

2026
CEO Investor Day

Movement that inspires





Movement that inspires

Esteemed Investors,

Good afternoon. I am Ho Sung Song, CEO of Kia.

Thank you for joining Kia's 2026 CEO Investor Day.

Since announcing the Kia Transformation in 2021,

Kia has driven innovation across all areas of its business, including brand, product, and operations.

Today, I would like to take this opportunity to share our key achievements to date,
as well as provide an overview of our exponential growth strategy.

Kia's 80-Year Heritage

Founded as a bicycle company in 1944,
our heritage continues to shape us today

Kia's 80th Anniversary



In 2024, Kia celebrated its 80th anniversary.

Kia's 80-Year Heritage

Founded as a bicycle company in 1944,
our heritage continues to shape us today

1944



Since its founding as a bicycle company in 1944, Kia has continued to grow by taking on new challenges.

Kia's 80-Year Heritage

In 1973, Kia launched Brisa,
taking its first step into global markets



1973



In 1973, Kia unveiled the Brisa, its first rear-wheel-drive passenger vehicle, opening a new chapter as an automotive company.

Kia's 80-Year Heritage

In 1986, Kia launched Pride and began to build global brand awareness



pride



In 1986, with the launch of the Kia Pride, the Kia brand began to gain global recognition.

Kia's 80-Year Heritage

From Pride to the Gen 7 K3,
Kia's 40-year heritage continues



Over the past four decades, the Pride has sustained strong customer preference, and its heritage continues today under its seventh generation, now known as the K3.

Kia's 80-Year Heritage

In 1993, Kia launched Sportage, now with 8 million cumulative sales



Gen 1



Gen 2



Gen 3



Gen 4



Gen 5

Sportage 8 Million Units

First introduced in 1993, the Sportage stands as a true icon of Kia.

With cumulative sales exceeding 8 million units, it pioneered the urban SUV segment, opening a new market and driving the brand's growth.

Beyond driving Kia's brand growth, Sportage has stood alongside our customers throughout our journey of continuous challenge and progress.



There were also challenging periods along the way.

The 1997 Asian financial crisis, the 2008 global financial crisis, and the pandemic in the early 2020s were among the most significant.

Yet, Kia has consistently responded with proactive measures —transforming each crisis into an opportunity for growth and innovation.

Kia's 80-Year Heritage

During the 1997 Asian Financial Crisis, Kia expanded its lineup of high-profit models, including Carnival and Sorento.



During the 1997 Asian financial crisis, Kia expanded its line-up of high-profit models with the successful launches of Carnival and Sorento, while improving operational efficiency.

Kia's 80-Year Heritage

During the 2008 Global Financial Crisis, Kia expands production with new plants in Slovakia and the U.S.



2008

Even during the 2008 global financial crisis, Kia invested in new plants in Slovakia and Georgia, U.S.A.

This proactive investment helped Kia strengthen its global production network and enhance its ability to respond to local market demand.



Kia's 80-Year Heritage

In the early 2020s, Kia responded to structural changes triggered by COVID-19, including chip shortages and the rise of new competitors.

As uncertainty grew across global markets in the early 2020s, Kia undertook a comprehensive transformation to support mid-to long-term growth.

In response to structural shifts triggered by COVID-19, including supply and demand volatility, semiconductor shortages, and the emergence of new competitors, Kia defined a new business direction and built momentum for the next phase of growth.

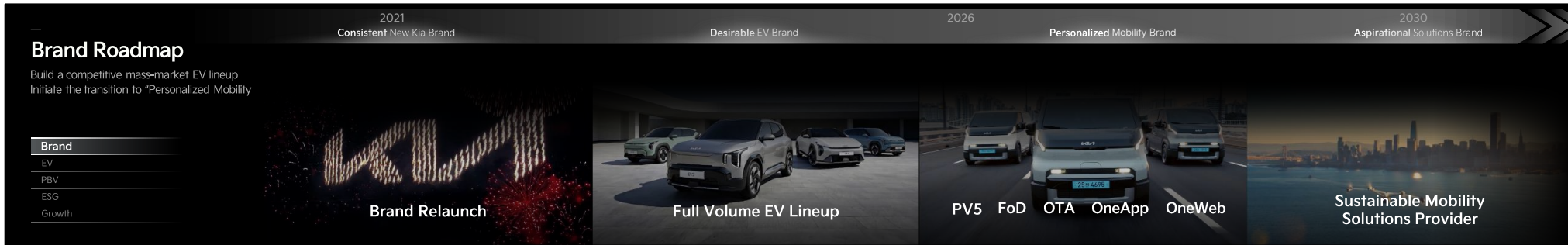
Kia's 80-Year Heritage

In 2021, Kia relaunched its brand and transformed its overall business paradigm.



In 2021, Kia unveiled its new name and logo, signaling a bold brand relaunch, while simultaneously initiating a “Total Transformation” to drive a fundamental shift across its business.

Guided by the vision of becoming a “Sustainable Mobility Solutions Provider,” Kia transformed its business across brand, EVs, PBVs, and ESG, with the customer at the center.



Earlier this year, with the launch of the EV2, Kia completed its volume EV line-up alongside the EV3, EV4, and EV5, solidifying its positioning as a "Desirable EV Brand."

The launch of the PV5 marks the beginning of its transition towards a "Personalized Mobility Brand."

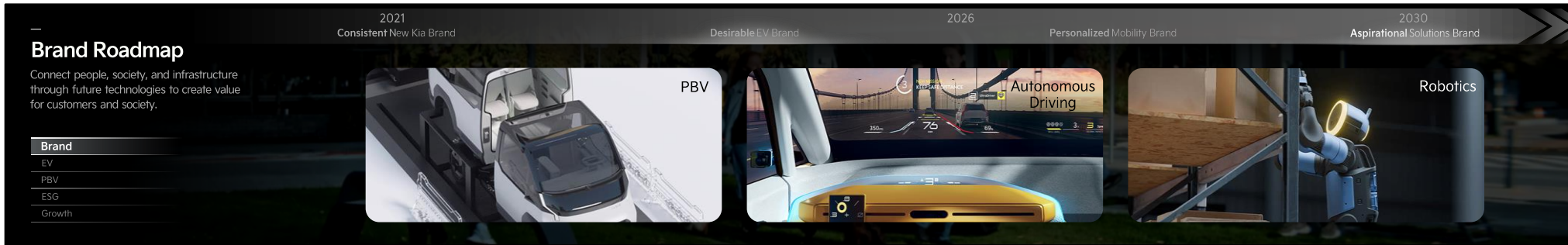
In parallel, Kia is diversifying its customer touchpoints through services such as OTA, FoD, and OneApp/OneWeb, strengthening its capability to deliver customized mobility solutions.



Kia’s continued efforts have delivered tangible results.

By 2025, Kia’s brand value reached USD 8.5 billion — a 40% increase since 2021.

Unaided brand awareness has also risen sharply since 2021, with Kia ranking second among EV brands in 2025.



Over the mid-to long-term, Kia plans to expand its mobility ecosystem through PBV, autonomous driving, and robotics.

By connecting people, society, and infrastructure, Kia aims to create greater value for customers and society as a whole.

I will present a detailed overview of our business area and brand execution approach in the PBV and Future Strategy sessions.



Kia aims to solidify its position as an EV brand by expanding its line-up to 14 models by 2030, including three PBV models.

Since the launch of the EV6, our first dedicated EV, Kia's presence in the global market has significantly strengthened, earning strong acclaim from both leading media outlets and customers.

2021 Consistent New Kia Brand 2023 Desirable EV Brand 2025 2026 Personalized Mobility Brand 2030 Aspirational Solutions Brand

Desirable EV Brand

EV6, EV9 and EV3 received European, North American and World Car of the Year awards, demonstrating strong product competitiveness.

Brand
EV
PBV
ESG
Growth



EV6



- 2022 European Car of the Year
- 2022 5 Star Euro NCAP Safety Rating
- 2022 IIHS Top Safety Pick
- 2023 North American Utility Vehicle of the Year



EV9



WINNER
2024 WORLD CAR AWARDS™
WORLD CAR OF THE YEAR



WINNER
2024 WORLD CAR AWARDS™
WORLD ELECTRIC VEHICLE

- 2023 5 Star Euro NCAP Safety Rating
- 2024 North American Utility Vehicle of the Year
- 2024 World Car of the Year / World Electric Vehicle



EV3



WINNER
2025 WORLD CAR AWARDS™
WORLD CAR OF THE YEAR

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

Since their respective launches, the EV6, EV9, and EV3 have received strong support from major media, customers, and experts alike.

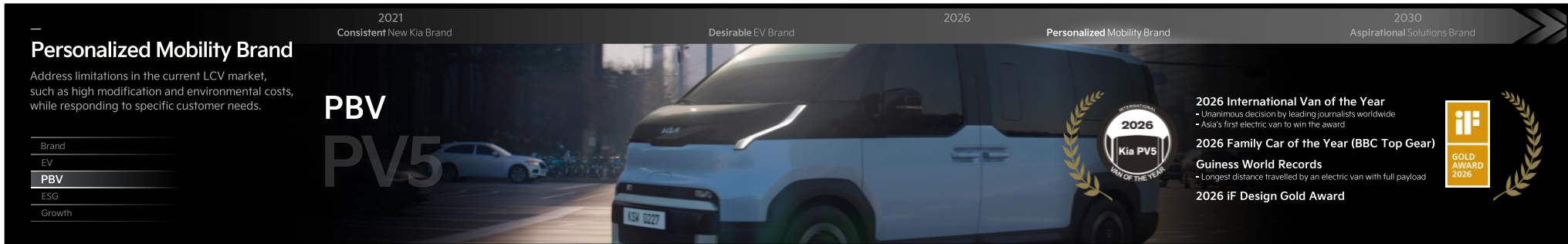
Their competitive strength has been further validated through prestigious accolades, including the European, North American, and World Car of the Year Awards.



Kia will continue to drive growth through the launch of new EV models, further strengthening its position as a Tier-1 EV brand.

At the same time, we will continue to expand our ICE and hybrid line-ups strategically, aligning with the pace of electrification in each market.

These efforts will create a virtuous transition cycle, guiding ICE and hybrid customers toward future EV adoption.

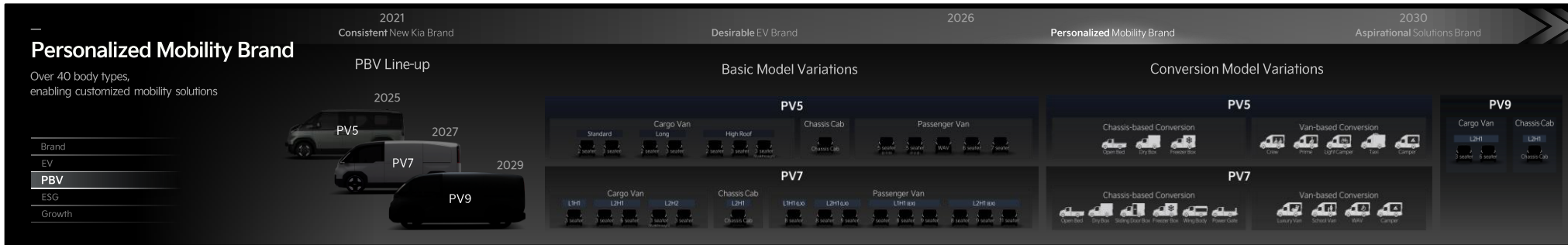


Next, I would like to discuss PBVs, a key pillar in Kia’s transition into a “Personalized Mobility Brand.”

Kia recognized the high modification and environmental costs in the current LCV market, and its limitations in fully meeting customer needs.

This insight drove our decision to expand into the new and strategic PBV business area.

Our first PBV model, the PV5, has already demonstrated its global competitiveness, earning the prestigious “World Car of the Year” award in 2026.



Following the PV5, the launches of the PV7 in 2027 and PV9 in 2029 will complete Kia's full PBV line-up.

With more than 40 body types, we will deliver customized mobility solutions that directly address diverse customer needs.

By offering versatile products adapted to a wide range of applications, Kia will not only create demand in the emerging PBV segment but also establish itself as a global leader in the eLCV market.

ESG Strategy

Manage 2045 Net-Zero and supply chain risks
Strengthen governance through the Board

Sustainable Movement for an Inspiring Future

Brand
EV
PBV
ESG
Growth

E

Cleaner & Circular
Achieving 2045 Net-Zero

S

Safe & Satisfying
Enhancing Supply Chain
Risk Management

G

Transparent & Trustworthy
Strengthening Board-Driven
Governance

Guided by its ESG vision, “Sustainable Movement for an Inspiring Future,” Kia is advancing its ESG strategy across three key pillars: 1) 2045 Net-Zero, 2) enhanced supply chain risk management, and 3) strengthened board-led governance.

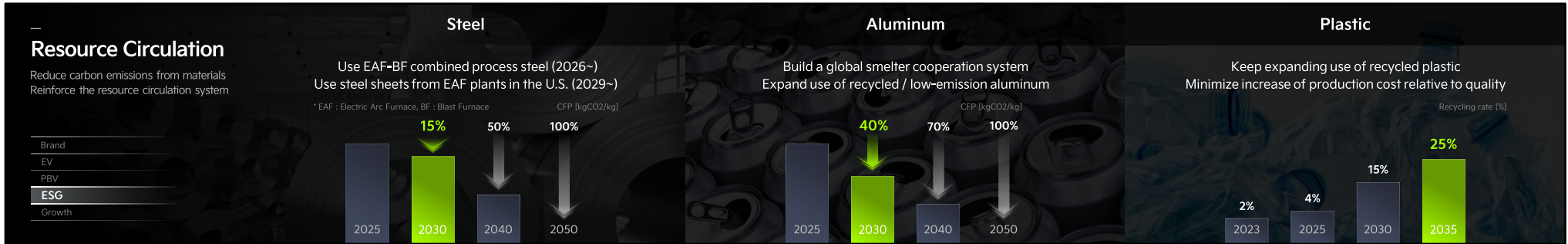


First, our RE100 strategy.

By accelerating the adoption of renewable energy across both domestic and overseas operations, we achieved a 24% renewable energy transition rate last year—9 percentage points above our original target.

Overseas, we are bringing forward our RE100 timeline, with early achievement planned in China by 2025, Mexico by 2026, and the U.S. by 2027.

In Korea, we are establishing the country’s largest on-site solar generation at Autoland Hwaseong, while continuing to expand both self-generation and PPA initiatives across all operations.

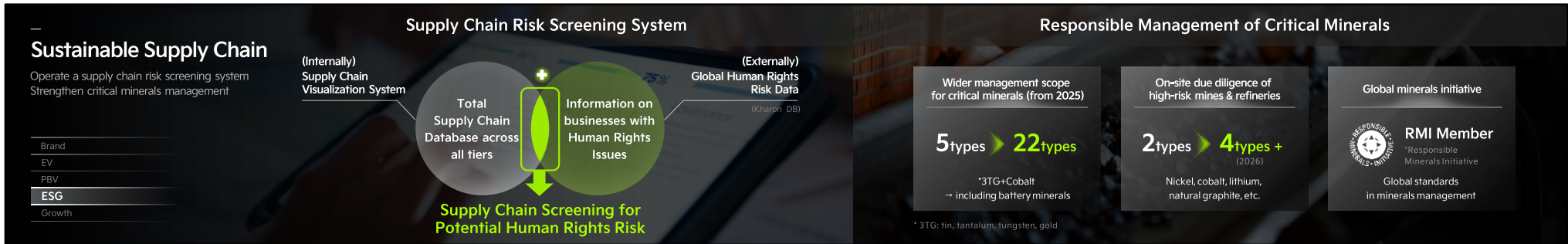


To reduce carbon emissions across our products, Kia is strengthening a recycling-based circular resource system spanning the entire lifecycle—from production to end-of-life.

We are also driving meaningful reductions in key materials.

In steel, we are targeting a 15% reduction by 2030, beginning with combined process steel this year and moving toward EAF-based low-carbon steel from 2029.

For aluminum, we aim to achieve a 40% reduction by 2030 by expanding the use of recycled and low-carbon aluminum, while steadily increasing recycled plastic usage across our vehicles.



Kia is systematically managing ESG risks across its entire supply chain.

By integrating proprietary supply chain data with global human rights risk data, Kia has established a screening system that enables early identification and rapid response to potential risks.

In addition, Kia is expanding the scope of critical mineral management, strengthening on-site audits, and aligning with international standards through participation in global initiatives.

Corporate Social Responsibility

Operate CSR programs at home and abroad

Brand
EV
PBV
ESG
Growth

Korea



Harmonium

Empowering multicultural youth



Tidal Flat Restoration

Restore the ecosystem of domestic tidal flats



Green Trip

Support of mobility rights for people with disabilities



Biochar / Biogas

Establish a basis for livestock waste treatment

Overseas



GLP (Green Light Project)

Addressing global socioeconomic inequality



The Ocean Cleanup Partnership

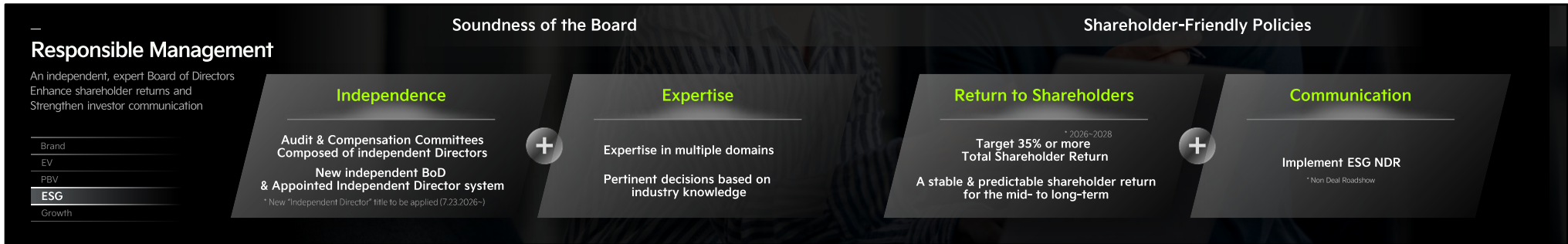
Collection and recycling of marine plastics

Kia is actively engaged in addressing a range of social issues.

