

Hankook
& Company



Financial Results

3Q 2025



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.

- Company Overview
- 3Q 2025 Financial Results
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Company Overview

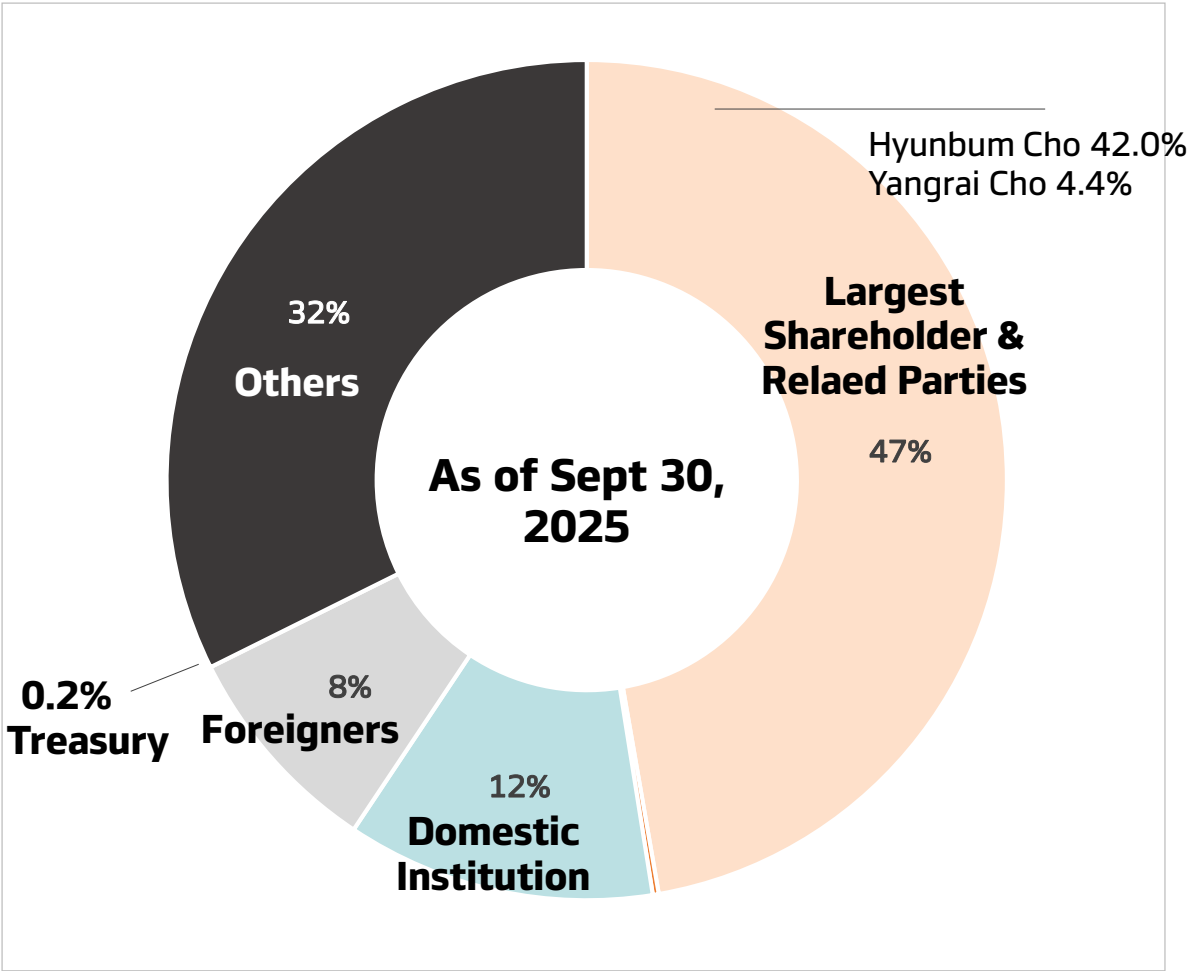


Company Overview

General Information

Name of the Company	Hankook & Company
Establishment	May 10, 1941
CEO	Hyunbum Cho, Jongho Park
Market Listing	KOSPI
Head Office	286, Pangyo-ro, Bundang-gu, Seongnam-si
Business Area	Holding Company
Shares Outstanding	94,935,240 shares (Common Stock)
Listed Affiliates	3 ※ Hankook Tire&Technology, Hanon System, Model Solution

