

Kia Corporation Investor Presentation

March 2026



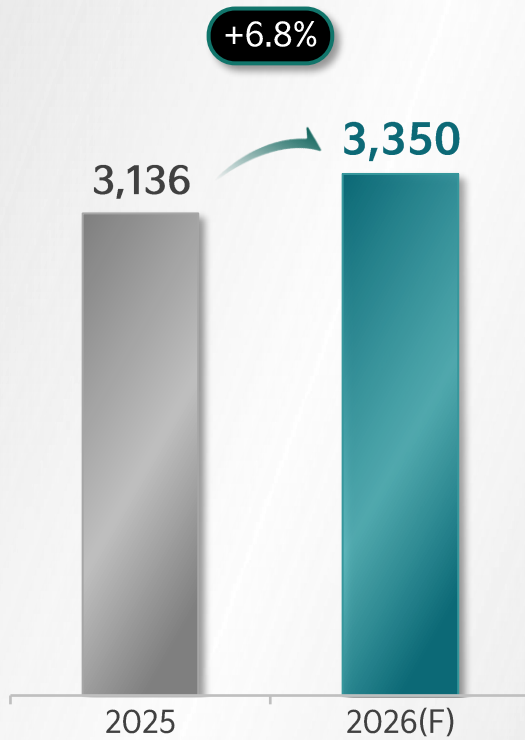
Movement that inspires

2026 Business Plan



Wholesale

(Unit : '000, %)

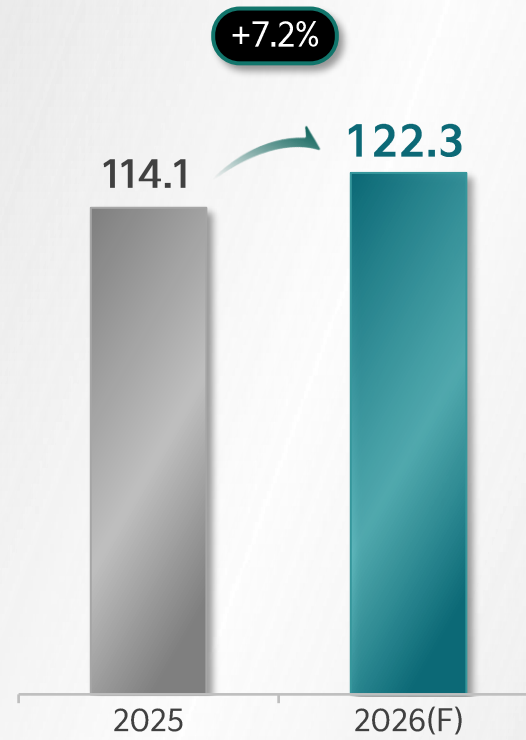


2026 New Model Launches

- [ICE/HEV] : **Telluride**(E-SUV), **Seltos**(B-SUV)
- [BEV] : **EV2**(B-SUV), **India Specific EV**(A-SUV)

Sales Revenue

(Unit : ₩ Trillion, %)

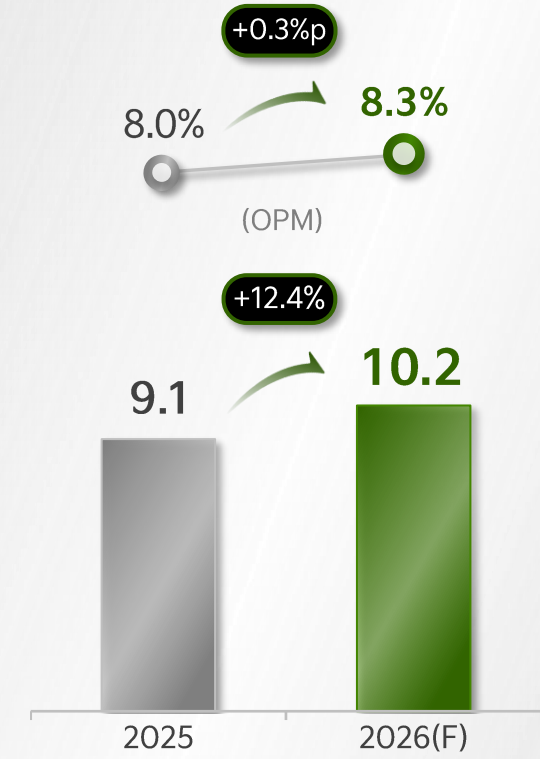


Consolidated Sales Units

- [2025] : 2,969k units
- [2026] : **3,156k units (+188k units, +6.3%)**

Operating Profit (%)

(Unit : ₩ Trillion, %)



Average F/X Rate (USD/KRW)

- [2025] : ₩1,422
- [2026] : **₩1,370 (-₩52 ↓, -3.7%)**

2026 Business Plan (Wholesale by Region)



(Unit : '000)

| | 2025 | 2026(F) | YoY (%) |
|---------------------------|----------------------|-----------------------|--------------------------|
| Wholesale (CKD) | 3,136 (97) | 3,350 (113) | +6.8% (+17.0%) |
| Korea | 548 | 567 | +3.4% |
| North America | 1,083 | 1,134 | +4.6% |
| U.S. | 874 | 915 | +4.7% |
| Europe | 535 | 594 | +11.1% |
| Western Europe | 508 | 564 | +11.1% |
| India | 280 | 302 | +7.8% |
| China | 81 | 82 | +0.9% |
| MEA | 240 | 264 | +9.9% |
| Latin America | 151 | 157 | +3.9% |
| Asia Pacific | 166 | 187 | +12.6% |
| CIS | 50 | 62 | +23.5% |

* CKD / Special Vehicles included ※ Special Vehicles : [2025] 5.8k units (Korea 2.4k, Overseas 3.4k) → [2026] 10.0k units (Korea 2.0k, Overseas 8.0k)

2026 Business Plan (Retail Sales by Region)



(Unit : '000)

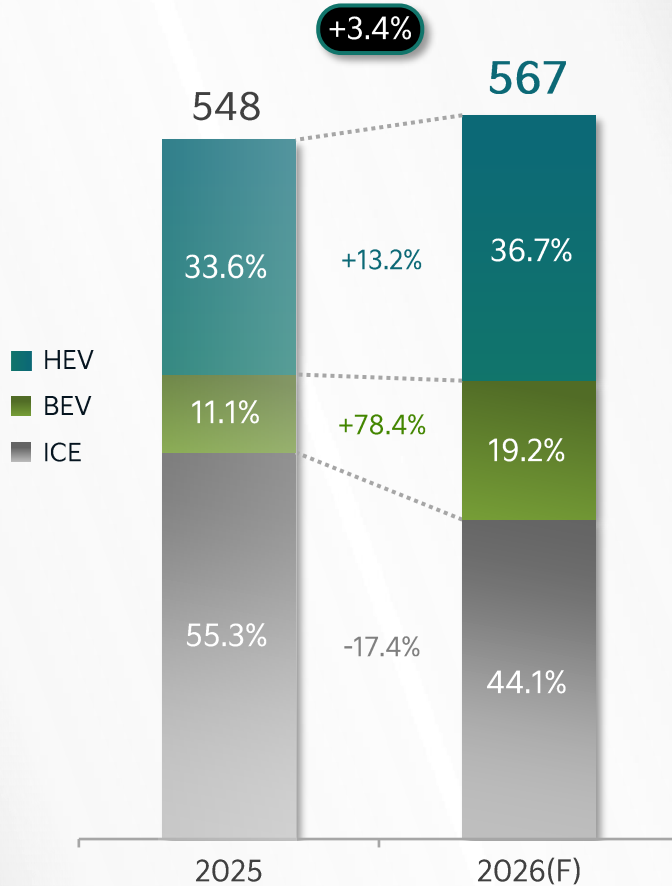
| | 2025 | 2026(F) | YoY (%) |
|----------------------|--------------|--------------|---------------|
| Retail Sales | 3,097 | 3,307 | +6.8% |
| (CKD) | (92) | (109) | (+19.1%) |
| Korea | 548 | 567 | +3.4% |
| North America | 1,058 | 1,106 | +4.5% |
| U.S. | 852 | 892 | +4.7% |
| Europe | 536 | 591 | +10.2% |
| Western Europe | 508 | 566 | +11.4% |
| India | 280 | 302 | +8.0% |
| China | 81 | 82 | +1.0% |
| MEA | 234 | 258 | +10.4% |
| Latin America | 147 | 154 | +5.1% |
| Asia Pacific | 162 | 184 | +13.6% |
| CIS | 50 | 62 | +23.0% |

* CKD / Special Vehicles included ※ Special Vehicles : [2025] 5.6k units (Korea 2.4k, Overseas 3.2k) → [2026] 9.1k units (Korea 2.0k, Overseas 7.1k)



Retail Sales Target

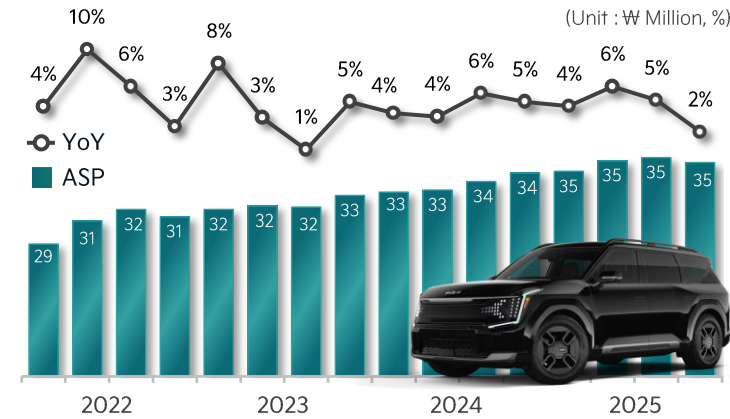
(Unit : '000, %)



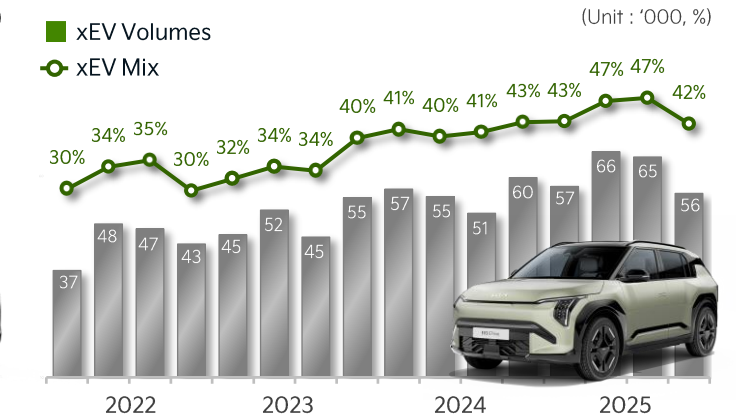
※ Total : Special Vehicles Included (Mix : Special Vehicles Excluded)

Sales Summary

ASP Trend



xEV Sales Trend



2025 Results

- ASP continued to rise to ₩35.1mn (+4.5% y/y), driven by increased mix of premium xEV and RV models
 - ↳ 11.1%(+3.4%p y/y) BEV mix driven by full BEV lineup expansion (EV3-4-5-6-9) and PV5 launch
 - ↳ 33.6%(+0.1%p y/y) HEV mix sustained by strong HEV sales from RVs (Sorento, Carnival, Sportage)

2026 Initiatives

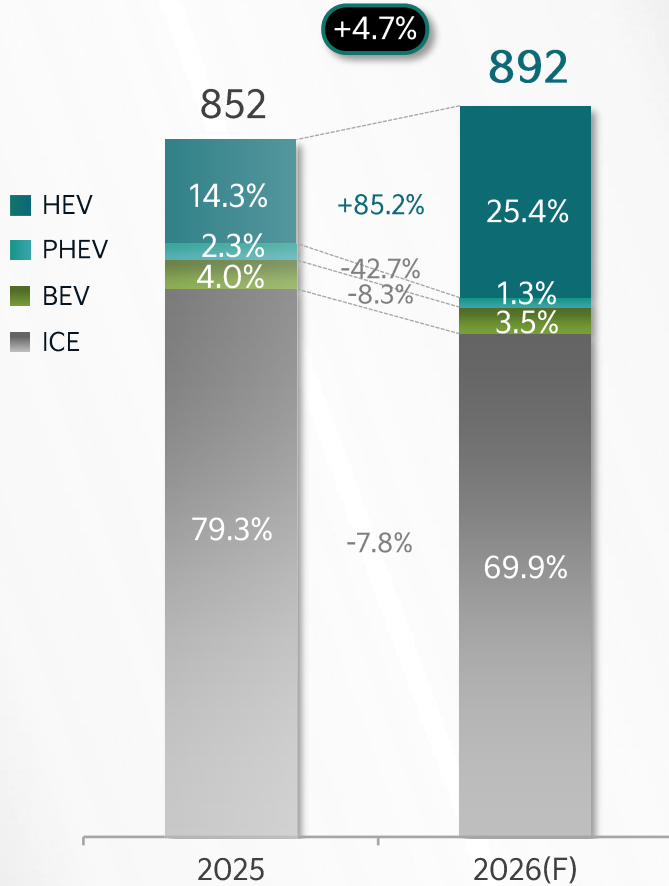
- 55.9% xEV mix to be achieved by new mass-market BEVs sales momentum and stable HEV supply
 - ↳ 19.2% BEV mix to be achieved by full-scale new BEV model cycle, including EV4, EV5 and PV5
 - ↳ 36.7% HEV mix supported by strong backorders for Sorento, Sportage, and newly launched Seltos
- 567k(+3.4% y/y) driven by PBV business ramp-up and diversification of PV5 conversion line-up

