

Financial Results

1Q 2026

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
- 1Q 2026 Financial Results
- APPENDIX

Company Overview

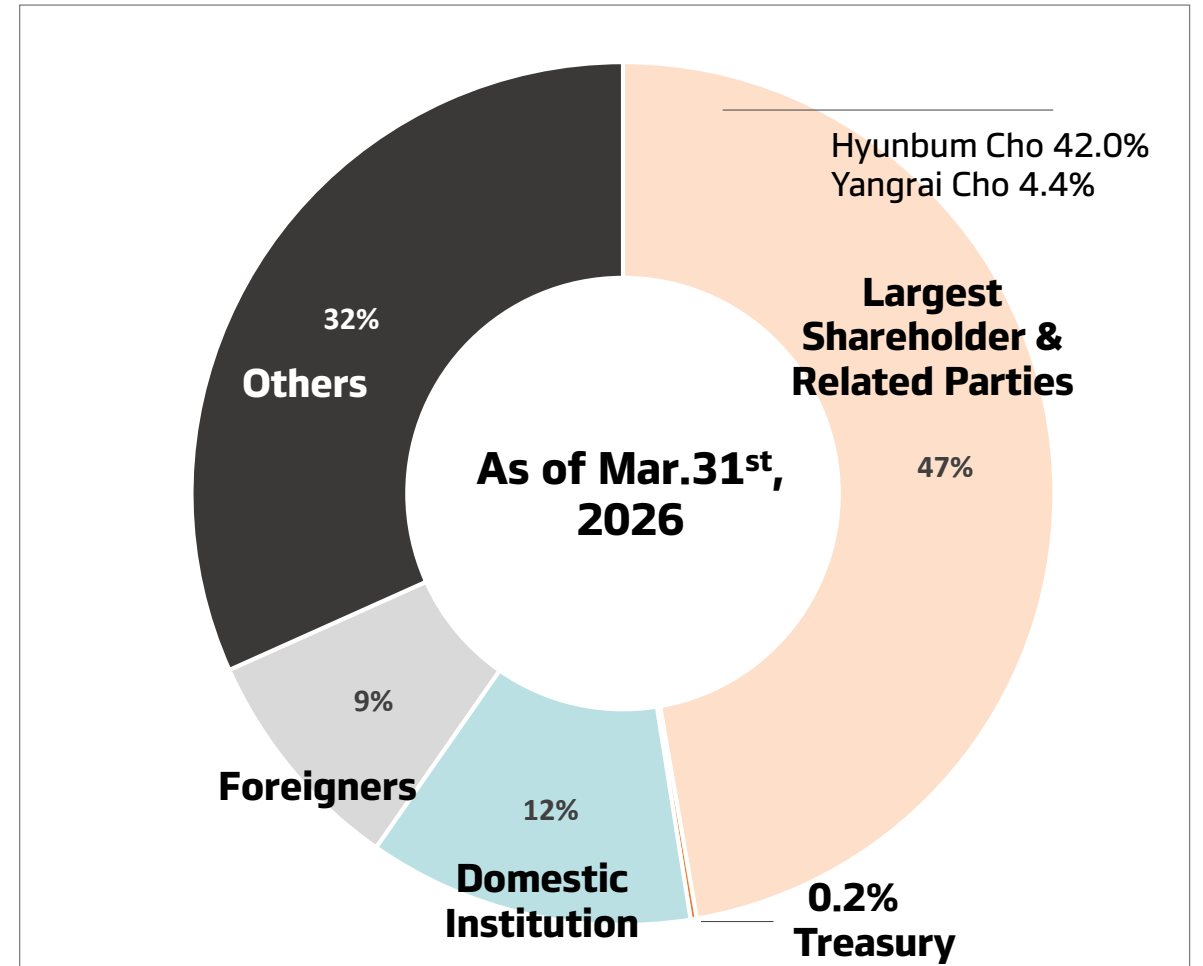


Company Overview

General Information

Name of the Company	Hankook & Company
Establishment	May 10, 1941
CEO	Jongho Park, Joon-Hyun Kim
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