Shareholder Composition



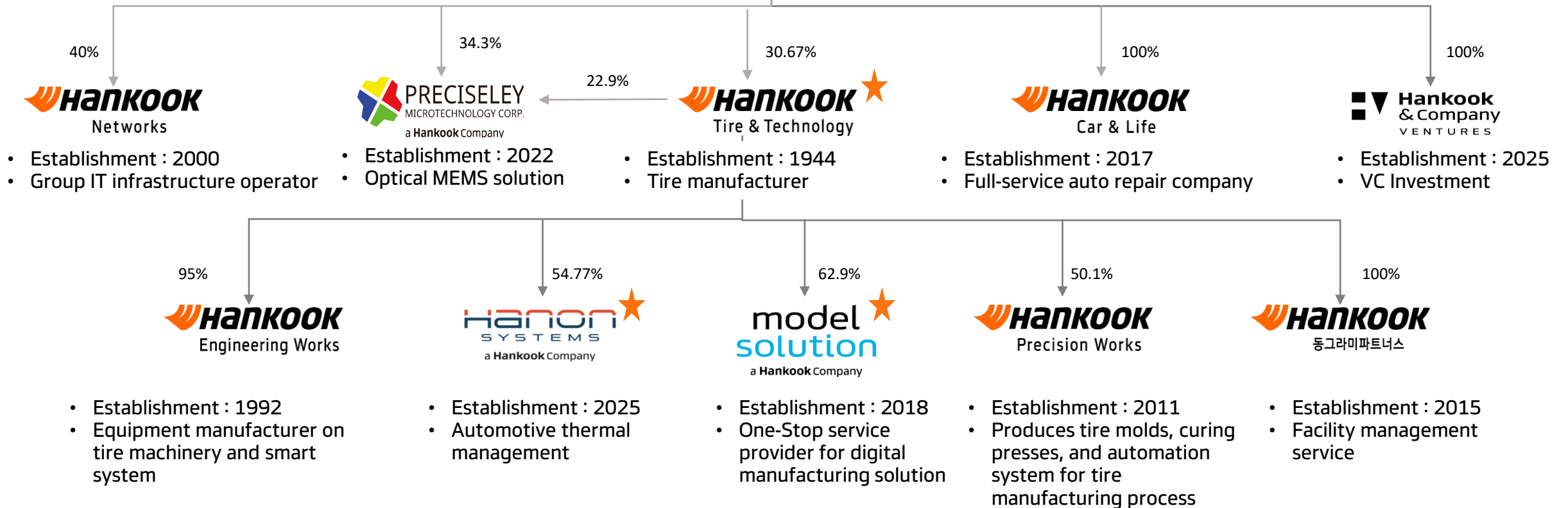
Hankook & Company Group Overview

Holding Structure

★ Listed

Hankook ★ & Company

- Establishment : 2012
- Holding company, manufacturer of automotive/industry lead-acid batteries and smart energy solution provider



Financial Result

Financial Result

3Q 2025 Financial Result

- ✓ Consolidated Revenue of KRW 385 Billion, Operating Profit of KRW 137 Billion, OPM 35.6%
- ✓ Revenue (YoY+0.9%) grew slightly on strong earnings contribution from Hankook Tire and Technology

(Units: Billion KRW)

Classification	2024.3Q	2025.2Q	2025.3Q	YoY	QoQ
Revenue	381	344	385	0.9%	11.9%
COGS	217	240	218	0.5%	-9.1%
%	56.8%	69.7%	56.6%	-0.2%p	-13.1%p
SG&A	27	30	30	9.3%	-1.2%
%	7.2%	8.8%	7.8%	0.6%p	-1.0%p
Operating Profit	137	74	137	-0.1%	85.6%
%	36.0%	21.5%	35.6%	-0.4%p	14.1%p
EBITDA	146	83	146	-0.1%	76.1%
Non-Operating Profit	-6	-11	6	Turned to profit	Turned to profit
Profit Before Tax	131	63	143	8.9%	125.6%
Tax Expenses	10	7	13	26.2%	94.0%
Net Income	121	57	130	7.5%	129.5%

