Kia Corporation
Investor Presentation

May 2026



Movement that inspires

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CONTENTS

01 Key Investment Highlights

02 Global Market Outlook

03 Q1 2026 Business Results

04 Product Strategy

05 BEV/HEV Strategy

06 Regional Strategy

07 Future Strategy (AV/Robotics)

08 Financial Strategy

Key Investment Highlights

Outpacing the Industry Demand Growth to Expand Market Dominance

4.1%

Global M/S in 1Q26 vs. 3.6% in 1Q25

Kia sales growth +3.7% YoY vs. industry demand growth -7.2% YoY

01

Commanding Highest Margin Profile Among Mass OEMs

7.5%

Operating Profit Margin as of 1Q26

Margin recovery on track despite tariff burden
2026 OP margin target set at 8.3%

02

Flexible Powertrain Capability to Support Region Specific Strategy

U.S. HEV +85%

vs. market growth of +39%

Europe EV +69%

vs. market growth of +26%

YoY growth vs. 2025

Telluride & HEV driven growth for U.S.
Mass EV Full line-up established in Europe

03

Proactive Shareholder Return with Balanced Capital Allocation

35%+

TSR Target (2026~2028)

Stable profit return based on dividends & share buyback for balanced capital efficiency

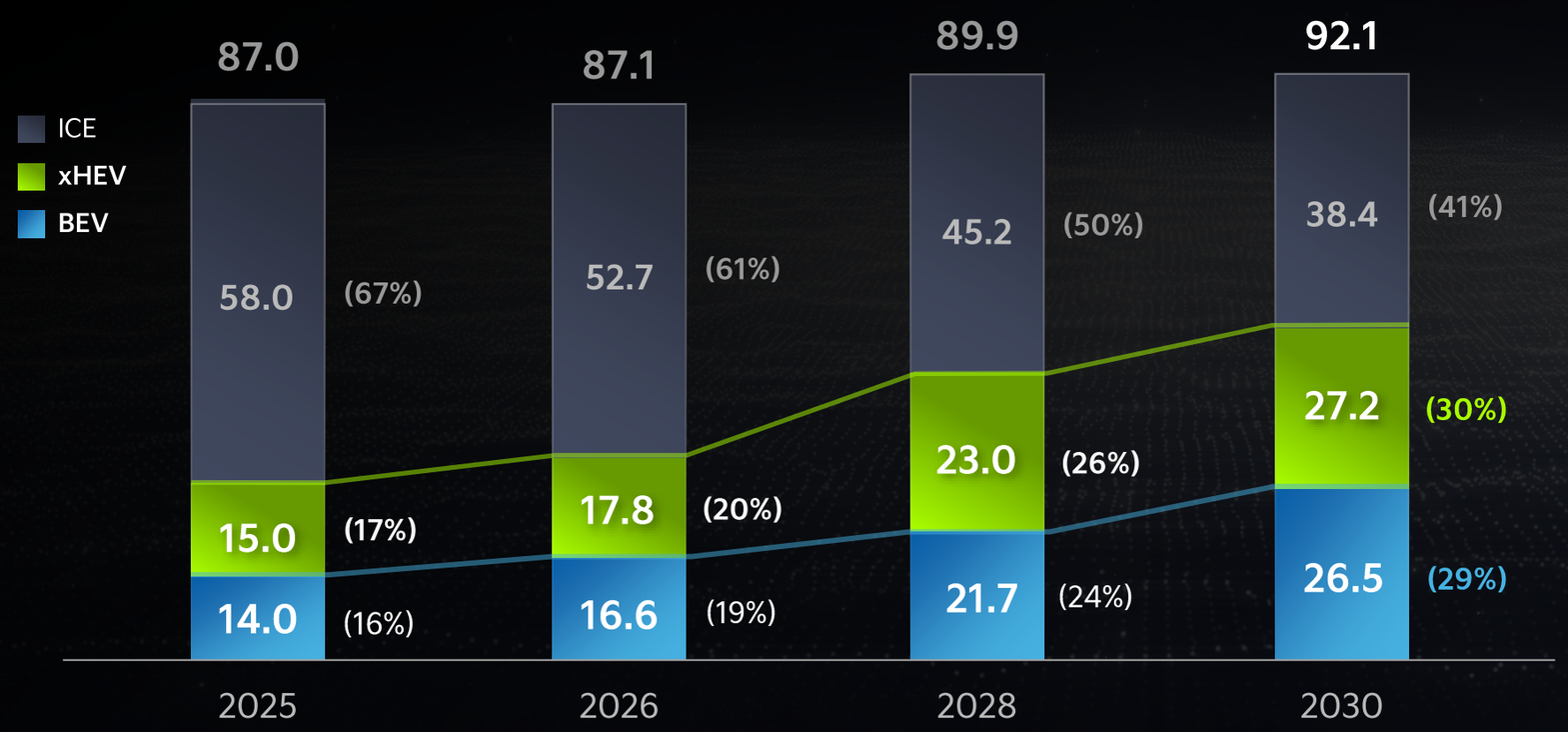
04

Global Auto Demand

Muted growth in global auto demand amid changes in powertrain dynamics
By 2030, BEV and xHEV will represent 29% and 30% of global auto demand respectively

* Mild-HEV : Included in ICE
* EV : BEV

(Units : mn, %)



1. Diversified powertrain demand

ICE, xHEV, and BEV demand coexist through 2030, on the back of different market environment

2. xHEV as a practical transition option

xHEV demand is expected to remain resilient as consumer seek fuel efficiency, affordability, and lower emissions without charging constraints

3. BEV growth remains structural

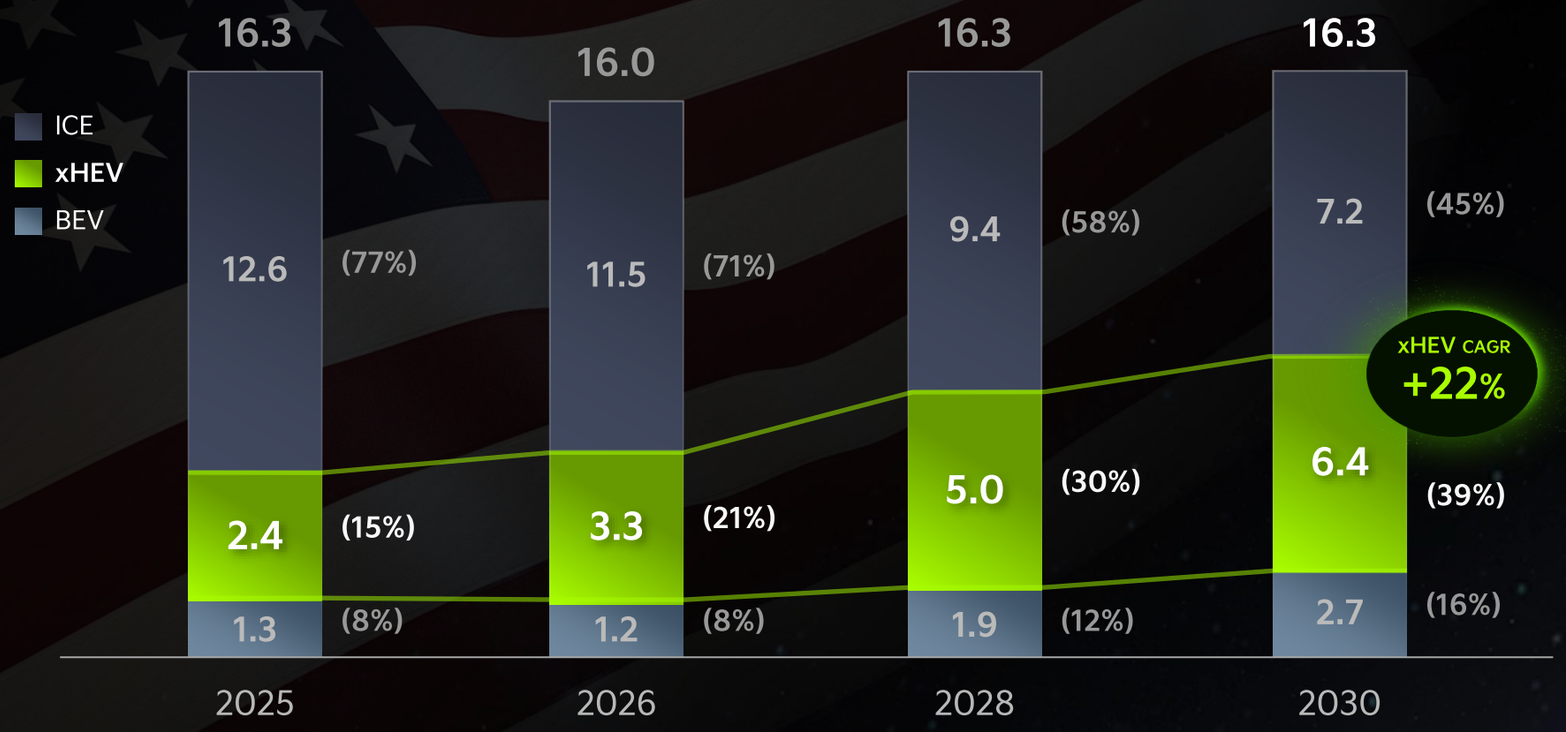
BEV adoption will continue, supported by regulation, product expansion, and infrastructure improvement

U.S. Auto Demand

xHEV demand is projected to grow at a CAGR of 22% to replace traditional ICE demand, reaching about 40% of total demand by 2030

* Mild-HEV : Included in ICE
* EV : BEV

(Units : mn, %)



1. Policy support for BEVs has weekend

Expiration of IRA EV tax credits along with eased emissions regulations, reduce BEV demand growth

2. Consumers remain value-focused

Affordability, fuel efficiency, driving range, and charging convenience are becoming more important purchase drivers in the U.S. market

3. xHEV as a practical transition option

xHEV is expected to grow rapidly, offering a practical transition option without charging constraints

W. Europe Auto Demand

EV demand is projected to grow at a CAGR of 20% to a 43% share by 2030,
surpassing ICE, while easing EU CO_2 regulations may modestly support xHEV penetration

* Western Europe (EU + EFTA + UK)
* Mild-HEV : Included within ICE
* EV : BEV

(Units : mn, %)



1. Regulation-driven BEV growth

Tightening EU CO2 targets continue to drive structural BEV demand, with BEV demand expected to surpass ICE by 2030

2. Continued BEV incentives

BEV tax benefits and purchase incentives remain available across key European markets, supporting BEV adoption despite affordability concerns

3. xHEV as a complementary bridge

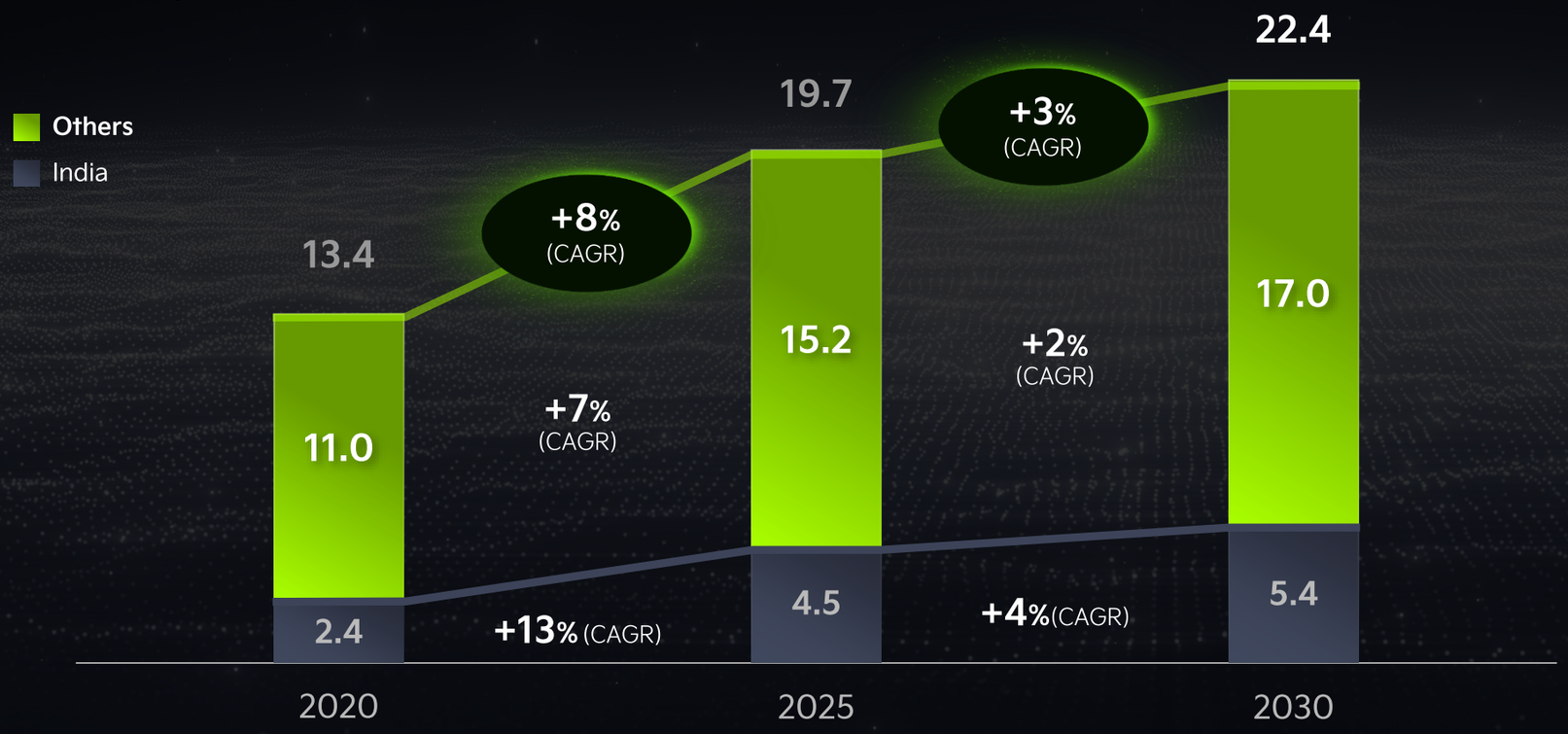
xHEV may retain selective demand as a practical transition option, supported by affordability needs

Emerging Market Auto Demand

Emerging market demand has grown at a CAGR of 8% since 2020 and is projected to grow at a CAGR of 3% through 2030
India is expected to lead the growth momentum in EM demand to 22.4 million units by 2030

*Emerging markets : India / Mexico / Asia Pacific / Middle East & Africa / Latin America/ CIS

(Units : mn, %)



1. Volume-led growth

EM are expected to drive industry volume growth through 2030, supported by rising income levels, low vehicle penetration, and expanding middle-class demand

2. India as a key EM growth engine

India is expected to lead the growth momentum, supported by demographics, urbanization, and GST rate cuts to enhance affordability for mass-market vehicles

3. Practical mobility demand

Demand is likely to remain centered on affordable, durable, and fuel-efficient vehicles, with customers prioritizing ownership cost and product reliability

Q1 2026 Highlights

Volume Growth (Retail)

+3.7%

780k units

01

Global Market Share

4.1%

+0.5%p YoY

02

xEV Sales Mix

29.7%

+6.6%p YoY

03

Strong Top-line

₩29.5T

+5.3% YoY

04

Industry Leading OPM

7.5%

10.0% (ex-tariff)

05

Upward ASP Trend

₩40M

+4.9% YoY

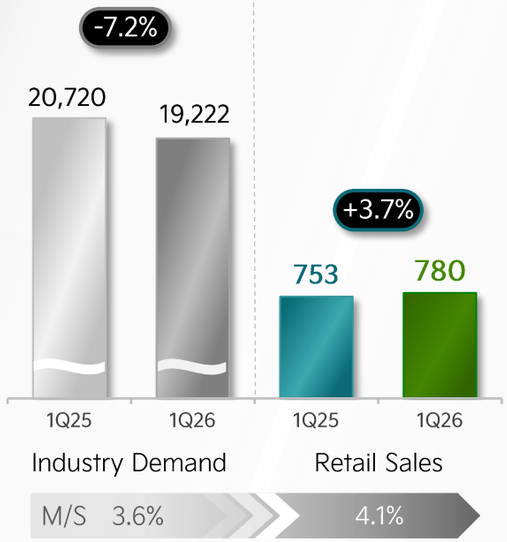
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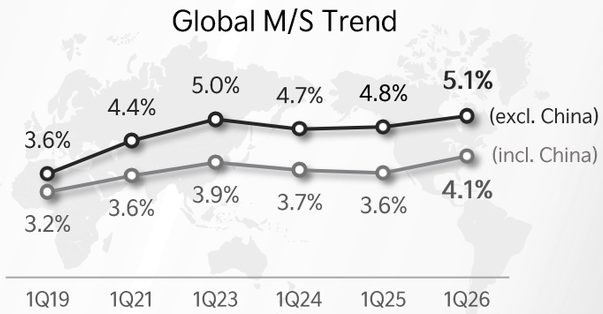
Global Retail Sales



Global

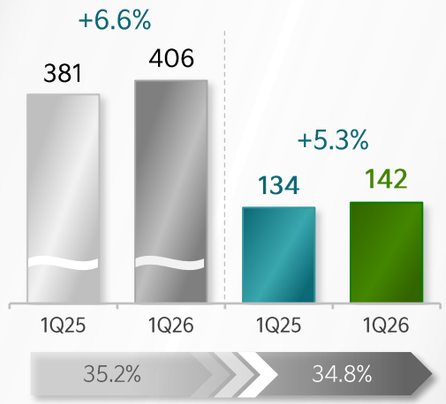
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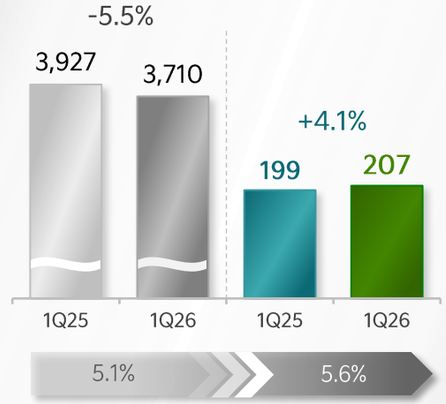
Korea

(Unit : '000, %)



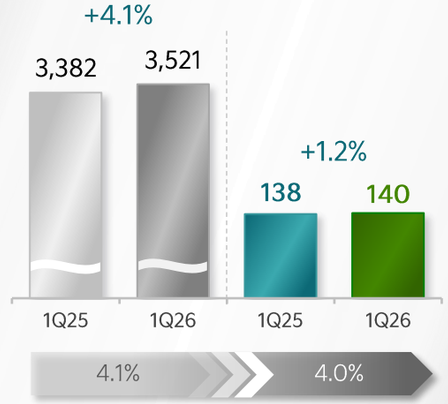
U.S.

(Unit: '000, %)



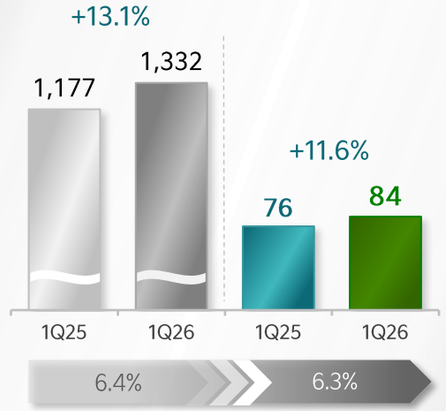
W. Europe

(Unit: '000, %)



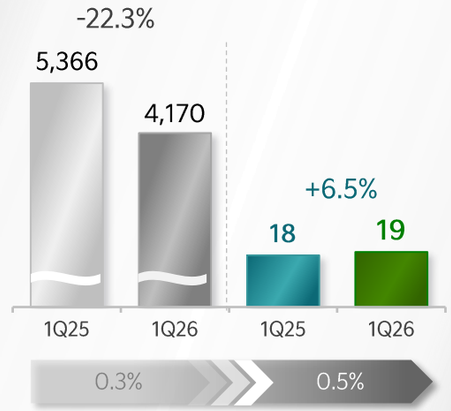
India

(Unit: '000, %)



China

(Unit: '000, %)



Rest of World

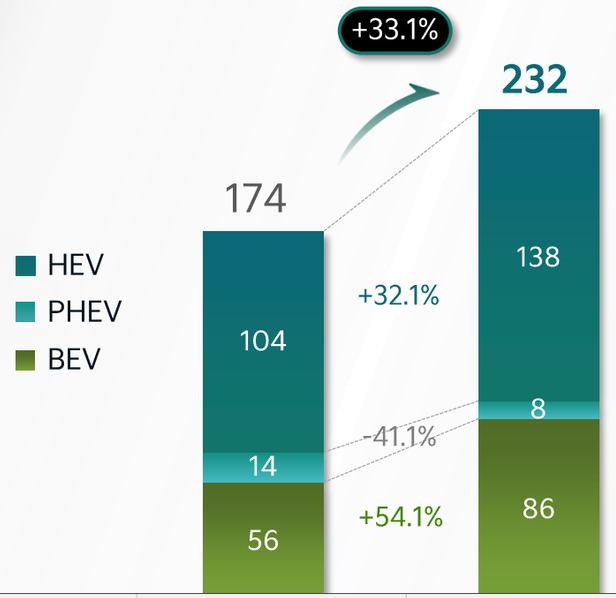
		1Q25	1Q26	YoY (%)
M E A	Demand	891	727	-18.4%
	Sales	61	51	-15.6%
Latin America	Demand	1,009	1,045	+3.6%
	Sales	32	39	+22.1%
Asia Pacific	Demand	1,215	1,223	+0.7%
	Sales	38	40	+5.4%
C I S	Demand	346	341	-1.6%
	Sales	10	12	+20.6%

※ 1) W. Europe industry demand: ACEA, China/India sales: Wholesale, 2) M/S & sales volume by region: excluding special vehicles (total sales volume: including special vehicles)

Electrified Vehicle Sales

Global Retail Sales

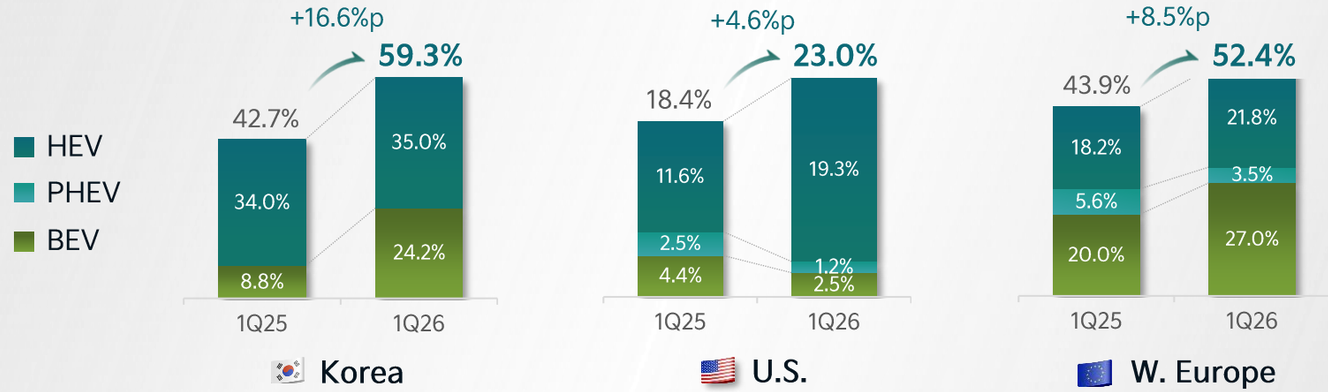
(Unit: '000, %)



Share of Sales	1Q25	1Q26
HEV	13.8%	17.6%
PHEV	1.9%	1.1%
BEV	7.4%	11.0%
xEV	**23.1%**	**29.7%**
ICE	76.9%	70.3%
Total Sales	753k units	780k units

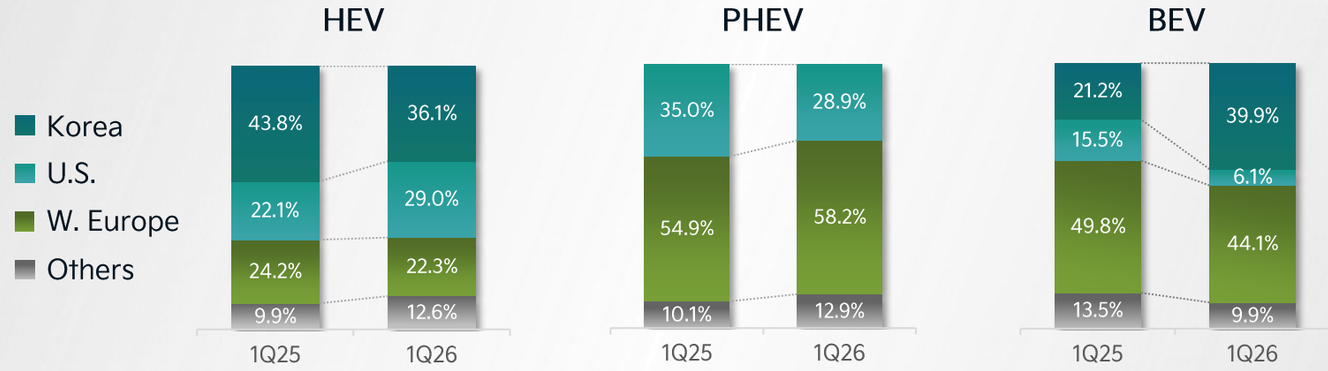
Shares of Electrified Vehicle Sales in Major Markets

