Movement that inspires

2025

CEO Investor Day

Movement that inspires


Brand

Kia Corporate Philosophy

Brand Purpose	We believe movement inspires ideas. That is why we create the space for you to get inspired, and more time to bring your ideas to life.
Corporate Vision	Sustainable Mobility Solutions Provider Always providing customers better ways to move forward (Progressive / Bold / Simple / Responsible)
Corporate Strategy	Plan S Planet / People / Profit
Corporate Culture	Customer-centric & People-focused Culture

Mid-to-Long-Term Brand Growth Goals

Realizing brand purpose and sustaining growth momentum based on mid-to-long-term brand roadmap

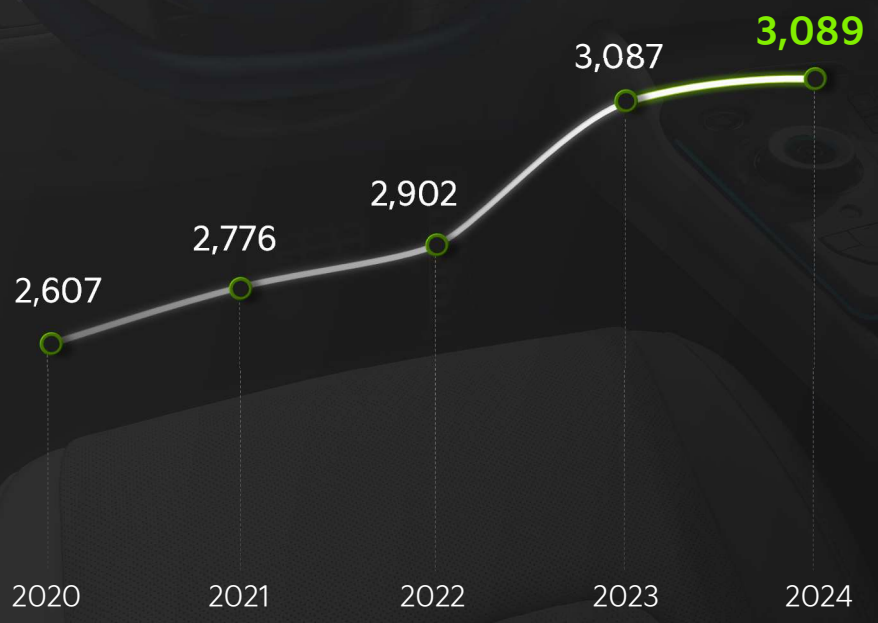
2028~	Chapter 3	Aspirational Solutions Brand	Generating values by interconnecting future businesses
2025~	Chapter 2	Personalized Mobility Brand	PBV 1st Mover
2023~	Chapter 1	Desirable EV Brand	EV Tier 1 Brand
2021~	Prologue	Consistent New Kia Brand	Total Transformation

Consistent New Kia Brand Total Transformation

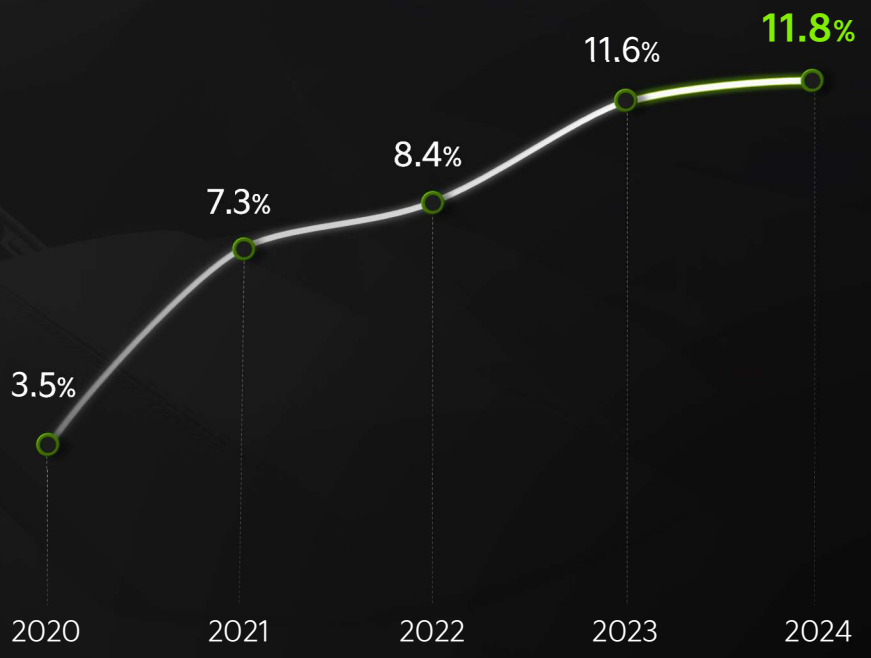
Achieved best-ever business performance in 2024 through continuous transformation following the brand relaunch

Sales

(Thousand units)



Operating Profit Margin



Consistent New Kia Brand Total Transformation

Realize continuous growth in brand value based on quantitative growth

Mid-to-Long-Term Brand Roadmap

Prologue (2021~)

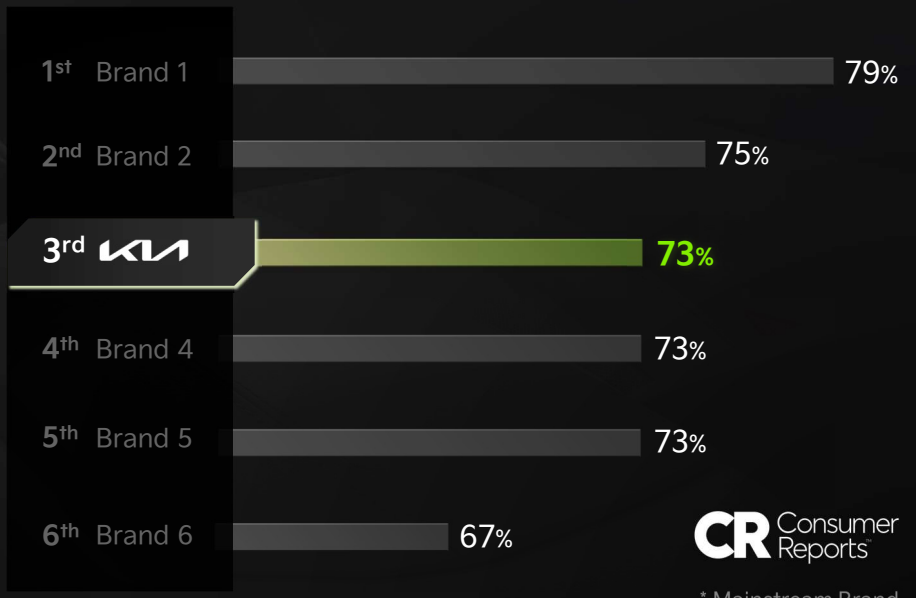
Increase in Brand Value

2024 Global Brand Value

Brand Value	$8,100m (+$1,041M YoY)
Growth	+15% YoY

Interbrand Best Global Brands 2024

2025 CR Brand Report Card (U.S.)



CR Consumer Reports

* Mainstream Brand

Consistent New Kia Brand Total Transformation

Secure high-value customers and future key customers based on enhanced brand value

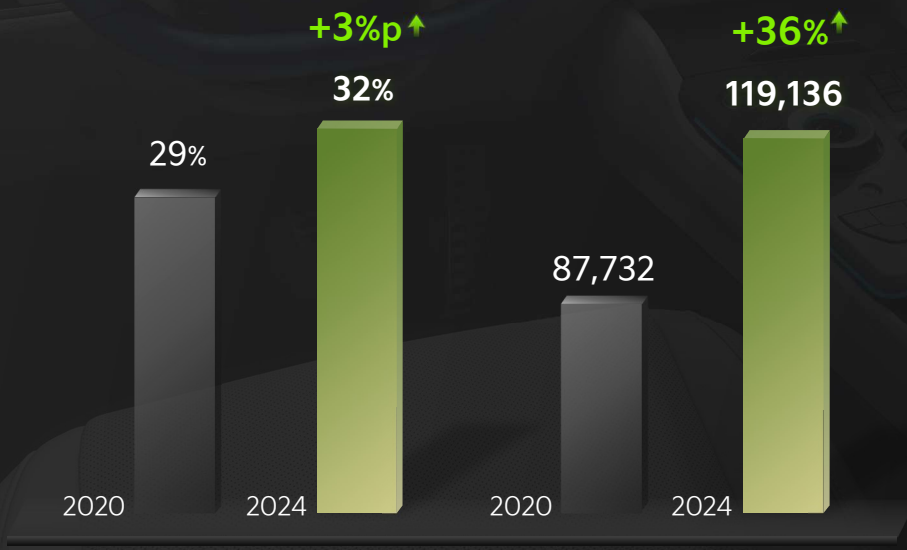
Mid-to-Long-Term Brand Roadmap

Prologue (2021~)

Consumer Profile Evolution

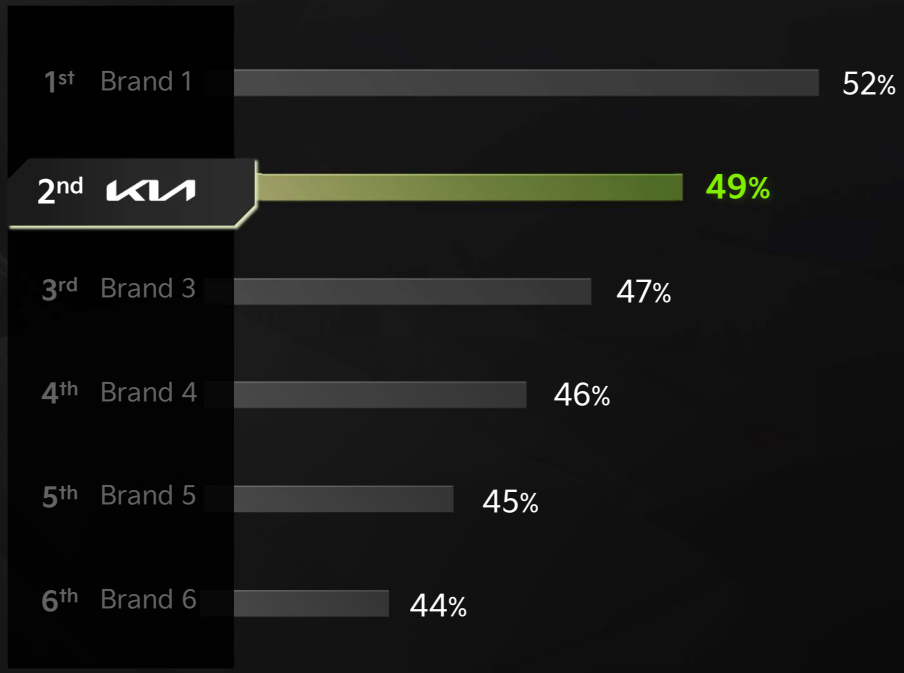
Expansion of Highly Educated Consumer Base

Expansion of High-income Consumer Base ($)



* U.S. : J.D. Power PIN (College Graduates or Higher), InMoment NVCS (Average Annual Income)

Gen Y/Z Customer Proportion



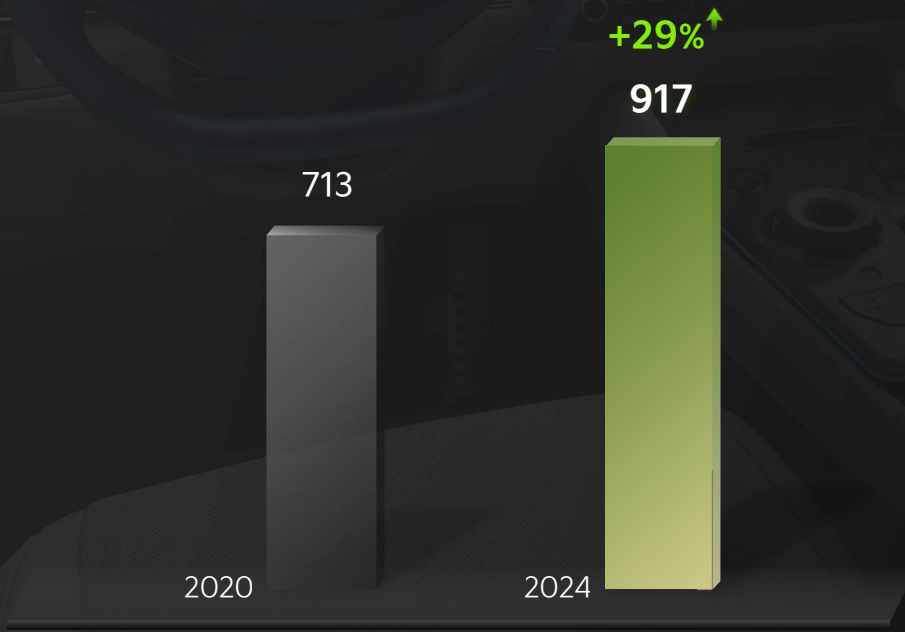
* U.S. : J.D. Power PIN (Under 46 Years Old)

Consistent New Kia Brand Total Transformation

Establish a foundation for quantitative growth by strengthening dealer network sales capability

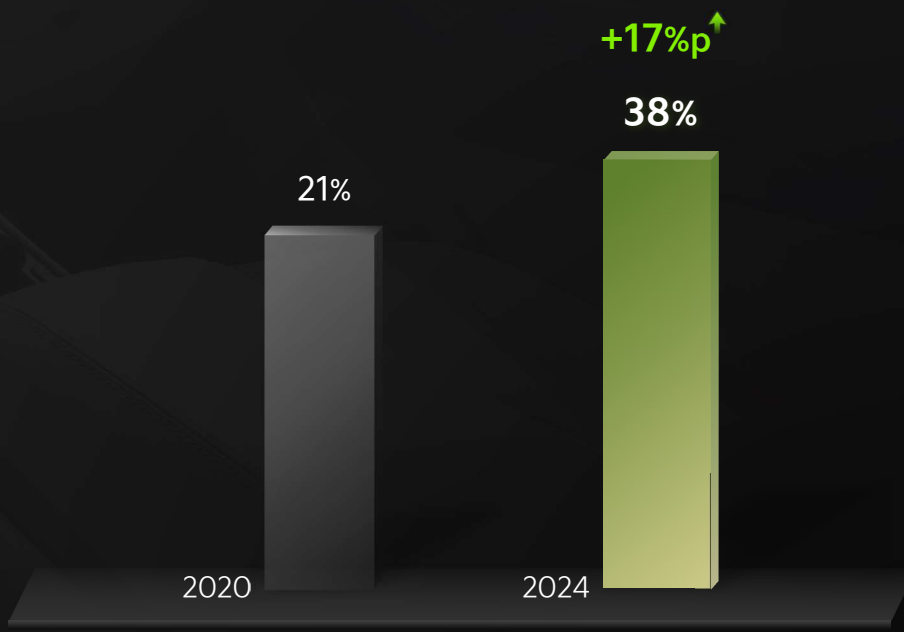
Annual Sales per Dealer

(Unit)



* U.S. : Urban Science DataHub TM Sales Data

Percentage of Dealers with Annual Sales Exceeding 1,000 Units



* U.S. : Urban Science DataHub TM Sales Data

Consistent New Kia Brand Total Transformation

Improve business structure for continuous enhancement of business performance

Mid-to-Long-Term Brand Roadmap

Prologue (2021~)

Incentives



* Industry Average : U.S. J.D. Power PIN

2024 Transaction Price to MSRP Ratio

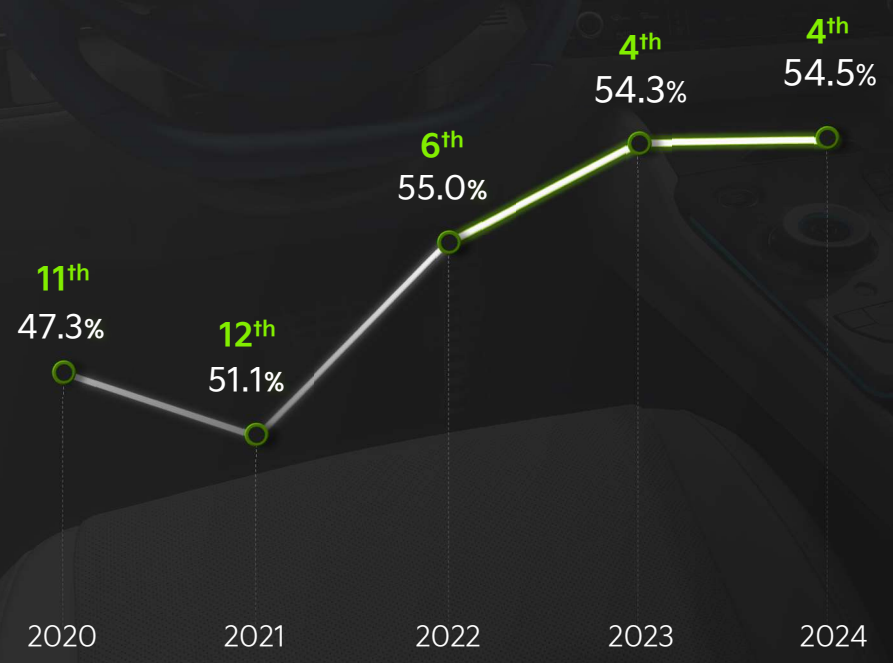


* U.S. J.D. Power PIN+ ('24)

Consistent New Kia Brand Total Transformation

Improve business structure for continuous enhancement of business performance

Kia Residual Value



* U.S. ALG Residual Value Data

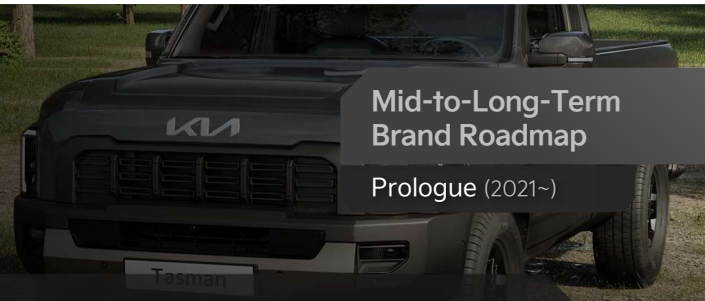
Residual Value Award

Telluride wins J.D. Power
Residual Value Award for
4 consecutive years in the U.S.



Consistent New Kia Brand Total Transformation

Respond flexibly to hybrid demand and explore new segments for continuous brand growth



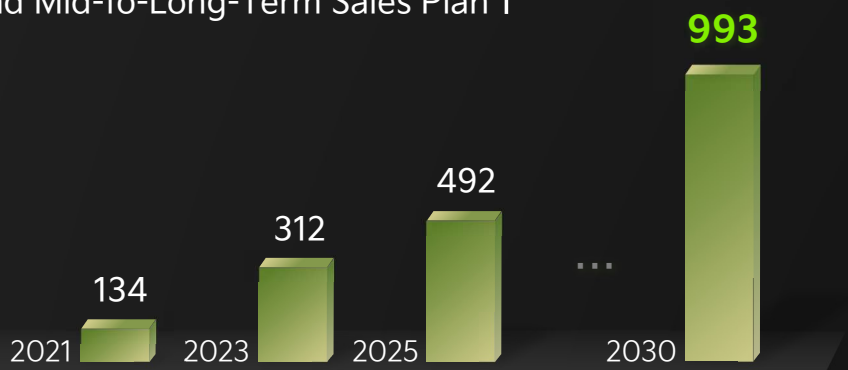
Mid-to-Long-Term Brand Roadmap

Prologue (2021~)

Expansion of Hybrid Models and Powertrains

(Thousand units)

Kia HEV Sales Performance and Mid-to-Long-Term Sales Plan



2025 6Models » Addition of Small / Large HEV Models Development of New HEV Powertrains » 2030 10Models

Entry into the Pickup Market



Desirable EV Brand EV Tier 1 Brand

Establish an industry-leading EV lineup to achieve electrification vision

Mid-to-Long-Term Brand Roadmap

Chapter 1 (2023~)

2021

The 1st Kia EV

Present a Vision for Electrification



EV6

2022 European Car of the Year

2023 North American Utility Vehicle of the Year

2023

Flagship EV

Shift to EV Value Paradigm



EV9

2024 World Car of the Year
2024 World Electric Vehicle

2024 North American Utility Vehicle of the Year

2024~

Volume EV

Lead the Mass Adoption of Electrification



EV3



EV4, EV5

2025 Women's Worldwide Car of the Year (Compact SUV Category)

2025 Korea Car of the Year

2025 UK Car of the Year

Desirable EV Brand EV Tier 1 Brand

Strengthen a seamless EV-specialized customer experience

Mid-to-Long-Term Brand Roadmap

Chapter 1 (2023~)

In-Vehicle Experience



Enhance the EV-specialized Vehicle Experience

Initiate FoD Application in EV9 & Generative AI Assistant in EV3

Expand digital features and generative AI services to maximize customer value

Purchasing Experience



Build an Integrated Digital Channel

Kia OneWeb / OneApp
Dealer-Customer Management System

Establish a global customer management standard for dealers to innovate the integrated customer experience



Enhance the EV Purchasing Experience

EV Dedicated Stores &
EV Specialized Dealers

Advance digital experiences in EV stores to strengthen customer product engagement

Ownership Experience



Ensure Service & Quality Competitiveness

Remote Vehicle Diagnostics via OTA

Enhance safety & reliability while improving ownership experience to strengthen EV perception

Desirable EV Brand EV Tier 1 Brand

Implement region-specific electrification leadership strategies

Mid-to-Long-Term Brand Roadmap

Chapter 1 (2023~)

Global Kia EV Day

Global Debut of New EVs



2025 Kia EV Day - EV4, PV5, EV2 Concept
2023 Kia EV Day - EV5, EV3/EV4 Concept

Local Kia EV Day

Regional New EV Launch Promotions



2024 APAC EV Day

Local EV CX Center

Regional EV CX Program



Central and South America EV CX Center
(Middle East & Africa EV CX Center planned)

Desirable EV Brand EV Tier 1 Brand

Implement region-specific electrification leadership strategies

▸ **Global Kia EV Day**

- Local Kia EV Day
- Local EV CX Center



Desirable EV Brand EV Tier 1 Brand

Implement region-specific electrification leadership strategies

- Global Kia EV Day
- **Local Kia EV Day**
- Local EV CX Center



Desirable EV Brand EV Tier 1 Brand

Implement region-specific electrification leadership strategies

- Global Kia EV Day
- Local Kia EV Day
- **Local EV CX Center**



Personalized Mobility Brand PBV 1st Mover

Provide innovative and integrated mobility solutions tailored to new businesses and lifestyles based on customer needs

Platform Beyond Vehicle

- ▶ **PBV Vision Declaration**
  - Production System Transformation
  - PV5 Launch
  - Personalized Mobility Expansion



Personalized Mobility Brand PBV 1st Mover

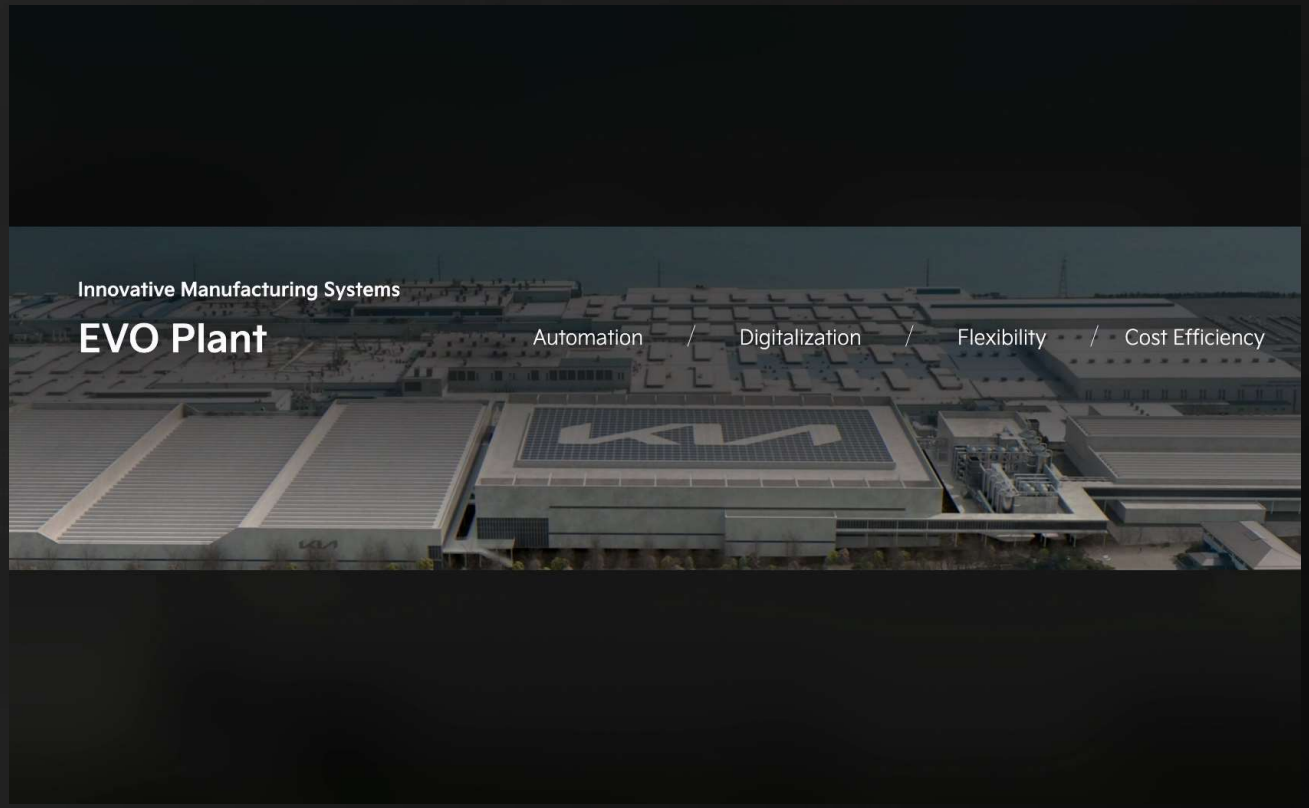
Provide innovative and integrated mobility solutions tailored to new businesses and lifestyles based on customer needs

