2024 CEO Investor Day

Movement that inspires

PART 1

Brand

Movement that inspires

Kia Corporate Philosophy

Brand Purpose

We believe movement inspires ideas.
That is why we create the space for you to get inspired,
and more time to bring your ideas to life.

Corporate Vision

Sustainable Mobility Solutions Provider

Always providing customers better ways to move forward

Progressive / Bold / Simple / Responsible

Corporate Strategy

Plan S

Planet People Profit

Corporate Culture

Customer-centric & People-focused Culture


Brand Purpose
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Corporate Vision
Sustainable Mobility Solutions Provider
Brand Promise
Always providing customers better ways to move forward

Corporate Vision

Sustainable Mobility Solutions Provider



Corporate Vision

Sustainable Mobility Solutions Provider



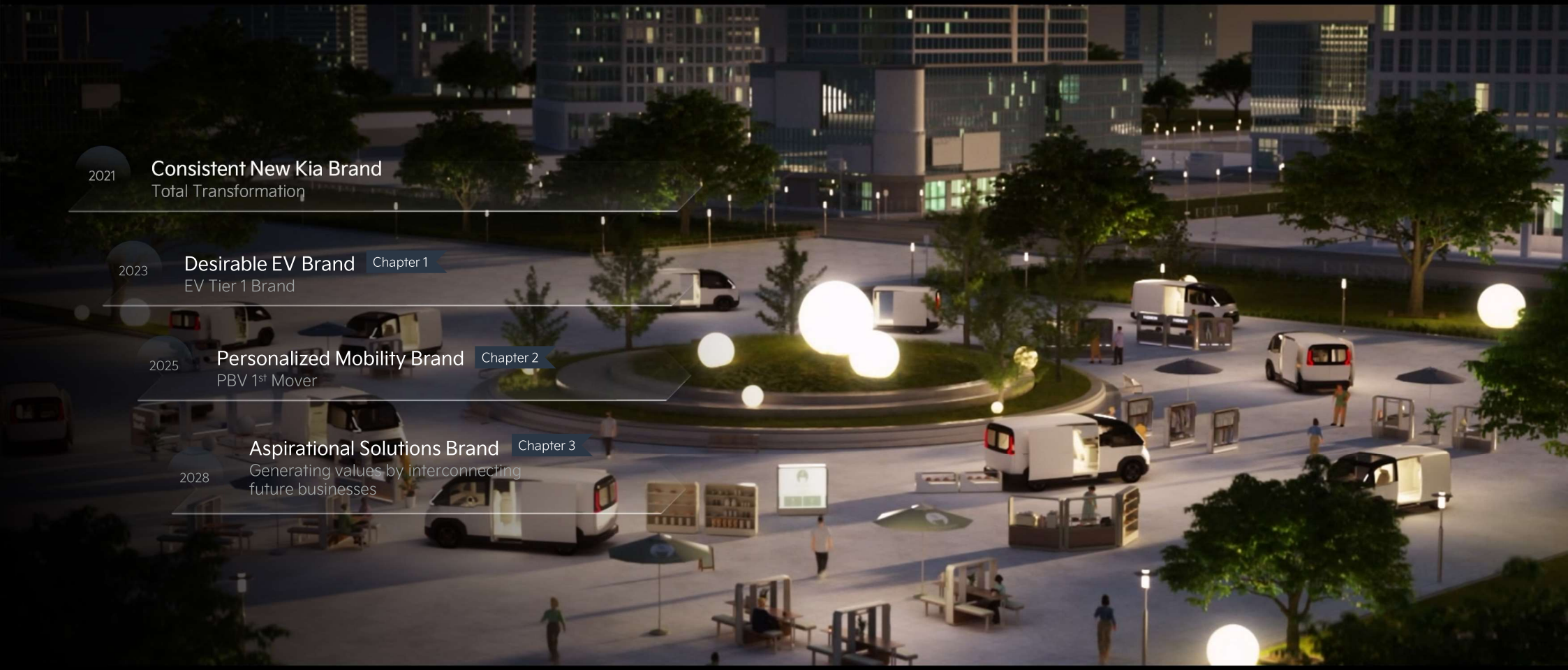
Corporate Vision

Sustainable Mobility Solutions Provider



Corporate Vision

Sustainable Mobility Solutions Provider



Corporate Strategy

Plan S



Planet

Shift to Sustainability



People

Shift our Mindset



Profit

Shift our Business

Planet | Shift to Sustainability

Implementing ESG, Responding to Climate Change, and Fulfilling Corporate Responsibility
as We Move Towards a More Sustainable World



Carbon Neutrality by 2045



RE100 by 2040



Increased Utilization of
Recycled Plastics



Proactively Responding to
Future Environmental Issues
Through Eco-Friendly Projects

Systematic ESG Practices (Environmental / Social / Governance) and
Responding to Climate Change is Our Corporate Responsibility for a Sustainable Planet

※ Ocean Cleanup Project, Restoration of Tidal Flats Project, Bio-char Project

People | Shift our Mindset

Providing the Best Customer Value Through Customer-centric and People-focused Culture.



Cultivating a Mindset of Focusing on Delivering Customer Value and
Innovating the Customer Experience Through Customer-centric and People-focused Culture

Profit | Shift our Business

Creating Sustainable Growth by Focusing on EV, PBV, and Business Quality.

EV Tier 1 Brand



PBV 1st Mover



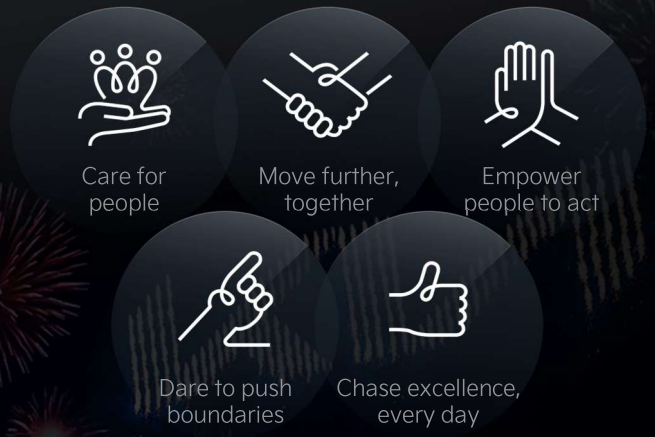
Improving Business Quality Through Profitability



Driving Future Business Leadership and Securing Profitability
With a Focus on EV, PBV, and Business Quality

Corporate Culture

Customer-centric and People-focused Culture



'Kia Values & Behaviors'

Building Stakeholder Consensus and Comprehensive Internalization (2024 and Beyond)

Stakeholder Communication	Strategic Integrated Change	Leader Support Board
Team unit organizational development activities	Deploying change initiatives across all global business sites	Monitoring issues and empowering change

Unique customer experiences (CX) based on Customer-centric and People-focused Culture

2023 Global Brand Value

Increasing Brand Value Through Strengthened
Customer-centric & Brand-driven Management

Interbrand Best Global Brands 2023



BRAND VALUE	GROWTH
$7,059 m	+7 %
+ $447 m compared to 2023	

Blind Index of
Employees' Happiness (BIE)

blind Index
of Employees' Happiness

Top 6% in South Korea

2023 Brand Awareness

EV Unaided Awareness - Ranked 3rd Globally

Electrification: The Springboard of Brand Awareness

Overall Unaided Awareness

2023	Brand
1	Brand 1
2	Brand 2
3	Brand 3
4	Brand 4
5	Brand 5
6	KIA
7	Brand 7
8	Brand 8

EV Unaided Awareness

2023	Brand
1	Brand 1
2	Brand 2
3	KIA
4	Brand 4
5	Brand 5
6	Brand 6
7	Brand 7
8	Brand 8

* Based on top 8 global sales brands 2023 Kia Global Brand Tracker Survey

2023 Global Awards

EV Awards

WINNER
2024 WORLD CAR AWARDS
WORLD CAR OF THE YEAR

2024 World Car of the Year
2024 World Electric Vehicle
EV9

North American
Utility Vehicle of the Year
Awarded 2 consecutive years
2024 EV9, 2023 EV6

GCOTY

German Car of the Year
2024 'Luxury' category
EV9

UKCOTY

UK Car
of the Year 2024
EV9

Newsweek
AUTO DISRUPTORS

2024 Newsweek
R&D Disruptor of the Year
EV9

GOLD AWARD 2024

2024 iF
Gold Award
EV9

Brand Awards

TIME

Named to the
'TIME100 Most
Influential Companies' list

DESIGN AWARD 2023

iF Communication
/ Interior Category

AUTOCAR AWARDS 2023

Autocar Awards 2023 (UK)
'Best Manufacturer'

Dow Jones
Sustainability
World Index

Product Quality & Safety Awards

2023 J.D. Power APEAL
Most awarded brand

2023 J.D. Power APEAL Carnival, EV6, Forte, K5, etc.
2023 J.D. Power IQS Rio, Forte, Stinger, Carnival
2023 J.D. Power VDS Forte

2023 IIHS TOP SAFETY PICK+

2023 IIHS Top Safety Pick+
Telluride, Sportage

EURO NCAP

2023 Euro NCAP
Awarded five-star safety rating
EV9, EV6

The Changing Automotive Industry Landscape

Movement that inspires

The Changing Automotive Industry Landscape



Changes in EV Market Demand



The Rise of Chinese Brands



Decelerating Demand,
Accelerating Competition

Changes in EV Market

Slowing of EV Growth

EV growth slowing due to economic downturn, subsidy cuts, and lack of charging infrastructure

Global EV Demand Forecast

(Unit: Million)



EV Demand Forecast by Region

(Unit: Million)

		2024	2025	2026	2030	CAGR (2024~2030)
KR		**0.2**	**0.3**	**0.4**	**0.6**	+17%
	YoY	+41%	+24%	+23%	+14%	
US		**2.2**	**3.3**	**4.2**	**8.4**	+25%
	YoY	+74%	+49%	+27%	+13%	
EU		**3.2**	**4.6**	**5.9**	**10.4**	+22%
	YoY	+42%	+42%	+29%	+10%	
CN		**6.6**	**8.4**	**10.4**	**16.2**	+16%
	YoY	+29%	+27%	+23%	+9%	

Key response strategies ❶ • •

HEV Lineup Reinforcement

- New HEV model launches
- +21% CAGR from 2024 to 2028

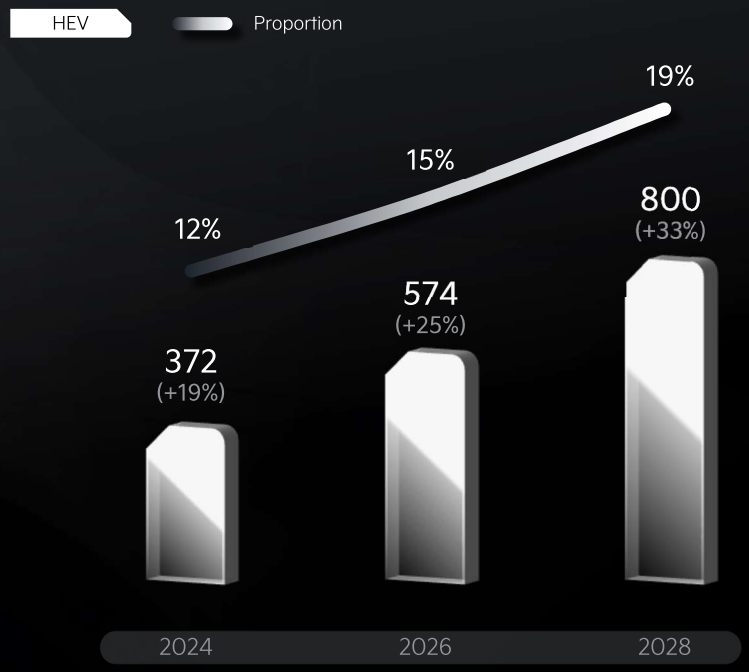
HEV Line-up

(Number of Models)

	2024	2026	2028
Passenger	2	2	2
SUV	4	6	7
Total	6	8	9

HEV Sales Contribution

(Unit: Thousand / % YoY)



Mass EV Model Launch

Introducing new mass EV Models

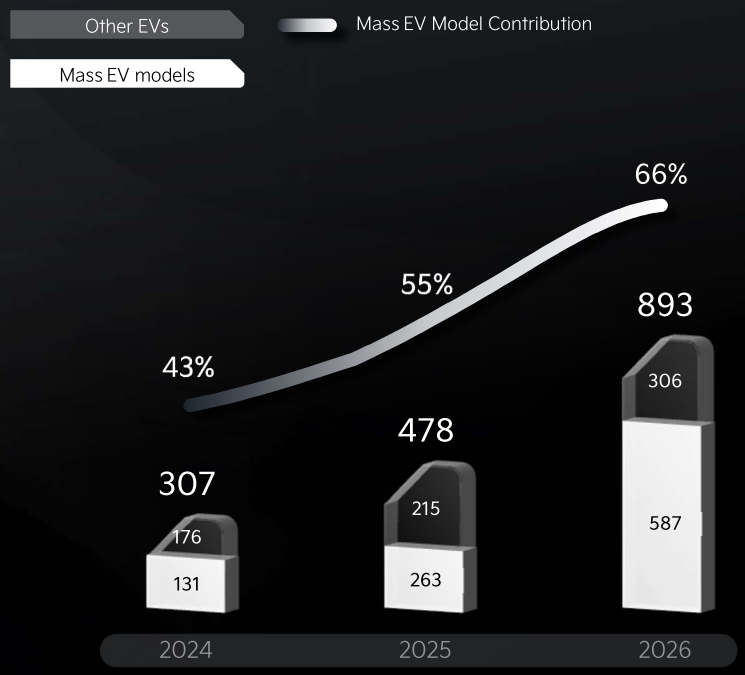
Mass EV Model Lineup

(Number of Models)

		2024	2025	2026
Major Markets	Dedicated EVs	1	4	4
	Derivative EVs	2	2	2
	Total	3	6	6
Emerging Markets	Dedicated EVs	2	4	4
	Derivative EVs	1	3	3
	Total	3	7	7

Mass Model Sales Contribution

(Unit: Thousand / %)



• • Key response strategies ❸

Supply Optimization Through Flexible Manufacturing Systems

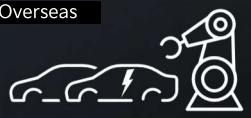
- Implementing flexible ICE-xEV production to respond to market changes
- Enhancing EV competitiveness through EV-dedicated plants

Mixed Production Line in Existing Plants + EV-dedicated Plants

Mixed Production Lines

13

7 Domestic | 6 Overseas



Expanding ICE ↔ xEV Mixed Production Lines

to Flexibly Respond to Market Changes

EV-dedicated Plants

2



Introduce Mass EV Models

To Achieve Economies of Scale

The Rise of Chinese Brands

Led by Support Policy and Overseas Production Expansion

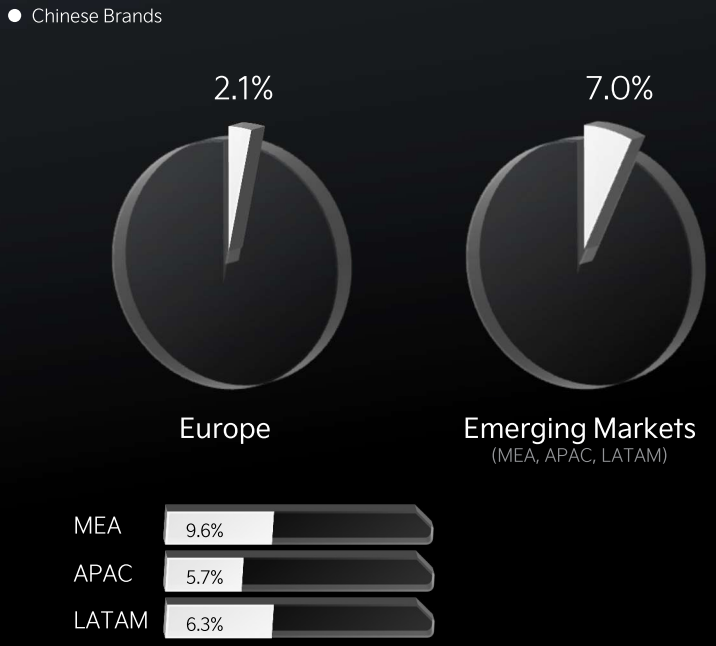
Chinese brands in 2023
52.9% domestic market share (+12.6%p Vs. 2019) / 1.7 million units exported from China (+1.2M units Vs. 2019)

Market Share per Global Brand

Market share decrease across existing OEMs due to Chinese brands growth



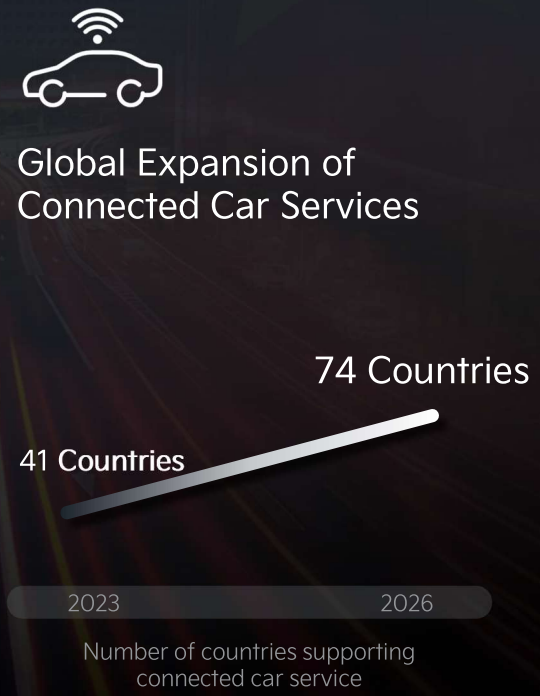
2023 Chinese Brands Market Share by Region



Strengthening Product Competitiveness

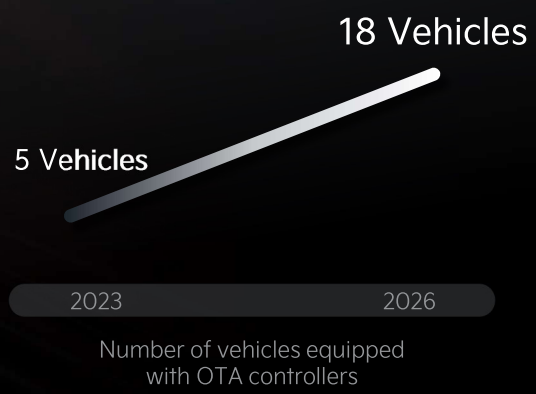
- Focusing on strategic product differentiation
- Continue to maintain superior product quality

Global Expansion of Connected Car Services



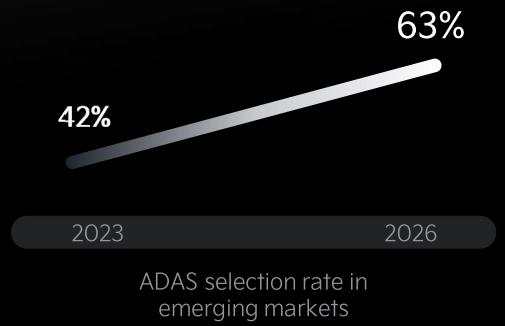
Number of countries supporting connected car service

Increase in OTA Controller Enabled Vehicles



Number of vehicles equipped with OTA controllers

Increase in ADAS Selection Rates in Emerging Markets



ADAS selection rate in emerging markets

• Key response strategies ❷ • •

Global Service & Parts Operation

- Enhancing quality competitiveness
- Improving customer satisfaction

Enhancing Quality Competitiveness

Safety-first QA
Launch of global safety & quality office

+

Providing customers with quality they can trust
Quality improvement tailored to each region, etc.