(Unit: %)



Shares of Electrified Vehicle Sales by Powertrain (Major Markets)

(Unit: %)



Consolidated Income Statement

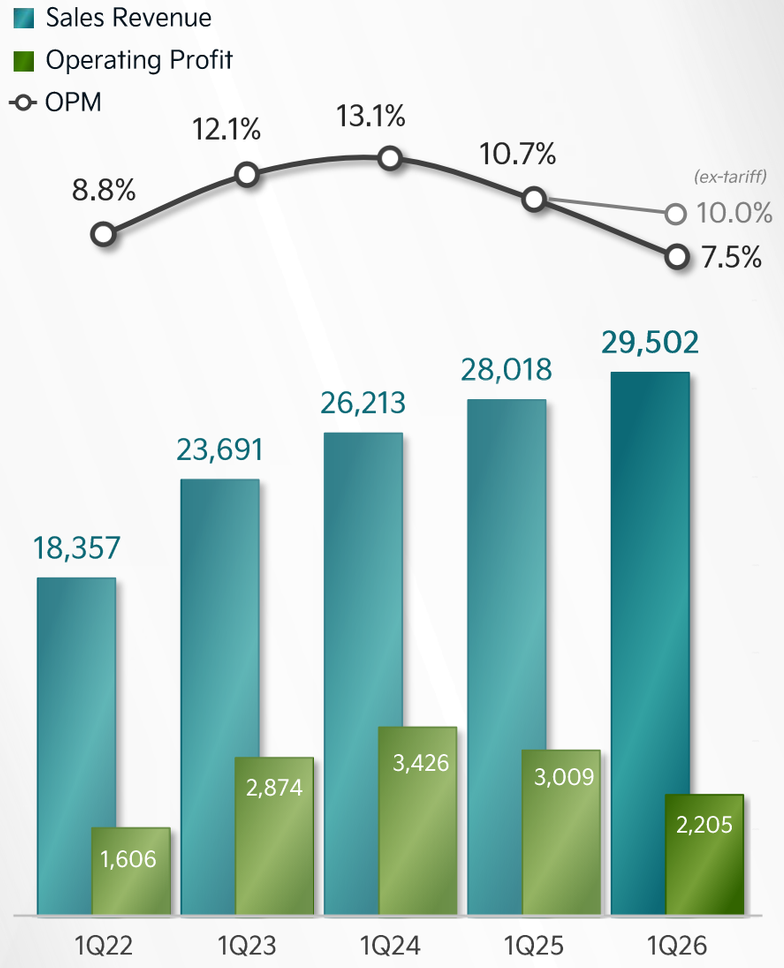
(Unit: ₩ Billion)	1Q25	(% of sales)	1Q26	(% of sales)	YoY (%)
Sales Revenue	**28,018**	100%	29,502	100%	+5.3%
Cost of Sales	21,937	78.3%	23,698	80.3%	+8.0%
Gross Profit	6,081	21.7%	5,804	19.7%	-4.6%
SG&A	3,072	11.0%	3,599	12.2%	+17.1%
Operating Profit	**3,009**	**10.7%**	2,205	**7.5%**	-26.7%
Pre-tax Profit	3,243	11.6%	2,635	8.9%	-18.8%
Net Profit	2,393	8.5%	1,830	6.2%	-23.5%

※ Consolidated Sales Units: [1Q25] 736,884 units → [1Q26] 739,880 units (+2,996 units, +0.4%)

※ Average Currency Rate: USD/KRW [1Q25] ₩1,453 → [1Q26] ₩1,464 (+ ₩11↑, +0.8%)

Operating Profit Trend

(Unit: ₩ Billion, %)

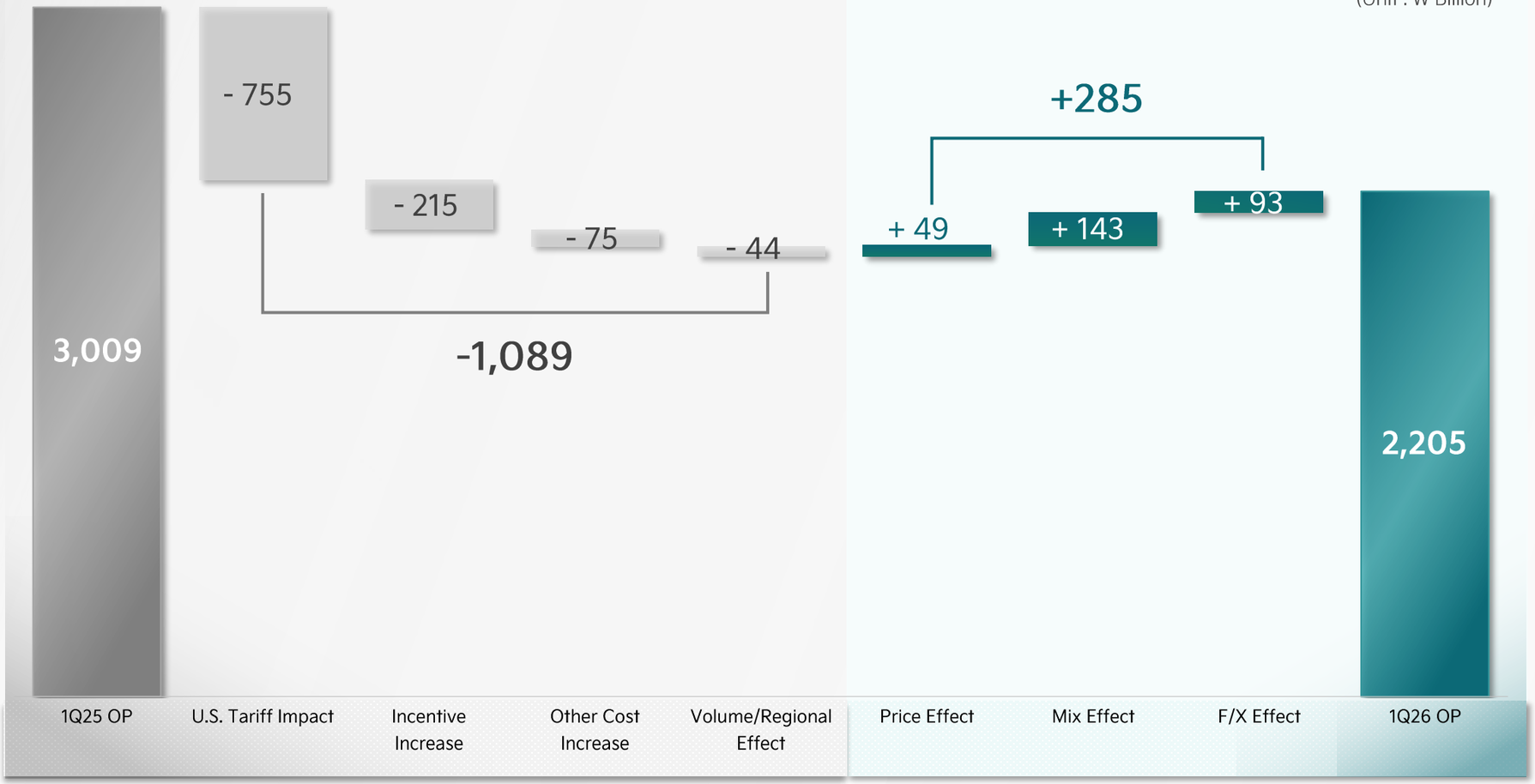


Operating Profit Analysis



-804

(Unit : ₩ Billion)



(+) Drivers

Mix Effect

Higher U.S. sales mix for key RVs

- Telluride : 15.7% (+1.3%p YoY)
- Carnival : 11.8% (+4.0%p YoY)

Price Effect

Enhanced product value through safety and convenience features

F/X Effect

[USD/KRW] +0.8%, [EUR/KRW] +12.0%

(-) Detractors

U.S. Tariff Impact

Tariffs on imported vehicles & parts

Incentive Increase

Intensified market competition in Europe

Other Cost Increase

₩255.7bn F/X valuation losses on warranty provisions, etc.

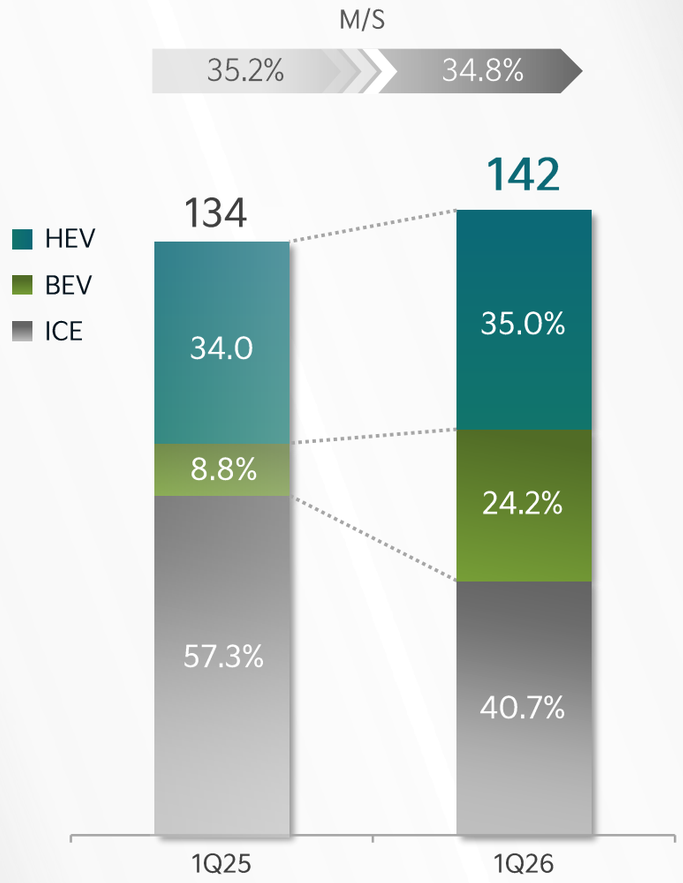
Volume/Regional Effect

Decline in MEA sales contribution

Korea (Q1 2026)

Sales & Market Share

(Unit : '000, %)

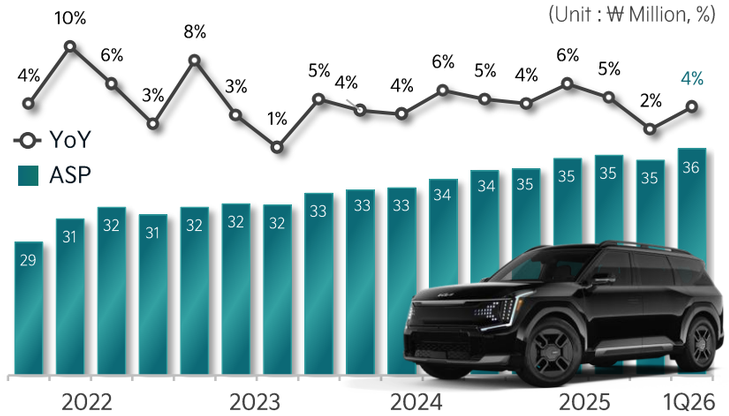


※ M/S : incl. imported brands / excl. special vehicles

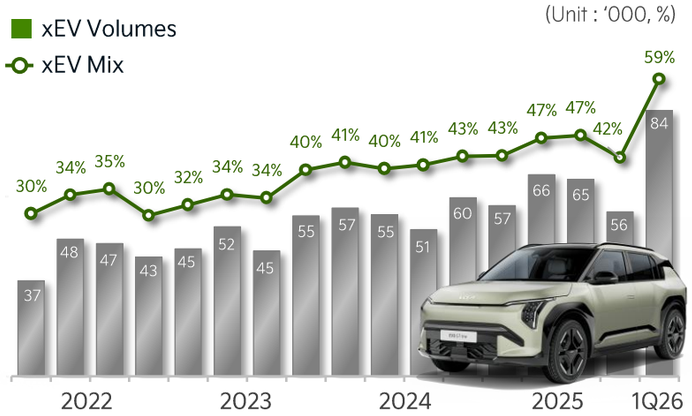
Sales Summary

Industry +6.6%	[YoY]	Kia +5.3%

ASP Trend



xEV Sales Trend

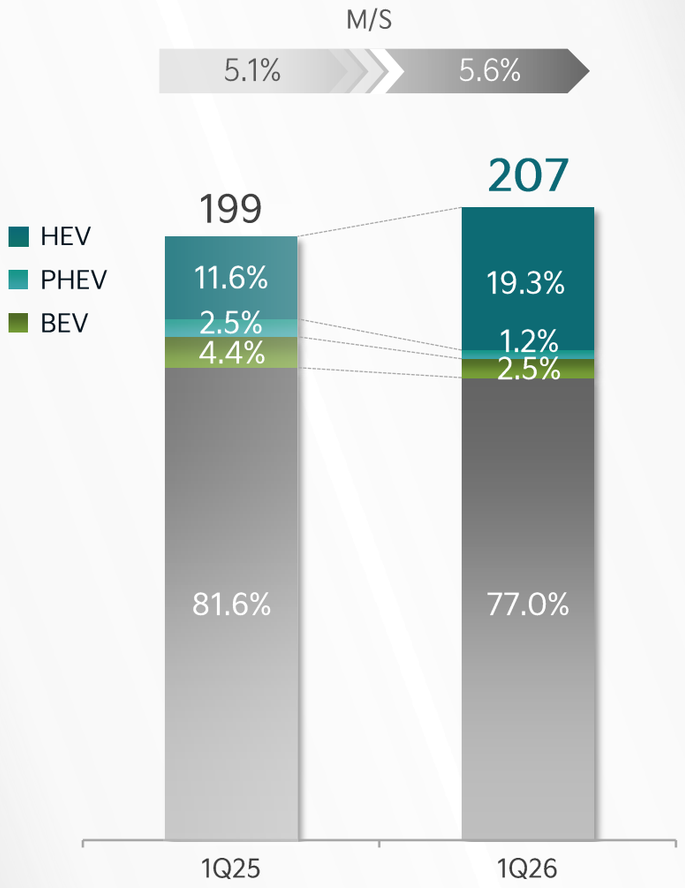


Q1 2026 Results	• ASP continued to rise to ₩36mn (+4.1% y/y), with xEV mix at 59.3% (+16.6%p y/y) driven by strong BEV volumes 24.2% (+15.5%p y/y) BEV mix driven by full BEV lineup (EV3·4·5·6·9) and PV5 launch 35.0% (+1.1%p y/y) HEV mix driven by strong HEV sales from RVs (Sorento, Carnival, Sportage, Seltos)
2026 Initiatives	• 56% xEV mix to be achieved by new mass-market BEVs sales momentum and stable HEV supply 19% BEV mix to be achieved by full-scale new BEV model cycle, including EV4, EV5 and PV5 37% 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 lineup

U.S. (Q1 2026)

Sales & Market Share

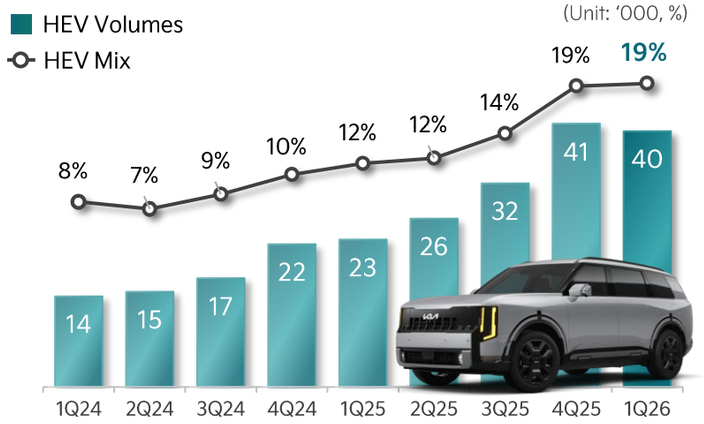
(Unit: '000, %)



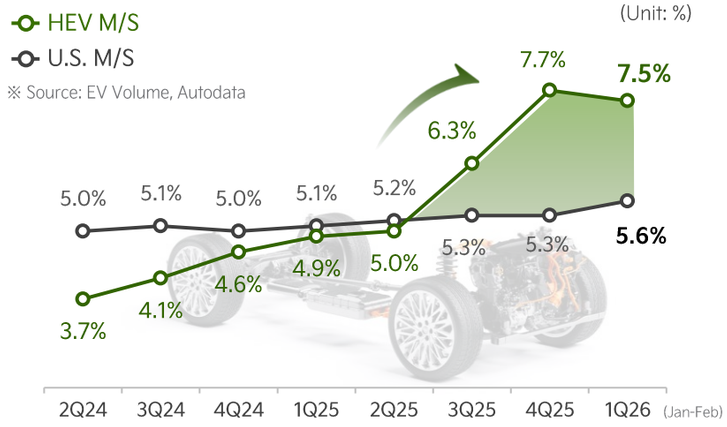
Sales Summary

Industry -5.5%	[YoY]	Kia +4.1%

HEV Sales Trend



HEV M/S Trend



Q1 2026 Results

- Despite -5.5% y/y decline in industry demand, M/S reached 5.6%(+0.5%p y/y) on +4.1% y/y volume growth
- 40k(+73.5% y/y) HEV volume driven by expanded HEV supply to meet strong demand, leading to steady growth
  - 19.3%(+7.3%p y/y) HEV mix led by Telluride HEV launch, driving volume growth and P-mix improvement
  - +7.5%(+2.6%p y/y) HEV M/S driven by strong HEV sales, surpassing Kia U.S. average M/S in 1Q26 (Jan-Feb)

2026 Initiatives

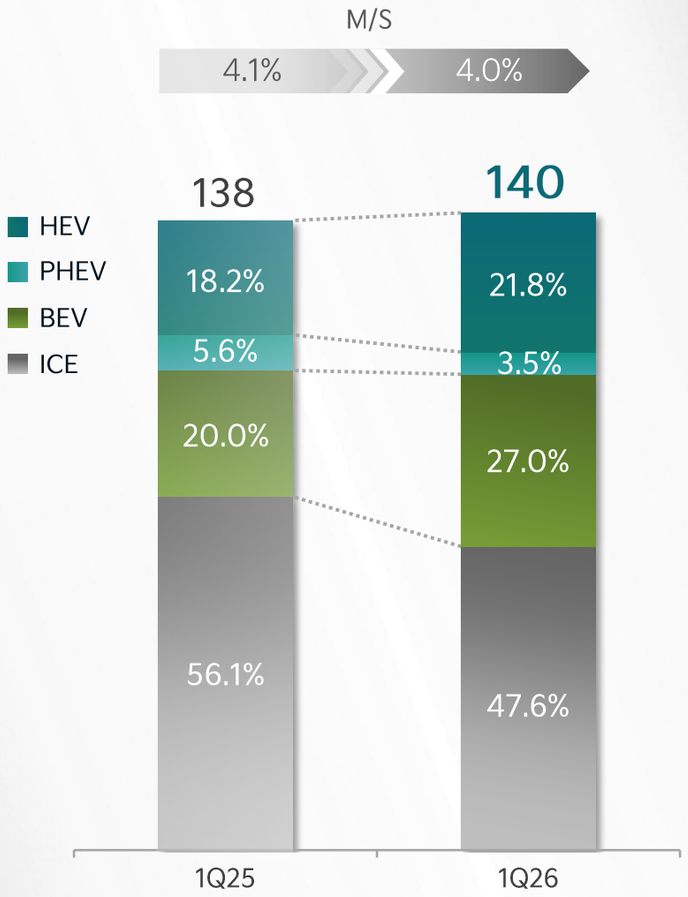
- Flexible market strategies for demand/regulatory changes (U.S. tariffs, IRA EV tax credits, environmental regulations)
  - 892k(+5% y/y) sales volume to be achieved in 2026 by ramping up ICE/HEVs leveraging mixed production lines
- +85% y/y HEV volume and HEV M/S growth expected in 2026 by adding HEV P/T to new Telluride and Seltos

W. Europe (Q1 2026)



Sales & Market Share

(Unit: '000, %)



Sales Summary

Industry +4.1%	[YoY]	Kia +1.2%

The New EV2

Launch: 1Q26 (B-SUV EV)

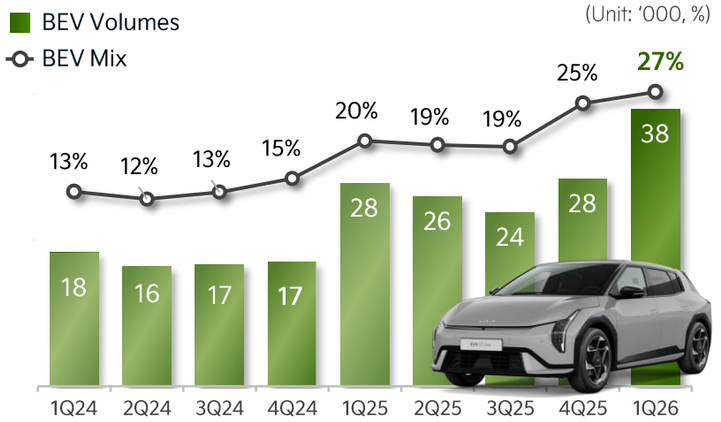
Battery: 61.0kWh (Long-Range)
AER : 440km (WTLP)
Fast Charging: 30min (10-80%)



Unique Selling Points

① Practical B-SUV EV, ② Spaciousness (cargo space 377ℓ),
③ Advance features (ADAS L2 F+, V2L/V2G, Remote Parking Assist)

BEV Sales Trend



Q1 2026 Results

- +26.2% y/y BEV demand; BEV M/S up to 5.2%(+0.4%p y/y), driven by +36.4% y/y BEV volume growth
  27.0%(+7.0%p) BEV mix, driven by full mass-market BEV lineup incl. EV2 and strong PV5 sales on rising eLCV demand
- +11.4% y/y HEV demand (incl. MHEV), Europe's top-selling P/T; +21.6% y/y Kia's FHEV with robust Sportage sales

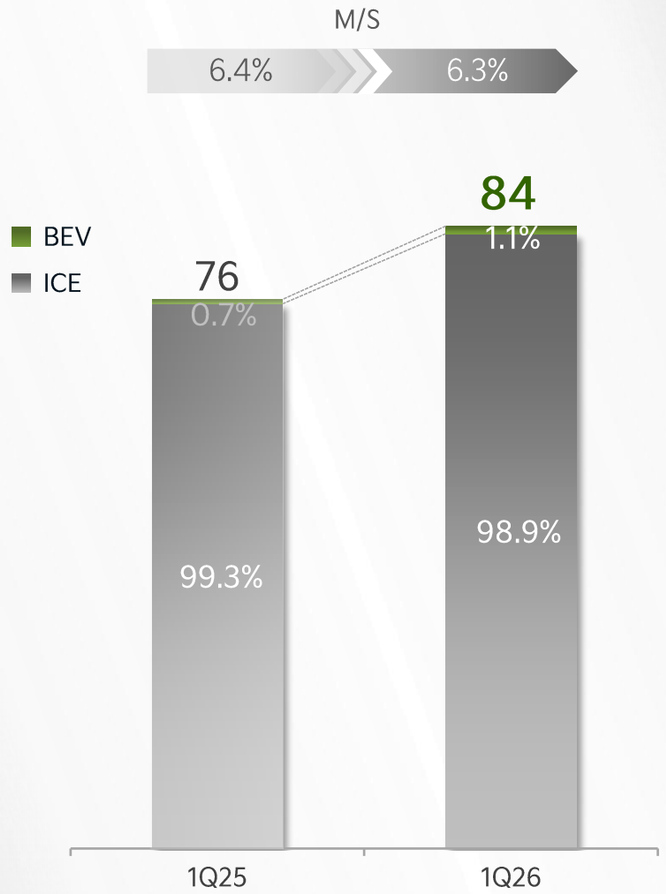
2026 Initiatives

- +72% y/y BEV volume and 32% BEV mix targeted with full mass-market BEV lineup and full-scale PV5 sales
  Localized EV2/EV4 production, with subsidies in some markets, and PV5 entry into a new segment to diversify growth
- 566k(+11% y/y) sales targeted by new Seltos/K4 launch and ICE/HEV PE, after Ceed discontinuation in 2026
  New model(FMC) : Seltos(ICE/HEV), K4(ICE/HEV) / PE: Niro(HEV), Ceed CUV to be launched

India (Q1 2026)

Sales & Market Share

(Unit: '000, %)