* Mix : Special vehicles Excluded



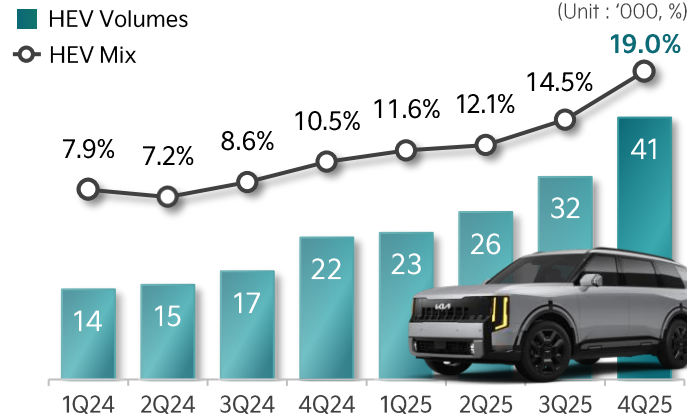
Retail Sales Target

(Unit : '000, %)

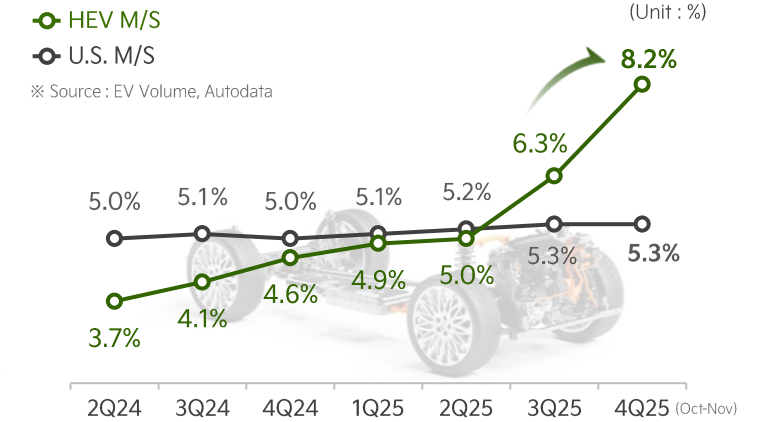


Sales Summary

HEV Sales Trend



HEV M/S Trend



2025 Results

- 122k(+79.0% y/y) HEV sales driven by expanded HEV supply to meet strong demand, leading to robust growth
 - ↳ 14.3%(+5.7%p y/y) HEV mix with increased ASP, driven by strong Sportage, Carnival HEV sales
 - ↳ 5.9%(+1.7%p y/y) HEV M/S driven by strong HEV sales, surpassing Kia U.S. average M/S
- Mixed production lines to shift BEV ↔ ICE/HEV based on market demand and regulatory changes

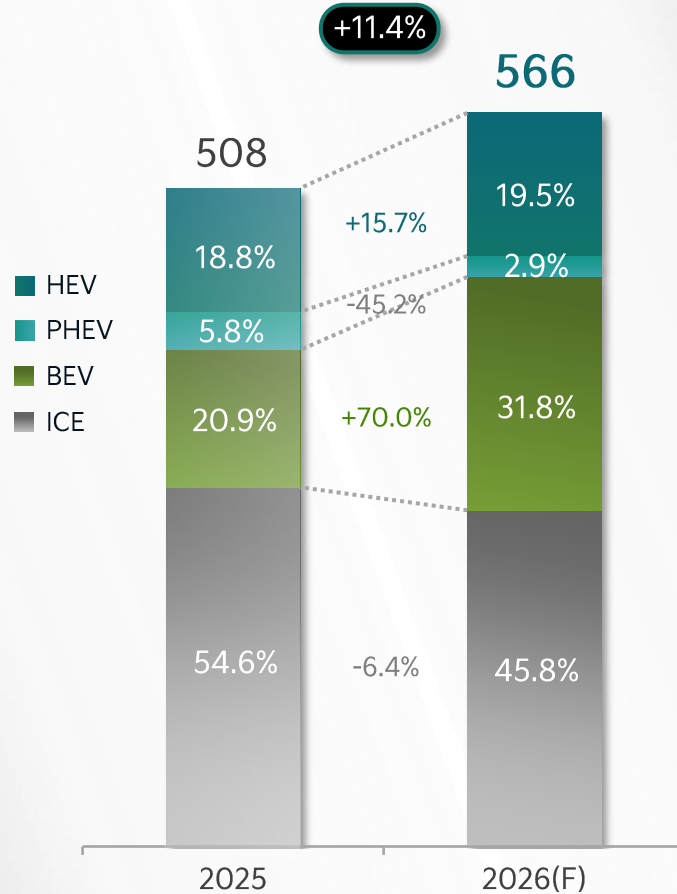
2026 Initiatives

- Flexible market strategies addressing U.S. tariffs, IRA EV tax credits, and regulatory changes
 - ↳ 892k(+4.7% y/y) sales volume to be achieved by ramping up ICE/HEVs leveraging mixed production lines
- +85.2% y/y HEV growth expected by offering HEVs in new Telluride and Seltos to gain HEV M/S
 - ↳ Telluride HEV launch with TMED-II 2.5T HEV engine (329hp, 35mpg) drives robust ASP growth momentum



Retail Sales Target

(Unit : '000, %)



Sales Summary

The new EV2

Launch : 1Q26 (B-SUV EV)

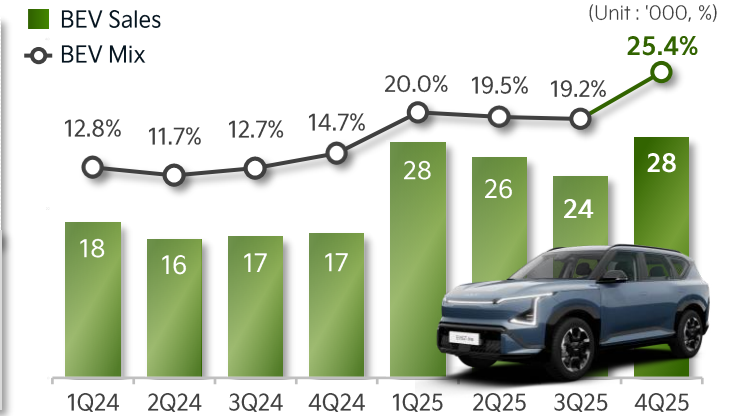
Battery : 61.0kWh (Long-Range)
 AER : 440km (WTLP)
 Fast Charging : 30min (10-80%)



USP (Unique Selling Points)

- ① Practical B-SUV EV, ② Spacious cargo space (377ℓ)
- ③ Advanced features (ADAS L2 F+, V2L/V2G, Remote parking assist.)

BEV Sales Trend



2025 Results

- 106k(+55.1 y/y) BEV volume and 20.9% BEV mix achieved, outpacing industry growth and expanding BEV M/S
- EV4, the 1st locally produced BEV, and EV5, targeting C-SUV with largest BEV demand, launched to gain BEV M/S
 - ↳ 2025 BEV sales (launch period) : EV3(4Q24) 65.2k → EV4(3Q25) 4.6k → EV5(4Q25) 1.1k → PV5(4Q25) 1.4k units

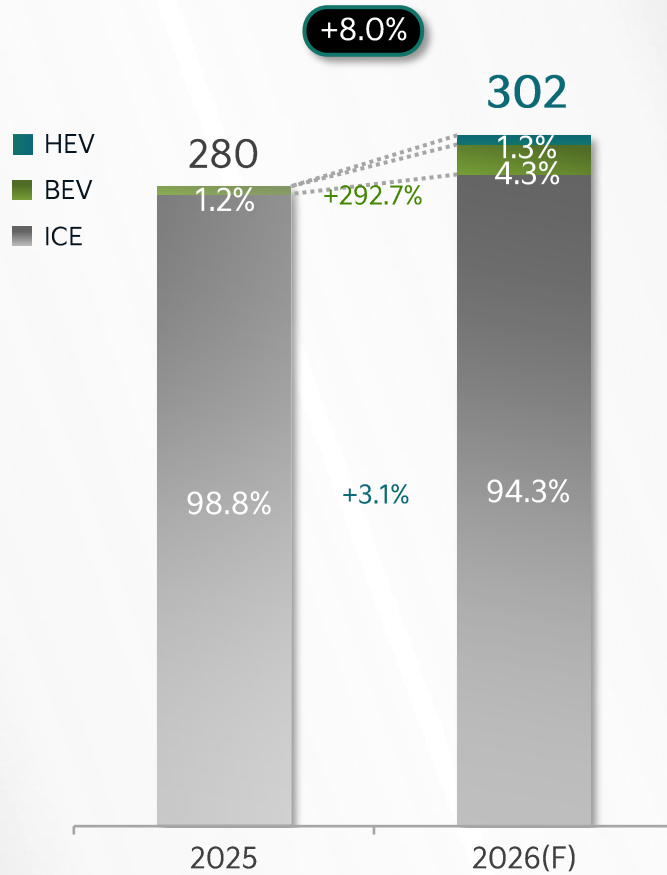
2026 Initiatives

- +70.0% y/y BEV volume growth and 31.8% BEV mix targeted with full mass-market BEV lineup following EV2 launch
 - ↳ Enhance competitiveness through localized production of EV2/EV4, and diversify growth engines with PBV
- 566k(+11.4% y/y) sales volume targeted by launch of Seltos/K4 with HEV offerings, post Ceed discontinuation
 - ↳ 2026 [FMC] : Seltos (ICE/HEV), K4 (ICE/HEV) / [PE] : Niro (HEV), Ceed CUV



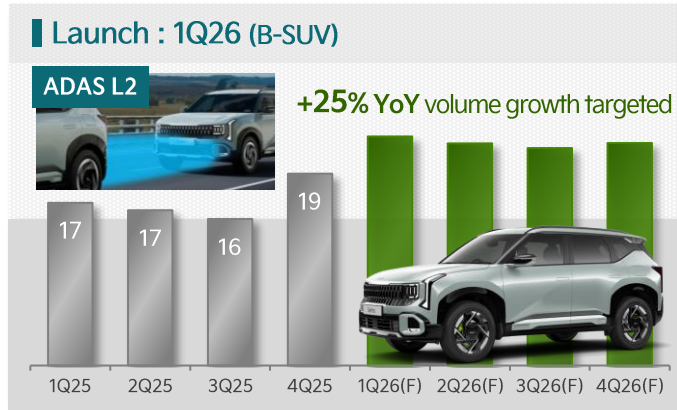
Retail Sales Target

(Unit : '000, %)

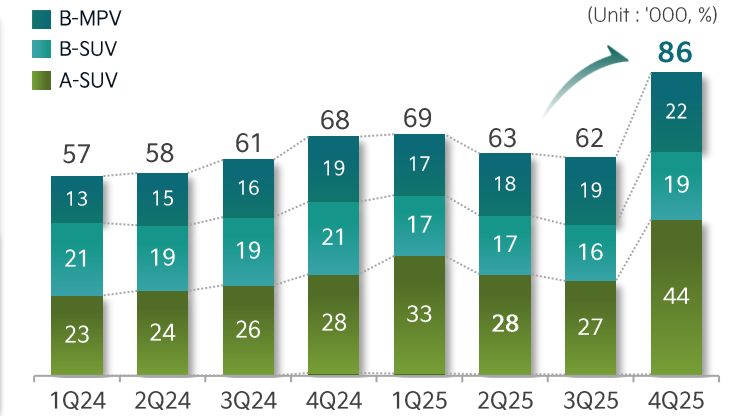


Sales Summary

The All-New Seltos



RV Sales Trend (Retail)



2025 Results

- 132k(+31.6% y/y) A-SUV sales benefiting from GST reform in Q4; 280k(+14.9% y/y) volume growth achieved
- M/S grew to 6.1%(+0.4%p y/y) through 1) upgraded tech features, 2) new Syros and Carens PE launches
 - ↳ Carens PE delivered 1) +21% y/y volume growth, 2) 21% B-MPV M/S, penetrating a dominant B-MPV player

