

Kia Corporation Investor Presentation

May 2025



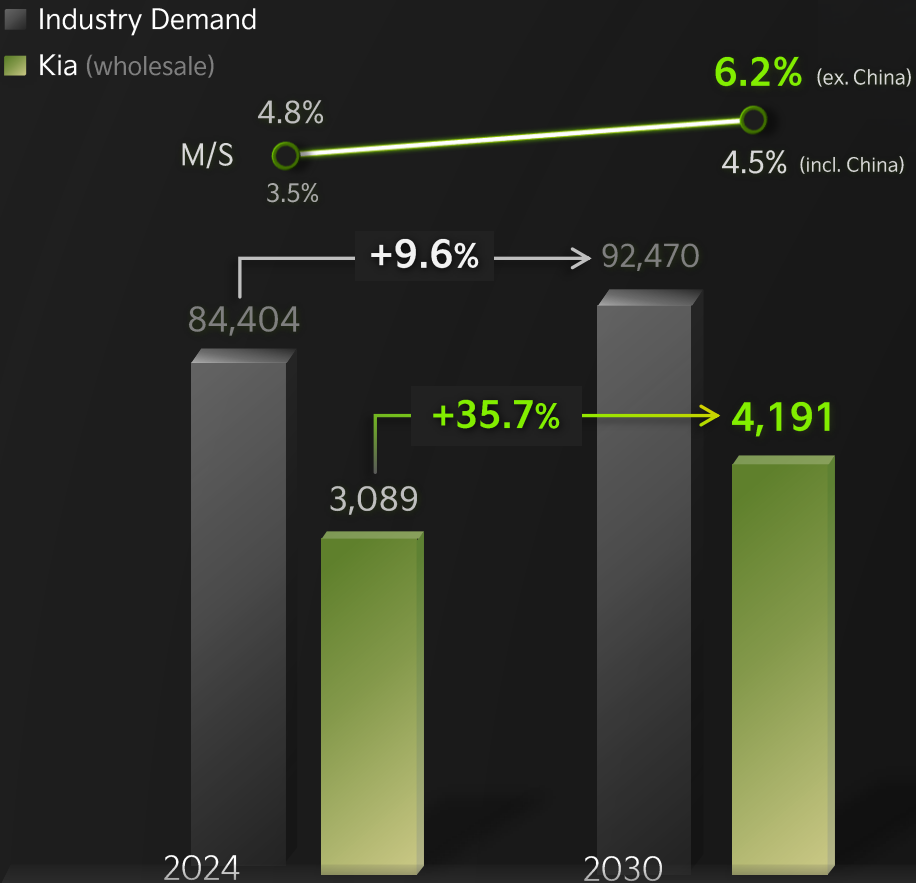
Movement that inspires

2030 Sales Target : 4.2M units

Outperforming an Ex-Growth Market through Diversified Powertrains, New Segments, and SDV Transition

Kia vs. Global Industry Growth

(Thousand units)



Mid-to-Long-Term Growth Drivers (2024-2030)

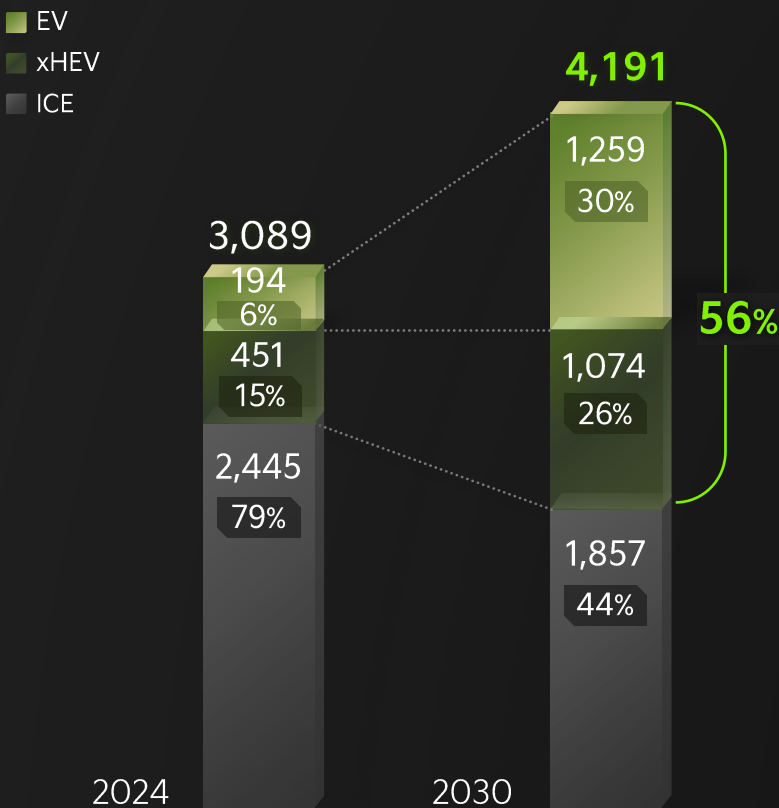
- HEV Growth in Developed Markets amid Limited OEM Supply**
 383k → 993k units (+2.6x), volume growth driven by ICE-to-HEV shift
 Expansion of next-gen HEV system (2.5T / 1.2T) amid limited OEM supply
- Volume BEV Line-up Expansion to Scale Early Majority Adoption**
 194k → 1.26M units (+6.5x), scaling through expansion of full BEV line-up
 Affordable BEVs(EV2/3/4/5) with long-range targeting early majority adoption
- Entry into New Segments Enables Diversified Revenue Streams**
 Launch of pickup(Tasman) and PBV(PV5) to capture untapped demand
 Expand portfolio beyond B2C into B2B : hailing, logistics, WAV, etc.
- Transition to SDV Enables Long-Term Profitability**
 Rising adoption of ADAS and high-tech options drives S/W-based value
 Autonomous driving and connectivity powered by E/E architecture and AAOS

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)



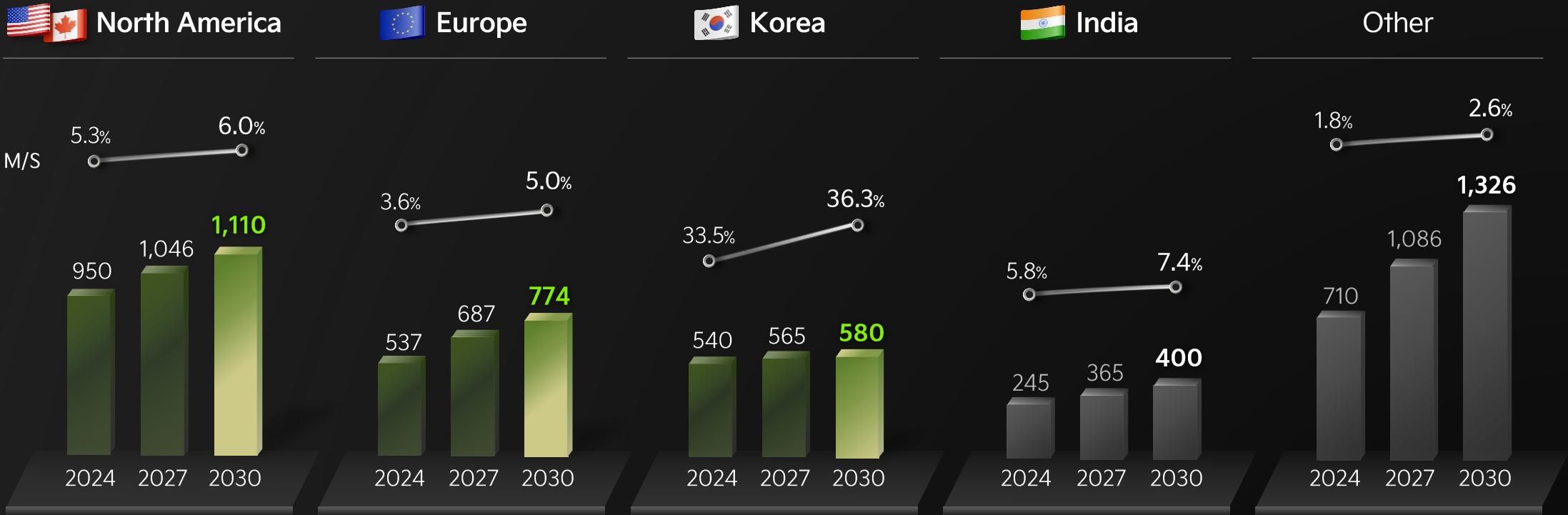
Electrified Vehicle Mix (2030)

Region	Year	Powertrain Mix (%)			xEV Mix	Change
		ICE	xHEV	EV		
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%	0%	1%	

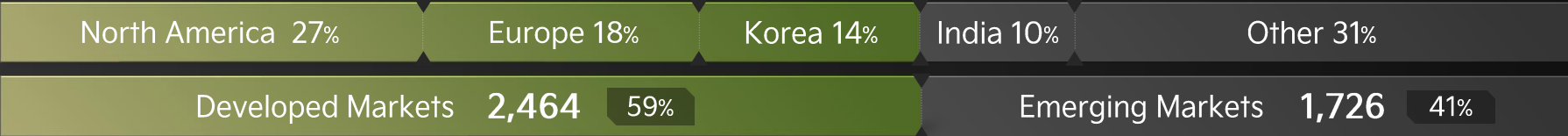
Regional Sales Target

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

(Thousand units)



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
ICE (incl. HEV)	2	2	2	1	1	-
EV	3	2	1	2	2	1
PBV	1	-	1	-	1	-
Total	5	4	3	3	3	1

Operating Models	2025	2030
ICE (incl. HEV)	23	17
EV	9	15
PBV	1	3
Total	32	32

Diversification of HEV Line-up



Expansion of Volume EV Line-up



Entry into New Segments



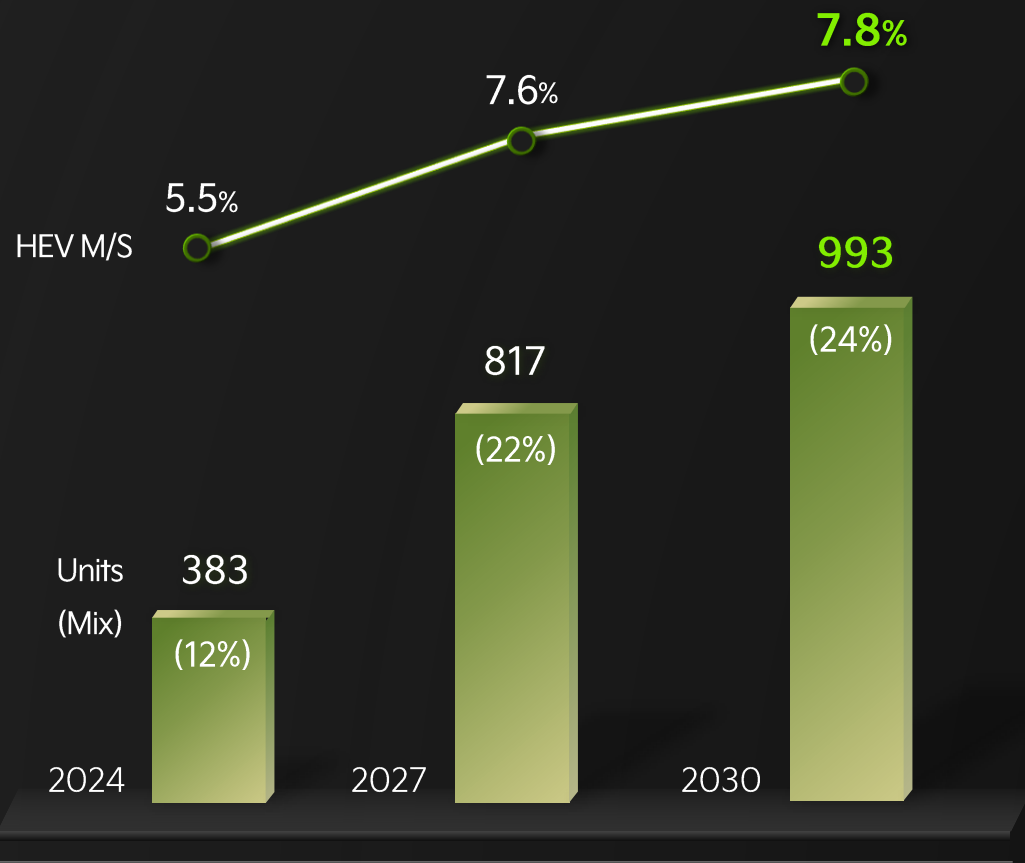
HEV Sales Target

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)

