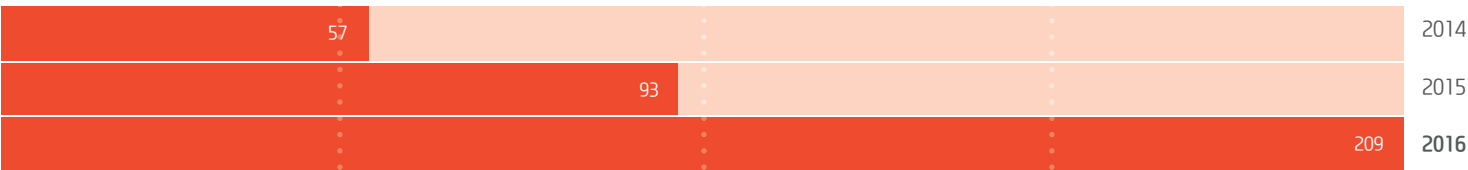


Drivers led rallies for a total of 32 stages during 2016 in Mexico, Argentina, Italy, Poland, Spain and Australia.

3-Year Comparisons



Top-three stage Times



Our consistency and performance in 2016 showed as we more than doubled our tally of top-three stage times.



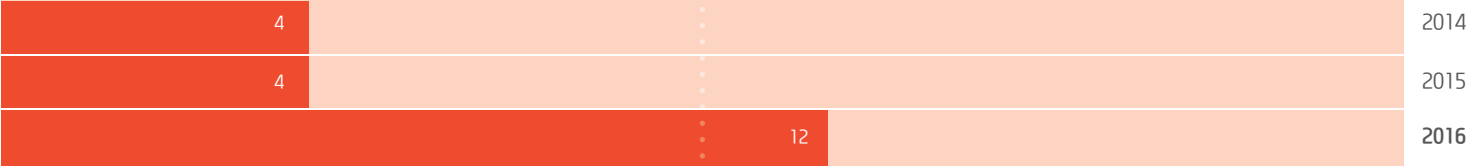
Stage Wins



We just missed out on doubling our numbers here but again the speed in the New Generation i20 WRC is shown by a big increase in stage wins.



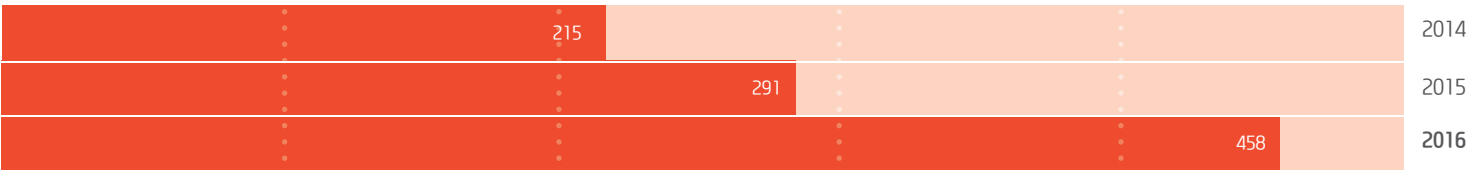
Podiums



Pace and consistency are needed to achieve WRC podiums. Our results point to a significant improvement in both areas as we finished in the top-three on ten of the 13 rallies, including two double podiums in Germany and Spain.



Combined Manufacturer Points



Although we won more events, and stood on the podium on more occasions, we also scored well through the season as a combined team, and this boosted our performance in the Manufacturers' Championship as we claimed second place in 2016.

Growing Fanbase



Facebook likes rose from 440,000 in 2015 to over 2 million by the end of 2016.



Instagram followers grew from 18,000 to 61,300 throughout 2016.



Twitter followers grew from 34,000 at the end of 2015 to 47,000.



On YouTube, we recorded 2.8 million views on our Hyundai Motorsport channel in 2016.