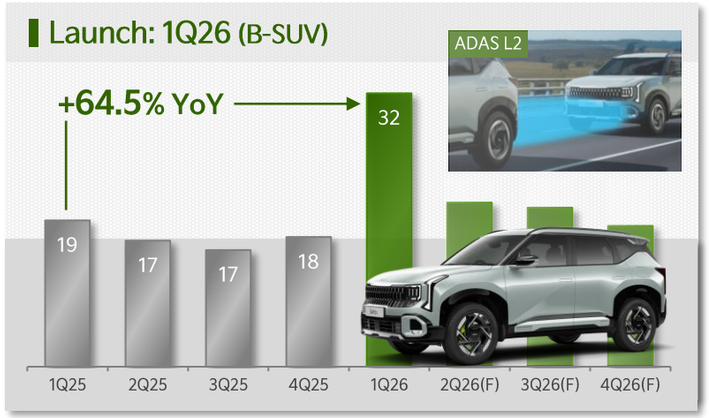


※ M/S: Wholesale

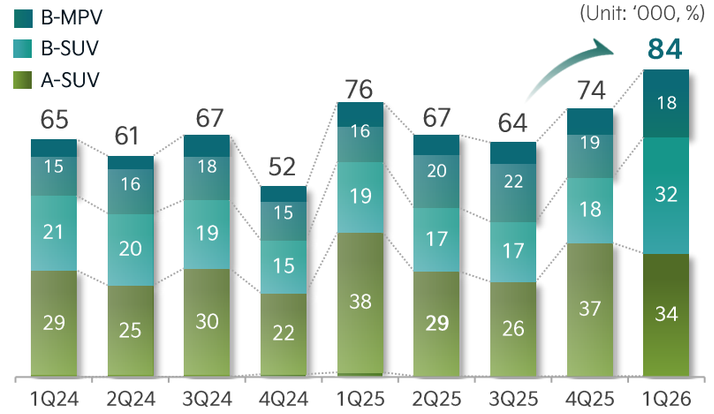
Sales Summary

Industry +13.1%	[YoY]	Kia +11.6%

The All-New Seltos



RV Sales Trend



Q1 2026 Results

- +11.6% y/y growth and M/S 6.3%, driven by new Seltos launch and strong Sonet volumes after GST rate cut
  +8.4% y/y A-high SUV demand growth; +45.6% y/y Sonet growth with feature upgrades, outpacing demand growth
  +42.6% y/y B-SUV demand growth; +64.5% y/y volume growth led by timely new Seltos launch, ranked 3rd in B-SUV

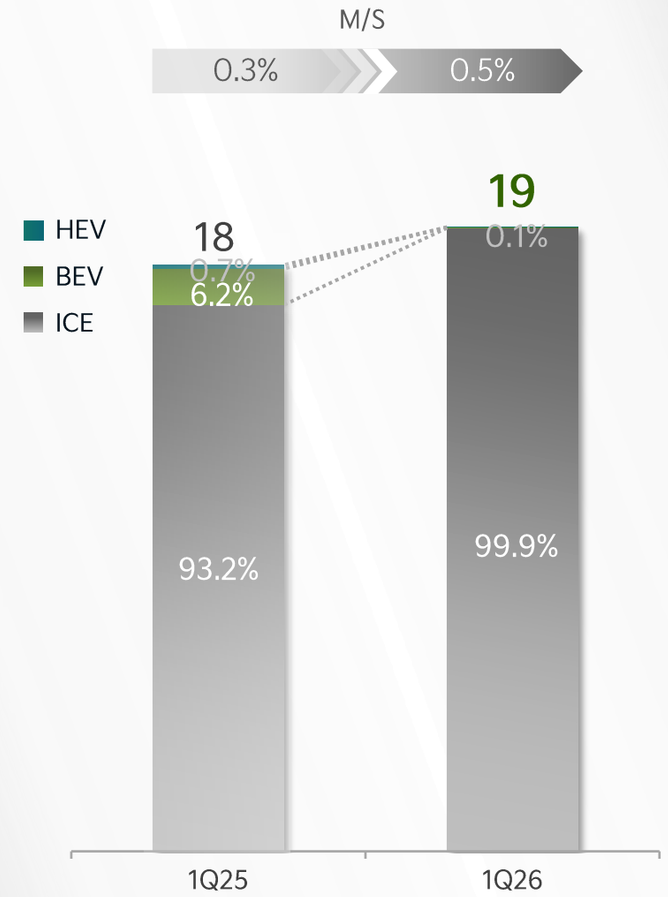
2026 Initiatives

- 300k(+8% y/y) volume growth and P-Mix improvement, driven by new Seltos and BEV/HEV launches in 2026
  +4%p y/y sales mix improvement from new Seltos with higher trim mix, and new BEV/HEV launches for top-line growth
- +50 dealers in 2026 (590 total) across new towns and suburbs, supporting mid- to long-term 410k-unit sales

China (Q1 2026)

Sales & Market Share

(Unit: '000, %)



※ M/S: Wholesale

Sales Summary

Industry -22.3%	[YoY]	Kia +6.5%

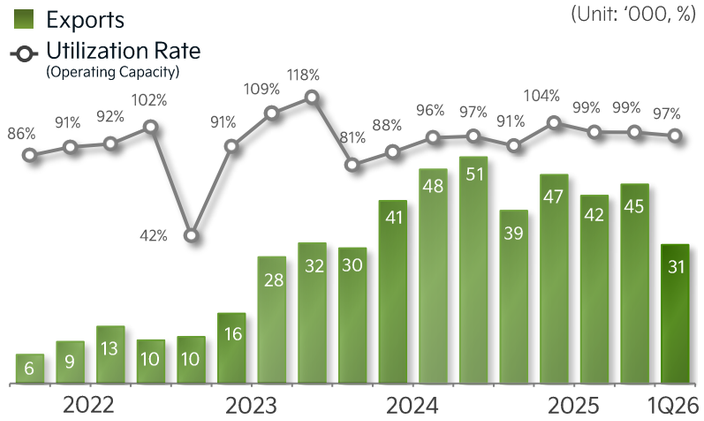
KCN Production Models

Lineup Expansion (K5, Sonet, Sportage, EV5)



- Expand lineup to improve utilization rate and profitability
- Drive volume growth in emerging markets and diversify export markets with high-demand models (MEA/LaTam/Mexico/APAC, etc.)

KCN Export Trend



Q1 2026 Results

- Despite -22.3% y/y industry demand decline driven by downsized NEV purchase tax exemption policy, +6.5% y/y volume growth with high-demand ICE sales leveraging proven ICE technology in the global market
  Strong volume growth led by key models: KX1 7k(+39%y/y), Seltos 4k(+35%y/y), K3 3k(+97%y/y), Sportage 2.5k(flat)
- Despite -44% y/y in MEA exports, +32% y/y in LaTam exports sustained profitability with higher utilization rate

2026 Initiatives

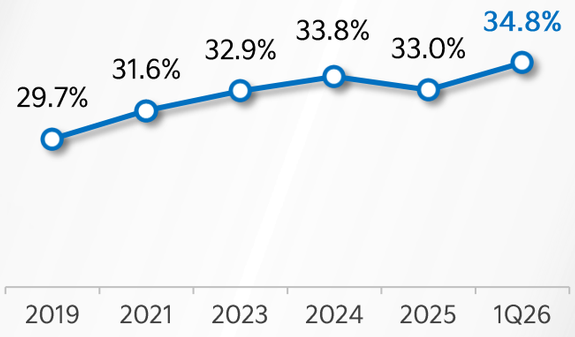
- 82k(+1% y/y) sales targeted through sales momentum from PE launches of top 3 high-demand RVs in 2026
- 200k exports from KCN targeted, driving emerging market volume growth, including wider APAC exposure
  ※ 1Q26 export regional mix: [Latin America] 46.4%, [MEA] 29.0%, etc.

Global Market Share Trend



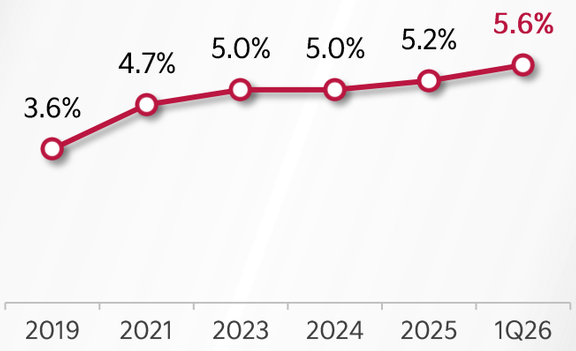
Korea

(Unit: %)



U.S.

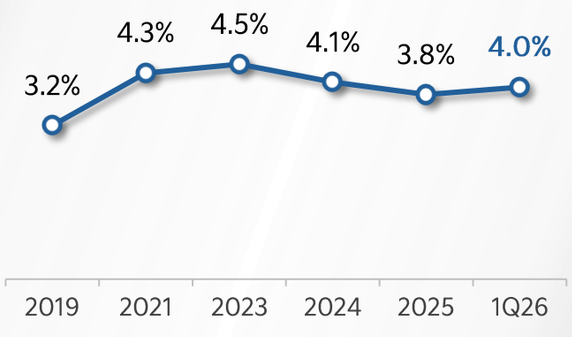
(Unit: %)



(Unit: %)	2019	2021	2023	2024	2025	1Q26
MEA	5.7%	6.5%	6.3%	6.5%	6.5%	**7.0%**
Latin America	3.0%	3.0%	3.4%	3.4%	3.2%	**3.8%**
Asia Pacific	2.6%	3.5%	3.2%	3.3%	3.3%	**3.3%**
CIS	11.8%	11.4%	3.7%	2.5%	2.7%	**3.6%**

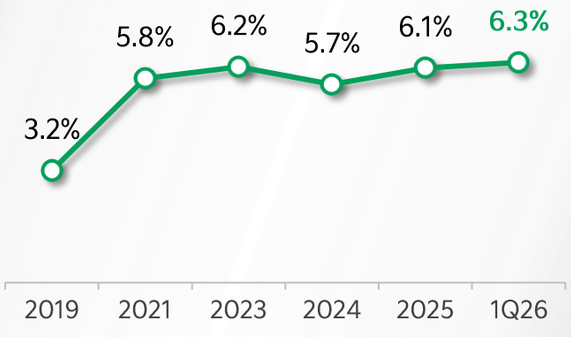
W. Europe

(Unit: %)



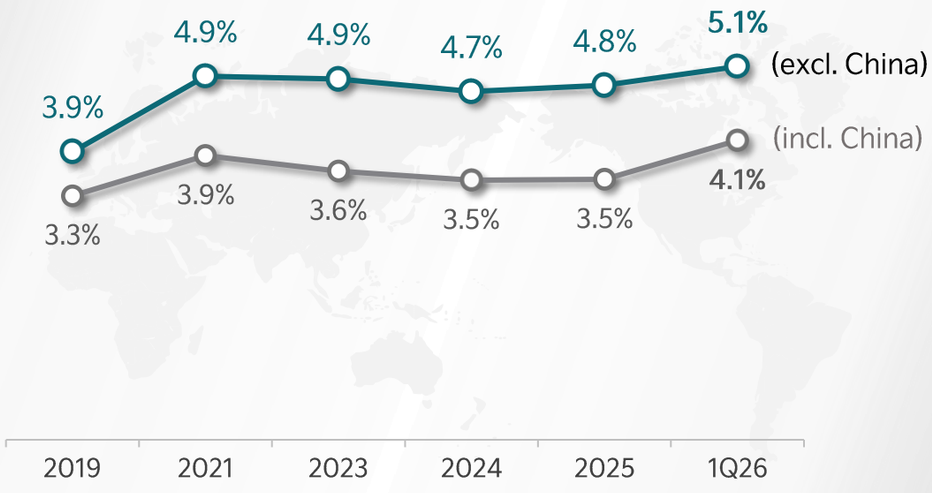
India

(Unit: %)



Global

(Unit: %)



Product Strategy

Movement that inspires

Entry into New Model Cycle

Global lineup expansion through next-gen. HEV systems, a full BEV lineup, and entry into new segments

ICE 21 ▶ 19 models
BEV 11 ▶ 14 models

New Models	2025	2026	2027	2028	2029	2030
ICE (incl. xHEV)	2	2	3	2	2	1
BEV	3	2	2	-	3	-
PBV	1	-	1	-	1	-
Total	5	4	5	2	5	1

Operating Models	2026	2030
ICE (incl. xHEV)	21	19
BEV	11	14
PBV	1	3
Total	32	33

Diversification of x**HEV Line-up**



Telluride Seltos

Expansion of Mass-market B**EV Line-up**



EV4 EV2

Entry into **New Segments**



PV5 Tasman

BEV Lineup & Production Flexibility

Scaling mass-market BEVs through lineup expansion and flexible production systems

Mass-market BEV Lineup Expansion

EV3



Q3 2024

WINNER
2025 WORLD CAR AWARDS™
WORLD CAR OF THE YEAR

2025 World Car of the Year
2025 5 Star Euro NCAP Safety Rating

EV4



Q1 2025

EV5



Q3 2025 (Global)

Carens EV



Q3 2025

PV5



Q3 2025

EV2



Q1 2026

Syros EV



Q3 2026

B-HB EV



2027

C-SUV EV



2029

A-SUV EV



2029

Flexible BEV Production System

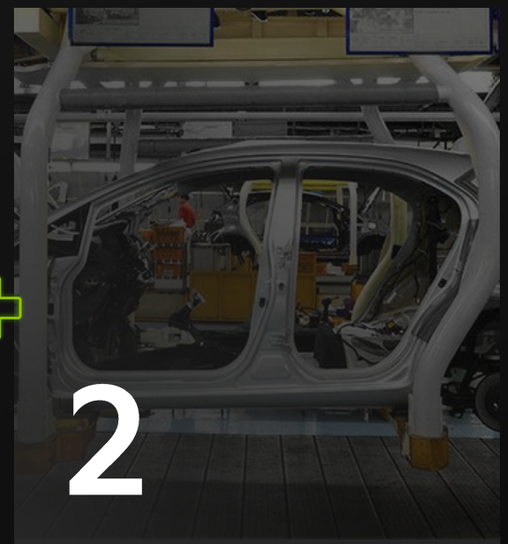


14

7 Domestic
7 Overseas

Mixed-Production Plants

- Maximize utilization of existing plants
- Reduce incremental facility investment and enhance profitability



2

EV-Dedicated Plants

- Efficiency through fewer parts & processes
- Lower costs through EV-dedicated platforms
- Optimized for purpose-built vehicles (PBV)

HEV Lineup & Features

Offer HEV line-up across all models and increase HEV sales mix

U.S. HEV Lineup Expansion

Sportage



Sorento



Carnival



Telluride



Seltos



Q1 2026

Q4 2026

K5



K4



Pick-up (HMGMA)



2027

2028

2030

Number of U.S. HEV Models

* Sales Volume and Sales Mix

4 models

132k units (15%)

8 models

450k units (44%)

Premium HEV Features

TMED-II : Next-Generation HEV Powertrain System



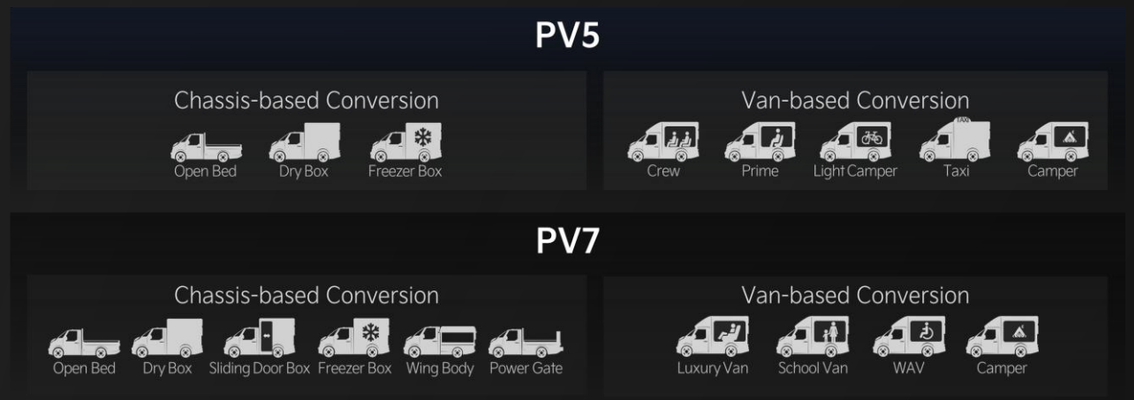
Entry into New Segments : PBV & Pickup

Launching pickups to capture untapped demand and expanding PBV into B2B sectors such as hailing, logistics, WAV

Strategic Entry into New Segments

- PBV: Customized conversion solutions for diverse customer needs

  Targeting 232k units by 2030 in line with increasing e-LCV demand



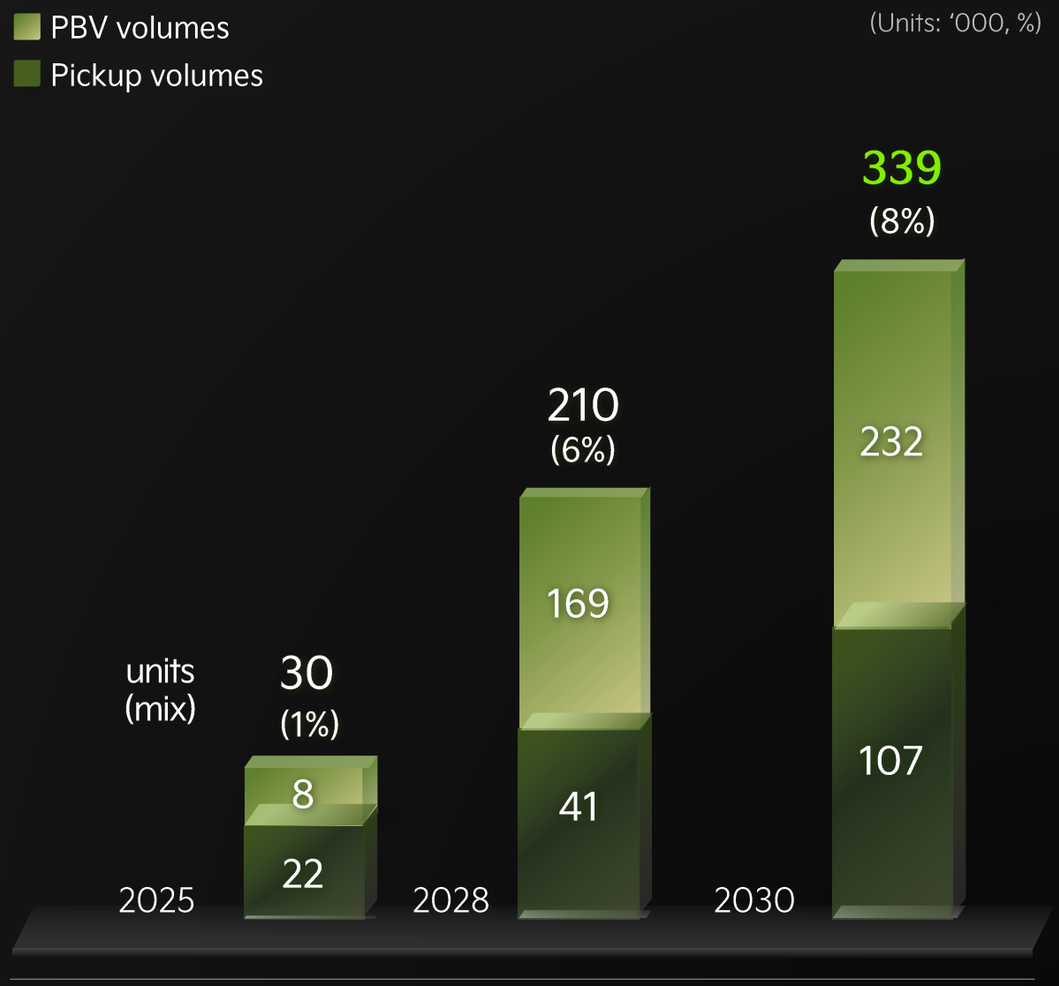
- Entry into the pickup truck market (ICE/HEV/EREV)

  In 2025, Kia entered emerging pickup markets with the launch of the Tasman

  By 2030, Kia plans to enter the N. American market with HEV/EREV pickups



New Segment Sales Targets



BEV/HEV Strategy

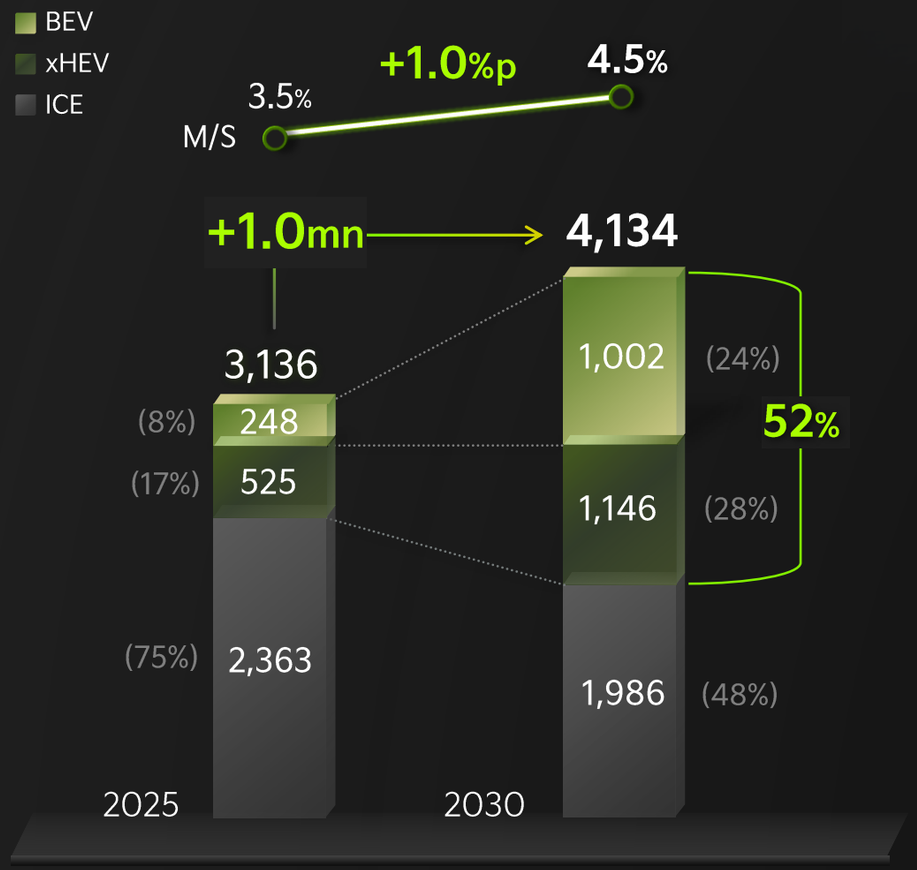
Movement that inspires

2030 xEV Sales Targets

+1.0mn volume growth and +1.0%p M/S gain by 2030 (vs. 2025) through ex-growth strategy and diversified powertrain portfolio

Sales Targets by Powertrain

(Units: '000, %)



Electrified Vehicle Mix (2030)

(Units: '000, %)

		ICE	xHEV	BEV		xEV Mix
U.S.	2030	46%	46%	7%	54%	+32%p
	2025	79%	17%	4%	21%	
W.Europe	2030	17%	17%	66%	83%	+36%p
	2025	53%	24%	22%	47%	
Korea	2030	30%	37%	33%	70%	+25%p
	2025	55%	34%	11%	45%	
India	2030	67%	20%	14%	33%	+32%p
	2025	99%		1%	1%	

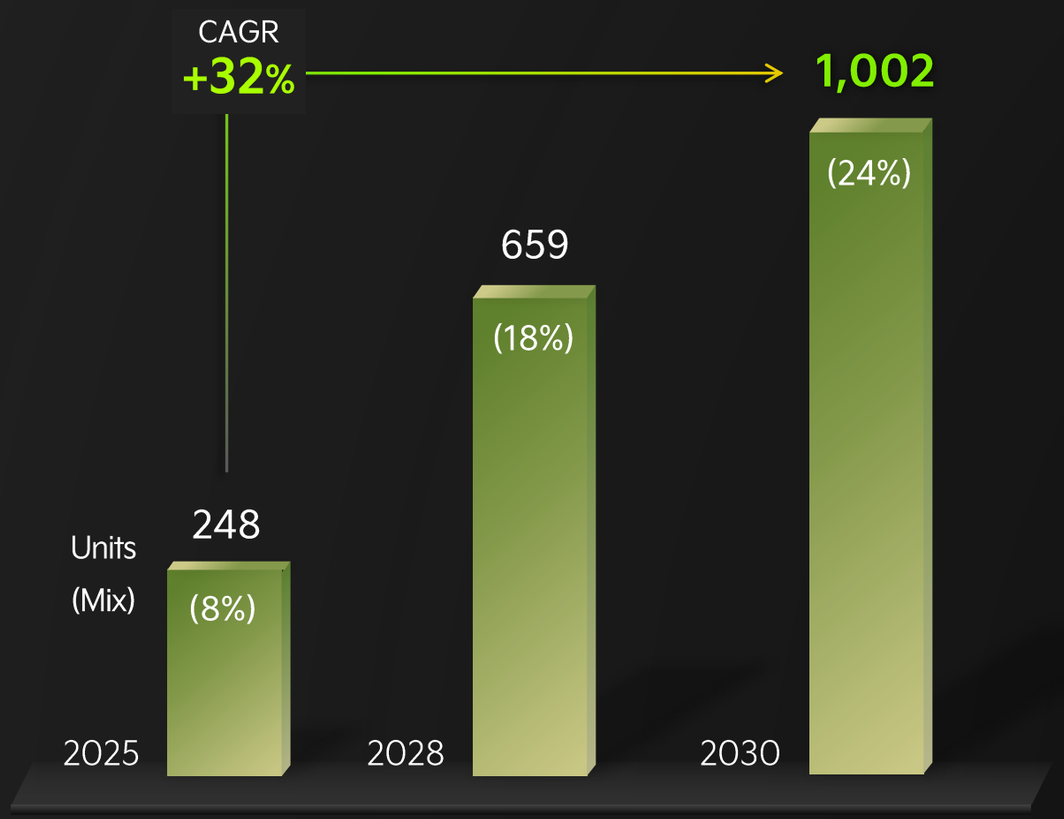
BEV Sales Targets

Accelerating BEV volume growth through a full lineup of affordable models for early-majority adoption