In Korea, initiatives include Harmonium, which supports education for multicultural youth in employment and entrepreneurship, the Tidal Flat Vegetation Restoration in Maehyang-ri, Hwaseong, Green Trip, which enables accessible travel for people with disabilities, and Biochar and Biogas projects that promote biomass recycling to address environmental issues.

Globally, through the Green Light Project, Kia is working to reduce social and economic inequality, while collaborating with The Ocean Cleanup to recycle plastic waste from the Pacific Ocean.

This year, Kia will also launch EV3-exclusive trunk liners made from the collected recycled plastic.



Kia is committed to establishing transparent and sound governance.

Our Board of Directors is composed of experts across strategic investment, finance, and accounting, with decision-making grounded in a deep understanding of the industry.

Kia has further strengthened board independence by fully staffing its Audit and Compensation Committees with independent directors and establishing an Appointed Independent Director system.

To enhance shareholder value, Kia is executing a shareholder return policy targeting a total payout ratio of over 35%, while reinforcing communication with shareholders through annual ESG-focused NDRs both domestically and globally.

Major Awards

One of the DJSI Top 10% companies
Extel Asia's "Best ESG Program"

Brand
EV
PBV
ESG
Growth

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

Global Dow Jones Sustainability Indices
ESG Global Top 10% (2022-2025)



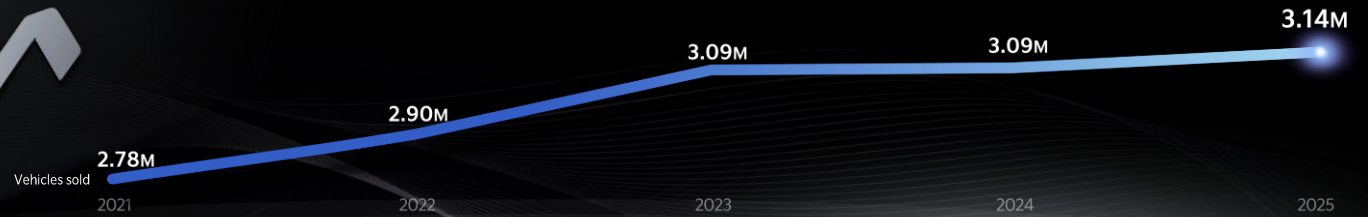
Extel Survey Best ESG Program
Asia 2nd Place

Thanks to these efforts, Kia has been recognized as a Top 10% company in the Dow Jones Sustainability Indices since 2022 and ranked No. 2 for "Best ESG Program" in the Asia automotive sector in the Extel Survey.

Looking ahead, Kia will continue to uphold its social responsibilities and drive sustainable, responsible management.

Sales Performance

Proven stable growth potential over the last 5 years
Record-breaking performance every year



Brand
EV
PBV
ESG
Growth

As these strategic initiatives translate into results, sales performance continues to demonstrate solid growth.

In particular, record-high results have been achieved year after year, underscoring our strong growth potential.

2025 Sales Ranking

8th Largest Automotive Brand
3rd Largest Automotive Group

3rd
Largest
Automotive
Group

8th
Largest
Automotive
Brand

Brand
EV
PBV
ESG
Growth

As a result, Kia ranks 8th among global brands, with Hyundai Motor Group ranking 3rd worldwide.

Rise of Chinese Brands

Chinese newcomers: a key factor in
Kia's mid- to long-term growth roadmap

Brand
EV
PBV
ESG
Growth



Newcomers

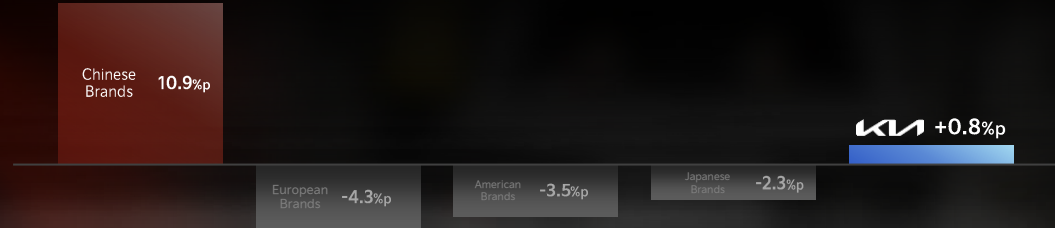
Big Tech Players & Chinese Brands

Even amid these record-breaking achievements, the rise of Chinese brands is emerging as a key variable in executing Kia's mid-to long-term growth roadmap.

Competitive Landscape

Kia's market share up +0.8%p
while competitors' share declines

Market Share
2016 vs 2025



Brand
EV
PBV
ESG
Growth

Over the past decade, global sales of Chinese brands have increased by more than 80%, reaching a market share of 23%.

During the same period, while the market share of major brands from Europe, the U.S., and Japan has declined, Kia has steadily increased its own, adapting effectively to the evolving market landscape.

To prepare for intensified competition with Chinese brands, Kia has been strengthening its brand trust since our relaunch five years ago, through quality enhancements, customer experience innovation, and reinforcement of our sales and service networks.

2030 Sales Target

Pursue Exponential Growth Strategy amid stagnant growth. Target 4.13M sales and 4.5% market share by 2030.

Brand
EV
PBV
ESG
Growth

	Total	M/S		Total	M/S
2026	3.35M	3.8%	2030	4.13M	4.5%
			2025	3.14M	3.5%

Based on these strategies, Kia aims to achieve 3.35 million units in global sales and a 3.8% market share by 2026.

By 2030, Kia targets 4.13 million units and a 4.5% market share, driving exponential growth through diversified growth engines and proactive response to shifting demand.

Sales Strategy by Customer Group

Tailor sales strategy to each customer group
using a diversified powertrain portfolio

ICE & xHEV customers

EV customers

PBV customers

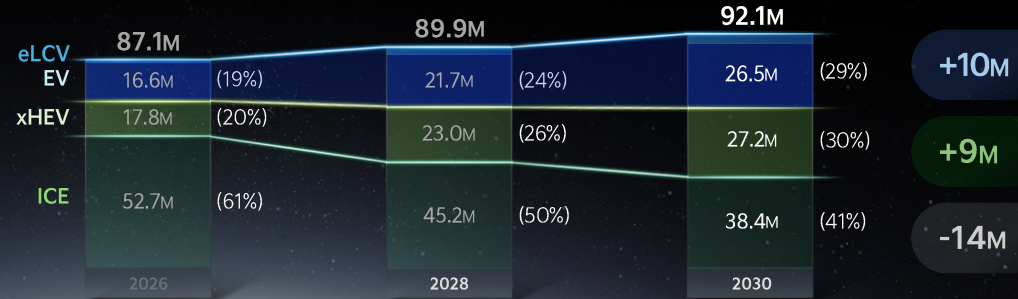
Kia's market strategy is structured along two key dimensions: customer segmentation by powertrain and differentiated regional strategies.

First, we segment customers by powertrain into ICE, HEV, EV, and the emerging PBV segment.

2030 Demand Outlook

Capture xHEV demand during the EV transition as EVs reach 29% of total demand

Global Auto Demand



Looking ahead to 2030, global demand is expected to remain meaningfully distributed across ICE, HEV and EV powertrains, underscoring the need for customized strategies by customer segment.

EV demand is projected to reach 29% by 2030.

Within this transition, a structural shift is underway.

While ICE demand is expected to decline, HEV demand is anticipated to continue growing.

As a result, HEVs are positioned as a critical enabler of the transition to electrification, as a significant portion of ICE demand shifts toward HEVs, with some transitioning directly to EVs.

In parallel, eLCVs are expected to deliver strong growth, aligning with Kia's strategic entry into the PBV market.

ICE/xHEV Sales Target

Meet ICE/xHEV demand during the transition
Strengthen the transition portfolio

		ICE	xHEV	M/S
2030	3.13M	1.98M	+ 1.15M	4.8%
2025	2.89M	2.36M	0.52M	3.9%

Kia's 2030 sales plan targets 1.98 million ICE vehicles and 1.15 million HEVs.

With 3.13 million units combined, we aim for a 4.8% market share while supporting a stronger foundation for the transition to electrification.

1. Product Competitiveness

2. Global Supply Chain Optimization

Product Competitiveness

Expand line-up and enter the pick-up market
Strengthening xHEV competitiveness

Product Line-up

New Segment Entry _ Pick-up Truck

xHEV Competitiveness

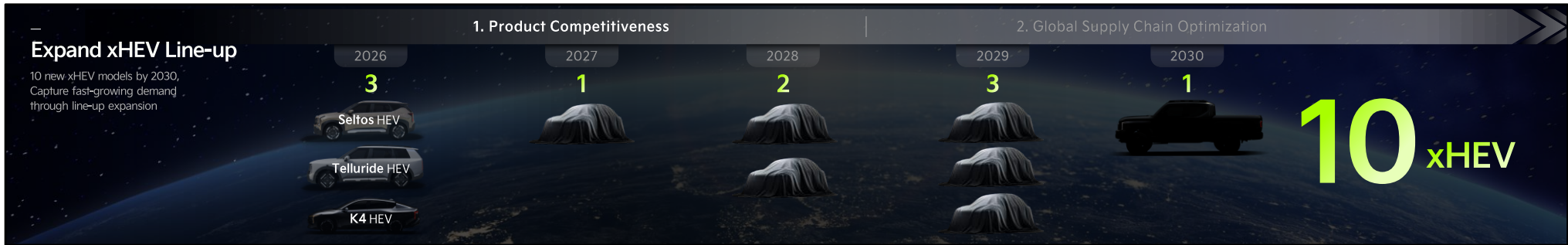
Kia will focus on two key strategies of enhancing product competitiveness and optimizing our global supply chain to address ICE demand and capitalize on HEV market growth.

From a product perspective, Kia will expand its line-up, enter the pick-up truck segment, and continue to strengthen the differentiated competitiveness of our HEV offerings.



To enhance responsiveness to shifting market demand, Kia plans to introduce 9 new ICE models and 10 new HEV models by 2030.

Within ICE, Kia will continue to strengthen its core line-up, including the next-generation Telluride and Seltos launched this year, to meet steady customer demand.



To bridge regional gaps in EV adoption, we plan to expand our HEV line-up to 10 models by 2030.

Starting with the Seltos and K4, Kia will extend HEV offerings, including the introduction of a next-generation 2.5L turbo HEV system in the Telluride.

Kia will also establish a full HEV portfolio including entry-level models and launch a U.S.-dedicated HEV pick-up by 2030 to strengthen its competitiveness in the pick-up segment.

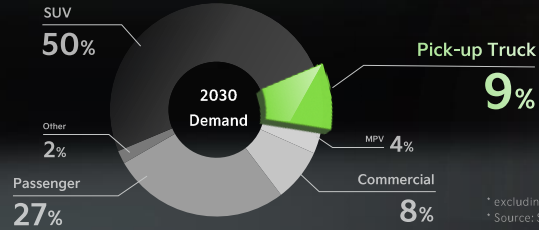
Pick-up Demand Outlook

Pick-up truck demand to reach 9% by 2030
Portfolio diversification through new segments

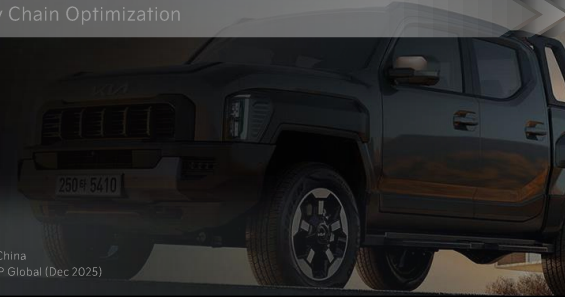
Global Auto Demand

1. Product Competitiveness

2. Global Supply Chain Optimization



* excluding China
* Source: S&P Global (Dec 2025)



Forecasts indicate that pick-up trucks will represent 9% of global demand by 2030.

Kia will diversify its portfolio and enter new markets by launching pick-up trucks with strong product and price competitiveness.

NA Pick-up Market Entry

Enter emerging markets through the Tasman
North America-dedicated HEV/EREV pick-up



1. Product Competitiveness

Emerging
Pick-up Market



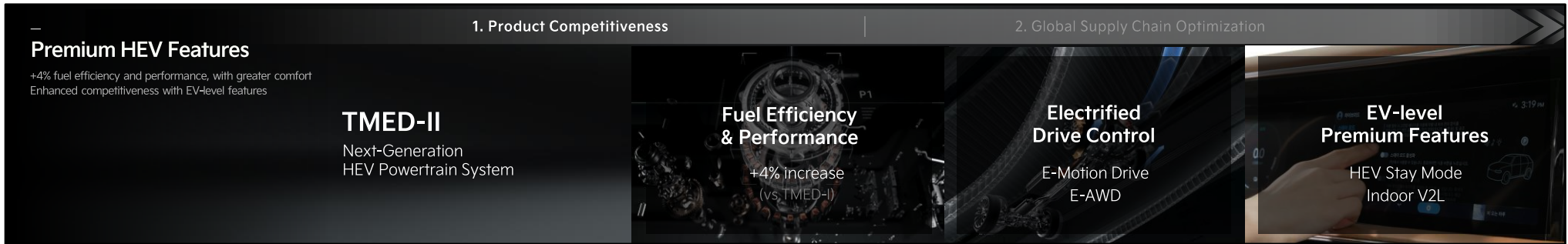
North American
Pick-up Market (2030)

2. Global Supply Chain Optimization



In 2025, Kia successfully entered the pick-up truck market in emerging economies with the launch of the Tasman, demonstrating strong product competitiveness.

Looking ahead to 2030, Kia will expand into North America—the key global pick-up market—by introducing a dedicated HEV/EREV pick-up, built on our core HEV technology.



Alongside expanding the line-up, Kia has further enhanced the product quality of its HEV offerings.

The newly introduced next-generation hybrid system, TMED-II, delivers enhanced fuel efficiency and performance, while advanced electrified driving control technologies improve stability and ride comfort.

In addition, premium EV-level features—such as Stay Mode and Indoor V2L using high-voltage batteries—have been applied to HEVs, further strengthening product competitiveness.

Global Supply Chain

Expand production capacity
Strengthen response to ICE/xHEV demand
with flexible production system

Production Capacity

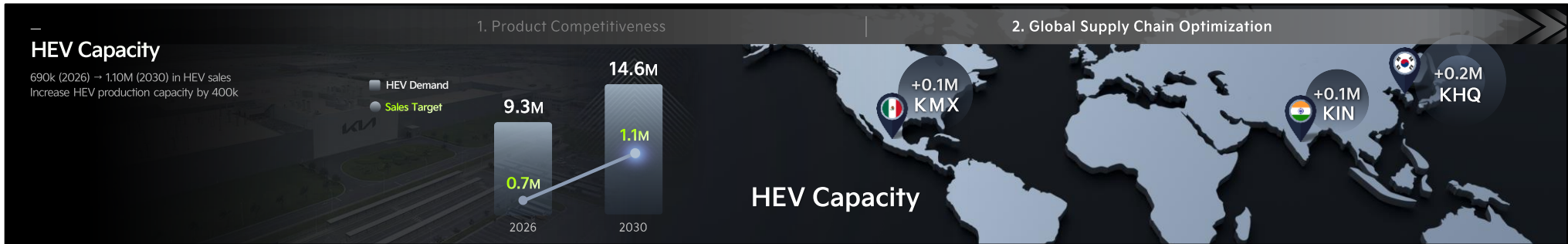
1. Product Competitiveness

2. Global Supply Chain Optimization

Flexible Production

Next is global supply chain optimization.

To respond to ICE and HEV demand, Kia plans to optimize its global supply chain by expanding production capacity and enhancing production flexibility.



Amid the EV transition, HEV demand is expected to rise to 14.6 million units by 2030.

To address increasing demand and stricter regional environmental regulations, Kia aims to increase HEV sales from 690 thousand units in 2026 to 1.1 million units by 2030.

Looking ahead, Kia will secure an additional 400 thousand units in HEV production capacity to strengthen its responsiveness to evolving market dynamics.

Mixed Production System

Mixed-model production enables flexible response to regulations and demand shifts.

Mixed Production of Models & Powertrains

1. Product Competitiveness

2. Global Supply Chain Optimization



Kia has established a flexible global production system that supports mixed manufacturing of ICE, HEV, and EV models, while easily adapting to regulatory changes and demand fluctuations.

At the same time, Kia is expanding localized production across key global production bases to strengthen our responsiveness to regional demand.