# Timeline of Key Events



Official announcement of Hyundai's return to WRC at Paris Motor Show



First shakedown and first test with the i20 WRC



First rally (Rally Monte-Carlo)



Appointment of HMSG President Gyoo-Heon Choi

Appointment of HMSG Team Principal Michel Nandan

Thierry Neuville named lead driver for 2014



HMSG Opening Ceremony



First WRC podium (Rally Mexico)

First tests with the 2014-specification of the i20 WRC





First stage wins, first time leading rally and first podium of 2015 (2nd in Rally Sweden for Thierry)

Stage wins in Mexico, Argentina and Portugal



Home podium for Dani (3rd in Rally Spain)



Start of second season in WRC (Rally Monte-Carlo)

First non-WRC rally win for Hyundai i20 WRC (Rallye Antibes)

First 1-2 stage wins for Hyundai i20 WRC (Rally Italy)

First 3-car finish for team and second podium (Rally Poland)



First rollout of the New Generation i20 WRC car

Led rally and took five stage wins (Rally Australia)

First WRC win, maiden 1-2 (Rally Germany with Thierry and Dani) and first Power Stage points

Double podium (2nd and 3rd in Rally Italy for Hayden and Thierry)







3rd place in Rally Monte-Carlo secured a debut podium for the N1 i20 WRC.



Back on the podium in Poland



Hayden & John took their first WRC win in Argentina.

15

16

JAN

FEB

MAR

APR

MAY

JUN



Hayden & John took first podium of year with second place in Sweden.



Thierry & Nicolas won in Italy to take our second victory of season.



New Generation i20 R5 car launched at Rally Ypres.





NG i20 R5 made its debut at Tour de Corse.



Thierry secured second in Drivers' Championship with 5th consecutive podium finish.



Getting ready for a new era with launch of Hyundai i20 Coupe WRC.



Germany saw the first of two double podium finishes with Dani in 2nd and Thierry 3rd.



Rally GB podium confirmed second place in Manufacturers' Championship.



Second double podium of the season with Rally Spain success.





# Official Partners

## TITLE SPONSORS



### SHELL

Shell is an innovation-driven global group of energy and petrochemical companies with its headquarters in The Hague, the Netherlands.

The partnership between Shell and Hyundai started initially with a Global Partnership Agreement in 2005 and was followed shortly after by a Global Aftermarket agreement. Since then the relationship between these two giants of industry has gone from strength to strength and is now active in over 70 countries worldwide. So when Hyundai Motorsport announced its return to the FIA World Rally Championship as a manufacturer, Shell joined them as technical partner and title sponsor.

The World Rally Championship provides the ideal environment to showcase the quality of Shell Helix Ultra with PurePlus Technology. Not only does the championship travel to 13 countries and provide a global platform to showcase the performance of Shell products, it also challenges the cars to compete in some of the most extreme environments on the planet, asking the Hyundai i20 to perform on everything from snow and ice to gravel and asphalt in temperatures ranging from -30°C to +40°C. Due to the conditions that the car is put through, using reliable products that lubricate and protect the engine without a loss in power or performance is vital to the team's results and the Shell Helix Ultra that the team is provided with is formulated to minimise friction and combat engine wear.

The Hyundai Motorsport technicians and engineering team work closely with the Shell scientists on their oil requirements for use in competition, testing and development, benefitting from Shell's experience and unrivalled research. The progress since the team started is evident and with the introduction of Shell Helix Ultra motor oil with PurePlus Technology, Shell has helped Hyundai Motorsport develop an extra 1.5 horsepower, representing an average of six seconds advantage at the end of each rally.



### HYUNDAI MOBIS

Hyundai MOBIS (short for Mobile and System), was founded in 1977 as Hyundai Precision & Industries Corporation. In 2000, changing the company name to Hyundai MOBIS, it acquired the aftersales parts business from both Hyundai-Kia Motors, and has since established itself as the sixth auto parts manufacturer in the world as of 2016. It is now involved in the assembly of modules, production of core parts, automotive electronics, and environment friendly parts, and supply the A/S parts of H/KMC. It possesses and manages some 241,000 parts for 223 car models. The company has a global network around the world including 28 manufacturing and 24 logistics sites, with five R&D strongholds and 25,000 employees over six continents.

Keeping step with the growing trend for 'smart cars', Hyundai MOBIS maintains competitiveness in the design and production of advanced electronic control systems and is also stepping up the development of parts for ASV (Advanced Safety Vehicles). Hyundai MOBIS will continue to carry out 'path breaking innovation' in each field of business to go Global Top Tier.

## PREMIUM SPONSORS



### HYUNDAI STEEL

Since its initial establishment as an automobile manufacturer, Hyundai Motor Group has evolved into a leading global player in such areas as vehicles, materials, parts, finance, and logistics. Hyundai Steel, the backbone of the Group, has also grown, changing into the leading steel company through building of its own blast furnaces and integrated steelworks.

The completion of Hyundai Steel's fully integrated steelworks means that the Hyundai Motor Group has developed the world's very first fully integrated resources recycling business system, ranging from iron ore to finished vehicles to scrap steel and back again.

