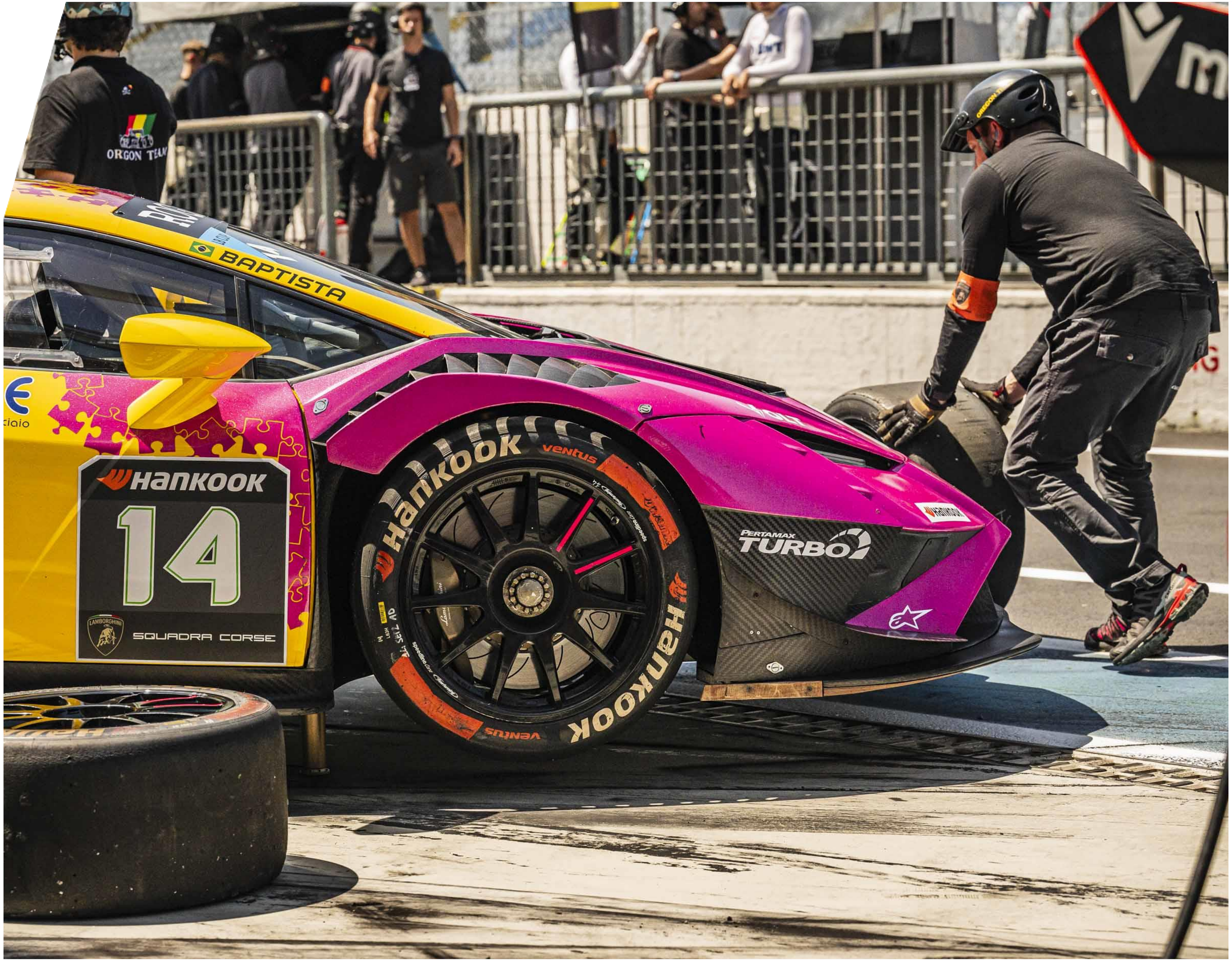

Hankook driving emotion

2025 3Q
Financial Results

November 7th, 2025

Hankook Tire & Technology

Disclaimer

The information in this presentation is based upon management forecasts and reflects prevailing conditions and our views as of this date, all of which are accordingly subject to change. In preparing this presentation, we have relied upon and assumed, without independent verification, accuracy and completeness of all information available from public sources of which was provided by us or which was reviewed by us.

The information in this presentation does not take into account the effects of a possible transaction or transactions involving an actual or potential change of control, which may have significant valuation and other effects.

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I. 2025 3Q Financial Results - Profit Summary

- Consolidated Revenue of KRW 5,412.7 billion, Operating Profit of 586.0 billion, OPM 10.8%
- Tire Business: Revenue +11.2% YoY, Operating Profit +10.4% YoY
- Thermal Management Business: Revenue +8.2% YoY, Operating Profit +1.7% YoY

Company performance

[100 Million KRW]