2025 **248k**
▶ 2030 **1.0M**

BEV Sales Targets

(Units: '000, %)



BEV Sales Targets by Region

(Units: '000, %)

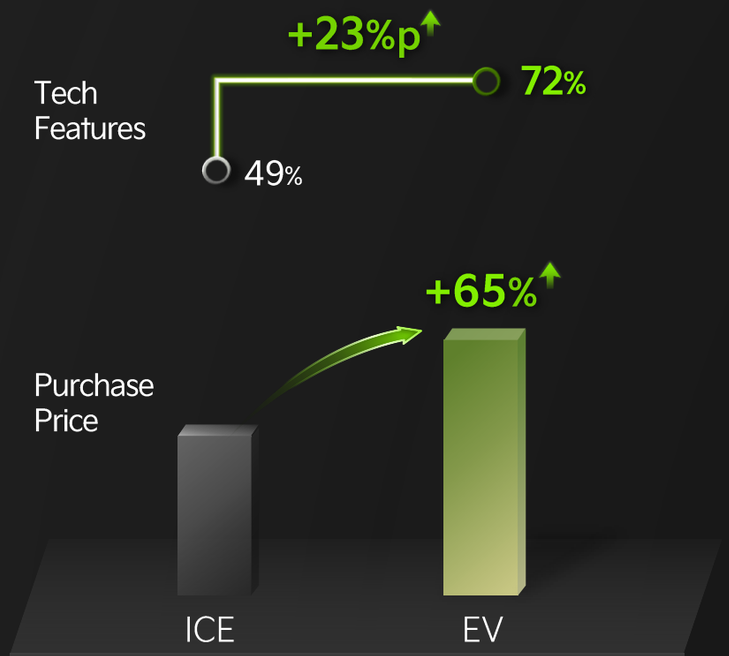
		2025	2028	2030
U.S.	BEV mix (units)	**4%** (34)	**4%** (39)	**7%** (73)
W. Europe	BEV mix (units)	**22%** (114)	**51%** (334)	**66%** (494)
Korea	BEV mix (units)	**11%** (61)	**26%** (148)	**33%** (191)
India	BEV mix (units)	**1%** (4)	**5%** (18)	**14%** (56)

BEV Profitability

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

EV Premium

| Tech Features Selection Ratio |

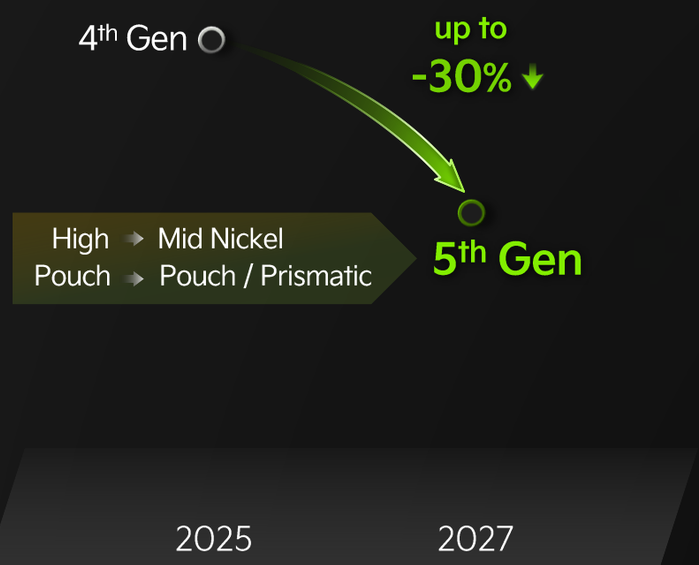


▶ Willingness to pay a high premium compared to ICE

* Tech Features : Comfort, Monitoring, Drive Wise

System Cost Reduction

| Next-gen batteries Cost Reduction |

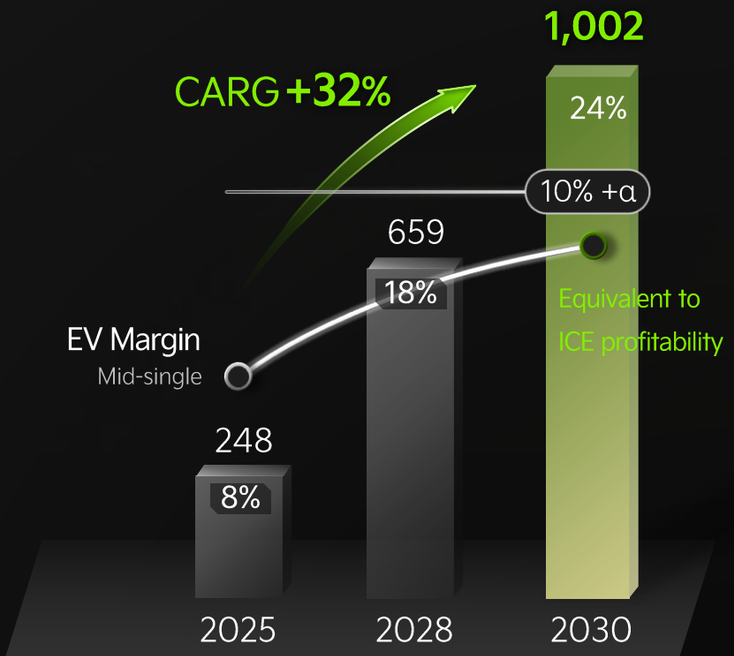


▶ Improve battery chemistry and diversify form factors

Profitability Improvement

| Profitability & Sales Outlook |

(Thousand units)



▶ Increase sales through volume EV line-up expansion

BEV Cost Innovation

Tech-Driven Cost Innovation for Price Competitiveness

Upper Body

Interior / Exterior

Infotainment / E/E Systems

EV Cost Structure

Platform

PE System

Under Body

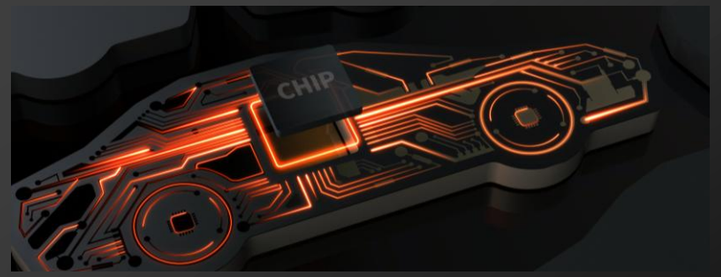
1 Hardware Optimization

Integrated features focused on core value items



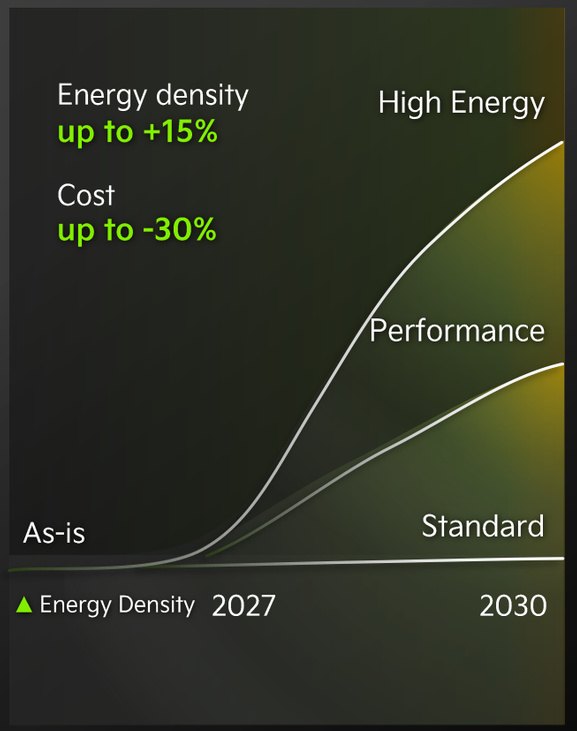
2 Software Standardization

Next-gen E/E architecture & advanced vehicle S/W



3 Next-Gen Battery Development

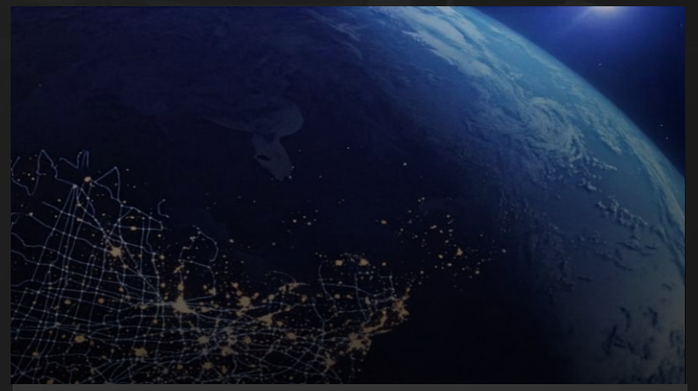
Improvement of energy density and cost



BEV Charging Stations

Expand ultra-fast charging stations and network through strategic partnerships

Public Ultra-Fast
Charging Stations



North America

25k → **50k+**
(2025)

electrify america · iONNA · TESLA



Europe

6.1k → **17k+**
(2025)

IONITY



Korea

2.5k → **13k+**
(2025)

EASY & FAST E-pit & others

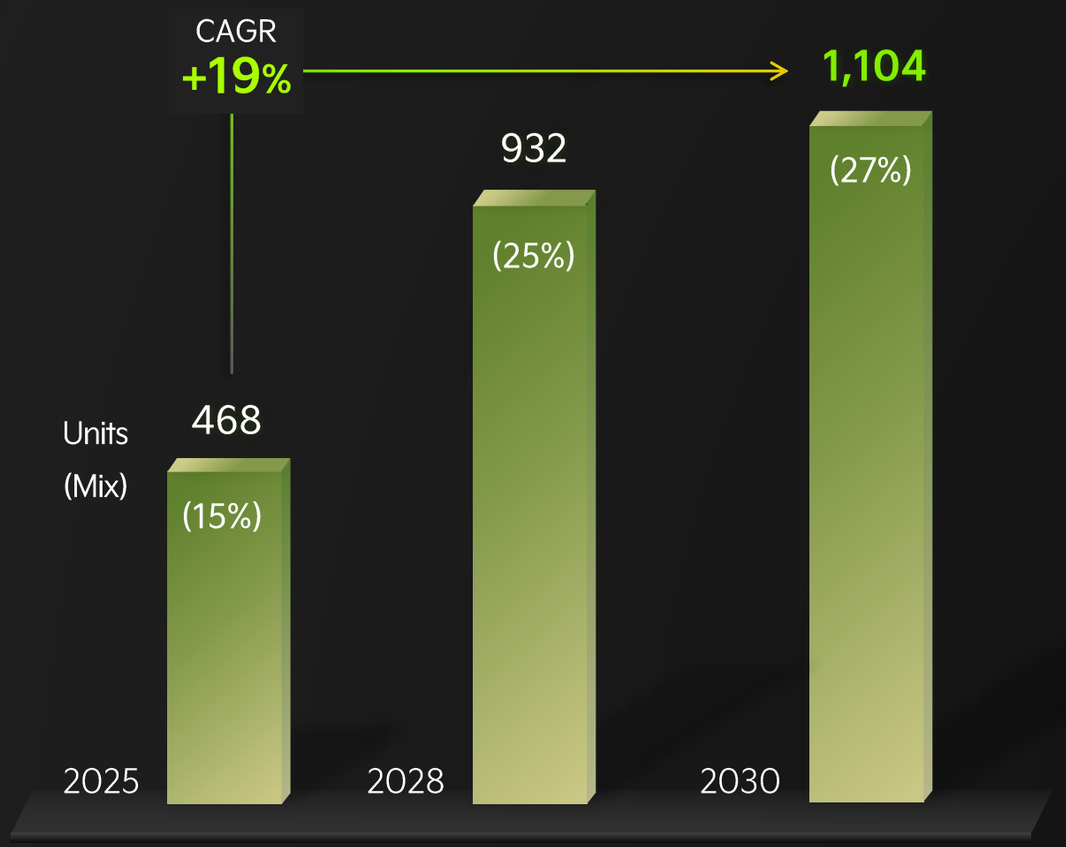
HEV Sales Targets

Driving HEV volume growth by capturing the shift from ICE to HEV amid limited OEM competition

2025 **468k**
▶ 2030 **1.1M**

HEV Sales Targets

(Units: '000, %)



HEV Sales Targets by Region

(Units: '000, %)

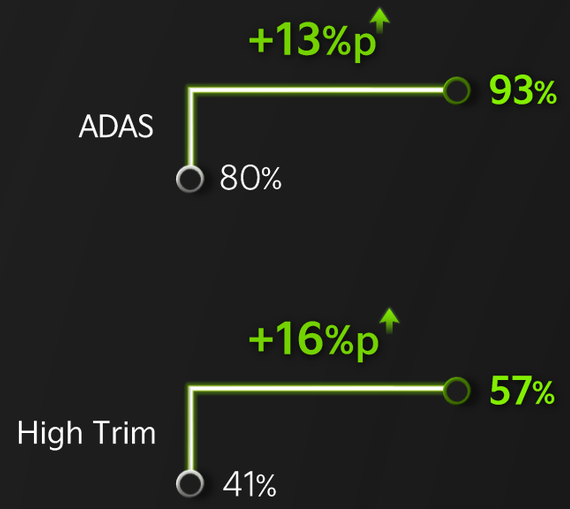
		2025	2028	2030
U.S.	HEV mix (units)	**15%** (132)	**41%** (390)	**44%** (450)
W. Europe	HEV mix (units)	**19%** (96)	**20%** (134)	**16%** (118)
Korea	HEV mix (units)	**34%** (183)	**38%** (217)	**37%** (215)
India	HEV mix (units)	- -	**4%** (13)	**20%** (80)

HEV Profitability

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

HEV Premium

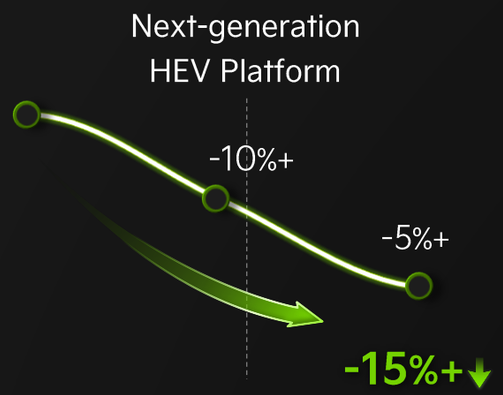
| High Trim / ADAS Selection Ratio |



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

System Cost Reduction

| PE System Cost Reduction Target |



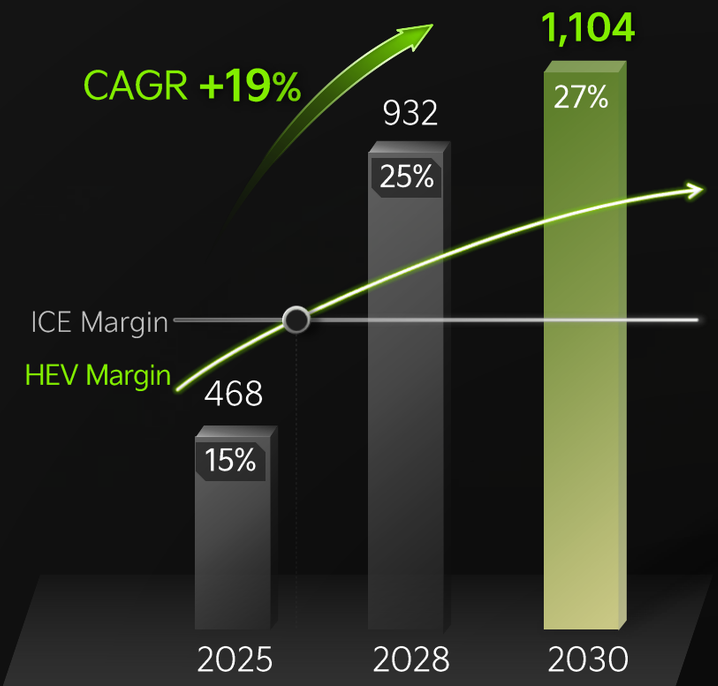
* HEV PE System : Engine, Transmission, Motor etc

▶ Next-generation HEV Platform + component optimization

Economy of Scale

| Profitability & Sales Outlook |

(Thousand units)



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

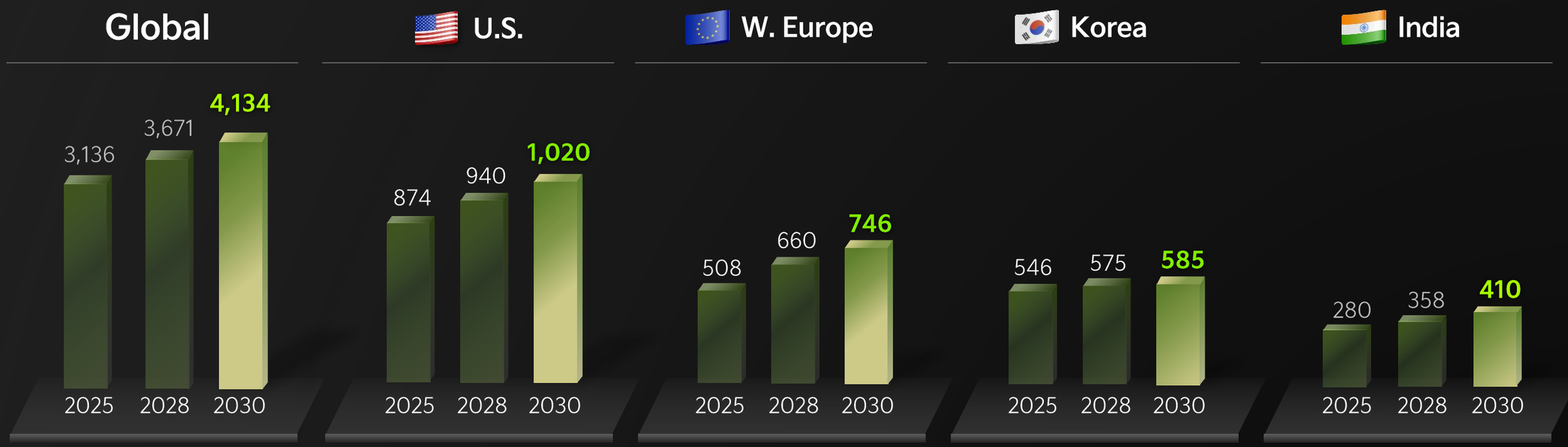
Regional Strategy

Movement that inspires

2030 Regional Sales Targets

Developed Markets (63%) : xEV-led mix improvement driven by a competitive, diversified powertrain portfolio
Emerging Markets (37%) : strong volume growth in India and CKD-based expansion across emerging regions

(Units: '000, %)



Regional Mix in 2030

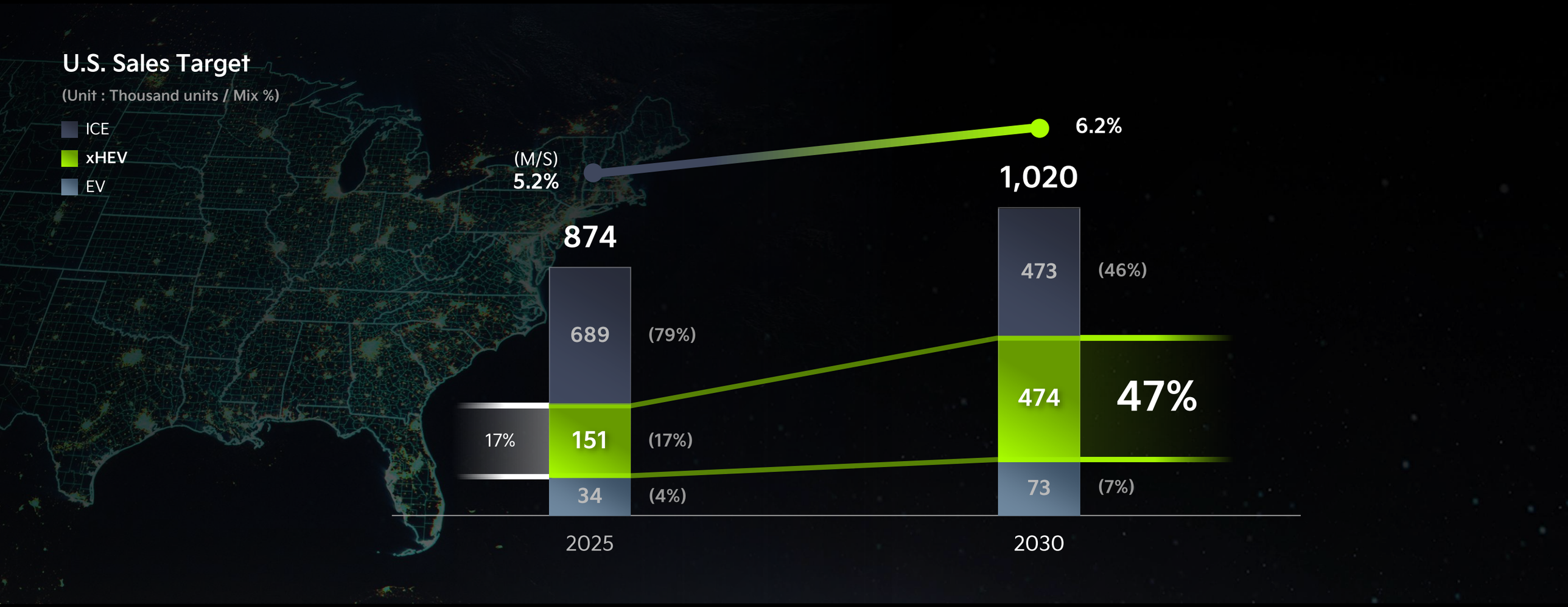
Global
4.13M Units (2030)