Improving Service Capabilities

6,200
Global service locations

34,000
Mechanics & consultants

58
Global supply chain for parts

Customer-centric Parts Supply

- Improving parts supply conditions, developing customer-centric supply evaluation
- Expanding inventory availability to improve customer experience

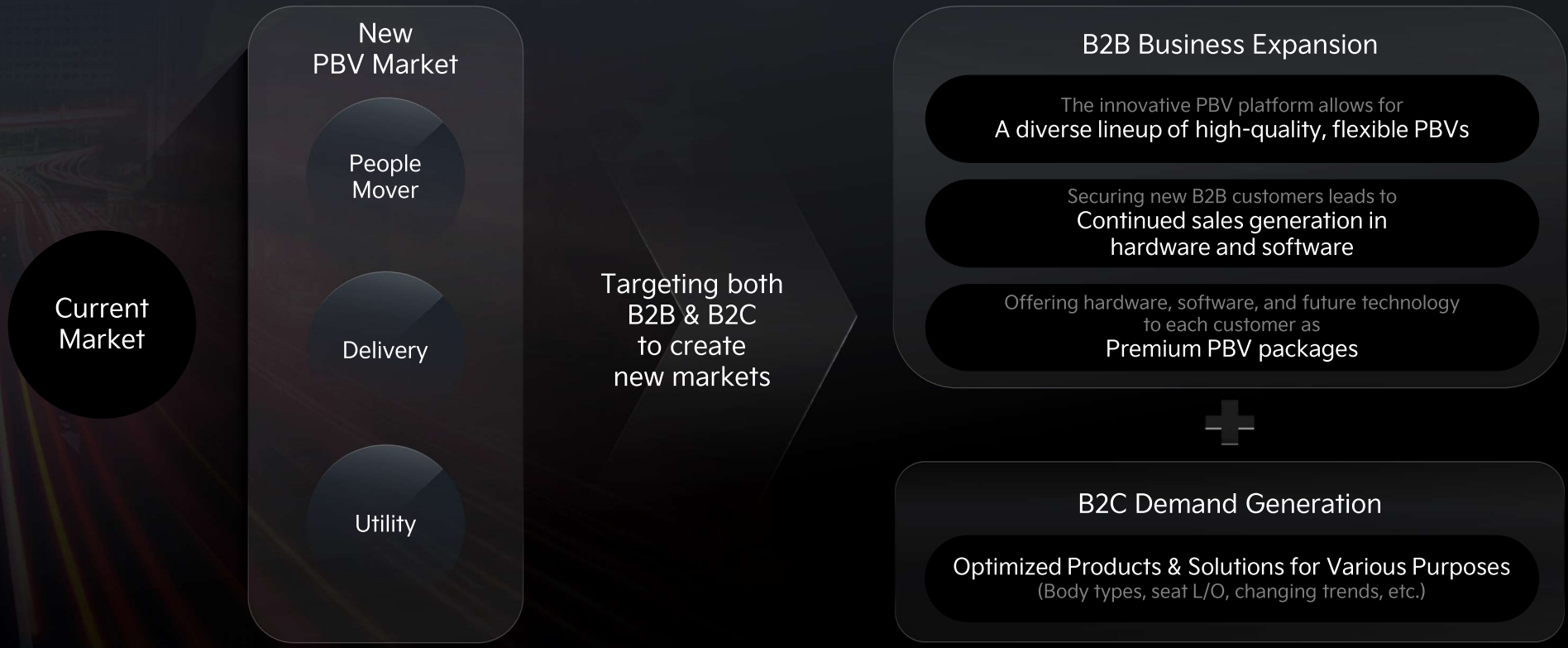
Expanding Digital Services

- Digital customer service platform, deployed to 2,972 dealers up to 2024
- Remote diagnostics & repair platform, global deployment as of 2024

Sustainable Quality & Service Superiority

PBV Creating New Markets

Creating new sales demand through PBV innovation



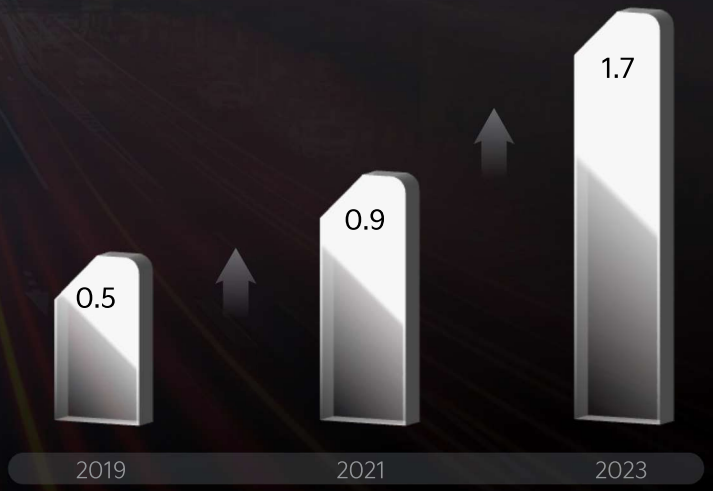
Utilizing Kia China to Enhance Competitiveness in Emerging Markets

Leverage Kia China's local plants to increase supply and enhance price competitiveness in emerging markets
1.7M units exported by Chinese brands in 2023 (+256.5% Vs. 2019) - 82% to non-US/EU countries

Growing Exports from China

(Unit: Million)

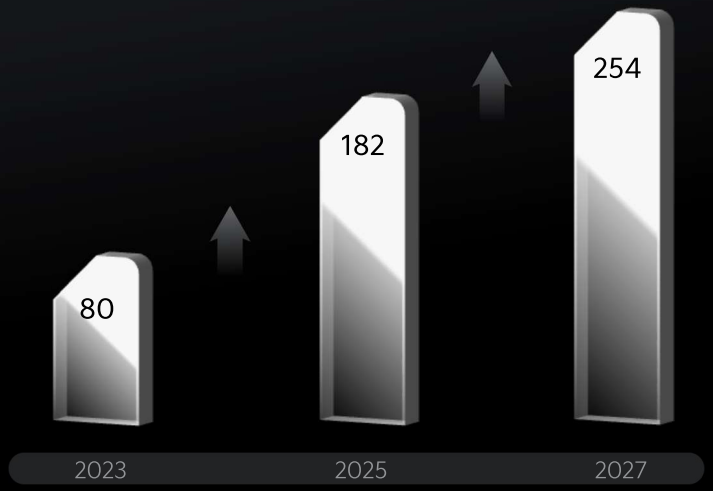
Global expansion of Chinese brands



Kia China's Export Plan

(Unit: Thousand)

Expanding exports through enhanced product lineup



Sales Proportion of Emerging Markets	12%	22%	24%

Decelerating Demand, Accelerating Competition

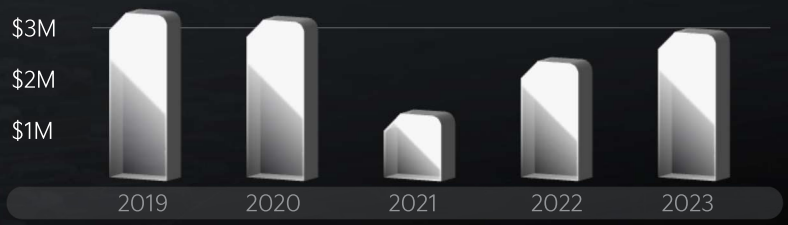
Intensifying Sales Competition and Slowing Demand Recovery

Limited demand recovery to pre-COVID
Increased inventories and incentive spending
Intensified EV price competition

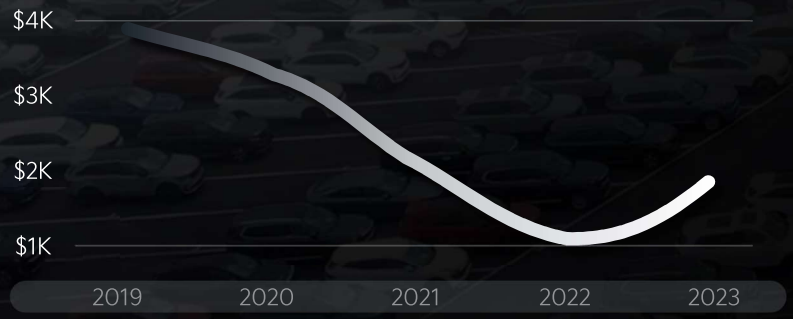
Industry Demand



New Car Inventory (US)



Industrial Incentives (US)



Average EV Price (US)



Key response strategies ❶ •

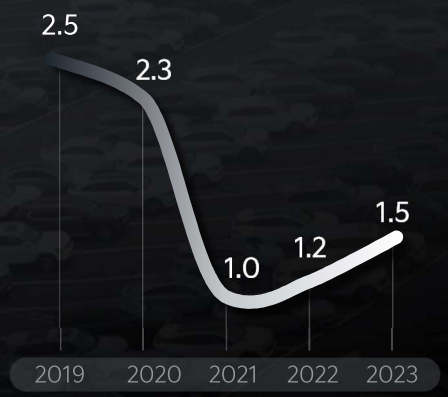
Decelerating Demand,
Accelerating Competition

Maintain Pull Strategy

Maintain a virtuous cycle through efficient inventory & incentive management, improving residual value, and securing profitability



Inventory



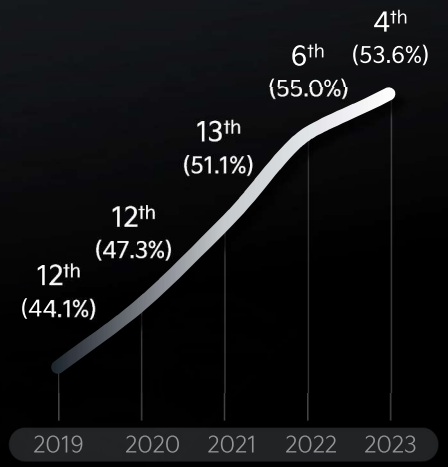
* MOS (Months of Stock)

Incentives



* Incl. Overseas Corps.

Residual Value



* Based on the U.S. market

- Key response strategies ❷

Maximizing Customer Value

Smart in-car experience

Integrated digital channel CX

Optimal in-store CX



E-Route planner

Trip Planning

Entertainment

Emergency assistance

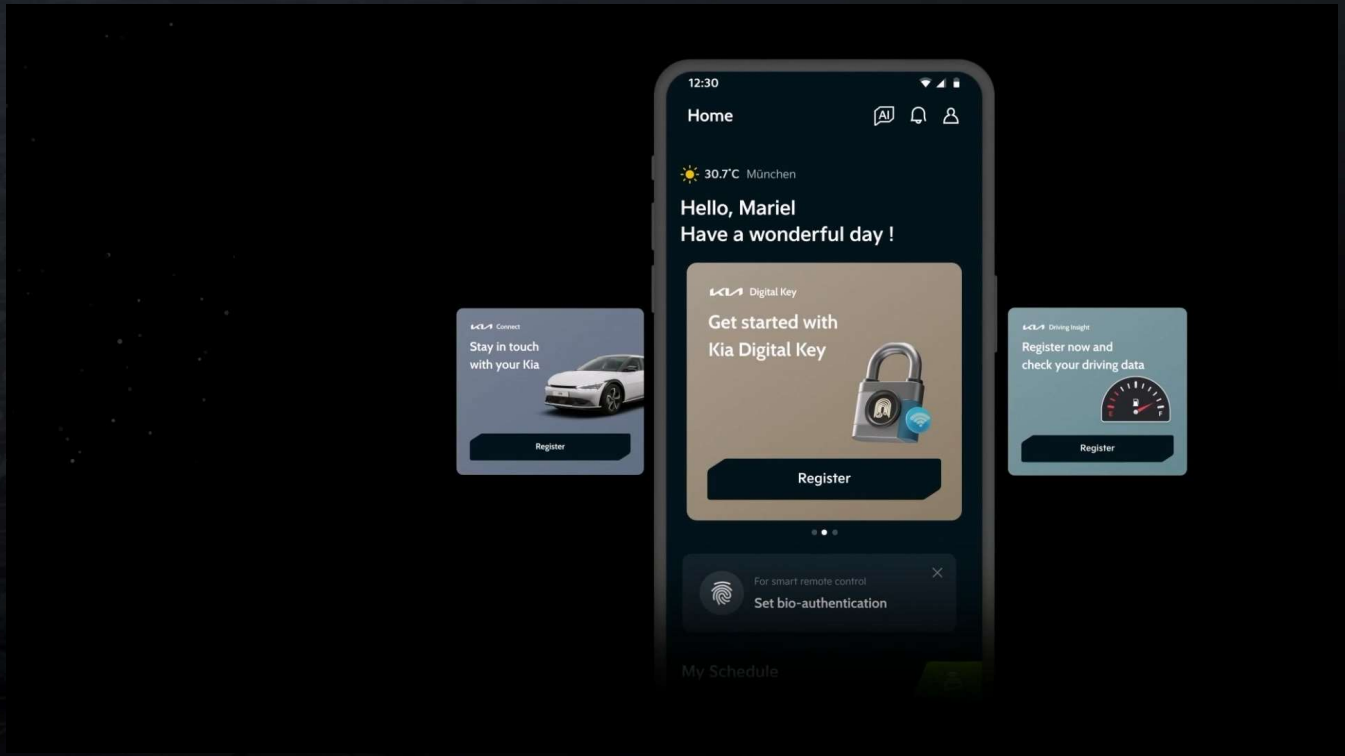
- Key response strategies ❷

Maximizing Customer Value

Smart in-car experience

Integrated digital channel CX

Optimal in-store CX



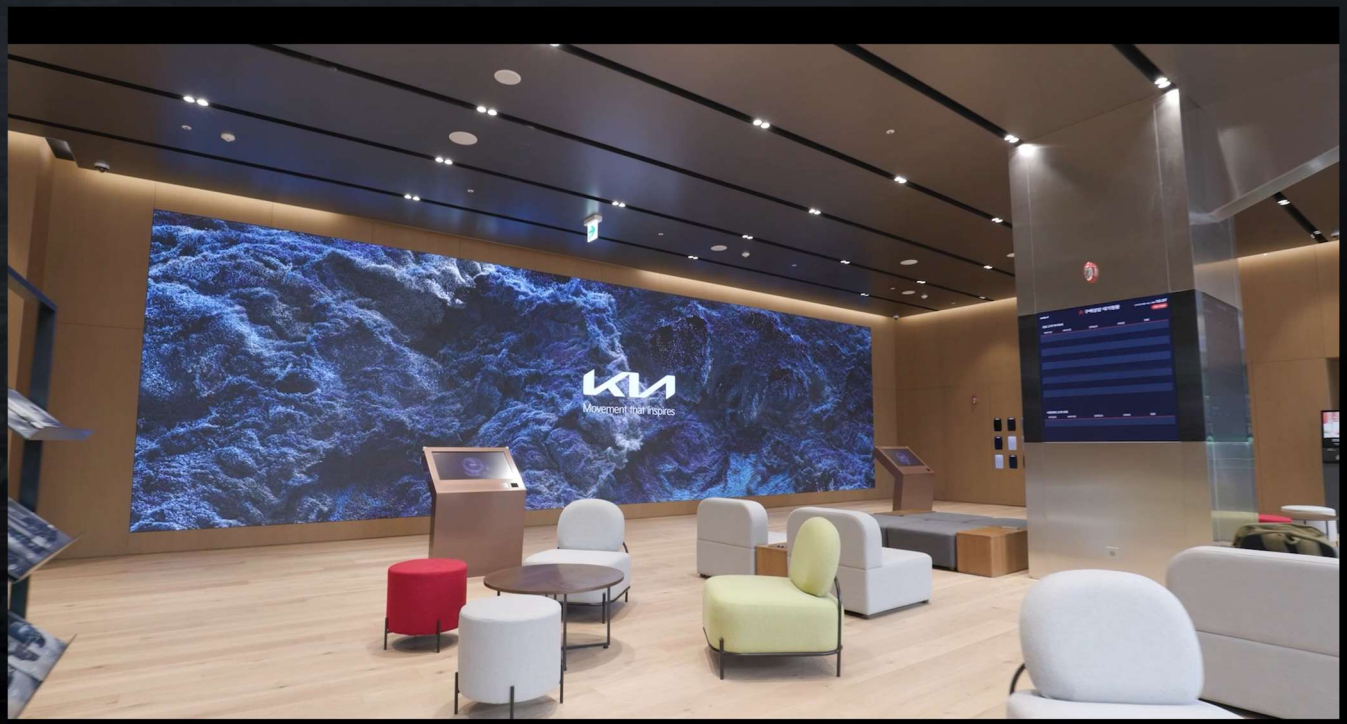
- Key response strategies ❷

Maximizing Customer Value

Smart in-car experience

Integrated digital channel CX

Optimal in-store CX



2030 Strategy

Movement that inspires

2030 Strategy



Global Sales
4.3 Million



EV Sales
1.6 Million



PBV 1st Mover
250 Thousand

PV5 / PV7



Sustainable
ESG Management

This document is an overview of our technical strategy. Names and features of actual products released may differ.