Capturing Emerging Market Demand

Meet rising ICE and xHEV demand in emerging markets through flexible production

Flexible Supply via
China / India / Mexico / Korea Plants

1. Product Competitiveness

2. Global Supply Chain Optimization

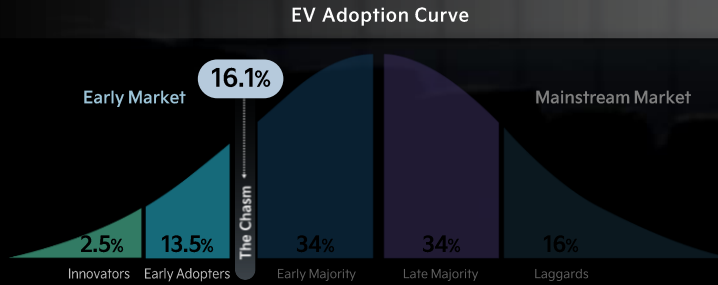


Notably, Kia's plants in Korea, India, China, and Mexico play a critical role in meeting the rising demand for ICEs and HEVs in emerging markets.

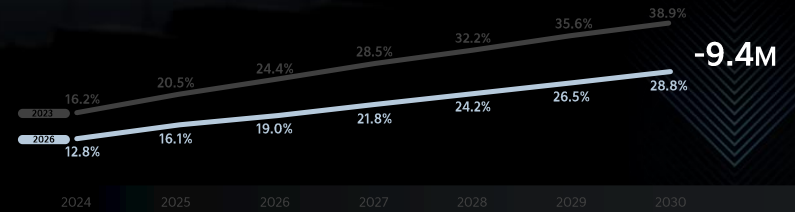
Leveraging our flexible production systems already in place, Kia is well positioned to respond effectively to evolving demand going forward.

EV Demand Outlook

EV penetration reaches 16.1% in 2025,
Early Adopters leading the demand



EV Penetration Outlook



To date, the EV market has been driven mainly by early adopters of new technology.

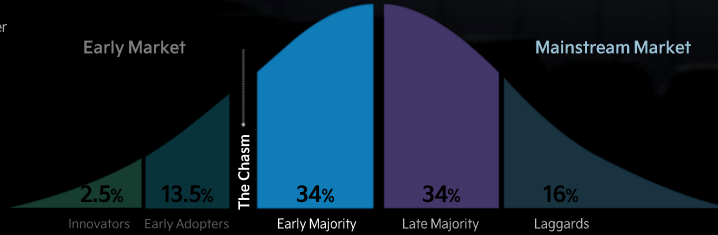
However, as growth has slowed relative to initial expectations, global EV penetration reached approximately 16% last year.

The market is now entering the “chasm” phase, with the pace of mass adoption showing signs of deceleration.

EV Demand Outlook

Drive Early Majority adoption through better affordability and broader charging access

EV Adoption Curve



Early Majority



To overcome the “chasm” and drive mass adoption of EVs, the focus must be on improving affordability and expanding charging infrastructure in ways that deliver tangible value to a wider customer base.

EV Sales Target

1mn EV sales and 3.8% M/S by 2030
through innovation and supply chain resilience

	EV	M/S	(excl. China)
2030	1.0M	3.8%	(6.8%)
2025	0.25M	1.7%	(4.1%)

Guided by a comprehensive EV strategy encompassing product innovation and a strengthened supply chain, Kia aims to achieve 1 million EV sales and a 3.8% market share by 2030, leading the mass adoption of EVs.

Mass Adoption Strategy

3 Key Areas of EV Mass Adoption:
Product, accessibility, and supply chain

3 Key Areas of EV Mass Adoption

1. Product Competitiveness



2. Accessibility Improvement



3. Supply Chain Optimization




To accelerate EV mass adoption, we will focus on three key areas:

- 1) Product excellence aligned with customer needs,
- 2) Enhanced accessibility to expand adoption and
- 3) Strengthened supply chain to support demand growth.

Product Competitiveness

Meet customer needs by expanding the EV line-up and enhancing product competitiveness



EV Line-up



EV Performance

First, product enhancement.

We will expand our EV line-up to address a wide range of customer needs and strengthen EV competitiveness by improving the overall product quality of our EV offerings.

Expand EV Line-up

14 EV models by 2030 to broaden customer reach across volume EVs and e-LCVs

1. Product Competitiveness

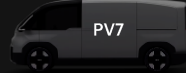
2. Accessibility Improvement

3. Supply Chain Optimization



2030 — **14** models

2 Passenger 9 SUV 3 PBV



Starting with 11 models in 2026, Kia will expand its EV line-up to 14 models across all segments by 2030, including 2 passenger models, 9 SUVs, and 3 PBVs.

Beginning with the EV2 and Syros EV in 2026, Kia will continue to introduce high-volume EV models, including a new compact electric hatchback next year.

To address rising e-LCV demand, Kia will broaden its PBV line-up with the PV7 in 2027 and PV9 in 2029, alongside the phased rollout of new models—including a C-segment SUV—offering advanced technology and performance to enhance customer choice.

1. Product Competitiveness | 2. Accessibility Improvement | 3. Supply Chain Optimization

Premium EV Features
 +40% more battery capacity, +9% motor output, new infotainment, and L2++ autonomous driving

Next Generation
E-GMP (Global Modular Platform)

Performance Upgrade

- Up to **+40%** Max. Battery Capacity
- +9%** Motor Output
- New Infotainment
- L2++** Autonomous Driving

5th Gen. Battery

- Up to **+15%** Energy Density
- Up to **-30%** Cost

Kia will further strengthen EV competitiveness by developing a next-generation platform, succeeding E-GMP.

The platform will incorporate state-of-the-art technologies, including a 40% increase in battery capacity, an 8% increase in motor output, a new infotainment system, and Level 2++ autonomous driving.

In addition, the new EVs will be equipped with fifth-generation batteries to improve cost efficiency and driving range.

Improve EV Accessibility

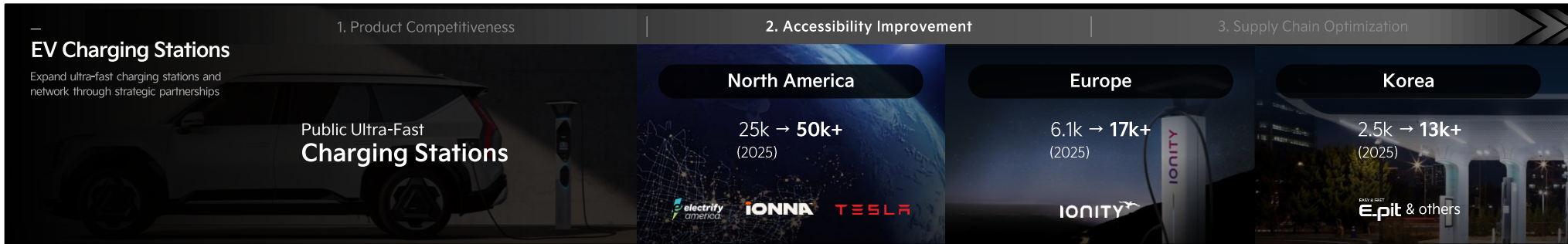
Improve EV accessibility through more charging stations and a better customer experience

EV Charging

EV Engagement

Second, improving accessibility.

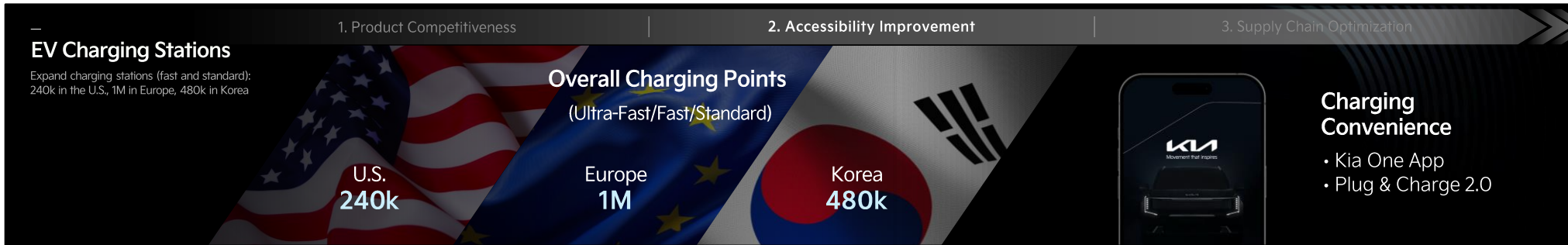
Kia will enhance EV accessibility by expanding charging infrastructure while also elevating the overall customer experience.



Access to EV charging infrastructure remains a top priority for customers, and Kia will continue to expand its ultra-fast charging network accordingly.

Through strategic partnerships with leading charging providers in key markets, including Electrify America, IONNA, and IONITY, Kia will accelerate the expansion of its ultra-fast charging network.

In Korea, Kia will further enhance customer convenience by expanding E-pit, Hyundai Motor Group’s premium ultra-fast charging brand.



In addition to ultra-fast charging stations, Kia has expanded overall charging access by securing a comprehensive infrastructure—including fast and standard chargers—totaling 240 thousand units in North America, 1 million in Europe and 480 thousand in Korea.

At the same time, Kia will strengthen the foundation for EV adoption by delivering a more seamless and convenient customer experience through solutions such as the Kia One App and Plug & Charge 2.0.

EV Supply Chain

Optimize the EV supply chain to meet rising demand

1. Product Competitiveness

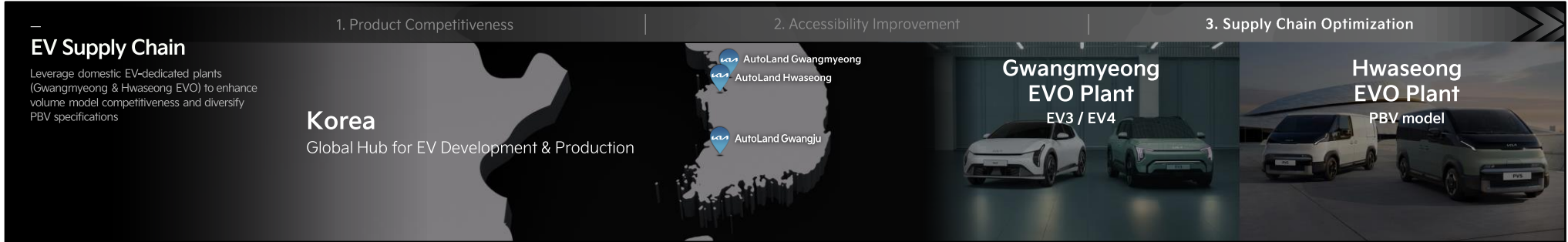
2. Accessibility Improvement

3. Supply Chain Optimization

Supply Chain Reinforcement

Third, supply chain reinforcement.

Kia will optimize its EV supply chain while enhancing both product competitiveness and accessibility to effectively respond to growing demand.



Kia will enhance its EV supply chain through diversified production bases and region-specific strategies.

Korea will serve as Kia’s global hub for EV development and production, supplying EVs across all segments to global markets.

In particular, the Gwangmyeong and Hwaseong EVO plants are dedicated EV facilities, where operational efficiency is maximized to produce cost-competitive volume EVs, as well as PBVs with diverse specifications.

EV Supply Chain

Develop region-specific production strategies tailored to demand, regulations, and market policies

Local Production of EVs



Globally, Kia is aligning its EV production with regional market demand—manufacturing compact EVs such as the EV2 and EV4 in Europe, mid- to large-size SUVs including the EV6 and EV9 in the U.S., and market-specific EVs for emerging markets in India.

Looking ahead, Kia will continue to closely monitor EV demand and evolving regulations and policies, while proactively assessing opportunities to expand localized EV production.

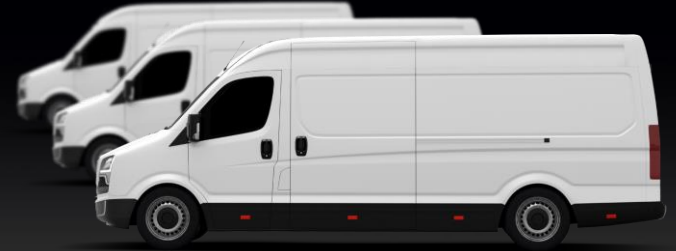
Pain Points of LCV Market

The current LCV market's ICE-derived, low-variety, high-volume production structure relies on external modifiers, leading to financial and environmental costs

ICE Derivatives

Mass Production

3rd Party Conversion



Next is the PBV business.

Kia's PBV business is designed to address the structural limitations of the LCV market while redefining the customer experience.

The current LCV market remains constrained by an ICE-centric, low-variety, high-volume production structure, requiring customers to depend on third-party conversions to meet diverse operational needs.

This has led to increased costs, inefficiencies in resource utilization, and environmental burden, while also limiting the extent to which customer requirements can be fully addressed.

PBV Solutions

Provide customized space and solutions
Minimize removals and reworks for
efficient resource use



Dedicated
(All-new EV Platform)

Customized
(Space / Solution)

OEM-Conversion
(Minimization of Loss)



In contrast, Kia's PBVs are built on a dedicated EV platform, enabling purpose-built configurations and tailored solutions.

Through OEM-led conversion, they minimize the removal and rework inherent in conventional upfitting processes, reducing resource waste and enhancing overall efficiency.

Platform Beyond Vehicle

PBV: More than a vehicle, a platform



Kia Platform Beyond Vehicle

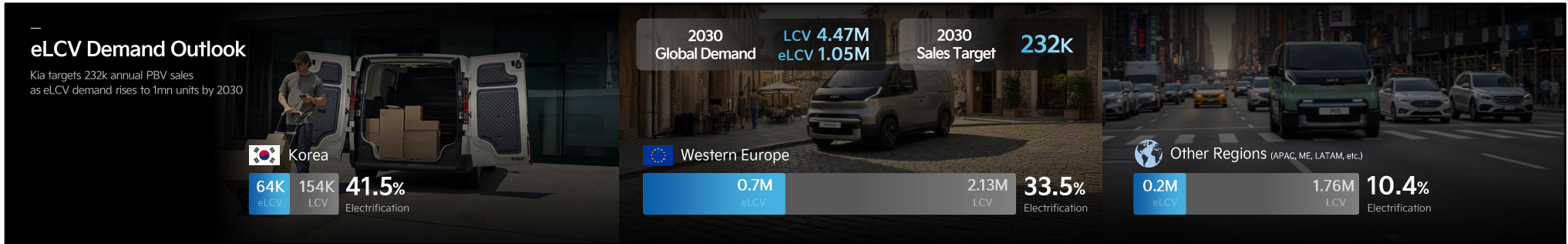
Platform Beyond Vehicle.

More than a vehicle, PBV is designed to be a platform.

Kia will set a new benchmark for the LCV market through this approach.



PBVs will deliver a total mobility solution, integrating customized hardware, software-based solutions and future technologies.



The global LCV market is projected to reach 4.5 million units by 2030, with the eLCV segment—PBV’s target market—expected to expand rapidly to 1 million units.

Kia targets annual PBV sales of 230 thousand units, with electrification rates projected at 42% in Korea and 34% in Western Europe, positioning these regions as key markets.



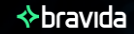
Following its launch in Q4 2025, the PV5 recorded sales of 8,500 units. This year, Kia is targeting 54 thousand units as it initiates global sales.

PBV Business Expansion

Targeting B2B customers in three key domains:
utility, delivery, and people movers

Utility



bravida

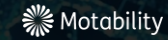
Delivery



DHL

People Mover



Motability

In terms of customer segments, Kia has identified Utility, Delivery, and People Mover as its core targets.

Kia has already secured global B2B customers in each domain for the PV5 and is expanding its customer base by providing vehicles optimized to meet their specific needs.

PBV Sales Strategy

Secure competitive advantage in the eLCV market

Product

Manufacturing Ecosystem

Solution

Channel



To target key customers and secure competitive advantage in the eLCV market, Kia has established its PBV strategy around four pillars: product, manufacturing ecosystem, solutions, and channels.

PBV Sales Strategy

Secure competitive advantage in the eLCV market

Product

Manufacturing Ecosystem

Solution

Channel

Product

Manufacturing Ecosystem

Solution

Channel



First, our product strategy.

PBV Line-up Expansion

Consecutive launches of PV5, PV7, and PV9
Complete the full line-up by 2029

Product

Manufacturing Ecosystem

Solution

Channel



Kia will establish a full PBV line-up with the PV5, PV7, and PV9 by 2029, addressing a wide range of customer needs.

PV5 Variations

PV5 offers 3 variants:
Passenger, Cargo, and Chassis-Cab

Passenger



Cargo



Chassis-Cab



Product

Manufacturing Ecosystem

Solution

Channel

Each line-up will offer multiple variants, with the 2025 PV5 available in three models: Passenger, Cargo, and Chassis-Cab.

PV5 Passenger

Offers various seat configurations,
including a WAV model for enhanced mobility

Product

Manufacturing Ecosystem

Solution

Channel

PV5 Passenger

Passenger (5 / 6 / 7-seater)



WAV(Wheelchair Accessible Vehicle)



The Passenger model offers various seat configurations and includes a WAV model to provide greater freedom of movement.

PV5 Cargo

Standard, Long, and High-roof body types
An optimal solution for urban logistics

PV5 Cargo

Product

Manufacturing Ecosystem

Solution

Channel

Standard



Long



High-roof



The Cargo model offers three body types—Standard, Long, and High-roof—making it adaptable to various cargo sizes and use cases, and an optimal choice for urban logistics.

PV5 Conversion Model

7 conversion models tailored to diverse needs, including Prime, Camper, Crew Van, Drop Side, and Freezer Box, etc.