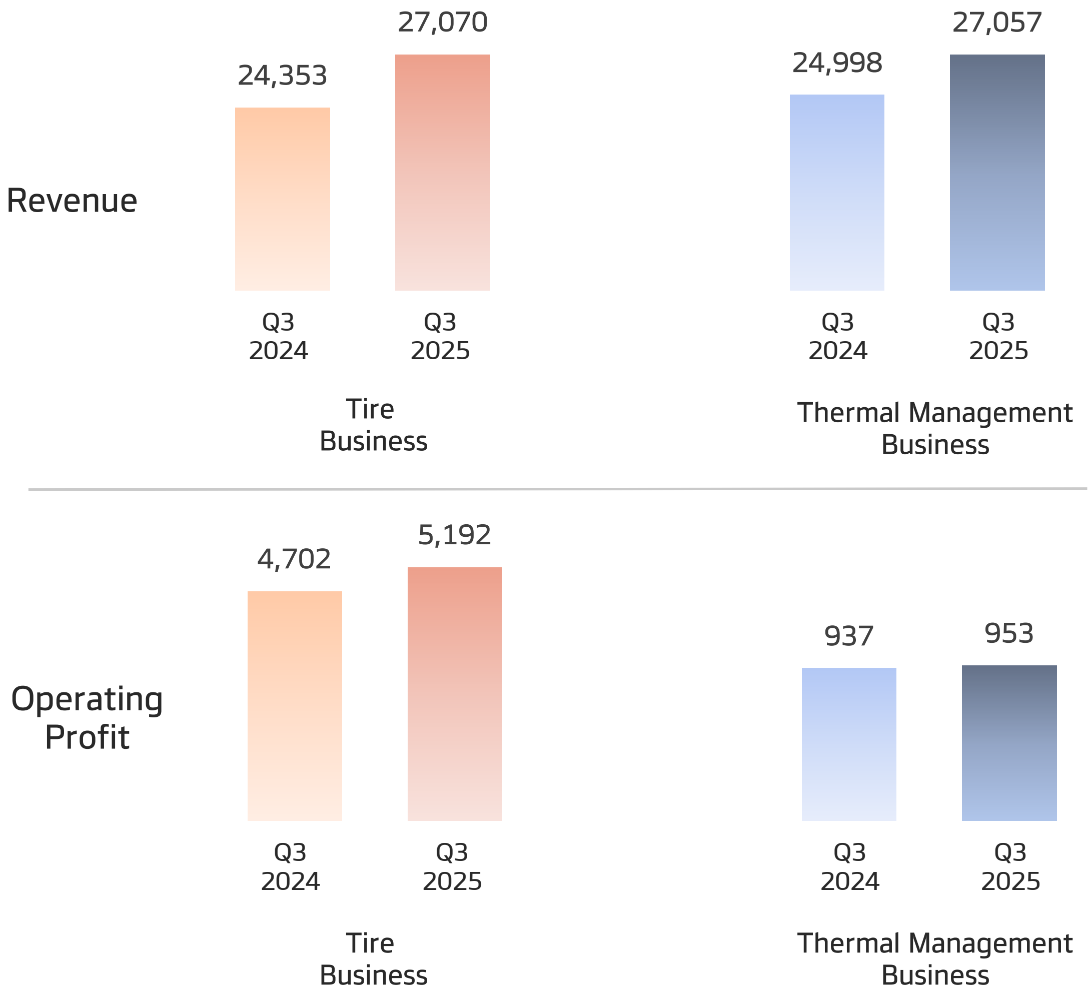
	Tire Business	Thermal Management Business	Total
Revenue	27,070	27,057	54,127
COGS	16,979 (62.7%)	24,180 (89.4%)	41,159 (76.0%)
Operating Profit	5,192 (19.2%)	953 (3.5%)	5,860 (10.8%)
Ordinary Profit	4,932 (18.2%)	911 (3.4%)	5,504 (10.2%)
EBITDA	6,410 (23.7%)	2,827 (10.4%)	9,237 (17.1%)

※ The Total(Consolidated) figures include partial adjustments for intercompany transactions.

※ PPA depreciation and amortization related to the acquisition of Hanon Systems has been recognized approximately 28.8 billion KRW in 3Q 2025

Performance by business segment

[100 Million KRW]



I. 2025 3Q Financial Results - Key Financials

- Consolidated debt-to-equity ratio including Hanon Systems at 102.2%
- Strengthening financial stability through enhanced cash generation and improved financial structure

Financial Overview

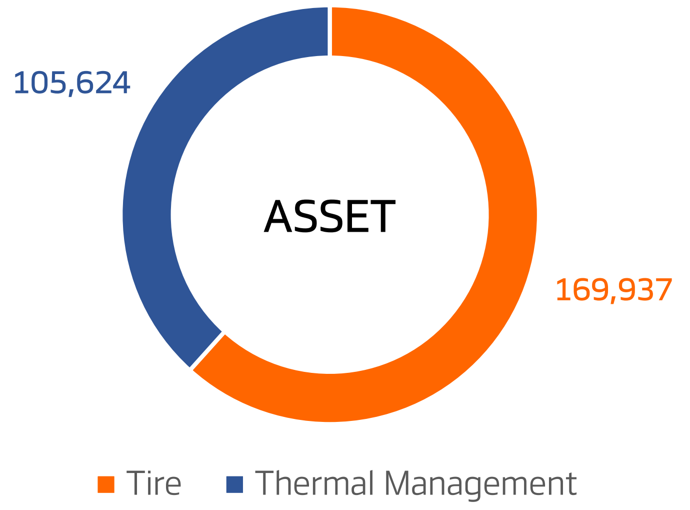
[100 Million KRW]

