

IR PRESENTATION

Q3 2025 Earnings Release

November 5, 2025



Disclaimer

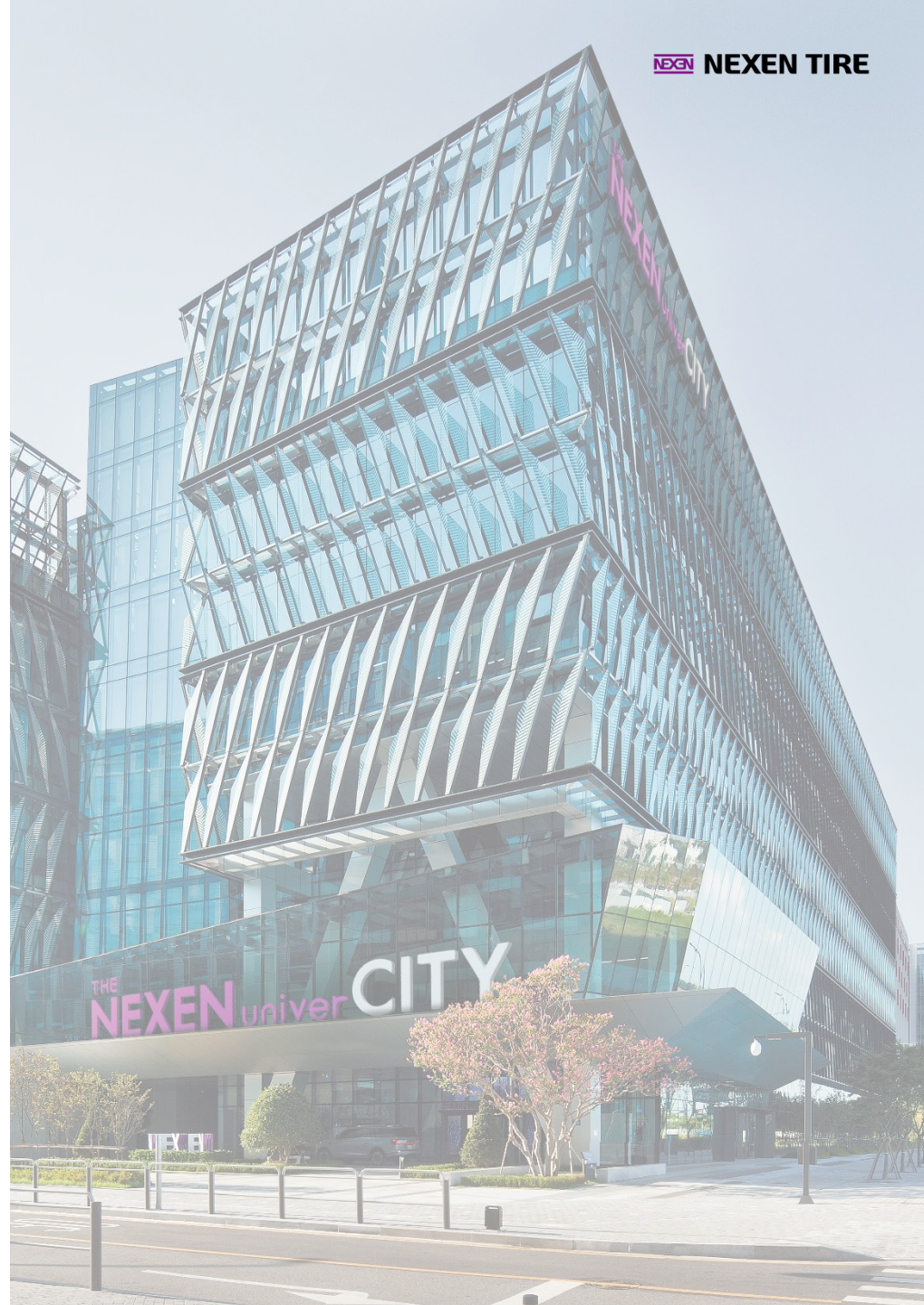
The financial and business information in this document is consolidated earnings results based on K-IFRS.

Please note that some of the contents provided in this document are for the convenience of investors only before the external audit on our financial results is completed. Some of the information presented in this document may be subject to change during the external audit process.

This document is based on the facts as of the date of its preparation and should not be used as legal evidence for the investment outcomes under any circumstances.

Contents

- 1 **Business Highlights**
- 2 **Financial Results**
- 3 **Business Performance**
- 4 **Market Status**
- # **Appendix**



Q3 2025 Highlights

Global Market Status

New Car Sales
+5%
(Q3 YoY)

Strong EV sales
across major regions

OE
+2%
(9M YTD)

N.America & EU
demand weakness
eased vs. H1

RE
+1%
(9M YTD)

Q3 demand:
N.America slowdown
vs. China/EU growth

Financial Results

Revenue
KRW 781bn
(YoY +10%)

Robust sales in
EU and Korea

OP
KRW 46.5bn
(OPM 6.0%)