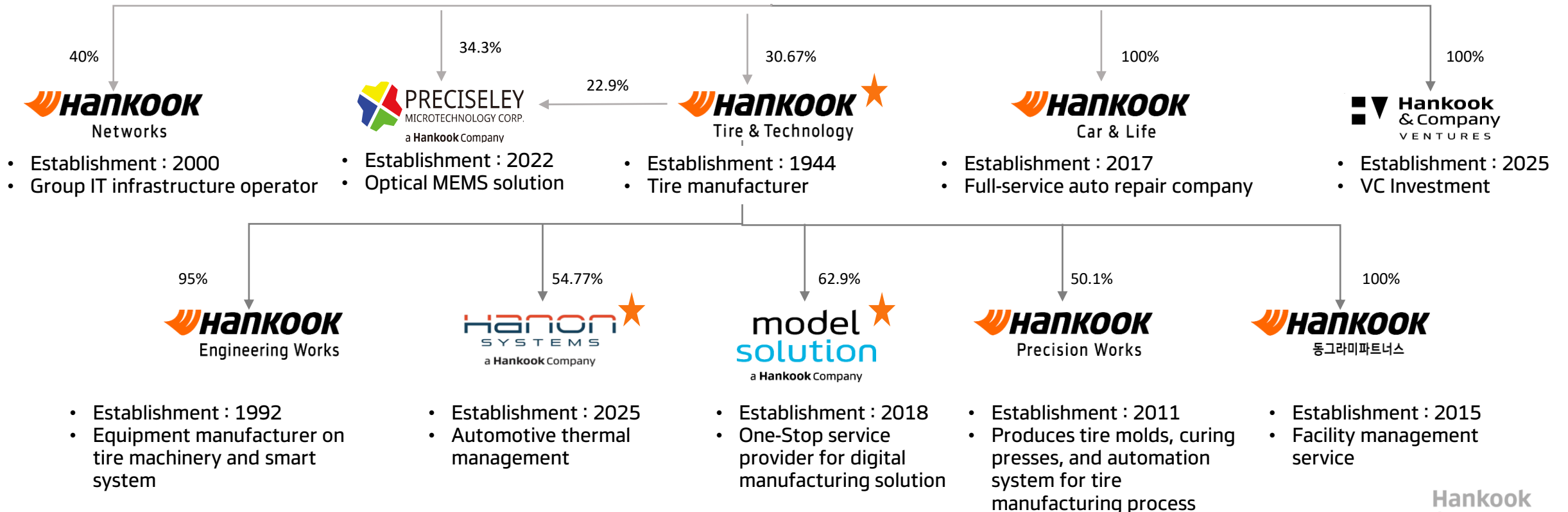
Hankook & Company Group Overview

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

1Q 2026 Financial Result

- ✓ Consolidated Revenue of KRW 378 Billion, Operating Profit of KRW 122 Billion, OPM 32.2%.
- ✓ Despite revenue and operating profit growth in the Holding Division, overall revenue and operating profit declined slightly due to delayed sales in the ES Division

(Units: Billion KRW)

Classification	2025.1Q	2025.4Q	2026.1Q	YoY	QoQ
Revenue	389	340	378	-2.7%	11.2%
COGS	232	227	225	-3.0%	-0.9%
%	59.7%	66.8%	59.5%	-0.2%p	-7.3%p
SG&A	30	39	32	6.4%	-20.1%
%	7.6%	11.6%	8.3%	0.7%p	-3.3%p
Operating Profit	127	74	122	-4.1%	64.9%
%	32.6%	21.7%	32.2%	-0.4%p	10.5%p
EBITDA	136	82	130	-4.3%	57.5%
Non-Operating Profit	-2	-18	16	-	-
Profit Before Tax	125	56	138	10.0%	145.0%
Tax Expenses	10	11	13	33.0%	21.7%
Net Income	115	46	125	8.0%	173.9%

Holding Division

1Q 2025 Earnings Review

- ✓ Revenue and operating profit improved YoY, driven by higher equity-method gains from Hankook Tire & Technology on the back of better pricing, favorable FX, and improved product mix.

(Units: Billion KRW)

Classification	2025.1Q	2025.4Q	2026.1Q	YoY	QoQ
Revenue	119	81	131	10.2%	60.8%
- Equity-method gains	94	54	102	8.9%	87.5%
- Brand Royalties	12	13	13	8.6%	-6.0%
- SSC Revenue, etc.	13	14	16	20.9%	20.0%
COGS	4	5	10	165.8%	114.9%
SG&A	12	19	12	1.7%	-35.8%
Operating Profit	103	58	108	5.4%	88.3%
OPM(%)	86.7%	70.8%	82.9%	-3.8%p	12.1%p
EBITDA	104	59	109	5.4%	86.7%

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

ES Business Division

1Q 2026 Earnings Review

- ✓ Revenue(YoY-8.3%) and operating profit(YoY -44.4%) declined on lower production volume by delayed orders.
- ✓ Volume decline was mainly driven by weaker US orders amid tariff uncertainty and lower Middle East exports amid geopolitical tensions.

(Units: Billion KRW)

Classification	2025.1Q	2025.4Q	2026.1Q	YoY	QoQ
Revenue	270	260	248	-8.3%	-4.4%
COGS	228	223	215	-5.8%	-3.3%
SG&A	18	20	19	9.3%	-5.4%
Operating Profit	24	16	13	-44.4%	-17.8%
OPM(%)	8.9%	6.3%	5.4%	-3.5%	-0.9%
EBITDA	32	24	20	-36.2%	-14.3%