North America 30%	Europe 19%	Korea 14%	India 10%	Other 27%

Developed Markets 2,608 63%	Emerging Markets 1,526 37%

U.S. Sales Target

Total sales of 1.02 million units by 2030 with 474k units of xHEV

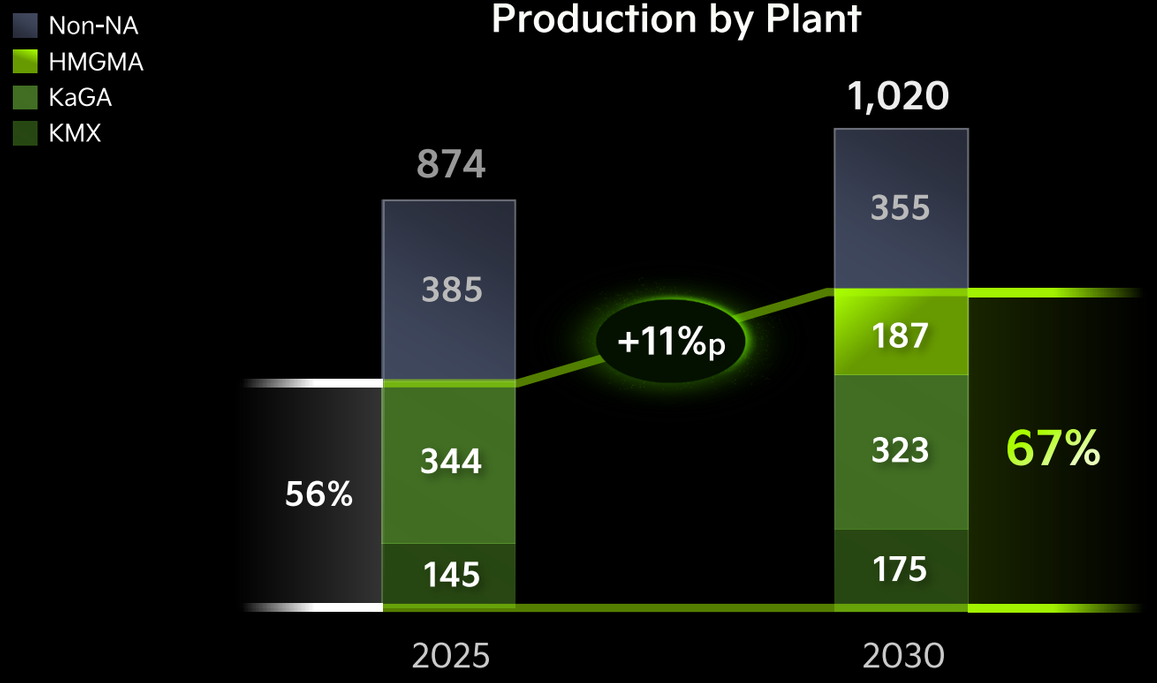


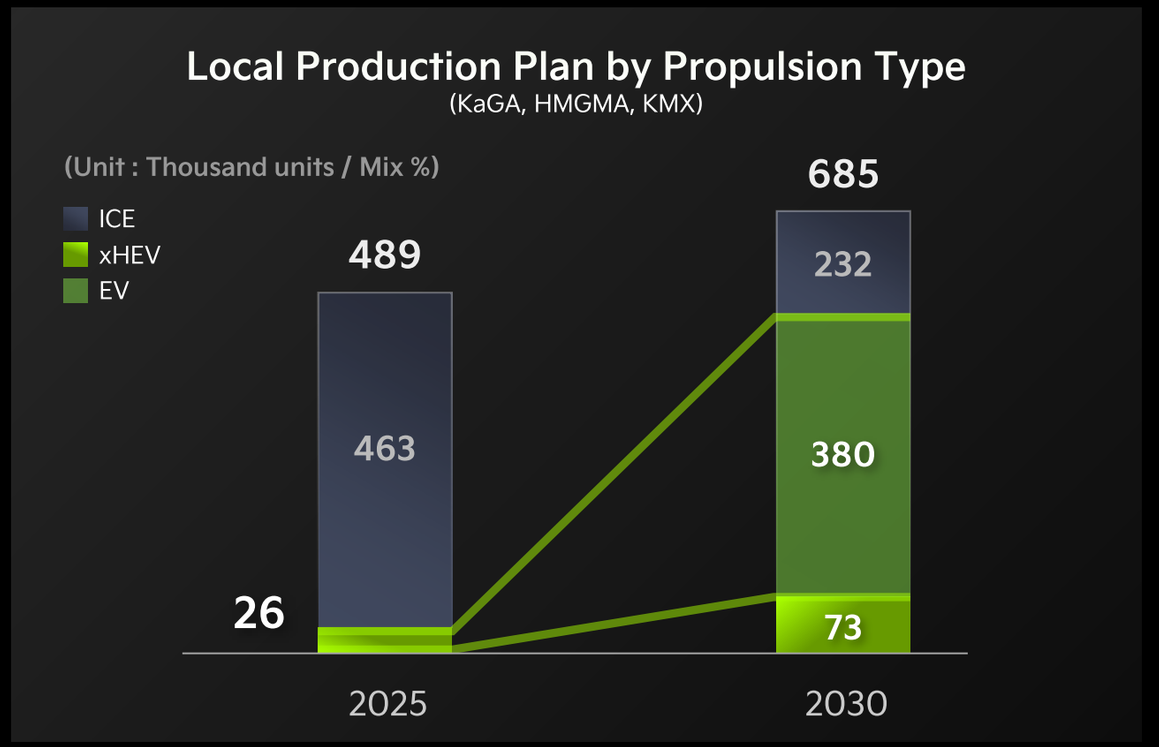
Production Expansion

Expand U.S. production to adapt to changing trade policies & market demand

Increase North American Production Ratio (56% → 67%)

(Unit : Thousand units / Mix %)





SUV Sales Strategy

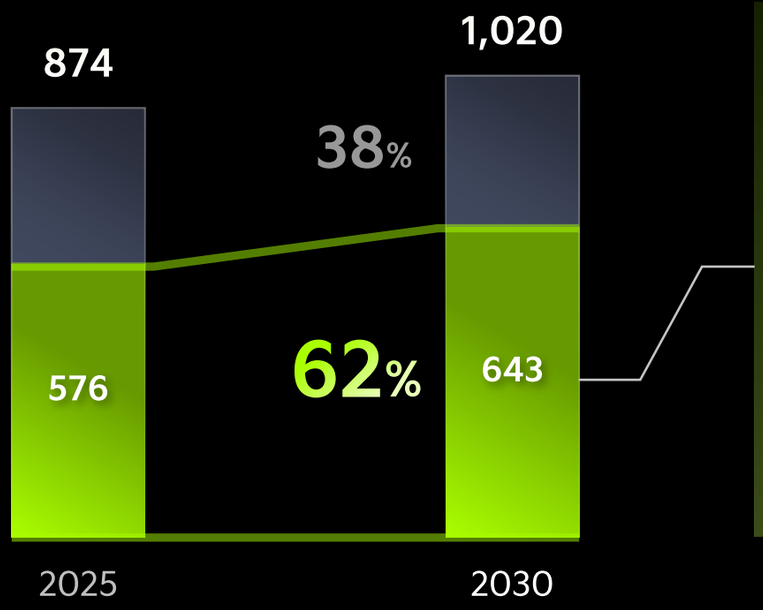
Strengthen ‘SUV brand’ image by developing high-volume (100k+) models

Sales Target and SUV Mix

(Unit : Thousand units)

Non-SUV
SUV

SUV Sales Growth in line with Market Demand



Establish Full SUV Line-up

Develop High-volume Models (100k+ Units)

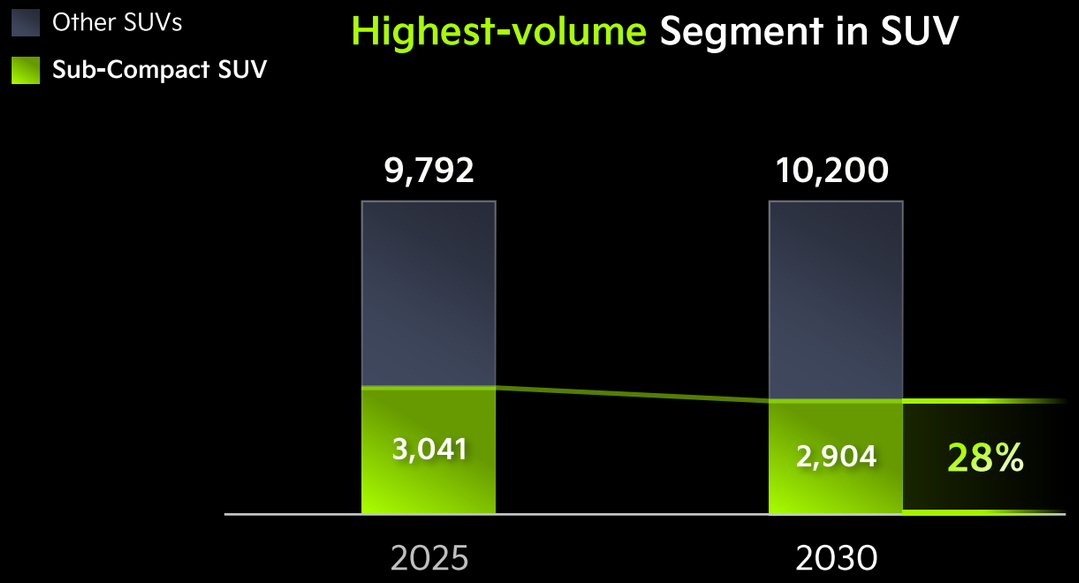


Sportage

Expand presence in the high-volume SUV segment through 200k+ Sportage sales

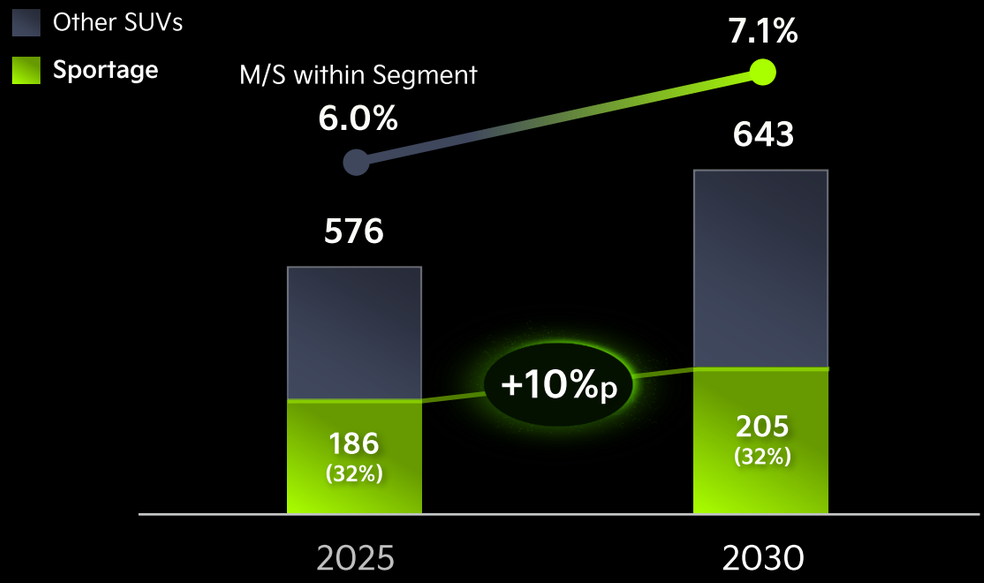
U.S. Sub-Compact SUV Demand

(Unit : Thousand units / Mix %)



KIA Sportage Sales

(Unit : Thousand units / Mix %)



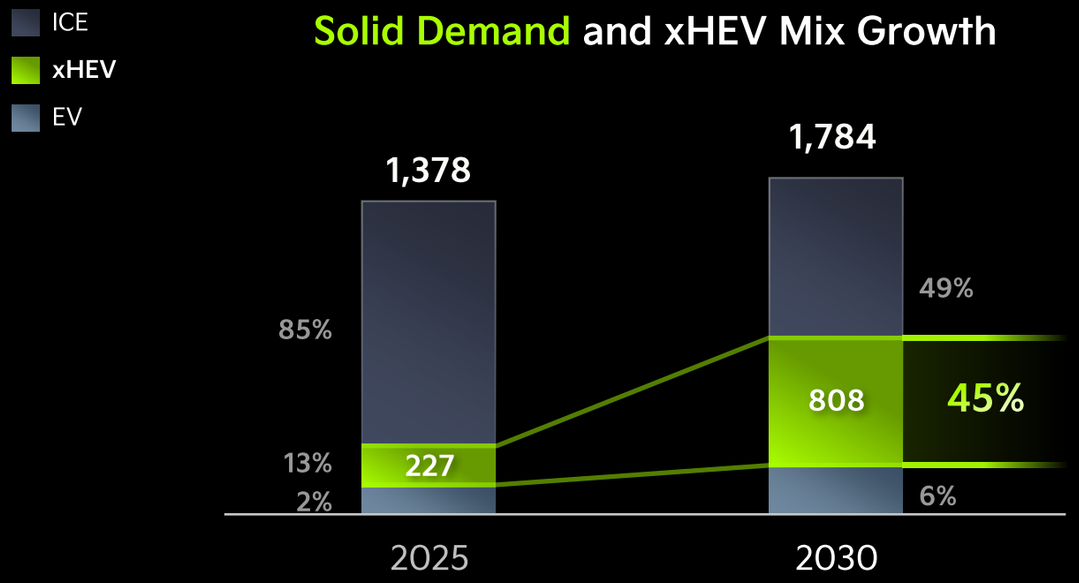
First to record 200k+ units sold with a single model

Telluride

Drive growth momentum and profitability by scaling Telluride production to 180k+ units

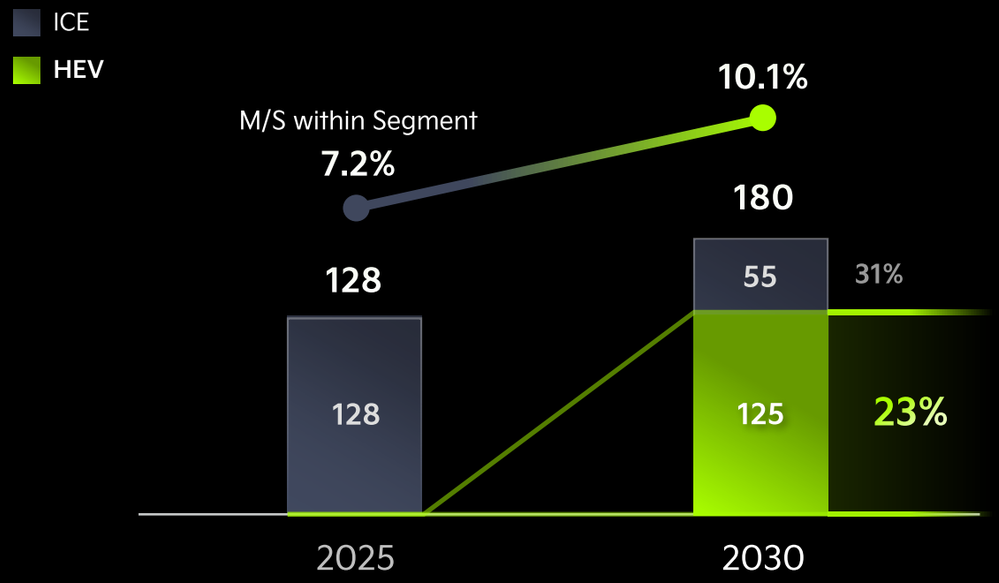
U.S. Mid-Size SUV Demand

(Unit : Thousand units / Mix %)



Telluride Sales

(Unit : Thousand units / Mix %)



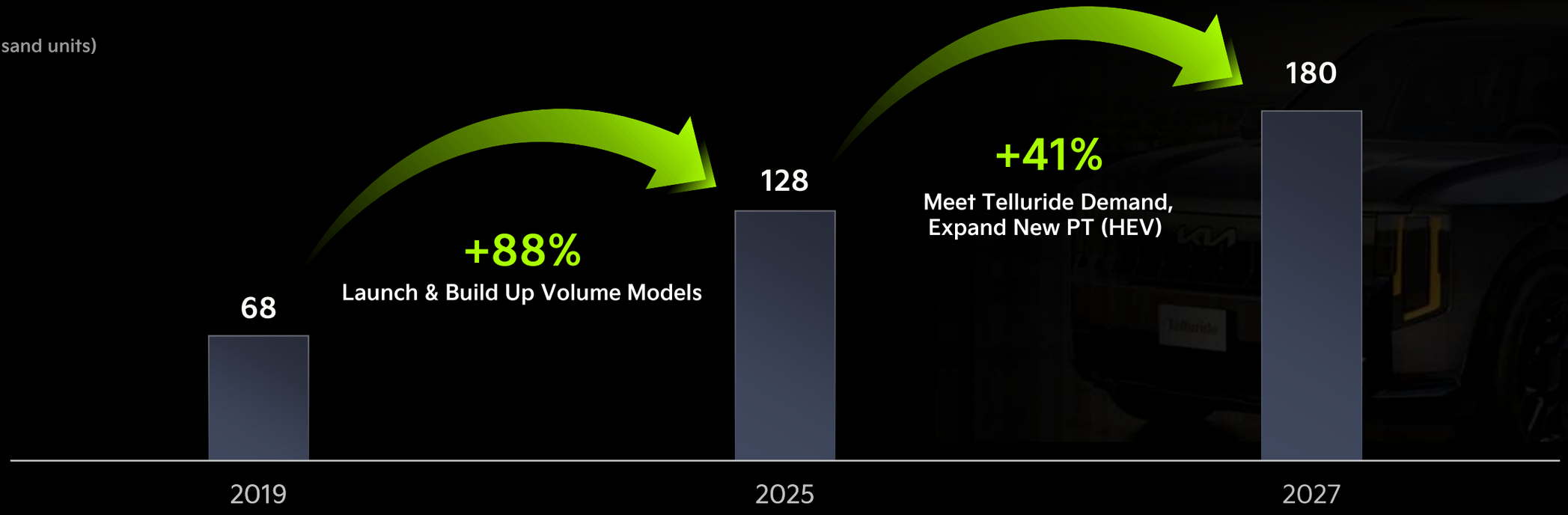
Top 3 Position in the Segment

Telluride

Drive growth momentum and profitability by scaling Telluride production to 180k+ units

Telluride Production Capacity

(Unit : Thousand units)



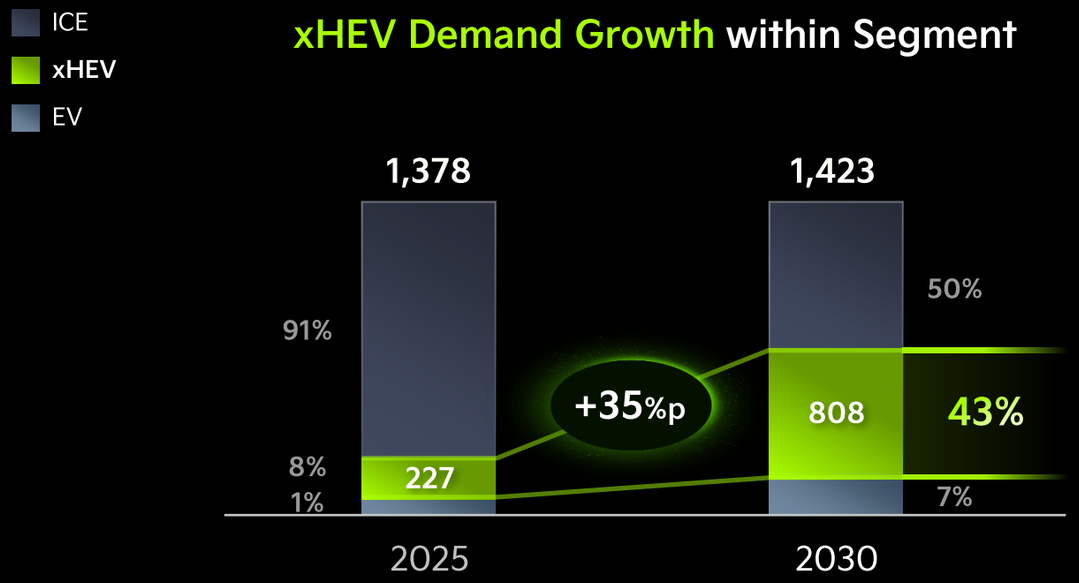
Expand Production Capacity to meet rising demand

Seltos

Capture first-time buyer demand by implementing targeted strategies with entry level Seltos

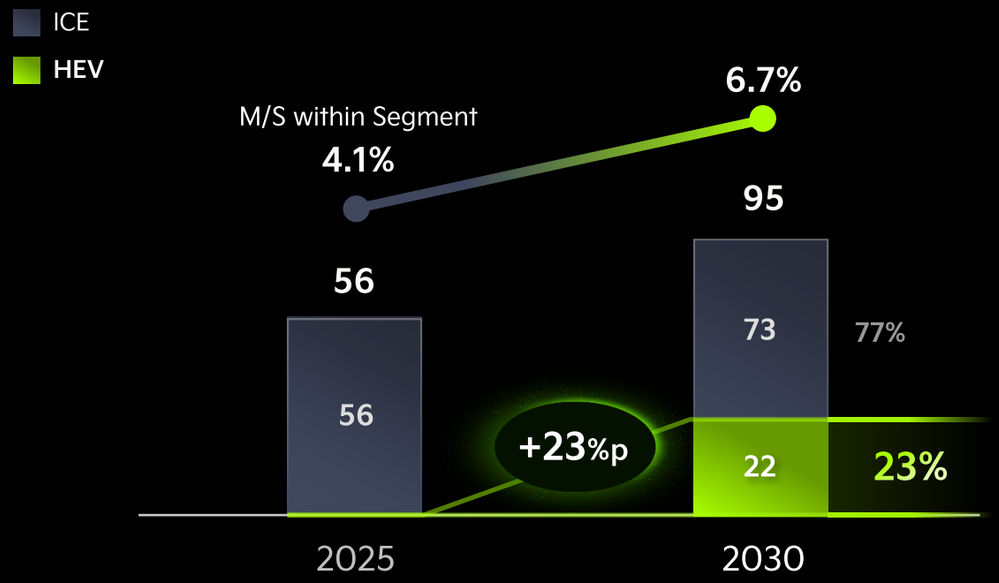
U.S. Entry SUV Demand

(Unit : Thousand units / Mix %)



Seltos Sales

(Unit : Thousand units / Mix %)



Seltos HEV Launch (2026~)

Entry into the Pick-up Market & New PT Development

Unlock growth opportunities by entering the key Pick-up segment and launching a new EREV powertrain

Entry into the Pick-up Market

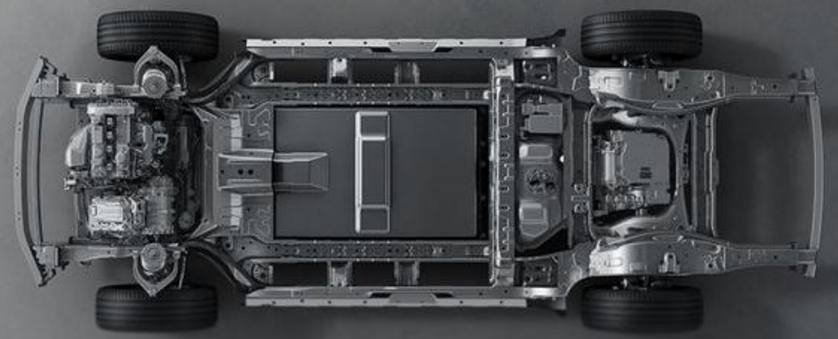
EREV Line-up

Telluride EREV

BoF Pick-up Truck EREV



New PT (EREV) Launch (2029~)

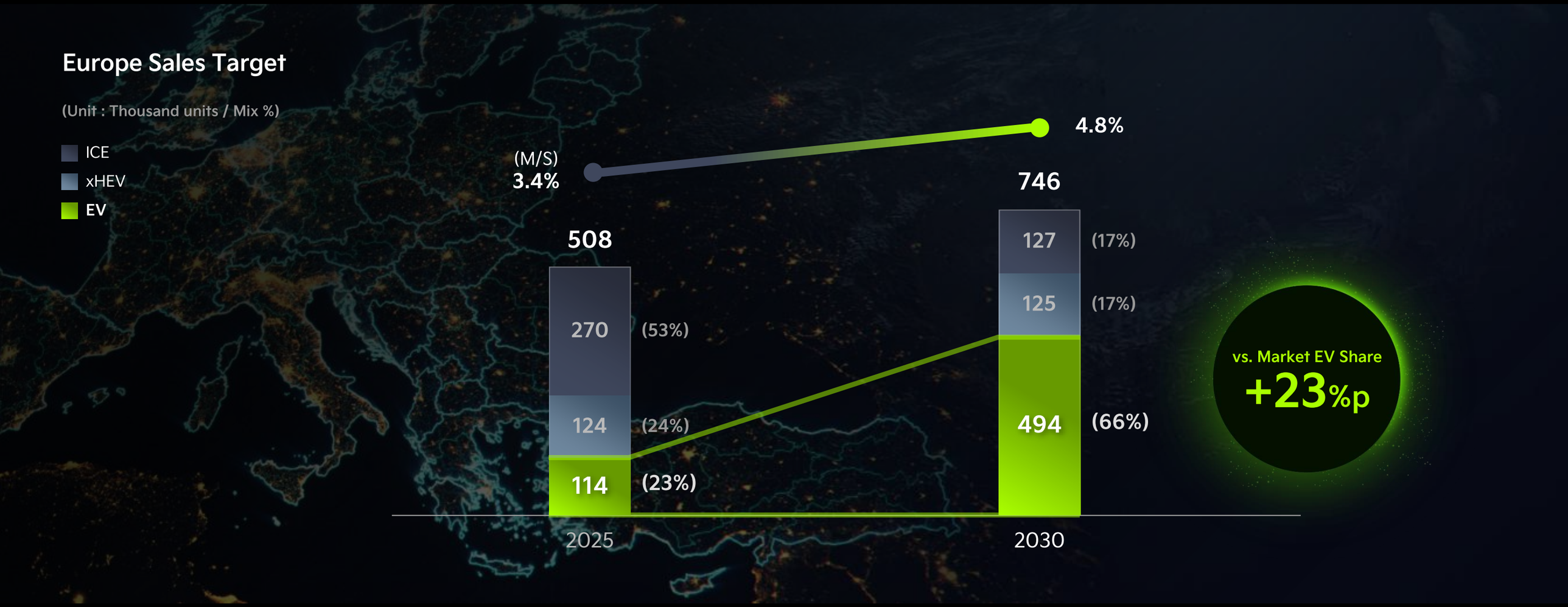


※ EREV System

- Kia's proprietary system leveraging generator motor as the drive motor
- Reduced battery costs through optimized battery sizing
- Enhanced driving range enabled by engine-based battery charging

W. Europe Sales Target

Lead the EV market with 494k EVs contributing to total sales of 746k units by 2030