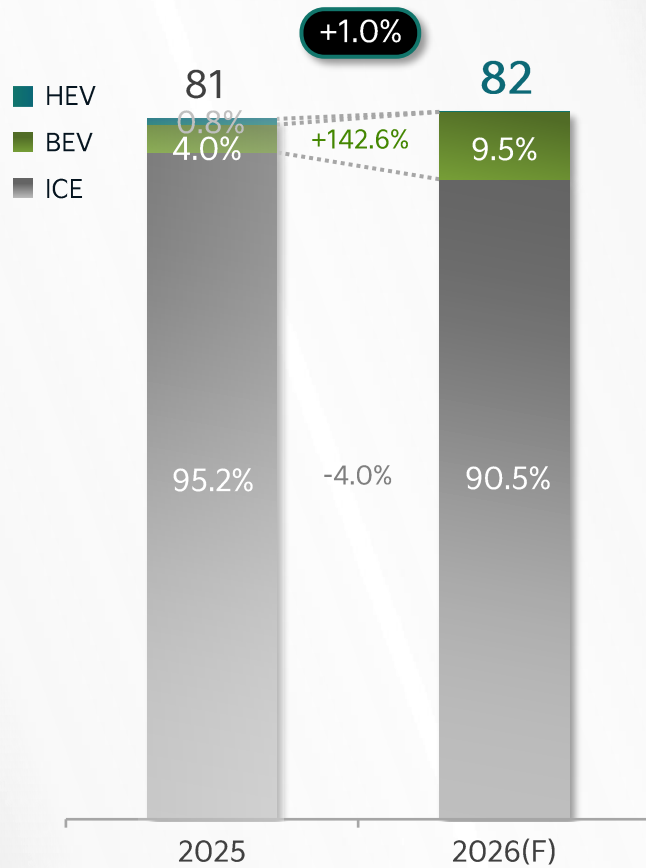
2026 Initiatives

- 302k(+8.0% y/y) sales volume and ASP/mix improvement through new Seltos and India strategic BEV launches
 - ↳ +25% y/y growth for Seltos with higher trim mix, with new BEV launches expected to drive top-line growth
- 400k sales capacity to be established over the mid-to-long term by adding +50 new dealers (total 590)



Retail Sales Target

(Unit : '000, %)



Sales Summary

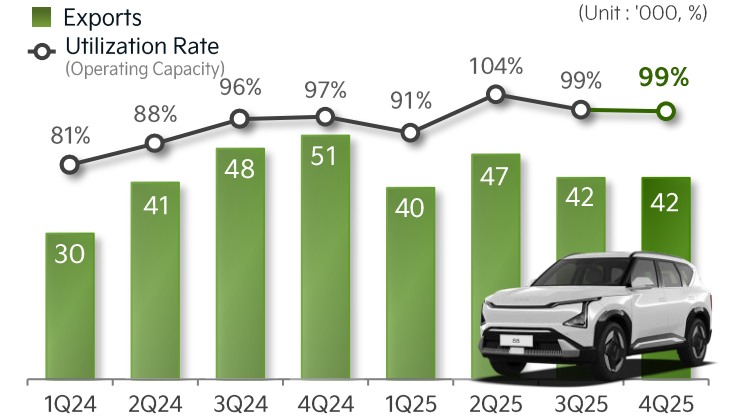
KCN production Models

Line-up Expansion (K5, Sonet, Sportage, EV5)



- Expanded line-up to improve utilization and profitability
- Drive emerging market volume growth with high-demand models and diversified export markets (MEA / Latin America / Mexico / APAC)

KCN Export Trend



2025 Results

- 81k(+2.0% y/y) volumes maintained by high-demand RV models leveraging proven ICE technology
 - ↳ Strong volume growth led by Sportage: 15.6k (+17%/y/y), KX3: 19.4k (+29%/y/y), and KX1: 21.2k (+183%/y/y)
- 171k(+0.2% y/y) EM export volume growth and higher utilization drove profitability improvement

2026 Initiatives

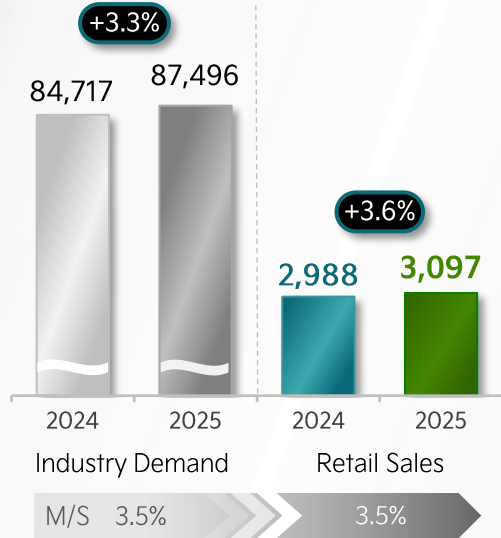
- 82k(+1.0% y/y) sales targeted by sustaining momentum from new Sportage PE, Seltos, EV5 PE launches
- 200k unit export scale targeted by expanding KCN export volume to drive emerging market growth
 - ※ 2025 export regional mix : [Middle East & Africa] 35.1%, [Latin America] 30.0%

2025 Global Retail Sales

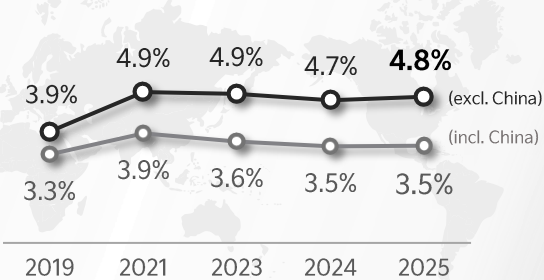


Global

(Unit : '000, %)

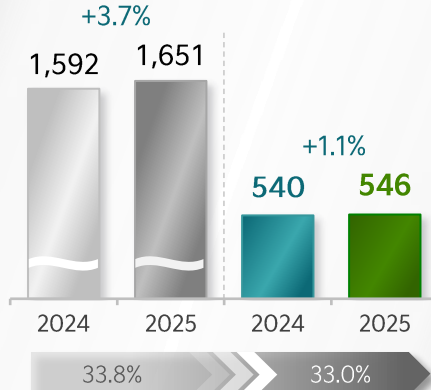


Global M/S Trend



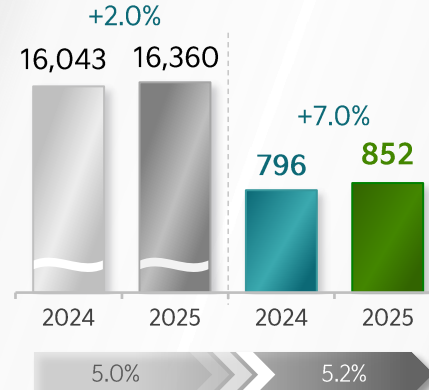
Korea

(Unit : '000, %)



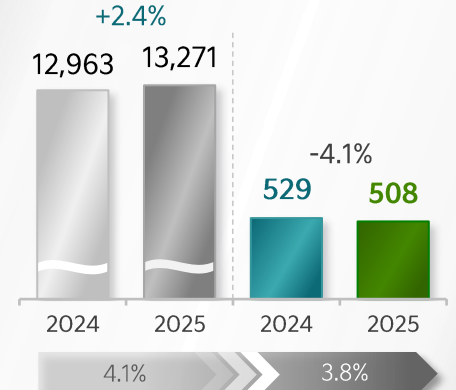
U.S.

(Unit : '000, %)



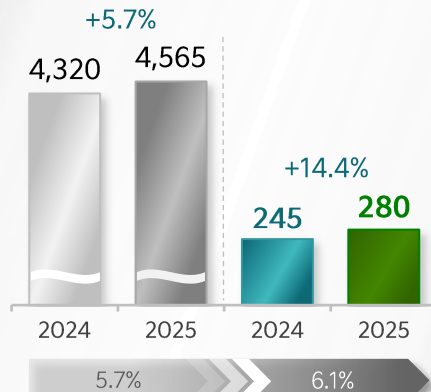
W. Europe

(Unit : '000, %)



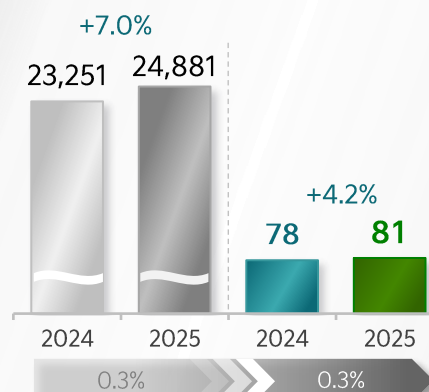
India

(Unit : '000, %)



China

(Unit : '000, %)



Rest of World

| | | 2024 | 2025 | YoY(%) |
|---------------|--------|-------|-------|--------|
| MEA | Demand | 3,419 | 3,564 | +4.2% |
| | Sales | 220 | 232 | +5.9% |
| Latin America | Demand | 4,231 | 4,575 | +8.1% |
| | Sales | 142 | 147 | +3.3% |
| Asia Pacific | Demand | 4,924 | 4,952 | +0.6% |
| | Sales | 164 | 161 | -1.5% |
| CIS | Demand | 1,935 | 1,806 | -6.7% |
| | Sales | 48 | 50 | +4.5% |

* Western Europe industry demand : ACEA, China/India sales : Wholesale

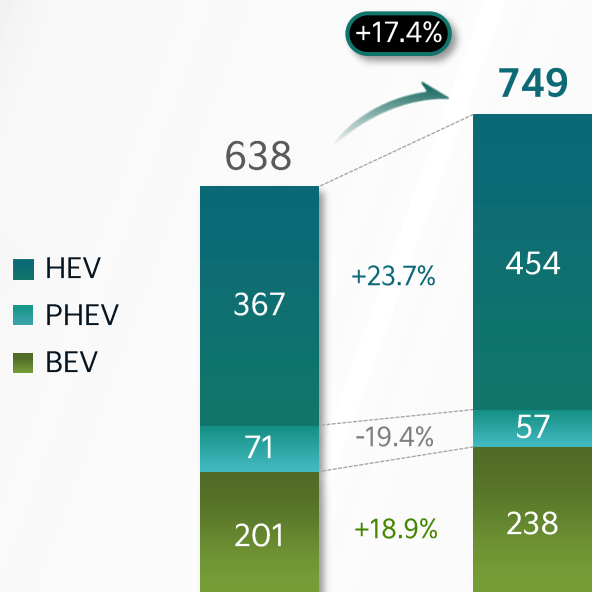
※ CKD / Special Vehicles included (M/S : Special Vehicles excluded)

2025 Electrified Vehicle Sales



Global Retail Sales

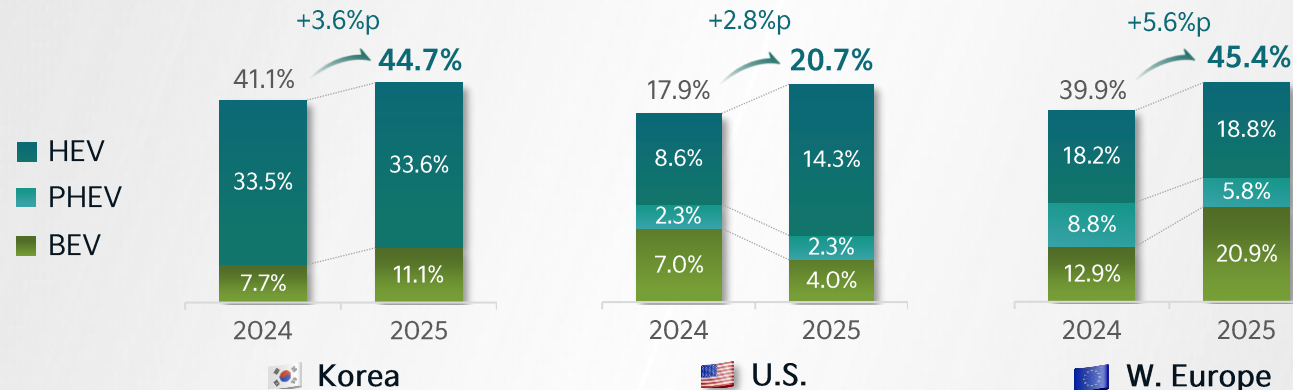
(Unit : '000, %)



| Share of Sales | 2024 | 2025 |
|----------------|--------------|--------------|
| HEV | 12.3% | 14.6% |
| PHEV | 2.4% | 1.8% |
| BEV | 6.7% | 7.7% |
| xEV | 21.4% | 24.2% |
| ICE | 78.6% | 75.8% |
| Total Sales | 2,988k units | 3,097k units |