2030 Strategy

- Global Sales 4.3 Million
- EV Sales 1.6 Million
- PBV 1st Mover
- ESG Management



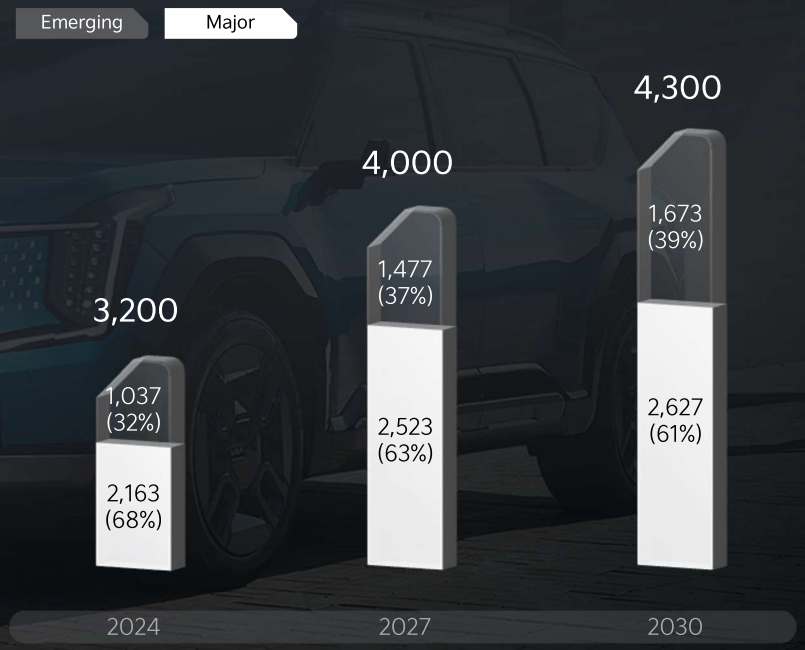
Regional Sales Plan

Global Sales - 4.3 Million

Global sales by 2030: 4.3 million units
- Major markets: 2.6 million units
- Emerging markets: 1.7 million units

Mid-to Long-term Sales Plan

(Unit: Thousand)



Major Markets[1)]

- Secure tier 1 EV brand position via establishment of full EV lineup
- Achieve continuous growth by enhancing product competitiveness and developing local manufacturing bases
- Create new demand through PBV

Emerging Markets

- Diversify production locations to respond to emerging market demands
- Differentiate brand image through enhanced customer experience
- Develop optimized lineup in line with EV growth rate

1) North America, EU, KR, CN

Regional Sales Plan

Global Sales - 4.3 Million

(Unit: Thousand)

North America



Europe



India



Korea



China



Other Regions





※ 2,163k as of 2024

※ 1,037k as of 2024

Global
4.3 Million
(2030)

Green Car Sales Plan

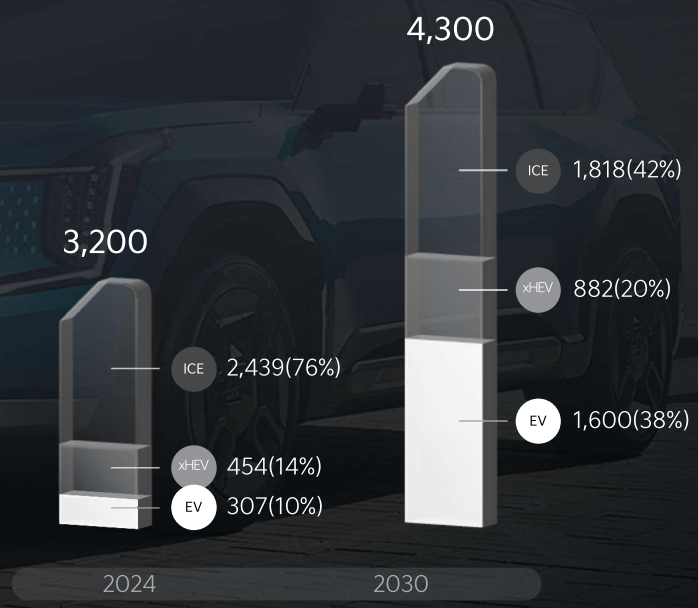
Global Sales - 4.3 Million

Green car sales by 2030: 2.48 million units (58%)

- Major markets : EV 52%, xHEV 28%, totaling 80% of sales

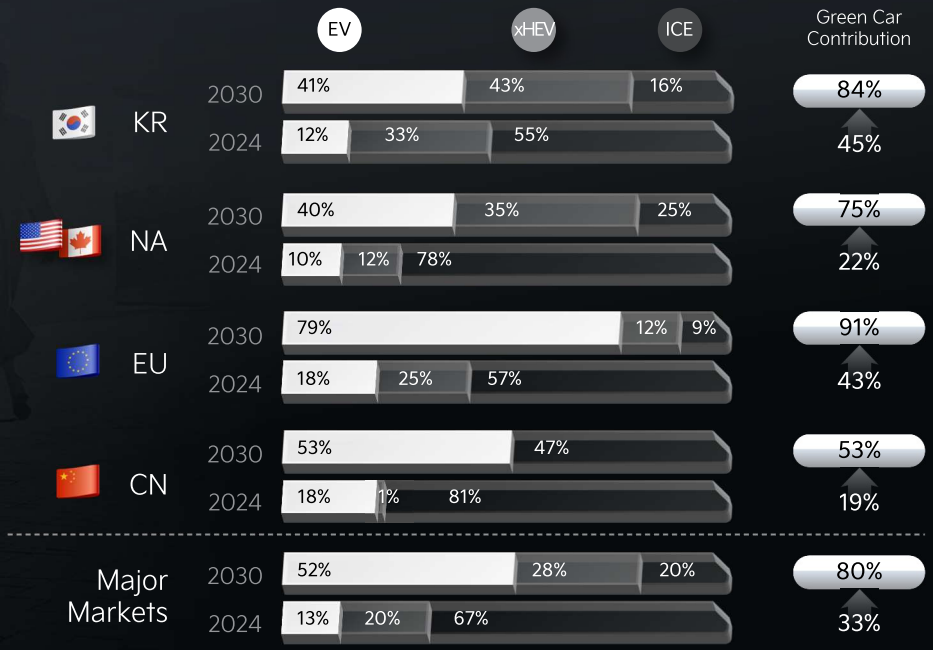
Sales Plan by Powertrain

(Unit: Thousand)



Major Markets Product Mix (2030)

(Unit: Thousand)



Hybrid Vehicle Operations Plan

Global Sales - 4.3 Million

Enhancing hybrid performance

Next-gen hybrid powertrain strategy

Responding to increasing demand of sub-compact & mid-size HEVs
Expansion of large & compact size HEVs

Next-gen hybrid powertrain development

Enhanced power and fuel efficiency to diversify HEV offerings

Current

Only offered on sub-compact & mid-size vehicles

- Large
- Mid-Size — Sub-compact & Mid-size Vehicles
- Compact

Future Hybrid Strategy

Expand into compact & large-size vehicles

- Large — Large size HEV
- Mid-Size — Sub-compact & Mid-size Vehicles
- Compact — Compact HEV

2030 Strategy

Global Sales 4.3 Million

EV Sales 1.6 Million

PBV 1st Mover

ESG Management



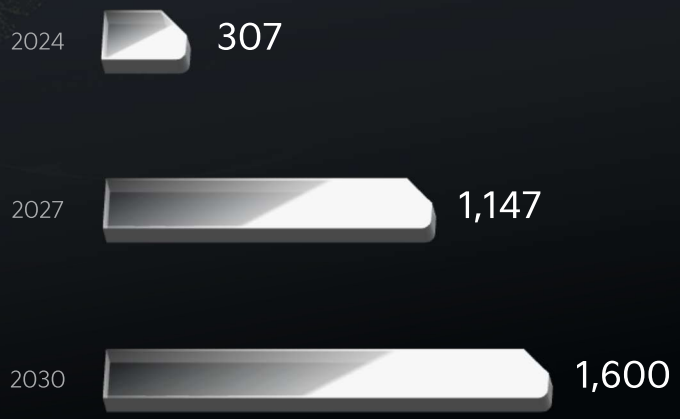
EV Sales Plan by Region

1.6 Million EVs

Global EV sales: 1.6 million units (38%)
EV sales in major markets: 1.4 million units (52%)

Global EV Sales Plan

(Unit: Thousand)



Major Markets EV Sales Plan

(Unit: Thousand)

		2024	2027	2030
KR	Units	64	159	227
	Percentage of Total	12%	28%	41%
NA	Units	93	323	437
	Percentage of Total	10%	30%	40%
EU	Units	106	455	593
	Percentage of Total	18%	63%	79%
CN	Units	21	68	115
	Percentage of Total	18%	39%	53%
Major Markets Total	Units	284	1,005	1,372
	Percentage of Total	13%	40%	52%

EV Lineup Strategy

1.6 Million EVs

- Lineup expansion of mass EV models from 2024
- Business expansion through pioneering the PBV market

New Lineup	2023	2024	2025	2026	2027	Vehicles in Operation (2027)
EV	3	1	4	1	1	13
PBV	-	-	1	-	1	2
EV Total	**3**	**1**	**5**	**1**	**2**	**15**



Flagship EV

EV6, EV9 showcase
innovative EV brand image



Mass EV

EV3, EV4 to lead mass adoption



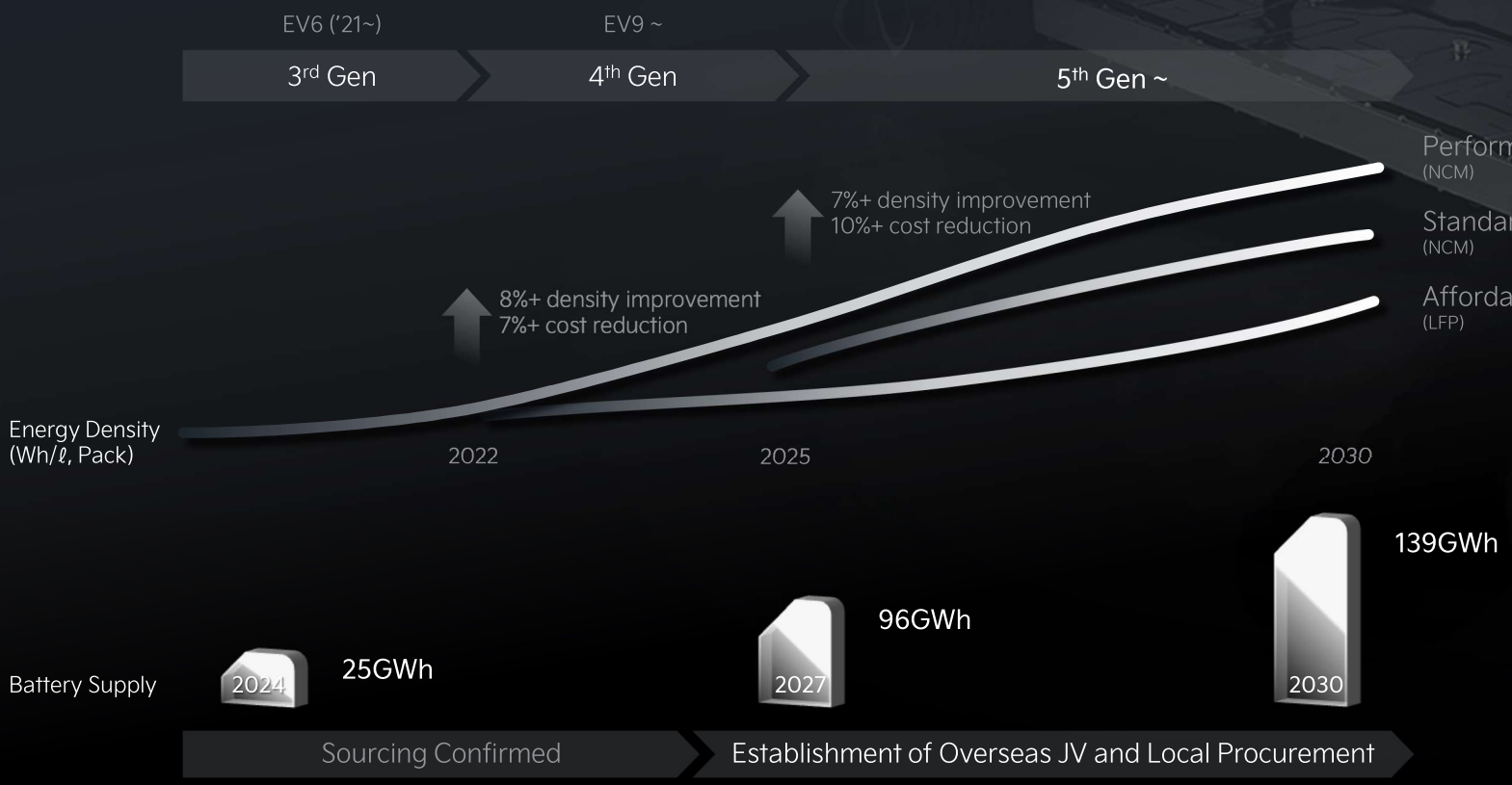
PBV

Secure new growth engines
through new business creation

Enhancing Battery Competitiveness

1.6 Million EVs

- Improving NCM energy density and range improvement
- Applying LFP to secure price competitiveness of mass EV models
- Optimizing battery supply chain by region



Infrastructure Expansion Strategy

1.6 Million EVs

Offering customers best-in-class charging experience

Ultra-Fast Public Charging Stations



Actively expanding domestic charging infrastructure and forming partnerships with local champions

- KR : 482 stations (2023) → 5,400+
- NA : 3,804 stations (2023) → 30,000+
- EU : 3,306 stations (2023) → 17,000+

Dealership Charging Stations



Providing 'WoW' experience at dealer facilities

- Expanding applications in major EV markets, including Europe, China, ASEAN, and India

Home Charging



Developing a standardized home charger with Kia signature design and industry-leading IP

- Enhancing level of customer service through provision of high quality home charging and energy management (data acquisition & management, high-quality charging, V2X)

Global E-CSP*



Expanding adaptability of various charging providers through unified charging app/platform

- Providing consistent and high quality charging experience and service across all regions

* Charging Service Platform

Product Direction



Connectivity

Creating new product value by building a connectivity network for major emerging markets not just developed countries

Autonomous

Expansion of improved City Driving Assist, based on Highway Driving Assist technology

Performance

synergy through integration of high-performance GT models and cutting-edge

Design

of Kia's design philosophy, 'Opposites United,' as well as sustained application of eco-friendly materials

Connectivity

Product Direction

Redefining mobility and creating new product value through advanced network connectivity

2011~

Connectivity 1.0
(2G/3G)

- Beginning of the networking era, securing vehicle connectivity
- Real-time traffic information and navigation updates
- Remote vehicle control via smartphones

2023~

Connectivity 2.0
(4G LTE)

- Large-capacity data transmission through broadband network integration
- Deployment of OTA (Over the Air), FoD (Feature on Demand), in-car payment services
- Network expansion in major emerging markets

2026~

Connectivity 3.0
(5G and Beyond)

- Ultra high-speed wireless network connection support
- High fuel efficiency driving based on AI
- Continuous improvement of autonomous driving and safety features through OTA updates

Connectivity

Software Defined Vehicle (SDV) strategy based on ultra-high speed connectivity infrastructure, redefining product core value



Integrated Platform

Software update-enabled controller-centric platform

Maximizing architectural synergy through electrical & electronics systems integration



AI Navigation

Increased convenience and safety through integrating navigation, AI technology, high-performance vehicle computers and high-speed connectivity

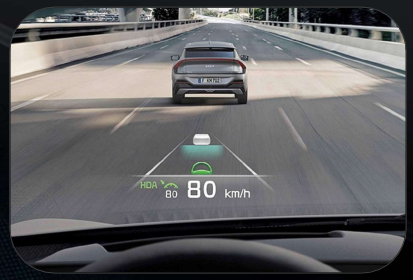


Controller Integration

Advanced modular design maximizing inter-vehicle compatibility and software flexibility

Autonomous

Advancing autonomous driving capabilities with enhanced highway driving assist technology

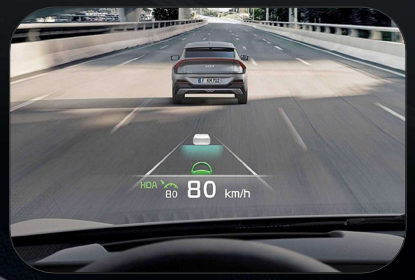


Highway Driving Assist

- Semi-autonomous driving that maintains highway lanes and speeds
- Support for semi-automatic lane change and safety assist
- Enhanced safety (collision avoidance, active collision avoidance assist, etc.)

Autonomous

Advancing autonomous driving capabilities with enhanced highway driving assist technology



Highway Driving Assist

- Semi-autonomous driving that maintains highway lanes and speeds
- Support for semi-automatic lane change and safety assist
- Enhanced safety (collision avoidance, active collision avoidance assist, etc.)

Enhanced HDA Package

Advanced HDA (Highway Driving Assist)

- Expanded operational range now includes highways, motorways, main lines, interchanges, and junctions
- Supports navigation-based automatic lane change and automatic overtaking

Expanded CDA (City Driving Assist)

- Supports point-to-point autonomous driving that recognizes traffic lights and traffic information at complex urban intersections and general roads
- Supports navigation-based lane change/automatic passing function, etc.

* Service terms based on North American standards

Performance

GT Trim
Bringing elevated driving performance to EVs



EV9 GT

- Enormous power output resulting in 0-100Kmh in 4 seconds
- AWD / high-output dual motors offer faster acceleration
- Reinforced suspension and electronic braking system provides stable driving performance at high speeds

Kia GT Trim Direction

Introducing the high-performance GT Trim: amplifying the fun-to-drive feel on real roads with effortless handling.