Mid-to-Long-Term Brand Roadmap

Chapter 2 (2025~)

Platform Beyond Vehicle

- PBV Vision Declaration
- ▸ **Production System Transformation**
- PV5 Launch
- Personalized Mobility Expansion



Personalized Mobility Brand PBV 1st Mover

Provide innovative and integrated mobility solutions tailored to new businesses and lifestyles based on customer needs

Platform Beyond Vehicle

- PBV Vision Declaration
- Production System Transformation
- ▶ **PV5 Launch**
- Personalized Mobility Expansion



Personalized Mobility Brand PBV 1st Mover

Provide innovative and integrated mobility solutions tailored to new businesses and lifestyles based on customer needs

Platform Beyond Vehicle

- PBV Vision Declaration
- Production System Transformation
- PV5 Launch

▸ **Personalized Mobility Expansion**



Aspirational Solutions Brand

Generating values by interconnecting future businesses

Fulfill brand purpose and achieve corporate vision through space innovation and provision of valuable time

Mid-to-Long-Term Brand Roadmap

Chapter 3 (2028~)

Brand Purpose	We believe movement inspires ideas. That is why we create the space for you to get inspired, and more time to bring your ideas to life.
Corporate Vision	Sustainable Mobility Solutions Provider Always providing customers better ways to move forward

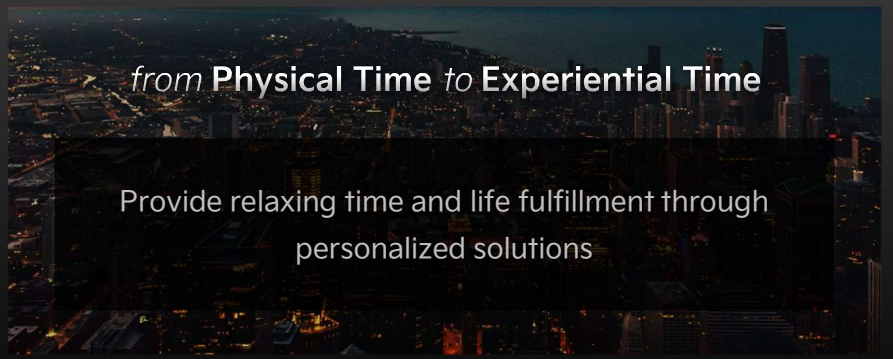
SPACE Inspiring Space



from **Car Space** *to* **Life Space**

Innovate future urban spaces through an integrated mobility ecosystem that goes beyond inspiring in-vehicle spaces

TIME More Time



from **Physical Time** *to* **Experiential Time**

Provide relaxing time and life fulfillment through personalized solutions

Aspirational Solutions Brand

Generating values by interconnecting future businesses

Fulfill brand purpose and achieve corporate vision through space innovation and provision of valuable time

Mid-to-Long-Term Brand Roadmap

Chapter 3 (2028~)

Inspiring Space

Sustainable Mobility Solutions Provider

from Car Space *to* Life Space

Customized **Mobility** *for Customer*



Personalized Mobility & Enhanced Connectivity

H/W & S/W Innovation

» **Maximize Customer Convenience**

Value Providing **Solutions** *for Community*



Innovative Transportation & Logistics Solutions

New Technologies, Integrated Data, AI

» **Create Future Business Value**

Sustainable Ecosystem *for Society*



Enhanced Hyperconnectivity Across Social Infrastructure

HMG Future Technologies

» **Provide a Borderless Lifestyle**

from Physical Time *to* Experiential Time

More Time

ESG

Kia ESG Strategy

ESG Vision

Sustainable Movement for an Inspiring Future

Core Values

E	S	G
Cleaner & Circular	Safe & Satisfying	Transparent & Trustworthy

Key 2030 Goals

E	S	G
2045 Carbon Neutrality (RE100 66% · Recycled Plastic 25%)	Management of 22 Responsible Minerals · Corporate Culture that Respects Diversity & Inclusion	Board-Centric Governance · Total Shareholder Return of 35% (2025-2027)

Strategic Initiatives

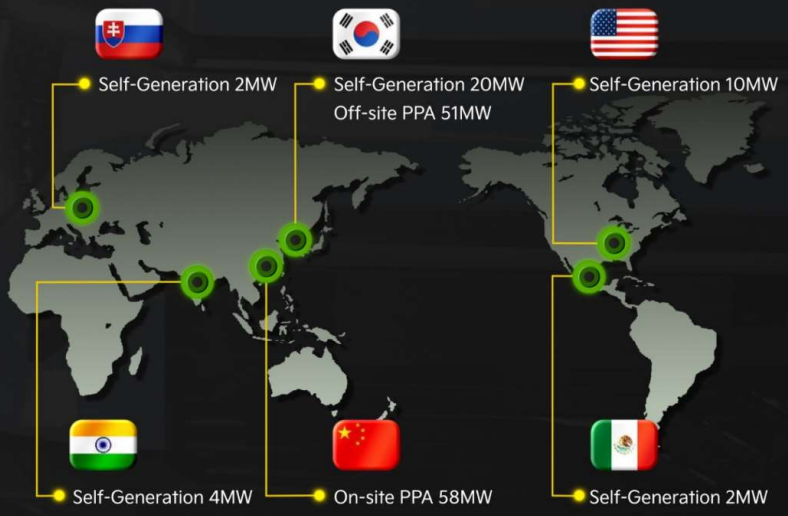
E	S	G
• Climate change mitigation • Enhance carbon neutrality initiatives • Create an eco-friendly workplace • Promote resource circularity • Respond to environmental issues	• Enhance employee safety & rights • Establish sustainable supply chain • Manage impacts on local communities • Advance quality competitiveness and customer trust	• Reinforce ESG management framework • Enforce shareholder-friendly policies • Establish compliance management

RE100 Initiative

RE100 Roadmap

	2025	2030	2040
RE100 Recommendation	None	60%	90%
Kia Plan	15%	66%	100%

Initiate Self-Generation in All AutoLands by 2025



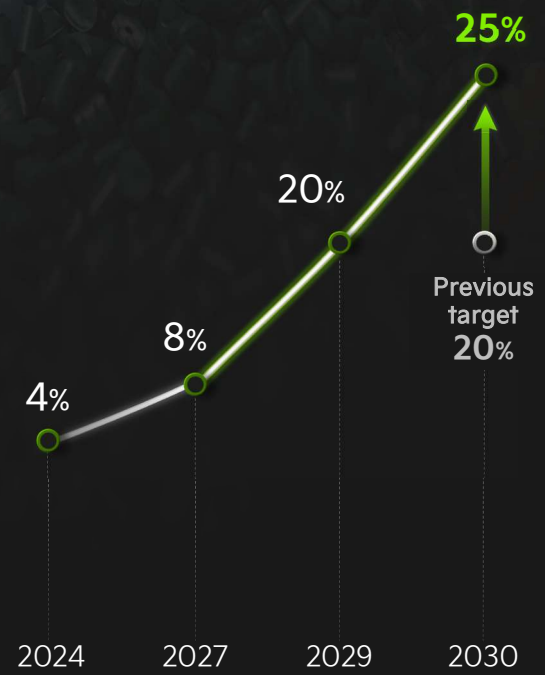
Accelerate Renewable Energy Transition through Self-Generation and PPA

	2024	2025	2027	2030
Self-Generation	12MW	38MW	62MW	62MW
PPA	58MW	109MW	280MW	408MW

Sustainable Products

Recycled Plastic

- Target raised to 25% by 2030



Raised target for recycled plastic application

- 25% by 2030
  (for new models in Europe)

Secure the supply of renewable materials proactively

- Establish partnerships with domestic / overseas material suppliers

Ensure quality of components with recycled materials

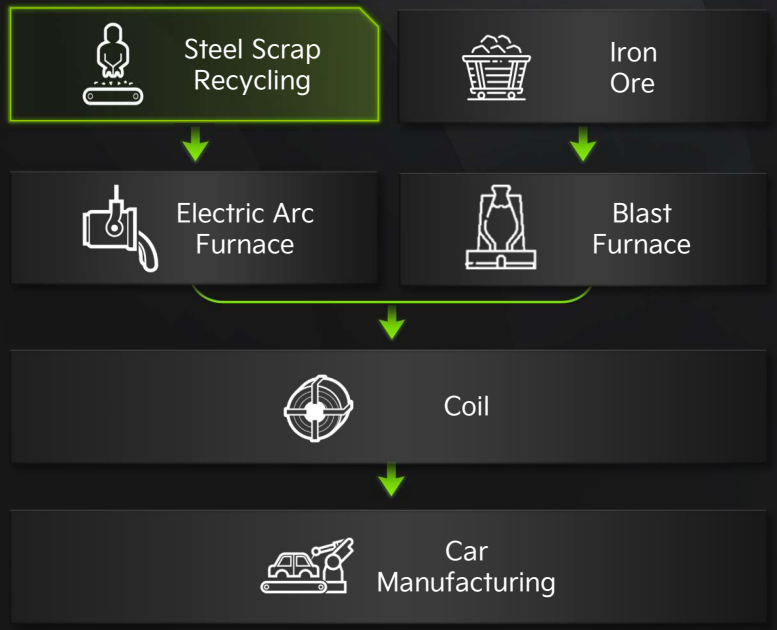
- Secure quality renewable materials and enhance quality verification

Low-Carbon Steel

- Planned adoption before 2030

Recycle steel scrap and utilize electric arc furnaces

Introduce steel with 20% lower carbon emissions compared to conventional steel



Sustainable Material Strategy

Action 01

Leather-free

- Expand application of biomaterials to replace natural leather

  - As a full replacement for natural leather, biomaterials made from corns, sugarcanes, etc. have been applied to all new models, starting with EV9.





Action 02

10 Material Solutions

- Apply 10 responsible material solutions based on recycled and biomaterial technologies

  - Recycled PET fabric, Bio PU foam, etc.



Action 03

BIO Fabrication

- Develop sustainable materials based on solutions inspired by nature

  - Mushroom mycelium, natural dye, etc.



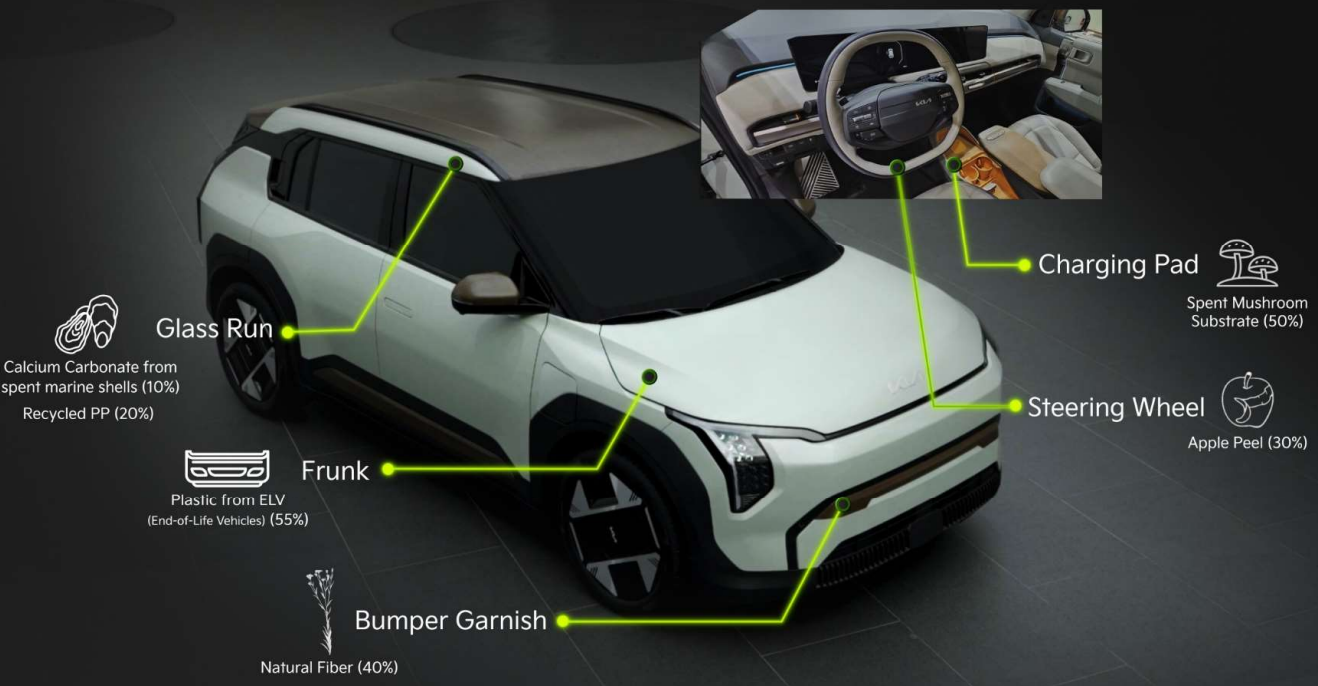


EV3 Sustainable Material Study Car

A prototype model using recycled and natural materials

22 types of recycled & biomaterial technologies applied to 69 components

87.4kg of sustainable materials applied in total



Evaluate possible extension of recycled & bio plastic application

Of the total 251.3kg of plastic, 41.9kg(16.7%) is recycled, and 45.5kg(18.1%) is bio-based

Realize the value of resource circulation through recycling waste resources

Plastic from ELV, apple peel, spent mushroom substrate, and spent marine shells, etc.



Validate early-stage technology quality and mass production readiness

Identify improvement items in early-stage technologies and secure mass production capability by 2030

Sustainable Supply Chain

Supply Chain Carbon Neutrality

Enhance capabilities of suppliers in carbon neutrality response

- Operate the CDP supply chain program and carbon neutrality training

Support transition to renewable energy

- Provide suppliers support in establishment of solar power generation and financing



Strengthen Supply Chain Risk Monitoring/Response

Establish a global supply chain screening system

Conduct ESG assessments, audits, and risk mitigation measures for suppliers

Establish a responsible minerals management system

- 5 items in management including conflict minerals
  → expand to 22 items, including minerals from battery materials



DEI (Diversity, Equity, Inclusion)

Executives and Employees



Gender

- DEI awareness training
- Gender equality welfare programs



Nationality

- Special recruitment of outstanding foreign talent
- Talent exchange between domestic and overseas branches



Disability

- Development of suitable jobs for persons with disabilities & direct employment
- Creation of disability-friendly work environments
- Establishment of standardized workplaces for employees with disabilities

Board-Centered Responsible Management

Operational Advancement

Independence	Establish Board Committees led by independent directors
Expertise	Comprise the Board of experts in various fields Disclose the Board's skills matrix
Diversity	60% female independent directors Independent directors with foreign nationality

Key Activities

Conduct board briefing sessions for independent directors

Strengthen on-site management by enhancing industry understanding

Execute ESG NDR to enhance shareholder communication

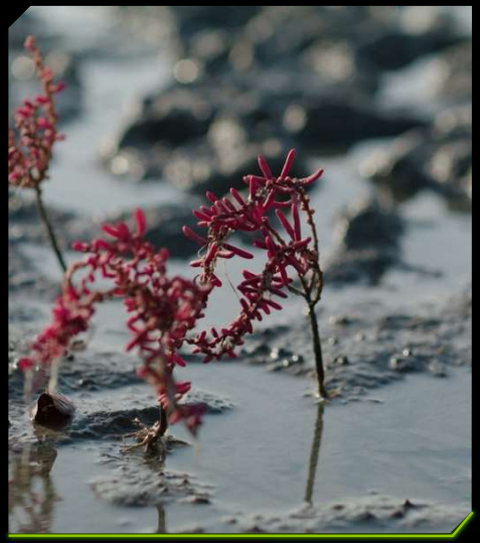


Social Contribution (Domestic)

Restoration of Tidal Flat Vegetation

Restore the domestic tidal flat ecosystem
(in collaboration with the Ministry of Oceans and Fisheries)

- Full-scale restoration of tidal flat ecosystems through planting





Harmonium

Support multicultural youth in employment and entrepreneurship

- Launch the "Career and Entrepreneurship Training & Internship" program





Social Contribution (Global)

The Ocean Cleanup (Overseas)

Collect and recycle floating ocean and river plastic pollution

- Expand to river cleanup projects
- EV3 dedicated trunk liner to be launched





GLP (Green Light Project)

Support regional self-reliance in developing countries

- Establish self-sufficiency infrastructure in 7 countries (Africa, Europe)






Product Strategy

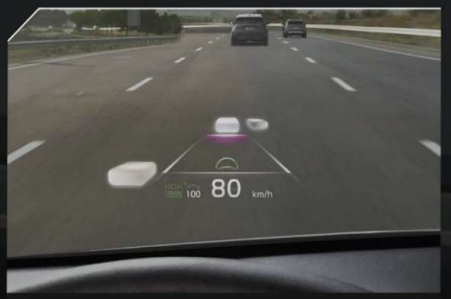
Product Direction

Connectivity



Expand connectivity networks and connected offerings

Autonomous



Advance future autonomous driving technologies

Performance



Develop new powertrains and next-gen batteries

Design



Continue the “Opposites United” Design Philosophy

Connectivity Expand connectivity coverage

Strengthen Connected Product Value and Establish a SDV Foundation through **OTA / FoD Expansion** and Broader Connectivity in Emerging Market



Software Update via OTA Expansion

- Support software updates through OTA
- Remote vehicle diagnostics and new feature updates via connectivity technology



Kia Connect Store (Feature on Demand, FoD)

- Launch Kia Connect Store based on FoD products
  (Launched in H2 2023 in Korea, U.S., and Europe)
- Continuous expansion of digital connected products



CCS Expansion in Emerging Market

- Expansion of connected car services to emerging markets (71 countries by 2026)
- Offer global-wide connected car services across the Middle East, Asia-Pacific, and Latin America

Autonomous

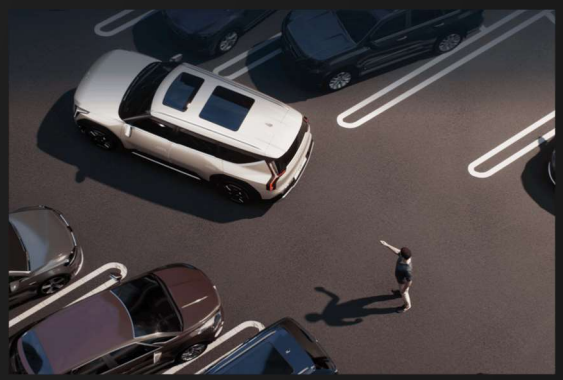
Enhance safety and convenience in autonomous driving through continuous technological development

Internalization of Autonomous Driving Technology aligned with SDV Strategy / **Advancement of Autonomous Driving Capabilities** through Strategic Partnerships



Enhanced Highway Driving Assist

- Autonomous driving with lane keeping and speed control on highways
- Support automatic lane transfer and in-lane driving offset adjustments



Remote Smart Parking Assist

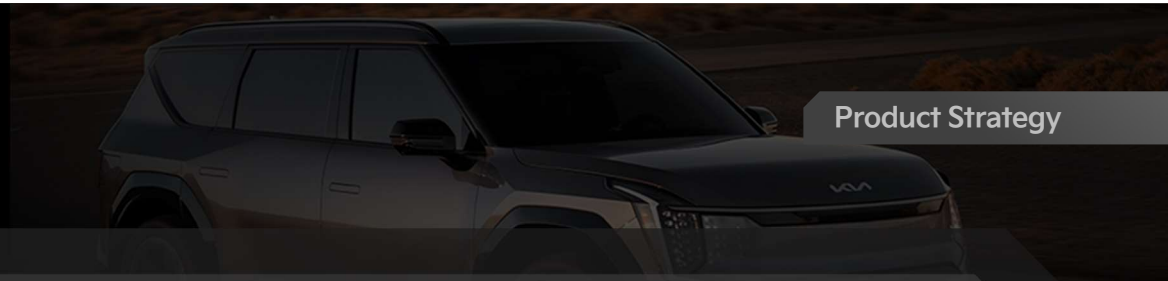
- Remote smart parking assistance
- Memory parking / Reverse assist

Advancement of In-house Autonomous Driving's SW and HW Integration Technologies

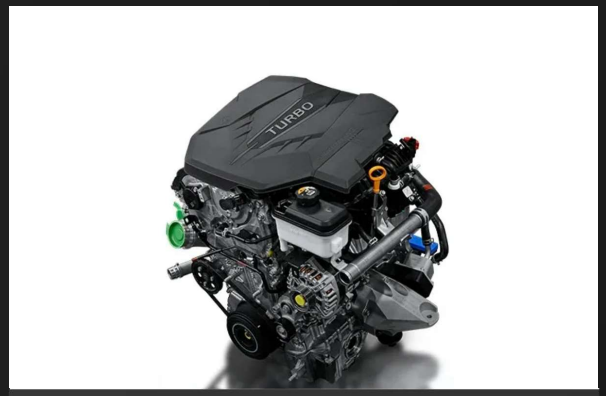
Strategic Partnerships for Collaboration on Data, Infrastructure, and Industry Standard Technology

Continuous Technology Advancement in conjunction with SDV Evolution

Performance Powertrain Optimization

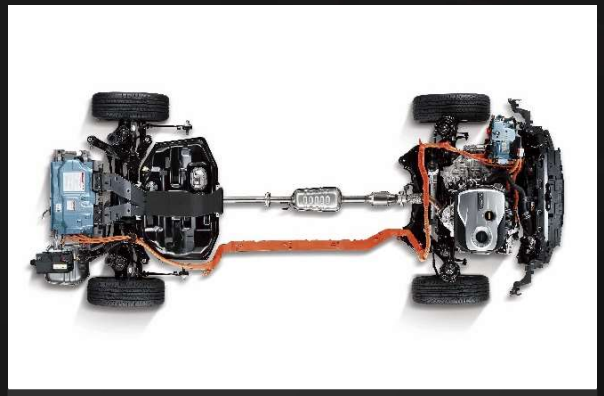


Respond to the Future of Electrified Vehicles
Through Development of Next-Generation Powertrains



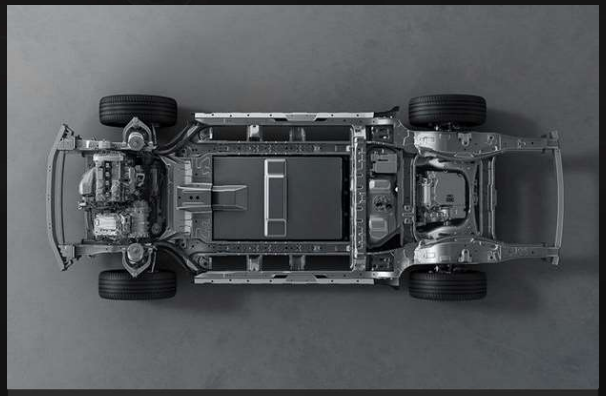
New 2.5T-GDI High-displacement Gasoline Engine

- Development of a modular, high-efficiency engine for future HEV/EREV applications
- Improve thermal efficiency by 5% and engine output by 12% compared to previous models
- Modular design for diverse PT compatibility



Next-gen HEV System

- New HEV system with a coaxial serial connection between motor and engine
- Fuel efficiency improved by approximately 4% with enhanced acceleration performance
- Smooth motor-to-engine transition for better driving experience



xEV EREV System Development

- High-efficiency power generation system using a new 2.5L gasoline-based generator module
- Enable flexible market approach with changing electrification adoption rate

* T-GDI : Turbo- Gasoline Direct Injection

* EREV : Extended Range Electric Vehicle

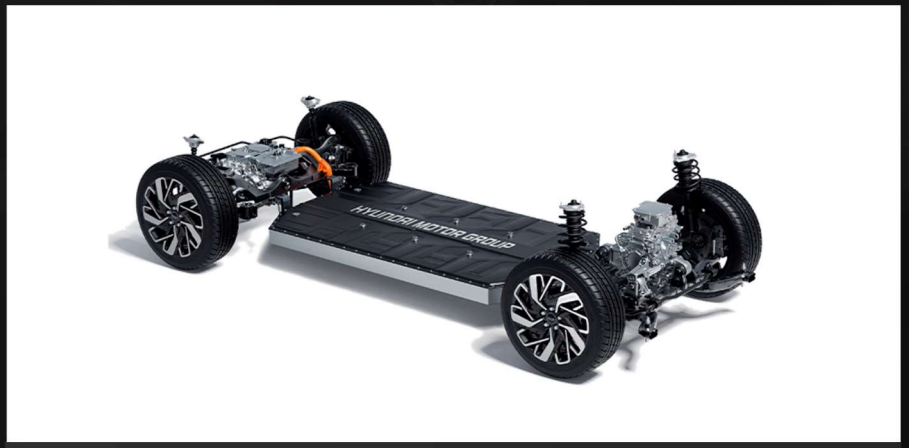
Performance EV Performance Enhancement

Enhance EV Performance Through Battery System Improvements



Next-Generation EV Battery (5th Generation)