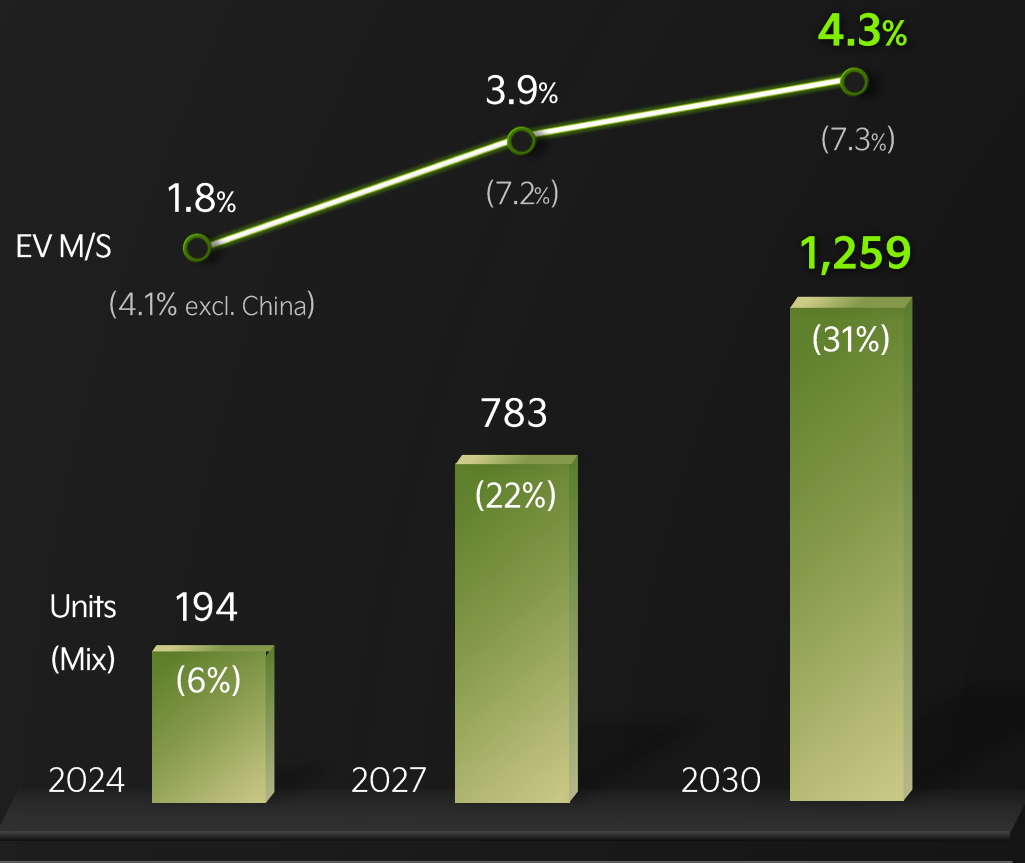
EV Sales Target

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

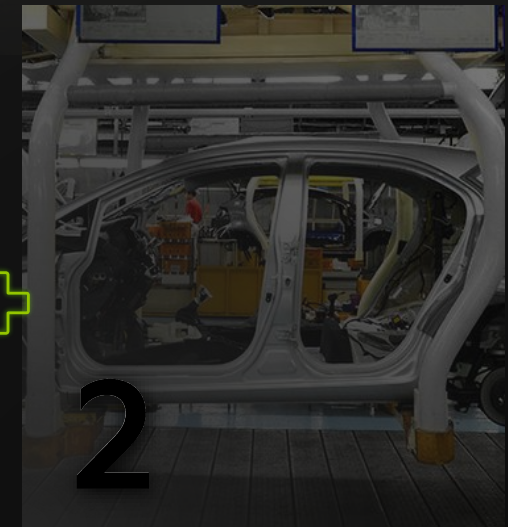


Flexible EV Production System



Mixed-Production Plants

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



EV-Dedicated Plants

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

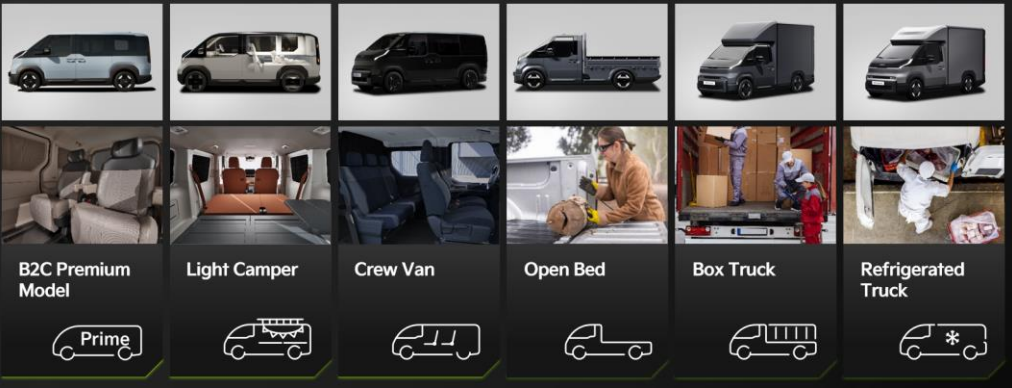
Entry into New Segments : PBV & Pickup

Launch of pickup to capture untapped demand / PBV to expand into B2B : hailing, logistics, WAV, etc.

New Segment Entry Strategy

- **PBV: Diverse use cases enabled by conversion models**

Target 250K units by 2030 and lead the e-LCV market as a first mover



- **Entry into the pickup truck market** (ICE & EV)

Korea, Australia, and EMs: Launch 'Tasman' targeting 80K units annually

North America: Launch EV pickup on new platform, targeting 90K units annually

Competing EV Pickups (N.America)



Rivian R1T

Ford F-150 Lightning

Tasman (Australia, KR, EMs)

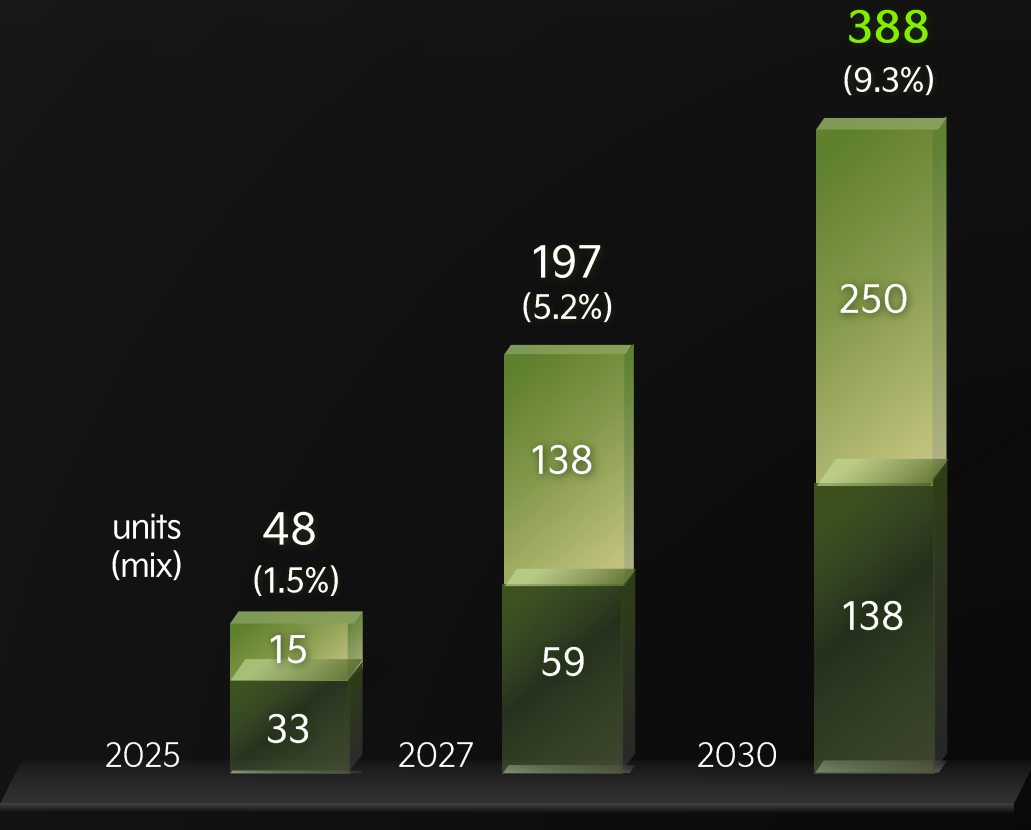


New Segment Sales Targets

■ PBV Volumes

■ Pickup Volumes

(Thousand units, %)



SDV Strategy

SDV Transformation Roadmap

SDV 1.0 (~2024)

SDV Platform Development

» Achieve Top Tier Technology
(Testbed)

Vehicle Software

Pleos Vehicle OS

CODA E&E Architecture

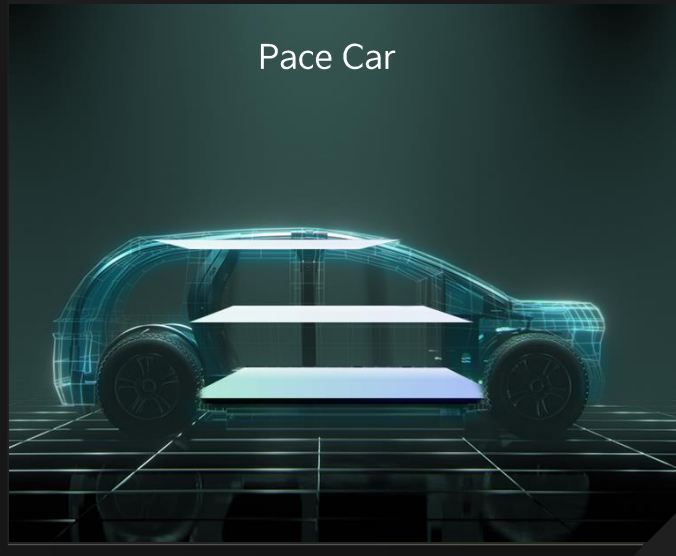
SDV 2.0 (~2026)

Full Stack SDV Internalization

- Autonomous driving AI

» Achieve Top Tier Technology
(Mass Production)

Pace Car



SDV 3.0 (2027~)

Advanced HW-SW Integration

- Advanced Autonomous driving (L2+ and beyond)

» Lead the Industry in Technology

Mass Production / Line Expansion



Kia Transformation

Financial Strategy

2024 Review

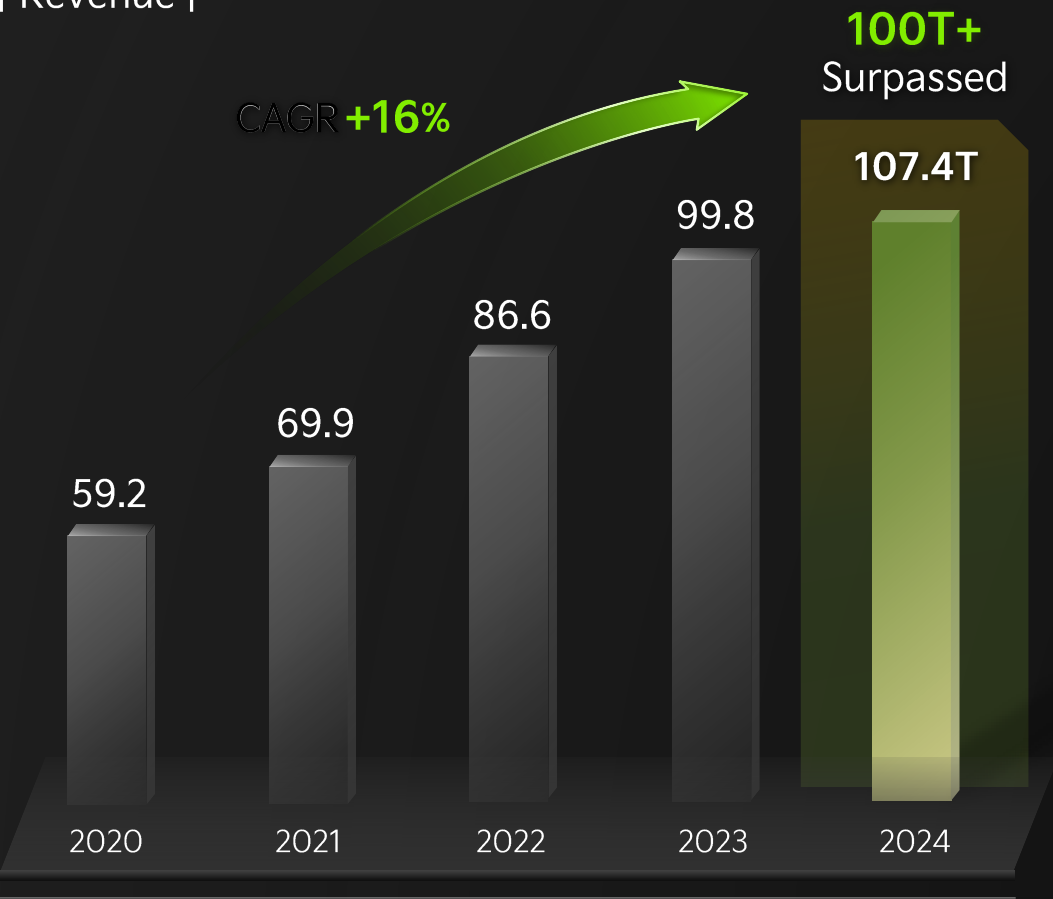


Strong top-line growth and profitability driven by Kia Transformation since 2020

Surpassed 100T in Revenue

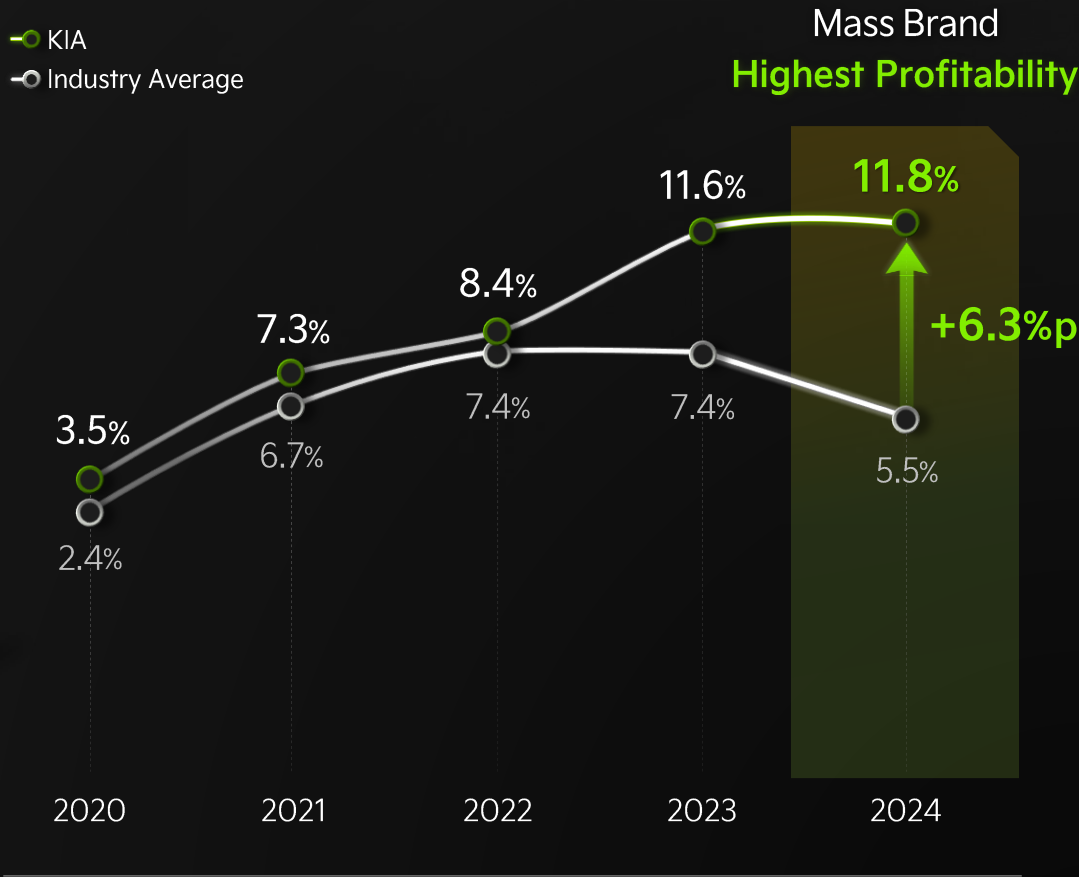
(Trillion KRW)