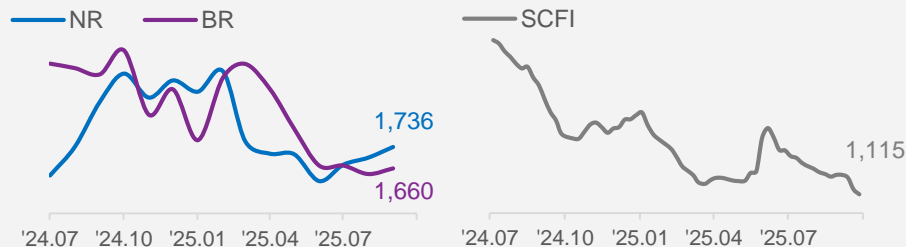
Efforts to reduce
costs and mitigate
US tariff impacts

≥18"
38.1%

Record high

Raw Materials - Maritime Logistics

- Significant rubber price stability year-over-year
- Oversupply drives drop in freight rates



Key Updates



Global footprint
expansion



Region-specific
product lineup



Driving simulator

1 Business Highlights

2 **Financial Results**

3 Business Performance

4 Market Status

Appendix



Q3 2025 Financial Results

- High year-over-year revenue growth driven by strong sales in Europe and domestic markets
- COGS ratio improved for three consecutive quarters, supported by the gradual stabilization of raw material costs

(bn KRW)	Q3 2024	Q2 2025	Q3 2025		
				QoQ	YoY
Revenue	708.5	804.7	780.7	-3.0%	10.2%
COGS	497.6	589.7	557.5	-5.5%	12.0%
(%)	70.2%	73.3%	71.4%	-1.9%p	1.2%p
Operating Profit	52.3	42.6	46.5	9.0%	-11.1%
(%)	7.4%	5.3%	6.0%	0.7%p	-1.4%p
Income Taxes	4.1	8.6	15.7	82.6%	280.5%
Net Profit	(6.4)	19.2	54.8	185.3%	Turned to Profit
(%)	-	2.4%	7.0%	4.6%p	-
EBITDA	111.0	103.6	110.9	7.1%	-0.1%
(%)	15.7%	12.9%	14.2%	1.3%p	-1.5%p

Sales by Region



18%



41%



23%

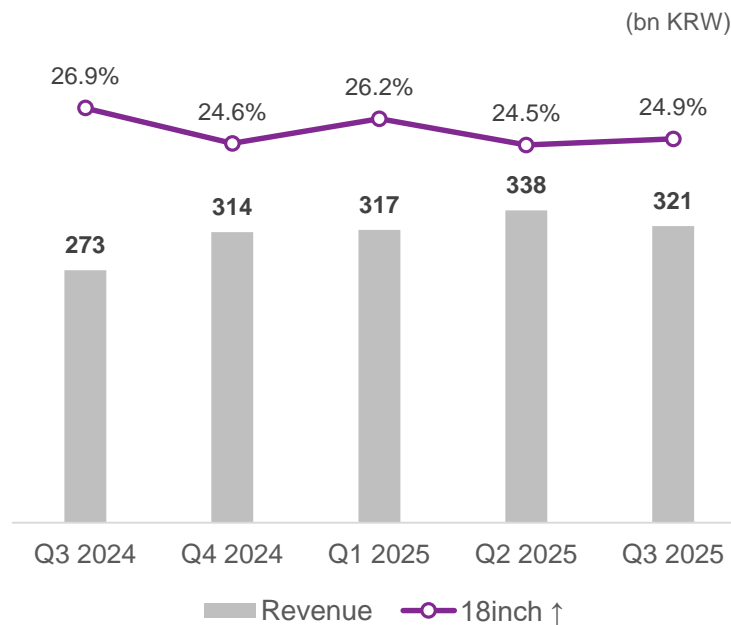
Others

18%

Revenue by Region (1/2)

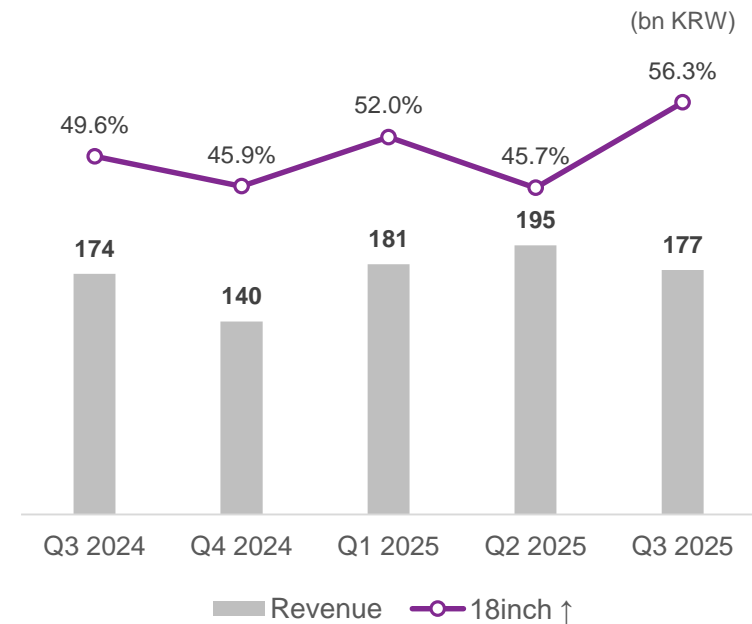
Europe

- (OE) Expanded supply across mass and premium car brands, sustaining revenue growth despite market instability
- (RE) Seizing growth amid trade risks by targeting expanding segments such as All-Weather & EV tires
- Driving winter tire sales through the launch of new winter products



