Kia Corporation
Q3 2026 Business Results

October 30th, 2026



Movement that inspires

Note to Investors

This document has been prepared for the convenience of investors and is based on the results for the Q3 2026, which have not yet been audited by an external auditor. Please note that some of the information contained herein may be subject to change during the audit process.

Movement that inspires

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04 Revenue & Earnings Analysis

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Executive Summary



Continued Sales and M/S Gains Despite Weaker Industry Demand; External Headwinds Weighed on Profitability

01 Sustained Growth Momentum

+6.9%

Retail Sales Growth YoY
(vs. global industry demand -6.0%)

- Record-high global M/S of 4.0%
  (5.0% ex-China)
- Record-high quarterly M/S:
  U.S. 5.8% | Korea 36.8%
- xEV sales +47.0% YoY
  xEV mix 36.2% (+9.8%p)

02 External Headwinds Drove Earnings Pressure

-₩0.6tn (-1.9%p)

Underlying profitability remained resilient; rebound expected as external headwinds ease

- Q3 Operating Profit of ₩1.818tn
- External headwinds: -₩0.6tn OP impact
  - Material costs: -₩368bn (-1.2%p)
  - Middle East impact: -₩209bn (-0.7%p)
- MEA sales decline: 16k units (-28.4% YoY)
  → Regional, segment and P/T mix impact

03 Strengthened Structural Competitiveness

10.6% | 6.6%

U.S. HEV M/S +4.7%p / W. Europe EV M/S +2.5%p
(U.S. M/S 5.8%) (W. Europe M/S 4.0%)

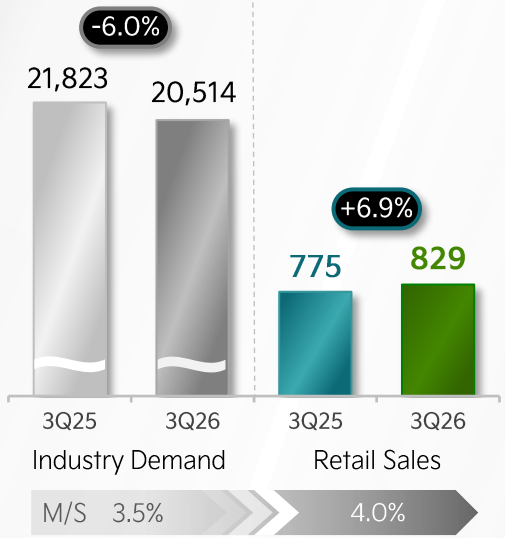
- U.S. HEV sales: +118% YoY
  Over 4x U.S. HEV market growth (+27%)
- W. Europe EV sales +163% YoY
  Over 3x W.Europe EV market growth (+51%)
- Strengthened Market Position in Growth Segments

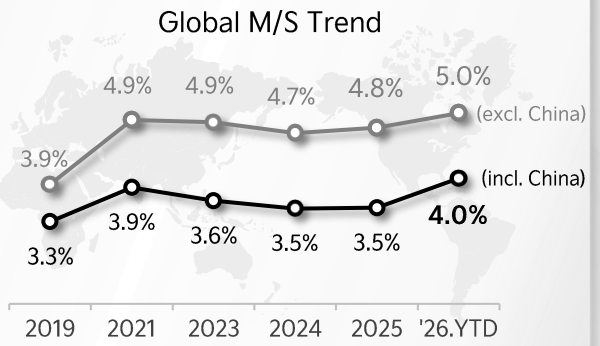
** W. Europe EV market growth based on JATO Net data for July-August*

Global Retail Sales

Global

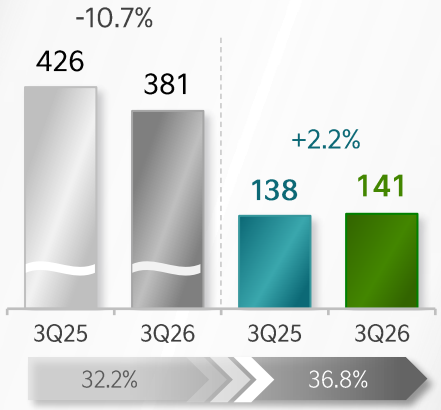
(Unit: '000, %)





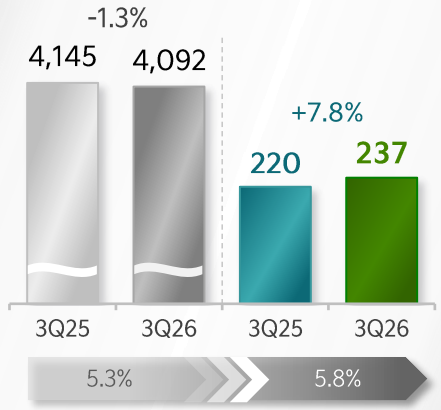
Korea

(Unit: '000, %)



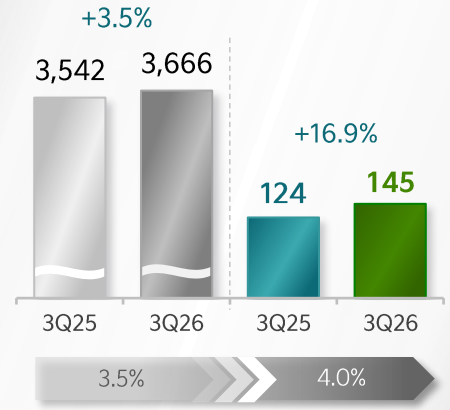
U.S.

(Unit: '000, %)



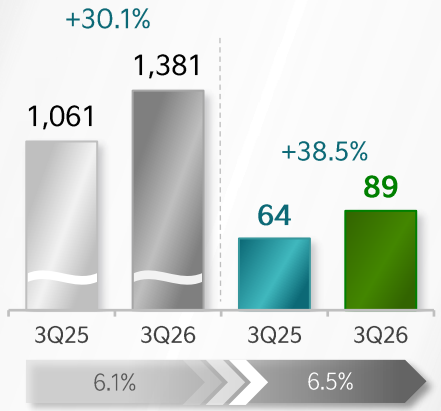
W. Europe

(Unit: '000, %)



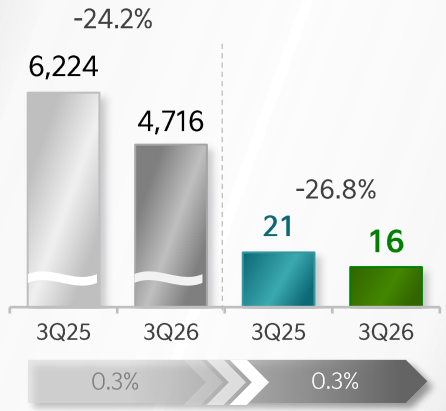
India

(Unit: '000, %)



China

(Unit: '000, %)



Rest of World

		3Q25	3Q26	YoY (%)
MEA	Demand	913	769	-15.8%
	Sales	58	**45**	**-23.0%**
Latin America	Demand	1,213	1,331	+9.7%
	Sales	38	**46**	**+20.9%**
Asia Pacific	Demand	1,243	1,307	+5.2%
	Sales	41	**40**	**-1.1%**
CIS	Demand	485	453	-6.7%
	Sales	13	**15**	**+12.4%**

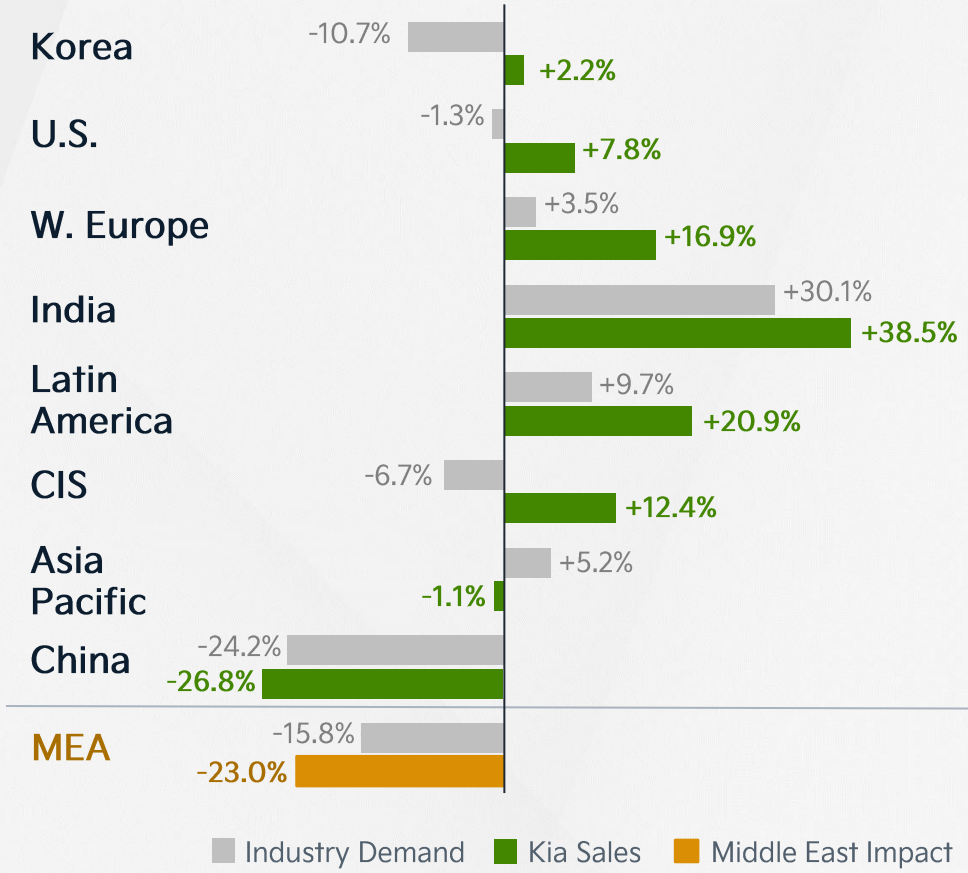
※ 1) China/India Sales: Wholesale, 2) M/S & Sales Volume by Region: excluding special vehicles (Total sales volume: including special vehicles)

Global Retail Sales



M/S Gains Across Major Markets : Korea +4.6%p I U.S. +0.5%p I W. Europe +0.5%p I India +0.4%p

Industry Demand vs. Kia Sales (YoY)



Kia M/S 3Q25 → 3Q26 (YoY)

Korea	32.2% → 36.8%	+4.6%p
U.S.	5.3% → 5.8%	+0.5%p
W. Europe	3.5% → 4.0%	+0.5%p
India	6.1% → 6.5%	+0.4%p
Latin America	3.1% → 3.5%	+0.4%p
CIS	2.7% → 3.3%	+0.6%p
Asia Pacific	3.3% → 3.1%	-0.2%p
China	0.3% → 0.3%	-
MEA	6.3% → 5.8%	-0.5%p

Global M/S (3Q26 YTD)

4.0%

+0.5%p vs 2025

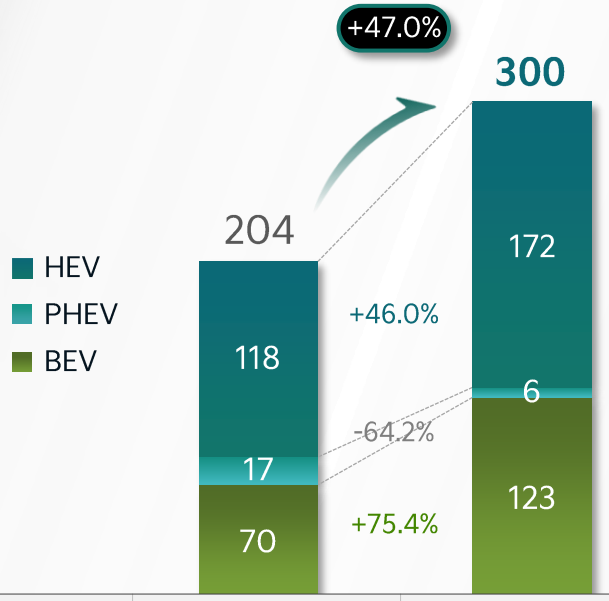
5.0% ex-China, Record-high M/S

- **Record-high quarterly M/S in Korea and the U.S.**
  Korea M/S 36.8%, U.S. M/S 5.8%
- **M/S gains across major markets**
  Korea +4.6%p, U.S. +0.5%p,
  W. Europe +0.5%p, India +0.4%p, etc.
- **M/S decline in MEA due to external factors**
  Impact from prolonged Middle East conflict
  (Other regions achieved 99% of business plan)