- Increase energy density through optimized material composition
- Improve low-temperature operating system for cold-weather performance



Upgraded EV Power Electric (PE) System

- PE system enhancements to reduce charging time and improve durability
- High-voltage safety design to ensure stability during high-speed charging

Design Continue Opposites United Design's Product Appeal



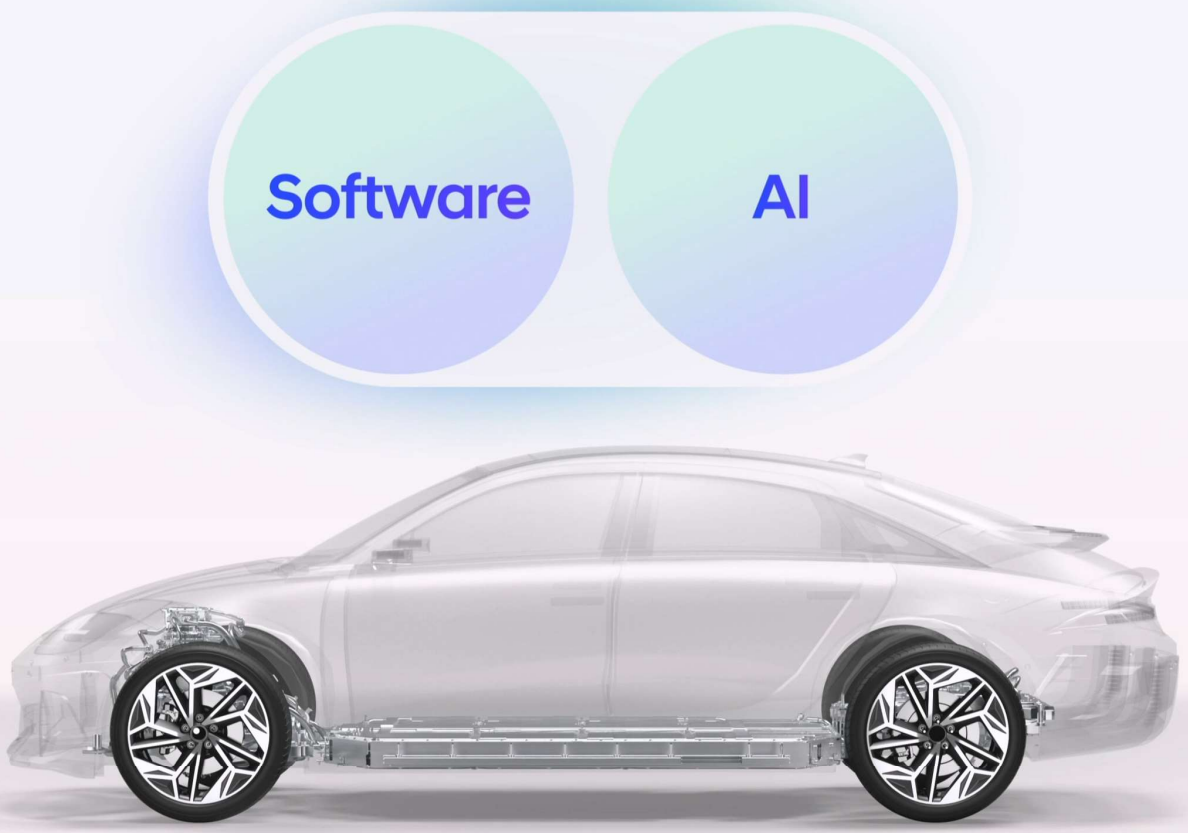
SDV Strategy

SDV Definition



SDV Strategy

SDV Definition



powered by Pleos

SDV Strategy

SDV Structure

VEHICLE SOFTWARE

VEHICLE OS

E&E ARCHITECTURE



powered by Pleos

SDV Strategy E&E ARCHITECTURE

01 High- Performance Vehicle Computer



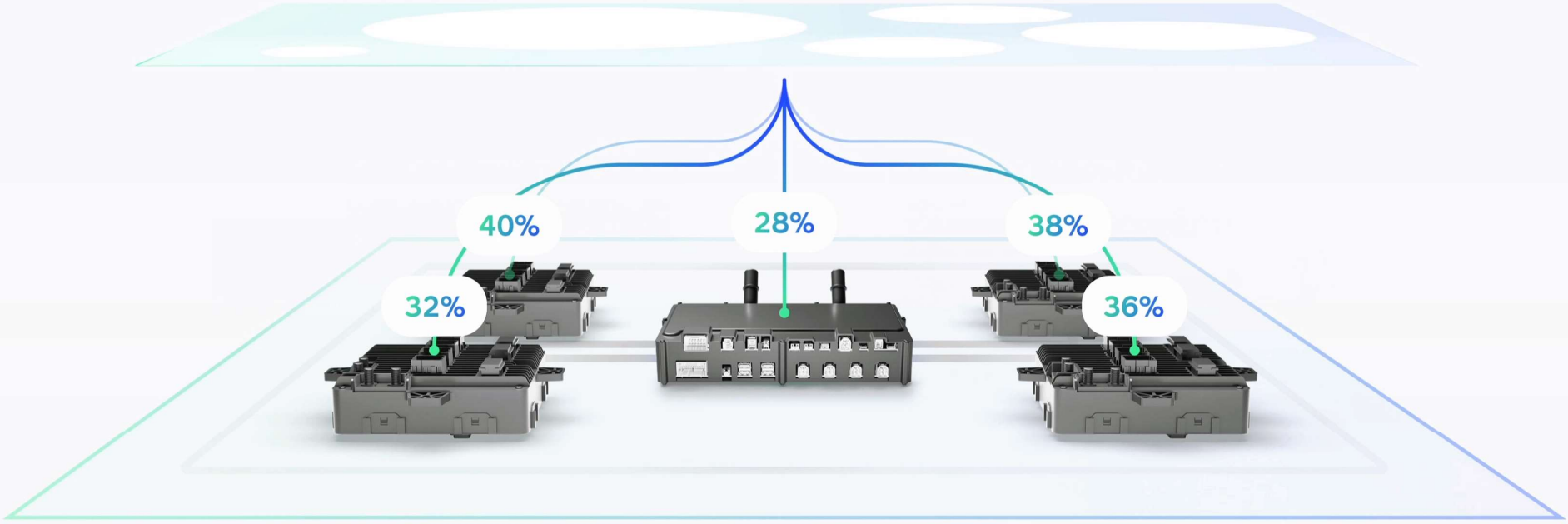
02 Zone Controller



03 Connectivity Wireless Controller

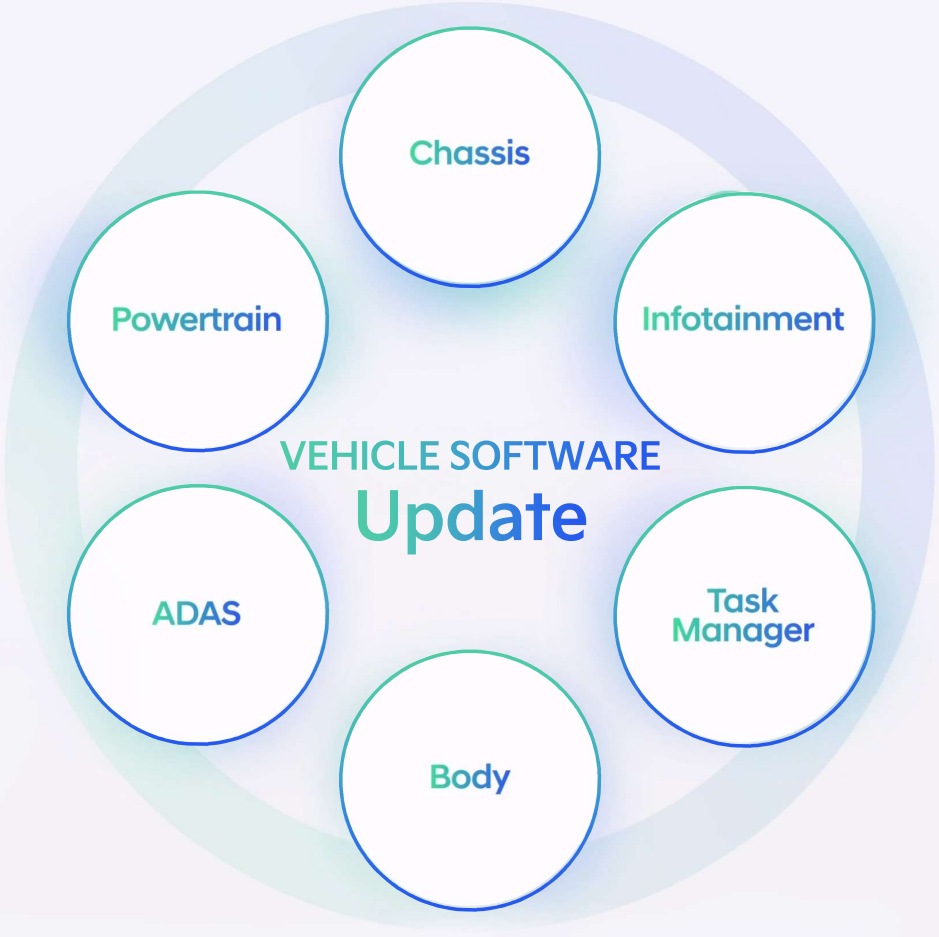


SDV Strategy VEHICLE OS



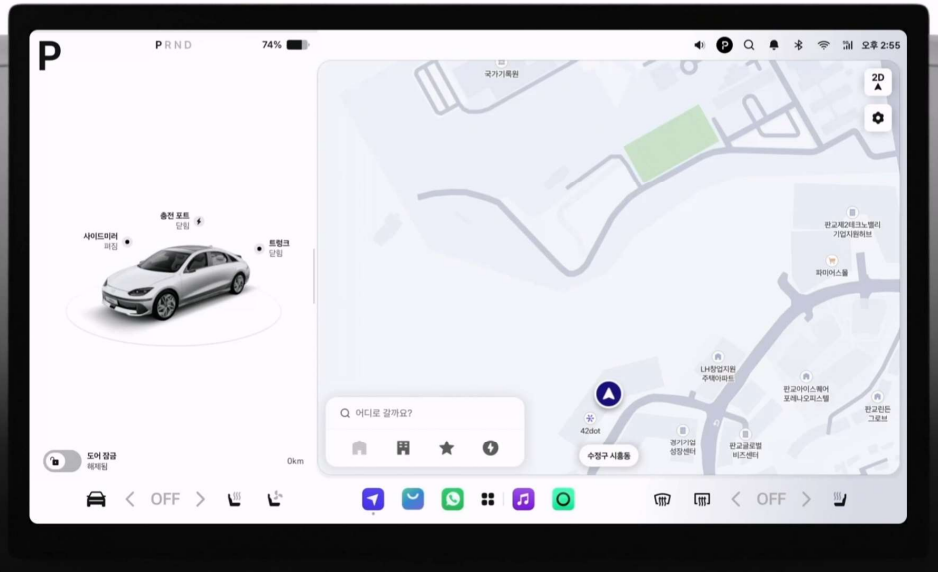
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SDV Strategy VEHICLE SOFTWARE



Next-Gen Infotainment System

Pleos Connect

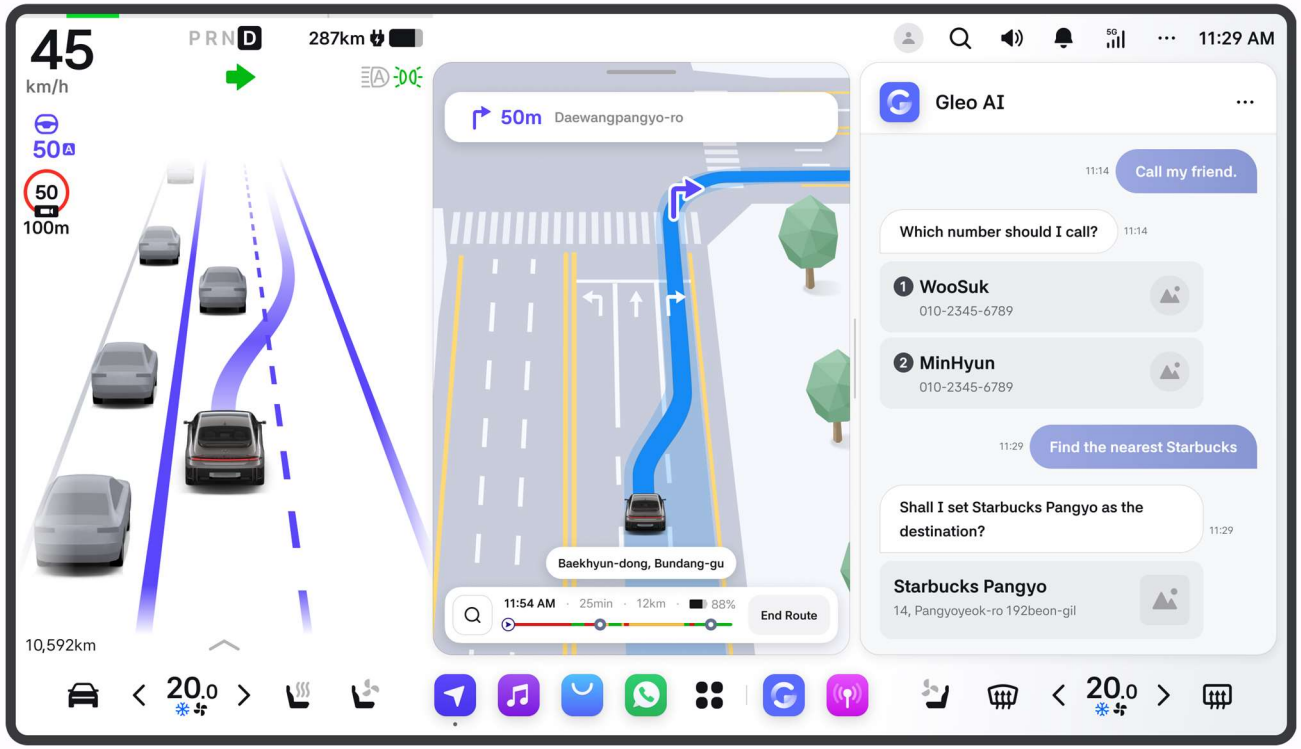


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Multi Window

Multi Window

Split View



SDV Strategy

VEHICLE SOFTWARE - CONNECT

App Market

Pre-Installed Apps

3rd Party Apps

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SDV Strategy VEHICLE SOFTWARE - CONNECT

Gleo AI

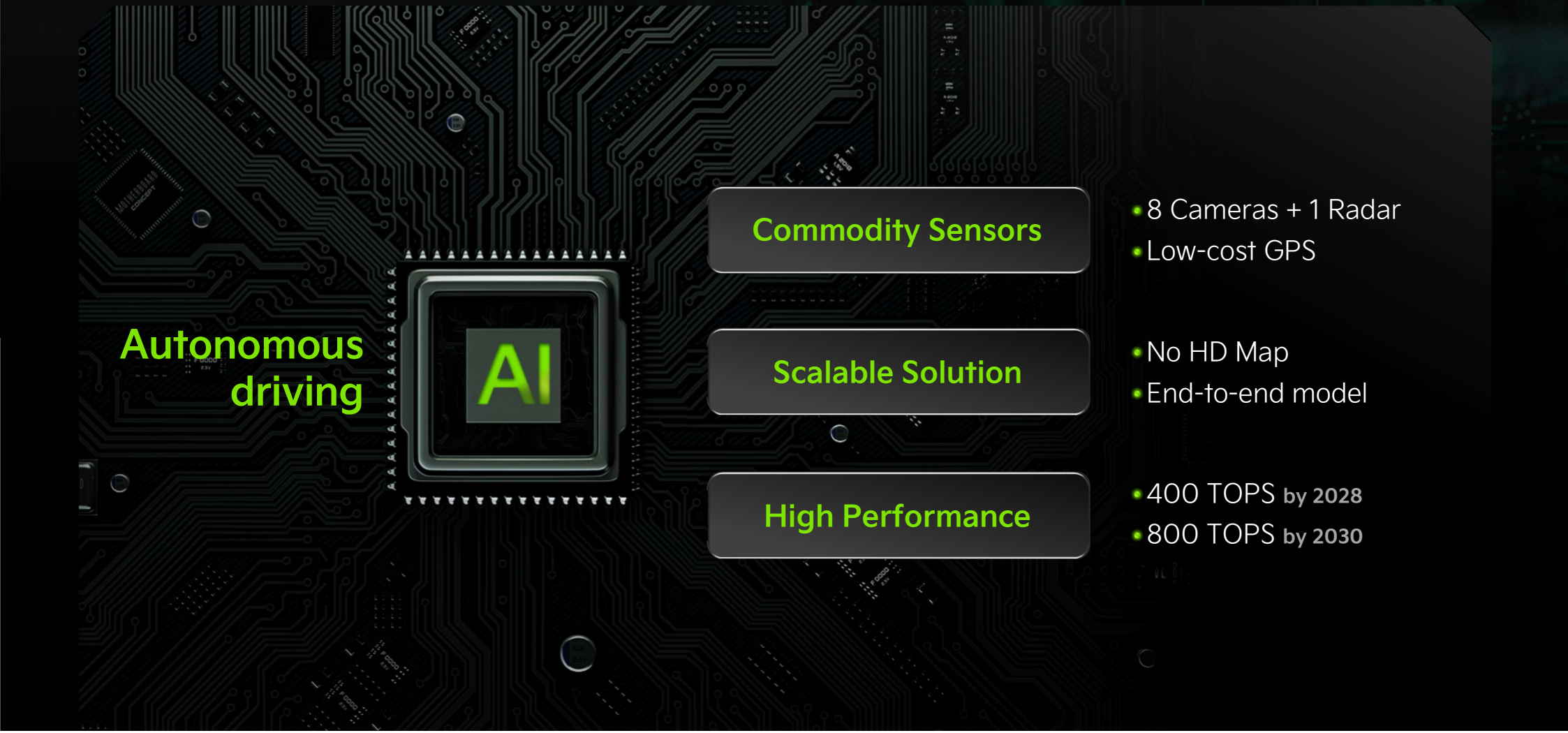
Agentic AI



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SDV Strategy

VEHICLE SOFTWARE - Autonomous driving AI



SDV Strategy

SDV Transformation roadmap

SDV 1.0 (~2024)

SDV Platform Development

Achieve Top Tier Technology
(Testbed)

Vehicle Software

Pleos Vehicle OS

CODA E&E Architecture

SDV 2.0 (~2026)

Full Stack SDV Internalization
- Autonomous driving AI

Achieve Top Tier Technology
(Mass Production)



SDV 3.0 (2027~)

Advanced HW-SW Integration / SW Ecosystem
- Advanced Autonomous driving (Lv2+ or higher)

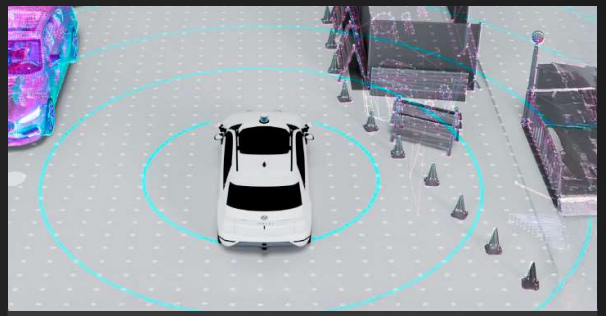
Lead the Industry in Technology



Future Business Strategy

Future Tech Investment & Collaboration

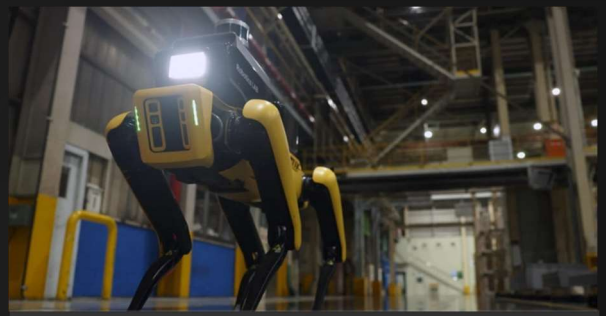
Future technologies to be applied mid-to-long-term, with continuous expansion of new revenue models



Motional

- Collaborate on autonomous driving technology and vehicle development
- Accelerate technology adoption through joint engagement in regulations and policies

Motional



Boston Dynamics

- Expand use cases through Atlas-linked vehicle manufacturing PoC
- Develop robotics commercialization solutions with Spot / Stretch

Boston Dynamics



Supernal

- Develop Ground-UAM integrated multimodal services
- Develop mobility hub business with integration of PBV-Vertiport

supernal

Future Tech Investment & Collaboration 1. Autonomous Driving (Motional)

Future Business Strategy

Collaborate on autonomous driving technology and development of robotaxi

Autonomous Driving Business Overview

Short Term

- Advance Autonomous Driving Tech In North America
  - Expand ODD (Operational Design Domain) via core tech enhancement
  - Extend size and geographic coverage to accumulate driving data

Long Term

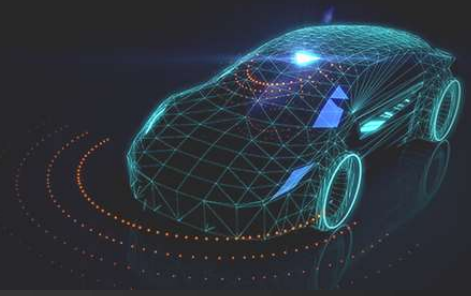
- Expand Global Business Based on North America Operational Experience
  - Continuously evaluate business expansion opportunities with KIA EV lineup



Motional

2024 Key Achievements

- ODD expansion & new feature implementation
  - Improved performance in adverse weather, unpaved roads, and unprotected turns
- Increased fleet (Around 50 vehicles) for Lv.4 data accumulation
- Entered new city (Pittsburgh) to expand operational coverage of autonomous driving



Future Tech Investment & Collaboration 1. Autonomous Driving (Motional)

Future Business Strategy

Collaborate on autonomous driving technology and development of robotaxi

Plans for Autonomous Driving Technology

Joint development of next-generation robotaxi

	Current Operations	Future Plans
Vehicle	IONIQ5	**Robotaxi dedicated vehicle**
Areas of Operation	2 Cities in the US (Las Vegas, Pittsburgh)	**Expand Service Coverage** (Major Urban Hubs)
Purpose	Small-scale Pilot operation	**Development for mass production**

Motional

- Application of next-generation autonomous driving technology for PBV capable of commercial robotaxi service
  - Improve image labeling speed and analysis capabilities, and expand feasible operating conditions, etc.
- Plan to review commercialization timeline considering the autonomous driving market demand and relevant regulations



Future Tech Investment & Collaboration 2. Robotics (Boston Dynamics)

Future Business Strategy

Expand use cases of robotics in manufacturing plants and develop robotics-integrated solutions for PBV customers, including logistics

Robotics Business Overview



Atlas (Humanoid)

- Bipedal electric robot with advanced posture control
- Powertrain switched from hydraulic to electric
  - commercialization in progress
- Expansion planned beyond automotive manufacturing sites (PoC in HMGMA)



Stretch (Mobile Logistics Robot)

- Integration of in-house developed 7-axis manipulation (robot arm) and AMR
- Deployed since 2023 in India, quality stabilization & additional application development underway
- Sales currently centered on major global logistics players (DHL, Maersk, etc.)



Spot (Quadruped Robot)

- Enterprise asset management robot for industrial facilities
- Develop integrated sensor payloads for predictive maintenance (sound, vibration, vision)
- AI analysis and natural language processing enhancements within Orbit control system

Boston Dynamics

2024 Key Achievements

- Unveiled next generation electric Atlas (Apr. 2024)
  - Established H/W and S/W foundation for operations in automobile manufacturing plant and warehouse
- Expanded Stretch to global logistics companies including DHL / MAERSK
  - Improved unloading performance and enhanced other features by developing new application for logistics
- Introduced Spot 4.1 that includes AI and cloud-based FMS called Orbit (Sep. 2024)
  - Improved mobility / stability / FMS data processing / robot management through reinforcement learning



Future Tech Investment & Collaboration 2. Robotics (Boston Dynamics)

Expand use cases of robotics in manufacturing plants and develop robotics-integrated solutions for PBV customers, including logistics

Robotics Technology Utilization Plan

Boston Dynamics

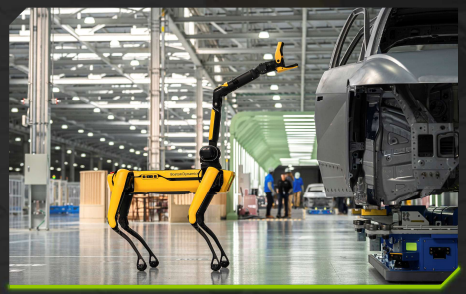
Robotics to Drive Manufacturing Innovation at Kia Plants

Spot, for patrol operations and beyond

- 9 Spots deployed in Autoland Hwaseong / Gwangju / Gwangmyeong for safety patrols, expansion to vehicle inspection under review

Atlas, to be utilized in manufacturing plants

- Use cases like sequencing tasks in assembly line under review





Exploring Last-Mile Robot Delivery with PBV Logistics Partners

Establish logistics innovation solution in logistics with PBV-robotics integration

- Develop and validate people-robot collaborative delivery model with Spot
- Evaluate automation solutions for loading/unloading in logistics centers with Stretch
- Introduce PBV-robotics logistics automation solution to logistics clients





Future Tech Investment & Collaboration 3. AAM (Supernal)

Develop ground-UAM multimodal services with tailored solutions for VIP escort and accessible transportation

AAM Business Overview

2013 ~

- Launch of HMG North America AAM subsidiary
  - S-A1 concept unveiled at CES 2020

2020 ~

- Revealed S-A2 at CES 2024
  - 5-seater(including pilot), cruising speed : 200 km/h

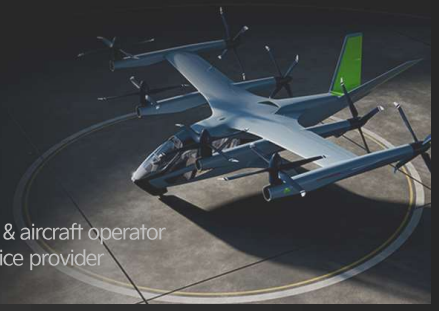
2028

- Supernal preparing for mass production and AAM market entry

supernal

2024 Key Achievements

- Unveiled S-A2 Aircraft
  - CES(Jan.), Farnborough International Airshow (Jul.)
- Signed MOU for Government Relations
  - Civil Aviation Authority of Singapore (Feb.)
- Strengthened Partnership
  - Clay Lacy, Blade (Oct.)