North America

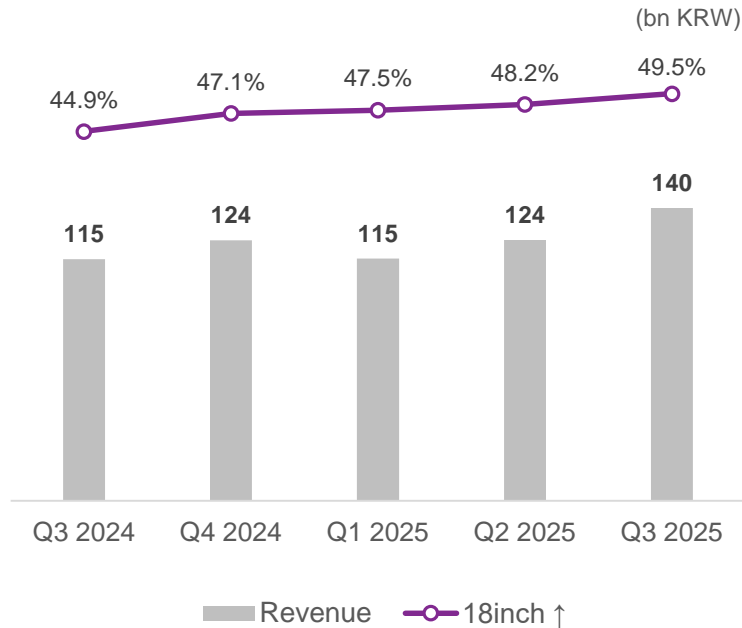
- (OE) Strong EV demand ahead of the tax credit expiration drove high-value model sales and improved mix
- (RE) Recovery in 18-inch and larger tire ratio, alongside continued expansion of retail-oriented distribution
- Responding to prolonged 25% auto tariffs through product, production, and distribution diversification



Revenue by Region (2/2)

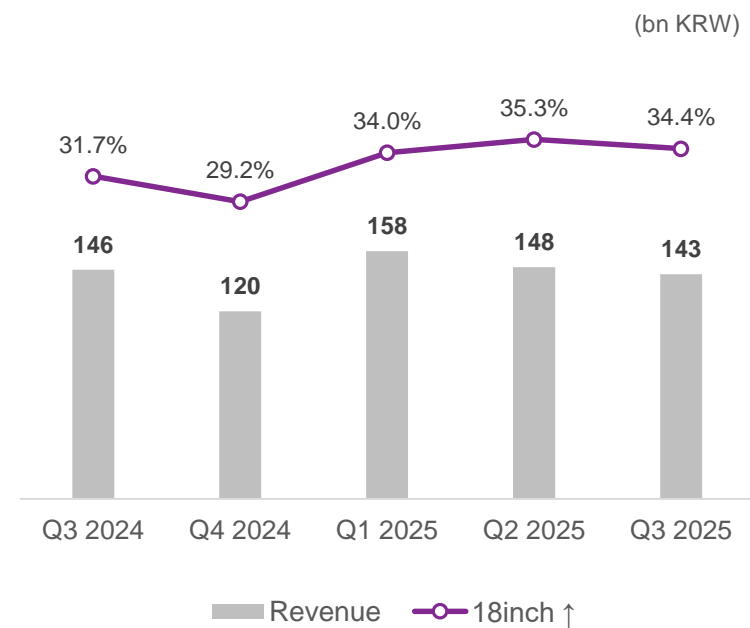
Korea

- (OE) Strong sales for new vehicle models and overall portfolio upshifting improved product mix
- (RE) Record quarterly revenue led by strong summer peak sales and rental sales growth
- Launched the 'EV Root' lineup, a high-performance range compatible with both ICE and EV



Others

- (OE) Production reduction in Japan for US exports ahead of the tariff cut impacted our sales, while China and Mexico remained strong
- (RE) Market uncertainty in Latin America by Influx of low-priced products; sales growth in Japan and Australia
- Subsidiaries established in Saudi Arabia and Mexico to build structured sales hubs and enhance market responsiveness



- 1 Business Highlights
- 2 Financial Results
- 3 Business Performance**
- 4 Market Status
- # Appendix



Q3 OE Supply Expansion

- Optimized performance by vehicle type, building a diversified OE portfolio encompassing ICEs, EVs, and purpose-built vehicles
- Expanded brand presence and strengthened partnerships with major OEMs through active global supply