| Revenue |



Highest Profitability Among Mass Brands

| Operating Profit Margin |

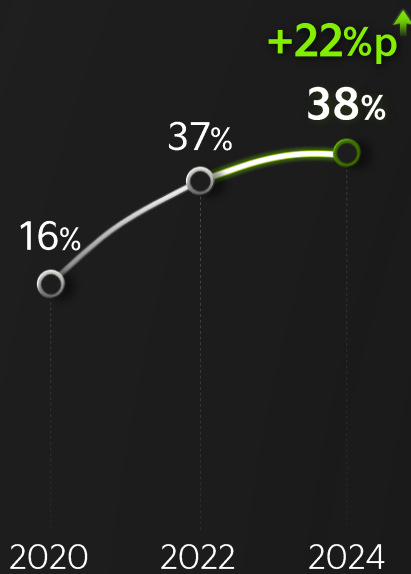


Price Factors

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 |

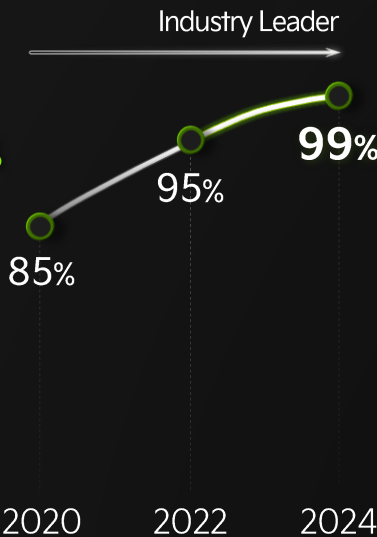
○ Industry Average
● KIA



* Based on U.S. market data

| Residual Value |

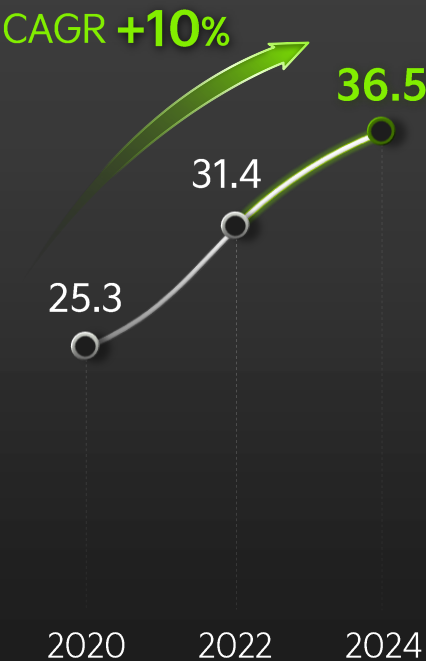
— Industry Leader
● KIA



Improved ASP

(Thousand KRW)

| ASP |



Cost Factors



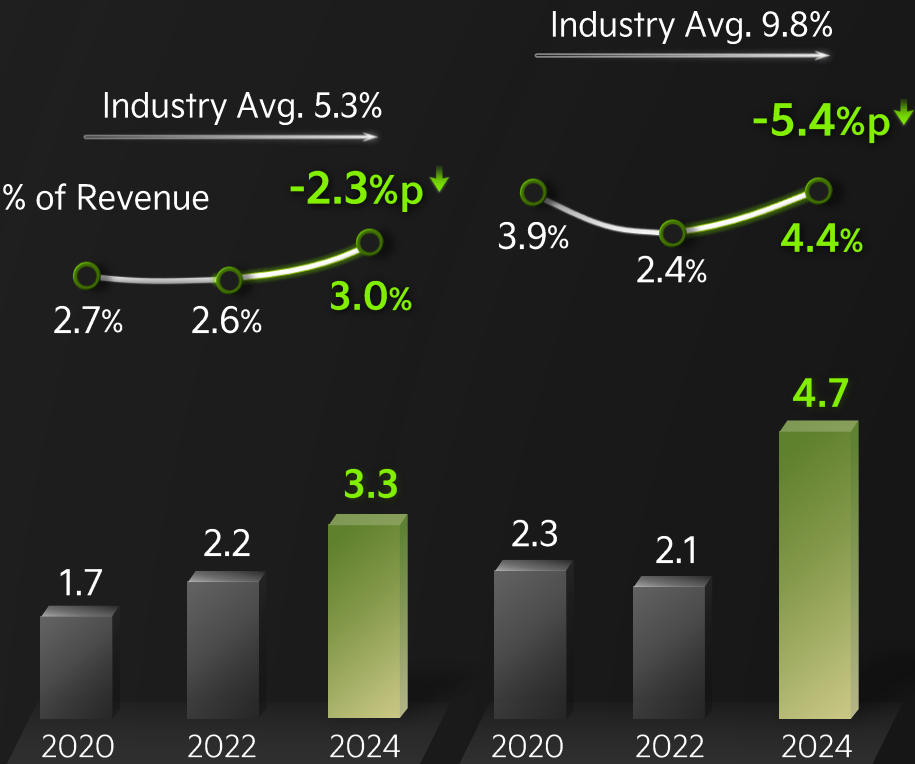
Achieve cost advantages through efficient R&D and CapEx investment, and flexible mixed-production lines

Efficient Investment

(Trillion KRW)

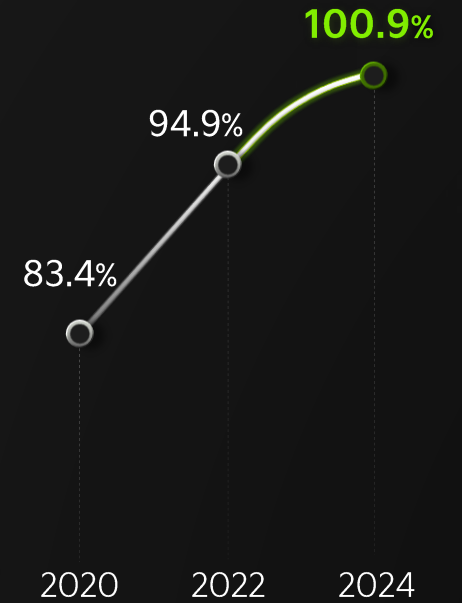
| R&D |

| CapEx |



Flexible Production

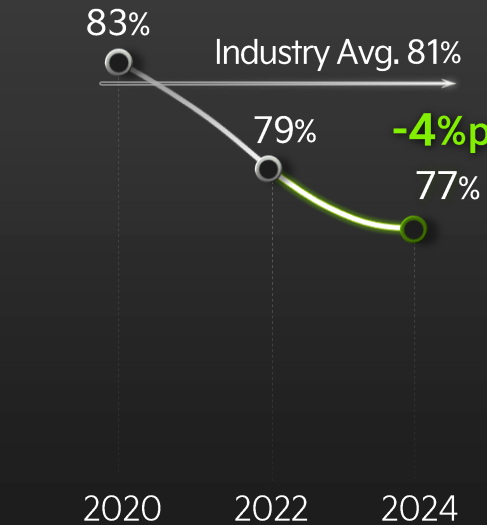
| Utilization Rate |



* Utilization Rate
Volume Produced / Operating Capacity

Cost Competitiveness

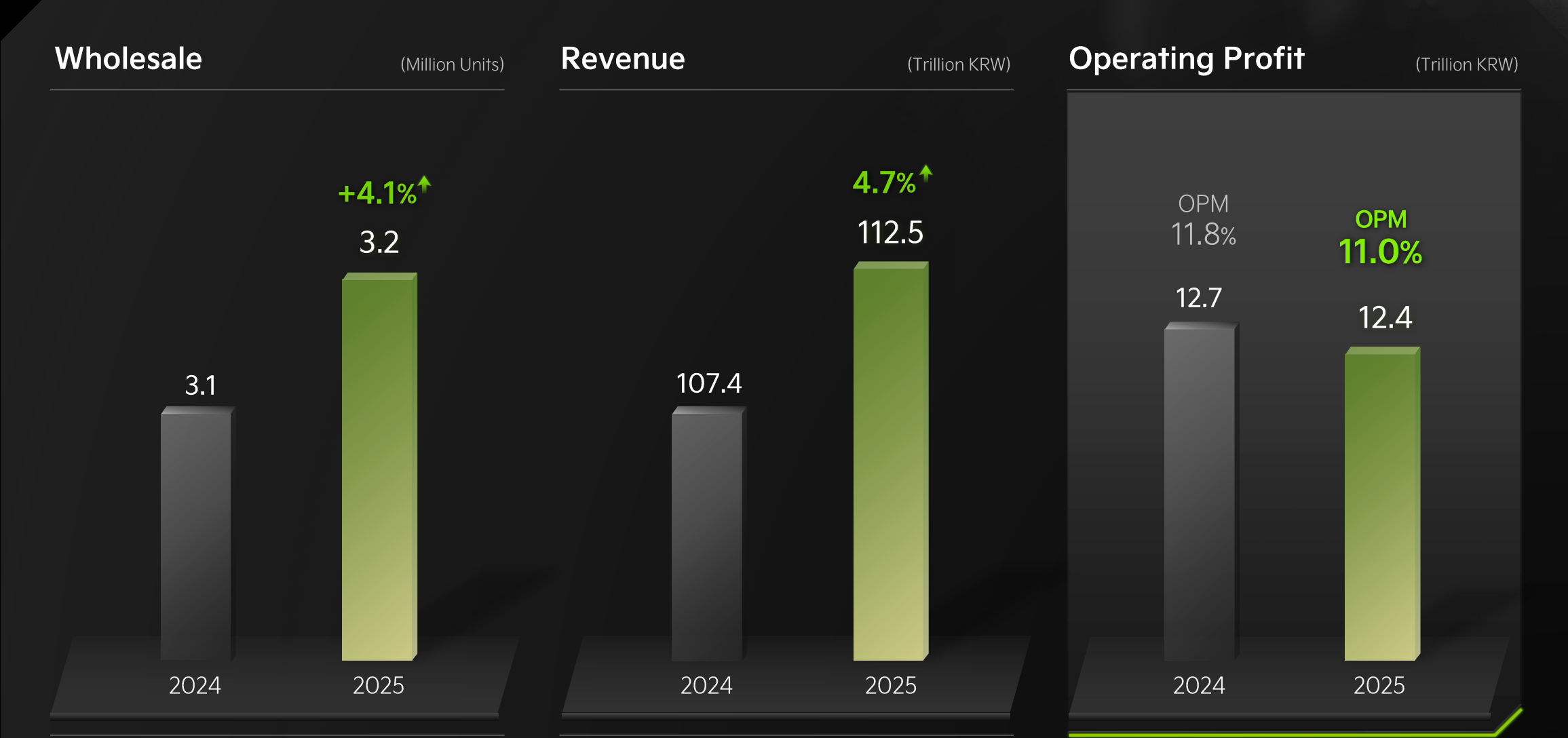
| Cost of Sales Ratio |



* Industry Avg. Cost of Sales
Average of 6 major OEMs

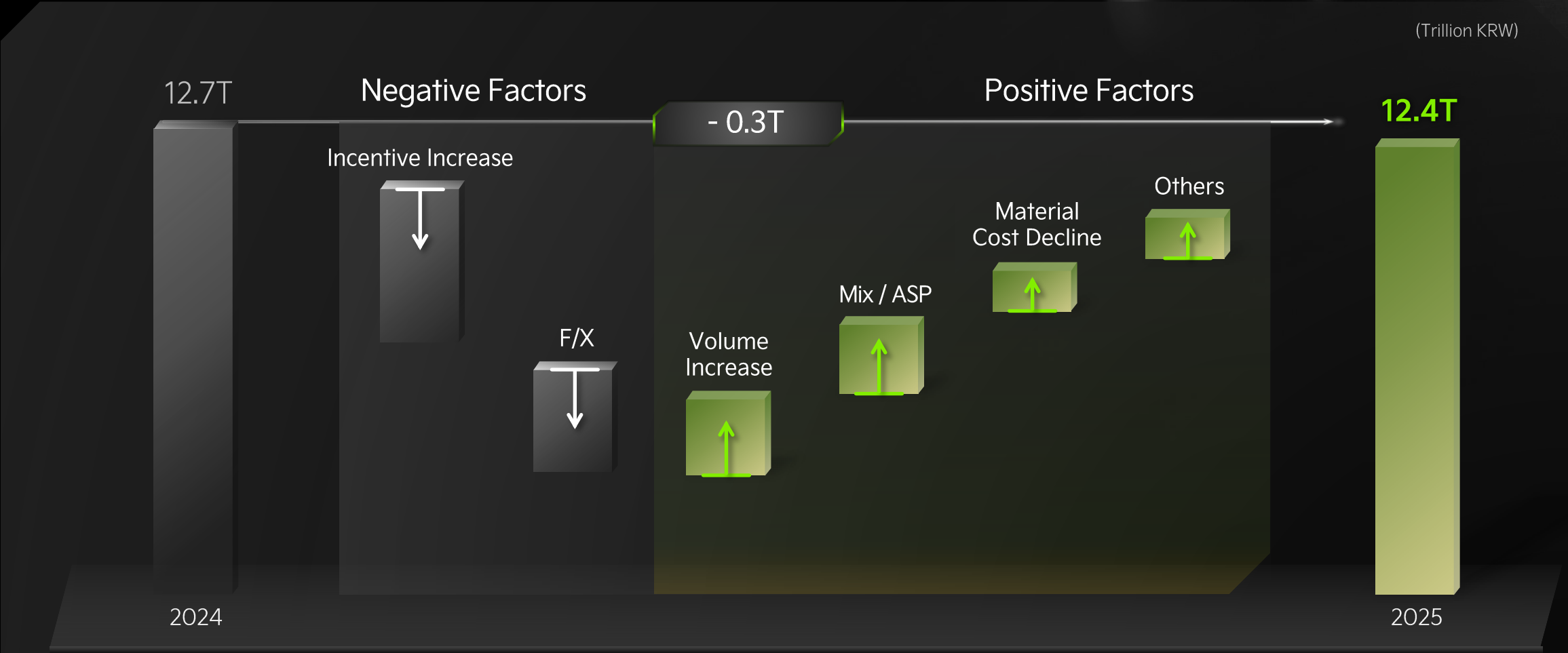
2025 Financial Business Plan

Sustain double-digit OPM through strong volume growth and solid earnings capability