ES Business Division

3Q 2025 Earnings Review

- ✓ Revenue (YoY-3.2%) declined mainly due to softer demand in North America caused by tariff uncertainties.
- ✓ COGS stayed broadly flat despite lower revenue, on higher raw material(Antimony) and conversion costs, resulting in weaker operating profit (YoY -25.9%)

(Units: Billion KRW)

Classification	3Q 2024	2Q 2025	3Q 2025	YoY	QoQ
Revenue	249	268	241	-3.4%	-10.0%
COGS	215	232	213	-0.8%	-8.2%
SG&A	17	16	15	-19.2%	-9.9%
Operating Profit	18	20	14	-24.0%	-32.0%
OPM(%)	7.2%	7.5%	5.6%	-1.6%p	-1.9%p
EBITDA	26	28	22	-16.6%	-23.1%

※ ES Business Division results shown here were prepared internally and have not been audited.

Financial Result

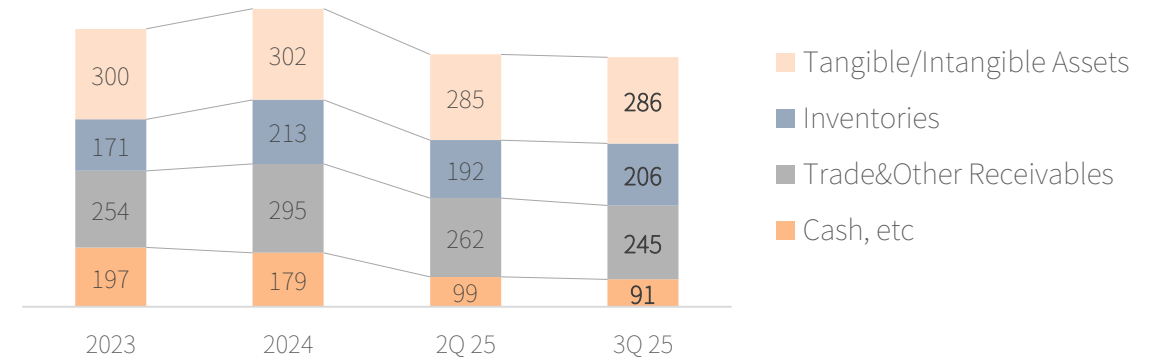
2Q 25 Financial Position

(Units: Billion KRW)

Classification	2023	2024	2Q 25	3Q 25
Assets	4,641	5,136	4,876	5,043
Cash, etc.	197	179	99	91
Trade & Other Receivables	254	295	262	245
Inventories	171	213	192	206
Tangible/Intangible Assets	300	302	285	286
Liabilities	624	684	490	452
Trade Payables	63	80	72	77
Short-term Borrowings	320	303	131	79
Shareholder's Equity	4,017	4,453	43,86	4,591
Liability Ratio	15.5%	15.4%	11.2%	9.9%

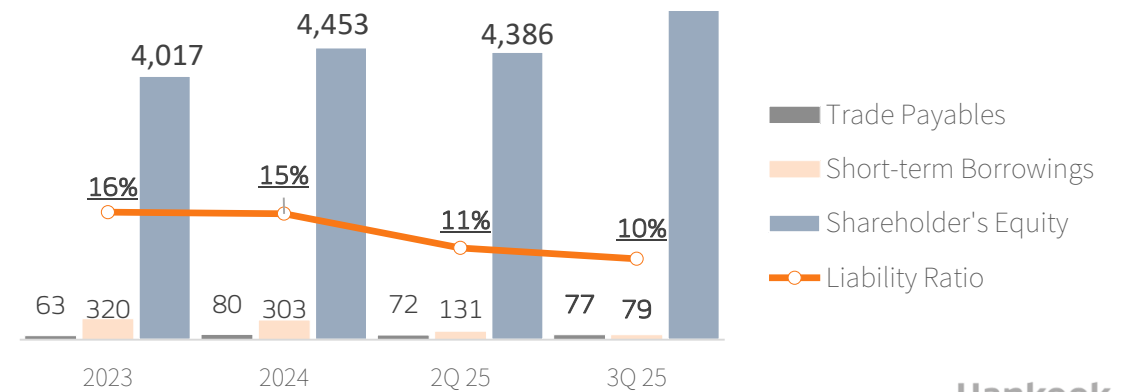
Assets

(Units: Billion KRW)