The largest steel resources recycling company in South Korea, Hyundai Steel is enhancing its competitiveness in the world market even further through its stable blast and electric arc furnace operations.



## HYUNDAI WIA



Hyundai WIA, established in 1976, is one of the world's leading automotive parts makers. The company also produces machine tools and has attained the biggest market share in South Korea since the year 2000. Other business areas include heavy machineries, defense products and aircraft parts.

Hyundai WIA has built the foundation for the global automotive industry by producing various car parts such as engines, modules, turbo chargers and CV joints and producing precision machine tools and FA liner.

Also, the company is actively responding to the new trends in automotive development and creating a new industrial society through continuous research and development in other fields. Hyundai WIA is now evolving into a world-class leading corporation, armed with innovation and a determination to build a better future for all.

## OFFICIAL SUPPLIERS

### MICHELIN



Hyundai Motorsport has chosen Michelin as its tyre partner to help it to achieve the ambitious objectives it has set itself in the FIA World Rally Championship. Hyundai returned to world class rallying in association with Michelin in 2014. Just six months later, the two partners claimed a landmark one-two finish at Rally Deutschland. The New Generation i20 WRC - which was launched at the beginning of 2016 - showed rally winning form - and the team will continue with Michelin rubber with the new generation of 2017 world rally cars.

### ALPINESTARS



Alpinestars is the world's premier motorsport protection, apparel and footwear company with headquarters and R&D facilities in Los Angeles and Italy. A global racing development program in every major motorsport series around the globe ensures that Alpinestars provides the highest quality, track-tested products, incorporating the latest construction technologies and performance benefits for Hyundai's drivers, Thierry Neuville, Dani Sordo, Hayden Paddon and their co-drivers and team, alongside Alpinestars athletes in Formula 1, NASCAR, MotoGP and US Supercross - under the motto 'One Goal. One Vision.'

### AMG



AMG International Events Suppliers is the company behind Hyundai Motorsport's impressive service and hospitality structure, the Unit, which is used on all European rounds of the WRC season. AMG provides the design, assembly, dismantling, transport and on-site support required for each event. After two years of fruitful co-operation, AMG and Hyundai Motorsport decided to form an official technical partnership with the strategic aim of maintaining the benchmark of service environment in world rallying.

### SABELT



Since 1972, Sabelt has been synonymous with total safety in the car and racing world, as market leader in research, development and production of competition seat belts used around the world. In addition, it has a complete range of driver products that are FIA homologated, including suits, helmets and gloves. Sabelt is the only company in Europe with its own high-spec laboratory capable of dynamic testing. Hyundai Motorsport's cars are fitted with Sabelt seats, harness and steering wheels.



# Working Partners

## **BFORSPORT – Event Catering**

BFORSPORT is a catering company that specialises in events in Europe including anything from motorsport to music festivals, TV sporting events and TV shows. The company's success is based on top food quality, talented chefs and leading logistical know-how. We were pleased to have BFORSPORT on board to deliver outstanding team and guest catering for Hyundai Motorsport at all rounds of the 2016 World Rally Championship.

## **BRAND& – Merchandise**

Brand& creates bespoke branded clothing and accessory collections for prestigious brands, producing differentiated designs that reflect a brand's iconic quality. Through contemporary and classic collections, the task is to express the brand's essence and personality across a range of items that people really want to use and wear. With roots in motorsport as a subsidiary of Prodrive, Brand& has almost 20 years' experience in creating collections for clients from all sectors. Offering an end-to-end service from design, production and quality control through to supporting sales, marketing activities and worldwide distribution, Brand& was the official merchandise licensee for Hyundai Motorsport.

## **DAS PRODUKTIONSBÜRO – Giveaways and Accessories**

Founded in 2002 in Offenbach, Germany, Das Produktionsbüro ('The Production Office') specialises in realising creative ideas for the international automotive industry. From small giveaways to special presents and customisation of clothing, the company searches for the best solutions for its customers. Since the beginning of our WRC preparations, Das Produktionsbüro has been a selected supplier for all materials needed in Marketing and PR. They design and produce items such as media booklets, pens and USB sticks for launches and presentations as well as posters and autograph cards for fans. Gifts for our hospitality guests are also provided through a range of sub-suppliers. Our team has also been equipped with special branded jeans, belts, shoes and tops provided by Das Produktionsbüro.