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

Financial Result

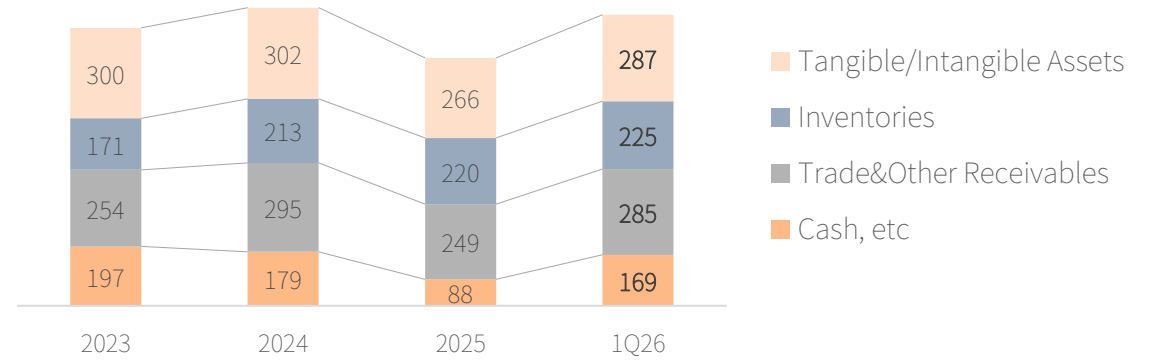
1Q 26 Financial Position

(Units: Billion KRW)

Classification	2023	2024	2025	1Q26
Assets	4,641	5,136	5,260	5,555
Cash, etc.	197	179	88	169
Trade & Other Receivables	254	295	249	285
Inventories	171	213	220	225
Tangible/Intangible Assets	300	302	287	287
Liabilities	624	684	479	588
Trade Payables	63	80	87	86
Short-term Borrowings	320	303	84	108
Shareholder's Equity	4,017	4,453	4,781	4,967
Liability Ratio	15.5%	15.4%	10.0%	11.8%

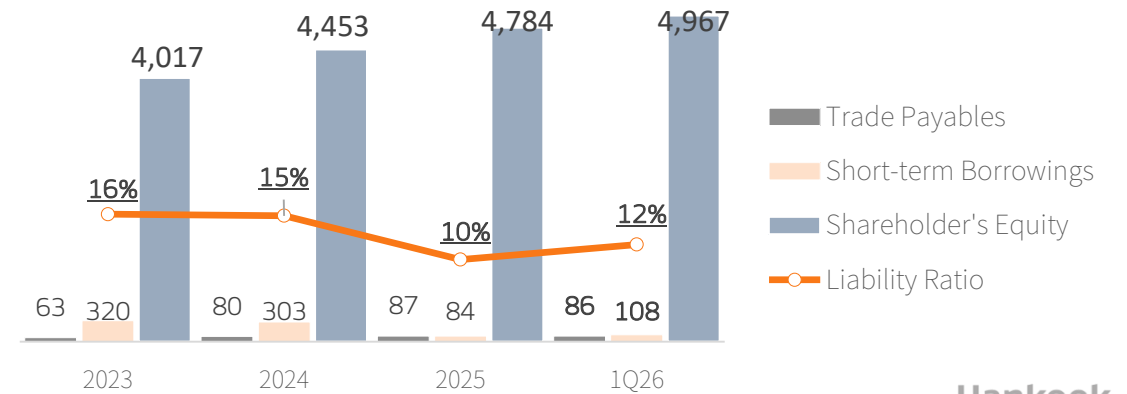
Assets

(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	'25.12	'26.03	YoY
Current Assets	606	719	113
Cash and Cash Equivalents	88	169	81
Trade and Other Receivables	249	285	36
Other Current Assets	269	265	-4
Non-Current Assets	4,654	4,836	182
Equity Method Investment	4,262	4,450	188
Tangible Assets/Investment Prop.	325	323	-1
Other Non-Current Assets	67	62	-5
Total Asset	5,260	5,555	295
Current Liabilities	258	370	112
Borrowings	84	108	25
Trade Payables	87	86	-1
Other Current Liabilities	87	175	88
Non-Current Liabilities	221	218	-3
Borrowings	15	15	-
Other Non-Current Liabilities	206	203	-3
Total Liabilities	479	588	109
Total Equity	4,781	4,967	186
Liability Ratio	10.0%	11.8%	1.8%p

Income Statement

[Units : Billion KRW]

Classification	1Q25	4Q25	1Q26	QoQ(%)	YoY(%)
Revenue	389	340	378	11.2%	-2.7%
Sales from products	274	261	252	-3.3%	-7.9%
Equity-Method Earnings	94	54	102	87.5%	8.9%
Royalties	12	13	13	-6.0%	8.6%
Others	10	12	12	-	21.2%
COGS	232	227	225	-0.9%	-3.0%
Selling Profit	156	113	153	35.3%	-2.0%
Selling & Adm.	30	39	32	-20.1%	6.4%
Operating Profit	127	74	122	64.9%	-4.1%
Financial Income	6	-2	5	-	-8.9%
Financial Costs	9	16	4	-76.5%	-58.2%
Non-operating Income	9	15	24	60.0%	166.7%
Non-Operating Expenses	7	15	9	-35.6%	27.0%
Profit Before Tax	125	56	138	145.0%	10.0%
Tax Expenses	10	11	13	21.7%	33.0%
Net Income	115	46	125	173.9%	8.0%

APPENDIX. Earnings Results : Non-Consolidated

Balance Sheet

[Units : Billion KRW]