Liabilities and Shareholder's Equity

(Units: Billion KRW)



Q&A



Hankook
& Company



APPENDIX. Earnings Results : Consolidated

Balance Sheet

[Units : Billion KRW]

Classification	'24.12	'25.09	YoY
Current Assets	750	588	-162
Cash and Cash Equivalents	179	91	-89
Trade and Other Receivables	295	245	-51
Other Current Assets	275	253	-23
Non-Current Assets	4,387	4,456	69
Equity Method Investment	3,971	4,058	87
Tangible Assets/Investment Prop.	341	326	-16
Other Non-Current Assets	74	72	-2
Total Asset	5,136	5,043	-93
Current Liabilities	485	250	-235
Borrowings	303	79	-225
Trade Payables	80	77	-3
Other Current Liabilities	102	95	-7
Non-Current Liabilities	199	202	4
Borrowings	18	16	-2
Other Non-Current Liabilities	181	187	6
Total Liabilities	684	452	-231
Total Equity	4,453	4,591	138
Liability Ratio	15.4%	9.9%	-5.5%p

Income Statement

[Units : Billion KRW]

Classification	3Q24	2Q25	3Q25	QoQ(%)	YoY(%)
Revenue	381	345	385	11.9%	0.9%
Sales from products	246	269	245	-9.0%	-0.8%
Equity-Method Earnings	112	51	116	129.6%	3.7%
Royalties	12	12	13	8.2%	13.8%
Others	11	12	11	-11.6%	-3.6%
COGS	217	240	218	-9.1%	0.5%
Selling Profit	167	104	167	60.4%	1.5%
Selling & Adm.	27	30	30	-1.0%	9.5%
Operating Profit	137	74	137	85.6%	-0.1%
Financial Income	12	27	-4	-	-
Financial Costs	-7	7	-2	-	-
Non-operating Income	-9	4	6	55.6%	Turned to profit
Non-Operating Expenses	16	35	-2	-	-
Profit Before Tax	131	63	143	125.6%	8.9%
Tax Expenses	10	7	13	94.0%	26.2%
Net Income	121	57	130	129.5%	7.5%

APPENDIX. Earnings Results : Separate

Balance Sheet

[Units : Billion KRW]


























Classification	'24.12	'25.09	YoY
Current Assets	738	588	-151
Cash and Cash Equivalents	164	74	-89
Trade and Other Receivables	369	338	-31
Other Current Assets	206	176	-30
Non-Current Assets	2,435	2,409	-26
Equity Method Investment	2,053	2,052	-1
Tangible Assets/Investment Prop.	223	216	-8
Other Non-Current Assets	159	141	-19
Total Asset	3,173	2,996	-177
Current Liabilities	447	214	-233
Borrowings	295	78	-217
Trade and Other Payables	115	102	-12
Other Current Liabilities	38	34	-4
Non-Current Liabilities	95	95	-
Borrowings	13	12	-1
Trade and Other Payables	5	6	1
Other Non-Current Liabilities	78	78	-
Total Liabilities	543	309	-234
Total Equity	2,630	2,687	57
Liability Ratio	20.6%	11.5%	-9.1%p

Income Statement

[Units : Billion KRW]