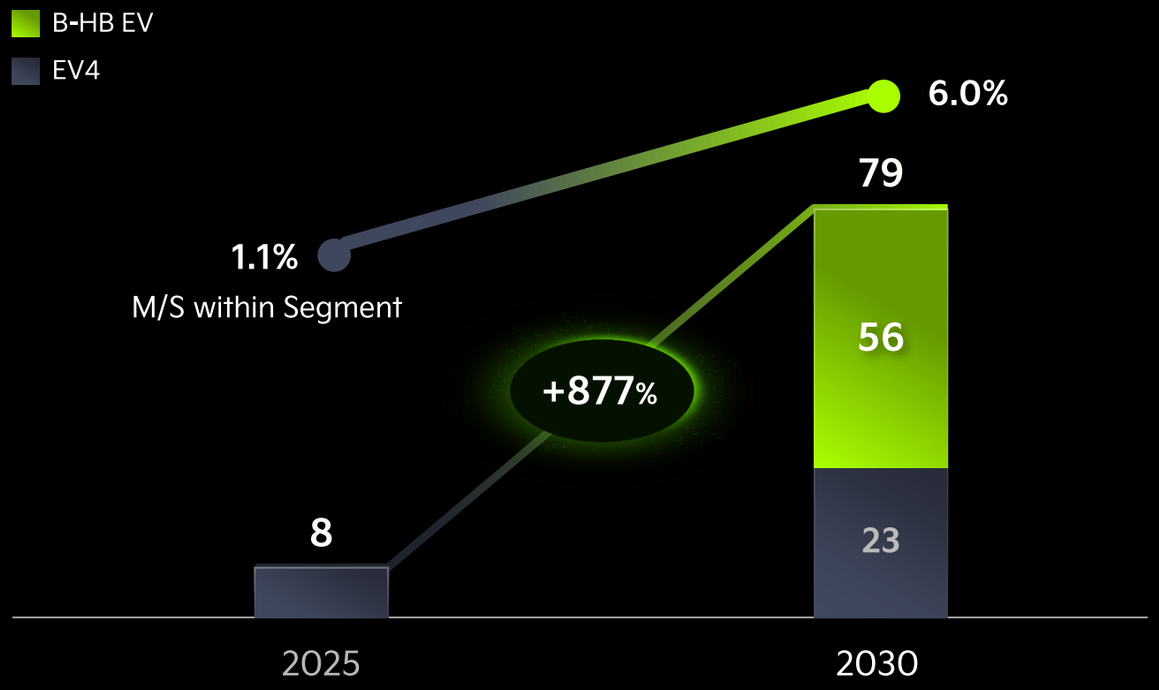


Passenger EV (EV4 / B-HB EV)

Secure passenger EV demand with EV4 and unlock incremental volume with the first-ever SDV (B-HB EV)

Passenger EV Sales Target

(Unit : Thousand units)



Strengthen Market Competitiveness by launching new models

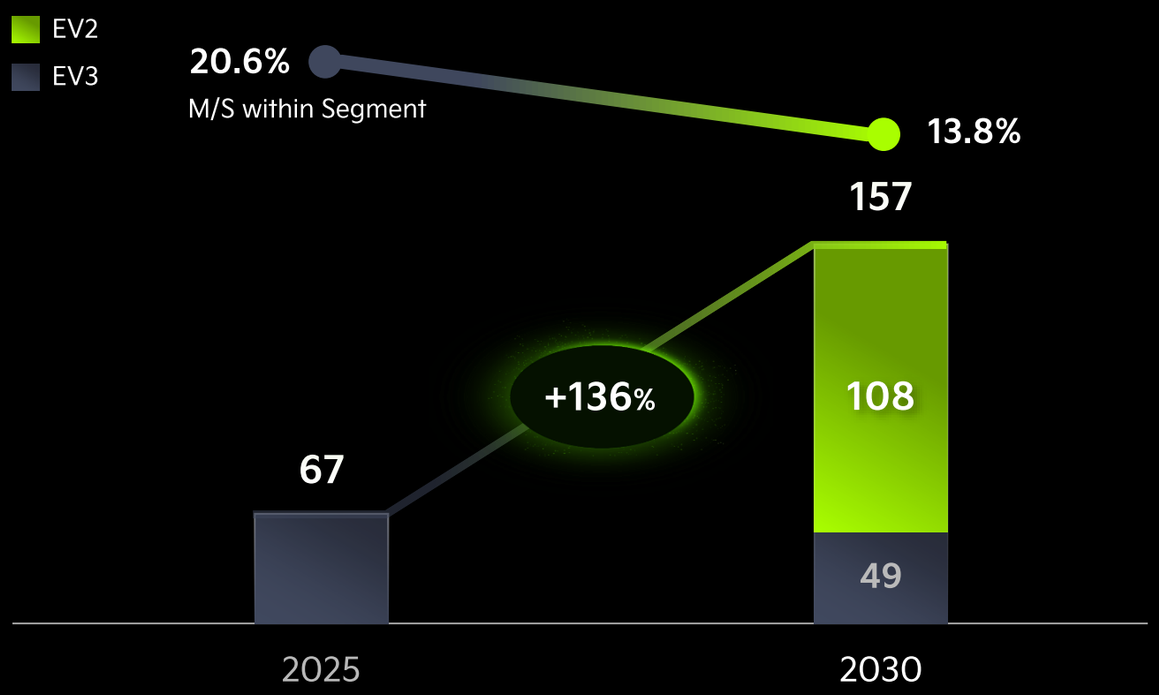


B-SUV EV (EV3 / EV2)

Lead the mass-market EV adoption with affordable, compact SUV EV models

B-SUV EV Sales Target

(Unit : Thousand units)



Build Up Volume EV Models in the fastest-growing market

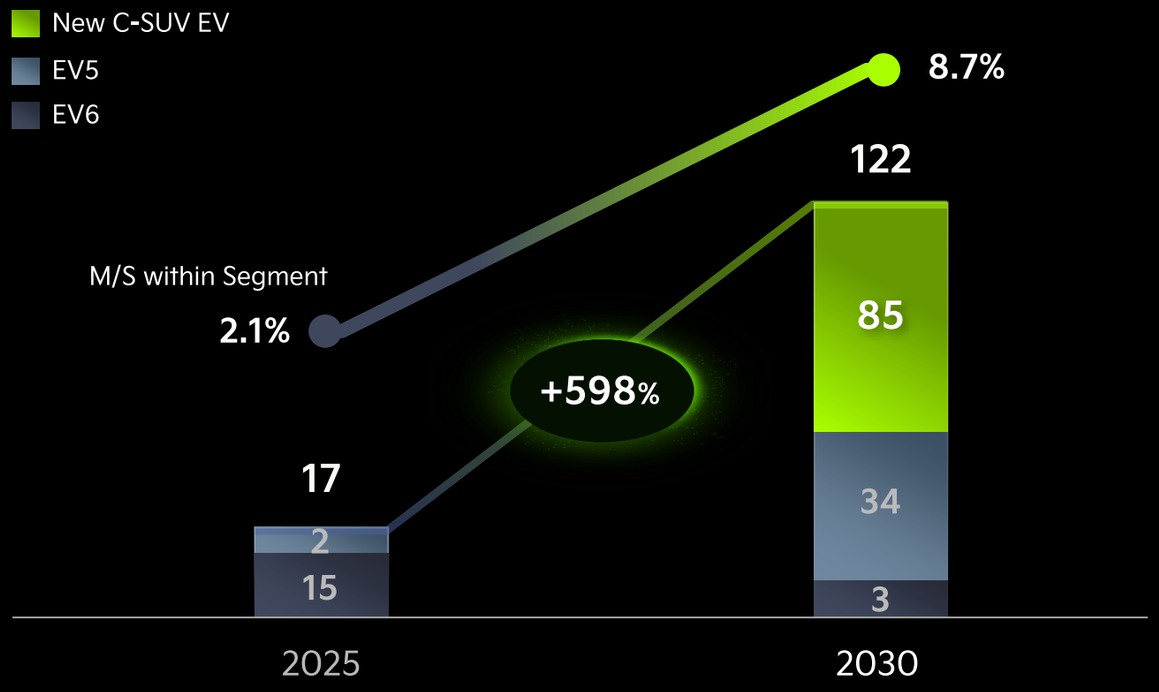


C-SUV EV (EV5, New C-SUV EV)

Capture the largest segment market demand by capitalizing on EV5's initial success to develop the next best-selling model

C-SUV EV Sales Target

(Unit : Thousand units)



Build Up Volume Models by leveraging Kia's SUV Heritage

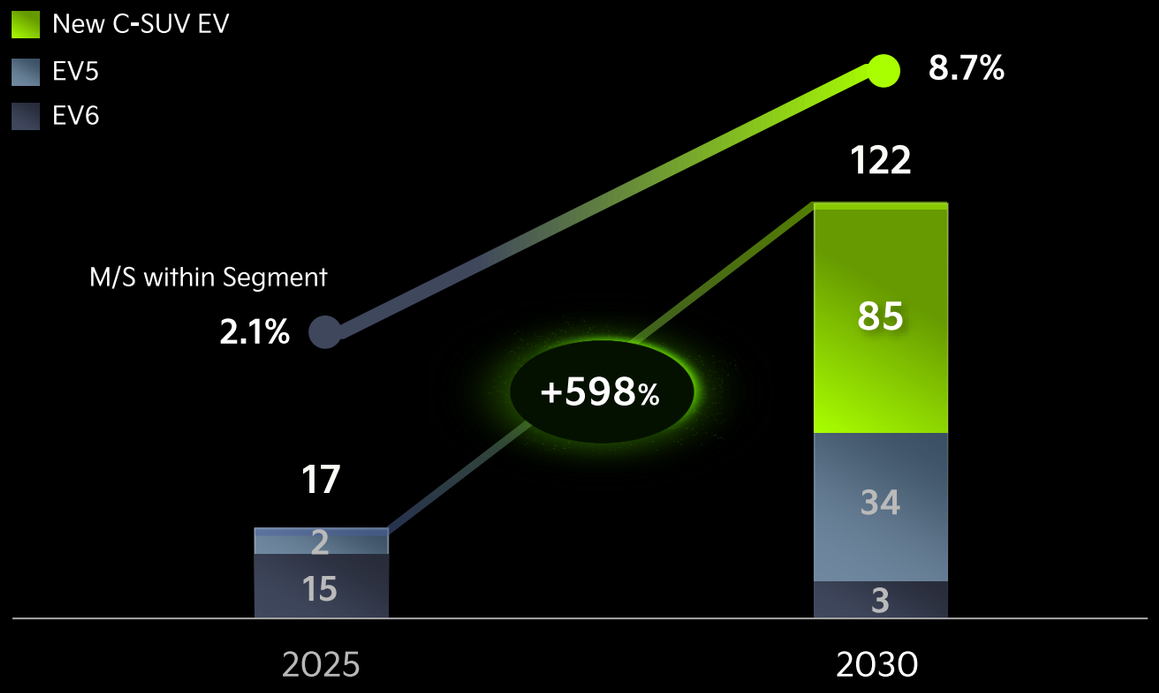


C-SUV EV (EV5, New C-SUV EV)

Capture the largest segment market demand by capitalizing on EV5's initial success to develop the next best-selling model

C-SUV EV Sales Target

(Unit : Thousand units)



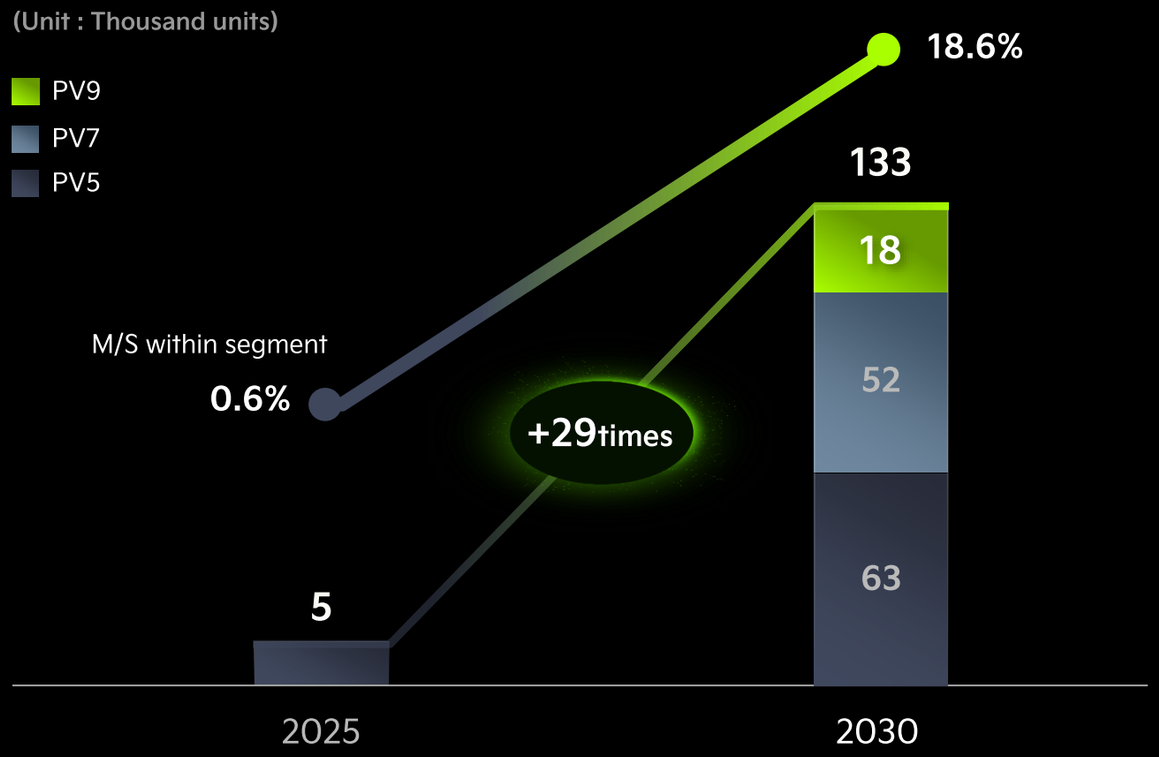
Build Up Volume Models by leveraging Kia's SUV Heritage



PBV Business Expansion Strategy

Enter new market with PV5 and expand eLCV demand coverage through PV7 & 9

PBV Sales Target



Establish market leadership by offering customer-tailored conversion options

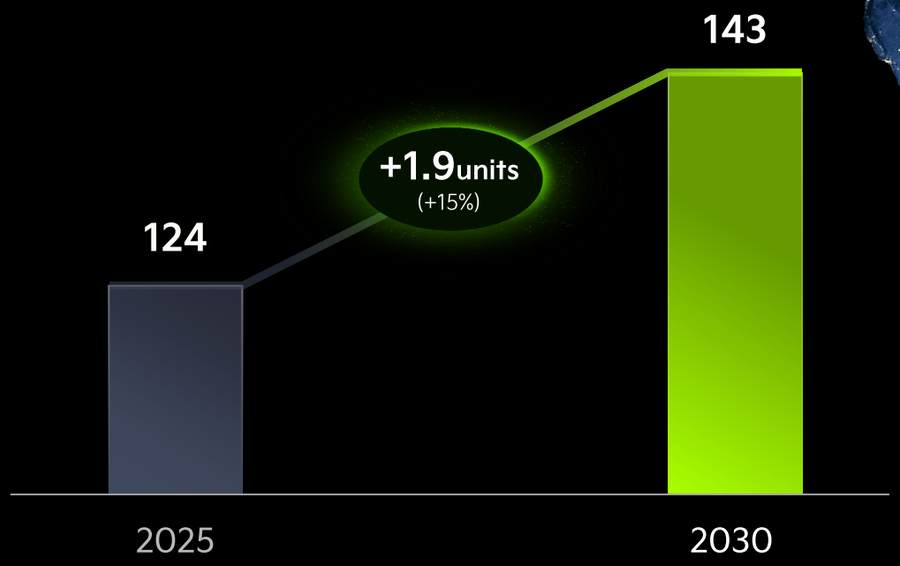


xHEV Supply & Sales Expansion in the EV Transition Period

Capture opportunities in the EV transition period by expanding the HEV portfolio and diversifying the supply chain

Expansion of xHEV Line-up and Supply Bases

(Unit : Thousand units / Mix %)



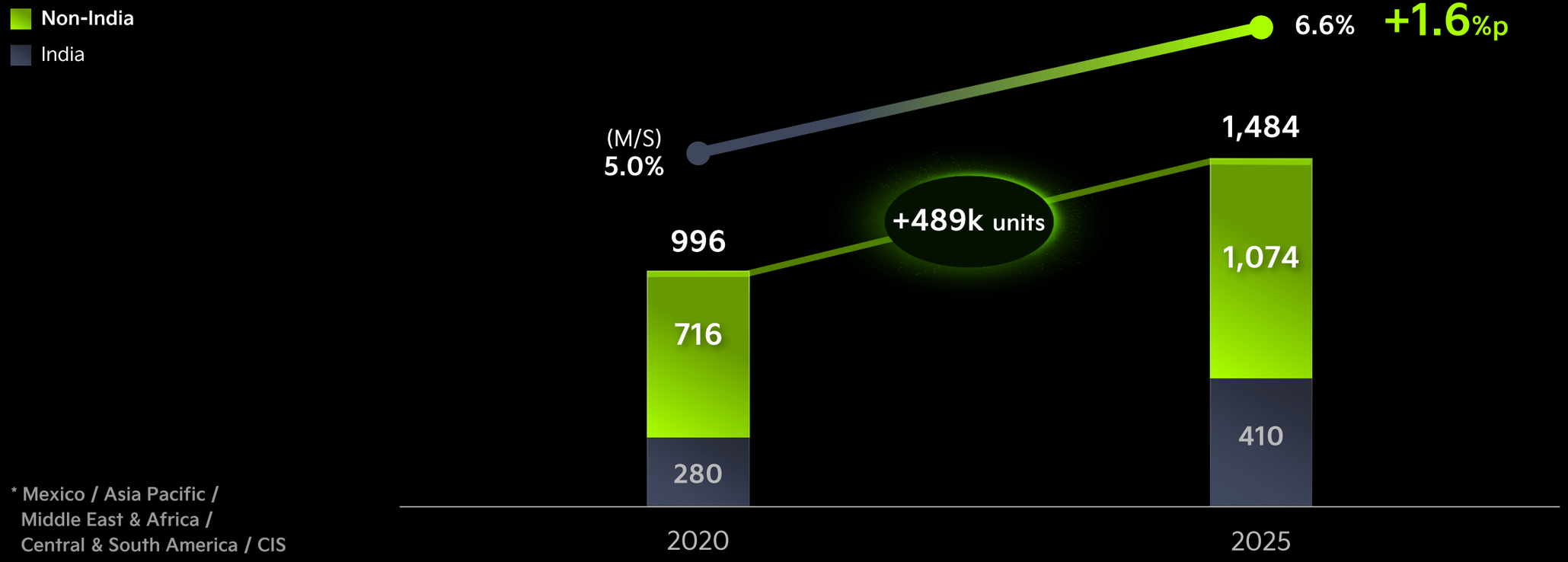


Emerging Market Sales Target

Pursue sustainable long-term growth based on existing sales momentum

Industry Demand

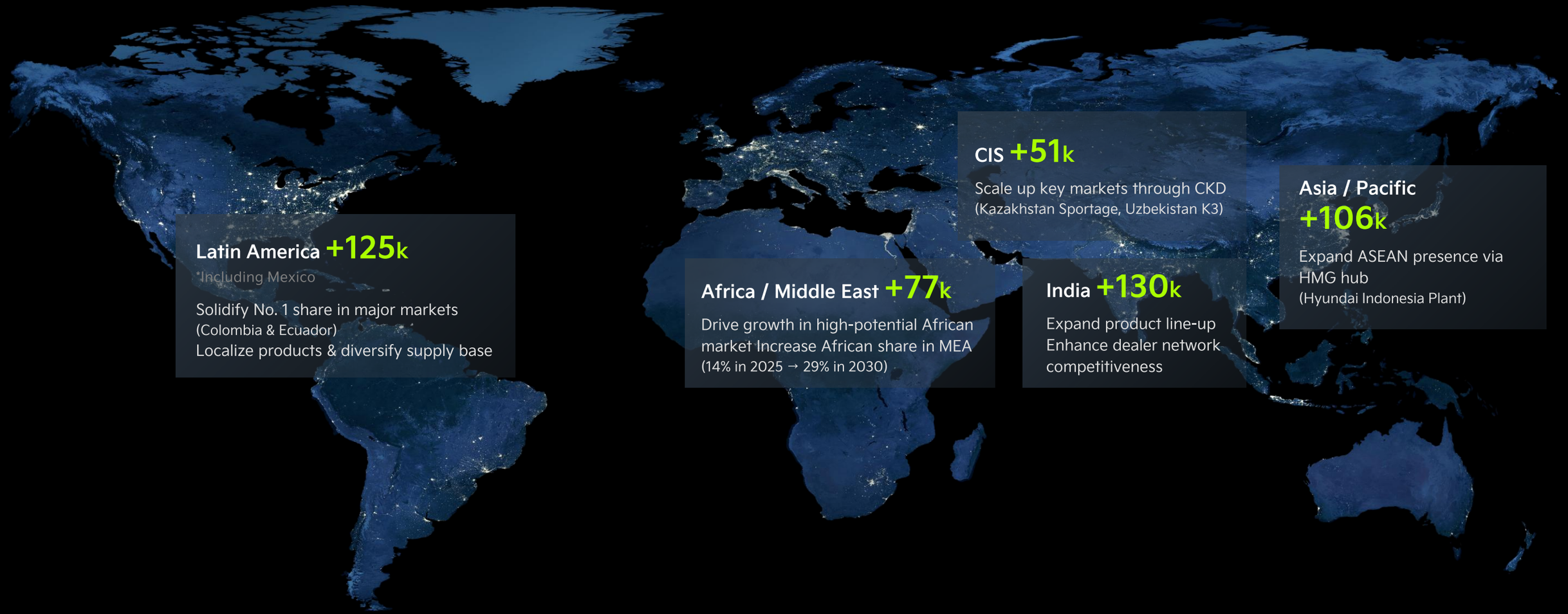
(Unit : Thousand units)



* Mexico / Asia Pacific /
Middle East & Africa /
Central & South America / CIS

Emerging Market Sales Target

Deploy region-specific strategies tailored to each of the emerging markets



Latin America +125k

*Including Mexico

Solidify No. 1 share in major markets
(Colombia & Ecuador)
Localize products & diversify supply base

CIS +51k

Scale up key markets through CKD
(Kazakhstan Sportage, Uzbekistan K3)

Asia / Pacific +106k

Expand ASEAN presence via HMG hub
(Hyundai Indonesia Plant)

Africa / Middle East +77k

Drive growth in high-potential African market Increase African share in MEA
(14% in 2025 → 29% in 2030)

India +130k

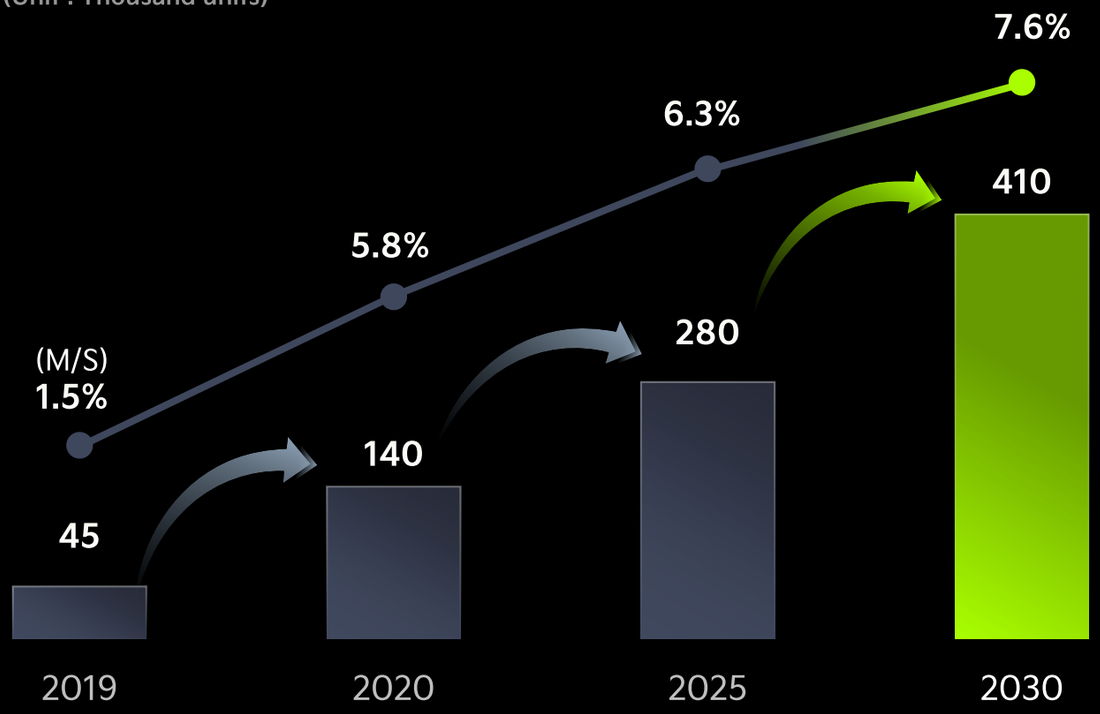
Expand product line-up
Enhance dealer network competitiveness

India Line-up Expansion

Target 410k unit sales by 2030 with demand-driven line-up and diversified electrified model offerings

Sales Results and Mid- to Long-Term Target in India

(Unit : Thousand units)





Electrified Model Line-up Expansion

Achieve sales growth and comply with regulations by utilizing locally produced HEV and strategic EV models