Classification	'25.12	'26.03	YoY
Current Assets	553	667	114
Cash and Cash Equivalents	76	159	83
Trade and Other Receivables	296	314	19
Other Current Assets	182	194	12
Non-Current Assets	2,402	2,374	-28
Equity Method Investment	2,050	2,050	-
Tangible Assets/Investment Prop.	214	214	-
Other Non-Current Assets	138	110	-28
Total Asset	2,955	3,040	85
Current Liabilities	165	255	90
Borrowings	36	33	-3
Trade and Other Payables	106	186	80
Other Current Liabilities	23	36	13
Non-Current Liabilities	100	88	-12
Borrowings	12	11	-1
Trade and Other Payables	5	5	-
Other Non-Current Liabilities	84	72	-12
Total Liabilities	265	343	78
Total Equity	2,690	2,697	7
Liability Ratio	9.9%	12.7%	2.8%p

Income Statement

[Units : Billion KRW]

Classification	1Q25	4Q25	1Q26	QoQ(%)	YoY(%)
Revenue	336	244	294	20.4%	-12.5%
Sales from products	239	222	213	4.3%	-10.9%
Royalties	12	13	13	6.0%	8.6%
Others	86	8	68	722.9%	-20.2%
COGS	203	193	191	-1.2%	-5.8%
Selling Profit	133	50	102	103.5%	-22.9%
Selling & Adm.	26	30	27	-11.5%	0.4%
Operating Profit	107	20	76	273.8%	-28.7%
Financial Income	7	-	6	-	-13.9%
Financial Costs	9	16	3	-81.1%	-66.7%
Non-Operating Income	9	-1	20	-	117.4%
Non-Operating Expenses	6	12	7	-40.7%	13.3%
Profit Before Tax	108	6	92	1575.2%	-14.4%
Tax Expenses	8	4	9	124.9%	13.3%
Net Income	100	1	83	6063.3%	-16.7%

APPENDIX. Earnings Results : Consolidated P/L

Summary of P/L (Consolidated)

[Units : Billion KRW]

Classification	Quarterly Results								Yearly Results	
	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25	1Q26	2024	2025
Revenue	364	381	297	389	344	385	340	378	1,391	1,458
Sales from products	249	246	262	274	269	245	261	252	985	1,048
Equity-Method Earnings	92	112	11	94	51	116	54	102	320	315
Royalties	11	12	12	12	12	13	13	13	46	50
Others	11	11	12	10	12	11	12	12	40	45
COGS	212	217	235	232	240	218	227	225	860	917
Selling Profit	152	165	62	156	104	167	113	153	531	541
Selling & Adm.	27	27	32	30	30	30	39	32	113	129
Operating Profit	125	137	31	127	74	137	74	122	418	412
Financial Income	7	12	-1	6	27	-4	-2	5	24	27
Financial Costs	19	-7	52	9	7	-2	16	4	84	30
Non-operating Income	12	-9	40	9	4	6	15	24	64	33
Non-Operating Expenses	3	16	5	7	35	-2	15	9	31	54
Profit Before Tax	122	131	13	125	63	143	56	138	391	387
Tax Expenses	13	10	5	10	7	13	11	13	41	40
Net Income	109	121	8	115	57	130	46	125	351	347

APPENDIX. Earnings Results : Non-Consolidated P/L

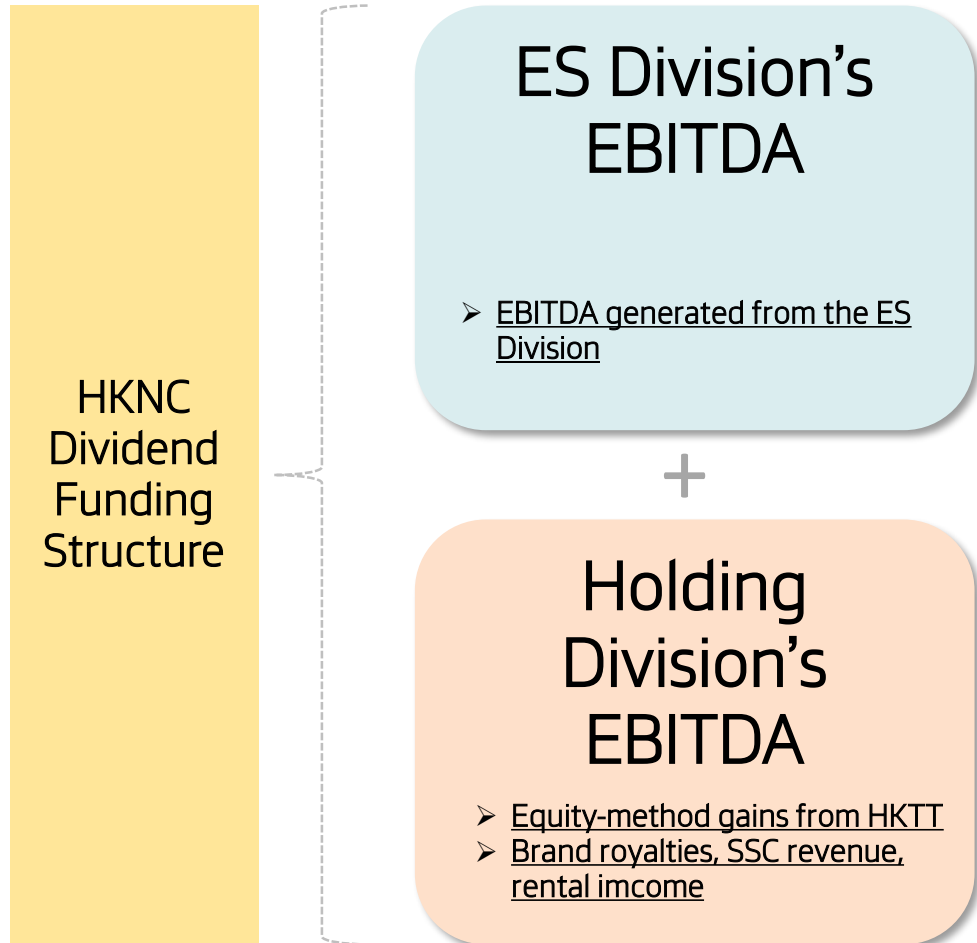
Summary of P/L (Non-Consolidated)