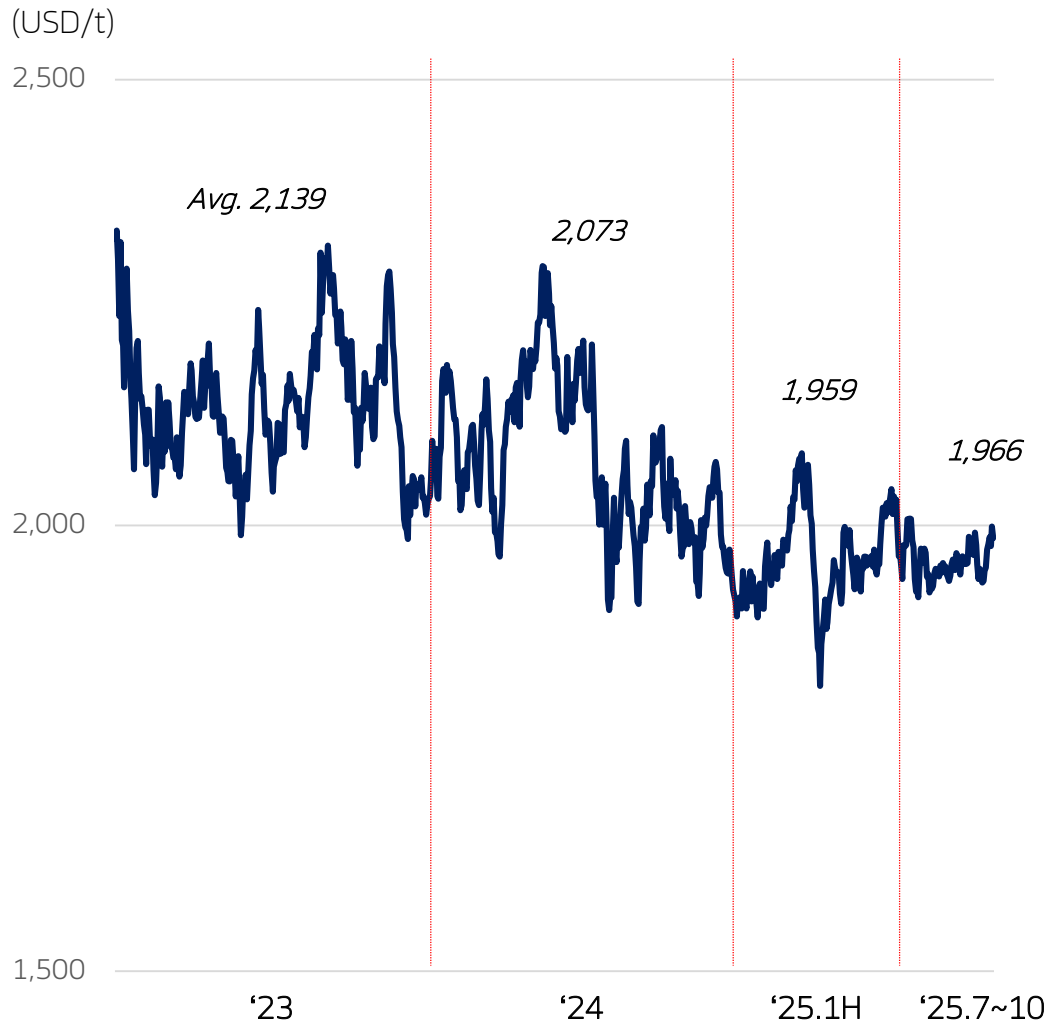
Classification	3Q24	2Q25	3Q25	QoQ(%)	YoY(%)
Revenue	237	255	267	4.7%	12.4%
Sales from products	217	235	215	-8.2%	-0.8%
Royalties	12	12	13	8.0%	13.3%
Others	9	8	38	383.2%	342.1%
COGS	190	203	191	-6.0%	0.1%
Selling Profit	47	52	76	47.0%	62.0%
Selling & Adm.	24	26	27	4.6%	12.5%
Operating Profit	23	26	49	89.8%	114.7%
Financial Income	14	27	-2	-	-
Financial Costs	-8	5	-	-	-
Non-Operating Income	-10	5	4	-14.8%	-
Non-Operating Expenses	16	36	-3	-	-
Profit Before Tax	19	17	55	219.1%	195.3%
Tax Expenses	6	7	8	15.1%	30.6%
Net Income	13	11	47	346.1%	270.4%