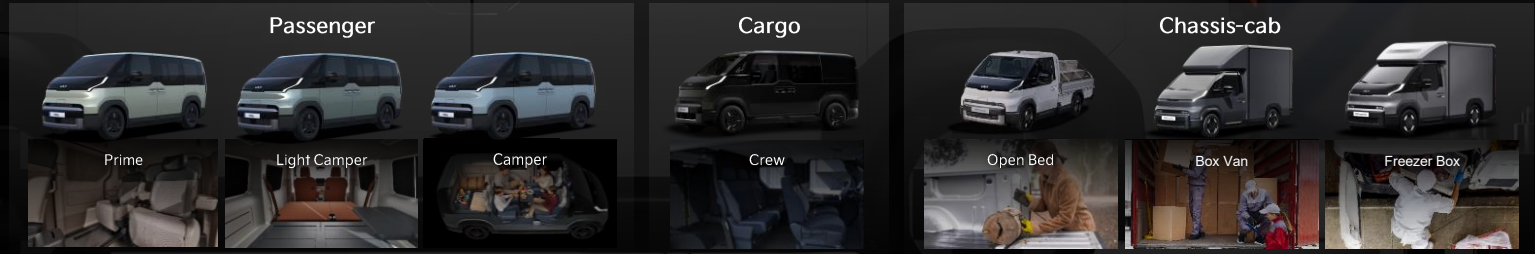
Product

Manufacturing Ecosystem

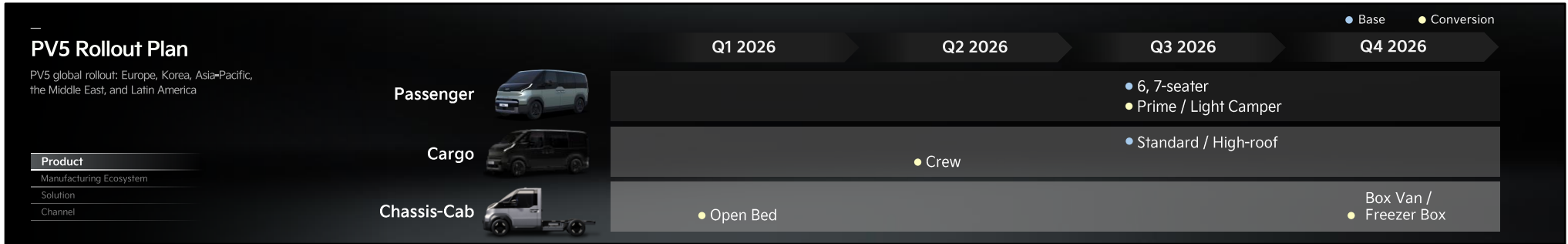
Solution

Channel

PV5 Conversion Model



Based on the standard model, Kia will offer seven conversion models, including the Prime, Camper, Crew Van, Open Bed, and Freezer Box, to meet diverse customer needs.



The PV5 standard and conversion models will be launched sequentially across Europe, Korea, Asia-Pacific, Middle East and Latin America.

PBV Sales Strategy

Secure competitive advantage in the eLCV market

Product

Manufacturing Ecosystem

Solution

Channel

Product

Manufacturing Ecosystem

Solution

Channel



Second, our manufacturing ecosystem strategy.

PBV Manufacturing Ecosystem

The Conversion Center and Conversion Partnership will be operated in tandem with the PBV dedicated EVO Plant

Product

Manufacturing Ecosystem

Solution

Channel

PBV Dedicated Plant
(EVO Plant)

Conversion Center

Conversion Partnership

Kia is building a manufacturing ecosystem dedicated to PBVs to diversify PBV line-up.

Along with the PBV-dedicated Hwaseong EVO Plant, Kia plans to operate a Conversion Center for high-quality customization with global conversion partnerships to respond to demand in each region.

PBV Dedicated Plant

Flexible production system that combines cell production with conveyor methods to support high-mix, low-volume production

PBV Dedicated Plant (EVO Plant)

Product

Manufacturing Ecosystem

Solution

Channel

Kia's Hwaseong EVO Plant is an eco-friendly facility dedicated to PBV production, equipped with a flexible production system enabling high-mix, low-volume manufacturing.

A validated linear production system ensures stability and productivity, while a cell-based system delivers the flexibility and efficiency required to respond to diverse customer needs.

PBV Conversion Center

Close to the EVO Plant for optimized routes and costs, with constant cooperation for stronger quality management

Conversion Center

Product

Manufacturing Ecosystem

Solution

Channel

The Conversion Center is strategically located near the EVO Plant to minimize vehicle movement and logistics costs and operates in close coordination with the EVO Plant to maintain consistent quality standards across all Kia facilities.

PBV Conversion Partnership

Meet regional demand through local conversion companies, delivering high-quality customized vehicles

Product

Manufacturing Ecosystem

Solution

Channel

Conversion Partnership



Kia will identify top-tier local conversion companies through its Conversion Partnership system and address region-specific demand in close coordination with local partners.

Through this, Kia will reduce inefficiencies and resource waste in the conversion process, while delivering a broad range of high-quality, customized vehicles.

PBV Sales Strategy

Secure competitive advantage in the eLCV market

Product
Manufacturing Ecosystem
Solution
Channel

Product

Manufacturing Ecosystem

Solution

Channel



Third, our solution strategy.

In Vehicle Infotainment

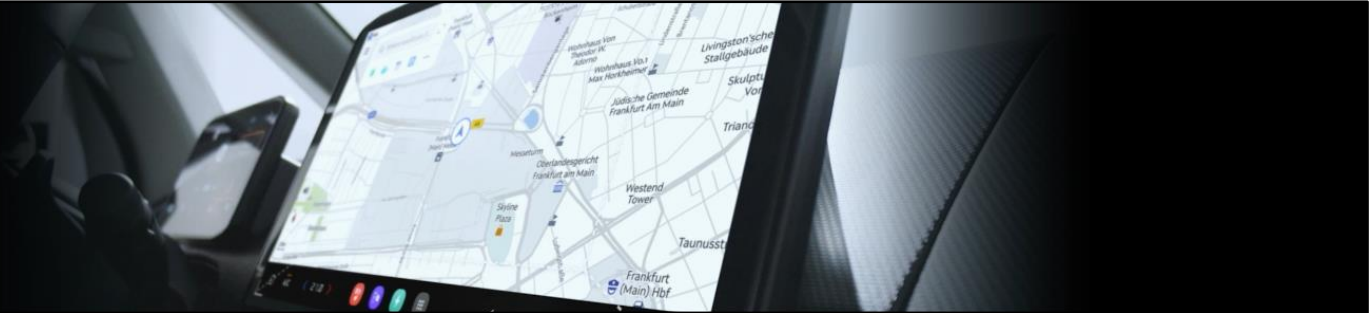
B2B-specialized application on 12.9-inch IVI, with AI enhancement and OTA software updates

Product

Manufacturing Ecosystem

Solution

Channel



Kia's PBVs are equipped with a 12.9-inch IVI display designed to support B2B-optimized applications.





These capabilities will be progressively advanced through AI integration and continuously updated via OTA to maintain optimal performance.





Fleet Management System

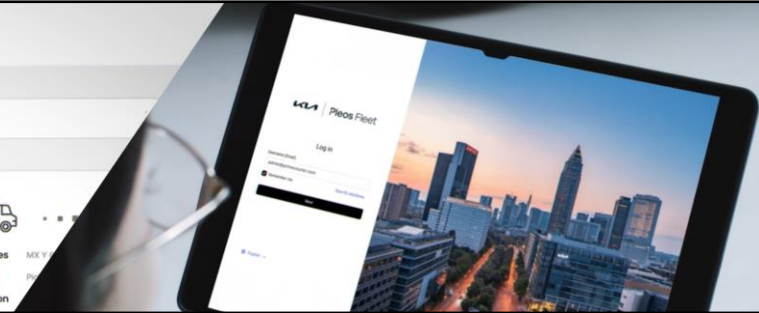
Real-time monitoring via APIs, enabling more efficient fleet management and higher productivity

Product
Manufacturing Ecosystem
Solution
Channel

Fleet Manager

Vehicles	
 	 
Vehicles MX Y 408	Vehicles MX Y 332
Model Pickup Truck	Model Pickup Truck
Location Jens Kampenweg 8, 6133 XC SL...	Location Heideberg 20, 62382 Niederbie...

 	 
Vehicles MX Y 955	Vehicles MX Y 408
Model Pickup Truck	Model Pickup Truck
Location Jens Kampenweg 8, 6133 XC SL...	Location Jens Kampenweg 8, 6133 XC SL...



Leveraging data connectivity, the Fleet Management System (FMS) delivers real-time tracking of vehicle location and status, while supporting efficient multi-vehicle operations to enhance overall business productivity.

B2B Total Solution

One Billing system to manage finance, maintenance & repair, insurance, charging payments all at once

Product

Manufacturing Ecosystem

Solution

Channel



Kia offers PBV-specialized services across finance, maintenance and repair, insurance, and charging, supported by a One Billing system for consolidated payments.

Through this, Kia's PBV aims to deliver a comprehensive B2B solution that enhances overall customer convenience.

PBV Sales Strategy

Secure competitive advantage in the eLCV market through the 4 key sales strategies

Product

Manufacturing Ecosystem

Solution

Channel

Product

Manufacturing Ecosystem

Solution

Channel



Fourth, our channel strategy.



Kia operates a dedicated channel for PBV customers, supported by a team of experts to deliver an optimized customer experience.

On & Offline Channels

Dedicated website and dealer network to expand
PBV customer touchpoints online and offline

Product
Manufacturing Ecosystem
Solution
Channel

PBV
Dealerships

Offline



PBV Dealers & PBV Centers

PBV
Professionals

Online



PBV Website

PBV
Specialized CXJ

Offline, customers can directly experience a wide range of PBV models through dedicated PBV dealers and PBV centers. Online, Kia provides comprehensive product and service information through a PBV-dedicated website.

PBV Professionals

PBV professionals delivering specialized sales consultation and servicing

Product

Manufacturing Ecosystem

Solution

Channel

PBV
Professionals

Sales



PBV Expert

Service



PBV Master

Kia supports B2B customers through specialized personnel, including PBV Experts for sales and PBV Masters for service.

B2B Operational Support

End-to-end customer support from purchase to operation, with 24/7 online support and uptime management

Product

Manufacturing Ecosystem

Solution

Channel

PBV
Specialized CXJ

Purchase



24H Customer Support

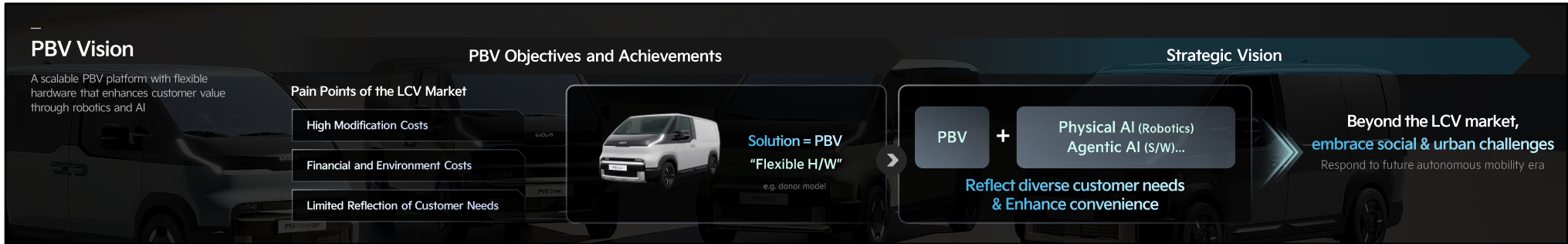
Maintenance



Uptime Management Services

Kia provides 24/7 digital support and uptime management services to ensure stable operations for B2B customers.

Building on this, Kia will further enhance customer-centric services across the full lifecycle, from purchase through operation.



Kia is minimizing vehicle modification costs through a flexible production system, addressing structural limitations in the LCV market.

The donor model exemplifies this approach, developed without inefficient, environmentally harmful processes such as interior trim removal.

Kia will continue to reflect diverse customer needs, enhance convenience, and integrate robotics and AI to deliver customer- and people-centric value.

PART. 2

Ex- Growth Strategy



2026 CEO Investor Day
Movement that Inspires

Next is the ex-growth strategy by region.

2030 Ex- Growth Strategy



U.S. Sales Strategy

Strengthen HEV / SUV Sales

Europe Sales Strategy

Strengthen EV Sales

Emerging Markets Sales Strategy

Strengthen Sales in EM including India

To achieve ex-growth, Kia has developed market-specific strategies to expand sales across the U.S., Europe and emerging markets.

Going forward, we will refine our regional strategies to reflect shifting customer needs, while ensuring a proactive and flexible response to changes in the market environment.

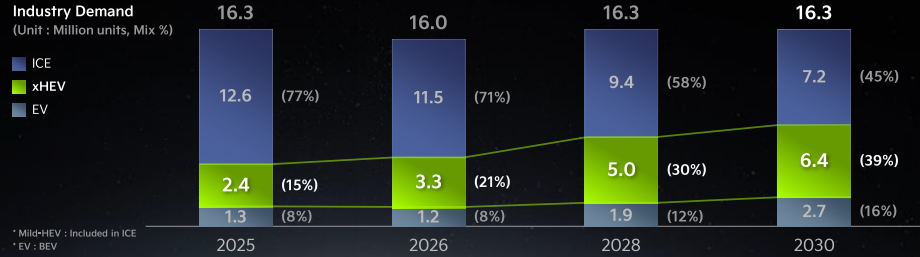
U.S. Strategy

Industry Demand

Amid stagnant demand,
xHEV sales to achieve solid growth,
by capturing traditional ICE demand

※ vs. 2025 outlook : EV mix -6%p
xHEV mix +6%p

U.S. Auto Demand

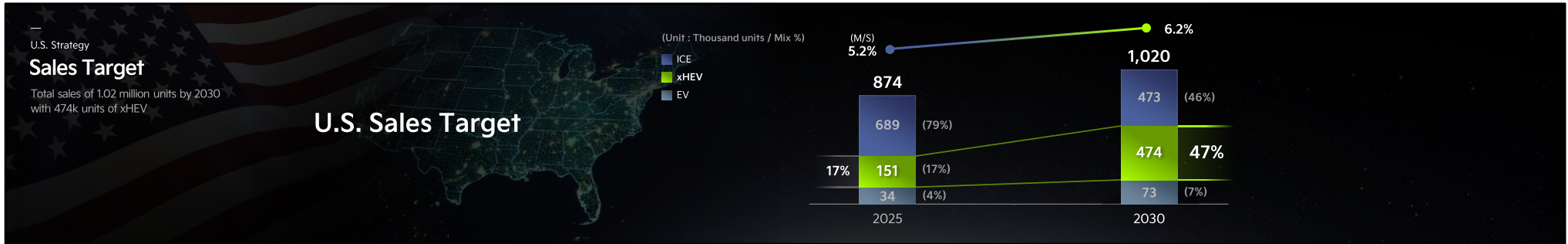


First, let me begin with U.S. market demand.

Total industry demand in the U.S. is expected to stagnate at around 16.3mn units through 2030.

However, HEV demand is projected to grow at a strong compound annual growth rate of 22% by 2030,
by capturing traditional ICE demand.

As a result, HEVs are expected to account for approximately 40% of total demand by 2030, leading the transition
toward electrification in the U.S.



Our U.S. sales target for 2030 is 1.02mn units, with xHEV sales planned at 474 k units, representing approximately 47% of the overall sales mix.

U.S. Strategy

Sales Growth Strategy

Establish flexible system for market changes,
Increase SUV sales and secure new growth drivers

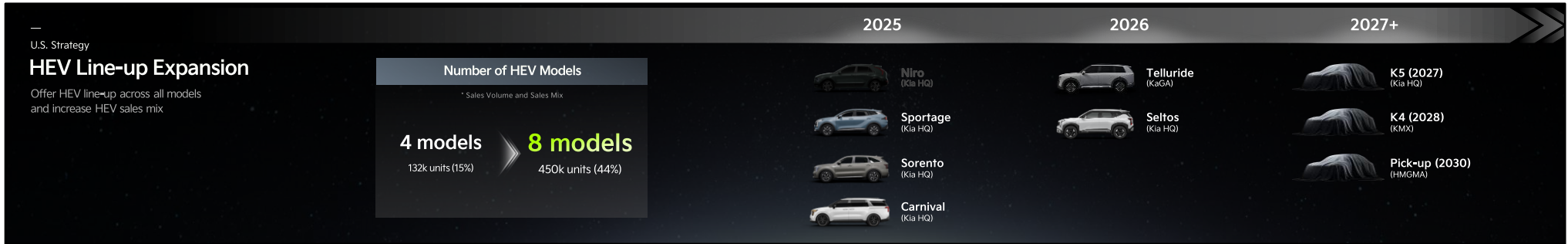
1. Flexible System for market changes

2. SUV Sales Growth

3. Secure New Growth Drivers

To achieve an ambitious 6.2% of market share, Kia will proactively respond to market changes and sustain sales growth momentum by leveraging our strong competitiveness in the SUV segment.

Furthermore, we will continue to create demand by securing mid-to long-term growth drivers.



Reflecting shifts in market demand, Kia will double its HEV line-up from 4 models in 2025 to 8 models by 2030.

Starting with the Telluride HEV and Seltos HEV in 2026, we will expand the line-up sequentially with the K5 in 2027, K4 in 2028, and a pick-up HEV in 2030—thereby extending HEV offerings across all models.

Reshoring Trend in the U.S.