2025 OP Bridge

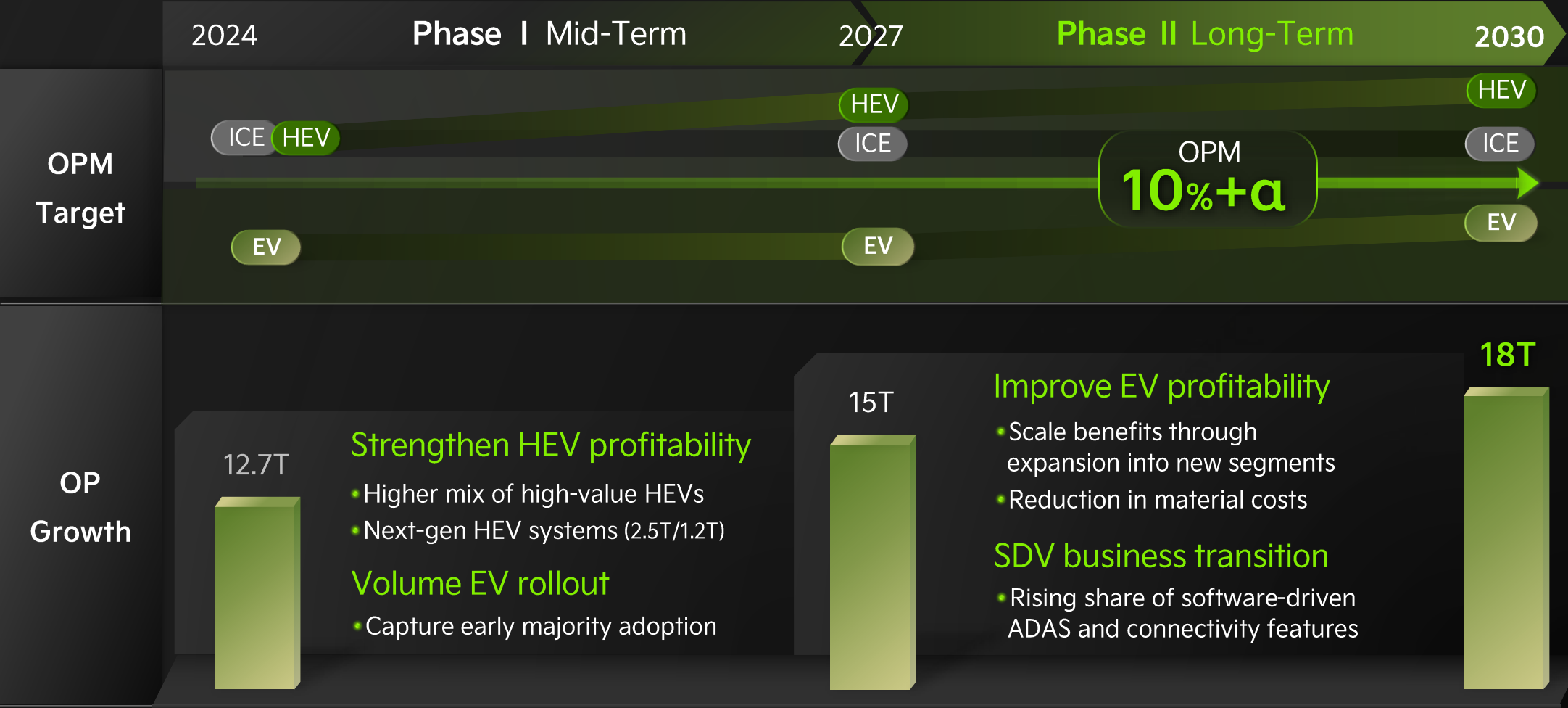
Despite rising incentives from intensified competition and conservative F/X assumption, solid earnings will be delivered through improvements in sales, mix, and ASP



* F/X impact: -₩1.3T (2024 : ₩1,364/\$ → 2025 : ₩1,320/\$)

Mid-to-Long-Term Profitability Target

Target 10%+ OPM through a diversified powertrain strategy, economies of scale, and SDV business transition



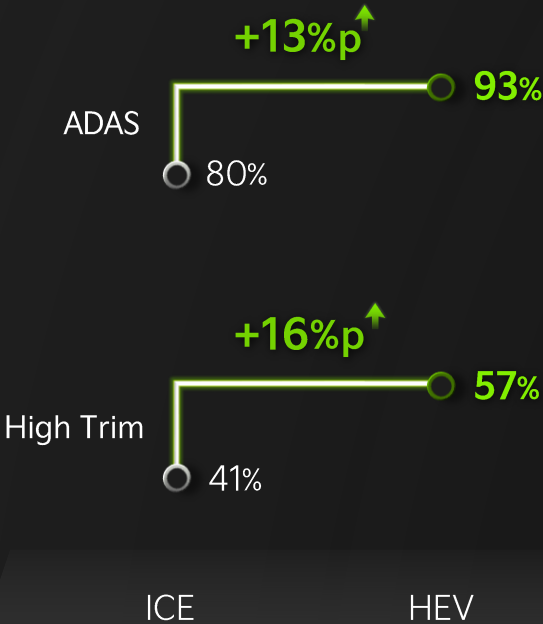
HEV Profitability



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

HEV Premium

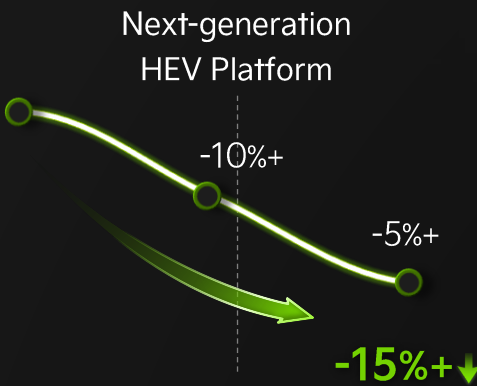
| High Trim / ADAS Selection Ratio |



► 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

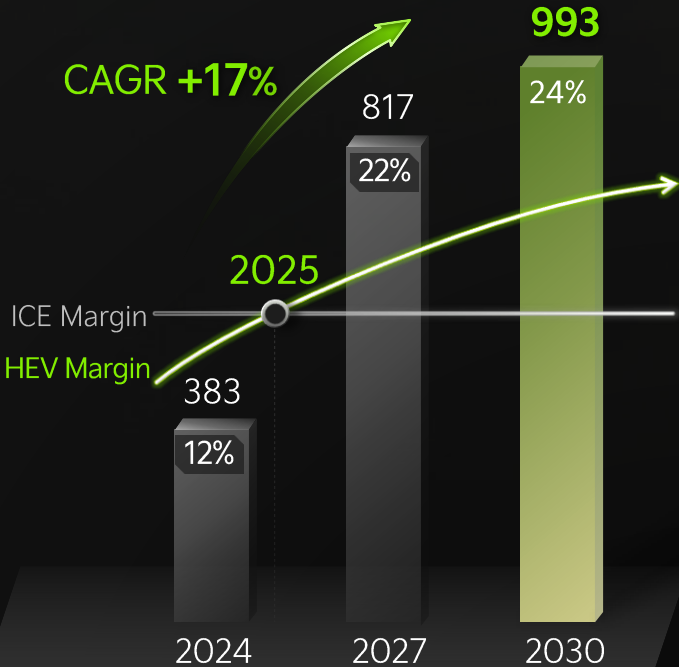
2021 2025 2030

► Next-generation HEV Platform + component optimization

Economy of Scale

| Profitability & Sales Outlook |

(Thousand units)



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

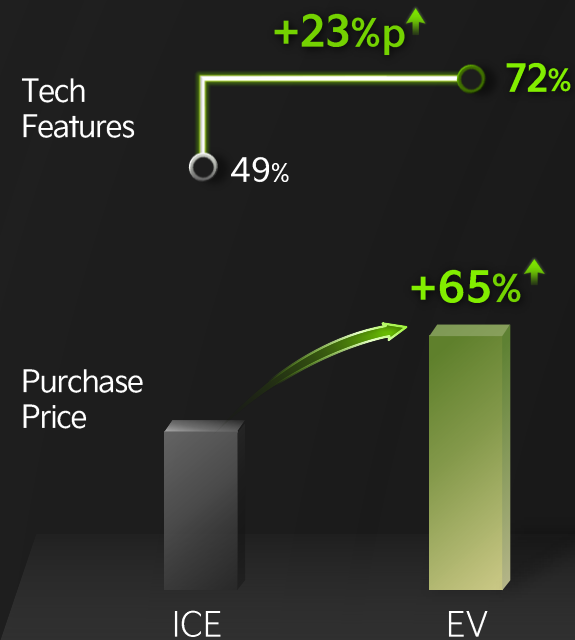
EV Profitability



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

EV Premium

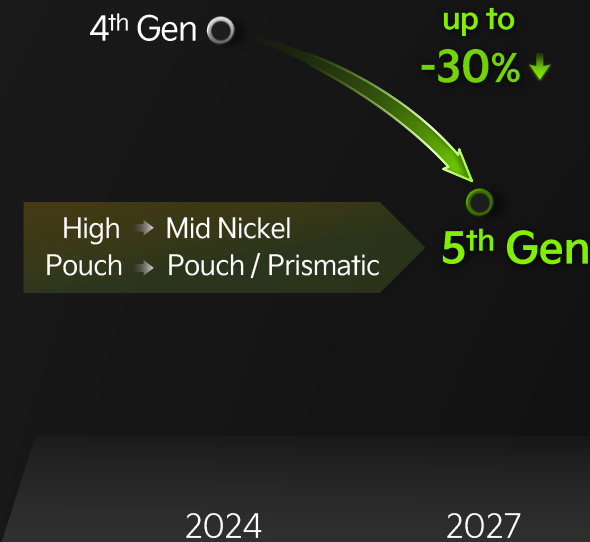
| Tech Features Selection Ratio |



► Willingness to pay a high premium compared to ICE

System Cost Reduction

| Next-gen batteries Cost Reduction |

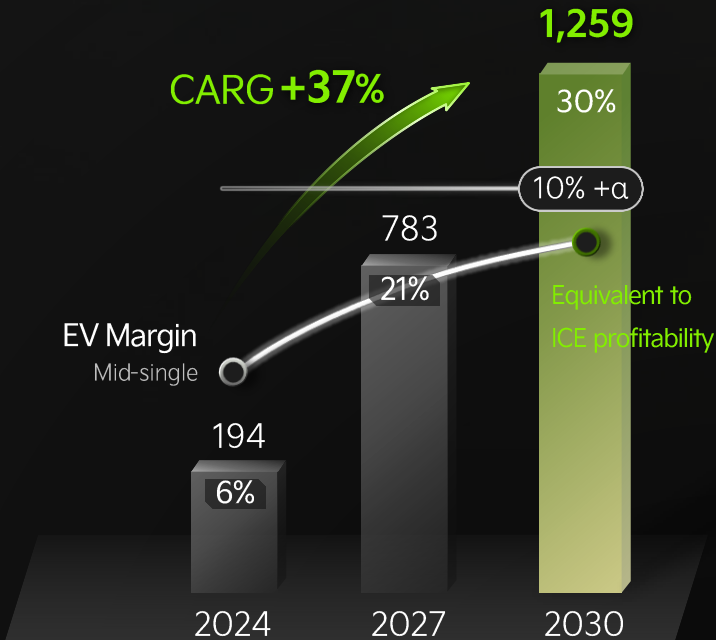


► Improve battery chemistry and diversify form factors

Profitability Improvement

| Profitability & Sales Outlook |

(Thousand units)



► Increase sales through volume EV line-up expansion

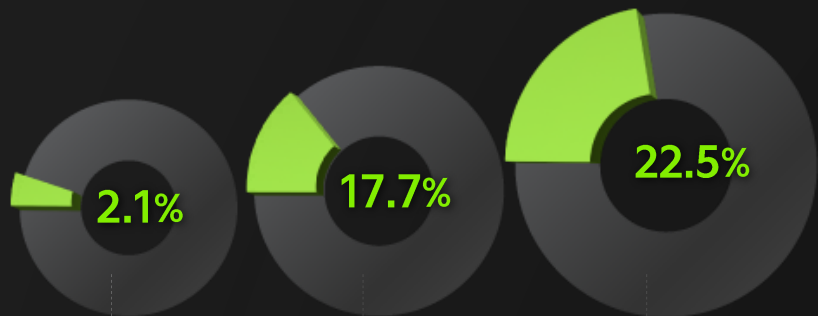
* Tech Features : Comfort, Monitoring, Drive Wise

SDV Business Transition

Achieve SDV business transition supported by S/W driven tech & convenience feature based ASP growth

S/W Tech - Convenience Features-Based ASP Growth

| Share of Value Added by Advanced / Tech Features |



| Option Selection Ratio |

ADAS	44%	84%	87%
Monitoring	-	47%	61%
	2020	2022	2024

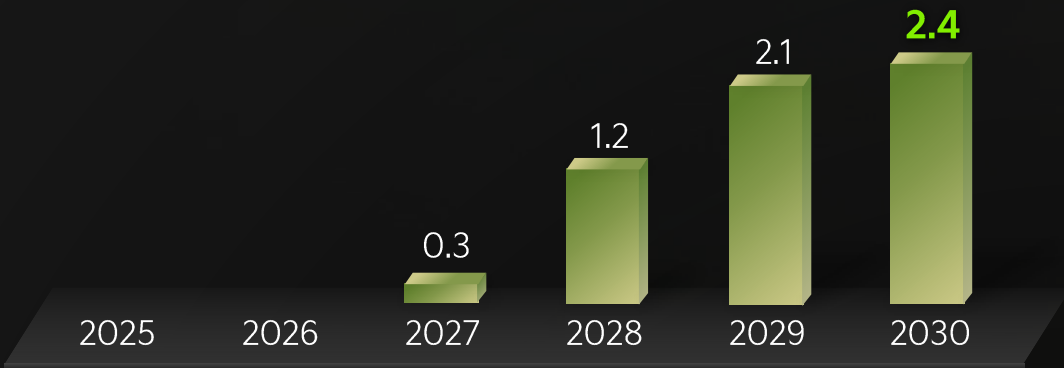
► Growth in adoption of S/W options driven by S/W innovations