APPENDIX. ES Business Division : Major Product Portfolio

	 Automotive SLI	 Automotive Stop & Start	 Evs	 Truck /Bus	 Leisure	 Industrial
 <p>AGM •The Most Advanced Battery •Absorbent Glass Mat Technology</p>						
 <p>EFB •The Most Enhanced Flooded Battery •Advanced Grid Frame Technology</p>						
 <p>MF •Reliable Starting Battery •Long-life Control Technology</p>						

APPENDIX. Price Trend

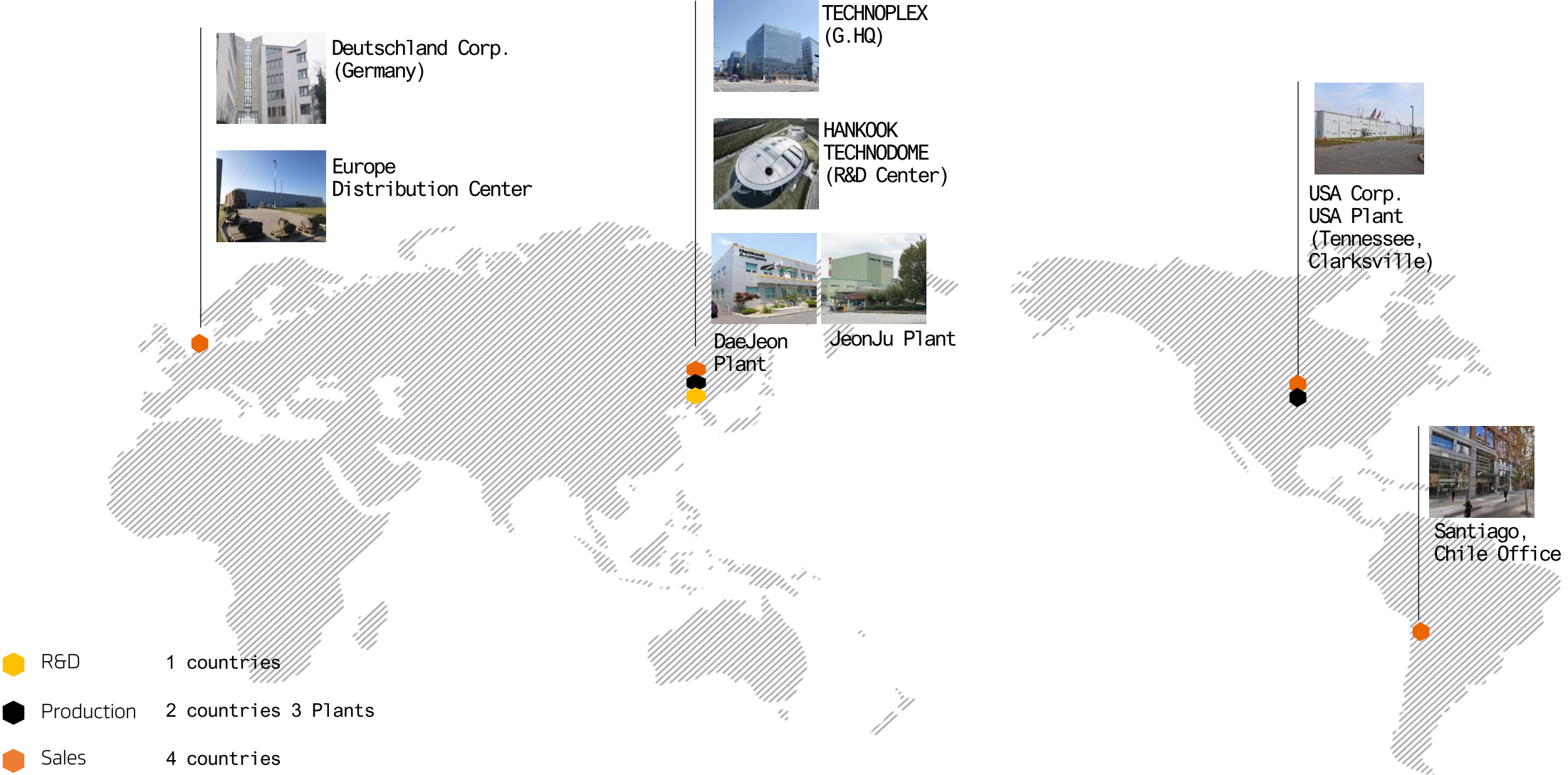
Lead (LME)