[Units : Billion KRW]

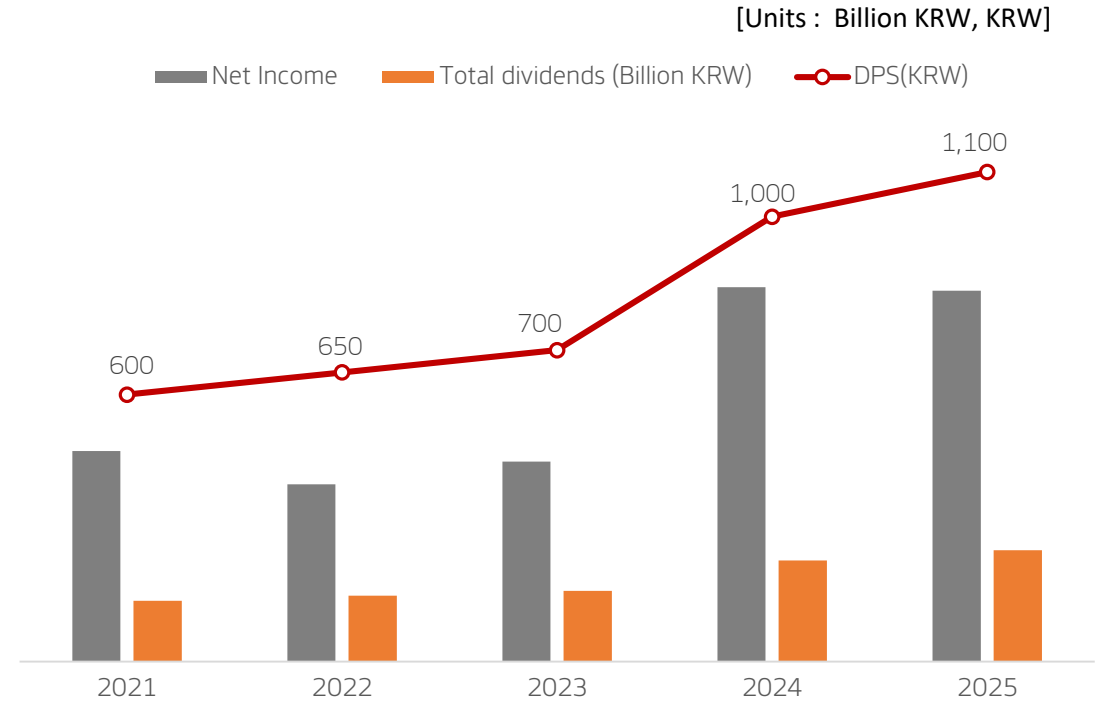
Classification	Quarterly Results								Yearly Results	
	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25	1Q26	2024	2025
Revenue	228	237	260	336	255	267	244	294	999	1,101
Sales from products	207	217	238	239	235	215	222	213	871	911
Royalties	11	12	12	12	12	13	13	13	46	50
Others	10	9	10	86	8	38	8	68	82	140
COGS	174	190	213	203	203	191	193	191	757	790
Selling Profit	54	47	47	133	52	76	50	102	242	311
Selling & Adm.	25	24	28	26	26	27	30	27	101	110
Operating Profit	29	23	19	107	26	49	20	76	141	202
Financial Income	10	14	-	7	27	-2	-	6	32	32
Financial Costs	19	-8	52	9	5	-	16	3	82	30
Non-operating Income	12	-10	40	9	5	4	-1	20	63	32
Non-Operating Expenses	2	16	10	6	36	-3	12	7	35	51
Profit Before Tax	30	19	-2	108	17	55	6	92	119	185
Tax Expenses	8	6	2	8	7	8	4	9	25	27
Net Income	22	13	-4	100	11	47	1	83	95	159