Electrified Vehicle Sales

Global Retail Sales

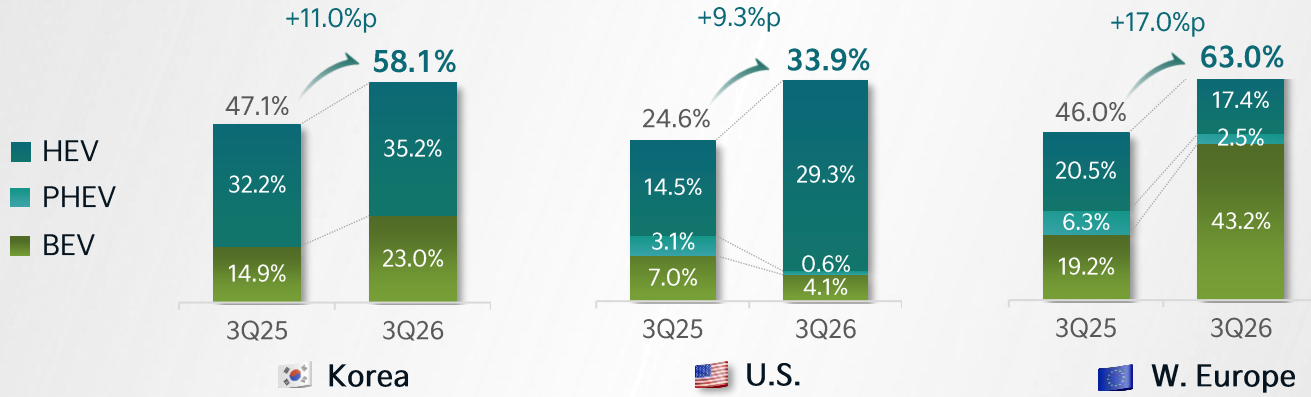
(Unit: '000, %)



Sales Mix	3Q25	3Q26
HEV	15.2%	20.7%
PHEV	2.2%	0.7%
BEV	9.0%	14.8%
xEV	**26.4%**	**36.2%**
ICE	73.6%	63.8%
Total Sales	775k units	829k units

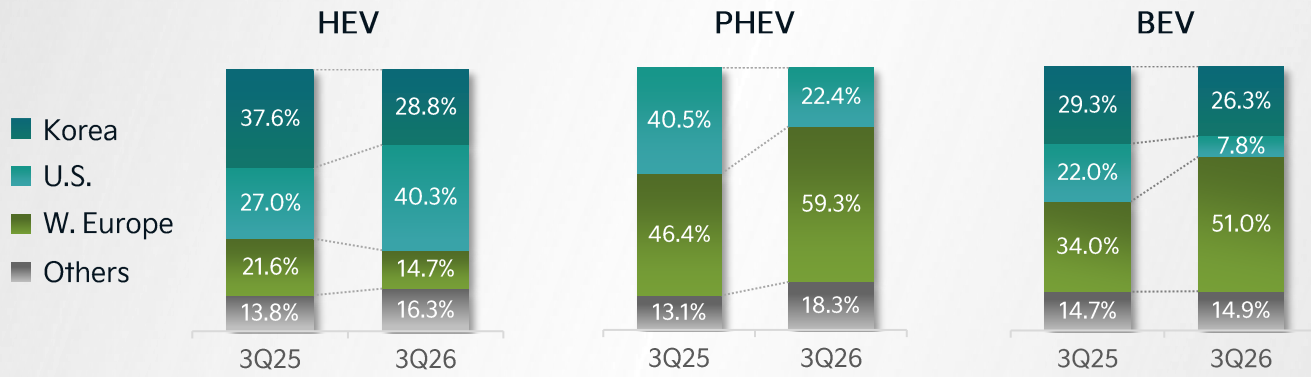
Shares of Electrified Vehicle Sales in Major Markets

(Unit: %)



Shares of Electrified Vehicle Sales by Powertrain (Major Markets)

(Unit: %)



Wholesale by Region



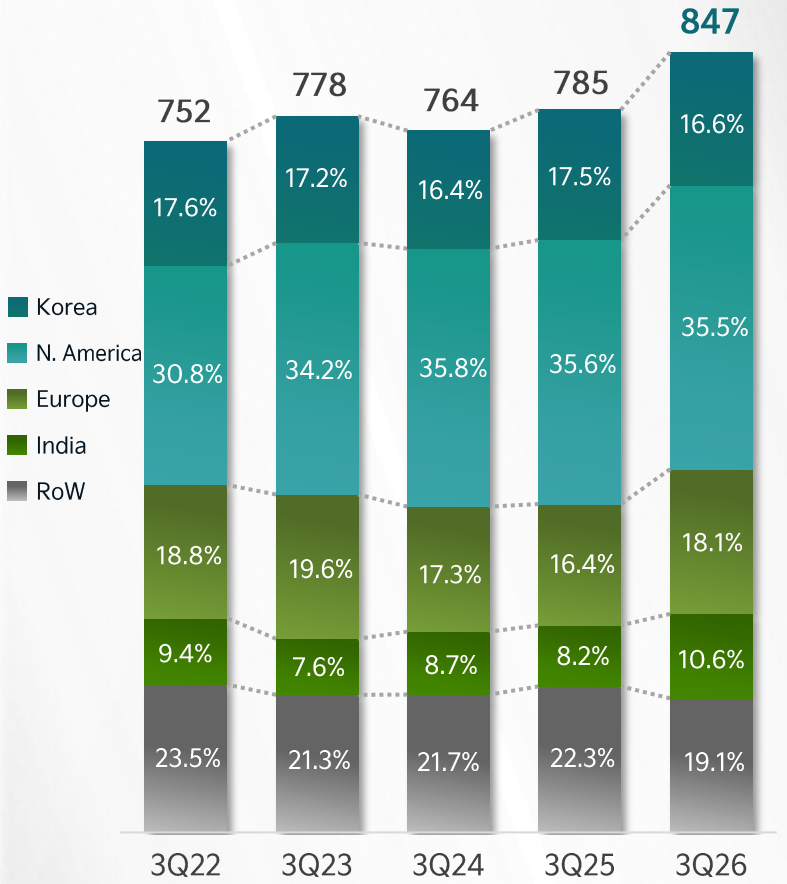
(Unit: '000)

	3Q25	3Q26	YoY (%)
Wholesale	785	847	+7.9%
Korea	138	141	+2.2%
North America	279	300	+7.6%
U.S.	225	245	+8.8%
Europe	128	153	+19.3%
Western Europe	124	147	+18.3%
India	64	89	+38.5%
China	21	16	-26.8%
MEA	58	42	-28.4%
Latin America	41	48	+18.3%
Asia Pacific	44	41	-5.4%
CIS	11	15	+38.9%

※ Special Vehicles: [3Q25] 1.5k units (Korea 0.5k, Overseas 1.0k) → [3Q26] 2.7k units (Korea 0.5k, Overseas 2.2k)

Wholesale Trend by Region

(Unit: '000, %)



Consolidated Income Statement

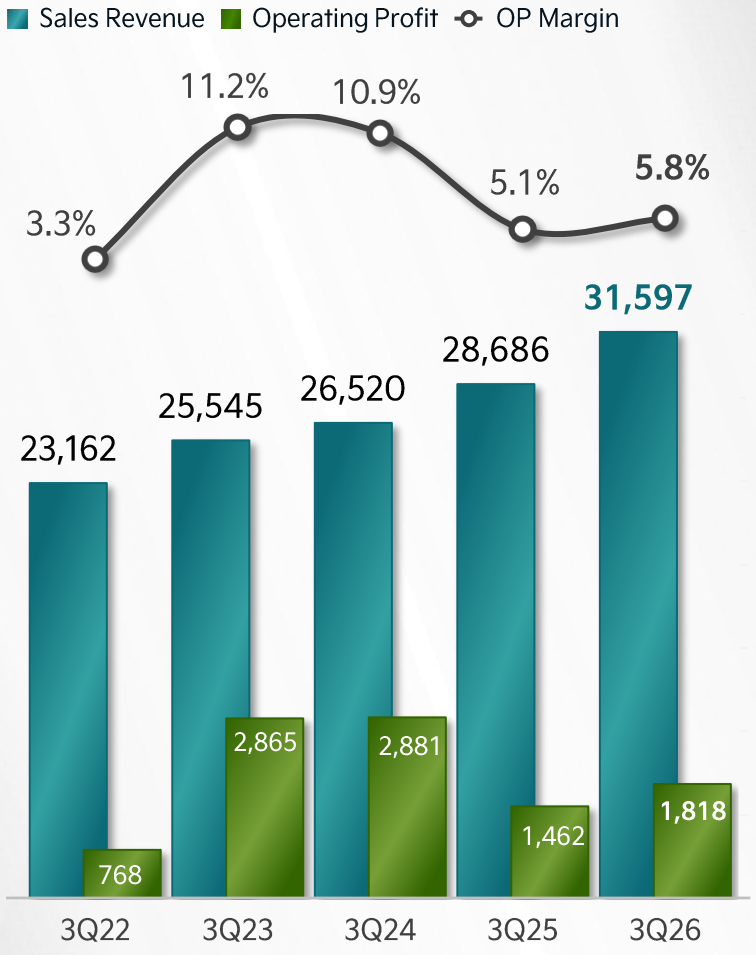
(Unit: ₩ Billion)	3Q25	% of Sales	3Q26	% of Sales	YoY (%)
Sales Revenue	**28,686**	100%	**31,597**	100%	**+10.1%**
Cost of Sales	23,277	81.1%	26,583	84.1%	+14.2%
Gross Profit	5,409	18.9%	5,014	15.9%	-7.3%
SG&A	3,947	13.8%	3,196	10.1%	-19.0%
Operating Profit	**1,462**	**5.1%**	**1,818**	**5.8%**	**+24.3%**
Pre-tax Profit	1,887	6.6%	1,822	5.8%	-3.4%
Net Profit	1,422	5.0%	1,286	4.1%	-9.6%

※ Consolidated Sales Units: [3Q25] 743,621 units → [3Q26] 800,903 units (+57,282 units, +7.7%)

※ Average Currency Rate: USD/KRW [3Q25] ₩1,385 → [3Q26] ₩1,423 (+ ₩38↑, +2.8%)