* Clay Lacy : North American airport & aircraft operator
* Blade : North American air taxi service provider

Future Tech Investment & Collaboration 3. AAM (Supernal)

Develop ground-UAM multimodal services with tailored solutions for VIP escort and accessible transportation

AAM Utilization Plan

supernal

Provide Premium Multimodal Solutions using PBV Limousine Models

Propose integrated ground-air mobility services to Supernal's key customer groups of operators and air taxi business

Planning integrated ground-air mobility services for VIPs
(corporate executives, high-raking government officials, etc.)

- Review VIP-exclusive in-vehicle service, such as in-car check-in and video conference



Review Accessible Transportation Solutions using PBV WAV Models

Propose integrated service for vertiport business
(airport, local government, etc.)

Planning PBV-AAM integrated accessible transportation service

- Review vertiports development for WAV cabins and ramps




Plan S 2030

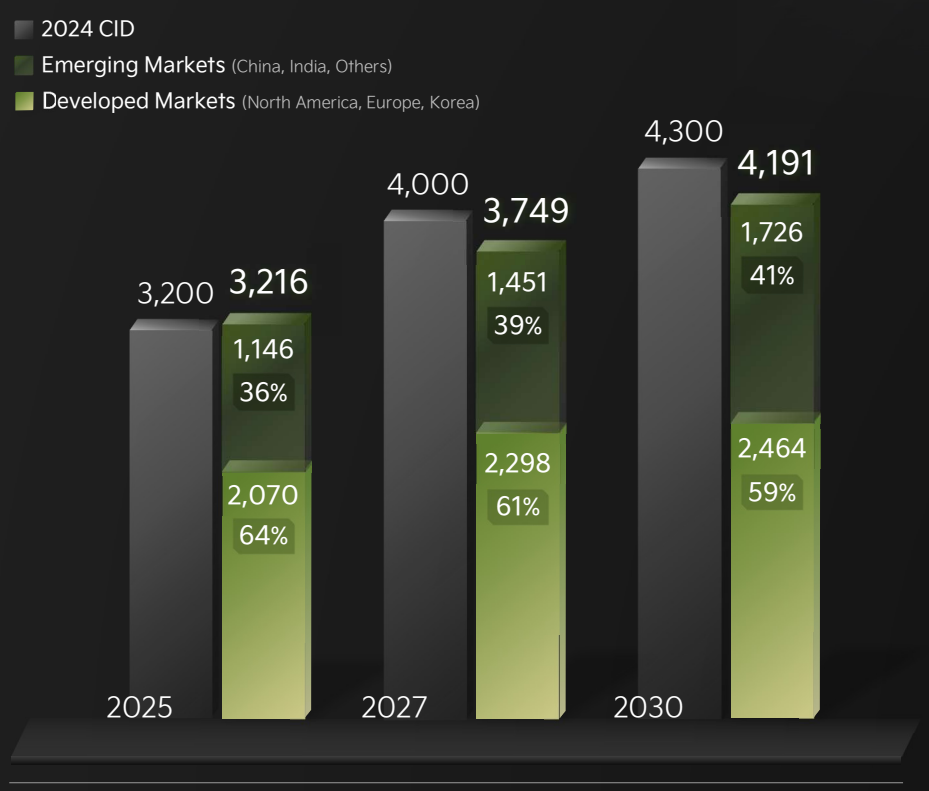
Global Sales Plan

2030 Global Sales Target : 4.19M units

2.46M units in Developed Markets, 1.73M units in Emerging Markets

Mid-to-Long-Term Sales Plan

(Thousand units)

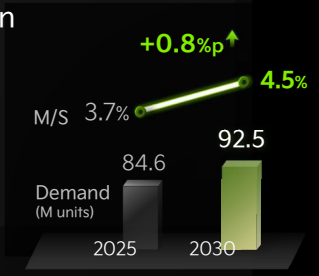


Respond to EV Transition Period via Diversified Growth Drivers

- Pickup Segment Expansion
  - → Develop EV pickup & establish sales foundation
- ICE Demand Decline
  - → Sustain profitability through flexible response to xHEV demand expansion
- Global Capacity Utilization
  - → Capture volume growth in emerging markets (India, Middle East, etc.)

Establish a 4.19M Unit Sales Capacity by 2030

- Mass-Market EV Development & Full Line-up Expansion
- Establish PBV Business Framework
- Secure Top-Tier EV Position with SDV-Based Models

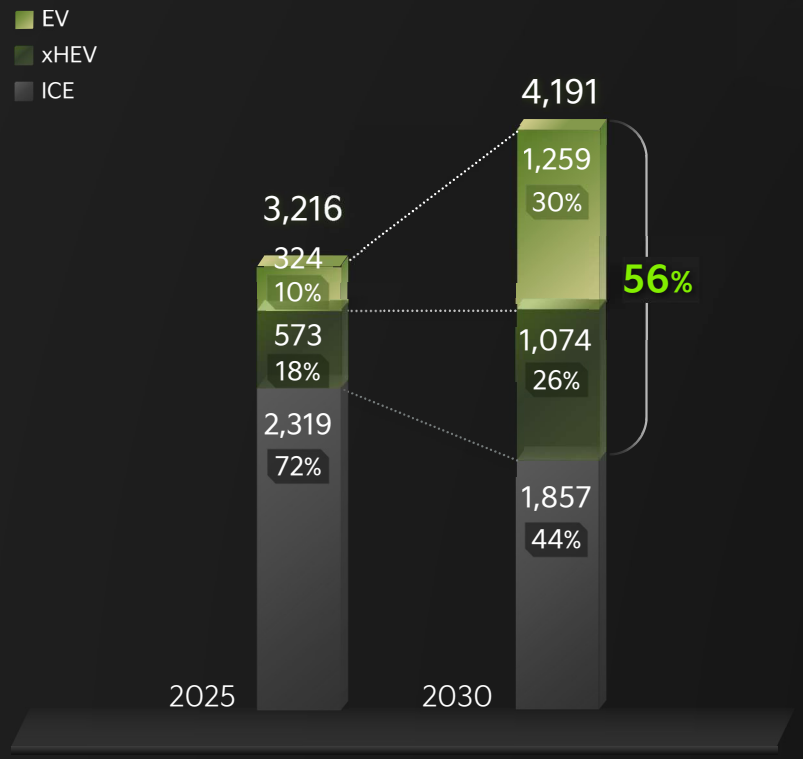


Electrified Vehicle Sales Plan

Flexibly adapt to ICE↔xHEV demand shift to sustain electrified vehicle growth and expand sales

Sales Plan by Powertrain

(Thousand units)



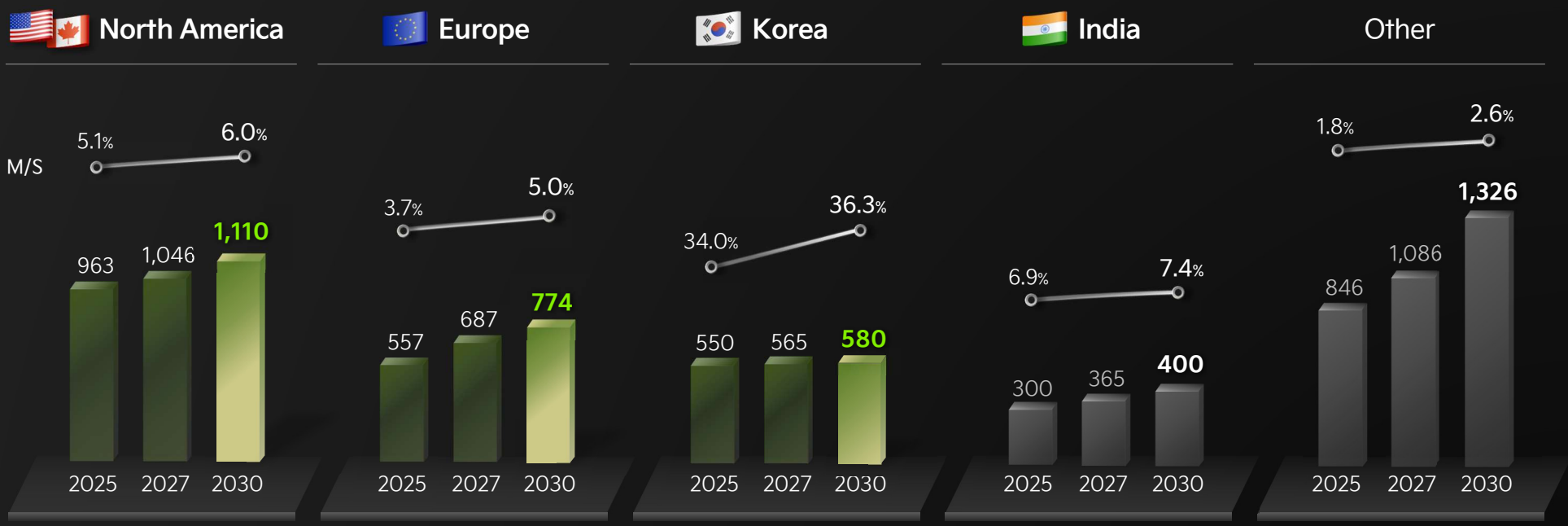
Electrified Vehicle Mix in 4 Key Markets (2030)

		ICE	xHEV	EV		Electrified Vehicle Mix Improvement
North America	2030	30%	44%	26%	70%	+43%p
	2025	73%		19% / 8%	27%	
Europe	2030	14%	18%	68%	86%	+36%p
	2025	50%	27%	23%	50%	
Korea	2030	27%	36%	37%	73%	+21%p
	2025	48%	37%	15%	52%	
India	2030	57%	25%	18%	43%	+42%p
	2025	99%		1%	1%	

Regional Sales Plan 2030 Sales Target

2.46M in Developed Markets (59%), 1.73M in Emerging Markets (41%)

(Thousand units)



North America 27% | Europe 18% | Korea 14% | India 10% | Other 31%

Developed Markets 2,464 59% | Emerging Markets 1,726 41%

Global 4.19M Units (2030)

Global Line-up Strategy

ICE 23 models ▶ 17 models EV 9 models ▶ 15 models

Number of New Models	2025	2026	2027	2028	2029	2030
ICE (incl. HEV)	2	2	2	1	1	-
EV	3	2	1	2	2	1
PBV	1	-	1	-	1	-
Total	5	4	3	3	3	1

Number of Operating Models[1]	2025	2030
ICE	23	17
EV	9	15
PBV	1	3
Total	32	32

1) As of year-end

Diversification of **HEV Line-up**



Seltos Telluride

Expansion of Volume **EV Line-up**



EV4 EV2

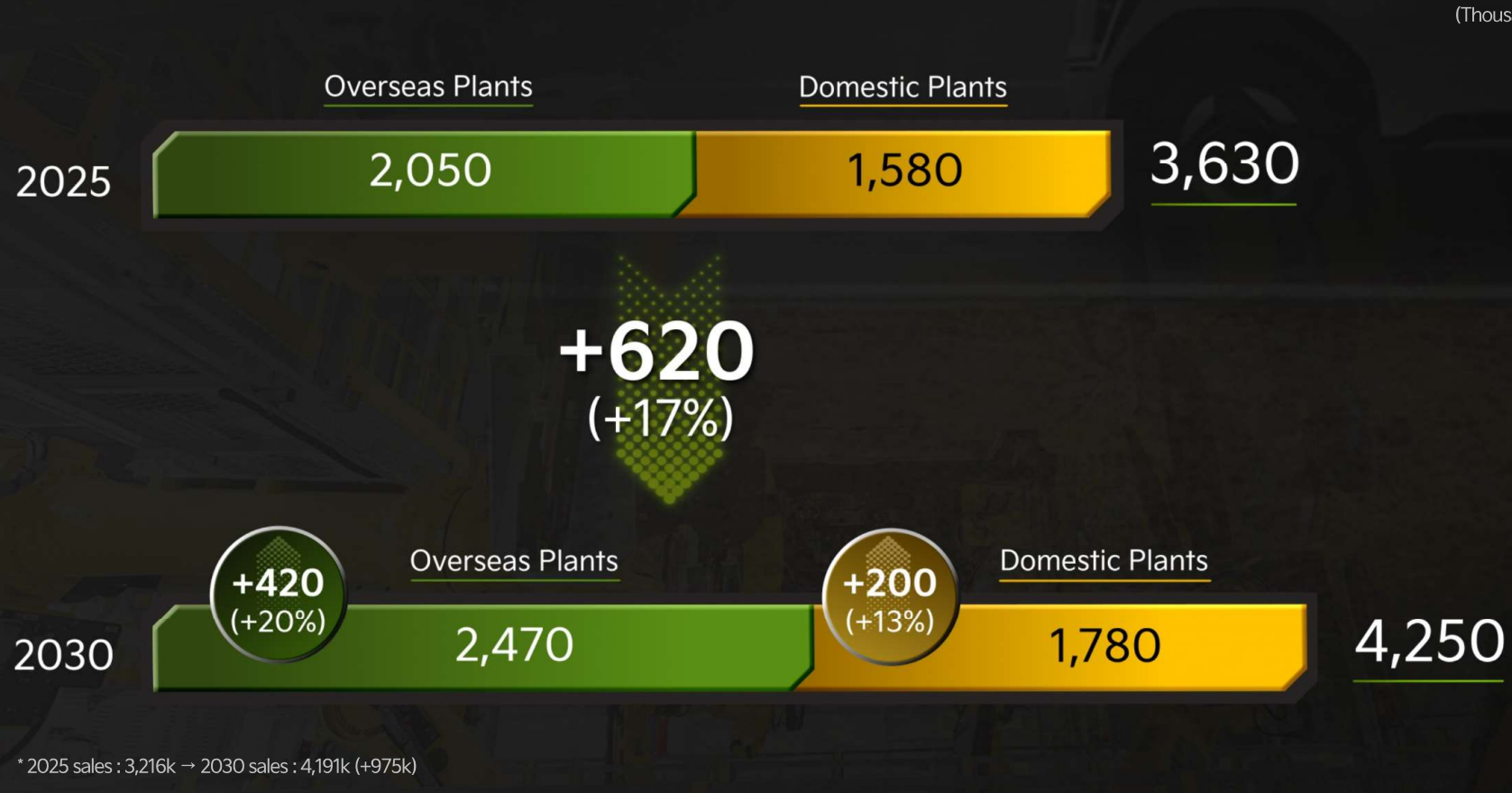
Entry into **New Segments**



PV5 Tasman

Strengthen Global Supply Chain

Expand production capacity in key regions to establish a timely supply system



* 2025 sales : 3,216k → 2030 sales : 4,191k (+975k)

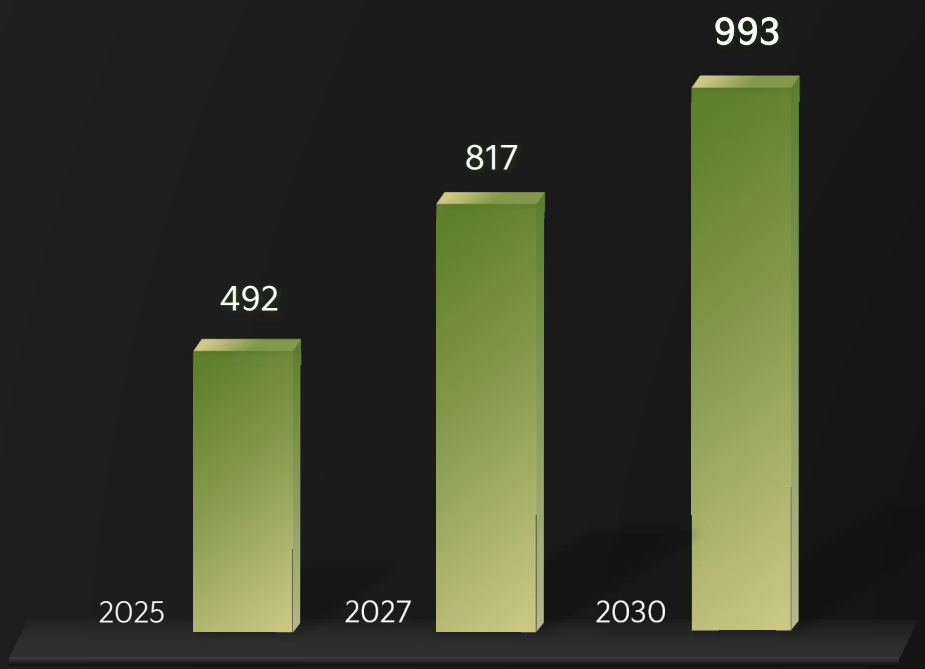
HEV Sales Plan

Global HEV Sales Plan

2025 **490k** ▶ 2030 **990k**

Global HEV Sales Plan

(Thousand units)



HEV Sales Target in 4 Key Markets

(Thousand units)

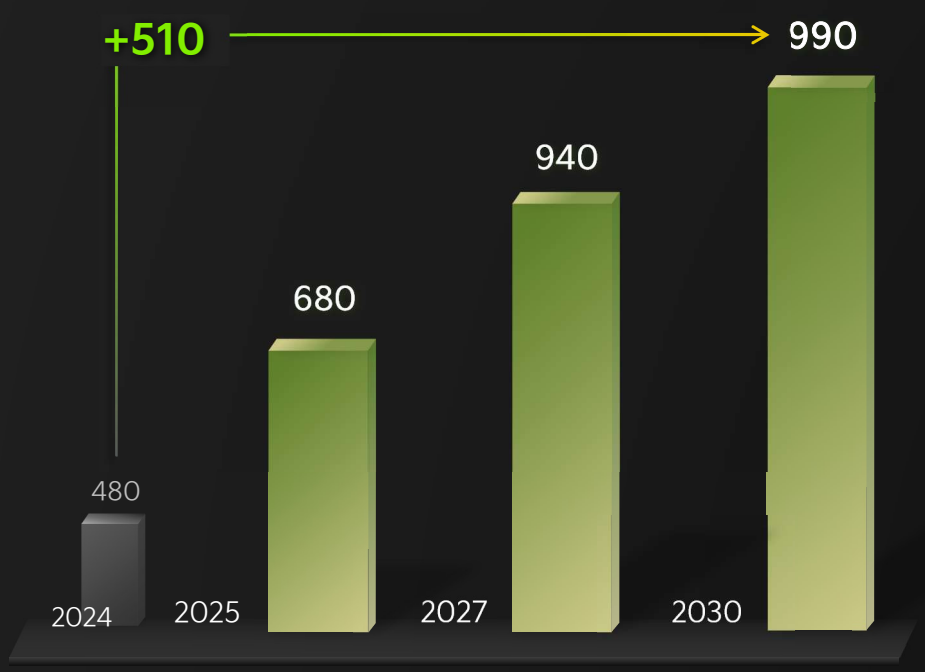
		2025	2027	2030
North America	HEV mix (units)	**15%** (144)	**33%** (343)	**39%** (430)
Europe	HEV mix (units)	**19%** (105)	**21%** (142)	**17%** (128)
Korea	HEV mix (units)	**37%** (205)	**38%** (217)	**35%** (202)
India	HEV mix (units)	- -	**5%** (17)	**25%** (101)

HEV Supply Capacity

Expand PT supply capacity for sales growth

Investment in global HEV production facilities to support demand growth

Mid-to-Long-Term HEV Supply Capacity (Thousand units)



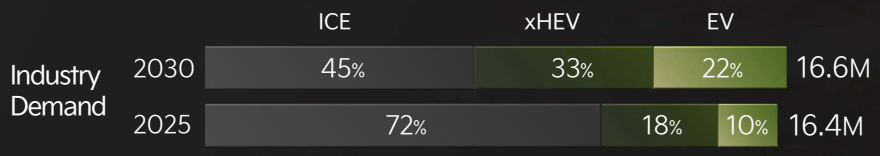
Global HEV Expansion Plan

(Thousand units)

Production Site	Mass Production	Segment	Capacity Increase
Domestic	2025-2026	Small Medium Large	+360
Overseas	2026-2028	Small Medium	+150
Execute Mixed Production and Supply Capacity Increase (Domestic & Overseas)			+510

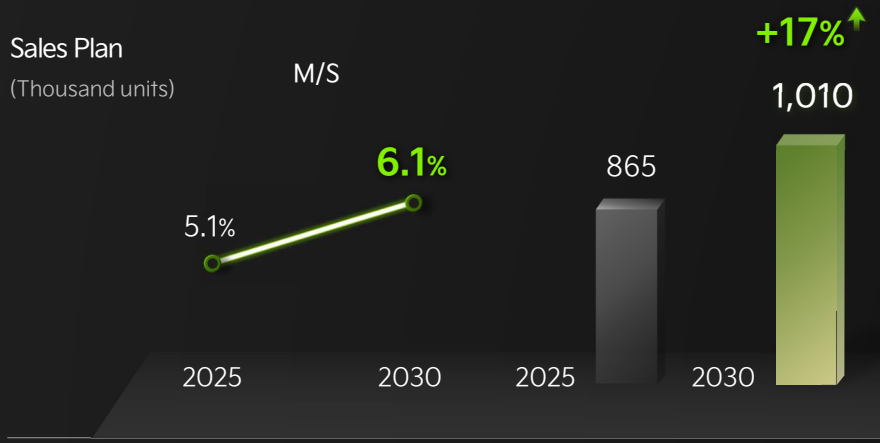
Market Response Strategy - United States

Mid-to-Long-Term Growth Plan



Market Analysis

- Rising policy uncertainty in the auto industry
- Intensifying incentives competition amid short-term EV chasm; Growing xHEV demand as an ICE alternative



Key Growth Strategy

- Proactive Market Response and Future Growth Expansion
  - ✓ Utilize a flexible supply system for agile production and sales while expanding local production
  - ✓ Customer-Centric Sales & Brand Innovation
    Enhance customer experience with SI 2.0, expand charging infrastructure (IONNA), and apply NACS
  - ✓ Expand high-margin SUV sales
- Expand Local Electrified Vehicle Production
  Build local EV / HEV production and strengthen the product line-up to mitigate regulatory risks.