* Sportage (Signature trim) in the Korean market

SDV Business Transition

(Million units)

| SDV Sales Outlook |



STAGE 1 Present

STAGE 2 2026

STAGE 3 2027

SDV Platform Development

SDV Full Stack
(Pace Car)

SDV Mass Production

► Tech & convenience feature growth driven by connectivity & ADAS

5-Year Investment Plan

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

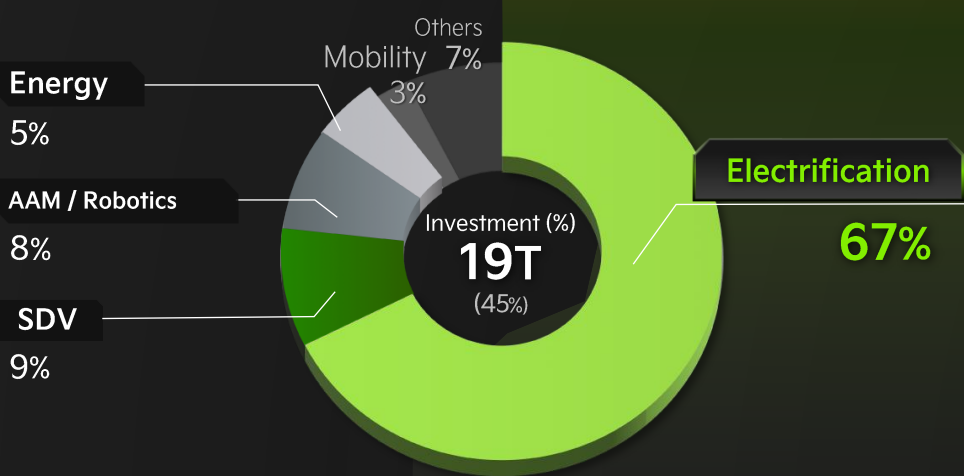
Future Business Transition

(Trillion KRW)

| Mid-to-Long-term Investment |

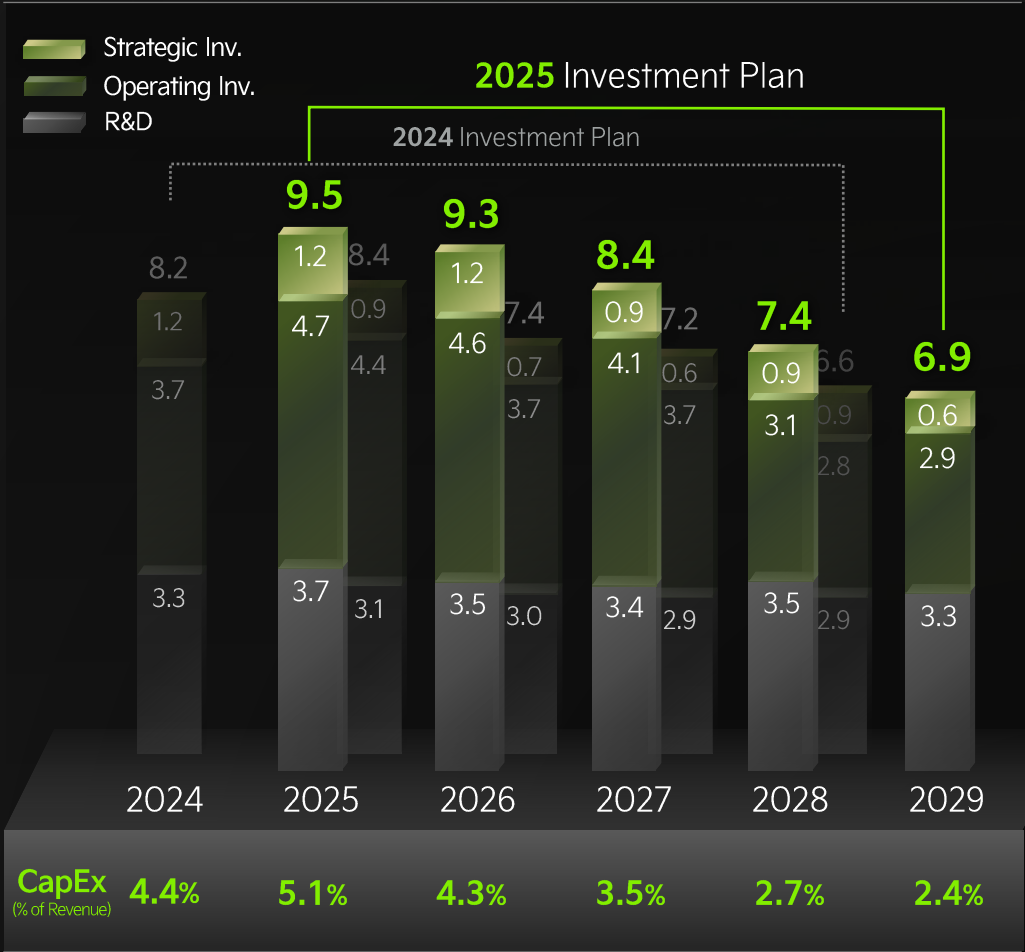


| Future Business Investment |



R&D / CapEx for Future Business

(Trillion KRW)



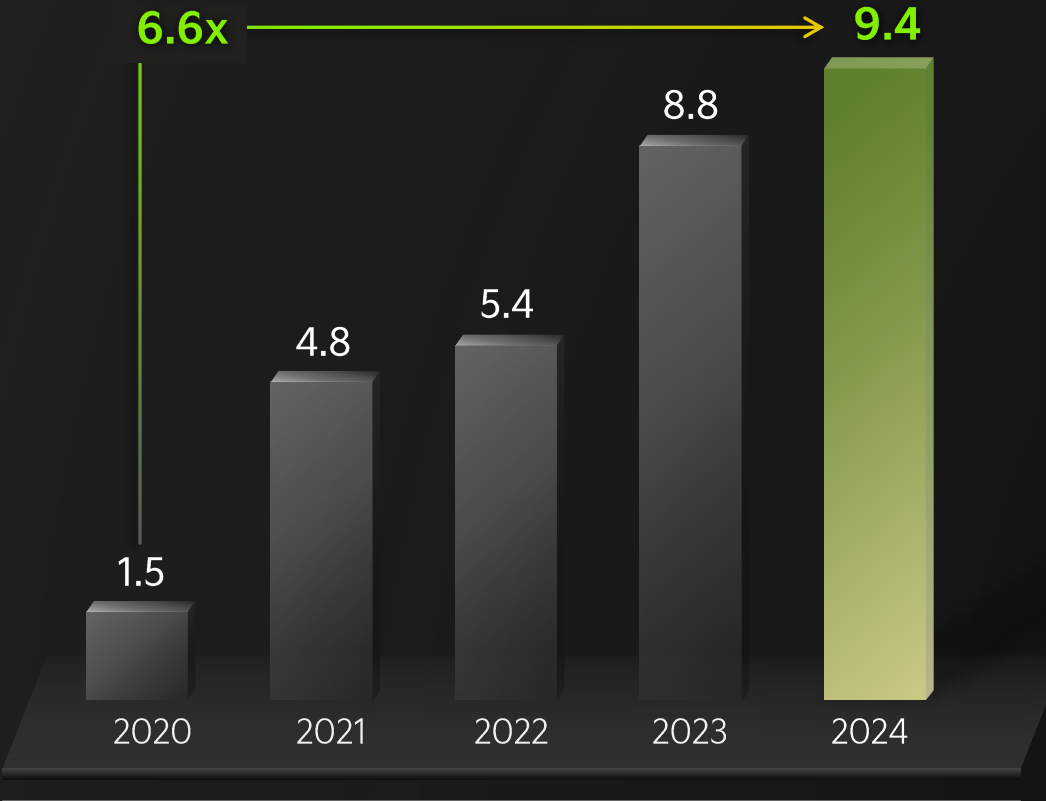
Business Performance & Shareholder Return

Net income has grown 6.6x, while Shareholder return has increased 8.1x

6.6x Net Income Growth

(Trillion KRW)

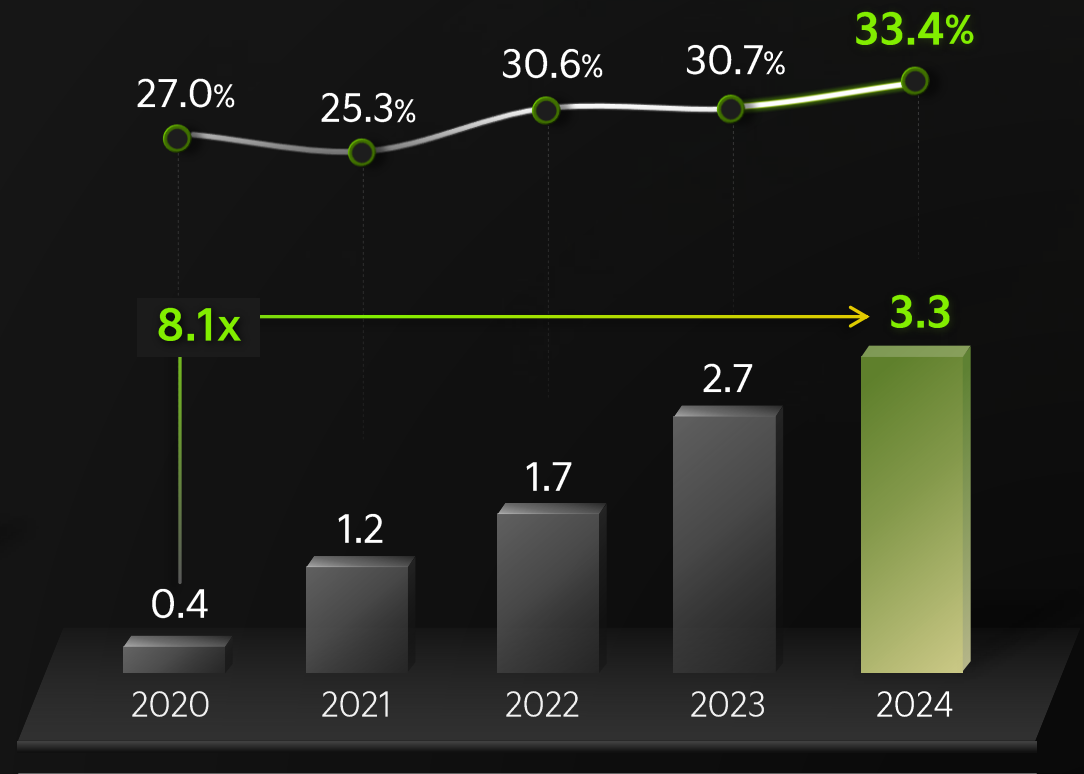
| Net Income |



8.1x Shareholder Return Increase

(Trillion KRW)

| Shareholder Return & TSR |



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

+3.3% Retail Sales Growth, 753k units

4.9% Global Market Share (ex. China), +0.2%p

23.1% xEV Sales Mix, +1.5%p

₩28T Sales Revenue, +6.9%

10.7% Operating Profit Margin, -2.4%p

₩38M Average Selling Price, +₩2.1M

₩20.5T Net Cash, +₩1.7T

Q1 2025 in Numbers

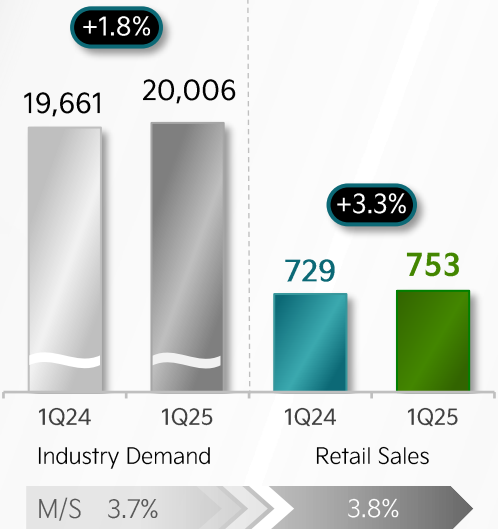


Global Retail Sales

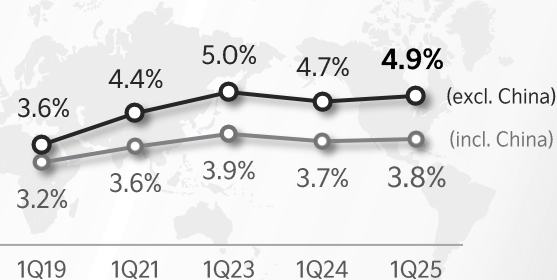


Global

(Unit : '000, %)

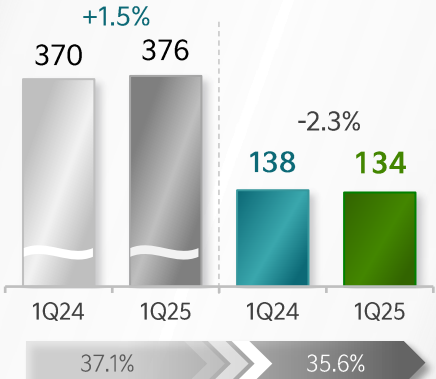


Global M/S Trend



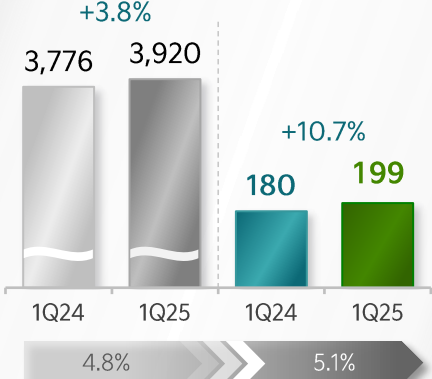
Korea

(Unit : '000, %)



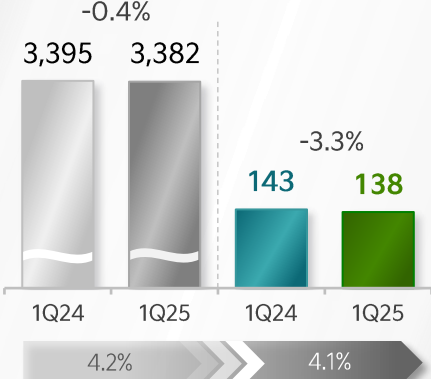
U.S.