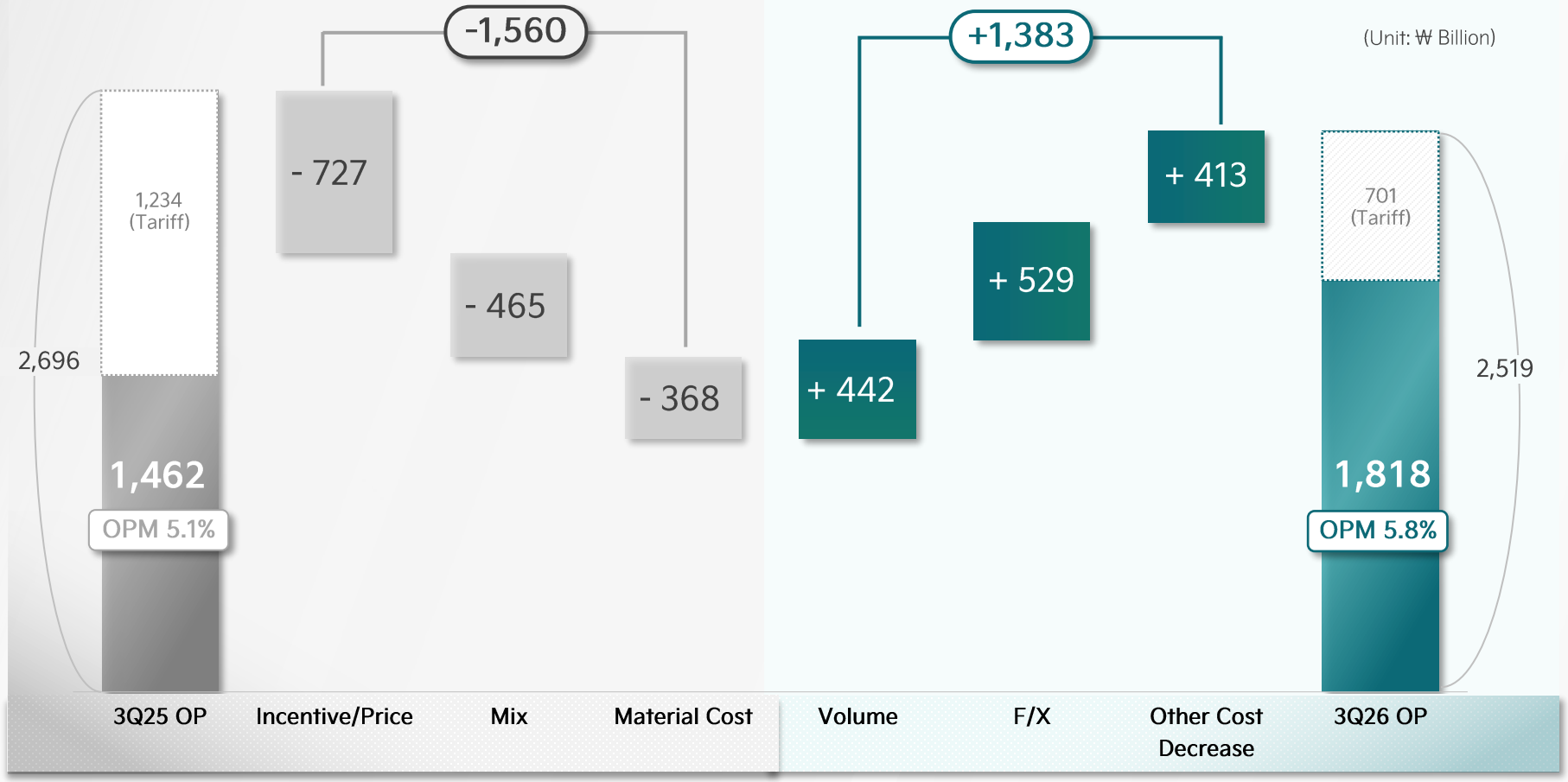
Operating Profit Trend

(Unit: ₩ Billion, %)



Operating Profit Analysis (YoY)





(+) Drivers

Volume

+7.9% YoY growth in wholesale volume, backed by robust xEV demand

F/X

[USD/KRW] +2.8%, [EUR/KRW] +1.2%

Other Cost Decrease

+₩670bn of F/X valuation on warranty provisions, etc.

(-) Detractors

Incentive / Price

Incentive: -₩606bn; price: -₩121bn

Mix

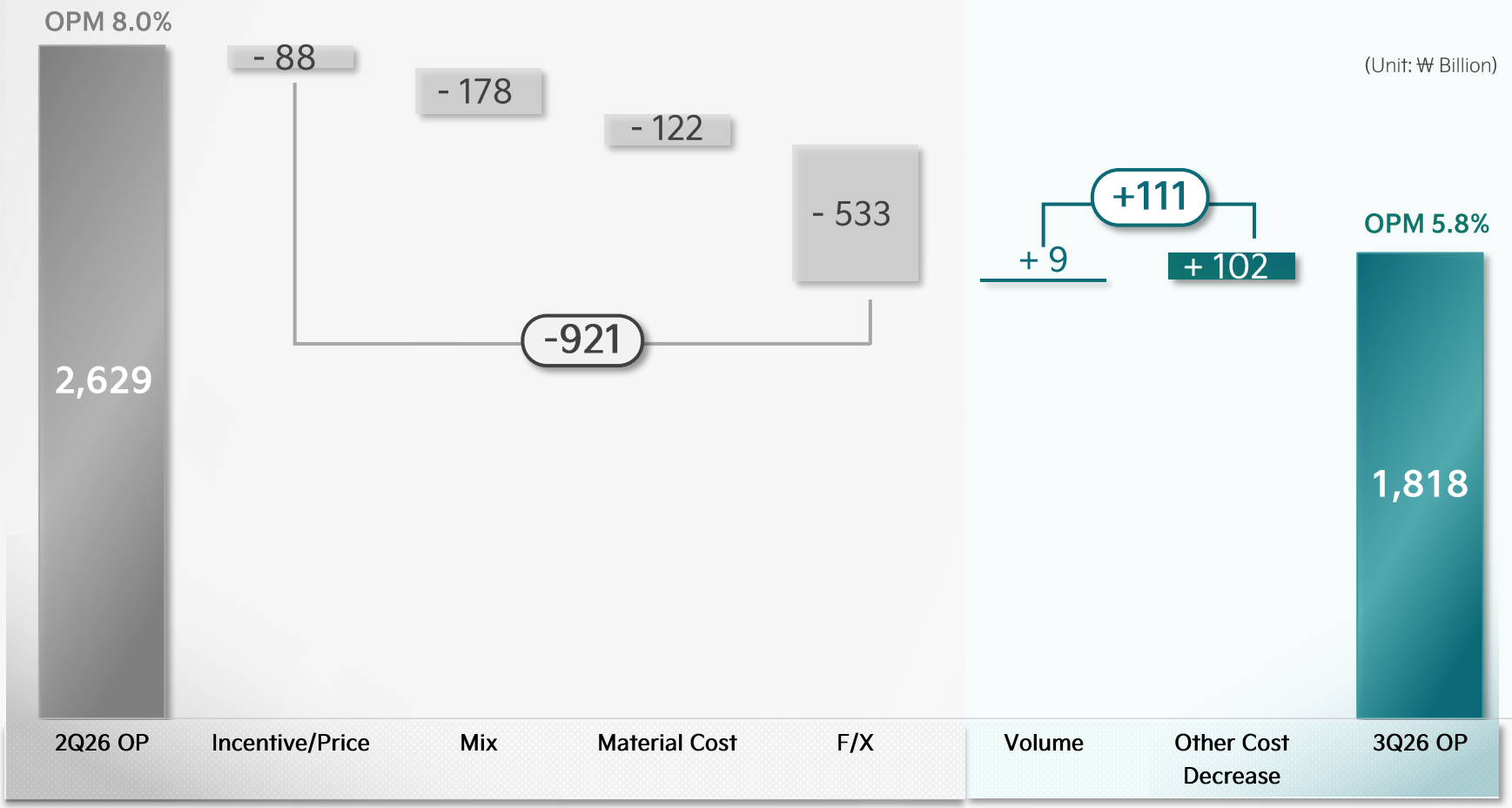
Global BEV Mix: 14.8% (+5.9%p YoY)
Regional and segment mix impact from the Middle East conflict

Material Cost

Price increase in nonferrous metals (aluminum, copper), etc.

Operating Profit Analysis (QoQ)





(Unit: ₩ Billion)

(-) F/X and Material Cost

-₩655bn

- F/X: -₩533 bn
  (USD/KRW -5.2%; EUR/KRW -6.2%)
- Material Cost: -₩122bn
  (full reflection of increase in nonferrous metal prices in Q3)

(-) Price/Mix Impact to MEA/EV

-₩266bn

- -₩88bn of incentive/price impact
- Mix: -₩178bn; EV Mix 13.1% → 14.8%
  Regional and segment mix impact from the Middle East conflict

(+) Offsetting Factors

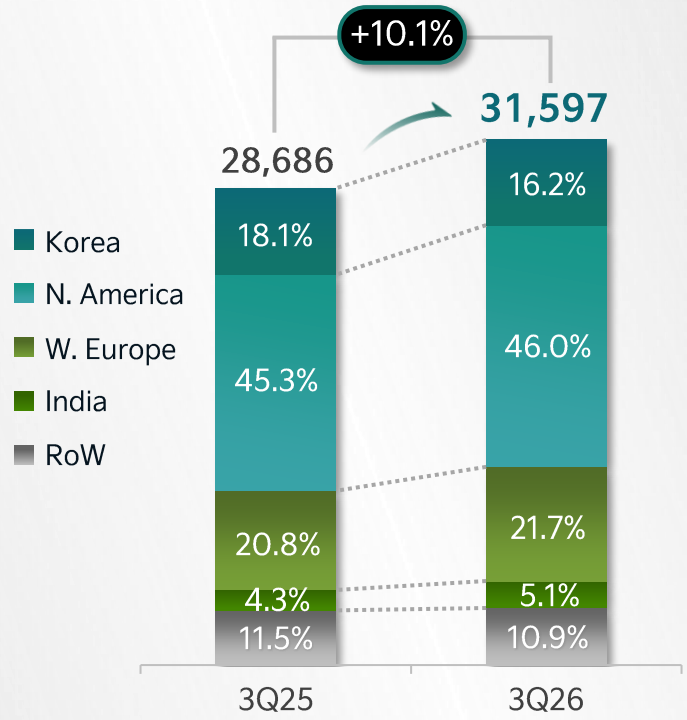
+₩111bn

- Volume: +₩9bn; Others +₩102bn
  (Warranty provision F/X revaluation: +₩651bn; Warranty expenses: -₩357bn; R&D: -₩98bn, etc.)

Revenue Analysis

Revenue by Region

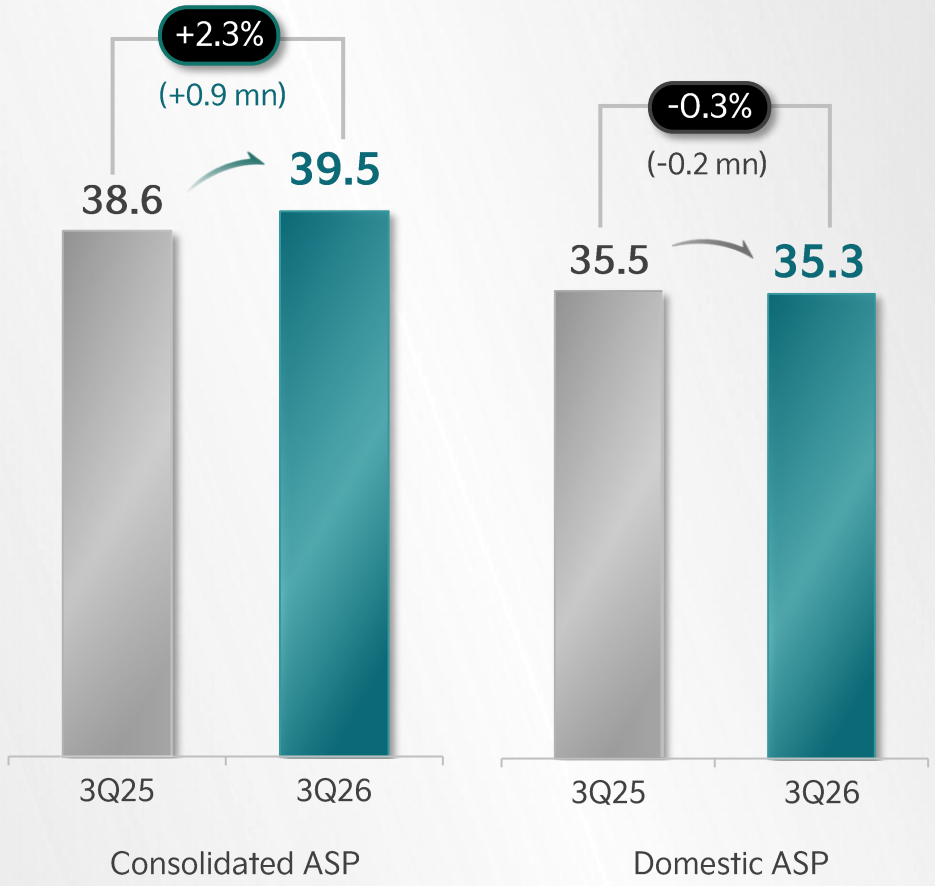
(Unit: ₩ Billion)



* Korea: Korea plants' domestic revenue
* North America: U.S./Canada/Mexico wholesale + export revenue
* Europe: Europe wholesale + export revenue
* India: India wholesale + export revenue
* RoW: Korea plants' direct export + Australia/New Zealand/APAC wholesale revenue