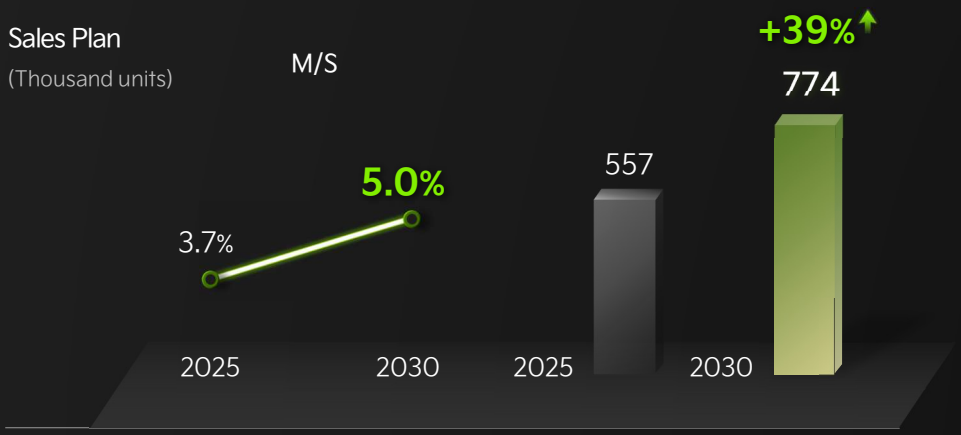
Market Response Strategy - Europe

Mid-to-Long-Term Growth Plan



Market Analysis

- Industry demand remains stagnant at 15M units (83% of 2019 demand) due to slow economic growth.
- EV market to grow under CO_2 regulations, but at a slower pace



Key Growth Strategy

- Strengthen Growth Drivers by Entering New EV Segments

✓ Expand EV market coverage by diversifying the EV line-up
Increase xEV sales to comply with tightening CO_2 regulations

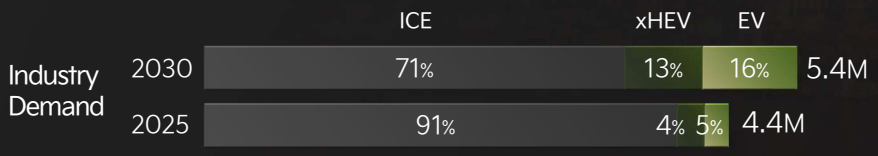
✓ Launch new small & mid-sized HEVs to attract transitioning ICE customers
Maintain volume HEV models in parallel

✓ Target new B2B demand with PBV launch
Establish 600 PBV dealers & offer local conversion services

- Expand Local Volume EV Models, Including B-SUV EVs

Market Response Strategy - India

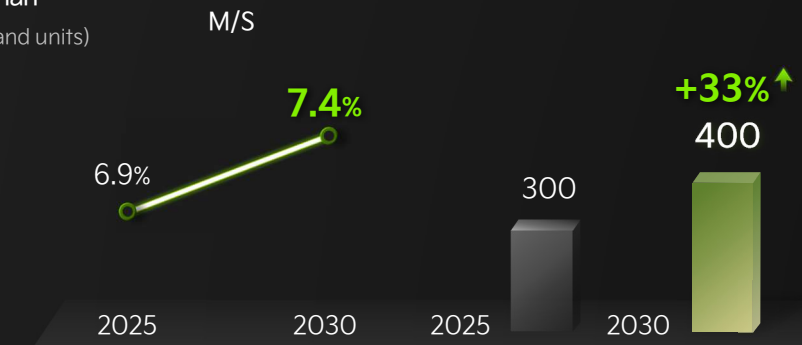
Mid-to-Long-Term Growth Plan



Market Analysis

- Solid industry demand growth expected, driven by economic growth
- Indian gov't expected to tighten CO_2 regulations and impose penalties

Sales Plan
(Thousand units)



Key Growth Strategy

- Establish a 400K Unit Sales Capacity and Capture Future Customers

✓ Strengthen sales & service competitiveness for mid-to-long-term growth
Expand dealer network : 445(2024) → 680(2027), with service enhancement

✓ Gain a competitive edge in the Gen Z market
Enhance brand perception with Gen Z preferred models and high-tech features.

✓ Expand local EV sales to comply with stricter CAFÉ regulations.

- Strengthen ICE Line-Up and Launch New HEV Models in the Key RV Market.

Market Response Strategy - Korea

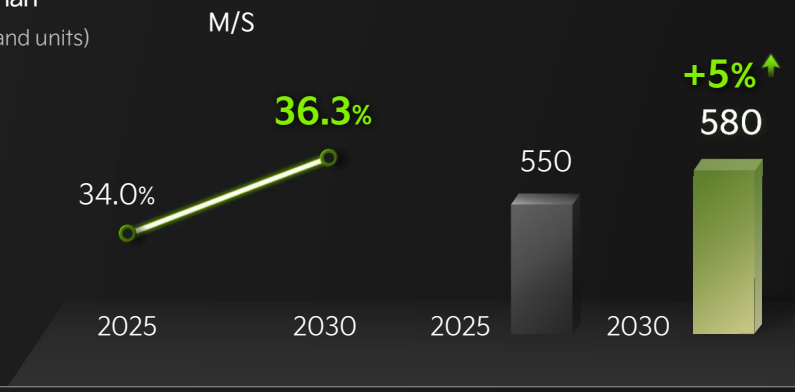
Mid-to-Long-Term Growth Plan



Market Analysis

- Industry demand is expected to stagnate due to economic slowdown
- Intensifying competition with more visible entry of the Chinese brands

Sales Plan
(Thousand units)



Key Growth Strategy

- Enhance Volume and Quality to Strengthen Domestic Market Leadership

✓ Lead the EV ecosystem as a top-tier brand
EV Sales Mix: 15% (2025) → 37% (2030)

✓ Build an ecosystem and create demand with PBV
Deliver specialized customer experiences across key domains

✓ Enhance competitiveness in customer experience across sales, channels, service, and solutions.

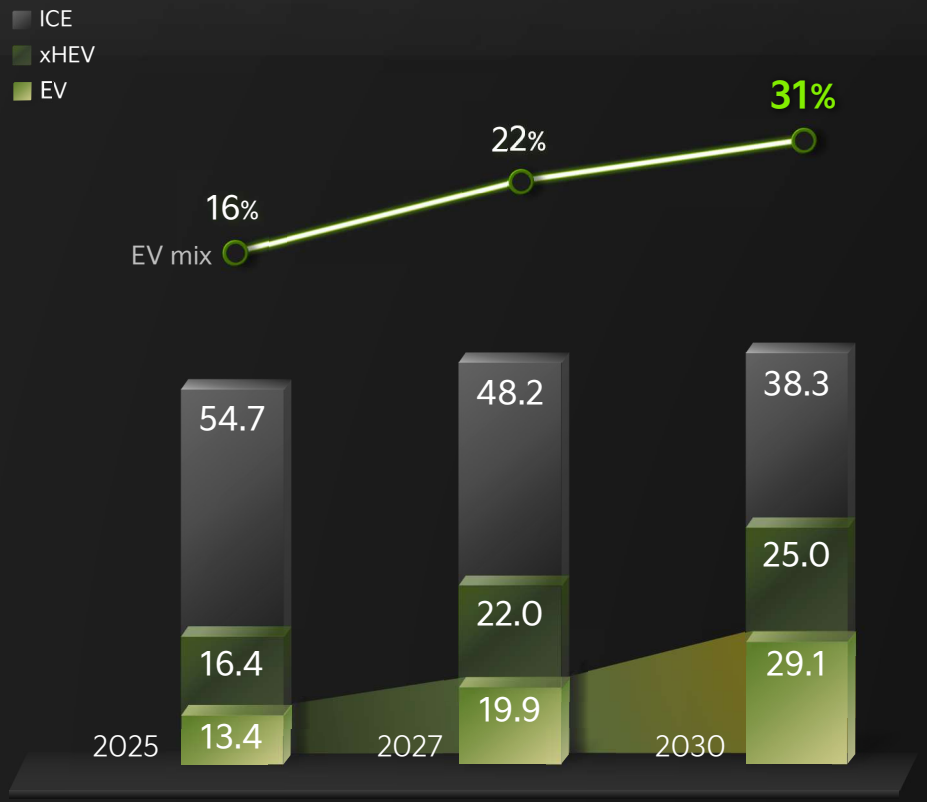
- Enter Pickup Market and Launch New PBV

EV Industry Demand

Global EV Transition Set to Accelerate

Global Demand by Powertrain

(Million units)



EV Demand in 4 Key Markets

(Thousand units)

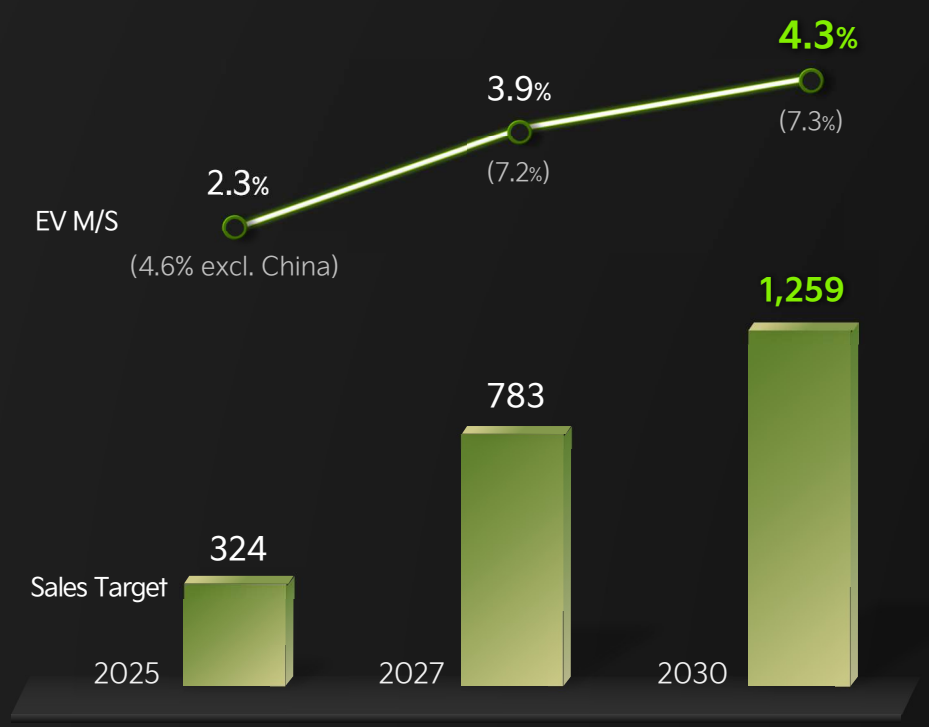
		2025	2027	2030
North America	EV mix (units)	10% (1,873)	14% (2,621)	23% (4,340)
Europe	EV mix (units)	22% (3,328)	35% (5,570)	54% (8,336)
Korea	EV mix (units)	10% (163)	17% (277)	29% (456)
India	EV mix (units)	5% (200)	8% (376)	16% (858)

EV Sales Plan 2030 Global EV Sales Target

1.26M units (30% of total sales), EV Sales in 4 Key Markets : 1.1M units

Global EV Sales & Market Share

(Thousand units)



EV Sales Plan in 4 Key Markets

(Thousand units)

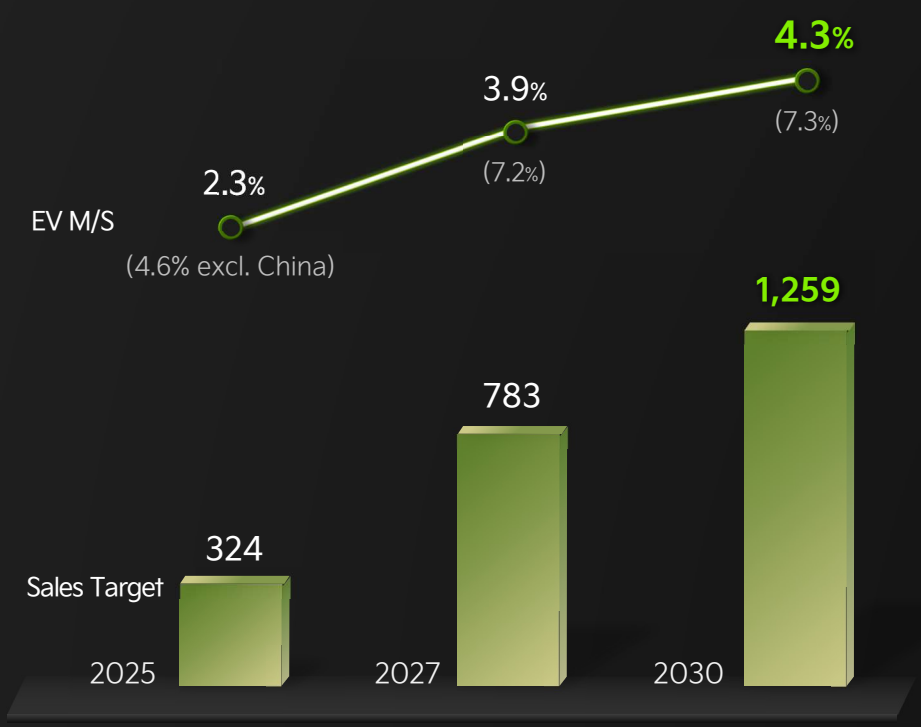
		2025	2027	2030
North America	EV mix (units)	8% (75)	18% (186)	26% (287)
Europe	EV mix (units)	23% (129)	49% (333)	68% (526)
Korea	EV mix (units)	15% (84)	24% (134)	37% (215)
India	EV mix (units)	1% (3)	10% (36)	18% (72)

EV Sales Plan 2030 Global EV Sales Target

1.26M units (30% of total sales), EV Sales in 4 Key Markets : 1.1M units

Global EV Sales & Market Share

(Thousand units)



EV Expansion Strategy

- Expand Volume EV Lineup
- Innovate EV Cost Structure
- Enhance EV Customer Service
- Improve EV Convenience
- Optimize EV Supply

Volume EV Lineup Expansion

EV3
Emotional Compact Studio



- High Tech Provider
  Equipped with our latest infotainment system(ccNC),
  AI voice recognition + OTA updates, and V2X capability
- All - Rounder
  Spacious interior, long driving range(605km),
  excellent R&H and NVH performance
- Accolades

2025 Women's World Car of the Year	2025 Korea	UK COTY	2024 Auto Bild	2024 Top Gear Awards
Winner in Compact SUV Category	Car of the Year	2025 UK Car of the Year	Best Car Under €40,000	Crossover of the Year

2025. 03



EV4
" New Typology EV "

2025. 08



EV5
" Accelerate the EV revolution "

2026. 02



EV2
" Movable Personal Zone "

EV Cost Innovation

Tech-Driven Cost Innovation for Price Competitiveness

Upper Body

Interior / Exterior

Infotainment / E/E Systems

EV Cost Structure

Platform

PE System

Under Body

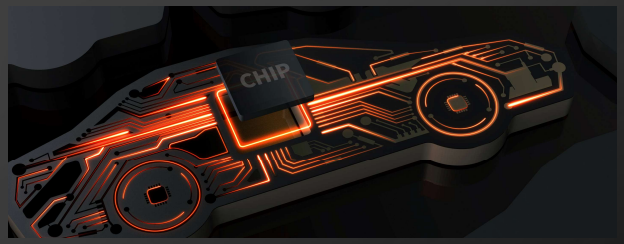
1 Hardware Optimization

Integrated features focused on core value items



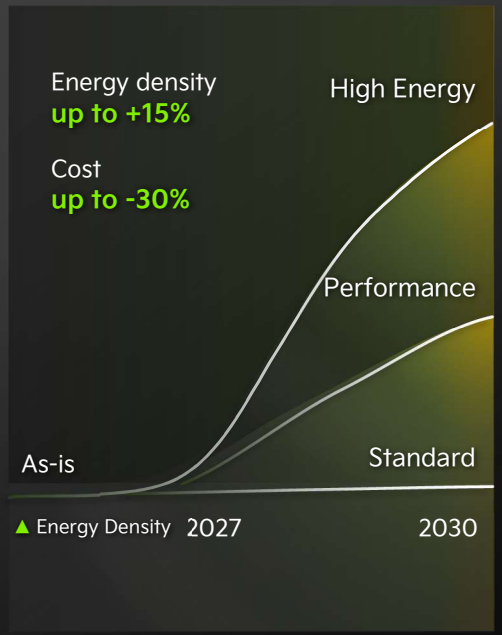
2 Software Standardization

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



3 Next-Gen Battery Development

Improvement of energy density and cost



EV Customer Service Enhancement

Elevate EV Ownership Experience



EV-Dedicated Service Network

Expand EV-dedicated service centers equipped with specialized tools and safety facilities for maintenance

- Global Coverage : A total of 4,087 locations as of 2024
  - Korea : 96 locations
  - Overseas : 3,991 locations



EV Technician Capabilities

Operate EV-dedicated technical training and certification programs

- Certified EV Technicians: 8,526 globally
  (Avg. 2 certified technicians per sales outlet)



EV Remote Diagnostics Service

Maximize convenience with remote vehicle data analysis, customer consultation, and follow-up services upon issue detection.

- KCD & OTA-Based All-in-One Process Setup
- Launch :
  Korea (Jun. '23) **/ Europe** (Sep. '24) **/ India** (Nov. '24)
  (2025 expansion under review for NA, CN, AS, ME, and AU)

EV Customer Service Enhancement

Expand Charging Infrastructure & Advance Smart Charging Strategy

Address charging inconveniences / Improve overall service quality /
Enhance both quantity & quality of charging infrastructure / Provide innovative EV energy management services



Public Ultra-Fast Charging Stations

Actively expand domestic charging infrastructure and form strategic partnerships with regional local champions

- **Korea*** (2024)
  From 2,326 units → 13,000+ units
- **North America** (2024)
  From 24,000 → 50,000+ units
- **Europe** (2024)
  From 4,689 → 17,000+ units

* Korea : Ultra-fast & fast chargers included



Dealer Charging Stations

Provide "Wow" charging experience for dealer visitors

- Expansion focused on key global EV markets
  (Incl. emerging EV markets such as India & Asia-ME)



Charging Convenience Innovation

Expand connectivity between the charging platform / app and operators, reduce charging start time, and improve the quality of public chargers.

- Provide consistent, high-quality charging experiences and services across global regions
- Charging Service Platform



EV Energy Management Services

Provide home energy management services using smart charging and discharging technology (V2X) to reduce electricity costs and increase EV utility

- Launched smart charging (V1G, Netherlands) and backup power (V2H, U.S.) services, with plans for regional expansion
- Enhance EV-centered home energy convenience by integrating with PV / ESS devices and rollout of Kia-exclusive electricity pricing plans

EV Supply Optimization

Localize EV Production &
Establish Flexible EV Production System

Regional EV Production

Korea

Global EV Development & Production Hub

Produce all EV models and serve as global supply base

U.S.

Mid-to-large & Mid-to-small SUVs, Pickups

Local production & supply of key vehicle segments

Europe

Compact SUVs & Hatchbacks

Local production & supply of key vehicle segments

India

Strategic Compact SUVs & MPVs

Target the EV potential in India & emerging markets

Flexible EV Production System



13 7 domestic 6 overseas

Mixed-Production Plants

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



2

EV-Dedicated Plants

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

EV-Dedicated Plants

Ensure stable operation with incremental expansion for optimization of EV production and logistics

Gwangmyeong EVO Plant



Mass Production of EV3 and EV4

Hwaseong EVO Plant



Mass Production of PV5 and PV7

2024 → 2025

PBV Business Background

Kia is launching PBV business with a customer-centric approach, creating new growth momentum while promoting ESG values

Business Significance

Create new growth momentum through a customer-centric business approach



Market Expansion

- Expand customer base
- Expand market coverage

Business Model Expansion

- Create additional revenue stream
- Establish sustainable profit generation

Social Significance

Contribute to ESG through eco-friendly manufacturing and customized models





Environmental Contribution

Minimize resource waste by supplying base model

Social Contribution

Provide WAV dedicated models for an improved accessibility

Market Outlook & Mid-to-Long-Term Sales Target

eLCV market growth expected amid tightening environmental regulations; Kia to lead as a first mover with 250k PBV sales in 2030

Global LCV Market Demand

Based on 2030,
(Thousand units)

LCV Volume
eLCV Volume

* Rest of World: NA, ME, APAC, Japan, etc.



Europe	Korea	Rest of World
Volume Market	Base Market	Growth Market

PBV Mid-to-Long-Term Sales Plan

250k units by 2030

PV5 : 135k units

PV7 / PV9 : 115k units



Europe	Korea	Rest of World

Target Customers

Collaborate with global key players across People Mover, Utility, and Delivery domains with the premise of supply contracts

PBV Customer Domain

Partner with 100+ global companies across key domains:

People Mover	Hailing Uber kakaomobility	B2G Government
Utility	Tech SAMSUNG	Sanitation CESCO
Delivery	Logistics CJ LOGISTICS	Parcel Delivery DHL

Partnership Examples



KIA Movement that inspires + Government

Mobility model for transportation-challenged users



KIA Movement that inspires + CESCO

Optimized utility vehicle for field services



KIA Movement that inspires + DHL

Custom delivery solution for logistics

Competitive Edge Strategies All Set Ready Across the Value Chain

Diverse models, premium manufacturing, optimized solutions, and exclusive channels all in place for the PV5 launch in July 2025

CID 2022	CID 2023 ~ 2024	CID 2025
Establishment of PBV Lineup & Biz Strategy	Foundation of PBV Business Operation	**Disclosure of Readiness in All Areas**

Diverse Product Lineups

Base Models
Conversion Models



PBV Manufacturing Ecosystem

Specialized Manufacturing System

Standard Conveyor / Flexible Cell Production



Optimized Solutions

IVI, App Market
FMS



B2B Total Solution & Service Package

One-billing



PBV-Dedicated Channels

Online & Offline Platforms

Sales, After-Sales, Marketing



Competitive Edge Strategies

1. Diverse Product Lineups **Base Models**

Offer a full lineup and diverse variations across different models

2025

PV5



2027

PV7



2029

PV9



* Domestic only (mm)



Passenger
(Incl. WAV model)

- Length : 4,695
- Width : 1,895
- Height : 1,930



Cargo

- Length : Standard 4,495 / Long 4,695
- Width : 1,895
- Height : Standard 1,930 / Long 2,210



Chassis Cab

- Length : 4,550
- Width : 1,895
- Height : 1,945

Competitive Edge Strategies

1. Diverse Product Lineups

Conversion Models

Create added value by offering a diverse range of customizable conversion models

PV5 Conversion Lineup



B2C Premium Model



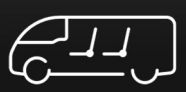


Light Camper





Crew Van





Open Bed





Box Truck





Refrigerated Truck



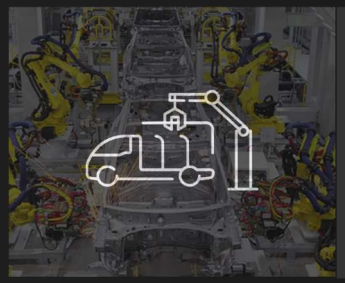
Competitive Edge Strategies 2. PBV Manufacturing Ecosystem

High-quality, flexible multi-model production at the PBV dedicated plant, along with manufacturing ecosystem expansion through conversion centers and partnerships

Hwaseong EVO Plant



Standard Conveyor System



Specialized Option & Flexible Cell Production

Conversion Center

R&D | Mfg | Logistics

High-quality standards and systematic quality management

Conversion Partnership



Competitive Edge Strategies 3. Optimized Solutions

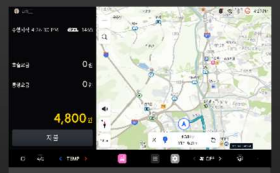
Leverage HMG's capabilities and domestic & overseas partnerships to provide innovative user experience via IVI, app market, and FMS

* IVI : In Vehicle Infotainment / FMS : Fleet Management System

IVI / App Market

Extended Experience Based on SDV Concept

* Based on Android OS fork 12.9" Screen (16:9)



Navigation



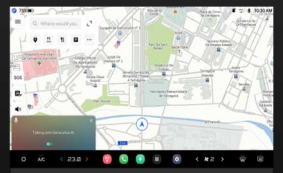
Temperature Control



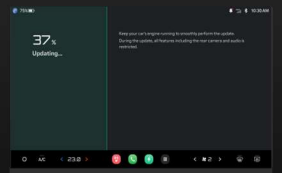
Battery Status Management



PBV App Market



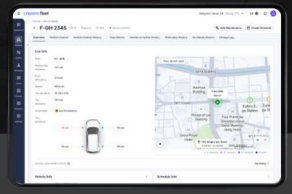
AI Voice Assistant



Real-time Monitoring, OTA

FMS

Enhance Business Productivity



Key Features	Next-gen FMS
Vehicle Status	Preventive Maintenance
Driving History / Plan Management	Accident Management
B2B Specialized Task Management	Safe Driving Assistance

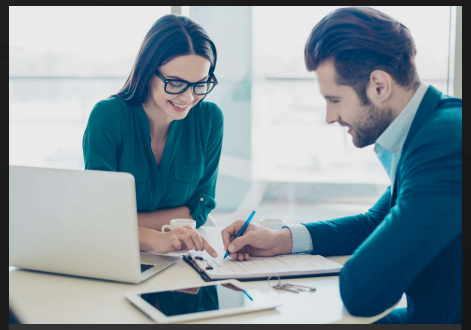
Competitive Edge Strategies 4. B2B Total Solution & Service Package

A unified One-billing-based B2B solution will be established, integrating FMS, financing, charging, and maintenance service packages



FMS

Real-time Monitoring / Control and Analysis



Finance

B2B-specific Leasing / Payment Options



Charging

PBV-specific Charging Consultation



Maintenance

Minimized Downtime

One-billing

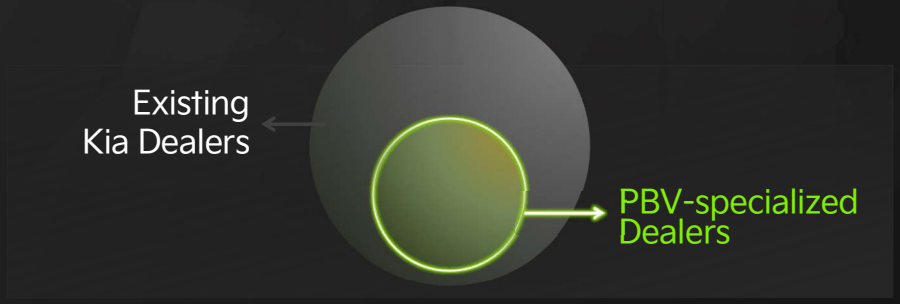
B2B Total Solution

Competitive Edge Strategies 5. PBV-Dedicated Channel

Pursue differentiation by building an integrated online and offline platform to enhance customer experience at every stage of the CXJ journey

Offline

PBV-Dedicated Dealership (Europe)



PBV Business Lounge



- Offer space where customers can experience the entire PBV lineup

Online

PBV-Dedicated Website

- Offer tailored contents for B2B customer by business type, solution, and service