AUDI Q3



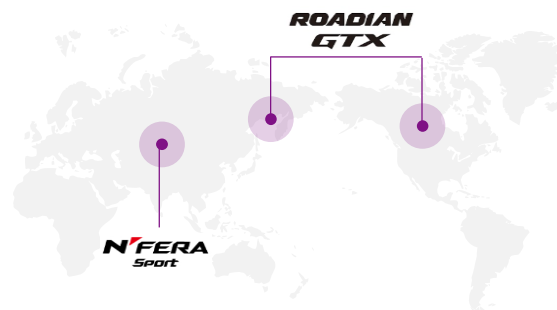
CITROEN C5 AIRCROSS / C5



BMW iX3 / iX4


N'FERA Sport


KIA EV5

HYUNDAI
ELEXIO

KIA PV5

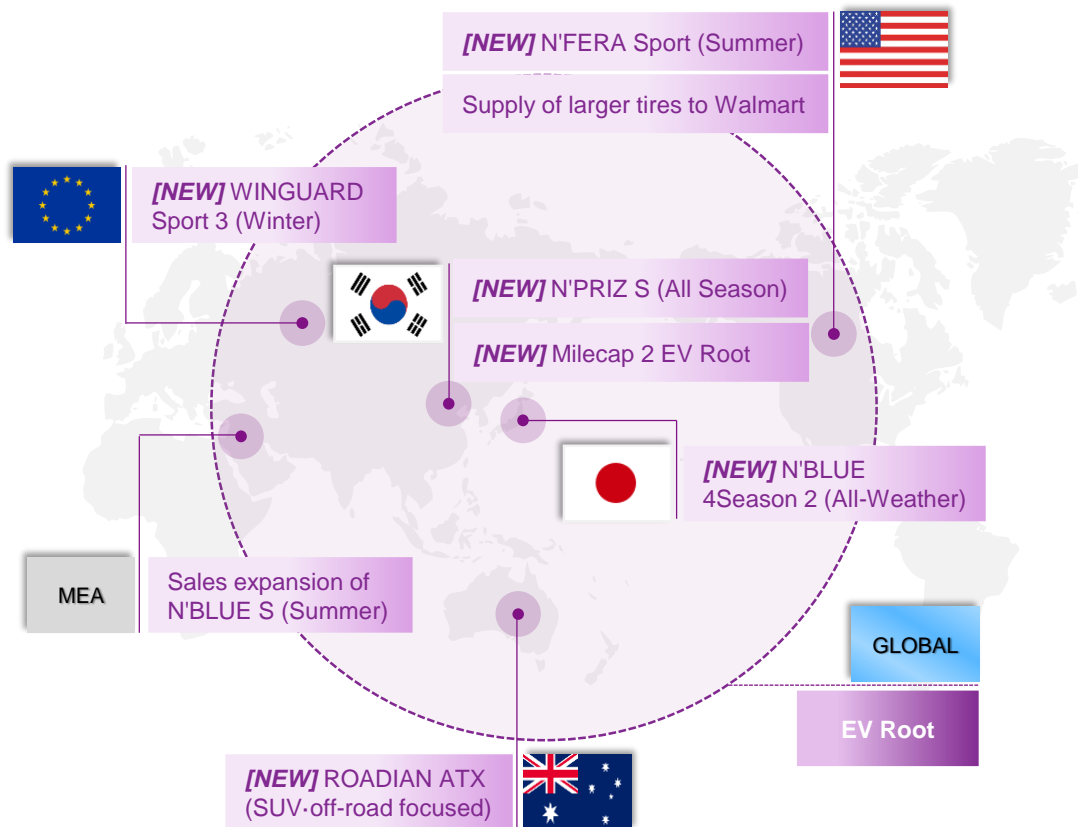
N'FERA Sport • **ROADIAN GTX**
 UHP • Summer SUV • All Season