ASP

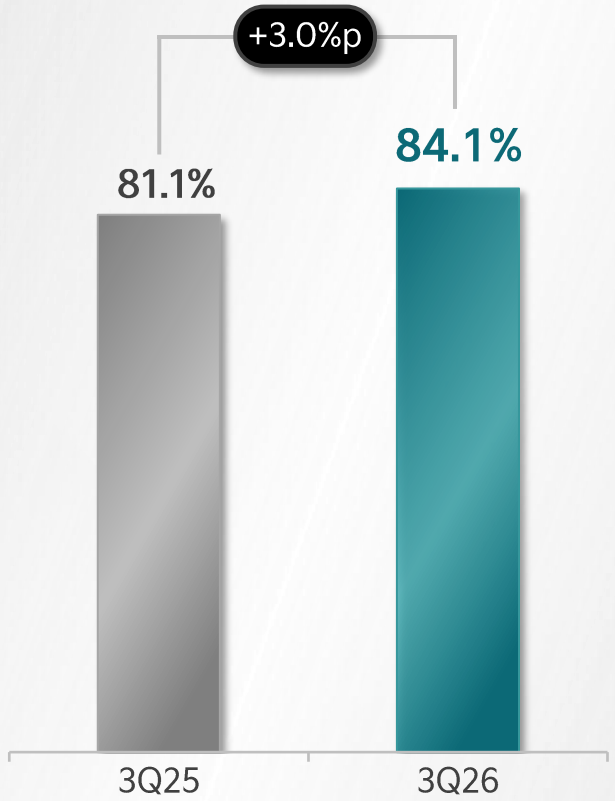
(Unit: ₩ Million)



Cost of Sales / SG&A

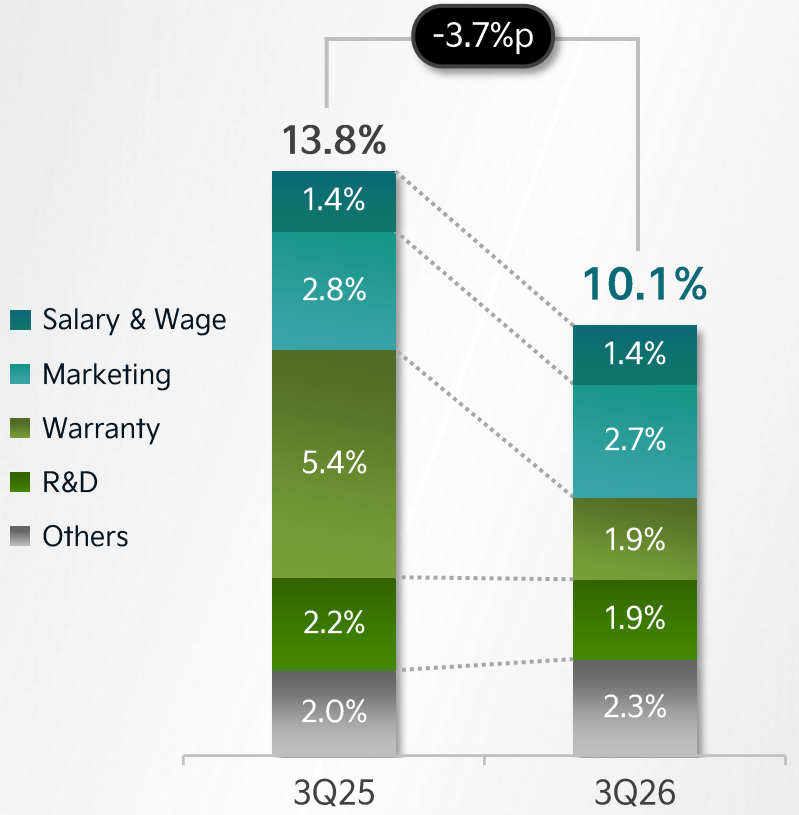
Cost of Sales Ratio

(% of Sales Revenue)



SG&A Expense Ratio

(% of Sales Revenue)



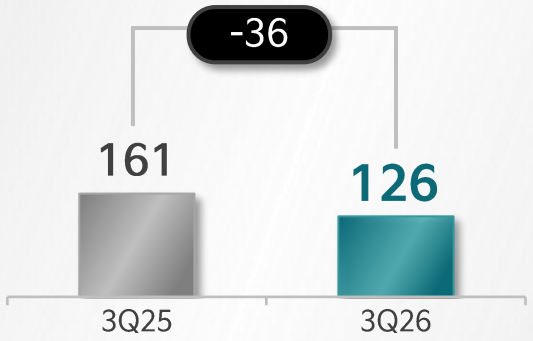
※ Marketing Expenses:
Advertising + Sales Promotion + Overseas Marketing + Sales Commission

Net Non-Operating Income / Loss



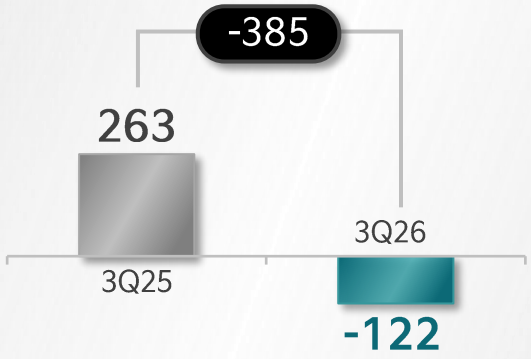
Equity Method Income / Loss (a)

(Unit: ₩ Billion)



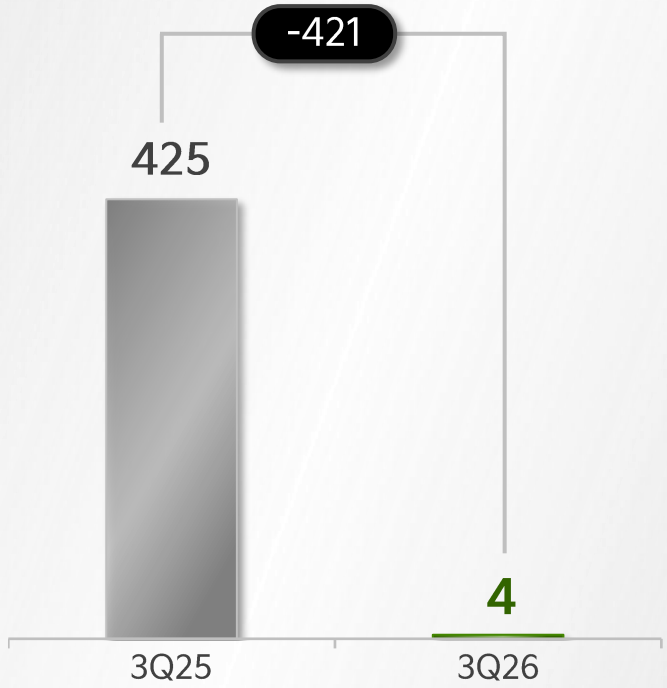
Financial & Other Income / Loss (b)

(Unit: ₩ Billion)



Net Non-OP Income / Loss (a+b)

(Unit: ₩ Billion)



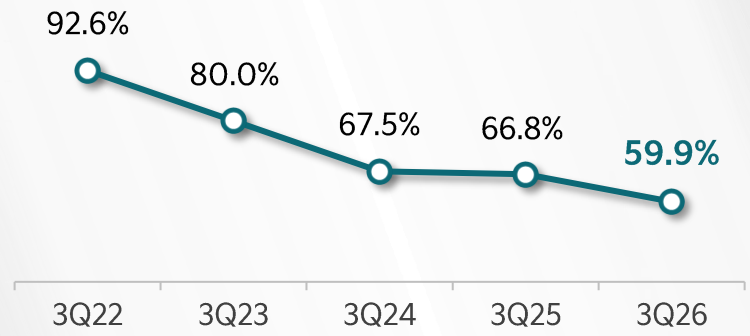
Consolidated Balance Sheet

(Unit: ₩ Billion)	2025 Year-end	End of Q3 2026	Change
Assets	98,979	**99,599**	**+620**
Current Assets	44,426	44,104	-322
Cash (a)	21,982	21,385	-598
Liabilities (b)	37,789	**37,328**	**-461**
Current Liabilities	28,378	28,189	-190
Debt (c)	2,344	1,589	-755
Net Cash (a)-(c)	19,638	19,796	+158
Equity (d)	61,190	**62,272**	**+1,081**
Liabilities to Equity Ratio (b)/(d)	61.8%	59.9%	-1.9%p

* Cash = Cash & Cash Equivalents + ST Financial Instruments + ST Available-for-sale Financial Assets

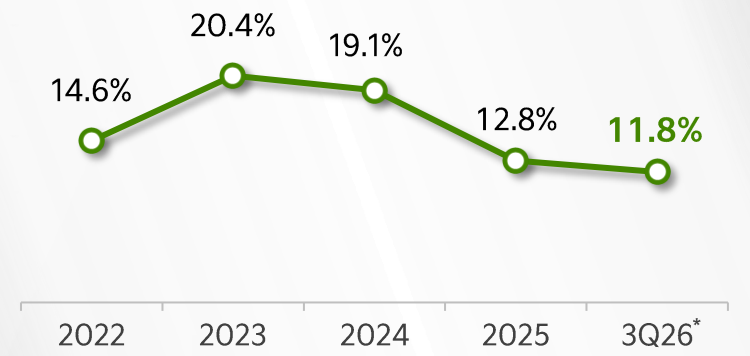
Liabilities to Equity Ratio

(Unit: %)



Return on Equity (ROE)

(Unit: %)



* ROE: annualized basis through Q3

APPENDIX

01 Global Retail Sales (3Q26 YTD)

02 Consolidated Income Statement (3Q26 YTD)

03 Sales Performance by Market

(Korea, U.S., W. Europe, India, and China)

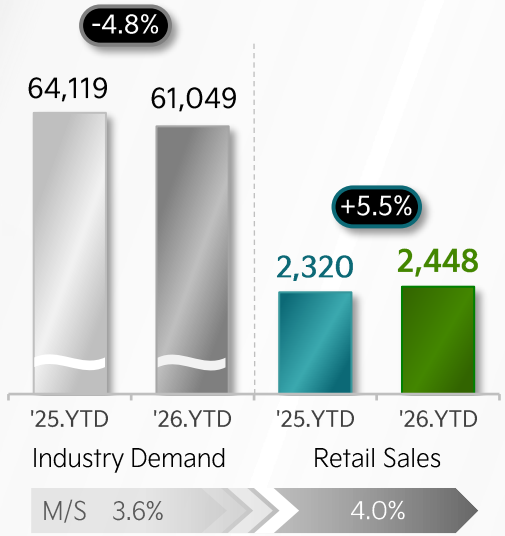
04 Cash Flow Highlights

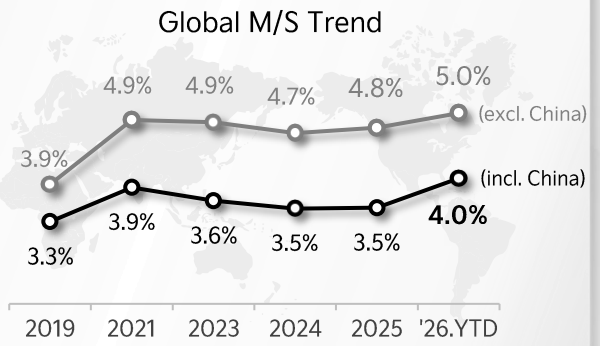
05 Global Market Share Trend

Global Retail Sales (3Q26 YTD)

Global

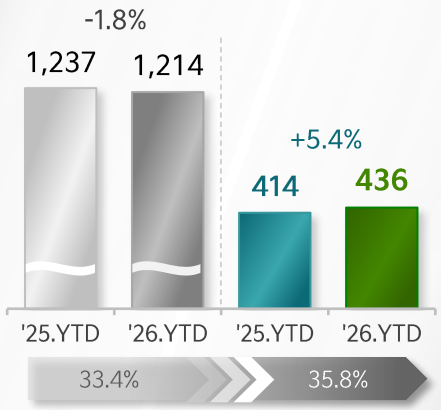
(Unit: '000, %)





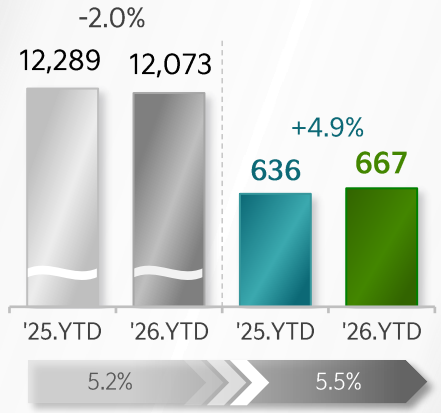
Korea

(Unit: '000, %)



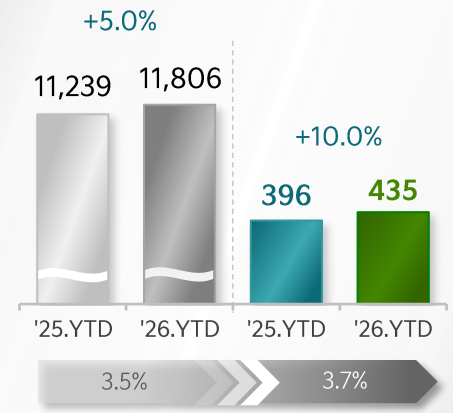
U.S.