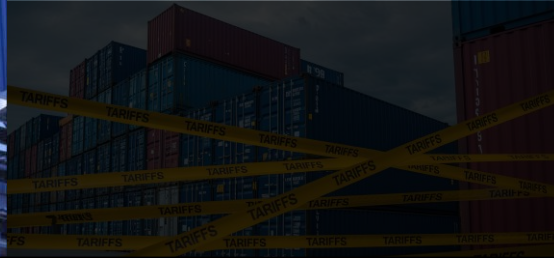
U.S. Strategy

Production Expansion

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



Uncertainty in Trade Policy



Shifts in Electrification Trend



The reshoring trend is ongoing in the U.S. market.

Reshoring Trend in the U.S.

U.S. Strategy

Production Expansion

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



Uncertainty in Trade Policy



Shifts in Electrification Trends



And uncertain trade policy prevails.

—
U.S. Strategy

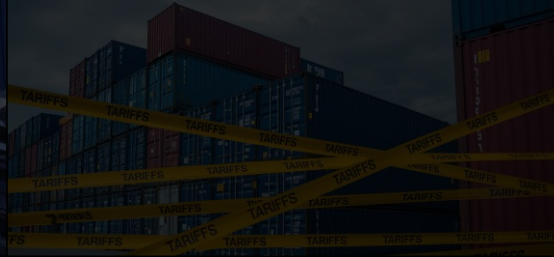
Production Expansion

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

Reshoring Trend in the U.S.



Uncertainty in Trade Policy



Shifts in Electrification Trends

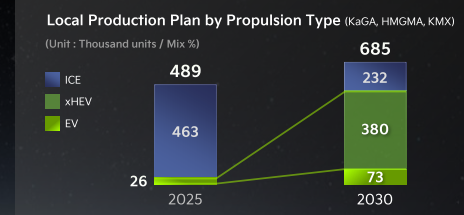
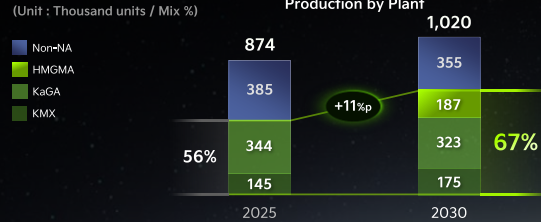


At the same time, market volatility is rising amid rapid shifts in electrified vehicle demand.

Production Expansion

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

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



Accordingly, we plan to increase our North American local production ratio from 56% to 67% by 2030, while flexibly aligning production and supply with evolving demand across powertrains.

U.S. Strategy

Production Expansion

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



Kia will enhance its resilience to external factors—including policy, tariffs, and supply chain dynamics—by expanding local production, thereby structurally mitigating market uncertainties.

In parallel, we will sustain growth in the U.S. market by quickly adapting to changing customer demand and strengthening the competitiveness of our key models.

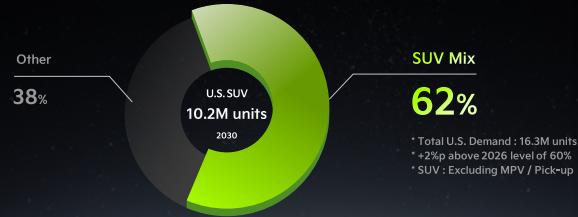
U.S. Strategy

SUV Sales Strategy

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

SUV-Centric Market

U.S. SUV Demand



In the U.S. market, SUVs are projected to account for 62% of total automotive demand by 2030.

U.S. Strategy

SUV Sales Strategy

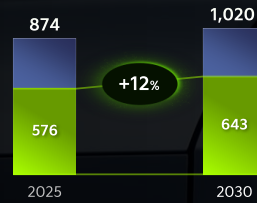
Strengthen 'SUV brand' image by developing high-volume (100k+) models

Kia Sales Target and SUV Mix

(Unit : Thousand units)

SUV Sales Growth in line with Market Demand

■ Non-SUV
■ SUV



Kia Establish Full SUV Line-up

Develop High-volume Models (100k+ Units)

Sub-Compact SUV

200k



SPORTAGE

Mid-Size SUV

180k



TELLURIDE

Entry SUV

100k



SELTOS

Compact SUV

100k



SORENTO

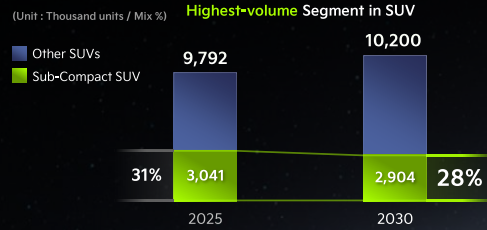
Kia will strengthen its leadership in the SUV market with a full line-up and capture rising demand by developing 100k+ high-volume models across major segments.

U.S. Strategy

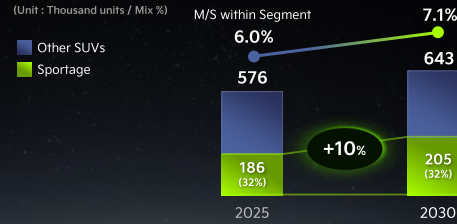
Sportage

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

U.S. Sub-Compact SUV Demand



Sportage Sales



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

As the largest SUV segment by volume, sub-compact SUVs offer a major growth opportunity.

By strengthening the Sportage's competitiveness and expanding supply, we aim to achieve 200 thousand units in sales, an industry first for a single model.

U.S. Strategy

Sportage

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

Increase HEV Mix in Line with Demand

38%

68%

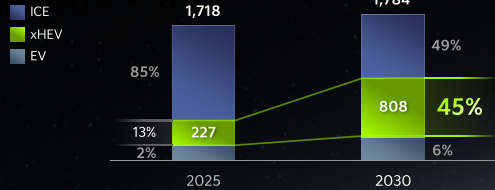
In response to shifting demand trends, we will expand the Sportage HEV mix to 68% by 2030.

Telluride

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

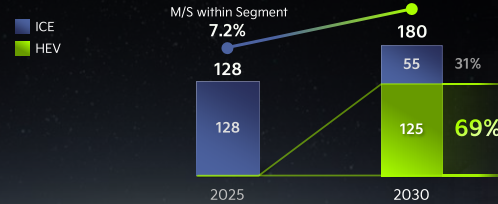
U.S. Mid-Size SUV Demand

(Unit: Thousand units / Mix %) **Solid Demand and xHEV Mix Growth**



KIA Telluride Sales

(Unit: Thousand units / Mix %)

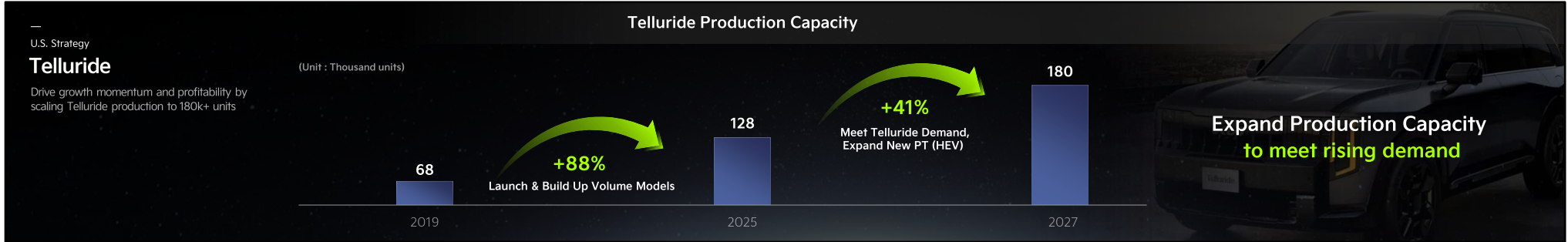


Top 3 Position in the Segment



The mid-size SUV market is expected to see sustained demand, with sales growth led primarily by HEVs.

To capture this opportunity, we will enhance the Telluride's supply capacity and sales competitiveness to achieve top-three sales position in its segment, while further strengthening our brand equity.



Kia has progressively expanded the Telluride’s production capacity since its launch to meet demand. With the rollout of a new HEV model this year, annual capacity will be further scaled to 180 thousand units.

Build a Leading Eco-Friendly Brand Image through New PT Launches

U.S. Strategy

Telluride

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

HEV
2026

New Launch

EREV
2029

Building on our HEV expansion, we will sequentially introduce additional powertrain options—including an EREV in 2029—to drive the electrified vehicle mix to 70% by 2030.

U.S. Strategy

Telluride

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

Powertrain-based targeting strategy
to capture diverse demand



Mid-size SUV
M/S 10%

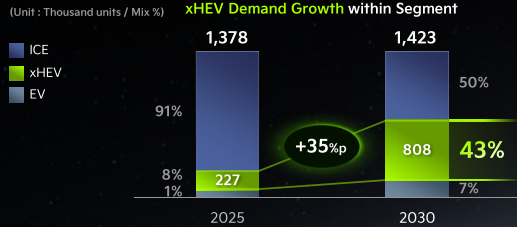
Through a powertrain-based targeting strategy across HEV, ICE, and X-Pro models, we will effectively segment customer demand and aim to secure a 10% mix within the segment.

U.S. Strategy

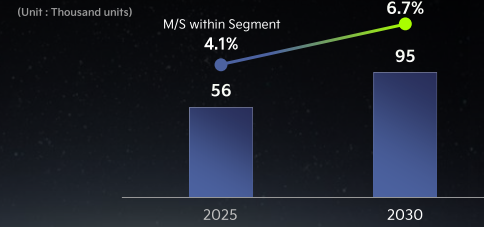
Seltos

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

U.S. Entry SUV Demand



KIA Seltos Sales



Penetrate Entry-level SUV segment
by Expanding Customer Base

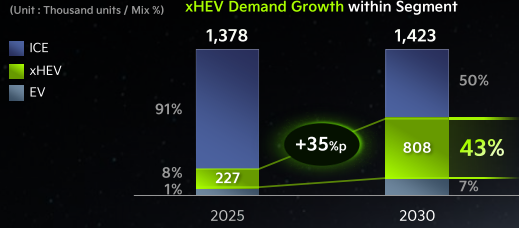
Although growth in the U.S. entry SUV segment is expected to remain moderate, xHEV demand will continue to expand. Accordingly, we will strengthen customer acquisition through targeted strategies and scale Seltos into a 100k-unit annual sales model.

U.S. Strategy

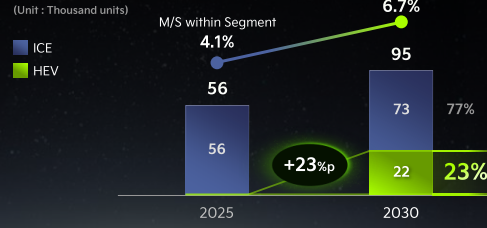
Seltos

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

U.S. Entry SUV Demand



KIA Seltos Sales



Seltos HEV Launch (2026~)

With the launch of the Seltos HEV this year, Kia will capture growing xHEV demand in the entry SUV segment.

U.S. Strategy

Seltos

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

Programs for First-time Buyers

Drive Trade-ins from Soul and Niro Owners

Customer-specific Strategy

Reflecting the characteristics of entry SUV customers, we will expand sales to first-time buyers and strengthen our position within the segment by driving repurchases from existing Soul and Niro owners.

U.S. Strategy

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 / New PT (EREV) Launch (2029)

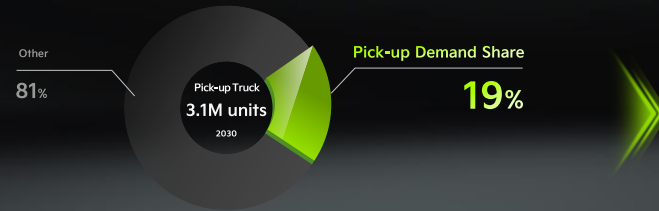
To drive mid- to long-term growth in the U.S. market, Kia will expand into the pick-up segment while launching a new powertrain.

U.S. Strategy

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



New PT (EREV) Launch (2029)

*BoF Pick-up Truck



*Body on Frame

Accounting for approximately 20% of total demand, the U.S. pick-up market represents a key strategic segment. Given its strategic importance, Kia will launch a new Body-on-Frame pick-up model to broaden our customer base.

U.S. Strategy

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

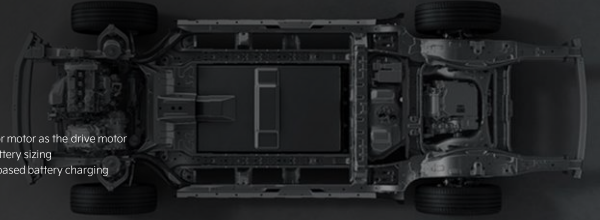
BoF Pick-up Truck EREV



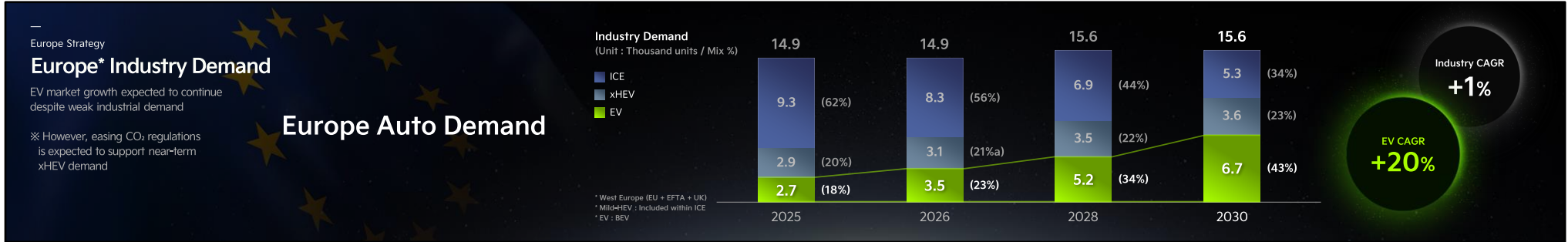
New PT (EREV) Launch (2029~)

※ 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



Furthermore, EREV variants will be introduced across our two strategic models—the Pick-up and Telluride—to enhance flexibility in responding to evolving electrified vehicle demand.



Next is our strategy for Europe.

Demand in Western European market is expected to remain constrained through 2030.

While the easing of EU CO₂ regulations is likely to support a modest increase in HEV penetration, EV demand is projected to grow at a 20% CAGR, reaching a 43% share by 2030 and exceeding that of ICE vehicles.

Europe Strategy

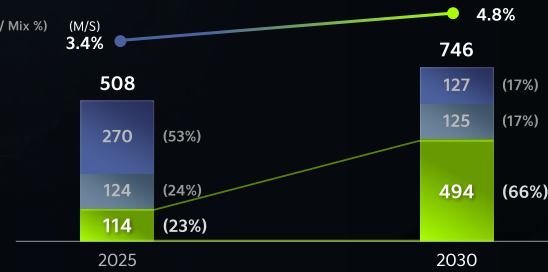
Sales Target

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

Europe Sales Target

(Unit : Thousand units / Mix %)

ICE
xHEV
EV



vs. Market EV Share
+23%p

By 2030, Kia targets 746 thousand units in Western Europe, with EVs accounting for 500 thousand units, or 66% of the total mix.

This is 23% points above the projected EV market penetration of 43%, underscoring our commitment to lead the European EV market.



We will expand EV sales through a full EV line-up and scale up our PBV business in line with electrification trends in the LCV segment.

At the same time, we will effectively address the EV transition by strengthening our HEV line-up while building a robust mid-to long-term growth foundation through diversified sales channels.

Passenger EV (EV4 / B-HB EV)

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

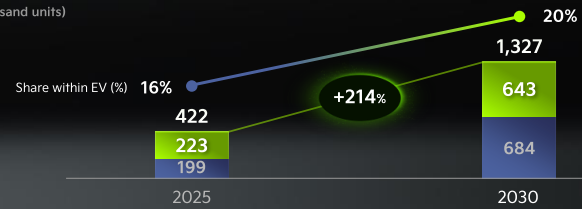
Highest-volume Segment in Passenger EVs

56% Share within the Passenger EV Segment by 2030

Europe B/C EV Demand

(Unit: Thousand units)

■ C seg.
■ B seg.

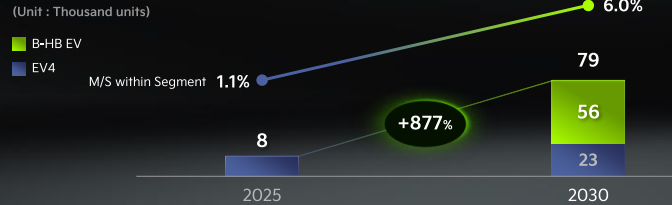


In the European passenger EV market, the B and C segments represent the highest-volume categories and are expected to drive strong growth through 2030.

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



Strengthen Market Competitiveness by launching new models



The EV4 launch last year enabled Kia to capture the C-segment demand and support sales growth through strong fleet partnerships in the high-demand EV market.

By the end of next year, we will introduce our first SDV model in the B-hatch segment to attract new EV customers and accelerate EV adoption while building a solid foundation for our SDV roadmap.

Our goal is to achieve a 6% segment market share by 2030.