Higher Performance Direction by Vehicle

Enhanced driving power
High acceleration
Responsive agility

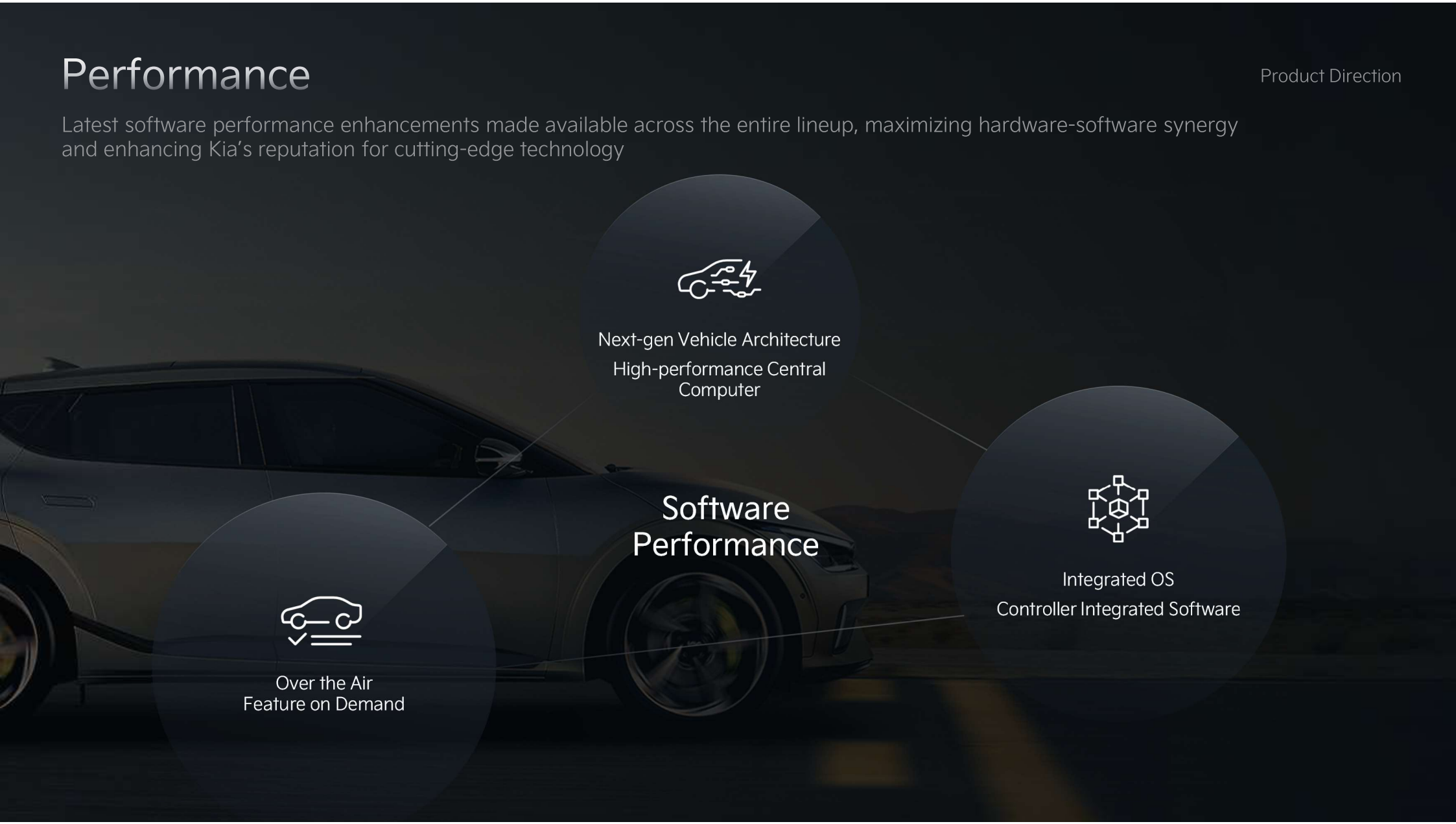
SUV
Rich performance

Sedan/CUV
On-road Driving performance

Safety-oriented system optimization for ride comfort

Performance

Latest software performance enhancements made available across the entire lineup, maximizing hardware-software synergy and enhancing Kia's reputation for cutting-edge technology



2030 Strategy

Global Sales 4.3 Million

EV Sales 1.6 Million

PBV 1st Mover

ESG Management



Introducing PBV

CES 2024: Kia unveils new PBV business

Proclamation of
PBV Vision and Roadmap



Use Cases Across
Lineup - Overview



Software Solutions and
Technology Innovation




Unveiling
First Mover of Global PBV Market
"This is a technology that undoubtedly confirms Kia's vision of PBV as Platform Beyond Vehicle—to provide optimized vehicles and services that are tailored to diverse markets and business situations, going beyond traditional automobiles."
"Kia's PBV is impressive in that it takes so many different customer needs into consideration, and we can clearly see that it was carefully designed to complement Kia's other vehicle models.
"Through their PBV vision, it's clear that Kia's electrification goals go beyond maintaining the status quo, and Kia is establishing itself as a brand that can influence segments beyond its own industry."

Platform Beyond Vehicle

- FMS: Fleet Management System
- AAM: Advanced Air Mobility (Future Flight Mobility)

Products

Standard Models
(Hwaseong EVO Plant)

Conversion Models
(Conversion Cluster)

Solutions

Open Software Platform

IVI | Charging | Maintenance | FMS

Customers

People Mover

Delivery

Utility

Future Technologies

Motional — Autonomous Driving

BostonDynamics — Robotics

supernal — AAM

PBV-dedicated Product Lineup

PV5 (Mid PBV, 2025)
People Mover & Delivery

PV7 (Large PBV, 2027)
Logistics, Shuttle, Family Van



150k units
(Sales Target for 2030)

100k units
(Sales Target for 2030)

PBV Conversion Model Lineup Expansion

PBV-dedicated Product Lineup

Providing PBV-dedicated platform-based vehicles

PV5



PV7



Diverse Needs Met by PBV Conversion Models

Conversion models based on leading domestic & international partnerships

- e-Wagon
  - Passenger
    - Camper
    - WAV*
    - Limousine
    - • • •
- e-Van
  - Cargo
    - Crew Van
    - Cargo Trucks
    - Openbed
    - • • •
  - Multi-use
    - Workshop (Racking)
    - Mobility Shop
    - Home & Office
    - • • •

+

Continue to Develop New Conversion Models

* WAV : Wheelchair Accessible Vehicle

PBV Flexible Production System

Hwaseong EVO Plant
(New PBV-dedicated Plant)

Standard Model Production

Equipped with Special Options

Efficient Conveyor Production Line

+

Flexible Cellular Production

Conversion Cluster

Manufacturing

Cluster

R&D

Logistics

Global Conversion Certification Program

- Certification Standards for Partnership
- Systemized Operation & Collaboration
- Conversion-optimized Vehicle Supply
- Promotion & Sales Support



Optimized mass production system for a wide variety of products, eco-friendly manufacturing methods, and minimal loss of materials

PBV Solution : Direction



Specialized PBV Solutions

Software solutions optimized for customers' business
(IVI App market, Data API, Fleet Management System)

Open Platform Solution

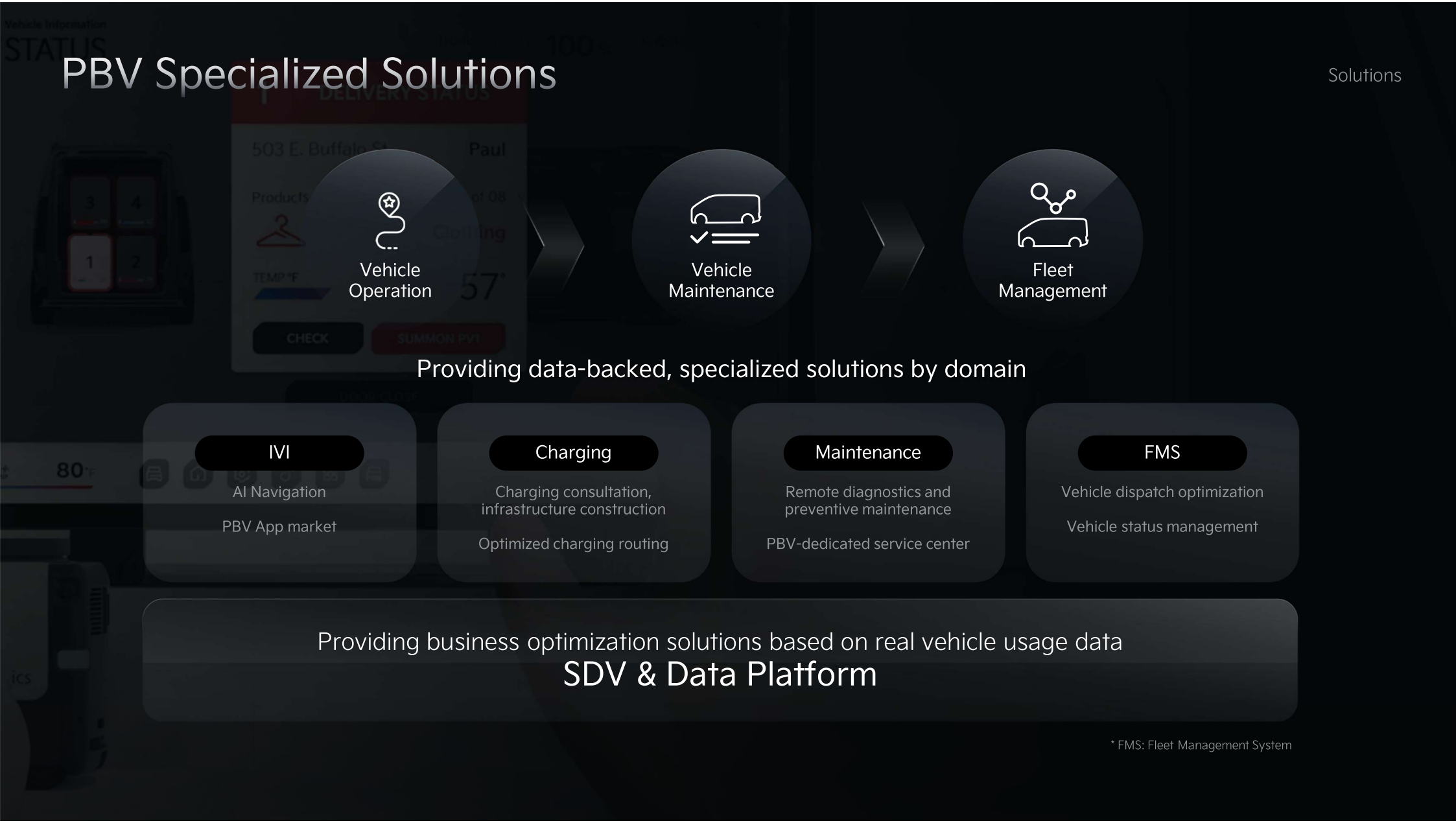
Customer Business Solutions

Connecting customers' diverse solutions with vehicles
(Taxi call/dispatch app, logistics management solutions, etc.)

3rd Party Solutions

Integrating 3rd party solutions related to purchase and use of PBVs
(Finance, charging, maintenance, etc.)

PBV Specialized Solutions



Vehicle Operation

Vehicle Maintenance

Fleet Management

Providing data-backed, specialized solutions by domain

IVI

AI Navigation

PBV App market

Charging

Charging consultation, infrastructure construction

Optimized charging routing

Maintenance

Remote diagnostics and preventive maintenance

PBV-dedicated service center

FMS

Vehicle dispatch optimization

Vehicle status management

Providing business optimization solutions based on real vehicle usage data

SDV & Data Platform

* FMS: Fleet Management System

PBV Target Customers

* B2C customers : 20%

e-Wagon



People Mover 20%

Providing hyper-personalized experiences for both drivers and passengers

e-Van



Delivery 30%

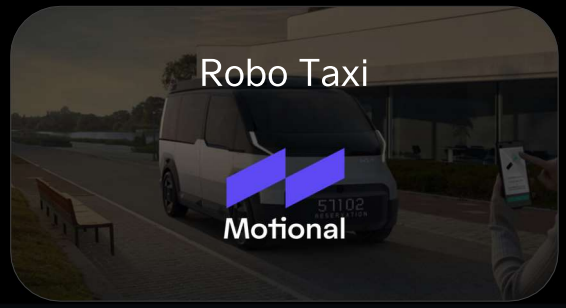
Working together to enhance logistics productivity and stability



Utility 30%

Providing maintenance-optimized business vehicles and solutions

CJ LOGISTICS · LOTTE GLOBAL LOGISTICS · coupang · kakaomobility · Uber · DTC Dubai Taxi Company · • • •







PV5-R Development

Development of PV5-R applying Motional AD Kit, based on Kia PV5

Innovative Logistics Solutions

Unmanned solution through PBV & STRECH links

Business Development

Mobility hub business through PBV & vertiport operators links

New Businesses

Development of robotaxi business through PBV & autonomous driving technology integration

Demonstration Project

Verification of last mile delivery through PBV & SPOT links

Multimodal Service

PBV(ground) & urban air(AAM) multimodal mobility service links

By Integrating PBV with Future Technologies, Development of Kia PBV differentiation and Promotion of Business Innovation

2030 Strategy

Global Sales 4.3 Million

EV Sales 1.6 Million

PBV 1st Mover

ESG Management



ESG Strategy

ESG Vision

Sustainable Movement for an Inspiring Future

Core Values

E **Cleaner & Circular**
Taking the lead in eco-friendly and circular economies

S **Safe & Satisfying**
A society built on a foundation of safety and satisfaction

G **Transparent & Trustworthy**
Transparent and trustworthy governance

6 Strategic Directions

E1. Establishing an eco-friendly manufacturing environment to help fight climate change

E2. Establishing a resource circulation system for producing eco-friendly products



S1. Prioritizing safety to safeguard lives

S2. Creating growth for all through stakeholder satisfaction



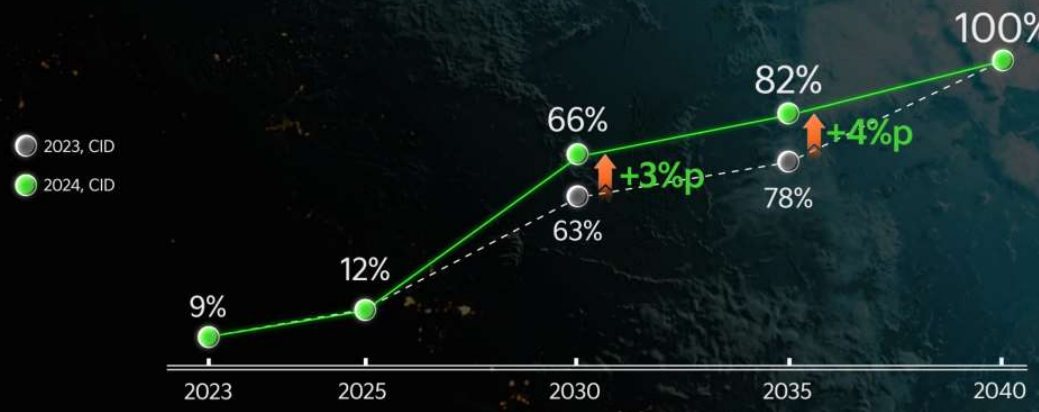
G1. Building a solid corporate governance structure through transparent management

G2. Enhancing corporate credibility and trust through responsible management



RE100 Road Map

66% in 2030, 82% in 2035, 100% in 2040



Global RE100 Progress Status & Plans

Short-term: Solar power generation

» Mid-to Long-term: PPA and (v)PPA

Self-generate Solar power

- Completed 6MW installation in Korea & India in 2023
- A total of 62MW will be installed at global business sites





(v)PPA

- **The largest PPA Scale in Korea** (Agreement in 2023, Use of RE in 2026)
- **vPPA in USA, PPA in India** (Use of RE in 2026)
- On-Site PPA in China (Use of RE in 2024)

Certifications

- Achieved RE100 in Slovakia through GO
- Renewable energy certification (2030~)

Expanded Usage of Recycled Plastics

2023 **2%** → 2030 **20% ↑**

Short term	Mid-to long-term
Exploration of recyclable materials, component development, and quality assurance	Developing high-efficiency technologies and cost reduction measures
Wheel guards, floor mats, and 15 other parts	Crash pads, seat foam, bumpers, exterior lighting, and 128 other parts

Strategy for Expansion of Recycled Plastics Application

Focused Development of High-yield Recycled Raw Materials

Expanded application of parts manufacturing using 8 types of materials (PP, PA, ABS, PET, TPO, PE, PBT, PC)

Technological development to increase yield of recycled raw materials from waste materials

Establishing a Plan for Securing Waste Plastics (Open-loop)

Diversification of supply sources (agriculture/fishing-related/ household waste) and expansion of supply volume


Waste bale silage


Waste fishing nets


Waste plastic bag


Waste water bottles

Enhancing End of Life Vehicle Network (Closed-loop)

- Korea : Increasing collection through waste plastic collection hubs
- Europe : Securing local value chains through of end of life vehicles network

Recycled Plastics Applied to EV3

Auto parts composed of recycled plastics from post-consumer waste and automotive waste

Approx.

28.5kg

Fender/Door Garnish

Recycled Plastic PP from Automotive Waste







Bumper Cover

Recycled Plastic PP
from Automotive Waste

Wheel Guard

Recycled Plastic PET
from Post-industrial Waste



Side Seal Molding

Recycled Plastic PP
from Automotive Waste





Luggage Board

Recycled Plastic PET
from Post-consumer Waste

Headlining

Recycled Plastic PET
from Post-consumer Waste

Safe & Satisfying

Creating Shared Growth

Financial Support

P&L Support

Expanded coverage of raw material price changes, increased wage rates of long-term vehicle production, etc.

Liquidity Support

Upfront cost payment, international loan assistance expansion, etc.

Future Competitiveness

Future Growth Support

Support through joint investment R&D funds, business diversification, and carbon neutrality

Support for Secondary and Tertiary Partners

Fostering mutual growth through on-site instruction and diverse communication channels



3 Key Areas of Social Contribution

Eco-Friendly
Environmental protection for a more sustainable earth

Mobility
Freedom of movement for all without discrimination

Challenge
Support for the growth and independence of future generations

Kia's Flagship Social Contribution Projects

Korea	Mobility assistance for the disabled Green trip	Protection of marine ecosystems and blue carbon capture Tidal flat Restoration	Support for multicultural families Academic and emotional support for multicultural youths (new)	Empowerment aid for the disabled Establishment and operation of a subsidiary for the disabled (new)
Global	Empowerment aid for developing nations (GLP) Green Light Project	Support for global ocean cleanup activities The Ocean Cleanup partnership		

Board of Directors: Practicing Responsible Management

Objective

Shareholders, Customers, Employees, Partners, etc.