Tin (LME)



APPENDIX. Global Presence

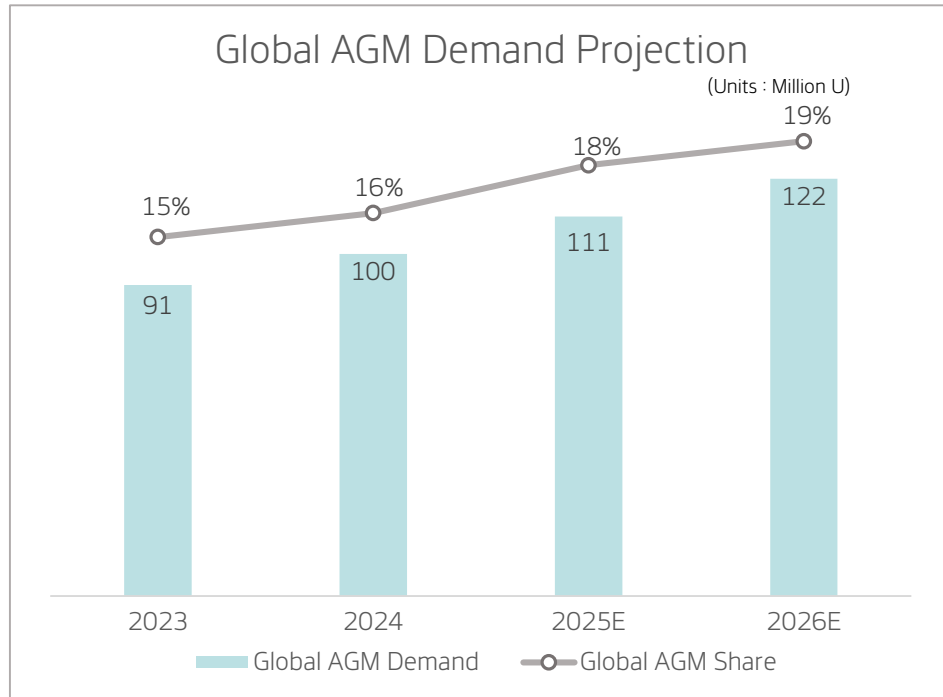


APPENDIX. AGM Capacity Expansion Plan

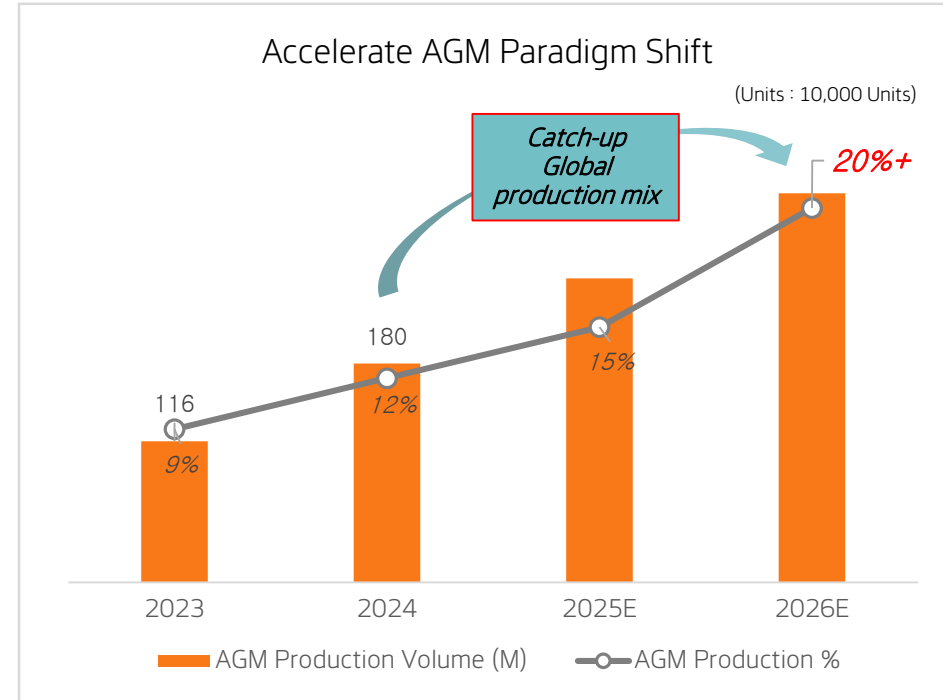
AGM Capacity Expansion Plan

- ✓ AGM batteries are steadily gaining share within the lead-acid battery segment, supported by consistent demand growth
- ✓ Invest in expanding production capacity for AGM batteries to meet global production mix within lead-acid batteries by 2026