N'FERA • **N'FERA**
supreme S **Primus EX EV**
 All Season Summer

N'BLUE S

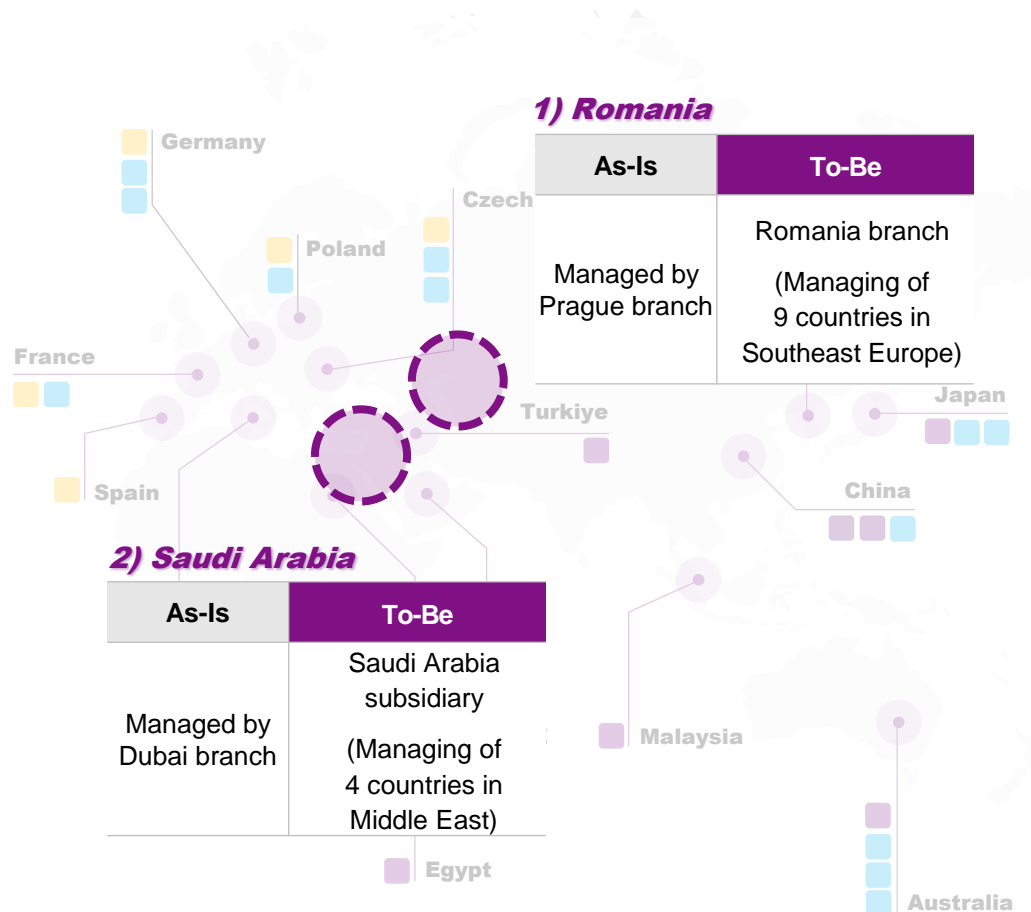
Product Portfolio Diversification

- Expanded the 'EV Root' lineup to ensure top quality across all vehicle types, including EVs
- Launched regional-specific tire models as part of a localized product strategy



Global Footprint Expansion

- Sales hubs expanded and segmented to improve market access and operational efficiency; new hubs planned based on demand and channel growth



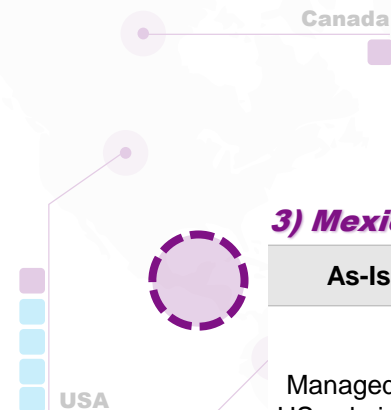
Sales Growth in Key Hubs

* NEXEN

+13.7%

* 2020-2024 CAGR of RE sales volume in 7 key hubs

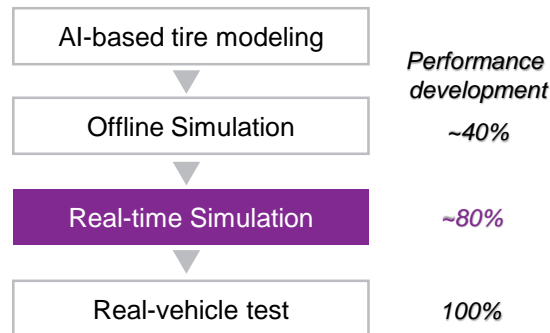
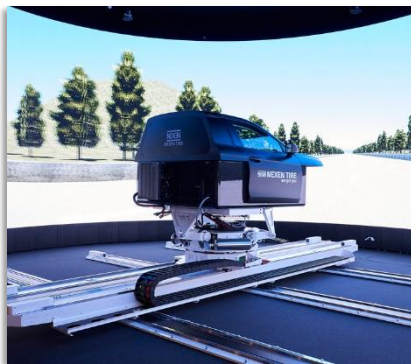
* Market
+2.2%



Sustainable Growth

- Industry-first High Dynamic Driving Simulator in Korea introduced to strengthen R&D; virtual design drives sustainability efforts
- SBTi-approved GHG reduction targets; established a globally aligned response and management system

Driving Simulator



Strengthening partnerships with global OEMs

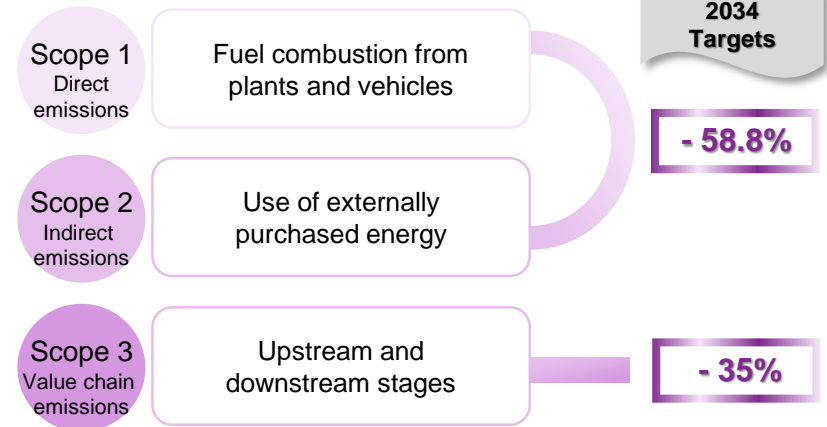


Advancing R&D Excellence



30%+ reduction in prototype production
Fewer rounds of real-vehicle testing

SBTi Approval for Greenhouse Gas Reduction



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

* The SBTi greenhouse gas reduction target refers to the percentage decrease in emissions in 2034 compared to 2023.