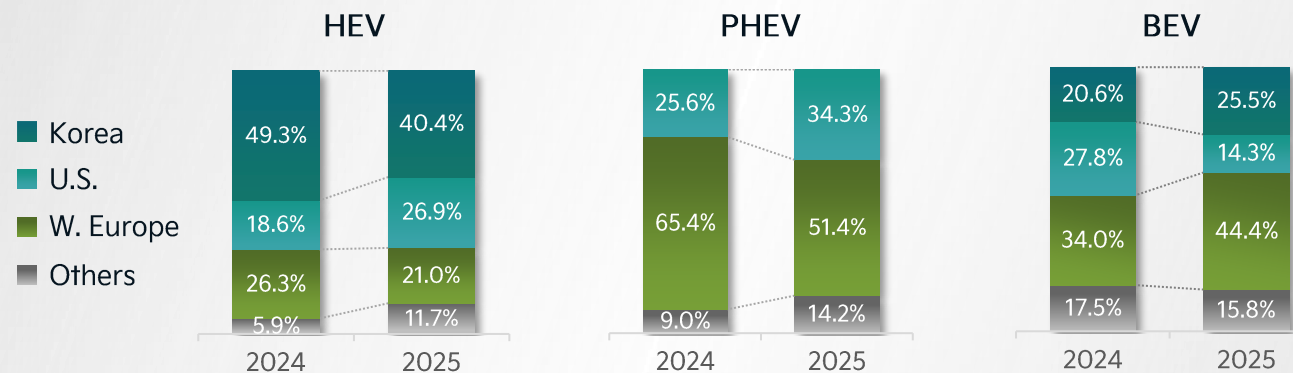
Shares of Electrified Vehicle Sales in Major Markets

(Unit : %)



Shares of Electrified Vehicle Sales by Powertrain (Major Markets)

(Unit : %)



2025 Consolidated Income Statement



(Unit : ₩ Billion)

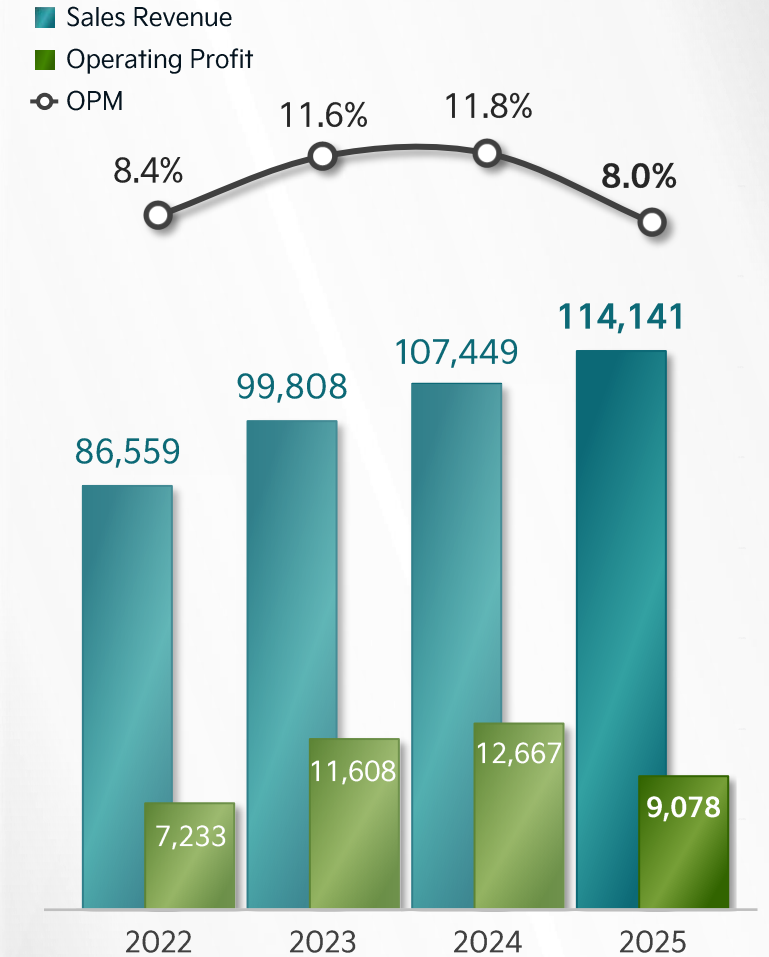
| | 2024 | (% of sales) | 2025 | (% of sales) | YoY (%) |
|-------------------------|----------------|--------------|----------------|--------------|---------------|
| Sales Revenue | 107,449 | 100% | 114,141 | 100% | +6.2% |
| Cost of Sales | 82,678 | 76.9% | 91,633 | 80.3% | +10.8% |
| Gross Profit | 24,771 | 23.1% | 22,508 | 19.7% | -9.1% |
| SG&A | 12,104 | 11.3% | 13,430 | 11.8% | +11.0% |
| Operating Profit | 12,667 | 11.8% | 9,078 | 8.0% | -28.3% |
| Pre-tax Profit | 13,500 | 12.6% | 10,241 | 9.0% | -24.1% |
| Net Profit | 9,775 | 9.1% | 7,554 | 6.6% | -22.7% |

※ Consolidated Sales Units : [2024] 2,941,031 units → [2025] 2,968,762 units (+27,731 units, +0.9%)

※ Average Currency Rate : USD/KRW [2024] ₩1,364 → [2025] ₩1,422 (+ ₩58 ↑, +4.3%)

Operating Profit Trend

(Unit: ₩ Billion, %)

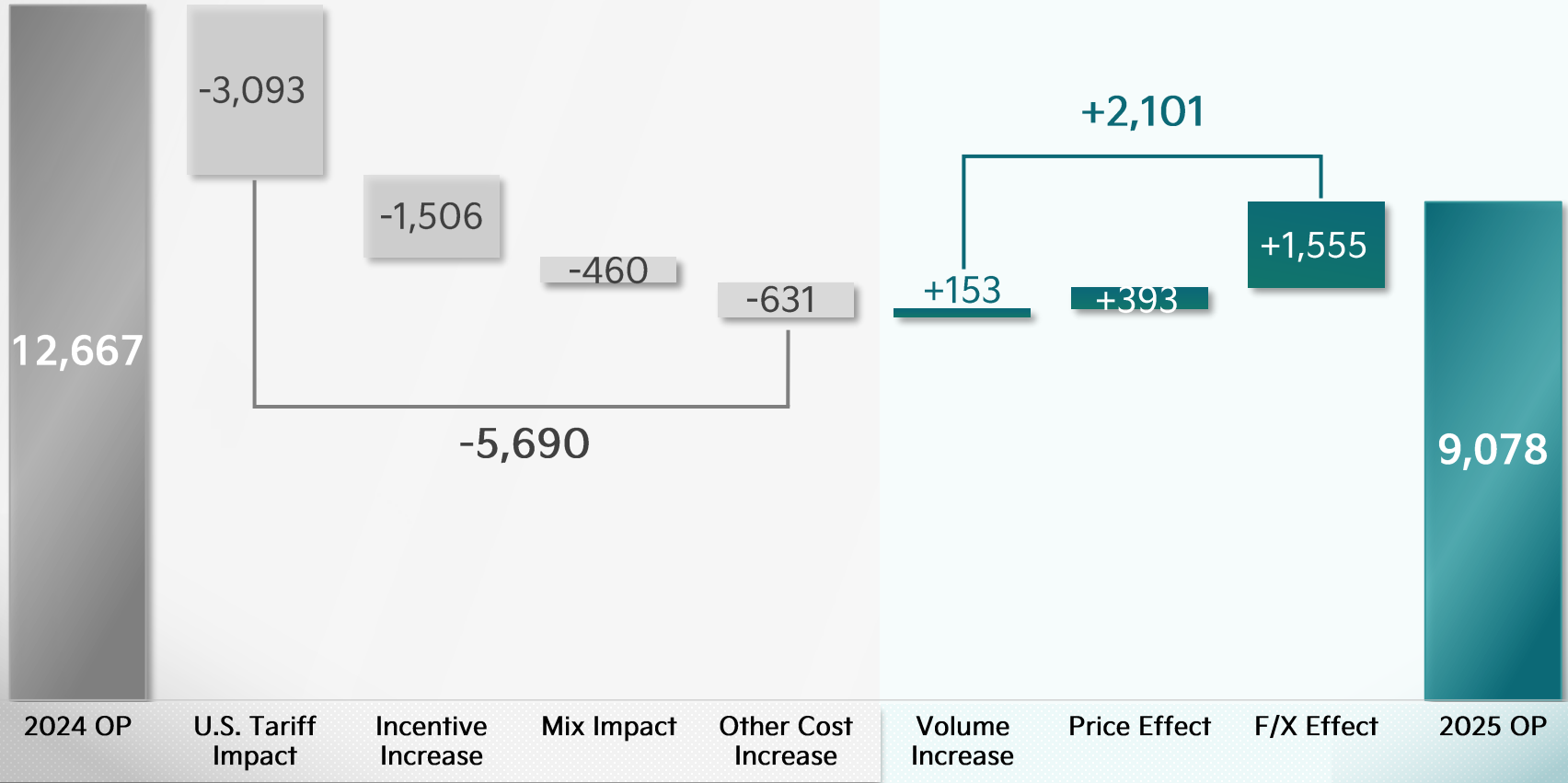


2025 Operating Profit Analysis



-3,589

(Unit : ₩ Billion)



(+) Drivers

- Volume Increase**
Consolidated volume +0.9% (+28k units)
- Price Effect**
Enhanced product value through safety and convenience features
- F/X Effect**
[USD/KRW] +4.3%, [EUR/KRW] +9.0%

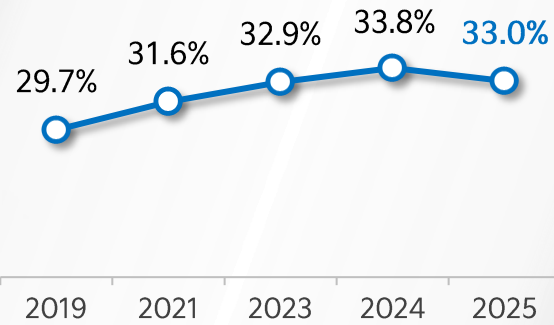
(-) Detractors

- U.S. Tariff Impact**
Tariff on imported vehicles & parts
- Incentive Increase**
N. America : Low base effect from last year
W. Europe : Intensified market competition
- Mix Impact**
RV mix : 69.4% → 68.9% (-0.5%p)
- Other Cost Increase**
Increase in SG&A expense (R&D, Warranty, etc.)

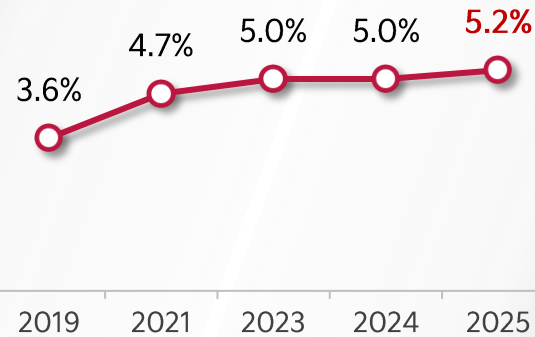
2025 Global M/S Trend



Korea (Unit: %)



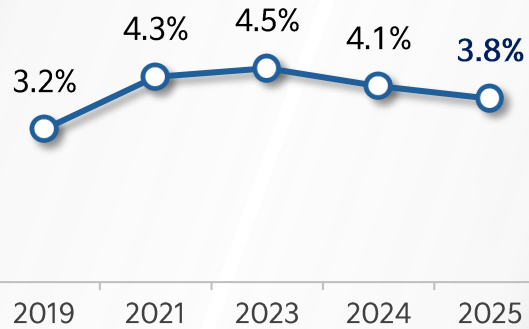
U.S. (Unit: %)



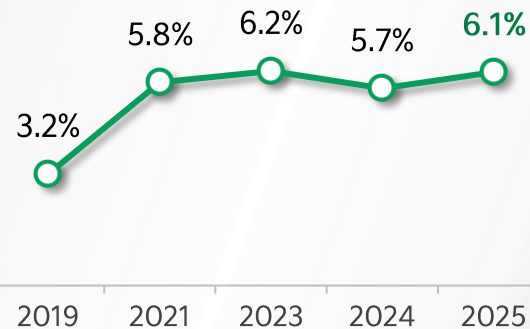
(Unit: %)

| | 2019 | 2021 | 2023 | 2024 | 2025 |
|----------------------|-------|-------|------|------|-------------|
| ME A | 5.7% | 6.5% | 6.3% | 6.5% | 6.5% |
| Latin America | 3.0% | 3.0% | 3.4% | 3.4% | 3.2% |
| Asia Pacific | 2.6% | 3.5% | 3.2% | 3.3% | 3.3% |
| C I S | 11.8% | 11.4% | 3.7% | 2.5% | 2.8% |