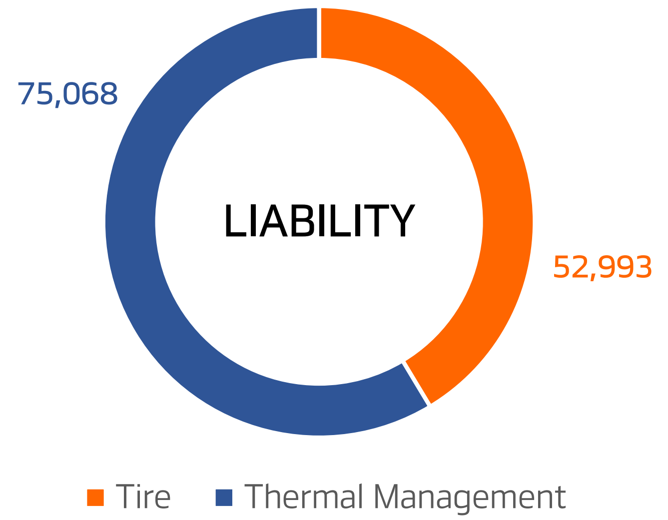
	Tire Business	Thermal Management Business	Total
Assets	169,937	105,624	267,055
Current Assets	75,642	43,338	118,593
Cash, cash equivalents and other short term financial assets	22,379	7,871	30,250
Trade and other receivables	25,133	17,460	41,374
Inventories	24,307	13,914	38,221
Other current assets	3,824	4,093	8,749
Non-current Assets	94,295	62,286	148,462
Tangible, Intangible assets and Investment properties	60,494	57,108	135,230
Other non-current assets	33,801	5,178	13,232
Liabilities	52,993	75,068	134,960
Current Liabilities	28,990	48,021	76,612
Non-Current Liabilities	24,003	27,047	58,348
Shareholder's Equity	116,944	30,556	132,095
Liability Ratio	45.3%	245.7%	102.2%

※ The Total(Consolidated) figures include partial adjustments for intercompany transactions.

Financial Position by business segment

[100 Million KRW]





1) Tire Business - Overview

Financial Highlights

- Revenue KRW 2,707.0 billion, operating profit KRW 519.2 billion, OPM 19.2%, marking the highest-quarterly revenue and operating profit.
- Revenue increased by 11.2% YoY, driven by volume growth in both OE and RE, improved pricing and product mix, and a favorable FX.
- Operating profit increased due to lower major costs, including raw materials and logistics. Tariff impacts were partially offset through price hikes.

Sales Performance

- The global OE market showed regional differences in demand depending on tariff impacts and EV subsidies, while the company achieved OE sales growth, mainly in Korea, Europe, and North America.
- The global RE market showed regional variations but maintained overall stable demand, while the company achieved RE sales growth across Korea, China, Europe, and other markets.
- Sales ratio of ≥18-inch tires within PCLT reached 47.4%, up 2.6%p YoY in 3Q 2025
- EV sales ratio of PCLT OE reached 27% up 7%p YoY in 3Q 2025

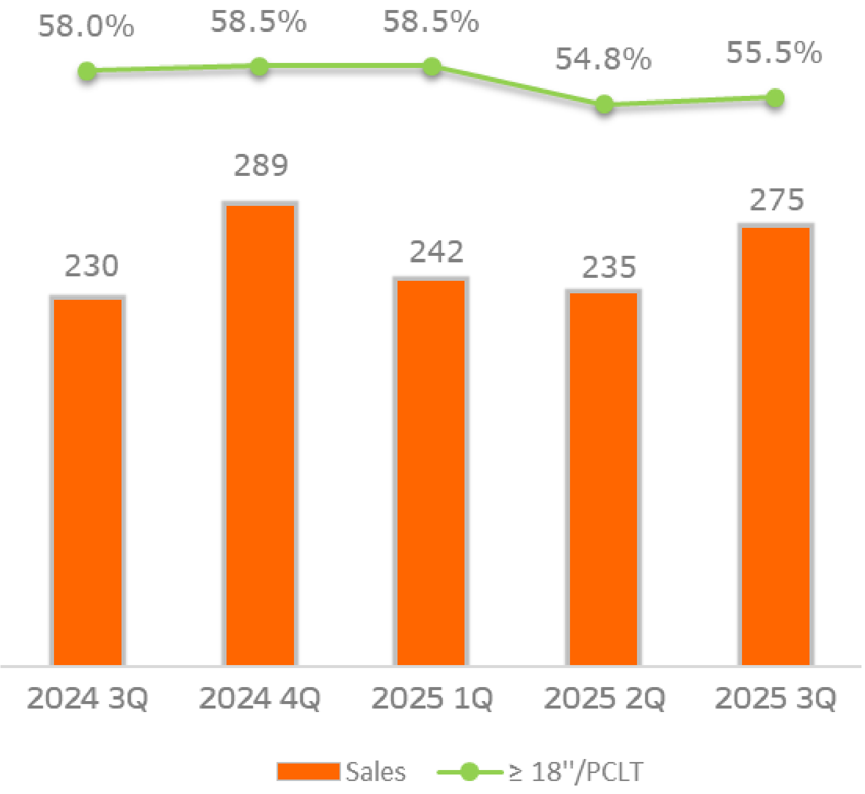
[100 Million KRW]

	2024 3Q	2025 2Q	2025 3Q	YoY	QoQ
Revenue	24,353	25,115	27,070	+11.2%	+7.8%
COGS	15,306 (62.9%)	16,680 (66.4%)	16,979 (62.7%)	+10.9%	+1.8%
Operating Profit	4,702 (19.3%)	3,464 (13.8%)	5,192 (19.2%)	+10.4%	+49.9%
Ordinary Profit	4,615 (18.9%)	2,026 (8.1%)	4,932 (18.2%)	+6.9%	+143.4%
EBITDA	6,001 (24.6%)	4,761 (19.0%)	6,410 (23.7%)	+6.8%	+34.6%

1) Tire Business - Performance by region (Korea)

KOREA

[Unit: Billion KRW, %]



Market Environment

- RE : Market demand increased due to government subsidy programs
- OE : EV sales remained strong, driven by the expansion of eco-friendly vehicle subsidies and the extension of tax incentives.