Europe Strategy

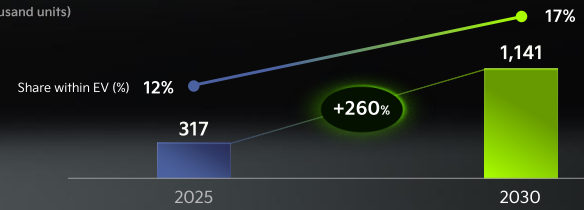
B-SUV EV (EV3 / EV2)

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

Strongest-growth
driven by Affordability

Europe B-SUV EV Demand

(Unit : Thousand units)



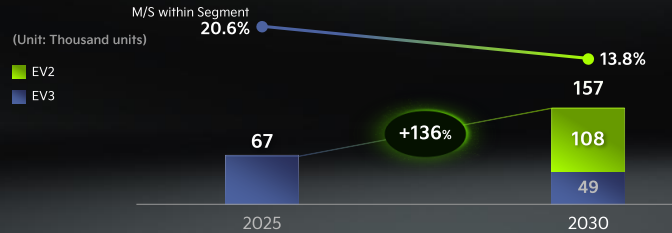
The B-SUV EV segment in Europe is expected to see strong growth through 2030, underpinned by its affordability.

Europe Strategy

B-SUV EV (EV3 / EV2)

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

B-SUV EV Sales Target



Build Up Volume EV Models in the fastest-growing market



Since its 2025 launch, the EV3 has established itself as a successful mass-market EV, driven by competitive pricing and strong product fundamentals, further validated by its World Car of the Year recognition.

Building on this, we will leverage its strong residual value to enhance our financing offerings.

Looking ahead, Kia will further segment demand and expand our addressable market with the introduction of the EV2, an entry-level small SUV.

In parallel, we will accelerate penetration among first-time EV buyers through affordable pricing while remaining flexible through localized production in Europe to respond to policy changes.

Europe Strategy

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

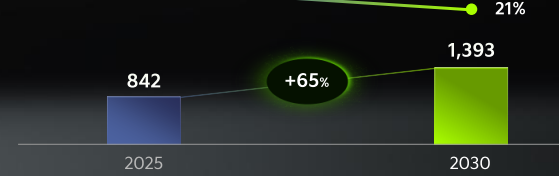
Capture the largest segment market demand by capitalizing on EV5's initial success to develop the next best-selling model

Highest-volume Segment in European Market

Europe C-SUV EV Demand

(Unit : Thousand units)

Share within EV (%) 32%



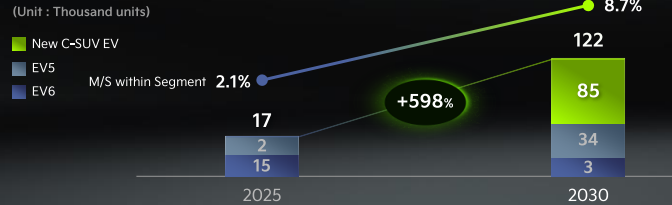
The C-SUV segment is the highest volume segment in the European market.

Europe Strategy

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



Build Up Volume Models by leveraging Kia's SUV Heritage



Kia has successfully entered the market by positioning the EV5 as a practical and accessible EV.

In 2029, Kia will launch a new flagship volume EV model, building on its SUV heritage to drive trade-up demand from Sportage HEV and PHEV, as well as high-trim EV5 customers.

The model will incorporate next-generation EV platforms, autonomous driving solutions, and SDV-based technologies. Through these initiatives, Kia aims to expand segment share to 8.7% by 2030.

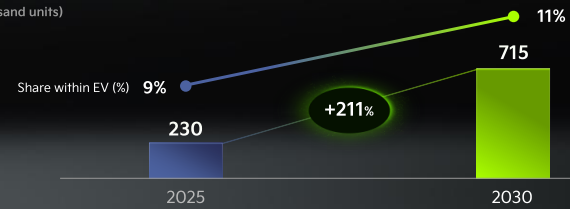
PBV Business Expansion Strategy

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

Demand Growth driven by LCV Electrification

Europe eLCV Demand

(Unit : Thousand units)



As the European EV market continues to expand, Kia will position PBVs as a key growth engine, with a strategic focus on the eLCV segment.

Supported by favorable policy tailwinds, the LCV market is expected to rapidly electrify, with eLCV demand projected to triple by 2030.

PBV Business Expansion Strategy

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

(Unit : Thousand units)

- PV9
- PV7
- PV5



Establish market leadership by offering customer-tailored conversion options



With the launch of the PV5, our first dedicated PBV, we are broadening our demand base while systematically scaling our PBV business.

Building on to this foundation, the introduction of the PV7 and PV9 will widen eLCV segment coverage and support ongoing volume expansion.

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

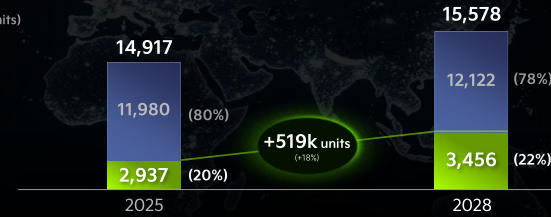
xHEV Demand Growth in the EV Transition Period

Europe Short-term Demand

(Unit : Thousand units)

■ Non-xHEV

■ xHEV



Over the long term, Europe is moving toward an EV-centric market, while in the near term, xHEV demand is expected to gain traction following easing CO₂ regulations.

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



To capture strong HEV demand, Kia is expanding both its HEV line-up and production base.

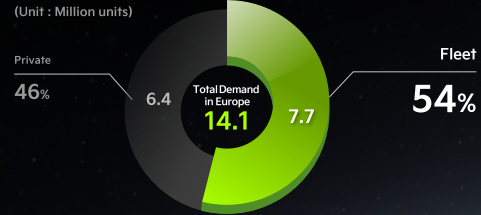
Adding on to the existing Korea and Slovakia, Mexico plant will establish a three-hub HEV production network, improving supply flexibility.

Europe Strategy

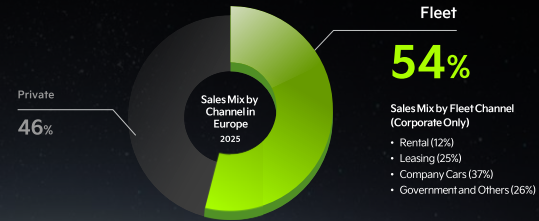
Sales Channel Diversification

Drive sales volume growth by expanding fleet share

Demand by Sales Channel in Europe



Kia Sales Mix by Channel in Europe



Mid-to-Long Term Fleet Share Optimization

Recognizing the growth potential of the European fleet market, Kia aims to boost sales by increasing our fleet share from 50% in 2025 towards the industry average.

Europe Strategy

Sales Channel Diversification

Drive sales volume growth by
expanding fleet share

Hyundai Capital

Leverage HMG Synergies

Optimize sales across
channels by strengthening
financial partnership

ARVAL
BNP PARIBAS GROUP

ayvens

Collaboration with
Local Major Financial Companies

To drive fleet sales growth, we will reinforce our EV line-up and upgrade leasing competitiveness.

In parallel, we will expand our customer base by securing large accounts through PBV solutions and unlocking incremental demand from SMEs.

Furthermore, in close partnership with Hyundai Capital and key local financial institutions, we will develop tailored sales and financing solutions across each channel.

Industry Demand

Projected to outpace developed markets with continued growth momentum

Emerging Markets* Auto Demand

Industry Demand (Unit : Million units)

Others
India

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



Demand in emerging markets has grown at a CAGR exceeding 8% since 2020 and is expected to continue expanding at roughly 3% annually through 2030.

India is leading this momentum, with total industry demand projected to increase from 13.4 million units in 2020 to 22.4 million units by 2030.

Emerging Markets Strategy

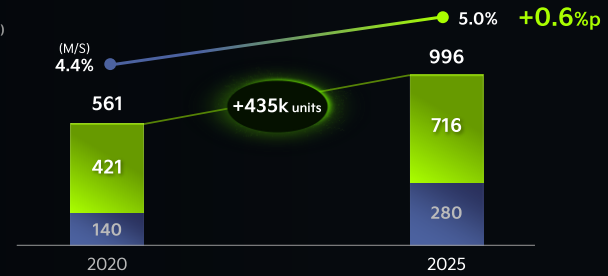
Sales Results

Growth supported by increased volume model sales and supply strategies in emerging markets such as India

Emerging Markets Sales Results

(Unit : Thousand units)

Others
India



We have achieved tangible growth, with annual sales rising by 440 thousand units from 560 thousand units in 2020 to around 1 million units in 2025, alongside a 0.6% point increase in market share to 5.0%.

Emerging Markets Strategy

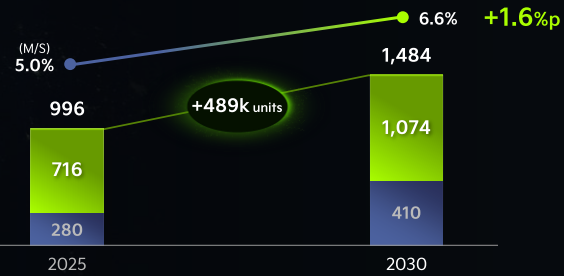
Sales Target

Pursue sustainable long-term growth based on existing sales momentum

(Unit : Thousand units)

■ Non-India
■ India

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



Kia is entering its next phase of growth in emerging markets.

Our 2030 plan targets 1.48 million units in sales, up approximately 500 thousand units from today, alongside a 1.6% point increase in market share to 6.6%.

Emerging Markets Strategy

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

Africa / Middle East +77k

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

CIS +51k

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

India +130k

Expand product line-up
Enhance dealer network competitiveness

Asia / Pacific

+106k

Expand ASEAN presence via HMG hub
(Hyundai Indonesia Plant)

Accordingly, Kia will deploy region-specific strategies to drive growth.

In Latin America, we will strengthen performance in core markets while developing locally optimized products to capture emerging segment demand.

In the Middle East and Africa, we will anchor our strategy in Africa-led expansion, supported by the ramp-up of CKD operations in key CIS markets, including Kazakhstan and Uzbekistan.

In the Asia-Pacific region, Kia will grow sales through ASEAN-focused strategic models, leveraging our Indonesia production base.

Emerging Markets Strategy

India Line-up Expansion

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



In India, our key strategic market, we are establishing a sales base for 410 thousand units, up 130 thousand units from current levels.

Since our entry in 2019 with the Seltos, we have successfully broadened our line-up with the Sonet and Carens, reaching 280 thousand units across seven models by 2025.

By 2030, we will further broaden the line-up to 10 models, establishing a full portfolio across ICE, HEV, and EV, with a target of 410 thousand units in sales and a 7.6% market share in India.



Amid growing demand for electrified vehicles, Kia is scaling both our HEV portfolio and locally optimized EV line-up.

Beginning with the Carens EV in 2025, we will continue the rollout with the Syros EV in July, followed by the introduction of the Sorento HEV and Carnival HEV.

From 2027 onward, we will extend HEV offerings to key local models such as the Sonet, Carens, and Seltos, while introducing a locally developed B-SUV EV.

By 2030, Kia will operate an 8-model eco-friendly line-up, driving volume growth while staying ahead of regulatory developments.

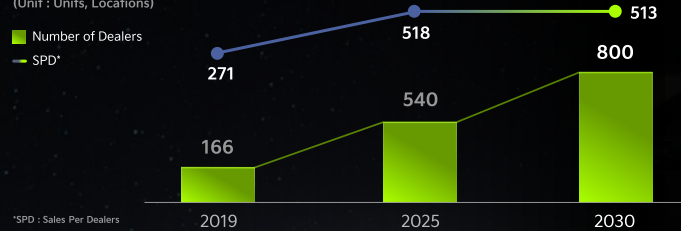
Emerging Markets Strategy

Dealer Network Enhancement

Drive sales growth through ongoing dealer network expansion and enhanced business capabilities

Dealer Status in India by Year
(Unit : Units, Locations)

■ Number of Dealers
— SPD*



*SPD : Sales Per Dealers



To support long-term sales growth and service excellence in India, we are expanding our dealer network to 800 outlets and strengthening overall network competitiveness.

This expansion will be guided by a balanced approach that reflects regional demand, accessibility, and growth potential.

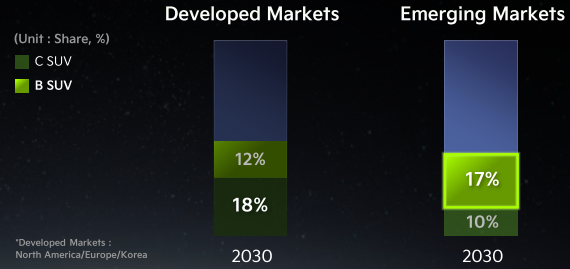
In addition, we will reinforce dealer support and expand certified pre-owned sales outlets to enhance dealer profitability while upgrading service capabilities—including remote diagnostics and proactive vehicle inspections—to deliver a more distinctive customer experience.

Emerging Markets Strategy

Volume SUV Sales Growth

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

B-SUV, the Largest Segment in Emerging Markets



In emerging markets—including India, the Middle East & Africa, Asia-Pacific, and Latin America—B-SUVs represent the largest volume segment, unlike in developed markets.

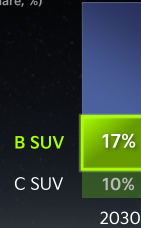
Volume SUV Sales Growth

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

Emerging Markets

(Unit : Share, %)



Upper

SELTOS



2030 **205k units**

Lower

SONET



2030 **208k units**

In line with these market dynamics, Kia will focus on scaling our key volume models, the Seltos and Sonet.

By segmenting demand into upper and lower sub-segments within the B-SUV class and deploying tailored sales strategies for each customer group, we are targeting annual sales of over 200 thousand units per model by 2030.

In parallel, we will reinforce our competitive edge through ongoing line-up enhancements, solidifying our differentiated positioning in the B-SUV market.

Emerging Markets Strategy

Supply Chain Strategy

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

Flexible Supply Chain
to reach 1.48mn unit sales



To support our 1.48 million unit sales target in emerging markets, we will strengthen our global supply chain and build a stable supply system.

Kia will diversify sourcing by expanding local production in Mexico and India, while also utilizing export capacity from our plants in China.

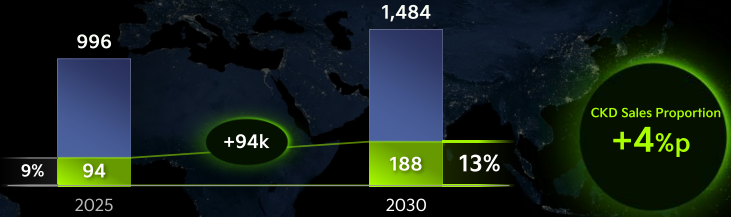
Supply Chain Strategy

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

CKD Mix Expansion reflecting Local Market Conditions

(Unit : Thousand units / Mix %)

■ CBU
■ CKD




By 2030, Kia plans to increase CKD sales to 188 thousand units, up by 94 thousand units, raising the CKD share in emerging markets to 13%.

This will support a more efficient cost structure through lower tariff and logistics burdens, while increasing operational flexibility to address evolving demand.

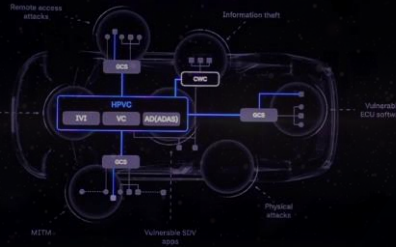


Five years after declaring its Total Transformation in 2021 and driving comprehensive transformation across its brand, products, and operations, Kia has become one of the fastest-growing and most profitable companies in the industry.

The time ahead for Kia will be even more exciting. With its SUV leadership at the core of its identity, a strong electrified vehicle line-up, entry into new segments such as PBVs and pick-ups, and region-specific strategies in the era of deglobalization, Kia will break through the stagnant automotive market and chart a path toward ex-growth.



SDV · Autonomous Driving Advancement



Robotics- Driven Manufacturing Innovation



While further strengthening its competitiveness in the traditional automotive industry, Kia is proactively preparing for the transformation of the future mobility landscape, driven by autonomous driving and robotics.

In particular, autonomous driving will go beyond driver assistance technologies to become a core pillar of the future automotive industry—eliminating mobility constraints and expanding freedom of movement for all.

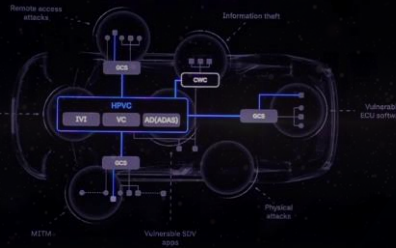
Robotics, likewise, will extend beyond innovation in manufacturing. Its applications are rapidly expanding across logistics, services, and everyday life, bringing about a transformative shift in how people live and work.

Positioning autonomous driving and robotics as key future growth engines, Kia is building a new mobility ecosystem in which vehicles, software, robots, and services are seamlessly interconnected.

In the following Future Strategy session, the leaders of each group will share how Kia is building capabilities in autonomous driving and robotics, and how we are preparing for the future through strategic partnerships and advanced technologies.