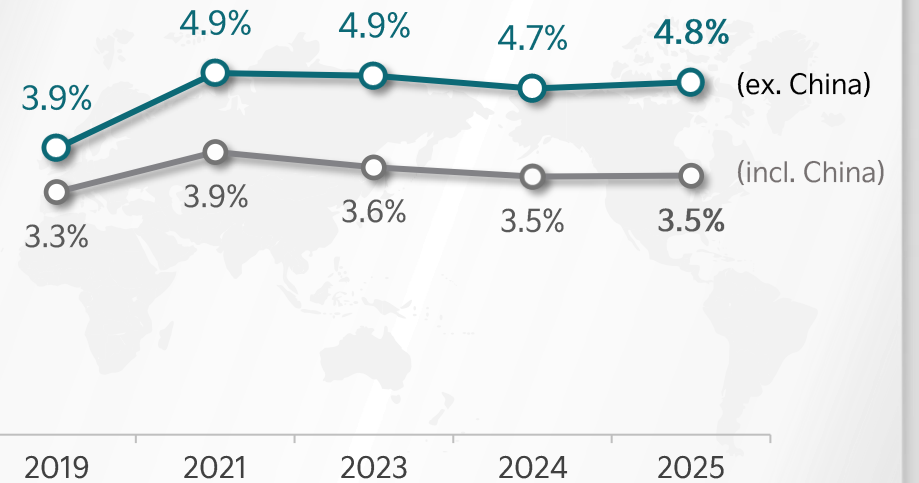
W. Europe (Unit: %)



India (Unit: %)



Global (Unit: %)



2030 Strategy

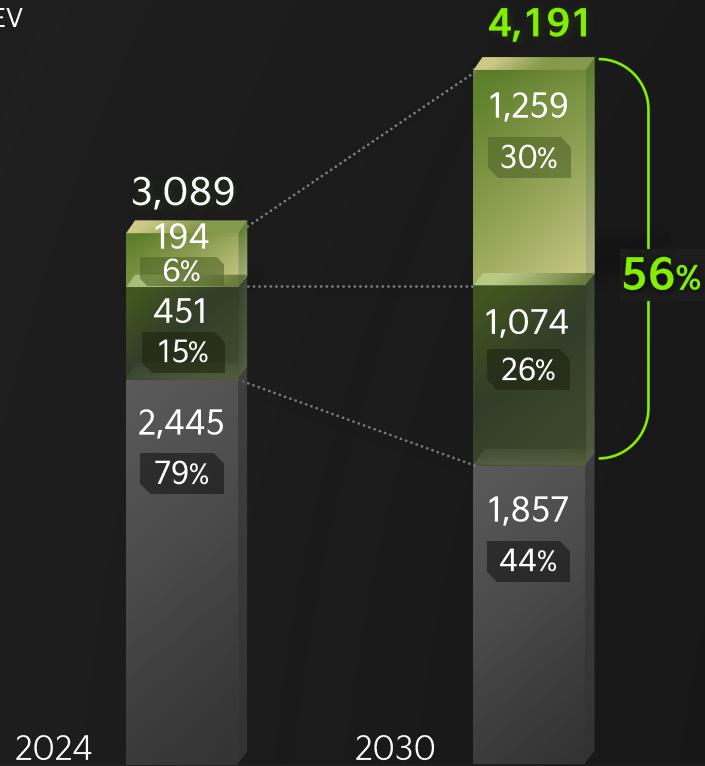
Electrified Vehicle Sales Target

Targeting 56% xEV mix by 2030 through flexible response to ICE-xHEV demand shift and volume BEV-led growth

Sales Target by Powertrain

(Thousand units)

- EV
- xHEV
- ICE

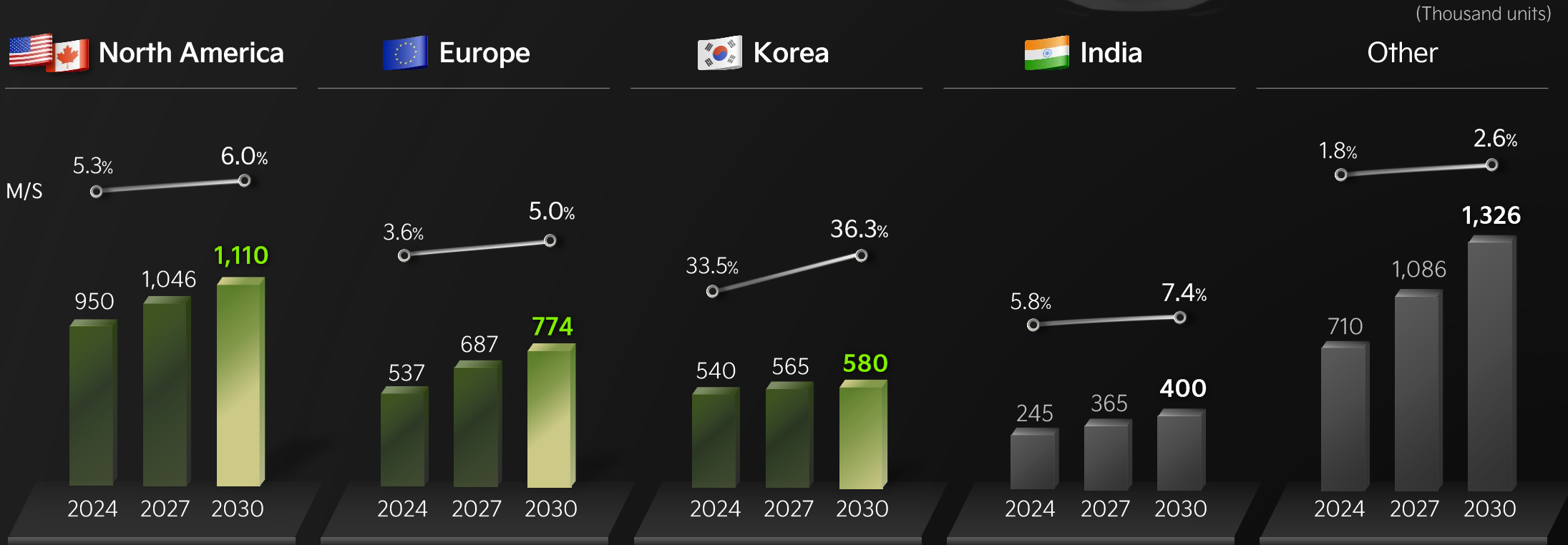


Electrified Vehicle Mix (2030)

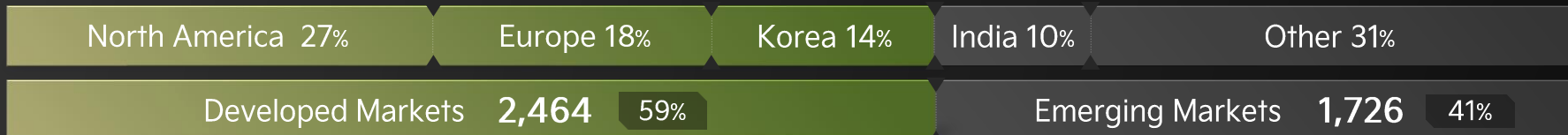
| Region | Year | ICE | xHEV | EV | xEV Mix | Change |
|---------------|------|-----|------|-----|---------|--------|
| North America | 2030 | 30% | 44% | 26% | 70% | +52%p↑ |
| | 2024 | 82% | 11% | 7% | 18% | |
| Europe | 2030 | 14% | 18% | 68% | 86% | +48%p↑ |
| | 2024 | 62% | 26% | 12% | 38% | |
| Korea | 2030 | 27% | 36% | 37% | 73% | +32%p↑ |
| | 2024 | 59% | 33% | 8% | 41% | |
| India | 2030 | 57% | 25% | 18% | 43% | +42%p↑ |
| | 2024 | 99% | 1% | 1% | 1% | |

Regional Sales Target

Developed Markets : xEV-led mix improvement driven by a competitive, diversified powertrain portfolio
 Emerging Markets : Strong domestic growth in India and CKD-based expansion across emerging regions



Regional Mix in 2030



Global
4.19M Units
 (2030)

Entry into New Model Cycle

Global line-up expansion through next-gen HEV systems, full EV line-up, and entry into new segments

ICE 23 ▶ 17 models
EV 9 ▶ 15 models

| New Models | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | Operating Models | 2025 | 2030 |
|--------------|-----------------|----------|----------|----------|----------|----------|------------------|-----------|-----------------|
| | ICE (incl. HEV) | 2 | 2 | 2 | 1 | 1 | | - | ICE (incl. HEV) |
| EV | 3 | 2 | 1 | 2 | 2 | 1 | EV | 9 | 15 |
| PBV | 1 | - | 1 | - | 1 | - | PBV | 1 | 3 |
| Total | 5 | 4 | 3 | 3 | 3 | 1 | Total | 32 | 32 |

Diversification of HEV Line-up



Expansion of Volume EV Line-up



Entry into New Segments



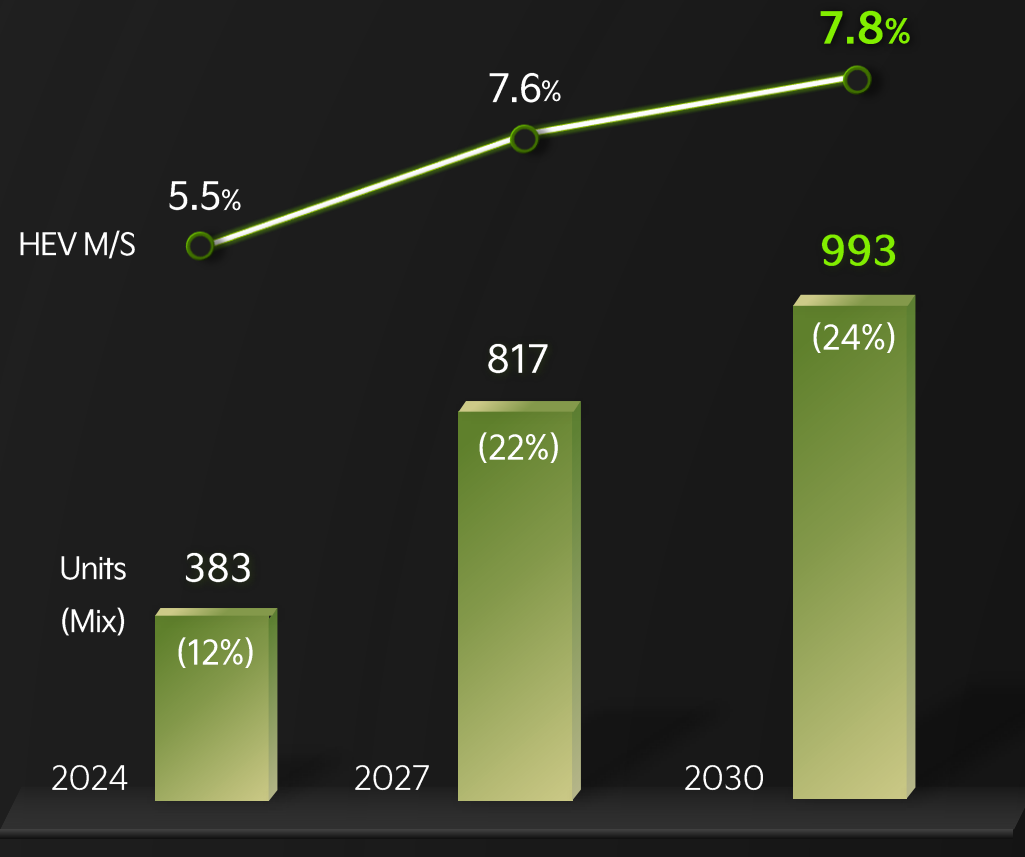
HEV Sales Target

Accelerating HEV volume growth by leading the ICE-to-HEV demand shift amid limited OEM competition

2024 **383k**
▶ 2030 **993k**

HEV Sales Target & M/S

(Thousand units)



HEV Sales Targets by Region

(Thousand units)

| | 2024 | 2027 | 2030 |
|---------------|-------------------------------------|---------------------|---------------------|
| North America | HEV mix (units) 9% (82) | 33% (343) | 39% (430) |
| Europe | HEV mix (units) 18% (97) | 21% (142) | 17% (128) |
| Korea | HEV mix (units) 33% (181) | 38% (217) | 35% (202) |
| India | HEV mix (units) - | 5% (17) | 25% (101) |