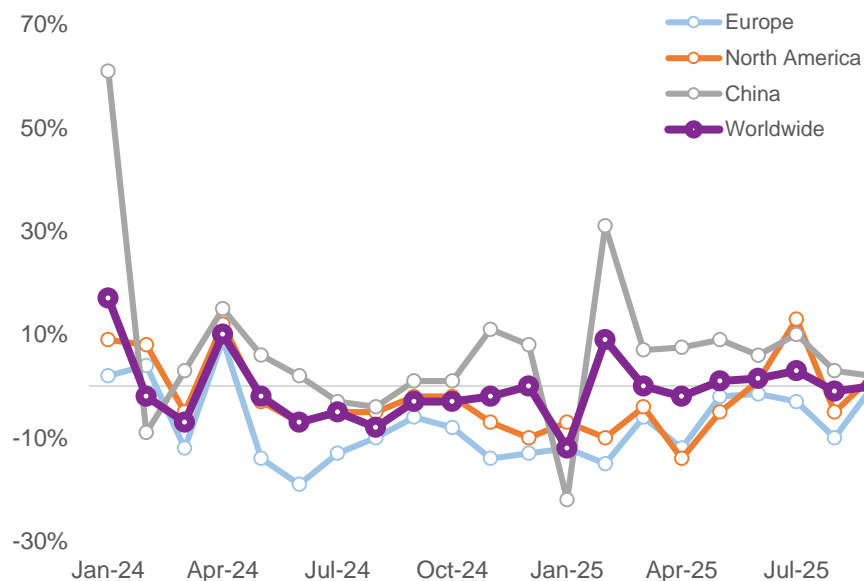
- 1 Business Highlights
- 2 Financial Results
- 3 Business Performance
- 4 Market Status**
- # Appendix



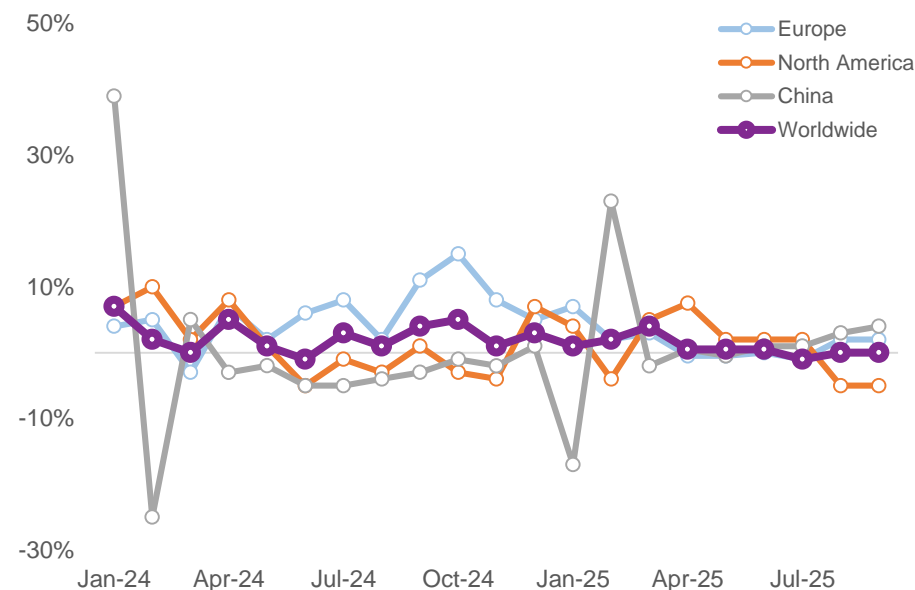
Global Tire Market

- (OE) Q3 demand recovery in Europe & North America compared to H1
Market expansion focused on high-performance premium products driven by the growing adoption of eco-friendly vehicles
- (RE) Despite slowdowns in regions such as Russia and the UK, demand in Europe remains steady, while China shows stable growth

OE Growth Rate (YoY, unit basis)



RE Growth Rate (YoY, unit basis)