Sales Performance

- RE: Achieved sales volumes exceeding market demand in both PCLT and TBR
- OE : Revenue increased YoY, driven by an expanded lineup of supplied vehicle models.

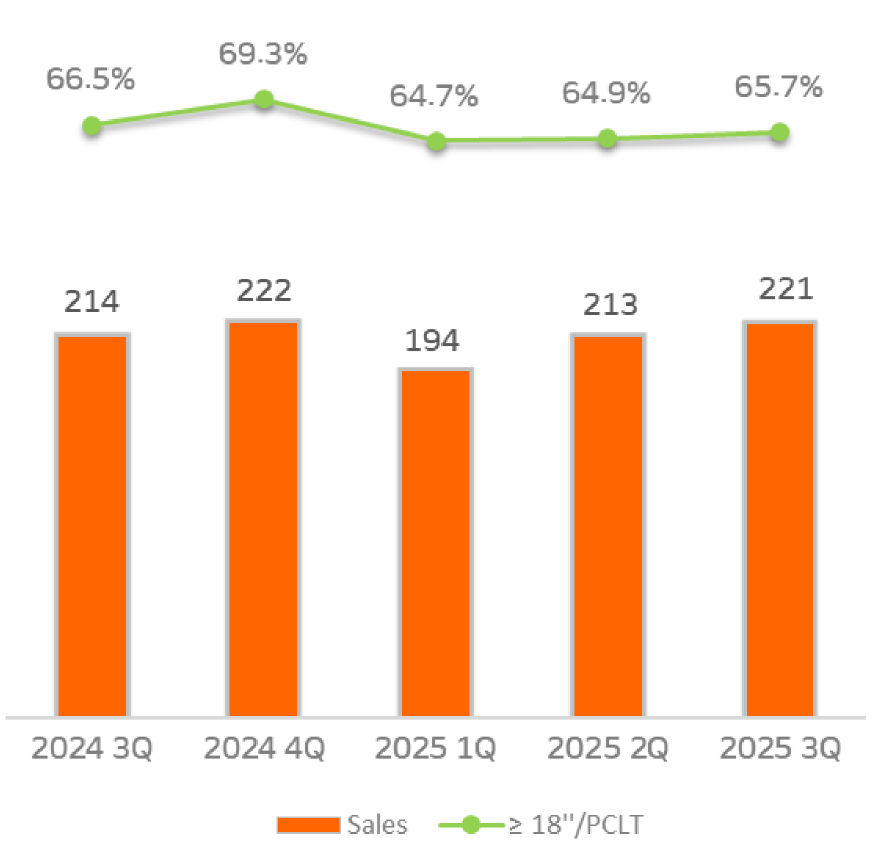
Forward-Looking Strategy

- Strengthened promotion of the new All-Weather product “Weatherflex GT”
- Enhanced TBX membership marketing and promotional activities to boost TBR sales
- Continued reinforcement of the distribution downstream through new channel expansion

1) Tire Business - Performance by region (China)

CHINA

[Unit: Billion KRW, %]



Market Environment

- RE : Amid weak domestic demand in China, market demand showed a modest recovery due to the low base effect
- OE : Vehicle demand increasing, driven by NEV (New Energy Vehicle) purchase incentives.

Sales Performance

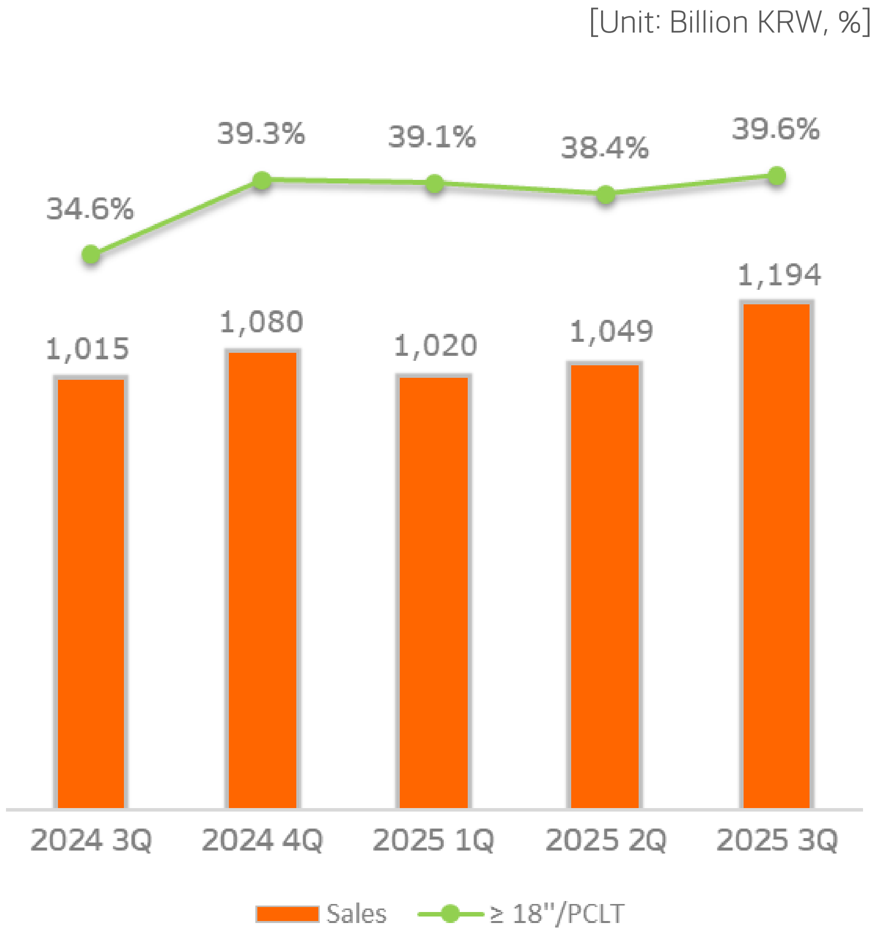
- RE : Sales volume increased YoY, supported by the development of new dealerships and a gradual rise in O2O sales volume.
- OE : Overall volumes were affected by production adjustments at some carmakers, while supply to major Chinese EV brands increased.