(Unit: '000, %)



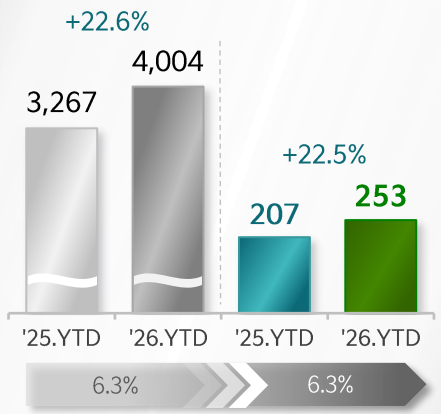
W. Europe

(Unit: '000, %)



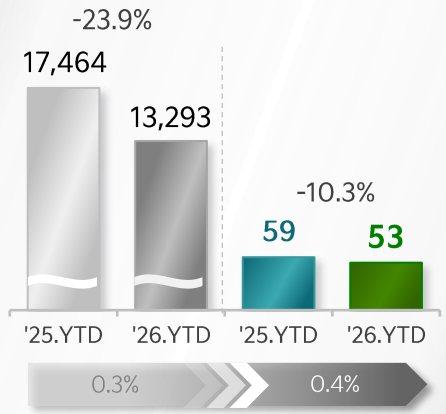
India

(Unit: '000, %)



China

(Unit: '000, %)



Rest of World

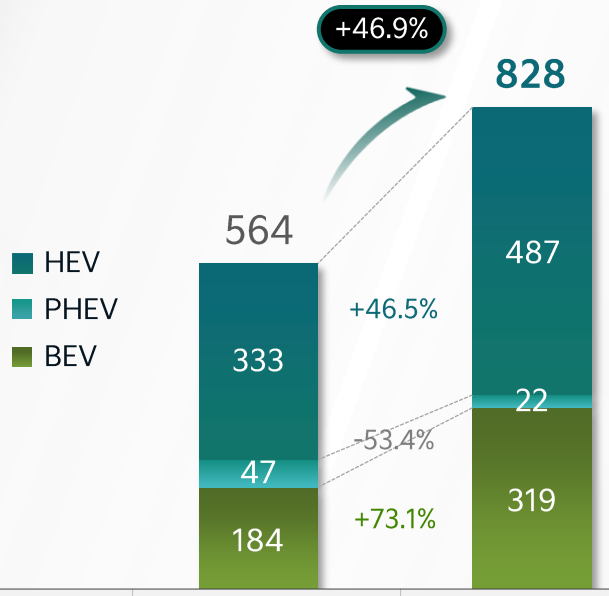
		'25.YTD	'26.YTD	YoY (%)
MEA	Demand	2,631	2,276	-13.5%
	Sales	176	**141**	**-19.7%**
Latin America	Demand	3,339	3,784	+13.3%
	Sales	107	**130**	**+21.2%**
Asia Pacific	Demand	3,679	3,927	+6.7%
	Sales	120	**124**	**+3.4%**
CIS	Demand	1,249	1,232	-1.3%
	Sales	36	**40**	**+10.0%**

※ 1) China/India sales: Wholesale, 2) M/S & sales volume by region: excluding special vehicles (total sales volume: including special vehicles)

Electrified Vehicle Sales (3Q26 YTD)

Global Retail Sales

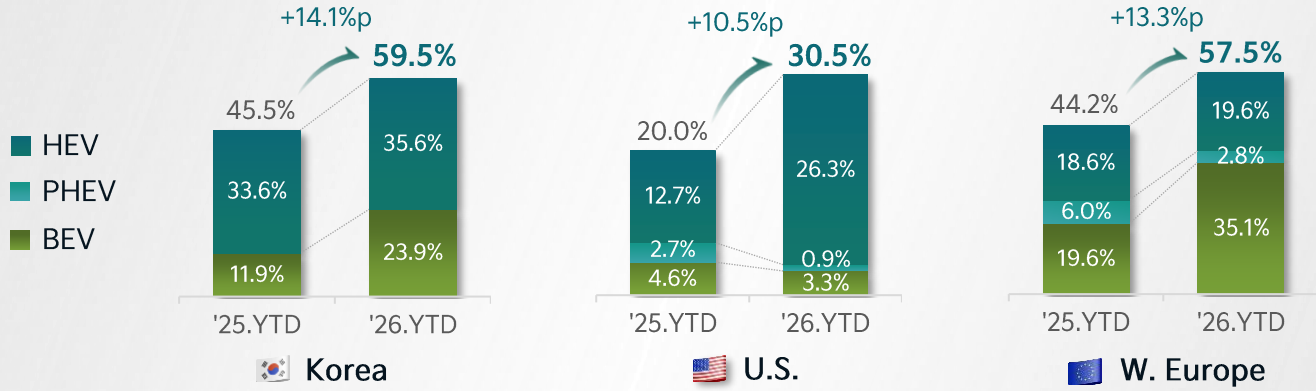
(Unit: '000, %)



Sales Mix	3Q25 YTD	3Q26 YTD
HEV	14.3%	19.9%
PHEV	2.0%	0.9%
BEV	7.9%	13.0%
xEV	**24.3%**	**33.8%**
ICE	75.7%	66.2%
Total Sales	2,320k units	2,448k units

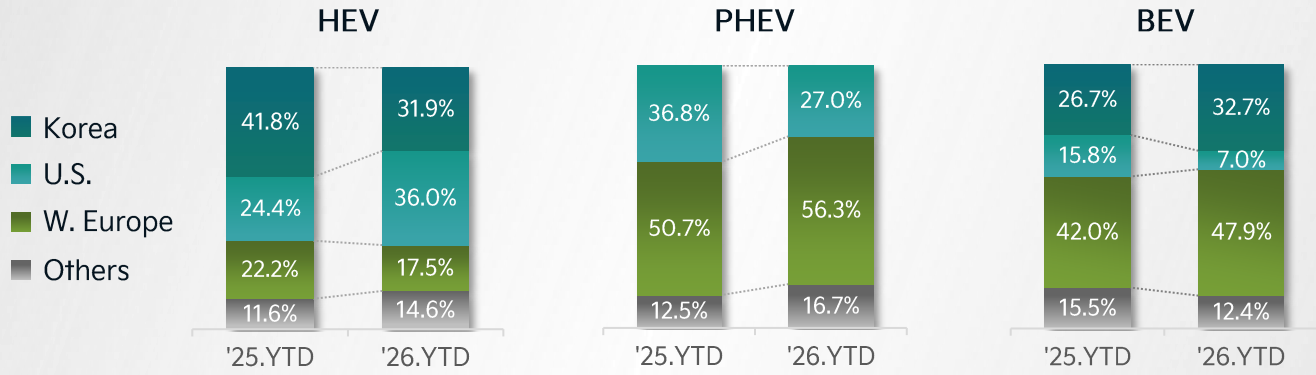
Shares of Electrified Vehicle Sales in Major Markets

(Unit: %)



Shares of Electrified Vehicle Sales by Powertrain (Major Markets)

(Unit: %)



Consolidated Income Statement (3Q26 YTD)

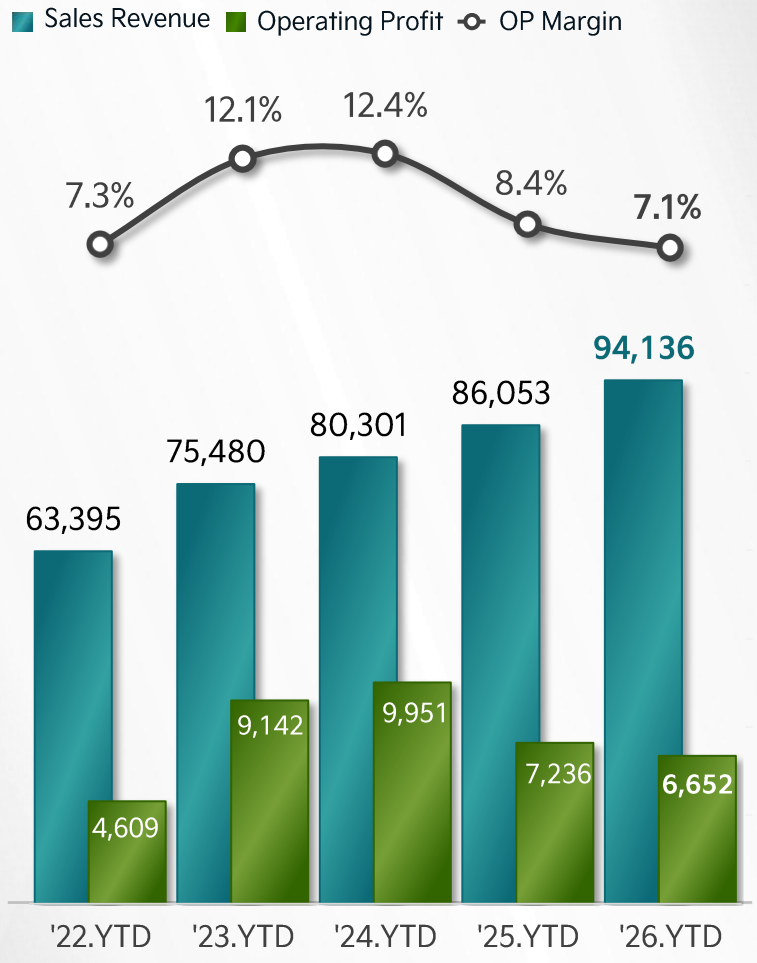
(Unit: ₩ Billion)	3Q25 YTD	% of Sales	3Q26 YTD	% of Sales	YoY (%)
Sales Revenue	**86,053**	100%	**94,136**	100%	**+9.4%**
Cost of Sales	68,688	79.8%	77,275	82.1%	+12.5%
Gross Profit	17,365	20.2%	16,861	17.9%	-2.9%
SG&A	10,130	11.8%	10,209	10.8%	+0.8%
Operating Profit	**7,236**	**8.4%**	**6,652**	**7.1%**	**-8.1%**
Pre-tax Profit	8,130	9.4%	7,525	8.0%	-7.4%
Net Profit	6,083	7.1%	5,443	5.8%	-10.5%

※ Consolidated Sales Units: [3Q25 YTD] 2,251,176 units → [3Q26 YTD] 2,344,768 units (+93,592 units, +4.2%)

※ Average Currency Rate: USD/KRW [3Q25 YTD] ₩1,413 → [3Q26 YTD] ₩1,463 (+₩50↑, +3.6%)