To support decision-making that considers diverse stakeholders

Core Values

Independence

Over half of all members are independent directors
(4 internal directors, 5 independent directors)

Expertise

Specialists in a variety of fields including governance, strategic investment, and finance/accounting

Diversity

Over 50% of independent directors are women

Key Activities

Quarterly
Regular Board Meetings

Promoting Transparent Decision-making
Ensuring Rational Management Through Sub-committees

Improving Industry Understanding
Enhancing On-site Management

Enhancing Shareholder Communication
Implementation of ESG NDR

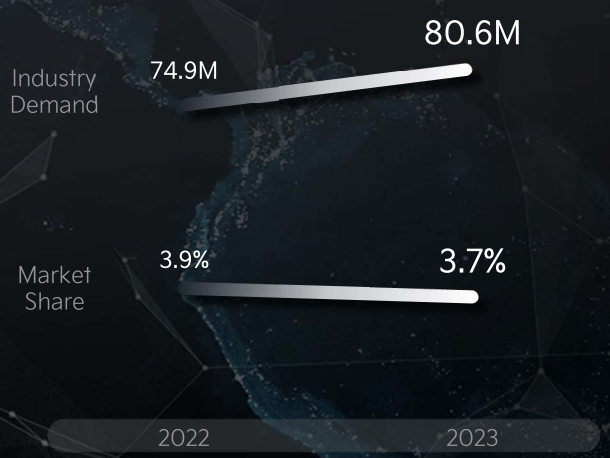
PART 2

Business Plan 2024

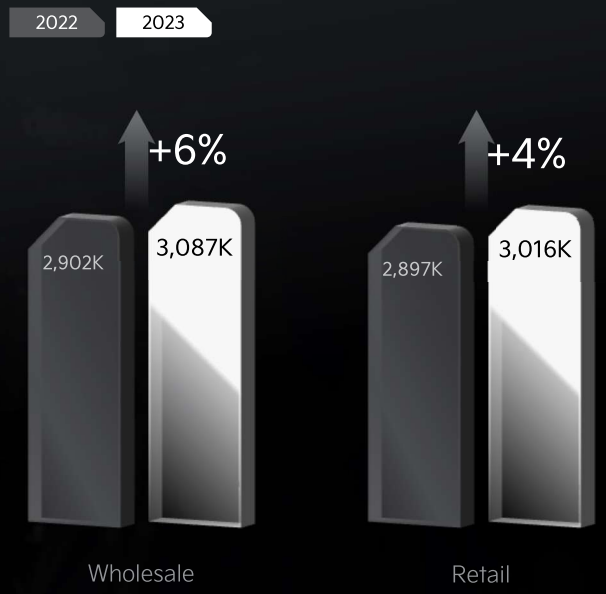
Movement that inspires

2023 Global Sales

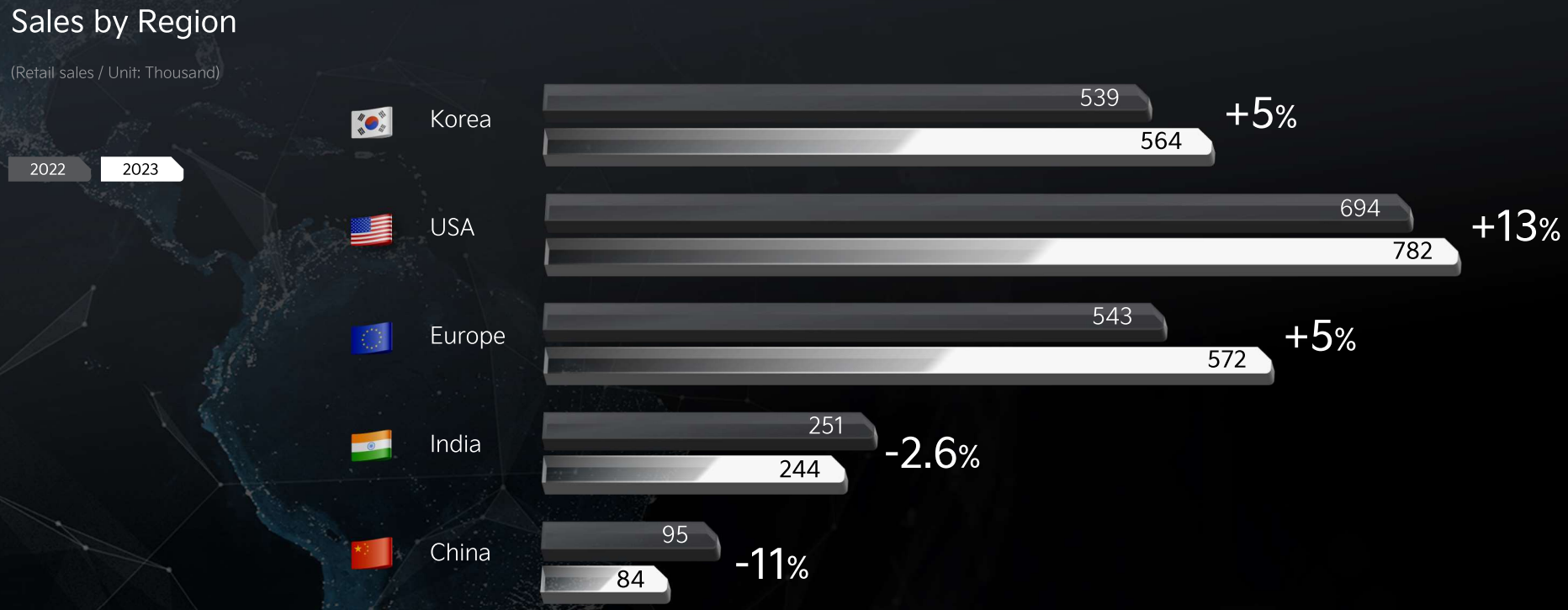
Global Auto Industry Demand vs Kia Market Share



Kia Global Sales Performance



2023 Sales by Region



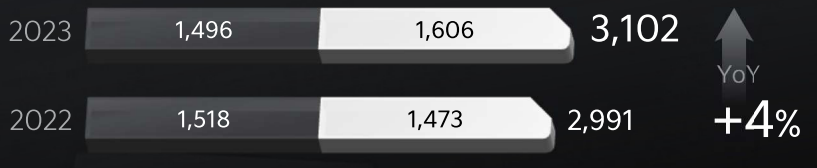
2023 Major Achievements

Supply Optimization through Flexible Manufacturing System

Optimization of production by plant/model according to customer demand

Production Output and Proportion of Overseas/Domestic Plants

(Unit: Thousand)



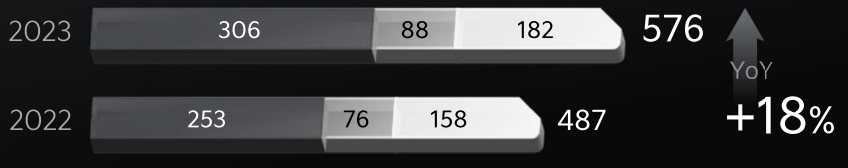
	Overseas Plants	Domestic Plants
Ratio	48%	52%

Strengthening Position as an Eco-Friendly Brand

EV9 Launch, HEV Sales Growth

Green Car Sales Performance and Growth Compared to Previous Years

(Unit: Thousand, Retail)

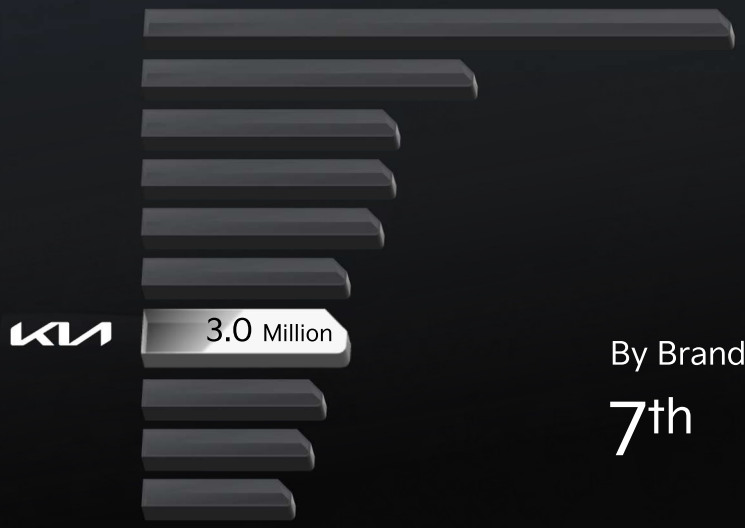


	HEV	PHEV	EV
YoY	+20.8%	+15.4%	+15.3%

2023 Major Achievements

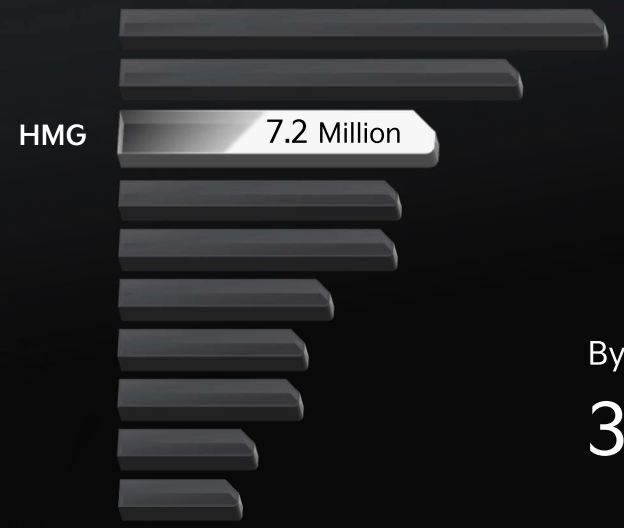
Global Sales Ranking

(Unit: Million)



By Brand

7th



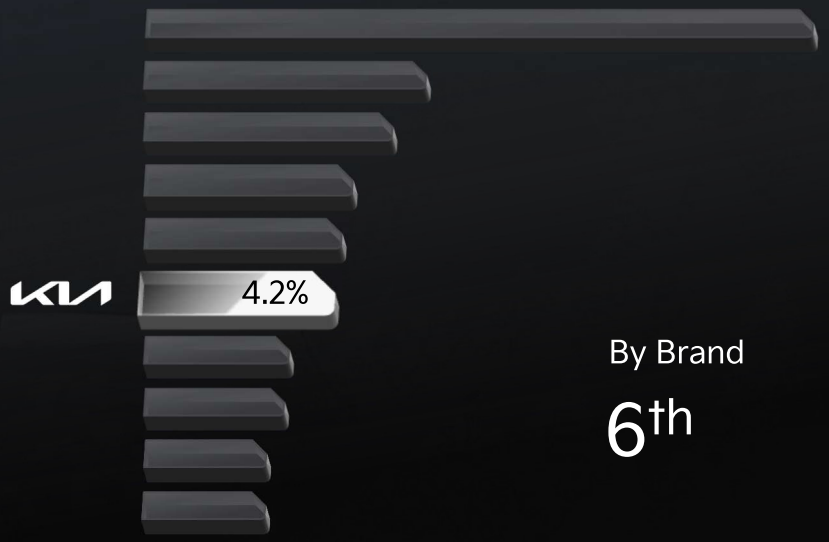
By Group

3rd

2023 Major Achievements

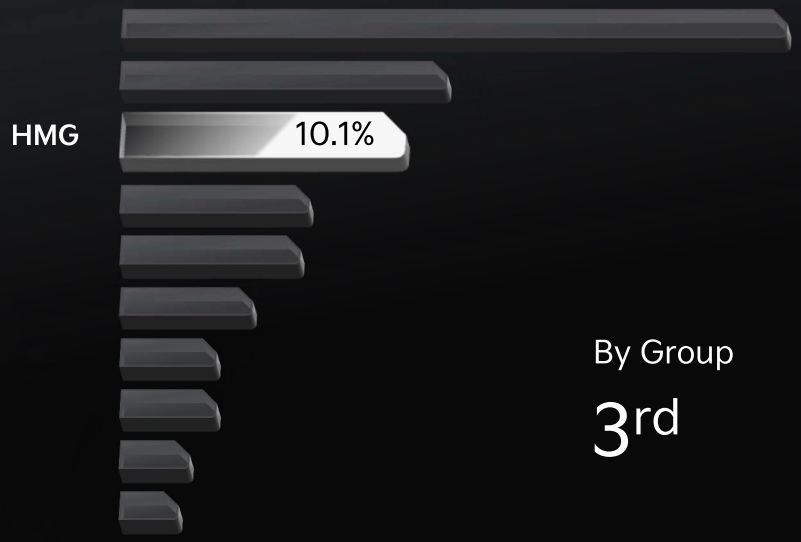
Global EV Market Share

(excl. China, Unit: %)



By Brand

6th



By Group

3rd

※ Incl China (by Group) : HMG 4.3%

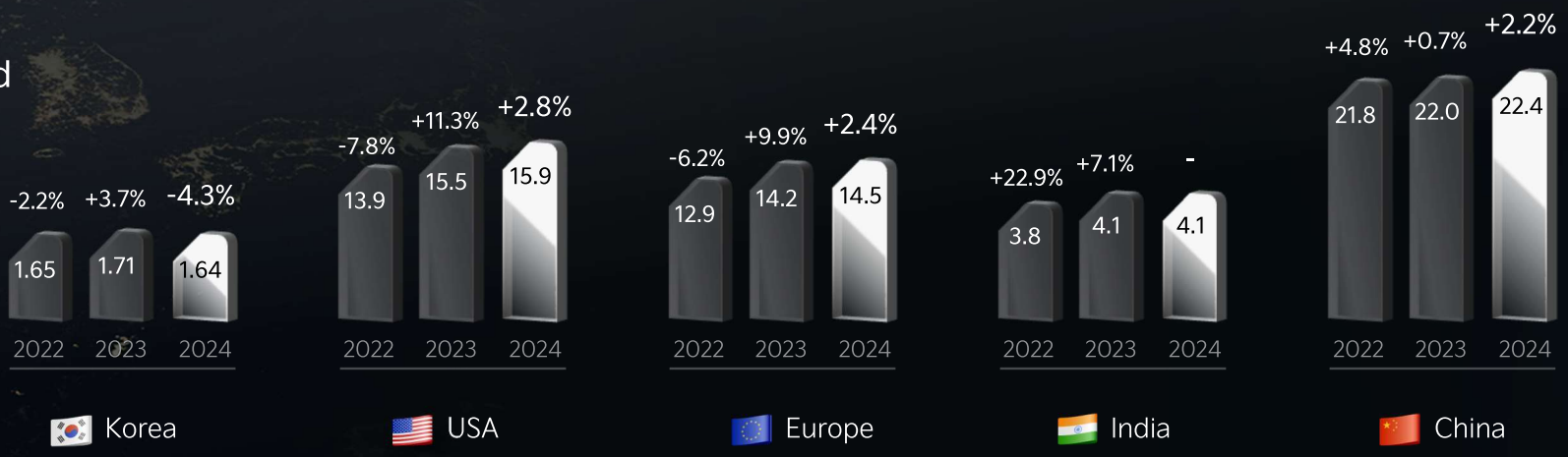
2024 Global Auto Demand

Global Demand

(Unit: YoY/Million)

2022	2023	2024
-2.5% 74.9mn	+7.6% 80.6mn	+1.5% 81.8mn

Industrial Demand By Region



2024 Business Plan

Wholesale	Retail	Market Share
3,200k	3,140k	3.8%
+3.6%	+4.1%	+0.1%p



Key Strategy

Pre-emptive risk management
Strategic approach to each regional market

Successful new car launches
(3 new models, 5 derivative & product enhancement models)

Global supply optimization
Effective allocation according to regional demand

EV business reinforcement
EV lineup expansion and strengthened supply chain

2024 New Vehicle Launch Plan



KOREA

Solidifying Core Business for Sustainability and Accelerated EV Transition

Business sustainability that corresponds to market trends (RVs and HEVs)

- Sorento & Carnival positioned Kia as No.1 RV brand
- Introduction of K8 PE & Sportage PE to reinforce sales momentum

Solidify top-tier EV brand status through enhanced EV lineup

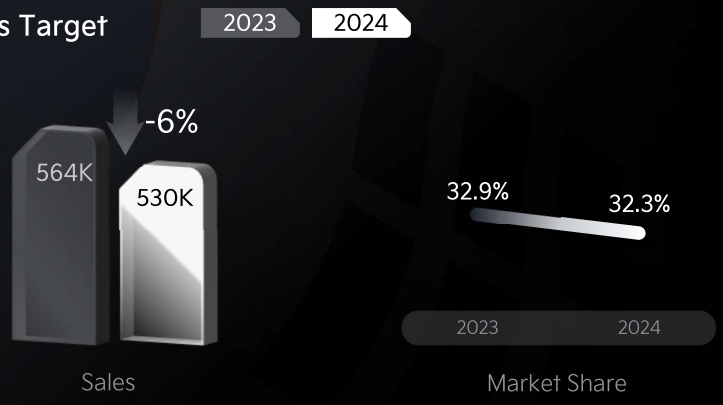
- Successful EV3 launch to expand mass popularity
- EV6 PE launch to enhance EV leadership

Expand into new business areas and strengthen customer experience through innovation

- Increase customer satisfaction through CX and channel innovation
- Implement appropriate Biz system for successful PBV launches
- Recent expansion of new CPO(Certified Pre-Owned) & RAC(Rent A Car) business

(Unit: Million)	2023	**2024**	YoY
Economic Growth Rate	1.4%	**2.0%**	-0.6%p
Industry Demand	1.71	**1.64**	-4.3%

Sales Target



USA

Customer/Market-oriented Business & Strategic EV Expansion

Continue improving sales & profitability through new/profit models

- Successful new/PE model launches through enhanced promotion strategy
- Qualitative growth through profitable SUVs(Telluride, Sportage)

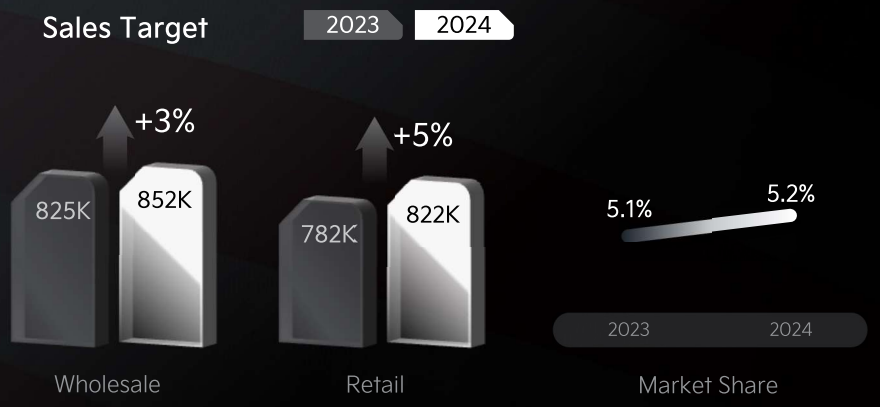
Build pioneering EV brand image

- Successful launch of flagship model, EV9
- Execute pre-emptive measures towards policy and market changes