* India-produced models

2025

1



Carens EV

2026

3



Syros EV



Sorento HEV



Carnival HEV

2029

4



Sonet HEV



Carens HEV



Seltos HEV



A-SUV EV

Number of Electrified Models

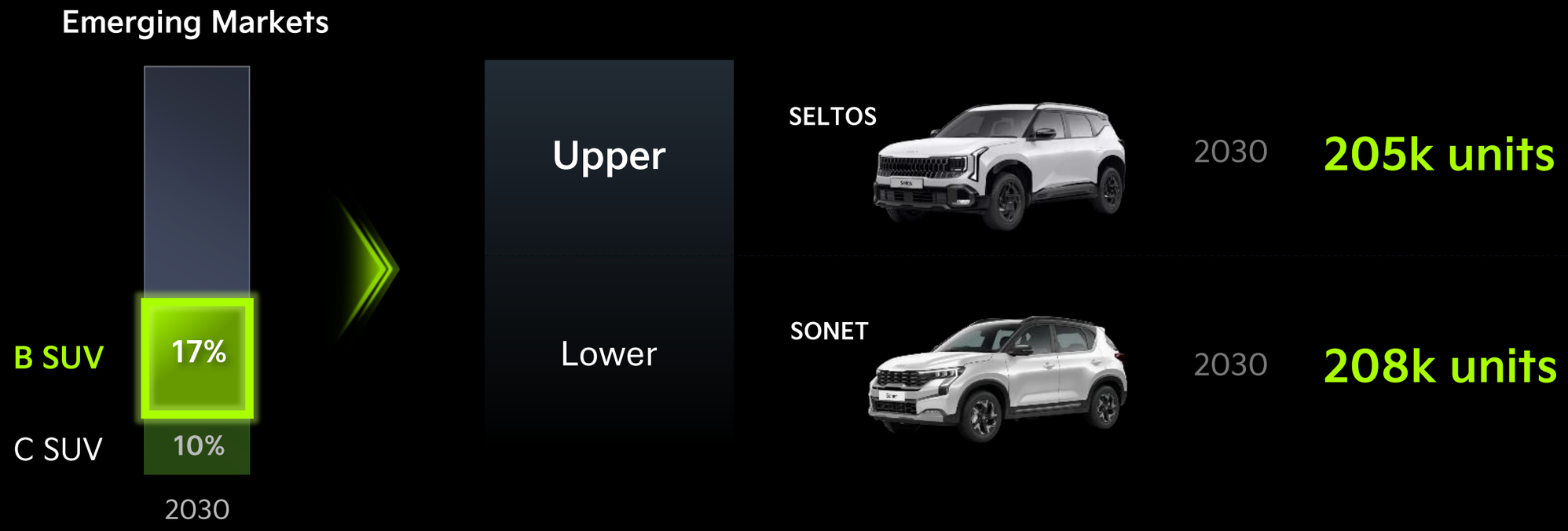
8

Volume SUV Sales Growth

Enhance product competitiveness and expand supply/sales of Seltos & Sonet to lead the highest-volume B-SUV segment

Seltos & Sonet as Key Volume Drivers to capture Largest Volume segment

(Unit : Share, %)

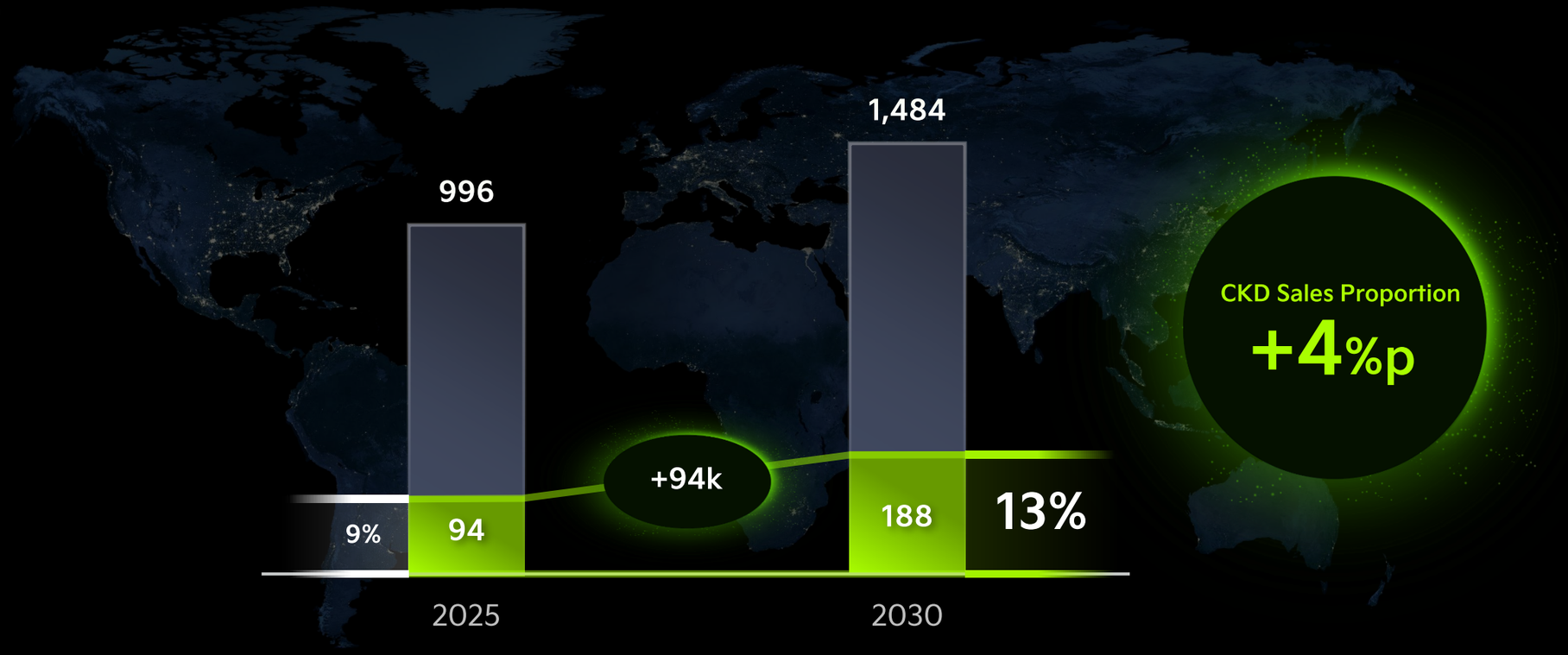


Supply Chain Strategy

Secure supply flexibility by expanding local CKD operations in emerging markets and China

CKD Mix Expansion reflecting Local Market Conditions

(Unit : Thousand units / Mix %)



Future Strategy

Movement that inspires

Data Flywheel

HMG is standardizing sensors and its SDV platform to collect autonomous driving data for efficient learning and deployment

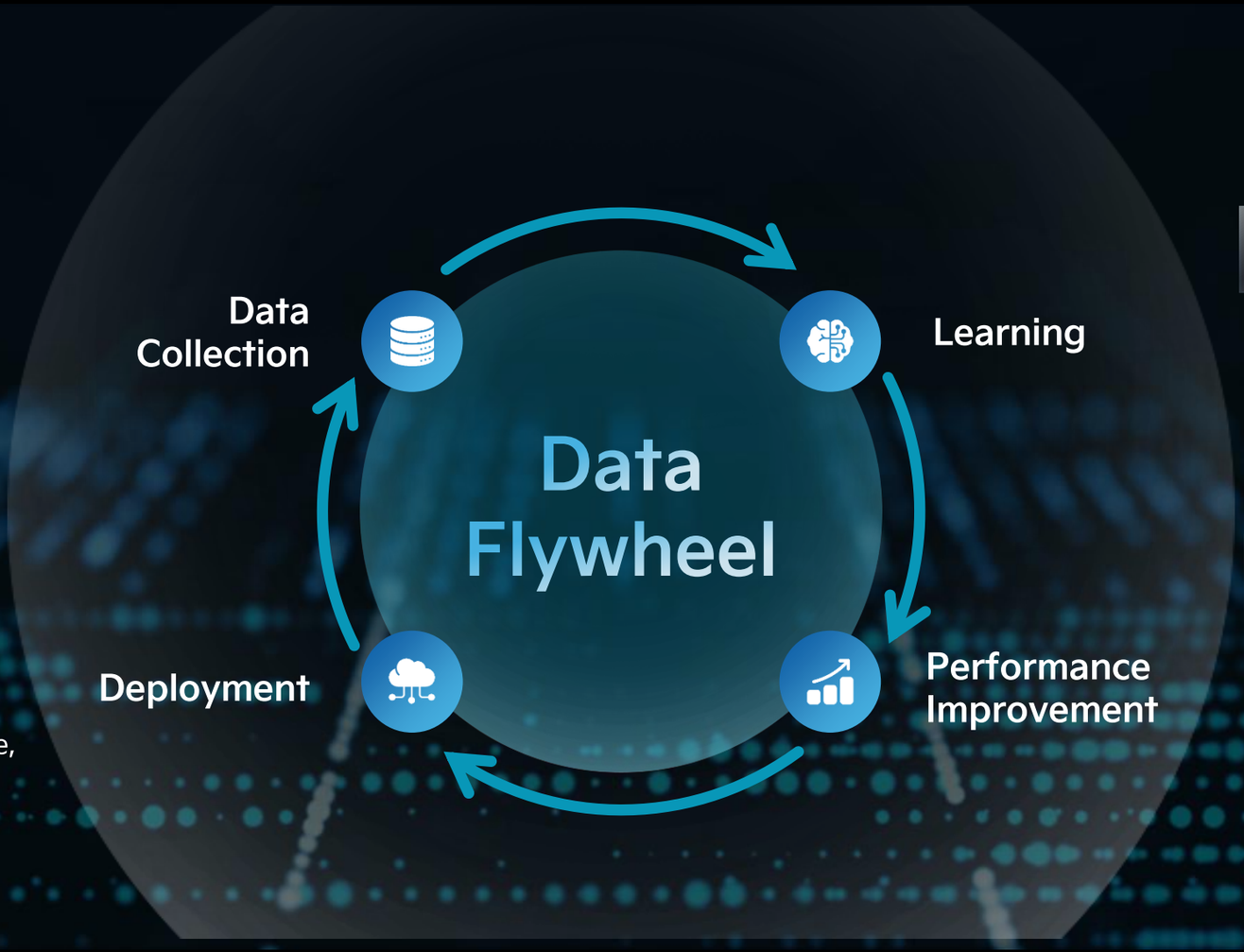
Through its partnership with NVIDIA, HMG is building a data union to advance autonomous driving through a data flywheel

SDV Standard Platform

- In-house SDV Architecture CODA
- Integrated Operating System CODA OS

Sensor Standardization

- Enhanced Applicability of SDV Platform
- E2E Efficiency in Acquisition, Storage, Analysis and Training



Data Union

- HMG Standard Data Synergy
- Global Partner Data Collaboration

KIA 42dot Motional

Global Data Generation

- Accelerate Virtuous Cycle via Sales Scale
- Reinforce Data Flywheel at Scale

2-Track Approach

HMG is pursuing autonomous driving through a 2-Track strategy: fast market entry and in-house technology development

Mass-production vehicle data fuels HMG's Data Flywheel, accelerating E2E model improvement and technology internalization

Track 1

Faster Time-to-value

Global Partnership

- Standardization of Sensor and System
- Faster Collection of real-road data
- Fast market entry of mass-produced model



Track 2

Secure Leadership

Internalized Technology

- Enhance Internalized E2E models
- Improve Stability and Reliability of Tech
- Translate into Product Competitiveness

First SDV Car Launch

Kia's first SDV will launch in 2028, combining NVIDIA autonomous driving with HMG's SDV platform, CODA and Pleos Connect
Powered by Gleo AI and the Pleos App Market, it will deliver a smarter in-car experience and connected lifestyle ecosystem

Kia First SDV

First practical implementation of
2-track approach

SDV Platform



- CODA
- CODA OS

Connect Platform



- Pleos Connect
- Gleo AI
- Pleos App Market

Autonomous Driving Platform



- E2E Autonomous Driving Model
- Lv2+ Technology Applied

Service & Solution Platform



- Vehicle Mgmt & Mobility Service
- Large-scale Fleet Mgmt System

Mid-to-long-term Roadmap

HMG is validating autonomous driving technologies in real-world conditions through an SDV Pace Car

Starting with its first SDV model, HMG aims to expand capabilities toward Level 2++ by 2029 and Level 4 over the longer term

2027	2028	2029	Late 2030
SDV Pace Car	First Mass-produced SDV	Full Stack SDV Model	Robotaxi Dedicated Model



Physical AI & VLA Development

$500M+ invested in AI infrastructure and talent Real-world data flywheel to scale
Physical AI &VLA Strategic AI partnerships: Google DeepMind, NVIDIA

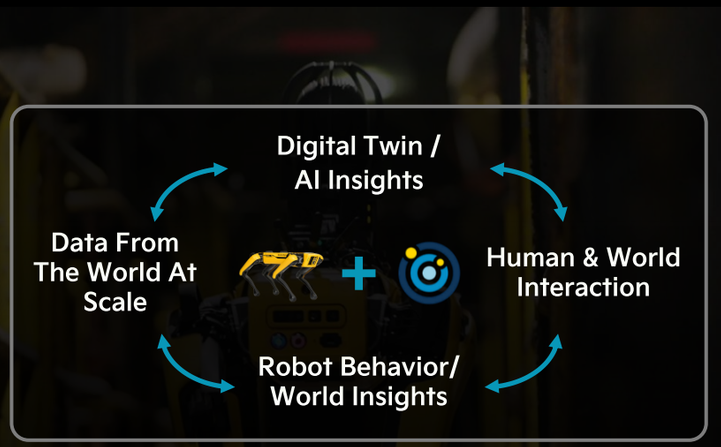
Positioned to win Physical AI & VLA Development

AI Infrastructure



$500M+
AI Infrastructure & Talent Investment

Real-world Data



Leveraging Real World Data

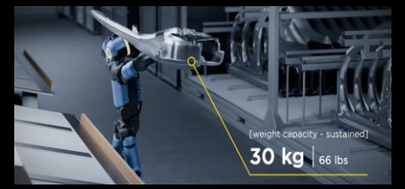
Partnership



Partner on AI Development with Leading Tech

Application Roadmap

Expanding from proven deployments to higher-value use cases to increase utilization and broaden enterprise adoption

Long term	Now		Long term		
Spot		 Predictive Maintenance	 Security Patrol	 Last Mile Delivery	
Stretch		 Truck Unload	 Case Pick	 Truck Load	
Atlas		 Repetitive Tasks	 Straining Tasks	 Heavy Object Tasks	

Spot & Stretch in Last Mile Delivery

An integrated PBV, Spot, Stretch solution enabling safer, more efficient and scalable last-mile delivery operations

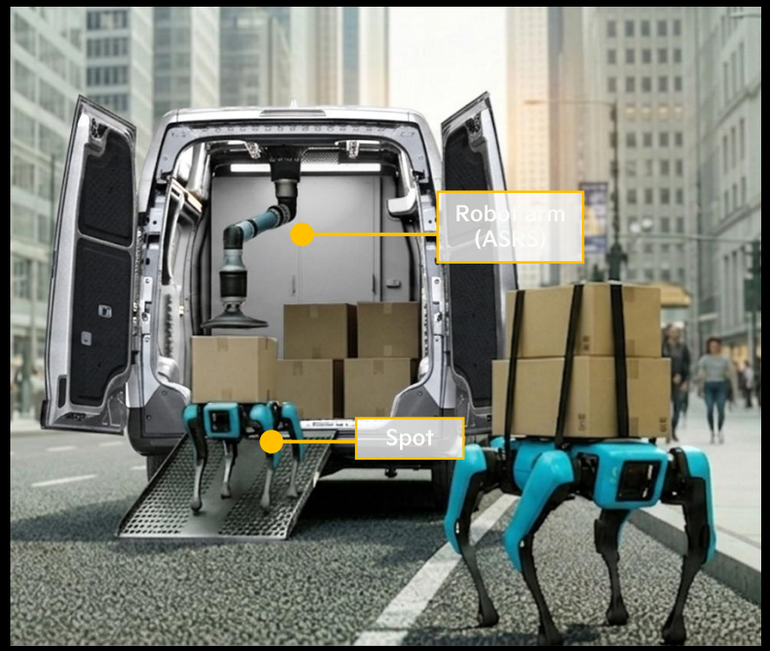
Loading at Distribution Center

- Automated Stretch reduces injuries and increases uptime



Automated Cargo Handling in PBV

- Robot arm (ASRS) automates cargo handling inside PBV



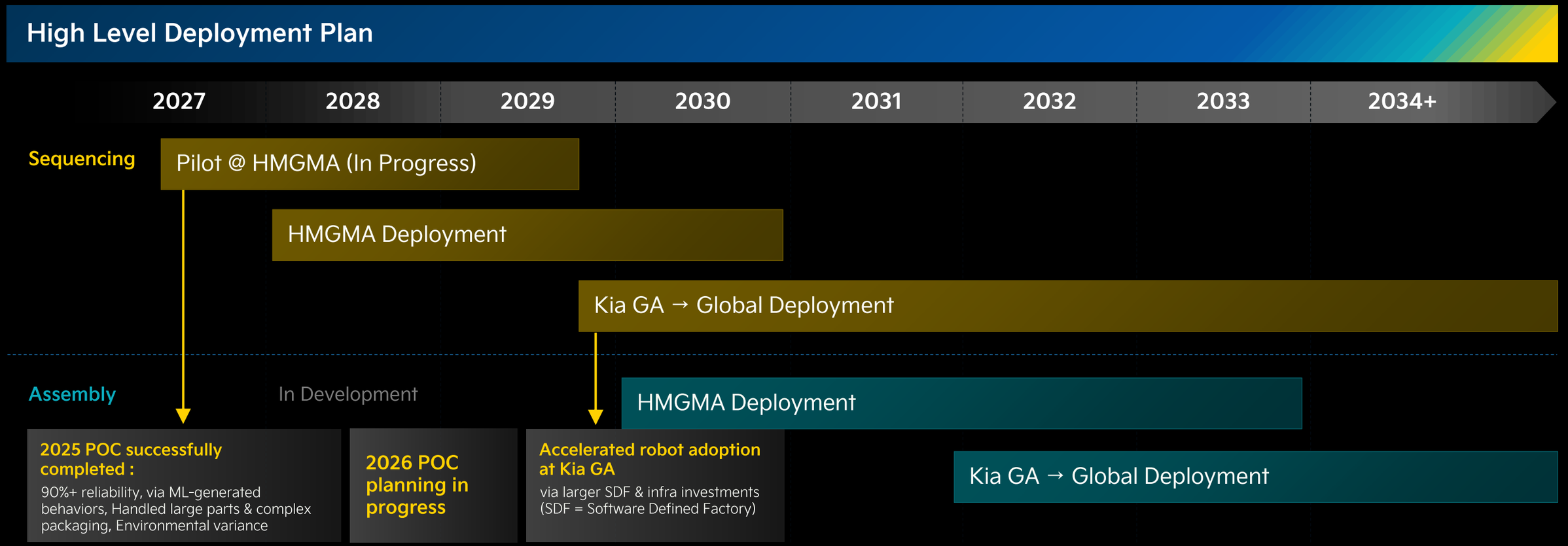
Final Delivery

- Spot helps by climbing stairs and carrying heavy items



High Level Deployment Plan

Phased deployment from pilot to global scale across sequencing and assembly operations



Financial Strategy

Movement that inspires

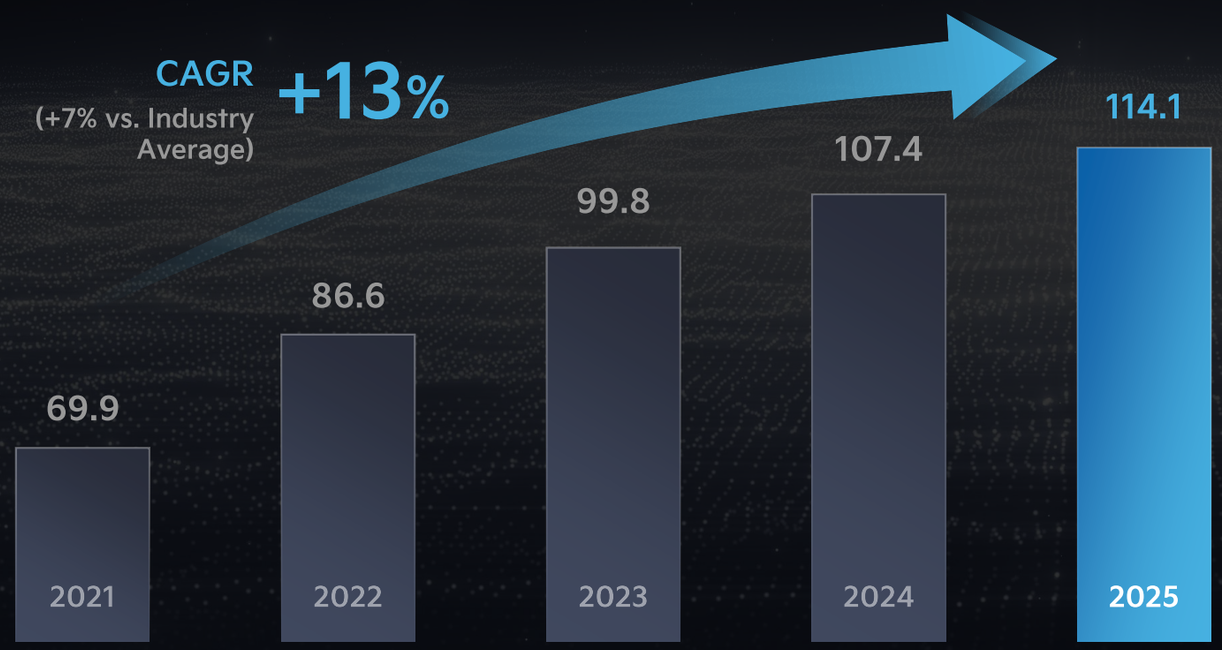
Top-Line Growth

Achieved revenue growth above the industry average through volume expansion and ASP improvement

Fastest-Growing Company

Revenue

(Unit : trn KRW)



Volume Growth

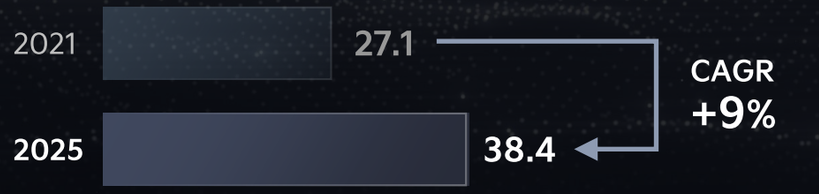
(Unit : '000 units)



* Based on wholesale

ASP

(Unit : mn KRW)

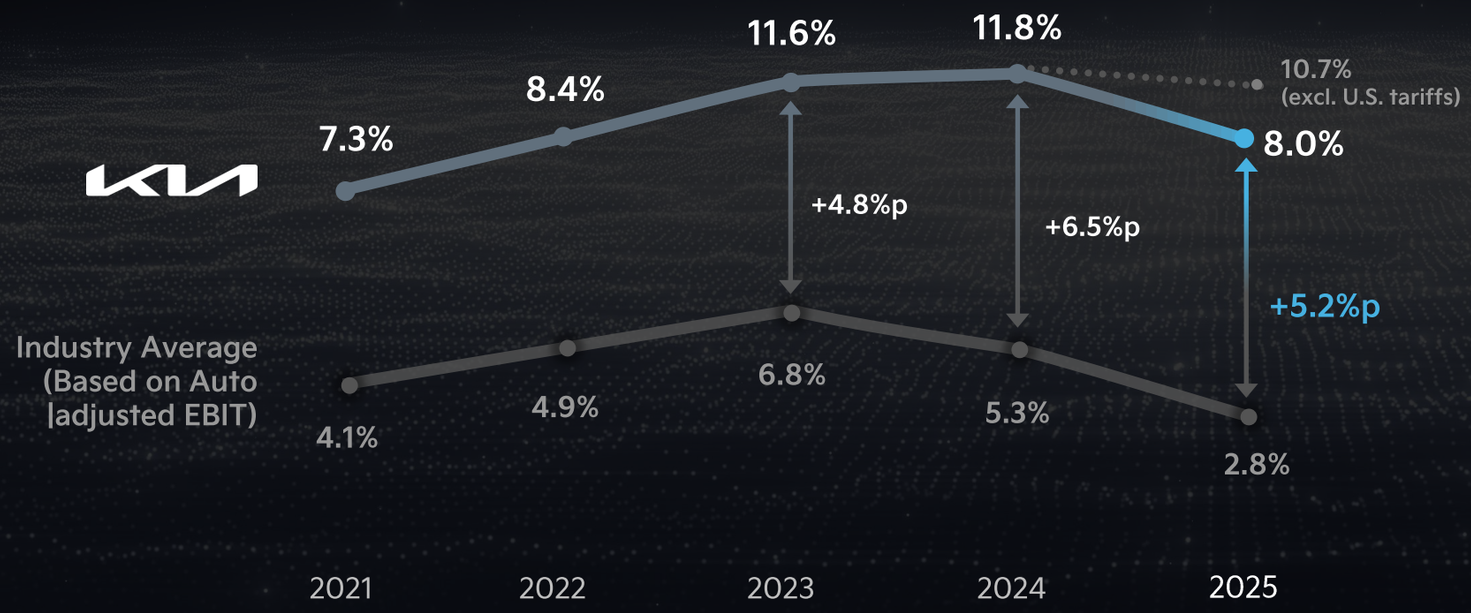


Profitability

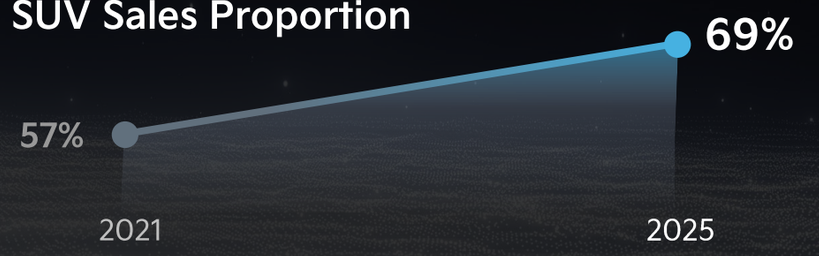
Delivered a differentiated operating profit margin, driven by product quality and brand power, despite a challenging industry environment