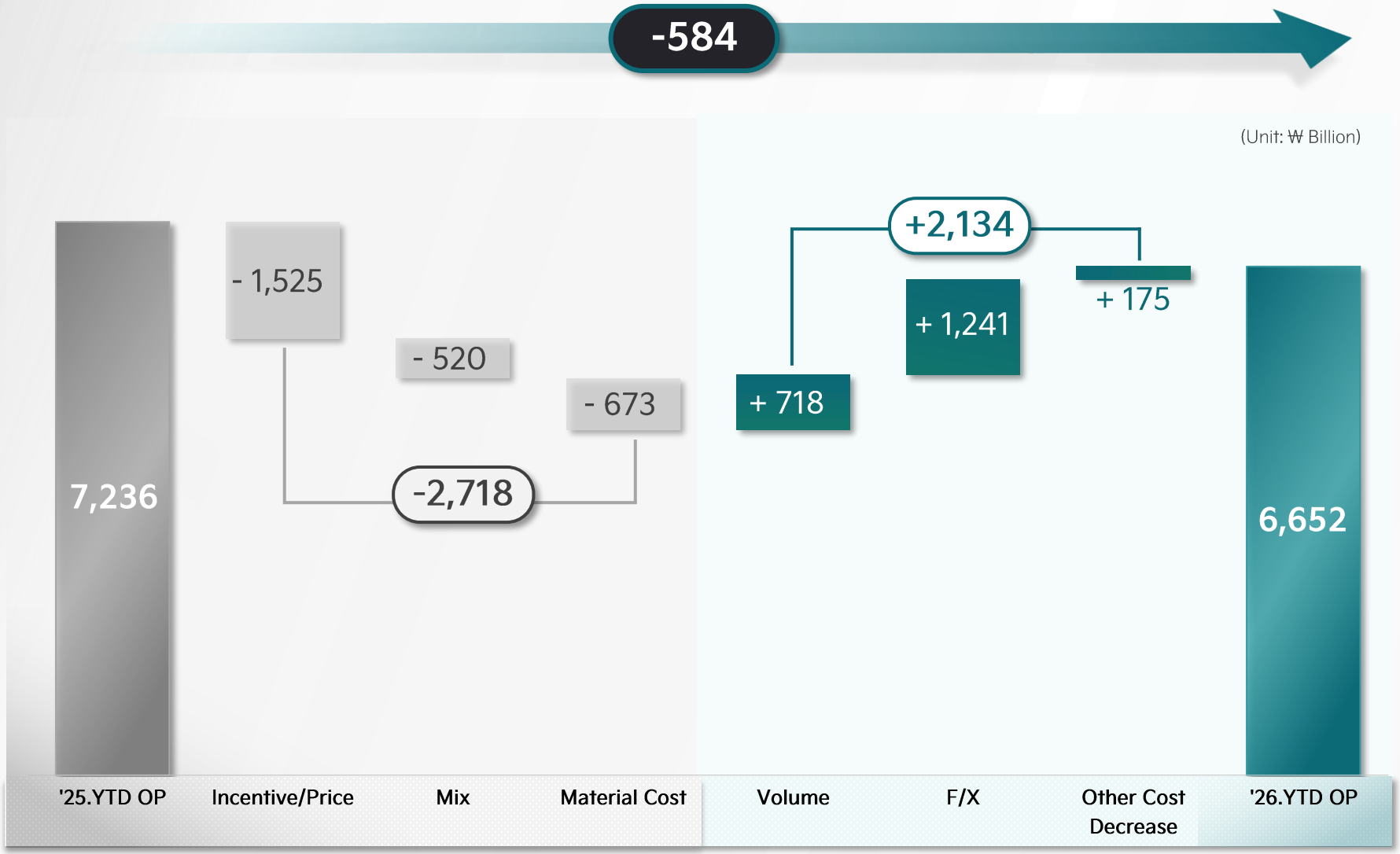
Operating Profit Trend

(Unit: ₩ Billion, %)



Operating Profit Analysis (3Q26 YTD)





(+) Drivers

Volume

+4.5% growth in wholesale volume, backed by robust xEV demand

F/X

[USD/KRW] +3.6%, [EUR/KRW] +7.4%

Other Cost Decrease

(-) Detractors

Incentive / Price

Incentive : -₩1.327tn, Price : -₩198bn

Mix

Global BEV Mix: 13.2% (+5.1%p YoY)

Regional and segment mix impact from the Middle East conflict

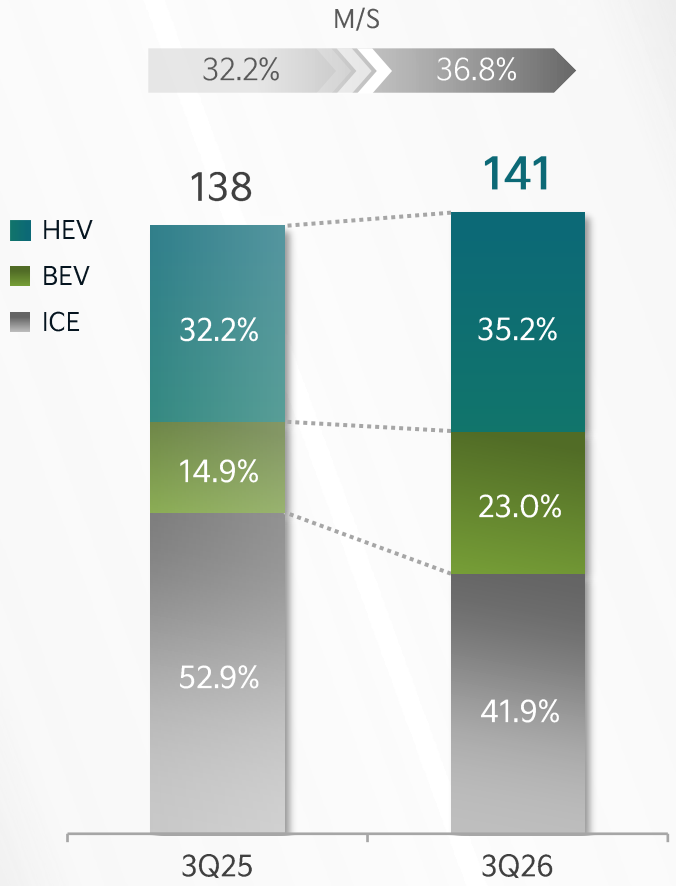
Material Cost

Price increase in nonferrous metals (aluminum, copper), etc.

Korea (3Q26)

Sales & Market Share

(Unit: '000, %)

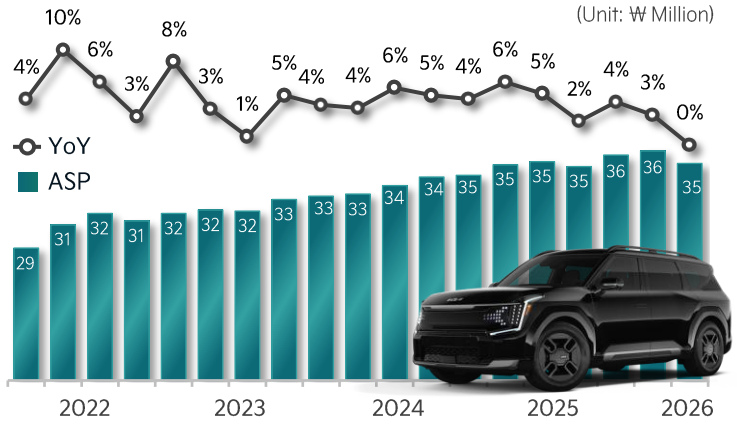


※ M/S: excl. heavy-duty commercial, buses, and special vehicles

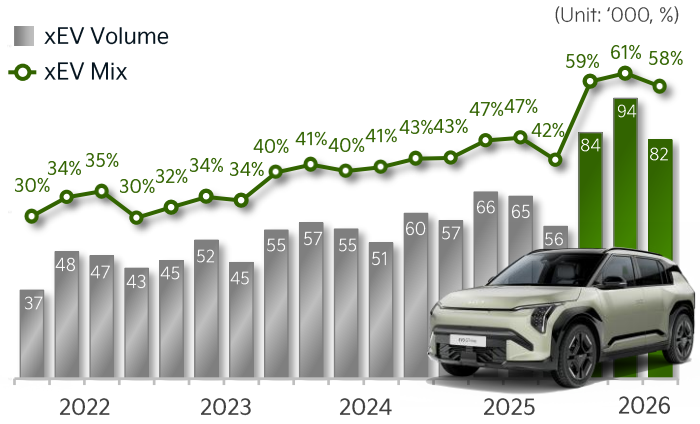
Sales Summary

Industry -10.7%	[YoY]	Kia +2.2%

ASP Trend



xEV Sales Trend

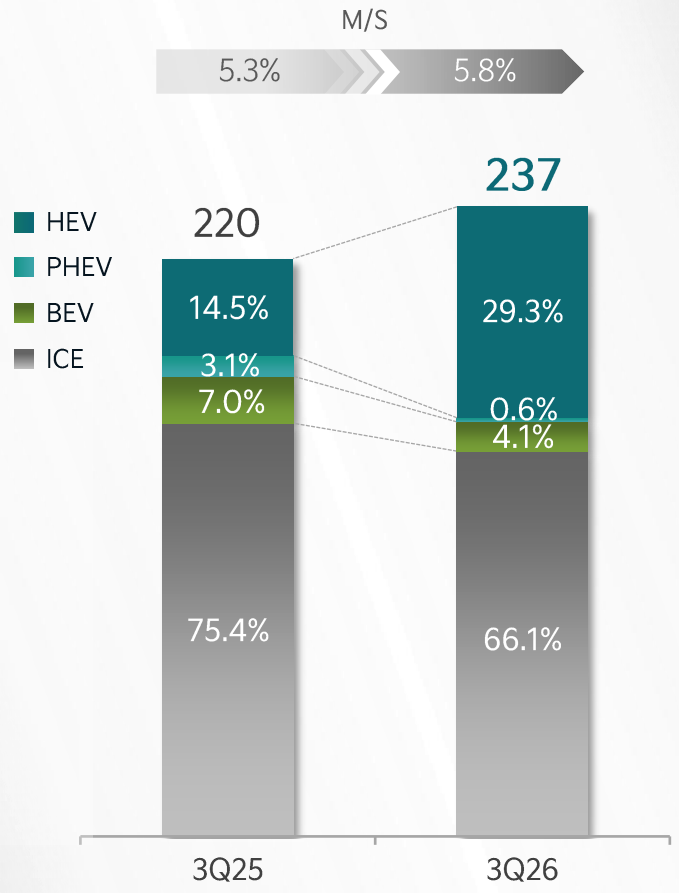


3Q26 Results	• EV M/S: 32.8% (+6.3%p y/y); Kia EV sales grew 57.8% y/y, outpacing EV demand growth of 27.4% y/y - EV mix: 23.0% (+8.1%p y/y), driven by EV5 and PV5 momentum and higher EV3, EV4, EV9 sales year-over-year • No.1 in HEV sales with HEV M/S 37.4% (+7.1%p y/y); 36.8% record-high quarterly M/S in Korea (+4.6%p y/y) - HEV mix: 35.2% (+2.9%p y/y), supported by the launch of the Seltos HEV and stronger sales of high-demand RV models
4Q26 Initiatives	• HEV sales target: 2x the Q4 EV target; mix improvement expected from higher sales of high-demand HEVs - Target sales growth, with HEV growth more than offsetting the expected QoQ decline in EV sales, despite YoY growth • 2026 sales target: 580k units (+7% y/y), supported by sustained EV growth and HEV-led sales expansion

U.S. (3Q26)

Sales & Market Share

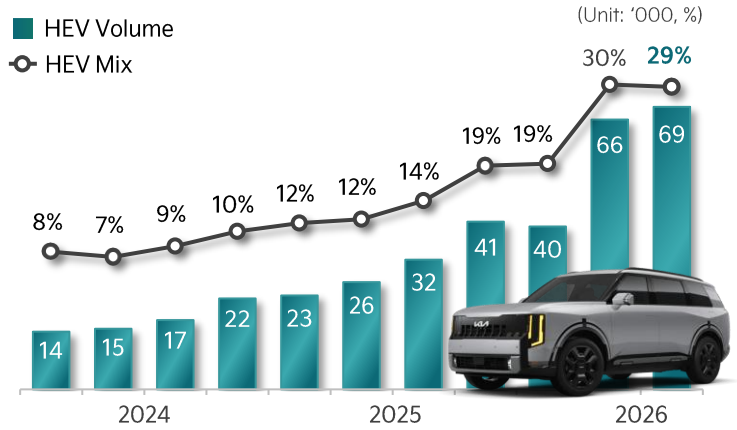
(Unit: '000, %)