Forward-Looking Strategy

- Expansion of sales focused on strategic products such as high-inch and SUV tires, along with diversification of the distribution portfolio
- Gradual market recovery expected, supported by the Chinese government's economic stimulus and consumption-boosting policies.

1) Tire Business - Performance by region (Europe)

EUROPE



Market Environment

- RE : Stable market demand led by All-Weather and Winter tires
- OE : New vehicle sales increased YoY, driven by growth in eco-friendly vehicles

Sales Performance

- RE : Sales exceeded market demand, driven by stable performance of seasonal products.
- OE : Revenue increased YoY, supported by strong sales of vehicle models supplied by the company and favorable market conditions.

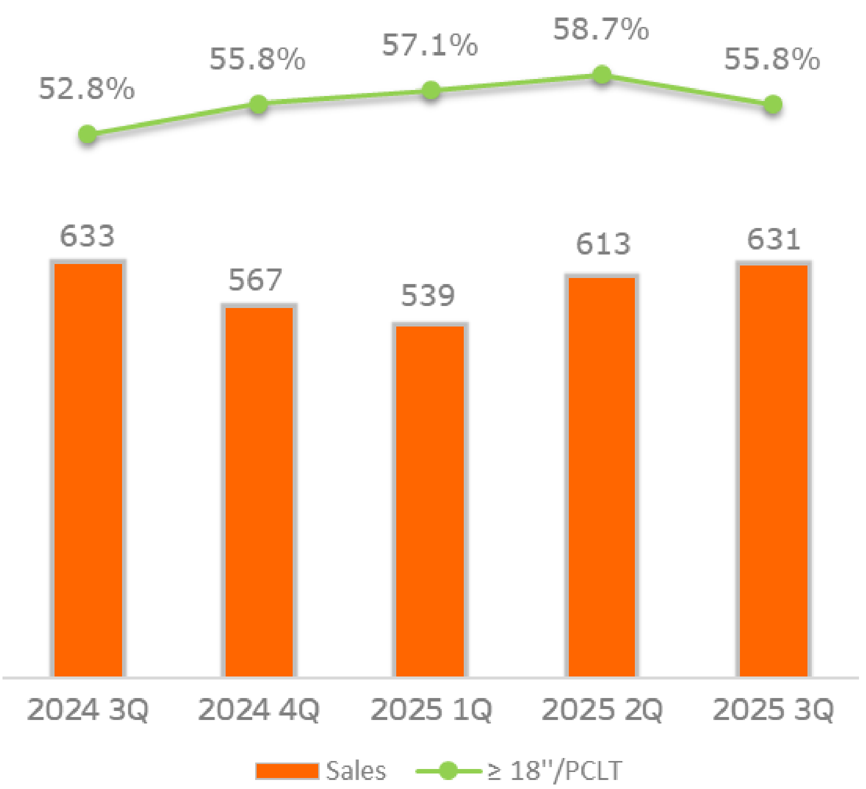
Forward-Looking Strategy

- Due to low inventory levels of seasonal products and solid order intake, the company plans to strengthen marketing activities to ensure stable sales.

1) Tire Business - Performance by region (North America)

NORTH AMERICA

[Unit: Billion KRW, %]



Market Environment

- RE : Overall demand slowed amid increasing external uncertainties, and import volumes in the North America decreased
- OE : EV sales increased ahead of the expiration of U.S. EV subsidy benefits.

Sales Performance

- RE : Sales volume declined YoY, but improved high-inch mix drove qualitative growth
- OE : Sales volume rose YoY, driven by higher new vehicle sales in North America

Forward-Looking Strategy

- Price increase implemented as of July 1st.
- Expansion of the Tennessee plant is proceeding as planned, with sales activities to be reinforced upon completion.

1) Tire Business - Business Highlights

BMW OE Fitments on the Rise

- **BMW iX**
  - The iON evo SUV, an EV-dedicated performance tire, and the iON evo AS SUV, its all-season variant, are fitted on BMW's flagship electric SUV, the iX
- **BMW New i4**
  - BMW's New i4, the German automaker's first mid-size all-electric Gran Coupé, is equipped with the iON Supreme, an ultra high-performance EV tire,and the iON evo, a dedicated EV performance tire
- **BMW New X3**
  - The fourth-generation New X3, BMW's best-selling mid-size SUV,is fitted with Hankook Tire's Ventus evo SUV, Dynapro HPX, and Winter i*cept evo 3 X, covering high-performance, premium comfort, and winter segments

Winter Tire Performance Recognized

- Winter i*cept products Top-Ranked in major winter tire tests, praised for excellent safety reserves and impressive efficiency
- Winter i*cept RS3 earned an "exemplary" rating from Auto Bild Allrad, and a "very good" rating from Auto Motor und Sport
- Winter i*cept evo3 was rated “Good” by both Auto Bild and ADAC
- Winter i*cept evo3 X was also awarded a “Good” rating by Auto Bild Sportscars