* Includes AER and TCO calculators that factor in seasonal and load conditions

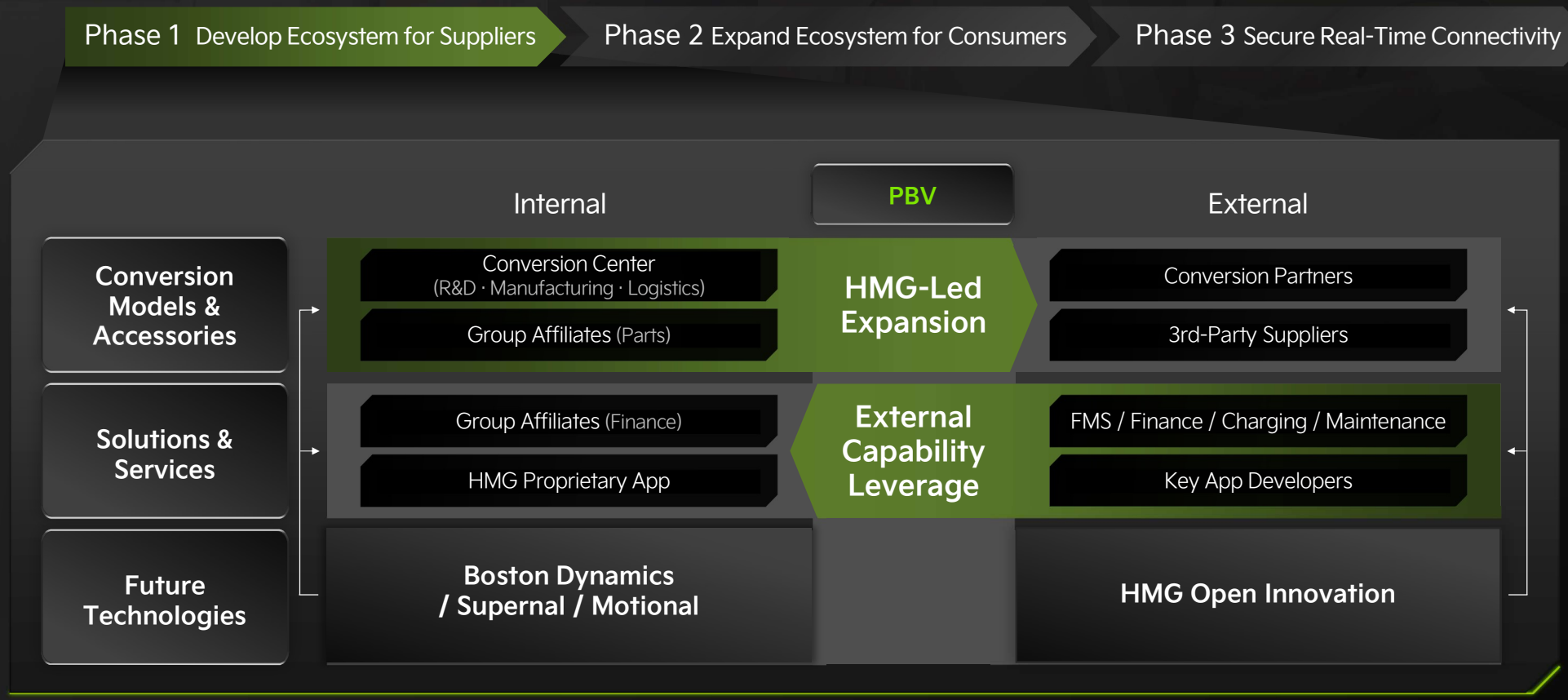
Bodybuilder Conversion Portal

- Access to technical data (Specifications, CAD, manuals)
- Support vehicle certification and registration process
- Offer hotline (FAQs, announcements)

Competitive Edge Strategies

6. Realize Platform Beyond Vehicle Through Ecosystem Development

PBV will evolve into a business platform -
connecting partners across conversion / solutions / future technologies



Pickup Truck Market Entry Strategy

New Market Entry • Enter the untapped pickup truck segment to ensure future growth and expand the product lineup

Market Entry Background

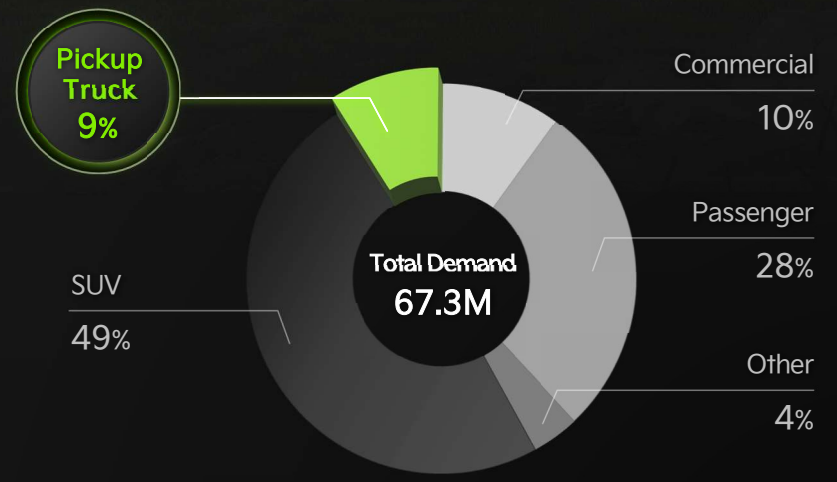
Untapped 9% of total market demand

Flexible powertrain portfolio from ICE to EV

Extensive product experience in passenger cars & SUVs

Enter the Pickup Truck Market for Further Growth

Global Demand (2030)



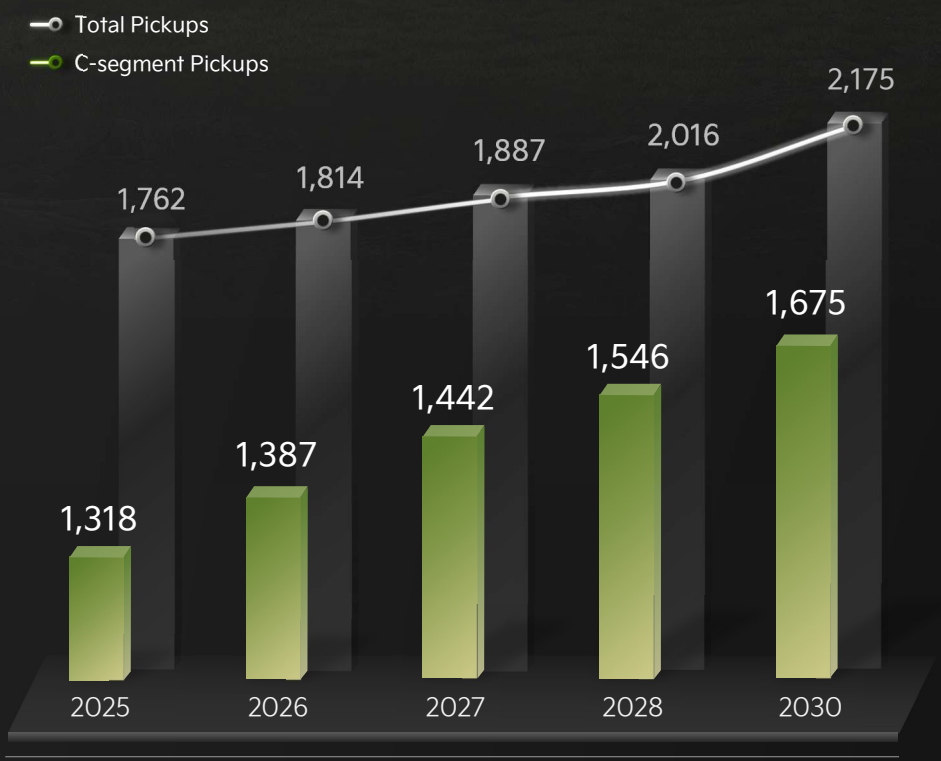
* Global Demand (excl. China), MI Data Mar. 2025

Emerging Market Expansion Strategy

Emerging Market Expansion Strategy

(Thousand units)

| Emerging Markets / Korea's Pickup Truck Demand |



Launch of Tasman in Australia, Korea, and EM

- Multi-purpose pickup with enhanced outdoor performance and diverse lifestyle
- SUV-comparable interior and convenience feature
- Aim for 80k units/year to reach 6% M/S in C-segment pickups by 2026



* *EM : Emerging Market

Emerging Market Expansion Strategy

Kia Tasman

- A lifestyle pickup to support work purpose and leisure activities



Design

- Futuristic and Unique Design
  (Unique wheel arch cladding, Opposites United Design Philosophy)



Convenience

- Premium SUV-comparable Interior, Comfort & Convenience
  (Spacious 2nd Row, Sliding & Reclining Seats)



New Technology

- EV-comparable New Features & ADAS
  (OTA, ccNC, HDA2 Autonomous Driving Features)



Off-Road

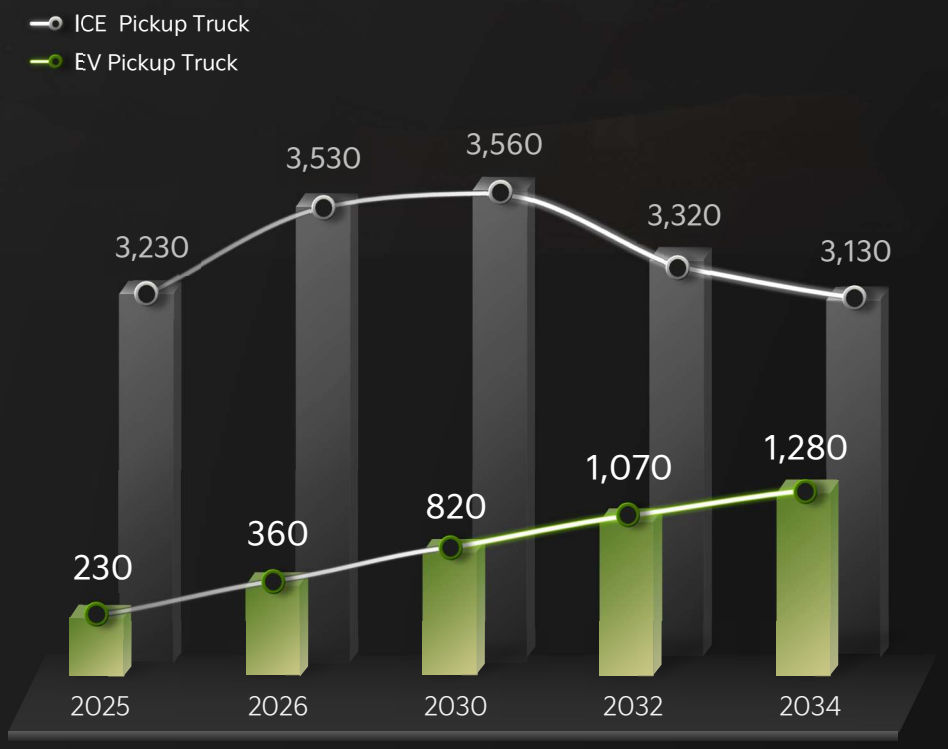
- Off-Road Capabilities with AWD
  (Ground View Monitor, Sand Mode, etc.)

North America Sales Strategy

Electrified Pickup Deployment in North America

(Thousand Units)

| North America's Pickup Truck Demand |



New Electrified Pickup Truck

- New lifestyle EV pickup designed for both city commute and outdoor use
- Innovative EV pickup to enhance brand image and secure new growth
- 90k units/year target (Mid-Pickup M/S of 7% by 2034)

Competing Models



Rivian R1T



Ford F-150

North America Sales Strategy

Electrified Pickup Deployment in North America

- An innovative utility EV pickup designed for diverse lifestyles



Utility

- Aim for best-in-class interior space and cargo capacity



Towing

- Enhance towing convenience through OEM-developed features



Off-Road

- Provide capable and convenient off-road features



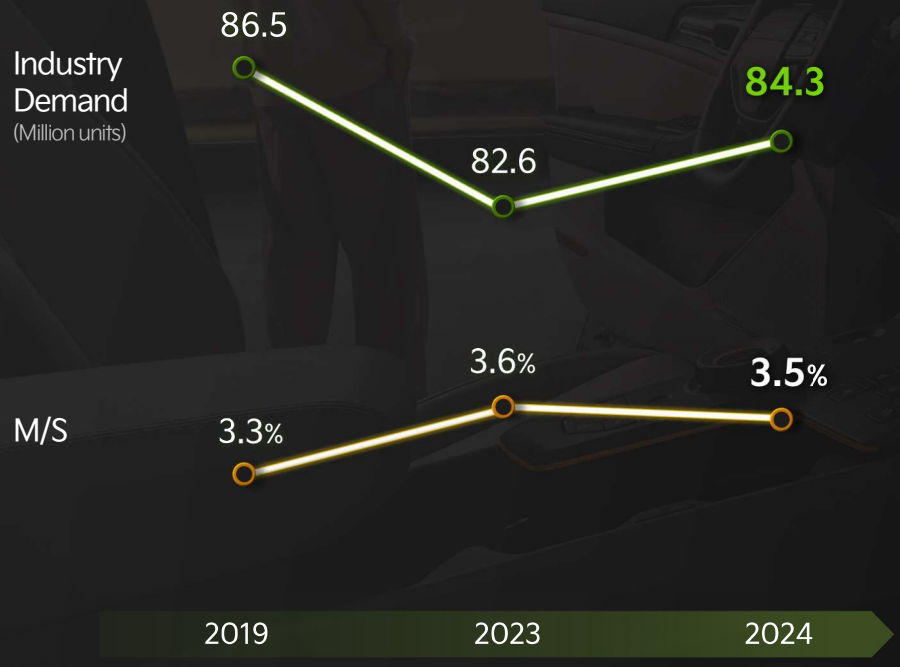
Safety & Comfort

- Equipped with top-notch safety features and infotainment platform


2025 Business Plan

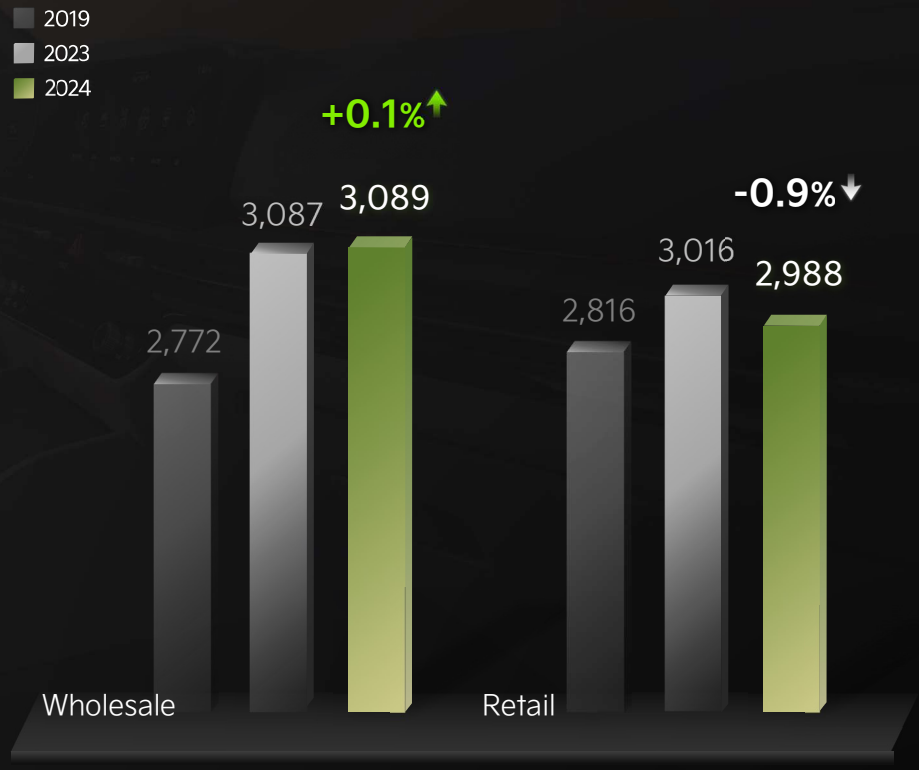
2024 Global Sales Performance

Global Demand & Kia's M/S



Kia's Global Sales Performance

(Thousand units)



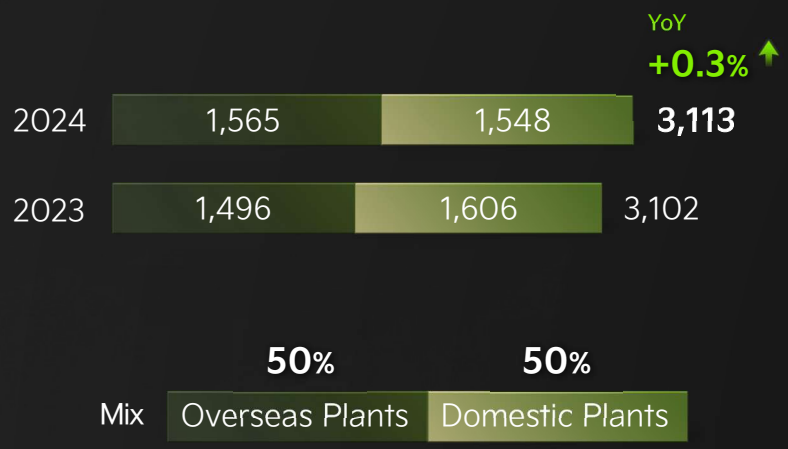
2024 Key Achievements

Optimized Supply through Flexible Manufacturing

Record-high sales through region-optimized supply to meet demand

Production Performance of Domestic / Overseas Plants

(Thousand units)



Enhanced Electrification Brand Perception

Launched volume EV(EV3) & increased HEV volumes

Electrified Vehicle Sales (YoY Growth)

(Thousand units, Retail)



2024 Key Achievements

Global Sales Ranking

(M/S)

Brand

6th	Brand 6	
7th	Brand 7	
8th	**KIA**	**3.5%**
9th	Brand 9	
10th	Brand 10	

Group

1st	Brand 5	
2nd	Brand 6	
3rd	**HMG**	**8.2%**
4th	Brand 8	
5th	Brand 9	

Global EV Sales Ranking (excl. China)

(M/S)

Brand

6th	Brand 6	
7th	**KIA**	**4.2%**
8th	Brand 8	
9th	Brand 9	
10th	Brand 10	

Group

1st	Brand 5	
2nd	Brand 6	
3rd	**HMG**	**9.1%**
4th	Brand 8	
5th	Brand 9	

* Incl China (by Group) : HMG 3.8%

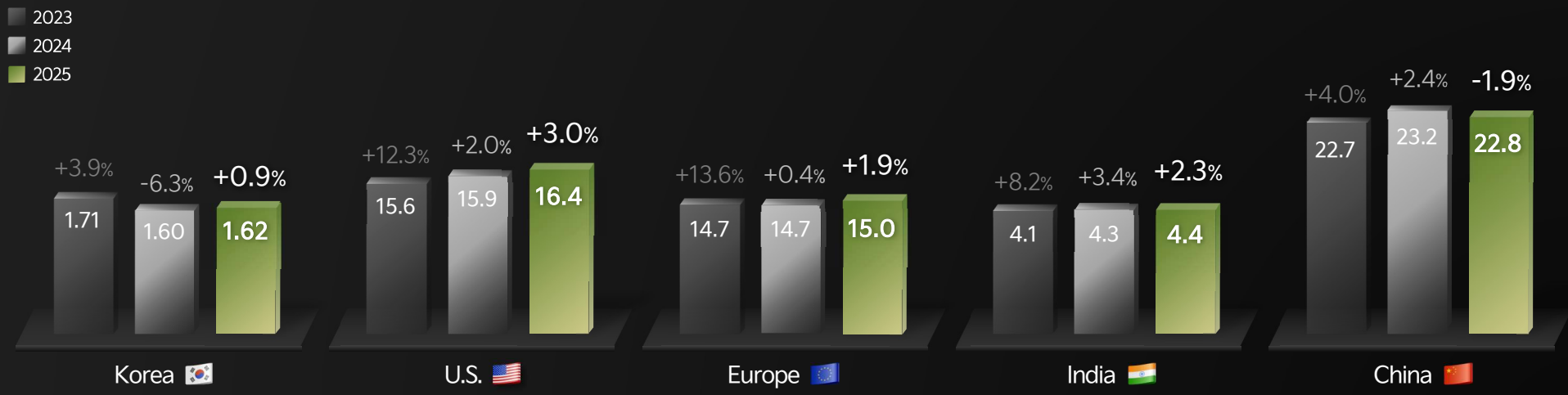
2025 Industry Demand

Global Industry Demand

(YoY / Million units)

2023	2024	2025
+9.0% 82.6mn	+2.0% 84.3mn	+0.3% 84.6mn

Regional Industry Demand



2025 Business Strategy

Wholesale	Retail	M/S
3,216k +4.1%	3,171k +6.1%	3.7% +0.2%p

Key Strategy

Agile Response to Market Changes

- Enhance response to market change and geopolitical risk through flexible global production system
- Expand HEV capacity for the demand growth
- Regional strategies to address intensifying competition

Lead EV Popularization

- Lead electrification with volume EV models & high-performance GT models
- Enhance EV competitiveness & sales momentum
- Local EV production for regional competitiveness

Diversify Growth Drivers

- Drive value chain innovation and new demand with a successful PBV business launch
- Diversify mid-to-long-term growth drivers (Pickup launch, CKD business expansion)

2025 New Model Launch Plan

	Q1	Q2	Q3
New Model	 Syros Tasman EV4		 PV5 EV5
Product Enhancement (PE)		 Carens / Carens EV	
Derivative	 EV9 GT		 K4 5DR EV4 5DR

2025 Regional Business Strategy - Korea

Growth Momentum

with Full EV Line-up & New Markets Entry

No.1 EV Brand with a Full EV Line-up

- **EV4** (March) : Increase EV sales volume with an iconic EV sedan launch
- **EV5** (August) : Target family demand (in 30s-40s) with mid-size EV SUV
- **EV3 / EV6** : Strengthen competitiveness through product events and promotions

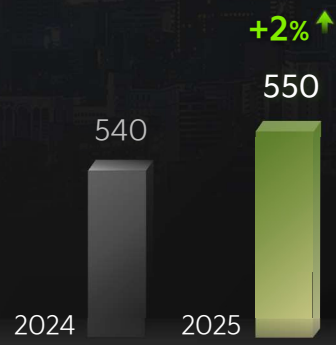
Successful Market Entry(Pickup & PBV) by Targeting New Demand

- Lead the Pickup market by targeting segmented Tasman demand
- Pre-reveal PV5 at Seoul Mobility Show (April) to showcase versatility & drive early demand

Enhance CPO & Mobility Business Capabilities

- CXP offline hub completion (July) to expand sales & enhance used car experience
- Create business synergies by integrating mobility services (Kia Rental, Flex, Biz)

Sales Target (Thousand units)



M/S



(Million units)	2024	2025	YoY
Economic Growth	2.1%	1.4%	-0.7%p
Industry Demand	1.60	1.62	+0.9%

2025 Regional Business Strategy - United States

Growth Momentum

with Sales Competitiveness & Strategic Market Response

Sales Momentum for Key Models and Adaptation to Market Trends

- Maintain sales competitiveness of Sorento and Telluride, and secure growth momentum with the launch of Sportage PE
- Increase (P)HEV supply to address market trend and enhance profitability

EV Sales Competitiveness and Regulatory Compliance

- Leverage IRA subsidies and product competitiveness for EV volume growth
- Mitigate regulatory risks through proactive market response strategies

Improve Customer Experience to Increase Sales and Service Satisfaction

- Enhance dealer facilities and maintenance for customer satisfaction and retention

Sales Target

(Thousand units)



M/S



(Million units)	2024	2025	YoY
Economic Growth	2.8%	2.3%	-0.5%p
Industry Demand	15.9	16.4	+3.0%

2025 Regional Business Strategy - Europe

Growth Momentum

through Proactive Risk Management & Diversified Growth Drivers

Drive EV Sales and comply with CO_2 Regulations through New Model Launches

- Maximize momentum with EV4 and EV5 launches and pre-marketing / sales
- Expand EV3 sales and leverage new EVs + PHEVs for CO_2 regulations compliance

Maximize Profitability through Optimal Production and Sales Management

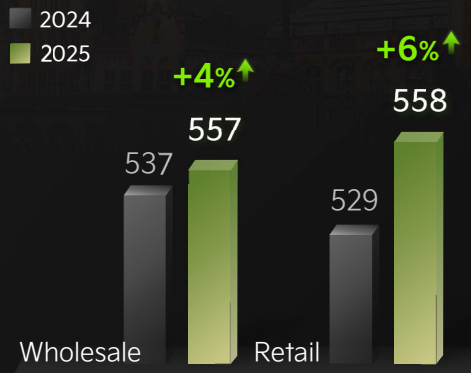
- Drive growth by expanding Sportage sales and optimizing EV-ICE mix for profitability
- Local production of EV4 5DR in Europe (Aug) to strengthen EV competitiveness

Accelerate PBV Business Expansion with the Successful PV5 Launch

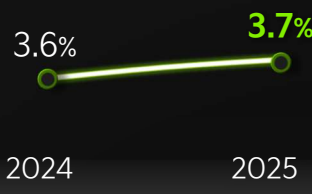
- Implement a gradual execution framework for successful PBV market entry
- Focus on the B2B market with gradual expansion into B2C segment