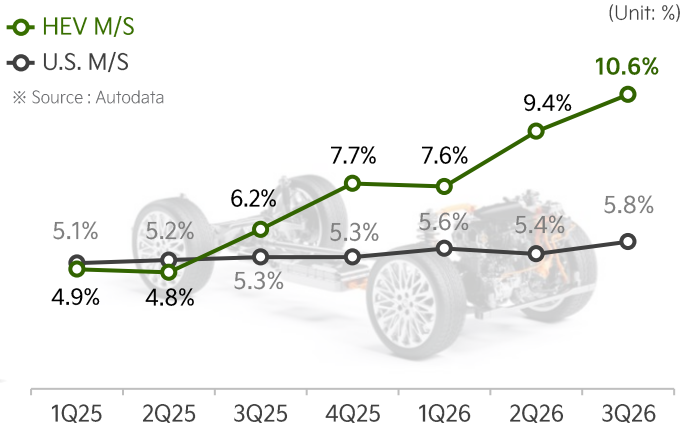
Sales Summary

Industry -1.3%	[YoY]	Kia +7.8%

HEV Sales Trend



HEV M/S Trend



3Q26 Results

- M/S: 5.8% (+0.5%p y/y), achieving record-high quarterly M/S despite -1.3% y/y decline in industry demand
- HEV demand: +27.1% y/y; HEV sales: +117.8% y/y, significantly outpacing HEV demand growth
  - HEV mix: 29.3% (+14.8%p y/y), supported by strong Telluride HEV sales, driving volume growth and P-mix improvement
  - HEV M/S: 10.6% (+4.4%p y/y) driven by start of Sportage HEV production in HMGMA and strong HEV sales

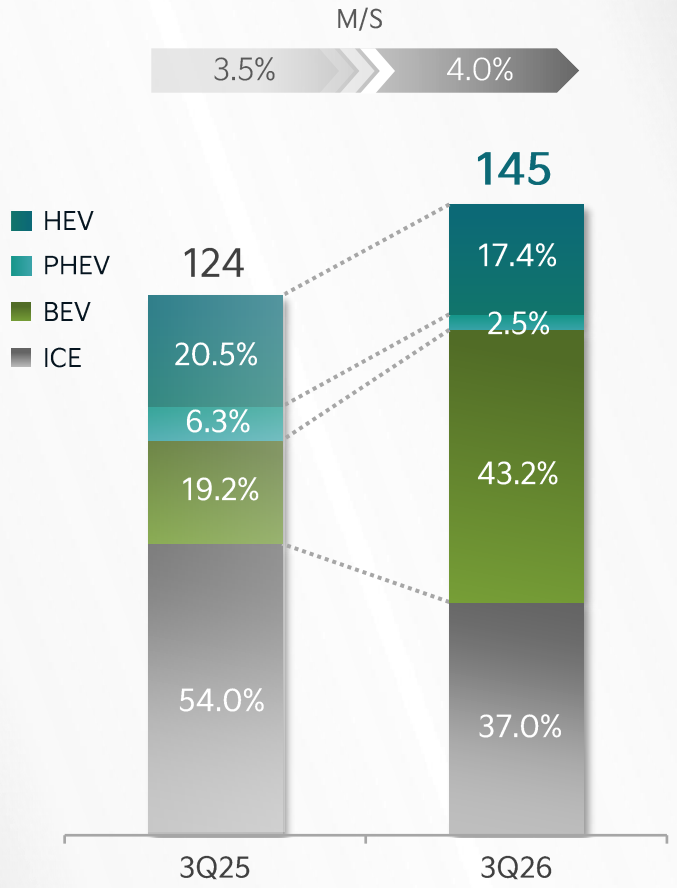
4Q26 Initiatives

- 2026 sales target: 910k (+6% y/y), driven by Seltos HEV and EV3 launch amid strong xEV demand
- Agile strategies in response to demand and regulatory shifts (e.g., tariffs, IRA incentives, emissions regulations)
  - 2026 HEV target: +107% y/y, driven by Telluride HEV capacity expansion and HMGMA Sportage HEV sales ramp-up

W. Europe (3Q26)

Sales & Market Share

(Unit: '000, %)

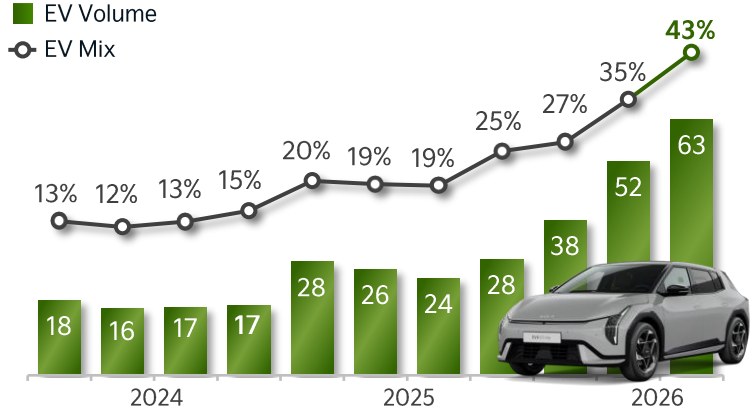


Sales Summary

Industry +3.5%	[YoY]	Kia +16.9%

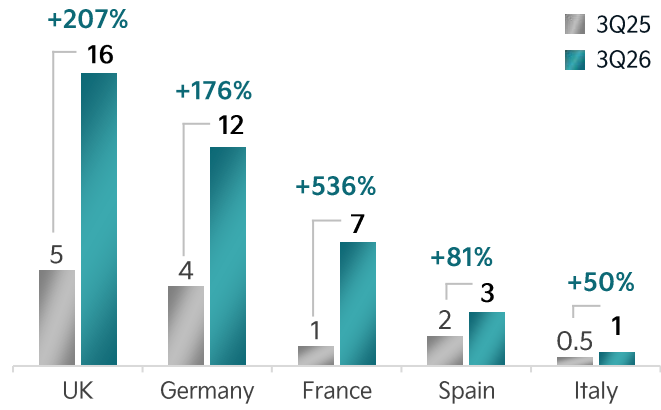
EV Sales Trend

(Unit: '000, %)



EV Sales by Key Markets

(Unit: '000, %)



3Q26 Results

- EV demand(Jul-Aug): +51.0% y/y; EV sales: +163.0% y/y, outpacing EV industry demand growth rate
  - W. Europe sales: +21k, driven by launch effect of EV2(+16k), EV5(+9k) and PV5(+9k) despite decline in ICE demand
  - EV3: No. 1 B-SUV (M/S 13.4%) (Jul-Aug); PV5: No.2 Mid MPV (M/S 31.5%) (Jul-Aug), supporting EV market share gains
- Top-line growth driven by +16.9% y/y growth in W. Europe sales and P-mix improvement following strong xEV sales

4Q26 Initiatives

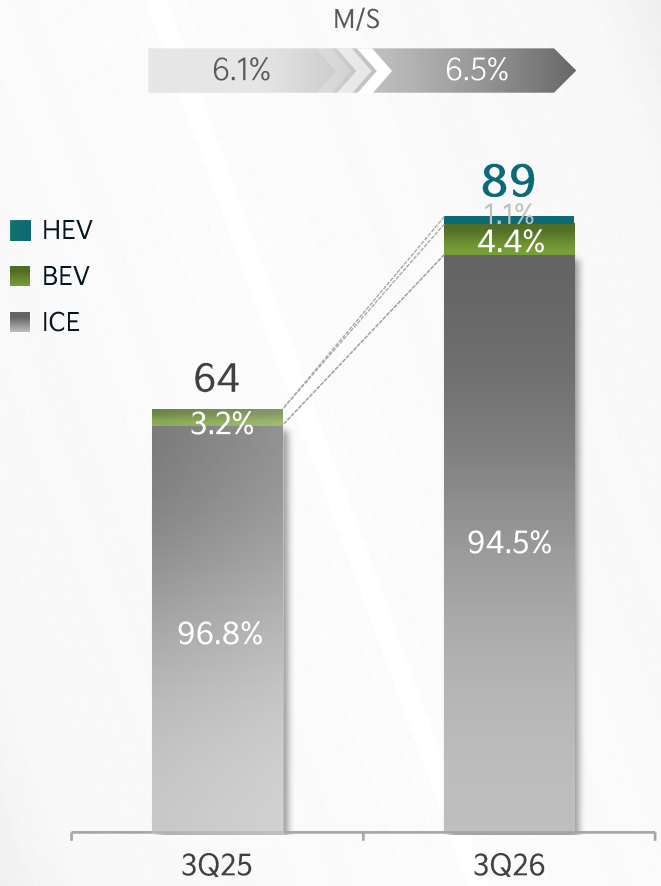
- 2026 EV sales target: +79% y/y; EV mix target: 33%, driven by sales momentum with full EV lineup
  - Local EV2/EV4 production (to qualify for subsidies in select markets); PV5 entry into commercial segment to diversify growth engine
- 2026 sales target: 570k(+13% y/y), supported by Seltos/K4 launch and ICE/HEV PE, offsetting Ceed phase-out

India (3Q26)



Sales & Market Share

(Unit: '000, %)