Raw Materials

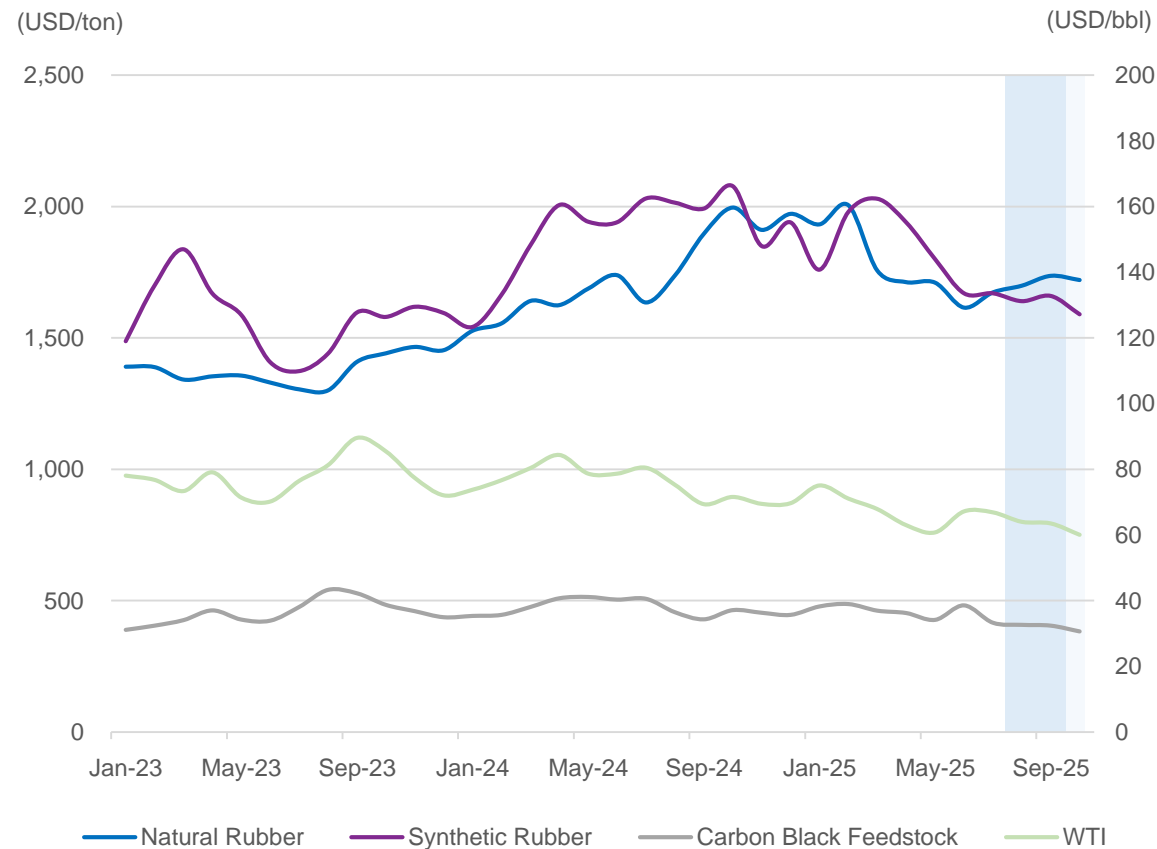
- Steady demand from the tire industry supports rubber prices, although a clear downward stabilization trend persists

Natural Rubber

- Production declines in key countries (Thailand, Indonesia) due to extreme weather and aging farms vs. emerging producers (Côte d'Ivoire, Vietnam) expanding global supply
- Prices expected to remain stable in H2 due to rising inventories in China

Synthetic Rubber

- Stable prices supported by moderate trends in WTI crude oil and natural rubber



⁽¹⁾ European Union Deforestation Regulation

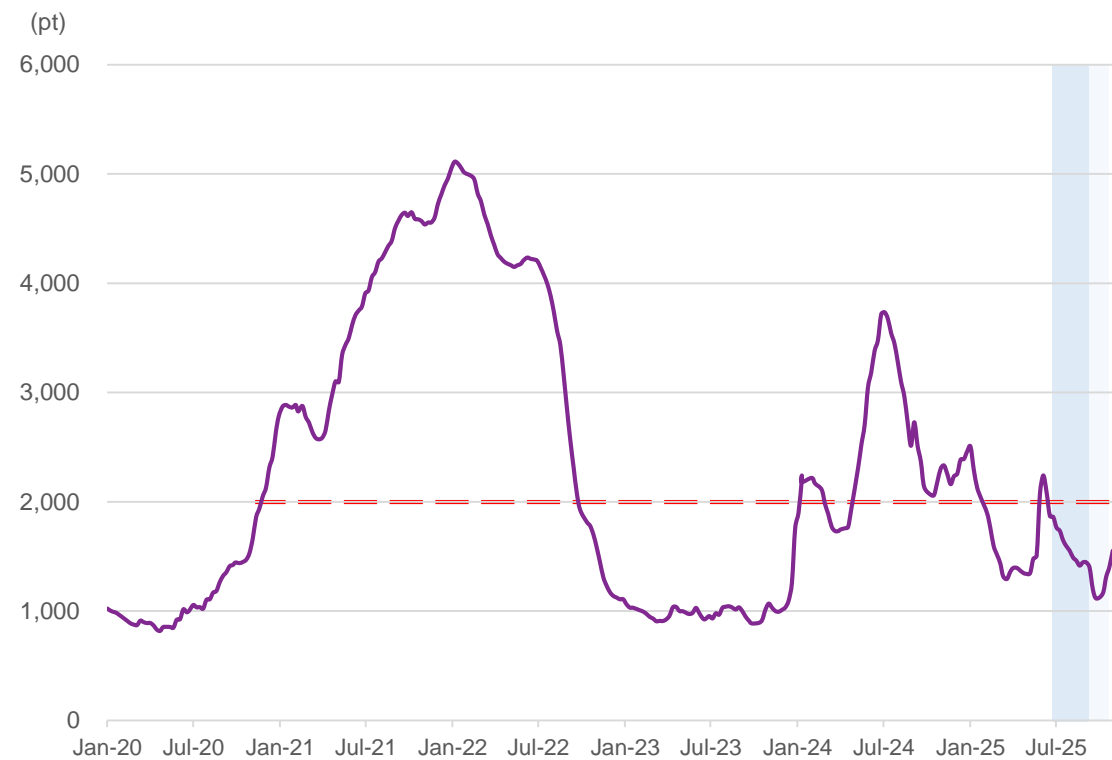
* Sources: Natural Rubber(TSR20, SICOM), Synthetic rubber(ICIS CFR SEA & NEA Butadiene Rubber Avg.), Carbon Black Feedstock(Means of Platts Singapore)