Improve customer satisfaction through enhanced customer touch points

- Thorough customer data analysis and SI enhancement to improve customers' purchasing experience
- Improvement of dealers' service capabilities to enhance post-purchase satisfaction

(Unit: Million)	2023	**2024**	YoY
Economic Growth Rate	2.5%	**2.0%**	-0.5%p
Industry Demand	15.5	**15.9**	+2.8%



EUROPE

Secure EV Competitiveness and Propel Sustainability by Strengthening Core Business

Expand EV lineups and improve customer benefits

- Successful EV3 launch(Q4 2024) by targeting B-SUV market
- Improve product and finance plan and extend pan-European charging infrastructure

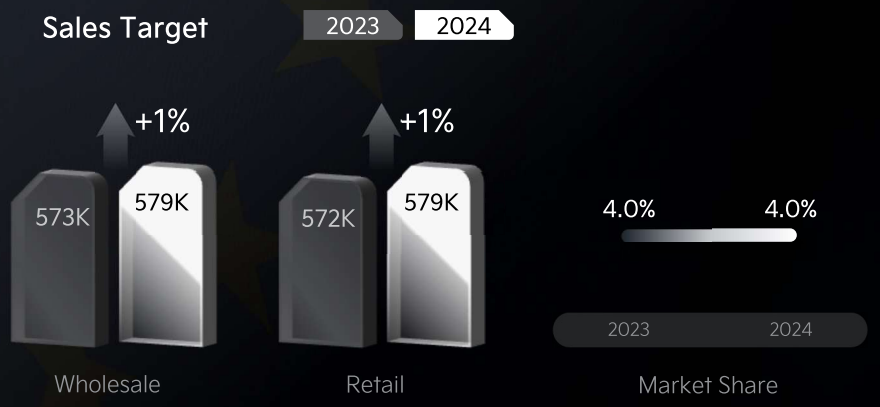
Promote qualitative growth of core business

- Continue improving profitability through expanded sales of high-profit models
- Offer enhanced sales/service satisfaction and refined sales system

Diversify business capabilities to solidify foundation for mid-to long-term growth

- Successful launch of PBV(Q1 2026) with proactive sales system
- Stabilize and expand mobility service business

(Unit: Million)	2023	**2024**	YoY
Economic Growth Rate	0.5%	**0.6%**	+0.1%p
Industry Demand	14.2	**14.5**	+2.4%



INDIA

Sales Momentum through Strengthened Product and Brand

Enhance competitiveness of mass models & global model launches

- Expand customer-preferred options (sunroof, LED lamps, etc.) and special edition launches
- Improve brand image with premium global models launches (EV9, Carnival PE)

Expand sales bases and strengthen dealerships through new dealer recruitment

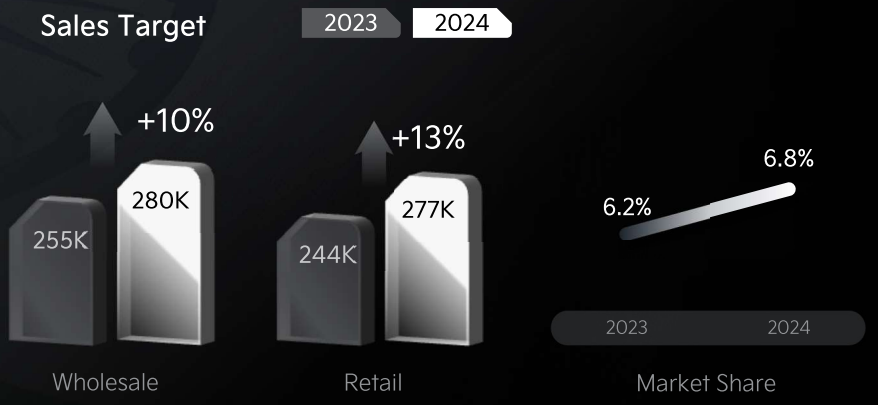
- Expand dealer network for market coverage and customer convenience
- Enhance dealership offerings through 100% adoption of SI 2.0 and management and training programs
- Expand specialized EV network and develop electrification competitiveness with dealers' charging infrastructure

The 3 pillars of enhanced branding (high brand positioning)

- 'Eco-friendly Brand' - Expand CSR activities & Green Workshops
- 'Top Design Brand' - High-end fashion shows & MZ targeting events
- 'Leading High-tech Brand' - Promote best-in-class, cutting-edge technology, as well as elevated position of EV models

(Unit: Million)	2023	**2024**	YoY
Economic Growth Rate	6.7%	**6.4%**	-0.3%p
Industry Demand	4.1	**4.1**	-

Sales Target



CHINA

Full-Scale Electrification & Improvement of Business Capabilities

Leverage new model momentum & EV transition

- Capitalize on sales momentum of successful launches of new Sonet and long-range EV5
- Accelerate EV transition with key dealers' sales and marketing support

Rebuild dealership network & enhance customer communication

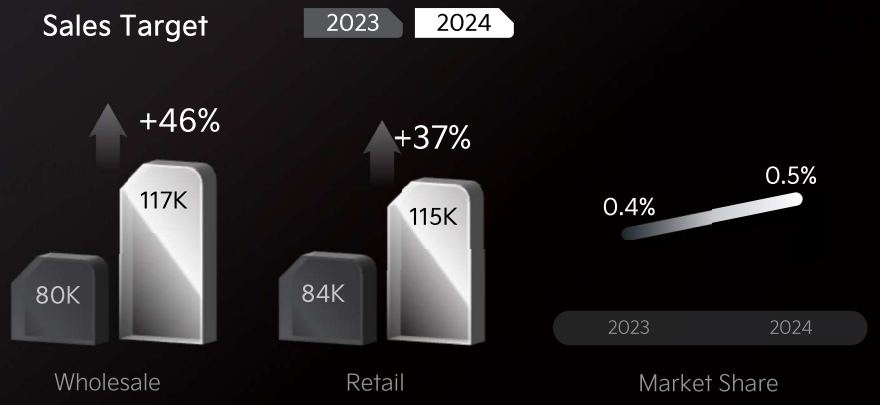
- Continue recruiting large dealership groups by leveraging Kia's global capabilities and EV competitiveness
- Secure profits and sales through new dealer training & support (coaching, education, marketing, etc.)

Expand KCN Exports to increase plant utilization rate & improve profitability

- Strengthen export vehicle lineup and expand export volume in 2024

(Unit: Million)	2023	**2024**	YoY
Economic Growth Rate	5.2%	**4.8%**	-0.4%p
Industry Demand	22.0	**22.4**	+2.2%

Sales Target



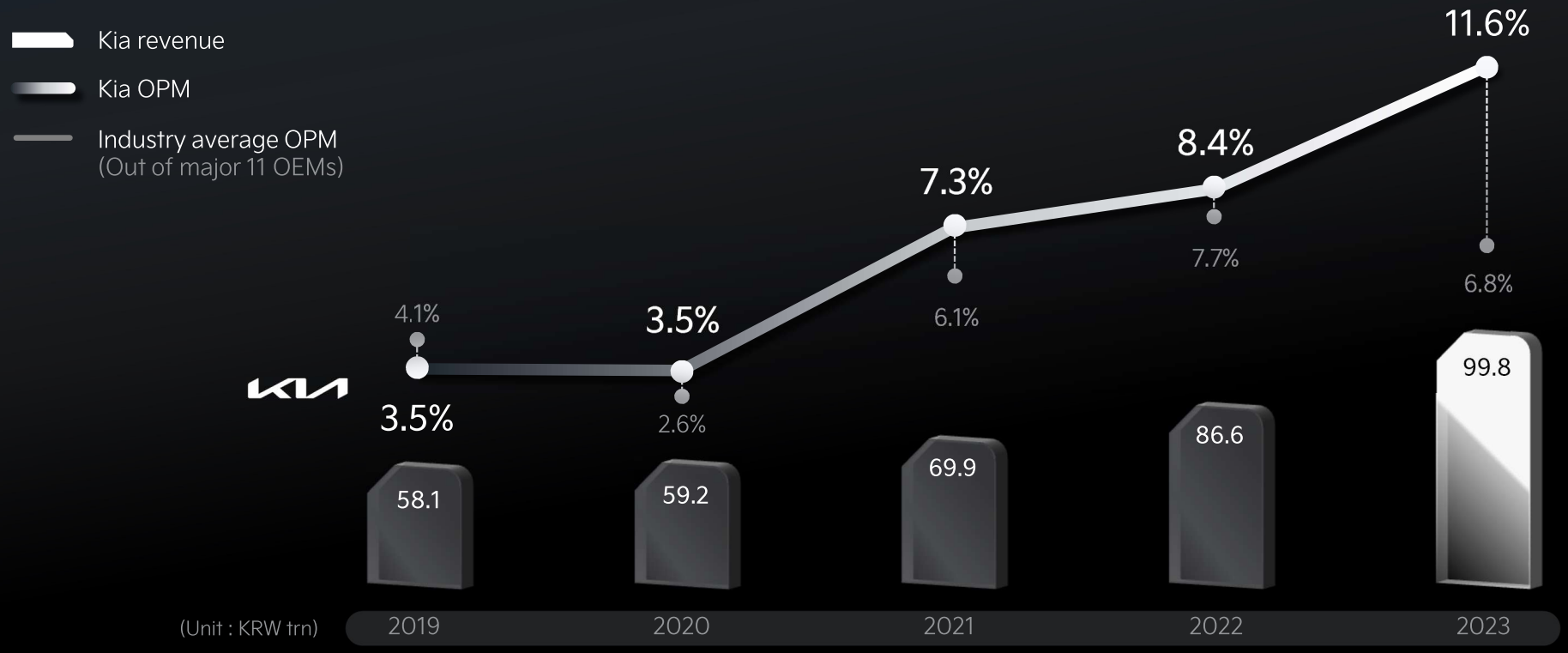

2024 Strategic Direction
Strengthening Core Business Competencies
EV/PBV
Customer-Centric Brand
Customer-Centric & People-Focused Corporate
Building A Foundation
For Sustainable Growth
(Sustainable Mobility Solutions Provider)
Always Growing for Our Customers.
Kia Transformation

Financial Strategy

Movement that inspires

2023 Review

Revenue growth and improved profitability since ‘Kia transformation’ in 2021

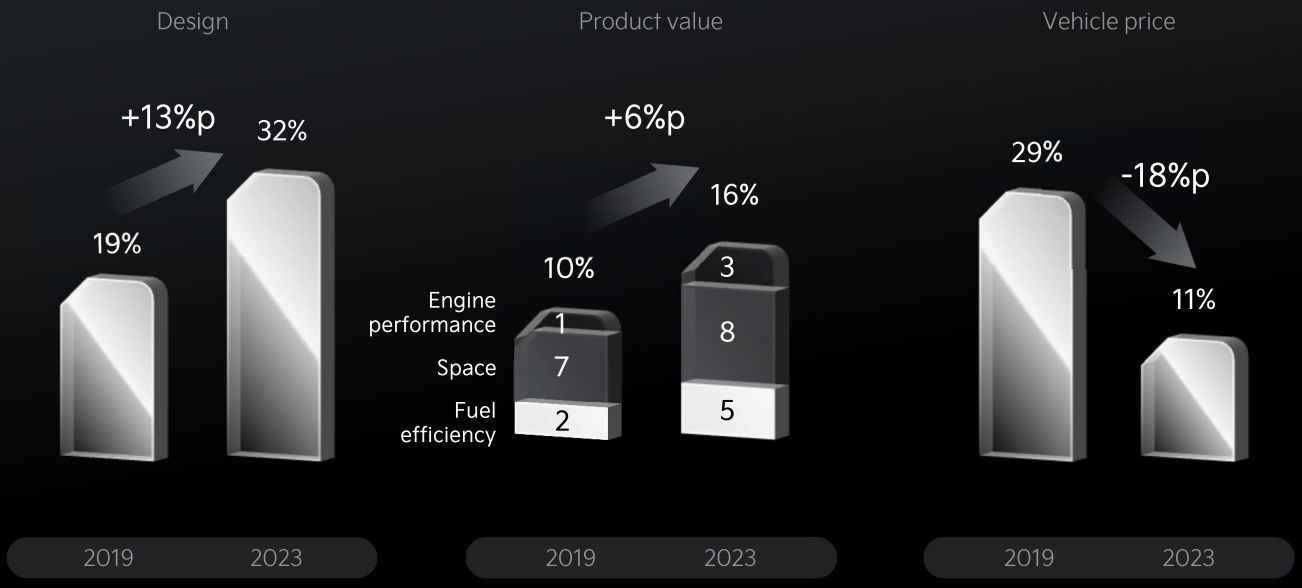


Product Factors

Transforming into a product-focused brand, recognized for design and product value

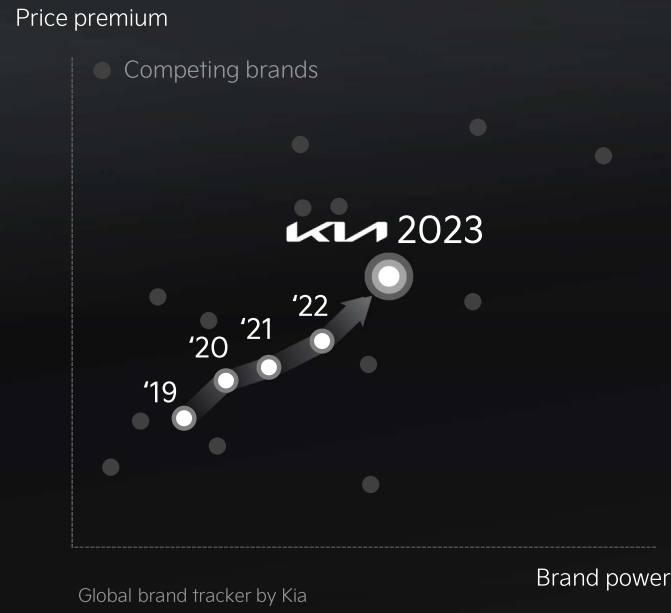
Key Purchasing Factors 2019 vs 2023

Design and product value has become the main reason to purchase



Primary purchasing factors according to global customer survey by Kia

Improvements in Brand Positioning



• Key factors of high profitability ❷ •

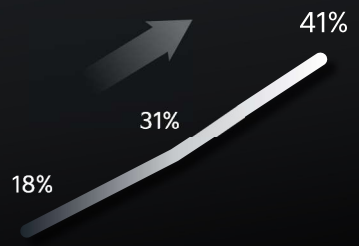
Pricing Factors

ASP boost from enhanced product and value pricing → Accelerated revenue growth

Product Value Enhancement

Active adoption of new specs & tech features

High-trim selection rate



2019 2021 2023

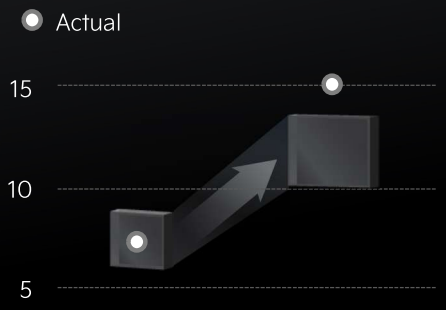
U.S. Sportage, Sorento, & Telluride combined

Quality Operation

Pricing based on higher-margin target

Increase in target margin

(Unit: %)



2019 2023

Sportage & Sorento combined

Push → Pull strategy

Incentive



2019 2021 2023

Overseas subsidiaries combined

Improved ASP

Consolidated ASP

(Unit: Million KRW)



2019 2021 2023

Cost Factors

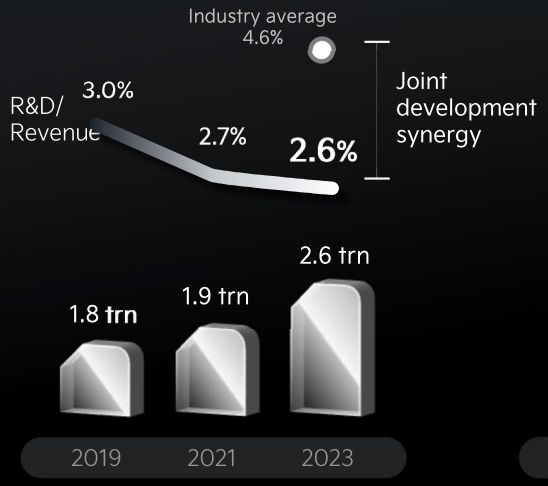
Securing cost competitiveness through efficient cost management

R&D Efficiency

Synergy in joint development of platforms and new technology within HMG

(Unit: KRW)