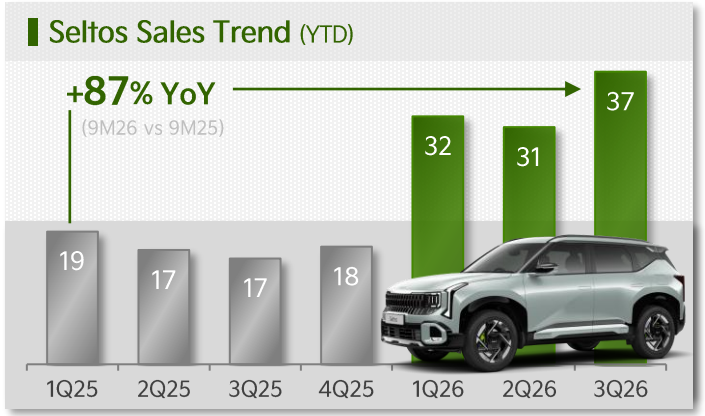


※ M/S : Wholesale

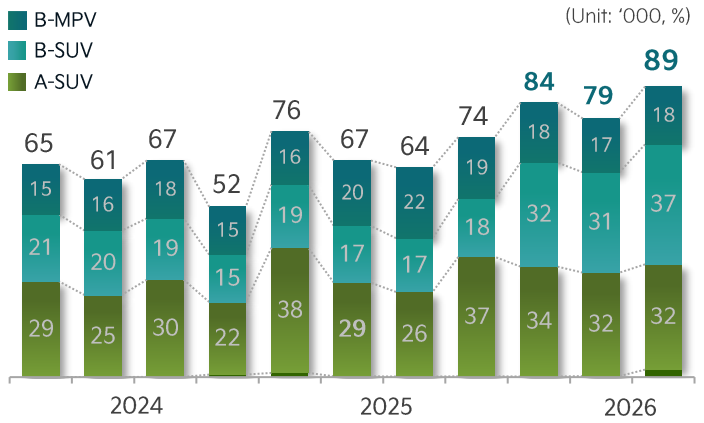
Sales Summary

Industry +30.1%	[YoY]	Kia +38.5%

The All-New Seltos



RV Sales Trend

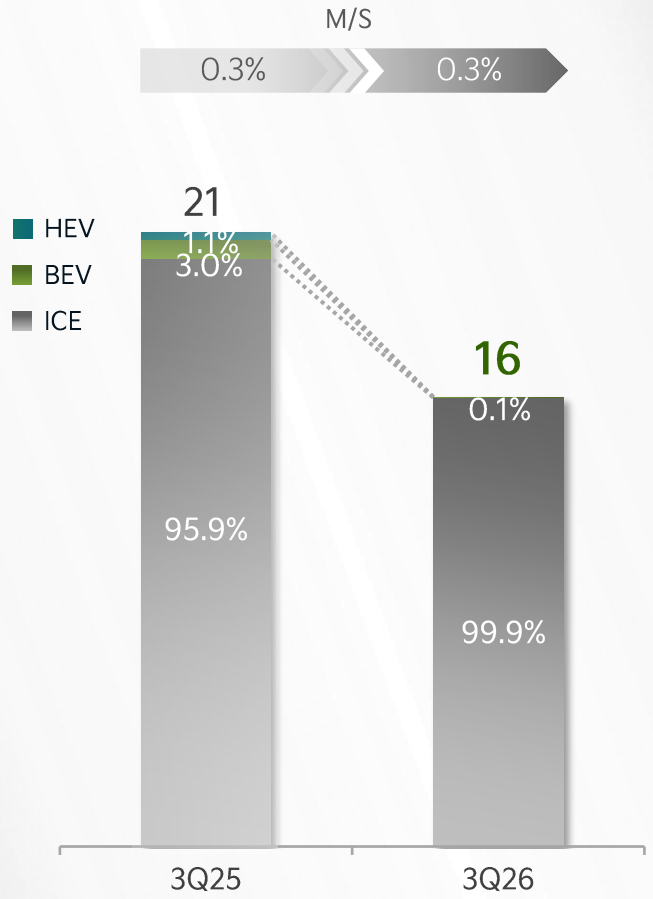


3Q26 Results	• Record-high quarterly sales: 89k (+38.5% y/y); M/S 6.5% (+0.4%p y/y), led by all-new Seltos launch - Seltos sales: +123% y/y, outpacing +52% y/y in B-SUV demand and ranking no.3 in high-demand segment • India M/S rank: No.5, moved up one rank q/q supported by Sorento ICE/HEV and Syros EV launch
4Q26 Initiatives	• 2026 sales target: 330k (+17% y/y), driven by continued Seltos momentum and EV/HEV launch; volume growth and P-Mix improvement forecasted - Seltos mix expansion with higher trims and Syros EV/Sorento HEV launches supporting top-line growth • +50 new dealerships (590 total) across new towns and suburbs, supporting mid-to long-term target of 410k

China (3Q26)

Sales & Market Share

(Unit: '000, %)



※ M/S : Wholesale

Sales Summary

Industry -24.2%	[YoY]	Kia -26.8%

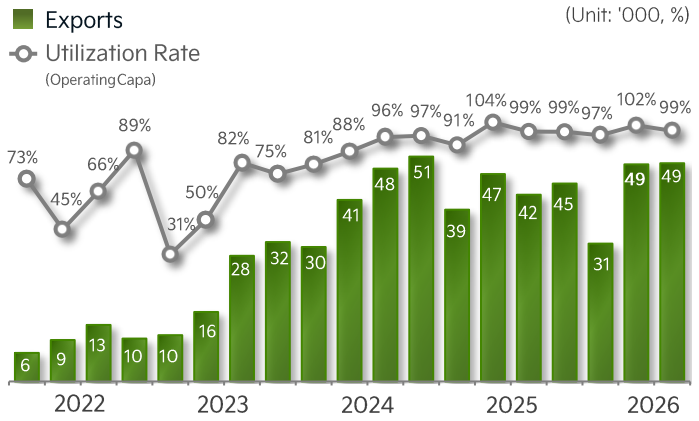
KCN Production Models

Lineup Expansion (K5, Sonet, Sportage, and EV5, etc.)



- Higher utilization and profitability with lineup expansion
- Volume growth and export diversification across emerging markets, leveraging high-demand models
  → Export Markets: MEA / Latin America / Mexico / APAC, etc.

KCN Export Trend



3Q26 Results

- Demand: -24.2% y/y, caused by reduced NEV incentives while Kia offset sales shortfall in China through expanded exports to emerging markets
- Exports: +46.9% y/y in Latin America, offsetting -26.7% y/y MEA exports with higher KCN utilization and maintained profitability

4Q26 Initiatives

- Target a sales recovery, supported by two RV PE launches and strengthened city-specific sales channels
- Drive emerging market volume growth and build a 200k export base through expanded KCN exports and diversified APAC destinations

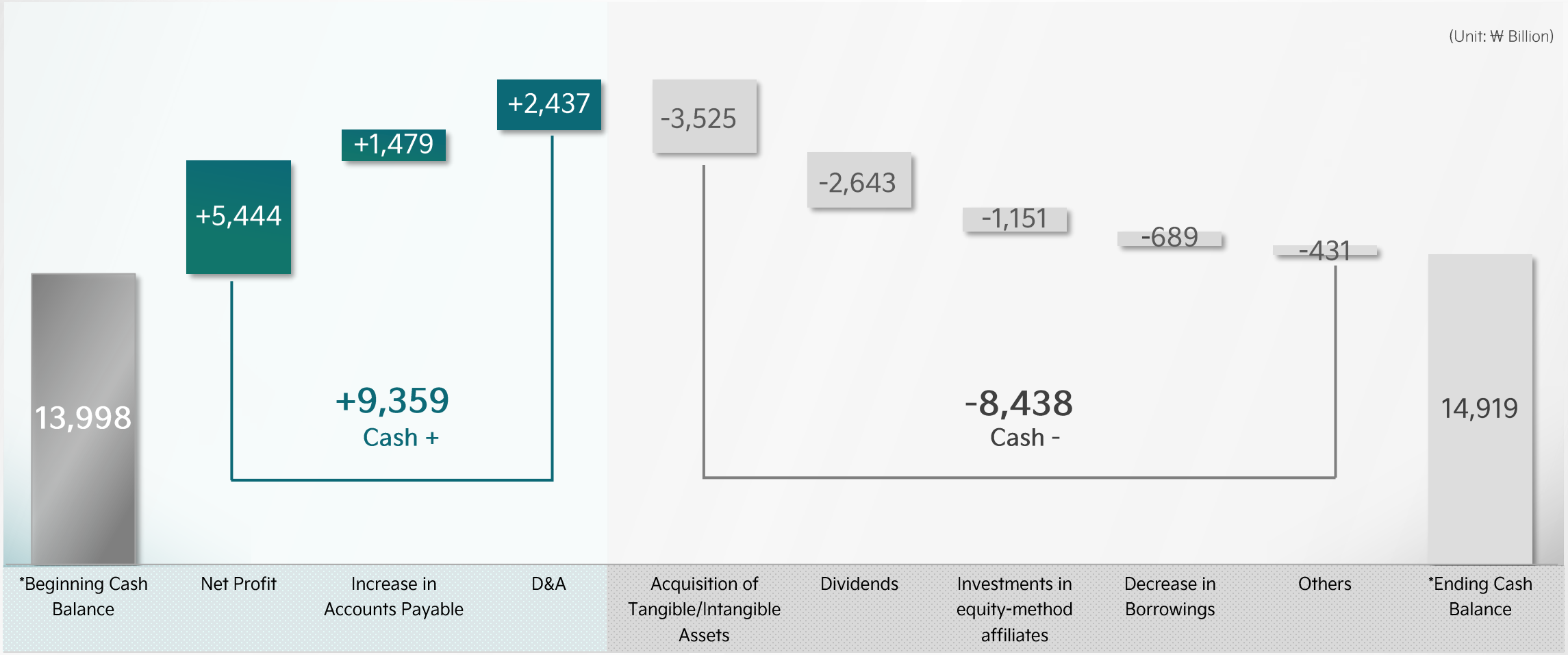
※ 3Q26 YTD export regional mix : [Latin America] 41.7%, [MEA] 27.8%, etc.

Cash Flow Highlights



+921

(Unit: ₩ Billion)



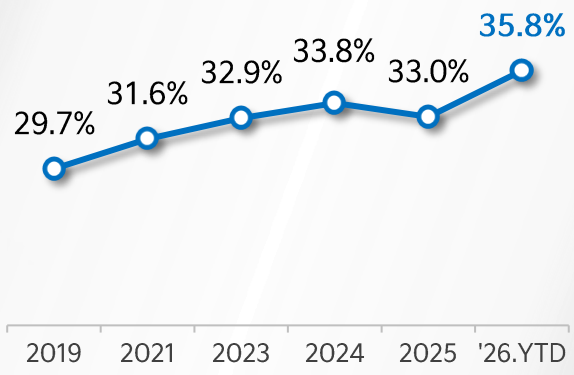
※ Beginning / ending cash balance excludes ST financial instruments, etc.

Global Market Share Trend



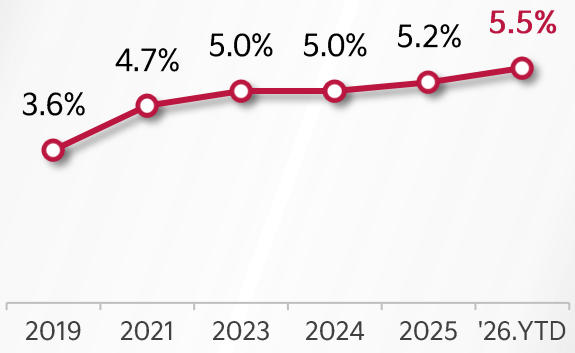
Korea

(Unit: %)



U.S.

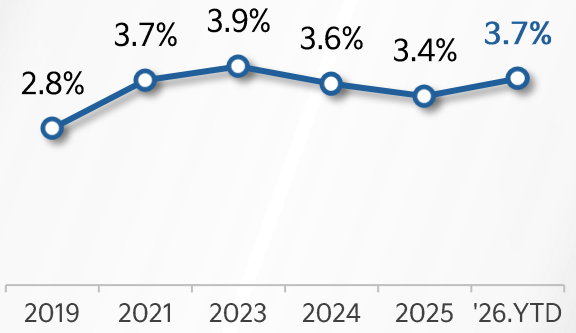
(Unit: %)



(Unit: %)	2019	2021	2023	2024	2025	'26.YTD
MEA	5.7%	6.5%	6.3%	6.5%	6.5%	**6.2%**
Latin America	3.0%	3.0%	3.4%	3.4%	3.2%	**3.4%**
Asia Pacific	2.6%	3.5%	3.2%	3.3%	3.3%	**3.2%**
CIS	11.8%	11.4%	3.7%	2.5%	2.7%	**3.2%**

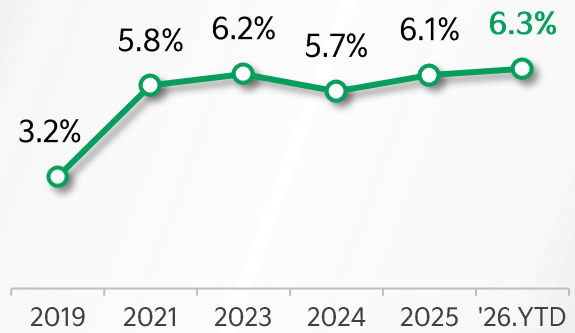
W. Europe

(Unit: %)



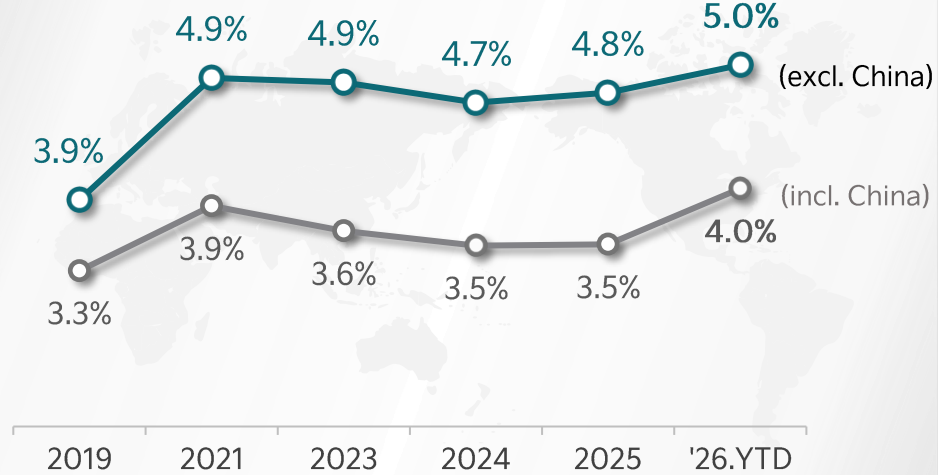
India

(Unit: %)



Global

(Unit: %)



Thank you



Movement that inspires