EV Sales Target

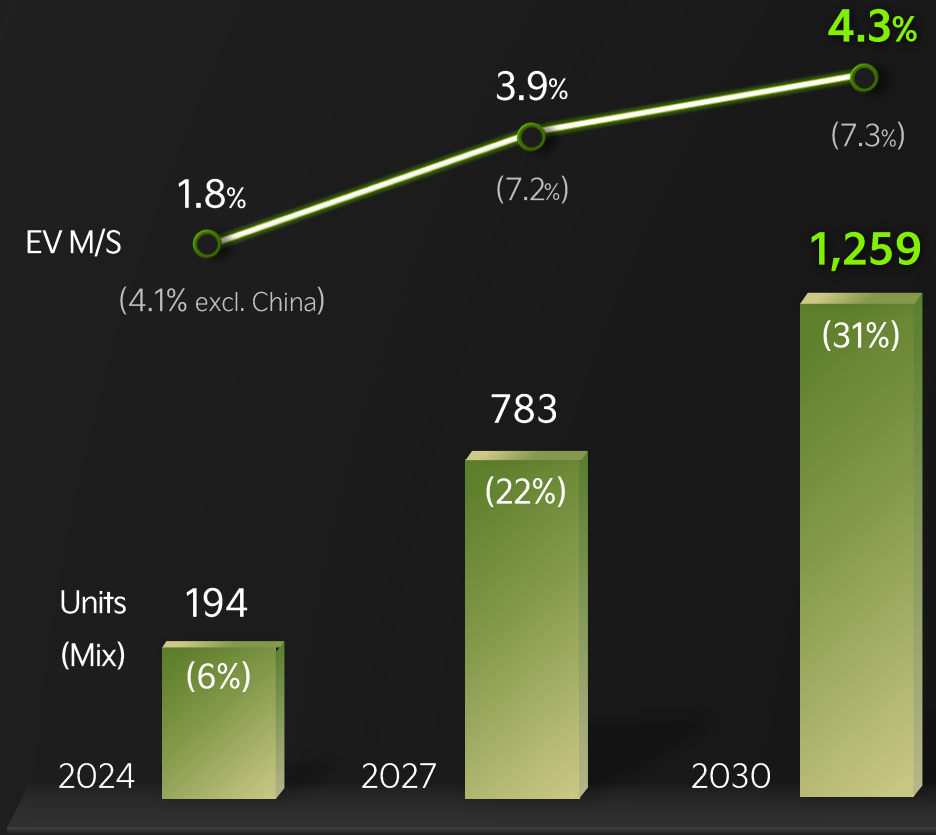
Driving strong EV volume growth with a full line-up of affordable models for early majority adoption

2024 **194k**
▶ 2030 **1.26M**



EV Sales Target & M/S

(Thousand units)



EV Sales Targets by Region

(Thousand units)

| | 2024 | 2027 | 2030 |
|---------------|-------------------------|-----------|-----------|
| North America | EV mix (units) 7% (70) | 18% (186) | 26% (287) |
| Europe | EV mix (units) 12% (65) | 49% (333) | 68% (526) |
| Korea | EV mix (units) 8% (41) | 24% (134) | 37% (215) |
| India | EV mix (units) - | 10% (36) | 18% (72) |

EV Line-up & Production Flexibility

Volume EV line-up expansion to scale EVs, leveraging flexible production systems



Volume EV Lineup Expansion



2024. 07



EV3

" Emotional Compact Studio "

2025. 03



EV4

" New Typology EV "

2025. 08



EV5

" Accelerate the EV revolution "

2026. 02



EV2

" Movable Personal Zone "

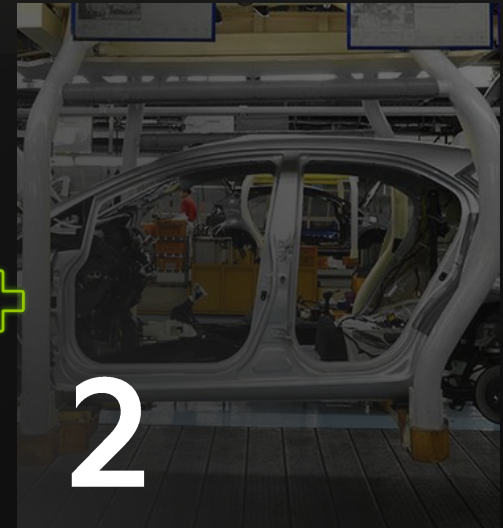
Flexible EV Production System



13

7 domestic
6 overseas

Mixed-Production Plants



2

EV-Dedicated Plants

- Increase utilization of existing plants
 - Flexible ICE-EV production based on demand
- Reduce new facility investment while enhancing profitability

- Efficiency through fewer parts & processes
- Cost savings via EV-dedicated platforms
- Suitable for purpose-built vehicles (PBV)

SDV Strategy

SDV Transition Roadmap

SDV 1.0 (~2024)

» SDV Platform Development

In-house capabilities in
SDV core technologies

Vehicle Software
(Pleos Connect, Atria AI)

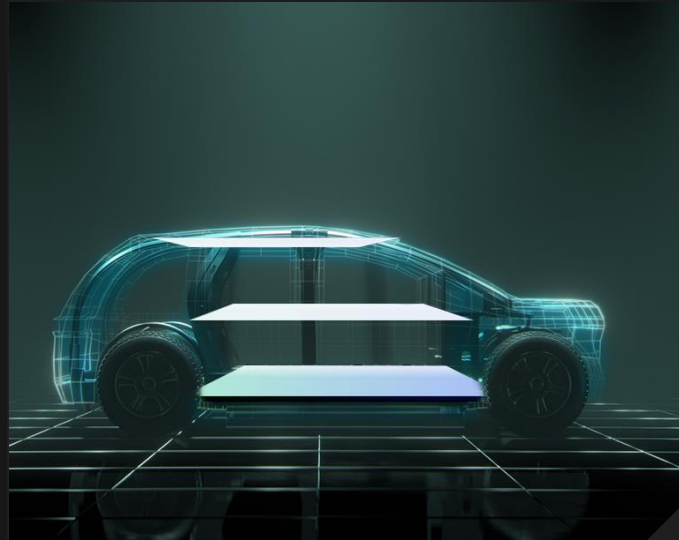
Pleos Vehicle OS

CODA E&E Architecture

SDV 2.0 (~2026)

» Full Stack SDV In-house capabilities

Pace Car (XP2)



SDV 3.0 (2027~)

» Advanced HW-SW Integration
Atria AI L2+ rollout

Mass Production (XV1)
Line-up Expansion



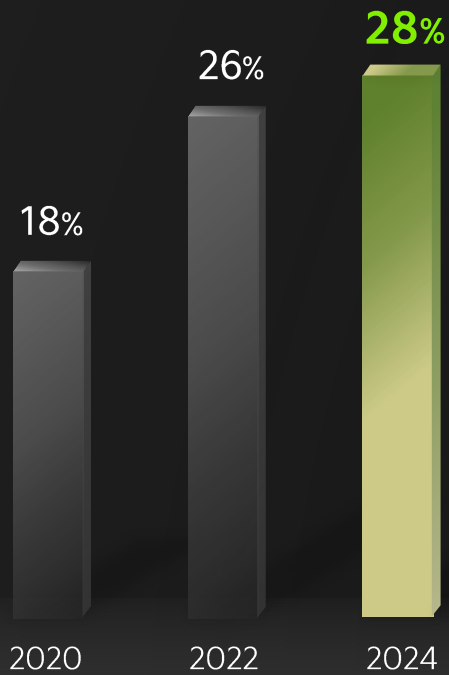
Financial Strategy

Product Factors

Transformation into a brand driven by design excellence and product value

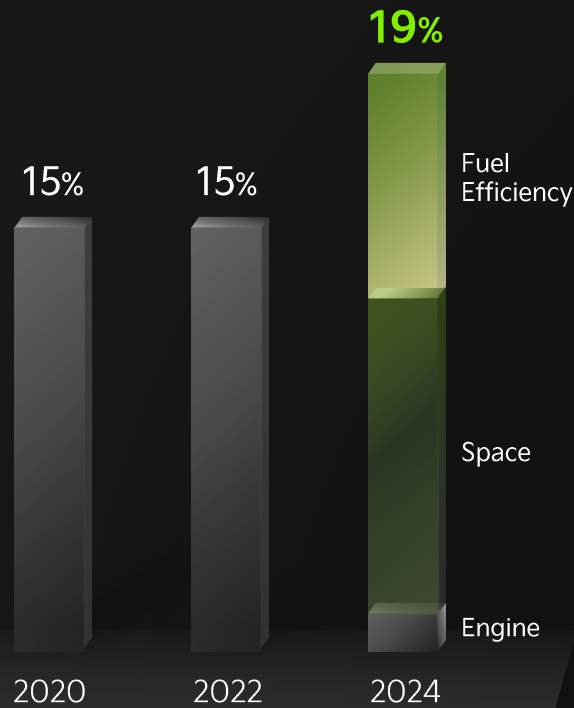
Key Purchasing Factors

| Design |

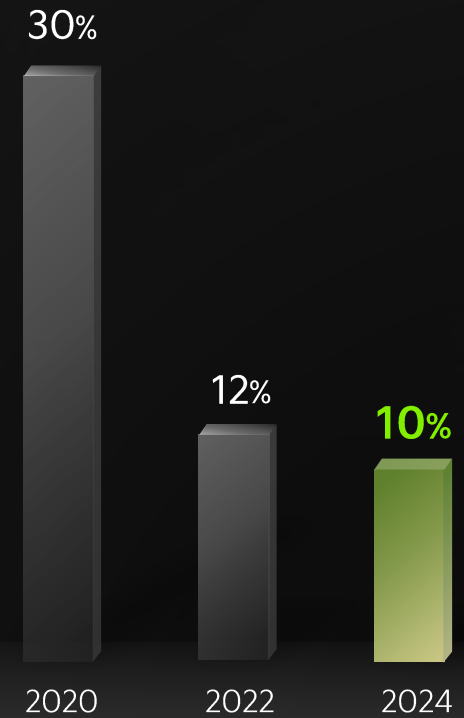


| Product Appeal |

(Engine / Space / Fuel Efficiency)



| Value for Money |

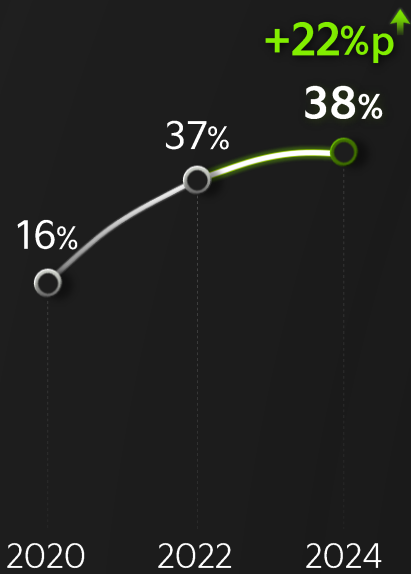


Price Factors

Strong product competitiveness and enhanced product value led to higher residual value and ASP

Strong Value Proposition

| High Trim Mix |

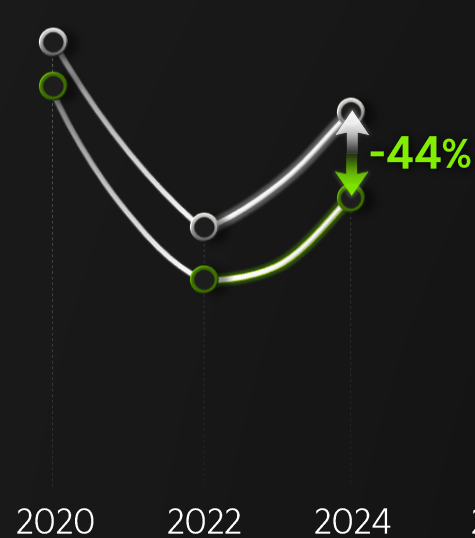


* U.S. Sportage, Sorento, and Telluride combined

Enhanced Product Value

| Incentives |

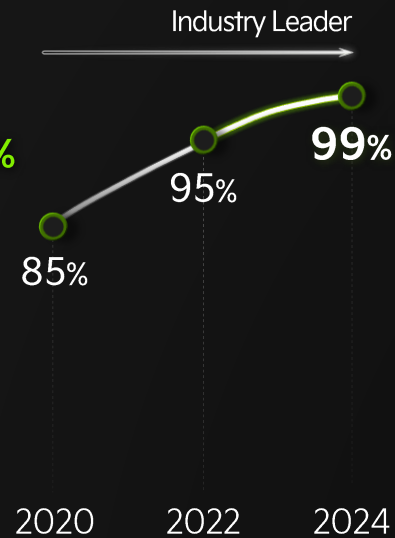
○ Industry Average
● KIA



* Based on U.S. market data

| Residual Value |

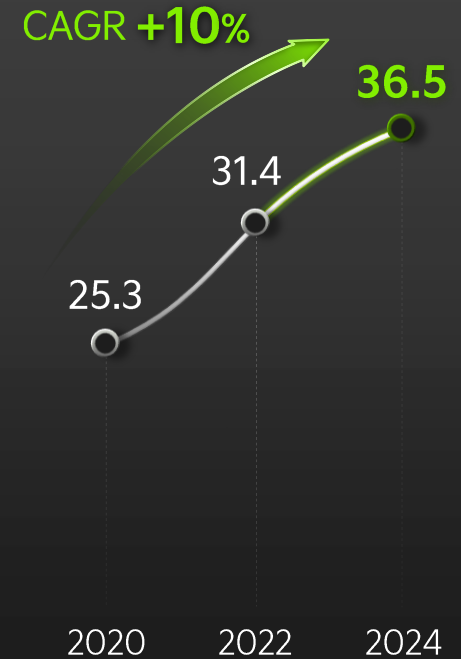
— Industry Leader
● KIA



Improved ASP

(Thousand KRW)