R&D costs

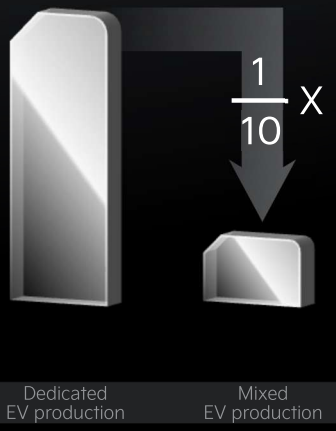


Industry average : 6 major OEMs for 1Q23~3Q23

CapEx Efficiency

EV line conversion from existing ICE line

CapEx

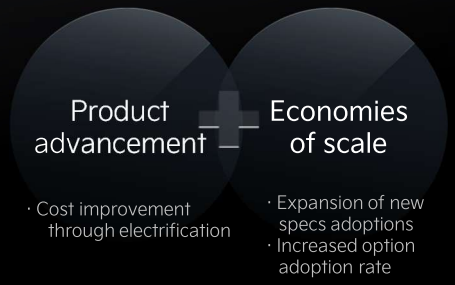


Dedicated : Gwangmyeong EVO plant,
Mixed : Hwaseong EV6 mixed production

Product Competitiveness

Improved cost efficiency through product advancement

Cost improvement structure

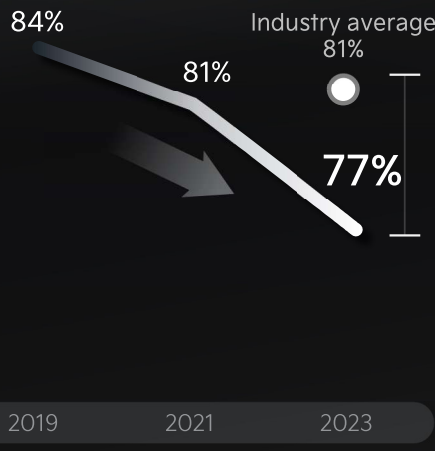


· Cost improvement through electrification

· Expansion of new specs adoptions
· Increased option adoption rate

Cost Competitiveness

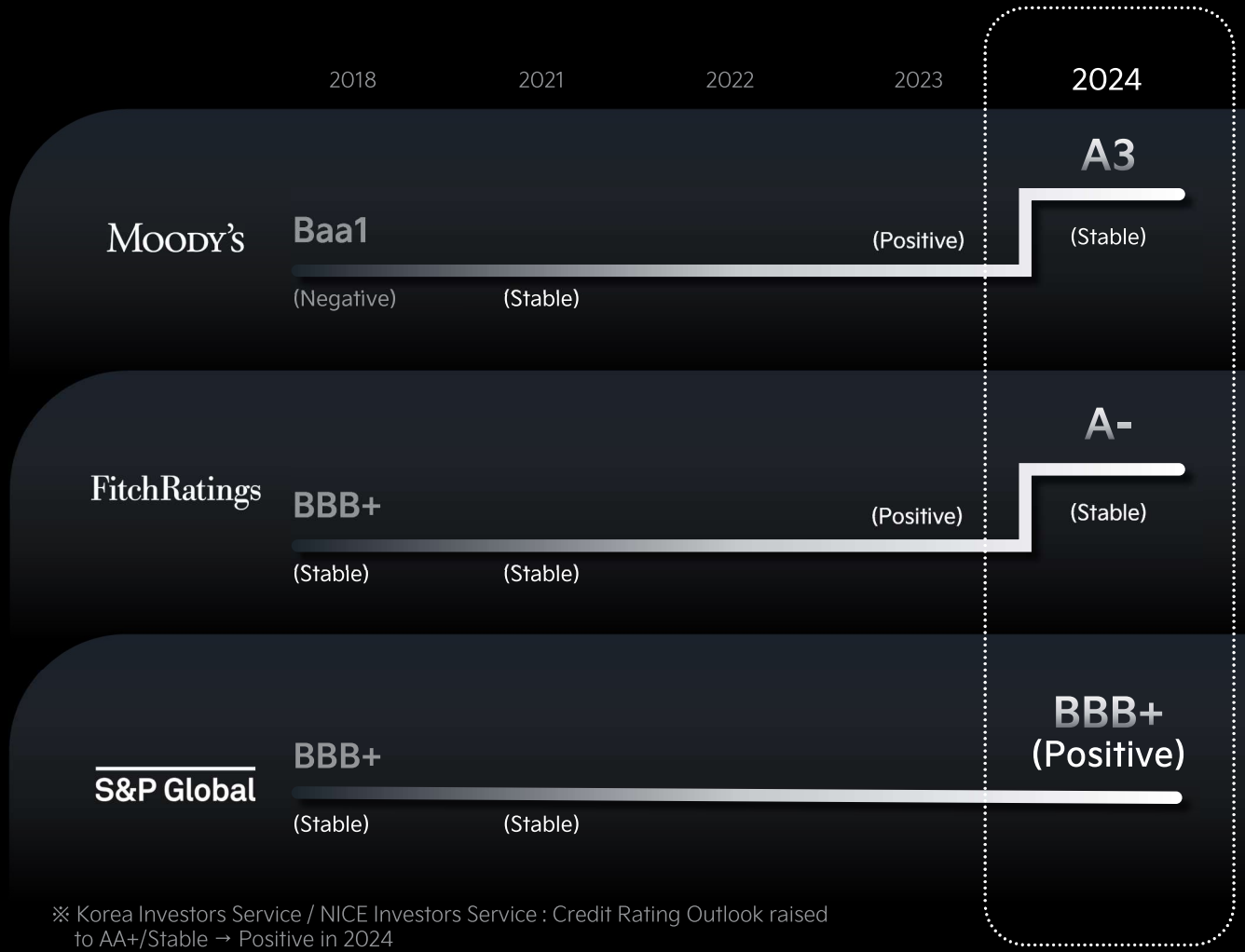
COGS ratio



Industry average : 6 major OEMs for 1Q23~3Q23

Record-high Credit Rating

Proven enhancements in profitability raises global credit ratings



※ Korea Investors Service / NICE Investors Service : Credit Rating Outlook raised to AA+/Stable → Positive in 2024

Evaluation Details

Strong cash flow and structural profit improvements driven by strengthened product competitiveness

" **Excellent profitability** expected to sustain based on improved brand power "

Despite slowing demand in the global automobile market, intensified pricing competition, and appreciated Korean won

" Solid market position has been maintained in major markets (US/EU) by **focusing on high-value models** "

Rating outlook raised to 'Positive' based on high liquidity and solid performance outlook

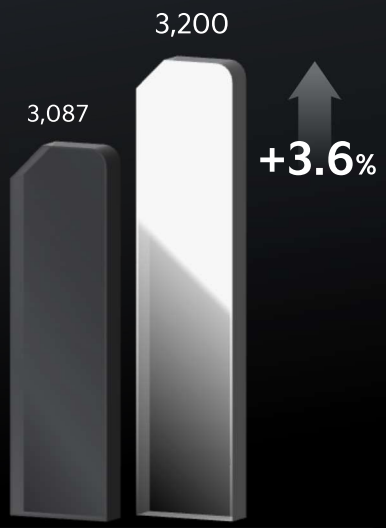
" A competitive **BEV, HEV line-up** and **efficient cost structure** offset macro uncertainty; expected to deliver long-term satisfactory performance "

2024 Financial Business Plan

Profit growth driven by sales expansion based on improved earnings structure

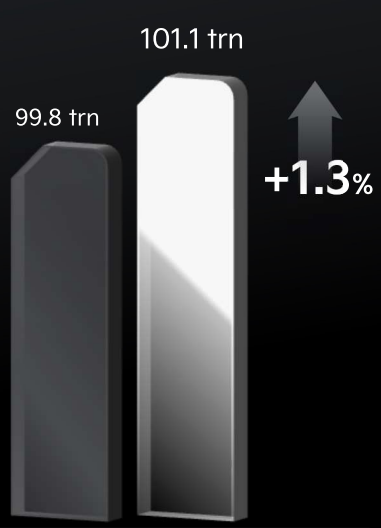
Wholesale

(Unit: '000)



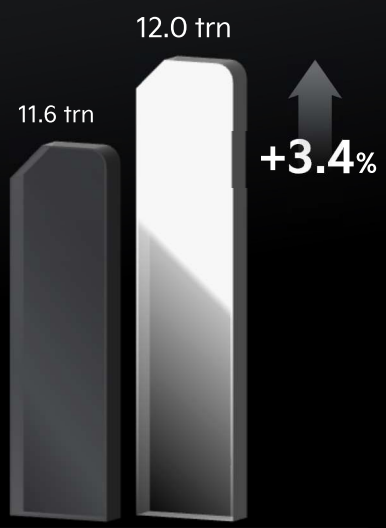
Sales Revenue

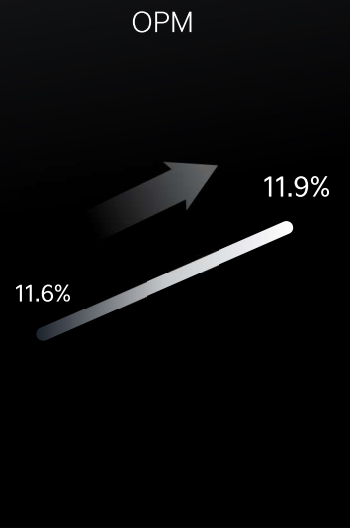
(Unit: KRW)



Operating Profits

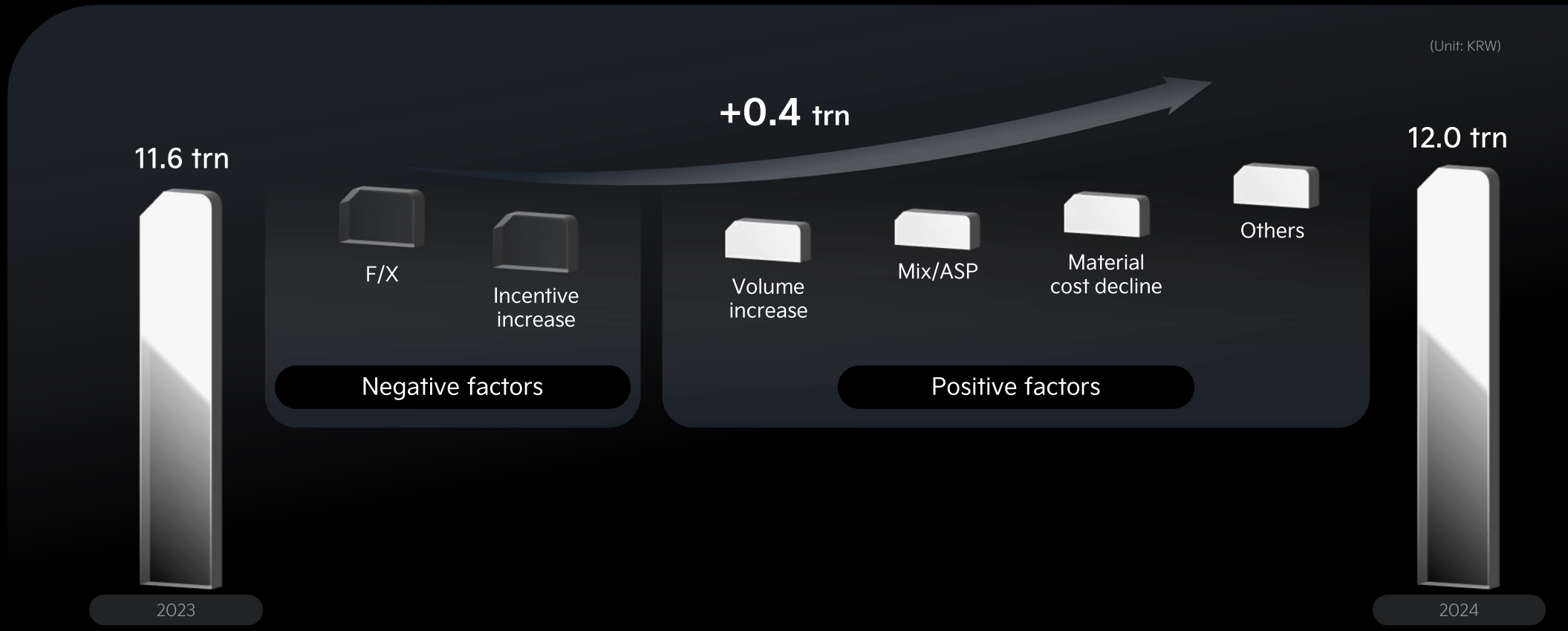
(Unit: KRW)





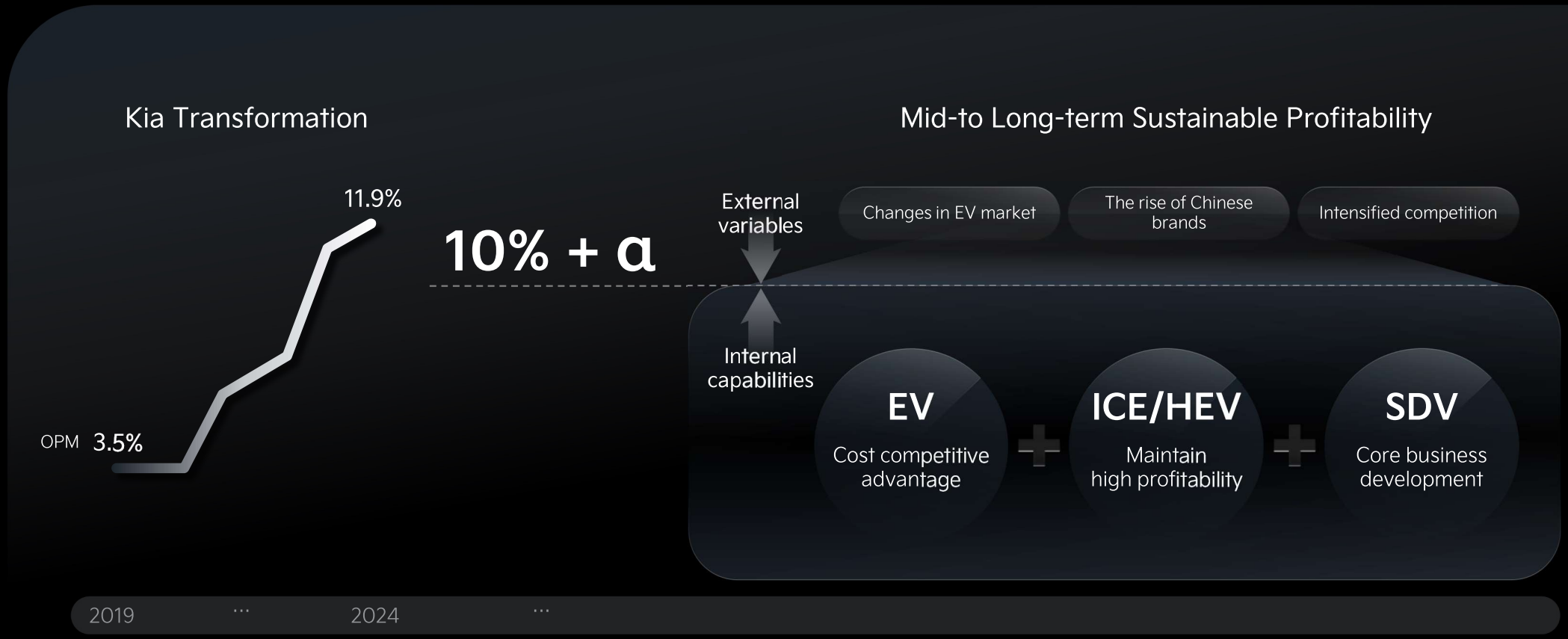
2023-2024 EBIT Bridge

Projected ₩0.4trn operating profit growth, driven by volume increase and Mix/ASP improvement, despite F/X and incentive pressures



Mid-to Long-term Profitability Target

Setting sustainable profitability target of 10%+α based on internal capabilities

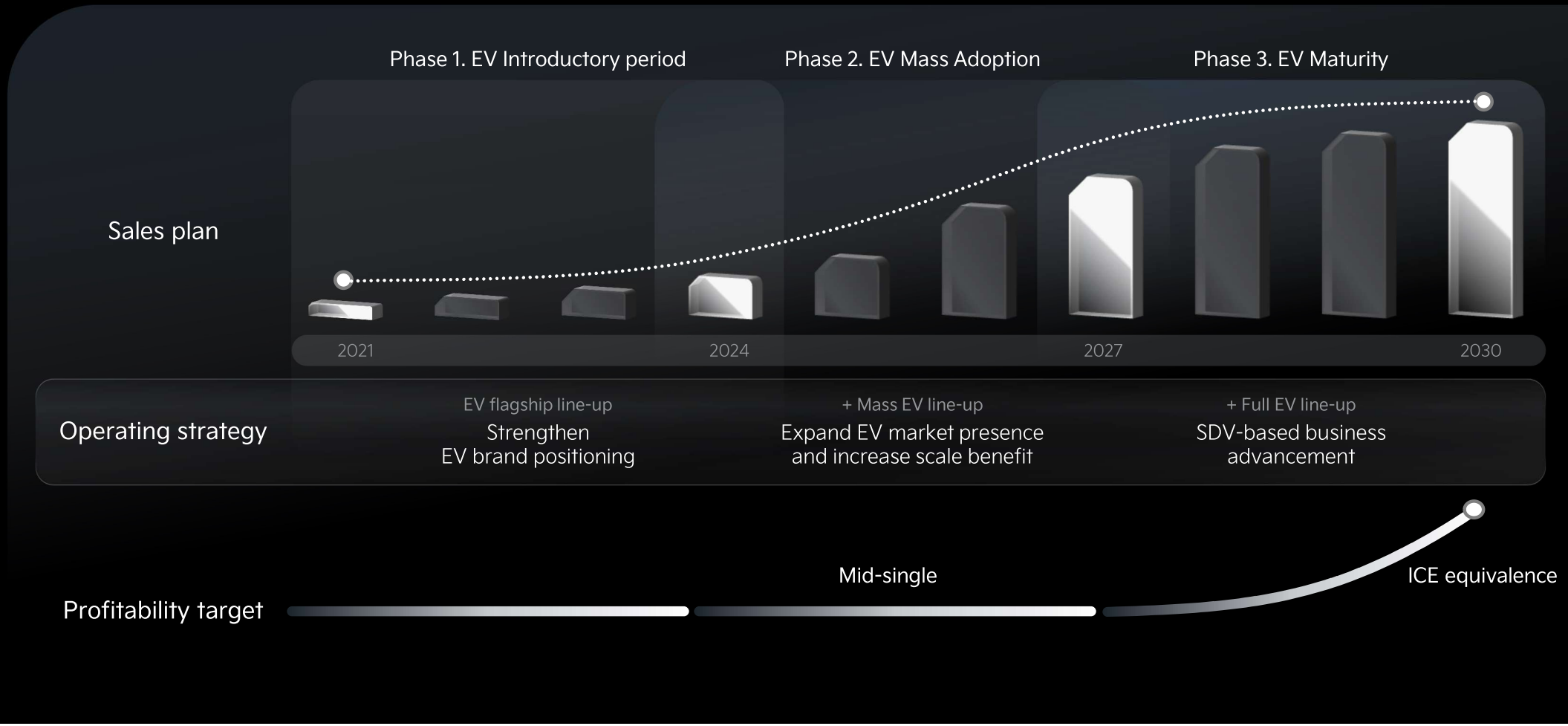


Plan to deliver
mid-to long-term profitability ❶ • • •

Mid-to Long-term Profitability Target

EV Operational Strategy in Response to Changes in EV Market

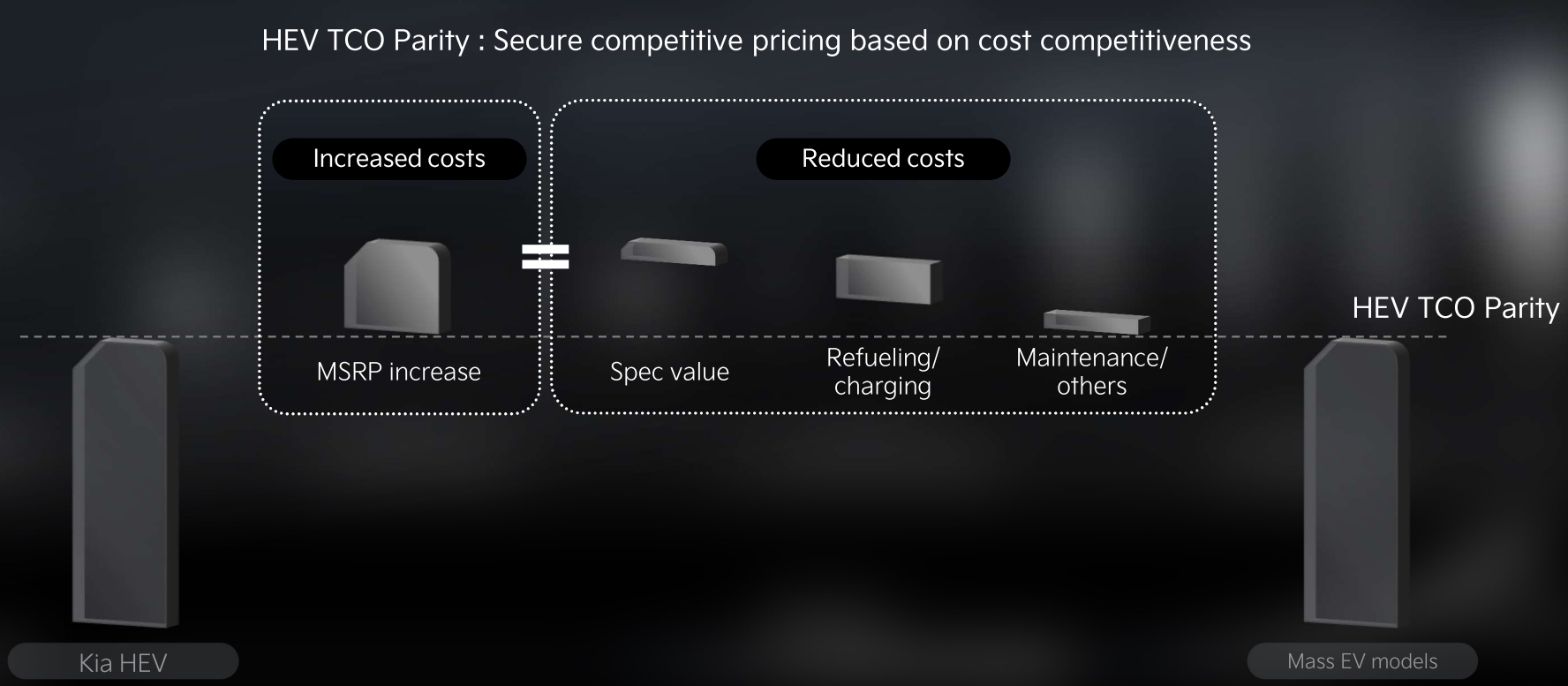
Launching mass EV line-up to preoccupy market → Expanding profitability in the mature EV market