Most Profitable Company

Operating Profit Margin



SUV Sales Proportion



Residual Value



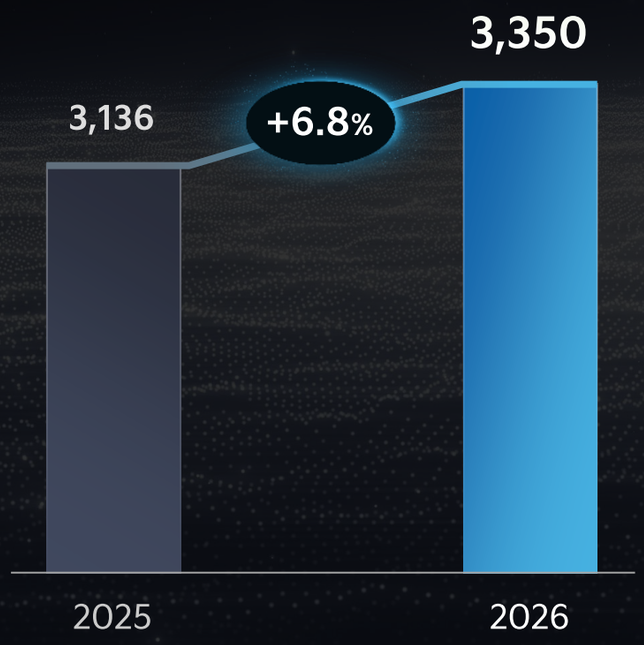
※ U.S. market based

2026 Business Plan

Continue strengthening global market leadership through strong sales growth supported by electrified vehicles

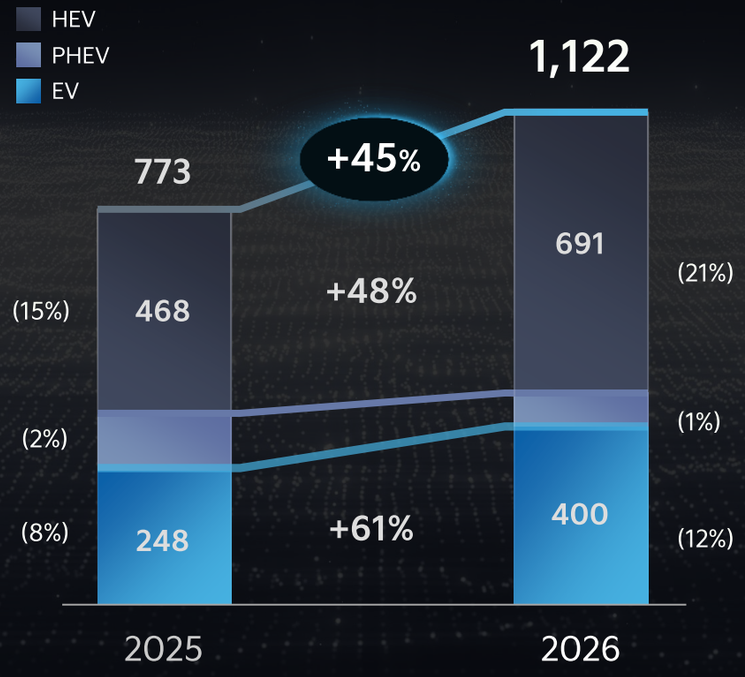
Wholesale

(Unit : '000 units)

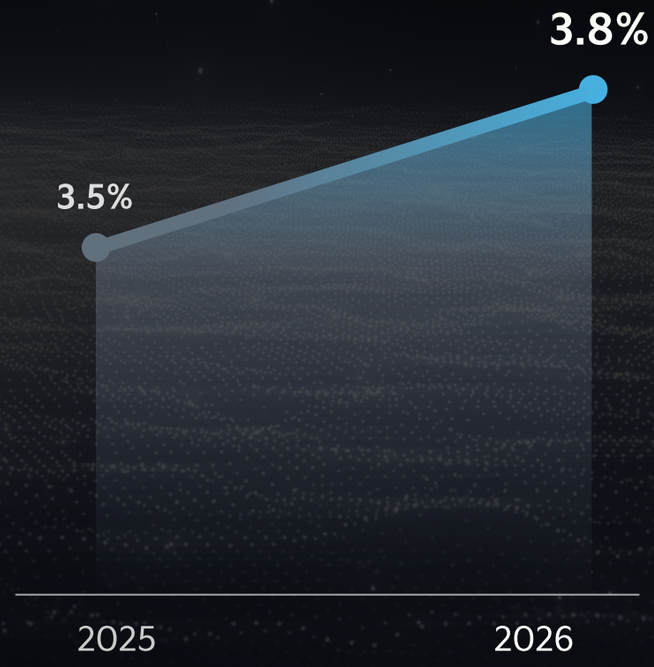


Electrified Vehicle Sales

(Unit : Share %, '000 units)



Global Market Share

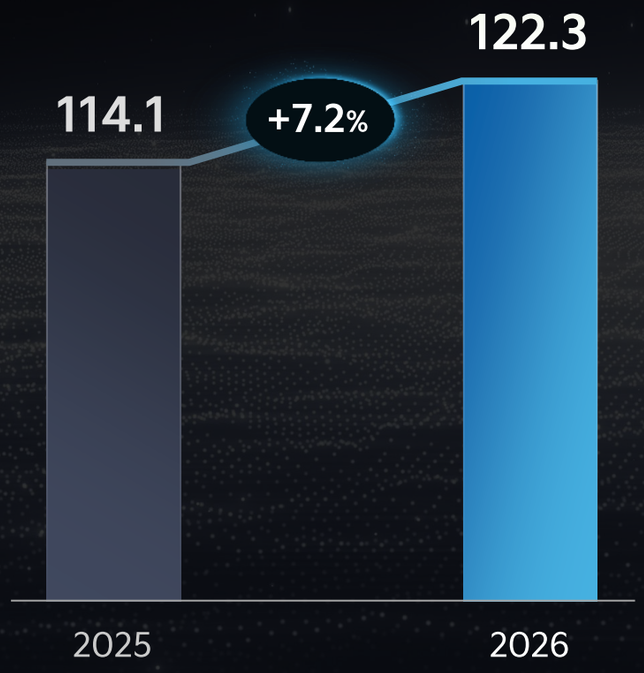


2026 Financial Plan

Expand future business investments by leveraging top-line growth and enhancing profit capabilities

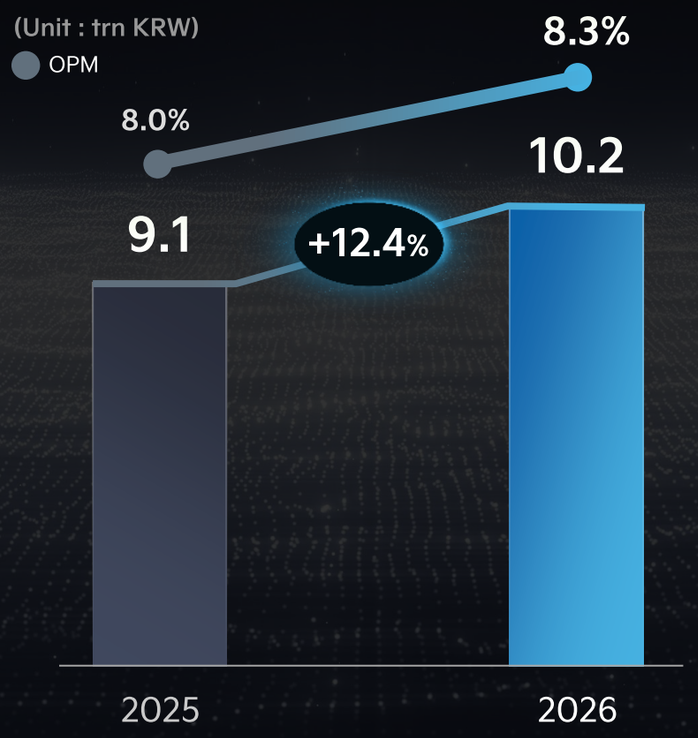
Revenue

(Unit : trn KRW)



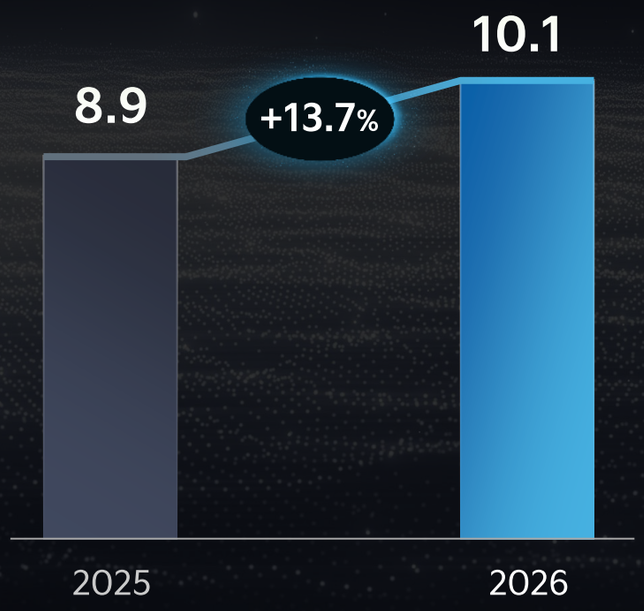
Operating Profit

(Unit : trn KRW)



Investment

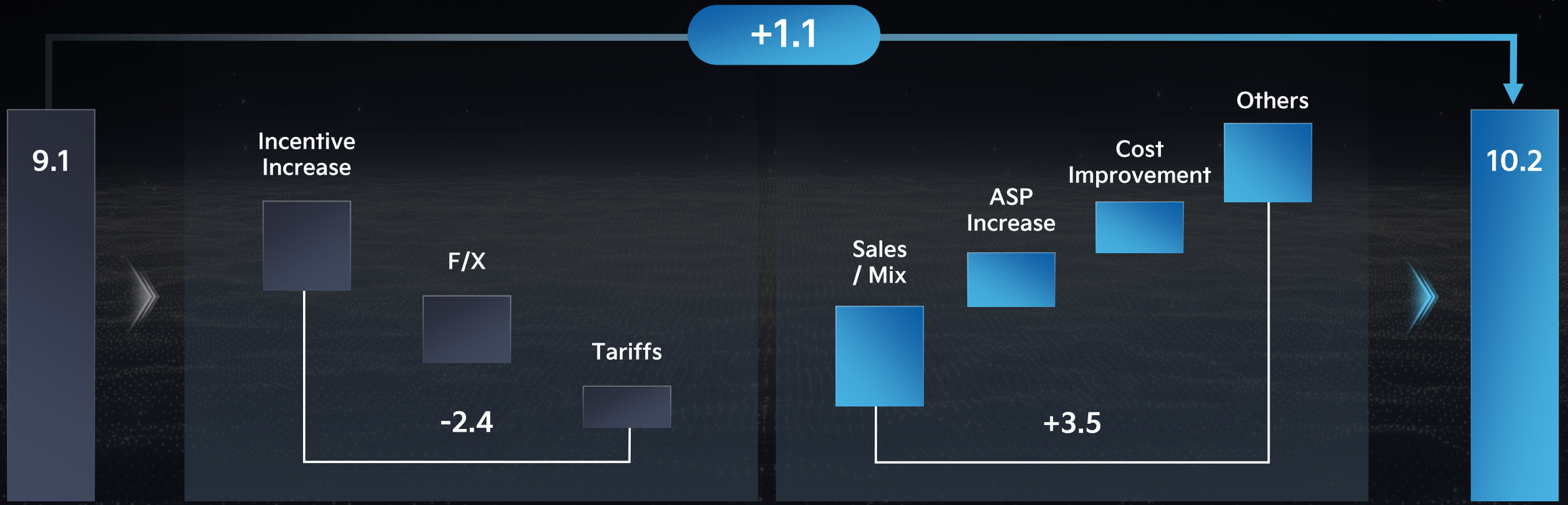
(Unit : trn KRW)



2026 OP Bridge

Despite rising incentives from intensified competition and conservative F/X assumption, Operating profit growth continues on the back of volume growth, mix improvement, higher ASP, and company-wide cost reduction efforts

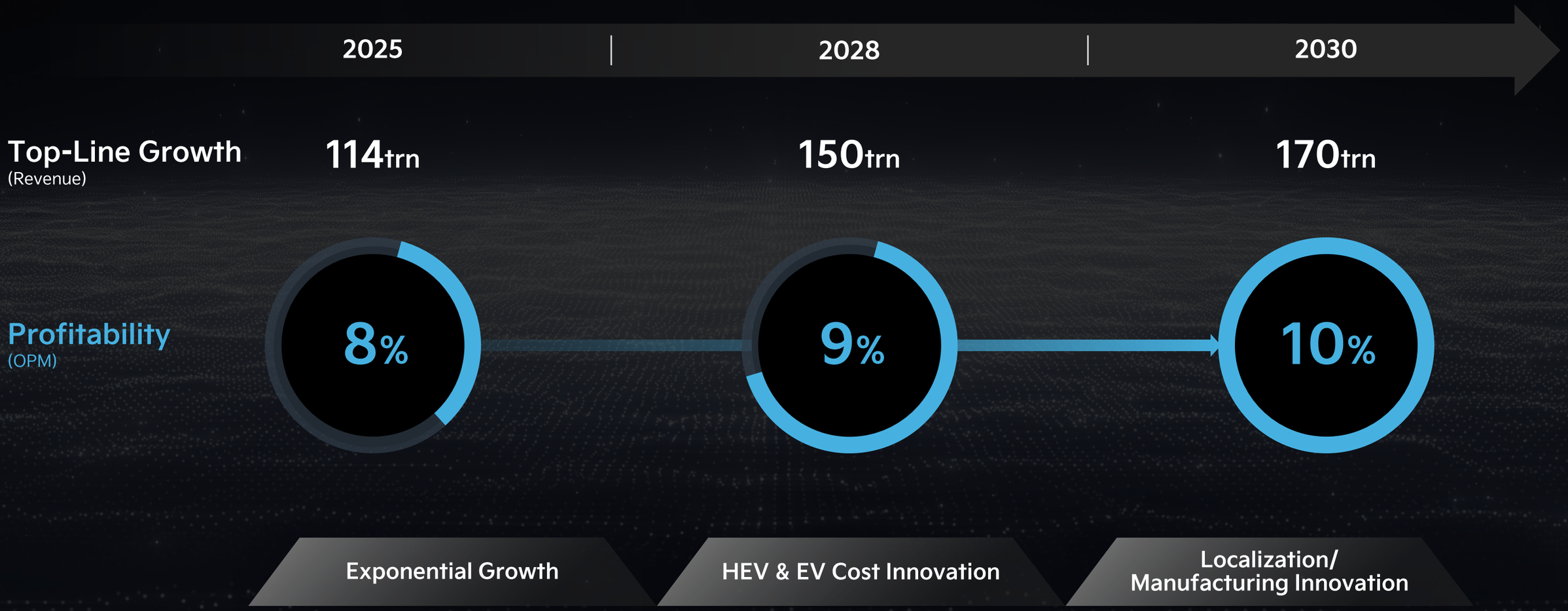
(Unit : trn KRW)



※ F/X impact : -₩800.3B [2025] ₩1,422/$, ₩1,607/€ → [2026] ₩1,370/$ (-₩52), ₩1,630/€ (+₩23)

Mid-to Long-Term Financial Target

Drive mid-to long-term top-line growth and high profitability through product strategy and cost competitiveness



Short/Mid-to Long-Term Strategic Tasks

Secure foundation for sustainable growth through both cost innovation and profitability improvement by setting short and mid-to long-term tasks

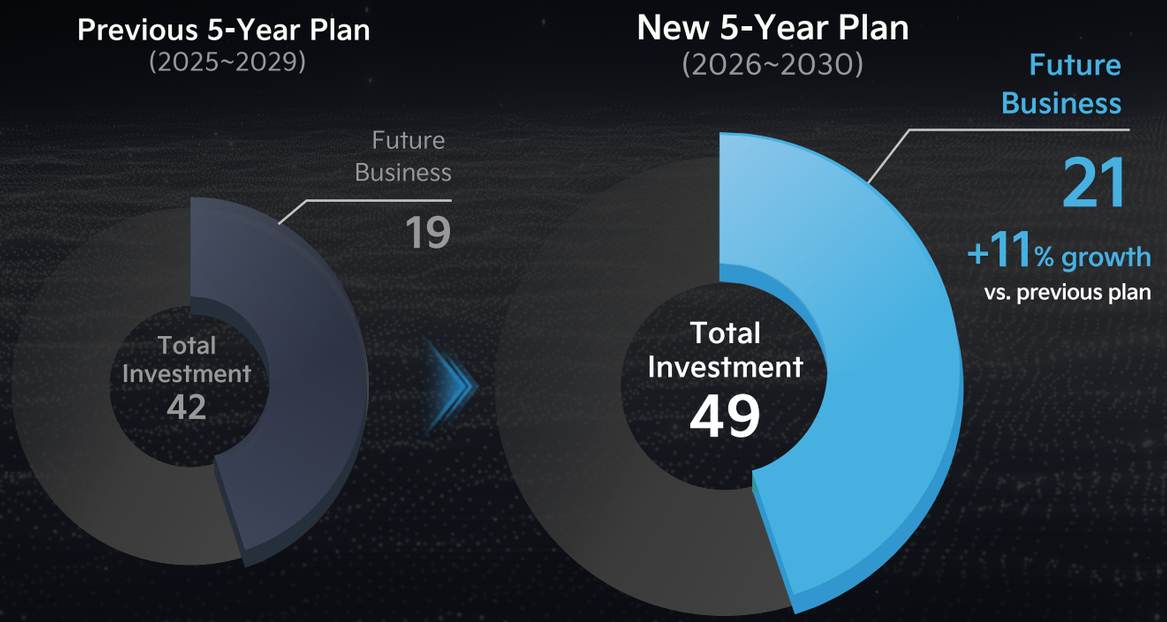
	Short-term	Mid-to Long-term
Exponential Growth	**1-1 Maximization of New Model Effect** • Refresh all SUV lines 2025~2028 (Telluride, Seltos, Sportage, etc.)	**1-2 xEV Scale-Up** • 2030 sales mix 52% xEV vs. 48% ICE • HEV 15% in 2025 → 27% in 2030 • EV 8% in 2025 → 24% in 2030
HEV & EV Cost Innovation	**2-1 HEV Cost Competitiveness** • Reduce cost by 15% vs previous generation through next-gen HEV system • Launch economical HEV system targeting Emerging Markets	**2-2 EV Cost Competitiveness** • Diversify battery chemistry & form factor • Simplify battery system structure (eMk platform, CTV)
Localization/ Manufacturing Innovation	**3-1 Proactive Localization** • Introduce HMGMA Sportage HEV in 2026 (2Q~) • Apply new technology, develop local specifications, optimize cost • Optimize specifications & commonization of NA specifications	**3-2 Transition to Smart Factory** • Maximize flexibility through cell production system • Build digital manufacturing environment based on software-defined factory

Expand Investment Focusing on Future Business

Continue expanding mid-to long-term investment in future businesses
including electrification, SDV, smart factory, etc. to secure future competitiveness

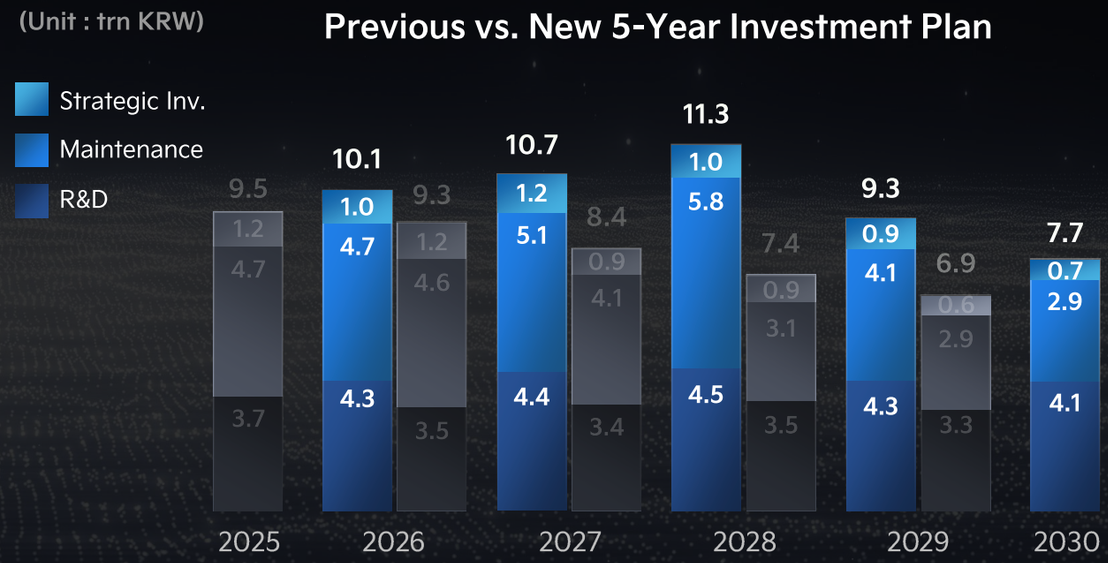
Continuous Expansion of Investment

(Unit : trn KRW)



Investment Efficiency

(Unit : trn KRW)

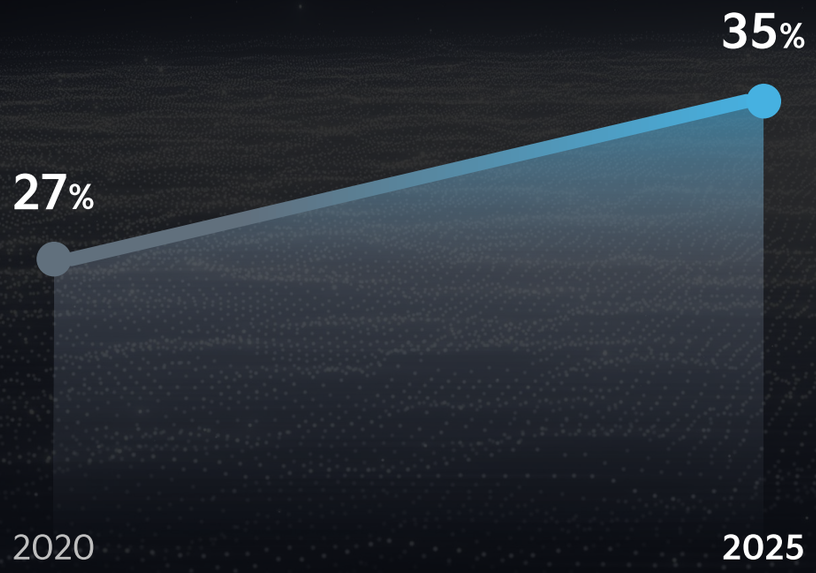


	2025	2026	2027	2028	2029	2030
CAPEX (Trillion KRW)	5.0	6.2	6.6	7.3	5.5	4.3
as % of Revenue	4.4%	5.0%	4.8%	4.9%	3.5%	2.5%

Business Performance & Shareholder Return Growth

Grow alongside shareholders by sharing the fruits of business operations
through increased shareholder return & dividend per share

Total Shareholder Return (TSR)



Dividend Per Share (DPS)

(Unit : KRW)



Shareholder Return Policy

Set mid-to long-term TSR target to above 35%

Keep strengthening dividend-based shareholder return and enhancing capital efficiency through share buybacks and cancellations

Over **35%**

TSR Target

2026 - 2028

Stable profit return based on dividends

- Minimum KRW 5,000 DPS
- Maintain gradual upward growth of DPS

25% Dividend

Share buyback for balanced capital efficiency

- Support stock price through year-round buyback
- Improve TSR / ROE by increasing share buybacks & cancellations

10% Buyback

KIA in 2030

Present Kia's new 2030 mid-to long-term business & financial goals

01 **Wholesale** (units)

+1mn

3.14mn in 2025 → 4.13mn in 2030

02 **Market Share**

4.5%

+1.0%p vs. 2025

03 **Revenue** (KRW)

170trn

+49% vs. 2025 (114trn)

04 **Operating Profit** (KRW)

17trn

+87% vs. 2025 (9.1trn)

Thank you.



Movement that inspires