SDV · Autonomous Driving Advancement



Robotics- Driven Manufacturing Innovation

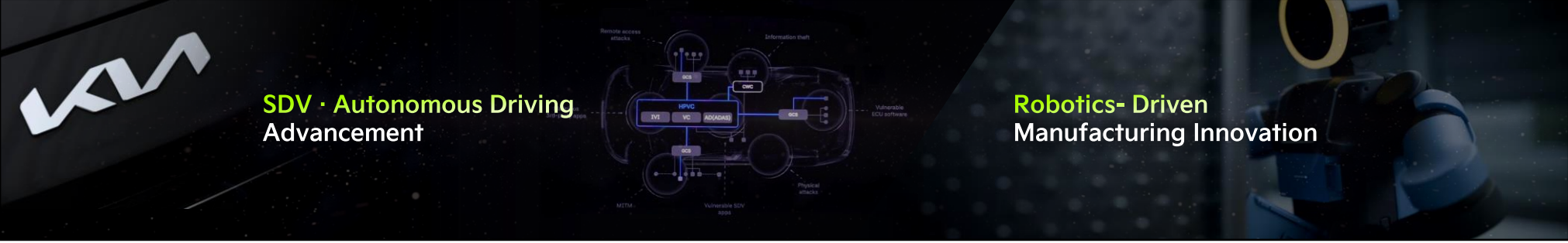


Leading Kia's autonomous driving efforts, President Minwoo Park is a world-class expert in autonomous driving, having served as a core member of the Tesla Autopilot team and led the development of Tesla Vision.

He later joined NVIDIA, where he was responsible for the development and commercialization of autonomous driving technologies at the global forefront.

Building on his extensive experience in both advanced technology development and large-scale commercialization at Tesla and NVIDIA, President Park was appointed earlier this year as Head of the Group's Advanced Vehicle Platform (AVP) Division. In this role, he is leading the Group's SDV and autonomous driving development initiatives.

In his presentation, President Park will outline Kia's strategy for internalizing and advancing autonomous driving technologies, and share a clear vision and execution plan for how the Group's technology capabilities will translate into Kia's future products and service competitiveness.



SDV · Autonomous Driving Advancement

Robotics- Driven Manufacturing Innovation

Turning now to robotics, we are honored to welcome the presentation by Mr. Jack Jakowski, Chief Product and Technology Officer of Boston Dynamics, the world's leading robotics company and a strategic partner jointly invested in by Kia and Hyundai Motor Group.

Mr. Jakowski began his career at the MIT AI Lab and has played a pivotal role at Boston Dynamics, leading the development of the quadruped robot Spot. He currently oversees the development of the humanoid robot Atlas, serving as one of the world's foremost robotics engineers.

In his presentation, he will share deep insights into how Boston Dynamics' industry-leading robotic platforms—including Atlas, Spot, and Stretch—can expand their applications across industrial sites, future mobility solutions, and everyday life.

This session goes beyond the evolution of robotics technology itself. It will provide valuable perspectives on how Kia, as it transforms into a future mobility company, can create meaningful intersections with robotics—unlocking new business opportunities and use cases across its mobility ecosystem.

With that, we will begin with a presentation on autonomous driving strategy by President Minwoo Park.

PART. 3

Future Strategy



2026 CEO Investor Day
Movement that inspires



Autonomous Driving

Minwoo Park

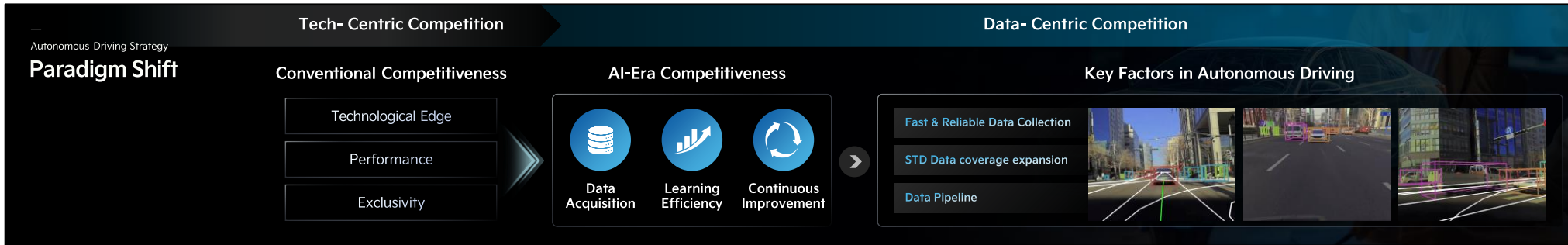
President and Head of AVP Division & CEO of 42dot

Good afternoon.

I am Minwoo Park, Head of AVP Division at Hyundai Motor Group and CEO of 42dot.

Thank you for joining us today.

I will outline the strategic direction of SDV and autonomous driving, as well as the timeline and application of these technologies across Kia's vehicle line-up.



As AI technologies move into full-scale adoption, the competitive landscape is also evolving rapidly.

In the past, the key question was who could develop better technology first. Today, however, competitiveness is increasingly defined by who can secure and utilize data faster, more reliably, and at greater scale.

This is especially true in autonomous driving. What matters is not only how advanced an individual technology is, but how widely it can be applied across vehicles, and whether the resulting data can continuously lead to further learning and product advancement.

In response to this shift, Hyundai Motor Group is refining its autonomous driving development direction around a structure designed for scalable data accumulation and continuous expansion.

SDV Standard Platform

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

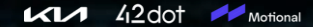
Sensor Standardization

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



Data Union

- HMG Standard Data Synergy
- Global Partner Data Collaboration



Global Data Generation

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

To secure sufficient, high-quality data, Hyundai Motor Group has implemented a strategy centered on technology standardization, with a particular focus on sensor standardization.

Standardized sensors not only drive cost efficiency, but also enable unified data management and the immediate use of collected data in learning. This standardization is embedded within our in-house SDV platform, ensuring that autonomous driving data is accumulated in a consistent structure and can be seamlessly utilized across both learning and real-world application.

Under this framework, Hyundai Motor Group is establishing a data union through its recently announced strategic partnership with NVIDIA. This enables the integration and utilization of autonomous driving data across Hyundai Motor Group—including Kia, 42dot, and Motional—and a broader set of external partner data within NVIDIA's global ecosystem.

As data is consistently collected on our standardized SDV platform and sensor architecture, and as learning scope and speed expand through the data union, autonomous driving technologies will advance through a data flywheel of collection, learning, performance improvement, and deployment.



Building on the data-centric architecture outlined earlier, Hyundai Motor Group is applying autonomous driving with a clear focus on deployment to mass production and real-world application. While the core technologies and key building blocks for autonomous driving are already in place, applying them to mass production and ensuring reliable market deployment requires a balanced approach—one that delivers both speed and quality.

To this end, the Group has devised a 2-track strategy.

The first track focuses on faster time-to-value through global partnerships. By collaborating with proven partners, we aim to establish early standardization at the sensor and system levels, enabling fast market entry of mass-produced models and delivering immediate value to customers.

The second track focuses on building and internalizing core autonomous driving technologies. The large-scale driving data generated from these vehicles feeds into the Group’s data flywheel, enabling continuous improvement of the internalized E2E autonomous driving model. Our ultimate goal is to secure the stability and reliability required for mass production through our own technology.

This 2-track strategy is not a simple parallel of external partnerships and internal development—it is a self-reinforcing system, where rapid market entry generates data, and that data serves as fuel to continuously strengthen internalized technologies. In short, our strategy is to move faster through partnerships, retain data, and strengthen our technology in-house. Through this approach, Hyundai Motor Group will deliver faster time-to-value in the near term, while securing leadership in autonomous driving in the long term.

Autonomous Driving Strategy
First SDV Car Launch

SDV Platform



- CODA
- CODA OS

Connect Platform



- Pleos Connect
- Gleo AI
- Pleos App Market

Kia First SDV
 First practical implementation of 2-track approach



Autonomous Driving Platform



- E2E Autonomous Driving Model
- Lv2+ Technology Applied

Service & Solution Platform



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

The first tangible realization of the 2-track strategy will be Kia’s first SDV model. Production preparation for the vehicle will be completed by late 2027, and it will be introduced to customers in 2028.

This vehicle will integrate autonomous driving technologies developed through a strategic partnership with NVIDIA, alongside the full suite of the SDV platform independently developed by Hyundai Motor Group. At its foundation, the vehicle is built upon the SDV architecture CODA and the next-generation infotainment platform Pleos Connect, providing a user experience that connects the vehicle’s interior and exterior environments in an organic and unified manner.

Most notably, customers will directly experience Kia’s first SDV through its in-vehicle Agentic AI, Gleo AI. Moving well beyond the limitations of conventional voice assistants or function-based commands, Gleo AI evolves into a true agentic system—continuously connected to the broader digital ecosystem beyond the vehicle—capable of autonomously planning and executing tasks on behalf of the user.

Through this, customers will benefit from a more intuitive and safer AI-based driving and vehicle control experience inside the vehicle. Beyond the vehicle, they will access an expanded ecosystem and services via the Pleos App Market—ultimately transforming the car into the center of a fully integrated, intelligent lifestyle, and enabling customers to fully realize the value of the SDV paradigm.



Alongside the first mass-produced SDV model referenced earlier, Hyundai Motor Group is currently validating and advancing its autonomous driving technologies.

As part of this effort, the Group will introduce an SDV Pace Car to test and refine both its SDV platform and autonomous driving capabilities in real-world conditions.

This vehicle is scheduled to be deployed in the autonomous driving pilot city initiative led by the government in Gwangju. Hyundai Motor Group plans to begin commercialization with its first SDV model and progressively expand autonomous driving functionalities.

By early 2029, development is targeted to achieve Level 2++ capabilities suitable for urban driving environments. Looking further ahead, the Group is also preparing for the mid- to long-term commercialization of Level 4 autonomous driving, including robotaxi services.

HMG Autonomous Driving Technology Development

SafetyTop priority
for all technology**Reliability**Secure through
trusted partnership**Sustainability**Advanced in-house
capabilities to ensure
competitiveness**Scalability**Develop tech for
global deployment

Autonomous Driving Validation

Comply with
Global Safety
Standards

Large-Scale Application

Enhance
Global Product
Competitiveness

Hyundai Motor Group's objective for SDV and autonomous driving technology is for the customers to experience these innovations in their everyday lives as safely and seamlessly as possible.

The competitiveness of autonomous driving is not defined by demonstrations in controlled environments. It becomes meaningful only when it meets global regulatory and safety standards and can be reliably deployed at scale across mass-produced vehicles.

Building on proven partnerships, Hyundai Motor Group is accelerating the application of advanced technologies onto its products, while simultaneously strengthening its in-house capabilities. In parallel, it is establishing a technology roadmap designed for long-term scalability.

We will not treat autonomous driving as a showcase technology—we will ensure it becomes a foundation for building trust and delivering tangible value in our customers' daily lives.



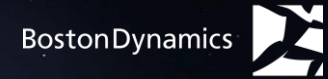
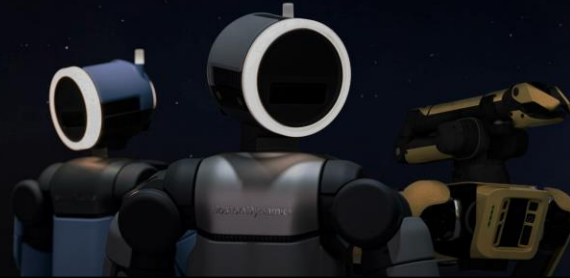
Safe, Intelligent and Sustainable
Future Mobility

The SDV and autonomous driving technologies being advanced by Hyundai Motor Group go beyond technological innovation alone. They represent our broader journey toward building a sustainable mobility ecosystem through global partnerships and strong in-house technological capabilities.

A future of mobility that is safe, intelligent, and sustainable. That is the tomorrow we are building.
Thank you.

Next, we will hear from Zack Jackowski, Chief Product and Technology Officer of Boston Dynamics.

Boston Dynamics



A person is holding a tablet that displays a complex control interface with various gauges and data points. In the background, a yellow and black quadruped robot is visible. To the right, a white and yellow robotic arm is shown in a dark environment, possibly a warehouse or factory setting.

Boston Dynamics as a Robotics Leader



Boston Dynamics Vision

General Purpose Robots
become ubiquitous in 10 years

Robotics Leader

Strategic Differentiation

HMG Synergy

Go Anywhere



Understand Surroundings



Manipulate Anything



A person is holding a tablet that displays a complex control interface with various gauges and data points. In the background, a Boston Dynamics robot is visible, illuminated by a yellow light. The scene is set in a dark, industrial environment with shelves and equipment.

Boston Dynamics - Strategic Differentiations

Deployment & Data Collection

HMG-wide internal deployment pipeline secured
Scale to 25,000 robots deployed
RMAC to accelerate iteration with field data

Robotics Leader

Strategic Differentiation

HMG Synergy

Deployment & Data Collection

Deployment



25,000 units of internal demand
secured within HMG facilities

Training



Robot Metaplant Application Center
(RMAC) in the U.S

Data-collection



Millions of hours of data collected
in the next 5 years

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

Robotics Leader

Strategic Differentiation

HMG Synergy

Positioned to win Physical AI & VLA Development

AI Infrastructure



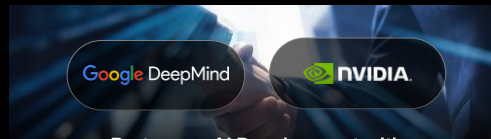
\$500M+
AI Infrastructure & Talent Investment

Real-world Data



Leveraging Real World Data

Partnership



Partner on AI Development with
Leading Tech

Synergy with the HMG Ecosystem

Leveraging the HMG ecosystem across core parts, supply chain, and manufacturing scale-up

Synergy with the HMG Ecosystem

Core parts



SCM



Scaling














Best in Class, Real World Tested Hardware & Robot Controls Tech Stack

Application Roadmap

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

Product	Now	Long term
Spot 	 Predictive Maintenance	 Security Patrol
Stretch 	 Truck Unload	 Case Pick
Atlas 	 Repetitive Tasks	 Straining Tasks



Last Mile Delivery



Truck Load



Heavy Object Tasks



HMG Synergy

Spot & Stretch in Last Mile Delivery

Capturing scalable LMD growth through PBV-robotics synergy, c.\$288bn total addressable market

Robotics Leader

Strategic Differentiation

HMG Synergy

Boston Dynamics



Stretch

- Flexible logistics platform designed for global 3PL and logistics providers

* 3rd Party Logistics



Spot

- Autonomous inspection and predictive maintenance across industrial facilities
- Expanding into last mile delivery applications



Kia

PBV

Kia will introduce mid-size PBVs (PV7/PV9), designed to meet global carrier demand



Future

Unlocking new business opportunities in last mile delivery through Kia-Boston Dynamics synergy

Massive opportunity in LMD market

CAGR 9.1%

Global LMD market growth by 2030

\$288bn

Global LMD market size by 2030

160k jobs

Projected US driver shortage by 2030

Spot & Stretch in Last Mile Delivery

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

Robotics Leader

Strategic Differentiation

HMG Synergy

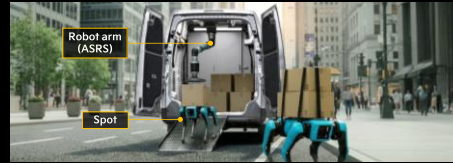
Loading at Distribution Center

- 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



Atlas at HMG Plants

Human-centered Physical AI to enhance safety, productivity, and quality, supported by 16 high-value task opportunities and 25K+ identified internal demand

Robotics Leader

Strategic Differentiation

HMG Synergy

Vision



Human-centered Physical AI to improve worker safety, productivity & quality (16 high value tasks & 25K+ robot demand identified)

Application Strategy



Focus on parts sequencing tasks, then solve more generalized assembly related tasks

Benefits



As well as direct ROI, Atlas will enable flexible manufacturing process

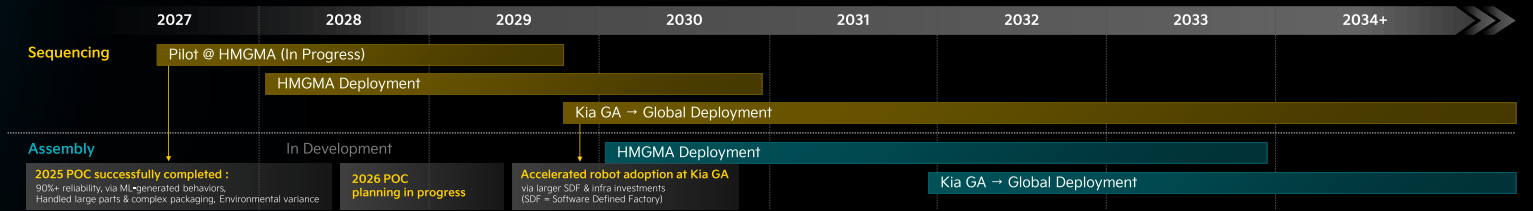


High Level Deployment Plan

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

- Robotics Leader
- Strategic Differentiation
- HMG Synergy

High Level Deployment Plan



Priority Workstream - Safety related

Robotics Leader

Strategic Differentiation

HMG Synergy

“ Overhead tasks presenting a falling object hazard ”



Muffler installation



Tailgate trim installation



Wheel guard installation



Underbody cover installation



Auxiliary battery installation

Priority Workstream - Productivity related

Robotics Leader

Strategic Differentiation

HMG Synergy

“ Heavy material handling tasks presenting physical strain and productivity loss ”



Wiring loading & installation



Floor mat loading & installation



Hood stay removal



HPCU loading & installation



Hood lifter installation

Priority Workstream - Quality related

Robotics Leader

Strategic Differentiation

HMG Synergy

“ Quality - control tasks impacting customer safety ”



Fuel and brake line installation



Curtain airbag installation



Brake pedal installation



ACU loading & installation



Luggage side trim loading
& installation

Priority Workstream

Robotics Leader

Strategic Differentiation

HMG Synergy

Safety

Productivity

Quality



Priority Workstream

Robotics Leader

Strategic Differentiation

HMG Synergy

Human X Humanoid

Safety, productivity, quality innovation through human - centered AI robotics

PART. 4

Financial Strategy

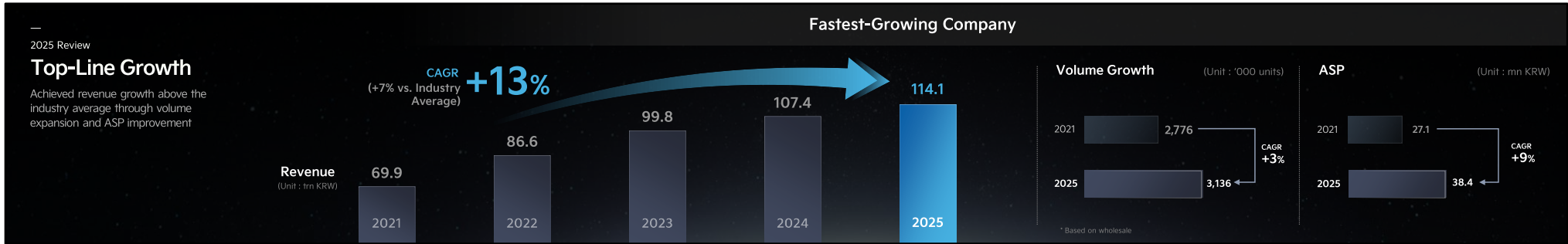


2026 CEO Investor Day

Good afternoon.