Plan to deliver
mid-to long-term profitability ❶ • • •

EV Operational Strategy in Response to Changes in EV Market

Launching mass EV line-up to preoccupy market → Expanding profitability in the mature EV market



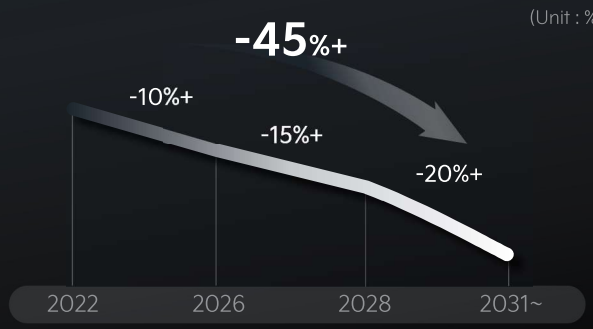
※ Based on domestic specifications

• Plan to deliver mid-to long-term profitability ❷ • •

Cost Saving for EV

Elevate EV margin through comprehensive cost reduction, battery diversification, and technology innovation

PE Cost Reduction



* Raw material cost based on constant price of 3Q20

- Global battery supply pool expansion
- Weight reduction/battery efficiency enhancement

PE cost reduction vs. 2022 -45%+

* PE(Power Electronics) : battery, motor, ICCU, etc.

Battery Diversification



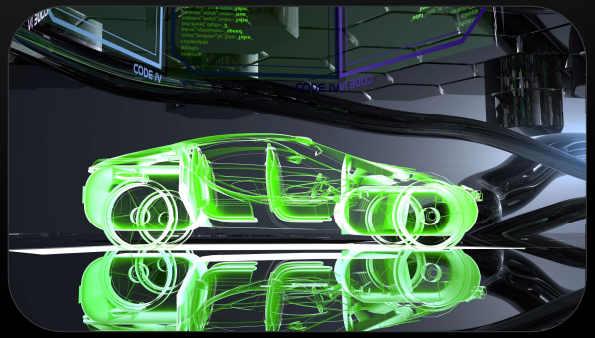
LFP battery utilization

Form factor diversification

- Optimized performance for entry-level models
- Diversifying form factors based on next-gen platform

Battery cost -10 ~ -20% vs. NCM

Next-gen EV Platform Development



- Minimized parts & system complexity based on IMA
- Increased commonization ratio led by expanded coverage

Parts(ex-PE) cost -10 ~ -20% vs. current platform

* IMA : Integrated Modular Architecture

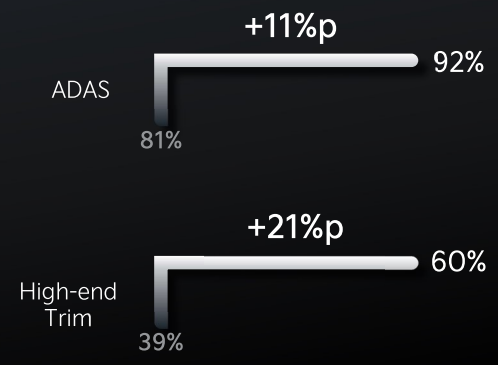
Plan to deliver
mid-to long-term profitability ❸

HEV Profitability Enhancement

Achieve double-digit margin via expanding HEV premium and cost reduction → Strengthen scale benefit through line-up expansion and volume increase

HEV Premium

High-end trim/option selection rate

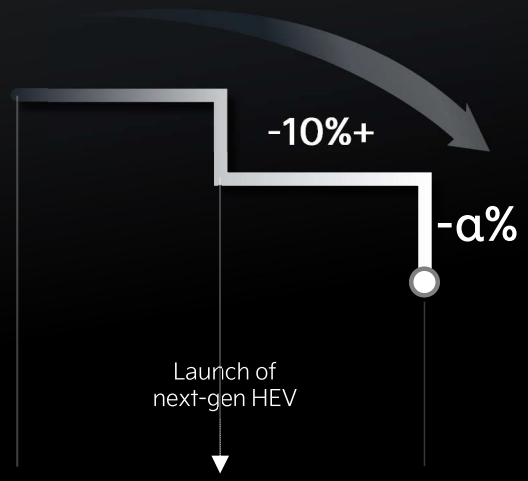


ICE HEV

※ Based on 2023 Sorento (domestic)

HEV System Cost Reduction

Specification/resource optimization

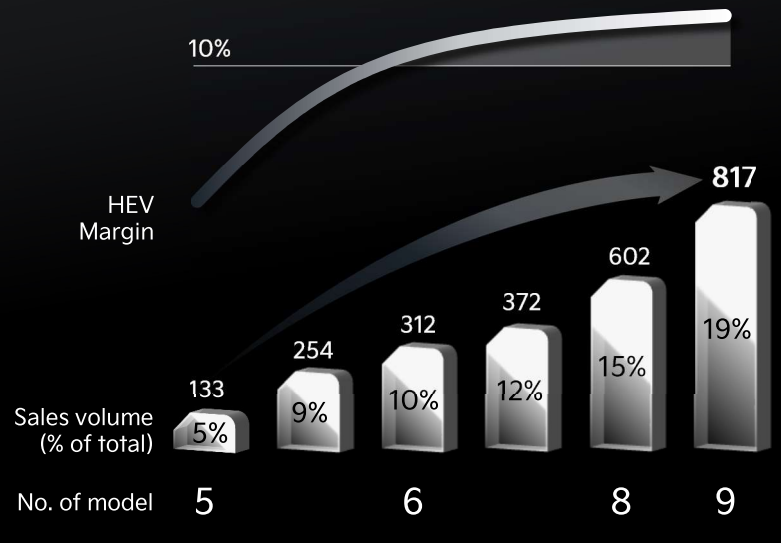


2021 2025 2030

※ HEV System: engine, transmission, motor, etc.

Economy of Scale

Line-up expansion (Unit: Thousand)

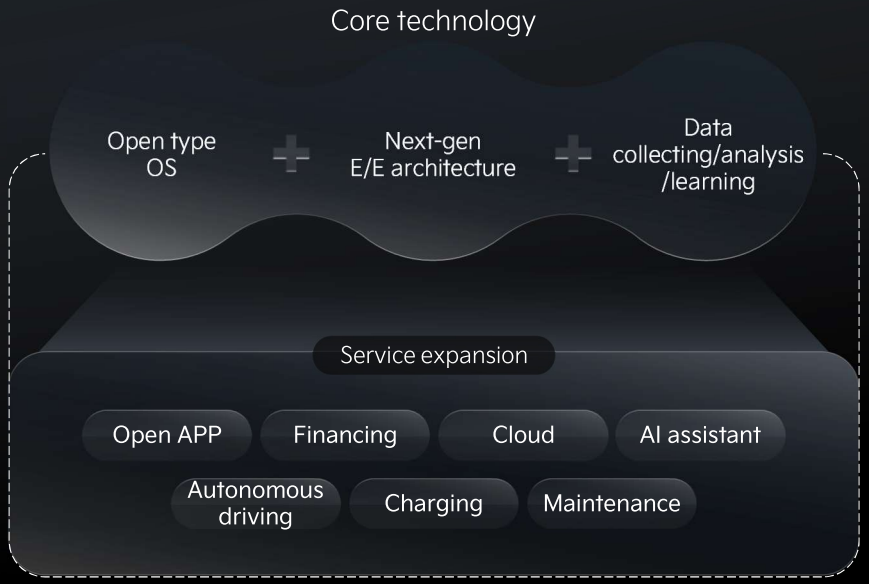


2021 2022 2023 2024 2027 2030

Business Model Expansion Based on SDV

Generate new source of profit through expanding FoD services & SDV development

SDV Core Technology & Service Expansion



* SDV : Software Defined Vehicle
* E/E Architecture : Electrical/Electronics Architecture

FoD Business Plan

	2023	2024~2025	2026~2030
Stage	Launch (EV9)	Expansion of services	Core business development
In-demand Product	Pilot	Entertainment	Data-based services
Volume	100,000 units	2.5 million units ↑	10 million units ↑

* FoD : Feature on Demand

(Early stage)
Expand customer experience on FoD

(2026~)
Full-fledged profit contribution from SDV

Investment Plan for Next 5 Years

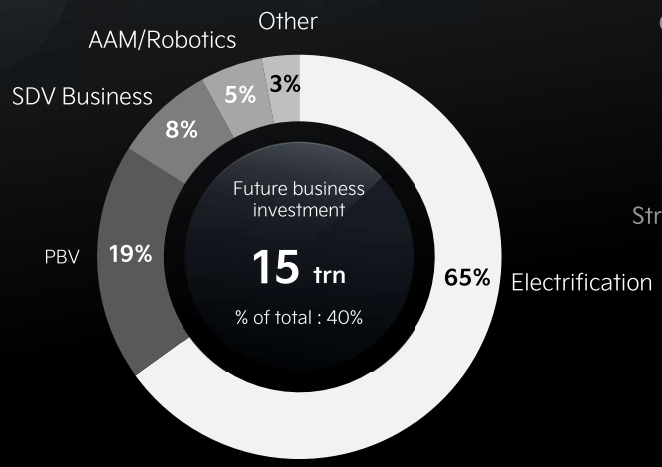
Accelerated resource allocation to business transition

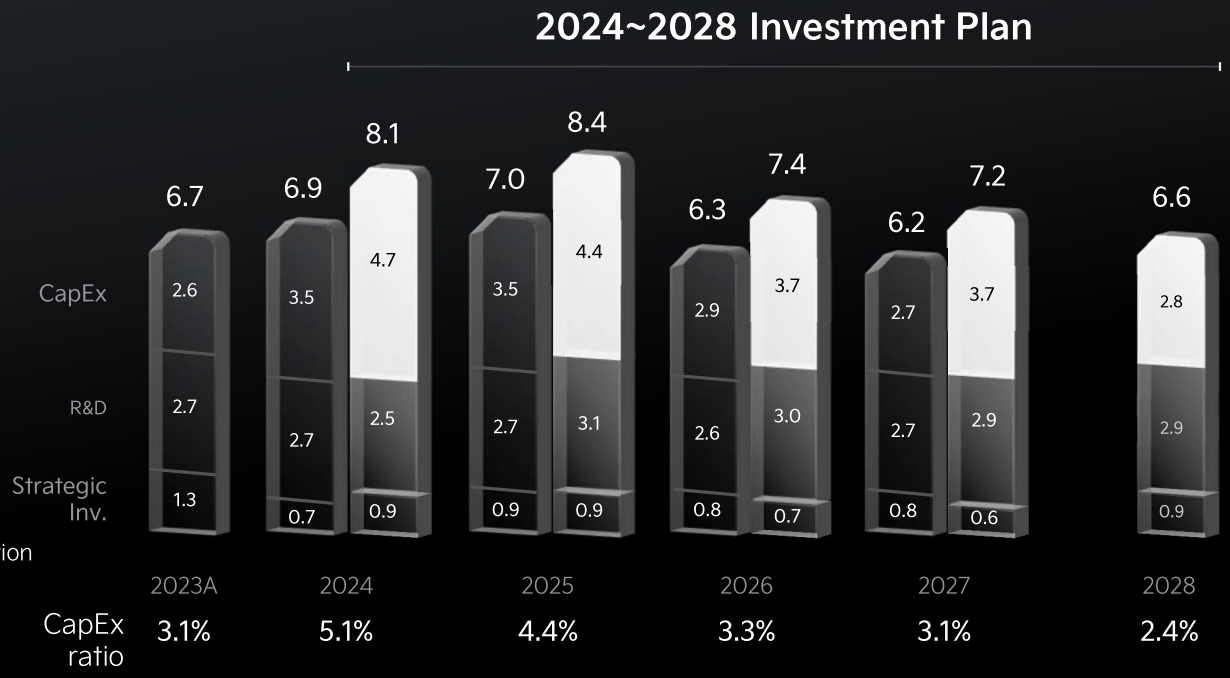
(Unit: KRW)

+5 trn (14%)

Previous 5yr Plan (2023-2027)
33 trn

New 5yr Plan (2024-2028)
38 trn





Shareholder Return Policy

Accelerated cash return ratio through enhanced profitability

Payout Ratio

20~35%
of net profit

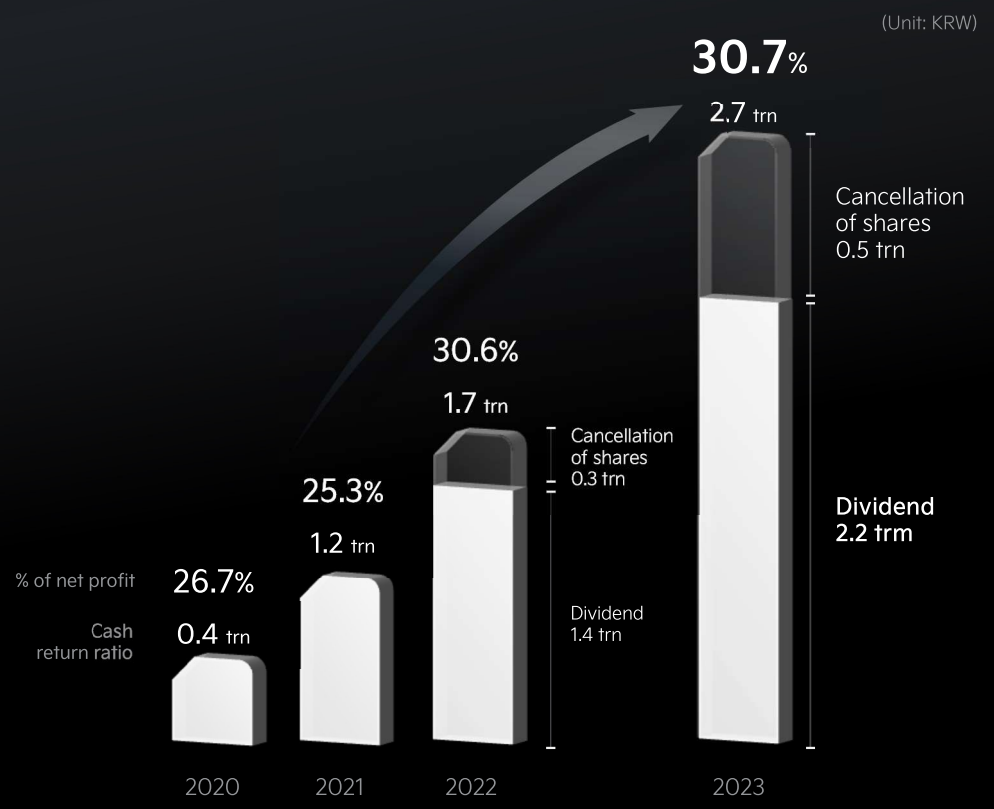
Buyback Program

5-Year Long-term plan (2024~)

500 Billion Max. amount/year

50% Cancellation

Additional 50% cancellation
(upon achieving 3QTD financial target)



Disclaimer

In the presentation and in related comments by Kia Corporation's management, our use of the words "expect," "anticipate," "project," "estimate," "forecast," "objective," "plan," "goal," "outlook," "target," "pursue" and similar expressions is intended to identify forward looking statements.

The financial data discussed herein are presented on a preliminary basis before the audit from our Independent Auditor. While these statements represent our current judgment on what the future may hold, and we believe these judgments are reasonable, actual results may differ materially due to numerous important factors. Such factors include, among others, the following : changes in economic conditions, currency exchange rates or political stability; shortages of fuel, labor strikes or work stoppages; market acceptance of the corporation's new products; significant changes in the competitive environment; changes in laws, regulations and tax rates; and the ability of the corporation to achieve reductions in cost and employment levels to realize production efficiencies and implement capital expenditures at levels and times planned by management.

We do not intend or assume any obligation to update any forward-looking statement, which speaks only as of the date on which it is made.