APPENDIX. Dividend

Dividend Overview




























5-Year Dividend Trend



Classification	2021	2022	2023	2024	2025
DPS(KRW)	600	650	700	1,000	1,100
Interim Dividend(KRW)	-	-	-	210	300
Year-end Dividend(KRW)	600	650	700	790	800
Payout Ratio(Consolidated)	28.9%	37.2%	35.4%	27.0%	30.0%

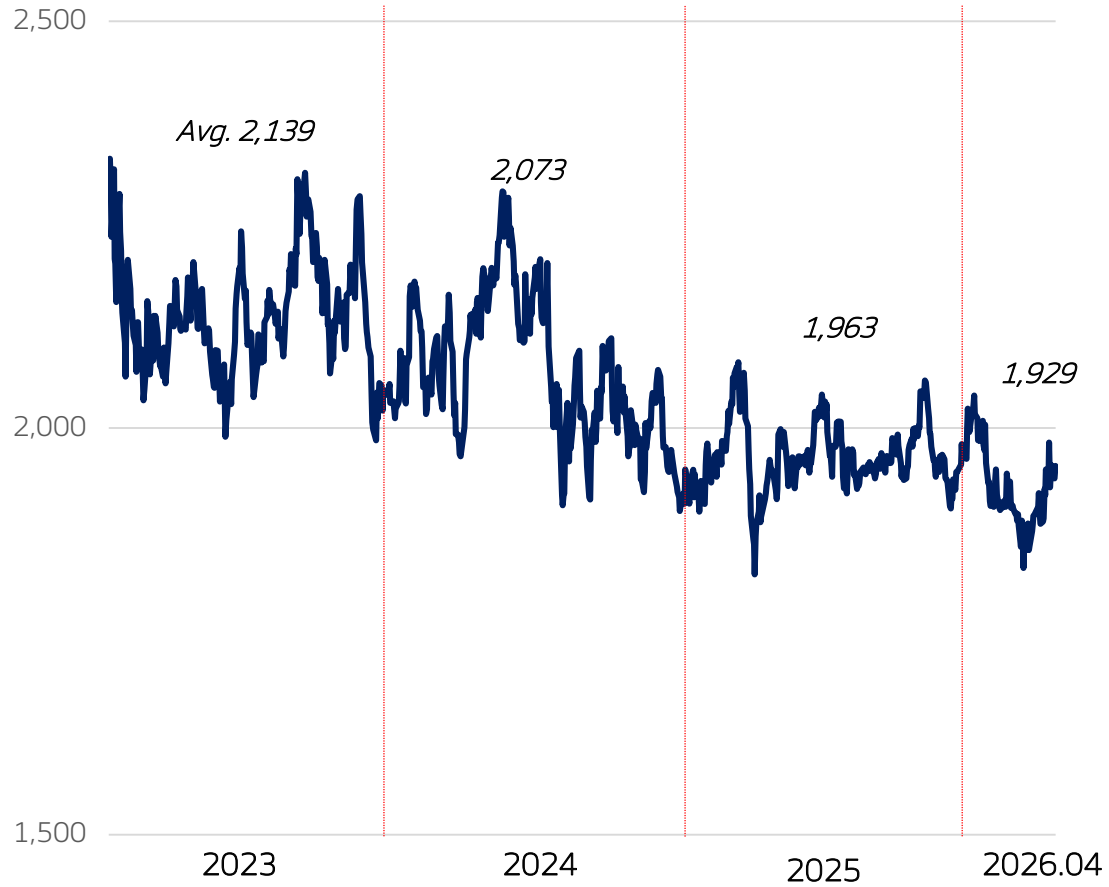
APPENDIX. ES Business Division : Major Product Portfolio

	 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)

(USD/t)