Maritime Logistics

- Cautious stance with shippers delaying shipments due to uncertainty over US tariff policies, leading to an early end to the peak season
- Temporary vessel suspensions after China's National Day (early Oct.) had minimal market impact amid weak demand

Shanghai Containerized Freight Index

- Weak demand in importing countries has stabilized key routes freight rates including North America and Europe
- Ongoing vessel oversupply is creating market pressure despite operational measures such as blank sailings and slow steaming



* Sources: Korea Customs Logistics Association

Thank you



Global Production Capacity

- Expanding production capacity via phase 2 expansion of the Czech plant and productivity improvements at other facilities
- Targeting 'Volume & Profit' with a total production capacity of 50mn units across 4 global plants

Czech Rep. 11mn units



Korea 28mn units



Ramp-up to be completed
by early 2026

Czech Rep.	Plant 1	Plant 2
Construction Completed	Aug. 2019	Dec. 2023
Investment	KRW 1.2 trillion (€ 900mn)	
Capacity	5.5mn units	5.5mn units

China 11mn units



Production Capacity Scale-up



ESG

- 2025, EcoVadis 'Gold' rating - top 3% among 150K companies across 185 countries
- Committed to ESG management through diverse initiatives and continuous improvement in evaluation metrics

Major Performances

Environment	<ul style="list-style-type: none"> · Sustainable raw materials <ul style="list-style-type: none"> - Secured new tech to achieve up to 70% usage by utilizing bio-oil and recycled PET code, etc. · 'Green Tire' seal by AutoBild, a leading European monitoring club · Scope1, 2, and 15 Scope3 assessed with third-party verification / Obtained SBTi approval for GHG reduction
Social	<ul style="list-style-type: none"> · The grand prize at the 'National Service Awards⁽¹⁾' for 6 consecutive years (~2025) · No.1 tire manufacturer in the 'Global Customer Satisfaction Index⁽²⁾' for 15 consecutive years (~2024) · The excellence award at the 'Safety Culture Innovation Awards' (2024) · Selected for 'CSR⁽³⁾ in the Community' / Recognized as an excellent workplace for employee health and safety⁽⁴⁾ (2024)
Governance	<ul style="list-style-type: none"> · Changed the dividend base date for better predictability · Introduction of electronic voting system · Appointment of a female outside director

Initiatives and Awards

	Top 3% Gold (2025)		Low Risk, 13.2 (2025)
	B (2024)		BB (2024)
	UN affiliated initiative UNGC⁽⁵⁾ (2023)		Climate Change B Water Security B (2024)
	Intl. multilateral platform GPSNR⁽⁶⁾ (2020)		Information Security Certification (2024)

⁽¹⁾ Hosted by 'The Institute for Industrial Policy Studies' / ⁽²⁾ Hosted by 'Global Management Association' (Research and evaluation agency under 'Ministry of Trade, Industry and Energy') / ⁽³⁾ Corporate Social Responsibility / ⁽⁴⁾ Organized by 'Ministry of Employment and Labor' and 'Korea Occupational Safety and Health Agency' / ⁽⁵⁾ UN Global Compact / ⁽⁶⁾ Global Platform for Sustainable Natural Rubber / ⁽⁷⁾ Carbon Disclosure Project / ⁽⁸⁾ Trusted Information Security Assessment eXchange

Consolidated Income Statement

(bn KRW)	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
Revenue	708.5	697.6	771.2	804.7	780.7
COGS	497.6	516.9	569.6	589.7	557.5
(%)	70.2%	74.1%	73.9%	73.3%	71.4%
Gross Profit	210.9	180.7	201.6	214.9	223.2
(%)	29.8%	25.9%	26.1%	26.7%	28.6%
SG&A	158.6	165.2	160.9	172.3	176.7
(%)	22.4%	23.7%	20.9%	21.4%	22.6%
Operating Profit	52.3	15.5	40.7	42.6	46.5
(%)	7.4%	2.2%	5.3%	5.3%	6.0%
Non-operating Profit	(54.6)	41.1	6.8	(14.8)	24.1
Income Taxes	4.1	8.8	7.6	8.6	15.7
Net Income	(6.4)	47.8	39.9	19.2	54.8
(%)	-	6.8%	5.2%	2.4%	7.0%
EBITDA	111.0	78.1	99.5	103.6	110.9
(%)	15.7%	11.2%	12.9%	12.9%	14.2%

Consolidated Balance Sheet

(bn KRW)	2022	2023	2024	Q3 2025
Assets	3,944.3	4,232.7	4,574.5	4,941.7
Cash Equivalents ⁽¹⁾	452.4	455.4	347.9	365.2
Account Receivable	382.2	430.1	513.7	759.2
Inventories	649.2	640.8	894.0	868.9
Tangible Assets	2,135.0	2,325.1	2,423.1	2,513.0
Liabilities	2,348.1	2,527.8	2,702.9	2,948.3
Debt	1,639.6	1,749.5	1,658.8	1,732.6
Account Payable	166.5	102.2	164.3	173.6
Equity	1,596.2	1,704.9	1,871.6	1,993.4
Net Debt	1,187.2	1,294.2	1,310.9	1,367.4

⁽¹⁾ Cash Equivalents = Cash Equivalents, Financial Assets Measured at Fair Value through Other Comprehensive Income, Other Financial Assets