2) Thermal Management Business - Overview

Financial Highlights

- Revenue KRW 2,705.7 billion, Operating Profit KRW 95.3 billion, OPM 3.5%
- Revenue increased by 8.2% YoY, driven by increased sales volume, tariff recovery from customers, and favorable FX impact
- Quarterly OPM improved to 3.5%, driven by disciplined cost management, despite changes in the scope of R&D capitalization
- 3Q xEV revenue ratio reached 28%; full-year expected at ~28%, reflecting IRA1 termination and ramp-up periods for new EV launches

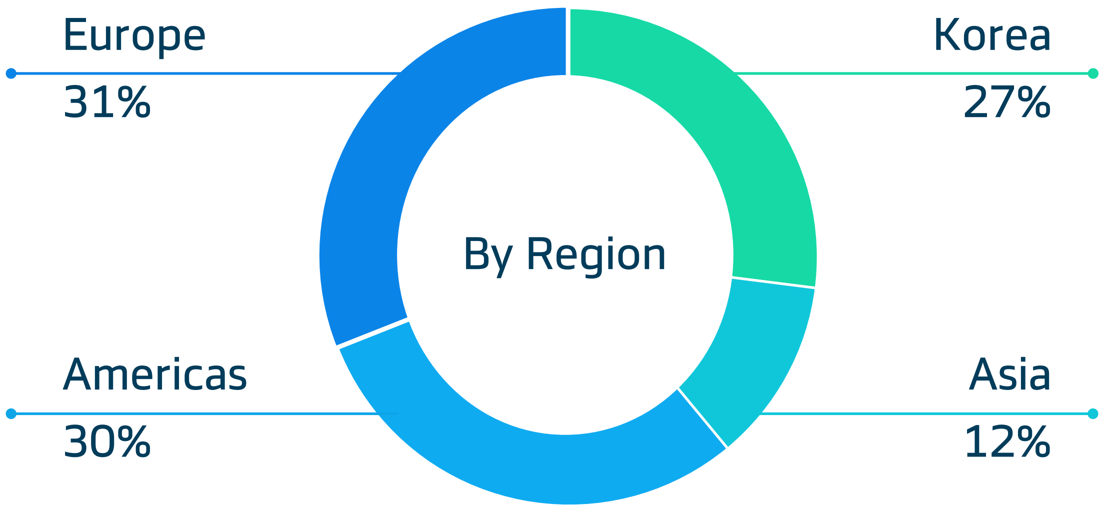
Sales Performance

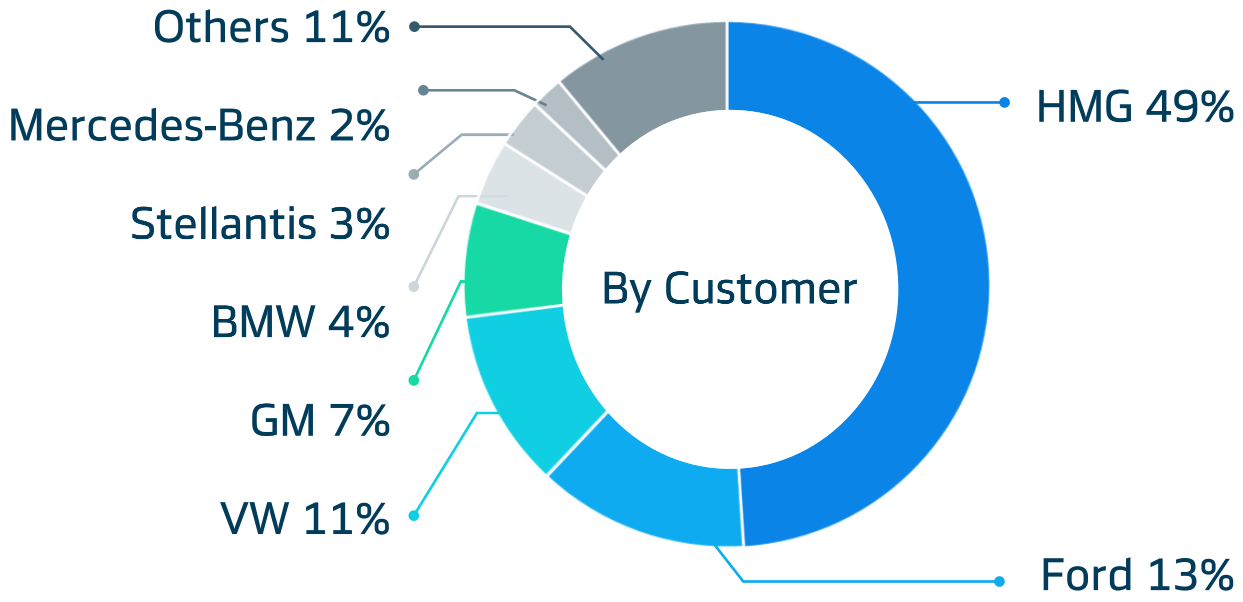
- Reduction in cost ratio driven by ongoing cost-saving initiatives and operational efficiency improvements
- Expansion of tariff recovery and repricing through ongoing negotiations
- COGS Continues to Decline Through Disciplined Cost Control; Mid-to-Long-Term Target Set at ~85%
- SG&A Increased on R&D Capitalization Change and Tariffs; Expected to Stabilize with Cost Control
- Ongoing Initiatives to Optimize CapEx and R&D Spending

[100 Million KRW]