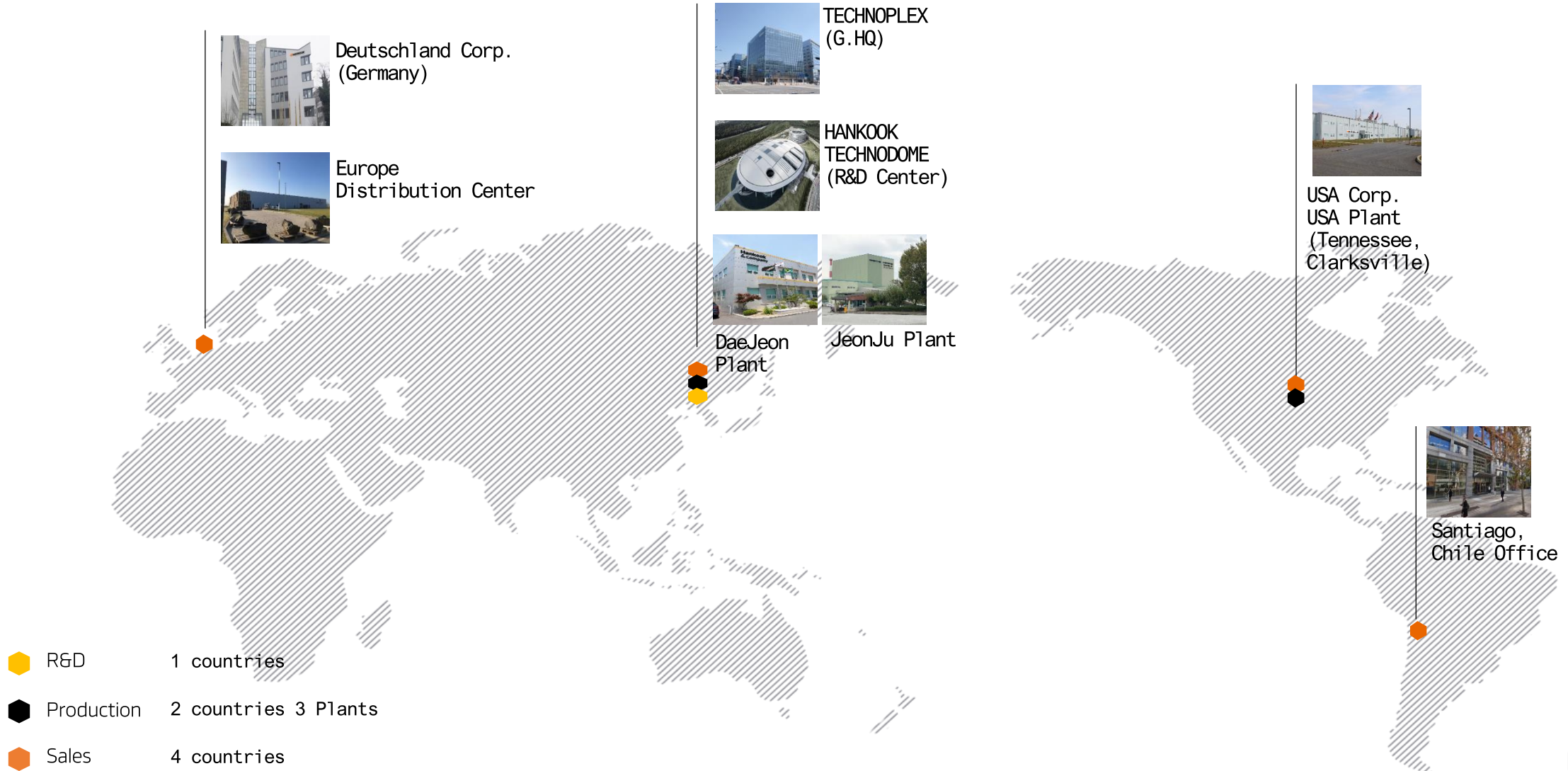


Tin (LME)

(USD/t)