(Unit : '000, %)



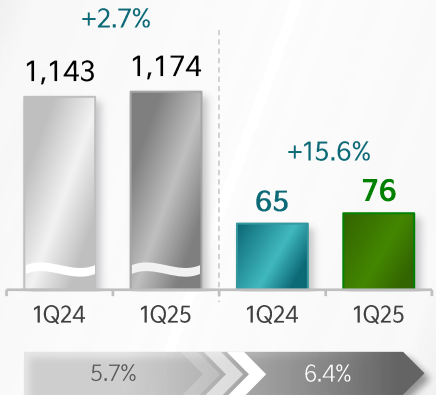
W. Europe

(Unit : '000, %)



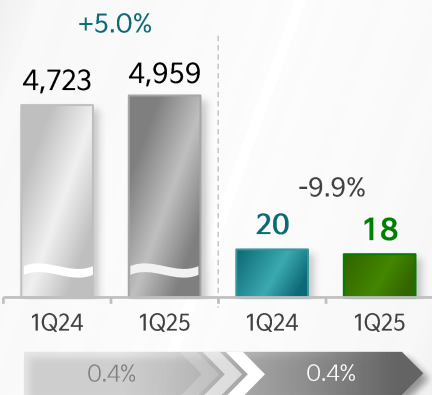
India

(Unit : '000, %)



China

(Unit : '000, %)



Rest of World

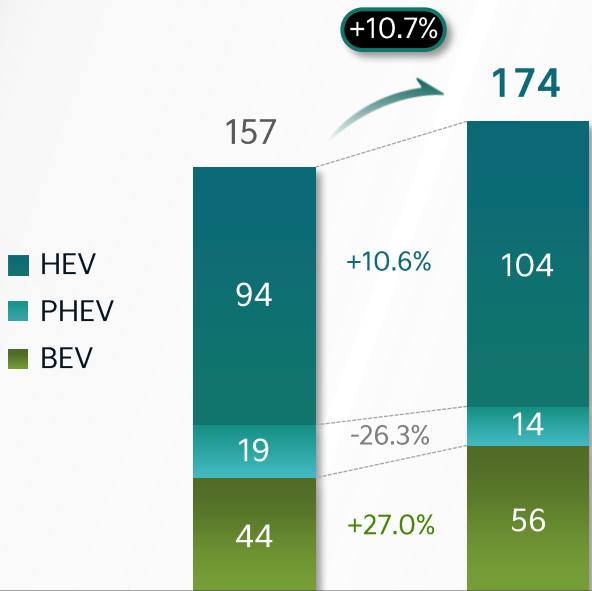
		1Q24	1Q25	YoY(%)
MEA	Demand	810	887	+9.5%
	Sales	54	61	+11.5%
Latin America	Demand	887	949	+6.9%
	Sales	32	32	-0.8%
Asia Pacific	Demand	1,227	1,155	-5.9%
	Sales	36	38	+5.6%
Russia & CIS	Demand	392	341	-12.9%
	Sales	13	10	-22.8%

Electrified Vehicle Sales



Global Retail Sales

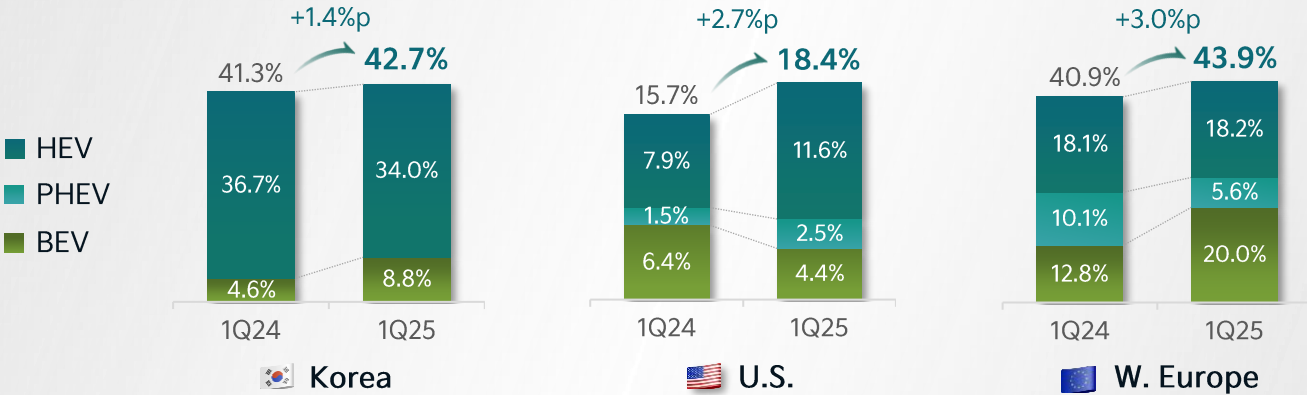
(Unit : '000, %)



Sales Mix	1Q24	1Q25
HEV	12.9%	13.8%
PHEV	2.7%	1.9%
BEV	6.0%	7.4%
xEV	21.6%	23.1%
ICE	78.4%	76.9%
Total Sales	729k units	753k units

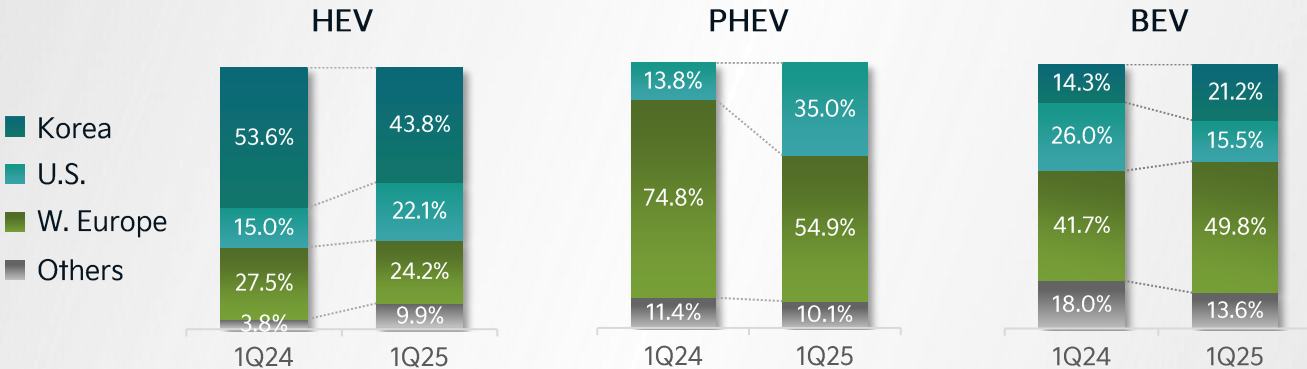
Shares of Electrified Vehicle Sales in Major Markets

(Unit : %)



Shares of Electrified Vehicle Sales by Powertrain (Major Markets)

(Unit : %)



Consolidated Income Statement



(Unit : ₩ Billion)

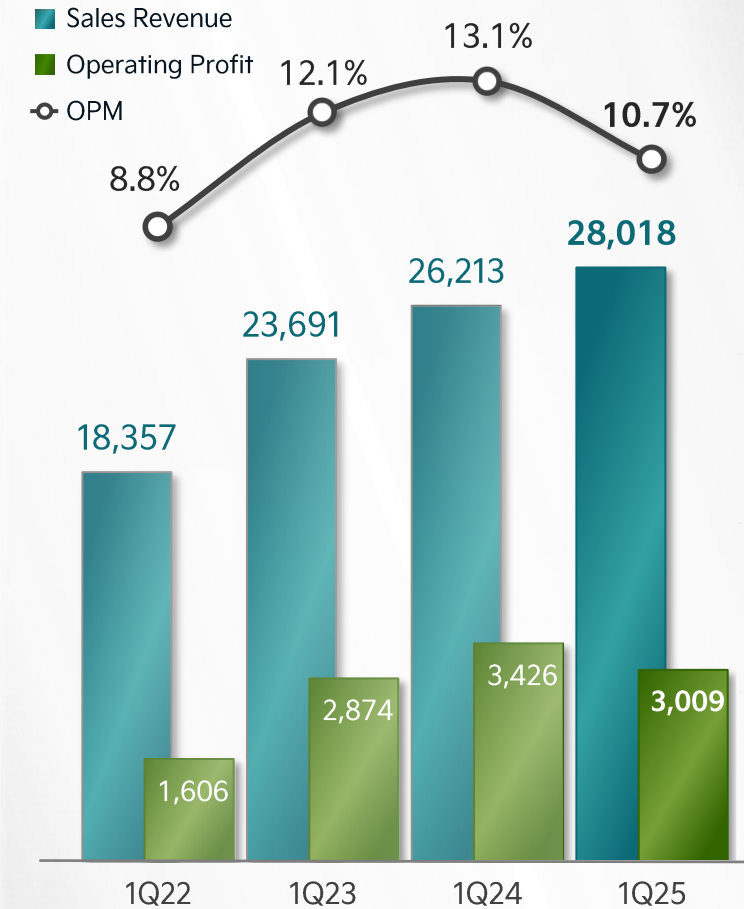
	1Q24	(% of sales)	1Q25	(% of sales)	YoY (%)
Sales Revenue	26,213	100%	28,018	100%	+6.9%
Cost of Sales	19,977	76.2%	21,937	78.3%	+9.8%
Gross Profit	6,236	23.8%	6,081	21.7%	-2.5%
SG&A	2,810	10.7%	3,072	11.0%	+9.3%
Operating Profit	3,426	13.1%	3,009	10.7%	-12.2%
Pre-tax Profit	3,785	14.4%	3,243	11.6%	-14.3%
Net Profit	2,809	10.7%	2,393	8.5%	-14.8%

※ Consolidated Sales Units : [1Q24] 725,428 units → [1Q25] 736,884 units (+11,456 units, +1.6%)

※ Average Exchange Rate : USD/KRW [1Q24] ₩1,328 → [1Q25] ₩1,453 (+₩124 ↑, +9.4%)

Operating Profit Trend

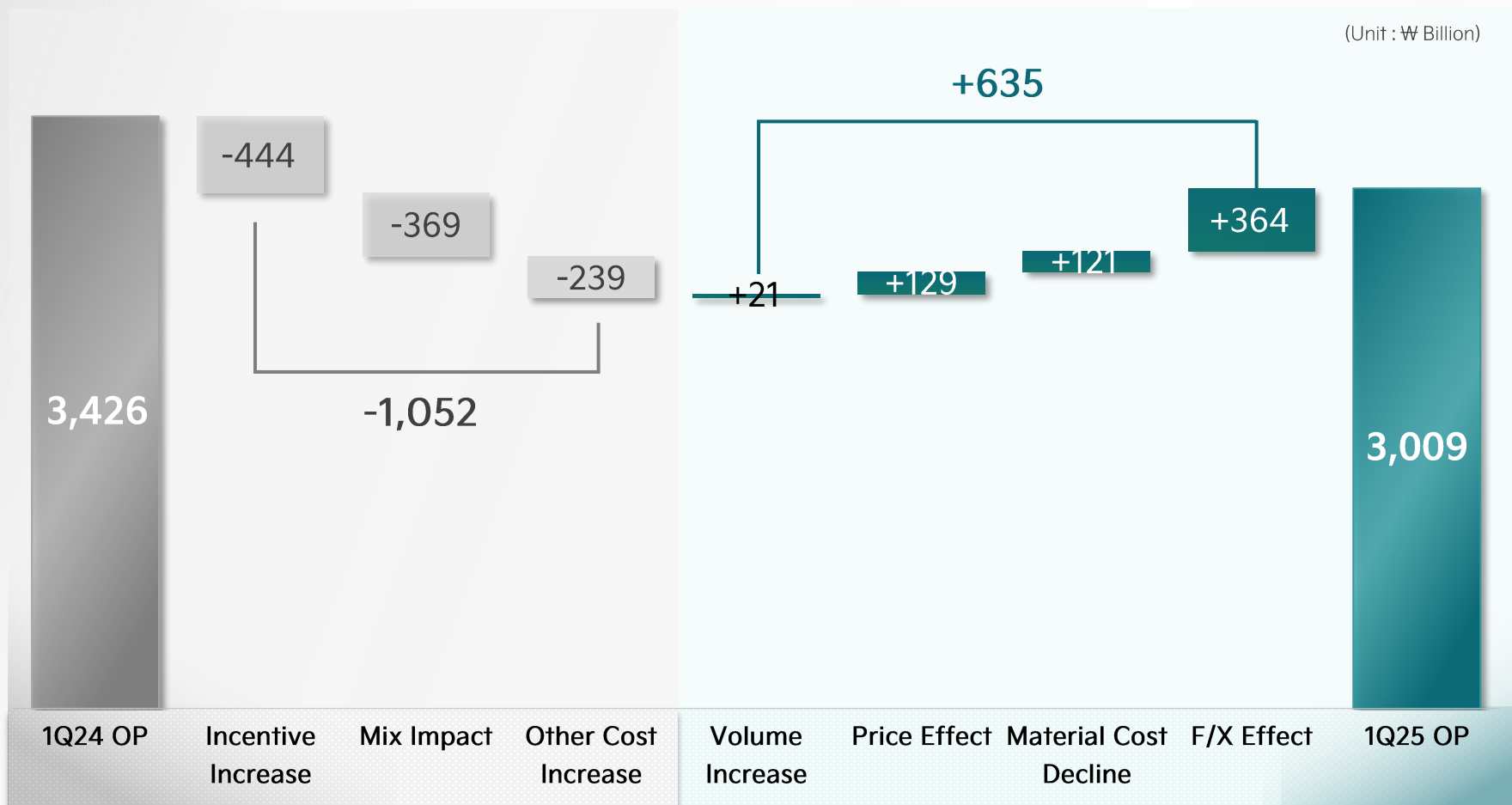
(Unit: ₩ Billion, %)



Operating Profit Analysis



-417



(+) Drivers

Volume Increase

Consolidated volume increased by +1.6%, driven by strong demand for HEVs

Price Effect

Enhanced product value through safety and convenience features

Material Cost Decline

Stabilized raw mat costs (battery cells, etc.)