	2024 3Q	2025 2Q	2025 3Q	YoY	QoQ
Revenue	24,998	28,582	27,057	+8.2%	-5.3%
COGS	22,495 (90.0%)	26,041 (91.1%)	24,180 (89.4%)	+7.5%	-7.1%
Operating Profit	937 (3.7%)	643 (2.2%)	953 (3.5%)	+1.7%	+48.2%
Ordinary Profit	-88 (-0.4%)	-256 (-0.9%)	911 (3.4%)	Turnaround	Turnaround
EBITDA	2,538 (10.2%)	2,505 (8.8%)	2,827 (10.4%)	+11.4%	+12.8%

2) Thermal Management Business - Performance by region & customer





Comments

- Performance by region : Increase in Korea (+18% YoY), Americas (+7%), Europe (+7%), and Decrease in China (-9%)
- Performance by customer : Increase in Stellantis (+43% YoY), Ford (+18%), Mercedes-Benz (+18%), HMG (+14%), VW (+8%), GM (+3%), and Decrease in BMW (-9%)
- 2025 New Business Wins target: $1.0B of Re-win and $0.5B of New-win
- Technological leadership maintained with robust portfolio adaptable to all types of powertrains, including ICE, BEV, HEV, PHEV and EREV
- Re-wins opportunities continued to be delayed due to regulatory changes and tariff uncertainties

III. 2025 Tire Business Outlook

Growth

Revenue Growth & Double-digit OPM Target Maintained

- 2025 9M revenue of KRW 7564.9 billion, up 9.9% YoY, continued revenue growth supported by improved volume, product mix and pricing
- 2025 9M OPM of 15.9%, maintaining mid-teen level

Product Mix

≥18"/PCLT Sales

Sales ratio of ≥ 18 inch within PCLT Targeted to exceed 50%

- 2025 9M ≥ 18 inch share within PCLT sales ratio at 47.3% (YTD +1.3%p)
- Enhanced competitiveness through expansion of high-value-added sizes and product innovation
- Focus on high-inch tire sales to reinforce premium brand image and drive growth

EV

iON

Sales ratio of EV tires within PCLT OE Targeted to reach 29%

- EV tires accounted for 25% of 2025 9M PCLT OE sales (YTD +7%p)
- Despite a slower EV transition, continued expansion of the EV tire portfolio and stronger OEM partnerships supported sustained growth in EV tire sales.

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Hankook Tire & Technology

The company aims to allocate capital across strategic growth, shareholder returns, and financial resilience, while building trust through a transparent and predictable dividend policy.

01 Targeting ~35% Dividend Payout Ratio Over the Mid-Term

- Targeting a gradual increase in the dividend payout ratio to ~35% over FY2025-2027
- Payout to be based on adjusted net income, excluding non-recurring items from the Tire Business
- Capex to be concentrated in 2025 due to ongoing expansions in U.S. and Hungary; investments expected to unlock future growth and support payout expansion over time

02 Interim Dividend Payment

- Following shareholder approval at the 13th AGM, Articles of Incorporation were amended to allow interim dividends by board resolution
- Interim dividends to be paid regularly from FY2025to provide stable cash returns to shareholders

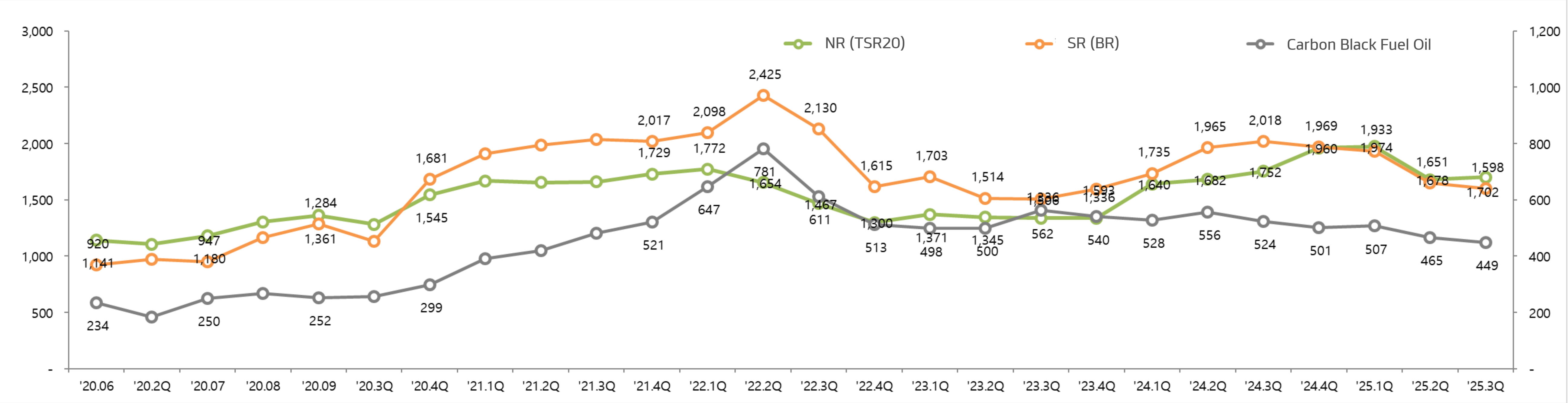
- N/R : SICOM TSR20 prices stayed elevated at US$1,900-2,000/ton from Q4 2024 to Q1 2025, supported by supply concerns in Southeast Asia.
  Prices then declined to the US$1,600 range in Q2 2025, amid rising global trade tensions. In Q3 2025, prices remained firm on renewed weather-related supply concerns and heightened geopolitical tensions in the region. However, near-term volatility is expected to remain limited due to ongoing external uncertainties.