APPENDIX. Global Presence

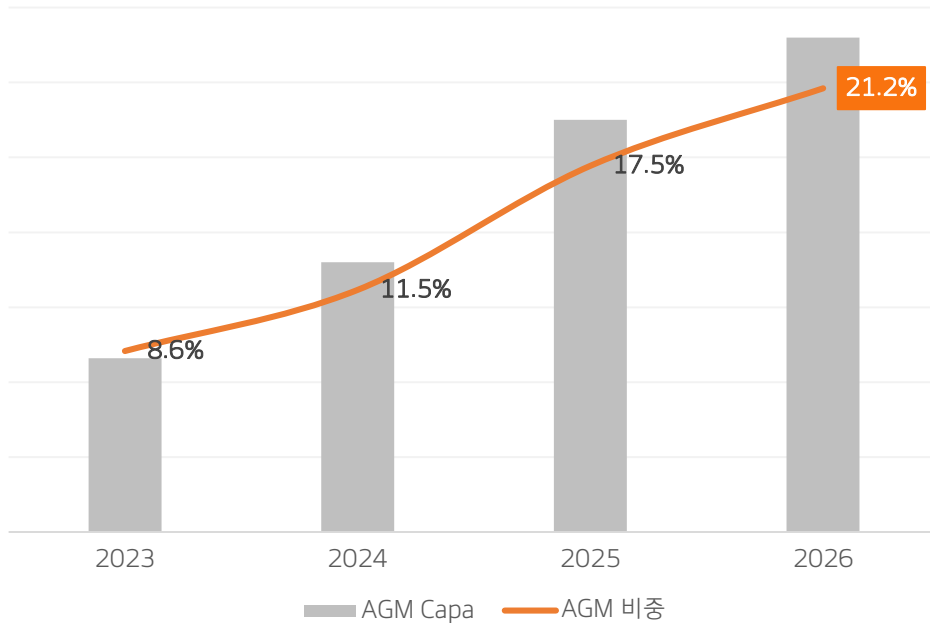


APPENDIX. AGM Capacity Expansion Plan

AGM Capacity Expansion Plan

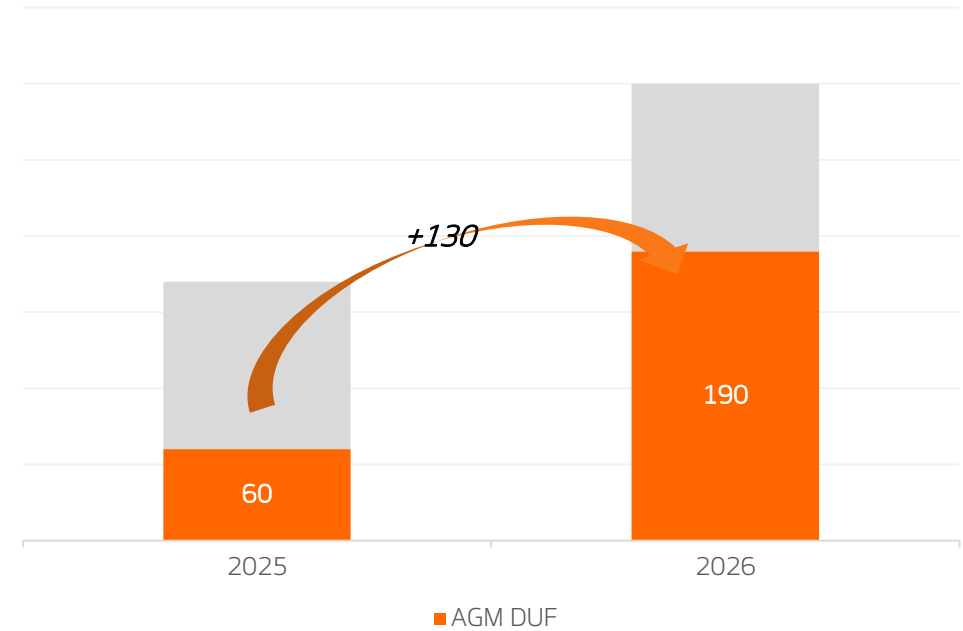
- ✓ AGM demand and market share continue to increase in the global battery market
- ✓ Profitability to be enhanced further through AGM line expansion and production efficiency improvement

HKNC's AGM Capacity as % of Total Capacity



▶ HKNC is expected to reach market-level AGM production mix by 2026

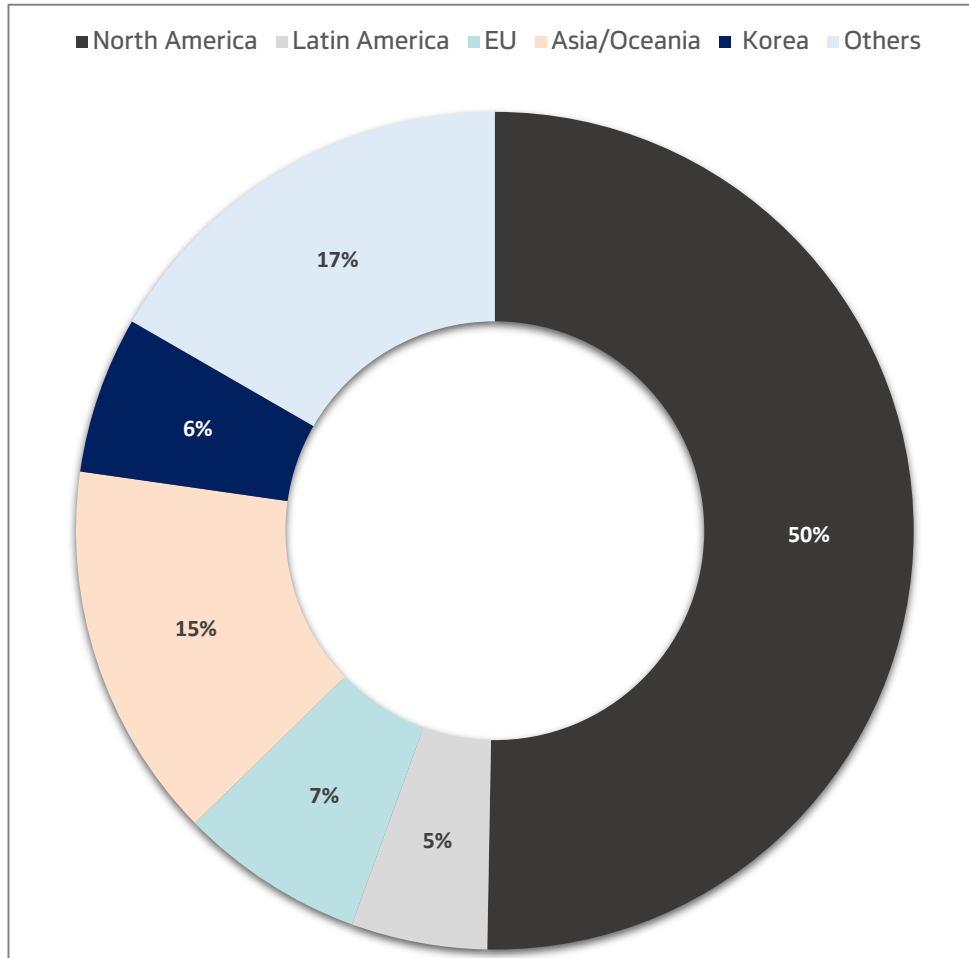
US Plant AGM Capacity Expansion Plan (Unit : 10,000)



▶ Continued AGM capacity expansion to support profitability improvement

APPENDIX. ES Business Division : Sales Status

Sales by Regions _ As of the end of 1Q 2026



Sales by Products _ As of the end of 1Q 2026