F/X Effect

[USD/KRW] +9.4%, [EUR/KRW] +6.0%

(-) Detractors

Incentive Increase

Intensified competition as industry normalizes

Mix Impact

RV Mix : +0.3%p (70.7% → 71.0%)

EV Mix : +1.4%p (6.0% → 7.4%)

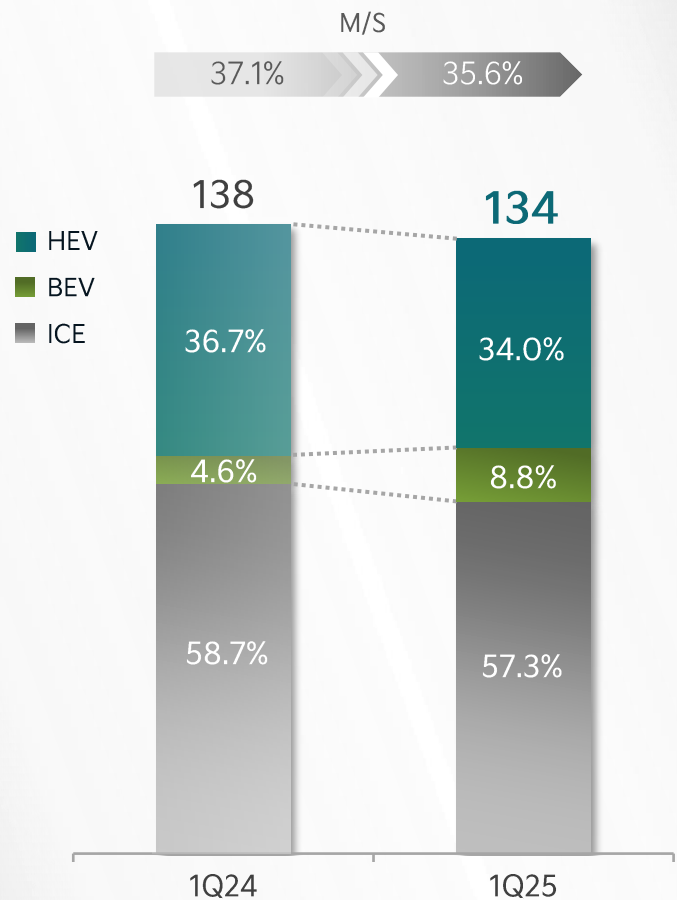
Other Cost Increase

SG&A Increase (incl. R&D, Marketing, etc.)



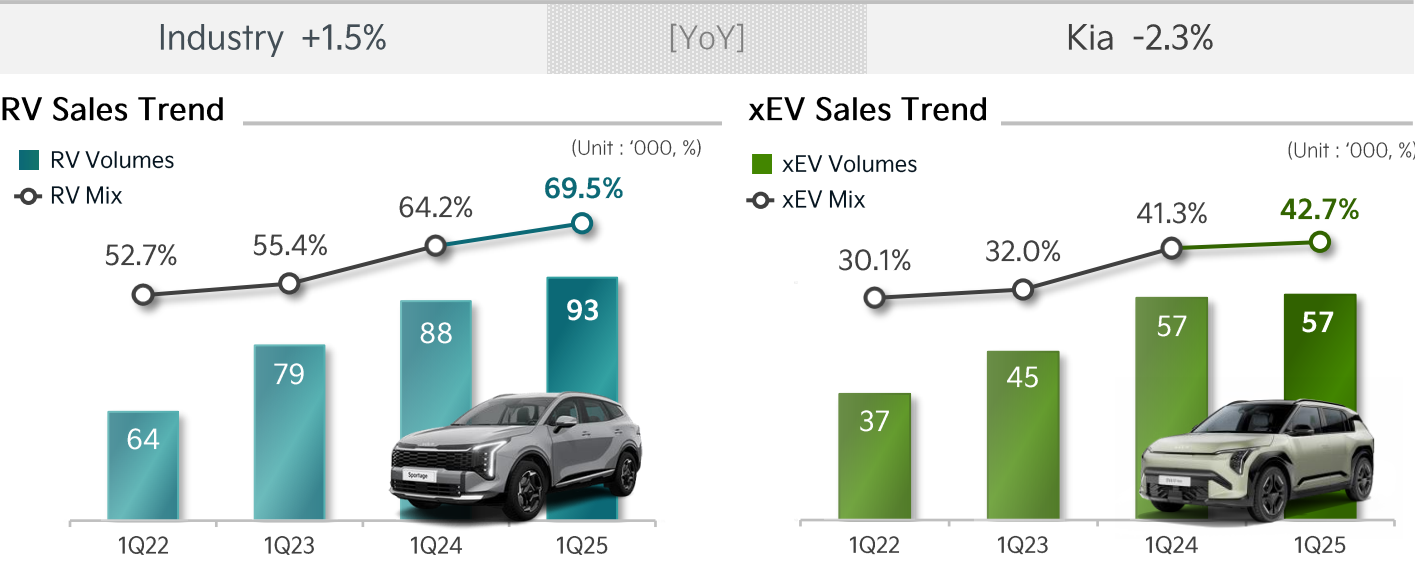
Sales & Market Share

(Unit : '000, %)



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

Sales Summary

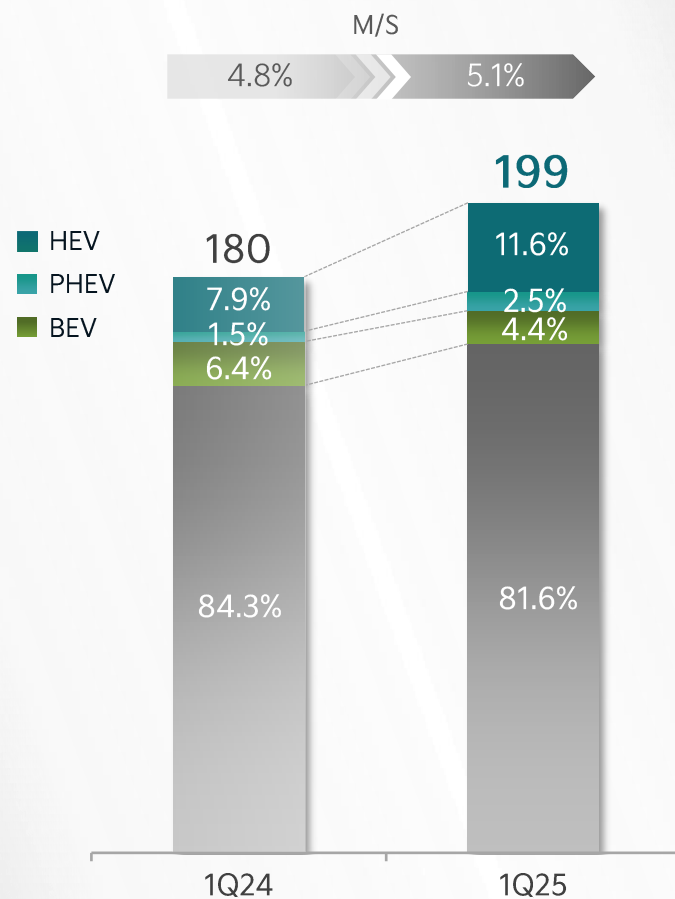


Q1 Results	- Despite volume decline from K3 (compact sedan) discontinuation, strong sales of high-margin RVs (Sportage and Seltos) - Expanded sales of the volume BEV model, EV3, led to the top position in Korean BEV sales and BEV M/S (34.2%) - RV : [1Q24] 64.2% → [1Q25] 69.5% (+5.3p YoY) / BEV : [1Q24] 4.6% → [1Q25] 8.8% (+4.2p YoY) - ASP growth : [1Q24] ₩33.0M → [1Q25] ₩34.5M (+4.5% YoY)
2025 Initiatives	52% xEV mix : To be achieved by expanding a full BEV line-up and increasing HEV P/T supply 15% BEV mix : To be achieved by launch of volume BEVs, including EV4(C-SDN) and EV5(C-SUV) 37% HEV mix : To be achieved by strong backorders for HEVs, such as Sportage and Carnival - Entering new segments and generating B2B demand with launch of Kia's first pickup, Tasman, and PBV, PV5



Sales & Market Share

(Unit : '000, %)



Sales Summary

Industry +3.8%

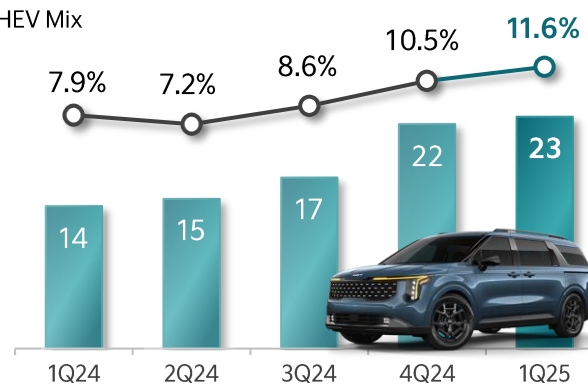
[YoY]

Kia +10.7%

HEV Sales Trend

■ HEV Volume
○ HEV Mix

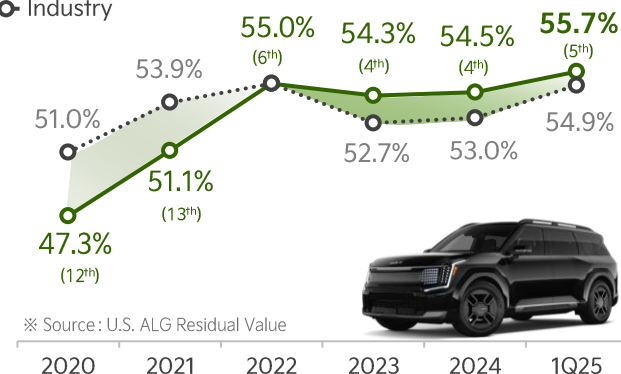
(Unit : '000, %)



Residual Value Trend

○ Kia
○ Industry

(Unit : %)



※ Source : U.S. ALG Residual Value

Q1 Results

- 23k units (+62.7% YoY) HEV sales, driven by expanded HEV P/T supply and strong Carnival HEV performance
- HEV : [1Q24] 7.9% → [1Q25] 11.6% (+3.7%p YoY) / xEV : [1Q24] 15.7% → [1Q25] 18.4% (+2.7%p YoY)
- Maintained top-tier industry standing through improved brand perception and higher residual value, driven by efficient incentive spending based on strong product competitiveness
- [2021] 51.1%(13th) → [2022] 55.0%(6th) → [2023] 54.3%(4th) → [2024] 54.5%(4th) → [1Q25] 55.7%(5th)

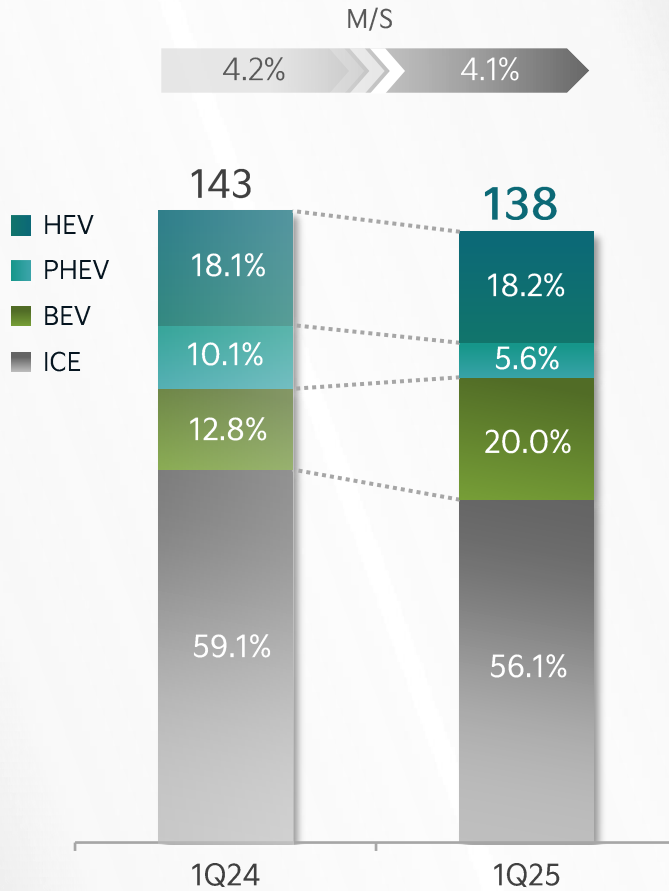
2025 Initiatives

- Driven by robust HEV demand, expanded HEV supply supported solid profitability and ASP growth momentum
- 15% HEV mix : To be achieved by increasing the supply of key HEV models, Sportage, Carnival, and Sorento
- 25% xEV mix : To be achieved by leveraging local production of flagship BEV models, EV6 and EV9

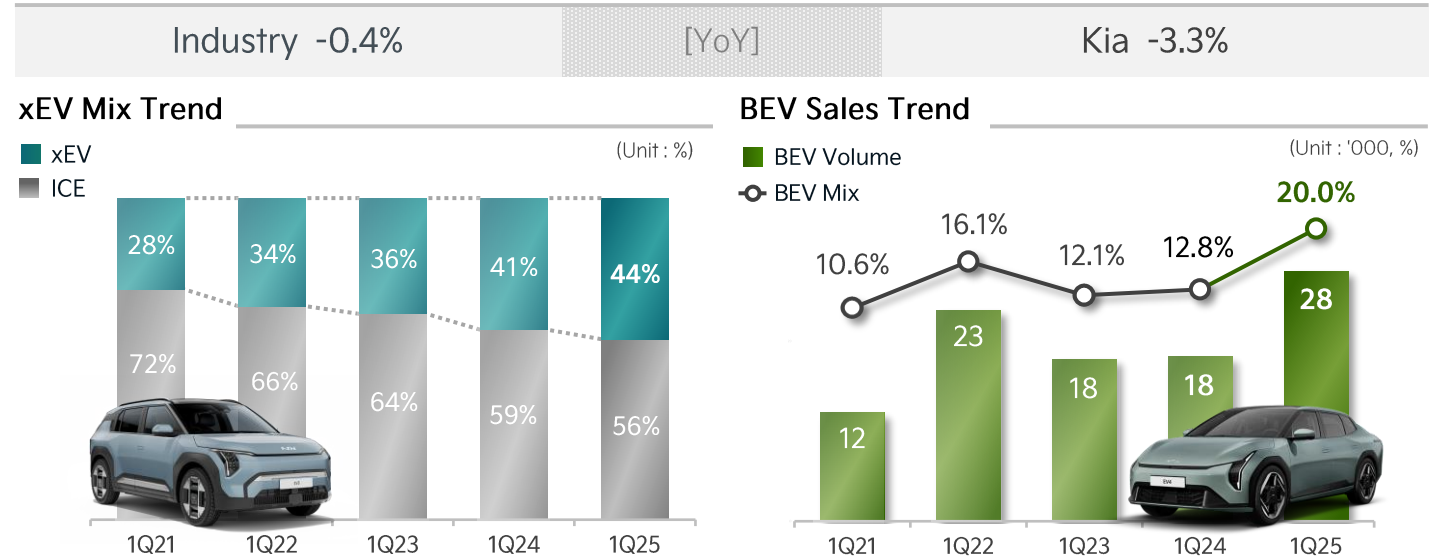


Sales & Market Share

(Unit : '000, %)