- S/R : BD prices declined in Q3 2025, as U.S. tariff uncertainties weighed on sentiment and increased volumes from Europe and the Middle East added supply to Asia.
  Chinese demand has remained subdued under tariff-related pressure, and the bearish trend is expected to persist in the short term.
  With global BD demand soft and new capacity coming online in China, synthetic rubber prices are likely to stay under pressure from oversupply concerns.

- C/B : In Q3 2025, oil prices declined as OPEC+ eased production cuts and supply increased, while industrial demand softened.
  In Q4 2025, prices are likely to remain under pressure due to seasonal weakness and rising inventory builds, driven by a recovery from non-OPEC output.

Raw Material Price Trend

[USD/ton]



Note 1) TSR20 : SICOM Price (Natural Rubber)

Note 2) BR(Butadiene Rubber) : ICIS CFR NE/SE Asia Average Price

Note 3) Carbon Black Fuel Oil: Index Price of refined Oil

V. Appendix - Consolidated B/S

[100 Million KRW]

2025 3Q	Tire Business		Thermal Mgmt Business		Total	
	Amt	%	Amt	%	Amt	%
Assets	169,937	100.0%	105,624	100.0%	267,055	100.0%
Current Assets	75,642	44.5%	43,338	41.0%	118,593	44.4%
Cash and cash equivalents	20,031	11.8%	7,746	7.3%	27,777	10.4%
Short term financial assets	2,347	1.4%	125	0.1%	2,472	0.9%
Trade and other receivables	25,133	14.8%	17,460	16.5%	41,374	15.5%
Inventories	24,307	14.3%	13,914	13.2%	38,221	14.3%
Other current assets	3,824	2.2%	4,093	3.9%	8,749	3.3%
Non-current Assets	94,295	55.5%	62,286	59.0%	148,462	55.6%
Tangible, Intangible assets and Investment properties	60,494	35.6%	57,108	54.1%	135,230	50.6%
Investments in associates	966	0.6%	983	0.9%	1,948	0.7%
Other non-current assets	32,835	19.3%	4,195	4.0%	11,284	4.2%
Liabilities	52,993	31.2%	75,068	71.1%	134,960	50.5%
Current Liabilities	28,990	17.1%	48,021	45.5%	76,612	28.7%
Non-Current Liabilities	24,003	14.1%	27,047	25.6%	58,348	21.8%
Shareholder's Equity	116,944	68.8%	30,556	28.9%	132,095	49.5%
Debt	25,319		47,318		72,426	
Net Debt	1,884		39,447		41,120	
Liability Ratio		45.3%		245.7%		102.2%
Net Worth to Assets		68.8%		28.9%		49.5%
Net debt Ratio		1.6%		129.1%		31.1%

※ The Total(Consolidated) figures include partial adjustments for intercompany transactions.

V. Appendix - 2025 3Q Consolidated P/L

[100 Million KRW]

2025 3Q	Tire Business		Thermal Mgmt Business		Total	
	Amt	%	Amt	%	Amt	%
Revenue	**27,070**	**100.0%**	**27,057**	**100.0%**	**54,127**	**100.0%**
COGS	16,979	62.7%	24,180	89.4%	41,159	76.0%
Gross Profit	10,091	37.3%	2,877	10.6%	12,968	24.0%
SG&A	4,899	18.1%	1,924	7.1%	7,108	13.1%
Operating Profit	**5,192**	**19.2%**	**953**	**3.5%**	**5,860**	**10.8%**
Other non-operating income/expense	-100	-0.4%	299	1.1%	196	0.4%
Financial income/cost	-150	-0.6%	-357	-1.3%	-557	-1.0%
Equity-method gain(loss)	-10	0.0%	15	0.1%	5	0.0%
Income before income tax	**4,932**	**18.2%**	**911**	**3.4%**	**5,504**	**10.2%**
E B I T D A	**6,410**	**23.7%**	**2,827**	**10.4%**	**9,237**	**17.1%**
Depreciation	1,217	4.5%	1,874	6.9%	3,377	6.2%

※ The Total(Consolidated) figures include partial adjustments for intercompany transactions.

※ Approximately KRW 28.8 billion in PPA-related depreciation and amortization was recognized in 2025 3Q following the acquisition of Hanon Systems.

V. Appendix - 2025 9M Consolidated P/L

[100 Million KRW]

2025 9M	Tire Business		Thermal Mgmt Business		Total	
	Amt	%	Amt	%	Amt	%
Revenue	**75,649**	**100.0%**	**81,812**	**100.0%**	**157,461**	**100.0%**
COGS	49,382	65.3%	74,494	91.1%	123,876	78.7%
Gross Profit	26,267	34.7%	7,318	8.9%	33,585	21.3%
SG&A	14,275	18.9%	5,511	6.7%	20,642	13.1%
Operating Profit	**11,993**	**15.9%**	**1,807**	**2.2%**	**12,942**	**8.2%**
Other non-operating income/expense	-767	-1.0%	-642	-0.8%	-608	-0.4%
Financial income/cost	-728	-1.0%	-748	-0.9%	-1,244	-0.8%
Equity-method gain(loss)	662	0.9%	65	0.1%	727	0.5%
Income before income tax	**11,160**	**14.8%**	**481**	**0.6%**	**11,817**	**7.5%**
E B I T D A	**15,911**	**21.0%**	**7,246**	**8.9%**	**23,158**	**14.7%**
Depreciation	3,919	5.2%	5,439	6.6%	10,215	6.5%

※ The Total(Consolidated) figures include partial adjustments for intercompany transactions.

※ Approximately KRW 86.2 billion in PPA-related depreciation and amortization was recognized in 2025 9M following the acquisition of Hanon Systems.