Sales Target

(Thousand units)



M/S



(Million units)	2024	2025	YoY
Economic Growth	0.7%	0.9%	+0.2%p
Industry Demand	14.7	15.0	+1.9%

2025 Regional Business Strategy - India

Growth Momentum

through New Model Launches & Product Competitiveness

Drive Sales Growth through Successful New Model Launches

- Successfully launch of Syros and Carens PE & leverage EV product competitiveness
- Strengthen electrification brand perception with EV-dedicated models (EV6 PE and EV9)

Establish a 300k Annual Sales Capacity by Enhancing Competitiveness

- Implement Fast Start strategy in Q1 and optimize marketing promotion year-round
- Strengthen sales competitiveness by expanding dealer network and capabilities
- Sustain sales momentum with demand-driven supply (customer-preferred features)

Strengthen the Customer-Centric Brand

- Enhance service capabilities and activities for customer satisfaction
- Continuously innovate customer touchpoint CX activities
- Expand 'K-Charge' infrastructure to improve EV charging accessibility

Sales Target (Thousand units)



M/S



(Million units)	2024	2025	YoY
Economic Growth	6.5%	6.3%	-0.2%p
Industry Demand	4.3	4.4	+2.3%

2025 Regional Business Strategy - China

Build a Foundation for Mid-to-Long-Term Growth

through strengthened core competitiveness and brand perception

Enhance Key Volume Models and Product Competitiveness

- Enhance sales momentum and profitability with region-specific SUV models
- Leverage enhanced EV5 (MY) product competitiveness to drive sales and diversify fleet channels

Improve Brand Perception and Key Dealer Capabilities

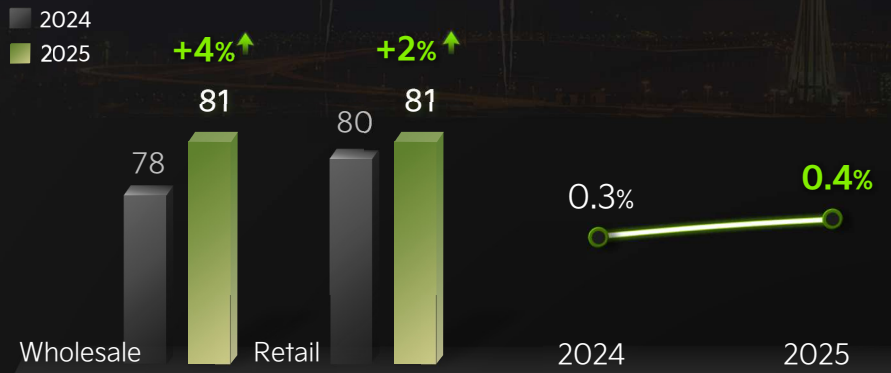
- Improve key dealers' marketing capability and customer retention through optimized marketing resource allocation

Expand Exports through Efficient Production & Quality Management

- Enhance profitability through global export expansion and optimized production
- Strengthen global manufacturing quality standards and improve supplier parts quality

Sales Target

(Thousand units)



M/S

(Million units)	2024	2025	YoY
Economic Growth	5.0%	4.7%	-0.3%p
Industry Demand	23.2	22.8	-1.9%

2025 Strategic Direction

Customer-Centric Brand Management

Diversify Growth Drivers (EV Tier 1, PBV First Mover)

Fundamental Competitiveness



Advancing Toward a 100-Year Legacy with Customer-Centric Innovation

Financial Strategy

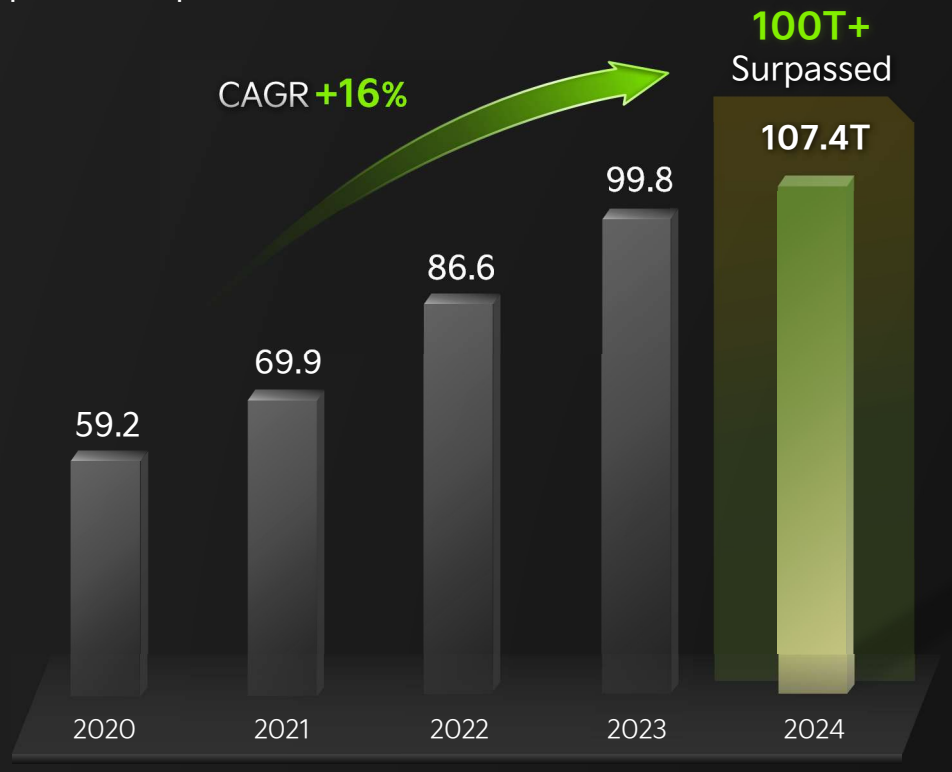
2024 Review

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

Surpassed 100T in Revenue

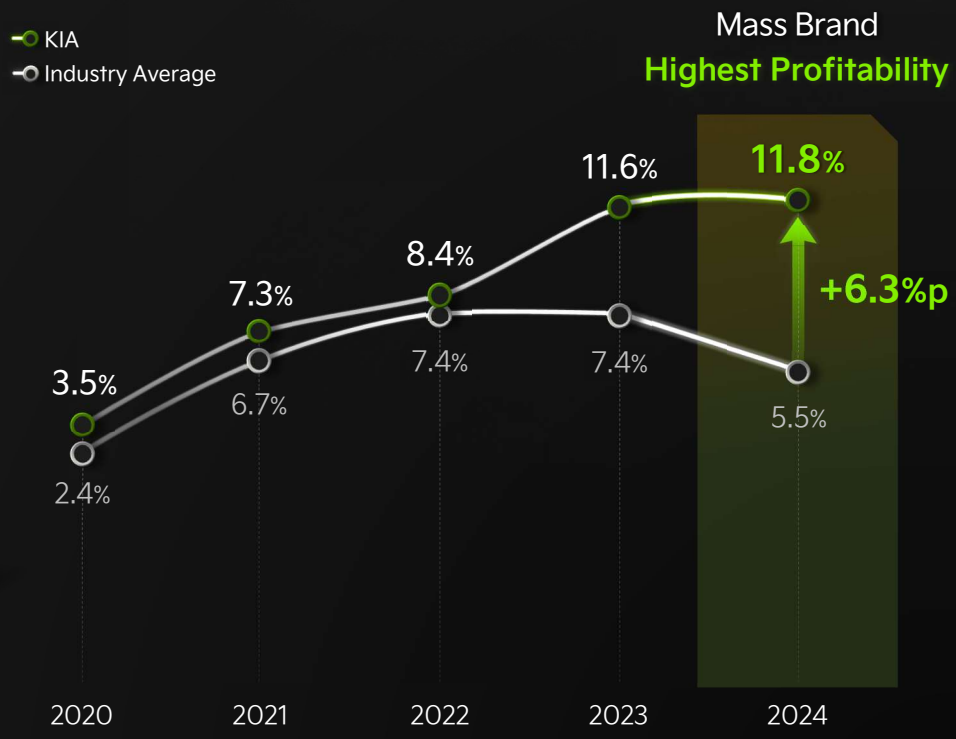
(Trillion KRW)

| Revenue |



Highest Profitability Among Mass Brands

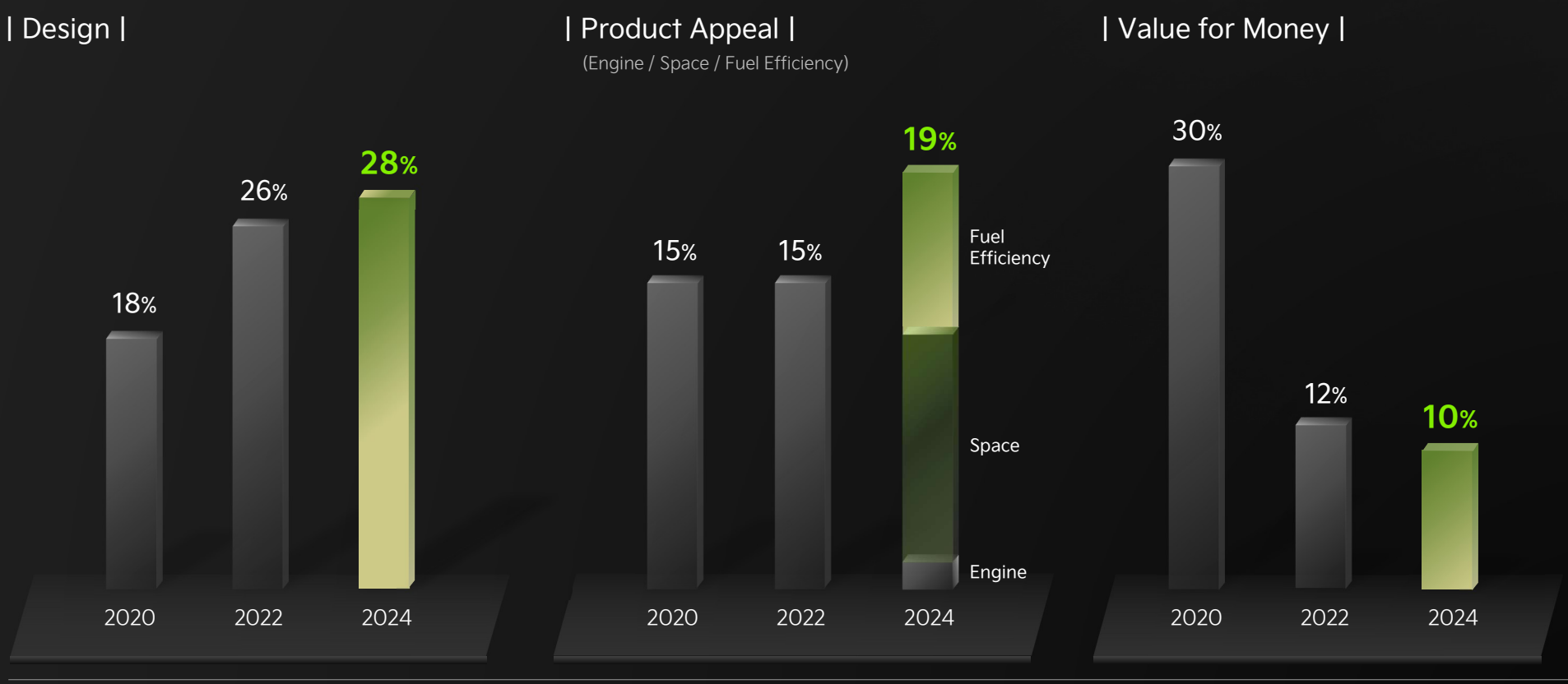
| Operating Profit Margin |



Product Factors

Transformation into a brand driven by design excellence and product value

Key Purchasing Factors

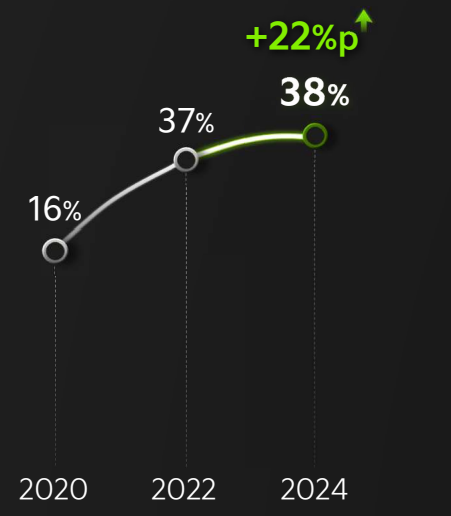


Price Factors

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

Strong Value Proposition

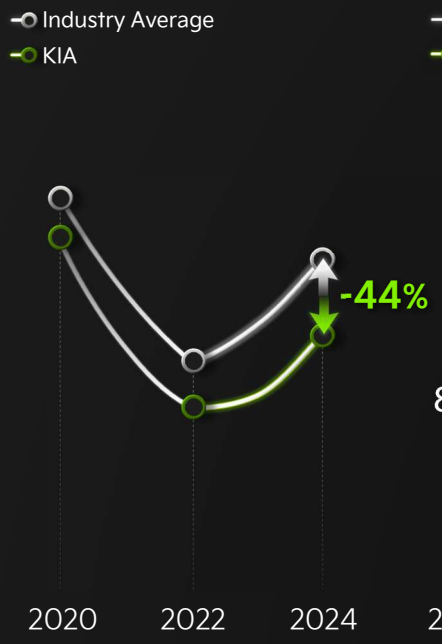
| High Trim Mix |



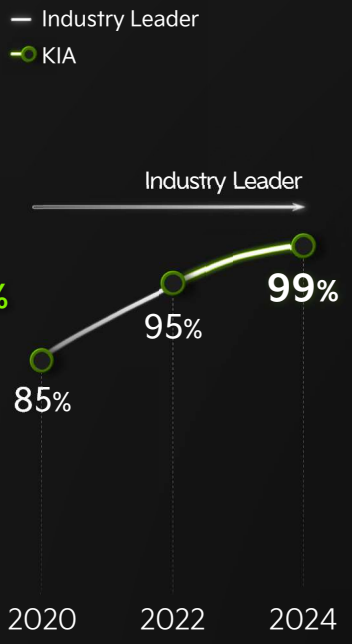
* U.S. Sportage, Sorento, and Telluride combined

Enhanced Product Value

| Incentives |



| Residual Value |

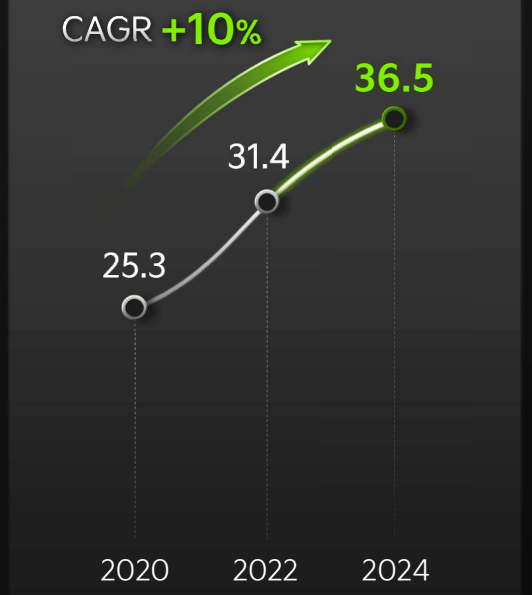


* Based on U.S. market data

Improved ASP

(Thousand KRW)

| ASP |

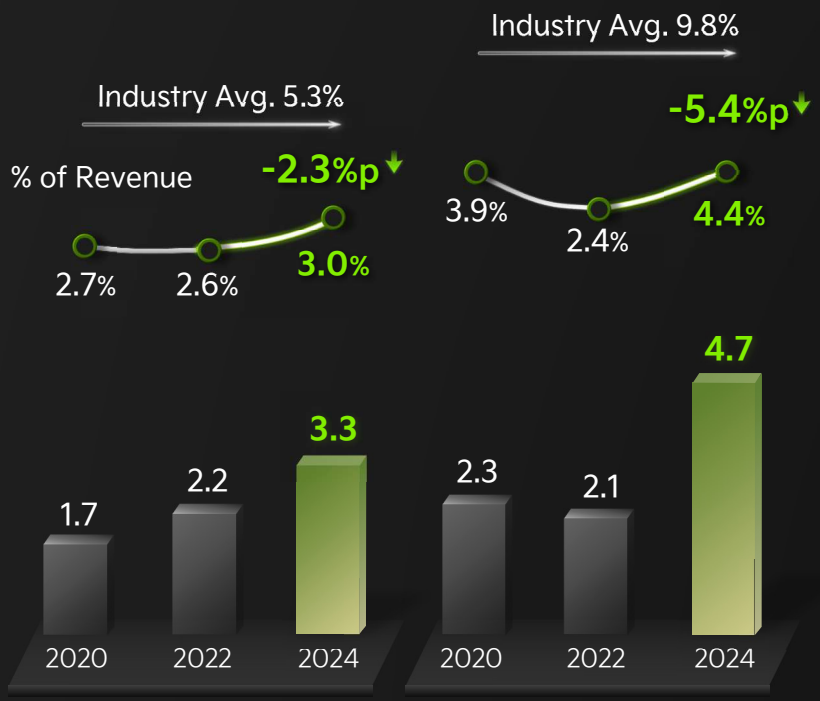


Cost Factors

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

Efficient Investment

(Trillion KRW)

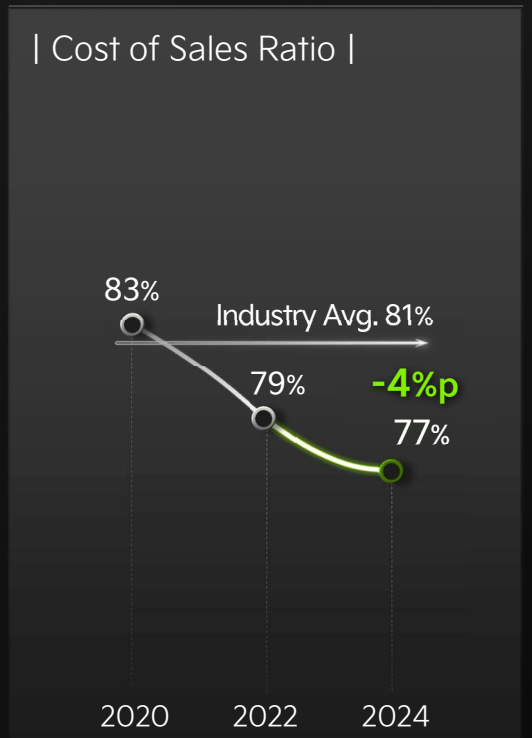


Flexible Production



* Utilization Rate
Volume Produced / Operating Capacity

Cost Competitiveness



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

Achieved Top-Tier Credit Ratings

Record-high credit ratings since establishment

Global Credit Ratings

S&P Global

A-

Moody's

A3

Korean Credit Ratings

Korean Credit Rating Agencies

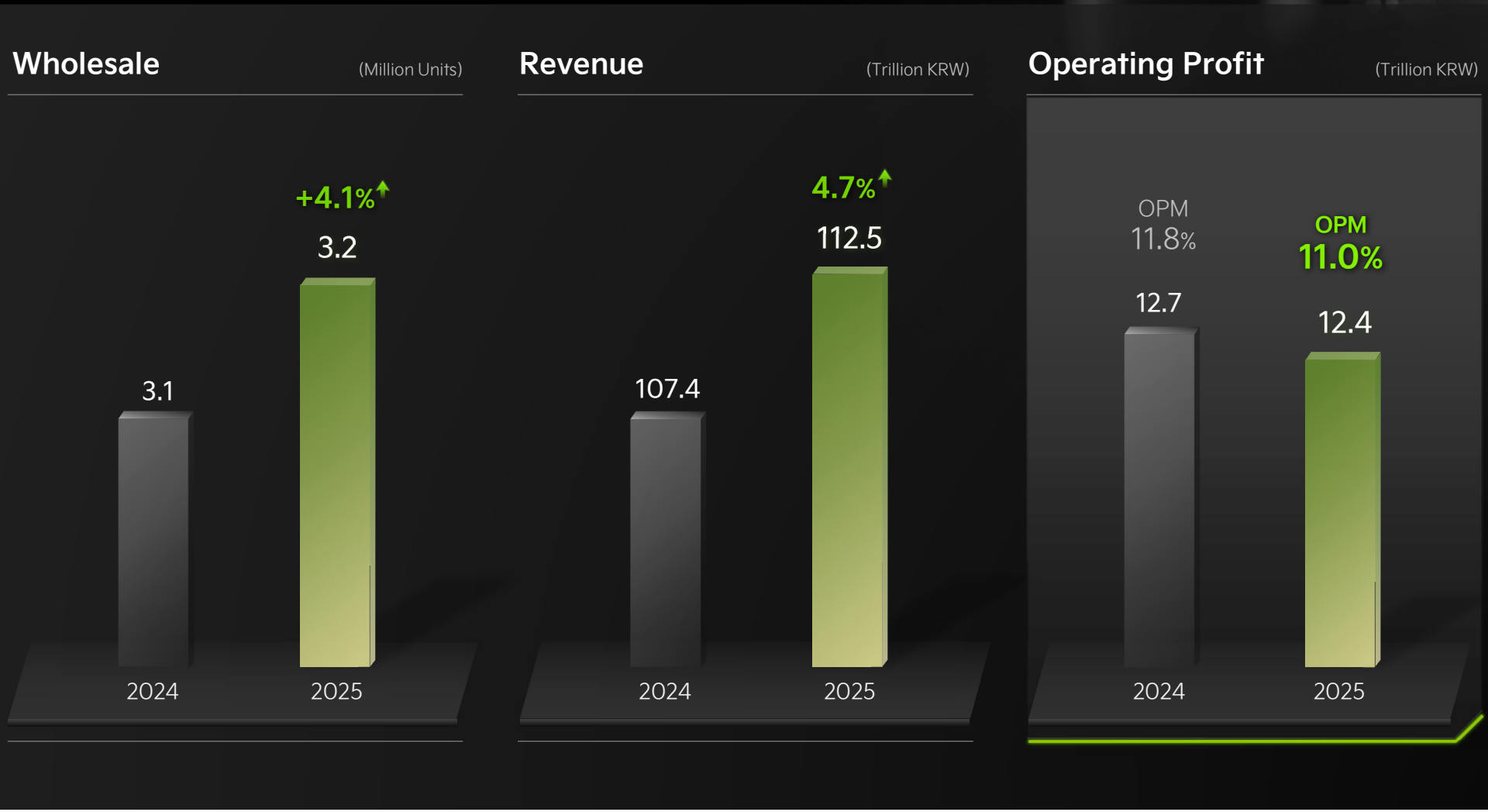
AAA

* Korea's 3 major credit rating agencies
Korea Investors Service, Korea Ratings, and NICE Investors Service

2025 Financial Business Plan

2025 Targets

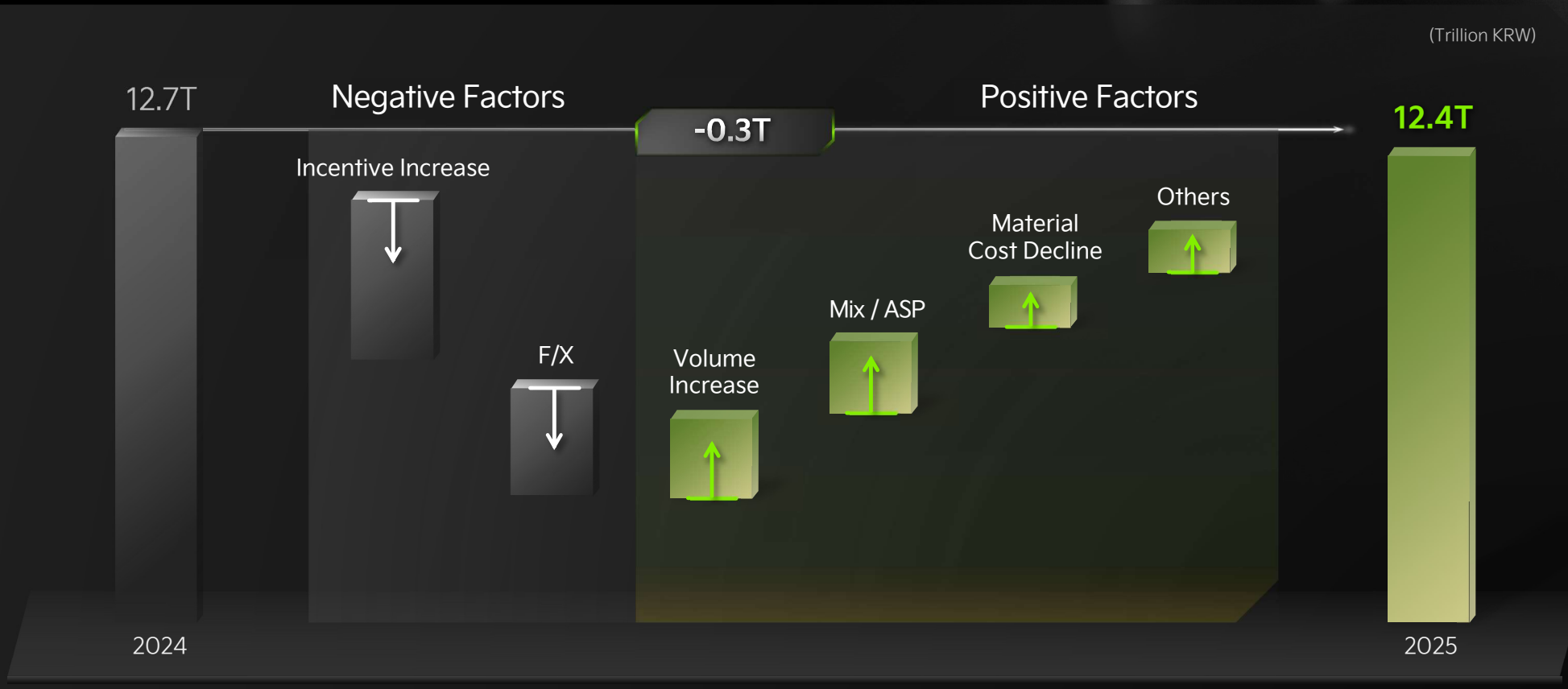
Sustain double-digit OPM through strong volume growth and solid earnings capability