| ASP |



Cost Factors

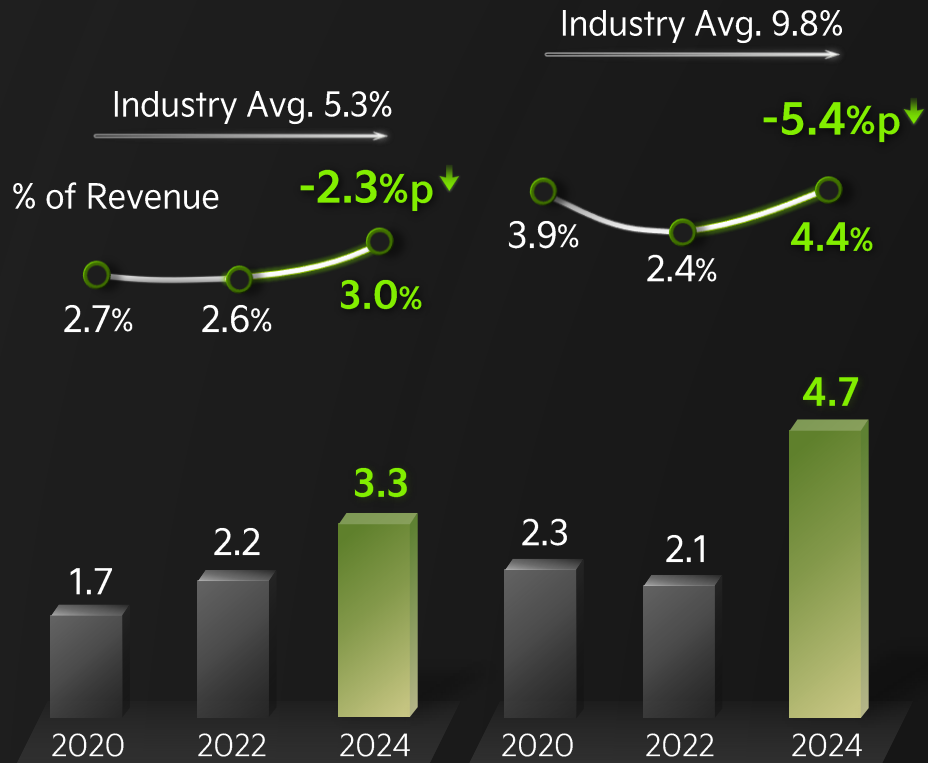
Achieve cost advantages through efficient R&D and CapEx investment, and flexible mixed-production lines

Efficient Investment

(Trillion KRW)

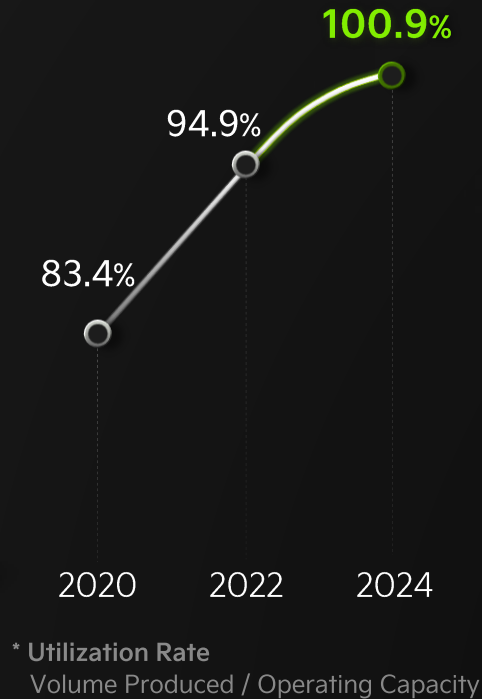
| R&D |

| CapEx |



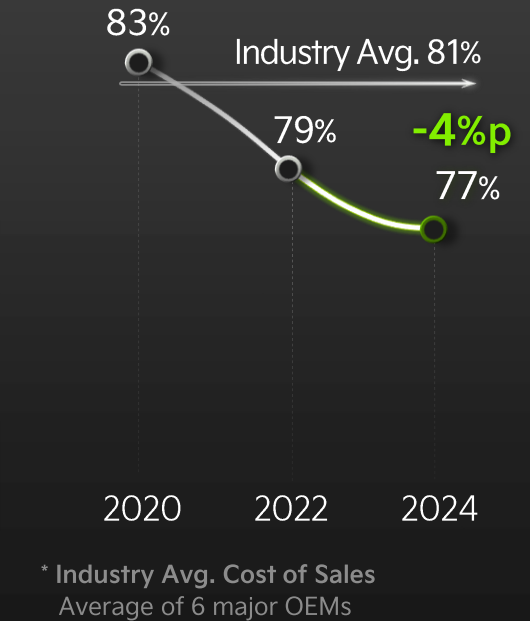
Flexible Production

| Utilization Rate |



Cost Competitiveness

| Cost of Sales Ratio |

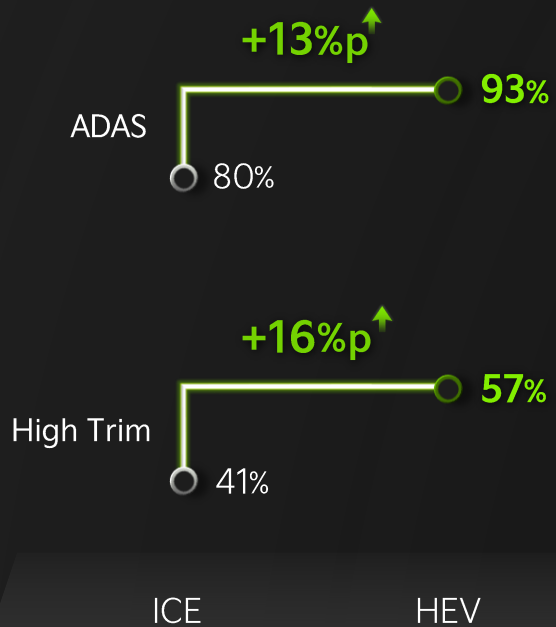


HEV Profitability

Strengthen HEV profitability through premium demand, system cost reduction, and scale effect

HEV Premium

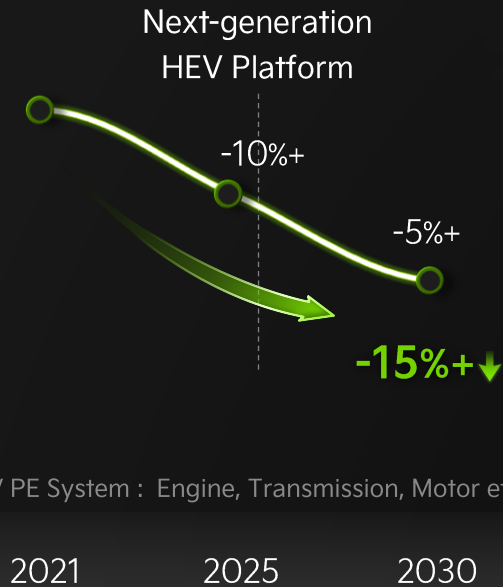
| High Trim / ADAS Selection Ratio |



▶ Higher selectivity for tech features in HEVs compared to ICE customers

System Cost Reduction

| PE System Cost Reduction Target |



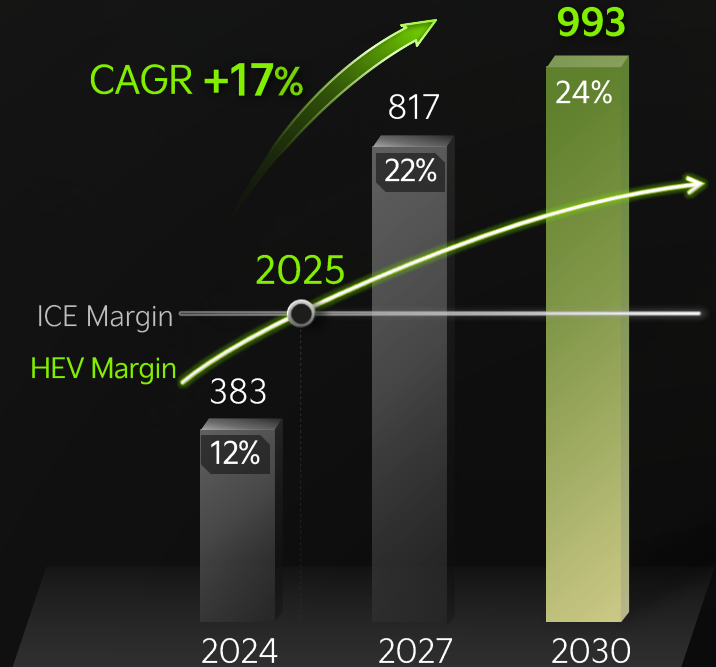
* HEV PE System : Engine, Transmission, Motor etc

▶ Next-generation HEV Platform + component optimization

Economy of Scale

| Profitability & Sales Outlook |

(Thousand units)



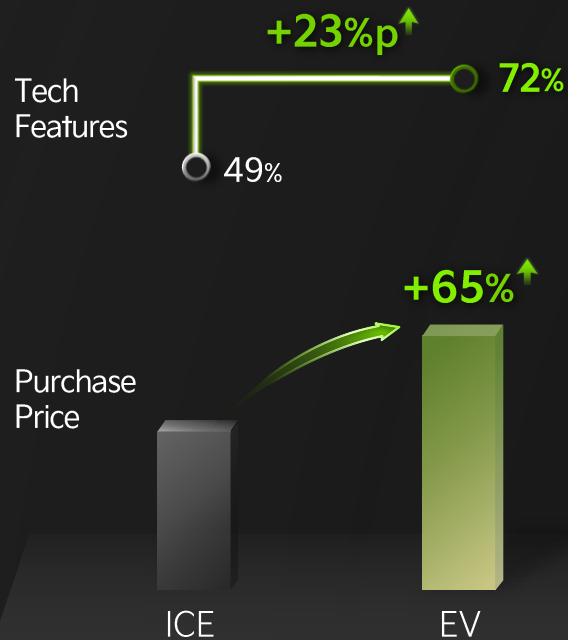
▶ Expansion of high-value HEV line-up and sales

EV Profitability

Improve EV profitability through premium demand, cost saving effort, and scale benefit via volume expansion

EV Premium

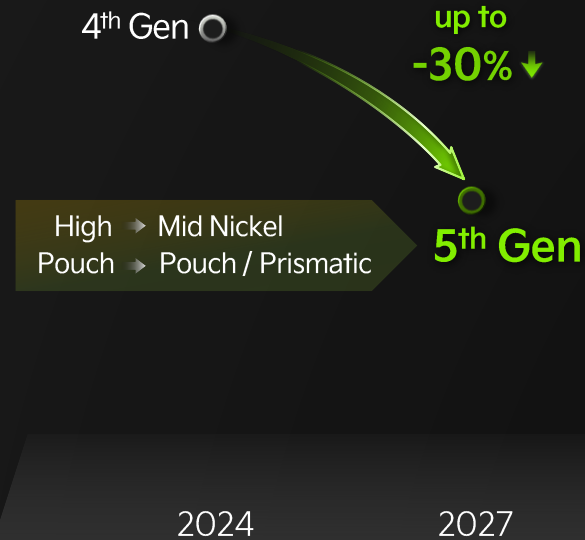
| Tech Features Selection Ratio |



- ▶ Willingness to pay a high premium compared to ICE

System Cost Reduction

| Next-gen batteries Cost Reduction |

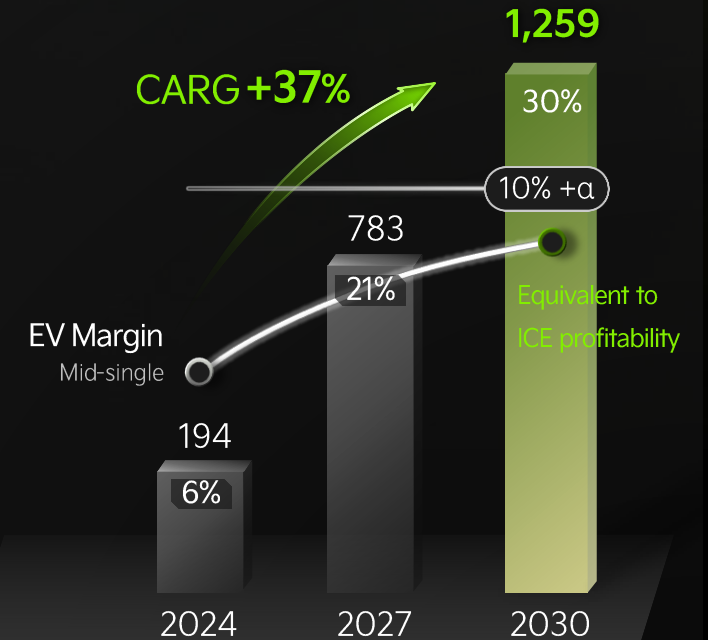


- ▶ Improve battery chemistry and diversify form factors

Profitability Improvement

| Profitability & Sales Outlook |

(Thousand units)