## **ESC – Hospitality Programme and Co-Drives**

European Sport Communication (ESC) has been organising trips to the stages of the WRC, European Rally Championship and 24 Hours of Le Mans since 1999. As our official VIP hospitality supplier, ESC coordinated unique experiences for hundreds of corporate guests during the 2016 season which include some of the best viewing spots, local cuisine, helicopter tours and even "Co-Driving Experiences" on selected packages. After 17 years co-driving for Didier Auriol (1994 World Rally Champion, 18 WRC wins and three-time French Champion), Bernard Occelli decided to make use of all his experience and created ESC. The company is also a licensed travel agent (No.90582) who organise professionally-guaranteed trips.

## **ISFORT GROUP – Canvas and Materials**

Saddlery and canvas manufacturer Isfort was founded by owner Daniel Isfort in 2003. The company specialises in tent constructions, textile structures and car fittings. Since then, it has grown to include a total of 12 employees and changed name to the Isfort Group in 2014. Their support for our all-round canvas production started in 2013. We require customised and branded materials in different colours and designs for the various areas of the team which Isfort is able to deliver on both long and short-term requests. These include ground sheets, covers for tool boxes and other equipment, as well as overseas hospitality tent construction which is produced at the start of the season. The expertise of their small, highly-competent team enables us to also trust them with the production of detail-laden seat covers and padding.



## PIPO MOTEURS – Engine Development

Pipo Moteurs is a French company located in Guilhaum-Granges, specialising in the design, development, manufacture and service of competition cars, and have assisted us in the ongoing development of the i20 WRC engine. At its 10,000m<sup>2</sup> premises, the firm employs 20 highly-motivated and skilled personnel. Founded by Jean-Pierre 'Pipo' Fleur in 1973, it is dedicated primarily to the preparation and maintenance of engines commonly used by the best drivers in championships throughout France, Europe and the world. From 1978, Pipo worked with a number of major European teams and was responsible for the development of Peugeot Sport's French Super Touring engines from 1994 before helping with 206 WRC engines from 1999 to 2005. It also assisted Ford in developing the championship-winning Focus WRC, Fiesta WRC and Ken Block's Rally America, rallycross and X-Games cars.

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## SINE QUA NON – PR and Marketing

Sine Qua Non (SQN) is an integrated PR, sponsorship and marketing agency based in Henley-on-Thames, UK. Founded in 2001, it specialises in sport, technology and automotive, working with a number of global technology giants, automotive engineering innovators and leading clients in WRC, Formula One, MotoGP, WEC, and Formula E. Delivering consistent high-quality, engaging content and media, SQN lives up to its Latin translation: simply indispensable. From year zero, SQN has been on-hand to guide us in best practice PR, events management and marketing activities. It has reliably provided support for everything from the promotion of the show car at the Geneva Motor Show to team launch events, and from rally-by-rally PR and social media to the development of team marketing materials.

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## TODO RACING SPORT – Event Logistics

Todo is a Spanish motorsport company based in Madrid. Since 2004, it has been dedicated to providing logistical and staff support at major competition events around the world, as well as aiding the development and maintenance of racing cars. Transport begins a week prior to each European rally after loading all team and guest VIP transport vehicles onto trucks. At the rally, Todo's staff of motorsport enthusiasts unloads all the cars for our team members and hospitality agency. They help with tasks around the clock, including undertaking arrival and departure transfers, assistance to the mechanics on cars and parts, security of our public area and general jobs on demand. After car loading and transport back to our Alzenau facility, they complete a comprehensive vehicle check before cleaning and refuelling ready for the next event.

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## VISUELLE WERBUNG – Graphics and Sign Writing

Founded in 1997 in Alzenau, Visuelle Werbung facilitates effective presentations of advertising messages. As a quality service company, they supply excellence in object labelling, digital printing and car wrapping with a fast, customer-oriented approach. Based close to our facilities, we selected Visuelle Werbung as a supplier at the very beginning of our WRC project. Their location and flexibility to assist at any time during the week or weekends to provide the best service made it an easy choice. With years of experience in car wrapping and foil productions, we place the sign writing of our cars, trucks and overseas hospitality equipment in their safe hands.







A misty forest landscape with evergreen trees and autumn foliage. The scene is hazy, with a road visible on the left and a small tree with orange leaves in the center-right. The foreground shows a dirt path and some dry grass.

Thank you all for  
your support



See you in 2017, when  
our story continues...

