This is Seung Jun Kim, CFO of Kia.

I will walk you through Kia's financial strategy.



In 2025, Kia’s revenue rose 6.2% year-over-year to KRW 114 trillion, surpassing KRW 100 trillion for the second year in a row.

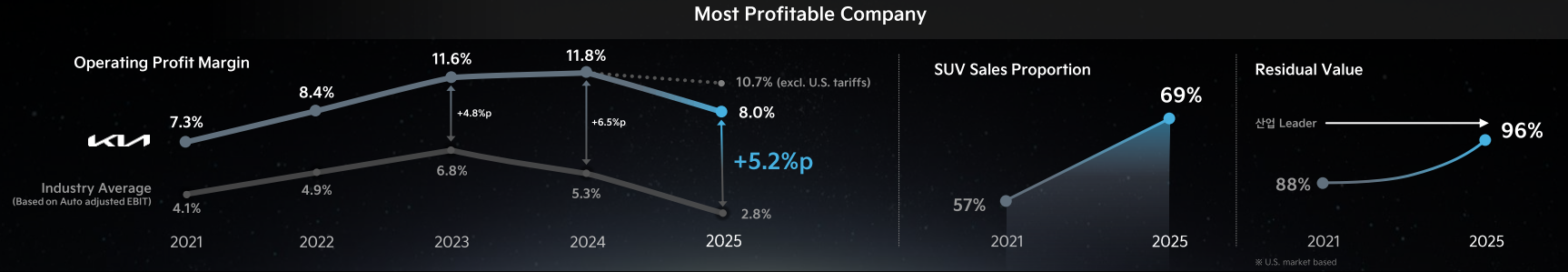
Since 2021, Kia has delivered a 13% CAGR in revenue, significantly outpacing the industry average of 7%. This growth is not merely a reflection of higher sales volumes.

It represents qualitative growth, driven by higher ASP supported by strong brand power, enhanced product quality, and vehicle mix improvement in SUVs and electrified models.

As a result, Kia has become the fastest-growing automotive company globally over the past five years.

Profitability

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



The combination of top-line growth and price-mix improvements has led to differentiated profitability.

In 2025, the automotive industry experienced declining profitability, impacted by sluggish growth, U.S. tariffs, rapidly evolving regulations, and intensifying competition.

Despite these headwinds, Kia achieved an 8% operating profit margin and has sustained top-tier profitability among OEMs for several years.



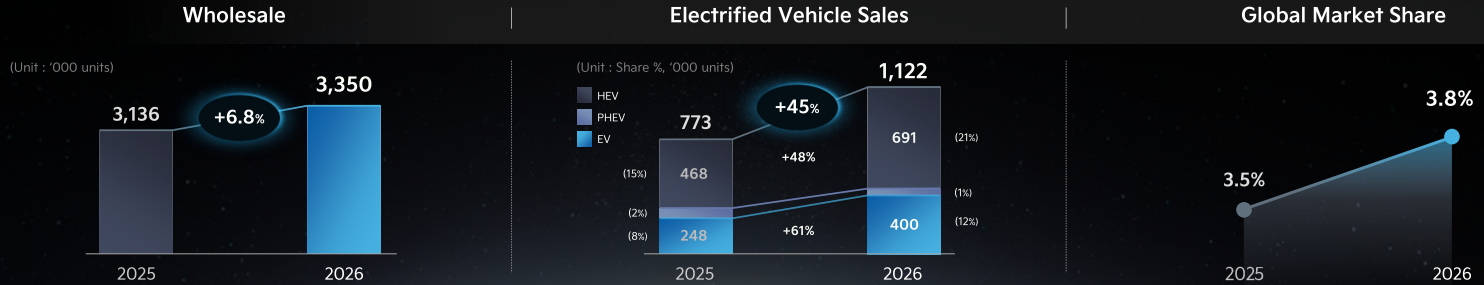
Kia's outstanding performance is also reflected in our credit ratings.

Despite a challenging business environment, which has led many global OEMs to face credit rating downgrades, Kia has secured the highest ratings from S&P and Moody's at A, while also maintaining triple-A(AAA) ratings from all three of Korea's major credit rating agencies.

This demonstrates that, even amid the high volatility of the automotive industry, Kia's strong cash-generation capabilities and solid financial structure continue to earn the trust of the market.

2026 Business Plan

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



Next is Kia’s business plan for 2026.

Kia has set a wholesale target of 3.35 million units, representing almost 7% year-over-year growth.

In the U.S., sales growth will be driven by new model launches, including HEV versions of key models such as the Telluride and Seltos. In Europe, a full line-up of mass-market EVs, from EV2 to EV5, will spearhead growth. Amid the market transition toward electrification, Kia plans to leverage its strong EV and HEV lineup to further strengthen its global market leadership.

Accordingly, Kia aims to achieve electrified vehicle sales of 1.12mn units in 2026, representing a year-over-year increase of more than 45%. Key powertrains, HEVs and EVs, are expected to continue their robust growth, rising approximately 50% and 60%, respectively.

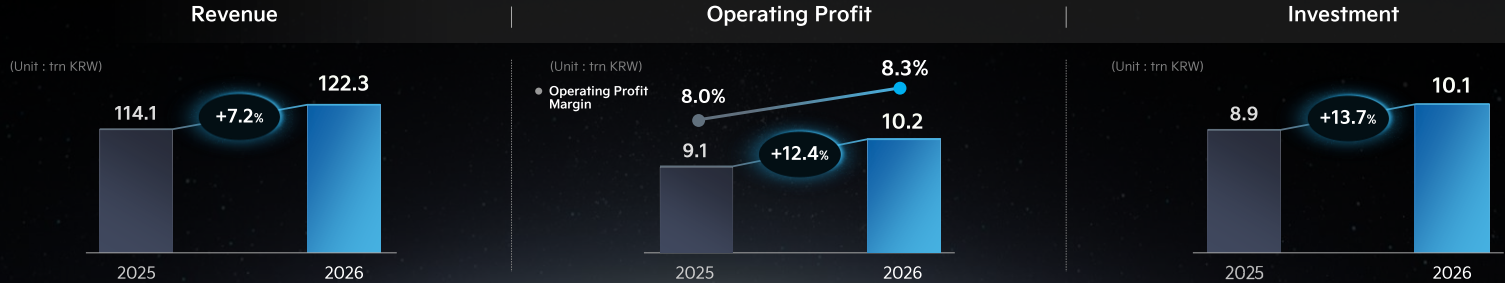
As a result, Kia targets a global market share of 3.8%, up 0.3 percentage points from the previous year.

2026 Plan

2026

Financial Plan

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



Next, is Kia's financial plan for 2026.

Revenue is targeted at KRW 122.3 trillion, representing a 7.2% year-over-year increase.

Operating profit is planned at KRW 10.2 trillion, up 12.4% from 2025, with an operating profit margin goal of 8.3%, 0.3 percentage points higher year-over-year.

Kia plans to continue scaling investments to fuel future growth, targeting KRW 10.1 trillion, up KRW 1.2 trillion from last year.

2026 OP Bridge

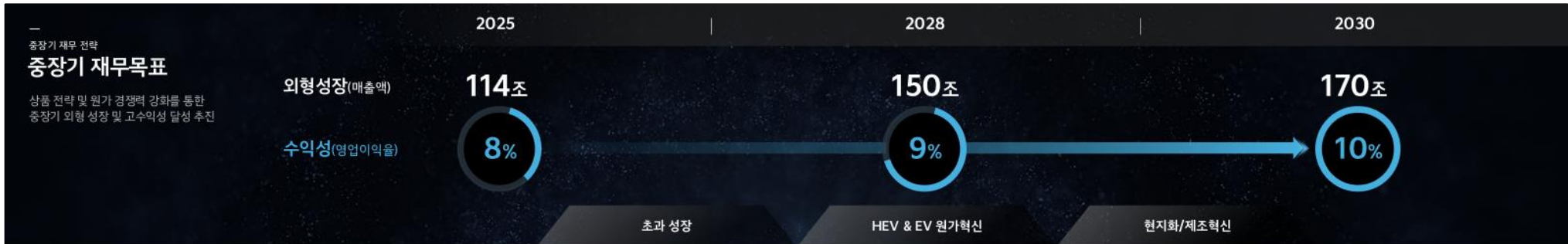
Despite rising incentives from intensified competition and conservative F/X assumption, Operating profit growth continues on the back of volume growth, mix improvement, higher ASP, and company-wide cost reduction efforts



Looking at the factors affecting operating profit in 2026, a decline of KRW 2.4 trillion is expected due to higher incentives, conservative foreign exchange assumption, and U.S. tariff impacts.

On the other hand, Kia projects an increase in operating profit of KRW 3.5 trillion, driven by higher sales volume, mix improvement, enhanced earnings from rising ASP, and continuous cost improvement, including fixed cost reductions.

As a result, operating profit is planned at KRW 10.2 trillion, up KRW 1.1 trillion year-over-year.

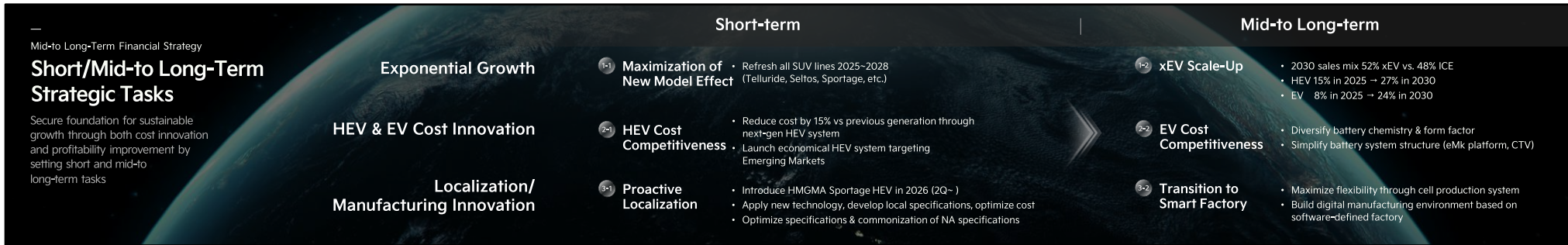


Next is Kia’s mid-to long-term financial targets.

Kia aims to achieve sales revenue of KRW 150 trillion by 2028 and KRW 170 trillion by 2030, with an operating profit margin of 9% in 2028 and 10% in 2030.

The key drivers of Kia’s growth and profitability expansion are:

- 1) ex- growth through the maximization of new model launches and accelerated sales of electrified vehicles (xEVs).
- 2) cost innovation in HEV/EVs, enabled by the transition to next-generation systems and the simplification of battery system structures.
- 3) localization and manufacturing innovation through SCM localization and transition into smart factories.



Let me go into the details of our strategic agendas.

In the short term, Kia plans to

- 1) maximize new-model effects,
- 2) strengthen hybrids cost competitiveness, and
- 3) prepare for proactive localization/manufacturing innovation.

In the mid- to long-term, we will

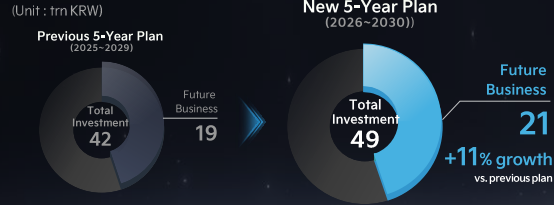
- 1) increase profitability by expanding electrified vehicle (xEV) sales,
- 2) realize our EV cost-reduction roadmap and,
- 3) innovate global production costs to further strengthen Kia's fundamental profitability by achieving accelerated transition to smart manufacturing.

Mid-to Long-Term Investment Strategy

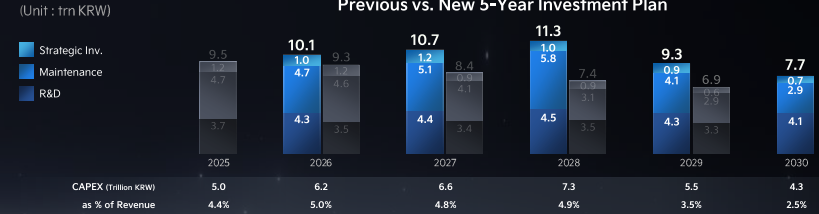
Expand Investment Focusing on Future Business

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

Continuous Expansion of Investment



Investment Efficiency



Next up is our mid- to long-term investment plan.

Kia is continuously expanding investment to secure future competitiveness.

We have increased our investment cost by KRW 7 trillion in this year's 5-year plan compared to the previous one, with a total investment cost of KRW 49 trillion.

Our investment in future industries like dual electrification, autonomous driving, and robotics amounts to KRW 21 trillion, increased 11% from last year.

Kia will maintain the efficiency of its investments while increasing its total cost.

We expect the CAPEX to Revenue Ratio to stabilize at 3% level from 2029 thanks to robust top-line growth.

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)



Next, our Shareholder Return Policy.

Kia's Total Shareholder Return has increased from 27% in 2020 to 35% in 2025; while our Dividend Per Share has also increased nearly 7 times to KRW 6,800 between 2020 and 2025.

Kia will keep expanding shareholder return and ensure that the shareholders who have placed their faith in our growth receive a fair share of our profit.

Corporate Value Enhancement

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**

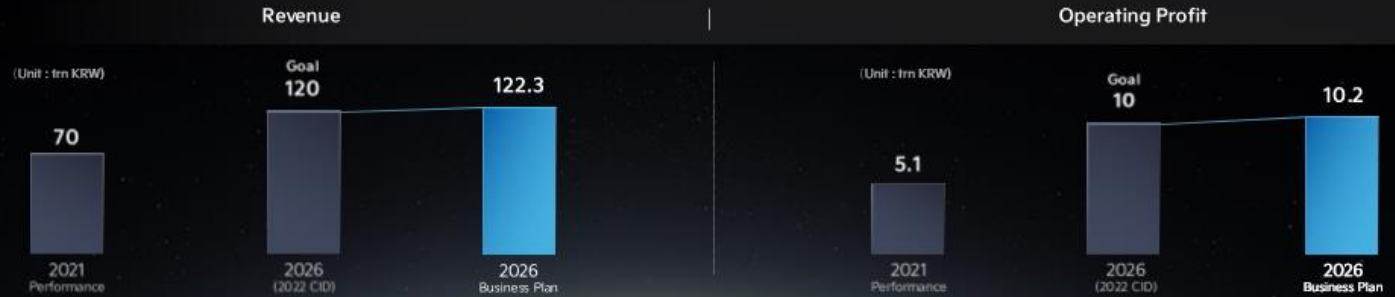
Following its mid-term shareholder return policy, Kia has set a TSR objective above 35% between 2026 and 2028.

We will achieve this goal through dividends, share buybacks and cancellations, as we continue strengthening dividend-based shareholder return.

Although challenges like tariffs and fiercer competition are expected to persist in the automotive industry, Kia will enhance its ability to create profits and liquidity through proactive growth strategies, enhanced competitiveness, and cost innovation, and actively review further increasing the shareholder return ratio.

Back in 2022

Kia has realized its mid-to long-term growth target roadmap in accordance with the 2026 objectives presented during the 2022 CID



These are the financial goals we had presented at the 2022 CEO Investor Day.

At the time, we were facing a difficult environment in the automotive industry due to the pandemic, and the targets we set were viewed as too aggressive.

However, here we stand, exactly where we promised we would be.

KIA in 2030

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)

Once again, I would like to present Kia's plan for the next 5 years.

Kia's objectives for 2030 is to achieve 4.13 million units in sales through a 1 million volume growth, expand our global M/S by 1%p to 4.5%, reach KRW 170 trillion in revenue, and KRW 17 trillion in operating profits.

To achieve these goals, we will

- 1) drive growth focusing on hybrids and EVs in developed markets based on our leadership in xEVs,
- 2) expand our market dominance as well as profitability in emerging markets through enhanced product and continuous cost innovation,
- 3) transition to SDVs through our leadership in autonomous driving and innovate our manufacturing processes through robotics so that changes in the industry paradigm serve as a steppingstone for another leap.

On this promising note, I would like to conclude the 2026 CEO Investor Day.

Thank you all for your participation.

Disclaimer

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

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

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