Global AGM Demand and Hankook & Company's Capacity Expansion Plan for AGM



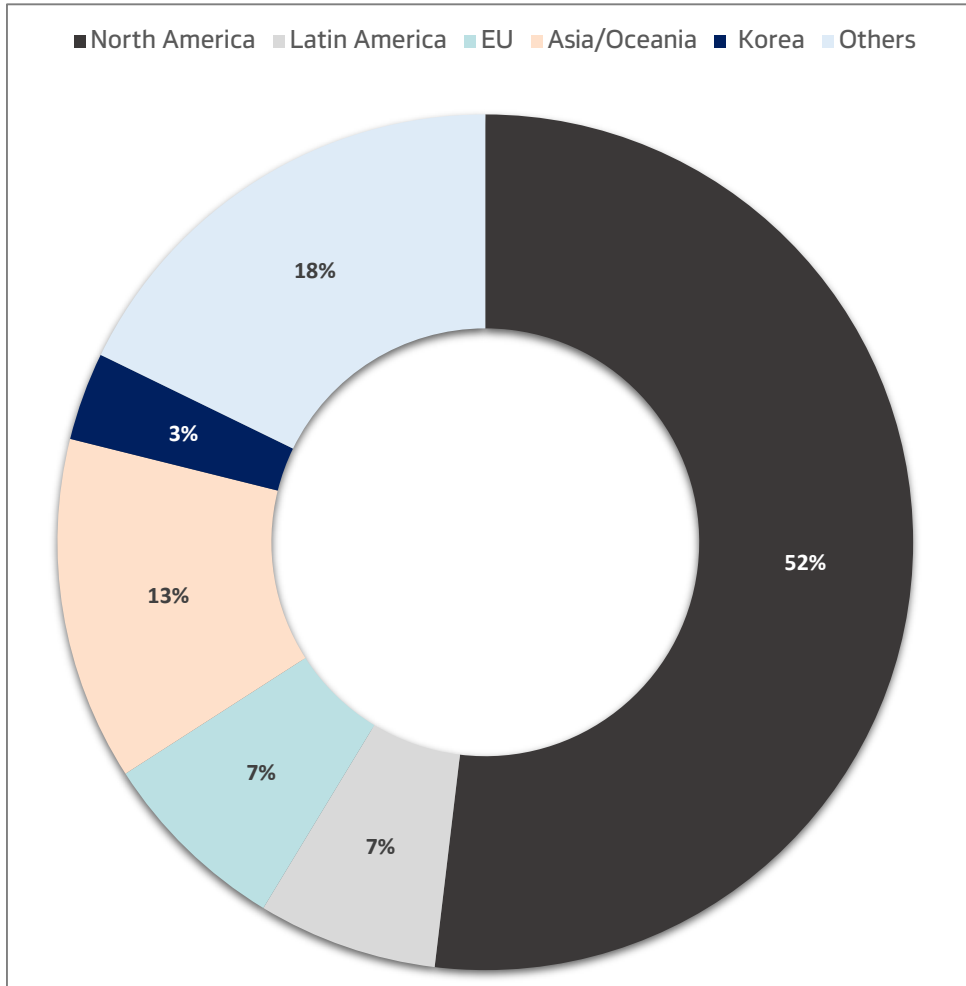
● Tight supply outlook driven by global AGM demand growth



● Continuously expanding AGM output to reach 20%+ by 2026

APPENDIX. ES Business Division : Sales Status

Sales by Regions _ As of the end of 3Q 25



Sales by Products _ As of the end of 3Q 25