2025 OP Bridge

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

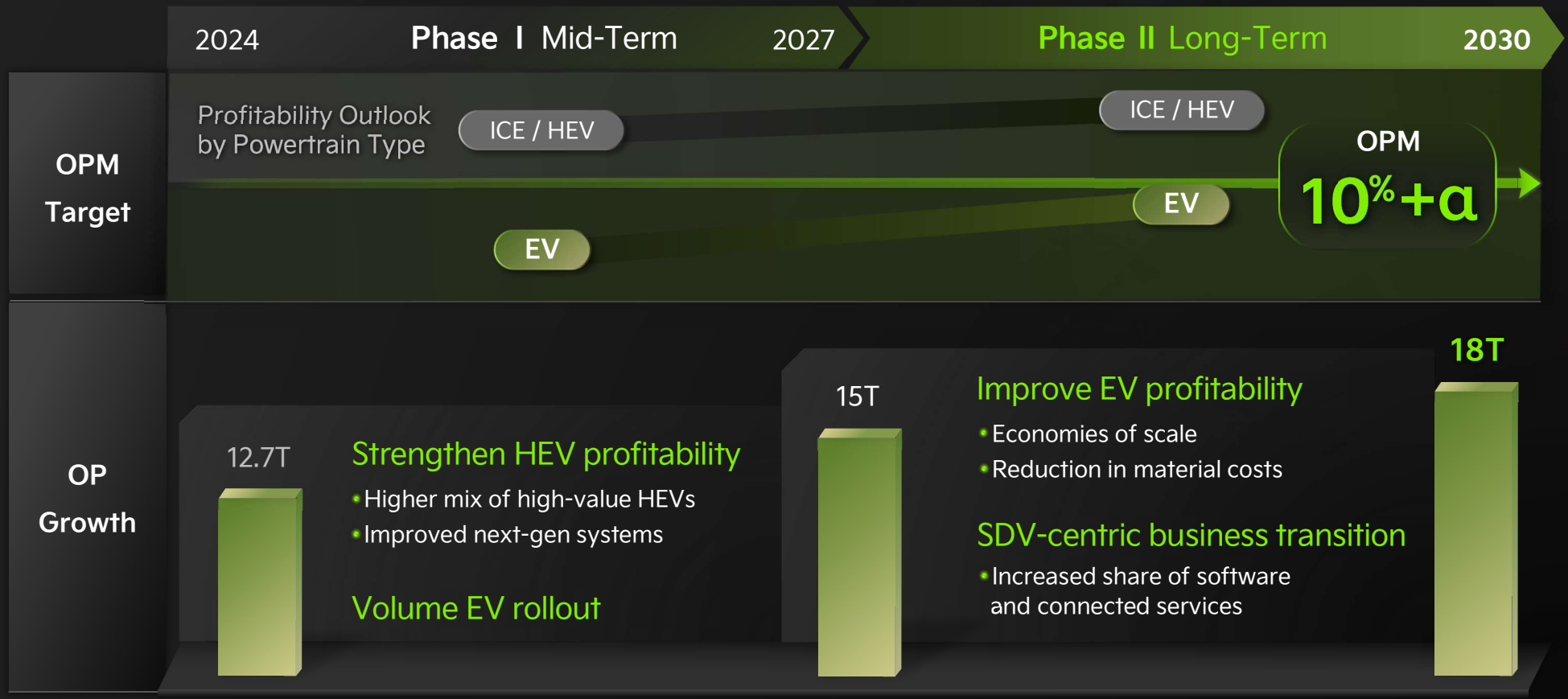
2024 Review
Operating Profit



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

Mid-to-Long-Term Profitability Target

Target 10%+ OPM through a diversified powertrain strategy



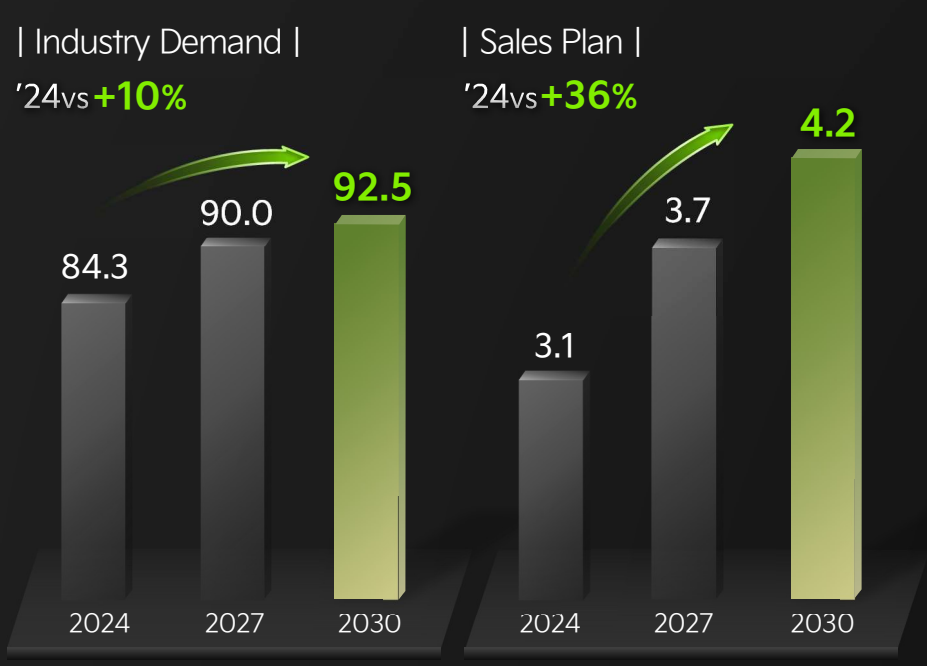
Economies of Scale from Volume Growth

Strong growth in both top-line and profit through volume expansion that outpaces industry demand growth

Mid-to-Long-term Plan

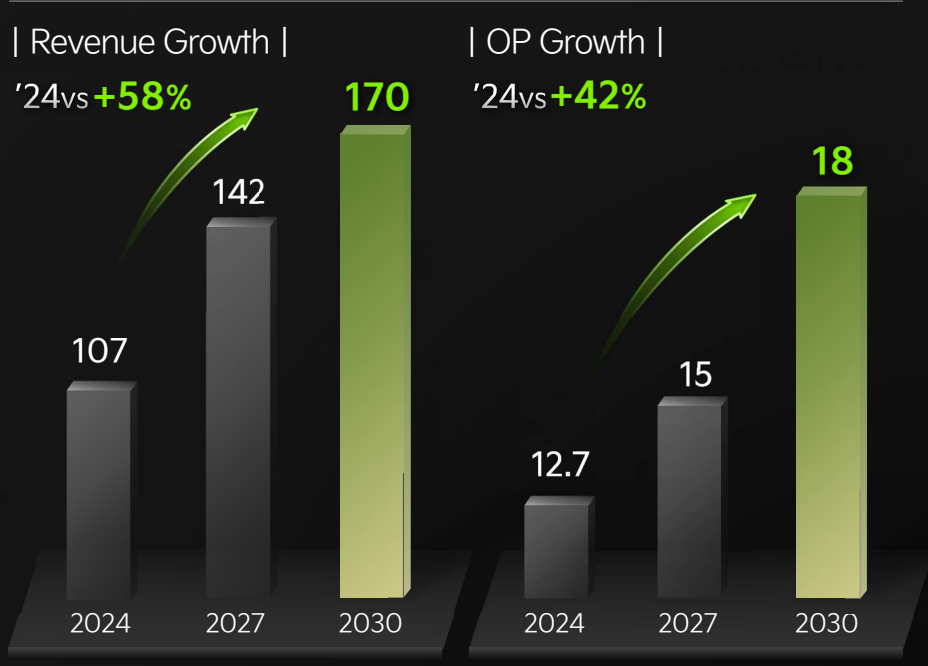
Sustainable Profitability

Volume Growth Outpacing Demand Growth (Million units)



▶ Volume growth plan outpacing industry demand growth through new model launches across diversified powertrains

Profit Growth via Economies of Scale (Trillion KRW)



▶ Top-line and profit growth continues to improve due to economies of scale driven by strong volume growth

HEV Profitability Enhancement

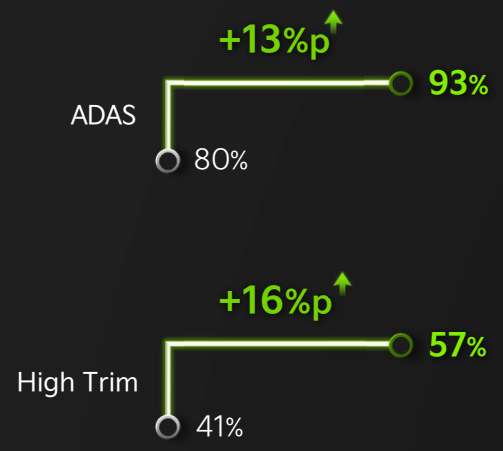
Strengthen HEV profitability through premium demand, system cost reduction, and scale effect

Mid-to-Long-term Plan

Sustainable Profitability

HEV Premium

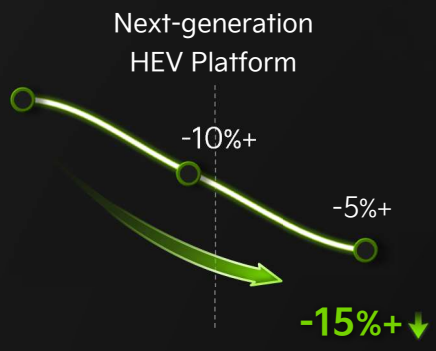
| High Trim / ADAS Selection Ratio |



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

System Cost Reduction

| PE System Cost Reduction Target |



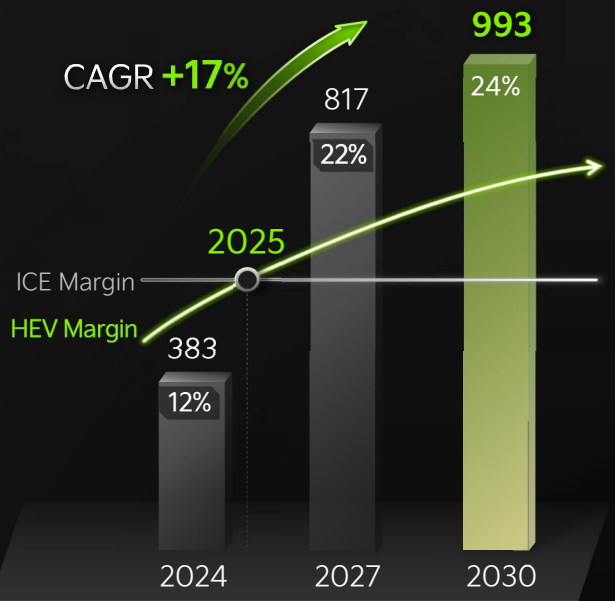
* HEV PE System : Engine, Transmission, Motor etc

▶ Next-generation HEV Platform + component optimization

Economy of Scale

| Profitability & Sales Outlook |

(Thousand units)



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

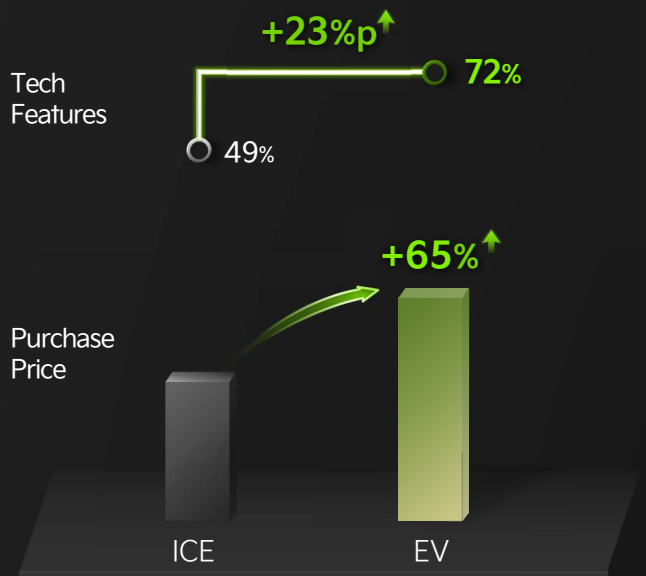
EV Profitability Improvement

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

Mid-to-Long-term Plan
Sustainable Profitability

EV Premium

| Tech Features Selection Ratio |

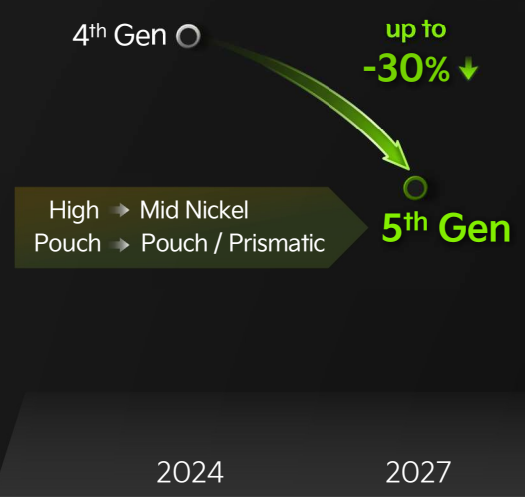


▶ Willingness to pay a high premium compared to ICE

* Tech Features : Comfort, Monitoring, Drive Wise

System Cost Reduction

| Next-gen batteries Cost Reduction |

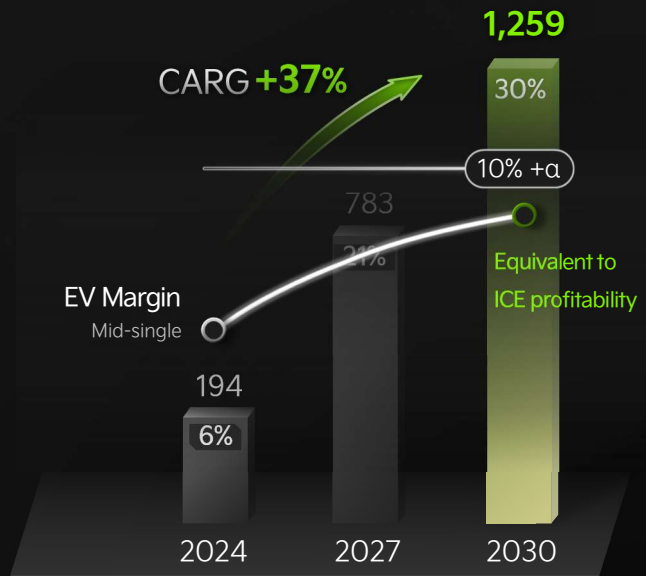


▶ Improve battery chemistry and diversify form factors

Profitability Improvement

| Profitability & Sales Outlook |

(Thousand units)



▶ Increase sales through volume EV line-up expansion

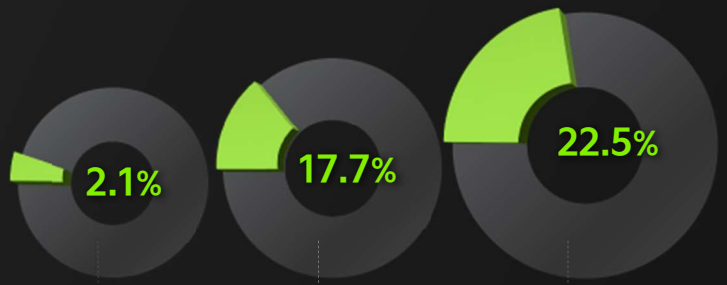
SDV Business Transition

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

Mid-to-Long-term Plan
Sustainable Profitability

S/W Tech · Convenience Features-Based ASP Growth

| Share of Value Added by Advanced / Tech Features |



| Option Selection Ratio |

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

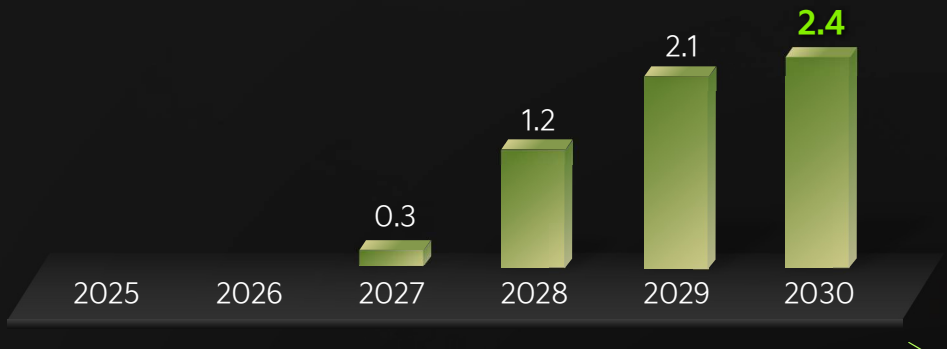
▶ Growth in adoption of S/W options driven by improved S/W innovations

* Sportage (Signature trim) in the Korean market

SDV Business Transition

(Million units)

| SDV Sales Outlook |



STAGE 1 Present — SDV Platform Development

STAGE 2 2026 — SDV Full Stack (Pace Car)

STAGE 3 2027 — **SDV Mass Production**

▶ Connectivity & ADAS driven growth

Mid-to-Long-Term Investment Plan

Expand future business investment : electrification, SDV, and AAM/robotics

Accelerate Future Business Transition

(Trillion KRW)

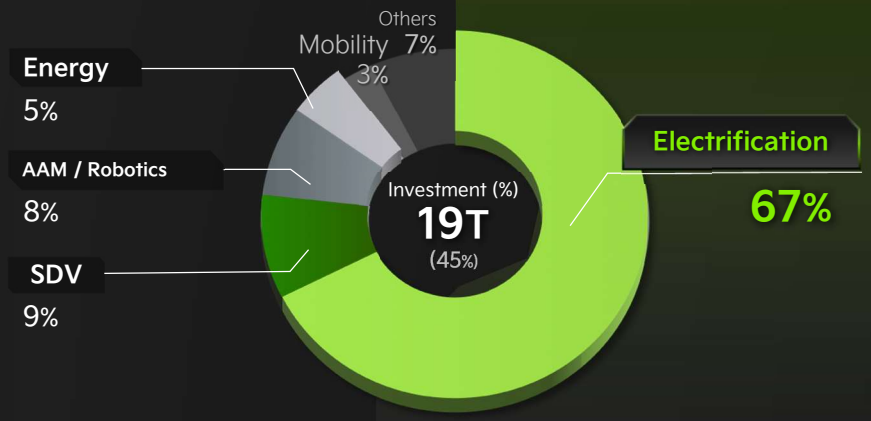
| Mid-to-Long-term Investment |

Previous 5-year Plan
2024~2028 **38** trillion
Future Business **15** trillion

+4T (+10%)

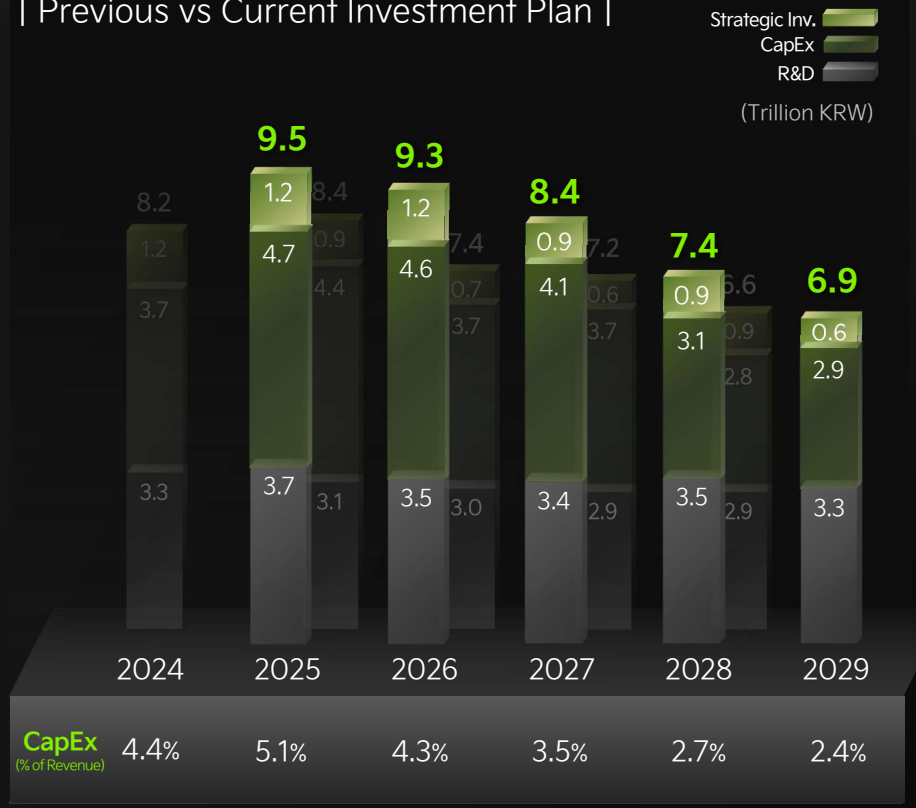
New 5-year Plan
42 trillion 2025~2029
Future Business **19** trillion

| Future Business Investment |



R&D / CapEx Expansion for Future Business

| Previous vs Current Investment Plan |



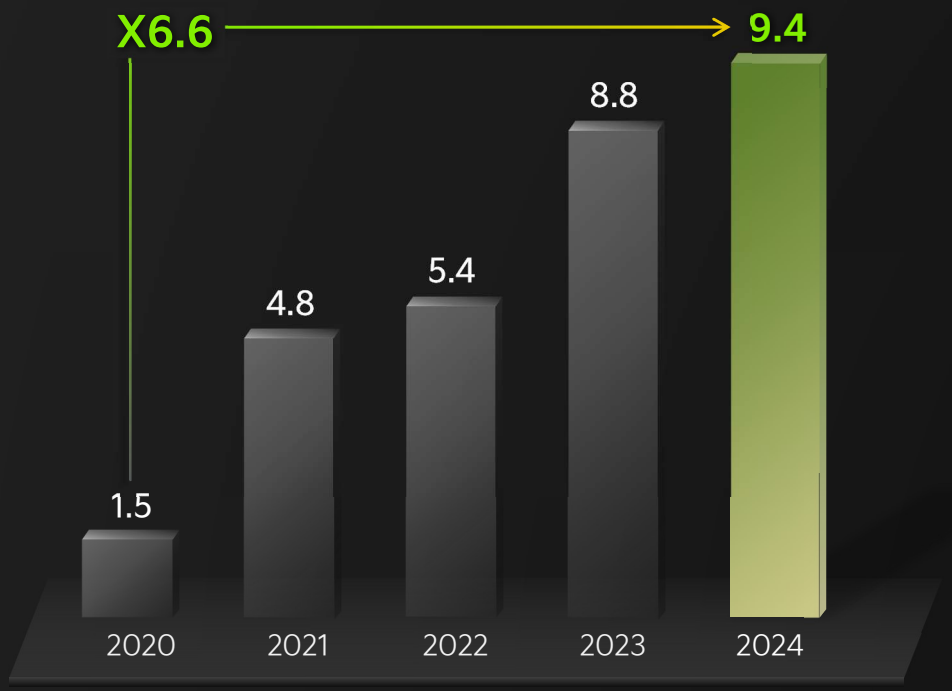
Accompanied Growth of Business Performance & Shareholder Return

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

6.6x Growth in Net Income (vs 2020)

(Trillion KRW)

| Net Income |



8.1x Increase in Shareholder Return (vs 2020)

(Trillion KRW)

| Shareholder Return & TSR |



2024 Shareholder Return

Increase shareholder return through dividend growth and share buyback & cancellation

TSR 33.4%
* TSR : Total Shareholder Return

2023	2024
30.7%	▶ 33.4%

Net Income

+11%

₩ 8.8T ▶ ₩ 9.4T

DPS
(Dividend per Share)

+16%

₩ 5,600 ▶ ₩ 6,500

Share Buyback & Cancellation

+40%

₩ 500B ▶ ₩ 700B

2025-2027 Financial Goals

Corporate Value-up plan established based on top-line growth, high profitability, and efficient capital



Top-line Growth

Sales Revenue

CAGR 10%+

01

High Profitability

Operating Profit

10%+

02

Efficient Capital

ROE

15%+

03

Shareholder Return Policy

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

TSR Target

35%

2025 - 2027

Long-Term Dividend Growth Focused

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

Payout Ratio
25% or more

Share Buyback / Cancellation to Enhance Capital Efficiency

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

Buyback up to
10% of profit

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.