Sales Summary



Q1 Results

- **20% BEV mix with 9.5k units sold (+51.7% YoY)**, led by successful launch of the volume BEV, EV3
 - EV3 : [1Q25] 17.9k units (USP : 605km AER / 81.4kWh / ccNC / OTA / V2X etc.)
- **43.9% xEV mix with robust HEV demand**, despite PHEV sales decline due to Ceed PHEV discontinuation
 - Ceed PHEV : [1Q24] 4.4k units → [1Q25] 0.9k units (-80.0%, YoY)

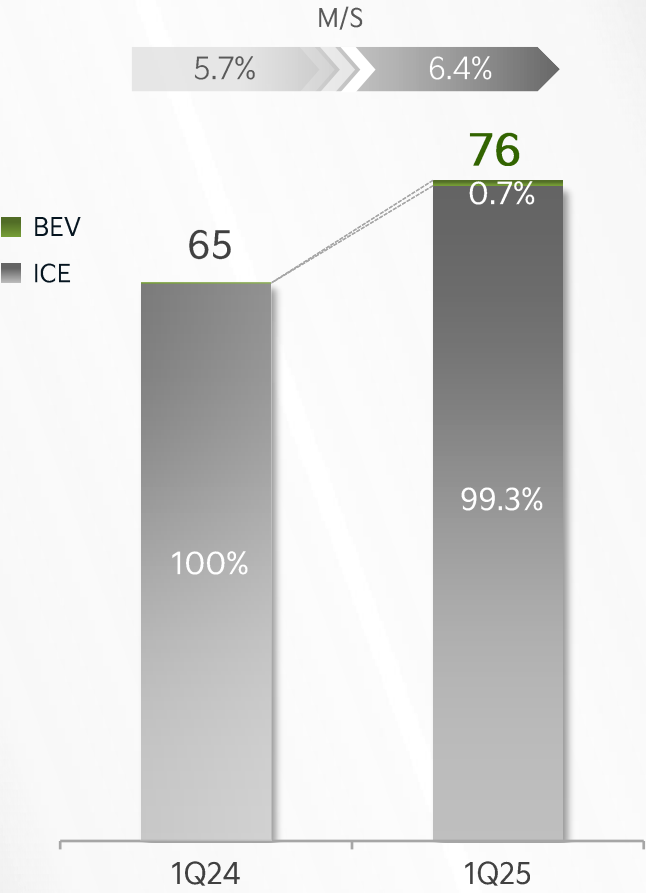
2025 Initiatives

- **Target 22% BEV mix** by launching volume BEVs priced for the early majority, addressing CO₂ regulations
 - Volume BEV / e-LCV : Strengthen BEV brand perception with successful launches of EV4, EV5, and PV5 (PBV)
- **Target 49% xEV mix** by capturing robust HEV demand in a market dominated by a few HEV-supplying OEMs



Sales & Market Share

(Unit : '000, %)



※ M/S : Wholesale

Sales Summary

Industry +2.7%

[YoY]

Kia +15.6%

The new 'Syros'

Launch : 1Q25 (A-SUV)

Features : ADAS packages & Over-the-Air Updates

- Offers spacious second-row seating with a range of convenience features



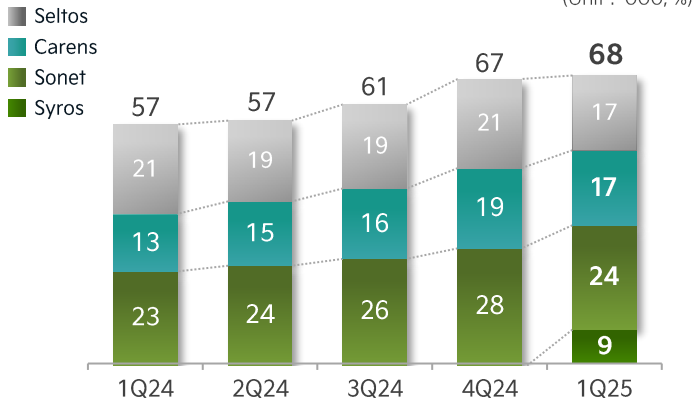
ADAS Lv 2 (FCA, SSC w/ S&G, etc.)



OTA software updates

Key RV Sales Trend (Retail)

(Unit : '000, %)



Q1 Results

- The launch of Syros with digitized features drove +0.7%p gain in M/S in the highest-demand A-SUV segment
- Quarterly retail sales continued to grow, driven by strong sales of key RV models with enhanced features
 - Retail (QoQ) : [2Q24] +2% QoQ → [3Q] +7% QoQ → [4Q] +11% QoQ → [1Q25] +1% QoQ
- +43 new dealerships (488 total as of 1Q25) strengthened sales and service network, expanding market coverage

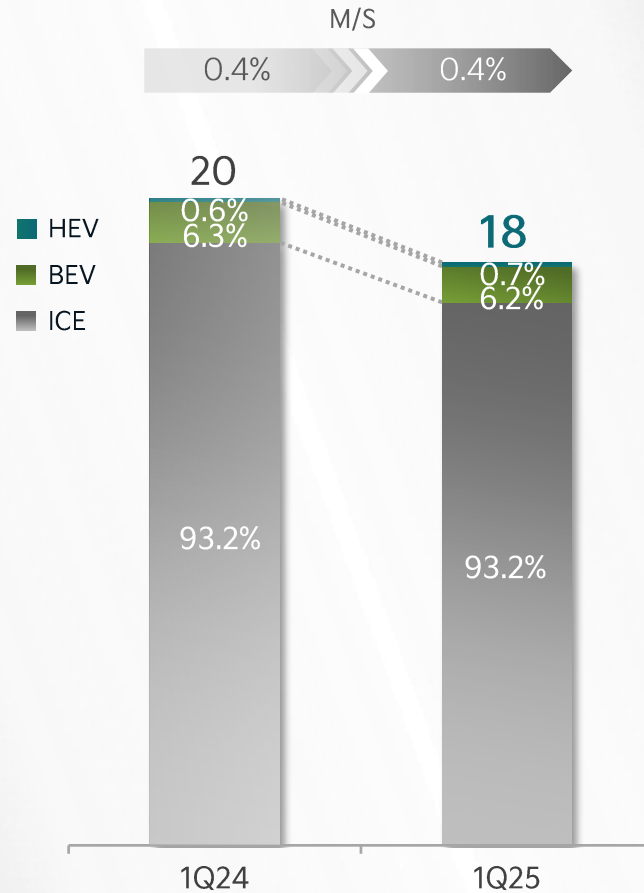
2025 Initiatives

- Target +23% YoY retail volume growth by entering new model cycle, including the launch of Carens PE (ICE/EV)
 - Carens EV : Establish a leading BEV brand perception with a locally tailored electric MPV
 - Seltos : Strengthen product competitiveness with upgraded customer-preferred features
- Increase M/S by building a 300k annual sales capacity through +85 new dealerships (530 total as of 2025)



Sales & Market Share

(Unit : '000, %)



※ M/S : Wholesale

Sales Summary

Industry +5.0 %

[YoY]

Kia -9.9%

KCN-Produced Models

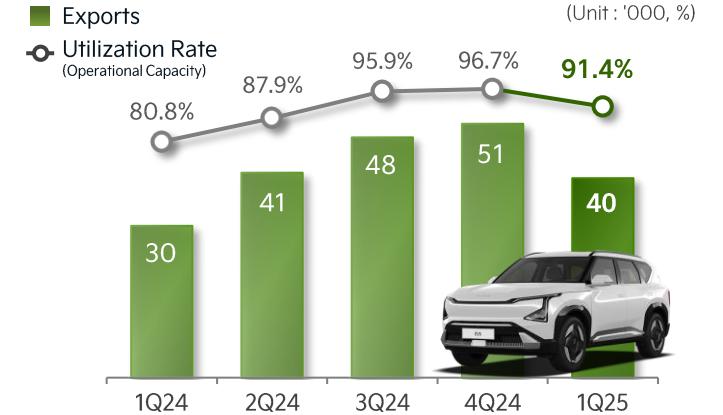
Line-up Expansion (7 models in total after 2024)



Expand domestic/export line-up (K5, Sonet, Sportage, EV5)

- Improve **utilization and profitability** by expanding production line-up
- Drive **volume growth** of high-demand models in **emerging markets** and diversify export markets (MEA / Latin America / Mexico / APAC)

KCN Export Trends



Q1 Results

- In an NEV-driven market, **maintain strong RV sales momentum** by leveraging competitive ICE technology
 - EV5, with cost-competitive LFP batteries, to drive domestic and export sales (APAC, MEA, etc.)
- **Higher utilization led to increased operating leverage**, driving financial turnaround and volume growth in EM
 - KCN Exports : [1Q24] : 30.4k units → [1Q25] : 39.9k units (+31.4% YoY)

2025 Initiatives

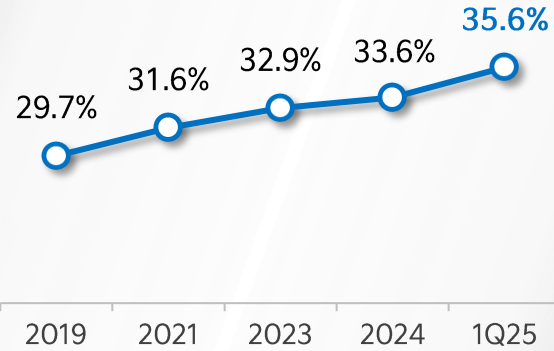
- Drive sales growth by enhancing competitiveness of key RV models (upgraded features) and EV5 (GT-line)
- **Improve KCN profitability through higher export volumes**, increasing UPH and lowering fixed cost per unit
 - Expand export models and markets → [Middle East & Africa] 40.6%, [Latin America] 29.6% (as of 1Q25)

Global Market Share Trend



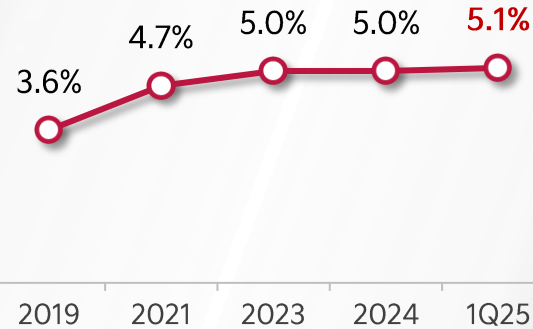
Korea

(Unit: %)



U.S.

(Unit: %)



(Unit: %)

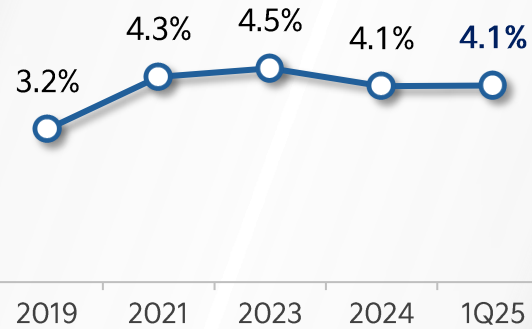
2019 | 2021 | 2023 | 2024 | 1Q25

	2019	2021	2023	2024	1Q25
MEA	5.7%	6.5%	6.3%	6.5%	6.8%
Latin America	3.0%	3.0%	3.4%	3.4%	3.4%
Asia Pacific	2.6%	3.5%	3.2%	3.4%	3.3%
Russia & CIS	11.8%	11.4%	3.7%	2.4%	3.0%



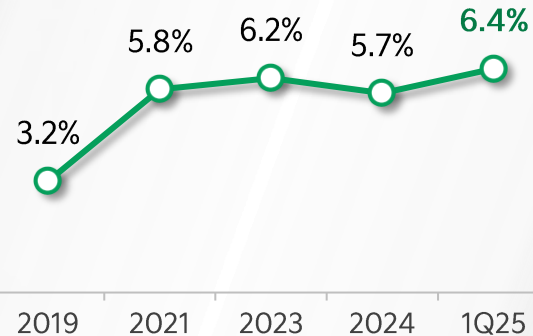
W. Europe

(Unit: %)



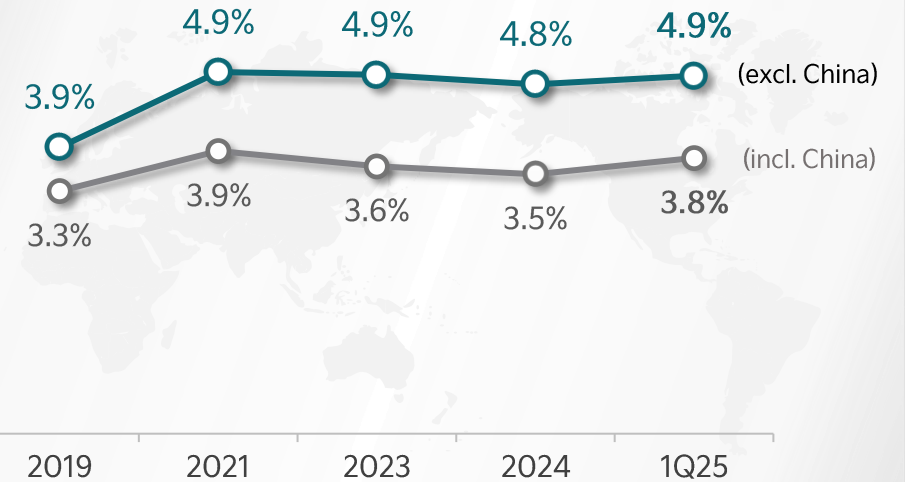
India

(Unit: %)



Global

(Unit: %)



Thank you.