- ▶ Increase sales through volume EV line-up expansion

* Tech Features : Comfort, Monitoring, Drive Wise

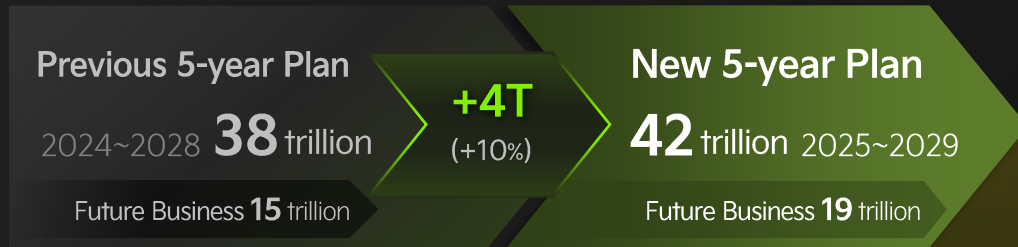
5-Year Investment Plan

Expand future business investment : Electrification, SDV, and AAM/Robotics

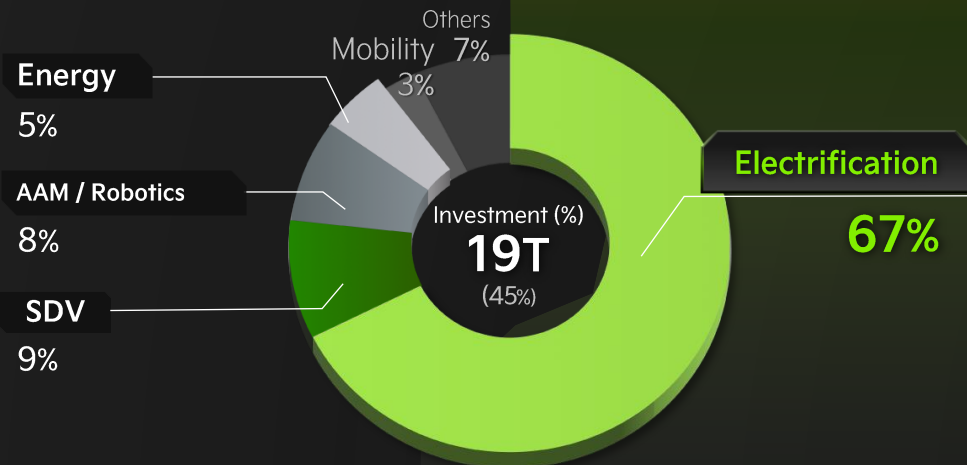
Future Business Transition

(Trillion KRW)

| Mid-to-Long-term Investment |

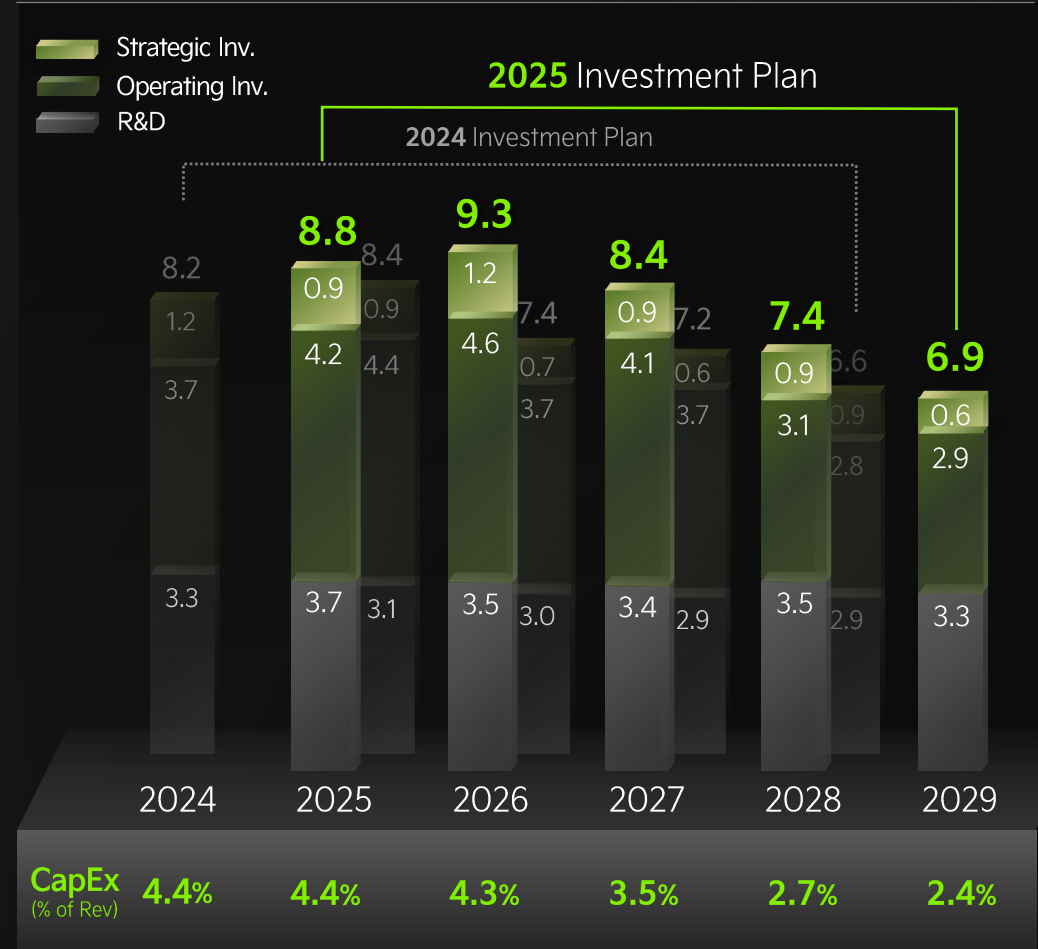


| Future Business Investment |



R&D / CapEx for Future Business

(Trillion KRW)



Shareholder Return Policy

Mid-to-Long-term TSR Target set at 35%, strengthen dividend-focused shareholder returns, and enhance capital efficiency through share buyback & cancellation

TSR Target

35%

2025 - 2027

Long-Term Dividend Growth Focused

- Minimum DPS ₩ 5,000
- Maintain upward DPS trajectory

Payout Ratio

25% or more

Share Buyback / Cancellation to Enhance Capital Efficiency

- Semi-annual share buyback
- Buyback & cancellation to enhance TSR & ROE

Buyback up to

10% of profit

Business Performance & Shareholder Return

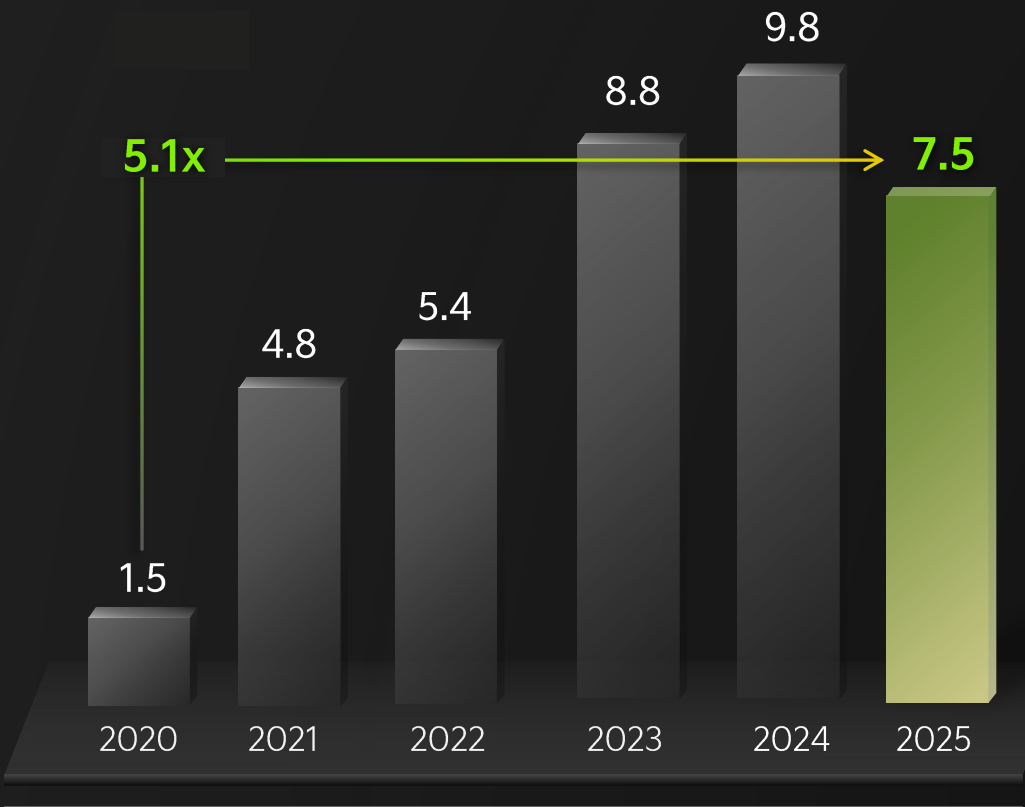
35% TSR for 2025-2027, steady and gradual DPS growth

(Net Income +5.1x, Shareholder Return +6.8x)

5.1x Net Income Growth

(Trillion KRW)

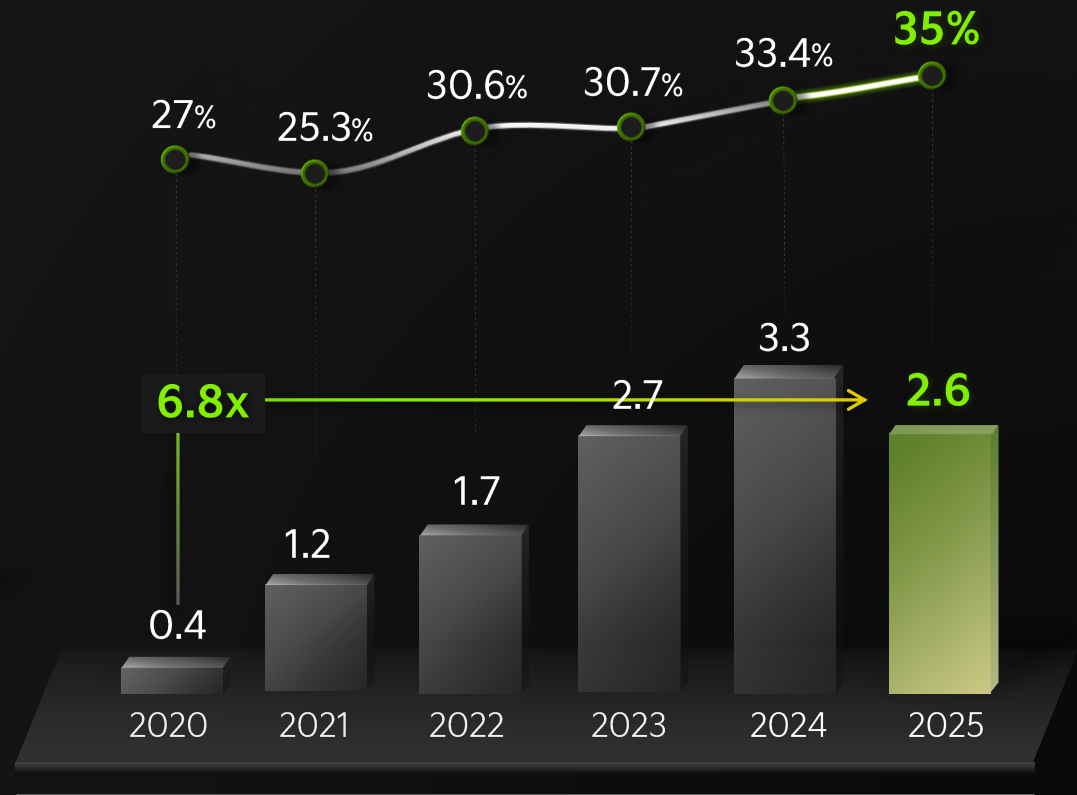
| Net Income |



6.8x Shareholder Return Increase

(Trillion KRW)

| Shareholder Return & TSR |



Introducing Atlas product

BostonDynamics



Thank you.



Movement that inspires